

# Benefits realisation and change

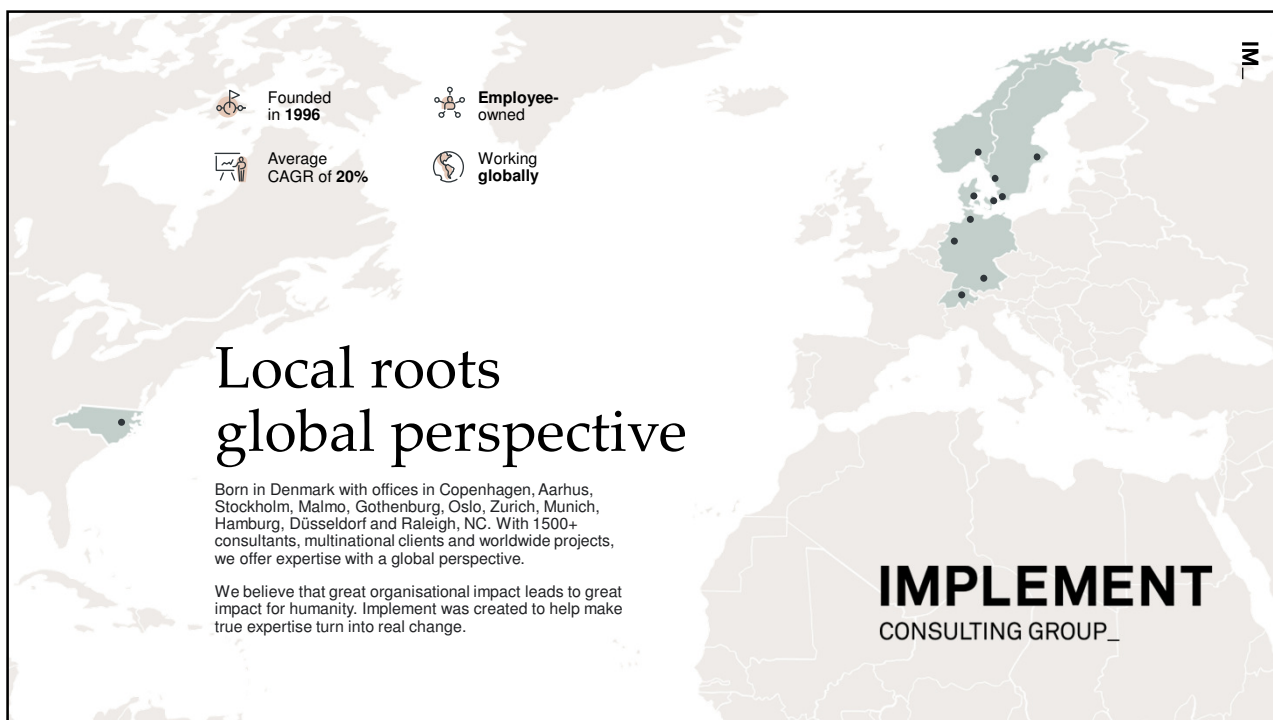
Realise your benefit potential by using a **structured approach** to benefits realisation and change.



22 August 2023





## A bit about me





 **Founded in 1996**
 **Employee-owned**


 **Average CAGR of 20%**
 **Working globally**

## Local roots global perspective

Born in Denmark with offices in Copenhagen, Aarhus, Stockholm, Malmo, Gothenburg, Oslo, Zurich, Munich, Hamburg, Düsseldorf and Raleigh, NC. With 1500+ consultants, multinational clients and worldwide projects, we offer expertise with a global perspective.

We believe that great organisational impact leads to great impact for humanity. Implement was created to help make true expertise turn into real change.

**IMPLEMENT**  
CONSULTING GROUP\_



## Programme

11:50	Introduction
12:05	Benefits realisation – lead projects to create value
12:25	Making it work in your organisation
12:35	Q&A
12:40	Wrap-up and thank you!

