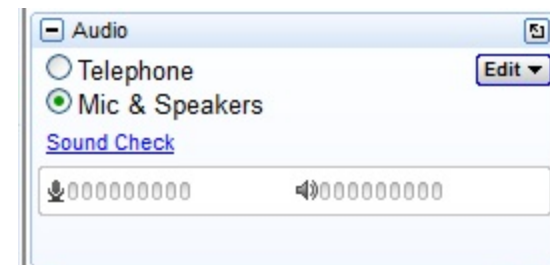


# Welcome to the webinar... We will begin shortly

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# Building Business Analysis Capability in a Consulting Business

***Hosted by: Deb Oliver, IIBA***

***Presented by Scott Coombs | Seán Ryan | Keir Whytock |  
Version 1***



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## IIBA Webinar

Scott Coombs CBAP, Seán Ryan, Keir Whytock CBAP

**VERSION** **1**



# Topics

- What is a consulting BA?
- Building a Consulting BA Practice with BABOK
- Industry-specific consulting perspectives
- Discussion

# Introducing Version 1



The company was **founded in 1996**. €75/£55m, 900+ strong business with bases across the UK and Ireland.



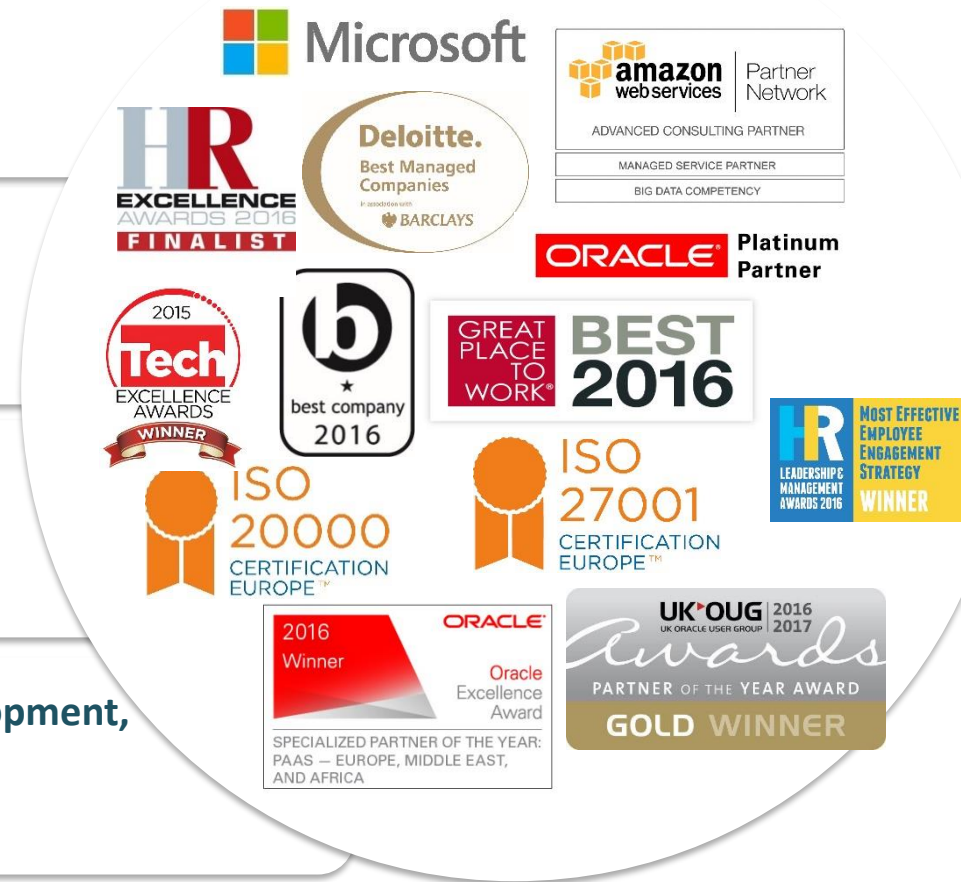
We provide **IT consulting, delivery and support**. Our mission is to prove IT can make a positive difference to our clients' business.



