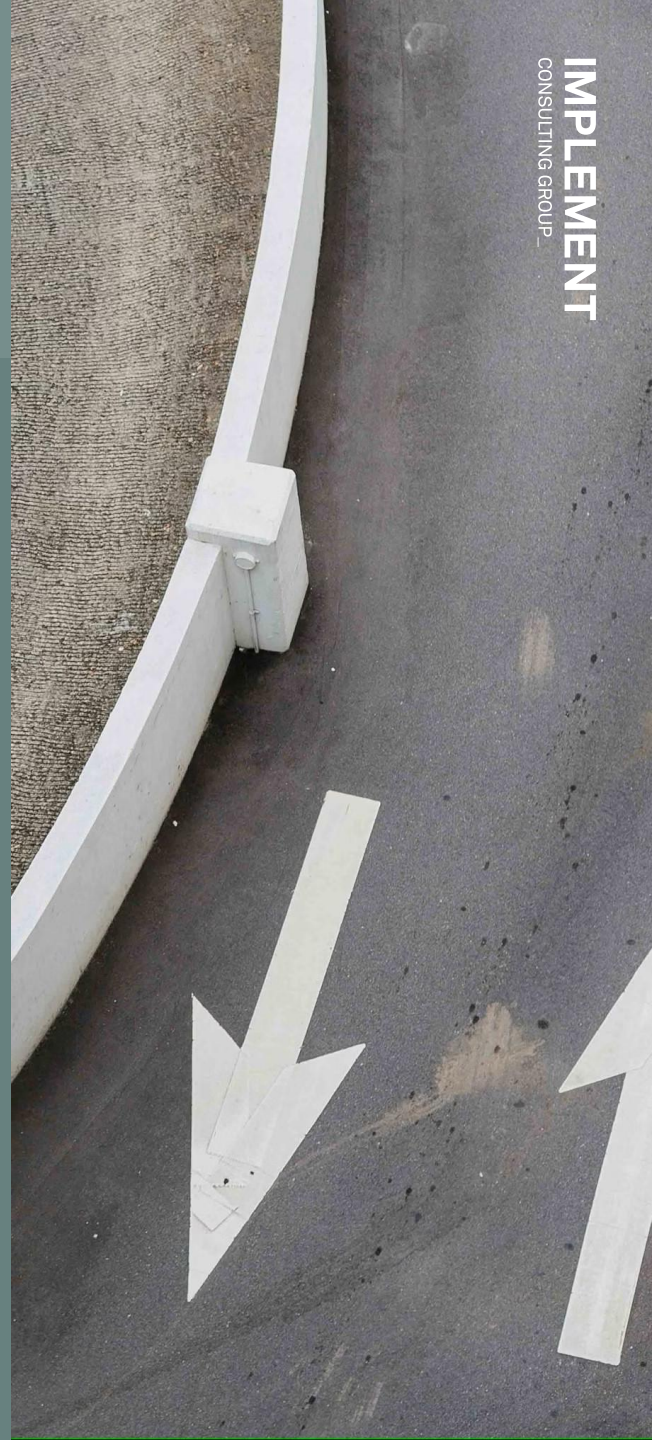
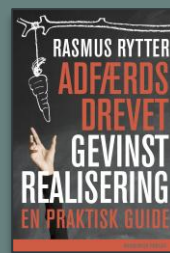


Beyond Benefits Management: The Next Steps in Value Creation

September 2026



A bit about me





Today's agenda

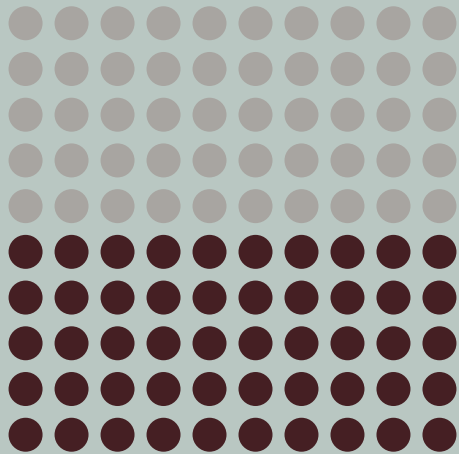
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|-------|--|-------|
| 09:00 | Welcome & introduction | <hr/> |
| 09:05 | 1. The (sometimes painful) realities of benefits realisation | <hr/> |
| 09:10 | 2. Looking back to look forward – Research insights | <hr/> |
| 09:15 | 3. Benefits realisation – Lessons from a decade of projects | <hr/> |
| 09:20 | 4. Beyond benefits management – How to take the next step | <hr/> |
| 09:25 | 5. Wrap-up and final questions | <hr/> |
| 09:30 | Thank you for today | |

The (sometimes
painful) realities
of benefits
realisation



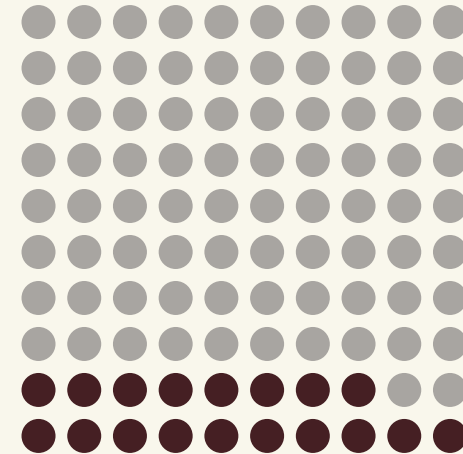
< 50%

of the planned benefits are realised in public IT projects¹.
(the ministries' own assessment)



18%

of the realised benefits are adequately documented¹.



