

The State of Capital Project Portfolios: 2027

A framework for navigating portfolio
prioritization with complete visibility

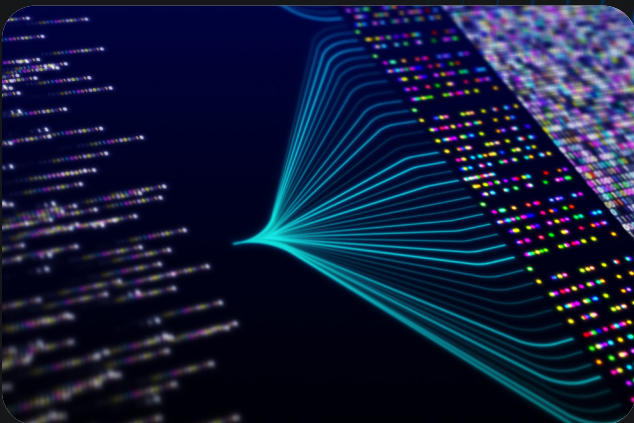


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Introduction

Every year, organizations review their capital portfolios to decide where to keep investing, which initiatives to stop, where to increase spend, and how to make room for new strategic programs. But this year isn't like every other year.

Geopolitical and economic disruption keeps intensifying, regulatory requirements are tightening across most industries, and AI is challenging the traditional ways portfolios get planned and reviewed. With so many variables in motion, it's harder than ever to make the right call for the portfolio as a whole—or for any single project or program inside it.

Most of those global factors sit outside an investment committee's control. But one factor doesn't: the ability to gain clear insight into what's actually happening within the portfolio. Yet this is an area where companies continue to struggle.

Only 10% of leaders believe they have sufficient data and insight to back their growth initiatives, according to [McKinsey's 2025 Growth Leaders Mindset Survey](#). Not because the data doesn't exist, but because it's fragmented: cost sits in one system, risk in another, dependencies in someone's spreadsheet. **By the time it's all stitched together for a portfolio review, the data is already outdated.**

So leaders keep doing what they've always done: heading into annual portfolio reviews armed with the same spreadsheets and presentation decks, built manually by teams working in standalone systems that each manage just one slice of the portfolio.

Project management and control systems have no insight into resource capacity or work demand. Regulatory and compliance solutions don't integrate with the projects and programs that are designed to deliver the ability to meet those compliance standards. Dependencies across initiatives, and between operational and discretionary investments, go missed entirely—and so do the risks tied to them.

This isn't sustainable. **Decisions made in 2027 on incomplete, inaccurate, fragmented data won't optimize performance over the next twelve months**—the disappointments of every cycle before it will simply repeat, only this time with higher stakes than ever.

There's a better way. In this eBook, we'll explore how companies can improve their portfolio management and review approach, developing a sustainable framework—one that improves performance in 2027 and beyond.



Andy Jordan

President of Roffensian Consulting Inc.

Where portfolios stand right now

Portfolio management is improving—but not fast enough to outrun what’s coming. In the last few years, organizations have recognized the need to improve the quality of portfolio management as a whole and have taken steps to deliver that improvement:

- **More modernized approaches and stronger governance** resulting in improved stage-gate processes and controls, along with similar enhancements.
- **Better-resourced Project Management Offices (PMOs)** to ensure that these governance, oversight, and guidance functions have the right skills and experience to support project and program delivery.
- **Greater adoption of integrated planning and management tools** to break down some of the silos that have been historic barriers to effective and efficient planning and delivery.

Offsetting those gains: rising capital costs as a result of supply chain and raw material pressures, cyclical defense and infrastructure spending that has limited investment in many areas, and greater regulatory and supplier budget oversight that increases reporting requirements and restricts investment flexibility.



Then we have to overlay the impact of AI, which is already reshaping how portfolios get managed. AI is helping improve forecasting, the mapping of dependencies—especially across initiatives and between discretionary and operational assets—and faster, more complete scenario modeling. That's delivering real value to companies managing their capital portfolios today, and the capability is only going to keep expanding.

