




**Enabling Innovation through  
Business Analysis**

10 November 2017

# Agenda

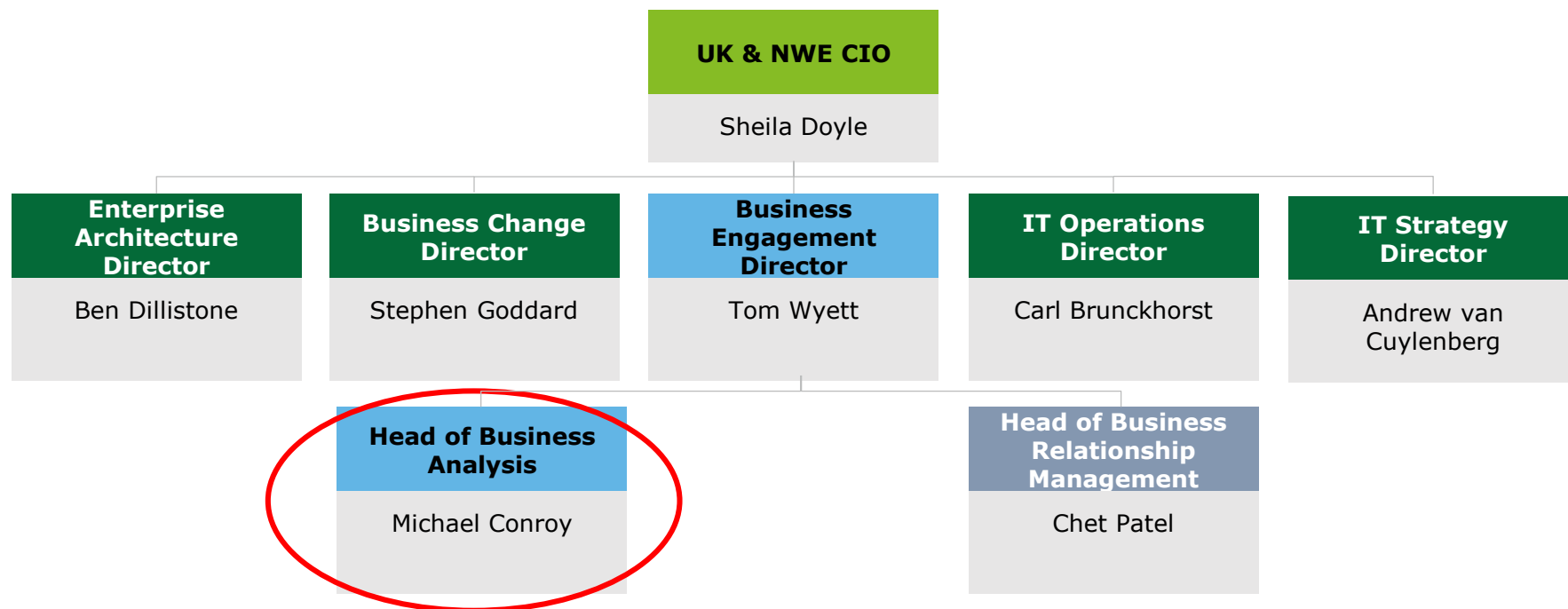
 <b>Session</b>	 <b>Duration</b>	 <b>Presenter</b>
Opening – Where did Business Analysis enabling Innovation begin for us and what were my initial concerns	10 mins	Michael Conroy
Breakout – What does Innovation mean to your organisation? What part can BAs play in Innovation?	20 mins (15 group discussion/5 playback)	All
Main Presentation – The internal Deloitte BA Experience	20 mins	Cristina Belles Edo Deen Najimudeen
Breakout – What is the DNA of a successful Innovation BA?	20 mins (10 group discussion/5 playback / 5 overview)	All
Group discussion- What is required of the practice lead to get BAs involved?	15 mins	All
Summary and close	5 mins	Michael Conroy

