

**Making the case  
for doing  
Business Analysis**

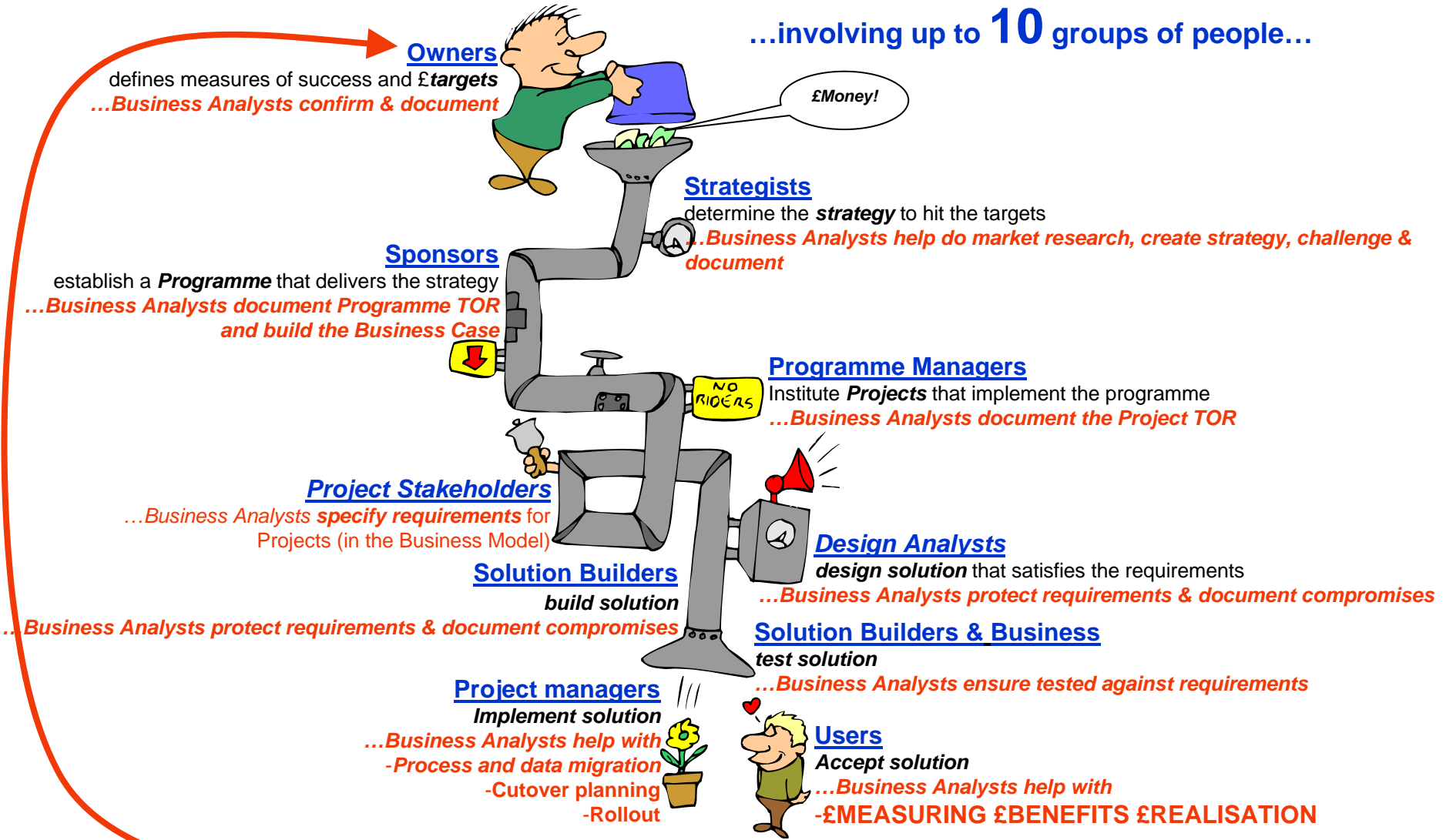
## *This presentation will...*

- ...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

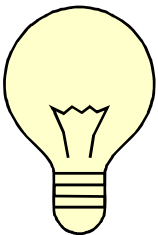
- Delivery is not the best time to analyse requirements

