ab1

Why do all IT-project fail?

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Agenda

- **Presentation**
- **To drive IT-project (statistics)**
- **Project overview**
- **Requirements**
- **Conclusion**

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It is not easy to drive IT-projects

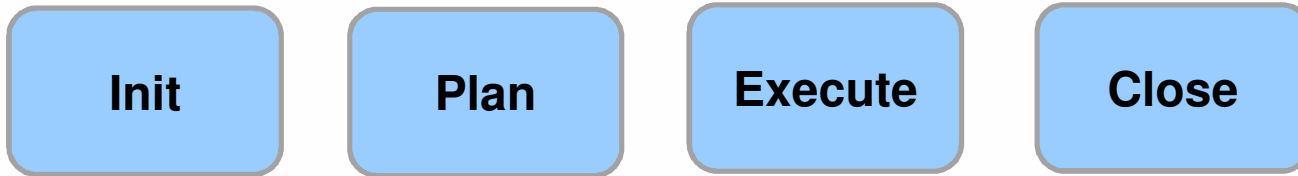"The Gartner Group estimates that 51% of projects finish over budget. What's more is they cost 189% more than expected."

"30 % of IT projects never reach a result." (GartnerGroup)

"Over 70 % of IT project overrun the time plan."
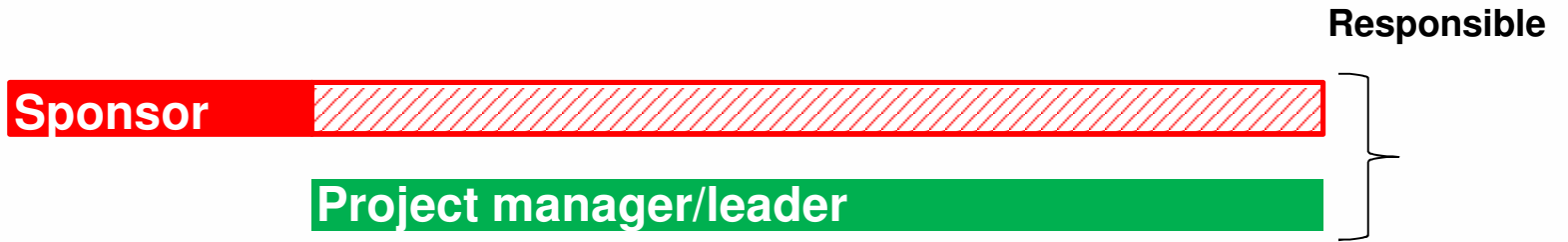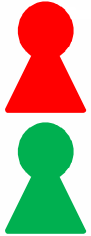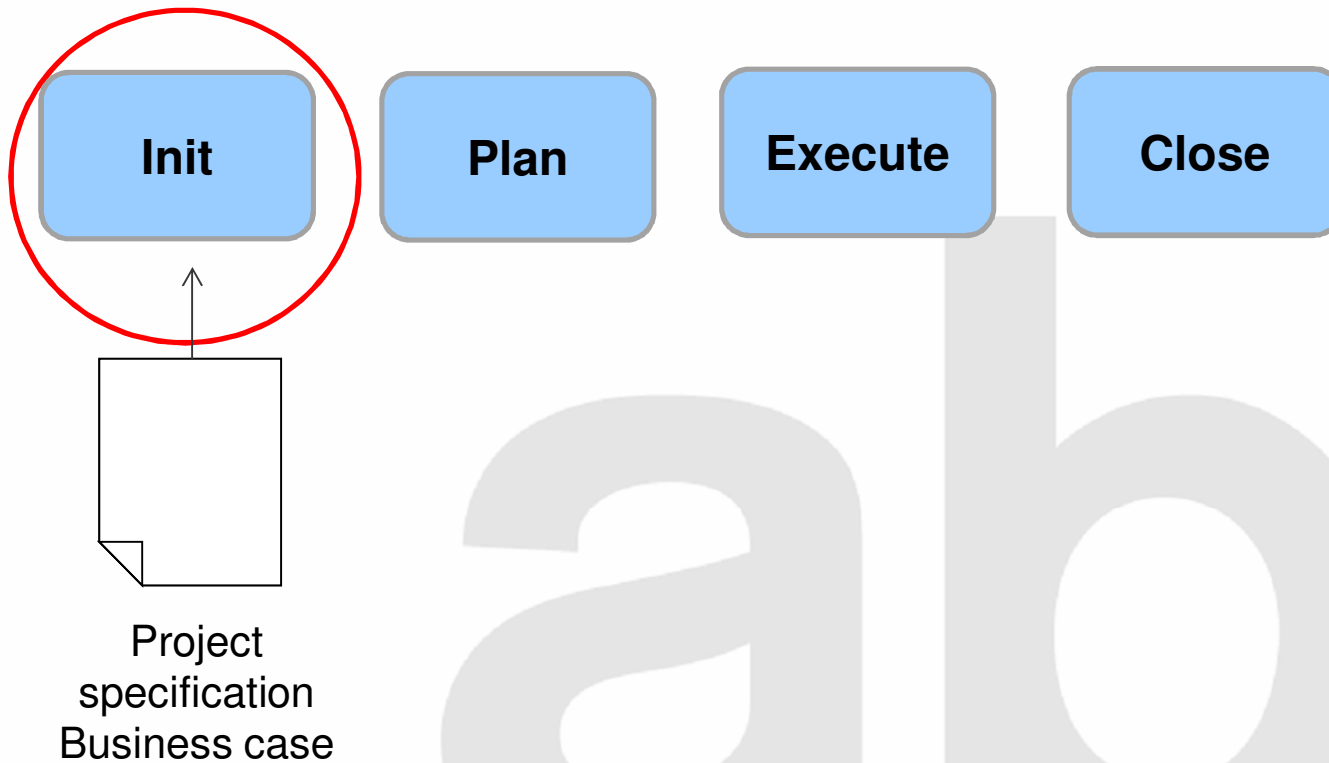(Harvard Business Review)

