
Overview

Sub-discipline Benefits Realisation (205) is concerned with the competencies required to ensure that the commercial and strategic objectives of an organisation are supported by IT enabled business change initiatives, including reducing environmental impact through adoption of green IT.

Working in the Senior Professional (2055) role will involve:

- **Developing benefits and business case proposals for change programmes for IT enabled systems (2055.01);**
- Managing benefits realisation activities in change programmes for IT enabled systems (2055.02); and
- Analysing and communicating the benefits arising from change programmes for IT enabled systems (2055.03).

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Develop benefits and business case proposals for change programmes for IT enabled systems

Performance criteria

You must be able to:

- P1 identify the most appropriate approaches to benefits realisation for any business change programme for IT enabled systems, applying own knowledge and understanding of the organisational business and technological context
- P2 estimate accurately, and in a timely manner, the projected hard and soft benefits associated with any proposed business change programme for IT enabled systems
- P3 develop accurately, and in a timely manner, the benefits and business case for any proposed business change programme for IT enabled systems
- P4 identify, use, and apply all the relevant information relating to investment costs and other resource needs for any proposed business change programme for IT enabled systems
- P5 ensure that the business case for any proposed business change programme is fully supported and authorised by all relevant sponsors and stakeholders

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Knowledge and understanding

You need to know and understand:

- K1 how to identify:
 - K1.1 the approaches that can be taken to undertake benefits realisation activities, and their appropriateness, in a range of business IT and other technology contexts
 - K1.2 external factors and their implications that may impact on benefits realisation activities
 - K1.3 when and how to use external providers of benefits realisation services
 - K1.4 which external providers of benefits realisation services to use
- K2 how to identify and select information relating to investment costs and other resource needs for any proposed business change programme for IT enabled systems
- K3 how to use and apply information:
 - K3.1 already gathered, including that produced by business analysis activities to inform benefits realisation activities
 - K3.2 relating to investment costs and other resource needs for any proposed business change programme
 - K3.3 gained from financial analyses
 - K3.4 from internal and external sources in order to inform benefits realisation activities
- K4 how to take action and measures:
 - K4.1 to solicit information from a range of individuals, and other internal and external sources as appropriate in order to inform benefits realisation activities
 - K4.2 to estimate the projected hard and soft benefits associated with any proposed business change programme
 - K4.3 to align projected benefits for a business change programme

- with its stated objectives
- K4.4 to integrate benefits realisation activities into the planning and delivery of any business change programme
- K5 how to develop the projected costs and benefits within the business case for any proposed business change programme for IT enabled systems
- K6 how to provide and present the projected cost and benefits for a business change programme to sponsors, stakeholders, and external bodies, as appropriate
- K7 how to ensure that the business case for any proposed business change programme is authorised by sponsors and stakeholders
- K8 the role of political awareness 'people' and negotiation skills during benefits realisation activities
- K9 the range of approaches that can be taken to undertake benefits realisation activities in a range of business contexts
- K10 what, for any benefits realisation activities, are the implications:
 - K10.1 of organisational culture and structure
 - K10.2 of any particular individual's influence
 - K10.3 of any legislation, regulations, and standards
- K11 the fact that effective benefits realisation activities are critical to the success of most change initiatives projects and programmes
- K12 the fact that there are external providers of benefits realisation services available, and that there are disadvantages and benefits of using them
- K13 the importance of:
 - K13.1 conducting benefits realisation activities in line with organisational strategy, policies, procedures, and standards
 - K13.2 synchronising benefits realisation activities and business analysis activities

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- K13.3 integrating benefits realisation activities into any business change management project/programme, and/or IT and other technology change plan and delivery
- K13.4 addressing the needs of sponsors and other internal or external stakeholders during any benefits realisation activities

ESKITP2055.01

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Developed by e-skills UK

Version number 1

Date approved August 2013

Indicative review date December 2015

Validity Current

Status Original

Originating organisation e-skills UK

Original URN ESKITP2055.01

Relevant occupations Information and Communication Technology; Information and Communication Technology Professionals; Information and Communication Technology Officer; IT Service Delivery Occupations; Software Development

Suite IT and Telecoms

Key words Business Change; Business Process; Benefits Realisation