*Urban Wisdom*

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

*Suzanne & James Robertson*

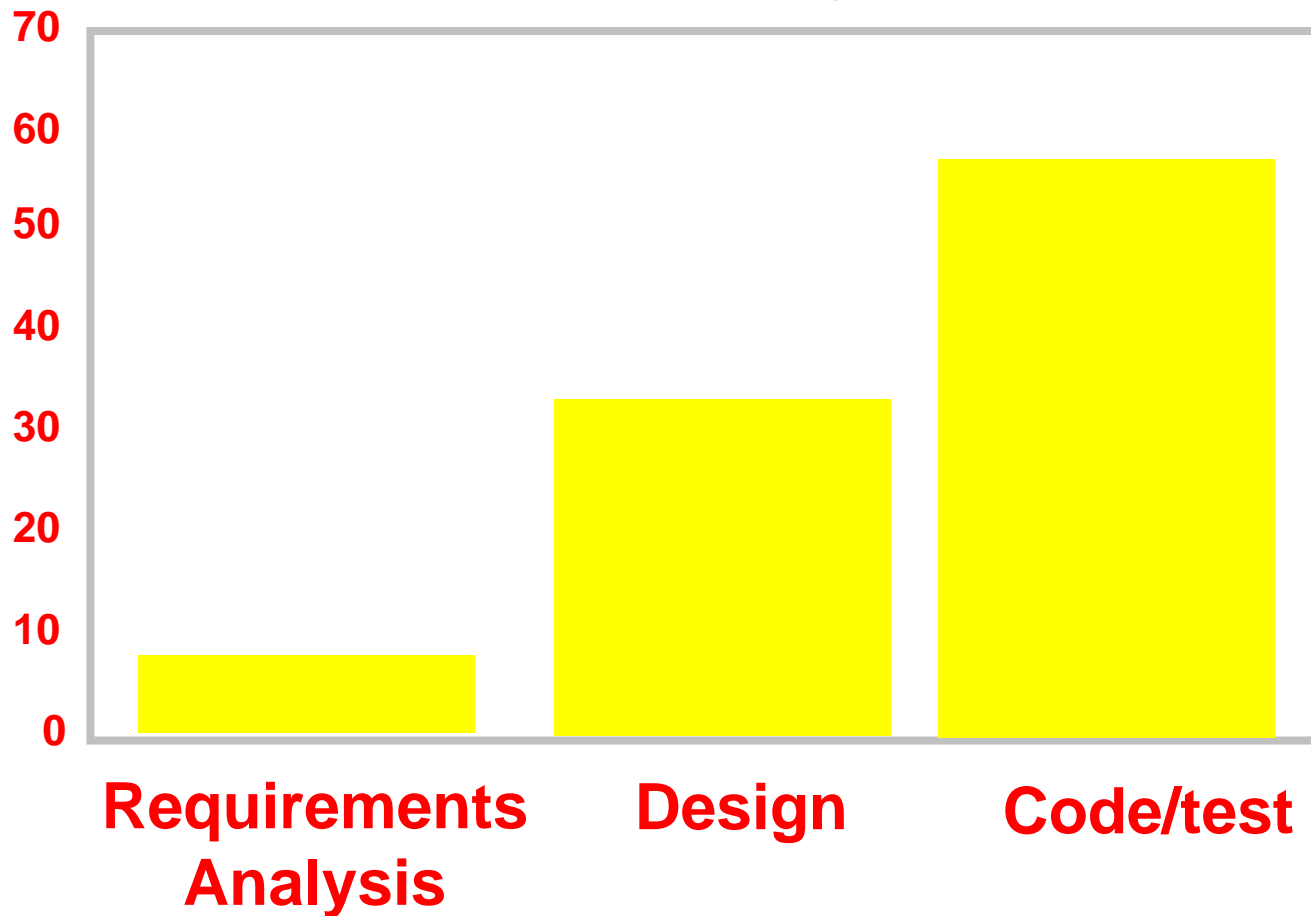
*Requirements-Led Project Management*



