



COMMERCIAL
SOLUTION AREAS
CTO

Business Envisioning

What is Business Envisioning?

Business Envisioning answers the question 'what are we doing'.

We get to the 'What' & 'Why' through a two-step process to identify, prioritize & refine business use cases and define business requirements & Objectives & Key Results (OKRs) for 1 or 2 use cases. Then agree on the recommended next steps.



Business Envisioning

Outcomes

Envisioning Outcomes

- ☐ Business scenarios/use cases identified and prioritized around Strategic Business Impact and Executional Fit
- ☐ 1 or 2 use case refined, business requirements & OKRs for use case defined
- ☐ Next Steps identified & agreed to

How we get there

1

Preparation

Identify use cases from business owners (functional and business lines), prioritize & select use cases for workshop

2

Delivery

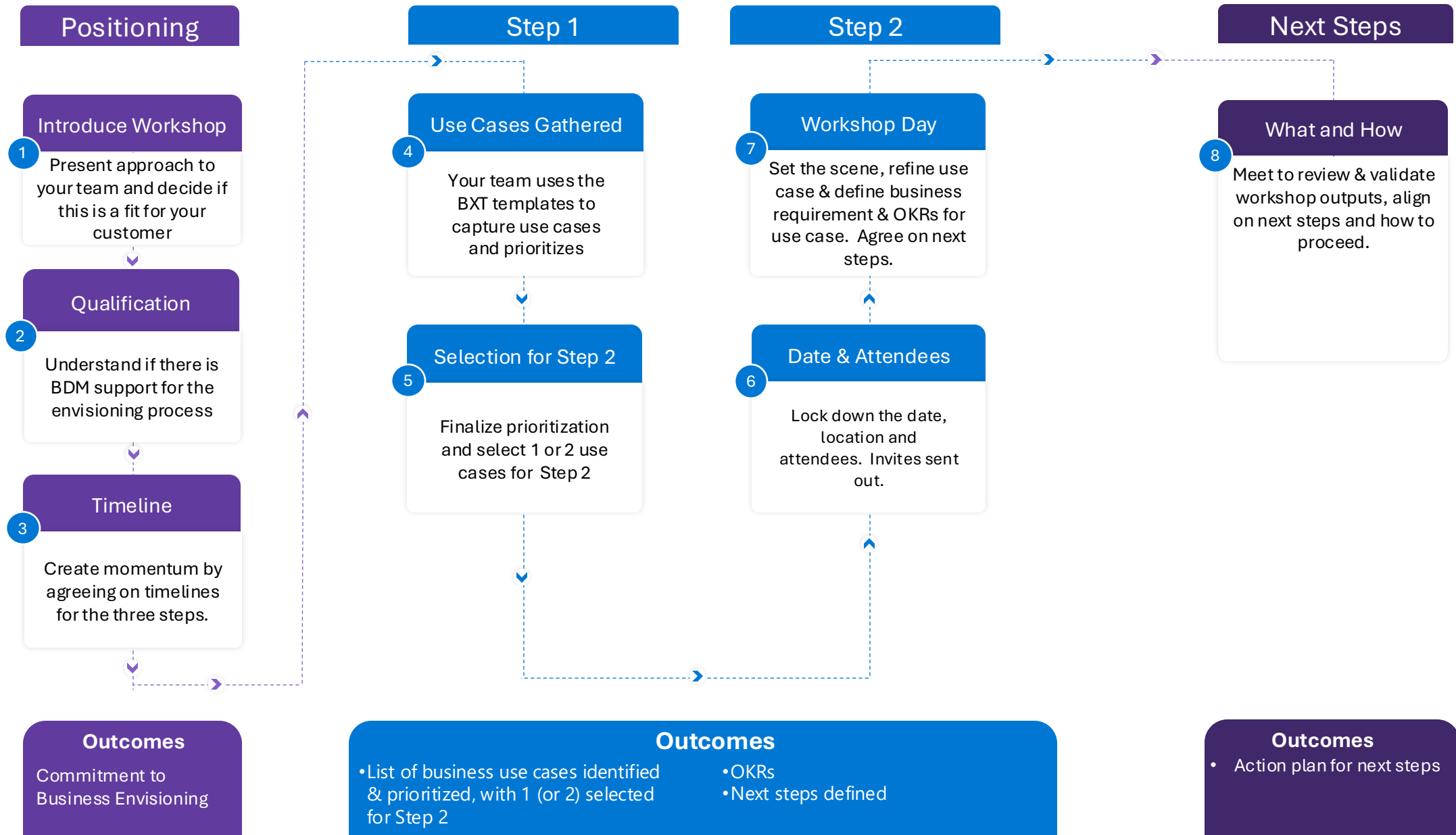
Half-day workshop, refine scenarios /use cases, define business requirements & OKRs, decide next steps

