



BUSINESS ANALYSIS CONFERENCE EUROPE

16 - 18 September 2024 • London, UK

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Stretching the tool kit: Value-based Prioritization using Balanced Score Card and Stakeholder Analysis

Mahvish Khurum

18/09/20

Agenda

Meet the presenter

Context and background

Challenges in decision-making

Consequences

Value-based decision-making principles

Why Balanced scorecard taxonomy?

Software Value Map

Recap challenges and how can they be addressed

Key takeaways

Call to action

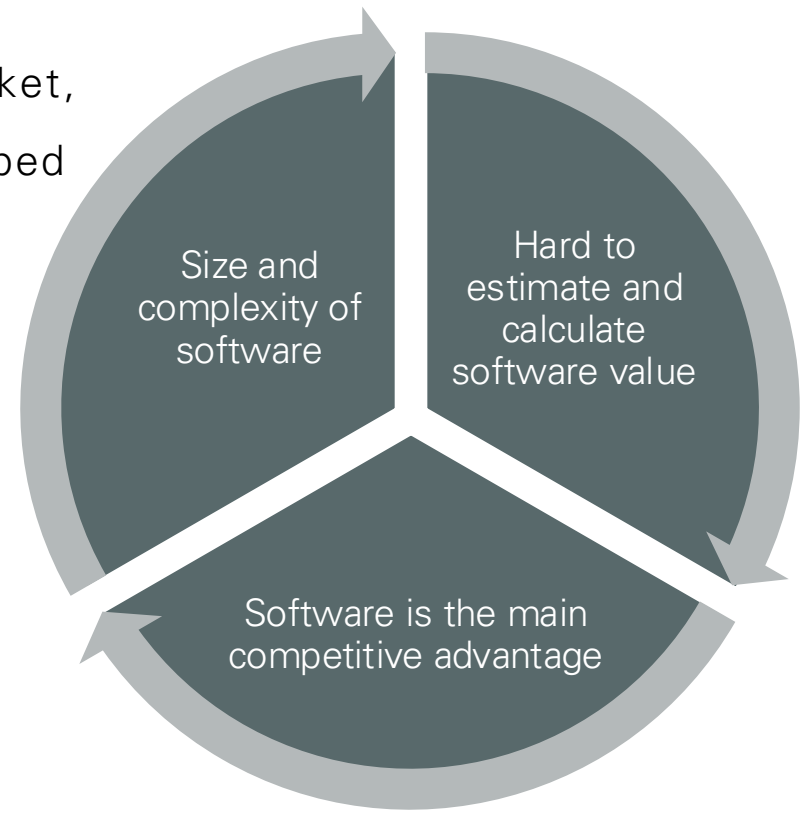


Dr. Mahvish Khurum

- PHD in Strategic Decision Support for Software Intensive Product Management
- Bachelors and Masters in Software Engineering
- 23+ years of experience (software development, business analysis and product management)
- Worked in printing (Xerox), telecom (Ericsson), IBM, business travel (FlightCentre)
- Now a Civil Servant heading Business Analysis Function within Policing and Public Protection

Context and background

- Large Telcom company in Sweden
- Products are sold as generic solutions offered to an open market, although customized versions of the products are also developed
 - Radio systems
 - Enterprise wireless solutions
 - Private networks
 - Mobile telephone services



Challenges in decision-making



BOSS



Solution Architect

- Multiple perspectives/views and lack of common vocabulary
- Lack of clear release themes/goals
- Lack of value-based impact analysis



Product Manager



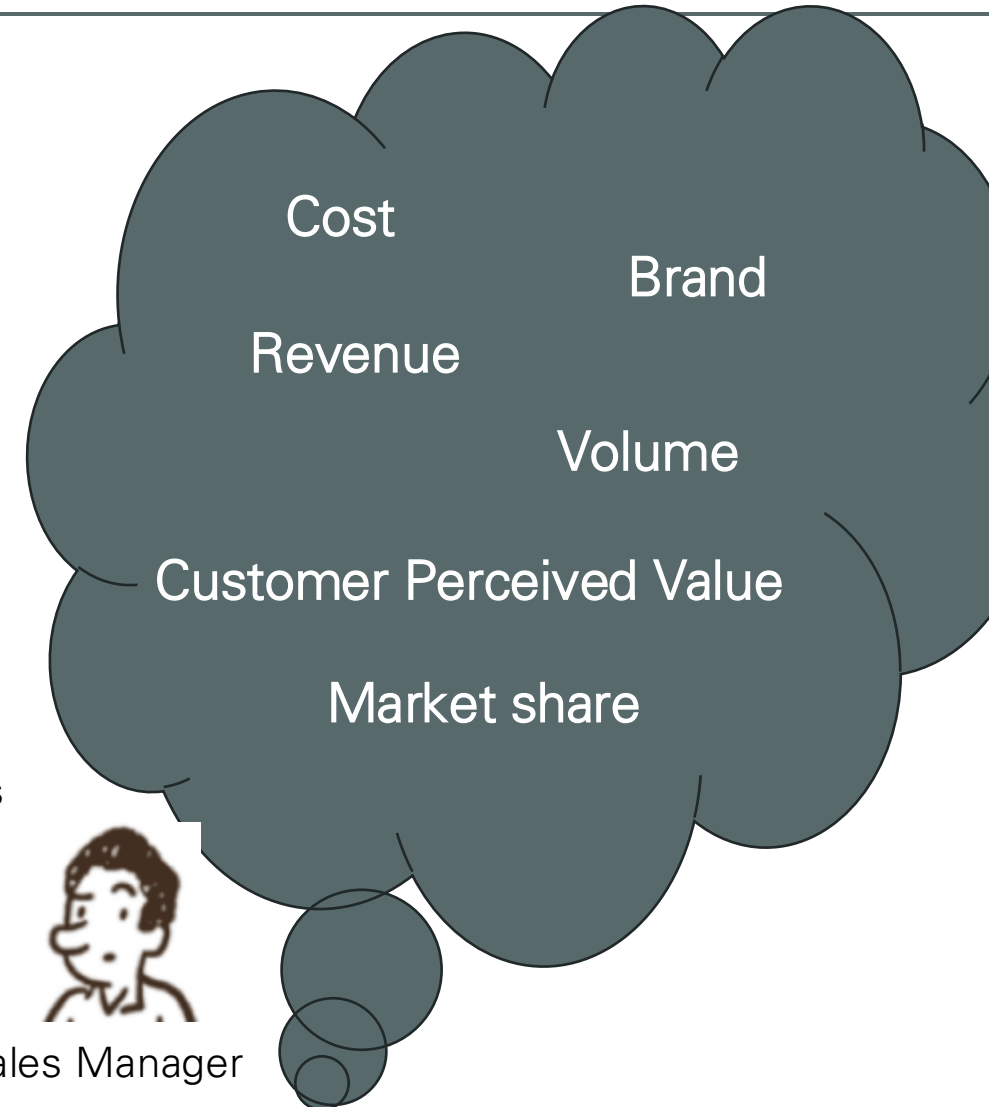
Security Architect



Marketing Managers

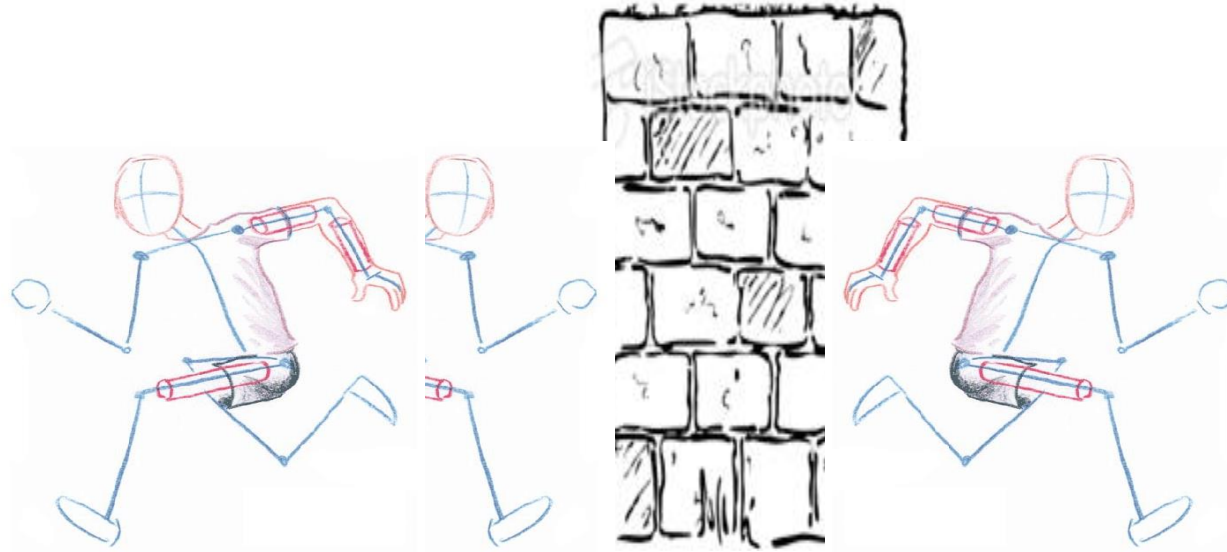


Sales Manager



Consequences

- Use the same terms, but mean different things...
- By being intangible, you can get away with a lot...
- Different priorities...
- Totally miss value perspectives...



