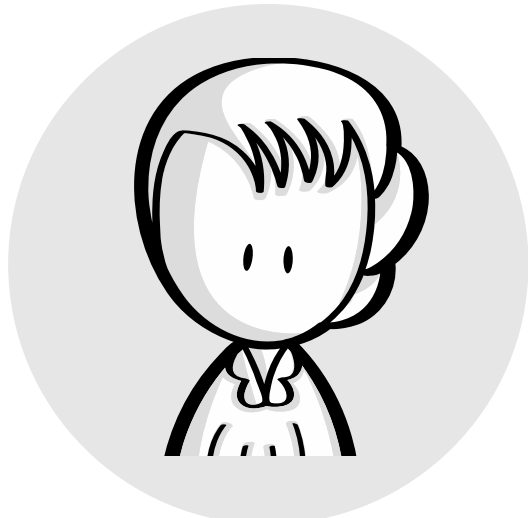


# CHANGE IS EXPENSIVE

by

Thushan Kumaraswamy  
Practical Business Design

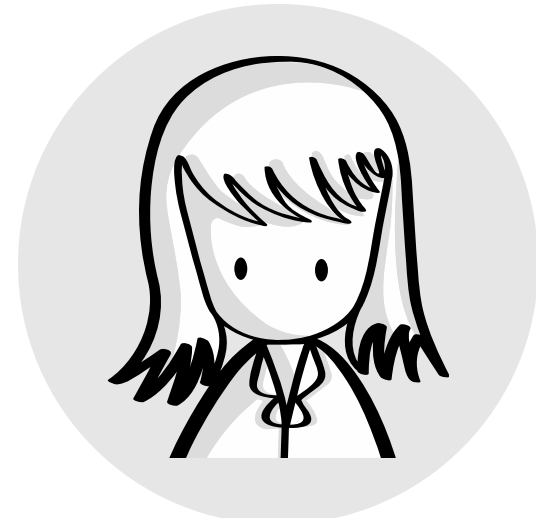
# Characters



**Lisa, 55**  
COO



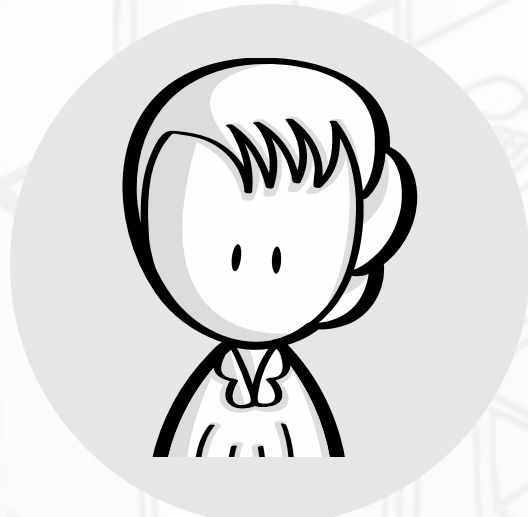
**James, 38**  
IT Manager



**Amy, 35**  
Business Architect

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# Chapter 1: What's the problem?



