

The Role of Benefits Management in Project Management

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Abstract: Benefits management is an important branch of the project management discipline that has the potential to improve the competitiveness of companies and reduce costs. This paper explores the role, process and consequences of benefits realization management in the context of benefits management and maturity models, and its improved application in project management. In addition, the P3M3 and OPM3 models are presented and analysed in the context of project management maturity models, and their differences are compared and analysed. After additional contemplation, paths for future research development are identified as well as some of the main issues that need to be addressed in the future as a project management professional.

Keywords: Project Management; Benefit Management; Maturity Models

Introduction

Due to rapid economic growth and greater market competitiveness in the 21st century, enterprise-level management systems and processes are crucial to retaining a competitive advantage in the market and are one of an enterprise's key competitive strengths. In recent years, project management as a subfield of management has grown quickly. Project management is a very important and often used management discipline. There are several fields integrated. Project benefits management is one of them. It may increase a company's competitiveness, efficiency, and cost-cutting capabilities.

This paper examines the roles, processes, and consequences of benefits realisation management, as well as its improved use in project management. In addition, the P3M3 and OPM3 models are presented and analysed in the context of project management maturity models, and their differences are contrasted and analysed. The path of future research development and some of the main issues that will need to be addressed in the future as a PM professional are determined after additional contemplation.

Literature Review

Benefit Management (BM), or Benefit Realization Management (BRM) (Breese et al., 2015), entails a set of procedures that ensure business strategy requirements are incorporated throughout projects, programmes, and portfolios in order to deliver meaningful and lasting value. (Serra, 2013). It is essential to combine well with single aim while using the BM method (Jenner, 2012), and retrace your steps to figure out what is essential for getting there. In the first phase of a complete BM strategy, executive executives, proprietors of businesses, and project specialists help each other assess investment opportunities and their potential rewards. (PMI, 2016b). The project's anticipated advantages are then determined and specified inside the economic analysis for project sponsor permission. (Chih and Zwkiel, 2015; Jenner, 2015). All across the duration of the project, these desired outcomes are monitored, evaluated, and related to the needs of key stakeholders. (PMI, 2016a). Eventually, the advantages are realised or 'harvested' (Moris, 2004). It might transpire during the project, after the project is completed, or frequently after the project is completed. (Breese et al., 2015; Thorp, 2001). As a result, BM occurs before, throughout, and after a project's regular life cycle.

Despite their relevance, implementation of BM practises remains limited (APM, 2009; Coombs, 2015; Ward et al., 2007). Consequently, Project managers are usually left out of benefit discussions. (Serra and Kunc, 2015), regardless of the project manager's knowledge, and assistance are critical to BM success,(Jenner, 2015; PMI, 2016a).

The project management maturity model is the organised utilised framework to include information and best practises that

facilitate Making decisions and carrying out desired actions (Brian J, 2018) . Utilizing a maturity model enables an organisation to build and grow organisational procedures while optimising the effectiveness and technical execution of the project (Kwak & Ibbs, 2000). Nonetheless, the main flaws of the models compiled to date are deemed to be an overemphasis on explicit knowledge of the organisation and an underestimation of the role of tacit knowledge, (Görög, 2016; Nicholas and Steyn, 2017) such as the non-transferable competencies and experience of project managers, which significantly influence project success.

Benefit management and maturity model

Benefits Realization Management (BRM) (also known as benefits management, benefits realisation, and project benefits management) is one of the various methods for managing the investment of time and money in bringing about desired changes. As with other project management approaches, BRM contains well-defined roles and responsibilities, procedures, principles, and outputs. BRM is used by businesses to manage their investments Procurement, projects, programmes, and portfolios are all examples of this. In terms of An effective portfolio value management system should be put in place to keep track of the advantages created by various initiatives and programmes, as well as the overall financial impact of each one. BRM may also be used for guarantee that the firm keeps a concentrate on advantages throughout ongoing commercial operations.

P3M3 (The Portfolio, Programme and Project Management Maturity Model) is a management maturity model that examines the delivery of an organization's projects, programmes, and portfolios (s). P3M3 is used as a diagnostic tool to evaluate organisational competence in order to more rapidly discover areas for improvement and boost performance. The P3M3 analyses seven process views for each managerial control, revenue management, financial management, stakeholder management, risk management, organisational governance, and resource management are examples of sub-models, to cover the many project management knowledge areas.

