

Who really cares about Benefits Management?

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APM/AIPM Presentation

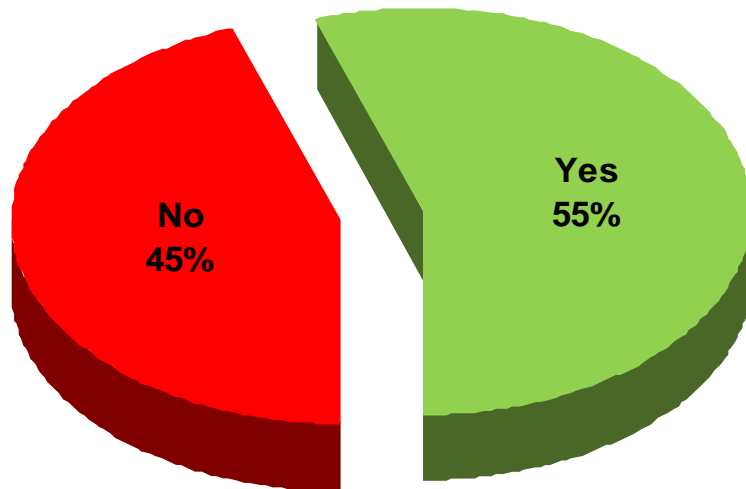
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Projects set up to **guarantee** achievement of the benefits?

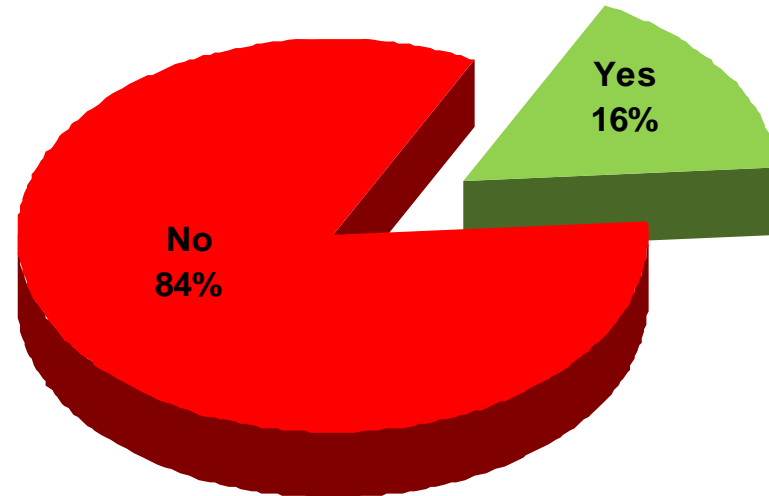
‘Benefit Realisers’ – the sponsors and stakeholders who expect to realise the beneficial outcomes that programs and associated projects have been set up to achieve

‘Benefit Enablers’ – those whose role is mainly focused on delivering projects and enabling outcomes

Realiser Responses



Enabler Responses



Reasons for gap - Benefits Realisers

Reasons why all of the benefits will be achieved

- Initiated the project – it was their idea
- Identified the benefits to justify the investment
- Responsible for achieving the desired benefits
- Political need to show support for strategic initiatives
- Maintain an image of control within their business
- Business is so good that “success” can be claimed regardless

Reasons why all of the benefits may not be achieved

- Benefits are too “intangible” to measure
- Ground has shifted since commencing the project
- Perception that the project team and/or vendor is not delivering
- Insufficient change management planned
- Belief that 100% justification of benefits not required once the project breaks even

Reasons for gap - Benefits Enablers

Reasons why all of the benefits will be achieved

- Optimistic view of project delivery ability
- Benefits were underestimated
- Involved in identifying the benefits / building the business case
- Political need to show support for sponsor's initiative
- Business is so good that the sponsor will claim "success" regardless

Reasons why all of the benefits may not be achieved

- Sponsor not really committed to the project
- Benefits are unrealistic
- Benefits are too "intangible" to measure
- Problem with vendor or other external parties
- No clear link between project outputs and desired business outcomes
- Business change required to realise the full benefits is underestimated

Differing views of “success”

Sponsor’s view: achievement of the desired business outcomes

Business user’s view: achievement of changed operational state with a solution that is usable and with minimal disruption to BAU

Project team’s view: delivery of the project milestones on time, to budget, and to quality standard

Accountability during project lifecycle

	<u>DESIGN</u>	<u>ENABLEMENT</u>	<u>REALISATION</u>
Sponsor	***	*	**
Business users	**	*	***
Project team	**	***	*

Critical success factors during project lifecycle

DESIGN

Single view of “success”

Business requirements are real and measurable

Accountability established for all desired outcomes

ENABLEMENT

Right projects are chosen

Clear links between outcomes and activities

Ongoing and real engagement with the business users

REALISATION

Measurements in place based on BAU metrics

Track changes after project team disbanded

Business users have a sense of ownership for implementing changes

Main benefits management activities during project lifecycle

DESIGN

Understand strategic need and define “success”

Identify impacted stakeholders

Develop business requirements

Design business changes using “as is” and “to be” analysis

Develop business case

ENABLEMENT

Classify benefits

Establish measures for each benefit

Develop “cause and effect” linkage

Plan activities to deliver the changed outcomes

REALISATION

Implement change into the business

Assess the effect of each change against the established benefit measures

Report and book the benefits

What can you do to improve success?

- Define an unambiguous and agreed view of “success”
- Ensure all business requirements are measurable, traceable and “owned”
- Create clear links between project activities and desired business outcomes
- Implement a Benefits Management framework
 - Include process, tools, principles
 - Complement the existing project delivery approach
 - Seek to create a “benefits-driven” mindset

Questions?

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