FLYVBJERG AND GARDNER (2023)

How are we doing when it comes to *benefits realisation?*

*Looking at all
project types
globally*

- 4 out of 5 projects...
- cost more than expected...
- and deliver less benefits

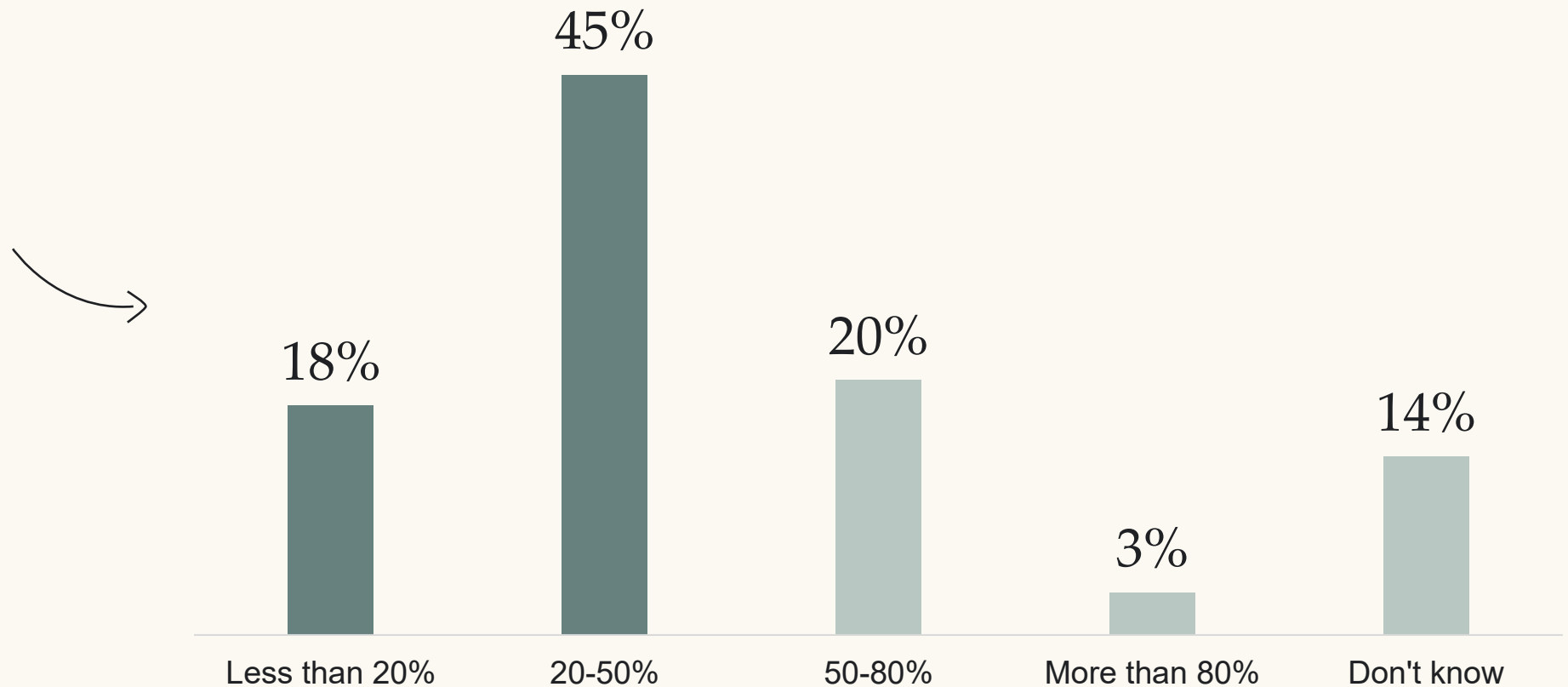


The (sometimes) painful reality | Change and transformation projects are only realising a fraction of their benefits potential

