Value Gate 1 — VALUE INVESTIGATION / VALUE IDENTIFICATION
Input to Business Case

Value Gate 2 — VALUE INNOVATION / VALUE PLANNING

Input to ROI

Value Gate 3 — VALUE CREATION

Input to TCO

VALUE REALIZATION

Value Gate 4 — VALUE GOVERNANCE

BPM Change Management

Fit Gap & Root Cause Analysis (Needs & Wants) & Performance & Value Expectations

Degree of Change: **High**

Degree of Change: **Medium/High**

Degree of Change: **Low/Medium**

## ANALYZE
Project preparation and blueprint

## DESIGN
Realization

## BUILD
Final preparation

## DEPLOY/IMPLEMENT
Go live

## RUN/MAINTAIN
Governance

## CONTINUOUS IMPROVEMENT
Optimize and develop

**STRATEGIC**

Log and review change requests

Go/No Go

Identify change opportunities

Assess change proposals

Plan and Authorize Build

Go/No Go

Classify change from an Enterprise Architecture perspective

Go/No Go

**Management of Executive Services & Processes**

Decision Making:
Strategy, Direction, Priorities, Relationships, Budgets

Main Process:
Planning

Supporting Processes:
BPM Advice & Guidance, Business Solution Services

Perform monitoring and capture measurements

**Recommend Improvements/Actions**
• Provide input to BPM CoE Strategic Planning
• Carry out recommended improvements
• Present recommendations for improvement
• Supply input for BPM CoE Operational Planning
• Deliver feedback to support decision making

**TACTICAL**

Refer to appropriate processes (depending on scope)

Raise Request For Change (RFC) for changes flagged in scope

Pre-evaluate request for change

Assess and evaluate change

Recommend change design in alignment with Enterprise Architecture (for medium/ major changes)

Coordinate build, test and implement

Create associated configuration items

Oversee change build

Coordinate build, test and implement

Initiate release management process (if a deployment will be required)

Perform change evaluation prior to deployment

Create change documentation

Review and report on change

**Management of Tactical Services & Processes**

Decision Making:
Coordination, Control, Resourcing, Quality, Security, Standards, Reporting, Evaluating, Process Optimization

Main Process:
Governance

Supporting Processes:
Administration & Oversight, Information & Knowledge Management, Business Risk & Compliance, Business Continuity

Perform monitoring and capture measurements

**Govern BPM Change Management**
• Perform reporting function for BPM Change Management
• Enable escalation of issues for decisions
• Support BPM Governance
• Provide direction to BPM Change Management/ Operations
• Control BPM Change Management Operations

**Analyze Value Results**
• Report on results (weighed against value expectations)
• Determine Business Process Indicators results
• Assess Strategic Business Objective results
• Quantify cost reduction results
• Evaluate Critical Success Factors

**OPERATIONAL**

Assess the complete impact of requested change

Determine if the RFC must be escalated to the next higher level of authority

Perform Change Assessment of RFC by the Change Advisory Board (CAB) for significant or critical changes

Translate change requirements into technical requirements (for medium/ major changes)

Prepare integrated change schedule

Authorize change build

Conduct post-implementation review

Close change according to the post-implementation results

Execute rollback procedure if required

Gather the performance data through automated monitoring or other data capture means

**Management & Operation of Services & Processes**

Decision Making:
End User Provisioning, Resource Administration, BPM Service Management

Main Process:
Change Management

Supporting Processes:
Service Delivery & Support, Solutions Development & Maintenance, BPM Security, User Identity & Access Administration, Testing, Configuration Management, Deployment

Perform monitoring and capture measurements

**Evaluate Performance**
• Produce performance results
• Review Process Performance Indicators
• Assess Key Performance Indicators
• Analyze lessons learned
• Analyze Strategic, Tactical & Operational Measurements

BPM CoE Portfolio Change Management

BPM Change Management

## Legend for Roles, Notations and Enterprise Standards

Roles:
- Process eXpert (PX)
- Process Engineer (PE)
- Process Architect (PA)
- Business Architect (BA)
- Value eXpert (VX)
- Service eXpert (SX)
- Enterprise Architect (EA)
- Change Manager/eXpert (CE)

Notations:
- Value Proposition
- Value Indicator
- Value Expectation
- Value Driver
- Performance Indicator
- Performance Expectation
- Performance Driver
- Business Measure

- Report
- Goal
- Objective
- Business Service
- Service Measurement
- Process Step
- Process Activity
- Process Measurement

- Decision Making
- Innovation
- Transformation
- Requirement
- Effectiveness
- Efficiency

Enterprise Standards:
1. Enterprise Transformation & Innovation Standards [#LEAD-ES60ETI]
2. Change Management Reference Content [#LEAD-ES60002AL]
3. Root Cause Analysis Reference Content [#LEAD-ES60010AL]
4. Transformation Benchmarking Reference Content [#LEAD-ES60011AL]
5. Innovation Reference Content [#LEAD-ES60012AL]
6. Alignment of Portfolio & Program & Project Management [#LEAD-ES60013AL]
7. Enterprise Information & Technology Standards [#LEAD-ES50EIT]
8. Business Process Reference Content [#LEAD-ES20005BP]
9. Application Reference Content [#LEAD-ES50011SAIDBCBP]
10. Information Management Reference Content [#LEAD-ES50015BCIDSA]
11. Service-Oriented Computing Reference Content [#LEAD-ES50018ES]
12. Platform Reference Content [#LEAD-ES50019PLES]
13. Infrastructure Reference Content [#LEAD-ES50020IL]
14. Blueprinting Reference Content [#LEAD-ES50022AL]
15. Implementation Reference Content [#LEAD-ES50023AL]

(C) LEADing Practice Business Process Reference Content [#LEAD-ES20005BP]