



THINKING OUTSIDE THE PROJECT BOX

The Shift to Product-Based Requirements Management

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THINKING OUTSIDE THE PROJECT BOX

- Presentation developed by: Cole Cioran
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- Conclusions:
 - Requirements that describe what a project is changing will lead to extensive re-work in other projects.
 - Requirements managed as a product deliverables help deliver better projects.
 - The strongest organizations realize product requirements are a valuable, reusable, and living asset.



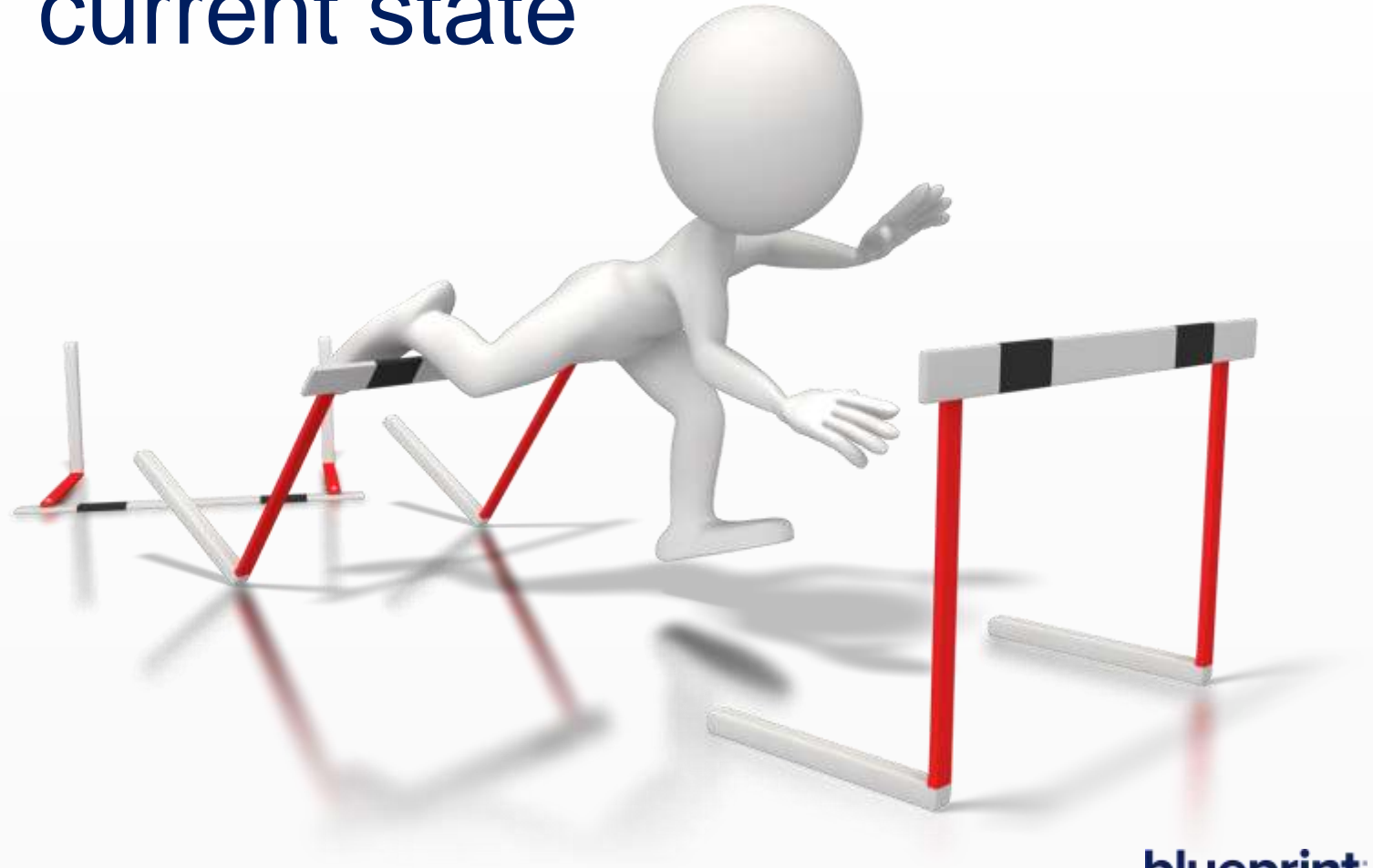


78% of organizations are currently missing out on business opportunities by failing to successfully exploit available knowledge

