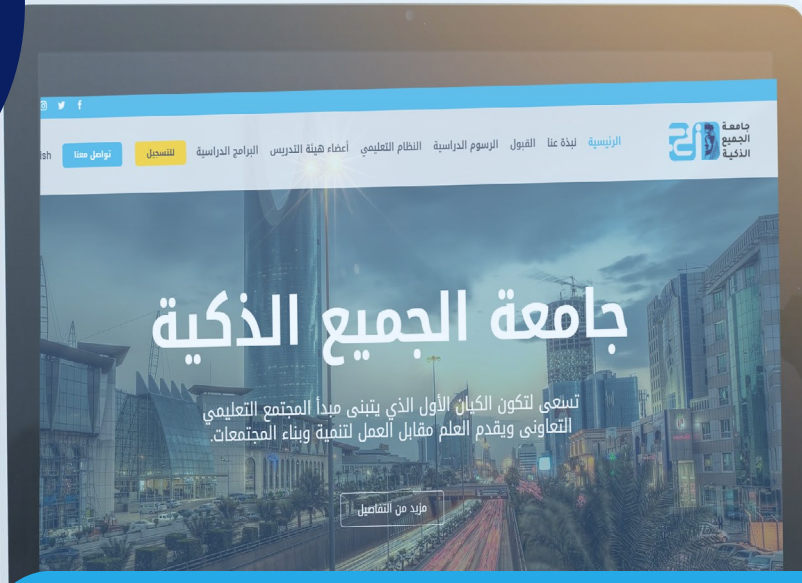


Pre-Initiating &
Initiating Phase

Project
Conception & Initiation



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY



In the previous lessons....

- Project planning is the process of **defining your objectives and scope, your goals and milestones (deliverables), and assigning tasks and budgetary resources for each step**. A good plan is easily shareable with everyone involved, and it's most useful when it's revisited regularly
- Project planning **provides structure and foresight for the execution stage, helping to eliminate wasteful activities and patterns**. This is why companies that stick to solid project management practices waste a lot less money than companies that don't

- Project documentation is **the process of recording the key project details and producing the documents that are required to implement it successfully**. Simply put, it's an umbrella term which includes all the documents created over the course of the project
- Project managers know the importance of having project documentation. Project documents must be accurate and constantly updated to keep current with the project. Creating and managing project documentation throughout the project life cycle is critical for project success

Chapter objectives

- Their importance in **the Conception and Initiating phase**
- The **Project Idea** and the **Needs Study**
- Discover **the Business Case** and **the Feasibility Study**
- The Project Proposal and its relation with **the Project Charter**



