



**7 Ways to Build a Better Business Case for  
HIGH IMPACT TALENT MANAGEMENT™ Technology**

# 7 Ways To Build A Business Case For High Impact Talent Management™ Technology

The process of building a business case for new technology is always challenging. However, in a time when HR has ever-expanding scope, more initiatives, and fewer resources – now more than ever it is important to learn the strategy (and the art) behind building solid, defensible business cases for technology.

## Why is High Impact Talent Management™ Technology so Critical?

In today's uber-competitive, post-recession business environment there is mounting pressure on HR to be more strategic. CEOs expect HR departments to move beyond their traditional administrative and compliance functions and to help them build teams that can create long term, competitive advantages. In other words, HR is expected to deliver High Impact Talent Management™.

One challenge is that many HR departments are burdened with old, first generation talent management technology. This technology was originally put in place to eliminate paper and automate existing processes, not to support strategic HR initiatives.

High Impact Talent Management Systems™ are built with the latest in HR processes, best practices and technology enabling strategic HR departments help line managers become effective leaders of engaged employees.

## The Importance of Building a Good Business Case

While many HR leaders have identified the need to make the transition to High Impact Talent Management™ (HITM™) technology, understanding how to go about it is just as important. A strong business case for HITM™ technology should illustrate how HR is aligned with key organizational goals such as:

- Creating a more strategic HR model
- Improving the effectiveness & efficiency of line managers
- Help attract, engage & retain top talent

Identifying these key goals (and others) can help upper management justify the decision, and as importantly, identify how the success of the project will be measured.



## Why HR Often Struggles Getting Project Budget Approval

Often times, it's not objections to your project's budget that you have to overcome – you have to overcome the legacy of a failed project or deliverables that came before you. And, regardless of the initiative or the reasons for your new technology, HR faces a number of challenges for any budget approval including:

- HR departments often have fewer allocated resources
- HR often gets “the last dollar”
- HR professionals are typically not natural “sales people”

Any of these sound familiar? Don't worry, there's a better way to build a business case!

## What's In This Paper

This paper is designed to share simple, realistic and relevant strategies for building a business case for better technology. Outlined in seven easy to follow steps, you will learn critical tips and inside expertise from HR leaders and vendors that have participated in hundreds (if not thousands) of HR technology proposals and successful implementations.

## #1: Know Your Goals

Setting clear, concise and measurable goals are important for achieving any type of business results, and it's no different for building an effective business case. Stephen Covey said it best, "We must begin with the end in mind." In other words, what does success look like in real business terms for your organization?

For example: When this High Impact Recruitment System is implemented, we will realize three key benefits:

- a. The time to fill open positions will be reduced from 30 days today to 20 days saving \$9,615 in lost productivity per open position.
- b. We will lower the cost of hiring new employees by 10% -- from \$3,700 to \$3,300. Annualized, this is a savings of \$200,000 based on 500 hires.
- c. Better Employment Branding on our Career Site to clearly communicate our corporate culture and our expectations of new hires will reduce new hire turnover from 21% to 17%.

You can see how identifying these specific outcomes make it easy for the decision maker to clearly understand not just what you want to implement, but why it's important, and how it will help the organization.

### Technology Takeaway

***Your goals will provide both a blueprint and accountability for the project***



## #2: Know Your Organization

As important as it is to know your objectives with the business case, it's equally important to understand the organization's overall objectives. Ask yourself, "How does this purchase decision fit in with the overall goals for the business?" Don't just focus on all those cool new features!

Be a Strategic Buyer. Your business case should be prepared with details on how it supports the organizational objectives and those of each of the primary stakeholders such as:

- CEO
- CFO
- CIO
- CHRO

Clearly communicate the strategic reason for the purchase, and provide detailed support for how it will get done – and you will greatly increase your chances of success.

### Technology Takeaway

***An effective business case should be built around the strategic goals of the organization, the key executives and stakeholders, not HR.***



## #3: Know Your Options

While this may appear to be the most obvious of our seven keys, it's also the one most commonly overlooked. During your exhaustive search for the perfect solution, you are no doubt inundated with fancy documents, endless emails, statistics on every conceivable data point, some of the prettiest charts you've ever seen, and of course – promises from everyone!

And yet, through all the noise – someone will stand out. You will find a solution, and a vendor, that not only meets your criteria but seems to truly understand your business. When preparing your business case to recommend this solution, the inclination is to include everything you can. Additionally, just to cover the bases, many business cases also provide numerous other solutions – sometimes all of them!

A key to presenting the business case effectively is to communicate the company's real options. A business case formula we have often seen to succeed is presenting three choices:

- 🔵 **Choice #1: Do Nothing**
- 🔵 **Choice #2: Recommended Solution**
- 🔵 **Choice #3: 1 or 2 alternative solutions**

Included with each choice you will want to expand upon the benefits and consequences of each including a restatement of the current specific challenges related to Choice #1. This provides the ultimate decision makers everything they need to make an informed, data-driven decision.

### Technology Takeaway

*Provide no more than 4 choices when building your business case.*



## #4 Know Your Facts

At some point in the decision process, it will come down to the details. You will want to be able to clearly convey everything from the resources needed to the real dollars of the investment. Projects with unrealistic budgets or that don't account for all the variables will be easily shot down by those that have been there before - or worse yet, doom the project from the start.

As you build your business case, be sure to show the cost in real dollar terms that can be easily understood and defended. Include internal resource time and evaluate how much time this may take from busy internal resources vs. expected future time or other savings/advantages. Also include other metrics such as time needed to prepare the project, how the project fits into the budget, etc.

