

A scenic landscape photograph of a mountain range with a lake and forest. The mountains are rugged and covered in snow, with a lake in the foreground reflecting the sky. The sky is filled with soft, white clouds. The overall tone is serene and majestic.

Business-analyst in the Age of Digital: How to survive?

October, 2020

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Agenda

- 1 VUCA-world matters
- 2 Modern challenges for business
- 3 Digital transformation: challenges and opportunities
- 4 Business analyst in digital transformation: role and value
- 5 Required skills and competencies
- 6 New techniques
- 7 Possible career options

Business analyst's evolution

- 1970 - Tasks creator
- 1990 – Requirements manager
- 2000 – Translator
- 2010 – Change enabler
- 2020 – Digital BA ?
- ...



What are the challenges?

According to Accenture's survey in 2017:

- 151 of the Fortune 500 from 2010 have disappeared because of their inability to adopt and transform
- 75% of businesses do not feel confident in their ability to execute transformation
- 60% of companies have not achieved expected financial high performance.



VUCA-world matters

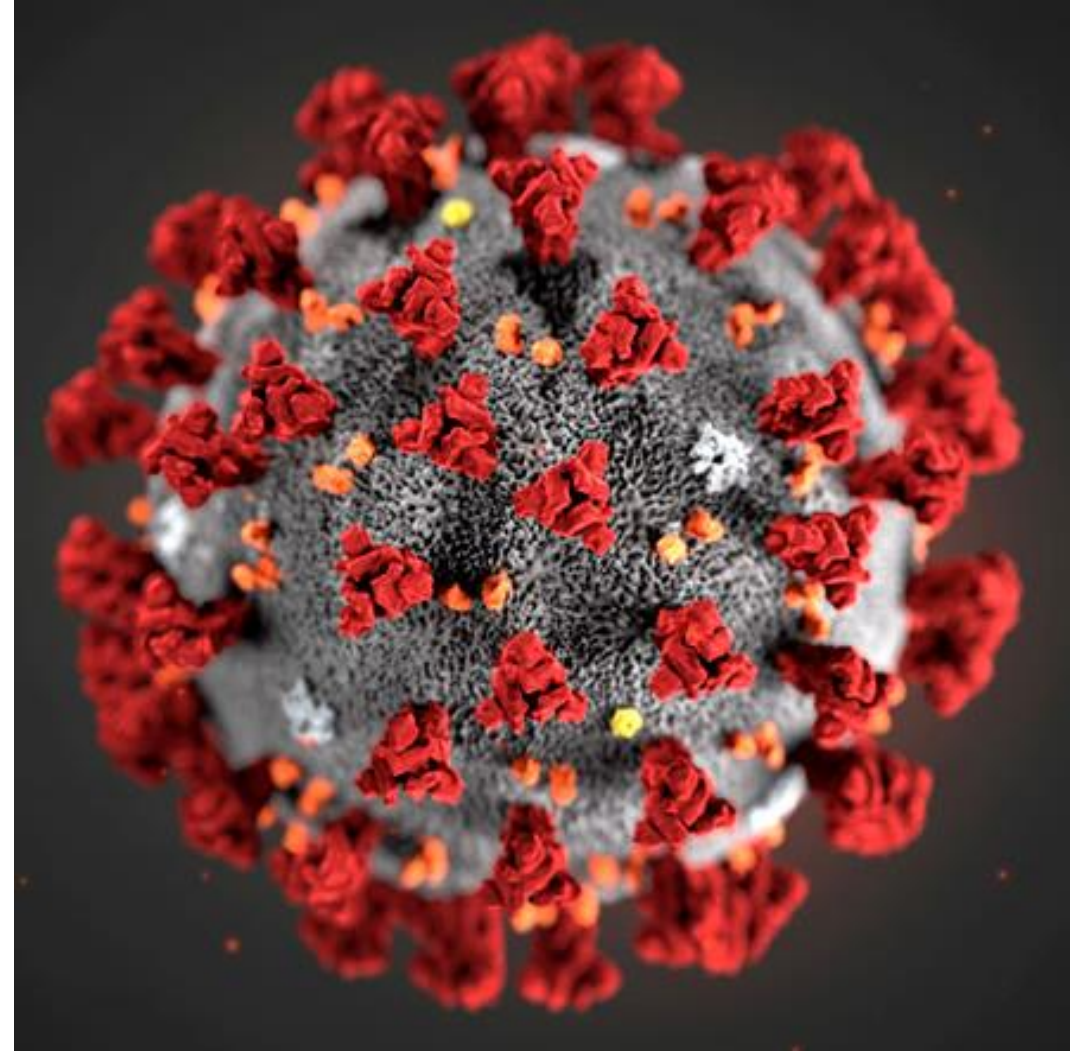
- Rapid changes in environment
- Galloping digitalization and technology
- Customer centricity
- Rising complexity
- Increasing unpredictability
- etc...



