



IBM Cognos Forum

Ignite knowledge, ideas, connections

Gathering Business Requirements

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Why?



- > **Companies that have poor requirements practices will be on budget less than 20% and 50% of the time the project will experience massive time and budget overruns. Companies that fall into this category will spend, on average, \$5.87 million for that \$3 million project. That is a 95% increase in budget.**
- > **60% of system errors are due to inadequate specification and design**
- > **Top 3 reasons out of 10 that systems fail to meet cost and schedules is because of requirements:**
 - **Changes in Requirements,**
 - **Inadequate Requirement Specification and**
 - **Lack of user input**



- > **56% of errors in installed systems due to poor communication between user and development during requirements development**
- > **82% of staff time (especially IT staff) is spent correcting requirements errors in installed systems**
- > **24-40% of a project's budget consumed due to requirements errors**



Cost to Repair a Defect or Error

> Requirements = \$500 - \$1000

> Design = \$2,500

> Build = \$5,000

> Unit Test = \$10,000

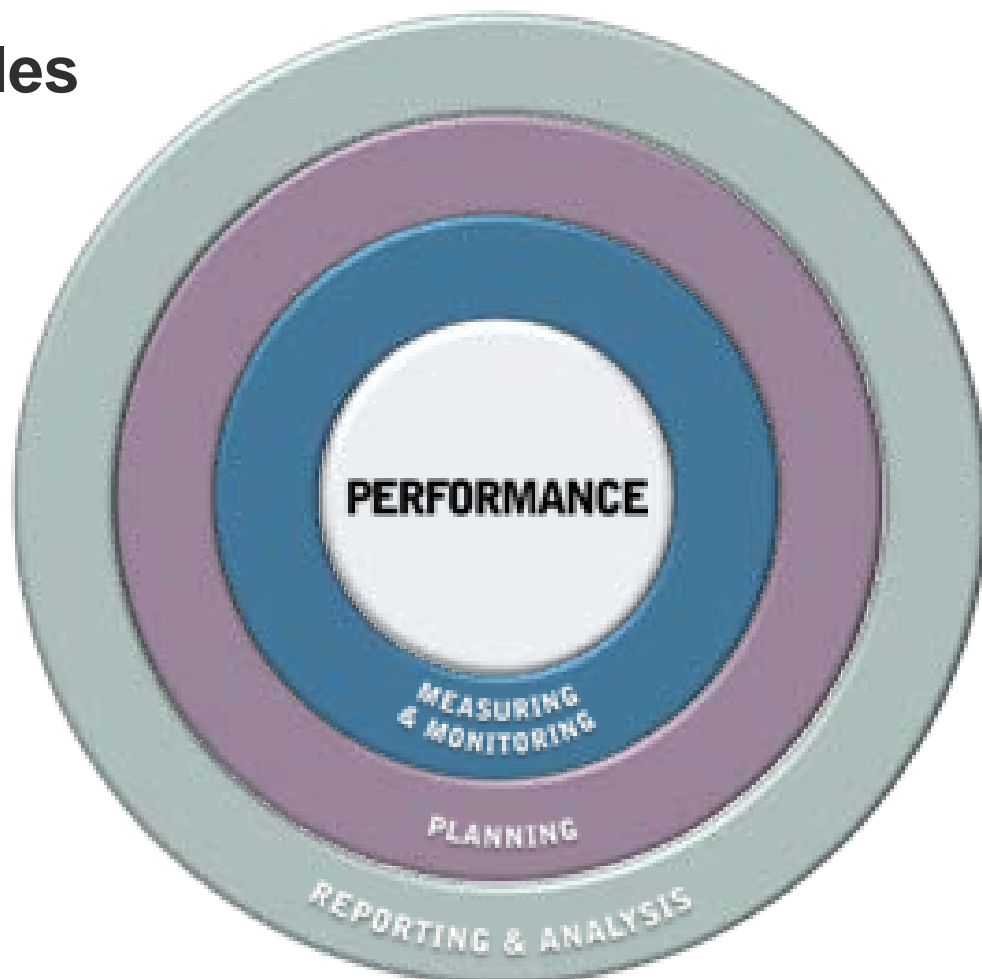
> UAT = \$25,000

> Maintenance = \$100,000



Why Requirements for BI is so Difficult

- > Broad Objectives and Endless Possibilities
- > Hard and Soft Deliverables
- > Identifying Start and End Point
- > Ever Changing Scope



Mistake 1: Just Another IS/IT Project

> Common but dangerous mistake

- **IS/IT start with Technical Requirements**
 - Information
 - Tools and Software
- **BI start with Business Requirements**
 - Alignment and Governance
 - People, Processes and Culture
 - Support, SLAs and Capabilities
- Fully engage business stakeholders
- Large amount of “unknowns”