## How are we doing when it comes to benefits realisation?

Looking at all project types globally:



How Big Things Get Done, Flyvbjerg and Gardner (2023)

5

# < 50%

of the planned benefits  
are realised in public  
IT projects

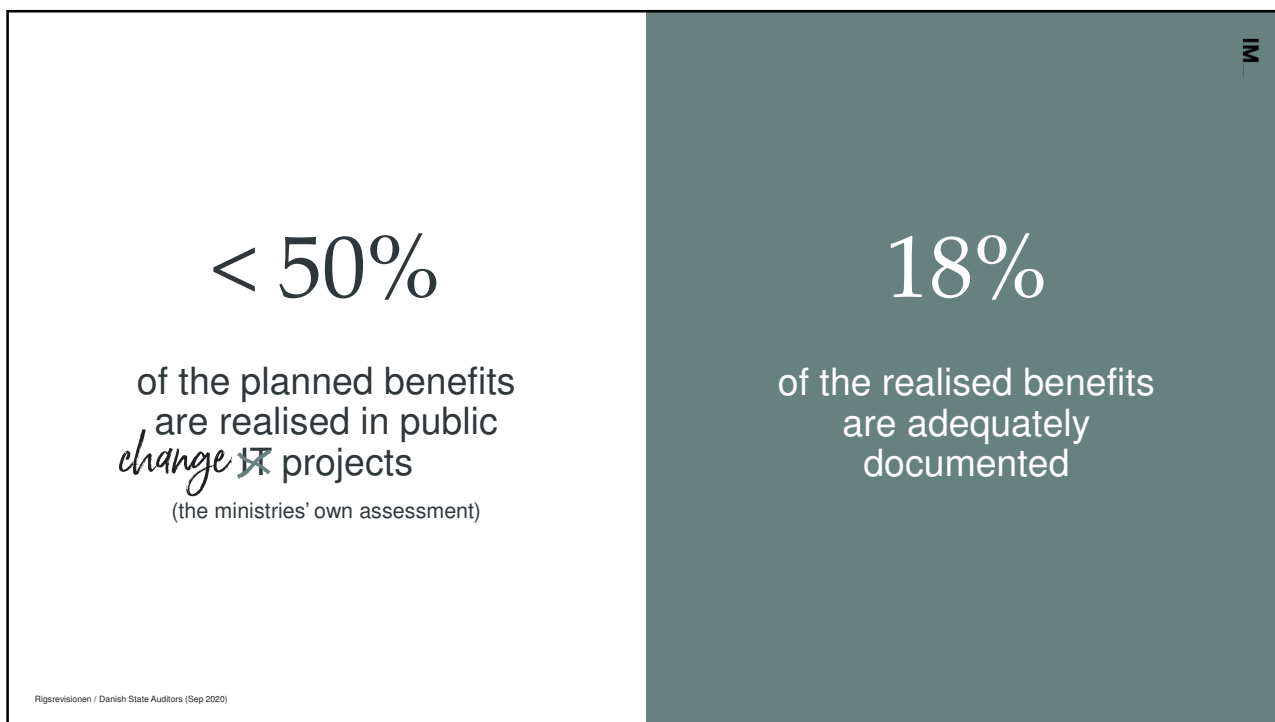
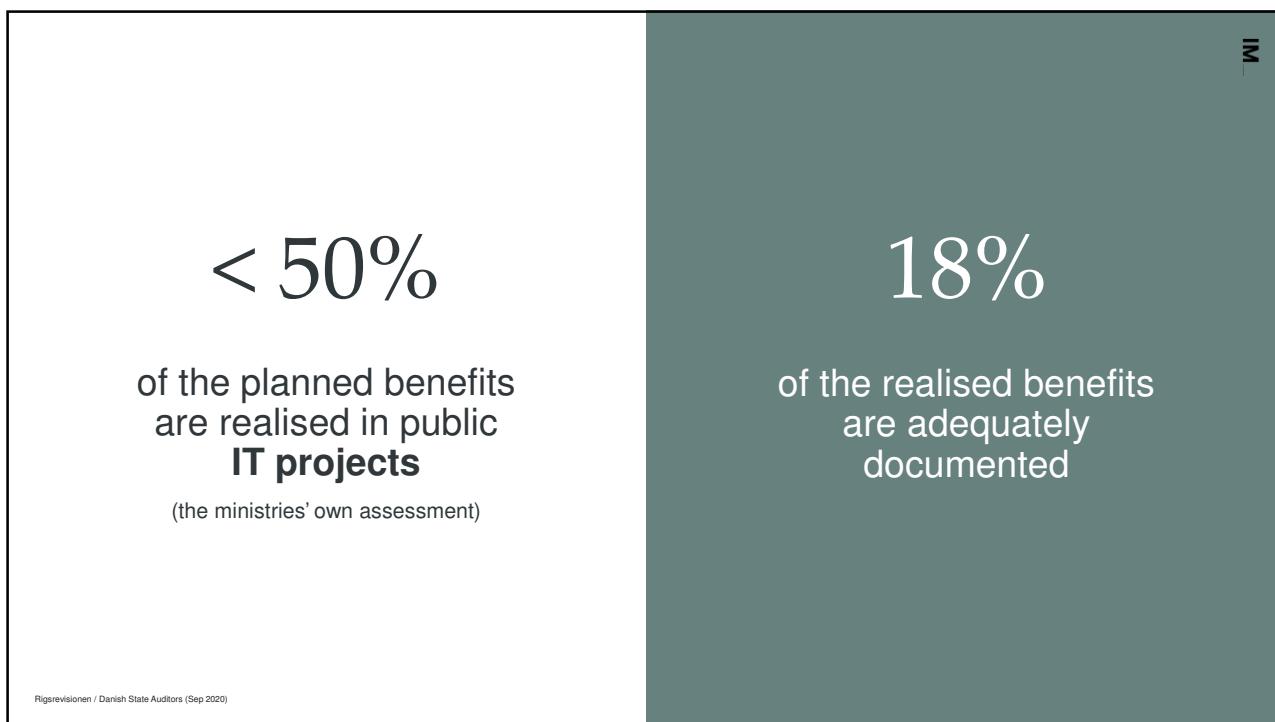
(the ministries' own assessment)

