

**Making the case
for doing
Business Analysis**

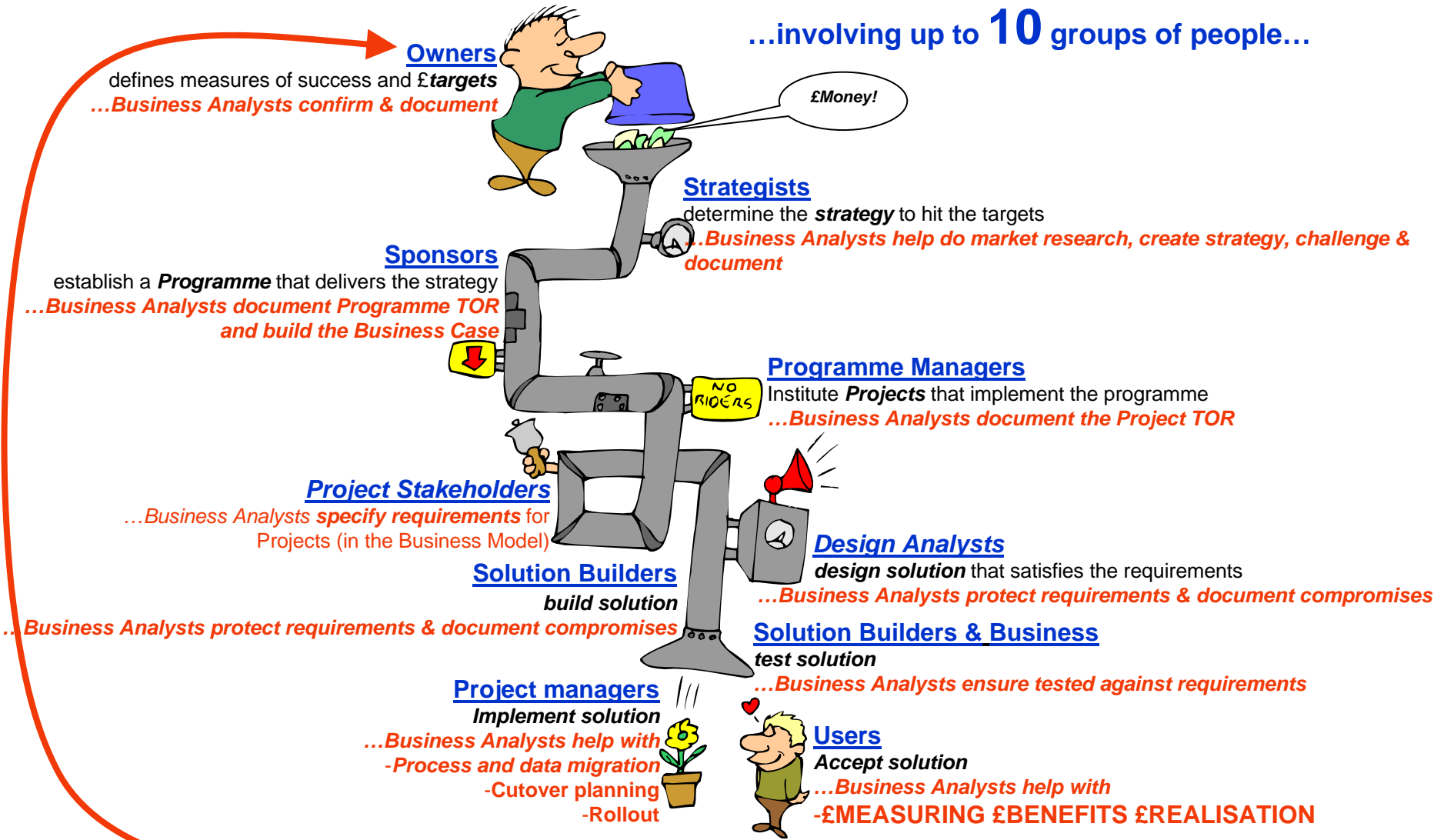
This presentation will...

- ...introduce you to the 'what', 'when' and 'why' of Business Analysis
- ...outline the **value** of Business Analysis

When & Where are Business Analysts involved and What do they do?

