Many CEOs are increasingly looking to their CIO's to improve business value
The CIO must drive down costs while increasing project success at the same time

"Only 41% of projects are considered successful."
– IBM CIO Study

CIO Magazine recently reported, "as many as 71% of software projects that fail, do so because of poor requirements management, making it the single biggest reason for project failure."

30% of all project costs are associated with rework. Requirements mistakes account for up to 70% of this cost, at an average of $1,300 in labor to fix each requirement

Reduce rework in all stages of development

Requirements activities impact up to 35% of a project effort, and can cause waiting time, and redundant activities that eat up to 10% of your budget

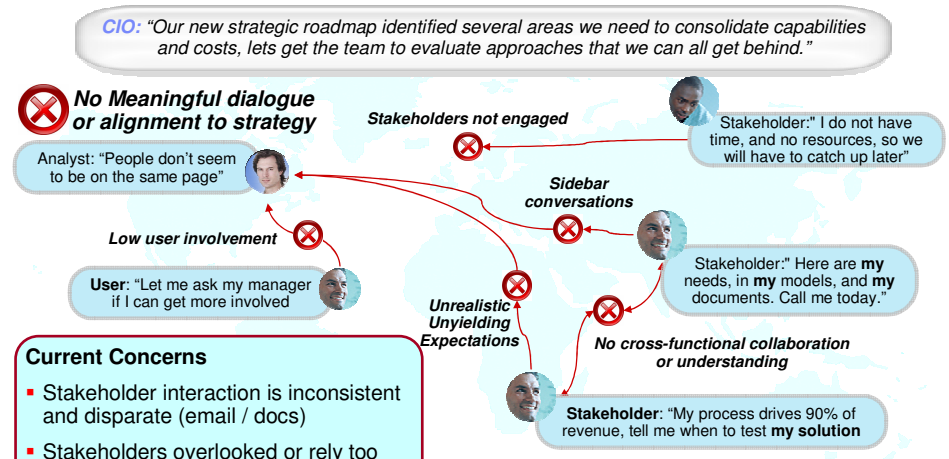
Improve requirements definition productivity with current resources

A six-month delay can cost companies up to 33% of ROI on a five year business case

Faster results – minimize delays that impact time to value

Challenge: Poor collaboration between Business and IT Stakeholders

Organizations often struggle to achieve cooperation



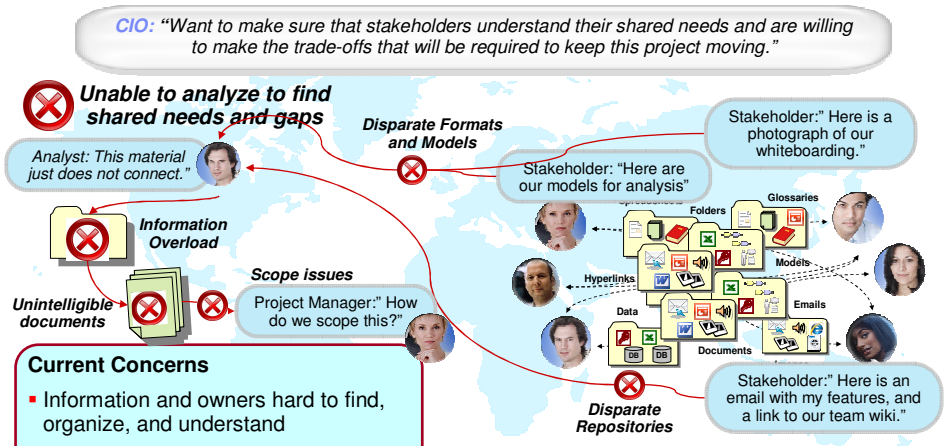
Current Concerns

- Stakeholder interaction is inconsistent and disparate (email / docs)
- Stakeholders overlooked or rely too heavily on delegates
- Stakeholders see needs as unique, unable to understand and negotiate

