MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

IN CONFIDENCE

4392 IPONZ Ptolemy Upgrade Project

Benefits Realisation Plan

1 Document control

1.1 Version history

Date	Version	Author	Description of change
27/6/2024	0.1	Privacy of natural persons	Create first draft
07/8/2024	0.2		Updated baseline figures for Benefits and added Appendix 2
21/08/2024	0.3		Updated baseline figures based on feedback from Ross
08/10/2025	1.5		Added additional measure no. 5

1.2 Endorsed by

This document has been endorsed by:

Name	Role	Version	Date	Signature
Privacy of natural persons	Benefit Owner	1.2	14 August	Business Owner Approve Benefits Rea
	Benefits Management Advisor	1.2	14 August	PMO Approve Benefits Realisation Pl

1.3 Approved by

This document has been approved by:

Name	Role	Version	Date	Signature
Ross Van Der Schyff	Project Sponsor			

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2 Benefit Summary

Benefit #	Benefit Type
Project Name	*IPONZ Ptolemy Upgrade Project*
Project Number	*4392*
Programme name	*NA*
Project Sponsor	*Ross Van Der Schyff*
Business Owner	Privacy of natural persons
Benefits Owner(s)	
Agencies	*MBIE only*

3 Executive Summary

The existing Ptolemy platform has been operating for 13 years and needs to be upgraded.

The project aligns to Te Whakatairanga Service Delivery (TWSD)strategic goals (Kaitiakitanga, Whanaungatanga and Puāwaitanga) by employing skilled resource to deliver a fit-for-purpose and efficient technology solution centred around the needs of the people we serve. This also aligns with the TWSD cloud strategy around delivery to our customer needs.

A Minimum Viable Product (MVP) has already been delivered to prove vendor capability. An options paper was provided by architecture and recommended moving to the cloud and an upgraded application and replacement platform. With a caveat to address vendor risks around capability through tight commercials.

The project will be delivered Iteratively by Domain by iteration. Each domain consists of a product and service that IPONZ performs. The total length of the project delivery is expected to be three years.

The recommended option addressed the following:

I. A new strategically aligned and replaced platform with a new simplified support model and simplified operating model.

II. A new application fit for today's business and customer experience with a simplified support model.

III. A saving based on current volumes calculated at 11 FTE saving which is achieved through a 10% increase in workflow efficiency in processing Patents and Trade Marks. This equates to a saving of $10,470,000 over the six-year depreciation lifetime.

IV. An opportunity to mutually benefit from a core system being built with other global agencies; resulting in shared costs for shared functions across offices, and building closer relationships with other IP offices around the world.

The benefits from this project are aligned to the key 'option analysis themes', which are:

1) Improved customer experience and services
2) New automated and integrated service and operating model creating efficiencies.

3) Internal service efficiencies. Redesigned workflows and user experience supporting efficiency and increased automation.

This document provides details of such benefits and activities to realise them.

4 Benefits Table

The project Benefits are outlined in the table below. For additional information refer to Appendix A. The project Benefits are outlined in the table below. For additional information see the Benefits Map.

Benefit #	Benefit Type	Benefit Name	Benefit Description	Measure	Baseline Measure	Target Measure	Timeframe
1	Improved Services: External	Improved Customer services and customer experience	User efficiencies and improved quality of applications and requests, satisfaction, privacy and security upgrade, reduction in helpdesk calls.	Reduction in customer service calls to the service centre related to system features and useability.	Please refer to 6-Benefit Schedule for baseline measure.	Reduction in number of calls to Service desk by 10%	Six months post-implementation
2	Internal service efficiencies. (Improved Service: Internal – POL type)	Redesigned workflows and user experience supporting automation and efficiency	New system and enhancements provide efficiencies for internal users reducing the time spent processing cases.	Increase in number of cases processed by role FTE Reductions in manual workarounds.	The difference between the total number of cases completed per year and the target set by role FTE an a % of total cases. Count of processes with manual workarounds Please refer to 6-Benefit Schedule for baseline measure. Refer to Appendix B for measurable approach and evidence for this benefit.	Increase the efficiency by 10% Reduction of processes with manual workarounds by X%	Reviewed over first six months, realised from 2028

