



Do these sound familiar?

The benefits that we expected just didn't appear

More commitment from stakeholders would have given much better results

We'd like to measure the value of our project but can't really be sure

If only we'd known the real changes that the project required

The users didn't know what they wanted until they didn't get it

What needs to be done?

Optimise the realised value of investments in change:

Ensure projects will deliver value

- Show how projects link to business objectives
- Manage portfolios of projects to achieve maximum benefits and eradicate double counting

Increase the focus on the real deliverables – benefits and objectives

- Increase the range and value of benefits identified for projects
- Improve the clarity and realism of expectations

Manage the delivery of benefits actively

- Engage the hearts and minds of stakeholders – gain buy-in and accountability for benefit achievement by addressing 'What's in it for me?'
- Ensure that all of the changes required to deliver benefits are identified and managed

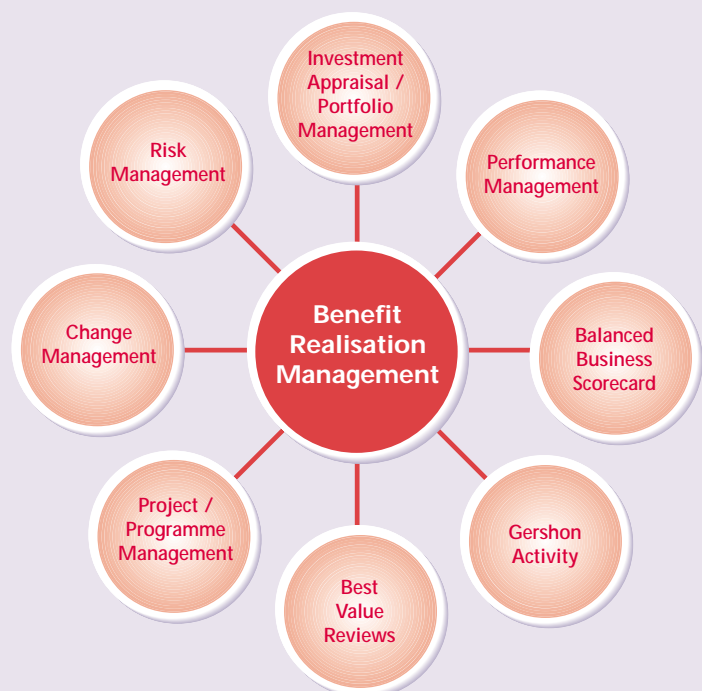
Ensure that value is demonstrated and communicated

- Use communication effectively to motivate and inspire stakeholders
- Ensure that the right things are measured and tracked – outcomes, not outputs
- Choose measures to encourage desired behaviours

How can you do it?

Through Benefit Realisation Management (BRM) – the process of organising and managing such that potential benefits from change projects are actually achieved.

Benefit Realisation Management facilitates effective application of the common performance management approaches.



Who should be interested in BRM?

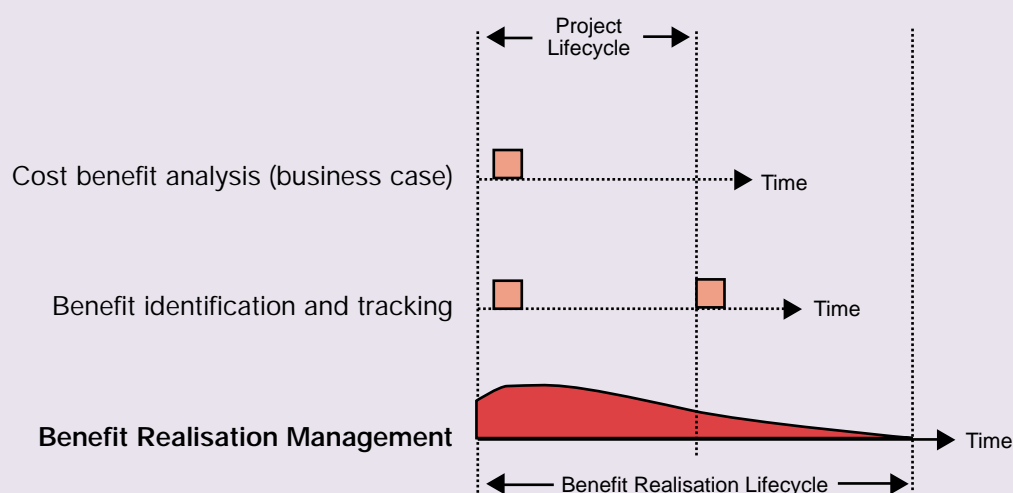
- Managing Directors
- HR Directors
- Programme / Project Directors
- Internal/ External Communications Managers
- Line Managers
- Finance Directors
- Business Performance Managers
- Members of Programme / Project Boards
- Business Change Managers
- Purchasing Directors
- Business Sponsors
- Programme / Project Managers
- Benefit Managers/ Facilitators

What can BRM achieve?

