



baltic  
amadeus

**Improving efficiency of the project together with Business Analyst**

November 12<sup>th</sup>, 2023

## Jūratē Balčiūnē

Product Owner/Business Analyst



## About Baltic Amadeus:

**30+**

Years in business

**250+**

IT talents

**500+**

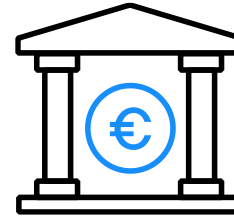
Customers

**2000+**

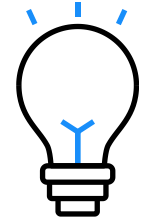
Implemented projects

## We focus on services such as:

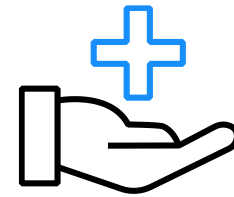
- ✓ Omnichannel platform
- ✓ eCommerce platform
- ✓ Marketplace platform
- ✓ Progress OpenEdge
- ✓ IT architecture
- ✓ Managed cloud
- ✓ Information security
- ✓ IT Due Diligence
- ✓ Mobile banking
- ✓ Data analytics



**Banking &  
finance**



**Energy**



**Healthcare &  
Pharmacy**



**Telecommunications**



**Insurance**



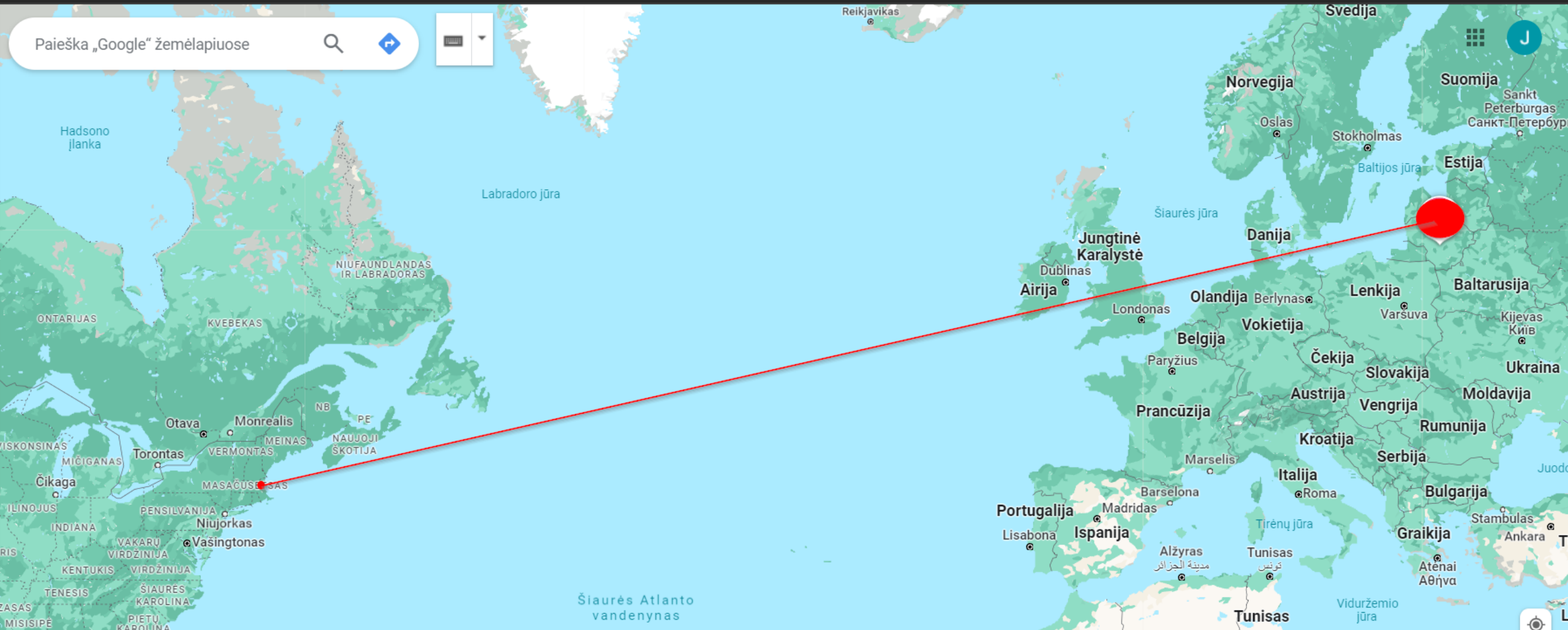
**IT &  
consulting**

# Well-experienced team

- ✓ Working with Progress since 2003;