# Opening

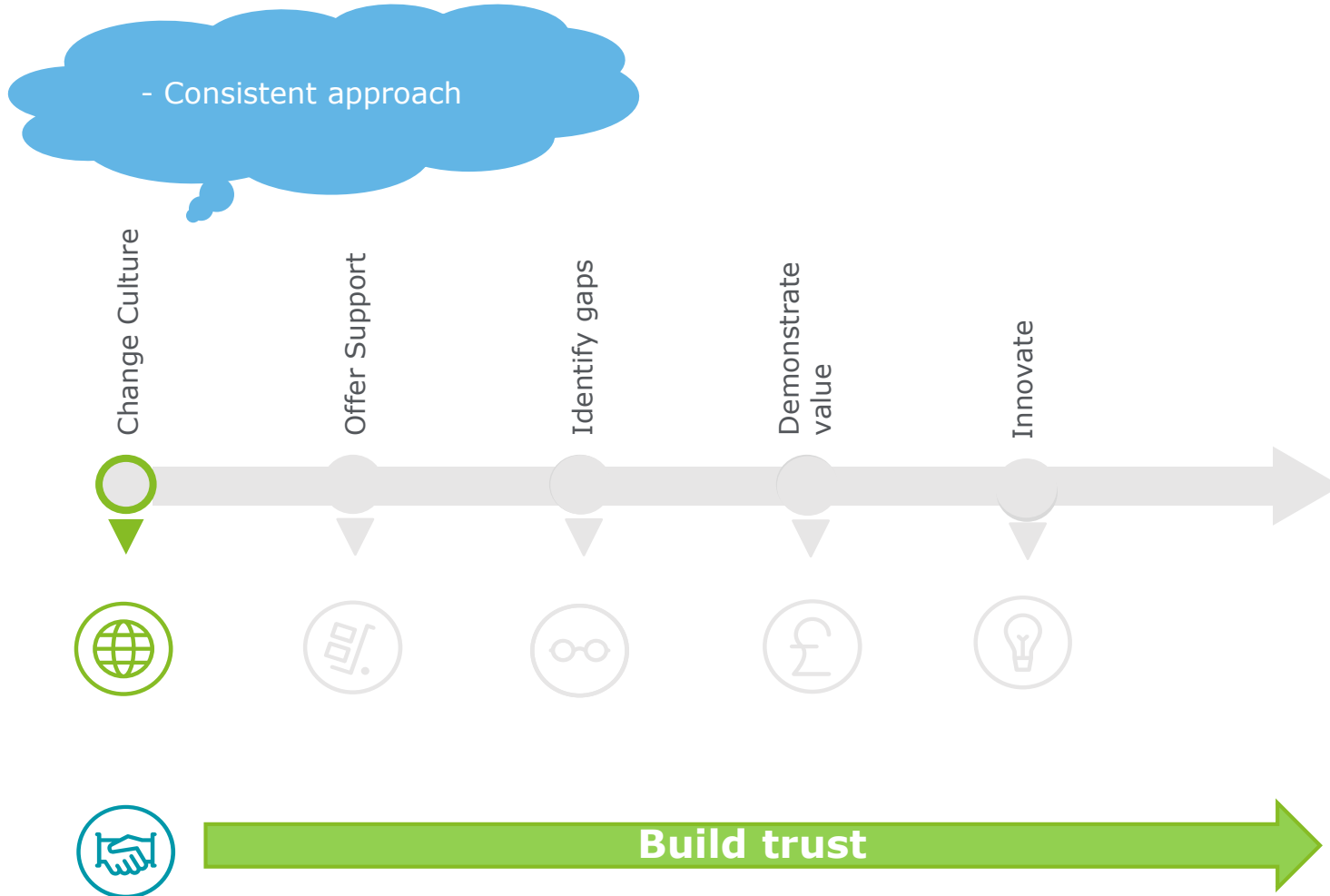
Michael Conroy

# Organisation chart

## Internal IT Services



# Our Innovation journey

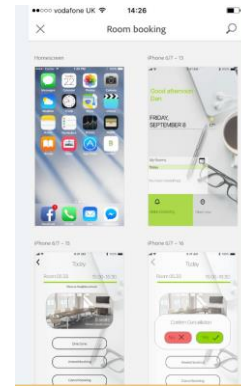
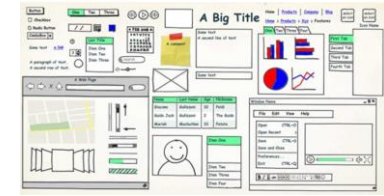


