fusion

Delivering Change
Together

Why CACI?

Teamwork makes the dream work. It's corny, we know, but at CACI we understand that any system and software is only as good as the people building it and using it. Having worked on countless projects down the years, we have been in a privileged position to learn from project successes and failures, to ensure that your project is delivered on time, in budget and, ultimately, in a way that drives tangible benefits through your business.

We understand project delivery and the change process that sits at the heart of every project, which is why we take a collaborative approach with you to ensure that your vision is realised via clear cut goals and objectives, constant communication and the involvement of all stakeholders throughout the project.

Why FUSION?

This has led us to our methodology: FUSION.

FUSION has been designed to set out a clear roadmap to success in our project implementation with you. This FUSION philosophy begins at the initial consultation phase and continues beyond project delivery to ensure your continued success.

We work with you so that you can shape, create and utilise the system that you need.

fusion

Our methodology is built on three pillars of delivery:

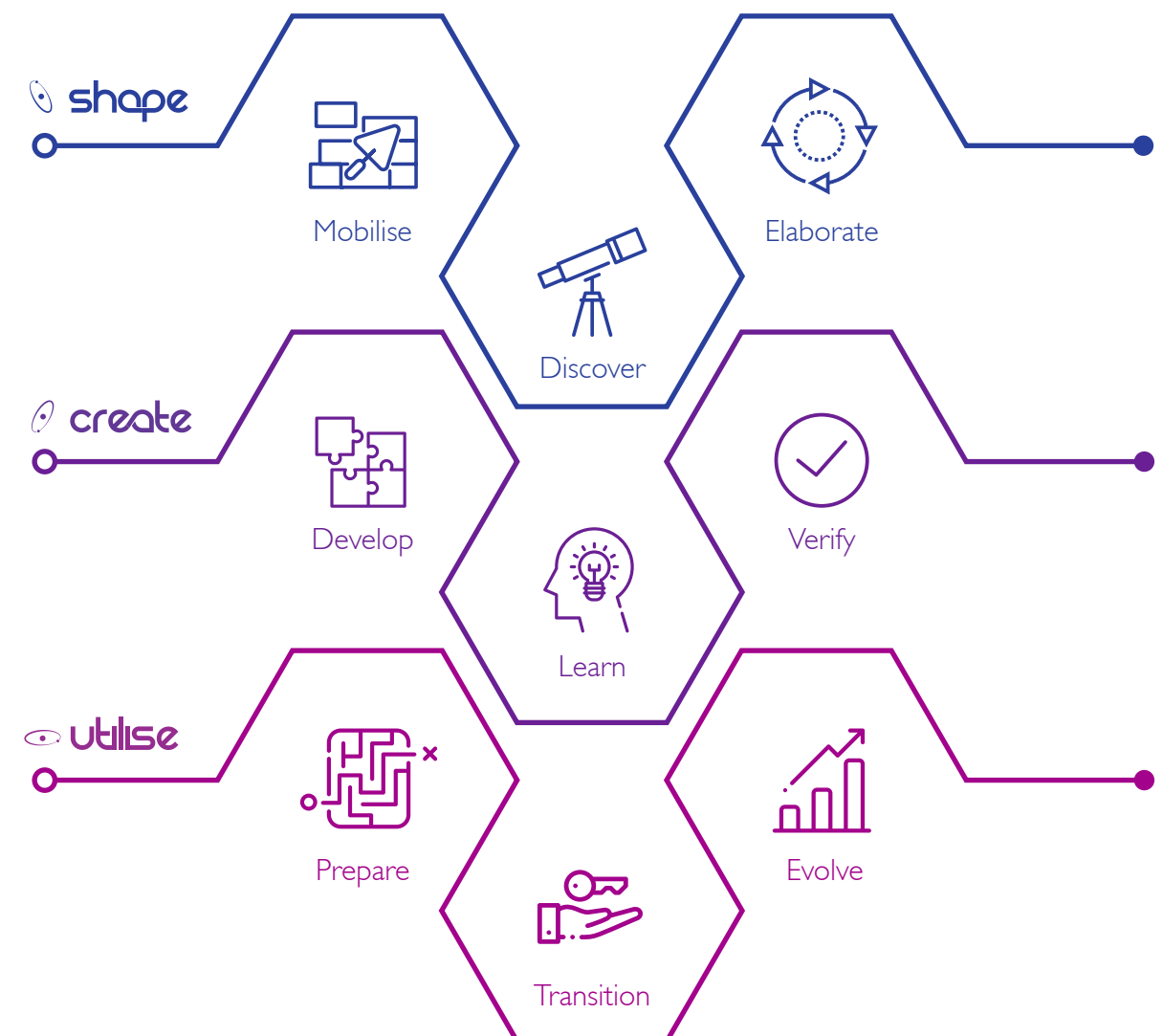**shape** — establishing the vision and foundations of the project, its structure and its governance, to afford clarity

create — ensuring that together, we build the project in the way that you need it to be built