- ✓ 40+ specialists and growing;
- ✓ Av. Age – 32y old;
- ✓ Av. Experience with Progress OE – 8y;
- ✓ Progress SDP & License reseller;
- ✓ Experienced with mission critical, legacy systems, ERP;
- ✓ Helping customers with support, new development, modernization projects;
- ✓ Working with all major frameworks and tools for Progress OE.



# Lithuania



# Agenda for today

- 01 Project failures and success factors
- 02 BA role and responsibilities
- 03 PO & BA collaboration
- 04 Conclusions: how BA contributes to project efficiency

# Example - short story

A mother leaves a note for her son:

" We are running low on milk, could you go to the store around the corner and buy a liter of milk and if they have eggs, get six".

The son runs off to the store and when he returns, he put six liter of milk on the table and tells his mom:

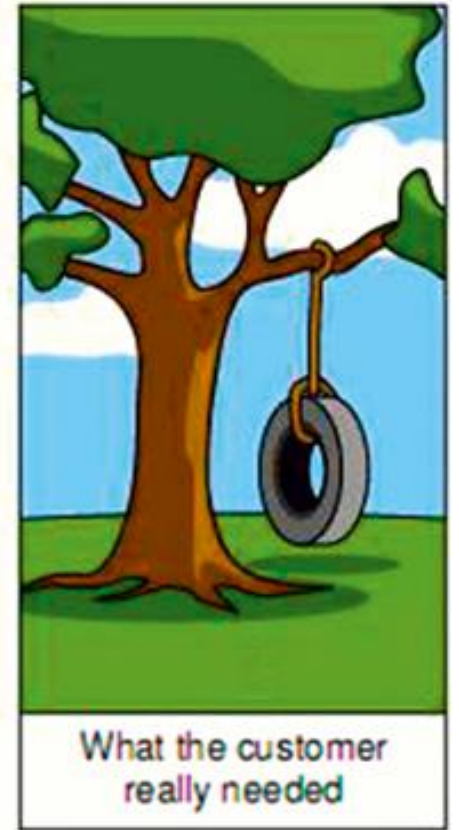
"Yes, they had eggs."

