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ERP Performance Triangle: Exploring the interplay between Benefits Realisation Management, Project Governance, and Project Success

Mostafa Mohamad*
Salford Business School
University of Salford
E-mail: m.r.a.mohamad@salford.ac.uk

Abdullah Sultan
Salford Business School
E-mail: A.S.Abdullah@edu.salford.ac.uk

Abstract

The current study aim to explore the trio interplay ERP's Benefits realisation, project governance, and project success in Oil corporations in Gulf. Using a set of 12 qualitative semi-structured interviews, an interpretative study has addressed senior management's perspective in the Kuwait Petroleum Corporation. At the corporate level, our findings show that managing ERP project benefits enhances corporate strategic goals and overall success. At the project level, we have revealed a relationship between benefits realisation, decisions making, bottom-up governance between project managers and project members.

Keywords: ERP, Benefits Realisation Management, Project Management, Project Success, change management.

1. Introduction

In recent years, organisations are making considerable IT investments in their projects to achieve a maximum return by realising benefits from one or more projects (Westland, 2007). By making such investments, ERP projects failure rates have considerably decreased, which plays an important role in organisational success (Serra & Kunc, 2015; Hughes et al., 2015; Lindstrom, 2014). Serra and Kunc (2015) have recently examined correlation between Benefit Realisation Management (BRM) and ERP project success. However, the process through which BRM shape project success has found limited attention in the literature. Several researchers have suggested that BRM enhances project governance. For example, Bradley (2010) and Jenner (2010) stated that BRM creates high values in a project which overall enhance the project governance tools and overall effectiveness. Consequently, the project success increases with project governance (Joslin and Müller, 2016). In line with the gaps in the existing literature on BRM, the focus of the current study is to explore the role of BRM on project governance and project success. The authors questioned *"whether or not BRM is beneficial for ERP project success through project governance and how?"*.

According to winter and Szczepanek (2008), previous studies conceptualise projects as a set of designs and processes that add value, whereas, the project accomplishment is taken as a multifarious concept that requires various actions and leadership attention (Zwikael & Smyrk, 2012; Chang et al., 2013). Other studies discuss the challenges in ERP project implementation in the substantially advanced phase to address the ways through which project benefits can be governed (Williams et al., 2010; Williams & Samset, 2010).
Organisational performance can be improved by generating efficient project benefits (Mohamad & Anuge, 2016). It recognizes the project owner as the sole entity responsible for the recognition of a given project's benefits (Zwikael & Smyrk, 2015). As explained by Ward et al (1996), the responsibility for understanding the gains of each organisational benefits from its ERP projects. While role identification process tasks include stakeholders (direct & indirect), who affect the distribution of each benefit and those variations and tasks that require assurance of delivery (Sakar & Widestadh, 2005). This paper delivers a critical review of the literature that covers the three pillars of ERP project performance. Then it demonstrates an initial conceptual model that informs the way followed to collect and analyse data. The third section maps the research

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methodology, while section four and five present the findings and discussion.

2. Literature Review

This research adopts the goal setting theory, where managers feel motivated because they set clear, general and achievable goals that lead to higher performance. Different researchers have used goal setting theory for model support (Fried and Slowik, 2004) to provide strong empirical confirmation on the positive influence of well-defined goals on project performance. Unambiguously, the theory of goal-setting advocates that the objectives must have various attributes to make them more effective. Goals must be defined in a specific manner to minimize the expected doubtfulness. For example, a target figure must be set specifically, rather than an ambiguous “give it your best shot” type of statement. Goals should also be realistically achievable, which is by keeping into account the limitations, like the resources allocated and the means employed to achieve the targets. This section addresses the trio pillars of ERP project performance including, BRM, project governance, and project success/change.

2.1 Benefits Realisation Management (BRM)

Benefit management of ERP projects is an emerging area for research that emphasizes on the tactical parts of projects in an organisation, and describes its process in projects (Breese et al., 2015). Benefits management ensures the expected results are achieved through business change, by interpreting business aims into recognizable and quantifiable benefits that can be analytically pursued (Hicks et al., 2013). This process comprises of recognizing possible benefits, planning them, exhibiting and tracking responsibilities and establishments and their actual understanding. Moreover, this theory has been inspired by Cranfield’s Benefits Management model and Bradley’s BRM model (Ward & Daniel, 2006; Bradley, 2016).

Over the years, various researchers have advanced different definitions of BRM (Bradley, 2016; Serra & Kunc, 2015; Glynne, 2007). Of these definitions, Glynne (2007) provides the closest definition that aligns with the context of this research. He defines BRM as a set of processes, which are formulated for filling the gap between planning and executing strategy, ensuring that valuable initiatives are implemented. The realisation of benefits through structural change helps in driving the programs and projects. BRM has given a new emerging practice that facilitates the shift from traditional investment approaches to focused active planning of benefits realisation. Therefore, BRM has become a more important issue within the last few years owing to its role in supporting organisations to gain a competitive edge on their competitors. In short, BRM is a valuable approach that should be promoted and supported by the organisations’ top management who are expected to design strategies to achieve maximum benefits (Hicks et al., 2013). Benefits management was initially introduced into the IT sector, which defines it as a process of managing and organizing in order to realise the possible benefit ascending from the usage of information technology (Ward et al., 1996). With the introduction of the management factor, benefit realisation is described as the process that understands the benefits, which are reached and managed by the unexpected few (Farbey et al., 1999). On the other hand, Reiss (2006) defines benefit realisation as the process of optimizing & maximizing benefits from an organisation’s change programmers. Moreover, Lin and Pervan (2001) affirm that benefits management is to be taken as a practical approach of managing the benefits evaluation for realising the benefits of principal investments.

