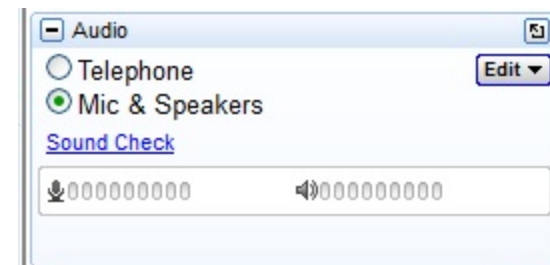


Welcome to the webinar... We will begin shortly

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For Demonstration Purposes



Business Analysis - *Positioning for Success*

November 2016

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**Why
Research?**

Why Now?

Time to challenge the future

Time to reaffirm our place at the table

Time to unite and drive better business outcomes

Time to be proud of where we are and where we are going

**Because
it is our
time.**

Time to continue to drive our community to the next stage

Time to showcase the value of business analysis

Time to challenge our focus on the future needs

Business Analysis - positioning for success

*The time to act is now: helping organizations
navigate the new business reality*

Introductions



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Objectives

Leaving this presentation, we hope that you will take away:



trends that are disrupting the business landscape



the evolving business analysis skill sets that organizations are looking for



ways for the business analysis community to expand its role and reach

Methodology

Three research tools were deployed to collect data and information for the Study

1

Practitioner Survey

- 3,234 completes

2

Business Leader Interviews

- 100 completes

3

Additional Research

- KPMG's 2016 CEO Outlook
- Other publicly available information

Macro trends are impacting how organizations need to compete



Technology & Data

Stronger computing power and volume of data have opened up new possibilities for generating business intelligence and insights



Sophisticated Customers

Consumers are more connected, have more information available and ultimately have more choice around which organizations they choose to interact with

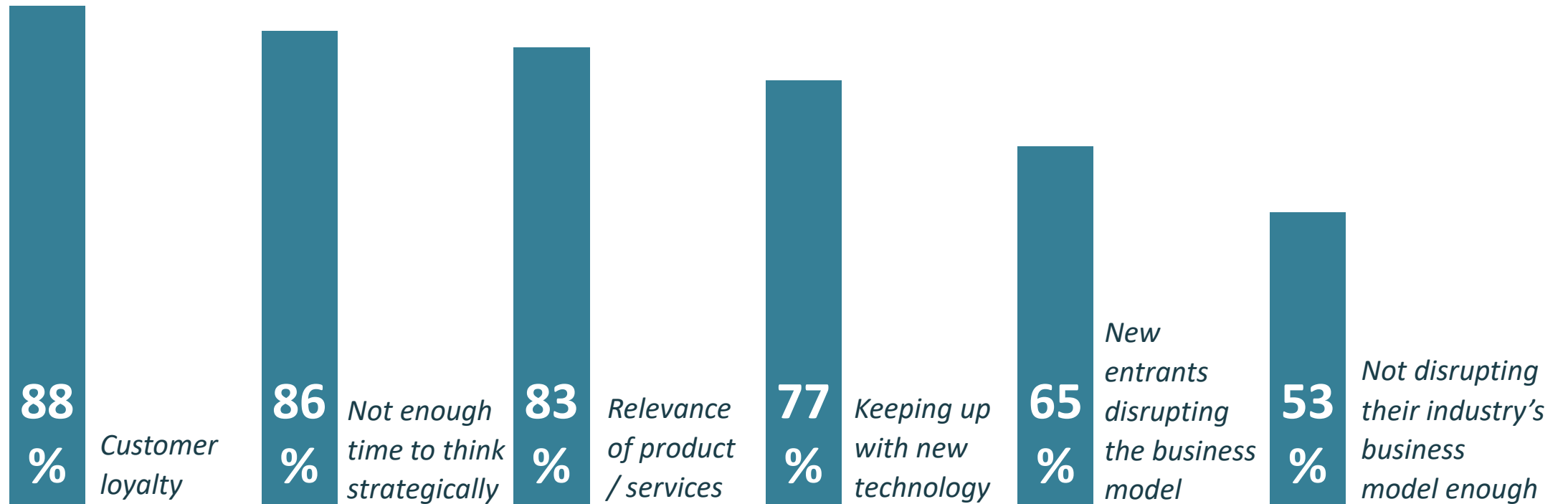


Industry Disruption

New business models with lower entry costs are challenging organizations to re-evaluate how they sustain their value proposition

Business leaders are alert to these challenges...

