LESSON 5

Business Analysis Frameworks

Aligning Solutions to Business Objectives

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In This Session:

5A The Importance of Business Analysis

5B The Business Analyst Role

5C Requirements as the Focus of Business Analysis

5D Stakeholders and the Business Analyst

5E Influence of Project Approaches on Business Analysis

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5A The Importance of Business Analysis

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What Is Business Analysis?

The set of activities performed to support the delivery of solutions that align to business objectives and provide continuous value to the organization

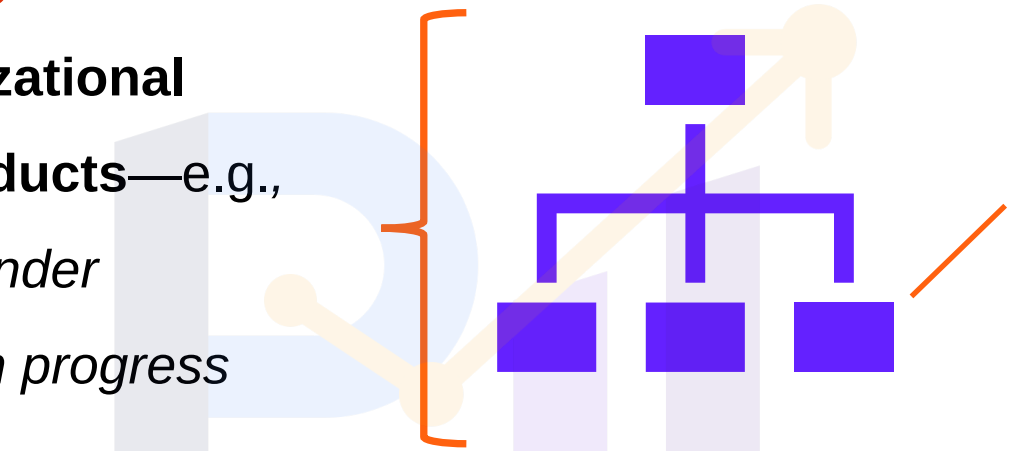


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Application of Business Analysis and Project Management

Business Analysis

Applied to **organizational initiatives or products**—e.g., *a set of projects under consideration or in progress*



Project Management

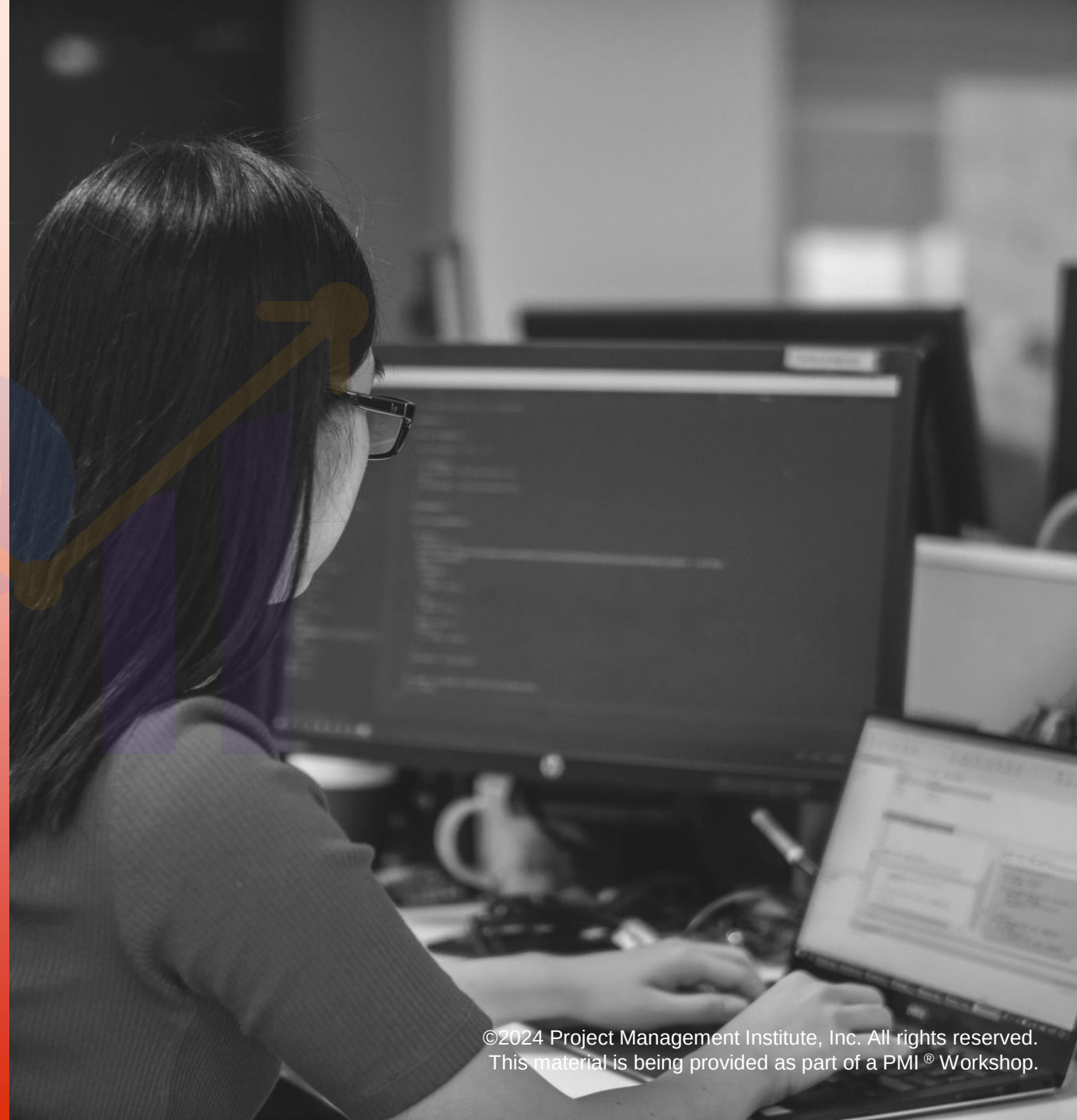
Applied to **a single project** to develop or improve a product

