

Business Analyst Value

April 28, 2016



PRESENTED BY
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MOMENTUM, INC.



Agenda

Thank you for the opportunity to share.

Introductions

Objectives

Value Exploration

Q & A and Handout

Introduction - About Momentum

Proudly serving public and private sector clients since 1998.



- IT and Management Consulting Firm
- Headquartered in Camp Hill, PA
- Small, Women-Owned Business
- Delivering Professional Services for 17+ Years
- 50+ Private and Public Sector Clients



Introduction - Speakers

Brad Wastler

Senior Manager of Service Delivery
Momentum, Inc.
President, Harrisburg PA Chapter of IIBA



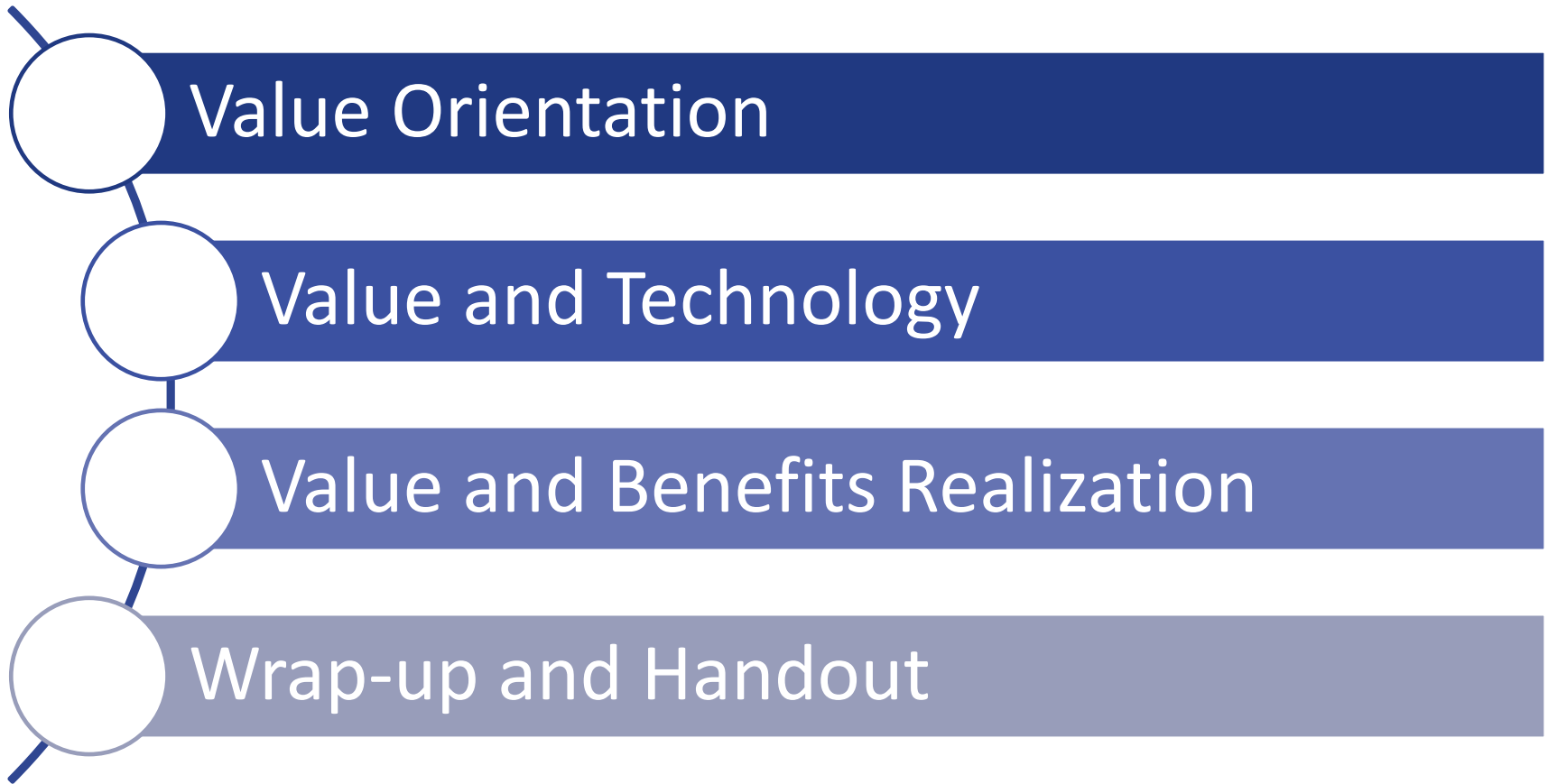
Paul Palumbo

Senior Consultant
Momentum, Inc.
Treasurer, Harrisburg PA Chapter of IIBA



Introduction - Objectives

Illustrate BA value.