What's next

Common Next Steps

- ☐ Capability Envisioning workshop to prioritize technical and organizational capabilities to move to production.
- ☐ POC, MVP
- ☐ Prepare for move to production
 - Technical prerequisites
 - Upskilling of development team

Flow for Business Envisioning



Step 1 – Gather and Prioritize Use Cases



BXT Use case prioritization template

Use case name:

Department:

Internal or external use:

General

Problem to solve

What's the challenge/the problem you want to solve? How do you solve it today?

Use case description

What is your idea?

Objectives & key results – Strategic fit assessment

Business objective

Describe the business objective to be achieved?

Key results

What are the 3-5 measurable Key Results that will show progress to the objective?

Primary stakeholder who is accountable for OKRs

Role:

Name:

Org/Group:

Strategic fit

1

2

3

4

5

1 = Low and 5 = High

BXT Use case prioritization template

Use case name:

Department:

Internal or external use:

Business viability – Business impact assessment

How does the use case align to the organization's executive strategy?

How does the use case contribute to your organization's executive roadmap/strategy?

How does the use case generate business value?

e.g., additional revenue through a new service or cost saving through higher efficiency

Business change management timeframe

Estimate based on people, tools and processes impact.

☐ 1 - 3 months

☐ 4 - 6 months

☐ >6 months

Business impact

1 2 3 4 5

1 = Low and 5 = High

Experience value – User desirability impact assessment

Key personas?

Who are the users benefiting most from the concept?

How appealing is the overall value proposition for the user?

What value does this concept offer over the user's existing next-best alternative to drive adoption?

Change resistance

What level of resistance might be expected to the change?

User desirability

1 2 3 4 5

1 = Low and 5 = High

Technical value – Feasibility impact assessment

What are the implementation and operational risks?

From a software engineering, integration, and data perspective?

Are sufficient safeguards available?

From an information security, responsible AI, compliance, and intellectual property perspective.

Technology fit

Is this use case already implemented? What is the adapted technology sourcing for this use case? Is data, process or tools existing to support delivery?

