Business Analysis Practice

CoE Training

nearshore technology

agenda

enterprise analysis

Content

- ❑ Analyze Current State
- ❑ Define Future State
- ❑ Assess Risks
- ❑ Define Change Strategy

Business Needs

Business Need

Describes a problem that the organization is (or is likely to) face or an opportunity that it has not taken, and the desired outcome. The business need will guide the identification and definition of possible solutions.

New Business Needs

- **From the top down** – the need to achieve a strategic goal.
- **From the bottom up** – a problem with the current state of a process, function or system.
- **From middle management** – a manager needs additional information to make sound decisions or must perform additional functions to meet business objectives.
- **From external drivers** – driven by customer demand or business competition in the marketplace.

Concepts

Business Goals and Objectives

Describe the ends that the organization is seeking to achieve and can relate to changes that the organization wants to accomplish, or current conditions that it wants to maintain.

exercise: turn requirements into SMART

Goals & Objectives

Business Problem or Opportunity

Factors that business analysts may consider include:

- Adverse impacts the problem is causing within the organization and quantify those impacts.
- Expected benefits from any potential solution.
- How quickly the problem could potentially be resolved, or the opportunity could be taken, and the cost of doing nothing.
- The underlying source of the problem.

Desired Outcome

A desired outcome is not a solution. It describes the business benefits that will result from meeting the business need and the end state desired by stakeholders.

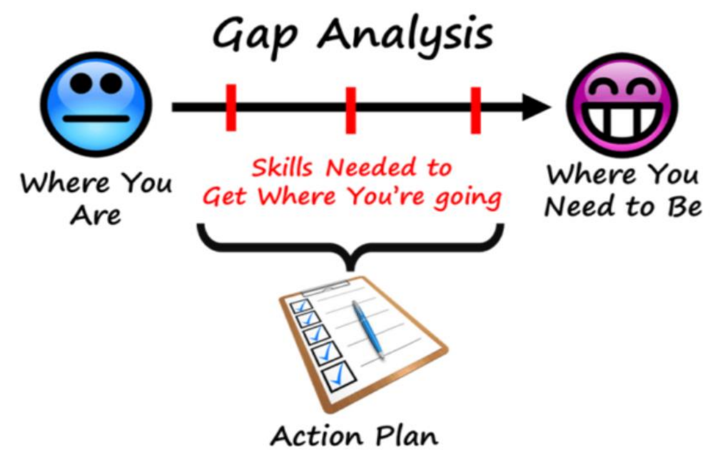
Desired outcomes should address a problem or opportunity and support the business goals and objectives

Gaps & Solution

Assess Capability Gaps

Assess the current capabilities of the enterprise and identify the gaps that prevent it from meeting business needs and achieving desired outcomes.

- Current Capability Gaps.
- Assessment of New Capability Requirements.
- Assumptions.



Determine Solution Approach

Describes the general approach that will be taken to create or acquire the new capabilities required to meet the business need. Determine the means by which the solution may be delivered (methodology and lifecycle to be used) and assess whether the organization can implement and effectively use a solution of that nature.

Business Case

Define Business Case

Describes the justification for the project in terms of the value to be added to the business as a result of the deployed solution, as compared to the cost to develop and operate the solution.

- Benefit
- Cost
- Risk Assessment
- Results Measurement

Solution Scope

Define Solution Scope

Define which new capabilities a project or iteration will deliver. Could change throughout the project.

- The scope of analysis.
- The capabilities supported by solution components.
- The capabilities to be supported by individual releases or iterations.
- The enabling capabilities.
- Implementation approach.
- Dependencies.

exercise:
GAP analysis and scope change to get to a double sandwich

Thank you!!

“Fail early, fail often, but always fail forward.”
- John C. Maxwell

go near