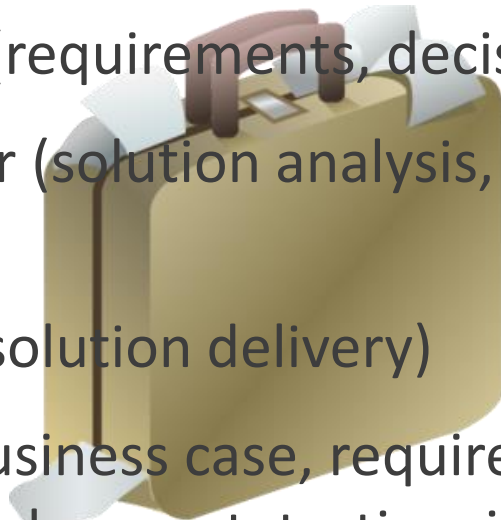


Introduction – What to Take Home

Illustrate BA value.

BA Value Roles:

- Order shaper (requirements, decision analysis, risk analysis)
- Problem solver (solution analysis, solution scope, solution approach)
- Profit maker (solution delivery)
- Story teller (business case, requirements elicitation, facilitation, modeling, development, testing, implementation, benefits realization)

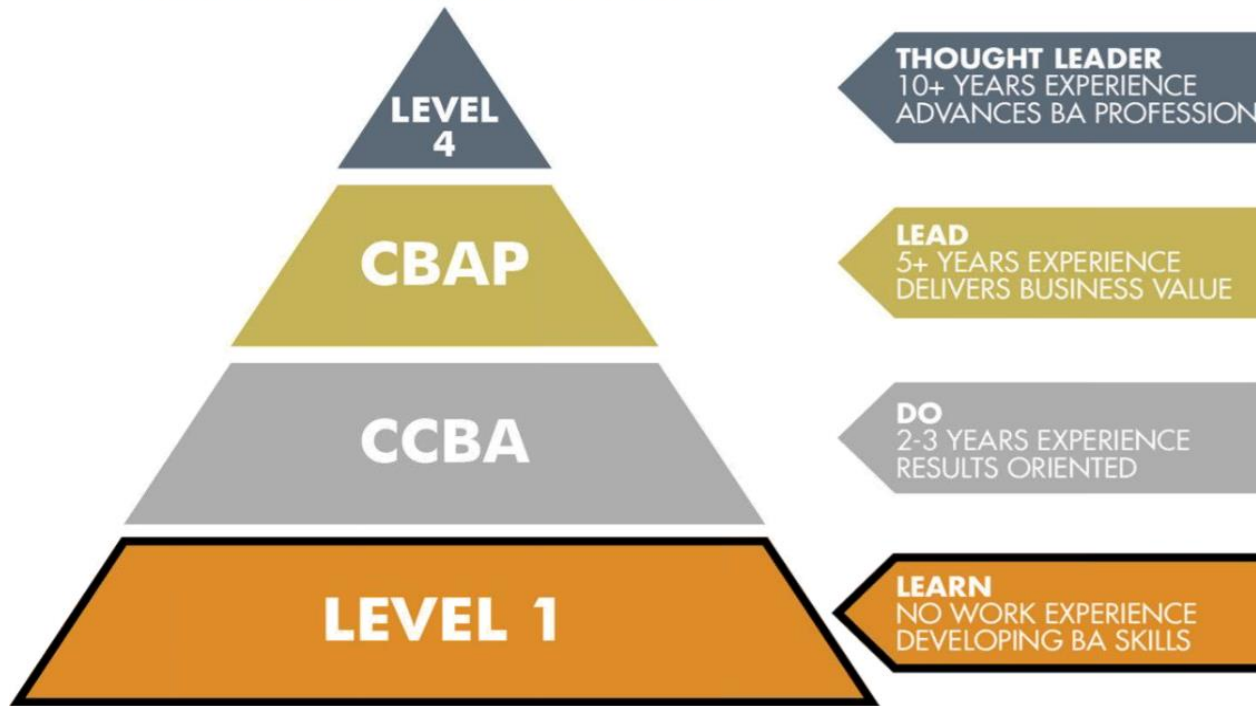


Value Orientation

What it is.



4 Level Certification Framework



Source: IIBA Webinar "Gain insight on new IIBA Certification" 4/20/2016

Value Orientation

What it is.



