Business Analysis Standardization
A Strategic Mandate

John E. Parker
CVO, Enfocus Solutions Inc.
Agenda

• What is Business Analysis?
• Why Business Analysis is Important?
• Why Standardization of Business Analysis Activities is Important?
• How to Standardize Business Analysis in Your Organization.
### Definition – Business Analysis

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

Business analysis is the practice of enabling change in an organizational context by defining needs and recommending solutions that deliver value to stakeholders.

<table>
<thead>
<tr>
<th>BABOK V2</th>
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<tbody>
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</tbody>
</table>
Definitions

A business analyst “is any person who performs business analysis activities, no matter what their job title or organizational role may be. Business analysis practitioners include not only people with the job title of business analyst, but may also include business systems analysts, systems analysts, requirements engineers, process analysts, product managers, product owners, enterprise analysts, business architects, management consultants, or any other person who performs the tasks described in the BABOK® Guide, including those who also perform related disciplines such as project management, software development, quality assurance, and interaction design.”

Source: BABOK Version 2, IIBA

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Who Performs Business Analysis?

Roles vary Significantly by Organization

<table>
<thead>
<tr>
<th>Role Category</th>
<th>Focus Context Within the Organization</th>
<th>Department/Function Transition</th>
<th>Enterprise</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Generals</strong></td>
<td><strong>Project/Process/Service Continuous Improvement</strong></td>
<td><strong>Business Consultant</strong></td>
<td><strong>Business Architect</strong></td>
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<tr>
<td></td>
<td><strong>Management Consultant</strong></td>
<td><strong>Business Relationship Manager</strong></td>
<td><strong>Business Relationship Manager</strong></td>
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<td></td>
<td><strong>BA Project Lead</strong></td>
<td><strong>Management Consultant</strong></td>
<td><strong>Strategic Business Analyst</strong></td>
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<tr>
<td><strong>Specialist</strong></td>
<td><strong>Agile Business Analyst</strong></td>
<td><strong>Portfolio Manager</strong></td>
<td><strong>Management Consultant</strong></td>
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<tr>
<td></td>
<td><strong>Application Domain Expert (SME)</strong></td>
<td><strong>BA Program Lead</strong></td>
<td><strong>Strategic Planner</strong></td>
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<tr>
<td></td>
<td><strong>Business Intelligence Analyst</strong></td>
<td><strong>BA Program Manager</strong></td>
<td><strong>BA Practice Leader</strong></td>
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<tr>
<td></td>
<td><strong>Business Rules Analyst</strong></td>
<td><strong>BA Program Manager</strong></td>
<td><strong>BA Practice Leader</strong></td>
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<tr>
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<td><strong>Business Systems Analyst</strong></td>
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<td><strong>BA Practice Leader</strong></td>
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<tr>
<td></td>
<td><strong>Process Analyst</strong></td>
<td><strong>Service Owner</strong></td>
<td><strong>BA Practice Leader</strong></td>
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<td></td>
<td><strong>Data Analyst</strong></td>
<td><strong>Systems/Solution Architect</strong></td>
<td><strong>BA Practice Leader</strong></td>
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<tr>
<td></td>
<td><strong>Product Owner</strong></td>
<td><strong>Functional Business Analyst</strong></td>
<td><strong>BA Practice Leader</strong></td>
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<td></td>
<td><strong>Requirements Engineer/Manager</strong></td>
<td><strong>Process Owner/Steward</strong></td>
<td><strong>BA Practice Leader</strong></td>
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<td></td>
<td><strong>Service Request Analyst</strong></td>
<td><strong>Product Manager (Marketing)</strong></td>
<td><strong>BA Practice Leader</strong></td>
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<tr>
<td></td>
<td><strong>Systems Analyst</strong></td>
<td><strong>Service Owner</strong></td>
<td><strong>BA Practice Leader</strong></td>
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<tr>
<td><strong>Hybrid</strong></td>
<td><strong>BA/PM</strong></td>
<td><strong>Systems/Solution Architect</strong></td>
<td><strong>BA Practice Leader</strong></td>
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<td></td>
<td><strong>BA/Tester</strong></td>
<td><strong>Middle-to-Senior Management</strong></td>
<td><strong>BA Practice Leader</strong></td>
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<td></td>
<td><strong>BA/Developer</strong></td>
<td><strong>Product Manager (Marketing)</strong></td>
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<td></td>
<td><strong>BA/User Experience</strong></td>
<td><strong>Solutions Architect</strong></td>
<td><strong>BA Practice Leader</strong></td>
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<td><strong>Database Analyst</strong></td>
<td><strong>Systems Design Analyst</strong></td>
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<td><strong>Information Architect</strong></td>
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<td></td>
<td><strong>Product Manager (Marketing)</strong></td>
<td><strong>UDX Analyst</strong></td>
<td><strong>BA Practice Leader</strong></td>
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<td><strong>Programmer/Analyst</strong></td>
<td><strong>UDX Analyst</strong></td>
<td><strong>BA Practice Leader</strong></td>
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<td><strong>Project Manager</strong></td>
<td><strong>UDX Analyst</strong></td>
<td><strong>BA Practice Leader</strong></td>
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<td><strong>QA Analyst</strong></td>
<td><strong>UDX Analyst</strong></td>
<td><strong>BA Practice Leader</strong></td>
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<td></td>
<td><strong>Usability/UXP</strong></td>
<td><strong>UDX Analyst</strong></td>
<td><strong>BA Practice Leader</strong></td>
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</table>
Top 10 Reasons IT Projects Fail