Business analysis activities **precede** project and project management work, **continue throughout the project life cycle** and **after product delivery**

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Business Analysis Functions

- Strategic business analysis
- Business requirements elicitation and analysis
- Feasibility studies and definition of new business opportunities
- Scoping of opportunities and identification of preliminary solutions
- Business case preparation



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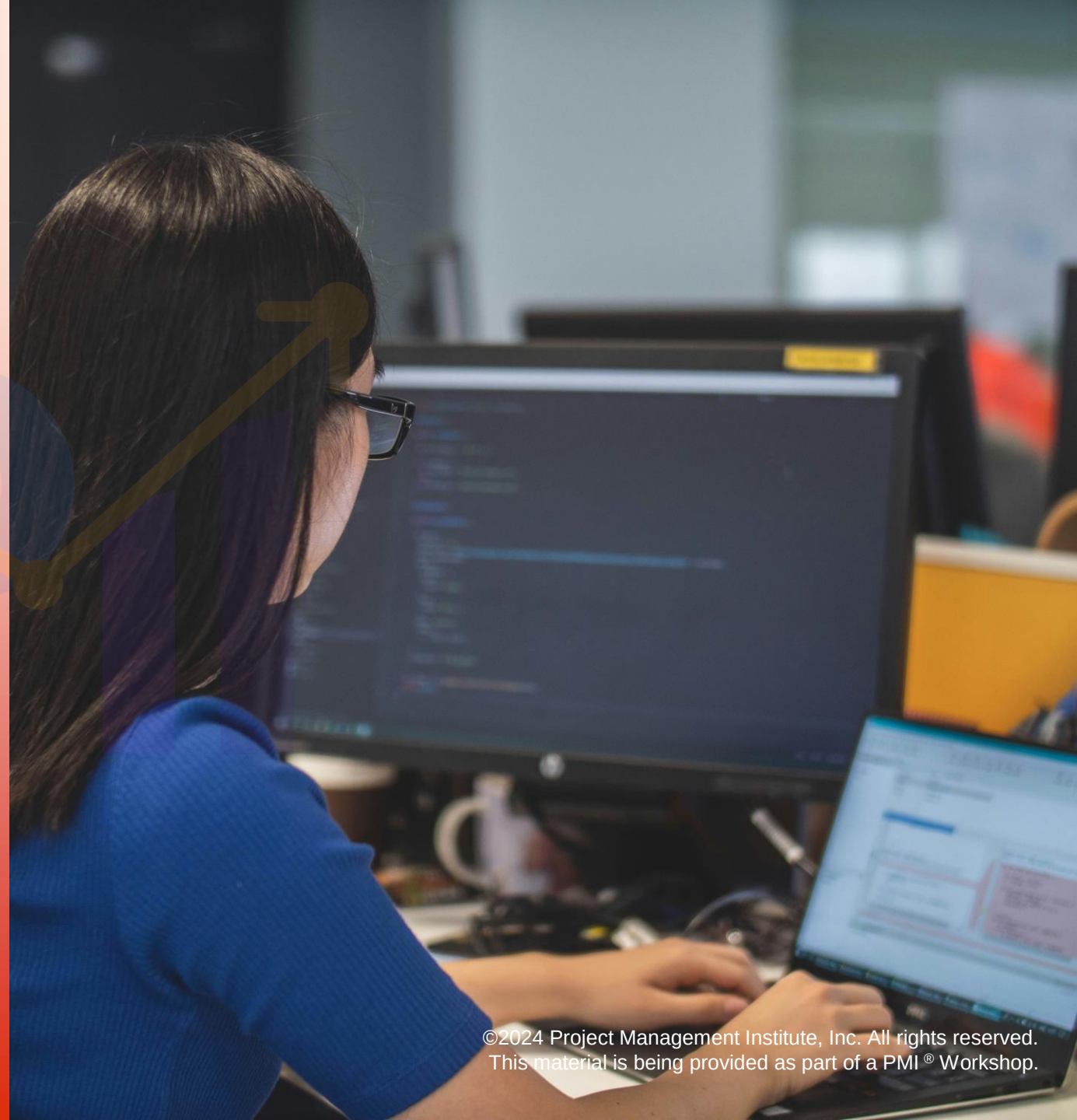
5B The Business Analyst Role

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Who Is a Business Analyst?

Business analysis tasks can be performed by someone in a dedicated business analyst role, a project manager, or any team member, regardless of their title.

Anyone who performs business analysis tasks can perform the business analyst role.



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Business Analyst and Project Manager Roles



Business Analyst

- Analyzes business problems
- Recommends solutions
- Elicits business requirements from stakeholders
- Documents business requirements