utilise — setting your new solution live and building for the future

shape
- Mobilise
- Discover
- Elaborate

create
- Develop
- Learn
- Verify

utilise
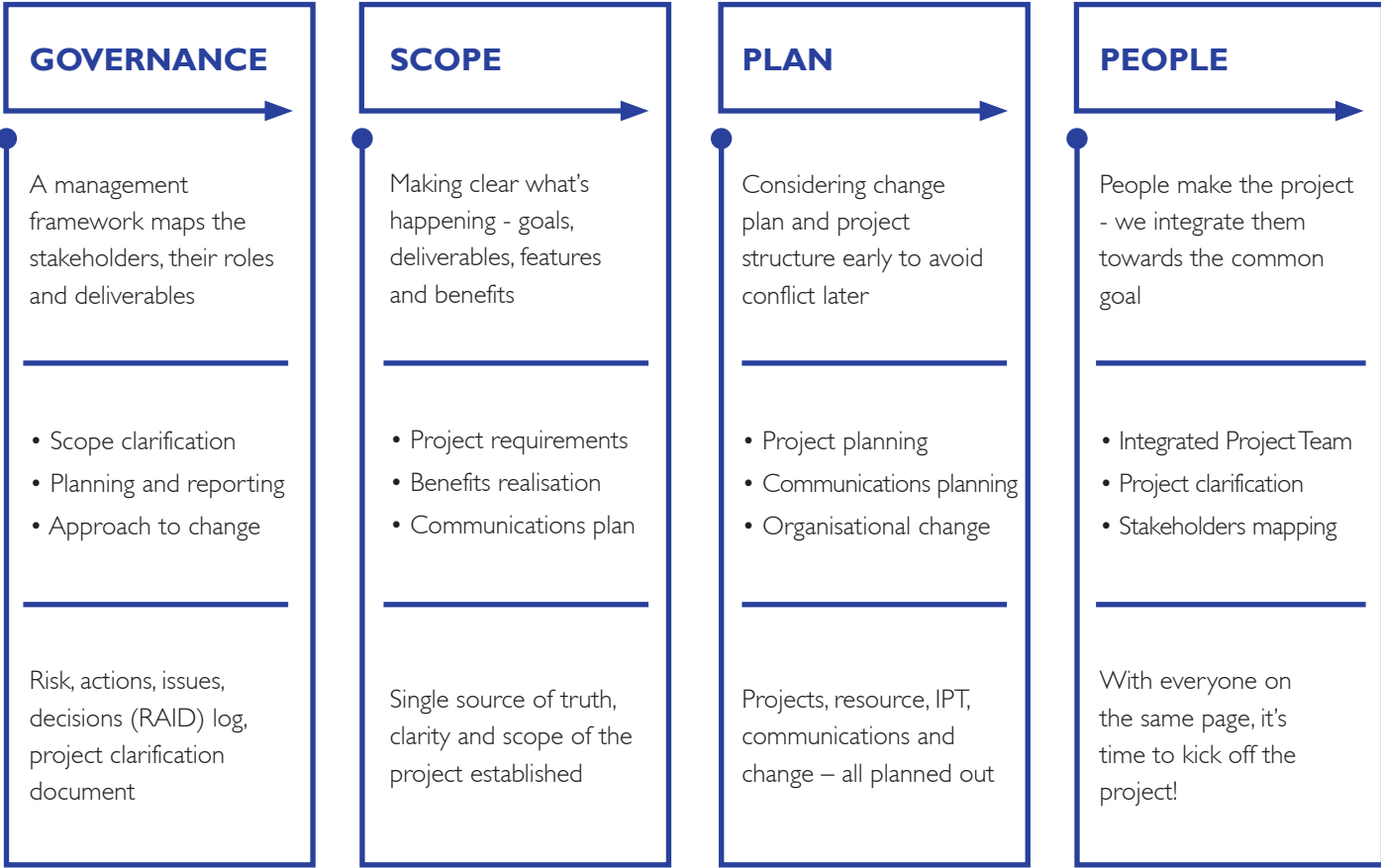- Prepare
- Transition
- Evolve

Mobilise

ASSEMBLY, TOGETHERNESS, ACTION

Mobilisation is the first phase of your project delivery and it sets the tone for what is to come. It is vital that all stakeholders are aware of what is required of them during the project, but also that they are aware of what they really want from it. The mobilisation phase gives us the opportunity to engage with everyone and for everyone to engage with the project. By establishing clarity from the outset, we can manage expectations and ensure that implementation is conducted inline with what you really need. Failure to get this phase right only leads to problems further down the process, with a lack of understanding amongst stakeholders usually leading to apathy and project stagnation.
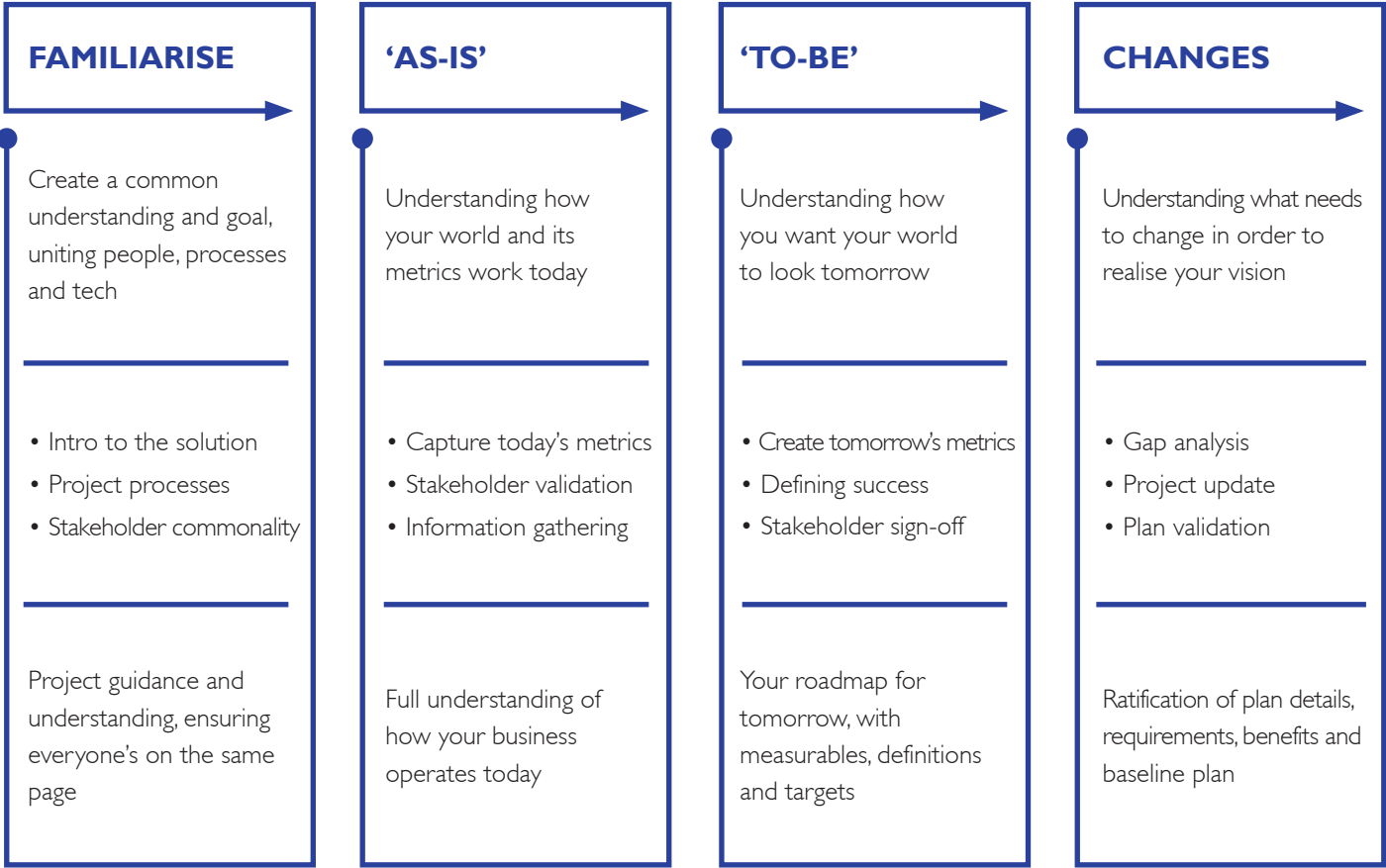
What are we trying to achieve? What are the must haves, could haves and won't haves? We implement your change plan alongside your project plan to engage your team(s) and ensure everyone is ready for the challenges — and changes — ahead.