# Example – QA and Dev talk

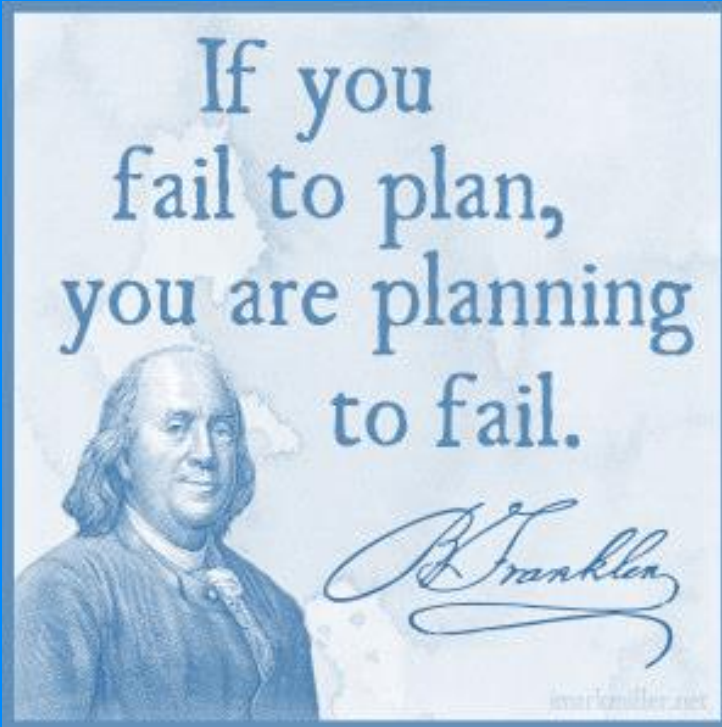




# The tree swing cartoon example



# Why do software projects fail?



1. Requirement deficiencies
2. Poor project planning
3. People added to the project
4. Poor customer involvement
5. Incorrect identification of risks

2007

Maurizio Morisio, Evgenia Egorova, Marco Torchiano; Proceedings of the IWSM - Mensura 2007; p. 299

1. Not Understanding The Needs Of The Business
2. Inability To Reach Consensus On Priorities
3. Lack Of Clarity And Execution Strategy
4. Not Starting With The End Customer
5. Unclear Requirements

2020

Forbes, Mar 31, 2020 - <https://www.forbes.com/sites/forbestechcouncil/2020/03/31/14-common-reasons-software-projects-fail-and-how-to-avoid-them/?sh=345f0155798c>

Research  
results  
posted on  
28.03.2022 in  
PPM Express

## Facts and Numbers

Statistics on project failures because the lack of coherent business analysis during the initial phases of the project:

- According to the report of [The Standish Group](#) (about 50 thousand projects around the world fell into the study sample), about **70%** of projects ended in failure or debatable.
- According to the same report, in the United States alone, \$250 billion is spent annually on software development, and about 175 thousand projects are being implemented. Many of these projects fail or are debatable. The following is a result of [the study of 8380 projects](#) from the above report:

**83%** of projects ended in failure or debatable

**15%** projects met or did not exceed budget by more than 20%

**25%** of projects budget was exceeded more than two times

**48%** of projects, the deadlines were more than doubled

**7%** of projects implemented all the planned functionality

**49%** Projects, functionality was implemented within 25-74%

## Research results: Success factors findings

102 Projects  
In USA and Australia  
Verner et al.

- a **well-defined scope** for the project,
- confidence of the customer in the development team,
- **correct management of the requirements**,
- **effective risk management** by the project manager.

27 Projects  
Swedish and Australian  
companies  
Berntsson-Svensson and Aurum

- **complete and precise requirements**,
- **good size estimation**,
- **involvement of the customer**.

25 outsourced projects  
Hong Kong  
Taylor

- **schedule and budget management**,
- **vendor staffing**,
- **understanding of requirements**,
- **client expectations**,
- **change management**.



## Developers

A project is successful when they:

- understand requirements,
- are not under schedule pressure,
- do a good job,
- grow professionally.



## Managers

User satisfaction is  
an indicator of a project's  
success.

How does  
business analysis  
contribute to  
failure or success  
of the project?

# Business analysis

Why?

Who?

How?

What?

# What is Business Analysis? [definition]

**Business Analysis** is the practice of enabling change in an enterprise by defining business needs and recommending solutions that deliver value to stakeholders.

[...]

Source: A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide), International Institute of Business Analysis, 2015

**Business Analysis** is a discipline that focuses on identifying business needs and finding technological or process-driven solutions to meet those needs.

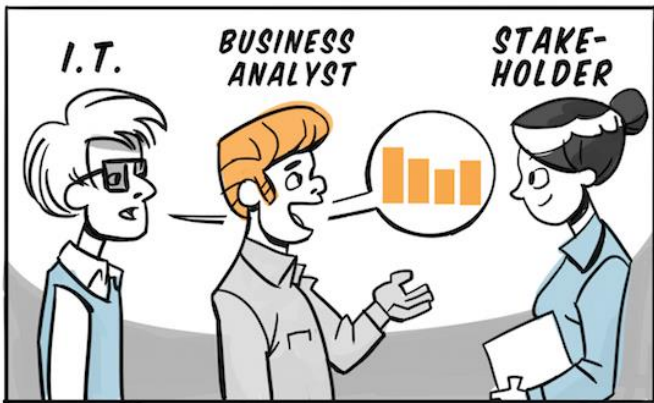
[...]