Good example – COVID-19

Some facts:

- Cities and citizens are lockdown
- Personal communications are forbidden
- Cross-national transportation is restricted
- etc...



Digital transformation as a reaction approach

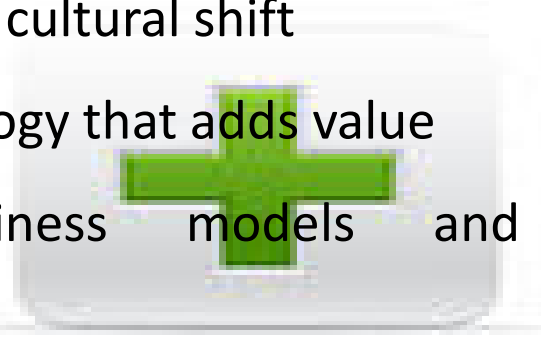
Digital Transformation is:

- creating brand-new business models
- placing the customer at the center
- creating processes enabled by technology

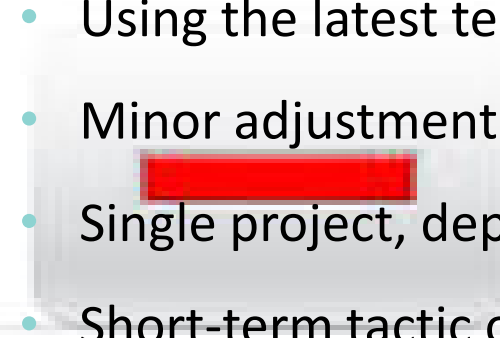


What is Digital transformation and what is not?

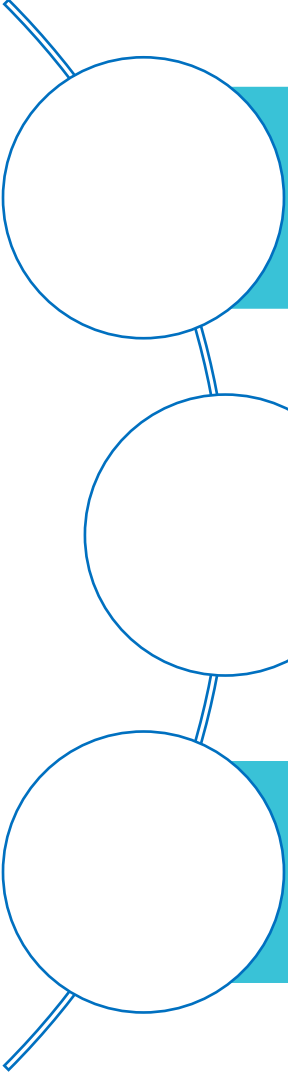
- IT innovation aligned with your business goals
- Both technological and cultural shift
- Leveraging the technology that adds value
- Creating new business models and opportunities
- Fundamental, company-wide initiative
- Long-term process requiring a well-planned strategy



- Adopting technology for the sake of using it
- Just a digitalization of business processes
- Using the latest technology and gadgets
- Minor adjustments to existing processes
- Single project, department or business line
- Short-term tactic or one-time fix



Context for Digital transformation & Key elements



Customer Experience - using technology to change the way an enterprise interacts with its customers or clients.

Operational Processes - using technology to dramatically reduce the cost or increase the efficiency of back-office operations.

