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The Evolution of a Profession

July 2009

Discussion Points

- Why Now – the case for Business Analysis?
- What is the Business Analysis Body of Knowledge®
- Who is the Business Analysis professional?
- Where is the profession heading?

Why Now?

Macro perspective

- Global Economy – resources, competition
- Right-sourcing – core competencies, supply chain
- Integrated Organizations – focus on customer
- Just-in-time delivery – no mistakes, reputation
- Information Technology Spend – operational, strategic, demographic
- Role of Technology – can do anything

Why Now?

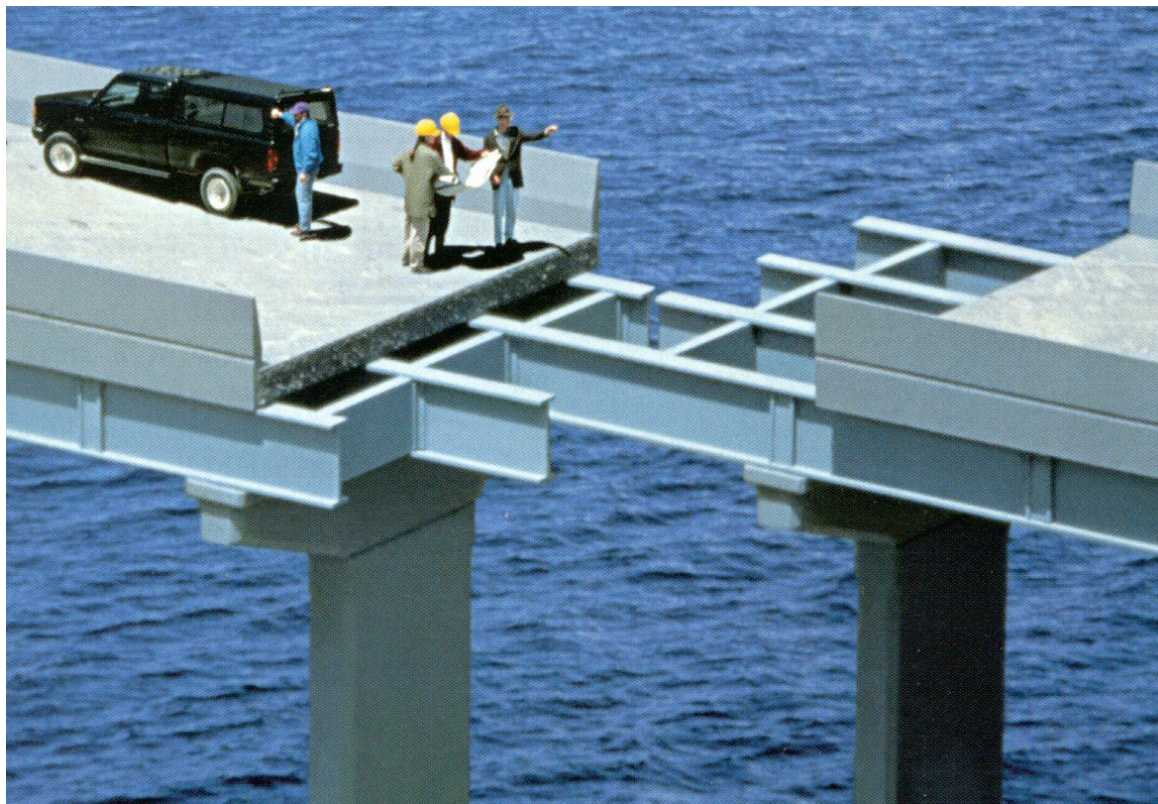
. Micro Perspective

- For many years, organizations have been designing solutions without a clear understanding of the market need, often with many assumptions
- Success was hit or miss although the cost of a miss was survivable
- With the global economy, increased competition and the availability of many alternatives, consumers have come to expect more - and can choose from a variety of alternatives

The impacts of a mistake can now be very costly

Why Now?

When the delivery does not meet expectation



Why Now?

20th Century

It's about the technology

“If the business would just give us the requirements, we could build a custom solution”

or

“If we build it, they will use it and love it”

21st Century

It's about the business

Architect the future state of the business when our strategy has been executed

Identify gaps in capabilities needed to achieve future state

Conduct feasibility analysis for best solution to fill gaps

Build and continually validate the business case

Elicit , analyze, evolve, iterate, validate requirements/solution

International Institute of Business Analysis



*Helping Business
do Business
Better*

IIBA[®] Vision and Mission

Vision

The world's leading association for Business Analysis professionals

Mission

Develop and maintain standards for the practice of business analysis and for the certification of its practitioners

IIBA[®] is an international not-for-profit professional association for business analysis professionals.

