

Success determinants of benefits realisation management: A South African context

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ABSTRACT

Although benefits realisation management was developed and has been practised for over 20 years, its adoption and implementation have been low and ineffective. Most organisations lack matured BRM process, with only 40% of projects aligned to organisational strategy. Matured organisations have implemented strong governance, which leads to the prioritisation of projects with relevant benefits. However, most organisations lack this competency and hence struggle to gain acceptance. On the other hand, academia has focused on how benefits are established and have ignored BRM adoption and implementation challenges. This creates a gap between theory and practises of BRM. Furthermore, few studies focus on BRM change management, benefit measurement, and benefit ownership and capabilities to enhance adoption and implementation. Thus, this study explored the critical elements that enhance BRM adoption and implementation within organisations.

A qualitative, exploratory research method was adopted for this study. The use of the semi-structured, open-ended questionnaire, with 14 BRM experts, executives, programme directors and managers were interviewed. The participants represented six different sectors across South Africa, including banking, state-owned enterprises (SOE), financial services, insurance, consulting services and logistics.

The results firstly reflected that stakeholder awareness, buy-in and change management strategies enhance BRM adoption in organisations. Secondly, participants highlighted that BRM ownership and benefit measurement are critical elements that enhance implementation. Thirdly, benefits identification should be aligned with organisational strategy and should be supported by a feasible and viable business case. Fourth, adequate benefit planning, execution and tracking should be carried out to support BRM implementation. Lastly, BRM should be associated with value management which is a well-known concept, and this enhances its adoption.

The study concluded with a BRM adoption and implementation framework aimed to assist organisations to practically identify, prioritise and address BRM adoption and implementation challenges in organisations. The study contributed towards academic literature and extended the Crainfield BRM framework.

KEYWORDS

Keywords: Benefits, benefits realisation, benefits realisation management, value management, value-based management

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Pauline Sehlabela

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ABBREVIATIONS

BAU: Business As Usual

BRM: Benefits Realisation Management

CEO: Chief Information Officer

CFO: Chief Marketing Officer

CIO: Chief Information Officer

EPMO: Enterprise Project Management Office

IRR: Internal Rate of Return

IT: Information Technology

IS: Information System

KPI: Key Performance Area

NPV: Net Present Value

PMI: Project Management Institute

PMO: Project Management Office

SMART: Specific, Measurable, Achievable, Realistic, Timely

SOE: State Owned Enterprise

RBV: Resource Based View

ROI: Return on Investment

UK: United Kingdom

VBM: Value-Based Management

CHAPTER 1: INTRODUCTION TO THE RESEARCH PROBLEM

1.1 Introduction

Benefits realisation management (BRM) is a concept that has been formulated from the information technology/information systems (IT/IS) sector in the early 1990s (Ward & Daniel, 2006; Tillmann, Tzortzopoulos, & Formoso, 2010; Nielsen, 2013; Breese, Jenner, Serra, & Thorp, 2015; Waring, Casey, & Robson, 2018). BRM emanates from the need to increase stakeholder engagement and improve return on investment. (Tillmann et al., 2010; Breese, 2012; Dalcher, 2012; Breese et al., 2015;). Although the concept originated from the IT/IS environment, the discipline has been adopted in many other sectors. These include the medical and construction industries. (Breese 2012; Waring et al., 2018).

BRM can be defined as the management and coordination of defined or expected benefit from an IS/IT implementation to ensure realisation. (Ward & Elwin 1999; Aslam, Coombs, & Doherty, 2012; Ward & Daniel 2006; Waring et al., 2018). Recent research defines benefit realisation as "the initiating, planning, organising, executing, controlling, transitioning and supporting of change in the organisation and its consequences as incurred by project management mechanisms to realise predefined project benefits" (Badewi, 2015). The benefits realisation concept is formulated from a combination of strategic and organisational theories, such as strategy implementation and change management (Farbey 1994; Ward, Taylor & Bond 1996; Remenyi & Sherwood 1998; Breese et al., 2015; Waring et al., 2018).

Furthermore, Serra & Kunc, (2015) argues that BRM is an outcome of a series of benefits, which are aligned to the hierarchy of organisational objectives, as i) strategic objectives, ii) end benefits, iii) intermediary benefits, and iv) desired outcomes (Serra et al., 2015). Business change and projects enable the desired outcomes, which directly impact on the intermediary results (Serra et al., 2015).

In recent years, there has been growing recognition of the vital link between BRM and programme management. This practice enables the balancing of a combination of projects (Breese 2012; Serra et al., 2015; Jenner 2016). Moreover, the purpose of projects and programmes is to deliver maximum productivity with limited resources and investment. (Breese 2012, Serra et al., 2015; Jenner 2016). At the portfolio level, BRM encompasses bridging the gap between strategy and project management, including organisational change processes (Breese 2012). Benefits management is associated with creating and managing value, which requires a project to be appraised on strategy requirements achieved versus the

capital invested (Breese 2012). According to recent reports, benefits realisation enhances organisation performance through the successful completion of projects. However, organisation performance can be enhanced if project goals are aligned with the organisation's strategy (Musawir, Serra, Zwikael, & Ali, 2017; Zwikael, Meredith & Smyrk 2019).

Serra et al., (2015) argue that most projects are misaligned with the organisational strategy. As a result, only 40% of projects meet their objectives. A key issue pertains to traditional project management practices, which measure project success against the iron constraint (Badewi & Shehab, 2016). The delivery of projects through the iron triangle objective of time, cost and scope steer project managers away from delivering project objectives, which limits organisational effectiveness (Badewi, 2015). Musawir et al., (2017) argues that to improve project success, the intended benefits should be defined and clear project objectives should be stated. Zwikael & Smyrk (2012) maintains that when project management and benefit management practices are merged, the probability of success is enhanced.

1.2 Background to the Research Problem

According to the Project Management Institute (2018), only 33% of organisations have high BRM maturity, while the rate of organisations with low BRM is increasing. The critical challenge facing many organisations is delivering projects based on the traditional iron constraint of scope, time and budget (Project Management Institute, 2018). Although there has been research on how benefits are established, Aslam et al., (2012), and some enablers and challenges of BRM, the success rate of benefits realisation has been low. (Breese 2012; Breese et al. 2015; Waring et al., 2018; Zwikael, Meredith, & Smyrk, 2019).

BRM competencies have been achieved in some organisations with the implementation of the BRM framework and processes (Ward & Daniel 2006; Ashurst, Doherty, & Freer, 2009; Colin & Hodges, 2010; Aslam et al., 2012; Breese, 2012; Breese 2015). Ashurst et al., (2009) and Breese (2015) argue that organisations with mature BRM processes also have strong project governance, which leads to the prioritisation of projects that deliver the most relevant benefits. However, most organisations have not achieved competencies in this area (Breese 2012; Doherty & Ashurst 2012; Breese 2015; Zwikael, Meredith & Smyth 2019).

The low uptake of BRM can be associated with a misalignment by professionals on how to categorise and measure benefits (Zwikael & Smyrk, 2012; Breese 2015). Moreover, focusing attention on generating and benefits realisation can implicate the entire organisation (Zwikael & Smyrk, 2012). BRM affects organisational strategies, business operations, as well as

performance management. Thus, challenging the broader organisational competencies and hence may struggle to gain acceptance (Zwikael, Meredith & Smyth 2019).

Therefore, such challenges in implementing benefits management bring into question the lack of emphasis on enablers in the adoption and implementation of BRM. The study of BRM has so far focused on analysis, guidelines, processes and practises of benefits management (Lin, 2000; Lin & Pervan, 2003; Ward et al., 2006; Ashurst, 2012; Breese, 2012; Coombs, 2015; Serra & Kunc, 2015) and not on the adoption and implementation challenges such as feasible business case, project success measurement, change management, organisational capability and BRM accountability.

1.3 The Research Problem

Firstly, although there has been research on how benefits are established (Farbey 1994; Ward 2006; Doherty 2012; Ashurst 2012) and some enablers and challenges of BRM; nevertheless, the BRM success rate has been low (Coombs, 2015; Breese 2015). Academia has ignored the implementation challenges to enable successful BRM (Coombs 2015; Badewi, 2015; Serra & Kunc, 2015; Zwikael at el., 2019; Waring et al., 2018). Breese et al., (2015) notes that there is a gap between the theory and practise of BRM.

Secondly, there are few studies in BRM ownership, accountability, capabilities, change management competencies involved in BRM to assist in their applicability and more effective implementation (PMI, 2016; Breese 2015). Furthermore, recommendations from researchers have indicated that a more informed and comprehensive understanding of these elements is vital to effect BRM implementation and value creation. (Breese 2015; Bawedi 2015; Serra & Kunc 2015).

1.4 Research Aims

Firstly, this study aims to gain a deeper understanding of the critical elements that enhance BRM adoption and implementation in organisations. Furthermore, the study seeks to gain insights on organisational capabilities that support successful BRM executions.

Secondly, the study aims to improve organisation performance. New conceptual and practical frameworks are required to assist organisations to be more visible as traditional models may be inadequate in this environment. Through the outlined approach, it is hoped that

organisations would be able to identify, prioritise, and address BRM implementation challenges and combat barriers to implement more effectively.

This research aims to benefit business managers and leaders on how to implement BRM successfully through the new insights gained.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Chapter 2 provides an overview of benefits realisation management implementation based on current literature. The chapter starts by defining benefits realisation management and contextualises on its view and association with value and value creation. It further analysis the value-based management theory and how it links to the concept of benefits realisation management.

The identification of benefits is described using the business case formation. A deeper view of the business case construct is analysed and some challenges on business case formation are also noted. The section highlights the delivery of benefits through the programme management lifecycle and its contribution towards benefits realisation management. The chapter further describes the benefits realisation process using Ward's (2006) benefits realisation process model. The measurement of benefits is highlighted as an area that lacks understanding, due to the fact that project success is defined based on the delivery of project outcomes instead of benefits realisation.

Lastly, the lack of accountability, support and ownership within benefit realisation is reviewed. The support section further reviews benefits contracts as a tool to enforce benefits accountability within organisations. Change management is noted as an enabler for benefits realisation.

2.2 Benefits Realisation and Value-Based Management

2.2.1 Benefits Realisation Management

It is understood that the foundations of benefits realisation management originates from the notion of increasing the adoption rate for the information system and information technology (IS/IT) within organisations (Ward & Daniel 2006; Tillmann 2010; Coombs 2014). The notion emerged in the 1980s and 1990s, and was later integrated into project and programme management, which provides a coordinated way in managing projects (Breese 2012; Coombs 2014; Laursen & Svejning 2016). Benefits realisation management can be defined as an organising and management process with the intention to realise benefits from a change initiative (Ward & Daniel 2006; Tallmann 2010; Bawedi 2016; Musawir, Serra, Zwikael, & Ali,

2017). Benefits realisation management process includes; initiating, planning, organising, executing, controlling and transitioning a change within the organisation (Bradley 2010; Laursen & Svejving 2016; Bawedi 2016; Musawir et al., 2017; Zwikael, Meredith, & Smyrk, 2019). The change is delivered through a project management methodology with intended and predefined benefits (Bawedi 2016; Dupont & Eskerod 2016).

Breese, Jenner, Serra & Thorp (2015) argues that the word 'benefit' has its own short comings when linked to management. Short comings of benefits are noted in the human capital industry, where benefits are described as employee benefits (Breese et al., 2015). Moreover, the word benefit is not linked to any of the management practises within the management field, including Kaizen, Six Sigma, etc. (Breese 2015). The lack of association of the word 'benefit' with other management practises creates misunderstanding of benefits management practice (Breese 2015). The words benefit, benefit management, benefit realisation and benefit realisation management, are used interchangeably, which further creates a misconception of the practice (Ward & Daniel 2012; Bradley 2010; Laursen & Svejving 2016; Svejvig, Gerald, & Grex, 2019). In literature, the word benefit is more associated with value and value creation (Laursen et al., 2016; Svejvig et al., 2019).

2.2.2 Relationship Between Benefits, Value and Value Creation

On the one hand, the word benefit is defined as the value achieved by a customer, through the consumption of the project output (Ward & Daniel 2006; Peppard et al., 2007; Zwikael and Smyrk 2012; Chih and Zwikael 2015; Musawir et al., 2017). The objective of investment in a project is to realise benefits. These can be measured by either an increase in revenue or the saving of costs (Musawir et al., 2017; Chih and Zwikael 2015). In some instances, benefits are subjective such as customer satisfaction and therefore difficult to measure (Musawir et al., 2017; Chih and Zwikael 2015). Benefits are reviewed as a support to strategy implementation and execution, through its alignment between current value and desire value (Serra and Kunc 2015; Musawir 2017).

On the other hand, value has received considerable scholarly attention in recent years. Value can be defined as the difference between the final product and the cost of capital (Invernizzi et al., 2019). Laursen and Sveivig (2016), view value with close relationship with benefits, and define value as the proportion between the benefit and costs. Value can further be referred to as the outcome from project objectives as defined by project stakeholders (Green 1992; Lou 2011; Tillmann 2010; Invernizzi et al., 2019). The most significant recent development has been those of Aliakbarlou (2017), who notes that value is dynamic, it changes and evolves

over time. Serra and Kunc (2015); Keeys & Huemann, (2017) also support the view that value is dynamic, and notes that value is no longer viewed based on the outcomes from project for the organisation, but it includes broader stakeholders. Breese (2016) argues that value should not be considered as benefits, rather the reflection for cost, resources and risk required to realise those benefits should be considered.

According to Invernizzi et al., (2019), defining value creation can be complex. Value creation is subjective in nature, it applies to various levels (Laursen et al., 2016). At a micro level, it applies to individuals, at a meso level it applies to organisations and at a macro level it applies to networks, industries and broader society (Tillman 2010; Laursen et al., 2016; Invernizzi, et al., 2019). In view of this, value creation is subjective as it is interpreted against the user's willingness to exchange a monetary amount for the value received (Morris 2013; Laursen et al., 2016; Invernizzi et al., 2019). Value creation cannot be viewed as certain, but as comparable by different parties (Morris 2013; Laursen et al., 2016).

Project management practise has viewed value creation from an operational perspective, with the aim to improve project management processes and strategic management thinking (Laursen et al., 2016; Invernizzi, et al., 2019). The principle commences with the strategy implementation of a project, which intends to deliver outputs from change initiatives (Serra & Kunc 2015; Laursen et al., 2016). These outputs are translated into benefits and value to the organisation (Serra et al., 2015; Laursen et al., 2016). Invernizzi et al., (2019) notes that value management is concerned with cost containment rather than benefit realisation. The core concept and relationship between the two outcomes is that an increase in benefit enhances value (Invernizzi, et al., 2019).

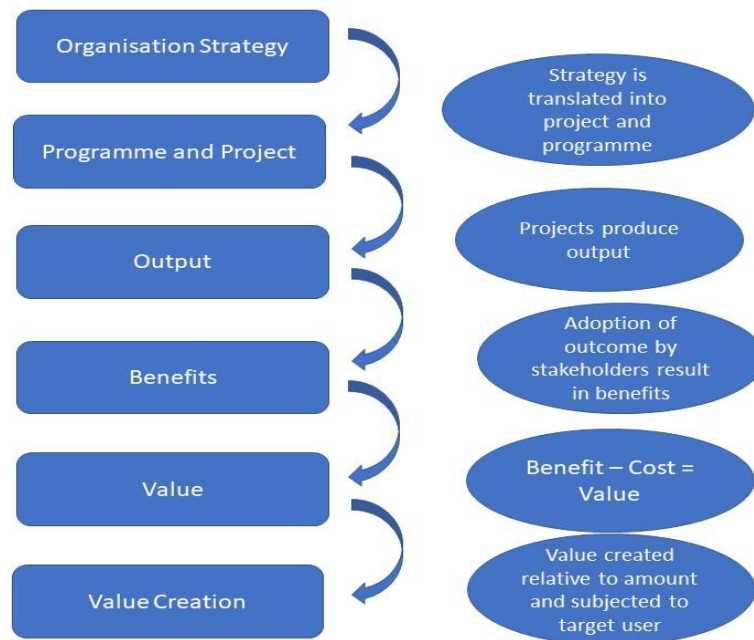


Figure 1 – Link Between Strategy, Projects, Benefits, Value and Value Creation (Laursen & Svejvig 2016)

2.2.3 Value-Based Management Theory

Benefits realisation management can be aligned to value-based management (VBM), which is a holistic management approach (Invernizzi, Locatelli, Grönqvist, & Brookes, 2019). VBM is concerned with the alignment of organisational activities towards creating value for its shareholders (Ittner & Larcker 2001; Koller et al., 2010; Beck 2014; Firk, Schrapp, & Wolff 2016; Lehnert, Linhart, and Röglinger 2016). The goal of VBM is to sustainably increase the organisation's value in the long-term (Berk, 2014; Ittner & Larcker 2001; Koller et al., 2010). A dominant feature of VBM stems from the shareholder approach (Beck 2014). The shareholder approach focuses on maximising value based on an expected outcome (Invernizzi et al., 2019). The shareholder approach has seen rapid increase in the past thirty years, as first introduced by Rappaport (1986), secondly Steward (1991) and thirdly advanced by Copeland (1994).

Although, VBM has focused on shareholder value over the past three decades, it was however, developed and established from the concept of value creation in the 19th century (Georgiou & Jack 2011; Martinsuo, Klakegg & van Marrewijk 2019). Value creation was driven by the inherent and implicit value linked to the development of the industrial revolution (Georgiou & Jack 2011). At the time, the industrial revolution focused on development, which was viewed as an intensive investment in machinery and human capital. In support of the

intensive investment, efficiency and productivity measures were created, developed, and implemented (Georgiou & Jack 2011; Martinsuo et al., 2019).

Academia has described VBM approach based on its output, whilst on the other hand, VBM practice has been described based on efficacy of processes and output (Invernizzi et al., 2019). When viewing VBM as output-based, the cost element is factored, value is created when the returns exceed the cost of capital or investment committed by shareholders (Hopson, Simms & Knezek 2001; Beck, 2014; Firk, Schrapp, & Wolff 2016). Whilst VBM from a process perspective focused on the integration between the organisational processes, strategy, structure, performance measurement and culture with the aim to maximise shareholder's value (Hopson et al., 2001; Beck, 2014; Firk et al., 2016).

The VBM framework as developed by Ittner & Larcker (2001), provides a six-step process and can be applied as a general guideline in any organisation. Malmi, & Ikäheimo, (2003), notes that more organisations are holistically using the comprehensive VBM framework as compared to treating the steps independently. The approach focuses on; (i) Identifying and implementing objectives that yield the highest shareholder value; (ii) Implementing organisational designs focused on value creation, throughout the business, across all product lines and its customers; (iii) Rearranging its business processes, including organisation design, planning strategies with the aim to create value; and (iv) Developing performance measurement systems and incentives based on the priorities identified for value creation Ittner and Larcker 2001; Malmi, & Ikäheimo, 2003; Lehnert et.al, 2016). Ward & Daniel (2012), notes the first step in BRM is benefits identification.

2.3 Benefits Identification

2.3.1 Business Case

According to Marnewick (2016), benefits are firstly identified and defined using the business case. The aim of a business case is to justify an investment on a project, to provide an outlook on the investment return and solicitate management commitment (Ward & Daniel 2012; Marnewick 2016; Einhorn, Marnewick, & Meredith 2019). The business case should further provide feasible details on how the stated benefits will be achieved (Marnewick 2016). Einhorn et al., (2019) urges that a business case is not necessarily a formal document, however, it must stipulate both tangible and intangible benefits, provide alternative solutions and make recommendations on preferred options (Einhorn et al., 2019; Chih & Zwikael 2015). Once formulated, the business case is presented for approval (Doherty 2014; Breese 2015;

Marnewick 2016; Einhorn et al., 2019). The decision to approve the business case is informed by clearly articulated and formulated project benefits (Turner 2009; Kopmann, Kock, Killen & Gemunden 2015; Bradley 2016). Furthermore, the formulated benefits should link to the achievement of the pyramid of business objectives, which will be delivered through project execution (Chih & Zwikael, 2015; Turner & Xue, 2018). The investment decision is supported by the prospects of the business case, which stipulates the long-term forecast on expected project results and benefits (Bradley 2010; Chih and Zwikael 2015; Kopmann et al., 2015).

2.3.1.1 Target Benefits

Target benefits are benefits that are stipulated in the business case before the project commences (Chih & Zwikael 2015, Keeys & Huemann 2017; Zwikael, Chih, & Meredith, 2018). However, these are achieved at the end of the project and form the basis for project approval (Chih & Zwikael 2015; Keeys et al., 2017). Moreover, there are benefits which merge during project execution known as fortuitous benefits (Zwikael & Smyrk 2011; Zwikael et al., 2018). Business owners, executives and professionals converge at the beginning of the project to identify benefits to enable investment decisions (Musawir 2017). Target benefits are also known as business objective benefits (Zwikael et al., 2018). When stipulated in the business case, target benefits should follow the SMART approach; Specific, Measurable, Attainable, Relevant and Time targeting (Chin & Zwikael 2015; Zwikael et al., 2018). Jenner (2009) and Zwikael et al., (2018), notes that most organisations lack in stipulating how benefits will be measured, this inhibits managers from making better investment decision.

2.3.1.2 Business Case Ownership

The project owner is responsible for formulating the business case. The project owner should first indicate how the identified benefits will be measured, then stipulate what process will be followed to achieve the desired benefits, and lastly to indicate organisational changes to be anticipated. (Einhorn et al., 2019). The scope of work, risks, costs and time frame should be clearly outlined in the business case (Einhorn et al., 2019). Reiss, Antony, Chapman, Leigh, Payne, Rayner (2006) notes that the problem occurs when expected benefits are ambiguously formulated; this disrupts the BRM process. The ambiguity of expected benefits can also challenge the allocation of responsibility for BRM. (Lin 2000; Tillmann et al., 2010; Zheng, Lin, Chen, & Xu, 2019).

2.3.1.3 Linking benefits to organisational objectives

The main purpose of projects within the organisation is to support the execution of the business strategy. However, other objectives should be addressed (Serra & Kunc 2014). Bradely (2016) notes that project value is created when there is alignment to organisational objectives and value creation. Zwikael & Smyrk (2012) suggest that the first should be project benefits classification and formulation, then followed by the project output definition. It has been observed that identifying and formulating project benefits upfront, enhances project alignment with business objectives. (Bryson & Bromiley 1993; Williams & Samset, 2010; Chih & Zwikael, 2015). The alignment with business objectives increases organisational success (Chih & Zwikael 2015). One observer has already drawn attention to the paradox about project owners' exaggeration of some project benefits to obtain approval (Breese 2012; Jenner 2016). Such behaviour leads to benefit fraud, as these benefits are neither achievable nor realistic (Breese 2012; Jenner 2016). Breese (2012) suggests that benefits should be audited before the project is approved to curb the spread of stated benefits. Hence, increase robust benefit appraisal and decrease biases (Breese 2012).

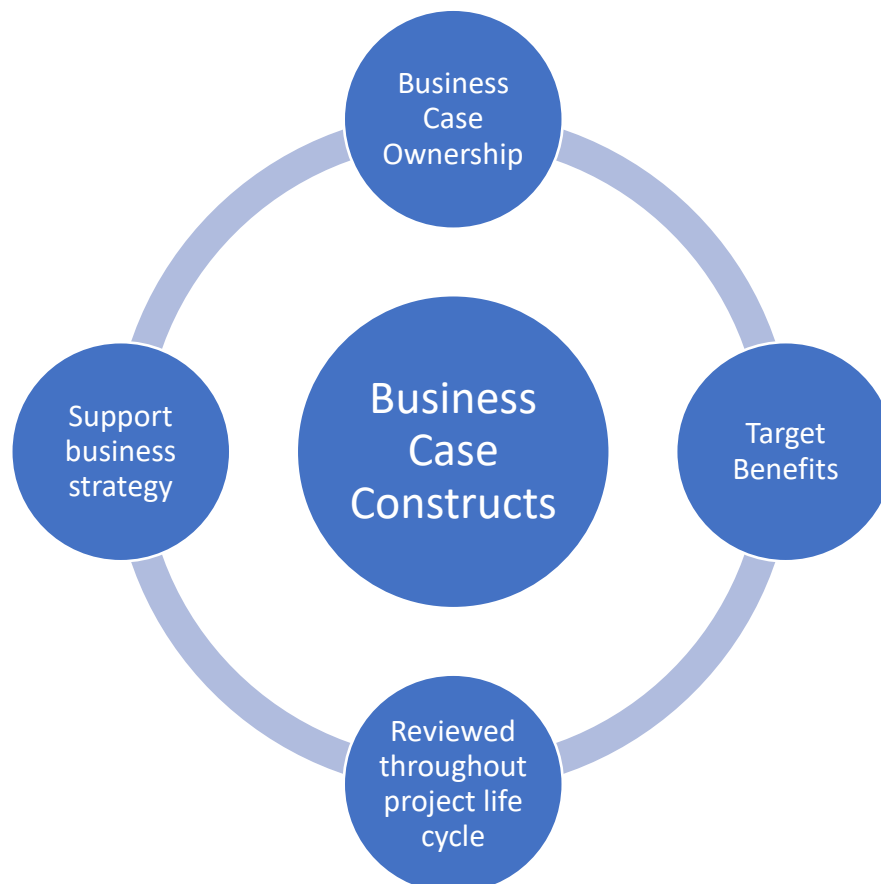


Figure 2 – Business case constructs (Einhorn et al., 2019; Serra & Kunc 2014; Chih & Zwikael 2015; Musawir et al., 2017)

2.3.1.4 Business Case review throughout the life cycle

Einhorn, Marnewick, & Meredith (2019) suggest that the business case should be utilised throughout the project life cycle to be effective. Furthermore, updating the business case throughout the project life cycle provides stakeholders with insights on the benefits, risks and cost of projects (Marnewick 2016; Einhorn et al., 2019). It further enables periodic reviews of the project or programme to assess if the benefits are still viable (Musawir et al., 2017; Marnewick 2016). Lastly, benefits stated at the beginning of the project can be compared to end outcomes (Musawir et al., 2017; Einhorn et al., 2019).

2.3.2 Programme Management

Programme management can be defined as a coordinated way of managing a group of related projects to meet a specified organisational objective (Thiry 2002; Pellegrinelli, Partington, Hemingway, Mohdzain & Shah 2007; Pellegrinelli 2011; Serra et al., 2014; Keeyes et al., 2017; Miterev, Jerbrant, & Feldmann 2020). In contrast to the project management view, Pellegrinelli et al., (2007), defines programmes as a discipline to execute organisational strategy, which produces organisational renewal in a structured way. Furthermore, Pellegrinelli et al., (2007) urges that viewing programmes through project-level thinking provides a short-term view, which neglects the intention programmes are initiated for in the first place. Moreover, programme management avails the opportunity to focus on benefits realisation, which are continuously reviewed throughout the programme lifecycle (Musawir et al., 2017).

The programme perspective ensures that resources are deployed effectively and aligned to project priorities, thereby improving the organisation's opportunity to realise its strategy and achieve intended returns (Serra et al., 2014). According to May, Sapountzis, Yates, Kagioglou, & Aouad, (2009) focusing on benefit realisation during the project and programme lifecycle enhances project and programme success. Without clear programme objectives, it is challenging to sustain programme direction during difficult periods (May et al., 2009). While it is noted that benefits will be realised at the end of the project or programme, agreement on identified benefits, and continuous benefits reviews during the execution of a programme is vital to successful benefits realisation (May et al., 2009). While benefits are not realised during

the course of a programme, clearly defined roles and responsibilities are critical as this enables benefits to be harvested once the programme has been closed-out (May et al., 2009). According to (Pellegrinelli 2002), programmes do not have a linear lifecycle which is normally applied in project management (Null, Cross, & Brandon, 2019).

