

Business Analysis...

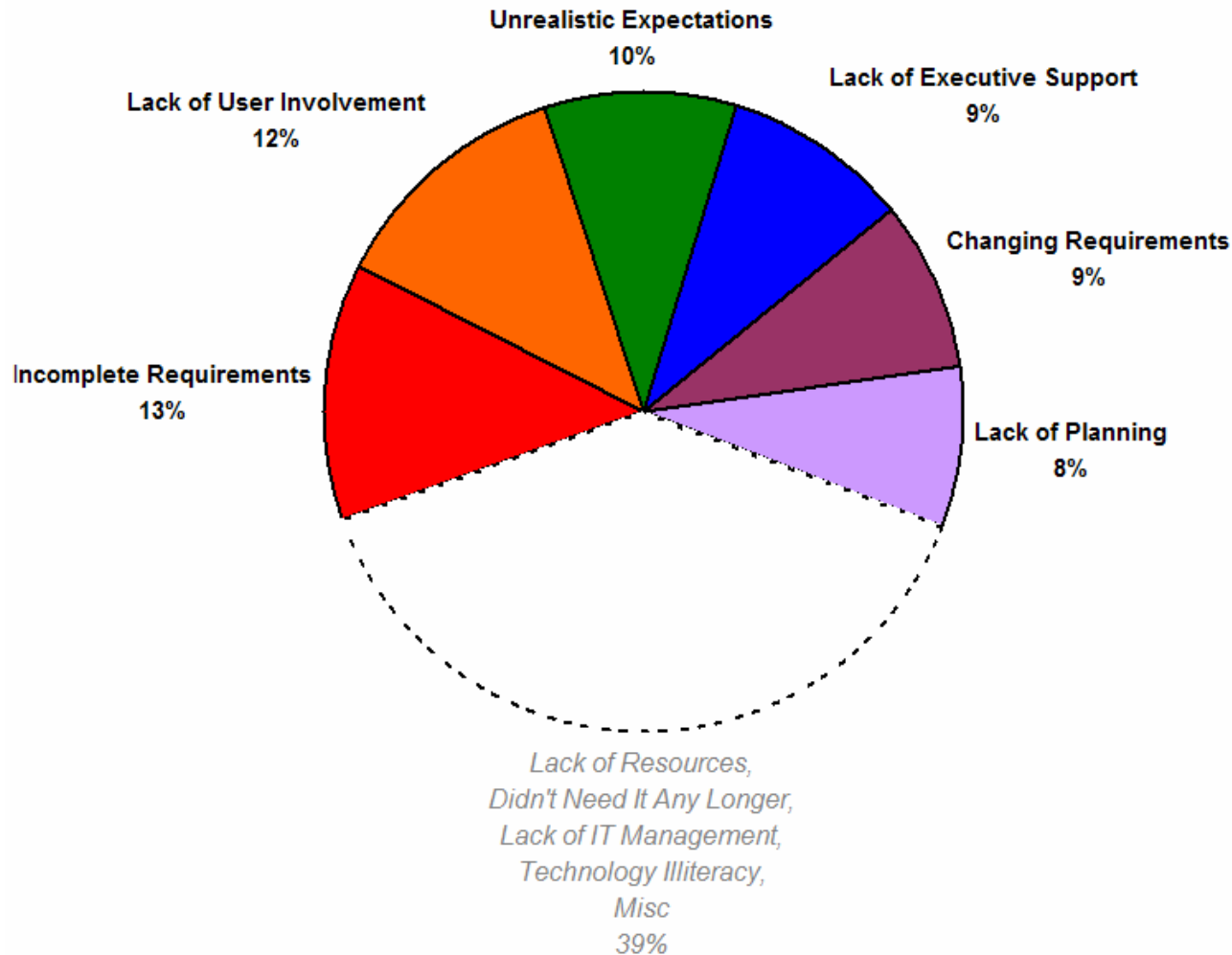
...it ain't rocket science!