BA Value:

- What problem are we solving?
- Why does an organization need a BA department/skill set/profession anyway?
- Remember where we came from:
 - Chaos report and project failures
 - Quality requirements and defining benefits
- Cui bono (To whose benefit)? – Cicero

Value Orientation

What it is.



Winston Churchill said:



Value Orientation

What it is.



Value Characteristics:

- Selfish interest
- Need fulfillment

Value Types:

- Financial
- Non-financial

Value Orientation

What it is.



Financial Value:

- Revenue enhancement
- Cost reduction
- Cost avoidance
- Capital reduction
- Capital avoidance

Value Orientation

What it is.



Non-financial Value:

- Increased customer satisfaction
- Ability to offer improved services
- Ability to increase sales
- Increased employee satisfaction
- Improved process

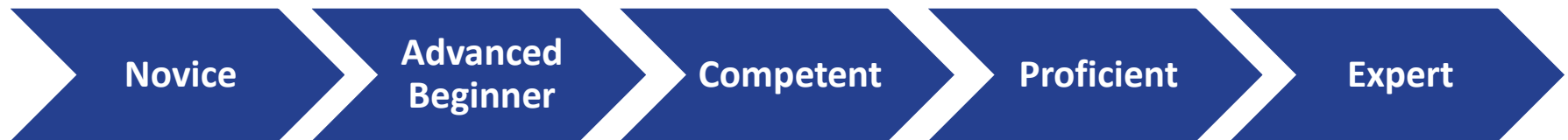
Value Orientation

What it is.



BA Value and Competency:

- Knowledge, skills, and abilities, complemented by other valuable characteristics (e.g., situational awareness, active listening, and emotional intelligence)



Value Orientation

What it is.



Situational Awareness is the ability to identify, process, and comprehend the critical elements of information about what is happening to the team with regards to the mission. More simply, it's knowing what is going on around you (Wikipedia).



Picture Source: foxtrotalpha.jalopnik.com/the-f-35-s-x-ray-vision-is-the-future-of-naval-and-all-1636711504

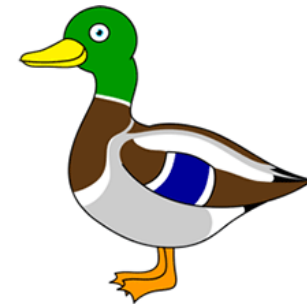
Value Orientation

What it is.



Situational Awareness

The Lawyer, the Farmer, and the Duck



Value Orientation

What it is.



Story Teller – Elements Comparison

Story	Business Analysis
Characters	Stakeholders
Setting	Business Domain
Plot	Problem/Opportunity
Conflict	Competing Needs
Resolution	Solution

Value Orientation

What it is.



Thought Experiment:

Roles

Order shaper

Problem solver

Profit maker

Story teller

Project Requires

- Assimilate pain
- Organize landscape
- Define problem
- Define solution
- Define benefits
- Quantify solution benefits
- Provide historical perspective
- Chronicle benefits realization

I Bring

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Technology and Value

How to generate value.



Hello (Agile) World!

- BA tasks and value:
 - Collaboration
 - Iterative requirements in appropriate detail
 - Minimum viable product
 - Requirements analysis and design

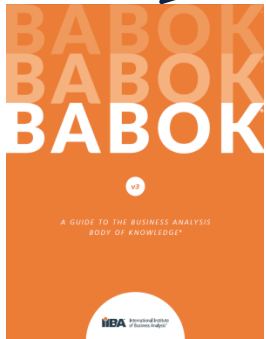
Technology and Value

How to generate value.



“Both requirements and designs are important tools used by business analysts to define and guide change. The main difference between requirements and designs is in how they are used and by whom.

One person’s designs may be another person’s requirements. Requirements and designs may be either high-level or very detailed based upon what is appropriate to those consuming the information.”



Source: IIBA® BABOK® Guide Version 3

Technology and Value

How to generate value.

