

IIBA Conference  
Strategic Business  
Analysis:  
An Essential Skill For  
Business/IT Alignment

Presented by:  
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Innovation, just ahead.

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# Strategic Business Analysis: Essential BITA Skills

- Introduction to Business/IT Alignment
  - Business/IT Alignment Services
    - ▶ BITA Domains
    - ▶ BITA Approach
    - ▶ BITA Best Practices
- Role of the senior business analyst in BITA
- Moving BA from Functional to Strategic
- Applying Strategic Business Analysis
- Questions and Discussion

# Our Services

- *Plan*

- ↳ Business/IT Alignment
- ↳ Business Process Renewal
- ↳ Enterprise Architecture - SOA
- ↳ Project Management
- ↳ Solution/Package Selection

- *Transform*

- ↳ Application Development
- ↳ Package Implementation
- ↳ Organizational Change Management
- ↳ Performance Management/Business Intelligence
- ↳ Enterprise Integration
- ↳ Portals and Composite Applications
- ↳ Customer Interaction Management
- ↳ Justice & Public Safety

- *Manage*

- ↳ Application Management Services





# BITA Domains

## Planning & Direction

- Strategic Planning
- Business Assessments
- Architecture & Standards
- IT Resource, Operations & Project Planning
- Solution Selection & Implementation Plans

## Information Management

- Information Strategy
- Protection & Security
- Knowledge Management
- Privacy & Confidentiality
- Data/Information Architecture

## Business/IT Alignment

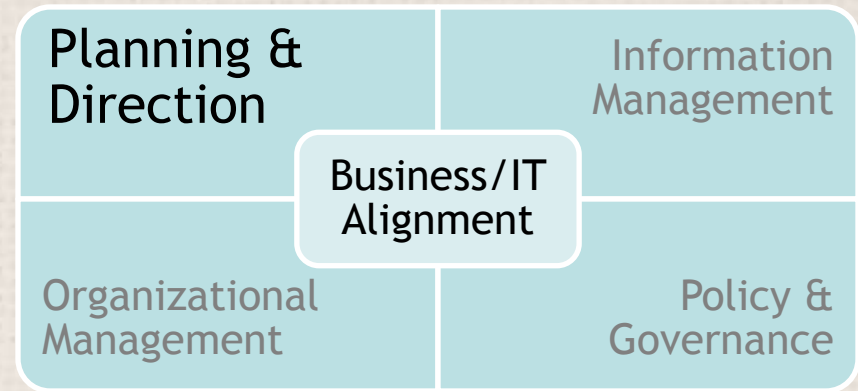
## Organizational Management

- Communication Processes
- Business/IT Relationship Models
- Organizational Reporting
- Resource Management
- Roles & Responsibilities

## Policy & Governance

- Control Processes
- Investment & Value
- Best Practices & Policies
- Authority & Accountability
- Management Policies & Practices

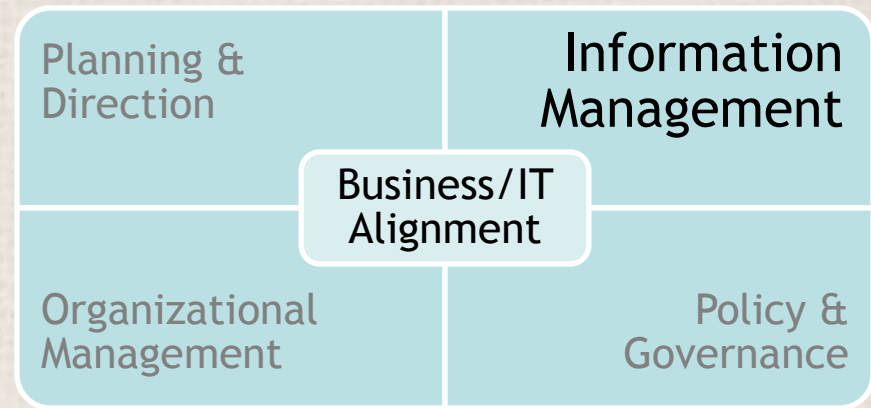
# Planning & Direction



Assisting clients with:

- Planning
- Business Assessments
- Architecture & Standards
- IT Resource, Operations & Project Planning
- Solution Selection & Implementation Roadmaps

