

Business Analysis  
+ Project Management  
= A symbiotic relationship

Lauro Canonica | Jun. 2017

# Agenda

- Project Management and Business Analysis
- Real life examples
- Business Analysis in the project phases
- Conclusion



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# Introduction

- **Why** is business analysis important for project management?
- **When** do we profit of business analysis in the project phases?
- **How** do we link business analysis and project Management?



## Key factors for Project success

According to the Standish group study, 50% of the projects fail because they are missing the following key factors:

- effective executive sponsorship
  - emotional maturity of the team
  - high end-user involvement
  - proper project management
  - clear business objectives
-

## Key factors for Project success

According to the Standish group study, 50% of the projects fail because they are missing the following key factors:

- effective executive sponsorship  
BA identifies the sponsors and their goals
  - emotional maturity of the team  
BA defines clear requirements and responsibilities
  - high end-user involvement  
BA identifies all stakeholders and their requirements
  - proper project management  
BA prepares a framework for the cooperation between business and IT
  - clear business objectives  
BA is in charge of defining and managing business objectives
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## A print services provider in the Netherlands

- **Business Analysis:**

The requirements were collected informally by the project manager and not stored anywhere. Most of the requirements were unclear and changed according to customer wishes.

- **Project Management:**

The project manager was the key person with the knowledge about the requirements. The project plan was just an inconsistent task list that changed often.

- **Outcome:**

Over time, over budget. The project sponsor was not able to monitor the progress of the project or to control the changes requested by the final clients of the product.



## A large insurance company in Spain

- **Business Analysis:**

Very extensive analysis done by an external provider. The resulting documentation was very large and very complex.

- **Project Management:**

The project management, overwhelmed by the amount of documentation, heavily underestimated the needed development effort, and failed to notice that many requirements were unclear or inconsistent.

- **Outcome:**

Over time, over budget. Multiple solution providers were included in the project and this lead to a legal litigation between the interested parties.

## An insurance company in Zurich

- **Business Analysis:**

The requirements were collected internally and are managed in Jira. Their quality was good and consistent

- **Project Management:**

The project management had no particular problems because the estimates were mainly correct and the project tasks could be organized in a clear plan. The only issue was with the management of changes that didn't follow a clear process.

- **Outcome:**

On time, on budget. The failures on the change management added stress to the project but the good cooperation in the team helped to solve the issues

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## BA and the project phases