Part A: Conceptualizing and Initiating a Project

Part B: The First Documents

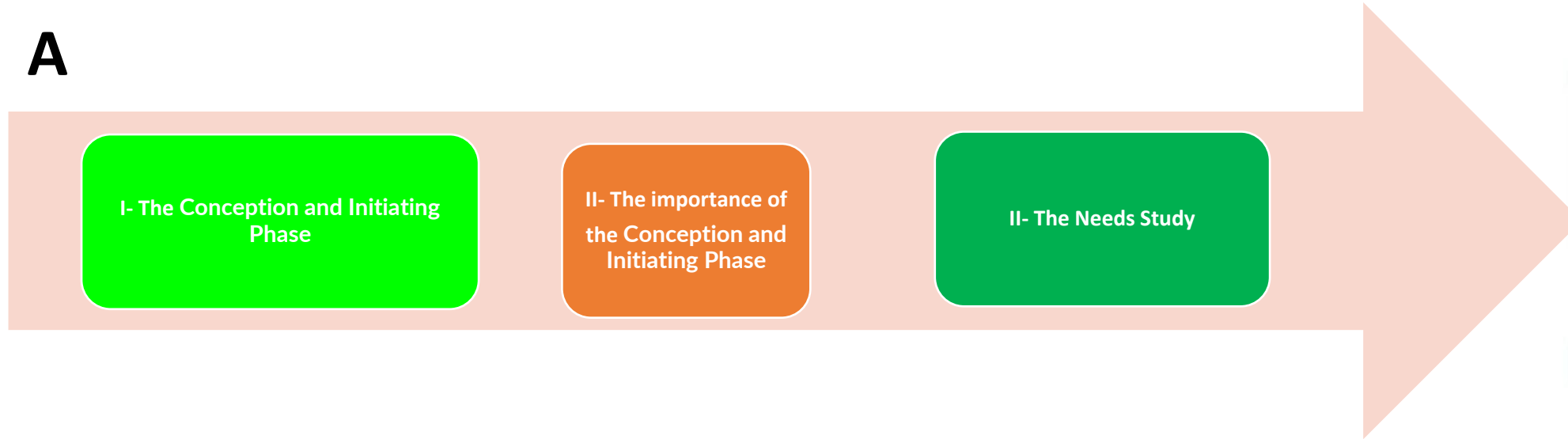


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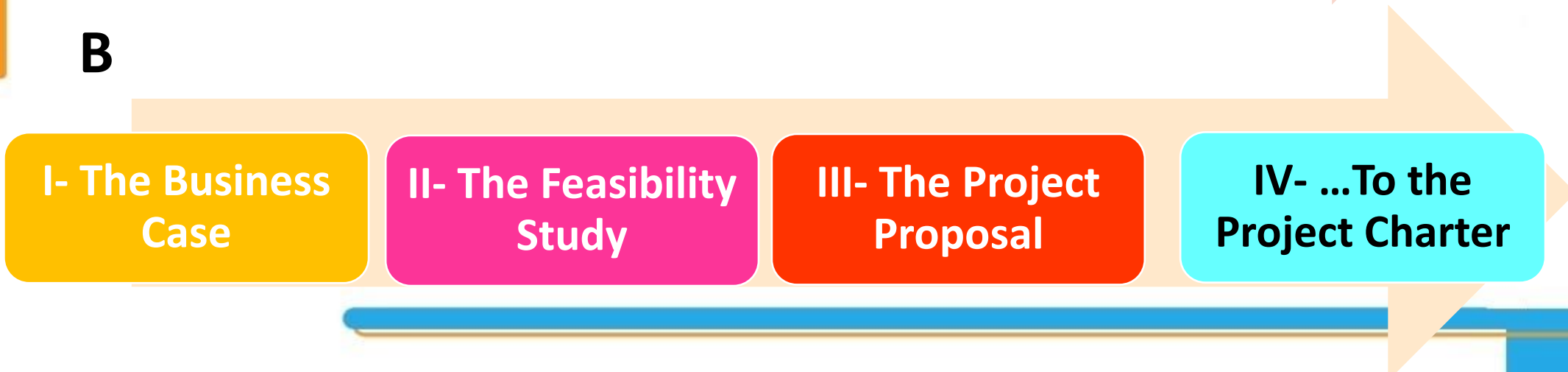
Project Conception & Initiation

Syllabus

A



B



PART A:

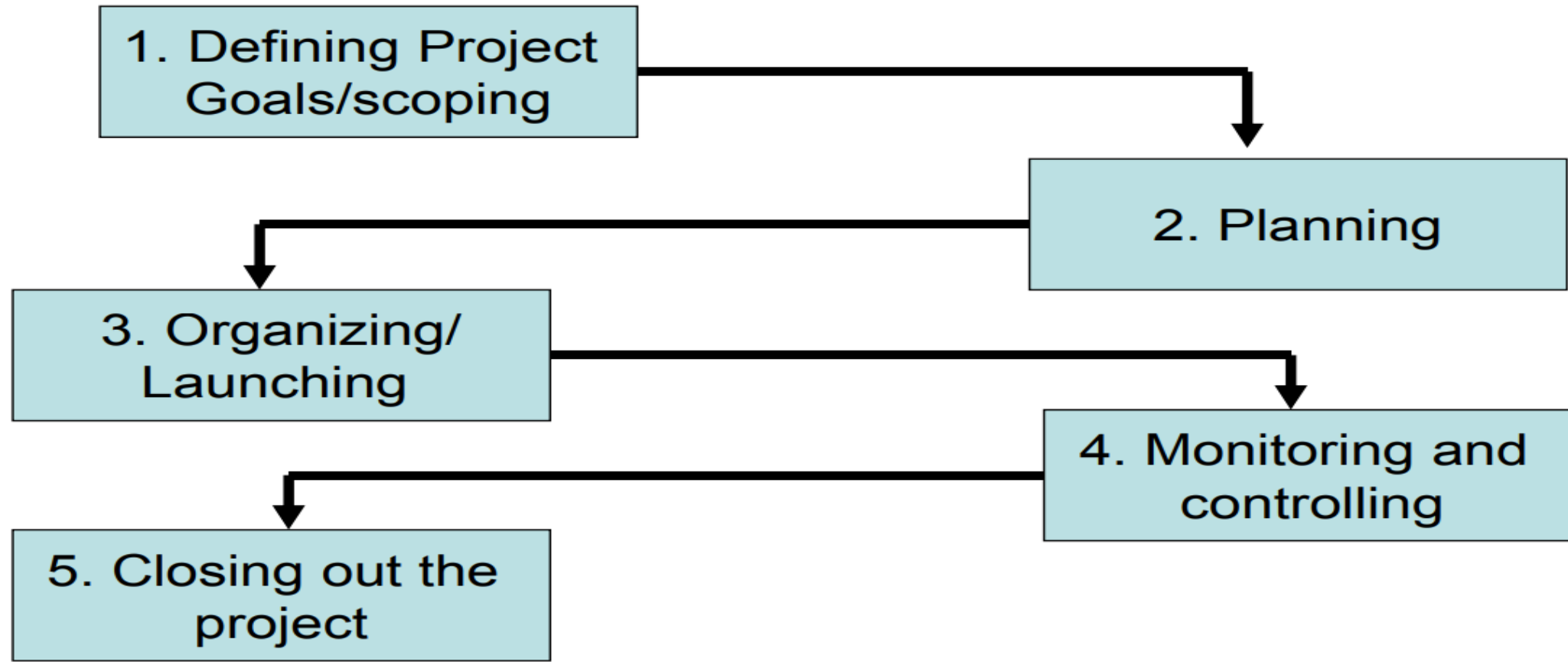
CONCEPTUALIZING AND INITIATING A PROJECT

