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Altri autori (Persone)	DanielElizabeth <1962->
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Nota di contenuto	BENEFITS MANAGEMENT; Contents; About the authors; Preface; Chapter 1: The challenges of IS/IT projects; Dissatisfaction with current approaches to benefits delivery; The need for a fresh approach: benefits management; Benefits delivery; A focus on value; A business case linked to organizational strategy; The importance of change management; Commitment from business managers; IS/IT sufficient to do the job; Involvement of stakeholders; Educated in the use of technology; Post-implementation benefits review; The importance of a common language; Summary Chapter 2: Understanding the strategic contextThe external and internal perspectives of business strategy: the competitive forces and resource-based views; Resources, competences and capabilities; Ends, ways and means; PEST analysis; Industry attractiveness and competitive forces analysis; External value chain analysis; Internal value chain analysis; Alternative internal value chain configurations; Balancing the external and internal contexts: the dimensions of competence; Linking business, IS and IT strategies; Managing the portfolio of IS/IT

investments

Organizational information competences Summary; Chapter 3: The foundations of benefits management; The gaps in existing methods and the implications; The origins of the benefits management approach and process; An overview of the benefits management process; Step 1: Identifying and structuring the benefits; Step 2: Planning benefits realization; Step 3: Executing the benefits plan; Step 4: Reviewing and evaluating the results; Step 5: Establishing the potential for further benefits; What is different about this approach?; Summary; Chapter 4: Establishing the why, what and how

Why: identifying business and organizational drivers Establishing investment objectives; Linking the investment objectives to the drivers; What: the business benefits; How: the benefits dependency network; Measurement and ownership; Benefit and change templates; Worked example: improved control within a food processing organization; Summary; Chapter 5: Building the business case; Arguing the value of the project; Maintaining dependency: benefits are the result of changes; A structure for analysing and describing the benefits; Quantifying the benefits: the major challenge

Ways of overcoming the quantification problem Financial benefits; Cost reductions; Revenue increases; Project cost assessment; Investment appraisal techniques; Variations in benefits and changes across the investment portfolio; Risk assessment; Completing the business case; Summary business case for the FoodCo project; Summary; Chapter 6: Stakeholder and change management; Assessing the feasibility of achieving the benefit; Stakeholder analysis and management techniques; From analysis to action; Completing the benefits plan; Approaches to managing change

Matching the management approach and stakeholder behaviours

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## Sommario/riassunto

The second edition of Benefits Management has been updated with current examples, further insights from experience and recent research. It shows how the enduring challenges achieving business value from information systems and technology projects can be addressed successfully. The approach, which is synthesized from best practices, sound theories and proven techniques from a range of management disciplines, is exemplified from the authors' extensive experience of working with a wide range of organizations. The book includes examples from a wide variety of projects including non-IT proje

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