

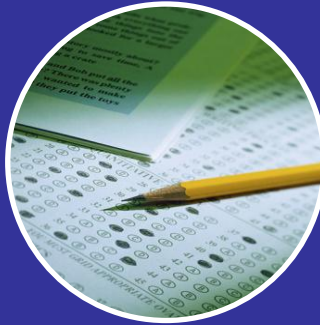
Stakeholder Analysis



ICE Model



Identify



Categorize



Engage

Revisit, Actively Manage & Plan

What is a “stakeholder”?



Influence



Interest



Stakeholders are everywhere

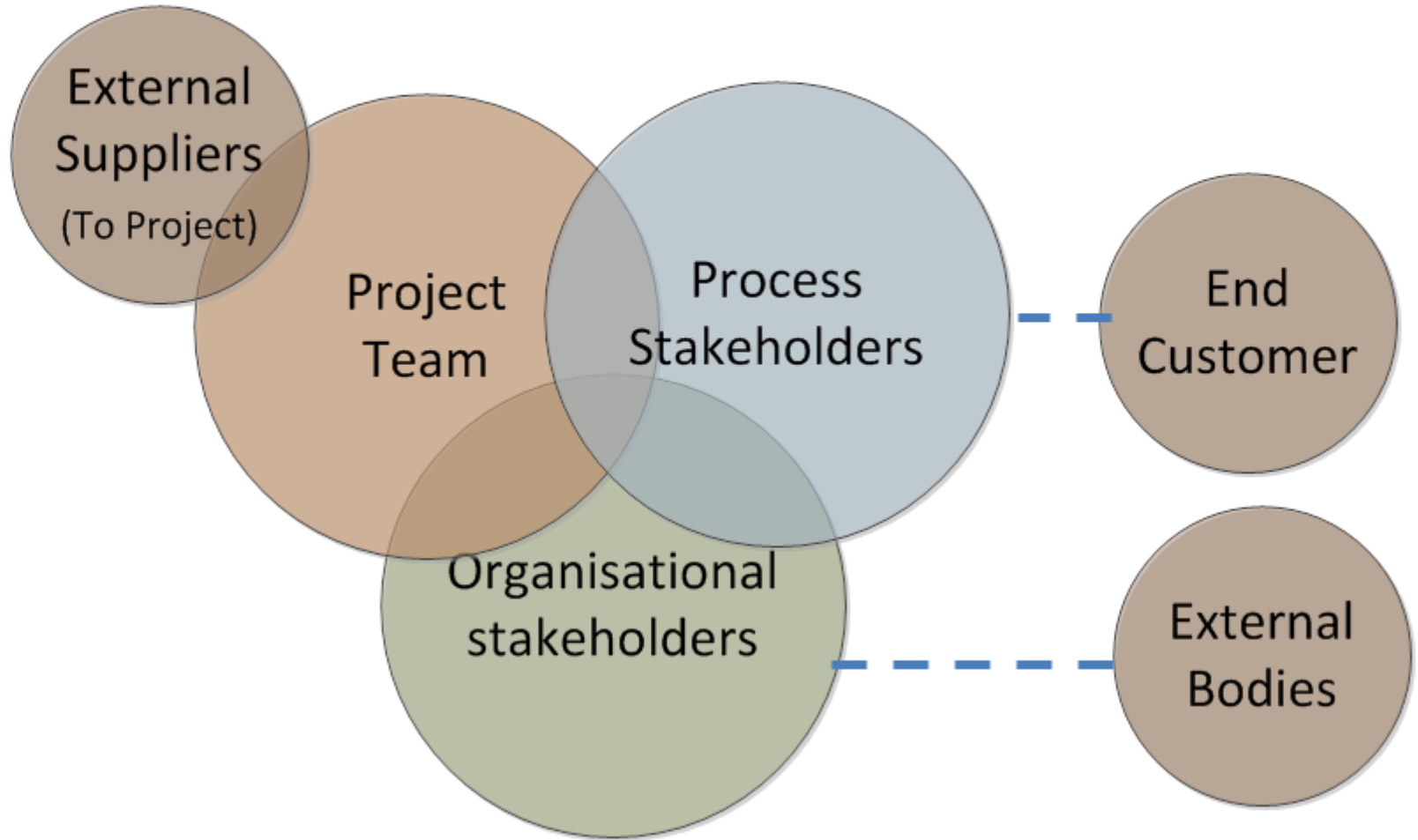
- Project Sponsor
- Customer
- End-User
- Subject Matter Experts
- Employees
-etc.....



