



Developing a Benefits Realization Management Framework for Data-Driven Investments

One of the World's Largest Investment Companies

BUSINESS PROBLEM

The retail investment group at one of the world's largest investment companies was struggling with benefits realization, as do many companies across industries. Without Project Management Office (PMO) and finance teams collaborating to define Key Performance Indicators (KPIs) for projects or programs, no one was being held accountable for the success – or failure – of initiatives. Further, that data wasn't available to justify future initiatives.

As such, when working with the company to design and execute a PMO operating model, we included the implementation of a Benefits Realization Management (BRM) framework in our roadmap of next steps that we suggested the company execute for a more robust and successful PMO.

Realizing that implementing a Benefits Realization Management (BRM) framework could enable them to define the value of their investments, the company reached out to Navigate for help because no one internally at the company had the time or expertise to successfully lead the process.

SOLUTION

The three-week project included three workshops to strategically design the BRM framework, which the company would then implement internally using a high-level roadmap.

The first session was devoted to defining the problem statement and understanding which stakeholders in the organization would be expected to use the BRM framework. Our team used Design Thinking to help the investment company hone in on their problem: Executives needed more data to support how they were allocating their capital investments across the portfolio.

Problem-led solution delivery enabled by Design Thinking continued to play a significant role in the process as we worked collaboratively with the identified stakeholders to better understand their roles and responsibilities. This empathetic approach – focusing acutely on the stakeholders – helped us to design a solution to minimize their pain points, streamline their involvement, and facilitate long-term success.





CLIENT

Retail Investment Group at one of the World's Largest Investment Companies

EXECUTIVE SUMMARY

- Company struggled with benefits realization
- Investing in projects without data to validate if they were achieving expected benefits
- Used Design Thinking to deliver customized Benefits Realization Management framework and implementation roadmap

OUTCOMES:

-  Ability to measure the actual value that programs and projects deliver
-  Data-driven capital allocation and decision making
-  Maximized stakeholder value
-  Culture of accountability



The execution of the process was purposefully flexible, so that we could ensure that we were meeting the company's needs at every stage. To that end, we had a check-in meeting halfway through the process to evaluate progress and determine next steps. During this session, we discussed the company's questions and assessment of the process to date, as well as anticipated deliverables. Based on this, we refocused future workshops, ensuring tighter alignment with the company's highest priorities.

At the end of the three weeks, we delivered a customized BRM framework and a high-level implementation roadmap that indicated how the BRM would integrate with the existing portfolio management process.

To enable the BRM implementation and improved project portfolio management, we also recommended various technology solutions based on a list of requirements that we provided. Because we do not align ourselves with any specific vendors, these recommendations were based entirely on the company's unique needs and priorities.

“Navigate’s expertise enabled us to very quickly introduce a capital allocation process driven by the true value of our investments. This not only has created a culture of accountability within the company, but also maximized shareholder value in a tangible way.”

- Senior Executive

OUTCOMES

The company can now measure the actual value that their retail investment programs and projects deliver to the enterprise, which has enabled data-driven capital allocation and maximized stakeholder value.



Ability to Measure Value that Programs and Projects Deliver



Improved Data-Driven Decision Making



Maximized Stakeholder Value



Culture of Accountability

CONTACT US TODAY TO GET STARTED

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