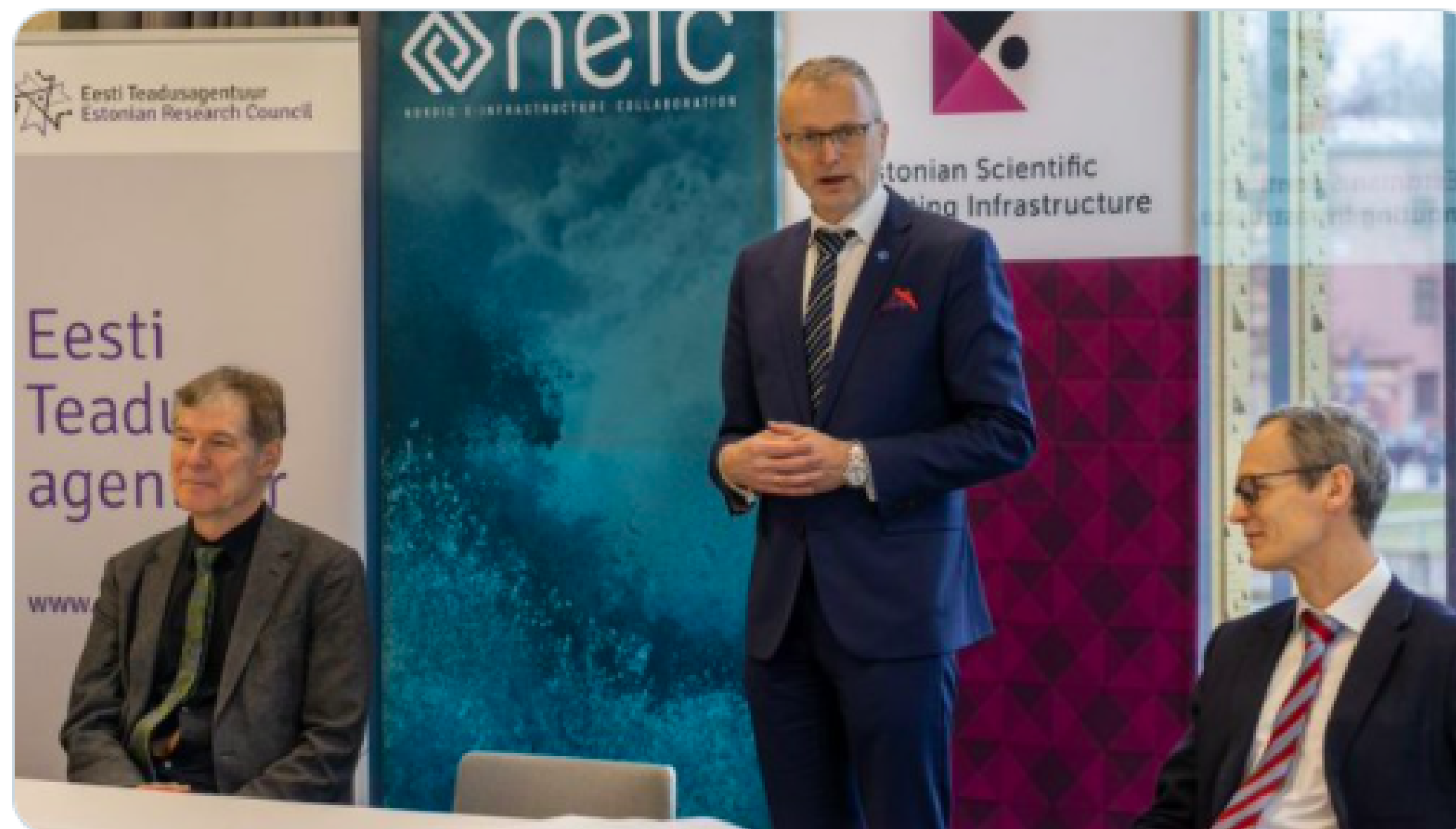


Home



@NelCnordic

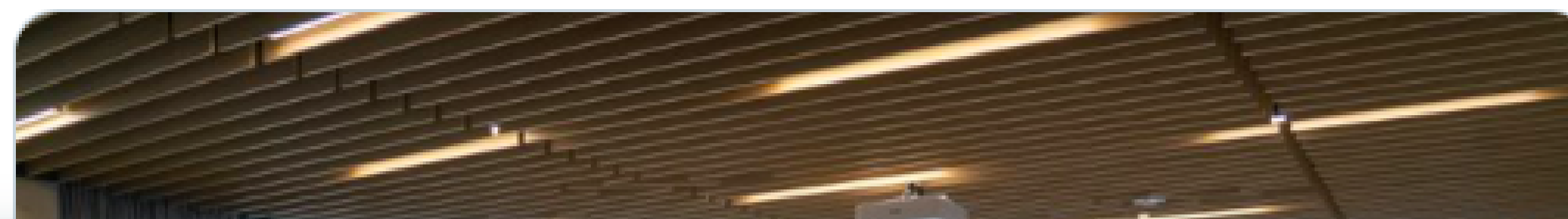
e-irg.eu/news-blog/-/bl...



UniTartuCS @UniTartuCS · 23h

#Estonia joined **@NelCnordic**, the Nordic e-Infrastructure Collaboration!
Read more: bit.ly/2OL2Adi

[#unitartu](#) [#unitartucs](#) [#unitartuhpc](#) [#unitartudelta](#) [#EOSCnordic](#)
[#LUMIsupercomputer](#)



OVERVIEW AND BACKGROUND

Benefits realization management framework

Why defining 'benefits realisation' through 'investments' does real damage:

Benefits Realisation is a new concept, having only come about in the last decade or so. As such its application and definition are not yet mature. It is applicable to all aspects of public and private sector activity where any form of change is being sought that is intended to achieve some form of advantage (or *benefit*) for the key stakeholders of that organisation. In the private sector, **Return on Investment** (ROI) is often a key interest – in the public sector, efficiency and improvements in service delivery are usually key. In the following example, ROI ('1) driven benefits realisation is very likely to lead to a poor understanding and application of this topic, as the remainder of this post shows.

<https://www.pmis-consulting.com/why-benefits-realisation-is-not-return-on-investment/>

PPS OnLine



Menu - Roles ⌵

Skills

Templates and tools

Model

Organise business benefit management, purpose

Make it possible for the orderer to fulfil their commitment

Well-organised business benefit management provides

