



Lost in Translation?: Multiple lenses in Business Analysis

***A Five Word Framework for
Business Analysis***

***Presented to the Open Group, London, 28th April 2009
by Nigel Green***

Abstract

Many of us can recall a time when a distinction was made between the hardware and software supporting the business and the information used by the business – there was a clear difference **between IT**, to describe the former, **and IS** to describe the latter. This distinction is all but lost and along with it, **the art of non-technical, behaviour-focused and outcome-driven, Business Analysis**.

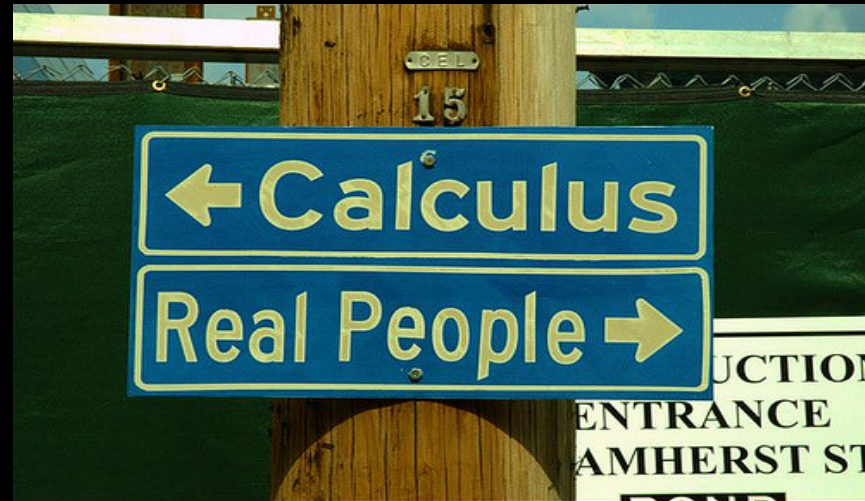
What's needed is a **business-natural language** that moves the focus away from any technologies and towards business behaviour – as expressed in values, policies, real world events and any type of information being exchanged. Such a language helps focus discussion on the **key outcome-affecting aspects rather than functional detail**. An example of such a language is called VPEC-T (Also known as “The 5D Lens”), after its five dimensions; **Values, Policies, Events, Content and Trust**. It provides a simple and quick way expressing requirements that feeds and augments existing methods.

This session will explain **how and why VPEC-T was developed** and **examples** of how requirements analysis benefits from this approach.

**the art of non-technical, behaviour-focused
and outcome-driven,
Business Analysis**

using business-natural language

Values, Policies, Events, Content and Trust



Improving Business/IT communication

If I'd asked my customers what they
wanted, they'd have said a faster
horse

Henry Ford

we need to find
SIMPLE
ways

... to show business value of:



RFID SaaS Real-time Event
Processing **SOA** REST Open ID
Folksonomy Web2.0 ESB ontology
Web 3.0 IP v6.0 **BPM** RSS Mash-
ups RSS podcasts wikis **blogs**

.. and focus on *use* -
rather than *inner workings*



Why and What before How

Using only
FIVE
words...

Values

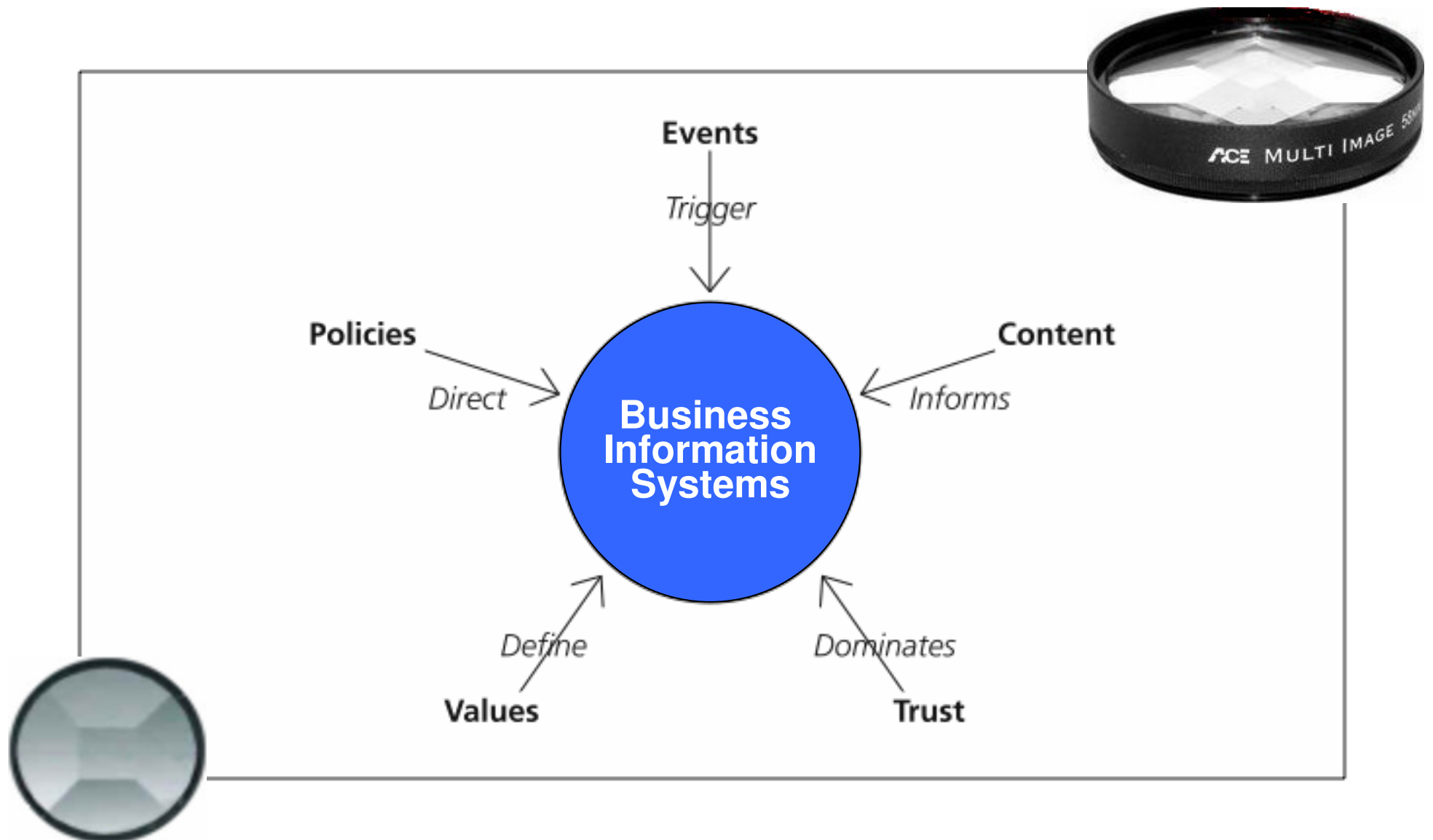
Policies

Events

Content

Trust

A '5D Lens' to look at Information Systems



Here's

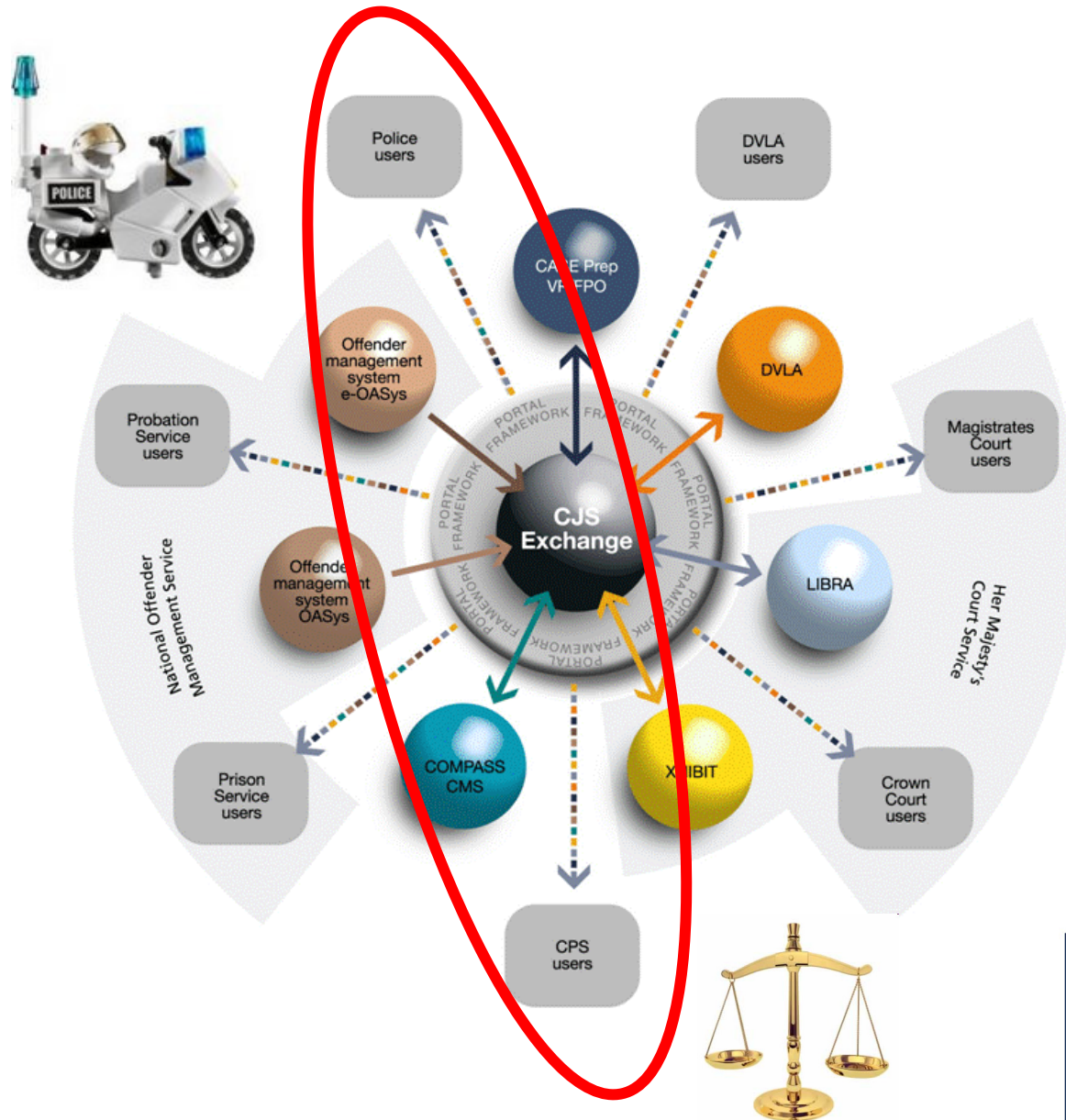
THREE

stories...