Benefit #	Benefit Type	Benefit Name	Benefit Description	Measure	Baseline Measure	Target Measure	Timeframe
3	Solution security	Solution improves compliance with NZISM	Improve the security posture of the solution	Solution security review/assessment against NZISM	Not assessed	Pass	At implementation
4	Service operating model	New automated and integrated service and operating model	New operation and support model that is simplified and automated to clarify responsibilities, reduce complexity for MBIE, and reduce impacts on business.	Maintain supported platform Decrease in downtime of system Decrease in impact of change related to other MBIE systems.	Number of vendor contracts related to the solution Number of P1 + P2 incidents per year	Reduction in the number of vendor contracts. Reduction in p1 + p2 incidents per year by 20%	Six months post-implementation
5	Improved Customer Experience	Improved Customer Satisfaction with the New Online Platform	A structured customer satisfaction survey will be conducted to compare user experience between the previous and new online platforms.	Achieve an average customer satisfaction score of ≥8/10 on post-implementation survey	Not assessed	≥8/10 average score on post-implementation survey	At implementation

5 Benefit Ownership

The project Benefits and Measures and their owners are outlined in the table below. Each benefit should have one owner and each measure should have one owner.

Benefit #	Benefit Name	Benefit Owner Name	Benefit Owner Substantive Position	Measure	Measure Owner Name
1	Improved Customer services and customer experience	Privacy of natural persons	National Manager IPONZ	10	IPONZ National Manager
2	Redesigned workflows and user experience supporting automation and efficiency		National Manager IPONZ	20	IPONZ National Manager
3	Solution improves compliance with NZISM		National Manager IPONZ	10	Digital Security
4	New Automated and integrated service and operating model		National Manager IPONZ	20	IPONZ National Manager
5	Improved Customer Satisfaction with the New Online Platform		National Manager IPONZ		

6 Benefits Schedule

The project Benefits schedule is outlined in the table below.

Benefit #	Benefit Name	Target Measure	Baseline Measure & Date *Baseline date provided with data*		Target Measure & Date *<insert the date in the measurement schedule DD/MM/YYYY>*	Target Measure & Date *<insert the date in the measurement schedule DD/MM/YYYY>*	Target Measure & Date *<insert date measure was taken DD/MM/YYYY>*
1	Improved Customer services and customer experience	Reduction in number of calls to Service Centre by 10% Reduction in human error through better service capability and efficiency.	Current baseline In the year 2023, 20,000 Trade Mark applications were received. During this period, Service Centre received 5122 calls. From these calls, 2510 discussions were raised in the system by Service Centre. Percentage relative to application volume will be calculated using: Discussion/Application*100 -> 2510/20K*100 = 12.55% This implies that 12.55% of discussions/calls of all applications in the year 2023 were queries regarding an existing application or registration. Aiming for 10% reduction	Target	Date 6 months after Trademarks (or subsequent 6 months period until met) Target Measure Discussions / Applications < 11.29 12.55%- 10% = 11.29%		Date: 6 months after final implementation Not before April figures will then come from same platform

Benefit #	Benefit Name	Target Measure	Baseline Measure & Date *Baseline date provided with data*		Target Measure & Date *<insert the date in the measurement schedule DD/MM/YYYY>*	Target Measure & Date *<insert the date in the measurement schedule DD/MM/YYYY>*	Target Measure & Date *<insert date measure was taken DD/MM/YYYY>*
			in number of calls post implementation will be determined using: -> 12.55*10/100 = 1.26% -> 12.55% - 1.26% = 11.29% Therefore, it is expected that discussions/calls will be reduced from the current baseline (12.55%) to 11.29% relative to application volume in the future period.				
2	Redesigned workflows and user experience supporting automation and efficiency	Increase in efficiency of processing number of cases by role, and turnaround by 10% Process efficiency gain of $10.4million over six year period based on current volumes	From October 2025 Refer to Appendix B for measurable approach for this benefit. Baseline $10.4 million. Saving based on current volumes. For example, 1) if volumes remain the same then 10% efficiency will result in FTE reduction and $10.4 million saving.	Target	Date Measure from 6 months to 18 months from production. Target Measure 10% each TM & PT		

