

The Puzzle

Like any puzzle, it helps to have the final picture so that the puzzle pieces can be efficiently and correctly assembled.

In most companies, assembling this picture today involves coordinating a sea of point solutions focused on different business levers; money, processes, people, and physical resources (technology, tools, facilities, etc.). These point solutions typically include:

- Enterprise Resource Planning (ERP) systems for helping manage everything from financial, HR, and manufacturing information, to project costs,
- Professional Services Automation (PSA) tools for optimizing the allocation of people to tasks,
- Business Intelligence (BI) tools for mining data and performing statistical analysis,
- Customer Relationship Management (CRM) tools for managing customer-facing processes and most recently,
- Project Portfolio Management (PPM) applications, for aggregating statuses, tasks and cost information across an enterprise, and

Numerous other dashboards & scorecards also merely “echo” ill-timed, inconsistent, and incomparable information elements.

What's Missing

What prevents many companies from becoming successful, high-performing businesses are, in part, three missing pieces:

- **Financial Resources and Capabilities:** Beyond tracking and validating monetary flows across the Enterprise, this capability should set a standard for valuing proposed investment options and alternatives, apportion responsibility for results to the appropriate group(s) as well as measure and credit groups for realized benefits,
- **Process, People, and Technology Resources and Capabilities:** This capability should use defined frameworks and tools for efficiently prioritizing, directing, and optimizing the use of non-monetary resources in accomplishing the work required of investments, and
- **Delivery and Value Assurance Capabilities:** A portfolio management capability that oversees both investment delivery and value, accountable to the governance structure, and acting as the operator in the overall business success equation.

Come to us for help developing these capabilities within your organization.

9dimensions

About Bit Economics, LLC

Bit Economics, LLC is an exclusive software and advisory services firm that works alongside senior level executives and their teams to catalyze change and spur innovation in business and IT.

We help firms develop a compelling investment assurance capability that drives higher valued initiatives, greater investment accountability, and superior financial performance.

We engage on the front lines to quickly turn the vision into reality; implementing effective delivery and value assurance processes, opportunity & threat management capabilities, and related methods, software and tools.

Contact us today to see for yourself what these solutions can do for your top and bottom line.

Contact Information

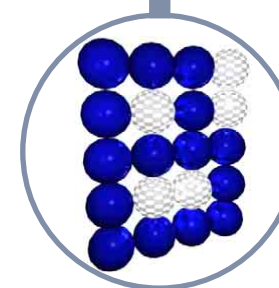
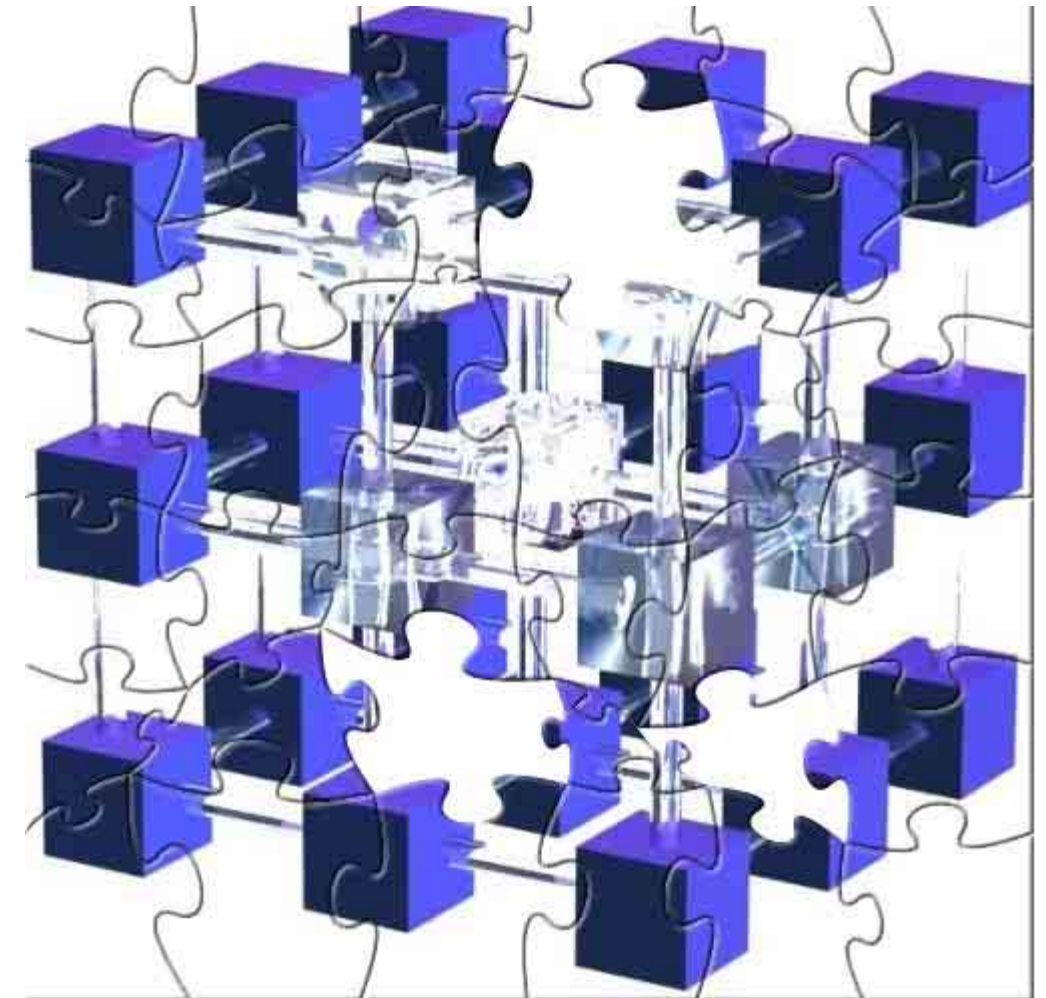
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High-Performance Business: The Missing Pieces



