

Benefits Logic Map for

**Strategic
Drivers**

**Investment
Objectives**

Benefits

**Intermediate
Benefits**

Project/Program

Behavioural
changes

Business
Changes

Enabling
changes

Completed by and date:

Heading	Definition/Explanation	Examples
Strategic Drivers	Strategic Drivers represent senior management's views as to what is important and where change must occur within a given timescale. As such they exist <u>independently</u> of any initiative.	Changes in customer expectations; legal/regulatory requirements; impending obsolescence; the potential offered by new technology and techniques; funding pressures; etc.
Investment Objective	The objectives/success criteria for a change initiative in response to the strategic drivers.	Enhanced productivity from removing waste/failure demand; improved customer experience; more efficient use of resources; channel shift; improved service responsiveness, value for money, and outcomes; etc
Benefit (end benefit)	The measurable improvement from change, which is perceived as positive by one or more stakeholders, and which contributes to organizational (including strategic) objectives. End benefits are the benefits the initiative is set up to realize and which confirm achievement of the investment objectives.	Time to serve customer demand; reduced headcount; reduced budgets or unit costs; increased outputs; increased net revenue; reduced road deaths; increase in exam results; etc.
Intermediate Benefit	There is often a chain of benefits with intermediate benefits linked to end benefits (see above). The point to note is that in many cases these intermediate benefits don't automatically lead to the end benefit – that depends on business change or some other management intervention e.g. training, staff re-allocation, process redesign, building sales etc.	We might have an initiative that enables earlier invoicing (an intermediate benefit), which results in earlier receipt of income (the end benefit) and so contributes to the objective of reducing working capital (investment objective). Other intermediate benefits include staff time savings, improved employee morale, more accurate management information and space/accommodation savings.
Behavioural Change	The required changes in user, customer or management behaviour on which benefits realization is dependent.	Treating citizens as customers for, rather than as consumers of, services; customers accessing services on-line rather than via traditional channels (face to face, phone or post); management empowering front-line staff to address customer demand; treating suppliers as strategic partners in service delivery; etc
Business Change	Changes to the business operations that utilize an enabling change (see below). They are usually ongoing and can take time to embed as business as usual (BAU).	Implementing revised processes and procedures to address customer demand; re-allocating surplus staff time to other value-adding activity; revised organisational structures; re-structured supply chain; new ways of working with strategic partners; revised performance measurement and management information; etc
Enabling Change	Enabling changes are the necessary prerequisites for a business change to happen and are usually one-off. Enabling changes can be developed, built or acquired, normally from outside the area where the benefits will be realized.	A new IT system; re-designed office space; training in using new systems; revised job descriptions; decommissioning legacy systems etc

Based on material from Jenner, S. (2012) *Managing Benefits*, APMG: TSO.

Completed by and date: