

# Benefits Management

## The success of major programmes can depend on the success of Benefits Management

For many large organisations, the level of rigour demanded in approving business cases for major programmes is often not matched by the subsequent effort put into managing benefits over the life cycle of the programme.

Benefits management should be much more than simply checking numbers - it should focus on maximising benefits rather than just monitoring them. However in too many instances it becomes a peripheral activity whose importance is not understood by the major stakeholders.

In spite of its importance there is little guidance available on how to do it well, beyond the traditional "Track - Review - Act" approach. This can lead to benefits management as being seen as just another programme reporting overhead rather than a key driver of programme success.

To be successful, benefits should drive the programme and Benefits Management should link to all streams of work. We recognise that benefits are rarely delivered without major effort, and that a robust benefits management process can help to maximise the return on investment of major programmes. Capgemini's Business Analytics team has have a proven track record in

employing the wide range of techniques required to identify, measure and track benefits over the full lifecycle of major programmes. We can ensure a smooth transition from business case development, through implementation, and transition of the programme to business as usual. In addition the Capgemini's Business Analytics team has experts in the field of Portfolio Management; where large programmes have to manage their portfolio of projects (often utilising the outputs from Benefits Management).

### How to make it work

#### Ownership is key:

- Benefits must be owned by the business at all levels
- Owners of benefits must understand the need for business change to achieve the benefits
- Performance measures to track benefits must be defined and reported on by the business
- Dis-benefits must be acknowledged and managed in the same way as benefits
- Keep it simple to understand and administer - a complicated process is unlikely to be bought into
- Benefits measurement is not always a precise science, "so best estimates" are often required

#### Adopt a balanced approach:

- Consideration of the impact on people encourages commitment and can help to unlock maximum financial benefits
- Use of more than one performance measure will help to ensure behaviour is focussed on maximising performance of the business, not just the measure
- Use high level measures already in place or that need to be created to help manage the business

#### Be outcome driven:

- Keep the focus on the business rather than the solution
- Be forward looking - the objective is to maximise benefit delivery, not just monitor it
- Acknowledge issues preventing benefits delivery
- Provide hard evidence to stakeholders of actions required and choices to be made to maximise benefits

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