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# Why Business Analysis Matters: Theory to Reality

Project Delivery Summit 2013

  
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# Today's Presenters

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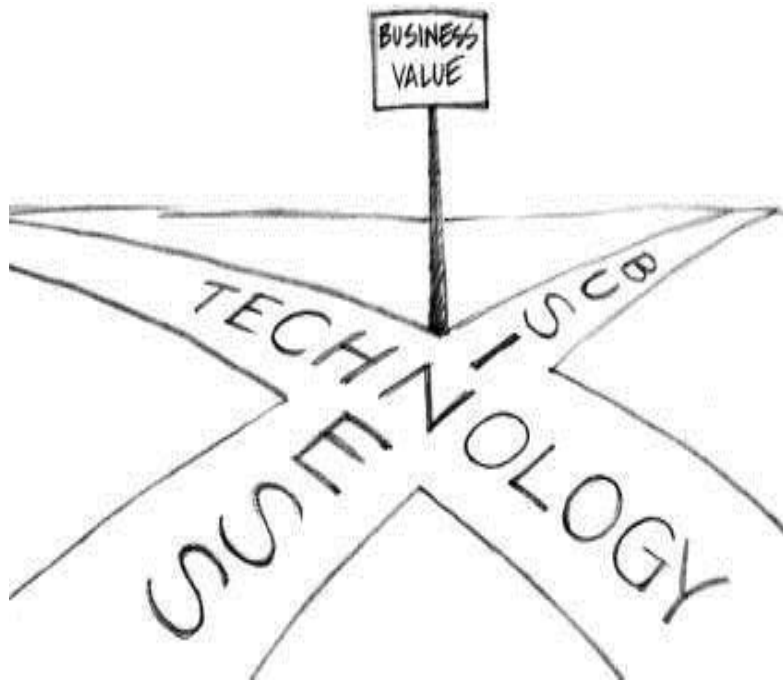
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# Session Objectives

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- How Business Analysis sets the stage to achieve business value
- How Business Analysis dynamically supports successful project delivery
- How to build a compelling business case for change
- Importance of identifying, analyzing and managing stakeholders
- Ways to measure and reinforce business value realization

# Why Business Analysis Matters: Common Challenges

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Time and  
budgetary  
pressures

Limited  
resources

Need for role  
clarity

Different  
languages  
(IT and  
Business)

Misaligned  
project goals  
and objectives

Disparate  
performance  
measures

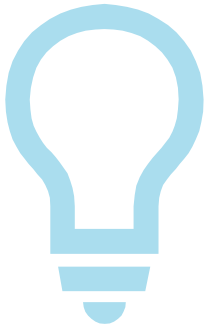
Need for  
standardized  
tools and  
methods

Disengaged  
stakeholders

Unclear  
business  
requirements

# What is Business Analysis?

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The International Institute of Business Analysis (IIBA™) defines **Business Analysis** as:

“...the practice of enabling change in an organizational context, by defining needs and recommending solutions that deliver value to stakeholders.”

Source: <http://www.iiba.org>

# Business Analysis and Project Management: Driving Toward a Common Objective

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**Business Analysis:**  
Understanding Business Needs and Defining Business Value

**Achieving Desired Business Objectives**

**Project Management:**  
Planning, Managing and Delivering the Requirements-Based Solution

# Business Analysis and Project Management

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## Business Analyst role

- Focuses on end product meeting stakeholder needs
- Liaisons across stakeholders
- Conducts stakeholder analysis
- Gathers business requirements
- Communicates across stakeholders
- Evaluates solution performance

## Possible Tension Point

- Will push for functions or features

## Project Manager role

- Identifies stakeholders
- Responsible for project success or failure
- Manages entire project lifecycle
- Ensures activities meet project requirements
- Communicates across project
- Performs Quality Control

## Possible Tension Point

- Will push to hold scope

# Essential Skills of a Business Analyst

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Analytical aptitude

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Skilled in critical thinking

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Possesses high degree of business acumen

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Advanced in listening, communicating and facilitating

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Adept in requirements elicitation

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Able to analyze/synthesize complex information from varying sources

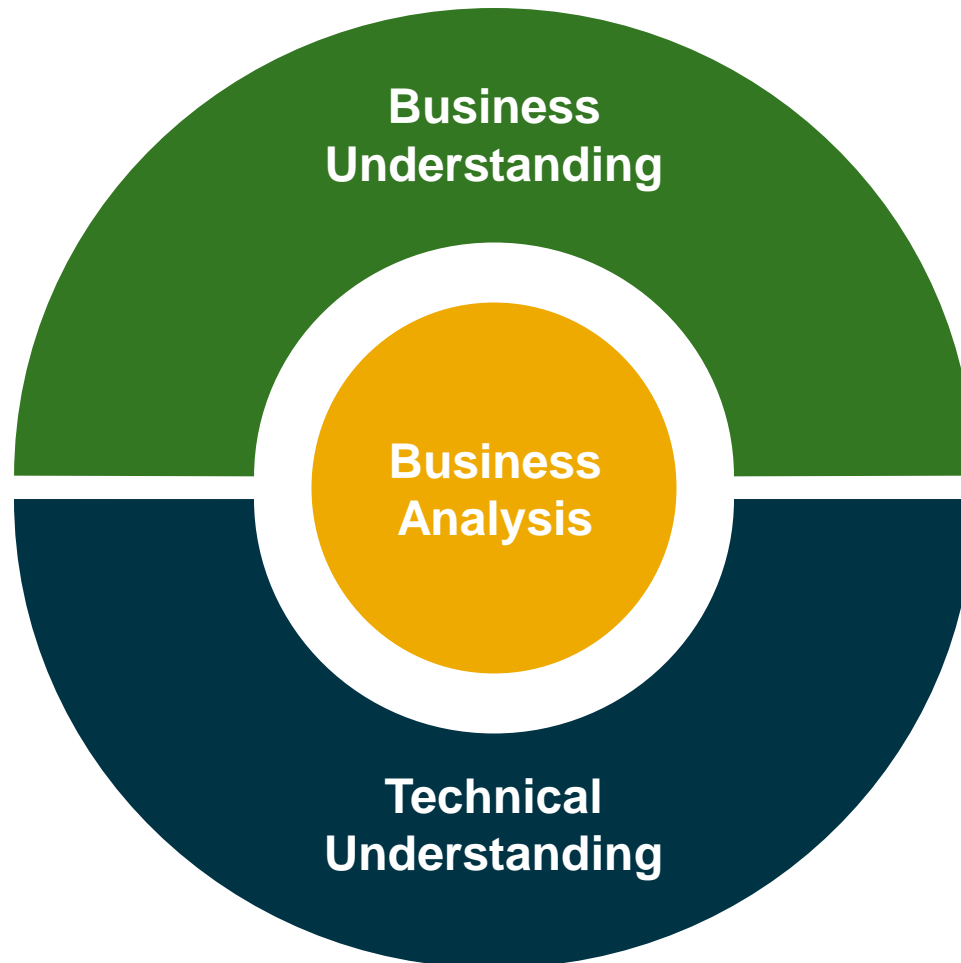
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Technical proficiency



# Magic Happens!

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# Breakout Exercise

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From the Business Analyst point of view, and in the context of your current or past project experiences, discuss within your group one of the questions below. What are some examples of what worked well and what has been challenging?  
10 minutes.

How well do your business and technology groups understand each other?

