Michel Raimondo

Business Analysis

Webinar - June 24, 2020

RMO ➡ Requirements Management Office

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The Proposed Agenda

Why Do IT Projects Fail?

RMO
Business Case

IT Department
Organization

RMO
Organization

Career Evolution - The Next Step

Sustainability - Digital / Functionality Economy
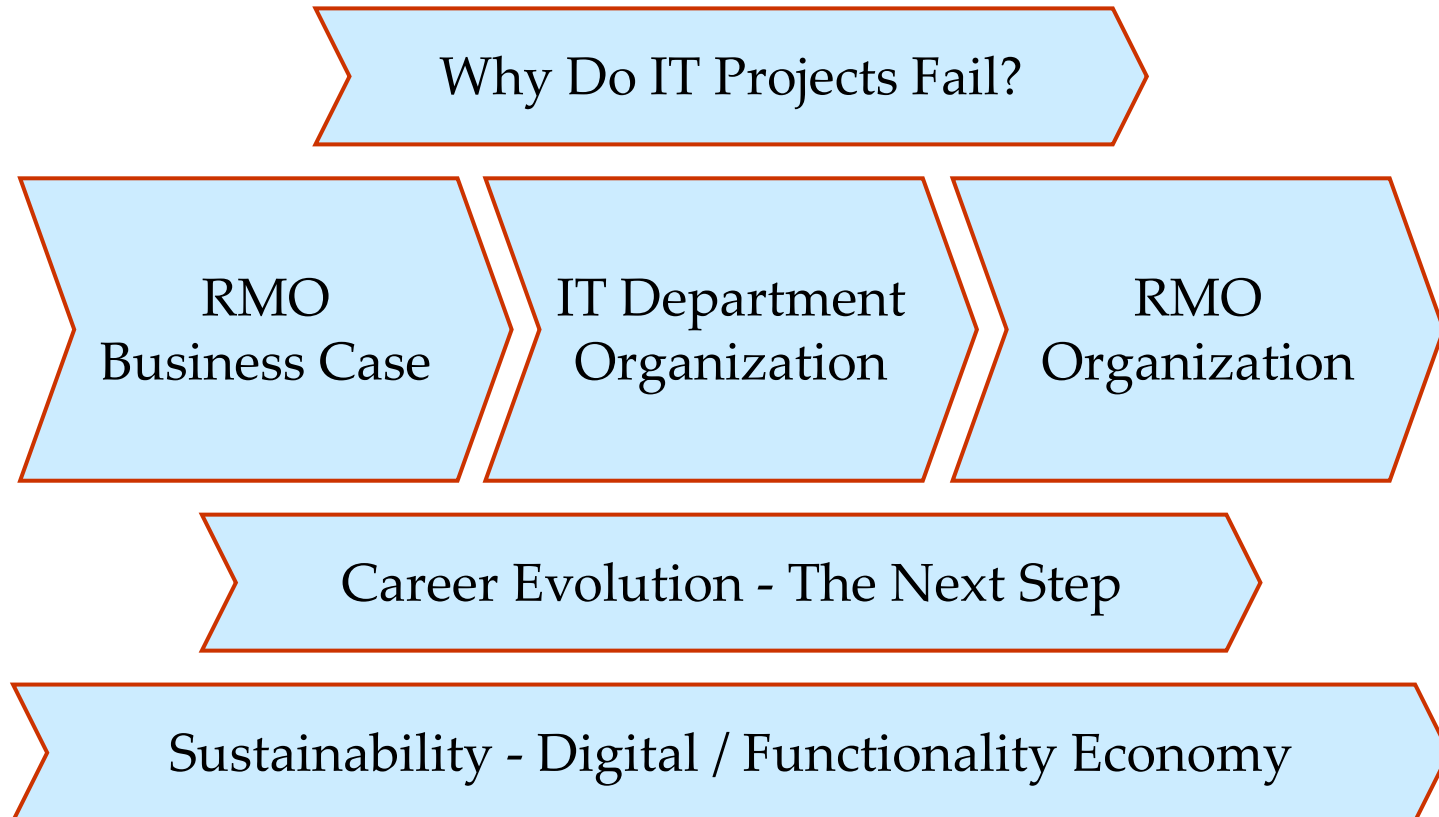
Michel Raimondo - Managing Partner

Senior IT Management Consultant

IT Governance and Management Consulting

- Digital Business Strategies
- Data Governance
- Program/Project Management
- BPR / Requirements Engineering
- Seminars, Workshops
- CIO Coaching

University - Visiting Professor

- CIO - IS Management
- COBIT - IT Governance
- Data Governance
- PMO 3.0
- Requirements Engineering
- Business Intelligence/Analytics
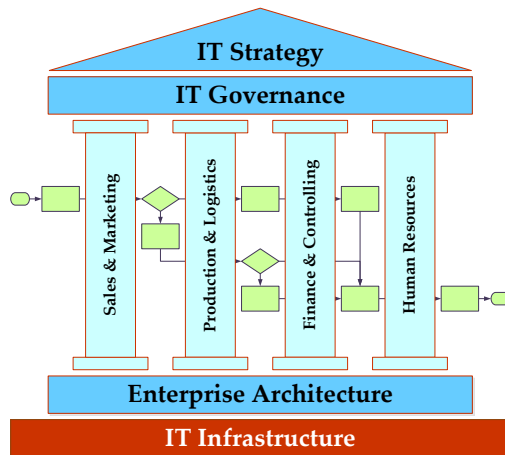
Education :

- Industrial Engineer EE^O
- CIO Leadership
- IT Strategic Planning
- Petroleum Foundations
- Healthcare Information Systems
- PMBOK - Project Management
- BABOK - Business Analysis
- Business Process Reengineering
- Change Management
- Activity Based Costing
- Supply Chain Management

Certifications :

- ISACA-CGEIT (2013)
- CBAP (2008 - 2014)
- CPHIMS-CA (2011 - 2014)
- ITIL v3 (2011)

Industries:

- Petroleum Industries
- Utilities
- Engineering (Industrial risks, Power, Construction)
- Banking / Insurance
- Cement Industry
- Paper Industry
- Manufacturing Companies
- Logistics and Distribution
- Telecommunications
- Pharmaceutical Industry
- Public Transportation
- Airport Industry
- newspapers
- IT consulting companies

Senior IT Management Consultant

Bibliography

- Software Requirements, 3rd Edition 2013
  Microsoft Press, by Karl E. Wiegers

- Software Requirements, 9th Edition 2011
  Addison-Wesley, by Ian Sommerville

- The Requirements Engineering Handbook, 2004
  Artech House, by Ralph Young

- *BABOK® Guide* 3rd Edition

- *PMBOK® Guide* 6th Edition

- Personal documents

Why we should work on requirements independently from projects

1

Costs

Time
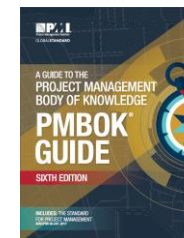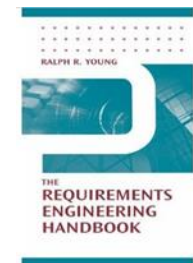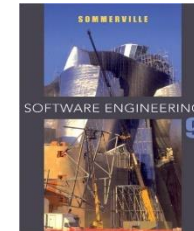
Scope Creep

Requirements

Requirements

Requirements
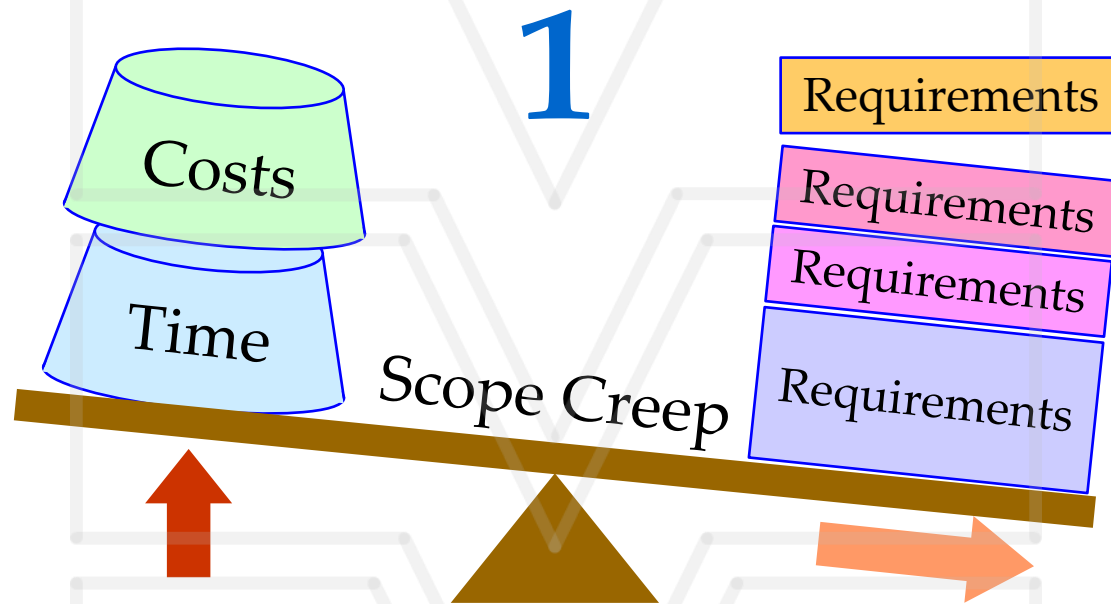
Requirements

To beat the scope creep,
having the requirements defined before the project begins

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Why we should work on requirements independently from projects

