



# To BA or Not to BA that is the Question?

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# Innovation

80 % of CEOs believe innovation will

- drive efficiencies
- lead to competitive advantage

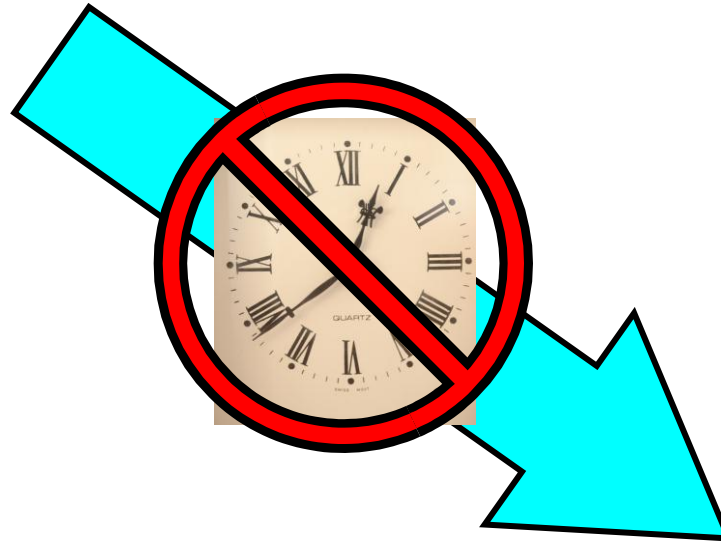
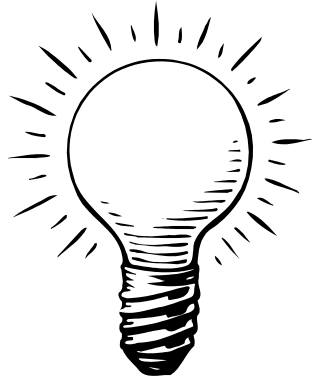
Nearly 70 % of CEOs are investing in IT to

- reduce costs
- become more efficient

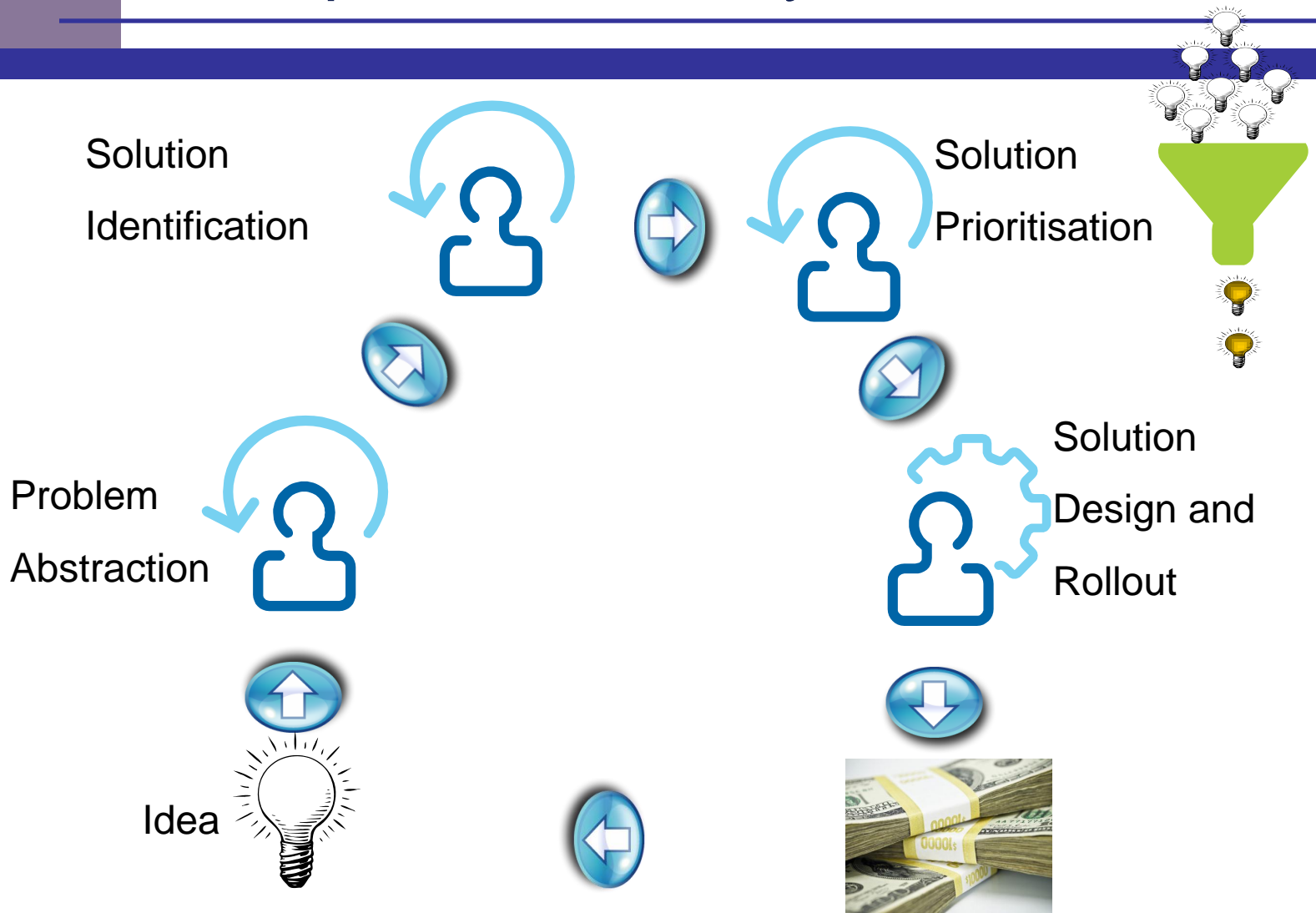
54 % are also funnelling funds toward growth initiatives. It applies to enterprises of all sizes in all industry sectors.