A- I- The Conception and Initiating Phase

A-I-1- Project Conception and Initiation Phase

- **Project Conception and Initiation Phase** is the first phase of a **Project's Life Cycle**.
- This is when it's decided if the Project is necessary, and if so if it is feasible to execute it.
- It is at this point where the opportunity or reason for the project is identified and a Project is developed to take advantage of that opportunity.

A- I- The Conception and Initiating Phase



A- I- The Conception and Initiating Phase

- It is during this phase of the Project that a team is assembled, and a **Business Case**, **Feasibility Study** and **Project Proposal** are created to define the Project in detail.
- **The Concept Phase** of a Project is where your ideas are nurtured from first thought into a viable Project.
- The key with the Conception Stage is to examine the Project for both its feasibility and value to the organization; an easy Project will be useless if it does not benefit the company, and a useful Project will just waste Resources if you aren't certain that it's plausible in the first place.

A- I- The Conception and Initiating Phase

- **Project Initiation** is the first step in starting a new project. During the Project Initiation Phase, you establish why you're doing the project and what business value it will deliver—then use that information to secure buy-in from key stakeholders.
- The term “**Project Initiation**” comes from a five-phase model created by the **Project Management Institute (PMI)**.
- PMI outlines this model in their Guide to the Project Management Body of Knowledge, also known as the **PMBOK Guide**. The model divides a Project's Lifecycle into these five stages:

Project initiation

Broadly define your Project and secure buy-in.

Project Execution

Launch your Project using information from the first two steps.

Project Planning

Create detailed Goals and a Project Roadmap.

Project Monitoring and Controlling

Measure effectiveness using **Key Performance Indicators (KPIs)**

Project Closure

Debrief with Stakeholders.

A- I- The Conception and Initiating Phase

A-I-2- Is a Project an Idea?

- Essentially, **any Project begins with an Idea**. The Idea is often one about how to do something that seems to be needed.
- Transforming Ideas into Projects begins with recognizing the nature of this driving force: *Projects arise in order to meet human needs.*
- The first of our Project Management steps is to settle on the idea of a Project; to scratch out the concept and agree that it will be taken further than the drawing board. You'll have an Idea, do a little research to see how it would be completed, then pitch it to the relevant powers for examination and approval..

A- II- The importance of the Conception and Initiating Phase

- **The Initiation and Conception Phase** is the very starting point of the Project.
- An Idea for a Project will be thoroughly examined to determine whether or not it benefits the Organization. We explore and elaborate the idea to identify if the Project can realistically be completed and its goal achieved.
- The aim of this phase is to examine the Feasibility of the Project, and to make decisions regarding who is to accomplish the Project, which and how many partners will be needed to be involved and whether the Project has an acceptable base of support among all partners involved.

A- II- The importance of the Conception and Initiating Phase

- During the **Project Initiation Phase**, you define your Project at a high level in order to demonstrate its Business value.
- Once you secure buy-in from key Stakeholders and prove that your Project is feasible, you then move on to the **Project Planning Phase**.
- That's when you define your specific **Objectives, Deliverables** and **Project Roadmap** in more detail.
- Think of it this way—you want to provide enough information to secure approval during the initiation phase, then spend time ironing out **Project Planning** details after you get the green light.

A-III- The Project Needs Study

- Also called the **Needs Assessment** or the **Needs Study** , this step helps to highlight the **Objectives of the Project** as well as its genesis.
- **Determining Project Needs**, a process known as the **Project Needs Analysis** or **Needs Study**, is an essential part of the **Project Planning Process**.
- Needless to say, this step is particularly important, as it serves as the **foundation for a successful Project**.

A-III- The Project Needs Study

- A Project usually arises from a **Business Need** or goal aimed at solving a problem or exploring new ways to do Business.
- The best way to understand the **Challenges** and **Goals** is through a **Project Brief** that outlines the Purpose and Needs of the Project in conjunction with the Business Case.
- This kind of background is invaluable to a Team when **kicking off** a Project. It's also a great way to get all involved parties and Stakeholders aligned on what's to come.
- While you can proceed without every detail documented, it's a good idea to be in agreement on Goals and intended outcomes.

