



# Research Notes

## WHY Projects Fail

Gartner has found that 1 in 5 major IT initiatives go forward for senior stakeholders’\* approval. Of these, only 1 in 5 is approved. It was also found that it can take up to 35% of the acquisition cost just to reach a decision.

A major reason for these projects failing to go forward for approval is because they are not aligned with organizational and operational priorities.

eCFO Magazine reports the top CFO issues for October 2001 as:

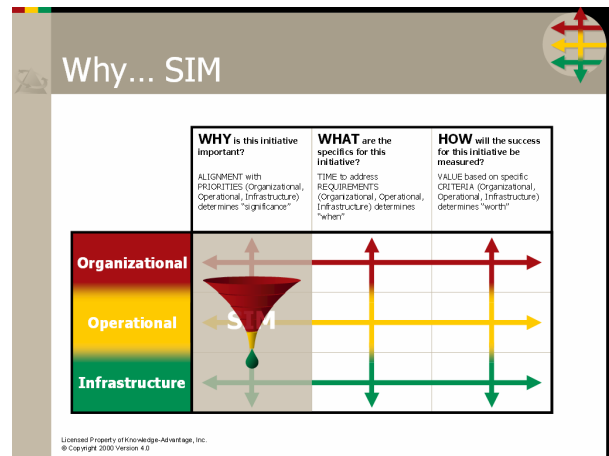
- Appropriate use of e-commerce
- How IT can improve business processes
- Prioritizing IT investments
- Return on IT investments
- Opportunity costs of being IT deficient

In contrast, Gartner found the top CIO issues as:

- IT and business strategic planning
- Aligning IT and business goals
- Demonstrating business value of IT
- Using IT for competitive breakthrough

Without a framework to drive the alignment of organizational, operational and infrastructure stakeholders’ priorities, a business initiative’s relevance is inexact and lacks significance.

Organizational priorities must drive operational priorities, which then set the stage for infrastructure improvements. Alignment of priorities will dictate an initiative’s early-on and ongoing success.



## Say What?

*“The ASP model was technology driven and it failed to touch the nerve of the business world. This was a failure of communication – the marketing messages were developed by vendors, for vendors, and it was a technology push rather than a customer pull.”*

**Wendy Currie,  
Director of Strategic Information  
Brunel University, London**

## Online :-)

State of the CIO

[www.theciostore.com/images/CIORESEARCH2\\_ExecSum.pdf](http://www.theciostore.com/images/CIORESEARCH2_ExecSum.pdf)

Business IT Alignment - Delivering Results

[www.cio.com/analyst/123101\\_idc.html](http://www.cio.com/analyst/123101_idc.html)

How to Plan, Align, and Govern IT Strategy

[www.theciostore.com/images/CIOFOCUS\\_STRATEGY\\_UP\\_SUM.pdf](http://www.theciostore.com/images/CIOFOCUS_STRATEGY_UP_SUM.pdf)

# Bottom Line

*Stakeholders, internal and external, who elevate the importance of their offerings to organizational and operational executives’ priorities, will be more successful. 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.