Seminar In Project Management

Course Code - 707

Program Strategy Alignment & Program Benefit Management

Lecture # 4
In previous Lecture, we have discussed about

- Program management performance domains
- Program life cycle management
- Program management supporting processes
PROGRAM MANAGEMENT PERFORMANCE DOMAINS

✓ Program Strategy Alignment
✓ Program Benefits Management
✓ Program Stakeholder Engagement
✓ Program Governance
✓ Program Life Cycle Management
Program Strategy Alignment

Identifying opportunities and benefits to achieve the organization’s strategic objectives through program implementation.
Program Strategy Alignment

- Initiating a program begins by determining the need for a program by the organization or portfolio.

- The next steps include establishing the program plan and developing an overarching program roadmap.

- To accomplish this, environmental assessments are conducted to provide inputs that ensure the business case, program plan, and program roadmap provide the right value.
Elements of Program Strategy Alignment

- Program Business Case
- Program Plan
- Program Roadmap
- Environmental Assessments
- Program Management Plan
Organizational Strategy and Program Alignment

- **Vision**
- **Mission**
- **Organizational Strategy and Objectives**
- **Portfolio Management**
  - Strategic Planning and Management of Projects, Programs, and Operations
- **Management of On-Going Operations** (recurring activities) Producing Value
- **Management of Authorized Programs and Projects** (projectized activities) Increasing Value Production Capability

**Organizational Resources**
1. Program Business Case

✓ This business case is developed to assess the program’s balance between cost and benefit.

✓ The business case may be basic and high-level or detailed and comprehensive.

✓ The business case includes key parameters used to assess the objectives and constraints for the intended program
1. Program Business Case

✓ The business case may include details about

✓ Problems or opportunities
✓ Business and operation impact
✓ Cost benefit analysis
✓ Alternative solutions
✓ Financial analysis
✓ Intrinsic and extrinsic benefits
✓ Market demand or barriers
✓ Potential profit
✓ Social need
✓ Environmental influence
✓ Legal implication
✓ Risk
✓ Time to market
✓ Constraints and
✓ The extent to which the program aligns with the organizations strategic objectives
2. Program Plan

- The program plan contains many elements and includes many documents.
- The program plan formally expresses the organization’s concept, vision, mission, and expected benefits produced by the program.
- The program plan also defines program-specific goals and objectives.
- The program plan also provides authority for constituent subprograms, projects, and related activities.
- The program plan is the overall documented reference by which the program will measure its success throughout its duration.
2. Program Plan

Elements of the program plan that relate to alignment with organizational strategy are

- Program Vision
- Program Mission
- Program Goals and Objectives
Program Plan : Program Vision

- The program vision describes the expected future state of the program.
- The vision statement is used as the framework for the iterative development of the program plan over time and acts as a constant reminder of the objectives and intended benefits of the program.
The program mission statement describes the purpose of the program, articulating the reason why the program exists.

The mission statement also describes the philosophy and values by which the program will be conducted and details the environment in which the program operates.
Program Plan: Program Goals and Objectives

- Goals are clearly defined outcomes and benefits that describe what the program is expected to deliver.

- Goals can be both short term and long term, and represent achievement of the program’s mission and vision.
3. Program Roadmap

✓ The program roadmap is both a chronological representation in a graphical form of a program’s intended direction as well as a set of documented success criteria for each of the chronological events

✓ It should also establish the relationship between program activities and expected benefits
3. Program Roadmap

- Milestone A
- Details
- Descriptions
- Assumptions
- Benefits

- Milestone B
- Details
- Descriptions
- Assumptions
- Benefits

- Description of additional deliverables and milestones in the out-years
- Summary of the milestones
- List of dependencies and assumptions
- Benefits to be delivered
4. Environmental Assessments

- There are often influences inside and outside of the program that have a significant impact on the program’s ultimate success.

- Some of the influences from outside the program are internal to the larger organization, and

- Some come from completely external sources.

