



Reimagining Work with Project and Portfolio Management



Amy Loomis, Ph.D.
Research Vice President,
Future of Work, IDC



Melinda-Carol Ballou
Research Director, Agile ALM,
Quality & Portfolio Strategies, IDC

Table of Contents



CLICK BELOW TO NAVIGATE TO EACH SECTION IN THIS DOCUMENT.

Executive Summary	3	Organizations at Different PPM Maturity Levels Have Varied Priorities	9
Challenges of a Distributed Workforce in an Era of Disruption.....	4	Best-in-Class Deployment of PPM Drives Connected, Scalable Projects	10
Tools and Automation that Drive Strategic Business Results.....	5	Higher Investment Aligns with Evolving PPM Maturity.....	11
Top Capabilities Driving Work Planning.....	6	Key Takeaways.....	12
Ensure PPM Reinforces Key Organizational Goals.....	7	About the IDC Analysts.....	13
PPM and Workflow Automation Offer Clear Process Benefits.....	8	Message from the Sponsor.....	14

Executive Summary

IDC conducted primary research sponsored by Smartsheet designed to explore the business benefits and cost savings enterprises are achieving or plan to achieve through the use of collaborative work management solutions.

Note: Research based on an online survey managed by IDC's Global Primary Research Group. Data weighted by IT and LOB. n = 629; Source: IDC's *PPMS Research Survey*, June 2023.



Challenges of a Distributed Workforce in an Era of Disruption

Flexible work models have added a layer of complexity for organizations already witnessing continuous technology disruption. These organizations must quickly adopt and adapt to using modern communication, productivity, and engagement tools or risk falling behind competitors.

Key Challenges



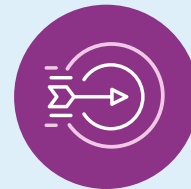
45%

Managing resources and skills



45%

Communication and collaboration between dispersed teams



42%

Defining company-level priorities and objectives



41%

Data security



31%

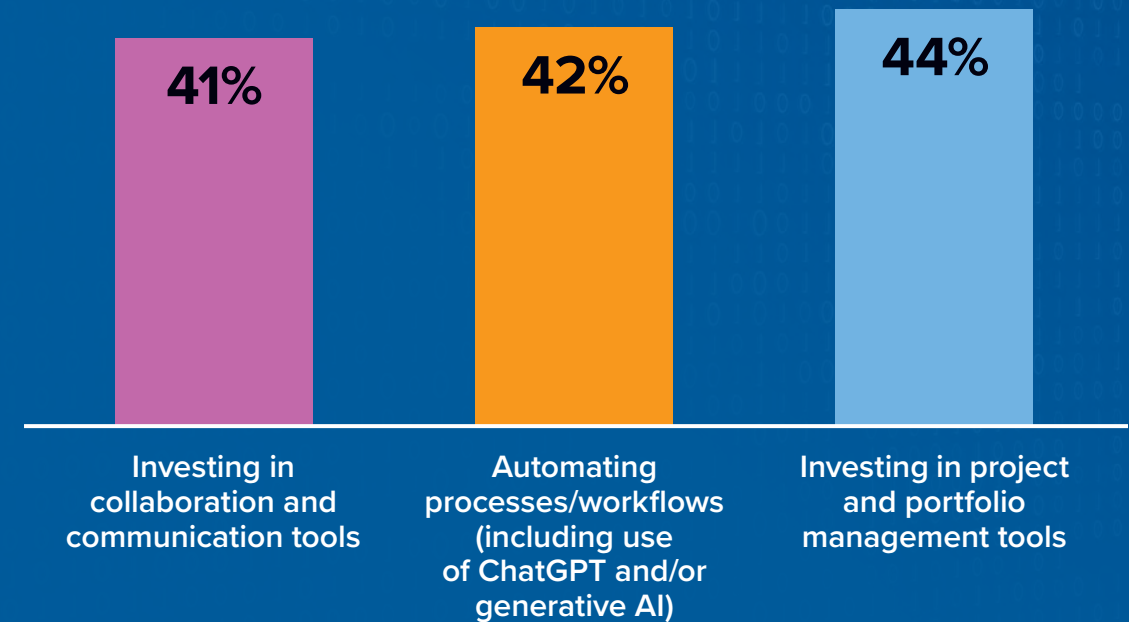
Lack of a single platform for tracking and managing work

Tools and Automation that Drive Strategic Business Results

Facing increasing process complexity, organizations are investing in project and portfolio management tools, and automated processes and workflows (including ChatGPT and/or generative AI) as key ways to drive process visibility, integrate insights, and realize business strategy.

