

The case for an open methodology for Business Analysis ('open BA')

Ron Tolido

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The mission of the Open Group is exploring new areas...

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About The Open Group

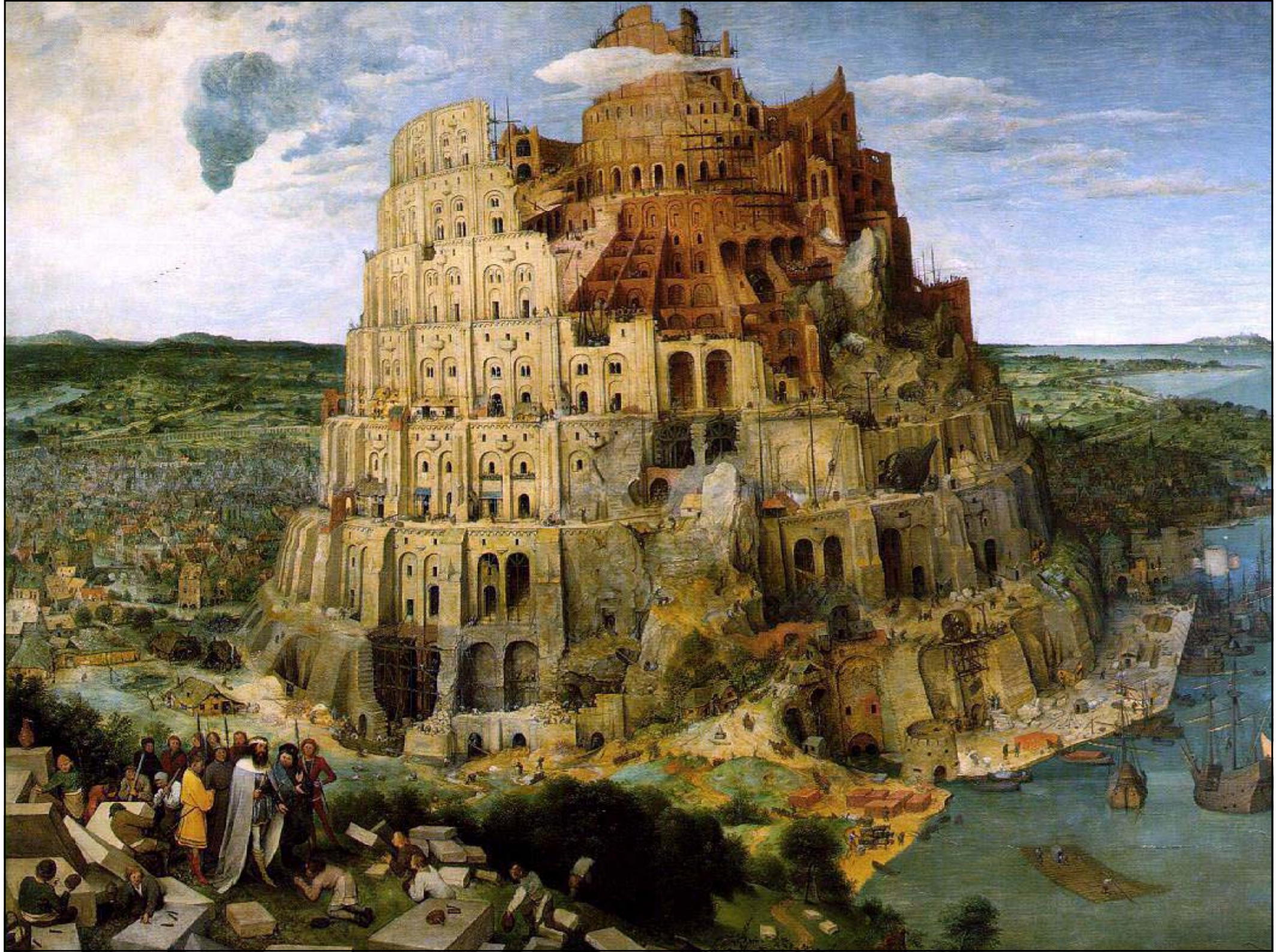
Who We Are

The Open Group is a vendor- and technology-neutral consortium, whose vision of Boundaryless Information Flow™ will enable access to integrated information within and between enterprises based on open standards and global interoperability.



The Open Group works with customers, suppliers, consortia and other standard bodies to:

- Capture, understand and address current and emerging requirements, and establish policies and share best practices
- Facilitate interoperability, develop consensus, and evolve and integrate specifications and open source technologies
- Offer a comprehensive set of services to enhance the operational efficiency of consortia
- Operate the industry's premier certification service



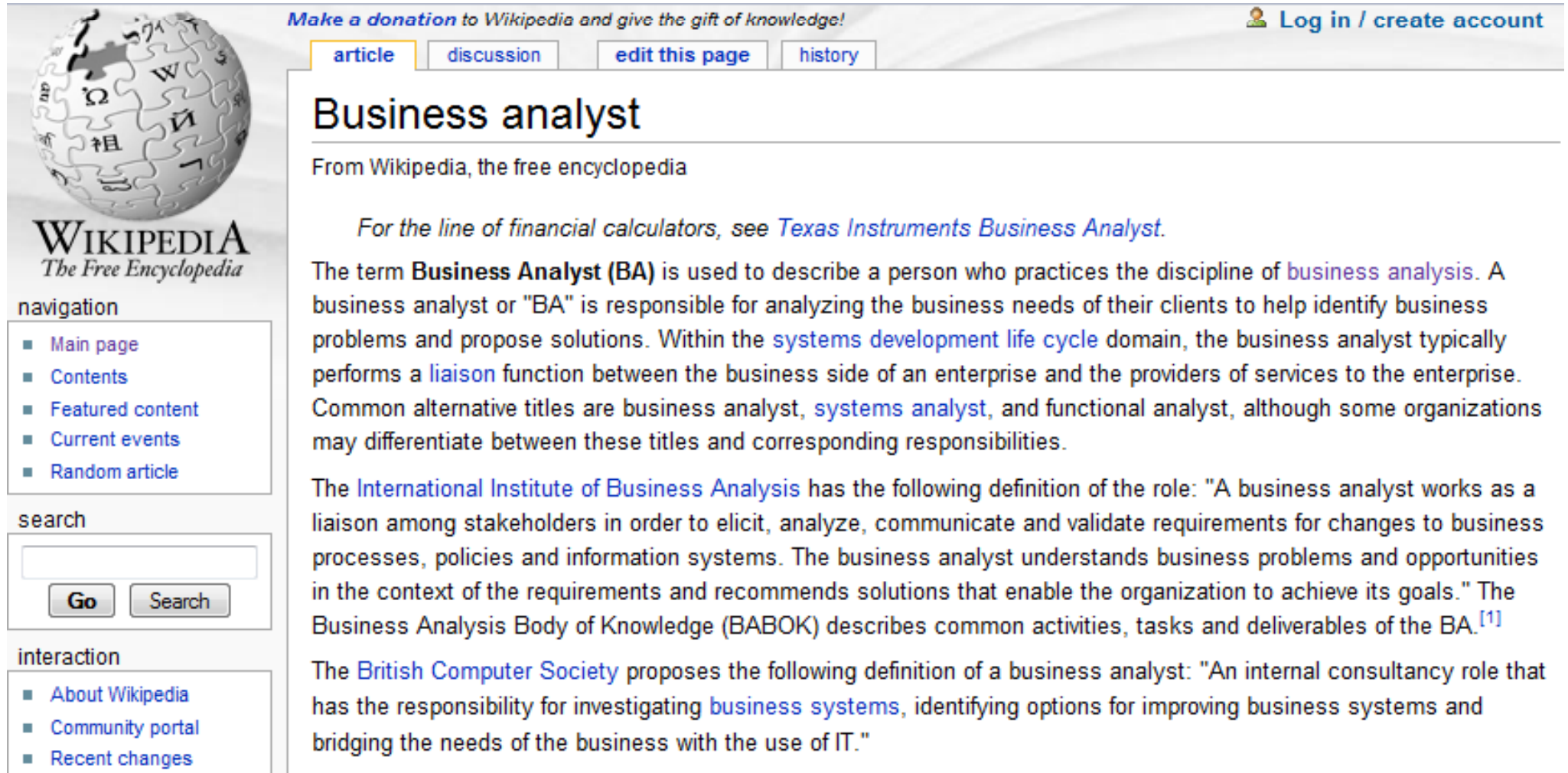
The Business Analyst according to ITSC....

“...Specialists in this stream have expertise in analysis and description of business processes, and their translation into functional and non-functional IT requirements. Business Analysts act as the interpreters between the worlds of IT and business. Typical examples of the deliverables are functional and non-functional requirements, use-cases, process models and impact analysis”

ITSC Conformance Requirements V1.0



... and according to Wikipedia



The screenshot shows the Wikipedia page for "Business analyst". At the top, there is a navigation bar with buttons for "article", "discussion", "edit this page", and "history". The article title "Business analyst" is prominently displayed. Below the title, it states "From Wikipedia, the free encyclopedia". The main text begins with a note: "For the line of financial calculators, see *Texas Instruments Business Analyst*." The article then defines a Business Analyst (BA) as a person who practices the discipline of business analysis, responsible for analyzing business needs and proposing solutions. It mentions that within the systems development life cycle domain, a business analyst typically performs a liaison function. Common alternative titles are listed as business analyst, systems analyst, and functional analyst. The article also includes definitions from the International Institute of Business Analysis and the British Computer Society.