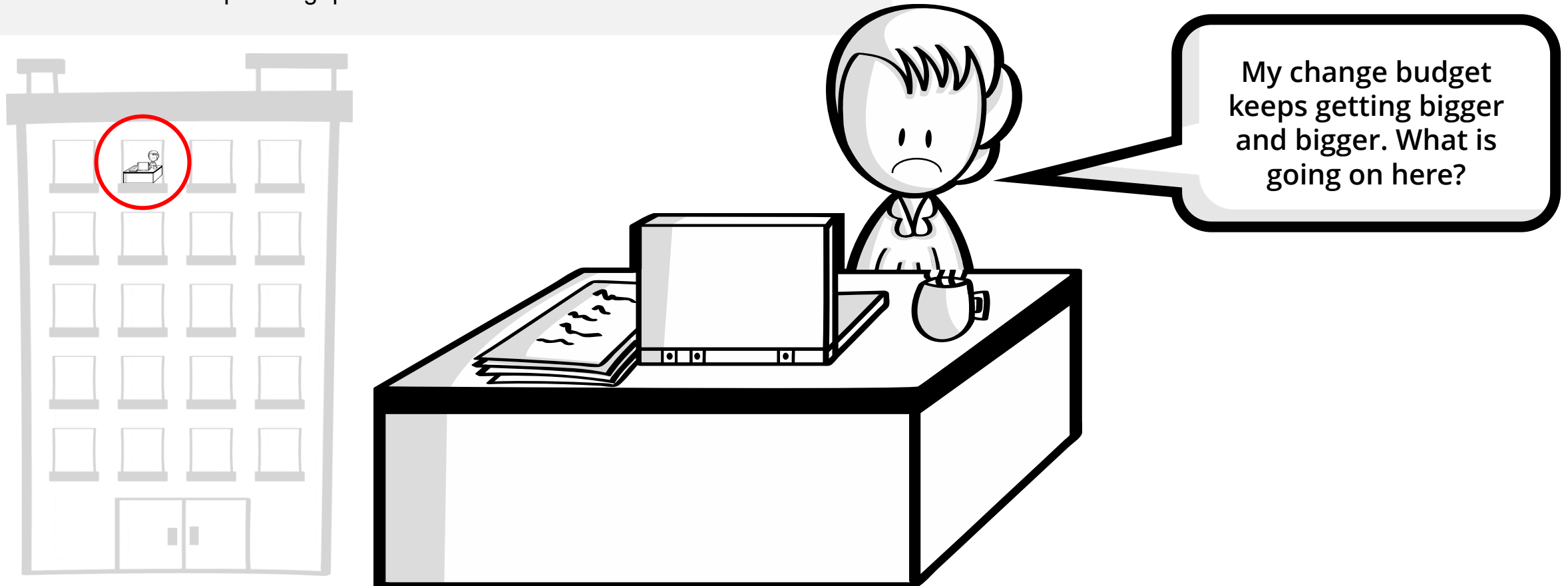
**Lisa, 55**  
COO



**James, 38**  
IT Manager

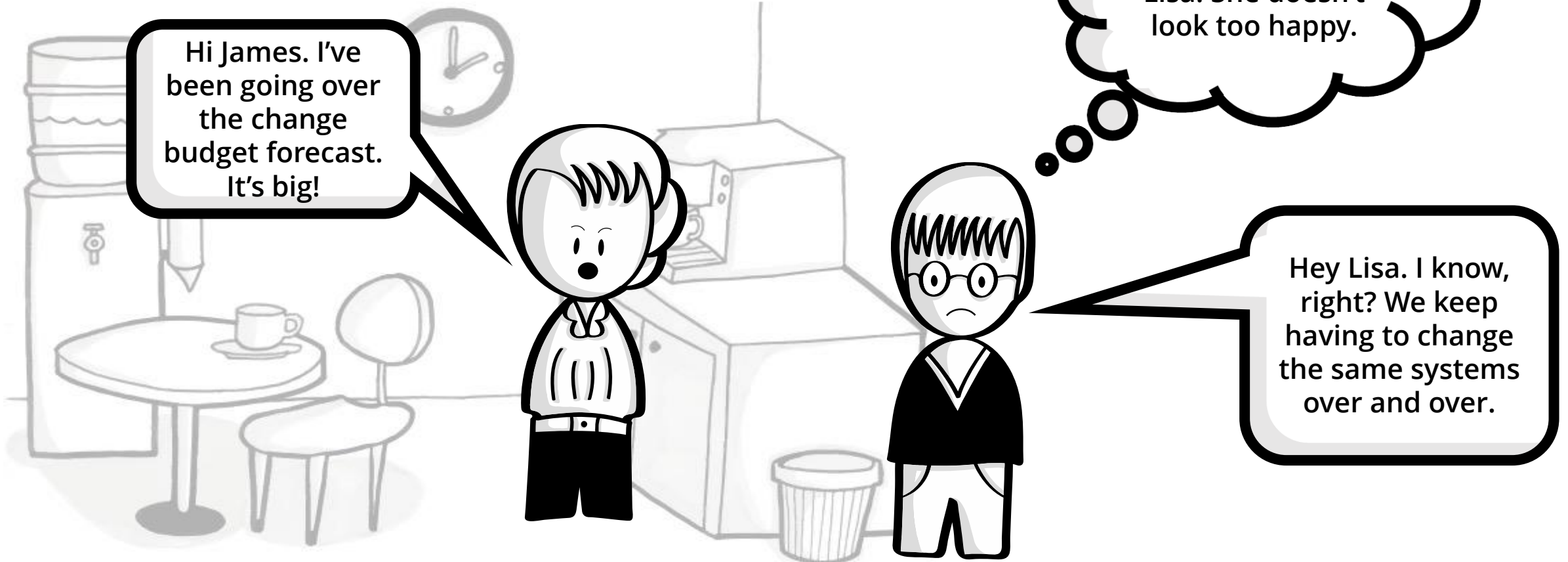
# Scene 1: Reviewing the Numbers

It is Monday morning. Lisa, the Chief Operating Officer (COO) of CityStock Wealth Management Ltd, is reviewing the company's change budget forecasts for the upcoming quarter. Let's take a look inside her office...