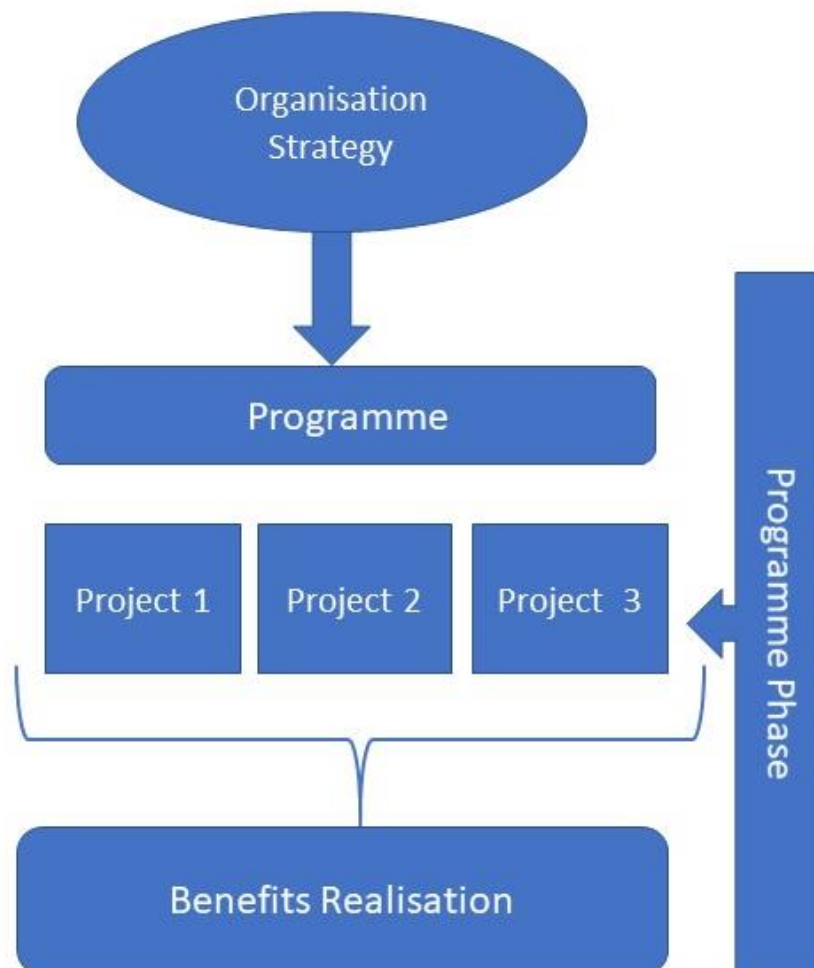


Figure 3 – Relationship between programme, projects and benefit realisation

2.3.2.1 Programme Phases

Programmes adopt a loop or spiral lifecycle which commences with initiation, definition and planning phases, projects are executed and delivered (Pellegrinelli 1997; Pellegrinelli 2002; Pellegrinelli, Partington, Hemingway, Mohdzain & Shah, 2007). The programme mandate will normally be reviewed and renewed. This will take place as some projects get delivered and new projects are introduced (William & Parr 2004; Pellegrinelli et al., 2007; Null et al., 2019).

Processes involved in programme management can be defined in five phases; initiation, definition and planning, project delivery, renewal and dissolution (Teubner 2019; Miterev, Jerbrant & Feldmann, 2020). Programme initiation is about defining the objectives and benefits expected from the programme (William & Parr 2004; Teubner 2019; Miterev et al., 2020). The business requirements are also detailed during this phase. These requirements are matched to the organisation's strategy to achieve alignment between projects identified and strategy (William & Parr 2004; Teubner 2019). Furthermore, based on the objectives of the programme, the priority of the programme relative to other programmes is set (Pellegrinelli 1997; Pellegrinelli 2002; Miterev et al., 2020).

Programme definition and planning is a detailed process which commences with detailed objectives established from the initiation phase (Teubner 2019; Miterev et al., 2020). Once the objectives have been analysed and detailed, the planning of the programme is conducted, this includes the allocation of resources (Pellegrinelli 1997; Miterev et al., 2020). The roles and responsibilities are further detailed and communicated to the team members (Pellegrinelli 1997). The project will be commissioned and executed following the planning phase (Pellegrinelli 1997). Each project will be assigned its key performance indicators including the measurement of cost, project scope and time (Teubner 2019). Whilst the projects are executed, benefits are monitored and evaluated providing the opportunity to make necessary changes (Miterev et al., 2020).

Programme requirements are reviewed during the renewal phase. This is to ensure that the requirements are still valid and further conduct adjustments where required (Teubner 2019; Miterev et al., 2020). Programme renewal, this phase entails renewal of the existing plans and responsibilities (Pellegrinelli et al., 2007). The renewal process will align with the organisation's fiscal situation, where budget allocation and strategy renewal is conducted (Pellegrinelli 2002). At a fundamental level, programmes are renewed at a holistic level to determine the programme effectiveness and purpose (Pellegrinelli 1997; Teubner 2019). When the programme has achieved its intended benefits or if benefits can be achieved through consolidation of new projects, the programme will be dissolved (Pellegrinelli 1997; Miterev et al., 2020). Work not completed will be reallocated to new projects within the portfolio of programmes (Pellegrinelli & Bowman 1994). Pellegrinelli 2002). Furthermore, conducting a post-programme appraisal is vital during this phase (Pellegrinelli 1997; Miterev et al., 2020). Post-programme appraisal provides lessons learnt which will be incorporated in other programmes throughout the organisation to increase programme success (Pellegrinelli & Bowman 1994; Pellegrinelli 2002; Miterev et al., 2020; Serra & Kunc 2015; Bradley 2016).

2.4 Benefits Realisation Implementation

2.4.1 Benefits Realisation Capabilities

The role of resources, capabilities, competencies and practices has received increased attention across several disciplines in recent years, including general and strategic management (Ashurst, Doherty, & Peppard, 2008; Ashurst et al., 2016). Organisational capabilities are underpinned by the resource-based view (RBV) theory (Wernerfelt, 1984; Ashurst et al., 2008, Waring et al., 2018). The RBV theory defines resources as stocks that are owned or controlled by the organisation (Ashurst et al., 2008; Ashurst et al., 2016). Besides, the organisation should devote its time and effort in the resources it deems vital to assist in gaining competitive advantage (Ashurst et al., 2008; Aslam et al., 2012; Ashurst et al., 2016). Nevertheless, the availability, possession or access to resources does not contribute to the value of the organisation (Ashurst et al., 2008) The organisation's ability to coordinate and utilise the resources effectively will build its internal competencies (Ashurst et al., 2008; Gregory, Keil, Muntermann, & Mähring, 2015). These competencies enable the organisation to gain sustainable competitive advantage (Ashurst et al., 2008; Gregory et al., 2015).

Organisational capability is a significant area of interest within the field of BRM (Ashurst & Doherty 2003). Adequate and competent skills are required to deliver successful IT objectives (Colin & Hodges 2010; Waring et al., 2018). The possession of BRM competencies supports the organisation in achieving its dynamic capabilities. (Winch 2014; Musawir et al., 2017). These capabilities assist organisations to implement strategies, create innovation and adopt an evolving environment (Zwikael et al., 2018). Moreover, Ashurst et al., (2008) argue that BRM capabilities should not be confined within the IT environment but should be integrated throughout the organisation.

However, one major theoretical issue that has dominated the field of capabilities for many years relates to the lack of knowledge to coordinate and integrate competencies (Ashurst et al., 2008; Breese 2015). This lack of knowledge poses a question of how BRM competencies can be developed and managed throughout the organisation (Miller & Shamsie, 1996; Ashurst et al., 2008; Breese 2015). Organisation and programme management capabilities are required to deliver benefits realisation (Bawedi 2016; Marnewick 2016). A significant number

of the literature recognises Ward's (1996) Crainfield Process model in delivering benefits to organisations (Ashurst et al., 2008; Bawedi 2016; Marnewick 2016; Zwikael et al., 2019). The Crainfield model recommends identifying, planning, executing and reviewing some benefits (Bawedi 2016; Marnewick 2016; Zwikael et al., 2019).

2.4.1.1 Benefits Identification

Benefits are identified in the business case. Once benefits are identified, each benefit needs to be linked to a benefit measure, which can be both financial and non-financial. At this stage, benefits can further be structured or mapped based on the business objective (Ward 1996). Benefits mapping should involve business stakeholders and facilitated through a workshop (Ward 1996). During the workshop, identified benefits are linked to the business change and objective (Ward 1996). Mapped benefits should have a complete network diagram articulating its primary objective, the cause and effect of each benefit and scoring based on benefit priority (Bradley 2010).

2.4.1.2 Benefits Planning

During the benefits planning process, the identified benefits are assigned to a business owner (Ward 1996). Business changes are assessed, including cost estimation, resource requirement and time allocation. Ward (1996), notes that benefits that cannot be linked to a responsible person should be rejected at this stage. Based on the information collected, a benefits plan is then produced (Serra et.al 2015; Marnewick 2016). The various changes identified are packaged together into projects and programmes (Bradley 2010).

2.4.1.3 Executing of benefits

During the project execution phase, the identified and planned benefits are carried out (Ward 1996). The benefits plan drives the implementation and rollout to establish benefits realisation (Ward 1996; Ward & Daniel 2012). Through projects and programmes, benefits monitored and furthermore stakeholder engagement is maintained (Bradley 2010).

2.4.1.4 Benefits Review

Once the project or programme has been completed, benefit review and measurement should be carried out (Ward 1996). Benefits review entails comparing the before and after execution,

which is evaluated, tracked and reported to business stakeholders (Bradley 2010; Marnewick 2016).

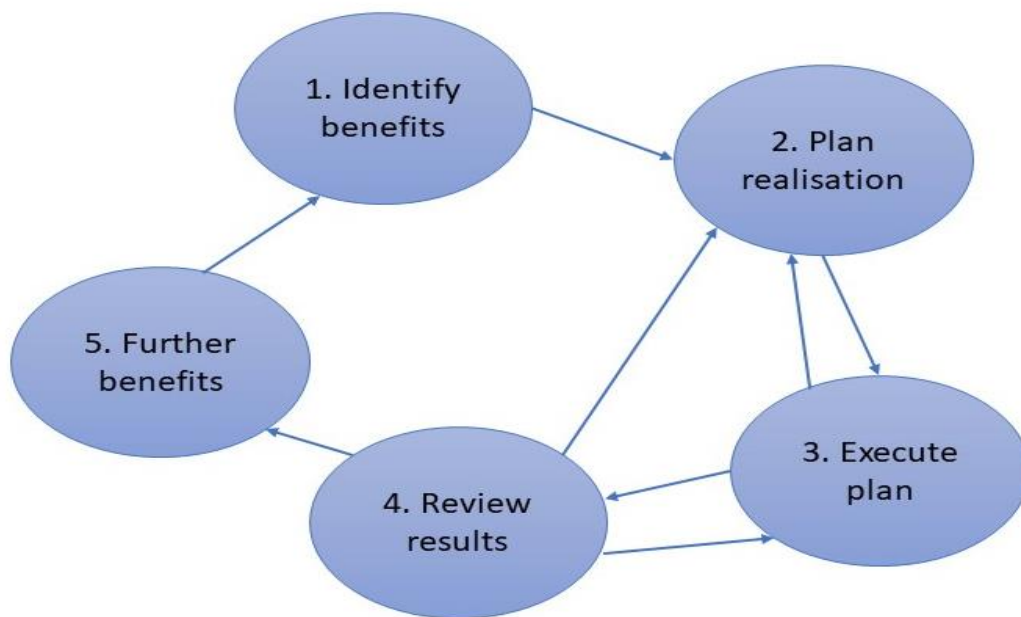


Figure 4 – Benefit Realisation Management Process (Ward 1996)

2.4.2 Benefits Measurement

Traditionally, project success is defined by using the iron triangle, time, cost, and scope (Breese, 2012; Chih & Zwikael 2015; Badewi & Zwikael, 2016). Zwikael & Smyrk, (2012); Yan & Wagner, (2017); Yang, Chen, & Wang, (2015) argue that this measurement is outdated and inadequate. Instead, the emphasis is placed on completing projects on time rather than achieving the intended benefit (Zwikael & Smyrk, 2012; Badewi et al., 2016; Yan & Wagner, 2017). Further, Yang, Chen, & Wang, (2015) point out that this approach ignores the generation and realisation of benefits as a measurement of project success (Zwikael & Smyrk 2012). Zwikael et al., (2019) argue that there are cases where projects did not deliver according to the iron triangle, however they still delivered benefits. These projects include the Sydney Opera House, the Hubble Space Telescope, etc. (Zwikael et al., 2019).

Zwikael & Smyrk (2012); Badewi et al., (2016); Mossalam & Arafa, (2016) suggest that project success should include outcomes as a measurement of performance valuation. Furthermore, the project lifecycle is to be broadened to incorporate the benefit outcome and measurement (Zwikael & Smyrk 2012; Badewi et al., 2016; Korytkowski & Malachowski, 2019). Chih &

Zwikael (2015) argue that projects should have target benefits that have a target value measurement. This requires a strategic fit to organisational objectives. (Chih & Zwikael 2015; Zwikael, Chih, & Meredith, 2018). Target benefits can be measured using monetary value, including return on investment (ROI) or net present value (NPV) (Zwikael et al., 2018). It is further noted that some benefits are hard to measure as they are non-financial for example improved customer service (Zwikael et al., 2018). Furthermore, measurement of intangible benefit is often bias and unquantifiable (Zwikael et al., 2018). According to Kaplan & Norton (1996), there are two major types of indicators involved in measurement; lead indicator and the lag indicator. The lead indicator is proactive in nature, whilst the lag indicator is reactive for example a financial measure uses lag indicators. (Kaplan & Norton 1996). Norreklit, Jacobsen, & Mitchell, (2008) urges that well designed instrument should have a mixture of lead and lag indicators.

2.5 Benefit Support

2.5.1 Benefit Ownership

The critical aspect of governance is to understand and assign roles, responsibilities and accountabilities amongst shareholders (Zwikael & Smyrk 2015). Furthermore, governance enhances a moral, inclusive and transparent decision-making process, and in turn, achieves the organisation's mission (Mooi & Gilliland, 2013). On the other hand, Hofman, Faems, & Schleimer, (2017) position project governance as a process-oriented system by which projects are strategically directed, aligned and holistically controlled in a creative and ethically reflected way. Implementing project governance within the project improves project success and further increases BRM (Bawedi & Shehab 2016; Musawir et al., 2017).

Although clear accountability is vital for BRM, Zwikael & Smyrk (2012) expresses that responsibility is critical for the benefit owner. McGrath and Whitty (2018, p. 687) define responsibility as "the obligation to perform a task satisfactorily." Zwikael et al., (2019) suggest that clear accountability for BRM is vital for project governance. Recent developments in this area of work include the involvement of business stakeholders, including line managers and their subordinates in BRM, however; this lacks accountability (Dupont & Eskerod 2015; Zwikael & Smyrk, 2015). Accountability can be defined as a form of control of individuals or organisational behaviour, which is linked to a reward or punishment (Zwikael et al., 2019). Further, accountability forms part of a contractual agreement between two parties (Zwikael et al., 2019).

Senior executives should be held accountable for benefit realisation within the organisation as they fund the project and are also accountable to the board of directors (Zwikael et al., 2019). In contrast, Zwikael et al., (2019) argues that senior executives should not be held accountable as they face significant demand of their time from the organisation, and do not work closely with project managers (Zwikael et al., 2019). In order to improve BRM competencies and outcomes, recent studies suggest that the project owner should be appointed as the person accountable and responsible for benefits realisation, (Turner & Müller, 2004; Merrow, 2011; Dupont & Eskerod 2015; Musawir et al., 2017; Burga & Rezania, 2017; Andersen & Grude, 2018; Zwikael, Mederith & Smyth 2018). The project owner is accountable for the business case and thus responsible for BRM (Zwikael & Smyrk 2012). Zwikael & Smyrk (2012) suggest that a suitable operations manager needs to be appointed as the project owner, as BRM requires operational input to be successfully implemented. Furthermore, the project owner assists in tracking of benefits once the project has been completed (Burga & Rezania, 2017; Andersen & Grude, 2018; Zwikael et al., 2018). The separation of duties from the project manager to the project owner enables a clear leadership role for BRM (Zwikael & Smyrk, 2012).

2.5.1.1 Enforcing Benefit Ownership

Benefits are often considered during the early stages of projects as they motivate the need for the project. However, these benefits tend to be forgotten as the project progresses, and not actively managed during the later stages (Badewi & Shehab, 2016). Managing project benefits in this manner triggers a significant project governance challenge. Badewi & Shehab, (2016) argue that effective project governance has a significant positive effect on benefits management. Project governance enables and supports the implementation of benefits management practise, which in turn, ensures that projects effectively realise their business objectives (Musawir et al., 2017). In the governance literature, a contract is a legally binding agreement in writing between two or more parties (Hofman, Faems, & Schleimer, 2017).

The governance of projects is a process-oriented system by which projects are strategically directed, aligned and holistically controlled in a creative and ethically reflected way (Hofman et al., 2017). Furthermore, it suggests that the success of a project requires collaboration between implementing a reliable output with an acceptable level of service agreement after its delivery and effective use of output (Badewi & Shehab, 2016). Allocating resources wisely between projects, supporting processes and a high level of cooperation between them is vital for this success. Implementing project governance within the project increases project

success, and further increase benefits realisation (Badewi & Shehab, 2016);(Musawir et al., 2017).

There are three central contracts initiated at the beginning of the project, i) business case, ii) project charter, and iii) benefit profile (Musawir et al., 2017). A business case is a justification for initiating a course of action in an organisation to realise the organisation's objective (Badewi & Shehab, 2016). The business case communicates the primary purpose of the project, the value, cost and benefits (Badewi & Shehab, 2016). A project charter organises the project needs and expected outcomes, whilst the benefit profile organises the realisation of benefits as expected by the organisation (Badewi & Shehab, 2016).

Contemporary theorisation on the governance of contracts has thus far identified the types of project governance contracts, the contract owner and purpose of each contract. However, it does not clarify critical items in each contract to enable project benefits to be realised effectively and efficiently.

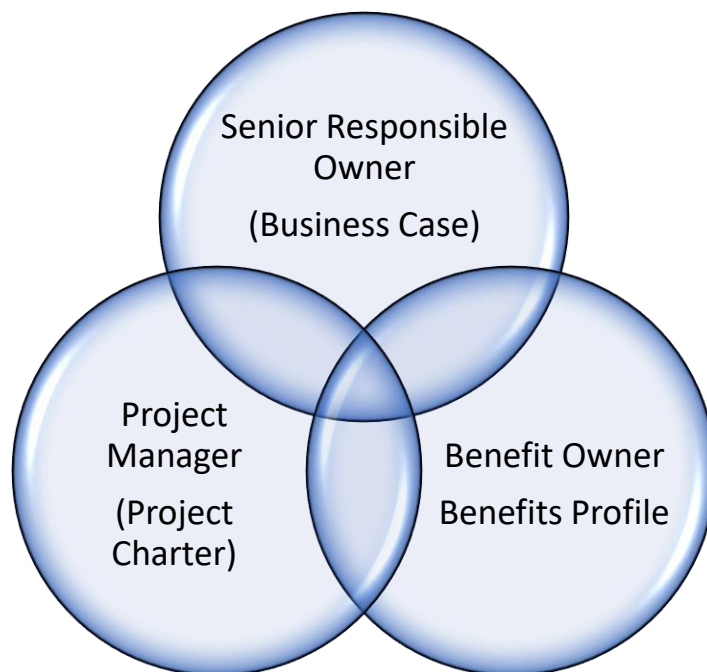


Figure 5: Relationship and Ownership for business case, project charter and benefits profile. (Musawir et al., 2017)

2.5.2 Change Management

According to (Shin 2012, Taylor & Seo; Petrou 2018) over 50% of change implementation in organisations fail to deliver on expected outcome. Recent studies have revealed that commitment from employees and a positive mind-set plays a major role towards successful change management implementation (Shin et al., 2012; Petrou 2018). Dupont & Eskerod (2016) notes that change is unavoidable, however, some organisations have a larger appetite for change than others. The appetite does not always equate to adequate capacity to learn and adjust from the change at hand (Dupont & Eskerod 2016). Projects and programmes have been utilised as processes to bring about change within organisations. Through alignment with change management processes, human behaviours are changed (Peppard & Ward, 2005; Hughes and Scott Morton, 2006; Dupont et al., 2016). Ward (2006) noted that benefit realisation occurs when individuals make changes to adopt the identified change. This view links benefits realisation with change management (Ward 2006; Dupont et.al, 2016).

Understanding the complexity of change management is vital if benefits are to be realised (Aslam et al., 2012). The benefit from an IT/IS initiative arises from a complex environment, including multiple stakeholders, systems and processes. Furthermore, benefits are managed over a long period, with some benefits emerging once the development of a system has been completed (Aslam et al., 2012). Most organisations seek to manage change through a top-down approach, which is ineffective (Shin et al., 2012). Researchers recommend that organisations should create systems and processes that enable an environment of self-organising. (Van de Ven & Sun 2011; Aslam et al., 2012; Shin et al., 2012). According to (Van de Ven & Sun 2011) change implementation including Lewin three step model and ADKAR (awareness, desire, knowledge, ability and reinforcement) model are well established support change management implementation.

Results from earlier studies demonstrate a consistent and robust relationship between organisational culture and BRM, where value is recognised, appreciated and factored in decision making, ensures successful BRM implementation (Breese 2012; Coombs, 2015). The much-debated question is the characteristics of organisational culture that are more compatible with BRM implementation (Breese 2012). Coombs (2015) suggests that change implementers should understand the facilitators and inhibitors of organisational change to deliver business-focused benefits.

In supporting change management initiatives, employees attitude and behaviour towards change management determines the limits to which change can succeed (Shin et al., 2012). An employee's commitment to the change is an indication that the person is loyal and ready for the implementation of the change plan (Shin 2012 et al., 2012; Coombs 2015. Aslam et al.,

(2012) argue that the traditional project management of iron constraints should be reviewed, and organisations should shift their mindsets towards realising that change management should be incorporated in IT development projects.

Research on change management has shown that timely, valuable and adequate communication is required for change to be effective (Simoes & Esposito 2014; Petrou, Demerouti, & Schaufeli, 2018). This assists in employee engagement and commitment to the change initiative (Simoes & Esposito 2014; Petrou, Demerouti, & Schaufeli, 2018). Stakeholder involvement in BRM change management is vital, with i) stakeholders identified, ii) their expectations managed and iii) agreements reached (Tillmann et al., 2010). Effective change management is supported by a detailed change management plan (Rosenbaum, More & Steane 2018). Effective change management requires widespread communication and appropriate stakeholder engagement to raise the level of awareness (Breese 2012; Simoes & Esposito 2014; Petrou et al., 2018). Failure to manage stakeholders will lead to challenges in BRM implementation (Breese 2012). Furthermore, Levene & Higgs (2018); Dalmau & Tideman (2018), notes that leadership involvement in change management is critical for successful change management within the organisation. Leadership has the most impact in change initiatives, the leadership style and actions set the tone on the success of the change initiative (Levene & Higgs 2018).

2.6 Conclusion of literature review

The following aspects have been elicited from the literature:

- It has been highlighted that identifying benefits that are reliable, measurable and aligned to organisational strategy at the beginning of the project is vital.
- Furthermore, the traditional measurement of projects using the iron triangle has inhibited benefits from enhancing project success.
- Project governance plays a critical role in BRM implementation, appropriate BRM ownership is essential for BRM success.
- The success of BRM requires organisational capabilities and effective change management plans.
- The understanding of these elements and how they are practised is critical in the BRM implementation process.

CHAPTER 3: RESEARCH QUESTIONS

3.1 Introduction

Chapter 3 will present the research questions for the study, the research questions were informed by the academic literature in Chapter 2. The questions were designed based on the insights gained about BRM adoption and implementation constructs. The research questions were structured to better understand enablers and inhibitors to BRM adoption and implementation in organisations. Furthermore, the adoption and implementation enablers and inhibitors were considered to provide further research insights. Below is the high-level overview of the research questions.



Figure 6: Research Questions Overview

3.2 Research Question 1

What is the process followed or adopted by organisations in implementing BRM?

Firstly, research question one seek to identify the understanding benefits realisation management concept. It was important to identify the common understanding of benefits realisation Breese et al., (2015) notes that the word benefit has its short comings when linked to management. Secondly, the research question seek to understand the adopted approach in delivering benefits management within organisations. According to Ward (1996); Bradley (2010); Ward & Daniel (2012); Marnewick (2016) benefits are identified, planned, executed and harvested Lastly, the research question intends to identify vital documentation that supports BRM implementation process.

3.3 Research Question 2

How are benefits measured and who is accountable and responsible for benefits?

Research question two seek to establish how benefits are measured, taking both tangible and intangible benefits into consideration (Zwikael & Smyrk 2012; Badewi et al. 2016; Korytkowski & Malachowski, 2019). It further intends to discover how benefit realisation success is measured and defined as compared to project management success constructs (Zwikael & Smyrk 2012; Yang, Chen, & Wang, 2015). The research question will explore the person accountable and responsible for benefits realisation management within the organisation. According to Zwikael et al., (2019), clear BRM accountability is vital. Options on how benefit realisation ownership can be enforced will also explored.

3.4 Research Question 3

What organisational change management strategy will be required to support BRM implementation?

Research question three seek to determine stakeholder support and buy-in across the organisation, during and after project closure (Tillmann et al., 2010). The research question will further explore how change management influences BRM success (Petrou et al., 2018). Change management strategies or framework used to support benefits realisation management within their organisation will be expored (Van de Ven & Sun 2011). Furthermore, the research question explored on inhibitors and enablers of benefits realisation management.

3.5 Conclusion

Chapter 3 has presented the three research questions that will be explored as part of gaining insights on the critical elements of BRM adoption and implementation in organisation. Through the chronological order of the questions it is hoped that the answers will reveal how to breach the gap between BRM theory and practice. Chapter 4 will explore the research design and methodology.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

Chapter 4 outlines the research design and methodology for this study. In Chapter 2 the literature review revealed the core concept and constructs for BRM adoption and implementation. The literature review further provided guidelines to the design of the three research questions outlined in Chapter 3. The research questions sought insights to the critical elements for BRM adoption and implementation in organisations. It also explored the understanding on how to breach the gap between BRM theory and practice.

Based on the literature review and the research question the study adopted a qualitative and exploratory research method. Semi-structured, one-on-one interview interviews were conducted with BRM experts, executives and senior managers involved in the implementation of BRM in South Africa. The data collected was coded and these were aligned to themes. The chapter further acknowledged the researcher bias and reliability. It further considered the research ethical concerns, trustworthiness and its limitations.

4.2 Research Methodology and Design

4.2.1 Rationale for the chosen method of research

The study adopted a qualitative approach. Bansal, Smith, & Vaara (2018) records that qualitative research provides an opportunity to discover new ways of observing and resolving complex challenges. The exploratory study has been focused on gaining insights and acquiring information to clarify particular aspects in a new or developing field of study (Saunders & Lewis 2018). This type of study is needed if one looks to provide tentative answers to initial questions and new insights are to be gained through the process. Furthermore, the qualitative data acquired by the study has provided new insights, which inducts the new theory in an entirely different way. (Bansal et al. 2018; Creswell, 2014). Qualitative business research addresses business through the use of techniques that do not require or depend on numerical measurements and enables the researcher to “provide elaborate interpretations of phenomena.” (Zikmund et al., 2013).

The purpose of this study was to gain a deeper understanding of the critical elements that enhance BRM adoption and implementation within organisations. Furthermore, the study intended to discover insights on organisational capabilities that support successful BRM

implementation. The development of new conceptual and practical frameworks as part of the study are aligned to the qualitative and exploratory study (Saunders & Lewis 2018; Bansal et al.,2018). It is argued in this study, that conducting research in this manner ensures that insights gained would assist organisations in gaining conceptual and practical information for proper decision making.

The data was collected from multiple groups and ranging segments of the population, during one particular short period, as such, the study is a cross-sectional study (Sanders & Lewis 2018). According to Sanders & Lewis (2018), a cross-sectional study captures data in a specific, once-off episode. The data was collected from various segments and clusters of people (Sanders & Lewis 2018; Eisenhardt, 2015). The interview questions were semi-structured. These provided the prospect to delve into and answer the "what?" "how?" and "why?" questions, and further provide the richness and flexibility required to answer the exploratory research question in this manner (Saunders & Lewis 2018; Zikmund et al., 2013). Face-to-face interview sessions have also been conducted, allowing for in-depth data collection, comprehensive understanding through the observation of the gestures and ambience of the Participant (Zikmund et al., 2013).

The goal was to capture and represent the opinions of the participants holistically and to allow for concepts to emerge and be meaningfully interpreted and represented (Creswell 2014). Therefore, the fundamental assumptions and features that allow for a research study to proceed in a qualitative direction are appropriate for this research study.

4.3 Population

The population was defined as the comprehensive set of individuals (Saunders & Lewis 2018). However, this is not limited to an individual but can include organisations and locations (Saunders & Lewis, 2018). The population identified for this study consisted of senior managers from the heterogeneous group of organisations involved across benefit realisation management. The interview was directed to programme managers, senior managers, and executives who work in the field of project management and who are experts and have been involved in benefits realisation management.

The researcher gathered insights from various sectors within South Africa. It was anticipated that the diverse sectors will provide a comprehensive and extended understanding of the concepts and context under study. The review of the academic literature revealed that the adoption of benefits realisation management within organisations is limited. The participation

of organisations across various sectors has allowed the researcher to compare a spectrum of opinions not confined by sector definition.