# 18%

of the realised benefits  
are adequately  
documented

Rigsrevisionen / Danish State Auditors (Sep 2020)

IM



**The potential benefits are not being realised because we do not focus on the whole change project**

IM

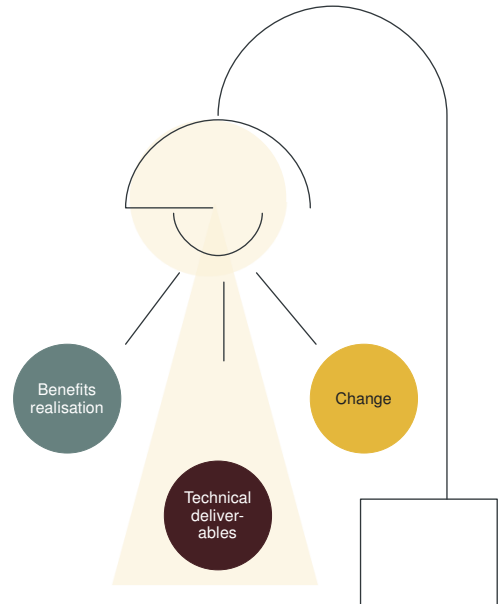
Two things we need to do:

01

Propose a new view of (change) projects.

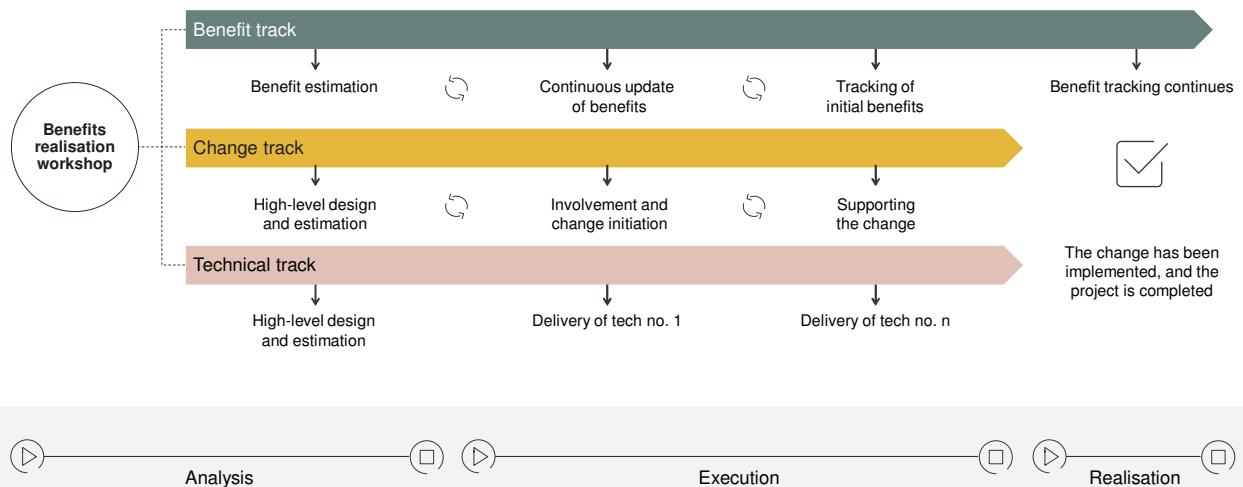
02

Make it **easy and practical** to work with change and benefits realisation.



