Business Impact Canvassing
Showing the impact of change

Jan Harland

06-10-2016
Agenda

- Introduction
- Growing popularity of Visualisations
- Business Impact Canvas; combining canvases for different purposes
- Building your canvases
- Focus on showing impact of a change & collecting impact results
- Alternative uses for the Business Impact Canvas
Introduction
Overview of the talk

▶ This presentation is about showing the impact of a change initiative on a canvas that exposes the impact on different dimensions of the business landscape. We will talk about how to practically create the canvas and how to quickly sketch the impact in each relevant dimension. We will show the benefit of a reusable ‘standardised’ canvas, the usage of multiple canvases and potential other uses for the canvas.

▶ We start this presentation by reviewing of some well known industry standard canvases such the business model canvas, program canvas and product canvas.

▶ We then explore the production of canvas’s specific to a given business, covering their processes, products, stakeholders and actors, and supporting functionalities and applications. With the use of these we demonstrate how impact of change can be easily and graphically modelled, in a manner that can be understood and considered by all stakeholders involved.

▶ Following on from this we cover further uses for these canvas’s. Comparing the impact of different initiatives to derive costs and timelines from previous experiences. Building a common view of the business to better enable stakeholders from different specialisms to work together in change programmes, and even providing a basis for business trainings and mechanisms for certifying business knowledge.

▶ Whilst these canvas’s differ in approach to business architectures typically built by EA and/or IM departments, we show how these different approaches actually aid the development of each other.
Introduction

Growing popularity of Visualisations

Business Impact Canvas; combining canvases for different purposes

Building your canvases

Focus on showing impact of a change & collecting impact results

Alternative uses for the Business Impact Canvas
The Business Model Canvas

- Developed by A. Ostenwalder at Strategyzer
- Published in 2010
- New adopted in BABoK v 3

Focus:
- realising new business
The Program Canvas & The Project Canvas

- werkenaanprogrammas.nl
  programcanvassing.com

- Introduced at IPMA World Congress 2014


- Focus:
  - realising business benefits through a program
  - kick-starting a project
The Product Canvas

- Developed by Roman Pichler
- Published in 2012

Focus:
- realising a new product
The Agile Requirements Canvas

- Developed at Atos
  - based on input from various sources
  - spin off from Dreamevent 2011

- Focus:
  - Managing agile requirements
Agenda

▶ Introduction

▶ Growing popularity of Visualisations

▶ **Business Impact Canvas; combining canvases for different purposes**

▶ Building your canvases

▶ Focus on showing impact of a change & collecting impact results

▶ Alternative uses for the Business Impact Canvas
The Business Impact Canvas

What is different?
- Combines multiple views
- Leverages existing knowledge
- ‘Static’ background canvases

Focus on:
- Assessing the **Impact** of change

<table>
<thead>
<tr>
<th>Business Impact Canvas</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project / Initiative</strong></td>
</tr>
<tr>
<td><strong>Impact on Business</strong></td>
</tr>
<tr>
<td>Stakeholders &amp; Actors</td>
</tr>
<tr>
<td><strong>Impact on Functional Support</strong></td>
</tr>
<tr>
<td>Functional support (Application Services)</td>
</tr>
<tr>
<td><strong>Estimates</strong></td>
</tr>
<tr>
<td>Comparative Projects</td>
</tr>
</tbody>
</table>
Why a Business Impact Canvas?

When you have a Business Case?

Business Case Format

- **Problem**
  - What is the problem we are trying to solve? What is the business opportunity?

- **Solution**
  - How can we address the problem or take advantage of the business opportunity?

- **Approach**
  - What are the viable options available to implement the solution?

- **Risk Assessment**
  - What are the risks associated with each option? What is the risk of doing nothing?

- **Value Analysis**
  - What business value is generated from each option?
## Why a Business Impact Canvas?

