Exercițiul ISO 56007

INSTRUMENTE PENTRU REDUCEREA INCERTITUDINII IDEEI

Un mecanism eficient de reducere şi identificare a incertitudinilor este de a le descrie pe trei niveluri: scăzut, mediu şi ridicat.

Instrucţiunile pentru utilizarea acestui instrument de screening pentru reducerea nivelurilor de incertitudine sunt următoarele:

— luaţi în considerare declaraţiile de cerinţe din partea stângă şi întrebările de incertitudine din partea dreaptă.

— se introduce un „ X " în caseta pentru fiecare dintre cele cinci categorii de incertitudine pentru a indica nivelul de incertitudine.

i. **Scăzut** = Dacă cerinţele sunt în vigoare şi se **poate** răspunde **la toate** sau la **majoritatea** întrebărilor legate de incertitudine .

ii. **Mediu** = Dacă la **unele** dintre întrebări **se poate** răspunde

iii. **Ridicat** = Dacă la **majoritatea** întrebărilor **nu** se poate răspunde.

— Apoi, examinaţi cele cinci categorii de incertitudine:

i. **dacă toate sunt la niveluri medii spre ridicate** de incertitudine, atunci ideea sau oportunitatea **necesită în mod clar reducerea incertitudinii** prin aplicarea diferitelor metode de învăţare pentru a răspunde la întrebări înainte de dezvoltare.

ii. dacă există un **amestec de scăzut, mediu şi ridicat,** acest lucru ar necesita, de asemenea, **reducerea incertitudinii înainte de dezvoltare.**

iii. **dacă toate sunt scăzute** , atunci ideea sau oportunitatea ar putea fi **gata pentru dezvoltare** . Acest lucru ar sugera că cerinţele pot fi definite sau că există foarte puţine, dacă există, întrebări de adresat.

	Low	Medium	High	
Organization Requirements Projects have a home or sponsor. Commitment comes from a clear strategy and metrics.				**Organization Uncertainty** Where does the idea or opportunity fit? Is there a logical home? Who will champion the concept? How are decisions made when operating under conditions of uncertainty?
Technical (or Implementation) Requirements Technology or infrastructure exists. Specifications are defined to develop a solution.				**Technical (or Implementation) Uncertainty** Is the concept feasible? What technology could we leverage or develop? How could this change the world, performance or costs? Will it be economic to develop? Can the solution be scalable?
Resource Requirements People and money are assigned. Projects are prioritized through a portfolio process.				**Resource Uncertainty** Is there funding available for the idea or opportunity? How do we fill our knowledge gaps? Can it be resourced with the right people and capabilities, internally or externally? Can we find the right partners?

	Low	Medium	High	
Market (or Mission) Requirements Market or mission is familiar, already exists. Data is available to support the business or concept case. Regulatory, environment or societal guidelines are clear and already exist.				**Market (or Mission) Uncertainty** Is there a need or compelling vision for the market or mission? Are there multiple potential applications and/or business models? Is there a viable concept? Will it create sufficient value? Are there market, regulatory, environment or societal considerations that will help or hinder concept viability?
Interested Party Requirements Interested parties are known, network exist. Organizations are viewed as credible.				**Interested Party Uncertainty** How will the concept impact diverse interested parties? Which interested parties will support the concept? What resistances can prevent them from supporting the concept? Can these resistances be reduced?

Low to Medium Levels of Uncertainty | **Medium to High Levels of Uncertainty**

Organization	Technical (or Implementation)	Resource
• Where does the idea or opportunity fits? Is there a logical home? Who will champion the concept? • Does the idea fit with our strategic intent? Do we have the capacity to pursue it? • How are decisions made when operating under conditions of uncertainty? • Can the action plan realistically deliver to the definition of success, or the minimum required? • Are the organizational risk for any remaining critical uncertainties acceptable? • Does the proposed solution fit into our DNA/capabilities as of today? Can our organization develop a solution to meet this need? • Can we provide the rationale for why it makes sense for our organization to pursue this idea or concept?	• Is the concept feasible? Have we demonstrated technical, business model and/or organizational feasibility? • Is there the potential for significant Improvements and/or cost reductions in what already exists or the creation of something new to the world or market? • Do we have confidence that there is room to operate within the intellectual property landscape? • Do we have confidence that technology, process or other technical challenges can be overcome? • Can we develop a prototype for market learning? • Will the concept be economic to develop? Can the solution be scalable? • Do we know how to develop this product, service or solution?	• Is there funding available for the idea or opportunity to reduce uncertainty prior to development? • Do we have internal foundational competencies we can leverage to pursue this idea or opportunity? • Is the team capable and motivated enough to successfully deliver the definition of success? • Can this idea or concept be resourced with the right people and capabilities, internally or externally? • Can we find the right partners? Which competency gaps could be filled externally via strategic partnerships and compietency-based acquisitions?

Market (or mission)	Interested Parties
• Is there a need or compelling vision for the business/mission? • Are there multiple potential application and/or business models? • Is it a viable concept? Will it create sufficient value? • Are there stated or unstated pain/need/desire(s) for clearly identified customers? • Is the proposed solution compelling? Is the market entry strategy clear? • Will the target customer prefer this solution over the alternatives available to it and why? • Do we have a sense of the potential for the market or mission and the window of opportunity? • Are there market, regulatory, environment or societal considerations that will help or hinder concept viability?	• How will the concept impact diverse interested parties from policy makers to industry? • Which interested parties will support the concept? • What resistances could prevent interested parties from supporting the concept? Can these resistances be reduced? • Are the targeted customer segments willing to pay for help in meeting their needs? • Can we provide a clear value proposition (or hypothesis) for interested parties with different objectives? • Are the targeted customer segments or interested parties willing to pay our organization to help them meet their needs? Are we credible enough to provide this solution? • Does this project fit the investor's strategy + brand/image or is it essential for market positioning?