To the best of your knowledge, what are the **top 3 priority actions** your organization will likely take to **drive strategic business results**?

(Percentage of respondents)



Note: Data not weighted. n = 629; Source: IDC's *PPMS Research Survey*, June 2023

Top Capabilities Driving Work Planning

Businesses need to support budget tracking with project planning and resource management more than ever given the volatility of market conditions, supply chains, and talent management.

Key PPM features:



37%

Project planning
and task management



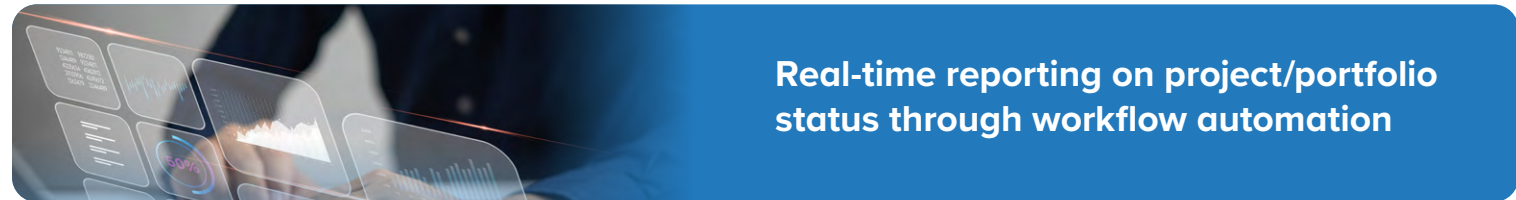
35%

Time and budget tracking



37%

Resource management



Real-time reporting on project/portfolio status through workflow automation



Smart data analytics



Work alignment to strategic and operational goals



People empowerment and commitment to common goals

Ensure PPM Reinforces Key Organizational Goals

Strategic **alignment with organizational and business goals** is a critical component of successful project and portfolio management. Organizations must consider the context in which tools are being deployed beyond technical integration.



Fully or Closely aligned to organizational goals

- ✓ Strong top-down leadership to define and explain company goals
- ✓ Continuous communication via multiple touchpoints
- ✓ Clear metrics-driven approach to measuring success
- ✓ Recognition of ownership

Q: You indicated your function/department is fully or closely aligned to organizational goals. What is the top driver for this alignment?



Not or Not at all aligned to organizational goals

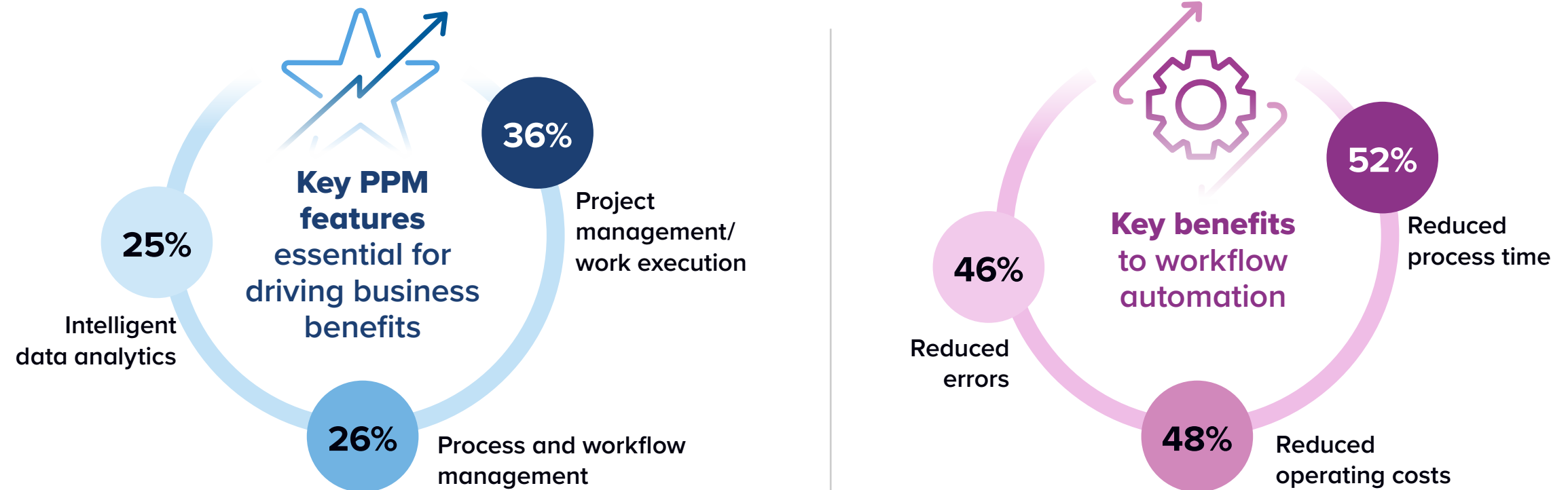
- ✓ Organizational leadership challenges
- ✓ PPM tools that don't fully support strategic alignment
- ✓ PPM tools that have poor user experience
- ✓ Change management issues