2

Current State

Future State

Phase 1	Phase 2	Phase 3	Phase 4
Initiation	Development	Deployment	Benefits Realization
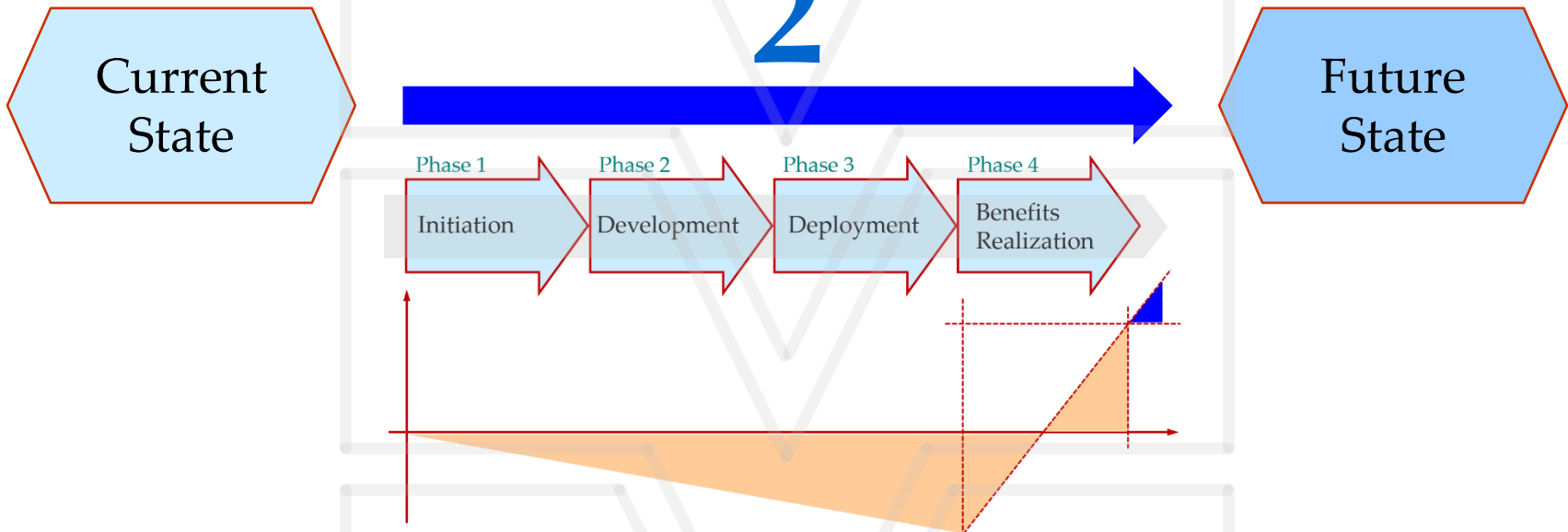
To measure the real benefits,
between the current state and the future state

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Why we should work on requirements independently from projects

3

Market needs change faster than companies can adapt

The gap is increasing
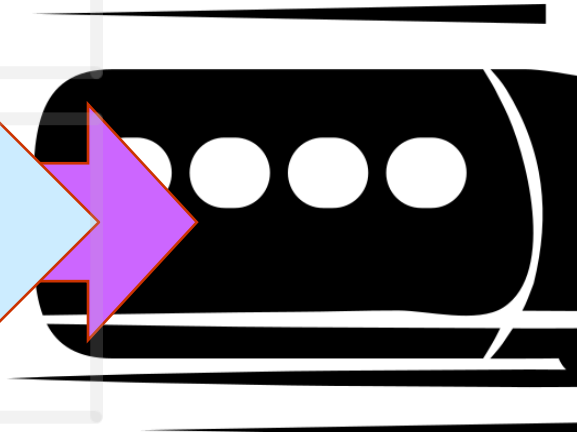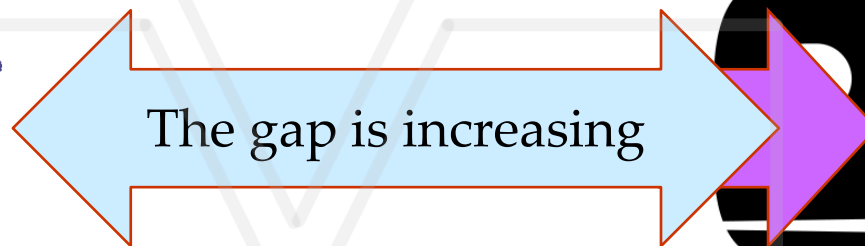
Being reactive is not enough anymore

Anticipate the requirements

to avoid to play catch up with the evolving market needs

The Proposed Agenda

Why Do IT Projects Fail?

| RMO Business Case | IT Department Organization | RMO Organization |

Career Evolution - The Next Step

Sustainability - Digital / Functionality Economy

Standish Group - Chaos Report

	2011	2012	2013	2014	2015
SUCCESSFUL	29%	27%	31%	28%	29%
CHALLENGED	49%	56%	50%	55%	52%
FAILED	22%	17%	19%	17%	19%

- Chaos Report 2019: 83.9% partially or completely failed

- Multiple recent surveys from different consulting firms talk about 75% of digital transformation projects failures

Top Factors - Traditional Answers

- **Incomplete Requirements**   **13.1%**
- Lack of User Involvement   12.4%
- Lack of Resources   10.6%
- **Unrealistic Expectations**   **9.9%**
- Lack of Executive Support   9.3%
- **Changing Requirements**   **8.7%**
- Lack of Planning   8.1%
- **Didn't Need It Any Longer**   **7.5%**
- Lack of IT Management   6.2%
- **Technology Illiteracy**   **4.3%**
- Other   9.9%

Lack of good –
Bad Requirements
43.2%
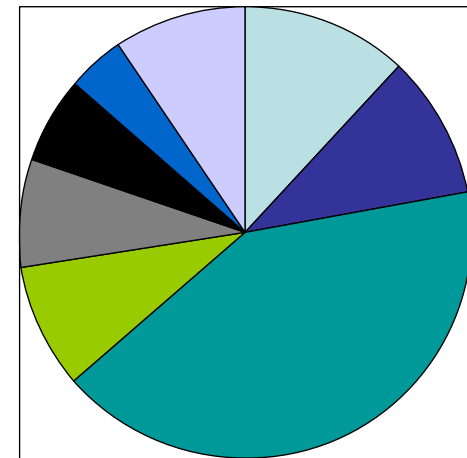
Non-traditional Answers - 1

Questions about requirements:

- Do requirements volatility result more of evolving understanding of user needs, than of changes in them?

- Most of the time do they represent only a first look at the "problem domain"?

- How do we re-align business objectives and IT developments?

- How do we reconcile business requirements and user requirements?

Non-traditional Answers - 2

- Are business requirements always unclear at the beginning of a project?

- Do we manage requirements outside of projects?

- Do we make a real distinction between:
  - Business needs (product scope)
  - Business scope definition of a project

Product Scope

Project Scope
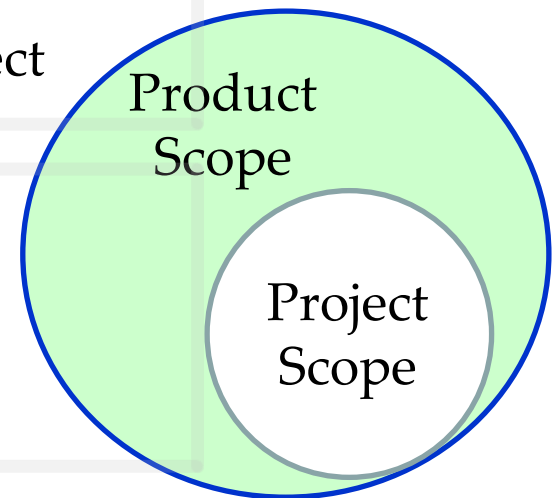
Non-traditional Answers - 3 - PMI Activities

	Initiation	Planning	Execution	Monitoring Controlling	Closure
Integration					
Scope					
Time					
Budget					
Resources					
Risks					
Quality					
Communication					
Procurement					
Stakeholders					

5.1   Plan Scope Management
5.2   Collect Requirements
5.3   Define Scope
5.4   Create WBS

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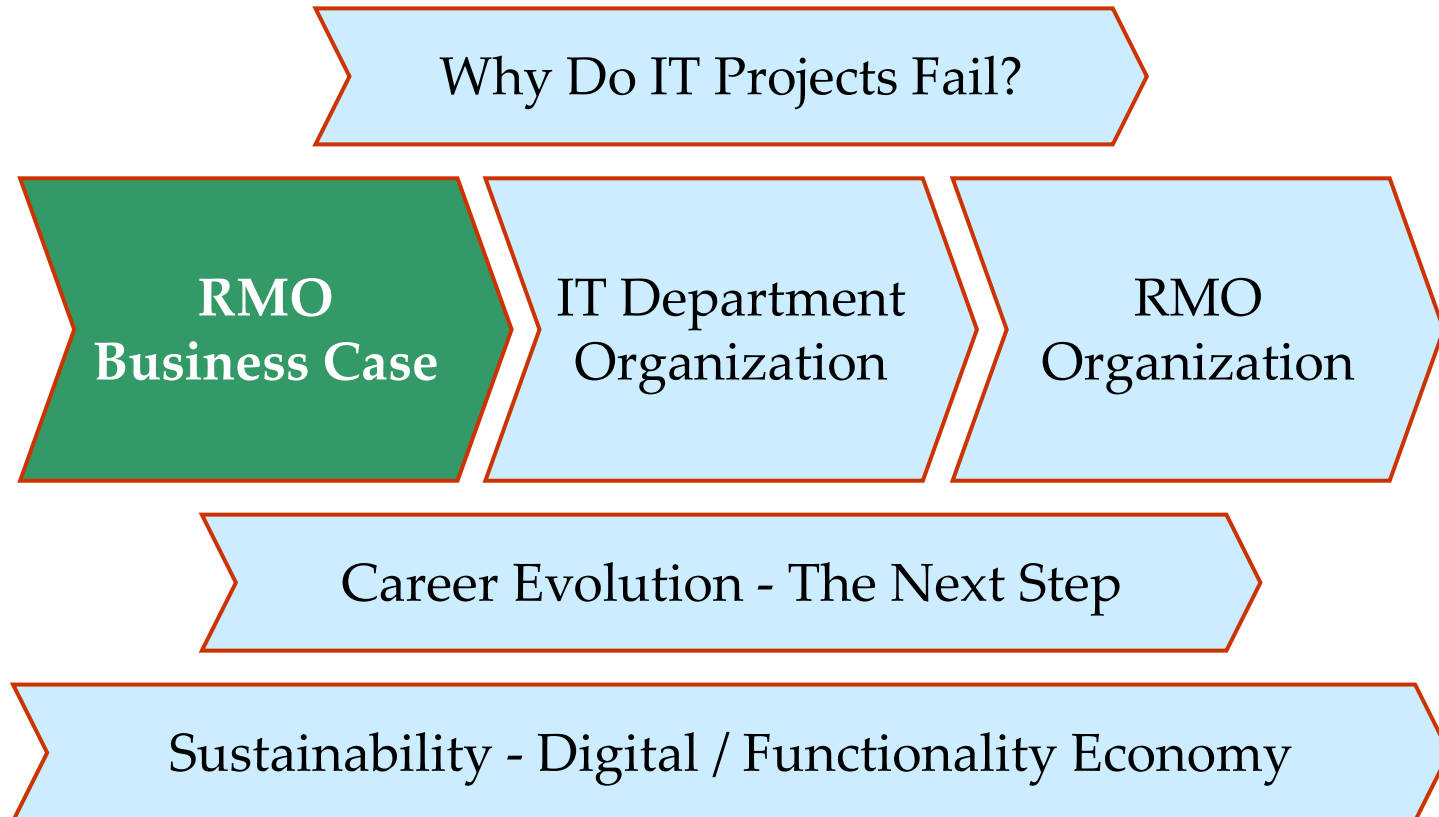
Balanced Score Card View