Technical feasibility

1 2 3 4 5

1 = Low and 5 = High

Use case prioritization

1

Business use case name

2

Business use case name

3

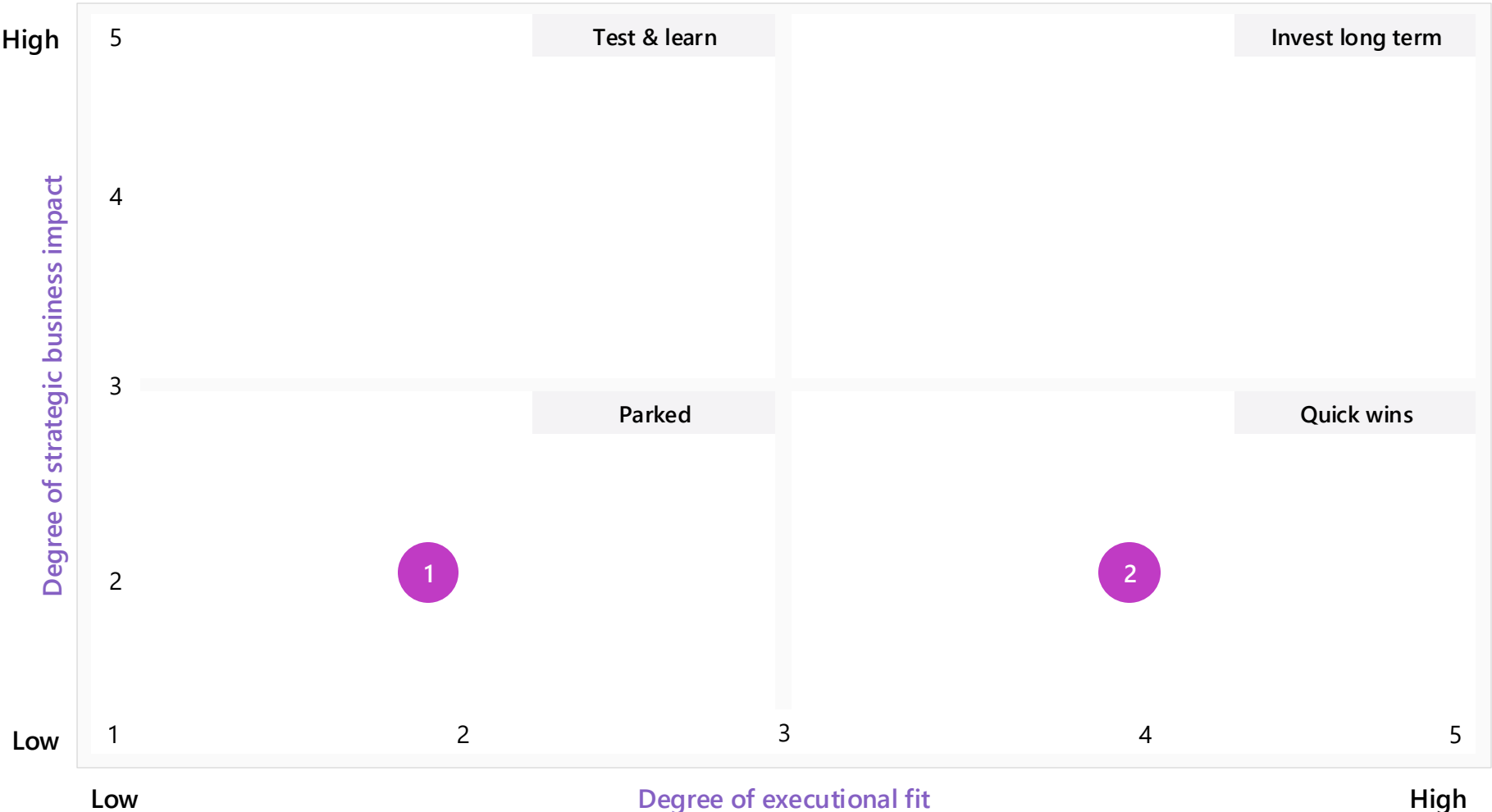
Business use case name

4

Business use case name

5

Business use case name



Drag to appropriate quadrant

1

2

3

4

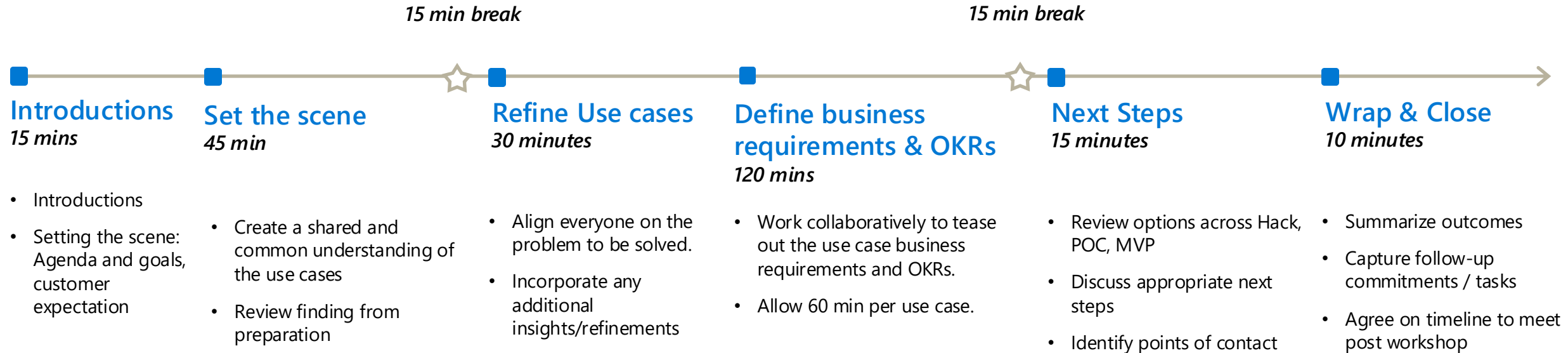
5

Step 2

1/2- Set the scene, Refine Selected Use Cases, Define Business Requirements & OKRs and agree on next Steps



