



University of
Strathclyde
Glasgow

Using benefits forecasting to drive decision-making in our Cloud Programme

Graham Christie, Projects & Training Manager



Benefits Framework

01

Benefits Realisation Map

- Developed in partnership
- Programme's key objectives and measurable benefits
- Provides a clear line of sight from projects through to benefits and objectives

02

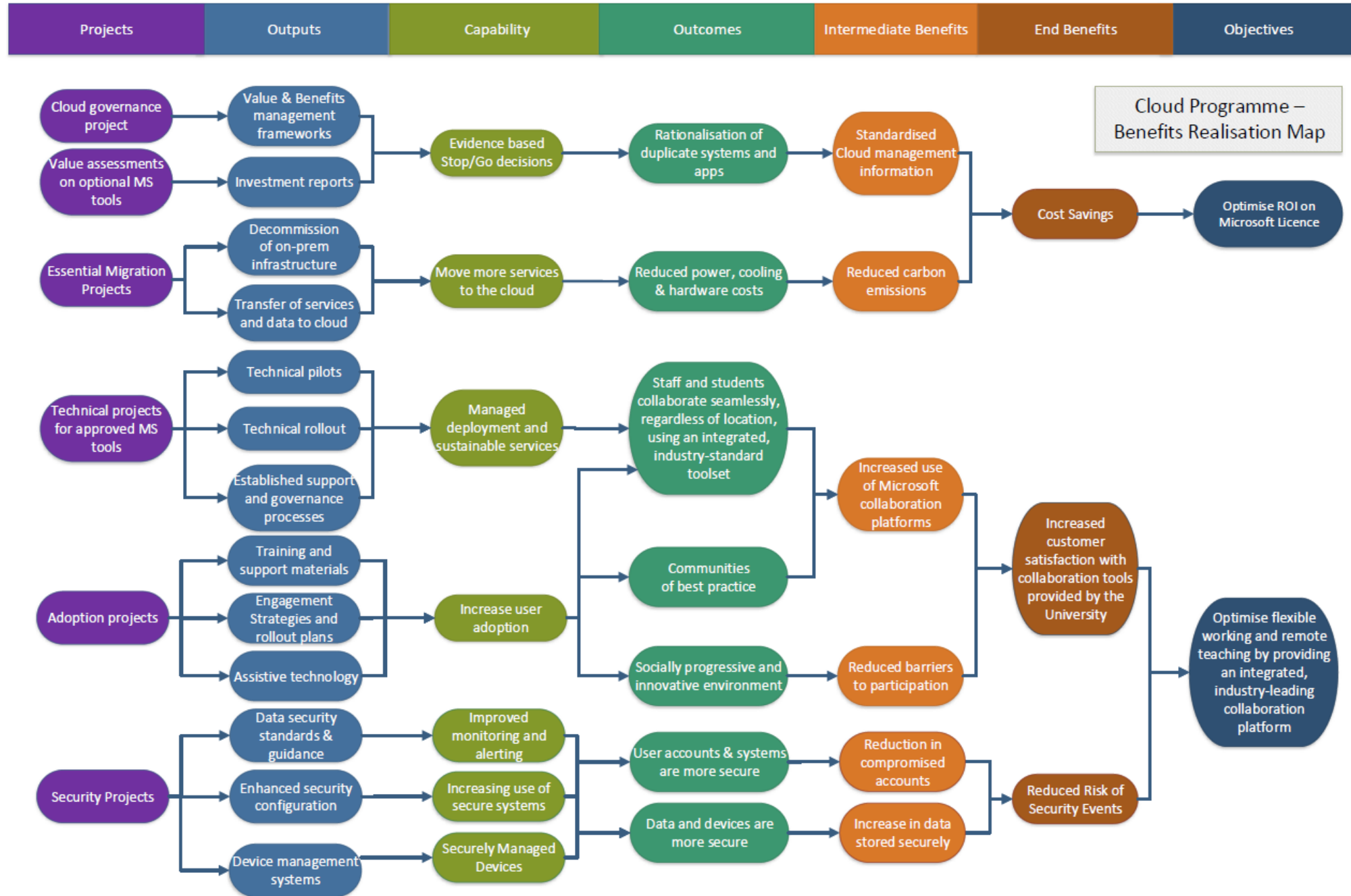
Benefit Profiles

- Detailed definition for each benefit
- Includes description of how, when and who will measure each benefit
- Creates common understanding

03

Benefits Register

- Summary of key information from each benefit profile
- Tracks actual v expected progress
- Informs decision-making
- Supplemented by the Benefits Dashboard