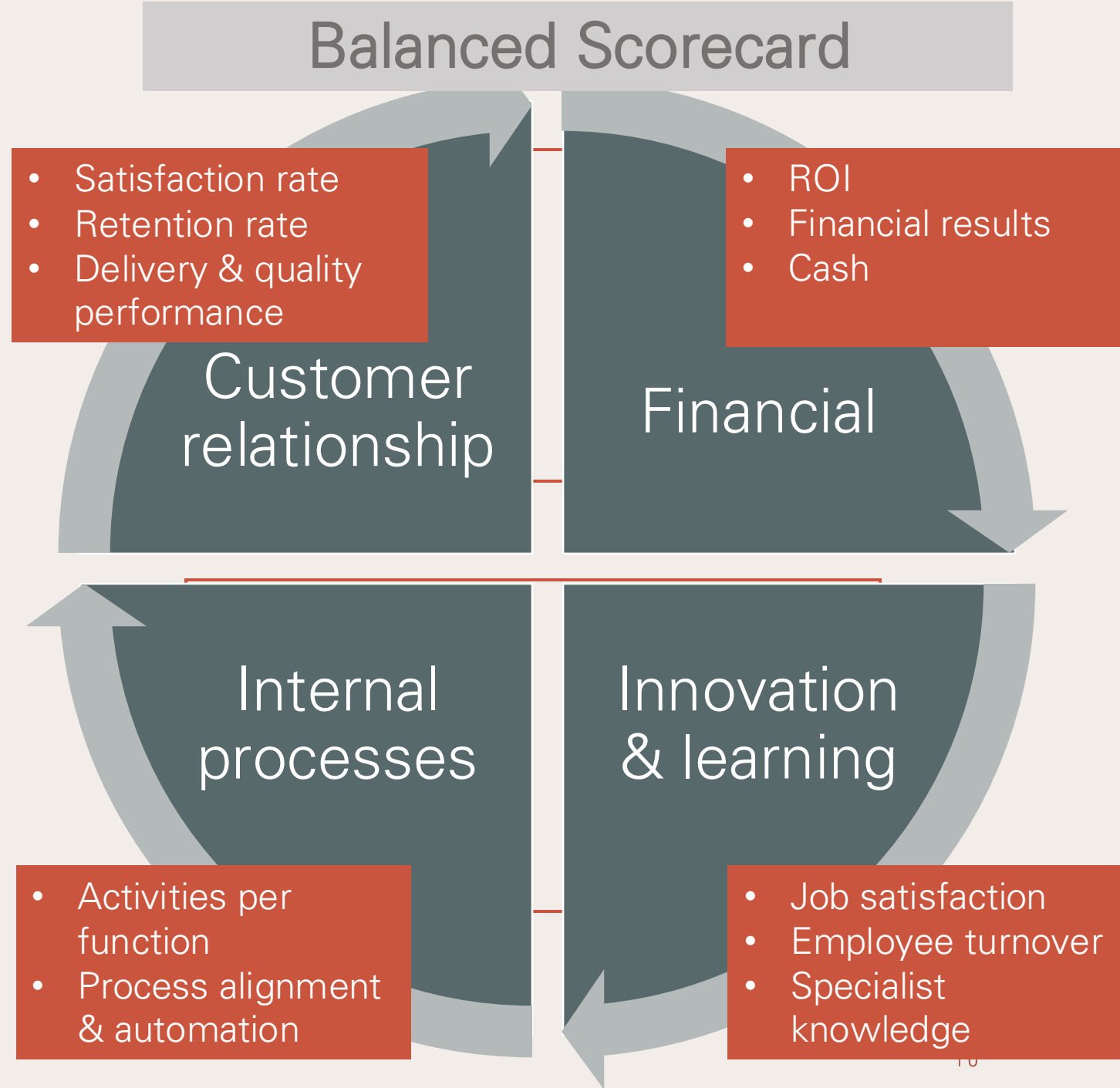
Problem statement: How can we have a balanced approach to selecting software features for competitive advantage?

Value-based decision-making principles

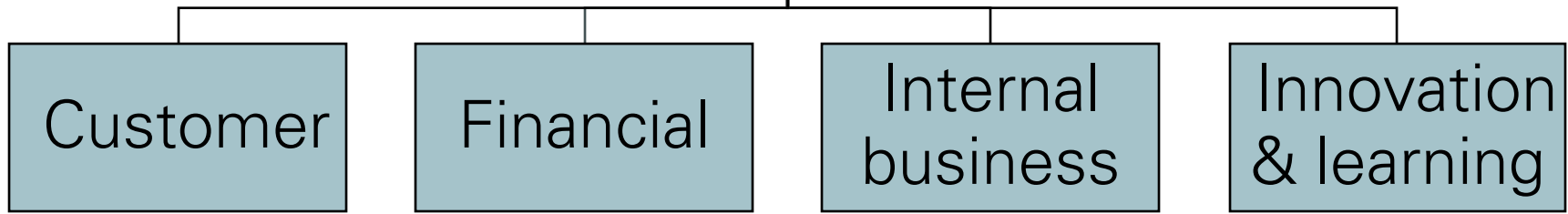
- Involve different stakeholders/perspectives
- Enable shared understanding of value
- Use value for analysis and decision-making

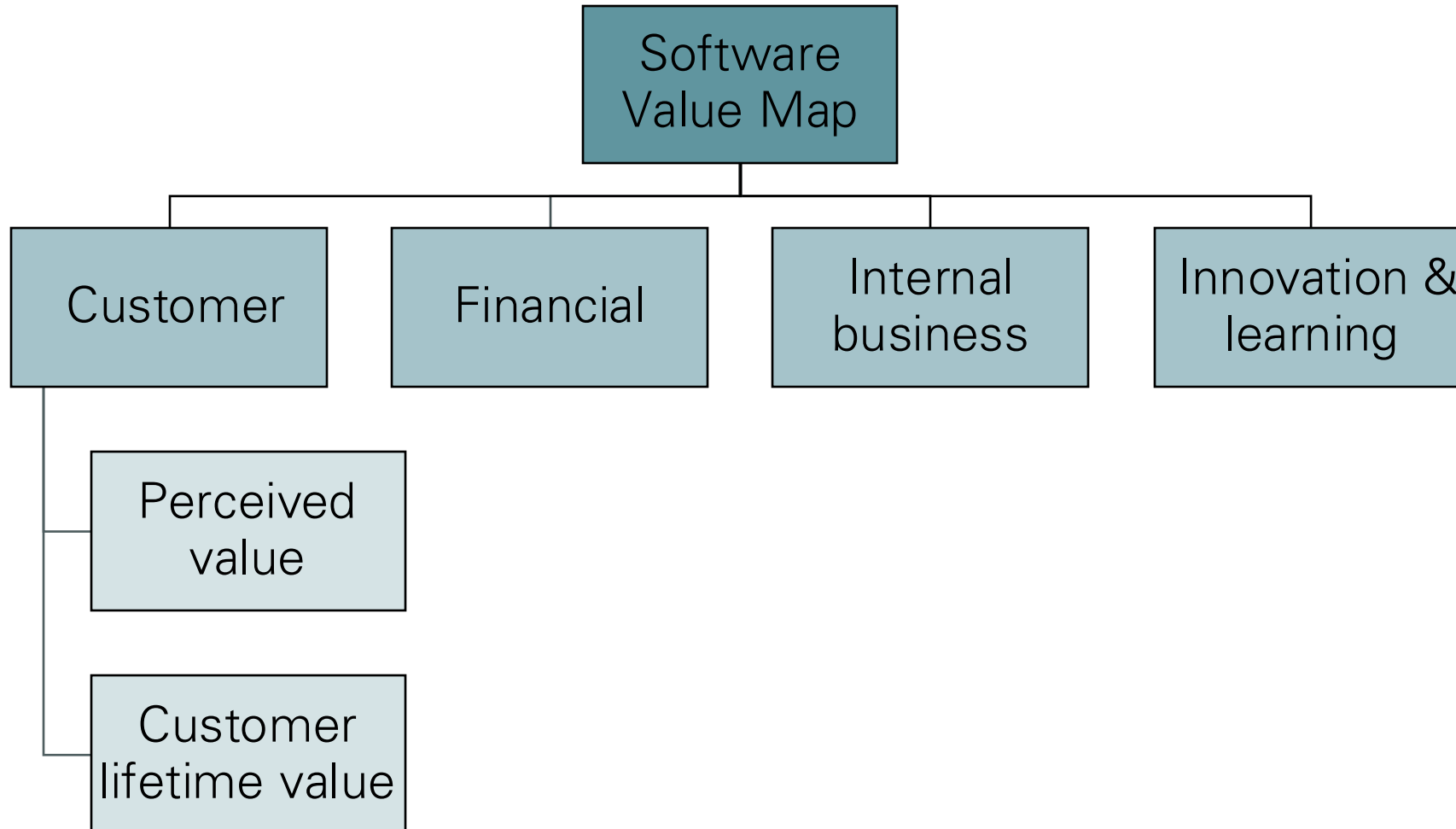
Why Balanced Scorecard Taxonomy?

