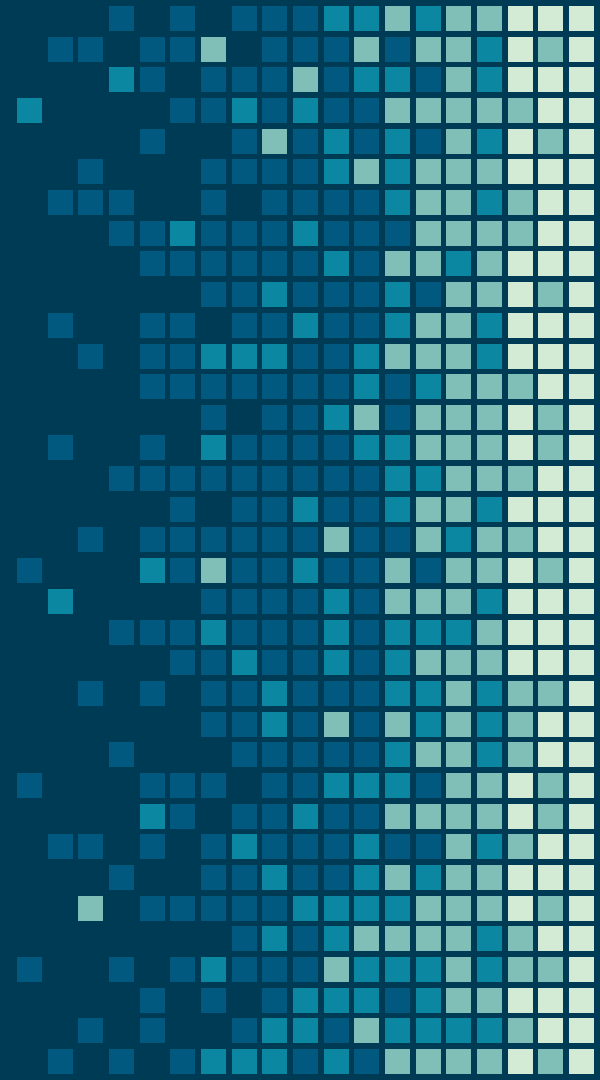


MIS3506

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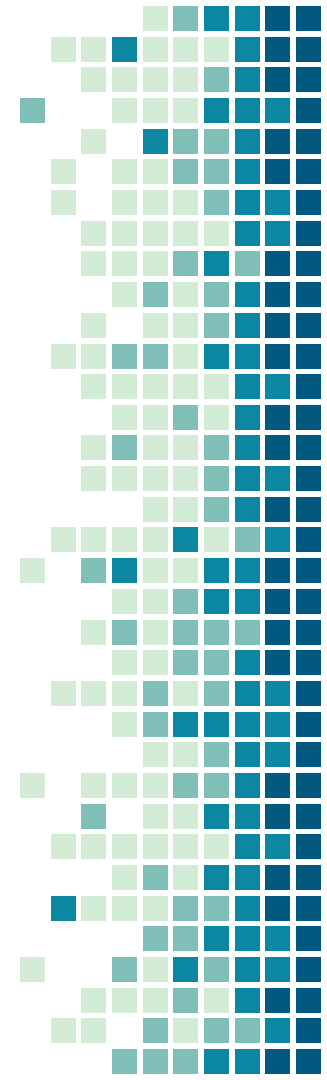
3.1: Scoping Your Project

Amy Lavin/ Steve Sclarow

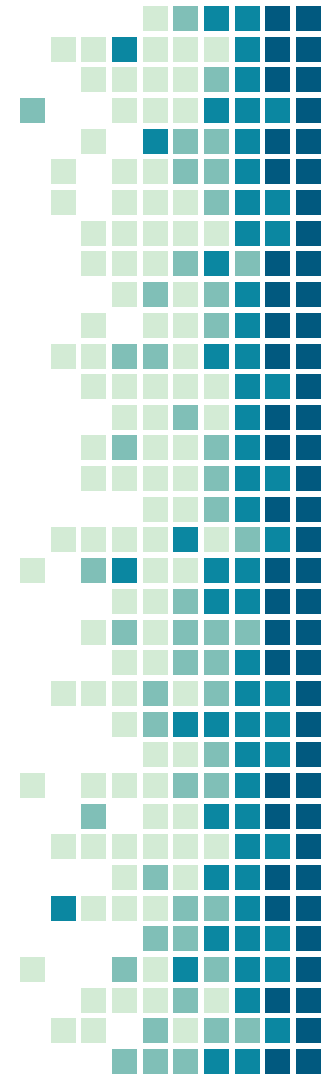


SCHEDULE

- Interview #1:
 - **Kyle Barkins** - *Co-Founder and lead Technology*
 - Wednesday, January 31, 10 - 11:20 AM, Alter A603
- Scope Draft (individual): due week 4 (class 2)
- Interview #2:
 - **Joe DiGiovanni**- *Co-Founder*
 - Tuesday, February 13, 2 – 3:20 PM, Alter A603
- Scope Draft (team): due week 5 (class 2)
- Exam 1: week 6 (class 1)

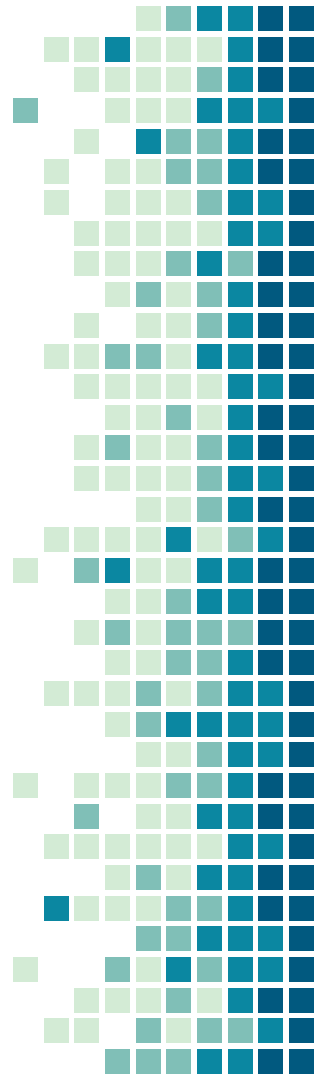


Your **PROJECT**



Project Client:

TAPP Network



We will be working with TAPP Network to create the digital tools needed to serve their prospective and current clients.

Each team will focus on a distinct need determined by the client as detailed in the Project Document.

PROBLEM #1

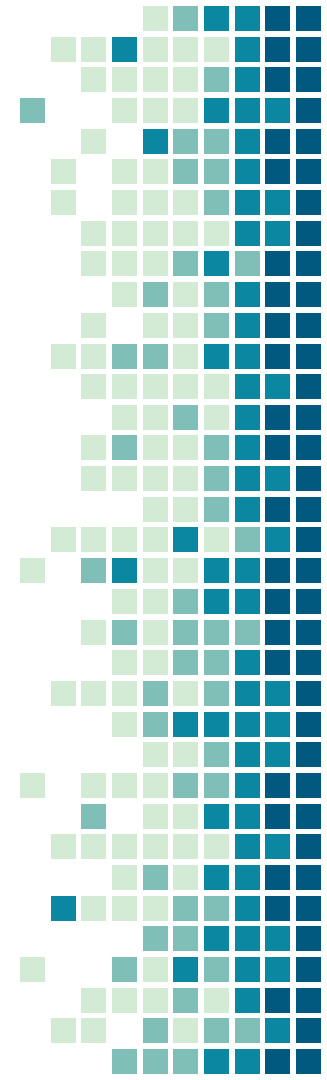
Marie Curie
Benjamin Franklin
Steve Jobs
Ellen Ochoa