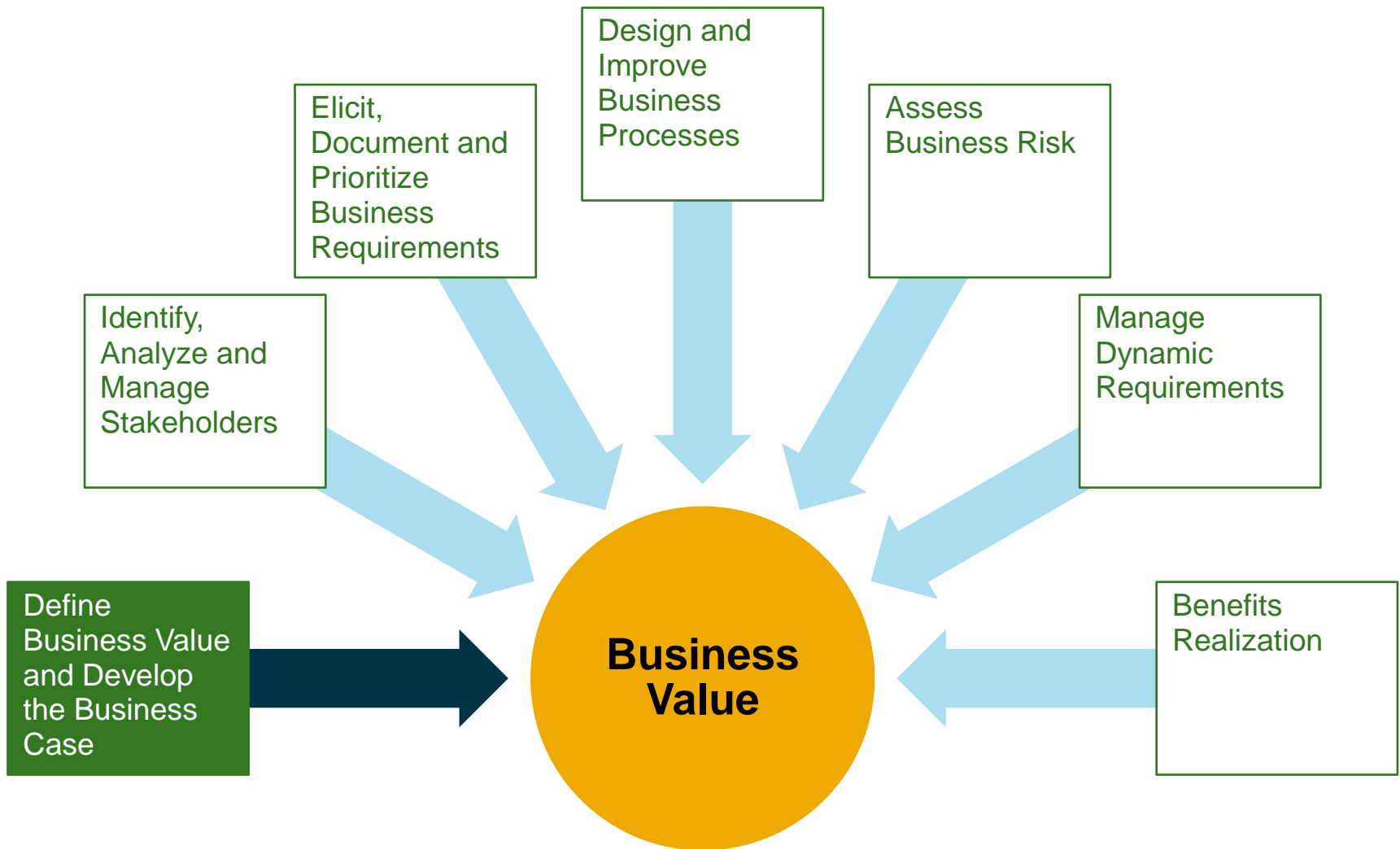
Do you know your stakeholders and are they actively engaged in the delivery of the program?

Does the solution optimally satisfy the requirements of the business it supports?

Is the solution realizing the expected benefits to the broader organization?

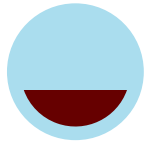
How well are you able to measure the project's progress against business objectives?

# Business Analysis in Action



# Building a Compelling Business Case

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## Define

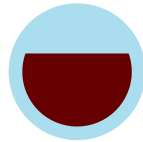
Business problems or opportunities to be addressed

Business strategy, goals, objectives and imperatives

Success criteria

Assumptions, constraints, scope and business context

Levers to achieve measurable business benefits



## Assess

Baseline KPIs

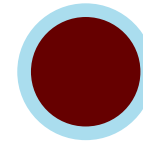
One-time and run costs

One-time and recurring benefits

Non-financial benefits (e.g. speed, quality)

Estimated rate at which benefits will be realized

Prioritization of projects or initiatives



## Confirm

Major assumptions

Compelling case for change

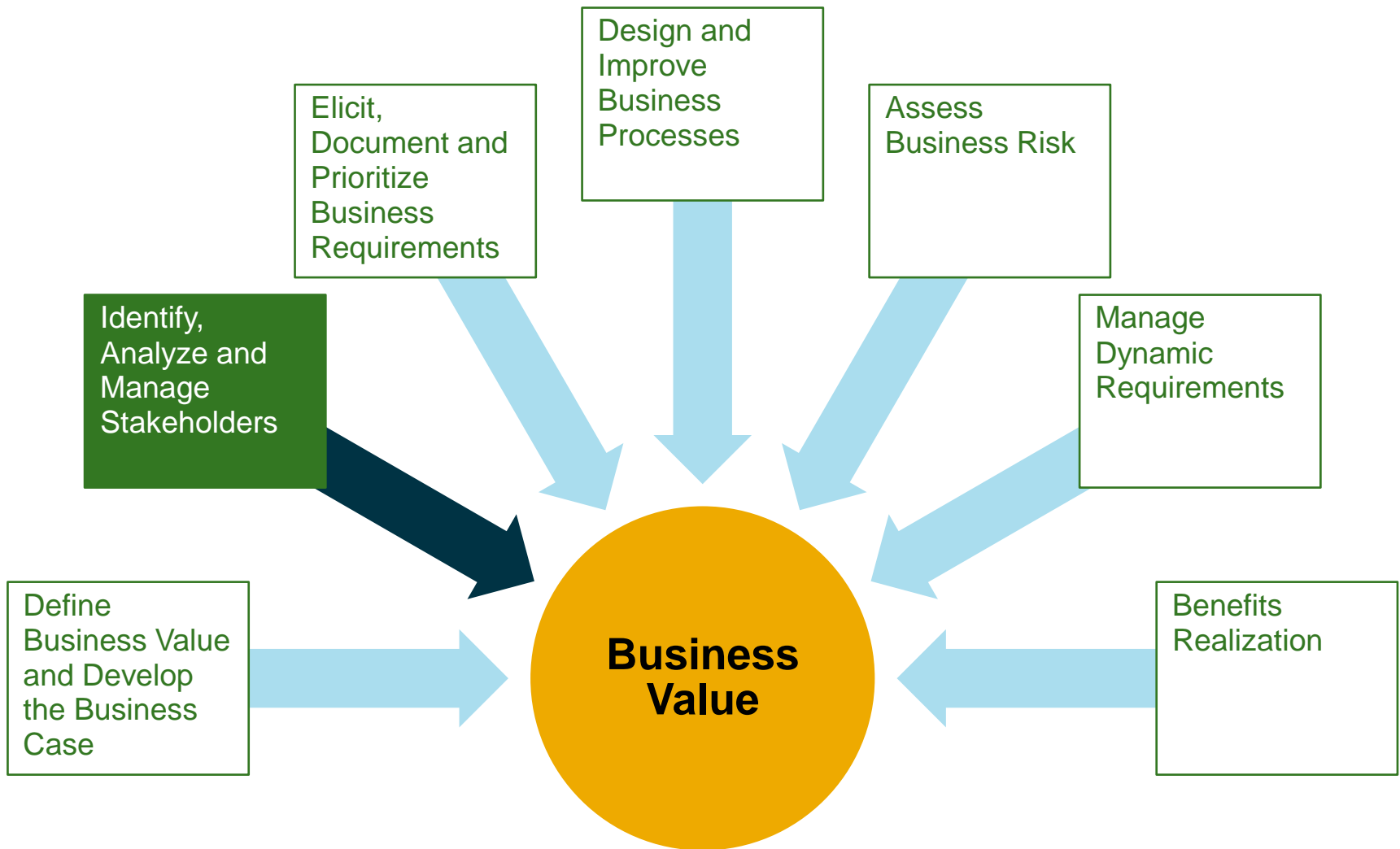
Stakeholder ownership of the business case

