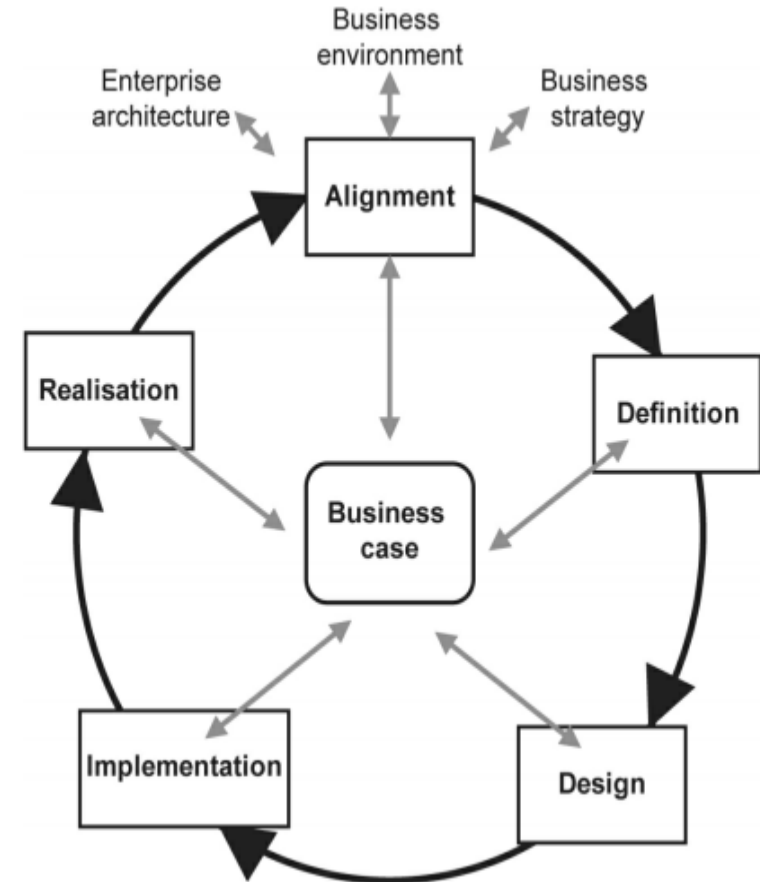# Chapter 13
Delivering the requirements

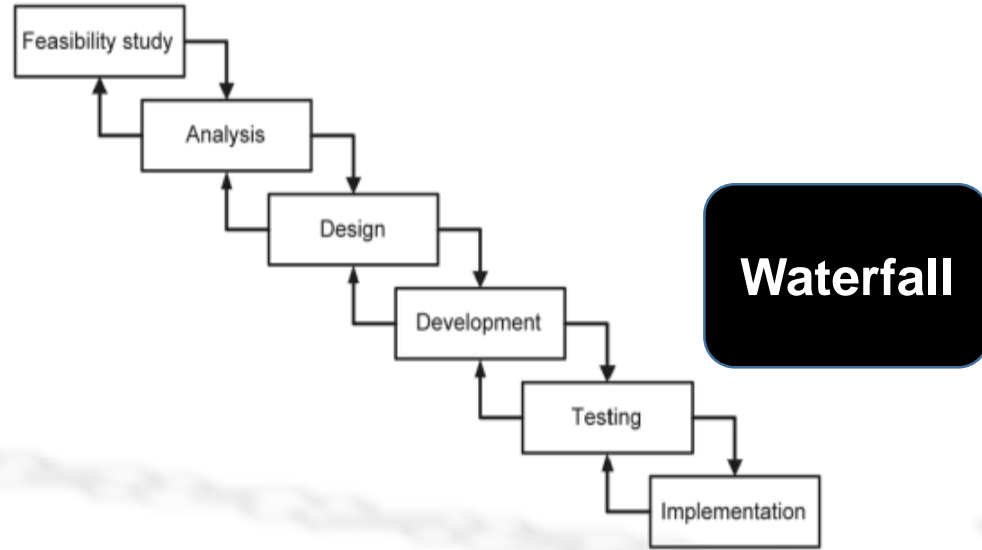BCS Foundation Certificate in Business Analysis

Courseware

Delivery Lifecycles

The major lifecycles in use are:

