

Fact Sheet

Macroscope® Benefits Realization Methodology

Maximizing the value of business change

Client Challenges

Many organizations find that their investments in new technologies and IT-enabled business improvement initiatives fail to produce the expected benefits. Business executives often cannot demonstrate convincingly whether and how IT-enabled investments improve the bottom line.

The Macroscope Response

Manage the benefits of a program or a portfolio of programs, from concept to operation.

Benefits is the name of the process domain of our Macroscope® Business Transformation Framework, that helps ensure that your business and technology programs deliver the changes and benefits that prompted you to make the investments in the - first place. It addresses the issue of benefits identification and the dynamics of benefits realization, tracking, and harvesting. With Macroscope, your organization can optimize the value of its past, current, or intended investments in business change programs.

Approach

The Benefits Realization approach is a best practice that enables organizations to know what changes need to be made and how to ensure the expected results are delivered. It is used to define the full range of changes

and specific capabilities required for a successful investment, whether they affect IT, organizational structures, culture, people, or business processes. Macroscope provides techniques to create a powerful model that paints a clear picture of all the changes needed to get the desired results. This allows you to determine accountability, systematically pursue key initiatives, implement changes, track progress, and measure the benefits for all to see.

Macroscope uses the concept of a program or a portfolio of programs as the basis for managing results. It looks beyond the lower-level design and management issues and provides processes, techniques, and tools to address the two areas where programs are often likely to flounder – Change Realization and Benefits Realization.

Change Realization deals with the people side of change and encompasses

- Offering a holistic and proactive approach to implementing new individual and organizational expectations about the future.
- Helping people understand the need for change, motivating them to take action, and maintaining their commitment to shifting long-held behaviors and mindsets
- Building individual and organizational resilience.



Benefits

- Fosters better shared understanding of the expected benefits from an IT investment and how to achieve them.
- Provides a way for business units to be more effective sponsors of IT and business improvement programs, based on a better understanding of the changes required to produce benefits.
- Helps manage the benefits of both business and IT improvement programs.
- Assists in solving the problems of large-scale competitive programs such as Knowledge Management, Business Process Reengineering, ERP implementation, Application Development, and Infrastructure strategies.
- Lets you formulate and manage comprehensive programs that achieve maximum value from your investments.
- Improves the odds of success of your business and IT transformation programs.

Benefits Realization targets the delivery of the business benefits sought from a change investment, rather than just tangible deliverables by:

- Integrating processes related to benefits management with those of program management
- Allowing you to move beyond traditional investment management logic, which tends to focus on costs and immediate results
- Leading you to accentuate and obtain targeted benefits by identifying the particular critical actions and conditions necessary for a given context

Process

Macroscopic provides a Portfolio Management process – used to maximize the benefits obtained from investments in change programs, as well as a benefits realization process called Program Management – used to guide the identification, development, and implementation of business change programs.

Managing the Benefits of a Program or a Portfolio of Programs

Each process is accomplished with the help of a defined set of activities and deliverables, with templates and examples, and is supported by specific benefits realization, change realization and portfolio management techniques.

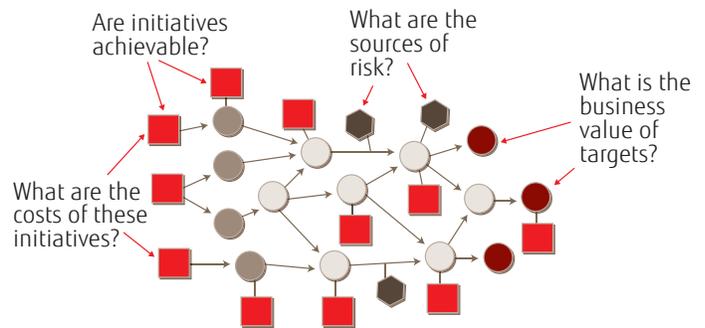
While Program Management takes care of everything directly related to the change programs (from definition to implementation), Portfolio Management governs the programs based on their comparative value and makes all the investment decisions.

Once a program is selected for implementation, the Portfolio Management process helps with tracking the program’s value and intervening, when necessary, to ensure that benefits are achieved according to plan.

The Benefits Realization approach guides you in the identification of benefits that are aligned with the organization’s strategy, as well as the investments and conditions necessary to

obtain them. More specifically, the phases and activities combine deliverables, techniques, and tools to help you:

