



# Research Notes

## WHAT Makes Projects Fail

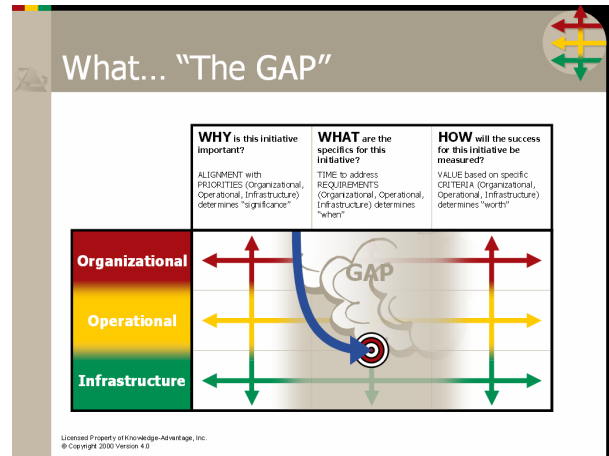
Many stakeholders\* scrutinize potential IT investments based on their non-technical requirements. Explicitly gathering and understanding the non-technical requirements for all stakeholders involved with a major IT initiative is critical.

Requirements gathering usually focus extensively on understanding infrastructure needs and wants. Far less time is spent on gathering operational and organizational requirements.

Lacking the ability to collect requirements from all stakeholders involved with a major initiative and explicitly presenting the findings ultimately contributes to major initiatives failing or falling into “The GAP”.

In 3Q01, 72% of CFO’s played a leadership role in IT initiatives yet, in a recent survey of stakeholders in Europe, the US and Asia-Pacific, only 40% had confidence in their company’s ability to deliver to the expectations agreed to at the inception of the major initiative or IT project.

A successful initiative or project must satisfy the technical and non-technical requirements for all the stakeholders involved. Knowing what the critical needs are for organizational, operational and infrastructure stakeholders will determine the early-on and ongoing success of the initiative.



## Say What?

*“The next wave of technology adoption will be more considered, more enterprise-focused and aligned very much to business objectives.”*

**Andy Tinlin**  
KPMG Consulting

## Online :-)

*Miles to Go - Information Week*

[www.informationweek.com/story/showArticle.jhtm?articleID=10100660](http://www.informationweek.com/story/showArticle.jhtm?articleID=10100660)

*GAP Analysis - Making Project Work - Optimize Magazine*

[www.optimize.com/issue/021/gap.htm](http://www.optimize.com/issue/021/gap.htm)

*The Value Top 10 - CIO Magazine*

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

# Bottom Line

*To improve the odds of success, protocol converter frameworks are required to facilitate an explicit and collaborative approach between all stakeholders. For information on how we believe we can help...*

Knowledge-Advantage, Inc.  
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[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.