

Benefits Realization Maturity Scaleⁱ

| Level | Title | Description |
|-------|--------------|---|
| 0 | Non-existent | <ul style="list-style-type: none"> There is no recognition of the strategic need for a benefits focus or to establish clear linkage between technology investments and expected business benefits. |
| 1 | Initial | <ul style="list-style-type: none"> There is some recognition of the need to improve the governance of technology investments, but the focus is usually on costs of technology. IT holds the budgets and there is little business involvement in the investment management process. Investment processes are ad hoc and business cases are rarely required. Simple financial metrics may exist, primarily related to IT solution delivery costs. Skills and tools depend on individuals. |
| 2 | Repeatable | <ul style="list-style-type: none"> There is increasing management awareness of the need to take a business value view of IT-enabled investments. The program view is emerging, and there is increasing business involvement in defining major investment programs, although responsibilities and accountabilities are not always clear. IT still holds the budgets. Business cases are required for some investments but are not clearly defined or formalized. The primary focus is on costs but there is increasing rigor around benefits. Financial metrics exist for costs, benefits and risks, but there is no consistent or effective monitoring or management of benefits and risks. Limited skills and a number of different tools exist. |
| 3 | Defined | <ul style="list-style-type: none"> Management understands the need to manage IT-enabled investments as programs and is increasingly aware of the importance of managing organizational change. IT and other business functions have clear responsibilities and accountabilities for the development of business cases to the enterprise standard for all programs, and these include high-level financial and non-financial benefits, costs and risks. There is focus on clarity of business outcomes, identification of the full scope of initiatives required to achieve the outcomes, and risk. Benefits are tracked and reported using basic measures. Expertise and skills, supported by standards tools, exist both within IT and the business for supporting business case development. |
| 4 | Managed | <ul style="list-style-type: none"> Board and executive management are committed to investment management. There are clear responsibilities and accountabilities for all stakeholders. Business cases are comprehensive and complete, including program and benefits realization plans, and are regularly updated. Robust metrics are established and monitored, using techniques such as dashboards and benefits registers, to ensure that planned benefits are achieved and sustained. Where necessary, programs are revised or cancelled. Program management skills are available across the enterprise. Standard program/project planning tools are used to support the management of IT-enabled investments. |
| 5 | Optimized | <ul style="list-style-type: none"> Board and executive management are proactive in regularly reviewing program performance. Executive management assigns accountability for managing full economic life-cycle costs, financial and non-financial benefits, and risks. Financial and non-financial benefits, costs and risks of investment programs are continuously monitored and adjusted to optimize their value over their full economic life cycle, up to and including retirement. When business cases are updated to reflect changes in requirements or program performance, management re-evaluates the business case to determine whether it should still be pursued. Investment management processes and skills are continuously improved based on lessons learned. Tools are integrated with enterprise systems. |

ⁱ COBIT5 for Business Benefits Realization, ISACA