In the context of project success, organisational value and productivity is enhanced by a successful project (Lee et al., 2000). Thus, project management practices gear towards improving the effectiveness of output deliverance within a given time period, as well as within forecasted expenditure and specified conditions. Zwikael and Smyrk (2015) and further developed this approach to include the role of benefits realisation as a means to create strategic value. This view supports the fact that organisations have a clear goal of comprehending recognised targeted benefits in their projects. In an organisational context, benefits management balances and joins investment evaluation in business cases, as well as potential future deals (Hicks et al., 2013). Therefore, benefits management allows an organisation to design, plan and ultimately realise potential benefits.

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2.2 The role of BRM in Project Governance

According to Ahola et al. (2014), in current project research discussion, researches are still ambiguous when it comes to providing a clear concept of project governance and its origin. Currently, there is still no widely accepted definition of project governance in the existing literature(Bekker,2014). Value and understanding project management is gained from the concepts of governance of projects; govern mentality, and project governance (Muller et al., 2014). A project is regarded as a compound and self-motivated system, which requires explicit governance processes and the implementation of an exposed systems view(Artto & Kujala,2008). The need for managing two-sided dependency affects the structure of governance, which exists between the project team and client, the steps of the project and program, and contractors employed on the project (Turner & Keegan 2001).

The governance of project administration is concerned with commercial governance, which is associated with project activities. The efficient PM governance ensures that an organisational project's group is aligned with the organisational objective that helps to deliver efficiency (Hicks et al., 2013). Likewise, Crawford and Cooke-Davies (2008) defined project governance as an arrangement of prescribed principles, processes and structures for project management that is applicable in the individual context of projects, programs and even project portfolios. Project governance also refers to the control of sole projects. As a result, Project Management Institute defined project governance as an erroneous role, which works hand in hand with the organisation's governance model, including the lifecycle of a project, as well as complete and reliable project methods, and guaranteeing its success through defining and recording the reliable communication to enhance project practices (PMI, 2013).

At the interface of the project, project governance is carried out along with all other participants and the parent organisation. A project governance framework often reinvigorates its execution, which can support the project manager, as well as his/her team with an organised process, decision making techniques, and tackles to organise the project while enabling successful project delivery through continuous support and control. (PMI, 2013).

Cooperatively, the governance of a project and project governance both denote the governance of projects, programs, groups and other activities of project management, and these activities are all found within the corporate governance framework. The value systems, strategies and plans, as well as responsibilities that allow projects to achieve their organisational objectives are also considered in the framework. It also helps in fostering application, which is of great interest to internal, external, direct, and indirect stakeholders and the organisation itself (Muller, 2009)

In a study by Michel Foucault (1991), he positioned governance against the govern-mentality. He describes govern-mentality as the art of governance, while governance he describes as the best link between human beings and objects. Here, govern-mentality clearly addresses individuals, and once it is initiated, the governance of objects becomes implicit. The term governance and mentality is the amalgamation of words meaning an individual thinking process, and thus argues different methods of tasks performed through governance

Assuming a project's temporary nature, Bakker et al. (2013) mentioned that everyone requires an exclusive governance structure, which is relatively different from the stable upright structures of contributing establishments, even though they can co-exist between them. Establishing an effective structure of project governance is a major factor of their achievement (LeLechler & Dvir,2010). It pursues to promote authority and shared accomplishment (Stoker,1998) through facilitating a formal representation of arrangements made by the organisation, which is surrounded by a specific project. On reflection, the existing literature has validated constructive associations between project governance and project success.

2.3 Performance Change in Benefits Project Governance

According to Burnes (2004), organisations today are facing complexity and radical change. Over the past few years, the notion of change has changed drastically. Svyantek and Mahoney (2014) state that change is an organizing process. Jacobson (1957) first introduced the idea of readiness in 1957, which states that the basis for readiness as a sole concept supported by multiple theoretical models of process, which helps to bring about change. The extent to which employees are behaviorally

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and psychologically prepared to implement change shows the organisation's readiness for change. Readiness is termed as the critical antecedent to effective organisational change because members of the organisation pursue to sustain such that offers a sense of psychological security, control, and uniqueness (Hirschhorn, 1988; Argyris & Schon, 1978). When organisation's readiness for change is high, they are more committed towards helping in the change efforts, dedicate their energy to implement the change process, and display greater perseverance to obstacles or setbacks. These efforts contribute more to implementation of successful change (Armenakis et al., 1993).

