

projectName

**Solution foundations  
Business area definition (BAD)**

PHASE 2: FEASIBILITY AND FOUNDATIONS

# Purpose of this document

DSDM handbook 8.4.3.1 Business Area Definition; Appendix C 3.3.1  
Document template version 0.6

* To identify any business processes, or scenarios for the use of such processes that will need to change
* To describe any new or modified processes proposed as part of the solution
* To identify the substantial majority of the business information to be used, manipulated and created through use of the proposed solution
* To assess the impact of the project outcome on the business that need to be managed. Considering new or changed:
  + business process
  + business organisation
  + culture or behaviour
  + resourcing
* To describe the strategy for deploying the final solution and/or any increments of it, from a business perspective
* To describe the strategy for training those impacted by any business change

# Quality criteria

* Are all current business processes that are likely to be impacted by the outcome of the project sufficiently well understood to determine the impact of the proposed solution?
* Where appropriate, are all the proposed new or modified processes properly thought through and described, at least in outline?
* Is the source and nature of the information used or produced by the new or changed process understood well enough to begin development without risk of significant rework? (An 80% solution here is fine.)
* Is the business impact of the project’s outputs understood well enough to determine the actions during and after the project? Is it clear how elements of business change will be managed and by whom?
* Is the strategy for implementing all aspects of the solution, including the business change, clear and accepted by the stakeholders whose people are impacted.

# Document sign-off

|  |  |  |  |
| --- | --- | --- | --- |
| RACI | Role | Name | Date |
| Responsible | **Business analyst** |  |  |
| Accountable | **Business visionary** |  |  |
| Consulted | Business ambassador |  |  |
|  | Business adviser |  |  |
| Verified | Project manager |  |  |
|  | Team leader |  |  |

# Revision history

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Name | Version | Reason for change | Status | Date |
|  | 0.1.0 | Initial draft | Draft |  |
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# 1. Business impact assessment

***The business impact assessment section of this document provides key input for the system architecture definition (covered separately) and for the business implementation strategy in the second part of this document.***

## 1.1 Business process impacts

### 1.1.1 Process context

***Using diagrams, describe at a high level all business processes impacted by this project. This should not be restricted to parts of the processes covered by the proposed system but should describe the business process in its entirety. The business information ‘inputs’ and ‘outputs’ of each process should be defined as well as information that is stored. A very high level description of how each process step manipulates this information should also be described. Consider using a standard modelling notation for this such as UML (unified modelling language) or BPMN (business process modelling notation).***

***The parts of the process to be automated should be clearly identified in this context and described in more detail in the following section.***

Process context…

### 1.1.2 Processes to be automated

***Describe in more detail the parts of the process, identified above, that will be automated. For example a process above that may have a ‘mortgage application’ as an input to a process ‘qualify mortgage application’ should be broken down into more detail at this point describing what information is conveyed by the ‘mortgage application’ and describing the ‘qualify mortgage application’ process – perhaps describing what specific information is checked against what specific external reference according to what specific set of business rules.***

Process to be automated…

### 1.1.3 Process operation

***Describe who will operate the automated processes (the business role e.g. customer services agent, underwriter), from what geographic locations (e.g. head office, Mumbai call centre), and in what numbers. Categorise how they will use the automated process and when they will use it.***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **User class**  (business role) | **Geographic location(s)** or mobile | **Approx. number of users** | **Use of the system** (e.g. heavy user of basic functions, occasional user of management info, etc.) | **Usage window** (e.g. Mon to Fri, 09:00 to 17:00) |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

### 1.1.4 Process scenarios

***Provide a list of business events that will trigger the use of the system (e.g. telephone enquiry received, customer misses a payment, financial year-end). Where possible prioritise these. This does not need to be an exhaustive list but needs to cover around 80% of the events. Approximate prioritisation is fine at this stage. For each business event you should record***

|  |  |  |  |
| --- | --- | --- | --- |
| **Priority** | **Event name** | **Description of event** | **User class impacted** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

## 1.2 External impacts

***Describe the impacts on third parties. This should include customers, suppliers and service partners who will interact differently with the organisation as a result of changes to business processes. For large organisations with autonomous business functions also consider how other parts of the business will be impacted.***

External impacts…

## 1.3 Internal business organisation and resourcing impacts

***Recommend a business organisation structure and required numbers of staff that will best suit the new business processes. Contrast this with the current structure and staff numbers being explicit about new, changed or redundant roles. Note: this should be focussed on roles (job functions) not individuals. Transitioning the organisation from current to future state will be dealt with as part of the business implementation strategy section below.***

Internal business organisation and resourcing impacts…

## 1.4 Business culture impacts

***Where there is a need to change or enforce again particular cultural aspects of the business describe current and future states clearly justifying the change.***

Business culture impacts…

# 2. Business implementation strategy

***Describe here the strategy for transitioning the organisation from its current state to the state encapsulated by the business vision section of the business foundations. Where possible use SMART descriptions (in this context: specific, measurable, action-oriented, realistic, time-based). Consider:***

## 2.1 Changing the business organisation structure

***Transitioning to the new organisation structure including issues such as***

* ***Hiring new staff***
* ***Retraining existing staff***
* ***Making surplus staff redundant***

***This may include complex and/or sensitive negotiations with individuals or trades unions***

Changing the business organisation structure…

## 2.2 Changing external business interfaces

***Transitioning to a new way of interacting with***

* ***Customers of the organisation***
* ***Suppliers to the organisation***
* ***Service partners to the organisation***

***This may involve complex commercial and legal negotiations***

Changing external business interfaces…

## 2.3 Staff/user training

***Training staff in the operation of the new business processes. Outline the anticipated need for and extent of training required. Consider all classes of user. Consider all types of training from how to operate a new system to the wider cultural changes required.***

***Where appropriate, consider training in the whole business process and not just the system part of it. Education of end-users of processes and systems who are not part of the business organisation e.g. customers, suppliers, service partners.***

Staff/user training…

# 3. System life expectancy and maintenance strategy

***There is little point in rigorously engineering a system that will be used for three months and then thrown away but sheer folly to provide a poorly engineered system which is expected to stand the test of time, economically. As the development time and cost can vary greatly depending on the rigour of the engineering, it is important to understand whether the system is a long term strategic solution or a quick and temporary fix.***

***There are three basic options to consider when developing the solution that will be driven by the needs of the business:***

1. ***To build a relatively quick and dirty solution and throw it away after limited short term use. This will be cheap to build but very expensive to maintain during its lifespan***
2. ***To build a relatively quick and dirty solution and then engineer it for quality immediately after initial implementation. This will provide a solution in a hurry if that is what is needed but will be expensive to support if the re-engineering part of the project is delayed or cancelled. In this instance, approval for the project must cover both the initial build and re-engineering costs***
3. ***To build a fully engineered solution from the outset. If time is available this is the most efficient way of building the system and will almost certainly be cheaper that option 2 (above)***

***Describe the System life expectancy and maintenance strategy below and select the most appropriate development approach from the list above. State clearly why the other two options have been rejected and identify any risks associated with the option chosen.***

System life expectancy and maintenance strategy…