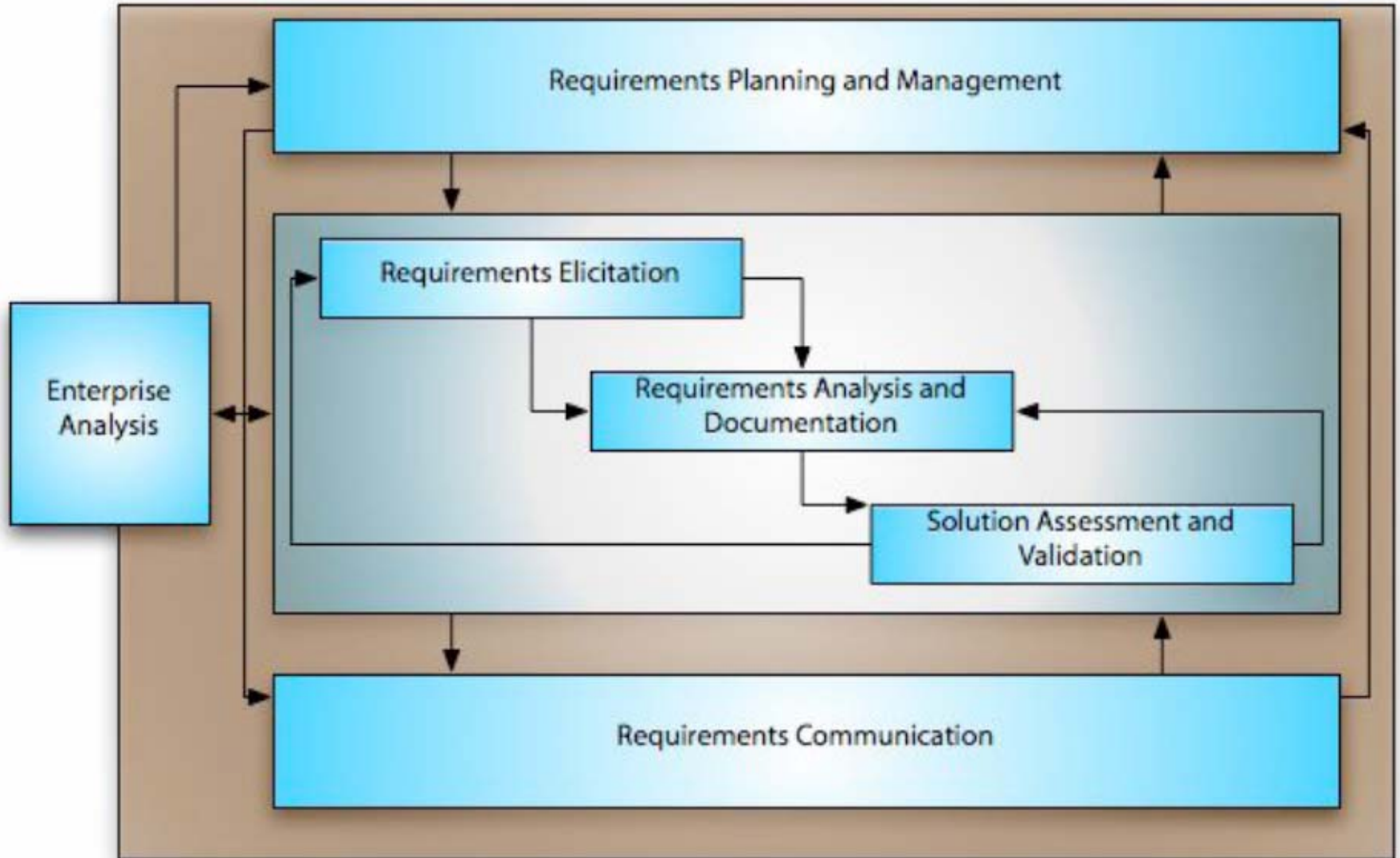


Business Analysis



Business Analysis Concepts



Enterprise Analysis

- ▶ Identify business opportunities
- ▶ Understand the business strategy
- ▶ Identify **Business Value** models in terms of the organization
- ▶ Select projects based on strategic alignment

Strategic Plan Development

► Tasks

- Conduct competitive analysis and benchmark studies that serve as input to the strategic planning process
- Help plan and facilitate strategic planning sessions.

► Deliverables

- Strategic Plan Document

Strategic Goal Development

▶ Tasks

- Facilitate strategic goal setting sessions.

▶ Deliverable

- Strategic Goals, Themes and Measures

Business Architecture Development

► Tasks

- Using information from the strategic plan and goals, the Business Architecture is developed/maintained.

► Deliverable

- Business architecture document

Feasibility Study Report

▶ Tasks

- Collaborate with subject matter experts and facilitates the team to:
 - ▶ Identify solution options
 - ▶ Examine the feasibility of each option
 - ▶ Determine the most viable option

▶ Deliverables

- Feasibility Study Report

Business Case Development

▶ Tasks

- Collaborate with subject matter experts and management to:
 - ▶ Scope the proposed project
 - ▶ Make time and cost estimates
 - ▶ Quantify business benefits
 - ▶ Prepare the business case.

▶ Deliverables

- Business Case Document

New Project Proposal

► Tasks

- The BA collects the relevant information about the proposed new project and provides the executive presentation and decision package to the business sponsor to propose a new project to the organizational project investment governance body.