Q: You indicated your function/department is not or not at all strategically aligned to organizational goals. What is the top inhibitor to supporting that alignment?

n = 629; Source: IDC's PPMS Research Survey, June 2023

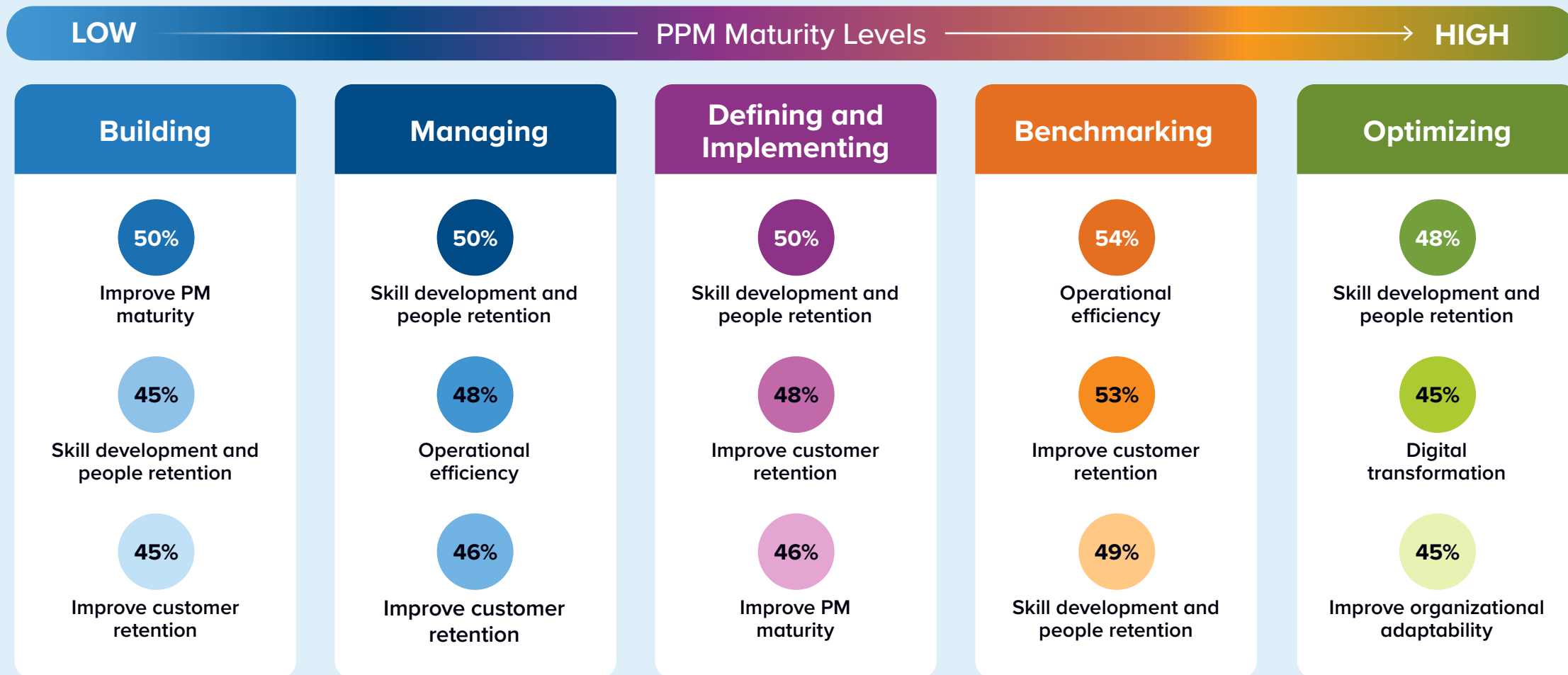
PPM and Workflow Automation Offer Clear Process Benefits

