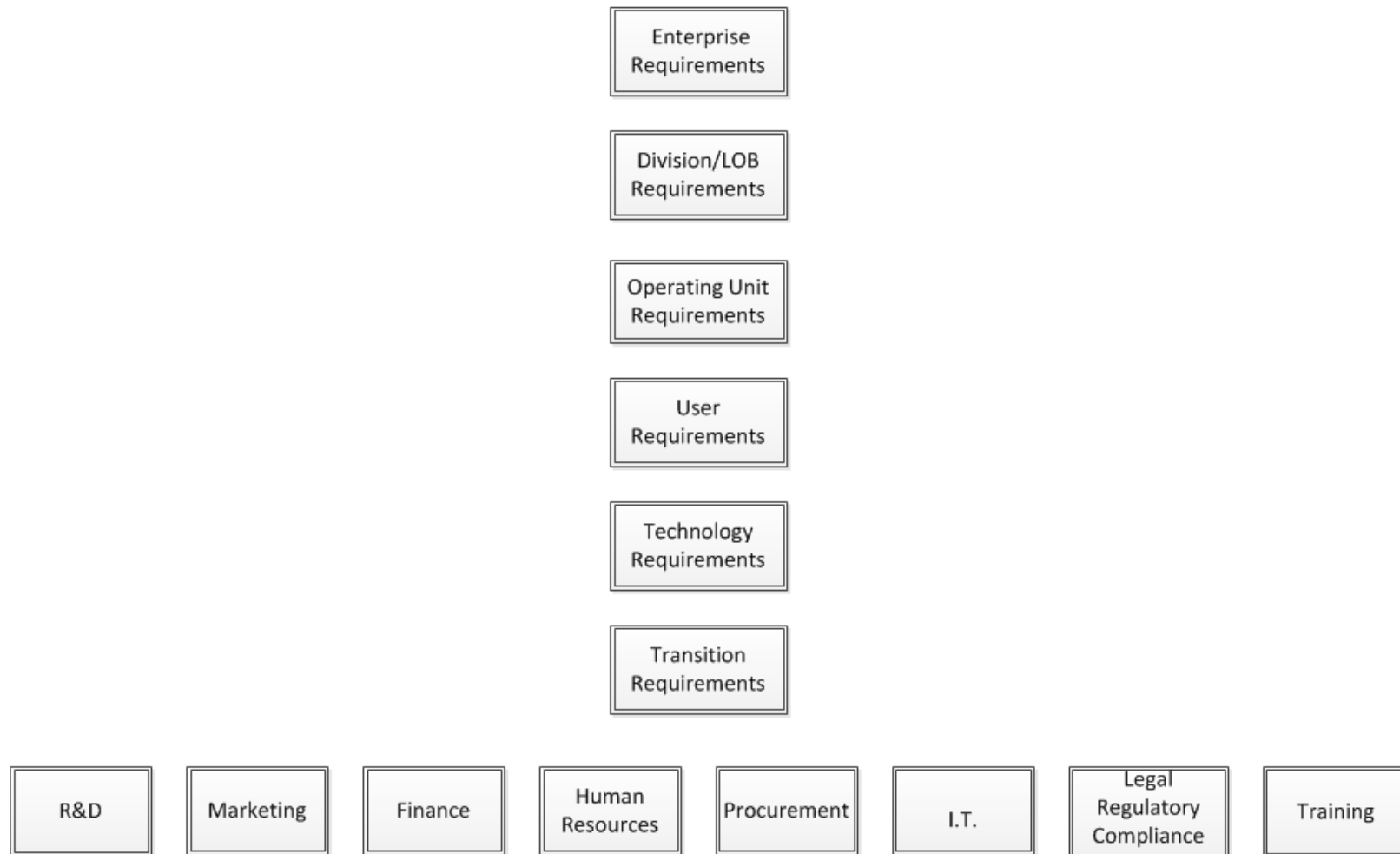


BUSINESS ANALYSIS – What's the big deal?

