

2026

MyBACoach

EVERYTHING BUSINESS ANALYSIS & ARCHITECTURE

Project Optimise Communication

Digitalisation of Spectacle Savers Limited


Spectacles
— SAVERS —

Purpose of this Handbook

This handbook serves as a practical guide to navigating the end-to-end delivery of a digital private or public-sector services using Project Optimise Communications as a live case study.

It provides structured activities, artefacts, and examples across both Waterfall and Agile methodologies to support hands-on learning in a safe environment to unlearn, learn and relearn.

Ultimately, its purpose is to equip you with the skillsets, toolsets, mindset, and confidence to deliver high-quality, user-centred outcomes in real project environments.

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Welcome Message

Charles Efe

Lead Coach, MyBAcoach



Greetings from Founder

Welcome to Project Optimise Comms —a learning journey designed to mirror real-world digital transformation while keeping people, accessibility, and impact at the centre of everything we do.

This project brings together practical delivery, structured thinking, and human-centred design to help you as an aspiring, junior and senior business analyst to translate theory into confident, in a capstone, real-life project execution.

As you progress, you will experience both Waterfall and Agile approaches, gaining hands-on exposure to the decisions, trade-offs, negotiations, conflicts and responsibilities faced by modern business analysts, project team members and technical colleagues.

My hope is that this project not only builds your capability, but also your confidence—to think clearly, act decisively, and deliver services that truly make a difference.

Welcome Message



Welcome to Project Optimise Comms, a hands-on Business Analysis learning experience delivered by MyBAcoach.

This programme has been designed to bridge the gap between learning Business Analysis concepts and applying them in real project environments. Many professionals understand the theory of Business Analysis but struggle to translate that knowledge into practical delivery. This project is designed to solve that challenge!

Project Optimise Comms simulates a real digital transformation initiative where participants will work collaboratively to deliver a Mobile Appointment Booking Platform for Spectacle Savers Limited. The platform will enable patients to discover services, schedule appointments, make payments, and manage their bookings through a mobile-first digital experience.

We recognise that some participants may be new to the technology industry or to the practice of Business Analysis. To support everyone effectively, the programme begins with a three-week foundational training designed to introduce core Business Analysis concepts while also serving as a refresher for experienced practitioners.

Following this foundation, participants will apply their knowledge in an eight-week intensive project phase, collaboratively delivering the mobile application while experiencing both Agile and Waterfall delivery environments.

Throughout the programme, you will learn how Business Analysts contribute across the entire project lifecycle, including:

- Problem discovery and stakeholder engagement
- Process modelling and gap analysis
- Requirements elicitation and documentation
- User story development and backlog management
- Solution validation and user acceptance testing
- Supporting delivery and continuous improvement

This project provides a safe learning environment where you can practice real-world tools, techniques, and artefacts used by professional Business Analysts.

By the end of the programme, you will have gained foundational and practical project experience, stronger analytical thinking, and the confidence to perform effectively in real organisational environments.

We are excited to have you on this journey and welcome to the project.

Coach Charles (CC)

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EVERYTHING BUSINESS ANALYSIS & ARCHITECTURE

About MyBAcoach

Who we are

At MyBAcoach, we are dedicated to empowering individuals and organizations to achieve excellence in business analysis and architecture.

Our mission is to provide high-quality training, practical experience, and continuous support to both aspiring and current business analysts and architects, helping them unlock their full potential and drive meaningful outcomes in their careers.

01

Our Vision

To be the leading global hub for business analysis and architecture excellence, where aspiring and practicing business analysts and business architects are continuously nurtured to achieve their full potential.

02

Our Mission

We strive to set the standard for business analysis & architecture trainings by blending cutting-edge education and technology with real-world experience, fostering a community of experts who are equipped to innovate, lead, and transform businesses worldwide."

Our top services

Interview Coaching

We equip you with the skills, confidence, and a compelling CV/LinkedIn profile to stand out and succeed in BA job interviews.

With over 25 common Business Analysis Interview questions, you will learn how to structure, sequence and deliver your answers using STARR techniques.

Foundation Training

Build a strong foundation in Business Analysis by mastering core concepts, tools, and techniques needed to succeed in real-world projects.

Gain practical, hands-on experience across the full BA lifecycle, bridging the gap between theory and job-ready delivery skills.

Live Projects

At MyBAcoach, we understand that foundational knowledge and practical experience is crucial for developing the skills and confidence needed to succeed as a business analyst and Architect.