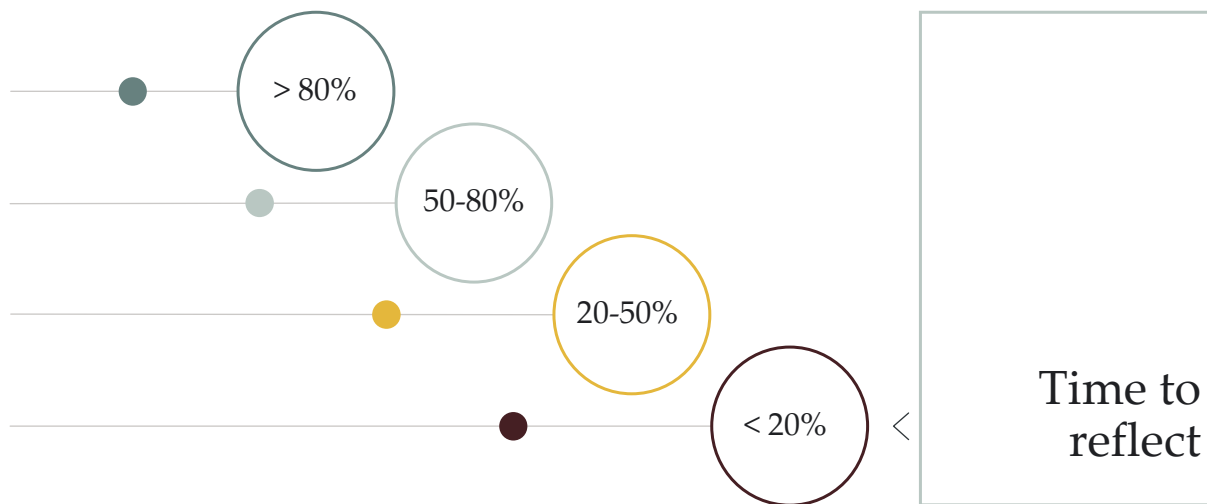
**The benefit-driven change model ... makes the whole change project visible**

IM



On average, how large a part of the benefit potential from change and transformation projects is realised in your organisation?

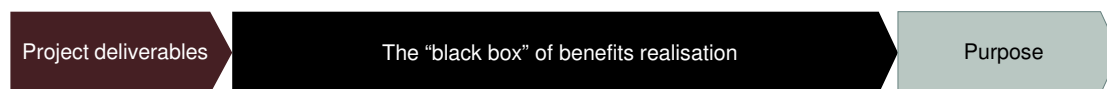
IM



11

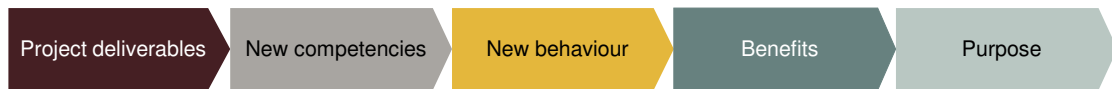
The benefits realisation process is often a *"black box"*