ab1 Project models

Init	Plan	Execute	Close

PRINCE2	PRE-PROJECT	INITIATION STAGE	SUBSEQUENT DELIVERY STAGES		FINAL DELIVERY STAGE		
PPS	PREPARE		EXECUTE		CLOSE		
PROPS	PRE STUDY	PROJECT PLANNING	START EXECUTE	GO ON EXECUTE	DELIVER		PROJECT CLOSE

Who is accountable responsible?

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Responsible

Sponsor

Project manager/leader

Init	Plan	Execute	Close

What is wrong?

ab1

Init · Plan · Execute · Close

Project
specification
Business case

ab1 Project specification and Business case

- Ownership and accountable
- Contents
  - Current situation
  - Problem description (Business view)
  - Stakeholders (Parts of organization effected)
  - Expected outcome (Wanted situation)
  - Limitation: budget / time plan / assumptions / risks / external elements
  - Direction for solutions (details on next slide)

| Init | Plan | Execute | Close |

ab1 Proposed solutions and base for decision
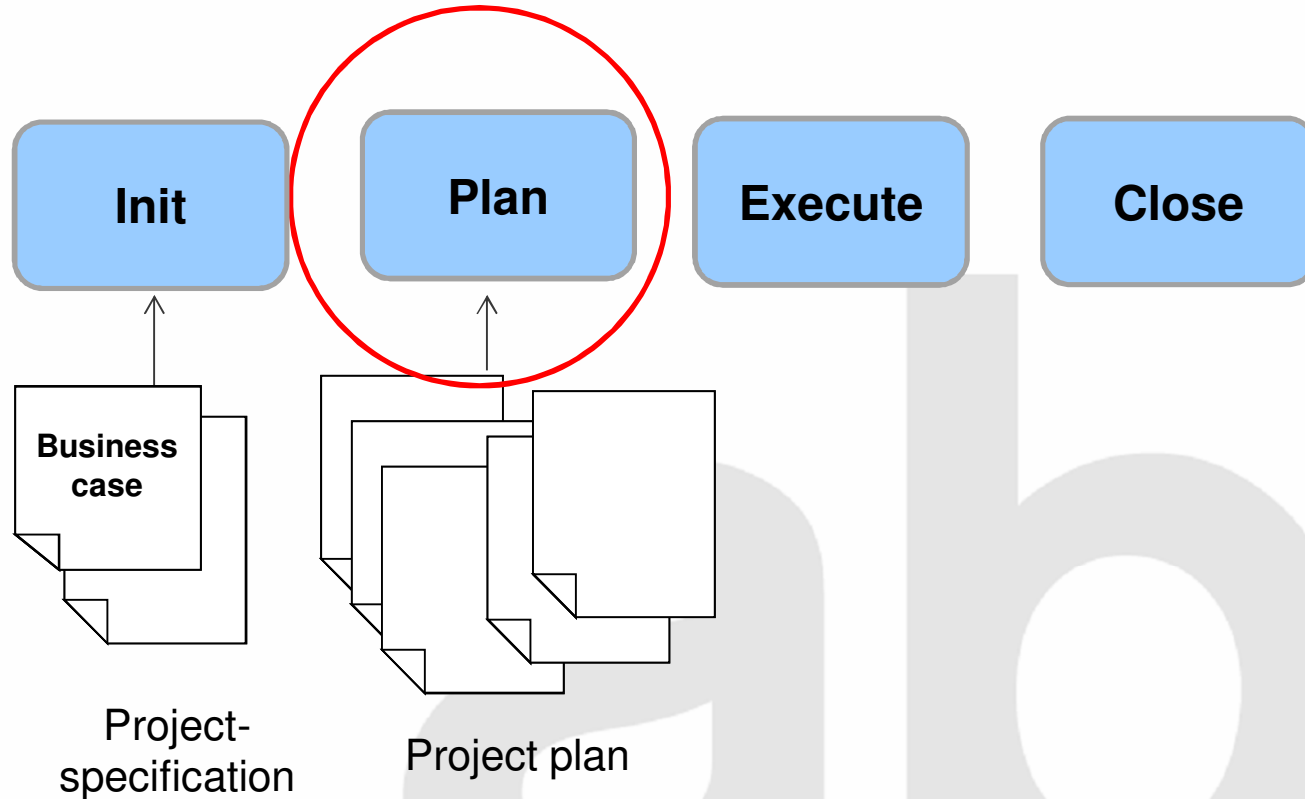
Traditional IT-projects   Should be used More often   20%

	Buy	Build	Change	Nothing
Cost				
Income				
Requirements (high level)				
Solution				
Risk analysis				

INITIERING   PLANERING   GENOM-FÖRANDE   AVSLUT

IT-project is started
## Why planning is important

Project plan

- **Contents**
  - Background
  - Purpose
  - Prerequisites
  - Current status
  - Stakeholders
  - Goal
  - Time plan
  - WBS
  - Risk assessment
  - Change control
  - Budget

  - Test plan
  - Solution selected
  - Resource plan
  - Roles
  - Hand over plan
  - Rapport plan
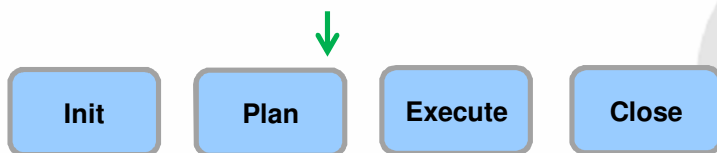 - External resources plan
  - Requirements on detail

Sponsor is responsible to supply correct resources to create detailed requirements. Resources from booth IT and business is required in order to ensure requirements with high quality

| Init | Plan | Execute | Close |
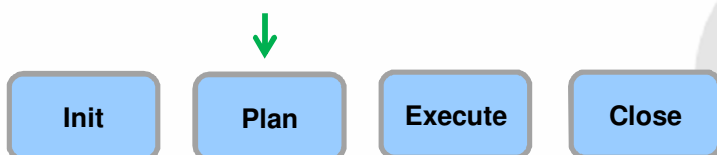
Approval of project plan

