Business analysis as a service

The role concept

What do we mean by a role?

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The role definition

What can we expect from a role?

Role clarity:
- Expectations
- Behaviours
- Identity

Role ambiguity:
- Uncertainty
- Misunderstanding
- Lack of awareness

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Individual BAs and the role set

Effective performance

- Focus on the individual
- Limited belief in the role

Weak performance

- Role dismissed
- Lack of recognition

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Discussion 1

Each group to discuss:

What are the different BA customer groups?

What are the customer expectations of BAs?

BA as a Service –
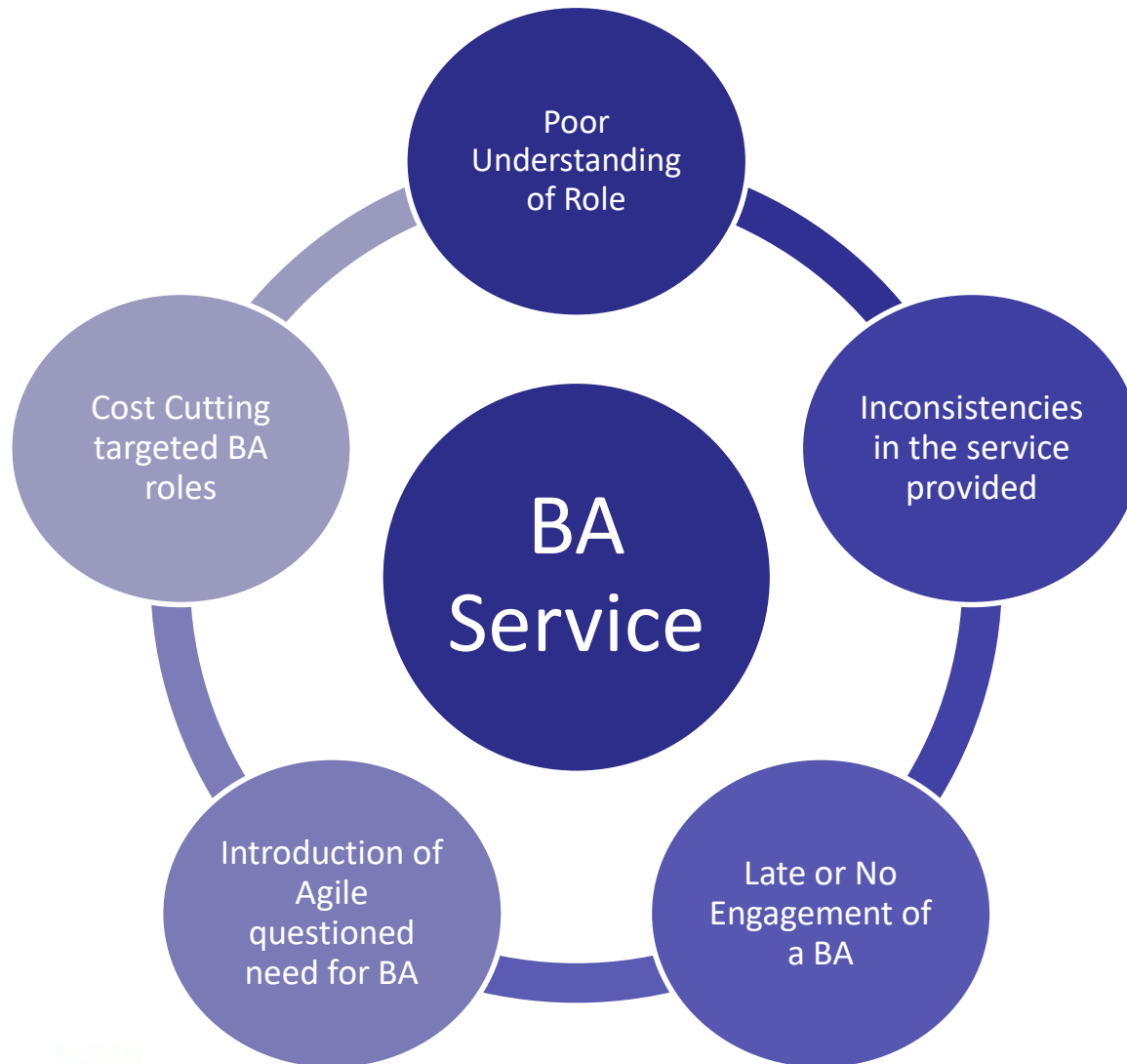*Case Study*

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The key challenge

BA Service

- Poor Understanding of Role
- Inconsistencies in the service provided
- Late or No Engagement of a BA
- Introduction of Agile questioned need for BA
- Cost Cutting targeted BA roles

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Defining the Service

Step 1 Engaged Assist KD → **Step 2** Reviewed Existing Service → **Step 3** Identified new services → **Step 4** Created Service Catalogue → Service Catalogue

Step 5 Identified BA Skills → **Step 6** Identified Competencies → **Step 7** Created Skills/ Competency Framework → Skills/ Competency Framework

Step 8 Developed Services / Skills Matrix → Skills/ Service Matrix

Step 9 Perform Skills Assessment for team → Skills Assessment of Team

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Service Catalogue

Enterprise analysis service

Service Name	Service Proposition (describes the value proposition that is offered to the customer of the service)	What is delivered (what will be delivered by the service)	How the service is delivered (the activities performed to conduct the service)
Enterprise Analysis	Portfolio roadmaps are defined that are aligned across the organisation and with corporate strategy.	Defined and prioritised roadmaps which align with corporate strategy and are consistent across all lines of business and back office services.	Generate and evaluate ideas.

Assess impact of suggested changes.

