BAI02 Manage Requirements Definition	Area: Management
	Domain: Build, Acquire and Implement

Process Description
Identify solutions and analyse requirements before acquisition or creation to ensure that they are in line with enterprise strategic requirements covering business processes, applications, information/data, infrastructure and services. Co-ordinate with affected stakeholders the review of feasible options including relative costs and benefits, risk analysis, and approval of requirements and proposed solutions.

Process Purpose Statement
Create feasible optimal solutions that meet enterprise needs while minimising risk.

The process supports the achievement of a set of primary IT-related goals:

IT-related Goal	Related Metrics
01 Alignment of IT and business strategy	• Percent of enterprise strategic goals and requirements supported by IT strategic goals • Level of stakeholder satisfaction with scope of the planned portfolio of programmes and services • Percent of IT value drivers mapped to business value drivers
07 Delivery of IT services in line with business requirements	• Number of business disruptions due to IT service incidents • Percent of business stakeholders satisfied that IT service delivery meets agreed-on service levels • Percent of users satisfied with the quality of IT service delivery
12 Enablement and support of business processes by integrating applications and technology into business processes	• Number of business processing incidents caused by technology integration errors • Number of business process changes that need to be delayed or reworked because of technology integration issues • Number of IT-enabled business programmes delayed or incurring additional cost due to technology integration issues • Number of applications or critical infrastructures operating in silos and not integrated

Process Goals and Metrics

Process Goal	Related Metrics
1. Business functional and technical requirements reflect enterprise needs and expectations.	• Percent of requirements reworked due to misalignment with enterprise needs and expectations • Level of stakeholder satisfaction with requirements
2. The proposed solution satisfies business functional, technical and compliance requirements.	• Percent of requirements satisfied by proposed solution
3. Risk associated with the requirements has been addressed in the proposed solution.	• Number of incidents not identified as risk • Percent of risk unsuccessfully mitigated
4. Requirements and proposed solutions meet business case objectives (value expected and likely costs).	• Percent of business case objectives met by proposed solution • Percent of stakeholders not approving solution in relation to business case

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BAI02 RACI Chart

Key Management Practice	Board	Chief Executive Officer	Chief Financial Officer	Chief Operating Officer	Business Executives	Business Process Owners	Strategy Executive Committee	Steering (Programmes/Projects) Committee	Project Management Office	Value Management Office	Chief Risk Officer	Chief Information Security Officer	Architecture Board	Enterprise Risk Committee	Head Human Resources	Compliance	Audit	Chief Information Officer	Head Architect	Head Development	Head IT Operations	Head IT Administration	Service Manager	Information Security Manager	Business Continuity Manager	Privacy Officer
BAI02.01 Define and maintain business functional and technical requirements.					I	R		A	R		C					C	C	C	R	R	C		C	C	C	C
BAI02.02 Perform a feasibility study and formulate alternative solutions.					R	R		A	R							C	C	C	C	R	C		C	C	C	C
BAI02.03 Manage requirements risk.					R	R		A	R		R					C	C	R	C	R	R		C	C	C	C
BAI02.04 Obtain approval of requirements and solutions.					R	R		A	R							C	C	C	C	C	C		C	C	C	C

BAI02 Process Practices, Inputs/Outputs and Activities

Management Practice	Inputs		Outputs	
	From	**Description**	**Description**	**To**
BAI02.01 Define and maintain business functional and technical requirements. Based on the business case, identify, prioritise, specify and agree on business information, functional, technical and control requirements covering the scope/understanding of all initiatives required to achieve the expected outcomes of the proposed IT-enabled business solution.	APO01.06	• Data integrity procedures • Data security and control guidelines • Data classification guidelines	Requirements definition repository	BAI03.01 BAI03.02 BAI04.01 BAI05.01
	APO03.01	Architecture principles	Confirmed acceptance criteria from stakeholders	BAI03.01 BAI03.02 BAI04.03 BAI05.01 BAI05.02
	APO03.02	• Information architecture model • Baseline domain descriptions and architecture definition	Record of requirement change requests	BAI03.09
	APO03.05	Solution development guidance		
	APO10.02	Supplier RFIs and RFPs		
	APO11.03	Acceptance criteria		

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BAI02 Process Practices, Inputs/Outputs and Activities *(cont.)*