PROBLEM #2

Leonardo Da Vinci
Indira Gandhi
Hedy Lamarr
Ayn Rand

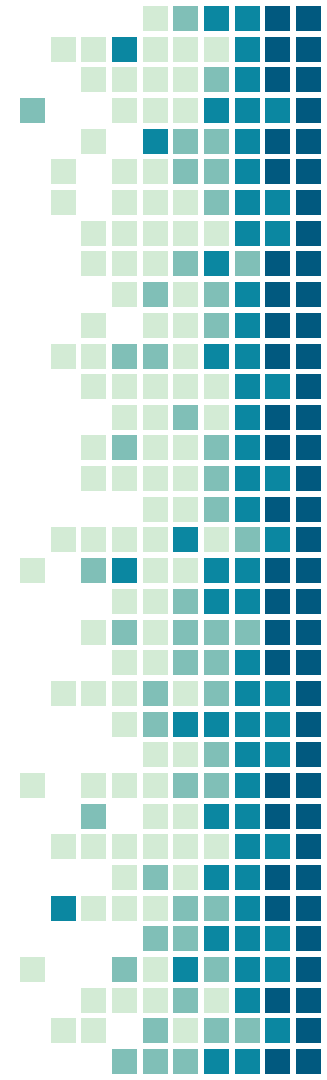
PROBLEM #3

Thomas Edison
Bill Gates
Golda Meir
Nikola Tesla



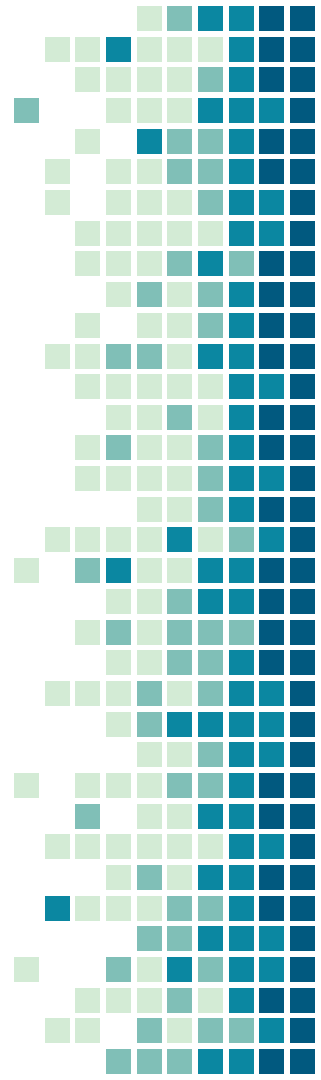
Interview # 1

- **Kyle Barkins** - *Co-Founder and lead Technology*
- Wednesday, January 31
- 10 - 11:20 AM
- Alter A603



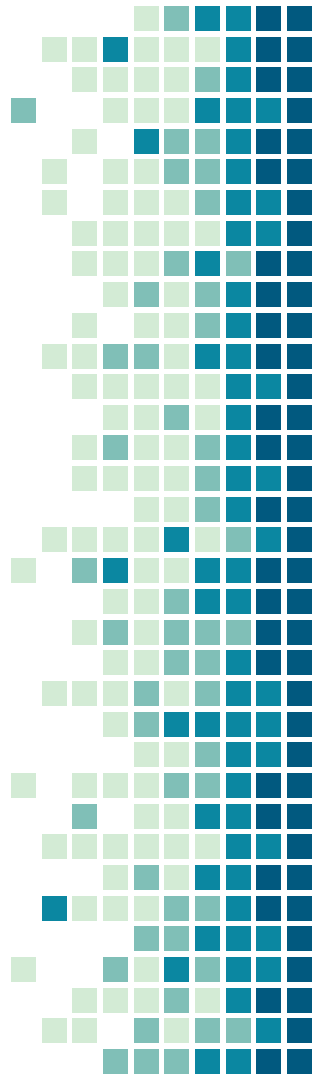


What do you want
to learn from
them?



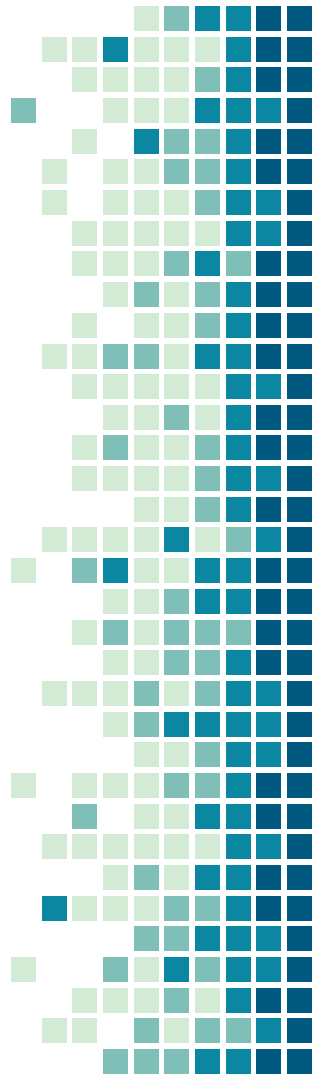
Questions should be:

- Appropriate for the person being interviewed
- Broad topics to start
- Start general, then more specific
- Open-ended
- Prepared with follow-up questions



As a team—

What are your questions for Kyle?

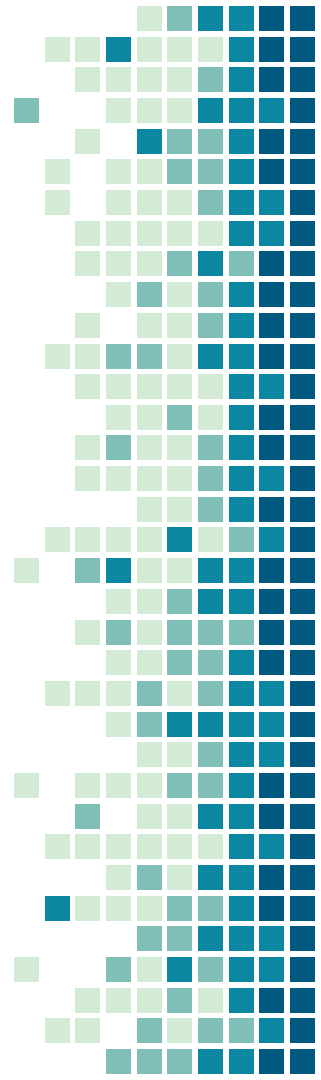




Who is **TAPP**
Network and what
do they do?

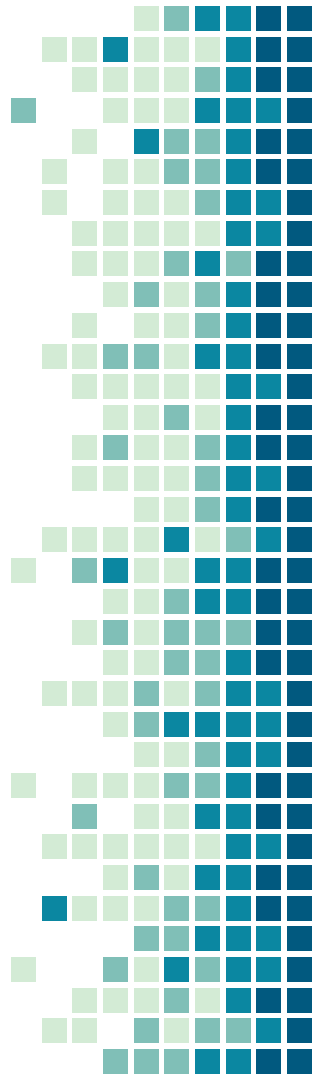
What challenges are
they facing?

What is the essential
problem and how
will you approach
solving it?



Project Scope Document

- What is it?
- Why is it important?
- Why do we start with the scope?

