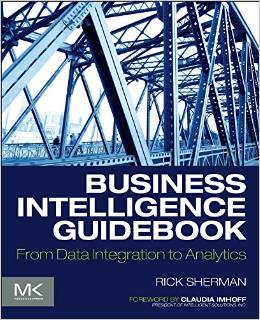
**Business Intelligence Guidebook**

**Templates**



**Chapter 3:**

**Business Requirements Template**



[Company Name]

BI Requirements

[Project Name]

Date: [Select Date]

Author(s):

Sponsor(s):

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|  |  |
| --- | --- |
|  | Remember that the content of the template is more important than how is presented or formatted.  **Note: to delete any tip, such as this one, just click the tip text and then press the spacebar.** |

|  |  |
| --- | --- |
|  | This template presents a deliverable that contains the complete set of requirements for a DW or BI project. Some enterprises may split this requirements document into two. The first part would have a high-level list of business requirements with priorities; the second would document more detailed requirements. |

|  |  |
| --- | --- |
|  | The key topics in the requirements documentation include:   * Business requirements * Data requirements * Current state reporting assessment * Feasibility analysis * Critical success criteria   There are specific techniques or tools that you can use when gathering various requirements:   * Business requirements   + Interviews   + Review documents and presentations on business initiatives and supporting data needs   + Examine existing reports if plan is to replace * Data requirements   + Data profiling   + Output from data modeling, ETL and BI tools * Functional requirements   + Storyboards   + BI mock-ups   + Prototyping * Current state of reporting   + Sample reports or spreadsheets   + Sample data |

# Executive Summary

|  |  |
| --- | --- |
|  | Write this last so that you can summarize the most important points from your business justification. |

## Project description

|  |  |
| --- | --- |
|  | Provide a brief explanation of the project’s goals and objectives. |

## Key Deliverables

|  |  |
| --- | --- |
|  | Provide a brief explanation of the project’s deliverables and resulting capabilities. |

## Critical Success Factors

|  |  |
| --- | --- |
|  | Provide a brief explanation of the project’s dependencies or prerequisites. |

## Risks and Concerns

|  |  |
| --- | --- |
|  | Provide a brief explanation of the project’s risks and outstanding concerns. |

# Business Requirements

|  |  |
| --- | --- |
|  | A reminder: these are preliminary requirements and not intended to be specifications. Fill in the details when creating data integration and BI application requirements and specifications. Avoid the common mistake of treating requirements at this stage at a too-high level and providing incomplete and ambiguous descriptions. Ambiguous requirements create a wide gap between what business people expect and what IT thinks it’s creating, leading to project failure. |

Table : List of Business Requirements

|  |  |  |  |
| --- | --- | --- | --- |
| Identifier | Name | Description | Priority |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

## [Requirement Name]

|  |  |
| --- | --- |
|  | Repeat this section for each business requirement. |

### Requirement description

|  |  |
| --- | --- |
|  | Provide a brief description of the requirement in a business context. This is best supplied by this requirement’s business owner. |

### Data sources

|  |  |
| --- | --- |
|  | List the data sources as the business owner would describe them. More details will be provided in the data and data quality requirements section. |

### Business and data transformations

|  |  |
| --- | --- |
|  | Identify and briefly describe in business terminology the key business and data transformations required. Data integration and BI application specifications will provide details. |

### Business metrics or Key Performance Indicators (KPIs)

|  |  |
| --- | --- |
|  | Identify and briefly describe in business terminology the key business metrics and KPIs that will need to be calculated for this requirement. Data integration and BI application specifications will provide details. |

### Business processes

|  |  |
| --- | --- |
|  | Identify and briefly describe in business terminology the key business processes that will be involved in or impacted by this requirement. Data integration and BI application specifications will provide details. |

### List business groups involved and describe type of involvement

|  |  |
| --- | --- |
|  | List the business groups involved with this requirement and their role in relation to this requirement. One of the key project role attributes will be whether they are data creators, information consumers or both. |

### List business owner(s)

|  |  |
| --- | --- |
|  | List business owners of this requirement. Include their names, titles, organizational groups and project roles. |

### List subject matter expert(s)

|  |  |
| --- | --- |
|  | List SMEs of this requirement including their names, titles, organizational groups and project roles. |

# Data and Data Quality requirements

|  |  |
| --- | --- |
|  | Business requirements need to be detailed enough to identify the data sources or Systems of Record (SOR), such as applications, databases or files needed to build the BI deliverables. In addition to identifying the data sources, identify the data integration and data quality requirements. Although data integration and BI application specifications will get into the details, this document needs to identify these requirements and briefly describe them. See pages 50-52 of the BI Guidebook for details and a data requirements workflow. |

## Data sources

|  |  |
| --- | --- |
|  | List the data sources required. For each, include its current status in relation to BI (whether it’s a new or existing source, or an existing source that needs more data extracted than currently obtained), state of its data quality, business/technology owners and subject matter experts (SMEs). |

