

Making Technology Investments Profitable: ROI Road Map from Business Case to Value Realization

By Jack M. Keen

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A guide to getting the crucial business case right?every time

Showing professionals how to calculate the value of typical budgeting and funding requests quickly and easily, Making Technology Investments Profitable, Second Edition applies the "Value Realization" process, using proven strategies that maximize the business payoff from IT projects. Filled with case studies, this innovative book enables managers to confidently quantify, in a matter of minutes, the true business value of funding a desired project.

- New edition explains how to proactively manage the conversion of a business case's value promise to its value realization
- Includes dozens of new case studies on realizing maximum value from IT enabled investments from various industries and around the world
- New checklists and tables
- A dedicated Web site containing additional material, case studies, chat rooms, and blogs on the value-realization process

The *Second Edition* provides senior executives, project managers, and technical staff with new insights on how to get the crucial business case right, while also explaining how to proactively manage the conversion of the business case's value promise into the value reality of a completed project.

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Editorial Review

From the Inside Flap
Making Technology Investments Profitable, Second Edition is the go-to resource that CIOs, CFOs, business unit heads, program directors, and solution design managers can use to be more assured that "expected ROI" becomes "realized ROI" for important IT-enabled investments.

Research shows that over 76% of IT programs fail to achieve their promised ROI. Most of this shortfall can be prevented when senior leaders champion a disciplined focus for finding and stopping these avoidable value leaks.

Examples of common, but preventable, value leaks explained in this book include:

- Hidden benefits that are overlooked when building the business case
- Valid benefits that are excluded by hyper-conservative managers who misunderstand enterprise needs
- Omission of crucial intangible (soft) benefits that can make or break the investment's appeal
- Legitimate benefits that are rejected due to poor explanations in the business case
- Expected value that never occurs because no one was held accountable to make it happen
- Design decisions that unintentionally optimize low value capabilities
- Scope control decisions that ignore the value implications of choices available
- Rollout sequencing and priorities that disregard impacts on value achievement

A centerpiece of this second edition is a powerful, self-administered Value Practices Audit for rapidly detecting if major value leaks are a problem in your organization. In addition, over thirty "quick wins" are highlighted for rapidly halting, or preventing, ROI shortfalls.

Because the typical root cause of major value leaks is senior management's lack of awareness of the problem and/or the solution, this Second Edition explains how the mind-sets of enterprise leaders can be enlightened, so that critical programs are not only "on time" and "on budget," but most importantly, "on value."

Recognizing this value realization journey as the largest, most undermanaged component of a program's business success, *Making Technology Investments Profitable, Second Edition* offers an abundance of proven, easily applied tools, tips, and techniques for maximizing the value of IT-enabled investments.

From the Back Cover
Take the mystery—and anxiety—out of maximizing business value from IT-enabled programs

Praise for the second edition of *Making Technology Investments Profitable*

"Addresses a huge program management gap-how to be sure an investment's value proposal becomes true. Keen provides important thought leadership on a powerful topic which most organizations have not worked out yet and codifies important approaches which historically have only been practiced by a small cadre of very enlightened and edgy leaders. This book is value delivery 101, 201 and 301 rolled together. The lessons provided are relevant for all program/project managers and sponsors of major change programs."
—**Dan Rose**, Head, North American Business Services, Syngenta, a world leader in agribusiness

"This book is a must have for organizations going through an IT-enabled business transformation. All too often serious benefit erosion is inevitable without the simple, yet powerful value leakage protection tools in Keen's book. He identifies practical approaches to proactively manage value delivery throughout the program life cycle, such as value flow maps, value-based design, and stakeholder accountability. Adopters of the author's recommendations can help their organization become better positioned to deliver superior returns."
—**Stephen J. Byers**, Chief Information Officer & Group VP, Tate & Lyle PLC, a leading global provider of ingredients and solutions

Praise for the F*irst Edition*

"An extraordinary, practical, how-to-do-it book. The authors have been there, have the battle scars, and have an important message to communicate and do so with great impact. It should be on every CIO's and project manager's desktop."
—**F. Warren McFarlan**, Professor, Harvard Business School

"Authors Keen and Digrius have created a powerful ensemble of topics that remove the stigma of traditional ROI process as well as offering a rare blend of conventional wisdom combined with practical guidelines, useful appendices, charts, checklists, and anecdotal user experiences. Comprehensive and complete, this book provides a litany of techniques for project success."
—**Paul C. Tinnirello**, Executive Vice President, Information Services Division, A. M. Best Company

About the Author
Jack M. Keen is the Value Analytics Leader with Infosys Consulting, the consulting arm of Infosys Technologies, Ltd., a leading global player in consulting and IT services. Mr. Keen has over twenty-five years of management consulting experience, including the past eighteen years as a value realization advisor to major global firms. Having completed hundreds of value realization engagements for clients based in over twenty countries on four continents, he is recognized worldwide as a thought leader in creating and delivering high?impact value realization approaches for major transformation programs. He is a charter member of Infosys's global thought leadership team responsible for developing enhanced value realization approaches. A prolific author and accomplished speaker, he can be reached at JackMKeen@gmail.com.

Users Review

From reader reviews:

Karen Strickland:

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