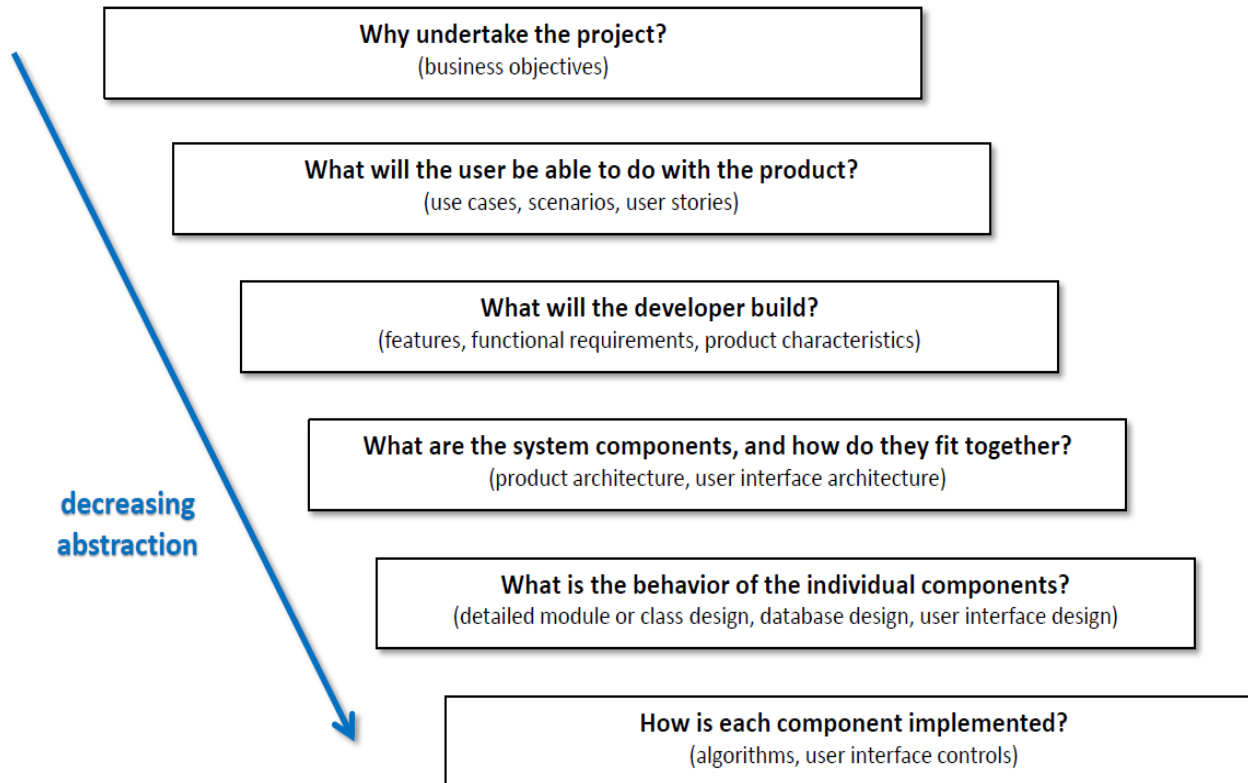


Figure 1: Levels of abstraction in software specification and development

Source:

<http://www.modernanalyst.com/Resources/Articles/tabid/115/ID/3155/The-Fuzzy-Line-between-Requirements-and-Design.aspx>

Technology and Value

How to generate value.



Hello (Agile) World!

- BA tasks and value:
 - Existing techniques in new ways
 - Technology and business domains
 - Knowledge transfer
 - Enterprise scaling and risks
 - Generalizing specialists

Technology and Value

How to generate value.



Hello (Agile) World!

- BA tasks and value:
 - Retrospectives: Feedback on the requirements BAs provide to the team and how and when those requirements are provided in order to find ways to improve their processes
 - Value stream mapping: Assess how business analysis activities are contributing to the delivery of value to the customer and identifying activities that may not be adding value

Technology and Value

How to generate value.



Return on Investment:

- $ROI \% = (Return - Investment\ Cost) / Investment\ Cost \times 100$
- Helpful for portfolio management prioritization
- May be necessary for project green light
- ROI may not be useful in every IT project

Technology and Value

How to generate value.



Return on Investment:

- Where ROI might not be useful
 - IT consumables (e.g., replacing antiquated servers)
 - Short duration maintenance projects (about a month)
 - Regulatory compliance
 - Life or death (e.g., healthcare solutions)
 - Intangible benefits (e.g., volunteer opportunities management system)

Technology and Value

How to generate value.



Estimates Rapidly Become Commitments:

- Software estimation
 - Development timelines and costs
 - Foundational to ROI estimates
 - Feasibility
 - Make a build/buy decision that replaces/enhances existing application processes
 - Assist with prioritization based on budget constraints

Technology and Value

How to generate value.



Estimates Rapidly Become Commitments:

- Software estimation
 - High-level function point analysis

The goal of a Function Point Analysis (FPA) is to determine the complexity of an application, which is ultimately expressed as a single number (the Function Point count). That is, from an FPA perspective, you can sum an entire application up into a single integer. That number can then be inputted into an estimating tool. This analysis allows you to explore the time and cost of building the application.

Technology and Value

How to generate value.