Source: ChatGPT

**Business Analysis is a valued skill! But it is not about documenting systems! It is about facilitating value!**



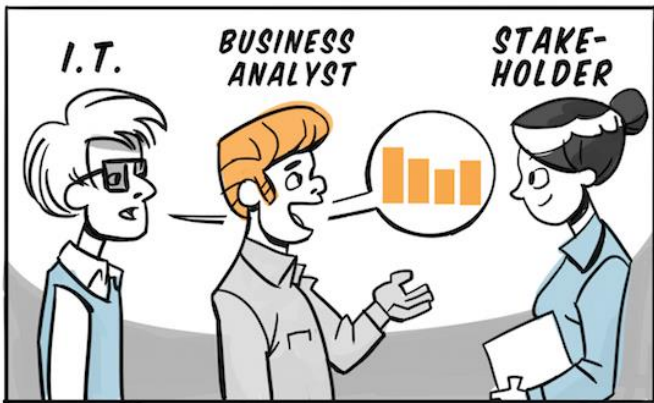
# What does Business Analyst do?



Identifies Business  
Needs



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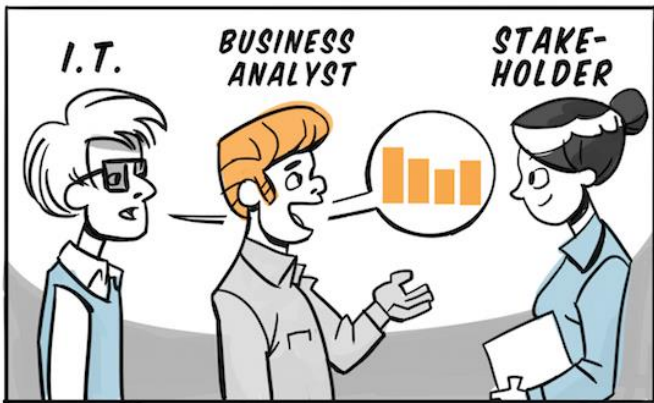


Identifies Business  
Needs



Specifies and  
outlines business  
requirements

# What does Business Analyst do?



Analyzes business domain, identifies Business Needs

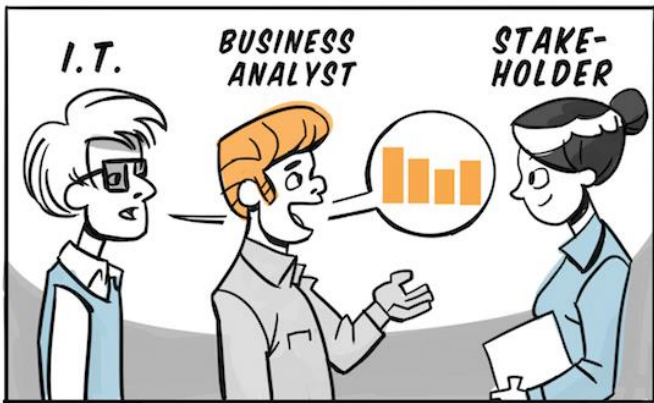


Specifies and outlines business requirements



Translate Business process, identifies where to improve

# What does Business Analyst do?



**Identifies Business  
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**Specifies and  
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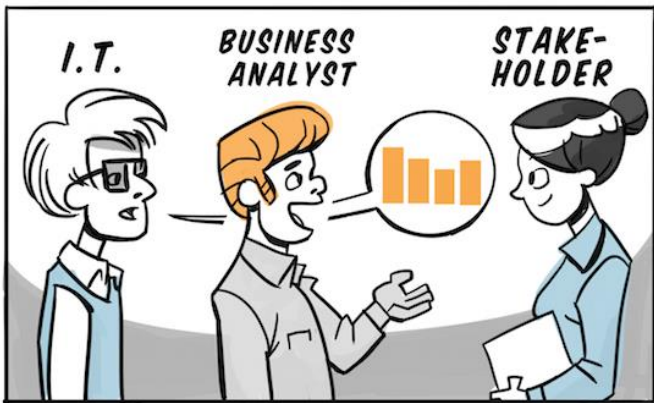


**Translate Business  
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**Validates  
requirements and  
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# What does Business Analyst do?



