

Service Definition

Discovery Service

GDS Aligned

FUJITSU



G-Cloud 15

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Discovery Service Overview

Fujitsu has built the Discovery Service to fulfil client need for better understanding of their users and their systems. With the move towards net zero and UN Stainability Goals it is becoming increasingly important that every system maximises its usability and effectiveness.

Through researching, designing and building user centric applications Fujitsu can build it right first time, reducing costs, defects and user dissatisfaction. Combined with proven agile delivery techniques (DevSecOps) and Fujitsu's specialist Digital Accessibility and Experience (DAX) team, Fujitsu are able to provide a complete and expert service that fulfils client demands and GDS Assessment criteria.

Service Delivery Approach

Discovery Phase Overview

The capture and agreement of user requirements are key to the success of any service delivery. Business and User needs and wants become “blurred” where policy or strategy does not align to solving user problems. They are a key need to understand what the value is to the business for any investment of people, time, or money. It can be easy for individual business areas to take a siloed view on necessary changes and improvements, potentially to the detriment of the overall organisation. It is also essential to achieve senior stakeholder involvement, through the investment of time in order to realise the desired business outcomes.

Fujitsu have successfully delivered user needs analysis and service design for multiple customers across various industries. BCS & SAFe accredited Consultants aligned to DDAT roles lead key customer stakeholders through the requirements process, managing the analysis, documentation, and refinement of the Product Backlog. Fujitsu can provide industry and technical knowledge and expertise with the understanding of not only the latest digital technologies but also tried and tested consultative methodologies whether traditional or Agile.

Fujitsu’s unique and proven design thinking method Human Centric Experience Design (Fujitsu HXD™) used worldwide enables us to:

- Understand business challenges within the context of business strategy
- Look at the issues through different lenses, from various persona perspectives.
- Combine business and technology expertise to develop rapid outline concepts.
- Develop joint working plan for immediate experimentation.
- Establishing and growing a shared knowledge base with users, other framework suppliers, and partners, leading to clarity, speed to decision / action

The DDaC Discovery Service specifically aligns to the [GOV.UK Service Manual Discovery Phase](#)

Features

- Discovery phase cross functional teams with experience of multiple projects
- Driven by user-experience and solving the whole problem.
- Agile approach (User Stories, Backlog Prioritisation) focuses on value.
- GDS Discovery phase outcomes, scope and plan agreed upfront.
- GDS Discovery phase user research for deep understanding of needs through qualitative and quantitative methods
- Analysis of existing policies, systems, and processes
- Data analysis and benchmarking studies to support research.
- Accessibility and Assisted Digital investigation.
- Technical, operational, contractual risks/constraints analysis
- Definition of the GDS Discovery phase MVP

Key Benefits

- Discovery phase evidenced decision to stop or proceed to Alpha.
- Compliant with GOV.UK Service Manual Discovery Phase
- Clearly identified user needs, leading to improved service take-up
- Understanding of the broader problem space and context
- Coaching / knowledge skills transfer to civil servants and business leaders.

Client responsibilities

- Provide information on policy intent and business objectives.
- Supply necessary data and documentation to better understand the current situation.
- Ensure key stakeholders are available for interviews, workshops, and decision-making sessions.
- Actively engage in reviewing findings and adapting the project scope as needed.
- Collaborate in identifying potential risks and deciding upon mitigation strategies.

Delivery Approach

To maximise the likelihood of a successful delivery it is paramount to establish a solid foundation from the outset ensuring that Business outcomes align with end user needs. At the core of building successful partnerships with our customers is a shared commitment to delivering value in an empowered and innovative way.

The Discovery Phase is focused on learning and understanding the business context but with a critical focus on user needs, motivations and behaviour. A sound understanding of the current technical architecture is also required along with an appreciation of any specific technical needs, options or preferences.

It is the best opportunity for the project team to immerse themselves in the problem space, to clearly articulate the challenges to be addressed and the benefits from doing so. These will include non-technical as well as technical options and the ability to test for and measure success.

A typical Discovery Phase lasts between 8 to 12 weeks (with 1-week sprints) depending on its purpose. An example structure can be found below:

WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	WEEK 7	WEEK 8
Mobilise	Manage stakeholders, manage project and report status						
Articulate problem	Conduct user interviews / research						
		Benefits assessment					
			Create & refine backlog			MVP definition & release plan	
				Security assessment		Draft & socialise report + Build plan	

Articulate Problem – Define the Problem

All digital products & services should be designed as a solution that solves a user problem more quickly and efficiently than the incumbent (or no) solution. Discovery work is defining what success for a service looks like, and how you might measure service success.

Often a client may have already articulated a problem as part of the procurement process. In this case, it's still important to validate that this problem is the right problem to solve. This can be done with targeted client engagement to ensure alignment with user needs and business priorities.

The client should provide clear information on the policy / strategic intent, and while they may have ideas of how the problem can be solved, these are very likely based on unproven assumptions that need to be explored during discovery.

Problem articulation is codified via a Problem Statement, which can be refined via targeted user research and system analysis.