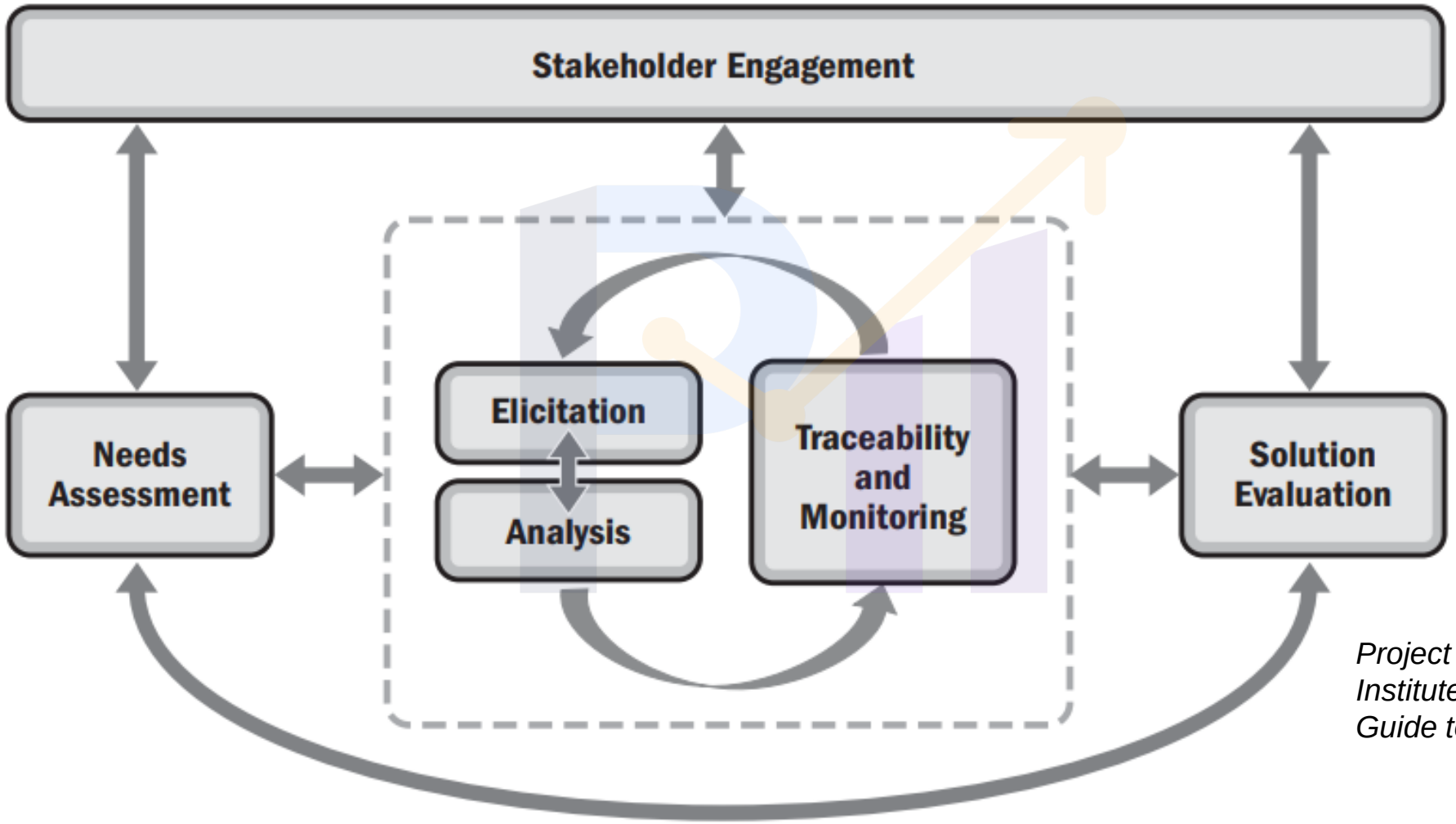


Project Manager

Facilitates delivery of a product, service, or program that implements solutions to the sponsoring organization or customer

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What Does a Business Analyst Do?



Project Management Institute (2017) The PMI Guide to Business Analysis

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Competencies Required of Business Analysts

ANALYTICAL SKILLS	PERSONAL SKILLS	COMMUNICATION SKILLS	EXPERT JUDGMENT	LEADERSHIP	KNOWLEDGE OF TOOLS
• Creative thinking • Decision making • Design thinking • Numeracy • Problem solving • Research skills • Resource-fulness • Systems thinking	• Adaptability • Ethics • Learner • Multitasking • Objectivity • Self-awareness • Time management • Work ethic	• Active listening • Facilitation • Nonverbal, verbal and visual communication skills • Professional writing • Relationship building	• Enterprise and organizational knowledge • Business acumen • Industry knowledge • Life cycle knowledge • Political/ cultural awareness • Product knowledge • Standards	• Change management • Negotiation • Personal development • Skills to enable one to become a trusted advisor	• Communication and collaboration • Desktop • Reporting and analysis • Requirements management • Modeling

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Consider: The Business Analyst's Role



Does the business analyst provide a supportive role to the project development team as well as to the business?

Yes

That's correct. The business analyst's responsibility includes determining needs, developing requirements, communicating with stakeholders, and facilitating the delivery of the project.

No

Unfortunately, that's incorrect. The business analyst does provide a supportive role to the project team by facilitating the delivery of solutions that align to the organization's business objectives.

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5C Requirements: The Focus of Business Analysis

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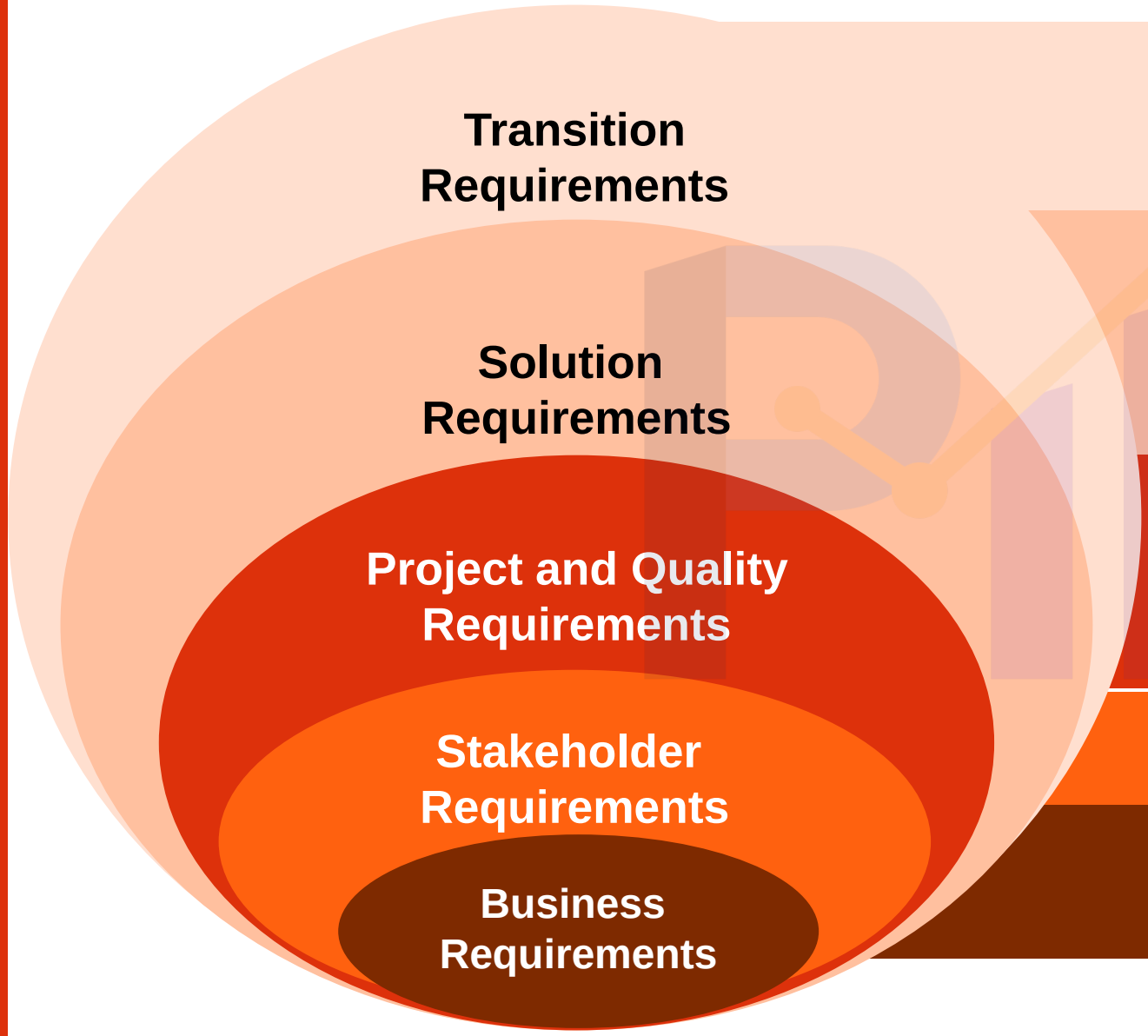
What Is a Requirement?