GOVERNANCE

A management framework maps the stakeholders, their roles and deliverables

- Scope clarification
- Planning and reporting
- Approach to change

Risk, actions, issues, decisions (RAID) log, project clarification document

SCOPE

Making clear what's happening - goals, deliverables, features and benefits

- Project requirements
- Benefits realisation
- Communications plan

Single source of truth, clarity and scope of the project established

PLAN

Considering change plan and project structure early to avoid conflict later

- Project planning
- Communications planning
- Organisational change

Projects, resource, IPT, communications and change — all planned out

PEOPLE

People make the project - we integrate them towards the common goal

- Integrated Project Team
- Project clarification
- Stakeholders mapping

With everyone on the same page, it's time to kick off the project!
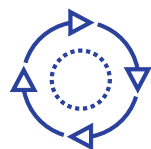

Discover

BUILDING INSIGHT AND KNOWLEDGE

The discovery phase is about creation, ratification and clarity. We need to create your benefits profile, ratify exactly what you need from the project and provide clarity on how your world operates now and how it will operate in the future. Keeping your end goal in sight at all times enables all stakeholders to keep on track.

This isn't just about the change in technology that you are going through but the change in the people and their processes along the way as well. If everyone can discover and understand the long-term benefits of the project, it makes a huge difference to their buy-in.

FAMILIARISE

Create a common understanding and goal, uniting people, processes and tech

- Intro to the solution
- Project processes
- Stakeholder commonality

Project guidance and understanding, ensuring everyone's on the same page

'AS-IS'

Understanding how your world and its metrics work today

- Capture today's metrics
- Stakeholder validation
- Information gathering

Full understanding of how your business operates today

'TO-BE'

Understanding how you want your world to look tomorrow

- Create tomorrow's metrics
- Defining success
- Stakeholder sign-off

Your roadmap for tomorrow, with measurables, definitions and targets

CHANGES

Understanding what needs to change in order to realise your vision

- Gap analysis
- Project update
- Plan validation

Ratification of plan details, requirements, benefits and baseline plan
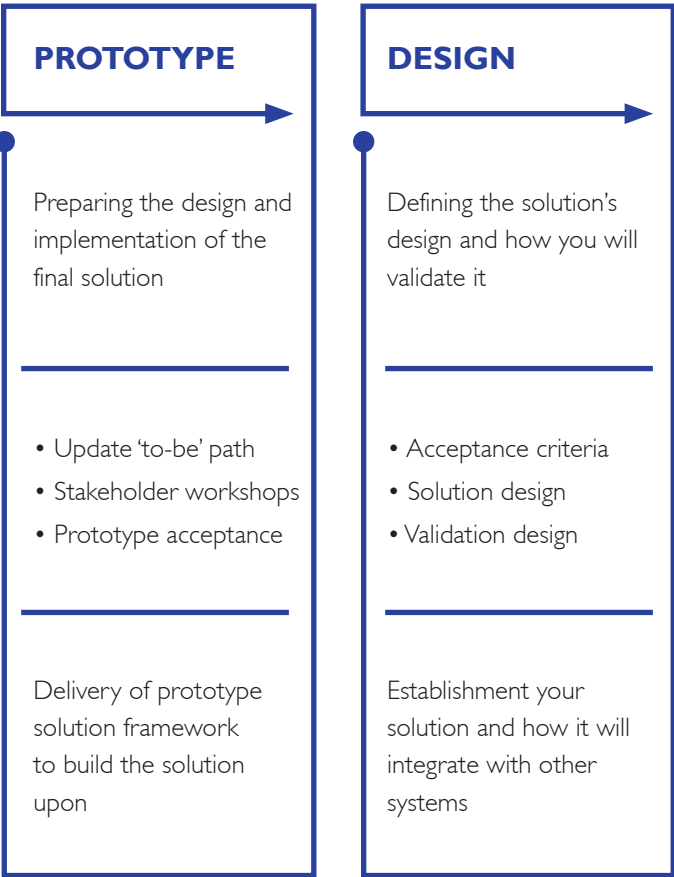
Elaborate