Business analyst

From Wikipedia, the free encyclopedia

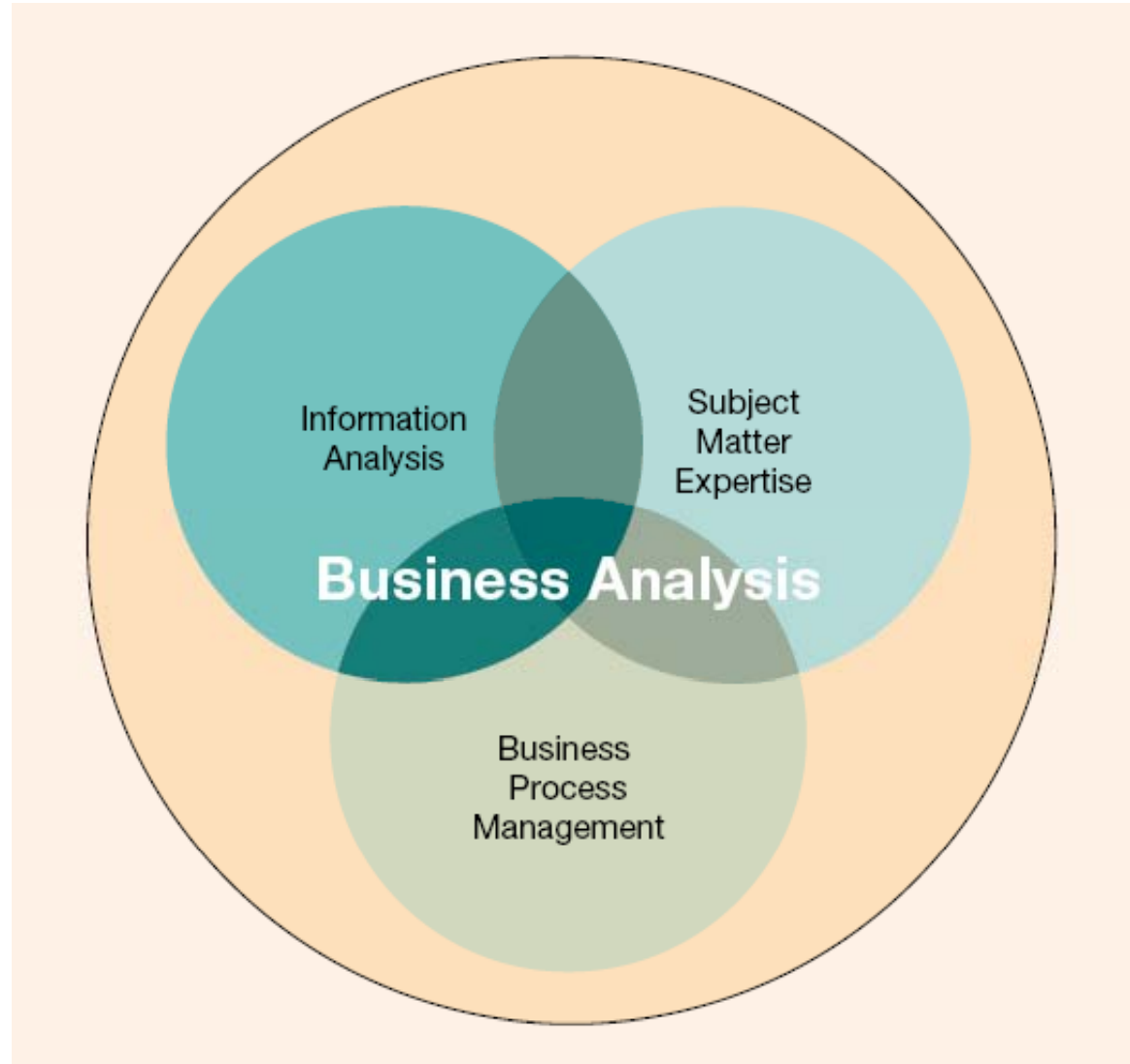
For the line of financial calculators, see [Texas Instruments Business Analyst](#).

The term **Business Analyst (BA)** is used to describe a person who practices the discipline of [business analysis](#). A business analyst or "BA" is responsible for analyzing the business needs of their clients to help identify business problems and propose solutions. Within the [systems development life cycle](#) domain, the business analyst typically performs a [liaison](#) function between the business side of an enterprise and the providers of services to the enterprise. Common alternative titles are business analyst, [systems analyst](#), and functional analyst, although some organizations may differentiate between these titles and corresponding responsibilities.

The [International Institute of Business Analysis](#) has the following definition of the role: "A business analyst works as a liaison among stakeholders in order to elicit, analyze, communicate and validate requirements for changes to business processes, policies and information systems. The business analyst understands business problems and opportunities in the context of the requirements and recommends solutions that enable the organization to achieve its goals." The Business Analysis Body of Knowledge (BABOK) describes common activities, tasks and deliverables of the BA.^[1]

The [British Computer Society](#) proposes the following definition of a business analyst: "An internal consultancy role that has the responsibility for investigating [business systems](#), identifying options for improving business systems and bridging the needs of the business with the use of IT."

Core competences of business analysis...



... indicate different breeds of business analysts...

Business-oriented business analysts

Cross-functional business analysts

Functional business analysts

Financial business analysts

Human resources business analysts

Marketing business analysts

Other functions: sales, operations, etc.

IT-oriented business analysts

Generalist business analysts

Information business analysts

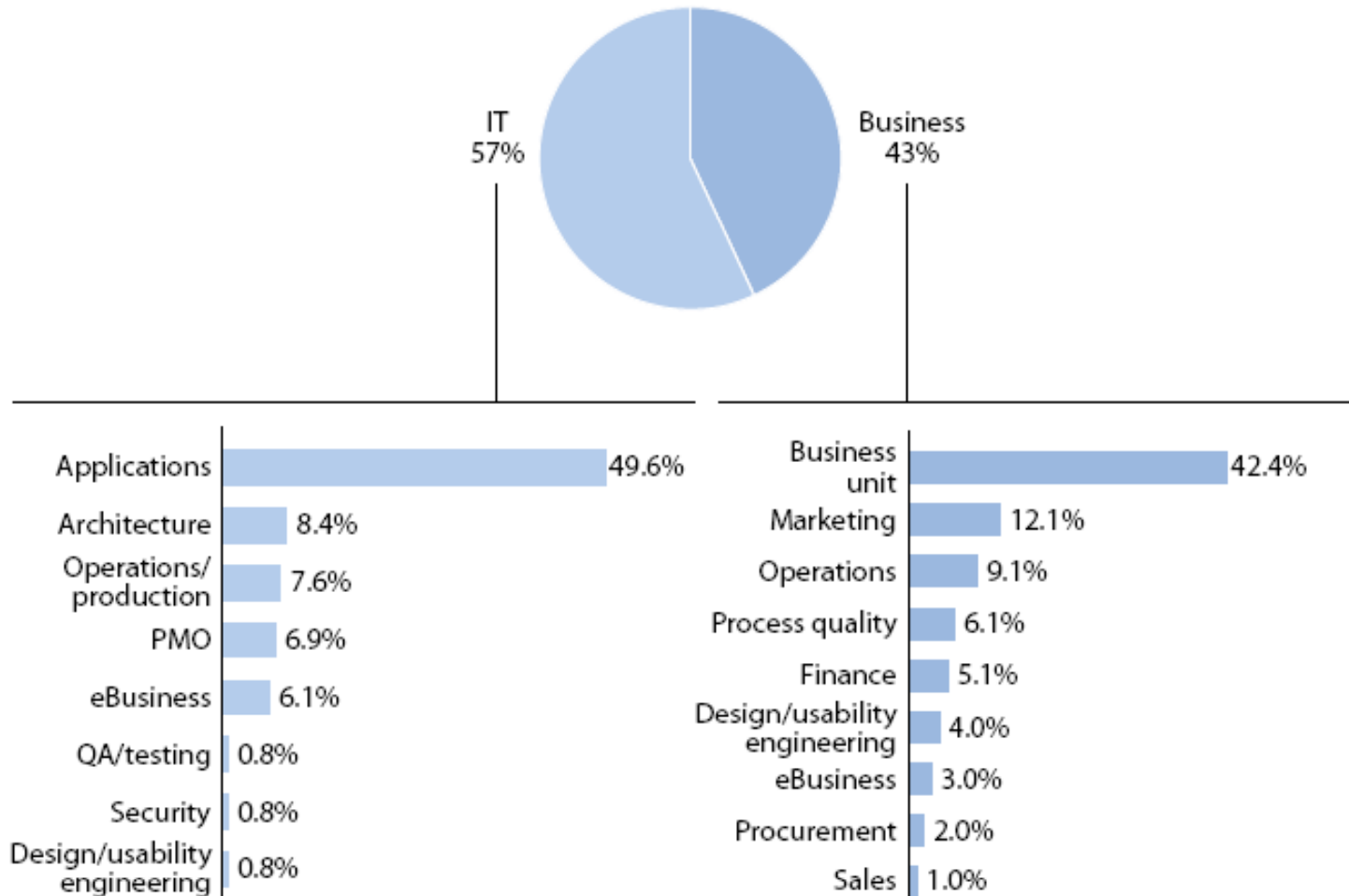
Process business analysts

Experience business analysts

43178

Source: Forrester Research, Inc.

.. reporting into both IT and business...



Base: 230 current business analysts

Source: September 2007 Global Business Analyst Online Survey
 **"Other" responses not shown

43178

Source: Forrester Research, Inc.

Why 'Open BA': distributed sourcing...

- We see a surge in demand for the expertise of the business analyst; a surge that has gone hand in hand with the growing popularity of various sourcing models and the increasing dependency of business change on technology. When a sourcing model is applied to an IT or a business process, this effectively creates a supply side and a demand side within that process. This is also the case in complex, networked collaboration between several organisations. BA expertise is called on to build the crucial interface between this supply and demand and therefore is an important enabling tool to achieve 'boundaryless information flow'.