Mistake 2: Traditional Requirements

Give employees what they need not what they want

- **Strategic Goals & Objectives**
- **Role and Responsibilities**
- **Key Performance Indicators**
- **Tools and Enablers**
- **Industry Best Practices**
- **Decisions and Questions**
- **Rewards and Incentives**



Mistake 3: Using Wrong Jargon

- 
- > Using unnecessary, vague or complex jargon when communicating & gathering requirements
 - Employees instead of Users
 - Software purpose instead of name
 - Process instead of department name
 - > Business Metadata

Mistake 4: Don't Manage Project Scope

- > What is in and out of scope
- > Scope too large
- > No defined end point
- > Don't forget the 3 legged stool:
 - Scope (Quality)
 - Time
 - Resources





Mistake 5: Making Documents too Complex

**Complex Requirements Documents =
Complex Project = Too Hard Basket?**

- Simple template
- Line items and cross references
- Visualisation tools
- Requirements traceability matrix
- Drill-through matrix

Mistake 6: Not Understanding Prerequisites

Mixing up Program and Project Requirements

- Finite beginning and end
- Build and implement something
- Support business processes
- Scope
- Standards



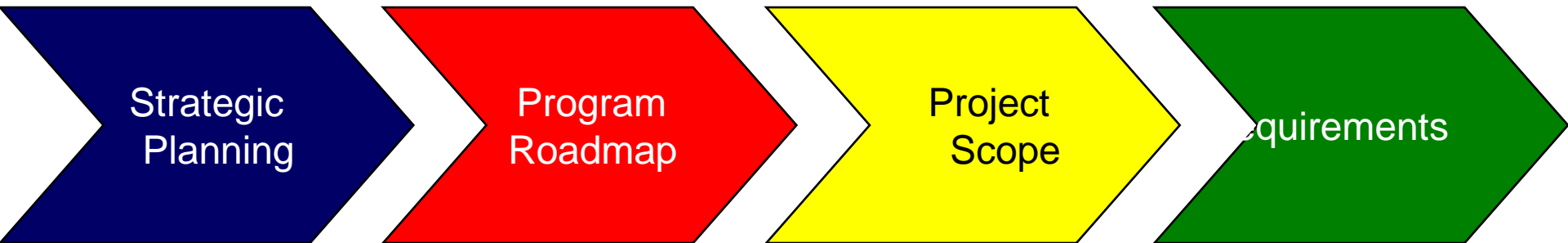
Mistake 6: Not Understanding Prerequisites

Strategic Plan
Strategic Goals

Business Case
BI Roadmap

Project Charter
Scope Statement

Business
Requirements



Vision
Strategy
Objectives

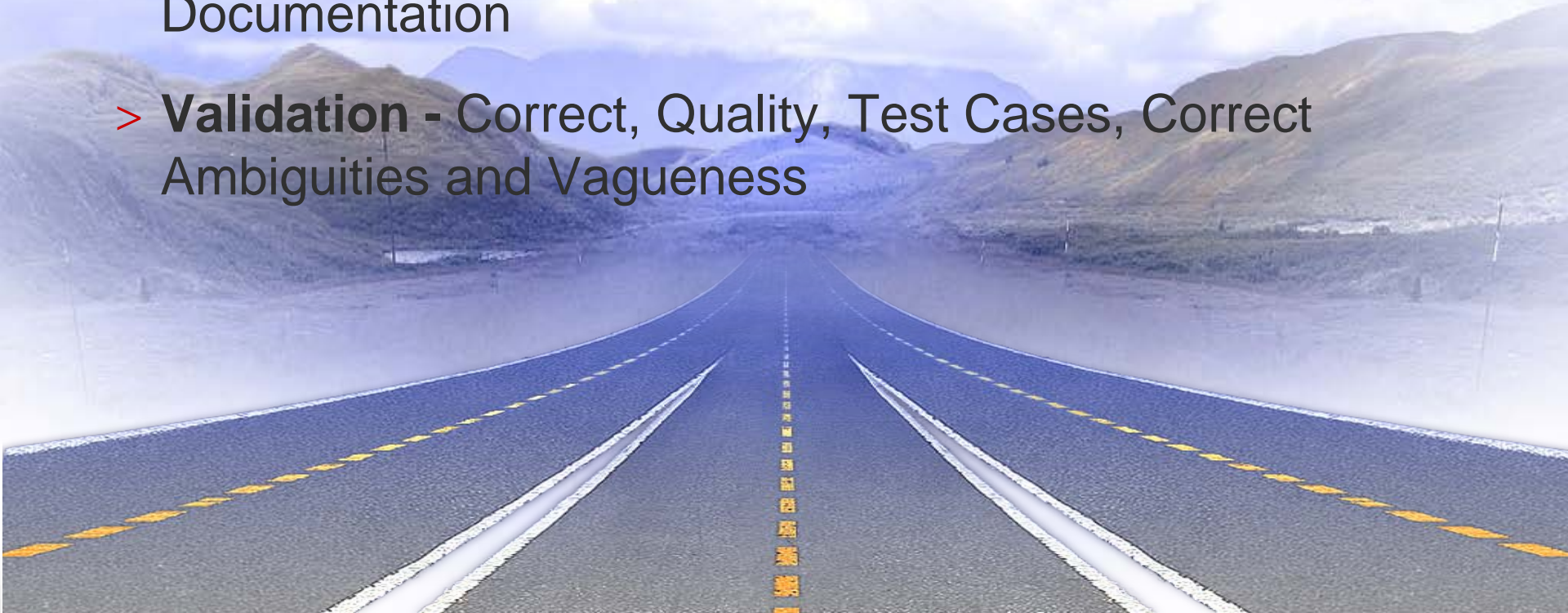
Program of Work
Standards
BICC
Governance