- Program managers identify these influences and take them into account.
4. Environmental Assessments

a) Enterprise Environmental Factors

b) Environmental Analysis

- Comparative Advantage Analysis
- Feasibility Studies
- SWOT Analysis
- Assumptions Analysis
- Historical Information
PROGRAM MANAGEMENT PERFORMANCE DOMAINS

✓ Program Strategy Alignment
✓ Program Benefits Management
✓ Program Stakeholder Engagement
✓ Program Governance
✓ Program Life Cycle Management
Program Benefits Management

Defining, creating, maximizing, delivering, and sustaining the benefits provided by the program.
Program Benefits Management includes processes to clarify the program’s planned benefits and intended outcomes and includes processes for monitoring the program’s ability to deliver against these benefits and outcomes.
Program Benefits Management

✓ Identify and assess the value and impact of program benefits,

✓ Monitor the interdependencies between the outputs being delivered by the various projects within the program and how those outputs contribute overall to the program’s benefits,

✓ Analyze the potential impact of planned program changes on the expected benefits and outcomes,

✓ Assign responsibility and accountability for the realization of benefits provided by the program.

✓ Align the expected benefits with the organization’s goals and objectives,

✓ Assign responsibility and accountability for the realization of benefits provided by the program and ensure that the benefits can be sustained.
Program Life Cycle and Program Benefits Management

i. Benefits Identification
ii. Benefits Analysis and Planning
iii. Benefits Delivery
iv. Benefits Transition
v. Benefits Sustainment
Program Life Cycle and Program Benefits Management

- **Program Definition**
  - Program Formulation
  - Program Preparation

- **Program Benefits Delivery**
  - Program Transition
  - Program Closeout

- **Program Benefits Management**
  - Benefits Identification
  - Benefits Analysis and Planning
  - Benefits Delivery
  - Benefits Transition
  - Benefits Sustainment

**Benefits Identification**
- Identify and qualify business benefits

**Benefits Analysis and Planning**
- Derive and prioritize components
- Derive benefits metrics
- Establish benefits realization plan and monitoring
- Map benefits into program plan

**Benefits Delivery**
- Monitor components
- Maintain benefits register
- Report benefits

**Benefits Transition**
- Consolidate coordinated benefits
- Transfer the ongoing responsibility

**Benefits Sustainment**
- Monitor performance of benefits
- Ensure continued realization of benefits
1. Benefits Identification

The purpose of benefits identification is to analyze the available information about organizational and business strategies, internal and external influences, and program drivers to identify and qualify the benefits that program stakeholders expect to realize.
2. Benefits Analysis and Planning

The purpose of benefits analysis and planning is to establish the program benefits realization plan and develop the benefits metrics and framework for monitoring and controlling both the projects and the measurement of benefits within the program.
2. Benefits Analysis and Planning
3. Benefits Delivery

The purpose of Benefits Delivery is to ensure that the program delivers the expected benefits, as defined in the benefits realization plan.
4. Benefits Transition

The purpose of Benefits Transition is to ensure that program benefits are transitioned to operational areas and can be sustained once they are transferred.

Value is delivered when the organization, community, or other program beneficiaries are able to utilize these benefits.
5. Benefits Sustainment

- The purpose of Benefits Sustainment is to ensure that ongoing sustainment activities have been transitioned to the appropriate entities or subsequent programs to steward the ongoing post-transition work.

- As the program is closed, responsibility for sustaining the benefits provided by the program may pass to another organization.

- Benefits may be sustained through operations, maintenance, new projects and/or programs, or other efforts
Summary of This Lecture

In this Lecture, we have discussed about

- Program Strategy Alignment
- Elements of Program Strategy Alignment
  - Program Business Case
  - Program Plan
  - Program Road Map
  - Environment Assessment
- Program Benefit Management
- Program Life Cycle and Program Benefits Management
  - Benefits Identification
  - Benefits Analysis and Planning
  - Benefits Delivery
  - Benefits Transition
  - Benefits Sustainment
THANK YOU!