**A Business Case supports a decision**

<table>
<thead>
<tr>
<th>Project Group</th>
<th>Project Description</th>
<th>Grand Total</th>
<th>ORIGINAL BUSINESS CASE COST ESTIMATE</th>
<th>REVISED BUSINESS CASE</th>
<th>DIFFERENCE BETWEEN ORIGINAL BUSINESS CASE &amp; ACTUAL</th>
<th>Reason for Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>AC1</td>
<td>AC / DC Auxiliary Supplies Replacement &amp; Upgrades</td>
<td>$3,053,622</td>
<td>$2,964,187</td>
<td>$3,364,664</td>
<td>$89,435</td>
<td>Inaccurate estimate due to the complexity of the works at numerous sites.</td>
</tr>
<tr>
<td>AM2</td>
<td>Asset Management Support Systems – Minor Projects</td>
<td>$779,085</td>
<td>$1,674,058</td>
<td>$1,786,771</td>
<td>-$108,713</td>
<td>The majority of costs were non-system hence are included in the 'Non-system' template.</td>
</tr>
<tr>
<td>AM3</td>
<td>Defect Management System</td>
<td>$975</td>
<td>$560,140</td>
<td>$678,940</td>
<td>-$559,165</td>
<td>The major costs were non-system hence are included in the 'Non-system' template.</td>
</tr>
<tr>
<td>AM4</td>
<td>Ratings database (RADAR)</td>
<td>$12,982</td>
<td>$674,209</td>
<td>$734,505</td>
<td>-$66,327</td>
<td>The major costs were non-system hence are included in the 'Non-system' template.</td>
</tr>
<tr>
<td>AM5</td>
<td>Substation RFI Monitoring System</td>
<td>-$758</td>
<td>$102,481</td>
<td>-$103,239</td>
<td>A 'Non-system' cost.</td>
<td></td>
</tr>
<tr>
<td>CAB1</td>
<td>BTS-RTS Cables</td>
<td>$257,325</td>
<td>$280,648</td>
<td>-$23,323</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CB2</td>
<td>Redevelopment of RTS 22kV Yard</td>
<td>$6,019,347</td>
<td>$6,064,000</td>
<td>-$44,653</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CB3</td>
<td>Combination Of A Number Of Projects For Replacement Circuit Breakers</td>
<td>$5,832,645</td>
<td>$6,598,910</td>
<td>-$766,266</td>
<td>(X359 additional civil and design work, manufactures installation, additional(POW), underestimation of design) (X424 &amp; X428 additional CVT)(X4C4 higher than anticipated cost for new CB's)</td>
<td></td>
</tr>
<tr>
<td>CB4</td>
<td>Replacement of four 66kV Capacitor Bank Circuit Breakers at BATS</td>
<td>$259,441</td>
<td>$249,761</td>
<td>$9,680</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CB5</td>
<td>Replacement of HYTS Lines Auto Reclose at MLTS</td>
<td>$187,483</td>
<td>$182,488</td>
<td>$4,995</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CB8</td>
<td>Replacement of a 500 kV Siemens Circuit Breaker with an Alstom Circuit Breaker at Loy Yang Power Station</td>
<td>$91,543</td>
<td>$633,000</td>
<td>-$541,457</td>
<td>A large part of the CB has been transferred to Inventory reducing the costs against this project code.</td>
<td></td>
</tr>
<tr>
<td>CB9</td>
<td>Replace 66kV CBs and CTs at KTS and SHTS</td>
<td>$627,527</td>
<td>$608,061</td>
<td>$758,661</td>
<td>$19,466</td>
<td>X3F1- modifications to CB foundation due to CB operating dynamic load, design revisions &amp; provisions had increased.</td>
</tr>
</tbody>
</table>
The Business Impact Canvas Overview
Shows the work to be done

<table>
<thead>
<tr>
<th>Business Impact Canvas</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project / Initiative</strong></td>
</tr>
<tr>
<td>Sponsors</td>
</tr>
<tr>
<td>Stakeholders &amp; Actors</td>
</tr>
<tr>
<td>Functional support (Application Services)</td>
</tr>
<tr>
<td>Informational support (Information stores)</td>
</tr>
<tr>
<td>Estimates</td>
</tr>
<tr>
<td>Comparative Projects</td>
</tr>
</tbody>
</table>
The Business Impact Canvas details