Bit Economics

In Ovation of Innovation™

Finally, A Defined Capability for Expressing the Link Between Money and the Efforts that Consume It

Businesses track and manage their money. Financial resources & capabilities help validate it. Businesses also track and manage the many efforts that consume money. Various process, people and technology resources & capabilities help validate those. Sarbanes-Oxley brings renewed attention to the former. The challenging economy draws attention to the latter.

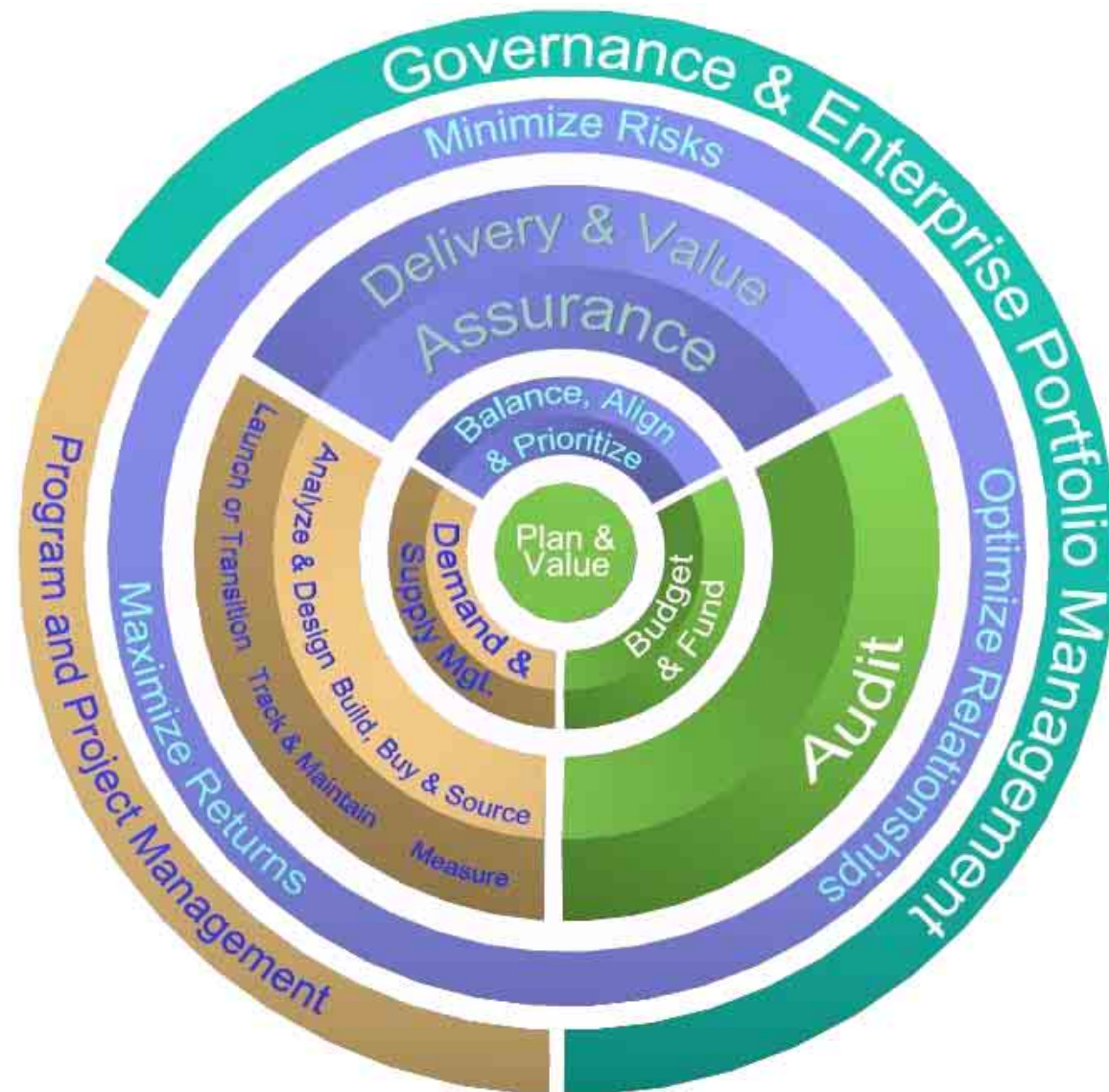
Overall, shareholders demand value that only a capability focused on the *connection* of money and efforts, can bring. We call this capability Delivery and Value Assurance™ (D&VA) and it represents one of the three missing pieces in a sustainable business success formula.

