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

Ron Tolido

The Open Group 23<sup>th</sup> Enterprise  
Architecture Practitioners Conference  
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# The mission of the Open Group is exploring new areas...

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## About The Open Group

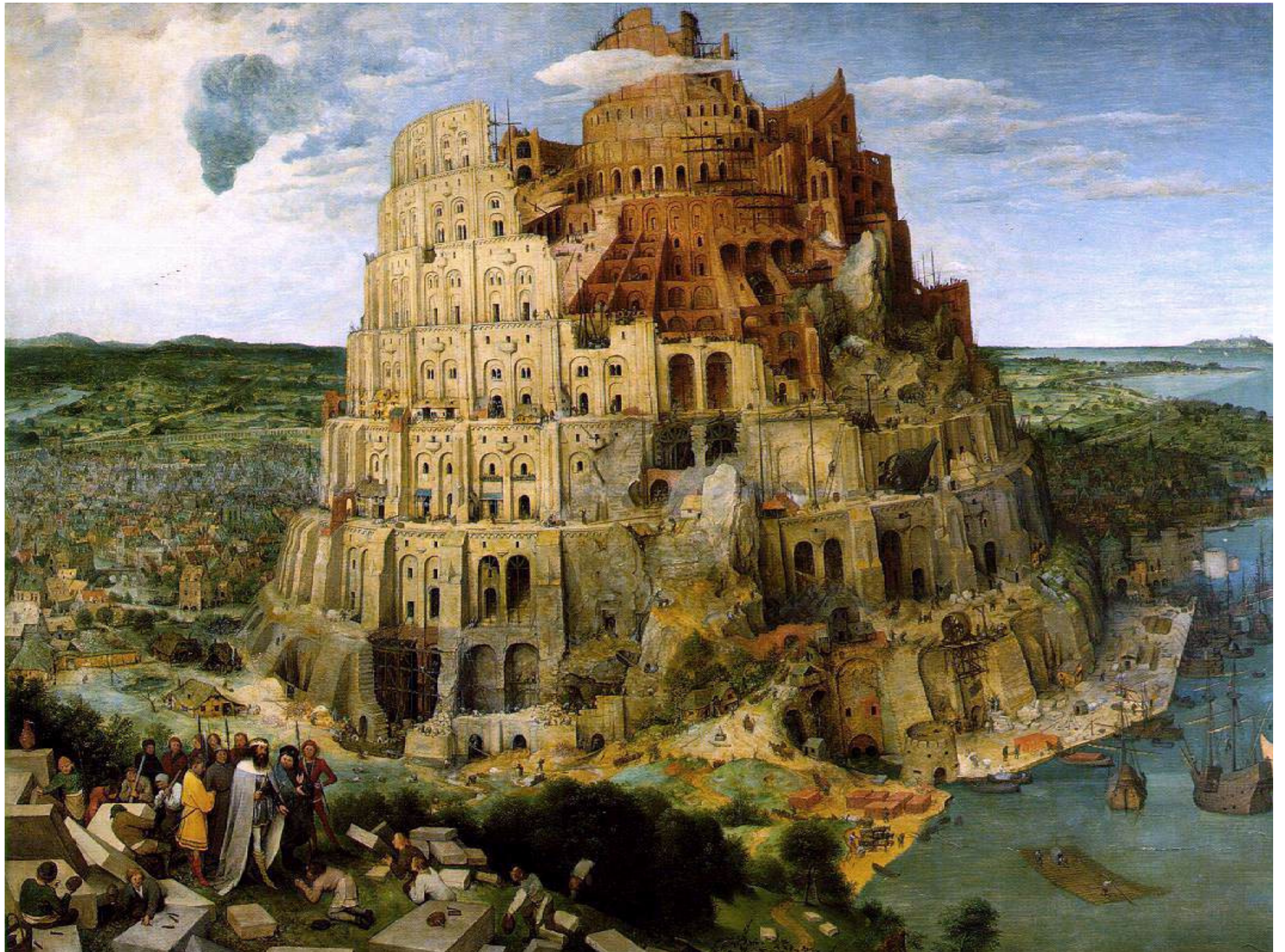
### Who We Are

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.