The waterfall lifecycle;
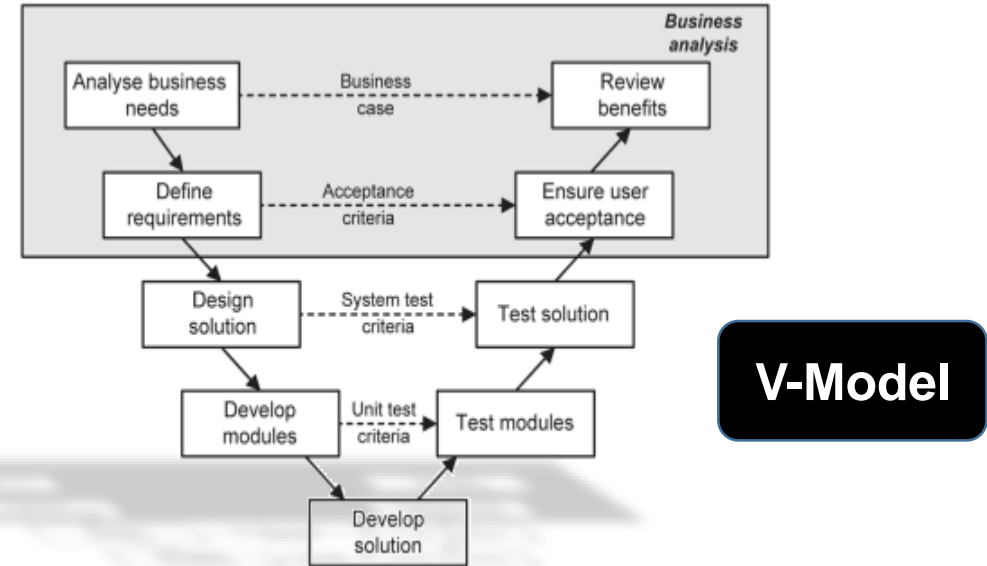The 'V' model;
The incremental lifecycle;
The iterative lifecycle.

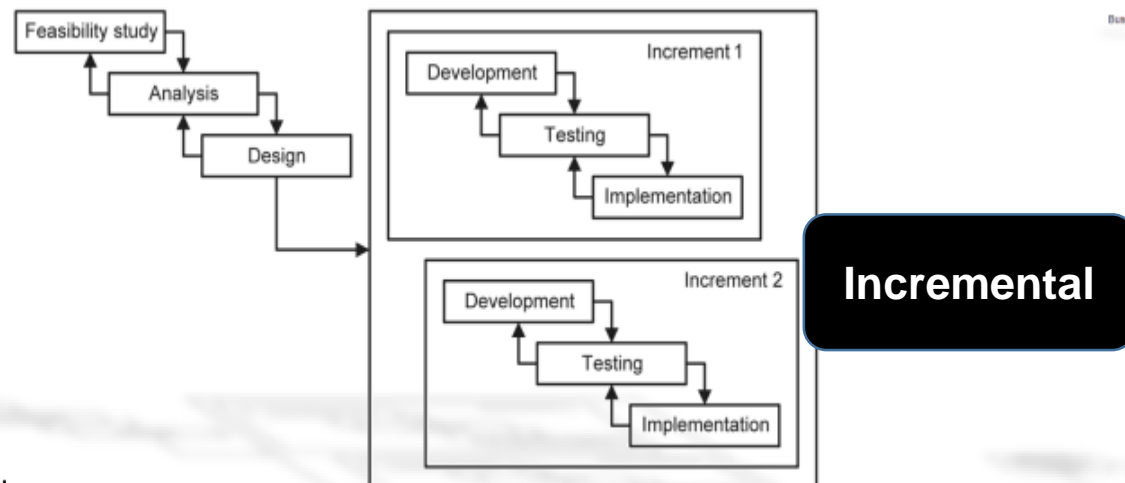Business Analysis (4th Edition) Figure 1.1 (© Assist Knowledge Development Ltd.)
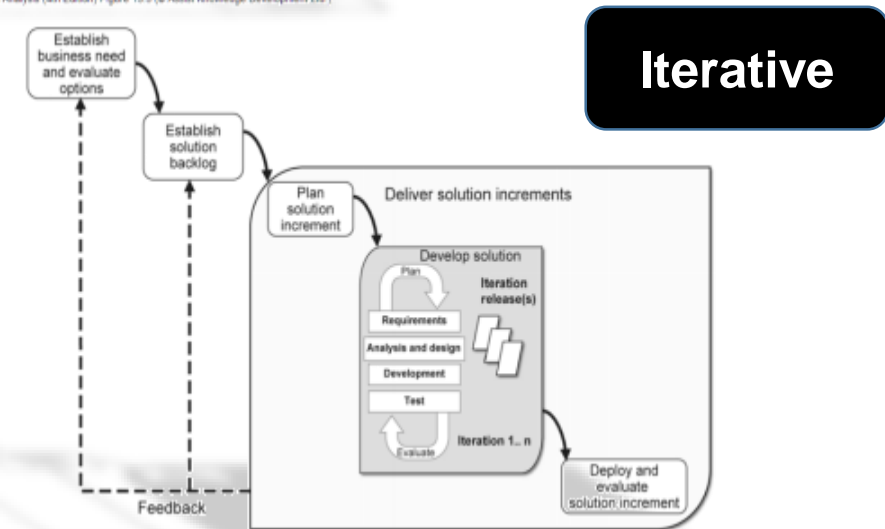
Delivery Lifecycles