We operate in a **wide range of industries**, including government, financial services, utilities, pharma, oil & gas, and biomed.



Consultants **hone their skills and knowledge** with a system of career development, learning and leadership called **Capabilities**.



# What is a Consulting BA?



# The Consulting BA

- **Fragmentation**

BAs are often part of only one phase of a project

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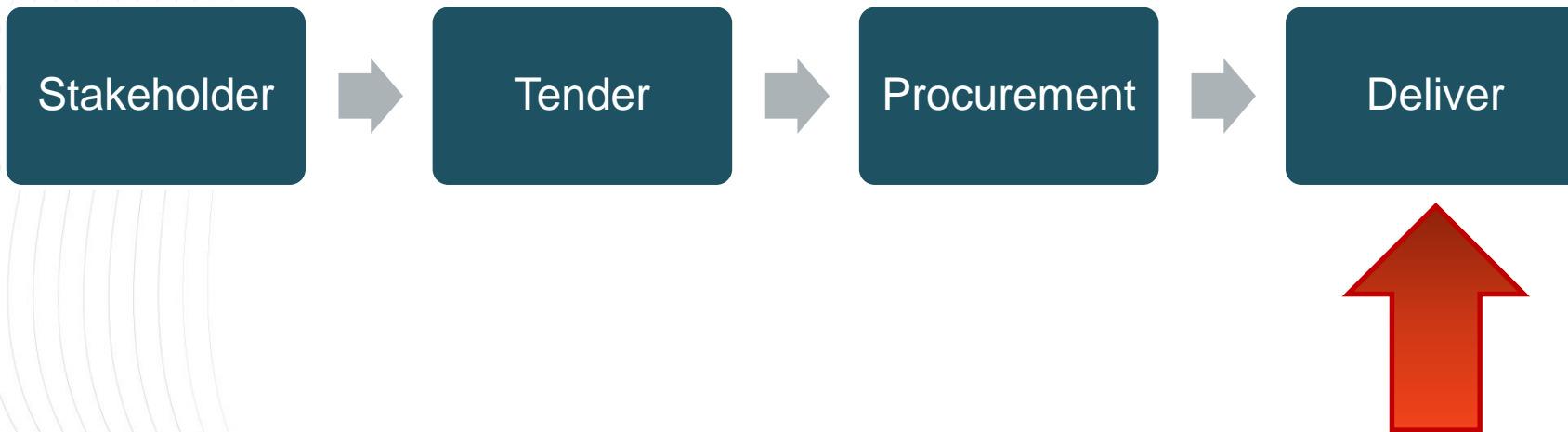
- **Implementation**

BAs work with a variety of customers and don't have much time to get to know the organisation, its processes, people and technologies

