

Global Business Analysis  
Community of  
Practice(CoP)



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# Agenda

- ❖ Evolution of Business Solution Analysis (BSA) CoP
- ❖ BSA CoP Framework
- ❖ BSA CoP Initiatives
- ❖ BSA Metrics – Center of Excellence (CoE) vs CoP
- ❖ Key Takeaways
- ❖ Questions and Answers

# Evolution of BSA CoP

# Evolution of CoP

Inception of Business Analysis (BA) CoE institutionalized with an aim to strengthen collaboration

Initiatives like Business Process Modelling (BPM), Design Thinking, Rational Tooling, Metrics initiated in order to develop and mature practice offerings

Leadership decision to co-locate CoP leadership with the delivery teams based in Offshore

## CoP to Emphasize on:

- Increasing CoP efficiencies
- Leveraging common synergies
- Sharing Industry methods and practice
- Continuous process Improvement
- Competency and career development
- Process Compliance

### Background

FY11

FY12

FY13

### Revived Leadership Focus

FY14

FY15

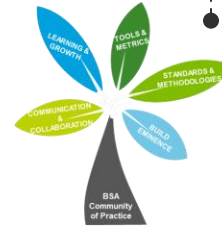
### Focus on CoP Up-skilling

FY16

### Kano Model

### Operational Effectiveness

Collaboration across Onshore and Offshore established with focus on various joint initiatives:- BPM, Design Thinking (DT), Visualization Tools etc..