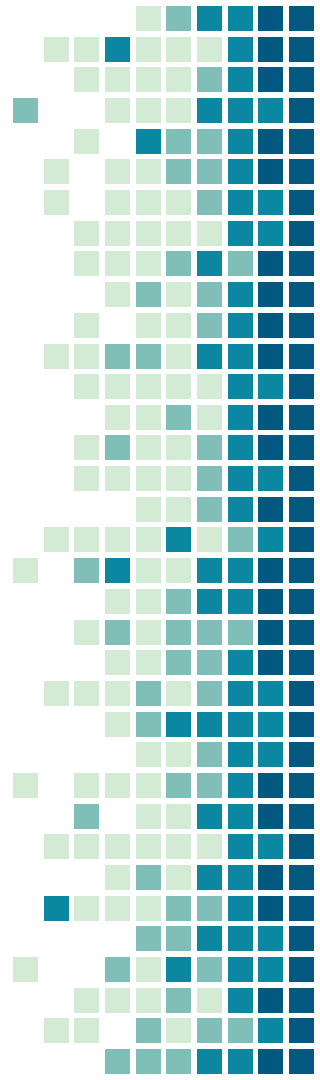


Documenting As IS



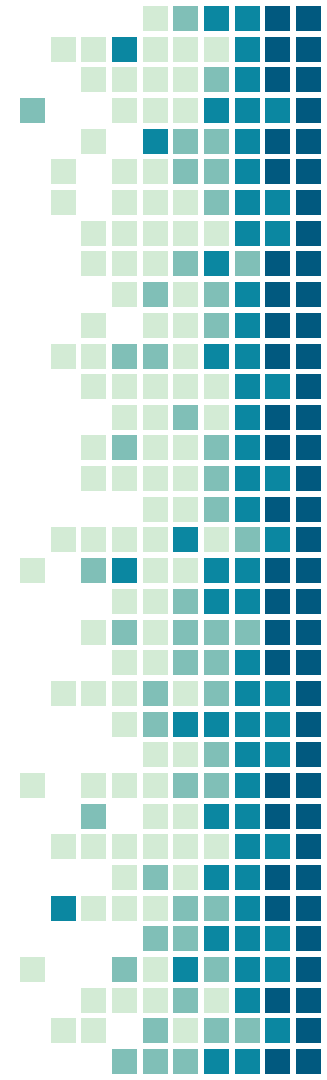
Project Scope Document

- 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.



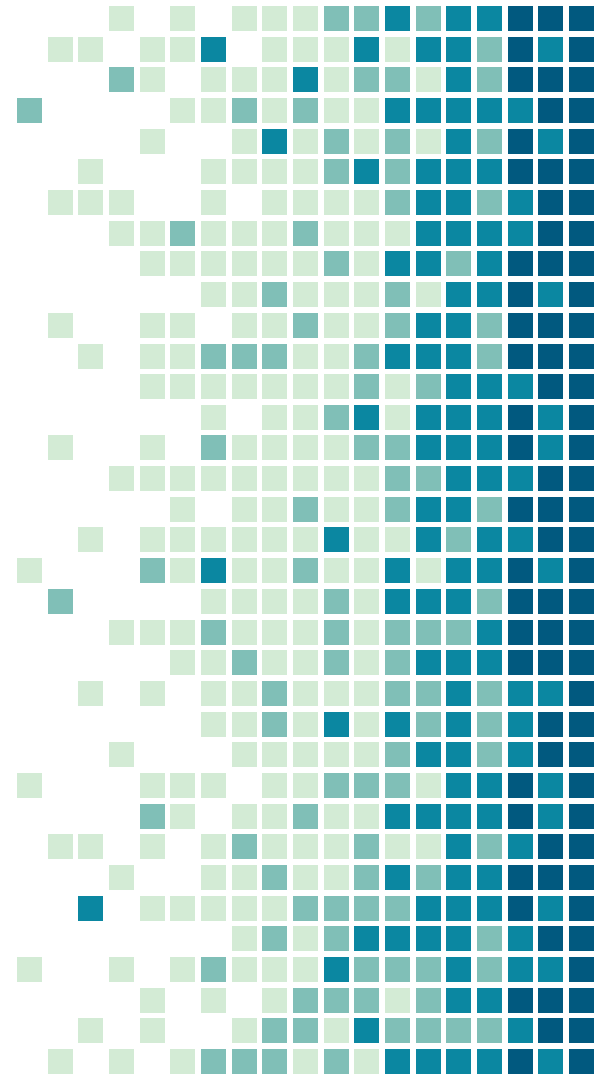
Project Scope Document Contents

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



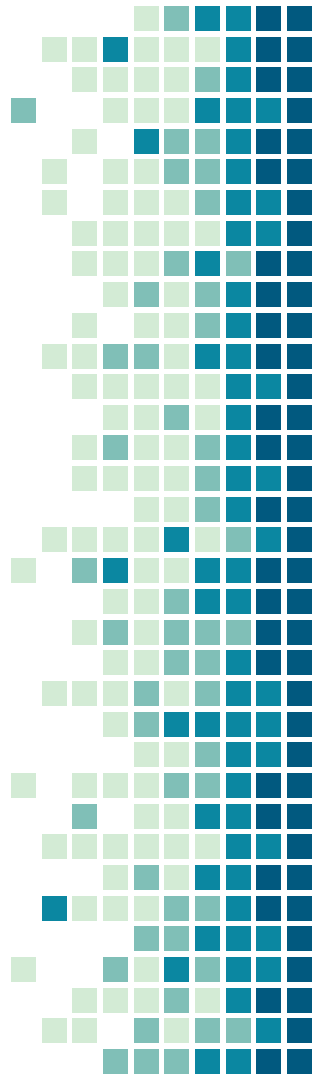
Part One

Statement of Purpose



Statement of Purpose

- Short description of the problem
- Carefully written in business language
- Current environment or situation
- Essential problem or opportunity
- Three 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.

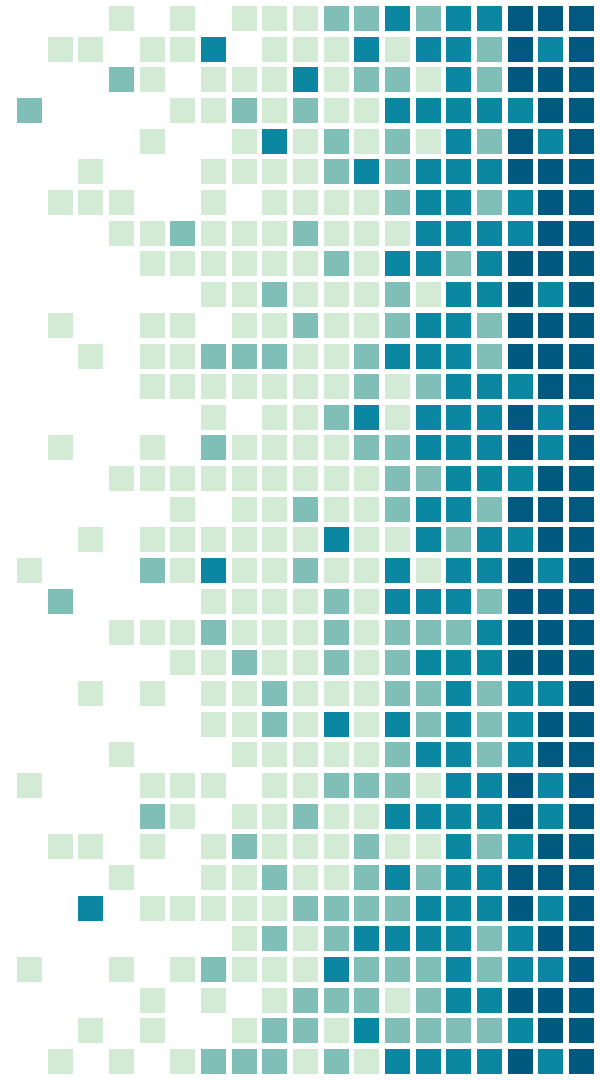
Given the large number of potential customers, over 2,000, and the projected number of transactions, over 10,000, FLAKYCOATINGS needs an efficient means to handle these orders in a way that will not result in increased workload for the inside sales team or the customer care group. FLAKYCOATINGS believes this market segment could be best supported by a B2Ce-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 B2Ce-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.



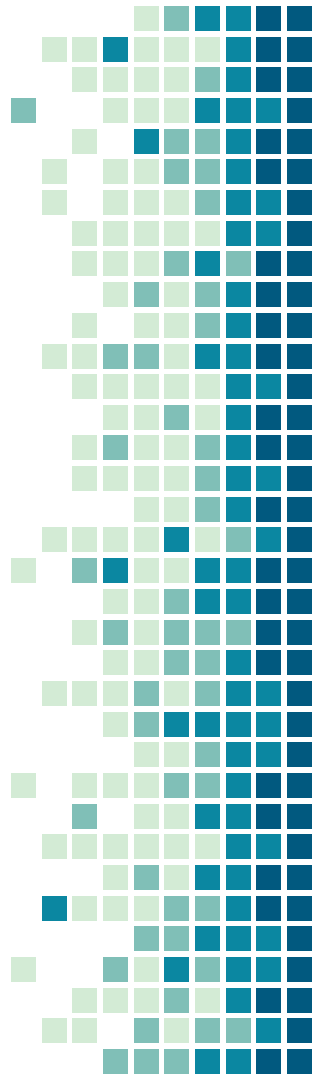
Part Two

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...

