
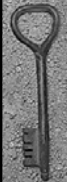


UNDERSTANDING BUSINESS REQUIREMENTS


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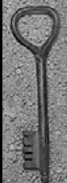


Presentation Topics

- ◆ What are Business Requirements?
- ◆ A Framework for Requirements Management
- ◆ Project-level questions
- ◆ Organizational questions




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Relevant Project Types

- ◆ Business Process Reengineering
- ◆ Application development
 - Internal
 - Outsource
- ◆ Package selection
- ◆ Data Warehouse



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Understanding Business Requirements



What are Business Requirements?

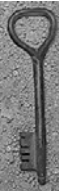
Needs expressed by or for an enterprise that must be met to satisfy specific business goals and objectives.

- 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?


A fixed principle that determines 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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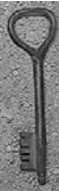


What are Solution Characteristics?

- ◆ **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.*

We can best learn about legitimate Solution Characteristics while studying Essential Policies and Rules.

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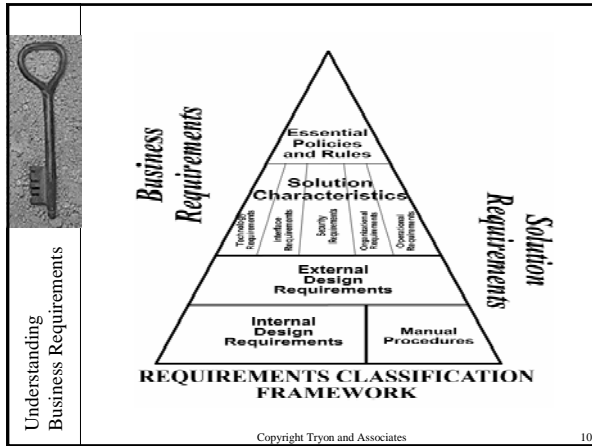


Other Types of Requirements

- ◆ **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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Why Business Requirements are NOT Defined?

- ◆ Rush to solutions
- ◆ Requires conceptualization and immersion
- ◆ Too much “brain” work vs. mechanical work
- ◆ Weak communication/negotiation skills
- ◆ Wrong people on project
- ◆ Value not recognized by IT or business
- ◆ Trivialized on project plans

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Why NOT Defined...?

- ◆ Limited use of true analysis disciplines
- ◆ Lack of personal discipline
- ◆ Pursuit of myths...
 - “80/20 rule”
 - “Window of opportunity”
 - Purchase products exemption
 - Subcontractor abdication

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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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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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Methods for Defining Business Requirements

- ◆ *Process Modeling* with emphasis on...
 - “As-is models” to build common understanding
 - Reengineering Essential Policies using Business Events (aka Business Use-Case)
 - Definition of policy details and sequence
 - Identification of External Agents (Actors)
 - Definition of context interfaces
- ◆ *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, extreme

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A Framework for Requirements Management

A well defined *Requirements Management Framework* must be defined and adopted by any project team wishing to *trace* Business Requirements to final technical products.


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Why Requirements Management is Important

- ◆ Traceability from Business Requirements to Software products
- ◆ Base for multiple, simultaneous solutions
- ◆ Reduced effort for future maintenance or enhancements
- ◆ More economical future redevelopment
- ◆ Certified compliance with legal or industry standards

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The Cost of NOT Defining Business Requirements

- ◆ Focus shifts to creating a solution
- ◆ “Force fit” business requirements
- ◆ 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 do we define Business Requirements?
- ◆ What type of requirements are we trying to capture?
- ◆ Do we have the scope or option for *radical* 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 systems 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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MANAGING REQUIREMENTS USING STRUCTURED ANALYSIS


F

Modeling Business Requirements

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***“Never give up.
Never surrender!”***

-Tim Allen
Galaxy Quest

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