



OpenPM<sup>2</sup> 2018  
CONFERENCE

Brussels, Charlemagne | February 1 & 2

# The PM<sup>2</sup> Business Implementation Plan

[mkoens@supplychange.be](mailto:mkoens@supplychange.be)



Maarten Koens, consultant & trainer

# The PM<sup>2</sup> Business Implementation Plan

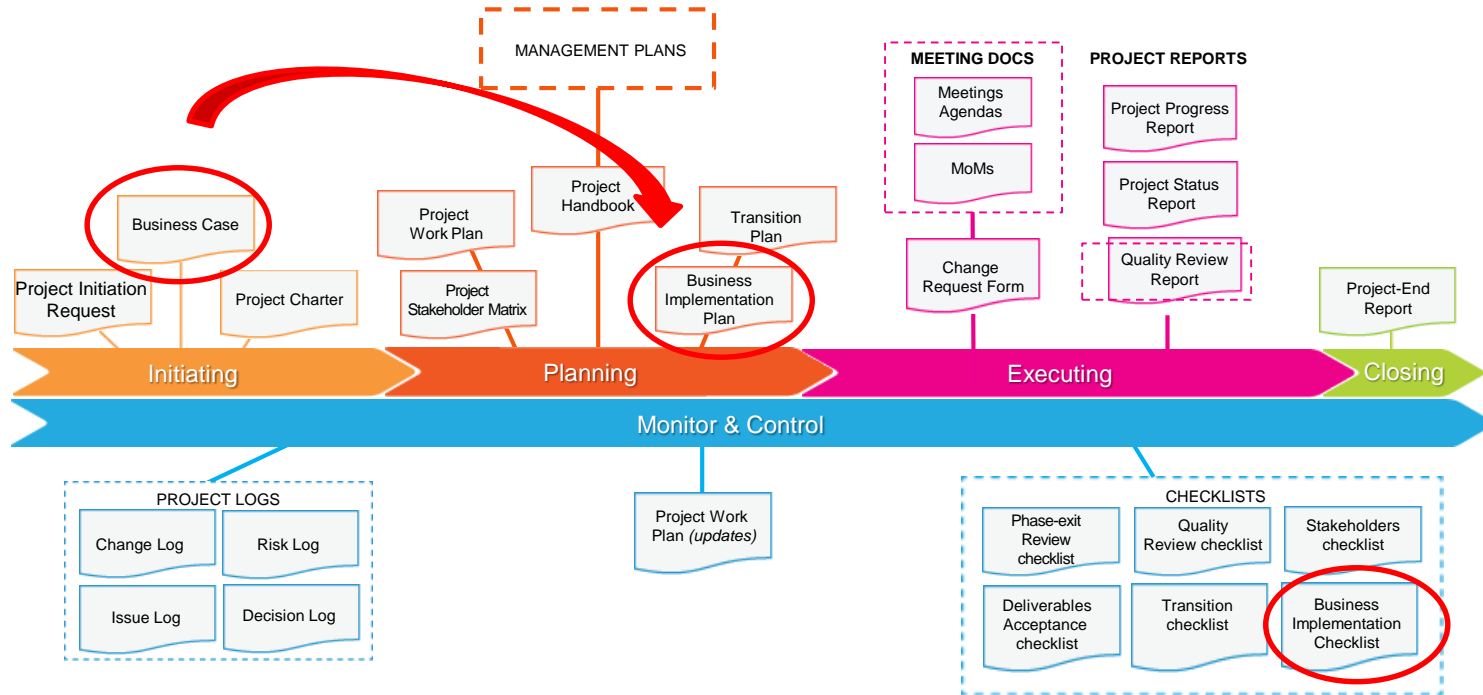
Two documents in PM<sup>2</sup> with focus on benefits:

- BIP: How to move from outputs/deliverables to benefits?
- BC: How do we know that deliverables can bring benefits?

What are benefits?



# The PM<sup>2</sup> Artefacts Landscape



# Business Case (BC)

- Business justification?
- Strategic alignment?
- Best approach?
- Capability & capacity?
- Constraints & Risks?



