



Pilots to Production: Integrated Findings and Case Studies **WHITE PAPER PRESENTATION**

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Acknowledgements



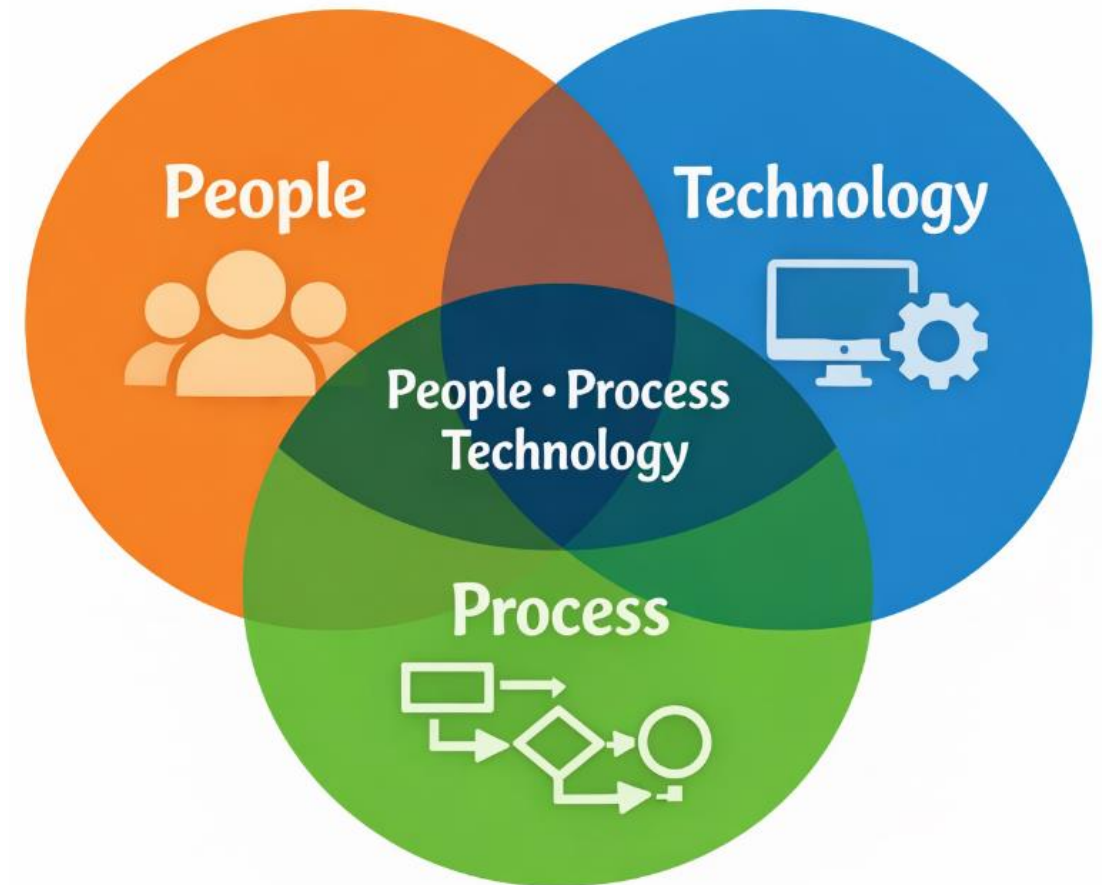
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- **Kaleen Cameron**, Senior Manager at Acuity, Inc.
- **Anh Campbell**, Project Manager at the Federal Communications Commission

Introduction

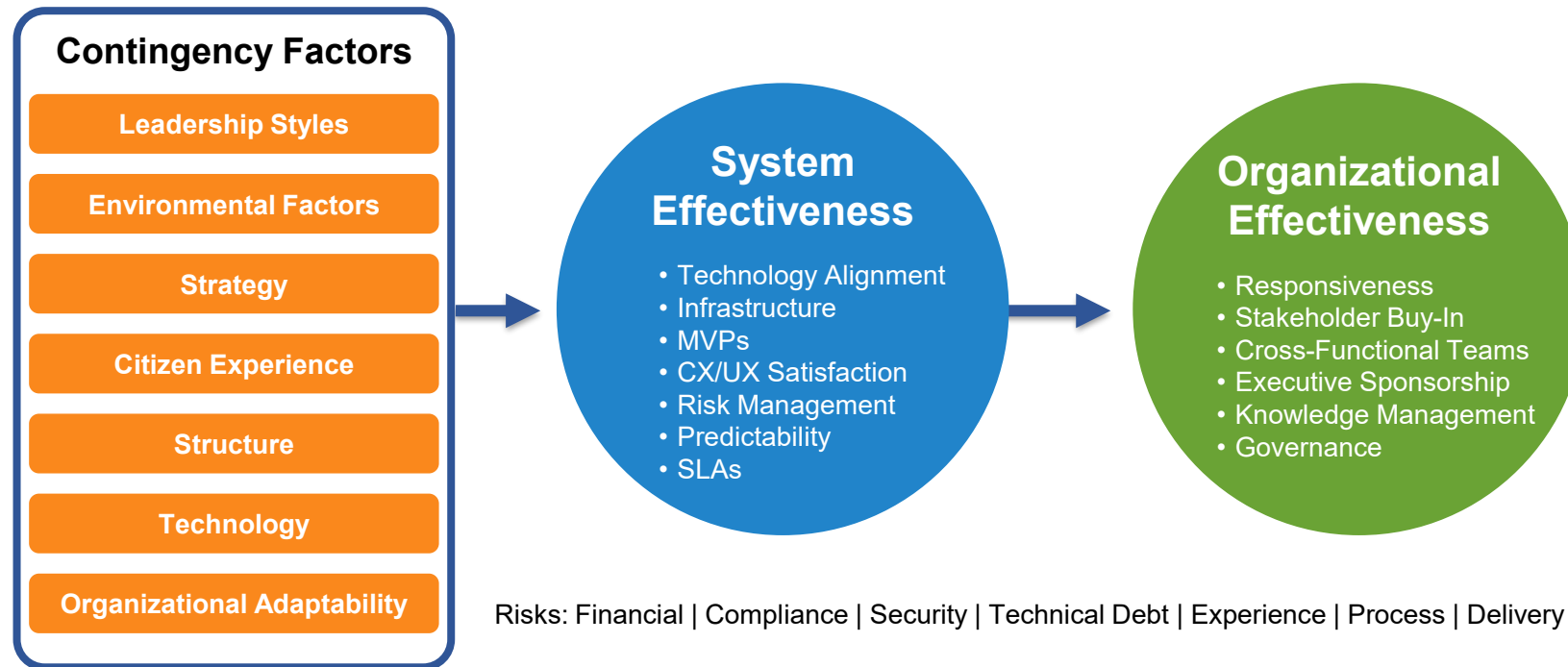
Key factors in transitioning technology pilot projects to full scale production with government agencies.