IM



12

# The benefits realisation process is often a "black box" – but it shouldn't be!



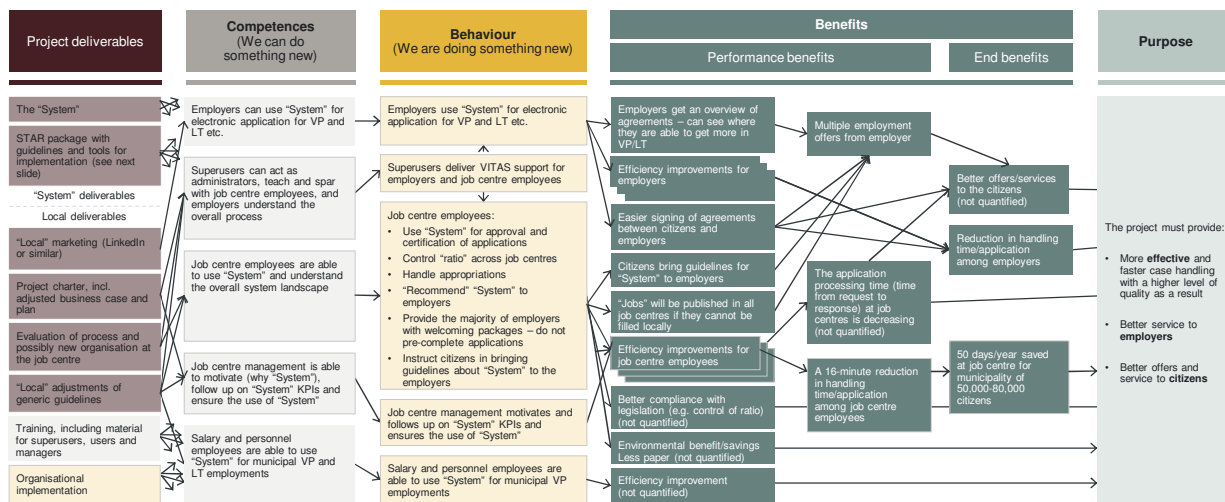
The whiteboard is divided into five main columns, each with a header and numerous handwritten notes on sticky papers:

- Deliverables:** Notes include 'VITAS 500', 'TIPESANJER AP', 'LEKUR', 'DIPLOMA CASE', 'PAPARAGRAFI', 'SIMPAT DE', 'BOBOTEK', 'VELENGAN', 'VELENGAN', 'VELENGAN', 'VELENGAN', 'OFF', 'AR', 'Tahapan', 'KURVA', 'SUKSES'.
- Competences:** Notes include 'SUDIKSI', 'LEKUR', 'LEKUR', 'SISA', 'EVALUASI', 'PROSES', 'IT', 'BET TEAM', 'KEMAMPUAN'.
- Behaviour:** Notes include 'KING', 'VIRK', 'SAPSI', 'VIRK', 'FOKUS', 'VIRK', 'BET TEAM', 'LEKUR', 'ALU', 'BONATE', 'SUKSES', 'ALU', 'FLORIS'.
- Benefits:**
  - Performance benefits:** Notes include 'KUALITAS', 'SUKSES', 'SUKSES'.
  - End benefits:** Notes include 'GABUNG', 'VIRK', 'BET TEAM', 'SUKSES', 'LETTER', 'BONATE', 'FLORIS', 'SUKSES'.
- Purpose:** Notes include 'SUKSES', 'SUKSES', 'SUKSES', 'SUKSES', 'SUKSES', 'SUKSES'.

## Process optimisation and digitalisation

## The completed benefit map – roles and deliverables are combined for an improved overview, and early indicators are added

