

Requirements in Practice “Follow the Money”

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Who Pays for Development?

- Market analysis
- Business opportunity identification
- Business case
- Authorization to spend
 - From what account?
- Software requirements specification
- Staffing



Sales Cycle

- Corporate need identified
- Request for Information
- “The Dance”
 - Demonstrations -- on both sides
- Specific Statement of Work (SOW)
- Formal proposal
- Cost negotiation
- Signature



Technology Adoption

- The techies
- The early adopters
- The herd
- The laggards

- And all within any large company



“Customization” and Deployment

- Customization: bridging the gaps between the product and the need
- Provider side:
 - Customer liaisons
 - Domain specialists
 - Developers
- Customer side
 - Corresponding team



Software Requirements Specification

- All the stuff we’ve talked about
- Trace to the business case and the spending authorization
- Articulation should be to the domain, more so than to any particular customer



The Customer-specific Dilemma

- “We’ll buy your software if you add this bell and that whistle”
- Suppose other customers don’t like the noise?
- How do you manage maintenance for all your customers going forward?



Why Architecture Matters

- The product’s architecture will determine whether and how multiple related features can be supported
- Especially over the long haul
- So the architecture determines what the sales staff can offer -- even during requirements assessment



Accounting/Securities Law and Requirements Engineering

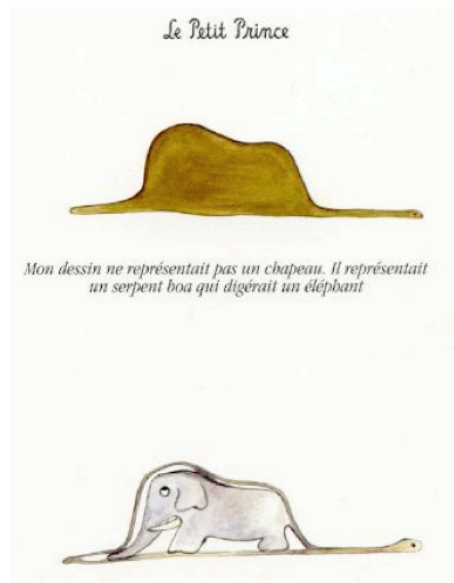
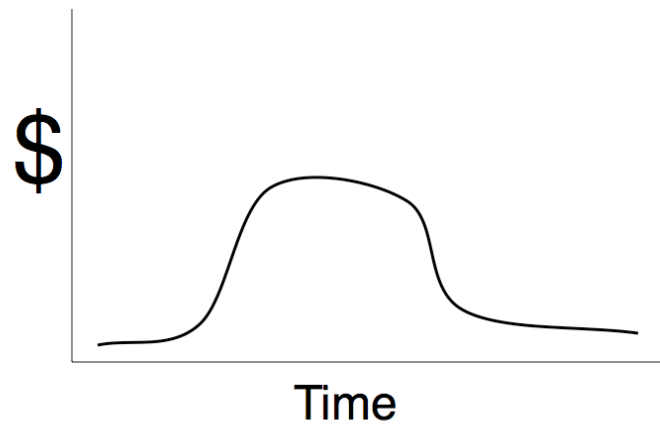
- “Recognition of revenue”
 - “revenue should not be recognized until it is realized or realizable and earned”
 - “revenues are considered to have been earned when the entity has substantially accomplished what it must do to be entitled to the benefits represented by the revenues”
- Beta-releases?



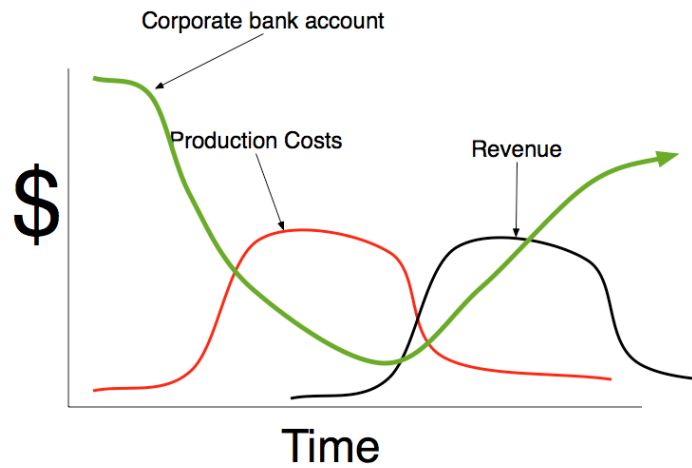
Ethical Practices

- [ACM Code of Ethics](#)
- [Software Engineering Code of Ethics](#)
 - 6.07. Be accurate in stating the characteristics of software on which they work, avoiding not only false claims but also claims that might reasonably be supposed to be speculative, vacuous, deceptive, misleading, or doubtful.

Production v. Revenue



Survival



Start-up Models

- Form the company, then determine the products
- Build a better mousetrap



Sales and Marketing

- They are different
 - Marketing: identification of opportunities, branding, PR, advertising
 - Sales: selling the product, bringing in the revenue



Everything Else...

- Sustainable relationships
- Software product lines
- Requirements engineering during support
- ...