



REFEREED CONFERENCE PAPER

ABSTRACT

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TITLE : Start from the very beginning : Define Expected Benefits in the Project Business Case

Introduction

This presentation introduces attendees to the Outcome Profile™ template which can be integrated into existing business case templates to better define and align expected benefits, tangible and intangible outcomes and the outputs required to deliver them.

Outline

Literature Review

Based on a limited literature of the following four (4) topics :

1. Strategy implementation via projects;
2. Intangibles;
3. Business case preparation; and
4. Benefits management and realisation.

the author identified the need for project stakeholders to be provided with business case templates that guide them through the process of defining and aligning expected benefits, tangible and intangible outcomes and the outputs required to deliver them.

Methodology

By applying a combination of benefits management and project management principles in a series of five (5) action research (AR) cycles, the author developed the Outcome Profile™ template comprising the following information which defines and aligns expected benefits, tangible and intangible outcomes and the outputs required to deliver them :

- Outcome Description
- Outcome Realisation Timeframe
- Outcome Owner
- Benefits & Beneficiaries
- Outputs
- Outcome Success Criteria (Quantitative/Qualitative)
- Dependencies
- Risks

Sample Outcome Profile

The use of the Outcome Profile™ template by a public sector project will be used to demonstrate how the template can be used to guide project stakeholders through the process of defining and aligning expected benefits, tangible and intangible outcomes and the outputs required to deliver them.

Learning Outcomes

Attendees will learn that

1. Well constructed business cases are critical to the successful delivery of strategy by projects.
2. Benefits are reliant on both outcomes and outputs.
3. Well constructed business cases need to define and align expected benefits, tangible and intangible outcomes and the outputs required to deliver them.
4. The Outcome Profile™ template can be integrated into existing business case templates to ensure project stakeholders define and align expected benefits, tangible and intangible outcomes and the outputs required to deliver them.