# Information Management

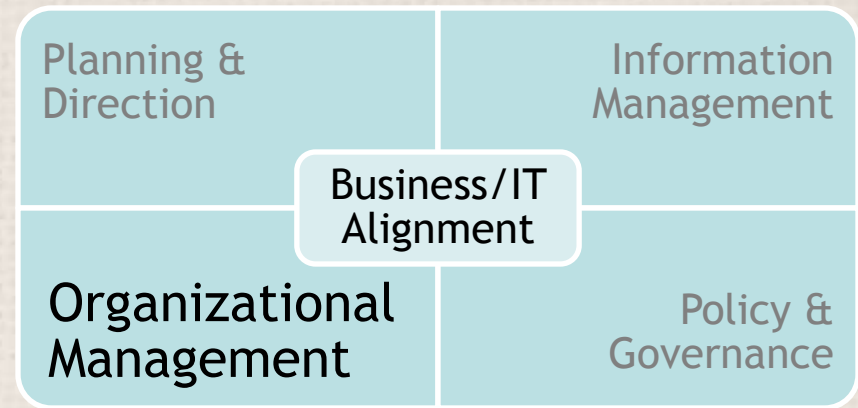


Assisting clients with:

- Information Strategy
- Protection & Security
- Knowledge Management
- Privacy & Confidentiality
- Data/Information Architecture



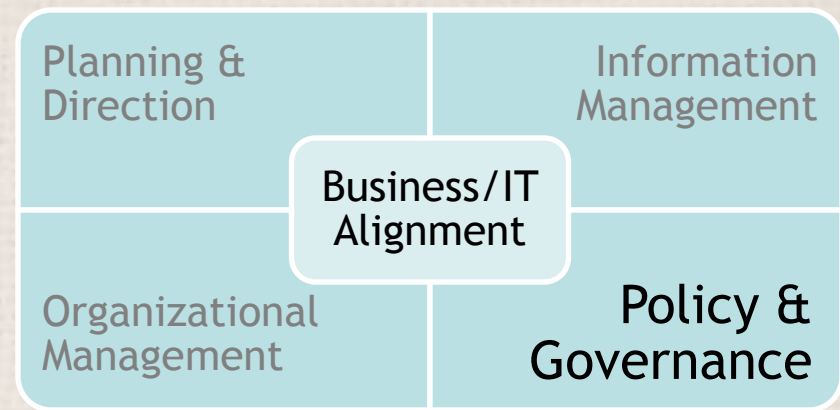
# Organizational Management



Assisting clients with:

- Communication Processes
- Business/IT Relationship Models
- Organizational Reporting
- Resource Management
- Roles & Responsibilities

# Policy & Governance



Assisting clients with:

- Investment & Value
- Best Practices & Policies
- Control Processes
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# BITA Approach

## Process-People-Projects-Platform

### Business/IT Alignment Goals

#### Platform

Technology architecture provides infrastructure and operations that are reliable, secure and provide efficient access to information and tools

#### Process

IT services, management, development and projects are consistent, dependable and responsive to business needs

#### People

Mature, service-oriented IT organization that is proactive to changing business requirements and can demonstrate innovative solutions

#### Projects

Effective project management successfully identifies, plans, executes and monitors projects, to ensure they add value

# Platform

Technology architecture provides infrastructure and operations that are reliable, secure and provide efficient access to information and tools

Reliable

Accessible

Efficient

Sustainable

Secure

# Process

IT services, management, development and practices are consistent, dependable and responsive to business needs

Service Oriented  
Best Practices  
Effective  
Consistent  
Standards

# People

Mature, service-oriented IT organization that is proactive to changing business requirements and can demonstrate innovative solutions

Service Oriented  
Customer Focused  
Confident  
Motivated  
Responsive

# Projects

Effective project management successfully identifies, plans, executes and monitors projects, to ensure they add value

