BENEFITS REALISATION MANAGEMENT

Management of project benefits to ensure organisational strategic goals will be achieved

Mike Murray – EPCM Global
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About the speaker

Mike Murray is a Senior Consultant working with EPCM Global, an Engineering, Project Management and Specialist Staffing solutions provider, providing innovative management and engineering consulting solutions for complex and high-risk operations and project types.

Mike was previously contracted to Eskom where he developed and managed the project life cycle model for new build capital projects. During his time at Eskom, he introduced and established the Construction Industry Institute (CII) Project Definition rating Index (PDRI) and Team Alignment best practices.

Mike has worked with a number of management consultancies and various large corporate clients in the project and operations disciplines on many varied consulting initiatives and projects.
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<table>
<thead>
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</thead>
<tbody>
<tr>
<td><strong>1</strong></td>
<td>Introduction – What is Meant by Benefits Realisation</td>
<td><strong>08:45 – 09:05</strong></td>
<td></td>
</tr>
<tr>
<td><strong>2</strong></td>
<td>Benefits Drive Business Results</td>
<td><strong>09:05 – 09:15</strong></td>
<td></td>
</tr>
<tr>
<td><strong>3</strong></td>
<td>Benefits Realisation Lifecycle</td>
<td><strong>09:15 – 09:30</strong></td>
<td></td>
</tr>
<tr>
<td><strong>4</strong></td>
<td>Benefits Realisation Implementation – Outline</td>
<td><strong>09:30 – 09:40</strong></td>
<td></td>
</tr>
<tr>
<td><strong>5</strong></td>
<td>Reference Reading</td>
<td><strong>09:40 – 09:45</strong></td>
<td></td>
</tr>
<tr>
<td><strong>6</strong></td>
<td>Break – Leg Stretch</td>
<td><strong>09:45 – 10:00</strong></td>
<td></td>
</tr>
<tr>
<td><strong>7</strong></td>
<td>Q&amp;A, Interactive Group Session and Event Close</td>
<td><strong>10:00 – 10:30</strong></td>
<td></td>
</tr>
</tbody>
</table>
Introduction – What is Meant by Benefits Realisation
Benefits management involves identifying, planning, measuring and tracking benefits from the start of the programme or project investment until realisation of the last projected benefit.

It aims to make sure that the desired benefits are specific, measurable, agreed, realistic and time bounded.

The term benefits management is often used interchangeably with the term benefits realisation.
When benefits are managed well, organisations realise the greatest possible return on their investments.

But far too few organisations have effective benefits realisation management processes in place.

In fact, many have no benefits management approaches at all.

And, as PMI’s current findings show, they are missing an opportunity to ensure that their projects deliver the expected strategic impact and drive organisational success.  

Mark A. Langley. PMI President and CEO
The reason organisations and governments invest in programmes and projects is not to keep their project and programme managers occupied or to enhance the profitability of their suppliers, but to **realise measurable benefits** – benefits in terms of:

- Increased revenue
- Cost savings
- Some tangible contribution to a strategic objective or business priority, or
- Because we have to – to meet a legal or regulatory requirement or to maintain business as usual.

*But, do we realise measurable long-term benefits and value?*
Old project management approach

Manager

Project Manager

Project Instruction / Request

Charter

Scope and Plan

Activity Schedule

Deliverables
The focus is on Short-termism

Short-termism refers to an excessive focus on short-term results at the expense of sustainable long-term strategic investments.

Projects produce deliverables, and it is the utilisation of the deliverables that produces benefits. It is the benefits that ultimately justify the expenditure on projects.
Projects Deliver Outcomes & Benefits

We tend to focus on the deliverables and outcomes and forget about the benefits.

Cost to the economy?
Value to the economy?

Cost to the project?
Value to the economy?

Value to the community?

Will this project be a success?

Were these projects a success?
Benefits Management

• Benefits management is the identification, definition, planning, tracking and realisation of business benefits.