# The Consulting BA

## Change Scope

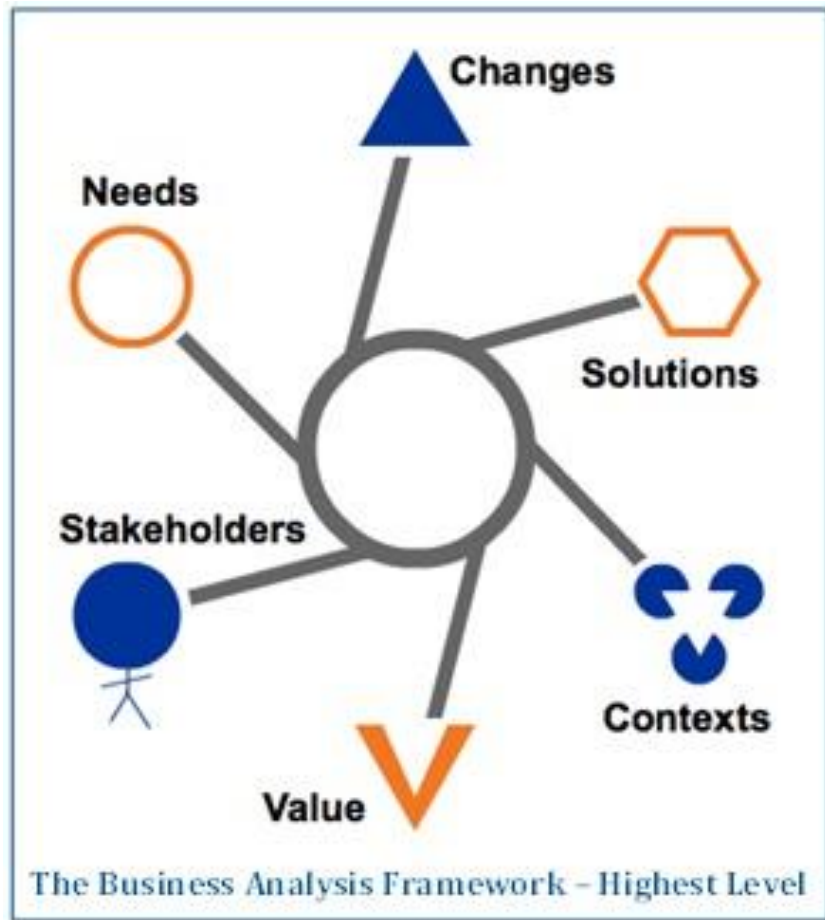
Consulting BAs sometimes help define the change scope, but more frequently they help implement it.



# The Consulting BA

## Business Analysis Scope

Consulting BAs are often focused on solution requirements, but must quickly understand context and need to successfully manage these requirements.



# The Consulting BA

## Approaches and Techniques

While heavily influenced by existing org process assets, approaches are usually more waterfall than agile, as BA delivery closely linked to payment milestones.

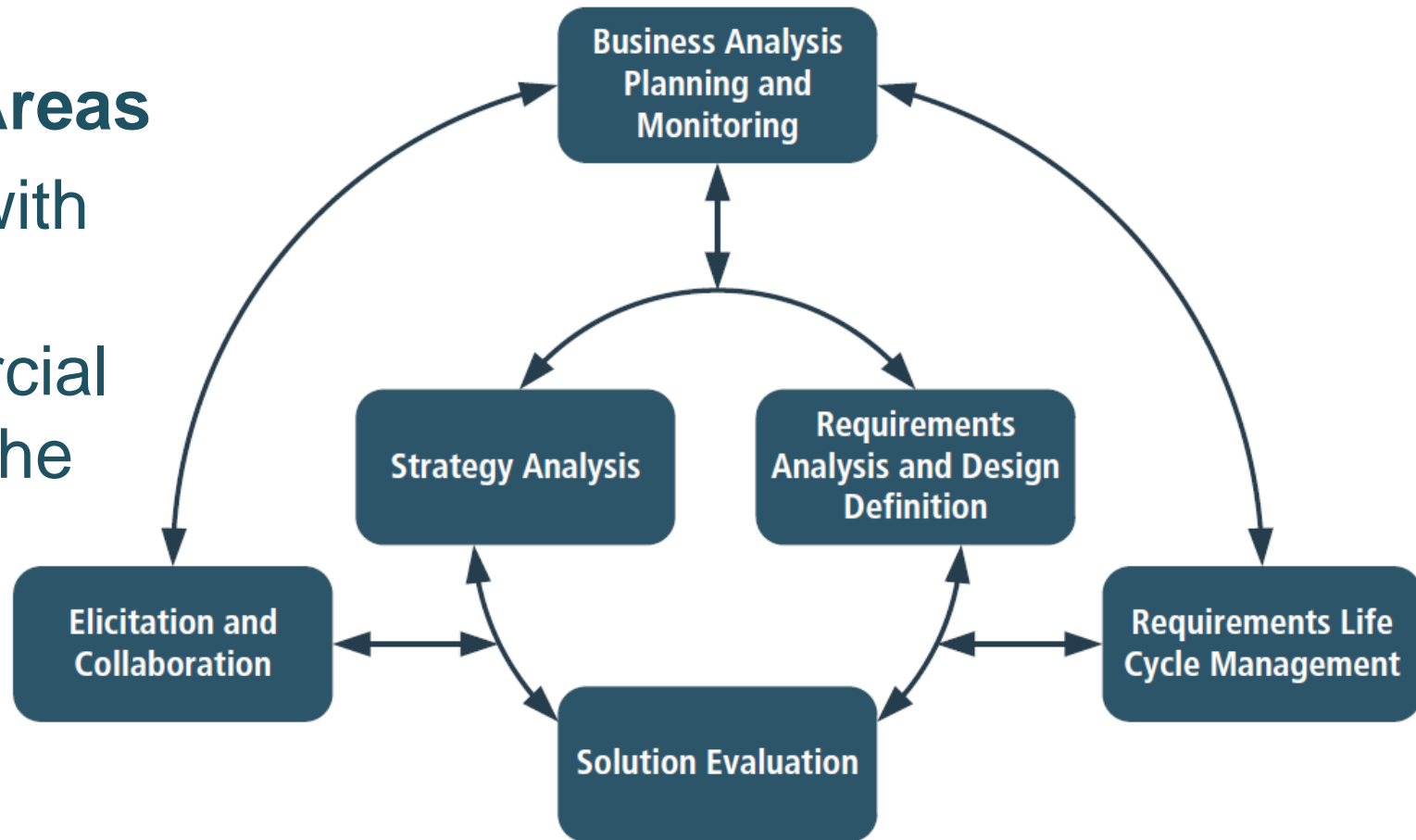
- Traceability
- Modelling
- Business Cases
- Stakeholder Management
- Soft skills e.g. influencing