Financial Contribution
- Improve business / IT alignment
- Reduce requirements management costs
- Increase business / IT services and applications integration

User/Customer Orientation
- Reduce the expectation gap
- Respond more rapidly to customer needs and new requirements
- Emphasize a collaborative approach

Vision

Operational Excellence
- Streamline BA processes
- Increase consistency and reduce rework during maintenance
- Standard method, tools, techniques

Future Orientation
- Competency & career development
- Continuous BA processes improvement
- Decrease the learning curve
- Spawn new products & services

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Governance - IT Department

Planning

Delivering

Executing

CIO - BRM - SDM - Portfolio Manager

Program Manager
PMO

Listen

Plan

Build

Run

Project BA

Strategic BA

RMO

Operations BA

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Governance - IT Department
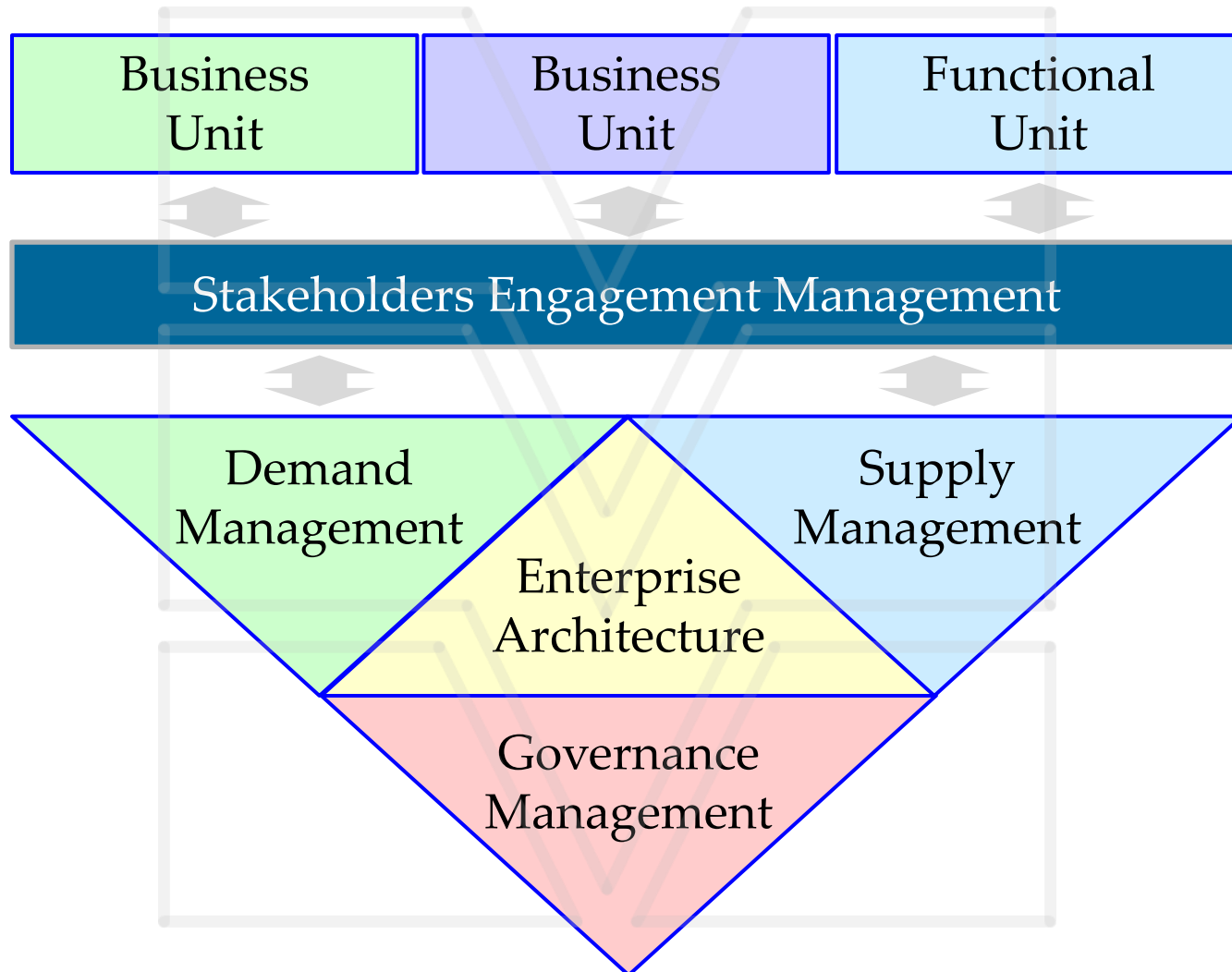
Governance - IT Department