A story of joined-up Criminal Justice

(Why Values & Trust Matter)

The UK Criminal Justice Department's Exchange



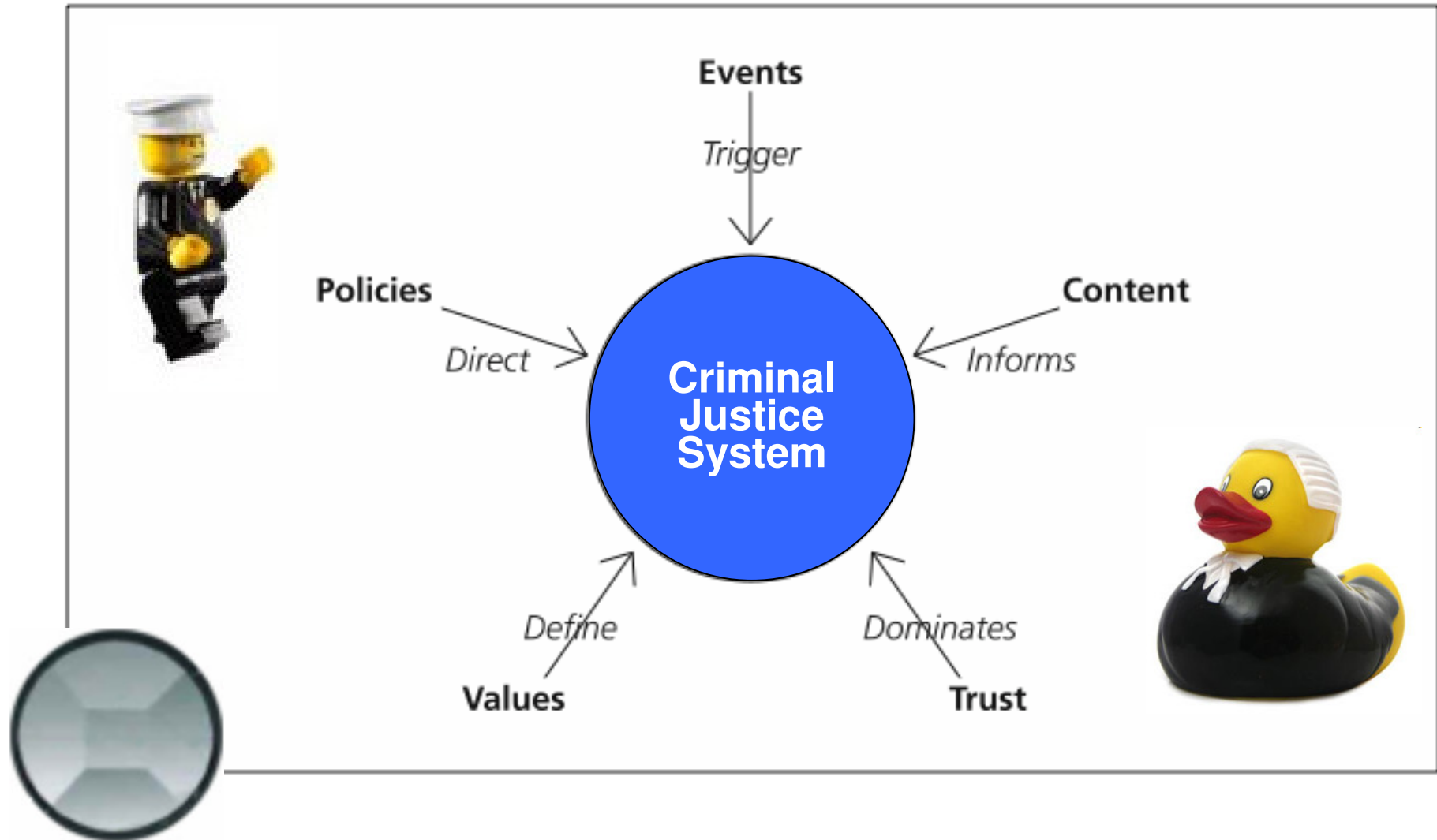
a misalignment of values



and lack of trust..



This challenge is gave birth to the '5D Lens'



We learnt:

A **Policy-Event-Content** analysis pattern taken from Supply Chain Logistics could be applied to the **information flows** between government departments

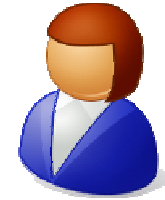
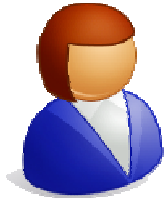
Business people found it easy describe **Day-In-The-Life stories** around **Events, Policies & Content**

Important aspects of the Requirement set had been left undocumented: The **Values and Trust** aspects of the Information System should be explored early to avoid costly failures.

A story of a dis-integrated *(disintegrating)* bank

(Why organisational behaviour matters)

the stove-pipe bank



Personal
Accounts



Joint
Account



Mortgage
Account

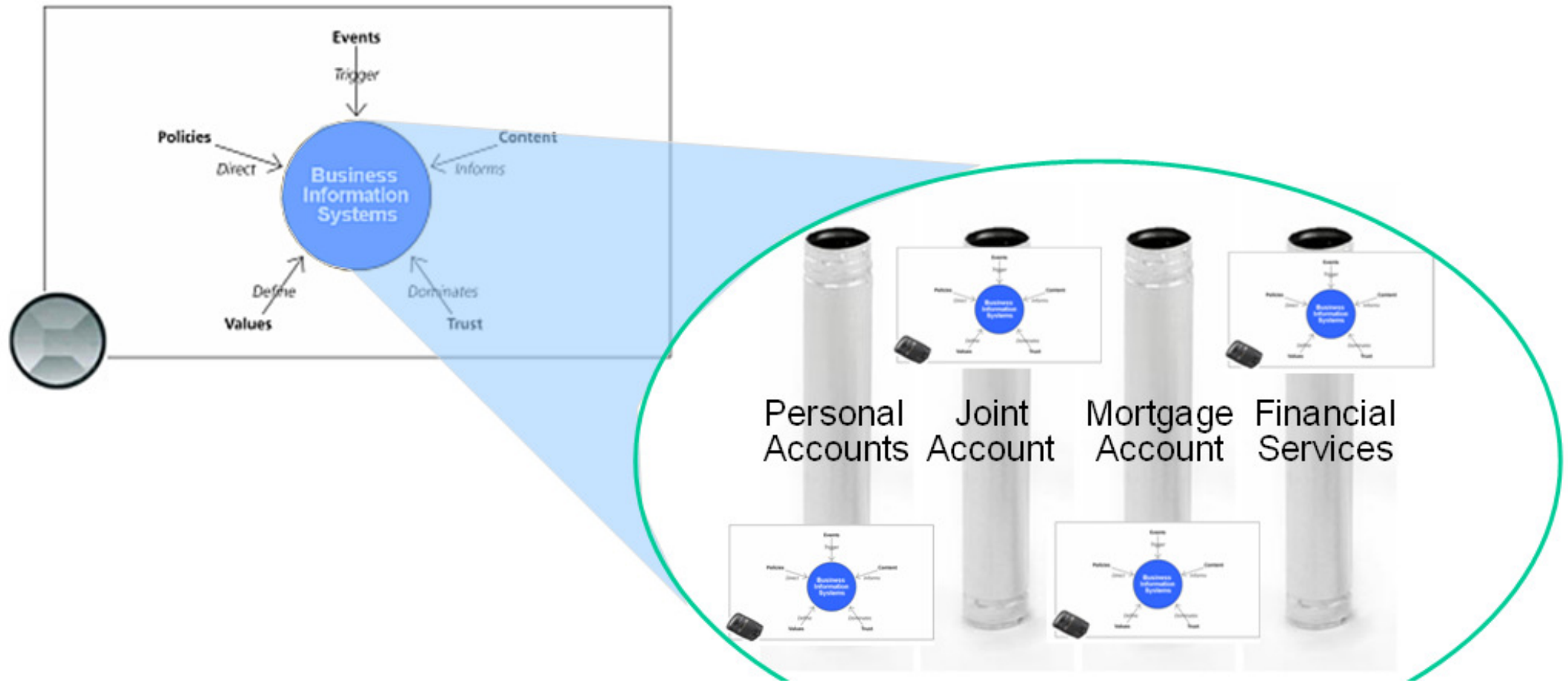


Financial
Services

A Business Process & Information Systems Log Jam



5D Lens on each pipe & the whole bank



Highlighting the differing values & trust issues between the pipes and agreeing policies, events and content across business led to...

... a customer focused & integrated multi-channel bank



Personalize

Personal
Accounts

Joint
Account

Mortgage
Account

Financial
Services

Differentiate

Organize

Personal
Accounts

Joint
Account

Mortgage
Account

Financial
Services

Comply



We learnt:

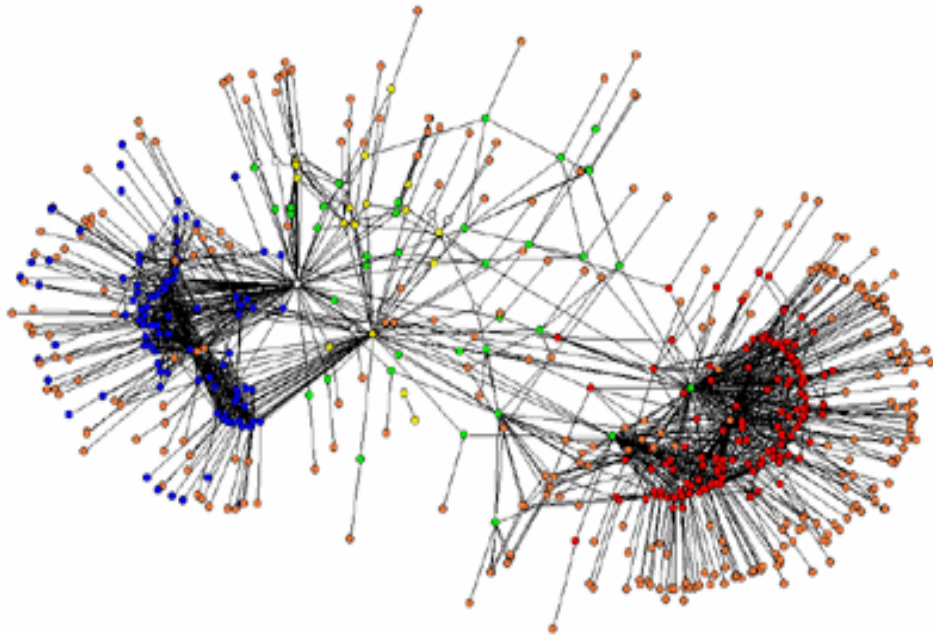
The framework could be applied to the **Financial Sector** and was applied by colleagues with **very little 'VPEC-T training'**