A-III- The Project Needs Study

A-III-1- Why you should determine the Needs of your Project

- Carefully **determining Project Requirements** can serve as a good early evaluation of:
 - The **Workload**,
 - The Human, **Material and Technical Resources** required to complete the project,
 - The **Time** needed to complete the project,
 - The **Budget** that should be allocated to the Project.

A-III- The Project Needs Study

- Writing comprehensive Requirements allows Project Managers and other Stakeholders to:
- Understand the **Goals and Objectives** of the Project from the beginning,
- Define the Scope of the Project by collecting and writing down **customer expectations** and the **needs of end-users** in an easy-to-read document that can be shared with all kinds of relevant Stakeholders.
- Set up a sound **Project Governance Structure**, after roles and responsibilities have been assigned.
- Study the **Feasibility of the Project** from a technical or financial perspective, in light of its Scope versus the Resources of the Project.

A-III- The Project Needs Study

A-III-2- Who expresses project needs

- The **Project Sponsor** is usually in charge of defining the requirements for the Project, but the Project Team or the Contractor may have to conduct the **Needs Analysis** themselves.
- This usually happens when the former lacks time, project management skills or technical expertise.
- To analyze needs, techniques such as **organizing a workshop**, an **interview** or sending a **questionnaire** can be used.

A-III- The Project Needs Study

A-III-3-Before you start: give context and a global vision

- Understanding who is at the root of the Project, what is their **Strategy**, **competitors** and how the project came to exist is a key step towards **Project success**. Therefore, expressing **Project Needs** should be a collaborative effort and a way for the client and the Project team to **bond over common Objectives**.
- Making sure everyone is on the same page ensures that operational teams will be able to **deliver on the expectations** set by the project sponsor and ensure the project will serve the **long-term Goals** of the client.

A-III- The Project Needs Study

A-III-4- How to write Project Needs

- Keep in mind that at this step, the Project is still at the early stages of its development.
- The key is to **be efficient** and **avoid misunderstanding**.
- The needs analysis should be simple, clear and to the point to **draw an outline of the Project** without getting lost in the details.

A-III- The Project Needs Study

- **Project Needs** should include:
 - * The **Goal**, the purpose of the project, meaning why it came to be,
 - * Its **Context** and **Environment**,
 - * Its **Objectives**, meaning what it wants to achieve from a Business standpoint,
 - * The **Project Scope** (what services will be affected, the key and support elements of the Project),

A-III- The Project Needs Study

- Who will be the **end-users** and their needs,
- A list of the stakeholders (use **Stakeholder Mapping** to help your analysis),
- A **SWOT analysis** to determine the opportunities and risks associated with the need,
- The expected **benefits**,
- **Key Performance Indicators (KPIs)**, metrics that will allow you to evaluate whether the objective was achieved,
- The **potential impacts** for the company.

PART B:

THE FIRST DOCUMENTS

B-I- The Business Case

B-I-1- Definition

- The **Business Case** is also called **the Opportunity Study**.
- A **Business Case** provides justification for undertaking a **Project**, **Program** or **Portfolio**.
- It evaluates the **Benefit**, **Cost** and **Risk** of alternative options and provides a rationale for the preferred solution.

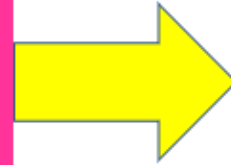
B-I- The Business Case

A Project

Temporary endeavor undertaken by a company or organization (such as the creation of a new product, service, or result).

A Program

Group of Projects that are similar or related to one another, and which are often managed and coordinated as a group instead of independently.



Projects fit within larger **Programs**, which themselves fit within **Portfolios**.

