



UNDERSTANDING BUSINESS REQUIREMENTS

**Discovering and Capturing
Organizational Knowledge**


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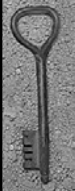
Presentation Topics

- ◆ What is Business Analysis?
- ◆ Relevant project types
- ◆ What are Business Requirements?
- ◆ A Framework for Requirements Management
- ◆ Project-level questions
- ◆ Organizational questions



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Understanding Business Requirements




What is Business Analysis?

“Business Analysis is the set of tasks and techniques used to work as a liaison among stakeholders in order to understand the structure, policies, and operations of an organization, and to recommend solutions that enable the organization to achieve its goals.”

-International Institute of Business Analysis
Business Analysis Body of Knowledge 2.0

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Understanding Business Requirements



What is Business Analysis?


“Business Analysis is the act of discovering solution neutral business requirements, then transitioning those requirements into an external design that can guide one or more business solutions.”

-Business Analysis Fundamentals
Chuck Tryon

Business Analysis is an ideal partner to the discovery, capture and transfer of organizational knowledge.

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Relevant Project Types


- ◆ Business Process Reengineering
- ◆ Application development
 - Internal
 - Outsource
- ◆ Package selection
- ◆ Software configuration
- ◆ Vendor management

Many project types benefit from some degree of Business Analysis.



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What are Business Requirements?


“A requirement is...

- ◆ *A condition or capability needed by a stakeholder to solve a problem or achieve an objective.*
- ◆ *A condition or capability that must be met or possessed by a solution or solution component to satisfy a contract, standard, specification, or other formally imposed documents.”*

-International Institute of Business Analysis
Business Analysis Body of Knowledge 2.0

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What are Business Requirements?


Needs expressed by or for an enterprise that must be met to satisfy specific business goals and objectives.

- Essential Rules
- Essential Policies
- Solution Characteristics

In the haste to create a new solution, many projects overlook the Essential Policies and Rules.

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What are Essential Rules?


Fixed principles that determine action or conduct within an business.

- ◆ Statements about the business that have a single, absolute definition
- ◆ Are consistent across the business
- ◆ Define the ultimate facts and values of a business
- ◆ Non negotiable
- ◆ Stable over time

Essential Rules are the foundation for organizational knowledge.

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What are Essential Policies?

Any governing principle, plan, course of action or wise conduct required by a business, consistent with business rules.

- ◆ Satisfies some set of business goals and objectives
- ◆ "What" a business must do
- ◆ Free of solution, organizational or technology bias
- ◆ Concise statements understood by business
- ◆ Consistent with absolute business rules

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What are Solution Characteristics?

- ◆ **Technology Requirements** ... *specific technology components, configurations, capabilities or classes of technology.*
- ◆ **Interface Requirements** ... *specific interaction characteristics between future automated and non automated components such as interface type, location, volume, speed and user type.*
- ◆ **Security Requirements** ... *strategies to protect confidentiality, insure integrity and provide dependable availability.*

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Solution Characteristics (cont.)

- ◆ **Organizational Requirements** ... *anticipated changes in the way the business will be structured or managed under a new solution.*
- ◆ **Operational Requirements** ... *new schedules or procedures that must be accommodated in a new solution.*

It is easiest to learn about Solution Characteristics while studying Essential Policies and Rules.

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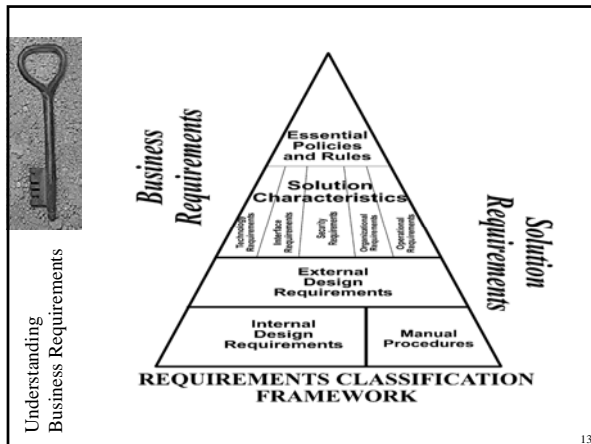
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Other Types of Requirements

- ◆ **External Design Requirements** ... *constraints placed on Business Requirements due to a specific, deliberately selected technology profile that governs an application-wide solution.*
- ◆ **Internal Design Requirements** ... *constraints placed on Business Requirements contained within a specific automation packet due to the characteristics of an operating system, programming language, database product, interfaces or technology device.*
- ◆ **Manual Procedures** ... *step-by-step explanations of how non automated processes and data should be performed along with how to interface with automated components.*


These requirements are only relevant when based on well-defined Business Requirements.

