



Strategic Benefits Management

Contracting body

30 Jan 2026

Issue 1.0

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CGI

Table of contents

1.	Service Description	4
2.	Data backup and restore	4
3.	Service Continuity	4
4.	Onboarding and Offboarding	5
4.1.	Onboarding	5
4.2.	Offboarding	5
5.	Service constraints	5
6.	Service levels	5
7.	After sales support	6
8.	Technical requirements	6
9.	Outage and maintenance management	6
10.	Hosting options and locations	6
11.	Security	6
12.	Service Pricing and Terms and Conditions	6
12.1.	Pricing	6
12.2.	Terms and Conditions	6
13.	Further information	7
	PROPRIETARY AND CONFIDENTIAL	8

Service Definition overview

CGI's Strategic Benefits Management service gives organisations a clear and confident path to understanding the real value of their change programmes. Instead of treating benefits as an afterthought, our approach places them at the centre of decision-making, ensuring every investment, initiative and project is directly connected to measurable outcomes and strategic ambitions.

At the heart of the service is CGI's proven four-step benefits management methodology, designed to bring structure, clarity and momentum to even the most complex programmes:

- 1) **Discover** – We work with stakeholders to identify expected outcomes, surface underlying assumptions and explore the full range of potential benefits.
- 2) **Define** – We create a robust benefits model that links initiatives to measurable outcomes, benefit owners and strategic goals.
- 3) **Plan** – We build a realistic and evidence-based Benefits Realisation Plan, setting out baselines, KPIs, timelines and the business changes required to achieve results.
- 4) **Sustain** – We establish the processes, reviews and governance needed to monitor, validate and continually optimise benefits over the life of the programme.

To strengthen this process, CGI can apply light-touch analytical techniques, such as AI-assisted insight generation to help identify patterns or opportunities more quickly during discovery and planning. These tools enhance our analysis without replacing the expertise, judgement and consultancy-led approach that underpin the methodology.

By combining a structured framework with data-driven insight and deep organisational engagement, our service enables clients to build a detailed and realistic picture of the benefits they can expect to achieve, the sequence in which those benefits will be delivered, and the mechanisms required to manage and measure them effectively. The result is a disciplined, transparent and sustainable approach to benefits realisation, one that supports better investment decisions, maximises return on investment and ensures that change programmes deliver lasting, meaningful improvement.

Why CGI?

CGI's approach to benefits management is founded on long-standing expertise, practical experience and a recognised methodology that has been applied across a wide variety of organisations and transformation programmes. Clients benefit from CGI's ability to bring clarity to complex change scenarios, drawing together disparate initiatives and aligning them to coherent business outcomes.

Our consultants work closely with stakeholders across all levels of the organisation, using evidence-based techniques to build a complete and accurate picture of expected benefits, underlying assumptions and the operational changes required to realise value. Where useful, we can also apply emerging technologies such as AI-enabled document review or trend identification to support analysis, always underpinned by consultant interpretation and assurance.

CGI's global presence and heritage since 1976 ensures that clients receive the assurance of a mature consulting capability combined with local delivery. This enables organisations to adopt best-practice models of benefits management supported by disciplined governance, while still tailoring the approach to their culture, pace and strategic context. CGI's ability to embed benefits thinking within business planning, business case development and change delivery ensures that organisations gain not only clarity on their expected return on investment, but also the confidence that benefits remain visible, measurable and achievable throughout the life of the programme.

1. Service Description

CGI's Strategic Benefits Management service is designed to give organisations complete visibility and control over the benefits associated with their transformation and improvement initiatives. The service begins by working with key stakeholders to explore the objectives, challenges, constraints and desired outcomes of a proposed investment or change programme. Through facilitated discussions and structured discovery activities, CGI helps clients articulate what they are seeking to achieve, why these outcomes matter and how they connect to larger strategic ambitions. Benefits maps are iterated to ensure alignment on the business changes and outcomes that are targeted by transformation investments, to ensure understanding of target benefits and the identification of best fit measures. Where appropriate, CGI may also draw on AI-supported analysis to help review existing documentation or performance data, providing consultants with an additional lens through which to identify themes or potential benefits early in the process.