High-performance businesses succeed by continuously managing their investments from a plan and value proposition outward. This requires focused and coordinated improvement efforts across what are usually highly segregated business areas:

- Financial Resources & Capabilities (green),
- Process, People and Technology Resources & Capabilities (tan), and
- Enterprise Delivery and Value Assurance™ Resources & Capabilities (blue).

High-performance businesses create strong connections between investment selection and funding, investment oversight and assurance, and the actual investment operational processes (traditional project/program management activities) that together produce measurable business value. A holistic perspective uniting these highly interdependent areas is a necessary first step.

The outermost ring of our conceptual diagram below is colored differently (blue-green), to indicate the combined emphasis areas of financial resources (green) and the mechanisms that assure investment delivery and value. (blue).



Financial Resources and Capabilities (FR&C)

Financial resources and capabilities represent all the traditional enterprise functions and processes concerned with keeping money flowing accurately and efficiently in and out of the enterprise. This is often considered the traditional domain (at least partially) of finance and accounting, tax, auditing, legal, and other areas that are focused primarily on generating, forecasting, tracking, managing and/or optimizing costs, revenues, and cash flows.

- **Plan and Value** - All actions aimed at directing the future revenues of the enterprise and assessing the potential value of various options and alternatives.
- **Budget and Fund** - The allocation and distribution of financial resources, ultimately supporting investments and investment categories.
- **Audit** - Frameworks and controls for examining, verifying, and improving accounting and financial management practices across the enterprise.

Process, People and Technology Resources and Capabilities (PPTR&C)

This category represents all the non-monetary resources consuming money on the directed path set by the enterprise for achieving stated objectives and benefits. This is where much of the cash outflows are directed to accomplish the work required across all investments in every stage of their lifecycle.

- **Demand/Supply Management** - Requests for resources (demand) and the application of resources (supply) to proposed and in-process investments.
- **Methods** - Frameworks and controls for carrying out the activities associated with developing and operationalizing selected investments.
- **Program/Project Management** - Once investment decisions are made, this area is concerned with applying the supplied resources of the enterprise to achieving the desired aims and outcomes of the investments.

Enterprise Delivery and Value Assurance™ Resources and Capabilities (9dimensions®)

If we think of the first two categories as independent variables in a success equation, the missing piece has always been the operator in the middle.

$$FR\&C \leftrightarrow 9dimensions^{\circledR} \leftrightarrow PPTR\&C$$

A comprehensive investment assurance solution represents the formal alignment of money and efforts (investments) leading to defined, desired, and ultimately achieved outcomes.

- **Balance, Align, Prioritize** - *Balance* is about modifying investments (delaying/deferring, terminating/consolidating, recycling/revaluating, or continuing/accelerating) based on internal and external business factors. *Align* is about matching investments with business objectives. *Prioritize* is about committing investments based on estimated value and impact on objectives (among others).
- **Assurance Processes** - Frameworks and controls for progressively and objectively examining, verifying, and assuring investment delivery and value across the enterprise.
- **Risks, Relationships, Returns** - Universal maxims for all organizations representing the key drivers of success and failure. Until these concepts are deeply embedded within each of the three categories, it remains a critical focus of this one.