Readiness for change by any organisation varies across the board, as most commonly used terms include acceptance of change, change assurance and commitments, attitudes toward change, reactions towards the change and capacity of agency. Weiner et al. (2008) devised two broad approaches. First is on the organisational level meaning the organisation's readiness for change and second is on the individual level meaning an individual's willingness to embrace change. Sticking with the individualist aspects of change, self-efficacy is explained as the perceived ability to accomplish change successfully, applies an interceding result on readiness for individual(Prochaska et al., 1997) and on at organisational level (Armenakis et al., 1993). Employees who believe in their ability to manage change are those individuals who will often contribute to organisational restructuring. However, employees can also resist changes when they start to exceed their managing capabilities, since any change may result in them having to adapt their role they have become familiar with to this future change (Armenakis et al., 1993).

However, when changes are presented, alterations and disputes between leaders and employees are challenged. Conflict should be resolved immediately to steer change in the right direction as desired by management, so that employees start believing in this change and their perceptions align with that of management (Van de Ven & Poole, 1995). Certainly, one of the prominent hindrances of change owe to a lack of insufficient readiness for change developed by leaders (Kotter, 1996). When organisational leaders overestimate the degree to which they embrace change, undesirable outcomes occur. As per experts consequences faced are: (a) failing to accept change from the start, which can or cannot be recovered later on, (b) the change effort can impede growth, or (c) the efforts for change can fail altogether.

Lehman et al. (2002) describe organisation readiness to change as a group of general features that are necessary but not mandatory for change to take place. Facilitating the implementation of innovation requires the leader's and the employee's motivational eagerness along with personal characteristics, such as specialised growth, inspiration, efficacy, and flexibility. Additional components for facilitating change are environmental factors (e.g., mission and goal clarity, staff unity, open communication, and openness to transformation) and institutional resources (e.g., employment stages, physical resources, degree of training, and IT usage).

Organisations should be capable enough to cope with the upcoming and latest changes, whether that is technological change or environmental change etc. Organisations are expected to embrace any kind of change. Klarner et al. (2008) defines organisational change capacity as the ability of organisations to grow and implement suitable organisational change approaches in order to adapt to the constantly changing environment. For example, management sustenance and assurance is a key approach necessary for creating environmental change (Aladwani, 2001). Employees' resistance and readiness for change were the main reasons for failure to change. It is categorically imperative for organisations to be receptive to their internal stakeholders, as they have created a system that can facilitate them to deal with external customers more efficiently. Therefore, change capacity describes an organisation's ability to deal with unidentified future situations, and to apply particular approaches to prepare for unexpected changes.

Jones et al. (2005), proves that readiness for change works as a mediator in the relationship between employees' understanding of human relations culture orientation. In addition to that, the perceptions of readiness for change explicitly show user fulfillment and emphasize the importance of assessments prior to implementing readiness for change, which should help harbingers of change to bring about particular choices about strategies and procedures that are needed to acquire employee interest for specific change in the organisation. For instance, ERP system implementation is one of the most challenging projects for any organisation regardless of its size. Success does not come easily, and

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implementing for the sole purpose of an instant return on investment will expect a complex and expensive development process. The majority of organisations clearly implement ERP systems for competitive reasons or staying in the market (Mishra, 2011). This process has been part of the business objective today, and has to be clear that a successful "go-live" is not the brass ring. This aspect, included in project planning, cannot be viewed as an objective or even a project goal, but only as a landmark that leads to the actual goal, that is, realising the benefits (Davenport, 2000).

2.4. ERP Performance Triangle: A Conceptual Framework

This study aims to explore how BRM in influences project governance and project success. In this research model (Fig.1), the key concepts are BRM, project success, project governance and readiness for change. Furthermore, the research framework is based on the key concepts deduced from the existing literature. Here, the conceptual model will serve to support the researcher throughout the empirical process. Moreover, these concepts will be explored in the empirical study to determine whether benefits realisation and project governance can lead to project success, as well as exploring the concept of readiness to change that may determine the project's outcome.