- Project plan is decision support for steering group
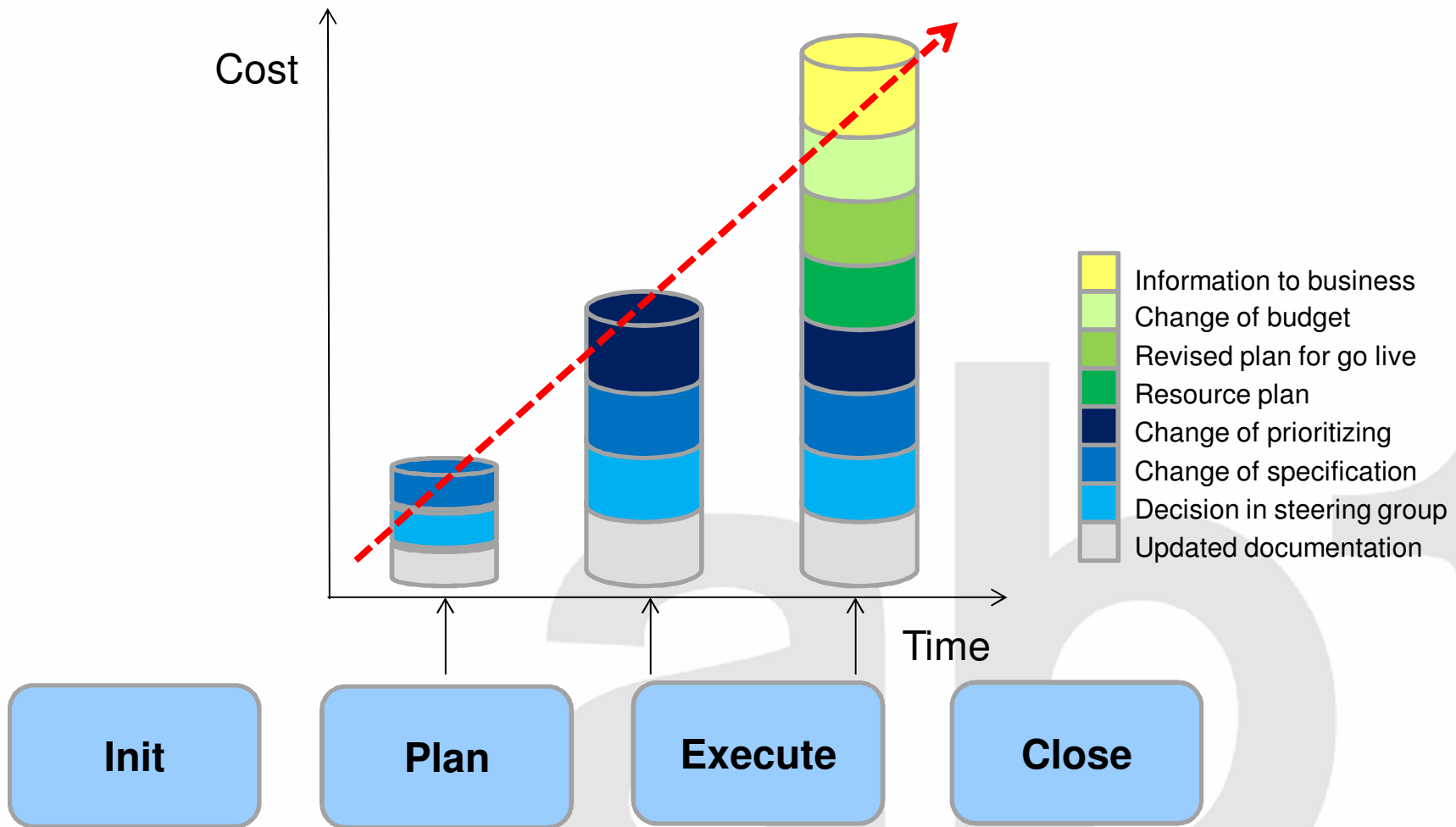- There are three options:
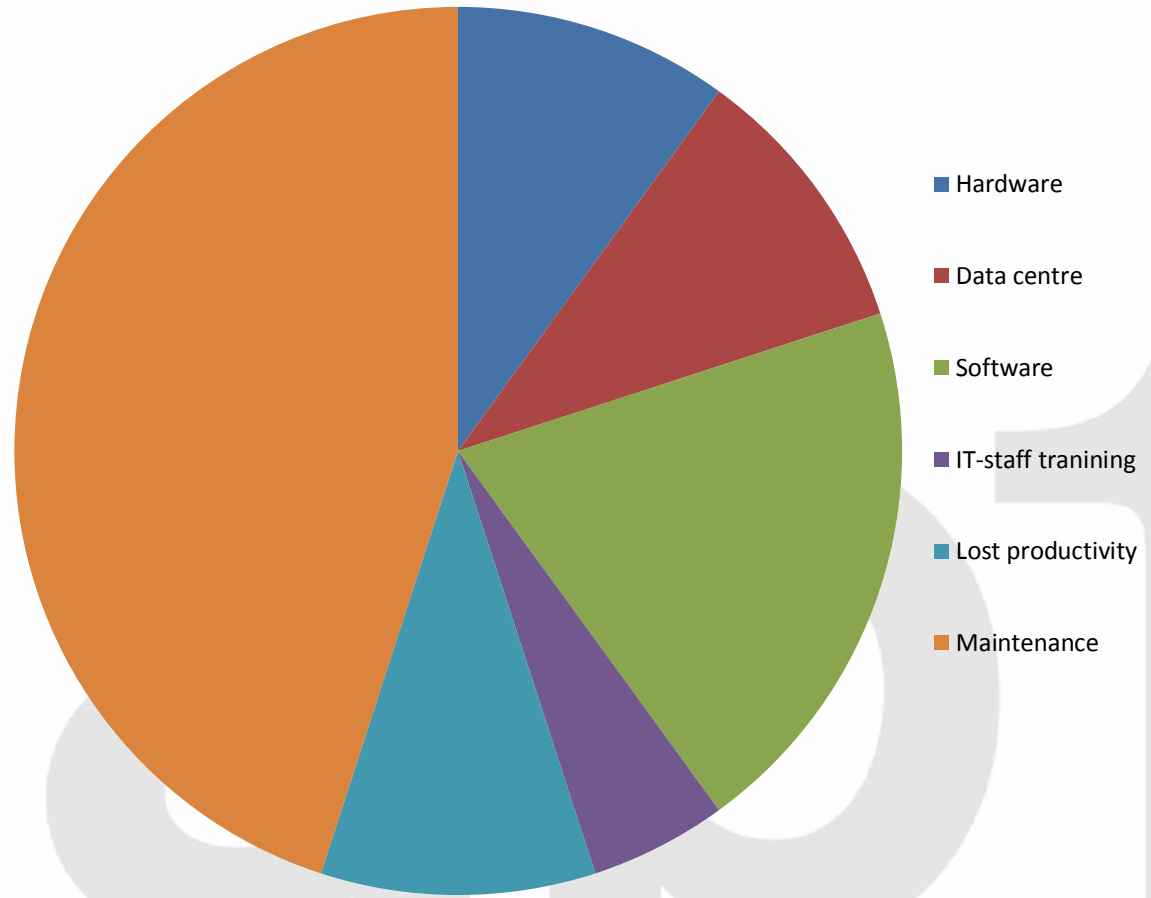 - Approve and proceed
  - Revise
  - Abort   **10%**

