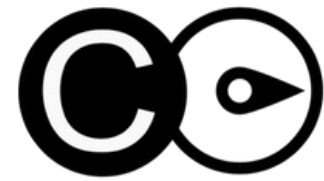


DEMONSTRATE THE **VALUE** OF MANAGING CHANGE

Case Study 3



The Change Compass



Scenario:

By looking at historical data a major insurer noticed that approaching the end of the year and at the beginning of the year there tends to be a significant number of changes being released. Year end tends to be a busy period for customer-facing employees due to Christmas activities and higher customer transaction volumes. Agile projects often slip in timelines and over months this results in multiple changes all occurring at the end of the year prior to 'shut down' during the holiday period.

The challenge:

Managing this period of peak change volume is a challenge to maintain operational stability and undergo significant changes. The business was challenged by the obligation to undergo changes and reap forecasted benefits, and manage a period of peak change volume.

The solution:

Armed with detailed change data, a regular forum was set up between business reps from operations and planning and project delivery (PMO). The forum allowed discussions on managing risks related to 1) change delivery given the peak change volume and 2) operational impacts of change. Business reps received early info regarding any project delivery changes and timing risks. The projects were also clearer about business challenges that could impact delivery success and benefit realisation. Re-sequencing, resourcing challenges, release packaging, and business engagement approaches were common outcomes.

The value:

Detailed change data allowed the business to carefully forecast and plan for the volume of change. Any project slips that resulted in condensed roll out timing prior to year end, meaning faster change velocity was also noted for business readiness. The whole project portfolio and business operations benefited from better planning and foresight on change and avoided negative BAU impacts, whilst protecting targeted benefits.