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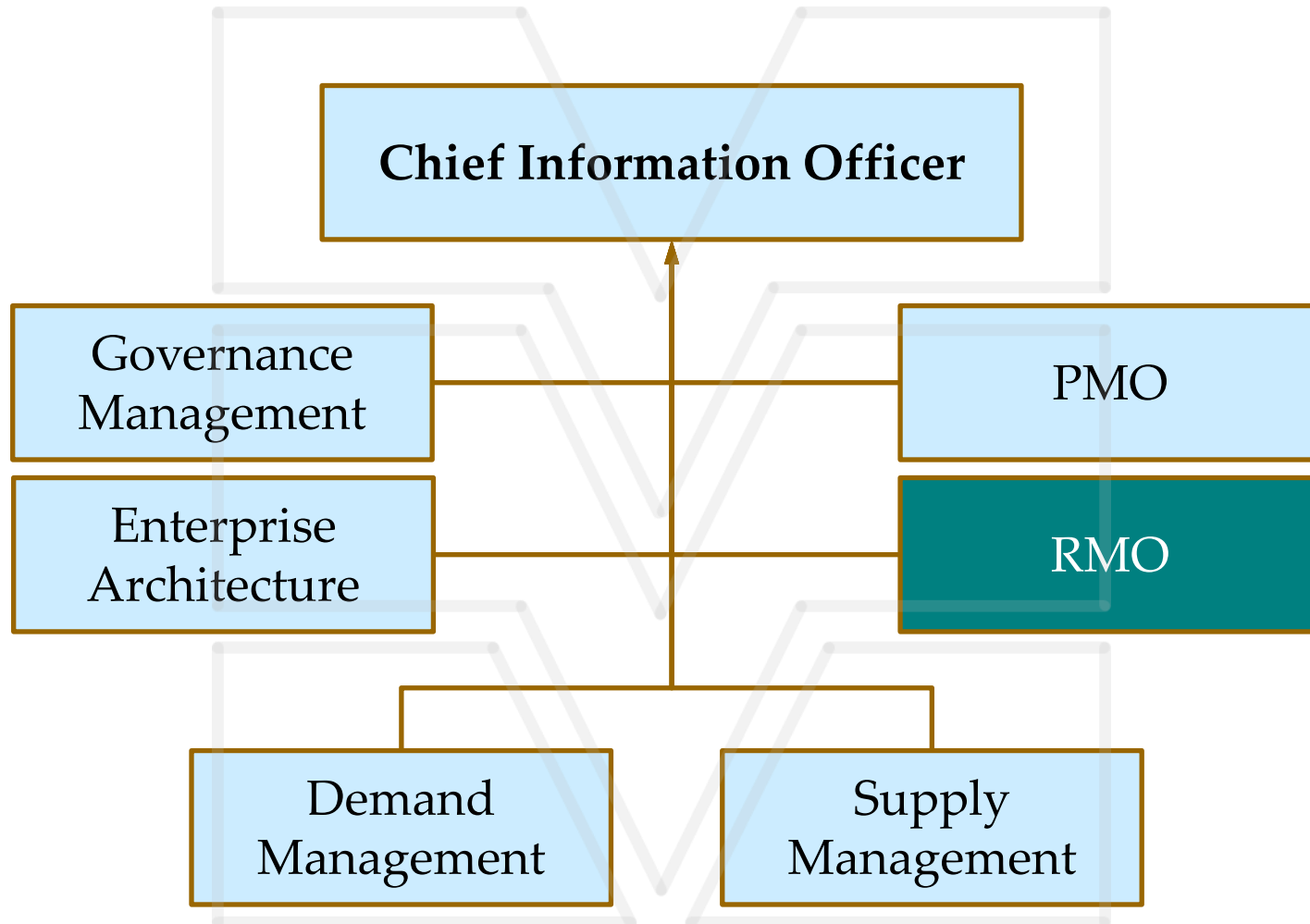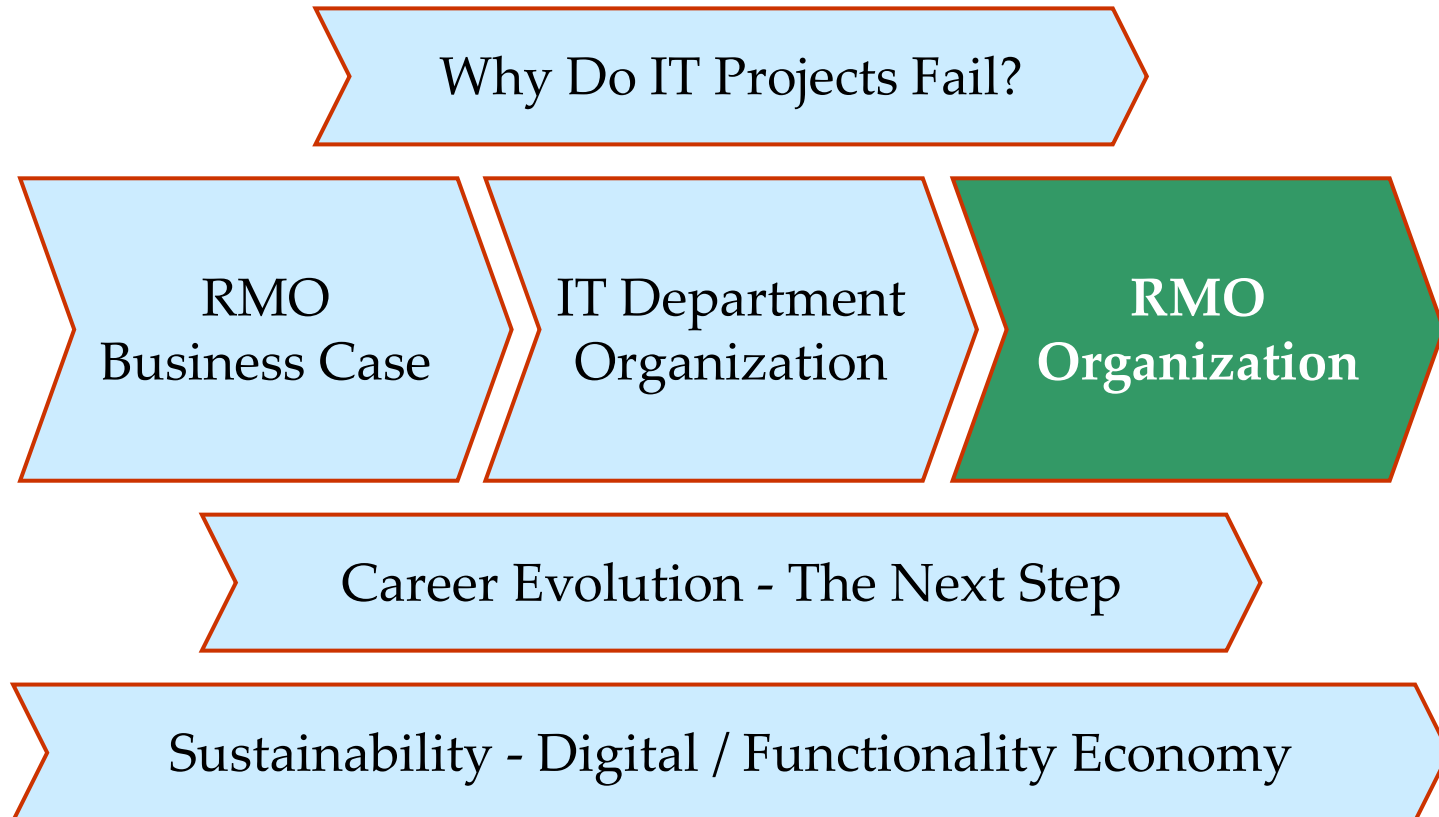
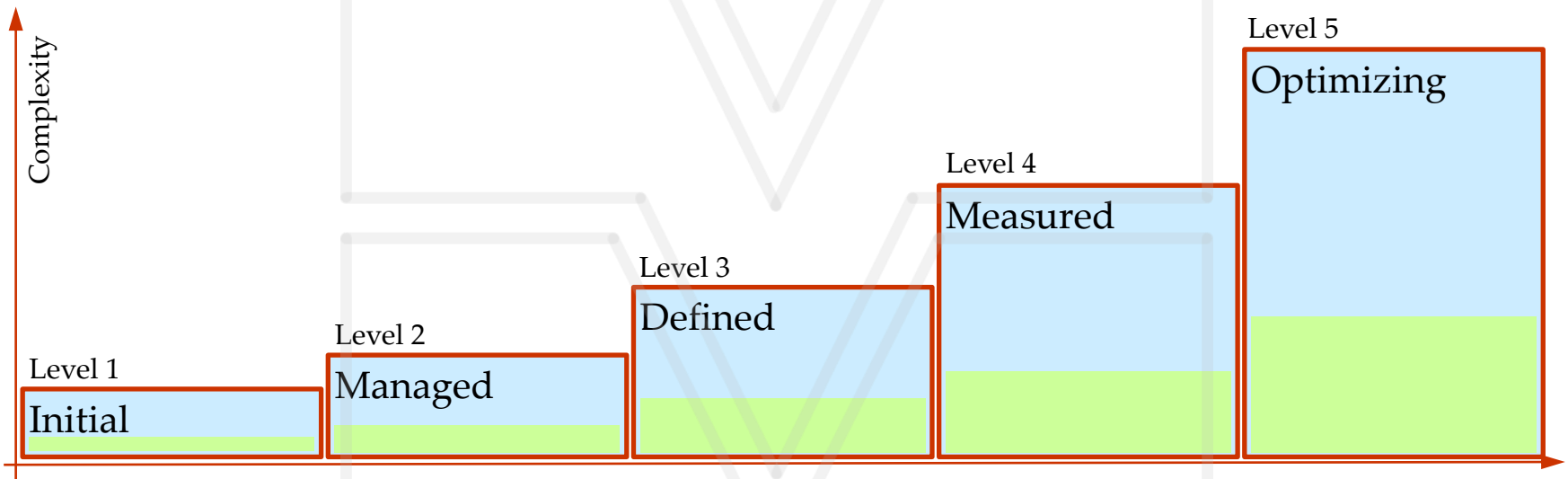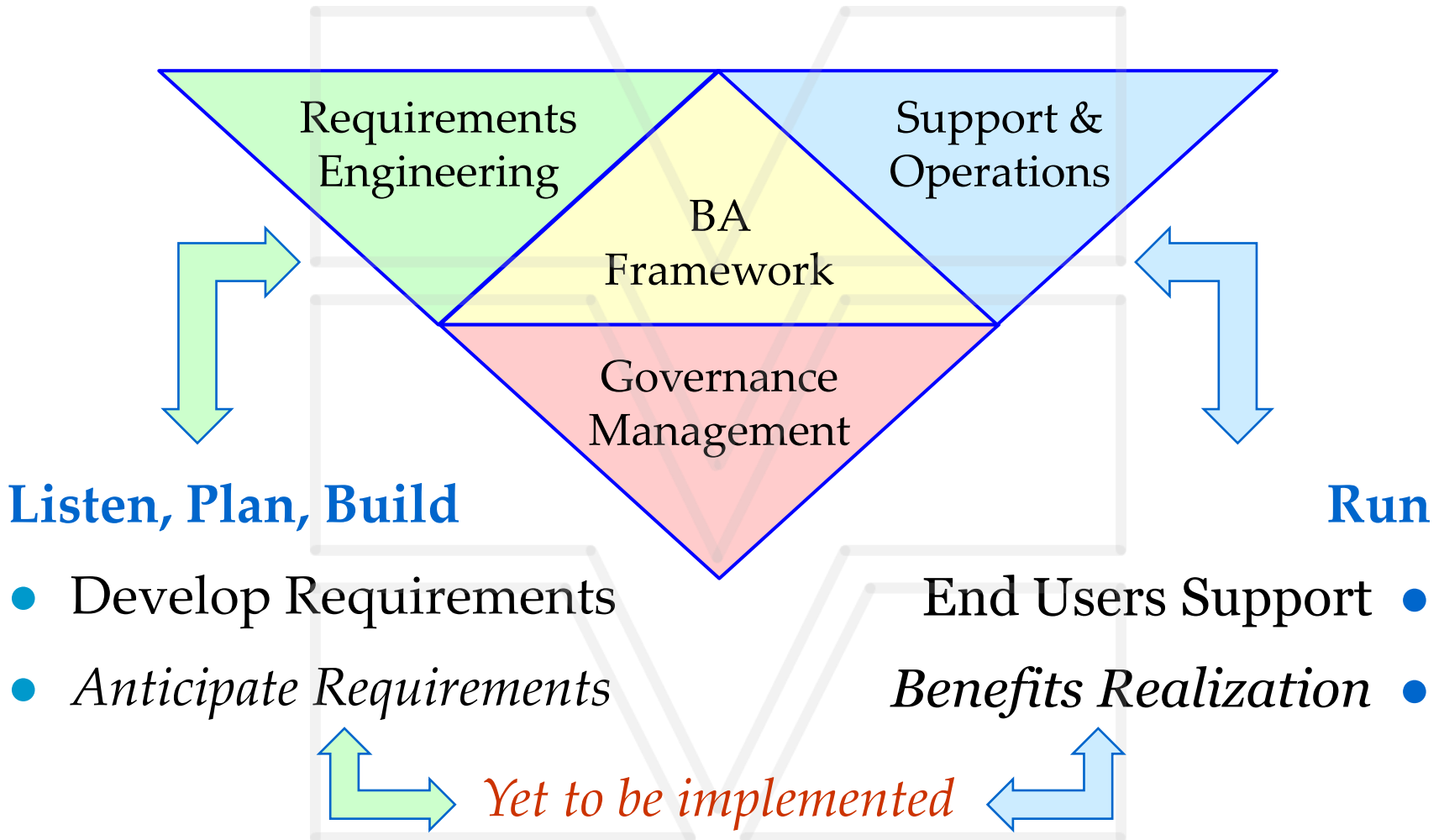## Definition - Capability Maturity Level
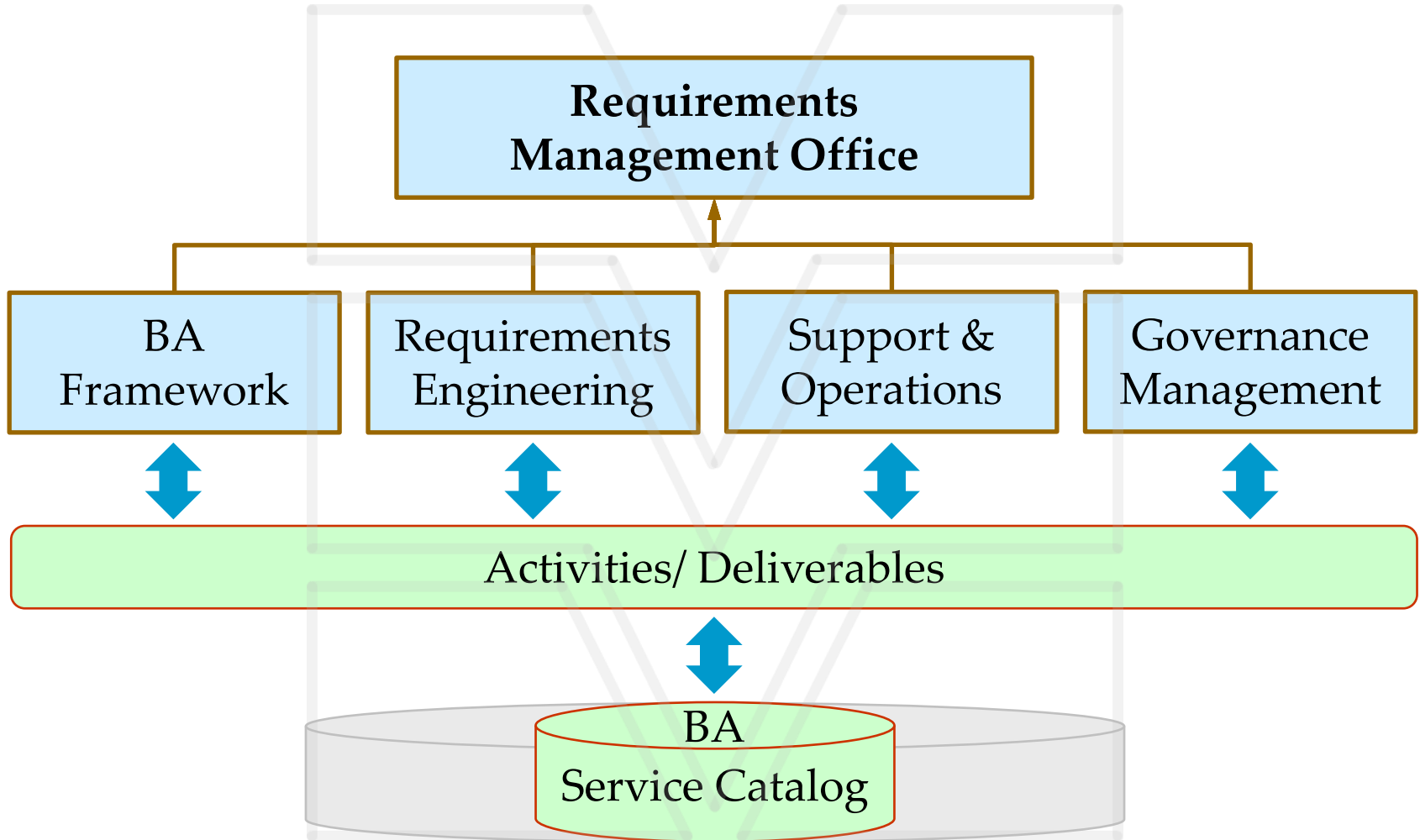
The <u>RMO</u> is an organisational function, a team of <u>professional Business Analysts</u>, established to create, apply, promote, and maintain governance and the best practices of their specific domain of expertise, <u>Business Analysis</u>

