

DELIVERING THE BUSINESS SOLUTION



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Introduction

- Role of the Business Analyst extends beyond requirements definition.
- Business analysis supports solution implementation and benefits realisation.

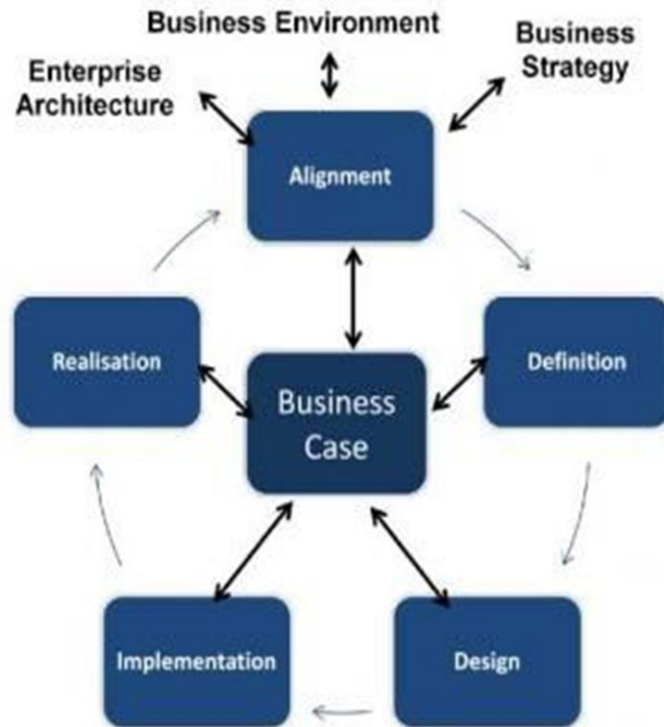
STAGES OF THE BUSINESS CHANGE LIFECYCLE

- Business change is a structured process to improve how an organisation operates.
- Business analysis plays a key role throughout the change lifecycle.
- Involves stakeholder engagement, planning, design, and implementation.

The business change lifecycle



Five Stages



1. **Alignment** – Ensure objectives and strategies align with the external environment and internal policies.
2. **Definition** – Defining the current business situation, analyzing root causes, and identifying necessary changes.
3. **Design** – Detailing business processes, systems, and software for solution implementation
4. **Implementation** – Planning and executing the change, including emotional impact on staff.
5. **Realisation** – Review the achieved benefits and identify further changes.

Role of Business Analysts in the Lifecycle

- Facilitates understanding between business and IT teams.
- Helps define requirements, design solutions, and support implementation.
- Ensures stakeholder engagement and addresses concerns.
- Manages testing, feedback, and iteration processes.



Design Stage

Tasks Involved -:

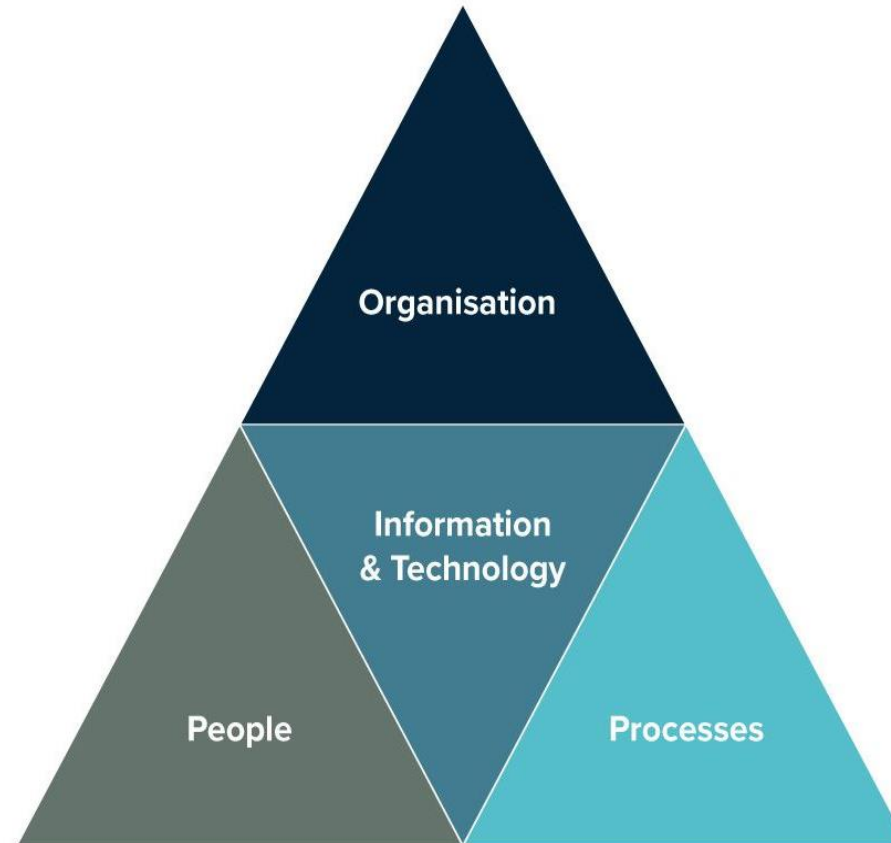
- Design of the solution.
- Development and testing of supporting software.
- Identifying skills and resources for teams.