# ITS Business Analysis Tools

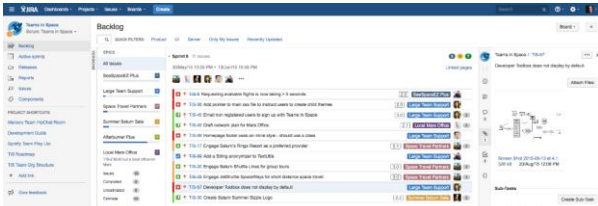
## Process Maps



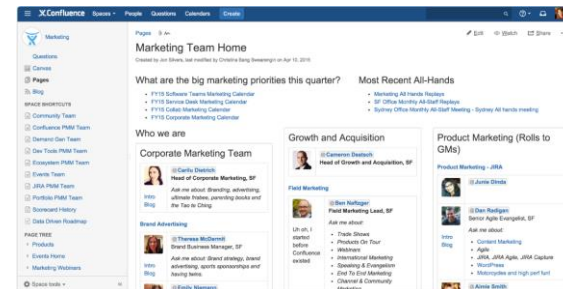
## Wireframes



## Requirements



## Collaboration



[Project Name]

Business, Functional and Non-Functional Requirements

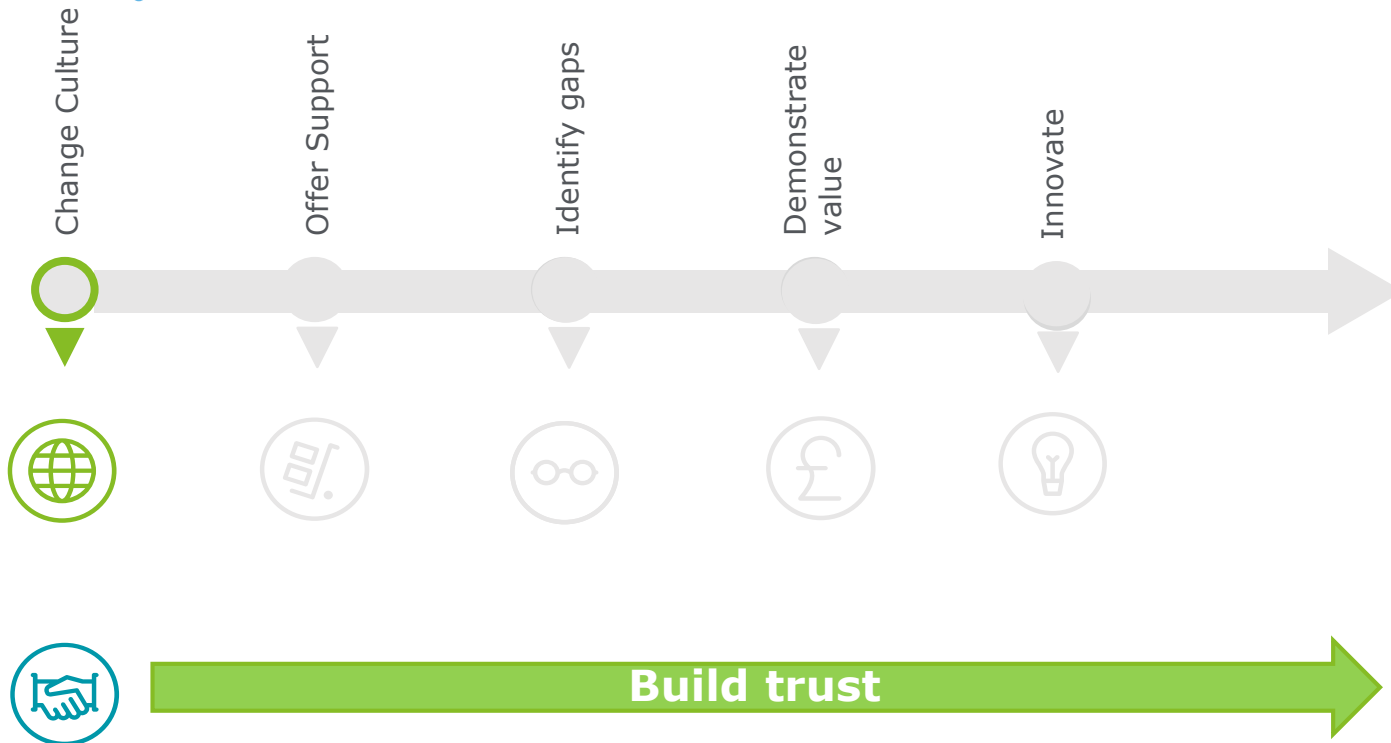


- Functional Requirements**  
ing non-functional categories are covered:
- Performance
  - Security
  - Access Permissions and constraints
  - Archiving and retention
  - Maintainability
  - Availability
  - Usability
  - Accessibility
  - Capacity
  - Business Continuity
  - Backup and recovery
  - Compatibility
  - Portability

