

# objective

---

**real-life cases** of the **project life cycle** and  
**project management**, with a focus on **project requirements**.

*approach:*

- practical examples
- real-life cases from my current company or previous experiences
- linking theory to real projects

# Agenda

---

## YesAlps: Introduction

- Business Model
- Technology and Infrastructure
- Organization and Tech Team Structure

10 min. to understand the environment of many examples

## Methodologies & Requirements

- Waterfall vs. Agile: A Personal Perspective
- The Importance of Project Requirements
- Tools & Processes for Project and Team Management at YesAlps

20 min. to focus the main topic

# Agenda

---

## The Art of Collecting Requirements

- Who, When & Why (Non-Technical Stakeholders)
- Tips & Tricks
- A Small Project Example
- A Medium Project Example
- A Large Project Example

30 min. with  
examples and  
simulations

## Cost and Effort Estimation

- Cost and Effort Estimation is crucial for companies
- Understanding Different Scenarios (Internal Clients, Consultancy, Startups, etc.)

20 min.  
technical roles  
and company  
commercial  
objectives



MOUNTAIN HOLIDAYS

**[www.yesalps.com](http://www.yesalps.com)**

---

**short presentation**



# YesAlps: the very short story

---

YesAlps is a website that **helps tourists find accommodations** like hotels, apartments, and B&Bs for their holidays in the Italian Alps.

Our business model is called **B2B2C (Business-to-Business-to-Customer)**

The **Customers** (C): These are the **tourists**. They use our website to search for and find a place to stay during their holidays. They don't pay to use the service.

The **Businesses** (B): These are the **accommodations** (the hotels, apartments, and B&Bs). They are our paying clients. Instead of taking a commission from each booking, we charge them an annual fee.

# YesAlps: why the business model matters?

YesAlps has developed a tool to present room prices inserted by the hotels

HOTEL: I have not time to insert and update prices

USER: I want to see precise and exhaustive prices

CTO: we should develop a groundbreaking tool !!

CUSTOMER CARE: the tools should be simple to use! I cannot spend hours to explain it to customers

SYSADM: the DBMS cannot handle so much data !!!

DEV: @#! I'm stressed!!!





**XLbit srl**

---



**XLbit is the name of the company behind Yesalps that is the brand of the product (the web portal)**

XLbit is a company I **founded in 2009** with another person. We started it as 50-50 co-founders, merging our different experiences in website development.

We **started without employees** and we **started to develop from scratch**

Now the company has around **14 employees**. and over **2.000 customers**

## YesAlps: some numbers

---

YesAlps is a point of reference for organizing holidays in the Italian Alps. YesAlps connects tourists with **15,000 accommodation facilities** as well as **7,000 tourist attractions** such as refuges, restaurants, ski services, alpine guides, tourist associations, etc.

YesAlps has **4.5 million visitors** a year, **600.000 registered users**.

# **Andrea Sodomaco**

---

## **IT Solution Architect, CTO and founder**

With over **25 years of experience**, I specialize in designing and building IT solutions that align with business goals, turning ideas into successful, scalable products.

Master's Degree in **Electronic Engineering at UniTS - 1998**

**keep in touch:**

[andreasodo@gmail.com](mailto:andreasodo@gmail.com)

[www.linkedin.com/in/andrea-sodomaco/](https://www.linkedin.com/in/andrea-sodomaco/)

# Andrea Sodomaco: career highlights

---

- **Co-founder & CTO, XLbit / YesAlps.com (2009-Present)**
  - Built a leading tourism portal for the Alps from the ground up.
  - Grew and managed the entire technical architecture and development team for over 15 years.
- **Consultant (2004-2008)**
- **Head of Enterprise Web Projects, ZeroPiù spa (2000-2003)**
  - Supervised six project teams, managing everything from technological choices and team leadership to budget and client relations.
- **Co-founder & CTO, CercoCasa.net (1998-2000)**
  - Pioneered one of Italy's first online real estate portals, which was successfully acquired by investors.

# tech team

---

CTO - Co-founder

1 project manager / scrum master

1 team leader / software architect

4 full stack developer each one with some specializations:

- front-end HTML/CSS JS UI/UX
- front-end / back-end integration UI/UX
- back-end database
- back-end sysadmin e mail system integration

# technological stack

---

Front-end: nginx HTML/CSS vanilla Javascript

back-end: Java (openjdk 25) - custom app-server

database: MySQL 8.4

servers: Google Cloud VMs with Ubuntu linux

integration with third party services: imagekit.io, turboSMTP, google ads, google maps, alpineBits alliance, google SSO, ...