But for all those gains, many companies aren't yet seeing the full promise of AI show up in their results—faster delivery, sharper risk management, better decisions made quicker.

That gap comes down to readiness, not capability. Most companies aren't there yet on the data, processes, and policies AI depends on to be effective. Data is often incomplete, inconsistent, or scattered across the same disconnected systems already holding back portfolio visibility more broadly.

And few companies have yet worked out how to fold AI into the way they already operate, rather than bolting it on as a separate initiative. AI is one more reason the fundamentals matter—but it's far from the only one.

The path forward isn't a fundamental reset—it's building on what's already working. Lean governance needs to mature further, delivering speed at an acceptable level of risk. PMOs need to evolve from governance functions into genuine performance enablers. And most critically, the modernized technologies of the last few years need to be fully integrated—one connected infrastructure, not five disconnected upgrades. That's what ensures everyone has the same information at all times, with the context to turn that information into the insight and understanding that drives better decisions.

Gaining that momentum is only half the job, though. To know where to point these enhancements, organizations first need to understand the challenges actually driving this year's reshuffle.



What forces a portfolio reshuffle?

Organizations don't commit to rebalancing and adjusting their portfolios every year because they want to. They do so because they must—variances in delivery, shifting environments, and an evolving understanding of the operating landscape all force a revisit, or risk pursuing solutions or strategies that no longer hold up.



The same, but different

The five key drivers that follow will likely seem familiar—the same list of factors could have been provided last year, a few years ago, even a decade or more back. The themes are consistent, and that can lead to a degree of complacency in companies who think that they understand these factors. But the details are changing, and those details can make all the difference.

Budget constraints restricting abilities

Capital-intensive industries always have budgetary challenges. Programs require substantial commitments of funds over extended periods of time, and that inevitably requires assumptions around future funding—assumptions that may prove to be incorrect.

However, in the current environment, budget limitations are becoming an even more critical factor, as current global volatility is having a significant impact on commodity prices, especially energy, forcing companies to reassess the viability of many investments and driving across-the-board cuts to discretionary spending. That is impacting entire portfolios, forcing replanning and rebalancing to occur outside of regular review cycles, and creating knock-on impacts on many other projects and programs.

Additionally, current global uncertainty is impacting customer behavior in many sectors, increasing volatility of revenues and cash flow. This is driving further budgetary caution, requiring more, and potentially more frequent, adjustments to be made to the portfolio.

At the same time, technology and market competitiveness are driving demand for additional investments, and for greater innovation. That results in more demands on financial resources, inevitably leading to restrictions on those investments that are less strategically significant.

New information drives pivots

Capital projects have timelines that are frequently measured in years. To commit to an investment means accepting a number of assumptions that cannot be validated until work is well underway. Inevitably, some of those assumptions will turn out to be wrong, and with the overlay of the current global uncertainty in many domains, even solid assumptions will be impacted by shifting conditions and circumstances.

Today, capital investments are being impacted by supply chain issues and blockages, supplier and partner capacity problems, delays to equipment, infrastructure, raw materials with long lead times, and so on. Any one of these delays can jeopardize the viability of an investment or force the requirement to put work on hold until resolved.

Any schedule impact, or business case recalculation, is going to require a corresponding shift in financial, equipment, and people resourcing—whether that's a complete cancellation or simply a shifting of project milestones. And all of those changes are going to have knock-on impact to other projects with resource or work dependencies, requiring further portfolio adjustments to be made. Business leaders must make those decisions, committing to pivots that ensure financial, people, and infrastructure resources are still generating the best possible returns in changing environments.

Regulatory and compliance shifts

Most capital-intensive industries are highly regulated, and the regulatory and compliance frameworks that companies must operate within are currently evolving rapidly. Part of that is driven by global volatility, part by technology, and part by evolving standards around Environmental, Social, And Governance (ESG) factors.

Some of these changes to regulatory requirements are going to impact in-flight projects. A new reporting mandate, new funding conditions, or a new compliance deadline can all drive adjustments to project budgets, schedules, and scopes. Consider that many companies are operating across numerous regulatory environments, and the possibility for forced changes grows significantly.

