

College of Humanities Master of Financial Technology- FinTech

Business Analysis

FNT613

10th Lecture

**Prepared By:
Dr. Abeir Moussa**





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DELIVERING THE REQUIREMENTS and DELIVERING THE BUSINESS SOLUTION

10th lecture

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DELIVERING THE REQUIREMENTS and DELIVERING THE BUSINESS SOLUTION



Week 11

Chapters- 13&14

Learning objectives

- Understand the importance of delivering requirements
- Learn techniques for translating requirements into actionable deliverables
- Explore different development methodologies
- Learn techniques for managing change requests
- Understand the concept of delivering the business solution
- Learn techniques for implementing the business solution
- Explore techniques for training and change management
- Learn techniques for measuring and evaluating the success of the solution
- Understand the role of continuous improvement
- Explore techniques for knowledge transfer and documentation

Chapters outline

1. DELIVERING THE REQUIREMENTS
2. DELIVERING THE BUSINESS SOLUTION

1.1 INTRODUCTION

1.2 DELIVERING THE SOLUTION



1. DELIVERING THE REQUIREMENTS

1. DELIVERING THE REQUIREMENTS

1.1 INTRODUCTION

Delivering the requirements could include some or all of:

- **Business process changes:** the business processes may be altered to be simpler, faster, more accurate or more effective.
- **People changes:** the jobs of the people involved may be redefined and new tasks and skills added.
- **Changes to organizational structure:** often, posts disappear, new ones are created and sections or departments are merged or split. Sometimes, introducing a new structure (projects, for example) is seen as key to the business improvements sought.
- **Changes to the IT systems:** the software that supports the business processes may need to be enhanced or replaced in order to provide the features and information used by the organization.

These elements must not be considered in isolation and it is important that the business analyst keeps their interdependence in mind.

1. DELIVERING THE REQUIREMENTS

1.2 DELIVERING THE SOLUTION

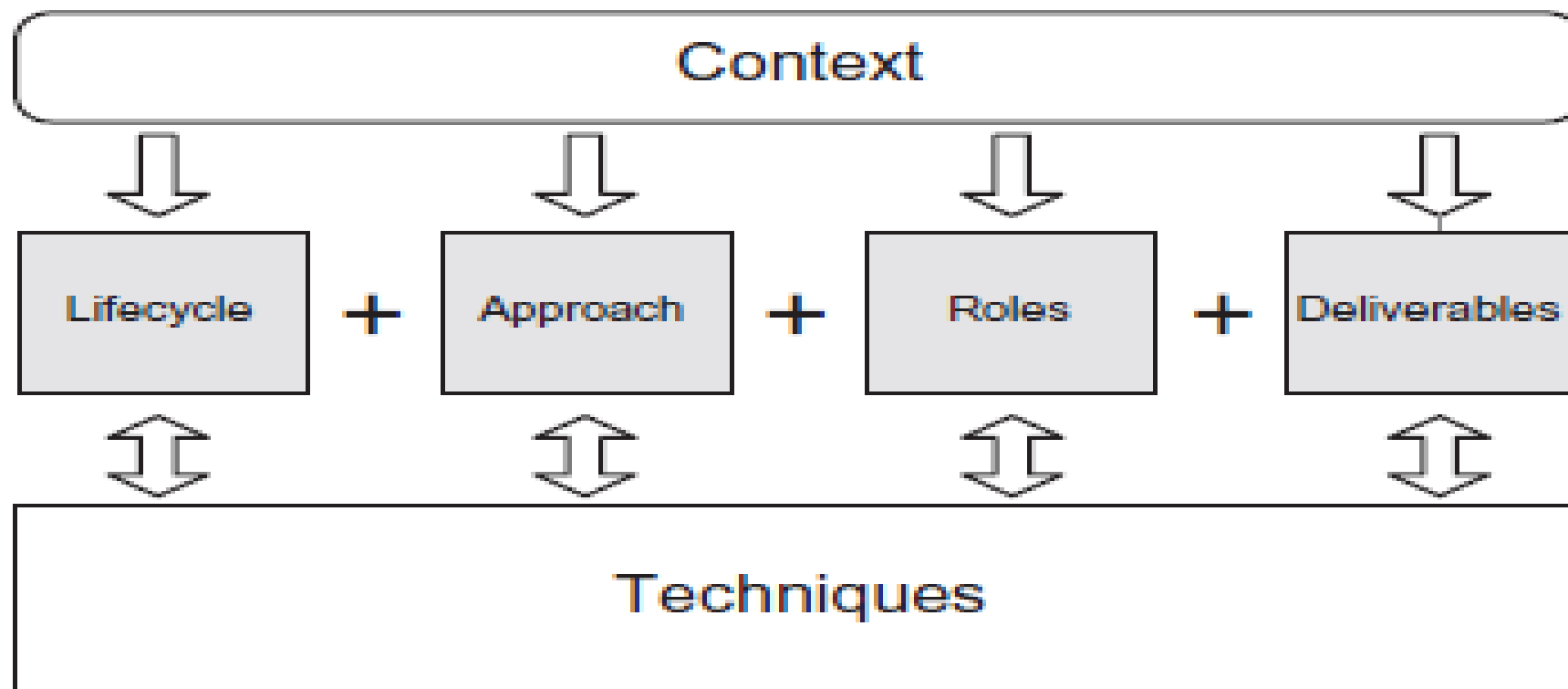
In deciding how to deliver the requirements it is important to consider a number of factors and these are summarized in **Figure 13.1**. The elements are concerned with the following areas:

- **Context:** the nature of the organization and project that will provide the basis for deciding how the solution will be delivered.
- **Lifecycle:** the process adopted for developing and implementing the solution.
- **Approach:** the methods and standards that are used during the lifecycle
- **Roles:** the key roles to be filled during the project
- **Deliverables:** the products to be delivered by the project team
- **Techniques:** the management and development techniques used to plan, analyze and document the project work.

These areas are described in further detail in the following sections.

1. DELIVERING THE REQUIREMENTS

Figure 13.1 Factors in deciding the delivery approach



1. DELIVERING THE REQUIREMENTS

➤CONTEXT

The context for the organization and the project will provide the basis for deciding how any business changes are to be delivered. For example, if an organization works in a safety-critical or highly regulated environment it may be essential for the entire set of change requirements to be defined in great detail and implemented in one group. Alternatively, if an organization operates in a highly competitive business environment then it is likely that a rapid response to change will be required.

The key factors to take into account are as follows:

- **The culture and underlying philosophy of the organization:** here, we can consider questions such as what type of organization is this, what is the nature of the business domain within which it operates, what are the values and beliefs of the senior managers?
- **The business context for the proposed changes:** for example, what is the organization hoping to achieve in terms of business benefit as a result of this project?

1. DELIVERING THE REQUIREMENTS

- **Any constraints that impinge upon the project:** for example, what is the timescale for delivering the solution, what is the budget, what resources are to be made available, what standards does the organization use?
- **The prioritized needs of the business:** for example, improved public image may be more important than cost savings or alternatively, reducing costs may be the top priority.
- **The drivers for the project:** for example, is this project based upon a need to comply with new legislation or is it concerned to offer additional or enhanced services to customers?

The context will vary from project to project or across change programs.

Whichever is the case, it is important that this is understood in order to determine that we adopt the most appropriate approach to deliver the requirements.