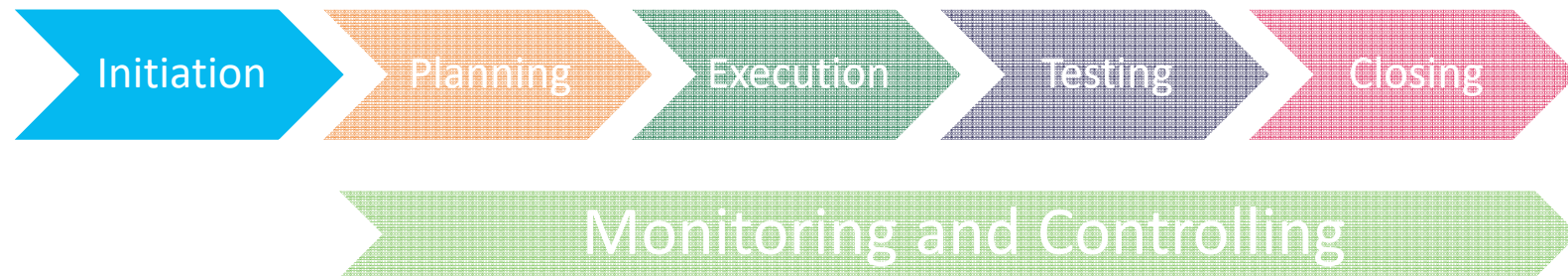


Waterfall



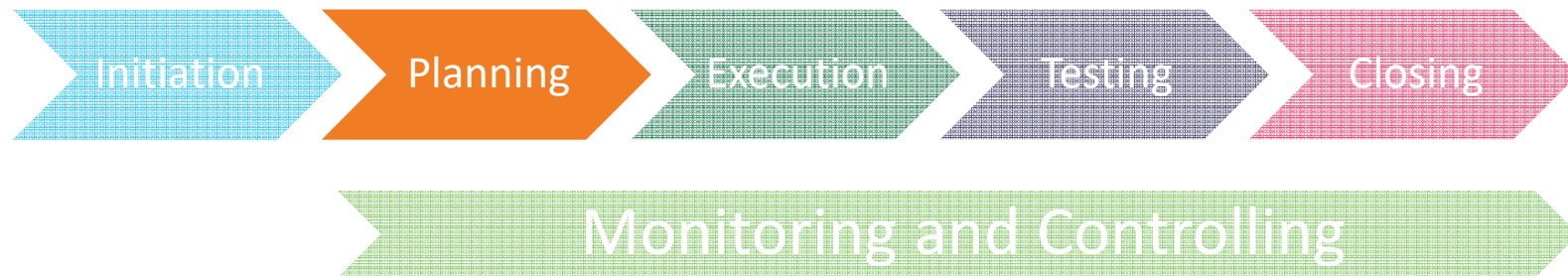
Iterative

Business Analysis has a clear impact on the project phases



### Benefits of business analysis:

- Create the project charter
- Make sure that the customer's goals and the tasks of the solution provider are clearly defined.
- Allow to do an high level but accurate estimate of the effort
- Make sure that all stakeholders are on board and manage their expectations
- Know which resources must be available during development



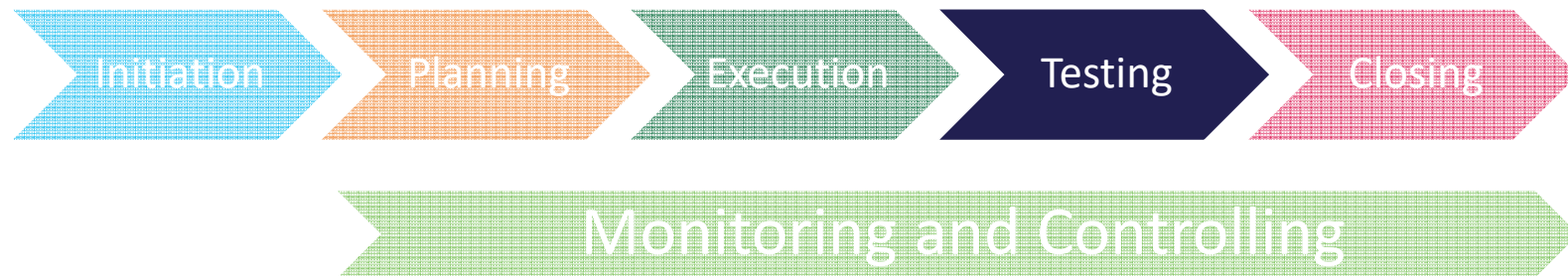
### Benefits of business analysis:

- Be able to make a Plan / Work Breakdown Structure (WBS) linked to the use cases and their requirements
- Prioritize activities according to the importance of the use cases for the business
- Define milestones according to the business objectives
- Make sure the right resources are allocated on IT and business side (E.g. consultants, infrastructure and test data)



### Benefits of business analysis:

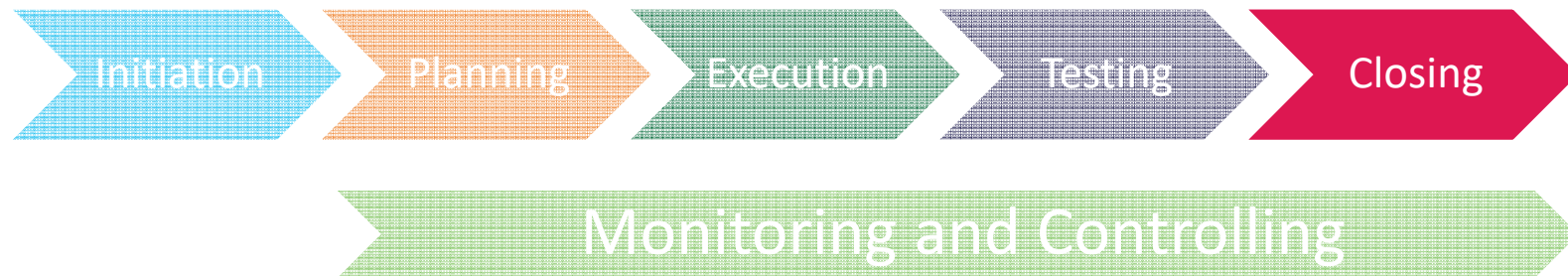
- Know who is responsible for clarifications about the requirements
- Know in detail what has to be developed without having to continuously contact the business
- Make the developers aware of the overall goal of the tasks they are implementing



Benefits of business analysis:

- Know which tests are needed for each requirement
- Make sure that all requirements are tested
- Have a proper test data set