Complexity

Level 1
Initial

Level 2
Managed

Level 3
Defined

Level 4
Measured

Level 5
Optimizing

Governance - RMO

Requirements Engineering

Support & Operations

BA Framework

Governance Management

Listen, Plan, Build

Run

- Develop Requirements
- *Anticipate Requirements*

- End Users Support
- *Benefits Realization*
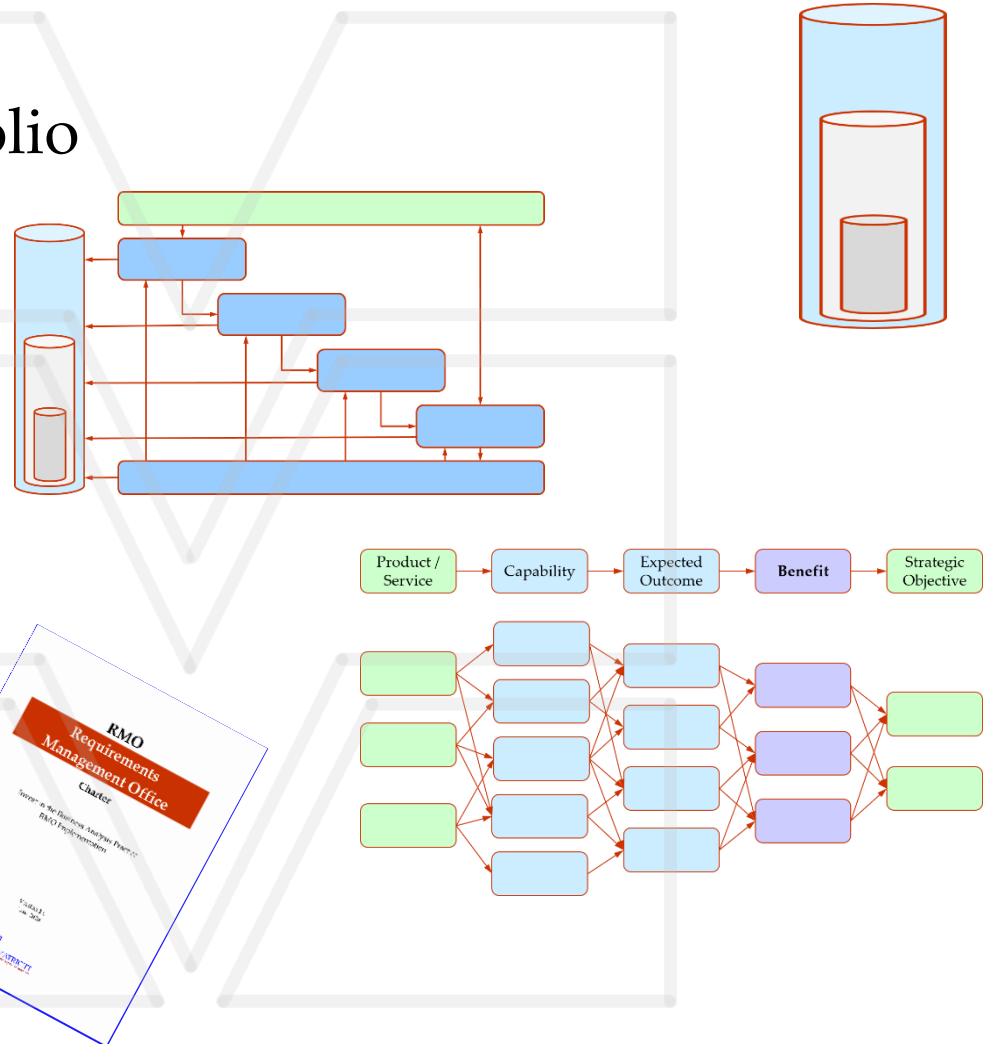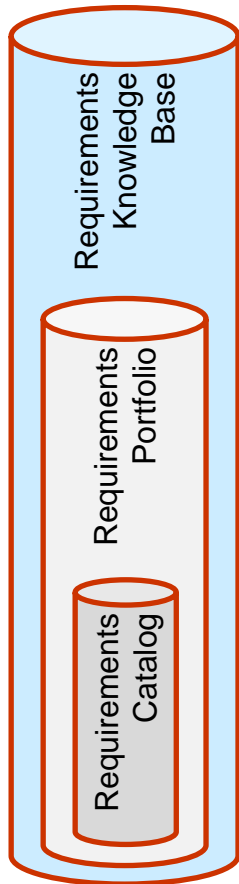
Yet to be implemented

Governance - RMO

Critical Components

- Requirements Portfolio

- Service Catalog

- Benefits Realization

- RMO Charter

Requirements Portfolio - Single Source of Truth

Requirements Knowledge Base

Requirements Portfolio

Requirements Catalog

- Complete list of requirements

- The Requirements Portfolio represents the foundations to manage the requirements life cycle:
  - Currently being developed
  - Available/ready for implementation
 - Implemented
  - Archived requirements

The requirements catalog represents the visible part of the requirements portfolio

Requirements Portfolio - Single Source of Truth

The requirements portfolio constitutes the repository of all the requirements to:

- Ensure an integrated view of all the requirements, providing a single source of truth

- Show how requirements relate to each other in both directions: horizontally and vertically

- Allow requirements reuse and traceability; discover inconsistencies and gaps in requirements