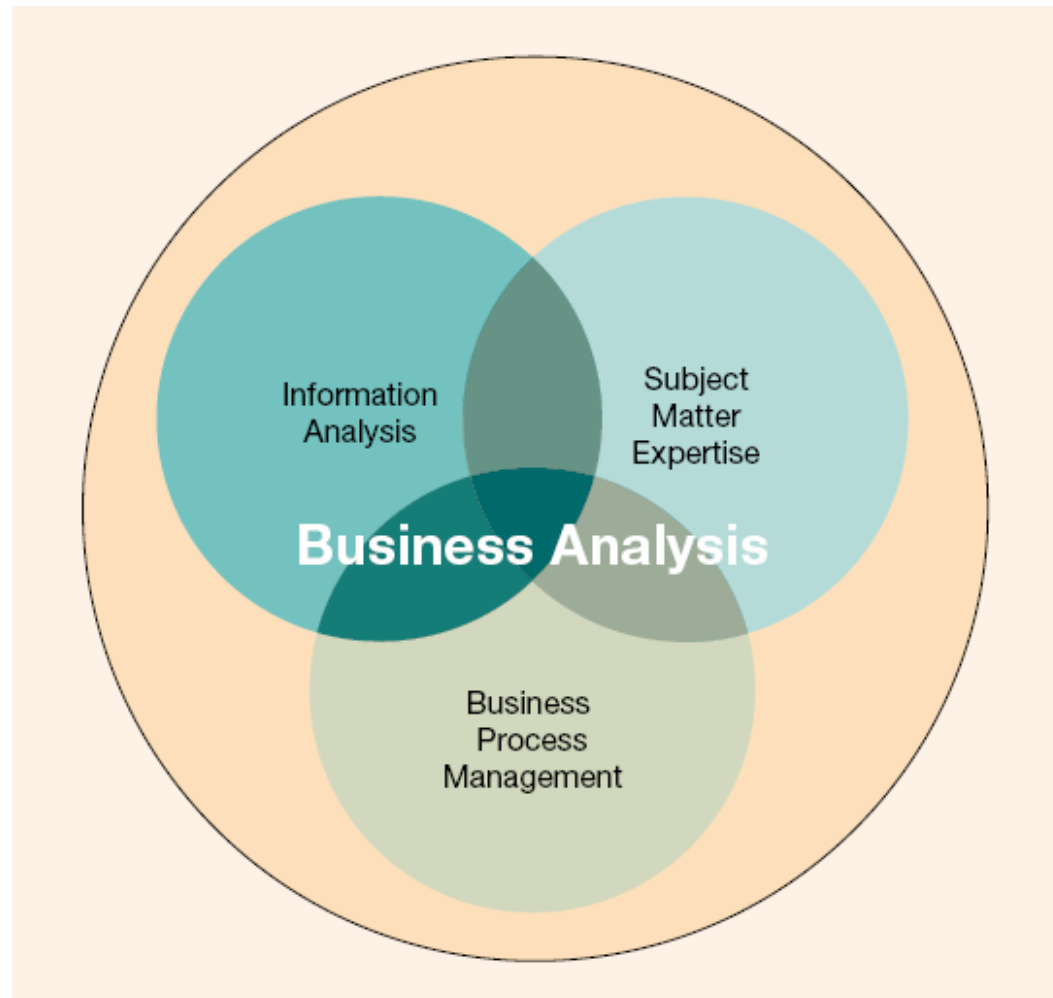
The Open Group works with customers, suppliers, consortia and other standard bodies to:

- 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



# Core competences of business analysis...

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

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## 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

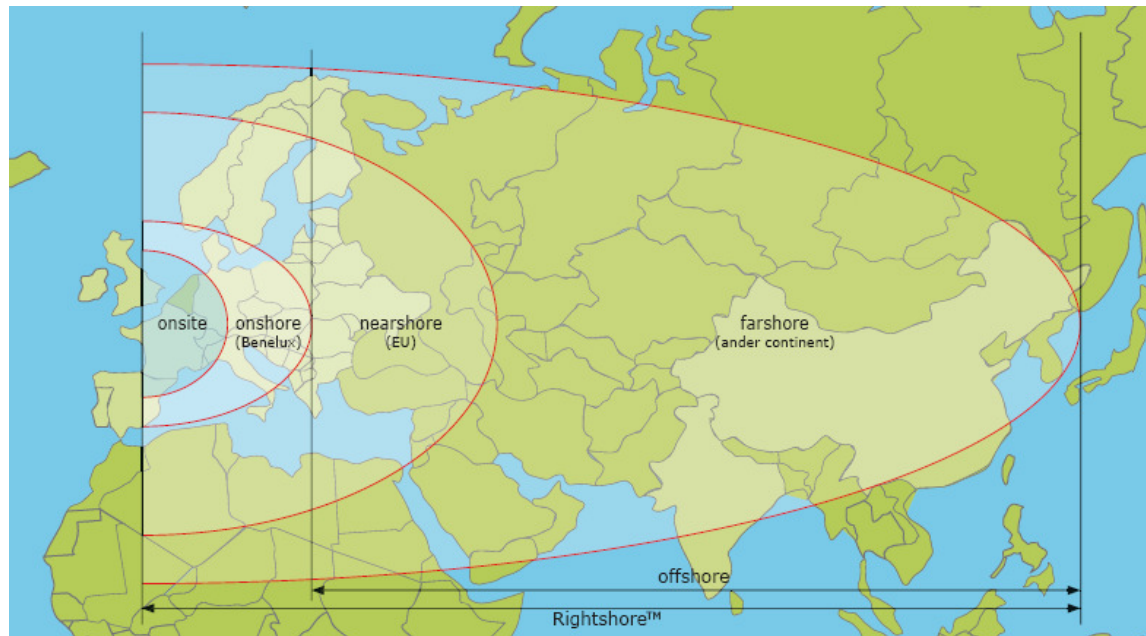
Experience business analysts

43178

Source: Forrester Research, Inc.

# 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 performance ...

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# ... and lean' process control...

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# ... and the rapid evolution of Business Technology solutions...

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# ... with the danger of a 'Bricolage approach'