Answer:

- change orders
- complexity
- confusion, caprice, consternation
- delay
- drift
- opportunity cost
- oversights
- quality
- redundancy
- rework
- risk
- uncertainty
- waste

The Domain of Business Analysis



BUSINESS ANALYSIS DIMENSIONS

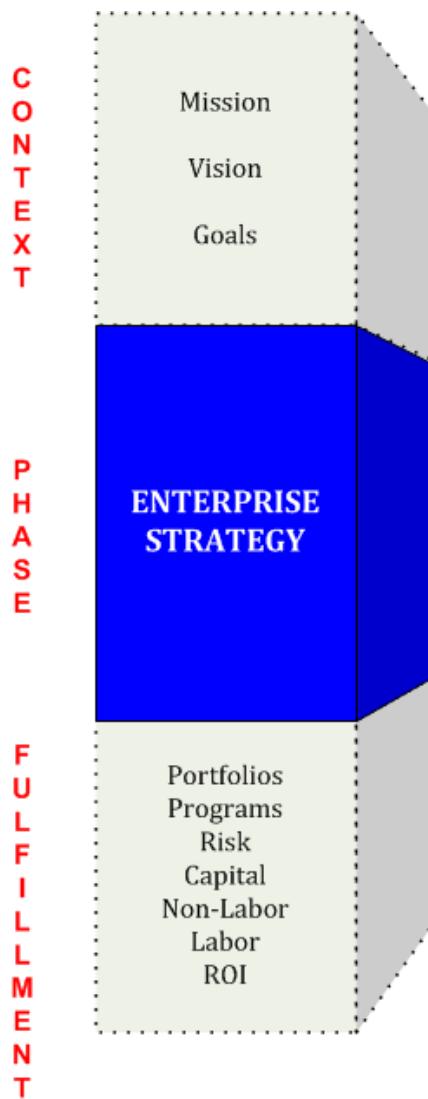
- 1. Enterprise level**
- 2. Division level**
- 3. Product/Service level**
- 4. Program/Project level**