Business Models - making the enterprise reliant on technology to deliver new forms of value.

Rethinking business-analysis



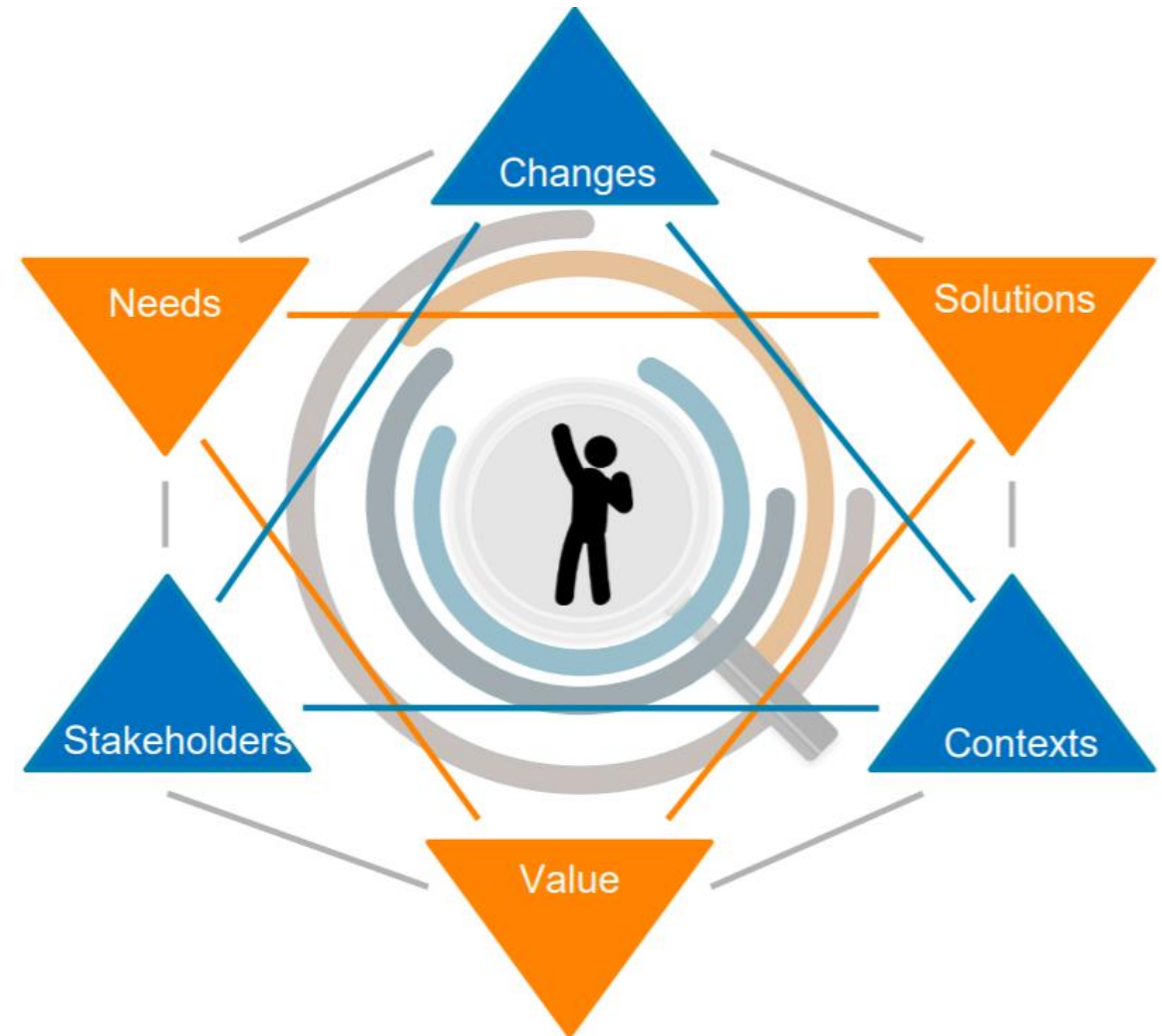
Business Analysis 1.0 - Delivering what the business needs, after they needed it

Business Analysis 2.0 - Delivering what the business needs, when they need it

Business Analysis 3.0 - Delivering what the customer needs, when it suits them

Why Business analysis?