1. Lack of user involvement
2. Lack of transparency
3. Poor or incomplete requirements
4. Changing requirements
5. Lack of business alignment
6. Lack of executive support
7. Significant scope creep
8. Failed user adoption
9. Improper solution
10. Poor testing and quality assurance

Poor Business Analysis is the Root Cause of Most Failures.

Source: Standish Chaos Report
Waste: 45% of Functionality is never used

- Source: Standish Group Report at XP Conference 2002 by Jim Johnson
The Case for Good Requirements

Quality and Cost Savings

As much as a 200:1 cost savings results from finding errors in the requirements stage versus finding errors in the maintenance stage of the software lifecycle.

56% of all bugs can be traced to errors made during the requirements stage.
Business Analysis is Important

Problems

Lack of Maturity in Requirements Development & Management

Business Analysis Is more than just Requirements

Business Impact

- Failed or challenged projects
- Lower productivity – more rework
- Developer frustration
- Higher costs & schedule delays
- Unused functionality

- Benefits not realized
- Solutions not aligned with business need
- Low Stakeholder Satisfaction
- Solutions do not solve the business problem
Standardization
Business Analysis Standardization Challenges

Key Observations

Business Analysts
- Approximately ½ of business analysts report to the business and the other ½ report to IT
- Business Analysts have many titles and perform many functions from strategic to tactical
- Many people that perform business analysis activities do not think of themselves as business analysts
- IIBA estimates that there are over 1 million business analysts in the United States, of these only 1/10 of 1% are certified

Business Analysis
- Business analysis is relatively new role and immature in comparison to more established roles such as project management and systems development. (For example, the Agile Manifesto was written in 2001; IIBA was created in 2004)
- Business analysis must integrate with systems development methodologies – BA practices may be different depending on the SDM
- Business Analysis in many organizations focuses only on requirements and ignores other business analysis activities.
- BABOK V3, to be released in early 2014, will bring more change and confusion.
The Definition of Business Analysis changes in BABOK Version 3

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The names of many Knowledge Areas change in BABOK v3

<table>
<thead>
<tr>
<th>BABOK Version 2</th>
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<tbody>
<tr>
<td>Business Analysis Planning and Monitoring</td>
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</tr>
<tr>
<td>Enterprise Analysis</td>
<td>Situation Analysis</td>
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<tr>
<td>Requirements Analysis</td>
<td>Requirements &amp; Design Analysis</td>
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<tr>
<td>Elicitation</td>
<td>Elicitation and Collaboration</td>
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<tr>
<td>Solution Assessment and Validation</td>
<td>Solution Assessment and Validation</td>
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<tr>
<td>Requirements Management &amp; Communication</td>
<td>Requirements &amp; Design Management</td>
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</table>
# Benefits of Business Analysis Standardization