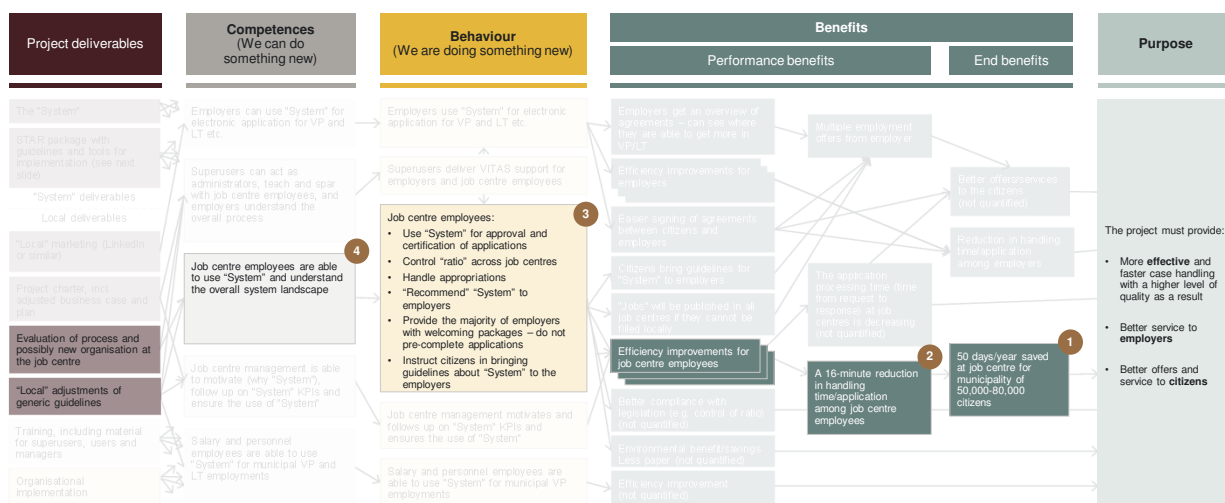
IM



18

## The completed benefit map Focus on the benefits realisation highway

IM



19



## The benefits realisation plan overview – Make benefit reporting as simple as possible

IM

### Benefits and early indicators of benefits realisation Project baseline and end target

No.	Benefit / early indicator of benefits realisation	Measurement	Owner	Baseline (year 0)	End target
<b>End benefits</b>					
1	50 days / year freed up for other tasks	Data from "System" and work load assessment (interview)	Head of job centre	0 days / year	50 days / year freed up for other tasks
<b>Performance benefits</b>					
2	Number of approved applications in "System"	Data from the "System"	Head of job centre	0	Current number of applications + 10%
<b>Behaviour</b>					
3	% of applications processed and approved in "System"	Data from "System"	Head of case worker team	0%	100% of applications processed in system
<b>Competences</b>					
4	Caseworkers are able to process two types of applications in "System" and understand overall system landscape	Completed training and case tests	Local project manager	0% have passed case tests	100% have passed case tests

20

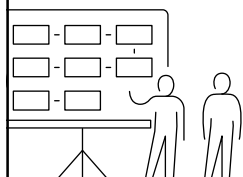
## Large IT replacement and business change

IM

Deliverables	Competences	Behaviour	Benefits		Purpose
			Performance benefits	End benefits	