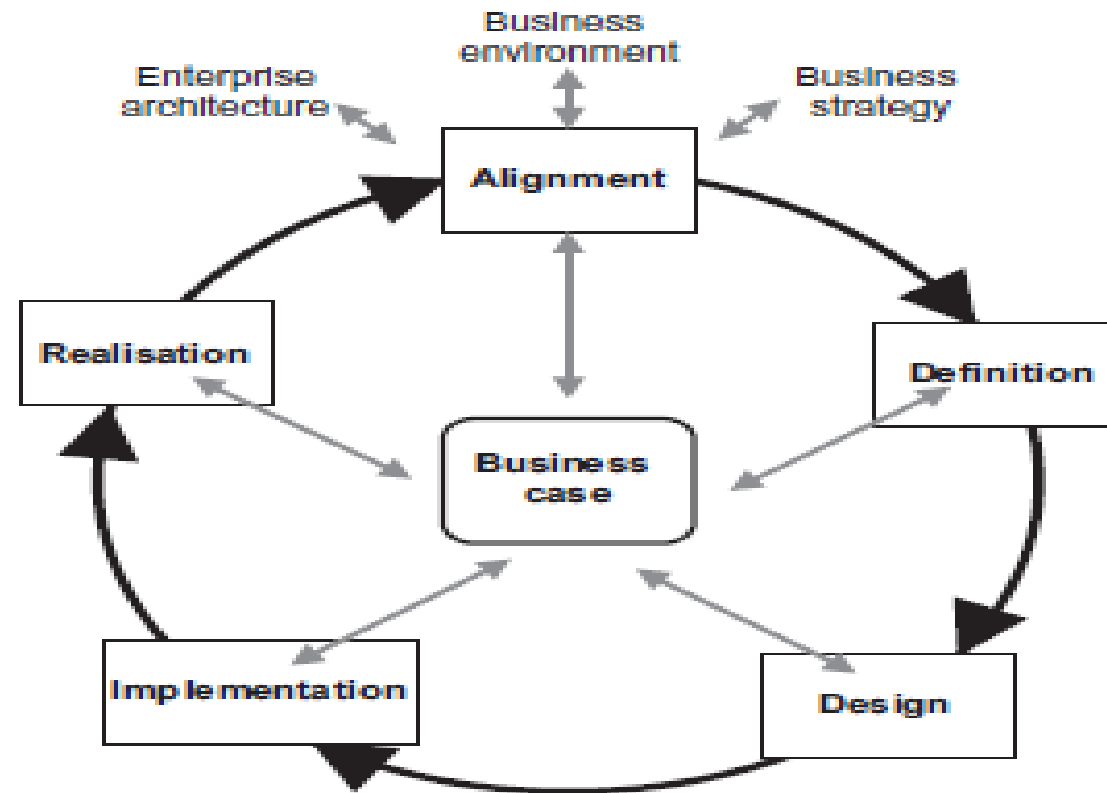
1. DELIVERING THE REQUIREMENTS

➤LIFECYCLE

The business change lifecycle defined in Chapter 1 and reproduced in Figure 13.2, shows in overview the sequence of stages to be carried out when analyzing, developing and delivering business changes. **Figure 13.2** The business change lifecycle However, while this lifecycle shows in overview the areas of business change activity needed, It does not indicate how the solution is developed and delivered.

1. DELIVERING THE REQUIREMENTS

Figure 13.2 The business change lifecycle



1. DELIVERING THE REQUIREMENTS

There has been a great deal of effort devoted to defining lifecycles for IT systems development and it is important to understand the nature of these lifecycles as they provide a clear basis for the project work. Although they focus on software development, it is important to align this work with the broader business changes, such as the definition of new processes and revised job roles.

There are two main philosophies that underpin systems development lifecycles:

the linear approach, whereby steps are carried out in sequence and are completed before moving on; and the evolutionary approach, whereby the solution to be delivered emerges during iterative periods of software development based upon the use of prototyping and multi-disciplinary teams.

The earliest established model of a linear SDLC is the waterfall lifecycle but, over the years, variants and alternatives have been devised and each has advantages and disadvantages.

1. DELIVERING THE REQUIREMENTS

•The waterfall lifecycle

The waterfall lifecycle, illustrated in Figure 13.3, shows the development proceeding through a series of sequential stages.

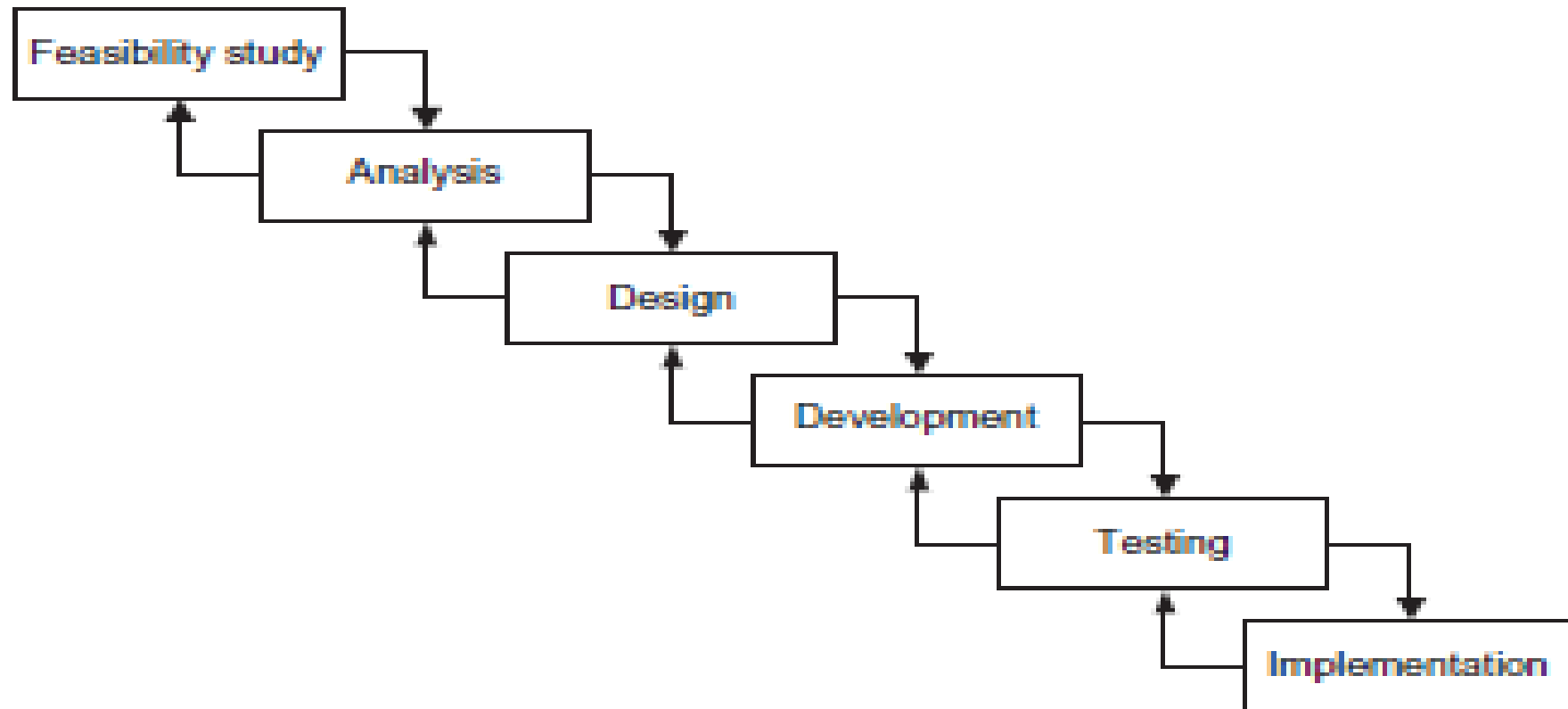
During design and development, BAs would be available to answer queries about the business and solution requirements raised by the development team. The principal benefit of the waterfall lifecycle is that it provides good control from a project management perspective. In addition, it does not handle change particularly well since a whole sequence of deliverables may require adjustments to adapt to the change; for example, a change that occurs during development would require adjustments to the analysis and design documentation and possibly to the feasibility study as well.