Benefit Profiles

- Provides a comprehensive description of each benefit and measure
- Capture the what, how, who and when for each measure, including:
 - Definitions (important!)
 - As-is baseline and performance targets
 - Forecast realisation, including dependencies & assumptions
- Identifying the correct measures can take time
 - Multiple measures and proxy measures
- Creating forecasts and targets can be challenging
 - Agree profiles with SMEs
 - Base on past experiences, where possible, and capture lessons for next time

Benefits Register

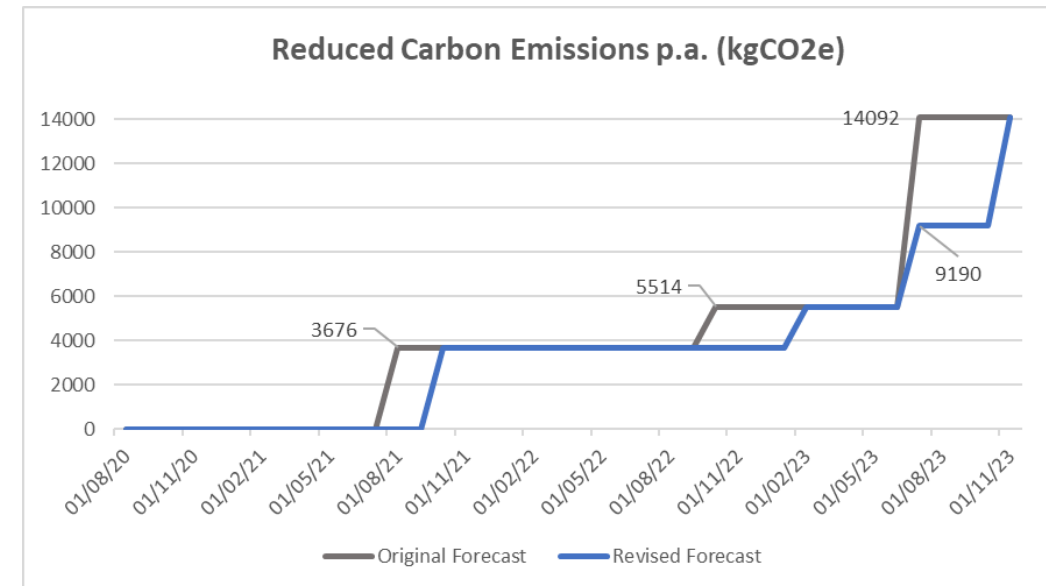
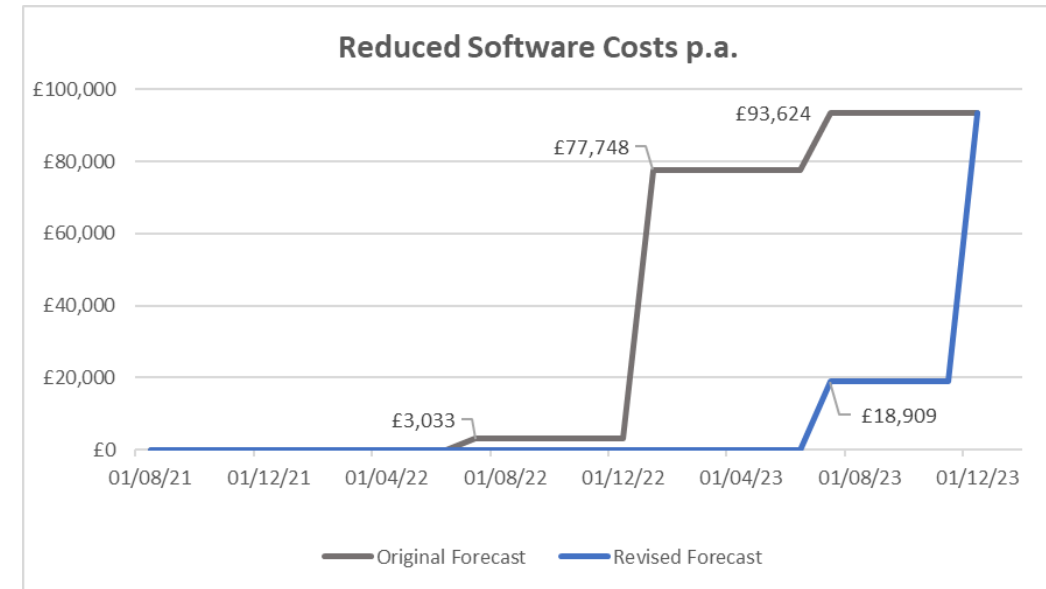
- Summary of key information
- Are we on-track or is corrective action required?
- Facilitates discussion about the impact of changes on benefits realisation
- Supplemented by the Benefits Dashboard



