Stakeholder Analysis

- **Definition:** Individuals or organizations actively involved in or affected by the project's execution or outcome.
- **Importance:** Stakeholders can mobilize resources or block progress; unmet expectations often lead to project failure.
- **Analysis Approach (A–E):**
    1. **Identify Stakeholders:** Brainstorm all parties (named where possible) with an interest or influence.
    2. **Identify Interests & Impact:** List each stakeholder's overt/hidden interests, assess positive/negative impact, and assign priority (H/M/L).
    3. **Assess Importance vs. Influence:** Map stakeholders on a grid; high-importance/high-influence are key and need focused management.
    4. **Outline Assumptions & Risks:** Document conflicting needs, critical assumptions, and potential risks per stakeholder.
    5. **Define Participation:** Specify who participates in which project phases and information needs using a participation matrix.
- **Stakeholder Contracts:** For each stakeholder, explicitly state:
    - **Their Rights & Your Obligations:** Information, decisions, assets, timing.
    - **Their Obligations & Your Rights:** Deliverables, decisions, risk mitigations.
    - **Risk Management:** Prevention and mitigation actions for both sides.
- **Ongoing Process:** Review and update analysis/contracts throughout the project lifecycle as stakeholder views evolve.

The One Rule of Project Management

- **Rule:** "The three most important things in project management are overview, overview, and overview" — create from the start, update daily, and base all decisions on it.

Requirements Engineering

- **Good Requirement Characteristics:** Unambiguous; testable; concise; correct; feasible; independent; atomic; necessary; abstract; consistent; non-redundant; complete; traceable; prioritized; modifiable.
- **Purpose of Requirements:** Initiate and conclude projects; guide planning; facilitate stakeholder agreement; define scope; drive testing and traceability.

Forms of Requirements Description

1. **User Stories**
    - **Template:** As a <role>, I want <feature> so that <benefit>.
    - **Pros:** Easy to understand/split; versatile for discovery and delivery.
    - **Cons:** Implicit causality; limited context for motivation.
    - **Example:** "As a bookshop manager, I want real-time inventory visibility across all stores so that I can prevent stockouts."
2. **Job Stories**
    - **Template:** When <situation>, I want <motivation> so that <expected outcome>.
    - **Pros:** Explicit context and causality; great for discovery.
    - **Cons:** Hard to decompose; poor at specifying solution details.
3. **Problem Stories**
    - **Template:** In order to <solve problem>, we will <build solution>.
    - **Pros:** Clear problem/solution separation; suited for technical work.
    - **Cons:** Lacks user context; requires prior discovery.
4. **Improvement Stories**
    - **Template:** We have <current situation>, we want to have <desired situation>.
    - **Pros:** Quick for small enhancements; avoids "bug or feature" debates.
    - **Cons:** Solution-focused; not suited for discovery.
5. **FDD Features**
    - **Template:** <Action> the <result> [for|in|of] <object>.
    - **Pros:** Excellent for backend/technical tasks; easily split into sub-features.
    - **Cons:** No user/problem context; poor for discovery.

Case Study: Brain Food Bookshops

- **Business Needs:**
    - Centralize operations; improve customer experience; boost revenue; enable data-driven decisions; ensure scalability.
- **General System Requirements:**

1. Centralized inventory management
2. CRM for customer data
3. Modern POS with mobile access

4. Sales & financial reporting dashboards
5. Marketing campaign integration
6. Role-based access control

- **Expected Outcomes:** Reduced costs; higher retention; increased sales; better staff efficiency; enhanced security.
- **Role-Specific Needs:**
    - **Owner/GM:** Oversight, ROI analysis, change management tools, custom reports, assurance of scalability.
    - **Bookshop Managers:** Store-level inventory alerts, staff scheduling, CRM insights, feedback mechanism, performance dashboards.
    - **IT Development:** Prioritized requirements, access to feedback/testing, security specs, modular architecture, PM tools.
    - **Private Investor:** Budget tracking, ROI reporting, risk/compliance visibility.
- **Non-Managerial Roles:**
    - **Sales Staff:** Intuitive POS, CRM access, mobile inventory lookup, loyalty program integration, in-system messaging, personal performance reports.
    - **Inventory Managers:** Real-time multi-store inventory, reorder alerts, transfer tools, analytics, supplier integration, loss reporting.
    - **Marketing Team:** Customer segmentation, campaign management, sales data access, CRM analytics, event scheduling, social media integration.
    - **Customer Support:** Central customer profiles, knowledge base, ticketing, communication tools, escalation protocols.
    - **IT Support:** User/permission management, system monitoring, diagnostic tools, ticketing, documentation access, rollout coordination.
- **Example Stories:**
    - **User Stories:** Inventory Visibility; Low Stock Alerts; Inter-store Transfers; Sales Reporting; Order Processing.
    - **Job Stories:** Centralized Inventory Visibility; Real-Time Updates; Automated Reordering; Inventory Forecasting; Damage Management.
    - **Improvement Stories:** Faster Inventory Checks; Mobile POS; CRM for Personalization; Streamlined Special Orders; Automated Returns.

Stakeholder Assignment Overview

- **Task 1:** Perform initial stakeholder analysis (A–E) for the case study.
- **Task 2:** Draft informal contracts between the project team and three selected stakeholders.
- **Task 3:** Repeat analysis for your own BSc project stakeholders.

- **Task 4:** Create stakeholder contracts for your BSc project.
- **Task 5:** Consider your collective project and team members as stakeholders; assess their value and impact.