| Init | Plan | Execute | Close |

ab1 requirement management
Mistakes will cost later in project.

Cost

Information to business
Change of budget
Revised plan for go live
Resource plan
Change of prioritizing
Change of specification
Decision in steering group
Updated documentation

Time

Init

Plan

Execute

Close

Total Cost of Ownership (TCO)

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- Hardware
- Data centre
- Software
- IT-staff tranining
- Lost productivity
- Maintenance

ab1 **Requirement management**

- Requirements are divided in two categories
  - None functional (Warranty ITIL)
    - Performance, security, scaling, maintenance,
  - Functional (Utility ITIL)
    - What shall the system do

None functional requirement

- Scalability
- Availability
- Security
- Performance/load
- Technical design
  - Selection of HW, SW, OS, DB

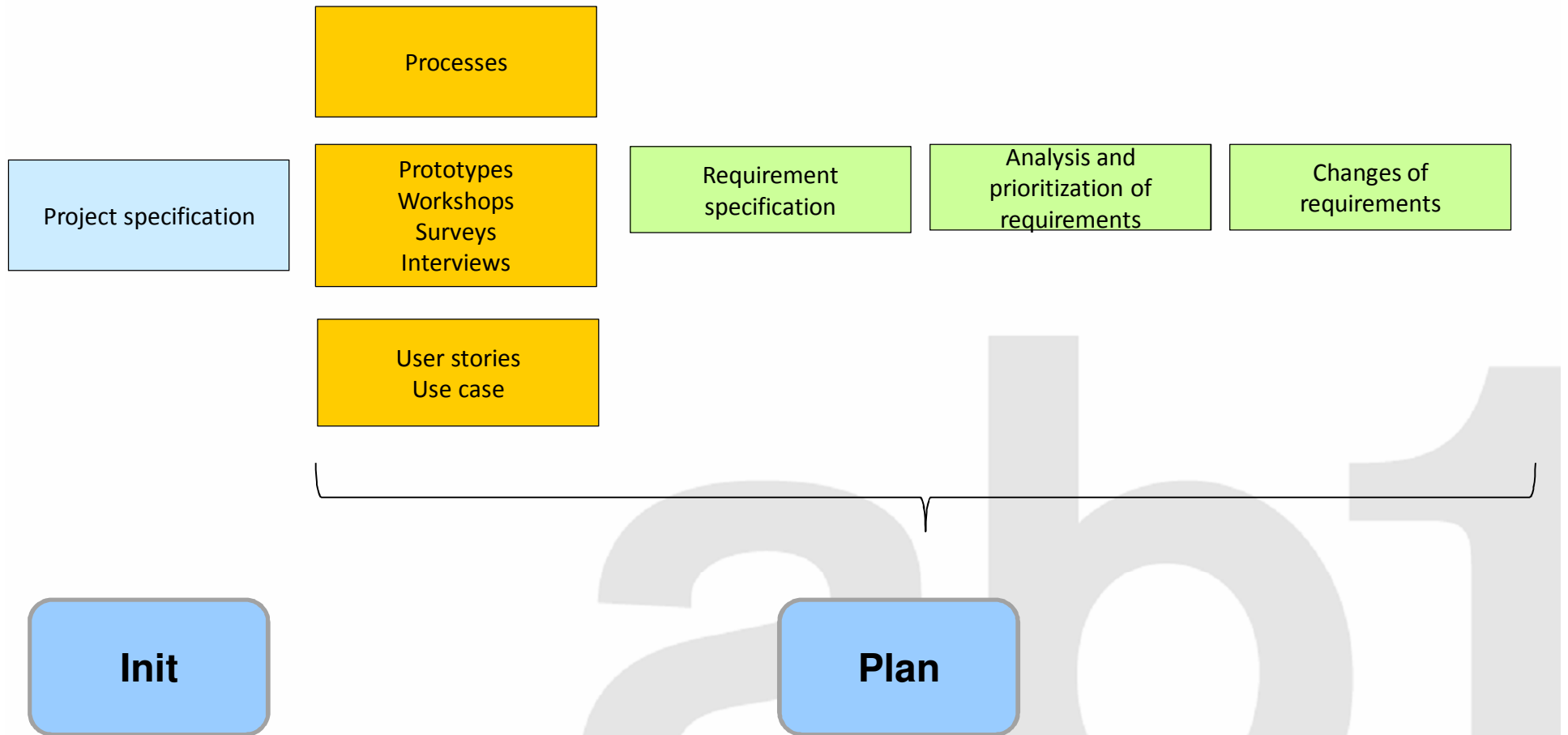# **Functional requirement**

- Upper management and middle management must prioritize work with requirements.
- Divide functional requirements in
  – Must
  – Nice to have

Requirement management

Processes

Prototypes
Workshops
Surveys
Interviews

User stories
Use case

Project specification

Requirement specification

Analysis and prioritization of requirements

Changes of requirements

Init

Plan

Project specification

- Master input document for a project.
- High level requirements
- Stake holder analysis
- Life cycle plan
- Business case
  – Must show profit
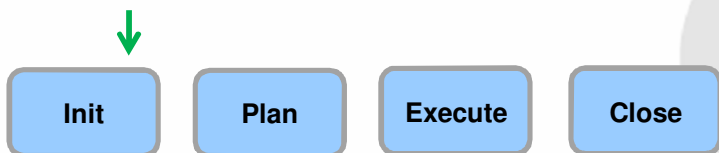
Processes

- Define todays processes
- Define wanted processes
- Important to include right people. This is not something for a new employees
- You need them to feel safe and open up

Init   Plan   Execute   Close
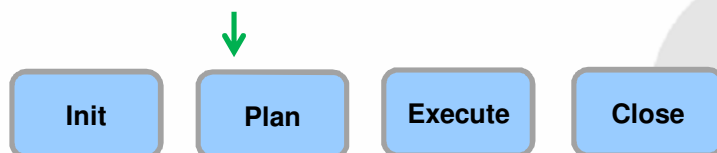
Workshop and prototypes