The 'V' model

The 'V' model, shown in Figure 13.4, is a variant of the waterfall model and consists of similar stages and sequence of the work. Figure 13.4 The 'V' model While the 'V' model is based upon the same principles as the waterfall lifecycle, in effect the waterfall has been bent back on itself following the development activity.

1. DELIVERING THE REQUIREMENTS

Figure 13.3 The waterfall lifecycle



1. DELIVERING THE REQUIREMENTS

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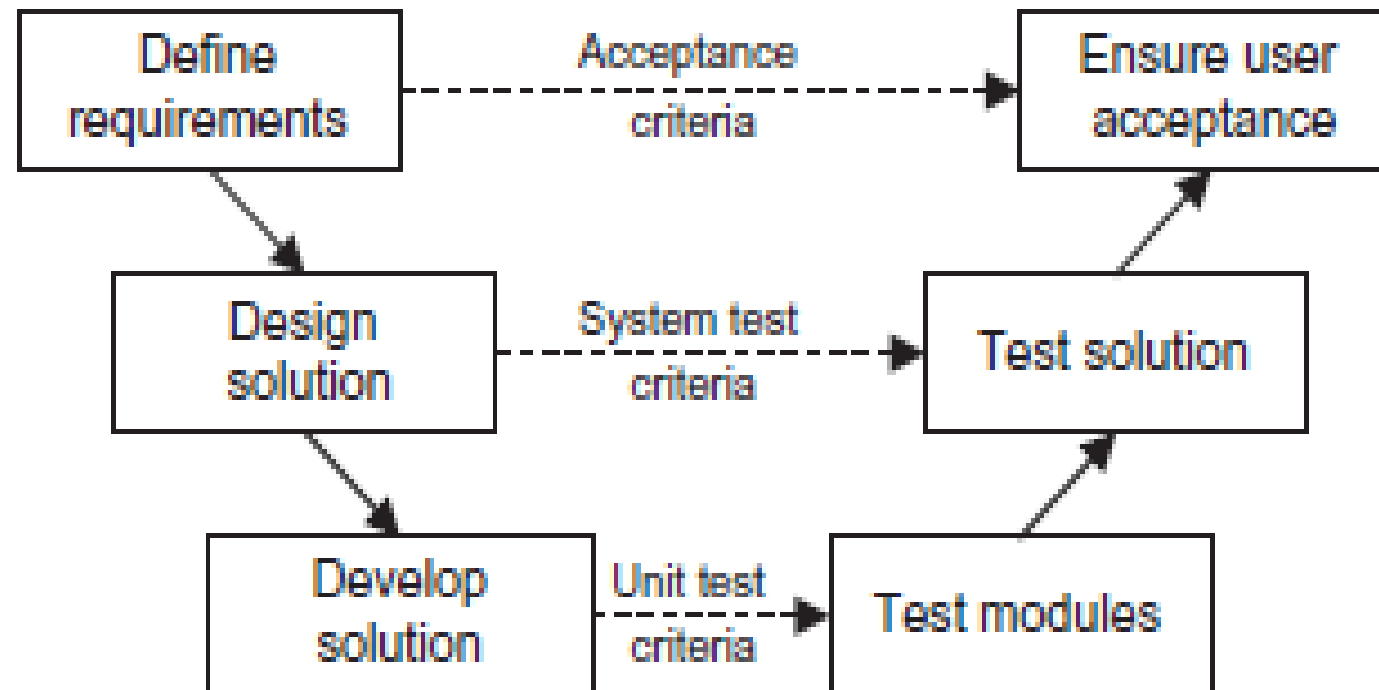
This model is shown in Figure 13.5. Figure 13.5 Extended 'V' model.

In this model, the initial work concerns an analysis of the business needs and the development of the business case that justifies the recommended solution.

The business case is used during the benefits review to test the success of the recommended solution by reviewing the predicted business benefits against those delivered by the new business system.

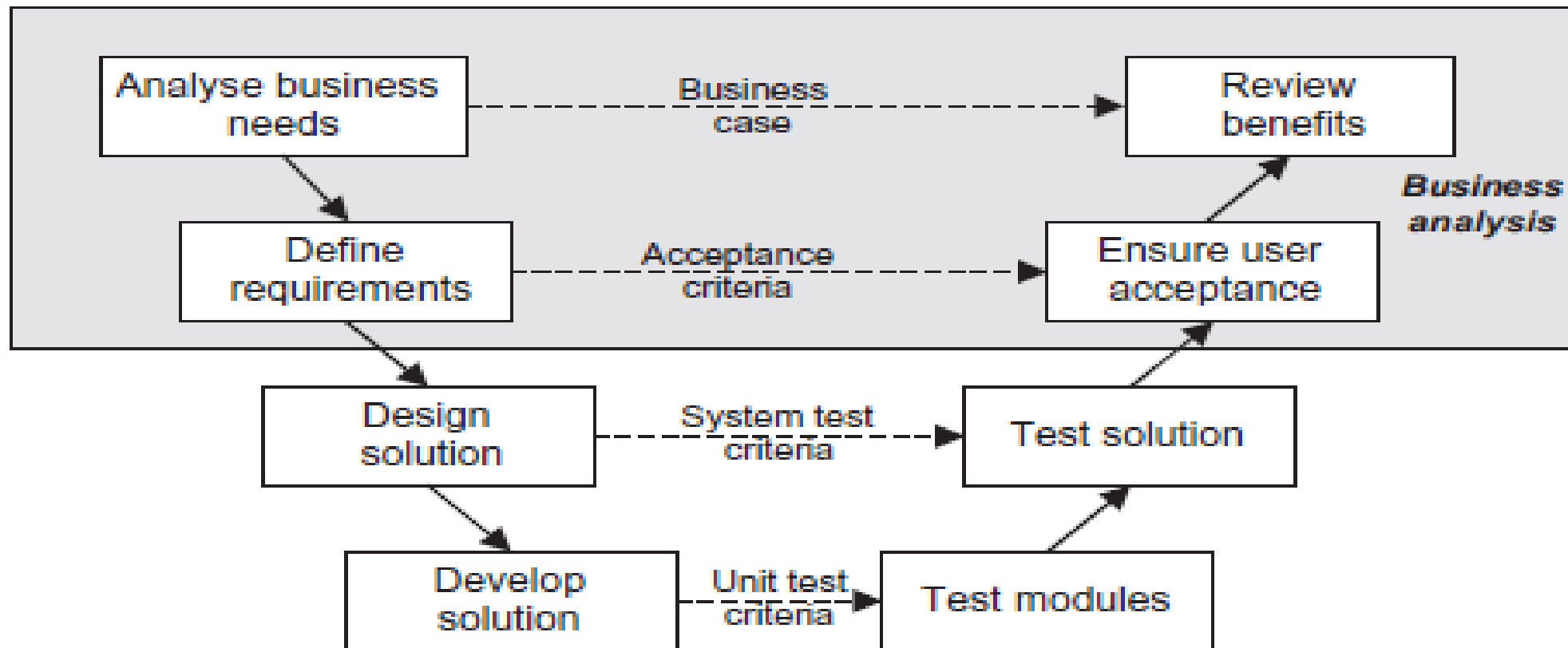
1. DELIVERING THE REQUIREMENTS

Figure 13.4 The 'V' model



1. DELIVERING THE REQUIREMENTS

Figure 13.5 Extended 'V' model



1. DELIVERING THE REQUIREMENTS

This model is also used to show the range of business analysis work in the light of an IT solution lifecycle. As can be seen in Figure 13.5, the business analyst is involved at the outset in assessing the business needs and defining the requirements.