ID	Description of Benefit	Benefit Category	Measure	Baseline Data	Performance Target	Forecast Realisation	Current Progress	Status																																										
1	Reduced license costs through rationalisation of software tools	Financial Cashable	Software license costs	Potential license savings identified in the business case: ██████ - £3,033 (annual renewal, Jul 31st) ██████ - £74,715 (annual renewal, Dec 31st) ██████ - £15,876 (annual renewal, Jul 31st)	Up to £94K p.a. cost savings	<table><caption>License Cost Data</caption><thead><tr><th>Date</th><th>Forecast (£)</th><th>Actual (£)</th></tr></thead><tbody><tr><td>01/08/20</td><td>0</td><td>0</td></tr><tr><td>01/02/21</td><td>0</td><td>0</td></tr><tr><td>01/08/21</td><td>0</td><td>0</td></tr><tr><td>01/02/22</td><td>0</td><td>0</td></tr><tr><td>01/08/22</td><td>£3,033</td><td>£3,033</td></tr><tr><td>01/02/23</td><td>£77,748</td><td>£77,748</td></tr><tr><td>01/08/23</td><td>£93,624</td><td>£77,748</td></tr></tbody></table>	Date	Forecast (£)	Actual (£)	01/08/20	0	0	01/02/21	0	0	01/08/21	0	0	01/02/22	0	0	01/08/22	£3,033	£3,033	01/02/23	£77,748	£77,748	01/08/23	£93,624	£77,748	-	◆																		
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2	Reduced carbon emissions from University data centres through the decommission of on-premises infrastructure and the transfer of services to the Cloud	Non-Financial	Calculation of the reduction in emissions	Anticipated reduction of 23 servers: - Estimated annual power and cooling consumption of 2628kW per server = 60,444kW annual reduction - Conversion to 14,092 kgCO₂e using UK Gov greenhouse gas conversion	14,092 kgCO₂e annual reduction in emissions	<table><caption>Carbon Emissions Reduction Data</caption><thead><tr><th>Date</th><th>Forecast (kgCO₂e)</th><th>Actual (kgCO₂e)</th></tr></thead><tbody><tr><td>01/08/20</td><td>0</td><td>0</td></tr><tr><td>01/02/21</td><td>0</td><td>0</td></tr><tr><td>01/08/21</td><td>3,676</td><td>3,676</td></tr><tr><td>01/02/22</td><td>3,676</td><td>3,676</td></tr><tr><td>01/08/22</td><td>5,514</td><td>5,514</td></tr><tr><td>01/02/23</td><td>14,092</td><td>5,514</td></tr><tr><td>01/08/23</td><td>14,092</td><td>5,514</td></tr></tbody></table>	Date	Forecast (kgCO ₂ e)	Actual (kgCO ₂ e)	01/08/20	0	0	01/02/21	0	0	01/08/21	3,676	3,676	01/02/22	3,676	3,676	01/08/22	5,514	5,514	01/02/23	14,092	5,514	01/08/23	14,092	5,514	-	◆																		
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3	Increased use of Microsoft collaboration platforms	Non-Financial	Monthly Teams usage - staff	At the End Oct 2020: 314/538 (58%) of staff pilot groups were active users - This equates to 7.6% of staff overall	70% staff adoption	<table><caption>Staff Adoption Data</caption><thead><tr><th>Date</th><th>Forecast (%)</th><th>Actual (%)</th></tr></thead><tbody><tr><td>01/08/20</td><td>0.0</td><td>0.0</td></tr><tr><td>01/10/20</td><td>16.0</td><td>16.0</td></tr><tr><td>01/12/20</td><td>20.0</td><td>40.0</td></tr><tr><td>01/02/21</td><td>25.0</td><td>45.0</td></tr><tr><td>01/04/21</td><td>30.0</td><td>55.0</td></tr><tr><td>01/06/21</td><td>35.0</td><td>60.0</td></tr><tr><td>01/08/21</td><td>40.0</td><td>63.0</td></tr><tr><td>01/10/21</td><td>45.0</td><td>63.0</td></tr><tr><td>01/12/21</td><td>50.0</td><td>63.0</td></tr><tr><td>01/02/22</td><td>55.0</td><td>63.0</td></tr><tr><td>01/04/22</td><td>60.0</td><td>63.0</td></tr><tr><td>01/06/22</td><td>65.0</td><td>63.0</td></tr><tr><td>01/08/22</td><td>70.0</td><td>63.0</td></tr></tbody></table>	