shape

DESIGN AND PRESENT THE SOLUTION

With the vision for the project, its goals and future metrics mapped out, it's time to elaborate on the project plan to provide a vision of the solution. This phase adapts the project from concept to reality, with mock-ups of what the project will look like and pinpointing where and when each stakeholder will be involved. It is important to have documentation which defines the design of the project, clearly outlining what's involved so that you can review it and sign it off.
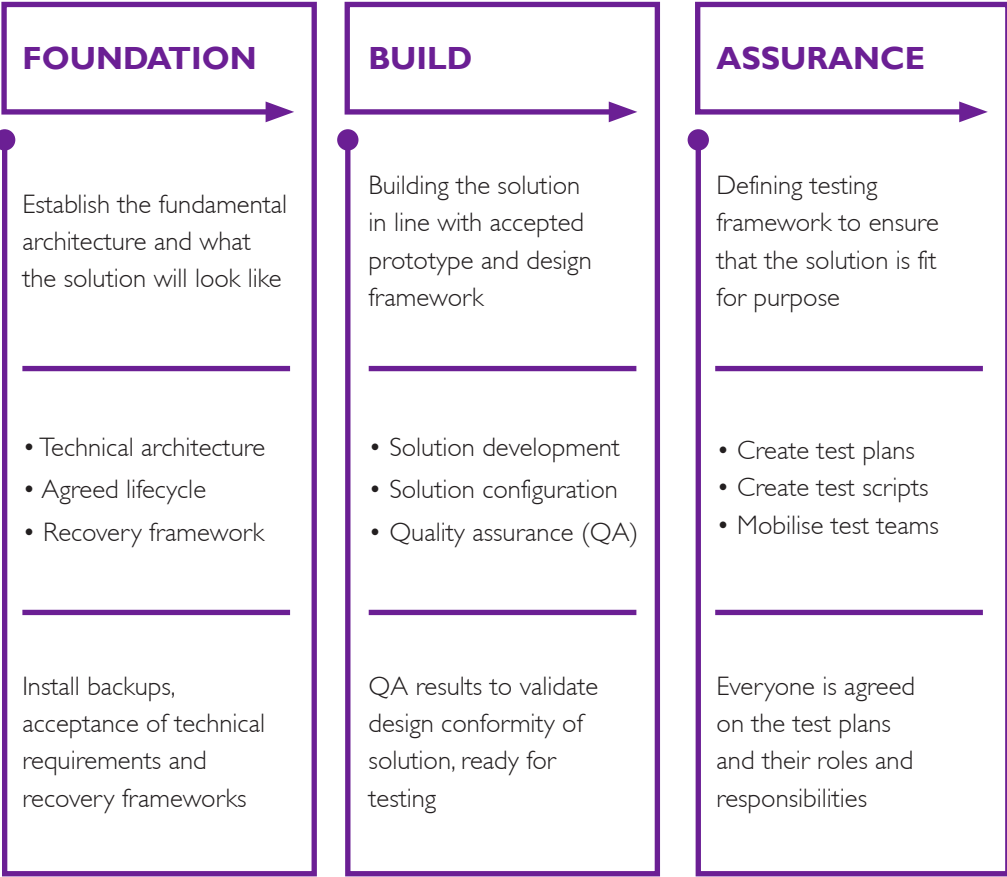
This phase also starts to look at how we can leverage data to improve outcomes via elements such as data migration, data cleansing, data maximisation and data analysis.

PROTOTYPE

Preparing the design and implementation of the final solution

- Update 'to-be' path
- Stakeholder workshops
- Prototype acceptance

Delivery of prototype solution framework to build the solution upon

DESIGN

Defining the solution's design and how you will validate it

- Acceptance criteria
- Solution design
- Validation design

Establishment your solution and how it will integrate with other systems

Develop

create

PROJECT MATURITY AND ADVANCEMENT

With the groundwork covered, a roadmap established and all stakeholders agreed and aware of what their roles and responsibilities are, it is time to start putting the project plan into action. Of course, the project is constantly evolving so there's time to monitor what's in place and what needs to be put in place for the project to be a success.

During the development phase, we will also consider disaster recovery options with you – what if the solution goes down at any point for any reason? What solutions and backups will need to be in place to mitigate this? What timeframes do you need to work within in order to recover to business as usual? This is where the shape and scope of the project really begin to take off.

FOUNDATION

Establish the fundamental architecture and what the solution will look like

- Technical architecture
- Agreed lifecycle
- Recovery framework

Install backups, acceptance of technical requirements and recovery frameworks

BUILD

Building the solution in line with accepted prototype and design framework

- Solution development
- Solution configuration
- Quality assurance (QA)

QA results to validate design conformity of solution, ready for testing

ASSURANCE

Defining testing framework to ensure that the solution is fit for purpose

- Create test plans
- Create test scripts
- Mobilise test teams

Everyone is agreed on the test plans and their roles and responsibilities
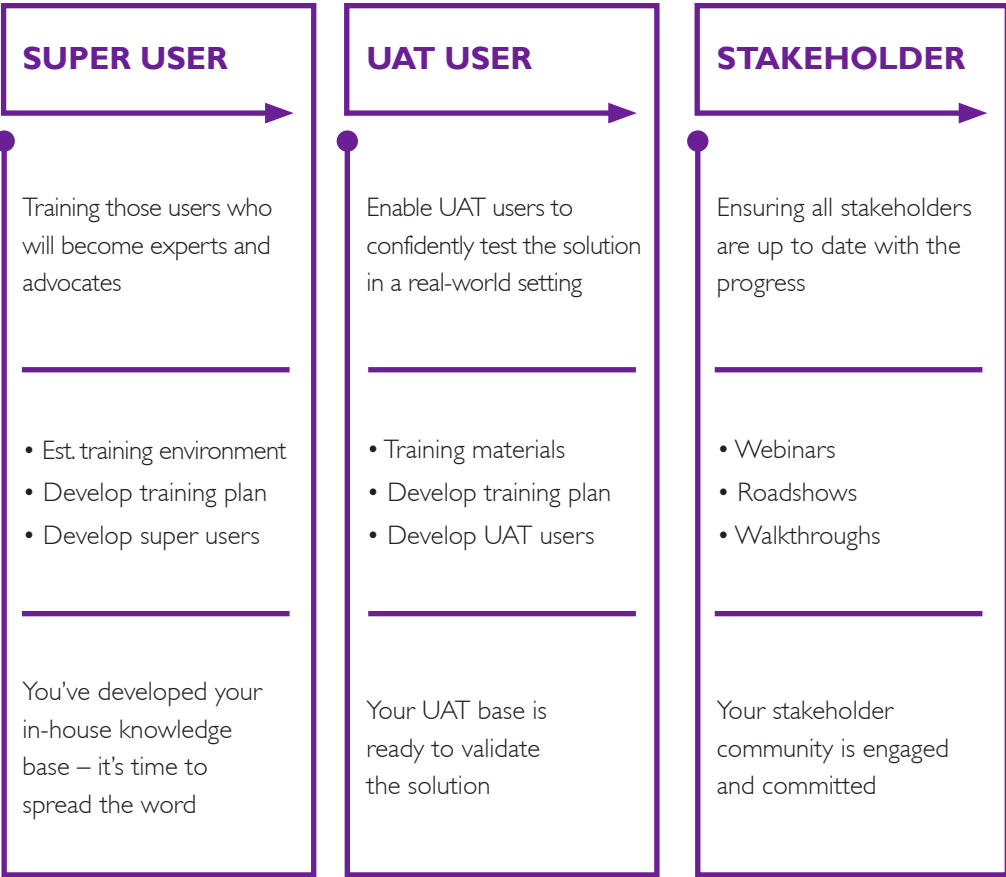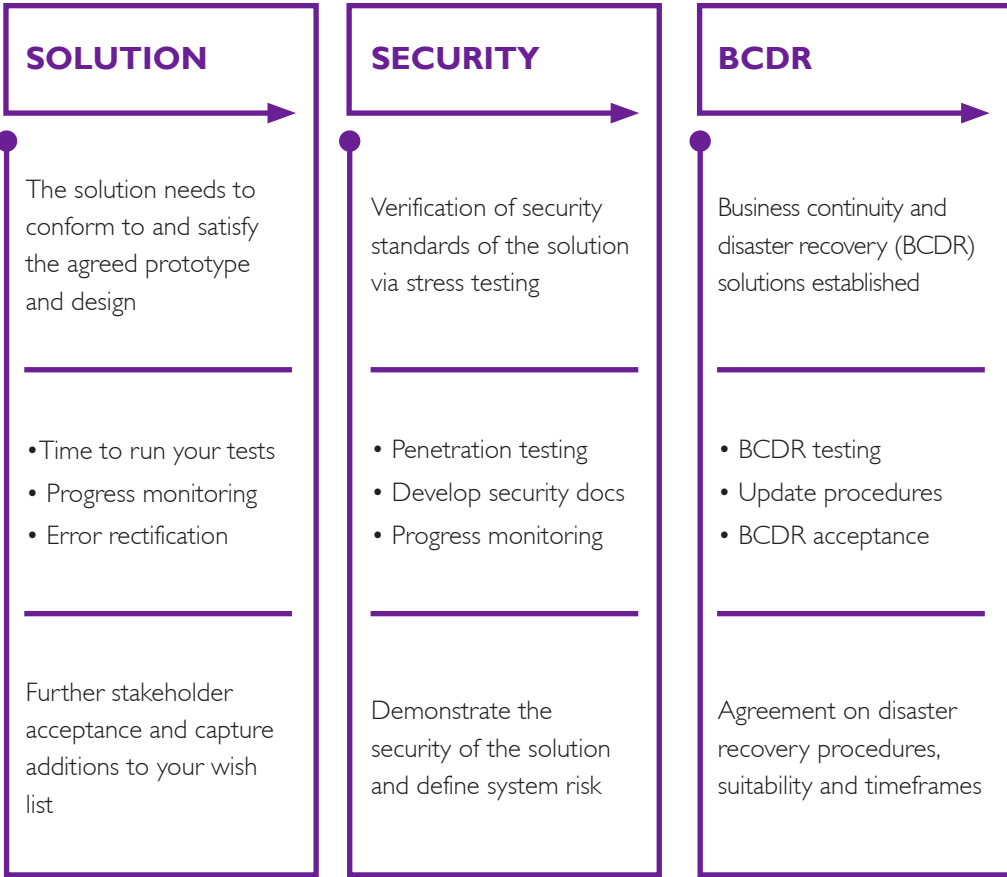
Learn

