



April 30-May 2, 2013  The Peabody-Orlando  Orlando, Florida

**Securing success by
connecting strategy to
business value**



THE VOICE OF FOOD RETAIL 

Today's Work Environment

Mr. A	→	↗	↗	→
Mr. B	↗	↗	→	→
Mr. C	→	→	↗	→
Mr. D	↗	→	→	↗
Mr. E	→	↗	↗	→
Mr. F	↗	→	→	↗





Table Introductions

Introduce yourself to your “partner” to your right:

- Name, company and role
- Your Work - current initiative, goal or task that requires you to work with multiple key stakeholders?
- Business impact and relevance?

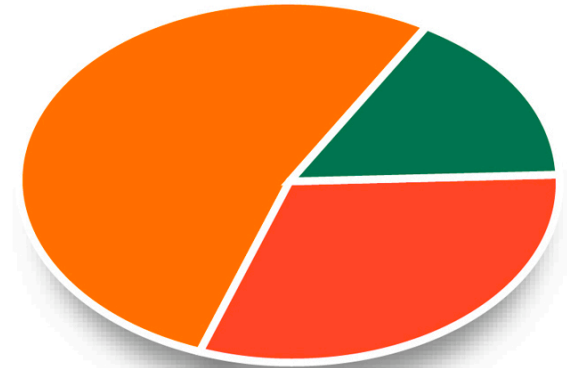




Completion Success?

Standish Group Statistics

- **31%** of projects are canceled before finished.
- **53%** of completed projects are completed, but impaired.
 - Average cost overruns of 189%
 - Average time overruns of 222%
- **16%** of projects are completed on time, on budget, and on scope.





A Common Experience

In hindsight, things tend to look very different.

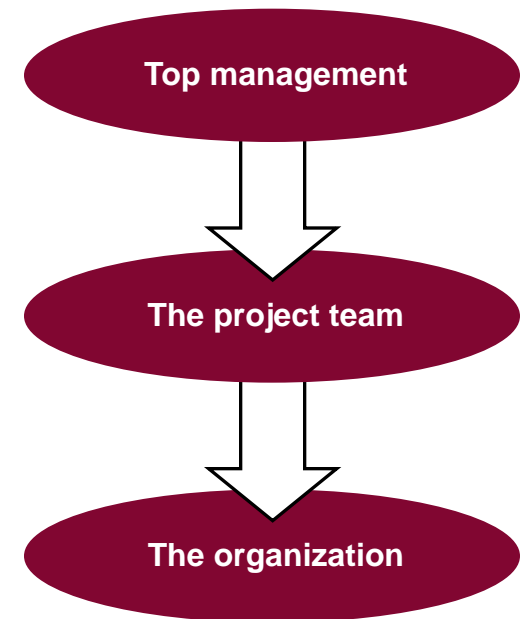
What challenges do you face?





Hindsight Observations

- **Focus on task, time and resources** not the business connection.
- **Management** not fully aligned, informed or committed.
- **Team** didn't have the right competencies, perspectives or resources.
- **Organization (end users)** didn't buy in – not a good solution or they couldn't see the value to them or their business concerns.



What risk does failure pose to you professionally and personally?



Welcome to the Cayenne Team

This is the scenario:

- An implementation just finished.
- Project a “flop.”
- 50% of the business value was tapped.
- Overruns in costs and timeline.

Your assignment:

- Revisit the work - what would you do?
- Application to your own key initiative, goal or task.

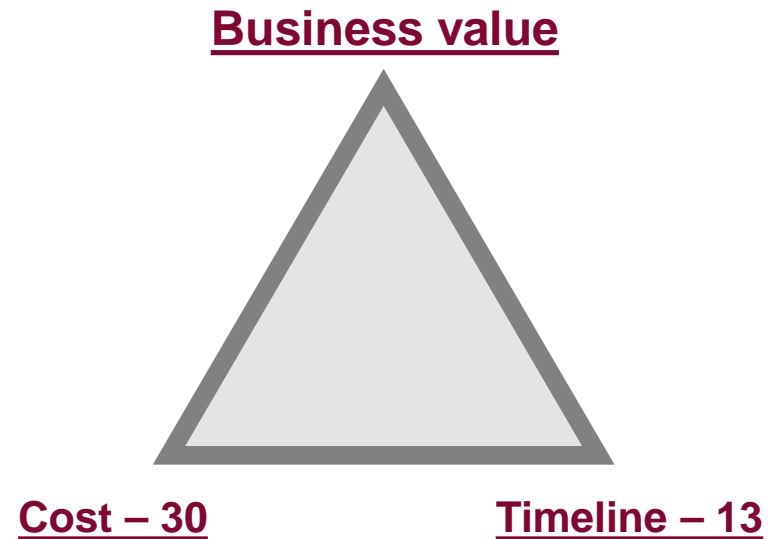




3 Success Factors

They are:

- Business value – Ultimate Value
- Cost
- Timeline





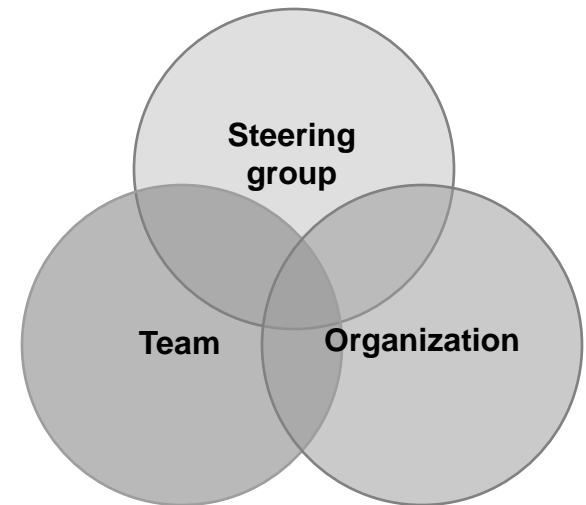
What is Business Value?

The probability (%) of tapping the full potential value.

- The business value is the result of the performance and satisfaction of the key players.

Example:

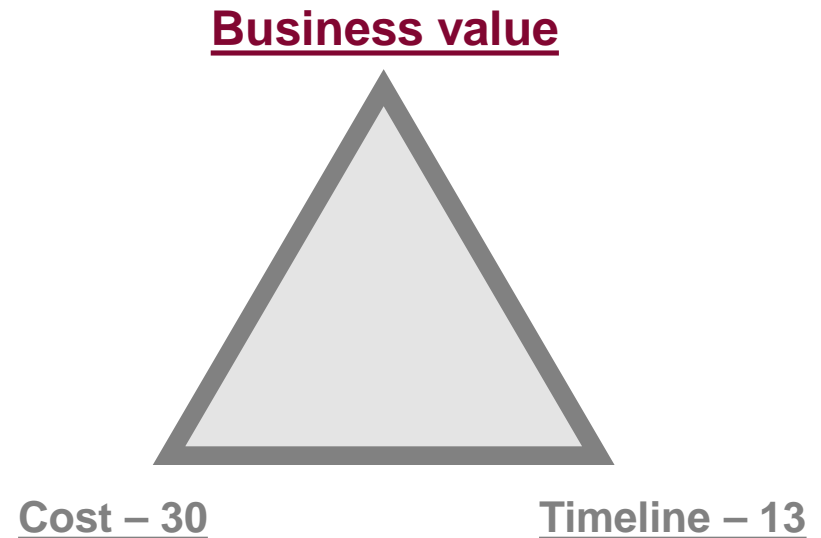
Steering group's performance	80%
Team's performance	x 80%
Organization's performance	x 80%
Business value	= 51%






The Winner is...


- The team that has achieved the highest possible **business value** without exceeding the time and cost.




6 Periods each with 5 Event Cards




PRE-STUDY



DESIGN



DEVELOPMENT



IMPLEMENTATION

	PERIOD 1						PERIOD 2						PERIOD 3						PERIOD 4						PERIOD 5						PERIOD 6											
	1	2	3	4	5		6	7	8	9	10		11	12	13	14	15		16	17	18	19	20		21	22	23	24	25		26	27	28	29	30							
	A	A	A	A	A		A	A	A	A	A		A	A	A	A	A		A	A	A	A	A		A	A	A	A	A		A	A	A	A	A							
	B	B	B	B	B		B	B	B	B	B		B	B	B	B	B		B	B	B	B	B		B	B	B	B	B		B	B	B	B	B							
	C	C	C	C	C		C	C	C	C	C		C	C	C	C	C		C	C	C	C	C		C	C	C	C	C		C	C	C	C	C							
						Score						Score						Score						Score						Score						Score						
						Performance						Performance						Performance						Performance						Performance						Performance						
Business value						Σ						Σ						Σ						Σ						Σ						Σ						Σ
Scoring group						80%																																				
Team						80%																																				
Organization						80%																																				
Business value (%)																																										
Revenue*																																										
Cost																																										
Timeline																																										

* There is a reserve in the project plan for 30 units of funds and 10 units of time.