We must also recognize that there are occasions where previously announced deadlines or requirements in one particular jurisdiction were missed when planning a global investment program. A failure to account for an upcoming requirement will also drive changes to portfolio initiatives, potentially with a downstream impact on other work.

Reluctance to kill investments

For as long as there have been projects, there has been a reluctance to put a stop to one that is underway. Whether it is a belief that problems can be overcome, a reluctance to acknowledge a changed operating landscape, or simply an unwillingness to write off the investment already made, business leaders have long struggled with decisions to kill a project. McKinsey named this pattern in 2022 as “stability bias” in its [research on capital expenditure management](#)—companies keeping underperforming projects alive because they “just won’t die.” The research is old. The problem isn’t.

But that reluctance now carries a much bigger price tag. The continued pursuit of a project that no longer makes sense is not only wasting financial and people resources; it is lowering the ability of the entire portfolio to generate a return. With margins as tight as they are in most industries, just one avoided, or even delayed, kill decision can eliminate a portfolio-level profit.

At the same time, such decisions are legitimately harder to make now than they were in the past. The number of variables involved in complex capital investments, the speed with which those variables change, and the need to avoid making the wrong decision, can make it harder to ensure that these calls are appropriate and timely. That difficulty is only made worse by the absence of an integrated technology infrastructure to provide clear and complete insight into the status of the portfolio and its constituent projects.

Capacity and demand misalignments

If an organization believes that it has enough total resources to deliver all of the projects that are proposed and underway, then the chances are that they are unaware of some of the demand that exists. It’s a reality that virtually every company has more proposed work to do than it has capacity to deliver. But it’s also true to say that most don’t know the full extent of that work.

As a result, new demand surfaces after investment decisions have been made, when there is no ability to deliver. The only solution is to either delay the new initiative, or shift resources from previously approved, and potentially underway, projects. Some of those new initiatives are ‘must-do’ and cannot wait until resources become available, creating the need for disruptive changes to be made.

With the siloed nature of many organizations, these decisions often are not even consciously made. An initiative approved in one division or business area may force a rebalancing of the enterprise portfolio, even though the investment committee was unaware that the work was required when approving the initial plans.

Every organization already runs some version of a process to handle this. The problem isn’t the absence of a process—it’s that the process runs on incomplete information, and each step inherits the last one’s mistakes.

The portfolio rebalancing process

A roadmap to success

Organizations can't always prevent these challenges from occurring, but they can ensure they are in the best possible position to respond. That means implementing a series of measures that make portfolio rebalancing effective and efficient—a roadmap for delivering successful portfolios, improving the approach year over year, and better absorbing disruption when it hits. Five steps are critical to getting this right.

Step 1 – Understand the cost—and the saving

Decisions to continue, adjust, or kill a portfolio investment ultimately come down to a question of cost and benefit. Without a clear understanding of the financial implications of continuing a project, it's impossible to make the right call.

Most organizations already do this math—the problem is what it's built on. **A cost estimate pulled from one team's spreadsheet, without visibility into resourcing commitments sitting in someone else's system or dependencies tracked in a third, still feels like an answer. It just isn't the whole one.**

That requires an ability to assess:

- The immediate and ongoing commitment of financial, infrastructure, equipment, and people resources needed to still achieve the goals and objectives (if achieving them is still even possible).
- The financial and related value that can still be achieved, along with the timing of that value, the payback period, etc.
- The implications of continuing, or stopping, the work for other projects, operational investments, compliance requirements, etc.
- The options for adjusting the initiative rather than stopping it, if any such options exist.
- The potential savings that can be made by stopping the project now, and the opportunities to reinvest those savings (financial and other resources).
- The risks associated with all possible approaches.

Only with all of this information can the best decisions be made consistently. And this level of analysis must take place at the portfolio level, in addition to individual projects. The best decisions cannot occur if investments are being considered in isolation.

CASE STUDY

Global defense agency identifies opportunities worth billions

The background

A global defense agency was tasked with integrating key program schedules across its enterprise-spanning portfolio into a unified network model—mapping build components, infrastructure development, and cost-cutting functions to help leaders identify gaps, issues, and dependencies across the organization.