However, the business analyst should still be involved during these stages for the following reasons:

- ✓ to ensure that the business needs continue to be met;
- ✓ to develop the process and job role definitions that will be implemented alongside the IT solution;
- ✓ to assess the impact of proposed changes.

Incremental delivery When analyzing the requirements for the business change solution, some requirements will be more important, or more urgent, than others.

1. DELIVERING THE REQUIREMENTS

The need for a complete set of requirements and an overall design is one of the fundamental differences between the incremental lifecycle, described here, and the iterative approach which is described next. Iterative systems development A feature common to the waterfall, 'V' and incremental models is that a complete set of requirements is gathered at the start of the project and these form the basis for all subsequent work.

With the advent of Agile methods such as DSDM and Scrum, iterative development has increasingly used prototyping and related techniques in order to evolve the detailed requirements and the corresponding software features.

1. DELIVERING THE REQUIREMENTS

- **Iterative systems development**

The iterative development approach is founded upon some fundamental generic principles:

- **Evolutionary** – Detailed requirements are evolved through a series of iterative prototyping development stages.
- **Empowerment and collaboration** – It is a fundamental requirement that the team, including business staff and IT developers, are empowered to make decisions during the software development and work as a collaborative team.
- **Fitness for purpose** – The deliverables are required to be fit for purpose rather than aligned slavishly with a set of defined requirements.
- **Testing all the time** – Testing is an integral part of the iterative development approach so the software should be tested continuously.

This is not perceived as being a mistake or waste of time but instead as an integral part of the iterative process.

1. DELIVERING THE REQUIREMENTS

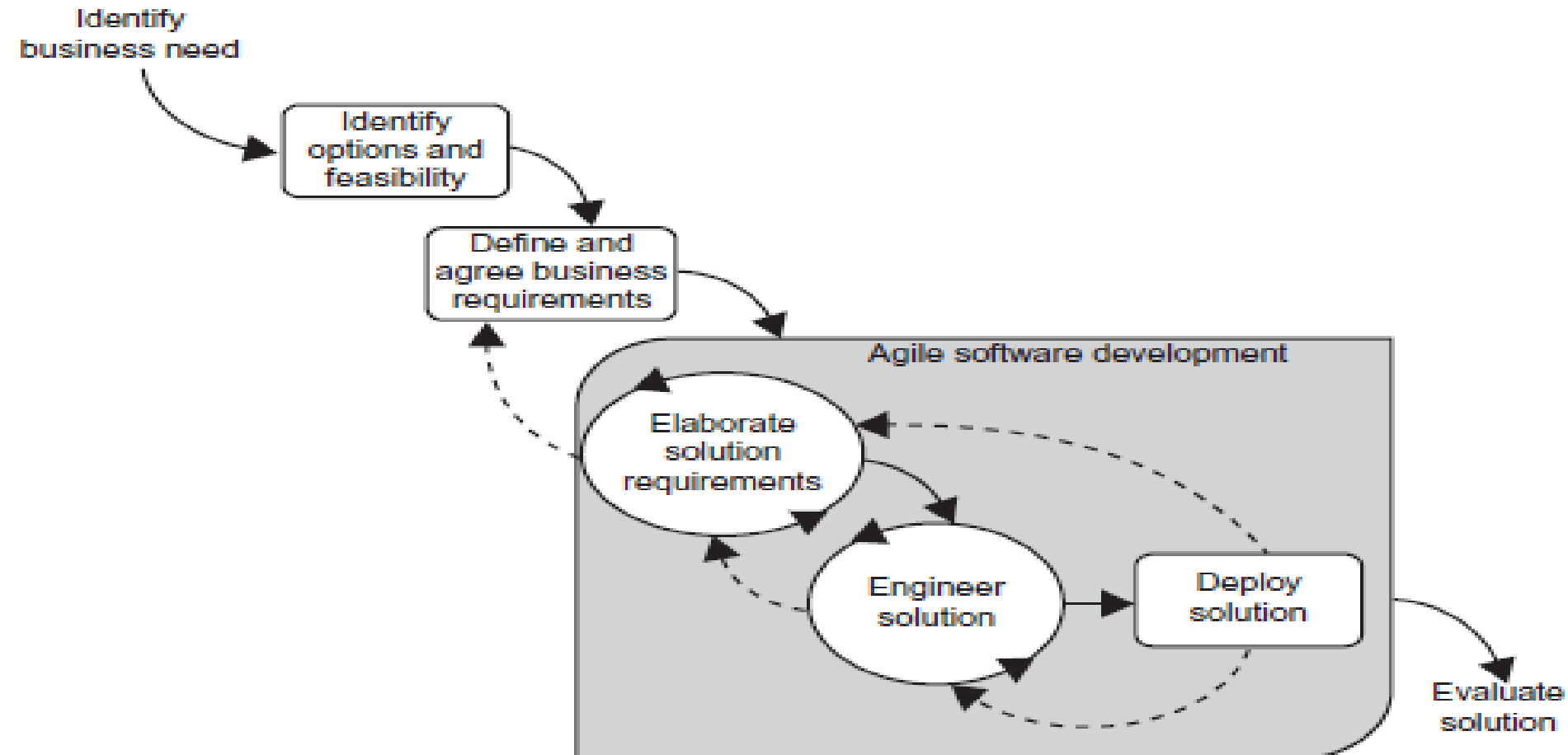
• Iterative systems development

- **Incremental delivery** – The system is likely to be deployed in increments, with each subsequent increment providing additional functionality or improved performance.
- **Prioritization** – An approach such as Moscow (see Chapter 11) is used to identify the different levels of priority amongst the features to be delivered.
- **Time boxing** – The concept of a ‘time box’ whereby time limit is set, at the outset, for the development of part of the system.

Prioritization is used to provide some contingency in the timebox, for example by including features of a lower priority that may be deferred or dropped if time does not allow. A generic Agile model which encompasses the key principles of the iterative software development is shown in **Figure 13.7**. The model begins with the identification of a business need; typically it will be the work of the business analyst to uncover the needs to be met.

1. DELIVERING THE REQUIREMENTS

Figure 13.7 Generic Agile model



1. DELIVERING THE REQUIREMENTS

This confirms the functional requirements to be built and deployed in the current release. As Agile development projects typically deliver functionality incrementally, this stage and the following two stages (engineer solution and deploy solution) will be repeated for each incremental solution delivery. Once the current delivery has been agreed, a production-ready solution is built that can be deployed into the live environment.

Advantages and disadvantages of the lifecycles

However, in practice there are some real difficulties in the way:

- There may not be time to define all the requirements at the outset and only the most important or urgent ones can be defined in the time available.
- It is unlikely that the business actors will know exactly what they want, particularly if they are moving into new and uncharted areas of business.

These areas could concern the exact details for some requirements or non-functional aspects.

- It is important to establish some of the business changes quickly in order to demonstrate capability and achievement, and keep the support of the key stakeholders.

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- The pace of business change is so rapid these days that a completely defined set of requirements can become out-of-date very quickly.

The most flexible delivery approach is achieved by utilizing iterative development with incremental delivery together, in a co-ordinated and controlled way. This is the approach adopted during Agile software development, for example, using methods such as Scrum or DSDM which are described later in the chapter.

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- **Developing the business solution**

While the lifecycles described above are concerned with software development, the basic principles also apply to other business changes.

For example, where the project is concerned with business process improvement, the requirements for the new processes may be defined prior to the development of the processes or an explorative, evolutionary approach may be adopted.

Given that most requirements are delivered through a mix of IT and process changes, the lifecycle chosen for the software elements may impose a lifecycle and constraints on the other aspects of the business solution.