PLEASE NOTE: In reality, the impact of an event or an action may be seen immediately -- or it may be delayed. In the simulation, we will recognize the impact straight away.



Period 1 Scoping – 1st Event Card

Response

Three alternative actions
– A, B and C.

Event
description

PRE-STUDY

1. Teamwork not very good

The IT people in the project team on one hand, and those representing the business operations on the other, are having difficulties understanding each other. This is primarily due to different frames of reference and use of terminology.
As a consequence, the teamwork is not the best.

What is
primarily
affected

IMPACT PRIMARILY ON:

- Team
- Timeline
- Steering group

PERIOD 1

HOW DO YOU DECIDE TO ACT?

A. Thorough dialog

You set aside sufficient time for getting to know each other, understanding terms and discussing your cooperation.

4

B. Teambuilding

You set aside some time for a few teambuilding exercises in order to strengthen the teamwork.

2

C. A brief discussion

You think the teamwork will develop as you continue working together and settle for a brief team discussion.

1

Resources
required for
each action



Definition of Resources

The assumption

- You have a certain amount of “time and energy” set aside for dealing with upcoming issues.
- We measure it in a unit called “resources.”

The resources – what they are

- The time and energy you spend on discussing the issues, planning activities and making decisions about which actions to take.





Outcome Revealed

1. Teamwork not very good

PERIOD 1

A. Thorough dialog

This improved mutual understanding on the team, which is essential as the project progresses.

B. Teambuilding

Some of the problem was mitigated, but neither group has a thorough understanding of where the other is coming from.

C. A brief discussion

The problem remains, which also influences the steering group's view of the project.

IMPACT

Business value

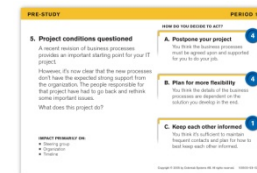
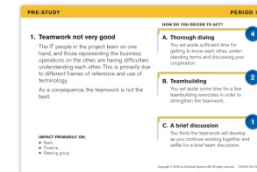
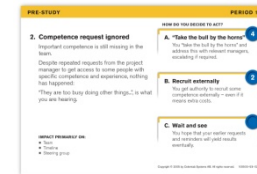
Steering group		- 1	- 2
Team		- 1	- 3
Organization			
Cost	- 1	- 1	
Timeline		- 1	- 2



Run Period 1 – Scoping

Tips and Suggestion

- Work the process – takes time to get the mechanics.
- Review one event at a time but look at the “whole” picture.
- Discuss, prioritize, decide on actions and distribute your 12 resources - “place your bets”.
- Mind the time – easy to burn through time especially periods 1 and 2 even with new 13 limit!





Register Outcome of Period 1

		PERIOD 1						
		1	2	3	4	5	Score	Performance
		A	A	A	A	A		
		B	B	B	B	B		
		C	C	C	C	C		
							Σ	%
Business value								
Steering group	80%		-3	+2	+2		+1	82
Team	80%		-7	+1	-2	-2	-10	50
Organization	80%						0	80
		Business value (%)						32
							This period	Reserve left
Cost								
Cost	30	-1		-1		-2	-4	26
Timeline								
Timeline	10		-3				-3	7

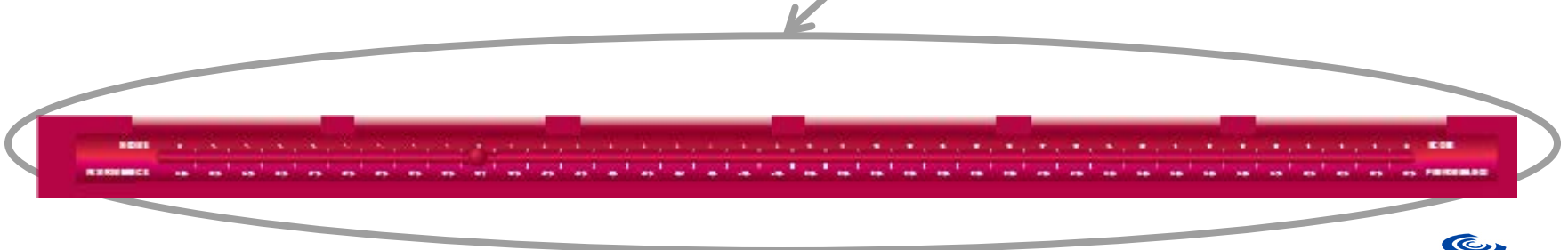
← Total your scores
(This “period”).
Calculate reserve left.



