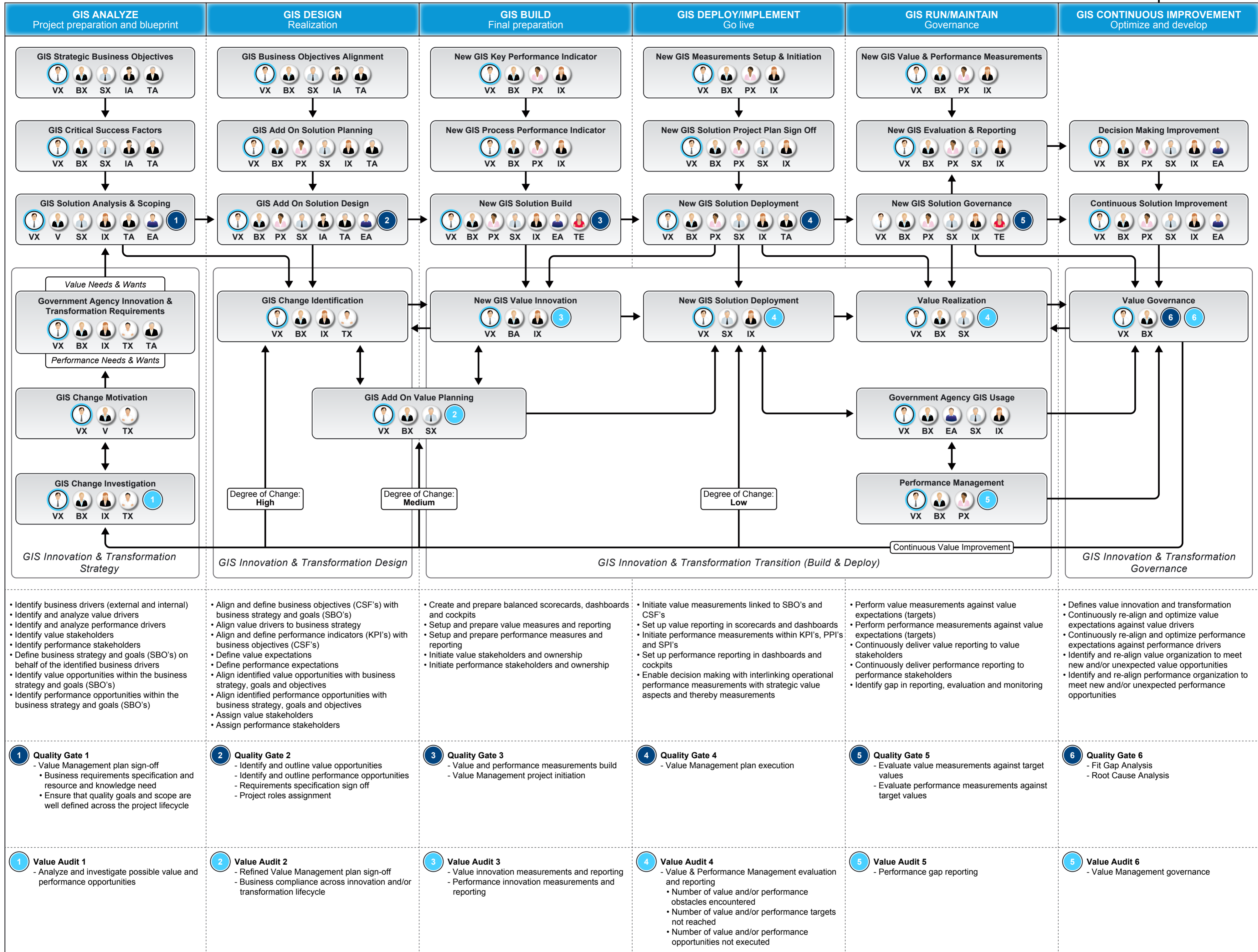Degree of Change: **High** Degree of Change: **Medium/High** Degree of Change: **Low/Medium** Fit Gap & Root Cause Analysis (Needs & Wants) & Performance & Value Expectations

GIS ANALYZE Project preparation and blueprint	GIS DESIGN Realization	GIS BUILD Final preparation	GIS DEPLOY/IMPLEMENT Go live	GIS RUN/MAINTAIN Governance	GIS CONTINUOUS IMPROVEMENT Optimize and develop

VALUE PHASES

Row 1:
- GIS Strategic Business Objectives — VX BX SX IA TA
- GIS Business Objectives Alignment — VX BX SX IA TA
- New GIS Key Performance Indicator — VX BX PX IX
- New GIS Measurements Setup & Initiation — VX BX PX IX
- New GIS Value & Performance Measurements — VX BX PX IX

Row 2:
- GIS Critical Success Factors — VX BX SX IA TA
- GIS Add On Solution Planning — VX BX PX SX IX TA
- New GIS Process Performance Indicator — VX BX PX IX
- New GIS Solution Project Plan Sign Off — VX BX PX SX IX
- New GIS Evaluation & Reporting — VX BX PX SX IX
- Decision Making Improvement — VX BX PX SX IX EA

Row 3:
- GIS Solution Analysis & Scoping — VX V SX IX TA EA **1**
- GIS Add On Solution Design — VX BX PX SX IA TA EA **2**
- New GIS Solution Build — VX BX PX SX IX EA TE **3**
- New GIS Solution Deployment — VX BX PX SX IX TA **4**
- New GIS Solution Governance — VX BX PX SX IX TE **5**
- Continuous Solution Improvement — VX BX PX SX IX EA

