

Benefit Realisation Management

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the first edition of gerald bradley s benefit realisation management quickly established itself as the definitive practical guide to using measures to track performance throughout the life of a project or programme enabling organisations to eliminate wasted investment realise more benefits and realise them earlier the second edition takes you step by step through the benefits realisation process explaining along the way how to define your projects and programmes by mapping the benefits produce a convincing and accurate business case communicate the benefits and get all your stakeholders on board agree the measures you will use to encourage the desired behaviours to monitor progress and to assess the ultimate success of the project or programme use the benefits realisation approach to understand and address the human aspects of the project including resistance to change training needs and new ways of working integrate this approach into your organisation s culture and systems the second edition includes expanded guidance on benefits realisation for portfolio management and includes revisions to the original text along with additional case study examples the text of the latest edition is now printed in four colour which make the detailed and varied benefit maps throughout the text immediately more striking and comprehensible the benefits realisation management methodology fits closely with existing programme and project management approaches such as msp and prince 2 making it appropriate for both public and private sector environments if you are investing heavily in change management it infrastructure or project working then this book is a must read that will justify its price many times over

this title provides a practical guide to benefit realization for all those who are responsible for change directors senior responsible owners sros programme managers change managers project managers benefit facilitators p3o pmo and pso managers it shows how the author s proven approach to benefits realization management brm can be applied to programmes running under managing successful programmes msp

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unleashing the power of benefits realisation management maximising returns on projects and change initiatives is your comprehensive guide to unlocking the full potential of your organisational initiatives in this book you ll embark on a transformative journey into the world of benefits realisation management brm and gain invaluable insights into the powerful tools and techniques that drive its success in today s dynamic and competitive business landscape the ability to effectively navigate the complexities of project and initiative implementation is crucial this book equips you with the knowledge strategies and practical insights needed to maximise the value of your organisational initiatives and realise their promised benefits with a solid foundation in understanding benefits realisation management you ll dive deep into the core tools and techniques that underpin brm from stakeholder analysis and management to risk management and change management each topic is explored in detail providing you with a wealth of practical knowledge and guidance discover how to foster meaningful relationships with key stakeholders and engage them effectively to ensure their support and alignment with project objectives learn how to identify assess and mitigate risks that may impede benefits realisation safeguarding the success of your initiatives master the art of change management leading and managing organisational change to optimise benefits realisation and ensure smooth transitions harness the power of monitoring and evaluation tools enabling you to gain valuable insights into project progress and make data driven decisions for course corrections and adjustments dive into the realm of project management software and learn how these tools can streamline and elevate your brm processes enhancing efficiency and effectiveness recognising the critical role of governance this book sheds light on establishing robust governance structures and processes to guide and oversee benefits realisation efforts you ll also explore the human factor in brm understanding the influence of individuals and teams in driving successful benefits realisation and uncovering the core competencies required for brm success this book doesn t stop there it delves into essential topics such as business process modelling data analysis tools benefits dependency mapping benefits profiling and the development of key performance indicators kpis furthermore it addresses the challenges of benefits sustainment training you to maintain and optimise benefits over the long term ethics and compliance find their rightful place in this comprehensive guide emphasising the significance of ethical practices and compliance in fostering trust and integrity in benefits realisation efforts finally gain valuable insights into emerging trends and developments that will shape the future of benefits realisation management whether you re a seasoned benefits manager a project professional or new to the world of brm unleashing the power of benefits realisation management provides you with a comprehensive toolkit to drive successful benefits

realisation and deliver tangible value to your organisation by embracing the tools and techniques discussed in this book you will position yourself as a catalyst for transformative change and drive exceptional outcomes embrace the power of benefits realisation management and embark on a journey towards maximising the value of your organisational initiatives get your copy of unleashing the power of benefits realisation management maximising returns on projects and change initiatives today and unlock the full potential of your benefits realisation efforts

project benefit realisation and project management dispels the confusion between project management success and project success showing how project sponsors can govern their projects to succeed in delivering the strategic benefits originally envisaged project management success does not automatically lead to project success many large projects fail to live up to expectations with between half and two thirds of large projects either failing to deliver or delivering few strategic benefits traditional project management resources focus on delivering a project on time and on budget yet they fail to supply top managers many of whom find themselves in the role of accidental project sponsors with guidance on how to govern their projects to succeed project benefit realisation and project management the 6q governance approach bridges the strategy to performance gap by providing boards senior managers and project sponsors with the six critical questions necessary to diagnose the health of any project presenting a systematic framework developed from research cases of successful and unsuccessful projects in various types of organisations this practical guide enables those in top management to determine if their strategy or policy is on track and to assess whether a project is likely to deliver the expected benefits the text features real world examples illustrating how concepts can be applied to different types of projects in engineering construction information technology business transformation and many others this must have guide is designed to help top managers and other stakeholders clarify the link between business outcomes benefits and strategy to evaluate where effort should be directed assess how much behavioural change is required to effectively implement strategy and realise desired benefits select a project sponsor committed to influencing key stakeholders to make necessary changes and intercede to resolve issues as they arise establish how success will be measured before a project begins to gauge sponsor commitment and ensure project goals are not changed to match whatever is achieved ask if the right culture is in place to ensure all relevant information is being reported determine teams ability to adapt and change plans in response to issues arising in the project monitor if the project is on track to realising the benefits and have a process in place to cancel failing projects project benefit realisation and project management the 6q governance approach is an indispensable volume for board members project sponsors project advisors and those in senior positions who find themselves in the role of accidental project sponsors

winner of 2020 pmi david i cleland project management literature award this book is a complete project management toolkit for project leaders in business research and industry projects are approved and financed to generate benefits project management a benefit realisation approach proposes a complete framework that supports this objective from project selection and definition through execution and beyond implementation of deliverables until benefits are secured the book is the first to explain the creation of organisational value by suggesting a complete internally consistent and theoretically rigorous benefit focused project management methodology supported with an analytical technique benefit engineering benefit engineering offers a practical approach to the design and maintenance of an organisation's project portfolio building upon the authors earlier successful book project management for the creation of organisational value this comprehensively revised and expanded new book contains the addition of new chapters on project realisation the book offers a rigorous explanation of how benefits emerge from a project this approach is developed and strengthened resulting in a completely client oriented view of a project senior executives practitioners students and academics will find in this book a comprehensive guide to the conduct of projects which includes robust models a set of consistent principles an integrated glossary enabling tools illustrative examples and case studies

benefits realization management brm is a key part of governance because it supports the strategic creation of value and provides the correct level of prioritization and executive support to the correct initiatives because of its relevance to the governance process brm has a strong influence over project success and is a link between strategic planning and strategy execution

this book guides portfolio program and project managers through the process of benefits realization management so they can maximize business value it discusses why and how programs and projects are expected to enable value creation and it explains the role of brm in value creation the book provides a flexible framework for translating business strategy drivers into expected benefits and explains the subsequent composition of a program and project portfolio that can realize expected benefits planning the benefits realization expected from programs and projects and then making it happen keeping programs and projects on track reviewing and evaluating the benefits achieved or expected against the original baselines and the current expectations to help project program and portfolio managers on their brm journey as well as to support business managers in executing business strategies the book identifies key organizational responsibilities and roles involved in brm practices and it provides a simple reference that can be mapped against any organizational structure a detailed and comprehensive case study illustrates each phase of the brm framework as it links business strategy to project work benefits and business value each chapter ends with a series questions that provide a brm self assessment the book concludes with a set of templates and detailed instructions to ensure successful deployment of brm

combining rigour and flexibility msp helps all organisations public sector and private large and small achieve successful outcomes from their programme management time and time again with change a pressing reality for all organisations successful programme management has never been more vital to success organisations must respond as new processes or services are introduced supplier relationships alter and structures adapt to market forces or legislation at the same time all organisations strive to achieve excellence by improving practices offering better services preparing more effectively for the future and encouraging innovation but change always creates new challenges and risks inevitably there will be interdependencies to manage and conflicting priorities to resolve as the organisation adapts not just to a new situation internally but to the constantly shifting world outside to enable organisations to manage their programmes successfully they need a structured framework that does two things it must acknowledge that every programme exists in its own context and demands unique interpretation at the same time it must be universally applicable msp has been developed with these two priorities in mind its framework allows users to consistently manage a huge variety of programmes so that they deliver quality outcomes and lasting benefits fusing leadership with management best practice msp enables organisations to coordinate their key functions develop a clear sense of unity and purpose and achieve the strategic cohesion necessary to drive through effective change