**Identifies Business Needs**



**Specifies and outlines business requirements**



**Translate Business process identifies where to improve**

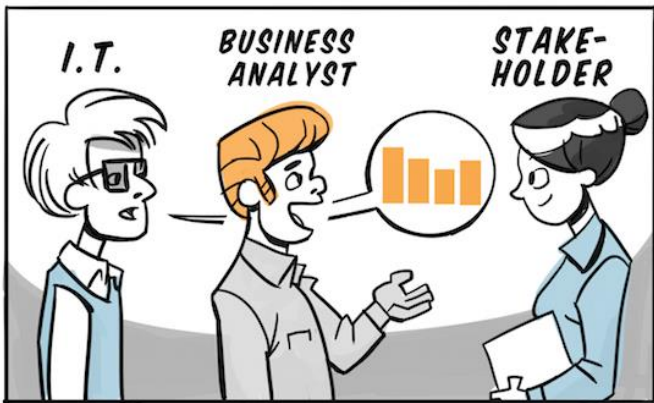


**Validates requirements and decisions**



**Testing support**

# What does Business Analyst do?



**Identifies Business Needs**



**Specifies and outlines business requirements**



**Translate Business process identifies where to improve**



**Validates requirements and decisions**

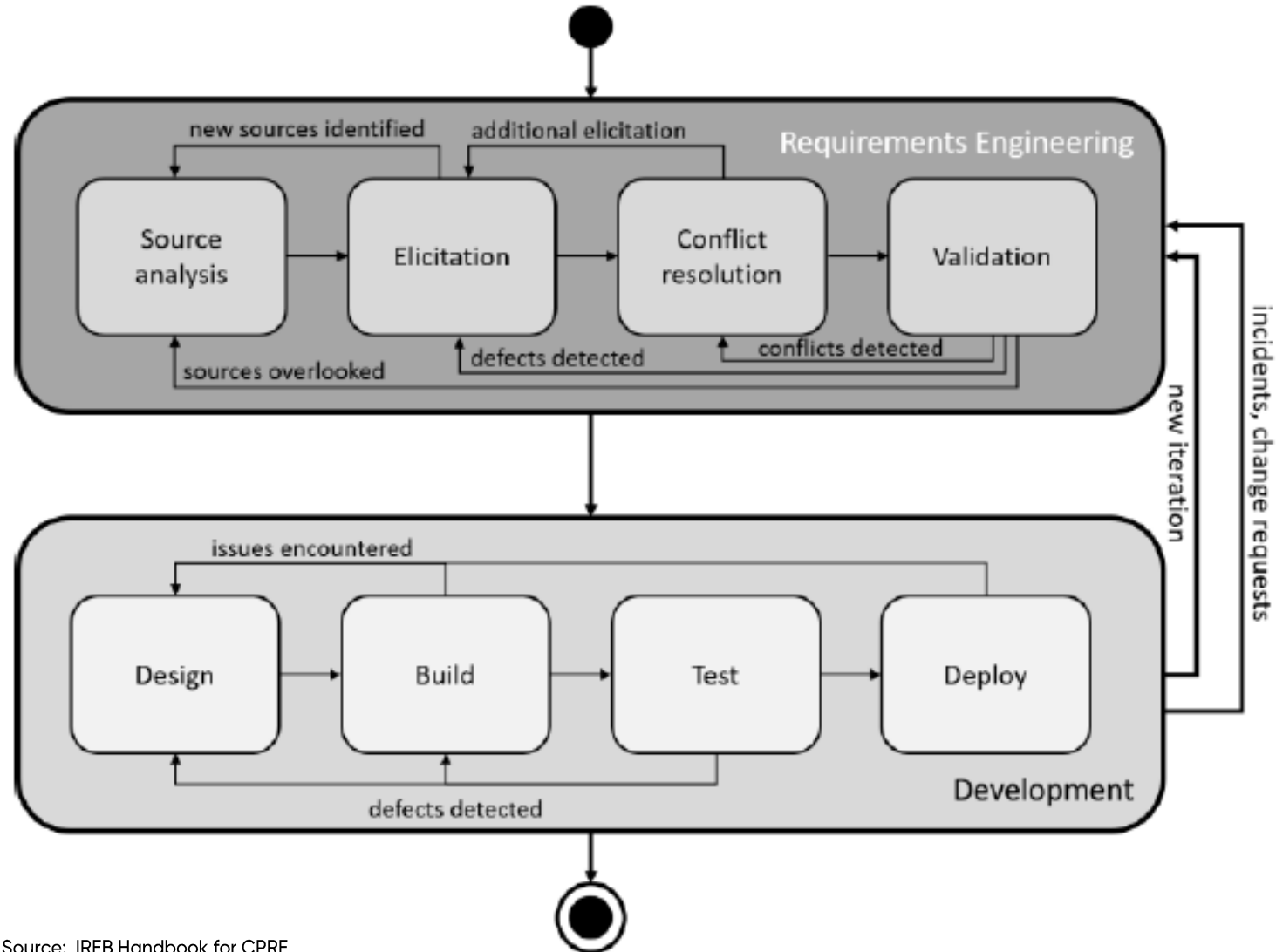


**Testing support**



**Change and Project Management**

# Business Analysis - Requirements Engineering/Management





# Who is a Business Analyst?

- ✓ A business analyst is any person who performs business analysis tasks, no matter the job title or organizational role.
- ✓ There might be other job titles for people who perform business analysis:
  - ✓ Business architect
  - ✓ Business system analyst
  - ✓ Data analyst
  - ✓ Enterprise analyst
  - ✓ Management consultant
  - ✓ Process analyst
  - ✓ Product manager
  - ✓ Product owner
  - ✓ Requirements engineers