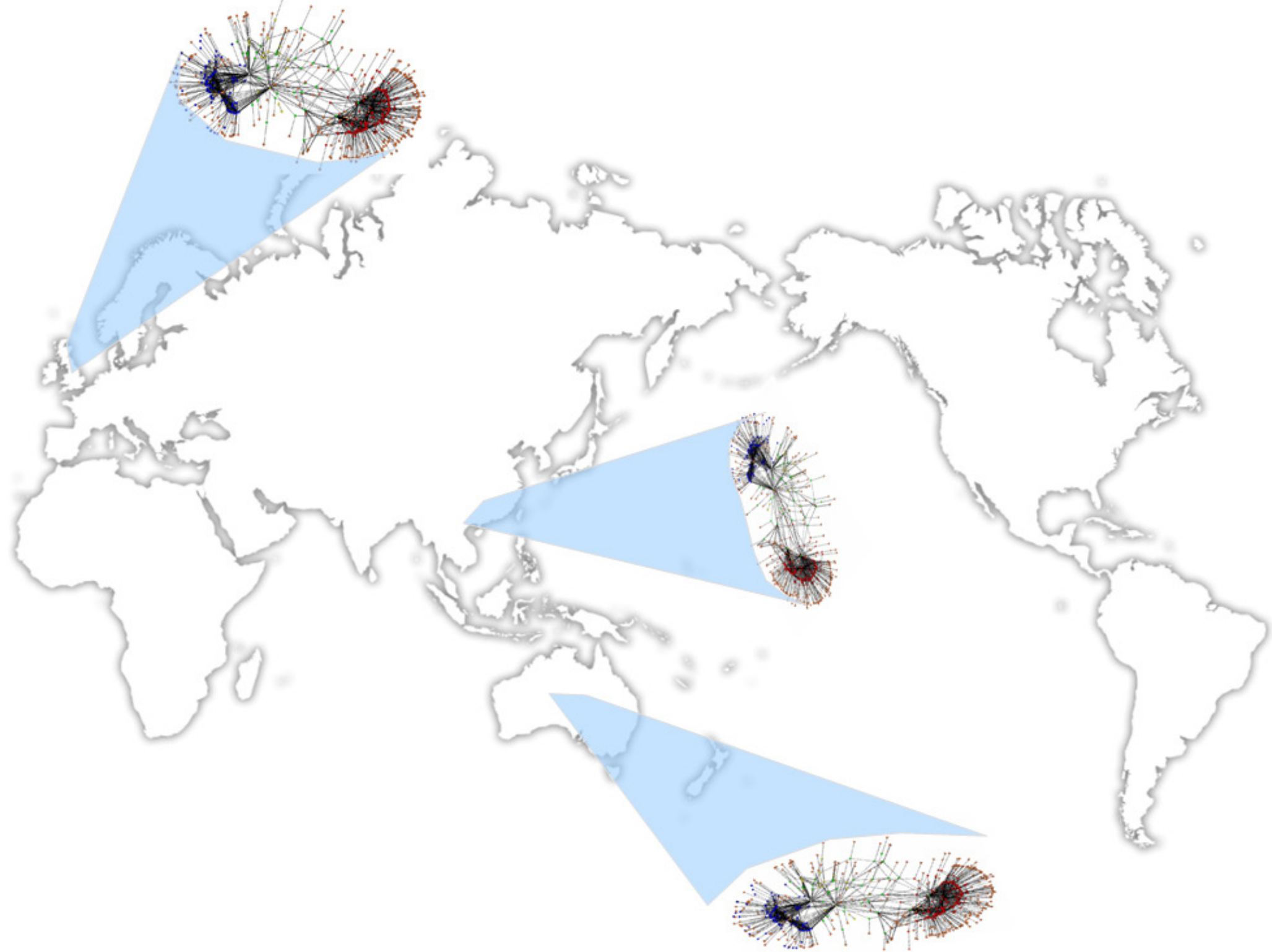
Use of the framework was extended to become an **architectural 'style'** – much like REST only **focused on real-world operational needs.**

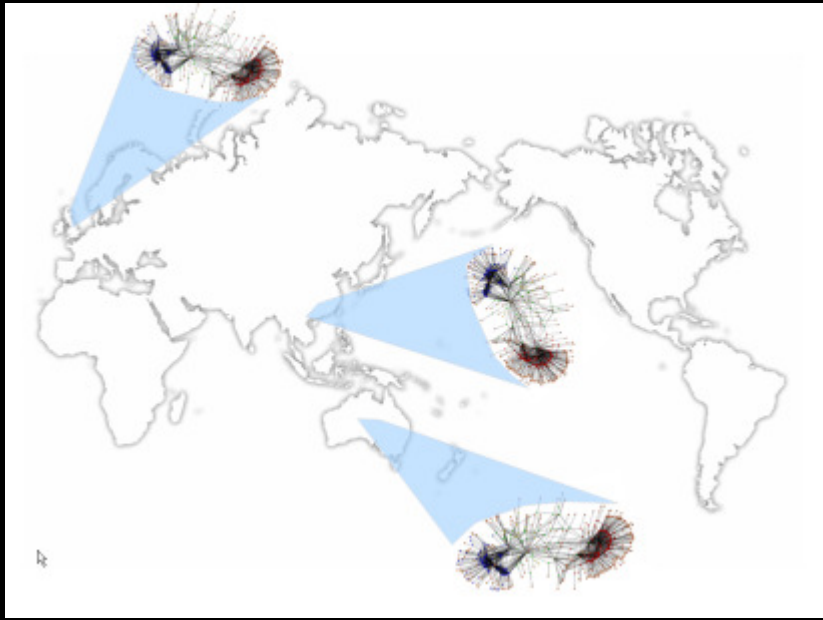
The **bank's IT department** found themselves a new role as **Change Enablers**. They were the heroes of the day!

The story of behaviour-led IS Strategy in a Global Transportation Company

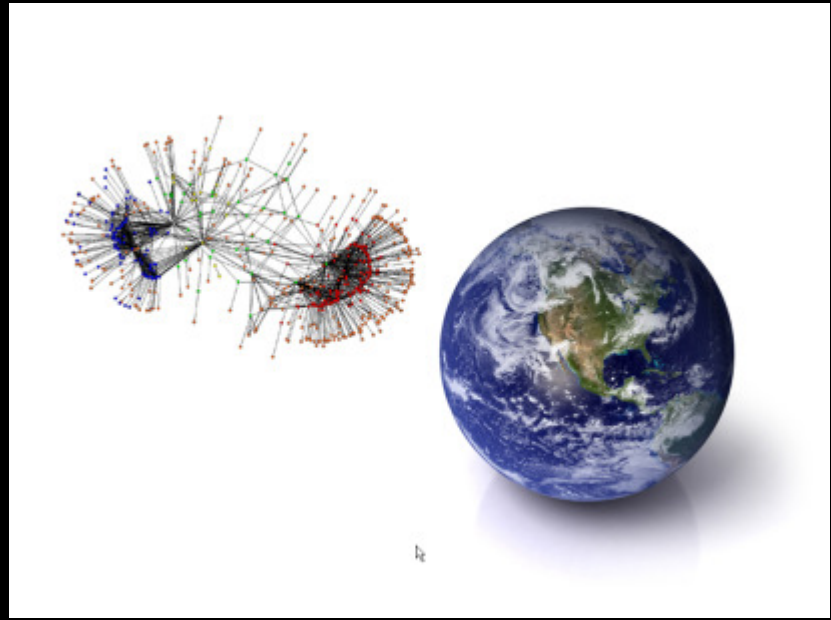
(how much should be dictated from the centre
in a post major M&A context?)





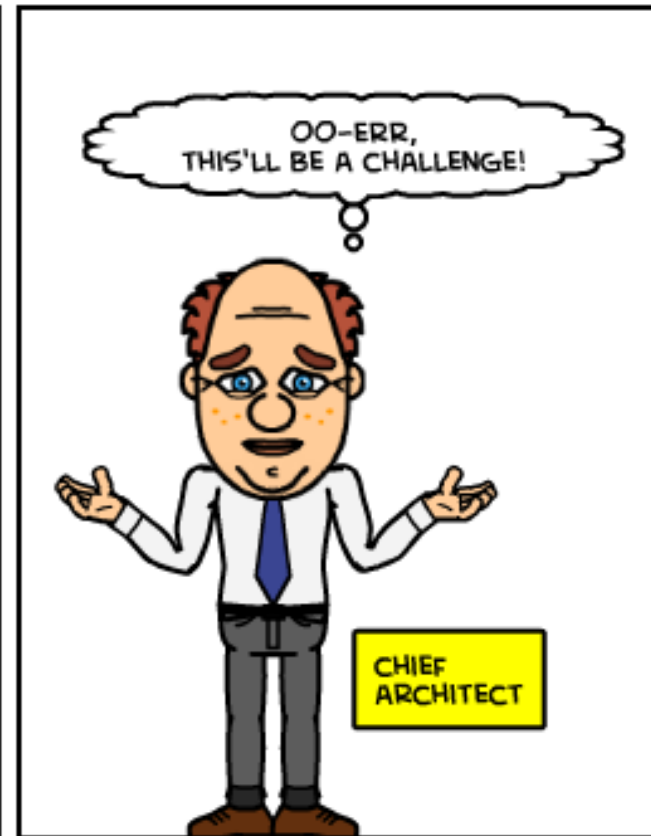
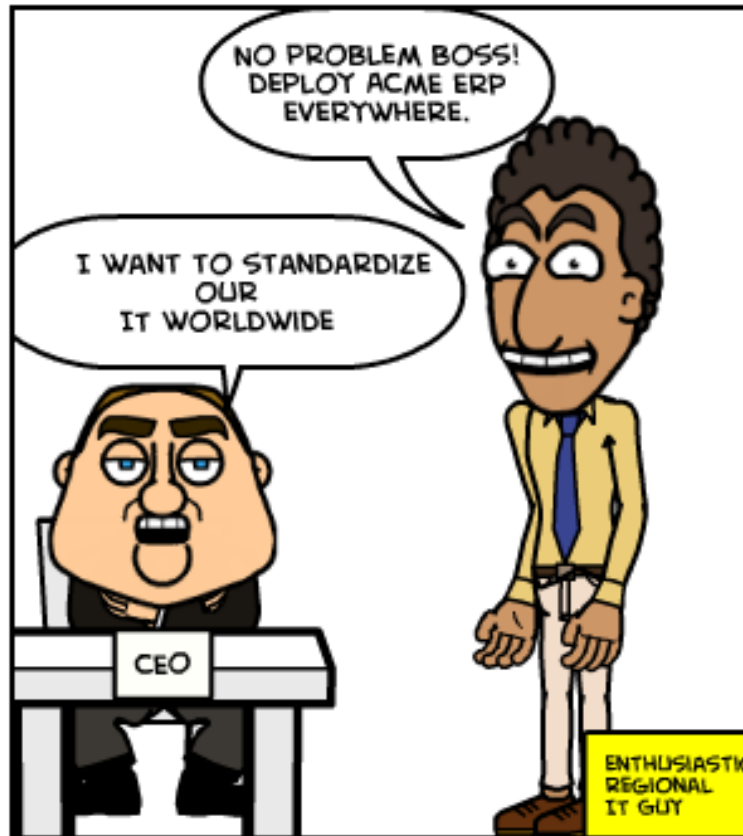