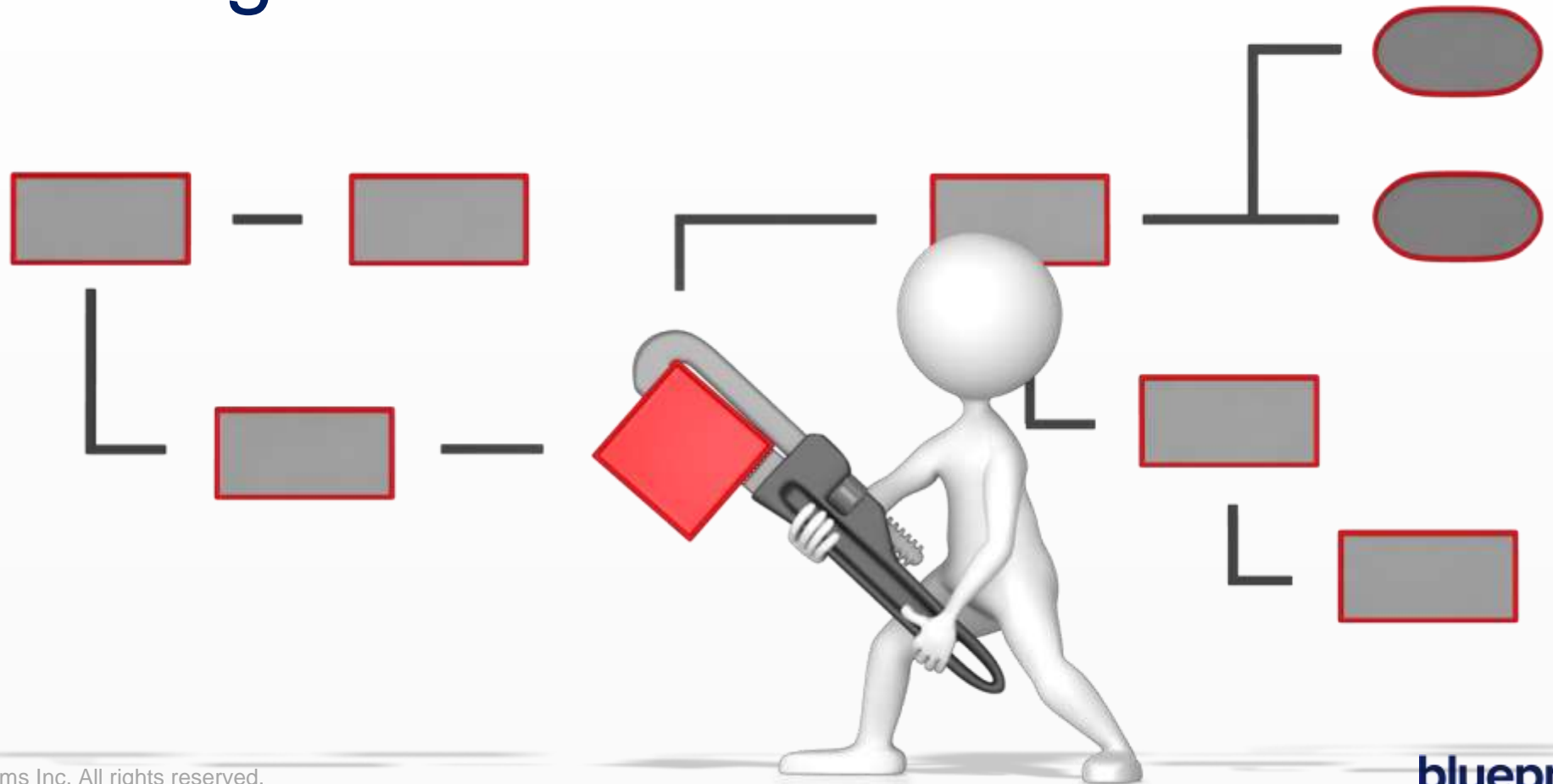


Insights from KPMG's European Knowledge Management Survey

Projects often fail to update the current state



BAU fixes and enhancements go undocumented



Agile constantly creates
new requirements
and then throws
them away





The code is the
only
source of truth
for an application

The code does not
tell us why we built it.





