

# The Need for Good Enterprise Analysis

With a little help from the Alice and author Lewis Carrol (pen name of Reverend Charles Lutwidge Dodgson)



**IBA**<sup>TM</sup> International Institute  
of Business Analysis  
Member

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# Why Enterprise Analysis

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"Would you tell me, please, which way I ought to go from here?" "That depends a good deal on where you want to get to," said the Cat.

(Alice's Adventures in Wonderland, Chapter 6)



# Why Enterprise Analysis

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BAlice "Would you tell me, please, what I ought to do next?" "That depends a good deal on **what** you want to **achieve**," said the Cat.

(BAlice's Adventures in Projectland)



# Typical Project Prioritisation

- Decisions made on the golf course
- Who got the biggest budget
- Project Office Decides
- The one who shouts the loudest on the steering committee

"Ditto, ditto!" cried Tweedledee.

He **shouted** this so loud that Alice couldn't help saying, "Hush! You'll be waking him, **I'm afraid**, if you make so much noise."



Through the Looking-Glass, and What Alice Found There

# Why Enterprise Analysis

## Some typical Project Objectives

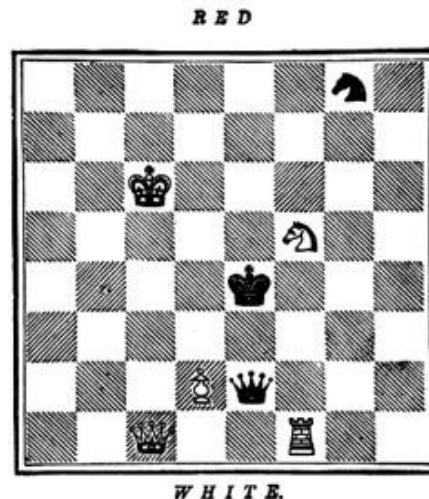
Understand the problem before you find a solution

“Deliver a system to do .....

“Implement “such and such” Package”

“The project must improve customer experience”

“User friendly system to.....”



*White Pawn (Alice) to play, and win in eleven moves.*

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# The Beginning is Enterprise Analysis

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The *Enterprise Analysis* Knowledge Area describes the business analysis activities necessary to **identify a business need, problem, or opportunity**, define the nature of a **solution** that meets that need, and justify the **investment** necessary to deliver that solution.

# Before You Analyse “What”

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## Understand the Business Goals and Objectives

### WHY are we doing this

"In my youth," Father William replied to his son,  
"I feared it might **injure the brain**;  
But, now that I'm perfectly sure **I have none**,  
**Why**, I do it again and again."

