Planning and Speed: The Balancing Act In Tech

Many tech firms don't think they have time to look ahead. But the winners know that focus and agility are not mutually exclusive.

SUCCESS MEANS DEFINING THE FUTURE RIGHT NOW

Winning tech firms aren't just reacting to the short term. They are:

Focused Concentrating on the raw customer need and the key capabilities needed to win and scale

Innovative Willing to disrupt themselves on behalf of the customer

Agile Constantly sensing market direction, anticipating disruption and moving in waves of discovery
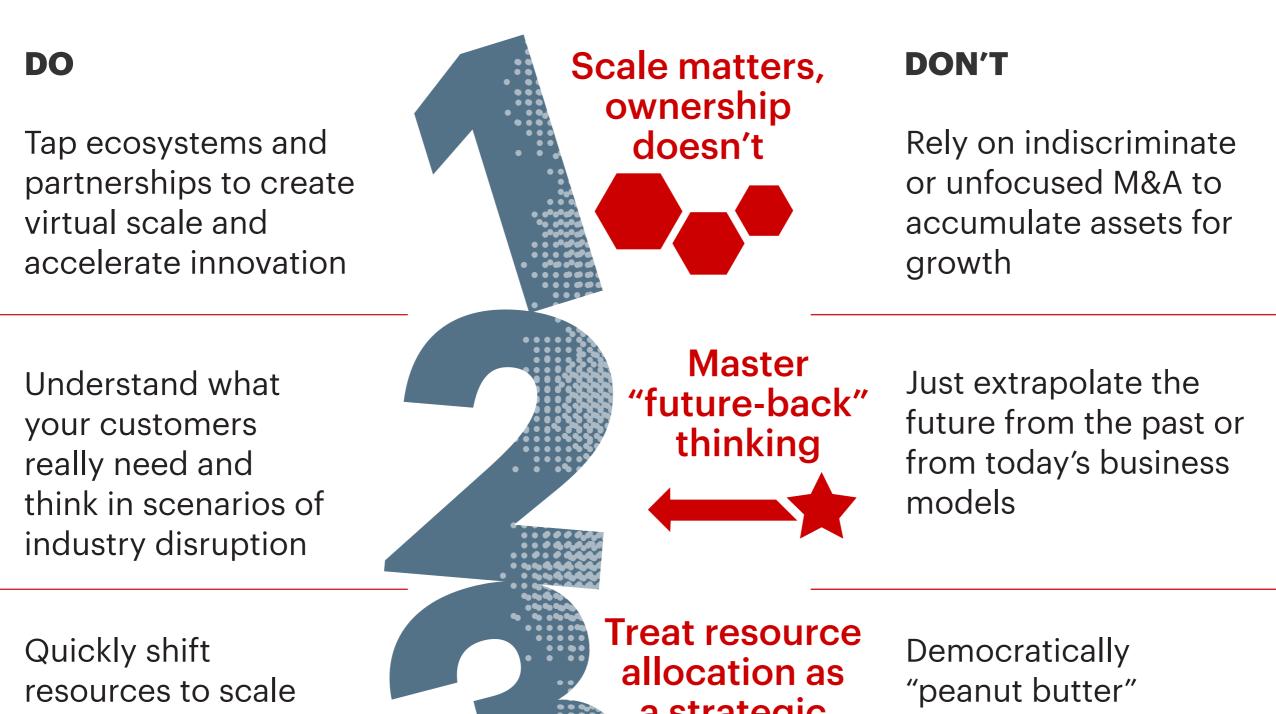
THE PLANNING CONUNDRUM

The rapid pace of change requires a more nimble strategy than traditional annual or multiyear plans. It needs to evolve at the speed of the market.

Four principles to balance focus and agility

DO		DON'T
Tap ecosystems and partnerships to create virtual scale and accelerate innovation	**1** Scale matters, ownership doesn't	Rely on indiscriminate or unfocused M&A to accumulate assets for growth
Understand what your customers really need and think in scenarios of industry disruption	**2** Master "future-back" thinking	Just extrapolate the future from the past or from today's business models
Quickly shift resources to scale winning ideas	**3** Treat resource allocation as a strategic weapon	Democratically "peanut butter" resources across multiple initiatives
Develop market sensing abilities and combine these with an Agile approach to strategic planning	**4** Set stepping-stones, not static endpoints	Become paralyzed by focusing on "perfect anticipation" or be inflexible in implementation

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Is Strategy Dead in Tech? The Winners Don't Think So
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