- support established for expected benefits and projects that contribute
- effective business changes
- the right people the opportunity to influence the project
- result of the project well-accepted by users and maintenance
- controlled and optimal benefit realisation



Riksrevisjonen

Office of the Auditor General of Norway

Riksrevisjonens undersøkelse av
arbeid med gevinstrealisering
i statlige ikt-prosjekter



STATSKONTORET

MISSIV

1 (1)

DATUM
2018-03-23

DIARIENR
2018/40-5

ERT DATUM
2018-02-08

ER BETECKNING
Fi2018/00585/DF

Regeringen
Finansdepartementet
103 33 Stockholm

Modeller för fördelning av nyttor och kostnader för digital infrastruktur (delrapport)

Regeringen gav den 8 februari 2018 Statskontoret i uppdrag att föreslå modeller för fördelning av nyttor och förvaltningskostnader som kan ligga till grund för en bedömning av hur en långsiktig finansiering av förvaltningsutgifter för digital infrastruktur i statlig förvaltning kan utformas.

07/03/2018

Project success and targets are not monitored
in Finnish organizations

version

IT-NYHEDER BLOGS DEBAT IT-JOB SEKTIONER MERE

It-projekter i København forsømmer business case og gevinstrealisering



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WHO WE ARE CAREERS INSIGHTS BT ACADEMY

TARGETS IN FINNISH

MODELS FOR DISTRIBUTING COSTS AND BENEFITS FOR DIGITAL INFRASTRUCTURE

- Statskontoret, Sweden, 2018
- Funding through models fees or through «anslag»?
- <http://www.statskontoret.se/globalassets/publikationer/2018/2018100.pdf>