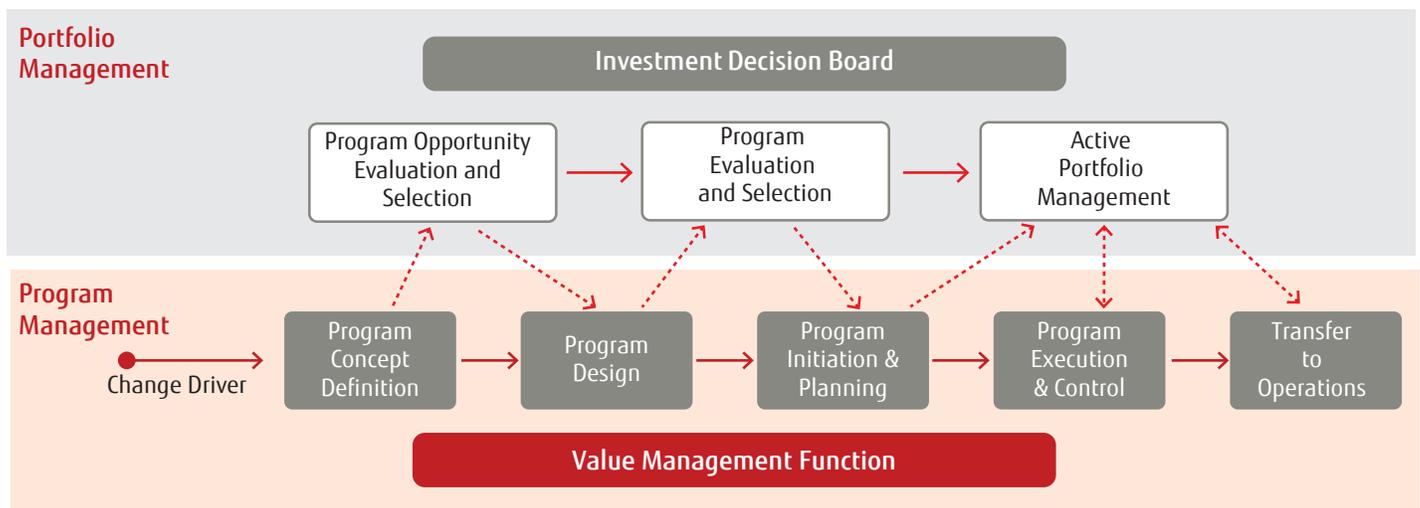
- Build a value case, which is broader in scope than a traditional business case. This includes conducting a comprehensive impact assessment of an investment by integrating feasibility and risk evaluation, benefits justification, and traditional cost-benefit analysis.
- Evolve and validate the value case throughout the program life cycle for progressive resource commitment.
- Facilitate change management by building a framework for defining and achieving the required organizational change.
- Develop and implement a comprehensive benefits management framework to help track, monitor, and manage benefits.
- Build an extensive and reusable information base that allows you to improve your organization’s effectiveness in realizing benefits.



Result Chain™ Technique

Technique

A key feature of Macroscopic is the Results Chain™ technique that allows you to create a graphical model of the elements involved in the benefits realization process. This technique helps identify the business conditions and initiatives required to achieve targeted outcomes, select the most appropriate realization path for a given context, and define the associated change programs.



Program and Portfolio Management

Understanding the links between investment initiatives, outcomes and risks

The purpose of the Results Chain model is to define and document benefits realization solutions. The model can also be used to:

- Ensure that potential benefits are identified
- Identify the conditions for the realization of the benefits, including required additional business initiatives
- Measure the realization of the benefits while the program is being carried out
- Identify and evaluate alternate ways to harvest and optimize benefits
- Define a business program
- Develop an effective benefits management framework to monitor results

The technique also provides standard terminology and notations that facilitate dialogue between everyone involved in the program.

A Road Map

Usually, not all paths of the Results Chain model will be feasible and only some may deliver business value. The art of choosing the right benefits solution lies in choosing the subset that meets the various business and technological constraints, while maximizing value. The Results Chain model lets you identify the best alternative. The adopted path defines the change initiatives to be implemented as a program. Once an investment decision is made, the selected path of the Results Chain model stays with your organization throughout the benefits realization process, working somewhat like a road map.

Bottom Line

With Macroscope and Fujitsu America, your entire organization – from top executives to project teams - gains a better shared understanding of the expected benefits of an investment and how to achieve them. Executives in particular have increased comfort levels, reducing the leap of faith usually involved in moving from project-level results to business-level impacts. Business units are able to provide more effective sponsorship of IT and business improvement programs, based on a better understanding of the changes required to produce benefits.

Macroscope helps manage the benefits of both business and IT improvement programs. It assists in solving the problems of large-scale competitive programs such as Knowledge Management, Business Process Reengineering, ERP implementation, Application Development, and Infrastructure strategies. By applying Macroscope, you can formulate and manage comprehensive programs that achieve maximum value from your investments. It helps you improve the odds of success of your business and IT transformation programs.

Experience the Fujitsu Difference

A trusted provider of management and technology consulting to business and government, Fujitsu America is the North American arm of the international Fujitsu group. Fujitsu America integrates the core expertise of the Fujitsu companies and its partners to deliver complete solutions in the areas of enterprise information management, packaged application implementation, legacy systems modernization, IT governance, managed services, and business process services. Through its full range of IT consulting, implementation and management services and its industry recognized strategic approach – Macroscope® – Fujitsu America enables clients to build more value into their IT investments and drive their leadership in the marketplace.

For more information, visit <http://macroscope.ca.fujitsu.com>

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Fujitsu platform solutions

In addition to Fujitsu PRIMERGY server, Fujitsu provides a range of platform solutions. They combine reliable Fujitsu products with the best in services, know-how and worldwide partnerships.

Macroscope

With Macroscope, your organization and Fujitsu share a powerful framework for managing change. The Macroscope suite of business and IT methodologies establishes a comprehensive work reference model for key initiatives such as strategic planning, business transformation, IT architecture, and systems delivery, deployment and maintenance. Your organization will gain business and information technology (IT) benefits that are measurable, sustainable and repeatable.

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