

BENEFITS REALISATION STRATEGY DEVELOPMENT WORK IN YBS



Outcome
Delivery
Consulting

Yorkshire Building Society - BENEFITS REALISATION

Description of Client – YBS are UK's second largest building with £560 million annual turnover.

Strategic Objective – Investment Programme Strengthening.

Operational Objectives – Build PPM community capabilities in benefits realisation, Develop Planning and Change Assurance function expertise.

1. CONTEXT

YBS commissioned several work streams in an ICT enabled-change programme aimed at improving customer services and more efficient back office service processes. YBS were aware from internal reviews and audits from PwC of a need to enhance capabilities in benefits realisation from PPM efforts as part of the planned improvements across the portfolio delivery mechanisms. In particular they were seeking to improve management and controls, benefits management and risk management across our portfolio.

2. CHALLENGE

YBS's vision was to "To be the most trusted provider of financial services in the UK" and one of their Strategic Priorities was to improve their approach to benefit realisation aims to support the delivery of this strategic priority in implementing our Change Portfolio. YBS engaged Steve Dickie, Iebe Ypma and Kimball Bailey for ODN to enhance the benefits realisation strategy for YBS.

3. INSIGHT

Members of the Outcome Delivery Network (ODN) and our partners Aspire Europe shared our innovative approach to Benefits Realisation – developed from previous assignments where Steve Dickie and the MSP Lead Author (Rod Sowden of Aspire) worked together in developing Benefits Management Control Strategies and toolkits - to be adopted as the YBS approach. We also adapted a critical friend Benefits Challenge approach originally developed for major Oil and Gas sector Clients by our partners Alasator Consulting, in providing an independent Benefits Challenge for the programme Assurance function.

4. ACTIONS

Assessed failure points; and then developed a Benefits Management Strategy, Benefits Management Tools and Techniques and a Benefits Management Reporting approach that was adopted for implementation by the other consultancies, including Big 4 Partners, already supporting YBS.

5. RESULTS

Benefits realisation control approach was adopted by YBS. Anticipated financial benefits are client confidential.



CLIENT TESTIMONIES:

“Steve worked with us to develop our strategy to embed more mature benefits management practices. He leveraged his years of experience in the field to drive innovation in our benefits realisation thinking and help us develop plans. He provided coaching in managing the change and valuable insight into the transition plan including the management of senior stakeholders. Steve is always approachable and happy to help providing strong guidance focused on delivering results.”

Neil McGregor

Portfolio Change Planning Manager at Yorkshire Building Society Group

“Steve is highly intelligent and capable and manages to both simplify the complex and provide calm assurance at all levels (but especially C Level) that the agreed “Assignment Outcomes” and Portfolio Outcomes will be achieved. He has very focused stakeholder management skills and knows how to influence and communicate shared values and outcomes. In short key contacts quickly come to trust his judgement and advice (even in highly complex political environments).”

Nigel Lambie

Head of Change Planning and Assurance at Yorkshire Building Society Group