SKILLS, KNOWLEDGE AND KNOWHOW

It's time to get familiar with your new solution. By linking your learning to the project process, we can help to get your first tranche of users, or super users, up to speed.

This phase is about ensuring that the main stakeholders and future users are comfortable with the new solution and that they can input suggestions to the overall process. This process of user acceptance testing (UAT) is important in identifying issues and implementing improvements to the original plan, whilst ensuring that everyone is seeing the project vision come to life.

SUPER USER

Training those users who will become experts and advocates

• Est. training environment
• Develop training plan
• Develop super users

You've developed your in-house knowledge base – it's time to spread the word

UAT USER

Enable UAT users to confidently test the solution in a real-world setting

• Training materials
• Develop training plan
• Develop UAT users

Your UAT base is ready to validate the solution

STAKEHOLDER

Ensuring all stakeholders are up to date with the progress

• Webinars
• Roadshows
• Walkthroughs

Your stakeholder community is engaged and committed

Verify

A FIT FOR PURPOSE SOLUTION

This is to demonstrate the quality of the solution, to show that it is for fit for purpose in a real-world setting. Testing, testing, testing… if there's a time to find errors and discrepancies, it's better to find them now rather than once you have gone live. Does the solution conform to the design? Does it deliver the 'to-be' state? Engaging with all super user and UAT testers is very important at this stage to get feedback.

SOLUTION

The solution needs to conform to and satisfy the agreed prototype and design

• Time to run your tests
• Progress monitoring
• Error rectification

Further stakeholder acceptance and capture additions to your wish list

SECURITY

Verification of security standards of the solution via stress testing

• Penetration testing
• Develop security docs
• Progress monitoring

Demonstrate the security of the solution and define system risk

BCDR

Business continuity and disaster recovery (BCDR) solutions established

• BCDR testing
• Update procedures
• BCDR acceptance

Agreement on disaster recovery procedures, suitability and timeframes

READY TO GO LIVE

With the goal of a smooth go-live in mind, a clear communications plan around the implementation of the solution is vital. Failure to clearly communicate at this juncture can undermine the entire project. The solution has been built and it has been tested, so how do we now transition it to a go-live state?