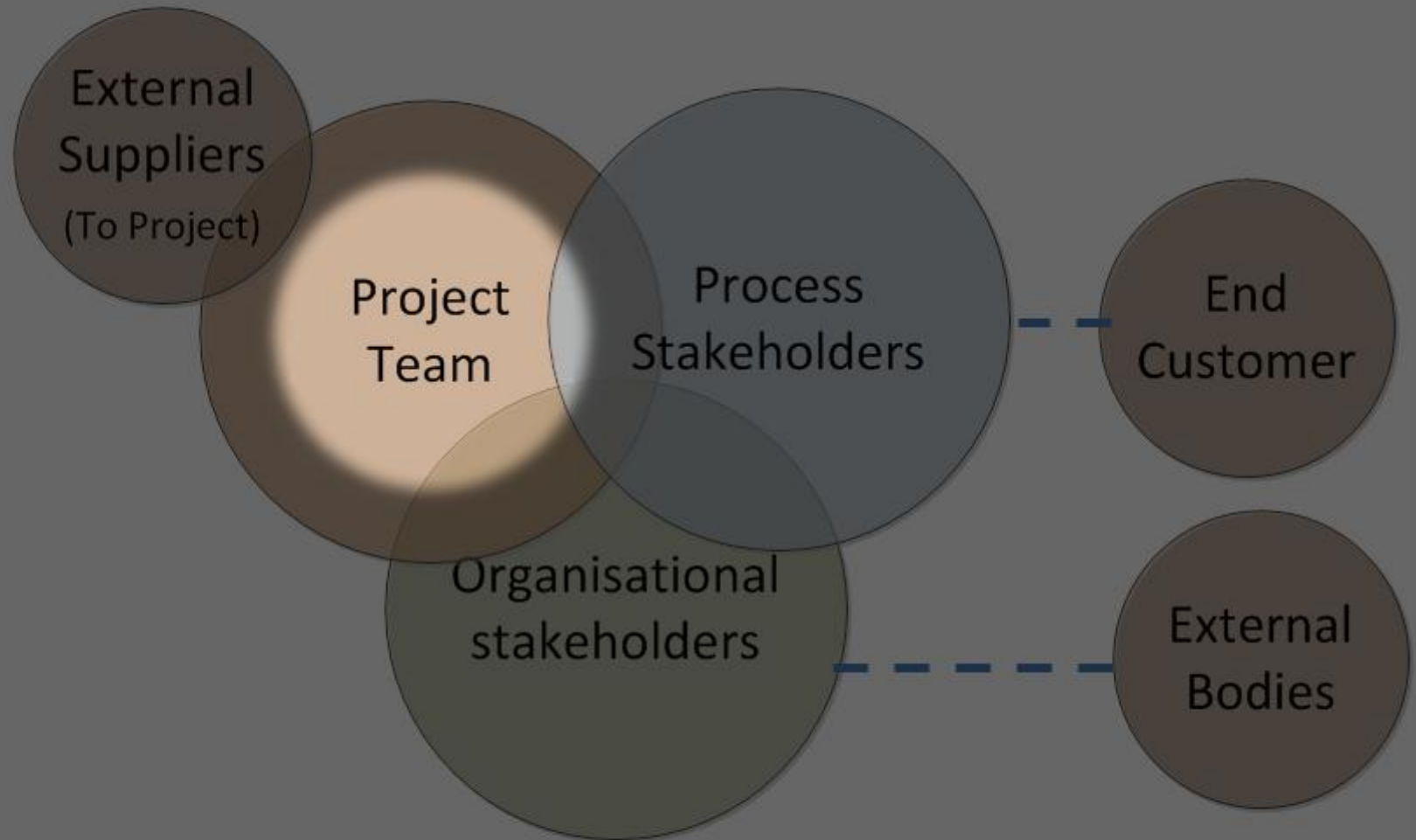
But it's not always easy to find them



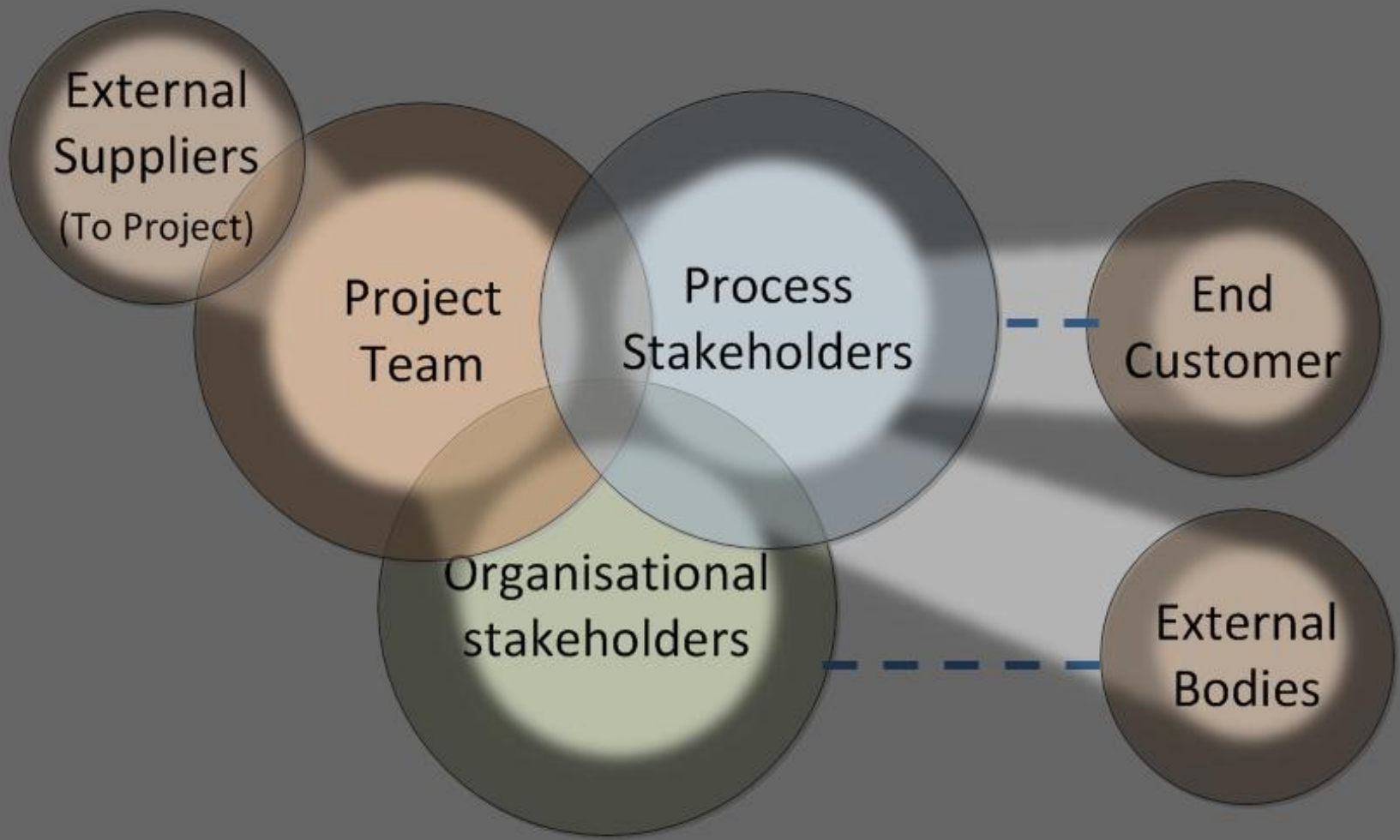
Where might your stakeholders be hiding?



Some projects focus purely on...