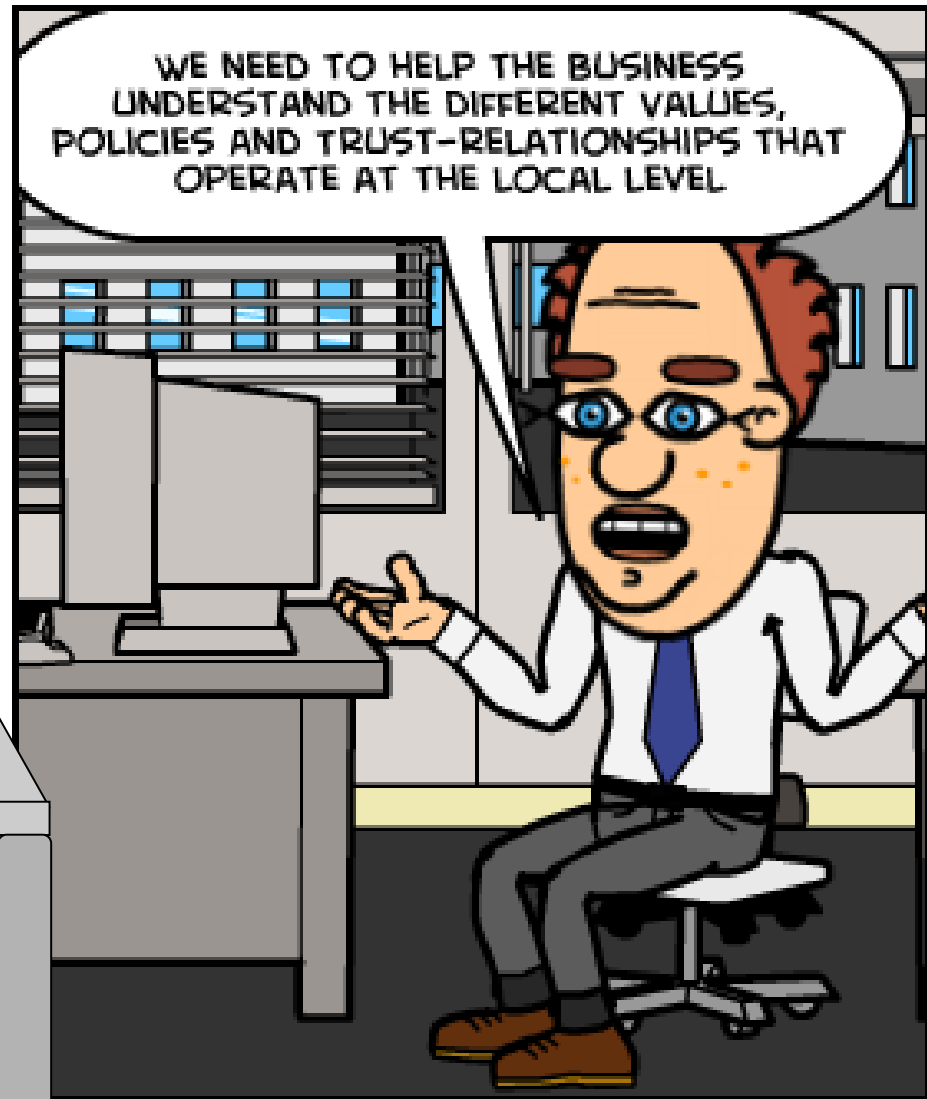
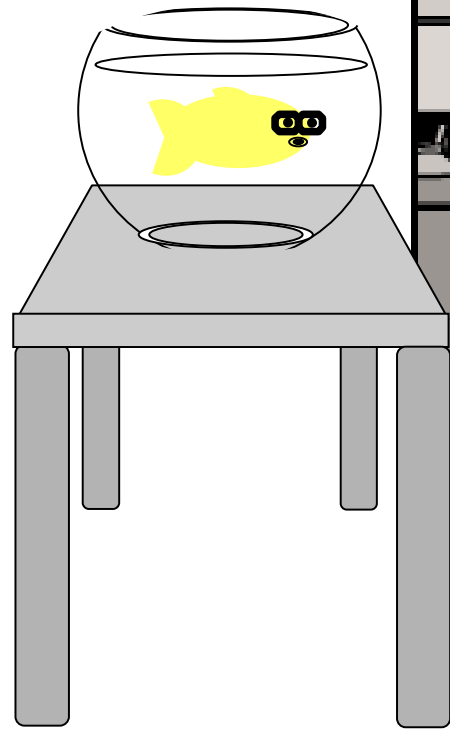
+



'GLOBTRANS1'

BY NIGELPSGREEN

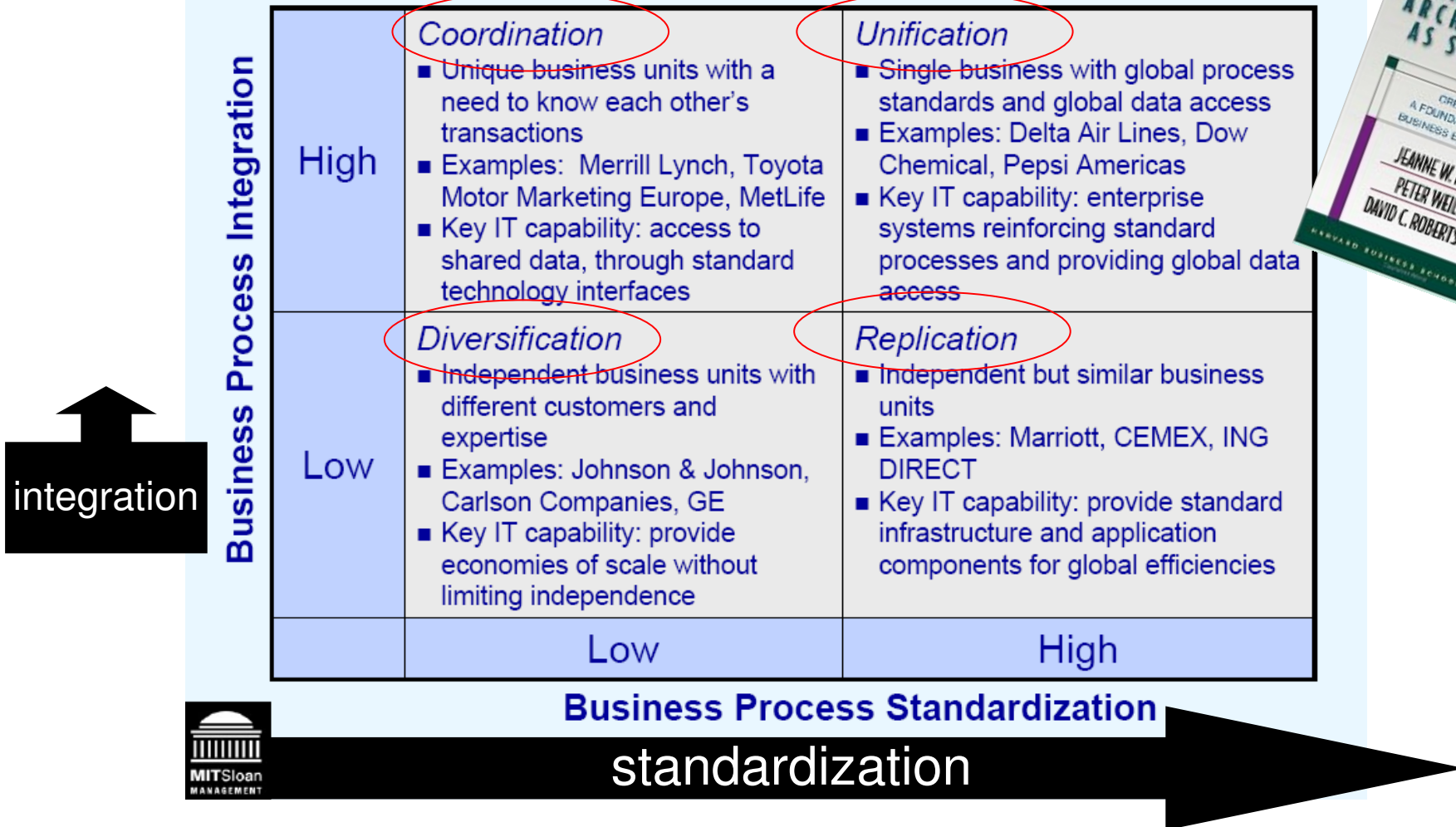




WE NEED TO HELP THE BUSINESS UNDERSTAND THE DIFFERENT VALUES, POLICIES AND TRUST-RELATIONSHIPS THAT OPERATE AT THE LOCAL LEVEL