Benefit #	Benefit Name	Target Measure	Baseline Measure & Date *Baseline date provided with data*		Target Measure & Date *<insert the date in the measurement schedule DD/MM/YYYY>*	Target Measure & Date *<insert the date in the measurement schedule DD/MM/YYYY>*	Target Measure & Date *<insert date measure was taken DD/MM/YYYY>*
			2) if volumes increase by 10% then the 10% efficiency will result in avoidance of increase in FTE and cost avoidance of $10.4 million. 3) if volumes increase by 5% then the 10% efficiency will result in saving on FTE and $5.2 million saving + avoidance of increase in FTE and cost avoidance of $5.2 million.				
3	Solution improves compliance with NZISM (Technical risk reduction – POL type)	Meet NZISM standards. Data tenanted in cloud No high or medium residual security and privacy risks	From November 2027 Can review at the end of each iteration as security will be required to remain certified.	Target	Target Measure No high or medium residual security and privacy risk		
4	New Automated and integrated service and operating model	Incidents and resolution SLA time Overall reduction by 50% Reduction in third party managed services so less	From (indicative) time full solution is in place and outside warranty period		Date 6 months after final implementation Target Measure		

Benefit #	Benefit Name	Target Measure	Baseline Measure & Date *Baseline date provided with data*		Target Measure & Date *<insert the date in the measurement schedule DD/MM/YYYY>*	Target Measure & Date *<insert the date in the measurement schedule DD/MM/YYYY>*	Target Measure & Date *<insert date measure was taken DD/MM/YYYY>*
	(Improved Service: Internal – POL type)	distributed responsibility and accountability.	*Current baseline* Over the period starting from 12.07.22 to 31.07.23 there were 17 system incidents reported. The resolution time in total was reported as 1,429 minutes or 23.8 hours.		Reduction by 50%.		
5	Improved Customer Satisfaction with the New Online Platform	Achieve an average customer satisfaction score of ≥8/10 on post-implementation survey	Baseline is not assessed before the implementation of the new system. Please refer to Appendix C of this document for details on the survey approach.		Post Designs rollout	6 months of usage period	

7 Benefits Realisation Activities

Describe specific benefit realisation activities including modifying benefits realisation plan, profile changes, adding new benefits, reporting responsibilities and when these occur and what the expected triggers are.

7.1 How will the benefits plan be managed?

The actuals will be measured by the respective teams identified in the 'Benefits Ownership' section above in accordance with MBIEs benefits measurement practices and operational reporting procedures.

7.2 Reviews

The view of benefits and the measures may change as the project evolves through its lifecycle. Change in the external or internal operational environment may also trigger the need for review. It is proposed that the Benefits Realisation Plan is re-visited prior to each iteration of the new digital solution going live to ensure the baselines and the targets are correct and realistic. Additionally, an extraordinary review may be conducted in the event there is any significant risk to benefits realisation.

Reviews will be conducted by the project during the lifecycle of the project by initiating a conversation with the designated benefits owner(s), conducting the required analysis, and updating the document. Once the project is decommissioned, the review of the plan will be conducted by the project' Business Owner.

Review #	Event review aligns with	Review Date
1	The first approved version of this plan is developed to support the Project Online figures endorsed for the business case	26/7/2024
2	This document will be reviewed and updated prior to the first iteration with the first Domain of the upgraded digital solution going live, to create the second version on the document. The updated version will include updated schedule and measure information.	September 2024 – TBC
3	This document will be reviewed and updated prior to the second iteration of the new digital solution going live to create the second version on the document. The updated version will include updated schedule and measure information.	October 2025 - TBC
4	This document will be reviewed and updated 12 months after the third iteration of the new digital solution to create the third version on the document. The updated version will include updated schedule and measure information.	April 2026 - TBC
5	The final version of this document will be prepared 12 months after the full deployment (Iteration 4.0) of the new digital solution to create the fourth version on the document. The updated version will include updated schedule and measure information.	October 2026 - TBC

8 Assumptions

The following assumptions have been identified regarding realising and measuring the identified benefits:

- Project timeline dependencies may impact the benefit realisation timeframes, but actual benefits are not expected to be impacted.
- Benefits resulting from introducing new technical and process capabilities will begin to be seen following some transition period. Partly, this is because the new solution will be deployed in increments, partly because user adoption for any new solution takes time.
- The adoption of the new solution and the resulting benefit will be influenced by the user engagement process, communication, training, and adoption. Analysis of the types of customer inquiries in the first few months after the go-live will help tailor communications and help messaging. Previous customer releases will also provide some insight for lessons learned that can be applied to the releases.
- MBIE may choose other methods for measuring customer satisfaction as its customer satisfaction approach evolves.
- FTE reduction is about the efficiency gain – person/hours it takes to ensure the stated service levels and is relative to the volumes of registrations remaining the same. Reduction of FTEs doesn't necessarily imply reducing appropriation because the 'saved' amount may stay in the business and be used for other purposes or to handle an increased volume of registrations.
- It is assumed that the TWSD's Business and Systems Delivery and Service Centre teams will actively monitor and measure operational metrics the new system and processes performance.

Critical success factors are identified as follows:

- Quality control – no significant defects remain unresolved following the launch of the new solution.
- Usability – how the new solution is designed to be intuitive and provides a positive user experience.
- Demand – adoption of the changes to the new solution.

9 Constraints

No constraints are anticipated related to management of outputs and responsibilities for benefit realisation. Benefits management will be part of the BAU operational activity. Benefits measurement will form part of the operational reporting for the impacted units within IPONZ. Externally, the only constraint, and a barrier to full adoption, envisaged is the inability or unwillingness of some customers to use the digital channel to transact in which case they will engage a representative to register on their behalf using the solution. There is no other option for New Zealanders.

10 Dependencies

The new solution and processes will need to be implemented and made part of the BAU operational practices.

11. Business Change Management

There will be business impact across multiple teams. A Business impact assessment has been done already to measure the initial thinking on the size of the impact for different users. Training and internal transition leadership will be adopted through the business product owner role internally. To help the IPONZ team's transition, the application changes will be designed to be intuitive to both IPONZ staff and external customers.

IPONZ team members are available during the assessment of the change, whether it meets acceptance criteria and finally for user acceptance testing. This journey will mean that IPONZ team members will be closely involved in the project from its commencement with requirements and will be able to help champion transitioning change and training.

A Business impact assessment has been made and based on the culture and nature of the business the result was not having a negative impact on transition, but rather likely to be adopted as part of business-as-usual work processes, and as a requirement for any customer registering.

There are two types of reference group that will be leveraged for the project: a SME user Group, a Customer and an External Stakeholder Group. There will be an impact for some external customers including changes to the front-end system and some processes, which will require communications planning and will be mitigated through change management.

11 Handover of Benefits Realisation

There are five benefit metrics across the four main benefits that will be assessed for the IPONZ Ptolemy Upgrade Project.

Benefit #1 (Improved customer experience)

A. Assessment of the metric **'Customer survey results'** will be handed over to the TWSD Survey team to be completed as part of the existing customer satisfaction approach.

Note: The project will work closely with the Business to determine and agree how exactly customer satisfaction will be measured, who will administer it, what resources will be required for that, privacy considerations, and how the survey results will be used. The BRP will be updated accordingly.

Benefit #2 (Automated and Integrated service and operating model)

A. Assessment of the metric **'% of enquiries and logged events** will remain part of the monthly reporting process and be compared with previous baseline figures.

Benefit #3 (meeting NZISM standards)

Measurement of the **'Technical risk assessment'** will be conducted following MBIE's standard technical risk assessment practices.

Benefit #4 (More efficient IPONZ team)

A. Assessment of the metric '**FTEs reduction'** will become part of the reporting process by the IPONZ team.

B. Assessment of the metric '**Increase in employee satisfaction'** will become part of MBIE's employee satisfaction measurement process at MBIE.

12 Post Closure Monitoring of Benefits

Post closure monitoring of benefits will be conducted by the respective benefits measure owners with the overall accountability residing with the benefit owner(s) as outlined in the Benefits Ownership section above. Most metrics will become part of the operational reporting already in place at MBIE.

