



# Research Notes

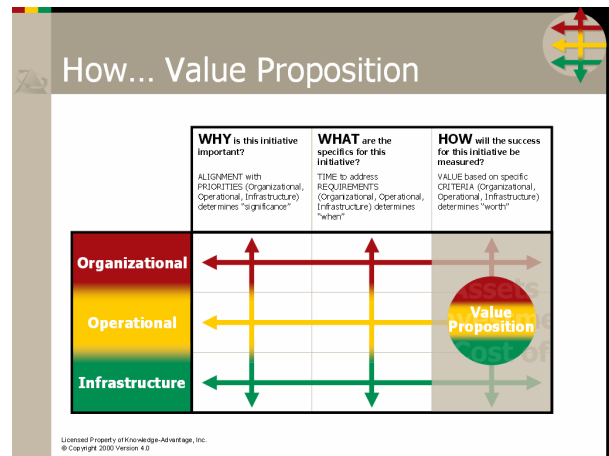
## HOW Projects Fail

IT initiatives are expected to improve operational business processes, which are critical to executing organizational business strategies. Projects fail, or stall, when the value of an initiative's capabilities is not expressed in a way that is meaningful to the different categories of stakeholders\* – organizational (ROA), operational (ROI) and infrastructure (TCO.)

In uncertain times, the final decision maker in IT spending tends to be organizational, the CFO, COO, or CEO. Stakeholders must review how a shift to business requirements will change their audiences and value justification.

Infrastructure initiatives, increasingly driven by organizational stakeholders, require IT professionals to improve their business and financial skills to present valid, compelling business cases for each anticipated initiative. They also need the ability to express the impact of the initiative in terms that resonate with the criteria of operational, or line of business stakeholders.

The success of any initiative will be based on the ability to produce a strong business case for the value of its capabilities, in the different languages of stakeholders, from an organizational, operational and infrastructure perspective.



## Say What?

*“Only 8% of IT spending actually delivers value.”*

**Financial Times**

*“CIO’s should put at the top of their technology evaluations those IT vendors that have tools and methods for estimating business returns.”*

**Gartner**

## Online :-)

*Where the Buck Stops*

[www.cio.com/archive/110103/tl\\_buck.html](http://www.cio.com/archive/110103/tl_buck.html)

*The New IT Value Proposition - Novell*

[www.novell.com/collateral/it\\_value\\_prop.pdf](http://www.novell.com/collateral/it_value_prop.pdf)

*Maximizing Value from IT Vendors*

[www2.cio.com/research/surveyreport.cfm?id=66](http://www2.cio.com/research/surveyreport.cfm?id=66)

# Bottom Line

*The best major initiatives will be created based upon business cases that are collaboratively developed by key stakeholders, internal and external. For more information on how we believe we can help...*

Knowledge-Advantage, Inc.  
717-566-7757  
[www.knowledge-advantage.com](http://www.knowledge-advantage.com)

\* **Stakeholders:** Individuals within a company, its customers/prospects, and its suppliers responsible for organizational, operational, and infrastructure decisions and/or results.