... a new emphasis on corporate governance ...

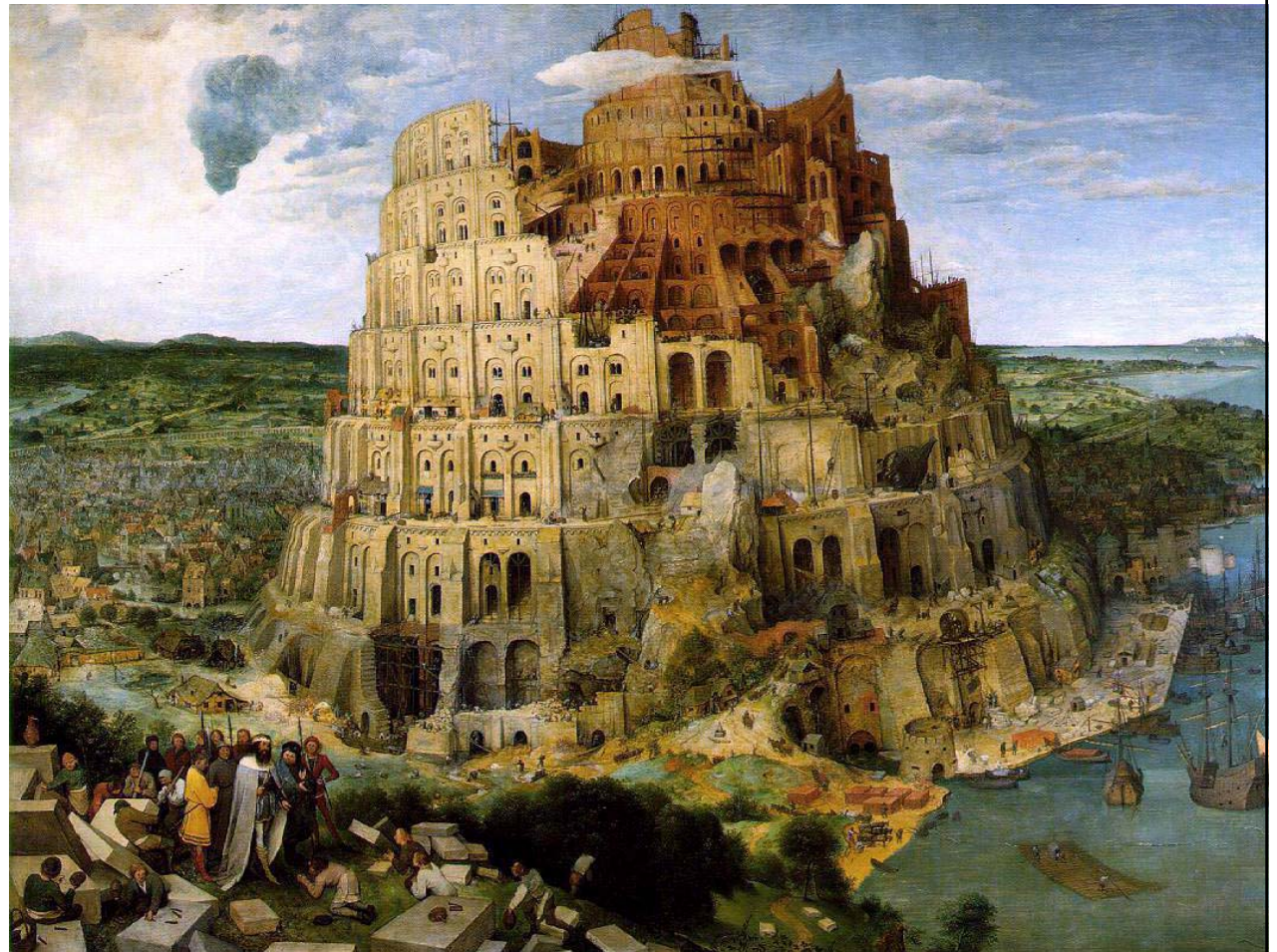


... and lean' process control...



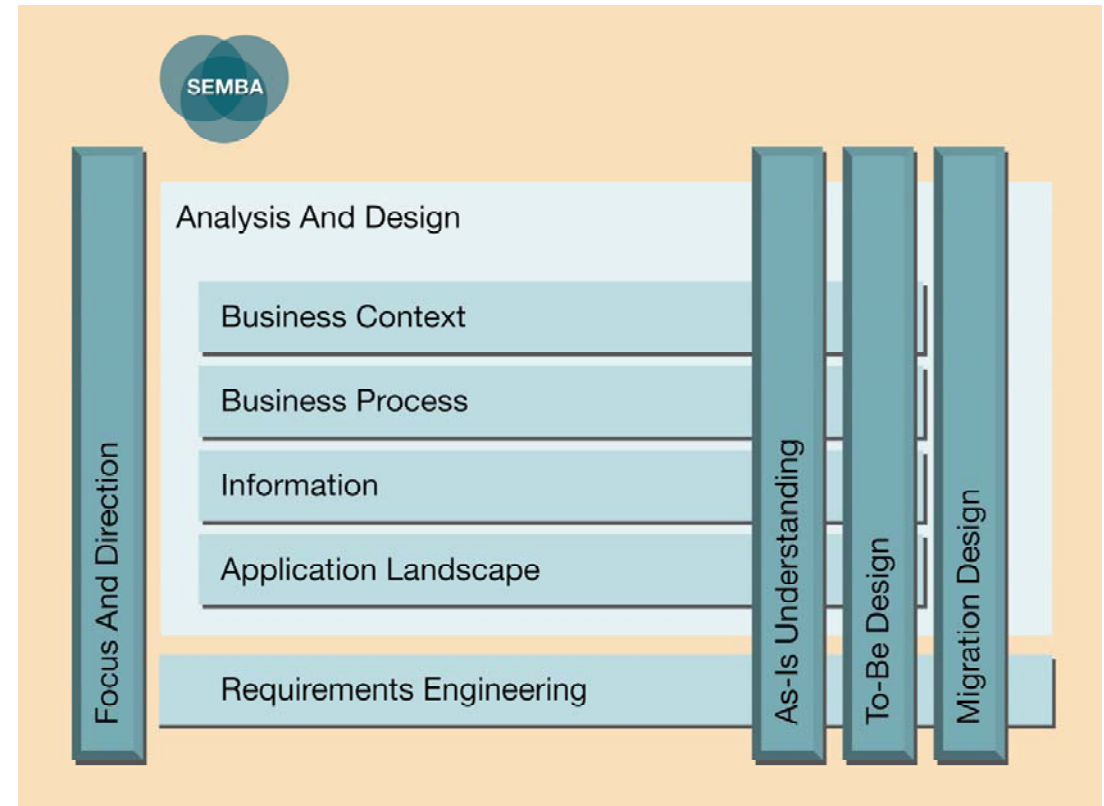
... make standardisation crucial

- ❑ This growth in demand so far, however, has gone without a parallel effort towards standardisation in methodology. Different BA specialists use different methods; different methods apply different terminologies; scope and depth varies across the board. Today we start to see the offshore trend moving into the BA domain itself: we feel that standardisation becomes inevitable.



The initial input is in Capgemini's SEMBA * ...

SEMBA is a methodology consisting of a clear framework, well founded in proven architectural approaches, enriched with Business Process Management principles and addressing the effective use of Subject Matter Expertise. This methodology is developed by reusing and integrating existing proven approaches and combining these with best practices. The result is a comprehensive, clear and simple to use methodology for BA.



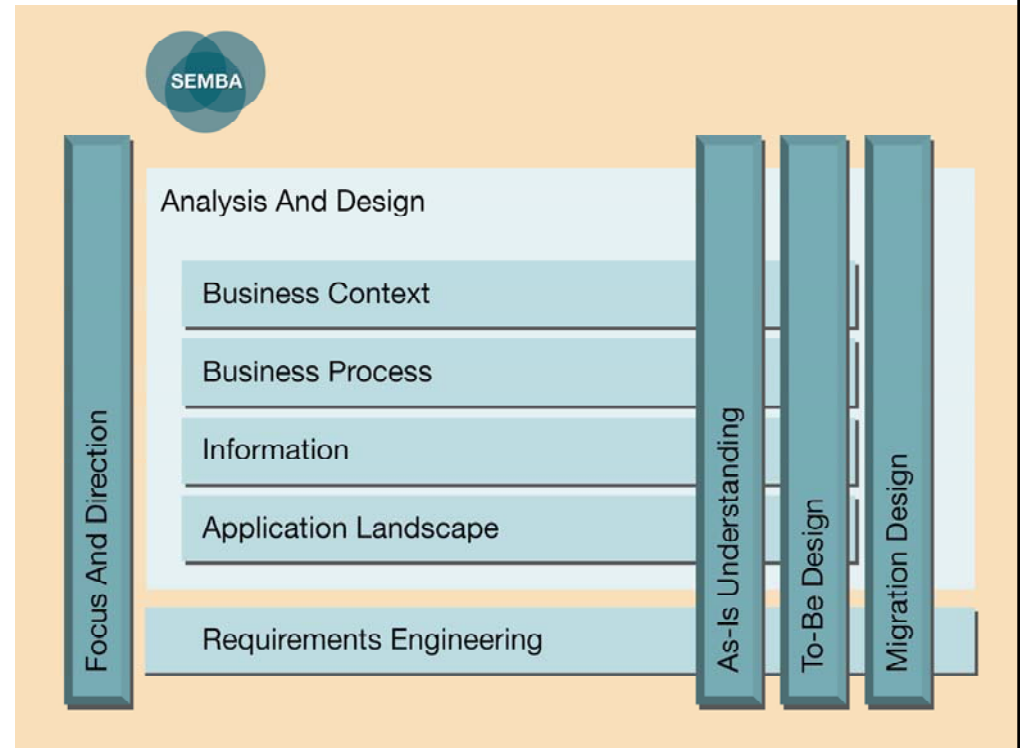
* ... but input from other members on its way...