# What is “sufficient attention to requirements”?

## (I)

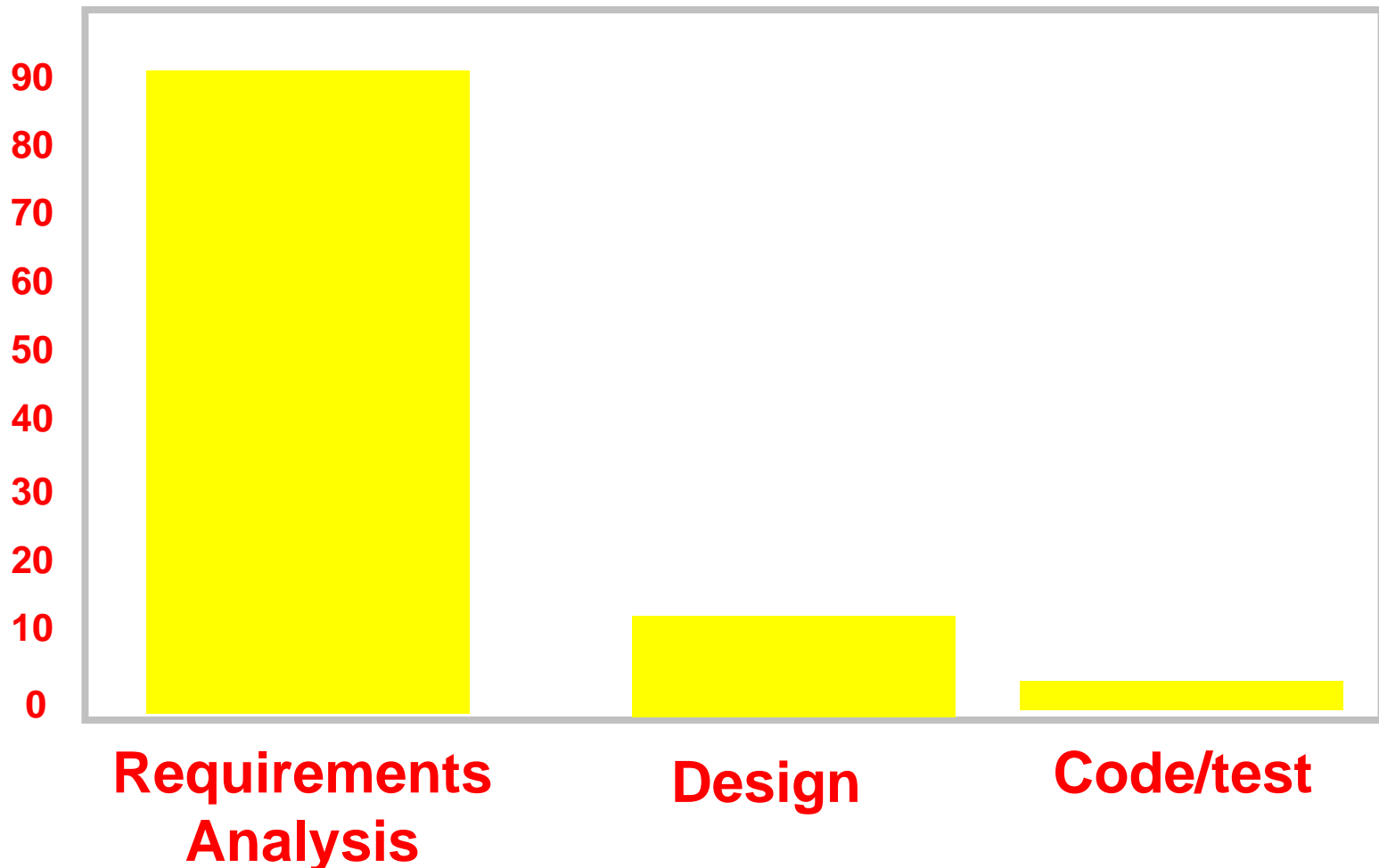
Average actual effort spent on each stage of the development cycle\*