POPIT MODEL

Four Stages:

- People
 - Organization
 - Processes
 - Information, and Technology.
- Changes in the organizational structure.
 - New job roles and skill requirements.
 - Updated performance measures.



1: People – Skill Development- Identify required new skills (Gap Analysis):-

Design and deliver training programs.- BAs support capability uplift and guide business users.

2: Organisation – Structures & Jobs- Define new team structures and roles:-

Consider impact on management hierarchy.- Redefine performance measures (e.g. KPIs, CSFs).- BA helps design job roles and responsibilities.

3: Business Process Design- Focus on "to be" process design:-

Define detailed procedures and documentation.- Review and update communication channels.- Ensure readiness for deployment.

4: Information & Technology- Software lifecycle supports business process:-

BAs involved in: - Requirements definition. - Supporting development & testing. - Ensuring solution aligns with business needs.

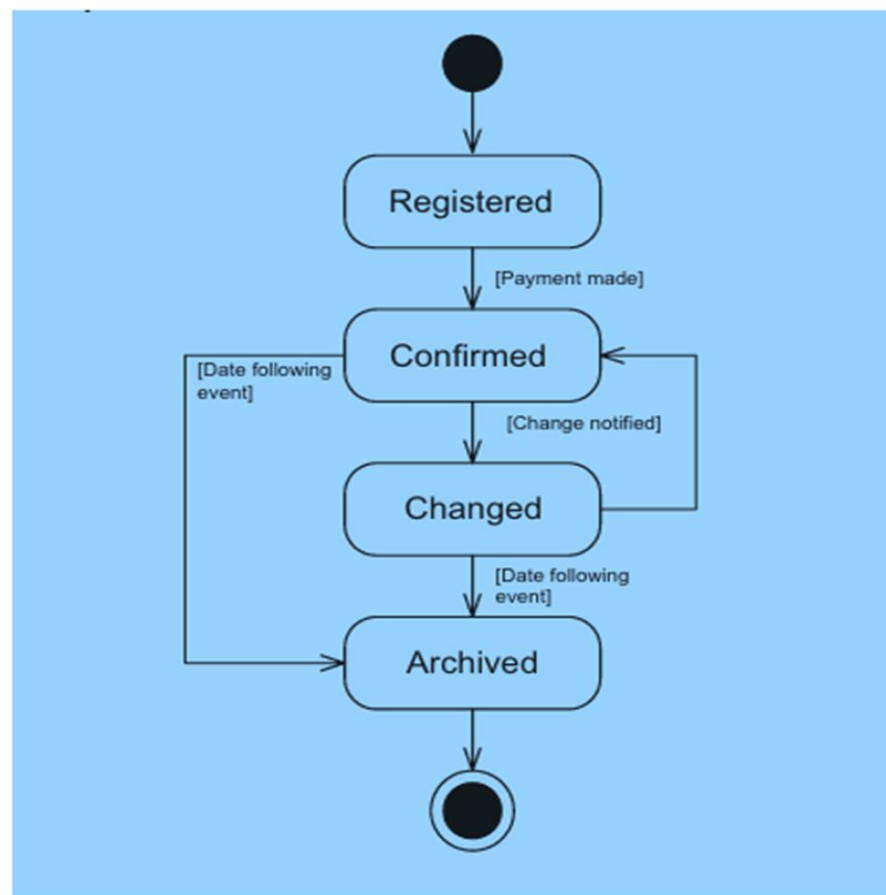
BA Role In Software Design & Testing

- Design - Bridge between business and IT
- Development - Clarify requirements during design and development
- Testing - Support User Acceptance Testing (UAT):
 - - Use case descriptions
 - - Decision tables
 - - State charts

Example decision table

Conditions:								
C1: No outstanding balance?	Y	Y	Y	Y	N	N	N	N
C2: Order value > £250?	Y	Y	N	N	Y	Y	N	N
C3: Cardholder > 3 years?	Y	N	Y	N	Y	N	Y	N
Actions:								
A1: Priority treatment	X	X	X		X			
A2: Normal treatment				X		X	X	X

Example state chart



Implementation

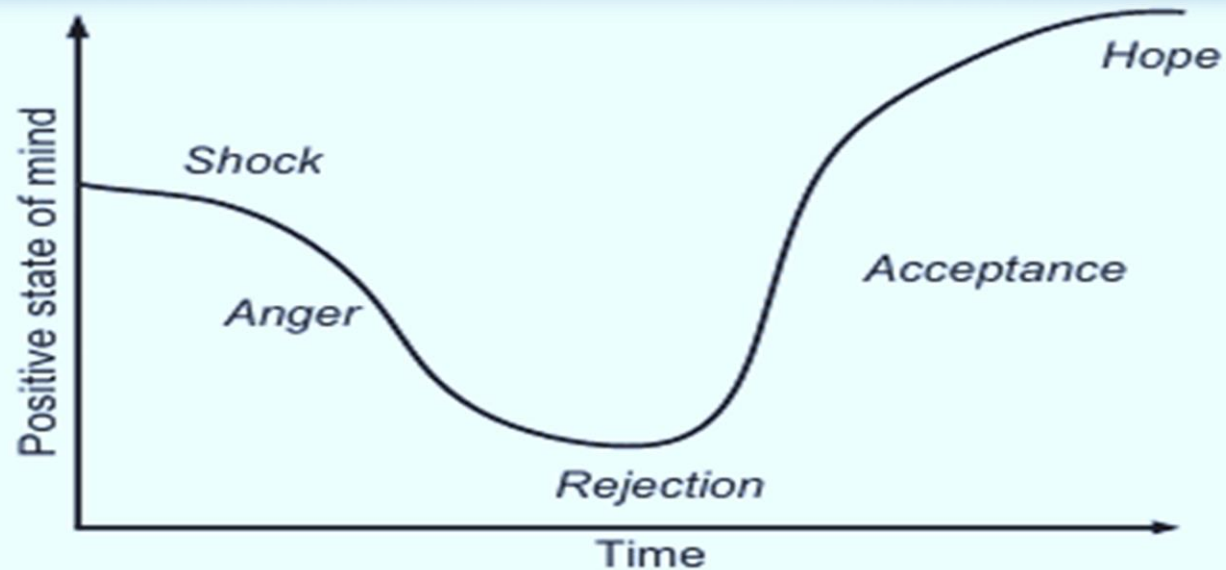
- Key Focus: Managing emotional response to change