### Benefits of business analysis:

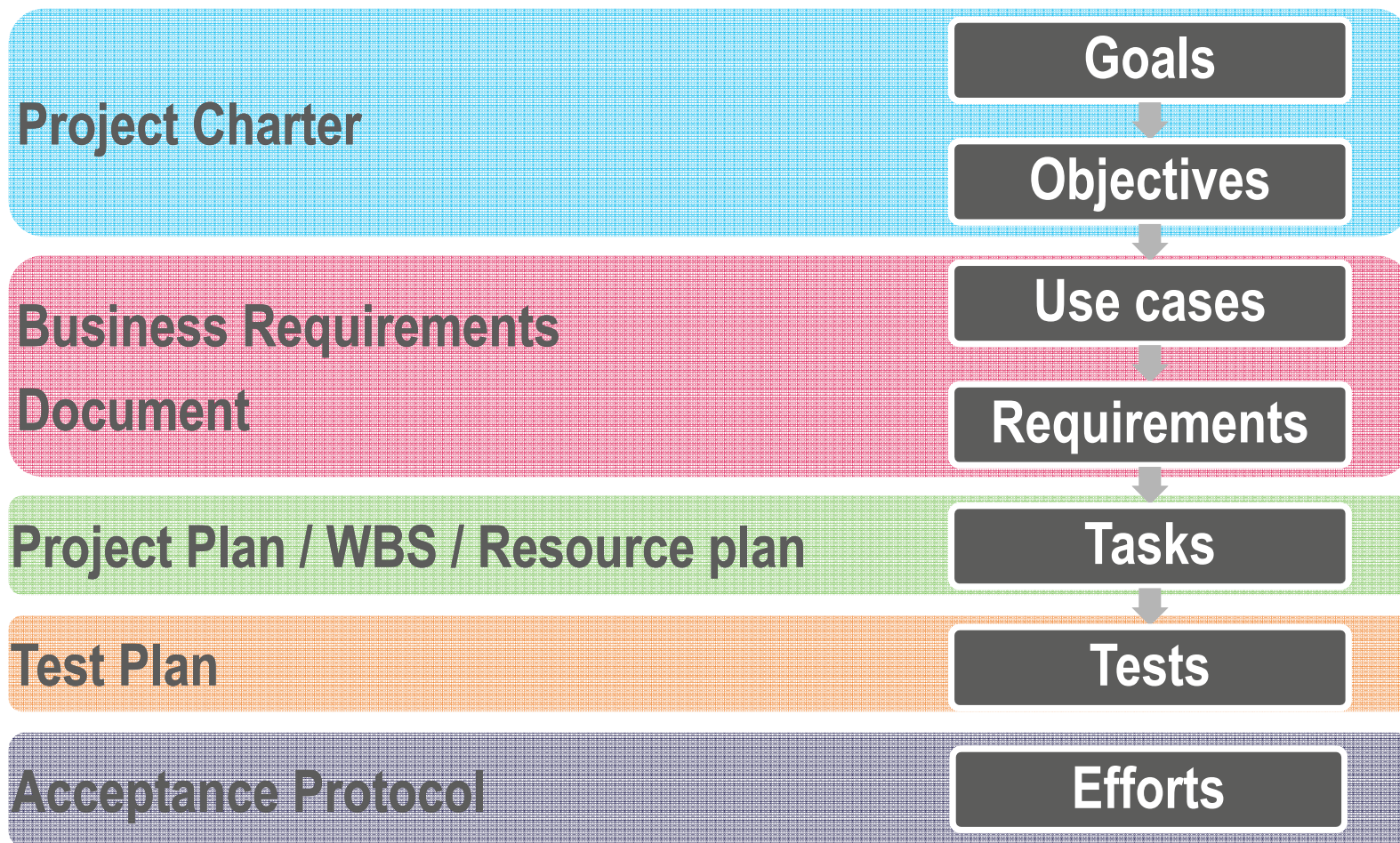
- Prepare the acceptance documents linked to the implemented requirements.
- Report the effort needed to implement each requirement



Benefits of business analysis:

- Be able to define what is a bug and what is a change request
- Status report for the business where the implemented use cases can be listed
- Be able to identify the requirements that are negatively impacting the project

## Project documents and the requirements chain



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## Conclusion / Remarks

- Project can start faster without business analysis but they'll cost more on the long term
- It is better to defer a project in the initiation phase because of missing requirements than to deal with a delayed or over-budget project
- Business analysis and project management put together are a strong tool for project success.

Thank you!



Lauro Canonica  
lauro.canonica@gmail.com

## Requirements Engineering and agile methodology

- The Product Backlog is a dynamic set of requirements, with the Product Owner responsible for its content and management.
- Requirements engineering is not only the documentation of requirements. The ultimate goal of requirements engineering is to facilitate a shared understanding amongst all parties
- In agile you do just enough, just-in-time requirements. The details of requirements are dealt during the Sprint
- Requirements are not frozen and can be re-discussed at every iteration

