

### Module 1 - Requirements Challenges

- Traditional and Analytics Initiatives
  - Traditional Requirements
  - Analytics Requirements
  - Requirements Gathering vs. Discovery
- Language of BI Requirements
  - Terminology
  - Definitions
- Project Differences
  - Scope Distinctions
  - Creation and Usage
  - Development Lifecycle
  - Agile Development
- Requirements Categories
  - Business Requirements
  - Information Requirements
  - Technical Requirements
- Roles and Skills
  - Knowledge
  - Roles
  - Skills
- Proactive Requirements Discovery
  - Business Domains
  - Current Situation
  - Business Prioritization Matrix
  - Project Selection
  - Performance Management Support
  - Strategy Maps
- Summary and Discussion
  - Requirements Challenges

### Module 2 - Requirements Classifications

- Requirements Categories
  - Business–Information–Technical
- The Scope of BI Requirements
  - Business in BI
- Business Requirements Classifications
  - Business Value
  - BI and Analytics Capabilities
  - BI and Analytics Capabilities—Descriptive
  - BI and Analytics Capabilities—Diagnostic
  - BI and Analytics Capabilities—Discovery
  - BI and Analytics Capabilities—Predictive
- Information Requirements Classifications
  - Content

- Integration
- Delivery
- Technical Requirements Classifications
  - Service Levels
  - Infrastructure
- Summary and Discussion
  - Requirements Classifications

#### Module 3 - Requirements Discovery Techniques

- Requirements as a Human Process
  - People and Requirements Discovery
  - Identifying Stakeholders
  - Busy People vs. Involved Participant
  - Some of the Challenges
- Techniques
  - An Overview
  - Interviewing
  - Group Facilitation
  - Surveys and Questionnaires
  - Prototyping
  - Current State Analysis
  - Reverse Engineering
  - Interface Analysis: Use Case or Swim Lanes
- Summary and Discussion
  - Requirements Discovery Techniques

#### Module 4 - Requirements Elicitation and Products

- Requirements Discovery Challenges
  - Setting the Scope
  - Asking the Right Questions
- Key Questions
  - Surveying the Landscape
  - Making It Personal
  - The Current State: Data and Analysis
  - The Current State: Existing Reports
  - The Future State
- Business Requirements Products
  - Business Value Products
  - BI and Analytic Capability Products
- Information Requirements Products
  - Content Products
  - Integration Products
  - Delivery Products
- Technical Requirements Products
  - Service Level Products
  - Infrastructure Products
- Summary and Discussion
  - Requirements Solicitation and Products

#### Module 5 - Requirements Analysis and Management

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- Requirements as a Systems Process
  - Systems and Requirements Discovery
  - Process and Requirements Discovery
  - The “Why” of Requirements Management
  - The “What” of Requirements Management
- Collecting Requirements
  - Capturing Requirements
  - Defining and Refining Requirements
- Documenting Requirements
  - Writing Requirements Specifications
- Information Requirements Analysis
  - Fact/Qualifier Matrix
  - Hierarchies
  - Data Sourcing
  - Data Transformation and Cleansing
- Technical Requirements Analysis
  - Privacy and Security
- Testing Requirements
  - Walk Through
  - Acceptance Testing
  - Clarity, Correctness, and Measurability
  - Testing Completeness
- Managing Requirements
  - Managing Scope
  - Managing Impact
  - Managing Feasibility
  - Managing Change
  - Needs to Value
- Summary and Discussion
  - Requirements Analysis and Management

#### Module 6 - Summary and Conclusions

- Best Practices
  - Dos and Don'ts
  - Mistakes to Avoid When Discovering Business Requirements
  - Mistakes to Avoid When Discovering BI Requirements
- Summary of Key Points
  - A Quick Review