- Allow effective change impact analysis

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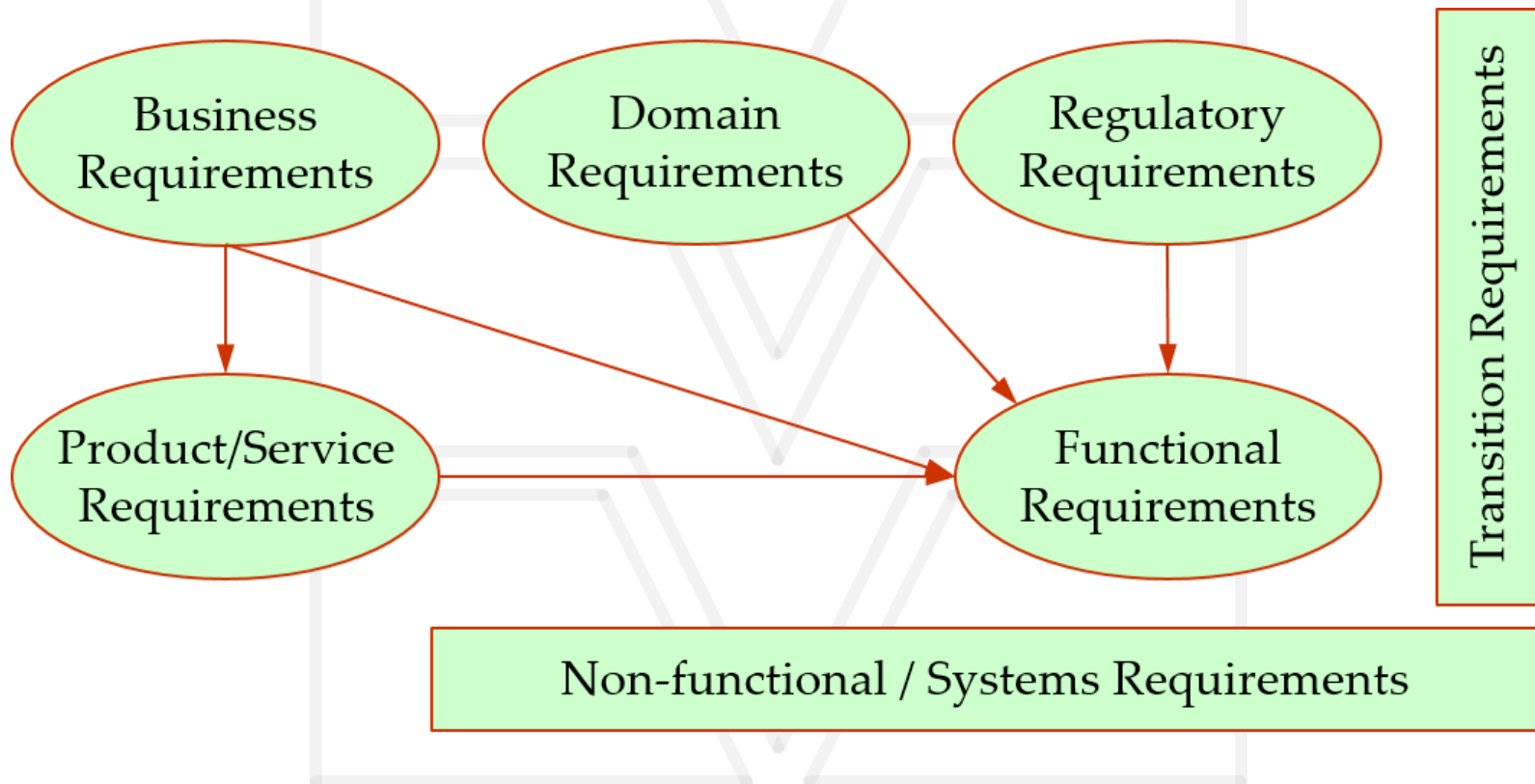## Requirements Portfolio - Single Source of Truth
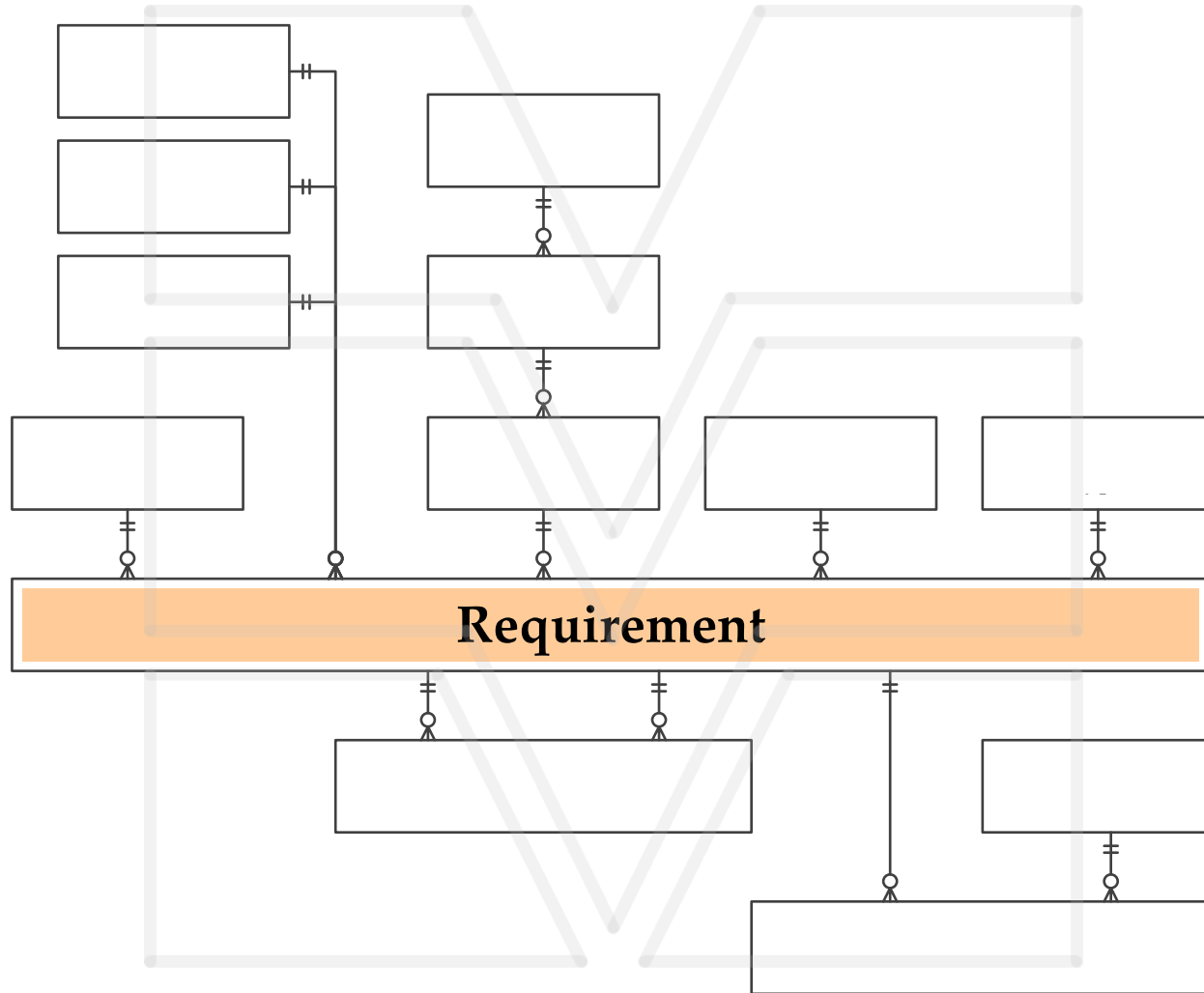
The RMO - A Different Approach

We need a different approach to master complexity:

- Specifying requirements, not just eliciting requirements
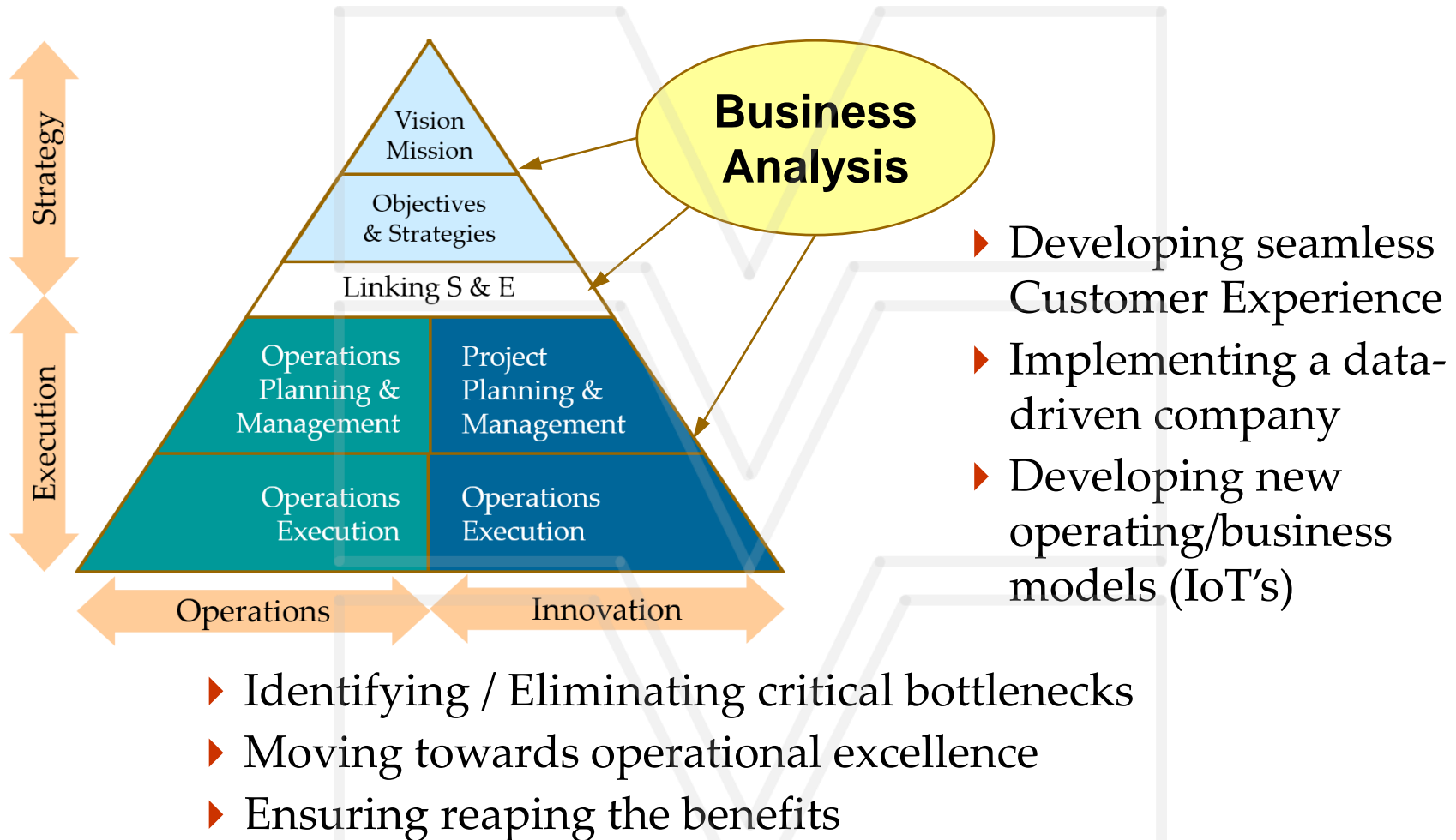
- Build our requirements specification based on generic models - 80/20 rule applies

