

# Business requirements specification (BRS)

## Introduction

### Business purpose

Gartner equips executives across the enterprise to make the right decisions and stay ahead of change. They help clients accelerate efforts and achieve critical priorities in their goals.

### Business scope

Business domain: Gartner

Gartner's business activities & services range from providing clients targeted, actionable insight for achieving mission-critical priorities. They work with the customer from planning to execution accelerating their efforts by performing benchmarking analysis, expertise, and best practices.

### Overview

Founded in 1979, Gartner is the leading research and advisory company, powered by independent analysis and unmatched depth and breadth of expertise. They are a worldwide organization with Corporate headquarters located in Stamford, CT, and other locations in Asia, Europe, and Latin America.

Major divisions at Gartner include Human Resources, Employee relations, Marketing, Supply Chain, Finance, and more.

### Definitions

**Comprehensive:** Broader, deeper management and technology coverage tailored for your role and driven by common client needs

**Actionable:** Data-based tools, benchmarks, and guidebooks enable you to make smarter decisions and execute them successfully

**Consultative:** Personalized, expert advice when you need it, unbound by project scopes and timelines

**Peer-informed:** A global network of peers you learn from at [conferences](#) and exclusive forums, in online communities, and through in-depth case studies

**Provocative and pragmatic:** Innovative ideas born from [rigorous analyses](#), coupled with practical guidance to achieve measurable business results

**Independent and objective:** Insights and advice that are [free from vendor and service provider bias](#)

### Major stakeholders

Customers, investors, employees

Since Gartner is a people's business, their clients are their top priority. Gartner states that "Our people represent our largest investment and our most valuable asset." and in return receive "Exceptional associate experiences and success for our organization."

## References

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## Business management requirements

### Business environment

Some possible influencers to keep in mind that Gartner utilizes are digital markets. Gartner Digital Markets comprises the three leading B2B software search websites — Capterra, GetApp and Software Advice. Gartner elicits their requirements through their "Become a Client" webpage; through this, customers state their issues and further state express ideas with a representative.

### Mission, goals, and objectives

Mission: Develop, enable and equip the best research and advisory experts in the world.

Focus areas:

- Competency mastery
- Excellent teaching and coaching
- On-the-job learning
- Client fulfillment

As a people-driven business, we achieve our business objectives by attracting, retaining, and motivating top talent. We strive to offer best-in-class financial and non-financial benefits, and to foster a culture of continuous improvement and growth.

### Business model

The foundation of Gartner's business model is the ability to create and distribute independent, proprietary research content published digitally, interactive tools, facilitated peer networking, briefings, conferences, consulting, and advisory services to clients around the world.

### Information environment

The priority at Gartner is to ensure that the customer has readily accessible information for their clients or access to a representative ready to help. Data from Gartner's client signup sheet is stored and used to determine the proper departments to help the client.

## Business operational requirements

### Business processes

Currently, the process that the system performs in order to become a client at Gartner are as follows:

1. On Gartner's main webpage, a potential client would create an account by following the "Become a Client" link and fill in their information (their company, job function, email, etc.)
2. This client would then speak with an individual about the types of services they would like to purchase (research, advisory, etc.) or they would begin using the plethora of Gartner's articles for independent research.
3. After this point, the associated departments would send out professionals to provide research/well-practiced tips for the client, depending on the service requested, or no action depending on the client's objectives.

### Business operational policies and rules

<https://www.gartner.com/en/about/policies/usage-policy>

The Gartner Usage Policy (formerly the Usage Guidelines for Gartner Services) outlines how licensed users of Gartner research are entitled to use our Services with regard to (a) [Research Documents \(Internal Use\)](#), (b) [Research Documents \(External Use\)](#), (c) [Inquiry](#) and (d) [Usernames & Passwords](#). Through the inclusion of practical scenarios, the Gartner Usage Policy helps you use the Services within the parameters of your License and also get the most value out of your Gartner relationship.

### Business operational constraints

A major factor for time constraints: Time of year, contract renewals with clients (subscriptions), does the client have the budget necessary?

## **Business operational modes**

There are two modes of operation currently, there is a remote mode of operation where workers perform their duties at home, and there is an on-site mode where employees work at the office.

## **Business operational quality**

Some stories about how Gartner helped clients:

- A large health company used Gartner TalentNeuron's Location Analyzer Tool to compare the supply and demand of three roles critical to lab expansion across specific regions.
- An APAC energy company needed to prepare its function for the future of work due to its growing internal capabilities. With Gartner's support, the Head of Organization and Capability Development was able to decipher the complexity and grow internal efficiencies to enable an agile and flexible workforce and workplace.
- Gartner helped accelerate the succession strategy by providing comprehensive support through the analyst partnership, tools, and research.

## **Business structure**

Mainly Sales, however global business and advising play a role too.

## **Preliminary operational concept of proposed system**

### **Preliminary operational concept**

#### **operational policies and constraints;**

Office workers at Gartner will be required to keep 6ft apart from their workstations. Office capacity should stay below 50% (this number may vary depending on office sizes) to ensure less congestion. Masks should stay on most of the day.

#### **description of the proposed system;**

Manages the individuals that work from home and in the office, ensuring that offices are not over capacitated. Perhaps there will be rotating schedules built into the system where employees will work in the office on certain days of the week. The system will monitor who has taken vaccines and who has not, to prioritize who returns to the office first.

#### **modes of system operation;**

Two modes of system operation; working remotely and working in the office.

#### **user classes and other involved personnel;**

Employees, clients, CEOs

#### **support environment.**

Cleaning crew and training videos will be crucial for supporting the working environment. Masks will be available in case individuals forget their own.

## **Preliminary operational scenarios**

Cleaning staff shall regularly disinfect working areas. If extra offices are available, then workers will rotate office spaces to allow for smoother cleaning operations.

## Other preliminary life-cycle concepts

### Preliminary acquisition concept

Through meetings and other sources of internal communication, ideas would be brought up to discern a solution for integrating workers slowly into the office. Currently, HR and other departments are brainstorming ideas for a viable solution.

### Preliminary deployment concept

The main concern is to make sure employees are comfortable with the gradual changes into normal working conditions. The delivery of the solution will start with a few volunteers that want to work in the office, and their daily activities will be monitored, mitigating potential issues that might arise later.

### Preliminary support concept

Gartner plans on having a dedicated cleaning crew to disinfect working spaces daily. Workers will be required to wear masks unless they are in their office space. Training for returning employees will be mandatory, things such as keeping their workspace clean will be demonstrated. Readily available masks will be provided for those that forget their own.

### Preliminary retirement concept

These operations are in place because of the COVID-19 pandemic. It is reliant on the medical discoveries that combat the virus, and the logistics of getting the solution to the people needing it. As a result, the office constraints may be retired if employees are no longer affected by the virus. Cleaning staff may be affected as a result of not needing frequent disinfecting.

## Project Constraints

Budget is a major concern to keep in mind. All the new policies and staff required to keep work conditions safe will cost money, and if business leaders see working from home as more cost-efficient, they may continue working remotely. The physical office space is a constraint, we don't want to reach the capacity limit.

## Appendix

### Acronyms and abbreviations

WFH: Work from home

RTO: Return To the Office