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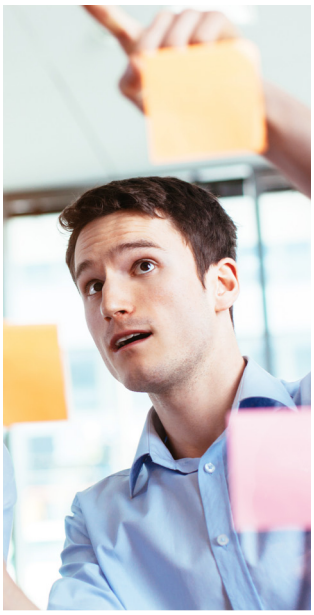
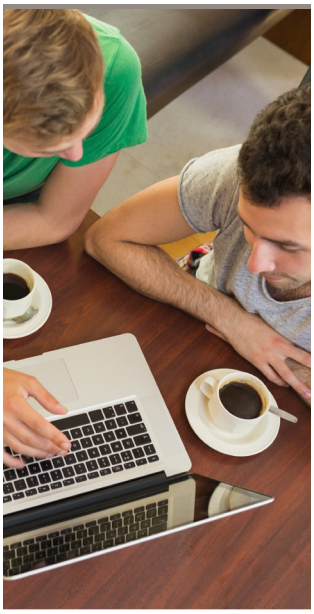
Business Analysis 2016





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1 Business analysis general

1.1 What is business analysis?

Business analysis is a research discipline[1] of identifying business needs and determining solutions to business problems. Solutions often include a software-systems development component, but may also consist of process improvement, organizational change or strategic planning and policy development. The person who carries out this task is called a business analyst or BA.[2]

Business analysts do not work solely on developing software systems. Those who attempt to do so run the risk of developing an incomplete solution.[3]

Although there are different role definitions, depending upon the organization, there does seem to be an area of common ground where most business analysts work. The responsibilities appear to be:

- To investigate business systems, taking a holistic view of the situation. This may include examining elements of the organization structures and staff development issues as well as current processes and IT systems.
- To evaluate actions to improve the operation of a business system. Again, this may require an examination of organizational structure and staff development needs, to ensure that they are in line with any proposed process redesign and IT system development.
- To document the business requirements for the IT system support using appropriate documentation standards.

In line with this, the core business analyst role could be defined as an internal consultancy role that has the responsibility for investigating business situations, identifying and evaluating options for improving business systems, defining requirements and ensuring the effective use of information systems in meeting the needs of the business.

Source: https://en.wikipedia.org/wiki/Business_analysis

1.2 What is a business analyst?

A business analyst is someone who analyzes an organization or business domain (real or hypothetical) and documents its business or processes or systems, assessing the business model or its integration with technology.

The International Institute of Business Analysis (IIBA) describes the role as “a liaison among stakeholders in order to understand the structure, policies, and operations of an organization, and to recommend solutions that enable the organization to achieve its goals.” [4]

The role of a systems analyst can also be defined as a bridge between the business problems and the technology solutions. Here business problems can be anything about business systems, for example the model, process, or method. The technology solutions can be the use of technology architecture, tools, or software application. So System Analysts are required to analyze, transform and ultimately resolve the business problems with the help of technology.

Source: www.wikipedia.com

1. https://en.wikipedia.org/wiki/Business_analysis#cite_note-1
2. https://en.wikipedia.org/wiki/Business_analysis#cite_note-2
3. https://en.wikipedia.org/wiki/Business_analysis#cite_note-3
4. https://en.wikipedia.org/wiki/Business_analyst#cite_note-1

2 Benefits of Business Analysis

2.1 How Does Business Analysis Create Value?

If you are considering a business analyst role, you might be wondering how exactly does the business analyst create value for their organization? Why do we still see so many organizations operating without a business analyst function? And how, as business analysts, can we be sure to create the most possible value from our activities?