PWC 2011 CEOs Survey

# The Dilemma



# A Simple Idea Life Cycle



# The Idea Cycle and Business Analysis

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- Linking the ideas with Business Strategy
- Clarifying the Problem\Opportunity Definition
- Exploring Possible Solutions
- Cost Benefit Analysis
- Prioritisation in keeping with Business Strategy



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.

BABOK® Version 2.0



# Strategic Business Analyst

- **Works with business leaders** in identifying and bringing **strategic initiatives** from concept to implementation
- **Validation of benefits** realisation and **return on investment**.
- **Guides the business value** delivery and linkage to enterprise **strategic initiatives**.
- **Works on business cases** and portfolios for the enterprise to bring integrated solutions that are aligned to organisational strategy.
- **Works at an upper management or board level** to analyze the **benefits and risks** of potential strategic decisions.
- **Works across the entire cycle** of the business case and benefits realisation.

IIBA® Competency Model Version 3.0



# Strategic Business Analyst

- This role requires an advanced capability of working within **ambiguous** contexts to bring **clarity** and facilitate strategic direction.
- This role requires **leadership** as well as the support of other leaders, and includes establishing credibility with senior and executive management stakeholders.

IIBA® Competency Model Version 3.0



# Different Roles Different People

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Skills Set

Big Picture Thinking

Lateral Thinking

Level of Detail

Techniques



# Problem Solving Techniques

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**Abstraction:** solving the problem in a model of the system before applying it to the real system

**Analogy:** using a solution that solved an analogous problem

**Brainstorming:** (especially among groups of people) suggesting a large number of solutions or ideas and combining and developing them until an optimum is found

**Divide and conquer:** breaking down a large, complex problem into smaller, solvable problems

**Hypothesis testing:** assuming a possible explanation to the problem and trying to prove (or, in some contexts, disprove) the assumption

