



# DISCON Specialists

EA Enabling Recipe

## Project Definition Workshop

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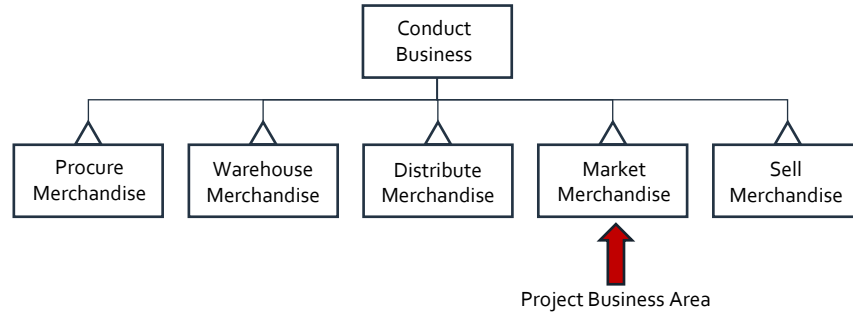
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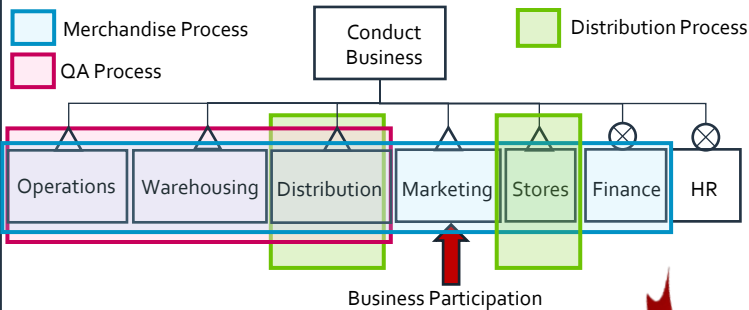
### 1.1) Business Function Structure Diagram

Processes use different business functions and a specific function can participate in many business processes. From a project planning point of view, it is important to determine all the functions that are involved in a particular business process for a specific project. To do this we use the Function Structure Diagram (FSD) of the Business to determine which functions are implicated in this project.



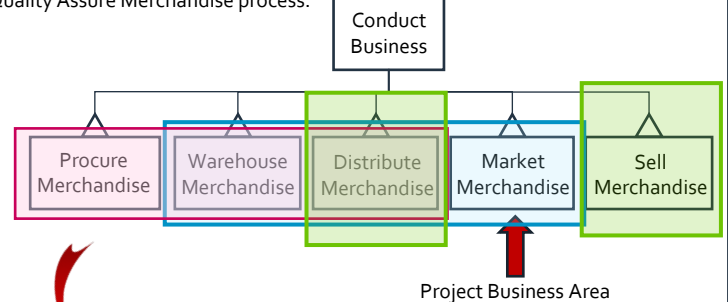
### 2.1) Determine Business Participation

Business participation in the project necessitates the use of the same method as above but with an organisational bias. The organisation structure is used to determine which organisational areas are responsible for various issues, within the scope of this project. An example of the above concept: The process "Acquiring Merchandise" in a retail business is targeted as the scope of a project, this implies participation of Finance as well as the Merchandise organisational areas.



### 2.2) Identify Related Business Areas

The next step is to determine which additional business processes are associated with these functions. Should the project require changes to functions, these changes will naturally have an effect on the other processes in their execution. An example of the above concept: The function "Unpack Merchandise" in a warehousing system refers to 2 processes. It is done in order to Store Merchandise for Distribution but also to Quality Assure Merchandise. Assume the project's focus is the process Store Merchandise, within Distribution. It is therefore necessary to understand the implication of changing the Unpack Merchandise function on the Quality Assure Merchandise process.



### 1.2) Project Function Structure Diagram

A top-level Goal Decomposition model needs to be developed in order to ensure all the core deliverables are mutually understood between the project team and the relevant business or area of business.

### 4.) Formulate Mandate

From a collection of all the above issues of project definition, one can formulate a mandate and a solid definition of the project. The project mandate must clearly spell out what business benefit should be achieved by the project. No project can be undertaken without a mandate. The mandate should be clear and to the point. This should spell out exactly what is included in and excluded from the project. The classical what, where, when and by whom should be used when determining the mandate.

### 3.) Identify Key Role Players

At this point it is possible to identify key role players, as we know which organisational units and additional business areas need to be involved in the project. All resources that should be used during the project are identified, listing their participation and specific area of responsibility/expertise.

### 1.3) Determine Time Influence

Determine the projects allocated time's implication. Projects can be influenced by many factors that will have some kind of implication on the duration of the project. These influences have to be considered carefully but at the same time it is also important not to stall the project indefinitely.

### 1.4) Validate Project Parameters

Most projects have predefined parameters or need to have certain parameters defined. The following can be used as a guideline in order to source initial project parameters:

- Time Available
- Skill Requirement
- Timing of Benefit
- Prominent Constraints
- Facilities

### 1.5) Classify Project Effort


- Willingness of the business to change
- Understanding of the approach
- Understanding of the current problem
- Correctness of the anticipated Solution

### 1.6) Identify Project Sponsor



### 5.) Determine Substance of Mandate

Any person cannot give the mandate. Only the project owner, with commitment from executive management should give the mandate for a project. In addition to this, the anticipated benefit of the project should be weighed against other initiatives in the business e.g. business buy-out, joint ventures etc. However, a master business plan done in the correct manner for the business, should already have addressed the mandate. Typically, organisations are not in possession of a master business plan. If the business had the required plans, these other initiatives would not have been an issue at all, and the issues covered in the project definition workshop would have been established by now.



### 6.) Commit & Communicate Mandate

Once the mandate has been given it has to be enforced. All key role players should be aware of the mandate and who gave it. With this goes the responsibility of maintaining buy-in at executive level and ensuring visible involvement.

All aspects discussed in the project definition workshop should be summarised and used to compile a document detailing the scope, content and context of the project. This document is then used to communicate the project to all key role players and stakeholders.