STAKEHOLDERS, CONCERNS, PRINCIPLES

STAKEHOLDERS
• All
• Especially
  • Acquirers
  • Users
  • Developers

A STAKEHOLDER IN THE ARCHITECTURE OF A SYSTEM IS AN INDIVIDUAL, TEAM, ORGANIZATION, OR CLASSES THEREOF, HAVING AN INTEREST IN THE REALIZATION OF THE SYSTEM.

PROXY STAKEHOLDERS
The **proxy** is an individual or group who speaks for the concerns of the real stakeholders and ensures that they are given as much weight as other concerns.
Example: "Product marketing and sales people"

PRINCIPLES OF STAKEHOLDERS:
PRINCIPLES ARE STATEMENTS OF APPROACH OR INTENT THAT CAN PROVIDE A DECISION-MAKING FRAMEWORK FOR THE ARCHITECTURE
Defining principles is a good technique to bring order and priorities into architecture. Drive architectural decisions during architecture definition process.
Example: "*All our APIs should be exposed as RESTful web services and support JSON serialization*"

CHARACTERISTICS OF GOOD STAKEHOLDER

Criterion	Description
Informed	Do your stakeholders have the information, the experience, and the understanding needed to make the right decisions?
Committed	Are your stakeholders willing and able to make themselves available to participate in the process, and are they prepared to make some possibly difficult decisions?
Authorized	Can you be sure that decisions made now by your stakeholders will not be reversed later (at potentially high cost)?
Representative	If a stakeholder is a group rather than a person, have suitable representatives been selected from the group? Do those representatives meet the criteria for individual stakeholders?

CHARACTERISTICS OF A GOOD CONCERN OF STAKEHOLDER
• Well written and easy to comprehend (avoid jargons)
• Quantified and measurable (avoid abstractions and speculations)
• Testable (way to confirm it has been taken care of)
• Traceable (forward and backward, back to strategy/goals or forward to architecture/design features)

CHARACTERISTICS OF A GOOD PRINCIPLE OF STAKEHOLDER
• Constructive – highlights issues, drives architectural decisions
• Reasoned – it is motivated by business drivers, goals and other principles
• Well-articulated – understood by all stakeholders
• Testable – must be possible to confirm objectively in AD
• Significant – if an opposite statement is still meaningful (although wrong)

CLASSES OR GROUPS OF STAKEHOLDERS

Stakeholder Class	Description
Acquirers	Oversee the procurement of the system or product
Assessors	Oversee the system's conformance to standards and legal regulation
Communicators	Explain the system to other stakeholders via its documentation and training materials
Developers	Construct and deploy the system from specifications (or lead the teams that do this)
Maintainers	Manage the evolution of the system once it is operational
Production engineers	Design, deploy, and manage the hardware and software environments in which the system will be built, tested, and run
Suppliers	Build and/or supply the hardware, software, or infrastructure on which the system will run
Support staff	Provide support to users for the product or system when it is running
System administrators	Run the system once it has been deployed
Testers	Test the system to ensure that it is suitable for use
Users	Define the system's functionality and ultimately make use of it

CONCERNS OF STAKEHOLDERS

Problem-Focused Concerns (why, what):
- Business Strategy
- Business Goals and Drivers

Solution-Focused Concerns (how, with what):
- IT Strategy
- Technology Goals and Drivers

Influence / Constrain

- System Scope and Requirements
- Business Standards and Policies
- Technology Standards and Policies
- Real-World Constraints