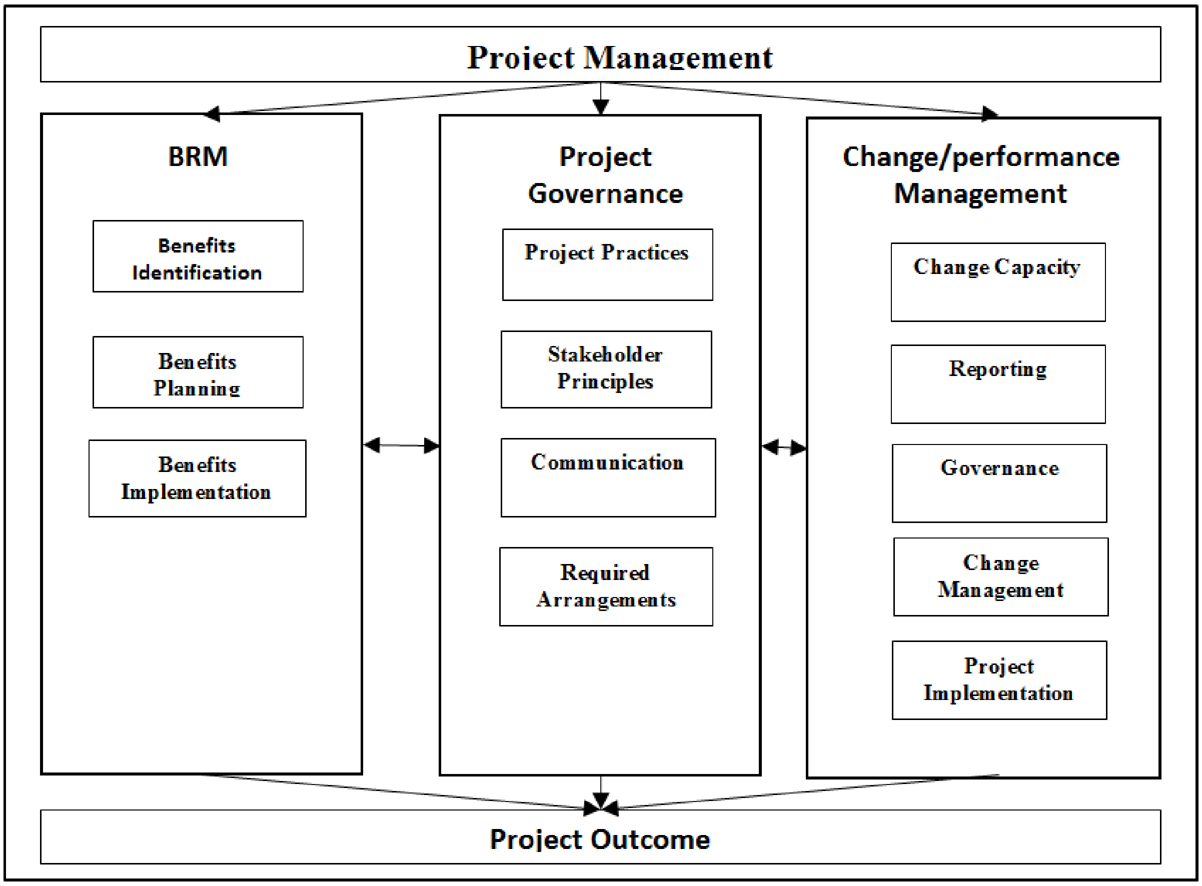

Figure 1: Proposed Research Model

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3. Research Methods

Our study utilizes a qualitative method for collecting in-depth and exploratory case study Creswell, 2012). Specifically, the researchers chose the case of *the Kuwait Petroleum Corporation* due to its uniqueness in ERP investments and the top management's orientation towards BRM. Given the exploratory nature of this research, we tend to understand the interplay between BRM and project governance and their influence on project performance (i.e. change and/or success). Utilising interviews was more suitable research strategy as opposed to survey questionnaires that adopted by other studies that tended to examine the correlation than the mechanisms. This helped to unravel a much broader and comprehensive understanding of the research phenomenon, as well as to provide a valuable contribution to the existing body of knowledge. Lastly, this research study takes on a more structured approach given the case study strategy adopted for this research, and thus the target respondents would find it more convenient to initially know of the procedures and be highly involved in the research process (Choo, 2007). The population of interest in the current study is managers from oil and gas organisations in Kuwait. Given the dynamic environment and the culture of project-based organisations, managers and top management need to think innovatively to realise and optimise benefits wherever applicable.

Table 1: Study Sample and justification

S/No	Manager	Position	Justification
1.	Manager 1	Board Chairman	Directly involved in all dealings within the company
2.	Manager 2	Manager Industrial Services	Top management staff and will provide insight useful within the study
3.	Manager 3	Manager Human Resources	In charge of talent recruitment and management
4.	Manager 4	Manager – Major Projects 1	Provided insight within the project sector involving governance, success, and/or failure
5.	Manager 5	Manager Financial Systems & Control	Part of executive management, which will prove useful for this study
6.	Manager 6	Manager Exploration	This is one of the major projects within the company
7.	Manager 7	Manager Project Support Services	Provided insight on project governance and support
8.	Manager 8	Manager Operations Support (Gas)	Operations manager and part of executive management
9.	Manager 9	Manager Production & Projects (Gas)	Production side of the company and the manager was able to provide the needed insight
10.	Manager 10	Manager Gas Field Development	Part of the major project for their strategy 2030.
11.	Manager 11	Manager Gas Operations	This provided specialist insights regarding the topic of interest.
12.	Manager 12	Manager Corporate Information Technology	This was useful to see how ICT links the different roles and how the projects are managed.

The concept and its understanding of benefit realisation management may differ among the subjects of the oil and gas organisations under study. Therefore, to capture maximum variance, the chosen oil and gas organisations were chosen from different areas in Kuwait City were selected for the collection of data. Convenience sampling method was utilized in the study owing to time constraints (See Table 1).