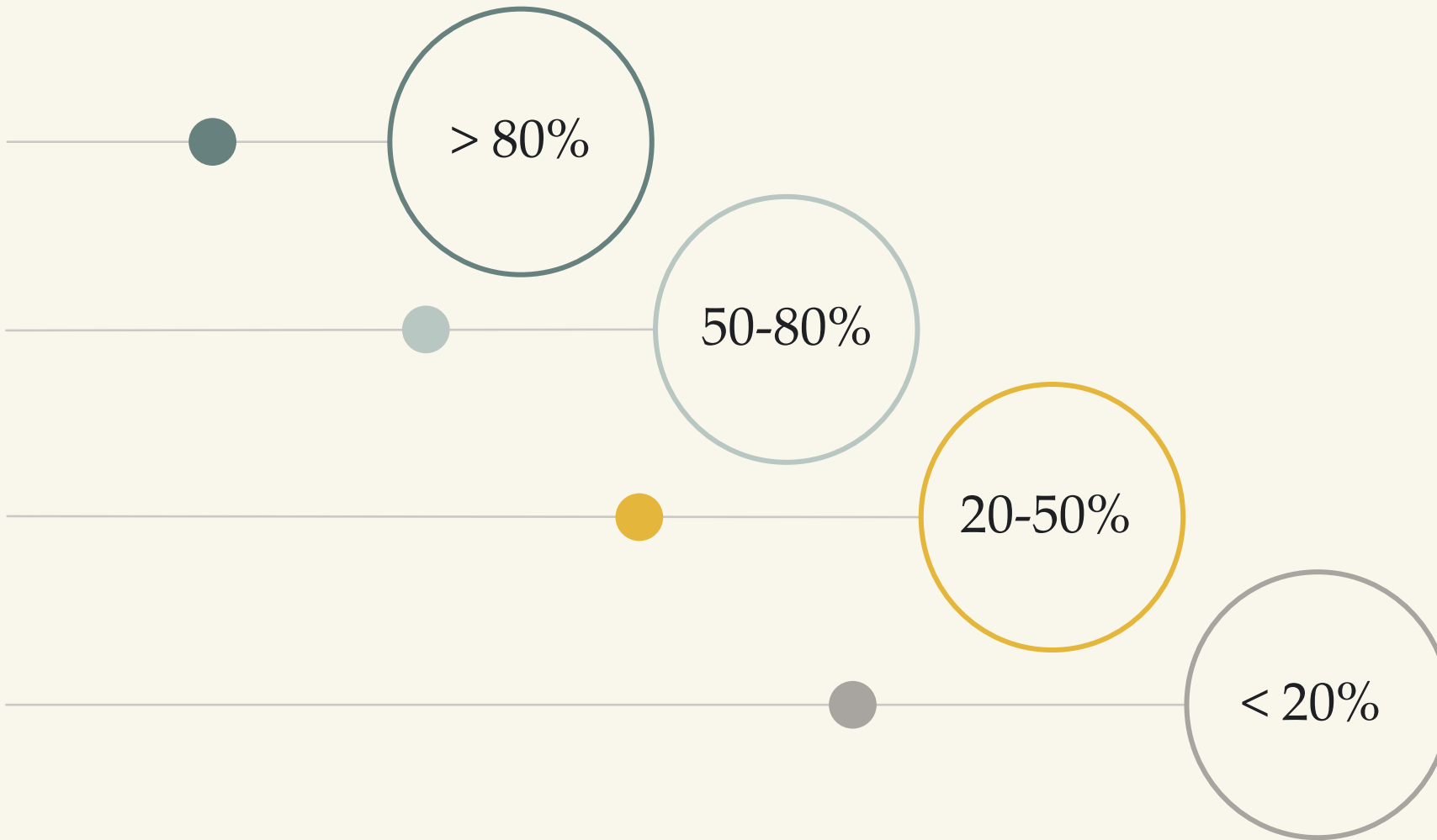
2024

Question

Overall, what percentage of the benefits potential do you think your organisation is realising in your change projects?



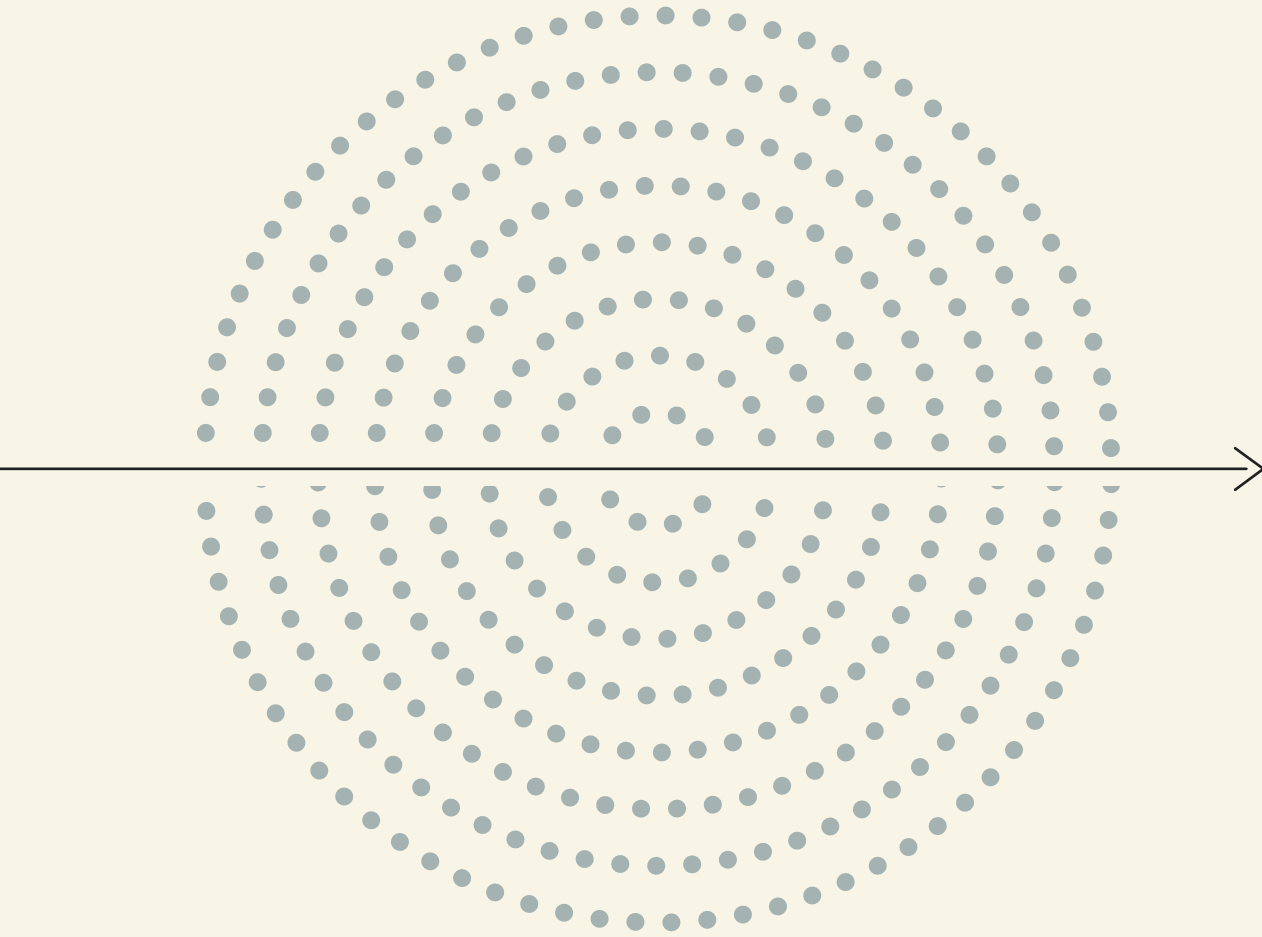
Reflection | On average, what proportion of the benefits potential from change and transformation projects is realised in your organisation?