Stakeholder expectations

Plan for managing changes to assumptions

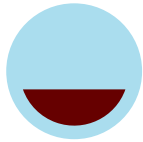
Method to measure performance

# Business Analysis in Action



# Stakeholder Engagement

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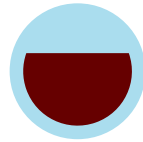
## Identify

Identify impacted audiences and demographics

Identify and describe all changes being implemented as part of the solution

Identify and document communication and engagement activities

Document and review project imperatives



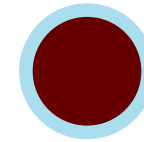
## Analyze

Assess stakeholder characteristics

Review key motivators, current issues, resistance, and desired end state

Highlight interventions to support change

Align stakeholders to support project imperatives



## Manage

Confirm stakeholder expectations

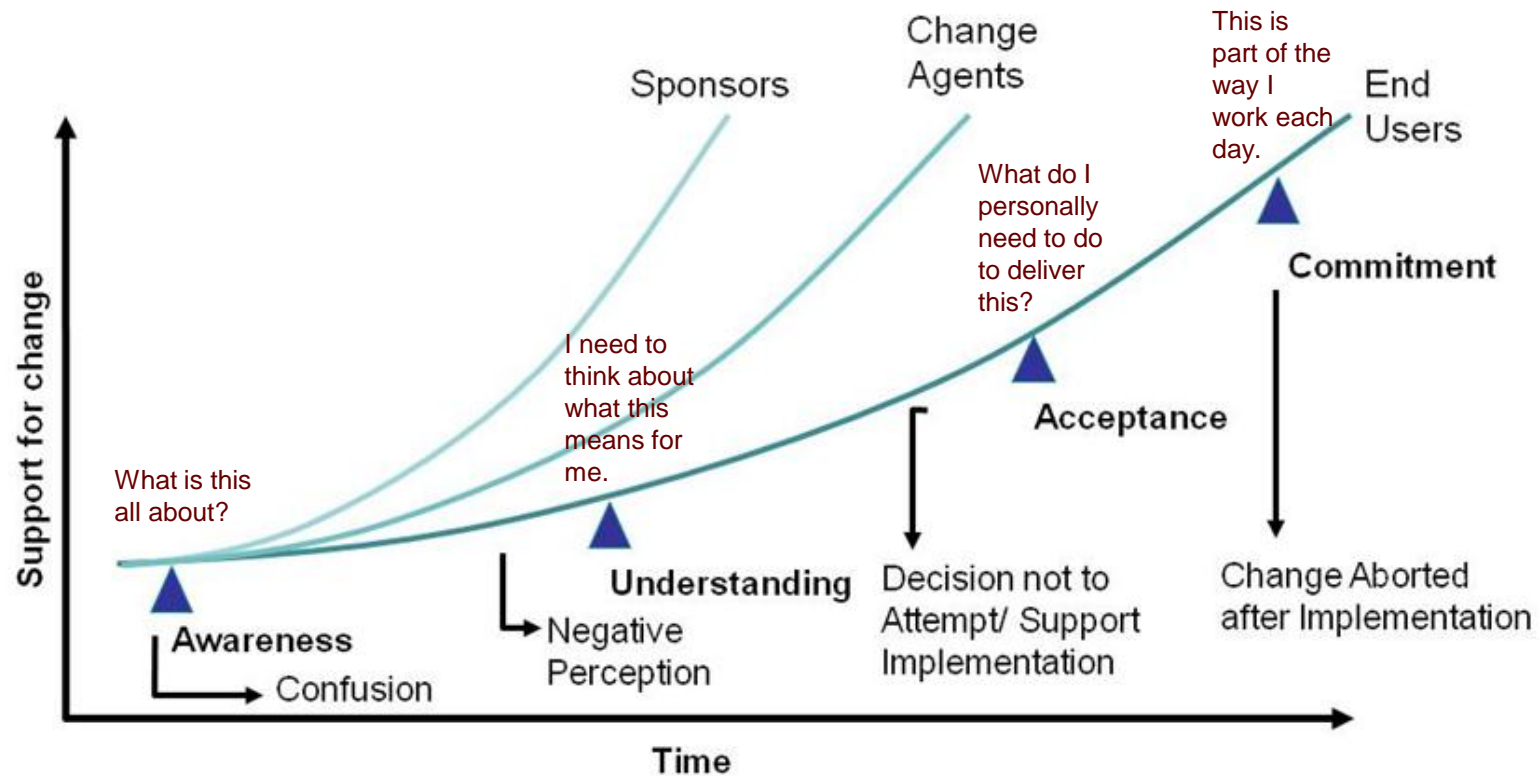
Garner value-add input

Review efforts in light of imperatives

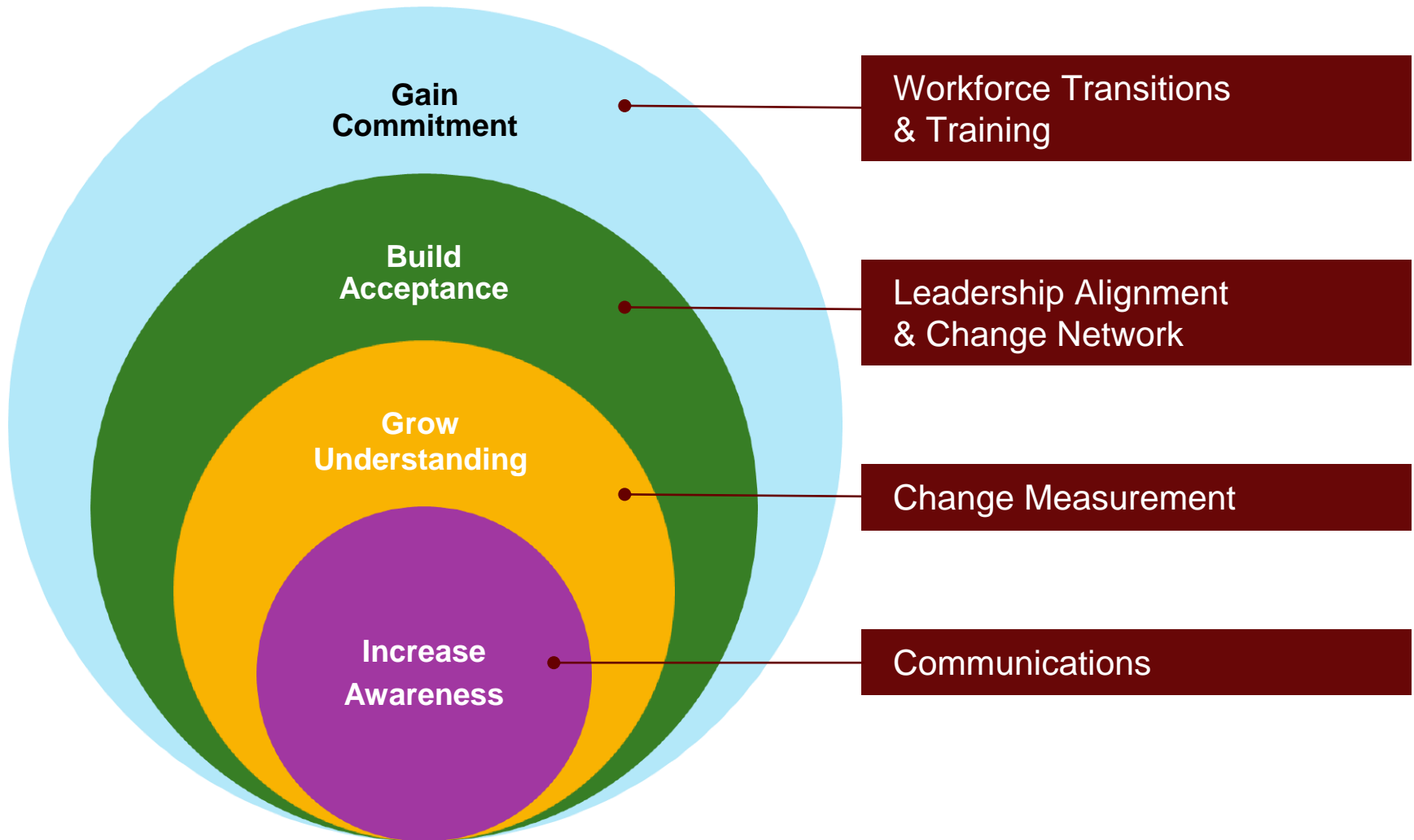
Monitor stakeholder engagement