Most people cannot read code

我失去了思想

لقد فقدت عقلي

Έχασα το μυαλό μου

Ich habe meinen Verstand verloren

he perdido mi mente

The code is not
always right

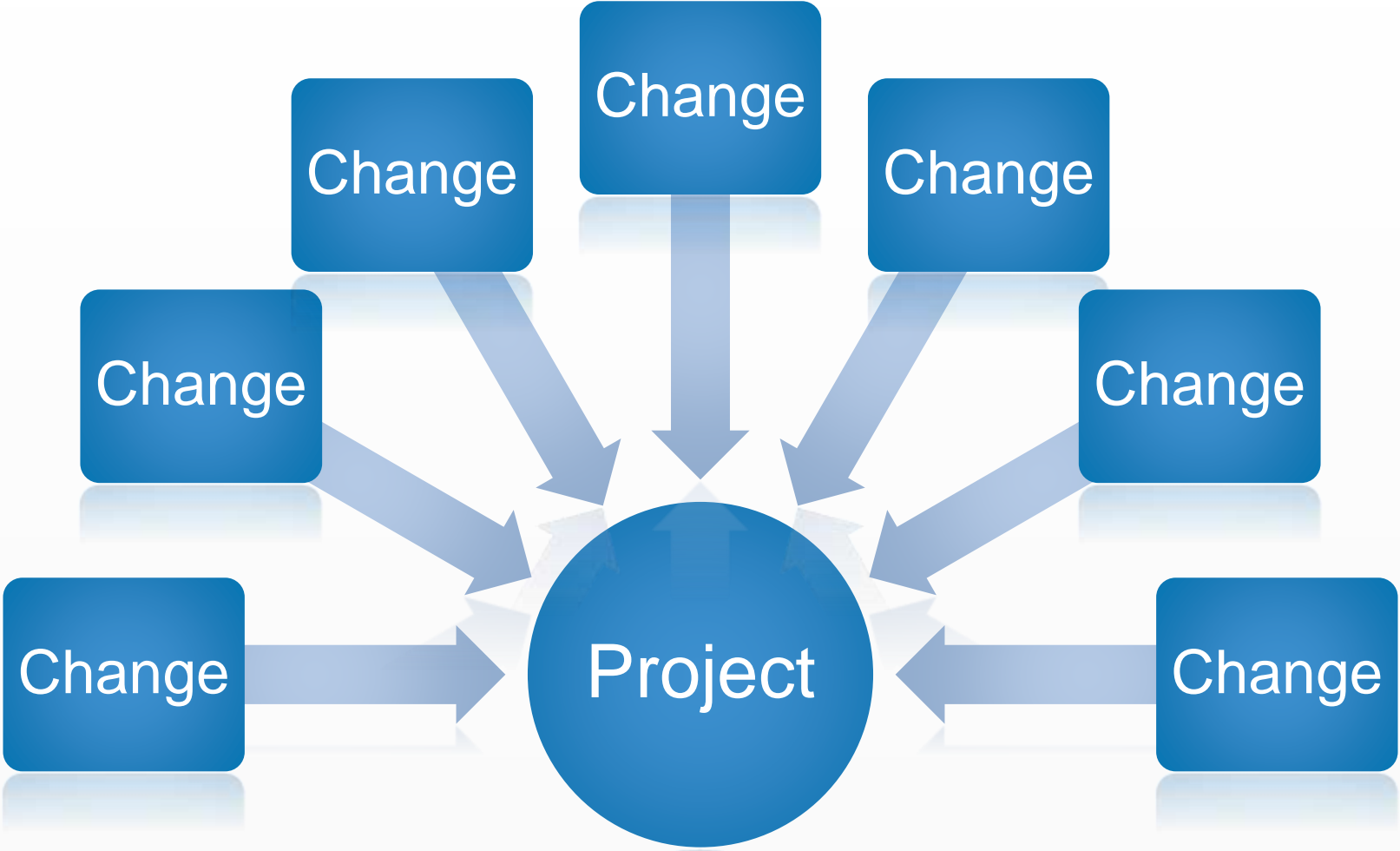




Who thinks
we should
do things
differently?

Requirements maturity is more important to
outcomes than the development methodology