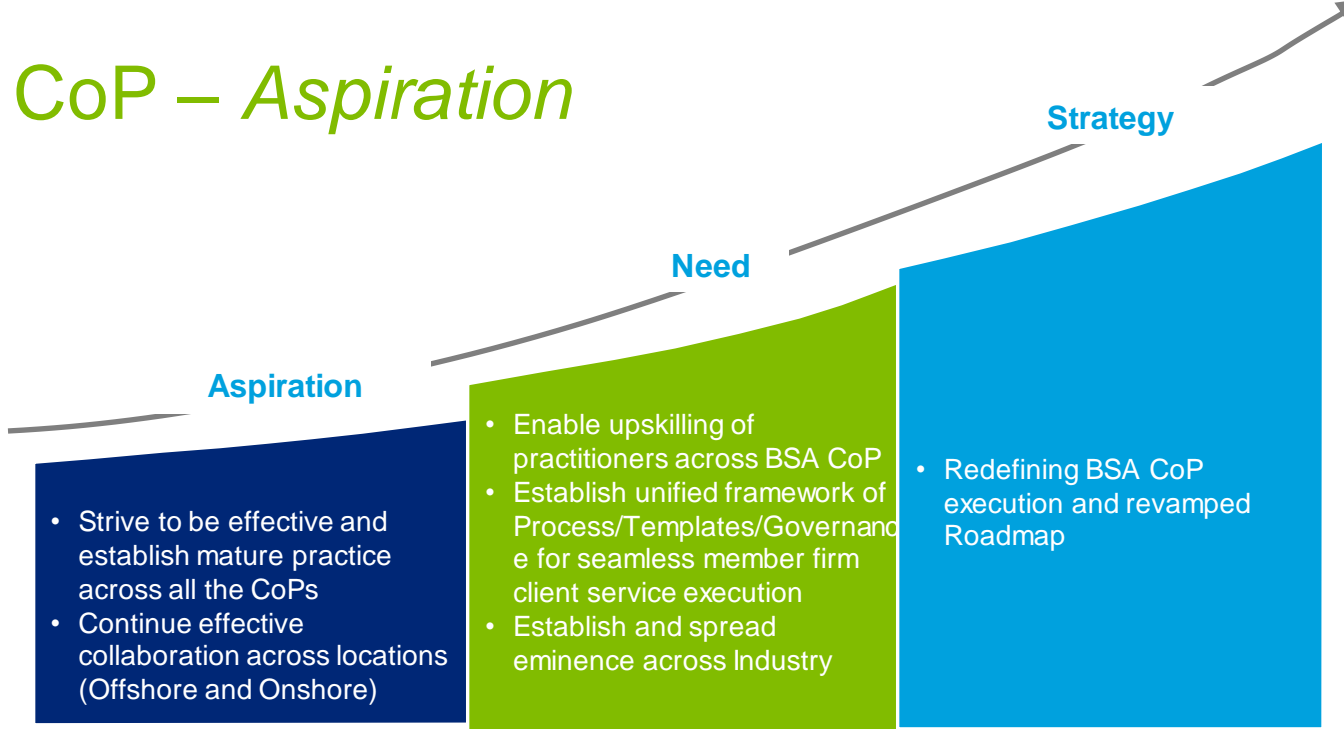


CoP Framework established

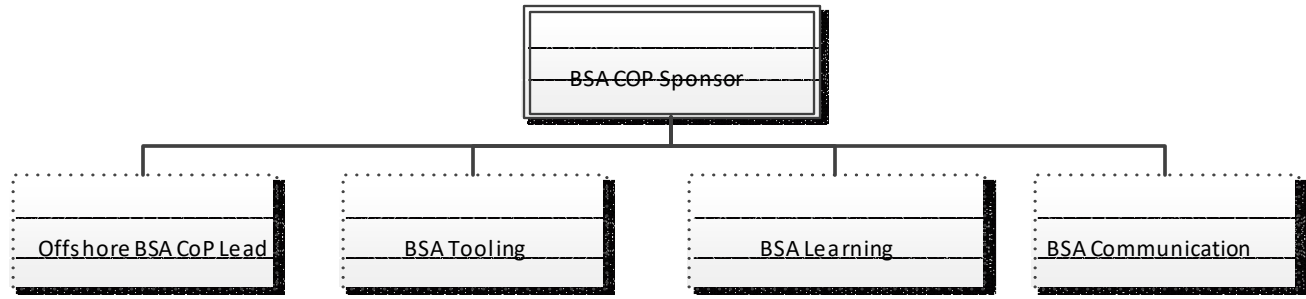
## Non Functional Requirements (NFR) and Orchestration



# BSA CoP – *Aspiration*



CoP Organization Structure



# BSA CoP Framework

# BSA CoP Framework – Areas of Focus

## STANDARDS AND METHODOLOGIES

Focus on -

- Focus on defining standards and methodologies, including automation and agility, and domain specific process improvement and innovation
- Enforcing key practices
- Industry methods and practice

## TOOLS AND METRICS

Focus on -

- Conformance to process
- Creating Enterprise wide templates for requirements definition
- Good versus bad requirements
  - Number of requirements to change controls
  - Number of requirements to defects



## COMMUNICATION AND COLLABORATION

Focus on -

- Manage communication and collaboration among the BSA community including email communications, BSA group, and building a BSA website

## LEARNING AND CAREER GROWTH

Focus on -

- Focus on BSA learning and career growth opportunities including certifications and trainings (both internal and external)
- Skill knowledge assessment
- Internal training
- Industry affiliations
- Coaching and mentoring

## BUILD EMINENCE

Focus on -

- Manage the BSA CoP brand and communication outside the BSA community including collaboration with Design Thinking CoP, relationship management with business stakeholders and member firms
- Fostering industry relationships and collaboration

# BSA CoP Framework

## Initiatives Underway

### STANDARDS AND METHODOLOGIES

- Automation and agility
- Domain specific process improvement and innovation
- Enhance automation framework for new and existing solutions
- Virtualize automation execution



### TOOLS AND METRICS

- Tools usage, refinement and exploitation (office champions)
- Refined metrics and status reporting
- Identify metrics to measure BSA effectiveness in project delivery



### LEARNING AND CAREER GROWTH

- Cross training in domain specific knowledge to improve core competencies and skills
- Certification aid
- Structured and internally led learning
- Intentional mentoring and coaching
- Defining proposed certification tracks for CoP practitioners



### BUILD EMINENCE

- BSA CoP Collaboration with Design Great Experiences CoP and Methods and Tools CoP
- Improving relationship management skills – especially with business stakeholders
- Enabling the technology teams in helping them ramp-up their respective CoPs
- Working with the local chapters to showcase offshore BSA CoP methodologies/best practices and also bringing industry best practices being followed to global groups



### COMMUNICATION AND COLLABORATION

- All hands meetings
- Announcements (email, intranet web sites)
- Lunch and learn sessions
- Team collaboration

