



Discovery management

Introduction

The project management lifecycle, alas, a simple case of agreeing to an implementation, getting it done, then sitting back and enjoying all the positive outcomes.

We want to get to the sitting back and enjoying all the positive outcomes part, but it takes time, staff buy-in and a crystal-clear understanding of what the project will deliver holistically and at an individual level. Taking the time up front to discover the project, understanding what it will deliver and how, is essential. It requires input from provider and customer at all levels, to define the outcomes and how you will get there.



The anatomy of discovery



01

Starting with the why

It's imperative that your technology provider completely understands why you're undertaking a project and what you need to achieve. Establishing a firm reference point for the project and ensuring that everyone involved knows exactly why, provides a robust introduction and platform for any project.



02

Milestones

Once both parties understand why they're involved, it's vital to agree upon milestones for deliverables throughout the project. This helps to establish timelines and project oversight, as well as working at an individual level so that everyone knows what is expected of them and when.



03

Mutual path to success

A shared understanding of the project, its timelines and who is doing what on both sides creates not only accountability, but also a mutual understanding as to how the project will advance. Establishing this from the outset helps everyone involved in the project to work towards its success.



04

A smoother experience

Taking the time to understand the fundamentals of the project and how it will work enables everyone to work together far more smoothly and efficiently. Ultimately, everyone wants a successful project delivered in a timely manner.



05

Improved ROI

The discovery phase can really unlock the potential of a project and its outcomes. Through clear dialogue and understanding, enhancements can be suggested, with far less wastage in time, effort and expenditure, helping you to realise the outcomes you need within budget.

Build insight and knowledge

At CACI we utilise our **FUSION delivery methodology** to underpin all project management and delivery. It is designed to create a roadmap towards project success and the discovery phase is one of the central tenets.

Project success depends upon buy-in from everyone affected by it. From management through to end users, discovering and understanding exactly what your project will deliver is paramount. Involving everyone early, so that they can understand for themselves what a new solution will bring to them helps with this buy-in process. In all contexts, be it the implementation of new software, an upgrade or additional functionality being created within an existing technology infrastructure, the important thing is realising the desired benefits, the needs of users, the technical criteria that need to be met and what must happen to transition into a live service.



How can you help your technology supplier to deliver the outcomes your business needs?

It might sound like a basic question – surely their system already meets your business needs, that’s why it was chosen and purchased. Often, however, those affected by the implementation of the project aren’t involved in the purchasing decision. How can you create a roadmap towards success?



Requirements definition



Understanding of your priorities



Baselining of functional and non-functional requirements



Defined and testable acceptance criteria



Availability of project-dependent personnel



Defining success

Total clarity

Without defining this, your project will lack clarity. This hampers project progress, agreed timelines and the likelihood of a successful outcome. It is important, therefore, to have total clarity over the project, its objectives and what it will deliver across the business before setting about implementation.

If your requirements aren’t fully communicated and understood ahead of starting the project, it can result in further changes to requirements as the project goes along. This is a timely process, getting everyone back to the drawing board and redefining agreed deliverables.

The role of a project sponsor is important in this regard. Once clarity is afforded over the project, it is vital that they are active in ensuring that everyone has oversight and understanding of the deliverables and the project roadmap. They should act as the point of contact within your organisation where those affected by the project have questions. The sponsor will also help to keep the project on track and achieve buy-in across the business.



How your project sponsor helps



First point of contact
with new provider

Works to establish what
success will look like for
your organisation



Reference point for the
project with colleagues
and those affected



Define deliverables and
ensure these are met



Explains process
throughout your
organisation to help
achieve buy-in



Discovery for the entire project

The discovery stage is critical to the success of your project. Too often in project delivery we see projects that lack clarity and definition, with vague metrics that are difficult to test against, making it difficult for our solutions to deliver on them.

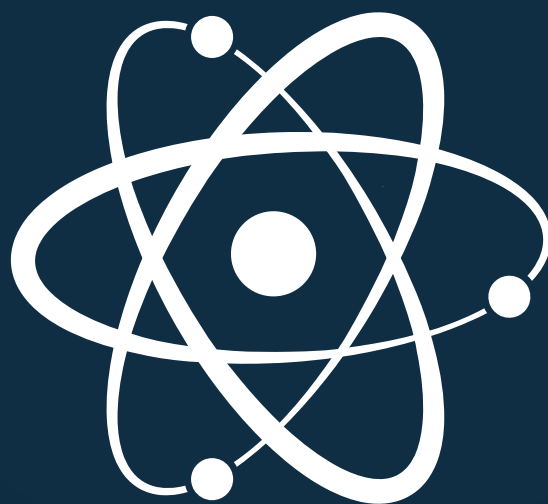
How CACI can help

We take pride in working with our customers, embedding our team within yours to fully comprehend and define your project roadmap. How will our solution work for you? There's no benefit to us, or you, in simply implementing the technology and walking away.

Our team of highly skilled project managers can utilise their experience to help you discover what the project will deliver. "Help me... help you," as Jerry Maguire says. With your input, we can help you to define your outcomes, define success and afford total clarity to the project and what our solution will deliver to your business.

For more information on CACI's project management process, please visit: **FUSION: our delivery methodology**.





caci.co.uk/fusion-methodology