Decide how far to expand out



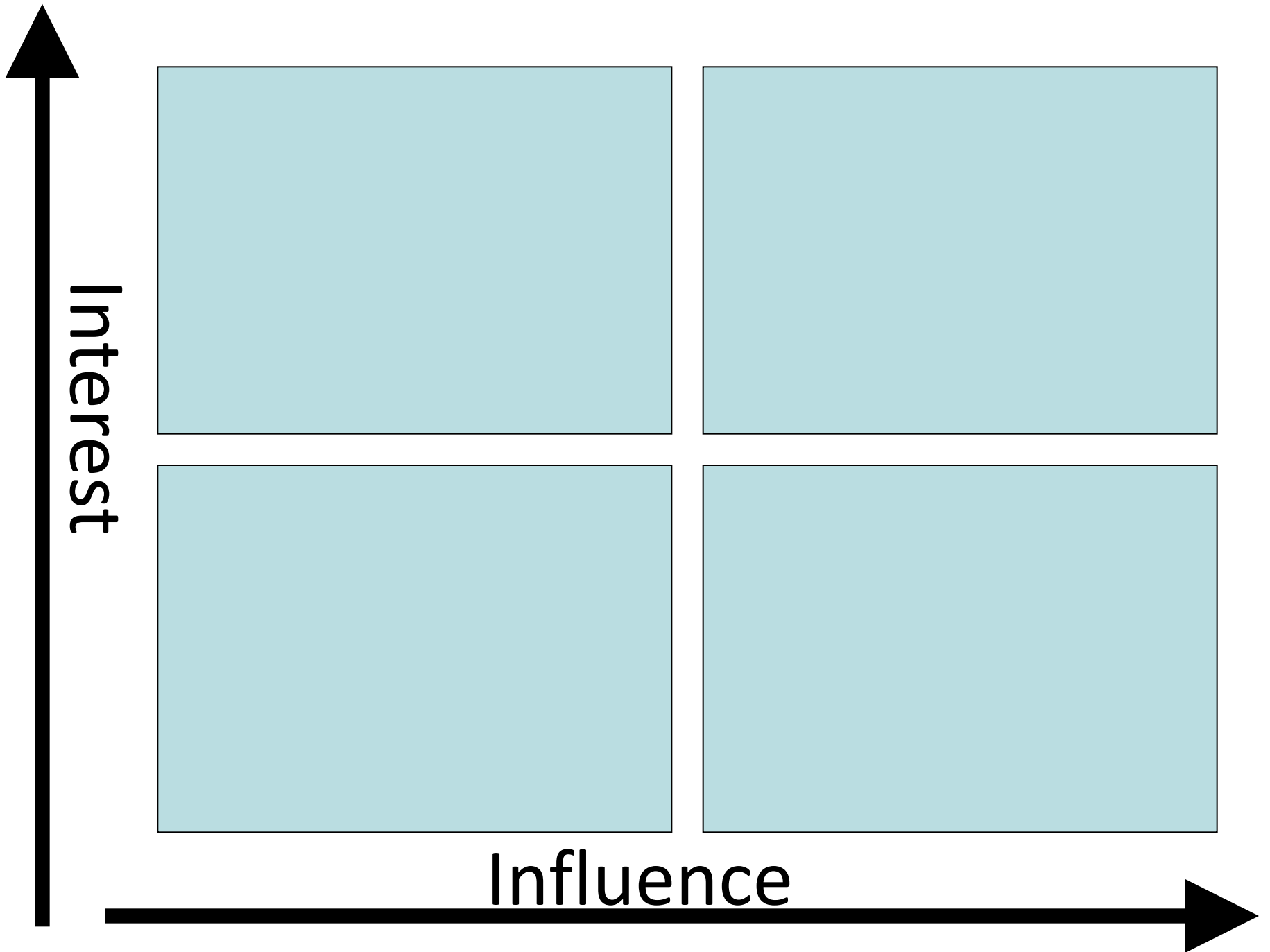
Categorise

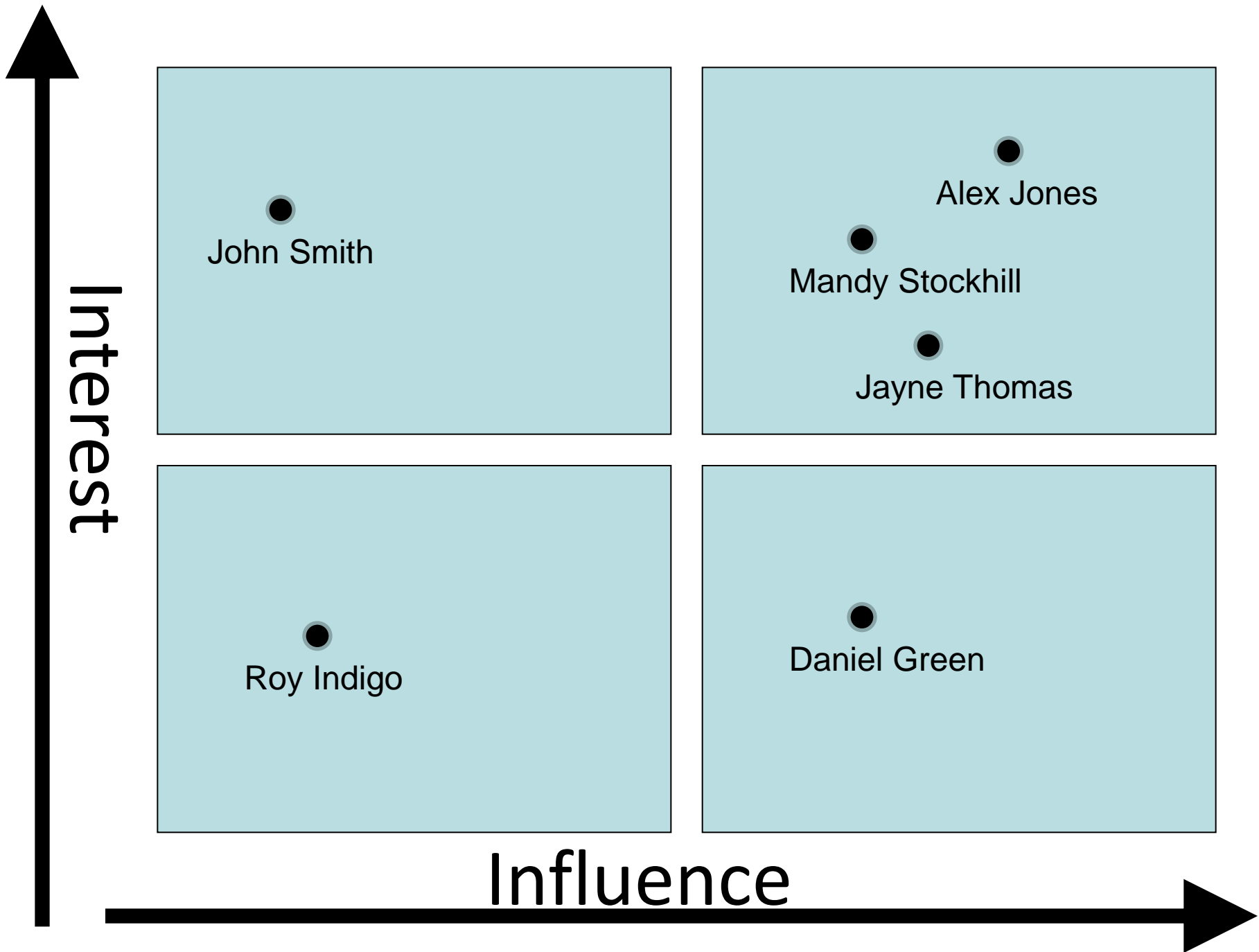
Influence

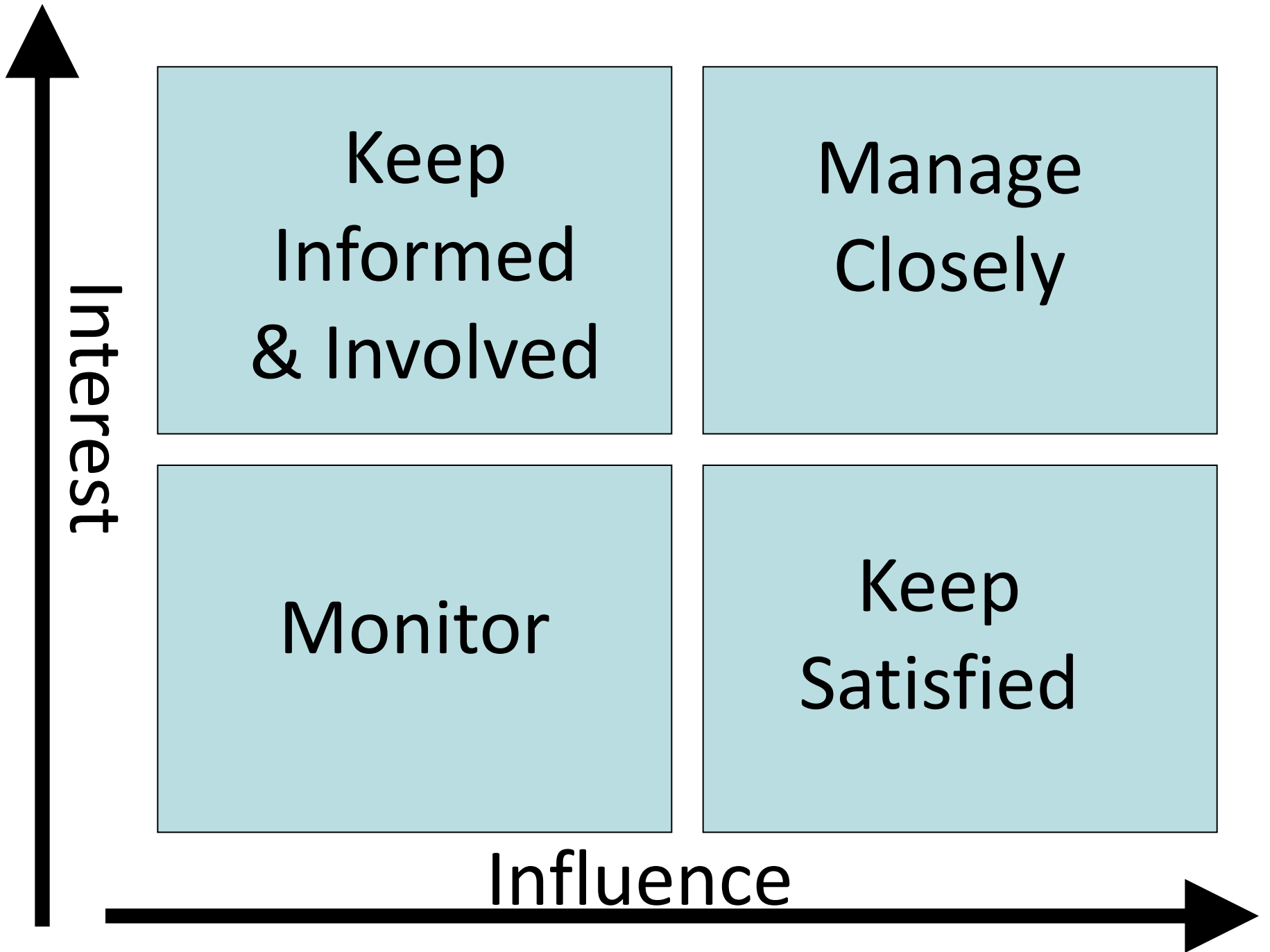


Interest









Keep
Informed
& Involved

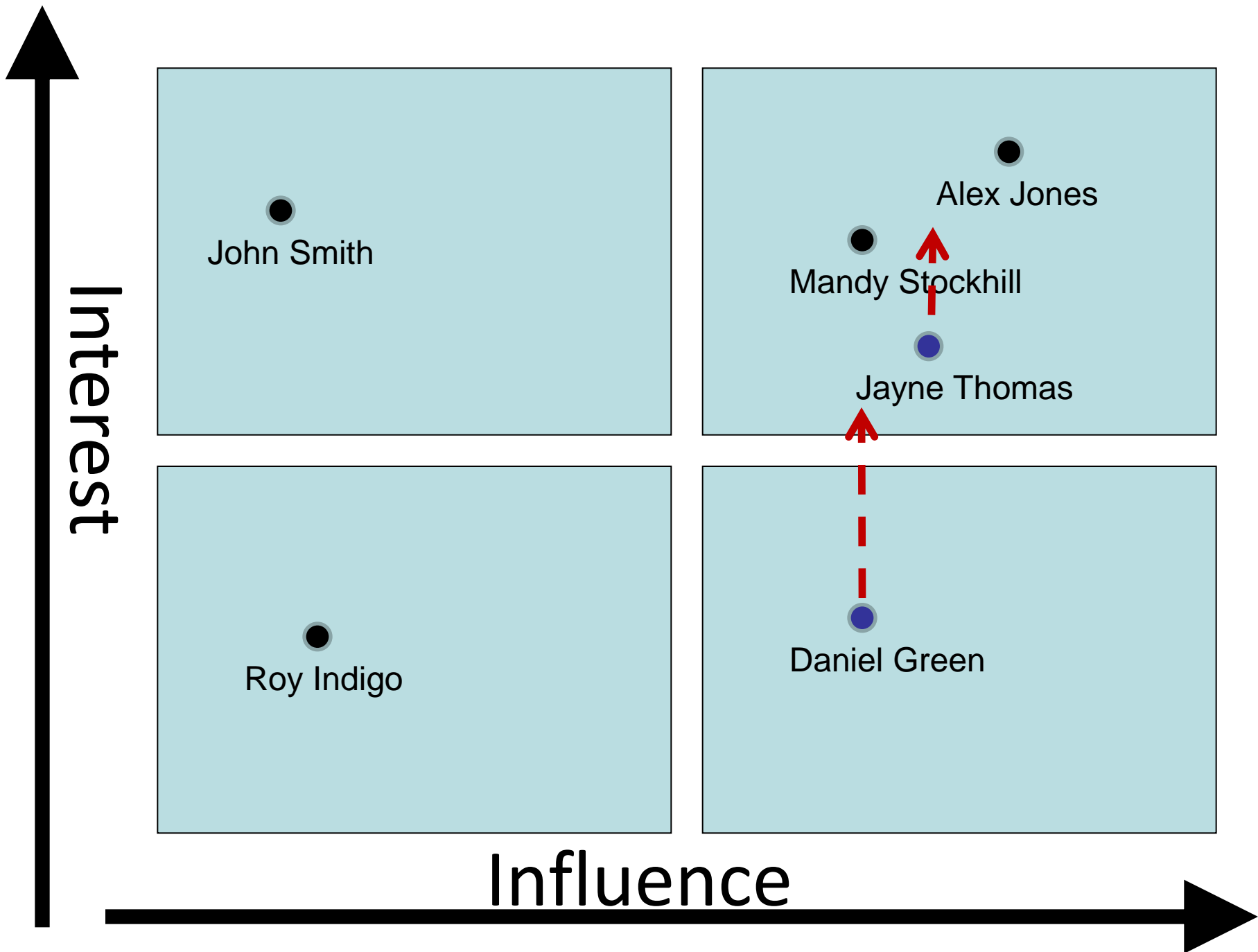
Manage
Closely

Monitor

Keep
Satisfied

Interest

Influence



Engage

Carry out some stakeholder “fact finding” first:

- What do you know about them?
- What can you *find out* about them?
- What is their “world view”



Exercise