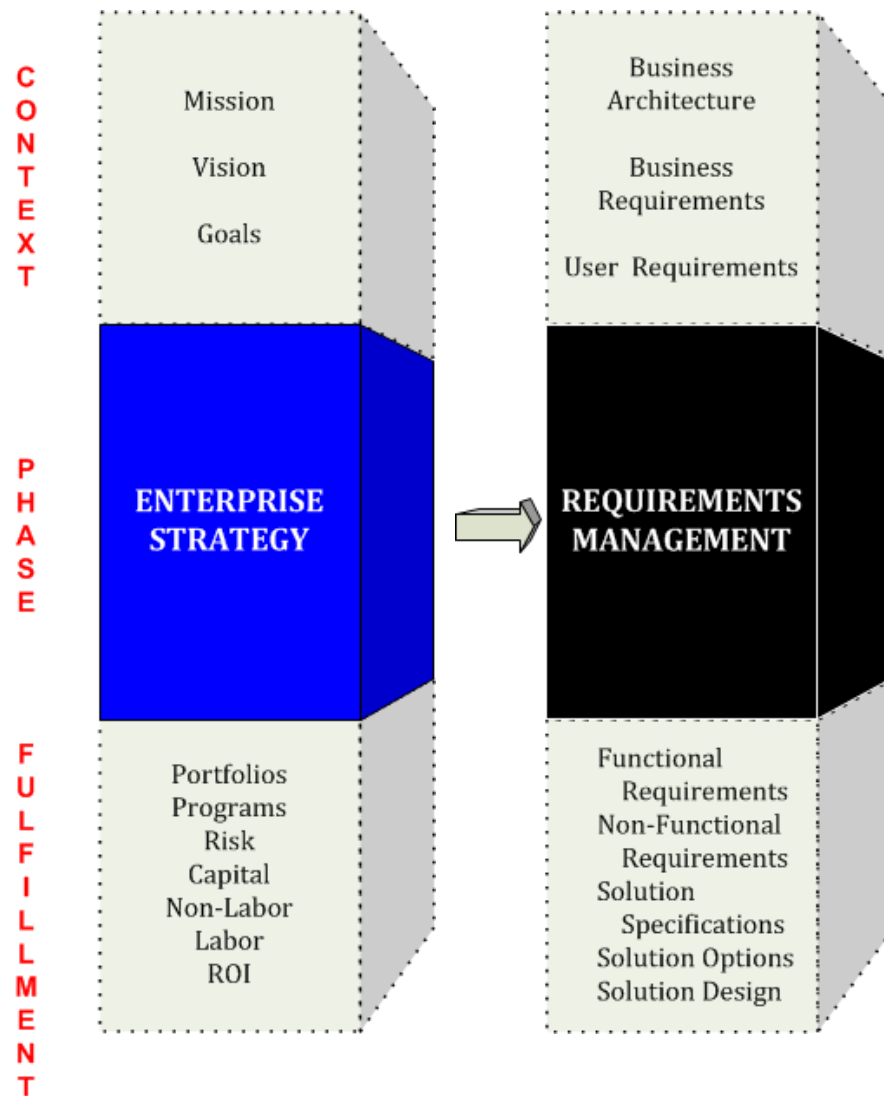
1. Enterprise-level business analysis

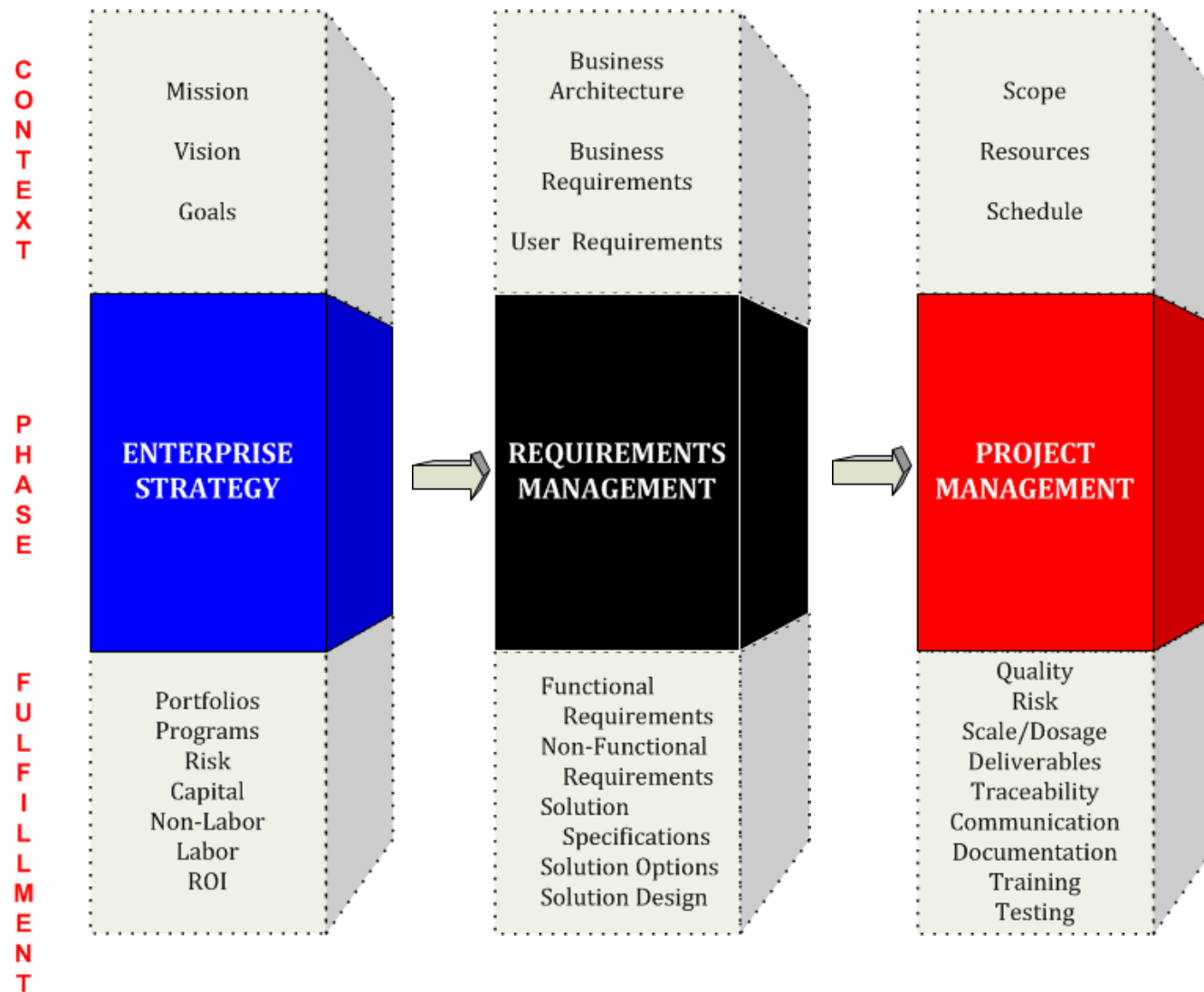
- A. map the success path
- B. identify, assess, and manage stakeholders
- C. build and distribute a project organization chart
- D. develop business requirements
- E. preserve traceability

