

Software Project and Process Management Business Case

“ICE”—Online Entity Game Store



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1. Executive Summary

1.1 Brief description of the problem or opportunity

Problem: In the early stages of platform development, there needs to be enough game content for players to choose from, which requires sufficient communication with game manufacturers. At the same time, make sure that the transaction content is a legal copy. In the transitional stage of the development of the website platform, the transaction volume increases and the transaction content increases. It is necessary to control the standardization and security of platform transactions, and at the same time, pay attention to the creation of the platform atmosphere.

Opportunity: If we can ensure sufficient communication with manufacturers and users, and adjust the problems in the early stage of the platform in a timely manner, the transaction model will become more standardized and safe. With a distinctive sales style, in the subsequent development, we can strive to create a platform atmosphere, guide a platform culture, and give users a greater sense of belonging, so as to have a solid foundation for future development.

1.2 Brief description of organization's goal and strategy

ICE's strategic goals include continuous growth and profitability, as well as increasing awareness and building a platform atmosphere. This project is based on the entity game market. It hopes to attract users' favor with comprehensive and exquisite games, and optimize the work of managers with concise and refined operation methods. It will improve customer performance with excellent early warning and feedback, and gradually create a user online purchase entity games is the preferred platform and provides long-term and stable services for our buyers and partners. In order to achieve this goal, it is necessary to ensure sufficient game sources, and a certain amount of overhead is allowed in the early stage to increase the popularity of the platform and the complete game purchase experience.

Specific and direct goals are:

1. Meet business needs. ICE must be able to complete the purchase service provided to users, and provide administrators with basic business functions such as income and expenditure inventory reports.
2. Improve work efficiency. ICE needs to respond to some preset scenarios and optimize the management of administrators to improve work efficiency.
3. Improve profitability. ICE needs to complete the summary of sales reports, inventory information, etc., so that administrators can adjust business strategies in time to obtain greater profits.
4. Enhance corporate brand. ICE is committed to improving the buying experience of buyers, enhancing the visibility of the platform, strengthening the construction of atmosphere, and improving profitability from the side.

1.3 Brief description of project's MOV and how it ties to the organizational goal and strategy

MOV:

Area of Impact	The project will be successful if ...
Customer	Within 3 months 65 percent of our customers will visit our website at least once a week.
Strategic	We will develop and manufacture an exclusive flagship game by April 1 next year, and its price is \$ 20 lower than the most popular games of its competitors.
Financial	By the end of the next quarter, our game sales growth will increase from 3% to 6%.
Operational	By the end of this fiscal year, our inventory turnover rate has increased by 15%.
Social	The number of accidents in our platform will be reduced to zero next year.

How it ties to the organizational goal and strategy:

Our customized MOV can help us get a group of stable and loyal customers, which will ensure the long-term profitability of our platform, and also increase the popularity of the platform and enhance the brand charm.

The MOVs we have formulated in terms of strategy can help us to be more competitive in business and require the introduction of better talents to improve the work efficiency and profitability of the platform.

The MOV we set up in finance can help us increase the sales of games, which is an important way to increase the profitability of the platform and an effective means to obtain sufficient funds to support the long-term development of the platform.

The MOV we have formulated in terms of operations can help us better improve our logistics capabilities, and a more flexible inventory turnover can allow customers to receive purchased games earlier, which not only improves our work efficiency, but also facilitates the building of corporate brands.

The MOV that we have formulated in the social field can ensure that the operation of our platform conforms to the specifications, and the safety of property information of employees and users can be effectively guaranteed, which also has a great help in the promotion of our corporate brand.

1.4 Brief description of each option or alternative analyzed

1. Do nothing. The business is doing well, and we can continue to operate without this new project.
2. Adopting or adapting an application developed by a different area or department within the organization.
3. Reengineering the existing system.
4. Purchasing an off-the-shelf application package from a software vendor.
5. Custom building a new application using internal resources or outsourcing the development to another company.
6. Design and implement the new intranet capabilities in-house using mostly existing hardware and software.

