

Introduction to a new Series

Applying Earned Benefit

By Crispin (“Kik”) Piney, PgMP, PfMP

PM World Journal has kindly agreed to publish a series of articles based on my recent book “Earned Benefit Program Management”. These articles will appear on a monthly or bi-monthly schedule and are planned to cover the following topics:

1. “Benefits Maps You Can Count On” will explain how to develop and quantify a model to describe the steps required in order to deliver the strategic benefits from a program or portfolio of projects.
2. “Introduction to Earned Benefit” will provide an initial introduction to this novel performance measurement technique that builds on the Earned Value Method to focus on achievement of the planned beneficial outcomes.
3. “Completing the Benefits Map” will develop the benefits map quantification further to provide intermediate cost/benefit values for all components of the benefits map.
4. “Enhanced Earned Benefit” will address the challenges raised by “essential dependencies” between components and their effect on realistic earned benefit calculations.
5. “Using the Benefits Map to Understand Stakeholder Attitudes” will demonstrate how the fully-quantified benefits map can be used for advanced stakeholder analysis.
6. “Benefits Map Risk Analysis” will present an original concept that goes beyond the ideas in the book to address analysis of the risks associated with the assumptions in the benefits map.

Reference

Piney, C. [*Earned Benefit Program Management, Aligning, Realizing and Sustaining Strategy*](#). CRC Press, 2018

Editor’s note: We are excited to announce this new series of articles by Kik Piney, based on his book recently published by CRC Press, Taylor and Francis Group. Merging treatment of program management, benefits realization management and earned value management, Kik’s book breaks important new ground in the program/project management field. What could be more important to program and project stakeholders than realizing and accounting for benefits as they occur?

About the Author

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Crispin ("Kik") Piney

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After many years managing international IT projects within large corporations, **Crispin ("Kik") Piney**, B.Sc., PgMP is now a freelance project management consultant based in the South of France. At present, his main areas of focus are risk management, integrated Portfolio, Program and Project management, scope management and organizational maturity, as well as time and cost control. He has developed advanced training courses on these topics, which he delivers in English and in French to international audiences from various industries. In the consultancy area, he has developed and delivered a practical project management maturity analysis and action-planning consultancy package.

Kik has carried out work for PMI on the first Edition of the Organizational Project Management Maturity Model (OPM3™) as well as participating actively in fourth edition of the *Guide to the Project Management Body of Knowledge* and was also vice-chairman of the Translation Verification Committee for the Third Edition. He was a significant contributor to the second edition of both PMI's Standard for Program Management as well as the Standard for Portfolio Management. In 2008, he was the first person in France to receive PMI's PgMP® credential; he was also the first recipient in France of the PfMP® credential. He is co-author of PMI's *Practice Standard for Risk Management*. He collaborates with David Hillson (the "Risk Doctor") by translating his monthly risk briefings into French. He has presented at a number of recent PMI conferences and published formal papers.

Kik Piney is the author of the book [*Earned Benefit Program Management, Aligning, Realizing and Sustaining Strategy*](#), published by CRC Press in 2018

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To view other works by Kik Piney, visit his author showcase in the PM World Library at <http://pmworldlibrary.net/authors/crispin-kik-piney/>