Waterfall

Feasibility study → Analysis → Design → Development → Testing → Implementation

Business Analysis (4th Edition) Figure 13.3

V-Model

Analyse business needs — Business case → Review benefits

Define requirements — Acceptance criteria → Ensure user acceptance

Design solution — System test criteria → Test solution

Develop modules — Unit test criteria → Test modules

Develop solution

Business analysis

Business Analysis (4th Edition) Figure 13.5 (© Assist Knowledge Development Ltd.)

Incremental

Feasibility study → Analysis → Design

Increment 1: Development → Testing → Implementation

Increment 2: Development → Testing → Implementation

Business Analysis (4th Edition) Figure 13.6 (© Assist Knowledge Development Ltd.)

Iterative

Establish business need and evaluate options → Establish solution backlog → Plan solution increment → Deliver solution increments

Develop solution: Plan → Requirements → Analysis and design → Development → Test → Evaluate (Iteration release(s), Iteration 1... n)

Deploy and evaluate solution increment

Feedback

Business Analysis (4th Edition) Figure 13.8 (© Assist Knowledge Development Ltd.)

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Delivery Lifecycles (Waterfall)

Business Analysis (4th Edition) Figure 13.3

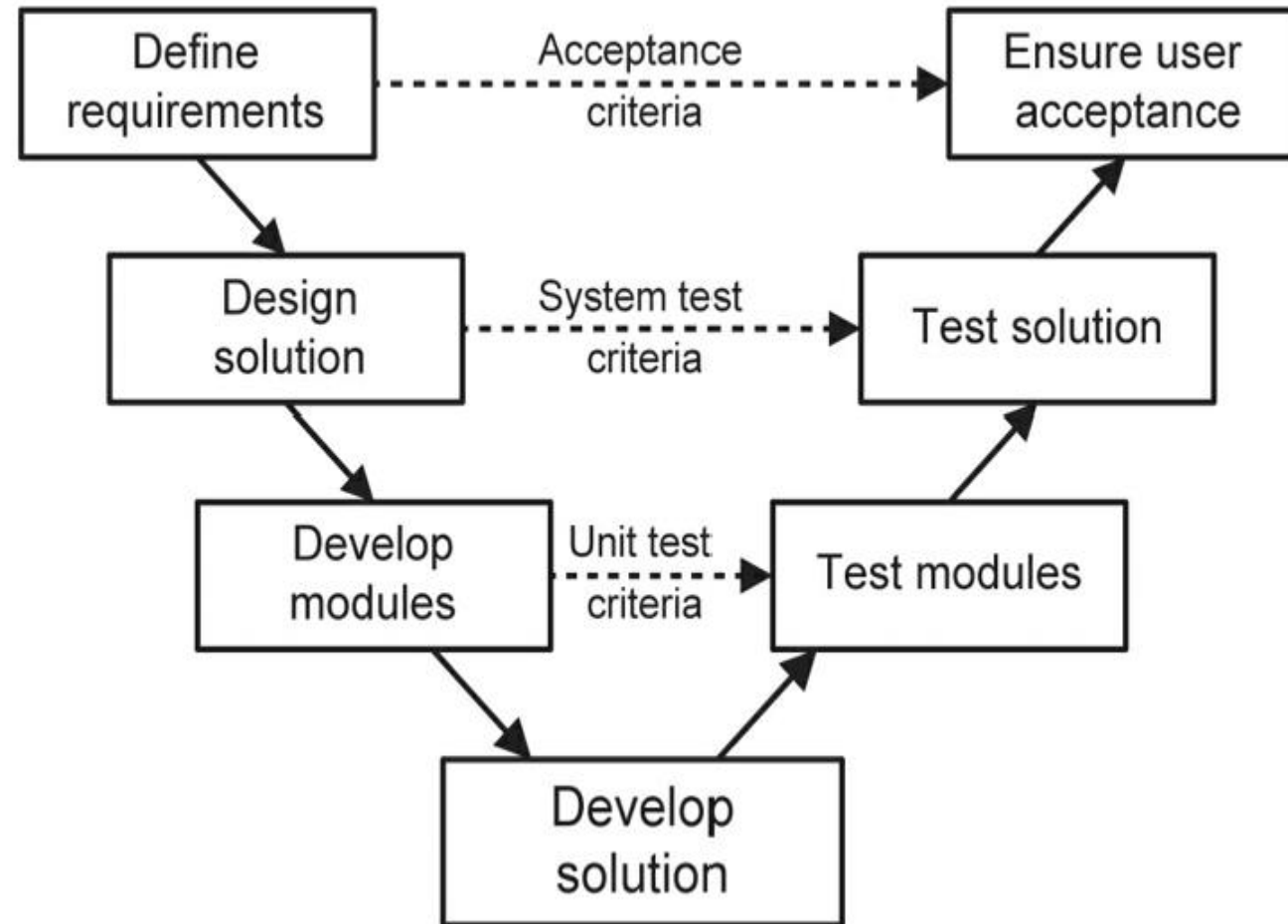The waterfall lifecycle, shows the development proceeding through a series of sequential stages.