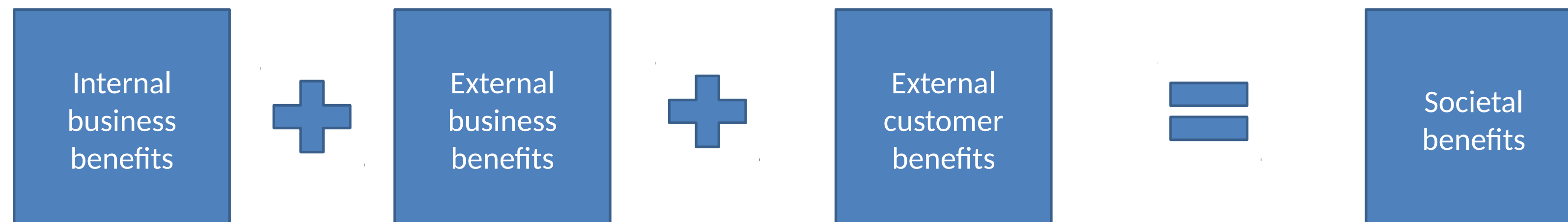


CURRENT REQUIREMENT (SE)

- Cost and benefits to be realized within same organisation
- Hinders collaboration
- An integrated approach is proposed to realize benefits for customers and for society at large
- Especially important for digital infrastructure: Funded by one sector (ministry), benefits other sectors
- Recommendation to work out business case

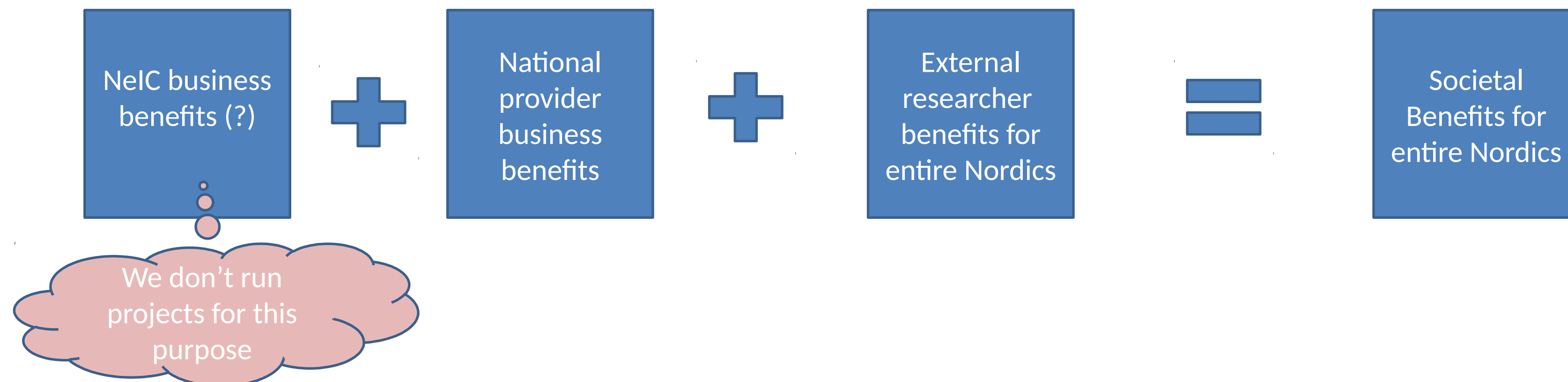


Figur 1 **Samhällsnyttan är summan av verksamhetsnytta och extern nytta**



OR, PERHAPS

Figur 1 Samhällsnyttan är summan av verksamhetsnytta och extern nytta



KEY CONCEPTS

BENEFITS

BENEFITS REALIZATION

BUSINESS CASE

BUSINESS CHANGE

BENEFITS REALIZATION MANAGEMENT



BENEFITS

«BENEFITS CAN BE MONEY, TIME OR QUALITY», PPS

IDEAL WORLD (OR PERHAPS «BUSINESS» SETTING):

- ALL BENEFITS ARE ASSIGNED MONETARY VALUE
- AIM OF THE BUSINESS CASE IS TO COMPARE BENEFIT/COST

IN OUR SETTING, BENEFITS ARE OFTEN QUALITATIVE
MAKING LIFE HARDER...



