GUIDE

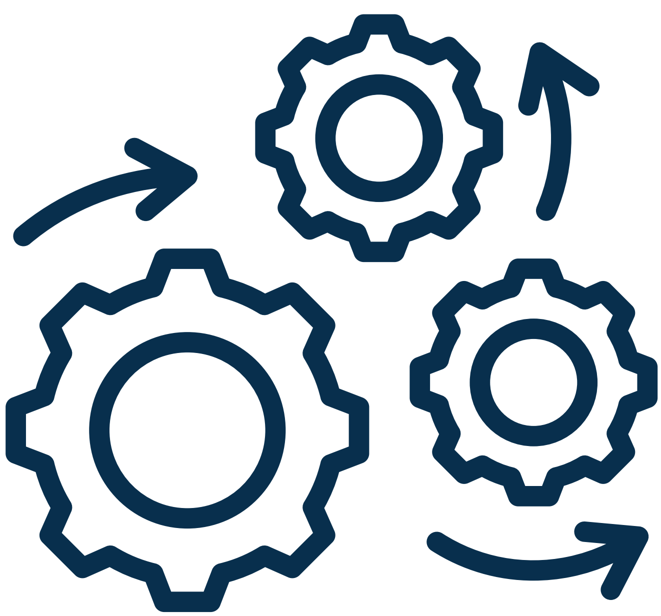
Requirements Gathering

BP LOGIX

The purpose of this document is to provide a framework for gathering the requirements necessary for automating your business processes.

Ideally, the resulting requirements will succinctly and as completely as possible define the purpose, scope, and essential elements of your process automation project(s).

These guidelines will outline the pieces needed to ensure your project requirements are as complete as possible.



Framework Components

Executive Summary

Begin by providing a brief summary of the overall project from a high-level perspective. Include the following as appropriate.

- Description of the sponsoring company/department
- Identify the project sponsor
- Description of the company/department line of business
- Where the service area fits within the overall organization
- The purposes for this project
- Problems that will be resolved by this implementation
- Business goals that will be achieved by this implementation
- Users that will be affected by this implementation
- Expected due dates for implementation and deployment

Current Process

Current state process assessment provides the keys to understanding process improvement opportunities and defining a tangible and realistic ROI.

Many customers are eager to get rolling with the software and minimize the need for a detailed current state analysis. In our experience, this is nearly always a poor course of action, as the current state analysis forms the detailed basis for the future state process design.

Defining the scope of your project depends on first understanding the boundaries of your process. **Clearly state where the process begins and ends**, and then fill in the major points of the process, including data or human interaction, as well as reporting that occurs along its execution.

Develop a process overview map that graphically depicts the process. Identify the pain points in the process and the manner in which the process can be improved.

When defining the current process, it is important to involve the process participants as much as possible.

Having end users participate in the requirements gathering will ensure that any process exceptions are accounted for. Additionally, involving the actual users of the process will help to foster ownership of the resulting application. **Coordinate with the project sponsor to identify and include all process participants.**

A first pass of your current process will be used to validate and build on the business case. This allows you to 'know what you're getting into' and will help bring to light less-obvious issues that may not be readily know among stakeholders.

Current process: Questions to ask

Service process specifics

- What is the process name?
- What is the purpose/objective of this process? Why is this process important? What does this process achieve?
- What triggers this process to start?
- Who is responsible overall for this process?
- Who are the participants in the process? What are their roles?
- Which business units participate in the process?
- How does this process work today? What are the steps involved in this process?
- What is the end result or output of this process?
- Where does the process end?
- What information flows from one person to another?
- Which internal and external systems will this process interact with?
- Are there any business rules associated with this process? Is there a system that supports this process today?

Identifying opportunities for improvement

- Which areas of this process can be improved?
- Is this a problem area? If so, why this is a problem area?
- Are there any suggestions or ideas for addressing this problem?

Process Participants

Understanding the people involved in your process is critical to its success.

We recommend creating a persona document for each of the key participants in your process. This information allows us to have a complete understanding of how each participant interacts with the process. Your persona documents should include:

- Contact information – name, email address, phone number and role
- The person's position within the organization's reporting structure
- The responsibilities of the position
- The knowledge required to meet the responsibilities of the position
- The business goals of this position
- The key metrics needed by this position to perform the process
- The metrics used to measure the success of this position

The list of the people associated with the process should include everyone who actively participates in the process, those who depend upon the process or reports generated by the process to do their jobs, and business stakeholders who include this process within their portfolio. This may include:

- Project owner
- Project sponsors
- Project manager
- Managers, directors and other business people
- People involved in approving the requirements
- People involved in approving the deployment
- People involved in documenting the process
- People involved in quality assurance testing of the process
- People involved in training for the process

At a minimum, participants should be identified by role and responsibility. See example:

Role	Responsibility	How to Identify This Performer	Comments
Requestor	Request initiation	Any user of purchase department	Purchase department members can be found from the ERP module -- PO release
Reviewer	Review the request and approve/reject	Requestor's immediate manager	Picked up from the group mappings in Firm wide LDAP
Dept. Manager Approver	Approve all department requests	Manager of requestor's department	Pulled from department lookup table

Process Documentation

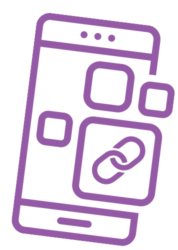
Process-related documents are a valuable asset and will help to inform the future state design.