.. which has some clear differentiators

- ❑ Holistic approach
- ❑ Incorporates all phases and streams, rather than subsets
- ❑ Scalability through Focus & Direction phase
- ❑ Strong emphasis on Migration Design and Roadmaps
- ❑ 'Holographic' structure enables different views and levels of detail, also supports both linear and iterative approaches
- ❑ Extensive use of reference models and roadmaps
- ❑ Tool-independent method, e.g. use of modelling tools such as Aris, Websphere Business Modeller, etc.
- ❑ Completely built on open Eclipse Process Framework standards for methods engineering and support

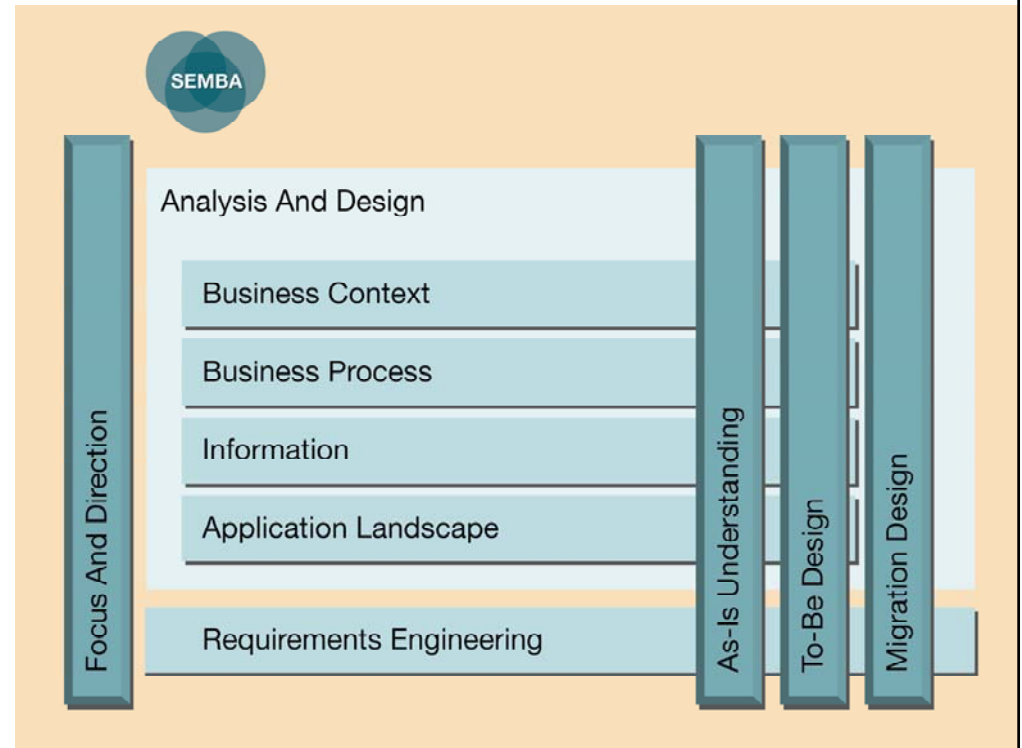
Phase: Focus and Direction

Understand what is to be done and map change drivers. Define solution approach: scope, depth, granularity, iterative / linear. Collate a prior history. Use streams and phases to scope. Inventorise sources of information, e.g. Reference models and roadmaps.



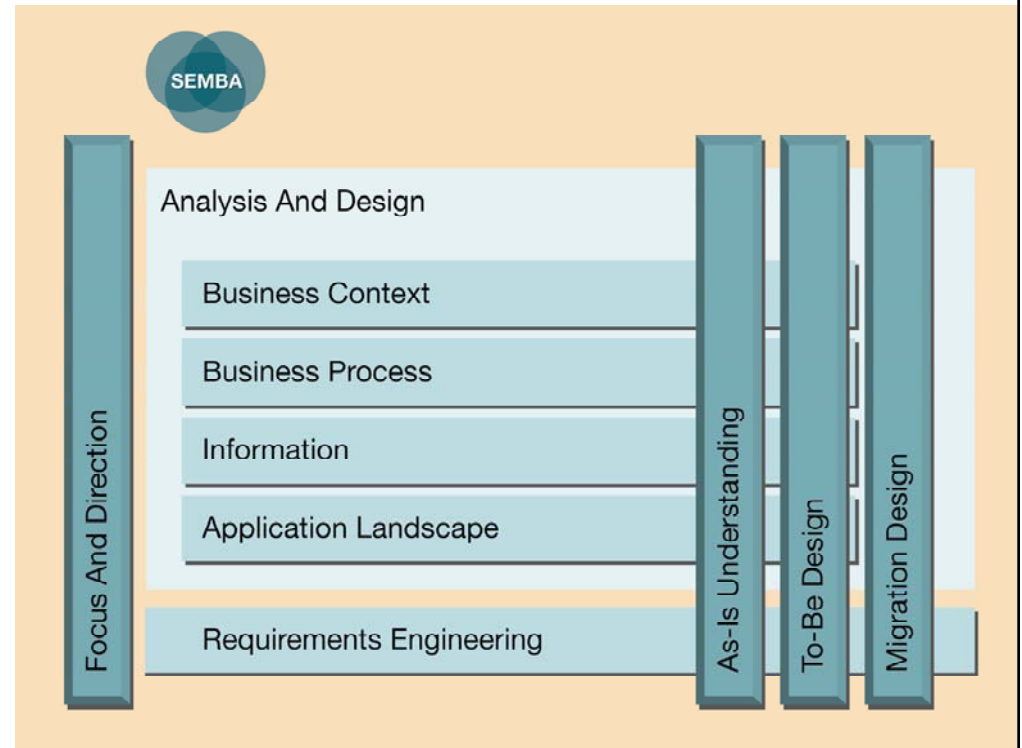
Phase: As-Is Understanding

Draft Requirements Management Approach. Top-down understanding (Business Context to Application Landscape) or Bottom-up (vice versa). Seek and archive improvement opportunities. Sanity check through Change Driver analysis.



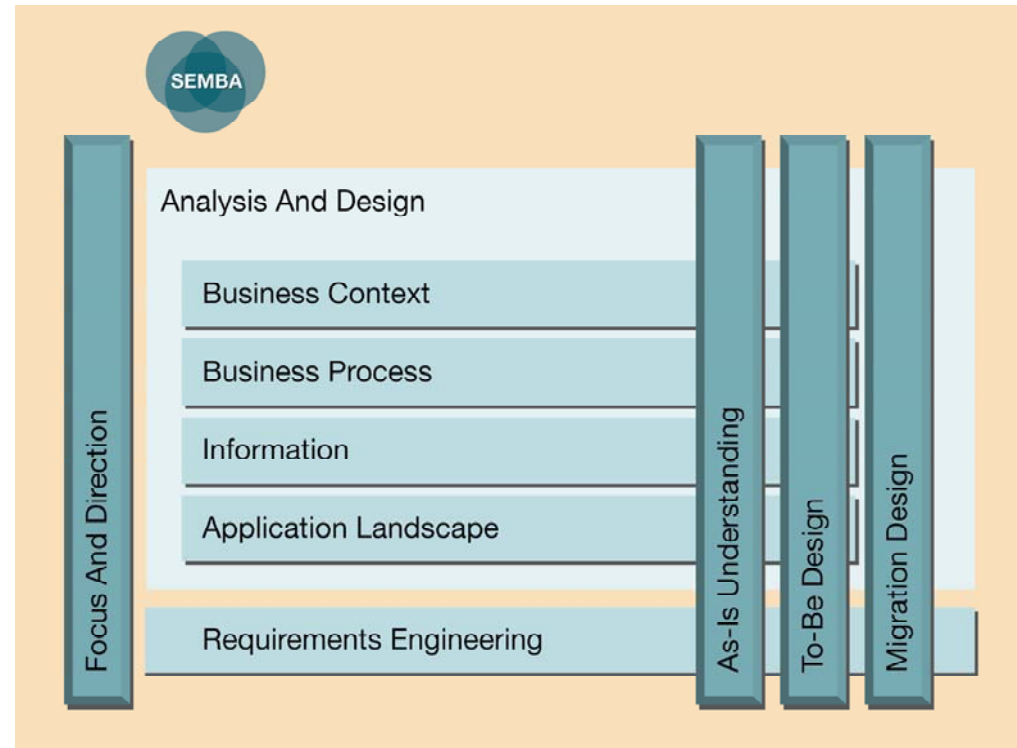
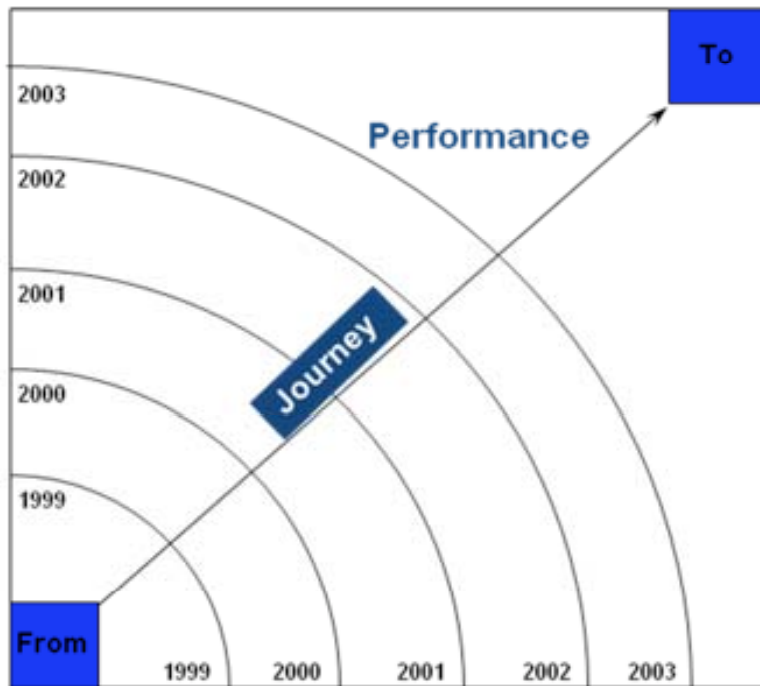
Phase: To-Be Design

Final definition, prioritization and confirmation of the inventoried requirements. Map all streams on the desired outcome.