\*based on a study by Staffordshire University

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

Average Proportion of Errors Built in During Development\*

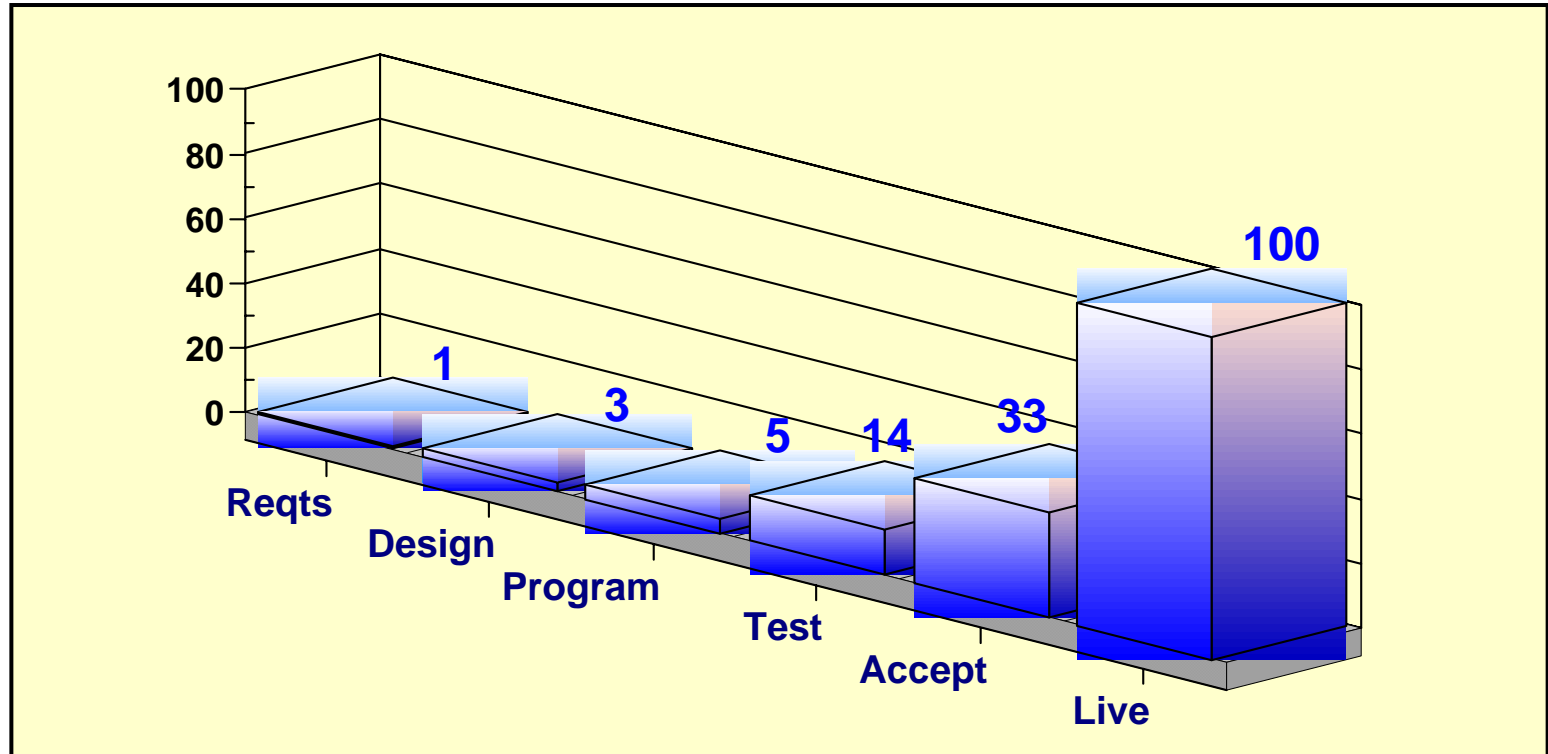


\*based on a study by James Martin