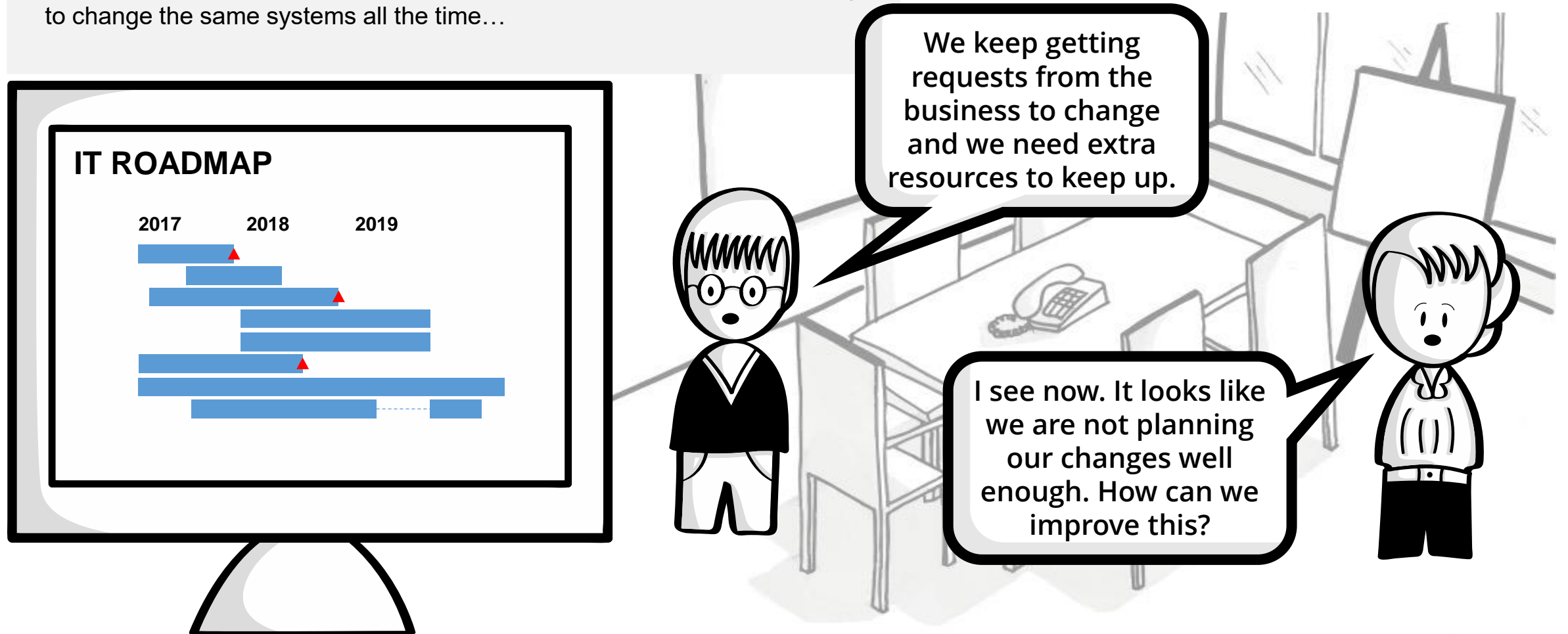
## Scene 2: Discovering the Problem

Lisa finds James, the IT Manager, in the coffee room. She wants to see if James knows what is happening with the change budget...



# Scene 3: Uncovering the Cause

Lisa and James head to a conference room to work out why IT keep having to change the same systems all the time...