Workflow automation and PPM are foundational to competitive advantage for organizations looking to grow at the scale and speed of digitally mature businesses.



n = 629; Source: IDC's PPM Research Survey, June 2023

Organizations at Different PPM Maturity Levels Have Varied Priorities

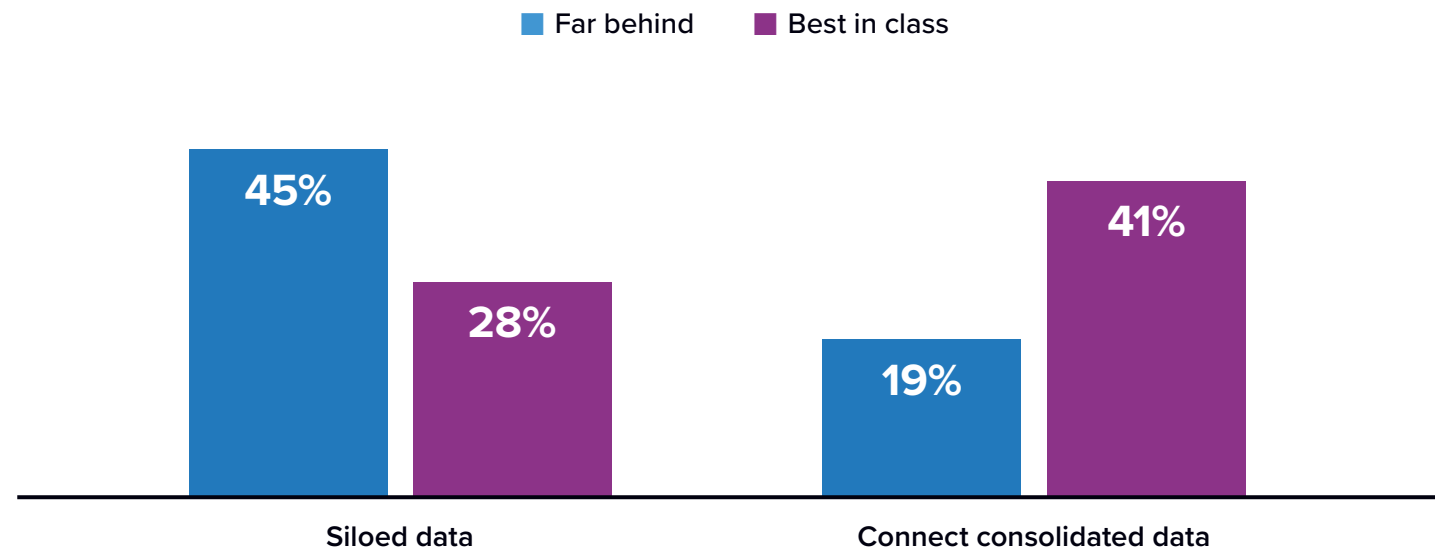


n = 629; Source: IDC's PPM Research Survey, June 2023

Best-in-Class Deployment of PPM Drives Connected, Scalable Projects

“Best of class” organizations were less likely to be challenged by data silos and more likely to report being able to easily connect and consolidate information versus those who said they were “far behind” peers.

Access to single source of information



n = 629; Source: IDC's PPMS Research Survey, June 2023



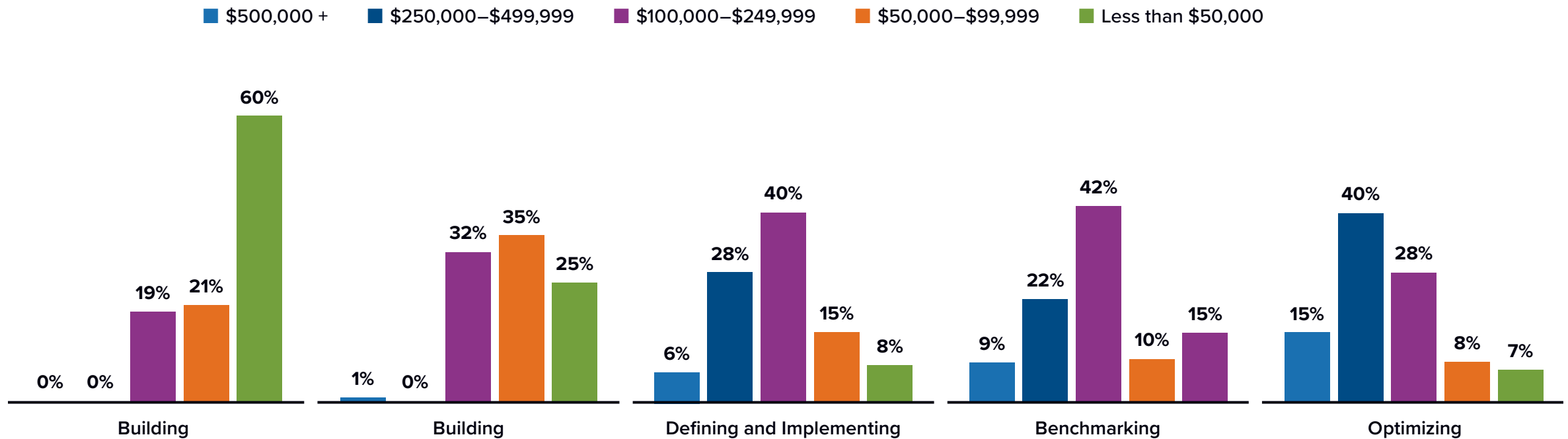
Organizations benchmarking and optimizing for PPM are **6X** more likely to report strong or unlimited scalability.