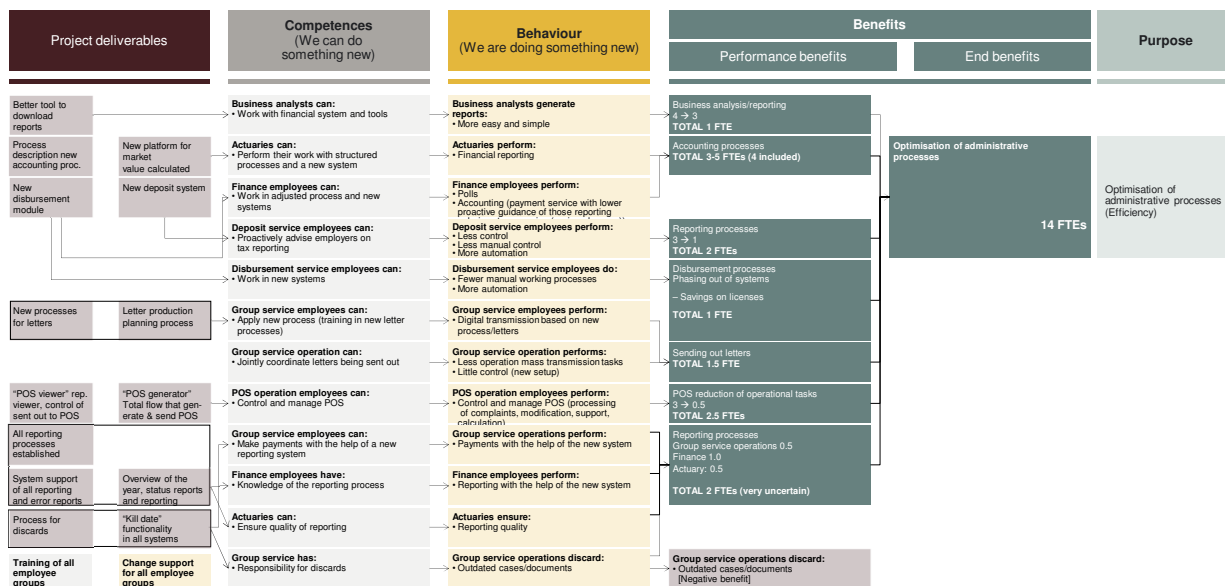
21



# Large IT replacement and business change

## Track 3 – Optimisation of administrative processes (simplified)

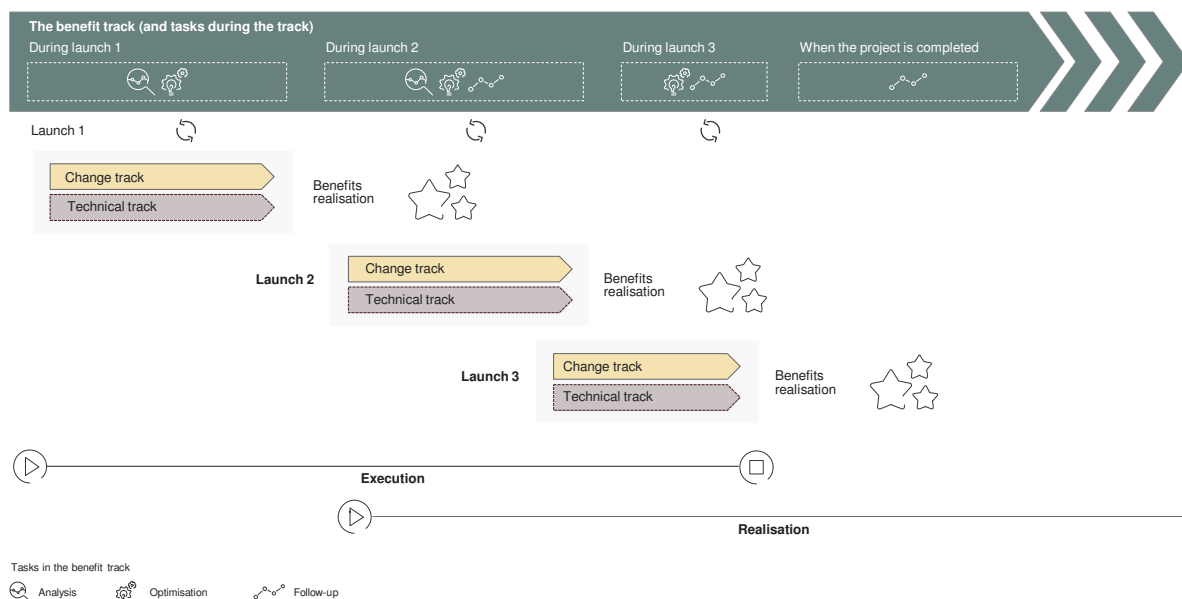
IM



22

# Maximising benefits realisation with multiple launches

IM



23

## Our approach to change is based on two principles

IM

1 Change must be linked directly to the benefits



2 It must be easy to work with change



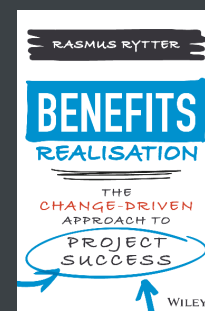
24

# Benefits realisation and change

Making it work in your organisation


23 August 2023

IMPLEMENT  
CONSULTING GROUP



## The established baseline tells us that there is a big need of introducing a standardised approach to benefit realisation

### BUSINESS CASE FINDINGS\*

 **19 %** Have both IT and BU benefits

 No clear benefit owner stated

 **26 %** Have no benefits stated

 No guidance on how to follow up on benefits

#### DATA

- Information and overview about current and past projects are not easily accessible
- Business cases are incomplete and to diverging to easily compare
- Quality is fluctuating and makes it difficult to extract actual benefits

#### PRIORISATION

- Variable business case content makes it difficult to prioritise projects
- Lack of actual benefit realisation from projects mislead future decisions
- Difficult to prioritise projects based on expected future value and benefits

#### MANAGEMENT


- No evidence that projects are managed to maximise benefits or minimise costs
- No culture or mindset about defining benefits and needed behavioural change
- No clear governance on how to follow up on benefits after project closure