• Focus on the desired outcome of the programme rather than the successful deliver of projects.

• Benefits management provides part of the economic case for investment – value for money.

• Provides a focus on WHY implement – what is important to the Business.

• Benefits realisation management is a collection of principles, processes, and deliverables to effectively manage the businesses' investments.
The Benefits Management approach

Benefits management is the common thread between programme and project delivery and successful change management.

The approach to programme, project and change management needs to be benefit driven to ensure maximum value from the investment in change.

Ultimately an organisation’s approach to benefits realisation needs to be integrated within corporate planning to ensure a strong management focus beyond implementation of the programme or project.

Programme and project benefits management – https://www.finance-ni.gov.uk/articles/programme-and-project-benefits-management
The Gulf

Benefits definition and realisation is the shared responsibility of both business executives and project managers.

Requirements

Benefits

Business Executive

Project Manager

1. Projects are executed so that benefits will accrue to the business

2. Executives responsible for authorising projects. Also responsible for ensuring benefits are realised

3. Benefits definition and realisation is the shared responsibility of both business executives and project managers

Delivery → Benefits → Value
Programme Management Definition

[1] A temporary, flexible organisation, created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organisation’s strategic objectives.

Definition: Managing Successful Programmes [2011]

[2] A group of related projects and change management activities that together achieve beneficial change for an organisation.

Definition: APM BoK, 6th edition

[3] The application of knowledge, skills, tools and techniques to a program to meet the programme requirements and to obtain benefits and control not obtained by managing projects independently.

Definition: PMI Lexicon of Project Management terms. V.2 (2012)

[4] A group of interrelated projects and other activities managed in a coordinated way to realise benefits contributing towards the strategic objectives.

Definition: ISO Standard on Programme Management
Definitions – a starting point

- **PROJECT BENEFITS**: Project benefits can be considered synonymous with positive strategic impacts.

- **OBJECTIVES**: Project objectives are the results to be achieved after a project concludes, such as a successful IT conversion, development of a new product or manufacturing process, or construction and staffing of a new facility. Project success measures typically specify project outputs, as opposed to outcomes.

- **BENEFITS**: Project benefits are the value that is created for the project sponsor or beneficiary as a result of the successful completion of a project.

- **BENEFITS REALISATION**: Benefits realisation is the means to ensuring that benefits are derived from outputs.

- **BENEFITS REALISATION MANAGEMENT**: Benefits realisation management incorporates the activities of managing benefits throughout the life of the project: Identify, Execute, and Sustain.
Benefits Management Model

5 Practices

1. Identify & Quantify
2. Value & Appraise
3. Plan
4. Realize
5. Review

7 Principles

1. Align benefits with strategy
2. Start with the end in mind
3. Utilize successful delivery methods
4. Integrate benefits with performance management
5. Manage benefits from a portfolio perspective
6. Apply effective governance
7. Develop a value culture

The Benefits Management Model

5 Practices to realise benefits

1. Identify & Quantify
2. Value & Appraise
3. Plan
4. Realize
5. Review Benefits Management Practices
1. Align benefits with strategy

2. Start with the end in mind

3. Utilize successful delivery methods

4. Integrate benefits with performance management

5. Manage benefits from a portfolio perspective

6. Apply effective governance

7. Develop a value culture
The value of focussing on benefits

Benefits management strategy integrated into the corporate governance processes helps organisations to increase their ability to define and manage their success criteria.