# Who is Business Analyst?

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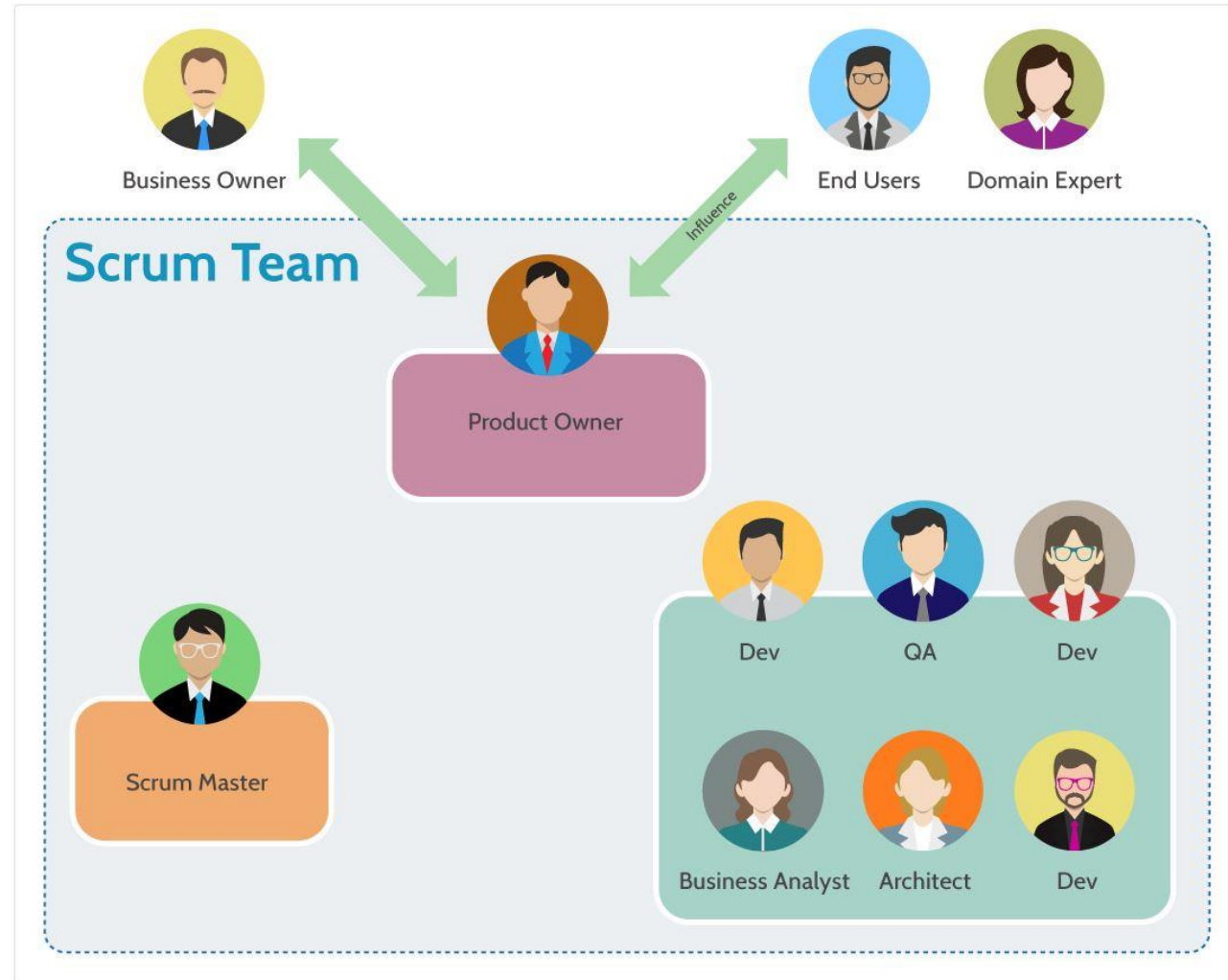
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- ✓ Process analyst
- ✓ **Product manager**
- ✓ **Product owner**
- ✓ Requirements engineers