The challenge

The agency's portfolio spanned government, industrial, and international boundaries within a multinational community. Making the best decisions in this highly complex environment with multi-billion-pound initiatives, and with the potential for decisions to significantly impact national security, required a complete understanding of all the potential impacts.

The solution

Using [SharpCloud](#), strategic portfolio management software, the agency was able to visualize the entire portfolio, meticulously and accurately forecasting the impact of events such as supply chain delays on the portfolio. This allowed them to make better decisions in less time, and with a much greater chance of success.

The result

The agency was able to identify over £1 billion in opportunities that would otherwise have been missed, rapidly recognized the need to commit £500 million to essential infrastructure, and built a clear rationale for allocating an additional £3 billion over the following two years.



SharpCloud is the only platform I have seen that has the ability to solve difficult project challenges quickly and help identify blockers to delivery. It really is a cutting-edge use of roadmapping and visualization technology.

[Learn more →](#)



Step 2 – Validate the numbers

Before any decisions to adjust the portfolio can be made, leaders must ensure that the information that they have is complete, current, and accurate. Unless those criteria are met, the portfolio can never be adjusted to optimize returns—yet leaders frequently operate without that full picture, and many don't even realize it.

The best decisions require:

- **All available alternatives, presented clearly.** Complex capital investments can't be reduced to simple kill or keep decisions—there will also be a number of different adjustment options, all of which will come with different pros and cons.
- **Insight into all of the variables for each of the options** to understand those pros and cons. That includes costs, infrastructure, equipment, people, risks, dependencies, and benefits.
- **Traceability for all provided data points.** If leaders are presented with a number for any of these variables, whether for the current investment or one of the proposed adjustments, they should be able to trace that number back to either the current project data or the model that developed the recommended change.

That can't be done with spreadsheets or presentation decks. Instead, it requires an integrated environment that connects portfolio and project level management capabilities with operational platforms and modeling tools.

CASE STUDY

Bringing critical decisions into one view: Devon & Somerset Fire & Rescue

The background

Devon & Somerset Fire & Rescue (D&S) is England's largest non-metropolitan fire and rescue service, responsible for protecting communities across a large and diverse geographic area.

The challenge

D&S operates in a high-risk, fast-moving environment where risks, actions, and controls must be clearly understood by all stakeholders and constantly updated. Before SharpCloud, that information was scattered across 15 A3 spreadsheets and more than 30 separate Excel workbooks—making it difficult to maintain momentum on action tracking, ensure visibility across risk owners, and keep stakeholders aligned.

The solution

D&S adopted SharpCloud to bring risks, controls, and actions into one interactive environment—a single source of truth replacing thousands of scattered spreadsheet cells with a live, shared view of risk, ownership, and progress.

The result

Risks, controls, and actions now live in a single environment, giving the service far greater clarity and accountability than the old spreadsheet system allowed. Teams can track progress and communicate updates as situations evolve, while senior leaders get clearer visibility into risk status and mitigation activity—supporting better-informed decisions both during incidents and in day-to-day operations.



It's fair to say that before SharpCloud, it was really difficult to keep momentum on action tracking, progress updates, and disclosures. It has been transformational in showing information in this way to multiple risk control and action owners.

— Sue Nugent, Risk, BCM & Insurance Manager, Devon & Somerset Fire & Rescue Service

[Learn more →](#)



Step 3 – Understand the impacts

When the investment committee reviews the portfolio, focus naturally lands on the investments that may need to be adjusted or canceled. But decisions made there have a ripple effect far beyond the affected projects, and that too needs to be considered. Without a complete understanding of a decision's full impact—and the ability to manage that impact—the expected outcomes are unlikely to be achieved.

Those impacts may include:

- **Commitments to customers, suppliers, and partners**—including potential penalties for non-compliance and remediation activities to close out a project.
- **The work needed to physically close a project**, deal with any incomplete or partial deliverables, or transition the project to a revised scope, schedule, and/or budget.
- **Managing changes to employees and contractors** who need to transition to new roles, be kept engaged and motivated, or may need reskilling—plus outplacement costs to plan for.
- **The time, money, and effort lost to transition and adjustment activities**, including delays in implementation, across the full portfolio and its dependent projects.
- **The impact of reputational damage** among customer and stakeholder groups.

