<Project Name>

Benefits Realization Plan

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# Benefit #1

## Benefit #1 Name

<The benefit name must be clearly stated and should come directly from the business case. Benefits include both ROI contributors (quantitative) and value enablers (qualitative). >

Examples of benefit names include:

* Increase unit production
* Reduce maintenance

## Detailed Benefit Description

<The benefit description must be clearly stated in quantitative terms. The SMART principle should have already been applied, so the benefit should be specific, measurable, attainable, realistic and time-based.>

Examples of benefit titles include:

* Increase unit production by 20% by the third quarter of 2016
* Reduce maintenance costs by 10% by mid-year 2016 by outsourcing all maintenance operations to a single vendor.

## Current Baseline Measurement

<The benefit description explicitly states what the business is trying to achieve and the current baseline measurement states how the business is currently performing, in quantitative terms. Business leaders need to know current baselines to determine the extent of the gap that needs to be closed to achieve the targeted benefit.>

Examples:

* The company is currently producing 200 replacement parts per month
* The department currently spends $1,200,000 a year on maintenance costs

## Benefit Owner

<The benefit owner is responsible for measuring the benefit, reporting its progress, taking appropriate action to ensure its attainment and ultimately achieving or exceeded it. The benefit owner maintains ownership of the benefit until it has been achieved and /or the stakeholders are satisfied with the level of attainment. The benefit owner is usually responsible for that area of the business being impacted and will usually maintain operational responsibility for that area of the business, even after benefit attainment and project closure.>

## Benefit Owner Contact Information

<All contact information for the benefit owner, such as mobile phone number, e-mail, department and office location should be included so that they can be easily contacted by the various project team members.>

## Benefit Beneficiaries

<All of the applicable groups, departments or individuals benefiting from the targeted benefit should be identified and documented. For some projects, the entire organization may be positively impacted, but for others, only certain departments or certain segments of the business may be impacted. Specific office locations or even certain geographies may be sole beneficiaries. Benefit owners should get as specific as possible in determining the beneficiaries so that the most appropriate measurement and management activities are employed. Beneficiaries will usually have to modify existing work behaviors or experience some other type of change to realize the project benefit. For this reason, they must not only be clearly identified and documented, but should be involved in the various activities of benefit attainment. It may behoove the business to offer incentives to the beneficiaries to ensure their support and lessen their resistance to change.>

Examples of beneficiaries include:

* + Marketing department
  + Network engineering team within the operations department
  + Production personnel at the White Plains, New York, manufacturing facility
  + All Asia Pacific office workers

Table 1: Benefit Beneficiaries

|  |  |
| --- | --- |
| Beneficiary | Description of how Benefitted |
|  |  |
|  |  |
|  |  |

## Start Date

<The start date is when the benefit owner starts, in earnest, to measure, optimize and achieve the targeted business benefit. This usually occurs immediately after the project solution has been implemented and the Benefits Realization plan has been completed, but it can occur at any point along the project lifecycle. Remember, there are usually *quick hits* that can be achieved early in projects that can be instrumental in garnering project support and commitment.>

## Benefit Milestone Date(s)

<The benefit owner should include key milestone dates and associated objectives to more effectively track the progress of benefit attainment. These milestone dates may come directly from the cash flow model in the business case, since these models specifically convey when financial benefits begin to surface and resurface.>

Examples of milestone dates and objectives include:

* + Achieve 15% of the targeted 20% cost savings by Q2, 2016
  + Have two of the four departments consolidated by year end and achieve 25% of the forecasted cost savings at the end of Q2, 2016
  + Increase unit production by 50 widgets per day in Q3, 2016 and by 75 widgets per day in Q1, 2017

## Benefit Attainment Date

<This important date is when the benefit is expected to be fully achieved. The business case and cash flow model should clearly identify this important end date. Not all of the project benefits listed in the business case will occur at the same time.>

## Benefit Dependencies

<The benefit owner should identify all of the dependencies that exist and the associated actions that need to occur for the benefit to be achieved. They should focus their attention in the areas of people, processes and technologies to help them identify these dependencies. Dependencies include any initiatives, changes or modifications that need to occur within specific areas of the business before the targeted benefit can be achieved or before certain actions can be taken to achieve the benefit. Benefit owners should determine where in the organization these actions are required, who will be impacted and when they need to happen.>

Examples of benefit dependencies include:

* Formal and hands-on training need to be delivered to the users of the system before the end of the year
* Educational material, reference guides, and quick-tip cheat sheets need to be developed and distributed before the system goes live
* All essential staff members must be relocated to the new office building before the end of the year
* New processes need to be developed, documented, and rehearsed before going live in the production environment

## Risks to Achieving the Benefit

<The risks to achieving the targeted benefit should be identified and documented, as well as their likelihood (high/medium/low) and impact (high/medium/low). Quite often risks can be easily and quickly addressed if stakeholders simply know of their existence. But if risks are not identified and communicated, they won’t be addressed may pose serious threats to achieving the benefit. When risks are identified, they can be tracked and managed to ensure they don’t jeopardize benefit attainment.>

Examples of risks to achieving certain benefits include:

* + Lack of leadership involvement from the engineering team
  + Equipment shipment dates are not met
  + Lack of internal experience and expertise to deploy the technical solution

## Risk Mitigation Strategies

<Mitigating risk is reducing the extent of exposure to an identified risk and/or decreasing the likelihood of its occurrence. Approaches to mitigating risks should be clearly articulated, as well as any actions that should be taken to minimize any negative effects that may result from the risk.>

Risk mitigation strategies for the risks identified include:

* + The project manager will invite the vice-president of engineering to executive steering committee meetings to ensure active leadership involvement from the engineering team
  + The project team will submit all equipment purchase orders to the purchasing department two weeks ahead of schedule and will request that all orders pertaining to the project be expedited to ensure equipment shipment dates are met
  + The project sponsor will hire external consultants to provide leadership and expertise for all technology deployment efforts

## Measurement Processes and Frequency

<Benefit owners need to determine how and when to measure key metrics and data elements surrounding their assigned benefit. They should determine the most appropriate performance measurement methods and techniques, in both monetary and non-monetary terms, if applicable. If baseline metrics were already established, benefit owners may be able to use the same, or similar, measurement processes and techniques. The measurement systems should provide real-time, or near real-time, information so that problems or trends can be identified and addressed as quickly as possible.>

Examples of measurement processes and techniques include:

* + Producing quarterly production reports
  + Analyzing monthly sales reports
  + Generating 24-hour network availability statistics
  + Distributing satisfaction surveys two months after deployment
  + Tracking and analyzing monthly help desk calls

## Performance Reporting Processes and Frequency

<Benefit owners need to determine how and when to present the progress benefit attainment. They should work closely with project managers in determining these important activities and incorporate them into the overall stakeholder communication plan. Quite often there will be numerous reports, statistics, graphs, trend lines and other performance-related information. Benefit owners must determine the most appropriate ways to package all of this information into reports that are easily understood by the various stakeholders. It’s best to visually represent performance metrics by displaying them in charts, graphs, and diagrams. The performance reports and frequency of the reports should be aligned with the cash flow trends within the project cash flow models. For instance, if the cash flow model forecasts a 10% productivity improvement at the end of Q2, a performance report should be produced at the end of Q2 showing productivity levels.>

## Benefit Optimization Processes and Techniques

<The purpose of tracking and measuring the progress being made toward the attainment of business benefits is to increase the likelihood that these benefits will actually be achieved. Based on the performance measurements and the progress, or lack of progress, being made, benefit owners may have to take additional actions. They may have to make adjustments to a system, expedite certain initiatives, allocate resources more effectively or perform other actions to get the project back on track to attain the targeted benefit. Benefit owners should proactively plan for these actions and document them in this section of the value attainment plan.>

Examples of optimization processes and techniques are:

* Work with the systems vendor to fine-tune configuration parameters to improve performance levels
* Further streamline processes to achieve time savings
* Allocate additional resources to the project to expedite results
* Automate approval processes to prevent delays

# Benefit #2

## Benefit #2 Name

## Detailed Benefit Description

## Current Baseline Measurement

## Benefit Owner

## Benefit Owner Contact Information

## Benefit Beneficiaries

## Benefit Milestone Date(s)

## Benefit Attainment Date

## Benefit Dependencies

## Risks to Achieving the Benefit

## Risk Mitigation Strategies

## Measurement Processes and Frequency

## Performance Reporting Processes and Frequency

## Benefit Optimization Processes and Techniques

Acronyms & Abbreviations

Acronyms/abbreviations are defined the first time they’re used in this document. The entire acronym/abbreviation is listed first, then the acronym/abbreviation is enclosed in parentheses. The consolidated list of acronyms/abbreviations is listed below.

Table 2: Acronyms & Abbreviations

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| --- | --- |
| Acronym / Abbreviation | Description |
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