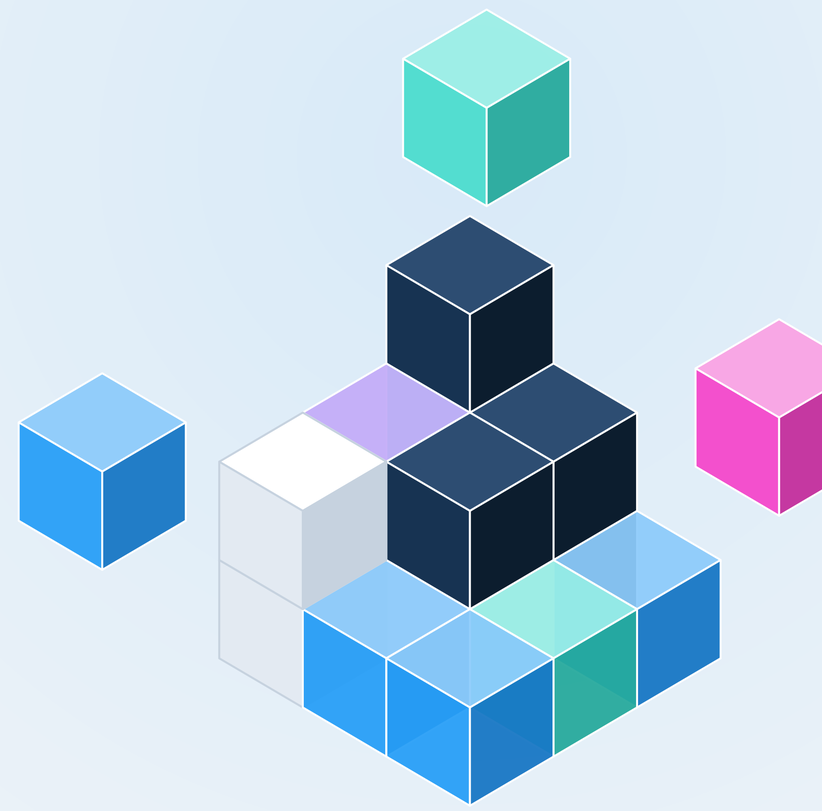
CHANGE & TRANSFORMATION

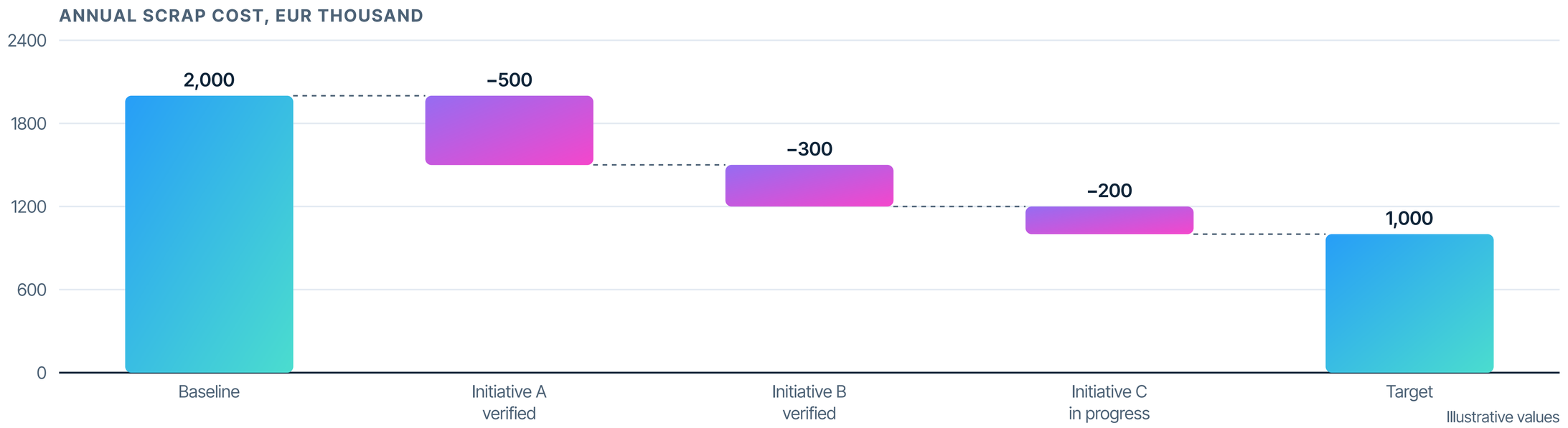
Benefits Realization Tracking

Benefits realization tracking follows each promised benefit from an agreed baseline to a target, with a named owner, until it is verified in the books or KPIs.



01 THE CORE MODEL

BENEFIT WATERFALL · BASELINE TO TARGET



Baseline

The measured starting point, agreed with finance before work starts.

Benefit owner

A line manager accountable for delivering each benefit, not the project team.

Verification

A benefit counts only when it is confirmed in the books or KPIs.

02 REAL BENEFITS

A benefit counts when it shows in the P&L or KPIs, not in a plan.

PROMISED — VERIFIED

WEAK TRACKING

- Benefits estimated, never checked
- One saving claimed by two projects
- Tracking stops at project close

STRONG TRACKING

- Baseline agreed with finance
- One owner per benefit
- Tracked until fully realized

03 WORKED EXAMPLE

SCRAP REDUCTION PROGRAM FROM THE CHART · ILLUSTRATIVE

BASELINE
EUR 2.0 M
annual scrap cost

→

VERIFIED
EUR 0.8 M
initiatives A and B

→

OPEN
EUR 0.2 M
initiative C in progress

→

TARGET
EUR 1.0 M
half the baseline

04 MANAGEMENT TAKEAWAYS

01
Agree the baseline first
Without an accepted starting point, every claim is debatable.

02
Give each benefit an owner
The manager who runs the process owns the result.

03
Track beyond go-live
Many benefits appear months after a project closes.

05 COMMON MISTAKE

LIMITATION
Double counting
Two initiatives claiming the same saving inflate results. Link each benefit to one source.