Business Envisioning - Example agenda for 2 use cases



Define Business Requirements & Objectives & Key Results



Business Requirements and OKRs for [use case name]

1 per use case

Business Requirements		
Problem Statement Clearly define the problem that the product is intended to solve. This should be from the perspective of the end-user or the business.	Goals Define what the product is expected to achieve. This could be in terms of efficiency, accuracy, cost savings, revenue generation, etc.	
User Stories Describe the interactions that users will have with the product. This helps in understanding the user's needs and expectations.	Functional Requirements List the capabilities that the product must have. This includes inputs, processes, and outputs related to the functionalities.	
Non-Functional Requirements Specify the performance attributes of the product, such as speed, accuracy, reliability, etc. Also consider aspects like security and privacy.	Constraints Identify any limitations or restrictions that must be considered during the development of the product. This could be technical, legal, or business-related.	
Objectives & Key Results		
Objectives Set ambitious, qualitative, and time-bound goals that align with the business strategy. Objectives should be clear, actionable, and inspiring.	Key results Define a set of 3-5 quantitative measures that will be used to track the achievement of each objective. Key results should be specific, measurable, achievable, relevant, and time-bound (SMART).	Primary stakeholder who is accountable for OKRs Role: Name: Org/Group:

Next Steps



What Will The Next Step Be?

Remember that each of these serves a distinct purpose in the product development lifecycle. Capability Envisioning ensures the technical and organizational capabilities are in place to deliver business value, POCs validate ideas, and MVPs guide sustainable product development. Choose wisely based on your goals and context!



Capability Envisioning	POC	MVP
Consider Capability Envisioning if intent is to take business scenario/use case to production	Consider a POC if there is uncertainty of the potential to unlock business value	Consider an MVP when the business value is clear, the implementation approach is clear and the use case has been implemented many times in the industry
<div>Capability Envisioning<ol style="list-style-type: none">The Capability Envisioning Workshop is a cross-solution area workshop that focuses on identifying, prioritizing, and planning the technical and organizational capabilities to deliver business value at scale securely and cost-effectively. Capability Envisioning takes the OKRs from Business Envisioning as an input.Capability Envisioning should always be conducted if there is intent to take a Business Scenario/Use Case to production (MVP or Full Production scale out).</div>	<div>POC (Proof of Concept)<ol style="list-style-type: none">When to Choose: To demonstrate the feasibility of a concept or verify that certain concepts or theories have the potential for real-world application.Key Characteristics: Usually small and incomplete, intended to prove the idea behind a concept.Key Questions Answered: Is the concept feasible? Does the idea work as expected?Outcome: Validation of the concept’s feasibility, which can be used to gain internal support or attract external funding.Example: A prototype of a new technology to showcase its potential before developing a full-fledged product.</div>	<div>MVP (Minimum Viable Product)<ol style="list-style-type: none">When to Choose: When you need to test a product idea with minimal features to satisfy early adopters.Key Characteristics: Contains enough features to attract early adopters, provides feedback for future development.Key Questions Answered: Can this product idea satisfy the target market? What are the core features needed?Outcome: A product with just enough features to be usable by early customers who can then provide feedback for future product development.Example: A new app with basic functionalities to gauge user interest and gather feedback for improvements.</div>

Next Steps for [use case]

What are the Next steps

List out the next steps:

1. ??
2. ??

What is the timeline to start:

1. ??
2. ??

Who is on Point (Customer & MSFT/Partner):

1. ??
2. ??

Any other deliverables or commitments from this workshop (What/Who/When)

??

Contact your Microsoft Account Team to get started
with Business Envisioning