Preparing for the Holy Grail moment of the project, where your business transitions from 'as is' to 'to be'. Proper preparation ensures a smooth and successful movement between the two states.
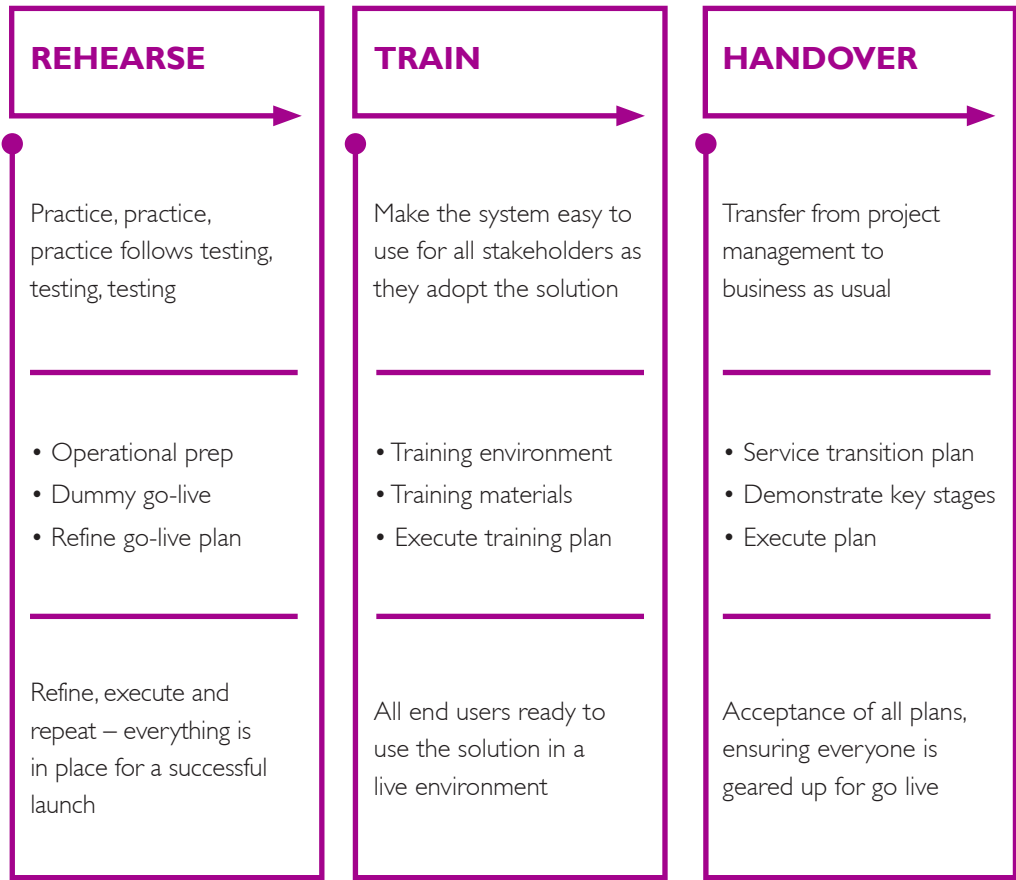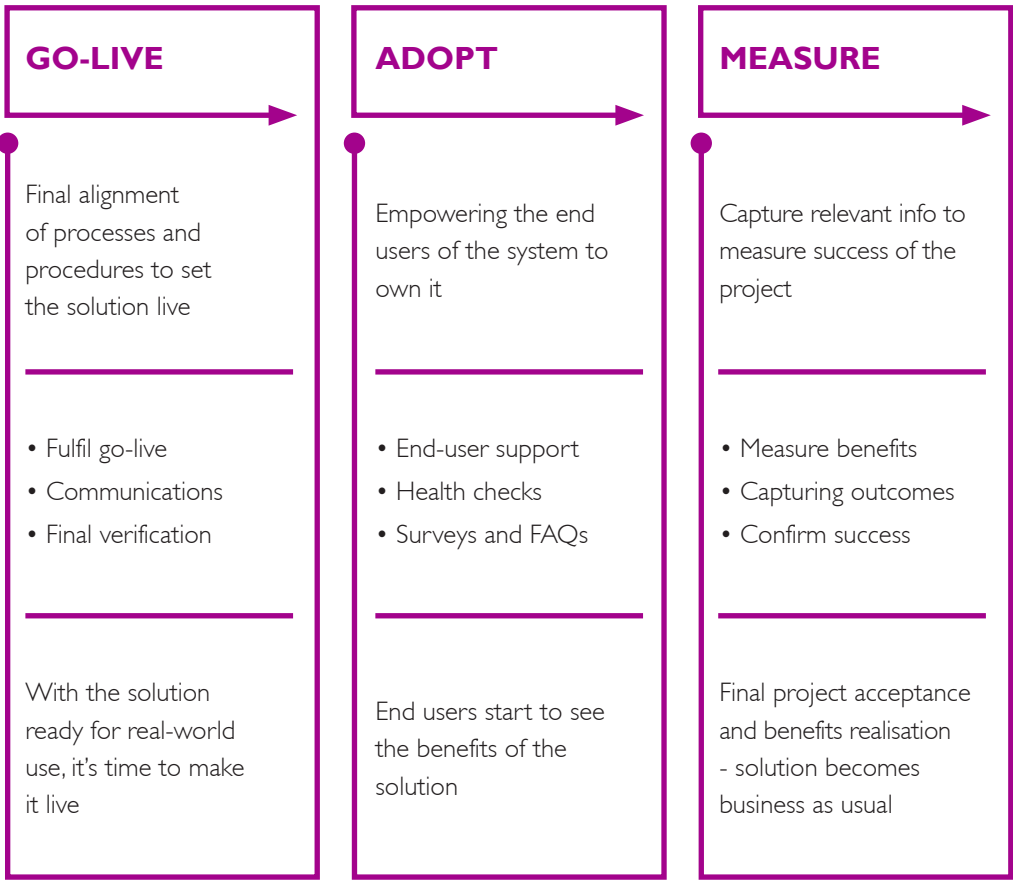
'AS IS' BECOMES 'TO BE'

This is the moment of reckoning where we start to see the benefits of the project and all the associated planning and implementation. It is vital to ensure that not only has everything been done, but that it has been effectively communicated to everyone. If there have been any gaps, this is where they'll begin to show.

At this juncture, we can measure the effectiveness of the solution against the original metrics – how does the project stack up against the vision for it? This is also an opportunity to start setting some of the efficiency goals for the project. When can you expect to see them realised? As we enter the 'to be' world, it is important to capture the outcomes.

