



Benefits Management: How to Increase the Business Value of Your IT Projects

By John Ward, Elizabeth Daniel



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The second edition of *Benefits Management* has been updated with current examples, further insights from experience and recent research. It shows how the enduring challenges achieving business value from information systems and technology projects can be addressed successfully. The approach, which is synthesized from best practices, sound theories and proven techniques from a range of management disciplines, is exemplified from the authors' extensive experience of working with a wide range of organizations. The book includes examples from a wide variety of projects including non-IT projects. The book is written in an accessible style, ideal for practicing managers, and includes check lists and templates for using the processes, tools and techniques and real-life case studies of their application and impacts.

The book now also includes:

- International survey results that reinforce the importance of the topic, the key management issues and evidence of how the more successful organizations' practices are closely aligned with those described in the book.
- A Benefits Management Maturity diagnostic which enables organizations to understand the reasons for their current investment success levels and then how to increase them.
- Discussion of the role and contribution Project Management Offices (PMOs): how they can improve the delivery of value IT projects.
- Further practical advice and guidance on Program and Portfolio Management, including findings from the authors' recent research in several large organizations.

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Editorial Review

From the Inside Flap

This edition of the book also includes:

- Evidence from international surveys of how successful organizations' practices are closely aligned with those described in the book.
- A maturity model which helps organizations to identify how to increase the success rate of their IT projects.
- The role and contribution of Project Management Offices (PMOs) in the delivery of value from IT projects.
- Practical advice and guidance on Program and Portfolio Management, based on the authors' recent research

From the Back Cover

—*Benefits Management Second Edition* shows how the enduring challenges of achieving business value from information systems and technology projects can be addressed successfully. The approach, which is synthesized from best practices, sound theories and proven techniques from a range of management disciplines, is exemplified from the authors' extensive experience of working with a wide range of organizations. With examples from a wide variety of projects including non-IT projects, the book is written in an accessible style, ideal for practicing managers, and includes check lists and templates for using the processes, tools and techniques and real-life case studies of their application and impacts.

"A must read for anyone who wants to understand, articulate or prove how technology delivers real bottom-line business value"—**Sarah Harries, Head of Business Improvement, BT plc**

"An invaluable reference for driving more value from your IT and project spend"—**Jason Haines, Finance and Operations Director, Allen & Overy LLP**

"The Benefits Management book is one of the most relevant books I have ever read. Benefits management is a key success factor for any project or program and this book describes how to do it in a pragmatic and logical way."—**Dr. Axel Uhl, Head of Business Transformation Academy, SAP**

About the Author

John Ward is Emeritus Professor at Cranfield University, School of Management. He was previously Professor of Strategic Information Systems and Director of the Information Systems Research Centre. Prior to joining Cranfield, he worked in industry for 15 years and continues to be a consultant to a number of major organizations. As well as publishing many papers and articles, he is co-author of the book *Strategic Planning for Information Systems*. He is a Fellow of the Chartered Institute of Management Accountants and has served two terms as President of the UK Academy for Information Systems.

Elizabeth Daniel is Professor of Information Management and Associate Dean of Research and Scholarship at the Open University Business School (OUBS). Prior to joining OUBS in 2005, she worked in the IS Research Centre at Cranfield School of Management. Elizabeth's research has addressed a number of areas including benefits management and IS in marketing and supply chains. Recent work has included studies of

home-based online businesses and the uses of consumer and employee data. She has published many papers in leading academic journals and a number of management reports.

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