

# Provelio Ltd

## Strategic Change and Benefits Realisation

Constructing Excellence

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# Introduction

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- Project Manager
- Experience

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- Traditional Approach
- Choosing the Right Projects
- Future

# Background

- Most strategies fail
- OU research of University investment:
  - Little/no indication of benefits realisation
  - Universities get lots of new buildings but have benefits been realised?

# Typical Approach

- Focus on project success not business benefit
- POEs/PPRs identify shortcomings
- Superficial business cases
- Stop/start nature of unsuitable projects
- Redesign, scope change, abortive costs etc.
- End user dissatisfaction
- Defects and wastage

# Choosing the Right Projects



- Corporate Plan
- Outcome and Benefits Identification
- Programmes of Change
- Identify contender projects
- Prioritise, select and progress
- The best solution might not be a built solution!

# Examples

## Example 1

**Initial project** – multiple new kitchens across a site

**Agreed project** – service delivery review leading to one centralised catering facility

## Example 2

**Initial project** – 2 x £10m refurbishments

**Agreed project** – space analysis, combined departments, 1 x £10m refurbishment and 1 site to sell

# Examples

## Example 3

Initial project – new student union

Agreed project – student questionnaire; increased IT provision only

## Example 4

Initial project – risk management (water pipe work)

Agreed project – none, accept risk

# Observations

- Client gets best value (and biggest value)
- Selected projects can progress meaningfully and efficiently
- Start process with building as the least preferred option
- Real savings allow broader investment across the estate

# Future

- Provelio writing a national best practice guide for HEIs – issue Summer 2011
- Strategic project selection will:
  - Encourage smarter procurement (eg frameworks, appropriately sized)
  - Allow productive VM/VE
  - Allow follow on lean thinking
- You cannot drive value out of poor strategy

# Conclusion

So, assuming we have selected the right projects my colleagues will now explain how to continue to maximise value through the project delivery phase.