Focus Activities:

- Hold kick-off workshops & agree project success criteria – Setting the clear goal for Discovery
- Map affected stakeholders
- Clarify and agree problem statement(s)
- Service Hierarchy and Journey Mapping
- Iterate problem statement as needed throughout Discovery

User Research - Focus on Learning

User Research is the study of service users both internal and public; including those with accessibility support requirements and assisted digital users. The focus is on their needs and pain points, so that service design is rooted in user insight & responds to the problem. The user researcher understands and documents the user experience and insight. UR is an iterative process and can include repeating research against updates of personas and prototypes.

The key objectives are to:

- Understand who service users are & what they're trying to achieve via a (digital) solution.
- Uncover their existing experience of the service or proxy ('current state'), and what they need from a solution to achieve their goals.
- Establish an idea /foundation for an MVP that delivers desired user outcomes.

UR Method:

- Identify target groups for research & define recruitment criteria
- Identify appropriate research approach
- Create a research plan & materials, and carry out research
- Consolidate research outputs into current state analysis

Create and Refine Product Backlog

The product backlog is a list of what is needed to ensure the digital product or service delivers against user stories. Transforming the functional and non-functional requirements through story refinement into a prioritised backlog. Backlogs are created to capture all required features and functionalities, so that they can be ordered and prioritised ahead of the Build process.

At regular intervals during each sprint the team will prioritise the backlog further with the Product Owner/Manager, adding detail and estimates, to create an ordered list of features and functionalities to build.

Focus Activities:

- Add ideas to the backlog during user research
- Apply research insight to generate backlog parameters
- Assess technical feasibility
- Create foundational draft user stories
- Iterate user stories as a team
- Repeat & establish prioritisation criteria

The benefit of Agile is that the team can regularly re-prioritise (sprint by sprint) to respond to changing business and user needs. They are not taking user stories off the backlog, rather continuously maximising the value that the team deliver. Prioritisation is on a matrix of business needs vs. user needs. Good alignment between the two means a high priority user story.

Benefits Assessment & Roadmap Articulation

Understanding the vision, objectives and related benefits of the product is a crucial step in ensuring that we can continuously assess whether what is being built is fit for purpose and moving us closer to the intended outcome; are we realising the benefits that were promised to both users and stakeholders? Data is key to making this assessment; understanding both progress to plan and measure the performance of the product provides concrete evidence against which we can anchor further decisions around refinement of the backlog and prioritisation of features vs. enhancements.

Preparing for Alpha - Sharing what you learn and Assessment Readiness

From the Discovery findings we prepare to transition to Alpha, recognising service needs, estimating Alpha delivery structure, Sprints, development teams and future costings. Our agile approach enables Fujitsu to extend Discovery if needed.

Service Deliverables

The service deliverables are listed below for the Discovery Phase:

- Problem Statement
- User Research Plan
- User Story Backlog
- Current service journey map
- Stakeholder map
- Current architecture
- MVP Plan
- Benefits Roadmap
- Discovery Outcomes Report
- Plan for Alpha Phase

Commercial

This service is priced as per the SFIA rate card for this service.

Other pricing models can be agreed to support the project requirements.

The table below illustrates a sample composition for a typical engagement for the purpose of illustrating charges against each phase where requirements are initiated, refined, and further developed in accordance with government best practice and standards such as The Digital, Data and Technology Playbook, Service Manual and Technology Code of Practice.

Typically, a team will be 7 (+/- 2) people for 8 weeks.

Role	Required
Service Owner	Client
Product Manager	Client
Delivery Manager	Yes
User Researcher	Yes
Content Designer	Optional
(Service) Designer	Optional
Developer	No
Technical Lead	Optional
Assisted Digital Lead	Optional
Accessibility Lead	Optional
Data Analyst	Optional
Technical Architect	Optional
Web Operations Engineer	Optional
QA and Testing	No
Business Analyst	Optional

About Fujitsu

As one of the world's leading IT companies, Fujitsu is at the forefront of pioneering technology in the UK since we made our initial investment over 40 years ago. As a key strategic partner we deliver essential services, from our secure hybrid IT which underpins critical national infrastructure to our investment in emerging technologies to boost national capability. Drawing on our Japanese technology expertise we provide bespoke digital transformation solutions. This unrivalled expertise has allowed us to specialise in emerging focus areas; Hybrid IT, AI & RPA, Data analytics, Agile application development/transformation and Security. Together, we offer a full package of solutions to support the UK as a long-term industry supplier.

We believe in realising the significant alignment between the UK and Japan in emerging technologies and in creating a UK-Japan 'Innovation Bridge' to support the UK's science and technology superpower objectives. We are committed to investment in UK skills and research and development, driving customer outcomes and promoting social value. We employ 124,000 people around the globe, including around 8,000 people across the UK, promoting diversity and inclusion as a DWP Disability Confident Leader. We are recognised as a Times Top 50 employer for Women since 2017, a Stonewall Top 100 Employer for 2023 and were awarded an EcoVadis Silver Rating, the world's largest provider for sustainability ratings.

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