



## Partnering to Deliver Business Value

Victoria Perry, IIBA-OC Chapter  
CRR: Leadership



## PMI's Pulse of the Profession

### Requirements Management: A Core Competency for Project and Program Success

“When counting the number of **causes of project failure**, you need more than one hand. But the leading culprits will always include scope creep, poor communication, lack of stakeholder involvement and inadequate support from the executive sponsor. And all of these problems share something in common: they **involve or impact requirements** — the process of identifying, defining, documenting and managing the solution a successful project must deliver.”



# What Is Business Analysis?



defines business analysis as “the application of knowledge, skills, tools and techniques to **determine problems** and **identify business needs**; to identify and recommend viable solutions for meeting those needs; to elicit, document, and **manage stakeholder requirements** in order to **meet business and project objectives**; and to facilitate the project team with the successful implementation of the product, service or end result of the project or program.”

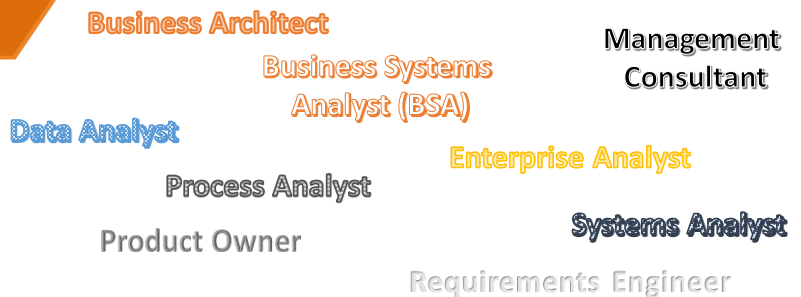


defines business analysis as “the practice of **enabling change** in an enterprise by **defining needs** and recommending solutions that deliver value to stakeholders. Business analysis enables an enterprise to articulate needs and the rationale for change, and to design and describe solutions that can deliver value.”



# Who Is a Business Analyst?

## What are we called?



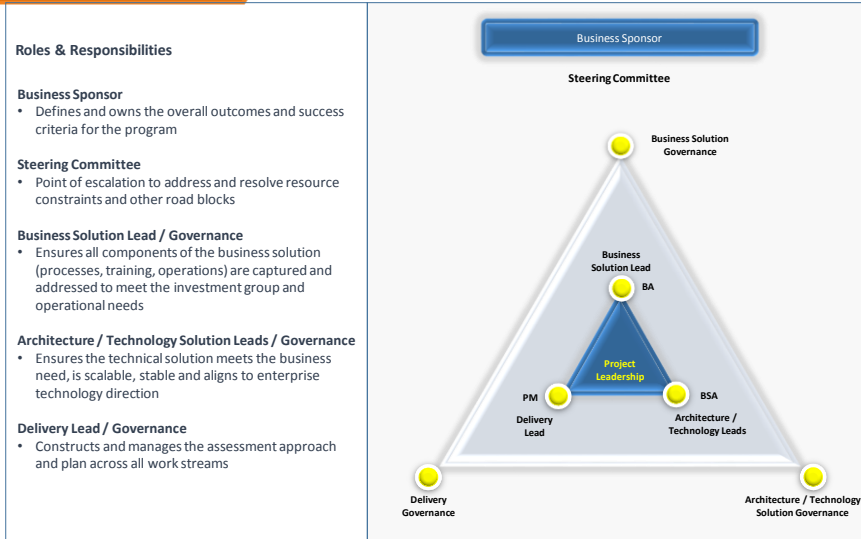
## What do we do?

- Understanding enterprise problems and goals
- Analyzing needs and solutions
- Devising strategies
- Driving change
- Facilitating stakeholder collaboration



# Project Governance Approach

## The Delivery Triangle



# Requirements Types

Type	Sub-Type	Purpose	Characteristics
<b>Business Requirements</b>		Statement of goals, objectives, and outcomes that describe why a change has been initiated	Can apply to the whole of an enterprise, a business area, or a specific initiative
<b>Stakeholder Requirements</b>		Needs of stakeholders that must be met in order to achieve the business requirements	May serve as a bridge between business and solution requirements
<b>Solution Requirements</b>	Functional Requirements	Capabilities that a solution must have in terms of the behavior and information that the solution will manage	Features, functionality, and capabilities of a solution
	Non-Functional Requirements	Conditions under which a solution must remain effective or qualities that a solution must have	Includes availability, compatibility, maintainability, performance efficiency, portability, reliability, scalability, security, usability, certification, compliance, localization, and SLAs
<b>Transition Requirements</b>		Facilitate transition from current state to future state, but which are not needed once the change is complete	Temporary such as data conversion, training, and business continuity



## Requirements Attributes

<b>Reference</b>	Unique identifier
<b>Author</b>	Who to consult if it is ambiguous, unclear, or in conflict
<b>Complexity</b>	Difficulty of implementation
<b>Ownership</b>	Who needs it or owns it
<b>Priority</b>	Relative importance and/or sequence of implementation (evaluate benefit, penalty, cost, risk, dependencies, time-sensitivity, stability, compliance necessity)
<b>Risk</b>	Uncertain events that may impact it
<b>Source</b>	Origin for traceability and consultation
<b>Stability</b>	Indicates the maturity
<b>Status</b>	Proposed, accepted, verified, postponed, cancelled, or implemented
<b>Urgency</b>	How soon it should be implemented and if there is a deadline