PROJECT BASED REQUIREMENTS MANAGEMENT



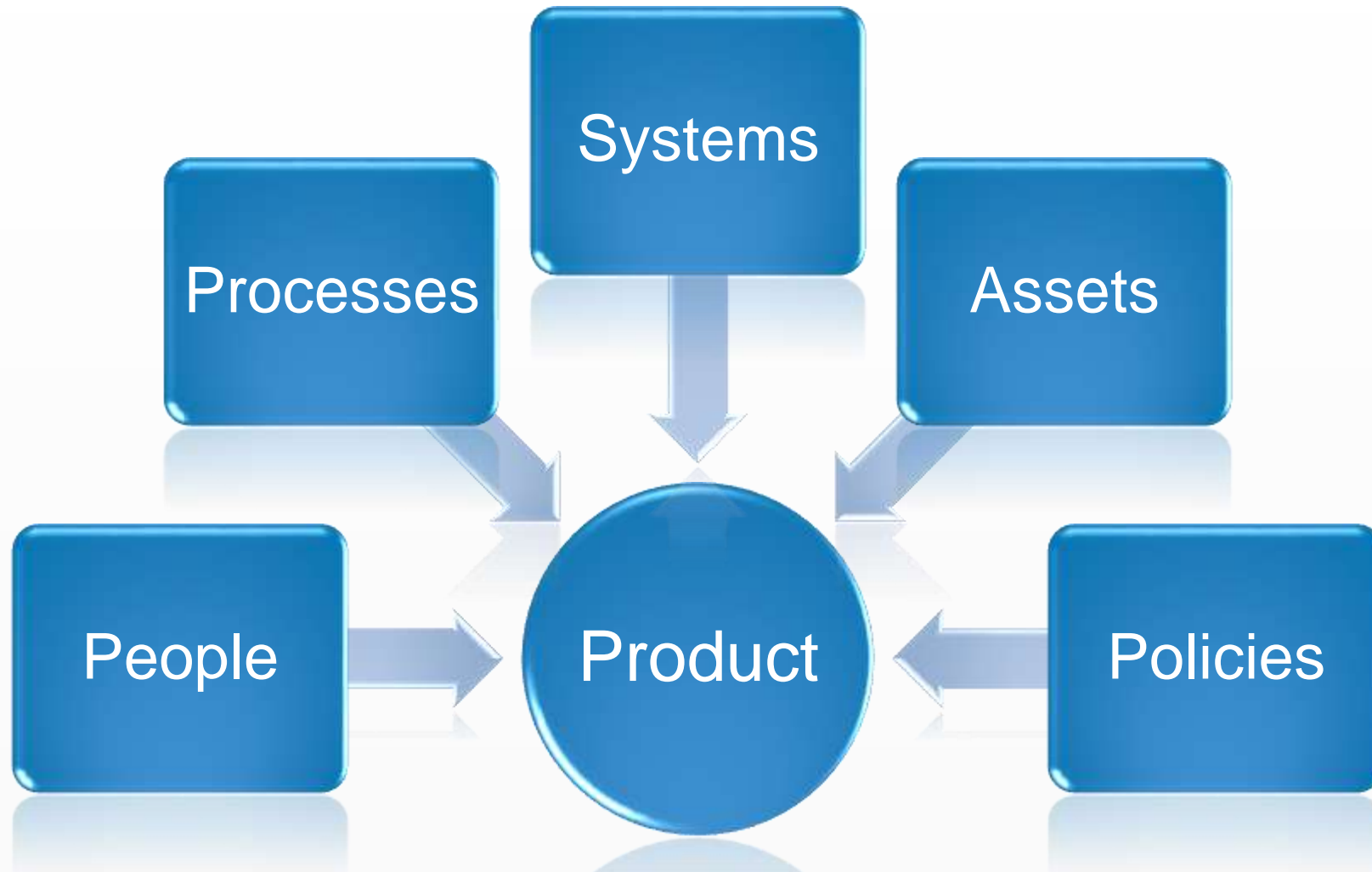
Scrum introduced one of the relatively few brilliant ideas in Agile,



the **Product Owner.**

- Bertrand Meyer, *Agile! The Good, the Hype, and the Ugly*

THE PRODUCT IN PRODUCT-BASED REQUIREMENTS MANAGEMENT




THE SHIFT TO PRODUCT-BASED REQUIREMENTS MANAGEMENT

Move from a fragmented, project-based approach to requirements management to a holistic approach that manages the impact of all changes to an organization's products.