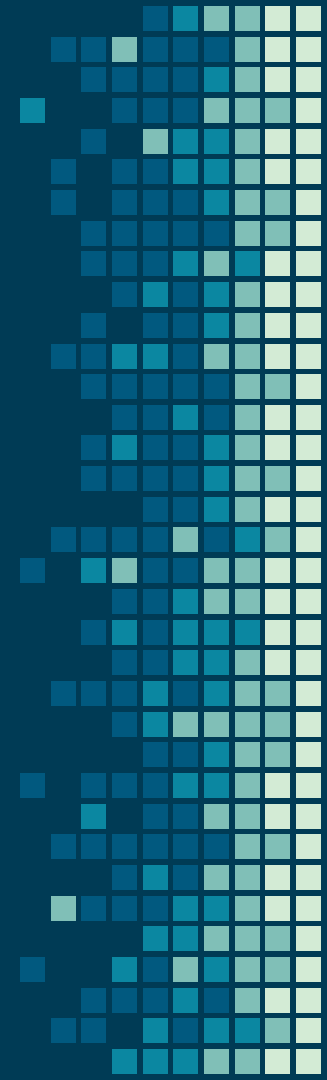
Specific

Measurable

Actionable

Realistic

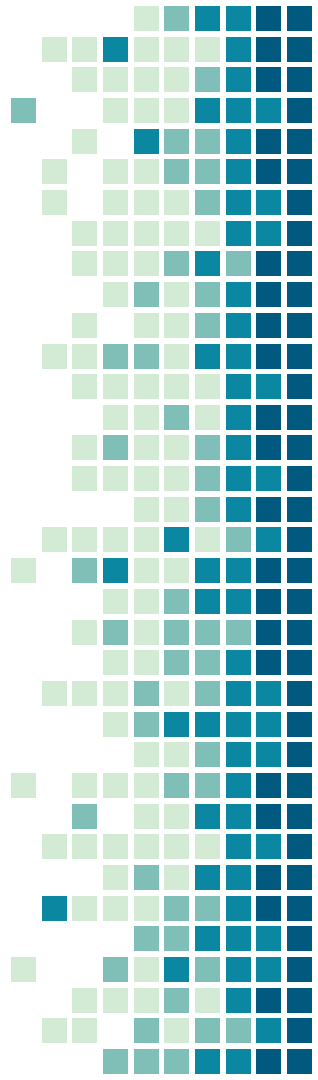
Time-bound



Objectives

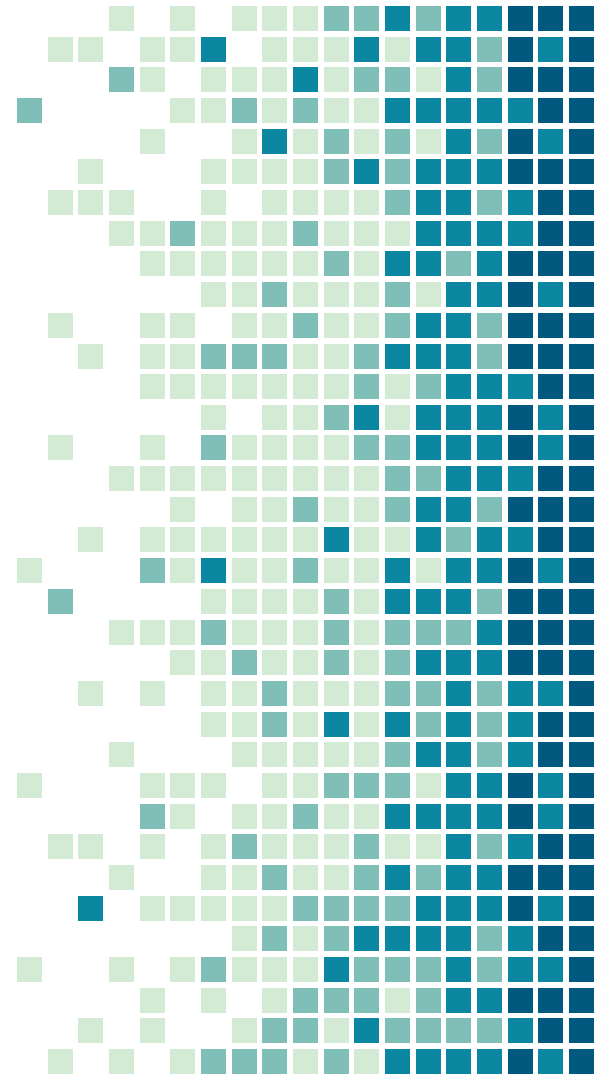
The following objectives will be achieved through the results of the FlakyCoatings project:

1. Increase sales to Tier 5 customers by 40% within a year of the e-store going public.
2. Move all of the existing Tier 5 customers to the e-store within a year of the e-store going public.
3. Increase the number of Tier 5 customer to 200 within two years of the e-store going public.



Part Three

Assumptions & Constraints



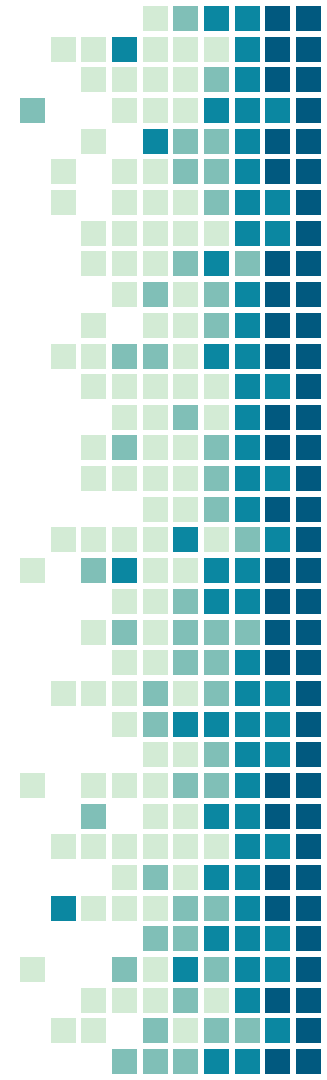
Assumptions & Constraints

Assumption

- A premise that is assumed to hold true throughout the project.
- *“The organization’s staff will remain the same throughout the project.”*

Constraint

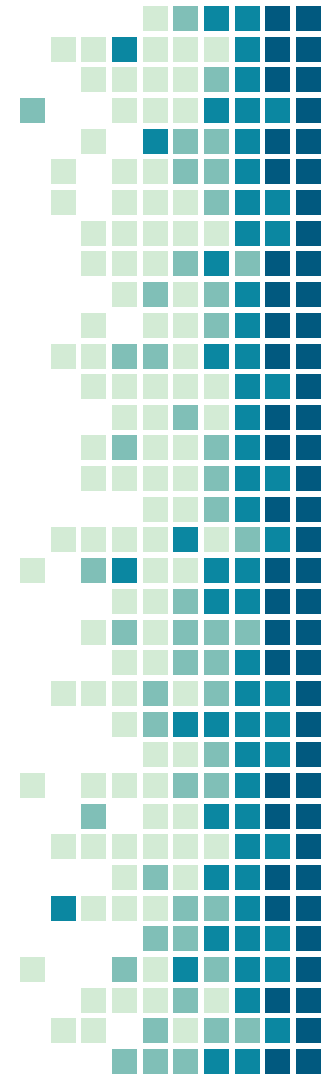
- A limitation or restriction on proposed solutions.
- *“The organization will not change their software system.”*