<table>
<thead>
<tr>
<th>Project / Initiative</th>
<th>Sponsors</th>
<th>Goals</th>
<th>Scenarios</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact on Business</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impact on Functional Support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estimates</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project</th>
<th>Status</th>
<th>Delivery Date</th>
<th>External effect</th>
<th>Legal</th>
<th>Operations</th>
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<tbody>
<tr>
<td>xxxxxxx</td>
<td>xxx</td>
<td>Jul-16</td>
<td>Yes</td>
<td>3</td>
<td>3</td>
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<tr>
<td>xxxxxxx</td>
<td>xxx</td>
<td>Jul-16</td>
<td>No</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>xxxxxxx</td>
<td>xxx</td>
<td>Nov-16</td>
<td>Yes</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>xxxxxxx</td>
<td>xxx</td>
<td>2016</td>
<td>Yes</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>xxxxxxx</td>
<td>xxx</td>
<td>May-17</td>
<td>Yes</td>
<td>3</td>
<td>2</td>
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<tr>
<td>xxxxxxx</td>
<td>xxx</td>
<td>Jul-16</td>
<td>No</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>xxxxxxx</td>
<td>xxx</td>
<td>Apr-16</td>
<td>Yes</td>
<td>1</td>
<td>1</td>
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<tr>
<td>xxxxxxx</td>
<td>xxx</td>
<td>Feb-16</td>
<td>Yes</td>
<td>1</td>
<td>1</td>
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<tr>
<td>xxxxxxx</td>
<td>xxx</td>
<td>Mar-16</td>
<td>Yes</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>xxxxxxx</td>
<td>xxx</td>
<td>Dec-15</td>
<td>No</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>xxxxxxx</td>
<td>xxx</td>
<td>Nov-16</td>
<td>Yes</td>
<td>1</td>
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<td>xxx</td>
<td>Yes</td>
<td>1</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>xxxxxxx</td>
<td>xxx</td>
<td>On Hold</td>
<td>No</td>
<td>2</td>
<td>1</td>
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<tr>
<td>xxxxxxx</td>
<td>xxx</td>
<td>Initiation</td>
<td>Apr-15</td>
<td>Yes</td>
<td>1</td>
</tr>
</tbody>
</table>

Note: The table above contains the details of different projects with their status, delivery dates, external effects, legal aspects, and operational details.
Business Processes
Reuse from other initiatives in the organisation


Please note, this is simply a 'perspective' to be used as an aid for overall understanding and initial impact analysis. Any 'final' or 'detailed' work will also require consultation with all required experts, potentially not driveable from this perspective.
Stakeholders & Actors
Organisational perspective
Information stores
Technical perspective

Key Information Stores Landscape

Request support

Financial support

Administrative support

Core case data

Core product creation

Core product creation

Work management

Publication xxx

Publication xxx

Decision Publications

Open Data

Bulletin Data

Data warehouse

Support

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Authors: Andrew & Jan
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Application groupings

Function
Service
Description

Please verify the underlying document or framework for the most accurate information.
Agenda

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▶ Focus on showing impact of a change & collecting impact results

▶ Alternative uses for the Business Impact Canvas
Why – need for common view to enable change

## Business vs Specialist Knowledge

<table>
<thead>
<tr>
<th>Business Knowledge</th>
<th>Specialist Knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>(The responsibility for this lies with the organisation, which may not take this on board, or who may find it difficult to formulate the view in the first place)</td>
<td>(The responsibility for providing this is generally outsourced to universities and specialist training organisations)</td>
</tr>
</tbody>
</table>

### Silo Overview

Accurate but separate views from separate specialist areas can hinder working together in broader change activities

### Business Overview

A common understanding of the business and the environment it operates within, better enables working together in applying broader business changes
How – step be step involvement and alignment
Business Processes
Deeper level, where necessary

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Request Information gathering Decision Making Public Objection Post Decision

Manage x Request Manage x Assessment xxx Manage x Decision xxx Manage Objection xxx Manage Adjustment Enforcement

Manage x2 Request Manage x2 Assessment xxx products

Manage Appeal Manage Cancelation

Manage y Request Manage y Assessment

Manage y2 Request

Manage y3 Request Manage y3 Decision

Manage z Request Manage z Assessment

Manage z3 Request

zzz products

In construction

Manage new xxx

xxx products

yyy products

Anonymous Business Landscape Map 2016-08-14 anon.vsd

Authors: Andrew & Jan
Project Stakeholder Landscape (BABOK)

Please note, this is simply a 'perspective' to be used as an aid for overall understanding and initial impact analysis. Any 'final' or 'detailed' work will also require consultation with all required experts, potentially not driven from this perspective.