Research insights – expanding our perspective

From the book “Gevinstrealisering”
Rasmus Rytter, Jesper Lind and Per Svejvig





Look back to look
forward

Setting the scene | A broader perspective on Benefits Realisation helps us identify and realise the full benefits potential from our projects

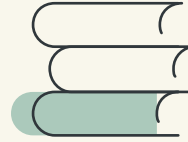


Classic Benefits Realisation



Benefits Realisation 2.0
(a broader perspective on benefits realisation)

Main arguments from 10 years ago | What have we been building on since?



Projects and benefits are not fixed in time

Projects evolve rather than follow a strict start-end timeline. Goals and benefits are often unclear initially and change over time. Benefits may appear long after project completion.

Benefits are emergent and context-dependent

Benefits are shaped by the organisation and its environment, not just the project. They emerge during and after the project, sometimes disconnected from the original initiative.

Value is more than monetary

Benefits include both quantitative and qualitative outcomes, such as learning and innovation. Classical models focus too narrowly on financial metrics, overlooking long-term potential.

The project must engage in benefit harvesting

Projects should not only deliver products but also actively support benefit realization. This extends the project's role beyond delivery into change management and value creation.

A resource-based view enhances understanding

Projects build capabilities that may yield future benefits. Even failed projects can offer valuable learning, contributing to strategic development and portfolio management.

Main arguments from 10 years ago | What have we been building on since?



The arguments still hold!

Projects and benefits are not fixed in time

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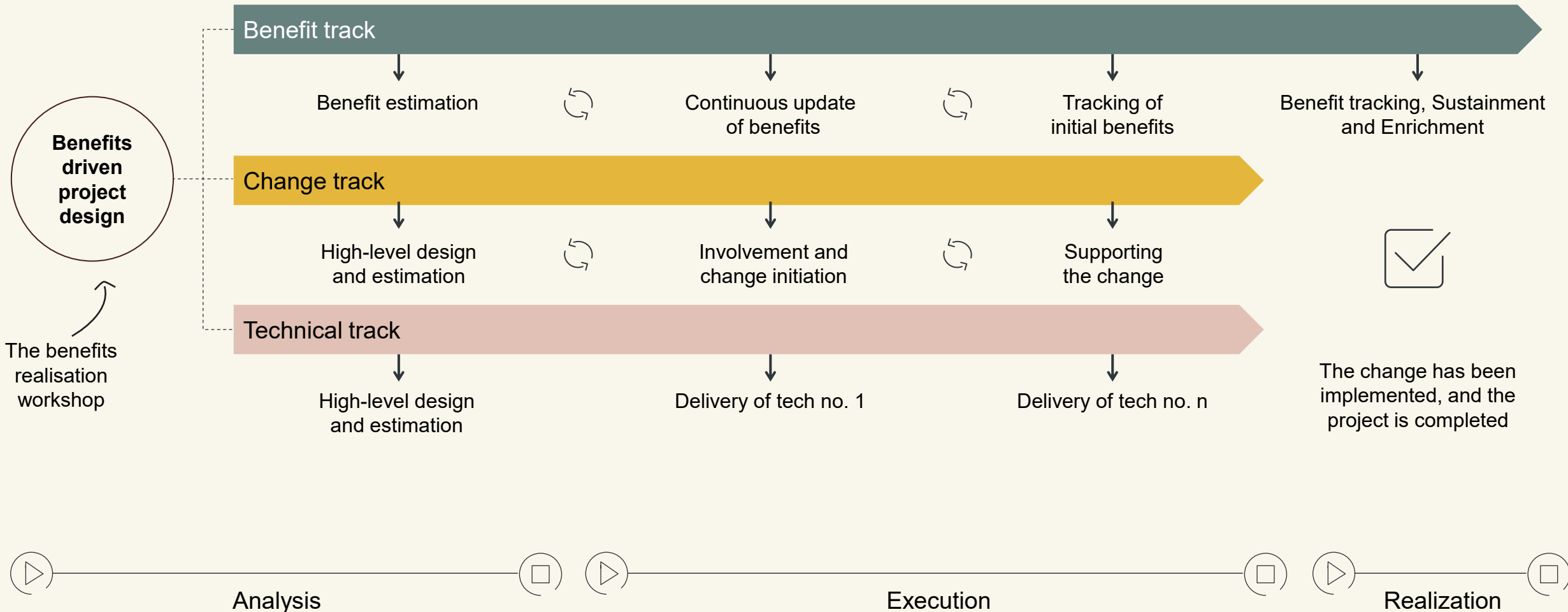
A resource-based view enhances understanding

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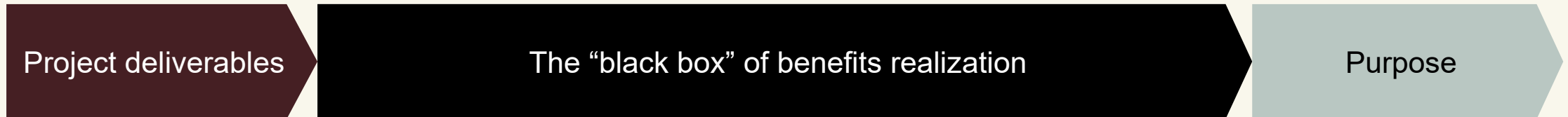
Benefits Realization – Lessons from a Decade of Projects



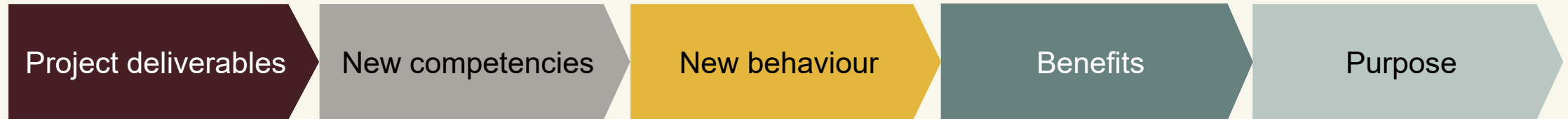
Projects & Programmes | Transformational programmes and projects contain 3 tracks, and we must succeed with all of them to realize the benefits potential