Questions	Req ID	Requirement	Priority	S
Please specify any performance targets, e.g., response times, transaction speed.				
Please identify any critical processing periods, cut offs, unusual peaks, patterns of business activity (PBA) etc. What key factors/elements/events are responsible for this critical processing period? For an existing service, are there any existing				

# Our Innovation journey

- Consistent approach  
- Alignment to business



What does Innovation mean to your organisation?

What part can BAs play in Innovation?

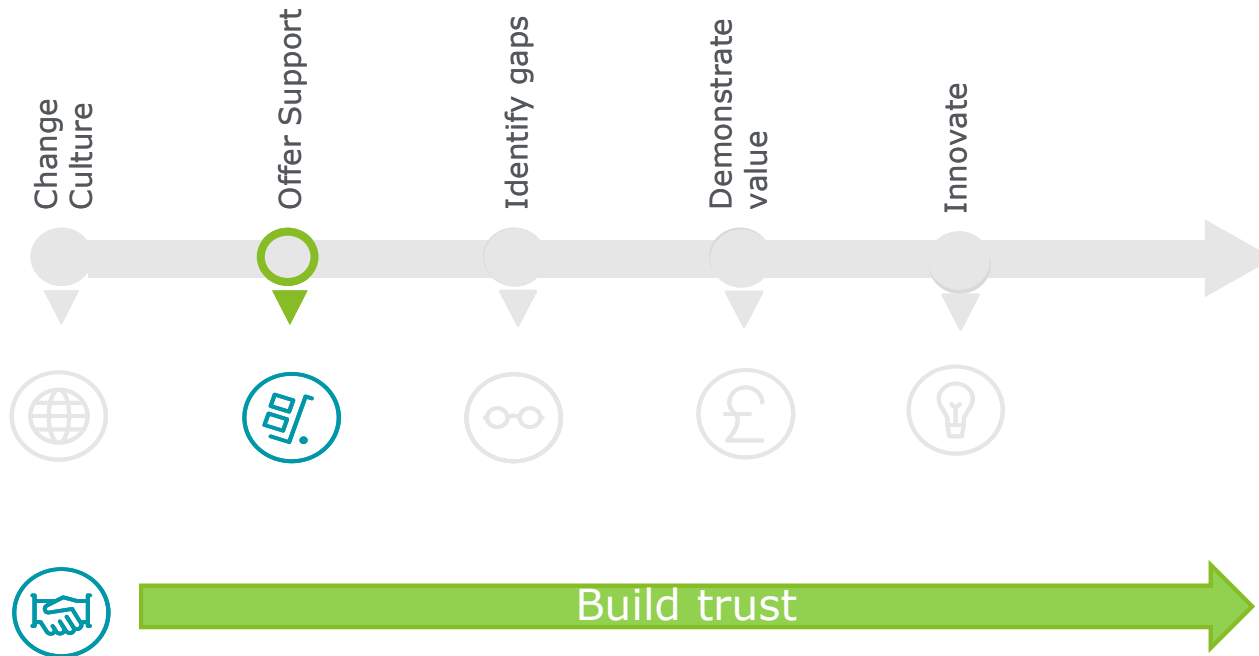




# What does innovation mean to Deloitte Internal IT Services?

**Innovation is the implementation of a positive change which is not provided within Deloitte today and makes our lives better through the delivery of direct or indirect business value.**

