<table>
<thead>
<tr>
<th>As-Is Assessment</th>
<th>To-Be Design</th>
<th>Detailed Design</th>
<th>Implementation Planning</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectives</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Formalize a detailed facts based assessment of existing business processes</td>
<td>- Translate vision into preliminary design of future business processes – validate with stakeholders</td>
<td>- Refine and expand blueprint for future business processes</td>
<td>- Develop practical work plans and associated accountabilities to implement envisioned changes</td>
<td>- Execute operational changes in phased rollout</td>
</tr>
<tr>
<td><strong>Key Activities</strong></td>
<td><strong>Timeline</strong></td>
<td><strong>Key Activities</strong></td>
<td><strong>Timeline</strong></td>
<td><strong>Key Activities</strong></td>
</tr>
</tbody>
</table>
| - Baseline/collect data for existing operations:  
  - Cost  
  - Headcount  
  - Transaction Volume  
  - Service Levels  
  - Systems | - Isolate opportunities to consolidate, simplify operations, improve controls, and gain scale economies  
  - Modify existing functional designs, including:  
    - Standard processes  
    - Standard jobs  
  - Refine high-level business case  
  - Validate technology readiness:  
    - Business Systems  
    - Validate To-Be design with key stakeholders | - Refine and expand detailed design, tailor to operations including:  
  - Process flows linked to systems  
  - Business systems linked to processes  
  - Job design linked to skills  
  - Project P&L for the business post-implementation  
  - Identify communication requirements and create communication plan  
  - Begin negotiating service level agreements (SLAs) | - Compare existing state to future detailed design to understand change requirements  
  - Develop change strategy and roll-out plan  
  - Identify timing and prioritization of implementing business processes  
  - Evaluate resource capacity  
  - Develop detailed implementation plan with clear accountability for all major milestones | - Implement people, process and technology changes required to realize transformed business model  
  - Charter discrete projects that collectively deliver needed change  
  - Establish project management structure to track progress against milestones and dependencies  
  - Enroll staff in change efforts through communication and training |
| - Identify and evaluate inconsistencies among area:  
  - Process Flows  
  - Job Design | - Enhance business process maps, by area | - Develop change strategy and roll-out plan  
  - Validate technology readiness:  
    - Business Systems  
    - Validate To-Be design with key stakeholders | - Develop detailed implementation plan with clear accountability for all major milestones | - Capture value outlined in business case | - 18 months  
  - 18 months  
  - 18 months |

**Project Management** – Communication, Status Reporting, Issue & Risk Management and Change Management