18/09/2024

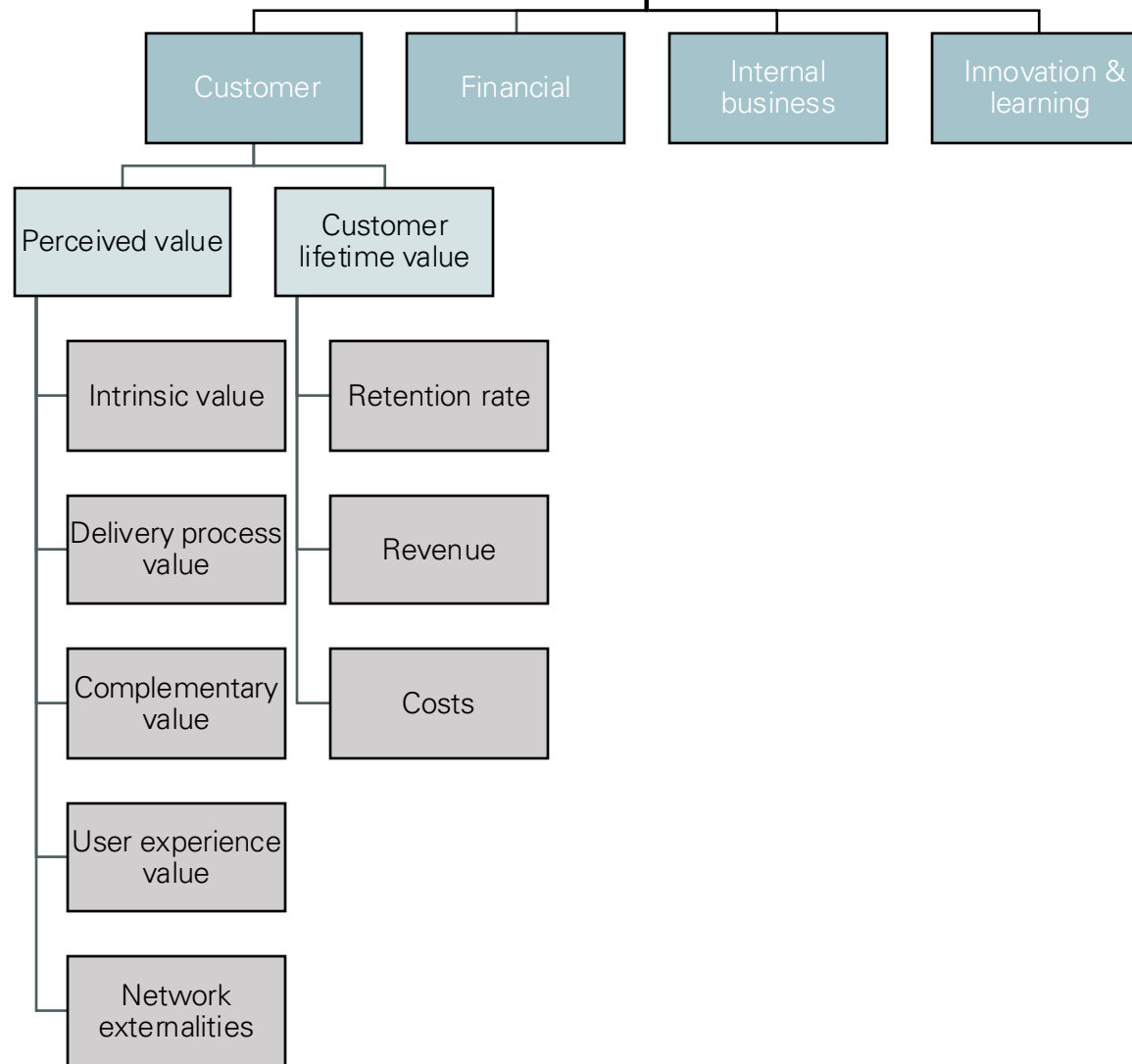


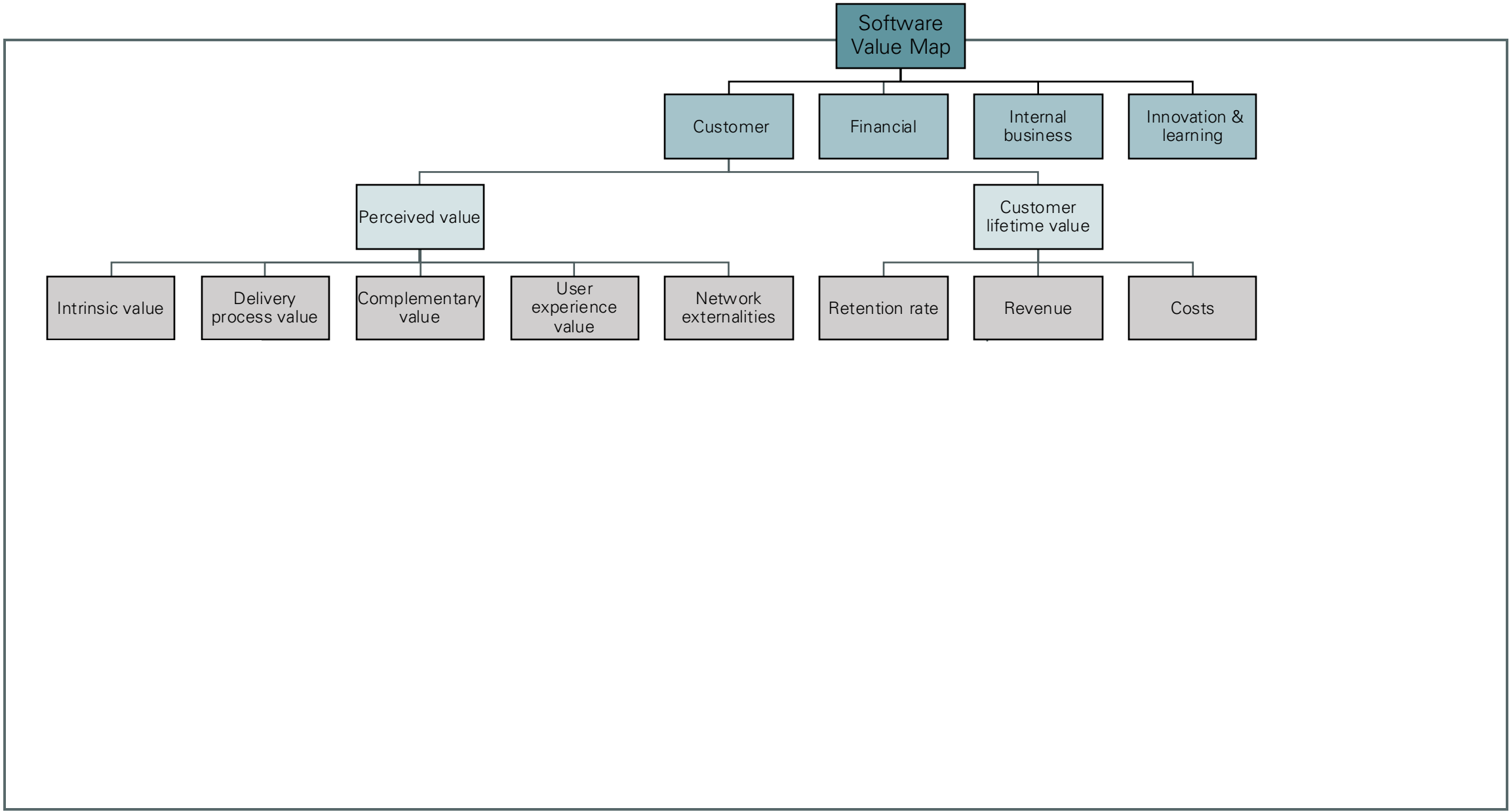
Software
Value Map

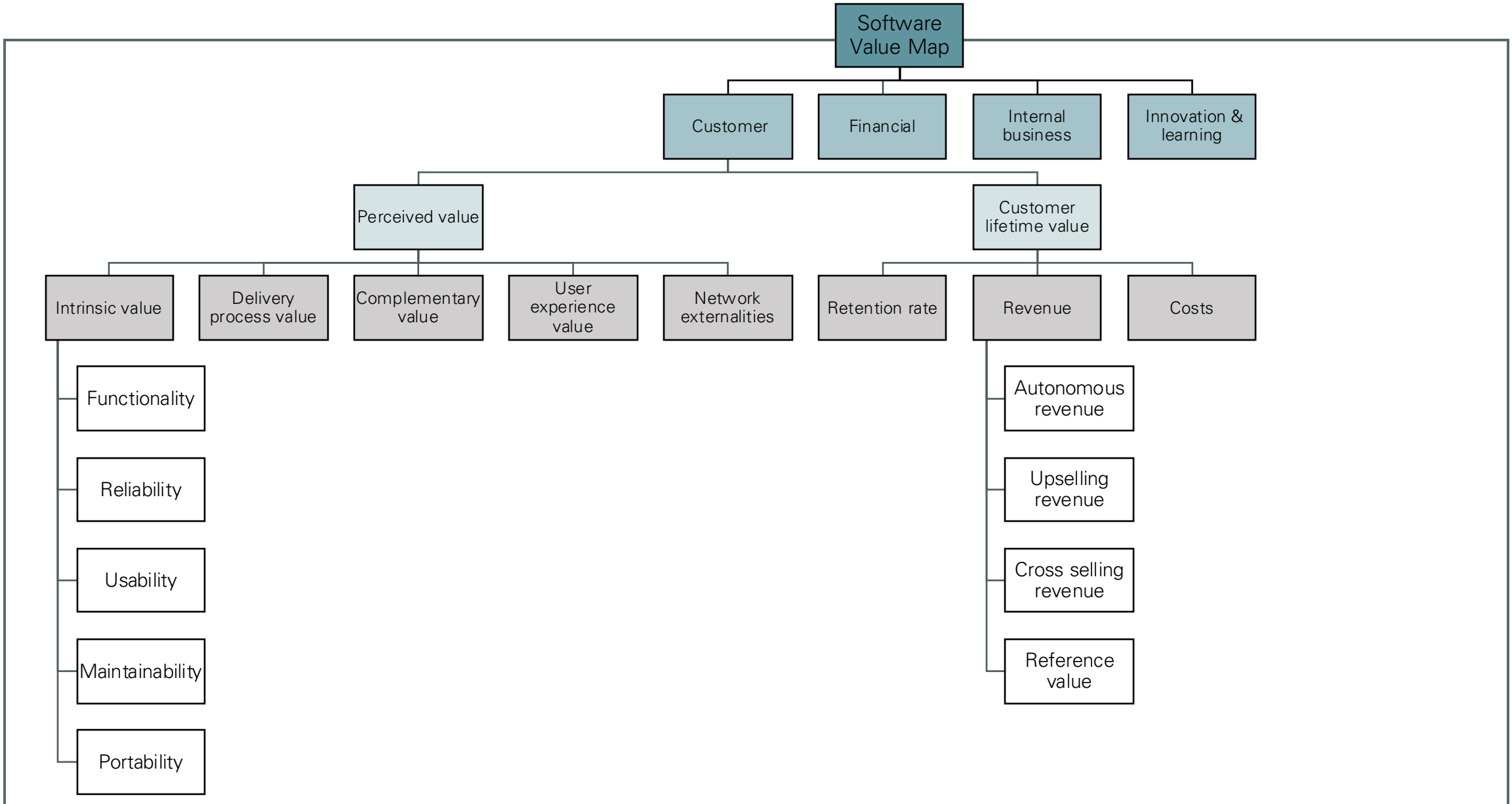




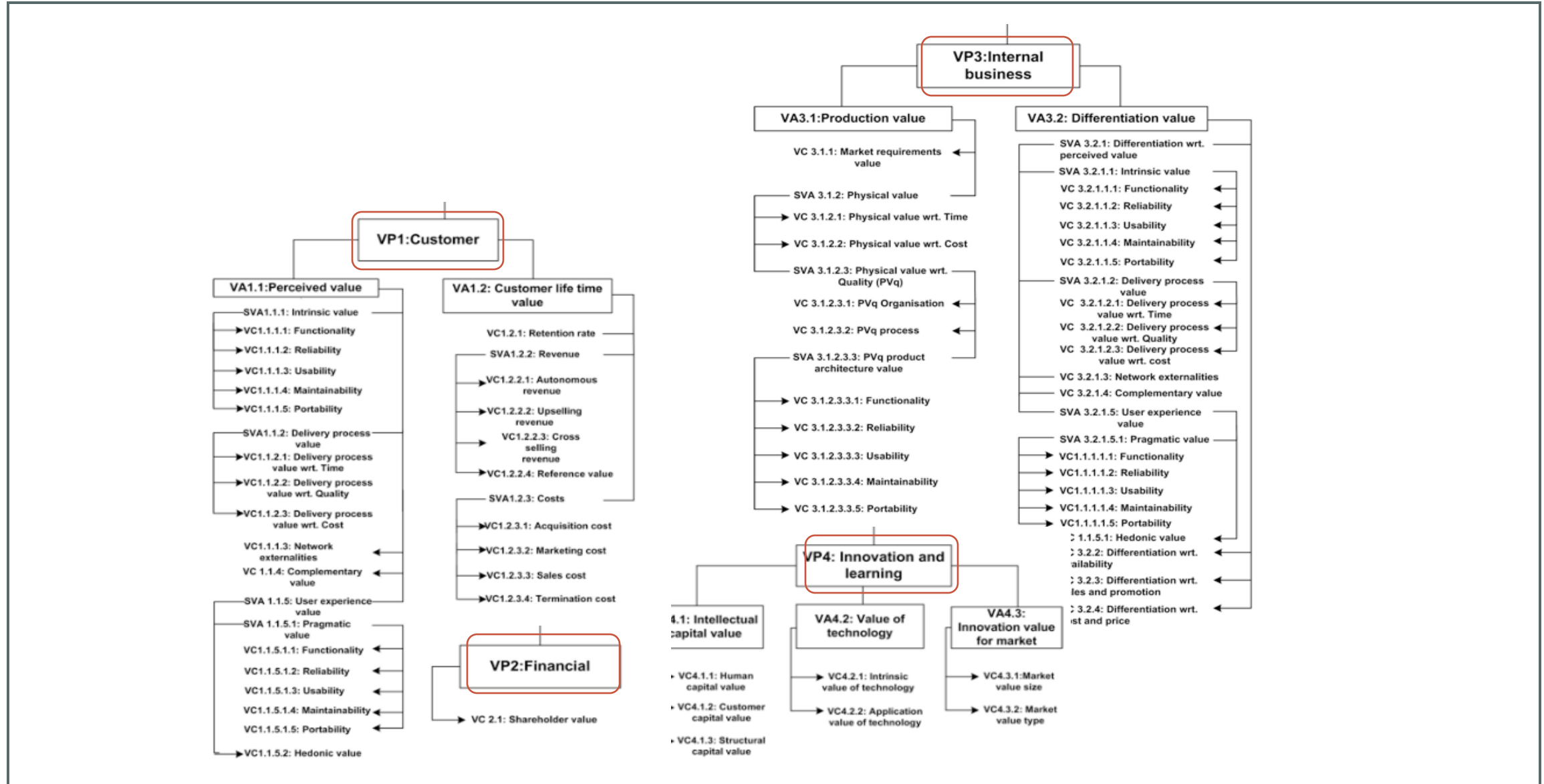
Software Value Map







Software Value Map

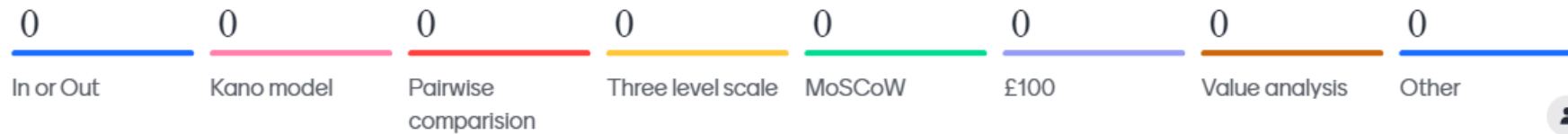


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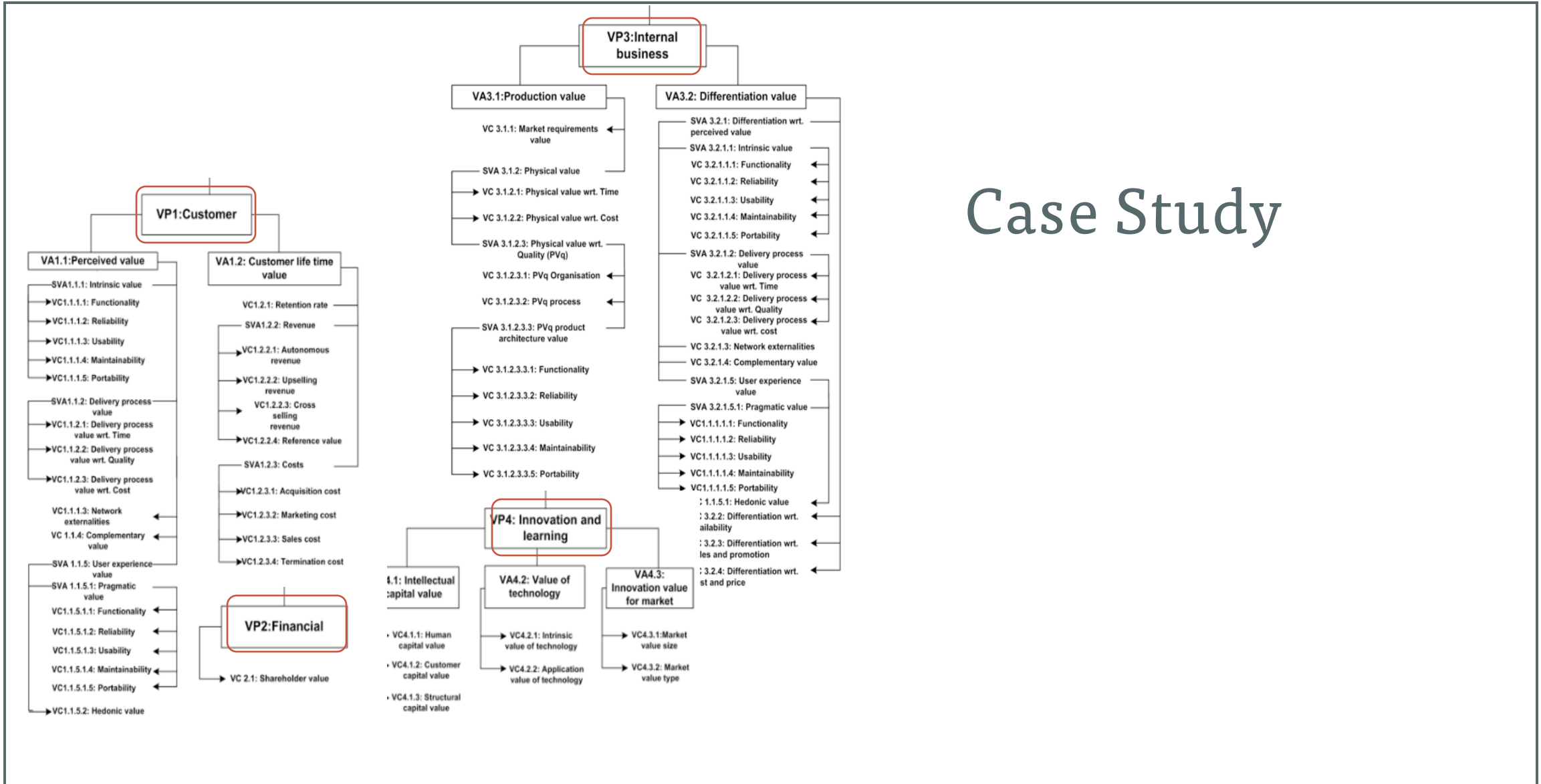


PRIORITISATION TECHNIQUE

Which prioritisation techniques have you used for prioritising requirements?



Case Study