# The Consulting BA

## Impact on Knowledge Areas

The type of relationship with the client, length of relationship, and commercial constraints often impact the breadth of BA activities.



# The Consulting BA

- Other Peculiarities
  - New language: org assets, culture, structure
  - Challenge: Building trust quickly; Opportunity: Freedom to ask dumb questions, ability to abstract from experience
  - Parallel objectives: delivering value, extracting value
  - Outputs: Process, service, not product
  - Sales cycle: setting expectations before the relationship begins

# Using BABOK to build a BA practice

# BA Practice - History

- 2000-2007: solo artists
  - No alignment, different skillsets, experience
- 2009-2013: community of practice
  - Adopted BABOK, developed framework, CBAPs
- 2013-2016+: capabilities
  - Broader scope, more training and engagement
  - Capability mapping and maturity

# BA Practice - Initiatives

- Career
  - CBAP
  - Junior BA programme
  - Rotation and shadowing
- Expertise
  - BABOK 3 – BA Consulting perspective
  - Tools: use cases/user stories, product selection/prioritisation, risk template, models, BABOK book club

# BA Practice - Initiatives

- Learning
  - Grad programme
  - Analysis for non-BAs
  - Competency Assessment Framework (IIBA)
  - Learning Plans
- Leadership
  - Capabilities, strategic planning



# Case Studies

# Case Study – Product Selection

- **Problem:**
  - How does a Customer with limited technical experience choose a New Business Intelligence Platform?
- **Issues:**
  - Competing Stakeholders with Different Needs
  - Overall goal is Self Sufficiency
  - But external reporting access is required
  - Inherent security risks

