

Business Analysis for Practitioners- Solution Evaluation (Domain 5)



COURSE STRUCTURE

Introduction to
Business
Analysis
Module 1

Needs
Assessment
Module 2

Business
Analysis
Planning
Module 3

Requirements
Elicitation and
Analysis

Module 4

Traceability and Monitoring

Module 5

Solution Evaluation

Module 6



COURSE OBJECTIVE

At the end of this course, you will understand what business analysis is all about, why it is essential to the success of any project and how to perform it on your projects...



Business Analysis for Practitioners

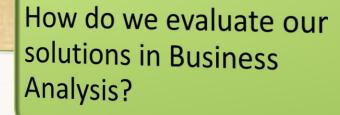
MODULE 6





MODULE OBJECTIVE

What is solution evaluation?







MODULE OBJECTIVE

At the end of this module, you will understand what solution evaluation is and how we get it done in Business Analysis.

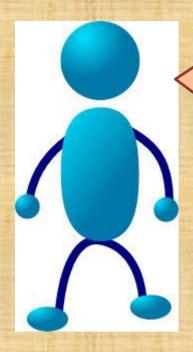




Solution Evaluation consists of business analysis activities performed to:

-Determine how well a solution meets the business needs expressed by stakeholders

- Allowing this to inform the go/no-go business & technical decisions about releasing the solution





- Recommended Mindset for Evaluation
- Plan for Evaluation of the Solution
- Determine what to Evaluate
- When and How to Validate Solution Results
- Evaluate Acceptance Criteria and Address Defects
- Facilitate the Go/No-Go Decision
- Obtain Signoff of the Solution
- Evaluate the Long-Term performance of the Solution
- Solution Replacement/Phase-out



- Recommended Mindset for Evaluation
- Evaluate Early and Often
- Treat Requirements Analysis, Traceability, Testing and Evaluation as Complementary Activities
- - Evaluate with the Context of Usage and Value in Mind
- -Confirm Expected Values for Software Solutions

Plan for Evaluation of the Solution



- Determine what to Evaluate
- - Consider the Business Goals and Objectives
- - Consider Key Performance Indicators
- Consider Additional Evaluation Metrics and Evaluation Acceptance Criteria (Project Metrics as Input to the Evaluation of the Solution, Customer Metrics, Sales and Marketing Metrics, Operational Metrics and Assessments and Functionality)
- Confirm that the Organization Can Continue with Evaluation



- When and How to Validate Solution Results
- Surveys and Focus Groups
- Results from Exploratory Testing and User Acceptance Testing
- - Results from Day-in-the-life (DITL) Testing
- - Results from Integration Testing
- Expected vs. Actual Results for Functionality
- Expected vs. Actual Results for Nonfunctional Requirements
- Outcome Measurements and Financial Calculation of Benefits



Format for Defining Functional Acceptance Criteria

| Field | Definition | Sample from the Insurance Example |
|-----------------|--|---|
| Preconditions | Whatever needs to be true within the evaluation boundary to evaluate against the acceptance criteria | Active medium-term customer of the insurance company The claim's maximum automatic reimbursement amount for automatic adjudication is defined Service-level agreement for manual claims adjudication is defined |
| Event | The specific action that is to occur, along with any specific input data needed for the action | Submit a claim that exceeds the claim maximum automatic reimbursement amount |
| Expected Result | A list of the expected responses, which may be a response message or acknowledgement and/or output data and/or post-conditions that may be observed. | Claim is pended Customer receives a message that the claim will be adjudicated by a claims adjuster within the number of days specified by the service-level agreement for manual claims adjudication |



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Format for Analyzing Expected vs. Actual Results

| Preconditions | Event | Expected Result | Actual Results |
|--|--------------------------------------|---|----------------|
| Customer John Jones is an active medium-term customer | John Jones submits a claim for \$600 | Claim is created as a pended claim Message is "Thank you for submitting | |
| Claim's maximum automatic adjudication amount is \$500 | | your claim. Your claim will be forwarded to a claims adjuster and will be adjudicated in 5 days." | |
| Manual adjudication service-level agreement is 5 days | | | |
| Preconditions for another event | | | |