BENEFITS

Value that is created for the project sponsor or beneficiary as a result of the successful completion of a project ([PMI](#)).



(SIMPLIFIED...)

WHAT ARE SOME BENEFITS FROM
E-INFRASTRUCTURE DEVELOPMENT PROJECTS?



BENEFITS REALISATION

A means to ensure that benefits are derived from outputs. ([PMI](#)).



(SIMPLIFIED...)

WHAT IS BENEFITS REALIZATION IN
E-INFRASTRUCTURE DEVELOPMENT PROJECTS?



BUSINESS CASE

Documented economic feasibility study used to establish validity of the benefits to be delivered.

IN NEIC, BUSINESS CASE IS DONE TWICE:

1. PROJECT SELECTION (OPEN CALL)
2. PROJECT IMPLEMENTATION PLANNING



BUSINESS CHANGE

Change in the way the business is run.

*Can result from realized benefits,
– or can be a necessary condition for realizing benefits.*

WHAT IS BUSINESS CHANGE IN E-INFRASTRUCTURE
SETTING?



BUSINESS CHANGE IN E-INFRASTRUCTURE SETTING

Could be:

Change in the way a service is offered.

Offering a new service, and getting researchers to use it.

Changing the research practice, for individuals or communities.



RELATED: BUSINESS CHANGE MANAGEMENT

Processes and practices for planning and implementing business change

NeIC partners own this process

Not discussed further here



BENEFITS REALIZATION MANAGEMENT

*Processes and practices for
Identifying, evaluating benefits*

Managing Benefits

Ensuring benefits are realized

*Ensuring that the benefits are sustainable—and sustained
([PMI](#)).*



BENEFITS REALIZATION MANAGEMENT



TERMINOLOGY IS NOT STANDARDIZED

NEIC USE IS BASED ON PPS

PPS:

Evaluate

Manage

Realise

PMI:

Identify

Execute

Sustain



AIM OF TODAY IS TO MAKE PROGRESS ON BENEFITS REALIZATION PLAN FOR PUHURI AND NICEST-2



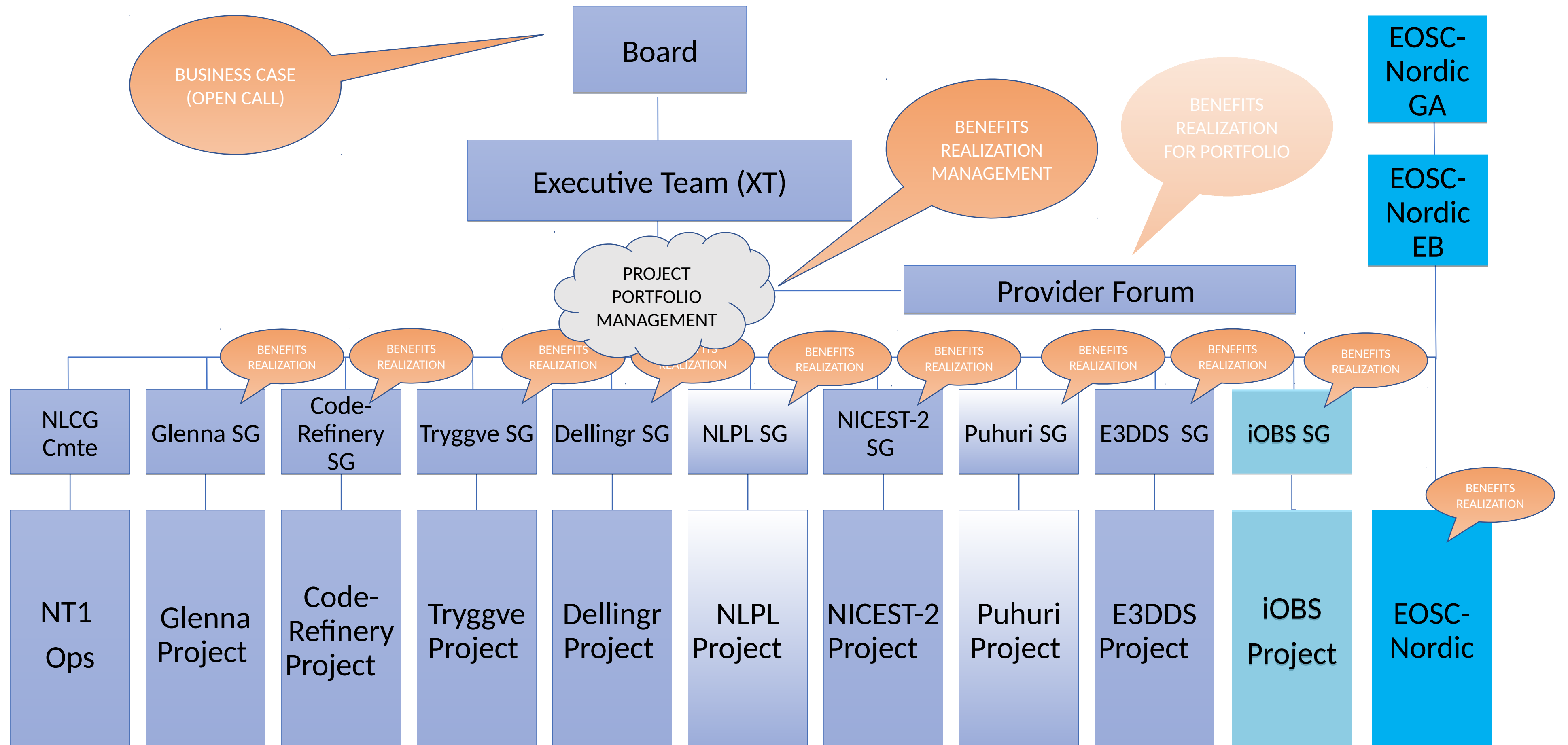
BENEFITS REALIZATION MANAGEMENT



RELATIONSHIP TO KEY PROCESSES IN NEIC

RELEVANT ROLES IN NEIC





ROLES IN BENEFITS REALIZATION

PROJECT STEERING GROUPS – REPRESENTATIVES OF CO-FUNDING PARTNERS

PROVIDER FORUM – REPRESENTATIVES OF STRATEGIC PARTNERS

OFTEN, BUT NOT ALWAYS, THESE PARTNERS OVERLAP

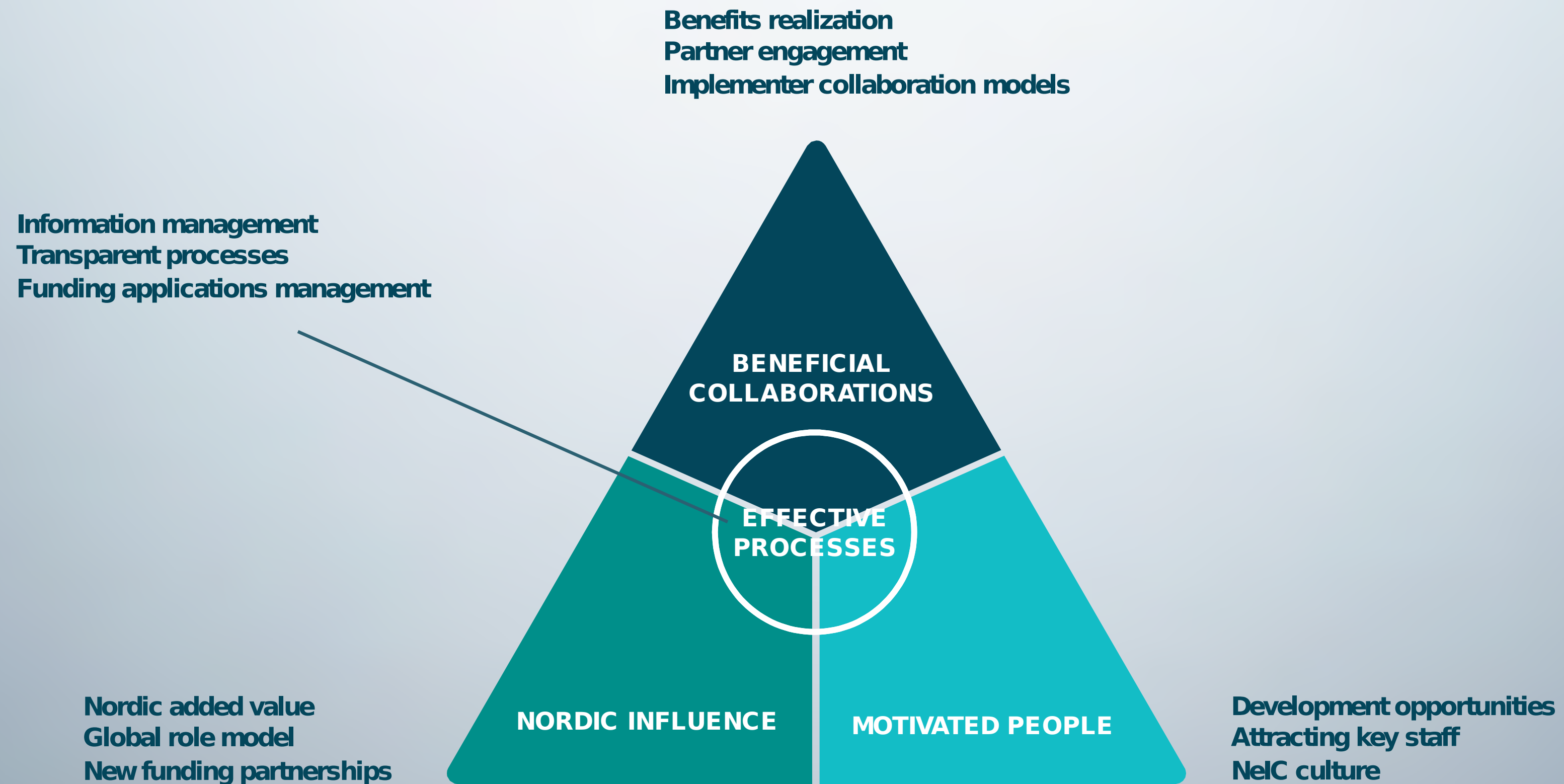
REPRESENTATIVES CAN COME FROM DIFFERENT LEVELS IN PARTNERS' MANAGEMENT HIERARCHY



OUR STRATEGY 2020-2025

NelC is a global role model for cross-border distributed and sustainable e-infrastructure collaborations

DIGITAL INFRASTRUCTURE FOR NORDIC RESEARCH EXCELLENCE



BUSINESS CASE SHOULD RELATE TO STRATEGY

INDIVIDUAL PROJECTS SELECTED BASED ON BUSINESS CASE
EVERY PROJECT NEED NOT REFLECT ALL ASPECTS OF
