

Benefits Road Maps

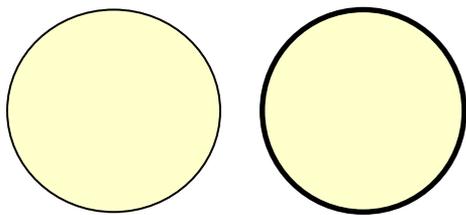
The Benefits Road Map helps identify the benefits and initiatives of a strategic change programme, and to structure the thinking of those involved in delivering them

This technique/tool helps to:

- Identify the initiatives needed to deliver targeted benefits or objectives
- Understand the relationships and inter-dependencies between initiatives, benefits and programme outcomes - i.e. **the cause and effect dynamics of activities and results**
- Map out the logical order in which benefits can be achieved.

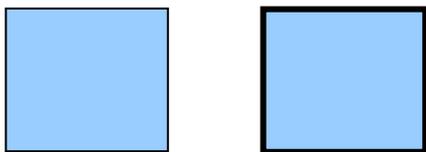
This technique will not schedule individual projects nor select which initiatives should be invested in, but will contribute to these activities.

Definitions of the components



Outcomes

The results we seek, including either 'intermediate outcomes' (i.e. those that are necessary but not sufficient to achieve the end benefit), and the ultimate outcomes, or 'end benefits', to be harvested.



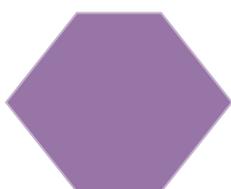
Initiatives

Actions (projects) that contribute to one or more outcomes, or are critical to achieving an outcome



Contributions

The roles played by initiatives or intermediate outcomes in contributing to other initiatives or outcomes



Assumptions

Hypotheses regarding the conditions necessary to achieve an outcome ; risks that outcomes may not be achieved

Note: colours can be used to indicate streams of activity, ownership or simply for presentation purposes.

Determining the Ultimate Outcome - points to consider

- What is it?
- How will we know when we have reached it?
- How will we measure its impact?
 - Key Customer retention
 - Targeted X-selling...etc
- How will we define success?
- What do we need to have achieved to deliver our ultimate outcome?

Determining the Intermediate Outcomes - points to consider

- Business
 - why are we doing this? what capability are we building? who are our 'customers'?
- Technology
 - how do we get the right **information** to the right people at the right time?
- Organisation
 - how should we be organised
- Process
 - how do we ensure management practices and work procedures are aligned (and continuously re-aligned)
- People
 - how will people's jobs change?
 - how will they get to know and understand this?
 - what skills will they need?
 - how will they get these?

How to use the Road Map

Once the Road Map has been created, we can begin to quantify benefits in more detail. The map provides the reference point for this work and will be refined and enhanced as more information is established.

The Road Map is not necessarily a good communications tool as the complexity can be challenging to understand for those who have not been involved in its creation. Small sections can be used effectively in communications to particular audiences but care should be taken in presenting the entire model.

This technique creates more than just an abstract map of business reality. The Road Map is not just useful as a one-off model to help design the programme in its early stages. It is a valuable tool to use throughout the programme. The Programme Director should ensure that it is revised to reflect progress and changes, adjusting priorities as the world changes.