Assumption Samples

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

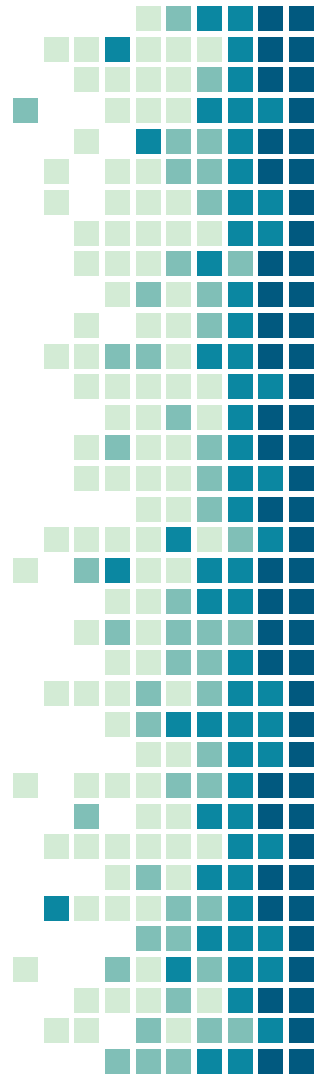
- Tier 5 customers are the primary target for the new B2C style e-store.
- No product returns will be processed through the system.
- Ship to addresses will be limited to the U.S.
- No hazardous materials will be included in this offering.



Constraint Samples

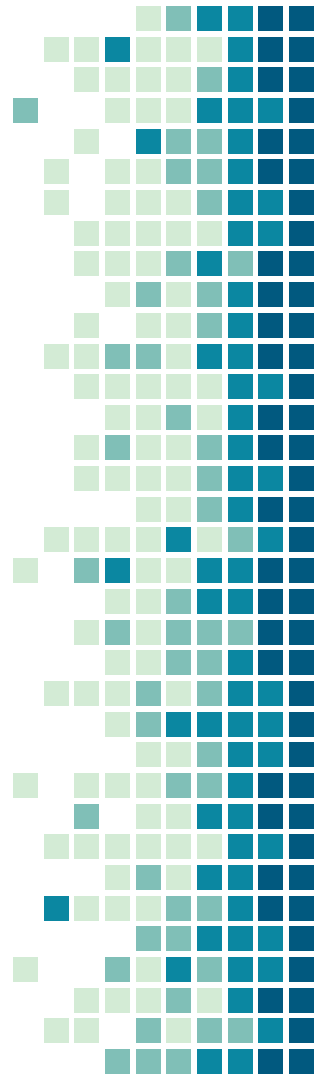
Constraint – A limitation or restriction proposed solutions.

- 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.



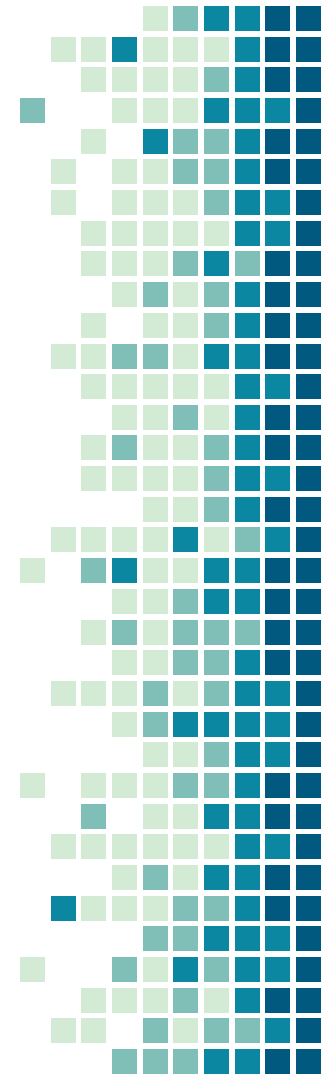


What other
factors should you
consider?



Consider:

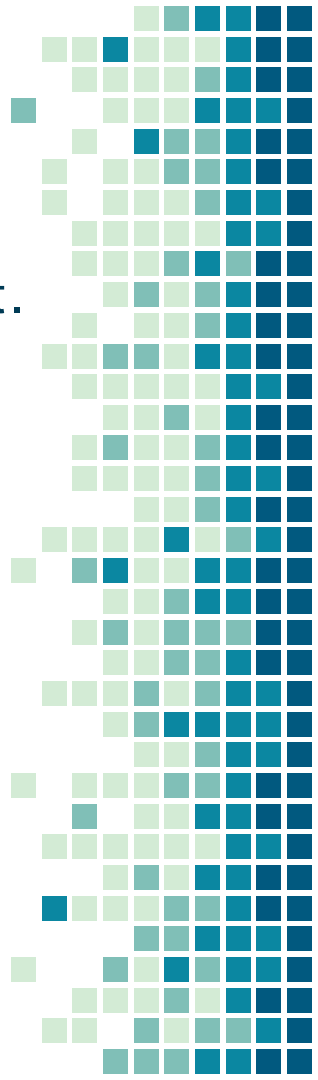
Problems & Opportunities



Problems & Opportunities

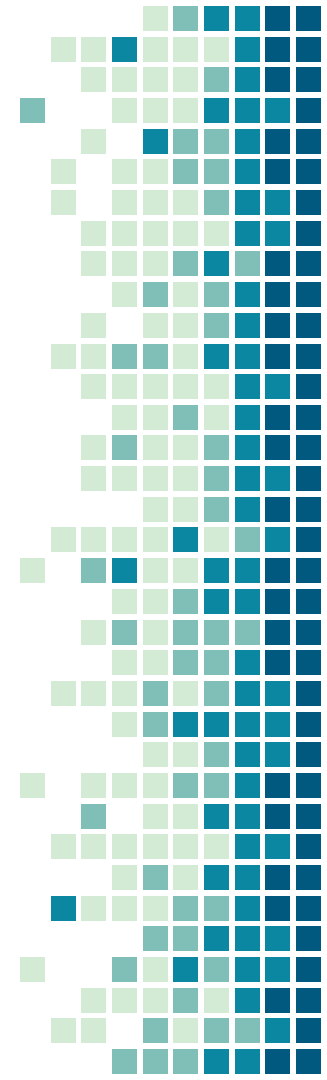
- Another way to work with SME's to better understand the project.
- Ask them what the problems are that this project is to address.
- Ask them if they have any ideas about solving those problems (these are opportunities).

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



Consider:

Project & Business Risks



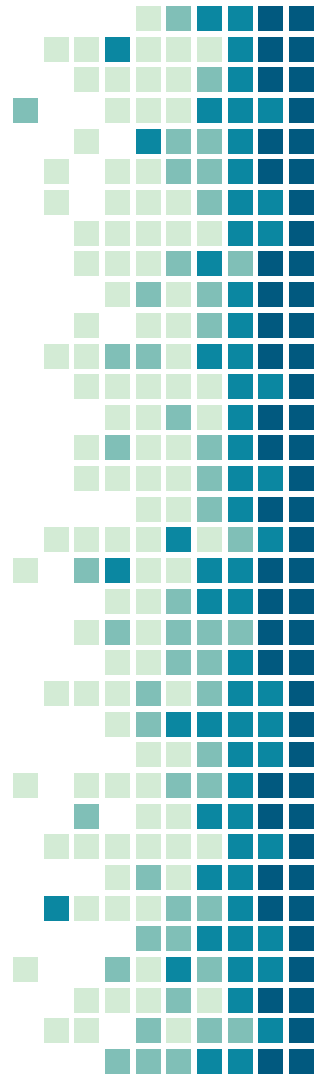
Risk Analysis

PROJECT Risks

- Potential problems that might keep the team from finishing the *project*.
- Example: Project Sponsor leaves in the middle of the project.