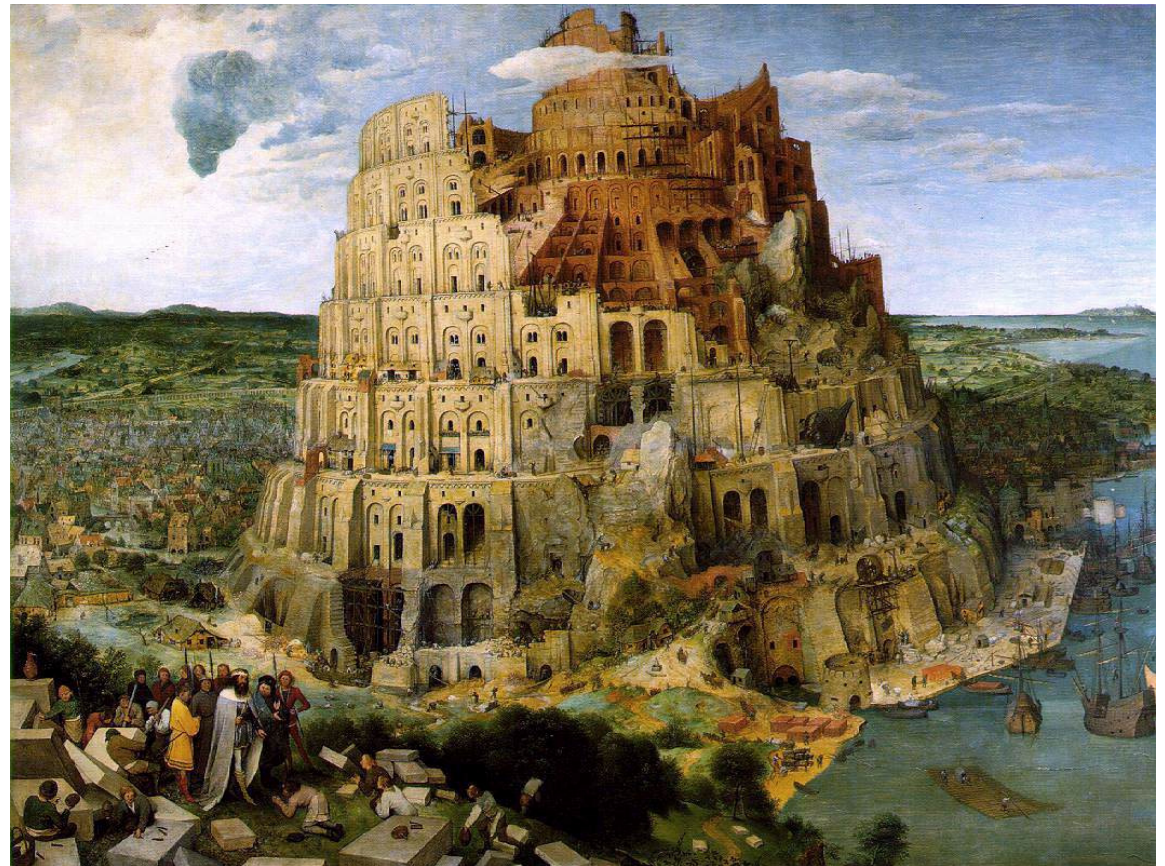
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# ... it all makes open standardisation inevitable

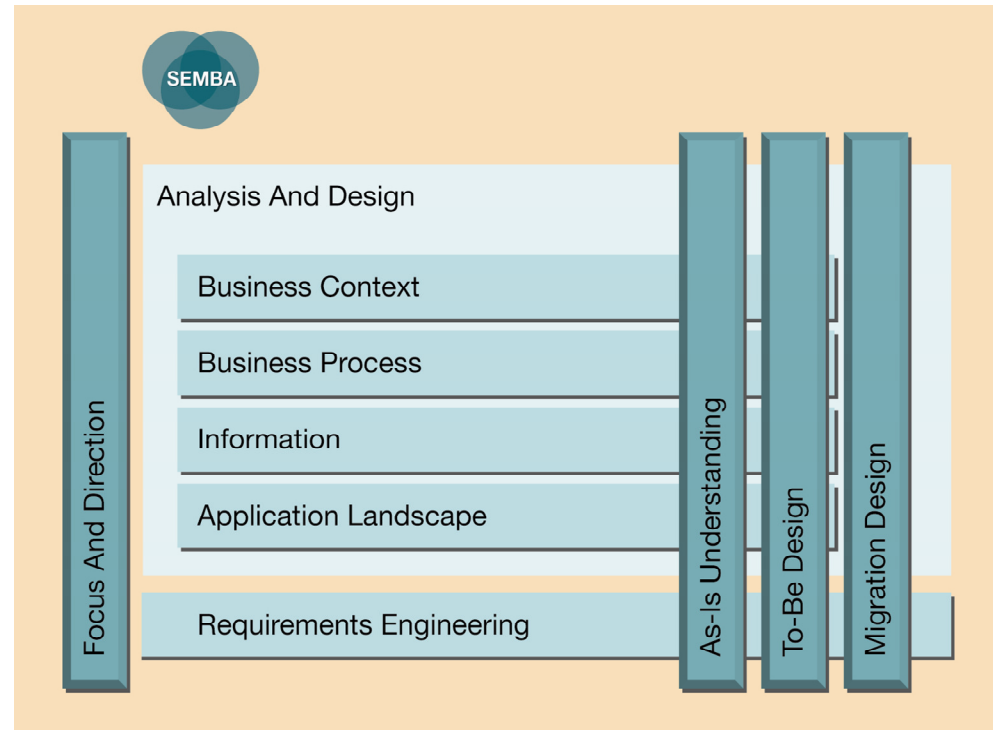
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- This growth in demand so far, however, has gone without a parallel effort towards standardisation in methodology. Different BA specialists use different methods; different methods apply different terminologies; scope and depth varies across the board. 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.



