Undertaking #30

Gartner to advise as to the findings of the benchmarking team with respect to the use of business cases.

RESPONSE:

Gartner responds as follows:

> The scorecard report had the following finding: *Increased use of business cases will hold business stakeholders and IT accountable for achieving projected benefits and value. MPI is relatively mature in this aspect of governance compared with peers.*
>
> The two findings must be read together. The scorecard tool asks a number of questions regarding the use of business cases, and the responses indicate that business cases are being used and do include consideration of application life cycles, upgrade requirements, and maintenance and support costs. This led to the finding regarding relative maturity. In general, our research and consulting experience finds that the use of business cases allow organizations to make better investment decisions in IT based projects, and also to inform the downstream evaluation of benefits realization. Our findings from the MPI assessments are that the MPI value management process is instituting a disciplined use of business cases as input to the initial investment decision. It has not matured to the point of using these as part of the benefits realization and evaluation.

MPI notes that the Value Management Process is maturing, and will be applied to new initiatives where the benefits realization and evaluation will be captured in the post implementation review phase.