# Issues with Business Case (BC)

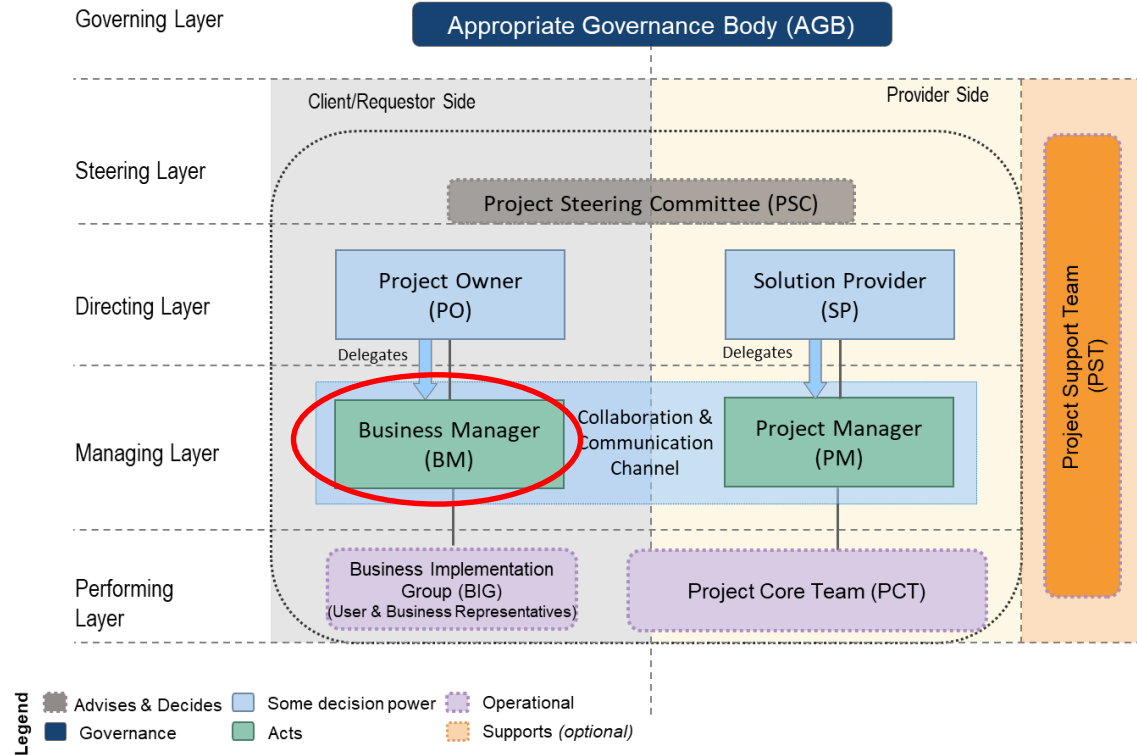
- Benefits: measurable?
- Internal staff vs cash out
- Best approach or most expensive approach?
- Convincing or wishful thinking?
- Risks non-existent?



# The PM<sup>2</sup> Governance Model

## Role Business manager:

- Develops BC & BIP
- Makes the benefits come true!



# The Business Manager (BM) Profile

- **Understands the business** – have **access to people** that understand the business.
- Is capable of **defending/expressing the interests** of the organisation.
- Has **contextual awareness**.
- Has **access to the Project Owner (PO)** and a good line of communication (or has adequate authority delegated to him/her).
- Has (or is able to develop) a **project/process orientation**.
- Can manage (as a project) **business Implementation activities**.
- **Cares about the outcome(s) of the project**.
- Will "**feel the pain**" of bad project deliverables.



## Responsibilities:

- Plans & implements activities **to achieve the desired business changes**.
- Analyses the **impact of the project implementation** to operations and business processes, people and culture of the organisation.
- Participates in the **redesign & updating of any affected business processes**.
- Implements **organisational change** activities in-scope of the project.





- To **increase the chances** of achieving the desired outcomes and benefits.
- Describes **impact on the organisation & change management activities** to assure deliverables are effectively integrated into the organisation.
- Business implementation **activities within project timeline** become part of the Project Work Plan and are scheduled/controlled as part of the overall project.
- Business implementation activities are often required long after the project has concluded: the BIP defines **post-project change activities**.
- **Benefits tracking** is part of the BIP: did we achieve the expected benefits?

RAM (RASCI)	AGB	PSC	PO	BM	UR	SP	PM	PCT
Business Implementation Plan	I	I	A	R	C	I	S	I

## Steps:

1. Understand the **current state** and the desired **future state**.
2. Analyse the **impact** of the project implementation to the on-going operations and existing business **processes**, the **people** and the **culture** of the **organisation**.
3. **Redesign** or update any affected business processes.
4. Devise a **communications strategy** and define **activities for change management**.
5. Identifying possible **sources of resistance** to the desired change(s), analyse the attitude of key stakeholders, and plan their involvement in change management activities.
6. Determine the **training needs** of the people in the organisation.
7. Devise **business continuity plans** for business critical systems.
8. Identify change implementation sustaining activities to be implemented at a **post-project** stage by the permanent organization or other follow-up projects.