**Lateral thinking:** approaching solutions indirectly and creatively

Wikipedia



# Problem Solving Techniques Cont.

**Method of focal objects:** synthesizing seemingly non-matching characteristics of different objects into something new

**Morphological analysis:** assessing the output and interactions of an entire system

**Reduction:** transforming the problem into another problem for which solutions exist

**Research:** employing existing ideas or adapting existing solutions to similar problems

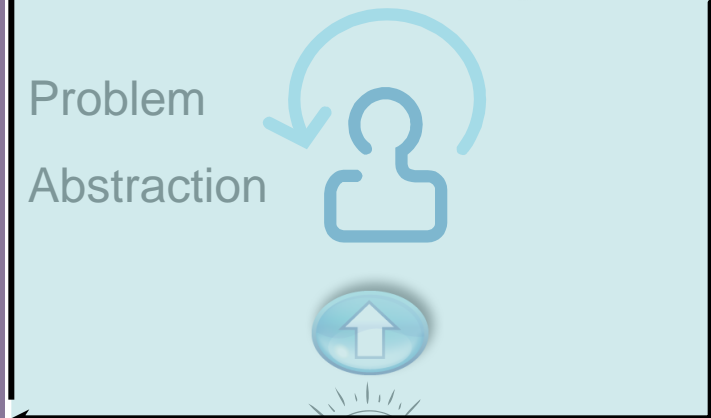
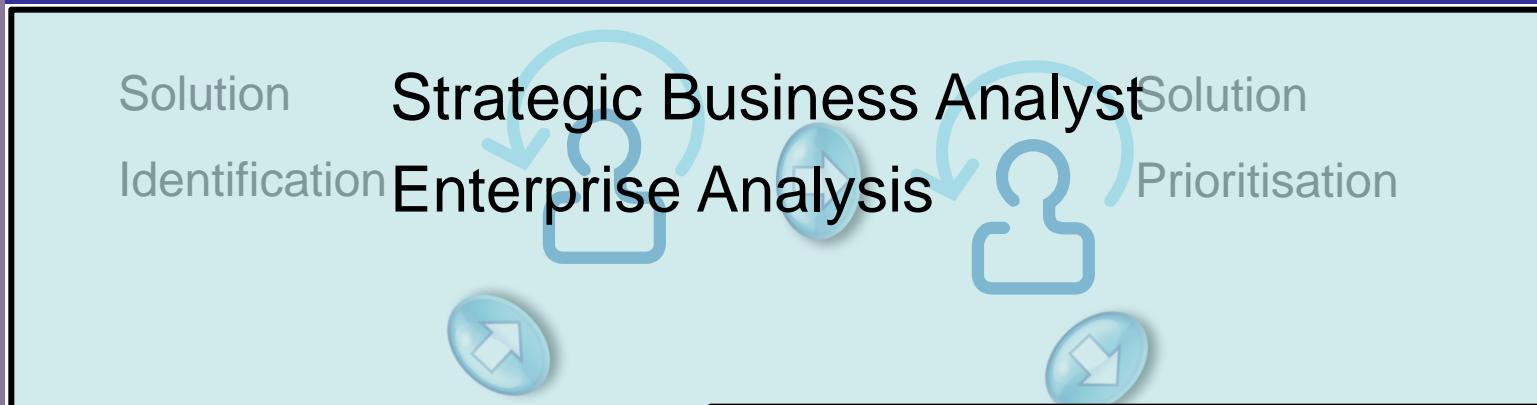
**Root cause analysis:** eliminating the cause of the problem