Guy Beauchamp
Business Analyst Solutions
Stand 96

The Top 6 Reasons Projects Fail

The Standish Group “Chaos Report” (1994)

- 365 executive managers
- 8,380 applications
- all major industry segments including: banking, retail and wholesale.



An example of rocket science...?

Mars Climate Orbiter went in to orbit at 57km above Mars instead of 150km. It was destroyed.

Cause: some navigation calculations performed in *Imperial* units (pound-seconds) and some in *metric* units (newton-seconds).

Most project failures are due to incomplete/inaccurate requirements



The hard sell

Salesforce not engaged during development and rollout of a Contact Management tool.

When they wouldn't use it they were told it was a sackable offence not to.

When they still didn't use it

- Contact Management tool reversed out
- a **new** Contact Management project initiated (by a **new** Sales Director!)

...without a rep from the salesforce!

***2nd biggest reason for project failure:
lack of user involvement***



The “Can-Do” attitude and the Canute experience

3 month ‘time boxed’ ‘quick-win’ ‘80-20’ project for simpler order entry...

...delivered 18 months late and abandoned a few weeks into trial

3rd most likely reason for project failure: unrealistic expectations



A Legend in Its Own Lifetime

£Multi-million brand re-launch...sponsored by the **Logistics** Director.

Sales & Marketing Director in blissful ignorance until financial year end...

“This Programme has been such a success we will take the lessons learned from it to the [*new relaunch*] Programme”

(sponsored by **Sales & Marketing** Director)

**4th biggest reason for project failure:
lack of senior exec support**



When I say “Yes” I mean...

A report was required to produce cumulative total for “Yes” and “No” responses over a period of time to the following question...“Are Service Levels being met?”

Halfway through UAT the question to be asked in future was changed to...“Are queuing times longer than normal?”

Impact?

***5th most likely reason for project failure:
changing requirements***



“I love deadlines – I love the ‘whooshing’ noise they make as they pass.” Douglas Adams

Major outsourcer: “The Project Management strategy is that all Projects will deliver within 20 days. Analysis will run concurrently with design and development.”

***6th biggest reason of project failure:
lack of planning***



Business Analysis Proverbs

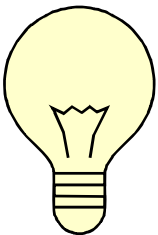
- **Delivery is not the best time to analyse requirements**

Urban Wisdom

- **A factor present in every successful project and absent in every unsuccessful project is sufficient attention to requirements.**