Register Outcome of Period 1

		PERIOD 1					Score	Performance
		1	2	3	4	5		
		A	A	A	A	A		
		B	B	B	B	B		
		C	C	C	C	C		
Business value							Σ	%
Steering group	80%		-3	+2	+2		+1	82
Team	80%		-7	+1	-2	-2	-10	50
Organization	80%						0	80
							Business value (%)	32

← See scoring gauge at
Bottom of score sheet





Your Work

- Complete **Value Application and Relationship Analyzer.**
- Determine your score.
- Discuss your results and implications with “partner.”
- Strengths and areas of concerns?





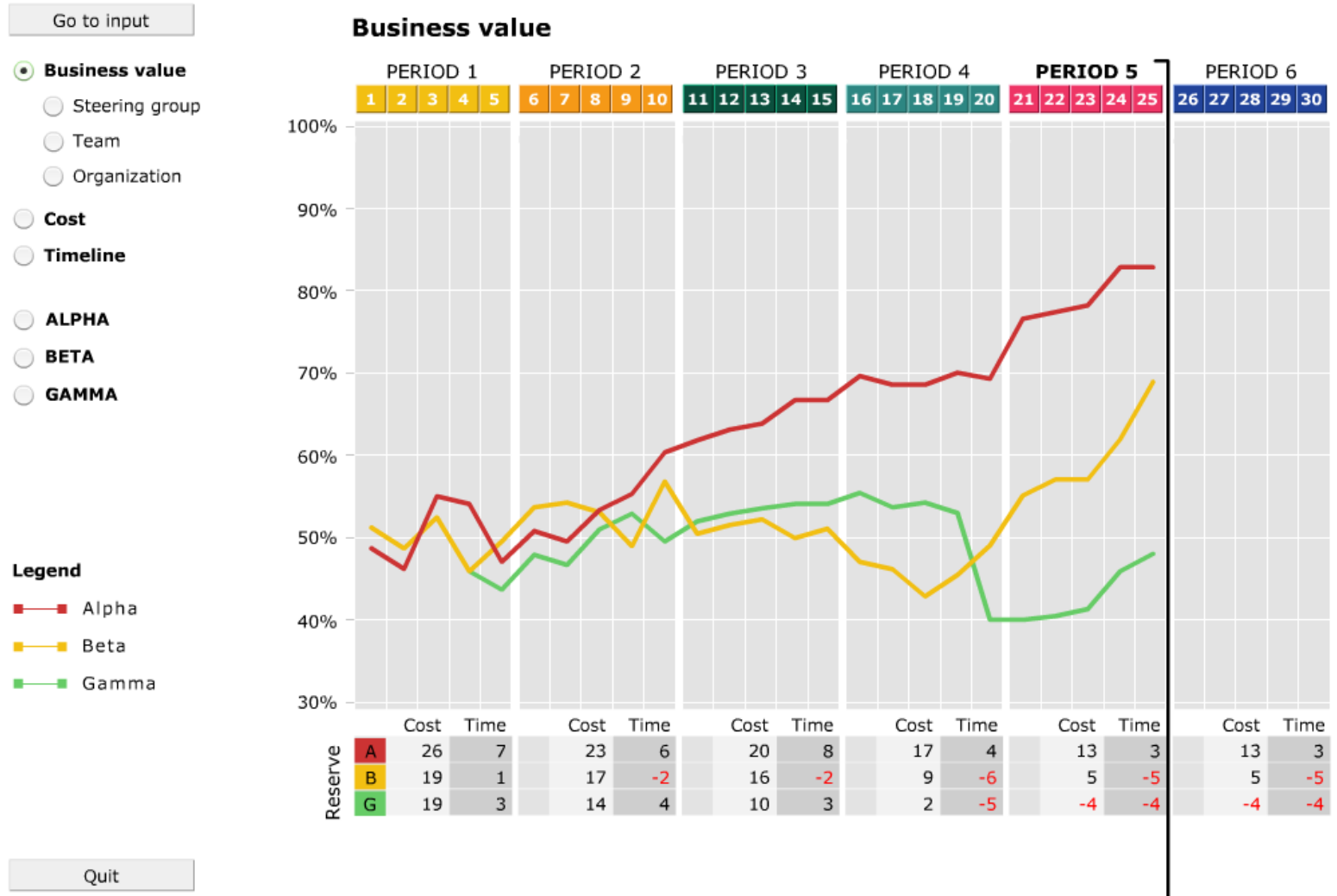
Run Period 2 - Requirements

As before...