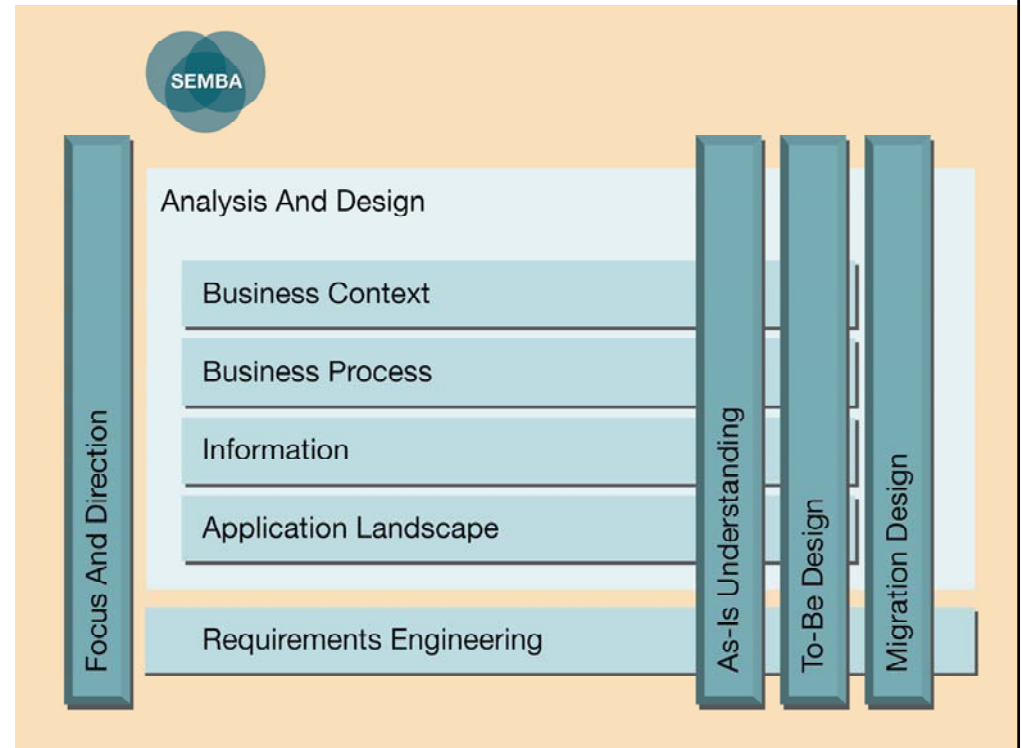
Phase: Migration Design

Fit-gap analysis. Migration design is a logical follow-up of the To-Be Design, not an autonomous phase. Choose deliverable formats, e.g. RUP roadmaps, UML, BPMN



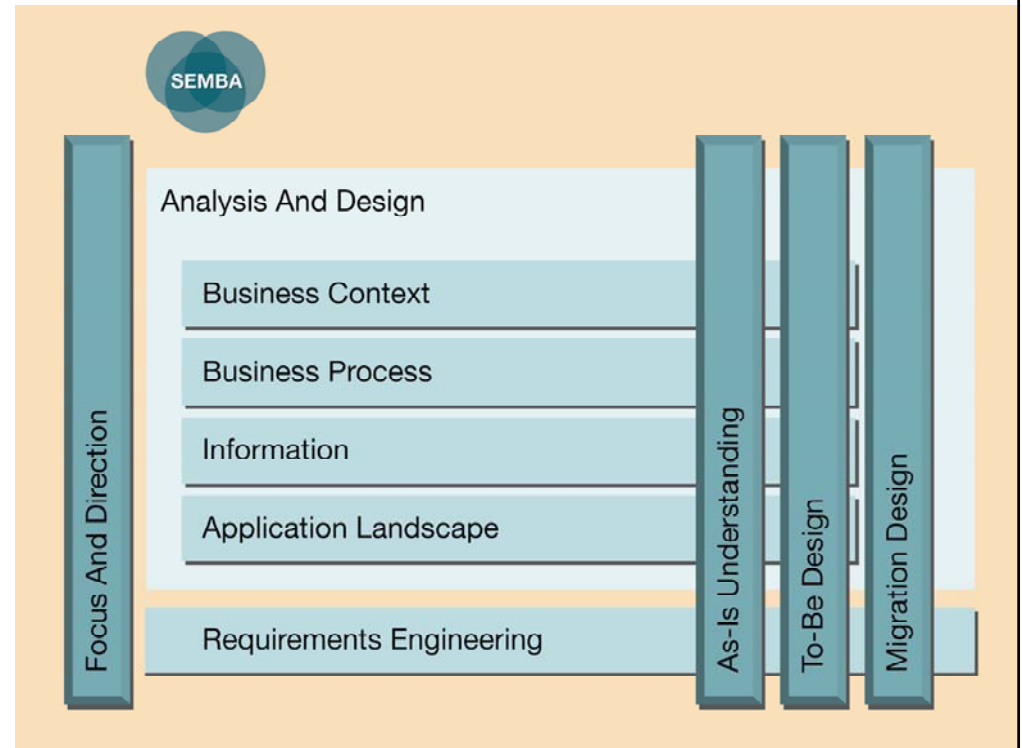
Stream: Business Context

A collage of the organisation itself, put in the context of the organisation's ecosystem. It provides the rationale for the organisational business model and all that flows from this rationale.



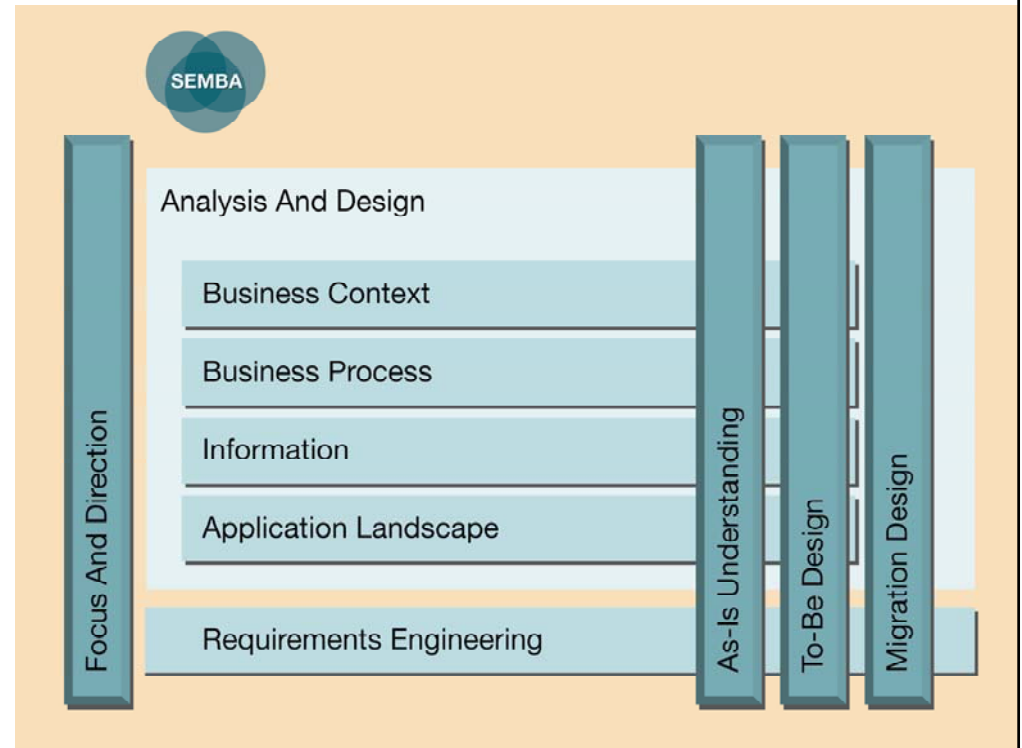
Stream: Business Process

The collection of the business processes that make up the organisation, possibly limited to the solution scope. The application landscape and the channels of information all serve to support these business processes.