BUSINESS Risks

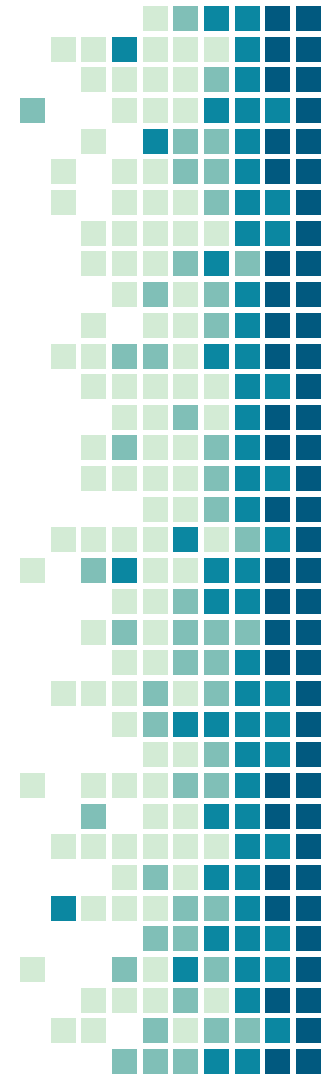
- Potential problems that might impact the mission of the *business*.
- Example: New commerce initiative fails and creates a major loss.



Risk Response

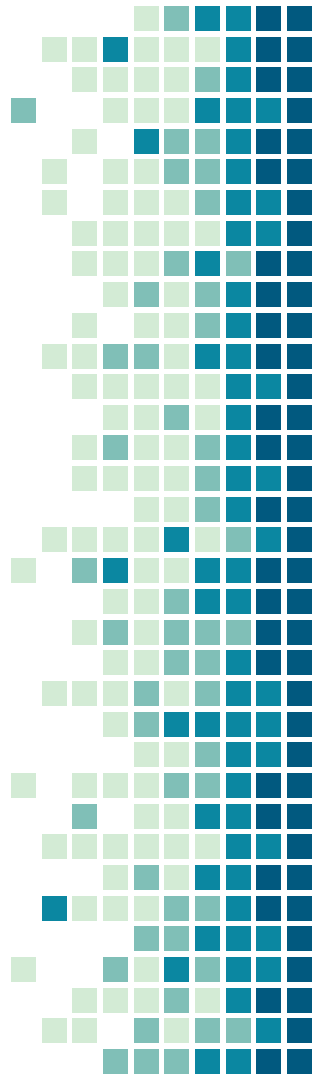
How could you respond to a risk?

- **Avoid** – Change the project to eliminate the risk.
- **Transfer** – Shift the risk to someone else, like a vendor.
- **Mitigate** – Reduce the probability or impact.
- **Accept** – Just live with it.



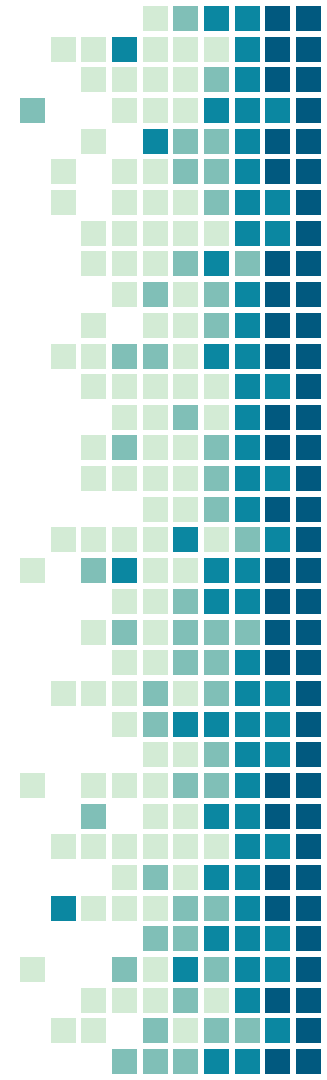
Risk Analysis

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

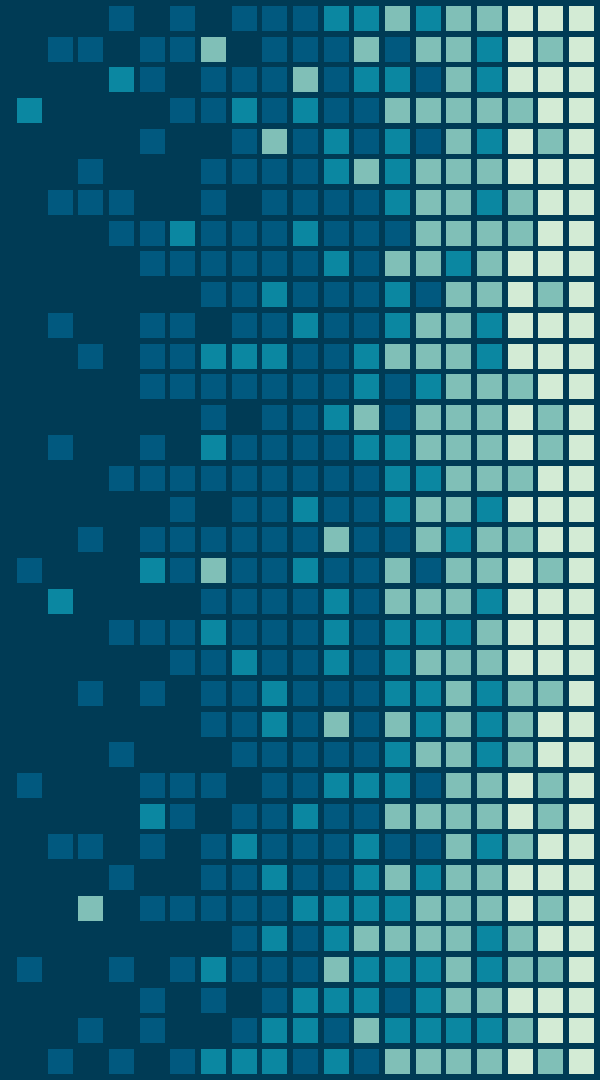


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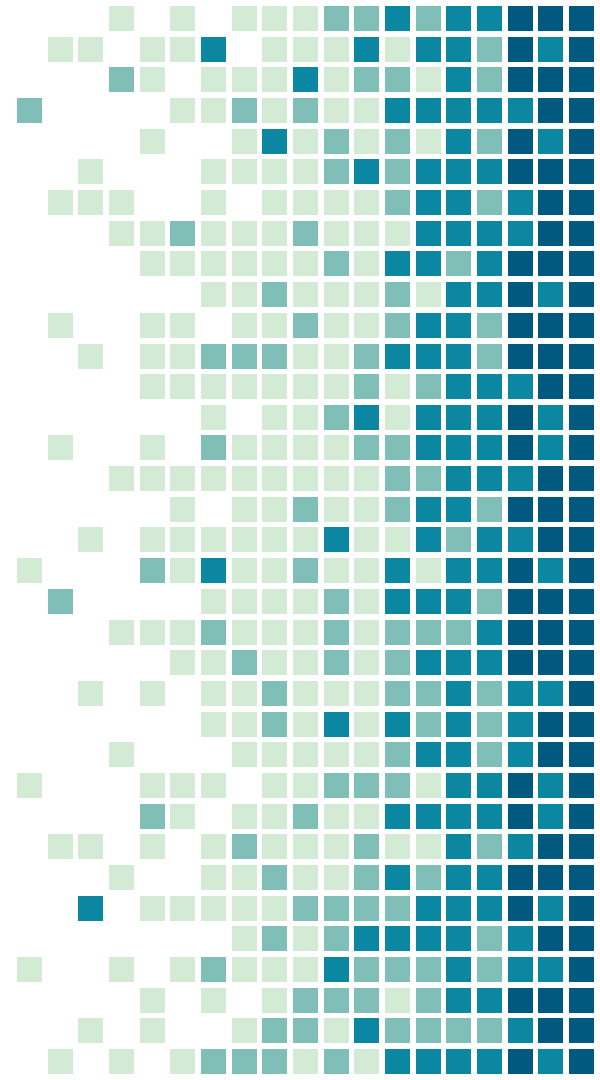
3.2: Scoping Your Project

Amy Lavin/ Steve Sclarow



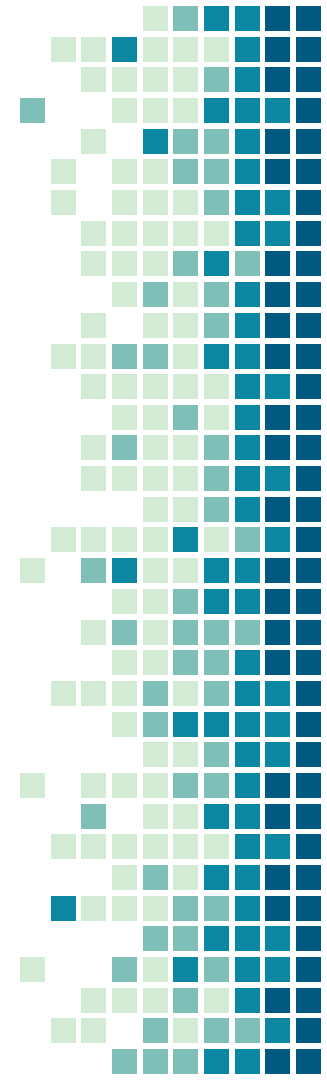
Interview Feedback

How do you feel about the interview?