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td><strong>Decrease cost</strong></td>
<td>• Lowers salary costs due to collaboration between different units (BAs can fill in for each other)</td>
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<tr>
<td></td>
<td>• Lowers overhead costs due to sharing documentation and training materials across the organization</td>
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<tr>
<td></td>
<td>• Lowers IT costs due to supporting information systems across the organization in using standardized processes and deliverables</td>
</tr>
<tr>
<td><strong>Increase Quality</strong></td>
<td>• Achieves more consistent project results and outcomes</td>
</tr>
<tr>
<td></td>
<td>• Less defects and quality problems as organizations learn to how to consistently perform business analysis activities</td>
</tr>
<tr>
<td></td>
<td>• Higher quality through using continuous improvement and sharing of best practices</td>
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<tr>
<td><strong>Reduce Cycle Time</strong></td>
<td>• Reduces rework, inefficiency, and waste</td>
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<td></td>
<td>• Resource management improves by being able to balance resource usage and leverage resources from low demand areas.</td>
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</tbody>
</table>
| **Improve Organizational Performance** | • Improves accuracy of estimates  
• Provides a stronger foundation for any organizational restructuring, as processes are similar across similar job functions  
• Facilitates knowledge sharing and applied learning across organizational boundaries  
• Deliver better business outcomes  |
Business Analysis

Regardless of who performs the role, business analysis must be clearly defined and understood as effective business analysis drives project success and business outcomes. Below is a list of key activities that should be considered when defining the definition of business analysis in your organization.

1. Analyzing and documenting the business problem
2. Evaluating options and recommending the right solution
3. Identifying and engaging stakeholders
4. Eliciting business and stakeholder needs
5. Defining requirements
6. Facilitating collaboration between business and development teams
7. Enabling business change and transformation
8. Ensuring the solution delivers business value
Maximize Value through Business Analysis

**Situation Analysis**
- Identify & Analyze Problem
- Define Vision
- Determine Current & Target Performance
- Identify Capability Gaps
- Define Business Needs & Objectives

**Ideation to Features**
- Identify Features to Achieve Objectives
- Prioritize & Eliminate Low Value Features
- Identify Quick Wins to Improve Performance
- Manage Solution Scope

**Features to Requirements**
- Capture Stakeholder Needs/Feature
- Define Functional Requirements
- Define Nonfunctional Requirements
- Validate Requirements
- Ensure Stakeholders Needs are Met

**Requirements to Implementation**
- Create Requirement Bundles
- Elaborate Requirements
- Validate Requirement Bundles
- Baseline & Control Requirement Changes
- Validate & Assess Solution

**Transition**
- Define Transition Requirements
- Validate Transition Requirements
- Facilitate Organizational Change

**Benefits Realization**
- Harvest Benefits Using BRM
- Optimize Solution as Needed
Business Analysis Standardization must address the Full Business Analysis Lifecycle

Solution Conceptualization
- Problem Definition
- Develop Vision
- Develop business case
- Define business requirements
- Define solution scope (Features)

Requirements Development
- Elicit stakeholder needs
- Develop requirements

Solution Delivery
- Monitor project delivery
- Assess and validate solution
- Define transition requirements
- Engage stakeholders

Benefits Realization (Post Project)
- Measure performance based on KPIs
- Assess performance
- Optimize as needed
Business Analysis Standardization

8 Key Components

Services

Capabilities

Competencies

Governance

Processes

Practices

Data

Tools
# Business Analysis Standardization

## 8 Key Areas

<table>
<thead>
<tr>
<th>Standardization Area</th>
<th>Description</th>
<th>Focus</th>
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</table>
| **Services**         | Define and standardize services offered to the organization. | • ITIL Service Strategy  
                      • ITIL Service Design  
                      • Service Portfolio Management |
| **Capabilities**     | Define and manage capabilities to provide business analysis activities to support the organization | • Capability Maturity Model  
                      • Maturity Assessments |
| **Competencies and Skills** | Develop knowledge, skills, abilities and other personal characteristics required to perform business analysis activities | • Defined BA Roles  
                      • Competency Model  
                      • Learning program  
                      • Training |
| **Governance**       | Coordinate and govern business analysis standardization efforts | • Management support  
                      • Leadership  
                      • Community of Practice  
                      • Centers of Excellence |
# Business Analysis Standardization