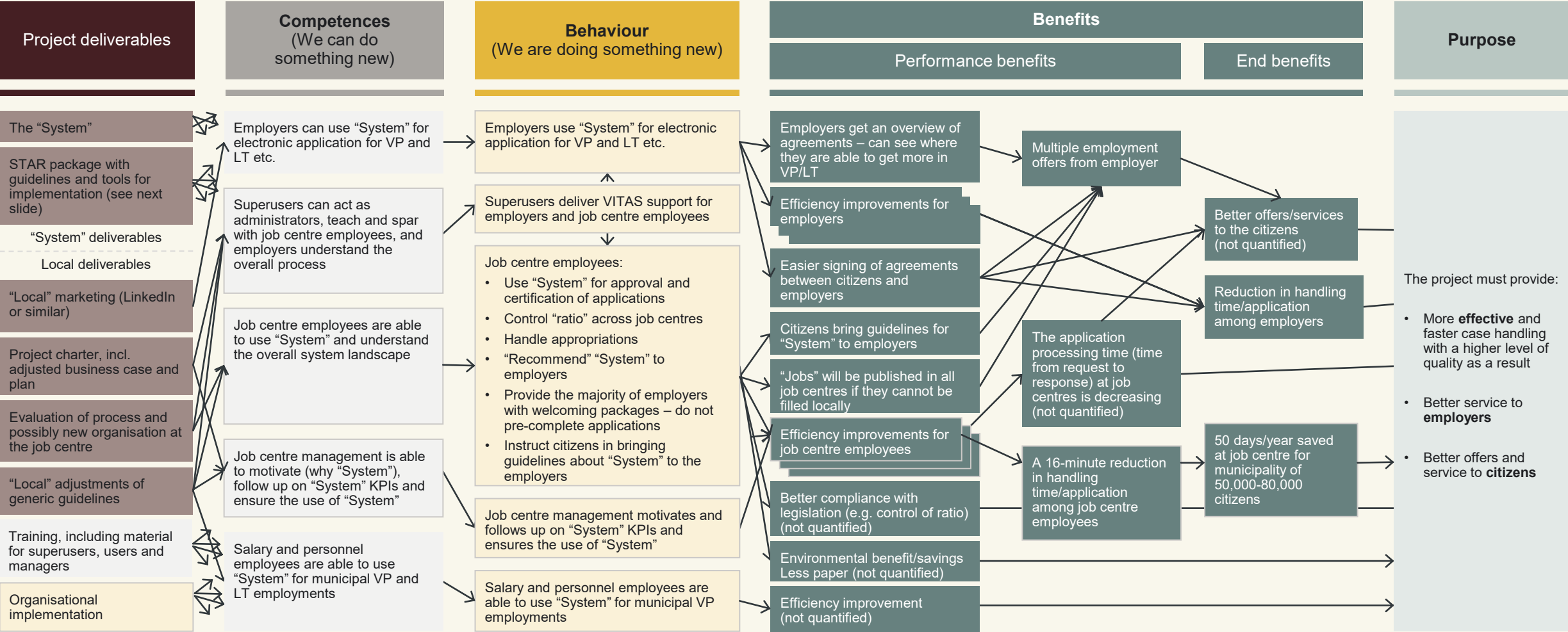
The benefits realization process is often a “*black box*”



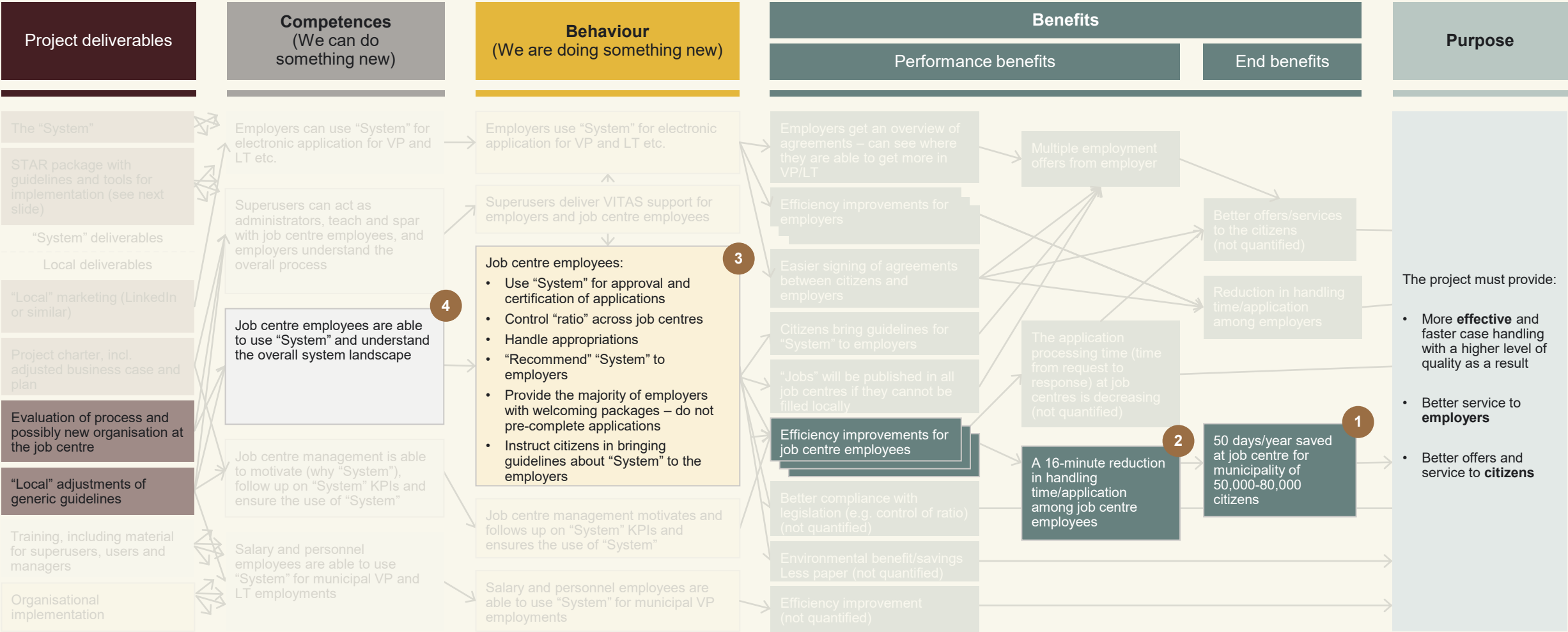
The benefits realization process is often
a “*black box*” – but it shouldn’t be!