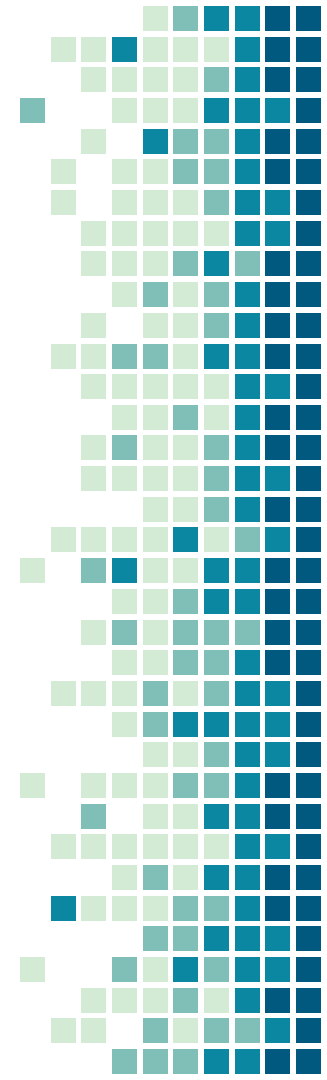
Justinmind

1. Everyone should have received an email from Justinmind!
2. Access your copy.
3. Learn how to use it!



Justinmind

1. **Check** your e-mail for the prompt:
“You are invited to Justinmind!”
2. **Click** on the provided link.
3. **Learn** how to use it!



“ “ *About 30 minutes ago, I walked by a co-worker's desk at CloudMine where I am interning and noticed that he was prototyping an iPhone app. I asked him about the program and found he was using **Justinmind**. From the classroom to the workplace! 😊*

Nick Nendel

March 11, 2013

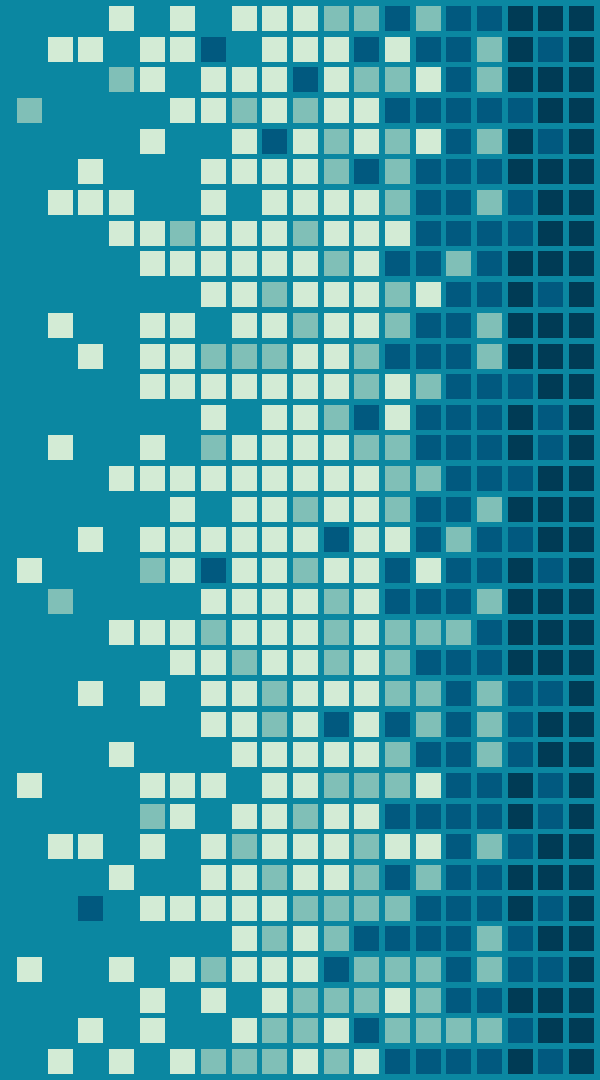


Hey professor, I hope your summer is going great!

*I just wanted to reach out and update you about my internship I just started this week. My first day of work, I sat down and started working in **Justinmind** creating a prototype app! I remember that email you showed us, and I would have never imagined I would be doing that immediately.*

Thanks...

June 3, 2014





Hi Professors— I hope this message finds you well! I hope yesterday was a smooth run for your classes. I wanted to personally reach out and let you know, Jonathan and I sent out invitations to our launch party yesterday morning...

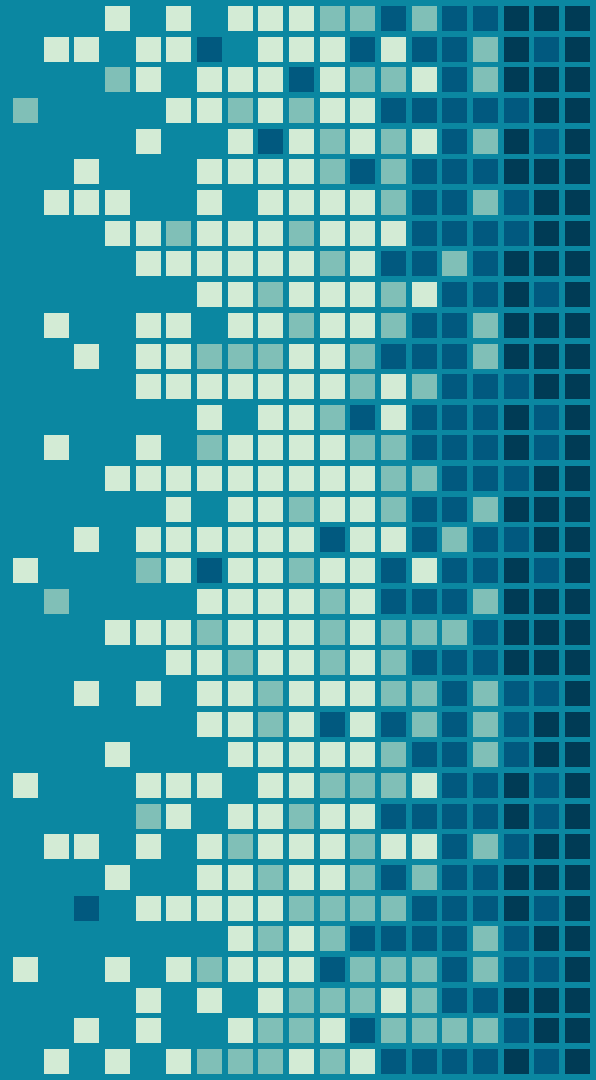
We would love for you to attend our Launch Party event— especially because if it weren't for you believing in our brand, and pitching to have Pound Cake picked up as a client for the MIS classes, we don't know where we would be.