A condition or capability that is necessary to be present in a product, service, or result to satisfy a business need



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Requirement Types



Related to handoff of product to customer—e.g., training

Features and characteristics of a product—grouped by functional or nonfunctional requirements

Describe the work required to complete the project and product to a specified standard

What stakeholders need/want

What the organization needs and wants

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Requirements and Business Value

Business value *is the net quantifiable benefit (tangible and/or intangible) identified from a business endeavor*



Benefits deliver value for businesses

Projects produce benefits

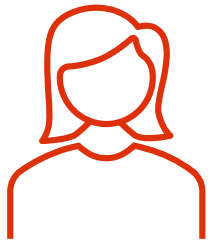
Business analysis focuses on how requirements can deliver benefit and value

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Looking Ahead:

Requirements as the Basis of Project Scope

1. Elicit
2. Analyze
3. Define scope
4. Decide scope tool for project approach



After the **business analyst** (or **project manager**) elicits and analyzes requirements, **defining project scope** is the next step! But which approach should be used?

If scope is	Then the likely next step is …
Fixed and known with enough detail	Project manager creates a **requirements traceability matrix**
Flexible and/or somewhat known	Project manager creates a **requirements traceability matrix** or **user stories for a product backlog**
Still mostly unknown	Product owner creates **user stories for a product backlog**

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5D Stakeholders and the Business Analyst

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Why Do Business Analysts Work With Stakeholders?

- We need them to **support** the work required for the initiative and project
- They may **provide requirements** and/or **subject matter expertise**
- Even if negative or neutral, they must be included *because* **the project affects them**



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Create Stakeholder Relationships Through Communication

- Use effective communication through the appropriate channel/method—e.g., **reports**, **presentations**, **or informal methods**
- Facilitate communication within the organization—**connect teams/departments**, **collaborate on features**, **requirements**, etc.



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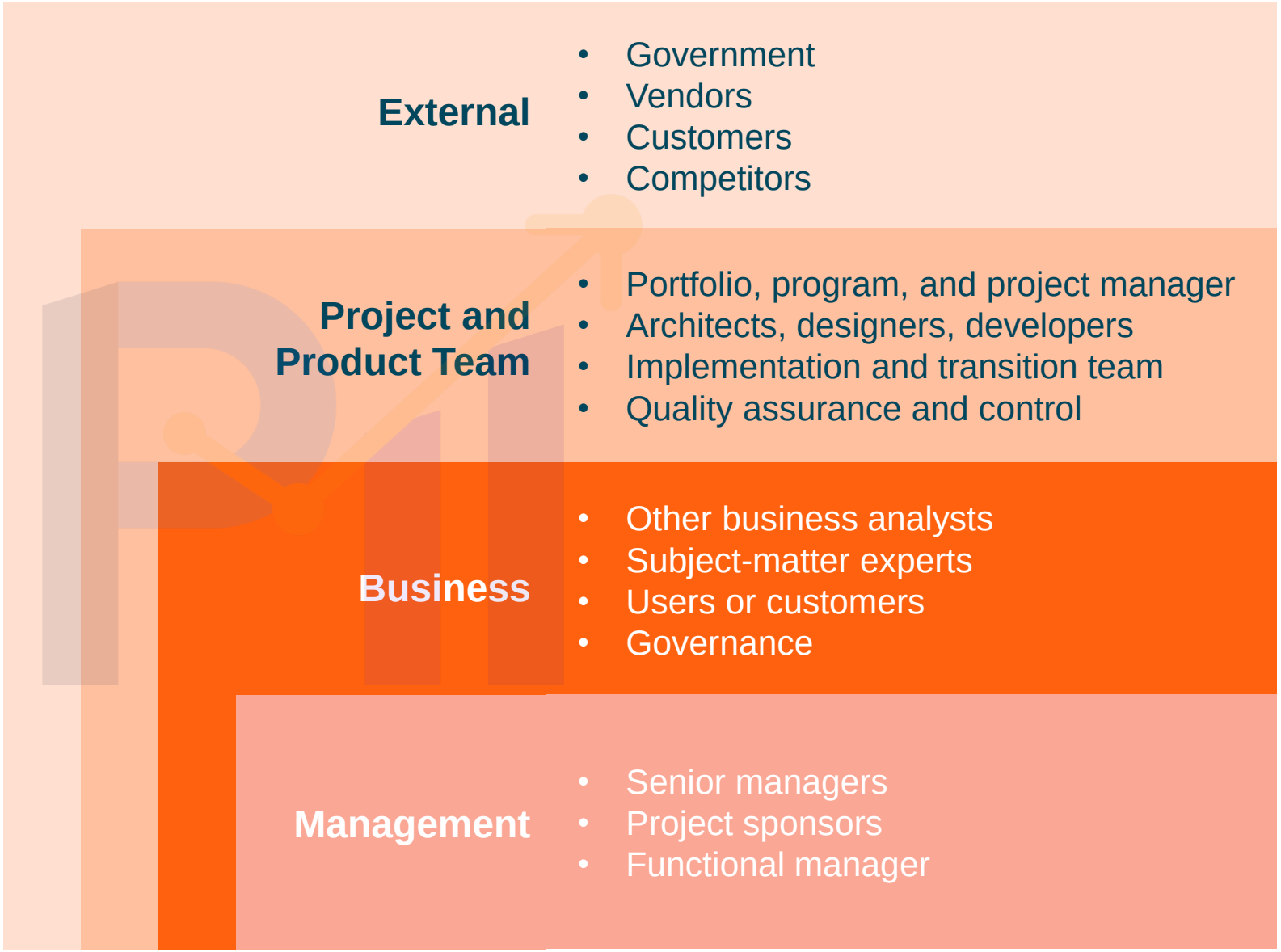
Involve Stakeholders in Key Processes