In theory, each stage is reviewed and signed off before the next starts. Thus, we should only begin analysis once a feasibility study has been approved.
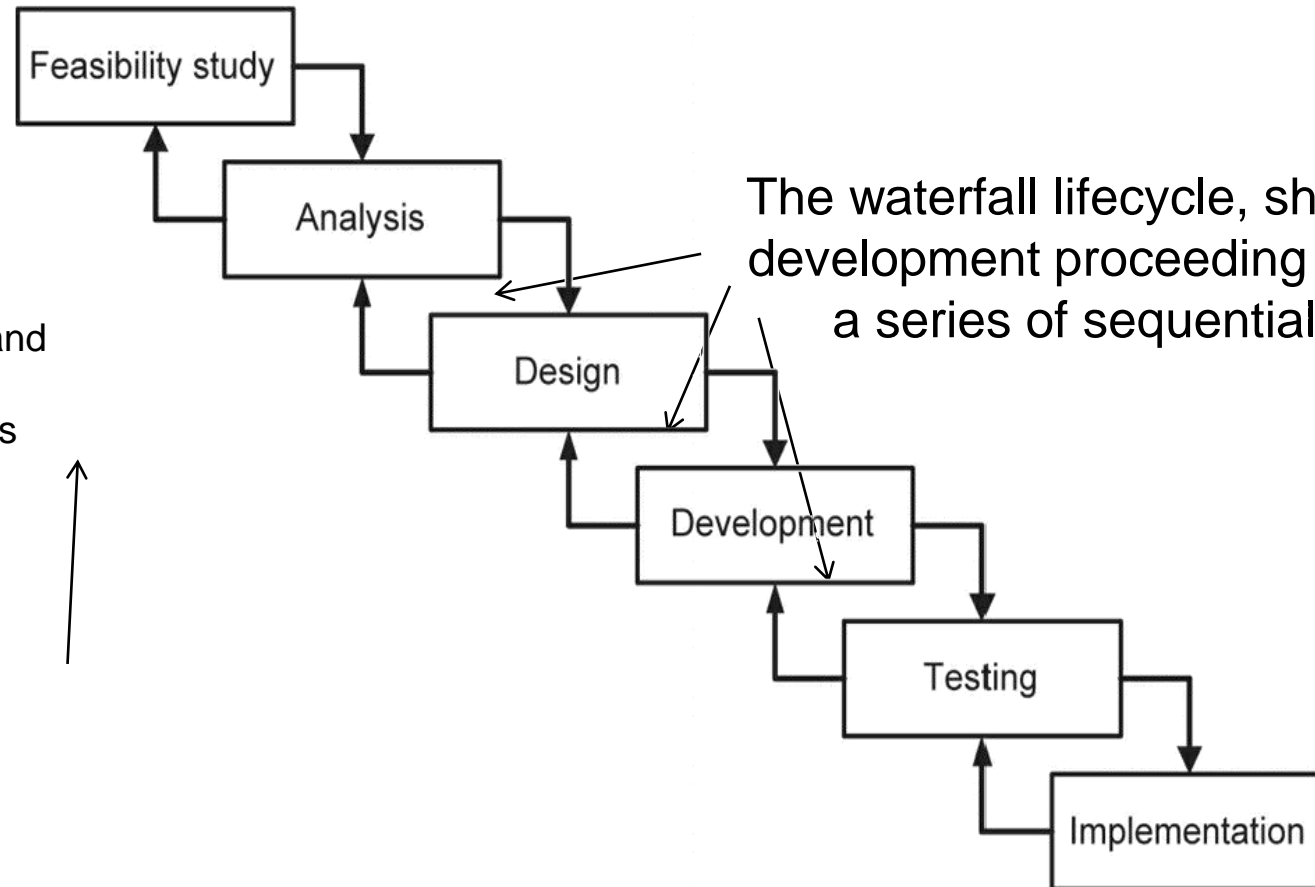
Delivery Lifecycles ('V' model)