- Large Telcom company in Sweden
- Products are developed and sold as generic solutions offered to an open market, although customized versions of the products are also developed.

➤ Recap - Challenges:

Multiple perspectives/views and lack of common vocabulary

Lack of clear release themes/goals

Lack of value-based impact analysis

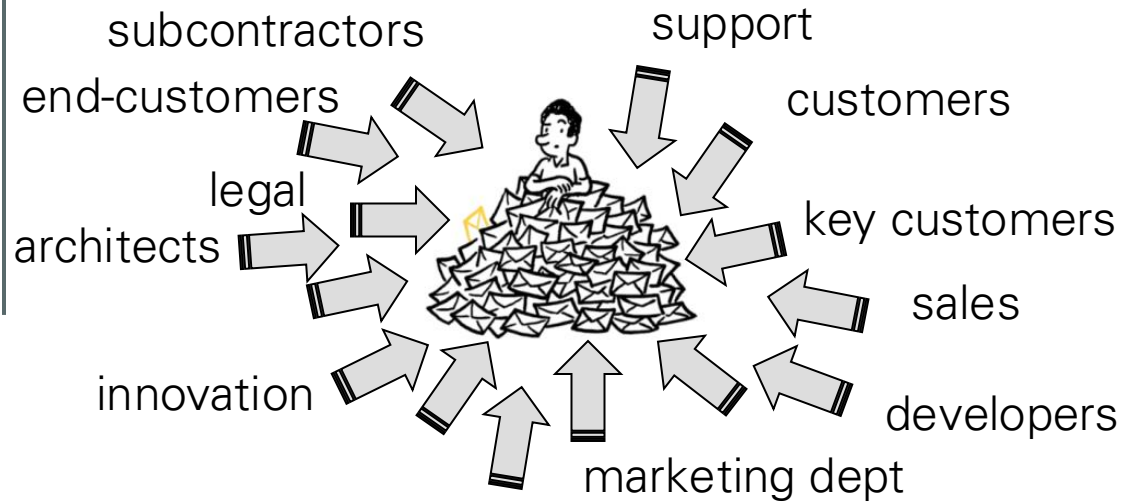


Example requirements – mobile telephone services

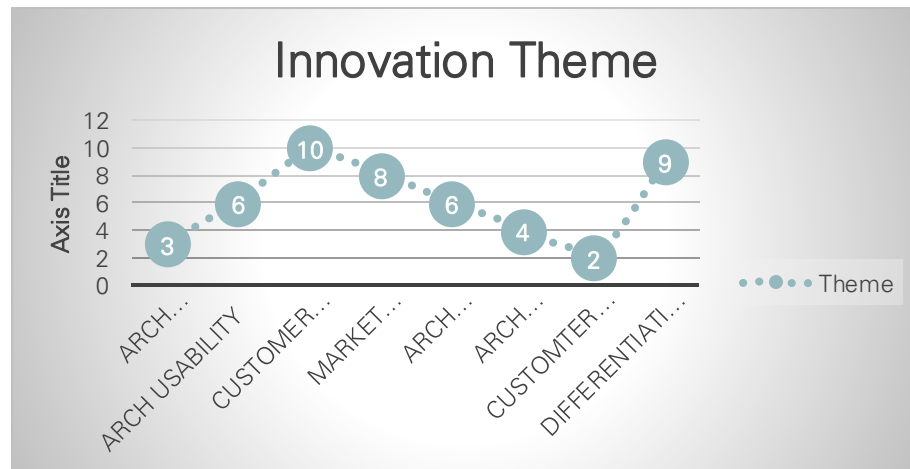
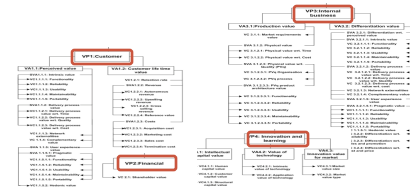
SMS messaging: Ability to send text messages to/from mobile devices. You can send them to any mobile phone number. They can contain text, emojis, and links, making them a versatile way to communicate.

Maintainable by design: Architectural re-factoring needs to be done to ensure right abstraction, modularity, readability and complexity management, considering best practices. Customers mainly appreciate systems with Zero downtime, but they might not see the value in specific maintainability requirements.