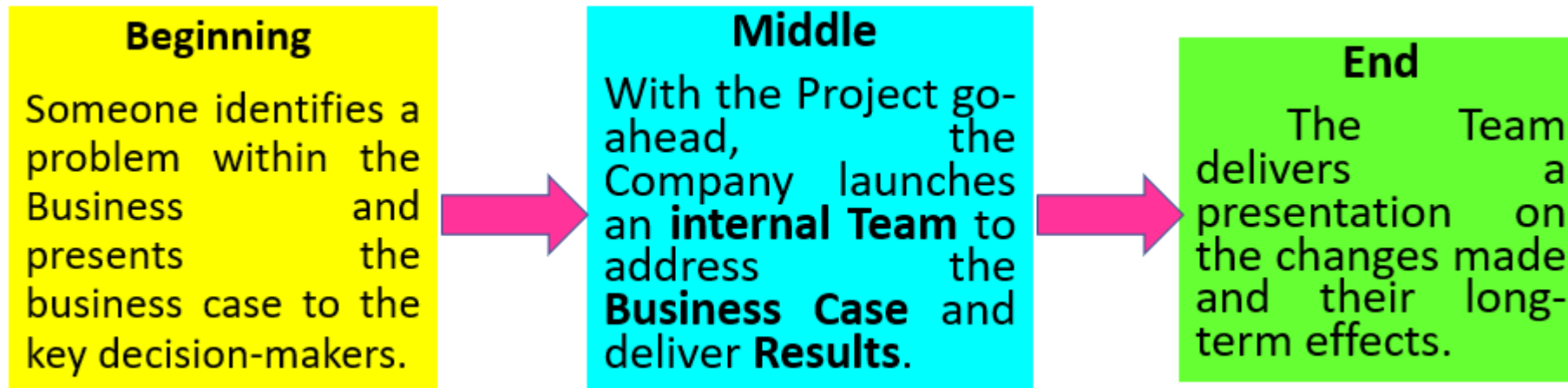
A Portfolio

Group of **different Programs** and/or **Projects** within the same Organization, which may be related or unrelated to one another.

Though related, tasks associated with **Project**, **Program**, and **Portfolio** Management are by nature very different.

B-I- The Business Case

- Every **Business Case** has the same basic ingredients.
- It has a beginning, a middle, and an end. It typically looks like this:



So, what's the simple answer to ***"What is a business case?"***?

➡ It's the story of a problem that needs solving.

B-I- The Business Case

- A **Business Case** is used to explain the reason for starting a Project.
- **The Business Case** shows how the use of **financial** and **other resources** are in support of a **Business Need**.
- **The Business Case** will be adaptable, fitting the size and risk of **the proposal**, but it will structurally be the same from Project to Project.

•

B-I- The Business Case

- **The Business Case** deals not in technical issues, but the **business concerns** of the Project, and it needs to be comprehensive.
- Ideally, **the Business Case** should be **easy to understand, clear, logical and relevant**.
- The key aspects need to be **tracked and measured** and justified.
- There also must be **accountability and commitment for the delivery and costs involved**.

B-I- The Business Case

B-I-2- Components

- For a complex Project with significant stakes, it may be wise to carry out the **Opportunity Study** to confirm its merits. It must includes:

- | | |
|--|--|
| <ul style="list-style-type: none">• The expression of needs• the analysis of the situation , in particular the strategy of the company, the key factors of success, the evaluation criteria,• the expected results , with SMART indicators (Specific, Measurable, Ambitious, Realistic, Time-bound), | <ul style="list-style-type: none">• the different possible options and scenarios,• the recommendation resulting from the study,• the evaluation criteria , etc |
|--|--|

B-I- The Business Case

- A Project typically starts with a **Business Case**, which explains the objectives, purpose, and **Deliverables (outputs)** of the Project.
- The document should clearly explain how the project aligns with the **Organization's Strategy** and what business value is expected from the **Deliverables**.
- When documenting **Project Deliverables**, it's vital to clarify what is required early on. Be sure to include details such as:

What is the expected Deliverable?

Is this Project dependent on other Projects and vice versa?

What is the Deadline?

What is the format of the Deliverable (product or service)?

Who will maintain the Deliverable once the Project is completed?

B-I- The Business Case

B-I-3- Importance

- A **Business Case** often provides **decision makers**, **Stakeholders** and **the public** with a management tool for evidence based and transparent decision making.
- It is a **framework** for **delivery** and **performance monitoring** of the subsequent **policy**, **strategy** or project to follow thereafter.
- The approved **Business Case** provides a record of the decisions made by **governance** about how to achieve the required return on investment from the Project.

B-I- The Business Case

B-I-4- The 5 views or “Cases”

The 5 views or “Cases” are:

- **The “strategic case”** : there is a compelling case for change that fits with the strategic objectives of the sponsoring organization.
- **The “economic case”** : the solution represents best value.
- **The “commercial case”** : the proposed solution is attractive to the market place, can be procured on appropriate terms so it is commercially viable.
- **The “financial case”** : the proposed financial investment is affordable.
- **The “management case”** : the input required from all parties involved in the project is achievable.

B-I- The Business Case

The elements that must exist in
a Business Case

Proposal

- Project details
- Strategic context
- Vision, goals, objectives
- Benefits

SWOT (Strengths, Weaknesses, Opportunities, Threats)

Competitive Analysis

- See if competitors are doing the same thing
- Look for gaps in their offerings, if applicable

Risk Analysis

- What risks are involved?
- Will these risks present opportunities?

Market Assessment

- Do your consumers want this?
- How will this help your stakeholders?

Budget

- Economic analysis
- ROI

Implementation/Project Plan

- Roles/Team
- Duties/Responsibilities
- Stakeholders
- Specs and Requirements
- Timeline

B-II- The Feasibility Study

B-II- 1- Definition

- Once the Business Case has been approved, the next step is taking a Feasibility Study, which documents potential solutions to **the opportunity or business problem** that the project is proposed to address.
- It directs you to the right way to approach the project.
- A **Feasibility Study** researches the opportunity and documents what is required to complete a successful project. It will also identify any other solutions, if available.