Authors: Andrew & Jan

Anonymous Business Landscape Map 2016-08-10

Stakeholders & Actors

Project perspective

Sponsor(s) & Benefit Owner
- Normally a <...>, or member of <...>

Requestor / Project Manager
- A project manager not yet appointed, require at least a requestor taking responsibility for the initiative.

Product Owner(s)*
- May not yet be appointed, in which case the requestor / project manager will consider required products.

Domain Subject Matter Experts
- Legal Experts for matters of Law
- Practice and Procedures Experts & Process Owners
- Business Area Experts
- Enterprise Architecture experts (Business, information, applications, infrastructure)
- UI Experts
- IM Development Experts
- External Customer experts
- Financial experts
- Publication experts
- Communications experts
- Human resource Experts
- <...>

Regulators
- Legal Regulations
- Lawyers drafting legal changes for <...>, <...>, or liaising with <...>
- Automation Governance
- Demand manager, Senior supplier, <...>
- Financial (<...>)
- IT (<...>)
- System Usability
- Quality regulators (ISO-9001)
- Staff regulations (<...>)

Customers
- The customer receive the final product or service (may also be the end user)

Suppliers
- Solution / service suppliers
- Eg those managing a service contract
- IT:
  - Consider Training, <...>
  - Work instructions and Guidelines
  - Communication Instructions
- Intranet comm:
  - External commes
- <...>

End Users
- Actual users of the systems
- May be customer, or representing customer (eg assistant / secretary)
- End users may be external parties to the company

Implementation Subject Matter Experts
- Release managers
- Business Change management
- IT Change and configuration management
- Integration and release management
- Application Experts
- UX experts
- Forms experts
- <...>

Operational Support
- IT:
  - <...>
  - Service Level management
  - Service Desk
- Business:
  - Help desk
  - Mail, Post, deliveries
- Office space
- Internet
- Security
- Fee processing
- Human resources
- <...>

Testers
- Test Strategy
- UAT
- Systems
- Implementation
  - <...>

End Users
- Operational Support
- Testers
- Regulators
- Customers
- Suppliers
- Business Analysts
- Stakeholders & Actors

Considerations
- RACI – Who is Responsible, Accountable, Consulted, Informed

Commitment and Influence of Stakeholder, impact on stakeholder
Functional Support
Borrow from the IT departments

---

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Functional Support
Reuse industry examples for a kick-start

Functional Services Landscape

Gebruikers interactie
- Elektronische formulieren
- Werkstroom besturing
- Spraak herkenning
- Invoer verwerking

Gegevens ontsluiting
- Zoeken
- Content presentatie en aggregatie
- Presentatie geo-informatie
- Rapportage en analyse
- Beslis ondersteuning
- Uitvoer verwerking

Gegevens beheer
- Web content beheer
- Document beheer
- Record beheer
- Multimedia beheer
- Gegevens definitie beheer
- Bedrijfsregel beheer

Samenwerking
- Community management
- Kennis management
- E-mail
- Taken en agenda
- Telefoon en video conferentie
- Relatiebeheer

Sociale interactie
- Sociaal verbinden
- Directe bericht uitwisseling
- Delen informatie
- Persoonlijke profielen
- Discussie
- Informatie verrijking

Self-service
- Personeels zaken
- Ziekte/beter melding
- Bestellingen
- Declaraties
- Ruimte reservering
- Tijdregistratie
- Klachtenbeheer
- Verlofbeheer
- Wachtwoord beheer
- Autorisatie aanvraag

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Informational Support
Apply structure where available