Define capabilities of the organisation.

Collaborate with customers to establish business priorities.

Define business architecture perspectives: organisation, process, people, information and technology.

Define consistent terminology across the organisation.

Establish high level business rules/policies.

Identify areas for re-use of business processes and technology. |
| | Customer value propositions are identified and clearly defined. | Customer value propositions. | |
| | Organisational capabilities and value streams are clearly defined. | Defined capabilities and value streams. These may be supported by an information concepts model and/or business rules definitions. | |

Skills Definition with Competencies

Skill Title	Business case development (premium skill)
Skill Description	Use methods and techniques for constructing and presenting business cases for proposed initiatives. Identify options, evaluate their business, financial and technical feasibility, and assess risks and impacts for each option. Make recommendations for the selection of options. Present and communicate the business case to all relevant stakeholders.

Competency Level	Competency Level Description
Aware	• Explain the relevance of the business case and the need to maintain it throughout a change project. • Describe the content of a business case and the rationale for each component. • Explain the principles of cost/benefit analysis and the relationship with the business case. • Support the development of business cases for simple change initiatives.
Proficient	• Conduct business case development and management independently for complex change initiatives. • Apply business case standards and policies. • Coach colleagues in the development and management of business cases. • Present complex business cases to stakeholders and facilitate the approval of complex business cases.
Expert	• Determine quality standards for business case development and management. • Develop the tools, skills and knowledge required to support business case development and management across the business analysis practice. • Collaborate with senior stakeholders to support the development, presentation and management of business cases for highly complex change initiatives.