Being prepared to answer the tough questions up front will help diminish doubt and concerns. Ultimately, the more complete your analysis, even if it exposes potential negatives, the stronger your business case becomes.



### Technology Takeaway

***Show all the costs in real dollar terms that are easily understood & defended***

## #5 Know Your Resources

Everyone is busy, and in most cases, feel like they are understaffed. So inherently one of the common objections to a new project can be the limited number of resources available, particularly to HR. Even with budget approval, you won't want to start a project without knowing you have the organization's support to allocate the necessary resources.

The bottom line is the success of your business case, and ultimately your project, relies upon the available resources to execute. So, it's key to outline what resources you will need to successfully complete and maintain the project. These resources may include:

- ◆ **Internal resources from your department**
- ◆ **Internal resources from other departments**
- ◆ **External resources from vendors & partners**

Understanding the role and responsibility of each resource will help determine how to best allocate them and justify their use. Additionally, addressing your resources needs will demonstrate that you have adequately considered the full scope of the project.



### Technology Takeaway

***Explain what internal and external resources you will need to successfully complete & maintain the project.***

## #6: Know Your Plan

In the process of building a strong business case, it's easy to overlook what the next action steps are after it gets approved! Demonstrating the benefits, costs, and resources related to the project are important, but this step allows you to confidently articulate how it will all get done.

Documenting a realistic, logical (but very high level) project plan will add a tremendous amount of credibility to your business case. But outlining key deliverables and due dates is sometimes not enough. You want to break the project down into phases showing the time, costs and deliverables for each phase. Some of the common project phases to include are:

- 🔵 **Requirements & Information Gathering**
- 🔵 **Vendor Review & Selection**
- 🔵 **Proof of Concept**
- 🔵 **Implementation**
- 🔵 **Go Live**

These phases will vary based upon your particular project and organization, but the key is to have a plan in place before you present the business case. Make it easy for management to see the finish line and how you will get there.

### Technology Takeaway

*Create a project plan with the time, costs & deliverables detailed for each phase*



## #7: Know Your Vendor

Most HR leaders will only take on a handful (at most) of technology implementations in their career. The vendor you select is much more than a technology provider, they are a true business partner. So, if you are going to stake your reputation on a recommendation for a vendor, it's important that you know them....and know that this project is as important to them as it is to you!

Implementing High Impact Talent Management™ technology requires the vendor to understand the business case and the organization's goals as much as the HR leader presenting it. For the vendor, it's more than just having all the right buttons – they must truly be able to demonstrate how they can execute on the plan.

With so much on the line, it's important to ask the right questions and get honest answers (not just the right ones). Here are some things to consider when reviewing vendors:

- **Make sure they can meet your requirements – ideally by outlining them and having the vendor reproduce a reasonable cross-section of the requirements**
- **Make sure they can meet your on-going support needs**
- **Make sure they are a fit with your people and culture**
- **Ask for and follow up on customer references**
- **Make sure that they, and their solution, can grow and change with your business needs**
- **Price the total cost of ownership vs. alternative options**

### Technology Takeaway

***Your vendor must demonstrate how they understand & can execute your business case.***

## Summary

To deliver improved Strategic HR results with High Impact Talent Management™, you need the next generation of processes, best practices and technology to help. Asking for that help in terms of new technology should not be a complicated, overwhelming process. It comes down to those seven keys you need to know for an effective business case:

- 1. Your Goals**
- 2. Your Organization**
- 3. Your Options**
- 4. Your Facts**
- 5. Your Resources**
- 6. Your Project plan**
- 7. Your Vendor**

We hope this paper provided you a simple, strategic roadmap for building a business case for better technology. We also encourage you to contact us for help with your next business case for High Impact Talent Management™ technology. We are happy to assist with ROI calculations or cost benefit analysis for your next project.

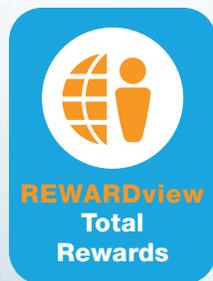
## About HRsoft

HRsoft is a cloud-based, High Impact Talent Management™ software company that specializes in improving employee engagement and retention for mid-sized employers.

Over the past 14 years, we have developed innovative, highly usable talent management solutions for a wide variety of organizations across North America. The first, High Impact Talent Management System™ helps companies with a seamless transition into their new HR technology allowing them to get faster and better results. This powerful platform includes six key components:

# High Impact Talent Management™

Strategic HR. Effective Line Managers. Engaged Employees.



## Why Choose HRsoft

- 🔹 **High Impact Technology:** Our Software as a Service (SaaS) solutions come with a powerful toolset – allowing us to configure a secure solution that meets your needs while still leveraging the power of the cloud.
- 🔹 **High Impact Expertise:** Our team understands how strategic HR can have a true impact on your ability to meet business goals. We don't just “bring you live.” We understand our clients long term HR objectives so we can deliver high impact and ROI ... measurable Return on Impact Investment.
- 🔹 **High Impact Service:** We know you still have to do more with fewer people and less support . So we do the heavy lifting – making sure that your solutions are up and running quickly. On time. And on budget.
- 🔹 **High Impact Implementations:** HRsoft is unique in using a ‘what you see is what you get’ i2i Deployment System™. With this we can ensure that we do more than just deliver technology, we deliver the results you expected! Our customers work with the same team from introduction to implementation to post implementation support. There are no “hand-offs”, no “dropped balls”, no surprises and no excuses – just high impact results.

HRsoft's High Impact Talent Management Systems™ are more than just software. They are solutions that help you execute a strategy to get the results you want. At HRsoft, High Impact Talent Management™ isn't just a tagline...it's what we do.