Business analysis is the practice of enabling **change** in an enterprise by defining **needs** and recommending **solutions** that deliver **value** to **stakeholders** in **specific contexts**

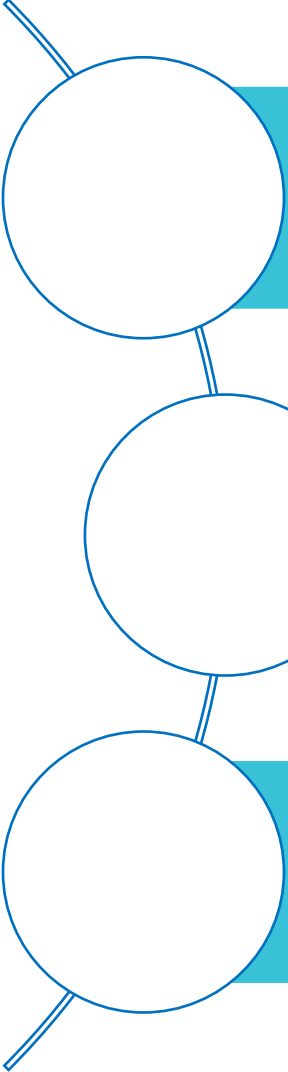


BA role in digital context

- Identify and justify the need for change
- Create a digital transformation strategy or roadmap
- Lead the project through implementation
- Translate biz requirements to IT team and tech solutions to clients
- Provide data driven advice to all stakeholders