4.4 Sampling method and size

A two-layered subjective approach using a purposeful and snowball non-probability sampling technique is preferred, as there is a need to select information-rich participants (Saunders et al. 2018). Guest et al., (2006), outlines that a non-probability technique is preferred if research is conducted within a natural environment, and numerical analysis is not required from the sample. Furthermore, Sanders & Lewis (2018), urge that purposive sampling provides rich information and enables one to learn much more about issues of central importance to the purpose of the inquiry. The rich information will additionally assist in illuminating the questions under study (Creswell 2014).

The use of the snowball sampling technique is critical in obtaining access to key experts in the field of benefits realisation management. In the initial stages, a small sample of individuals was identified using online professional sites as part of the sample. The researcher requested recommendations of experts and benefits realisation practitioners who will increase the sample size.

The eligibility criteria required individuals to have worked or are currently practising within benefits realisation management. In line with Guest, Bunce, & Johnson (2006) who suggest to have a minimum sample size of twelve Participants. The sample size included fourteen Participants from across the various sectors within South Africa and provided diversity from the various environments. The respondents that represented the various sectors within South Africa is presented in Table 1. Further information on the sample is provided in section 5.2.

| Industry | Position | Number of Respondents |
|--------------------|--|-----------------------|
| Consulting | Benefits specialist | 1 |
| | PMO Specialist & SAFe Consultant | 1 |
| | Programme Director | 1 |
| Banking | Executive/ Strategic Programme Manager | 3 |
| Financial Services | Head PMO | 1 |
| | Executive: Strategy | 2 |

| Industry | Position | Number of Respondents |
|----------------|----------------------------------|-----------------------|
| SOE/Government | Programme Director | 1 |
| | Head: PMO | 1 |
| | Head: Strategy | 1 |
| Insurance | Head Innovation | 1 |
| Logistics | Head: Strategy Implementation | 1 |
| Total | | 14 |

Table 1: Sample Representation - Industry and Position

4.5 Unit of Analysis

Guest et al., (2006), defines the unit of analysis as the person or things under study. The unit of analysis of the study is based on the organisations identified to fit the specified population in section 4.3. The sample comprised of a minimum of fourteen executives, senior managers and programme managers, who are directly involved in benefits realisation management, programme management, and or business case development.

4.6 Interview Guide

The research questions, informed by the academic literature review, were used as a framework from which to develop an interview guide to facilitate the discussions (Bloomberg & Volpe, 2012). The interview guide has the advantage in exploratory studies to both freely move between questions and to probe where necessary and to better focus the direction of the interview (Saunders & Lewis 2018). This is particularly important as the participant's opinion is wide-spread based on their experience, and different expertise with the benefits realisation management environment. The interview guide was mapped to the research question developed in Chapter 3, this is to ensure consistency between literature review, research question and the interview guide. The consistency matrix is presented in Appendix 1.

4.7 Data Collection

A pilot data collection was conducted to test the designed interview schedule. This assisted in identifying challenges and areas of improvement before detailed interviews (Saunders & Lewis

2018). Based on the exploratory nature of the study, in-depth, semi-structured interviews were conducted with experts across various industries within South Africa. The interviews took place during the months of August and September 2020.

Interest from appropriate senior managers and executives who met the outlined criteria were assessed. Professional bodies, including, the Project Management Institute of South Africa (PMI-SA) and websites, including, LinkedIn were used. Once the contact agreed to the interview, the purpose of the interview was then explained. A formal invitation to participate in the study with details of the appointment was emailed to the participant. Appendix 2 present an example for the formal invitation sent to participate. The email confirmation also included a consent form, which enabled the participant to review prior to the interview. Appendix 3 present the consent form that was used. The agreed date and time was then confirmed via a Google calendar notification.

Prior to commencing with the interview, adequate information on the individual and the organisation was gathered using the organisation's website and LinkedIn. This assisted the researcher to understand the business and the manager's area of expertise. This also assisted to triangulate the collected data to improve validity and reliability (Bloomberg & Volpe 2012). Saunders & Lewis (2018) highlights the influence an interviewer's skills might have on the results of a qualitative investigation. As such, the interviewer prepared adequately in order to ensure the necessary level of interview skill was developed and deployed during the interview.

Due to the COVID-19 pandemic, physical interviews were not feasible. Instead, online meeting platforms, including Zoom and MS Teams were utilised. This ensured that the participants were comfortable in their spaces and prevented the spread of the virus (Saunders & Lewis 2018). Prior to the interview, each participant was asked to complete and sign the consent form to ensure that the data gathered is ethically used.

The interview commenced with a formal introduction. The interviewer proceeded and provided an overview of the title of the study and understanding of the concepts and context of benefits realisation management challenges. Open-ended, non-leading questions from the interview guide were posed. The interview guide used is presented in Appendix 4. The participants were encouraged to share their personal opinions, past and present experiences, as an exploratory study. Whilst the interviewer was looking to identify key themes and new insights during the data collection process, the actual categories were only established through the data analysis processes after the interviews (Saunders & Lewis, 2018; Zikmund et al., 2013). The interview

ranged in the time to complete the questions, the time ranged between 35 to 45 minutes. The longest interview took 1 hour.

The interviews were voice recorded using the online meeting platform tool, with the consent of the participant. One interview was recorded partially, however, handwritten notes were taken. Hand-written notes were also taken during the interview session to supplement the audio recording (Saunders & Lewis 2018). As suggested by (Saunders & Lewis 2018), data was collected until the saturation point was reached. Figure 10 represent data saturation based on the interviews conducted. The recordings from the interviews were word-processed and transcribed. This together with the hand-written interview notes and the voice-recording form part of the analysis (Saunders & Lewis 2018). Appendix 6 represent the compiled code book.

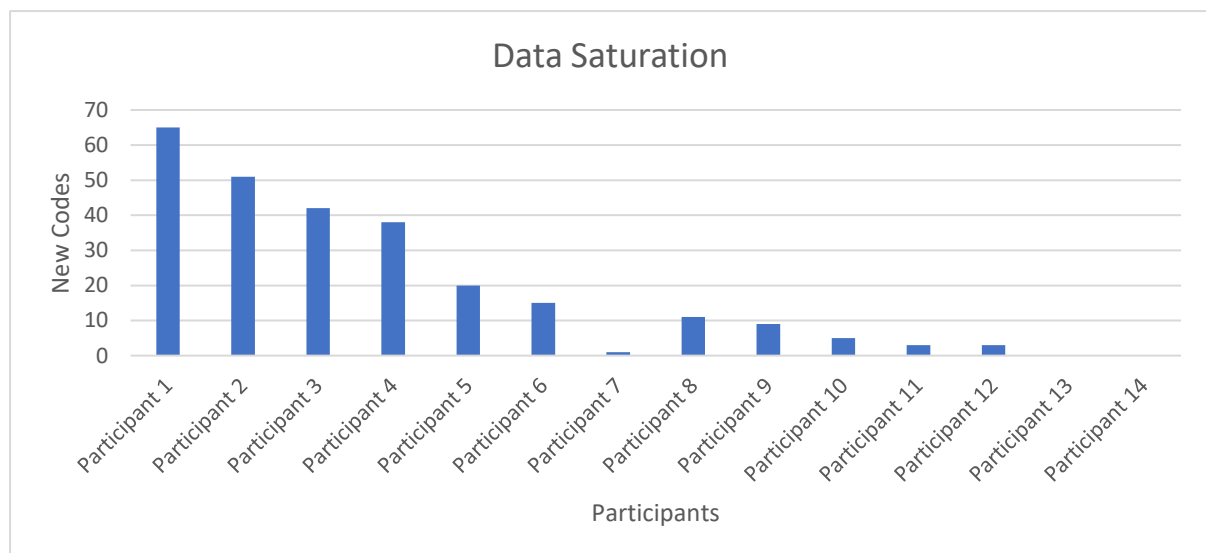


Figure 7: Data Saturation Participant Interviews

4.8. Analysis Approach

Qualitative analysis transforms data into findings, which aims to transform raw data into knowledge (Zikmund et al., 2013). Data analysis is concerned with the identification of common themes and insights that emerge from collected data (Zikmund et al., 2013). The research has analysed the data collection phase of the study in order to gain a deeper understanding of the themes and insights through the process.

Braun & Clarke (2006) notes that the researcher has an obligation to monitor and report the analytical procedures and processes as fully and truthfully as possible. A thematic analysis method has been used to analyse the data. Thematic analysis is a method used to identify and analyse patterns or themes in qualitative data (Braun & Clarke, 2006).

The recordings and detailed notes from each interview were reviewed during the analysis and the 'Phases of Thematic Analysis' (Braun & Clarke, 2006, p.87) as described in Table 2 were executed during this process. The researcher adopted an iterative approach when completing the thematic analysis phases and performed the generation of initial codes and identification of themes twice before reviewing the themes. The developed data was captured using Atlas ti and analysis took place on a question-by-question basis. Each construct, idea or thought has been recorded, and the number of times they are repeated has been captured. The themes and insights that emerged from each interview were linked together and analysed in the context of the developed research questions (Saunders & Lewis, 2018).). As suggested by Saunders & Lewis (2018), data will be collected until the saturation point is reached.

The final obligation of analysis is to analyse and report on the analytical process as part of the report of actual findings. The extent of such reporting will depend on the purpose of the study (Patton 2002).

| Phase | Description of the Process |
|--|---|
| 1. Familiarising yourself with your data | Transcribing data (if necessary), reading and re-reading the data, noting down initial ideas |
| 2. Generating initial codes | Coding interesting features of data in a systematic fashion across the entire data set, collating data relevant to each code |
| 3. Searching for themes | Collating codes into potential themes, gathering all data relevant to each potential theme |
| 4. Reviewing themes | Checking if the themes work in relation to the coded extracts (Level 1) and the entire data set (Level 2), generating a thematic 'map' of the analysis |
| 5. Defining and naming themes | Ongoing analysis to refine the specification of each theme, and the overall story of the analysis tells, generating clear definitions and names for each theme |
| 6. Producing the report | The final opportunity for analysis. Selection of vivid, compelling extracts, relating back of the analysis to the research question and literature, producing a scholarly report of the analysis. |

Table 2: Phases of Thematic Analysis - Braun & Clarke, 2006, p.87

4.9 Data Validity and Reliability

Validity refers to the extent to which the data collection method measures what it is meant to measure and whether the research findings confirm what they purport to be about (Saunders & Lewis, 2018). Reliability is concerned with whether the researcher's approach is consistent. Thus, if a different researcher carried out the research, he/she is bound to reach the same conclusion (Creswell, 2014). With semi-structured interviews, more than two independent sources of data collection methods are utilised to ensure that the data is valid, thereby ensuring triangulation (Saunders et al., 2018).

Judging quality requires criteria. Credibility flows from those judgments. Quality and credibility are connected in that judgments of quality constitute the foundation for perceptions of credibility (Patton 2002). The use of in-depth interviews, recordings and note-taking has been employed to ensure that the data collected is credible and dependable. Further, the review of audio transcripts ensures that the contents of the interview is correctly captured.

The use of follow-up and probing questions in an in-depth semi-structured interview helps the researcher comprehend and fully understand responses, thus ensuring reliability (Saunders & Lewis, 2018). This tactic was employed during the interview process, mainly when participants' responses were not clear, or the researcher requested clarification of specific comments and statements.

4.10 Research Limitations

With semi-structured interviews, interviewer and Participant biases came into play (Saunders, Lewis, 2018). The researcher, not being independent of the data collection process, introduced biases. The qualitative nature of the unique research necessitates that care be taken to ensure the trustworthiness of the data (Shenton, 2004).

Further identified limitations are as follows:

- Study Design: There were biases on the individuals interviewed, as the sample identified only consists of experts in the project management field. The researcher has included various industries to ensure diversity in the sample size.
- Data Collection: The interviewer is not an expert interviewer, which limits the quality of the data collected. The interviewer however, develop interview skills, ran a pilot interview and practised to ensure quality data was collected from the interview.
- Data Collection: The researcher's presence during data gathering, can affect the subjects' responses. Although this is not avoidable in semi-structured interviews. The interviewer ensured to put the Participant at easy allowing them to formulate their own answers at a comfortable pace.

4.11 Ethical Consideration

Prior to commencing with interviews ethical clearance was obtained from the Ethics Committee at the Gordon Institute of Business Science. Appendix 5 present the ethical clearance approval letter. Informed consent is central to research ethics and ensures that participants retain their autonomy in this voluntary exercise to withdraw at any stage as well as the ability to consider for themselves what risks are worth taking in furthering academic knowledge (Bloomberg & Volpe, 2012). A combined informed consent form and confidentiality agreement was presented for the participants and the researcher to sign before the interviews began. Electronic copies have either been electronically signed or signed and scanned and emailed back to the researcher by those participants who were interviewed via Skype or MS Teams

Anonymity has been ensured as any references to names of the participating participants and organisations in the study has been changed to Participant, and where necessary names of the organisations' major business partners, products and/or services also changed to support this anonymity – for example, [Financial Services] (Bloomberg & Volpe, 2012). Further precautionary measures have been taken to ensure that the storage of interviews, records, and data could only be accessed by the researcher.

4.12 Conclusion

Chapter 4 has presented the research study design and methodology. It has further supported the choice of the qualitative, exploratory approach in understanding the critical elements that support BRM implementation in organisations.

The semi-structured, open ended interviews was conducted with industry experts, leaders and managers who have implemented BRM in organisations. Various industries across South Africa we included in the study. The data collected was analysed and aligned into themes, the research results will be presented in Chapter 5.

CHAPTER 5: RESULTS

5.1 Introduction

This chapter outlines the results based on the interview questionnaire which was developed in chapter 3. The chapter provides outcomes of the data collected through in-depth, semi-structured, one-on-one interviews conducted with industry experts. The interview questionnaire was aligned with the consistency matrix mapped against research questions in chapter 3.

Code groups were aggregated into themes and interconnected to the research questionnaire based on their relevance. The themes were placed under each research questionnaire with sub-categories to provide a structured framework upon which to review participants' responses.

5.2 Description of Participants and Context

All names of participants in the interviews were coded to ensure confidentiality as per the confidential agreement signed and included in the ethical clearance. Participants were senior managers and executives who had experience in the benefits realisation management area of work. Some participants had limited practical experience in benefits realisation management, however they had previously been exposed to benefits realisation practice. Participants were selected from across industries within South Africa. This heterogeneous group selection ensured that the sample was varied and enriched.

| Name | Company | Position | Additional Information – Job description |
|---------------|-------------------------|---|---|
| Participant 1 | Consulting | Benefits Specialist | The founder of SA Consulting Company. A South African organisation founded in 2013 to bring the Sigma UK Benefit Realisation Management discipline to Africa to ensure expected benefits from projects are achieved. Clients include the South African Reserve Bank, Uni-systems in Athens ECHA in Helsinki, Capricorn Investment Holdings, Transnet, and PwC. |
| Participant 2 | Banking | Strategic Programme Manager | Strategic Programme manager within the Banking group. She is the epitome of a multi-skilled resource with the financial industry having successfully delivered within Absa: IFRS 9 with a go live date of 01 January 2018, IFRS 16 with go live date 01 January 2019 and the in-transit IFRS 17 due in 2022. |
| Participant 3 | SOE - Finance | Head Strategy | Head of strategic portfolio for the finance State Owned Enterprise. Sits on the Executive Committee of PMI SA as Vice President where she oversees performance of all branches in SA. |
| Participant 4 | Banking | Programme Executive | Has over 26 years' experience in various sectors including the Financial Services sector, IT and Telecommunications sector as well as Tourism. Her experience covers numerous disciplines ranging from Travel Agent to IT Operational Management to Strategic Programme Management. She is a pragmatic person who offers result-focused, effective leadership. |
| Participant 5 | Consulting | Project Portfolio and PMO specialist; SAFe Programme Consultant | Experienced in Business, Operations, Project, Programme, Portfolio, and Journey Manager with practical experience in management of business functions; Project and Portfolio Management Offices, operations management, IT projects management, software development process, modelling and implementation, joint enterprise and cross-functional projects. Holds a PMP(R), and PfMP (Portfolio Management Professional) certifications from PMI, have previously attained the Prince 2 Practitioner certification. |
| Participant 6 | IT Consulting | Programme Director | A project, programme, portfolio, and change management practitioner. He offers services such as Cybersecurity, IT consulting, web design, web development, Application Development and SaaS Development. |
| Participant 7 | IT – Financial Services | Head PMO | A highly accomplished Senior Project Management Professional who is PMP registered, Over the course of her career she has developed a firm understanding of multiple Project Management Methodologies and is able to manage significant inputs and relationships with third parties throughout the full Project/Programme lifecycle. She has set up PMO governance frameworks, rolled out policies and procedures and set PMO offices in the Gauteng operating unit for Eskom. |

| Name | Company | Position | Additional Information – Job description |
|----------------|--------------------------|--|---|
| Participant 8 | Financial Services | Executive: Strategy and Digitization | A Strategy and Change executive with background in financial sector regulation and economic development. Her expertise is across the strategic management value chain, from strategy formulation to execution of complex, large scale organisational turnarounds. |
| Participant 9 | SOE - Transport | Programme Director | Works with closing infrastructure deficits across the continent, by enhancing the effectiveness of Africa's railway systems through driving investments in infrastructure, rolling stock and operations. |
| Participant 10 | Logistics and Industrial | Head: Strategy implementation academy and coaching | Strategy implementation expert that incorporates best practices in Portfolio Management, Project Management, Lean, Six Sigma and HR Organisational Transformation. His passion lies in Project Management, Lean Transformation, hence over his 2 decades working career, he has gained experience in Process Engineering, Production Management, Process Optimisation, Business Development, Capital Project Management, PMO Management, Strategic Programme Management and Departmental Management. |
| Participant 11 | Financial Services | Chief strategy officer | C-suite strategy executive in a listed Southern African financial services organisation. Corporate experience in financial services, consumer goods and retail at C-suite and EXCO levels. Global management consulting experience with Monitor and Gemini Consulting. |
| Participant 12 | SOE - Compliance | Head PMO | As the Head of the Project Management Office (PMO), she is responsible for the enterprise level services of project portfolio management, business relationship management and business analysis. The primary objective of her role is to manage the planning and delivery areas. She supports the successful execution of organisational strategic programmes by providing oversight to inform prioritisation decisions, defining and maintaining project management standards through effective facilitation, tracking and reporting. |
| Participant 13 | Insurance | Head Innovation | He has the responsibility of setting up, mobilising, and sustaining the Innovation capability at Liberty. He is passionate about: evolving innovation capabilities and competencies by introducing best practices, identifying new market spaces, shaping the corporate innovation portfolio, creating and nurturing a corporate culture conducive to innovation. |
| Participant 14 | Banking | Programme Manager | Experienced programme manager in the financial services industry for the past 25 years, with 5 years banking, 12 years Programme and Project Management and 19 years IT experience. He has implemented and rationalised PMO's across various organizations and industries. This included coaching, mentoring, and training Project Managers as well as the associated team members that formed part of the PMO. |

Table 3: Information and Details of Participants

5.3 Results: Question 1

Please can you tell me what your understanding of the concept of benefits realisation management (BRM) is?

The first interview question dealt with each participant’s understanding of benefits realisation concept. Having a common understating of the concept is important, some views were direct, whilst others expanded on their understanding, reflecting on various elements. Three major themes were identified within the context of benefits realisation management.

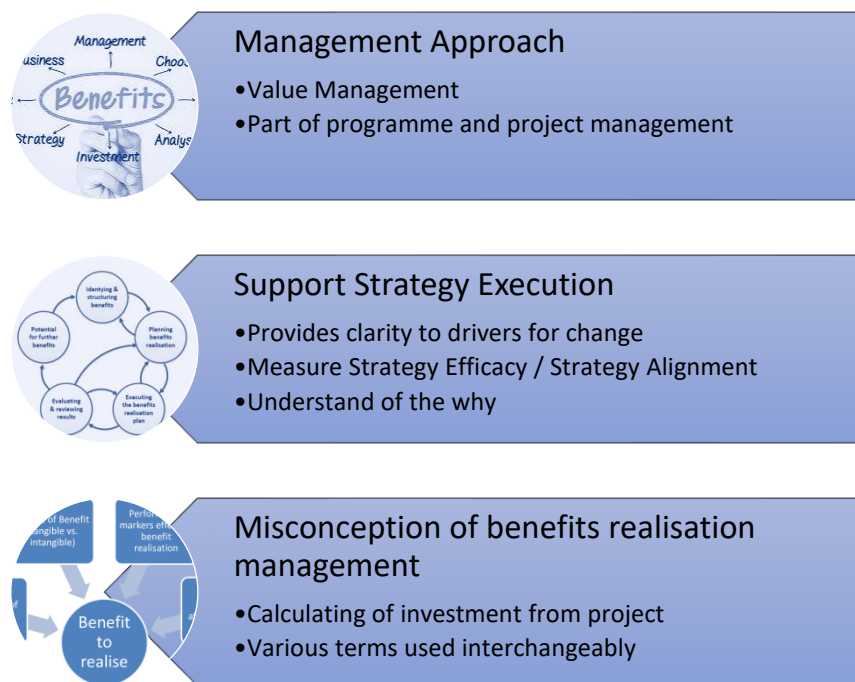


Figure 8: Overview of Themes for Question 1

5.3.1 Management Approach

5.3.1.1 Value management

Most participants understood benefits realisation as a management approach and a discipline to managing benefits within organisations. Participant 1 stated that: “It is a management discipline, which should be used by in particular, business management. By business management, I mean management of primarily business units within an organisation.” Some participants expressed that it is specifically to manage value or extracting value out of projects. Participant 9 expressed that: “I think fundamentally it is about the process of managing projects or initiatives with the ultimate goal of extracting the value from those projects.”

“Furthermore, comparing intended value at the beginning versus value at the end of the project.” Participant 12 reported that: “Once the project is done, but we also need to then be able to verify whether, our initial assumptions were correct or not and did you actually get the value? So, I would link it to value management really.”

5.3.1.2 Forms part of programme and project management

Benefits management approach was linked to the management of programmes and project management. Participant 6 stated that: “In essence it is the practice or the management practice of ensuring that the benefits that we have stipulated as part of our project and as part of our programmes actually realize and in essence, the investment that we put into those projects, programmes and the business cases that we put together.” The aim of managing programmes and projects being to ensure the intended goal is realised. It was also noted that it can be used with other management disciplines as well including change management. Participant 8 mentioned that: “Generally it is more around, how you are going to ensure that as part of implementing certain projects, programmes that you are able to, at the end of it measure you know, have we achieved what we set out to do so. A lot of ways I have used it is being part of change management, but it fits into project management as well, in my view.” It was also described as managing project tasks to maximise benefits. Participant 6 noted that: “All the tasks and management tasks that need to happen to ensure that we get the maximum benefit out of it.”

5.3.2 Supports Strategy Execution

5.3.2.1 Provides clarity to drivers for change

Benefits realisation management was described by Participant 1 as a process to engage stakeholders to realise the intention for the change. “To get an understanding of why they want to implement a change and change is usually implemented through a change initiative. So, what are the drivers prompting or necessitating that change?”

Change can be prompted by both positive and negative change drivers. Benefits are described in the business case to justify the reasons for project initiation. Benefits provides the understanding of why an organisation initiated a project. Participant 1 further stated that: “They could be both, you know, positive and negative drivers as you know, exploiting opportunities or trying to address a particular problem and then through discovery and following a particular

methodology a benefits realisation management methodology or process recording, identifying and engaging with the right stakeholders to realise the intent of such a change, and ultimately what benefits are expected from that change.” Participant 10 described that the boundaries of the benefits are described in the business case. “Firstly if you are looking at benefits as described in your business case for a particular project, if I am looking at the boundaries regarding that so initially what justifies the project I mean, there must be a reason why it does not, why you commence with the project.”

5.3.2.2 Measure Strategy Efficacy / Strategy Alignment

Benefits realisation management was described as an enabler to strategy execution, it serves as a measure for strategy efficacy. Participant 11 noted that: “I have seen BRM as a strategy enabler and something that can really contribute to, perhaps one of the more complex things in strategy which is how do we measure the efficacy of strategy, I think companies struggle with that and I think that BRM is such a powerful tool to help with that efficacy measurement of strategy.”

It was further noted that it brings alignment between strategy formulation and strategy implementation. Participant 11 further expressed that: “Another part as well that maybe bridges both formulation execution is this thing called strategy alignment and I think companies are notoriously bad at strategy alignment. I think that is where perhaps BRM actually starts, It is at the bridge between formulation execution, something sits here that is when BRM starts the entire execution cycle.”

5.3.2.3 Enables decision making

Identification of benefits assists when project selection and prioritisation is required, benefits enables decision making in selecting the appropriate projects for the organisation. Participant 1 stated that: “Where I see BRM as from the beginning of, when you talk about how do we execute on our strategy through planning the execution? What projects do we need, what type of projects will they deliver, have you prioritised them? Implementing execution, managing execution and at the back end having a narrative that says this is our execution, has it been effective?”

5.3.3 Misconception of benefits realisation management

5.3.3.1 Misunderstood as a calculation tool

Benefits realisation management as a concept has been misunderstood within the industry. Some have defined benefits realisation as a method of calculating returns on investment. Participant 11 expressed that: “The most important thing, really, of everything by far is for companies, clients and academics to understand that BRM is not all about calculations. That for me, stands out as the single most important lesson that I have learned on BRM, it is not about calculating the return on investment of the projects that we have in an organization.”

5.3.3.2 Confusing due to the use of various terms

There are various terms used interchangeably with benefits realisation management, this results in confusion of what benefits realisation is all about. Participant 5 noted that: “BRM and these various terms, which I think leads to some misunderstanding sometimes, but there is different terms that are used interchangeably for benefits realisation. So, we often talk about benefits management, benefits realisation and benefits realisation management for that matter.”

5.4 Results: Research Question 2

Please tell me about the process you follow to deliver benefits within your organisation, please provide the end to end process?

The second question required participants to articulate a process that they have been exposed to, or utilised to implement BRM. Participants were required to provide an end to end process. Various processes were mentioned, some processes were overlapping especially around benefit planning. Four themes were identified based on participants’ responses.

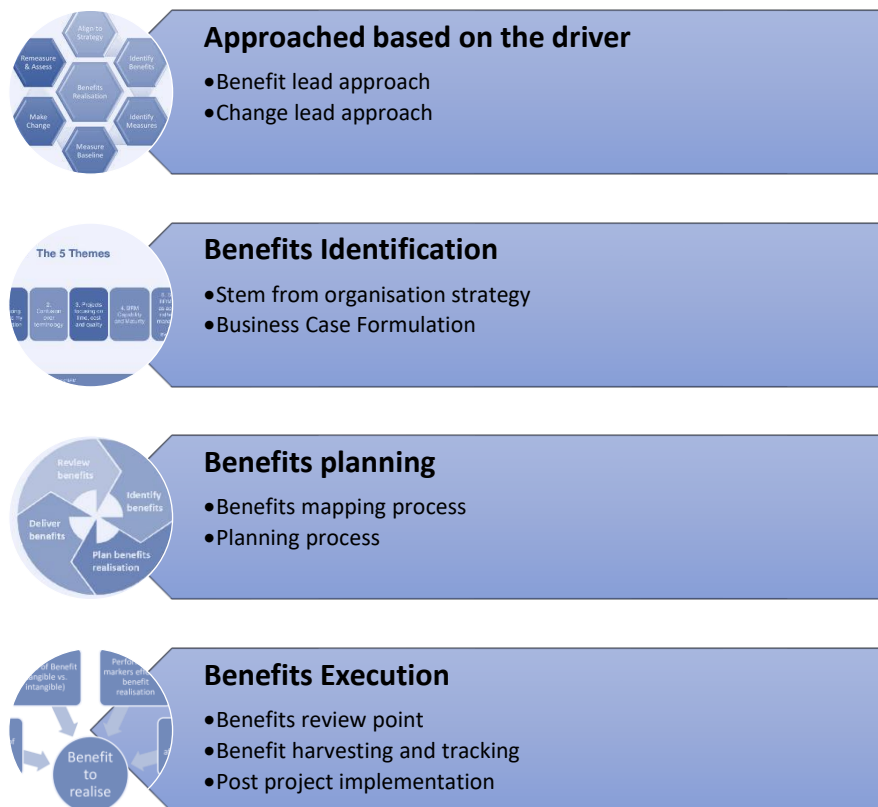


Figure 9: Overview of Themes for Question 2

5.4.1 Approached based on driver

5.4.1.1 Benefit Lead Approach

Participant stated that depending on the objective and the goal of the project; Participant 1 stated that: “It is about the opportunity or whether it is about problem solving. We want to achieve certain benefits, depending on objectives, depending on the vision or the ultimate goal of a plan, change, a change that you are thinking about getting approval for.” If the intention is to extract benefit, then the approach will be benefit lead. Participant 1 noted that: “The other approach is that the approach would add more value and they said benefits lead change approach. Which is simply, as I said, depending on the drivers.”

