



Information Analyst at APX-Endex

Version: 24-Jan-2011

Author: Michiel Erasmus

Agenda

- The Information Analyst Toolbox
- Textbook example of agile project
- Typical obstacles
- Enterprise Business Analyst
- 3x Agile Projects in review
- Perfect World vs Reality
- Proposed role of BA in APXEndex projects
- BA in the Target Application Architecture
- The End



Information Analyst Toolbox

- Strategic business savvy.
- Technical programming experience.
- Inquisitive mind to ask questions (LSD-methode).
- Industry branche knowledge.
 - Banking & risk management (wholesale, consumerbanking), energy & utilities (consumer & wholesale), local & national government (Toeslagen 2009)
- Pattern recognition and able to relate to other patterns.
- Social approachable.
- Pro active glue together.
- Project management PRINCE2.
- Agile methodology.
- Writing & verifying functional specifications.

Typical obstacles

- Communications
- Coordinating strategic business goals to fit into knowledge holder' schedule
- Experienced people on the right place
- Management loses interest
 - Not committed
 - How to gain acceptance?
- Belangenverstremgeling, of baan verlies
- Operational activities have priority
 - End users mostly unavailable
 - Putting out fires
 - End users must be authorized to make time free

Textbook example of Agile project

- Has ANYONE ever had a million €'s project go exactly on plan & budget??
- Start with Business Case, PID
- SCRUM + Prince2
 - Analysts + Dev team → SCRUM sprints, short delivery cycle
 - PM + Analysts → Prince2 for PID, reporting, issuelog, lessons learnt
- Disadvantages
 - Longer execution time on projects
 - Involve all functional areas, everyone has his say
 - Soundboard acceptance required before starting new Sprints
- Advantages:
 - Anticipated changes taken care of in Sprints
 - Known risks are charted
 - Users feels like they are being listened to
 - Operations + App management gets a tested app incl. functional maintenance documentation.

Enterprise Business Analyst

- Speaks both business users & techy language
- Define what the system must do, not how.
- Determine current situation based with outset the Business Case.
- Gather, organize, classify new functionalities + requirements into logical structures.
- Model requirements using UML, writes use cases.
- Communicates mutations functional areas.
- Doesn't devise technical architecture solutions.
- Advise PM + Business Users on changes.
- Assist PM
 - Identifies use cases grouped together to build in Sprints
 - Act as backup PM
 - Assists in writing a PID, or can write it depending on scope
- Keeps all stakeholders (business users, operations, app. Management) involved in total chain from concept to acceptance test.

Agile Case Study: Travel Tour Operator

- Facts (old system)
 - ERP system developed in QBasic
 - Processes \geq €600mln worth of reservations per year
 - Coupling with Galileo backend
 - XML support for inter-operator reservations hacked in
- Facts (new system)
 - Agile Unified Process + PRINCE2
 - Offshoring to Romania
 - Service Orientated Architecture
 - Removal of duplicated features & functionalities
 - Multifunctional project teams
 - Requirements capturing + modeling using proper tooling
 - Enterprise Architect, UML, Jira
 - The Bad
 - Project delivery time overselled, over budget + under delivered
 - Migration of ongoing, uncompleted reservations not thought about
 - Supplier lacked manpower
 - The good
 - Iterative development
 - Regular weekly communication between functional teams
 - Early involvement end-users, application management, operations

Agile Case Study Belastingdienst

- Facts (old system)
 - Slow, financial transactions processing takes \geq next day
 - Payment processing
 - Urgent next day payments impossible, due to next day processing
 - Cash payments for same-day payments opens chances of fraudulent transactions
 - Processes \geq €billions worth of social security Allowances per year
 - Coupling with local municipalities
 - Each tax office in local municipality has its own dedicated infrastructure
- Facts (new system)
 - Agile Unified Process + PRINCE2
 - Outsourced to India
 - Multifunctional project teams
 - Service Orientated Architecture
 - All (end)customer involved processing to be finished in <2 seconds
 - Urgent Allowance Payments to handle cash payouts
 - Requirements capturing + modeling using proper tooling
 - Enterprise Architect, UML, Jira
 - The Bad
 - Project delivery time oversell, over budget + under delivered
 - Oversized project. Analysts had no contact with the Business.
 - Little involvement end-users, application management, operations
 - The good
 - Iterative development
 - Implemented workflow with 4-eyes principle
 - Regular weekly communication between functional teams
 - Proof of Concept
 - to demonstrate functionals & non-functionals
 - gain acceptance from the Business

Agile Case Study Rotterdam

- Facts (old system)
 - Payment processing worth €500mln per year
 - Coupling with local municipalities
 - Developed in Excel, custom made scripts & apps
 - System audited & accepted by KPMG Accountants
 - Single point of failure: 2 key users (to go on pension) built, operated & maintained the system.
- Facts (new system)
 - Agile Unified Process + PRINCE2
 - Reverse engineered to model processes in UML + Use Cases
 - Multifunctional project teams
 - Service Orientated Architecture
 - Requirements capturing + modeling using proper tooling
 - Enterprise Architect, UML
 - The Bad
 - Forced changed from Management onto key users
 - Project terminated due to cuts in public funding
 - The good
 - Iterative development
 - Proof of Concept
 - to demonstrate functionals & non-functionals
 - gain acceptance from the Business
 - Regular weekly communication between functional teams

Perfect World vs @APXEndex.com

- In the perfect world
 - See earlier slide ‘Enterprise Business Analyst’
 - Focus on functional business side
 - Leaves final acceptance to the business (users)
 - Writes use cases, etc
 - Everyone loves SCRUM + Prince2
- Reality @APXEndex.com
 - Business Analyst is programmer let loose in a functional business environment
 - Tries to solve technical architecture solutions
 - Writes use cases
 - ...?

Proposed role of BA in APXEndex projects

- Is an Enterprise Business Analyst:
 - See earlier slide 'Enterprise Business Analyst'
- Gain knowledge of business, its direction & what it wants to achieve
- Knows trading, stock markets, exchanges
- Michiel @apxendex.com

The Target Application Architecture

- Suggestion:
 - Multifunctional teams
 - TRS, Financials, nominations, System Integration (Elbas, trayport etc), Datawarehouse, User Steering Committee, Application Management
 - Each team assigned a representative from each functional discipline in APXEndex, coordinated by Business Analyst + PM
 - Teams have their own iteration plans
 - Release of new software from other teams must be coordinated to other teams' release schedule
 - Each team assigned to a Project Manager
 - System, user requirements defined
 - Overall requirements are taken in consideration
 - Functional teams liases their requirements with each other, scheduled to Sprint(s)
 - Dev of new system mustn't
 - interfere in ongoing business operations
 - Iterations using SCRUM, Prince2
 - Acceptance of consecutive Proof of Concept(s)
 - Concurrent development of new versions
 - Business Analyst, users & stakeholders verifies deliverables
- Advantages:
 - Small incremental steps
 - Each released Sprint is a fully, working useable product to the business end users
- Disadvantage
 - Slow, expensive in both time & money. No quick implementation of new features.

The End

- Questions?
- Remarks?
- Improvements?
- Your vision of a Business Analyst @APXEndex?

Contact

- Email: m.erasmus@apxendex.com
- Tel: +31638369260