Our Live Projects Services offer you the opportunity to work on real-world projects, providing invaluable experience that bridges the gap between theory and practice.

On-The-Job support

Starting a new role as a BA can be both exciting and challenging. MyBAcoach's On-the-Job Support service is designed to help you transition smoothly into your new role, providing the ongoing guidance and resources you need to succeed from day one.

Whether you're a recent hire or stepping into a new project, we're here to ensure you deliver results with confidence and competence.



About Project Optimise Communications

Background & Context

Many healthcare organisations still rely on manual and fragmented processes to manage patient appointments and communication. This often leads to missed appointments, high administrative workload, poor patient experience, and inefficient use of clinic capacity.

Spectacle Savers Ltd, a UK-based healthcare provider, is currently facing these challenges due to limited digital capabilities in its appointment booking system. Patients are unable to easily book, manage, or receive timely updates about their appointments.

To address this, the organisation has launched Project Optimise Communications, focused on delivering a mobile appointment booking application. The goal is to improve patient access, reduce missed appointments, and streamline communication.

This project will simulate real-world delivery, allowing participants to apply business analysis skills using both Agile and Waterfall approaches in a practical, hands-on environment.

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EVERYTHING BUSINESS ANALYSIS & ARCHITECTURE

Problem Statement

The current appointment booking and communication process at Spectacle Savers Ltd is inefficient, manual, and fragmented, leading to poor patient experience and operational challenges.

The reliance on manual processes has resulted in:

- Missed appointments due to lack of timely reminders
- Delays in booking and rescheduling appointments
- Limited visibility for patients managing their bookings
- Increased administrative workload and operational costs
- Inefficient use of clinic capacity

If left unresolved, these challenges will continue to impact service quality, reduce revenue opportunities, and hinder the organisation's ability to deliver a modern, patient-centred experience.

The Proposal

Spectacle Savers Ltd proposes the delivery of a mobile appointment booking application to transform its communication and scheduling process.

The solution will:

- Enable patients to book, reschedule, and manage appointments digitally
- Provide automated reminders and notifications
- Improve patient experience and accessibility
- Reduce manual workload for staff
- Optimise clinic utilisation and operational efficiency

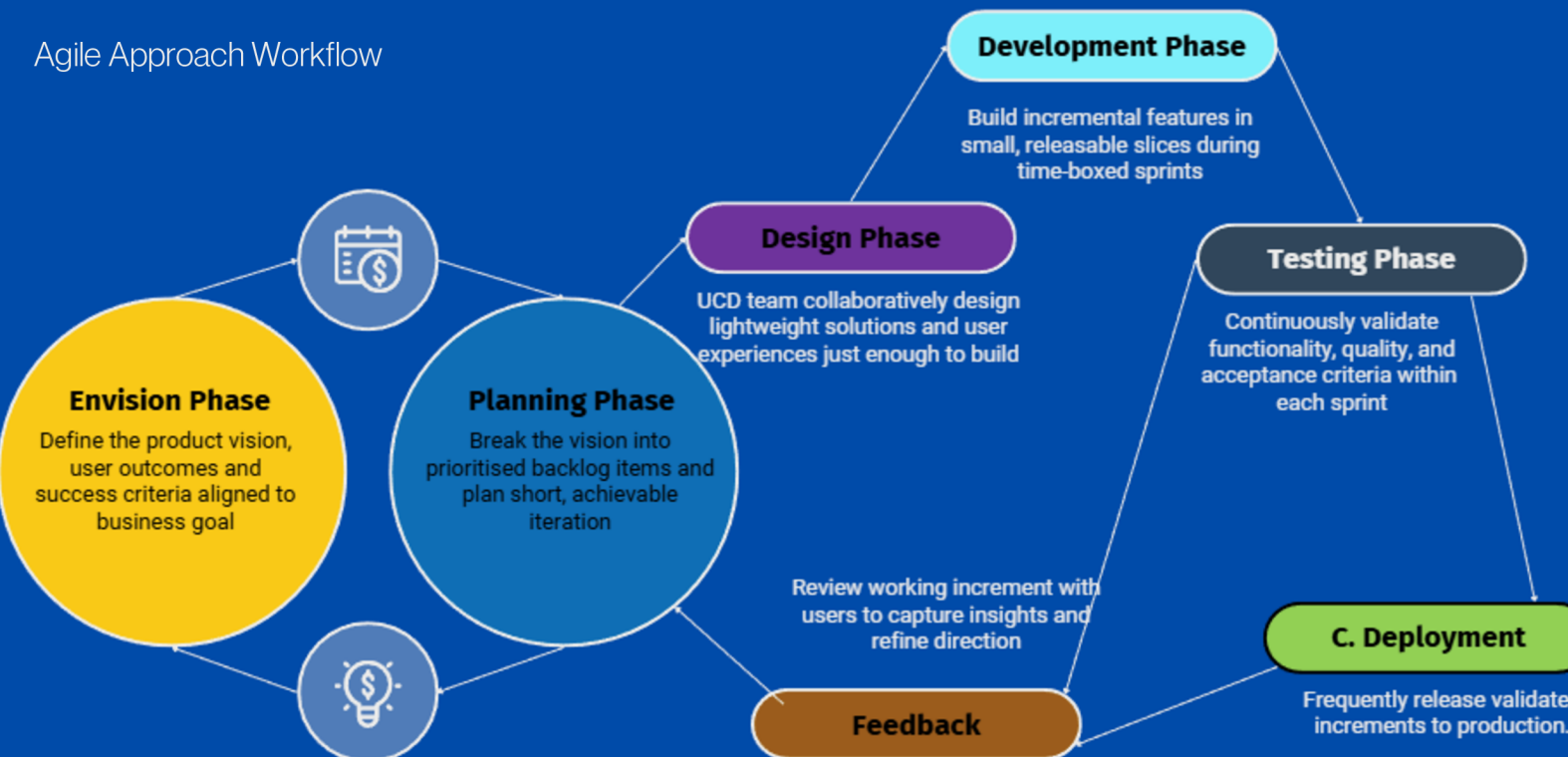
This initiative supports the organisation's digital transformation goals and will be delivered through a structured project approach, leveraging both Agile and Waterfall methodologies with cross-functional collaboration.