5.4.1.2 Change lead approach

Change lead approach is more reactive, the change is not initiated by the organisation. Participant 1 stated that: “So it is a little bit of reactive approach. But in the real world, often the changes have already been authorised, the benefits have not been identified and then one

says, well, okay, the change is happening, but we expect benefits, let us go and identify benefits.” COVID-19 change was given as an example. Participant 1 expressed that: “There is change already for example COVID-19.” Participant 13 also stated that: “The extraneous factors like Covid, things like that. But if you start looking at, pains and gains”.

5.4.2 Benefits Identification

5.4.2.1 Stem from organisation strategy

The organisation strategy drives benefits to be realised from a project or initiative. The strategy map provides direction on which benefits should be driven by the organisation, Participant 1 stated that: “So, you start with your big goals, your strategy map and then you go into what some of your objectives are, what are the problems that we are solving. So, the problems talk to your change drivers that you have in your organization that talks about some of the problems that people are trying to solve.” Participant 8 also noted that: “I think, in terms of inputs that you require, so you do need your organizational strategy. So what are the key results areas for your strategy overall, because the strategy map that I am talking about is project specific, but you need the organization wide strategy.” Benefits identification should stem from the organisation strategy and these are then detailed in the various projects being executed. Participant 5 commented: “Starting off with the strategy definition? You have got to identify your vision? And then that is expanded into your goals and objectives”.

5.4.2.2 Driven by business case formulation

Business cases was mentioned as the starting point where benefits are identified. “When you trigger off your projects or initiatives, programmes, whatever, in those business cases, you will state more, in a more refined way. What that specific initiative project or programme is going to achieve.” The process will involve defining the goals of the projects and stipulating the benefits to be realised through the project. Participant 6 mentioned that: “The first part is to ensure that you specify those benefits up front at the very beginning, every programme has a business case that drives that project in programme, and that is the ultimate justification for conducting it.” A participant mentioned that benefits on business cases should be specific, measurable, attainable, realistic and tangible. “So firstly it is putting in place those you know, specific, measurable, attainable, realistic, tangible. You know the whole smart.” Tangible and non-tangible benefits should be identified. “The first part is to ensure that we have tangible

benefits that we derive or tangible measures that we can put in place even way before the project in programme starts.”

5.4.3 Benefits Planning

5.4.3.1 Mapping Process

The next step expressed by participants was benefits mapping. Benefits mapping was described as a process that provides details on when the intended benefit will be realised, this is providing timeline on identified benefits. Participant 1 stated: “I would then do what I call a benefits map. So in the same way that you do, you know, like a project plan, you have a benefits map that says this project is going to deliver this product by this date and these are the benefits that are going to be achieved and you know, you kind of a plot out when those benefits are going to be achieved, so that, by that date you can then measure and see whether it has been achieved or not. Conducting a benefits mapping assists in benefit tracking once the project has been completed. From project outcomes then you can break them down into a particular point in time we should be at a point where we have gained a certain type of skills and from that, objectives than breaking down so It is decided in sort of steps that we are going have to register people on the course. We are going have to take them for workshops.”

5.4.3.2 Benefits Plan

Once the benefits have been mapped, they are put together in a full benefits realisation plan, which will include the review points during project execution, post implementation. Participant 6 stated: “What I have done before is put benefit review points, during the course of a programme. So once a project has got in or certain components of a programme have gone in, you put benefits review points.” This provides guidelines to check progress as the project is being implemented. Participant 6 further stated:” Where you start looking at what you were supposed to have derived or produced as part of the benefits that you stipulated in a business case and also up after the programming project has already got in, so looking and also having what is called benefit realization review meetings and almost having a post implementation benefits review plan.”

5.4.4 Benefits Execution

5.4.4.1 Benefit review point

During project execution, putting in place benefit review points is advisable to ensure alignment on benefits and furthermore to start realising some of the benefits especially where the project has adopted the agile approach. Participant 5 stated: “So, in some instances they may be realised while the project is underway. So some aspects that you are delivering on the project, especially if you are going the agile route, use delivering value to the organization you know periodically, even before the journey is finished you can start getting some benefits from doing the project.”

5.4.4.2 Post implementation review / handover

The last step identified was the post implementation review, this takes place towards the end of the project. During project execution, work on benefits realisation slows down and towards the end it picks up again. Participant 1 stated: “And then it starts picking up a little bit, you know, towards project closure and obviously after project closure, because that is when the measurements are happening; why are not we achieving the benefits, what corrective actions do we need to do to get us back on track in the light?”

A post implementation review point is required to review the benefits that were set on the business case. Participant 6 commented: “Having almost a post implementation benefits review plan to say, these are what we said we were going to do, this is the money we said we were going to make. What are the obstacles? What are the issues that we are encountering? So that we can ensure that what we said we were going to do and the money we were going to make, has actually been implemented.” At this stage of the project some participants mentioned that the benefits should be handed over to business for implementation and the business will start tracking the benefits. Participant 4 stated: “At the end of your project you normally hand your whole project over to operations and a lot of times that is where your benefits tracking ends, so no one actually takes that up and follows through on making sure that, that benefit is realised.”

On one hand other participants mentioned that benefits managers should be assigned to the project to track benefits from inception and after the project has been completed. Participant 10 stated: “So benefits needs to be tracked from start to end, and I think it benefits tracking

managers for example, if somebody has to be on track from the beginning inception of the project right after the final handover.”

5.5 Results: Question 3

If you can define a tool kit or documents that should form part of benefits realisation, what would it be?

The third question dealt with the understanding of vital documents that will form part of benefits realisation management and support the end to end process. Participants were prompted to draw from documents already mentioned from previous questions including the business case. Table 3 presents the eight documents identified, the business case and benefits plan being ranked first and second respectively. The top four ranked documents will be discussed.

| Rank | Name of Document | Frequency |
|------|--|-----------|
| 1 | Benefits Plan | 9 |
| 2 | Business Case | 7 |
| 3 | Estimation tool | 6 |
| 4 | Benefits Mapping | 3 |
| 4 | Benefits tracking document (with graphs) | 3 |
| 5 | Change management plan | 1 |
| 5 | Handover document | 1 |
| 5 | Strategy Map | 1 |

Table 4: Benefits realisation management documents

5.5.1 Benefits Plan

Participants repeatedly mentioned the benefits realisation plan as a vital document to support benefits realisation management, it was defined as a holistic plan with a description of each benefit and how the benefit will be realised. Participant 1 stated: “Perhaps then you get the benefits realisation plan, which really is a document, which once again says per benefit, how am I going to achieve the benefit?” It further provides target dates and values. “So, if the benefit profile is just per benefit, the expectations, target dates, target values.”

Furthermore, the benefits plan should indicate the enablers, the person responsible for delivering the benefit. Participant 1 stated: “The benefits realisation plan is getting more towards a typical document where you say, how are we going to achieve a benefit and you list certainly enablers and what dates the enablers have to be delivered by and who's responsible for delivering those enablers and so you have the benefits realisation plan for all of your benefits.”

One participant mentioned that it further assists in defining how the benefits are going to be tracked. Participant 12 mentioned that: “A benefits management plan, right where you are saying, now, got the benefits defined? How are we going to make them? How are we going to track their progress? And that, is input into your measurement type of in tracking activities?”

The benefits plan can also include measurement for the benefits, graphs can be utilised to reflect progress made. Participant 6 stated: “Either you know via dashboards and KPI's that you develop and that kind of thing. In ensuring that how you measure those benefits is just as important as how you actually define those benefits. So, ensuring that, that MIS or business intelligence that you built into the organization is there so that you can. The graphs can form part of their benefits realisation plan.” The benefits plan was also viewed as a living document. Participant 5 stated: “The benefits realisation plan is and should be a living document. And that benefit realisation plan needs to get adjusted if you have hiccups in the whole process, so if you have a six-month delay in the project.”

5.5.2 Business Case

The business case was frequently mentioned as the first document required when managing benefits, it was noted that the business case must be robust. Participant 10 stated: “You must have a robust work for business cases because all your benefits are actually rolled up into your business case.” One participant mentioned that the business case must be feasible and viable, furthermore, it is where the intended benefits should be stipulated. Participant 7 expressed that: “Document is mainly like your business case, right? Where you are going to note what would be the benefits of the initiative and the feasibility and the viability. So, in that sense, it is a very high-level description of this, are the benefits that we intend to reap from this initiative or project.”

5.5.3 Estimation Tool

An estimation tool was expressed as required for financial modelling. Participant 10 mentioned that: "You should have a very good estimation tool. An estimation tool in terms of project estimation and financial modelling so they go hand in hand." One participant mentioned that a quick estimating tool with parameters for input, process and output to provide a quick impact on BRM is useful. Participant 11 stated: "I will quickly input, growth in sales, growth in customer numbers, decline in costs, decline time to execute. Then a qualitative measure on alignment and impact. It is going to spit out something for you that says, deploying BRM in your project execution ecosystem, it will give you an ampere rating on this for the following 10 reasons." This will enable better decision making. "That is what is missing for me and BRM is that quick, I can very quickly demonstrate impact to you."

5.5.4 Benefits Map

The benefit map was described as a living document and the most critical document in the toolkit. It provides a high-level view of the intended benefits, which is included in the benefits plan. Participant 1 stated: "If you do not do a sophisticated, complete benefits map, then all your stakeholder meetings and sessions and debates and critical thinking, all comes to naught because you then somehow try and pull, you know, reams and reams of, you know, documentation trying to explain what is happened, it really does not work. So, the benefits map is probably the most critical asset within your toolkit."

5.5.5 Benefits Tracker document

The benefits tracker is required to be put in place to track benefits after the project has been completed to track benefits. Participant 6 stated: "Put something in place in the programme with project executive to have something in place to track those benefits long after the project has been implemented."

5.5.6 Change management plan

Change management plan was recognised as a document that assist in identifying key stakeholders. Participant 6 mentioned that: "You got to have a change management plan because the change management plan helps you identify the key players and actors. Nothing you need to work on board in order to utilize whatever has been produced through the project in order to be able to realize their benefits, yeah."

5.5.7 Handover document

Once the project has been completed a handover document is drafted to assist in tracking and reporting of identified benefits. Participant 9 expressed that: “Should have something like your handover documentation potentially saying these are the benefits that have been listed throughout the project, this has to be handed over. That has then obviously got to be accepted by someone, signed and taken on and then I guess you should have a benefits tracking and reporting kind of a document.”

5.5.8 Strategy Map

The strategy map was identified as a document that holds the organisation strategy and provides guideline on identified projects. Participant 8 mentioned that: “So you do need your organizational strategy. So what are the key results areas for your strategy overall, because the strategy map that I am talking about is project specific, but you need the organization wide strategy.”

5.6 Results: Question 4

How do you measure benefit success within your organisation?

The third question allowed participants to identify benefits measurement techniques, which will provide understanding if benefits realisation management is a success or not.

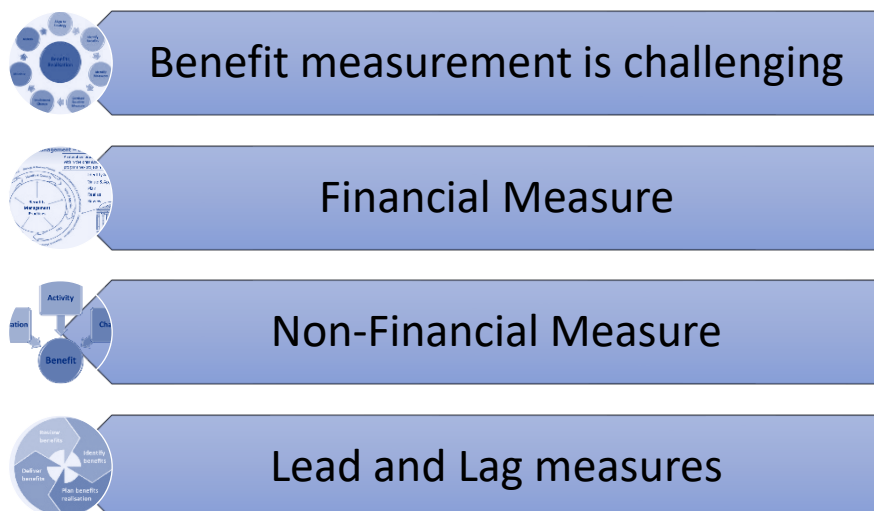


Figure 10: Overview of Themes for Question 4

5.6.1 Benefit measurement is challenging

Participants mentioned that measuring benefits is a challenge as some benefits can be harvested over a long period of time and it requires certain skills. Participant 8 stated: “Measuring benefits is a bit of a difficult one for me, because especially my project was around skills. It can be very long term before you can see what you have done has actually achieved the benefit that you set out to, you know to achieve it can be in a year’s time.” Some benefits are also intangible and therefore difficult to quantify. “It is this grey world. It is anchored in judgment.” It was recommended to set a baseline to measure successfully. Participant 10 stated: “I think where the measurement becomes a little bit tricky is in not having the baseline, so you will often hear a lot of arguments around but did you really make an improvement or did this initiative really make an improvement in the way to overcome that is, make sure that you have the measure before right?”

Participants further mentioned that it is important to conduct reviews to check what has worked well and what has not worked, getting lessons learnt. Participant 11 stated: “What are we doing right, what are we doing wrong? What have we learned? Do we feel that people understand strategy better, because we have deployed BRM? Do we think that it helped to solve a problem in that part of the business? Do we think that it helped us to write better benefits cases and business cases in our project execution system?” Whilst the review point provides an opportunity to enable decision making, in some instances lack of decision to stop projects that do not yield the intended benefits has been observed. Participant 12 mentioned: “I think one of the things that I found, is that we have experienced very few organizations that have the courage to say this is not working. Let us stop it. You know a lot of companies will push and push for the project. Whether the initial benefits are no longer viable.”

5.6.2 Financial Measure

Various financial calculations were recommended as part of benefits measurement, these included ROI and IRR. Participant 11 stated: “And maybe the ROI calculation was one part of the value that BRM brought. Maybe that is to say, let us look at our key projects and as part of my global mandate let me go and calculate the ROI”. Participant 10 mentioned: “Look at a financial perspective so every organization will have a hurdle rate in IRR for particular projects. So, if you meet the financial metrics that will be a positive from a benefits perspective.” Data was also suggested as a powerful tool to use for benefit measurement. Participant 6 stated: “Data is a massive one for measuring benefits realization, mainly because people do not think

what you can do with the data and mainly because people do not really understand the power of data so...”

5.6.3 Non-Financial measure

A qualitative approach was recommended by most participants to measure non-financial or intangible benefits. Participant 10 said: “Intangible aspect as well because It is the user's perception of what solution you have given them, whether It is good or not.” Although it is based on user's perception of the benefit, a quantifiable matrix can be used as a mechanism to measure success. Use of survey as a qualitative measure was recommended. Participant 6 stated: “There are aspects of doing that as well, like for example through a survey where you are asking the custodians of the system, which is the end users if their work has become easier, how has it become easier? Has it become quicker? How has it become quicker? So I think even if you are taking a qualitative approach to it, there are mechanisms that you can use to structure it in a way that you get concrete, almost quantifiable matrix out of it.”

5.6.4 Lead Indicator and Lag indicators

Lead indicators were mentioned as more important measure indicator when compared to lag indicators. Participant 5 stated: “There is a bigger focus towards more leading measures rather than lagging measures, both are important.” A lead indicator was defined as the indicator that is done to propel positive results, for example change management. Participant 11 stated: “I just look at where we have deployed it, I think we had an impact. And It is based on this stuff. It is not just one that says, here is the return on investment in a project, It is change management, it helped to change the way we look at stuff. You know, so that is how you should measure it, it should be a lead indicator on your scorecard and not a financial indicator. It is a lead indicator.” Lag indicators like profits are derived post implementation. Participant 9 stated: “If you want to improve profitability by um, in certain percentage measure of profitability will come after the fact. So, if you are looking at profit improvement, profit itself could end up being like a lag indicator, so you get it after a number of facts have happened.”

5.7 Results: Question 5

Projects success is measured against time, cost and quality, how do you see benefits working as part of project success measure?

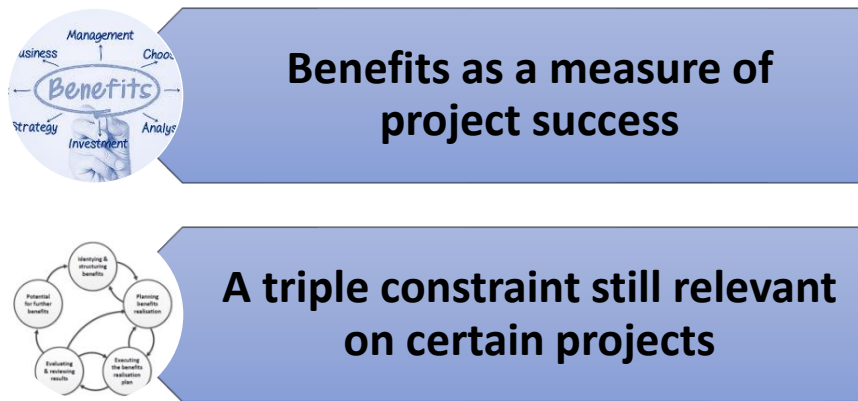


Figure 11: Overview of Themes for Question 5

5.7.1 Benefits as a measure of project success

Participants felt that project success measure should tie it back to the reason why the project was initiated. Decisions made throughout the project should be centred on delivering benefits and that is the true measure of project success. Participant 12 stated: “But then what you need to do and how you tie it back to the why is you need to go back to when you when you initially started the project. Why was procurement in scope? So, if we take them out now, yes, we will be able to, for example, meet the timeline, because of the time we discussed. But how does it impact our original why in our original reason undertaking this?” Project success should be about realising benefits. Participant 9 stated: “I have worked here in the sense that if somebody tells me what is the success of the project, success is a direct correlation to benefits.”

Manage it as a package, use the triple constraint as a guideline to manage benefits. Participant 10 stated: “So I think, when it comes to benefits, planning benefits should be planned in very close, close proximity to the triple constraints, you going to use the triple constraints as a guideline to plan your benefits out.” Participant 3 mentioned that managing the project based on triple constraint builds a negative behaviour “People measured the success of a project by whether they came under budget was delivered within scope, that forced a very negative behaviour because, as a project manager, I need to stick within my budget and my time, I have got to manage the scope very carefully.” Managing projects in this approach provides a short-term view and does not align the business with the changing environment. “So the moment the business realises that well, you know, we originally thought that we should have these features and functions, but actually as we going now and we see the market changing we need to have these other things”.

5.7.2 Triple constraint still relevant on certain projects

While other participants saw triple constraint as important, especially in compliance projects. Participant 4 stated: “It does happen at times and you just almost have to accept it the fact that you are running a compliance programme depending on what you are running I guess you could potentially say that maybe the benefits are less important than getting this new operating model on time.”

5.8 Results - Question 6

Who is accountable and responsible for benefit management or realisation in your organisation? Suggested Project Manager, Project Owner or Project Sponsor. Follow up question why?

The sixth question prompted participants to consider which person within the organisation should be accountable and responsible for benefits realisation. A high number of participants mentioned executive, C-suite or project sponsor, followed by the benefits owner should be accountable and responsible for benefits realisation. Below are the themes from question 6.

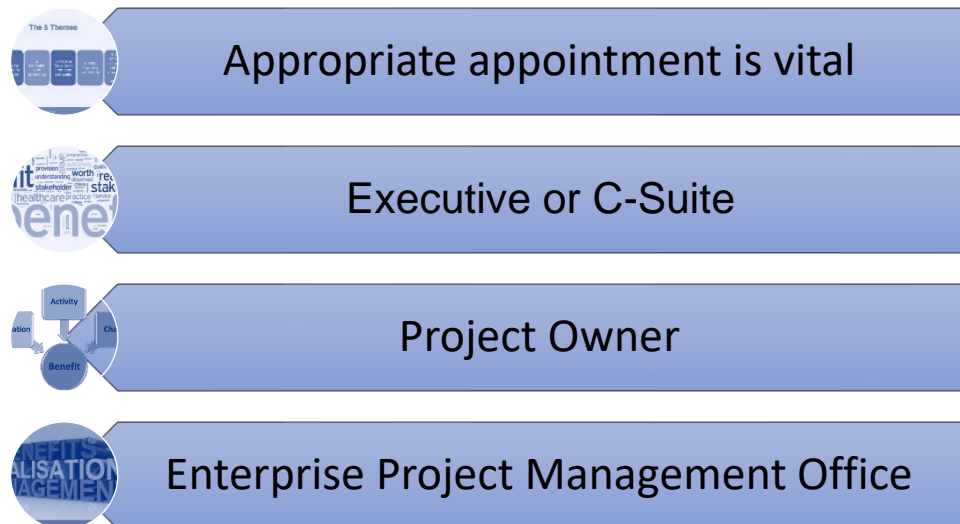


Figure 12: Overview of Themes for Question 6

5.8.1 Appropriate appointment is vital

Some participants expressed that the person accountable and responsible are two different roles and should be separated. Participant 12 stated: “I normally use two different roles, so as far as ownership is considered the sponsor, which is normally a very senior at an executive

level because that person has, as the mandate has the exposure and can actually make the tough calls.” It was noted that the project sponsor is not always available at the appointment of a project sponsor which is the responsible person who will enable effective execution.

One participant expressed that identification and appointment of the appropriate person within the organisation is vital. Not everyone can be the project executive. Participant 10 stated: “If you get the project executive right and the programme executive right, then those are ultimately the people that are accountable. There are some instances where people, just, you know draw straws and they say you are now the project executive but ultimately there is no logical reason why they are the project executive.”

5.8.2 Executive or C-Suite

The executive or project sponsor should be accountable for benefits realisation. Participant 6 stated: “. If you get the project executive right and the program executive right, then those are the ultimately the people that are accountable.” The sponsor was described as the person that will deliver the value of the project. Participant 2 stated: “It is the sponsor or the person who is actually going to be deriving the value out of that project that should own it.” Examples of the C-Suite included the CEO, CIO and CFO. Participant 5 expressed that: “Accountability, I think, definitely resides with the executive in the organisations because you know from your CEO, CIO, with the C-Suite basically they really need to be accountable because without their accountability, nobody is really going to follow through on any of the things they want to achieve. They are responsible for the organisation strategy.” Furthermore, executives own the vision of the organisation and they are supported by the people below them. Participant 6 stated: “They conduct long strategy sessions and say we want to take this organization forward and this is where we think it needs to go, they need to support that and ensure that all the activities that follow by the people below them feeds into that.”

However, project sponsors, they are not always available for the day to day decision making. A suggestion was made that the project owner should support the sponsor or executive for the daily decision making and should be responsible for benefits realisation. Participant 12 stated: “But they are not involved on a day to day basis. They are not always easily available to give the immediate direction that is required for project level. So, then I would often ask my stakeholders to nominate a project owner, right? And that then becomes a person that they delegate to and that person that I am mostly in contact with.” The involvement of the project owner does not remove the sponsor as the accountable person. Participant 3 expressed: “That

does not abdicate the sponsor from the accountability, just enables the project to function a lot quicker and not rely on someone who's not easily available.”

5.8.3 Project Owner

The product owner was second most individually mentioned to be accountable and responsible for benefits realisation. A product or project owner is a person that will be involved throughout the benefits life cycle. Participant 10 stated: “Product owner is the individual that must be a permanent employee in the environment and he will have the integration role in terms of prefeasibility, feasibility and post project. So, he is the one person that will be there throughout the duration of this life cycle of this project until it realizes its benefit.” They further drive the day to day realisation of benefits once the project has been completed. Participant 1 stated: “They are involved in the day to day driving to ensure that a benefit is actually achieved, should a particular manager in a particular business unit is going to deliver the benefits itself that benefit itself. This individual should also form part of the department that is driving the benefits realisation. Participant 4 stated: “It is pointless assigning some distant manager in another division to achieve benefits sitting in the sales department. So, I give a strategy officer benefit ownership of sales benefits. It does not make sense, they would not be committed enough.” Another word for product and project owner were also referred to as benefits owners. Participant X stated: “In terms of accountability of ensuring that the benefits themselves are actually materialised is during but most usually after the project. It is critical then that benefit owners are assigned to each benefit.” The benefits owners are not accountable for benefits realisation, however they are responsible. Sure, the project sponsor usually is one of the heads of a business unit or in the upper echelons of management has got ultimate accountability.

5.8.4 Enterprise Project Management Office

A few participants mentioned that the head of the enterprise project management office (EPMO) should be accountable and responsible for benefits realisation. Participant 1 stated: “A lot of people look at BRM if you have an enterprise portfolio management office, it makes a lot of sense that the head of the EPMO should be responsible for ensuring such a capability exists.” Similar to the project owner they must be supported by an executive. Participant 1 stated: “I have no problem with accepting that the enterprise PMO ultimately should fall under some executives’ portfolio and it works best if the CFO or the CEO supports the PMO as such within their own executive portfolio.”

Project and programme managers cannot be held responsible for benefits realisation, however they are accountable to deliver the project on time, budget and quality. Participant 6 stated: “You have instances nowadays where either project managers or programme managers are contracted to organisations. They cannot be held accountable or responsible if a projects benefits do not get realised, they are ultimately accountable for the success of the project where they went in on time, on budget and all that good stuff.” However, the project or programme executive should be accountable. Participant 3 stated: “You are looking at project executive programme executives, all those individuals that are part of the sponsoring group, etc. who are ultimately accountable for the success of those projects and programmes that need to be part of those projects.”

5.9 Results: Question 7

How does your organisation ensure that the benefit owner remains accountable for benefit management or realisation?

The seventh question allowed participants to consider ways to hold benefit owners who are accountable and responsible for benefits realisation to account. This was a follow up question from question six which confirmed the accountable and responsible question. The results of interview question seven are presented in the themes below.

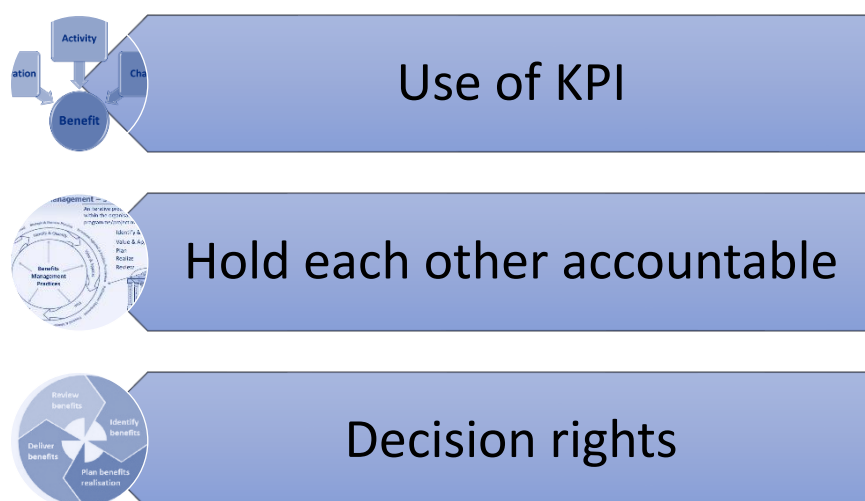


Figure 13: Overview of Themes for Question 7

5.9.1 Use of KPI

Most participants felt that for benefits to be realised from programmes and projects they should be linked to key performance indicators (KPI) as part of their performance measures of the person accountable and or responsible to realise benefits. One participant mentioned that linking benefits to KPI's would ensure a common thread back to the strategy. Participant 6 stated: "So projects are born out of strategy and you know, and KPI's and balance scorecards, and ultimately all that projects needs to have is that common thread or programmes back to the strategy." Furthermore, the link to KPI's with decision making during the project execution and stakeholder buy-in once the project has been completed as the KPI's affect benefit owner's bonuses and annual increase. Participant 6 stated: "You know, sometimes, you do not get the decisions that you need to be made, but ultimately you will get buy-in at the end after the project has gone live because those KPI's, that balance scorecard, their performance, their bonuses, their increases are all tide to the success of their project."