IIBA[®] Goals

Create and develop awareness and recognition of the value and contribution of the role of the Business Analysis Professional

- Define the *Business Analysis Body of Knowledge*[®] (*BABOK*[®])
- Publicly recognize qualified practitioners through an internationally acknowledged certification program
- Provide a forum for knowledge sharing

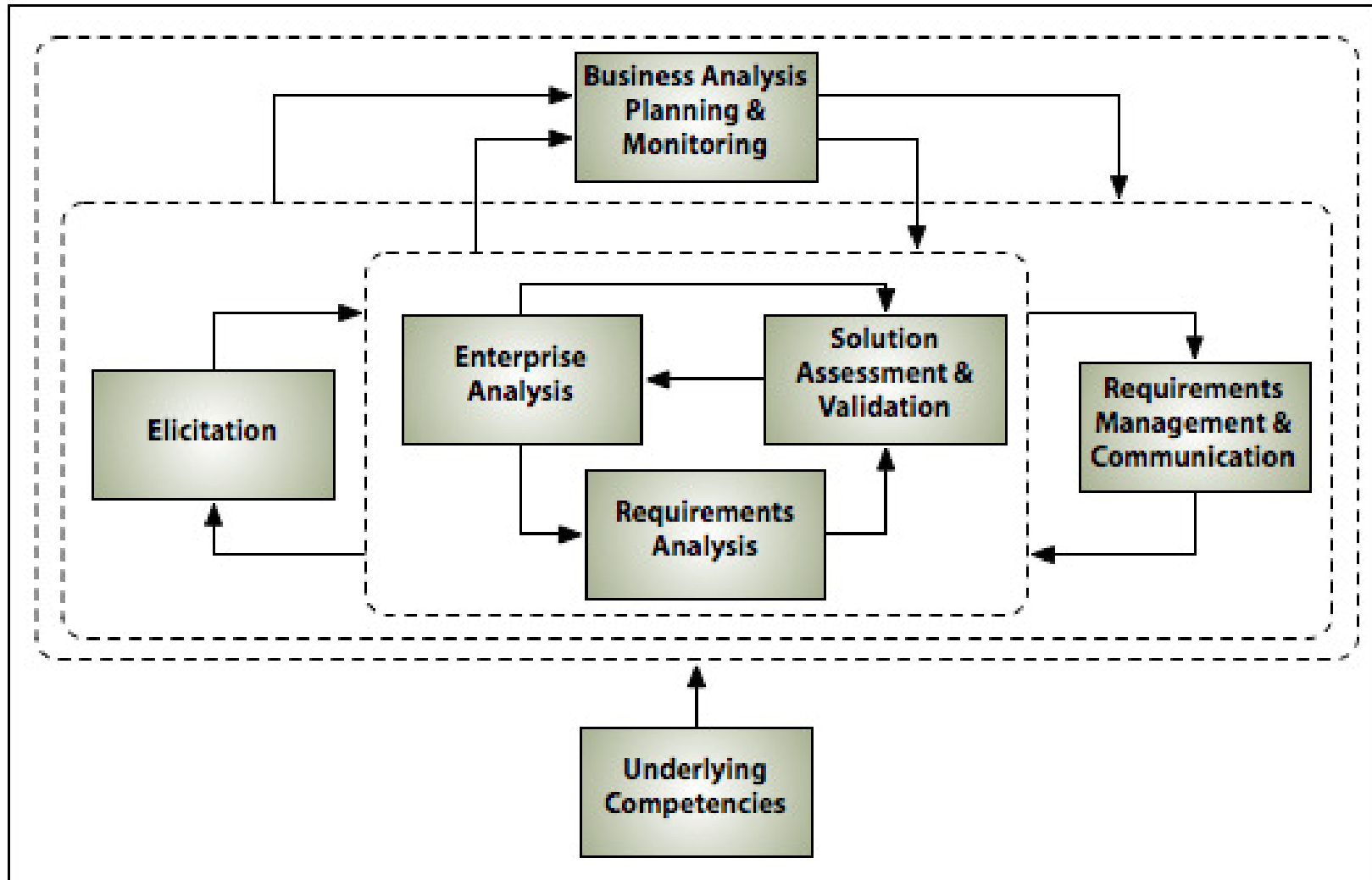
Business Analysis

It is about understanding:

- Why the organization exists
- What are its goals and objectives
- How it accomplishes those objectives
- How an organization works
- How it needs to change to better accomplish objectives or to meet new challenges

It is about defining the scope of a change

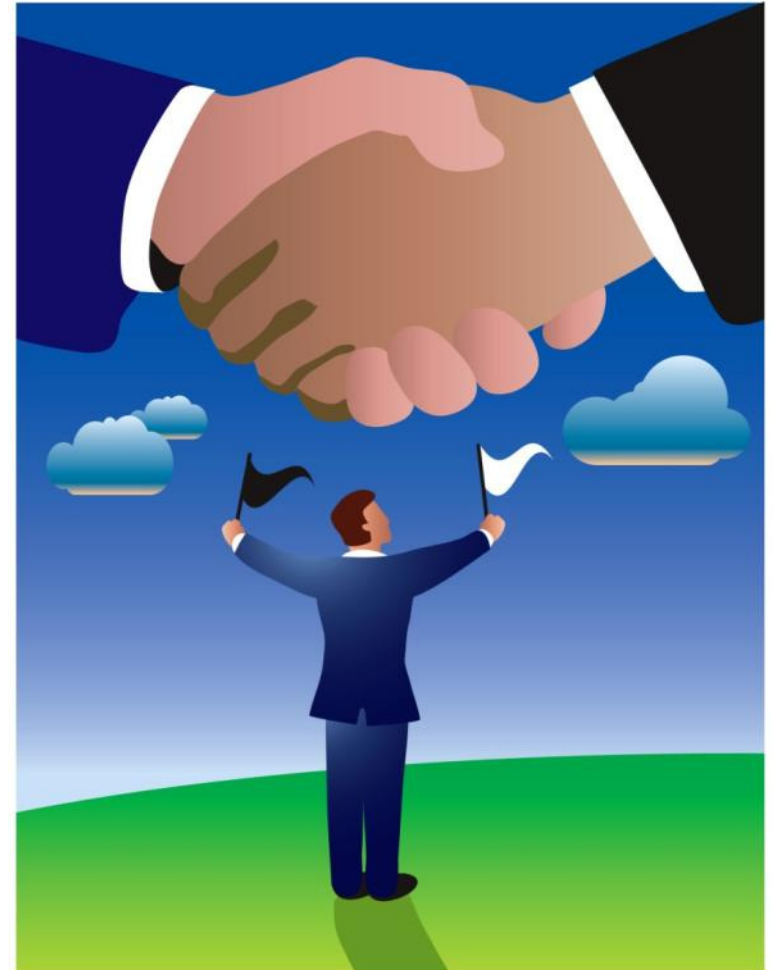
Business Analysis Body of Knowledge[®]



Who is the Business Analyst?

Works as a liaison among stakeholders to elicit, analyze, communicate and validate requirements for changes to business processes, policies, and information and information systems

Understands business problems and opportunities in the context of the requirements and recommends solutions that enable the organization to achieve its goals



Who is the Business Analyst?

Enterprise BA

- Creates Projects

Project BA

- Executes Projects

Transition BA

- Ensures
Continuity



Who is the Business Analyst?

Hybrid Practitioner

Practitioner is a “jack of all trades”, performing multiple roles e.g., business analyst, project manager, tester, etc.

SME or Domain Practitioner

Practitioner possesses solid or advanced business subject matter expertise e.g., capital markets

Consulting Practitioner

Practitioner possesses solid or advanced skills in the enterprise knowledge areas e.g., process, strategy business casing