BAI02.01 Activities
1. Define and implement a requirements definition and maintenance procedure and a requirements repository that are appropriate for the size, complexity, objectives and risk of the initiative that the enterprise is considering undertaking.
2. Express business requirements in terms of how the gap between current and desired business capabilities needs to be addressed and how a role will interact with and use the solution.
3. Throughout the project, elicit, analyse and confirm that all stakeholder requirements, including relevant acceptance criteria, are considered, captured, prioritised and recorded in a way that is understandable to the stakeholders, business sponsors and technical implementation personnel, recognising that the requirements may change and will become more detailed as they are implemented.
4. Specify and prioritise the information, functional and technical requirements based on the confirmed stakeholder requirements. Include information control requirements in the business processes, automated processes and IT environments to address information risk and to comply with laws, regulations and commercial contracts.
5. Validate all requirements through approaches such as peer review, model validation or operational prototyping.
6. Confirm acceptance of key aspects of the requirements, including enterprise rules, information controls, business continuity, legal and regulatory compliance, auditability, ergonomics, operability and usability, safety, and supporting documentation.
7. Track and control scope, requirements and changes through the life cycle of the solution throughout the project as understanding of the solution evolves.
8. Consider requirements relating to enterprise policies and standards, enterprise architecture, strategic and tactical IT plans, in-house and outsourced business and IT processes, security requirements, regulatory requirements, people competencies, organisational structure, business case, and enabling technology.

Management Practice	Inputs		Outputs	
	From	Description	Description	To
BAI02.02 Perform a feasibility study and formulate alternative solutions. Perform a feasibility study of potential alternative solutions, assess their viability and select the preferred option. If appropriate, implement the selected option as a pilot to determine possible improvements.	APO03.05	Solution development guidance	Feasibility study report	BAI03.02 BAI03.03
	APO10.01	Supplier catalogue	High-level acquisition/ development plan	APO10.02 BAI03.01
	APO10.02	• Decision results of supplier evaluations • RFI and RFP evaluations • Supplier RFIs and RFPs		
	APO11.03	Acceptance criteria		

Activities
1. Define and execute a feasibility study, pilot or basic working solution that clearly and concisely describes the alternative solutions that will satisfy the business and functional requirements. Include an evaluation of their technological and economic feasibility.
2. Identify required actions for solution acquisition or development based on the enterprise architecture, and take into account scope and/or time and/or budget limitations.
3. Review the alternative solutions with all stakeholders and select the most appropriate one based on feasibility criteria, including risk and cost.
4. Translate the preferred course of action into a high-level acquisition/development plan identifying resources to be used and stages requiring a go/no-go decision.

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BAI02 Process Practices, Inputs/Outputs and Activities *(cont.)*				
Management Practice	**Inputs**		**Outputs**	
BAI02.03 Manage requirements risk. Identify, document, prioritise and mitigate functional, technical and information processing-related risk associated with the enterprise requirements and proposed solution.	**From**	**Description**	**Description**	**To**
			Requirements risk register	BAI01.10 BAI03.02 BAI04.01 BAI05.01
			Risk mitigation actions	BAI01.10 BAI03.02 BAI05.01

Activities
1. Involve the stakeholders to create a list of potential quality, functional, and technical requirements and risk related to information processing (due to, e.g., lack of user involvement, unrealistic expectations, developers adding unnecessary functionality).
2. Analyse and prioritise the requirements risk according to probability and impact. If applicable, determine budget and schedule impacts.
3. Identify ways to control, avoid or mitigate the requirements risk in order of priority.

Management Practice	**Inputs**		**Outputs**	
BAI02.04 Obtain approval of requirements and solutions. Co-ordinate feedback from affected stakeholders and, at predetermined key stages, obtain business sponsor or product owner approval and sign-off on functional and technical requirements, feasibility studies, risk analyses and recommended solutions.	**From**	**Description**	**Description**	**To**
	BAI01.09	Quality management plan	Sponsor approvals of requirements and proposed solutions	BAI03.02 BAI03.03 BAI03.04
			Approved quality reviews	APO11.02

Activities
1. Ensure that the business sponsor or product owner makes the final decision with respect to the choice of solution, acquisition approach and high-level design, according to the business case. Co-ordinate feedback from affected stakeholders and obtain sign-off from appropriate business and technical authorities (e.g., business process owner, enterprise architect, operations manager, security) for the proposed approach.
2. Obtain quality reviews throughout, and at the end of, each key project stage, iteration or release to assess the results against the original acceptance criteria. Have business sponsors and other stakeholders sign off on each successful quality review.

BAI02 Related Guidance	
Related Standard	**Detailed Reference**
ITIL V3 2011	Service Design, 4.1 Design Coordination

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