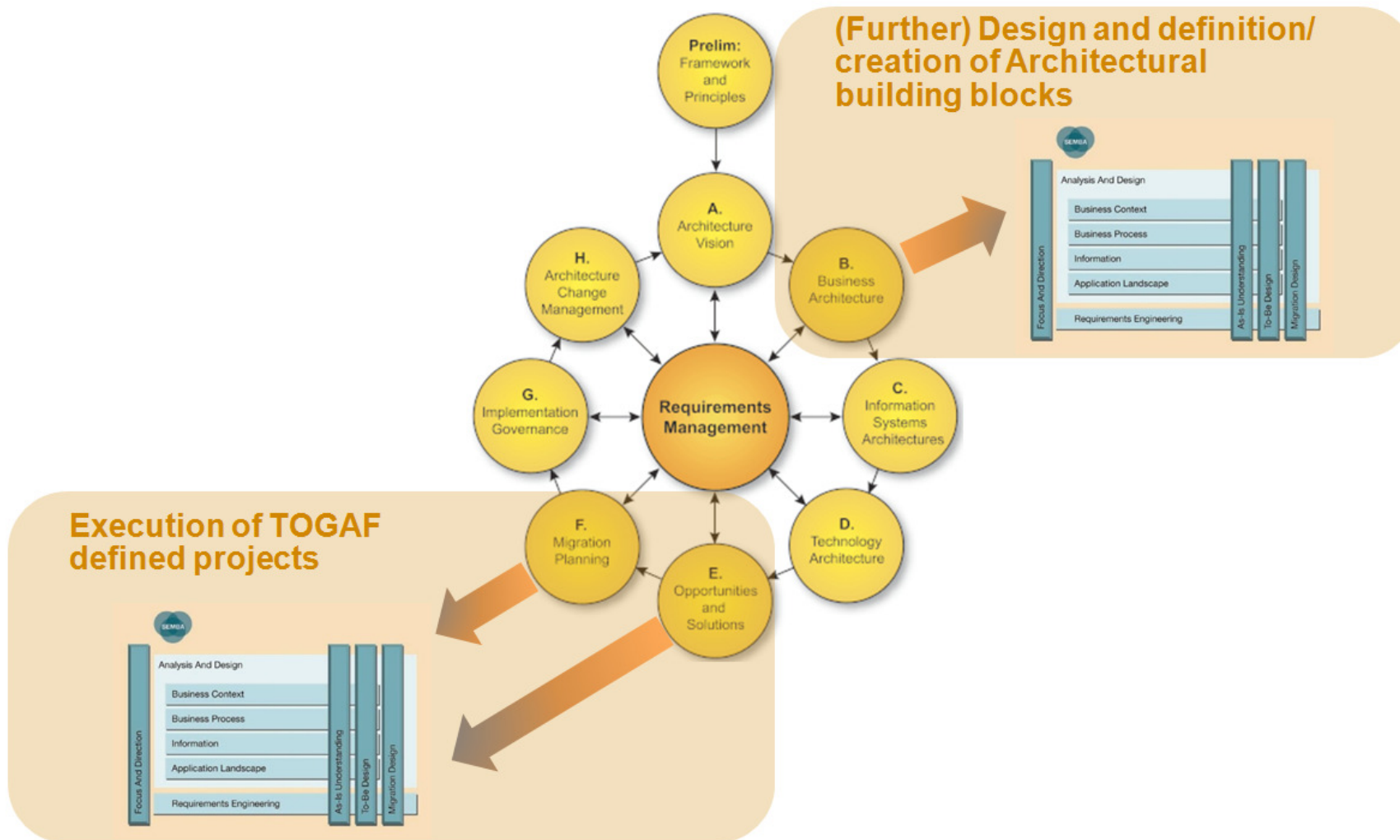
\* ... and from others, notably SAP's BPM framework ...

## .. which has some differentiators...

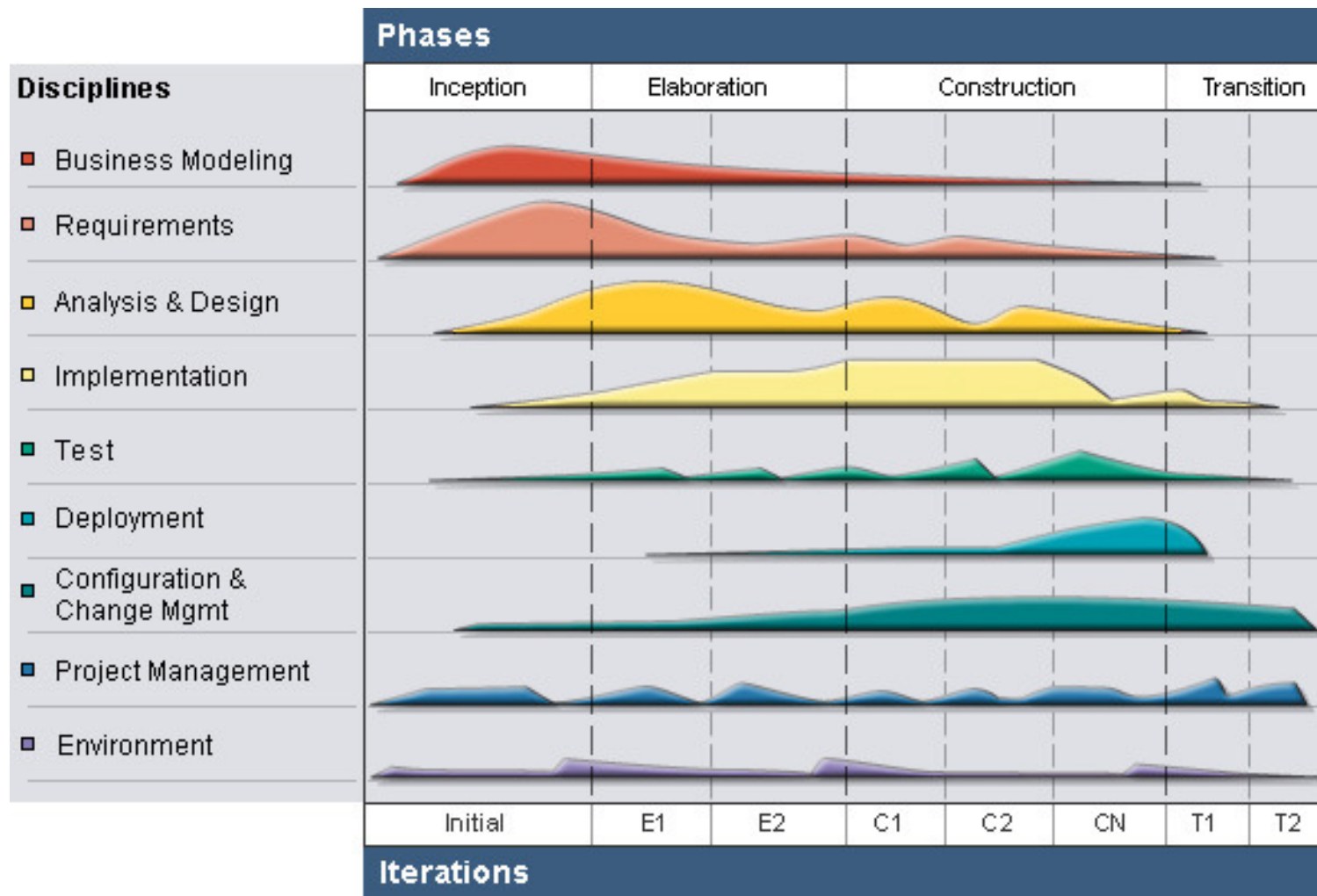
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- ❑ Holistic approach
- ❑ Incorporates all phases and streams, rather than subsets
- ❑ Scalability through Focus & Direction phase
- ❑ Strong emphasis on Migration Design and Roadmaps
- ❑ 'Holographic' structure enables different views and levels of 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