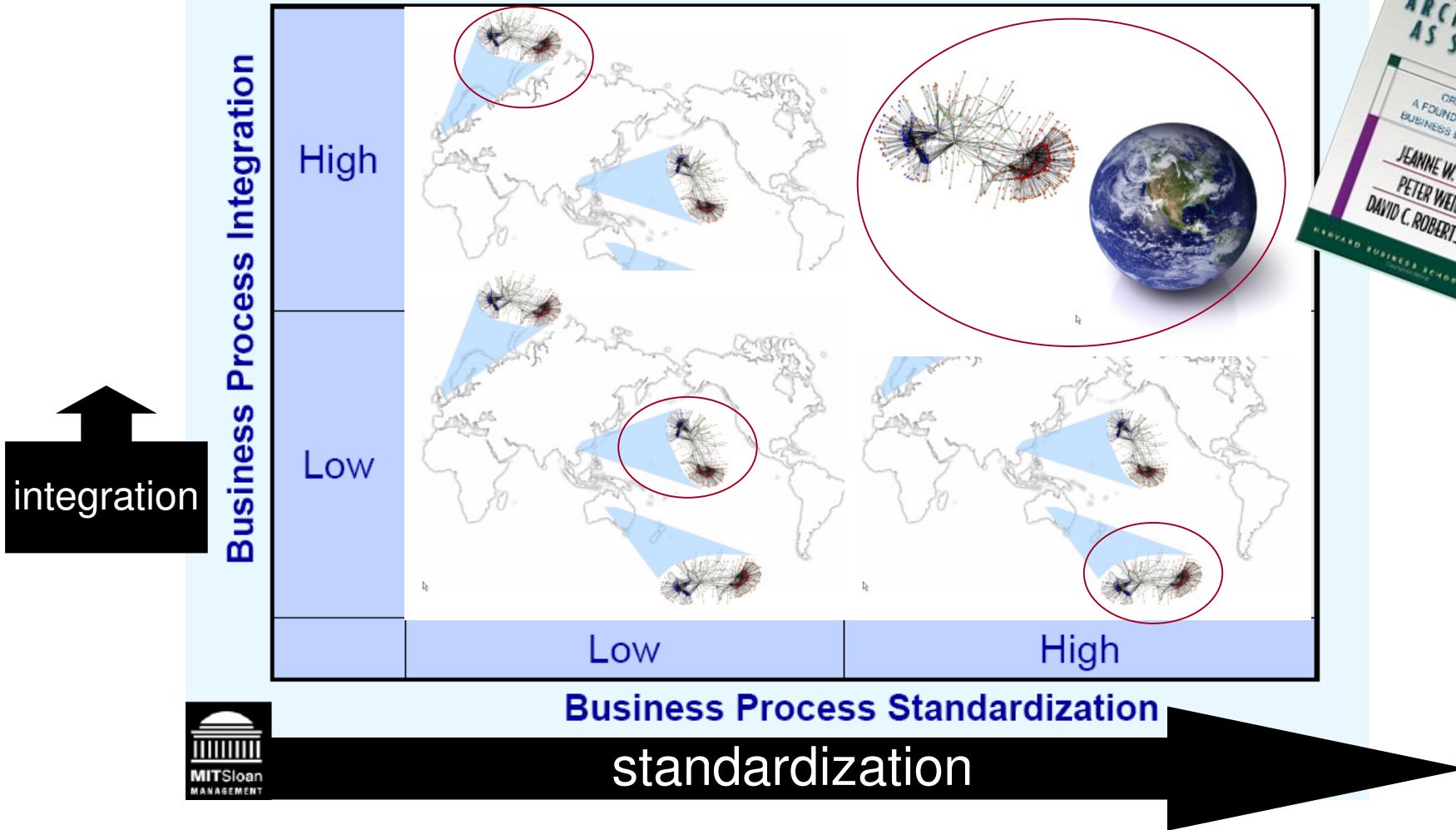
Understanding of the Business Operating Model

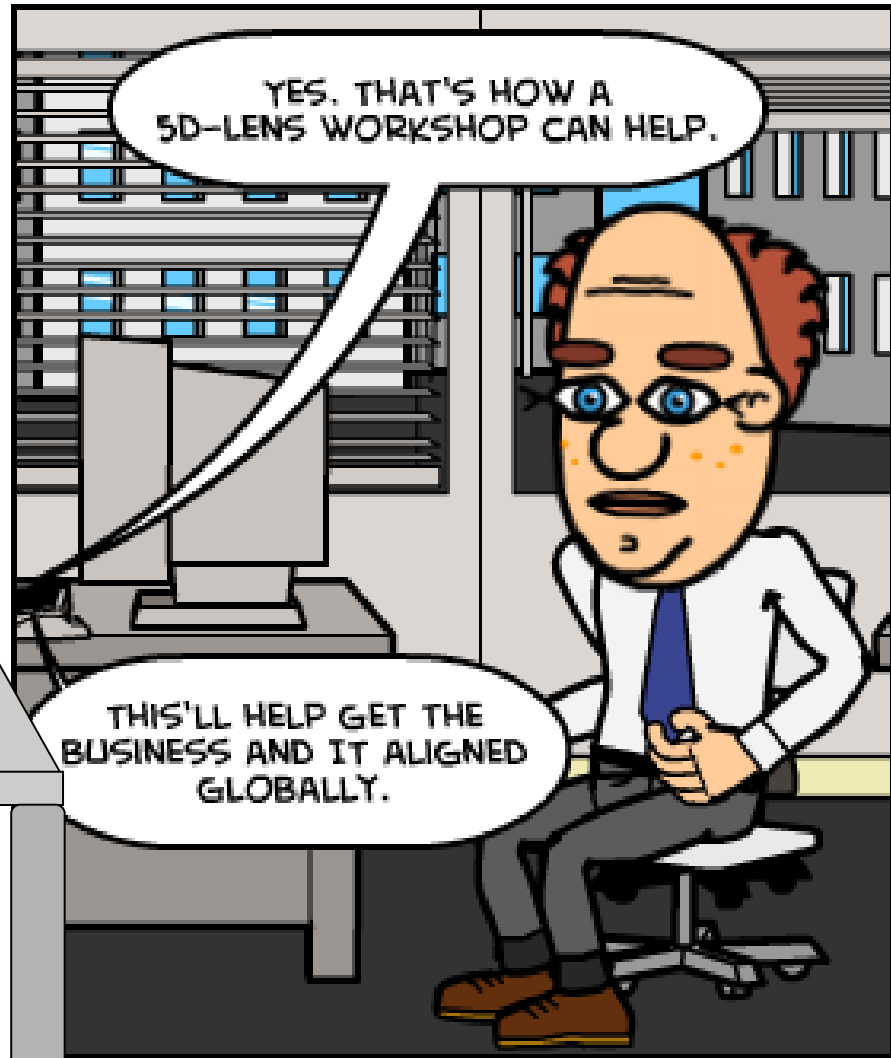
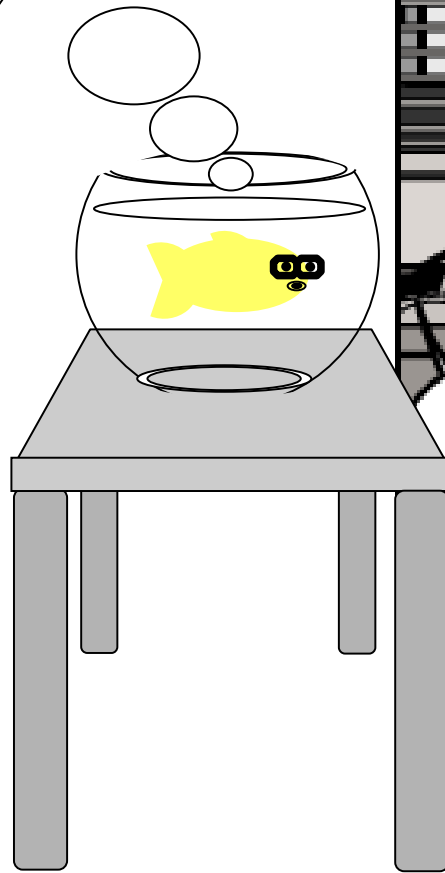
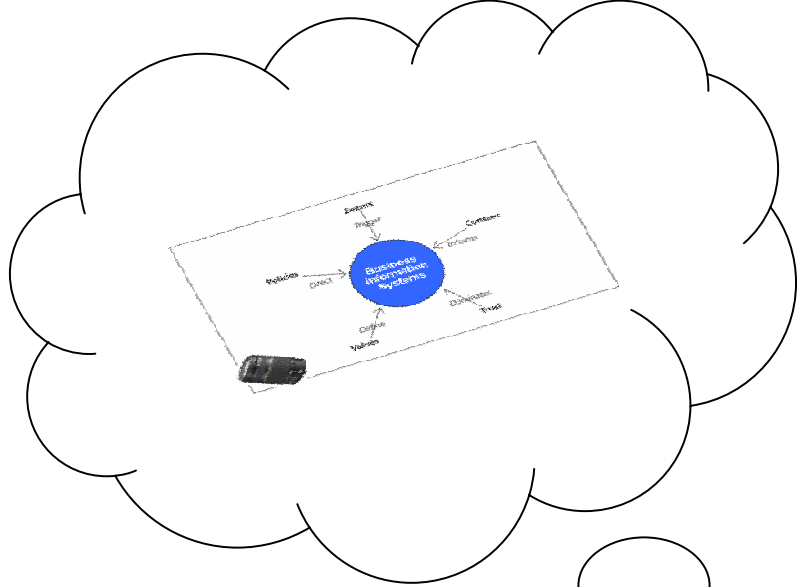
Four Operating Models — Firm-wide or by Business