B-II- The Feasibility Study

- **Risks** and **Issues** are outlined at this time, as well as what the proposed solution to each will be if they occur.
- Finally, the **Feasibility Study** consolidates the **Opportunity Study (Business Case)**.
- Its purpose is to check the **balance** between the 3 important factors of any project, which are:
 - the **quality to be achieved**,
 - the **deadlines** to be met,
 - the **costs** to bear.

B-II- The Feasibility Study

B-II-2- Importance of the Feasibility Study

- It describes in detail the **resources and constraints** of the project :
 - * **techniques**
 - * **quality**
 - * **financial**
 - * **temporal**
-  all the stakeholders are aware **of the Objectives and challenges of the Project** before validating it and moving on **to the scoping phase** .

B-II- The Feasibility Study

FEASIBILITY STUDY

5 Types of Feasibility Studies

Legal Feasibility

Performed to understand if the proposed plan conforms to the legal and ethical requirements.

Economic Feasibility

Involves a cost benefits analysis to identify how well, or how poorly, a project will be concluded.

Technical Feasibility

Process of validating the technical resources and capabilities to convert the ideas into working systems.

Operational Feasibility

Performed to understand well a proposed system solves the problems.

Scheduling Feasibility

Measure of how reasonable the project duration is.

Feasibility Studies

The 5 types of

BENEFITS OF A FEASIBILITY STUDY

1

Point out the valid reasons to go ahead with the idea

2

Saves time money and resources.

3

Enhances the team's focus

4

Helps in identification of new oppurtunities

5

Helps to take an informed "go/no-go" decision

6

Narrow down the business alternatives

7

Enhances the probability of success in a short span of time

8

Helps to make clear future growth plans

9

Adds value to funding pitches

10

Helps make realistic assumptions

B-II- The Feasibility Study



- A **Feasibility Study** is conducted to determine whether or not a given project or system is economically viable.
- Before embarking on a project involving thousands of resources and costing millions of dollars, executives and the board of directors want to see a **Feasibility Study Report**.
- If a large error is made during the decision-making process, it may have an impact on the organization's future performance.
- As a result, preparing a **Feasibility Study** report is essential for determining the project's viability.

B-III- The Project Proposal

B-III-1- What is a Project Proposal?

- A **Project Proposal** is a document that describes a proposed Project and its **purpose**, **outcomes**, and the steps that will be taken to complete the project.
- A **Project Proposal** is a 2-5 page document that seeks to address key questions surrounding a major Project.
- A **Project Proposal** concisely describes what your project hopes to accomplish, why those objectives are important, and how you intend to achieve them.
- In more general terms, it makes a case for what you Plan to do.

B-III- The Project Proposal

- While the actual elements of a **Project Proposal** differ depending on the Project itself, there are several key elements of a **Project Proposal** , including:
- **Project Background:** What problems, challenges, or opportunities exist that create a need for this project?
- **Objectives:** What are the intended outcomes of this project?
- **Project Scope:** What are the steps or stages of the project? What elements are included in this project? How will the objectives be reached through this project?

B-III- The Project Proposal

Why is a Project Proposal Important?

1. Improved Vendor Comparison

One of the most important purposes of a project proposal is to allow decision-makers to more objectively compare vendors. With a project proposal, decision-makers can compare prices, processes, and projected outcomes.

2. Project Understanding

A Project Proposal outlines the **Purpose** and **Scope** of a Project. This is helpful before a Project takes place since it ensures both parties agree about what the project itself will include. This helps establish trust between the parties to facilitate a transactional agreement.

3. Establish Credibility

A Project Proposal should be seen as a sales tool that helps establish credibility. It should communicate to the **decision-maker** or **Stakeholder** that the service provider is capable of completing the project and fulfilling expectations.

4. Propose an Estimated Timeline & Budget

A Project Proposal also proposes a **Timeline** and **Budget** for the Project.

While this document is **not a formal contract**, it provides **Stakeholders** enough information about Budget, Timeline, and Outcomes to determine whether or not to move forward with a project and, if so, to make an informed contractor or vendor decision.

5. Set Expectations

In addition, a Project Proposal also sets expectations for the client relationship. While the Project Proposal is not a contractual agreement, it does set a preliminary agreement that the details in the project proposal will be put into the contract if the Project moves forward.

6. Inform Project Planning

Finally, a project proposal also helps to inform project planning. Once the project is approved, this document will be used to finalize timelines and budget for the contract as well as to complete resource scheduling.

B-III- The Project Proposal

B-III-2- Characteristics of the Project Proposal

Below are a few characteristics of the Project Proposal;

- A Project Proposal outlines the Project that needs to be accomplished.
- Explains why the Project should be carried out and what is the aim of the Project.
- Aims to persuade a sponsor and/or a group of stakeholders that the team and the Project Manager are capable of bringing a Project to a successful end.
- Explains the Management Plan
- Aims to persuade readers regarding the availability of Resources required to complete the Project on time and within Budget.

