# Business Requirements Analysis

## Business Requirements Analysis

Business requirements analysis takes a perceived business need and transforms it to a beneficial solution for the enterprise. Often this is a combination of both manual and digitized solutions. Years ago, business systems requirements had a simple and single focus: to automate existing processes. The approach to developing a business system consisted of computer application systems analysis, design and development.

Today there are several ways to provide a solution to a set of business needs, depending on a range of new approaches, methods and techniques. Outsourcing processes, business systems development and operation of enterprise infrastructure are popular. Acquiring packaged solutions and changing how you do business is also appealing. Alternatively, building your own new business system provides benefits of a unique solution. Future system solutions may involve a mix of these approaches for the most effective results.

The key to successful business system solutions today is properly stating the requirements for the solution. Business and technical system requirements are often not the same. Pulling these requirements together in one place and then partitioning for the different emerging needs and approaches is the way to achieve success.

### ATTENDEES

Business systems teams

Systems Developers and Managers

Process Analysts

Business Analyst

## Learning Outcomes

- Develop a consistent set of requirements for a variety of solutions

- Produce a requirements checklist

- Partition the resulting set of requirements into two or more solution approaches as needed

- Prepare a basic cost/benefit analysis and impact analysis assessment

- Appraise the impact of changes in processes and systems on the business as a result of requirements development

- Appraise and align IT performance, initiatives, applications and technologies that support business needs and justify IT investment

# Identifying and Documenting Requirements

**Overview – Business Systems Requirements Today**
- The business systems concept today
- Types of business systems
- The digitized enterprise
- Different approaches to development
- The general requirements methodology
- The changing user environment

*Exercise – Identifying Business Needs*

**Developing Business System Requirements**
- Functional System requirements
- Non-functional requirements
- Cost/Benefit and feasibility analysis

- Getting buy-in from stakeholders
- Solutions, models and artifacts
- Levels of requirements
- The requirements packet
- Requirements review
- Assessing business impact of change

*Exercise – The Business System Requirements Packet*

**Gathering Materials – The Key to Business Requirements**
- Enterprise analysis concept
- Definition, standards, and database of requirements
- Standard Processes and workflows
- Process requirements

- Process performance measures and context
- Workflows, systems and technology enablement
- Issues of change in the workplace
- Outsourcing processes

*Exercise – Interviewing and Preparing a Process Flow*



Jeep Repair
Cross-Functional Process Map
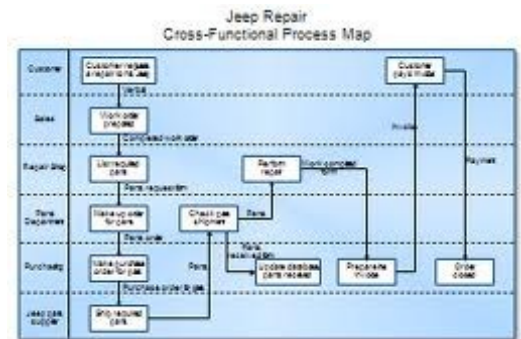
# Requirements for Different Types of Systems

**Business Systems Target**
- Extracting the requirements
- Structured methods
- Object methods
- Construction approaches
- The system development lifecycle
- Outsourcing development

*Exercise – Digitized System Requirements*

**Updating Existing Systems and Performance Systems**
- Designing the new process
- Identifying process components
- Requirements for legacy systems integration
- Performance management systems
- Measures driven requirements
- Analytic workflows
- Data integration and delivery

*Exercise:– Legacy Requirements*

**Developing Requirements for Package Solutions Targets**
- Articulating the need
- Determining the type of package
- Features and functions
- Matching requirements with features and f unctions
- Selecting packages
- Package benchmarking

*Exercise – Selecting a Package*

# Project Management and Planning

**Putting Together the Solution from the Requirements**

- Partitioning the set of requirements into solutions
- Assessing enterprise impact of the solution
- Stages of deployment
- Identifying the 'As Is' state
- Articulating the 'To Be' state
- Gap analysis
- Developing solutions

*Demonstration – A requirements gathering and analysis tool*

**Managing Requirements Development**

- The project plan
- Resources
- Approach
- Schedule
- Checkpoints
- Evaluation
- The need for change management