Following this discovery phase, CGI develops a detailed benefits model that sets out the relationship between planned initiatives, targeted organisational changes / capability uplift, measurable outcomes and the assumptions and dependencies that underpin them. This model identifies the ownership of each benefit, clarifies responsibilities for ensuring organisational changes are realised, and ensures that every outcome is traceable to a clear strategic objective.

Once the model is agreed, CGI prepares a Benefits Realisation Plan, which outlines how each benefit will be measured, monitored and reported. This includes defining the performance indicators, baselines, measurement methods, data sources and target values required to ensure accurate tracking. The benefits plan will guide on the people, process and technology dependencies to realise target benefits and any leading indicators of success that should be monitored to ensure required dependencies are being effectively delivered. This will help to focus prioritisation decisions as the transformation evolves and is a key enabler to evidence-led agile delivery. In certain cases, CGI may also use light predictive techniques or AI-supported forecasting to help clients understand likely benefit trajectories or areas that may require closer monitoring. These insights supplement, rather than replace, traditional planning and governance practices.

Finally, CGI supports organisations in sustaining and maturing their benefits management capability. This includes providing ongoing oversight, establishing regular review mechanisms, validating reported benefits and identifying optimisation opportunities. Our experts can help identify challenges to benefits realisation, such as gaps in information, incentives or responsibilities. We can coach leaders in how to best interpret and respond to data, and to monitor for signals of benefits risk. It also involves ensuring effective feedback loops between benefits review activities and delivery cycles, such that the delivery roadmap is being adjusted to proactively manage risks to benefits realisation. AI-enabled tools may also be used to support ongoing performance insight or automated summarisation of trends where appropriate, helping reduce manual effort and ensure a consistent view of benefit performance. The service therefore takes organisations from initial discovery and design through to long-term benefits sustainment.

2. Data backup and restore

As this is a professional advisory service, CGI does not host or store client systems or datasets. All materials created during the engagement, such as benefits maps, registers or plans, are stored within the client's chosen secure environment, ensuring the client maintains full control of data access, backup procedures and retention policies. CGI adheres to all relevant data protection requirements and will work with the client's information governance team to ensure that any transfer of working documents is carried out in a controlled and compliant manner.

3. Service Continuity

CGI ensures continuity of service through structured governance, clearly defined responsibilities and a team-based delivery model that mitigates the risk of dependency on individual consultants. In the event of resourcing changes, CGI provides seamless handover processes so that knowledge, artefacts and context are maintained

throughout the engagement. Because this service does not involve hosting or operating IT systems, traditional disaster recovery activities are not required. Instead, continuity is maintained by ensuring consistent access to project documentation, alignment with the client's business continuity processes, and regular communication throughout the engagement lifecycle.

4. Onboarding and Offboarding

4.1. Onboarding

Onboarding typically begins with an initial mobilisation phase during which CGI engages with project sponsors to confirm the scope, objectives, timelines and governance arrangements for the work. CGI and the client jointly establish the working approach, identify key subject-matter experts, agree the schedule of workshops, and confirm the data and materials required to support benefits discovery. This ensures that teams are aligned from the outset and that CGI can commence work with a clear understanding of the organisational context and desired outcomes.

4.2. Offboarding

At the conclusion of the engagement, CGI conducts a structured offboarding process that includes the transfer of all developed artefacts, such as the benefits model, benefits realisation plan, benefits registers and any supporting analysis. CGI provides detailed handover sessions to ensure that client teams understand how to maintain and update these artefacts independently. The service typically concludes with a final review of benefits maturity and a set of recommendations outlining how the organisation can continue to optimise its approach to benefits realisation.

4.2.1. Access to data upon exit

Clients retain full ownership of all data and documentation generated throughout the engagement. CGI ensures that all outputs are returned in accessible formats and will not retain client data beyond what is required for contractual or audit purposes.