5.9.2 Hold each other accountable

Another participant felt that leaders should hold themselves accountable, this is part of leadership. Participant 5 stated: "So, if they are the leaders in the organization, you know they need to be able to hold themselves accountable. Hold each other accountable, because the people below them are not really going to do that." He also suggested that the strategic office can oversee that executives are held to account the same way a board would hold an organisation to account. Participant 11 expressed that: "Propose that the office of strategy management, it is kind of set separately. Like in the same way that you would have a project management office, you have office of strategy management that helps to facilitate the definition of your strategy and objectives and so on. They kind of, sit almost as an independent body that holds the executive accountable in the same way that a board would do."

5.9.3 Decision Rights

To ensure accountability the person accountable should be empowered and have decision rights to ensure that accountability is sustainable. Participant 11 stated: "Decision rights were also, you cannot hold anybody accountable for anything unless there is decision rights to go with that. And that for us, it was also a lesson learned is the decision rights on it. So, these things must be placed to ensure that in fact, any capability not just BRM is sustainable".

5.10 Results: Question 8

How do you ensure there is the support from all stakeholders across the business when implementing benefits realisation?

The eighth question provided participants an opportunity to consider elements that can be implemented to ensure stakeholder support across the organisation. Other participants provided insights on stakeholder buy-in when answering this question. Three themes emerged, including stakeholder involvement, communication and sponsorship responsibility.



Figure 14: Overview of Themes for Question 8

5.10.1 Stakeholder Involvement

Most participants expressed that they believed defining clear roles and responsibilities of all stakeholders will enhance stakeholder support. Participant 12 stated: “So, identifying the right stakeholders, being clear in terms of roles and responsibilities. Who does what at which point in time.” Furthermore, emphasis was placed on developing a stakeholder matrix to map benefits to identified stakeholders, this provides a clear roadmap on what benefit will attract which stakeholder. Participant 8 stated: “I think, on the backdrop of having a stakeholder matrix done, you should have an idea of what benefits will attract which stakeholders. So, you map your benefits against the stakeholders.” One participant mentioned that to be stakeholder support requires discipline. Participant 12 stated: “It requires discipline, from, all the stakeholders that are involved.” Part of identifying stakeholders and gaining support is by

creating value streams, this includes putting together individuals from across the organisation to deliver on the project benefits. Participant 5 noted that: “I propose that you have dedicated teams, from cradle to grave. So, in other words you have multidisciplinary teams that stick together for the full or longer durations, and we talk about value streams.”

5.10.2 Communication

One participant mentioned that there is a need to raise awareness around benefits realisation with all stakeholders. This can be done in partnership with the change manager, Participant 10 stated: “I think what is quite key is awareness. So that is quite a key and critical responsibility of your change lead, you know, you as a programme or project manager does not necessarily have the change management skills.” Understanding the stakeholder influence is also vital. Participant 10 mentioned that: “You would need a communication plan also. You need to know stakeholders, who they are, what their interests are and in terms of how much influence they have. Which certain stakeholders are critical to meet a bit more frequently.”

Keeping stakeholders informed throughout the benefits lifecycle is also key to ensure stakeholder support. If there are any changes these should be highlighted using a report, this further creates visibility. Participant 10 mentioned that: “Giving feedback in terms of the status of the benefits, and if there is any deviations and so forth to make sure that the changes are accepted by the environment. So, using a highlight report ensure that the benefits are, visible to the individuals at any point in time.” Communication empowers stakeholders to make the right decision, this a sentiment expressed by three stakeholders. Participant 12 stated: “I think the key element to what you are talking about is communicating right. You absolutely have to be transparent with your stakeholders that means communicating not just when things are going well, but also when things are not looking so great because with communication you are actually imparting information and you are enabling them to the right decisions.” As project managers, manage the project on behalf of the project sponsor, communication empower stakeholders to make the right decisions. Participant 12 stated: “Although we track the portfolio, we do not necessarily have the mandates to make decisions. What we do is we empower our stakeholders and our sponsors to then make the call.” Steering committee should be established to provide the platform to enable stakeholder feedback. And often when it comes to leadership stakeholders, you have the sponsor to help you on the other hand by the steering committee.”

5.10.3 Sponsor Responsibility

Other participants felt that the sponsor should take the responsibility to ensure that there is stakeholder support and buy-in. Participant 6 expressed that: “So ultimately, you have got to get the project sponsor or the project executive to break down those walls, break down those barriers and ensure that, there is a shared responsibility that the project is a success when it goes live.” Although it is the project sponsor’s responsibility the support from the project manager is required. Participant 6 stated: “It is ultimately the project sponsor's responsibility and working with the project manager or the programme manager to get the buy-in and to get their support during the course of the project to ensure that, you know the project itself is a success, that the programmes are successful.” The organisation culture also has an effect in driving stakeholder support throughout the organisation, leaders needs to be committed and involved in the process. Participant 4 mentioned that: “I think it is an organisational culture issue, our top-level executives need to be totally committed and involved in that process of rolling out projects and benefits across the bank.

5.11 Results: Question 9

We do understand that some benefits are not realised during project execution. Once the project is completed and closed how do you ensure that benefits are harvested and maintained?

The ninth question was provided for participants to consider harvesting of benefits once the project is closed. This is to ensure that benefit harvesting is maintained well after the project execution. The results were analysed, and three key themes emerged.

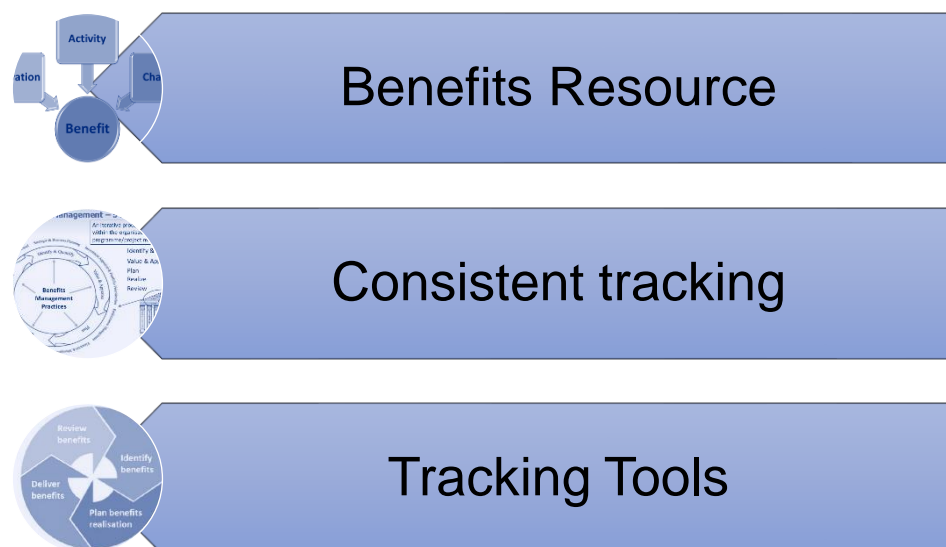


Figure 15: Overview of Themes for Question 9

5.11.1. Benefits resource

Participants expressed that a dedicated benefit manager or a permanent resource should be assigned to tracking benefits throughout the project phases, this including once the project has been completed. Participant 9 stated: "I have sort of moved towards having a permanent role of a benefits tracker, so I see now that I am into heading up the continuous improvement environment. We have a permanent individual or team that is assigned to benefits tracking, so everything we do is linked to benefits" The appointment of a permanent, dedicated resource provides the ability to have consistency in benefit tracking. Participant 10 stated: "Ideally a benefits tracking manager should be consistent throughout the phase of a project. Pre project during project and post project."

Other participants felt that it should be a dual role, once the project has been completed, it should be handed over to operations for tracking. Participant 7 stated: "The project has already been handed over into operations or whatever the case may be. So, it is a dual effort, because operations, that are maintaining it and seeing the project through, It is no longer a project now so they need to give you the results. They need to tell you how It is performing." The dual role, however, might not be effective, one participant mentioned that she is not sure and is not convinced that this method is effective. Participant 4 expressed that: "I think in the organisation your finance team do pick the responsibility to keep tracking those benefits. How successfully It is done, I do not know. I am not convinced that it is, at this point. I guess on the bigger programme so if you know that you can have a million rands benefits in a small department then someone's going to look after it but then the little ones I think fall through the radar."

5.11.2 Benefits Tracking

Participants also expressed difficulty in tracking benefits. So, if you actually have lots of benefit tracking It is quite difficult, so benefits needs to be tracked from start to end. Benefits can also be linked to the various project phases to assist effective tracking. Participant 10 stated: "You will have benefits tracking link to the project phase and you have benefits tracking post project phase. If you have something like that It is very easy to determine."

5.11.3 Tracking Tools

The use of tracking tools like a dashboard provides visibility when tracking benefits. Participant 12 stated: "What I have in mind here is something like benefits at a dashboard of sorts where we could be looking whether you are still on track to meet what you initially said. Those are the keys that I would use." The dashboard further provides consistent measurement.

Participant 9 expressed that: “I suppose at the end of the day, one of the other elements that you might end up having is like a measurement dashboard just to enable you to constantly try and measure what is going on.”

5.12 Results: Question 10

What change management strategies have you used in supporting benefits realisation. Follow up question and why?

The tenth interview question requested participants to identify change management strategies or framework used to support benefit realisation management within their organisation. The Participants were prompted to draw on personal experiences. Some participants mentioned that change management capabilities are driven by the human capital department and therefore could not provide change management strategies. There were three themes identified from the change management strategies.

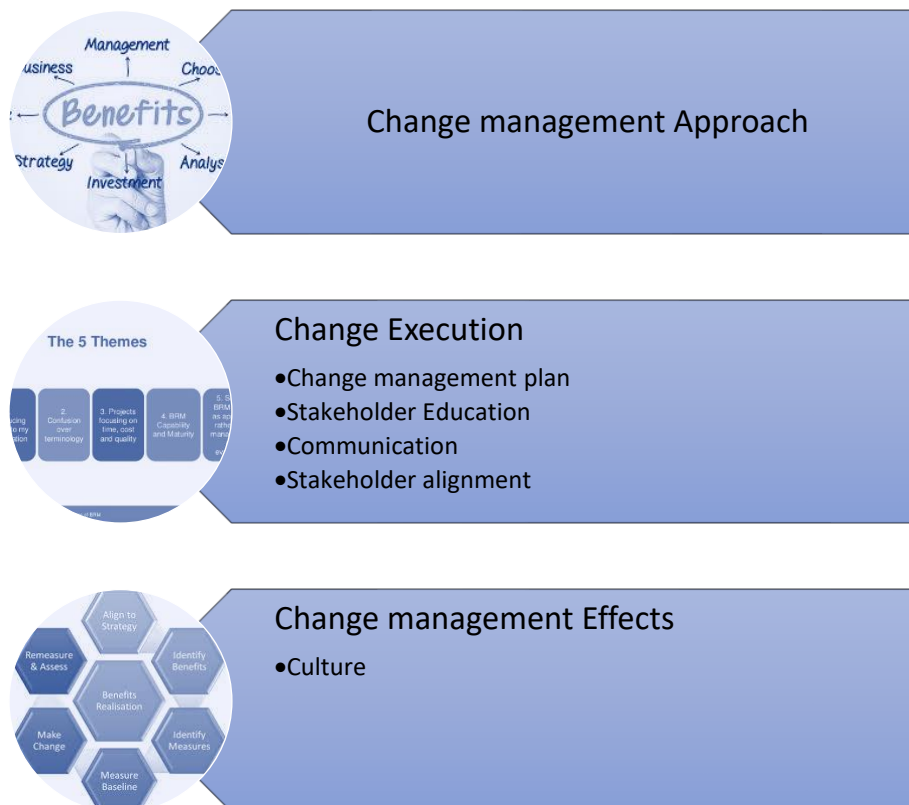


Figure 16: Overview of Themes for Question 10

5.12.1 Change Management Approach

Change management was described as a broad topic. Participant 5 mentioned that: “Change management is very important and It is quite a broad topic”. It was further described as practise that is overused, which is positioned as a human capital competency. Participant 4 stated: “I think that change management is perhaps one of the most overused things in organizations today, because it unfortunately has been positioned as something that sits in human capital.” The change manager would work together with the project manager to implement change. Participant 10 stated: “Change manager would then work with the project manager as almost the project manager but in charge of people tasks” Other participants however, felt that human capital should not be accountable for change management, organisational leaders should be accountable. Participant 4 stated: “Change Management is not HR accountability, It is an executive accountability. The thought leadership might sit, and perhaps should sit in the human capital experts in the organization.”

Change management was described as a process where you freeze the current state, unfreeze to implement and freeze again once the change has been implemented. Participant 12 stated: “I would say, let us be clear around where we are we starting from. So, what is our current state? And then you know that change, it does freeze, unfreeze and freeze again.” One participant expressed that change management is not a step by step process, although most organisations view change management as a process. He mentioned that chaos, needs to be approached through the lenses of a flywheel concept by Jim Collins, to have continuous improvement and delivery of results. Participant 1 stated: “I do not believe that change management is phase one, step one, step two, phase two, step three, step four.” Change management is chaos, you know, it is all over. We starting to see these, flywheels emerging and that is what I like about the work of Jim Collin. Who always speak about it in his books, about the concept of building flywheels. And that is, for me, how change management works, if you know that you are building a flywheel.

5.12.2 Change execution

Formulating a communication plan merged as an important concept when implementing change. The communication plan will stipulate the frequency of communication and the targeted stakeholders. Participant 7 stated: “For this particular group of people you need to send them newsletters once a month and to maybe your strategy team you need to send them a quarterly report. Some stakeholders will find that they have much bigger interest than others. So, in terms of how often you engage them, will depend on that. So, your communication plan becomes quite critical. Participants mentioned that communication is key and should be conducted on a continuous basis to provide visibility. Participant 12 stated: “Communication

is key because you do not want to only address things right at the end. Continuous engagement with your stakeholders, continuous communication, making sure that there is visibility. I think that is another point that is quite important in which change management can assist is creating the visibility.” Communication was further mentioned that it is not a one-way communication, but about engagement with the stakeholders. Participant 7 stated: “Instead of just giving information, just have a conversation with your stakeholder. Understand where they are in terms of you know whatever is concerning them so that I can align my communication to support the things that they need.”

Engaging with stakeholders also provides alignment. Participant 5 mentioned that: “Life happens, you find there is a lot that is going on in the business and things change.” Alignment with stakeholders can also be achieved through formal sessions with stakeholders including workshops and surveys. Participant 10 stated: “You have any typical framing and alignment session to ensure all stakeholders are aligned to the common purpose, you have a continuous change management workshop. To ensure that the solution is embedded in the environment and post environment, you will have a quality dipstick survey. This is normally done to ensure that the particular solution is accepted and is being a beneficent organization as you plan them out.” Furthermore, providing training to affected stakeholders and alignment with leaders. Participant 5 stated: “Do the planning around training and all those kinds of things. So that is at one level. Then there is change management at another level, which is around what I would call leadership alignment.”

Some participants mentioned Stakeholder education as a critical element when driving benefits realisation change management. Some felt this was the starting point with benefits realisation. Participant 9 stated: “Starting from an educational point of view to say, bring a stakeholder along this will help him understand what value they are going to gain and what is in it for them.” It is further, bringing people along the journey. Participant 8 stated: “Sometimes projects start and then the project team goes off and does the work and the people who are there in the end, beneficiaries were not necessarily taken along the journey. It happens a lot.” Taking people along the journey builds trust in the process. Participant 9 expressed that: “If you take people along and they have to trust in what you are doing. They have to trust that you have their best interest at heart and they are vulnerable, they are fearful there is a whole lot of stuff, but you have to deal with all of those things. I mean, It is a whole complex field on its own, and we do not address it that well.”

5.12.3 Change management effects

Change management is a continuous process which requires review and assessment. Participant 5 stated: “Continuously measure that and then right at the end you can then compare and say, did we actually achieve what we wanted to and obviously then again communication is key. So, change management is a continuous process to ensure that the organization is aligned with what needs to be achieved and in benefit realization.” When change management is executed well it can influence the culture of the organisation. Participant 11 stated: “It is in this world that says, executives sit around the table and they say, has BRM had a positive impact on the culture that we want to build in the organization. What is the culture we want to build?”

5.13 Results: Questions 11

Tell me more about some of the challenges faced by your organisation with benefits realisation adoption?

The eleventh question requested participants to identify challenges that prevented the adoption of benefits realisation within organisations. Various elements were expressed by the participants, table 4 presents the themes identified.

| Rank | Theme | Frequency |
|------|--|-----------|
| 1 | Weak Business Cases | 11 |
| 2 | Lack of benefit tracking and operationalisation | 10 |
| 3 | Lack of ownership and support | 9 |
| 4 | Lack of understanding benefit realisation concept | 7 |
| 5 | Fear to commit to benefits | 5 |
| 6 | Lack of stakeholder buy-in | 4 |
| 7 | Theory versus practices | 4 |
| 8 | Lack of benefit realisation profession | 1 |

Table 5: Benefits realisation challenges

5.13.1 Weak business cases

Weak business cases were cited as the biggest challenge faced by organisations with benefit realisation adoption. One participant felt that they are not specified upfront. Participant 4 stated: “The first one is your benefits were never really specified properly up front which is something that I find often with agile projects.” The business cases are not thoroughly

evaluated which result in weak business case approval. Participant 9 stated: "Far too often we find projects being kicked off with rather very weak business cases without having thoroughly evaluated what we'll do." Another reason mentioned is that executive motivation for commencing the project might be based on personal gain. This result in using skewed information. Participant 5 stated: "You get executives pushing in their own agenda upfront and that sort of estimates what is used in terms of benefits baseline is totally skewed from what it actually is, because It is done with a lot of scanty information."

When benefits are mentioned the benefits measurement is at times not specific or not measurable. Participant 6 stated: "It is not specific, It is not measurable. It is not, something where at the end of the project and once the project is gone live, you can actually say well, did we actually do this? It is too fuzzy." Another challenge with benefit measurement is that It is difficult, some projects will specify the investment and not the return on investment. Participant 9 expressed that: "I have seen multibillion multimillion rand project business cases and when you look at them you know there is a lot of emphasis in terms of the amount spent that is required, but there is very little sometimes that is contained there, so in terms of what the benefits are, how they are being measured and everything associated with them." Furthermore, the understanding of why the project is being executed needs to be stipulated. Participant 9 stated: "If you are not sure exactly what the reason is that you are implementing this project and the benefits, you are not going to get ultimate value out of it. You could end up spending a lot of money, hundreds and millions of rands or dollars on implementing something that at the end of the day you were not really sure why you were doing it in the first place."

5.13.2 Lack of Benefit Tracking

Lack of benefit tracking accountability was expressed as a challenge, once the project has been closed, most people move on to the next project. Participant 13 stated: "I think the biggest challenge or the biggest pitfall I would say is people do not make time for it, so everybody's rushing to get this new exciting thing out the door and then they do not go back and measure it." The ownership of benefit tracking and monitoring is also lacking. Participant 4 stated: "No one actually takes that up and follows through on making sure that that benefit is realised" Once the project has been completed other departments take over the benefits to ensure that they are embedded within the organisation. The discipline to embed benefits is also lacking. Participant 10 stated: "So I think It is the embedment of that realization, the monitoring of it, you know, thereafter, It is always the after, because you as the implementer, or the change lead, you walk away after that change, you go onto your next project. And I think the key

success factor is your embedment, and your hand over to business as usual.” Another participant felt that the operationalisation of benefits is lacking. Participant 6 mentioned that: “I think the second aspect would be the operationalization of benefits. How do we operationalize it and make it an intricate part of the day today?”

Due to some benefits being realised over a long period of time, the long tracking cycle is a challenge. Some organisations will track only for a short duration and owners will lose interest once the first milestone has been achieved. Participant 6 stated: “We would stop tracking after a short period of time the revenue that we said we have been making it, but there would be a point where we would stop. We would lose interest and we would go work on another project. However, those benefits in this business case, say It is a five-year view or a 10-year view. There will be instances where you would not be making that money anymore and there would be some reasons why and then there is no sort of corrective action or corrective measures that you start putting in place.”

Lack of benefit tracking capability was also mentioned as the reason why benefit tracking is a challenge. Participant 9 stated: “And so perhaps related to that, is this ability to continuously monitor the realisation of the benefits is also not as strongly in place, and so the monitoring aspect is also not as robust.” Where benefit tracking is conducted, the reporting does not always tie up to the objectives. Participant 10 mentioned that: “So, you will typically find in many organizations and how they report they will seldom report on the benefits linked to specific initiatives that they've undertaken. When they do, the reporting does not always necessarily tie the two together.”

5.13.3 Lack of ownership and support

Lack of ownership and leadership support specific importance was placed on executive support to drive the benefits realisation process. Participant 6 stated: “Leadership support is one of the challenges, and if you do not have the executive support to ensure that this is done, then it is not going to happen.” Leaders should show action and lead the process. Participant 10 mentioned that: “When I say executive support, they need to not just give lip service, so they cannot just say we support this process.”

Participant 12 stated: “They need to be involved in the process, they need to participate and also really champion and lead the benefits realization process.” When leadership support is lacking, people will lose interest, they need to resolve challenges and ensure that doors remain open. Participant 8 stated: “Be able to sponsor and be able to take ownership that is quite critical. Otherwise, It is easy for people to lose interest and, for other priorities to take over.

So, the ownership is quite important as part of benefits realization, help us open doors and to help us to solve problems that we come across.”

Senior managers and leaders have been resistant to take ownership and account where it matters. Participant 8 stated: “But there was also resistance from senior managers; he called on the heads of those areas too or the people responsible for the streams to say, well, you know what are the things you need to take your part of the business forward and what it is you want to achieve and when do you expect to achieve it? They were reluctant to actually put down dates.” Certain department heads are also reluctant to have BRM implemented. Participant 1 stated: “The CIOs and the COOs are very often reluctant to want to have BRM done anyway. So, in my experience, it does not sit well on those particular portfolios.”

Benefits are seen as something introduced by a project team, this result in lack of ownership. Participant 12 stated: “There are very few people who want to own it right and because it is normally in something that is introduced by projects.” One participant expressed that the project team should push back and let executive take ownership. Participant 12 further expressed that: “I think the head of the PMO needs to push back and say to the executive you actually own the benefits because post-delivery of this initiative, the project team is going to be disbanded and we are all going to go away.” Sometimes sponsors change and the new owner might not be acquainted with the benefits to be realised. Participant 6 stated: “If you look at the reasons behind that it is either the sponsor has been changed so he is got no idea of what is going on in terms of what was initially agreed to.”

5.13.4 Lack of benefits realisation understanding

Benefits are mainly driven by the project team as previously mentioned, however, they are realised by business. This brings a disconnect between the project team and the end users. “Participant 9 stated: So what I am trying to say is that where I see the disconnect is in the fact that, project management, which sits typically within your PMO organisations and the realisation of benefits which sits typically with the end user or falls aside, those two are not connected.” There is a need to bring the project team and the end user together to create alignment and understanding of what is benefit realisation management. Participant 1 stated: “The people who kind of understand benefit realisation management are typically your project people. So, a lot of project management type people are the ones who are actually driving this whole discipline of benefits realisation. At the end, you now need to be thinking about is how we bring the end user closer to this field so that they can have an appreciation and understanding of it. Perhaps then we'll begin to see a fuller revolution.”

Benefits realisation bring together various stakeholders who are not always in the same field. Participant 9 stated: “I think the difficulty with benefits realization is that it brings on board a whole different set of stakeholders, so unlike as perhaps you are mentioning Agile, where you are still preaching to the same project management practitioners.” Furthermore, whilst project managers drive benefits realisation within organisation, they do not own benefits realisation management. Participant 9 further mentioned that: “With benefits realization you are now actually almost going into the field of operations and strategy management and all of a sudden, you are bringing people who are not necessarily project management practitioners. Whilst driven by and kind of having its origins from project management, but the reality of any business setup is that those are not the people who are responsible for it.”

Benefits realisation is also misunderstood. Participant 1 stated: “The fundamental hurdle we have is a complete misunderstanding of what benefits management is all about.” Most executives think of benefits as a measurement. Participant 11 stated: “Most management executive, do not have any knowledge of it. They simply think BRM is about at the end of a project identifying certain measures to measure a few benefits perhaps stated 12 months ago in a business case. So, It is reactive, very narrow understanding of what BRM is. In short, they think It is just doing five measures after the project is completed.”

5.13.5 Disconnect between theory and practice

Benefits were cited as being well understood in theory, however the practice of BRM is difficult to implement Participant 12 stated: “And you know that the funny thing is it theoretically it makes a lot of sense, but practically It is so difficult to implement.” Furthermore there is disconnect between academia and practise. Participant 9 stated: “There is a disconnect between what is said in the academic circles versus what is practiced, particularly enterprises”.

5.13.6 Lack of benefit realisation profession

When compared to other management disciplines, benefits realisation management practise still needs to mature. Participant 9 stated: “It comes about in perhaps understanding that the genesis of project management so as project management has evolved, you have a number of specialists who have ultimately emerged in the field of project management, but they are really execution people right at the end of the day and you can understand that many in that field are basically managing the triple constraints, time, quality and budget, that is their measure of success. So, It is always the project management practitioners who are driving

this language. The question becomes how do we? How do the project management and practitioners bring on board the rest of society?"

5.13.7 Fear to commit to benefits

Most people in organisations fear to commit to benefits as they will be held accountable. Participant 13 stated: "So It is getting the bind on that level and the commitment from them as well, to say, you know we are going to put our head on the block to say that doing this project is going to give us a 5% growth in one area or a 10% cost reduction". Some benefits do not realise and people fear to commit due to severe consequences. Participant 4 stated: "So if those objects are not achieved, you know there should be some severe consequences that then make people scared to actually commit to anything we want." A safe culture should be created by organisations which allows individuals to gain lessons learnt if benefits are not realised. Participant 13 stated: "We want to create a culture where people actually can say we are going to target this. We are going to try and achieve this and we have thought about what projects we need to do to actually achieve what I am going for it and when they find that they are wrong, they can then do an assessment and say, well where did we go wrong?"

5.14 Results: Question 12

What is the one thing around benefit realisation management in your opinion if implemented correctly will lead to benefit realisation management success?

Participants were requested to reflect on one thing that is critical if implemented will increase BRM adoption within organisations. Participants touched on various elements, some were already mentioned in previous questions, however, reinforcement was placed on the aspect they felt strong about.

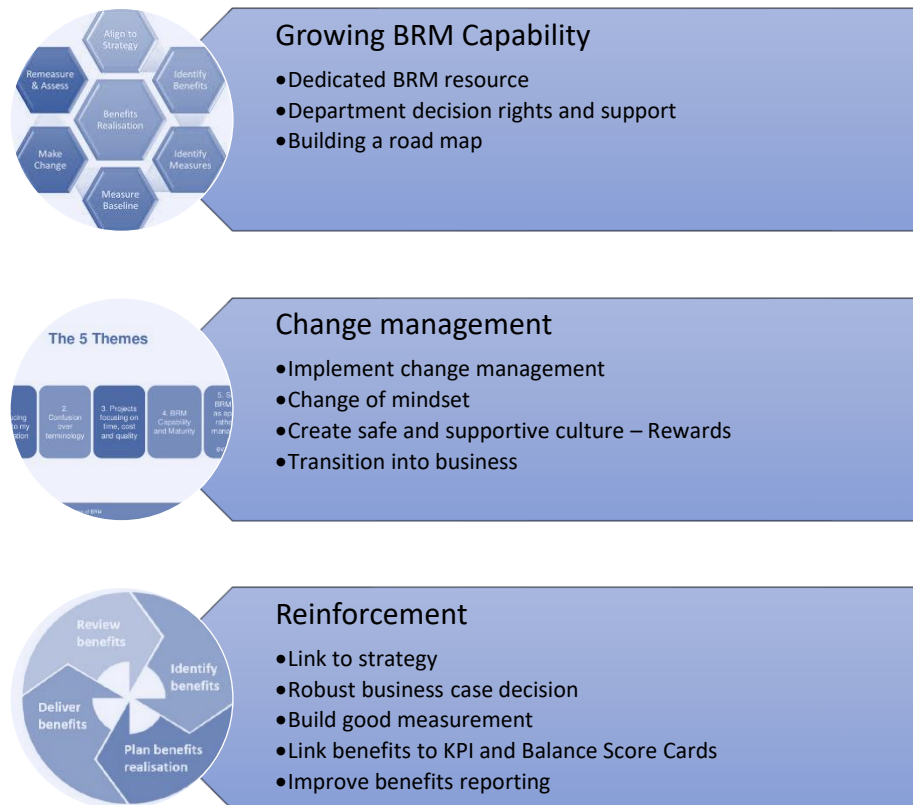


Figure 17: Overview of Themes for Question 12

5.14.1 Growing BRM Capability

One participant expressed that to build a strong BRM capability within organisations. Organisations require good, expert BRM capability, which might be a few people within the organisation. Participant 1 stated: “Now, you as the sponsoring ensure that is a good expert capability which could consist of one or two people or up to 10 people depends how big the organisation is.” The BRM resource which is sometimes called a benefit manager, they must not be lumped with the project manager. Participant 1 further expressed that: “BRM capability is not as lumped with project managers, they are literally BRM experts all on their own, if I can call it that, you know, whether It is one practitioner or two, some companies call them benefits managers”. They must be experienced and matured individuals and grow BRM capability within the organisation. Participant 11 stated: “The benefits manager who must be an expert in it and, must grow the capability within the organisation, that person and their BRM practitioners, they must be experienced, mature people.” Further to growing the capability within the organisation, they must analyse business cases. Participant 10 stated: “Their job is to analyse the business case, let us just do a little bit of critical analysis around the benefits you stated you'll get, okay? Were we being delusional optimistic?” They further provide

alignment and execution of BRM. Participant 9 stated: “I think there is a big need for BRM technical experts to be let loose in organizations. To help with this alignment and execution domains that we have covered.”