Suzanne & James Robertson

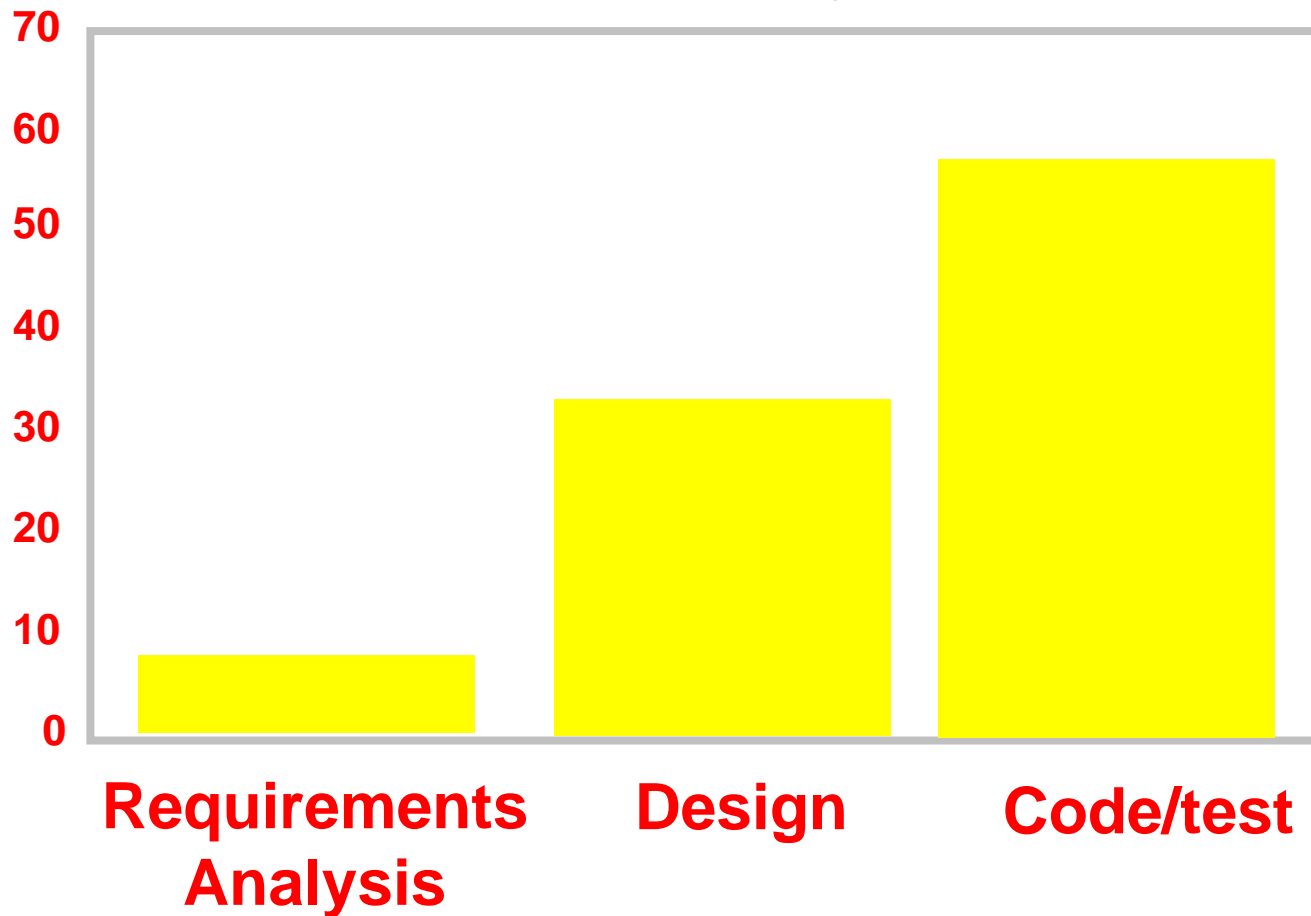
Requirements-Led Project Management



What is “sufficient attention to requirements”?

(I)