1.5 Brief explanation of which alternative is being recommended and why

Design and implement the new intranet capabilities in-house using mostly existing hardware and software maybe the best option. On the one hand, the full use of existing hardware and software can control the development cost, on the other hand, if redesign and complete outsourcing, the progress and quality of development is difficult to be guaranteed. The purchase of off-the-shelf application packages not only requires a lot of docking work, but will also be a great expense.

2. Introduction

2.1 Background

ICE is an online store selling entity games from different game companies for gamers owning different gaming consoles. Authorized by the game publishers, we sell only the legal copies and provide an easy access to purchasing entity games. With the development of platform like steam and GOG, digital games seem to be the very first choice for computer gamers nowadays. However, gamers of other gaming console still tend to buy entity games for purpose of collecting or others, and this market is still booming with more and more gamers buying game consoles. However, there doesn't exist a comprehensive platform for players to buy entity games of different consoles from different video game companies. We believe that ICE can also become a community gathering players from all over the world where they can discuss the game products freely.

2.2 Current situation

ICE is based on the web platform. Allow a customer to search his or her favorite game in our system and add the game to a shopping cart or wish list. Gamers with different consoles can easily purchase a variety of physics games. Most importantly, they need to confirm that they purchased a legal copy. At the same time, a platform must be provided for publishers to add new games, manage game-related information, and easily manage orders. The game information management function belongs only to the publisher, and ordinary users do not have these permissions. The system must allow managers to generate reports on best-selling games and the most profitable customers, and suggest games to buy based on past customer interests. ICE will hire experienced information management and analysts to manage the various data generated by a game sales platform.

2.3 Description of the problem or opportunity

Question: In the early stages of platform development, there needs to be enough game content for players to choose. This requires us to conduct accurate research on the game styles that players love. In order to ensure the maximum initial benefits, we need to work with game manufacturers Communicate to make the released games have good sales. At the same time, please ensure that the transaction content is a legal copy. The games sold on the platform must meet the standards. The game content must be reviewed to ensure that it meets the legal requirements before it can be placed on the transaction. Exemplary role. In the transitional stage of the development of the website platform, the transaction volume increases and the transaction content increases. At this time, we need to pay attention to efforts. We must strengthen the standardization and security of platform transactions, ensure the safety of the reputation of users and game manufacturers, and ensure the platform The reliability and stability of the trading model, at the same time, we must pay attention to the creation of the platform atmosphere, and create a community culture of physical games, which is both an opportunity and a challenge.

Opportunity: If we can ensure full communication with manufacturers and users, and solve problems in a timely manner in the early stages of the platform, the game styles sold by the platform will be more popular, and it will help to establish a good reputation early and attract users quickly. Amplify. If we can make enough achievements in the security of platform transactions, then the transaction model will become more standardized and safe, which will also help our credibility to further improve. With a unique sales style, in the subsequent development, we can strive to create a platform atmosphere, guide the platform culture, give users a greater sense of belonging, and lay a solid foundation for future development.

2.4 Project's measurable organizational value

MOV:

Area of Impact	The project will be successful if ...
Customer	Within 3 months 65 percent of our customers will visit our website at least once a week.
Strategic	We will develop and manufacture an exclusive flagship game by April 1 next year, and its price is \$ 20 lower than the most popular games of its competitors.
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Operational	By the end of this fiscal year, our inventory turnover rate has increased by 15%.
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2.5 How achieving the project's MOV will support the organization's goal and strategy

Our customized MOV can help us get a group of stable and loyal customers, which will ensure the long-term profitability of our platform, and also increase the popularity of the platform and enhance the brand charm.

The MOVs we have formulated in terms of strategy can help us to be more competitive in business and require the introduction of better talents to improve the work efficiency and profitability of the platform.

The MOV we set up in finance can help us increase the sales of games, which is an important way to increase the profitability of the platform and an effective means to obtain sufficient funds to support the long-term development of the platform.

The MOV we have formulated in terms of operations can help us better improve our logistics capabilities, and a more flexible inventory turnover can allow customers to receive purchased games earlier, which not only improves our work efficiency, but also facilitates the building of corporate brands.