Stakeholder-related activities during needs assessment:

- Identify stakeholders
- Analyze stakeholders
- Engagement stakeholders and decide communication approach
- Plan business analysis activities
- Discuss transition to a future state

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Identifying Stakeholders



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How to Create a Stakeholder List



Review the project scope to identify **external stakeholders**



Review internal enterprise environmental factors (EEFs) to identify **internal stakeholders**



Identify **subject matter experts** who have worked on a similar project



Determine which **individuals** could be **impacted** by the project outcome



Review the organization chart to identify **key managers** and **leaders**

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More Potential Stakeholders

- Potential **project sponsor**
- **Beneficiaries** of the proposed improved program or project—e.g., benefits owner
- **People in roles or who perform activities that may change** as a result of the solution
- **Regulatory** or **compliance** bodies
- **Team members** or **employees** who implement, support, and maintain the solution
- **Public** citizens or entities—e.g., neighbors



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What Is a Stakeholder Register?

A project document that includes the identification, assessment, and analysis of stakeholders

Used in business analysis and project management



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Stakeholder Register

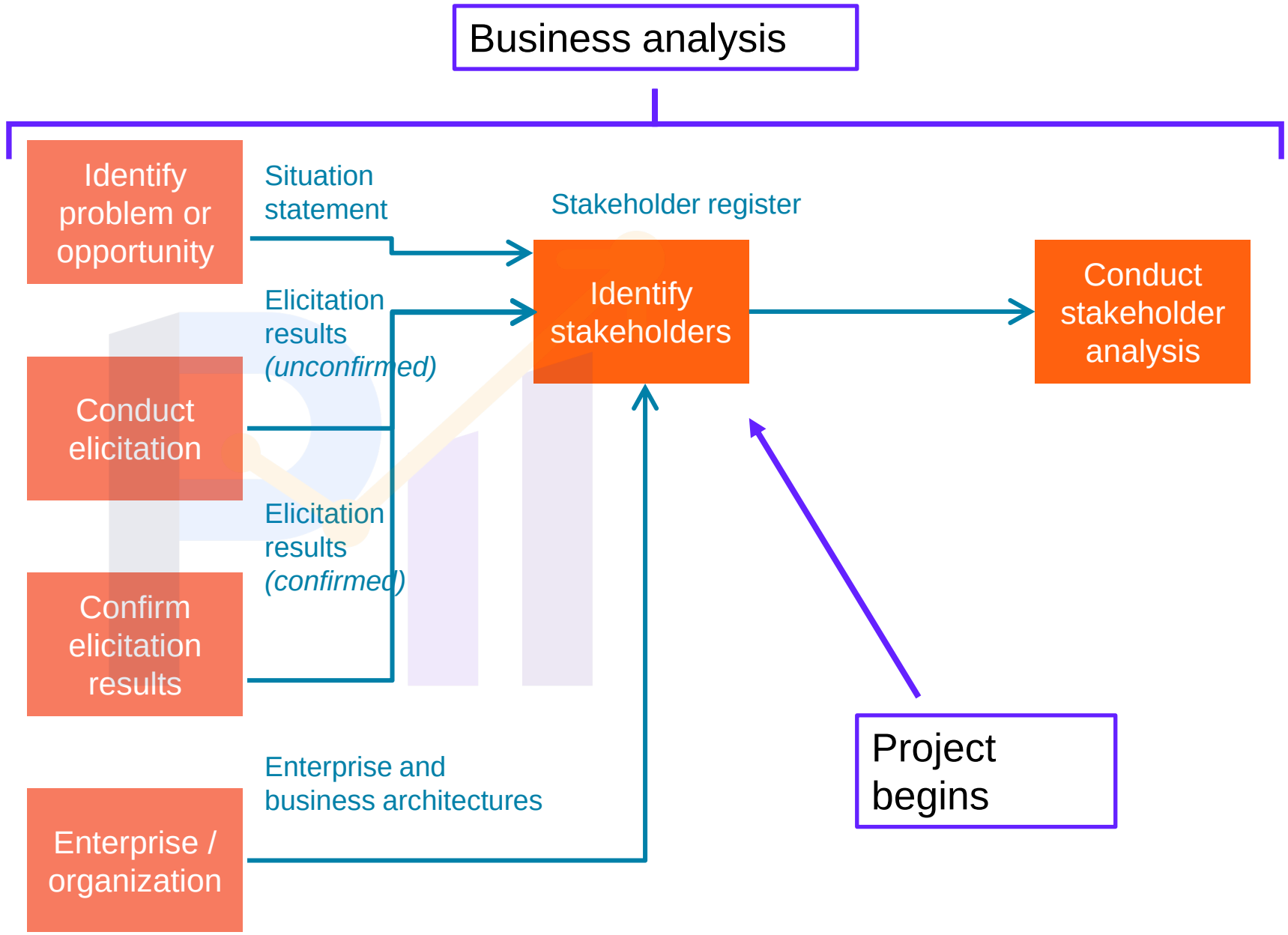
Stakeholder	Attitude	Level of Impact	Level of Influence	Communication Preferences	Location
Government agencies	Neutral	Low	High	Written formal	Government offices
SCC business owners	Positive	High	High	Written formal	Central office
Current homeowners	Negative	High	Low	Face to face	Houses in current region
Potential homebuyers	Neutral	Medium	Medium	Face to face	Cities near this region
Sales and marketing team	Neutral	Low	High	Email	Local office and central office
Community members	Negative	Low	Low	Social media and advertising	Cities near this region