Innovative

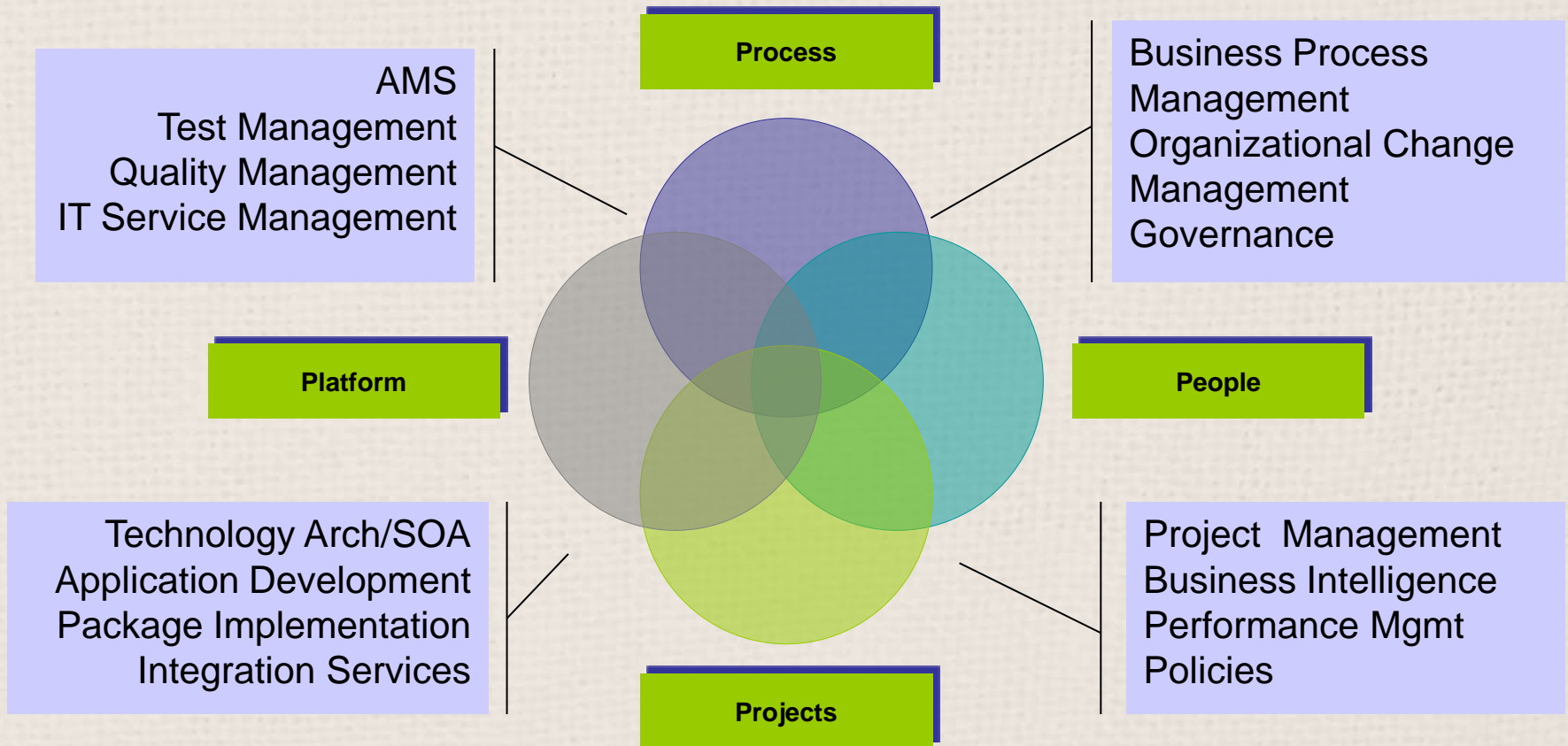
Successful

Relevant

Business Focused

Value Driven

# BITA Industry Best Practices





# BITA Leverages Best Practices

The BITA approach incorporates concepts and principles from accepted management and organizational best practices.

- Balanced Scorecard - BSC
- Governance & Controls - COBIT, ITGI
- IT Service Management - ITIL
- Project Management - PMI/PMBOK
- Enterprise Architecture - EA/TOGAF
- **Business Analysis - IIBA/BABOK**

# Essential Business Analysis Skills

- Analyze and understand the business problems
- Identify and document requirements
- Communicate effectively (written and spoken)
- Manage client relationships
- Facilitate discussions
- Negotiate and build consensus
- Model data and processes
- Plan and manage activities
- Facilitate and develop business strategy
- Understand and manage organizational change

*[From: The IIBA Web site - <http://www.theiiba.org>]*

# Strategic Business Analysis

“Depending on their years of experience, Senior Business Analysts may play a lead role in the strategic evaluation of an organization’s current systems and processes. In addition, they work at a high level to analyze a client’s business, then recommend and develop solutions to address their business challenge.”

*[From: The IIBA Web site - <http://www.theiiba.org>]*

In other words, Senior Business Analysts help align IT solutions with Business needs -  
*Strategic Business Analysis*

# What is Strategy?

- A **strategy** is a plan of action designed to achieve a particular goal. The word strategy has military connotations, because it derives from the Greek word for *general*.<sup>[1]</sup>
- Strategy is different from tactics. In military terms, tactics is concerned with the conduct of an engagement while strategy is concerned with how different engagements are linked. In other words, how a battle is fought is a matter of tactics: the terms that it is fought on and whether it should be fought at all is a matter of strategy.

*[<http://en.wikipedia.org/wiki/Strategy>]*

[1] *Oxford English Dictionary* (2 ed.). Oxford, England: [Oxford University Press](#). 1989.

