



Archer id3 Pty Ltd ITF The Archer id3 Unit Trust.

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Benefits Modelling and Analysis Workshop.

Context

The guide Managing Benefits™, written by Stephen Jenner and published by APMG, defines benefits management as being made up of the following practices:

1. Identify and quantify
2. Value and appraise
3. Plan
4. Realize
5. Review

Benefits Modelling & Analysis are vital steps within this cycle, since they serve to identify, quantify and value benefits, thus providing a sound basis for appraising, prioritising and planning benefits realisation.

Being able to carry out benefits modelling and analysis completely and effectively is a key contributor to writing good business cases and planning a portfolio or programme that optimises the benefits from investing in change, whilst also identifying as many risks, assumptions and stakeholder dependencies as possible

Benefits Modelling and Analysis Workshop.

The objectives of benefits modelling and analysis are to:

- Identify and quantify as many benefits as possible
- Clarify the relationships between different types of initiatives and outcomes, for example distinguishing between enablers, business changes, performance improvements, effectiveness and business benefits.
- Ensure that there is a clear understanding of the causal and contribution links between the different types of outcomes, and how these contribute to achieving the investment objective and the organization's purpose and strategic objectives; this enable the application of one of the key principles of effective benefits management ("begin with the end in mind")
- Generate an understanding of the relationship between the intended benefits of an investment and the quality required in order to realise them (benefits drive requirements, not vice versa)
- Ensure that all changes and initiatives required in order to realise and sustain benefit are identified and taken into account, thus contributing to a complete and realistic benefits realisation plan
- Ensure that risks, assumptions and dependencies are identified and understood, thus enabling to address them and optimise the return from investment
- Ensure that all relevant stakeholders, including benefit owners and contributors, are identified, understood and engaged, thus increasing the level of buy-in and commitment by critical stakeholders
- Current measures of organizational performance are identified and understood, thus reducing the investment required in order to measure and monitor benefits realisation

Benefits modelling and analysis typically involves four groups of stakeholders:

1. The analysts – who facilitate the process and know what questions to ask and what analysis to perform
2. The experts – who know the answers to the questions
3. The decision makers – who set priorities and make decisions
4. The benefit owners – who accept accountability for the performance improvements that will ultimately lead to benefit realisation

It often happens that one individual may cover more than one of these roles, for example, the same person may act as expert and decision maker, or as decision maker and benefit owner.

The role of analyst is often performed by individuals in functions such as Business Case Developer, Investment Analyst or Portfolio Analyst.

Benefits Modelling and Analysis Workshop.

The process

Benefits modelling and analysis is an iterative process that needs to be tailored to the context, the information available and the stakeholders to be engaged. Planning and organizing the end-to-end process and preparing each workshop are an important part of the process itself.

Each iteration of the process is centred on a facilitated workshop as follows:

- capturing and analysing information and preparing for a workshop,
- facilitating a workshop and eliciting information
- Documenting the outcomes of the workshop
- Analysing the outcomes and preparing for the next workshop... until the analysis has been completed

Each iteration refines the model until the required level of completeness and quality has been achieved.

In addition to producing a benefits model, this process also produces a benefits register and a risk register, which are used in the subsequent practices of benefits management.

Learning to do it... the benefits modelling and analysis workshop

The benefits modelling and analysis workshop is a hands-on event in which analysts learn to carry out benefits modelling and analysis.

The benefits modelling and analysis workshop is...

- A learning event in which benefit analysts learn to apply the process and perform benefits modelling and analysis

The benefits modelling and analysis workshop is not...

- The execution of a complete end-to-end benefits modelling and analysis process

The key outcome consists of benefits analysts understanding the concepts of benefits management, benefits modelling and benefits analysis and then learning to plan and apply the process and relevant techniques in order to perform benefits modelling and analysis

Benefits Modelling and Analysis Workshop.

Delegates are presented with a step-by-step approach towards organizing and running facilitated benefits modelling workshops, using different modelling and analysis techniques and performing qualitative and quantitative analysis

The workshop includes a number of practical exercises that are based on a case study and data provided about the case study

Material provided:

- Presentation material on the benefits realisation management process
- A guideline on benefits modelling and analysis
- Worked examples of benefits modelling and analysis
- Course attendance certificate

If a customer also requires a completed benefits model and benefits analysis then a series of 3-6 non-consecutive workshops may be required, depending on the complexity of the model and the number of stakeholders involved.

It is recommended that participants should have already attended the Managing Benefits™ Certification Course, however this is not mandatory.

Please contact us if you want to explore arranging this workshop for your organization