Project Management Institute. (2023). *Business analysis for practitioners: A practice guide. PMI.*

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Stakeholder Identification and Analysis Process

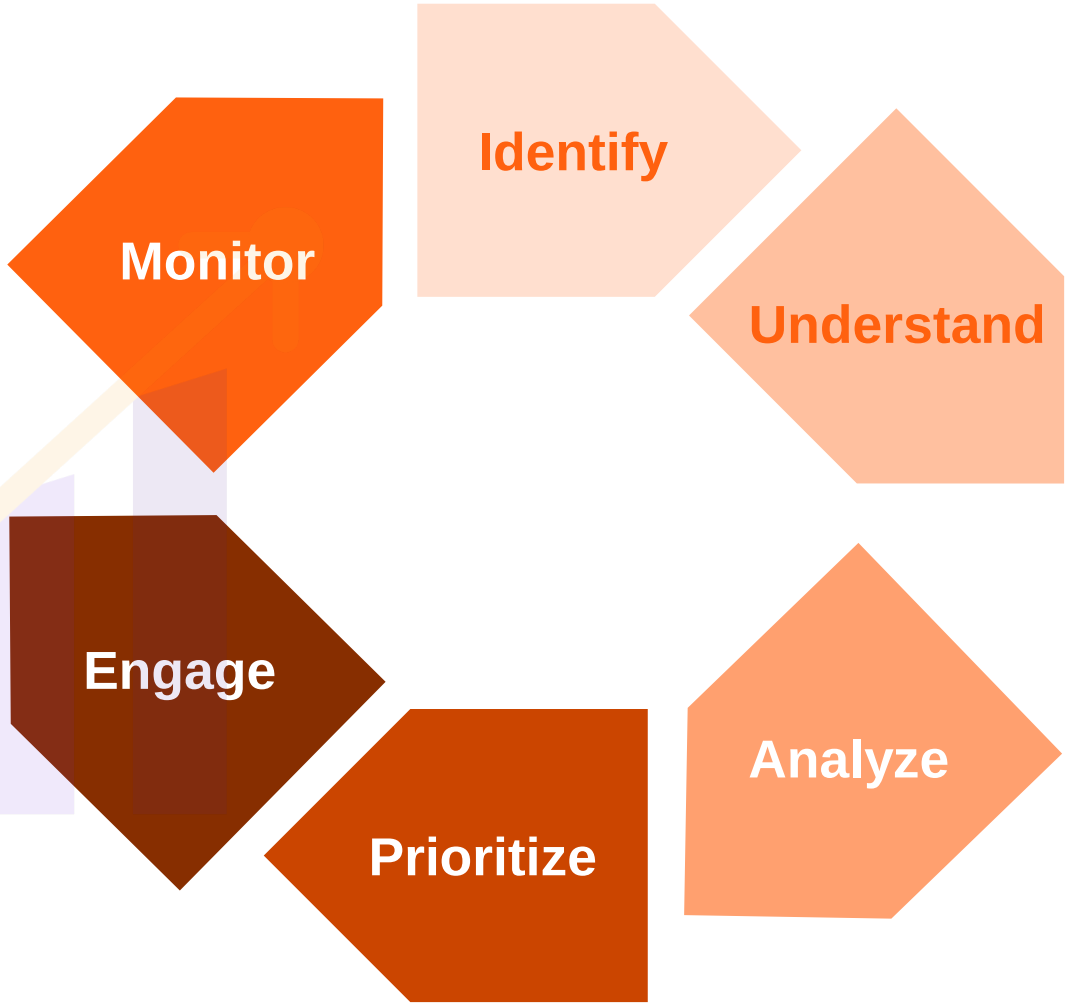
Exercise discretion with stakeholders—keep the details **confidential** and avoid putting names on public documents, including the stakeholder register and matrices



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Stakeholder Analysis

A method of systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be taken into account throughout the project



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Analyzing Stakeholders

*A **stakeholder map** is an artifact a business analyst can use to visually analyze stakeholders and their relationship to each other and to the problem or opportunity under analysis*.

- Use qualitative analysis—consider past and current relationships with stakeholders
- Confirm assumptions about stakeholders iteratively or continuously
- Consult organizational charts, persona analyses, and any potential source of information about a stakeholder
- Analyze and manage on a **stakeholder map**—e.g., onion diagram or power/interest matrix