Product Manager

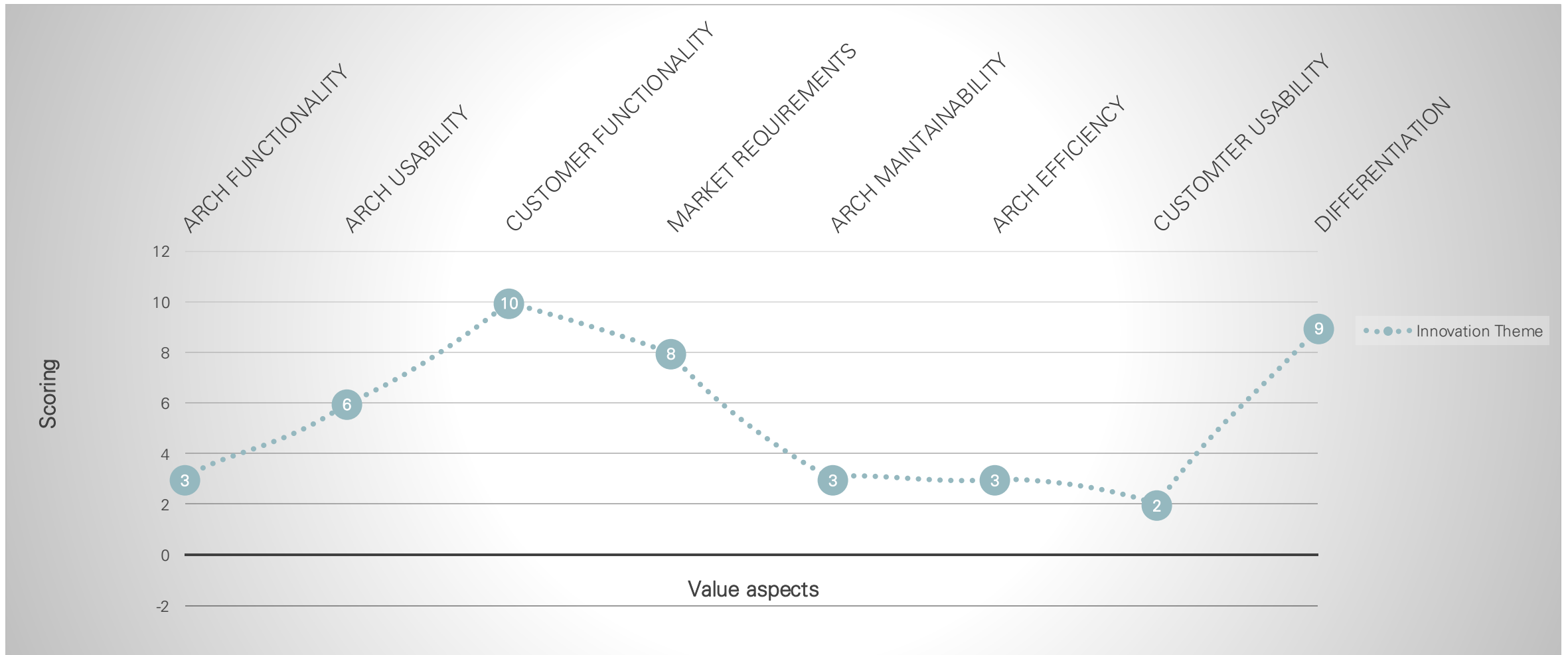


Creates a theme using Software Value Map

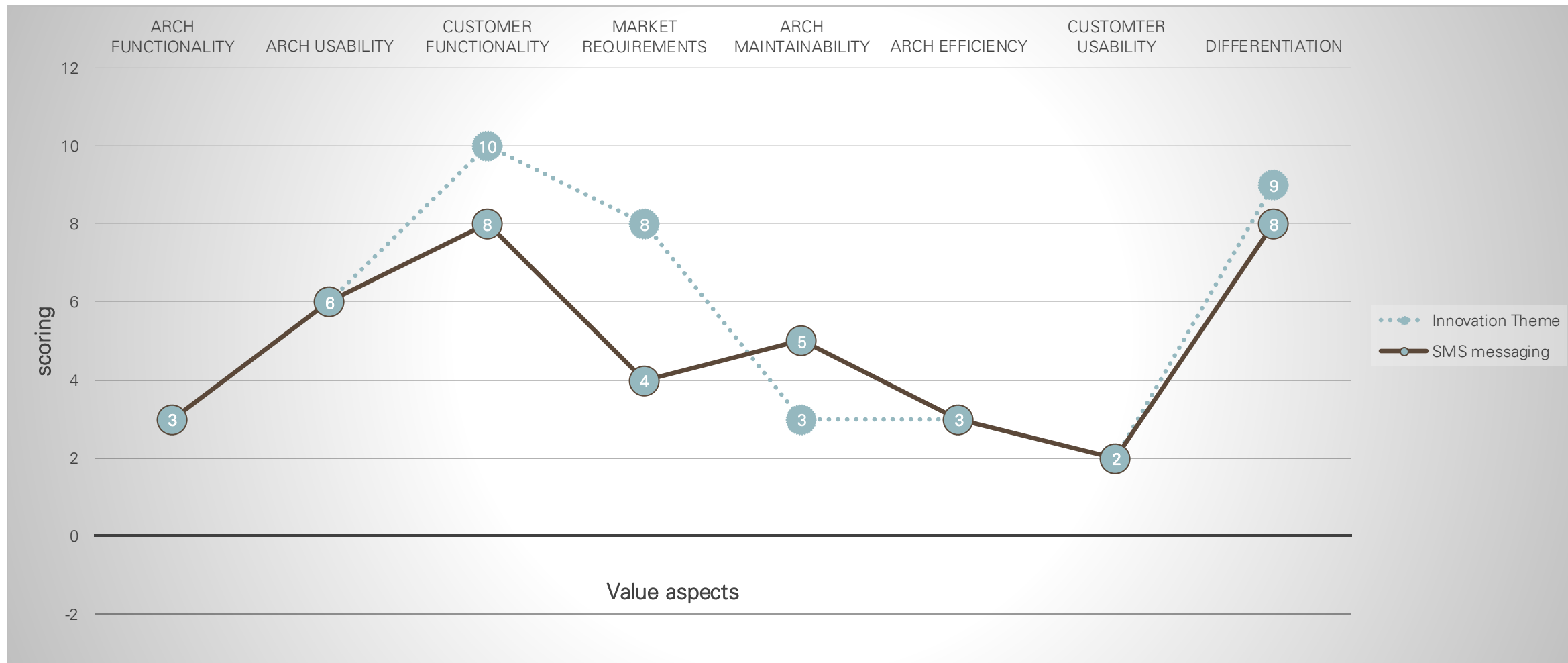


To prioritize Requirements for a release

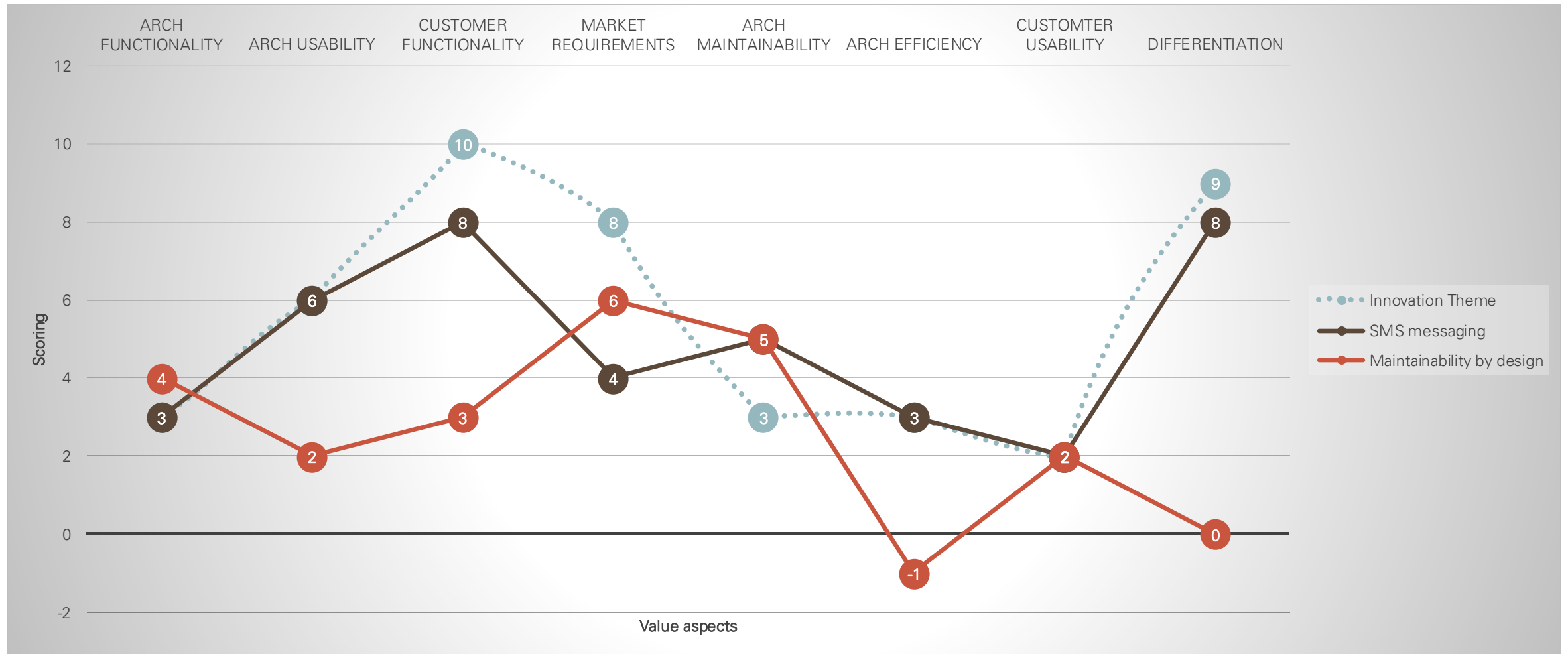
Advanced selection and prioritisation technique - theme-based analysis