- Solutions should be driven by the requirements of the business first, not by the end users

- Build parts of the solutions in advance

- Come up with simple funding methods

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The RMO - A Different Approach

Requirements Classification

Strategic BA - Operations BA - Project BA

▸ Developing seamless Customer Experience

▸ Implementing a data-driven company

▸ Developing new operating/business models (IoT's)

▸ Identifying / Eliminating critical bottlenecks

▸ Moving towards operational excellence

▸ Ensuring reaping the benefits
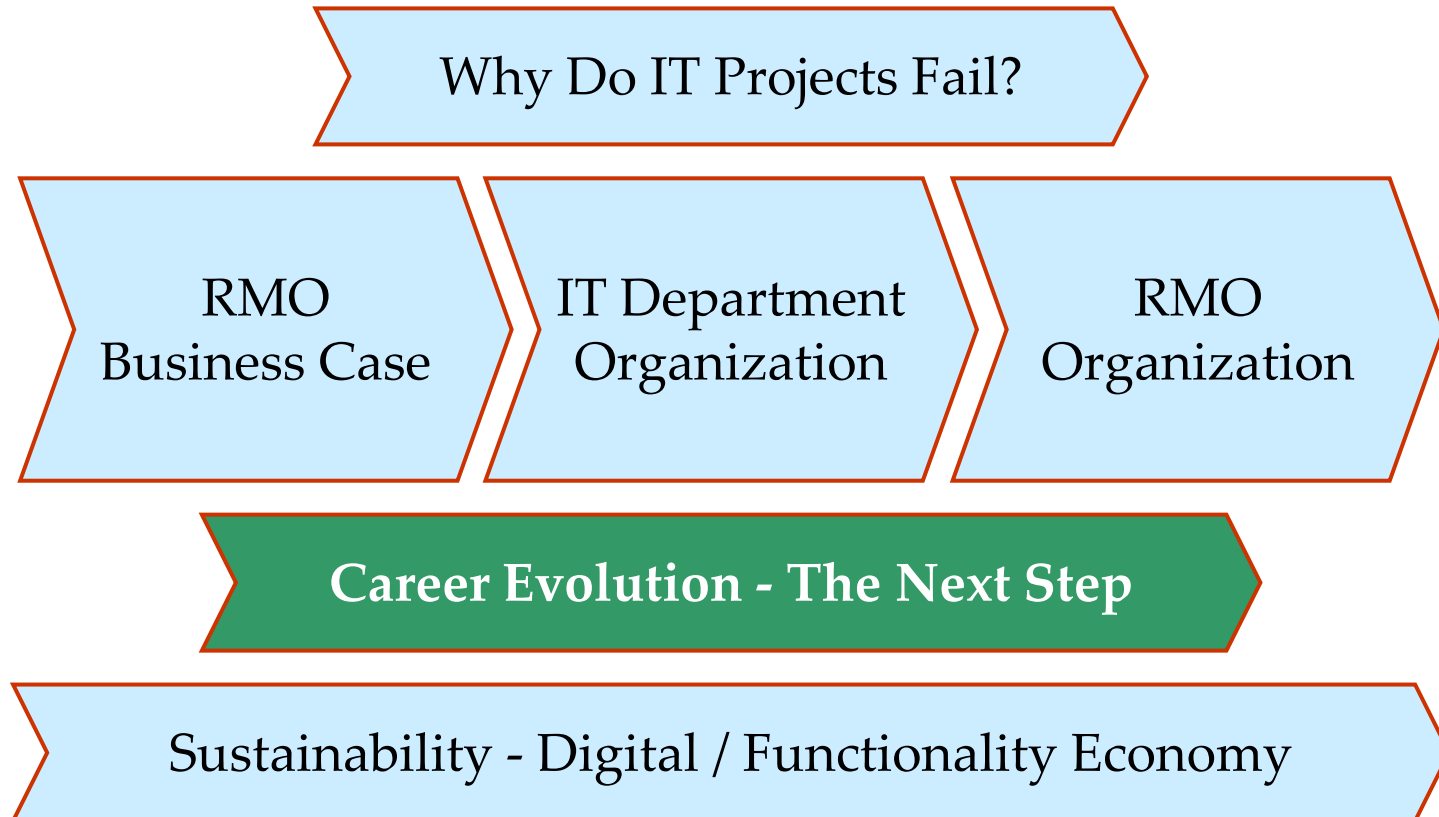
Strategic BA - Operations BA - Project BA
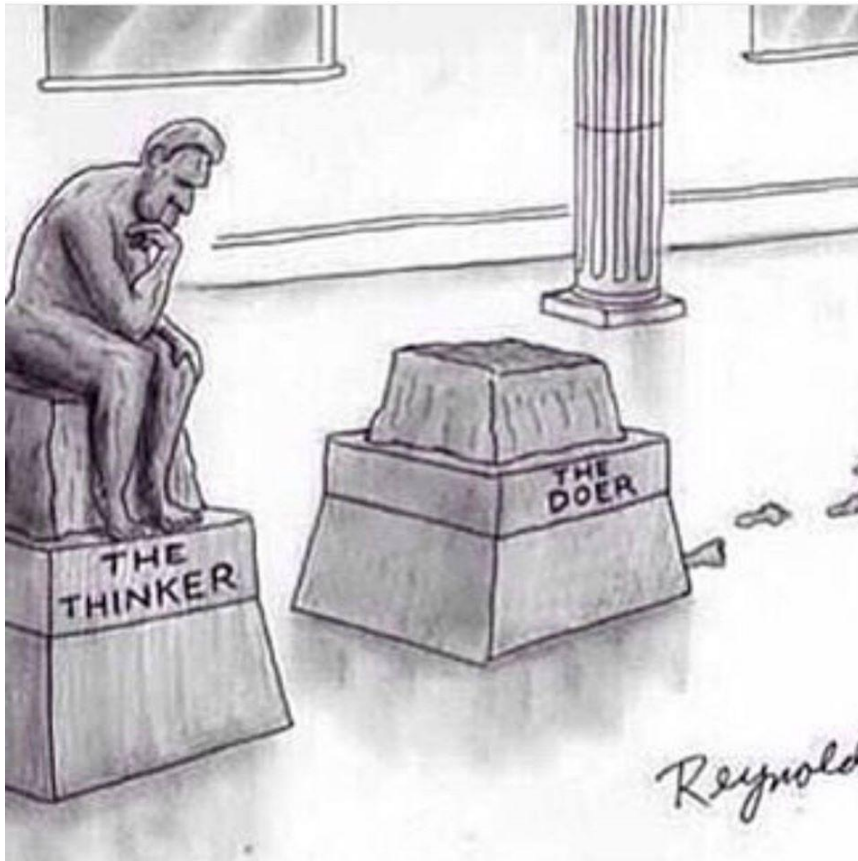
**Business Analyst
"skilled happenator"**

Thinker and Doer

Beyond business processes, delivering business outcomes
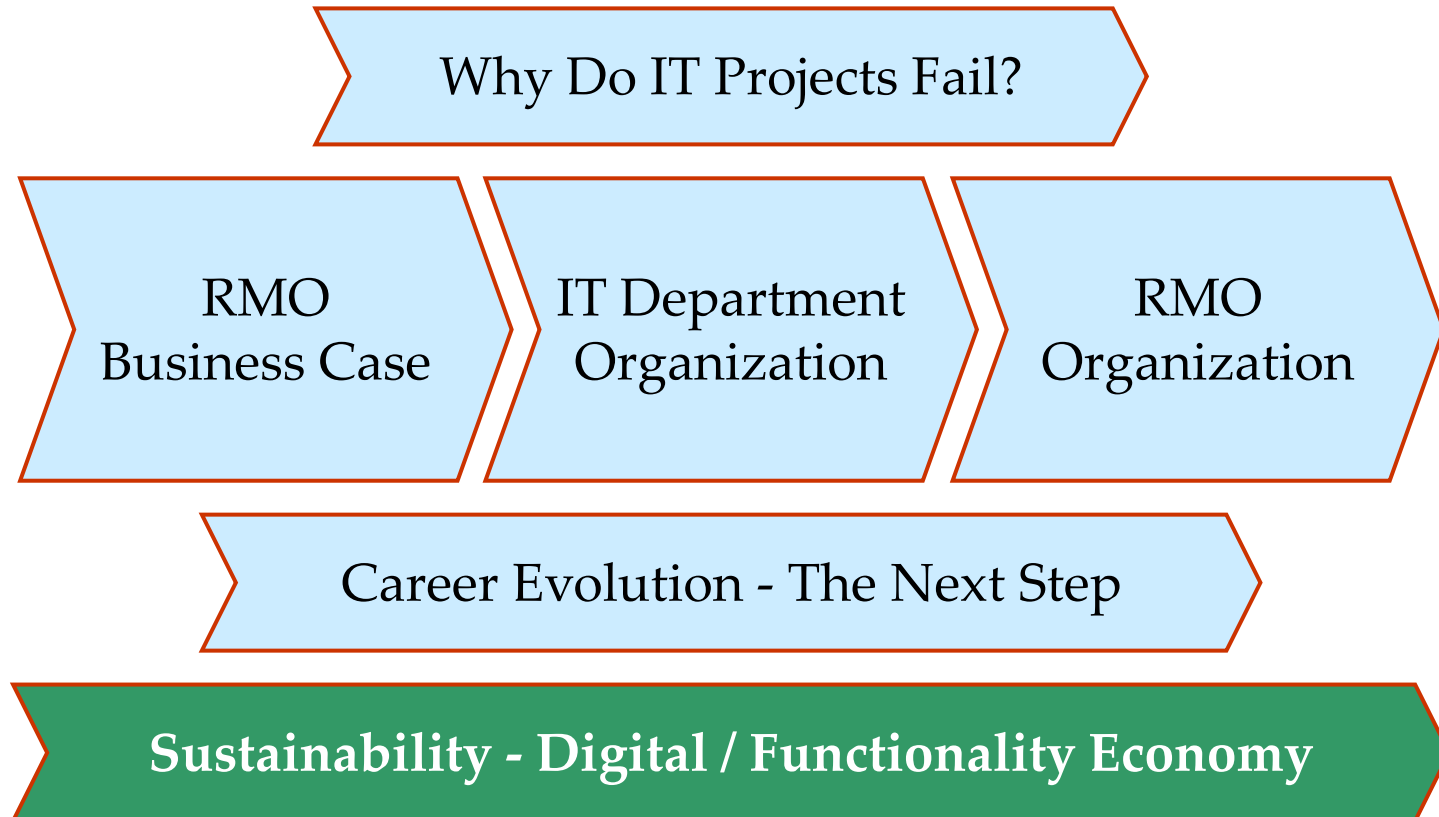
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Knowledge and Skills - Training Plan

