



CASE STUDY

DEFINING REQUIREMENTS FOR A NEW IT PLATFORM

TRANSFORM

Life Cycle Tool and Forced Ranking Produce Successful Blueprint

THE BUSINESS CHALLENGE

A \$600M publicly traded company had grown significantly through acquisition and was undergoing a business transformation effort. The company had already purchased RUP but did not have the expertise internally to utilize it. In addition, they faced several challenges from process and change management perspectives:

- They hadn't built a new system in 12 years. The ***inflexible IT infrastructure created difficulties in quickly integrating new acquisitions or bringing new products to market.***
- Their workforce averaged 10 years with the organization, was ***fearful of change***, and wasn't motivated to embrace the new IT processes and system.
- The organization ***didn't have an effective means of gaining consensus and making enterprise decisions.*** Each of the three business units had its own priorities.

AGSI was brought in to assist with the vendor package selection process by working with a team from the company's three business units to define requirements, work through the decision-making process, and ensure that the package chosen would fit the company's requirements across all business units.

AGSI'S HIGH-LEVERAGE SOLUTION

The first phase of this project was to define the requirements of the new package and assist the organization with package selection. The AGSI team began by examining the current state of the client's processes. To address the issues around use of RUP, the team recommended ***a full life cycle tool to act as a knowledge repository*** during the requirements-gathering phase. The tool would incorporate gathered data and process information. Then, with third-party APIs, the information would be transitioned to RUP. AGSI also utilized ***a Forced Ranking approach*** to get the business units to agree on requirements and priorities. This method ***mathematically removed bias from the decision-making process, assigning standards*** to each criterion.

VALUE TO THE ENTERPRISE

The highly detailed requirements document provided significant value to the company, including:

- Demonstrating to the Board that the company's IT investment was well thought out and that the ***risk of surprises and cost overruns is reduced.***
- ***Lessening the buy-in challenge*** by involving business units equally in the process.
- Potentially ***accelerating the process*** from the design to build phase, due to the fact that requirements had been so clearly defined.

IN BRIEF

CLIENT:

\$600M Public Company

ENGAGEMENT:

IT Platform Requirements Definition

CHALLENGE:

Overcome business unit priority conflicts and institutional change resistance to define ideal requirements for selection of a new IT platform

OUTCOME:

Mathematical ranking and consensus-based selection process removed bias and produced strong choice that will help transform the business for the future