Ch5: Establishing the business requirements:

Definition: a set of information that describes a need that leads to one or more projects to deliver a solution and the desired ultimate business outcomes.

1. Identifying desired business benefits:
2. Organizations should not initiate any project without a clear understanding of the value it will add to the business. i.e., setting a measurable target or objective
3. The business benefit has to represent a true value all stakeholders
4. Product vision and project scope:
5. Product vision: the final product that will achieve the business objectives. It could be either the solution for the business requirements or part of the solution. Also, vision refers to what the product is and what it could become in the end.
6. Product vision could change as the business objectives change over time
7. Project scope: identify what problem could the final product vision could address

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1. Conflicting business requirements
2. The stakeholders’ objectives are sometimes align, while sometimes are conflict
3. Project’s decision maker should not expect the software team to resolve conflicts among stakeholder, it is BA’s work.
4. Long-duration projects may change in halfway through, revisit the baselined business requirements with the new decision makers.
5. Vision and scope document: the document collects the business requirements into a set of stages for development work. i.e., project charter. The owner of this document is the projects executive sponsor.

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中度可信度描述已自动生成This is a template for a vision and scope document.

Tactics:

1. Shrink to fit
2. Delete rarely used sections
3. Accumulate information, leave empty sections to fill in

The vision and scope doc only has the scope in a high level; the details are determined in release baseline.

1. Business requirements: describe benefits for someone and a suitable return on investment, like the benefit the system would bring.
   1. Background: summarize the rationale and context for the new product or for changes to be made to an existing one.
   2. Business opportunity: describe the business problem that is improved, and the environment the system will be used. Describe the needs of typical customers or of the target market, present what customer problem that the new product could resolve with an example. And provide interfaces or requirements but keep tech species hidden.
   3. Business objectives: summarize the improvements in a quantitative measurable way.

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The business objectives model show organizations what problems keep them away from the goal, sometimes it requires a conversation between a BA and an executive sponsor.

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* 1. Success metrics: specify the indicators that stakeholder will use to define and measure success on this project. Sometimes it is important to evaluate the success of an individual project. It is important to make sure that the metric measure what is important to your business.
  2. Vision statement: summarize the long-term purpose and intent of the product. The vision statement should reflect a balanced view that will satisfy the expectation for diverse stakeholders. It should include the following keywords:

For [target customer]

Who [statement of the need or opportunity]

The [product name]

Is [product category]

That [major benefits]

Unlike [primary competitive alternative]

Our product [primary difference, and advantage]

You can have serval stakeholders write their vision statements separately instead of giving a group statement.

* 1. Business risks: summarize the business risk when developing the product may face and introduce the risk not developing the product. Risk categories include marketplace competition, timing issues, user acceptance, implementation issues, and possible negative impacts on the business. Also, estimating the potential loss from each risk and the possibility of risk occurring.
  2. Business assumptions and dependencies: a statement that is believed to be true in the absence of proof or definitive knowledge, which is related to the business requirement.

Record assumptions that the stakeholders made when conceiving the project and writing their vision and scope document. And record dependencies the project has on external factors.

1. Scope and limitations: state both what the solution being developed is and what it is not.

Scope creep: rampant growth as more and mode functionality gets stuffed into the product. The scope describes the concept and range of the proposed solution. The limitations describe the capabilities that the product will not include. Scope and limitations prevents too expensive functions. The scope is defined through the set of functional requirements planned for implementation in a release.

* 1. Major features: list the major features and capabilities, and emphasize those that distinguish from previous or competing products. Give each feature an unique label.
  2. Scope of initial release: define the scope and describe the quality characteristics of benefits that the product could provide to the users. Do not include all features at the beginning.
  3. Scope of subsequent releases: build a release roadmap to indicate which functionality will be deferred and the desired timing of later releases.
  4. Limitations and exclusions: list product capabilities or characteristics that a stakeholders may expected but not planned in the release. State this explicitly.

1. Business context:
   1. Stakeholder profiles: people, groups, or organizations that are actively involved in a project, are affected by the outcome, or can influence its outcome. Focus on the types of customers and target market segments.

For each stakeholder profile, the following information should be included:

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* 1. Project priorities: the stakeholders must agree on the project’s priorities. Considering five dimensions: features, quality, schedule, cost, and staff. And each dimension fits in one of the categories:

1. Constraint: a limiting factor
2. Driver: a success objective
3. Degree of freedom: a factor that could be adjusted to balance against the other dimension
   1. Deployment considerations: summarize the information and activities that are needed to deploy the solution into environment. Describe the requirement of accessing the system.
4. Scope representation techniques: present project scope. consider which model provide the most insightful for each project. The models can be included in the vision and scope doc or store as reference.
   1. Context map: visually illustrates the boundary and connections between the systems.

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* 1. Ecosystem map: shows all of the systems related to the system of interest that interact with one another and the nature of those interactions, showing all the system that interconnect, all systems are shown in boxes.

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* 1. Feature tree: visual depiction of the product’s features organized in logical groups, subdividing each feature into further levels of detail.

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* 1. Event list: identifies external events that could be triggered in the system. The list depicts the scope boundary for the system.

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Check if there is any element is missing if you feel it disconnected.

1. Keeping the scope in focus: a scope definition is a structure, not a straitjacket. Business requirements and an understanding of how customers will use the product are useful for dealing scope change.
2. Using business objectives to make scoping decisions: determine which proposed features or user requirements add the most value with respect to the business objectives. If possible, quantify the contribution the feature makes toward the business objectives, wo that people can make scoping decisions on the basis of facts rather than emotions.
3. Assessing the impact of scope changes: re-evaluate the resources needed for changing scope. One common consequence of scope change is that completed activities must be reworked to fit the changes.
4. Vision and scope on agile projects: using different approach in managing scope on an agile project. The team can have a high-level roadmap of iterations at the beginning, but user stories would be updated at the beginning of each iteration. And business requirements need to be defined for all software projects, no matter their development approach.
5. Using business objective to determine completion:
6. If you have a clear vision for the solution, then you are done when you finish all planned iterations.
7. When the endpoint is vague, the project could be considered completed when the success metrics indicate that you have a good chance of meeting the business objectives.
8. Focus on defining clear business requirements for all projects.