No synergy, 41% of projects fail to achieve investment return

Challenge: Difficult to capture and organize info to make good decisions

Hard to derive a shared vision from disparate models, documents, formats



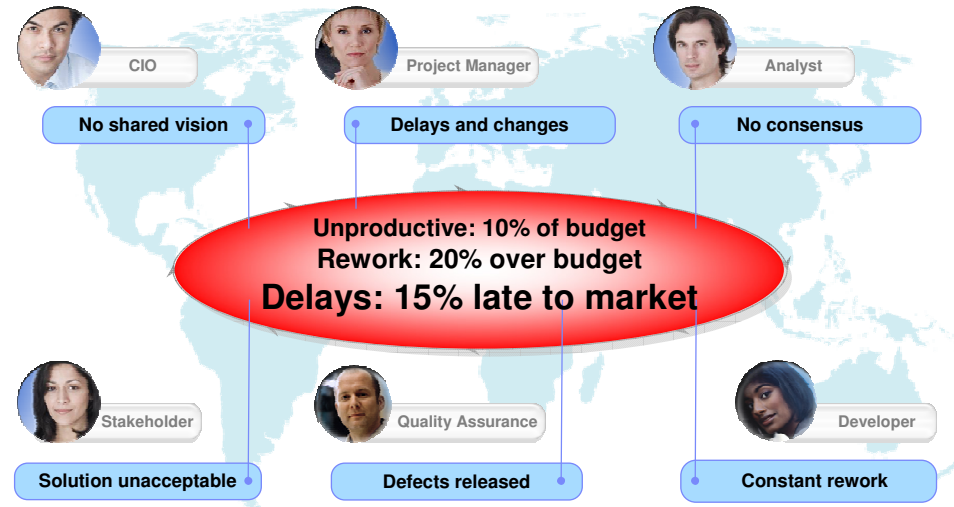
Current Concerns

- Information and owners hard to find, organize, and understand
- Models and artifacts exclusive to area, unable to integrate or share data
- Excessive, vague, and unread info drives poor planning and expectations

Incorrect and missing requirements drive project costs 20% over budget

Impact: Issues ripple across teams, creating shared pain, not vision

Need more collaborative, organized, and iterative business process



Requirements paradigm is changing

Needs Driven – Functional groups provide inputs	Strategic – Collaborative dialogue on differentiation
Stakeholders at arms length - analysts and delegates engage	Direct involvement in solution discussions and review
Multiple quality control stages to inspect and fix errors	Visualization and scenarios reduce downstream issues
Seek parity, satisfy all stakeholders equally	Active negotiation and trade-offs driven by business case
Scope – Stakeholder needs collection, consolidation and prioritization	Scope – Balance business, user and system considerations for improved business performance

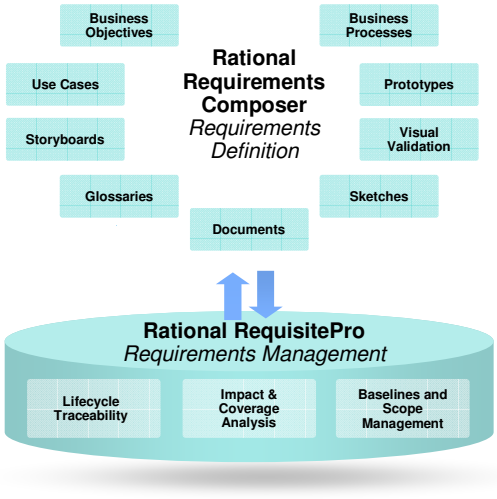
Enable business & technology experts to build business value

Introducing IBM Rational solutions for requirements definition and management

Collaborate in context across stakeholders and delivery teams

Capture, connect and organize the web of requirements information

Guide teams to execution through a controllable, repeatable, and measurable approach



Collaborate in context across stakeholders and delivery teams

Requirements Composer allows teams to translate vision into value more easily

CIO: "Our new strategic roadmap identified several areas we need to consolidate capabilities and costs, lets get the team to evaluate approaches that we can all get behind."