The Approaches

Waterfall Approach workflow

	Triage phase >>	Discovery Phase>>	Design Phase>>	Development/test Phases>>	Deployment Phase>>
Description	At this phase, the request is assessed, reviewed, validated to ascertain its value and route it to the right path.	At this phase the BA investigates the user needs, current processes, constraints, and define the real problem before design.	At this phase, the SA converts agreed needs into a detailed solution design that can be built and tested with least ambiguity	At this phase, the solution is built and proven it works against requirements through structured testing and defect resolution	At this phase, the solution is released into production and safely transitioned into support and benefit realisation
Goal	Confirm what is being asked, what it matters, urgency, impact and who owns it.	Produce a clear, evidence-based understanding of as-is, pain points, root causes and to-be outcomes	Define the To-Be process and solution blueprint with acceptance criteria and implementation approach	Deliver a working solution quality assured product that needs acceptance criteria and is ready for release	Go-Live with minimal disruption, support adoption and hand over to operations with support readiness
Tool, techniques & tech	<ul style="list-style-type: none"> Intake form High level scope statement Initial risk scan Prioritisation matrix RAID Log starter Initial stakeholder list 	<ul style="list-style-type: none"> Data analysis Workshop/ Interviews Observations/ Job shadowing Process mapping (As-Is) Root cause (5Whys/Fishbone) Personas, empathy maps Requirements elicitation Updated stakeholder plan 	<ul style="list-style-type: none"> To-Be process mapping User journeys Wireframe/Prototypes Solution options appraisal Data model/dictionary Interface/service design NFR Definition Traceability matrix 	<ul style="list-style-type: none"> Code review Test scripts Test cases User Acceptance Criteria Defect Management 	<ul style="list-style-type: none"> Cut-over plan Change management Comms plan Training go-live Go-live checklist Runsbooks Hypercare Rollback plans lessons learned
Deliverables	<ul style="list-style-type: none"> Initial Stakeholder register Problem statement Initial scope definition Priority & rationale Initial RAID log Sponsor/ SRO 	<ul style="list-style-type: none"> SOC, OBC and FBC As-Is process maps Findings from discovery Data visualisation Business requirement (BRD) Updated RAID Initial benefit map Success measure 	<ul style="list-style-type: none"> Solution Design Document To-Be process map Wireframe/Prototypes Refined BRD/ FRD Data specification System specification Integration specification API spec Requirement Traceability Matrix 	<ul style="list-style-type: none"> Test results Defect log UAT sign-off Release note draft Shippable increment Updated RTM 	<ul style="list-style-type: none"> Deployment plan Go-live approval Release notes Training materials User guides Support handover pack (runbook) Hypercare plans Updated benefit map

Agile Approach Workflow



Key Activities

01

Envisioning Phase

The Envisioning Phase establishes a shared understanding of the product vision, user outcomes, and business goals, ensuring all stakeholders are aligned on why the initiative exists and what success looks like before delivery begins.

Key activities in the Envisioning Phase

- Vision & Objectives Definition – Clarify the problem to be solved, desired outcomes, and how the solution supports organisational strategy.
- Stakeholder Identification & Alignment – Identify key stakeholders, sponsors, and users, and align expectations and priorities.
- User & Problem Exploration – Conduct high-level user research to understand user needs, pain points, and accessibility considerations.
- Success Criteria Definition – Agree on measurable success indicators (service, user, operational, and compliance outcomes).
- High-Level Scope & Constraints Identification – Define what is in-scope, out-of-scope, assumptions, risks, and constraints.

Deliverables from the Envisioning Phase

- Product Vision Statement – Clear articulation of the value, purpose, and target users of the solution.
- Problem Statement / Opportunity Statement – Concise definition of the core problem or opportunity being addressed.
- High-Level User Outcomes / Value Proposition – Summary of the benefits expected for users and the organisation.
- Initial Stakeholder Map – Identification of key stakeholders, roles, and influence.
- Success Metrics & KPIs – Agreed measures to assess whether the initiative is delivering value.

Key Activities

02

Planning Phase

The Planning Phase translates the product vision into a clear, prioritised delivery plan by breaking down work into manageable backlog items, aligning teams on what will be delivered next, and setting realistic expectations for iterative progress.

Key activities in the Planning Phase

- Backlog Creation & Refinement – Decompose the vision into epics, features, and user stories with clear intent and value.
- Prioritisation of Work – Rank backlog items based on user value, risk, dependencies, and business priority.
- Release & Iteration Planning – Define short, achievable iterations (sprints) and agree on release goals.
- Dependency & Risk Identification – Identify technical, operational, and organisational dependencies and risks early.
- Capacity & Estimation – Estimate effort and confirm team capacity to ensure realistic and sustainable delivery.

Deliverables from the Planning Phase

- Prioritised Product Backlog – A refined and ordered list of epics, features, and user stories.
- Sprint / Iteration Plan – Agreed scope and objectives for the upcoming sprint(s).
- High-Level Release Plan / Roadmap – Indicative view of how value will be delivered over time.
- User Stories with Acceptance Criteria – Clearly defined stories aligned to user needs and business outcomes.
- Risk, Assumptions & Dependencies Log – Early visibility of factors that may impact delivery.

Key Activities

03

Design Phase

The Design Phase focuses on collaboratively shaping user-centred, feasible solutions by translating requirements into lightweight designs and experiences that are just enough to support iterative development and rapid feedback.

Key activities in the Design Phase

- User-Centred Design (UCD) Workshops – Collaborate with users and stakeholders to co-design solutions that meet real needs.
- Process & Service Design – Define future-state processes, service flows, and user journeys aligned to the product vision.
- Interaction & Experience Design – Create low-fidelity wireframes or prototypes to visualise how users will interact with the solution.
- Data & Business Rules Definition – Identify key data elements, validations, and decision logic required to support functionality.
- Design Validation & Iteration – Review designs with users and delivery teams to validate assumptions and refine direction.

Deliverables from the Design Phase

- Future-State Customer Journey Maps / Service Blueprints – Visual representation of the end-to-end user experience.
- Wireframes or Low-Fidelity Prototypes – Lightweight designs to support shared understanding and early feedback.
- Refined User Stories & Acceptance Criteria – Stories updated to reflect validated design decisions.
- Data Dictionary & Decision Tables – Defined data fields, rules, and logic supporting the solution.
- Design Assumptions & Constraints Log – Documented considerations to inform development and testing.

Key Activities

04

Development Phase

The Development Phase focuses on building the agreed solution incrementally, using the prioritised backlog, validated designs, and acceptance criteria to deliver working functionality that can be reviewed, tested, and improved through feedback.

Key activities in the Testing Phase

- Clarify Requirements Continuously – Support developers by answering questions, refining user stories, and ensuring acceptance criteria are well understood.
- Bridge Business & Technical Teams – Act as the link between stakeholders and developers to ensure what is being built aligns with business needs.
- Manage Change & Refinement – Update user stories, rules, and priorities based on feedback, discoveries, or constraints during development.
- Support Sprint Activities – Participate in stand-ups, sprint reviews, and backlog refinement to keep delivery aligned and on track.
- Capture Feedback Early – Gather stakeholder feedback during demos and translate it into actionable backlog updates.
- Ensure Traceability – Maintain alignment between requirements, designs, build outputs, and expected business value.

Deliverables from the Testing Phase

- Refined User Stories & Acceptance Criteria
- Requirements Clarification & Decision Log
- Business Rules & Data Definitions Updates
- Traceability Mapping (Requirements to Build)
- Confirms what was defined is what is being built.
- Sprint Review Feedback Log
- Documents stakeholder feedback from demos and feeds into backlog refinement.

Key Activities

05

Testing Phase

The UAT (Testing) Phase ensures that delivered increments meet business needs, user expectations, and acceptance criteria by continuously validating functionality, quality, and readiness for release.

Key activities in the Testing Phase

- Test Scenario & Case Definition – Define business-focused test scenarios aligned to user stories and acceptance criteria.
- Execution of UAT – End users and business representatives validate functionality in a controlled test environment.
- Defect Identification & Triage – Log, prioritise, and manage defects collaboratively with the delivery team.
- Regression & Re-testing – Re-test fixes and validate that new changes have not introduced defects.
- UAT Sign-off & Readiness Assessment – Confirm the solution is fit for purpose and ready for deployment.

Deliverables from the Testing Phase

- UAT Test Scenarios & Test Cases – Documented tests reflecting real business use.
- Defect / Issue Log – Tracked defects with status, severity, and resolution.
- Test Execution Evidence – Screenshots, logs, and results demonstrating validation.
- UAT Sign-off Document – Formal confirmation of business acceptance.
- Release Readiness Summary – Assessment covering risks, outstanding issues, and go/no-go decision.

Key Activities

06

Deployment Phase

The Deployment Phase focuses on safely releasing the approved solution into the live environment, ensuring technical readiness, stakeholder alignment, and minimal disruption to users and business operations.

Key activities in the Deployment Phase

- Release Planning & Scheduling – Agree deployment approach, timing, and rollback strategy.
- Production Readiness Checks – Confirm environments, security, data, and operational controls are in place.
- Solution Deployment – Deploy the approved release to the live environment.
- Stakeholder & User Communications – Notify users, support teams, and stakeholders of the release.
- Smoke Testing in Production – Validate core functionality immediately after deployment.

Deliverables from the Deployment Phase

- Deployment / Release Plan – Documented approach including timing, roles, and rollback steps.
- Go-Live Approval / Release Sign-off – Formal authorisation to deploy.
- Live Environment Release – Successfully deployed solution in production.
- Production Smoke Test Results – Evidence that critical functions work as expected.
- Deployment Log & Audit Record – Record of actions taken during release for traceability and assurance.

Key Activities

07

Post Go Live Phase

The Post Go-Live Phase ensures the solution is stabilised after release, users are supported effectively, and the service is embedded into business-as-usual operations while capturing learning for continuous improvement.

Key activities in the Deployment Phase

- Hypercare & Early-Life Support – Provide enhanced support to quickly resolve incidents and user queries.
- Service Monitoring & Performance Review – Monitor system performance, usage, and error trends.
- User Feedback Collection – Gather feedback from users and stakeholders on usability and effectiveness.
- Benefits Realisation Tracking – Measure outcomes against agreed success criteria and KPIs.
- Transition to BAU Support – Hand over ownership to operational and support teams.

Deliverables from the Deployment Phase

- Hypercare Support Plan & Logs – Record of issues, resolutions, and response times.
- Operational Handover Pack – Runbooks, support guides, and service ownership details.
- Benefits Realisation Report – Evidence of value delivered post-implementation.
- Post-Implementation Review (PIR) – Lessons learned and recommendations for improvement.
- Continuous Improvement Backlog – Prioritised enhancements and optimisation actions.



Practical Exercises

Envisioning phase:

1. Problem framing
2. Stakeholder identification
3. Service review - Gap analysis
4. User Research
5. Benefit mapping / Success Criteria definition

Planning phase:

1. Product backlog
2. Scope definition
3. Project plan creation
4. Risk identification, tracking and management

Design phase:

1. Process & Service design
2. Epic and user story creation
3. Data and business rule definition
4. User stories and acceptance criteria
5. Story estimation and refinement
6. Updated risk log



Development phase:

1. Requirements clarification & story refinement
2. Stakeholder–developer collaboration
3. Validation of business rules & build outputs
4. Sprint feedback, backlog updates & UAT readiness

Testing phase:

1. Sprint review
2. User Acceptance Testing
3. Defect Management

Post Go-Live phases:

1. Release planning
2. Go/No-Go Decision
3. Post Go Live activities
4. Lessons learned session

MESSAGE FROM THE PROJECT SRO

Good morning everyone, and thank you for joining the kick-off of Project Optimise Communications.