Aspects of Digital BA

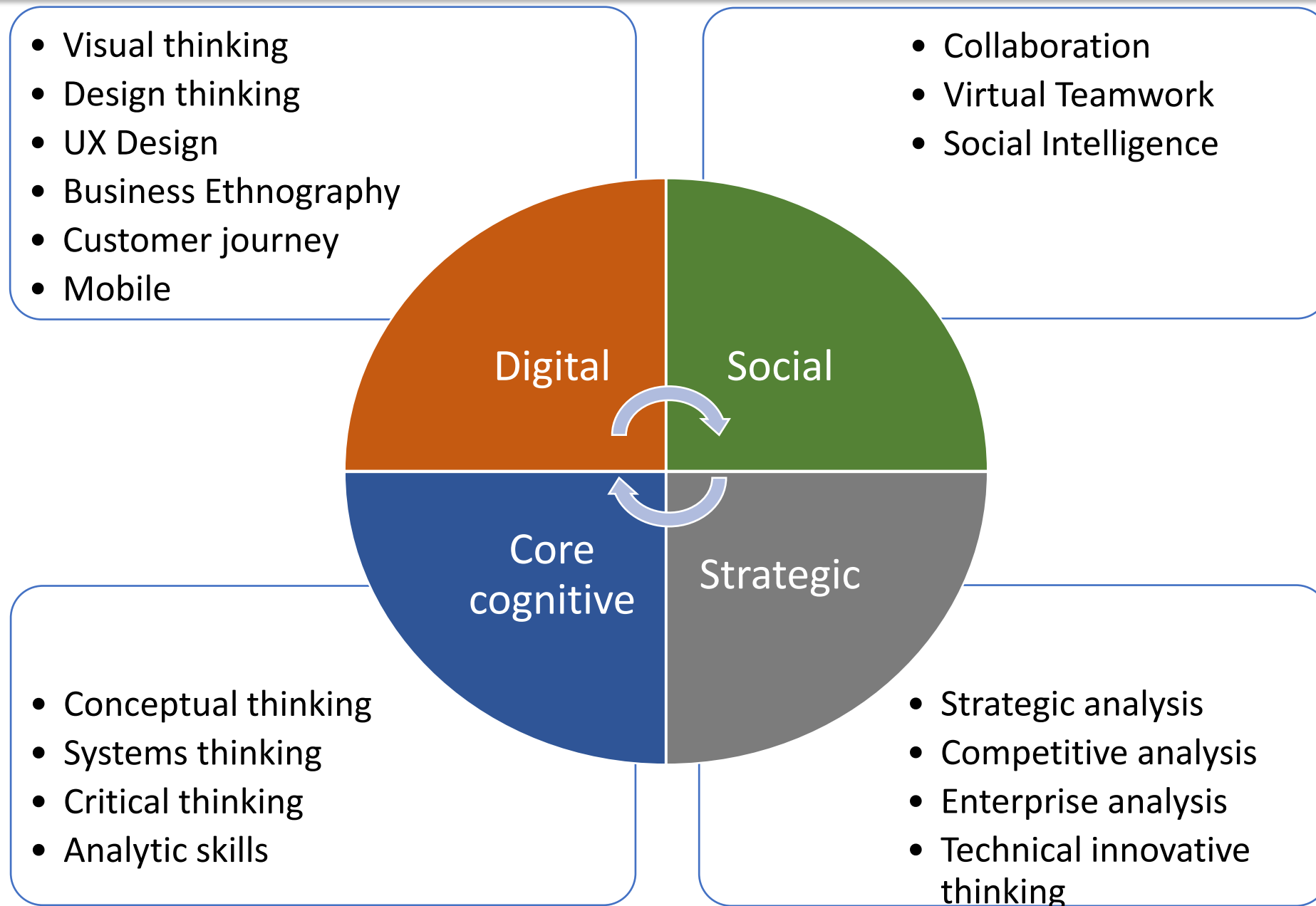


Digital mindset - Adaptability and flexibility, Agility, Collaboration and Interoperability, Customer centricity, Data centricity

Business acumen - Industry and competitive landscape, Organization strategy and business modelling, Understanding of Industry trends and challenges, Cyber security and protection of business assets, Digital marketing imperatives

Technology fluency - Cyber security applications; Visualization/ prototyping applications; AI applications; Robotic Process Automation; IoT; e-Commerce platforms

Skills and tools of Digital BA

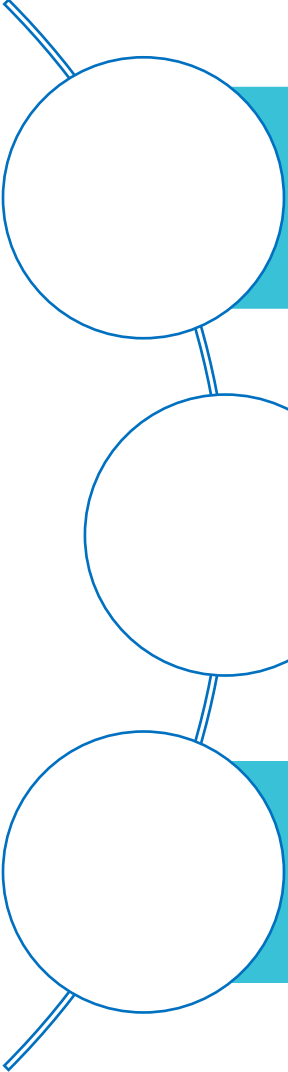


BA roles in digital context

- **Strategist:** Focuses on digital strategy and business outcome
- **Specialist:** Utilizes in-depth technology competencies to implement and validate digital goals
- **Renaissance Professional:** Cross-functional role that cuts across multiple disciplines



How to thrive in Age of Digital?



