

The Business Case as a **Starting Point** for Impact Analysis



1.

About me

Personal background

- Born in The Netherlands in 1968
- Currently living in Belgium
- Married for >29 years
- Raising 4 kids (9, 14, 15 and 17)

**Start of my
career...
defense
industry**



STING EO
Tracking radar

Professional background

- Master in 'Information Technology'
- Started my career at 'Hollandsche Signaalapparaten' (now Thales)
- Joined ASML in 1999
- CM2 education started in 2006
- Obtained CM2-P certification in 2015
- Received CM2 doctorate in 2017

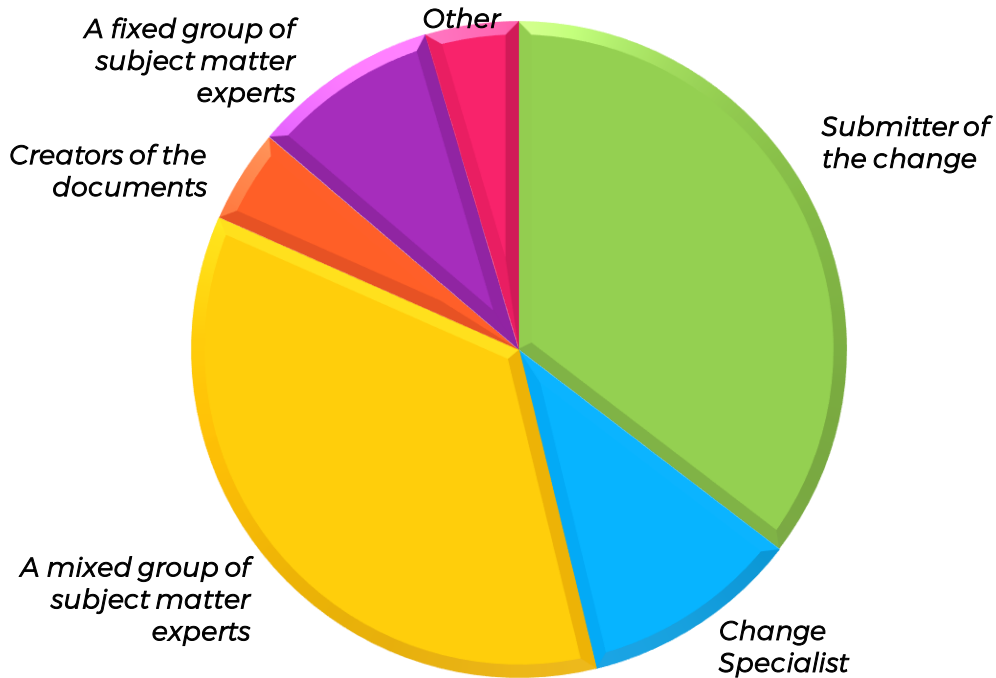
2.

