

As the definitive guide and the internationally recognized standard for the business analysis profession, the *BABOK*[®] *Guide* is the comprehensive tool for the practice of business analysis.

THE VALUE OF BUSINESS ANALYSIS IN BUSINESS INTELLIGENCE

Business Intelligence is a new perspective of the upcoming *BABOK*[®] *Guide* v3



Business
Intelligence

Business Intelligence and Business Analysis

IIBA has included as part of the upcoming *Business Analysis Body of Knowledge*[®] (*BABOK*[®] *Guide v3*) a new perspective on Business Intelligence which highlights the unique characteristics of business analysis when practiced in the context of transforming, integrating, and enhancing data.

The focus of business intelligence is the transformation of data into value-added information: where to source it, how to integrate it, and how to enhance and deliver it as analytic insight to support business decision making. Business Analysts play a supportive role in this process.

Business Analyst Position

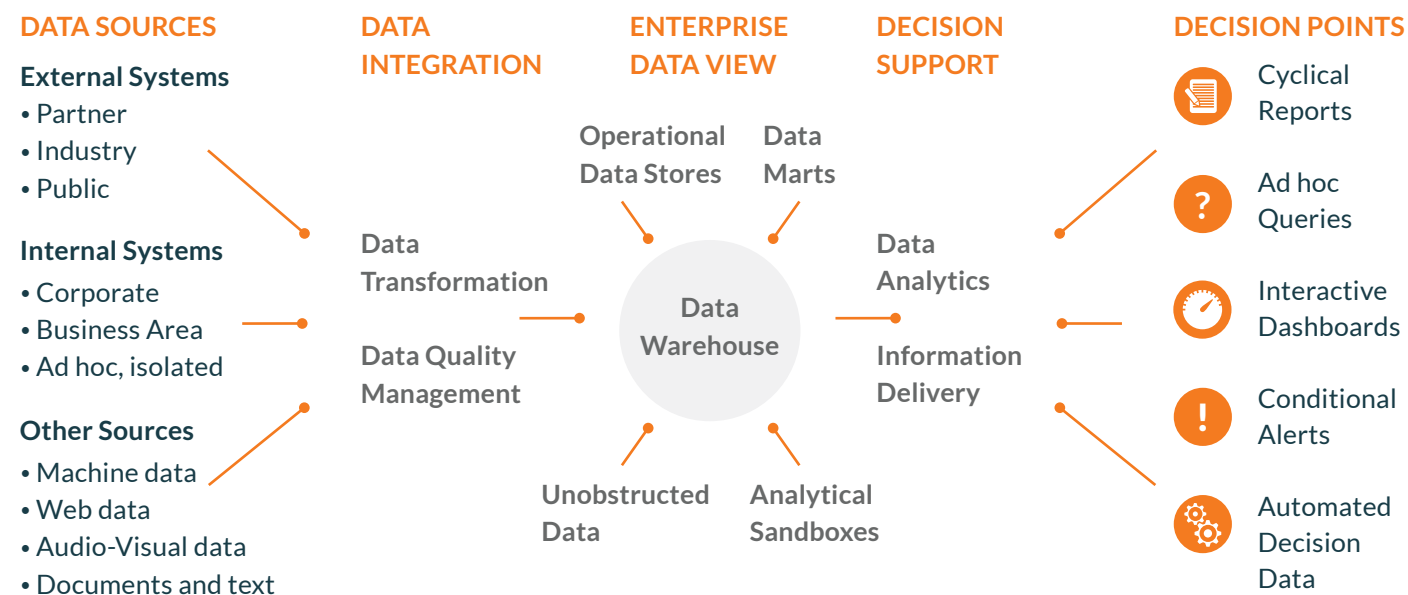
Business analysts define the BI needs of business stakeholders and provide requirements to solution providers. They also support BI through:

- enterprise data modelling,
- decision modelling,
- specialized presentation design (for example, dashboards), and
- ad hoc query design.

Business analysis roles include:

- business analyst who is competent in the definition of business requirements and the assessment of potential solutions,
- business intelligence functional analyst who has an understanding of data mining and predictive analytic techniques, as well as skills in developing visualizations,
- data analyst who is experienced at defining source systems data to be used for the required analytical purposes, or
- data modeller/architect who is skilled in defining the source and target data structures in logical data models.

Business Intelligence Solution – Conceptual Framework



The Focus of Business Analysis in Relation to Business Intelligence

In the business intelligence discipline, business analysis is focused on:

- the specification of business decisions to be influenced or changed,
- the collection of data from source systems,
- the integration of divergent sources into a convergent enterprise framework, and
- the provision of targeted information and analytic insight to business stakeholders.

Key responsibilities of the Business Analyst in support of Business Intelligence:

- analysis and specification of the business requirements for all of these components and collaborates with technical specialists to assess solution artifacts.

How Business Analysis supports effective business intelligence outcomes:

- **Business process coverage:** defines the scope of the change with a high-level overview of the business decisions within the enterprise that are to be supported by the solution. It identifies how the information output will be used and what value it will provide.
- **Decision models:** identify the information requirements of each business decision to be supported and specify the business rules logic of how the individual information components contribute to the decision outcome.
- **Source logical data model and data dictionary:** the source logical data model provides a standard definition of the required data as held in each source system.
- **Source data quality assessment:** evaluates the completeness, validity, and reliability of the data from source systems.
- **Target logical data model and data dictionary:** the target logical data model presents an integrated, normalized view of the data structures required to support the business domain.
- **Transformation rules:** map source and target data elements to specify requirements for the decoding/encoding of values and for data correction (error values) and enrichment (missing values) in the transformation process.

Business analytics requirements: define the information and communication requirements for decision support outputs. These include:

- predefined reports,
- dashboards,
- balanced scorecards,
- ad hoc reports,
- online analytical processing (OLAP) queries,
- data mining,
- prescriptive analytics,
- conditional alerts,
- complex event processing, and
- predictive modelling.

Solution architecture: provides a high-level design view of how the decision support requirements of each functional area will map to the business intelligence framework. It is typically presented in the form of a process (or data flow) model that defines:

- where the source data is held,
- how (pull/push) and when (frequency, latency) the data will be extracted,
- where the transformations will take place (cleansing, encoding, enhancement),
- where the data will be physically stored (data warehouse, data marts), and
- how the data will flow to presentation outputs (reporting facilities, query tools).