Business Model
Context
Processes

Req. Analysis
Use Cases
Specifications
Architecture

Mistake 7 – Not Having A Clear Methodology

- > **Elicitation** - Gather, Draw Out, Extract
- > **Analysis** - Refining, Understanding, Decomposing
- > **Specification** - Consistent, Accessible and Reviewable Documentation
- > **Validation** - Correct, Quality, Test Cases, Correct Ambiguities and Vagueness

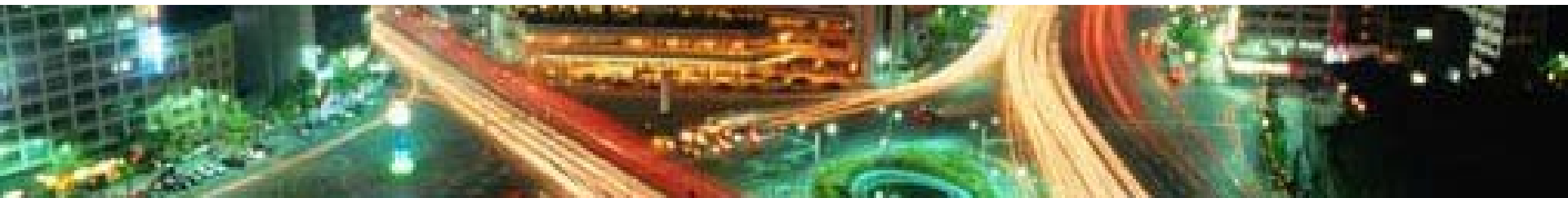
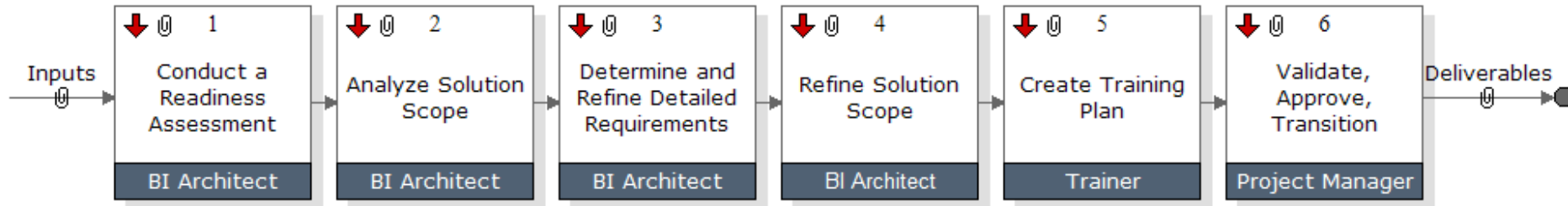


IBM Cognos Solution Implementation Methodology (SIM)