The MOV that we have formulated in the social field can ensure that the operation of our platform conforms to the specifications, and the safety of property information of employees and users can be effectively guaranteed, which also has a great help in the promotion of our corporate brand.

2.6 Objectives of writing this business case

1. Thorough in detailing all possible impacts, costs, and benefits.
2. Clear and logical in comparing the cost/benefit impact of each alternative.
3. Objective through including all pertinent information.
4. Systematic in terms of summarizing the findings.



3. Alternatives

3.1 Description of alternative 1

Do nothing. The business is doing well, and we can continue to operate without this new project.

3.2 Description of alternative 2

Adopting or adapting an application developed by a different area or department within the organization.

3.3 Description of alternative 3

Reengineering the existing system.

3.4 Description of alternative 4

Purchasing an off-the-shelf application package from a software vendor.

3.5 Description of alternative 5

Custom building a new application using internal resources or outsourcing the development to another company.

3.6 Description of alternative 6

Design and implement the new intranet capabilities in-house using mostly existing hardware and software.

4. Analysis of Alternatives

4.1 Methodology of how alternatives will be analyzed

Data collection methods

1. Stakeholder suggestions: We need to respect the opinions of stakeholders in major decisions that affect the effectiveness of the project, and conduct full discussions with them to ensure that the interests of stakeholders are not harmed to the greatest extent.
2. References to similar business cases: We can refer to similar business cases. The methods they have adopted and the results achieved will be a lesson for us. We can learn from what they did well, and value what they did not.
3. Estimates based on actual conditions: The business case is only of reference value and cannot be followed blindly. The characteristics and situation of each project are unique. We need to consider our own actual conditions to create our own characteristics.

Metrics used and explanation why they are relevant

1. Economic feasibility—Although a cost/benefit analysis will be conducted to look at the alternatives in greater depth, some alternatives may be too costly or simply not provide the benefits envisioned in the problem statement. At this point, an organization may evaluate an alternative in terms of whether funds and resources exist to support the project.
2. Technical feasibility—Technical feasibility focuses on the existing technical infrastructure needed to support an IT solution. Will the current infrastructure support the alternative? Will new technology be needed? Will it be available? Does the current staff have the skills and experience to support the proposed solution? If outsourcing, does the vendor or company have the skills and experience to develop and implement the application?
3. Organizational feasibility—Organizational feasibility considers the impact on the organization. It focuses mainly on how people within the organization will adapt to this planned organizational change. How will people and the way they do their jobs be impacted? Will they accept this change willingly? Will business be disrupted while the proposed solution is implemented?
4. Other feasibilities—Depending on the situation and the organization, a business case may include other issues, such as legal and ethical feasibility.

4.2 Presentation of results that compares each alternative

No.	Economic feasibility	Technical feasibility	Organizational feasibility	Sensitivity analysis	Risks	Assumptions
1	None	None	None	None	None	No investment, no return
2	Feasible	Feasible	Not feasible	Not sensitive	Low	May adversely affect the work of other people within the organization
3	Not feasible	Not feasible	Feasible	Sensitive	High	May cause serious delays in project progress
4	Not feasible	Feasible	Feasible	Sensitive	Low	May cause large financial expenditures
5	Feasible	Feasible	Feasible	Sensitive	High	Outsourcing cannot guarantee the quality of the software, and also affects the development progress of possible related projects
6	Feasible	Feasible	Feasible	Not sensitive	Low	A relatively stable choice in all aspects

4.3 Proposed recommendation

It is best to use most existing hardware and software to design and implement new intranet functions internally. In economic considerations, this method will not cause too much overhead, and the direct purchase of external software packages will greatly increase development costs. In terms of technology, this method will not have too high technical requirements, unlike redesigning the system will have a great demand for manpower and material resources. In terms of organization, this method can independently complete the work internally, and will not rely on other departments to cause delays in the progress of other projects. From the perspective of sensitivity, this method is in line with the routine and will not cause commercial sensitivity. From a risk perspective, the risk of this approach is low, and it will not be difficult to control and guarantee the quality and schedule like product outsourcing.