There is a chain of reasoning that leads from the statement of a problem to the implementation of solutions...

...involving up to **10** groups of people...



POST-IMPLEMENTATION

Business Analysts feed back to the Owner how well their measure of success has been achieved

Business Analysis Proverbs

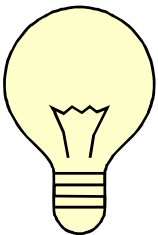
- Delivery is not the best time to analyse requirements

Urban Wisdom

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

Suzanne & James Robertson

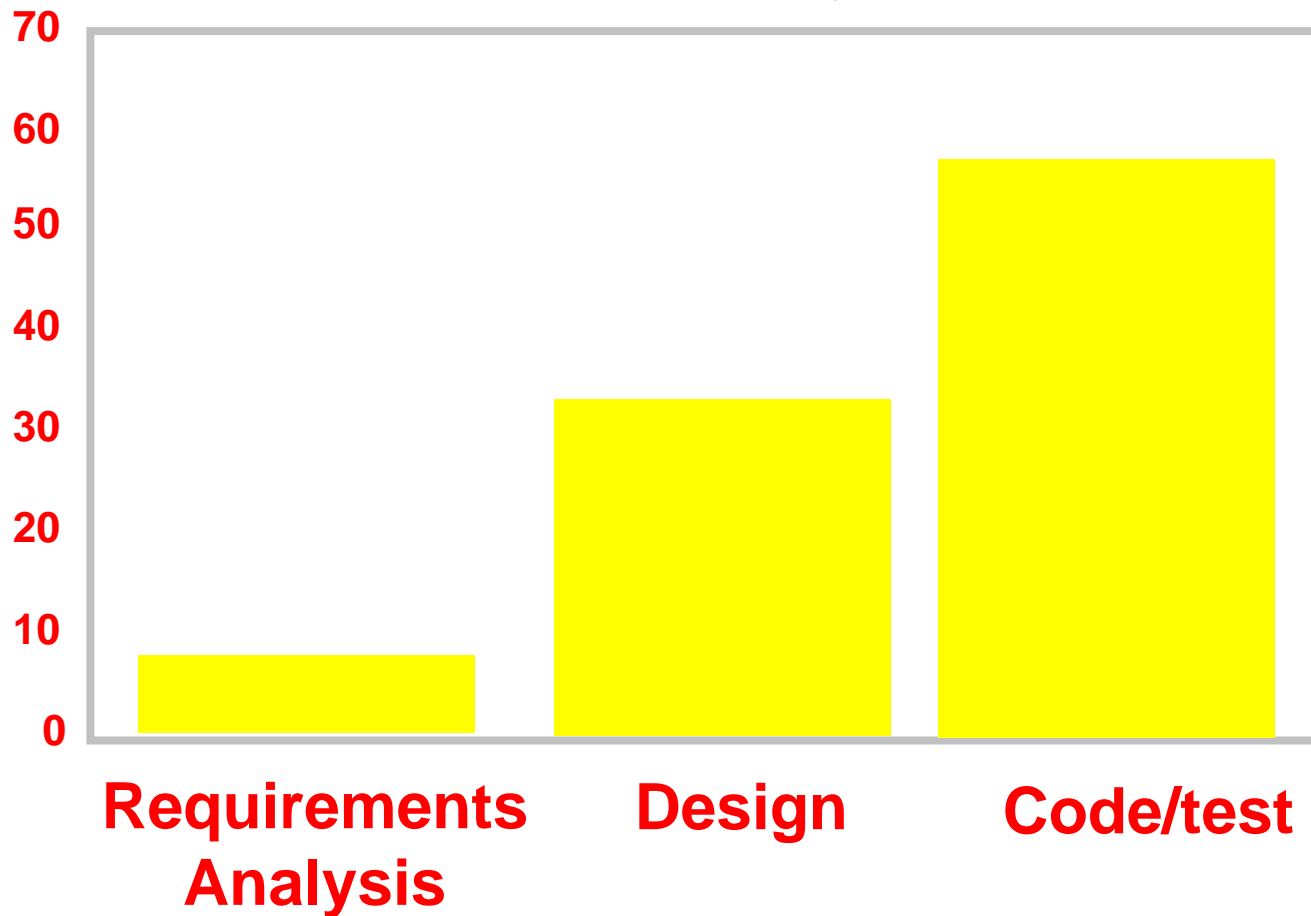
Requirements-Led Project Management



What is “sufficient attention to requirements”?