More importantly, benefits management helps to put in place a key condition for project success.
<table>
<thead>
<tr>
<th>Successful Benefits Realisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Benefits need to be first understood as outcomes.</td>
</tr>
<tr>
<td>2. The benefits must be aligned to the organisation’s strategic goals.</td>
</tr>
<tr>
<td>3. Benefits realisation is an end-to-end process during the full lifecycle of the investment.</td>
</tr>
<tr>
<td>4. Benefit Management is the cornerstone of a successful business case.</td>
</tr>
<tr>
<td>5. Change programs deliver benefits.</td>
</tr>
<tr>
<td>6. Benefits are not automatic.</td>
</tr>
<tr>
<td>7. Benefits are dynamic; they need to be regularly reviewed and updated.</td>
</tr>
<tr>
<td>8. Benefits are both financial and non-financial.</td>
</tr>
<tr>
<td>9. Intermediate outcomes are needed to realise end benefits (and are just as important).</td>
</tr>
<tr>
<td>10. Benefits must be measurable.</td>
</tr>
<tr>
<td>11. The ‘Business’ needs to own the benefits.</td>
</tr>
<tr>
<td>12. Keep the number of benefits to a sensible, manageable number.</td>
</tr>
<tr>
<td>13. Benefits management needs to be linked to Project/Program management.</td>
</tr>
<tr>
<td>14. Benefit Realisation needs to be integrated.</td>
</tr>
<tr>
<td>15. Benefits need to be communicated.</td>
</tr>
</tbody>
</table>
Benefits Drive Business Results
Benefits drive business results

PMI’s *Pulse of the Profession*® in-depth research on identifying benefits was conducted in December 2015 among 1,189 project management practitioners around the world who provide project, program, or portfolio management services on a full-time basis within organisations.

Additional in-depth interviews were conducted with senior executives and PMO directors and directors of project management for the purpose of obtaining deeper insights into opinions and examples of situations.
More projects are failing and creating substantial monetary loss for their organisations and stakeholders.

Organisations that succeed in delivering the intended strategic impact from their projects do the following:

1. Strengthen the *conversation* around project management and benefits identification.
2. Take a *strategic view* of benefits.
3. Aligning identified benefits to the organisation’s *strategic goals*.
4. Linking benefits identification to both *programme and project management*.
5. Establishing benefits identification as a *shared responsibility* between an organisation’s executive leaders, business owners, and project professionals.
Benefits focus will save money

83 percent of organisations lack maturity with benefits realisation

Organizations with high benefits realization maturity waste $54 million per $1 billion

$54M

5.4%

Organizations with low benefits realization maturity waste $166 million per $1 billion

$166M

16.6%

That’s a savings of $112 million for every $1 billion invested in projects and programs

$112M

Projects poorly aligned to strategy

**Q:** When planning to start a project, how often is each of these processes done by your organization? (select one for each)

<table>
<thead>
<tr>
<th>Process</th>
<th>Always</th>
<th>Often</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explicitly define the goals and business intent of the project</td>
<td>15%</td>
<td>15%</td>
<td>39%</td>
<td>41%</td>
<td></td>
</tr>
<tr>
<td>Determine how project outcomes link to organizational strategy</td>
<td>9%</td>
<td>23%</td>
<td>37%</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>Explicitly define the risks and threats to delivering benefits of the project</td>
<td>11%</td>
<td>24%</td>
<td>34%</td>
<td>28%</td>
<td></td>
</tr>
<tr>
<td>Define metrics used to assess the success or failure of the project</td>
<td>13%</td>
<td>23%</td>
<td>32%</td>
<td>29%</td>
<td></td>
</tr>
<tr>
<td>Specify executive accountability for project success</td>
<td>13%</td>
<td>23%</td>
<td>33%</td>
<td>27%</td>
<td></td>
</tr>
<tr>
<td>Forecast the ROI of the project</td>
<td>14%</td>
<td>24%</td>
<td>30%</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>Determine the support needed at completion to ensure benefits realization</td>
<td>15%</td>
<td>27%</td>
<td>36%</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Benchmark the metrics used to assess the success or failure of the project</td>
<td>20%</td>
<td>29%</td>
<td>30%</td>
<td>16%</td>
<td></td>
</tr>
</tbody>
</table>

Projects poorly aligned to strategy

Q: How much influence does each of these forms of governance have in the identification and prioritization of project benefits? (select one for each)