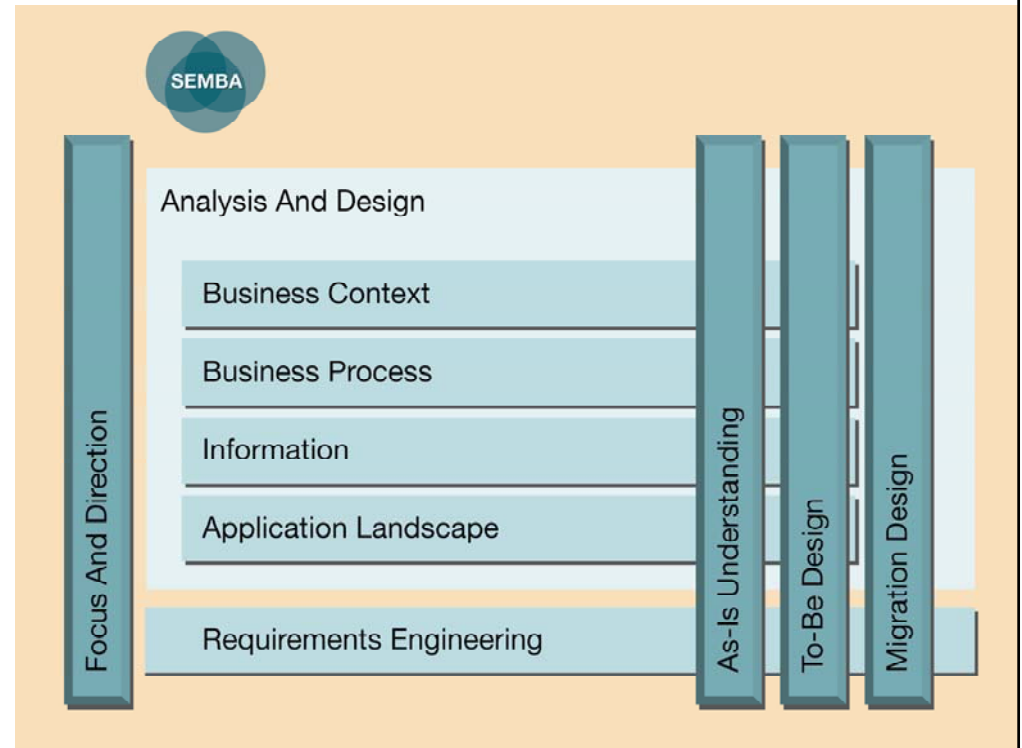
Stream: Information

‘IT’ information that flows through the organisation, but also informal and formal channels that are not part of the IT infrastructure or Application Landscape.



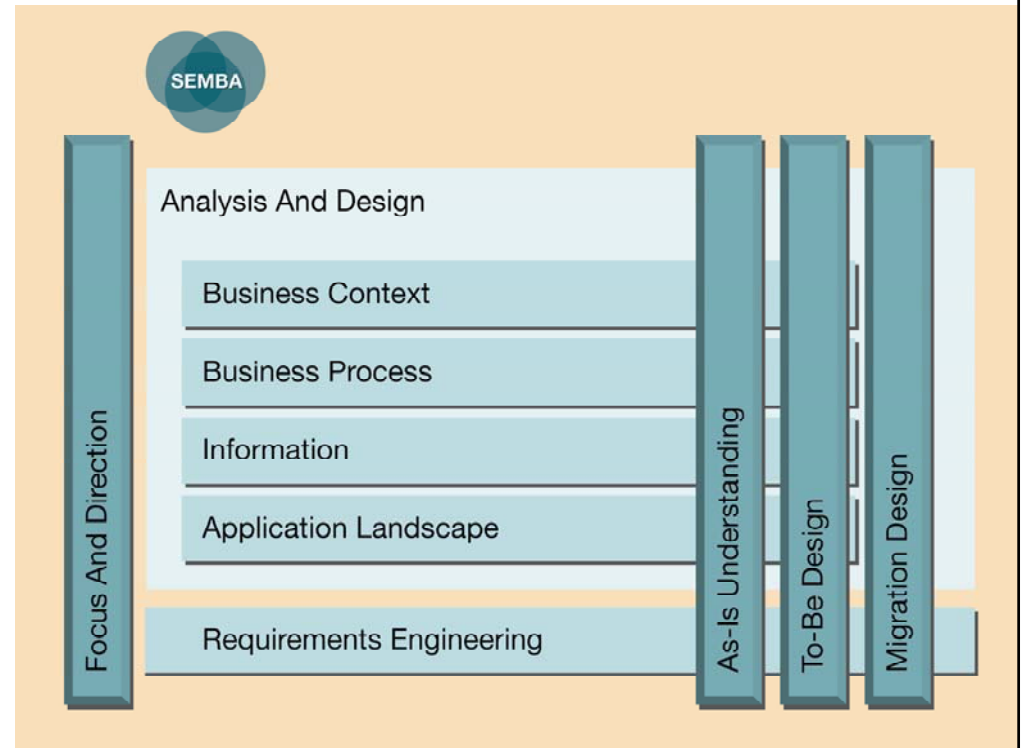
Stream: Application Landscape

Most-addressed layer in current BA methodologies. All the IT within the organisation as well as the expressions of IT to the user through applications.