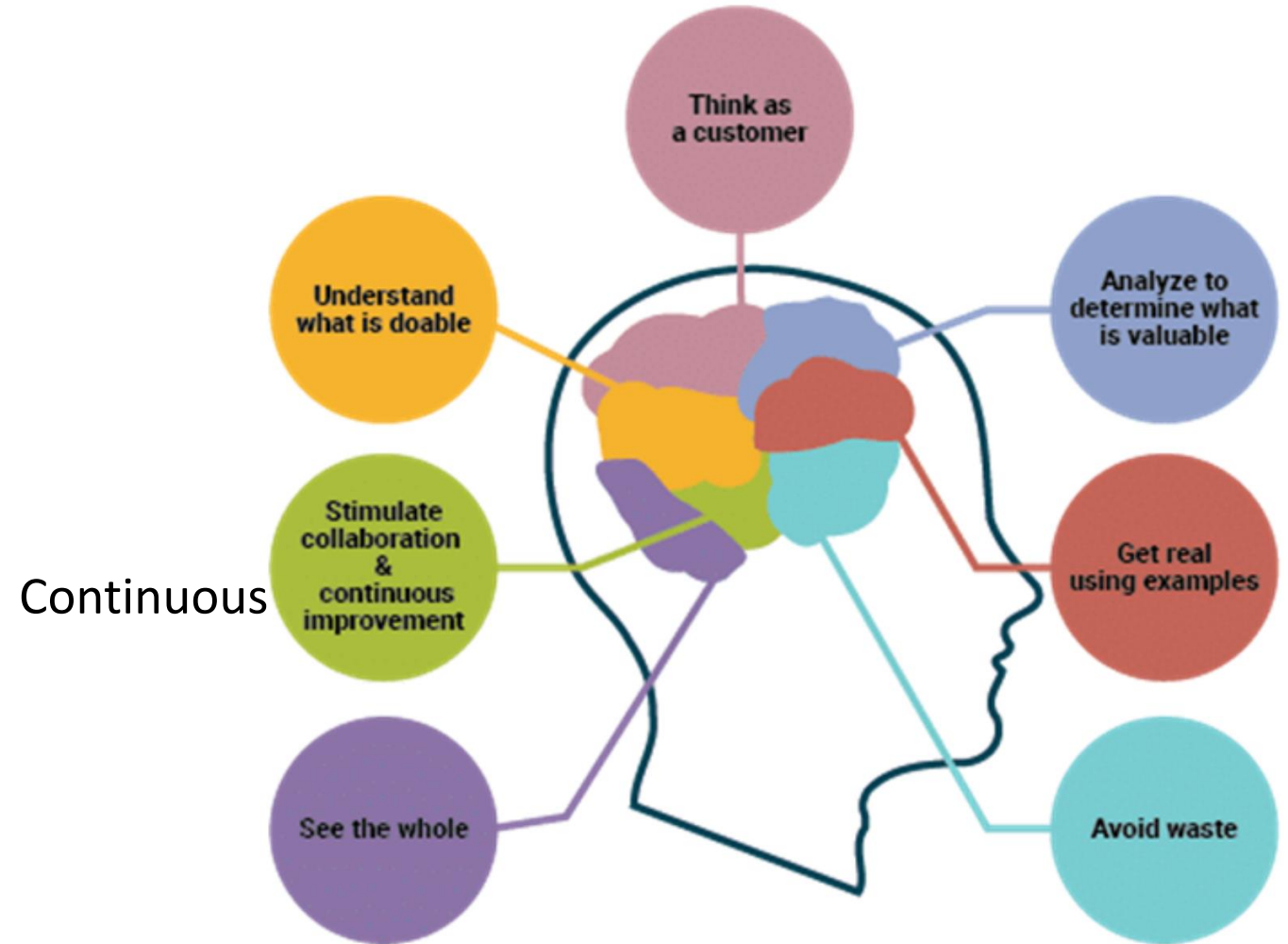
Learn new technologies, particularly how to apply emerging technologies to enable new business models

Learn product management and process management

Learn and adopt agile approaches

7 Principles of Digital BA

- See the Whole
- Think as a Customer
- Analyze to Determine What is Valuable
- Get Real Using Examples
- Understand What is Doable
- Stimulate Collaboration and Continuous Improvement
- Avoid Waste