---

**Business Information Landscape**

**Strategy and Oversight**

<table>
<thead>
<tr>
<th>Vision and Strategy</th>
<th>Operational Planning, Budget and Controls (GRC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>Budget</td>
</tr>
<tr>
<td>Performance indicator</td>
<td>Planning</td>
</tr>
<tr>
<td>Strategy</td>
<td>Demand</td>
</tr>
<tr>
<td>Objectives</td>
<td>Cost</td>
</tr>
</tbody>
</table>

**Core Business Information**

<table>
<thead>
<tr>
<th>Core Product Information</th>
<th>External Parties</th>
<th>Production Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Submissions in</td>
<td>Customers</td>
<td>Structure schemes</td>
</tr>
<tr>
<td></td>
<td>Addresses</td>
<td>Decision publications</td>
</tr>
<tr>
<td>Business products</td>
<td>Peer offices</td>
<td>Related information</td>
</tr>
<tr>
<td>Communications out</td>
<td>xxx</td>
<td>xxx</td>
</tr>
<tr>
<td>Technical content</td>
<td>xxx</td>
<td>xxx</td>
</tr>
<tr>
<td>Case financials</td>
<td>xxx</td>
<td>xxx</td>
</tr>
<tr>
<td>References</td>
<td>xxx</td>
<td>xxx</td>
</tr>
<tr>
<td>Structure assignments</td>
<td>xxx</td>
<td>xxx</td>
</tr>
<tr>
<td>Events</td>
<td>xxx</td>
<td>xxx</td>
</tr>
<tr>
<td>Workflow task actor</td>
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<td>xxx</td>
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<tr>
<td>Procedural status</td>
<td>xxx</td>
<td>xxx</td>
</tr>
</tbody>
</table>

**Supporting Information**

<table>
<thead>
<tr>
<th>Organisation &amp; People</th>
<th>Finance &amp; Accounting</th>
<th>Infra., material &amp; service</th>
<th>Legal</th>
<th>General info</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>Account</td>
<td>Building</td>
<td>Legal</td>
<td></td>
</tr>
<tr>
<td>xxx</td>
<td>xxx</td>
<td>xxx</td>
<td>xxx</td>
<td></td>
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<tr>
<td>xxx</td>
<td>xxx</td>
<td>xxx</td>
<td>xxx</td>
<td></td>
</tr>
<tr>
<td>Roles</td>
<td>Cost centre</td>
<td>Equipment</td>
<td>xxx</td>
<td>xxx</td>
</tr>
<tr>
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</tr>
</tbody>
</table>

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Anonymous Business Landscape Map 2016-08-14anon.vsd

Authors: Andrew & Jan

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Informational Support
Start simple, when not readily available
Continue to develop and grow to full potential
Agenda

- Introduction

- Growing popularity of Visualisations

- Business Impact Canvas; combining canvases for different purposes

- Building your canvases

- **Focus on showing impact of a change & collecting impact results**

- Alternative uses for the Business Impact Canvas
Impacted Business Processes

Develop Corporate Strategy and Vision

Manage Enterprise Risk, Compliance, Remediation & Resiliency
- Manage External Relationships
- Manage Human Resources
- Manage Financial Resources

Manage Assets and Provide General Facilities Services
- Procure Materials & Services
- ...

Develop and Manage Business Capabilities
- Manage Information Technology

Collect and Manage Information
- Produce/Deliver Core Products/Services
- Collect and Manage Information
- Disseminate Information
- Provide Training
- Provide Tools
- Manage Customer Service
- Market and Sell Products and Services

Plan and Budget Operations

Provide Control and Oversight

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# Impacted Business Processes

## Deeper level, pinpointing change

<table>
<thead>
<tr>
<th>Request</th>
<th>Information gathering</th>
<th>Decision Making</th>
<th>Public Objection</th>
<th>Post Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage x Request</td>
<td>Manage x Assessment</td>
<td>xxx</td>
<td>Manage x Decision</td>
<td>xxx</td>
</tr>
<tr>
<td>Manage x2 Request</td>
<td>Manage x2 Assessment</td>
<td>xxx</td>
<td>Manage Objection</td>
<td>xxx</td>
</tr>
<tr>
<td>Manage y Request</td>
<td>Manage y Assessment</td>
<td>xxx</td>
<td>Manage Adjustment</td>
<td>Enforcement</td>
</tr>
<tr>
<td>Manage y2 Request</td>
<td>Manage y2 Assessment</td>
<td>xxx</td>
<td>Manage Cancelation</td>
<td></td>
</tr>
<tr>
<td>Manage y3 Request</td>
<td>Manage y3 Assessment</td>
<td>xxx</td>
<td>Manage Appeal</td>
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<td>Manage z Assessment</td>
<td>xxx</td>
<td>Manage xxx</td>
<td></td>
</tr>
</tbody>
</table>