P O U N D C A K E

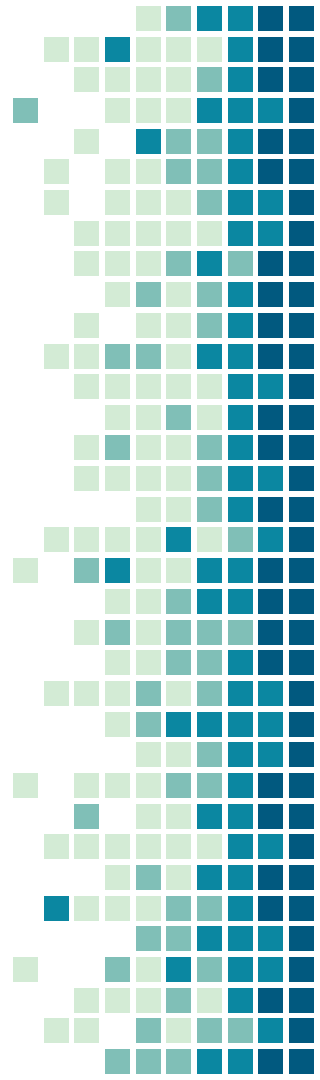
Camille Bell— CEO & Founder

August 30, 2017





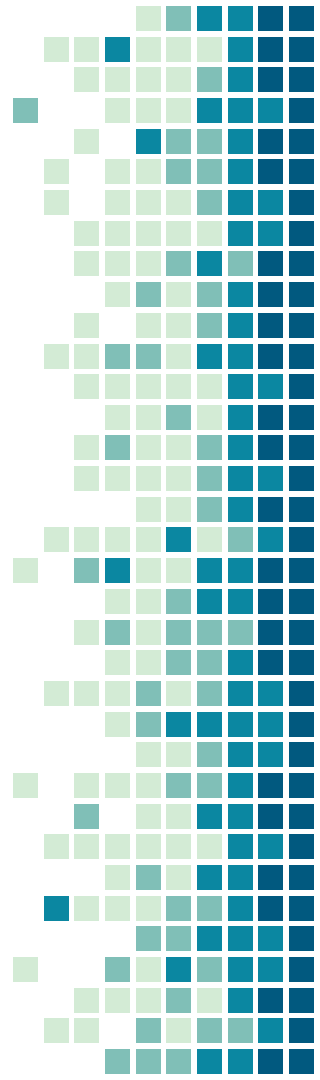
What did you
learn from the
interview?



Exercise:

Dysfunctional Warehouse

- Problem Statement
- Objectives
- Assumptions & Constraints



Dysfunctional Warehouse Case

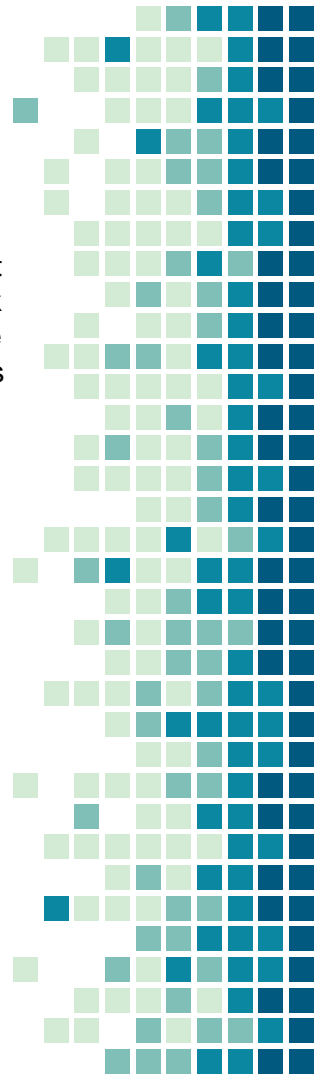
You have recently been assigned to a project that is focused on improving warehouse operations. The project sponsor, North America's General Manager, has told you that this is her top priority. She pointed out that customer service has taken so many orders for product that isn't available that they have 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

1. General context of the organization
2. What is the problem?
3. How will you approach this problem?



What are the project objectives?

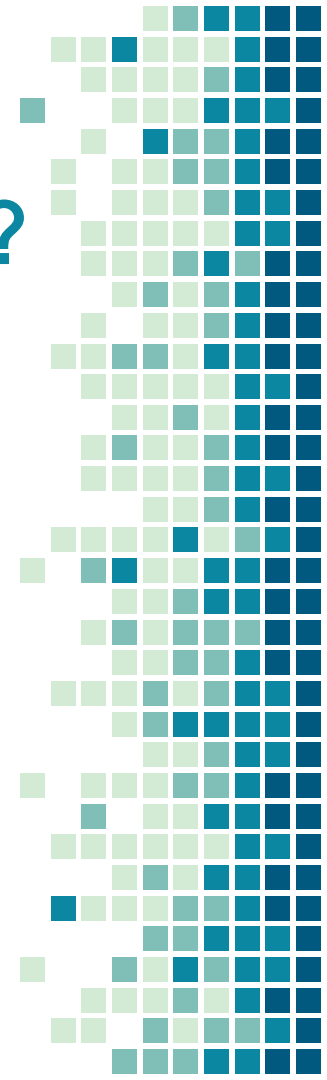
Specific

Measurable

Actionable

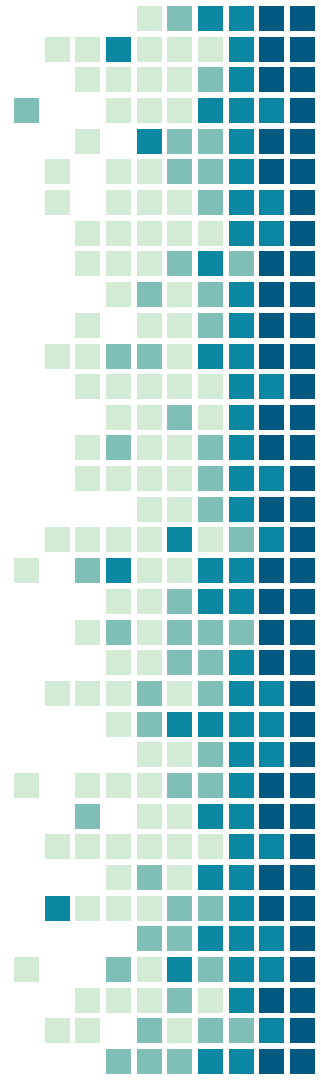
Realistic

Time-bound

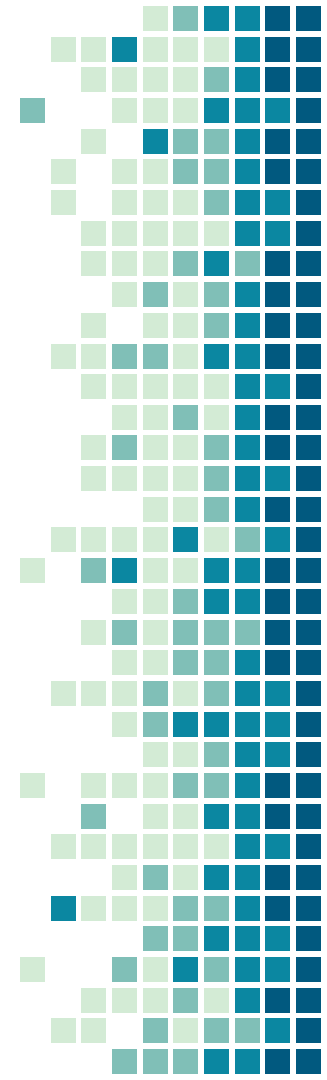




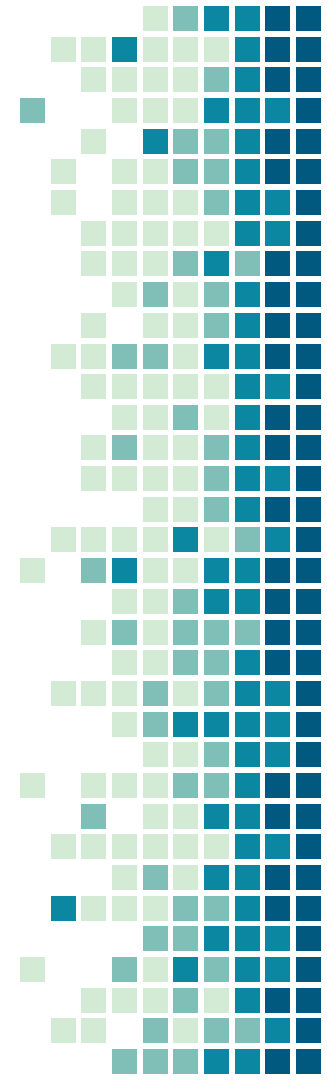
**What are the
relevant
assumptions and
constraints?**



Project 1 Ideas – ?



Project 2 Ideas – ?



Project 3 Ideas — ?