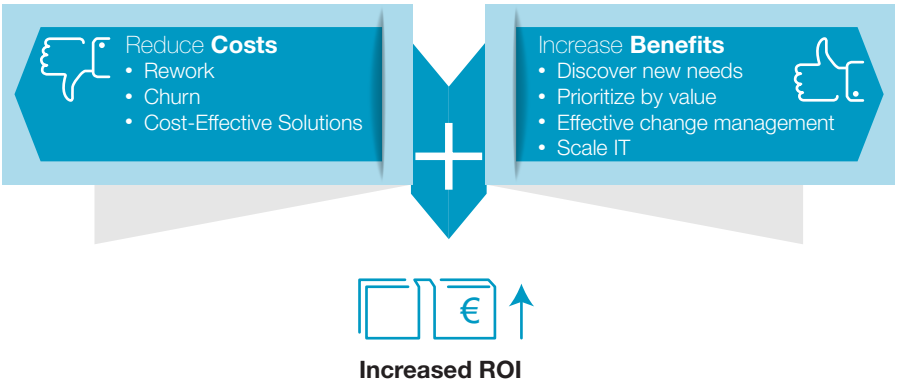
2.2 Using an ROI Calculation to Evaluate Business Analysis

The essence of value in a business context centers around Return on Investment (ROI). ROI is the weight of the business value or benefits, typically captured as increases in revenue or decreases in cost, over the cost of implementation the change. The variables of ROI can be picked apart to no end.

When it comes to cost, many organizations focus on technology costs and forego the other business-related costs, such as stakeholder involvement, in determining ROI. In a more mature organization they may look at the total cost of ownership which takes into account the cost of owning the solution throughout its entire product lifecyle.

If we look at the ROI formula, there are really only two components that a BA can impact.

Return on Investment = [Value achieved through the solution] - [Cost of the solution]
As business analysts, we can impact both of these variables. We can increase the value achieved through the solution to the business problem and our activities actively reduce the cost to implement the solution.



2.3 How a Business Analyst Reduces Costs of Implementation

At a basic level, business analysis reduces the overall costs for the project. This concept is often counter-intuitive for managers unfamiliar with business analysis. At first blush, adding a business analyst and producing additional project documentation appears to be an additional cost. If you are managing without a business analyst today and you introduce one, the cost may appear to increase, especially at first.

However, as business analysts, we are actively focused on reducing costs. This could be measured in the following ways:

Reduction in rework - if you help focus the team on the right requirements, then there should be reduced amount of unnecessary change. There will always be some change, as implementation encourages learning. But many projects are plagued by change because requirements are not well understood. And this kind of change is waste.

Reduction in requirements churn - Stakeholder time is valuable, but without someone in the business analyst role, stakeholders might spend excess time in unproductive discussions. An analyst can help drive a logical and efficient decision-making processes, track open issues, and document discussions, reducing the amount of time spent rehashing previous discussions and going down rabbit holes.

Discovering more cost-effective solutions - When the business analyst is licensed to find any number of solutions to a problem, specifically solutions that may not involve information technology, the business analyst actually might help reduce costs by finding more cost-effective solutions.

2.4 How a Business Analyst Increases the Potential Benefits

The business analyst can also help the project team increase the potential benefits yielded by the solution. Some key areas come to mind.

- New business needs or requirements are discovered - A business analyst does not just pick up or “gather” the requirements. Most often a business analyst must actively mine for or discover the requirements. By actively discovering requirements, the business analyst helps the business come to an improved understanding of what is needed from the solution to be successful.
- Prioritization ensures focus on value - Our stakeholders are reluctant to prioritize. By using various prioritization techniques and prioritizing at several stages in the requirements lifecycle we help ensure our own and our stakeholder efforts are invested in the requirements with the most potential benefit.
- More effective implementation of new solutions by the business - Even without formal change management practices, focusing on the business analyst principles of clarity and alignment help the organization prepare for change.
- Providing a framework in which an IT team can scale - as an organization grows, so does the number of stakeholders, projects and implementers. As this happens, the natural patterns of communication that worked for a smaller team tend to fall apart. Business analysis is a key component in enabling a small team to scale to a larger one, thereby increasing the benefits realized because more projects can be successful investments.

Source: http://www.bridging-the-gap.com/how-does-a-business-analyst-create-value/

3 Business Analysis Trends for 2016

What does the Business Analysis landscape look like for 2016?