*Alice's Adventures in Wonderland*

# Objectives and Goals in BABOK©

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**S mart**

**M easurable**

**A chievable**

**R ealistic**

**T imeframed**



# What Is Missing

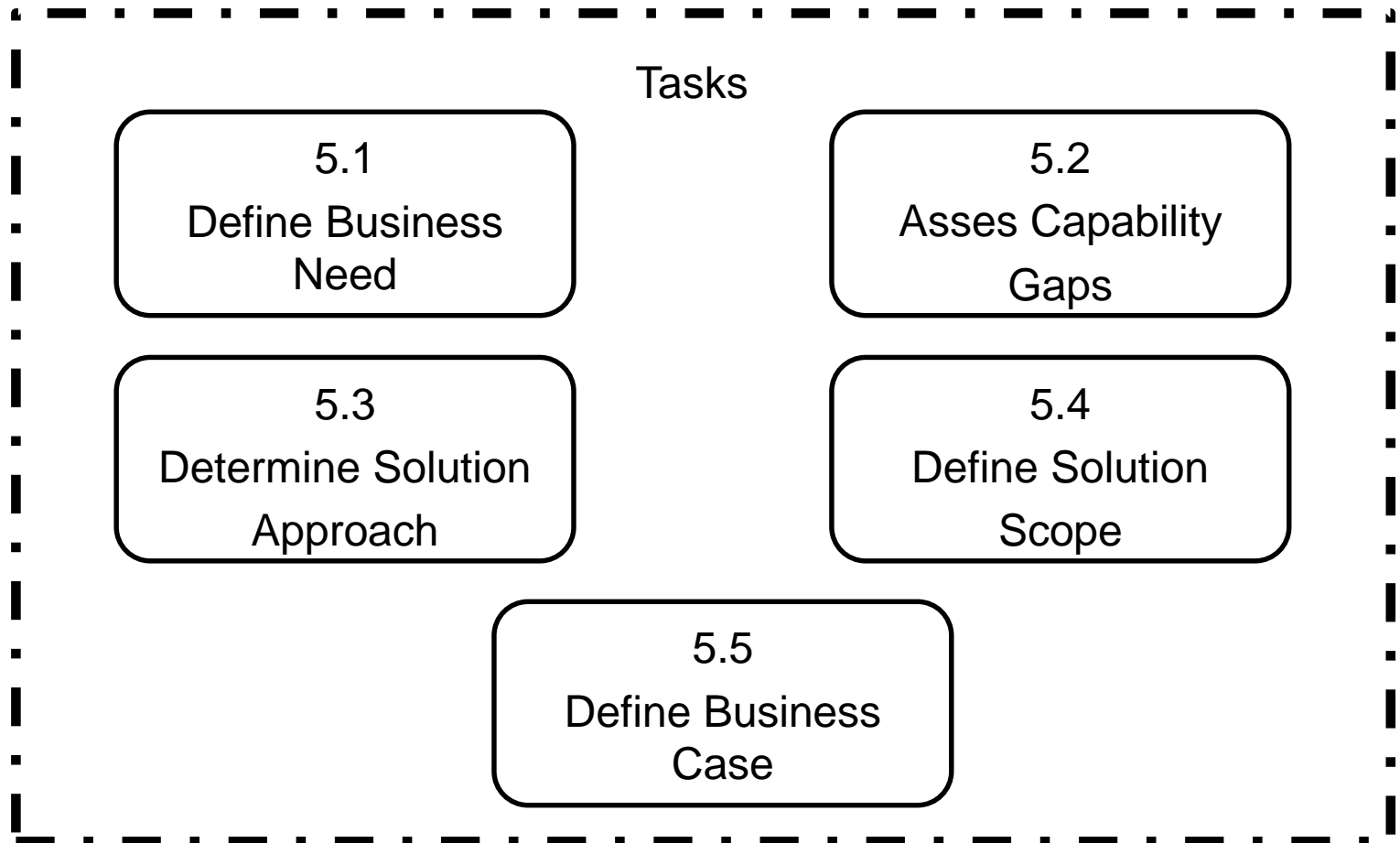
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Missing the most important thing

Business Value

$$P=R-C$$

# If You Understand Why What's Next



IIBA BABOK© 2.0

## 5.2 Assess Capability Gaps

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- Establish current capabilities (As Is)
- Establish required capabilities (To Be)
- The Assumptions Made

“Contrariwise,” continued Tweedledee, “if it was so, it might be, and if it were so, it would be; but as it isn't, it ain't. That's logic!”

Lewis Carroll, "Through the Looking Glass"

## 5.3 Determine Solution Approach

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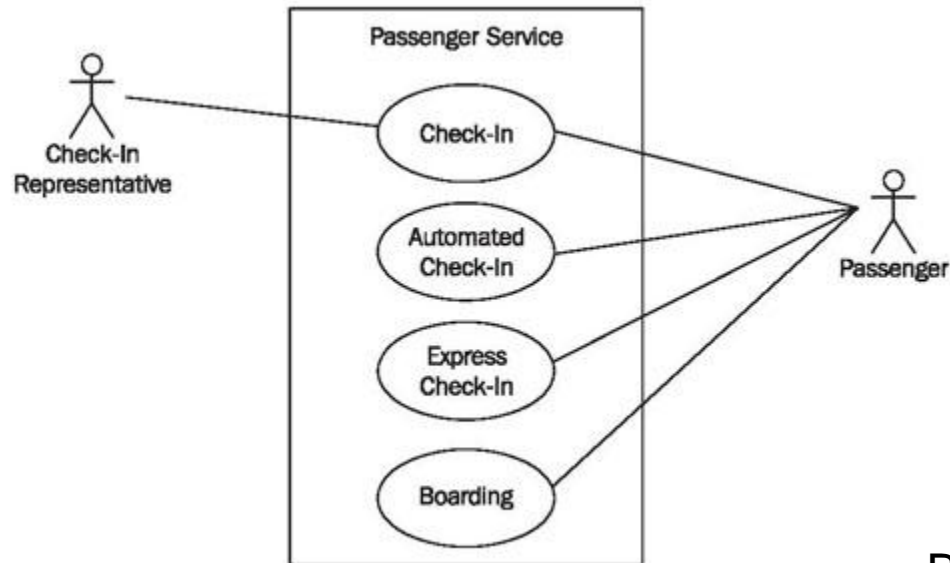
- Utilize additional capabilities of existing software/hardware that already is available within the organization
- Purchase or lease software/hardware from a supplier
- Design and develop custom software
- Add resources to the business or make organizational changes
- Change the business procedures/processes
- **Do Nothing!!!**

BABOK© 2.0

## 5.3 Define Solution Scope

The purpose of this task is to conceptualize the recommended solution in enough detail to enable stakeholders to understand which new business capabilities an initiative will deliver.