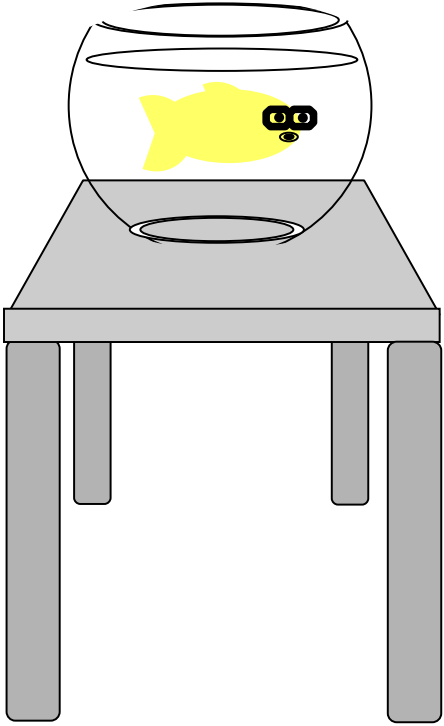
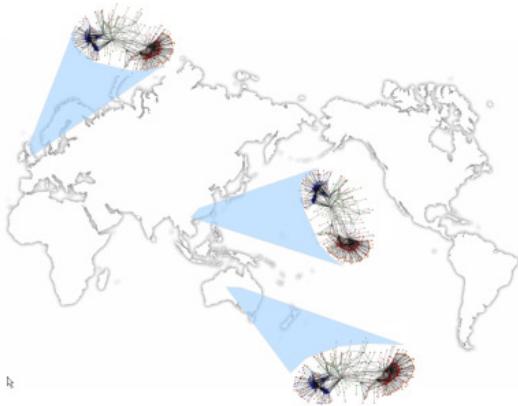
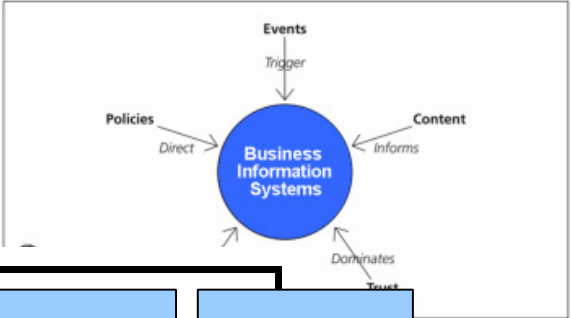
Understanding of the Business Operating Model

Four Operating Models — Firm-wide or by Business





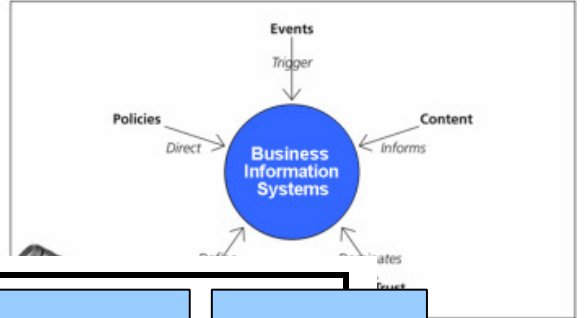
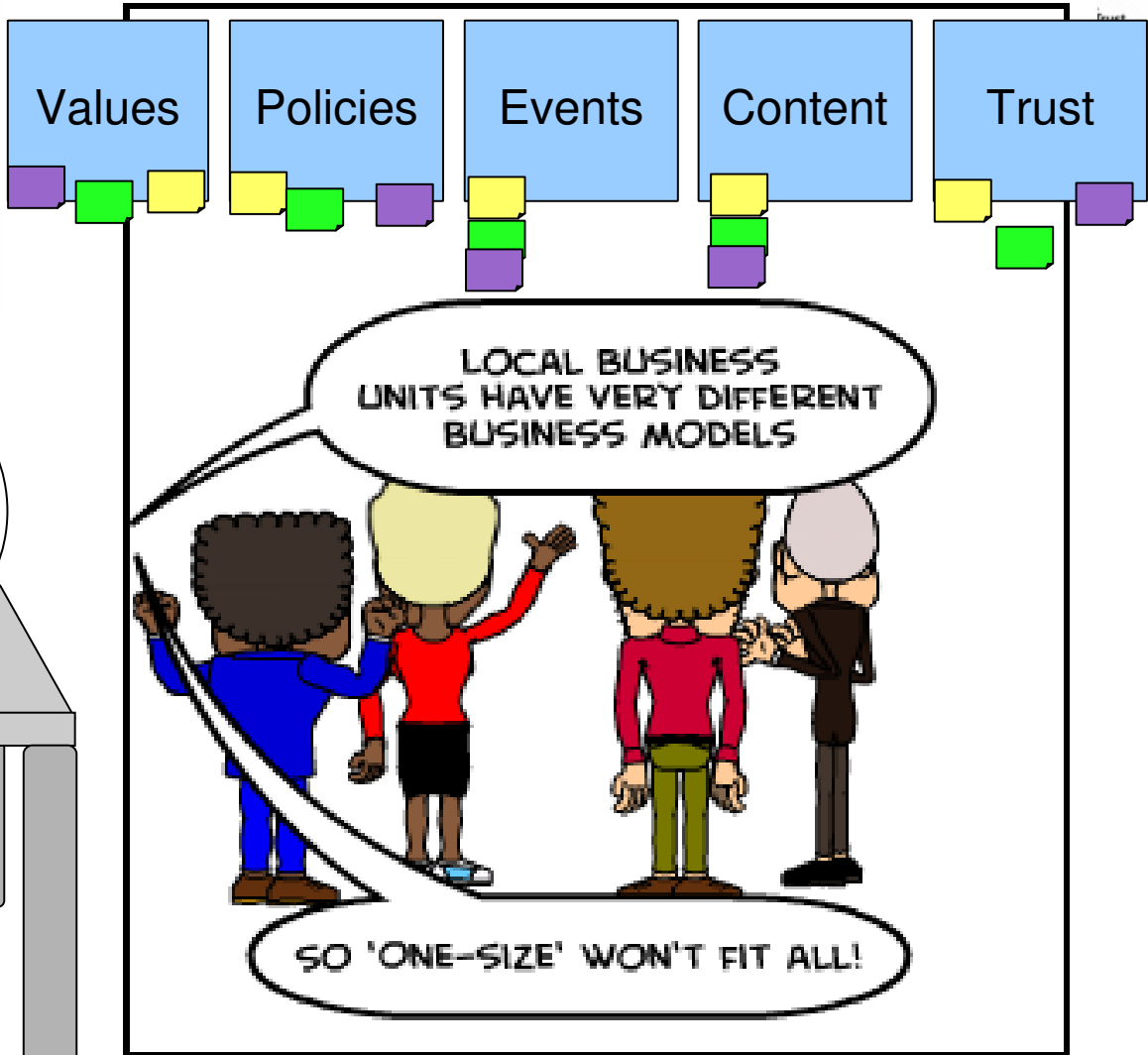
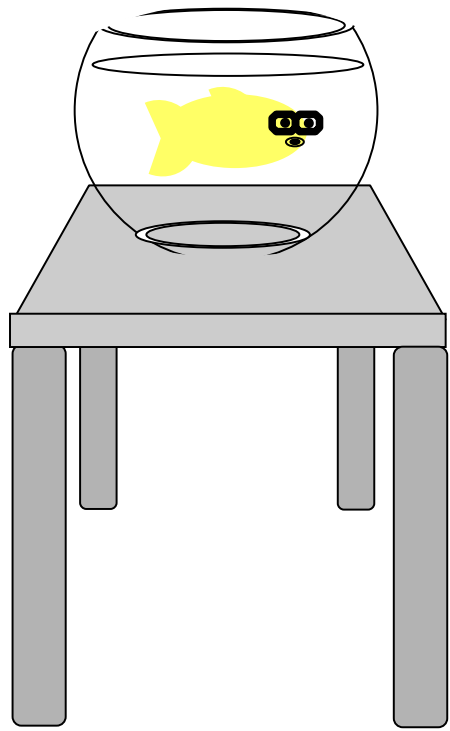
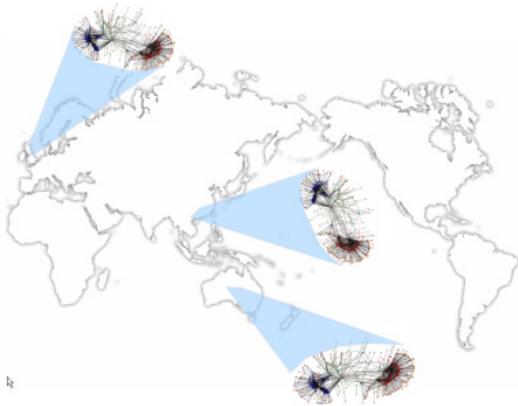
**THE 5D LENS
WORKSHOP**



Values	Policies	Events	Content	Trust
Purple, Green, Yellow	Yellow, Green, Purple	Yellow, Green, Purple	Yellow, Green, Purple	Yellow, Green, Purple

WE SAY DIFFERENT THINGS UNDER VALUES, POLICY AND TRUST...BUT EVENTS AND CONTENT ARE THE SAME.

THE 5D LENS WORKSHOP



AFTER THE WORKSHOP

NOW I SEE HOW TO STRIKE THE RIGHT
BALANCE BETWEEN GLOBAL AND LOCAL.

COOL!

I'M MAKING THIS APPROACH PART OF MY
BUSINESS STRATEGY.

NO PROBLEM BOSS!
ACME ERP CAN DO WHATEVER YOU WANT!

We learnt:

The framework worked well **with other tools &**
could be applied at a **strategic level**
within a global firm

The **simple five word model** works well
across **geographies**

This company saw **\$\$\$+ value** in the
approach in relation to their **M&A and**
divestments plans.

**the art of non-technical, behaviour-focused
and outcome-driven,
Business Analysis**

using business-natural language

Values, Policies, Events, Content and Trust



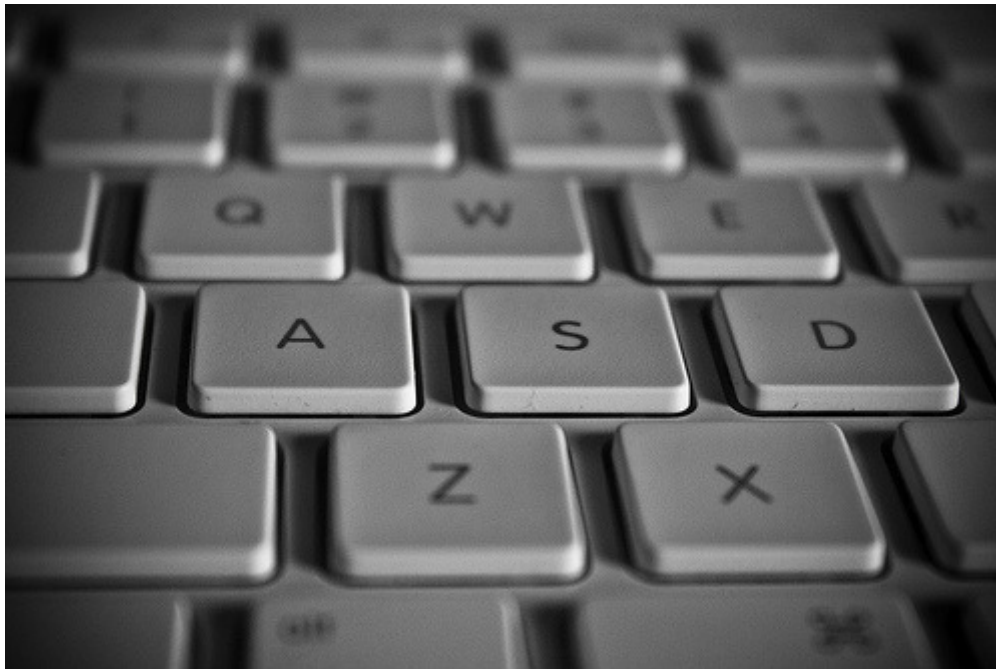
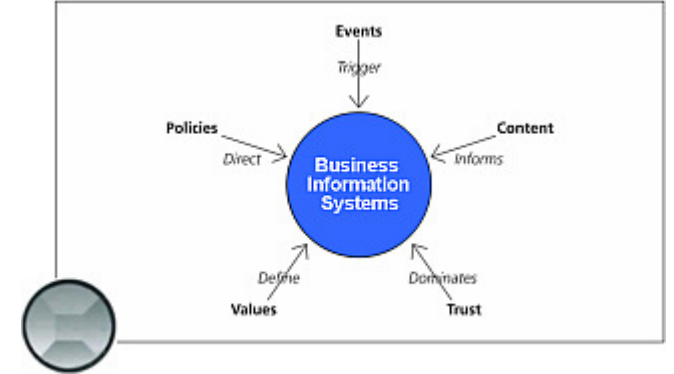
5D Lens and making Web stuff
business meaningful

The lens

can be usefully applied to

“old money” business-as-usual

Enterprise IT and...