Gather any existing documentation of current processes, if available. Most process artifacts will be helpful, regardless of medium. These items might include:

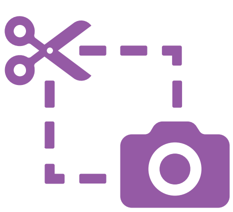
Policies

Checklists

Paper forms

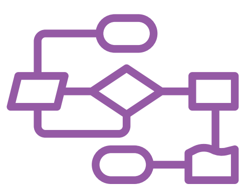


Links to other applications



Screenshots

Electronic forms



Process maps

Future State Design

Building a process view of the BPM solution builds consensus among business users and outlines the system requirements for the development team.

Most of the process work was done in the Current Process Assessment – a detailed mapping of the desired future process should be straightforward.

1. Refer to the improvement opportunities during current process review.
2. Develop high level process flows, then validate with key stakeholders.
3. Develop detailed process flows; these are task level and include technical details, mostly from development POV.
4. Define BPM interaction with human process actors and technologies that enable the process.
5. Finalize future state design in a stakeholder review session.

Reports

Reporting is an important aspect of customer processes. The right reporting and analytics can have a significant impact on an organization, fundamentally changing the way people perform their jobs and how decisions are made.

Reports should be considered when mapping the future state design to ensure the proper data and metrics are captured throughout the process. Any existing reports should have been analyzed during the Current Process Assessment.

New reports that help manage the service or team can be identified and defined at this point.

Questions to ask:

- Are you able to tell us about your most important reports?
- Which systems produce your reports for you?
- How often do you receive these reports?
- Are you able to share some examples of these reports with me/us?
- Tell us about some of your reporting requirements. What would you really like to see produced as a report? Why?
- Discuss the content, frequency, audience and layout of each report at a high level.

Integrations

Defining the new solution should not just automate the process, but should re-engineer current state to reduce re-work, improve customer experience, and improve cycle time. This often involves integrating with other systems to boost productivity and improve data integrity. Integrating with other systems will streamline your processes, reduce costs, and ensure efficiency. Detail the systems the new process will integrate with. Example:

System	Legacy ERP system
Integration purpose	This will tell us details about an existing Account so that a new account can be opened for the same customer, using existing customer details
Business impact	This will make sure that account opening process is fast and homogeneous
Input or output	Input. Existing Account Data will come in
Stage	Request submission screen
System details	REST call to existing database. Since direct integration is difficult, the system will restrict to accessing the wrapper database
Authorization / security	Will use OAuth2 Authentication. Will need to get System ID Setup for this in host database
Contact Person/Group	Andrew Kelly
System changes required?	None
Additional comments	Will need to check index relationships so that lookup doesn't crash system

User scenarios & use cases

Use cases drive both system development and QA development.

Provide a summary of the major functions that the system will perform. Organize the functions to be understandable to the customer or a first-time reader. Include use cases and business scenarios, or provide a link to a separate document (or documents).

A business scenario accomplishes the following:

- Describes a significant business need
- Identifies, documents, and ranks the problem that is driving the scenario
- Describes the business and technical environment that will resolve the problem
- States the desired objectives
- Shows the “Actors” and where they fit in the business model
- Is specific, and measurable, and uses clear metrics for success

Use cases help drive the scenarios to test.

These are the critical processes that users of the system will have to perform, and for which a demonstration will provide useful insights into the functionality and usability of the system.

For example:

- Add a new client manually, note that a phone call was made and add notes about it, set a reminder to follow up in two months.
- Import existing data from CSV format, run a report to identify records with incomplete data.

Other Factors to Consider

This is your place to list other things that matter significantly but didn't get a good mention in the previous sections.

Provide additional context and information where relevant, but try to keep it succinct and focused. For example:

- Explain any factors impacting on the timeline of the software project
- Outline the decision process at a high level so that everyone knows what to expect
- Are there other software needs that might be related or solved at the same time?
- Detail any relevant constraints (budgetary, resourcing, timing, etc.)
- Describe current workaround and/or options under consideration

Questions? We're here to help.

Talk to one of our process automation experts today.

BP LOGIX

We help you build, automate, and track any process imaginable.

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