Top Concerns of Leadership



...and expanding expectations of their business analysis capabilities to growth and efficiency objectives



“Identifying and prioritizing new opportunities”



“Enabling more efficient use of time / resources”

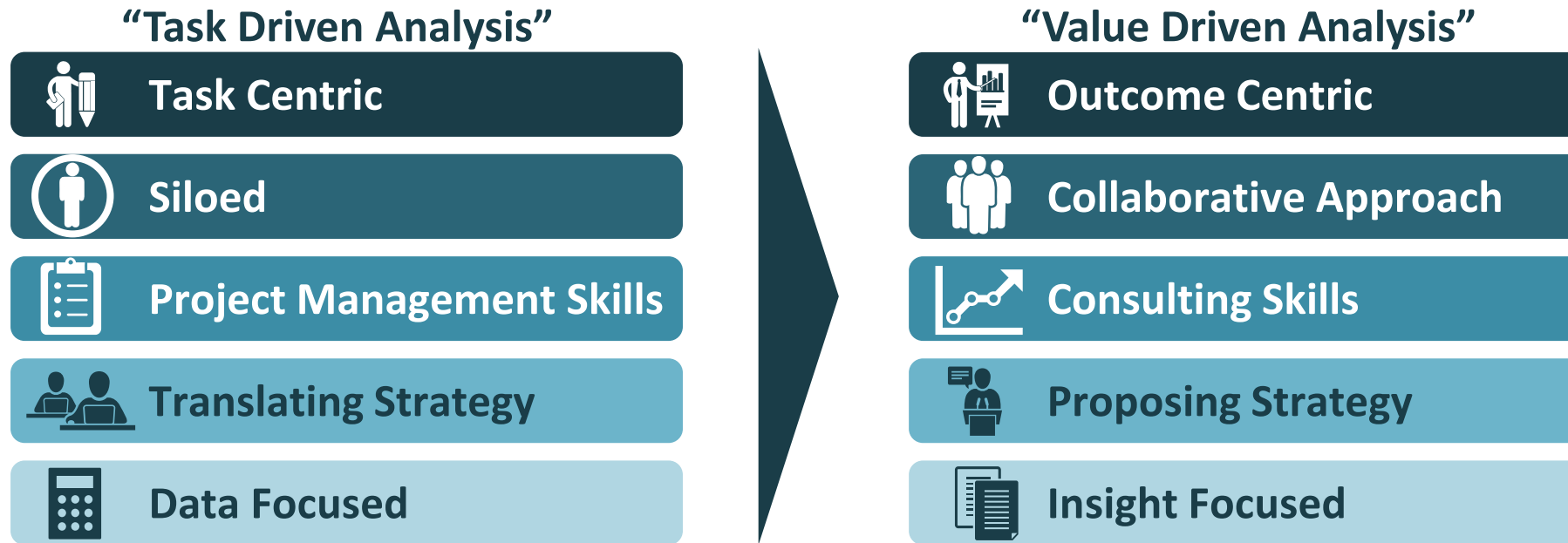


“Improve understanding, acquisition and retention of customers”



“Increase project success rates”

Shifting from tasks to value is seen as a priority for the discipline...



...and impacting the skill sets that are in demand

Current most valuable skill sets

- 1 Business Knowledge
- 2 Critical Thinking / Problem Solving
- 3 Requirements Elicitation / Documentation
- 4 Teamwork
- 5 Stakeholder / Relationship Management

