

### 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

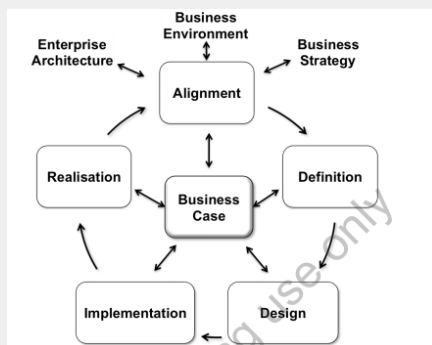
**CATWOE** - Customer, Actors, Transformation, World view, Owner, Environment

**DCF** - Discounted cash flow

**NPV** - Net Present Value

**IRR** - Internal rate of return

### Business change lifecycle



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#### 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