## 8 Key Area (Continued)

<table>
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<th>Focus</th>
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| **Processes**        | Standardize business analysis processes promoting consistency and eliminating non-value added steps | • Framework or Methodology  
                        |            | • Process models |
| **Practices**         | Standardize methods and techniques used in performing business analysis activities. | • Business Analysis Techniques  
                        |            | • Visualization Methods  
                        |            | • Practice aids (Checklists and templates) |
| **Tools**             | Standardize tools used in performing business analysis activities | • Tools to support process |
| **Data**              | Standardize and manage data across business analysis activities | • Business Analysis Repository |
Business Analysis Services

**Project Services**
- Finding Solutions To Problems
- Assessing & Validating Solutions
- Process Modeling and Design
- Defining & Managing Requirements
- Evaluating and Acquiring Solutions
- Managing Vendor Performance

**Enterprise Services**
- Empowering Business Architecture
- Enabling Business Change
- Measuring & Evaluating Performance
- Facilitating Portfolio Management Decisions
- Managing Benefits Realization
- Designing IT Services
Business Analysis
Capability Maturity Levels

1. Process unpredictable, poorly controlled and reactive
2. Business requirements defined and managed
3. Valuable solutions are delivered and aligned with the business
4. Enterprise portfolio managed for business value
5. Focus on innovations used to gain competitive advantage
Business Analysis Lifecycle

Broader than PM and Development Lifecycle

<table>
<thead>
<tr>
<th>Business Analysis Planning and Monitoring</th>
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</thead>
<tbody>
<tr>
<td>Elicitation</td>
</tr>
<tr>
<td>Requirements Management and Communication</td>
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</tbody>
</table>

- Ideation to Features (Enterprise Analysis)
- Features to Requirements (Requirements Analysis)
- Requirements to Value (Solution Assessment & Validation)

Traditional Project Management

Processes

- SOW
- Business Case
- Development Lifecycle
- Solution Requirements
Ideation to Features

1. Analyze Problem or Opportunity
2. Determine Target State & Performance (Vision)
3. Assess Capability Gaps
4. Define Business Requirements
   Expected Business Outcomes
5. Conduct Stakeholder Analysis
6. Determine Enabling Changes
   People, Process, Technology, Governance
7. Evaluate Solution Options & Innovate
8. Identify & Define Features
9. Prioritize Features & Determine Solution Scope
10. Prepare Business Case & Benefits
    Realization Plan
11. Prepare Business Analysis Plan
Business Analysis Processes

Features to Requirements

12. Assign Features to Analyst & Sponsor (WBS)


14. Identify Applicable Business Rules

15. Define Functional Requirements INVEST

16. Determine Nonfunctional Requirements

17. Review & Improve Requirements

18. Elaborate Requirements with Detail

19. Determine Bundling Strategy

20. Allocate Requirements to Bundles

21. Validate Requirement Bundles

22. Baseline Requirement Bundles
Requirements to Value

22. Identify Lifecycle Events
23. Define Test Cases and Verifications
24. Execute Test Cases
25. Perform Verifications
26. Trace Requirements
27. Manage Defects
28. Facilitate Business Technical Communications
29. Facilitate Enabling Business Change
30. Manage Requirement Changes
31. Define Transition Requirements
32. Assess Organizational Readiness
33. Manage Benefits Realization
Requirements Analysis

Standardization

• Requirements Development and Management Practices
  o Elicitation Methods
  o Review and Validation
  o Prioritization
  o Sign-Off and Approval
  o Requirements Allocation
  o Change Management

• Requirement Types
  o Business Requirements
  o Stakeholder Requirements
  o Solution Requirements
    – Functional Requirements
    – Non Functional Requirements
  o Transition Requirements

• Documentation Standards
  o Naming Convention and Format
  o Visualization Methods
  o Level of Detail
  o Requirement Patterns
  o Quality Characteristics
  o Style Guide

• Standardized Vocabulary
Business Analysis Planning

Standardization

- Stakeholder Identification and Engagement
  - Business Stakeholders
  - User Stakeholders
  - Technical Stakeholders
- Solution Conceptualization
  - Business Analysis Techniques
  - Problem Definition
  - Solution Scoping
- Requirements Development
  - Level of Detail
  - Elicitation Methods
  - Visualization Methods
- Requirements Management
  - Requirements Traceability
  - Requirements Change Management
  - Requirements Validation
- Solution Assessment and Validation
  - Requirements Allocation (Bundling)
  - Lifecycle Events
  - Defect management
  - Benefits Realization Management
Collaboration is business analysts, business stakeholders, and technical stakeholders working with together to develop requirements. The various parties work together by sharing knowledge, learning, and building consensus in terms of what is needed to build the solution.

