



FIGURE 2-2 Different risks create different ICM processes.

In Example C, the stakeholders may have found during the valuation phase that their original assumptions were optimistic about the stakeholders having a clear, shared vision and compatible goals with respect to the proposed new system’s concept of operation and its operational roles and responsibilities. In such a case, it is better to go back and ensure stakeholder value proposition compatibility and feasibility before proceeding, as indicated by the arrow back into the valuation phase.

In Example D, it is discovered before entering the development phase that a superior product has already entered the marketplace, leaving the current product with a nonviable business case. Here, unless a viable business case can be made by adjusting the project’s scope, it is best to discontinue it. It is worth pointing out that it is not necessary to proceed to the next major milestone before terminating a clearly nonviable project, although stakeholder concurrence in termination is essential.