(I)

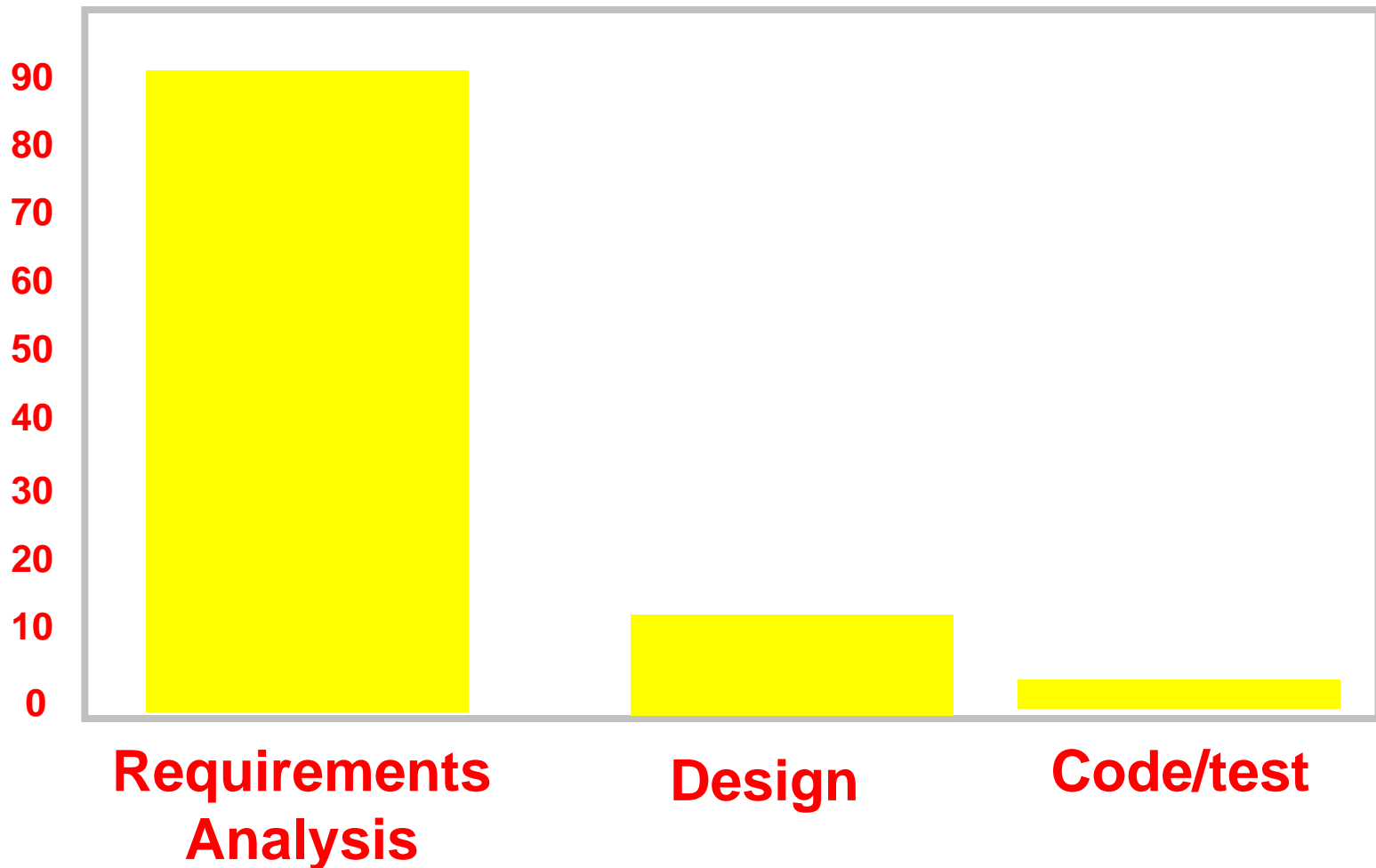
Average actual effort spent on each stage of the development cycle*