Firstly, an initial study was conducted in order to assure the interviews were valid and respondents easily

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understood them. The pilot study was meant to help find issues and deficiencies in the interviews that could cause an adverse effect on the original data. In the initial stages of research, it is a common practice (Groves, 2004). The research study was conducted in the Kuwait Petroleum Corporation. Sample size for the pilot study was five. After collecting each set of the five sets of responses, reliability of the data was evaluated. The pilot findings yielded a positive responsive and thus the study was extended for the empirical process.

During the fieldwork, the researchers attended at *the Kuwait Petroleum Corporation* and then recorded the participants 'conversation (with their consent). Twelve semi-structured interviews were conducted with managers who had at least 5 years' experience and coded for traceability purposes (See Table 1). From there, the researcher went back to the UK, collated all of the raw data, and developed a thematic analysis using Nvivo 8. The key themes were as follows;

- Benefits Realisation Management (Serra & Kunc, 2014);
- Project Governance (Muller & Lecoeuvre, 2014);
- Project Success (Aga & Vallejo, 2016);
- Readiness to Change (Holt et al., 2007).

Lastly, all of the relevant data was screened, explained and then findings were contrasted with the existing literature in the research discussion section.

4. Research Findings

4.1. BR Min Kuwaiti Oil

These set of findings relate to the participants' views of BRM in the context of their work environment (*the Kuwait Petroleum Corporation*). ***Manager 1*** stated that BRM in his work context is a process comprising of planning and executing strategy to ensure that oil and gas projects are carried out properly. ***Manager 3*** affirms manager 1's point by stating that the "*realisation of particular benefits through structural change drives our oil and gas related programs and projects*." ***Manager 2*** emphasizes that BRM offers a novel practice that supports the transition from everyday investment approaches to the attentive planning of benefits realisation. Here, the managers are emphasizing the importance of BRM within the oil and gas domain within the last few years as it has helped them to become more competitive by implementing more attentive and novel projects that attract investors, and thus BRM appears to be an approach that this cherished by the managers given their supports for such approach and are willing to design strategies to achieve maximum benefits.

In terms of project success, ***manager 4*** stated that from his personal experience, "*organisational value and productivity influences the success of a given project*." Manager 8 further stated that project management practices focus on the delivery of a project within a given time, as well as within specified conditions and whether the project created any strategic value. ***Manager 6*** stated that within their respected oil and gas organisation, "*it has a clear goal of realising a given project's targeted benefits, as well as benefits management, investment evaluation and potential future deals.*" Here, benefits management oil and gas organisations to design, plan and realise potential benefits.

Manager 10 points out that BRM is also about the considering the tactical parts of oil and gas projects, as well as ensuring the expected results are achieved via business change, which can be achieved via quantifiable and realistic benefits. ***Manager 12*** affirms that realising potential benefits is about "*planning them, overseeing their responsibilities and their actual understanding*." Here, projects do not execute administrative vision/strategy and thus have to be replaced with suitable benefit management practices to ensure value generation. For oil and gas projects, this appears to be no exception as they also follow a clear set of management practices (e.g. managers overseeing the quality of oil being produced, as well as the process of turning that into fuel for consumers) that help to attain project success.

Manager 7 mentioned that project management practices alone cannot achieve project success, stating that the "*interaction of benefit management and project management processes is the way to improve project achievement, and thus benefit management calls for time investigation based on advanced project administration disciplines to have some impact on our oil and gas projects, which is all achieved via disciplined project management approaches.*" Here, it appears that strategic thinking within projects is imperative to create value, and from a BRM perspective, project management calls for designing ventures to implement corporate strategies.

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Manager 2 pointed out the practical implications of BRM in the form of overcoming the shortcomings associated with their oil and gas projects, in addition to managing programs. Though, ***manager 5*** argues that challenges remain unclear given the existing dangers that associated with BRM methods, as well as owing to a misrepresentation of the challenges managers face in their respective oil and gas projects (e.g. time and budget constraints).

Manager 6 stated: "*generating efficient project benefits can improve organisational performance in the long-term as the organisation recognises the project owner as the sole individual responsible for realising the benefits associated with our oil and gas projects."* Here, the manager acknowledges that they are the sole individual responsible for effectively carrying their projects and realising the benefits that help drive project success.

4.2. Project Governancein Kuwaiti Oil

With respect to project governance, ***manager 1*** stated that value and understanding project management is achieved by project governance. ***Manager 5*** affirms that "*projects are considered a self-motivated system that calls for explicit governance processes. Demanding a two-sided dependency impacts the structure of governance, which is made up of our project team and clients, the project's steps, and contractors*." ***Manager 9*** further stated that "*governance of project administration concerns commercial governance, which is linked to project activities. Effective PM Governance ensures that our project groups are well-rehearsed in the organisational objective that aims for maximum efficiency*." Similarly, ***manager 12*** stated that the project governance concerns the lifecycle of their oil and gas projects, reliable project methods, and ensuring effective and reliable communication to enhance project practices. Here, it appears that project governance is carried out along with all other participants and the parent organisation, including its execution that support the project manager, and their team with a well-organised process, decision making techniques, and organise the project while driving project success via continuous support and control.