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# Chapter 2: What can we do?



**Lisa, 55**  
COO



**Amy, 35**  
Business Architect

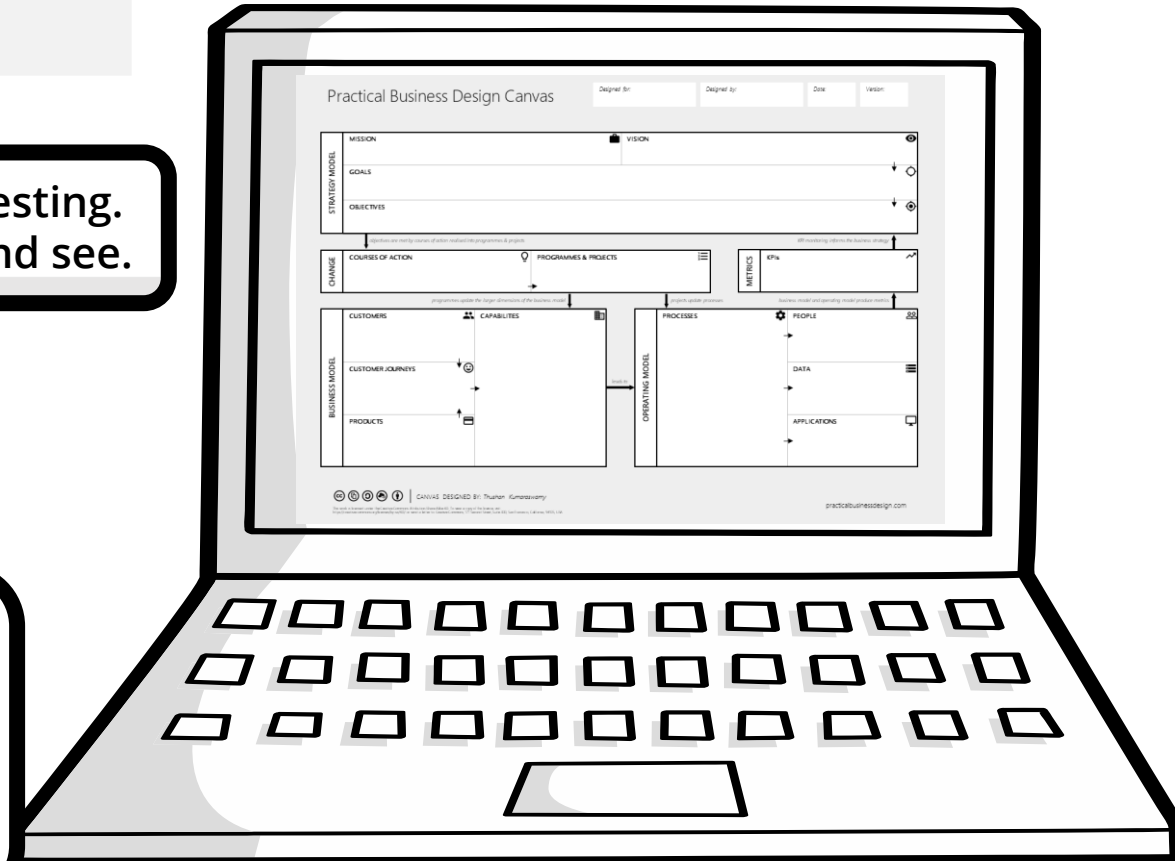
# Scene 4: Using Practical Business Design

Lisa goes to see Amy, the Business Architect. Lisa wants to know if Amy can work with the business and the IT team to better plan the changes the business want to make...