As the Senior Responsible Officer for this programme, I am pleased to support this important initiative, which forms a key part of our digital transformation journey. Our goal is to deliver a more accessible, efficient, and user-centred communication experience for our patients.

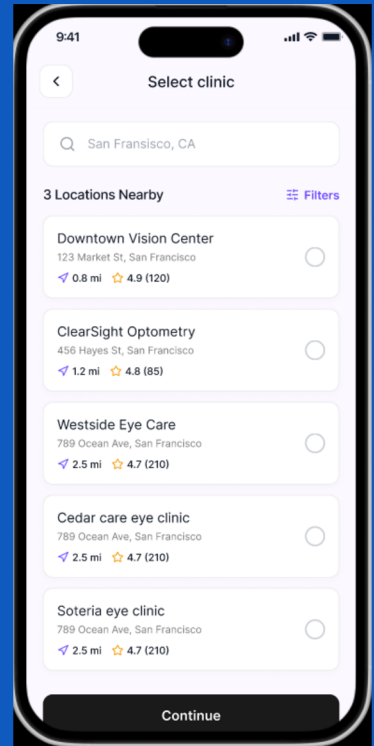
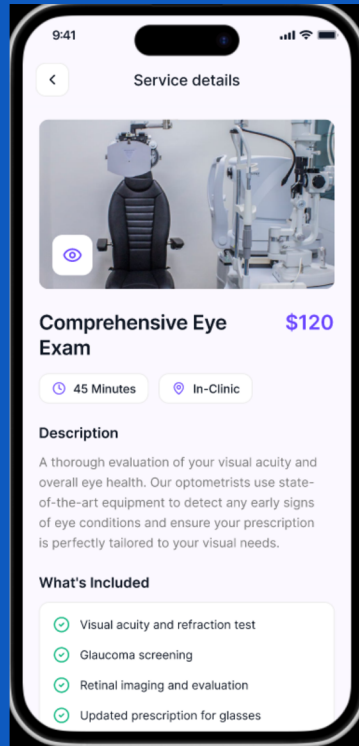
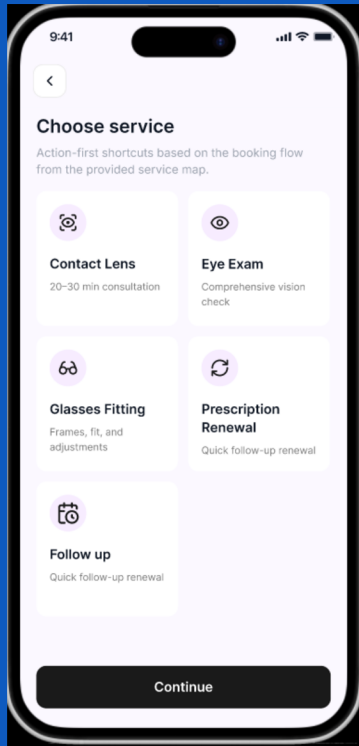
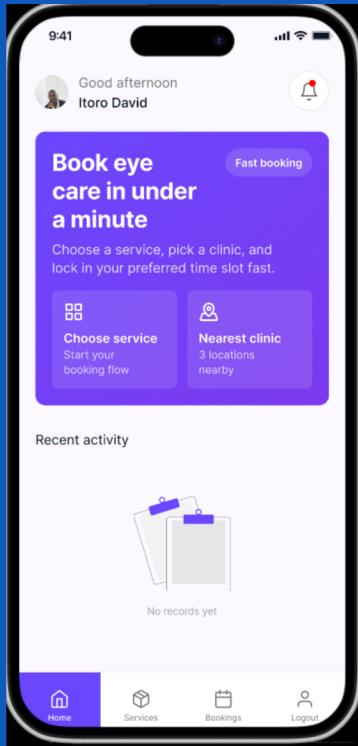
Today, our appointment booking and communication processes are largely manual and fragmented. This creates delays, increases administrative burden, and impacts patient satisfaction.

I want to emphasise that success will depend on strong collaboration across all stakeholders—delivery teams, business leads, and partners. Open communication, proactive risk management, and a commitment to continuous improvement will be critical.

Thank you for your commitment. I look forward to working with you as we move from vision to delivery and ultimately create a solution that makes a real difference.



Some High Fidelity Prototypes



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