1. DELIVERING THE REQUIREMENTS

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1. DELIVERING THE REQUIREMENTS

➤ DEVELOPMENT AND DELIVERY APPROACH

In deciding this, there are two key areas that should be considered: the approaches to the development, and the delivery of the solution.

- **Development:** there are two key questions to answer:
 - are we able to work collaboratively with the business users during the development of the solution or is this not possible?
 - are the requirements unclear or well understood?

When deciding on the development approach, we need to consider if the detailed requirements will need to be defined by working collaboratively with the business users are available to work closely with the project team so that the detail of the requirements may be uncovered as the solution evolves.

However, if the requirements are sufficiently well understood to be defined prior to the solution development and testing, and there is likely to be limited contact with the business users, formal documentation techniques, such as detailed process and data models and a well-formed requirements catalogue, will be needed.

- **Delivery:** do we require one delivery of the entire solution or a phased delivery using incremental releases?

1. DELIVERING THE REQUIREMENTS

The context described above will provide the basis for deciding whether the organization requires the delivery of all of the requirements in one release, or if a phased approach that delivers incremental change, is necessary.

- **Software development approaches**

There are several published, defined approaches to developing software solutions, each of which provides a framework and standards.

Two key approaches are described below.

- **The Unified Process (UP)** from the Object Management Group (OMG) is a generic software development process which can be configured to meet the requirements of an organization. The UP provides a guide on how to use the Unified Modeling Language (UML) effectively; Agile software development approaches include DSDM and Scrum.

- Scrum is a widely-adopted manifestation of the Agile approach. The name refers to the method of re-starting a game of rugby after an infringement of the rules and, in the method, is the name given to the daily progress meeting between members of the development team.

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- **The importance of prioritization**

Any of these requirements that have not been delivered in the first release will be allocated a 'must have' priority in the second increment. 'Could have' requirements may be included in the set of requirements under development, particularly if they are relatively easy and inexpensive to incorporate with the higher priority requirements.

For example, when developing process documentation we can identify the elements that must be included at the outset, those that can wait for the next version and those that could be dropped if we run out of time; or when developing team capability, we can priorities the different skills into the MoSCoW categories in order to highlight those that are most important and those that can be deferred, even if only for a short time.

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Use case diagrams, described in Chapter 12, are also useful in prioritization as they can provide a highly visual way for business actors and developers to understand the level of priority assigned to each of the use cases. While modelling the potential scope of the entire solution, a use case diagram can be used to partition the solution into practical implementation packages for the short or longer term and provide a means of considering the different options available to deliver the business requirements.

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- **Software package approach**

So far in this chapter, we have considered the lifecycles and approaches that may be used when developing a software solution, using either an in-house development team or an outsourced software development supplier. The reasons are not hard to find:

- A COTS solution is almost certainly going to be cheaper than the organization having to fund the entire development process since, by definition, the development costs are shared by all the users of the package.
- Implementation should be faster, as the solution exists and only has to be set up in the way the customer wants.
- Support and maintenance packages are available from the software vendors.
- COTS vendors keep their software up to date, for example in line with changes in legislation.

As against these advantages, however, there are some drawbacks, including:

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however, there are some drawbacks, including:

- No COTS package is likely to be a perfect fit with the requirements, so either the customer must adapt their processes to what the package can do or they must pay for expensive tailoring and customization, thereby partly negating one of the benefits of the COTS approach.

- If competitive advantage is required, it is unlikely to come from a software package, since all organizations working in a particular business domain can buy the same software and adopt the same work practices.

And the most effective use of a software package requires a willingness to change the business processes and procedures where necessary to align with how the package works.

Whichever approach is taken – bespoke development or COTS solution – and whichever lifecycle and approach are chosen if the former is selected, the business actors must make a decision on how far they want to go with automating the processes and jobs. For example, there may be situations, such as those requiring complex decision-making, where it is preferable for the work to be undertaken manually by staff who can make judgements on a case-by-case basis.

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➤ ROLES

The roles that are required to deliver the solution will depend upon these three factors:

- the context of the organization and project;
- the nature of the lifecycle selected;
- the approach adopted.

Typically, there will be a project team that will include the following roles:

- project manager;
- business analyst;
- developer;•
- tester.

However, the point at which these roles are required will differ depending upon the nature of the solution, the lifecycle to be used and the approach chosen.

If the solution is not concerned with changes to the IT systems but to the business processes that use them, the role of the business analyst will be to analyze and define the business process improvements but there will not be a need for the IT developer or software testers.

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Where there is a software solution, and the 'V' model or the incremental lifecycle are selected, the business analyst may complete much of the early work without the need for the involvement of the developer or tester.

However, if a software solution is required and an Agile approach is adopted, a collaborative project team that includes development and testing skills, will need to be set up at an early point. Or, a data analyst may be needed where the software is underpinned by a complex data structure that will need to be designed carefully to ensure that all of the requirements and business rules are understood.

Within the business community there are also key roles such as that of the project sponsor and the business user. Where an Agile approach is adopted, the business users have to work collaboratively with the development team during the software development.

1. DELIVERING THE REQUIREMENTS

➤ DELIVERABLES

The products that are to be delivered will also vary depending upon the nature of the solution, the standards of the organization and the lifecycle and approach adopted. Sometimes we can deliver the requirements through a training exercise to improve the skills of the business users. In this case, the deliverables may be course descriptions and training manuals.

Where business process changes are aligned with or supported by IT systems changes, the deliverables will be more extensive and will be linked to the software development lifecycle and approach.

1. DELIVERING THE REQUIREMENTS

➤ TECHNIQUES

The techniques to be adopted during the development of the solution can vary considerably from project to project. They will depend upon the scope of the solution, the standards of the organization and the lifecycle and approach adopted. Some typical situations are described below:

The use of a waterfall-based lifecycle will require the use of formal documentation that has been reviewed and 'signed off'. This necessitates the use of formal and rigorous techniques for documenting and modelling requirements. For example, a technique such as entity-relationship modelling or class modelling is likely to be required.

Where an Agile approach has been adopted for a project, this will determine the techniques to be used. As stated earlier, prototyping is a vital element of the Agile approaches but equally techniques such as wireframes, scenarios and user stories are extremely useful.

2.1 INTRODUCTION

**2.2 STAGES OF THE
BUSINESS CHANGE
LIFECYCLE**

**2.3 BA ROLE IN THE
BUSINESS CHANGE
LIFECYCLE**



**2. DELIVERING THE
BUSINESS SOLUTION**

2. DELIVERING THE BUSINESS SOLUTION

2.1 INTRODUCTION

This part of knowledge considers the work of the business analyst following the initial problem investigation and the definition of requirements. Although utilized mainly during the early stages of the business change lifecycle, business analysis skills are also required through to the delivery of the solution, and beyond, in order to support and enable the successful implementation of the changes and the realization of the benefits.

2.2 STAGES OF THE BUSINESS CHANGE LIFECYCLE

While business analysis is critical at the outset of a change project, there remains a lot of work to be done as the project progresses through the business change lifecycle.