Average actual effort spent on each stage of the development cycle*

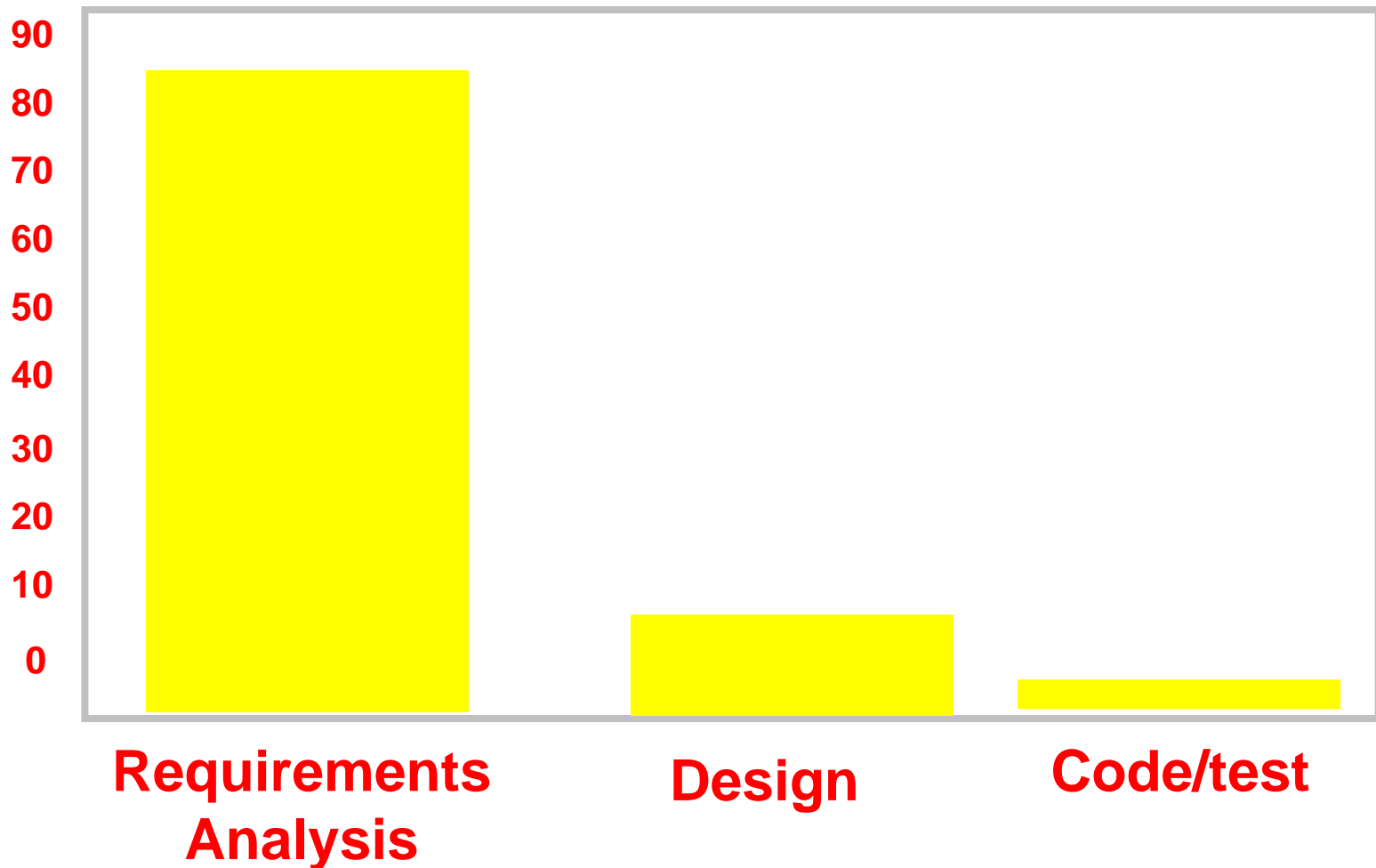


*based on a study by Staffordshire University

What is “sufficient attention to requirements”?

(II)