The problem

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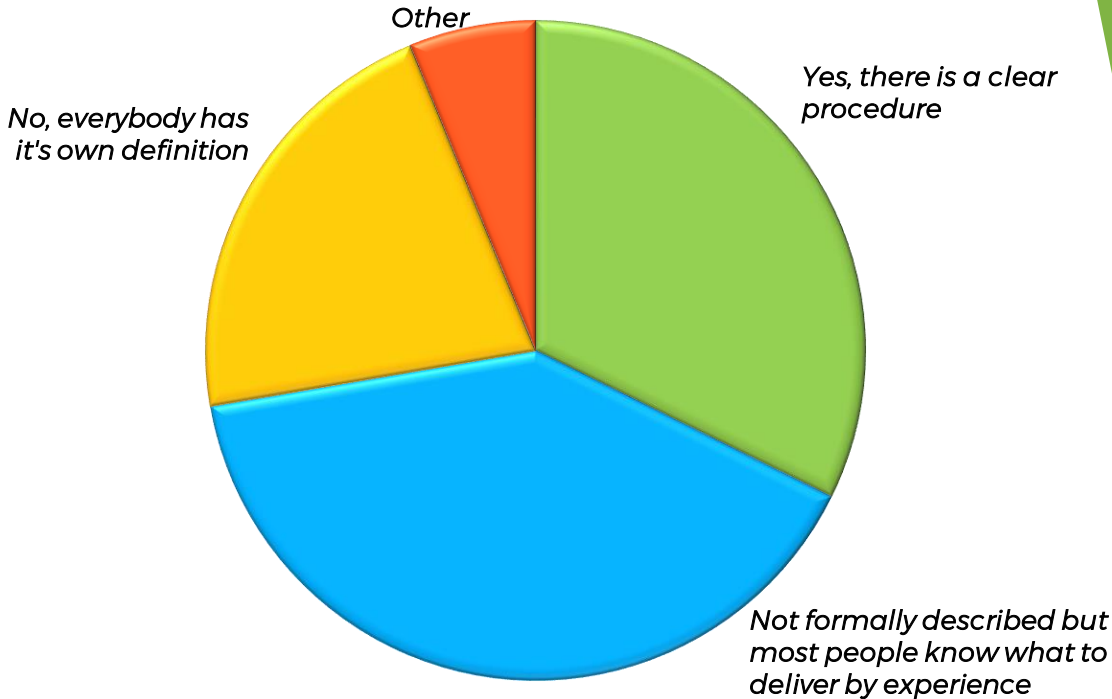
The success of the
implementation is
depending on the quality of
the **impact assessment**

Who does the impact analysis?

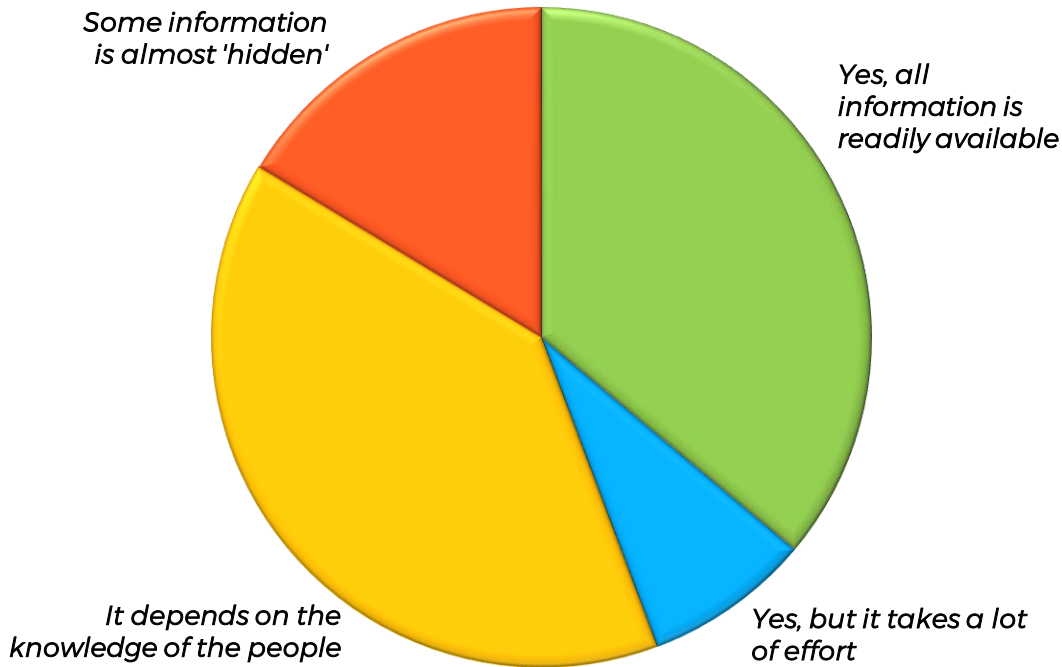


* Survey amongst 62 people from various company sizes, predominantly from regulated industries

