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
IIBA® Membership
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“Unite a community of professionals to create better business outcomes.”

IIBA Core Purpose
IIBA Webinar

Scott Coombs CBAP, Seán Ryan, Keir Whytock CBAP
Topics

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

- **Fragmentation**
  BAs are often part of only one phase of a project

- **Segmentation**
  BAs are seen as part of a pre-defined project and are often excluded from enterprise analysis and solution assessment
The Consulting BA

- **Fragmentation**
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- **Segmentation**
  BAs are seen as part of a pre-defined project and are often excluded from enterprise analysis and solution assessment

- **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.

Stakeholder ➔ Tender ➔ Procurement ➔ Deliver
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
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

- Highly Competitive
  Move to Online
  Stronger controls
  Maximise profitability

- Resistant\Reluctant\ Slow Paced
  Risk-averse
  Technology-driven

- Consultancies\ Regulators
  Customers
  Brokers
  Technology Partners

- Increasing emphasis on UX
  Legacy system replacements
  Self service
  Information exchange services
  Business rules-driven

- Reduced Risk
  Compliance
  Efficiencies

- Legacy System\ Personnel
  Turnover
  Increased governance
  FS technology innovation
Public Sector

- Do more with less
- Slow Paced but ambitious
- Hierarchical\cross-agency barriers
- Non-competitive\freedom to innovate
- Vulnerable to policy\political changes
- Targets\risk avoidance
Honesty and Integrity · Personal Commitment · No Ego · Customer First · Excellence · Drive

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