Abstraction Abilities

Business

Functional Domain

Tools

Technology

- IoT
- 3D printing
- AI (ML+DL)

- Business strategy
- Technology life cycle
- Change management
- Communication skills

- Sales & Marketing, HR, Finances, Production, Logistics, Maintenance…
- Companies products & services
- MRPII, ABC, TPM, SPC, MBTI…

- BABOK, PMBOK
- EA Frameworks (TOGAF), SOA, Microservices
- Software Engineering Methods and Tools
- Applications, ERP…

CIO

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## Functionality Economy - Definition

- Replacing the sale of a product with the sale of the usage of the product

- Based on the value of using the product and not of owning of the product

- The product remains the property of the producer and its use is invoiced to the customer

- The relationship between the supplier and the customer then extends for the duration of the use of the product, and no longer for a single moment during the sale transaction (product servitization!)

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Functionality Economy - Features

Requirements Classification
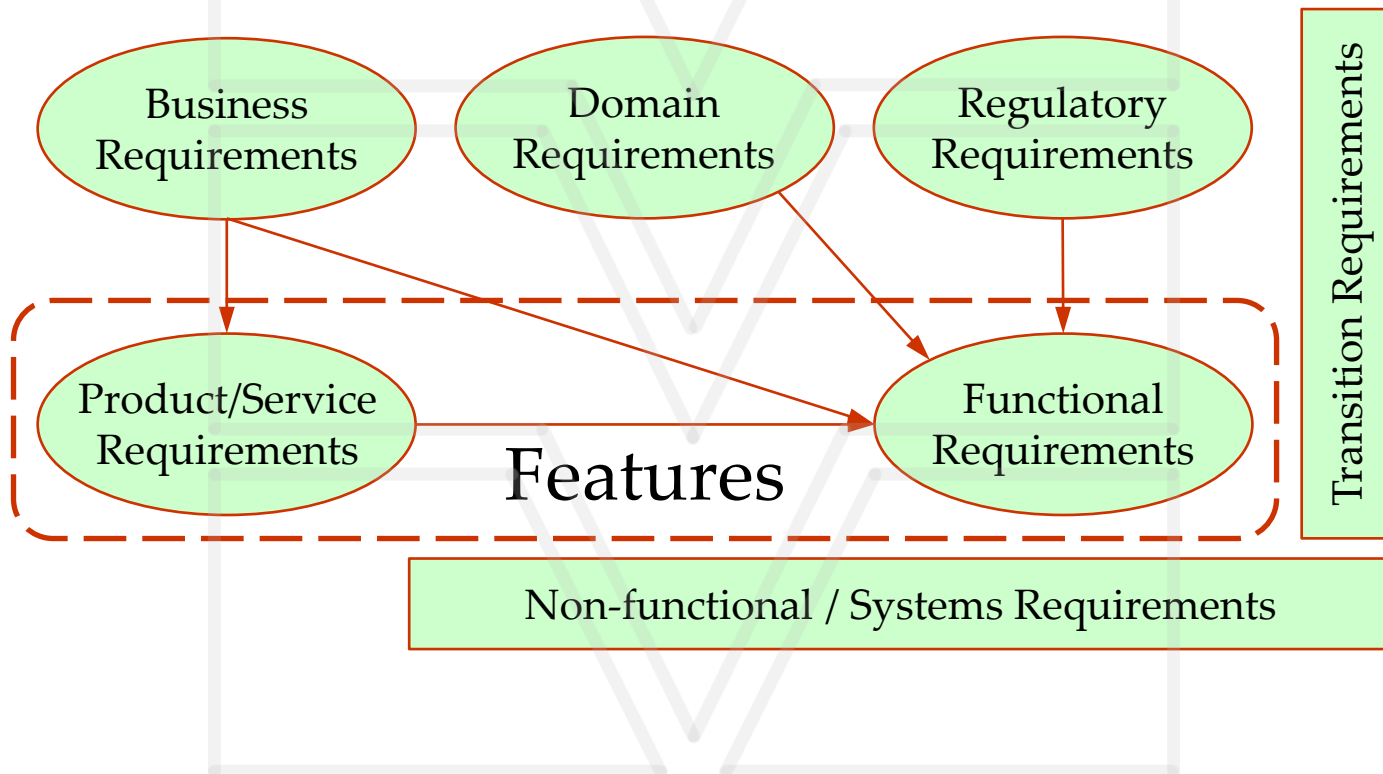
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From Ownership to Usage
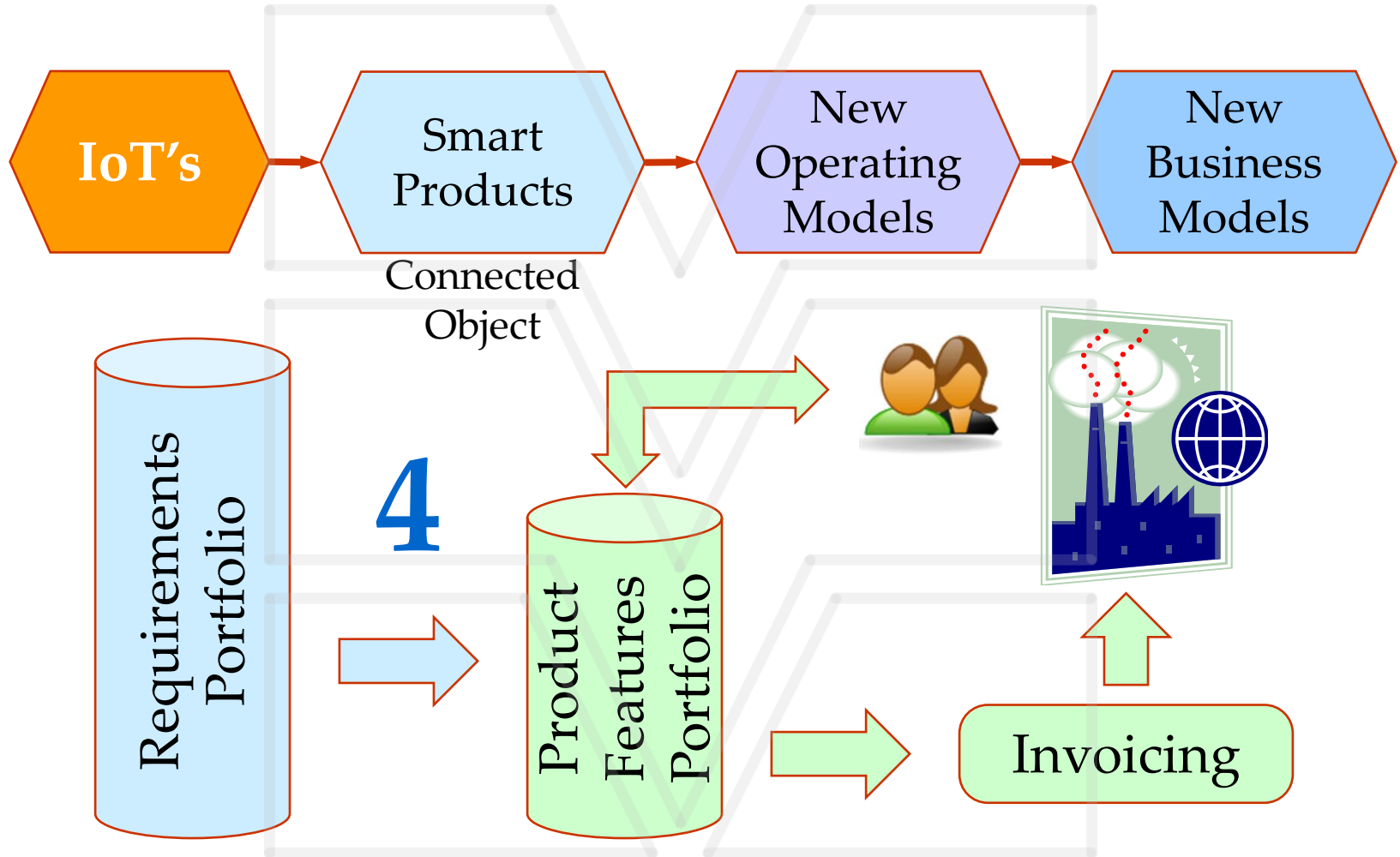
Requirements Management Office

Thank you for your attention

Michel Raimondo

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« Change did not begin and will never end »

(Chinese quote)