# Positioning relative to architecture becoming more clear...

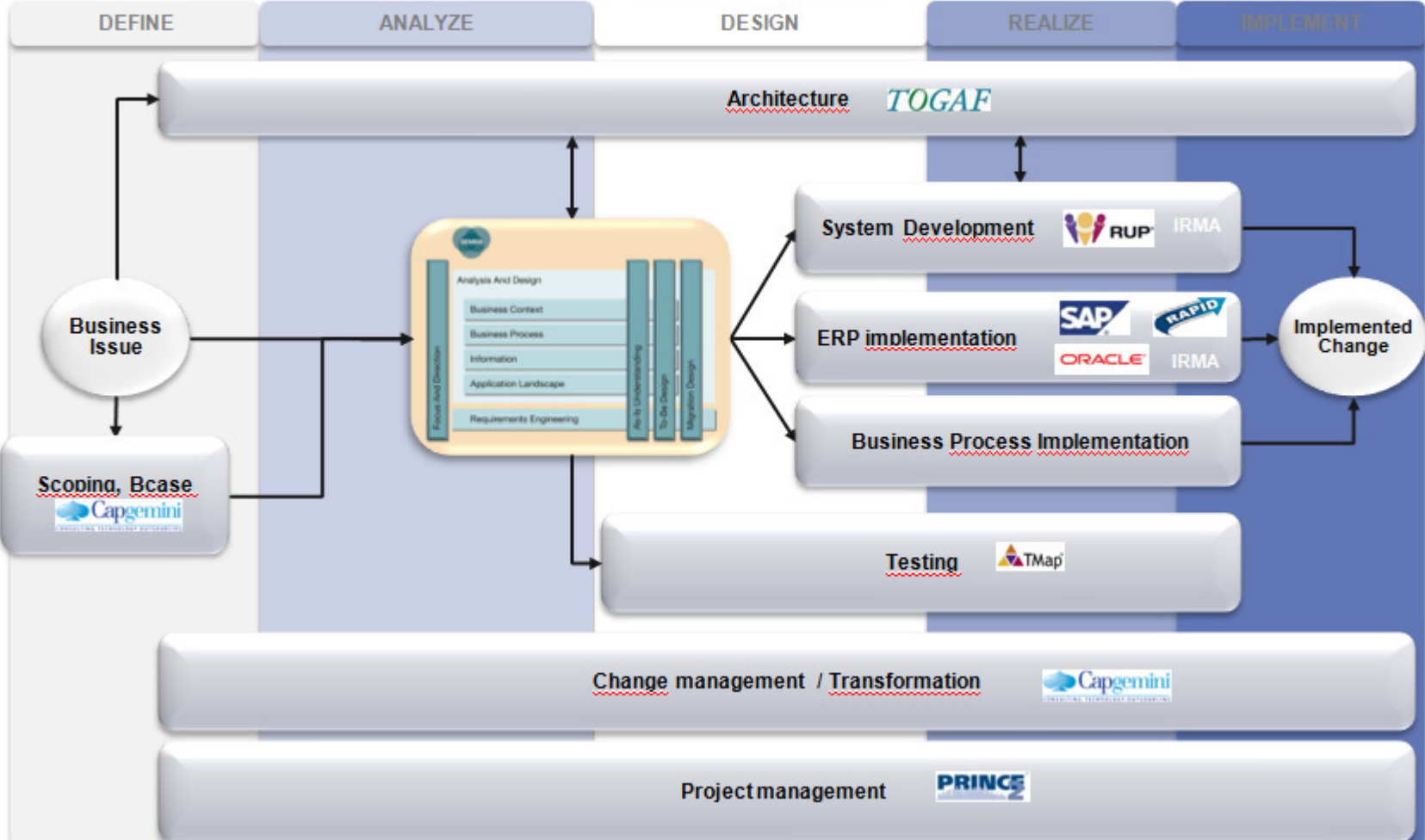


# ... also to systems development and ERP implementation ...

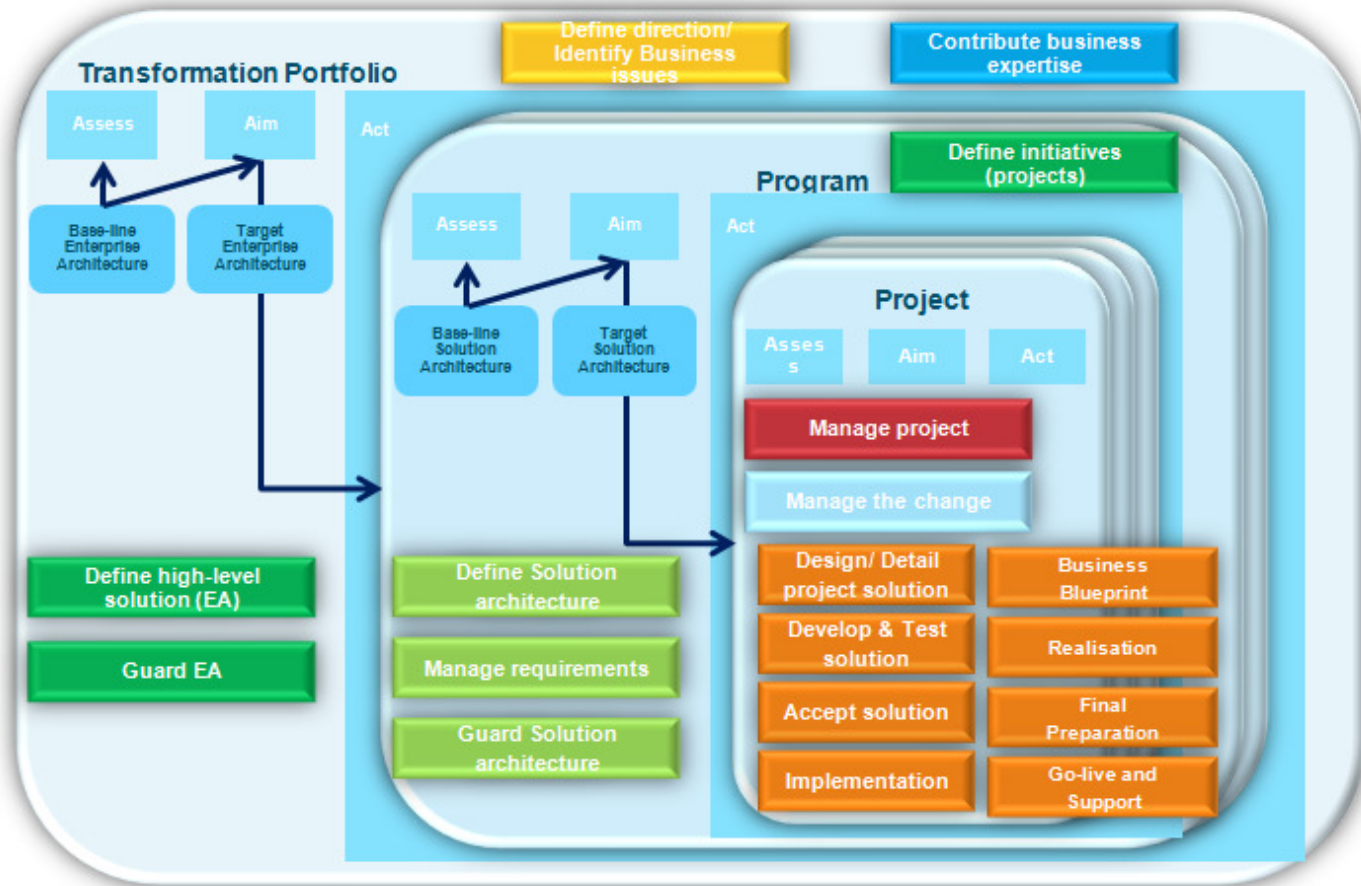




# ... we need to understand the entire life cycle ...



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



Legend: Colour identifies role:

Business Consultant

Enterprise Architect

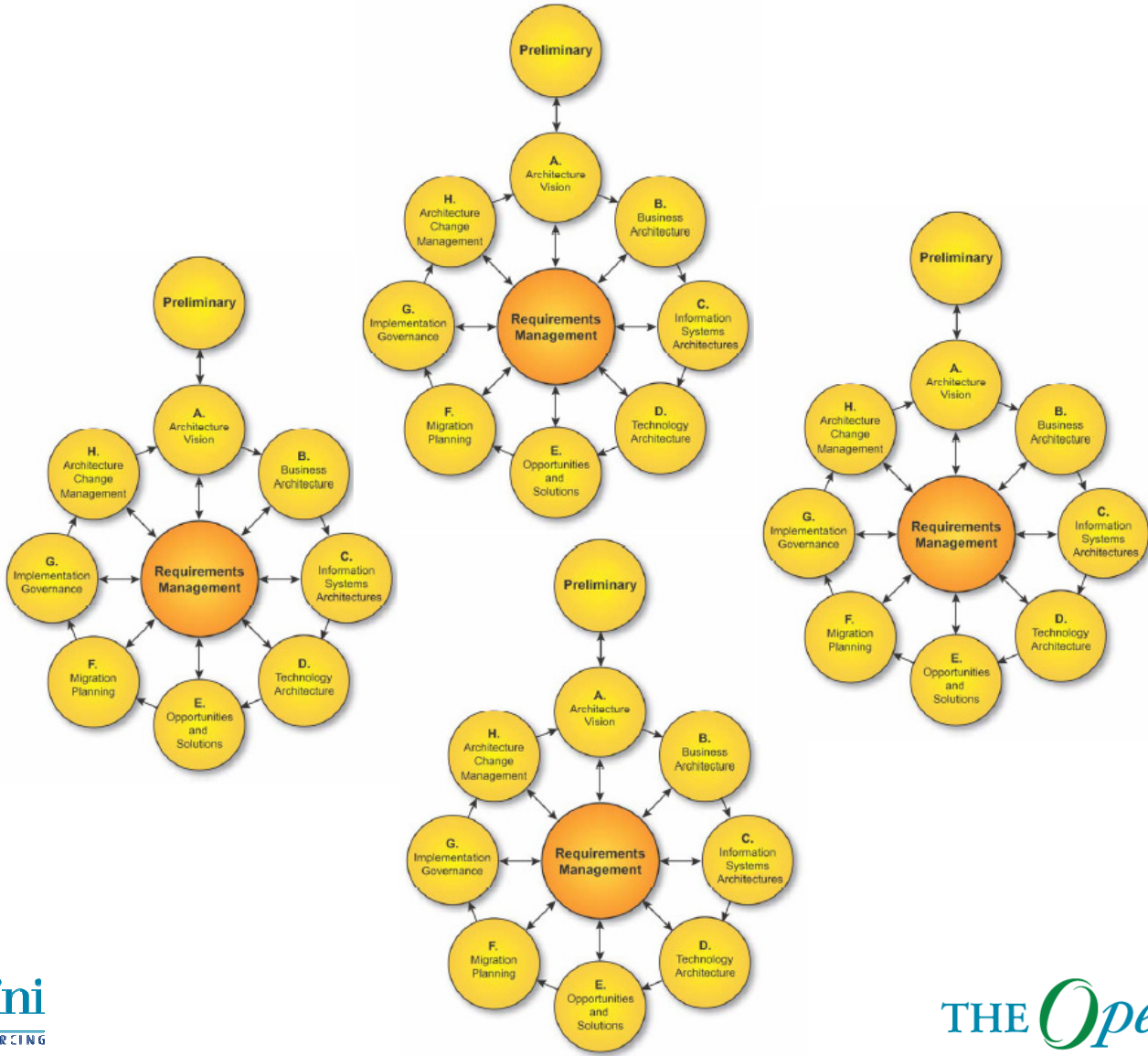
Solution Architect/  
Business Analyst

Engagement Manager

Change manager

Other

# We may need multiple crop circles...



# ... and there are great opportunities to align with other industry bodies ...

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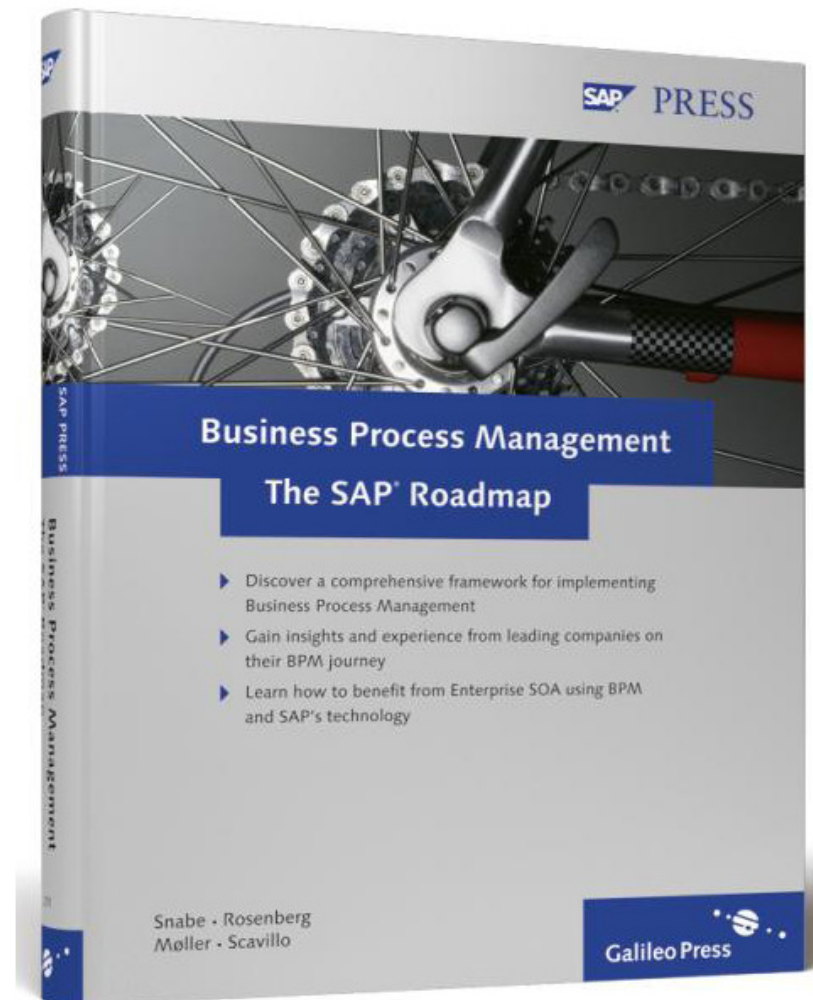
As seen on CIO.com! ["Business Analysts: A Key to Companies' Success"](#)

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# ... and input from major technology vendors as well...

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# BA could be focal area in further push of ITSC ...

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Certification Site

ITSC White Paper  
Press Release

## Endorsements

"The Open Group has defined an outstanding benchmark for IT specialists that makes it easier to identify the highly skilled and experienced IT professionals that world class companies are looking for. Another important advantage of the ITSC program is the effort to certify skills and experience, rather than academic qualifications only. So you can be sure to hire a practitioner that will master real-world IT issues. It is a challenge to become ITSC certified – that's why candidates holding these certifications will directly move on to the short list for any of my vacant IT positions. Get ITSC certified and you are well prepared for any future challenges in the IT market!"  
Andreas Buzzi,  
Head of Software

## IT Specialist Certification Program

[Click here](#) to view PDF Data sheet.

### ITSC

In today's global and highly competitive environment, businesses are striving for Boundaryless Information Flow™. They need to be flexible and able to quickly respond to changing market conditions irrespective of geographical boundaries, time zones, and organizational structures. The IT Specialist Certification (ITSC)

program was developed in response to a variety of emerging trends: the increasing speed of technological innovation demanding greater agility in IT implementations; the globalization of IT initiatives, resource allocation and sourcing, and the collaboration thus required among and between diverse teams; our escalating reliance on IT Specialists' ability to develop and deliver ever-more complex solutions, and the manifest need to distinguish those professionals who are most competent and experienced.