The 'V' model is a variant of the waterfall model and consists of similar stages and sequence of the work.


Business Analysis (4th Edition) Figure 13.4

- While the 'V' model is based upon the same principles as the waterfall lifecycle, in effect the waterfall has been bent back on itself following the development activity.

Delivery Lifecycles (Extended 'V' Model)

The waterfall has been bent back on itself following the development activity. This adds another dimension, **showing explicitly the connection between the earlier – developmental stages of the project and the later – testing – stages**.

In particular, the test criteria is made explicit at each stage, for example, showing how the acceptance criteria should be defined as part of the requirements documentation and used during user acceptance testing.

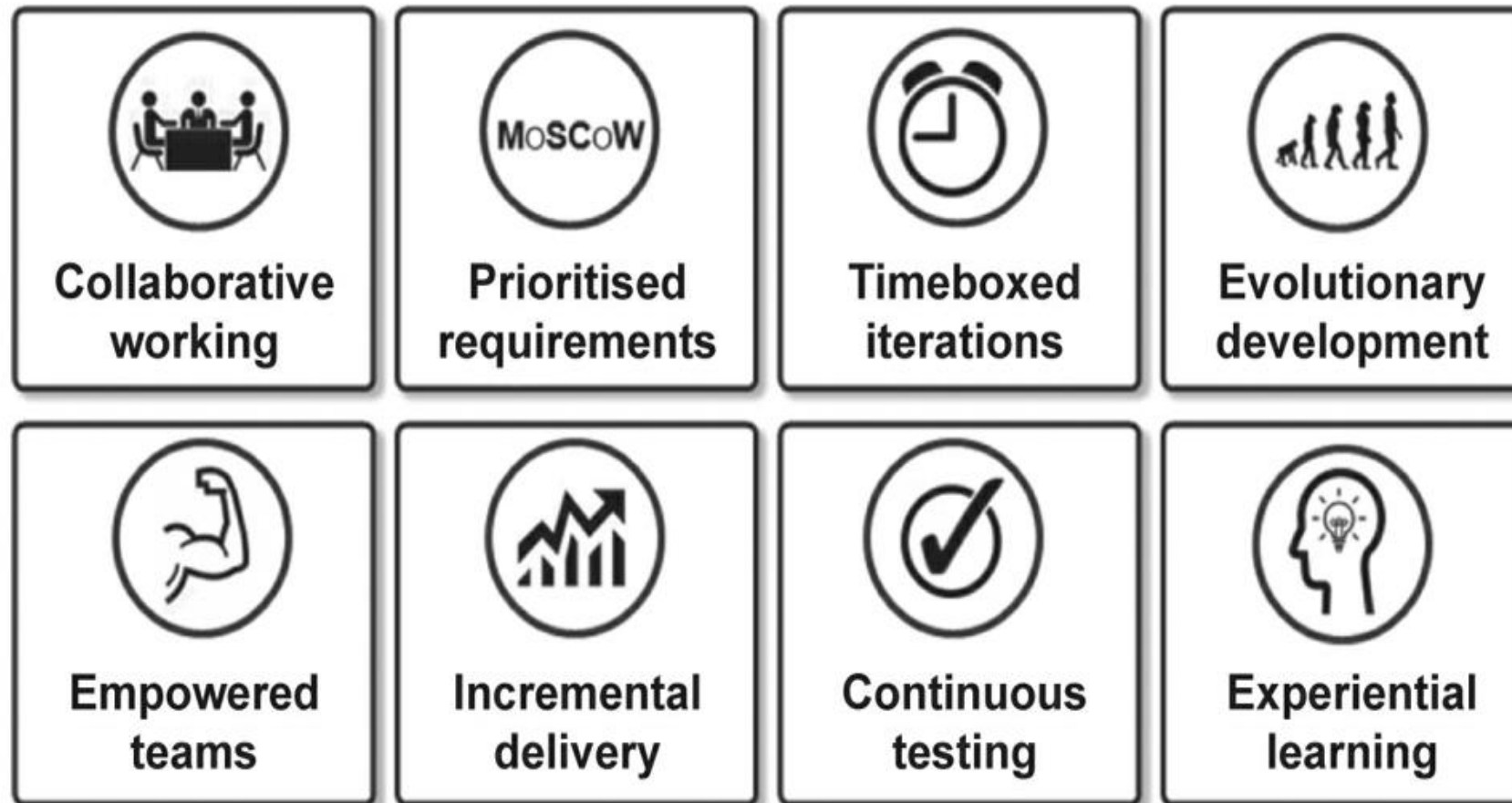Business Analysis (4th Edition) Figure 13.5 (© Assist Knowledge Development Ltd.)
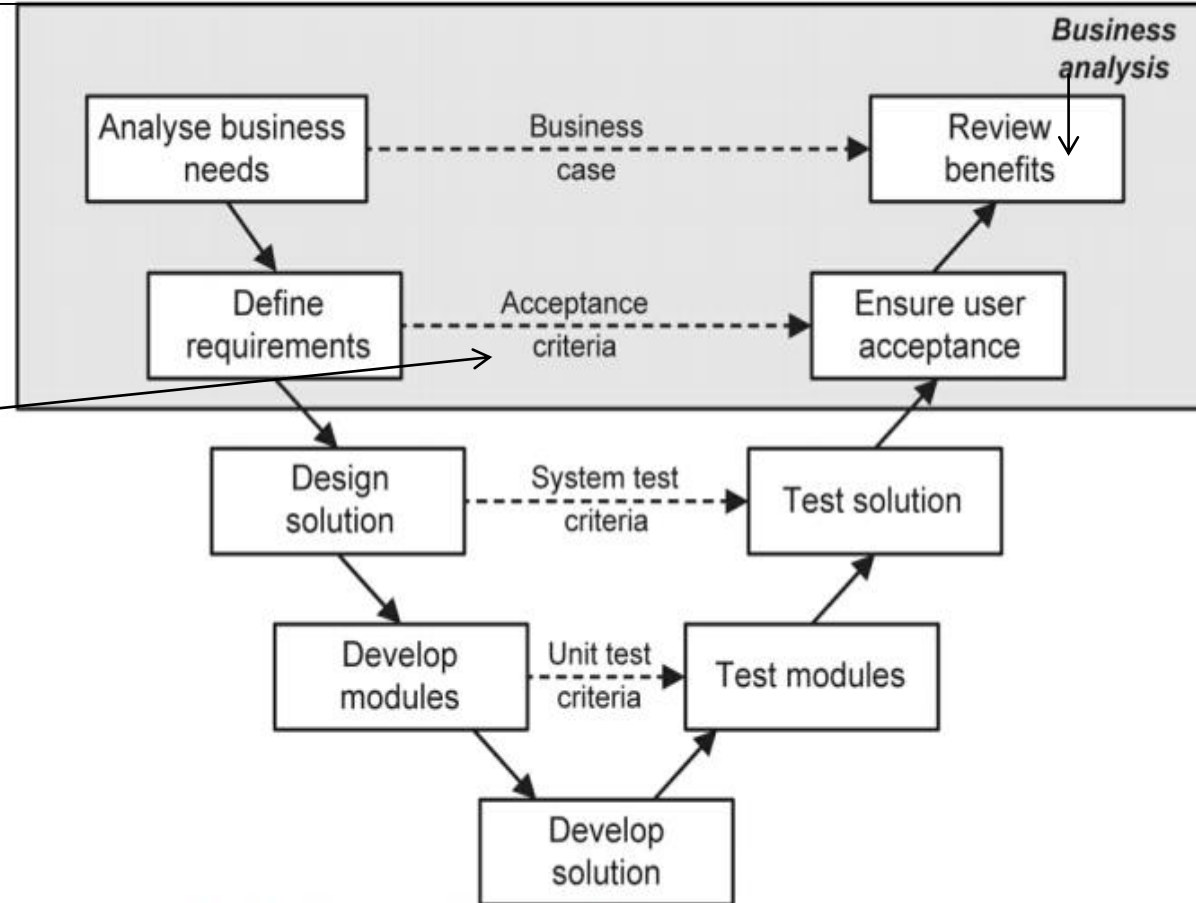
Delivery Lifecycles (Incremental)