<table>
<thead>
<tr>
<th>Governance Role</th>
<th>Complete</th>
<th>A Lot</th>
<th>Some</th>
<th>Little</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Sponsor of project</td>
<td>3%</td>
<td>5%</td>
<td>21%</td>
<td>53%</td>
<td>19%</td>
</tr>
<tr>
<td>Functional area VP or Director</td>
<td>2%</td>
<td>5%</td>
<td>25%</td>
<td>55%</td>
<td>12%</td>
</tr>
<tr>
<td>CEO, CIO, or other C-level executive</td>
<td>5%</td>
<td>10%</td>
<td>19%</td>
<td>37%</td>
<td>30%</td>
</tr>
<tr>
<td>Steering Committee of project</td>
<td>9%</td>
<td>9%</td>
<td>32%</td>
<td>38%</td>
<td>12%</td>
</tr>
<tr>
<td>PMO Director</td>
<td>16%</td>
<td>13%</td>
<td>31%</td>
<td>33%</td>
<td>8%</td>
</tr>
<tr>
<td>Project Manager</td>
<td>7%</td>
<td>19%</td>
<td>34%</td>
<td>30%</td>
<td>11%</td>
</tr>
<tr>
<td>Change Management Director or resource</td>
<td>25%</td>
<td>20%</td>
<td>34%</td>
<td>19%</td>
<td>3%</td>
</tr>
</tbody>
</table>

Note: Numbers may not sum to 100% due to rounding.
Focus on Benefits for better results

By identifying and focusing on project benefits, project outcomes are improved

Focus on Benefits for better results

Project outcomes are significantly improved when projects address benefits identification as an essential part of project management and project planning.

The focus needs to change from deliverables to benefits. There must be a clear distinction between the two.
Focus on Benefits for better results

Project outcomes are significantly improved when projects benefits are aligned with business strategic goals.

“There is no logic in delivering a great project if it is not the right project for the organisation. There is even less logic in delivering one that will fail at its intended outcomes”

From strategy to projects to value

**Mission** → **Strategy** → **Strategy Map** → **Balanced Scorecard**

- Do the right things
- Maximise value

- Create the right things
- Maximise organisational resources

- Prioritised projects cost / benefit

- Strategy Implementation
- Programme Benefits Realisation
- Project Outcomes and Benefits Delivery
Benefits Classification Framework

- **Financial**
  - Financial Intangible
    - Not quantifiable
  - Increased Revenue
    - Realisable as cash
  - Cost Avoidance
    - Not realisable as cash
  - Reduced Cost
    - Realisable as cash

- **Non-Financial**
  - Non-Financial Intangible
    - Not realisable as cash
  - Improved Performance
    - Not quantifiable

**Benefits**
Benefits Realisation Lifecycle

09:15 – 09:30
Benefits realisation on project close

“As-Is” performance

“As-Is” performance and capability

New “To-Be” capability delivery

Embed new capability into operations

New “business as usual”

Dis-benefits

Benefits

New “business as usual”

Project and “Step” Change

Project Close
Aligning benefits to project lifecycle

- Benefits arising during the project
- Benefits arising after project hand-over and close-out
- How to ensure the long-term sustainability of benefits
Benefits management approach

Programme and project benefits management – https://www.finance-ni.gov.uk/articles/programme-and-project-benefits-management
<table>
<thead>
<tr>
<th>Benefits Mapping</th>
<th>1</th>
<th>Strategic benefit identification</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>2</td>
<td>Benefit owner appointed</td>
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<tr>
<td></td>
<td>3</td>
<td>Detailed benefit identification</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Benefit modelling</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Benefit profiling</td>
</tr>
<tr>
<td>Benefits Planning</td>
<td>6</td>
<td>Benefit realisation plan</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>Benefit management strategy</td>
</tr>
<tr>
<td>Benefits Realisation and Tracking</td>
<td>8</td>
<td>Benefits management</td>
</tr>
<tr>
<td>Benefits Evaluation</td>
<td>9</td>
<td>Post project review</td>
</tr>
</tbody>
</table>
1. Identifying and structuring benefits