The Completed Benefit Map | The benefit map is matured through further analysis of benefits, change, competences and deliverables



The Completed Benefit Map | When we have completed the benefit map, we focus on what is most important – the benefits realization highway



Benefits Realization Plan Overview | Make benefit reporting as simple as possible

Benefits and early indicators of benefits realization				Project baseline and end target	
No.	Benefit / early indicator of benefits realization	Measurement	Owner	Baseline (year 0)	End target
End benefits					
1	50 days / year freed up for other tasks	Data from “System” and workload assessment (interview)	Head of job centre	0 days / year	50 days / year freed up for other tasks
Performance benefits					
2	Number of approved applications in “System”	Data from the “System”	Head of job centre	0	Current number of applications + 10%
Behaviour					
3	% of applications processed and approved in “System”	Data from “System”	Head of case worker team	0%	100% of applications processed in system
Competences					
4	Caseworkers are able to process two types of applications in “System” and understand overall system landscape	Completed training and case tests	Local project manager	0% have passed case tests	100% have passed case tests

Large ERP transformation: Benefit Maps for different purposes as well as a Benefit Realisation Plan for each part of the program to clarify ownership and enable tracking

Communication-version



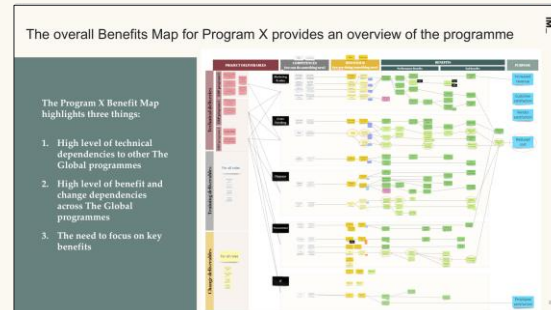
Purpose and use:

Communicate purpose and key benefits as well as the changes required in the organisation, the high level deliverables and program dependencies.

Read more:

"Benefits Realisation outcome in Program X"-section.

Overall Benefit Map



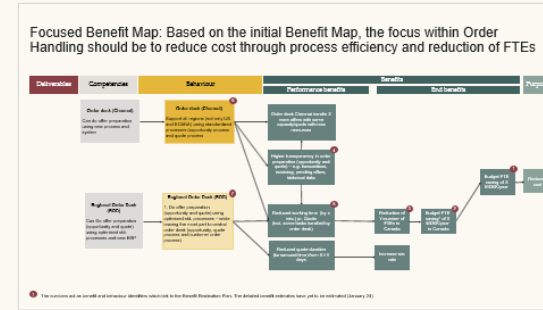
Purpose and use:

Get the full picture. The complete view of the project and the basis for the communication and detailed Benefit Maps. The key tool for the project or program when discussing project changes throughout its lifetime.

Read more:

"Benefits Realisation outcome in Program X"-section.

Focused Benefit Map



Purpose and use:

Zoom in on the key benefits to highlight the benefits each benefit owner will be accountable for. In Program X the Focused Benefit Maps will be done at country level.

Read more:

"Estimating Benefits on a country-specific level"-section.

Benefit Realisation Plan

The benefits realisation plan for Program X (Order Handling in Canada) (Example)

No.	Type	Result - early indicator description	Measurement method	Result owner	Realisation	2021-2022	2023-2024	2025-2026	2027-2028	2029-2030
1	B	Budget FTE savings for Order Handling in Canada (Program X)	Approved and budgeted for order handling in 2023 (Canada Program X)	Program X sponsor: VP Customer Operations	On the handling team (2023-2024)	0.5	0.5	1.0	1.0	1.0
2	B	Budget FTE savings for Canada specifically (2023-2024)	Approved Canada team budget in 2023 (Canada Program X)	Regional Director Canada	Canada team handling order (2023-2024)	0.5	0.5	1.1	1.0	0.5
3	B	Reduction of FTEs in Canada order handling (2023-2024)	FTE reduction in order handling team (2023-2024) and of order handling team	Regional Director Canada	Canada team handling order (2023-2024)	1.0	1.1	1.0	0.5	0.5
4	B	Higher customer satisfaction score after order handling (2023-2024)	Share of satisfaction and quality score (2023-2024) and of order handling team	Local Process Owner Canada	CS (on customer satisfaction score)	0.0%	0.0%	0.0%	0.0%	0.0%
5	B	Reduced handling time per order in 2023 (Canada)	Average handling time per order (2023-2024) and of order handling team	Order Desk Manager Canada	On the handling team (2023-2024)	0.0	0.0	0.0	0.0	0.0
6	B	Order desk (Canada) support of regional order handling (2023-2024)	Support of regional order handling (2023-2024) and of order handling team	Order Desk Manager Canada	On the handling team (2023-2024)	0.0	0.0	0.0	0.0	0.0
7	B	Reduced handling time per order in 2023 (Canada)	Average handling time per order (2023-2024) and of order handling team	Order Desk Manager Canada	On the handling team (2023-2024)	0.0	0.0	0.0	0.0	0.0
8	B	Reduced handling time per order in 2023 (Canada)	Average handling time per order (2023-2024) and of order handling team	Order Desk Manager Canada	On the handling team (2023-2024)	0.0	0.0	0.0	0.0	0.0

Purpose and use:

Craft a robust Benefit Realisation Plan that highlights ownership and we can expect to realise the benefits. Includes early indicators to enable tracking throughout the life of the program.