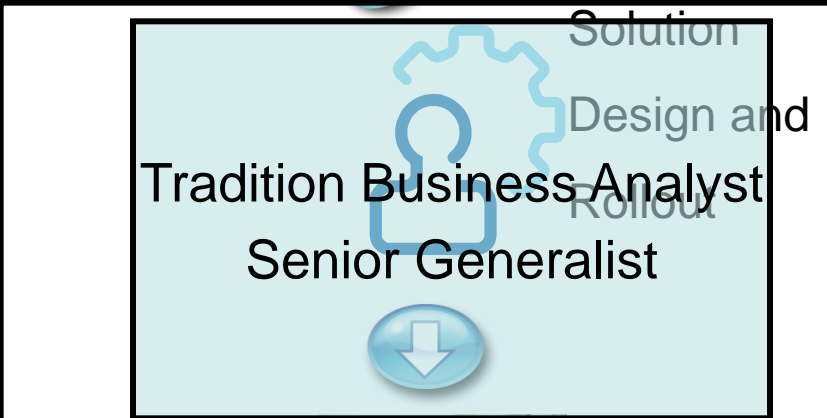
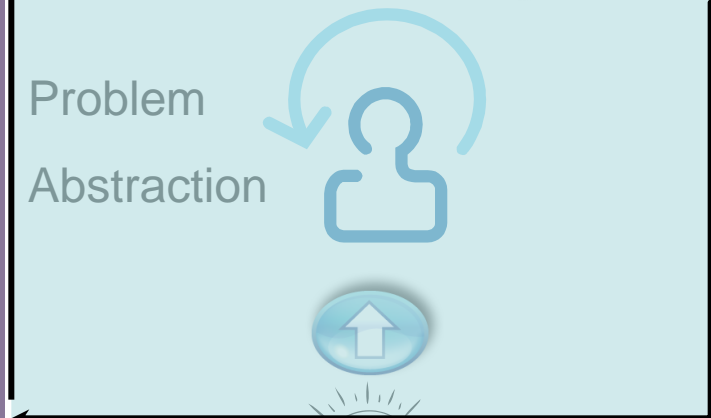
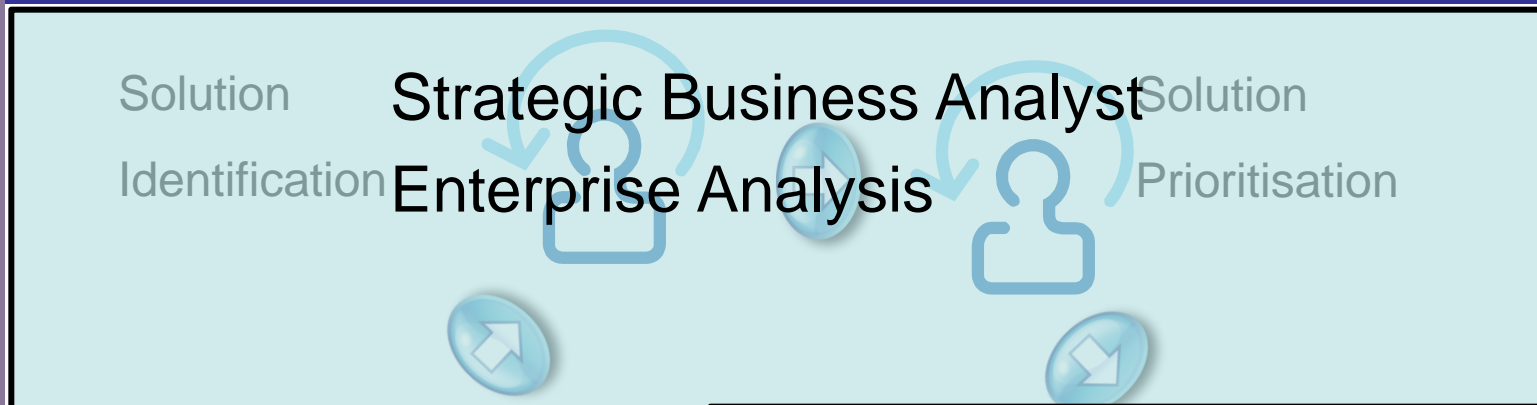
**Trial-and-error:** testing possible solutions until the right one is found