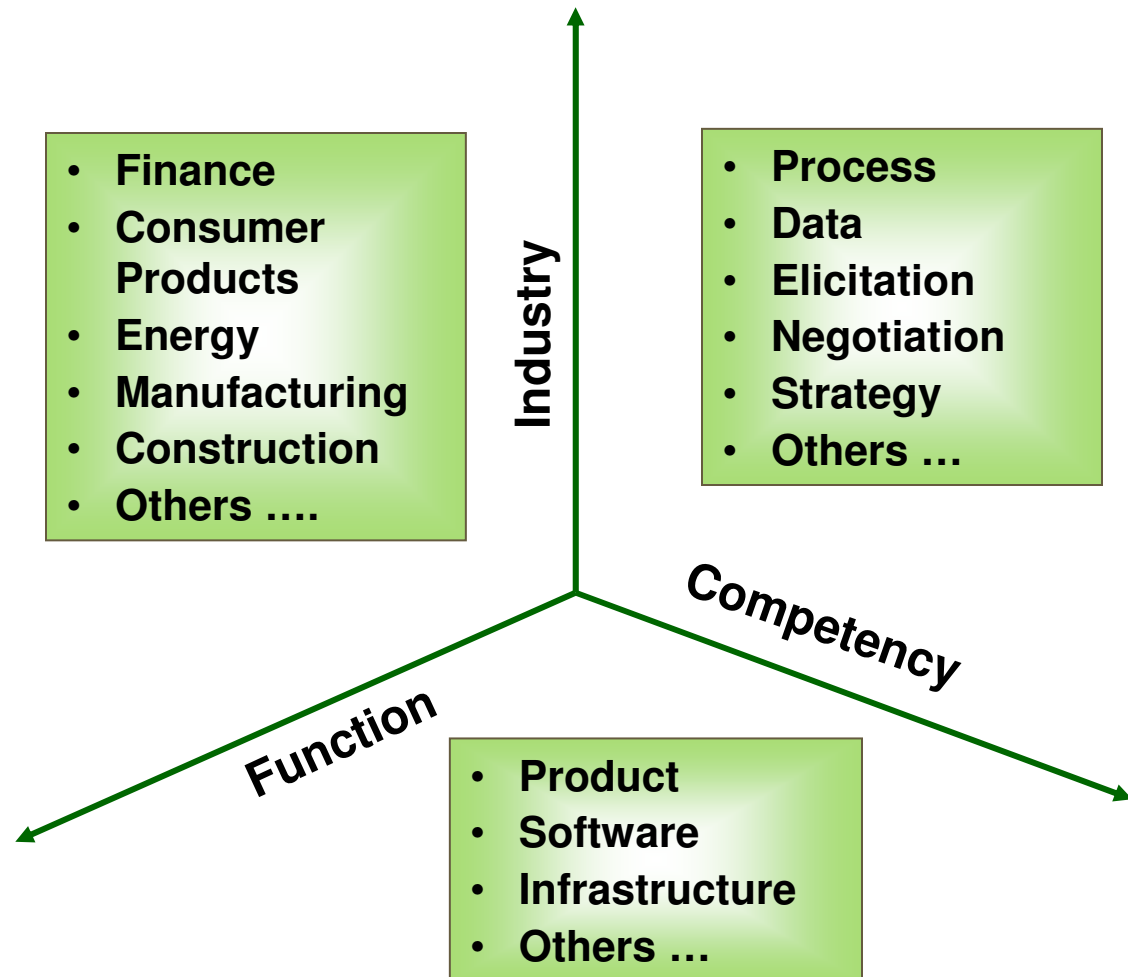
Generalists

The Developing Marketplace

The BA profession will mature along three axis

- Industry
- Competency
- Function

With continued strong demand for qualified generalists



Organization Types

Need for BAs = $f(\text{maturity, size, diversity})$

MATURITY

**Age of
Product Lines
Marketplace Stability
Competition**

- ❖ Established product lines & stable markets require limited business analysis
- ❖ Competitive and developing markets have a critical need for highly experienced generalists and specialists in the competency domain (e.g., strategic, marketplace analysis)

SIZE

**Number of Employees
Geographic Dispersion**

- ❖ Larger organizations can support higher levels of specialization
- ❖ Smaller organizations may be more dependent on generalists and hybrid BAs (i.e., possess knowledge across multiple professional domains)

DIVERSITY

**Number of Product
Lines
Marketplace Uniformity**

- ❖ Multiple product lines may require a combination of generalists and highly specialized individuals
- ❖ Highly specialized industries or niche markets will require specialists

In Conclusion

Demand for BA role is growing

- Organizations recognize that building a solution is not sufficient – they must understand the needs first to determine what needs to change

The BA profession will develop along three axis

- Industry
- Function
- Competency

Opportunities will exist for both strong generalists and specialists especially as the role becomes more formalized

Organizations need to determine the type and maturity of BA required to address current gaps in their capability

In Conclusion

IIBA will continue to evolve the BABOK®

- Extensions
- Specializations

IIBA will be releasing a competency model by end of 2009

- Help Business Analysts identify gaps in their capabilities
- Aid businesses in assessing current needs and capabilities