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## Business Environment

simpli|learn



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## **Introduction:**

The project for establishing the Integrated Management System was undertaken to address the business issues and problems which had cropped up in the recent past. The consideration of significant investment in the project needs justification by ensuring the project achieves the results, complementing the business objectives.

Besides, the project will have influence from the internal and external business environment. The project manager should be sensitive to these influences and ensure the project becomes successful by achieving the objectives.

Project should deliver the benefits and value, and at the same time it has to fulfill the compliance requirements. Every activity conducted by the project team at all the levels should keep the business objectives in mind.

Safeguarding the business interest is very important throughout the project life cycle.


## **Challenges**

The organization being globally spread, and the project catering to the different dynamics of the business environment at all the different levels, project managers have to be sensitive enough to understand and handle accordingly.

Project manager (both Global PM and Regional PMs) face various challenges throughout project life that include:

- Varied compliance requirements at different regions and countries
- Business value realization and confirmation on the same
- Ability to grasp the changing business environment conditions and responses
- Overcoming the resistance for the new initiative undertaken by organization
- Building the mindset of learning and improving on continual basis

## **Solution**



Considering the project environment, project objectives, and challenges, the typical areas to be considered while deciding upon the solution for business benefit realization, requires detailed understanding of the demonstration of the following:

- Management of compliance requirements
- Evaluating and delivering the project benefits and value
- Evaluating and addressing the change to environments, both internally and externally
- Supporting the organizational change
- Employing the continuous improvement of the process

While executing the project, the project manager has to ensure checking and confirming the effectiveness of the solution. It requires regular deliberation and review, so that alignment to the business direction and achievement of business benefits can be ensured.

### **Approach**


As depicted in the solution section, the approach includes consideration of all the areas mentioned and demonstration of the same effectively.

#### **1. Management of Compliance Requirements**

While managing the project, it is very important to visualize and maintain the compliance, and the same needs to be managed continuously throughout the project.

For the effective management of the compliance requirements, the approach involves:

- Identifying and determining the project compliance requirements
- Determining and categorizing the compliance requirements
- Identifying and defining the threats to compliance and also the consequences of non-compliance
- Identifying and defining the action required to fulfill the compliance needs

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- Measuring the achievement of the compliance and identifying the ways to improve the project compliance at all the levels

Further, it is important to ensure the creation and management of the configuration management system, risk register, quality management plan, reports, etc.

## **2. Evaluation and Delivering the Project Benefits and Value**

Project manager has to ensure accomplishment of the objectives and requirements of the project stakeholders and business. The PM should consider:

- Building the shared understanding of project and value
- Business benefit realization and ownership of the benefit realization
- Effective management for benefit tracking and confirmation of realization
- Evaluation of various ways the benefits can be achieved
- Effective communication strategy to communicate and confirm the benefit achieved and realized
- Evaluation of the impact to the organization and determining the required action

These can be accomplished by defining the benefit management plan, earned value management, Benefit Cost Analysis, etc.

### **Business Benefits:**

- Improved customer satisfaction levels
- New initiatives and growth
- Improved brand reputation

## **3. Evaluation and Addressing the Change to Environments Both Internally and Externally**

The global project being conducted in varied environmental conditions, there are various differences that have to be handled at the same time. Besides, inevitable changes which keep happening throughout the project life cycle, further create the increased complexity.



To tackle these rapidly changing scenarios, it is essential to consider the following.

- Conduct regular surveys to identify the changes in the environment
- Assess and analyze the impact of the changes in business environment, to aspects of the project
- Evaluate, identify, and recommend the options to address the changes effectively

This required consideration of the project baselines and updating them regularly. Besides, it is also important to consider configuration management systems, backlogs which are reprioritized regularly, and updating the roadmaps.

#### **4. Supporting the Organizational Change**


The organization change is the scenario which is an important consideration to ensure the success of any new initiatives taken by the organization. For an organization to sustain and grow it has to consider the rapidly changing business dynamics and ensure the organization is able to tackle the scenario successfully.

Culture and behavior play the major role in this journey and it is required to build an environment which complements the organizational objectives. This requires:

- Regular assessment of the organization culture
- Evaluating and analyzing the need for organizational change and its impact to organization
- Recommendation of the actions required to address the organizational change and facilitating the change actions

Change management plan, roll-out plan and training plans have to be defined and followed to make the organization journey successful. Besides, it is required to understand and acknowledge that resistance from people is natural.

#### **5. Employing the Continuous Improvement of the Process**



The one who can improve on a continual basis is the only one who is able to progress and grow continually. Every initiative taken by the organization should be considered for improvement and it has to be done at all levels.

Project managers should always look for improvement opportunities and ensure the same are actioned frequently. That requires:

- Assessing the organization and identifying the improvement requirements
- Planning the continuous improvement approaches
- Effective implementation of improvement approaches which include methods, procedures, and tools

The various considerations which are to be made while initiating the improvement can be people, process, procedure, tools, culture, etc.

### **Final outcome**


With the consideration of the business objectives, vision, and the reason behind initiating the project, the outcomes achieved by the project should align to those directions and the investments made have to be justified.

The project creates opportunities for the organization to demonstrate the business compliance and reputation.

The realization of the benefits and value which are as per the expected and defined objectives, justifies the initiative and better customer and user satisfaction, resulting in increased business value and growth.

Being sensitive to the changes in the environment, supports and enables organization or project to make right decisions (informed), and remain aligned to business requirements.

With the initiated change triggering the need of organization change, to equip organization to align with changing business environment, so that organization performs accordingly.



Once the continued learning and improving becomes the way of conducting themselves in the organization, it results in continued innovation and growth.

### **Critical success factor**

The success of the project key for the business is it can address the issues which were cropped up in recent past. Due to this the customer satisfaction level will go down which would result in reduced business. To ensure the business is benefited by the investment made in the project, the following critical success factors have to be checked.


- Delivering the value and time it takes to realize the benefits
- Efficient methods check on the accomplishment of the compliance
- Success of the feedback mechanism established to understand the value realization, changes to business environment, and timely response from the project to address the scenario
- Ability to influence the organization and movement for change across so that the new methods or solutions are adopted successfully
- Active participation of the stakeholders to identify, analyze, and implement the improvements to the process, people, technology, etc., successfully

### **Lessons Learned**

Business benefit being the ultimate objective to accomplish, and the same needs to be achieved on a continual basis, various considerations were made and implemented.

While checking on the accomplishment of the business benefit, it was also evident that business is able to progress better with sustenance and growth. The importance of all the activities/tasks conducted by teams and stakeholders which are aligned to the business objectives, are well understood.





As the project continues to demonstrate the adherence to the compliance requirement, policies, and regulatory, the project was able to move smoothly without any non-conformity from the respective authorities

While any new initiatives were taken up by the organization, the importance of the support from the organization by effective transformation was realized and done successfully.

Continuous improvement and various initiatives taken to enable the project and organization resulted in effective learning and updated capability and skills required for the project.