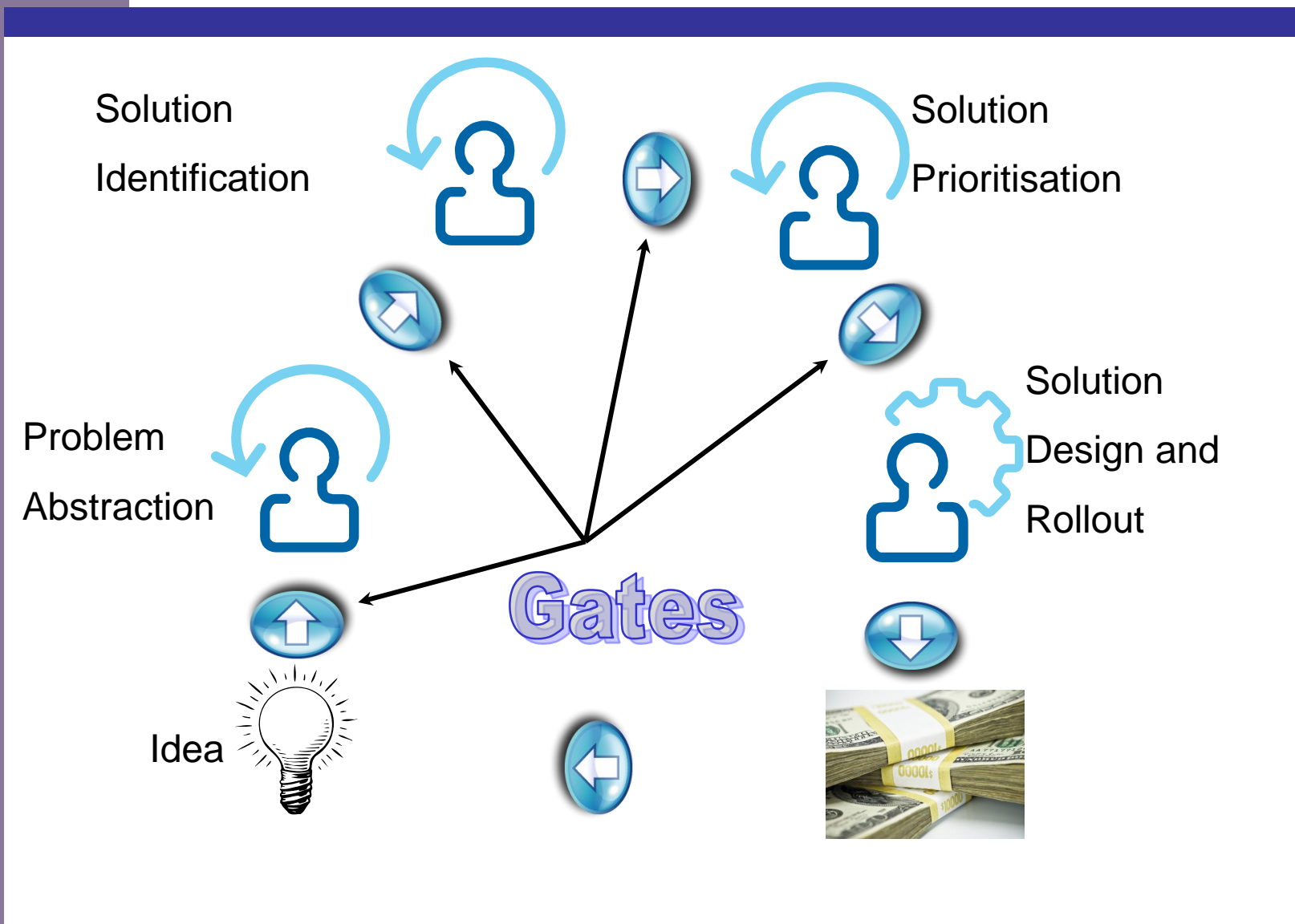
**Proof:** try to prove that the problem cannot be solved. The point where the proof fails will be the starting point for solving it

**Means-ends analysis:** choosing an action at each step to move closer to the goal

Wikipedia



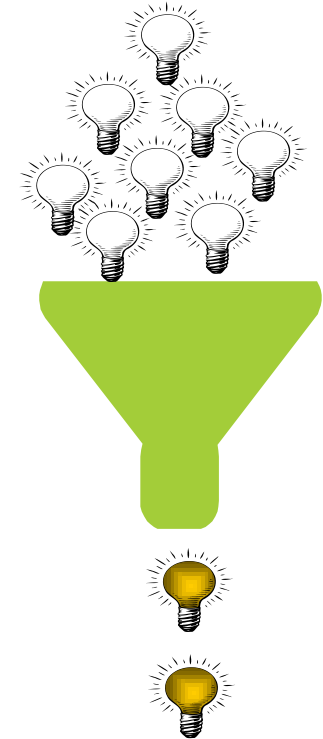




# Gates



Level Of Required Detail  
Business Strategy  
ROI or Cost Benefit Analyst  
Business Risk  
Solution Risk





# Idea Management

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Cultural Shift

Methodologies

Techniques

Software

Project Management



# Strategic Business Analysis Impact

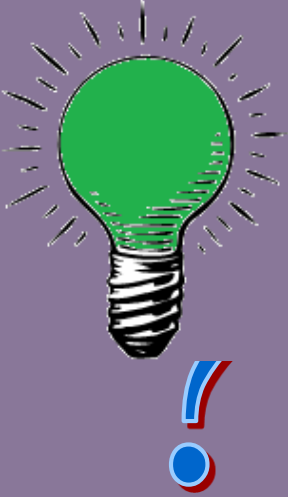
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Organisation

Individuals

# Questions



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

Business Analyst Assessment

Methodology Provisioning

Creation

Customisation

Implementation

BA Skills Development

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