Skills/Service Matrix

Professional skills	Description	Services				
		Enterprise Analysis	Portfolio Prioritisation & Analysis	Product & Capability analysis	Technical Requirements Analysis	Agile Product Analysis (Product owner)
Benefits management (premium skill)	Create the benefits plan for the delivery of benefits identified within a business case including the categorisation of the benefits, the allocation of benefits owners and the definition of specific measures by which the realisation of the benefits can be evaluated. Monitor benefits in the light of the business case and any changes occurring during the change lifecycle. Collaborate with the benefit owner to enable the realisation of benefits where necessary.		Proficient			
Business case development (premium skill)	Use methods and techniques for constructing and presenting business cases for proposed initiatives. Identify options, evaluate their business, financial and technical feasibility, and assess risks and impacts for each option. Make recommendations for the selection of options. Present and communicate the business case to all relevant		Expert			
Business information analysis and modelling (core skill)	Select and apply relevant analytical and modelling techniques to investigate, analyse, interpret and represent the information used within the enterprise. Define the information structures that describe the information concepts and the relationships between them, and enable the recording, reporting and use of information within the	Expert	Proficient			
Business process definition and improvement (core sk)	Use methods and techniques to construct views of business processes at different levels, from value stream to individual task. Analyse documented business processes to identify opportunities for improvement through automation, streamlining or redesign. Evaluate the impact of business process changes upon capability dimensions such as IT systems, people skills, roles and responsibilities, and organisational or management structure.	Expert		Proficient	Aware	Aware
Business rules definition (core skill)	Use appropriate techniques to identify and define the rules that govern management decision-making and specify, constrain or enable the operation of the enterprise.			Proficient	Proficient	Proficient
Capability management (core skill)	Identify, analyse, document and manage the business capabilities required to align with the organisational strategy and environmental context.	Expert	Proficient			
Gap analysis (core skill)	Investigate and analyse the gap between a current and target state using relevant techniques. The identification of the actions required to transition between the states.	Expert	Proficient			
Information elicitation and documentation (core skill)	Collect, uncover, analyse and record information relevant to a problem, opportunity or business need that requires investigation. Select and apply techniques appropriate to the situation, the information requirements and the available sources.			Proficient	Proficient	Proficient
Planning and scoping (core skill)	Establish the scope of a change initiative and identify the resources, impacts, and cost, quality and time constraints, that are relevant to its successful achievement.		Expert	Proficient		Proficient