# Our Innovation journey

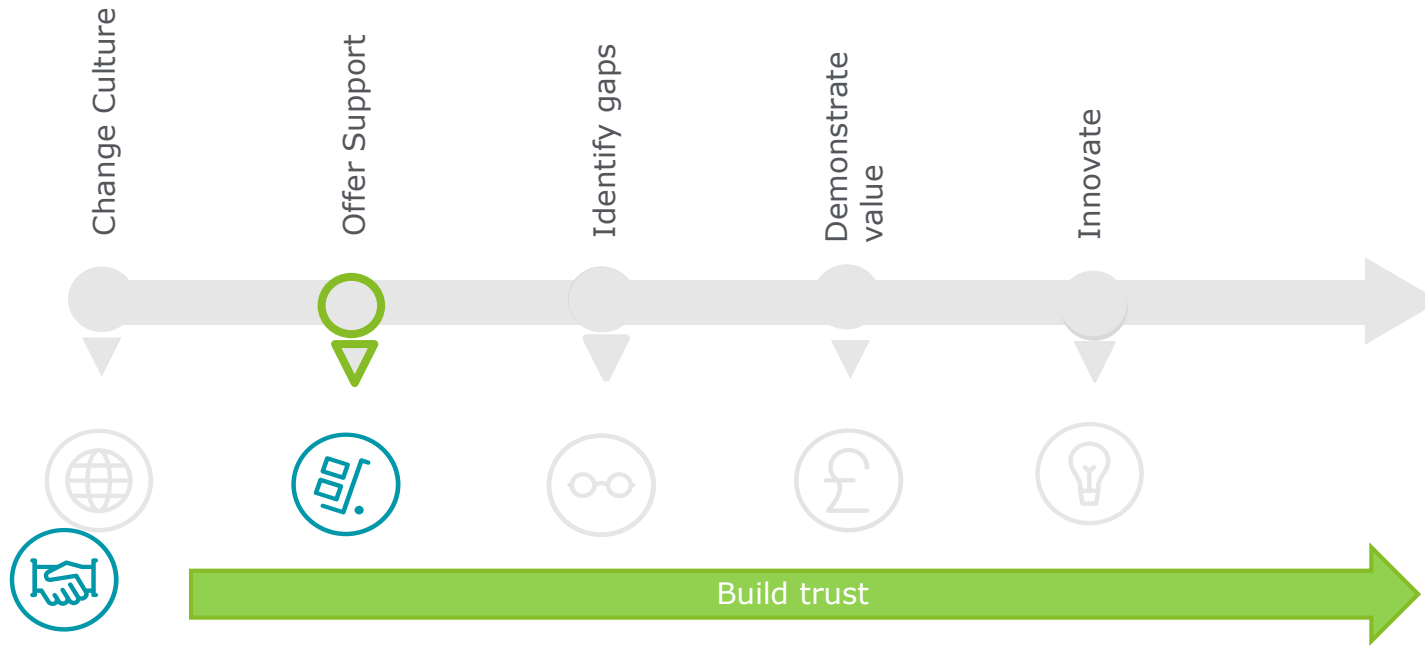


# **The internal Deloitte BA Experience**

Cristina Belles Edo  
Deen Najimudeen

# Cristina's experience Financial Advisory

*Identify the way FA works  
Understand their AS IS  
position*

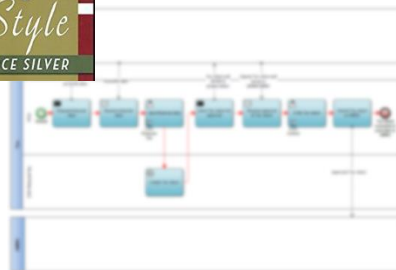
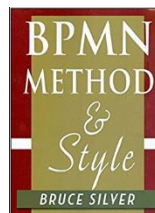


# Cristina's experience Financial Advisory

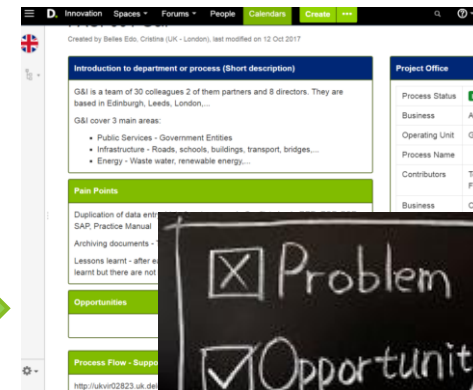
What do we do as a  
Business?



How did Business  
Analysis identify gaps?



