Business Needs Come First, 
followed closely by value...

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Who am I?

Brad Hannah

- Programmer
- Technical Specialist
- Systems Analyst
- Systems Manager
- Project Manager
Why Should You Listen?

• I’ve taken 1.5 business courses, so naturally I’m an expert

• We are all constrained
  • Financially
  • Staffing

• We complain about being too busy, so let’s make sure there is value in what we are doing
What is a Business Need

...a change to an organizational system or capability that is **required**.


- Business need is not optional!
Business Need vs. Business Requirement

- Is a business need a requirement? **No.**

- Business Needs are needs of the business which **describe the business goals, objectives and problems that the business is trying to solve**

- Business Requirements are the **statements describing the business solution** including the business needs, capabilities required by business to meet business needs, scope of the business solution, and the business case
What is Business Value?

Business value is generated when someone or something is benefited

- Common performance factors include: [Common performance factors include](https://en.wikipedia.org/wiki/Business_value):
  - Usability
  - Functionality
  - Availability
  - Reliability, recoverability
  - Performance (throughput, response time, predictability, capacity, etc.)
  - Security
  - Agility

- Value is typically a choice, you can generate it many ways
Measuring Business Value

- Customer Satisfaction
- Cost Savings
- Profitability/Increase Revenue
- Market Share
- Relationship Duration

Value is your opportunity!

Business Need is non-negotiable, value is a choice!

https://georgerannehewett.files.wordpress.com/2015/01/value-equation.png
Recording and Evaluating Business Need and Value

• Strategic Plans
• Project Proposals
• Business Cases
ITS Strategic Pillars

1. People
2. Organization
   - Evidence based decisions and accountability
3. Partnerships
   - Service adoption
4. Technology
   - Retirement of aging services
   - Cloud Services
   - Plans to address ongoing opportunities
Just because your assumptions are wrong, doesn’t mean you’re wrong, it just means you weren’t right.
Practical Examples
Example: Unified Communications

Business Need

Replace campus PBX by 2021 or lose full vendor support

Business Value

Improve collaboration by integrating telephony services with instant messaging, video and presence

Improve access to people by allowing them to make and receive phones call from mobile phones, laptops and desktop PCs
Example: PCI DSS

Business Need

Become PCI compliant or risk losing merchant account/incurring fines

Business Value

Improved security reduces multiple risks (implied)

Improve e-commerce development and deployment experience

Centralized management of merchant systems ensures consistency and fairness
Other Examples

Learning management systems platform migrations

Mainframe to ERP Product

Mail system migration

Remote backup

Enterprise Service Buses (ESB)

Disaster recovery

Campus desktop management

Datacentre equipment cycles
Takeaways

• Needs are non negotiable

• Value is your opportunity to make something better for someone or something