realise the full benefits potential from your change projects for most managers in steering committees of pmos project management office most projects are costly in both time and money and they often only reach a fraction of the expected benefits in benefits realisation the change driven approach to project success renowned benefits realisation expert speaker and consultant rasmus rytter introduces a new approach to change projects where benefits realisation defines the design of the project and how it is led once the project's benefits have been defined the key question for the project to answer is how might we help our colleagues change their behaviour thus identifying behavioural change as the key driver of benefit realisation step by step the book guides you on how to approach both benefit realisation and behavioural change as well as explain how it builds on the project and portfolio practices or safe scaled agile framework you are already using benefits realisation also offers elaborate real life case studies and examples that show the application of the new approach to benefits realisation and change on different projects easy to use posters playbooks and facilitation guides for the most important activities and workshops effective strategies for using benefits realisation to minimise project cost compelling possibilities for executives to make far better strategic prioritization decisions based on credible data for project benefits and the real cost of change perfect for project managers change managers pmo professionals and managers using agile frameworks benefits realisation will also earn a place in the libraries of executives and other business leaders at all levels of your organisation

the ciob code of practice programme management for construction development is intended to complement the popular ciob code of practice for project management for construction and development providing practical coverage of general processes and procedures to be followed when managing a construction programme or portfolio of projects it sets out the necessary

requirements for effective and efficient programme management but is not intended to be a manual of operating procedures for the manager of such programmes

this open access book constitutes the proceedings of the 6th nordic e infrastructure collaboration conference neic 2024 which took place in tallinn estonia in may 2024 the 14 papers included in this book were carefully reviewed and selected from 39 submissions they deal with e infrastructure focusing on topics like fair data stewardship high performance computing hpc sensitive data management federated resource management quantum computing and ai driven e infrastructure solutions

building information modelling bim is a global phenomenon which is gaining significant momentum across the world currently there is little information on how to realise and monitor benefits from implementing bim across the life cycle of a built environment asset this book provides a practical and strategic framework to realise value from implementing bim by adapting benefit realisation management theory it presents an approach for practitioners aiming to implement bim across the life cycle of built environment assets including both buildings and infrastructure additionally the book features wide ranging information about bim the challenges of monitoring progress towards benefit goals and the greater context of implementation a set of dictionaries that illustrate how benefits can be achieved what the benefit flows are and the enabling tools and processes that contribute to achieving and maximising them a suite of measures that can serve to monitor progress with examples of how they have been used to measure benefits from bim real world examples from across the world and life cycle phases that show how these benefits can be achieved and information on international maturity and competency measures to complement the value realisation framework including a blend of academic and industry input this book has been developed in close collaborative consultation with industry government and international research organisations and could be used for industry courses on bim benefits and implementation for asset management or by universities that teach bim related courses

based on expert practitioners contributions from across the globe including brazil jamaica malaysia pakistan thailand the united kingdom and the united states strategic project management contemporary issues and strategies for developing economies offers modern experiences best practices and tools for individuals and teams working in projects spanning diverse environments in developing economies the book answers the questions what are the issues and challenges experienced in developing countries and how can effective project management practices address them it then presents strategies and sustainable solutions the book covers the foundations of project management highlighting particular strategies that may resonate with organizations across the globe particularly developing economies it includes dialogue on project success criteria and performance evaluation techniques stakeholder management program and portfolio management managing knowledge in projects and case studies across industries such as ict education and law in addition the book showcases diverse perspectives and experiences in the effective management of projects from the developing economies the importance of project maturity through the adoption of sound strategic project management principles application of project management standards and practices in specific domains emerging tools and techniques that can enhance the management of different types of projects opportunities for future research and collaborations the contributors share ideas insights and experiences for all forms of business projects with a core ict artifact or supported by ict to deliver the specific artifact product service or result the chapters discuss the range of issues found in managing different types of projects across many domains and countries and underline the similarities and nuances in managing projects with strategies that resonate in developing economies the book in a nutshell gives you tried and true advice from experts that you can put to immediate use