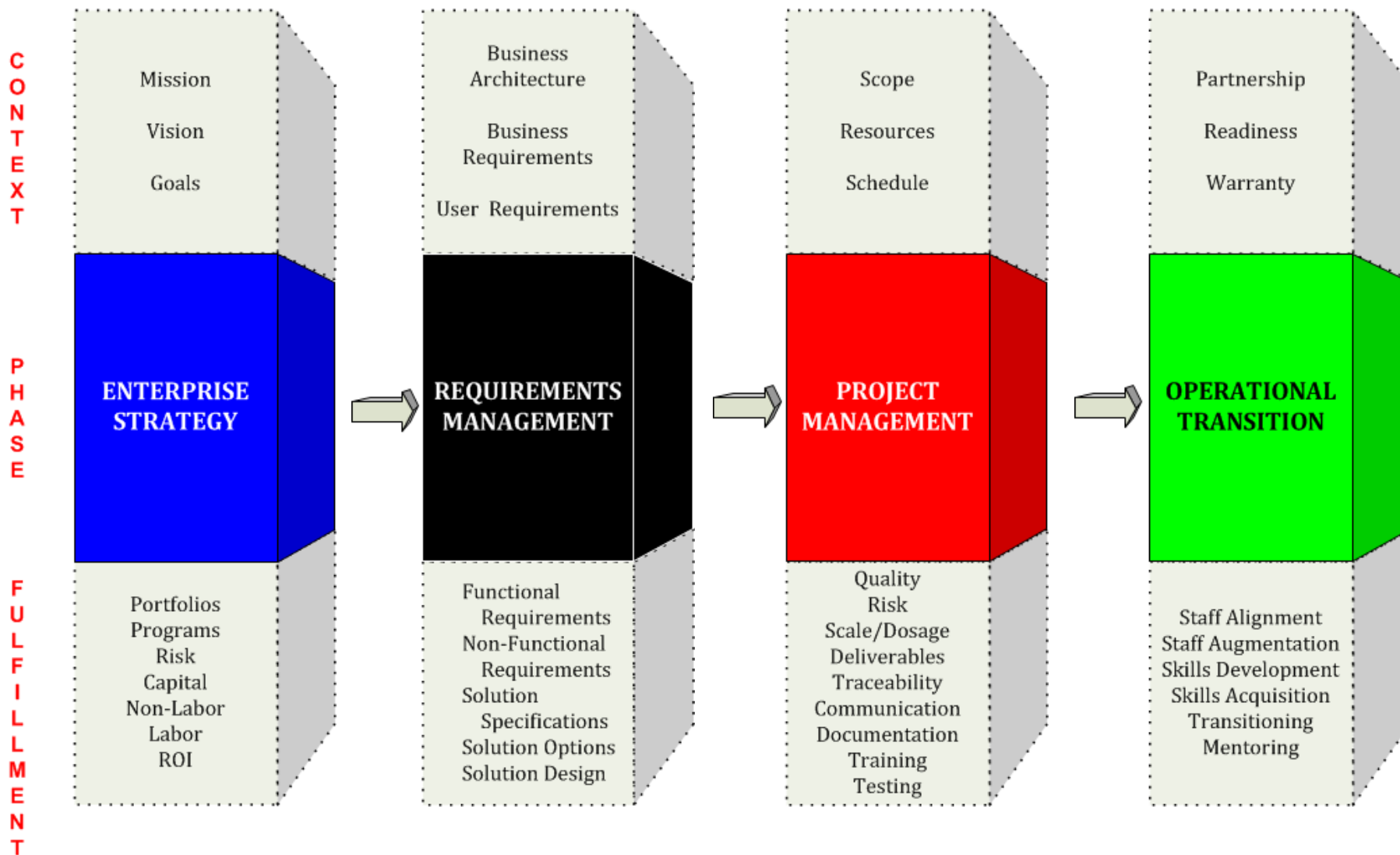
A. Map the success path

- enterprise strategy
- requirements management
- project/program management
- operational transition









B. Identify, assess, and manage stakeholders

- level of influence
- level of interest
- role – sponsor, beneficiary, or affected party
- responsibility– requirement owner, source, or endorser

C. Build and Distribute a Project Organization Chart for...

- coordination – vertical and lateral
- communication – vertical and lateral
- accountability – clarity of roles & responsibilities
- escalation – clarity of roles & responsibilities

eHIM Project Team Org Chart

D. Develop business requirements

- clarity
- validity
- endorsement
- affordability
- consistency with strategy

Tool: Business Requirements Document (BRD) template [SEPM]

E. Preserve traceability

- regular requirements reviews
- upward link to strategy
- downward link to work in progress
- formal confirmation by key stakeholders

Tool: Business Requirements Document (BRD) template

2. Division-level business analysis

- A. user requirements
- B. functional requirements

Tool: Business Requirements Document (BRD) template

3. Product/Service-level business analysis

- A. non-functional requirements
- B. transition requirements (change management)
- C. internal and external factors

Tool: Business Requirements Document (BRD) template

4. Program/Project-level business analysis

- A. AS-IS
- B. TO-BE
- C. gap analysis

A. AS-IS

- What are the weaknesses or shortcomings in current processes and tools?
- Will current processes be sufficient to support a new solution?
- How challenging or disruptive will the type and size of change be? How do we prepare?
- Are we thinking out of the box or simply propagating a status-quo mentality?
- How will we know we've achieved improvement?

B. TO-BE

- precision
- consensus
- commitment
- communication

C. Gap analysis

- policies
- procedures
- processes
- tools
- staffing
- training
- documentation
- communication (internal and external).

BUSINESS ANALYSIS

- 1. Enterprise level**
 - A. map the success path
 - B. identify and manage stakeholders
 - C. validate business requirements
 - D. preserve traceability
- 2. Division level**
 - A. user requirements
 - B. functional requirements
- 3. Product/Service level**
 - A. non-functional requirements
 - B. transitional change management
- 4. Program/Project level**
 - A. AS-IS
 - B. TO-BE
 - C. gap analysis

< end of slides for OPIM5270 Session 4 >