Benefits Realisation:
As easy as telling a story

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Benefits Realisation? Don’t I just do that at the end of my project if I have time?

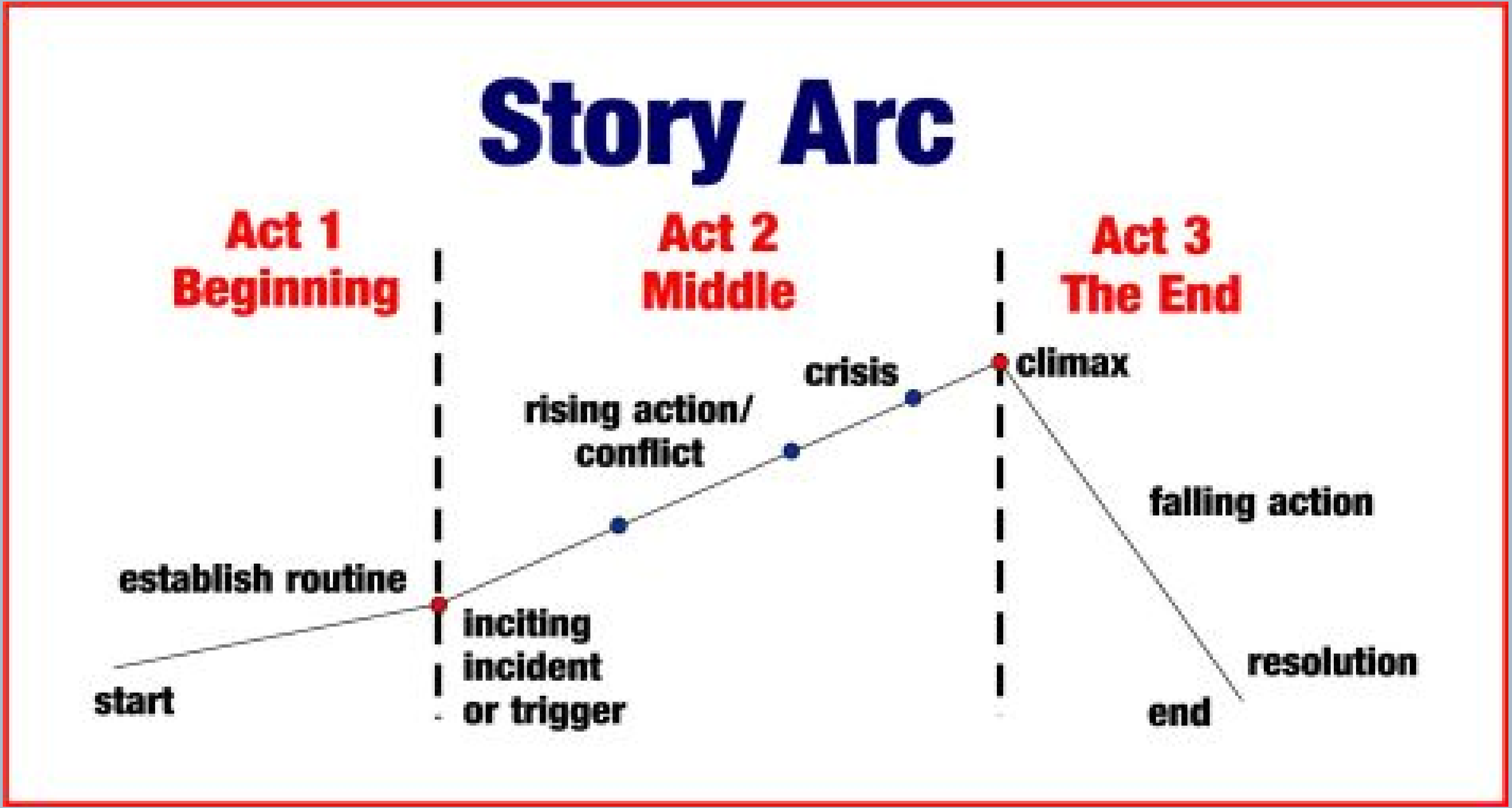
What is benefits realisation?

Benefits: positive outcomes from an action

Benefits realisation: measuring the outcomes from an improvement

Why is this SO incredibly hard?

- Lack of accountability or cultural expectation
- Timing of benefits delivery
- Poor scoping of benefits initially
- Poor capability or education



https://susanleighnoble.wordpress.com/2017/09/28/the-importance-of-a-story-arc/

Easy as 1, 2, 3…

1. Benefits Identification

- High level benefits
- Cost/Benefit analysis (combined with Risk)
- *Beginning of Act 1*

2. Benefits Mapping

- User Stories
- Detailed benefits with measurement approaches
- *Act 1 (or early Act 2)*

3. Benefits Realisation

- Measurement and reconciliation
- Celebration or Continuous Improvement spark
- *Act 3 or the sequel*

And here's some tools…

1. Benefits Identification	2. Benefits Mapping	3. Benefits Realisation
• High level benefits • Cost/Benefit analysis (combined with Risk) • *Beginning of Act 1*	• User Stories • Detailed benefits with measurement approaches • *Act 1 (or early Act 2)*	• Measurement and reconciliation • Celebration or Continuous Improvement spark • *Act 3 or the sequel*

Case for Change

MoSCoW

Cost Benefit Analysis

Benefits Tracker

Case for Change Template

Purpose	Component of Case for Change	Narrative
Explaining the Change	Title	
	Description	
	Case for change, including evidence	
	How does the change relate to the strategic direction?	
Selling the Change	What will it look and feel like when we achieve this?	
	How will we know that we have been successful?	
	What are the benefits for the organisation and stakeholders?	
	How will the change be managed?	