executives should not necessarily know the intricacies of project management but they should know how project management as a discipline can benefit the organization in implementing its strategies and realizing its vision the only way that executives can effectively apply project management to realize these goals is to have sound knowledge of the project management discipline the purpose of this book is to provide executives with a comprehensive overview of the discipline of project management it focuses on the benefits of project management to an

organization the goal is to provide executives with a view as to how project management can deliver organizational strategies the various chapters focus on specific aspects within the project management discipline and how each aspect should be managed from a business perspective the book covers the entire spectrum of project management from a management and leadership perspective the focus is not necessarily on what needs to be done from a project management perspective but on what organizations and senior executives can do to facilitate projects the book covers the value of project management project management as a strategic enabler project program and portfolio management the role of the project management office in the successful delivery of projects programs and portfolios the benefits of project deliverables bring sustainability of the organization governance and the role of the project sponsor the book concludes with a comprehensive portfolio program and project management framework this holistic framework enables organizations to achieve value from project management and realize strategic goals

this book covers various current and emerging topics in construction management and real estate papers selected in this book cover a wide variety of topics such as new type urbanization planning and construction of smart city and eco city urban rural infrastructure development land use and development housing market and housing policy new theory and practice of construction project management big data application smart construction and bim international construction i e belt and road project green building off site prefabrication rural rejuvenation and eco civilization and other topics related to construction management and real estate these papers provide useful references to both scholars and practitioners this book is the documentation of the 24th international symposium on advancement of construction management and real estate which was held in chongqing china

benefits realization is the common thread that runs from organizational strategy through project deliverables that contribute benefits yet according to pmi s 2018 pulse of the profession report success in disruptive times only one in three organizations report high benefits realization maturity this practice guide provides a comprehensive look at the topic of benefits realization in of portfolio program and project management it will help readers tackle this important topic and drive more successful outcomes and better strategic alignment in your organization inside this practice guide readers will find standardized definitions for benefits realization benefits realization management and associated benefits realization terms the core principles of benefits realization the benefits realization management life cycle from organizational mission vision and strategy through project deliverables and success measurement and how it contributes to the expected benefits and value that the organization intends to realize and a framework and guidance to help practitioners manage benefits realization in organizational project management and portfolio program and project management as with all pmi standards and publications this practice guide also aligns with our other standards including a guide to the project management body of knowledge pmbok guide sixth edition the standard for program management fourth edition and the standard for portfolio management fourth edition

stuart undertook formal benefits programme and portfolio management training and has been employed as a benefits manager in projects programmes and portfolio offices p3os and in service bau teams in public and private sector organisations since 2014 it took stuart time to implement effective benefits management despite attending formal training because there was no practical guide available there was varied and competing views on the subject and a successful approach with support from the organisation was hard to find indeed much time had been spent on circular conversations trying to understand the subject confusion and language a structured informed guide could have saved significant time and money stuart used the lived experience to inform this guide and approach so the p3os and in service bau teams can see it s practical application stuart removes the jargon gets to the point and seeks to save time so benefit managers can work effectively and at pace and develop their knowledge and skills using an accepted approach to boost performance stuart would like to thank all stakeholders who were involved either directly or indirectly for their interactions influence and exchanges and a special thank you to paul carter for his time and assistance

in the recent years benefits realization management brm has been increasingly applied and valued by organizations all around the world in this scenario there is a recognition that project program and portfolio management office pmo functions could in many cases take some additional responsibilities that could significantly strengthen their contribution to the effectiveness of the brm process this guide provides an easy to follow three step process that groups brm practices into fifteen areas of activity and will enable pmo practitioners to assume a pivotal role in the benefits realization management process and consequently in the creation of strategic value to their organizations through successful projects programs and portfolio the book splits 90 activity categories into the following 15 activity areas that are divided across 3 steps preparing planning and delivering appraisal business case definition evaluation post project review framework identification managing risks mapping metrics catalogue realisation plan reporting reviewing reviewing lessons learned strategic alignment tracking training and advising

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