#### Program Features

ITSC is designed to verify the existence of those qualities and skills in a professional that enable the effective development, implementation and operation of IT solutions. ITSC offers:

**A Variety of Certification Streams:** An IT Specialist typically concentrates on one of two Technical Focus areas: Solution Development or Solution Delivery. Within each of these two Technical Focus areas, various Streams and Sub-Streams are identified against which the individual IT Specialist may certify. Please see the ITSC Conformance Requirements for details.

**Two Levels of Certification:** Two levels of Certification are available, depending on the length and characteristics of the IT Specialist's experience.

**Level 1: Certified IT Specialist** – able to perform as a contributing Specialist with assistance/supervision, with a wide range of appropriate skills



**Level 2: Master Certified IT Specialist** – able to perform independently as lead Specialist, and take responsibility for delivery of solutions



**The Directory of Certified IT Specialists:** The credential can be verified online, where The Open Group maintains a secure listing of all IT Specialists currently certified.

**Accredited Certification Programs (ACPs):** Organizations seeking a large number of certifications can apply for accreditation to establish a third-party program to facilitate the process for their own employees. The conformance requirements for ACPs are the same as for the direct certification program — all ITSC certified professionals must meet the same criteria.

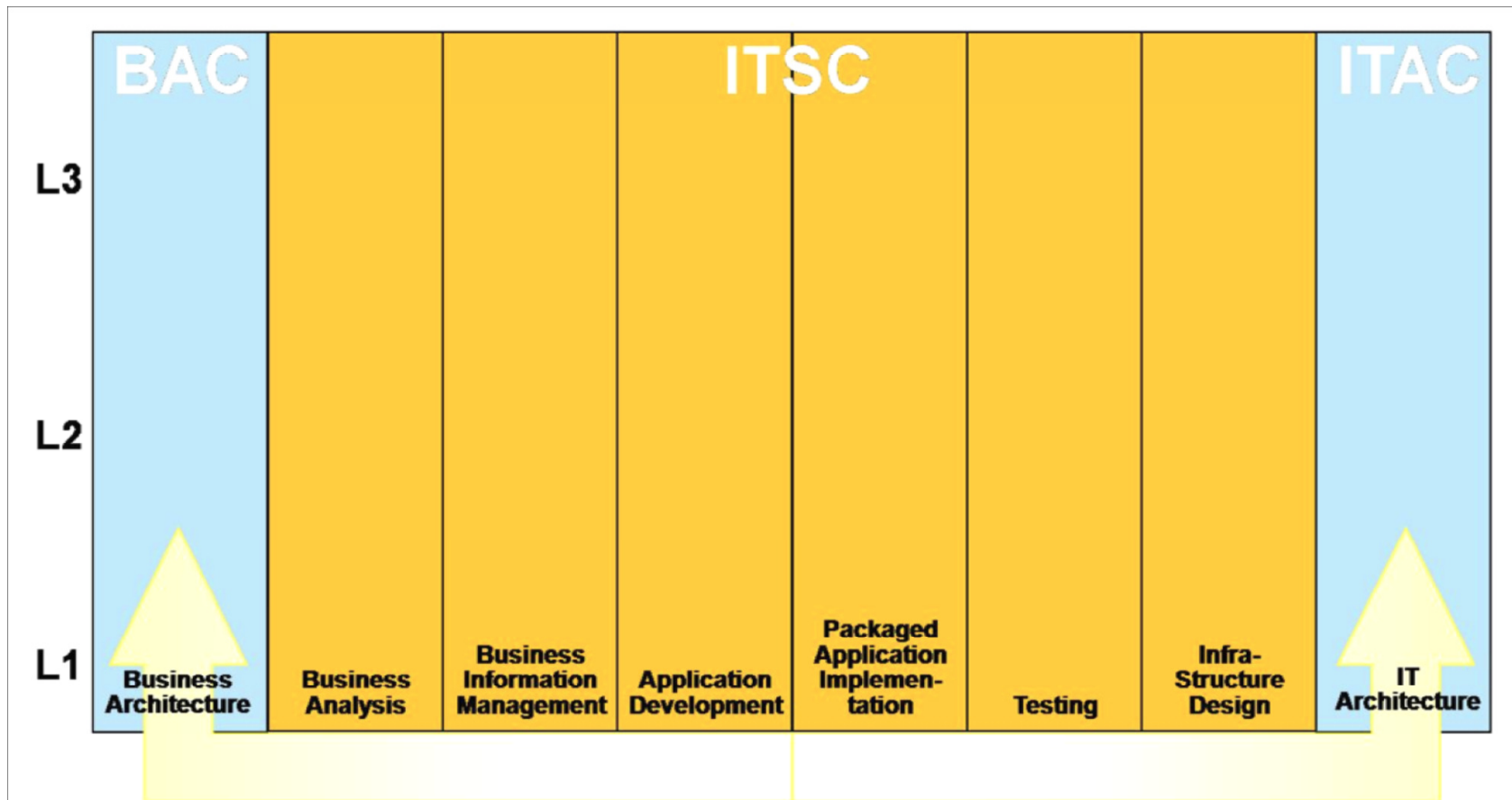
#### Differentiators

The Open Group IT Specialist Certification is distinguished from other credentials available to IT professionals, because it is:

- ▣ **Peer-reviewed:** A review board comprised of certified IT Specialists ensures that the skills and experience of each candidate meet the rigorous qualification standards.
- ▣ **Vendor-neutral:** ITSC was developed by a consortium of globally-recognized industry leaders and is warranted through administration and oversight by a vendor-neutral organization.

# ... and proposal for Business Architect Certification standard pending...

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X O P E N

PORTABILITY GUIDE



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