All of these factors must be considered to make the best possible decisions. Investment committees need insight from integrated systems, and from all portfolio, program, and project level stakeholders. Only then can they fully assess the impacts, determine how best to manage them, and commit to a course of action with full awareness of how different elements of the business will be affected.

CASE STUDY

Consolidating a fragmented enterprise: Network Rail

The background

Network Rail is responsible for owning, operating, and maintaining Britain's railway infrastructure, supporting one of the most complex and safety-critical transportation networks in the world.

The challenge

Enterprise risk was managed across a highly distributed organization, with information captured and maintained across multiple teams, tools, and frameworks. Individual risks were documented, but it was difficult to understand how they connected, overlapped, or compounded across the broader enterprise—limiting visibility into key dependencies and making it hard to communicate risk exposure clearly to senior leadership.

The solution

Network Rail implemented a strategic portfolio management solution, SharpCloud, to consolidate all information in a single environment. This let leaders identify risk dependencies, in context, and turned static risk registers into visuals that made risk conversations easier to have at every level of the organization.

The result

Senior leaders gained a clearer understanding of how risks connected across the organization and how mitigation efforts supported strategic objectives. Teams collaborated more effectively around shared risk insights, reducing fragmentation and improving consistency in how risk was discussed and managed.



Getting senior leadership attention and enabling the organization to understand and manage the risks of achieving our objectives; for me SharpCloud is priceless.

— David Shipp, Enterprise Risk Manager, Network Rail

[Learn more →](#)



Step 4 – Deliver complete and consistent information

When organizations seek to improve the quality of portfolio information, the focus is frequently on decision makers. That's a flawed approach. Companies should instead be looking to create an environment where everyone has access to the same information, regardless of their role.

Most organizations believe they're already doing this—a shared report goes out or a department meeting gets held. But “the same information” and “a shared understanding” aren't the same thing. By the time data passes through five teams and five different tools, each one is working from a slightly different version of the truth, creating inconsistencies in the risk, dependency, and cost data that impact decisions to adjust or stop a project—or how that project is managed day to day.

These are the variables that the PMO considers when scheduling work and allocating resources, and are the elements that impact compliance, risk, and operations.

A consolidated, comprehensive view of the entire portfolio, and its components, delivers the ability to:

- **Collaborate better across functions and roles** because everyone is operating with a common understanding.
- **Answer questions and analyze projects and programs**, as all information is already available.
- **Reduce the time needed to model options**, review alternatives, quantify impacts, etc.
- **Form opinions and make decisions at all points of the portfolio**, backed by greater shared understanding.

When everyone is operating from the same integrated set of data, while still understanding that information in a context that makes sense for their role, the entire portfolio management process is streamlined. Portfolio adjustments have the potential to cause significant disruption, so this seamlessly consolidated view becomes a critical success factor.

CASE STUDY

From 10,000 data sources to one: Team Defence Information

The background

Team Defence Information (TD-Info) is a collaborative association supporting government and defense organizations with the insight required to keep national defense strategy effective, efficient, and aligned.

The challenge

TD-Info's portfolio spanned a broad and interconnected set of initiatives across 140 member companies. Critical information was distributed across multiple tools and teams, including 10,000 pages of project spreadsheets. The lack of visibility limited the organization's ability to prioritize and respond to change.

The solution

TD-Info implemented a single solution, SharpCloud, to consolidate all of their disparate data sources into a single, interactive environment. Relationships across initiatives, resources, and objectives were visually mapped, giving leaders a clear, portfolio-wide view while still letting them drill into individual projects, risks, and dependencies, as needed.

The result

By providing a 30,000-foot view of the whole portfolio, SharpCloud made dependencies and contributing groups visible, letting senior leaders prioritize initiatives with greater clarity and confidence. It also strengthened alignment across teams by giving everyone a shared view of priorities and contributors, reducing duplication and improving coordination.



