

Acronyms

POPIT - Four view model: Organisation, Information & Technology, People, Processes

SWOT - Strengths, Weaknesses, Opportunities, Threats

PESTLE - Political, Economical, Socio-cultural, Technological, Legal, Environmental

MOST - Mission, Objectives, Strategy, Tactics

CSF - Critical Success Factors

KPI - Key performance indicators

PID - project initiation document

TOR - Terms of reference

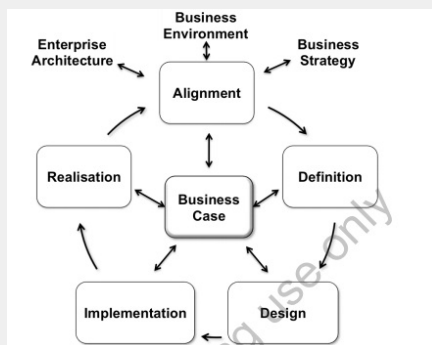
CATWOE - Customer, Actors, Transformation, World view, Owner, Environment

DCF - Discounted cash flow

NPV - Net Present Value

IRR - Internal rate of return

Business change lifecycle



Business change lifecycle

Alignment

This has two stages – aligning the direction of the organisation with changes in the business environment and aligning the IT provision with the needs of the business. The business strategy defines the overall direction of the organisation and the enterprise architecture shows how the organisation will implement that strategy

Definition

With a clear strategy and enterprise architecture in place, specific projects, some involving IT and some not, can be defined and business cases should be prepared and authorised for them

Design

Now, the specific projects are defined in more detail, taking into account the four aspects defined in the four-view model

Implementation

In this stage, the change – to IT, to the organisation, to the processes and to the people – is developed, tested and deployed

Realisation

Finally, the benefits expected from the business change are

evaluated to

see if they have been achieved. This may also lead to the identification of further activities needed to secure the benefits