Hannay

Benefit/Cost-Driven Software Development

With Benefit Points and Size Points

This open access book presents a set of basic techniques for estimating the benefit of IT development projects and portfolios. It also offers methods for monitoring how much of that estimated benefit is being achieved during projects.

Readers can then use these benefit estimates together with cost estimates to create a benefit/cost index to help them decide which functionalities to send into construction and in what order. This allows them to focus on constructing the functionality that offers the best value for money at an early stage.

Although benefits management involves a wide range of activities in addition to estimation and monitoring, the techniques in this book provides a clear guide to achieving what has always been the goal of project and portfolio stakeholders: developing systems that produce as much usefulness and value as possible for the money invested. The techniques can also help deal with vicarious motives and obstacles that prevent this happening. The book equips readers to recognize when a project budget should not be spent in full and resources be allocated elsewhere in a portfolio instead. It also provides development managers and upper management with common ground as a basis for making informed decisions.

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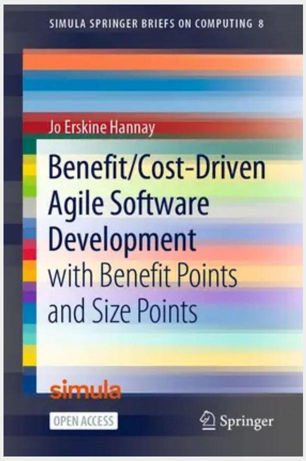

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