*based on a study by Staffordshire University

What is “sufficient attention to requirements”? (II)

Average Proportion of Errors Built in During Development*

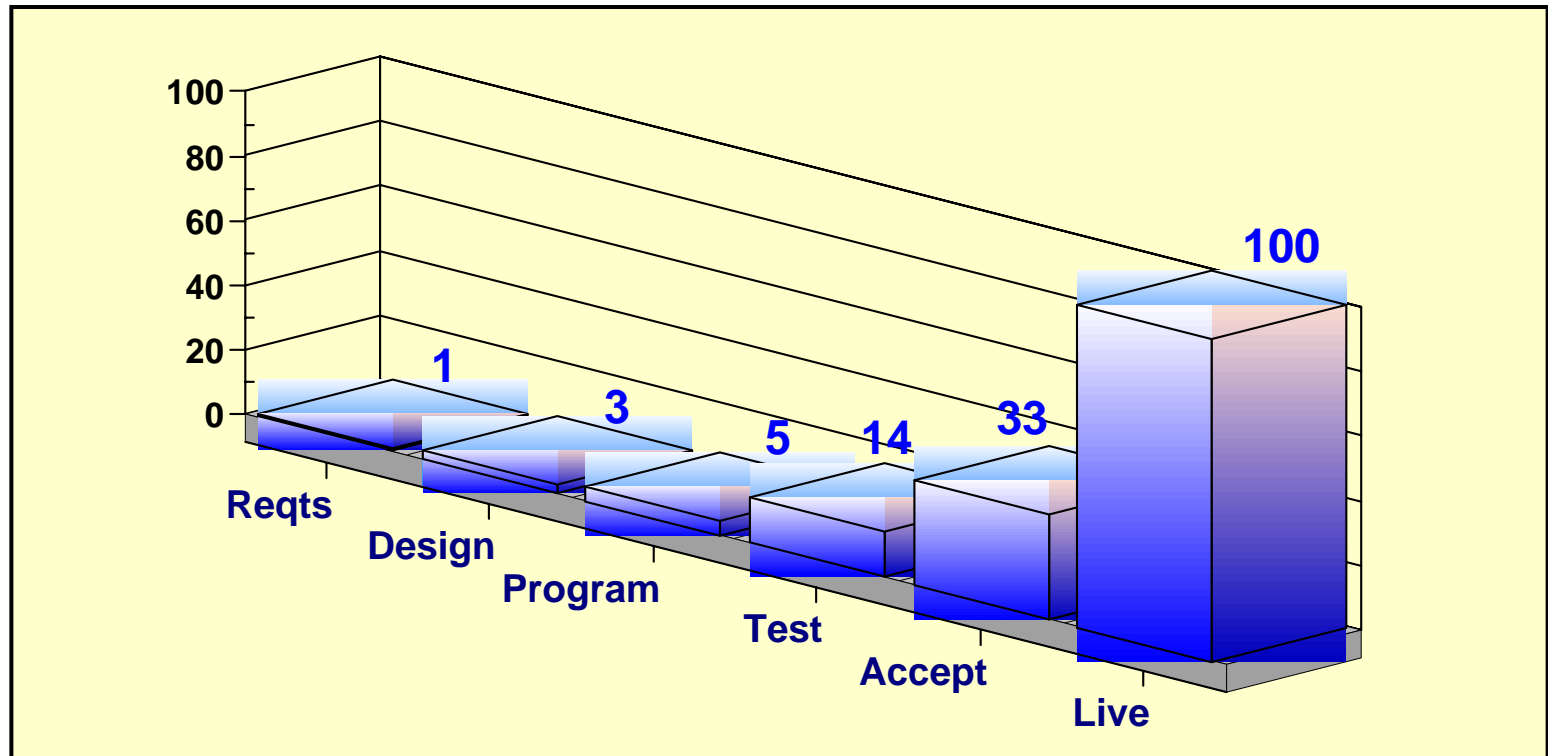


*based on a study by James Martin

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

Maybe that's why:

- 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

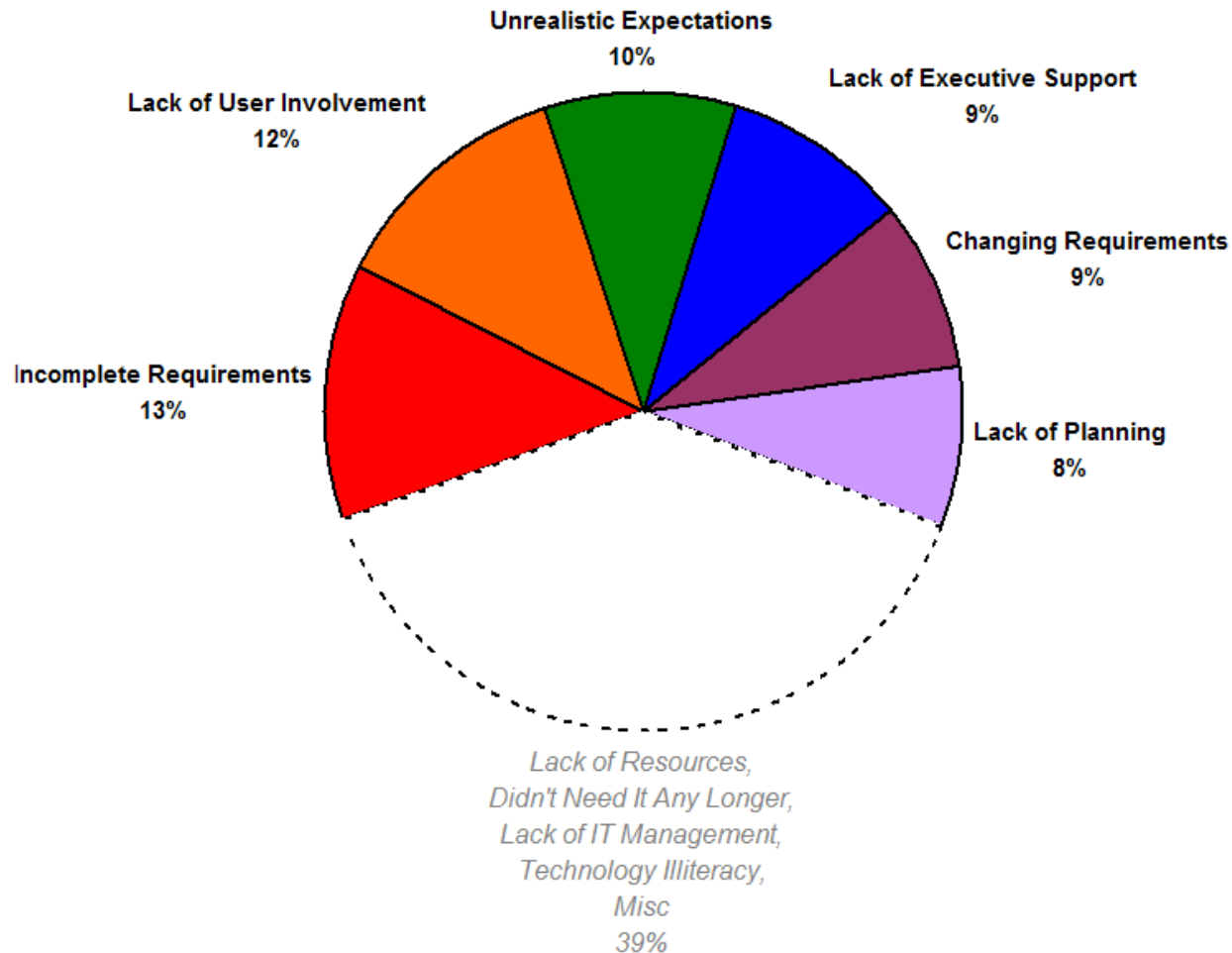
*Source: Calculating your return on investment from more effective requirements management IBM article Dec 2003

How Analysis Helps

The Standish Group “Chaos Report” (1995)

The landmark study of project failure covering 365 executive managers and 8,380 applications in all major industry segments including: banking, retail and wholesale.

Analysis will help mitigate over 60% of factors that cause project failure



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