

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

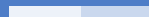
Cost and Effort Estimation

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

20 min.
technical roles
and company
commercial
objectives



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 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**

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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 displays the Jira interface for the 'YesAlps' project. The top navigation bar includes the Jira logo, a search bar, and a '+ Create' button. Below this, the 'Spaces' section shows 'YesAlps' with a menu icon. The main navigation bar contains links for 'Timesheet', 'Board' (selected), 'Timeline', 'Backlog', 'Shortcuts', 'Archived work items', 'Pages', and 'Releases'. A secondary search bar and a 'Filter' button are located above the board columns.

The board is organized into four columns:

- TO DO 27**: Contains three items. The first is 'RMP2 - MIGRAZIONE RICHIESTE MUL...' with a red 'X' icon and 'YA-957'. The second is 'DAM: sviluppo monitoraggio API ImageKit' with a yellow 'DAM' label, a green 'backend' label, a red '3 Jul 2025' due date, and 'YA-2842'. The third is 'DAM: monitoraggio server immagini' with a yellow 'DAM' label, a green 'backend' label, a red '5 Jun 2025' due date, and 'YA-3266'.
- IN CORSO 18**: Contains three items. The first is 'Analisi dati richieste e traffico' with a purple 'YA' label, a yellow 'analisi' label, and 'YA-2283'. The second is 'Monitor cache: nuova spia di verifica problemi in cache' with a purple 'YA' label, a green 'backend' label, a red '18 Sept 2025' due date, and 'YA-3639'. The third is 'Valutazione Postmark per email virtuali - Inbound email' with a purple 'YA' label, a green 'backend' label, a yellow 'analisi' label, and 'YA-3668'.
- REVIEW 7 MAX: 6**: Contains three items. The first is 'Turbo: refactoring per gestione comune invio email' with a blue checkmark, a red 'TURBOSMTP' label, a green 'backend' label, a red '18 Sept 2025' due date, and 'YA-3636'. The second is 'Calcolo distanze: refactoring migliorativo per calcolo singola distanza via form' with a purple 'YA' label, a green 'backend' label, a red '9 Oct 2025' due date, and 'YA-3668'. The third is 'SEO elenchi: implementazione'.
- COMPLETATO 37**: Contains three items. The first is 'Landing page Eventi olimpiadi' with a red 'X' icon, a blue 'OLIMPIADI' label, a green 'frontend' label, a blue checkmark, and 'YA-3488'. The second is 'Trova alloggi: grafica di caricamento resta in sovrapposizione quando zero risultati' with a purple 'YA' label, a green 'frontend' label, a blue checkmark, and 'YA-3656'. The third is 'Porting AROP gestione Widget' with a purple 'YA' label, a green 'backoffice' label, a blue checkmark, and 'YA-3656'.

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

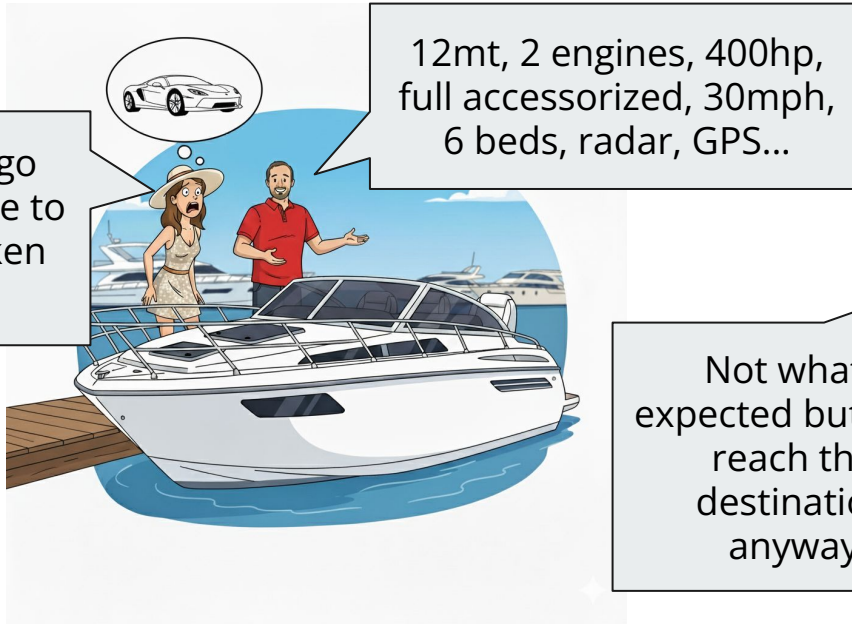
collecting, gathering, capturing,
defining or eliciting

?

project requirements importance

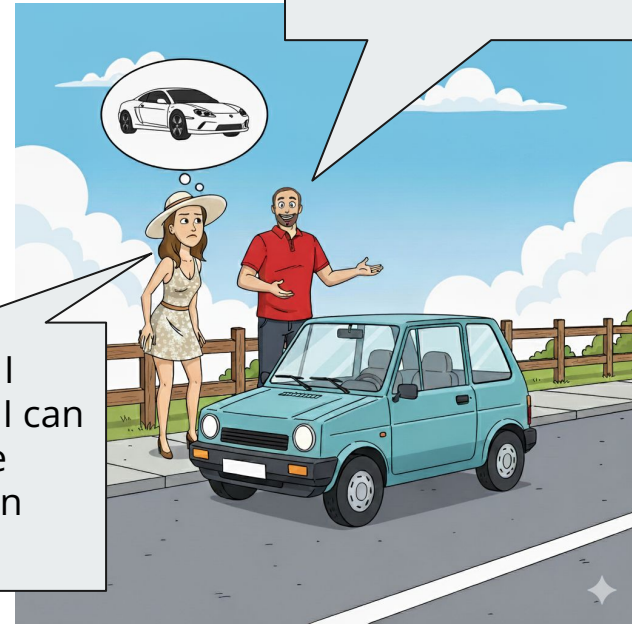
the customer required a vehicle

I have to go
from Trieste to
Saarbrücken
!!!!



Not what I
expected but I can
reach the
destination
anyway

20hp, no ABS



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:

Andrea

surname:

Sodomaco

address:

Italy
via Garibaldi, 4
Trieste



name:

Andrea

surname:

Sodomaco

country:

Italy

state/province:

Trieste

city/town:

Trieste

example 2 (medium): YesAlps reviews machine translation

Reviews



Excellent

recommended by **111** guests



[Write your review](#)

Reviews available in Italian **110**

Reviews available in German **1**

Garni-Hotel Letizia

Recensioni



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 >](#)



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 >](#)



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 >](#)

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



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

Italian Alps Location

[Use the map](#)

Check-in — Check-out

Search

Filters

[clear](#)

Accommodation type

- ☐ Room 2625
- ☐ Apartment 3385

Category

- ☐ ★★★★★ 94
- ☐ ★★★★ 1262
- ☐ ★★★ 4049
- ☐ ★★ 1730
- ☐ ★ 1730

Find accommodation

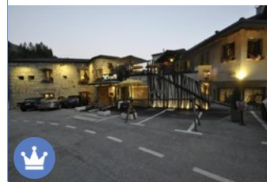
9847 results

[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.

9.1 Excellent
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 panorama 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**