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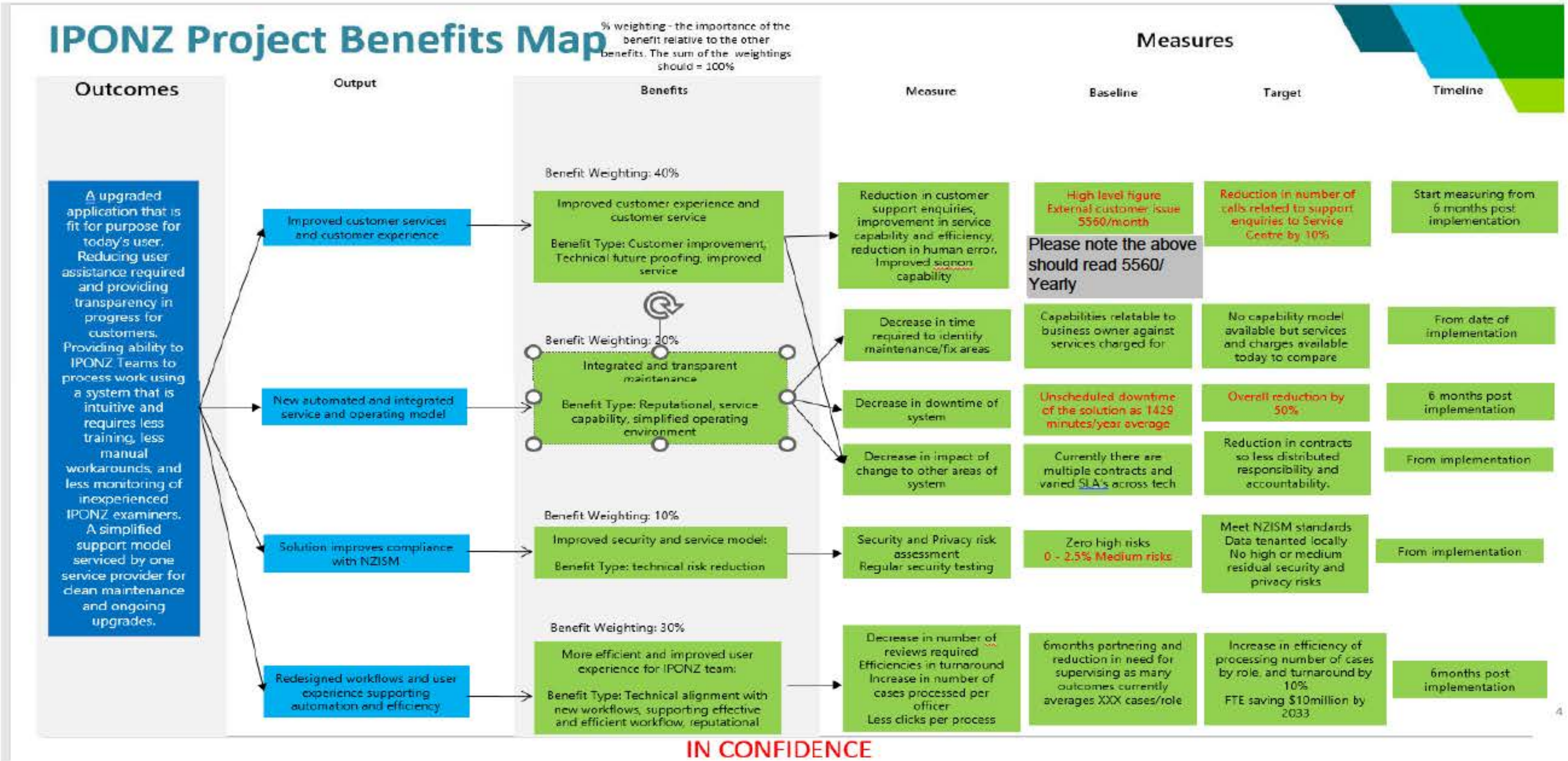
Appendix A – Benefits Map