Average Proportion of Errors Built in During Development*

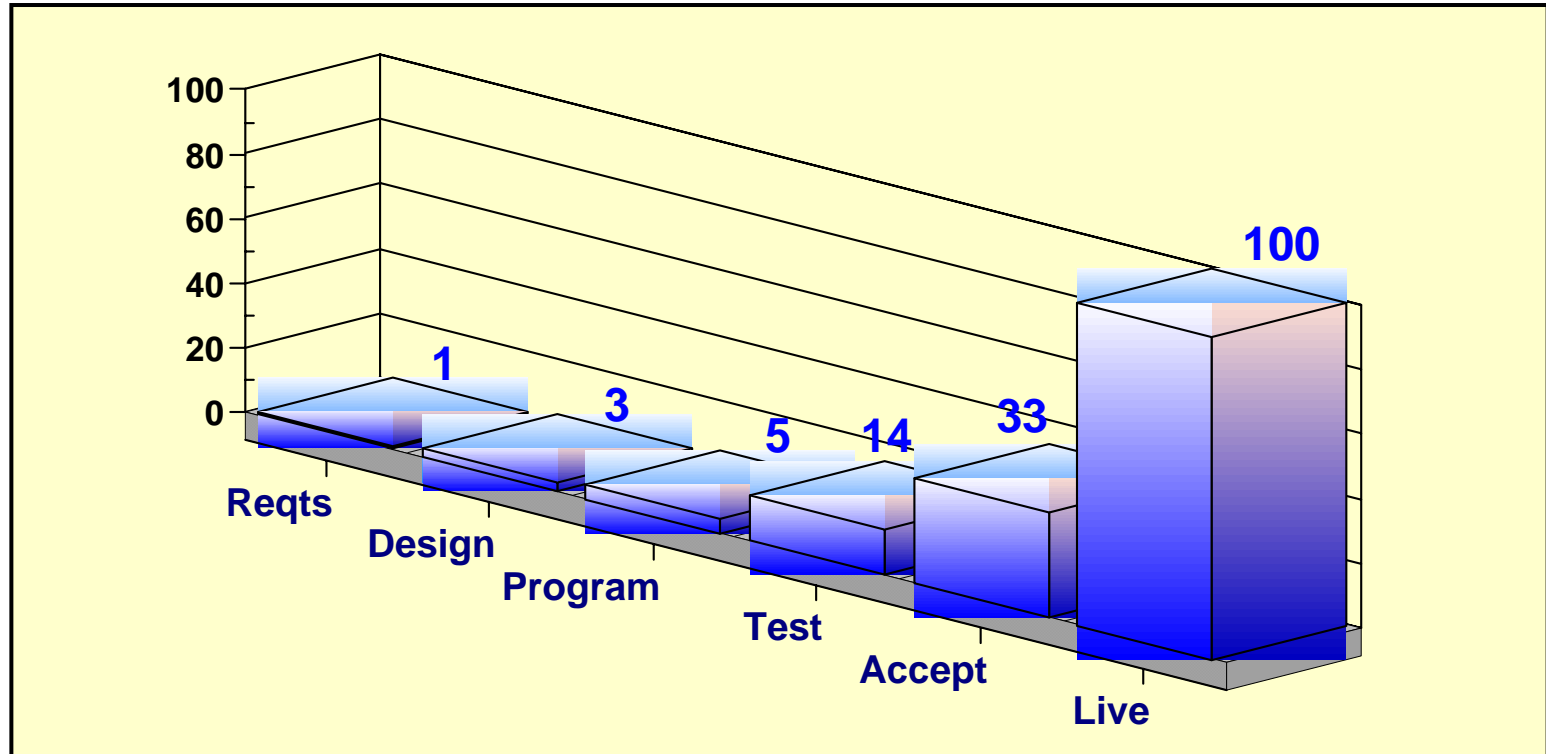


*based on a study by James Martin

What is “sufficient attention to requirements”?

(III)

Relative Cost of Correcting Requirements Errors*



*sourced from Barry Boehm

How Much Poor Analysis can £Cost*

- **Half of all bugs** can be traced to requirement errors
- fixing these errors consumes **75%** of project rework costs

CONTRIBUTING TO:

- The average project exceeds its planned schedule by **120%**
- **52.7%** of projects will cost **189%** of their original estimate
- Only **16.2%** of projects will be completed on time & on budget
- **30%** of projects are cancelled before completion

Summary

The typical project...

...expends least effort on analysis...

...which is where most errors originate...

