



Benefits Management

G-Cloud 15

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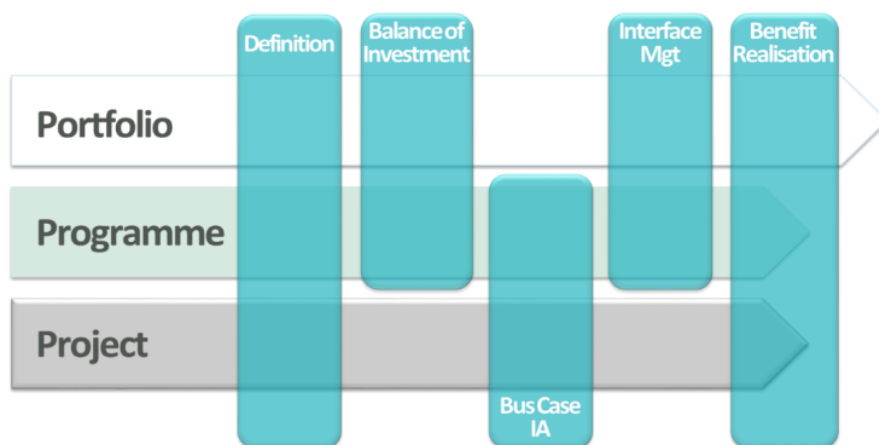
Benefits Management

About this service

BMT's Benefits Management service identifies, quantifies, and supports the realisation of benefits from ICT transformation, including migration to and use of Cloud services. We ensure benefits have a business rationale and stakeholder buy-in to underpin a robust business case and then plan how benefits will be realised and managed throughout the lifecycle, with clear roles and responsibilities.

When to use this service

When strategic decision makers need assurance that the transition to the Cloud, or existing/planned Cloud and ICT programmes will deliver the expected benefits, BMT's Benefits Management service identifies, quantifies and plans for successful, efficient and accurate realisation of those benefits. Effective benefits management reassures stakeholders and sponsors that a complex ICT programme will meet business objectives and justifies the investment as part of the business case for undertaking the changes. It also ensures benefits remain at the heart of programme decision making and are tracked through to realisation in the Business-as-Usual environment. The diagram below captures the typical areas where Benefits Management can support at Portfolio, Programme and Project level throughout the life cycle.



What we deliver

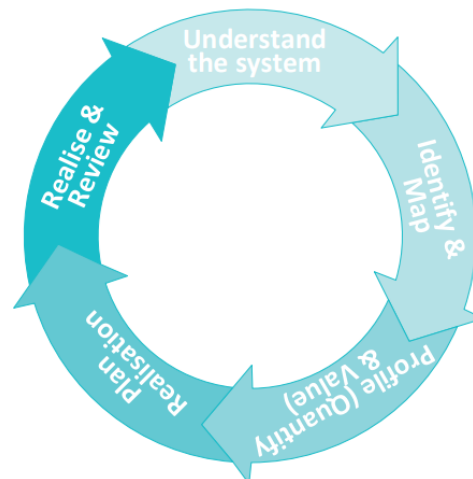
- A Benefits Management Strategy detailing how benefits will be managed and realised throughout the life of the programme
- Benefits maps and profiles, including tracking metrics, KPIs and baselines

- Benefits identification, analysis and quantification to support business case options appraisal; including uncertainty and sensitivity analysis, three-point estimates, optimism bias and what-if analysis
- A Benefits Realisation Plan
- Benefits Realisation Schedule listing benefits scheduled against time
- Stakeholder Engagement and Communications Plans

The benefits management service will enable benefits to be identified, planned for, and realised successfully from transition and throughout continued use of Cloud services, supported by robust methodologies and best practice, e.g. APM, MSP, Managing Benefits™. Quantification and evaluation of benefits can be undertaken in line with HMT Green Book and Magenta Book guidelines if required.