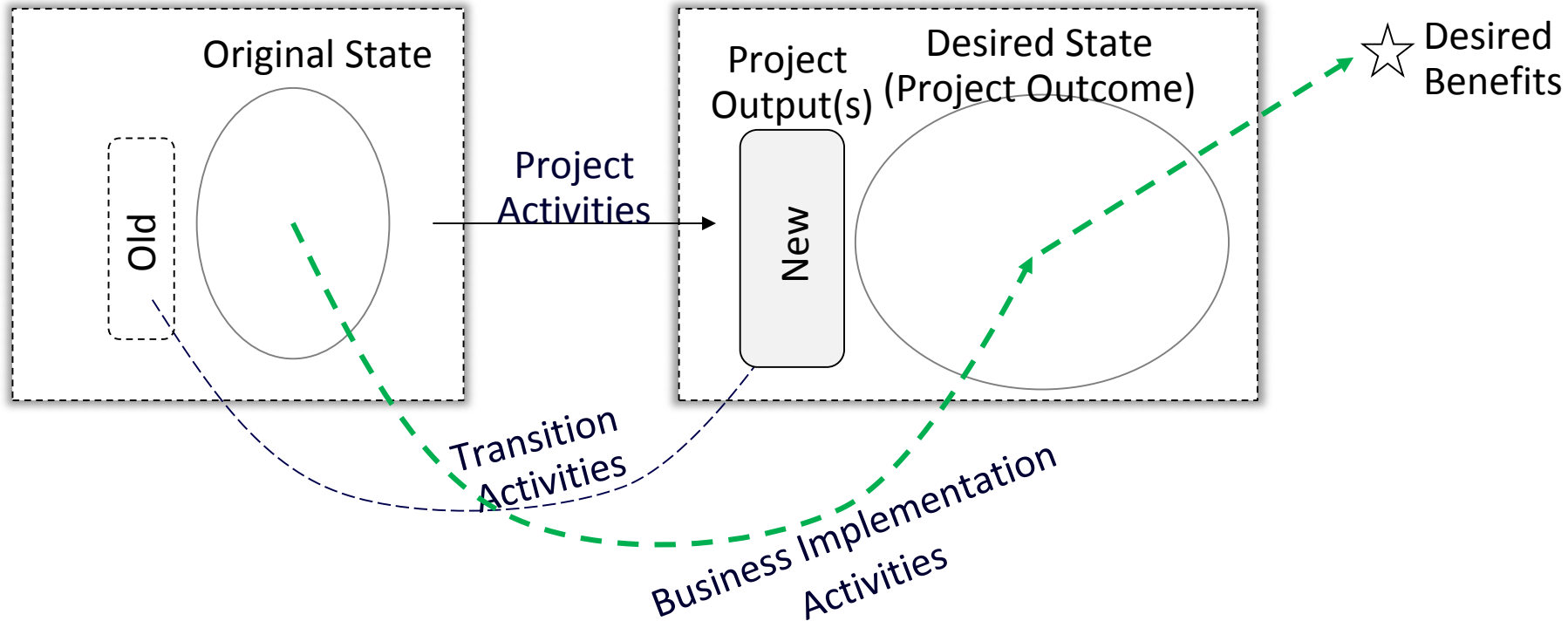
# Business Implementation Plan - TOC

## TABLE OF CONTENTS

1. INTRODUCTION .....	4
2. IMPACT ON PROCESSES .....	4
3. IMPACT ON PEOPLE .....	4
4. IMPACT ON THE ORGANISATIONAL CULTURE .....	4
5. BUSINESS IMPLEMENTATION STRATEGIES AND ACTIVITIES .....	4
5.1 Communications Strategy .....	4
5.2 Timing and Milestones .....	4
5.3 Project Promotion Activities .....	5
5.4 Change Activities .....	5
5.4.1 Project Activities .....	5
5.4.2 Change Activities for the Permanent Organization .....	5
5.4.3 Post-Project Activities .....	5
5.5 Benefits Tracking .....	5
6. TRAINING NEEDS AND ACTIVITIES .....	5
APPENDIX 1: REFERENCES AND RELATED DOCUMENTS .....	6