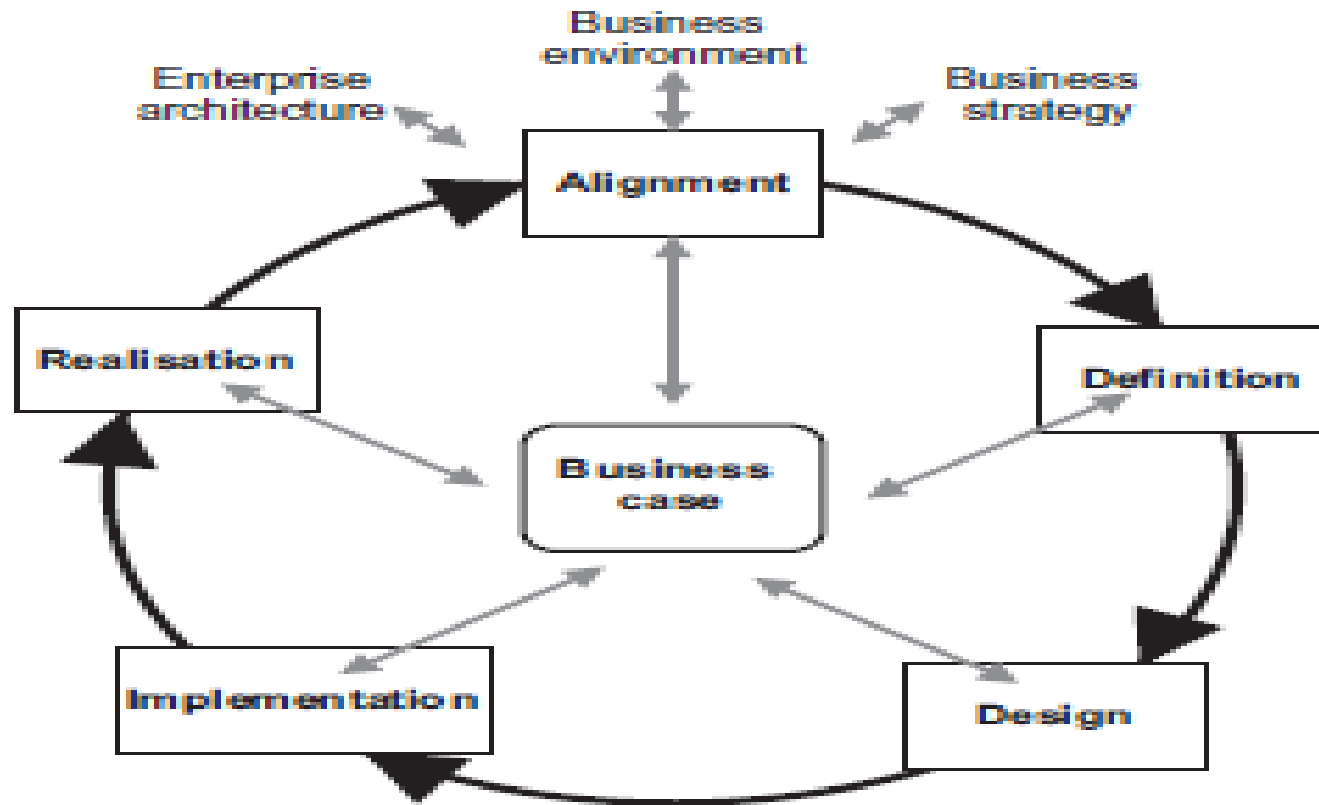
2. DELIVERING THE BUSINESS SOLUTION

To do this successfully requires a great deal of thought, preparation and planning – and all of these activities are facilitated by the involvement of business analysts. There are five stages in the lifecycle introduced in Chapter 1 and reproduced in Figure 14.1. These stages represent the key areas of activity required to enable successful business change for an organization.

Figure 14.1 The business change lifecycle

2. DELIVERING THE BUSINESS SOLUTION

Figure 14.1 The business change lifecycle



2. DELIVERING THE BUSINESS SOLUTION

Figure 14.1 The business change lifecycle

1.Alignment is concerned with ensuring the organization's objectives and strategy are aligned with the external business world, and that any proposed changes are aligned with the internal policies and architectures. This work is discussed in Chapter 3,including the involvement of the business analyst.

2.Definition is concerned with taking a closer look at a proposed business situation in order to uncover root causes of problems, conduct a thorough analysis, recommend relevant, feasible changes and define the requirements.

However, the business analysts will have defined the business and solution requirements by the conclusion of this stage.

3.Design is concerned with the detailed specification, development and testing of the solution, including the business processes and related tasks, and the software that is needed to support them.

2. DELIVERING THE BUSINESS SOLUTION

Figure 14.1 The business change lifecycle

4. Realization is concerned with the review of the predicted business benefits with a view to identifying those that have been achieved and taking further action to support the achievement of those still to be realized.

These stages are shown in the lifecycle as a sequence but this is not necessarily the case as there may be an iterative approach taken requiring some stages to be revisited.

Therefore, it is preferable to consider the lifecycle as providing an overall direction for a change project rather than enforcing a straight sequence of activities.

2. DELIVERING THE BUSINESS SOLUTION

2.3 BA ROLE IN THE BUSINESS CHANGE LIFECYCLE

Business analysis helps organizations implement change successfully so it follows that the role of the business analyst is relevant across the entire change lifecycle. The tools and techniques that are working within a change project are explored as follows.

1. Design stage- POPIT model

People – skill development

organization – structures, measures and jobs

Business process design

Information and technology

2. Implementation stage

3. Realization stage

2. DELIVERING THE BUSINESS SOLUTION

1. Design stage- POPIT model

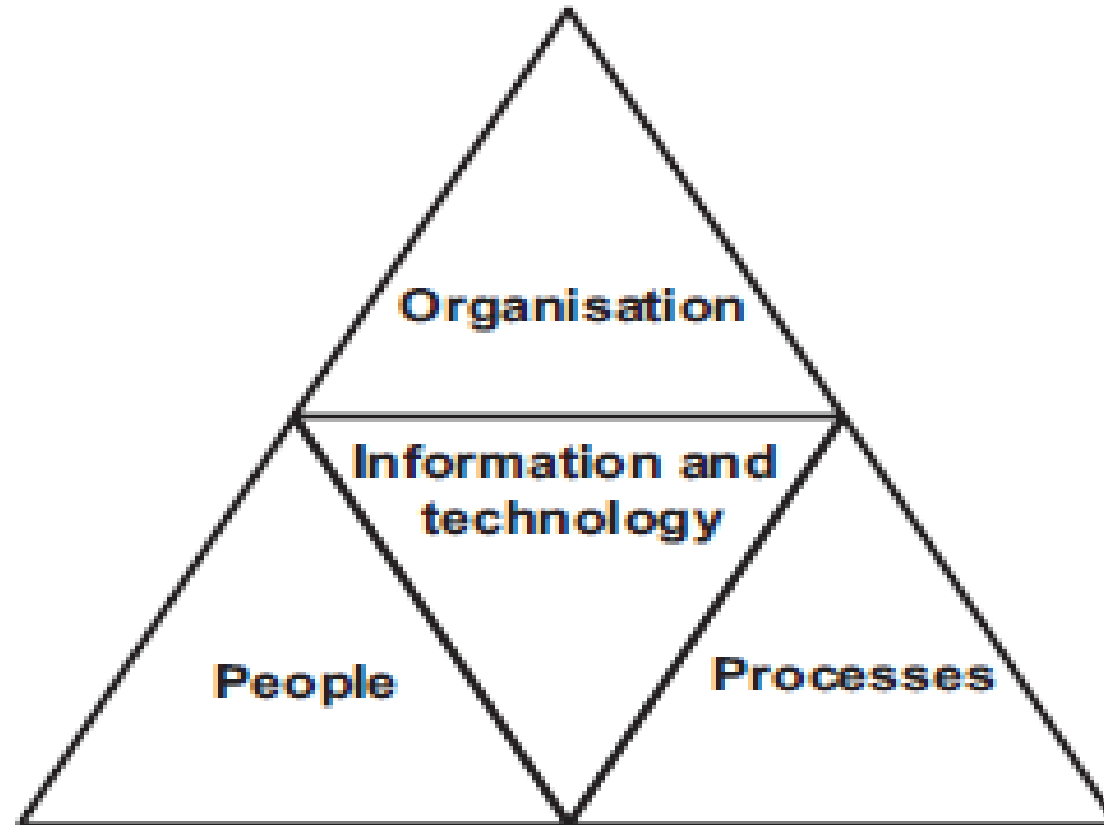
The design stage encompasses several major tasks: the design of the solution, and the development and testing of the software to support the solution. If the changes are complex, there may be a need for extensive testing or piloting of the revised business processes in order to ensure that they are robust and will deliver the required value. The POPIT model, shown in Figure 14.2, was introduced in Chapter 8 as a useful aid for gap analysis. However, it is also helpful to summarize the different elements to be addressed when designing a solution.