Facilitated dialogue, analysis and collaboration drives knowledge

Analyst: Fewer meetings, traceable conversations means faster iterations

Engaged Stakeholders

Stakeholder:" I see the team and their roles, and can identify the missing players"

Open conversations

Stakeholder: "Messages and discussion threads focus us on the big picture, and level-set"

Expectations and responsibilities

Stakeholder: "I see the solution taking shape, and see where there is still work to do as a team"

Current Leaders:

- Orient teams around requirements with communications and workspaces
- Keep teams focused on their work with updated artifacts and comments
- Centralized searchable repository with security controls for teams / partners

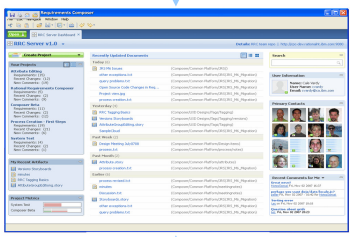
Teaming brings out the best in your people, and in solutions to deliver value

Collaborate in context across stakeholders and delivery teams

Workspaces, communications, and centralized information *to build a focused community*

A Telecommunication company with colleagues in India, China, Romania, Brazil and Germany can provide shared access to requirements information for internal and external teams to iterate on artifacts, provide comments, and view work history.

- **Collaborative Jazz infrastructure** focuses teams on requirements through commenting, linking artifacts, team communications and work metrics
- **Role based dashboards** focus members on work they are collaborating on, and who they are collaborating with
- **Centralized repository** allows searchable, traceable, and interconnected view of past, present and future requirements
- **Security controls** ensure that teams and partners only have access to the appropriate content

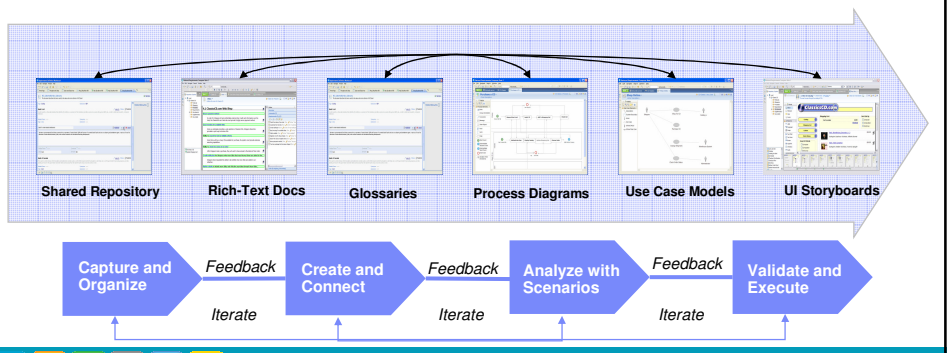


Capture, connect & organize the web of requirements information

See the business, user and system implications of change

Rational Requirements Composer: Provides multiple methods to capture, connect and organize the web of requirements

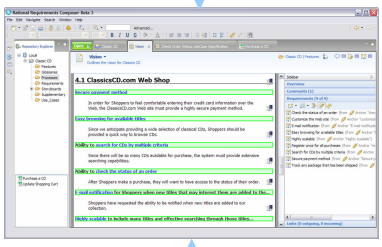
- Capture and link multiple documents, images, and formats to connect and organize ideas
- Create Business process diagrams, use cases, and UI sketches to clarify stakeholder needs
- Connect diagrams, sketches and models into storyboards and scenarios to show the big picture



Capture, connect & organize the web of requirements information
Rich-text Documents *to structure unstructured information*

A Global systems integrator keeps teams around the world aligned to the strategy that drives their projects and programs, providing strategy documents, complete with images and links, and ensuring project mission and spec documents are in synch

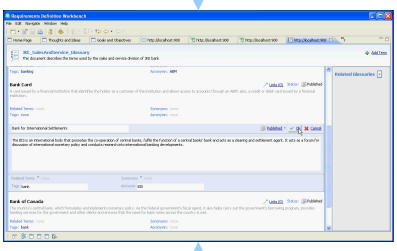
- **Capture and format text, images, hyperlinks** into documents that begin to organize unstructured data into cohesive vision and specification documents that link to corporate strategy documents and blueprints
- **Link Rich-text document contents** to use case specification flows and models, business process sketches, User-interface sketches and storyboards.
- **Create composite review documents** with embedded artifacts, for real-time validation and collaboration within a hosted environment.