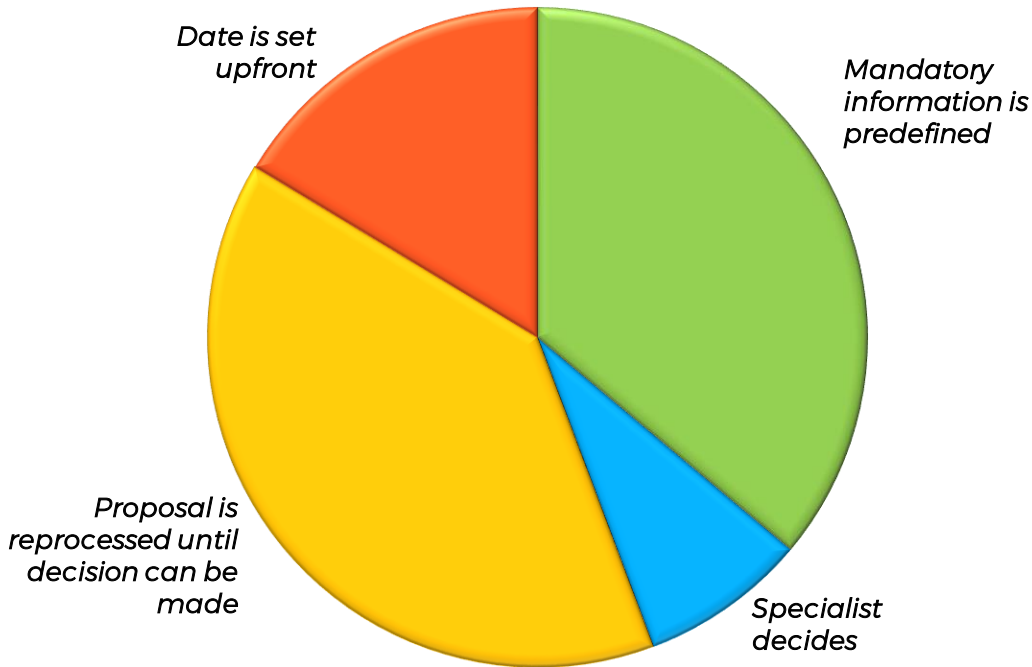
Do they know what is expected?



Can they find the information?



When are they ready?



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The quality of the Impact Analysis depends in a lot of cases on the **experience** of **individual** people who know **what** information is needed and **where** to find it

3.

The CM2 approach

**The CM2 directions
to a 'perfect'
impact analysis...**



The CM2 **BASIS** for carrying out a solid Impact Analysis

Document your requirements,
product as well as process

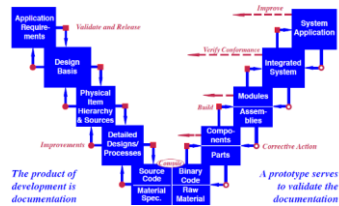
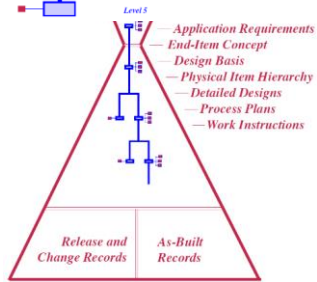
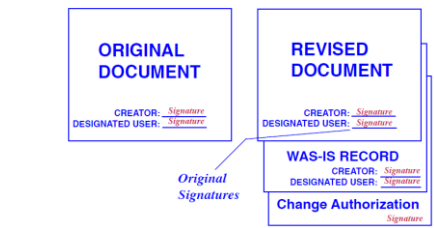
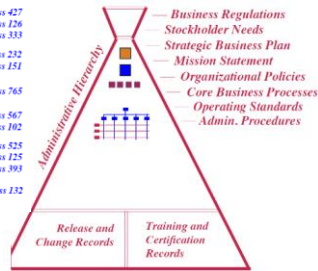
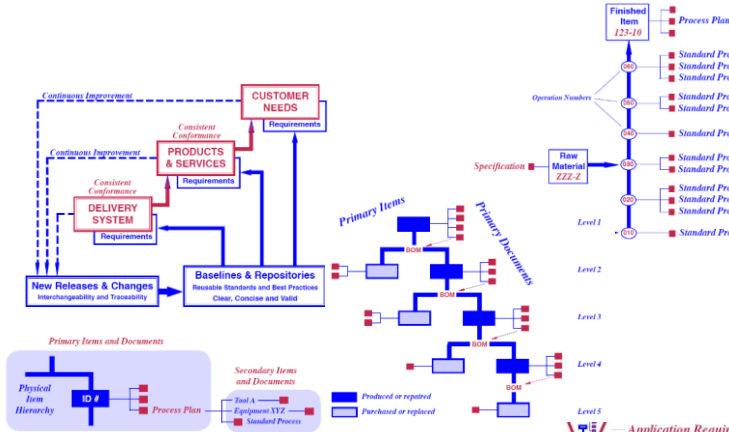


