Benefit Management - An Oxymoron?

for

CCA-EDUCAUSE Australasia 2011
Tuesday 5th April

University Strategic Programme Office
2011

Benefits are the ‘WHY’?

Benefits Management is …
‘consistent focus on delivering the justification’
Benefits identified for business case justification
Reviewed at project closure
Too little … too late

Benefits management life cycle introduced
Started integration with Programme/Project methodology
– Stage Gate 0 and 1
Integration of Life Cycles

Benefits Identification & Analysis
- Investment Logic Map
- Benefits Map
- Strategic Journey Map
Initial benefit register including:
- Items to measure
- Benefit Owners
- How to measure
- Measurement Period
- Frequency
- Baselines
- Targets

Benefits Planning
- Benefits management - Project Management Plan
- Benefits Transition Plan
- Benefit register
- Establish baselines

Benefits Monitoring & Realisation
- Benefits status reporting - still on track for benefits?
- Produce data to support benefits realisation and maintain benefits register
- Corrective actions and recommendations
- Close benefits that have been realised
- Lesson Learned

Benefits Transition
- Ongoing responsibility transferred to the business

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Benefits management life cycle introduced

Started integration with Programme/Project methodology – Stage Gate 0

Investment Logic Mapping

Benefit mapping - measurable targets and timeframes

Benefit Owners/Investors

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A benefits map -EXAMPLE

Capability Build Outcomes

Business Change Outcomes

Customer Value Outcomes

Final Business Outcomes

Assumption

Initiative

Outcome

Close up of one benefit stream

<table>
<thead>
<tr>
<th>Capability Build Outcomes (CBO)</th>
<th>Business Change Outcomes (BCO)</th>
<th>Submitter Value Outcomes (SVO)</th>
<th>Final Business Outcomes (FBO)</th>
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</thead>
<tbody>
<tr>
<td>Design program descriptions and service pathways for IT staff Phase 2</td>
<td>Implement structured ongoing IT training &amp; Career development path for the staff Phase 2</td>
<td>Reduced turnover of IT staff related staff</td>
<td>Reduced programme-related operating costs</td>
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<tr>
<td>Establish ongoing training &amp; development programmes for IT staff (on &amp; off campus) and benefits ownership through initiative &amp; incentivising Phase 2</td>
<td>Initiated Continuity of Planning Phase 2</td>
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Mature benefit management capabilities

Full benefits management life cycle introduced 2011

Benefits monitoring and corrective actions

Benefit transitioning to Benefit Owners

Firm up on linkage with KPI and Accountability initiatives

Lessons along the road

Keep it simple and ‘relevant’

Have the ‘right’ people involved

Mapping tools build clarity & early engagement

Minimise the LoF’s

Benefits are political – external facilitators
Game Changer?

Will the capability of managing benefits be a game changer in 2011?

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