*Exercise – The Project Plan*

**Tools for Requirements Documentation and Analysis**

- Tool selection
- Selection checklists
- Analysis tools
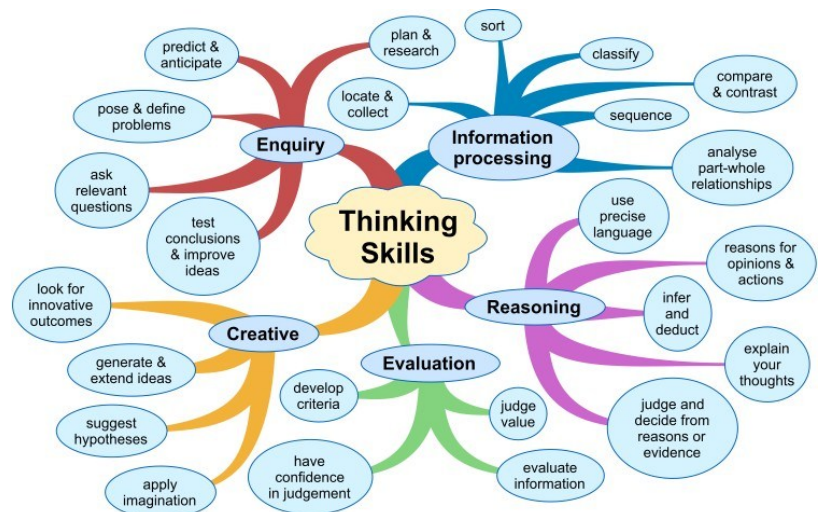- Design tools
- Development environments
- Support tools

*Exercise – A Tool Selection Checklist*

*The focus in this course is on business analysis, the gathering of requirements, the design and the architecture stages of the business system development cycle.*

# Learning Benefits

- Use techniques learned in the course for development of a requirements plan.
- Incorporate ideas of modeling and requirements analysis into the solution development life cycle.
- Identify and define critical success factors and key performance indicators that drive requirements success.
- Assess ways to align requirements with the appropriate solution through cost benefit and feasibility analysis.
- Ensure that a set of requirements is complete and represents the need of the business.

Knowledge Consultants, Inc. is a professional services firm founded in 1984. KCI provides consulting and professional education services. With over 30 courses taught worldwide, KCI provides the opportunity to develop core strengths in the following certification areas:

- Process Management
- IT Management
- Business Performance Management
- Business Analysis
- Analytical Techniques for Business
- Business and IT Architecture

KCI has expanded its training and consulting efforts internationally into Europe, Southeast Asia and the Middle East. KCI has an outstanding list of current and past client including many of the Fortune's 100 companies.

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## Meet the Expert  -  Frank Kowalkowski

Frank Kowalkowski is President and CEO of Knowledge Consultants  Inc., a  professional services firm founded in 1984 with practice areas in knowledge management, business intelligence, and performance, business and system architectures, application design and development and supply chain Management.

With more than three decades of management consulting and industry experience under his belt, Frank's  spectrum of expertise mainly lies in manufacturing, distribution, insurance, financial services and the public sector.

He has also played key roles in a wide range of  projects, including e-Commerce, Application Integration, ERP and Supply Chain Management Knowledge Management, Artificial Intelligence, Benchmarking, Business

Performance Measurement, Business and Competitive Intelligence, Data Warehousing, Technology Deployment,  and Process Improvement.

Prior to his presidential post at Knowledge Consultants, Inc., Frank was the Director of Consulting for  the Spectrum Group, responsible for reengineering consulting, process improvement and operational systems consulting. His engagements also  included senior management presentations, audits, assessments, organizational studies, methodology development and implementation.

In addition to being a keynote speaker at international conferences as well as a conference chair, he has written numerous

papers and spoken at conferences on a variety of subjects such as technology forecasting, process analytics and management, business analysis, management disciplines, and enterprise performance management.

Frank is also the author of a 1996 book on Enterprise Analysis and over 70 papers. He is currently working on a BPM book for managers and a new edition of the enterprise analysis book.

Frank focuses on training and consulting efforts internationally in regions such as North America, Europe, Southeast Asia and the Middle East. He has an outstanding list of current and past clients including many of the Fortune's 100 companies**.**