Hi Amy. Do you have any ideas about our change planning? It feels like our budget is out of control.

Looks interesting. Let's try it and see.

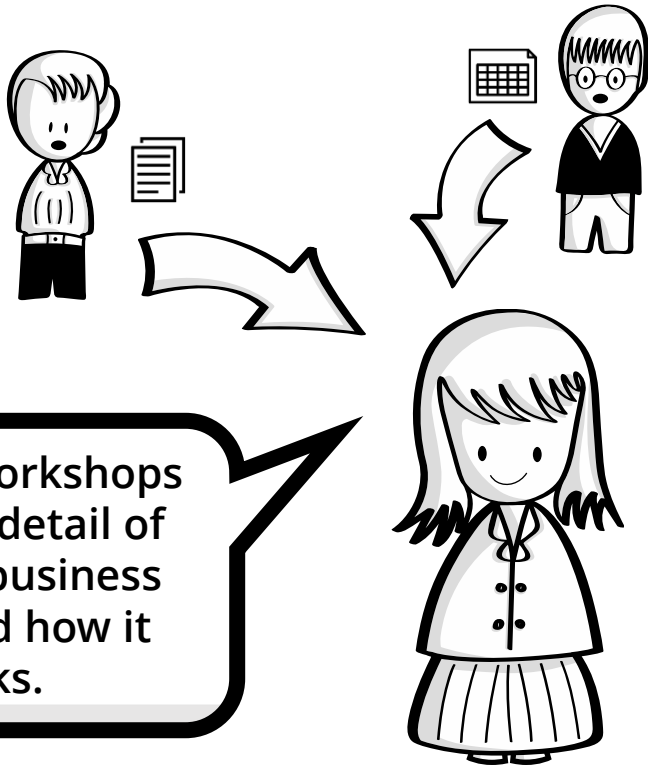
We could use **Practical Business Design** to help. It's a simple method for describing a business to manage change better. Have a look, Lisa.