REHEARSE

Practice, practice, practice follows testing, testing, testing

- Operational prep
- Dummy go-live
- Refine go-live plan

Refine, execute and repeat – everything is in place for a successful launch

TRAIN

Make the system easy to use for all stakeholders as they adopt the solution

- Training environment
- Training materials
- Execute training plan

All end users ready to use the solution in a live environment

HANDOVER

Transfer from project management to business as usual

- Service transition plan
- Demonstrate key stages
- Execute plan

Acceptance of all plans, ensuring everyone is geared up for go live

GO-LIVE

Final alignment of processes and procedures to set the solution live

- Fulfil go-live
- Communications
- Final verification

With the solution ready for real-world use, it's time to make it live

ADOPT

Empowering the end users of the system to own it

- End-user support
- Health checks
- Surveys and FAQs

End users start to see the benefits of the solution

MEASURE

Capture relevant info to measure success of the project

- Measure benefits
- Capturing outcomes
- Confirm success

Final project acceptance and benefits realisation - solution becomes business as usual
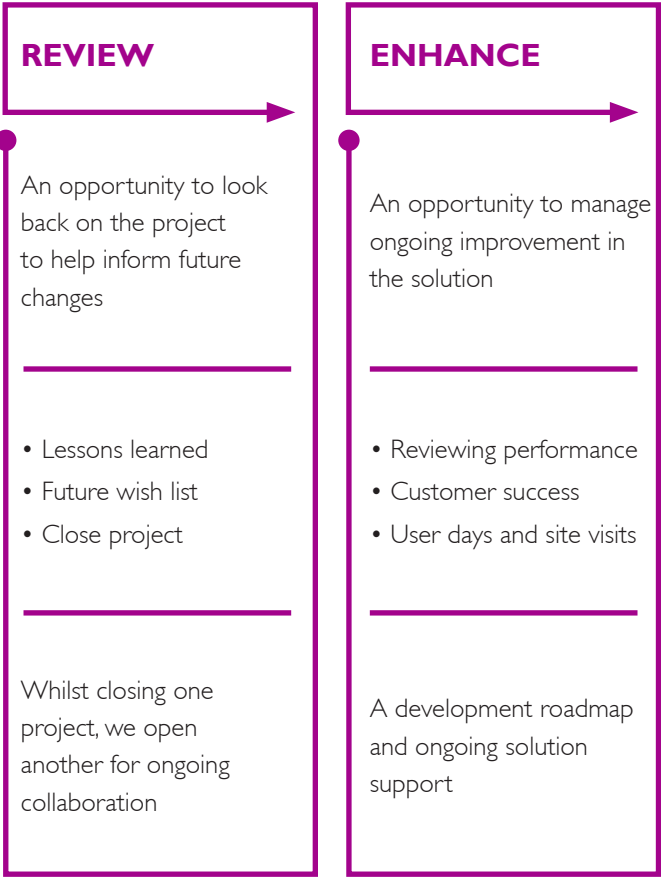
Evolve

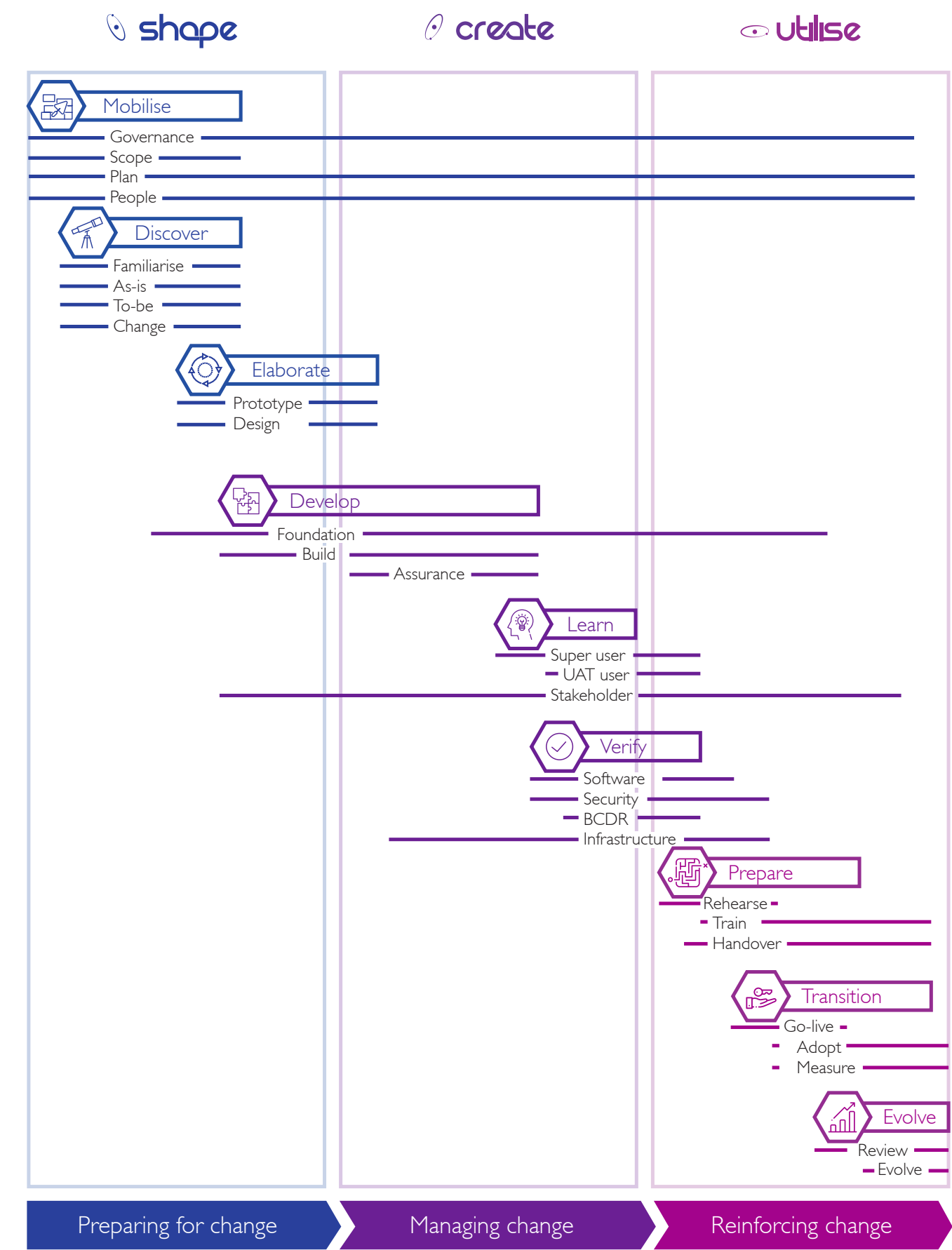## IMPROVE AND ADVANCE THE SOLUTION

Just because the project has come to fruition, it doesn't mean that it's over. This is just the beginning of what (we hope!) will be a long and successful partnership. The solution is fit for now, but things inevitably change going forward. How does the solution need to evolve and adapt to your changing needs?

At this juncture of the project, it's a great opportunity to draw up a wish list of activities going forward, to explore future functionality enhancements that could be made. Future changes can also call upon the experiences of this initial implementation, so it's important to take stock of how the project panned out – what worked well? What didn't? This will help to inform decision making regarding the future state of the system.