# Transition vs Business Implementation

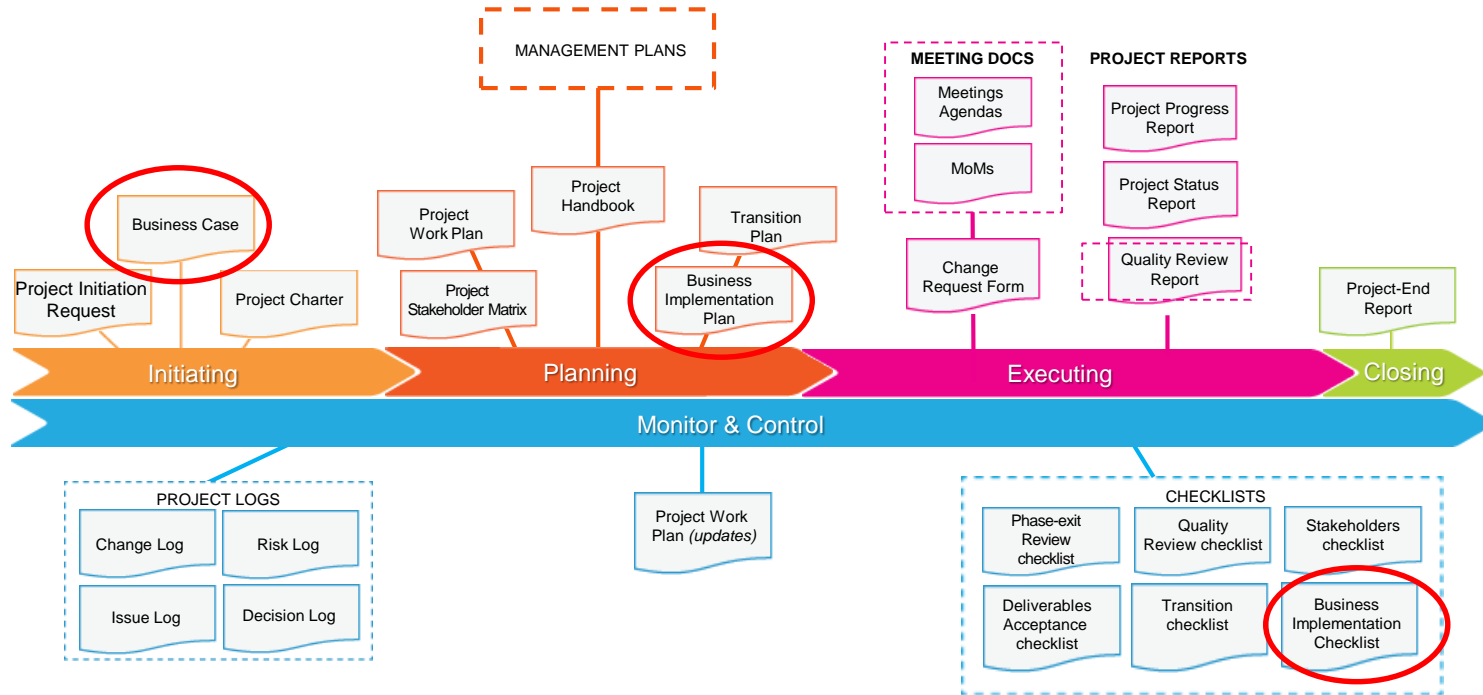




- Effective execution of business implementation activities is **critical for smooth operations**.
- Business implementation activities **complement the transition** activities.
- **Post-project change activities**, however, their implementation falls outside the domain of responsibilities of the project.



# The PM<sup>2</sup> Artefacts Landscape



# PM<sup>2</sup> Business Implementation Checklist

#	Description
<b>Planning</b>	
1	Has an organisational impact assessment (on processes, on people, on culture,...) been performed?
2	Has a business implementation strategy been defined, scheduled and communicated?
3	Have project promotional activities been planned?
4	Have post-project activities been identified?
5	Has the Business Implementation Plan been documented and communicated?
6	Were the business implementation activities (within the project) defined and scheduled in the Project Work Plan?
7	Has a benefits tracking plan been developed and metrics defined?
<b>Executing</b>	
8	Were the business implementation / change activities performed as planned?
9	Has the Business Manager timely reported the changes and status of the business implementation activities?
10	Have impacted processes, roles and procedures been updated, if applicable?
11	Are business continuity procedures in place? Have these procedures been tested?
12	Has a concrete training strategy been defined in order to cover all users needs?
13	Have the training materials been reviewed and approved by the Project Owner?
14	Has required training been conducted?
15	Are training materials placed in the project repository?
<b>Coordination</b>	
16	Were the User Representatives (URs) actively involved in the business implementation activities?
17	Is a support team prepared to start supporting / maintaining project outputs?
<b>Communication</b>	
18	Were all the impacted stakeholders informed about the organisational changes?
19	Were project outcomes and benefits communicated through adequate channels, e.g. intranet, posters, leaflets, sessions,...?
<b>Post-project activities</b>	
20	Were post-project activities scheduled and implemented?
21	Were post-project recommendations analysed and implemented if adequate?
22	Are benefits being tracked, analysed and reported?



How to deal with:

- Loss of control over territory
- Excessive uncertainty during the change
- Change is sprung on people as a surprise
- Too many differences at once
- Loss of face from those associated with current state
- Concerns about competence
- Change is more work
- Ripple effects – change interferes with the activities of other areas
- Past resentments surface due to the interruption of a steady state
- Sometimes the threat is real – change is resisted because it can hurt



OpenPM<sup>2</sup> 2018  
CONFERENCE

Brussels, Charlemagne | February 1 & 2

Thank you for your  
attention



OpenPM<sup>2</sup> 2018  
CONFERENCE

Brussels, Charlemagne | February 1 & 2