- Create a stakeholder map (list & 4 box grid) for your case study. Consider:
 - What types of stakeholder do you need to engage?
 - Does the importance of each stakeholder change as the project progresses?
 - Who will you be interviewing to elicit requirements?
 - How and when will you approach each stakeholder?

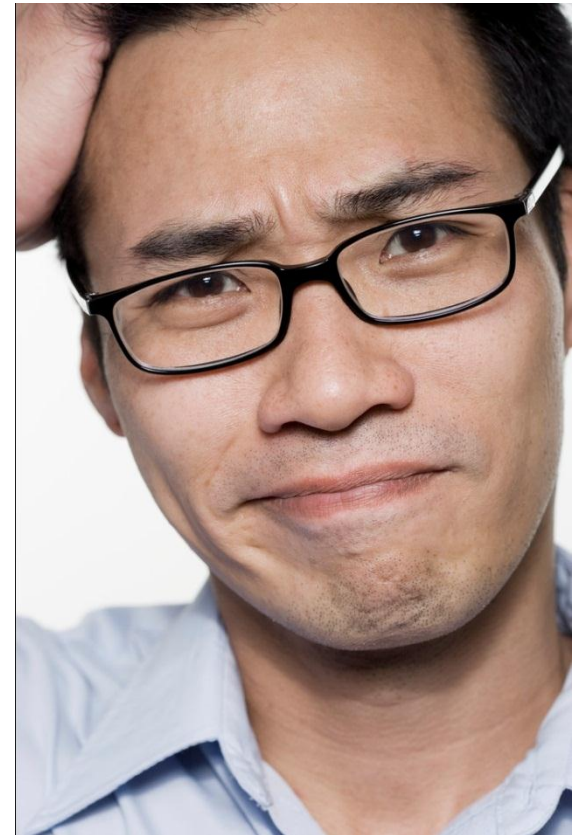
Developing a project concept

A close-up photograph of a hand-drawn architectural floor plan on white paper. The drawing is done in blue ink and shows a room layout with various dimensions and annotations. A yellow pencil is held by a hand in the bottom right corner, pointing towards the text 'Add Light' which is written in blue ink next to a small sun-like symbol. Other visible annotations include '4'-2 1/2"'' and '0'-0"'. The background is blurred, showing a person in a red shirt and white pants standing near a table.

Developing a project concept

- 1. Crystallise and agree “The Why”
- 2. Elicit and consider “The What”

*Defer conversations on
“The How”*



Problem statement...