## my personal approach

---

strongly oriented to make in MAKE vs BUY decisions

technology and know-how as company assets

full in house development and in house sysadm

manic in avoiding software dependencies and product integration

# yesalps tools for PM and team management

jira

confluence

github

intellij IDE

The screenshot shows the Jira board interface for the 'YesAlps' space. The board is divided into four columns: TO DO, IN CORSO, REVIEW, and COMPLETATO. Each column contains several work items represented by cards. The cards include details such as issue keys (e.g., YA-957, YA-2283, YA-3636), descriptions, labels (e.g., DAM, backend, frontend), and due dates (e.g., 3 Jul 2025, 18 Sept 2025, 9 Oct 2025). A search bar at the top allows filtering of the board.

TO DO	IN CORSO	REVIEW	COMPLETATO
RMP2 - MIGRAZIONE RICHIESTE MUL... YA-957	Analisi dati richieste e traffico YA-2283	YA-5401 Turbo: refactoring per gestione comune invio email YA-3636	YA-3665 Landing page Eventi olimpiadi
DAM: sviluppo monitoraggio API ImageKit YA-2842	Monitor cache: nuova spia di verifica problemi in cache YA-3639	YA-3636 Calcolo distanze: refactoring migliorativo per calcolo singola distanza via form YA-3668	YA-3666 Trova alloggi: grafica di caricamento resta in sovrapposizione quando zero risultati
DAM: monitoraggio server immagini YA-3266	Valutazione Postmark per email virtuali - Inbound email YA	YA-3668 SEO elenchi: implementazione	YA-3656 Porting AROP gestione Widget

# project management

## waterfall vs agile

# my personal vision on waterfall vs agile

---

let's have a look around: (this is not a study methodology 😊)

it project life-cycle

waterfall vs agile

waterfall vs agile which is better

# project life-cycle

---

**Initiation:** Define the project's scope, cost, feasibility, goals, timeline, and success criteria. (business case and feasibility study)

**Planning:** Create a project roadmap or detailed action plan that outlines the tasks needed to complete the project. (SRS)

**Execution:** Carry out the work to complete the product, service, or result. Ensure your team has all the necessary resources, tools, and instructions.

**Monitoring and controlling:** Monitor the progress and performance of your team and project to identify any deviations from the plan or quality issues so you can make changes accordingly.

**Closure:** **Close the project**, sign any outstanding contracts, pay vendors, conduct a post-project review, and identify how to improve next time.

from <https://www.atlassian.com/work-management/project-management/project-life-cycle>

# project requirements

collecting, gathering, capturing,  
defining or eliciting

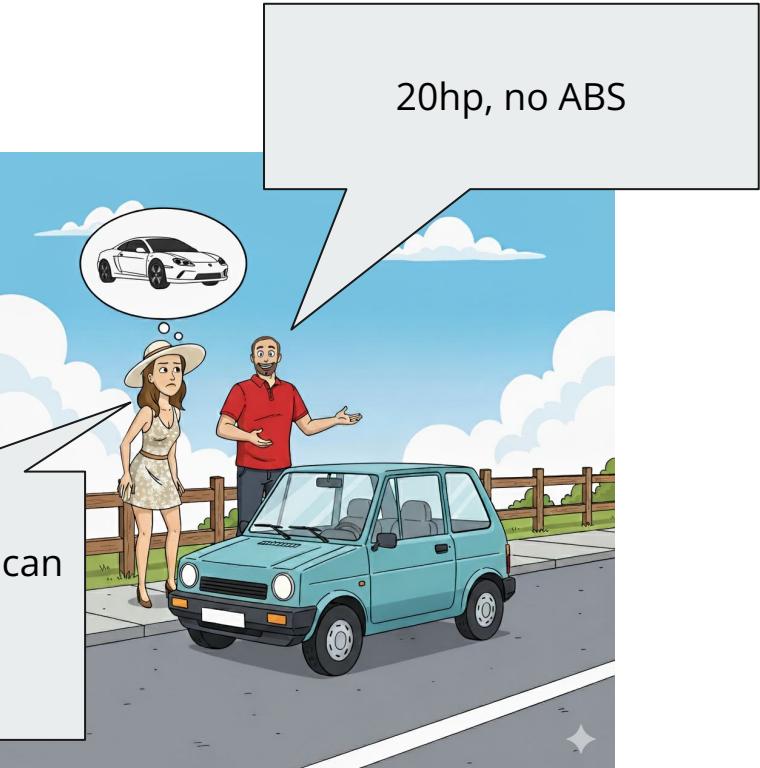
?

# project requirements importance

## the customer required a vehicle



Not what I expected but I can reach the destination anyway



# project requirements

---

let's have a look around:

project failure because of requirements

project failure examples

project requirement classification

Why Do Software Development Projects Fail?