Link documents via structures



Establish ownership via
creators and users

Document - Link - Own



**But what if your
'fairy tale forest' looks
like this?**



Getting your forest in shape can mean a lot of work...

- ✓ 'Cleaning-up' BoM structures
- ✓ Updating operational processes to work with new BoM structures
- ✓ Define standard document types and
- ✓ Define their place in the structures
- ✓ Update development procedures to work with new document types
- ✓ Define proper ownership and set-up procedures to keep them up-to-date



“

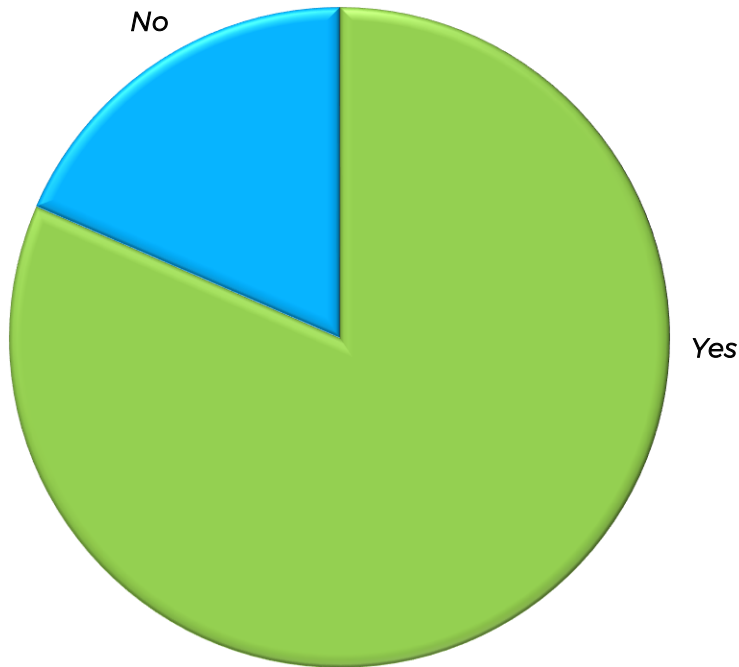
Do you first have to enter a **costly** and **complicated** PLM project **before** you can start **improving** your impact analysis?



4.

Further analysis

Do you have a defined process to decide on changes?