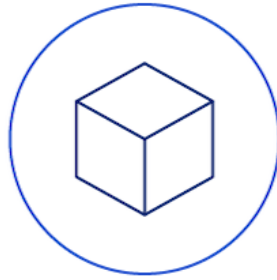


Lean type of waste

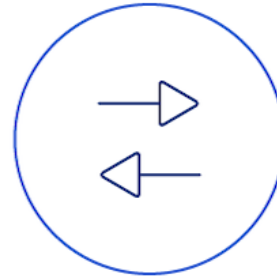
The 8 Types of Waste



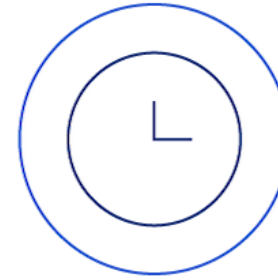
Talent



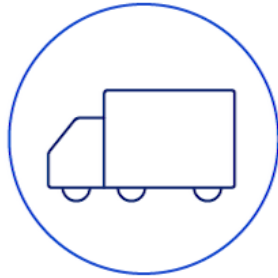
Inventory



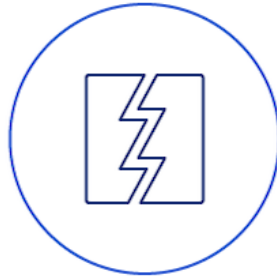
Motion



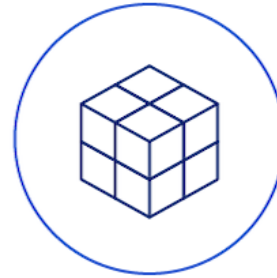
Waiting



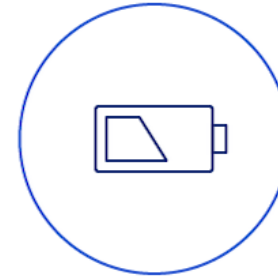
Transportation



Defects



Overproduction



Overprocessing

BA roles in digital context

- Digital Marketing Business Analyst
- Business Intelligence Analyst
- Strategic Business Analyst
- Digital Business Analyst
- Social Media Analyst
- Security Business Analyst
- Robotic Process Automation BA
- RPA Consultant
- Customer Experience Analyst
- And many more...



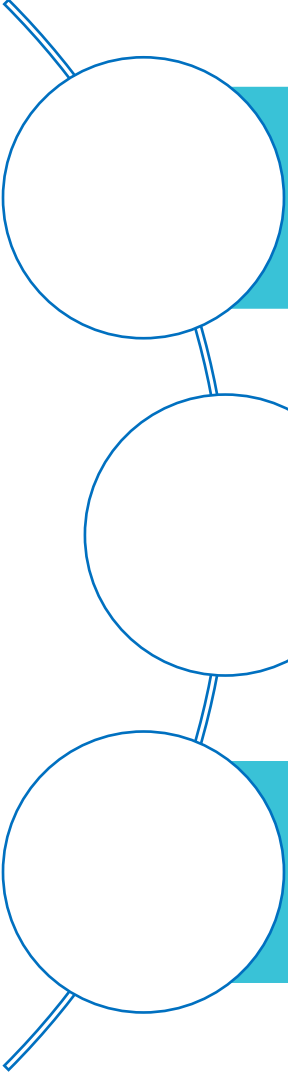
Business Analysis certifications

IIBA:

- ECBA - Entry Certificate in Business Analysis™ (ECBA™)
- CCBA - Certification of Capability in Business Analysis™ (CCBA®)
- CBAP - Certified Business Analysis Professional (CBAP®)
- Certificate in Cybersecurity Analysis (IIBA®- CCA)
- Agile Analysis Certification (IIBA®-AAC)
- Certification in Business Data Analytics (IIBA®- CBDA)