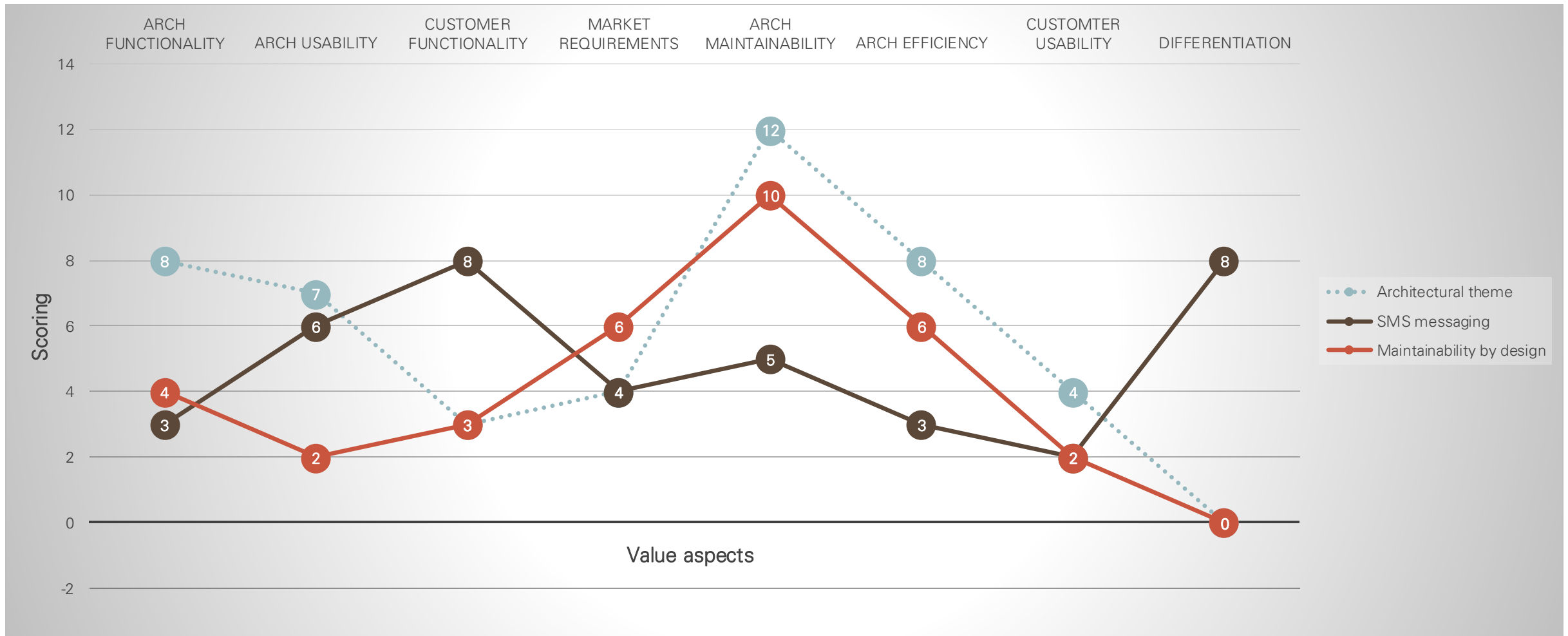
Advanced selection and prioritisation technique - theme-based analysis



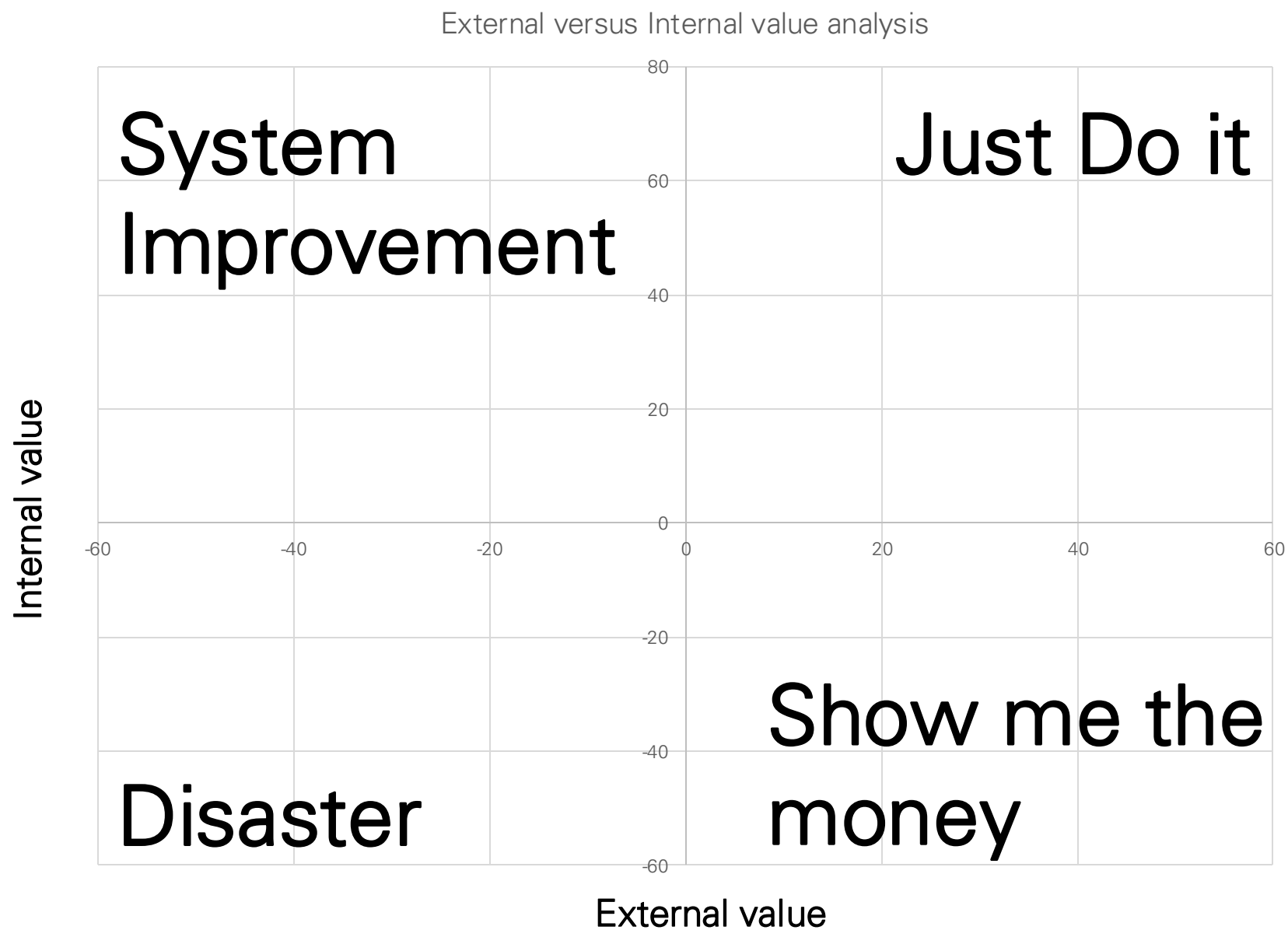
Advanced selection and prioritisation technique - theme-based analysis