Phase: Analyze

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Activity Level



Mistake 8 – Not Having Traceability

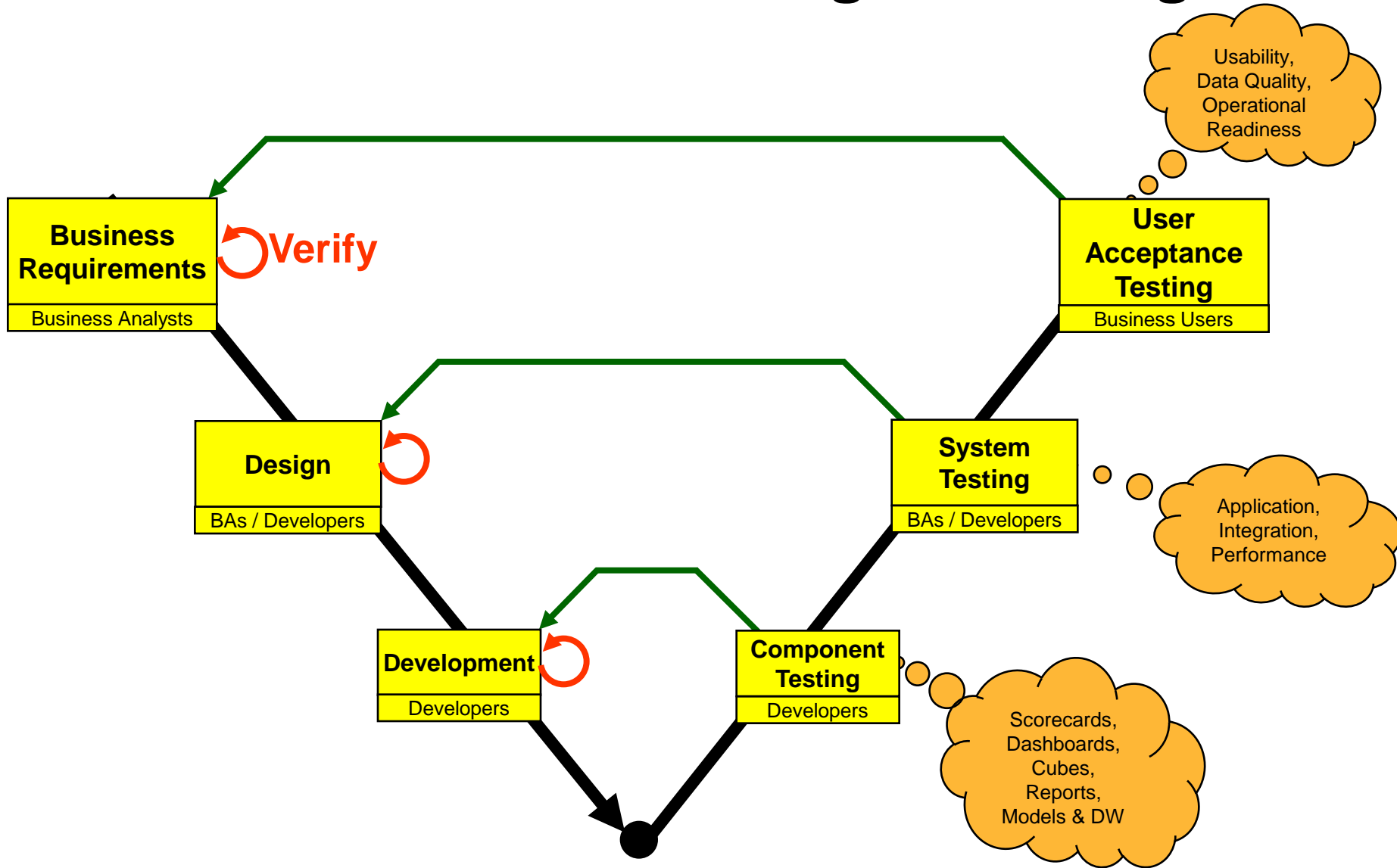
- > **Source Systems**
- > **Metrics and KPIs**
- > **Dimensions**
- > **BI and Reporting Objects**
- > **Training**
- > **Documentation**
- > **Any Deliverables**



Keys to Requirements Traceability

- > Unique Numbering
- > Cross Referencing
- > Referred To During Project
- > Key To Testing
- > Simple to Understand
- > Easy to Search For