Capture, connect & organize the web of requirements information
Shared glossaries *to translate acronyms, buzz-words and tech-talk*

Onboard new internal and external resources for a technology or medical industry project, so they come up to speed quickly and understand unique terms we use in our projects with simple point and click precision

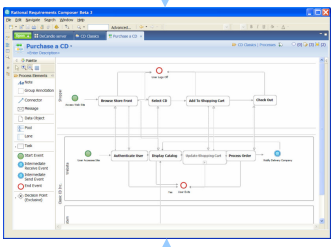
- **Maintain domain-specific glossaries** to reduce organizational confusion
  - Enterprise, project, client
  - Business
  - Technical
  - Industry-specific
- **Check and link terms within documents** to glossaries to guide terminology usage for clarity and accuracy



Capture, connect & organize the web of requirements information
Business process diagrams *to define the current and future state*

Governmental task force can easily create customized processes to understand complicated, cross agency import activity and assess the impacts on parties

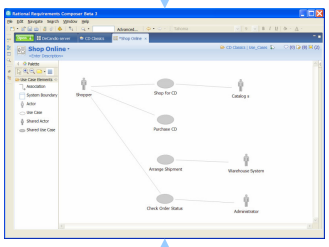
- **Sketch current and future business process diagrams** using Industry Standard Business process modeling notation (BPMN)
- **Specify business goals**, actors, inputs, outputs and flows
- **Identify intersecting, dependant, and impacted processes** to ensure solution coverage, identify stakeholders, and build consensus
- **Link process tasks and decisions to business goals and objectives**, as well as storyboards, sketches and documents



Capture, connect & organize the web of requirements information
cases and models *to elaborate on processes, actors and activities*

Development organization can develop use case models for stakeholders to review in half the time they would using design docs or specifications

- **Diagram use cases and elaborate** with **rich text use-case specifications**
- **Visually elaborate** use-case flows with storyboards
- **Link use cases to business tasks** to show how future solutions will support business activities
- **Export use cases to** Rational Software Modeler for reuse in managing architectures

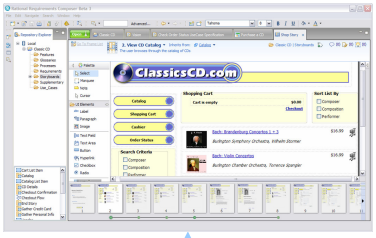


Capture and organize information to make good decisions

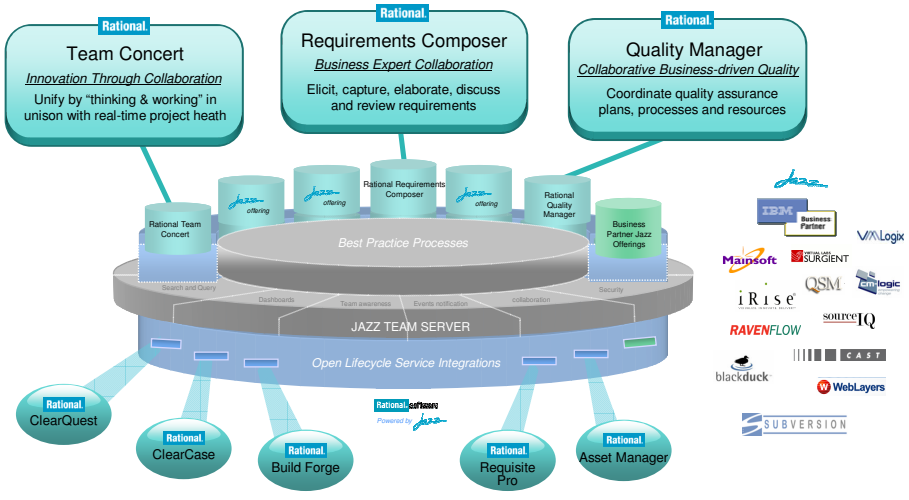
User interface sketches and storyboards *to visualize the user experien*

Business analyst evaluating the a banks multi-channel impact for a new product can storyboard the process and gain validation with UI sketches that show the ATM, online baking, and teller application experience

- **Sketch user interfaces and wire frames** to visualize interaction points of user scenarios
- **Compose storyboards quickly** from sketches to understand the user experience, identify gaps and verify requirements
- **Link storyboards** to business processes, use case flows and rich-text content to enhance understanding and gain consensus



The bigger picture



1. Review existing requirements repository
2. Communicate and collaborate
3. Creating Comment
4. Review Traceability

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- §Rational Software Delivery Platform
- §Accelerate change & delivery
- §Deliver enduring quality
- §Enable enterprise modernization
- §Ensure Web security & compliance
- §Improve project success
- §Manage architecture
- §Manage evolving requirements
- §Small & midsized business
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