How we deliver this service

We review programme documentation and discuss objectives with stakeholders to identify expected benefits and how they are related to business, ICT and Cloud strategy and objectives. From this we define a tailored approach to realising the benefits, and the governance framework required to support their successful delivery. Our generic approach below is based on best practice combined with our practical experience across programmes in the public and private sectors.



Step 1 – Understand the System: We draw on our experience of Business Analysis, Enterprise Architecture and System Modelling to understand the baseline ‘system’ into which the changes are being delivered and the impacts on these. This involves:

- Reviewing existing programme artefacts; e.g. Blueprint or Target Operating Model
- Using appropriate system methodologies to understand the change impacts
- Using Business Analysis and Enterprise Architecture techniques to understand relationships between changes on different aspects of the business

- Developing a 'single point of truth' validated with stakeholders

Step 2 – Identify and Map. We use the understanding gained in Step 1 as a firm foundation to link project outputs through the required changes in business capability, to the programme outcomes and benefits aligned to strategic objectives. This 'cause and effect' chain in the form of a benefits map is a powerful tool for identifying and communicating the benefits.

Step 3 – Profile and Quantify - This step quantifies the benefits identified and develops a time-based profile of these benefits with a clear owner responsible for their realisation. Quantification takes account of appropriate leading and lagging measures as well as understanding the baseline for measurement and how this may be changed by other factors. Typically, this involves:

- Estimating the scale of the benefits, using scenario analysis, 3-point estimates, sensitivity analysis, etc.
- Baselining current performance and understanding other factors that may affect this in the timescale of interest
- Valuing benefits (financial / non-financial or Quantitative/Qualitative etc.)
- Appraising benefits; e.g. to support business case option analysis

For each benefit defined, a Benefits Profile will be generated from the qualitative and quantitative measures agreed for that benefit. The profiles typically include:

- Benefit ID and Owner
- Description
- Maturity
- Linked Outcome
- Input Dependencies
- Required business changes
- Key benefit data (values, sources, dates)
- Required expected and actual value for each measurement period

Step 4 – Plan Realisation - This step will typically consolidate the benefits profiles in a Benefits Realisation Plan (BRP) to enable their management as a composite deliverable throughout the programme lifecycle. The BRP will also typically include:

- A prioritisation of the benefits for tracking and management focus
- Selected benefits measures for tracking, aligned to the organisation's performance management system

- Detailed roles and responsibilities for embedding change, realising the benefits and reporting progress
- Identification and management of any risks to the benefits being realised
- Schedules for benefits realisation, including review points

Step 5 – Realise and Review - This covers the ongoing monitoring of progress against the BRP and taking any remedial action as required. Typically, this involves:

- Support to Transition Management
- Tracking & reporting of the benefits
- Benefits Reviews in line with the BRP
- Identifying any emerging benefits
- Mitigating any risks or dis-benefits

Integrating benefits management early in a programme ensures all stakeholders have bought into the identified benefits, benefits are baselined and ownership allocated. An embedded benefits management process promotes a culture whereby delivery and decision-making is benefits-driven and clearly focussed on business outcomes.

How we work with you: BMT provides a scalable service with flexible, skilled resources delivered via a Managed Service mechanism. Our outcome-based delivery to cost, time and quality is managed by a dedicated manager who is assigned to you. Our team works with you and your key stakeholders to ensure your requirements are met at both a strategic and tactical level. Our approach ensures we retain and use our knowledge and understanding of your organisation effectively. Performance and quality of service delivery is monitored, assessed, measured and assured, and by maintaining frequent, regular contact and dialogue with you, we seek feedback and assess your satisfaction with our performance, with the capacity to escalate issues rapidly if required.

Our aim is always to deliver a sustainable solution, and we work with you to ensure we transfer knowledge and skills to your staff, enhancing your inhouse capability and maximising the benefit you gain from your engagement with us. Previous customers who have used this service We have worked extensively with the UK MOD to help them realise benefits on complex programmes including the Submarine Dismantling Project and Maritime Combat Systems Convergence Programme. We have also worked with EDF and the Metropolitan Police to implement effective Benefits Management.

Experience

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