Date	Forecast (%)	Actual (%)	01/08/20	0.0	0.0	01/10/20	16.0	16.0	01/12/20	20.0	40.0	01/02/21	25.0	45.0	01/04/21	30.0	55.0	01/06/21	35.0	60.0	01/08/21	40.0	63.0	01/10/21	45.0	63.0	01/12/21	50.0	63.0	01/02/22	55.0	63.0	01/04/22	60.0	63.0	01/06/22	65.0	63.0	01/08/22	70.0	63.0	Jun 21: 63% (up 4% from May 21)	◆
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	Non-Financial	Monthly Teams usage - students	At the End Oct 2020: 352/812 (43%) of student pilot groups were active users - This equates to 1.6% of students overall	70% student adoption	<table><caption>Student Adoption Data</caption><thead><tr><th>Date</th><th>Forecast (%)</th><th>Actual (%)</th></tr></thead><tbody><tr><td>01/08/20</td><td>0.0</td><td>0.0</td></tr><tr><td>01/11/20</td><td>1.6</td><td>1.6</td></tr><tr><td>01/02/21</td><td>3.2</td><td>3.2</td></tr><tr><td>01/05/21</td><td>4.8</td><td>4.8</td></tr><tr><td>01/08/21</td><td>6.4</td><td>9.0</td></tr><tr><td>01/11/21</td><td>8.0</td><td>9.0</td></tr><tr><td>01/02/22</td><td>16.0</td><td>9.0</td></tr><tr><td>01/05/22</td><td>24.0</td><td>9.0</td></tr><tr><td>01/08/22</td><td>32.0</td><td>9.0</td></tr><tr><td>01/11/22</td><td>40.0</td><td>9.0</td></tr><tr><td>01/02/23</td><td>48.0</td><td>9.0</td></tr><tr><td>01/05/23</td><td>56.0</td><td>9.0</td></tr><tr><td>01/08/23</td><td>70.0</td><td>9.0</td></tr></tbody></table>	Date	Forecast (%)	Actual (%)	01/08/20	0.0	0.0	01/11/20	1.6	1.6	01/02/21	3.2	3.2	01/05/21	4.8	4.8	01/08/21	6.4	9.0	01/11/21	8.0	9.0	01/02/22	16.0	9.0	01/05/22	24.0	9.0	01/08/22	32.0	9.0	01/11/22	40.0	9.0	01/02/23	48.0	9.0	01/05/23	56.0	9.0	01/08/23	70.0	9.0	Jun 21: 9% (up 1% on May 21)	◆	
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4	Increased customer satisfaction with the collaboration tools provided by the University	Non-Financial	Voice of Customer surveys	Baseline of 71% via Voice of Customer survey, 31st March 2021	Satisfaction rating of 85%	<table><caption>Customer Satisfaction Data</caption><thead><tr><th>Date</th><th>Forecast (%)</th><th>Actual (%)</th></tr></thead><tbody><tr><td>01/04/2021</td><td>71.0</td><td>71.0</td></tr><tr><td>01/07/2021</td><td>72.0</td><td>74.0</td></tr><tr><td>01/10/2021</td><td>73.0</td><td>74.0</td></tr><tr><td>01/01/2022</td><td>74.0</td><td>74.0</td></tr><tr><td>01/04/2022</td><td>75.0</td><td>74.0</td></tr><tr><td>01/07/2022</td><td>76.0</td><td>74.0</td></tr><tr><td>01/10/2022</td><td>77.0</td><td>74.0</td></tr><tr><td>01/01/2023</td><td>78.0</td><td>74.0</td></tr><tr><td>01/04/2023</td><td>79.0</td><td>74.0</td></tr><tr><td>01/07/2023</td><td>85.0</td><td>74.0</td></tr></tbody></table>	Date	Forecast (%)	Actual (%)	01/04/2021	71.0	71.0	01/07/2021	72.0	74.0	01/10/2021	73.0	74.0	01/01/2022	74.0	74.0	01/04/2022	75.0	74.0	01/07/2022	76.0	74.0	01/10/2022	77.0	74.0	01/01/2023	78.0	74.0	01/04/2023	79.0	74.0	01/07/2023	85.0	74.0	Jun 21: 74% (up 3% on Mar 21)	◆									
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Revising Forecasts

