Minimum Viable Solution

Minimum Viable Solution (MVS) has been adopted by the Programme to define the threshold propositions needed from the programme, in terms of product, process, organisation and technology, to be practically rolled-out in business operations. MVS is used to impose discipline on the scoping and requirements definition in relation to Vision 2015 deliverables.

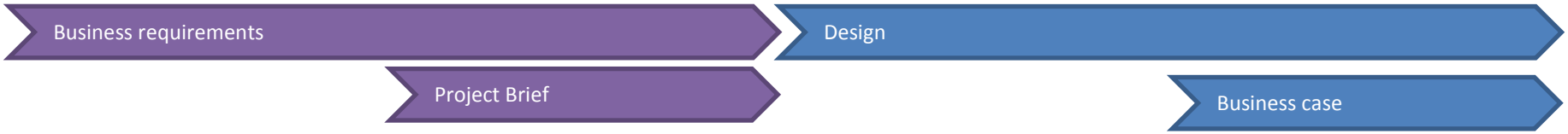
The MVS model adopted by the Programme has applied a series of principles that guide and dictate how analysis, requirements and design activity will be carried out and agreed. The Principles are:

Principle 1: We all agree on MVS	Statement: INZ embraces the concept of Minimum Viable Solution [MVS], and that it is the agreed approach to achieving the goals of Vision 2015. Rationale: Without consensus and common understanding of MVS as an approach, the expectations of stakeholders around the design and scope of the changes will not be met and will result in the re-litigation of design decisions which will be time consuming and expensive.
Principle 2: MVS is a business centric change delivering benefits and ensuring improved stakeholder outcomes	Statement: MVS is change with minimum solution to achieve the desired target state of a business capability, and enables the overall business transformation. Changing a business capability must satisfy stakeholder needs in order to be successful and be affordable within the funding envelope. Rationale: By deploying change with just enough features cost is reduced and benefit is maximised.
Principle 3: Always consider the three dimensions; People, Process and Technology	Statement: When deciding on Minimum Viable Solution the three dimensions of people, process and technology must be considered together as the totality of the solution. Rationale: Designing the change to a business capability in one dimension alone, for example the technology component only, increases the risk of deploying a solution that is not valuable, feasible, useable or affordable.
Principle 4: MVS must be valuable	Statement: A business capability change that is MVS must be of value to stakeholders, and to INZ, both in economic terms and with respect to moving the organisation closer to the target state of Vision 2015. Rationale: An MVS solution must be valuable to identified stakeholders, if not, uptake will be lower than forecast putting benefit realisation at risk. The solution must allow INZ to satisfy a variety of Government directives.
Principle 5: MVS must be feasible	Statement:

	A business capability change that is MVS must be feasible across the three dimensions of people, process and technology. Rationale: The three dimensions must be considered together when determining feasibility to ensure that organisationally the business capability change is able to be properly deployed and is fit for purpose.
Principle 6: MVS must be useable	Statement: A business capability change that is MVS must be useable both in the sense that it is usable by a user, and also in the sense that it must be able to be used as part of the INZ operating model. Rationale: A business capability change that is so minimal to the point where it damages INZ reputation, or restricts customer uptake does not advance the organisation towards Vision 2015.

Appendix B - Detailed approach taken to applying MVS to requirements and design activity.

Appendix B – Approach to Minimum Viable Solution (MVS)



Activities			
Business Transformation • Map and baseline current state (level 3) • Understand business drivers for change and ensure alignment to operating model • Estimate benefits relating to business requirements • Facilitate prioritisation of requirements with business (scope may be reduced at this point if there is agreement from business owner and sponsor) **Business Analysis** • Capture high level business requirements through capability documents • Discuss feasibility with MBIE architecture and suppliers (IGMS)	**Business Transformation** • Support IGMS throughout the writing of the project brief e.g. by attending workshops and document walkthroughs **Business Analysis** • Write the project brief to obtain funding for IGMS and supplier(s) to complete elaboration of requirements	**Business Transformation** • Support elaboration of requirements e.g. by facilitating initial workshop • Facilitate MVS business discussions with IGMS **Business Analysis** • Develop stakeholder requirements (feature stories and acceptance criteria) • Model and specify solution requirements (IGMS and supplier) • Obtain fixed price from supplier • Facilitate MVS business discussions with Business Transformation • Design solution	**Business Analysis** • Write the business case to obtain funding for build
Outputs			
• Current and future state process maps, business requirements and feedback from MBIE architecture and suppliers updated in existing capability documents • Initial prioritisation of requirements	• Project Brief	• Feature stories and acceptance criteria elaborated in existing capability documents • MVS agreed	• Business case
Sign off for next phase			
• PDG consulted • Business Owner & Sponsor	• Business Owner & Sponsor • PDG • CPC	• PDG consulted • Business Owner & Sponsor	• Business Owner & Sponsor • PDG • CPC • MBIE ICTPRB

Figure 10