- Examine and discuss the possible actions.
- Distribute your 12 resources (markers).
- Register the outcome.
- Discuss your results and implications.
- What are the connections to your work?

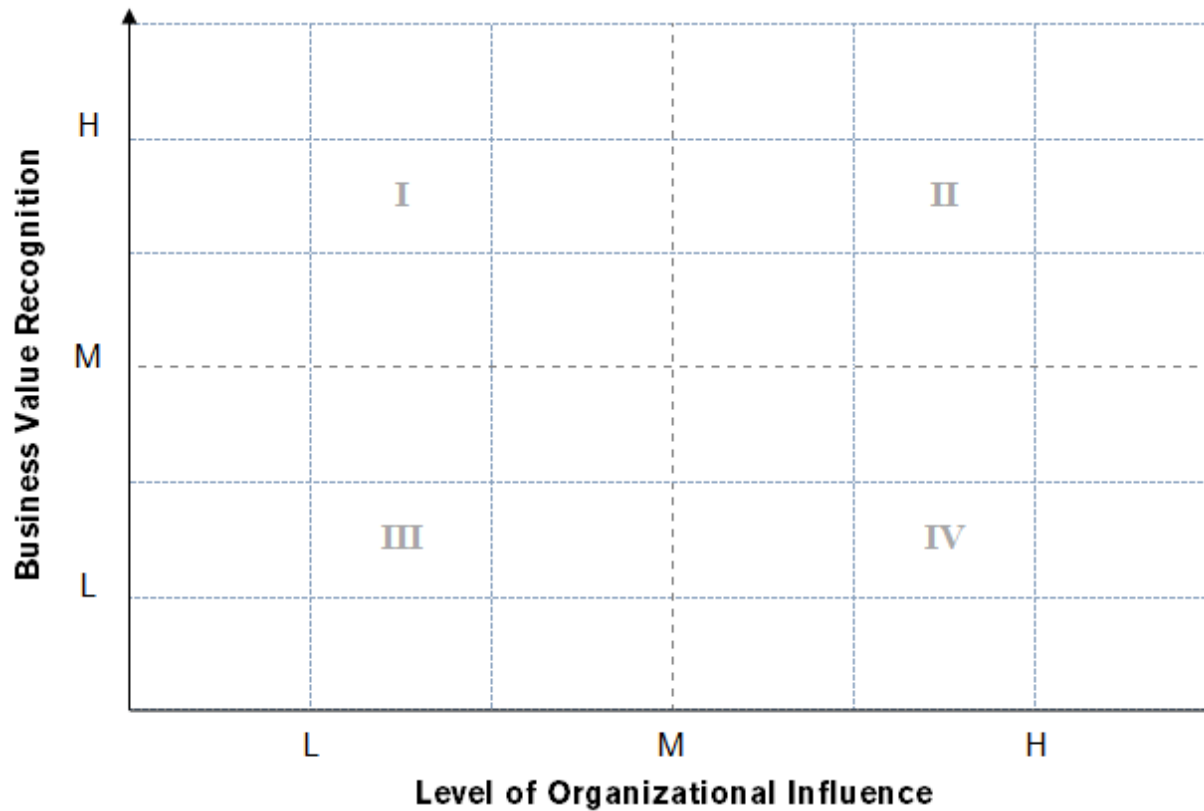


Tracking Business Value





Relationship Mapping





Your Work

- Determine ALL key stakeholders critical to success.
- Complete **Relationship Map**.
- Discuss your results and implications.
- Strengths and areas of concerns?
- Who is "missing"?
- WITFM?





Your Work

- Agendas
- Professional?
- Personal?





Cayenne Project

- Continues for 4 more periods.
- Plot thickens.
- Consequences of decisions.
- Continued application to Your Work.





Your Work – Reflections

- AHAs?
- Key Actions?
- Creation of Value Statement targeted at key stake holders.