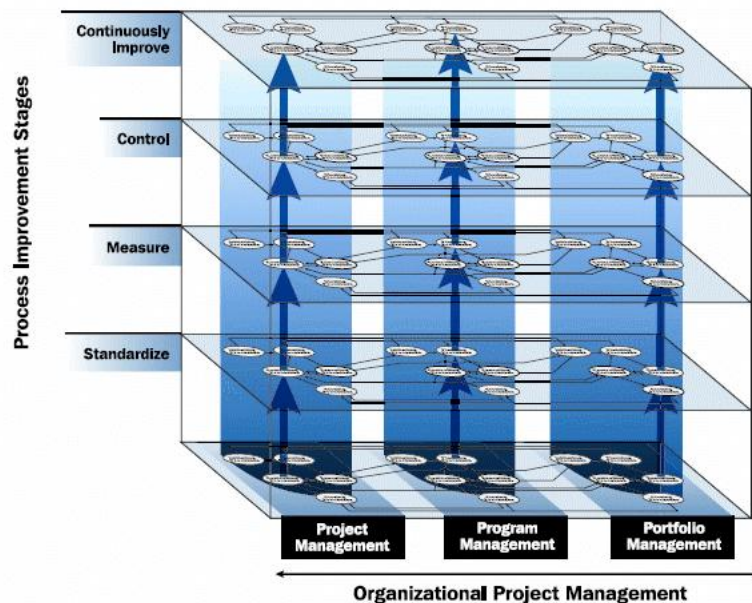


Figure 1 The OPM3 3D model

Discuss and Analyse

Benefits Realization Management

This paper concludes, by analysing the literature and sessions, that project benefits management is an important component of the project platform.

Each organisation should aim its efforts toward achieving advantages for both itself and the customer when discussing perks. Obviously, the expenses need to be monitored. It should be mentioned in this context that several empirical studies have shown that investing in project management reduces expenses immediately. In addition, it was shown that investing in the company's project management process development would pay off in other ways in addition to the previously indicated cost savings. Other good results include increased project management efficiency and the acquisition of new financing sources.

It has been shown that project management methods alone are insufficient to produce effective initiatives, and that combining project management and BM procedures considerably increases the success rate of initiatives (Breese et al., 2015) .

Maturity Model

By comparing the OPM3 and P3M3 maturity models, we find that both cover all levels of project management and are related to the strategic management of the organisation; however, the P3M3 model focuses on the project benefits and has the following features.

1) P3M3 may emphasise the benefits management of projects, guaranteeing that the management of the business case lifecycle maximises organisational advantages.

2) P3M3 is concerned with the maturity of an organisation. Together, projects, project groups, and project organisations may be considered. The maturity of the whole organisation may be assessed holistically.

3) P3M3 is applicable to a variety of sectors and projects in complicated contexts, enabling the organisation to concentrate on the project management process.

4) The P3M3 model is continuous from the first level to the greatest degree of optimisation. Each level has distinct, upgradable standards, and the scope of the test is expanded, so enhancing impartiality and trustworthiness.

Conclusion

A benefit is a measurable benefit from a change. A disadvantage is a measurable unfavourable consequence of a decision. Successful BRM involves responsible individuals, pertinent measurements, and proactive management. Consequently, the professionalism and accountability of project managers are crucial.

In the future, as a professional PM, I will need to concentrate on the following aspects of benefits management:

- Begin Benefit Management on every project's first day;
- Involve all possible and known stakeholders early in the benefit determination process.
- Guarantee that all disadvantages are disclosed and comprehended; ensure that they are worth the cost.;
- Conduct a pilot or prototype if advantages can be shown are uncertain to assess achievable advantages and how to achieve them;
- It is important to keep the advantages in mind while making modifications to a benefit plan.
- Ensure advantages are considered in terms of any changes that influence a policy.

As a PM professional, I should conduct additional research and application of the project management maturity approach in order to expedite the growth of businesses, despite the fact that project management is widely used in many organisations. This is necessary in order to promote the improvement of the enterprise management level. Current market economic circumstances and the state of company management have also created favourable conditions for the study and use of project management maturity methodologies, as well as for the continued existence of professional project management training and consulting firms. Through research and practise of project management maturity, as well as professional project management training and consulting, it is possible to increase the project management level and maturity of various organisations, thereby ensuring the core competitiveness of businesses and contributing to their development under the new economic model.

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