**What is the
benefit of living
requirements?**



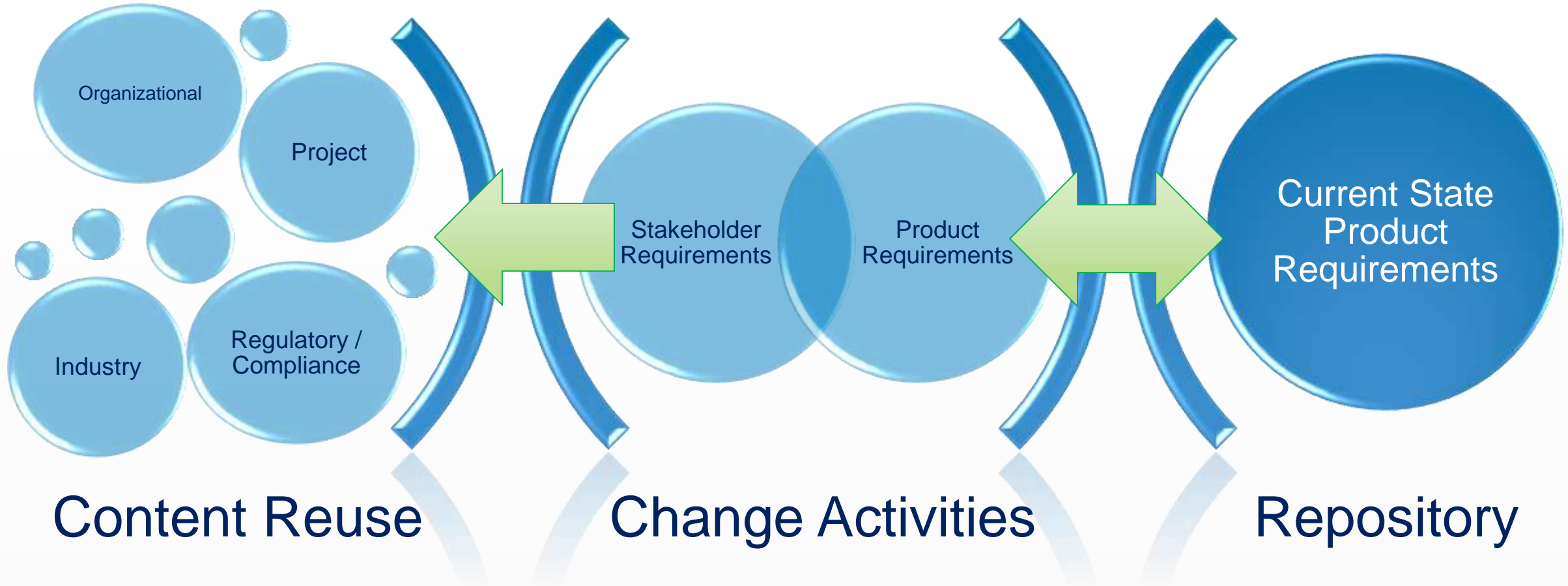
Between 30% and 64% of product requirements can be reused depending on your analysis approach