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Who Defines Business Requirements?

- ◆ Subject matter experts
- ◆ User reps
- ◆ End customers
- ◆ Industry experts



Business Analysts, Systems Analysts and Data Analysts serve to collect, clarify, evaluate and capture Business Requirements.


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When to Define Business Requirements?

- ◆ *Early* ... to insure correct inclusion of all requirements
- ◆ *Early* ... to determine sub-project elements
- ◆ *Early* ... to consider best total solution(s)
- ◆ *Early* ... to reduce “rework”

Business Requirements cannot be accurately defined if the customer organization is not willing to actively participate in the project.

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Methods for Defining Business Requirements

- ◆ **Process Modeling** with emphasis on...
 - "As-is models" to build common understanding
 - Business event modeling (aka Business Use-Case)
 - Identify initiating scenario
 - Define of policy details and sequence
 - Define data and information
 - Identify External Agents (Actors)
 - Define context interfaces
 - Collect solution characteristics
- ◆ **Data Modeling** with emphasis on...
 - Fully normalized Logical Data Models
 - Attribute definition
 - Business Rule definition
 - CRUD analysis with data sourcing
- ◆ Integration of data and process views

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Strategies that Obscure Business Requirements

- ◆ Design/construction methods
- ◆ Process improvement methods when they...
 - Focus on organizational improvements
 - Avoid specification level
 - Ignore data issues
- ◆ Excessive reliance on rapid construction methods
 - RAD, JAD, RIP, time-box

All of these strategies focus on a *solution*, not the business problem.

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Why Business Requirements are NOT Defined?

- ◆ Rush to solutions
- ◆ Requires conceptualization and immersion
- ◆ Weak communication/negotiation skills
- ◆ Wrong people on project
- ◆ Value not recognized by IT or business
- ◆ Trivialized on project plans
- ◆ Limited use of true analysis disciplines

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The Cost of NOT Defining Business Requirements

- ◆ Focus shifts to creating a solution
- ◆ Problem forced to fit the solution
- ◆ Integrity of initial design compromised
- ◆ Radical post implementation modifications

Failure to define business requirements is a risk management issue for a project.

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Project Team Questions

- ◆ How will we define Business Requirements?
- ◆ What type of requirements are we trying to capture?
- ◆ Do we have the scope or option for true reengineering?
- ◆ What is our requirements strategy?
- ◆ Where will we capture our requirements?
- ◆ What will our deliverables look like?
- ◆ What requirements methods will we use?

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Organizational Questions

- ◆ Are Business Requirements a stated priority for your total development organization?
- ◆ Are Business Requirements valued by your business organizations?
- ◆ Do you plan time for Business Requirements?
- ◆ Do you staff projects with trained analysts and subject matter experts?
- ◆ Do you educate your staff on *analysis* methods?
- ◆ Do you validate proper use of analysis methods?
- ◆ Have you identified specific desired deliverables for different types of requirements?
- ◆ Do you have a requirements repository?

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Implications on Project Management

- ◆ Scope
- ◆ Staffing
- ◆ Estimating
- ◆ Scheduling
- ◆ Dependencies
- ◆ Customer expectations
- ◆ Project viability
- ◆ Cost
- ◆ Work quality
- ◆ Product quality
- ◆ Usefulness
- ◆ Maintainability
- ◆ Durability

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MODELING BUSINESS REQUIREMENTS

MANAGING REQUIREMENTS USING STRUCTURED ANALYSIS

www.TryonAssoc.com

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**“Never give up.
Never surrender!”**

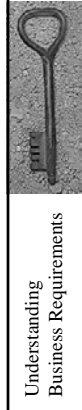
-Tim Allen
Galaxy Quest

Additional information is available at...

www.TryonAssoc.com

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CURRICULUM

Tryon and Associates offers an integrated series of workshops for Business Analysts

- > **SEMINARS:**
 - Business Analysis Fundamentals (2 Days)**
 - Modeling Business Processes (3 Days)**
 - Reengineering Business Processes (4 Days)**
 - Designing Business Solutions (3 Days)**
- > **IMPLEMENTATION ASSISTANCE:**
 - Project Blitz – Scope Facilitation**
 - Requirements Facilitation**
 - RFP Scoring**
 - Vendor Selection**

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