As can be seen in the POPIT™ model, there are four areas to be considered during the design stage: the organization, the processes, the people and the information and technology. So, we cannot change the processes and systems without considering their impact upon the organization's management structure and job roles or upon the skill requirements of the staff. There may be a need to introduce a different structure because of the merger of teams. There may be a need to redefine jobs where the tasks conducted

have changed. Different performance measures may be required. The capability of the teams may need to change in line with the new work practices. And all of this needs to be thought through, not only in terms of what the change might be but also how the change will be brought about.

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Figure 14.2 The POPIT™ model



2. DELIVERING THE BUSINESS SOLUTION

1. Design stage- POPIT model

- ***People – skill development***

If there needs to be new capability offered by the team, the skills of the team members will need to be identified and subject to a gap analysis.

- ***organization – structures, measures and jobs***

Where the revised processes have involved the merger or change of the team structure this will need to be defined and the impact upon the management structure considered.

- **Business process design**

The design of the 'to be' business processes was described in Chapter 7; this is a key area of business analysis work and is a fundamental part of the business change solution.

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- *Information and technology*

While other chapters have discussed in detail the major aspects of business analysis work such as requirements definition and management, it is also worthwhile considering the BA role during the **design, development and testing** of the software solution.

Business analysts are often involved in capability uplift, delivering the training and support to business users to enable them to conduct their new work practices. As the bridge between the business and the IT team, the business analyst is required to ensure that the requirements are understood and delivered.

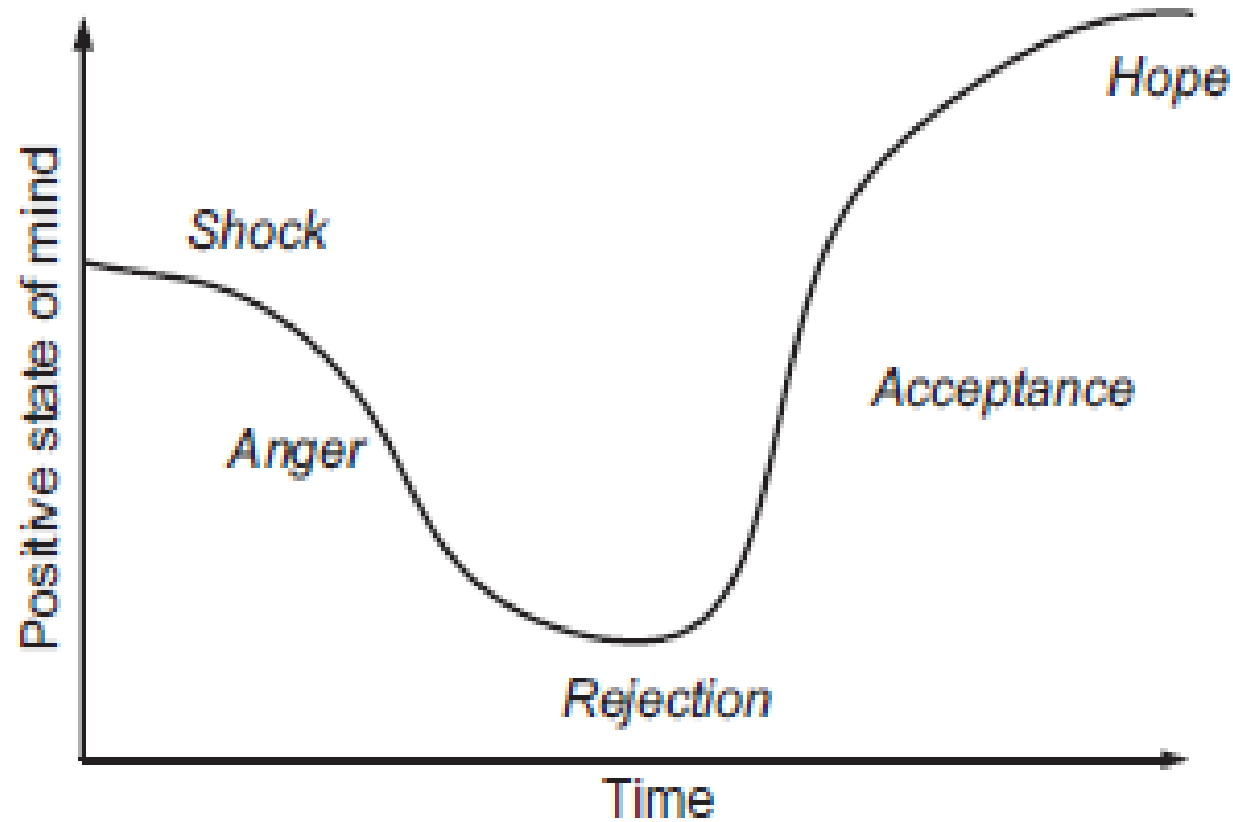
2. DELIVERING THE BUSINESS SOLUTION

2. Implementation stage

The implementation of a business change program requires a great deal of planning and any changes need to be executed with care. The major concern here is the emotional impact experienced by the business staff during this stage. A failure to consider this may inflame resistance and undermine the changes. In extreme cases, this may cause the entire change program to fail. The SARAH model in Figure 14.5 sets out the emotional curve that may affect anyone experiencing the introduction of business change.

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Figure 14.5 The SARA model



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The SARAH model sets out five stages of the emotions experienced when someone is faced with a change.

- **Shock**

The initial reaction to a change initiative is often shock.

- **Anger**

Shock then moves to anger as people begin to understand what the change may mean for them.

- **Rejection**

When someone feels angry about the change, the next stage is to reject the ideas and direction.

- **Acceptance**

Eventually an acceptance of the change develops. This may not mean that there is wholehearted support for the change but, as a minimum, a sense that the change is definitely happening so it is best to accept it.

- **Hope**

Ultimately, people begin to see the positive benefits brought about by the change.

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3. Realization stage

Benefits are only likely to be realized if they are defined well, planned for their delivery and managed properly. However, it is often the case with change projects that a lot of thought goes into planning the project to define, develop and deliver the solution but less into how the expected business benefits are to be achieved. It is vital that a comprehensive benefits plan is developed in addition to the business case so that the benefits can be tracked and managed.

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- ***The benefits plan***

The benefits plan should include the following elements:

- **Context/vision**

This sets out the background for the change project and provides a wider business context for the benefits.

- **Benefits profiles**

This is a full description of each of the benefits, including the type of benefit and the identified benefit owner (see below).

- **Benefits dependency network**

The benefits dependency network shows the enabling and actual changes required to deliver the predicted business benefits. The dependencies between the benefits and the ultimate business objectives is also shown.

- **Responsibilities**

A list of the benefit owners and their responsibilities.

- **Tracking procedures**

How the benefits will be tracked and reported upon.

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The **benefit owner** is a named individual who is tasked with ensuring that the benefit is achieved. Sometimes – and particularly in large organizations – benefit ownership has to be shared among a number of people but this brings with it the problem of divided responsibility; some managers make the required changes to secure the benefits, others do not and so the project is less successful overall than it could have been.