Trend 1

Strong Continued Demand for Business Analysts

Did you know that Business Analysis is one of the fastest growing careers today? It's true! Canadian employers will need 171,000 business analysis related professionals by 2016 (Source: Information and Communications Technology Council, 2011). American employers will need 876,000 business analysis related professionals by 2020 (Source: U.S. Bureau of Labor Statistics, Employment Projections Program).

This can be explained by the fresh round of investment in IT by business in order to emerge from recession. Business analysts map the flow of information around the business and translate this into coherent, usable technology processes. As companies insist on seeing a real return on their investment, the business analyst - with their dual business and IT focus - will play a critical role.

Trend 2

More Active Roles for Business Analysts in Agile Software Development Projects

The expansion of agile and pseudo-agile software development will continue in 2016, and while business analysts may not retain their title or their specific, traditionally-defined functionality when working as part of an agile software development team, make no mistake about it - business analysis is still required, even on an agile software development project. Who best to perform such work than the business analyst!

Helping to define the requirements to solve the business problem, assisting in analyzing requirements and product backlog items to produce user stories that can be implemented within a short time box, and working with developers to increase their understanding of the business problem and requirements are all examples of the kind of business analysis activities that are needed on agile software development projects.

Trend 3

Convergence of Business Analyst and Project Management Roles

As we see an increasing demand for business analysts, we also see a combining of the business analyst role with other project team roles - specifically project managers - due largely to corporate belt-tightening, but also to a lack of understanding among management of the value that business analysts bring to their organizations. As the profile of business analysts continues to rise and management begins to appreciate the important connection between requirements management and successful projects, we hope to see less business analysis role convergence in the future.

Trend 4

Business Analysts Will Move Toward More Back-end Activities Such As Transitioning New Systems and Processes into Production

A common complaint over the past decade has been the lack of coordination between applications development and business and operations production. The tendency of software developers to install new systems or new features and then move on to the next technical problem while end users struggle to embrace the changes introduced by the new system is still prevalent. Many organizations have established "warranty

periods" after new features have been implemented in production to allow additional charges against the project to cover post-implementation issues. Typically, a business analyst has been assigned to deal with post-implementation transition issues.

Trend 5

More Business Analysts will be involved with Production Issues, Post- implementation

In many organizations business analysts have moved from total focus on the upfront definition of requirements to a transition role working as the business representative to the operations transition team. This helps to ensure a smooth transition between the old processes and systems and the new ones. Generally, this means that the business analyst will have to be aware of production standards and processes (such as ITIL®) and be able to work with service delivery managers and operations personnel.

Trend 6

Business Analysts Will Find Themselves More in a Role of Advocates for the Business, Not Only with the Solution Teams, but also Among Different Business Units

The trend over the past 10 years or so has been for business analysts to work as part of the Information Technology (IT) organization. Over the past couple of years and into the foreseeable future more business analysts are working directly for a business line or business unit, or directly for product management. In this position the business analyst may spend a considerable amount of time educating, mentoring, and advising the solution team about the business problem and the business product. This requires the business analyst to have full knowledge of the product line, the products' customer base, the competition, and the overall marketplace as well as the business, sales, marketing, and production processes inside the organization. The role of business advocate with direct accountability to the business (instead of IT) means the business analyst will need a greater understanding of the external business environment and the competitive forces impacting their industry in 2016.

Trend 7

More Business Analysis Standards

The growing demand for business analysts is fueling a need for standards that can support the important work that business analysts perform. Two professional organizations are leading the charge in this area - The International Institute of Business Analysis (IIBA) and The Project Management Institute (PMI). In April 2015, the IIBA released A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) Version 3, a significant body of work that had been in the making for several years. The new version expands the scope of business analysis, providing essential direction and support for practitioners in areas such as agile, business intelligence, information technology, business architecture, and business process management.

In late 2015, PMI announced plans to develop a foundational standard in business analysis during 2016 to provide a definitive body of knowledge for anyone performing business analysis on projects, programs and portfolios. The decision to launch this new business analysis foundational standard - which is expected to be ready for Subject Matter Expert review in 3Q 2016 - follows the successful launch in late 2014 of their Business Analysis for Practitioners: A Practice Guide. Business Analyst practitioners will have no shortage of standards to refer to for guidance and support in 2016 and beyond!