- Improved identification and quantification of non-financial benefits as well as financial benefits
- More systematic measurement of benefits – ‘are we on track to optimise benefit realisation?’
- More appropriate roles and responsibilities to facilitate benefit realisation
- More visual and effective communication of plans, progress, and changes at all levels
- Increased alignment of systems, business processes and objectives
- Clearer business-driven requirements against which to make purchasing decisions and ‘trade-off’ judgements
- Increased commitment and accountability for business change and benefit delivery
- Increased alignment of individual/team performance
- More effective engagement of stakeholders from the earliest stages of planning change
- Increased demonstrable achievement of business benefits and objectives

What is Benefit Realisation Management (BRM)?

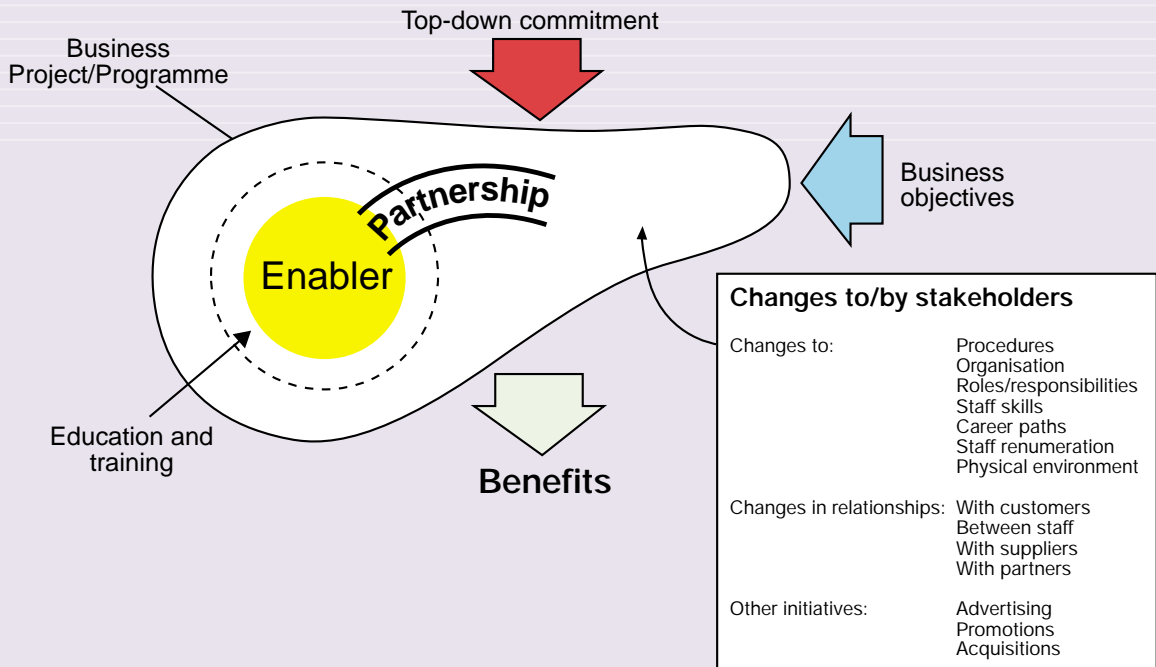
- A continuous process applied from the earliest stage of the change lifecycle
- More than project justification (business case) and more than benefit measurement
- Focused on the actual achievement of benefits



How does BRM change the way you work?

The implementation of a capability (an 'enabler') is critical to a project, and good project management should ensure that it's delivered on time and to budget. But delivery of an enabler does not guarantee that the business's real goals – objectives and benefits – will be achieved.