**Focus**

To identify, at a high level, what the expected benefits and dis-benefits of the particular project are

- This will help to clarify the underlying reason for the investment
- It will also highlight where the main benefits / dis-benefits are likely to occur, who will be affected, the level at which the benefits will be realised and early indications of when

**Objectives**

To consider and document the main benefits and dis-benefits expected from the project
To capture early thinking on measurement, ownership, timing and level of benefit management

**Main Activities**

Definition of high-level project benefits and dis-benefits

**Main Deliverables**

Documented list of high-level benefits and dis-benefits for inclusion with the Business Case

**Roles & Responsibilities**

This stage is normally instigated and led by the project team
The SRO and project manager should identify and agree a project benefits manager responsible for coordinating and developing Benefits Realisation activities.
Where appropriate, this role can be combined with that of the project manager
1. Identifying and structuring benefits

**Focus**

Successful Benefits Realisation hinges on a partnership approach between the programme / project team and representatives from affected business areas.

It is critical to identify and involve key individuals from the business side who can help develop, shape, implement and manage the benefits of the project.

- Without the input, knowledge and commitment of these individuals, the project team will find it difficult to develop and implement a meaningful or useful benefits framework. Ultimately, these individuals will help determine if the benefits of an investment are fully realised or not.
- These key stakeholders are known as benefit owners.

As with all programme / project management activity, the various benefits roles described should be considered with commensurate effort in mind and undertaken accordingly.

**Objectives**

To identify who the main benefit owners are.

To develop a plan for engaging with and involving key benefit owners.

**Main Activities**

Identification of benefit owners.

Engagement with benefit owners.

**Main Deliverables**

List of potential benefit owners associated with each benefit.

Benefits working group.
1. Identifying and structuring benefits

Focus
This phase of the Benefits Realisation process is aimed at producing a detailed list of the main benefits and dis-benefits of the project. It should build on initial high-level benefit identification work.

Objectives
To identify main benefits and dis-benefits of the project
To consider and document different types of benefits

Main Activities
Production of a benefits statement

Main Deliverables
Benefits statement

Roles & Responsibilities
The project Benefits Manager should organise and co-ordinate this stage of the process with the actual development work done by:
- the project team
- benefits working group
- any additional business side contributors as required
1. Identifying and structuring benefits

Focus

Once all the main benefits have been identified and documented, it is important to clarify the relationship between the different levels of benefit. This structuring, or modelling, can be developed and presented using a graphical representation known as a Benefit Model or Benefit Map.

Objectives

To establish and document the relationship between different benefits. To capture any additional benefits / dis-benefits emerging from the process.

Main Activities

Development of a Benefit Model.

Main Deliverables

Benefit Model.

Roles & Responsibilities

The programme / project Benefits Manager should organise and co-ordinate this stage of the process with the actual development work done by the project team, benefits working group and any additional business side contributors required.
1. Identifying and structuring benefits

**Focus**

Once a benefit model has been developed and agreed it is necessary to consider, to develop and to document additional information for each intermediate benefit in the form of a benefit profile.

The benefit profile is a full description of a benefit and includes details on measures, ownership, responsibilities, dependencies and timing.

In general, only intermediate benefits are profiled – end benefits are measured on the success or failure of the intermediate benefits.

Each intermediate benefit and dis-benefit in the benefit model should have a one page benefit profile.

Defining benefit profiles is a fundamental step in the overall process as it is at this point that the practical considerations of benefit realisation are considered.

**Objectives**

To develop detailed Benefit Profiles for each intermediate benefit.

To prioritise Project Benefits.

**Main Activities**

Development and prioritisation of benefit profiles.