Advanced selection and prioritisation technique - theme-based analysis

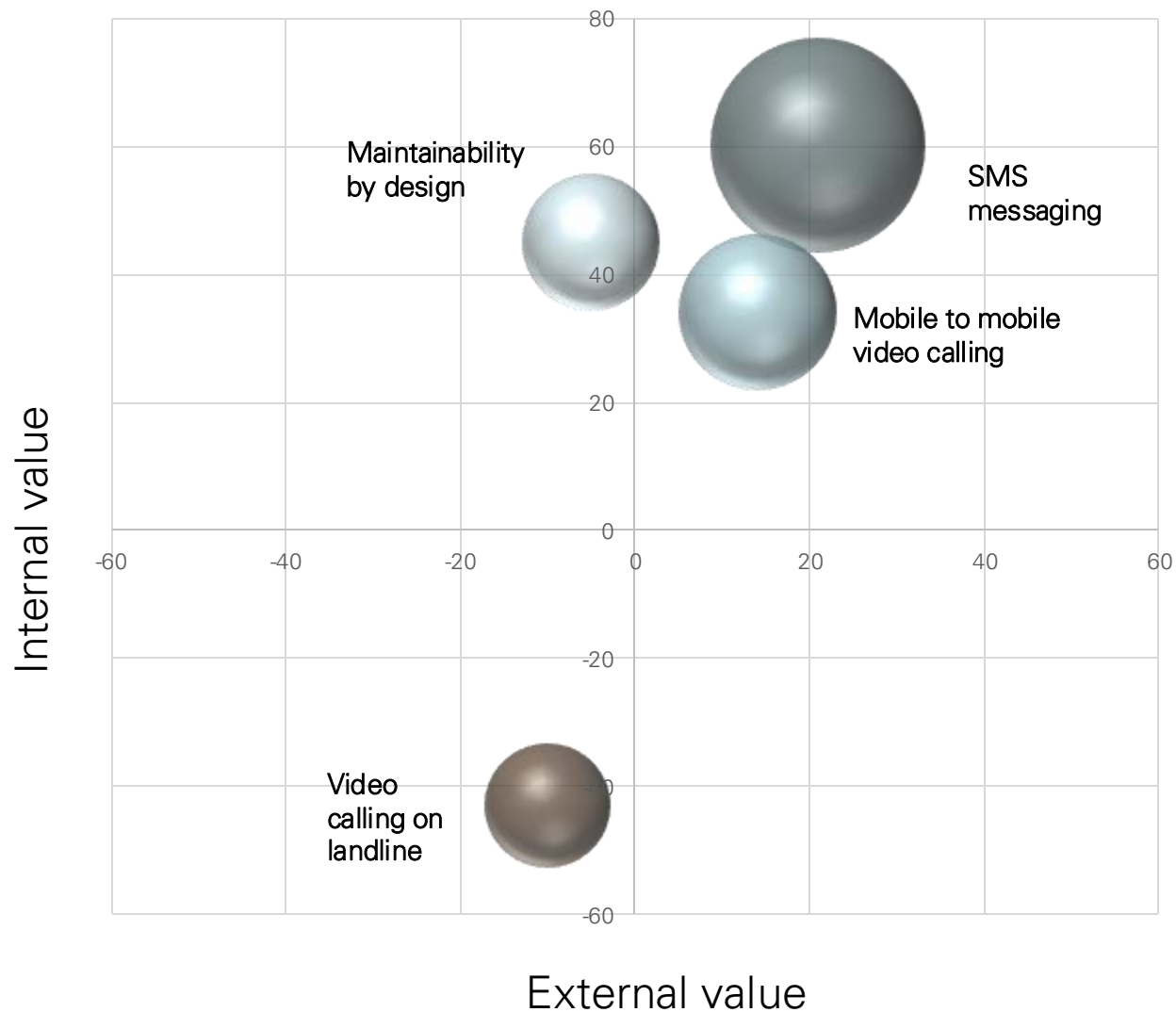


External versus Internal value analysis



External versus Internal value analysis

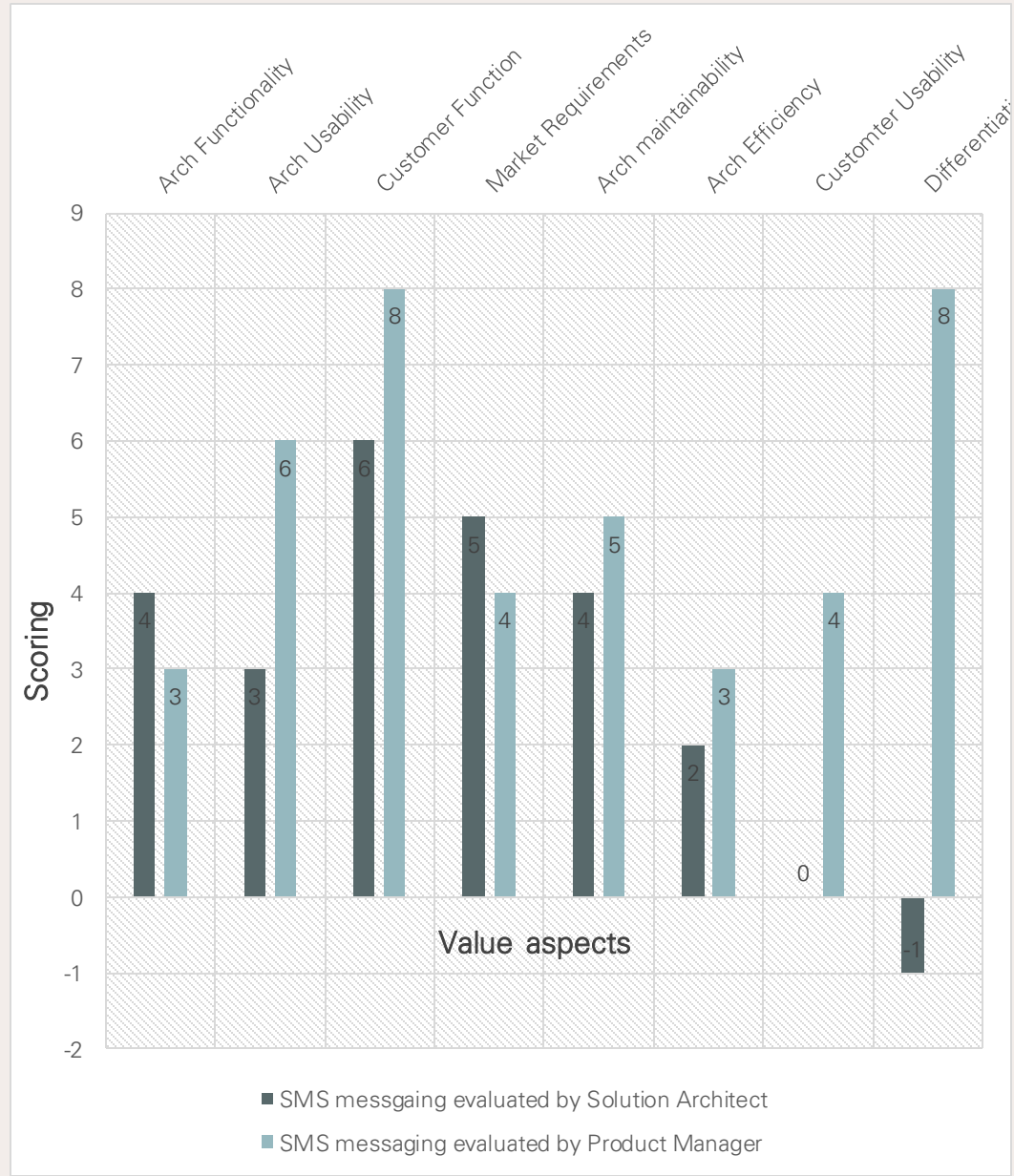
System
Improvement



Just Do it

Disaster

Show me
the money



Comparison between perspectives

- Quick to agree on what you are agreeing on
- Focus on the differences and discuss to resolve the differences

Takeaways

- Objective method for prioritisation using Balanced scorecard
- Tool for conflict identification
- Visualisation and decision storage
- Can be adapted to address your project/product needs



Call to action

Software Value Map is an exhaustive collection of software values. Download today ([Complete thesis front cover_20111005_final.pdf \(diva-portal.org\)](https://diva-portal.org/thesis_front_cover_20111005_final.pdf)) and start using it for value-based decision making.



Thank you &
Questions/comments

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