# Organizational Readiness: Moving Stakeholders Up the Change Curve

## Change Commitment Curve

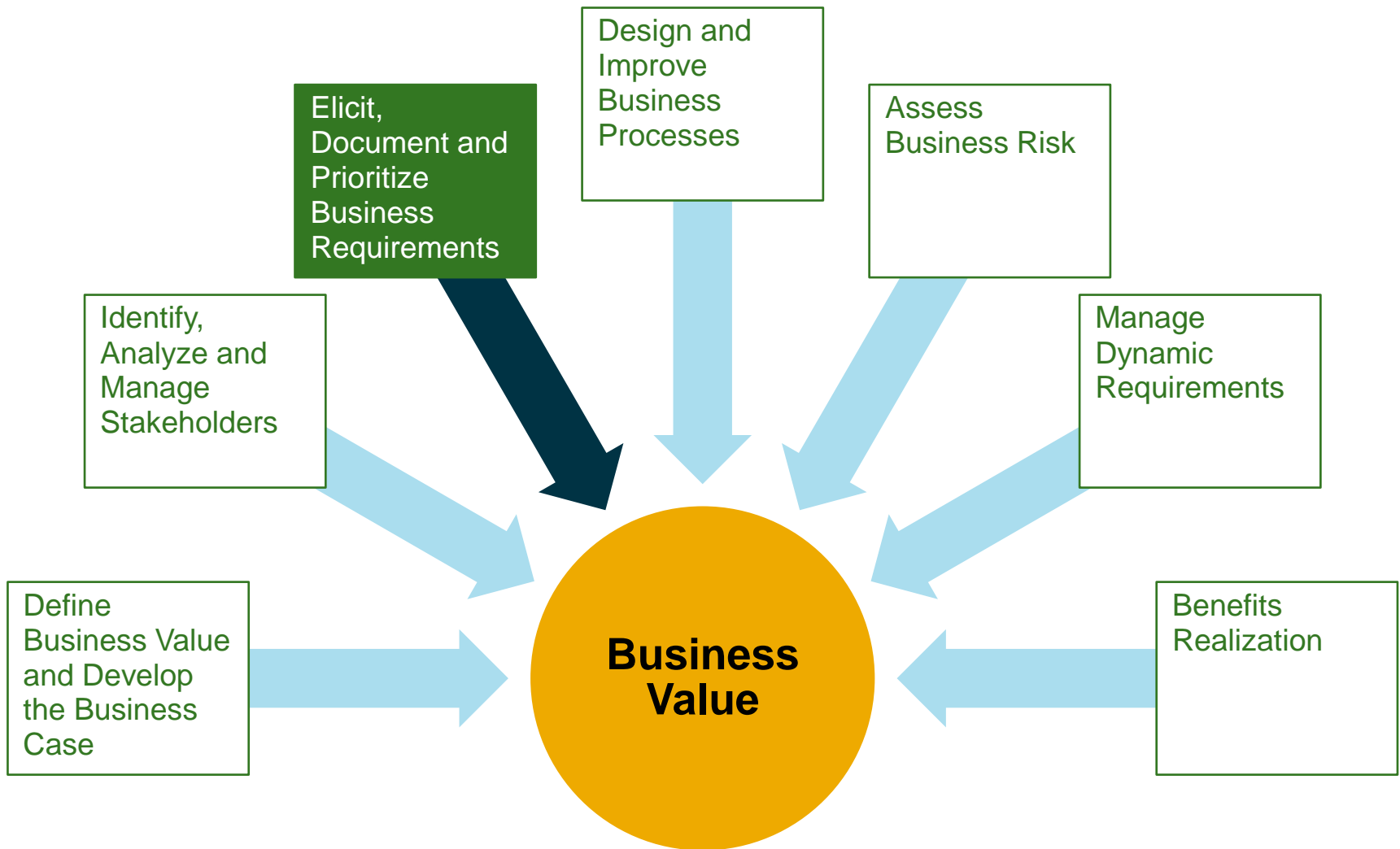


# Planning for Organizational Readiness



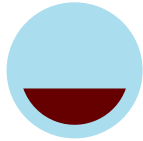


# Business Analysis in Action



# Gathering Business Requirements

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## Elicit

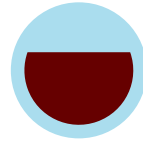
Know the business need, solution scope and business case

Leverage stakeholder identification document

Select the appropriate elicitation technique for the scenario

Conduct elicitation activity

Guard against scope creep – use a requirements traceability matrix



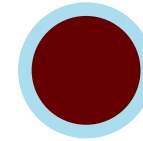
## Document

Record the information provided by stakeholders for analysis

In addition to requirements, document any issues, risks, assumptions, constraints raised by stakeholders

Deliverables will depend upon the elicitation technique

Confirm elicitation results



## Prioritize

Determine relative importance of requirements to stakeholders and business objectives