**Main Deliverables**

Benefit Profiles

Benefit Priority Table

**Roles & Responsibilities**

The project benefits manager should organise and co-ordinate this stage of the process with the actual development work done by the:

- project team
- benefits working group
- any additional business side contributors as required.
2. Planning benefits realisation

**Identifying & Structuring Benefits**
- Early Stage Benefit Identification
- Benefit Owner Identification & Engagement
- Detailed Benefit Identification
- Benefit Modelling
- Benefit Profiling

**Planning Benefits Realisation**
- Benefit Realisation Plan

**Realising & Tracking Benefits**
- Benefits Management Strategy
- Continual Benefits Management

**Evaluation**
- Post Project Review

**Focus**
A Benefits Realisation Plan acts as an overview of the main milestones detailed in each Benefit Profile. It serves as a management tool to monitor, track and manage the collective set of benefits associated with a project. Key activities (e.g., measurements, evaluations, etc.), of each benefit should be drawn together to form a consolidated plan. This will provide a centralised resource to help keep track of what needs to be done, when, and by whom, so as to manage the successful realisation of benefits.

**Objectives**
To ensure all benefits are effectively and actively managed.

**Main Activities**
Development of a Benefits Realisation Plan comprising the collective set of benefits for the project.

**Main Deliverables**
Benefit Realisation Plan

**Roles & Responsibilities**
The project / programme SRO is ultimately accountable for the overall realisation of the project / programme benefits, even in projects where benefits may take years to be fully realised. As such, the SRO is responsible for ensuring that an effective Benefits Realisation Plan is developed, maintained and implemented. Practically, it is usually the project Benefit Manager with support from the project team, benefits working group and business representatives who will complete most of the development and drafting work. Note - where an SRO can no longer execute this function (e.g., retirement, promotion, etcetera), the SRO remains responsible for nominating and securing a suitable replacement to oversee the completion of the Benefits Realisation Plan.
2. Planning benefits realisation

**Focus**

The purpose of a Benefits Realisation strategy is to describe in detail how the programme/project intends to manage the delivery of the benefits on which the investment decision was made.

**Objectives**

- To detail how benefits will be quantified and measured
- To define what the combined set of benefits looks like
- To document what systems and processes will be used to track progress
- To explain how Benefits Realisation will be achieved
- To describe what governance arrangements will be in place throughout, and post project

**Main Activities**

Development of a Benefits Realisation Strategy

**Main Deliverables**

Benefits Realisation Strategy

**Roles & Responsibilities**

The project’s SRO is responsible for the development of the project’s Benefits Realisation strategy. In reality, much of the initial drafting work will be driven by the project benefit manager and project team with input and ultimate sign off from business area representatives.
3. Realising and tracking benefits

**Identifying & Structuring Benefits**

1. Early Stage Benefit Identification
2. Benefit Owner Identification & Engagement
3. Detailed Benefit Identification
4. Benefit Modelling
5. Benefit Profiling

**Planning Benefits Realisation**

6. Benefit Realisation Plan
7. Benefits Management Strategy

**Realising & Tracking Benefits**

8. Continual Benefits Management
9. Post Project Review

**Focus**

There is a need for the collective portfolio of project benefits to be overseen and managed at a strategic level.

The SRO must put in place the necessary resource and structures so as to allow the benefit realisation plan to be monitored at regular intervals, ensuring that key benefits are properly managed and are on target for full realisation.

This oversight and management role will vary depending on the stage reached in the Benefits Realisation lifecycle and the governance structures that are in place.

**Roles & Responsibilities**

The project’s Senior Responsible Owner (SRO) is responsible for ensuring that the collective set of project benefits are monitored, tracked and managed as defined in the Benefits Realisation Plan.

In practical terms the SRO may wish to delegate this oversight function to a named individual or group.