One leading consulting firm found that they were able to capture 93-95% of the functionality by using a collaborative requirements approach versus only 65% when a more traditional interviewing method was used. In addition, there was significantly higher user satisfaction for solutions that were built with collaborative requirements.
## Standardize Business Analysis Deliverables

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>PMBOK</th>
<th>BABOK</th>
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<tbody>
<tr>
<td>Problem Analysis and Business Need</td>
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<tr>
<td>Vision and Scope Document</td>
<td>4.1.1.1 (I)</td>
<td>5.4</td>
</tr>
<tr>
<td>Business Case w Benefits Realization Plan</td>
<td>4.1.1.2 (I)</td>
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<tr>
<td>Business Analysis Plan</td>
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<td>2.3, 2.4, 2.5</td>
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<td>Stakeholder Needs Analysis</td>
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<td>3.4, 6.5</td>
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<td>Capability Gap Analysis (Process, People, and Technology)</td>
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<tr>
<td>Functional Requirements Document (Organized by Feature)</td>
<td>5.2.3.1</td>
<td>4.4, 6.5</td>
</tr>
<tr>
<td>Requirements Bundle (with Software Requirements Specifications)</td>
<td>5.2.3.1</td>
<td>7.2</td>
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<tr>
<td>Solution Assessment and Validation Plan</td>
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<tr>
<td>Requirements Traceability Matrix</td>
<td>5.2.3.2</td>
<td>4.2</td>
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<td>Solution Defects</td>
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<td>Transition Requirements</td>
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<td>6.5, 7.4</td>
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<td>Organizational Readiness Assessment</td>
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<tr>
<td>Benefits Realization Reviews</td>
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<td>7.6</td>
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</table>
A Business Analysis Repository is key to share information across domains served by business analysts.

The Business analysis repository stores metadata for:
- Business processes
- Enterprise data
- Business rules
- Stakeholder profiles and locations
- IT Services
- Projects

The repository supports reusability of requirements and related data such as project templates.

The repository maintains a history of requirements and can be accessed in a variety of ways.
Requirement Patterns

• A requirement pattern is a template and guide to writing a particular type of requirement such as performance, archival and storage, report and query, etc. The pattern specifies what information should be gathered for that type of requirement, what to say, and what to worry about.

• The aim of requirement patterns is to enable the business analyst to write higher quality requirements more quickly and with less effort.

• Better requirements are written because requirement patterns help point out issues that should be considered and prevent the analyst from overlooking important elements.
## Requirement Patterns

**Key to Consistent, Complete Requirements**

### Feature Name:
- **PATIENT REGISTRATION - Reporting**

<table>
<thead>
<tr>
<th>Name</th>
<th>Reference Number</th>
<th>Pattern</th>
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</thead>
<tbody>
<tr>
<td>Patient Registration Report</td>
<td>REQ-00373</td>
<td>Operational Report And Query</td>
</tr>
</tbody>
</table>

### Status:
- Draft

### Priority:
- Medium

### Record Owner:
- John Parker

### Description:

**Language:**

**Report Content:**

**Format:**

**Standards:**

**Sort Sequence:**

**Security And Privacy:**

**Distribution:**

**Frequency:**

**Target Audience:**

**Report Type:**
CoPs and CoEs
A Key Starting Point for Business Analysis Maturity

Community of Practice (CoP)
A Community of Practice is a group of like practitioners coming together to share resources (i.e., knowledge, experiences, and ideas). This group collaborates to discuss topics that can help make an impact on their work and projects. CoPs are started at the grass roots (the practitioners) level with little to no management oversight. Online collaboration tools are often used to share templates, blog, and continue conversations via forums.