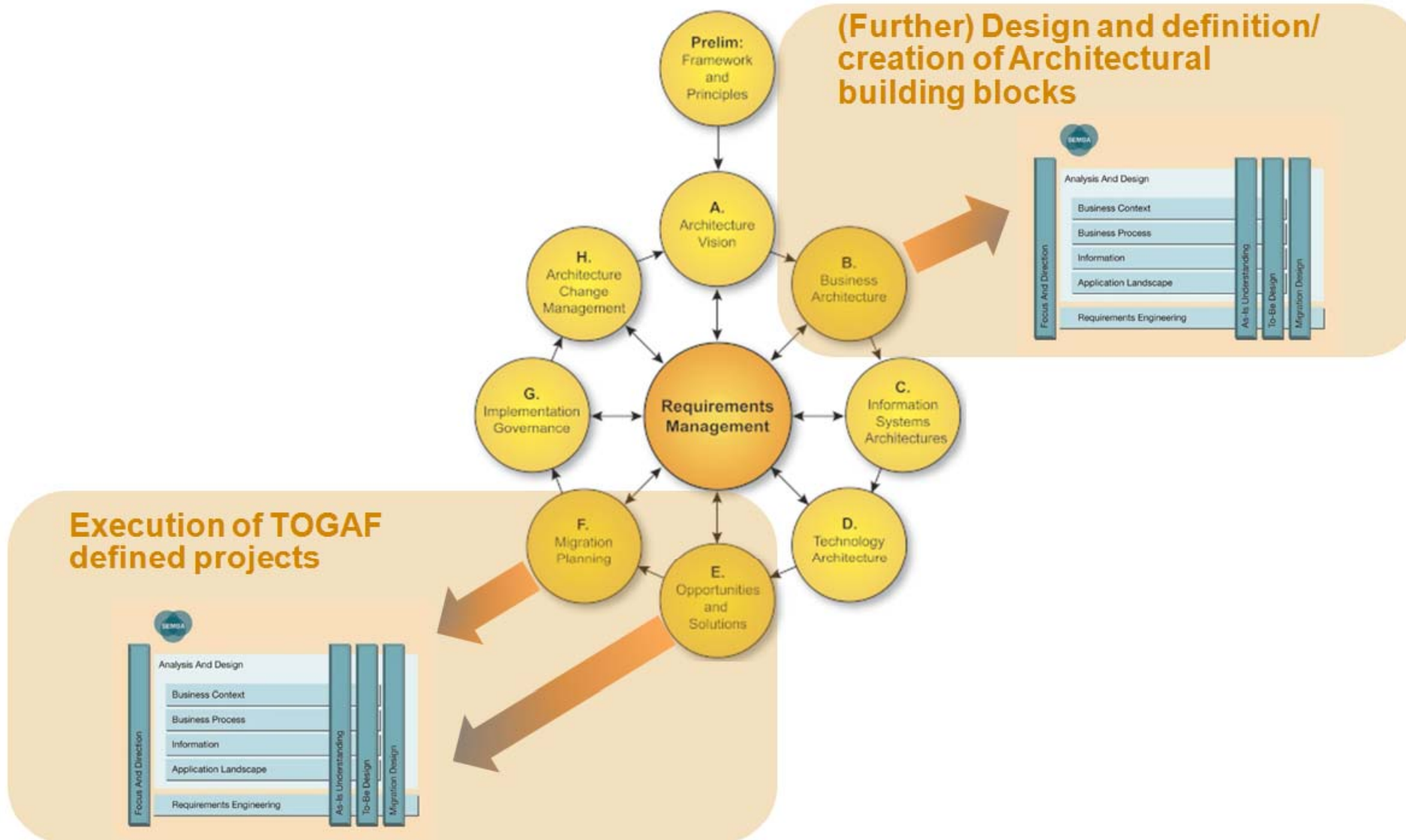


Stream: Requirements Management

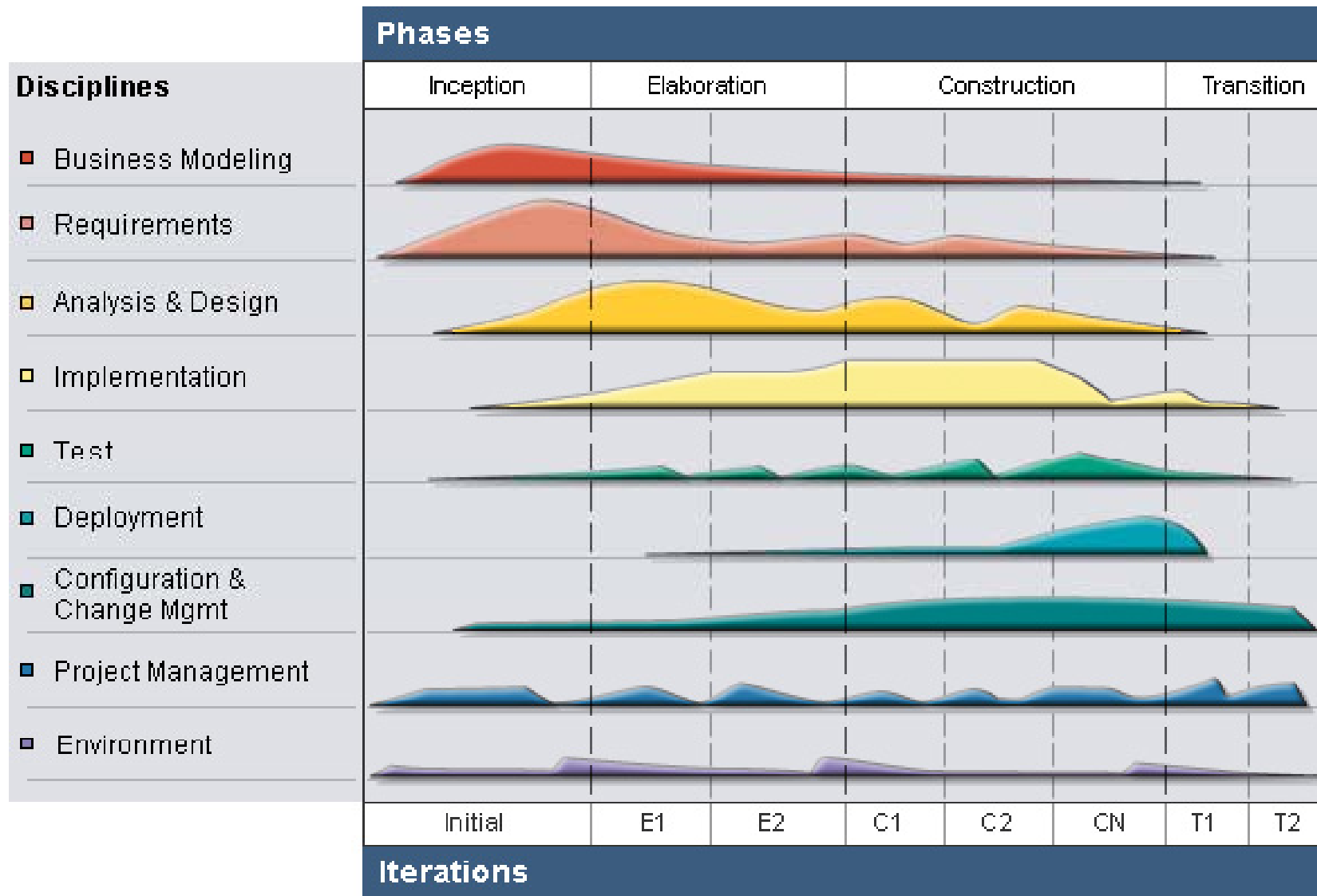
Not a separate activity before Analysis & Design, but as a sub-process *during* Analysis & Design. Crossing all streams.



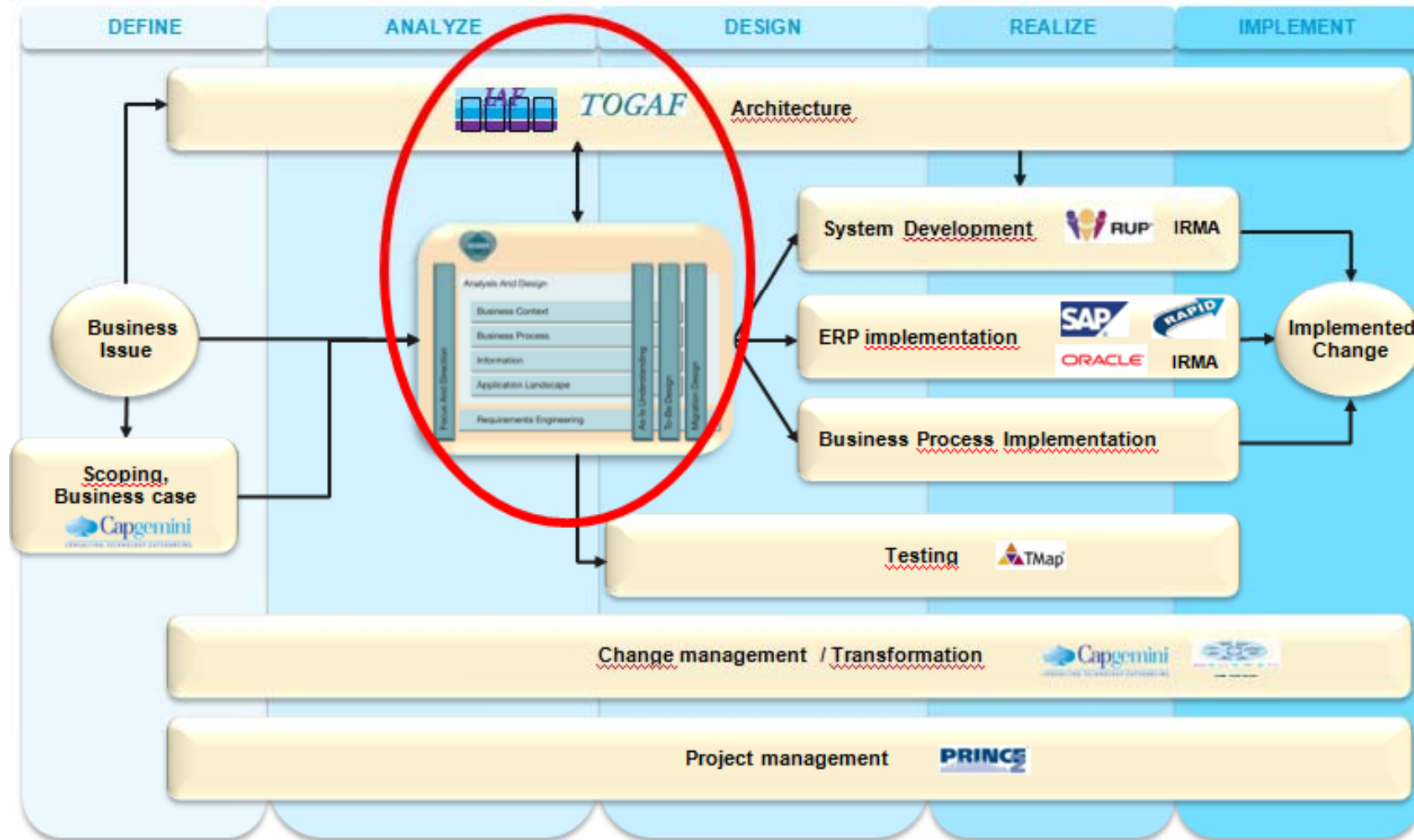
Positioning relative to architecture needs to be determined...



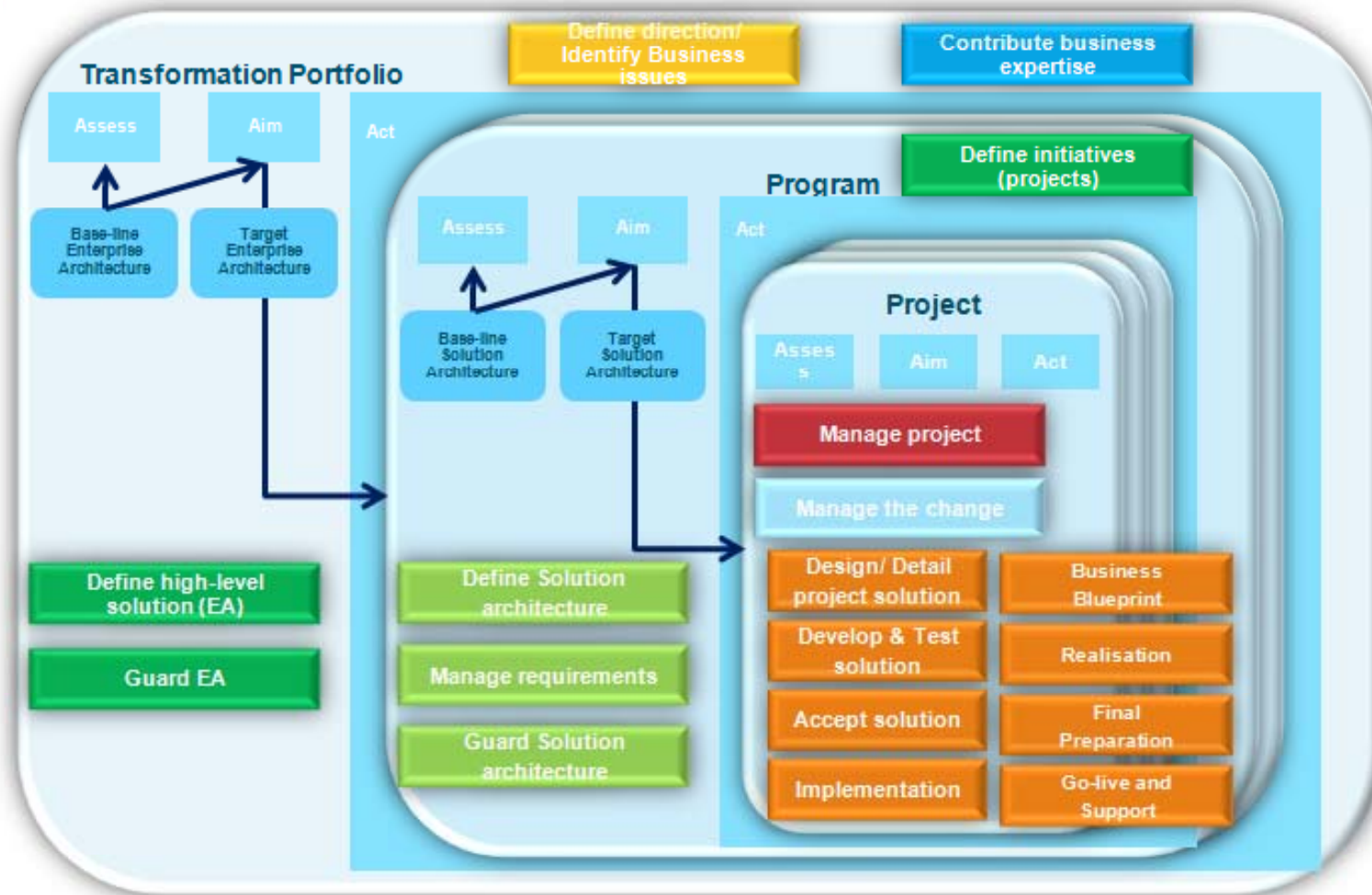
... also to systems development and ERP implementation ...