Format for Analyzing Expected vs. Actual Results for Nonfunctional Requirements

| Field | Definition | Sample from the Insurance Example |
|------------------|---|--|
| Туре | Designation of the kind of nonfunctional requirement for which the acceptance criteria is being defined | Usability |
| Name | A unique designation of this nonfunctional requirement | Customer ease of use |
| Description | A very short summary that explains what is to be measured | Elapsed time between the time a new customer starts to submit a claim and the time that the new customer completes the submission (a new customer is someone who is submitting a claim for the first time) |
| How-to-measure | How the solution characteristic will be measured and what the measurement units will be | Elapsed time in minutes to complete a claims submission (as measured by a stopwatch for paper forms and by weblog timestamps for mobile app) |
| Worst-case value | The minimally acceptable value | Not more than 15 minutes for 90% of the measurements |
| Target value | The expected value for the solution characteristic | Not more than 10 minutes for 90% of the measurements |
| Best-case value | The ideal measurement for the solution characteristic, where there is no commitment to achieve this value | Not more than 5 minutes for all measurements |



How fresh does info need to be

Areas which need this metric

How trended/tracked

Outcome Measurement and Financial

| Calculation of Benefit | | |
|------------------------|---|--|
| Topic | Claims Adjuster Productivity | |
| Name of outcome | Decreased time to process a manual claim. | |

How measured Difference between the previous and current average number of minutes for a submitted claim to be paid.

(All claims were manual prior to the implementation of the solution; now, a manual claim is one that cannot be adjudicated automatically using the solution developed by the project.) (Total number of hours that claims adjusters previously spent on manual claims per calendar quarter) minus (total number of hours that claims adjusters currently spend on manual claims per calendar quarter)

Inferred/derived financial benefit multiplied by (average hourly salary of a claims adjuster).

Claim adjuster timekeeping (timesheets); payroll.

Sources of record

Importance

This outcome is needed to evaluate operational productivity. The inferred/derived financial benefit is needed to evaluate actual costs/benefits against expected costs/benefits.

The needed information is available; a business decision is needed for how/whether to include overtime in

Current ability to measure the calculation.

Most recent quarter and previous quarter.

Quarter to quarter comparison.

Claims operations.



When and How to validate Solution Results

Predictive Life Cycle Projects
 Validate solution at end of project life cycle before release or at an agreed-upon time after release

Iterative/Adaptive Life Cycle
Projects – Validate at the end
of every iteration or release
when the team provides
production-ready functionality
for stakeholders to evaluate



- Evaluate Acceptance Criteria and Address Defects
- - Comparison of Expected vs. Actual Results
- - Examine Tolerance Ranges and Exact Numbers
- - Log and Address Defects

Facilitate the Go/No-Go Decision

Obtain Signoff of the Solution



Evaluation Techniques

Survey & Focus groups

Results from integration testing

Evaluation Techniques

Expected vs. Actual Results for functionality

Expected vs. Actual Results for non-functional requirements

Outcome measurements & financial calculation of benefits



- Evaluate the Long-Term performance of the Solution
- Determine Metrics
- - Obtain Metrics/Measure Performance
- Analyze Results
- - Assess Limitations of the Solution and Organization
- Recommend Approach to Improve Solution Performance

Solution Replacement/Phase-out



Massive one-time cutover prior to installing the replacement and phasing out old solution

(Most Risky)

Segmented cutover to replacement prior to phase out of old solution

Solution replacement and phase-out

Permanent coexistence of old and replacement solutions

Time-boxed coexistence of the replacement and old solution with a final cutover on a specific future date





 As Management Requested It



As Designed By The Senior Analyst



5. As installed



As Specified in the Project Request



 As Produced By The Programmers



6. What The User Wanted



Exercise

If you were the sponsor for this project (see previous slide), would you sign it off?

I am certain you agree that Business Analysis is important on all projects!!!