Center of Excellence (CoE)
A Center of Excellence helps implement and support improvement initiatives to meet organizational goals (i.e., improve project success). A BA CoE is responsible and held accountable for improving the business analysis process for an organization. Processes and standards are developed, communicated, implemented, measured, and continually improved at the direction of a CoE. A project management office (PMO) is a type of CoE.
Comparing BA Organizational Structures

**Scattered Silos**
- Formal Hierarchy
- Disconnected from others in domain
- Goal is business unit outcomes
- People are hired into position

**Center of Excellence**
- Structured Department
- Tightly connected to others in domain
- Goal is building organizational capabilities
- People hired to fill a role or provide expertise

**Community of Practice**
- Informal Peer Groups
- Loosely connected to others in domain
- Goal is knowledge acquisition & sharing
- Voluntary enrollment
Lack of Automated Business Analysis Tools

- There are many tools on the market that address some aspect of business analysis, but most address only a small part of the spectrum of business analysis responsibilities.
- Many organizations use Microsoft Word and SharePoint for business analysis. These are good tools in the right circumstances, but using them for business analysis is like using a hammer and screwdriver to construct a skyscraper.
- Most tools focus exclusively on the development team while ignoring stakeholder and business needs.
Most Requirement Tools Address Only a Small Part of Business Analysis

- Problem statements
- Opportunity and vision
- Business case
- Constraints
- Assumptions
- Stakeholder analysis
- Business process analysis
- Capability gap and impact analysis
- Business rules
- Elicitation
- User needs analysis
- Requirements development
- Requirements bundling
- Requirements validation
- Requirements traceability
- Requirements change management
- Solution acquisition
- Solution assessment and verification
- Requirements lifecycle management
- User acceptance tests
- Transition requirements
- Retrospectives
- Portfolio management
- Benefits realization management

Orange highlighting represents the capabilities provided by simple requirements management tools.
Why Word and SharePoint do not Work

Over 70% of Organizations use Word to Develop Requirements

• Requirements are more data intensive than document intensive
• Requirements need to be managed as backlog to support agile and complex projects
  o Development iterations
  o Different Teams
• Requirements are more than just text
  o Related Business rules
  o Visualizations (Process models, data flow diagrams, wireframes etc.)
  o Related documents, videos, screenshots, etc.
  o Relationships and traceability
• Requirements need to be managed individually and collectively
  o Prioritization
  o Bundling
  o Lifecycle management
• Review and validation is continuous process not a single event like a word document
• Each type of requirement needs different types of data (Patterns)
• Requirements need to be traced forward and backwards from the source where they were created to deployment in the solution
• Multiple people need to work on the requirements at one time. This is impossible or very difficult with a word processor such as Word. It is important to track who and when changes were made.
• Often time, it is necessary to gather additional data to make a requirement complete, this is often done with action items. Trying to track all of these in word/SharePoint can be a nightmare.
Standardization: Principles for Success

- Beginning standardization effort with a pilot process to demonstrate success
- Selecting processes for standardization that are part of the business analysis value chain
- Design process to achieve improved metrics around cycle time, cost and quality
- Stakeholder involvement in designing the process, including identifying best internal practice
- Common ownership of the standardized process
- Management buy-in to the process design
- Management commitment to make the infrastructure changes necessary to enable standardization (e.g., purchase of BA Software and support for community of practice)
- Process simplification wherever possible (standardization should not lead to over-complication)
- Provide training in the differences between their local processes and the standardized process
Standardization: Issues to Address

- Lack of clarity on purpose for the standardization effort
- Lack of understanding of the benefits of standardization
- Lack of time and resources to design and deploy the standardized process
- Lack of involvement of BA groups and other stakeholders in the new design
- Unclear on decision-making authority when disagreements arise in design
- Resistance to change
- Turf battles by functional managers
- Standardized process does not address intent of the effort: does not reduce cost, improve quality, or reduce cycle time
- Lack of training in how to perform the standardized process
- Allowing too much tailoring in initial design standardization effort
- Not enforcing adherence to standardized process once deployed
Enfocus Solutions: Achieving Business Analysis Outcomes