REVIEW

An opportunity to look back on the project to help inform future changes

- Lessons learned
- Future wish list
- Close project

Whilst closing one project, we open another for ongoing collaboration

ENHANCE

An opportunity to manage ongoing improvement in the solution

- Reviewing performance
- Customer success
- User days and site visits

A development roadmap and ongoing solution support

The FUSION Timeline

The diagram below shows how the FUSION approach is mapped out.

shape   create   utilise

Mobilise
- Governance
- Scope
- Plan
- People

Discover
- Familiarise
- As-is
- To-be
- Change

Elaborate
- Prototype
- Design

Develop
- Foundation
- Build
- Assurance

Learn
- Super user
- UAT user
- Stakeholder

Verify
- Software
- Security
- BCDR
- Infrastructure

Prepare
- Rehearse
- Train
- Handover

Transition
- Go-live
- Adopt
- Measure

Evolve
- Review
- Evolve

| Preparing for change | Managing change | Reinforcing change |

FUSION - Enabling change

This diagram takes us through the various stages of the project and the human emotions connected to these. It is important to make people feel comfortable with the solution as soon as possible to reduce the feelings of anxiety and resistance to change. FUSION has been built with this at its heart.
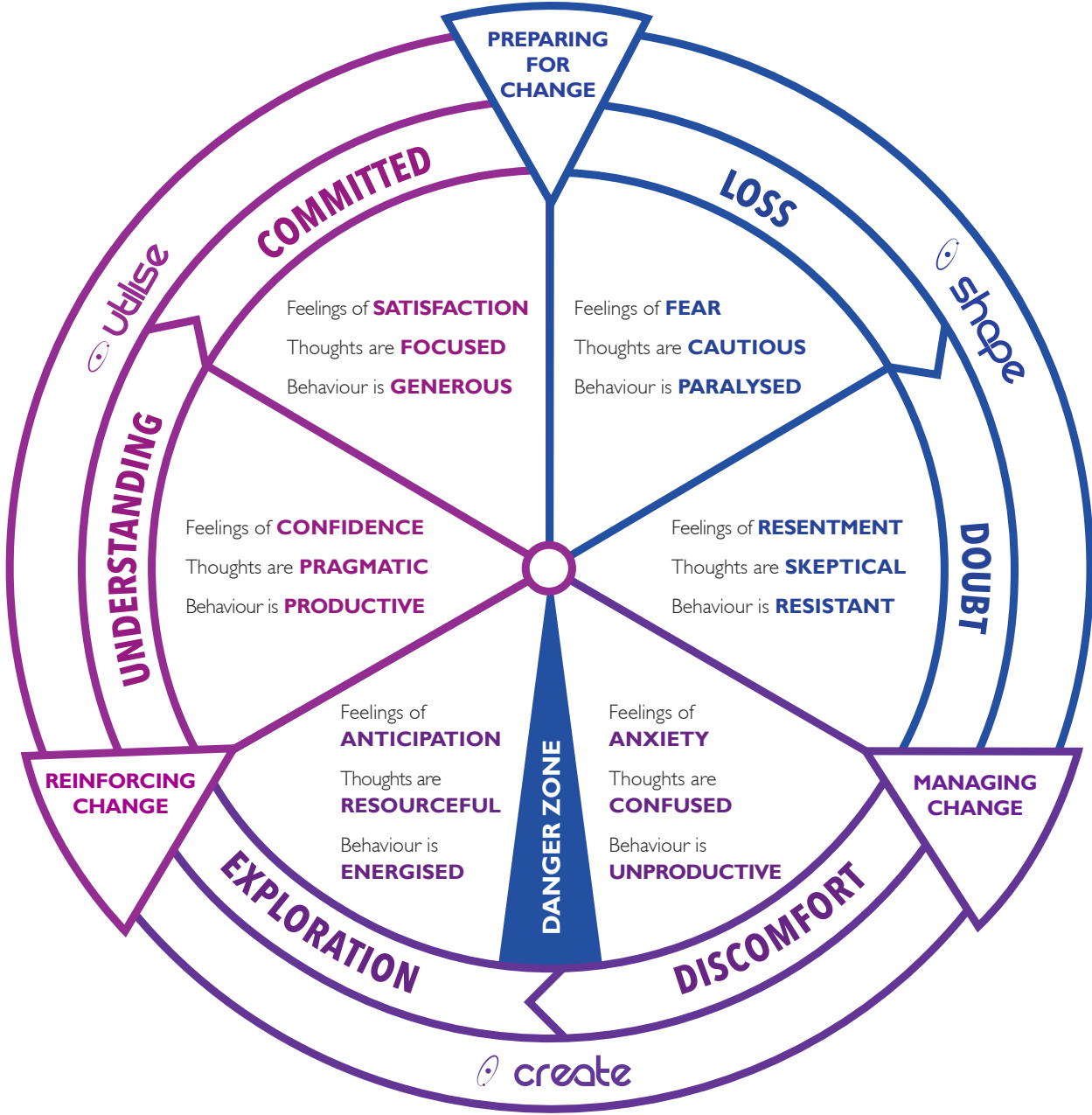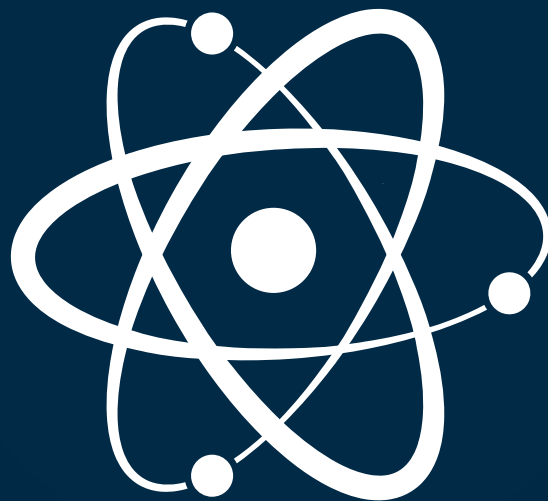

This document outlines CACI's FUSION project management structure. We understand that project delivery is not an overnight process and rarely conforms rigidly to the original plans or even outcomes. Flexibility is crucial to the entire process and we hope that this document outlines how we can collaborate with you through each phase to effectively manage the steps, changes and processes involved.

We believe in constant communication and will help you to do the same with your colleagues. Resistance to change is natural and something that occurs in every project. It's even considered a healthy step in the process, showing as it does that people are enthusiastic about, and confident in, their work and its processes. But saying that 'we've always done things this way' can hold companies back from realising greater efficiencies.

If you would like further information on FUSION and how CACI can help your firm, please contact us at info@caci.co.uk or call us on +44 (0)20 8783 2700

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