... we need to understand the entire life cycle ...



... and results are on their way ...



Legend: Colour identifies role:

Business Consultant

Enterprise Architect

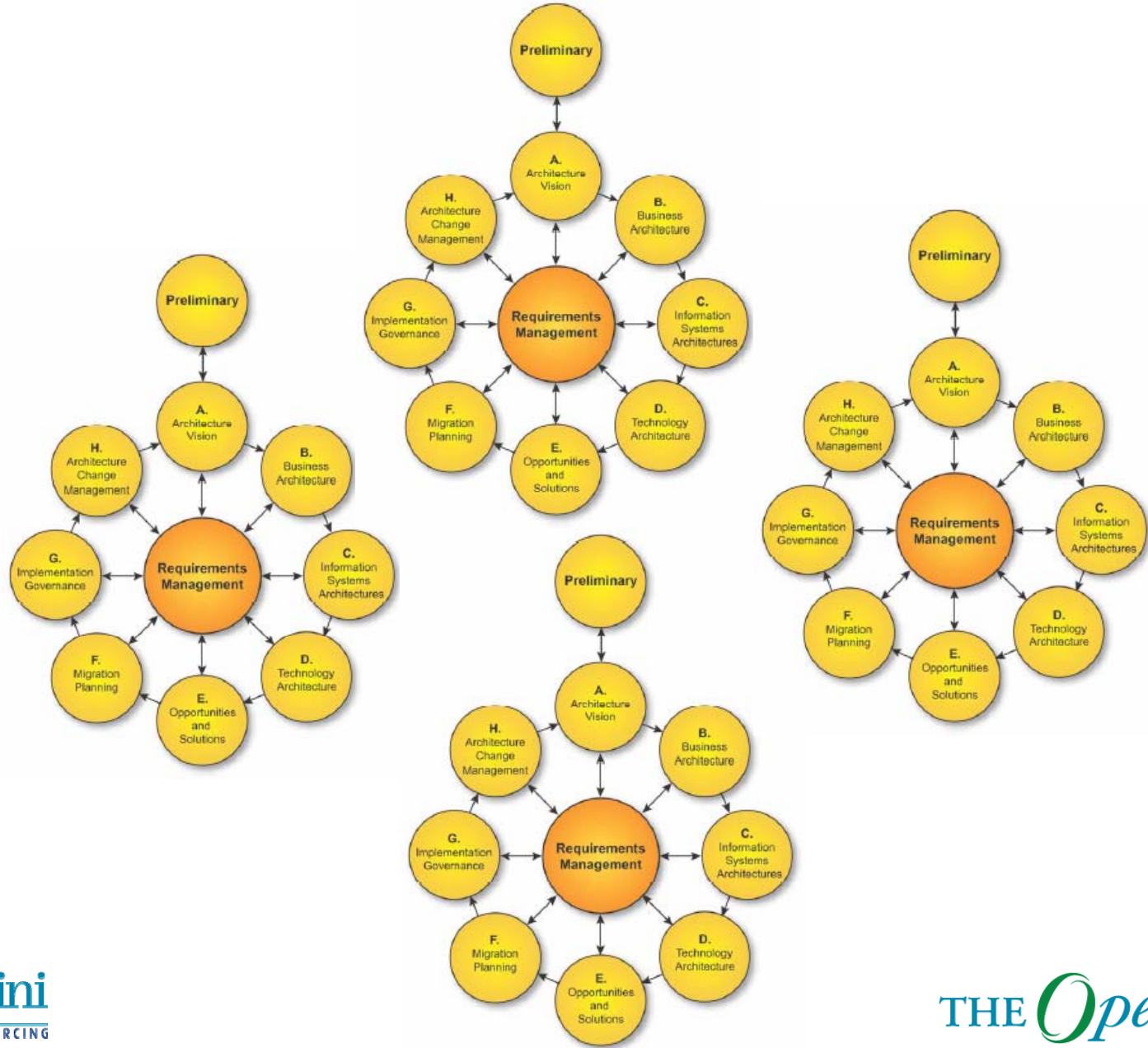
Solution Architect/
Business Analyst

Engagement Manager

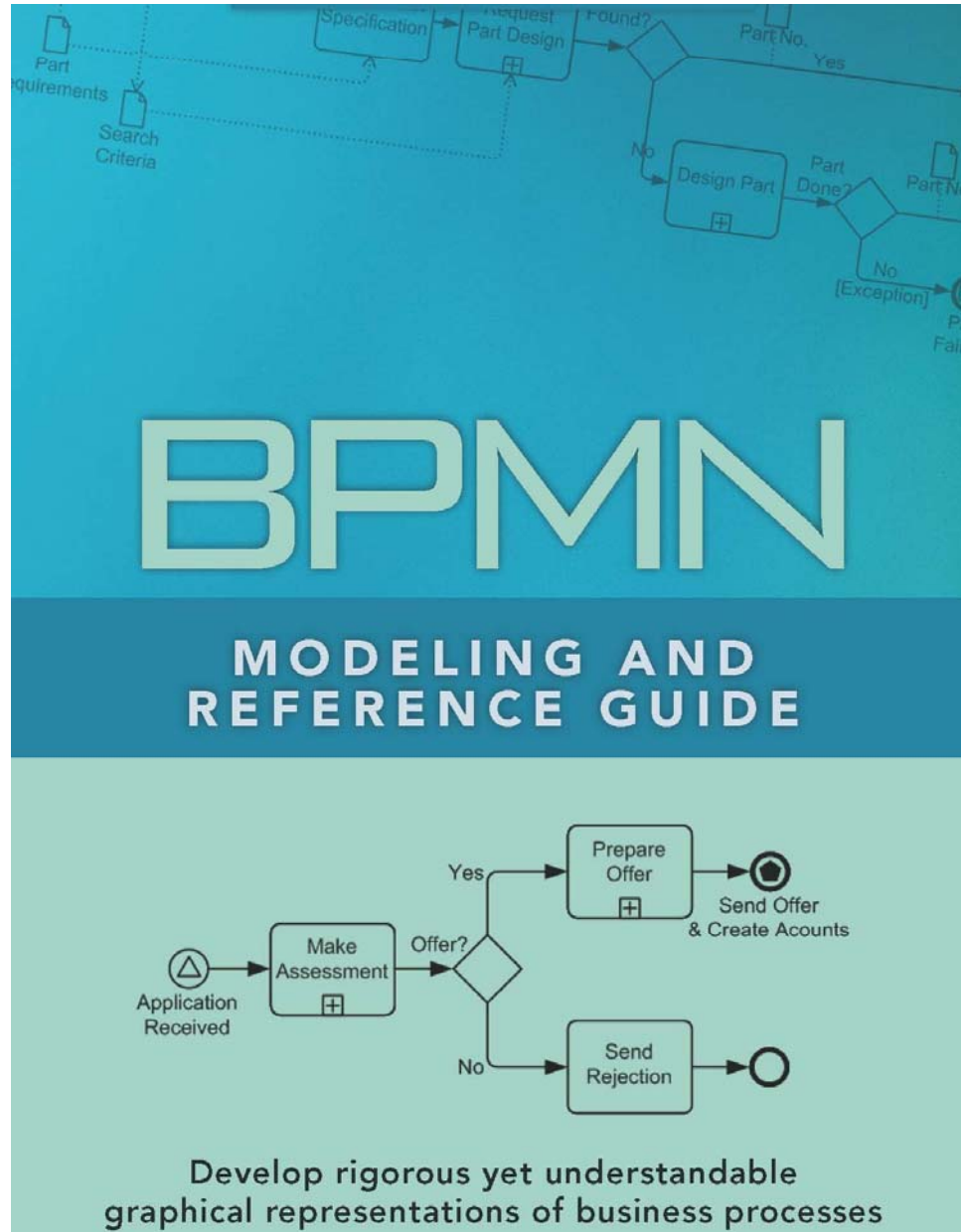
Change manager

Other

We might need multiple crop circles...



.... Also need to align to industry modelling standards ...



The image shows the cover of the BPMN Modeling and Reference Guide. The top section features a complex BPMN diagram with elements like 'Part requirements', 'Search Criteria', 'Specification', 'Request Part Design', 'Found?', 'Design Part', 'Part Done?', and 'Part Failure'. The middle section has the text 'BPMN MODELING AND REFERENCE GUIDE'. The bottom section shows a simpler BPMN diagram starting with 'Application Received', followed by 'Make Assessment', a decision 'Offer?', and two paths: 'Prepare Offer' leading to 'Send Offer & Create Accounts', and 'Send Rejection' leading to an end event.

BPMN

MODELING AND REFERENCE GUIDE

Application Received → Make Assessment → Offer? → Yes → Prepare Offer → Send Offer & Create Accounts
Offer? → No → Send Rejection → End

Develop rigorous yet understandable graphical representations of business processes

... and to industry bodies ...

Search

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PORTABILITY GUIDE

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