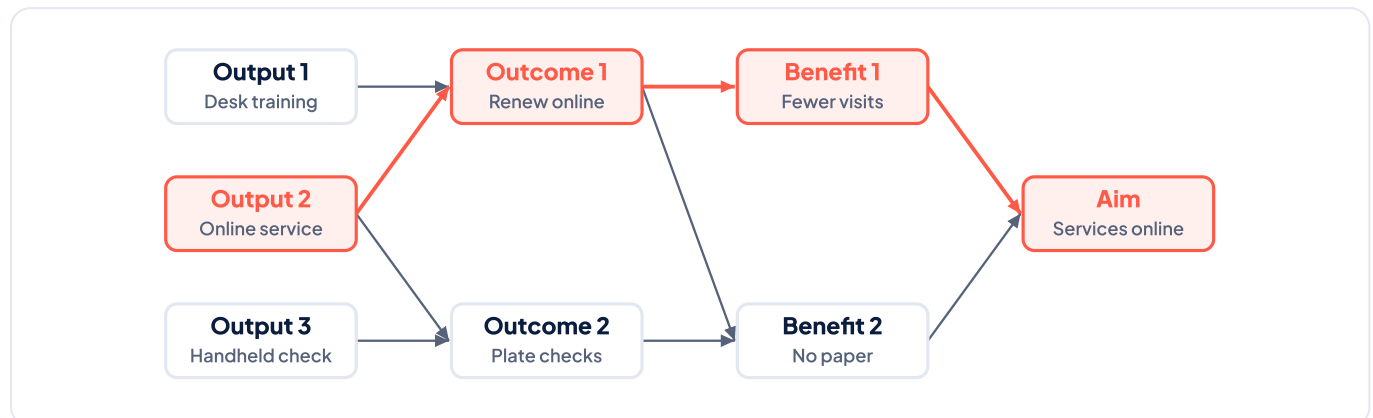


Benefits map

Link each output, through its outcomes, to the benefits and the organisation's aim.



Our own map for a city's online parking permits, read back from the aim. Illustrative target: 70% of about 26,000 permits a year online, about 18,200.

WHAT IT IS

An **output** is what a project hands over; an **outcome** is what changes when people use it; a **benefit** is the measurable gain. Build the map back from the aim, which Buttrick (2020) calls 'back-casting', so every output needs a reason. Each benefit needs an owner in the business, since most come after handover. Mark **disbenefits**, the harm a change can do.

HOW IT WORKS

- 01 Write the organisation's aim on the right.
- 02 Work back: benefits, then outcomes, then outputs.
- 03 Profile each benefit: owner, measure, target, date.
- 04 Mark disbenefits; question any output without a link.
- 05 Track the benefits at each gate and after handover.

MID-LEVEL · WORKED EXAMPLE

Apply it well

The situation: A city team has eight months to move about 26,000 resident parking permits a year online.

The project manager maps back from the city's aim, routine services online. Outputs: online service, handhelds, desk training. Outcomes: residents renew online; wardens check permits by plate. Benefits: fewer visits, no paper. Target: 70% of 26,000 = 18,200 a year online, owned by the sponsor.

In the exam: Draw a small map: one aim, two benefits, their outcomes and outputs. Give each benefit an owner and a measure, and name one disbenefit.

SENIOR · WORKED EXAMPLE

Design and lead it

The situation: A city is joining 14 online services, each run by a different department, under one login over 30 months; 9 old portals will close.

One map covers all 14 services. Each department head owns their service's benefits; the sponsor is accountable overall. The board tests new requests against the map; benefit reviews go on after handover.

In the exam: Show the map as a governance tool: who owns each benefit, how requests are tested against it, and how benefits are tracked after handover.

WHERE IT SITS

IPMA · ICB4

Benefits realisation management: 4.3.1 and 4.3.1.3; outcomes: 4.4.10

PMI · PMBOK® GUIDE 8 · PMP® EXAM

Standard §2.1: outcomes, benefits, value; benefits management plan: Guide p. 115. Exam outline: Process task 3

APM · BOK 8 · PMQ EXAM

BoK (APM's Body of Knowledge) §3.1 Benefits management; benefit profile: §3.1.1. PMQ (APM's Project Management Qualification) objective 9

Sources: IPMA ICB4 (2015); PMI, PMBOK® Guide, 8th ed.; PMI, PMP® Examination Content Outline (2026); APM Body of Knowledge, 8th ed.; APM, PMQ handbook (v6, 2026); Buttrick, The Programme and Portfolio Workout (2020)

Key: IPMA = International Project Management Association; ICB4 = IPMA's Individual Competence Baseline (4.3.1 etc.: its competence elements); PMI = Project Management Institute; PMBOK® Guide = PMI's body-of-knowledge guide; PMP® = PMI's Project Management Professional; APM = Association for Project Management. Unofficial study material for IPMA®, PMI® and APM exams. Not affiliated with, endorsed by or approved by IPMA, PMI or APM, and not an accredited or endorsed training provider. IPMA® and IPMA ICB® are registered trademarks of IPMA in Switzerland and other countries. PMI, PMP, CAPM and PMBOK are registered marks of Project Management Institute, Inc. APM is a trade mark of the Association for Project Management. Other marks belong to their owners. PMP® exam facts are from PMI's public PMP® Examination Content Outline (2026); check the current version on pmi.org. APM's qualifications are its own; this series is not an APM Accredited Provider or APM Endorsed. Examples use a fictional city and its projects. Levels (this series' labels): Mid-level = moderately complex projects (IPMA Level C, PMI's PMP®); Senior = complex projects and people (IPMA Level B, APM's Chartered Project Professional).

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