Some requirements will be more important, or more urgent, than others. For example, a regulatory deadline or an expected move by a competitor may make it imperative to implement some requirements quickly whereas others may be less urgent and can be delivered at a later point.
One way of achieving this is to develop and deliver the solution in a series of increments.
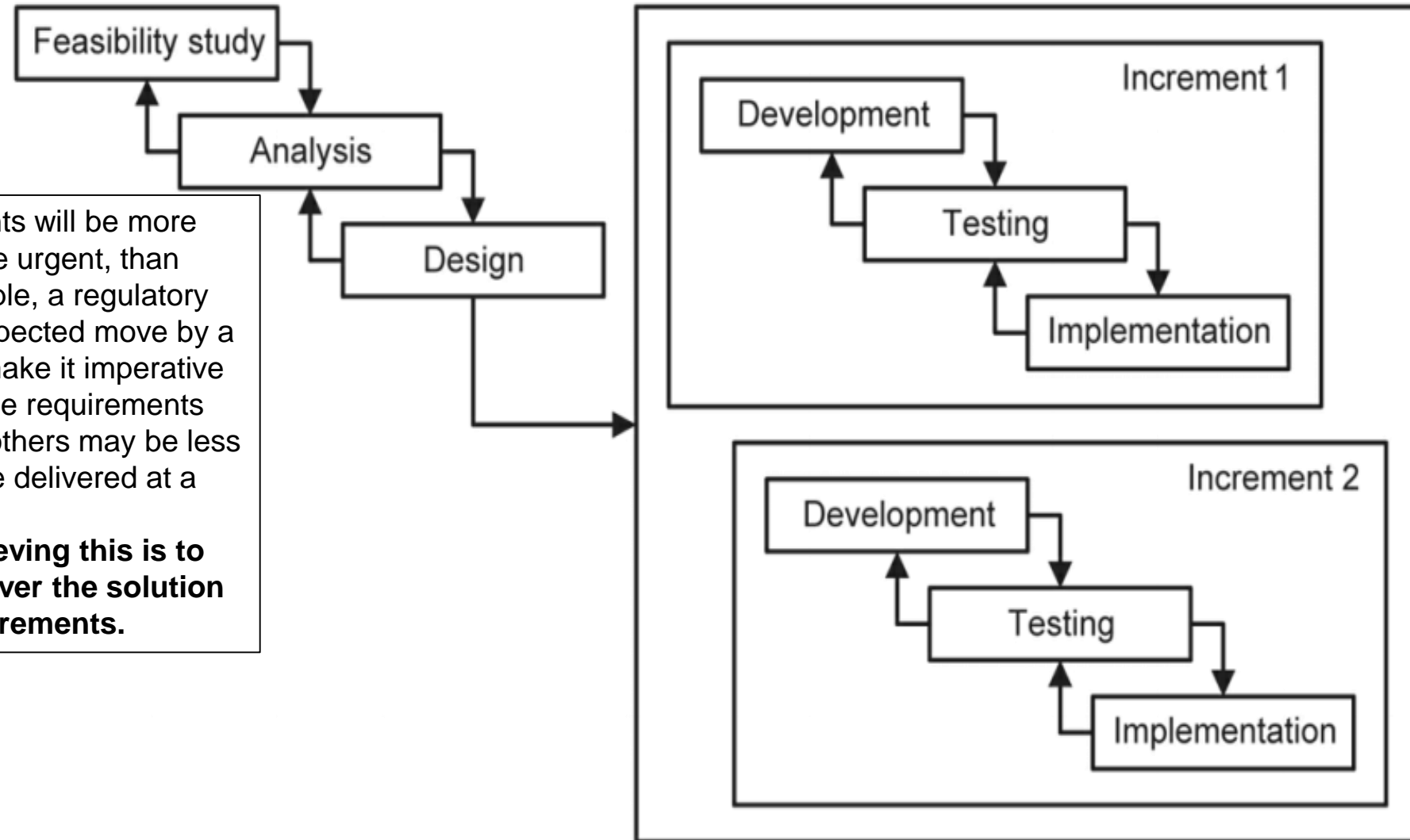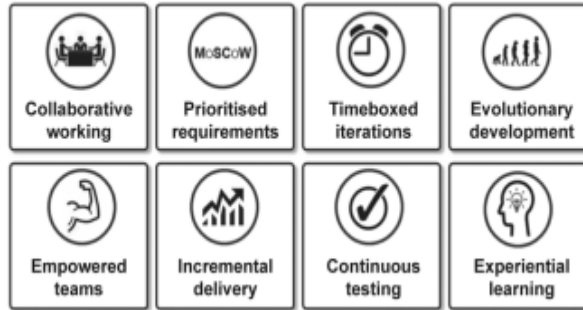
