

Benefits from Business Analysis. Session attendees highlighting key benefits using session notes from a 2014 Forum workshop.**

<i>Observable</i>	<i>Measurable</i>	<i>Quantifiable</i>	<i>Financial</i>
<ul style="list-style-type: none"> • Increased inclusion of all stakeholders** • Greater innovation/ thinking outside the box ** • Increased business confidence • Greater trust between business and IT staff ** • Better collaboration and understanding of goals ** • More cross-project dependencies identified** • Better quality documentation** • Improved auditability of documentation • Better compliance with regulations ** • Better conflict resolution • Avoidance of problem issues • Fewer errors in requirements 	<ul style="list-style-type: none"> • Reduction in change requests • Increased granularity of requirements • Greater employee engagement • Improved change control procedures • Reduced failure demand • Increased reuse of documentation /models resulting in savings • Reduced number of defects • Cheaper BAU running costs • Greater organisational satisfaction 	<ul style="list-style-type: none"> • Greater predictability of delivery • Increased consistency • Reduced change volatility** • Improved quality of deliverables • Greater process adherence • Improved productivity of IS staff • Improved Customer Satisfaction** • Increased repeatability • Increased customer retention • Quicker delivery of products ** 	<ul style="list-style-type: none"> • Reduced spend on external consultancy • Improved estimating resulting in more accurate business case** • Reduced costs through use of standard methods/processes • Improved prevention of initiating poor projects ** • Lessened time cost of re-testing

** denotes being highlighted by at least one group as a top 5 benefit.

Benefits from Business Analysis. Session attendees identifying benefits they see in the business analysis role but not highlighted in the 2014 workshop notes.

<i>Observable</i>	<i>Measurable</i>	<i>Quantifiable</i>	<i>Financial</i>
<ul style="list-style-type: none"> • Ability to challenge (critical friend) • Voice of reason/neutral view • Human rolodex • T-shaped individuals • Improve business outcomes • Support agility • Trusted advisor • Holistic and reusable domain knowledge • Better understanding of business change impact 	<ul style="list-style-type: none"> • Improved granularity of requirements • Responding to industry/client/org changes • Repeatable benefits and processes • Linking strategy to implementation of strategy • Benefits measureable 	<ul style="list-style-type: none"> • Improved customer retention • Quicker delivery of value • Increased repeatability • Increased customer retention and effectiveness • Speed to market delivering most value sooner • Requests for BAs being trusted by the business to deliver • Traceability to strategy and financial gain • Identifying realisable benefits 	<ul style="list-style-type: none"> • Reduced costs through use of best practice • Improved links of projects linked to business strategy (therefore right money spent) • Reduced cost of operation • Benefits realisation • Alignment to business strategy

A SWOT relating to the business analysis role compiled from group work during the session.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Trusted advisors • Link strategy to implementation of strategy • Customer satisfaction • Preventing poor projects • Support agility • Improve business outcomes • Strong network • Holistic view of the business – understand business strategy • Asking ‘Why’/challenge (advocate) • Ability to challenge (critical friend) • Better collaboration and shared understanding of goals • Greater innovation/thinking outside the box • Speed to market delivering most value sooner • Improved prevention of initiative poor project • Tacit knowledge • Soft skills, interpersonal, communication, questioning • Adaptable • Architectural awareness/shaping • Analysis being an analyst – transforming information into outcome • Stakeholder coverage / inclusion to ensure completeness • Unlocking design – understanding the detail / dependencies • Flexibility in the role – able to pick up on gaps and fill them • Greater trust between business and IT • Better collaboration and understanding of goals • More cross-project dependencies identified • Increased likelihood of delivering business outcomes and associated benefits • Professional status 	<ul style="list-style-type: none"> • Too modest to sell BA benefits effectively • Sometimes seen as an obstacle – challenge • Skill gap in emerging technologies • Hard to demonstrate value in tangible terms • ‘BAs’ that are actually SMEs • Poor BAs • Seen to be too role focused • Dogmatic – too perfectionist/detailed • Self-perception / order taker mentality • Absolute views of what a BA is/does • Excessive/overworked documentation • Visibility and understanding of the BA within an organisation • Tangibility of BA value in comparison to other roles • Role broad and sometimes miss-understood • Difficult to quantify benefits • Can be easy target for blame or project failure • Sitting on the fence; impartial; not fully on one side • Value not appreciated – projects need to test this before they recognise the gap. Not mandated to be on a project • Never the complete SME of an area • Pigeon holed into being a requirements writer • Professional gap-fillers – question value • Formal training doesn’t equip for reality

Opportunities	Threats
<ul style="list-style-type: none"> • Ability to move into other roles • Speed and complexity of change • Emerging technologies • Increase understanding of BA profession • Curiosity and healthy challenge drives good decision making • Paint the big picture / vision • Champion of outcome • Expand services into other disciplines, such as Business Architecture • Problem solving opportunities • More exposure to different specialisms to gain transferable skills • Digital BA role • External change influences • Skills in demand – people skills 	<ul style="list-style-type: none"> • Consulting can fill the gap with effective selling • Lack of named BA role in agile • Willingness of projects to take the overhead of the analysis phase • Outsourcing • Lack of understanding of what we do • Agile – devaluing/not utilising skill set • Salaries – value for money perception • Contractors / permanent transition • SMEs valued over core BA skills • Poor PMs • Emergence of other roles (eg VR, UX or flavours of Architecture) overlapping with typical responsibilities of a BA • Role boundaries not clear • Seen as lesser role to other change roles – eg PMs and POs • Emerging new methodologies – not considering business analysis (Agile miss-understanding) • ‘Arm chair’ BAs • Agile methodology / role of product owner • Outsourcing