STRATEGY

PROJECT PORTFOLIO SHOULD REFLECT MANY ASPECTS OF
STRATEGY

PORTFOLIO AND COORDINATION ACTIVITIES SHOULD
REFLECT ALL ASPECTS OF STRATEGY



BUSINESS CASE

Documented economic feasibility study used to establish validity of the benefits to be delivered.

IN NEIC, BUSINESS CASE IS DONE TWICE:

1. PROJECT SELECTION (OPEN CALL)
2. PROJECT IMPLEMENTATION PLANNING



STEERING GROUP AND PROVIDER FORUM

STEERING GROUP MAINTAINS BENEFITS REALIZATION PLAN FOR PROJECT

PROVIDER FORUM ADVISES ON BENEFITS REALIZATION PLAN FOR PORTFOLIO

80/20 RULE

METRICS AND KPIS FOR BENEFITS DELIVERY MAY BE SAME OR DIFFERENT



EXAMPLE - LUMI

BUSINESS CHANGE CAN BE

1. GETTING RESEARCHERS TO USE IT, RATHER THAN OLD SERVICE

2. OFFERING IT IN AN ATTRACTIVE WAY TO RESEARCHERS



AIM OF TODAY IS TO MAKE PROGRESS ON BENEFITS REALIZATION PLAN FOR PUHURI AND NICEST-2



BENEFITS REALIZATION MANAGEMENT