Q: How would you describe your organization's ability to scale project management approaches?

Higher Investment Aligns with Evolving PPM Maturity



Access to single source of information



n = 629; Source: IDC's PPM Research Survey, June 2023

Key Takeaways

Questions to consider when choosing project and portfolio management solutions:

- 1 Do current investments support strategic planning, demand intake, prioritization, resource management, work execution, and reporting?
- 2 Does the organization have strong leadership buy-in and sponsorship?
- 3 Are the PPM tools easy to use?
- 4 Do the tools support collaborative work at scale?
- 5 Are current PPM tools flexible enough to support dynamic internal processes, external changes, and employees' work habits?
- 6 How will the organization adapt as project portfolios grow in scale and complexity?
- 7 What are the key areas for ongoing PPM investment?

About the IDC Analysts

**Amy Loomis, Ph.D.**

Research Vice President, Future of Work, IDC

Amy Loomis is research vice president for IDC's worldwide Future of Work market research service. In this role, she covers the growing influence of technologies such as artificial intelligence, data analytics, robotics, augmented and virtual reality, and intelligent process automation in changing the nature of work. Her research looks at how these technologies influence workers' skills and behaviors, organizational culture, worker experience, and how the workspace itself is enabling the future enterprise.

[More about Amy Loomis](#)

**Melinda-Carol Ballou**

Research Director, Agile ALM,
Quality & Portfolio Strategies, IDC

Melinda-Carol Ballou serves as research director for IDC's Application Life-Cycle Management (ALM) program. In this role, she provides thought leadership, expert opinion, and analysis through comprehensive research on end-to-end application life-cycle management from requirements to quality, testing, change, continuous release, process, and project and portfolio management (PPM) with a focus on agile DevOps software life-cycle strategies.

[More about Melinda-Carol Ballou](#)

Message from the Sponsor



Smartsheet (NYSE: SMAR) is the enterprise work management platform. The foundation for managing projects, programs, and processes for millions of global customers, Smartsheet empowers everyone to work better, at scale.

The Smartsheet Platform for Modern Project and Portfolio Management allows operational leaders to create replicable project management frameworks, while enabling project teams to be more nimble, creative, and efficient.

[Learn more](#)

IDC Custom Solutions

This publication was produced by IDC Custom Solutions. The opinion, analysis, and research results presented herein are drawn from more detailed research and analysis independently conducted and published by IDC, unless specific vendor sponsorship is noted. IDC Custom Solutions makes IDC content available in a wide range of formats for distribution by various companies. This IDC material is licensed for external use and in no way does the use or publication of IDC research indicate IDC's endorsement of the sponsor's or licensee's products or strategies.



IDC Research, Inc.
140 Kendrick Street, Building B, Needham, MA 02494, USA
T +1 508 872 8200



@idc



@idc



idc.com

International Data Corporation (IDC) is the premier global provider of market intelligence, advisory services, and events for the information technology, telecommunications, and consumer technology markets. With more than 1,300 analysts worldwide, IDC offers global, regional, and local expertise on technology and industry opportunities and trends in over 110 countries. IDC's analysis and insight helps IT professionals, business executives, and the investment community to make fact-based technology decisions and to achieve their key business objectives.

©2023 IDC. Reproduction is forbidden unless authorized. All rights reserved. [CCPA](#)