**Technical Stakeholders**
- Tech SMEs
- PMs
- SMEs
- QA

**Business Stakeholders**
- EXECUTIVES
- DEVELOPERS
- USERS

**External Stakeholders**
- SUPPLIERS
- CUSTOMERS
- PARTNERS

**Collaboration**
Platform to support stakeholder engagement in performing business analysis activities

**Better Business Analysis Delivers**

**Process**
Comprehensive framework of practices, methods and techniques for effective business analysis

**Knowledge**
Community of Practice, eLearning courses, answers to issues and problems, research and other resources to enhance business analysis skills

**Technology**
Automated support for BA activities such as problem definition, solution scope, requirements analysis, solution assessment, and benefits realization

**Data**
Repository and example requirements to support linkage to business architecture, manage enterprise portfolio decisions and promote reusability

**Successful Project Results**
- Higher project success rates
- Increased customer satisfaction
- Less rework
- Reduced time and cost overruns
- Less scope creep
- Faster time to market
- Reduced risk
- Better focus on goals
- Improved teamwork
- Enhanced accountability
- Higher quality products

**Improved Business Outcomes**
- Business/IT alignment
- Increased customer loyalty
- Increased revenues/sales
- Lower costs
- Less waste
- Increased agility
- Innovation
- Shorter cycle times
- Better user experience

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Q & A
Implementing Business Solutions

Implementing business solutions is different and often far more complex than product or software development projects.

- Intricately tied to underlying business processes
- Often, there are complex organizational change issues
- May not even require software development (COTS)
- Number and location of stakeholders
- System interfaces and data integration
- Multiple types of users (e.g., managers, data entry, multiple departments, suppliers, customers, etc.)
- Transition requirements are a must

Many requirement management tools do not work well for implementing business solutions!!!
Just-Enough-Detail, Just-in-Time
The Key to Good Requirements is the Level of Detail

- Business Requirement Feature
- Stakeholder Requirement Scenarios, Needs

- Technical Stakeholder Comments
- Related Business Rules
- Related Use Case

- Attachments
- Reference Documents
- Visualizations

- Requirement Attributes (Specifications)
  - Requirement Pattern
  - Dependencies
  - Acceptance Criteria

- Data Elements
- Methods & Actions
- Data Edits
- Search Criteria
- Message Formats
- Error Messages
- Controls
- Sort Criteria
- State Transition
- UI Attributes
- Exception Handling
- Data Access
- Computations
- Task Sequence
- Decision Tables
- Navigation
### Enfocus Business Analysis Maturity Model™

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Focus:</td>
<td>Survival</td>
<td>Projects</td>
<td>Business Alignment</td>
<td>Enterprise Portfolio</td>
<td>Business Model Innovation</td>
</tr>
<tr>
<td>Goal:</td>
<td>Awareness of the importance of business analysis</td>
<td>Business requirements defined and managed</td>
<td>Solutions aligned with the business</td>
<td>Enterprise portfolio managed for business value</td>
<td>Innovations used to gain competitive advantage</td>
</tr>
</tbody>
</table>
| Description: | Business analysis methods are not well established and defined. Deep fragmentation exists across the organization - one area does it one way while another unit is following a different process for getting the same thing done. Things get done through individual effort as opposed to a standardized process. | All five types of requirements are defined and managed in a consistent way.  
- Business requirements  
- Stakeholder requirements  
- Functional requirements  
- Nonfunctional requirements  
- Transition requirements | More advanced business analysis techniques are used to address business and organizational change. All projects are now aligned with business goals and objectives. | Given standard performance baselines, business analysts can now measure, benchmark and evaluate performance across the enterprise. Enterprise portfolio management practices are used to manage business benefits across the enterprise. | Business analysts work with business units to link enterprise goals and strategies to programs. Business analysts work as internal consultants with business units to evaluate innovations to gain a competitive advantage. |
| Capabilities: |  
- Elicitation  
- Solution scope  
- Requirements development  
- Requirements management  
- PM Partnership  
- Stakeholder engagement & communications |  
- Business analysis planning and management  
- Solution analysis  
- Business case development  
- Business rules  
- Business process improvement  
- Organizational change  
- IT service strategy and design |  
- Project portfolio management  
- Process portfolio management  
- Service portfolio management |  
- Business Model / Capabilities Analysis  
- Competitive market analysis  
- Enterprise portfolio management  
- Innovation management |  |

### Community of Practice  
Center of Excellence  
Enterprise Portfolio Management Office  
EPMO manages enterprise innovation