Strategy horizon
Introduction

Strategy Horizon

The purpose of analysis at the Strategy Horizon is to inform decisions regarding the organization's business goals.

Agile Extension to the BABOK ® Guide

Main strategic challenge is to make decisions based on up-to-date data

➔ The information that informs the decisions is frequently overwhelming, obscure, uncertain, and even contradictory
➔ Lack of effective communication
➔ Even though dependable information exists within the organization it is hard to find

Expectations from a BA

➔ Identify business goals
➔ Assess the priority of business goals
➔ Evaluate emerging opportunities
➔ Enable quick and effective decision making via providing with relevant and up-to-date information and reducing complexity

Strategy horizon
Business goals

Definitions

Business need: A problem or opportunity of strategic or tactical importance to be addressed.

Business goal: A state or condition that an organization is seeking to establish and maintain, usually expressed qualitatively rather than quantitatively.

Business objective: An objective, measurable result to indicate that a business goal has been achieved.

BABOK ® Guide

What affects business goals?

Changes to customer expectations.

Teams can see changes in customer behaviour within the scope of their projects. However, not all the changes are visible from within initiatives.

At the Strategy Horizon, the scope of analysis extends beyond individual initiatives and involves analyzing and communicating information received through customer research and analytics, as well as research into emerging customer trends.

What affects business goals?

**Changes to the outside environment.**

Organizations exist within an organizational context where competitors are constantly innovating. Economic and social conditions are changing.
New technologies are emerging at a rapid rate.

BAs constantly monitor and evaluate these changes, forming new hypotheses and challenging old assumptions.

What affects business goals?
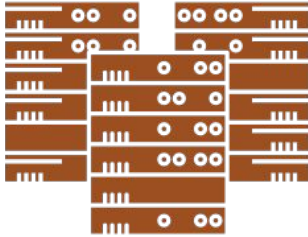
Changes within the organization.

Organizations constantly change. As a result, organizations must constantly redirect resources and potentially set new goals.

Agile business analysis provides timely, useful information to those making decisions based on internal changes.

What affects business goals?

Learning from the frontline.

The portfolio of initiatives in the business generates a portfolio of learnings.

BAs synthesize and analyze information from multiple initiatives in order to inform decisions that impact the organization's business goals and priorities.

What affects business goals?

Threats and opportunities.

With constant change occurring within and beyond the organization, new threats and opportunities appear (and fade) constantly.

They need to be analysed to uncover:
- ➔ A need for a new initiative
- ➔ A change in resourcing, scope, or success criteria for existing initiatives
- ➔ A need to cancel an existing project