

Selling Business Analysis Internally

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The problem



- **Business managers:**
 - don't know what business analysts do
 - can't define the BA role and responsibilities
 - probably think BAs are 'something to do with IT'
- **Business analysts often can't define their roles either!**
- **Results:**
 - BAs aren't used effectively, or enough
 - assignments are poorly or wrongly defined
 - consultants are used – when an in-house capability exists

The solution



1. Define the BA role more clearly
2. Create a 'service portfolio'
3. Develop the arguments for using internal BAs
4. Increase professionalism – get qualified
5. Create a marketing plan
6. Go out and sell!

Stage 1 – Define the role



- **Business analysis is:**
 - a set of tasks and techniques...
 - used to work as a liaison among stakeholders...
 - to understand the structure, policies and operations of an organization...
 - and to recommend solutions that enable an organization to achieve its goals.

Source: IIBA BABoK V2.0 (2009)

Stage 1 – Define the role



- **Business analysis is:**

“the methodical investigation, analysis, review and documentation of all or part of a business in terms of business functions and processes, the information used and the data on which the information is based. The definition of requirements for improving any aspect of the processes and systems and quantification of potential business benefits. The creation of viable specifications and acceptance criteria in preparation for the construction of information and communication systems.”

Source: SFIA V3, 2005

Stage 1 – Define the role



- **Business analysis is:**

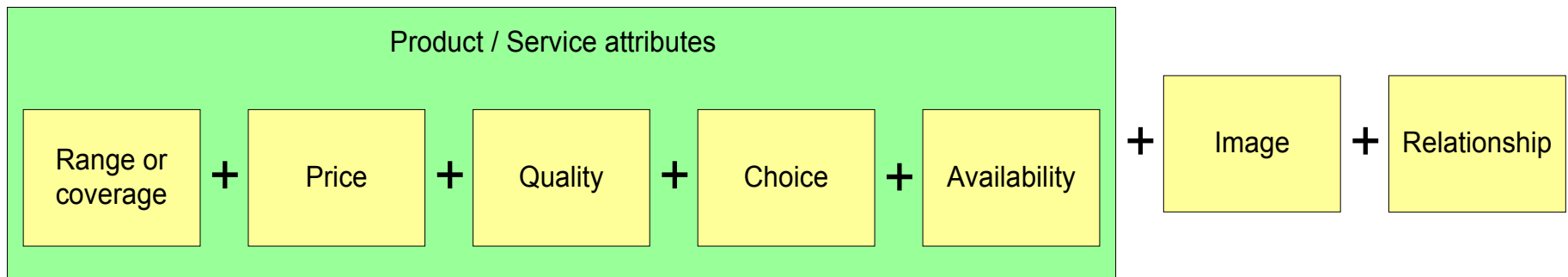
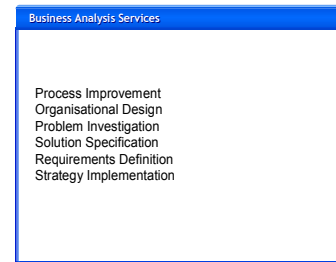
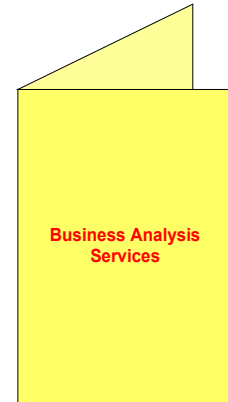
“an internal consultancy role which has the responsibility for investigating business situations, identifying and evaluating options for improving business systems, defining requirements and ensuring the effective use of information systems in meeting the needs of the business.”

Source: 'Business Analysis', BCS, 2010

Stage 2 – Create a service portfolio



- Product/service name
- Brief description
- Objective and benefits
- Customers
- Value proposition



Internal customer value propositions



	Manager	End User	Developer
Timing	Timely delivery of business changes	Sensible timing of changes - not overloading	When required for their work to begin
Financial	Realisation of financial benefits	Savings do not impact adversely	Accurate business case
Quality	Requirements fulfilled	Ease of use and reliability	Well-formed requirements

Stage 3 – Develop the arguments



- Knowledge of the organisation
- Understanding of business domain
- Relationships with stakeholders
- Faster start-up to assignment
- Loyalty to organisation
- Continuity for the future
- Retention of knowledge in-house

Stage 4 – Get qualified



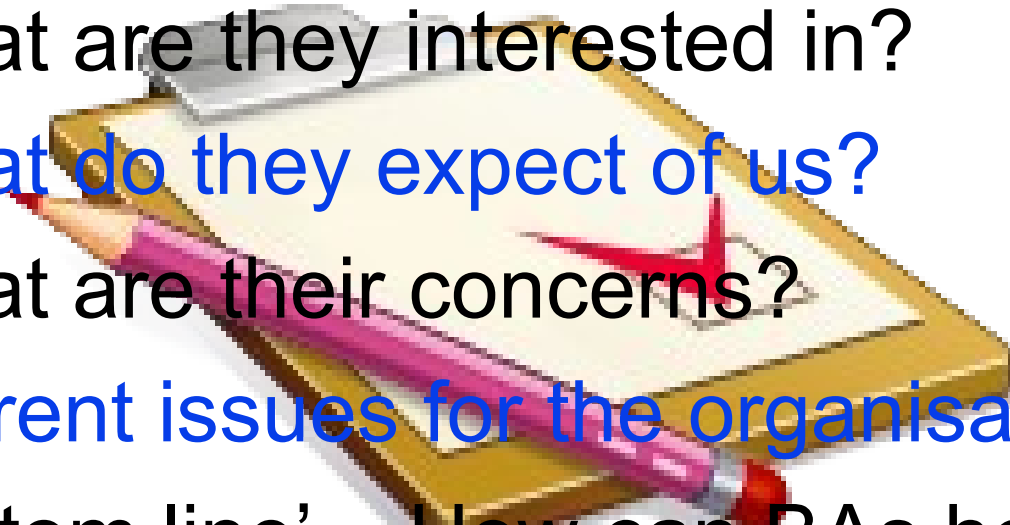
- Other professionals have qualifications
- So should BAs
- Two existing routes:
 - IIBA CBAP
 - ISEB Diploma in Business Analysis
- Both improve credibility of BAs



Stage 5 – Create a marketing plan



- Who are the target 'customers'?
- What are they interested in?
- What do they expect of us?
- What are their concerns?
- Current issues for the organisation?
- 'Bottom line' – How can BAs help with all this?



Stage 6 – Go out and sell!



- Presentations to senior management
- One-on-one discussions
 - with managers at all levels
 - with other people
- Lunchtime 'brown bag' sessions
- Also use your intranet...
- ... and internal newsletters



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