Document	Link to approved Benefits Map
Approved Benefits Map	NZ Benefits-Mapv0.3.pptx Internal Links



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Appendix B – Benefit #2 Measurable Approach

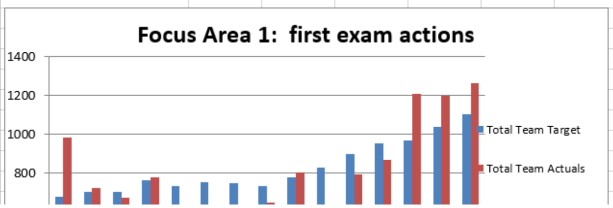
Increase in efficiency of processing number of cases by role, and turnaround by 10%. Following steps define the approach that will be used to determine baseline and the target measure.

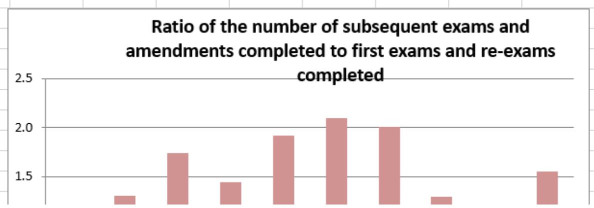
- As shown in the screenshot Total Team Target and Total Team Actuals are worked out for each period (Source: Patent Workforce Tracking Internal Links). Total Team Targets are determined by averaging out the number of staff in each role in each quarter and the actions assigned to them. Similarly, Total Team Actuals are determined against those targets for each quarter.
- Any previous two-year period can be utilised as baseline and Total Team Targets and Actuals can be determined for that period (see example).

Now using just first exams

	2020/21				2021/22				2022/23				2023/24			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total Team Target	678	706	705	766	733	755	749	735	779	827	897	954	971	1036	1103	1168
Total Team Actuals	984	724	675	779	603	511	506	648	802	607	795	867	1208	1199	1261	1393
Variance	45%	3%	4%	2%	18%	32%	32%	12%	3%	27%	11%	9%	24%	16%	14%	19%

	Baseline	Measured
	3095	4278
	2834	5061
current f	91.6%	118%
	3117	
Target +10% f	100.7%	
New target	4278	
+10% f	100.70%	
Meet if more than	4307.946	
Actual f	29.2%	





Example:

- In the two-year period from20/21-22/23 which is taken for baseline, Total Team Target is 3,095 and Total Team Actual worked out as 2,834 by averaging this period.
- Next we establish a baseline efficiency f rating based on the difference between actuals and target for the period we are measuring i.e. 2835/3095=91.6%. That baseline f rating we need to increase by 10% to meet the target. The calculation of the baseline f rating is 91.6*1.1= 100.7% or in other words 10% better than the current f of 91.6%.
- In the future we should be 100.7% which is the target f rating to get 10% efficiency of whatever the new measured target is. In this case the new target is 4278 and using the same formulae we determined the new efficiency as 118% which is more than 100.7%.
- If we want to know the actual f rating increase we divide the actuals by the difference between f ratings of measured and baseline i.e. 118% / 91.6% -1 = 29.2%
- Hence this implies that in the new period, there has been 29.2% efficiency increase from the baseline period.

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Appendix C – Benefit #5 Customer Survey

A structured customer satisfaction survey will be conducted to compare user experience with the application process between the previous and new IPONZ online platforms.

- The survey will use a 1–10 satisfaction slider, with dynamic follow-up questions depending on whether the score trends toward satisfaction or dissatisfaction.
- Respondents will also have a free-text comment box to provide qualitative feedback and may opt to be contacted for further improvement discussions.
- The survey will be distributed via email to two customer segments:
    1. Returning customers – those who have used the previous platform and have since interacted with the new platform.
    2. New customers – those who have not previously engaged with IPONZ and have submitted a new Designs application using the new system.
- Results will be analysed by customer segment to identify satisfaction trends and improvement priorities.
- For future IPs (Trade Marks, Patents, and others), IPONZ plans to implement an onscreen post-application submission survey within the platform itself, replacing email distribution to streamline feedback collection and increase response rates.
- Insights gathered will directly inform continuous service and usability improvements across all IP application services.