Trend 8

More Business Analysis Certifications

With the high demand for business analysts and the growing number of standards to support business analysis practice, it's only natural that there are increasing options for business analysis certification. The IIBA announced plans to roll out a new, four-level competency-based certification program in September 2016. The IIBA is positioning their new "real-world designed" certification framework to be the "Gold Standard certification" to support the business analysts' lifelong career progression. Each of the four levels will have their own experience, training and application prerequisites and competency assessments, as well as exam and assessments requirements. If you're already a CCBA® or CBAP® recipient, you'll be grandfathered into the re-designed framework. And if you're not, perhaps now is a good time to expedite your new year's resolution to become certified before Sept 2016…

PMI also has a business analysis certification known as the PMI Professional in Business Analysis (PMI-PBA)® that was launched in 2014. Chances are good that they may also decide to develop a new business analysis certification following the official launch of their new business analysis foundational standard slated for release sometime during 2017, though no definitive announcement has been made at this time. Experience has shown that where there's a professional standard, there's generally a professional certification waiting to be unveiled…

Trend 9

China in the Spotlight for Business Analysis

There is no disputing the enormous impact that China has had on the global marketplace in recent years. Demand for business analysts and business analysis certification is so strong there that PMI has already translated their Business Analysis for Practitioners: A Practice Guide into simplified Chinese and will begin offering their PMI-PBA certification exam in mainland China in 2016. Until now, business analysts have had limited opportunities to pursue professional certification in China, so this is a significant development. Expect other standards bodies to follow suit and offer more products and services to cater to the burgeoning Chinese marketplace in 2016.

Trend 10

Collaboration is the Name of the Game - Implications of Strategic Partnerships on Business Analysis Practice

As the world becomes an increasingly difficult place to navigate on one's own, organizations - like people - are forging strategic partnerships to help them survive and thrive. In August 2015 the IIBA announced strategic partnerships with four leading global organizations in order to create greater connections and engagements across the business analysis community. The purpose of these collaborations is to support the evolution of the business analysis role and impact. This will go well beyond the BA community in order to ensure integration of an industry knowledge base, thought leadership, and expanded portfolio of products and services.

The impact of such alliances will be to increase recognition as well as value for business analysis and complementary professions and their roles. This, in turn, should lead to enhanced career opportunities for business analysts in Business Relationship Management (BRM) as well as a greater need for training to learn the skills needed to advance into more senior roles.

Source: blog.iil.com

4 Business Analysis certification – Comparison with competitors

In this part of the document you are going to find some important information related with EXIN competitors.

The main competitors of EXIN Business Analysis program are:
- International Institute of Business Analysis – IIBA;
- APMG;
- PMI;

Each one have a different program based on their own Body of Knowledge. Now you are going to get more knowledge about the programs and the differentials of EXIN program.

4.1 IIBA Program

IIBA represents the institute that are more specialized in the subject. Since 2004 they work on BABOK (a framework that describes the business analysis tasks that must be performed to deliver a solution that will provide value to the sponsoring organization) development and its first professional certification that calls “CBAP (Certified Business Analysis Professional)”.
Since BABOK first version, the framework was updated during the years:
- 1st version: Considered the “draft version” - October 2005;
- 2nd version: Considered the “1.6 version” and the first formal version of the framework - June 2006;
- 3th version: Considered the “2.0 version” - March 2009;
- 4th version: Considered the “3.0 version” - April 2015;

The areas that is covered by BABOK are:
- Business Analysis Planning and Monitoring: describes the tasks used to organize and coordinate business analysis efforts.
- Elicitation and Collaboration: describes the tasks used to prepare for and conduct elicitation activities and confirm the results.
- Requirements Life Cycle Management: describes the tasks used to manage and maintain requirements and design information from inception to retirement.
- Strategy Analysis: describes the tasks used to identify the business need, address that need, and align the change strategy within the enterprise.
- Requirements Analysis and Design Definition: describes the tasks used to organize requirements, specify and model requirements and designs, validate and verify information, identify solution options, and estimate the potential value that could be realized.
- Solution Evaluation: describes the tasks used to assess the performance of and value delivered by a solution and to recommend improvements on increasing value.