The problem of.....

Affects.....

The impact of which is.....

A successful solution would.....

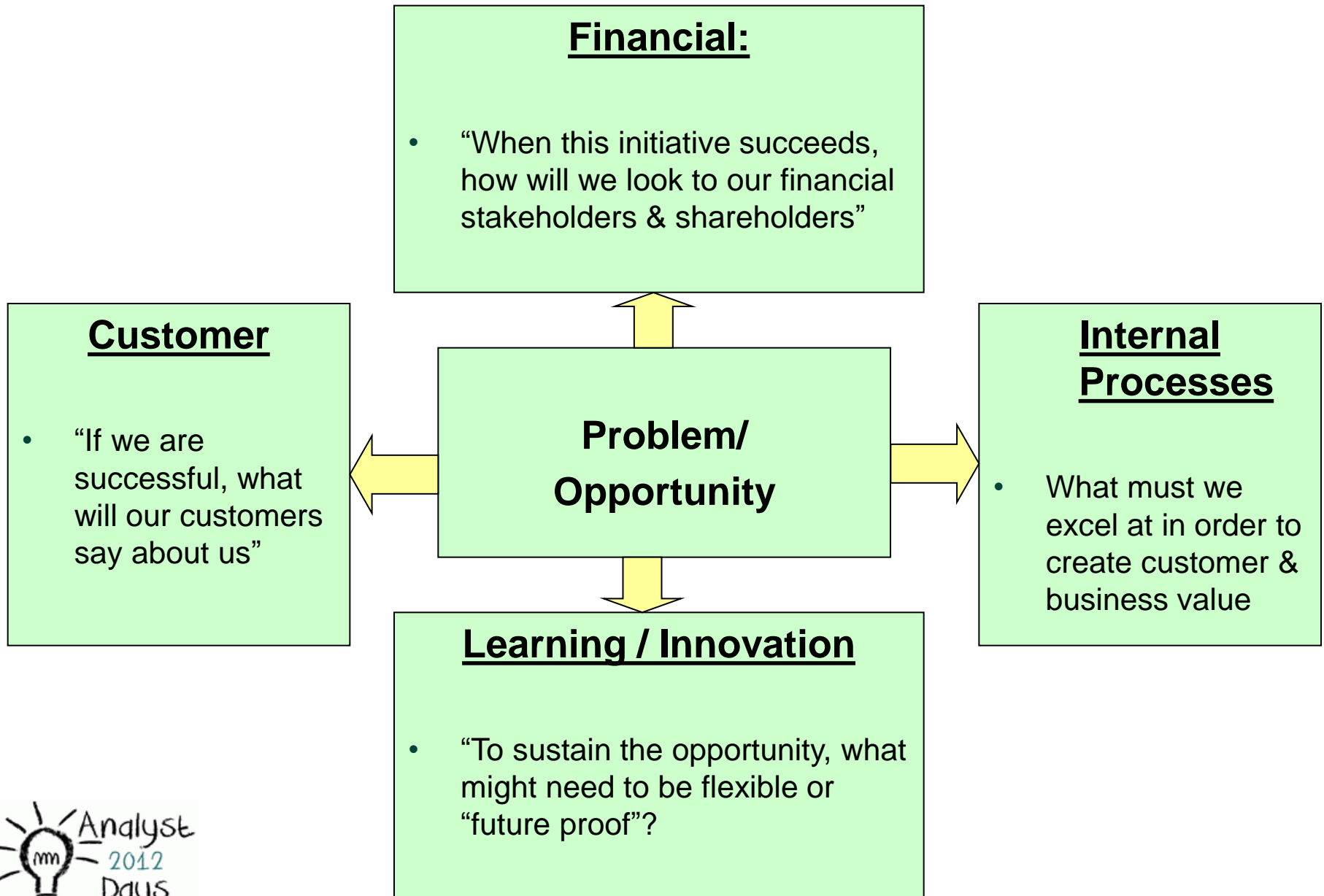


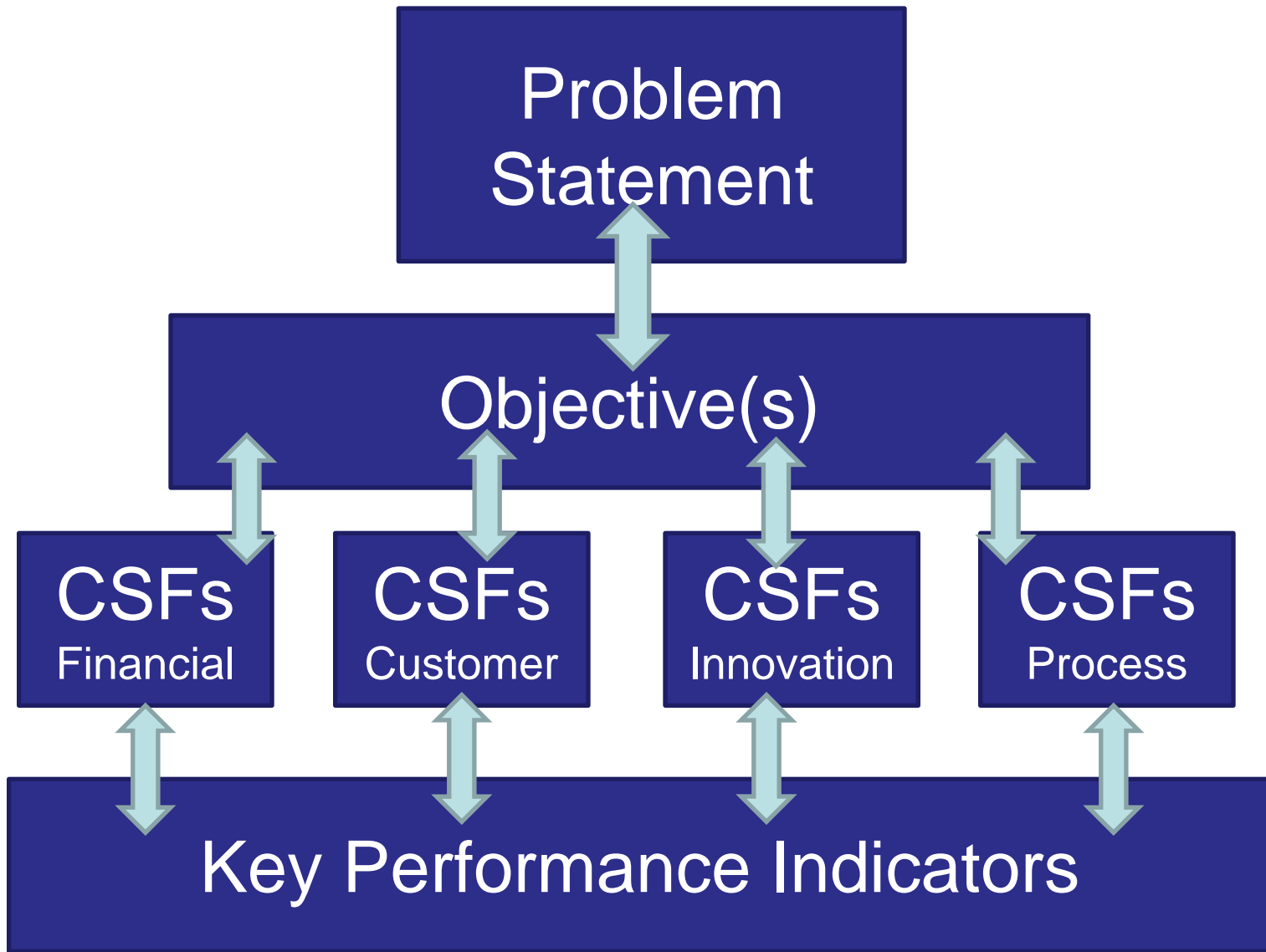
Objectives → CSF & KPI

- How can we measure progress towards objectives?
- What conditions *must* be met for the business to be a success?