# PO – BA and Agile

# Team composition working in scrum framework

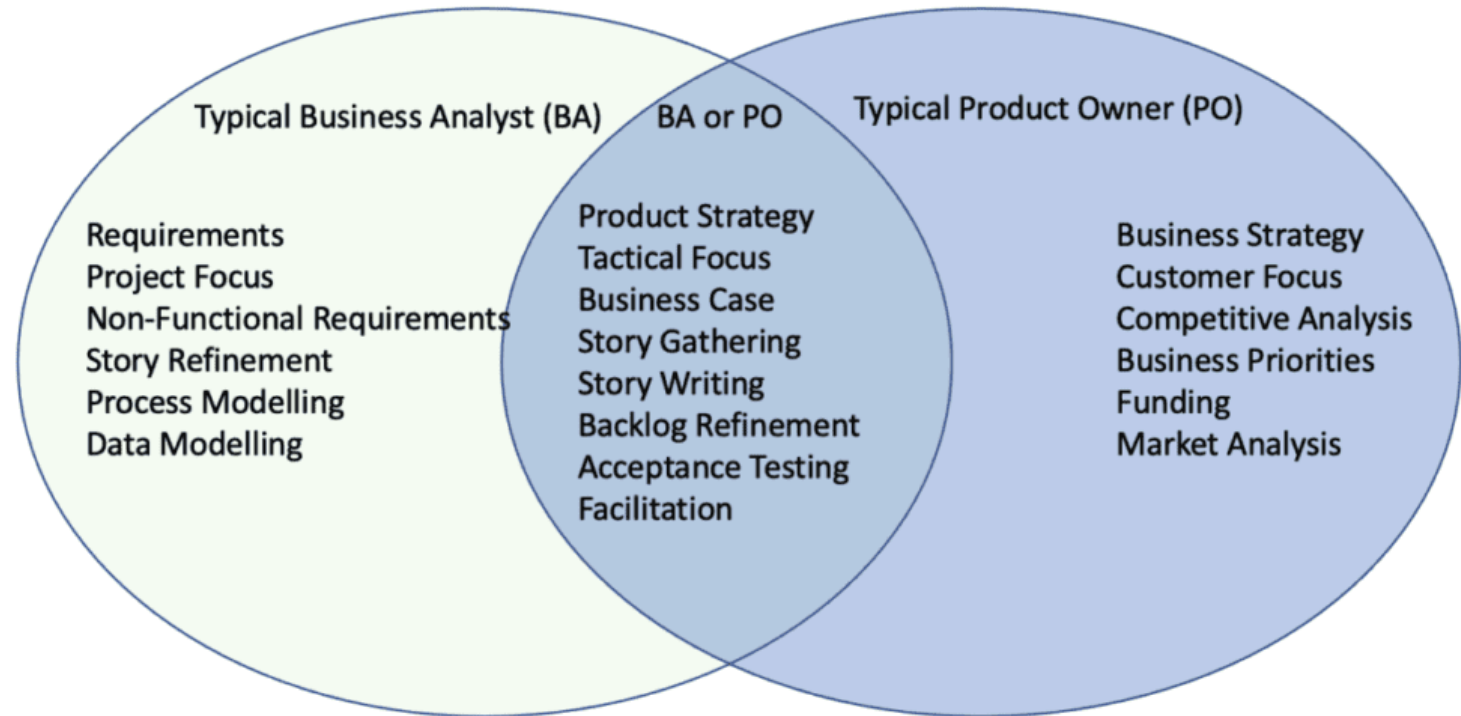


# PO-PM-BA



# PO – BA and Agile

# Business Analyst vs Product Owner



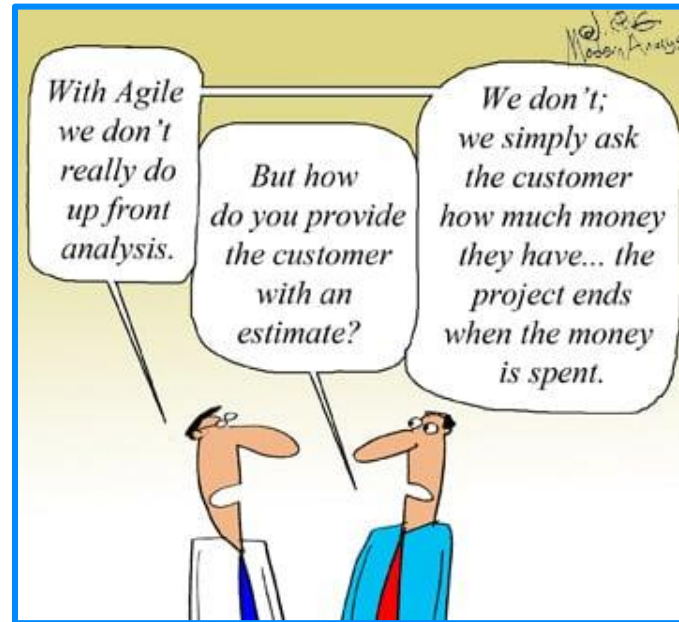


# Conclusions

It is about accomplishing project goals while minimizing waste and maximizing productivity.

It means that work will be done without any major process obstacles

# What is efficiency in the project?



No matter the project (agile, waterfall, modernization, new application development), if you want the project to be successful, you need to do **business analysis!**

- No rework
- Met deadline
- Met budget
- Managed scope
- Managed risks



# Stronger together: our team, our success



In essence – the most important thing is to perform business analysis activities!!!

An analyst alone will not make a miracle happen – successful and effective project delivery requires a team cooperation!

# Let's discuss it further



**Jurate Balciune**

Product Owner/IT Business Analyst  
(PSPO, OCEB2, CPRE, CPUX)





**Thank you!**