- Requirements Reuse: The State of the Practice, Chernak, IEEE



**What kind of
requirements
get reused?**

GETTING FROM REUSE TO LIVING REQUIREMENTS



**Static requirements usually take
as much effort to reconfirm
as to recreate**

aninconvenienttruth

STAKEHOLDER REQUIREMENTS

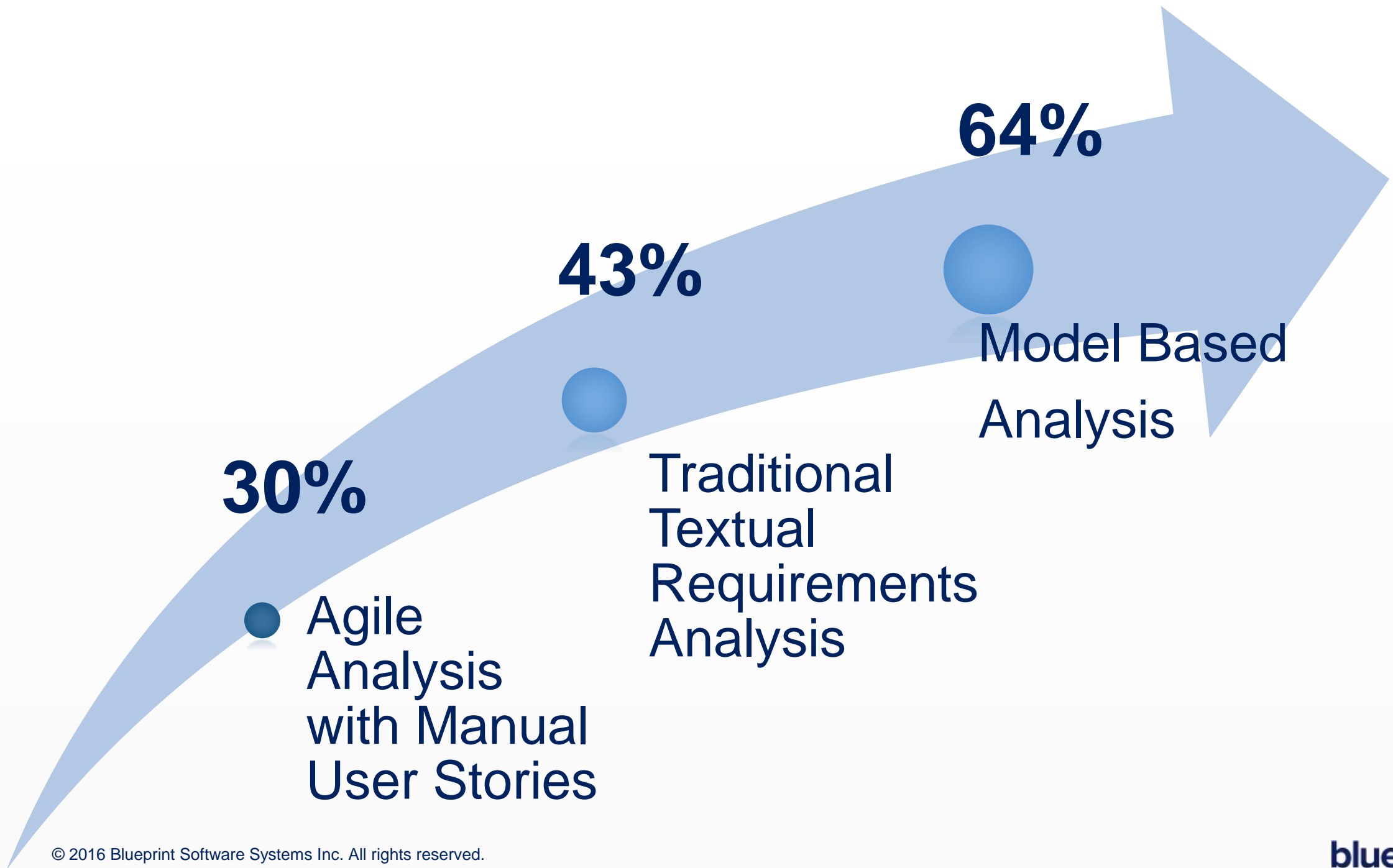


PRODUCT REQUIREMENTS



**What analysis
approach supports
reuse the best?**





**How much reuse
is there at your
organization?**

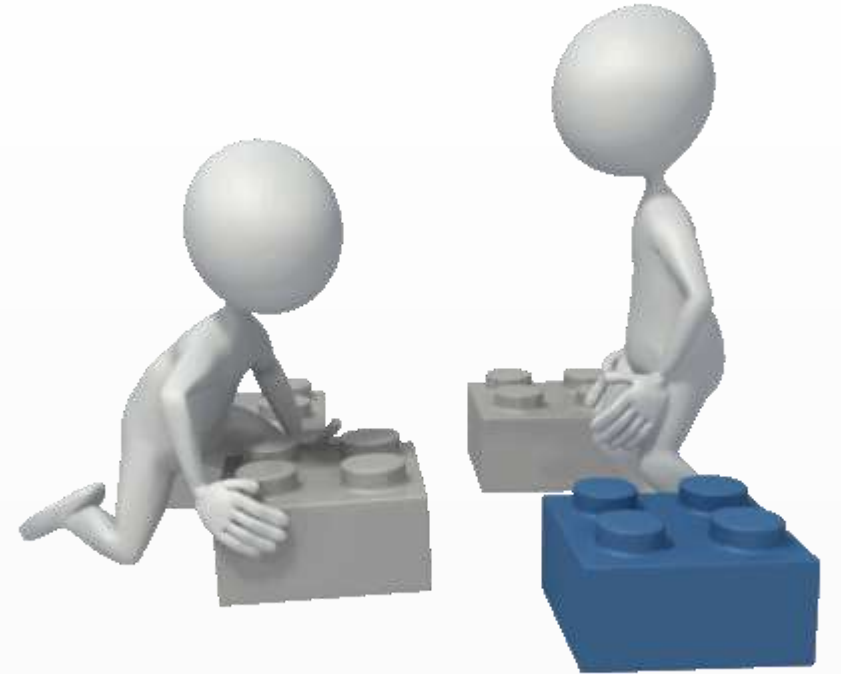


**What do
you think
causes this?**



What are you really defining?