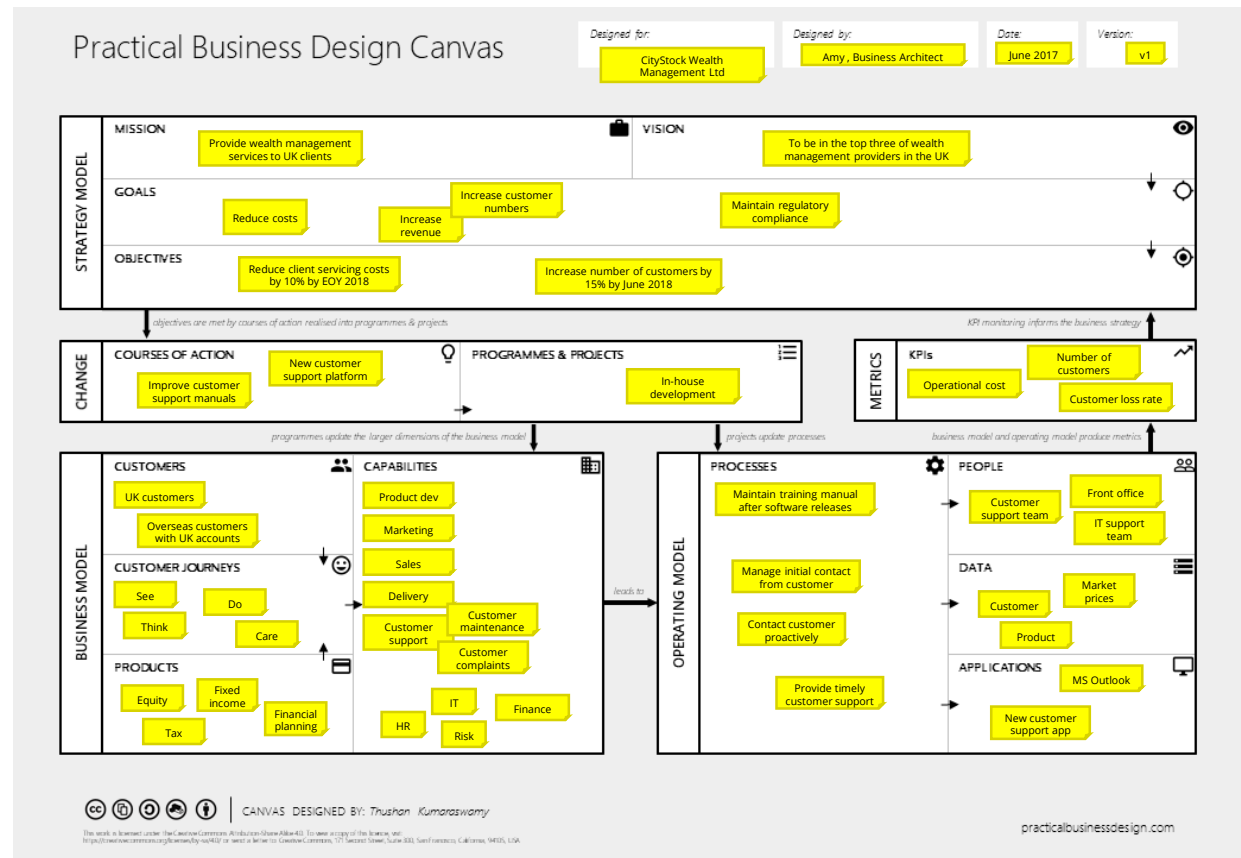


# Scene 5: Documenting the Business

Amy spends a few weeks gathering information from the business and IT about what the business wants to achieve, what the business does and how it operates. She adds these to the Practical Business Design Canvas...

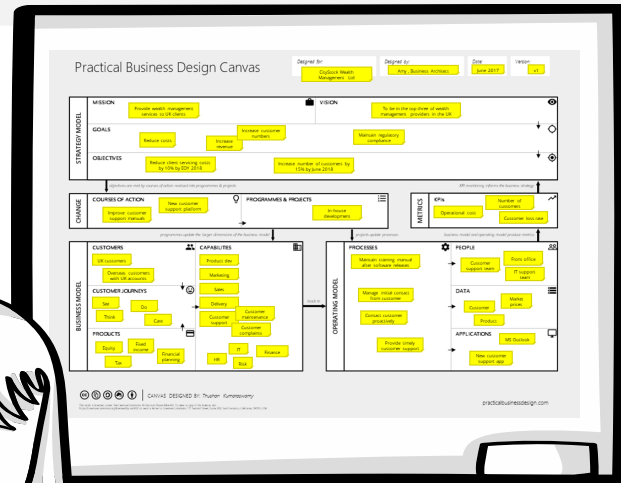


I can use workshops to get the detail of what the business wants and how it works.



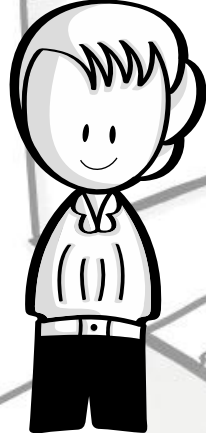
# Scene 6: Validating the Architecture

Once Amy has completed the Practical Business Design Canvas, she can validate the information with all the stakeholders (business and IT) ensuring that everyone agrees with it as a baseline...



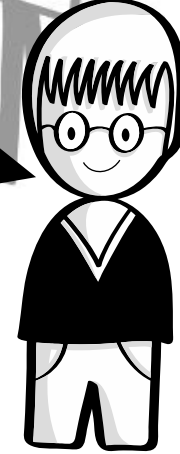
From all the information you have provided, I have been able to link our business strategy with our change plans.