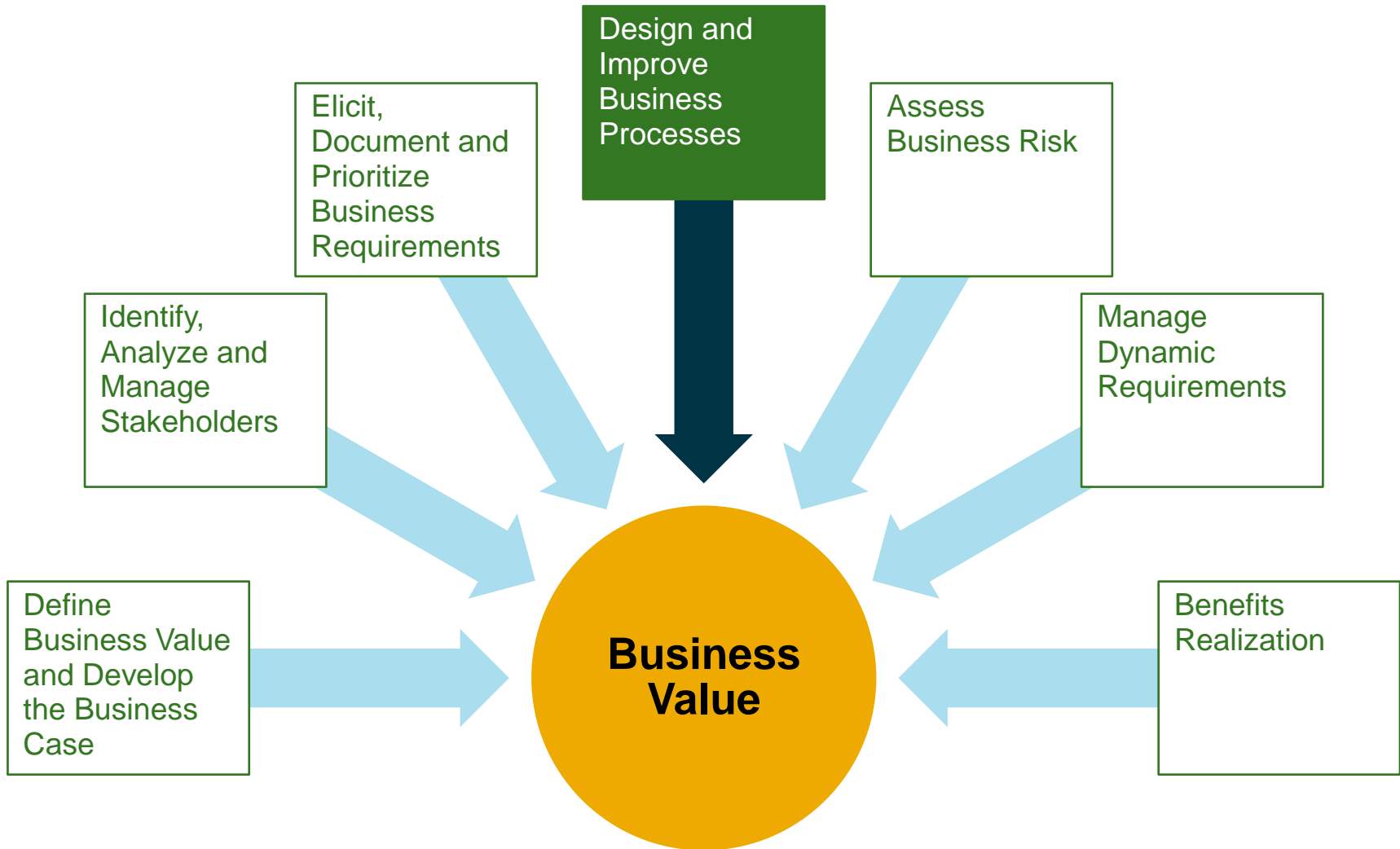
Select the prioritization criteria to be applied

Organize prioritized requirements into a requirements packet

Verify quality of requirements

Validate the requirements support the delivery of business value and meet stakeholder needs