Manager 11 similarly stated: "*the concept of govern-mentality is part of governance, which is the link between individuals and objects is essential for project success since it involves individual thinking processes that are required to accomplish project tasks to drive that success*." Here, govern-mentality places much emphasis on individuals, namely project managers in this context and their individual thinking process, thereby indicating different methods of tasks performed through governance. However, ***manager 4*** argued: "policies of govern-mentality usually result in controlling behaviour among individuals, such as enforcement of process compliance." Here, there appears to be a neo-liberal form of governance within the oil and gas organisation's organisational culture that facilitates self-control among project members and colleagues through common values and beliefs, all of which can lead to project accomplishment.

On a similar note, ***manager 1*** stated: "*both project accomplishment and effective project governance are interconnected, and places much emphasis on worker needs by defining strong objectives in the governance of our oil and gas projects via public investment*." The same manager goes on to mention that their respected projects are perceived as a bridge between internal and external agreements that are controlled by legal/organisational measures. Here, the manager is stressing the importance of communication in project governance, in addition to other issues, such as project practices, stakeholder principles and required arrangements that are all required to drive project success. Moreover, it seems that building an effective structure of project governance is vital to achieving project success, since it pursues to promote authority and shared accomplishment via the backing of formal representation of arrangements associated with a project.

4.3. Change Management & ERP Project success

With respect to change, the managers had differing views. ***Manager 3*** stated: "*readiness for change on an individual level is an individual's willingness to embrace change. I find that those who wish to embrace change succeed compared to those that do not, since they are adventurous and are willing to try something new for the sake of supporting the accomplishment of projects and the organisation as a whole*." On the other hand, ***manager 9*** stated: "*self-efficacy is vital to accomplish change successfully, and thus shows an individual's willingness to embrace change. For example, some of my project team was not happy with some of the novel methods we implemented for pumping oil and extracting the gas, but* *with a bit of encouragement and self-efficacy, they were on board and realised that it was necessary for the project and organisation to succeed in the future.*" Manager 6 further iterated that employees who believe in their ability to manage change are likely to contribute to organisational reform. Though, *manager 10* argues: "*employees can resist changes when exceeding their managerial capabilities because this change would force them to adapt their role they have become accustomed to in order to accommodate this change*".

However, ***manager 1*** argues that when change occurs, disputes between leaders and employees are challenged and that conflict should be eliminated as soon as possible to drive change for employees to start investing in change and their perceptions agree with the manager's vision. ***Manager 5*** affirms that hindrances of change also come from "*leaders' insufficient readiness for change. There was one occasion where project leaders overestimated the degree to which they embrace change, thus leading to undesirable outcomes, such as lack of growth and a negative work environment, all of which have impacted the project outcome.*"

Manager 10 mentioned: "*innovation requires motivational eagerness from the manager's side, in addition to personal characteristics raging from inspiration and flexibility, and further facilitators of change, such as environmental factors ranging from the project mission and goal clarity and staff unity to open communication, degree of training and IT usage.*" However, ***manager 12*** argued that the factors do not necessarily lead to change implementation, but rather are interconnected, which in turn makes it difficult to isolate them, "*when my oil and gas organisation only focuses on specific core processes, it often forgets the core mission.*" Similarly, ***manager 7*** stated: "*employees' resistance and readiness for change led to failure to change in one project I was a manager of. It is vital for organisations to be receptive to their internal stakeholders, since they have a system that helps them to cope with external customers more efficiently.*" Here, change capacity denotes the organisation's ability to cope with unidentified future situations, as well as to utilize approaches to become ready for any unforeseen changes.

Manager 4 also emphasized that the perceptions of readiness for change explicitly show user fulfillment and stresses the significance of assessments before implementing readiness for change, which in turn may encourage choices about strategies and procedures required to peak employees' interest for specific change. For example, the manager goes on to mention "*the implementation of our oil and gas extractor system was one of our most challenging projects. The success of such projects does not come easily, and implementing for the sole purpose of an instant return on investment resulted in a complex and expensive development process.*" Here, the organisation implemented the system for competitive reasons and was part of the business objective or landmark that leads to the actual goal and realising the benefits.

Moreover, managers are expected to cater for every aspect of change, since they are held accountable for organisational change. For this to become a success, changes that lead to project implementation, governance, and other project functions, as well as change management and defining specific project activities are essential factors that emphasize the important relationship between project governance and project success.

5. Research Discussion

The results support the idea that BRM and project success are closely related, hence substantiates the results that BRM influences project success. It has also been inferred that the stakeholders are not going to be gratified until the expected benefits in terms of being financial or non-financial. With an increase in BRM in oil and gas organisations, a project in progression confronts more success. Project success as perceived by the project's stakeholders generally has limited emphasis on whether the project was carried out on time, within budget and at a high standard (quality). According to Morris & Hough (1987), there are famous cases in which projects were significantly late and overspent but in actual they were very successful. For example, in the case oil and gas organisation, while some projects were completed on time and within their allocated cost, they did not deliver the desired quality required by investors. Though, it looks as if that implementing a project inside the constraints of time, cost does not imply conclusively that these are the only parameters of delivering the expected benefits and stakeholders' satisfaction. In view of Turner & Zolin (2012), two of the necessary conditions for project success are budget and time but they are not sufficient ones. Failure of program is due to lack of benefits management,

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as it also damages the benefits management without recognizing the contributor's success.