To implement BRM capability within the organisation there is a need to set boundaries. Participant 12 stated: “I think the clear definition of the boundaries of BRM will go a long way towards expectation’s managements of BRM.” Furthermore, to ensure sustainability there is a need to have resources, budget and decision rights. Participant 11 stated: “To ensure its sustainability, It is got to be there, the classical things, you know, there is got to be decision rights, It is got to be resources, discovery budget, those three things must be in place.” Support from the CEO and chief strategy officer made responsible. Participant 1 stated: “The ones that work the best are if the CEO himself, supports it and assures that there is such a capability failing that I found when the chief strategy officer is made responsible to ensure the capability is in place and grows.”

Focus on BRM from a senior perspective it should be one of the most important things in the agenda. Participant 13 stated: “But there are other times where it should be one of the most important conversations that you have. So to position it and, you know, that 32nd elevator speech to a CEO, what will you get from deploying beyond your business, it will help you to execute your strategy more efficiently”. It was further noted that senior leadership should be involved to channel BRM throughout the business. Participant 11 expressed: “However, to ensure there is no disconnect between executive and management BRM should be cascaded down. The BRM practitioner goes and talks to just the sponsor and they never talk to the management below who are trying to exploit the opportunity or solve the problem”. The roadmap on how to deliver BRM should be discussed with senior executives. Participant 11 further mentioned that: “If you are going implement a capability into an organisation, together with your executive sponsors, executive sponsors, you have to develop a roadmap. So, the BRM capability implementation roadmap.”

5.14.1 Change Management

Change management was mentioned as a critical success factor toward BRM implementation. Participant 12 stated: “I think change management really is one of the critical success factors because you are introducing something that, as I said, is long term and we do not always see the immediate output or impact. So, bringing on a change management strategy into the process then enables you to be clear in terms of you how you are going to do it.” Change management increases user adoption when systems are implemented. Participant 6 stated:

“I have seen many projects where brilliant IT systems have been delivered and many things have been delivered. When you go back and then he said but chaps, after all this money that you spent, why are not you seeing any change and the one singular aspect that inevitably comes to play is because profile change management was not done.”

Participants stated that regular review of benefits is important, setting up of formal meetings like steering committees to align with stakeholders is vital. Participant 9 stated: “So, I think what is also quite important is the regular review of your benefits, making sure that you interlock, and making sure that you actually have the relationships with the people and the steering committees”. The various changes that happen throughout the project lifecycle should be focused on realising benefits. Participant 10 stated: “Change management needs to be coupled with benefits realization, because with people on projects, you will always see a lot of changes, change requests, we are adding this we are taking away that but, your benefits remain static.” One participant urged that there is a greater need to connect with execution and the people on the ground. Participant 12 mentioned that “You do not always find that connect, so I am arguing for a greater need to connect the execution as well as their business and origination”.

A gap was identified whereby change management is applied during execution, however, once the project has been delivered the transition to BAU is lacking. Participant 7 stated: “The bottom line about projects is that projects are disruptive in their nature. It is what it is all about. So, what we always do is, you must have a steady state business so you have business as usual for BAU. Checking and following up once the project has been handed over, provides consistency almost accepting that once you have executed, then you hand over and business will continue to operate and somehow magically will be able to check this very complex deliverable that is being put together, and then try to make sure that It is turned into the gold dust that we are asking for.” A gap analysis is required between the desired state and current business state. Participant 4 stated: “Move from business as usual to the next level, you are going do that gap in between business as usual gap and that is where everything changed that needs to be managed.” Furthermore, consistent reporting on benefits is important. Participant 12 stated: “Accurate reporting, and results and transparency and I think are key success factor like always is collaboration and open communication”.

5.14.2 Reinforcement

Benefits realisation management supports strategy execution, to be successful, benefits should be linked to strategy, instead of being viewed as separate process. Participant 11

stated: "I think it should be framed as a strategy execution methodology, I would love to see BRM being positioned as a as a strategy execution approach, instead of a no, you know, It is about benefits." Benefits should be linked to projects, programmes, portfolio and to strategy level and verse versa. Participant 10 stated: "Define benefits on a micro level or on a project level if those things are not rolled up into a programme and into a portfolio and finally into strategy. Then you do not really have much to go by in terms of benefits, so you must have a link from strategy down to portfolio, down to programme and down to project level to truly appreciate the benefit."

Vigorous decision making around business case selection and approval is important, challenging the benefits stated in the business case as it will ensure correct business cases are approved. Participant 10 stated: "I think the one element that allows benefit realisation is if an organisation is very robust in its decision-making around business cases." Owners of business cases should be questioned about the benefits stated and recommendations should be made when benefits are overstated. Participant 6 stated: "We should tone down on the expectations here, sometimes when you tone down, it suddenly becomes evident that you actually do not have a case. You do not have a business case or you are going to get it nine years later, not four years later."

Building the lead and lag indicators upfront and not at the end of the project is a critical success factor for benefits realisation. Participant 11 stated: "You do not want to be sitting with your auditors wondering why you did not realize your profits, but in fact you could have dealt with a lot of that right up front had you built the right measures. So, I think make sure that you understand what your lead and lag metrics are." A key success to benefits realisation is linking benefits to executive KPI's or balance scorecard. Participant 4 stated: "Benefits realization as a discipline, putting it on the executive scorecards perhaps is also another way where some of these things can be realised."

Creating a safe culture once the benefits have been placed in the balanced scorecard is important. Benefits should not be seen in a negative discipline but should create a positive culture within the organisation. Participant 13 stated: "We want to create a culture where people actually can say we are going to target this. We are going to try and achieve this and we have thought about what projects we need to do to actually achieve that and I am going for it." Part of creating a great culture is by using rewards instead of discipline. Participant 13 stated: "You can say if we hit our net promoter score or even hard financial numbers by the next six months or year, we are going to pay you an annuity of XYZ. That way you actually incentivize, I call it a golden handcuff. The rewards or incentives should not only be for

executives, but junior staff members should be included as well. I am a developer on the projects of a major organisation. For example, I have a major influence on how this thing goes because of my skill and the speed that I work, but it does not belong to me. You know it belongs to an exco guy, for example, why do I care about him? You know what I mean? I am being facetious, but that can be people's attitudes. So if you bring it closer to home and you relate it back to their specific work on the project, makes a hell of a lot of difference also.” The incentive builds a positive morale and productivity to the team. “It becomes a spin off and a big upside, so it helps the morale. It helps the productivity as a result, because people are feeling good about how they are going to be treated. All of those things, speed of the project is there.”

Participant 11 stated: “Benefits realisation management is about building and shaping the right behaviour. A lot of the behavioural issues behind benefit realization.” Once implemented correctly to build and create a culture for the organisation, a great place to work for. Participant 13 “That it creates a good place to work. Your morale is good, the culture is very different and It is uplifting so the knock on effect of creating the right type of incentive at the right time, because too often people will create a benefit or incentive for people on implementation of things.” When reflecting back on organisation culture, when implemented correctly benefits realisation management should be a positive impact on culture. Participant 11 stated: “Executives sit around the table and they say, has BRM had a positive impact on the culture that we want to build in the organization. What is the culture we want to build? We want a culture of creative thinking or culture where we can see the links between complex issues.”

5.15 Conclusion

In the final analysis across all 12 interview questions, the following themes have merged. The results will be discussed in Chapter 6, supported by the academic literature review in Chapter 2.

| Interview Question | Theme |
|--|--|
| Question 1: BRM Definition | Management Approach |
| | Support Strategy Execution |
| | Misconception of benefits realisation management |
| Question 2: BRM Process | Approached based on the driver |
| | Benefits identification |
| | Benefits planning |
| | Benefits execution |

| Interview Question | Theme |
|---|--|
| Question 3: BRM documents | Benefits plan |
| | Business Case |
| | Estimation Tool |
| | Benefits mapping |
| | Benefits tracking document |
| | Change management plan |
| | Strategy map |
| Question 4: BRM Measurement | Benefit measurement is challenging |
| | Financial Measure |
| | Non-Financial Measure |
| | Lead and Lag Measures |
| Question 5: Project management success | Benefits as measure of project success |
| | Triple constraint still relevant on certain projects |
| Question 6: BRM Ownership | Appropriate appointment is vital |
| | Executive or C-Suite |
| | Project Owner |
| | Enterprise Project Management Office |
| Question 7: BRM accountability | Use of KPI |
| | Hold each other accountable |
| | Decision rights |
| Question 8: Stakeholder Support | Stakeholder Involvement |
| | Communication |
| | Sponsor Responsibility |
| Question 9: BRM Tracking | Benefits resource |
| | Consistent tracking |
| | Tracking tools |
| Question 10: Change management strategies | Change management approach |
| | Change execution |
| | Change effects |
| Question 11: | Weak Business Cases |
| | Lack of benefit tracking and operationalisation |

| Interview Question | Theme |
|------------------------|--|
| BRM Challenges | Lack of ownership and support |
| | Lack of understanding benefit realisation concept |
| | Fear to commit to benefits |
| | Lack of stakeholder buy-in |
| | Theory versus practices |
| | Lack of benefit realisation profession |
| Question 12: | Growing BRM Capability |
| BRM Key success factor | Change management |
| | Reinforcement |

CHAPTER 6: DISCUSSION OF RESULTS

6.1 Introduction

Chapter 6 provides a detailed discussion of the research findings outlined in Chapter 5. This chapter also provides the context of the study in light of the literature review conducted in Chapter 2. The themes that emerged from Chapter 5 are compared and contrasted with the literature review to answer the research questions outlined in Chapter 3.

The research questions were delineated and translated into the interview questions. The first research question discusses the understanding of BRM concept, then reviewed the process adopted in implementing BRM, followed by highlighting critical documents to support BRM implementation. The second research question examines how benefits are measured and their success and then highlights the need for benefits ownership, accountability and responsibility, which, in turn, provides insights on how to enforce benefits accountability. The third research question explores how benefits can be supported within an organisation, reviews stakeholder support, operationalising of benefits and change management strategies, and enablers and inhibitors for BRM implementation.

6.2 Discussion: Research Question 1

What is the process followed or adopted by organisations in implementing BRM?

Firstly, research question one sought to identify how participants understood the concept of benefits realisation management. It was important to identify the common understanding of benefits realisation amongst participants prior to discussing the benefits realisation management process. Secondly, the research question sought to understand the adopted approach in delivering benefits management within organisations. It required participants to elaborate on how benefits are identified, planned, executed and harvested (Ward 1996; Bradley 2010; Ward & Daniel 2012; Marnewick 2016). Lastly, the research question required participants to identify vital documentation that supports BRM implementation process.

6.2.1 Understanding of the BRM concept

6.2.1.1 Misconception about BRM

The first interview question addressed each participant's understanding of the benefits realisation concept. The findings revealed that the concept of BRM is misunderstood as a management practice. Participant 5 mentioned that: "BRM and these various terms, which I think leads to some misunderstanding sometimes, but there is different terms that are used interchangeably for benefits realisation. So, we often talk about benefits management, benefits realisation, benefits realisation management for that matter." Participant 1 further supported the notion that BRM is misunderstood, expressing that BRM is misunderstood as a calculation tool; "It is not about calculating the return on investment of the projects that we have in an organisation." The findings supports the numerous studies which reveals that the misconceptions on BRM are created due to the various terms used interchangeably including benefit, benefit management, benefit realisation and benefit realisation management (Ward & Daniel 2012; Bradley 2010; Laursen & Svejvig 2016; Svejvig, Geraldi, & Grex, 2019). This would suggest that when BRM is used independently as a concept, it struggles to elicit understanding and meaning from internal stakeholders, which hinders its adoption within the organisation.

6.2.1.2 BRM as value management

Other participants however, viewed BRM as a management approach and a discipline in managing benefits within organisations. Emphasis was placed in associating BRM with value management, Participant 12 expressed: "Once the project is now done, but we also need to then be able to verify whether, our initial assumptions were correct or not and did you actually get the value? So, I would link it to value management really." The findings supported academic literature, a strong relationship between BRM and value management has been reported. Studies by Ward & Daniel 2006; Peppard et al., 2007; Zwikael & Smyrk 2012; Chih & Zwikael 2015; Musawir et al., 2017), who described the word 'benefit' as value achieved through customers' consumption of the project output. Furthermore, value is viewed positively within the organisation Berk, (2014); Ittner & Larcker (2001); Koller et al., (2010) noted that the goal of value based management is to sustainably increase the organisation's value in the long-term. This would suggest that when BRM is associated with value and value management it improves BRM understanding and meaning. Furthermore, associating BRM with value enhances its adoption within the organisation.

6.2.1.3 BRM Support Strategy Execution

Serra & Kunc (2015); Musawir (2017) note that benefits realisation management supports strategy implementation and execution, through its alignment between current and desired value. The findings support academic literature that benefits support strategy execution. Furthermore, Bradley (2010); Marnewick (2016) note that benefits review entails comparing the before and after execution, which is evaluated, tracked and reported to business stakeholders. As benefits emerge from strategy and through comparing the deliverables once implemented assists in measuring strategy efficacy. The finding supported academic literature that BRM assists in measuring strategy efficacy. Participant 11 expressed: “Perhaps one of the more complex things in strategy which is how do we measure the efficacy of strategy, I think companies struggle with that and I think that BRM is such a powerful tool to help with that efficacy measurement of strategy.” This would infer that viewing BRM as a measure of strategy efficacy improves its adoption within the organisation.

6.2.2 Benefit Realisation Process

6.2.2.1 Process approached based on the driver

The second interview question required participants to articulate a process to which they have been exposed or utilised in implementing BRM. The findings through participants identified two main approaches. The first approach is the benefit lead approach, which was described as a proactive approach with the intention to add value to the organisation. This finding also supported the studies from prior research Chih & Zwikael (2015), Keeys & Huemann (2017); Zwikael, Chih, & Meredith, (2018) view benefits as a proactive approach of identifying and stipulating the intended benefits in the business case before the project commences. The second approach is the change lead approach, which is more reactive and responds to transitioning change (Kaplan & Norton 1996). Interview 1 made the following example of a change lead approach: “When there is change already for example COVID-19.” In general, it seems that adopting the proactive benefit lead approach improves BRM implementation within the organisation.

6.2.2.2 Benefits Identification

The study reflected that the first step in the BRM process is benefits identification, organisational strategy and business case are used to identify benefits. Participants expressed that the strategy map provides guidance on which benefits should be driven by the organisation. These findings confirm the study by Chih & Zwikael, (2015); Turner & Xue,

(2018), who mentioned that formulated benefits should link to the achievement of business objectives.

Moreover, Marnewick (2016) highlights that benefits are first identified in the business case. The finding supported the academic literature, Participant 6 mentioned that: "The first part is to ensure that you specify those benefits up front at the very beginning, every programme has a business case that drives that project in programme, and that is the ultimate justification for conducting it". The finding revealed that benefits stipulated in the business case should uphold the SMART principle (Specific, Measurable, Attainable, Relevant and Time). Prior studies have noted the importance of stipulating benefits using the SMART approach in business cases (Chin & Zwikael 2015; Zwikael et al., 2018). These results corroborate the argument by Einhorn et al., (2019); Chih & Zwikael (2015) who suggested that both tangible and intangible benefits should be identified and stipulated in the business case. Further, academic literature argued that the business case should provide alternative solutions and make recommendations on preferred options (Einhorn et al., 2019; Chih & Zwikael 2015). Business case should be reviewed throughout the project lifecycle for it to be effective, this provides stakeholders with insights on the potential benefits and risks (Marnewick 2016; Einhorn et al., 2019). The present results are significant in at least two major respects. The findings infer that generating BRM from organisational strategy enhances BRM implementation. Furthermore, feasible and viable business cases enhance business decision making processes and improve the BRM process.

6.2.2.3 Benefits Planning

The first step in the benefits planning process pertains to benefits mapping. Bradley (2010) suggested that benefit mapping should have a complete network diagram, which articulate the primary objective of the benefit. Benefit mapping must further stipulate the score of each benefit based on its priority, mapped benefits must specify times when the intended benefits will be realised. The second step in the planning process is producing a benefits plan. Part of benefit plan should include review points during project execution and post implementation (Bradley 2010). Thirdly benefits during the planning phase, benefits should be allocated to a responsible person (Ward, 1996). Lastly, the benefits plan should be linked to projects and programmes for execution (May et al., 2009). The results of this study indicate that benefits planning is a critical step in BRM, when benefits planning is executed effectively it improves BRM implementation.

6.2.2.4 Benefits Execution

The results revealed that benefits execution is a phase which is aligned to the programme management execution, where the product or solution is developed. These findings support academic literature: Musawir et al., (2017) notes that programme management provides an opportunity to produce benefits realisation. Bradley (2010), states that benefits should be monitored and continuously reviewed during the execution phase. The findings supported academic literature indicating that benefits should be reviewed to ensure alignment with business stakeholders; some benefits can also be realised during this phase. The most significant finding is that once the project has been completed, the project is handed over to operations, often benefit tracking ends. The study by Marnewick (2016) concurred the findings, and notes that once the project has been completed and closed, benefits should be tracked and reported to business stakeholders. The findings suggested that to facilitate benefit realisation and harvesting, the role of a benefits manager was recommended, the benefits manager will track benefits from inception and after the project has been completed. Literature supports this Zwikael & Smyrk (2012) suggest that a suitable operations manager needs to be appointed as the project owner, as BRM requires operational input to be successfully implemented. It can therefore be assumed that the benefits tracking, and harvesting is vital step within the BRM process. It provides the ability to show case the value of BRM, improves its adoption and its implementation process within the organisation.

6.2.3 Benefits realisation management documents

The third interview question required participants to identify vital documents that will form part of benefits realisation and support the end-to-end process. There were eight documents identified reflected by the findings. The benefits plan was frequently mentioned by participants, with nine participants identifying it as the most important document. The benefits plan was viewed as the holistic document, which includes benefit profile, target dates, target values, benefit ownership and measurement. All attributes of a benefits plan were supported by academic literature. Serra et al .,(2015); Marnewick (2016) noted that various information such as identified benefits, resources, benefit ownership should be collected and included in the benefits plan.

The business case was the second frequently mentioned document with seven participants identifying it as the most important document. It was noted that the business case frequently emerged in the second interview question as the driver for benefits identification. Participants specifically mentioned that business cases must be feasible and viable. Academic literature

supports the findings. Ward & Daniel (2012); Marnewick (2016); Einhorn et al.,(2019) argued that the feasibility and viability of the business case justifies an investment on a project.

The estimation tool was the third most frequently mentioned document, it was described as a financial modelling tool to provide project and benefit estimation. Zwikael et al., (2018) notes that net present value (NPV) and return on investment (ROI) are some financial tools used to calculate intended financial benefits. Participant 11 noted that a BRM impact rating tool is required. Benefits can be realised over a long period of time and the impact rating tool will assist in providing estimate indication of the BRM impact within the organisation. The tool was described by Participant 11 as: "Input, growth in sales, growth in customer numbers, decline in costs, decline time to execute. Then a qualitative measure on alignment and impact. It is going to spit out something for you that says, deploying BRM in your project execution ecosystem, it will give you an ampere rating on this for the following 10 reasons." This finding emerged as a new insight that adds value to the current literature.

Both benefits mapping and tracking documents were the fourth most frequently mentioned document. The benefits map was described as a living document, which provides a high-level view of intended benefits. It was further described as the most critical document in the toolkit, as it enables critical thinking and simplifies reporting. Academic literature supported the findings, wherein Ward (1996); Bradley (2010) states that benefit mapping should involve business stakeholders, facilitated through a workshop and the benefit map should be in a form of a network diagram. The benefits tracking document should be put in place to track benefits after the project has been completed. The benefit tracking document was supported by academic literature, whereby Bradley (2010); Marnewick (2016) noted that after execution benefits should be evaluated, tracked and reported to business stakeholders. Furthermore, visibility graphs and dashboards can be included as part of the benefits tracking, which enhances BRM tracking and reporting.

The change management plan, handover document and the strategy map were also noted as vital documents to support BRM implementation. Rosenbaum et al., (2018) notes change management plan assists in managing the change process. The findings supported literature and noted that change management plans details key stakeholders affected by the change throughout the organisation. The findings reflected that the handover document provides the list of benefits enlisted throughout the project lifecycle, which will be handed to business, the responsible benefit ownership will need to sign and acknowledge the benefits identified for harvesting. The results are supported by study Cooper & Sommer (2016) that a handover document should be handed to other responsible people to implement. Lastly the strategy map document provides key result areas for the organisation strategy, these are linked to

projects and provides benefits for each project. Academic literature supports the findings, whereby Serra & Kunc (2015); Musawir (2017) note that strategy supports strategy implementation and execution. These findings highlight the importance of the various documents required to support the end-to-end BRM process and enhance BRM implementation. Figure 11 highlights key propositions and recommendations for BRM process implementation, value management and documentation support.



Figure 18: BRM process implementation, value management and documentation support

6.2.4 Conclusive Findings for Research Question 1

Research question 1 highlighted that there are various views and understanding of BRM. The findings reflected that when BRM is used independently as a concept, it lacks understanding and meaning. However, when associated with value and value management it improves BRM understanding and meaning. Furthermore, associating BRM with value enhances its adoption within the organisation. The findings revealed that BRM drives strategy execution within an organisation, the process of tracking and reviewing benefits infer that BRM can measure strategy efficacy.

Benefits execution within organisations can either benefit lead or change lead, it seems that adopting the benefit lead approach which is proactive and improves BRM implementation within the organisation. The findings highlighted that benefits are identified from the organisation strategy and in the business case. Feasible and viable business cases enhance business decision making processes and improves the BRM process. The results indicated that benefits planning is a critical and detailed step in the BRM process, this is followed by benefits tracking and harvesting. Benefit harvesting provides the ability to showcase the value of BRM, improves its adoption and its implementation process within the organisation. Lastly vital documents that support BRM implementation were highlighted. The impact rating tool emerged as a new insight, which adds value to the current literature.

6.3 Discussion of Results for Research Question 2

How are benefits measured and who is accountable and responsible for benefits?

Research question two sought to establish how benefits are measured, taking both tangible and intangible benefits into consideration. It further intended to discover how benefit realisation success is measured and defined as compared to project management constructs. This research question explored the person accountable and responsible for benefits realisation management within the organisation. Options on how benefit realisation ownership can be enforced were also explored.

6.3.2 Benefits Measurement

6.3.2.1 Lead and Lag Measures

The fourth interview question allowed participants to identify benefits measurement techniques to assess if benefits realisation management is a success or not. According to Zwikael et.al, (2018) measuring intangible benefits is challenging as it is often biased and unquantifiable. The results support the academic literature, the findings strongly recommended a qualitative approach to measure intangible benefits, including conducting surveys. Participants mentioned that although surveys are still based on perception, the feedback from end-users provides insights on areas of improvement. This implies that feedback from users and stakeholders enhances the benefit realisation management adoption within the organisation.

The results revealed that various financial calculations are used to measure tangible benefits, these includes internal rate of return (IRR) and return on investment (ROI). Academic literature supported the findings the resent study by Zwikael et al., (2018) notes that the use of financial measures such as ROI and net present value (NPV) to measure benefits is recommended. Prior studies have noted the use of lead and lag measures, Kaplan & Norton (1996); Norreklit, Jacobsen, & Mitchell, (2008); argues that well-designed measurement instrument should have a mixture of both lead and lag measures. Lag measures are also known as outcome measures, these include ROI and NPV for tangible benefits and net promoter score for intangible benefits (Norreklit, Jacobsen & Mitchell 2008). Lead measures on the other hand are performance driver measurements, including feasible business case, adequate benefits planning, effective change management implementation (Norreklit, Jacobsen & Mitchell 2008). The findings support literature, Participant 5 expressed that: "There is a bigger focus towards more leading measures rather than lagging measures, both are important". The findings might further indicate that using a combination of lead and lag measures increases BRM implementation.

One interesting finding pertains to the use of data to measure the benefits realisation management success. Participant 6 mentioned that there is power in using data as a measure of success. This finding emerged as a new insight that adds value to the current literature.

6.3.2.2 Project Success Measurement

The fifth interview question required participants to provide their views regarding the measure of project success and how benefits realisation can be factored as a construct to project success measurement. The results reflected that benefits should be incorporated as a measure for project success. Participant 2 emphasised that project success has a direct correlation to benefits. Academic literature concurs with the results by stating that measurement based on the triple constraint is outdated and inadequate (Breese, 2012; Chih & Zwikael 2015; Badewi & Zwikael, 2016). Furthermore, literature emphasises cases such as Sydney Opera house in Australia where projects were not completed according to the triple constraint, however, were considered successful as they delivered benefits (Zwikael et.al, 2019). These results indicate that incorporating benefits, as a project management success measure, provides the opportunity for project to be executed, with a view to enhance BRM implementation.

The findings revealed that in certain projects, especially compliance ones, measuring projects according to the triple constraint is vital. When managing a compliance project, delivering the

project on time is essential. Participant 4 expressed that: “If you are running a compliance programme depending on what you are running I guess you could potentially say that maybe the benefits are less important than getting this new operating model on time.” This finding emerged as a new insight that adds value to the current literature. Figure 12 highlights key propositions and recommendations for BRM measurement.

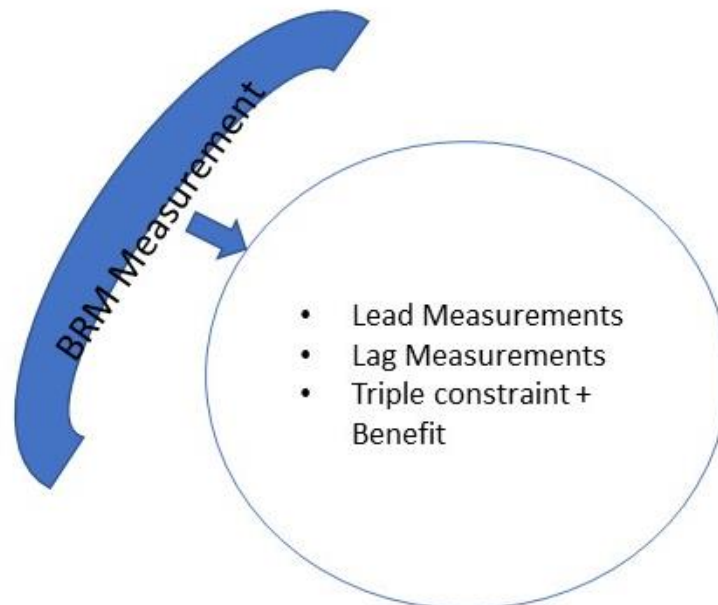


Figure 19: BRM Measurement Constructs

6.3.3 Benefit Ownership

6.3.3.1 Benefit accountability and responsibility

The sixth question prompted participants to consider which person within the organisation should be accountable and responsible for benefits realisation. The results reflected that splitting the roles between the person accountable and the person responsible is essential. Furthermore, the results highlighted that the project sponsor who is accountable for the benefits, is not always available to make day-to-day decisions. A project owner can be appointed to be responsible for benefits realisation. The results support study by Zwikael et al., (2019) who suggested that clear accountability for BRM is vital for project governance. Furthermore, Mooi & Gilliland, (2013) notes that appropriate ownership enhances a moral, inclusive and transparent decision-making process.

Most participants expressed that senior executives or project sponsors should be accountable for benefits realisation, as they are accountable for the organisation vision and thus need to translate the vision to the people below them. The results are in agreement with those obtained by Zwikael et al., (2019) who emphasise that senior executives should be held accountable for benefit realisation within the organisation, as they fund the project and are also accountable to the board of directors. In contrast, Dupont & Eskerod, (2016) argues that senior executives should not be held accountable as they face significant demand of their time from the organisation, and do not work closely with project managers.