5. Service constraints

The effectiveness of this service is dependent upon the availability of key stakeholders who are required to participate in workshops, provide relevant data and validate the developing benefits model. The quality of benefits analysis is also influenced by the availability and accuracy of baseline performance information. As this is an advisory service, CGI does not provide system hosting or operational system support. All activities are carried out within the client's existing security and IT access framework, which may influence scheduling and access to certain data sources.

6. Service levels

Service levels for Strategic Benefits Management engagements are established through the Statement of Work and will generally include commitments relating to consultant availability, turnaround times for document reviews, and the frequency of progress updates. CGI provides a dedicated lead consultant who is responsible for ensuring the engagement is delivered to agreed timescales and quality standards. Regular reporting, such as status updates or benefits maturity assessments, is provided to ensure that the client has clear visibility of progress and emerging insights. These service levels are tailored to the client's governance needs and the scope of the engagement.

7. After sales support

CGI can continue to support organisations beyond the initial delivery of the benefits management artefacts. This may involve periodic reviews of benefits performance, updates to the benefits model to reflect new initiatives, advisory sessions to support business case development or assistance in refining KPIs and measurement methods. CGI can also provide ongoing monitoring and reporting services to support long-term benefits optimisation. This ensures that the organisation maintains the momentum established during the engagement and continues to realise value from its investments.

8. Technical requirements

The service has minimal technical requirements and does not rely on the deployment of CGI software or systems. Clients are typically asked to provide access to relevant performance data, existing business plans, strategic documents and stakeholder groups. Where remote workshops or collaboration sessions are required, CGI will use the client's preferred collaboration tools or secure alternatives agreed during onboarding. Documentation will be stored within the client's environment in accordance with their governance processes.

9. Outage and maintenance management

This service does not include the provision of hosted IT systems; therefore, there are no outages or maintenance windows to manage. All delivery activities are scheduled in coordination with the client and are unaffected by system availability constraints.

10. Hosting options and locations

The Strategic Benefits Management service does not involve the hosting of systems or data by CGI. All deliverables are produced within the client's environment or provided directly to the client for storage in their secure locations.

11. Security

CGI operates under rigorous corporate security standards and complies fully with UK GDPR and all applicable data protection obligations. All consultants working on the engagement adhere to CGI's mandatory security awareness training and follow the client's security, confidentiality and data handling requirements always. Any exchange of documentation is conducted through secure channels in accordance with agreed protocols.

12. Service Pricing and Terms and Conditions

12.1. Pricing

Please refer to the G-Cloud 15 portal for the rates available.

12.2. Terms and Conditions

Please refer to the associated Terms and Conditions Document relevant for this Service including termination by the Buyer or Supplier.

13. Further information

For more information about this or any of our G-Cloud services, please contact us:

Phone: +44 0845 070 7765. Ask to speak to the G-Cloud team.

Email: uk.gen.ccsframeworks@cgi.com, including the following information:

1. The name of this service.
2. The name of your organisation.
3. Your name and contact details.
4. A brief description of your business situation.
5. Your preferred timescales for starting the work.

We will prepare a quotation for you. Once the quotation is agreed upon, we will issue you the necessary documentation (as required by the G-Cloud Framework) and ask you to provide us with a purchase order.

Once we have received your purchase order, the services will be configured to the requirements agreed with invoices issued to you for the services procured. On a monthly basis, we will also complete the mandated management information reports to Government Procurement.

PROPRIETARY AND CONFIDENTIAL

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This proposal is subject to contract and shall not be binding unless and until execution by CGI and Contracting body of a final agreement to the proposal, containing the terms and conditions that will govern the relationship between the parties. Any final agreement is conditional (inter alia) upon due diligence and customary business investigations by CGI. The results of such due diligence and/or investigations may impact upon content of this proposal, including the business structure, business terms and financial arrangements.

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The information in this proposal is submitted on 30 Jan 2026 - Issue 1.0 on behalf of CGI by the following authorised representative:

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