Demanding future

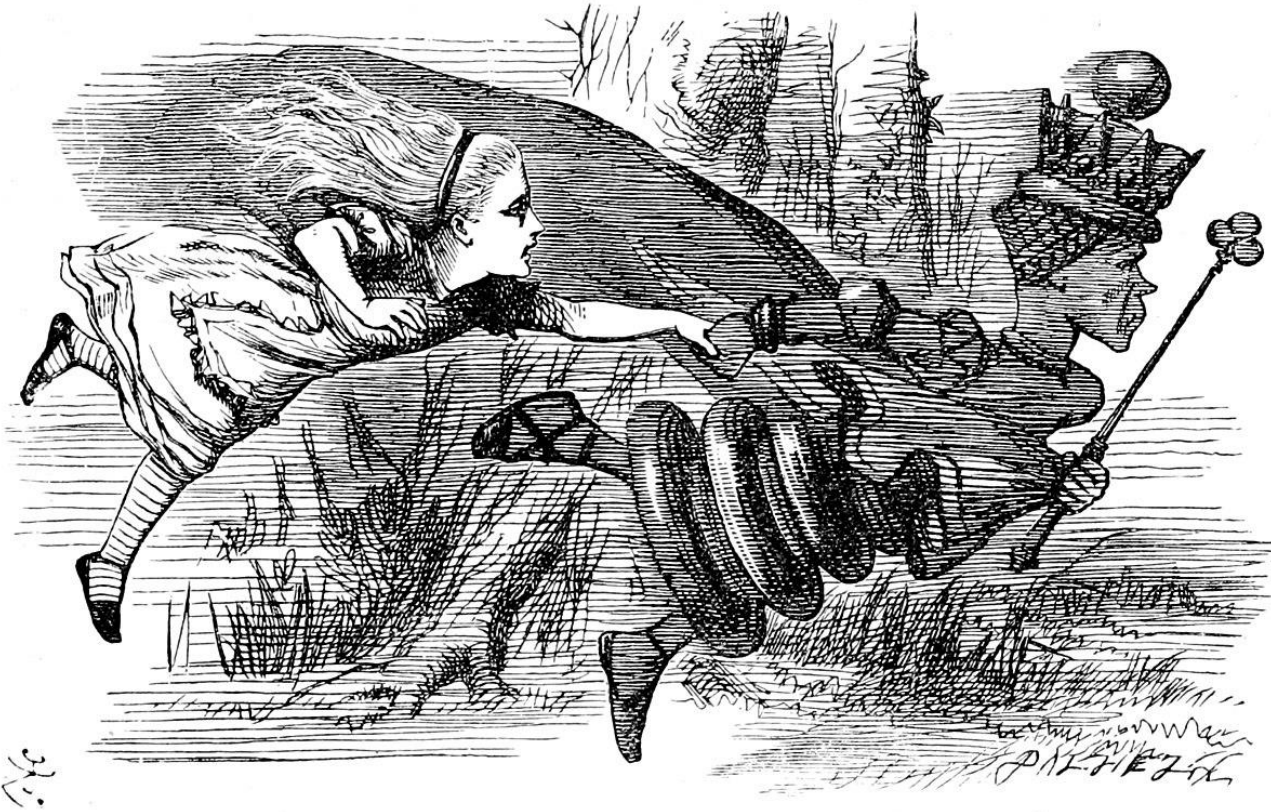


72% of CEOs believe the next 3 years will be more critical than the last 50 years in their industries

41% of CEOs expect to be running significantly transformed companies in 3 years' time (vs 29% last year)

Business Models - making the enterprise reliant on technology to deliver new forms of value.

And to conclude with...



“Now, here, you see, it takes all the running you can do, to keep in the same place. If you want to get somewhere else, you must run at least twice as fast as that!”

Lewis Carroll, Alice Through the Looking Glass

Some reading...

- **Jamie Champagne.** Seven Steps to Mastering Business Analysis (Business Analysis Professional Development).
- **Georgy Saveliev.** The Thrifty Business Analyst: How to Boost Performance Using Lean and Theory of Constraints (Down-to-Earth Business Analysis).
- **James Robertson, Suzanne Robertson.** Business Analysis Agility: Solve the Real Problem, Deliver the Real Value.
- **Roman Pichler.** Strategize: Product Strategy and Product Roadmap Practices for Digital Age.
- **Jeffrey Liker.** The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer.
- **Stephen R. Covey.** 7 Habits of Highly Effective People
- **Alexander Osterwalder.** Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers.
- And more...



About me

Nikolai Novik

- 12+ years of experience in designing and implementing IT-solutions for a variety of customers in Europe, Russia and Asia.
- 3+ years of experience in organizational change management in IT
- Translator of A Guide to the Business Analysis Body of Knowledge (BABOK)[®] v.3



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Thank You!

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accelerate.

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- поделись своим мнением!



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That's all Folks!