...Web 2.0 Interaction technologies & Services in 'The Cloud'

Social Networks



Blogging



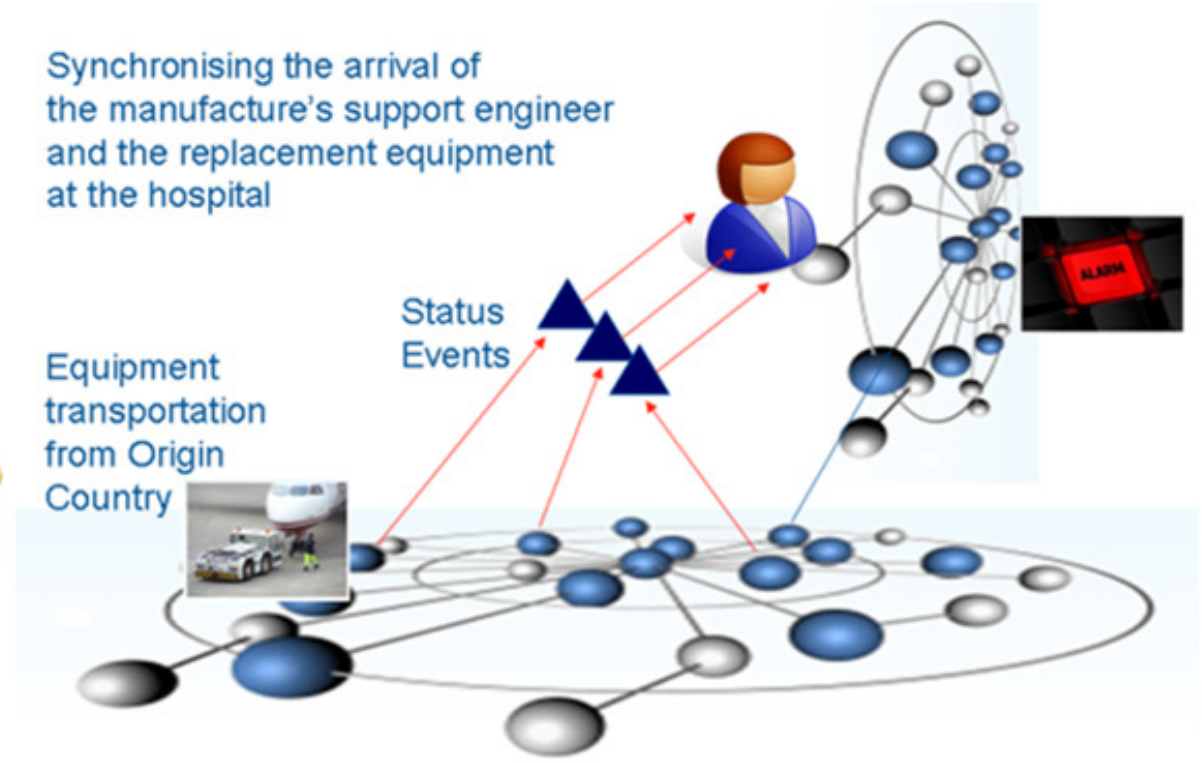
Micro-blogs

Tagging Wikis



Synchronising the arrival of
the manufacturer's support engineer
and the replacement equipment
at the hospital

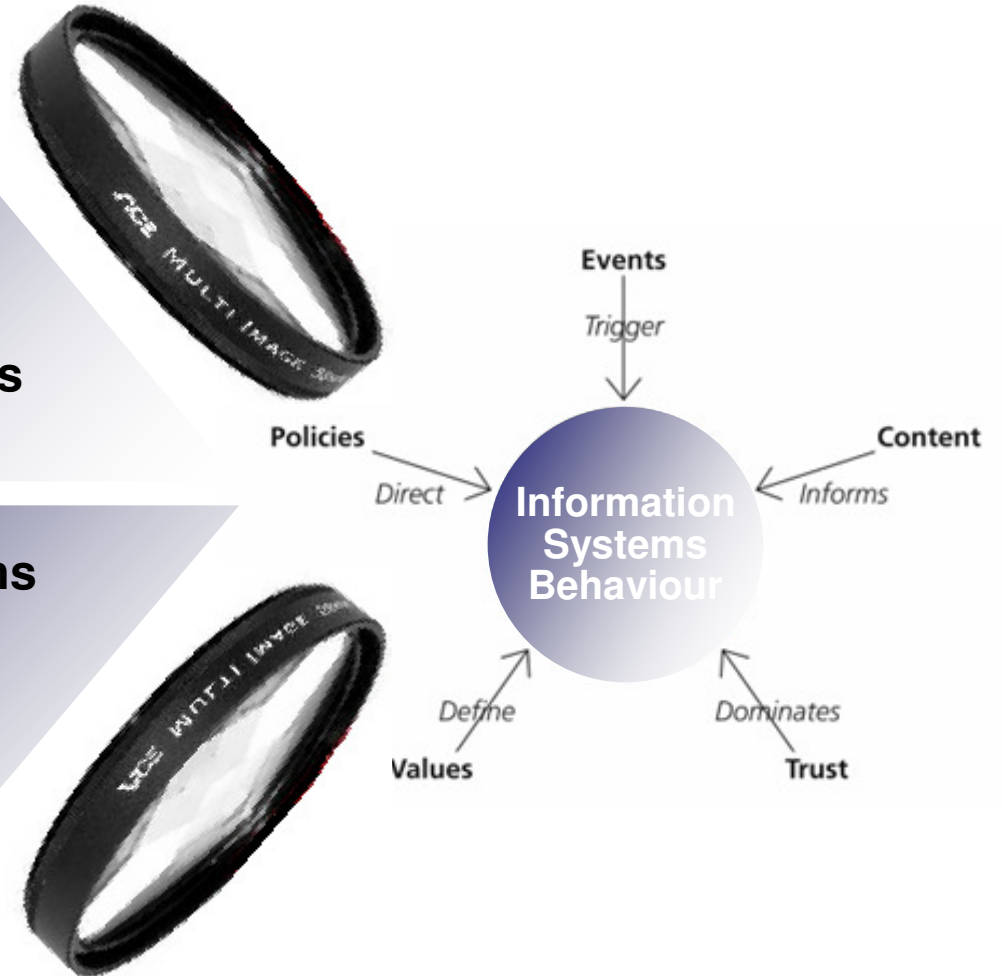
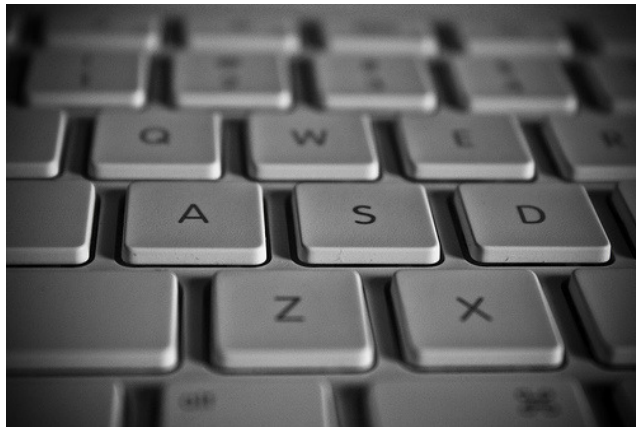
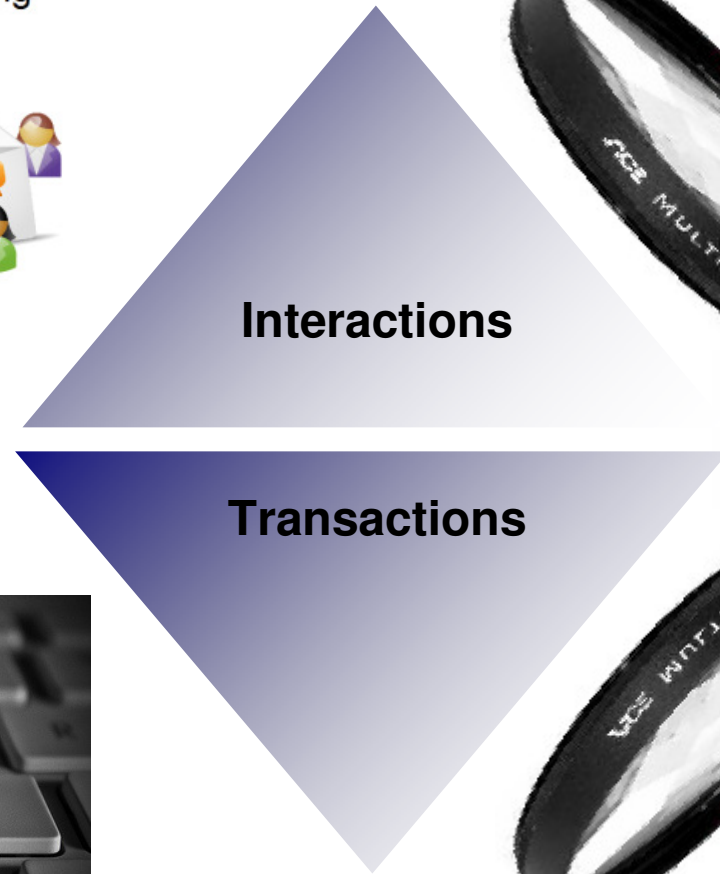
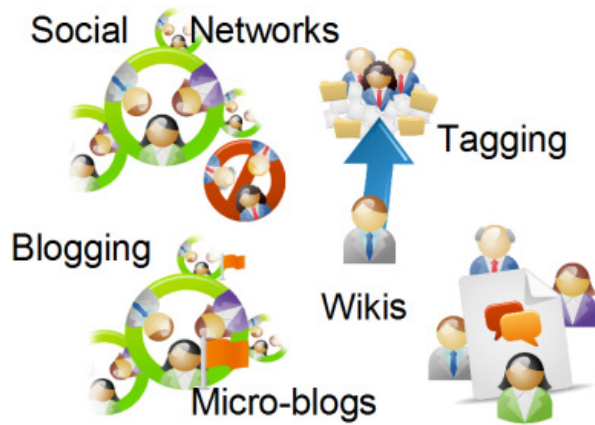
Equipment
transportation
from Origin
Country