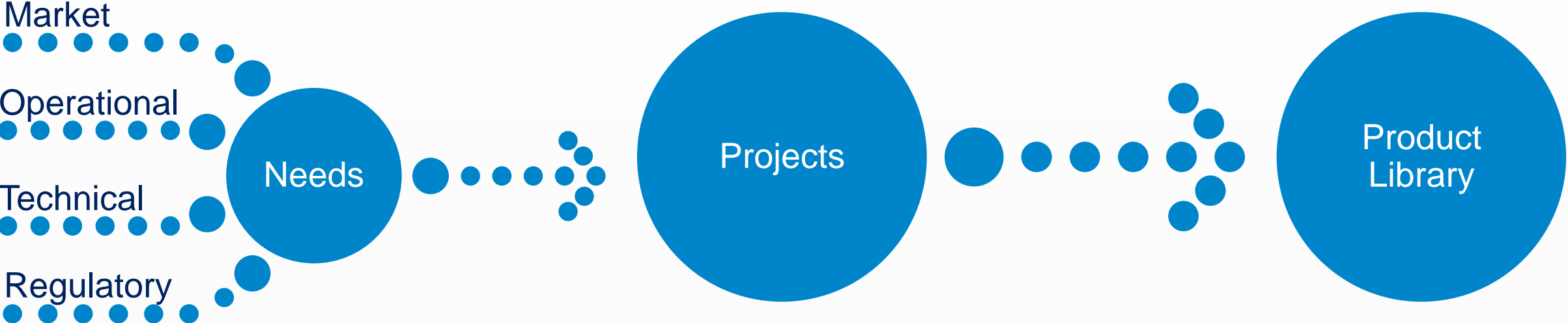
You are defining changes,
NOT THE PRODUCT!



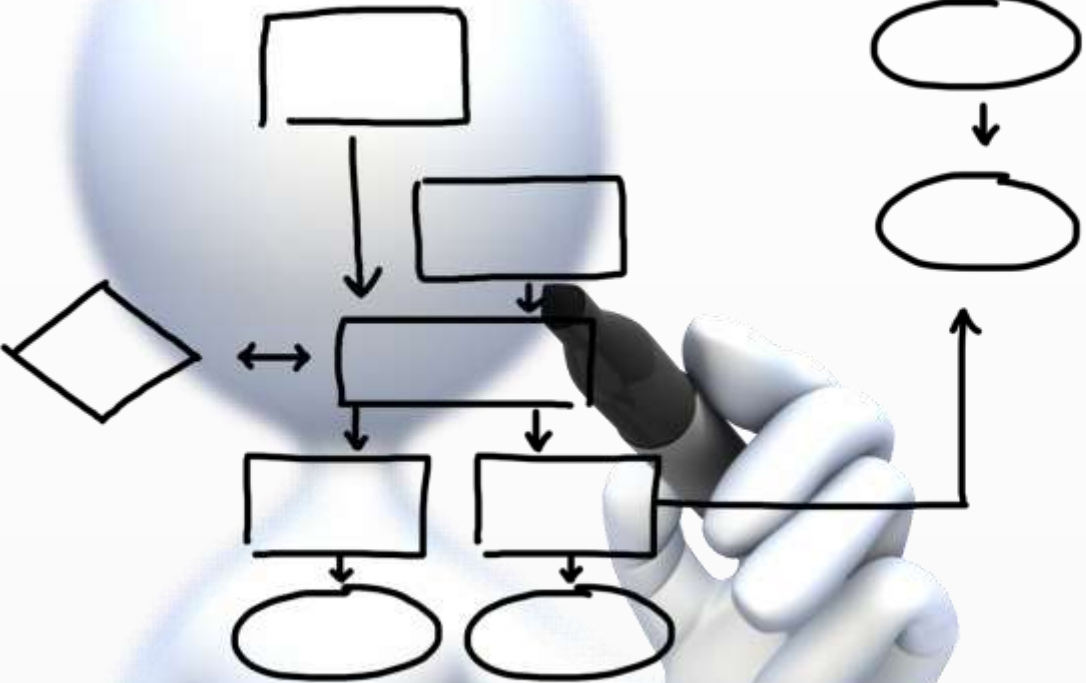
Good requirements
need to be
unique and current



PRODUCT FOCUSED APPROACH



How might we make it work?