# 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

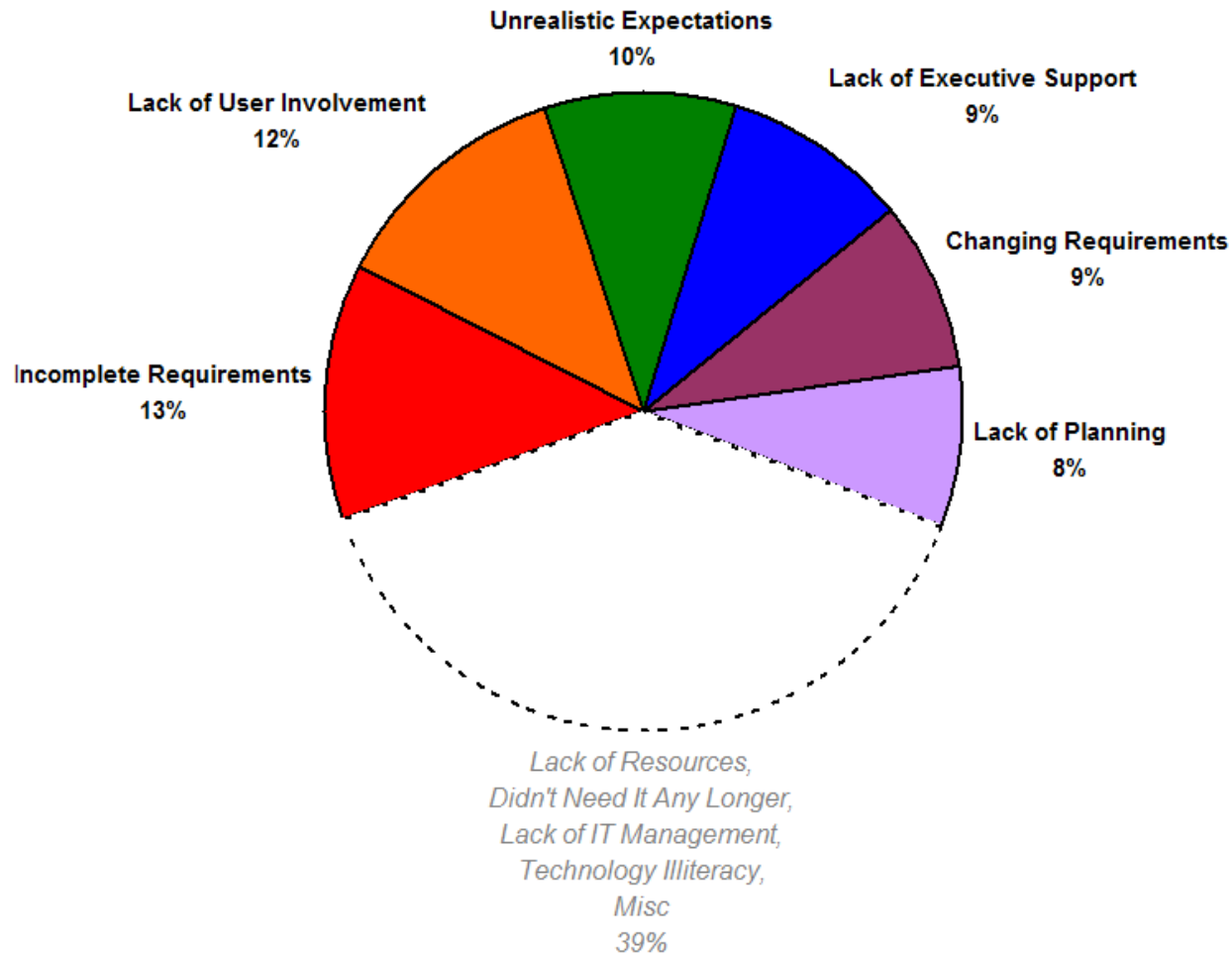
\*Source: Calculating your return on investment from more effective requirements management IBM article Dec 2003

# 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***



**-end-**