SharpCloud highlights the dependencies and groups contributing to the areas of focus set by the three-star Generals and provides the option to dive down into the details they need to make those important decisions.

— Phil Williams, Managing Director, TD-Info

[Learn more →](#)



Step 5 – Manage the execution

The decision about which investments to continue pursuing, which ones to adjust, and which ones to kill, is only the start. Those decisions must then be implemented, and that can cause additional challenges. If projects don't respond to changes in the way that is expected, if continuing initiatives start trending away from predictions, or if project closeout creates additional difficulties, then further decisions and adjustments will be needed.

In addition to the initial decision, portfolio rebalancing requires:

- **The ability to update goals, objectives, and milestones**, and manage to those modified metrics.
- **Continued visibility into implementation progress**, with clear indications of variances, impacts on dependencies, etc.
- **Collaboration with discretionary and operational teams** to ensure adjustments are implemented the right way and achieve the expected outcomes.
- **Ongoing, active, engagement by business leaders** to facilitate further decisions when required.

When portfolio management and delivery is supported by an integrated technology infrastructure, this can be achieved with relative ease. Changes are visible immediately, unexpected variances can be investigated early, and communication across teams can happen seamlessly. This not only helps manage the implementation of change decisions, it validates that those decisions are having the expected effect and identifies where more work may be needed.

CASE STUDY

Gaining visibility into multiple critical initiatives: U.S. defense contractor

The background

A leading U.S. defense contractor supports U.S. Navy submarine industrial base initiatives within BlueForge Alliance's multi-billion-dollar portfolio—a complex, high-stakes environment where dozens of critical projects compete for the same limited resources.

The challenge

The contractor was under pressure to deliver more critical assets in a shorter timeframe—without compromising quality or adding risk to the rest of the portfolio. But they lacked holistic oversight of project alignment and resource and capability gaps, and their prioritization approach was little more than a simple “yes or no,” with no real strategic alignment behind it. That made it hard to tell which projects actually deserved resources, and with the rationale behind those decisions unclear, unforeseen roadblocks were common and critical projects stalled.

The solution

By visualizing the portfolio with SharpCloud, leaders were able to assess critical information on current projects—resources, risks, schedules, and more. Specifically, the contractor used SharpCloud to digitize its R&D roadmaps, covering technology integration and workforce enhancements over a 5-to-10-year horizon, mapping resource allocation against timelines to surface gaps and blockers before they became problems, and giving stakeholders the context to align decisions with top-line strategy. When adjustments were made, they could monitor the impacts on each variable, adapting further if required.

The result

Resource conflicts and bottlenecks could now be spotted in advance, enabling real strategic prioritization and more effective reallocation of key resources. The approach didn't stop there: once the CTO saw it working in R&D, they extended it across the entire production environment—and within three weeks, the team saw immediate efficiency improvements while managing asset projects worth billions of dollars.



While we always knew what we were doing, understanding the deeper ‘why’ behind our actions proved to be a game-changer of considerable magnitude.”

— Chief Technology Officer

[Learn more →](#)

How leaders achieve portfolio visibility

Looking forwards, not backwards

For many organizations, the underlying issue is that they are only able to look at what has already happened. Disconnected systems, isolated data, and manual tools mean that they are trying to make decisions about the future while looking backwards.

When leaders are able to look forwards, to project the future by leveraging integrated solutions and complete, current, accurate, data sets, things immediately change.

The following table highlights how this shift can fundamentally reimagine the portfolio rebalancing process.