Confluence



Change Culture

Offer Support

Identify gaps

Demonstrate  
value

Innovate



Build trust



# Cristina's experience Financial Advisory

*Discuss pain points with  
IT and Innovation EA*



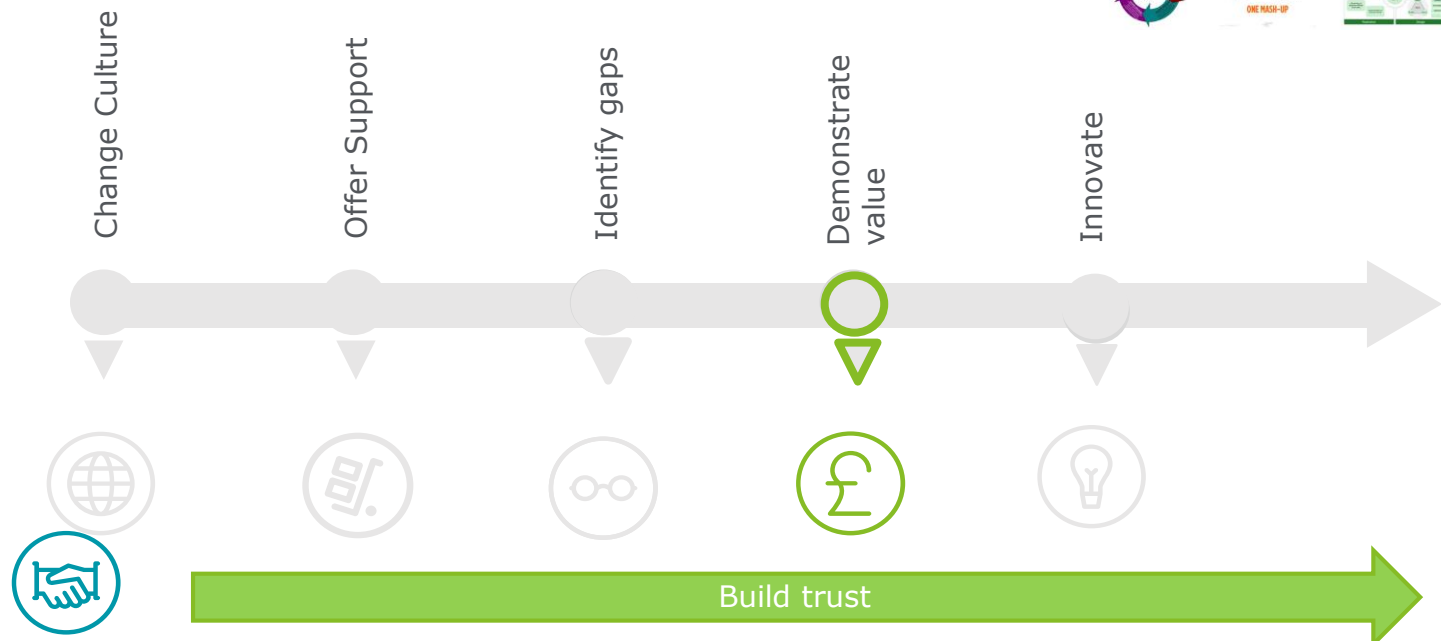
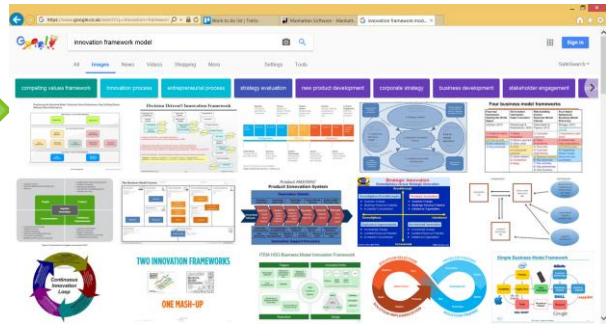
Quick wins!  
Ideas!

Quick Wins



Ideas

**Innovation  
Framework**



# Cristina's experience Financial Advisory

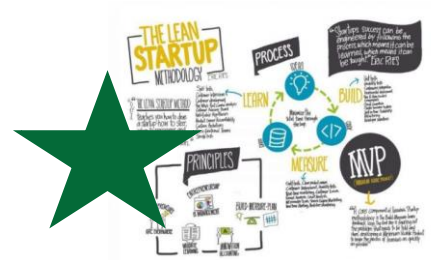


New Technologies:  
Blockchain, AI, IoT,  
RPA,...