# Business Analysis in Action



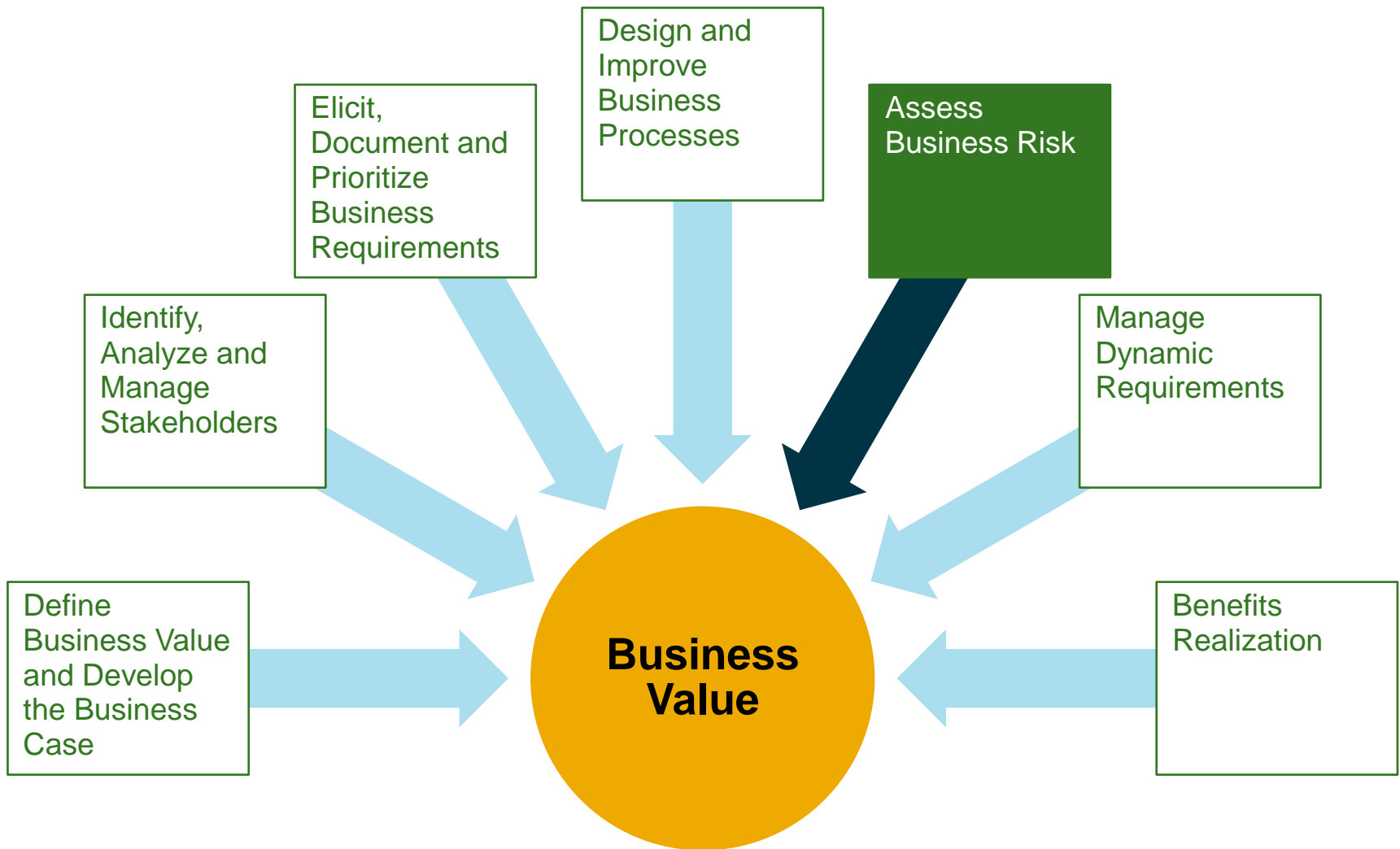
# Design and Improve Business Processes

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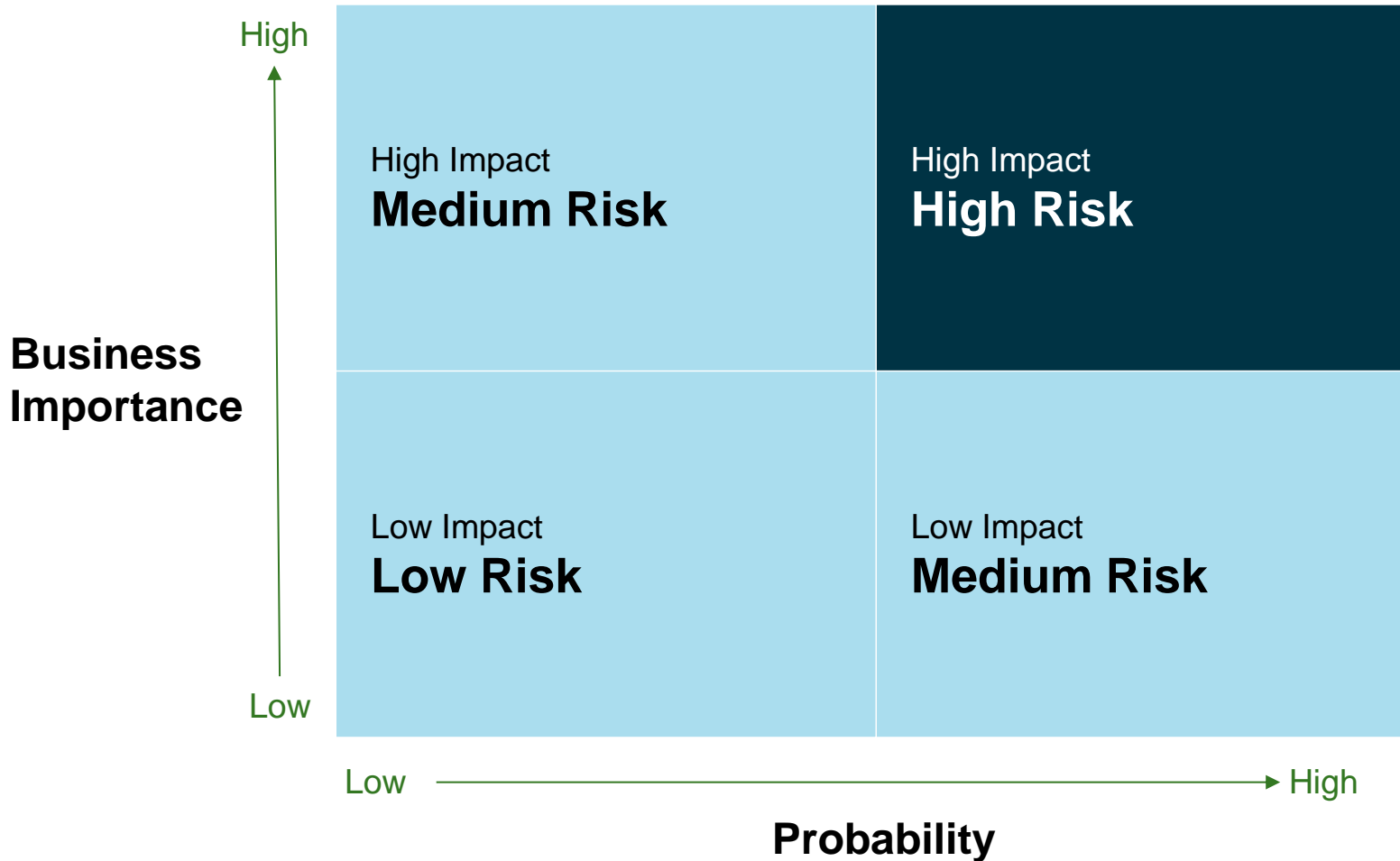


- Clearly document how business processes currently operate (as-is processes) and how business processes will operate in the future (to-be processes).
- Use process decomposition to illustrate the sequencing and dependencies of inputs/outputs, activities/tasks and decision points.
- Identify integration points across business processes to provide a comprehensive view of end-to-end business operations.
- Analyze the business process model to identify potential opportunities for business improvements.

