



University of
Strathclyde
Glasgow

Benefits Management Journey

2016-2020

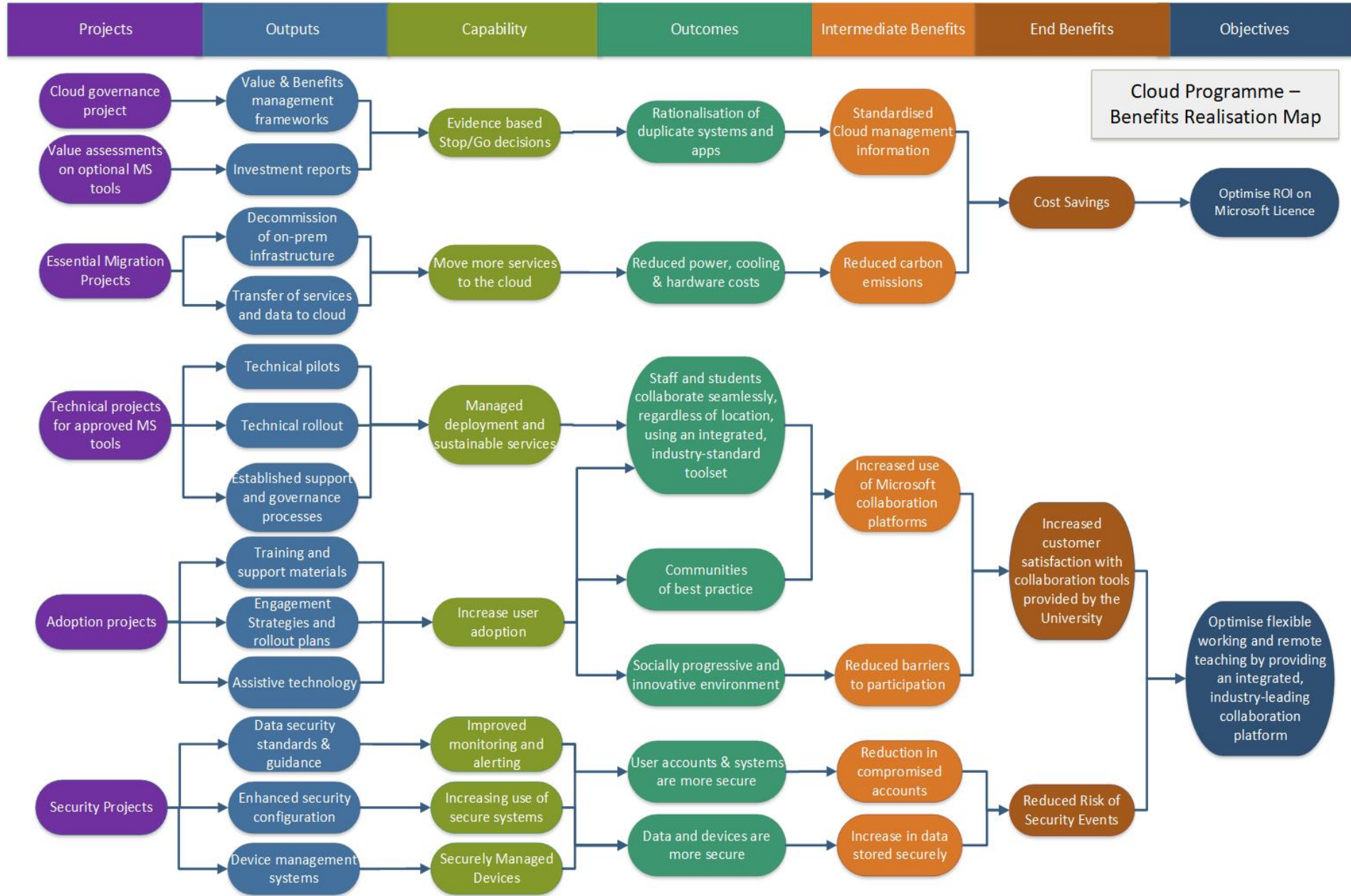
Nicola Smith, Head of PMO

2016

1. Streamlined business processes which will eliminate duplication, provide efficiencies and reduce the opportunity for error.
2. Collects new management information to improve-decision making.
3. All data kept recorded on one system eliminating the need for local record keeping within departments.
4. Data easily accessible for various stakeholders across the institution.
5. Compliance with legal requirements, like HESA or GDPR.
6. Improved student experience.

2020

1. At least 70% of staff embedding MS Teams into their daily working practices. (IM)
2. At least 70% of students adopting MS Teams to support their studies. (IM)
3. Reduced carbon emissions of approximately 1,082 kgCO2e per year by transferring the emissions to Microsoft data centres, which are currently carbon neutral and will be carbon negative by 2030. (IM)
4. Cost-savings (end) –
 - I. Up to £xxxK per year, depending on decisions around the rationalisation of existing tools.
 - II. Up to £xxxK one-off savings in IT infrastructure costs through the decommissioning of on-premises servers (not including electricity savings).
5. Reduced risk of security events evidenced by increasing Strathclyde's Microsoft security score to be xxx points above the industry average. (end)



BENEFITS MAPPING PRINCIPLES

01

Start with the end in mind

What end result or future state are you trying to achieve?
How richly can you define that state?
The description will become the objectives in your benefits realisation map.

02

Align benefits with strategy

Where possible align your benefits with strategic KPIs, or strategic change drivers. This ties the project/programme back to corporate strategy.

03

Integrate with existing systems

Where possible, use existing measures to track the delivery and impact of benefits. This reduces the amount of effort or new work created just to track benefits.

04

Focus on tracking high level benefits

Just because you can track it doesn't mean you should! Keep benefits management as light as possible by focusing on tracking the minimum number of benefits that will evidence the objectives are on track and delivering.

SUMMARY OF LESSONS

It's all about getting the framework right, the rest takes care of itself...

01 Definition is critical to benefits management being useful

- Establish a consistent language for discussing benefits with robust definitions that clarify the difference between output, capability, outcome, benefit, and objectives.
- Use the MEDIC acronym to help stakeholders work collaboratively to define benefits.
- Use benefits realisation mapping to help key stakeholders visualise the change process and create a narrative for the changes being proposed.

02 Defining benefits is an art form, not a science

- Use benefits mapping principles to help you balance what can be measured with what should be measured.
- Be clear on the business purpose for tracking a measure, e.g., for staff engagement, a proxy indicator for an end benefit, a direct measure of success.

03 Once benefits and measures are defined...

- Get them formally approved by a senior governance group, like your Executive Team or Programme Board, with a formal change request procedure for subsequent changes.
- Tracking is straightforward 😊



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