Prototyping  
Ideas

*Pitch your idea*

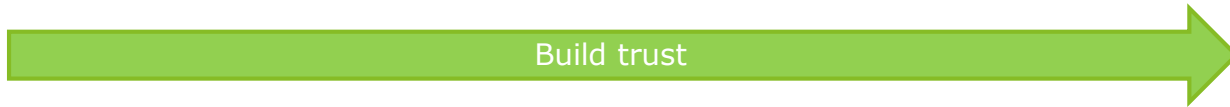


Think  
BIG

Start  
SMALL

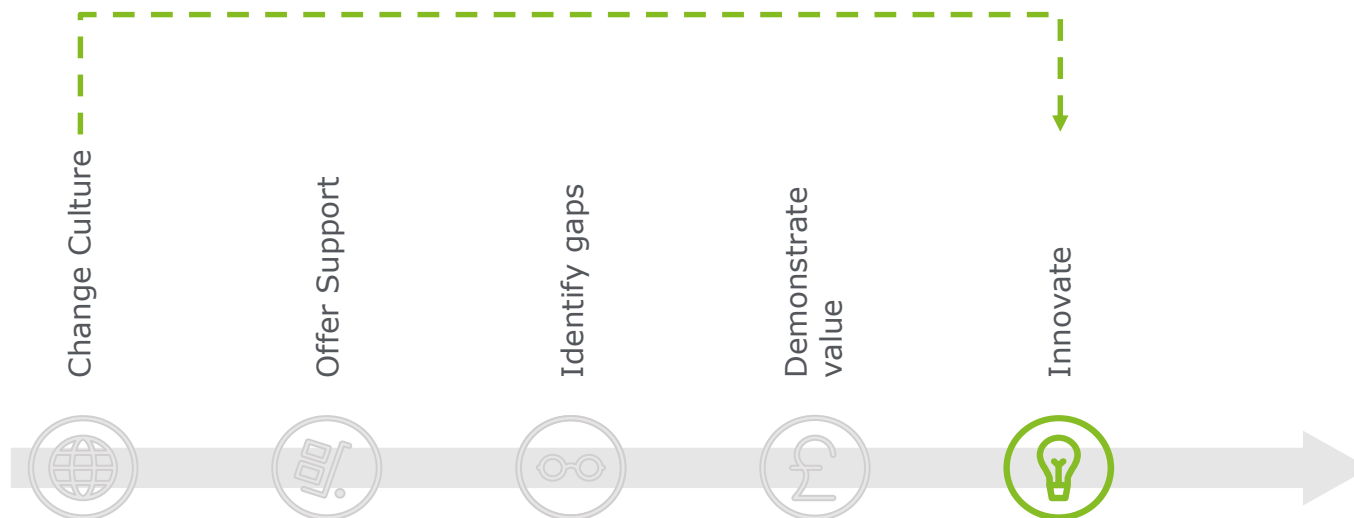
Fail  
FAST

Scale  
SOON



# Deen's experience

## Tax



Scrum Team



Discovery Analysis



Process Analysis

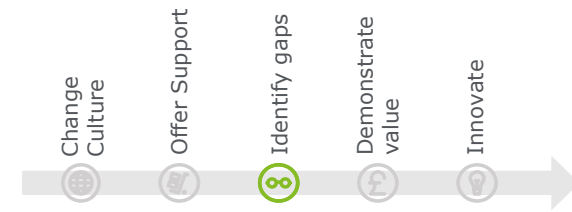


# Deen's experience Tax



# Deen's experience Tax

- Initiated constructive conversations with senior stakeholders
- Identified gaps that are apparent in existing processes and delivery models
- Highlighted associated risks within the business areas
- Proposed efficiency gains that be achieve through better collaboration