Project owner was the second most frequently suggested role to be accountable and responsible for benefits realisation. The project owner is involved on the day-to-day running of the project to ensure that benefits are actually achieved. The results broadly support the work of other studies in this area. Turner & Müller, (2004); Mellow, (2011); Dupont & Eskerod (2015); Musawir et al., (2017); Burga & Rezanja, (2017); Andersen & Grude, (2018); Zwikael, et al., (2018) mention that in order to improve BRM competencies and outcomes, the project owner should be appointed as the person accountable and responsible for benefits realisation. Furthermore, according to Zwikael & Smyrk (2012), the project owner is accountable for the business case and thus responsible for BRM. The results would suggest that the project sponsor should be accountable for benefit realisation, however, they should be supported by the project owner who makes day-to-day decision on the project.

Some participants mentioned that the enterprise project management office should be held accountable for benefits realisation. However, it was noted that when the EPMO is made accountable they must have a sponsor supporting the EPMO for an example such CEO's office. However, the findings were refuted by Zwikael & Smyrk, (2012), who argues that there should be a separation of duties between the project manager and the project owner to enable clear leadership roles.

6.3.3.2 Enforcing benefit ownership

The seventh question allowed participants to consider ways to enforce accountability and responsibility on benefit owners. The results reflected that benefits should be linked to benefit owner's key performance indicators (KPI) and balance scorecard to enforce benefit accountability and responsibility. These results are consistent with those of Badewi & Shehab, (2016) who suggest the use of contracts such as the business case, project charter and the benefit profile to enforce accountability. The business case which is owned by the senior responsible person should form part of the contract for the project sponsor to enforce BRM

accountability (Musawir et al., 2017). The benefits profile which enlists all expected benefits should be contracted to the project owner, and the project charter enlisting the project output should be contract the project manager, to enforce BRM accountability (Musawir et al., 2017). The findings support the idea that benefit owners should be held accountable and responsible for benefit realisation and should be contracted to enforce accountability.

The results reflected that leaders should hold each other accountable. Further, it was suggested that a strategic office to oversee benefits realisation should be formed. A possible explanation for this might be that executives are accountable to the board of directors. Furthermore, the strategic office should operate independently and hold executives accountable, similar to how a board functions. This finding emerged as a new insight in addition to the current literature. One interesting finding is that the person accountable and responsible for benefits realisation should be empowered to make decisions. Participant 11 stated that: “In essence, a person who is not empowered to make the necessary decisions cannot be expected to be accountable”. This finding emerged as a new insight that adds value to the current literature. Figure 13 highlights key propositions and recommendations for BRM ownership and reinforcement.

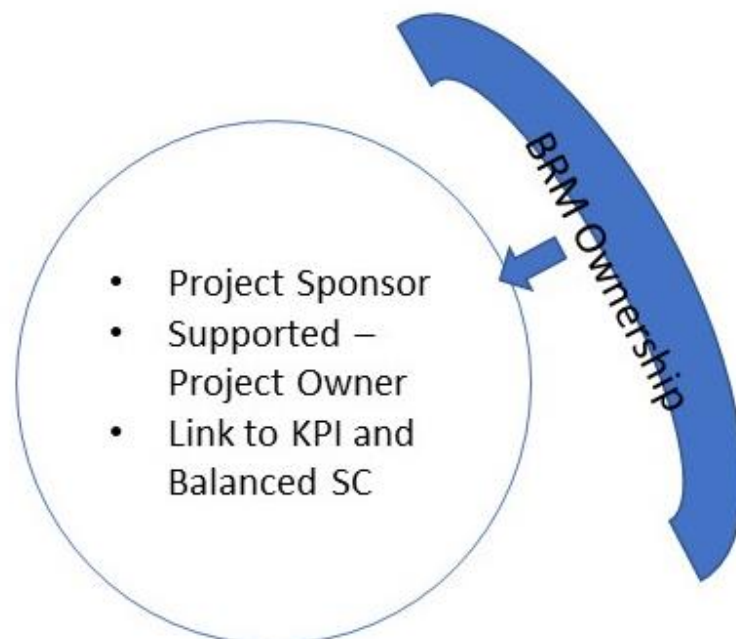


Figure 20: BRM Ownership and Reinforcement

6.3.4 Conclusive Findings for Research Question 2

The findings revealed that tangible benefits are measured using financial measurements including NPV, IRR and many more. Whilst intangible benefits are hard to measure, however the findings reflected that end-user surveys are vital as they provide feedback, and this enables the organisation to effect changes that enhance BRM implementation. The findings might further indicate that using a mixture of both lead and lag measures increase BRM implementation. These results underscored the importance of considering benefits as part of measuring project management success and its contribution towards breaching the gap between BRM theory and practise.

The results reflected that the project sponsor should be accountable for benefit realisation, however they should be supported by the project owner who makes day-to-day decision on the project. Furthermore, the findings supported the idea that benefit owners should be held accountable and responsible for benefit realisation and should be contracted to enforce the accountability.

The following results emerged as new insights that add value to the current literature:

- The use of data to measure the benefits realisation management success.
- Setting up of a strategic office to oversee benefits realisation management.
- The person accountable and responsible for benefits realisation should be empowered to make decisions.

6.4 Discussion of Results for Research Question 3

What organisational change management strategy will be required to support BRM implementation?

Research question three sought to determine stakeholder support and buy-in across the organisation, during and after project closure. It further explored how change management influences benefits realisation success. Participants were asked to identify change management strategies or framework used to support benefit realisation management within their organisation. Furthermore, the research question explored on inhibitors and enablers of benefits realisation management.

6.4.1 Stakeholder Support

The eighth research question provided participants an opportunity to consider elements that can be implemented to ensure stakeholder support across the organisation. Other participants provided insights on stakeholder buy-in when responding to this question.

Participants expressed that gaining stakeholder support begins with identifying the right stakeholder within the organisation to form part of the project team. Once the stakeholders have been identified, clear roles and responsibilities should be articulated to ensure commitment and alignment on the benefits to be achieved. Participant 10 stated that: “Developing a stakeholder matrix and identifying what benefit will attract which stakeholder is recommended, this will increase stakeholder involvement and support”. The results revealed that placing stakeholders in the value stream from different departments creates cross-functional teams which create stakeholder support. The findings are consistent with that of Tillmann et al., (2010), who notes that stakeholder involvement in BRM is vital. Part of managing stakeholder involvement includes stakeholder identification, expectation management and reaching an agreement (Tillmann et al., 2010). The findings suggest that stakeholder identification, clear roles and responsibilities elevates BRM implementation within the organisation.

The results highlighted the importance of continuous communication through BRM execution, as a critical process. Consultation and support from change managers was recommended to raise awareness within the organisation. Furthermore, the understanding of stakeholder influence is essential to increase BRM adoption rate, Participant 12 mentioned that: “Transparency with stakeholders and communicating, especially during difficult periods is vital”. The continuous communication with stakeholders empowers them to make decisions and increase BRM implementation success. Stakeholder communication is consistent with academic literature where Breese (2012) noted that BRM requires widespread communication and appropriate stakeholder engagement to raise the level of awareness. Petrou et.al, (2018) agrees that timely, valuable and adequate communication is required for change to be effective. The results draw our attention to the significance of continuous stakeholder communication to improve BRM adoption and implementation.

The results reflected that sponsorship support and leadership is required to ensure stakeholder support and buy-in. Participant 6 expressed that: “Leaders should assist in breaking down barriers and ensure that there is support from all stakeholders once the project goes live”. This finding supports studies by Levene & Higgs (2018); Dalmau & Tideman (2018), who confirmed that leadership involvement is critical for successful change management within the organisation. Prior studies have noted that the importance of organisational culture

on BRM success (Breese 2012; Coombs, 2015). In accordance with the present results, Participant 4 expressed that “Organisation culture impacts on stakeholder support, and that top-level executives need to be committed and involved in the process”. The findings suggest that leadership support and organisation culture are vital elements for stakeholder support and hence improves BRM adoption throughout the organisation. Figure 14 highlights key propositions and recommendations for stakeholder support and buy-in.

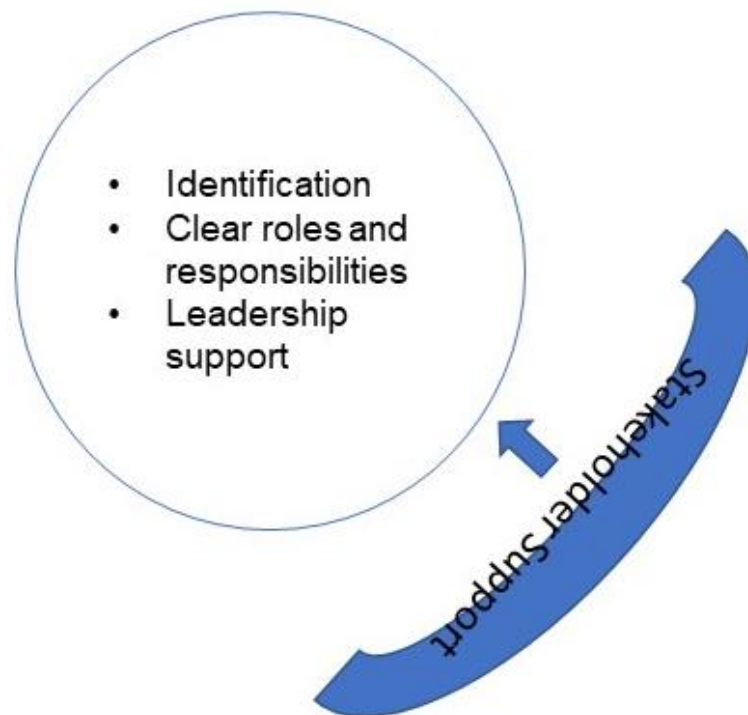


Figure 21: Stakeholder Support and Buy-In constructs

6.4.2 Support after project closure

With respect to the ninth research question, participants were required to consider how benefit harvesting is conducted once the project is closed. This is to ensure that benefit harvesting is maintained well after project execution.

According to Zwikael & Smyrk (2012), a suitable operations manager should be appointed as a project owner. It is noted that BRM requires operational input to be successfully implemented. The findings support academic literature revealing that once the project has been completed, it will be handed over to operations for benefit tracking. Handing over of benefits to operations once the project has been completed creates dual roles and is

ineffective in tracking benefits. The findings revealed a need to appoint a permanent dedicated benefit tracking manager, to track benefits pre project, during project execution and post project. This affirms previous studies which have demonstrated that benefits review, tracking, and reporting should be conducted throughout the programme lifecycle and even once the project has been completed (Bradley 2010; Marnewick 2016). The findings suggest that it is essential to track benefits once the project has been completed, the appointment of dedicated resources enhance benefit tracking and reporting.

6.4.3 Change management

The tenth interview question requested participants to identify change management strategies or framework used to support benefit realisation management within their organisations. The Participants were prompted to draw on personal experiences. Some participants mentioned that change management capabilities are driven by the human capital department and, therefore, they could not provide change management strategies.

The study found that change management is an important topic in BRM implementation, one that is sometimes seen as a human capital function. However, change managers should work together with project managers to implement change (Dupont et al., 2016). The most compelling finding is that leadership is accountable for change management within the organisations. This finding is contrary to that of Aslam et al., (2012), who also found that most organisations seek to manage change through a top-down approach, which is ineffective. Aslam et al., (2012); Shin et al., (2012) recommend that organisations should create systems and processes that enable the environment to be self-organising. The findings supported literature, Participant 12 expressed that Lewin's three step change management process freeze, unfreeze and freeze is effective to support change management implementation (Hussain et.al, 2018). This suggests that a collaborated, coordinated and well executed change management process supports and improve BRM adoption within the organisation.

Whilst participants clearly articulated the importance of communication and stakeholder involvement, throughout the BRM process, it was recommended that a communication plan should be developed. This finding was also reported by Tillmann et al., (2010), who confirms importance of stakeholder involvement throughout the BRM change management process. Tillmann et al., (2010) further emphasised that stakeholders should be identified, their expectations managed, and agreements reached. The results also placed emphasis on continuous communication, stakeholder engagement, alignment and feedback. Academic literature confirms that widespread communication and stakeholder engagement is required

to raise awareness (Breese 2012). This study set out to gaining a deeper understanding of critical elements that enhance BRM adoption and implementation. The findings reported here suggests that continuous communication and alignment with stakeholders is critical to enhance BRM adoption.

Some participants mentioned stakeholder education as critical when driving benefits realisation change management. Participant 9 expressed that: "Stakeholder education is the starting point with regards to benefits realisation". Stakeholder education further builds trust in the process which enables successful BRM implementation. The findings confirm previous studies, Peppard & Ward, (2005); Hughes & Scott Morton, (2006); Dupont et al., (2016), notes that human behaviours are changed through alignment with change management processes. The findings suggest that stakeholder education forms the foundation for BRM awareness, and this creates trust which increase BRM adoption and implementation.

The findings reflected that continuous change management, with review and assessment, will ensure that the organisation is aligned with its objectives and the realisation of benefits. The most significant finding pertains to the proper execution of change management, which will influence organisation culture. Participant 9 expressed that BRM can have an impact on the organisation culture, "It is in this world that says, executives sit around the table and they say, has BRM had a positive impact on the culture that we want to build in the organisation. What is the culture we want to build?" Studies by Breese (2012); Coombs, (2015) affirm that change implementers should understand inhibitors and enablers, and work towards building BRM focused culture. This would suggest that when BRM is well executed and adopted within the organisation, it will impact the organisation culture. Figure 15 highlights key propositions and recommendations for BRM change management.

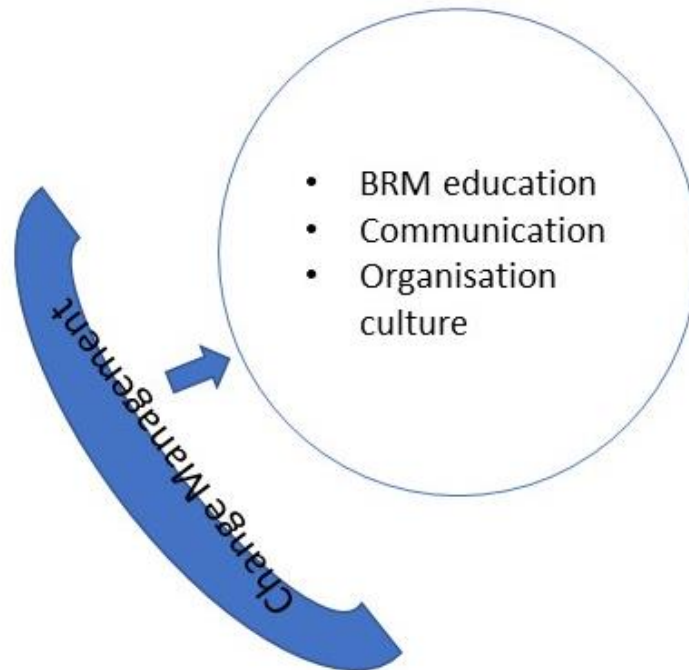


Figure 22: BRM change management constructs

6.4.4 BRM Challenges

The eleventh question requested participants to identify challenges that prevent the adoption of benefits realisation within their organisations. Some challenges were already identified from previous interview questions. Table 4 from chapter 5 reflects eight of the challenges identified by participants.

This study firstly found, that weak formulated business cases is the biggest challenge. Firstly, benefits were not stipulated upfront in the business case, something which was observed on agile projects. Secondly, business cases are not rigorously evaluated in the approval process. This also accords with earlier studies by Reiss et.al, (2006) who states that expected benefits are ambiguously formulated and this creates challenges with BRM execution. Thirdly, the findings revealed that benefits are exaggerated in business cases to gain approval, as corroborated by literature (Breese 2012; Jenner 2016). Lastly, consistent with the literature Zwikael et.al, (2018), this research found that benefits measurement is neither specific nor measurable in the business case. These finding suggest that lack of feasible, viable and measurable benefits stated in the business case hinders BRM implementation within the organisation.

The most compelling challenge revealed by the findings pertain to the lack of benefit tracking. Once the project is completed, most stakeholders forget about tracking benefits and proceed to the next project. Although academic literature notes that benefits review and tracking should be conducted and reported to business stakeholders Bradley (2010); Marnewick (2016), the findings revealed the lack of discipline to embed benefit tracking. Some participants cited that tracking benefits only occurs over a short period of time, thereafter it gets neglected primarily due to the lack of a dedicated resource to tracking benefits. Research by Colin & Hodges, (2010); Waring et al., (2018) reveals that adequate and competent skills are required to deliver organisational objectives. Furthermore, the organisation's ability to coordinate and utilise resources effectively is vital (Ashurst et al., 2008; Gregory et al., 2015). These findings would suggest that even though having a feasible and viable business is important, this is just the first step. Lack of tracking and reporting of benefits once the project has been completed hinders BRM implementation.

The results pointed to the lack of leadership support with benefit realisation management. Thus, if leadership is weak, people will lose interest. Academic literature confirms that leadership is vital for benefits realisation, and that senior executives should be accountable for benefits realisation within the organisation (Zwikael et al., 2019).

Participants elaborated on the fact that the PMO is accountable for project management and focus on delivering benefits during project execution is vital. However, the realisation of benefits once the project has been completed is assigned to business users. This creates a disconnect between the project team and business users. This interesting finding may be attributed to the fact that while project managers drive benefits realisation within the organisation, they do not own the benefits. Furthermore, benefits realisation management requires discipline across strategy, project management and operation management, which is a rear capability. In addition, there is a lack of benefit realisation expertise within organisations, Participant 9 expressed that: "the practise of BRM still needs to mature". The findings confirm the study of Zwikael et al.,(2019), who argue that benefits realisation management as a capability with all three-management disciplines struggle to gain acceptance. The findings would suggest that the lack of collaboration between the strategy managers, the project team and operations hinder effective BRM implementation within the organisation.

The results reflected that benefits owners fear to commit to benefits as benefits are linked to KPI's and failure to achieve BRM measure could result in severe consequence. Participants recommended an organisation culture, that embraces BRM is critical to BRM implementation. The results mirror those of Breese (2012); Coombs, (2015), who found that consistent and

robust relationship between organisational culture and BRM ensures successful BRM implementation. The results infer that lack of supportive culture reduces BRM implementation within the organisation.

6.4.5 BRM Enablers

The twelfth question requested participants to reflect on one thing that if implemented will improve BRM adoption within organisations. Participants reflected on various elements. Some were already mentioned in previous questions. However, emphasis was placed on change management, linking of BRM to strategy, vigorous business case develop and BRM ownership.

The results of the study indicate that there is a need to grow BRM capabilities within the organisation. A suggestion was made that a dedicated BRM resource should be appointed to provide BRM adoption within the organisation. The BRM role should be separated from project management responsibilities, the roles should however, complement each other. This role was described as a technical one that requires analytical skills to review business cases, undertaken by an experienced, matured individual. Studies by Colin & Hodges, (2010); Waring et al., (2018) notes that adequate and competent skills are required to deliver organisational objectives. Furthermore, BRM capabilities support the organisation in achieving its dynamic capabilities (Winch 2014; Musawir et al., 2017). This finding would suggest that there is a need to develop BRM capabilities within the organisation, which reduces the gap between theory and BRM practice.

Change management was mentioned (see section 6.4.3) as a critical success factor towards BRM implementation, it provides clear direction into the BRM process. Review gates need to be set up through steering committees, once the project has been completed in order to transition the organisation's BRM processes towards the business as usual mode and ensure consistent tracking.

Lastly, the findings reinforced the importance of linking benefits to strategy, vigorous business case assessment and approval process, see (section 6.2.2.2). The development of upfront lead and lag measurements to increase benefit realisation success and linking benefits to the benefits owner KPI and balanced scorecard. Creating an organisational culture that support BRM implementation was expressed as critical.

6.4.6 Conclusive Findings for Research Question 3

The findings revealed that stakeholder support and buy-in is vital when implementing benefits realisation management. It is important to have a dedicated resource to track benefits once the project is completed to enhance benefit implementation. The findings also revealed that in order to enhance benefit tracking, organisations can use dashboards to track its progress. Change management was highlighted as a necessity in delivering benefits. Thus, advancing collaboration between change managers and project managers enables change delivery. Communication and stakeholder education are critical components to be included within the change management effort to enhance benefits realisation adoption.

The results highlighted BRM challenges which included the lack of a robust business case, leadership support, and BRM understanding. Stakeholders also fear to commit to BRM due to negative consequences. More significantly, the findings noted a lack of the BRM profession. It highlighted that the BRM profession requires strategy, project management and operations skills. Lastly, the findings revealed that building and improving BRM capabilities within the organisation is important to enable BRM success. BRM should be supported by change management. The findings further highlighted key BRM reinforcements, including a strong business case, lead and lag measures, linking BRM to KPI and balanced scorecards, and building a conducive organisational culture.

6.5 Summaries Key Propositions and Recommendation for RQ 1, 2 and 3

Key Propositions and Recommendation for Research Question 1

- BRM Concept:
 - BRM is associated with value and value management it improves BRM understanding and meaning.
 - BRM measures strategy efficacy.
- Benefits identification:
 - Generating BRM from organisation strategy enhances BRM implementation.
 - Feasible and viable business cases enhance business decision making.
- Benefits planning is a critical step in BRM process.
- Benefits tracking, and harvesting show case the value of BRM.
- The impact rating tool emerged as a new insight in addition to the current literature.

Key Propositions and Recommendation for Research Question 2

- Benefit measure:
 - Mixture of both lead and lag measures.
 - Benefits as part of measuring project management success.
- Project ownership:
 - Project sponsor should be accountable for benefit realisation.
 - Supported by project owner.
 - Using contracts to enforce BRM accountability.
- The following new insight in addition to the current literature were noted:
 - A formation of a strategic office to oversee benefits realisation should be formed.
 - Using triple constraint on compliance projects as a measure for BRM success.
 - Use of data to measure the benefits realisation management success.

Key Propositions and Recommendation for Research Question 3

- Stakeholder involvement and support:
 - Identification
 - Roles and Responsibility
 - Leadership support
- Change management:
 - Education
 - Communication
 - Change management influence culture

6.6 Conclusion

Chapter 6 presented the discussion on the findings of the research study. Research question 1 assessed and outlined the understanding of BRM concept, including its association with value management. The discussion centred on the end-to-end process of BRM implementation, including benefits identification, planning, benefits execution and tracking. Lastly, this research question highlighted vital documents required to support BRM implementation.

Research question 2 explored benefits measurement. Recommendations were made to include benefits as part of the project management success construct. It further highlighted the need to have executive accountability and responsibility when implementing BRM. Lastly,

the research question recommended the need to enforce benefit accountability using KPIs and balanced scorecards.

The discussion of research question 3 revealed the need to involve all stakeholders across the organisation. Change management was indicated as vital to support BRM, with specific focus on communication and stakeholder education. Lastly, the research question highlighted BRM enablers and inhibitors to BRM implementation.

Chapter 7 presents the conclusion of this research study.

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1 INTRODUCTION

In Chapter 6 the study highlighted that stakeholder involvement and support is critical when implementing BRM. Firstly, appropriate stakeholders should be identified, secondly stakeholders should be educated on BRM to raise awareness and improve stakeholder buyin. Thirdly, on-going communication should be maintained to enhance BRM adoption. The study further demonstrated that when BRM are linked with value management, this improves BRM meaning and understanding. Identified benefits should be linked to the organisation strategy and be driven by feasible and viable business cases, to enhance its implementation.

The identified benefits should be measurable, the study recommended having a mixture of both lead and lag measures to enhance BRM implementation. The study suggested that the project sponsor should be made accountable for benefit realisation, however, they should be supported by the project owner. It was further noted that contracts should be utilised to enforce BRM accountability. Lastly the study revealed that BRM planning and execution are critical steps in BRM implementation. Once the project has been completed, benefit tracking and harvesting should be carried out as this show case the value of BRM.

This Chapter will explore the key propositions and recommendations identified in Chapter 6. It will expand on the key elements proposed in the BRM adoption and implementation framework, which emerged from chapter 6. The framework will highlight how it contributes and expands academic literature. Furthermore, the chapter will present recommendations to managers to enhance BRM adoption and implementation in organisations. Lastly, the chapter will make recommendations on future research based on new insights that are meant to add value to the current literature.

7.2 Research Findings

This exploratory research study has successfully deliberated and responded to the research problem and aims as detailed in Chapter 1. This research study is significant as it has established the BRM implementation challenges and how to mitigate these challenges to successfully implement BRM. Furthermore, noting the gap between the theory and practise of BRM, the study has focused on understanding BRM measurement, ownership, stakeholder support, and change management competencies. These competencies assist BRM applicability and effective implementation.

7.2.1 Practical BRM Implementation Process

The study has established that when BRM is used independently as a concept, it lacks understanding and meaning, which hinders its adoption within the organisation (Laursen & Svejvig 2016; Svejvig, et al., 2019). However, when BRM is associated with value and value management, it provides understanding, and its intention within the organisation (Ward & Daniel 2006; Peppard et.al, 2007). Associating BRM with value management enhances its adoption within the organisation.

The study revealed that the first step in the BRM process is that of benefits identification, wherein organisational strategy and business case are used to identify benefits (Serra and Kunc 2015; Musawir 2017). The findings inferred that linking BRM from organisational strategy, generates value to the organisation, which increases BRM adoption (Peppard et.al, 2007; Zwikael and Smyrk 2012; Chih and Zwikael 2015; Musawir et.al, 2017). Furthermore, when benefits are generated from organisational strategy they assist in measuring strategy efficacy. Business cases should be feasible, viable and uphold the SMART principle. This, in turn, enhances business decision making and improves the BRM process (Chin and Zwikael 2015; Zwikael et.al, 2018).

The study further highlighted that the planning process is critical as the most involved step in the BRM process (Bradley 2010). The planning step involves mapping of benefits, linking these to owners, and producing a benefits plan (Bradley 2010). The formulated benefits plan should be linked to programme management, which affords the opportunity to focus on benefits realisation (Musawir et al., 2017). The results reflected that effective benefit planning increases BRM implementation, which narrows the gap between theory and practise.

The results reflected that once the project has been completed there is a lack of benefit harvesting, tracking and reporting (Bradley 2010). The incompetency to harvest, track and report benefits hinders BRM implementation. The findings inferred that producing a viable and feasible business case is a critical step, however, benefit harvesting is as more critical. The appointment of a dedicated resource to track benefits throughout the project life cycle and after the project has been completed and recommended. Furthermore, the project lifecycle can be extended to facilitate benefit tracking and reporting.

The findings revealed essential documents to support the BRM end-to-end process. These included the strategy map Serra & Kunc (2015); Laursen et al., (2016), business case Marnewick (2016), benefit map Bradley (2010), benefit plan Serra et al., (2015); Marnewick

(2016), estimation tool Zwikael et.al, (2018), benefits tracking document Bradley (2010); Marnewick (2016), change management plan Rosenbaum et.al, (2018), and handover document (Cooper & Sommer 2016). These essential documents support the BRM process and enhance BRM implementation.

The findings pertaining to Research Question 1 suggested that BRM should be associated with value management to increase the adoption of BRM within the organisation. When benefits are identified, they should be linked to organisational strategy. The business case should be feasible and viable which narrows the gap between theory and practise. Adequate BRM planning is essential for the effectiveness of BRM implementation. Furthermore, BRM plans should be linked to programme management, which enhances BRM implementation. It is essential to review benefits during programme execution, and tracking such benefits once the project has been completed. Vital documents were recommended to support the BRM implementation process. This leads to the findings for Research Question 2 as discussed in the next section.

7.2.2 Benefits measurement and ownership support BRM success

The results reflected that benefits can be measured using both financial and non-financial measures. Tangible benefits use financial measurements, which includes IRR, NPV, ROI (Zwikael et al., 2018). Intangible benefits measurement is challenging, however, these can be measured using a customer or end-user survey. Measuring intangible benefits is often bias. However, it was noted that feedback from end-users avails the opportunity to improve BRM adoption within the organisation. Measuring benefits using lead and lag measures was recommended to improve BRM adoption (Kaplan & Norton (1996). The results revealed that benefits as a measure of project management success should be incorporated into the current constructs. Measuring project success using the triple constraint is outdated and inadequate (Breese, 2012; Chih & Zwikael 2015; Badewi & Zwikael, 2016), including benefits with current project management constructs improves the adoption and implementation of BRM.

The results revealed that the project sponsor is accountable and responsible for benefits realisation. The project owner can support the project sponsor to make day-to-day decisions, as the project sponsor is not always available. The findings were supported by Zwikael et al., (2019) who suggested that clear accountability for BRM is vital for project governance. The transparency in BRM roles enhances BRM accountability and responsibility, which increases BRM adoption. Contracts were recommended to enforce benefits accountability and responsibility, the results revealed that the balanced scorecard can be used as a BRM contract

(Badewi & Shehab, 2016). The findings suggested that the person accountable and responsible for BRM should be empowered to make decisions.

