# Benefits Management MPH\_EKIS Ekonomika a řízení IT

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### Souvislosti

Table 1.4 Survey of IS investment appraisal

	Yes	No
Is IT investment appraisal seen as important by business managers?	55%	45%
Do you have an effective investment appraisal process?	22%	78%
Are business managers adequately involved in IT investment appraisal?	30%	70%
Does the appraisal process consider the implications of business changes?	10%	90%
Do people making decisions understand the business cases?	25%	75%
What % of projects deliver the benefits that justified the investment?	27%	73%

Většina prezentace je založena na Ward and Daniel (2012)

### Pokud byste mi nevěřili

to the users and the organization. Many of the implementations of customer relationship management (CRM), enterprise resource planning (ERP) and e-business systems have been driven as much by the promise of vendors and a fear of being left behind by competitors, as by a clear statement of the benefits they will yield the organization. Too often project managers find themselves in the situation that their organization 'has bought Siebel' or 'is going wall-to-wall SAP' and they are then left to implement the chosen application without a clear understanding of the expected benefits and the organizational changes that will be required.

### Kontext

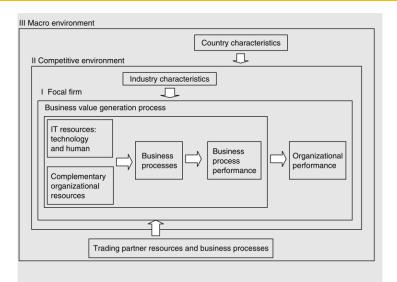


Figure 1.1 The business value model (after Melville et al., 2004, p. 293) Copyright

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Přínosy IT

Benefits Management

### Kategorie přínosů

### Strategic

- Support for the organization's strategy or vision
- Long- or short-term viability of the organization
- Provide customers with unique value proposition
- · Desire to be seen to be innovative
- · Permit new business models
- · Permit new forms of organization
- Build barriers to entry
- 'Lock in' customers
   Geographic or market expansion

### Management

- · Increased agility
- Better control through improved information
- · Growing the skills of the workforce
- Meeting the highest professional standards
- Ease of operation, allowing use by less experienced staff
- · Improve the quality of working life
- · Existing systems have become inadequate
- Less crises
- · Flatter organizational structure

### Operational

- More effective use of existing IT and systems
- · Improved quality at reduced cost
- Improved turnaround time
   Reduced headcount
- · Reduction in property costs
- Increased income from better quality products
- · Timeliness and accessibility of data

# Functional • Employee self-service • Improved recruitment and retention processes • Provision of infrastructure systems • Improved communication and collaboration opportunities • Adoption ol/adherence to standards • Compatibility with customers' and/or suppliers' systems • Enforcement of regulatory or legal requirements • Identification/promulgation of best practice • Implementation of metrics • Production of standard reports • Business confinity/disaster recovery

Figure 1.2 Generic form of benefits arising from IS/IT (after Farbey et al., 1993)

# Dvě základní kategorie

- Hmotné (tangible) přínosy
  - měřeny "objektivně", kvantitativně, finančně
  - zvýšení výnosů zavedením e-shopu
  - snížení nákladů díky zkrácení času činností
  - snížení nákladů na tisk
- Nehmotné (intangible) přínosy
  - měřeny subjektivně, kvalitativně
  - zvýšení spokojenosti
  - lepší rozhodování
  - účinnější přenos znalostí

# Přínosy

- Financial
- Quantifiable
- Measurable
- Observable

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Přínosy IT

Benefits Management

### Co to je

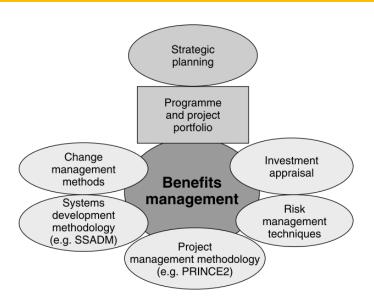


Figure 3.2 The context of benefits management

## Když to nefunguje

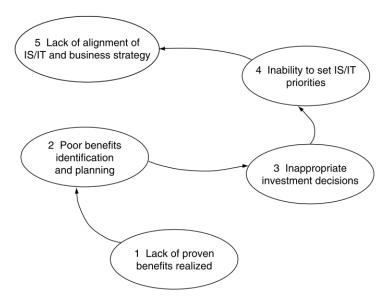


Figure 2.1 The implications of year honefite management

# Faktory úspěchu investic do IT

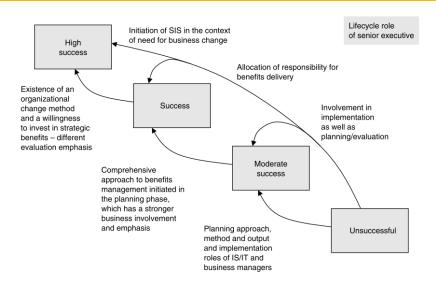


Figure 1.7 Factors affecting the success of strategic IS investments

### **Business** case

- Srovnej později s PRINCE2
- Ideální způsob, čím zdůvodnit nutnost realizace projektů v návrhové části strategie.

### Shrnutí

- Jak tedy měřit něco, na co si "nešáhneme" a co nespočítáme?
- Něco se v praxi dělá, ale otázka je, jestli se to dělá správně, a je to dostačující
- Toto a následující témata by vám měla problematiku systematizovat.

### Tento týden

- Příprava:
  - Popište, jakým způsobem souvisí Ben Man s 2 vybranými manažerskými oblastmi (viz slajd "Co to je"
  - Připravte si otázky do diskuze.
- Na semináři to probereme.

### References I

Ward, John and Elizabeth Daniel (2012). Benefits management: how to increase the business value of your IT projects. 2nd ed. Chichester, West Sussex: John Wiley & Sons. 346 pp. ISBN: 978-1-119-99326-1 (cit. on p. 2).