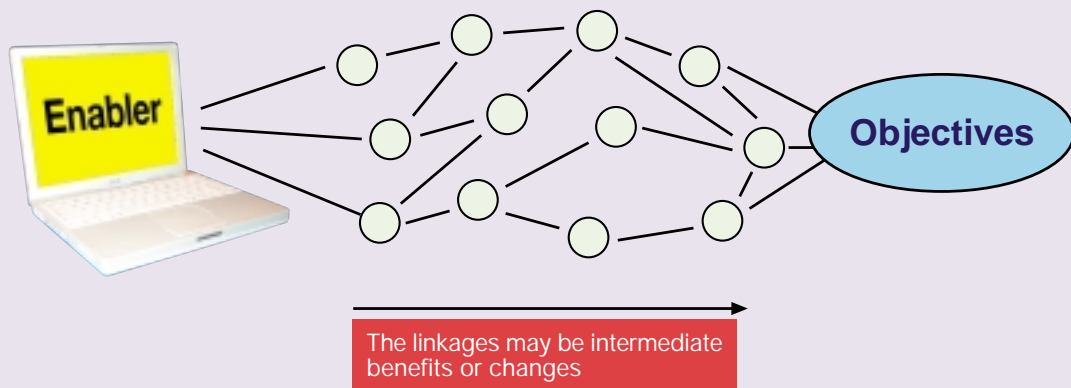
sigma's 'fried egg' diagram represents how the real power of enablers (technology or other bounded changes) can only be harnessed through securing stakeholder commitment, focusing on clear business objectives, and managing necessary business changes.



Why should BRM matter?

Expenditure on enablers, or capabilities, will not, of itself, deliver value. Value is achieved through 'bridging the gap' between delivery of an enabler and achievement of business objectives.

The 'bridge' consists of benefits (positive outcomes of change), linked in 'cause-and-effect' relationships, mapping feasible paths from the enablers to the fulfilment of the objectives, which need focused management to ensure that they are achieved.

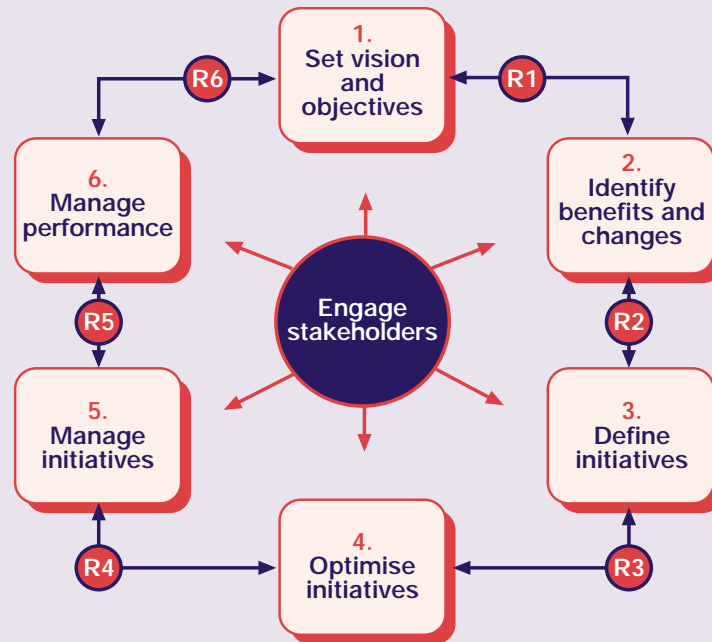


Increasing the focus on outcomes, rather than outputs of a process or enabler, is the major issue for leading organisations today.

What is the best way to apply BRM?

Best-practice processes for benefit realisation started by defining the goal, the end point – vision and objectives – and divide the overall process into phases.

The **sigma** methodology, which was first pioneered in 1986, is suitable for application to all investments involving change and/or technology. Its process is cyclical and interactive and consist of six phases – see diagram – separated by formal review points (gateways).



Although the recommended entry point is Phase 1, some situations may require entry at Phase 2 or Phase 3.

At each review many factors must be considered before determining whether or not to continue. A decision to proceed requires commitment to only the next phase.

The **sigma** methodology is highly flexible and scalable and is supported by a wide range of proven and visual tools and techniques. The tools are excellent for communication at all levels.

Where can you learn more?

From sigma - leading specialists in BRM

sigma transfers skills for Benefit Realisation Management through:

- Consultancy – partnering with client organisations
- Educating and training
- Literature – ‘Benefit Realisation Management’ by Gerald Bradley



Want to know more?

Visit our website at www.sigma-uk.com to find out about our clients, case studies and our range of consultancy and education/ training services.

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