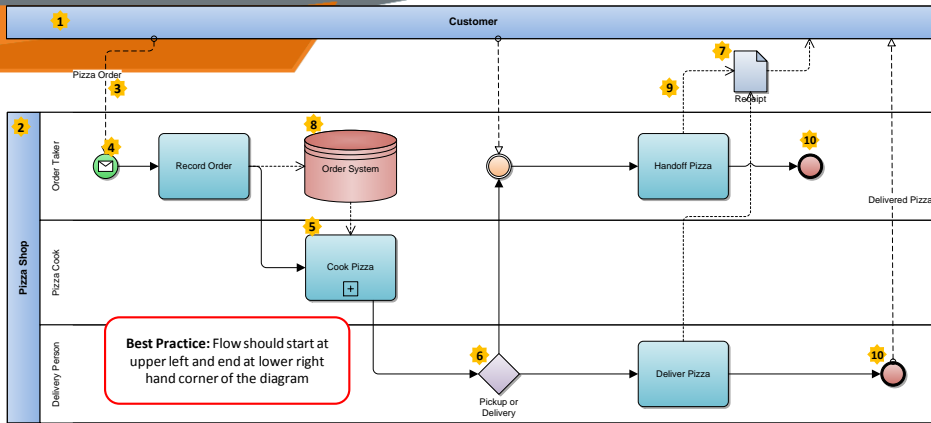


## Tools and Techniques

Acceptance Criteria	Data Modeling	Mind Mapping	Scope Modelling
Backlog Management	Decision Analysis	Observation	Sequence Diagrams
Balanced Scorecard	Decision Modelling	Organizational Modelling	Stakeholder List, Map, or Personas
Benchmarking	Document Analysis	Prioritization	State Modelling
Brainstorming	Estimation	Process Analysis	Survey or Questionnaire
Business Capability Analysis	Financial Analysis	Process Modelling	SWOT Analysis
Business Cases	Focus Groups	Prototyping	Use Cases and Scenarios
Business Model Canvas	Functional Decomposition	Requirements Analysis	User Stories
Business Rules Analysis	Glossary	Reviews	Vendor Assessment
Collaborative Games	Interface Analysis	Risk Analysis & Management	Workshops
Concept Modelling	Interviews	Roles & Permissions Matrix	
Data Dictionary	Item Tracking	Root Cause Analysis	
Data Flow Diagrams	Lessons Learned		
Data Mining	Metrics and KPIs		



# Process Mapping



- 1 Collapsed pool depicts External Actors
- 2 Lanes depict Internal Actors
- 3 Message Flows depict interactions between internal & external actors
- 4 Start Event trigger begins the process
- 5 Sub-Process hides detailed activities not in scope of documentation or that require an additional page
- 6 Gateway identifies alternate/exception flows
- 7 Data Object identifies information
- 8 Data Store shape identifies systems/repositories that store/provide data
- 9 Association shape identifies information flows
- 10 End Event trigger ends the process



# User Stories

## User Story

As a <who>	I need to <what>	So that <why>
Pizza cook	Receive the pizza order details	I can make the pizza the customer orders

## Acceptance Criteria

Given...	When...	Then...
That the customer orders a pizza online	He/she submits the order and pays	The order details will be displayed on the pizza cook screen



# Business Requirements Document (BRD)

ID	Process	Description	Priority	Risk	Author	Source	Assumptions	Dependency
BR1.1	Order a Pizza	Ability to receive customer order online	4	3	Eric	Sponsor	Majority of customers will place orders online	BR2.2
FR1.1	Order a Pizza	When the customer submits the order, the order details must be available for viewing by the kitchen staff	4	3	Ashley	Pizza Cook	The pizza cook will view the order on the screen, and not print the order details	
NFR1.1	Order a Pizza	The order details shall be viewable by the kitchen staff within ten seconds of submission by the customer	3	4	Adam	Pizza Cook	It takes 10 minutes to cook the pizza, so the order needs to be received promptly to meet the delivery SLA	
TR1.1	Order a Pizza	The customer's order history for the previous year will be viewable in the new system	2	5	Ashley	Sponsor	The customer will have the option to save a favorite pizza for reordering	



## What's the Value?

### What Are the Benefits of High Quality Requirements?

- Stable scope
- Clarity in communication
- Strong stakeholder involvement
- Reduced risk
- Realistic schedule
- Meet the project objectives
- Create business value



# References

PMI's *Pulse of the Profession*. "Requirements Management – A Core Competency for Project and Program Success", August 2014.

<http://www.pmi.org/~media/PDF/Knowledge%20Center/PMI-Pulse-Requirements-Management-In-Depth-Report.ashx>

International Institute of Business Analysis (IIBA), *BABOK v3 – A Guide to the Business Analysis Body of Knowledge*, 2015.

Project Management Institute (PMI), *A Guide to the Project Management Body of Knowledge (PMBOK Guide)* Fifth Edition, 2013.



**Victoria Perry**

Sr. Business Analyst, Capital Group

VP Marketing, IIBA-OC Chapter

[vnp@capgroup.com](mailto:vnp@capgroup.com)

(760) 608-0145

<https://www.linkedin.com/in/victoriaperryiba>

Let's partner to deliver business value!



# Questions?



## Partnering to Deliver Business Value

Victoria Perry, IIBA-OC Chapter  
CRR: Leadership

# Thank You!