- In x months/years time, how will we know if we've been successful?



Identifying CSFs and KPIs





Let's take an example...



Photography by K'vin Lim
Canon 590 1/60s F2.0 ISO 320 6.DMM



Problem statement...

The problem of.....

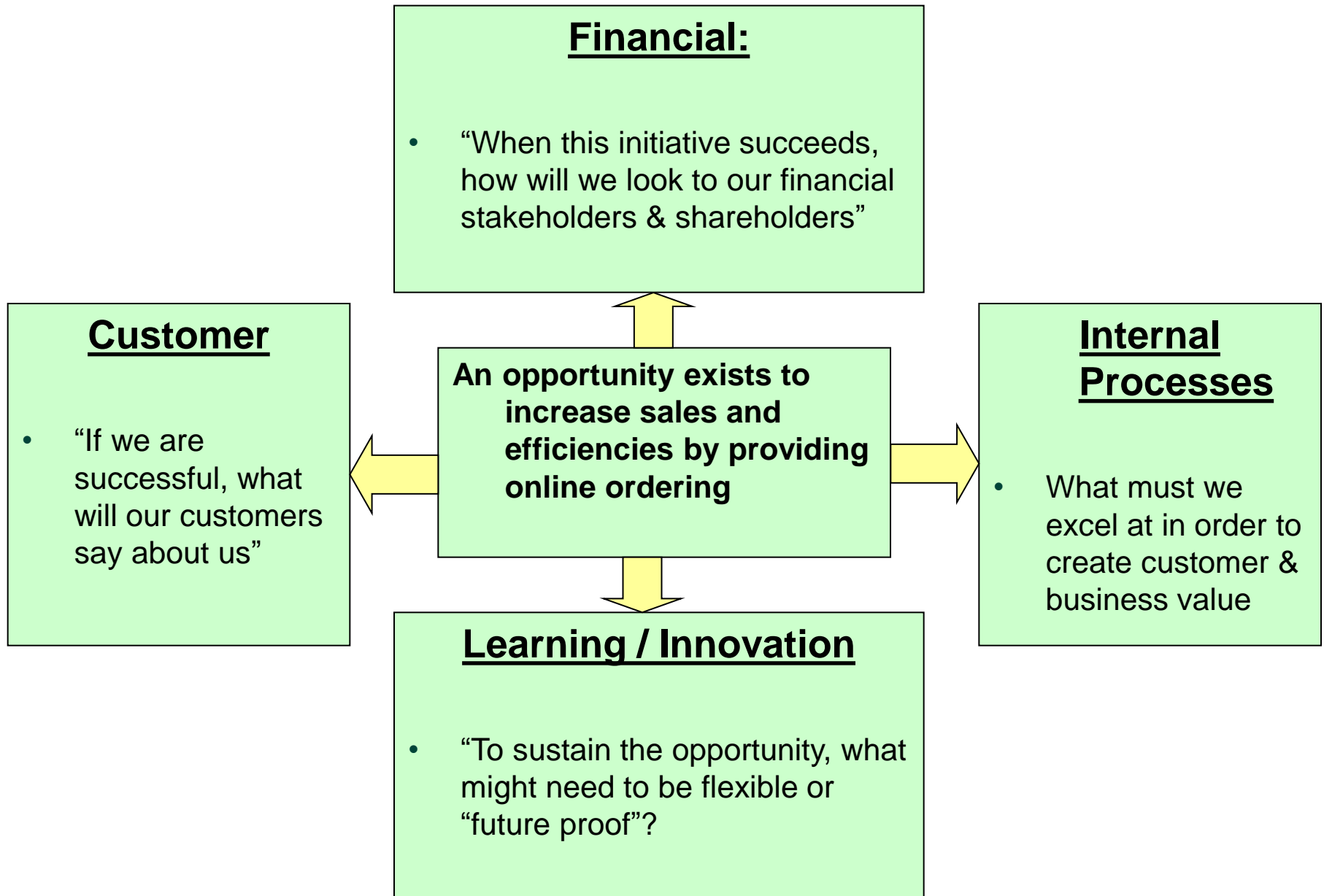
Affects.....

The impact of which is.....

A successful solution would.....



What are the CSFs and KPIs?