How You Make Your Software Projects Fail

## example 1 (small): address normalization

the client require a little change on web form to normalize the address name:

name:

Andrea

surname:

Sodomaco

address:

Italy  
via Garibaldi, 4  
Trieste



Andrea

surname:

Sodomaco

country:

Italy

state/province:

Trieste

city/town:

Trieste

# example 2 (medium): YesAlps reviews machine translation

## Reviews



9.1

Excellent

recommended by 111 guests



Write your review

Reviews available in Italian 110

Reviews available in German 1

## Recensioni



9.1

Ottimo

raccomandato da 111 clienti



Scrivi recensione

Recensioni disponibili in tedesco 1



Nico Rossi  
Famiglia allargata  
periodo vacanza:  
agosto 2025



Una vacanza meravigliosa

L'Hotel è molto bello, situato a pochi passi dalla piazza principale, il personale molto cordiale e gentile e colazione molto buona. Ottimo anche il servizio di Guest Pass che

Leggi tutto &gt;



Francesca Frison  
Con amici  
periodo vacanza:  
agosto 2025



Ottima struttura in centro

Ho soggiornato per una settimana in una struttura a conduzione familiare. Stanza molto pulita con terrazzo, ricca colazione con marmellate fatte in casa e dolci tipici molto buoni.

Leggi tutto &gt;



Stefano Boldrini  
Con compagno/a  
periodo vacanza:  
luglio 2025



Ottima posizione

Garni semplice, con buona accoglienza, personale gentile e preparato. Camera pulita. Buona anche la colazione. Posizione ottima, a due passi dal centro, ma fuori dal caos. Vicino a tanti

Leggi tutto &gt;

# example 3 (large):introducing an AI chat-bot agent in YesAlps accommodation search engine

≡

[Accomodations](#) [Destinations](#) [Sport and leisure](#) [Deals](#) [Holiday ideas](#) [Reviews](#) [Events](#) [Webcams](#)

Italian Alps Location [Use the map](#)

Check-in — Check-out

**Search**

**Find accommodation**  
9847 results [Request offer](#)

**Hotel Al Forte** ★★★ sup SC BB HB FB

Arabba  
Arabba and Marmolada, Dolomites



The Hotel Al Forte is an old building of the First World War. All the rooms come with shower and wc, satellite tv, safe, telephone and key card. A music-tavern, a bar-stube and a restaurant with 5 menus to choose in half board, with typical and local food of the Dolomites.

 **Excellent**  
9.1 16 Reviews from 84 € person/night

**Residence Panorama - Hotel Maè** ★★★ SC BB HB FB

Val di Zoldo - Mareson  
Monte Civetta - Zoldo valley, Val Fiorentina, Agordino



The Panorama Residence is a family-run business and is located in Zoldo Alto, near to the center of Mareson, away from the main road in a quiet area. The sunny location offers one of the most beautiful panoramas of the valley.



# project requirements: collect, gather, capturing, defining or eliciting?

---

I suggest to consider also:

**negotiate**

and sometimes:

**bargain** 

# From Theory to Practice

---

## Concept vs. Reality

Theory gives a project its foundational structure. While it doesn't provide 'the solution' outright, it offers a wide set of tools to construct it effectively.

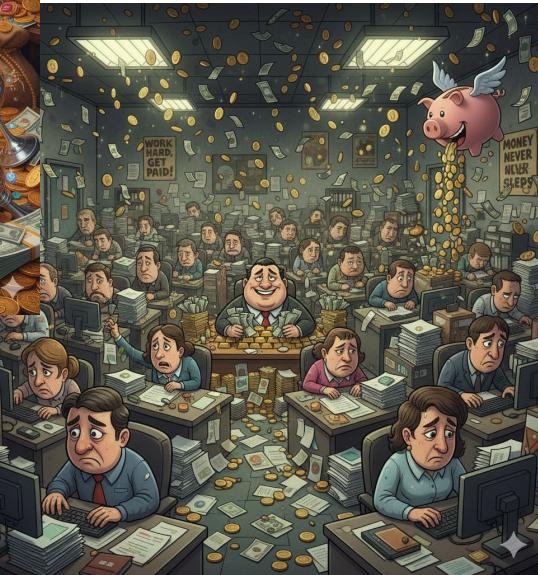
Therefore, engineers must judiciously choose the most appropriate tools based on the specific constraints and context of the problem.

# Cost, Effort and time estimation

a business crucial aspect

# business and money

---



# scenarios

---

**Consultancy vs product delivery**

**in house product vs client product**

**B2B vs B2C vs B2B2C**

company internal organization: **commercial figures, account manager, technical account**