



MIS 3504

Digital Design and Innovation Studio

3: SCOPING YOUR PROJECT

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Photo: Installation by Jenny Holzer, US Pavillion, Venice Biennale 1990

The Project Scope Document:

What is it?

Documenting

AS IS

Project Scope Document

- Usually done before you would join project by PM but you might be asked to help
- Written & graphical
- The work that needs to be done, and only the work that needs to be done, to deliver the product and solution
- Scope creep – an incremental expansion of the project scope as requirements not truly necessary for the solution get included
- PM should do forward looking parts

Project Scope Document Contents

- Statement of Purpose (Problem Description)
- Objectives
- Problems & Opportunities
- Risks
- Assumptions and Constraints
- Stakeholders Analysis
- Glossary

Part 1:

Statement of Purpose

Statement of Purpose

- Short description of the problem
- Carefully written in business language
- Current environment or situation
- Essential problem or opportunity
- 3 paragraphs:
 - General context of the organization
 - What is the problem?
 - How will you approach this problem

STATEMENT OF PURPOSE: SAMPLE

Prior to 2010, FLAKYCOATINGS had a very successful e-store that did approximately \$14mm in business per year. In 2010, a decision was made to move the market segment for their smallest customers (Tier 5) to a distributor. Since the move, sales through the distributor have decreased to approximately \$10mm per year, with no projected growth for the coming year. One of the factors believed to be causing the decrease in business is that the distributor does not have the capability to provide ordering on-line; therefore customers are required to call to place an order. This process has produced ordering delays and poor customer satisfaction, which in turn, has led customers to leave the distributor and purchase their products elsewhere. FLAKYCOATINGS is looking to cancel their contract with the distributor and bring this segment of customers back to direct sales.

Given the large number of potential customers, over 2,000, and the projected number of transactions, over 10,000, FLAKYCOATINGS needs an efficient means to handle these orders in a way that will not result in increased workload for the inside sales team or the customer care group. FLAKYCOATINGS believes this market segment could be best supported by a B2C e-store. If the e-store were to recapture the business FLAKYCOATINGS had before the move to the distributor, it would contribute an additional \$1.6mm of gross profit. If sales through the e-store could grow to the \$20mm target market, it would contribute an additional \$4mm of gross profit.

As a result, FLAKYCOATINGS is looking to build a new B2C e-store targeted to this market segment and cancel its contract with the distributor. Having confirmed the core problem with our project sponsor, we will interview internal stakeholders, external customers, and subject matter experts. We will research the existing B2B e-store to see why it is perceived to be too difficult to use and how we can interface with SAP. Having collected the requirements for a new B2C oriented e-store, we will design a solution, build a prototype of it and present that prototype to our sponsor for sign-off.

Part 2:

Objectives

Objectives

- Project objectives are the business' reasons for doing the project
- They might be stated as improving:
 - The company's finances
 - The performance of a particular process
 - The company's position in the market
- They should be important enough that you wouldn't need more than 5 or 6 to justify a significant project

Objectives

They should be

Specific

Measureable

Actionable

Realistic

Time-bound

Objectives

The following objectives will be achieved through the results of the FlakyCoatings project:

- Increase sales to Tier 5 customers by 40% within a year of the e-store going public.
- Move all of the existing Tier 5 customers to the e-store within a year of the e-store going public.
- Increase the number of Tier 5 customers to 2000 within two years of the e-store going public.

Part 3:

Assumptions and Constraints

Assumptions & Constraints

- Assumption – a premise that is assumed to hold true throughout the project
 - The organization's staff will remain the same throughout the project
- Constraint – a limitation or restriction on proposed solutions
 - The organization will not change their software system.

Assumptions Samples

Assumption – a premise that is assumed to hold true throughout the project

- Tier 5 customers are the primary target for the new B2C style e-store.
- No product returns will be processed through the system.
- Ship to addresses will be limited to the US.
- No hazardous materials will be included in this offering.

Constraints Samples

Constraint – a limitation or restriction on proposed solutions

- The application must interface with SAP.
- New customer registration must create a FLAKYCOATINGS sold-to customer account in SAP.
- The system must be secure and follow current policies and procedures for security and data management.
- All content will be managed through Interwoven content management system.

What other factors should
you consider?



consider:

Problems + Opportunities

Problems & Opportunities

- Another way to work with SME's to better understand the project
- Ask them what the problems are that this project is to address
- Ask them if they have any ideas about solving those problems (these are the opportunities)

ID	Problem	Opportunity
1	We are losing money on each sale	Find cheaper raw materials

consider:

Project and Business Risks

Risk Analysis

- **Project Risks** – potential problems that might keep the team from finishing the project
 - Sponsor leaves in the middle of the project
- **Business Risks** – potential problems that might impact the mission of the business
 - New commerce initiative fails and creates a major loss

Risk Response

How could you respond to a risk?

- Avoid it – change the project to eliminate the risk
- Transfer it – shift the risk to someone else like a vendor
- Mitigate it – reduce the probability or impact
- Accept it – just live with it

Risk Analysis

Business or Project Risk	Probability	Risk Response	Impact
IT expert who knows warehousing leaves company	Low	Accept it	Medium

Risk Analysis (for case)

Business or Project Risk	Probability	Risk Response	Impact
(Project) Interfacing an e-store to an SAP transaction system may complicate the project and cause it to fail	Medium	Mitigate – Invest project resources early on in the project to understand the interface requirements and plan accordingly	High – 2 months delay
(Business) The poor performance of the distributor may have tarnished FlakyCoatings image with its former Tier 5 customers to the point that it cannot be restored.	Low	Accept– While FlakyCoatings might lose some customers, its products enjoy some significant technical advantages that should bring customers back.	High

Exercise:

Dysfunctional Warehouse problem
statement, objectives, constraints and
assumptions

Dysfunctional Warehouse Case

You have recently been assigned to a project that is focused on improving warehouse operations. The project sponsor, North America's General Manager, has told you that this is her top priority. She pointed out that customer service has taken so many orders for product that isn't available that they have had \$20MM in orders cancelled by the customer when they found out that delivery would be late. The plants are unhappy because their master production schedule is interrupted about 20 times a week with rush orders. The carriers are raising rates because it takes so long to load their trucks as the warehouse tries to locate the needed product. Having the wrong inventory also costs the business as the product's shelf life means it has to be sold at a loss if more than 6 months old and scrapped if older than 9 months.

Customer orders are taken by a customer service representative using a new order system, he then checks for the availability of inventory using a separate old inventory system and places a reservation against that inventory. Customer service has no interest in changing out their new system and has told the project so. The shipping team at the warehouse prints the pick list and shipping papers from their inventory system. Warehouse personnel also record inventory as it arrives from the manufacturing sites. After orders are picked and the prepared for shipment, they are loaded onto the carriers trucks for delivery to the customer which the shipping personnel confirm in their inventory system so that the CSR's can check if needed.

When there is a pending order and no inventory, the customer service team calls the plant and asks them to make a rush order. Rush orders are delivered to the warehouse and often loaded directly onto the carrier's trucks. Paperwork is often created manually to ensure prompt delivery.

Your first step is to write a scope document to share with your project sponsor to ensure that you have understood the assignment correctly. Please write the following parts of that document:

The problem statement

Five SMART objectives

A list of all relevant assumptions and constraints.

What are the major problems?

3 paragraphs:

General context of the organization

The current condition

The essential problem or opportunity

Include project approach



What are the project objectives?

Specific
Measurable
Actionable
Realistic
Time-bound

What are the relevant assumptions and constraints?