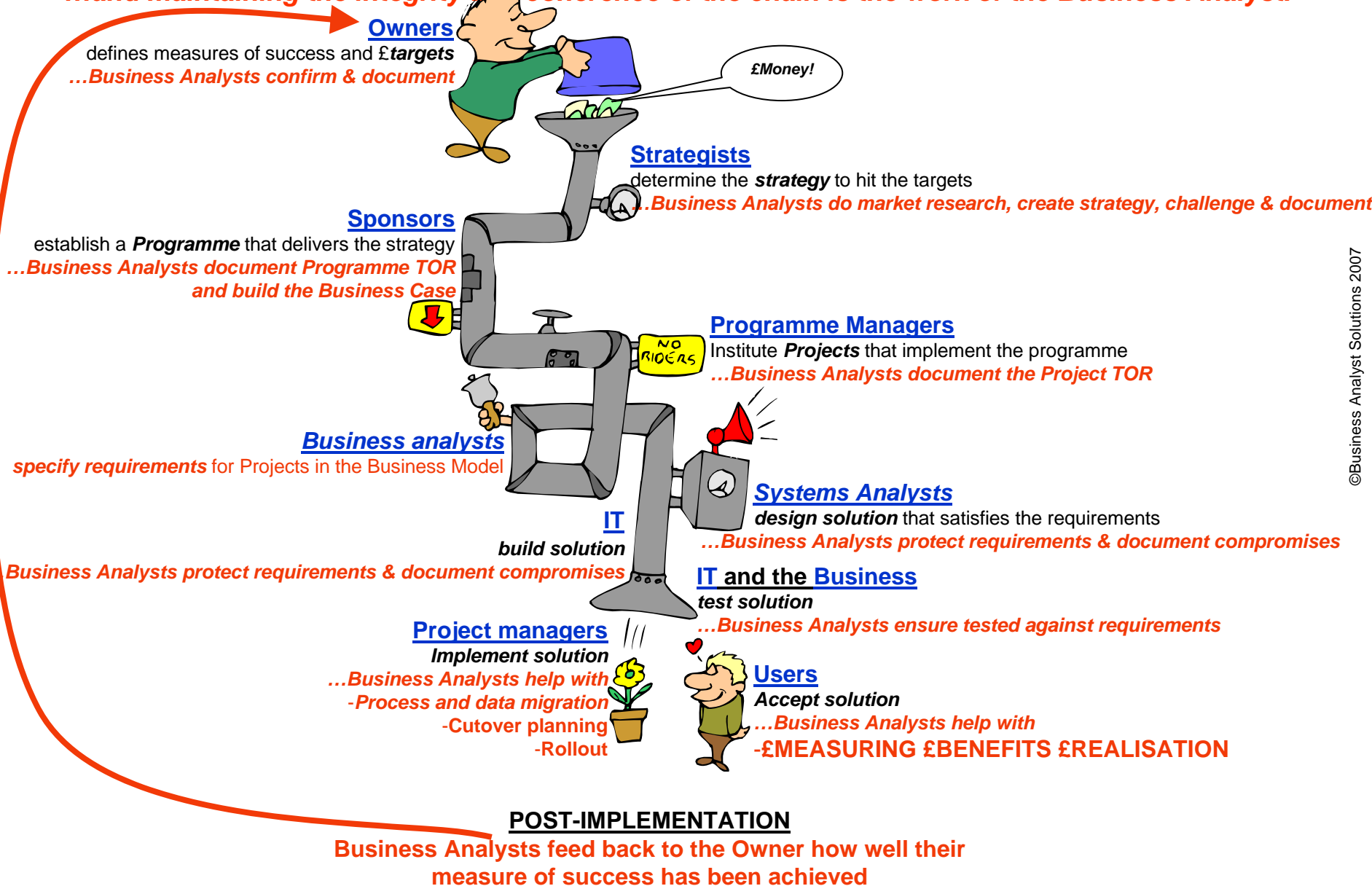
...and whose errors cost most to fix!



Enough problems – what's needed is...

10 sets of stakeholders...

...who follow a chain of reasoning that leads from problem definition to implemented solutions
...and maintaining the integrity and coherence of the chain is the work of the Business Analyst.



How Business Analysts maintain the integrity and coherence of the chain of reasoning

- ***Problem analysis** creates the*
- ***Vision** which will be realised by delivery of the*
- ***Goals** whose measures of successful implementation are*
- ***Objectives** that will be realised by*
- ***Requirements** which are built in to*
- ***Solutions designs** which are*
- ***Tested** against requirements and*
- ***Delivered** to the **scope** of the project*



In conclusion

Business Analysis –

- it ain't rocket science
- it is science (not a [dark] art)
- science has the ***scientific method***
- Business Analysis has many ***structured methods***

All structured methods must be fundamentally the same as they must all

- *analyse problems*
- *analyse the scope of the solution*
- *analyse functional and non-functional requirements*
- *manage requirements in to design & delivery.*

...and finally...

the secrets of doing Business Analysis

1. Agree the analysis *method* you will use
2. Get some *trained* Business Analysts
3. *Plan* how, when and who to do the analysis
4. *Do* the analysis
5. *Use* the analysis products to develop and implement the solutions
6. Er – that's it.

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