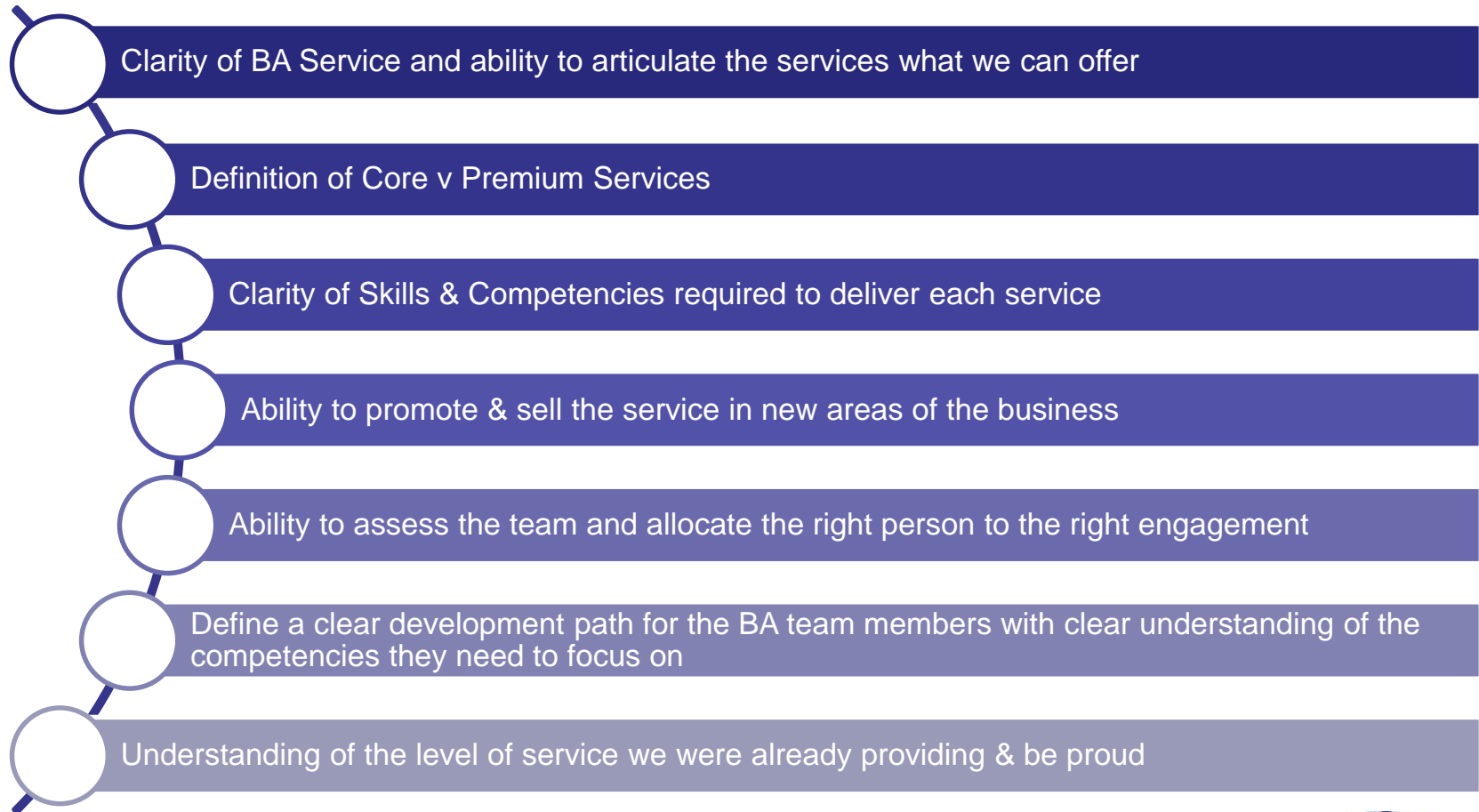|	
Aware	(green)
Proficient	(light blue)
Expert	(dark blue)

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Discussion 2

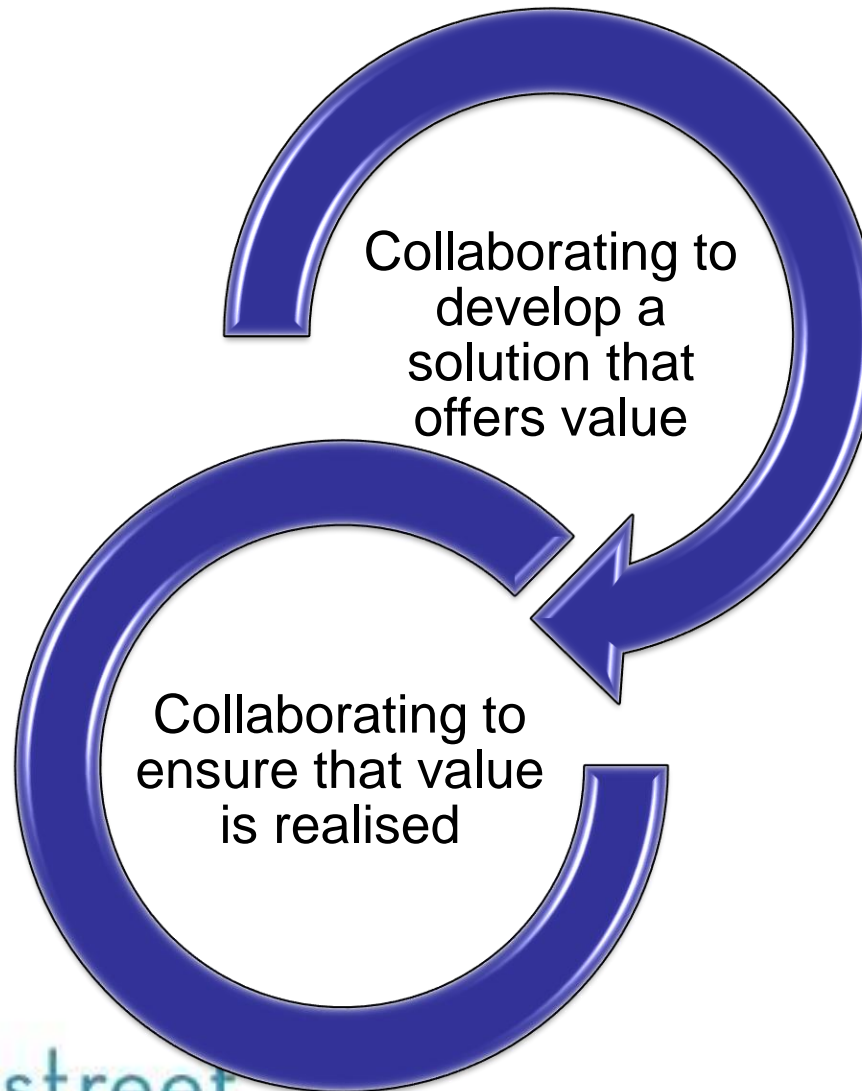Each group to discuss:

- What are the services offered by business analysts?
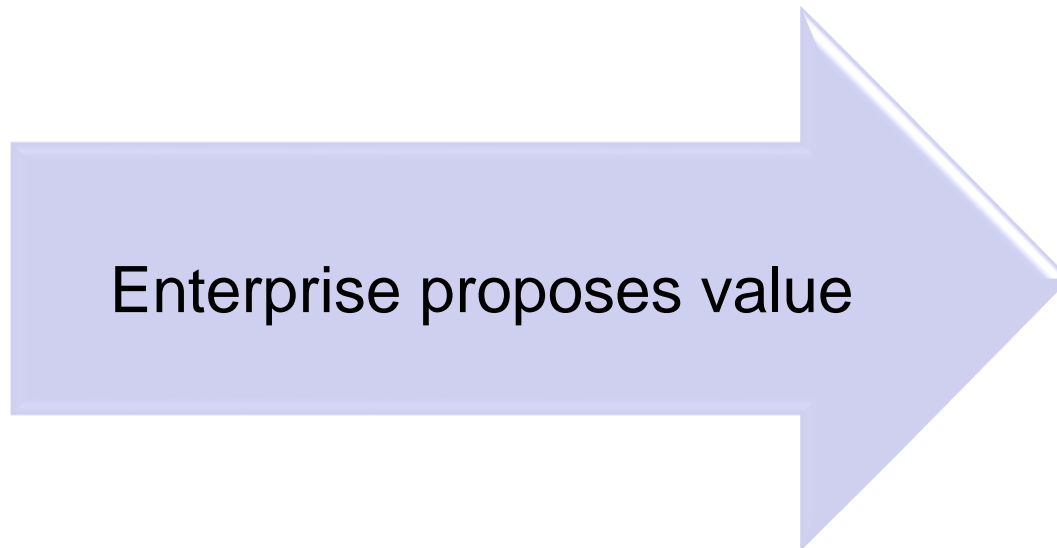
- Discuss the value proposition for that service

Benefits Realised

- Clarity of BA Service and ability to articulate the services what we can offer

- Definition of Core v Premium Services

- Clarity of Skills & Competencies required to deliver each service

- Ability to promote & sell the service in new areas of the business

- Ability to assess the team and allocate the right person to the right engagement

- Define a clear development path for the BA team members with clear understanding of the competencies they need to focus on

- Understanding of the level of service we were already providing & be proud

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Value co-creation

Collaborating to develop a solution that offers value

Collaborating to ensure that value is realised

Services and value propositions

Enterprise proposes value → Customer expects value

Discussion 3

Each group to:

- Select one service

- Define the activities required to conduct that service

- Define the skills required to perform the activities