► Deliverables

- Executive Presentation

Requirements Planning & Management

- ▶ Ensure all stakeholders are represented during requirements gathering
- ▶ Ensure common understanding and coordination of efforts and activities in the project
- ▶ BA team effectively monitors and responds to challenges and slippage
- ▶ Changes are captured correctly and consistently

Team Role Management

► Tasks

- Identify and document team roles
- Identify and document team stakeholders
- Divide work among team members

Define Requirements Risks

► Tasks

- Identify Requirements Risks
- Define Requirements Risk mitigation approach
- Define Requirements Risk management approach

Define Requirements Activities

► Tasks

- Determine Requirements Elicitation Activities
- Determine Requirements Documentation Activities
- Determine Requirements Communication Activities
- Determine Requirements Implementation Activities

Estimate Work

► Tasks

- Identify milestones
- Define units of work
- Estimate effort per unit of work
- Estimate duration per unit of work
- Define assumptions
- Identify risks

Track Requirements Activities

► Tasks

- Determine the project/product metrics
- Collect project/product metrics
- Report project/product metrics

Manage Requirements Change

► Tasks

- Plan Requirements Change
- Understand changes to requirement
- Document the changes to requirements
- Analyze change requests

Requirements Elicitation

► Tasks

- Capture detailed requirements from stakeholders
- Ensure the requirements have the following properties
 - Accurate
 - Detailed
 - Complete
 - Non-conflicting

Skills

- ▶ Eliciting and accessing information
- ▶ Interviewing
- ▶ Facilitating collaborative sessions
- ▶ Observation
- ▶ Resolving conflicts, achieving consensus
- ▶ Thinking abstractly
- ▶ Writing business documentation
- ▶ Listening and oral communication

Techniques

- ▶ Brainstorming
- ▶ Document Analysis
- ▶ Focus Group
- ▶ Interface Analysis
- ▶ Interview
- ▶ Observation
- ▶ Prototyping
- ▶ Requirements Workshop
- ▶ Survey/Questionnaire

Requirements Analysis and Documentation

- ▶ Analyzes raw data captured from the elicitation process.
- ▶ Objective
 - Develop analysis models to determine gaps in the information provided by stakeholder. Document this information in a manner that is clear to the design team
- ▶ Deliverables
 - Requirements documents that will be used by the project team to develop estimates for the time, resources, and budget required to implement the project.

Tasks

- ▶ Structure requirements
- ▶ Create business domain model
- ▶ Analyze user requirements
- ▶ Analyze functional requirements
- ▶ Analyze supplementary quality of service requirements
- ▶ Determine assumptions and constraints
- ▶ Determine requirements attributes
- ▶ Document requirements
- ▶ Validate requirements
- ▶ Verify requirements

Tasks

- ▶ Structure requirements
 - Split the requirements into appropriate groups
- ▶ Create business domain model
 - Create the as-is and to-be models
- ▶ Analyze user requirements
 - Review requirements to ensure the needs of each stakeholder is met
- ▶ Analyze functional requirements
 - Review for gaps, errors and inconsistencies

Tasks

- ▶ Analyze supplementary and quality of service requirements
 - Review SLAs to ensure they are viable
 - ▶ Environmental Requirements
 - Audit
 - Localization/Globalization
 - Legal/Regulatory
 - ▶ Interface Requirements
 - Hardware
 - Software
 - ▶ Operational
 - ▶ Performance
 - ▶ Privacy
 - ▶ Quality
 - Failure & Disaster Recovery
 - Maintainability
 - Scalability
 - ▶ Safety
 - ▶ Security
 - ▶ Training

Tasks

- ▶ Determine assumptions and constraints
 - Identify aspects of the problem domain that will limit or impact the design of the solution.
 - ▶ Business constraints
 - ▶ Technical constraints
- ▶ Determine requirements attributes
 - Detail requirements metadata
- ▶ Document requirements
 - Create requirements documents to facilitate common understanding of solution
- ▶ Validate requirements
 - Ensure that the stated requirements correctly and fully implement the solution

Tasks

▶ Verify requirements

- Ensure that requirements are defined clearly enough to allow design and implementation
 - ▶ Allocatable
 - ▶ Attainable
 - ▶ Complete
 - ▶ Consistent
 - ▶ Correct
 - ▶ Detailed
 - ▶ Feasible
 - ▶ Measurable
 - ▶ Testable
 - ▶ Necessary
 - ▶ Prioritized
 - ▶ Traceable
 - ▶ Unambiguous
 - ▶ Understandable
 - ▶ Verifiable

Solution Assessment and Validation

▶ Activities involved in assisting the technology team with detailed design work including splitting a large project into phases, reviewing technical design deliverables, and helping to build usability into the application software.

▶ Tasks

- Develop alternate solutions
- Evaluate technology options
- Facilitate the selection of a solution
- Ensure the usability of the solution
- Support the Quality Assurance process
- Support the implementation of the solution
- Communicate the solution impacts
- Post implementation review and assessment

Requirements Communication

► Collection of activities and considerations for expressing the output of the requirements analysis and documentation to a broad and diverse audience. Requirements communication is an ongoing, iterative activity that is done in parallel with Requirements Gathering and Requirements Analysis and Documentation

► Tasks

- Create a requirements communication plan
- Manage requirements conflicts
- Determine the appropriate requirements format
- Create a requirements package
- Conduct a requirements presentation
- Conduct a formal requirements review
- Obtain requirements signoff