Characteristic	Current state – manual replanning	Optimal state – integrated replanning
Information available to leaders	Determined by work teams. Inconsistent, manual, and frequently outdated, incomplete, and inaccurate.	Complete, contextualized information directly from the live portfolio system, with ability to drill into details as needed.
Confidence in provided data	Extremely low. Leaders know that they are only getting an interpretation and therefore lack confidence that they can make the right decisions.	Extremely high. Data available directly from systems where it is managed, in context and with the ability to analyze in multiple ways.
Understanding of impacts & dependencies	Very limited. Only impacts & dependencies identified in manually prepared information is clear. Questions around other aspects unlikely to receive comprehensive responses.	Complete. Leaders can trace all dependencies for individual projects and the portfolio. Modeling of impacts of decisions provide insight into alternatives before commitments are made.
The decision-making process	Consists largely of guesswork and hope. Frequently decisions are deferred due to a lack of confidence, resulting in wasted resources and lost opportunities.	Decisions made quickly and with confidence based on understanding of options, impacts, alternatives, etc. Disruption and wastage are minimized allowing resources to be redirected to more appropriate work.
Ability to monitor outcomes & adjust	Virtually non-existent. Leaders rely on manual updates from teams, information is delayed, and updates are frequently inaccurate or incomplete.	Immediate & complete. Access to real-time management systems allows impacts and outcomes to be monitored as they occur, with variances flagged for further analysis.
Portfolio performance impact	Limited and uncertain. Dependencies may not be identified resulting in need for corrective actions. Returns on investments & ability to deliver strategic objectives are reduced.	Optimized through the ability to make better decisions in less time. Rapid identification of any further adjustments minimizes disruptions. Resources are freed to invest in other areas early.

Making this change shouldn't be viewed as something to aspire to, it should be recognized as essential. Unless portfolio decisions are made with the best possible understanding of what those decisions mean, success is jeopardized. It's tough enough to make initial portfolio planning and prioritization decisions, but when it comes to rebalancing and readjusting, that complexity is ramped up because work is already underway, it's no longer just a theoretical initiative.

The good news: making the shift to a better approach is not difficult. With commitment to improve, and the right technology solution, this level of insight can become reality before more wrong decisions are made.



Looking ahead: Thoughts for 2027

2027 promises to deliver continued disruption. Global sociopolitical volatility will keep affecting economic factors, supply chains, and even the ability to do business with some customers. Disruption creates real challenges, but it also rewards organizations prepared to respond quickly and adapt with confidence.

In many industries, regulatory frameworks are set to continue to become more robust. New, rapidly changing legislation around AI will inevitably force some plans to change. Companies that can incorporate new requirements seamlessly will barely notice the need to adapt—those that struggle to respond will see their performance suffer.

From a technology standpoint, AI will continue to demonstrate an ability to support leaders through analysis, modeling, and decision support capabilities. It, too, will need access to the right data, but companies that deploy the right tools in the right way will find that they are even more capable of making better decisions in less time.

Above all, business leaders must commit to building a future-ready, disruption-proof enterprise. Not all risks can be prevented, not all challenges can be predicted, and not every decision will be correct. But committing today to developing an environment that provides the best possible insight is an essential first step.

That's where integrated systems earn their place. The right data, information, and insight give business leaders the ability to look forward—spotting trends and early warning signs before they become full-blown problems, instead of only understanding what's already happened. Connected technology provides clarity and traceability on top of that: root causes become easier to understand, decisions to continue, kill, or adjust get easier to make, and easier to justify to the board. But none of it works without people willing and able to leverage them.



An integrated technology infrastructure

Your organization already has a lot of technology solutions, and most of them are very good at what they do. Project portfolio management (PPM) platforms manage project and program work. Controls tools track costs and earned value. Industry-specific tools handle things like field collaboration and construction delivery. Specialist risk management applications, inventory and asset management tools, and compliance solutions round things out. Each of these gives work teams a critical piece of the picture needed to manage a full strategic portfolio—and that's exactly the problem. Each only provides part of the picture. That technology landscape needs to be supplemented by a solution that can draw on all of that existing data to provide:

- **Accurate and complete mapping of relationships and dependencies** across projects, and between projects and operations.
- **Quantitative scenario modeling** that allows for detailed analysis of alternative actions and provides meaningful insight into likely impacts (probabilistic analysis instead of red-amber-green style compartmentalization).
- **Full integration that allows for real-time updates** from source systems to ensure that presented information is always accurate.

SharpCloud, from Lumivero, is built to close that gap: it connects portfolio, program, and project information into a single interactive visual environment, making dependencies, trade-offs, and the true cost of every decision visible to the people who have to make it. It's the foundation for every step in this framework—from understanding cost and savings to managing execution.