The findings for Research Question 2 indicated that using a combination of lead and lag measures increases BRM implementation. The results underscored the importance of considering benefits as part of measuring project management success and its contribution towards breaching the gap between BRM theory and practise.

7.2.3 Supporting benefits adoption through change management

The findings have established that stakeholder management and support is vital when implementing BRM. Firstly, the results reflected that identifying appropriate stakeholders across the organisation and articulating each stakeholder role and responsibility is vital. This establish stakeholder commitment and alignment. Secondly, benefits should be mapped to each relevant stakeholder. Benefit mapping provides a roadmap, which increases stakeholder involvement and support. Thirdly, reaching agreements with stakeholders will ensure stakeholder support and buy-in during BRM implementation (Tillmann et al., 2010). The findings revealed that continuous communication empowers stakeholders to make informed decisions, thus, increasing BRM implementation (Breese 2012). Understanding stakeholder influence is essential to increase the BRM adoption rate. Leadership support is required to enhance stakeholder buyin and support.

The findings reflected that change management is a critical element that support BRM implementation. The change management execution success relies on the collaboration between the project manager and the change manager (Dupont et.al, 2016). Change management is effective when an organisation creates systems and processes that enable the organisation to be self-organising (Aslam et al., 2012; Shin, Taylor, & Seo, 2012). The findings supported literature, as they highlighted that a change management process is effective in implementing BRM.

Continuous communication and stakeholder engagement throughout the BRM implementation process is vital to implement BRM successfully. Breese (2012) affirms that widespread communication and stakeholder engagement is required to raise awareness. The findings reported here suggest that continuous communication and alignment with stakeholders is critical towards enhancing BRM adoption. Stakeholder education was mentioned as the starting point when implementing BRM, but it also builds trust in the process, which enables successful BRM implementation. Breese (2012) notes that change implementers should

understand inhibitors and enablers and work towards building a focused BRM culture. The results reflected that when BRM is well executed and adopted within the organisation, it will impact on organisational culture.

In the final analysis, the findings for Research Question 3 revealed that stakeholder involvement, collaboration, coordination and a well executed change management process, supports and elevates BRM implementation within the organisation. Furthermore, stakeholder education forms the foundation for BRM awareness, and this creates trust which increases BRM adoption and implementation. When BRM is well executed and adopted within the organisation, BRM can impact the organisation culture.

7.3 A Proposed Framework

The research findings revealed that Ward's (1996) Crainfield process model can be extended and enhanced to address BRM implementation challenges and address barriers to implement BRM more effectively. Additional aspects are recommended to enhance the Crainfield process model. Supporting documents and capabilities involved in BRM are recommended to bridge the gap between BRM theory and practise thereby improving BRM adoption within the organisation.



Figure 23: BRM Adoption and Implementation Framework

The BRM framework illustrates the following components required to implement BRM successfully within the organisation:

7.5.1 Component 1 – BRM Processes

The Crainfield model developed by Ward (1996) has four main processes in delivering benefits within organisations. The model recommends identifying, planning, executing and reviewing of benefits to enhance BRM implementation within organisations.

- Step 1 – benefit identification, has indicated that benefits are identified in the business case. The findings have supported literature on identifying benefits in the business case. The findings further revealed that benefits are also identified in the organisational strategy (Serra & Kunc 2015; Musawir 2017).
- Step 2 – benefits planning, the findings have reflected that benefits should be mapped. Mapping process includes indicating the benefit priority, when the benefits will be realised and the benefit owner (Bradley 2010). The benefits have been mapped they are included in the benefits plan.
- Step 3 - The third process, namely, benefits execution, the benefits plan is executed through projects. The findings have indicated that benefits should be included as a measure of project management success construct, Zwikael & Smyrk, (2012); Badewi et al., (2016); Yan & Wagner (2017) argued that measuring project success using triple constraint is outdated and ignores the realisation of benefits as a measure of success.
- Step 4 – Benefit review and tracking. Once the project has been completed, benefit tracking and reporting should be carried out (Bradley 2010). The findings revealed the need to extend the project lifecycle to facilitate benefits handover to the operations team, with a view to improve BRM implementation, and breach the gap between theory and practise.

The study also revealed that essential documents are vital to support the BRM end-to-end process. These included the strategy map Serra & Kunc (2015); Laursen et al., (2016), business case Marnewick (2016), benefit map Bradley (2010), benefit plan Serra et.al (2015); Marnewick (2016), estimation tool Zwikael et al., (2018), benefits tracking document Bradley (2010); Marnewick (2016), change management plan Rosenbaum et.al, (2018) and handover document (Bradley 2010). These essential documents support the BRM process and enhance BRM implementation.

7.5.2. Component 2 – BRM Measurement

The findings revealed that using a combination of lead and lag measures increase BRM implementation. Lag measures are also known as outcome measures. These include ROI and NPV for tangible benefits, and net promoter score for intangible benefits (Norreklit, Jacobsen & Mitchell 2008). On the other hand, lead measures are performance driven measurements, including a feasible business case, adequate benefits planning, and effective change management implementation (Norreklit, et al., 2008). The results reflected that benefits should be incorporated as a measure of project management success constructs (Badewi & Zwikael, 2016). Benefits enable projects to view the end in mind, which improves project management success and increases BRM implementation.

7.5.3. Component 3 - BRM Ownership and Accountability

The results revealed that the project sponsor is accountable and responsible for benefits realisation (Zwikael et al., 2019). The project owner can support the project sponsor to make day-to-day decision making as the project sponsor is not always available. The results reflected that benefits should be linked to the owner's key performance indicators (KPIs) and balance scorecard, with a view to enforce benefit accountability and responsibility.

7.5.4. Component 4 - Stakeholder Support and Buy-In

The findings revealed that the identification key stakeholder within the organisation is key. Once stakeholders are identified, clear roles and responsibilities should be articulated to ensure the commitment and alignment on the benefits to be achieved. The results reflected by that sponsorship support and leadership are required to ensure stakeholder support and buy-in.

7.5.5. Component 5 - Change Management

Breese (2012) affirms that widespread communication and stakeholder engagement is required to raise awareness. The findings reported suggested that continuous communication and alignment with stakeholders is critical to enhance BRM adoption. Stakeholder education is the starting point when implementing BRM, and further builds trust in the process, which enables successful BRM implementation. Furthermore, the findings reflected that when BRM is well executed and adopted within the organisation, it will impact the organisational culture.

7.4. Implications for Business

The findings from research question 1 – 3 illustrate that BRM adoption and implementation can be enhanced within the organisation. This breaches the gap between BRM theory and practice. The BRM concept when associated with value management increases BRM understanding and intention. Furthermore, linking benefits to organisational strategy aligns with the achievement of business objectives. When benefits are not aligned to strategy, this should inform business and leaders that such projects should be approved or executed as these will not add value to the organisation.

Managers should aim to understand and implement the following constructs to improve BRM adoption and implementation:

- Executives should understand that a sound business case is not a guarantee of benefits realisation if benefits are not tracked and reviewed. The study emphasised that feasible and viable business cases supports decision making. However, once benefits have been executed and handed over to business, tracking and reviewing of benefits is challenged. Business has limited its focus on harvesting, tracking and reporting on benefits. Executives and leaders should invest in adequate resourcing to harvest, track and report BRM in order to truly realise the effects of BRM within the organisation.
- Leaders and managers should support BRM implementation, the study reflected that leadership support is critical towards enhancing BRM implementation. Firstly, leaders should take ownership for BRM accountability and responsibility. When managers are not available to lead, they should delegate and empower the responsible person with decision rights. Secondly, managers should assist in opening doors and advocating for stakeholder support and buy-in. Leaders should drive BRM adoption within the organisation, when leaders show their commitment in BRM as a concept this stands a good change to enhance its adoption within the organisation.
- Managers should ensure that there is collaboration between the strategy team, project management team and operations team. BRM implementation requires the cross-functional team to be aligned and work toward the same objective.
- Managers should educate and provide the necessary training to all stakeholders within the organisation on BRM. Education and training will build awareness, which can be reinforced by communication. Furthermore, managers should develop a full change management plan to support BRM adoption and implementation within the organisation.

7.5 Suggestion for Future Research

There were new insights identified in chapter 6 in addition to the current literature.

- Benefits are realised over a long period, there is a need to develop an impact rating tool, which can quickly indicate the impact of driving a specific change initiative to achieve benefits.
- Research on the formation of a strategic office to oversee benefits realisation and reinforcing BRM accountability is required.
- There is a need to understand the use of the triple constraint on compliance projects as a measure for BRM success.
- Use of data to measure the benefits realisation management success.

7.6 Study Limitations

Any exploratory, qualitative study is subjected to be affected by certain limitations. This study was affected by the following limitations:

- The study was limited by the sample size, only individuals from Gauteng and KwaZulu Natal in South Africa were interviewed. The sample size presents the minority of participants across the country.
- The sample only included individuals who had worked on BRM, they were mainly senior managers, executives, consultants and BRM experts. This excluded contributions from individuals in non-management roles to consider their views on the subject.
- One of the main risks of qualitative research are biases and assumptions introduced by the researcher, which may affect the results. It should be noted that the researcher might have been biased based on personal experience and exposure to the subject.
- Interviews were conducted using virtual technology due to the COVID-19 pandemic. This limited the researcher to have full face-to-face interview, which helps to capture verbal and non-verbal cues.

7.7 Conclusion

The study has provided insights on the critical elements that enhance BRM adoption and implementation in organisations. Furthermore, the study has provided insights on organisational capabilities that support successful BRM execution. The research conducted fourteen interviews from BRM experts, consultants, senior managers from various sectors and

industries within South Africa. The findings were analysed, compared and contrasted with academic literature to gain new insights on key elements required to enhance BRM adoption and implementation within organisations.

The findings were outlined in a framework to assist organisations to practically identify, prioritise and address BRM adoption and implementation challenges in organisations. The study contributed towards academic literature and extended the Crainfield BRM framework. The core of the framework identified processes involved in BRM implementation, as it highlighted key capabilities, documentation and concepts required to enhance BRM adoption and implementation. Furthermore, stakeholder support, change management, benefit ownership and benefit measurement were highlighted as critical elements that support and enhance BRM adoption and implementation in organisation.

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9. APPENDIX

APPENDIX 1: CONSISTENCY MATRIX

| Research Questions | Sections in literature | Data Collection Tools | Analysis Technique |
|---|--|---|--------------------|
| Research Question 1: What is the process followed or adopted by organisations in implementing BRM? | Benefits realisation and value-based management Benefits Identification Implementation of Benefits Realisation | Interview questionnaire Question 1, 2 & 3 | Thematic analysis |
| Research Question 2: How are benefits measured and who is accountable and responsible for benefits? | Benefits Measurement Benefits Ownership | Interview questionnaire Question 4, 5, 6, & 7 | Thematic analysis |
| Research Question 3: What organisational change management strategy will be required to support BRM implementation? | Change Management | Interview questionnaire Question 8, 9, 10, 11 & 12 | Thematic analysis |

APPENDIX 2: INVITATION TO PARTICIPATE IN RESEARCH STUDY

**Gordon Institute
of Business Science**
University of Pretoria

Invitation to Participate in Research Study

Dear XXX

Thank you for taking my call earlier today. The title of the research is “success determinants of benefits realisation management: A South African context”. The aim of the study is to gain a deeper understanding of the critical elements that enhance benefits realisation management (BRM) adoption and implementation in organisations. Furthermore, the research seeks to gain insights on organisational capabilities that support successful BRM executions. I believe that you have the necessary expertise and experience needed to provide insights in this area of work.

The interview will be semi-structured, in-depth and will last for approximately an hour. I plan to conduct the interview during the month of August and early September 2020. Please find the attached copy of the Consent Form that you will need to read and consent to prior to the interview commencing. The interview will be confidential and your personal details will remain anonymous at all times.

The specific research objectives that the research aims to respond to through this process are as follows:

1. To understand how benefits are identified at the beginning of the project;
2. To understand the vital documentation that should be developed as part of the benefit realisation plan;
3. To identify the appropriate person to be held accountable, as well as what procedures should be formulated to enforce accountability;
4. To understand the facilitators and inhibitors to organisational change, with a purpose to deliver business-focused benefits.

Please confirm your agreement to take part in this research process, as per telephonic conversation, and indicate your availability to be interviewed in the months of August and/or early September 2020.

I look forward to hearing from you.

Kind regards

Pauline Sehlabela

Email: 19391669@mygibs.co.za

APPENDIX 3: CONSENT FORM

INTERVIEW CONSENT FORM

Success determinants of benefits realisation management: A South African context

Researcher: Pauline Sehlabela, MBA Student at the Gordon Institute of Business Science, University of Pretoria

I am currently a student at the University of Pretoria's Gordon Institute of Business Science and completing my research in partial fulfilment of an MBA. I am conducting research on the determinants for successful benefit realisation management implementation and execution.

Our interview is expected to last about an hour and will help us understand how South African organisations can enhance BRM adoption and implementation in organisations. Further, the research purports to gain insights on organisation capabilities that support successful BRM executions.

Your participation is voluntary, and you can withdraw at any time without penalty. All data will be reported without identifiers. If you have any concerns, please contact my supervisor or me. Our details are provided below.

Researcher: Pauline Sehlabela
Email: 19391669@mygibs.co.za
Cell: 074 474 2806

Supervisor: Ngwako Sefoko
Email: nsefoko@gmail.com
Cell: 072 368 4415

Participant/participant Name: _____

Signature of participant: _____

Date: _____

Researcher's Name: _____

Signature of researcher: _____

Date: _____

APPENDIX 4: INTERVIEW QUESTIONNAIRE

Interview Guide and Questionnaire

Thank you for agreeing to meet with me today. I appreciate your time and input into this research.

The title of the research is “success determinants of benefits realisation management: A South African Context”. The aim is to gain a deeper understanding of the critical elements that enhance BRM adoption and implementation in organisations. Furthermore, we seek to gain insights on organisational capabilities that support successful BRM executions.

The key objectives of the study are:

1. To understand how benefits are identified at the beginning of the project;
2. To understand the vital documentation that should be developed as part of the benefit realisation plan;
3. To identify the appropriate person to be held accountable, as well as what procedures should be formulated to enforce accountability;
4. To understand the facilitators and inhibitors to organisational change to deliver business-focused benefits.

The nature of this interview is both conversational and exploratory. I would like to encourage you to speak freely and be confident that the information shared in this interview will be confidential and you will remain anonymous.

Before we begin, may I request you to sign the consent form, which I have emailed to you. Can you please confirm if I can record the interview using a recording device?

Question 1:

Please can you tell me what is your understanding of the concept of benefits realisation management (BRM)?

Question 2:

Please tell me about the process you follow to deliver benefits within your organisation, end to end process?

Questions 3:

If you can define a tool kit or documents that should form part of benefits realisation, what would it be?

| Name of Document | Use/Why |
|------------------|---------|
| | |
| | |
| | |
| | |

Question 4:

How do you measure benefit success within your organisation?

Question 5:

Projects success is measured against time, cost and quality, how do you see benefits working as part of project success measure?

Question 6:

Who is accountable and responsible for benefit management or realisation in your organisation? Suggested Project Manager, Project Owner, Project Sponsor.

Follow up question why?

| Name | Why |
|------|-----|
| | |

Question 7:

How does your organisation ensure that the benefit owner remains accountable for benefit management or realisation?

Question 8:

How do you ensure there is the support from all stakeholders across the business when implementing benefits realisation?

Question 9:

We do understand that some benefits are not realised during project execution. Once the project is completed and closed how do you ensure that benefits are harvested and maintained?

Question 10:

What change management strategies have you used in supporting benefits realisation. Follow up question and why?

Question 11:

Tell me more about some of the challenges faced by your organisation with benefits realisation adoption?

Question 12:

What is the one thing around benefit realisation management in your opinion if implemented correctly it will lead to benefit realisation management success?

APPENDIX 5: ETHICAL CLEARANCE

GIBS ETHICAL CLEARANCE APPLICATION FORM 2020

G. APPROVALS FOR/OF THIS APPLICATION

When the applicant is a student of GIBS, the applicant must please ensure that the supervisor and co-supervisor (where relevant) has signed the form before submission

STUDENT RESEARCHER/APPLICANT:

29. I affirm that all relevant information has been provided in this form and its attachments and that all statements made are correct.

Student Researcher's Name in capital letters: PAULINE SEHLABELA

Date: 13 Aug 2020

Supervisor Name in capital letters: NGWAKO SEFOKO

Date: 13 Aug 2020

Co-supervisor Name in capital letters:

Date: 13 Aug 2020

Note: GIBS shall do everything in its power to protect the personal information supplied herein, in accordance to its company privacy policies as well the Protection of Personal Information Act, 2013. Access to all of the above provided personal information is restricted, only employees who need the information to perform a specific job are granted access to this information.

FOR DOCTORAL AND FACULTY/RESEARCH ASSOCIATE/STAFF MEMBER RESEARCH ONLY

Approved

REC comments:

Date: 29 Aug 2020

APPENDIX 6: ATLAS TI CODE BOOK

Project: Benefits Realisation Research

Codes Report

All (263) codes

- Benefit Analysis - Cost benefit analysis
- Benefit analysis - Risk based analysis
- Benefit analysis Reason - enable decision making
- Benefit analysis Reason - Increase transparency
- Benefit contracting first step
- Benefit contracting process
- Benefit Definition NOT - Not a calculator
- Benefit description - exploiting opportunities to realise value
- Benefit document - benefit tracker
- Benefit driver
- Benefit justification document
- Benefit Measure - Change of mindset - Capability
- Benefit measure - Create sustainability
- Benefit process - Identify; Execute and Sustain
- Benefits definition - Alignment between strategy formulation and execution
- Benefits definition - Business Case
- Benefits definition - factors for justification
- Benefits definition - Holistic
- Benefits definition - Investing in time and resources
- Benefits Definition - Lifecycle
- Benefits Definition - Link to Strategy - The why we doing

- Benefits definition - Management practice to realise investment
- Benefits definition - Realise outcome from project and programs
- Benefits definition - Task management maximise benefits
- Benefits Definition - Tracking between X & Y
- Benefits definition - understanding ownership
- Benefits definition - value management
- Benefits Definition - Why example
- Benefits definition challenge - Various terms
- Benefits definition- tangible and intangible
- Benefits Description - The need for the why
- Benefits Document - alignment amongst the documents
- Benefits Document - Benefit Tracker
- Benefits Document - Benefits mapping
- Benefits document - Benefits plan
- Benefits document - Benefits profile
- Benefits document - Benefits review plan
- Benefits Document - BRM strategy document
- Benefits document - business case
- Benefits Document - Change management plan
- Benefits document - detailed requirements
- Benefits document - Estimation tool
- Benefits document - handover document
- Benefits document - measuring tool
- Benefits Document - Monthly tracker
- Benefits document - Project Estimation and financial modelling
- Benefits document - Stakeholder benefits matrix

- Benefits documents - Market analysis
- Benefits documents - Strategy
- Benefits Documents - Tracking with graphs
- Benefits management - value management - extracting value
- Benefits Manager - Role and Responsibilities
- Benefits Measure - Lead measure - Examples
- Benefits Measure - Target Setting
- Benefits Measurement - customer satisfaction matrix
- Benefits Measurement - Financial - NPV
- Benefits Measurement - Financial - ROI
- Benefits measurement - Financial tool - IRR
- Benefits Measurement - Incremental measure - Agile
- Benefits Measurement - Intangible - Subjective in nature
- Benefits Measurement - Lag indicator
- Benefits Measurement - Lead and Lag Indicators
- Benefits Measurement - Lead measure focus
- Benefits Measurement - Non Financial
- Benefits measurement - Quantitative (Financial)
- benefits Measurement Challenge - resource reduction
- Benefits Measuring Responsibility - Finance
- Benefits Process - 3 phases
- Benefits Process - Benefits lead - Id projects - produce business case
- Benefits Process - Benefits lead approach - Vision lead, the why
- Benefits Process - Change lead - Id change enablers
- Benefits process - change lead benefits
- Benefits Process - Execution; monitoring and Control

- Benefits Process - From strategy trigger program and projects
- Benefits Process - implementing requires step by step process
- Benefits Process - Mapping - Example - How to map from business case to tracking
- Benefits Process - mapping - Project Feasibility Stage
- Benefits Process - Mapping Process
- Benefits Process 1 - Ensure Benefits are SMART
- Benefits Process 1 - Goal - Put in benefit measurement
- Benefits Process 1 - Identify Strategy - Vision
- Benefits Process 1 - Research and Development Example
- Benefits Process 1 - Research and development
- Benefits Process 1 - Stipulate Benefits Upfront on Business Case
- Benefits Process 1- Definition on Business Case
- Benefits Process 2 - Execution - Review meetings
- Benefits Process 2 - business case approval
- Benefits Process 2 - Planning and Building
- Benefits Process 2 - Planning and Development - Example
- Benefits Process 2 - Put in place measurements and metrics
- Benefits Process 3 - handing over of project
- Benefits Process 3 - Post implementation Review
- Benefits Process 3 - Post Project (operations)
- Benefits Process 3 - Post project example matching against target
- benefits Realisation - ownership - business
- benefits realisation misalignment
- Benefits reporting - Steerco and Mancos
- Benefits Resource - Post Project
- Benefits Resource - Pre Project

- Benefits Resource During Execution
- Benefits Responsibility - Not Project manager
- Benefits Success - Contracting Document
- Benefits Success - Driving Benefits - Top Down Approach
- Benefits Success - Need an accountable person
- Benefits Success - Portfolio Management
- Benefits Success - Understanding the Why - Especially after Covid
- Benefits Team - Tracking of benefits
- Benefits Tool - a quick input, process and output tool
- Benefits tracking - During Execution
- Benefits Tracking - During project execution
- Benefits Tracking - from start to end
- Benefits Tracking - Intangible Benefits
- Benefits Tracking - post implementation
- Benefits tracking challenges
- Benefits Tracking Responsibility - Project Team
- Benefits Tracking Responsibility - Finance
- Benefits Tracking Role - Tracking Manager
- Benefits Tracking tool - Dashboard; KIP
- BRM Capability - Pilot using a project with financial return
- BRM Capability - Change - understand what is required from stakeholders
- BRM Capability - Prepare a business case
- BRM Capability - Senior executive education training - roadmap
- BRM Capability - Stakeholder engagement and involvement
- but to ensure its sustainability, it's g
- Challenge - A project discipline not understood by business as they need to run with it

- Challenge - Agile mindset tick-box exercise
- Challenge - Bad organisation culture - Seen as a discipline
- Challenge - benefit tracking
- Challenge - Bring on board the organisation at large with benefits
- Challenge - Capability Ownership - Does not sit well with CIO, CFO and COO
- Challenge - Change in Sponsorship
- challenge - expectation of instantaneous gratification
- Challenge - Lack factual information upfront
- Challenge - lack of benefit contracting
- Challenge - Lack of benefit tracking
- Challenge - Lack of benefits realisation department
- Challenge - Lack of committment due to fear
- Challenge - Lack of defining the why
- Challenge - Lack of linking to measurement metrics
- Challenge - Lack of ownership
- Challenge - Lack of ownership - why
- Challenge - lack of planning with agile projects
- Challenge - Lack of rigor on business case approval
- Challenge - lack of senior management contracting to KPI
- Challenge - lack of senior stakeholder buy-in
- Challenge - Lack of Senior stakeholder commitment
- Challenge - Lack of trust on the process
- Challenge - Lack of understanding
- Challenge - Lack of user alignment between PMO and users
- Challenge - Leadership Support
- Challenge - Pass through different hand through out the lifecycle

- Challenge - Planning and realisation of Benefit disconnect
- Challenge - Stakeholder Resistance
- Challenge - Teams Held against weak business case
- Challenge - Temporary projects temp - people go back to their jobs once completed
- Challenge - The housing of benefits realisation (PMO?)
- Challenge - Theory versus practice
- Challenge - Tracking - Have patience
- Challenge - Transition from project team to business
- Challenge - Weak business case
- Change management - Bringing people on board
- Change management - Communication and visibility
- Change management - Continuous Review and Assessment
- Change management - Framing and Alignment Continuously
- Change management - Methodology - Freeze; unfreeze; Freeze
- Change management - Misalignment Example
- Change management - not a process - is chaos
- Change management - Plan and timelines
- Change Management - Quality dipstick survey - ensure acceptance
- Change management - Stakeholder engagement
- Change management - take people along the journey
- Change management - Technical change and scope management
- Change management methodology
- Change Management well executed
- Change Management - Educating Stakeholders
- Change Responsibility - Change Manager
- Change Responsibility - Executive

- Key success - Align with PMO Governance structure
- Key Success - Alignment
- Key success - Benefit capability - consist of a number of people
- Key Success - Benefits as its own capability to support business and projects
- Key success - BRM Capability Implementation roadmap
- Key success - Challenge the business case
- Key Success - Change management - New and long term
- Key Success - Change mindset - Capability
- Key Success - Create a supportive and safe culture
- Key success - Creating clear BRM boundaries
- Key Success - Department decision rights
- Key Success - Example of great benefit realisation
- Key Success - Extending Project Life Cycle to enable transitioning
- Key success - grow BRM capability to expert
- Key success - Involvement of middle manager - problem solver
- Key Success - Portfolio - linking to strategy
- Key Success - Portfolio - Project level might not reflect true benefits
- Key success - Talk to managers who will deliver on the benefits
- Key success - Top down approach
- Key Success - Using Benefits to reward
- Key success - Using BRM to create a strong culture
- Key success - creating upfront expectation
- Key Success - Ownership
- KPI - How to linking benefits to KPI
- KPI - Why you use KPI
- Linking projects and programs to strategy

- Person Accountable and responsible - hold each other accountable
- Person Accountable - Depends - Project Executive and Program Executive
- Person Accountable - Ensure accountability - KPI and link to strategy
- Person Accountable - Ensure accountability - Strategy Office to hold
- Person Accountable - Executive Reason
- Person Accountable - Link to strategy - the why
- Person accountable - Senior Executive
- Person Responsible - Benefits Owner - Product Owner Role and Responsibilities
- Person Responsible - Business Manager/Owner
- Person Responsible - EPMO
- Person Responsible - EPMO - Supported by CEO or CFO
- Person Responsible - Project Managers can not be held accountable
- Person responsible - Project Owner
- Person Responsible and accountable - Clear roles and responsibilities
- Process - Going Beyond the project management process
- Project Success - Direct correlation to benefits
- So I think the biggest challenge I have
- So I think there's really work that must
- So to position it and, you know, as you
- Stakeholder buy in - clear roles & responsibilities
- Stakeholder buy in - communication
- Stakeholder buy in - enable owners to make decision
- Stakeholder buy in - End User Education
- Stakeholder Buy in - Requires discipline
- Stakeholder Buy In - Value streams example
- Stakeholder Buy in - Creating value streams from cradle to grave

- Stakeholder buy-in - organisation culture
- Stakeholder support - change management
- Stakeholder support - collaboration between benefit tracking manager and change manager
- Stakeholder Support - Collaboration effort
- Stakeholder support - Providing reporting and feedback
- Stakeholder Support - Sponsor and project manager responsibility
- Stakeholder Support - Sponsor Breaking down walls
- Stakeholder support - Sponsor support and steercom
- Stakeholder support - stakeholder matrix and mapping
- Steering committee - Monitoring and execution
- Steering Committee - Investment decision making
- Success - appoint benefit officer
- Success - Governance - Senior executive at BAU stage
- Success - Governance to manage BAU
- Success - Lead and Lag Indicators
- Success - Link execution and business
- Success - Link to executive scorecard
- Success - Robust decision on business case
- Success - Stakeholder education
- Triple constrain - balancing
- Triple Constrain - Benefit is not key on Compliance projects (Opposing view)
- Triple constrain - Driven by project goal - if quality is important focus on it
- Triple Constrain - Education - Organisation Strategic Intent
- Triple constrain - Project Manager accountable
- Triple Constrain - Quality as important Example
- Triple Constrain - Success factor - Education

- Triple constrain - tie it back to the why
- Triple constrain - time and cost important
- Triple Constrain - Time as important (example)
- Triple constrain - time over benefit
- Triple constraint - agile - minimum valuable product
- Triple constraint - balancing between benefit and triple constraint
- Triple constraint - created a negative behaviour
- Triple constraint - focus on delivering value
- Triple constraint - Quality more important than time and cost
- Triple constraint - Benefit important and should work with triple constrain
- Triple constraint - go beyond measuring project success
- Understanding the why