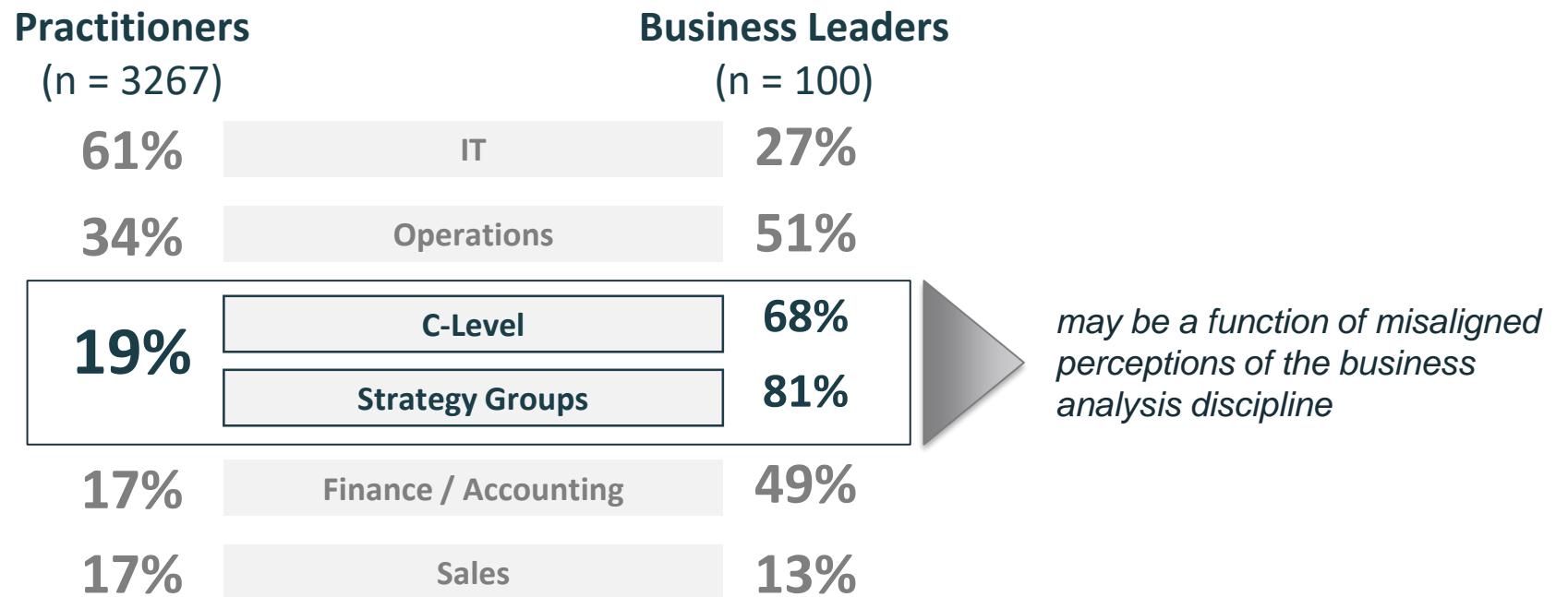
Future most valuable skill sets

- Strategic Thinking & Analysis
- Business Knowledge
- Critical Thinking / Problem Solving
- Leadership
- Creative / Innovative Thinking

■ Skill sets that were not identified in the top 5 in the current state

Leaders and practitioners appear misaligned over where business analysis capabilities reside in organizations...

Perception of where business analysis is most commonly found



Strategy Groups & "C-Level" were separate options in the business leaders survey

...but both identify the need to elevate capabilities and are experimenting with different models to do so

1. Bring core BA skill sets to all organizational decision-makers



2. Develop and deploy specialized BA teams within the organization



Having leadership bought into the value that business analysis can deliver is critical to expanding its role and reach in organizations

Factors that prevent expansion of role and reach

48% Lack of **leadership awareness** of business analysis skill sets

40% Lack of sufficient internal business analysis **resources**

37% Inability to effectively **identify and recruit** business analysis talent

Factors that help expansion of role and reach

53% Demonstrating successful **internal outcomes** attributable to business analysis

41% **Discussing your skill sets** directly with management / leadership

40% Demonstrating successful **external outcomes** attributable to business analysis

Key Takeaways

- 1 Trends:** Macro trends are impacting how organizations need to compete
- 2 Shifting Expectations:** Business leaders are alert to these challenges and expanding their expectations of business analysis capabilities
- 3 Delivering value:** The business analysis community can best deliver value to organizations by focusing on value-driven analysis and strategic, enterprise-level skill sets
- 4 Conditions for success:** Leadership awareness / support is cited as the most important condition to help expand role and reach; communicating directly and demonstrating successful past outcomes can help

Business Analysis –

***Positioning for
Success***

A person in a dark suit is seen from behind, walking up a long, dark staircase. The staircase is flanked by high, light-colored concrete walls that create a sense of depth and perspective. The lighting is bright and even, highlighting the texture of the walls and the steps. The overall atmosphere is one of determination and progress.

**Research is the
first step**

Why is this insight important now?

- Provides a foundation for fact-based engagement and conversations on the value of business analysis
- Contributes to increased recognition of the valuable role business analysis plays
- Validates the role of the business analyst in creating better business outcomes
- Drives participation and engagement with a more clearly articulated value proposition to support greater collaboration and strategic engagements with other organizations
- Engage more senior stakeholders with quantitative and qualitative data to support the importance of effective BA and the contributions of professionals at the tactical, operational and strategic level
- Helps identify and define market opportunities and new value to the community
- Leverage insights and research into development of new IP for IIBA





The Time to Act is Now.



Questions?

Thank You!