Status
Events

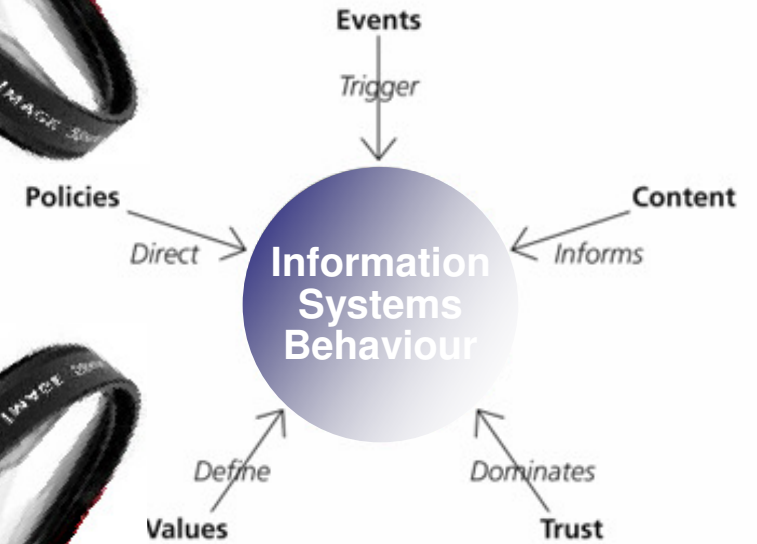
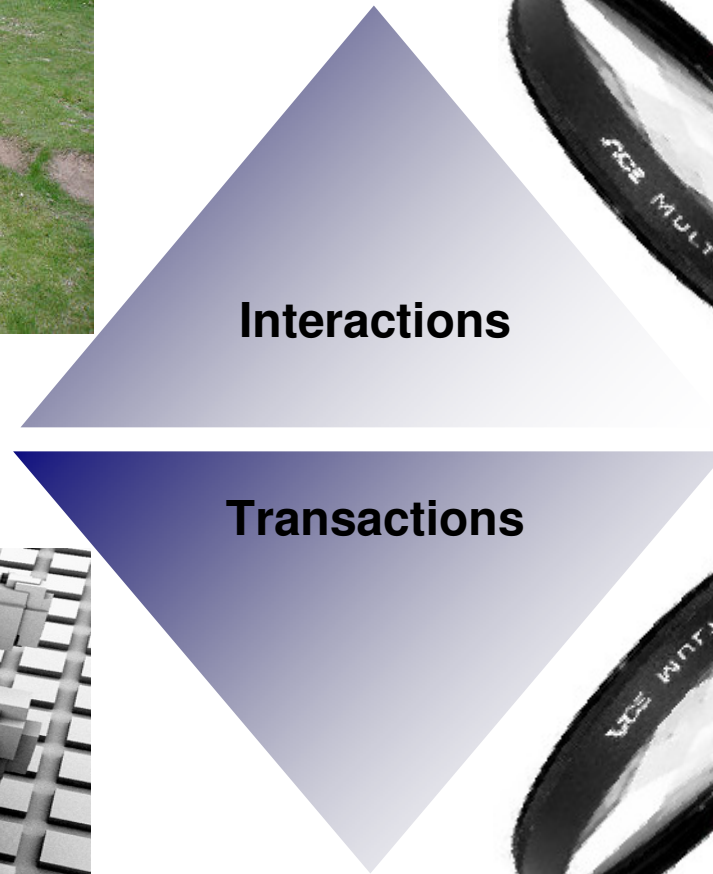
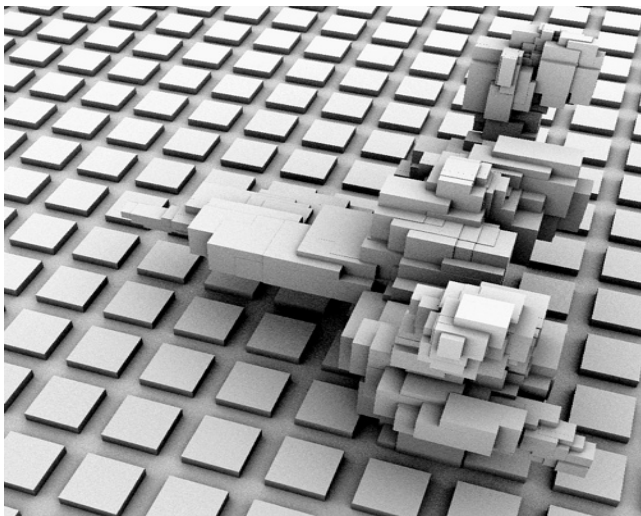


bringing old & new together – both structured and unstructured



bringing old & new together –

both structured and unstructured

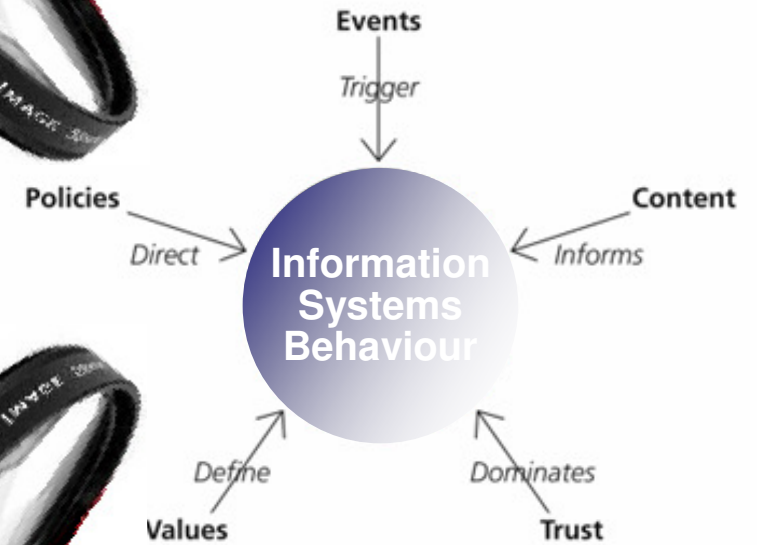


5D Lens Analysis is an 'Agile' process



Interactions

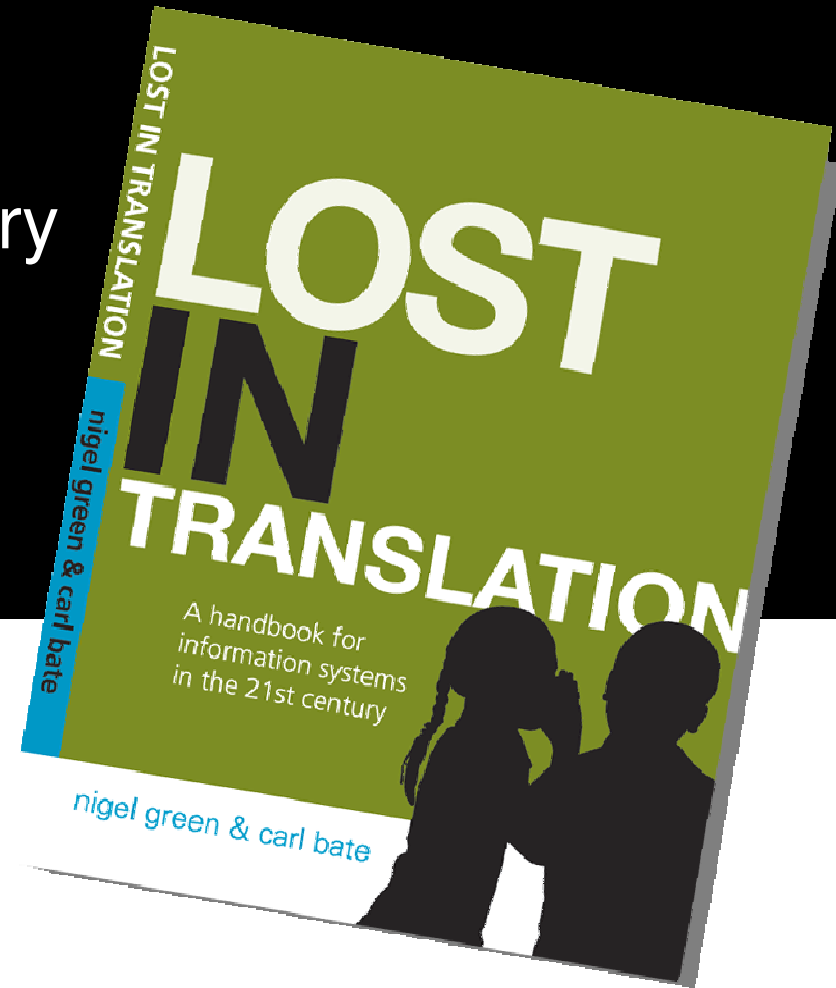
Transactions



Find out more...

A handbook for Information
Systems in the 21st Century

IT and Business:
Which do you speak?



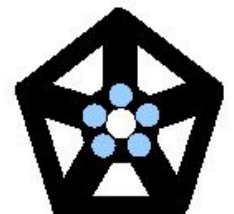
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servicefab.blogspot.com

www.capgemini.com/ctoblog

Google Search: "vpec-t"

groups.google.com/group/vpec-t





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