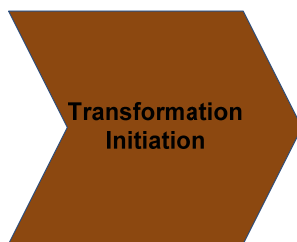
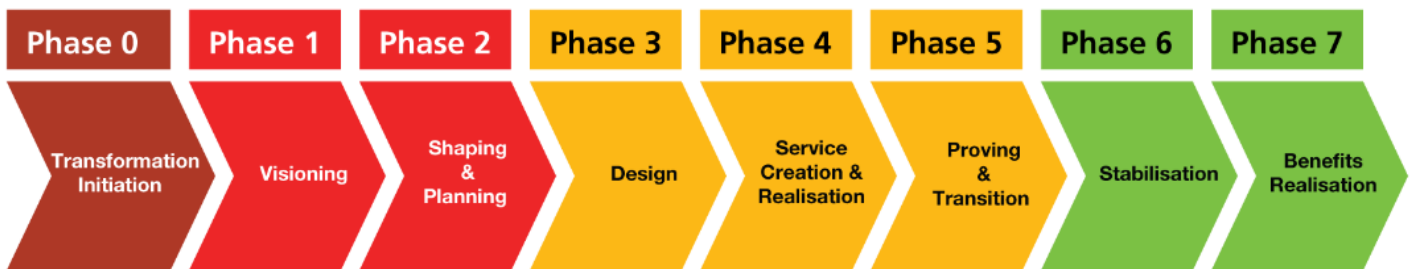




Overview of the 8 phase CHAMPS2 process

The holistic, 8 phase CHAMPS2 business change method provides the benefits of a single language, with a consistent change management approach, combining best practice, tools and templates all complemented by a quality management framework.

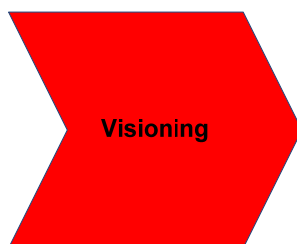


Phase 0 – Transformation Initiation

In this phase, leaders of the organisation:

- Determine the strategic need for transformation
- Formulate the strategic Outcomes
- Determine the strategic Benefits.

Indicative costs of transformation are determined and funding options considered. The information is documented within the Strategic Business Case.

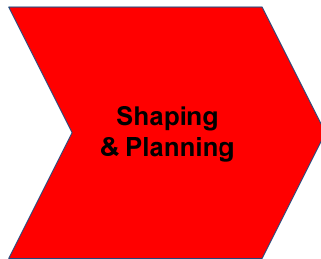


Phase 1 – Visioning

In this phase, the potential operation of the business in the future is explored. It will be described in the:

- Vision – comprising Vision statement and Outcomes
- Future Operating Model – outlining the composition and operation of the changed organisation.

An Outline Business Case is produced at the end of this phase, which will set out the transformation required and will form the basis for the development of the Full Business Case.



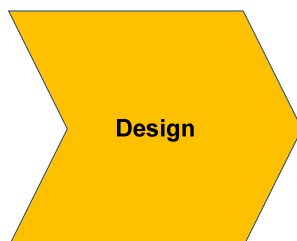
Phase 2 – Shaping and Planning

Whilst the previous phases identified the need for transformational change, this phase defines the programme that will achieve it.

The phase consists of:

- **Scoping and shaping ('the what') – defining the scope and objectives of the programme, and outlining the solution in the form of a Logical Design**
- **Structuring the programme ('the how') – defining the programme structure and governance and developing high- level plans in order to estimate costs and timescales.**

A Full Business Case is produced at the end of this phase, providing a detailed justification for transformational change based on measurable Benefits.

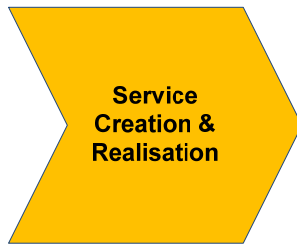


Phase 3 – Design

This phase develops the detailed design of the solution that will achieve the desired Outcomes and deliver the promised Benefits.

The three stages of design add a more detailed level of understanding and show how processes, the organisation structure and technology fit together.

- **The detailed design builds on the scope and processes identified within the Logical Design and defines how the service will operate and what changes are required in the business**
- **The Full Business Case is checked to ensure that it is still valid now that more is known about the solution and how it will be delivered**
- **The Functional Specifications define in detail how the new solution will operate.**

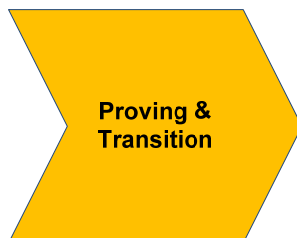


Phase 4 – Service Creation and Realisation

During this phase, the detailed design will be converted into tangible products:

- **A new organisation for the business that will support the newly designed ways of working**
- **New and updated process documents, such as policies, standards and procedures, will be written or updated to support the new ways of working**
- **New technology components will be created or configured and fully tested.**

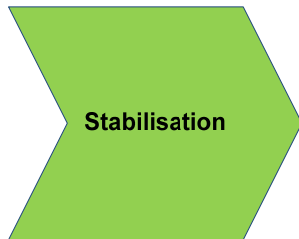
The last element of this phase is end-to-end testing of business processes to ensure that the solution is fit for purpose before being passed over to the business areas.



Phase 5 – Proving and Transition

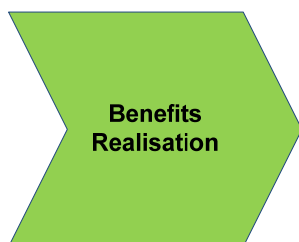
This phase contains three main areas of work:

- **Further testing of the solution in the form of user acceptance testing (UAT) and operational acceptance testing (OAT), to prove that the solution will work in real business situations and that it is robust, with suitable support processes in place.**
- **Transitional activities to prepare the business and technology for going live, such as populating the new organisation structure, training, setting up infrastructure or hardware and software installations.**
- **Going live – actually switching to the new ways of working.**



Phase 6 – Stabilisation

- **Stabilise the solution and optimise all elements of its performance**
- **Ensure the solution is fully adopted by the business**
- **Realise early Benefits.**



Phase 7 – Benefits Realisation

This is the final phase, which ensures that the Benefits of transformational change are actually achieved and are sustainable. It includes two main areas of work:

- **Measuring and evaluating Benefits**
- **Making improvements to the solution and ensuring that these are in line with the overall Vision and that they support Benefits realisation.**