Value Needs & Wants

Row 4:
- Government Agency Innovation & Transformation Requirements — VX BX IX TX TA
- GIS Change Identification — VX BX IX TX
- New GIS Value Innovation — VX BA IX **3**
- New GIS Solution Deployment — VX SX IX **4**
- Value Realization — VX BX SX **4**
- Value Governance — VX BX **6** **6**

Performance Needs & Wants

Row 5:
- GIS Change Motivation — VX V TX
- GIS Add On Value Planning — VX BX SX **2**
- Government Agency GIS Usage — VX BX EA SX IX

Row 6:
- GIS Change Investigation — VX BX IX TX **1**
- Performance Management — VX BX PX **5**

Degree of Change: **High**   Degree of Change: **Medium**   Degree of Change: **Low**

GIS Innovation & Transformation Strategy | *GIS Innovation & Transformation Design* | *GIS Innovation & Transformation Transition (Build & Deploy)* | *GIS Innovation & Transformation Governance*

Continuous Value Improvement

VALUE TASKS

GIS ANALYZE	GIS DESIGN	GIS BUILD	GIS DEPLOY/IMPLEMENT	GIS RUN/MAINTAIN	GIS CONTINUOUS IMPROVEMENT
• Identify business drivers (external and internal) • Identify and analyze value drivers • Identify and analyze performance drivers • Identify value stakeholders • Identify performance stakeholders • Define business strategy and goals (SBO's) on behalf of the identified business drivers • Identify value opportunities within the business strategy and goals (SBO's) • Identify performance opportunities within the business strategy and goals (SBO's)	• Align and define business objectives (CSF's) with business strategy and goals (SBO's) • Align value drivers to business strategy • Align and define performance indicators (KPI's) with business objectives (CSF's) • Define value expectations • Define performance expectations • Align identified value opportunities with business strategy, goals and objectives • Align identified performance opportunities with business strategy, goals and objectives • Assign value stakeholders • Assign performance stakeholders	• Create and prepare balanced scorecards, dashboards and cockpits • Setup and prepare value measures and reporting • Setup and prepare performance measures and reporting • Initiate value stakeholders and ownership • Initiate performance stakeholders and ownership	• Initiate value measurements linked to SBO's and CSF's • Set up value reporting in scorecards and dashboards • Initiate performance measurements within KPI's, PPI's and SPI's • Set up performance reporting in dashboards and cockpits • Enable decision making with interlinking operational performance measurements with strategic value aspects and thereby measurements	• Perform value measurements against value expectations (targets) • Perform performance measurements against value expectations (targets) • Continuously deliver value reporting to value stakeholders • Continuously deliver performance reporting to performance stakeholders • Identify gap in reporting, evaluation and monitoring	• Defines value innovation and transformation • Continuously re-align and optimize value expectations against value drivers • Continuously re-align and optimize performance expectations against performance drivers • Identify and re-align value organization to meet new and/or unexpected value opportunities • Identify and re-align performance organization to meet new and/or unexpected performance opportunities

QUALITY GATES

1 Quality Gate 1	**2** Quality Gate 2	**3** Quality Gate 3	**4** Quality Gate 4	**5** Quality Gate 5	**6** Quality Gate 6

- Value Management plan sign-off
  • Business requirements specification and resource and knowledge need
  • Ensure that quality goals and scope are well defined across the project lifecycle
	- Identify and outline value opportunities
	- Identify and outline performance opportunities
	- Requirements specification sign off
	- Project roles assignment
		- Value and performance measurements build
		- Value Management project initiation
			- Value Management plan execution	- Evaluate value measurements against target values
				- Evaluate performance measurements against target values
					- Fit Gap Analysis
					- Root Cause Analysis

VALUE AUDITS

1 Value Audit 1	**2** Value Audit 2	**3** Value Audit 3	**4** Value Audit 4	**5** Value Audit 5	**5** Value Audit 6

- Analyze and investigate possible value and performance opportunities	- Refined Value Management plan sign-off
	- Business compliance across innovation and/or transformation lifecycle
		- Value innovation measurements and reporting
		- Performance innovation measurements and reporting
			- Value & Performance Management evaluation and reporting
			  • Number of value and/or performance obstacles encountered
			  • Number of value and/or performance targets not reached
			  • Number of value and/or performance opportunities not executed
				- Performance gap reporting	- Value Management governance

ENTERPRISE MODELLERS
Business Analyst (BX), Process eXpert (PX), Value eXpert (VX), Information eXpert (IX), Service eXpert (SX), Transformation eXpert (TX), Driver, stakeholder or owner

ENTERPRISE ENGINEERS
Value Engineer (VE), Technology Engineer (TE), Process Engineer (PE), Test Engineer (TS), Quality Engineer (QE), Change Engineer (CE), Software Engineer (SE), Driver, stakeholder or owner

ENTERPRISE ARCHITECTS
Business Architect (BA), Solution Architect (SO), Value Architect (VA), Data Architect (DA), Service Architect (SA), Technology Architect (TA), Process Architect (PA), Enterprise Architect (EA), Information Architect (IA), Driver, stakeholder or owner

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