Demonstrate FPA Estimation:



Feasibility
Estimation



Function Point
Example



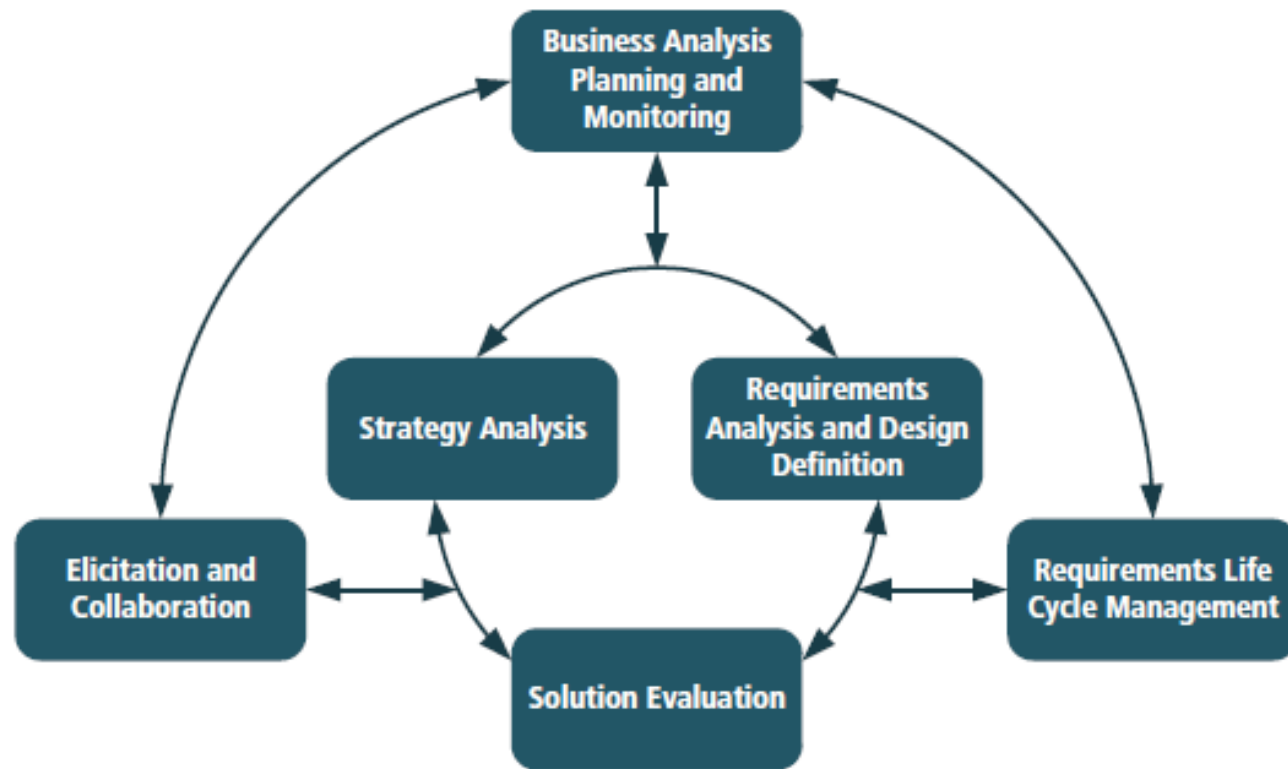
Screen Mock-up
Example

Benefits Realization

Proclaim the value.



Figure 1.4.1: Relationships Between Knowledge Areas



Source: IIBA® BABOK® Guide Version 3

Benefits Realization

Proclaim the value.



Solution Evaluation:



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Benefits Realization

Proclaim the value.



Solution Evaluation:

- Business analysis tasks
 - For the removal of barriers or constraints that prevent the full realization of the solution value
 - To assess the performance of and value delivered by a solution in use by the enterprise

Benefits Realization

Proclaim the value.



Solution Evaluation:

- Who is involved in solution evaluation?
- Implement a process at the project outset – plan for it
- Reporting techniques – ‘never forget’, formal and informal
 - Final report
 - KPI dashboard
 - Regular presentation to leadership
 - Collaboration site blogs

Wrap-up

Q&A and Handout.



Summary:

- Value orientation exploring value types and beneficial behaviors
- Technology and value, discussed agile world, estimation process and function point analysis
- Benefits realization assessed from the solution evaluation knowledge area
- Metaphorical roles defined as order shaper, problem solver, profit maker and story teller

Wrap-up

Q&A and Handout.



Handout:

Function Point Analysis for Studies

A guide for conducting a function point analysis at a high level

Version: 8.0

Prepared by: Momentum, Inc.

Thank you!

Parting is such sweet sorrow.

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