Delivery Lifecycles (Iterative lifecycle (Agile))
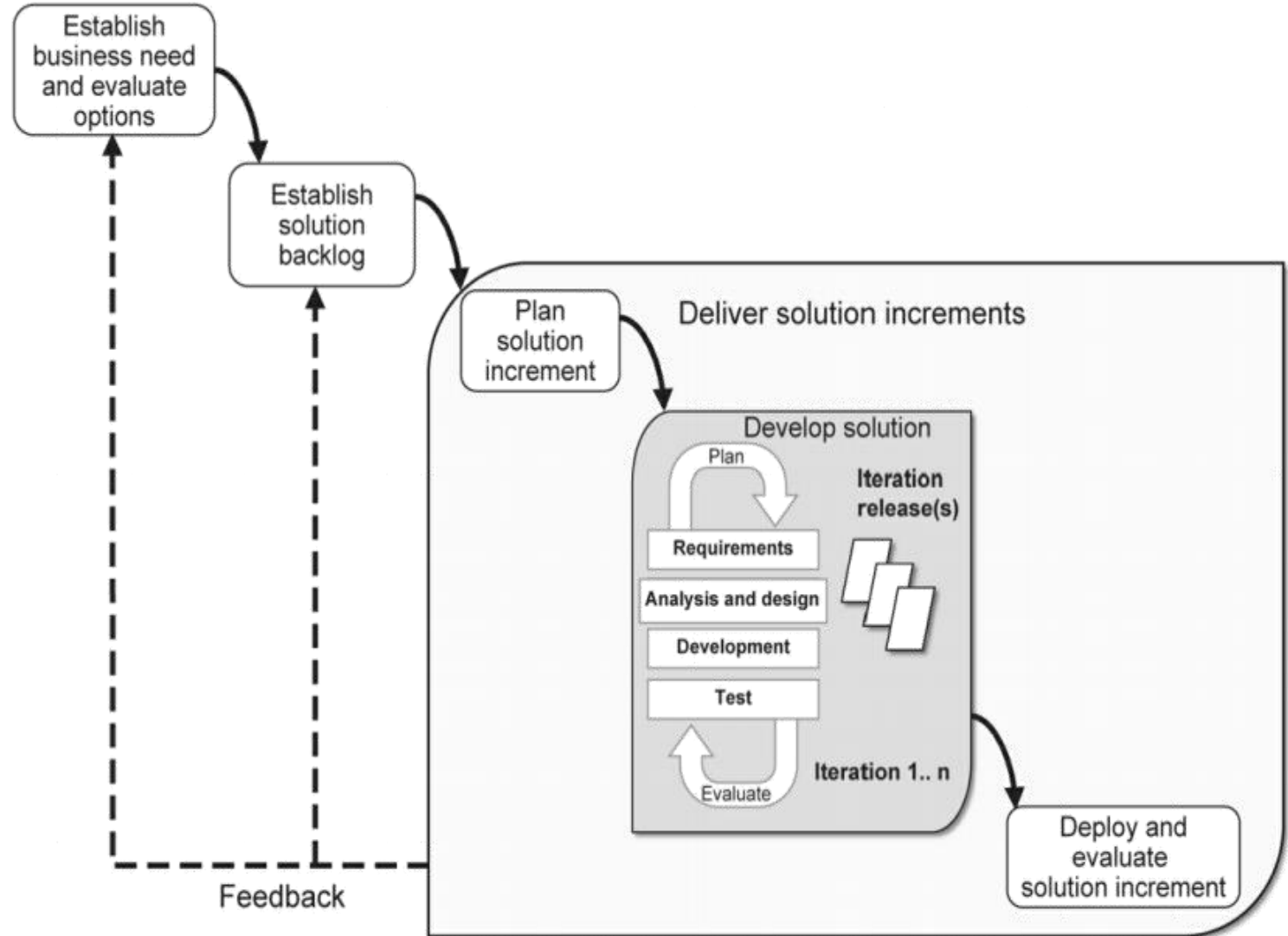

Business Analysis (4th Edition) Figure 13.7 (© Assist Knowledge Development Ltd.)

Delivery Lifecycles (Iterative lifecycle (Agile)

Business Analysis (4th Edition) Figure 13.7 (© Assist Knowledge Development Ltd.)

Business Analysis (4th Edition) Figure 13.8 (© Assist Knowledge Development Ltd.)