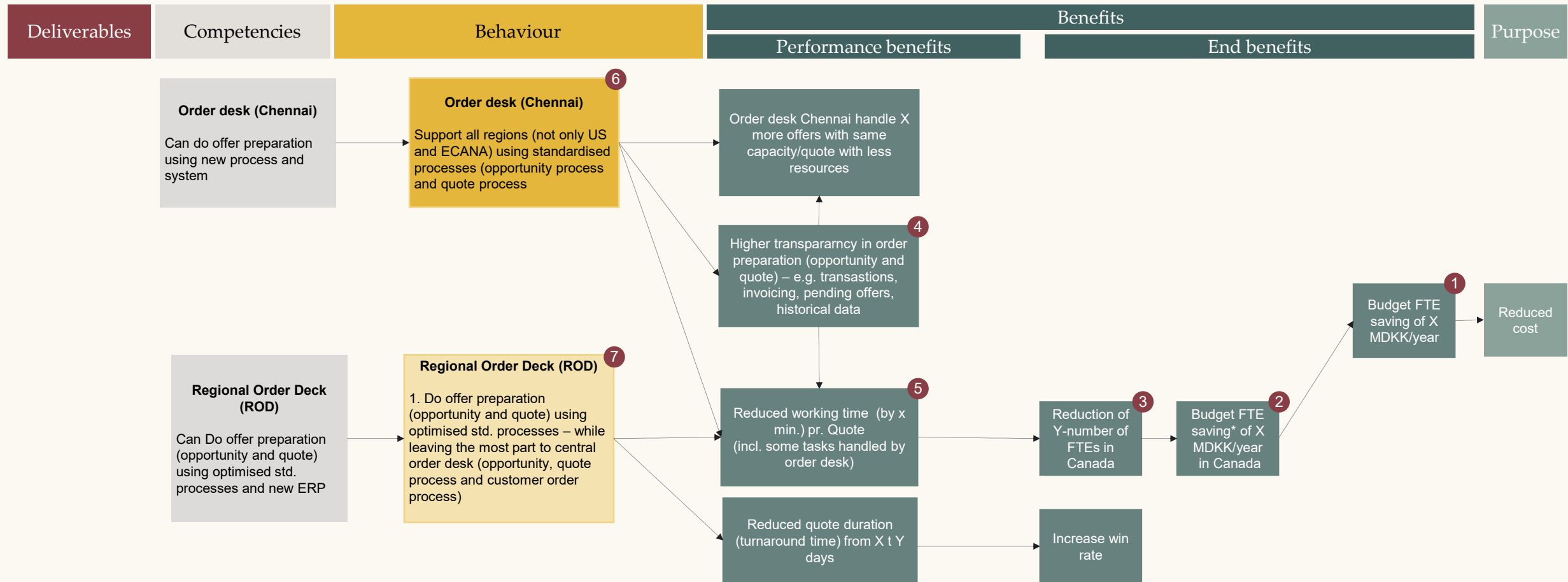
Read more:

"Estimating Benefits on a country-specific level"-section.

1. High level of technical dependencies to other The Global programmes
2. High level of benefit and change dependencies across The Global programmes
3. The need to focus on key benefits



Focused Benefit Map: Based on the initial Benefit Map, the focus within Order Handling should be to reduce cost through process efficiency and reduction of FTEs



¹ The numbers act as benefit and behaviour identifiers which link to the Benefit Realisation Plan. The detailed benefit estimates have yet to be estimated (January 24)

The benefits realisation plan for Program X (Order Handling in Canada) (Example)



No.	Type*	Benefit / early indicator description	Measurement method	Benefit owner	Baseline	Q1 2024		Q2 2024		Q3 2024		Q4 2024		Q1 2025		Q2 2025	
						Expected	Realised	Expected	Realised	Expected	Realised	Expected	Realised	Expected	Realised	Expected	Realised
1	E	Budget FTE saving for the Order Handling programme (all regions), MDKK/year	Approved opex budget for order handling vs. 2026 baseline (Finance, quarterly)	Programme sponsor, VP Commercial Operations	Order-handling opex 2023: 18.0 MDKK/year	0.0		0.6		1.8		3.0		3.6		4.2	
2	E	Budget FTE saving in Canada specifically, MDKK/year	Approved Canada opex budget vs. 2026 baseline (Finance, quarterly)	Regional Director Sales Operations, Canada	Canada order-handling opex 2026: 6.5 MDKK/year	0.0		0.5		1.1		1.6		2.2		2.2	
3	E	Reduction of 4 FTEs in Canada order handling (natural attrition and redeployment)	FTE headcount in order-handling roles (HR system, end of quarter)	Regional Director Sales Operations, Canada	12 FTE in Canada order handling (Q3 2023)	12		11		10		9		8		8	
4	P	Higher transparency in order preparation (opportunity and quote): transactions, invoicing, pending offers and historical data visible in one place	Share of opportunities and quotes registered in new ERP with complete data fields; monthly dashboard	Global Process Owner, Order-to-Cash	0% (no consolidated view; data spread across regional systems)	20%		50%		75%		90%		95%		95%	
5	P	Reduced working time per quote by 35 min (incl. tasks handled by central order desk)	Average handling time per quote (ERP timestamps, validated by quarterly sample audit)	Order Desk Manager, Chennai	95 min per quote (2023 time study)	95		85		75		65		60		60	
6	B	Order desk Chennai supports all regions (not only US and ECANA) using standardised opportunity and quote processes	Number of regions served by the central order desk; process compliance audit (semi-annual)	Order Desk Manager, Chennai	2 of 6 regions served (US, ECANA)	2		3		4		5		6		6	
7	B	Regional Order Desk: offer preparation with optimised standard processes, delegating most tasks to the central order desk	Share of quote tasks delegated to central order desk (ERP workflow log)	Regional Order Desk leads (per region)	Approx. 10% of quote tasks delegated	10%		25%		40%		55%		65%		70%	