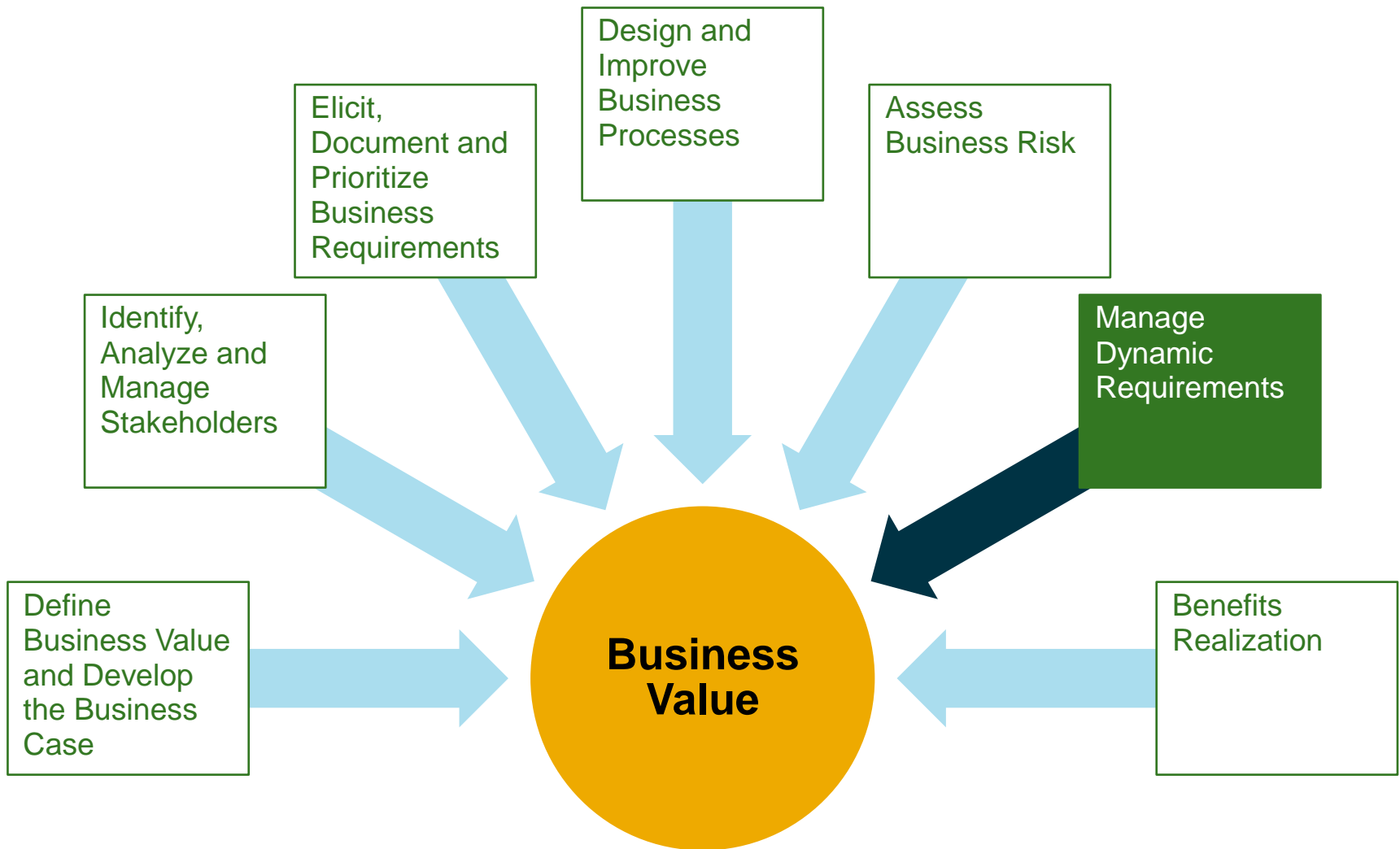
# Business Analysis in Action



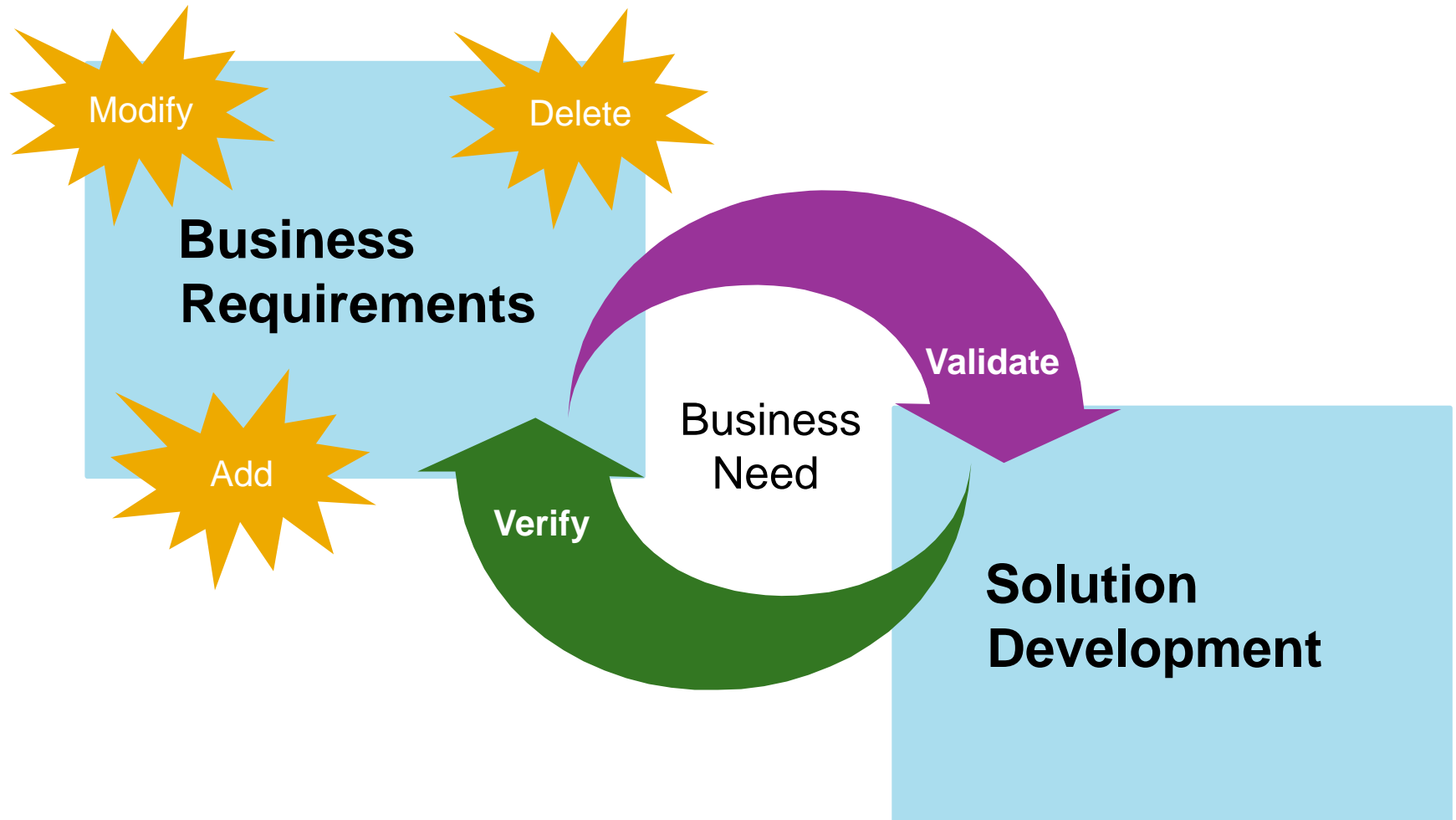
# Assess Business Risk



# Business Analysis in Action

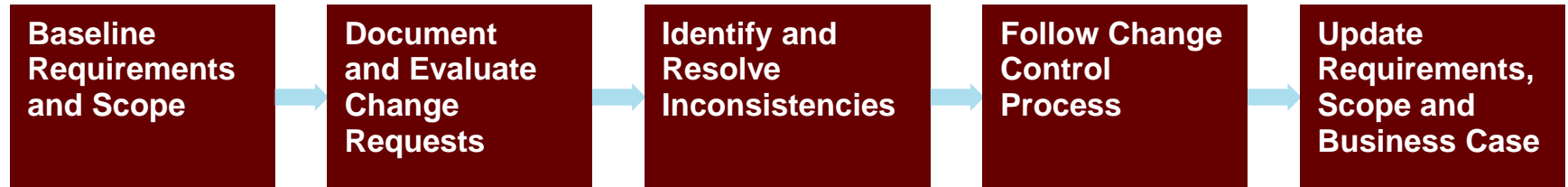


# Define a Requirements Management Plan





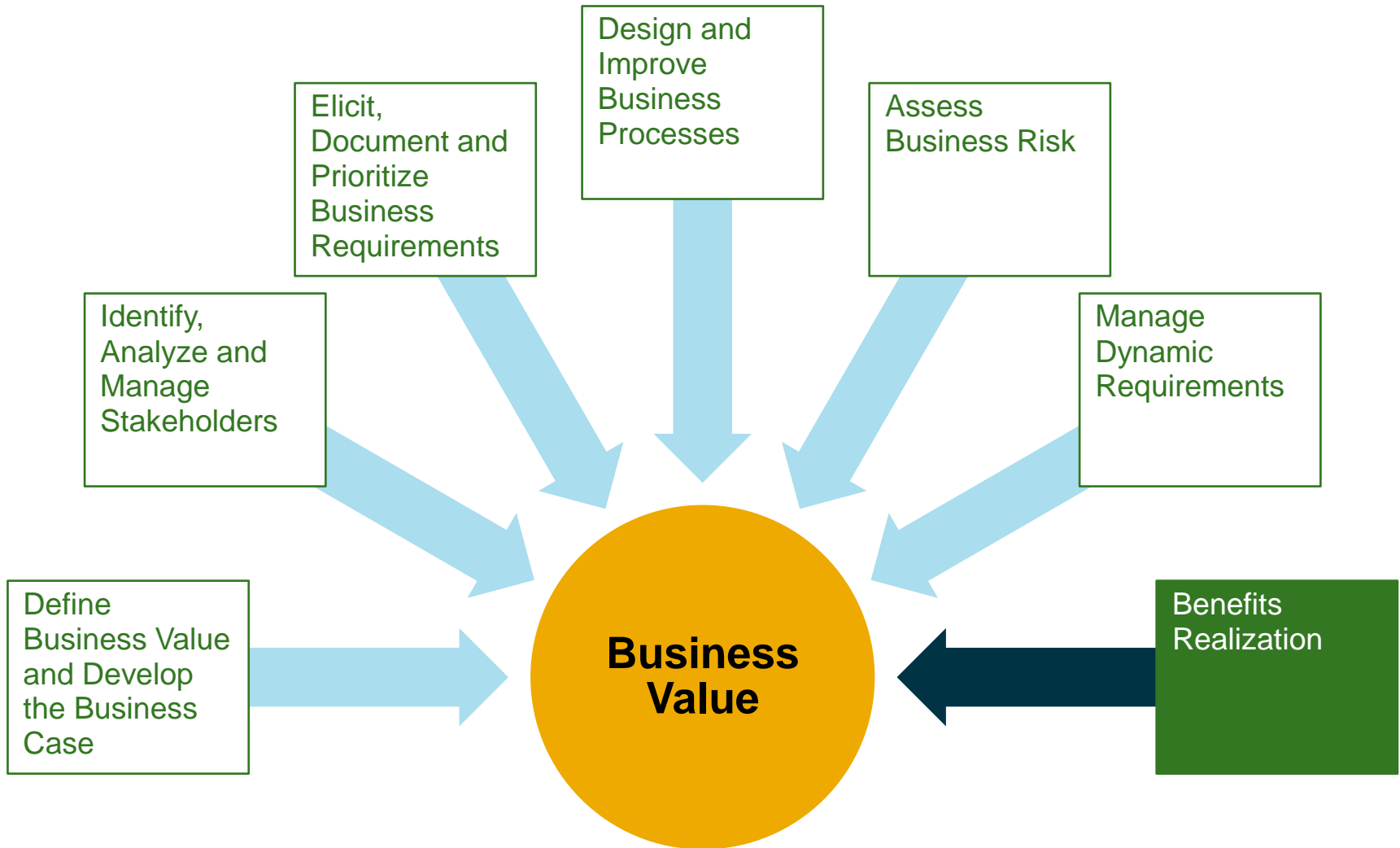
# Manage Dynamic Requirements



- Requirements are collected, documented, verified, analyzed, prioritized, validated and accepted by the key stakeholders. When final, the requirements are baselined in the program charter and project plan.
- Requests to add, modify or delete requirements are tracked in a Change Log.
- The change request must be analyzed for impact to the **objectives, stakeholder expectations, scope, budget, time, quality and risk**.
- Pay particular attention to identifying and resolving any inconsistencies that arise across requirements and deliverables. Avoid conflicting requirements.
- Follow established Change Control Process to approve, reject or delay a request.

