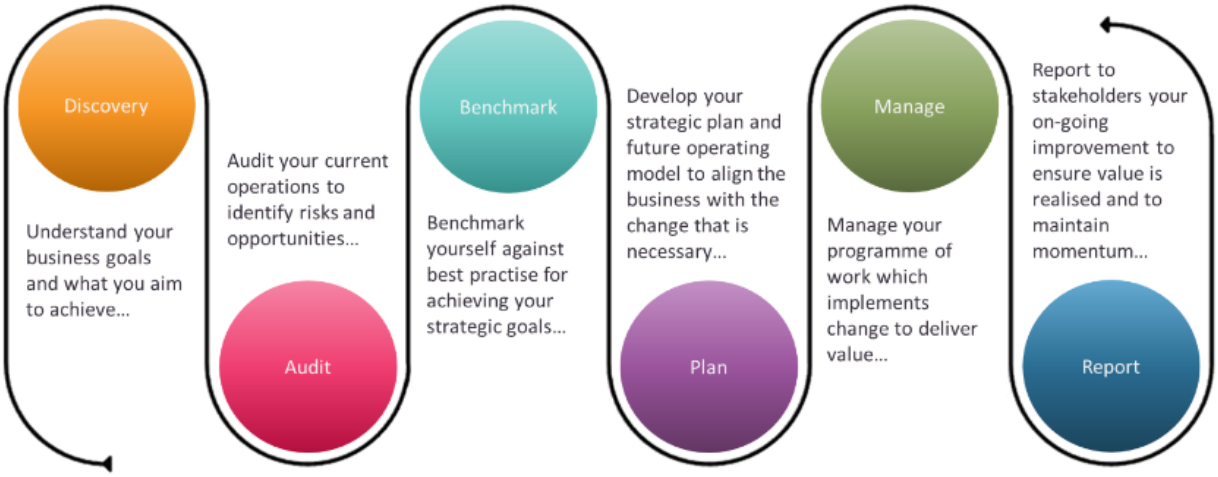
# What is Discovery for Digital Transformation?

When an organisation wants to make a change to systems and processes, it undertakes a discovery process to understand the current state, to match that against its goals and to identify the change required to achieve the business goals.

This work contributes to several of the well-established and best practice phases needed to implement a successful transformation;
1 - Discovery, 2 - Audit, 3 – Benchmark, 4 – Plan, 5 - Manage and 6 – Report.




## Why is it important?

Discovery is important because it allows your organisation to gain a detailed understanding of the scale of the change you want to make and to build a business case for investing in that change.

## What are the difficult elements of Digital Transformation that can be enhanced by a good discovery process?

Organisations don't always know where to start on the digital transformation journey. LINQ's discovery process delivers a clear audit of business benefits and a robust business case that allows executives to plan and manage the simplest or highest benefit from the ‘map of opportunity’. Once completed you can then pick the next highest value change to make against their audit. In this way, the organisation can ‘learn its way’ into digital transformation and will better discover opportunities as they go. Focus is also shifted from cost as a measure of prioritisation, to value of outcome as the measure

Business cases that use hard data to quantify costs and benefits are much more compelling than those that do not. Using LINQ, you can benchmark accurate and detailed costs for people, systems, and processes to use in reporting on the current and future state, informing the business case and decision makers.

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Most discovery processes are costly and time-consuming to do well. LINQ allows very rapid discovery and delivers insights and hard data that supports the business case. Using LINQ, organisations can afford to carry out comprehensive, yet rapid discovery as part of planning, because it is so efficient.

When discovery is not completed, the engagement levels of staff can be impacted, particularly where they believe their areas of responsibility are being represented by the discovery output. A complete discovery process using LINQ eases the fears of staff that their concerns or input have not been considered, reduces fear of change, and builds engagement with the transformation project.

Digital Transformation initiatives typically create change across functions within an organisation. If the discovery process does not capture end-to-end processes, unintended consequences far upstream or downstream can occur. This can undermine staff support for digital transformation and impact organisation value. Using LINQ an organisation can take a 'Systems Thinking' approach and model all the activities of a process so that all impacts of change are understood and included in the business case.

Incomplete discovery processes can lead to nasty surprises part way through an approved Digital Transformation where un-analysed activities come to light. This often leads to project scope creep, risking project budgets and delivery timeframes. It also impacts the risk appetite of organisations where they have failed projects, limiting innovation and value creation.

Digital Transformation can be a time-consuming process. Discovery using LINQ not only accelerates the process, the 'hard data' delivered makes reporting and selection of the highest value investments quick and easy. Likewise, business cases are quick to prepare with compelling data.

Organisations can experience significant vendor lock-in where the vendor that completes discovery develops significant IP about their client organisation, making it difficult to disengage if necessary. Using LINQ, organisations own their IP through detailed graphical representations of their business. This single source of truth and be leveraged with multiple vendors to achieve the desired results.

Once an organisation has carried out a discovery using LINQ that model is available for all future assessment of potential changes that can be made. LINQ models are persistent and with a little maintenance can be kept up to date.

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