26 \* Based on 31 projects



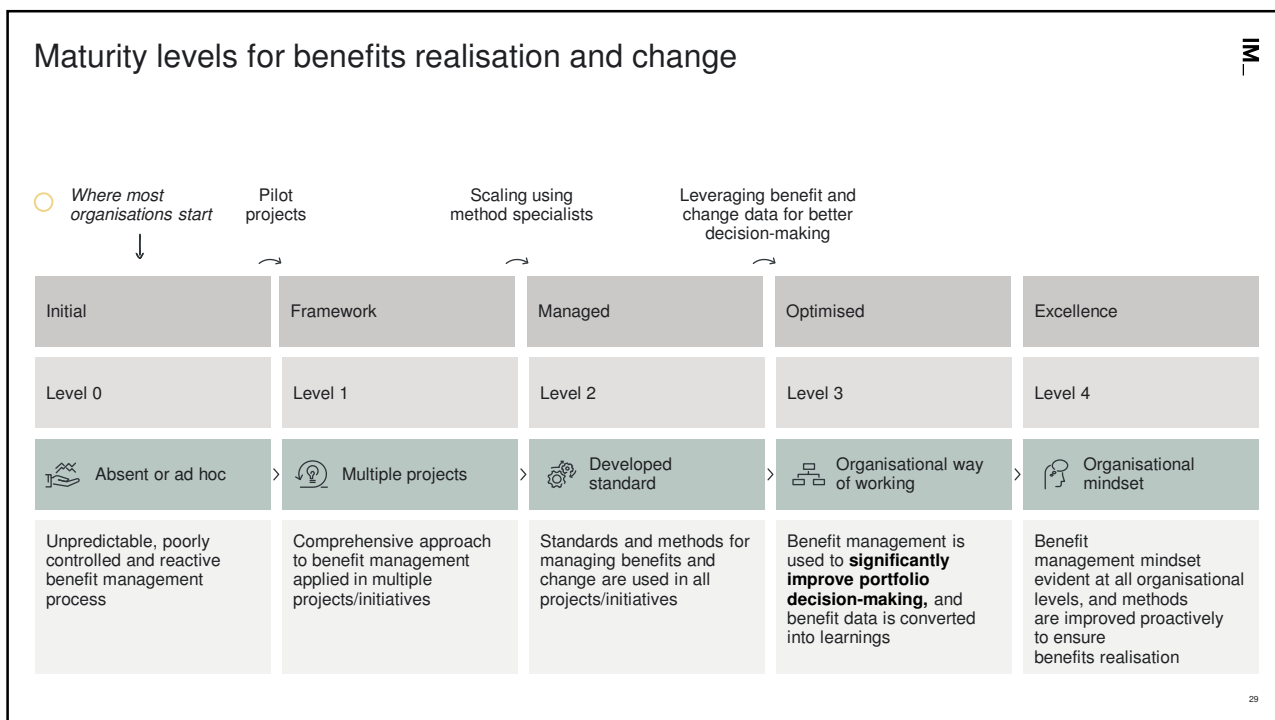
## Maturity levels for benefits realisation and change

IM

 Where most organisations start

Initial	Framework	Managed	Optimised	Excellence
Level 0	Level 1	Level 2	Level 3	Level 4
 Absent or ad hoc	 Multiple projects	 Developed standard	 Organisational way of working	 Organisational mindset
Unpredictable, poorly controlled and reactive benefit management process	Comprehensive approach to benefit management applied in multiple projects/initiatives	Standards and methods for managing benefits and change are used in all projects/initiatives	Benefit management is used to <b>significantly improve portfolio decision-making</b> , and benefit data is converted into learnings	Benefit management mindset evident at all organisational levels, and methods are improved proactively to ensure benefits realisation

27





IM

# Reflections and questions

30

## Thank you.

Please reach out if you have any questions, comments or ideas.



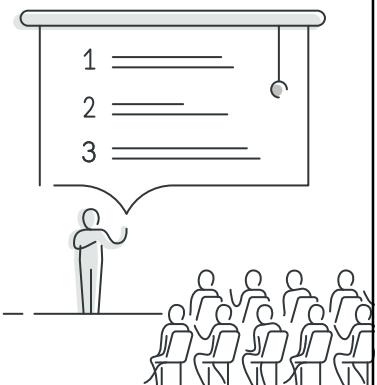
**Rasmus Rytter**  
rry@implement.dk  
+45 3085 8063

## Want to learn more?

Helena Bograd will continue with a talk about Benefitting from Change Management tomorrow



**Helena Bograd**  
hebb@implement.dk  
+45 2092 4819



IM

31