# How can *Strategic Business Analysis* help clients?

- Define - *Where You Are*
- Describe - *What the business expects*
- Determine - *How to move forward*

**Ensuring IT services  
align with Business priorities**

# What does a *Strategic Business Analyst* DO?

- Work with the client to understand and define the issue or area being examined and the desired outcomes
- Advise on the composition of the project team to ensure both business, IT and associated SME are involved
- Determine relevant best practices, baselines or target state for success
- Apply best practices, undertaking research and initiating consultations across the organization
- Compile, consolidate and analyse the findings to develop solutions or recommendations
- Document and present results in professional format to sponsors and senior business management.

# BITA Method

BITA PROCESS STEPS	
<b>Step 1</b>	<b>Understand the Problem and Establish the Target</b>
<b>Step 2</b>	<b>Identify Involvement of Business and IT Resources</b>
<b>Step 3</b>	<b>Define a Best Practice Model and Establish a Foundation</b>
<b>Step 4</b>	<b>Examine the Issue by Consulting with Business Stakeholders</b>
<b>Step 5</b>	<b>Analyze Findings and Develop Recommendations</b>
<b>Step 6</b>	<b>Complete the Deliverables</b>

# Step 1: Understand the Problem and Establish the Target



Critical 1<sup>st</sup> steps:

- Define the issue - distinguish the symptoms from the cause!
- Set realistic expectations - what will be different when the issue is addressed?



# Step 2: Identify Involvement of Business and IT Resources



- Client Sponsor
- Business Leader
- IT Leader
- BITA Strategist (Senior)
- Business Analyst (Intermediate)
- Subject Matter Experts

# Step 3: Define a Best Practice Model and Establish a Foundation



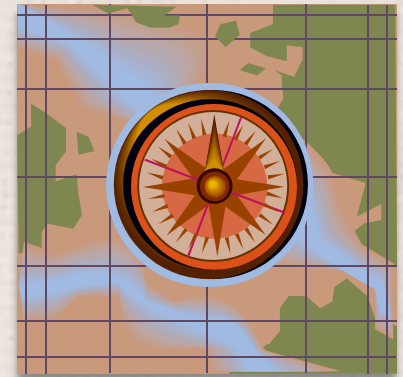
- Select a Model based on relevant industry best practices, the customer's environment and the issues
- Use the selected Model to establish a foundation for examining the issue within the customer's culture, practices and environment

# Step 4: Examine the Issue by Consulting with Business Stakeholders



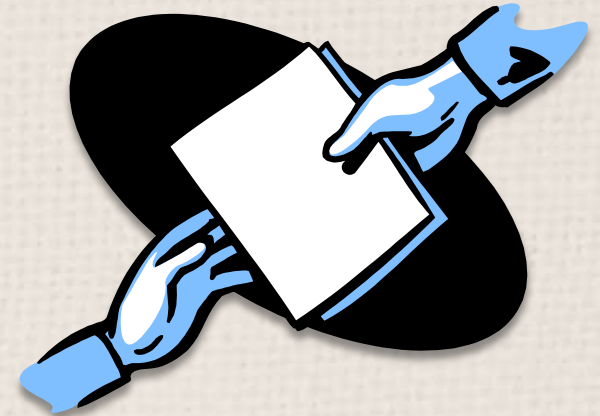
- Use the best practice model to target the specific processes, functions, activities and tasks for examination
- Engage key stakeholders to collect information and data related to: People, Processes, Platforms and Projects associated with the issue
- Validate and confirm findings with sponsor and stakeholders

# Step 5: Analyze Findings and Develop Recommendations



- Analyze the gaps between the stakeholder expectations, best practice foundations and delivered IT services
- Identify the risks and impacts of gaps on business service delivery or business performance
- Develop the Alignment Recommendations

# Step 6: Complete the Deliverable(s)



Since every BITA engagement is unique to the client, the issue and the environment, BITA Deliverables can take a variety of forms:

- An Executive or Board Report or Issue Review
- A Roadmap to help management set short and long term direction
- An IT, business or implementation Plan for new processes, practices or technologies
- A Measurement Model or Maturity Model Assessment
- A BITA Relationship Framework to build or reinforce business and IT interactions .... *And many more ...*

# Strategic Business Analysis & Business/IT Alignment



- Applying Strategic Business Analysis using BITA to a real-life organizational challenge:

## The Challenge

# THANK YOU!

## Business/IT Alignment Links



- Online Business Systems
  - <http://www.obsglobal.com>
- Suzanne Adnams
  - [sadnams@obsglobal.com](mailto:sadnams@obsglobal.com)
- Business/IT Alignment - Wordpress
  - <http://alignblog.wordpress.com/>
- LinkedIn Group: Business/IT Alignment Interest Group
  - [www.linkedin.com/](http://www.linkedin.com/)