# Case Study – Product Selection

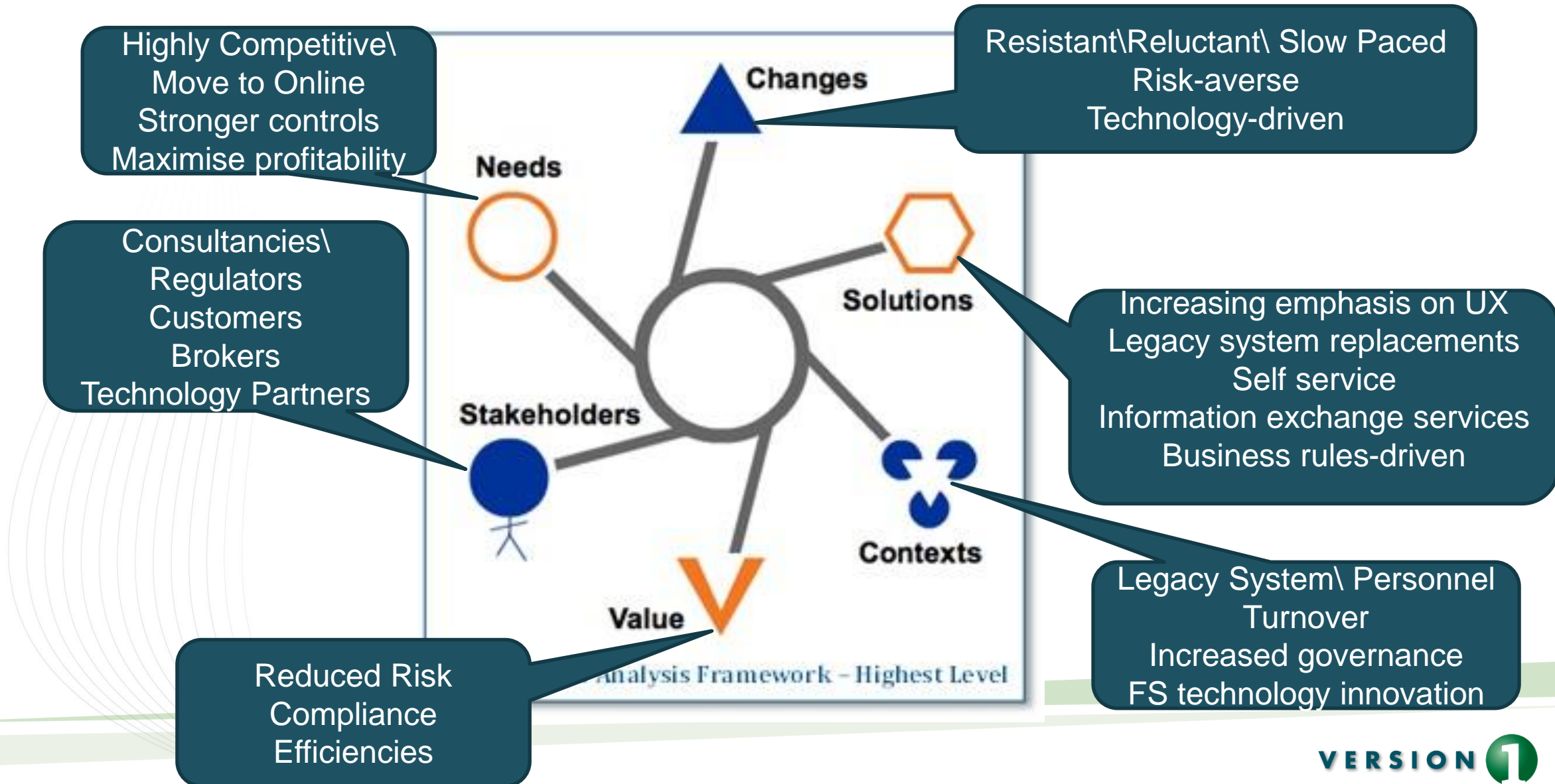
- Solution:
  - Using the expertise available in the Consultancy company a set of products is recommended
  - A matrix of technical and user requirements is created
  - Each requirement is weighted within its grouping
  - A best-fit score is allocated to each requirement for all recommended products by the stakeholders

# Case Study – Product Selection

- **Result:**
  - Buy in from all Stakeholders on the Product Selection
- **Secondary Result:**
  - Client uses the evaluation matrix for other product selection processes
  - Client sees the benefit of a dedicated BA function

# BA Consulting in Different Industries

# Financial Services





# Public Sector

Do more with less

Hierarchical\ cross-agency barriers

Targets\ risk avoidance



Slow Paced but ambitious

Non-competitive\ freedom to innovate

Vulnerable to policy\ political changes

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