Successful scaling requires synchronizing people, processes, and technology. Most pilots fail due to non-technical issues including:

- ✓ Governance
- ✓ Security Alignment
- ✓ Procurement
- ✓ Workforce Readiness
- ✓ Change Management



Contingency Theoretical Framework



Common Challenges

Transitions present complex challenges that can impede or derail deployments and adoption.



Success Factors

Transitioning from pilot to full-scale production requires a deliberate blend of strategic vision, technical readiness, and operational discipline.



Case Studies



US DOS Online Passport Renewal Pilot



CHALLENGES

- Complex scope overwhelmed back-end processes
- Unclear MVP definition
- Insufficient cross-functional team ownership



SUCCESSSES

- Rebooted project with narrow scope
- Strong MVP to anchor project
- Business-led cross-functional product team



LESSONS LEARNED

- Ensure everyone is onboard with goals
- Overly ambitious pilot goals lead to failure
- Strong MVPs need clear boundaries
- Cross-functional ownership



US BEA Authentication Pilot & POC



CHALLENGES

- Ensuring user adoption
- Integrating new authentication methods into existing workflows



SUCCESSSES

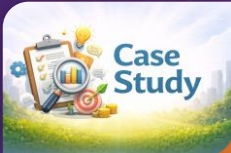
- Simple, intuitive and aligned solution
- Organizational Change Management continuously integrated as a deliverable



LESSONS LEARNED

- Simplicity & alignment with existing behaviors drives adoption
- OCM must be treated as an ongoing deliverable
- Solutions with natural fits in existing workflows meet less resistance
- HCD is critical for successful pilot onboarding

Case Studies



USPTO Technology Pilots



CHALLENGES

- Stakeholder Accountability
- Aligning technical success with operational realities & mission priorities



SUCCESSSES

- Pairing stakeholder accountability with technical preparedness
- Shared ownership tied to pilot success
- Clear understanding of constraints



LESSONS LEARNED

- Sustained stakeholder engagement
- Visible leadership & executive sponsorship
- Technical readiness aligned with stakeholder commitment



FCC Cloud Migration



CHALLENGES

- Stakeholder engagement through migration phases
- Coordinating complex technical transitions
- Security and compliance while working with multiple teams and tools



SUCCESSSES

- Developing detailed project schedule
- Early and continuous stakeholder engagement
- Structured approach to manage plans and tools



LESSONS LEARNED

- Detailed project schedules manage migration phases and avoid bottlenecks
- Early and continuous coordination prevents delays that emerge late in the process

Lessons Learned

Successful P2P transitions rely on disciplined scope management, proactive operational readiness, and intentional user engagement. Successful implementation includes:



- ✓ Strong MVPs produce strong outcomes
- ✓ Prioritized user experience
- ✓ Limited workforce readiness volatility
- ✓ Managed resource volatility
- ✓ Strong pilot project management plans



Recommendations

Mature organizations should integrate the following capabilities:



Suggestions for Future Research

Continue to integrate research and ongoing evaluations to further refine P2P practices and enable government organizations to scale innovative solutions efficiently while delivering measurable value to stakeholders and the mission they serve.

Quantitative and qualitative analysis to predict pilot success



Strategies for operational resilience under resource volatility



Outcome-oriented procurement models and vendor collaboration



Conclusion

Successful P2P projects prioritize

- Disciplined scope management
- Proactive operational readiness
- Intentional user engagement

Synchronize people, process, and technology with the following to achieve success:

- Minimize workforce readiness gaps
- Manage resource volatility
- Establish a pilot project plan
- Shift procurement strategies
- Adopt outcome-oriented metrics
- Lock in executive sponsorship early

