“Business Analysis Capability Transformation in India”

Ashish Mehta
Director – Emerging Markets
Regional Director – India

Vice President
Global Practice Head – Business Analysis

NTT DATA

www.iiba.org

Helping Business Do Business Better™

© International Institute of Business Analysis
Versions 1.0 to 2.0

The BABOK® Guide was developed from 2004–2009.
Anything Here May Change!
This represents the current state and plans for version 3 at the time this presentation was delivered. Research, feedback and public review will change these...
Why a Version 3?

- Keep the BABOK® Guide current
- Incorporate things we learned since v2 came out
- Make it applicable in more situations
- Improve theoretical underpinnings and models
- Improve understanding
- Help BAs do their jobs
Business Analysis Defined

Then
the set of **tasks and techniques**
used in order to work as a liaison among **stakeholders**
to understand the structure, policies, and operations of an **organization**, and to recommend **solutions** that enable the organization

Now
the practice of enabling **change**
in the context of an **organization**
by defining **needs**
and recommending **solutions**
that deliver **value**
to **stakeholders**
BABOK® Guide Knowledge Areas: Then and Now

- Business Analysis Planning and Monitoring
- Elicitation
- Requirements Management & Communication
- Enterprise Analysis
- Requirements Analysis
- Solution Assessment & Validation

- Business Analysis Planning and Monitoring
- Elicitation and Collaboration
- Requirements Lifecycle Management
- Strategy Analysis
- Requirements Analysis and Design Definition
- Solution Evaluation
The New and Improved: Business Analysis Planning & Monitoring

<table>
<thead>
<tr>
<th>BA services</th>
<th>• Stakeholders expect activities, information, recommendations to make informed decisions or take actions</th>
</tr>
</thead>
</table>
| Risk-based  | • BA approach is to respond to risks  
              • Analyst, stakeholders, domain, and method/approach risks |
| Coordination of BA plans | • The need and effort involved in aggregating plans with other plans and those of other agents |
The New and Improved:
Elicitation and Collaboration

- Needed to emphasize the BA’s role in collaboration
- V2 lacked much depth in the content
- Elicitation is used to identify all types of BA Information
- You might not prepare to elicit
- You might elicit and do nothing with it
### The New and Improved: Requirements Lifecycle Management

<table>
<thead>
<tr>
<th>Name changed</th>
<th>Requirements management is ongoing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Requirements have their own lifecycle</td>
</tr>
</tbody>
</table>

| Separate key activities           | Approval and Scope Management are very different activities |

| Prioritization                   | Understanding stakeholders view of value |

| Communication                    | It needs to be collaborative instead of one way |
The New and Improved:  
Requirements Analysis and Design Definition

Name changed
• Explicitly state that BAs are involved in design definition and solution recommendation

Moved some SAV tasks in  
• Proposed solution assessment activities are now included  
• Encompasses activities before any construction of a solution
The New and Improved: Strategy Analysis

New KA!
- Replaces EA from v2 – completely created from scratch

New focus
- Change strategies are a core part of a business model
- KA focus is to support organizational change
The New and Improved: Solution Evaluation

Name changed

- Less focus on implementing a solution

Value focus

- Evaluating whether the solution delivers the value
- Identify impediments to doing so
The New and Improved: Techniques

New
• There will be new ones, but you have to wait to hear what!

Cut
• Of course we cut some too.

Aligned
• Overhaul them all to be more for the general BA
**The New and Improved: Underlying Competencies**

<table>
<thead>
<tr>
<th>Methodology Knowledge</th>
<th>Listening</th>
<th>Conflict Resolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness of peripheral methods that impact BAs</td>
<td>Importance as a part of communication</td>
<td>Skills to handle conflict amongst stakeholders</td>
</tr>
</tbody>
</table>
• Making it real in my day to day life.
What is the definition of “requirement”?

1. A condition or capability needed by a **stakeholder** to solve a problem or achieve an objective.

2. A condition or **capability** that must be met or possessed by a **solution** or **solution component** to satisfy a contract, standard, specification or other formally imposed condition.

3. A documented representation of a condition or capability as in 1) or 2).
Requirement got redefined!

A usable representation of a need

A problem, opportunity, or constraint with potential value to a stakeholder

Importance to a stakeholder in a context

A person or group with a relationship to the change or solution

The part of the environment which encompasses the change
Added Perspectives – because BAs aren’t all IT-focused

Different approaches to controlled organizational change

Sets of behaviors, terminology, and attitudes used by a stakeholder within a context.
Agile

- Timescale
- Budget
- Goal

Scrum

Kanban

Product

Delivery

Go/No-Go
Success/
Stop

Delivery Range
Business Intelligence
Information Technology
Business Architecture
Business Process Management

Flow of Information

Production Control

Customer Orders

Customer

Electronic Information

Product or Service Delivery

Material push for further processing

Process data 1

Process data 2

Process data 3

Inventory

Process 1

Cycle Time

Process 2

Cycle Time

Process 3

Cycle Time

Inventory

Manual Information

Raw Materials Order