IV- ...To the Project Charter

- The **Business Case** is the document that gets created first. It makes assumptions on a Project in terms of its costs and expected revenue and based on that it determines if it makes sense financially.
- If it does, and if there are not better Projects at the moment, then the Project is pursued.
- A **Feasibility Study** is utilized to decide the practicality of a Project is legally and technically feasible as well as economically justifiable.
- It lets us know whether a Project is worth the investment—in some cases, a Project may not be possible.

IV- ...To the Project Charter

- A Project typically starts with a **Business Case**, which explains the objectives, purpose, and **Deliverables (outputs)** of the Project.
- The document should clearly explain how the project aligns with the **Organization's Strategy** and what business value is expected from the **Deliverables**.
- When documenting **Project Deliverables**, it's vital to clarify what is required early on. Be sure to include details such as:

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What is the Deadline?

What is the format of the Deliverable (product or service)?

Who will maintain the Deliverable once the Project is completed?

IV- ...To the Project Charter

- The document should also include potential risks and outline key resources needed to complete the project, including the team.
- Approval processes vary from organization to organization. Be sure to double-check what's needed with the project sponsor or the **Project Management Office (PMO)**.
- Once the Project is approved, the Business Case will inform the **Project Charter**. This critical document defines the scope of the project, key requirements, budget, stakeholders, and success factors.
- In some cases, the charter is used for project reporting.
- **The Charter** also acts as an input to Phase 2: Project Planning.

IV- ...To the Project Charter



A **Project Charter** outlines the purpose for the project and how it will be structured and executed. In it, the vision, objectives, scope and deliverables for the project are all detailed. Responsibilities for the project team and stakeholders are also described.

Initiating

- ✓ Business case approved
- ✓ Feasibility study approved
- ✓ Project Charter approved

Planning

IV- ...To the Project Charter

- A **Project Charter** is a relatively informal document to pitch your Project to Stakeholders.
- Think of the Charter like an elevator pitch of your **Project Objectives, Scope, and Responsibilities**.
- Typically, your **Project Sponsor** or **Executive Stakeholders** reviews the Charter before ratifying the Project.

IV- ...To the Project Charter

Project Initiation

Follow these six steps to start your project off right



1 Business Case

Explain why the project is necessary and how it will succeed

2 Feasibility Study

Research the reason for the project and determine if it will succeed

3 Project Charter

How will the project be structured and executed?

4 Team

Find the people with the right skills and experience to execute the project

5 Project Office

Where the project manager and support staff are located to assist with projects

6 Review

Review the initiation phase and keep reviewing progress throughout the project

A spiral-bound notebook with a light blue cover is centered on a yellow background. The word "SUMMARY" is written in bold, black, uppercase letters on the notebook's page, underlined. To the left of the notebook, several colorful markers are scattered: a dark green one, a light blue one, a pink one, a bright green one, and a dark blue one. Above the notebook, a row of five markers in blue, green, yellow, pink, and orange is visible. At the bottom, the tips of several pens in blue, green, yellow, pink, and black are shown.

SUMMARY

Initiation

1

- Define project goals
- Create a business case
- Complete the project charter
- Draw up the list of stakeholders