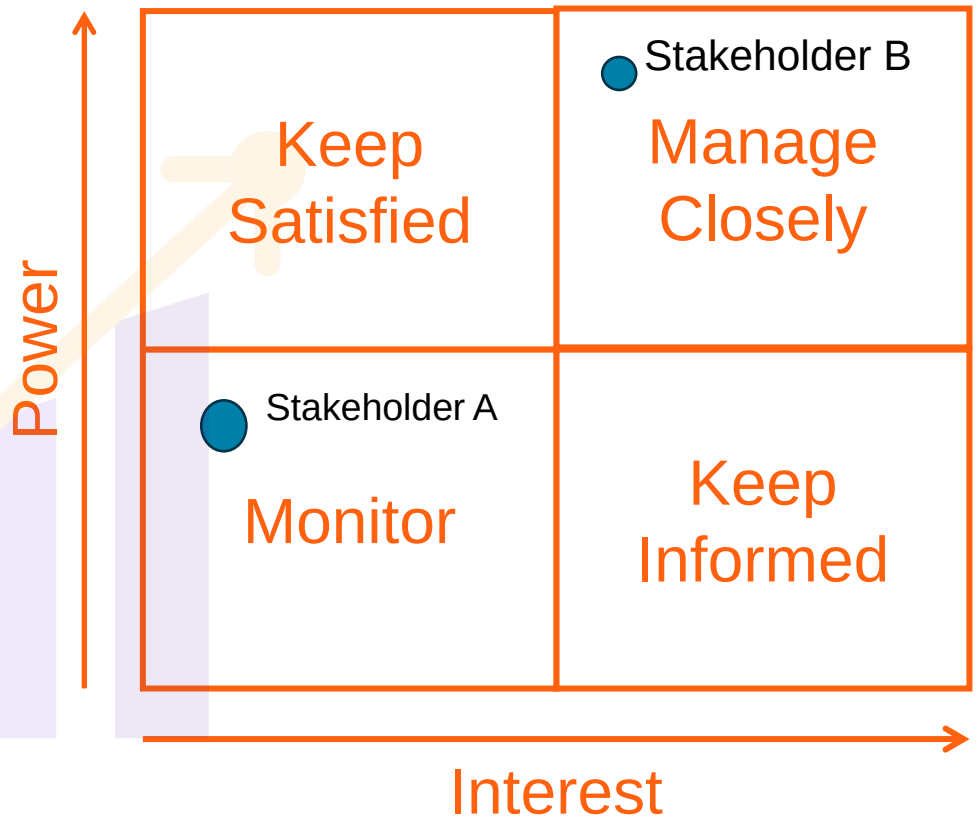
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Stakeholder Map:
Power Interest Matrix

Categorize the stakeholders who have **increasing power and interest** in your project.

Use labels on the x- and y- axis:

- **Power** (or **influence**) on the y-axis
- **Interest** on the x-axis



Explain or give an example of a person or group stakeholder A or B.

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5E Influence of Project Approaches on Business Analysis

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Connecting the Work

Both predictive and adaptive approaches include the business analysis tasks of requirements planning, gathering, analysis, and traceability and monitoring—during the project.



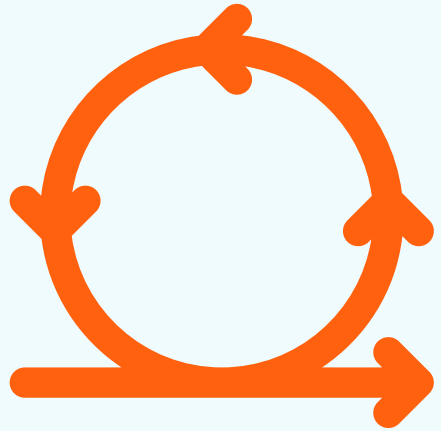
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How Do Project Approaches Influence Business Analysis Processes?



We use a structured sequential process between well-defined phases to build the solution.

When the scope is still ambiguous or complex, we approach the business analysis tasks iteratively or incrementally.



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Business Analysis in the Predictive Approach



Business analysis is done mostly in the early stages of the project

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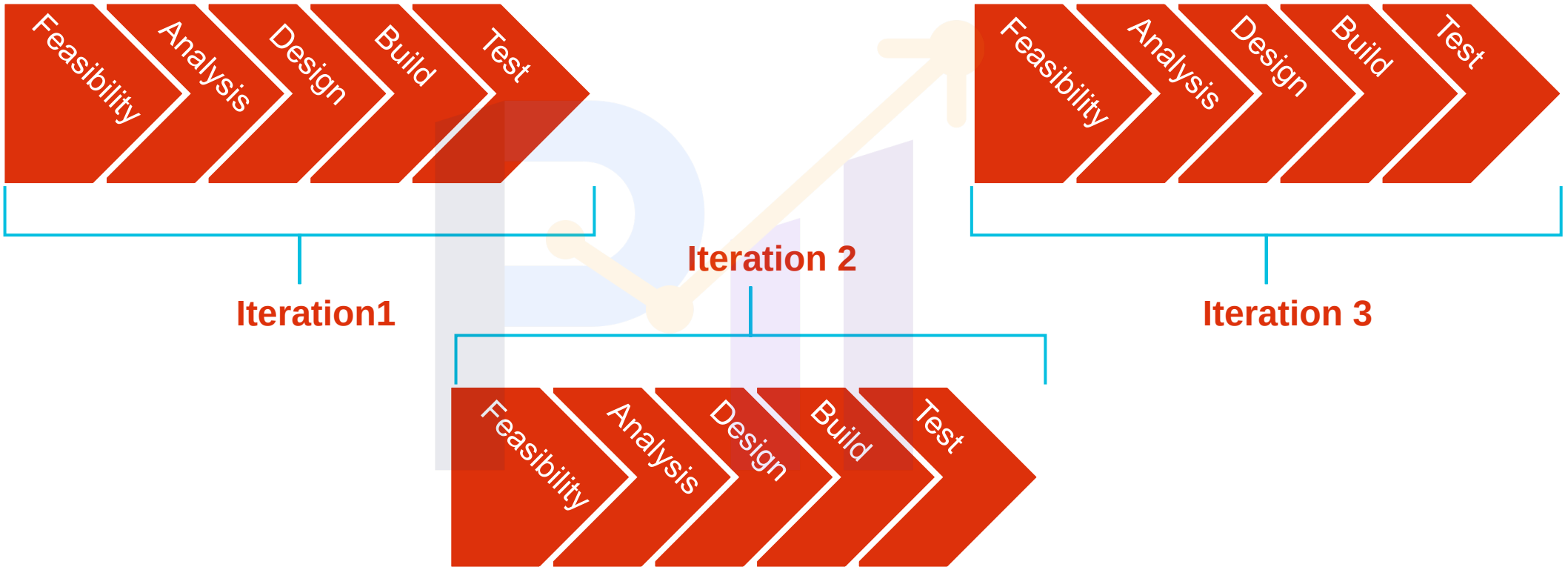
Business Analysis for Adaptive Projects

Although the business analyst's role is not as clearly defined in an adaptive approach, all the required business analysis tasks must still occur.