Mistake 9 – Not Linking to Testing

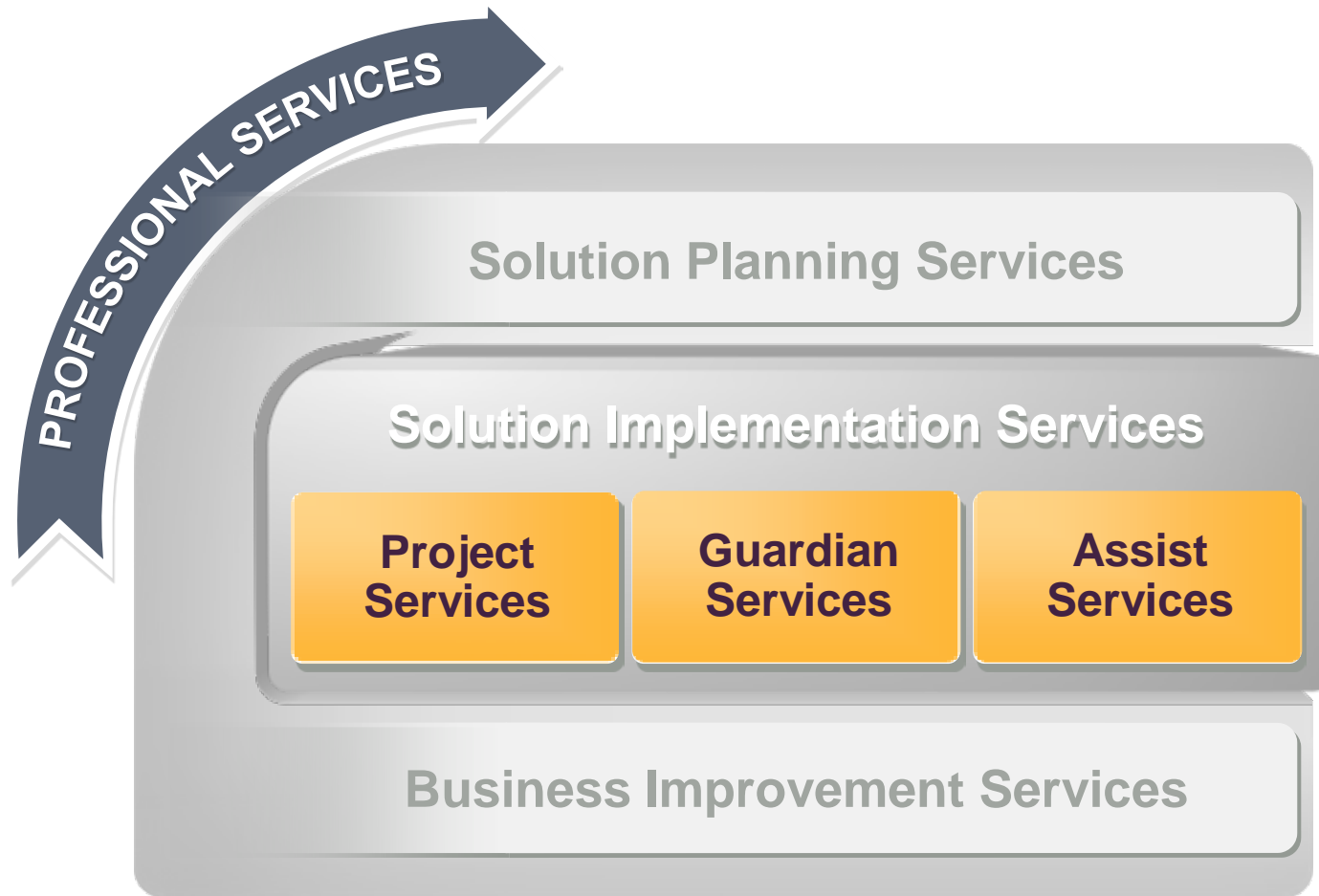


Mistake 10 – Know Your Tools

Requirements

<ul style="list-style-type: none"> • Brainstorming • Document Analysis • Focus Groups • Interface Analysis • Interviews • Models • Manuals • Observations • Prototyping • Reverse Engineering • Surveys • Workshops 	<ul style="list-style-type: none"> • Domain Models • Use Cases • User Stories • Process Models • Interface Designs • Workflow Models • Business Rules • Metrics Dictionary • Business Glossary • Data Dictionary • Risk Assessment • Value Mapping 	<ul style="list-style-type: none"> • Requirements Document • Technical Requirements • Non-Technical Requirements • Requirements Attributes • Prioritisation Matrix • Risk Management Plan • Change Management Plan 	<ul style="list-style-type: none"> • Quality Review • Peer Review • Customer Review • IT Review • Project Sponsor • Phase Gate • Requirements Presentation
<p>Elicitation</p>	<p>Analysis</p>	<p>Specification</p>	<p>Validation</p>

Cognos Professional Services – The Enablers



Related Reading

> Business Analysis Essential Library

- Professionalizing Business Analysis: Breaking the Cycle of Challenged Projects
- The Business Analyst as Strategist: Translating Business Strategies into Valuable Solutions
- Unearthing Business Requirements: Elicitation Tools and Techniques
- Getting it Right: Business Requirement Analysis Tools and Techniques
- The Art and Power of Facilitation: Running Powerful Meetings •
- From Analyst to Leader: Elevating the Role of the Business Analyst