Additionally is included 50 of the most common techniques used by business analysts.

4.1.1 IIBA Program - Professional certifications

IIBA offers two different professional certifications that are: CBAP - Certified Business Analysis Professional and Certification of Competency on Business Analysis (CCBA).

	CBAP	CCBA
Years in the market	First certification developed by IIBA	Second certification developed by IIBA
Target group	Business analysis Systems analysis Requirements analysis or management Process improvement Consulting	Business analysis Systems analysis Requirements analysis or management Process improvement Consulting
Additional requirements	Minimum 7500 hours of BA work experience aligned with A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) in the last 10 years. Minimum 900 hours in four of the six knowledge areas Minimum 21 hours of Professional Development in the past four years. Two references from a career manager, client or Certified Business Analysis Professional (CBAP®) recipient Signed Code of Conduct.	Minimum 3750 hours of business analysis work experience aligned with the BABOK® Guide in the last seven years. Minimum 900 hours in two of the six knowledge areas or 500 hours in four of the six knowledge areas. Minimum 21 hours of Professional Development in the past four years. Minimum high school education or equivalent. Two references from a career manager, client or Certified Business Analysis Professional TM (CBAP®) recipient Signed Code of Conduct.
Require recertification?	Once every 3 years; need 60 CDUs for renewal	Once every 3 years; need CDUs for renewal (unknown at this time)
Number of questions	150 multiple-choice questions	150 multiple-choice questions
Pass grade	70%	70%
Number of professionals certified	6197	845
Chapters	• Africa • Asia/Pacific • Canada (HQ) • Europe/Middle • India • Latin America/Caribbean • United States	

4.2 APMG Program

APMG represents one the biggest EXIN competitor. APMG portfolio is divided in Programme and Project Management, IT Service Management, IT Goverance, Change Management and Cyber Security.
Related with EXIN Business Analysis program, we can determine 2 different APMG programs that are more related. They are:

- BRMP® - Business Relationship Management Professional;
- Change Management.

4.2.1 Business Relationship Management Professional;

BRMP APMG Program is extremely related with Business Relationship good practices that are described on ITIL and ISO 20000. The program was created by Business Relationship Management Institute (BRMI) and is represented by APMG to perform the accreditation and exam distribution.

The principal areas covered by the training and exam are:

BRM Overview

- Be able to explain the goals and objectives of the BRM role.
- Understand why the BRM role is gaining importance and how it is evolving in response to business and provider forces.
- Explain the concepts of Business Demand Maturity and Provider Supply Maturity and how these impact the BRM role.
- Understand the drivers of relationship maturity and be able to differentiate between tactical and strategic BRM roles and how these relate to order taker, trusted consultant and strategic business partner.
- Be able to explain common BRM reporting and organizing structures.

Strategic Partnering

- Understand “Demand Shaping” as a means to increase value realization from provider investments, services and assets.
- Be able to use a Strategic Relationship Management Process and Tools to strengthen business partner and provider relationships.
- Understand how and where to engage in your business partner’s decision cycle.
- Co-develop, with your business partner, a Relationship Strategy-on-a-Page as a mutual Relationship Contract.

Business IQ

- Understand the concepts of “Value Leakage” and the BRMs role in minimizing this.
- Understand the concepts of Capability Roadmaps and how these are derived from business strategy.
- Understand the concepts of Value Management and how these link business strategy, provider strategy, portfolio and the business case to shape priorities, communicate and drive business value.
- Be able to use Business Outcomes to clarify strategic initiatives, manage scope and determine value metrics.

Portfolio Management

- Understand how Portfolio Management is the central mechanism for a Value Management Process.
- Understand how to apply Portfolio Management to the entire life cycle of provider investments, from managing new investments, optimizing existing investments and retiring old investments.

- Understand the relationships between Project, Program and Portfolio Management and how these work together to optimize business value.
- Be familiar with two common Portfolio Classification schemes and how they are applied to achieve a Portfolio Balancing.
- Understand how governance processes and structures are used in support of Portfolio Management.