Phase 1: Project initiation

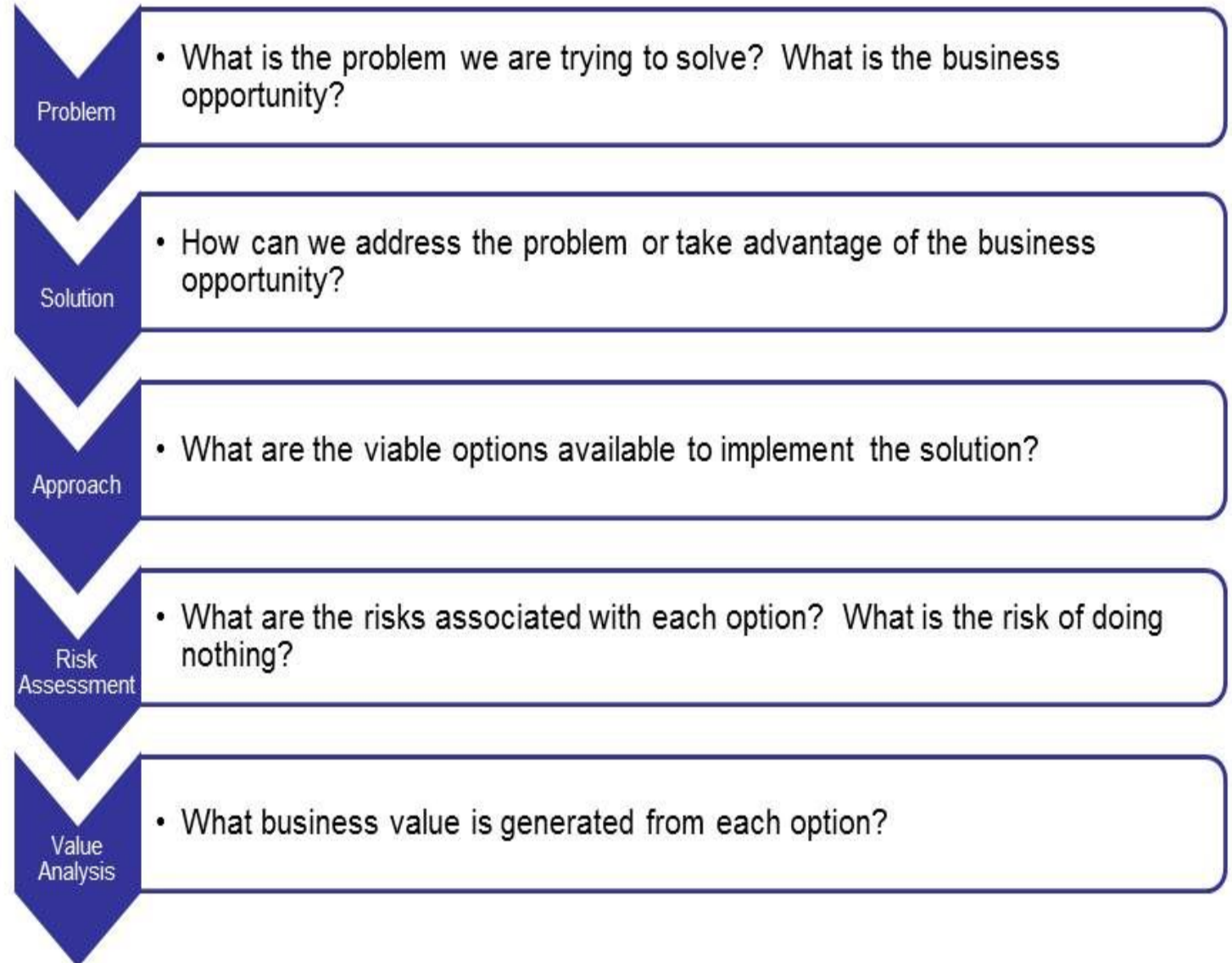
The project initiation phase is the first stage of turning an abstract idea into a meaningful goal. In this stage, you need to develop a business case and define the project on a broad level.

In order to do that, you have to determine the need for the project and create a project charter.

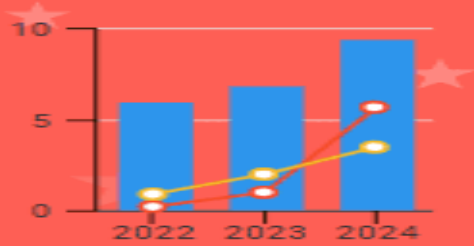
Business Case

- Reasons
- Options
- Benefits
- Costs
- Timescales
- Risks

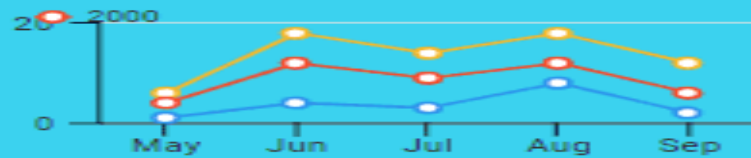
Business Case Format



5 Types of Feasibility Studies



1



1. Legal Feasibility

Performed to understand if the proposed plan conform the legal and ethical requirements.

3



3. Technical Feasibility

Process of validating the technical resources and capabilities to convert the ideas into working systems.

5



Scheduling Feasibility

Measure of how reasonable the project duration is.

2

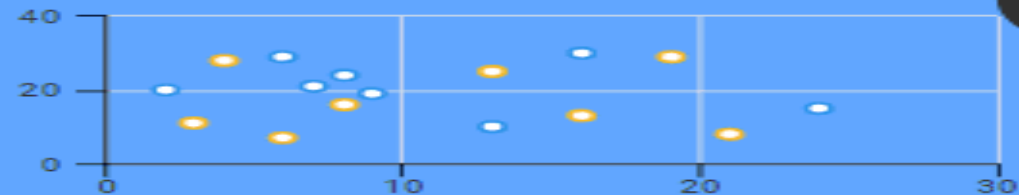


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2. Economic Feasibility

Involves a cost benefits analysis to identify how well, or how poorly, a project will be concluded.

4



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4. Operational Feasibility

Performed to understand well a proposed system solves the problems.

- Among the Objectives of this Initiating Phase is the **Study of the Feasibility and viability of the Project** before making the decision to start it or abandon it.
- The most profitable Project will be favored according to:
 - * the **expected profit**,
 - * the **Constraints** detected (economic and/or technical).

Initiation

Define project goals

Create a business case

Complete the project charter

Draw up the list of stakeholders

PROJECT INITIATION



**Thank
You!**