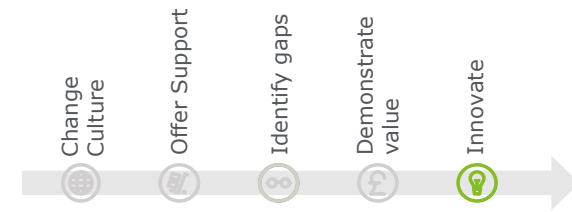


# Deen's experience Tax

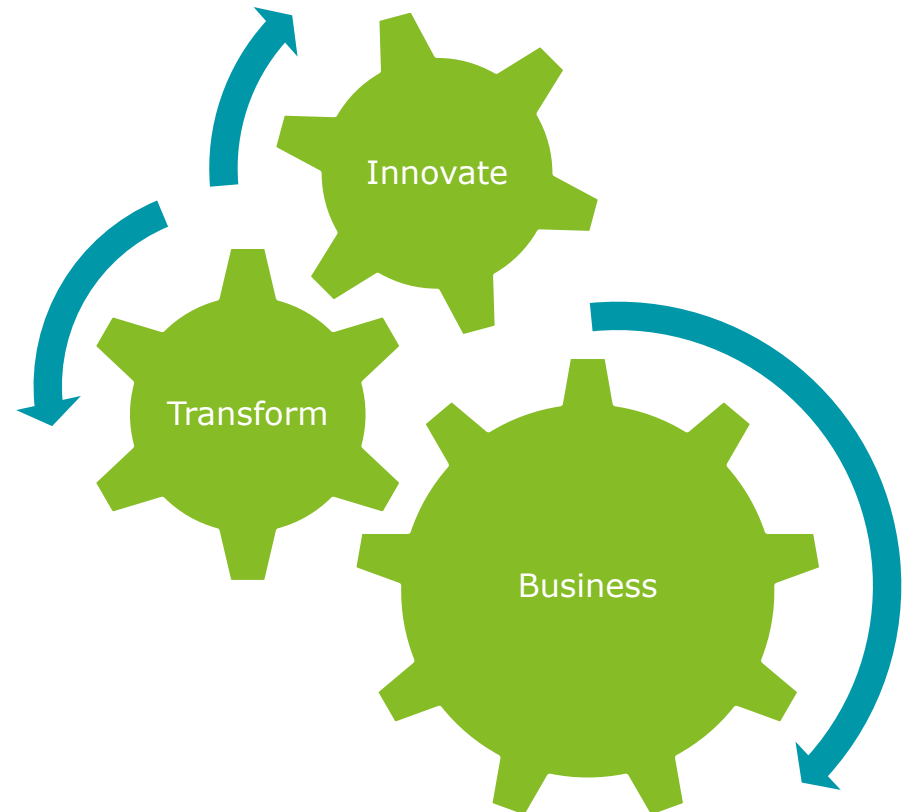
- Developed an extensive view of the value chain for the wider business
- Contributed to developing a detail view of the Current Operating Model
- Involved in future Business Shape and Target Operating Model
- Developing a Business Analysis capability for the business



# Deen's experience Tax



- Talk about your role and what you do as a BA
- Involve the business in your journey to improve
- Tacit knowledge of processes, people and technology is key
- Transform and Innovate at the same time... why not?!



What are the attributes of a successful Innovation BA?




# **What is required of the practice lead to enable this to happen**

Michael Conroy

What can you as practice leads do to enable this to happen?

What are the benefits?



- 
- ▶ “...Business Analysts are a critical and integral part of our Innovation Team and have made an invaluable and on-going contribution to directing and accelerating the changes needed in our business to adapt to an evolving market place and position our business for the future. Their working helping teams understand their own business, processes and pain points has enabled us to successfully identify and prioritise innovation opportunities. Something that would not have been possible without their support”

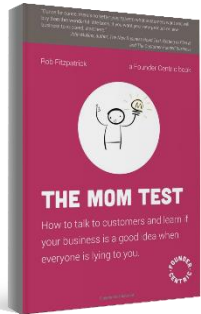
Liam Camburn, Financial Advisory Innovation Partner



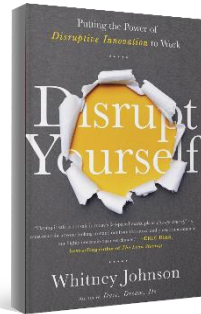
# Summary & Questions

All

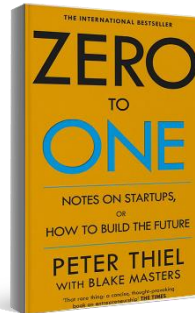
# Recommended reading and videos



[The Mom Test](#)



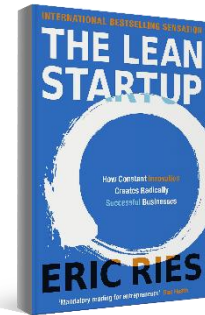
[Disrupt Yourself](#)



[Zero To One](#)



[The Three Box Solution](#)



[The Lean Startup](#)



[Lean startup in 5 minutes \(or less\)](#)



[3 awesome minimum viable products \(mvps\)](#)



[Agile scrum in two minutes](#)



[The Mom Test](#)

# Contact details



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