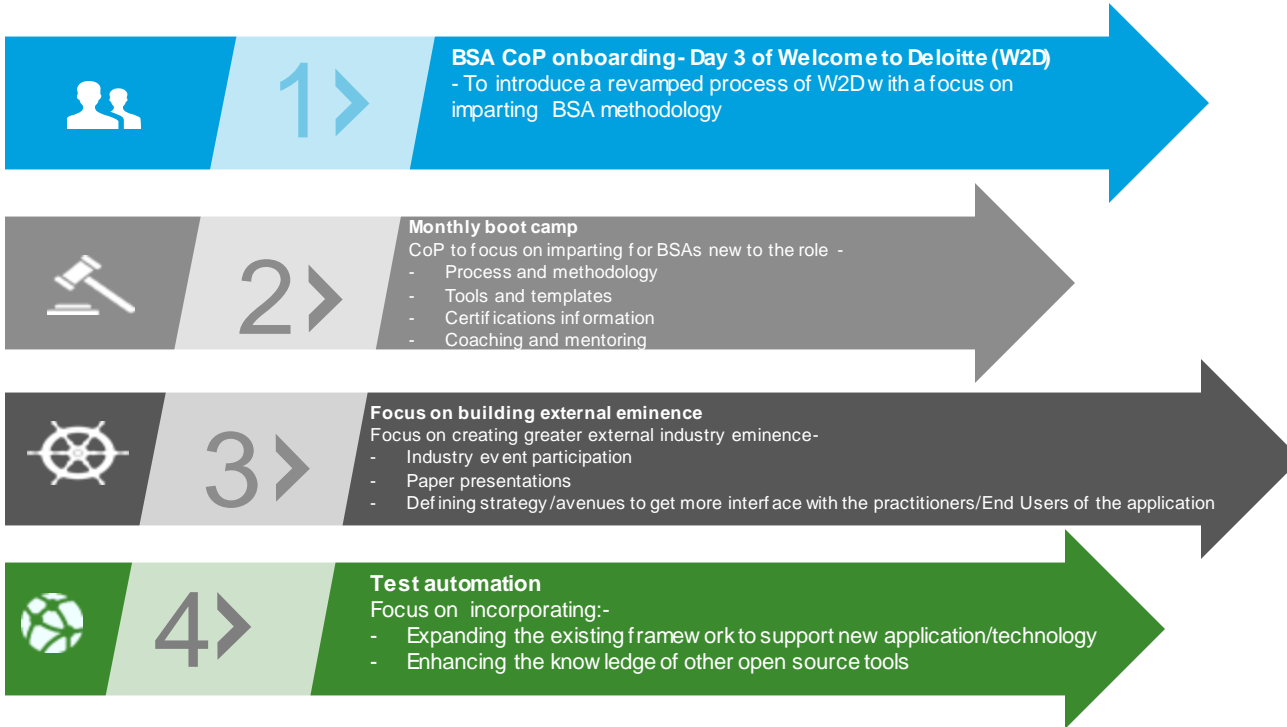




# BSA CoP Initiatives

# BSA CoP Initiatives – Current Year

Additional areas for ramping up CoP practitioners



# BSA CoP Initiatives – Current Fiscal (FY16)

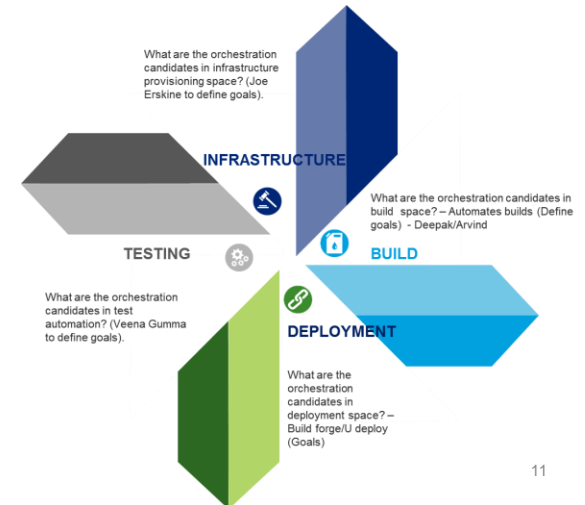
**The Kano Model** – *the art of understanding customer requirements*

## Operational Excellence

### Non Functional Requirements



### Orchestration



# BSA Metrics – *CoE* versus *CoP*

# Metrics

## Journey from a CoE to CoP



### As a CoE

#### Metrics Attributes



- Heavy focus on core BSA work limiting to measuring : **Productivity (Quantity), Rework (Quality), and Volatility**

#### Stakeholder/Customer Focus



- Limited to a Program / Project and not as Overall Practice/Methodology
- Less Voice-of-the-Customer inputs

#### Industry Eminence/Process Adherence



- Focus on enabling BSA meet the industry trends e.g. Agile methodology
- Measuring BSA maturity via Industry surveys (as well as from Business stakeholder)
- Measuring success while coaching BSA's; career guidance to meet agile structure



### As a CoP

- As a growing a global practice, focus more on getting feedback from **BSA** community as well as the Business Stakeholders
- Focus more on practitioner certification, career growth success et.
- Emphasis on measuring BSA practices which are more strategic/ Technology agnostic
- Measuring BSA's value-add by measuring technology awareness to trends like Cloud/mobile/security vis-à-vis domain knowledge (*i.e. focus services to clients*)
- Focus on measuring BSA competency vis-à-vis IIBA's knowledge areas.

# Takeaways

**Learnings from CoE  
to CoP journey**

**What framework  
should a BSA CoP  
need to have ?**

**How to measure  
effectiveness of  
BSA CoP**

**What initiatives  
matter the most for  
BSA community**

**Focus on industry  
eminence and  
apprising of  
industry  
developments**

**Sustaining the CoP  
and keeping it  
running.**

# Q&A



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