- Run workshop with stake holders or people representing stake holders

- Create simple prototypes
  - Could be done with HTML, php etc to test user interface

- Take use of experts

| Init | Plan | Execute | Close |
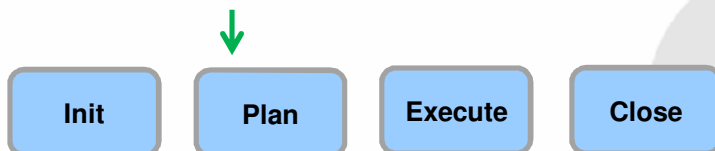
ab1   User stories

- A user story template
  - "As a <role>, I want <goal/desire> so that <benefit>"
  - "In order to *<benefit>* as a *<role>,* I want *<goal/desire>*"
- The term benefit is sometimes regarded as optional
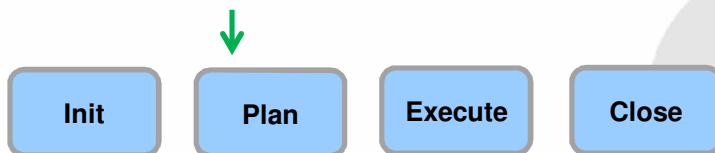- Put unique identifier on each user story

| Init | Plan | Execute | Close |
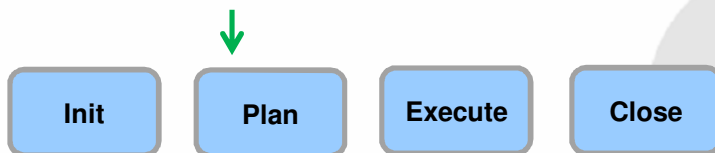
User stories examples

- **U1** As a HR-administrator I want to search for my employees by last and fist name

- **U2** As a line manager I want to se the salary for my employee the last five years so that the raise this year will be relevant

| Init | Plan | Execute | Close |

Specification of requirements

- Transform user stories to more specific requirements

- Make sure you can track back to processes, user stories and stake holders for every requirement

- Each requirement should have an unique identifier

| Init | Plan | Execute | Close |
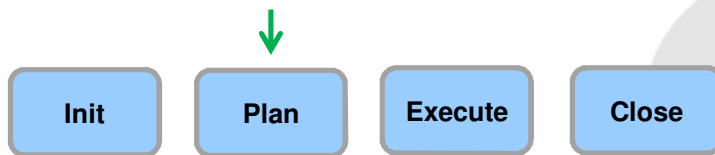
ab1 Examples of requirements

Req	US	Must Nice	Description
R1	U1, U2	M	There should be search field for department/unit, first and last name
R2	U2	N	Output from search should be salary for five years

Init   Plan   Execute   Close
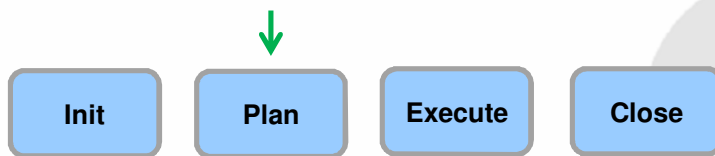
# ab1 Analysis, validation and prioritization of requirements

- Revise requirements in
  - Must
  - Nice to have
- Walk through every requirement and check if purpose and goal is aligned with the project goal
- Set priority of all requirements

| Init | Plan | Execute | Close |

ab1

Change/removal of requirements

- You may need to change some requirements.

- All new/changed/removed requirement should be discussed with sponsor and stake holder
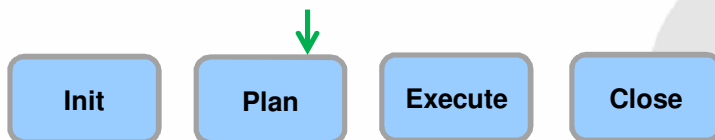
| Init | Plan | Execute | Close |

Project plan

ab1

- ## Contents
  - Background
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  - Solution selected
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  - Rolls
  - Hand over plan
  - Rapport plan
  - External resources plan
  - Requirements on detail

Implement Change Control Board to enable a smooth and safe process for add/change/removal of requirements