**How?**

**Tracking and prompting**

The Benefits Realisation Plan must be monitored regularly to track the progress of each of the key milestones identified for each benefit profile. Where necessary the SRO may be required to prompt and / or work with the named senior benefit owner to ensure that all planned measurement and review activities are being implemented. It is recommended that specific benefit targets are built into well established business planning processes. Senior Benefit Owners may wish to include benefit targets in their operational / strategic business plans (this will depend on the level and priority of the benefit).
4. Evaluation

Focus
Following realisation of the final benefit outlined in the Benefit Realisation Plan, the SRO must evaluate the collective impact and success of the project’s benefits as a whole.

This will normally be addressed by the completion of a Post Project Review (PPR), carried out independent of the project.

Objectives
To evaluate the effectiveness of the project in realising the proposed benefits as outlined in the Business Case.

To compare planned costs and benefits with actual costs and benefits to allow an assessment of the project’s overall value for money to be made.

To capture and document any lessons learned - identify particular aspects of the project which have affected benefits either positively or negatively and make recommendations for future projects.

To reveal opportunities for increasing the project’s yield of benefits and make recommendations on actions required for these to be achieved.

Main Activities
Completion of a Post Project Review (PPR).

Main Deliverables
Post Project Review report.

Roles & Responsibilities
The project’s Senior Responsible Owner (SRO) is responsible for ensuring that the project is independently assessed following the completion of the Benefits Realisation Plan.

The specific group selected to conduct the assessment will vary from project to project but could, for example, be completed by an internal auditing body.
<table>
<thead>
<tr>
<th>Ref:</th>
<th>A</th>
<th>Benefit</th>
<th>Description</th>
<th>Impact Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Current RAG Status</td>
</tr>
<tr>
<td>Measurement Question</td>
<td>Question to be asked to measure the benefit</td>
<td>Exposure Rating</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>Method and Unit of Measurement</td>
<td>How will the benefits be measured and what is the unit of measurement. Alignment with organisational performance management including relevant KPIs</td>
<td>Director Owner</td>
<td>AN Other</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Operational Owner</td>
<td>AN Other</td>
<td></td>
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<td></td>
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<td>End date to be realised</td>
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<td>Baseline Value</td>
<td>Target Value</td>
<td>Actual Values</td>
<td>Measurement to be done by</td>
<td>Measurement Dates</td>
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<tr>
<td>Baseline</td>
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<tr>
<td>Actual(s)</td>
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<td>Priority</td>
<td>Likelihood of Failure</td>
<td>Actions Required to Realise the Benefit</td>
<td>Ownership</td>
<td>Start Date</td>
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<tr>
<td>Risks Impacting Realisation of the Benefit</td>
<td>Impact</td>
<td>Probability</td>
<td>Owner</td>
<td>Mitigation</td>
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</table>
2. AXELOS – Business Benefits through Project and Programme Management
4. AXELOS – Managing Successful Programmes (MSP®) 2011
EPCM Global is a management consulting services firm for public and private sector clients. We provide specialist solutions and competitive insights within our three core offerings:

1. **Consulting solutions for business, project and engineering management**
   - Business architecture – review the integration of your business strategy, systems architecture, sustainability principles and operations.
   - Business process development and re-engineering – develop, re-engineer and standardise processes for sustainability.
   - Plant lifecycle and performance improvement – develop processes and tools to address shortcomings within your company’s asset lifecycle management.
   - Operational optimisation – develop and implement operational improvement solutions.
   - Project readiness assessments – facilitate project definition readiness.
   - Project lifecycle methodology – assess, develop and standardise project lifecycle models.
   - PMO establishment – Establish the strategy, architect, structure, organise and establish programme and/or project management office

2. **Project delivery solutions**
   - Full Engineering, Procurement and Construction Management (EPCM) capability assistance.
   - Specialised assistance in project development, project execution and project integration.
   - Our project management services include Greenfield projects, Brownfield (refurbishment and replacement) projects and project recovery.

3. **Specialist staffing solutions**
   - Recruitment of skilled staff on a permanent, contractual or temporary basis with training and technical, specialised support from EPCM Global.
   - Service focussed on the Project Management, Engineering Management, Procurement and Construction Management industries.

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