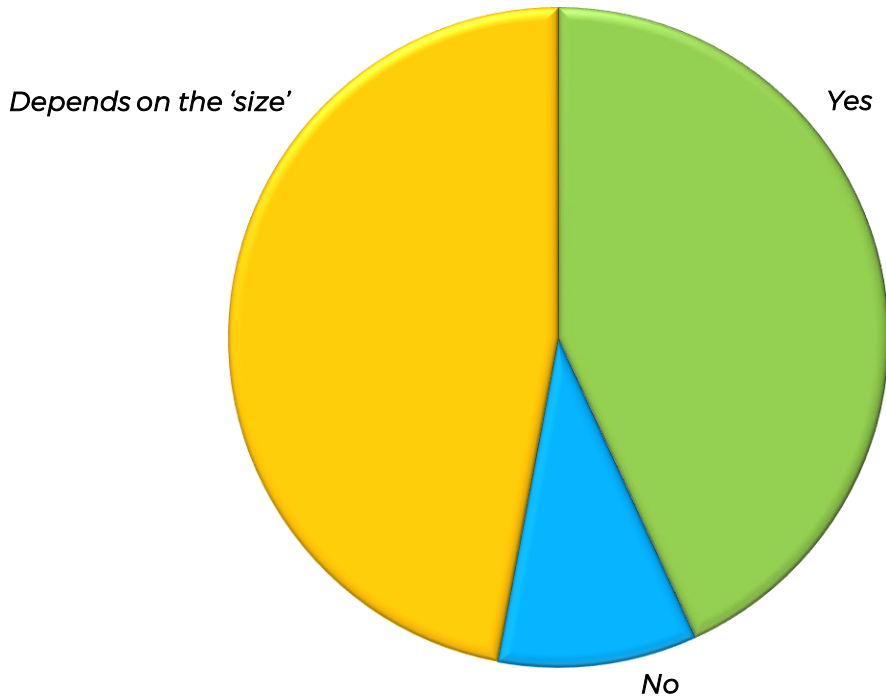
High level change process



What **information** is
used to make a
decision?



Does the impact analysis include the creation of a 'formal' business case?



“

Decision makers **love** business cases because it **translates** future **uncertainties** in something measurable and this builds **confidence**

5.

The proposal

“

Use the Business Case as a
starting point to develop the
procedure on how to do an
impact analysis

Three step approach

Define the elements of the
business case



Write the procedure how the value
of every elements is determined



For every Change Request determine the
impact by creating the Business Case

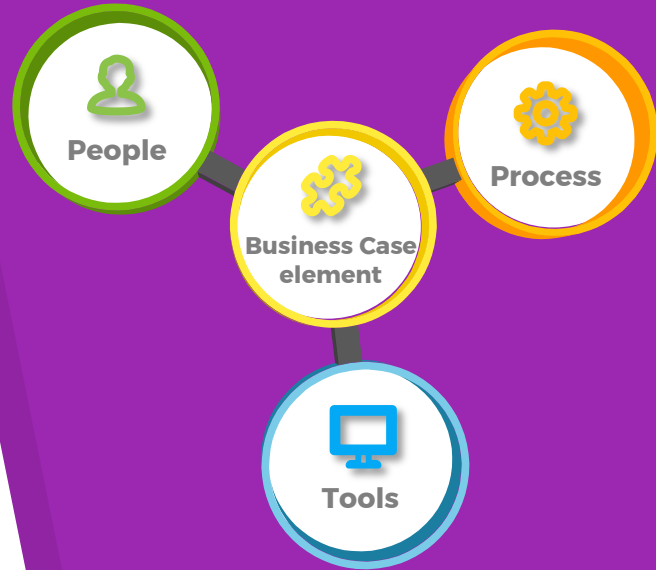
The Business Case elements

Which attributes have the highest impact on your business or yield the highest risks?
















Cost elements	Amount
Development costs	\$
Investments factory	\$
Investments suppliers	\$
Cost for upgrades	\$
Training costs	\$

How to determine the value

Write the procedure up to work instruction level



Impact Analysis driven from business case

Cost elements	Amount
Development costs   	\$ 21k
Investments factory   	\$ 115k
Investments suppliers   	\$...
Cost for upgrades   	\$...
Training costs   	\$...

NEED MORE



INPUT!

CAUTION

Manage your
decision
board!

A large, bright yellow diagonal graphic that starts from the top right and extends towards the bottom left, creating a split background of white and yellow.

6.

Next steps

Several scenario's for next steps

- Use it to bootstrap a 'CM2' initiative
- Improve individual procedures
- Feed PLM project



A person with long dark hair, wearing a dark jacket and pants, stands with their back to the camera in a field of tall, dry grass. They are looking towards a massive, rugged mountain with a sharp peak and patches of snow. The sky is clear and blue. The text 'Don't focus on the end goal, focus on next step' is overlaid in white on the mountain's face.

'Don't focus on the end goal,
focus on next step'

Any questions?



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