Financial:

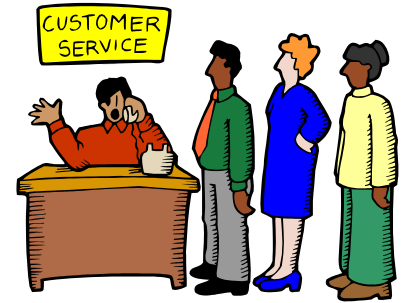
- “When this initiative succeeds, how will we look to our financial stakeholders & shareholders”



- Increased sales (turnover)
- Increased profit
- Market share
- Customer volume/repeat customers
- Efficiency savings (perhaps a secondary goal?)

Customer

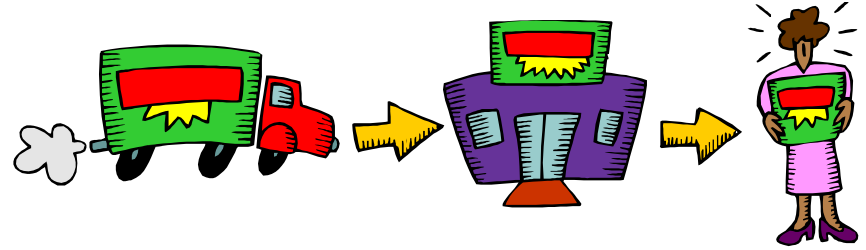
- “If we are successful, what will our customers say about us”



- Less waiting time
- Easier to find a table
- Nicier, quieter environment

Internal Processes

- What must we excel at in order to create customer & business value



- More efficient at taking orders?
- Better at identifying when customers are ready to re-order?
- Limit Internet usage?

Learning / Innovation

- “To sustain the opportunity, what might need to be flexible or “future proof”?”



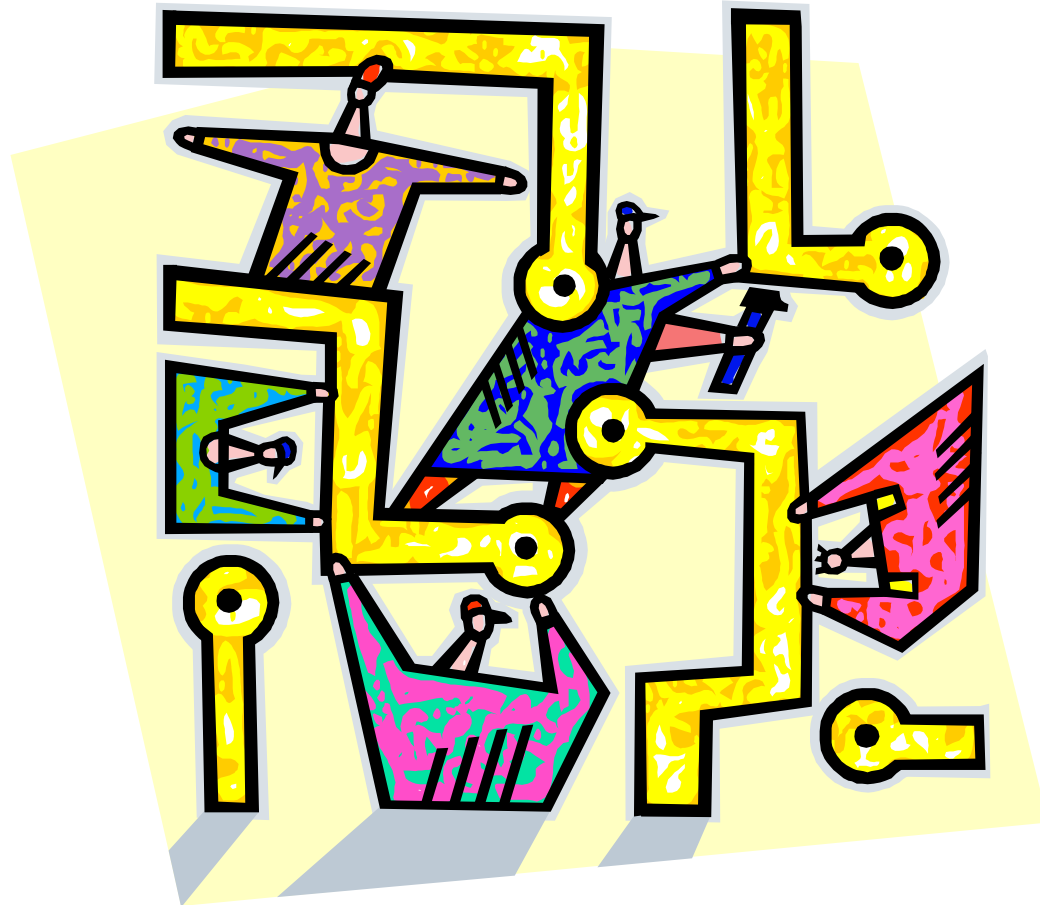
- To get closer to our customers; what do they like, what do they hate?
- To hear suggestions for new menu options

Exercise

- Create a Problem Statement
- Brainstorm the CSFs and KPIs for your case study



Concept level requirements – the “What”



Roles



- Who needs to interact with the system(s) and processes that are in scope?
- A role *doesn't* have to represent a single job title – it refers to users with similar characteristics
 - Shop Counter Staff
 - Management
 - Customers



User Goals



- What is each *user* trying to achieve by using the system or process?
- Keep it high level “Verb Noun” is ideal
- Scope only – defer decision over detail
- Avoid words like “process” or “data” – be precise where possible:
 - “Update data” could be “Update client’s details”
 - “Process sale” could become “Take payment & Issue receipt”



Cafe: Roles

- Customer
- Counter staff
- Manager?
- Accounts team?



Cafe: User Goals

- **Customer:**
- Order
- Use Internet
- Buy extra Internet time (?)
- Check time remaining
- Page waiter/waitress?



Cafe: User Goals

- **Counter Staff:**
- Provision of Internet Access
- Suspend Internet Access
- Extend Internet Access
- Page User (?)



Exercise

For your case study....

- What are the likely roles?
- What are the likely user goals?



Business analysis in context - techniques