We can work out in advance how we will change our IT systems, so we can consolidate changes together.



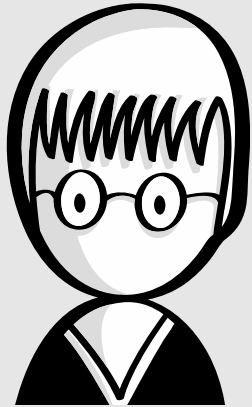
This is impressive. I can finally see all of the business on a single page and how it links together.

Now we can all see the proposed impacts to our IT much earlier, we can see where there is an overlap between requirements.

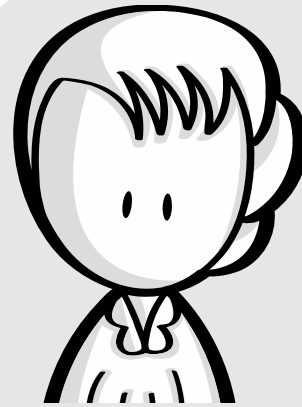


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# Chapter 3: How will we work?



**James, 38**  
IT Manager




**Lisa, 55**  
COO




**Amy, 35**  
Business Architect

## Scene 7: Change is Incoming

A few months later, the business have come up with some new requirements. James wants to understand what those requirements mean and their impact on the IT systems...



We've been asked to change this system, but I'm not sure of the full implications.



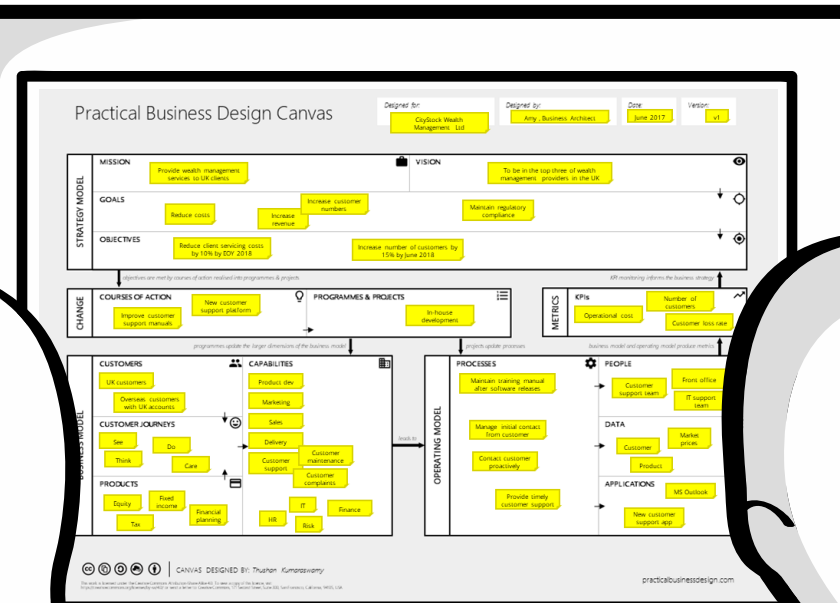
Amy, I've got this change proposal from the business. Can you help me understand the impact across the whole organisation please?

No problem, James. We can use the Practical Business Design Canvas to see what is impacted by the proposed changes to the system.

# Scene 8: Analysing the Impact

Amy and James work together using the Practical Business Design Canvas to understand the scope of the change on the customers, products and business capabilities and the impact on the operating model processes, people, data and technology...

Right. Since we linked the ongoing projects to the impacts on the operating model, we can see what else is changing that system.



Great. I can see this other project is also making changes to this system. Maybe we can get them to include these new requirements?

## Scene 9: Checking the Results

Lisa is checking the new change budget forecast and is pleased with the results that Amy and James have been able to deliver...

Since James and Amy have worked together, we've been able to reduce our change budget.

James, Amy, well done! I'm so pleased we can better plan our changes because we can describe our business and strategy so clearly.

Thanks, Lisa. I'm much happier now that we are getting fewer change requests through.

Yes. It was definitely worth using **Practical Business Design** to help us.

