

taking advantage of an effective process for managing benefits, the possibility of failure in reaching desirable results and waste of investment expenditure will rise. Therefore, until now, various methods and models have been presented for benefit management, which include:

### 2.3.1. DMR's Benefit Realization Model

The DRM Consulting Group proposed this model, and according to that, implementing a benefit management process requires modern approaches in four key fields: Preparing investment plans, investment plan management methods, realization of benefits, determining responsibilities, and evaluation systems (Lin and Pervan, 2003).

### 2.3.2. Benefit Management Process based on the Managing Successful Programs Document

The British Office of Government Commerce (OGC) presented this process, which includes five stages: determining strategies for benefit management, codifying a macro-schema for benefits, codifying formal benefit profiles and realization plans, monitoring the benefit realization plan, and revising benefits.

### 2.3.3. The Active Benefit Realization Approach (ABR) Model

Remenyi et al. introduced this model in 1998. The authors believe that introducing a process for managing information systems development management is based on a continuous evaluation approach. The main idea of this approach is the continual and active contribution of key stakeholders (Remenyi and Sherwood-Smith, 1998). This model comprises three main phases: Start, Evaluation, and Progress. In the first phase, requirements are accurately identified and decisions are made on starting the project. In the second phase, progress-of-the-project progress is evaluated based on different stakeholder opinions, and as a result, necessary modifications are made. The third phase encompasses an infinite feedback loop that exists throughout the project's lifecycle (Lin and Pervan, 2003). One of the interesting points of this model is that it has placed system development inside project management, which can be considered a step toward integrating the project lifecycle and system development lifecycles.

### 2.3.4. Cranfield's Process Model of Benefits Management

This model is a result of a research program conducted in Cranfield University, UK, and can be accounted as a collection of best practices in benefit management of information technology and information systems projects. Based on this model, benefit management consists of a five-stage process including identifying and organization benefits, planning benefit realization, executing benefits plan, reviewing and evaluating benefits, and determining future potential benefits, which are collectively named benefit management cycle (Lin and Pervan, 2003).

### 2.3.5. Ward and Daniel's Benefit Management Process Model

This is the completed and developed version of Cranfield's model, which was presented in 2006. The whole process and the main goals of each stage have been represented in Figure 5. It is noticeable that in this model, in addition to the different stages of the process, it includes principal benefit management activities. The main difference of this approach compared to traditional methods is its emphasis on the relation between change and benefit, importance of benefit ownership, and the need for transparent measurement of benefits (Ward and Daniel, 2006). The summary of goals for each stage of the process is given in Table 3.

Table 3: Principal Goals for the Different Stages of the Benefit Management Cycle

Stage	Goals
Identifying and Structuring Benefits	<ul style="list-style-type: none"> <li>Agreement on investment goals and determining the relation between organizational change stimulants</li> <li>Identifying resulting potential benefits from achievement of investment goals and determining their ownership</li> <li>Specifying the manner of effectiveness for the composition of</li> </ul>

Comment [Trans 24 E9]: بهتر است عناوین را با کاما نوشته و در بخش جدید مطابق آنچه انجام داده اید، هر کدام را به تفصیل شرح دهید.

Comment [Trans24 E10]: DMR or DRM?  
در سطر اول نوشته اید. DRM.

Comment [Trans 24 E11]: اگر مفهوم مورد نظر را از بین نمی برد، بهتر است حذف شود، چراکه در مخفف نیز جای ندارد. اینجا ABR باید قبل از Approach قرار بگیرد طبق مخففی که نوشته اید.

Comment [Trans24 E12]: Identifying what?  
Noun جا افتاده.

Comment [Trans 24 E13]: چون قبلاً نیز benefits را جمع بکار برده اید، اگر برنامه بیش از یکی است، بهتر است plans به کار ببرید.

Comment [Trans 24 E14]: معمولاً نیاز نیست برای بالانویس جداول و زیرنویس تصاویر، به جز کلمه اول، باقی کلمات را به صورت حرف اول بزرگ بنویسید. با دستورالعمل ژورنال چک کنید.