Business Transition Management

- Understand what Business Transition Management is, why it is important to BRM, and the components of a Business Transition Capability Model.
- Understand how to create urgency for stakeholders.
- Understand the key roles to be orchestrated for successful business transition.
- Understand key change leadership concepts.
- Understand the importance of clarifying the change details and typical methods for achieving clarity.
- Understand how the Cliff Analogy illustrates all key factors in managing a transition.

Provider Domain

- Understand the value-centric definition of a service.
- Understand the important distinctions between Products and Services and the implications for the BRM.
- Understand the different aspects of service value and how service provider constraints impact the role of the BRM.

Powerful Communications

- Understand the components of 'powerful communications'.
- Understand how to influence those over whom they do not have direct control.
- Be able to express themselves through a unique value proposition.

4.2.2.1 APMG Program – BRMP

For Business Relationship Management Professional is only available the Foundation Level.

	Foundation
Years in the market	N/A
Target group	Project managers, business analysts, managers and directors within the Information Technology, Human Resource, Finance, Product Development, Customer Service, etc. functional areas and is intended for anyone interested in pursuing an intermediate-level BRM role.
Additional requirements	N/A
Require recertification?	NO
Number of questions	50 question of multiple choice
Pass grade	50%

4.2.2 Change Management

The program was created by Change Management Institute (CMI) and is represented by APMG to perform the accreditation and exam distribution.
The principal areas covered by the training and exam are:

- The change management context
- Change and the individual
- Change and the organization
- Stakeholder strategy
- Communication and engagement
- Change Change impact
- Change readiness

4.2.2.1 APMG Program - Change Management

For Change Management certification, is available 2 different levels: Foundation and Practictioner

	Foundation	Practictioner
Years in the market	Since 2005	Since 2005
Target group	• Those wishing to achieve Change Management Foundation Certification • Those in any role including leading, managing, or supporting the change initiative • Those working in organizations where a change initiative is being planned or taking place	
Additional requirements	N/A	Hold Change Management Foundation Certification
Require recertification?	No	Yes. Every 3 years.
Number of questions	50 multiple-choice questions	• Objective testing based on a case study scenario • Four questions of 20 marks each • 2.5 hours duration • Restricted open book - The Effective Change Manager's Handbook may be used in the exam.
Pass grade	50%	50%