- Illustrate the impact of issues and changing priorities
- Decisions informed by impact on benefits realisation



Benefits Dashboard

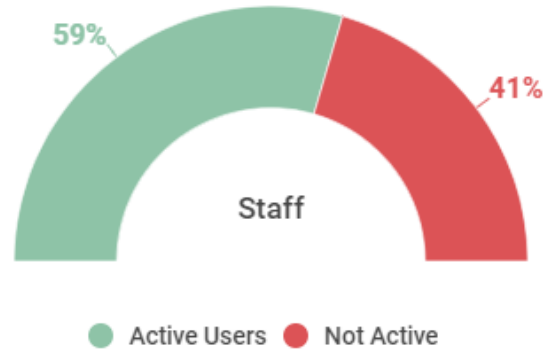
- Infographic of selected additional metrics
- Lead indicators provide confidence or act as early warnings
- Segmented breakdown of high level targets



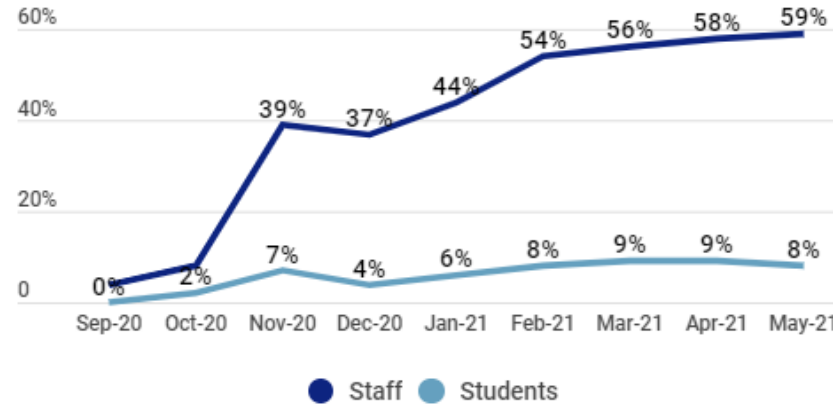
Cloud Programme Benefits Dashboard

Updated Date: UCISA Demo

Active Teams Users - Staff



Monthly Active Teams Users



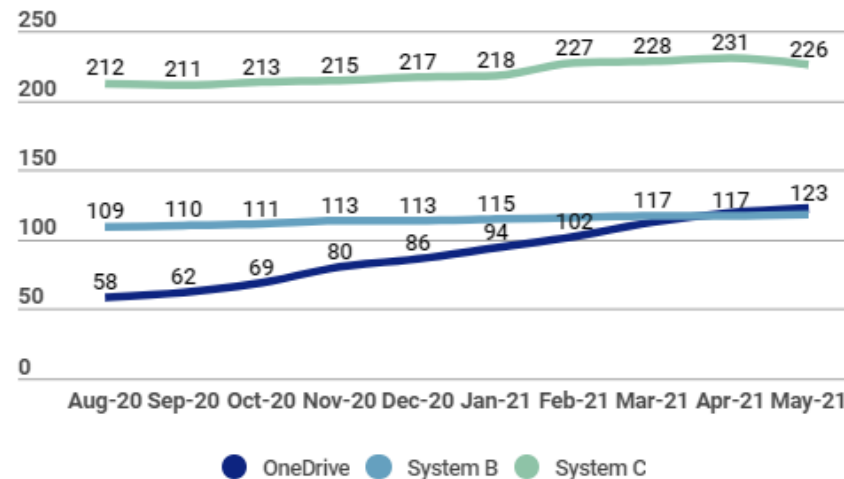
Active Staff Teams Users by Faculty



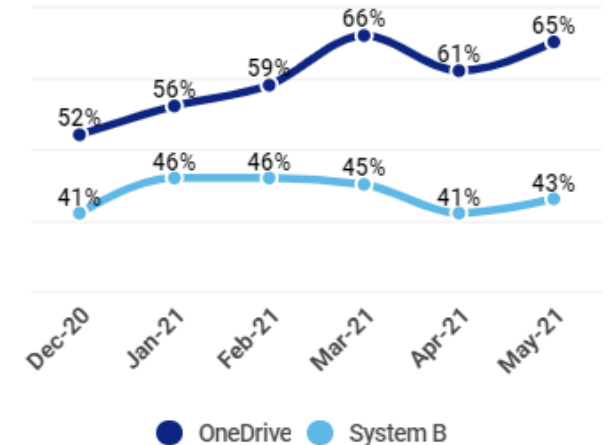
OneDrive - Active Staff Users by Area



Storage - OneDrive, System B & System C (TB)



Active Staff Users - OneDrive & System B





Lessons so far...

- Significant upfront time investment to identify data sources, establish the correct measures and develop forecasts
- Be selective on what you're measuring
- Make reports as visual as possible
- Next steps... increase automation and make better use business intelligence tools



University of **Strathclyde** Glasgow