*End benefit (E), Performance improvement (P), Behaviour (B) or Competency (C). Units: rows 1 and 2 in MDKK/year (cumulative annualised saving); row 3 in FTE; row 5 in minutes per quote; row 8 in calendar days. Realised columns are filled in at each quarterly benefit review.

*Row 8 is an added candidate benefit taken from the unnumbered boxes in the Focused Benefit Map (reduced quote duration, increased win rate). All baselines, targets and owners are illustrative placeholders for discussion and must be validated with the programme, Finance and HR.

Beyond benefits management: How to take the next step



The key question: Why don't we just do our projects right?

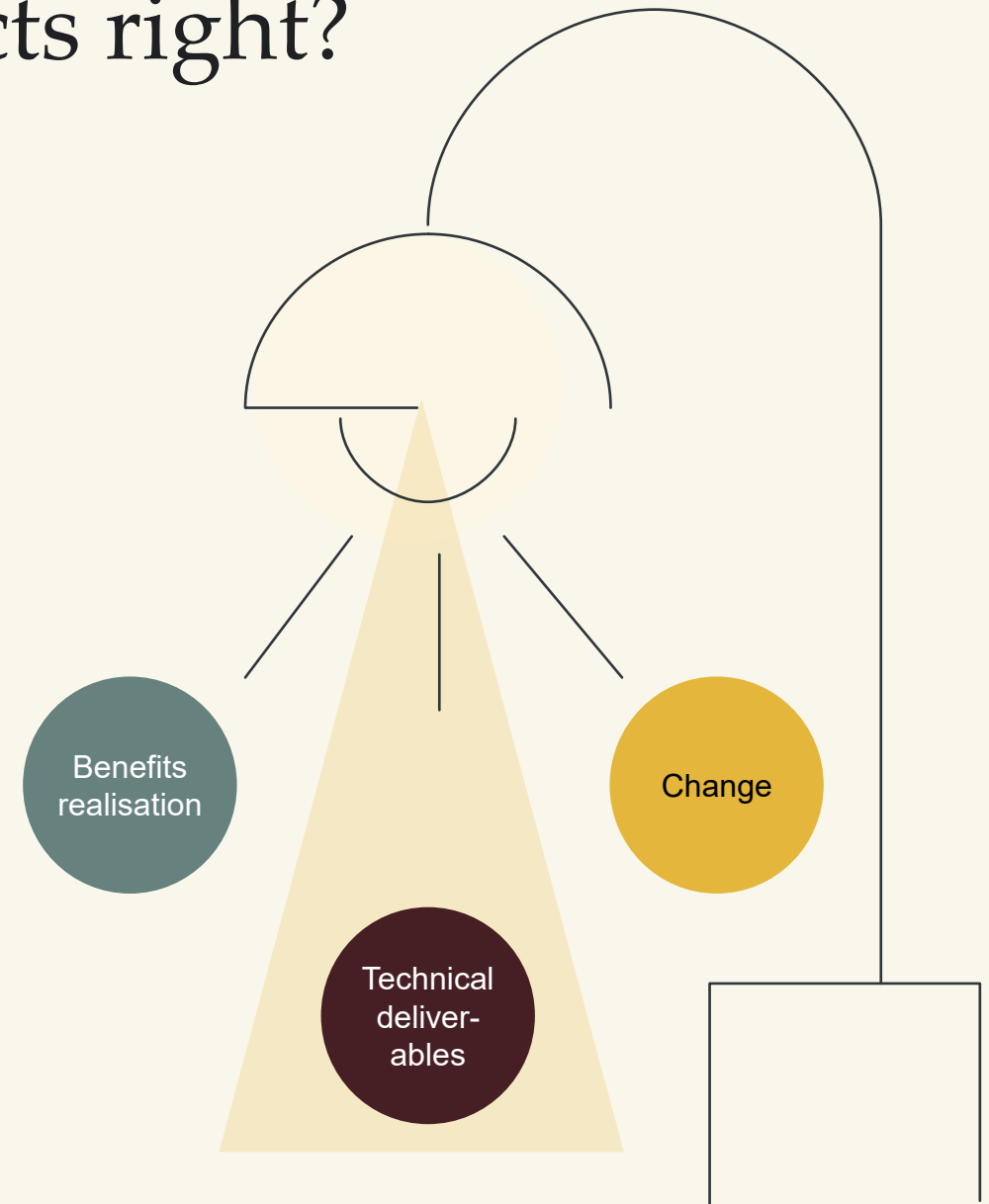
01

The theory is in place

02

The practical approach is in place

So, what is missing?



“AI and the future of project management” webinar series

“The human edge” episode: Key message to leaders



Ensure the organisation benefits from AI

Make AI tools available, develop the agents, skills and more advanced apps you need to be effective and invest in upskilling your people



Reinvest the time in people

Spend the capacity AI frees on people, on effective change- and stakeholder management and get better at it.



Redefine the incentives

Measure the sponsors AND project managers on benefits and impact realised, not just output produced.

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Wrap-up and final questions



Thank you

Please reach out if you have questions, reflections or want to share network

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Thank you

Implement Consulting Group