- ***Benefits dependency network***

A benefits dependency network (or benefits map) is a diagrammatic representation of what needs to be done on a project in order to achieve its expected benefits.

The advantage of constructing a benefits dependency network is that it forces us to consider all of the work that is required to achieve the project's business benefits, not just that related to IT systems development.

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The network also helps us to identify who should take responsibility for each stream. The technical stream, relating to the website redevelopment, for instance, is obviously the responsibility of the designated (IT) project manager whereas the stream relating to improved press coverage should probably be managed by the PR function or, if there isn't one, by the marketing team.

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- **Managing the business case**

The business case needs to be managed throughout the business change lifecycle. The central and ongoing nature of the business case is shown clearly in Figure 14.1. Each time a request for change arises, it is important to review the business case to ensure that it is still valid and to reflect the impact of the change. There may be an effect upon several aspects of the business case, for example, the solution description, costs, benefits and risks.

- **Benefits reviews**

Management processes are needed to ensure that the benefits are reviewed in two circumstances:

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1. **Scheduled reviews**

At each stage, careful consideration should be given to whether the expected benefits are still available and whether they are still sufficient to compensate for an increase in the expected costs of the project. In the light of such a review, it may be necessary to rework the financial case in order to defined the expected investment return or even re-scope the project to improve the prospects of securing the maximum business benefit.

2. **Unscheduled reviews**

These should be triggered whenever a significant event occurs that could potentially affect the expected benefits. Other significant events could include a change in the key stakeholders (especially sponsor), developments the external business environment or a change to the organization's business strategy.

So, the business case should be reviewed frequently during the project in order to check if the predicted benefits are still able to be achieved and to identify any changes required to the project in order to enable those benefits to be delivered. The evaluation will also examine the progress being made towards achieving the benefits and consider whether any further action needs to be taken to enable the benefits to be achieved.

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Benefits Realization Report

Ultimately a Benefits Realization Report should be produced which assesses clearly whether the hoped-for benefits have been gained or not. This report has four important uses:

1. Where the hoped-for benefits have not yet been achieved, to identify any additional actions that could be taken to retrieve them. For instance, if users are not making full use of a new system, additional training may be required.
2. To reassure the decision-makers, and the wider organization, that the time, effort and cost of the project has been justified.
3. To provide input to future business cases and future projects, to help make them more successful.
4. To enable the organization, over time, to increase the capability for choosing which projects to undertake.

Where further changes are required to deliver the benefits, the benefits plan should be updated and a further benefits review should be scheduled.

2. DELIVERING THE BUSINESS SOLUTION

During the review, benefits that have not been fully realized should be analyzed in order to identify where business changes have not taken place or where additional changes are needed.

Where further changes are required to deliver the benefits, the benefits plan should be updated and a further benefits review should be scheduled.

It is also possible that additional benefits are identified during the benefits review; these are benefits that were not predicted in the business case but may now be available as a result of the change project.

This will also result in changes to the benefits plan and scheduling of a further benefits review.

CONCLUSION

An inappropriate lifecycle and approach will not reap the business benefits and is likely to result in wasted time and budget, possibly leading to the failure of the change initiative. The standard lifecycles and approaches are used in the main to develop software (or some stages are used when procuring an off-the-shelf package) but we also need to consider them when delivering the other required aspects – the business processes and procedures, and the new jobs and people skills. The role for the business analyst is to identify where this is required and seek out the options for delivery that will ensure the business needs are met.

The business analyst significantly contribute throughout the change lifecycle. It is often said that the implementation of change is the most difficult part to deliver successfully. Business analysis is a discipline that can offer insights, proposals and recommendations grounded in real business needs and can help ensure wise investment of limited financial resources. It is important that organizations competing in today's fast-moving business world recognize the role business analysts can play in helping ensure their success.

REFERENCES

- **Required Reference:**

Debra Paul and James Cadle, et al, (2020). “Business Analysis”. BCS, 4th Edition. ISBN:978-1-78017-5102

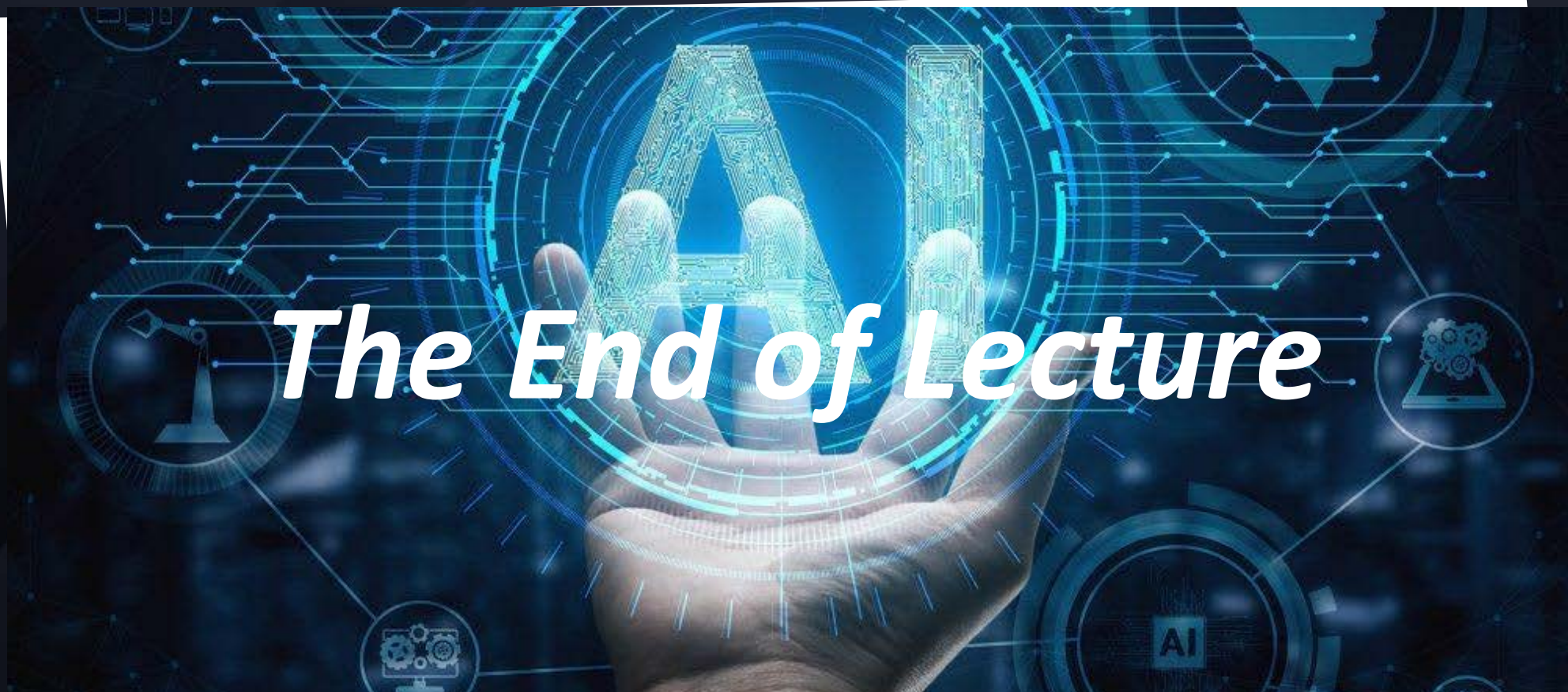
- **Recommended Reading**

James Cadle, Debra Paul, Jonathan Hunsley, Adrian Reed, David Beckham, Paul Turner (2021). “Business Analysis Techniques” 3rd Edition, BCS. ISBN:978-1-78017-5690



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The End of Lecture

Thank You