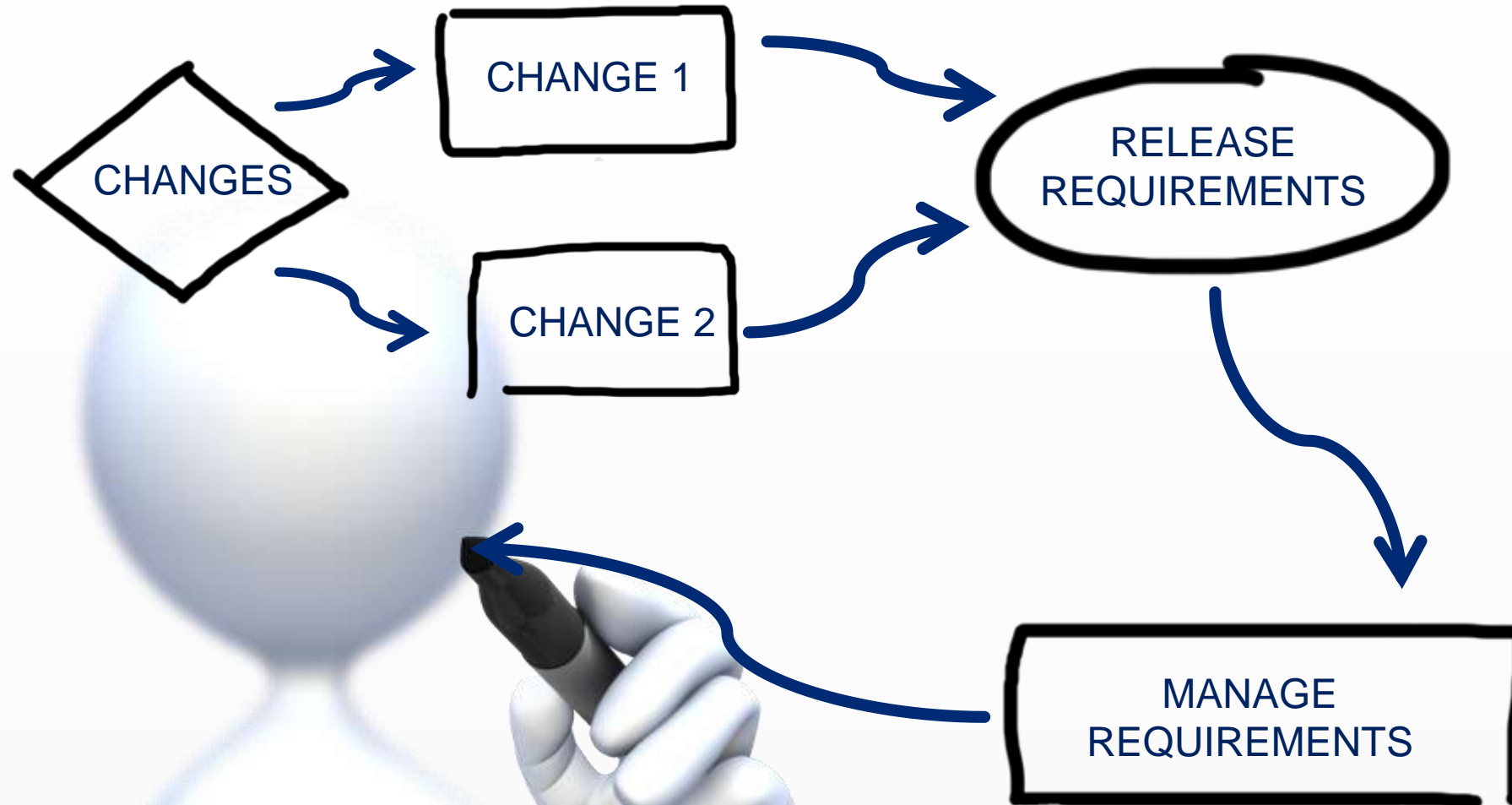
We need a
central repository for
requirements



We need an index that helps us find the requirements we need



We need process to manage living requirements





We need people with
the time and skills to
manage the content

Organization

Requirements



Change Delivery

Project

Strategy

BAU

Dev Ops

Lean

Agile

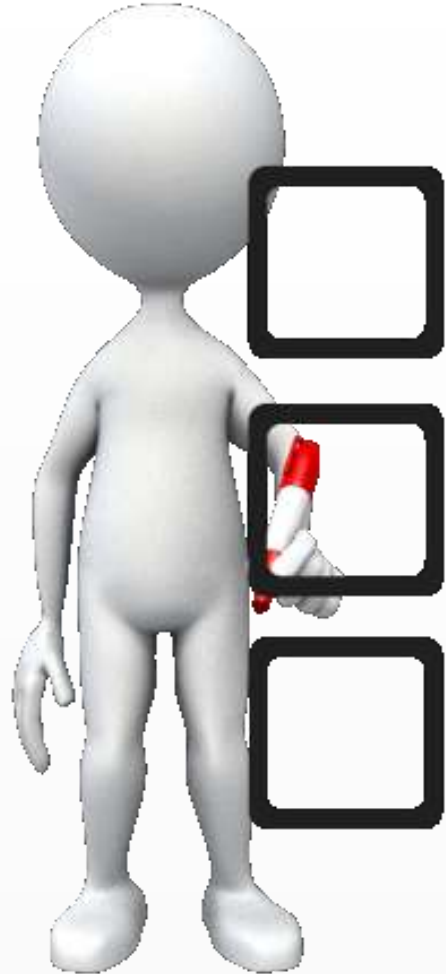
You could do
it on paper,
but it is hard...



What might you do to develop a living requirements practice at your organization?



FOLLOW UP



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