## Data cleansing

|  |  |
| --- | --- |
|  | Describe the data integration and cleansing requirements that have been identified to use the data sources for BI and analytics. Often, these requirements are created because of inconsistencies between data sources rather than data issues encountered when using the data source application by itself. |

## Master Data Management (MDM)

|  |  |
| --- | --- |
|  | Describe the MDM requirements that have been identified to use the data sources for BI and analytics. The most common MDM needs involve customer data, often referred to as Customer Data Integration (CDI), or product data, often referred to as Product Information Management (PIM). Sometimes the scope of these requirements is sufficient to justify a standalone MDM project that may be a prerequisite to fulfilling specific business requirements. |

## Data acquisition

|  |  |
| --- | --- |
|  | Occasionally, analytical processes require data that the organization does not have either because it has not ever been captured or has not been obtained from an external source. |

|  |  |
| --- | --- |
|  | Describe the data acquisition requirements and list the business decision regarding its fulfillment. If the data needs to be acquired then it is a project dependency, and you need to list the specific business requirements impacted. |

# Functional Requirements

|  |  |
| --- | --- |
|  | See page 52 of the BI Guidebook for important instructions on creating functional requirements. Briefly, BI functional requirements need to include the following:   * BI use cases * Analytical process workflow and user interaction * Analytical or BI styles needed |

## BI use cases

|  |  |
| --- | --- |
|  | BI use cases are explained on page 53 of the BI Guidebook. See [www.BIguidebook.com](http://www.BIguidebook.com) for links to examples on vendor websites. |

|  |  |
| --- | --- |
|  | Briefly describe the BI use cases. More details will be provided in BI specifications. |

## Analytical process workflow and user interaction

|  |  |
| --- | --- |
|  | Briefly describe the analytical workflow and business user interaction involved by listing the business and analysis processes for each BI use case. More details will be provided in BI specifications. |

## Analytical styles needed

|  |  |
| --- | --- |
|  | Describe the analytical or BI styles needed. (See page 386 of the BI Guidebook for information on styles.) Indicate if the styles apply to specific BI use cases or to all. It is also useful to identify the styles according to the BI role that a business person may fulfill (e.g., “power user” who would create reports/dashboards, report readers who merely examine the data presented to them or analysts who need to perform what-ifs and drill into more details). |

# Regulatory/Compliance Requirements

|  |  |
| --- | --- |
|  | When you’re gathering requirements, be aware that people you’re working with either may not know all the relevant and required compliance and regulatory rules, or may assume that you already know them. See page 53 of the BI Guidebook for examples of regulatory requirements. |

|  |  |
| --- | --- |
|  | List and briefly describe the regulatory and compliance requirements |

# Technical Requirements

|  |  |
| --- | --- |
|  | The project may need to comply with technical requirements issued by the CIO, IT or business group. There may be no discretionary leeway for these, so be sure to ask about them up front. Check page 54 of the BI Guidebook for a reminder on these. |

|  |  |
| --- | --- |
|  | List and describe the technology requirements, what business requirements are impacted and, if applicable, the range of options to comply with requirements. |

# Requirements Cross-matrix

|  |  |
| --- | --- |
|  | Consolidate and coordinate the varied requirements into a cohesive set of BI project requirements to determine which ones truly drive value. See page 55 of the BI Guidebook for the dimensions by which you should categorize the requirements. Chapter 18 provides further discussion. |

|  |  |
| --- | --- |
|  | Classify and list the requirements according to agreed-upon categories. |

# Prioritizing Requirements

|  |  |
| --- | --- |
|  | Never accept that every requirement is a top priority. The business needs to classify the requirements into categories such as:   * Must-have * Should-have * Nice-to-have * Forget about it   See page 56 of the BI Guidebook for more on this. |

|  |  |
| --- | --- |
|  | List each requirement, its priority and business owner. |

# Approvals

|  |  |
| --- | --- |
|  | It is a best practice to obtain sign-off approval of each project milestone. An organization’s policies and culture will dictate who the approvers are, but typically the sponsors and key stakeholders are included. |

|  |  |  |
| --- | --- | --- |
| Title | Name | Approval  Date |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

# Appendix: Inputs for Requirements

## Interviewees

|  |  |
| --- | --- |
|  | List all people interviewed with their name, title, organizational group and project role if applicable. List all dates when that person participated in interviews, meetings or discussions. If the person’s involvement was extensive then skip listing the dates and describe their involvement. |

## Data sources examined

|  |  |
| --- | --- |
|  | List all the data sources – databases, applications, files and external systems – examined to create this deliverable. List all sources examined regardless of whether they will become required data sources for this project. |

## Data source systems documentation

|  |  |
| --- | --- |
|  | List and briefly describe the regulatory and compliance requirements |

## Reporting systems, reports and data shadow systems examined

|  |  |
| --- | --- |
|  | List and briefly describe the regulatory and compliance requirements |

## Authors and contributors

|  |  |
| --- | --- |
|  | List all the people involved in obtaining and analyzing the requirements along with the authors of this deliverable. |