Cost Benefit Analysis Sample

Initiative	Benefits		Costs		
	Cost reduction	**Strategic benefit**	**Resourcing**	**One-off**	**Ongoing**
Improved application rate		High			
Staff capacity savings	$20,000 pa				
Implementation of new application process			UC9 2 months	$25,000	
			Form development	$30,000	$5,000 pa
			Training	$30,000	$5,000 pa
TOTAL	**$20,000 pa**			**$85,000**	**$10,000 pa**

This analysis indicates that:
A one-off investment of **$85,000** is required to implement the new solution.
Implementing the improvement will generate a **$20,000** reduction in cost each year.
The new process will cost **$10,000** each year to maintain.
This means the new process will cost **$10,000** less each year to sustain.

I need a GREEN VW SCIROCCO

Initiative	Benefits		Costs		
	Cost reduction	Strategic benefit	Resourcing	One-off	Ongoing
Savings in maintaining existing car	$10,000		Purchase of car	$60,000	
			Building garage	$25,000	
			Registration and insurance	$4,000	$4,000 pa
			Petrol and servicing		$4,000 pa
TOTAL	**$10,000 pa**			**$89,000**	**$8,000 pa**

This analysis indicates that:
A one-off investment of **$89,000** is required to implement the new solution.
Implementing the improvement will generate a **$20,000** reduction in cost each year.
The new process will cost **$8,000** each year to maintain.
This means the new solution will cost **$2,000** less each year to sustain.

MoSCoW and User Stories

Mo**S**C**o**W is a requirement gathering and prioritising tool that breaks down what the product, experience, outcome or service **M**ust, **C**ould, **S**hould and **W**on't deliver, and creates User Stories.

ID	User Story	Priority
1	**As a <type of user>, I want <describe goal> so that <reason for achieving goal>.**	<Must, Could, Should, Won't>
2.	As a Research Manager, I want to be able to sign/arrange appropriate delegate signature and multiple signatures on external documents such as grants, contracts, NDAs, IP, etc, so that the University can enter into funding/research agreements with external organisations to support research.	<Must>
3.	As an administrator in a Faculty, I want to ensure that requirements are met prior to sending invoices to the appropriate delegate for approval.	<Should>

Benefits Tracker Sample

Use SMART criteria to populate each benefit: Specific Measurable Achievable Realistic Timely

ID	Measurable Benefit [Anticipated Benefit]	Description of Measure [What will we measure?]	Target [What is our target measure?]	Data Source [Where does the data come from?]	Data responsibility [Who will collect the data?]	Data frequency [How often will we measure?]	Baseline Calculation [What is the starting measurement?]	Post improvement calculation 1	Benefits Realised
1	Reduction in time spent on examination scheduling	Staff time to schedule examinations, from schedule start to release plus amendments	Significant reduction in time	BSIT – Business Support & Innovation (Indi)	BSIT (Indi)	Each exam period	Average time to schedule = 5 weeks per exam period Average time for amendments = 1 week per exam period Average exam periods annually = 4 Total staff time = 24 weeks (840 hours)	Time to schedule + amendments = 3 weeks Projected yearly time = 12 weeks	Staff time saved = 12 weeks per year (420 hours) Could also translate to $ saved using Level 5 salary rates
2	Reduction in time spent managing exam papers	Reduction in staff time associated with dropping off and collecting exams papers	Reduce time to zero	BSIT	BSIT	Each exam period	Winter = 52 papers Semester 1 = 200 papers Semester 2 = 200 Average time spent to deliver 1 paper = 20 minutes Yearly average = 9,040 minutes (approx. 150 hours or 4½ weeks)		Academic staff time saved = 4 ½ weeks per year (150 hours) Could also translate to $ saved using Academic Level A or B salary costing

Two examples

Three Little Pigs

Outcome desired (benefit): Shelter

User story: As a newly out of home pig, I want a shelter so that I am protected from the environment and predators.

Measurable benefit: Quality – Shelter is fit for purpose in 12 months with improved user satisfaction measured through a survey

Benefits realised: One building method demonstrated required quality based on survey of 1 stakeholder. Other 2 stakeholders withdrew from project.

Lesson learned: focus more on risk analysis

Icarus

Outcome desired (benefit): Safety

Cost/benefit: Can make solution from available materials and existing capability

User story: As a prisoner of King Minos, I want a way of escaping Crete so that I can be safely transported to my native Greece.

Measurable benefit: Time - Arrival in Greece within a clear timeframe

Benefits realised: Wings built successfully, but operator error led to failure.

Lesson learned: More focus required on training and transition to business as usual.

Use the stories of your project stakeholders, before, during and after your improvement to build up and refine your benefits story.

When it all fails just remember the Three Little Pigs