Dvir et al. (2003) state that there are many examples in which projects were executed as they were planned, according to budgeted time, budgeted cost and planned performance goals but they failed to achieve the desired benefits required by the customers. They did not produce the suitable revenue and generate profits for the organisation. Fulfilling planning goals, gaining end user benefits, benefits of contractors, and project success, these four components help in measuring the success. These components are highly inter-correlated; once they are implemented properly they can generate project success for its stakeholders. Stakeholders are the one who are paying for the project. They successfully buy the project output i.e., the new asset, pay for project operations, also get benefits for repaying the investment. As Turner (2009), suggested that stakeholders are only interested in projects' yearly impact. They only consider on time delivery of project output under the assigned cost with appropriate features and desired quality/ performance level. Their interest is in the operational side of the assets i.e., it keeps on performing according to the budgeted revenue and cost, to make profits. Moreover, they are also interested in the reputation of asset as well and buyer's loyalty in order to increase their revenue stream (Khang & Moe, 2008).

Identification of the "benefits" before application has a noticeable impact on the success of a project (Thomas and Fernández,2008), BRM therefore, in the case oil and gas organisation increased considerably to emphasize that owners of the benefits are responsible for realising benefits. In such a scenario, the likelihood of project investment success rises more expressively than when we only have a "good" output or "good" BRM practices.

Besides, quantifying the benefits is mandatory for, monitoring, managing, as well as, controlling their realisation; this can also be described as: we cannot manage something that cannot be measured. The obligation for retrieval of the benefits should be attended to positively since the project manager's mere scope is to deliver the outputs (Too & Weaver, 2014). While the purpose of post-project evaluation is to assess the project manager's performance for the deliverance of the output, the aim of benefits review is to appraise the efficacy of the owner of the benefit and to document the wisdom acquired to evaluate the project manager's performance pertaining to delivering the project output of the desired scope inside the confines of time and cost, the review of benefit concentrates on the awareness of the BRM (Ward & Daniel, 2006). The current study reveals that oil and gas organisations that employ BRM are more successful and their projects failure rate diminishes.

The project manager must ensure the implementation of the project in line with its plan, but they are not necessarily answerable to attaining the anticipated benefits from it. Hence, from the point of view of governance, handing over a function of accountability for realising benefits from the projects initiated is thought to be as critical for securing these benefits (Zwickael & Smyrk,2015).According to Biesenthal and Wilden (2014), literature on project governance in projects, grew drastically in last fifteen years. Organisations with developed procedures of BRM and consequently more focus on the governance have their administration boards organizing and supporting for the most part, particularly in those projects which can convey the most relevant benefits. Through expanding the viability of project governance, BRM can ostensibly diminish extend failure rates from a strategic point of view.

In view of Joslin and Muller (2015), project governance is influenced by corporate governance as an ignored function which collectively includes the lifecycle of project for ensuring consistent approach to control project with the aim of ensuring projects success. Governance of project is subjected to context-specific requirements (O'Leary and Williams, 2012). Explained by Muller & Lecoeuvre (2014), governance takes place at different levels of the project tenure; for example, there are groups of projects which include programs and portfolio emphasizing on collective governance. In a recent study, project governance is studied in context of corporate governance which also acts as basis for organisation creation (Joslin & Muller, 2015). According to Turner (2006), the view of project management by individuals has been strongly influenced by project governance as it provides the structure for building, running and reporting project. Hence, governance of project is affected by choice of selection, mode of application and evolving methodologies of project governance.

Weaver (2005), agues on the effects of project governance, as it contributes to organisation's

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performance by managing and minimizing the risks involved, and improving the transparency between various organisational levels. This leads to attain project objectives hence influencing exchange of relevant/ desired information across different stakeholders (Muller, 2009).The practical perspective of the project governance ensures that project execution is done in accordance with the particular standards of organisation and institution. Therefore, it creates transparency across the complete project activities and organisational levels. This helps in creating accountability as well. It also installs a mechanism for project reporting system that outlines the responsibility and roles for its stakeholders directly involved in the project. According to Biesenthal and Wilden (2014), sound project governance does not confine to the ability of project manager for acting flexible and accommodating unexpected changes but also to set project priorities. Project success is based on the wise allocation of resources & supporting processes, and level of corporation between them (Jonas et al., 2013).