Init	Plan	Execute	Close
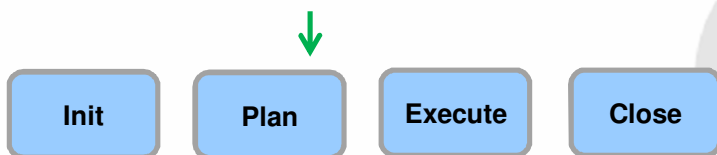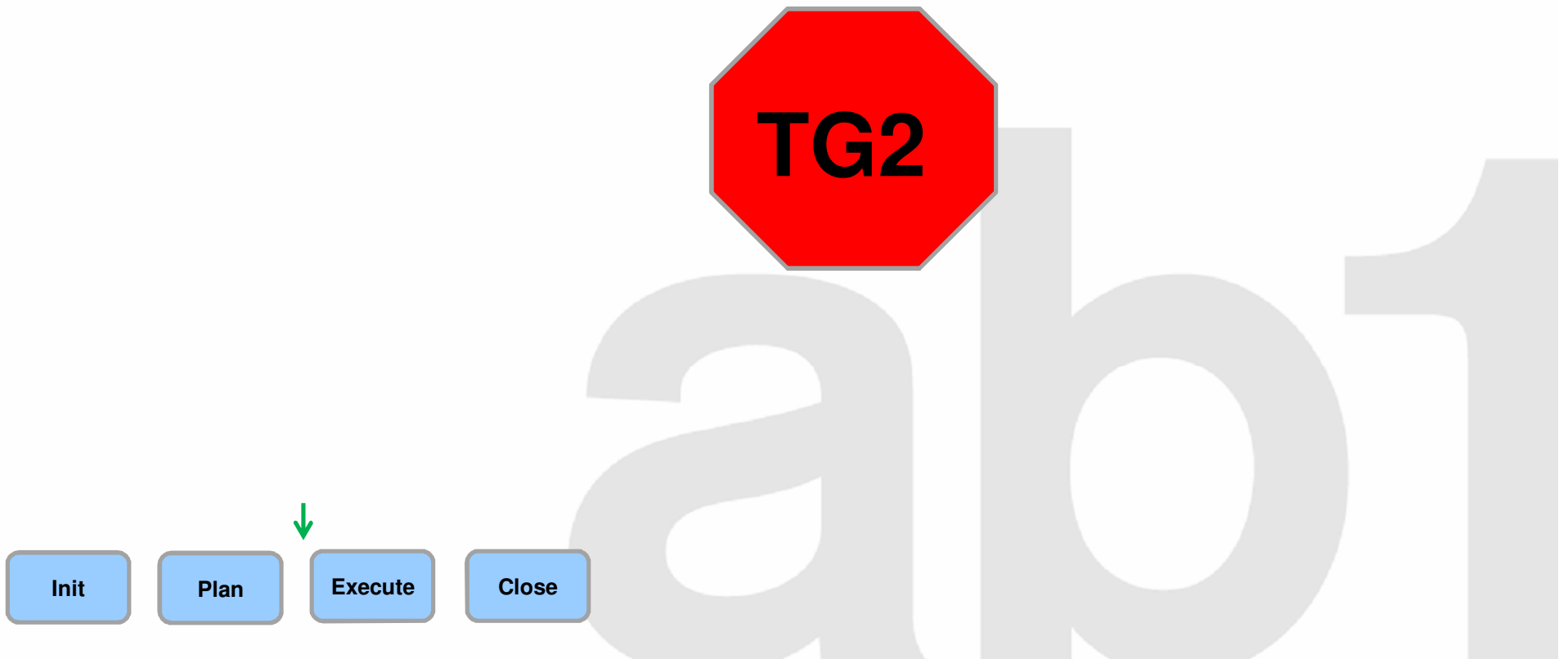
ab1 **Execution/Design**

- Make sure the designer reads in the following order
  - High level requirements
  - Wanted process
  - User stories
  - Requirements
- Just reading requirements will fail to se the whole picture

New/changed requirements

- No matter how good your work with requirements is done. There will always be new/changed requirements.
- Take all new/changed requirements through Change Control process
- Failing to do so creates "scope creep"

Conclusion

- **Many years in the business gives us:**
  - **Poor business case and bad requirement handling is responsible for 90% of all missed budgets.**
  - **Of them, 20-40% should not have been started.**

Questions?