- xxx products
- yyy products
- zzz products
- In construction
- Manage new xxx

Authors: Andrew & Jan

Please note, this is a 'perspective' to be used as an aid for overall understanding and initial impact analysis. Any 'final' or 'detailed' work will also require consultation with all affected experts, potentially not driveable from this perspective.
Impacted Business Products

Direct impact, indirect impact
Impacted Stakeholders & Actors
Organisational perspective

Organisational Stakeholder Landscape

Outside World

Please note, this is simply a 'perspective' to be used as an aid for overall understanding and initial impact analysis. Any 'final' or 'detailed' work will also require consultation with all required experts, potentially not driveable from this perspective.
# Issues & Risks

## Heatmap for other projects Impacted by new change

<table>
<thead>
<tr>
<th>Projects</th>
<th>Status</th>
<th>Delivery Date</th>
<th>External effect</th>
<th>Legal</th>
<th>Operations</th>
<th>FM Op</th>
<th>Support</th>
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<th>IT</th>
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The overall Business Impact of the change
Make it stick out visibly, to keep focus and provoke discussion
The overall Business Impact of the change

Make it stick out visibly, to keep focus and provoke discussion
# Collecting Business impact results

Archiving BIC’s

<table>
<thead>
<tr>
<th>Projects Status Delivery Date</th>
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</table>

**Projects/Structured Tasks: Source; POB, BAU, Consultation**

- **Project A**
- **Project B**
- **Project C**
- **Project D**
- **Project Yours**

Collecting Business impact results
Deriving impact by comparison

- **New Initiative**
  - cost >$2m
  - timeline => 12 months

- **Similar Previous**
  - cost = $2m
  - timeline = 12 months
Agenda

▶ Introduction

▶ Growing popularity of Visualisations

▶ Business Impact Canvas; combining canvases for different purposes

▶ Building your canvases

▶ Focus on showing impact of a change & collecting impact results

▶ Alternative uses for the Business Impact Canvas
Primary (alternative) use

► First of all

  – Understand what you don’t understand yet!!

► for

  – Project work
  – Education
  – Business – IT alignment
Alternative uses

▶ Project work
- Brainstorming impact areas, people to meet, questions to ask
- Collecting notes during interviews, categorising on the fly
- Guarding scope creep in the project room
- Capturing all idea’s quickly before an intermission in the project work

▶ Education
- Training material for on-boarding new employees, service providers
- Background information for knowledge assessments
- One senior Business Analyst coaching several junior BA’s on where to look for impact

▶ Business – IT alignment
- Common ground for requirements communication between Management, Business Analysts and Enterprise / Solution Architects
- Input for more formalised Architectural views
Project work

Speeding up

- Preparation for interview, workshops, etc.
  - Brainstorming impact areas, people to meet, questions to ask

- Collecting notes during interviews, categorising on the fly
Project work
Keeping focus

- Capturing all idea’s quickly before an intermission in the project work

- Guarding scope creep in the project room
Training, testing and continuous development

Training materials

Testing & Assessment

Rewarding Business Knowledge

Lorem ipsum dolor sit amet, consectetuer adipiscing elit. Maecenas...
Business – IT alignment
Broad business models vs precise architectural models

Business Analysis with Business Landscape
- Broad, easily understood, but imprecise, missing details

Solution Architecture with Archimate models
- Precise, formalised, standardised, interrelated, but incomplete, gaps

Improves detail, accuracy, consistency etc

Gives overall understanding, highlighting gaps, etc
Synopsis of the talk

This is achievable in any company

You can start it tomorrow
Dive deeper
to turn data into insights that differentiate and disrupt

For more information please contact:

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jan.harland@atos.net