How?



BABOK© 2.0

## 5.4 Define Solution Scope

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### **Why the “Why” is so important**

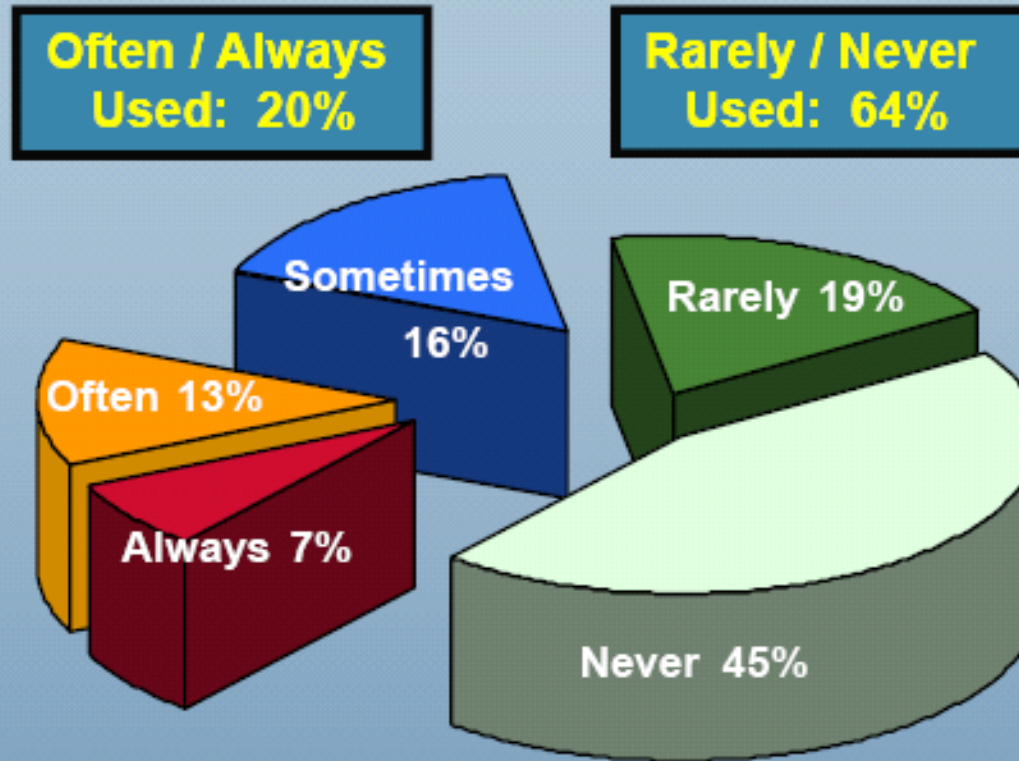
Use the Objectives and Goals to  
Drive Scope and Stop Scope Creep  
(nice to haves)

"Beware the Jabberwock, my son! The jaws that bite,  
the claws that catch!"

Alice Through the Looking-Glass

# 5.4 Define Solution Scope

Features / Functions Used in a Typical System



*Standish Group Study Reported at XP2002 by Jim Johnson, Chairman*

## 5.5 Define Cost Benefit Analysis

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- **Benefit**
- **Cost**
- **Risk Assessment**
- **Results Measurement**

$$P=R-C$$



## 5.5 Cost Benefit Analysis in Agile

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The business case for agile projects is typically based on achieving a Specific business outcome within a specified cost and time. The business case is **revisited frequently** as the team learns what it can deliver, how well it meets the real (not perceived) needs, and whether the business outcome and intended value can be achieved within the specified cost and time.

**Agile Extension to the BABOK®Guide Version 1.0**

## 5.5 Define Cost Benefit Analysis

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“In the end the only safeguard for developing a sound project selection criteria is to **hold project sponsors accountable for delivering the ROI of their business case.** This requires a committed IT governance committee and solid project portfolio management along with the support from the CFO to do the ongoing monitoring.”

Thehigherdcio.com

# Begin at the beginning

## Good Enterprise Analysis is the starting point for successful project

“Begin at the beginning,” the King said, very gravely, “and go on till you come to the end: then stop.”

Lewis Carroll, *Alice in Wonderland*



# Questions

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Mad Hatter: “Why is a raven like a writing-desk?”

Lewis Carroll, *Alice in Wonderland*

The IndigoCube Business Analysis Practice is committed to assisting clients to perform Business Analysis better through solutions in:

1. Business Analyst Assessment
2. Methodology Provisioning
3. BA Skills Development