



A BENEFIT MINDSET LEADS TO BETTER PROJECTS

Københavns Lufthavne **CPH**

Copenhagen Airports is undergoing a great expansion and with that several hundreds of projects take off each year.

Historically prioritising between and following up on projects had been difficult. By utilising BC Light the airport now has a tool that leads to clearer decisions and larger benefits.

Copenhagen Airports spend around one billion of DKK each year on infrastructure projects small and large. Assessing whether the money is spend in the best possible way can be challenging.

“It is no secret that we weren't satisfied with our own ability to manage and prioritise our project portfolio. We needed a way to gain insight into and overview of our portfolio”, says Morten Viebjerg, Finance Business Partner in Copenhagen Airports.

Previously focus had been on project deliverables and on whether the projects were delivered on time and budget. However the airport wanted to add a dimension – the projects benefits.

“We wanted to focus on Benefit Realisation Management creating both an approval process and a follow-up process that works. Before the full project lifecycle ran from idea to implementation. We are now following the process further to include realised benefits,” says Morten Viebjerg.

STANDARDISED BUT COMPLEX EXCEL-MODEL

The CIO at Copenhagen Airports already knew BC Light from Faarup & Partners: An Excel-based Business Case tool that showed up to fit the airport's requirements.

“It is a standardised and structured tool that we are able to tweak to fit the reality of the airport. We would easily have paid 10-20 times as much had we went with a SAP based solution,” says Morten Viebjerg and continues:

“We had a very good dialogue with Faarup & Partners about our requirements and needs, and they were great at both understanding and executing in relation to this.

And this was not always a simple task, for example the airports total depreciation model has been build into our version of BC Light.”

“With BC Light we can focus on Benefit Realisation – on the outcome of the project rather than the project itself. My claim is that you make the right decisions by focusing on the outcome, and I am sure this mindset is worth a lot of money.”

- Morten Viebjerg, Finance Business Partner, Copenhagen Airports

KNOWLEDGE CAPTURING FROM SUCCESS STORIES

Previously Copenhagen Airports had several approaches to handle project requests. Now these are replaced with one standardised way based on BC Light and with a particular focus on benefit realisation. Approximately 250 projects yearly are run through BC Light.

“This gives us the possibility of assessing the projects and see if they actually lead to benefits. It's not about discovering the project failures – we already know them – no, the interesting thing is to

identify those, that did exceptionally great and learn from them,” says Morten Viebjerg.

”SOFT” PROJECTS ARE MORE EASILY JUSTIFIABLE

One of the advantages of working systematically with Benefit Realisation is that it becomes possible to sort projects by other than financial benefits.

“Now we can also evaluate a project by the quality provided. If for example a project enables less waiting time or shorter lines at check-in then it is definitely also valuable,” says Morten Viebjerg.

A BENEFIT MINDSET IS WORTH A LOT OF MONEY

Morten Viebjerg highlights overview and transparency as some of the biggest advantages from BC Light.

“Value is created by making the right decisions. With BC Light we can focus on Benefit Realisation – on the outcome of the project rather than the project itself. My claim is that you make the right decisions by focusing on the outcome, and I am sure this mindset is worth a lot of money,” says Morten Viebjerg

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Morten Viebjerg
Business Finance Partner
Copenhagen Airports

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