



# SCOPE – the ultimate project killer

Developing a project scope and setting proper project expectations creates a starting point for a successful BI implementation strategy

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Any business intelligence project's biggest killer is scope. This includes scope from a business requirements angle, as well as the scope of technical delivery





Arises when a BI project is delivered according to high level business terms...



- Not keeping up and coping with business and system changes
- Scope creep over fixed timelines or budgets
- Late notification of source system changes
- Technical or data problems not foreseen during planning



Key factors to ensure that the project's scope is managed from a technical perspective and it must be established during the initial phases of the project...

- Project Definition
  - *establishes the scope of the business requirements and the project management aspects*
- Project Methodology, Principles and Strategy
  - *establish the development and deployment scope*





Methodology needs to allow for the maximization, re-use and best practice standards across the development efforts ...

- Prove the functionality through comprehensive systems testing
- Develop the capability to incrementally speed up the deployment processes
- Solution conforms to architectural and technology standards
- Quality of all deliverables is of a high standard
- Solution entrenches optimal re-usability





Key principles to deliver an integrated collection of technology and architecture to build and utilise a more effective solution across various business units ...



- A framework should be specifically designed to offer the enhanced BI capabilities required for the business
  - *does not mean it will not support the various unique issues and requirements from various business operational processes*
- Highly recommended that every effort is made to align to a standard framework solution
  - *greatly reduce the overall cost and allow for the business to maximise reusability*



a proper defined strategy will assist the project to stay within scope from a business requirement and technical solution perspective...

- Formal project proposal and acceptance by businesses
- Organisational impact of the project should be analysed and quantified
- Detailed project plans, only change under strict change management
- Well established business objectives, business drivers, key measurements, report specifications and success criteria
- Data quality assurance and adherence to the methodology - actively enforced by architecture and data governance forum





detailed scope should not only include a methodology, key principle, strategy but also...

- Source system measure descriptions, business process descriptions and reporting descriptions
- Very strict change control
- Signed-off detailed business and technical requirements
- Mutually accepted user testing strategy
- Mutually understood acceptance criteria
- Scope issues can easily derail the whole project or bring it to a screeching halt





Size of the projects must never be underestimated, and business users should be engaged throughout the whole project lifecycle...



- Throughout the delivery design phase
- Be involved in review sessions
- Use project managers and business analysts that thoroughly understand BI



Developing a project scope and setting proper project expectations creates a starting point for a successful BI implementation strategy ...

- Ultimately prove to have a positive effect on businesses
- Consequently have a fundamental impact on the world of business intelligence



# Summary...



- Representatives from the Business and IT
  - *Neither party should attempt to establish scope on their own*
- “Meaningful, but manageable”
  - *Meaningful = business value in the language the business speaks*
    - *Start significantly*
  - *Manageable = something that will actually get built*
    - *Start small*



# Questions...



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