### 4. Refinement

**Select a service.**

Each team did a good job of considering three, at least one of which has promise. To decide which one you…

* Should try to quantify the sizes of stakeholder groups and flows on the value diagrams and what percentage of each your new service might capture. (Help readings: Million-dollar iphone app market sizing and Addressable market)
* Might interview more stakeholders to answer questions about value.
* Might revisit the Value Opportunity analysis
* Might consider feedback, which so far has been mostly about the desirablity or novelty of the service.

A philosophical point: You can attempt to maximize either profit (e.g. eBay) or size of user community (e.g. Craig’s List). In the latter case, revenues need only cover imbalances in value flow and maintenance of the service.

**Design the service.**

* Refined service blueprint that will help define the actual interfaces that need to be designed.
* An assessment of the technology needed to enable the system. If there are questions, state them and try to give a guess; e.g. “This capability (1) is easy or (2) might appear in 2013.” (Find local experts when needed.)
* Block diagrams detailing the major pieces of software to be written or used with description of the server/client relationship including the storage of information, information transfer, speed requirements, etc.
* Uses cases for the critical interactions. (described in Cockburn)
* A set of wireframe screens to go with selected service scenarios. This should include the main screens used by stakeholders.
* A Financial Plan.
* What is the operating cost per customer and how much will the service need to recoup (how many customers) in order to break even? (Chou)
* Revenue and expenses of the service and how long they take to materialize. (Wegner, Davis, Zimmerman/Morris readings)
* An estimate of implementation effort (Cohn)

**A 5-10 page report and a poster covering the above.** It should include:

* Your choice and its rationale.
* Picture of system.
* Important Use cases (but leave all the details out of presentation) with wireframes.
* Financial summary (without complicated spread sheets in presentation).

**A suggested outline for Report, Poster, and Elevator Pitch**

* What is the Service? (Three sentence\*, two-minute Elevator Pitch, Picture of System)
* What is the Value Proposition?\* (Value diagram, stakeholders with motivation, estimated measures of value flow)
* Wire Frames with Use Case: Select one for Poster\*
* Analytics Dashboard.
* Scenarios: Select one for poster.\*
* Financial estimates: (Cost to implement, Cost to operate, Cost to Market, Revenue, Time to Postive Cash Flow)

\* Include on poster.

The pitch should make people look at your poster.

The poster should make them look at your report. (Include url.)

The peport should make them join or invest in your company. (Include contact.)

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| **#** | **Day** | | **Date** | | **Activity** | | **Presenters** | | | **Outside of class activity** | |
| 18 | | Tu | | 27-Mar | | Discuss activities to do from now to the end of the semester  Discuss use cases and service blueprints | | Alistair Cockburn, *Writing Effective Use Cases*, Chapter 1, pp 1-19 in Dropbox  Adam Blum, Best Practices in Enterprise Smartphone Development, in Dropbox.  Cohn, Estimating with Use Case Points, in Dropbox. | | | Reading  Work on tech plan, use cases, service blueprints | |
| 19 | | Th | | 29-Mar | | how to refine financials | | Jonathon Wegener, Back of the Envelope blog seems good, especially <http://blog.jwegener.com/2009/08/03/million-dollar-iphone-app-market-sizing/>  Timothy Chou (2009) Software as a Service: Seven Business Models. [http://knol.google.com/k/software-as-a-service#](http://knol.google.com/k/software-as-a-service)  Mark Peter Davis, Addressable Market: Making The Estimate  <http://www.markpeterdavis.com/getventure/2007/07/addressable-m-1.html>  Explore <http://aws.amazon.com/ec2/purchasing-options/> and <http://heroku.com/how/architecture> to learn about modern app platforms and estimate costs.  Zimmerman/Morris ppt in Dropbox. | | | Work on financial plan | |
| 20 | | Tu | | 3-Apr | | Examine Tech Development Plan. Show block diagrams, selected use cases, selected blue prints. | | | | |  | |
| 21 | | Th | | 5-Apr | | Examine Financial Plan. Share updated revenue/value flows and details of costs and numbers of users needed to break even. | | | | |  | |
| 22 | | Tu | | 10-Apr | |  | | | | |  | |
| 23 | | Th | | 12-Apr | |  | | |  | |  | |
| 24 | | Tu | | 17-Apr | | Presentation Practice | | |  | |  | |
|  | | Th | | 19-Apr | | SPRING CARNIVAL … NO CLASS | | |  | | RELAX | |
| 25 | | Tu | | 24-Apr | |  | | |  | |  | |
| 26 | | Th | | 26-Apr | |  | | |  | |  | |
| 27 | | Th | | 1-May | |  | | |  | |  | |
| 28 | | Th | | 3-May | | Final Presentation 1.5 hours | | | Reports Due 5/6/12 at 23:59 | |  | |