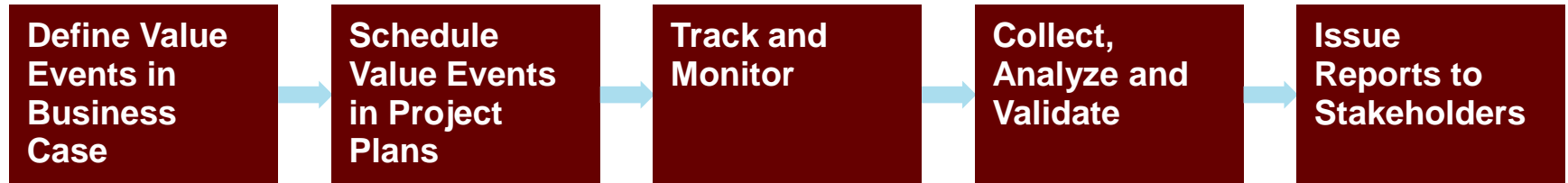
**As requirements and scope change, it is critical that the business case be updated to accurately reflect any changes to expected costs and benefits.**

# Business Analysis in Action



# Measure and Reinforce Benefits Realization

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- To “operationalize” a business case, the concept of value events is used to ensure accountability for realization of benefits and to provide rigor around tracking of costs and benefits.
- “Value events” should be integrated into detailed project workplans as milestones to be achieved over the course of the project lifecycle.
- Project Management and program stakeholders are held accountable to explain any variance or delays against forecasted value events.
- A Benefits Realization scorecard can be used to communicate consistently and regularly with program stakeholders as to the progress made against financial, operational, or service metrics that have been established for the program.

# Illustrative: Business Analysis Across the Project Phases



- Define business goals, objectives and imperatives
- Benchmarking / comparative analysis
- Analyze costs/benefits and develop the business case
- Assess feasibility and risk
- Identify and assess key stakeholders
- Prepare data requests
- Analyze and document current state processes
- Input to program roadmap

- Conduct stakeholder and focus group interviews
- Elicit business requirements
- Analyze, prioritize and validate requirements
- Identify business process improvement opportunities
- Develop future state processes
- Develop requirement specs as input to technical specs

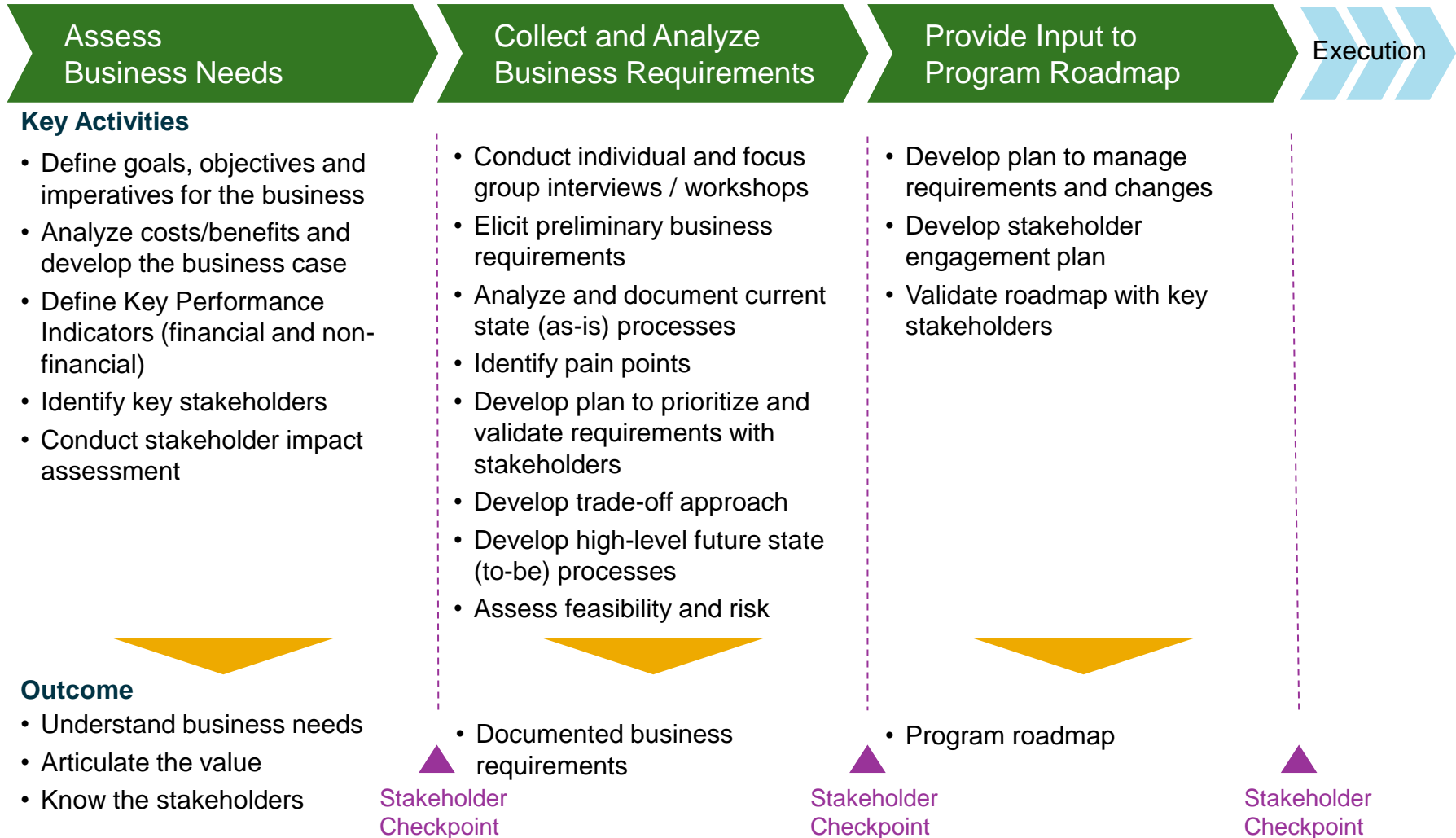
- Business process reengineering
- Conduct stakeholder pulse surveys
- Conduct program checkpoints with stakeholders
- Document and manage changes to requirements
- Keep business case current

- Liaise with business and technical teams in User Acceptance Testing
- Document and manage changes to requirements
- Keep business case current

- Conduct business readiness assessments
- Document and manage changes to requirements

- Measure benefits realization
- Track financial and operational performance metrics
- Manage changes to deployed solution as business needs evolve
- Define opportunities for continuous process improvement to drive further efficiency and effectiveness

# Illustrative: Strategic Planning and Analysis Approach and Timeline



# Breakout Exercise

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## Illustrative Business Situation

A University in a state system has undertaken goals to reduce the cost of “back office” functions (e.g., Payroll, HR, Finance, Supply Chain) by 50% within the next 5 years to help the effort to hold the costs of tuition steady. At the same time, they want to improve service levels to internal and external customers. As part of this effort, they have begun to explore new enterprise solutions (including cloud applications). You have been asked to serve as the Business Analyst for the HR team who are extremely enthusiastic about a packaged cloud solution. They have begun the effort of reviewing vendors, and want you to participate in the selection and strategic analysis and planning phase of the program leading to a roadmap and implementation approach.

## Complication

- The state recently implemented a full ERP suite of applications and technology that handles Payroll, HR, Finance and Supply Chain.
- As part of the state-wide Enterprise Architecture Strategy, there is a drive to use existing solutions wherever possible.
- The HR lead for the program is wildly enthusiastic about a particular cloud solution.
- The IT team is concerned about needing to build and maintain integrations to cloud solutions.

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## Answer the following questions

1. Identify the business goal(s) for the project.
2. What do you still need to know?
3. How would you get started on your strategic analysis/planning approach?

# Putting It All Together

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# Let's connect! Visit us at our Accenture booth to talk with an expert today

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