For risk management that goes deeper still, Lumivero offers two more purpose-built solutions: **Predict!** and **@RISK**.



SharpCloud

SharpCloud connects risk, program, and portfolio information into an interactive visual environment, making dependencies, trade-offs, and strategic alignment visible to decision-makers.

[Learn more →](#)



@RISK

@RISK quantifies uncertainty using Monte Carlo simulation, helping teams understand the probability ranges—the P50s and P90s—behind cost, schedule, and delivery forecasts rather than relying on single-point estimates.

[Learn more →](#)



Predict!

Predict! provides structured governance and portfolio-wide risk visibility, enabling organizations to standardize risk management, track mitigation progress, and maintain accountability across programs.

[Learn more →](#)

Together, Lumivero's risk and decision solutions give organizations the full range of capability—from portfolio-wide visibility to rigorous, quantified risk analysis—to replace guesswork and static spreadsheets with a more dynamic, defensible approach to portfolio rebalancing, giving leaders the confidence to make the right call, and the ability to prove it.

The bottom line

Capital-intensive projects and portfolios are always going to be complex, the numbers involved will always be large, and the impact of any changes will never be predictable with absolute certainty. But that doesn't mean that companies shouldn't try and improve their portfolio management approaches.

Portfolio replanning and rebalancing is an area where mistakes are frequently made—the wrong choices, the wrong changes, the avoidance of necessary kill decisions. At the heart of the issue is the absence of reliable, actionable insight.

That's not because organizations skip steps—most run through some version of all five, cost to execution. **The problem is what each step runs on: partial numbers, unvalidated data, missed dependencies, and inconsistent information. Get one step wrong on bad information, and the next one inherits that mistake.** By the time a decision reaches execution, the errors haven't been caught—they've compounded.

It's a gap that shows up well before rebalancing even begins: only about half of executives say their organizations effectively align their budgets with their own corporate strategy, and just 53% say their organizations are in the habit of fully funding the priorities they've already identified, according to [McKinsey's 2024 resource allocation survey](#).

In other words, even when the right priorities are on paper, the money doesn't reliably follow. That's the same fragmentation this eBook has traced through every step—just showing up earlier, in the budget itself, before a single rebalancing decision ever gets made.



The same research found that the organizations that get this right—linking budgets to strategy and taking on the right level of risk—are significantly more likely to outperform their peers on both revenue growth and return on capital. **Alignment isn't a nice-to-have. It's a measurable driver of performance, and fragmentation is what stands in its way.**

Close that gap, and things can be different. Complete, connected visibility into capital project portfolios—the same insight this eBook has walked through step by step—allows leaders to:

- Fully understand all the costs and savings associated with a kill, keep, or adjust decision.
- Validate the numbers that are presented to them rather than having to rely on static projections.
- Understand all of the impacts of decisions, regardless of what those decisions are.
- Operate with complete and consistent information across all departments, functions, projects, and stakeholders.
- Manage the execution work associated with the decisions that they have made, seamlessly adjusting further when necessary.

Addressed together, and supported by the right technology platform to give visibility and control across the entire portfolio, these five steps are what separate the leaders who make the right calls from those who are still guessing.

Making that switch isn't difficult, and the benefits are immediate—in a world this uncertain and volatile, leaders need every advantage they can get.

Lumivero's solutions are purpose-built to help your organization achieve that visibility, no matter how complex your portfolio.

To learn more, request a demo today.

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About the author

Andy Jordan is President of Roffensian Consulting Inc., an Alberta, Canada based management consulting firm. He has more than 30 years' experience in project, program, and portfolio management as well as being a recognized expert in business-driven Project Management Offices (PMOs).

More recently, Andy has been helping organizations with strategic planning and delivery, helping ensure that strategic returns are optimized even in environments of frequent change. Andy has worked with clients on five continents and across a multitude of industry sectors as well as public and not-for-profit organizations.

Andy is an in-demand keynote speaker and author with frequent contributions on ProjectManagement.com and other industry sites. He is a LinkedIn Learning instructor with a number of courses on PMOs and portfolio management and has authored a book on strategic risk—Risk Management for Project Driven Organizations.



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