4.3 PMI Program

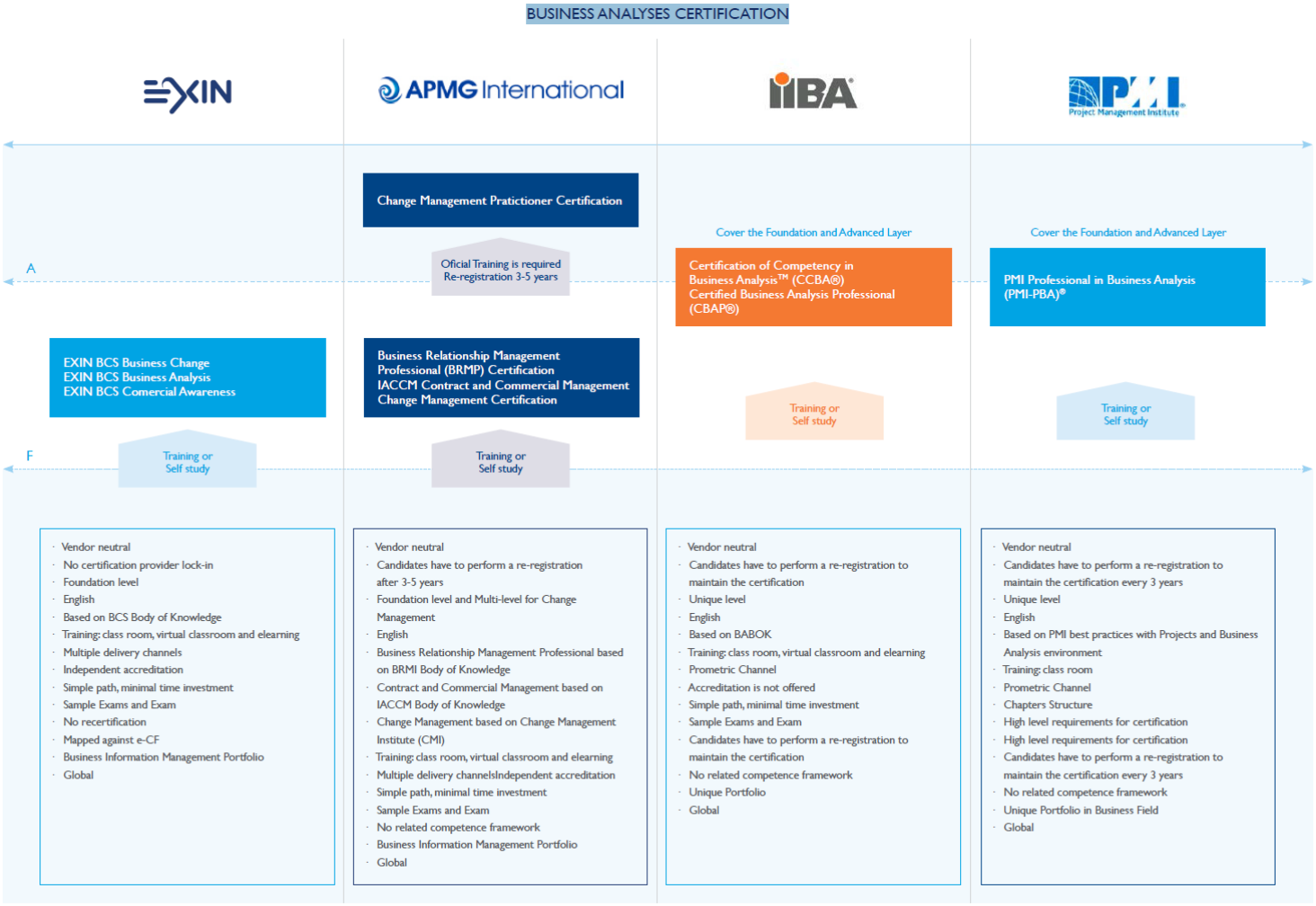
PMI represents one the most important player in Project Management environment. PMI portfolio during several years was restricted only in one subject. Even with this expansion, their topics still related with projects environment. During the last years PMI started to invest in minor certifications to get a new part of the market that doesn't have all the requirements that is necessary to their major certification and enable the cross-selling process.

4.3.1 PMI Program – PMI-PBA

The PMI-PBA credential recognizes an individual's expertise in business analysis, and using these tools and techniques to improve the overall success of projects. In addition, the PMI-PBA credential carries a high level of professional credibility. It requires a combination of business analysis training, experience working on projects, and examination on business analysis principles, practices, tools, and techniques. This global credential also supports individuals in meeting the needs of organizations that rely on business analysis practitioners to play key roles on their teams.

	Foundation
Years in the market	Since 2014
Target group	Project managers, business analysts, managers and directors within the Information Technology, Product Development.
Additional requirements	• Experience in Business Analysis: 7.500 hours to non-graduates and 4.500 hours for graduates • Experience in Project Management: 2.000 hours to non-graduates and 2.000 hours for graduates • Business Analyses Education (contact hours): 35 hours
Require recertification?	Yes – you have to maintain your certification – 60 PDUs every 3 years
Number of questions	200 question of multiple choice
Pass grade	70%

4.4 Business Analyses Certification landscape



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About Capgemini Academy

Capgemini Academy is a subsidiary of Capgemini. We rely on the experience of over 180,000 professionals worldwide:

- Capgemini Academy is one of the largest IT training organizations in the Benelux, and is active worldwide.
- We help over 12,000 students each year with their professional growth.
- Our training portfolio is adapted to our customers' needs, both in terms of content and methods used.
- Our trainers have practical experience. They are professionals who are also certified to teach.
- Our goal is to minimize the use of paper, so the majority of our teaching materials are digital.

Continued development is crucial for IT and business professionals. Capgemini Academy helps you and your employees achieve the sustainable development of skills.We take a critical look at what tomorrow's professionals need and what will make them flexibly employable. We also develop the training and educational tools necessary to meet this need.

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