

Iterative Project Management

Lifecycle Planning

Chapter 6 – Overall Project Planning

Modified Considerably by your Instructor



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- **Problem Statement**

- **The problem** of having convenient and secure access to banking balances to withdraw funds, manage accounts or purchase automatically dispensed goods
- **Affects customers** of financial organizations and **vendors** using transactional paper based currency (tickets, paper-based goods etc)
- **Impact:** low customer satisfaction and high transaction costs
- **Successful solution:** allow a customers access to their assets and the ability to transform them into other forms of paper based currency

- **Product Position Statement**

- For financial institutions and vendors of paper based goods
- Who own or manage automated teller networks
- The ACME Super ATM is an automated teller machine
- That provides lowered cost of ownership and flexible definition of new transaction types and dispensable paper goods
- Unlike conventional ATM devices and ticket machines
- Our product utilizes standard computing platforms and component technology to provide a flexible, generic, extensible but low-cost platform for managing customer transactions and dispensing goods

Principle 1: Understand the Desired Outcomes

Balanced scorecard: provides a good way to summarize desired outcomes for project. Forces project to consider a number of perspectives some of which are often forgotten in planning IT projects. Objectives should be complemented with measures and targets.

	Objectives
Financial	(What is important to our sponsors and senior management) Reduce total cost of supporting teller machines by 50%. Reduce cost of configuring devices to dispense different items. Penetrate new markets (ticket retailing and other paper based goods).
Customer	(What is important to our users? How do our customers perceive us?) To provide a modular, expandable and customizable platform for ATMs, and ultimately general-purpose “dispenser” kiosks configurable as bank teller (traditional ATM), ticket dispenser, postage dispenser, card charger etc.
Process	(Are we innovative and ready for the future?) Replace existing systems. Increase availability to 99.9%. Introduce a shared architecture for teller machines.
Learning and Growth	(What changes in our process will help to add value?) Develop software iteratively. Pilot the Unified Process.

Must understand what the project needs to achieve to be successful.