- SARAH Model

❖ Shock → Anger → Rejection → Acceptance → Hope

- BA support: Training, coaching, and change communication

The SARAH model



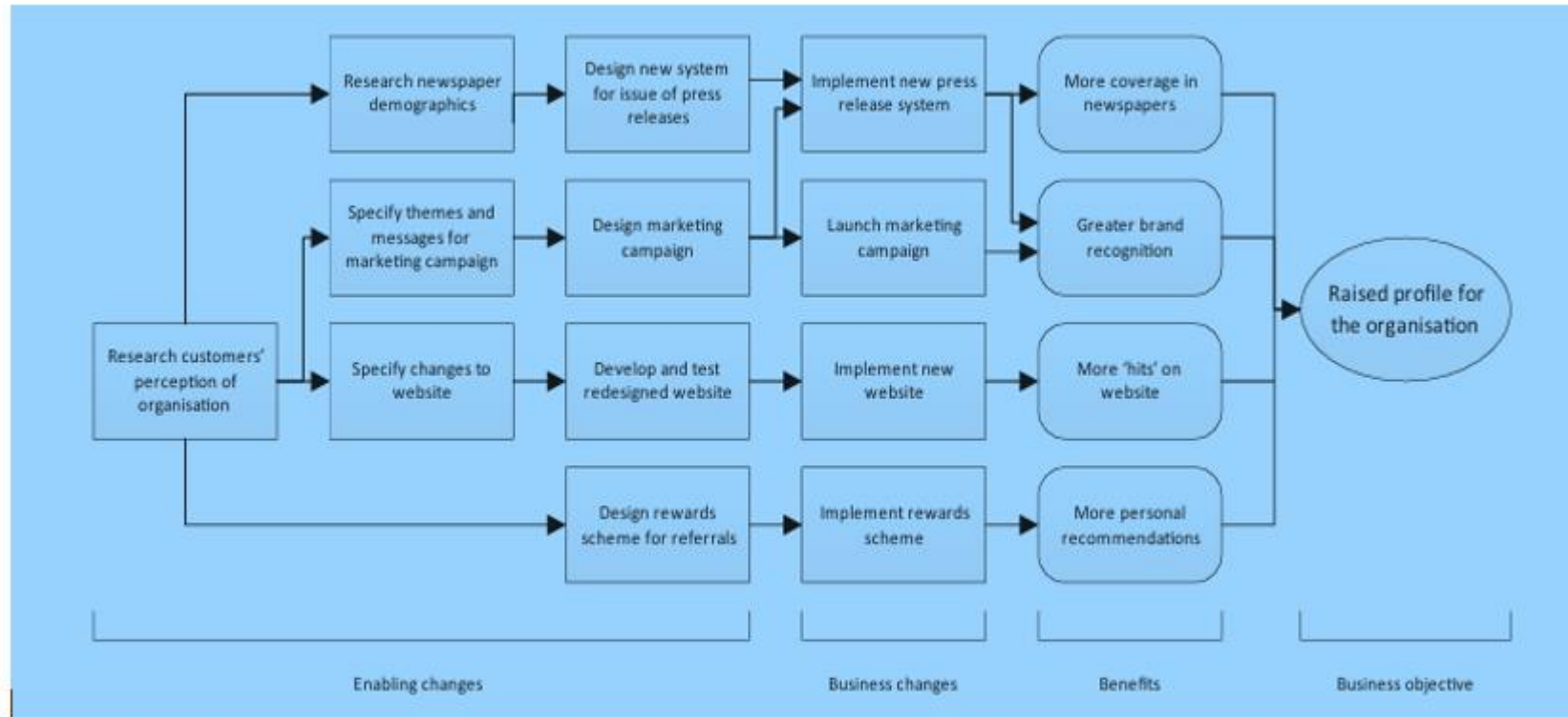
Realisation

- Purpose: Track and ensure delivery of business benefits
- Importance of a Benefits Plan:
 - - Vision
 - - Profiles
 - - Benefits dependency network
 - - Responsibilities
 - - Tracking procedures

Benefits Dependency Network

- Visual map showing:
 - - Enabling changes
 - - Business changes
 - - Delivered benefits
 - - Strategic objectives
- Ensures accountability and alignment

Benefits dependency network



Benefits Realisation Report

- **Purpose:**

1. Measure benefit delivery
2. Identify corrective actions
3. Inform future projects
4. Improve strategic decision-making

Conclusion

- Business Analysts play a critical role in:
 - - Solution design
 - - Implementation
 - - Benefits realization
- Holistic, iterative involvement ensures successful change delivery



THANK YOU!