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Business Analysis in the Adaptive Approach



Requirements are refined throughout the life cycle of an agile project

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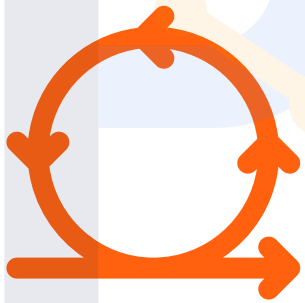


Knowledge Checks

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Question 1

If a business analyst's role is not clearly defined and analysis is done in iterations, the business analyst is most likely working in the context of which project approach?



1. Adaptive approach

2. Prototyping approach

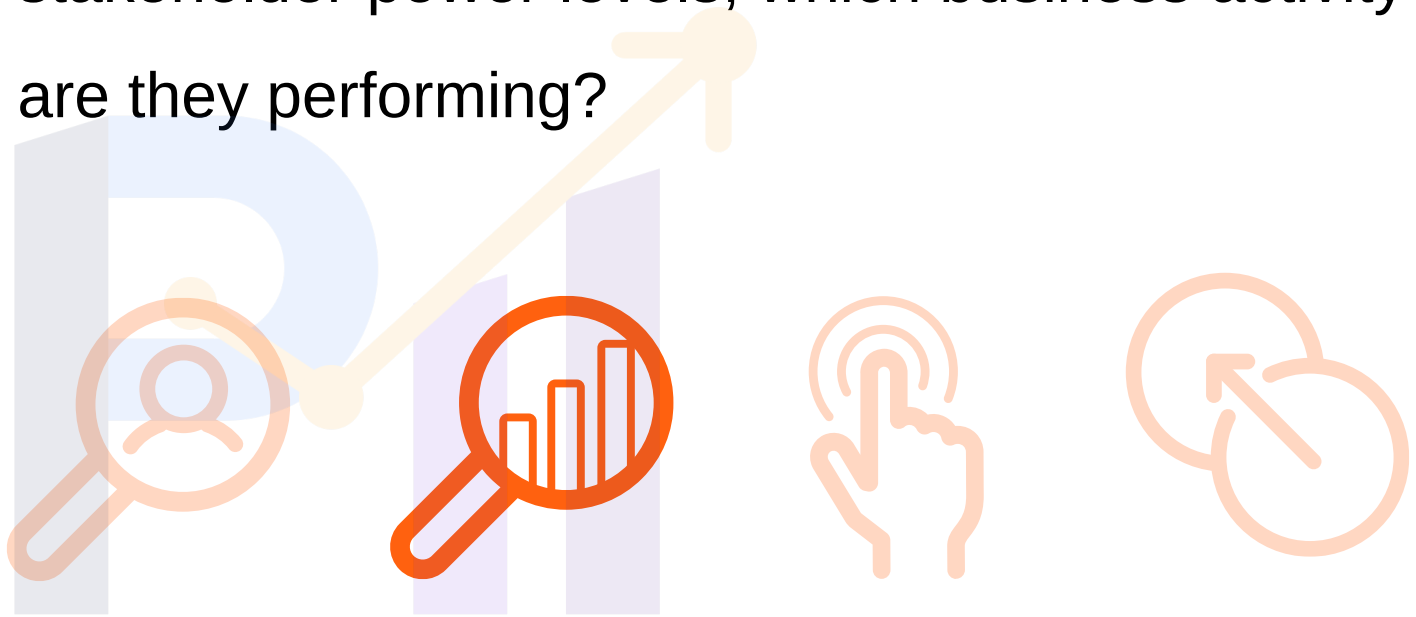
3. Predictive approach

4. Business planning approach

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Question 2

If a business analyst is assessing the stakeholder power levels, which business activity are they performing?



1. Identify stakeholders

2. Conduct stakeholder analysis

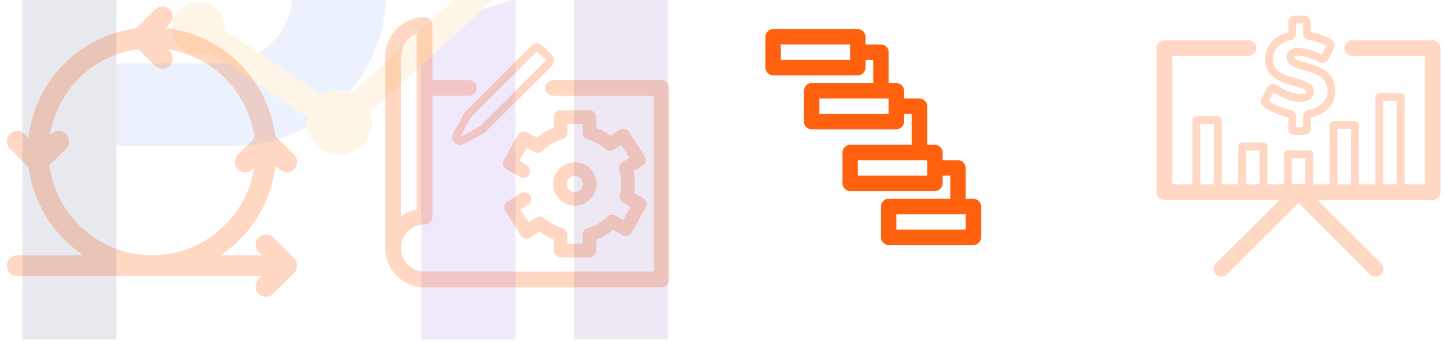
3. Determine stakeholder engagement

4. Prepare for transition to future state

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Question 3

If a business analyst's role is clearly defined and analysis is done in an early stage of a project, the business analyst is most likely working in the context of which project approach?



1. Adaptive approach
2. Prototyping approach
3. **Predictive approach**
4. Business planning approach

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Wrapping Up

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Summary

5A	The Importance of Business Analysis
5B	The Business Analyst Role
5C	Requirements as the Focus of Business Analysis
5D	Stakeholders and the Business Analyst
5E	Influence of Project Approaches on Business Analysis



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Next:
Starting a Project

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