

Contents

List of abbreviations	xii
1 Introduction	1
The issues of getting value from investments	3
A context for deriving business value from IT investments	4
The value route map	7
PART ONE: ESTABLISHING FOUNDATIONS FOR SUCCESS – KEY CONCEPTS	11
2 Management issues in delivering business value from IT	13
Current constraints to realizing business benefits	15
Where do the benefits come from?	16
Outcomes vs. benefits	17
Maintaining the link between business value and IT investment	19
The investment portfolio – a proven IS planning technique	21
3 A learning perspective on value delivery	25
The need for a learning paradigm	28
Levels of knowledge	28
Types of learning	37
Succeeding through people	39
Technology – enabling success	47
4 Summary and action plan	51
Key issues for business managers	53
Key issues for IT managers	53
Dos and don'ts	54
Action plan	55

PART TWO: BEING SUCCESSFUL – GETTING THE BASICS RIGHT	57
5 Benefits management	59
Background to the benefits management process	61
The BM process	62
Steps for identifying and structuring benefits	64
Driver analysis	64
The benefits dependency network	68
Stakeholder management	71
Measurement of business value	74
Conclusions	85
6 Project management for business value	87
The team	90
Project start-up	95
Project process	96
Risk management	104
Other aspects of project management	106
Project management summary	110
7 Programme management	111
Programme planning	113
Benefits management	114
Programme team and roles	115
Progress tracking and performance management	116
Programme management summary	121
8 Summary and action plan	123
Key issues for business managers	125
Key issues for IT managers	125
Dos and don'ts	126
Action plan	126

PART THREE: BUILDING ON SUCCESS	129
9 Innovation and continuous improvement	131
The story so far – key learning points	133
Implementing the framework across the organization	134
Looking ahead	135
Final thoughts	136
Appendices	137
1 Exploring the investment portfolio	139
2 Resources	143
References and further reading	145