On the project's interface alongside the stakeholder sand parent organisation, the project governance is performed. Success of project is measured from various perspectives that include project efficiency, team influence, organisation success, and future preparation (Mir & Pinnington, 2014). Therefore, strict rules help enforce governance through cultural values that is shared by people in the organisation. Clegg et al (2002), addressed the concept of governed mentality by saying that the key for obtaining organisational objectives and goals is organisational governance. It helps in maintaining balance between tasks and deliverable such as outputs, expected benefits, and achieving organisational goals. In any case, this study also concentrated around project governance impacts on project achievement directly. However, results show that they have negative inter-relation; there may be some different components which impact more than project governance. However, the project governance partially mediating between BRM and project success, the purpose and nature of governance is relatively neglected. Governance is not the only factor that helps in project success but also there are many other direct and indirect factors that lead to success. Although interest in good governance has grown and significant attempts have been made to achieve it along with increasing limitations and risks attached to its failure.

The third target of this review concentrates on the moderating part of readiness to change between project governance and project achievement. Readiness to change is distinctly connected with project governance and project achievement. Readiness to change reinforces the relationship of project governance and project achievements. Considering the dynamic and unusual nature of modern business environment, organisations need to be reliably prepared for change. It is fundamental for employees to have the capacity to acknowledge change activities at workplace and add to them valuably. Because of the similarities in the way of their execution procedure, projects are the most proper vehicle for actualizing change activities. The aim for this study is to explore the role of readiness for change in organisations and how it is helpful to govern and extend more effectively.

The literature recommends that if hierarchical culture creates change readiness, change management endeavours ought to be connected to fortifying or creating them. Consistent change implies a continuous arrangement of minor intercessions, which makes unfaltering, yet negligible, growth (Imai, 1986). A few activities require radical work practice changes when others may be executed with just incremental adjustments. New information and abilities are required for employees that they can easily adapt to change in an organisation Rafferty, Jimmieson and Armenakis (2013), identified that readiness for change comes along with optimistic attitude towards job, organisational commitment and job satisfaction. Individual's readiness for change is supported by organisation's positive change supportive behaviour and work attitude. Project managers need to provide all the vital trainings and hardware to bring about readiness to change. It can cost high to an organisation for the time being, however, can return in the form of enormous benefit within no time and which can compete other market competitors, as well. An important factor influencing the system wide change successfulness is initial readiness. As Holt and Vardaman (2013), defined readiness as the extent to which individuals or group are informed, motivated and capable technically for change execution. In general, management and employees are in similar view regarding the capabilities of resources, for instance, staffing and office facilities. Stable and certain environment and adequate budget act as source of readiness for change in the organisation. Once the budget

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decreases, the environment gets unstable, and organisations have scarce resources and climate required for change. The environment appears to shift into the survival mode instead of change and adaptation mode (Lehman, Greener & Dwayne Simpson, 2002). As per Gordon et al. (2000), this difficulty requires to rapid change for organisations to survive.

Explained by Beer and Nohria (2000), large scale organisations increase their change related efforts with the increase regularity. While the failure of change implementation can occur due to various factors as some of them are linked with the employees' attitude towards change (Johnson & Grau, 1994). Organisations change effort includes different levels of processes, although these processes are not reflected in our thinking for readiness for change (Caldwell et al., 2004). Rafferty et al. (2013) argued that the actual use of change management processes including involvement, management and communication is positively linked with the principles regarding change, which contributes to the positive evaluative and judgment overall.

According to Shea et al. (2014), change efficacy is relatively higher when organisational members have clarity about what to do and how to do. Once the employees have perceived they have the adequate resources for change implementation and also that situational factors are favorable, then change usefulness is higher. For instance, when readiness is high, chances for change initiation from organisational members is also high and it exhibits greater perseverance for facing problems that hinders in implementing change. Common attributes for readiness for change include management, communication, and culture of organisation, reward systems, training, and quantity. These are significantly hard initiatives for multifaceted organisations (Balushi, at al. 2014). Nonetheless, in accordance with the above discussion and this study also infers that the governance of an organisation, whether project based or otherwise may lead to success by prioritizing the readiness to change initiatives. Furthermore, results of this study show that the readiness to change moderates between project governance and project success and enhances their relationship in a positive way.

The purpose and nature of governance with readiness to change enables an organisation to get prepared for the market dynamics, compete better with the competitors and ultimately lead to the achievement of the objectives i.e. the project success. Organisations are incorporating the readiness to change strategies despite the daunting challenges pertaining to funding and other factors resisting the same in the cultural scenario of a country like Kuwait.

6.0 Conclusions and Recommendations

ERP Performance in Oil corporations is unmistakably connected to successful acknowledgment of project benefits. Nonetheless, in literature we have viewed that the practice of BRM is mostly imperfect, or does not utilize proper practices in oil and gas organisations. However, *the Kuwait Petroleum Corporation* have progressed with the practice of BRM with lower failure rate in ERP projects, which tells that the organisation ought to execute BRM with other management and governance techniques. At the point when each project team starts to understand its benefits and afterward manages it all through the projects will make a project fruitful. Effective execution of project activities enables the organisation to accomplish the required goal of specific project. The present study has numerous contributions to the project governance area of BRM and project achievement; first we found the impact of BRM on project achievement which was limited in the literature. The finding of the present research also affirmed the impact of BRM and projects achievement, BRM is surely connected with project achievement.

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