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Task Driven to Value Driven Business Analysis

Hosted by: Marlaina Lombardi, IIBA
Presented by: Tim Coventry, CEO, Business Analysts Pty Ltd.
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OUR DRIVER

“Unite a community of professionals to create better business outcomes”

- IIBA Core Purpose
Task Driven to Value Driven Business Analysis
Overview

• What is task driven vs value driven business analysis?

• How do you move from task driven to value driven business analysis?

• How much is “just enough business analysis”? 
What is Business Analysis?

• Business analysts use proven methods to improve business performance. Clear, lean and correct analysis provides the foundation for business leaders to drive innovation, business agility, cost reduction, cyber security and risk control. Good business analysis allows you to deliver better products & services to your customers, often leveraging digital technology.

• Business analysts elicit, analyse, specify, and manage business needs, value & requirements.
The Counter-Factual

• The product lifecycle is getting longer not shorter – In 1980’s Honda was introducing 6 new motorcycle models a month. The Apple Macbook has had 4 models in the last 5 years (all minor tweaks).

• Employment tenure is increasing – Ten years ago it averaged 5 years, now 5.5 years for over 24 year olds

• The time it takes to get a new proven technology into common usage – 17 years in health!

• Statistics show the world is becoming safer not more dangerous
What is Task Driven Business Analysis?

Task-oriented

• Focusing on the completion of particular tasks as a measure of success

http://www.dictionary.com/
What is Value Driven Business Analysis?
Core Concept Model

BABOK Version 3
Scope: Breadth vs Depth
Discovery while Building

- Discover
- Refine
- Build
- Feedback
Discovery while Building

- Discover
- Refine
- Build
- Feedback
Discover > Design > Deliver > Leverage

- Understand your customers.
- Transition ideas into approaches.
- Develop and Deliver with agility.
- Build on/leverage outcomes
Value Streams – Product & Services
Value Streams at Project Level

Deliver Products/Services to Customers:

- Customers may be internal or external
- Deliver value to external customers by optimising internal delivery.
- Optimise project delivery to deliver business outcomes (internally) more efficiently.

- What is your project delivery process? What is the business happy to pay for?
Value Stream to Customer Journey

- Businesses need to move beyond their functional perspectives - Silos
- Value Streams are the end to end delivery of products and services.
- The customer journey illustrates the sum of experiences when interacting with a company
Customer Journey Map

JOURNEY MAP TEMPLATE

- User/Persona
- Scenario

Stage 1
- Transition State OR
- What is the User trying to do during this stage?
  1. User action/Goals
  2. User action/Goals

Stage 2
- User action/Goals
  3. User action/Goals
  4. User action/Goals

Stage 3
- User action/Goals
  5. User action/Goals
  6. User action/Goals

Stage 4
- User action/Goals
  7. User action/Goals
  8. User action/Goals
  9. User action/Goals

User Thoughts and Feelings

User Thoughts and Feelings

User Thoughts and Feelings

Exceeds Expectation
Meets Expectation
Below Expectation

Opportunities For Improvements
- Owner of Improvement/Change

Opportunities For Improvements
- Owner of Improvement/Change

Opportunities For Improvements
- Owner of Improvement/Change

Opportunities For Improvements
- Owner of Improvement/Change

Gareth Jones | March 29, 2017
Customer Journey

Customer → Sales → Administration → Accounts → Delivery → Customer

Breadth vs Depth
Customer Journey Map - What is it?

- A customer journey map approach still focuses on taking a business from the As-Is state to the desired or To-Be state, that enhances the customers experience.
- Tells the story of the customers experience across the value stream.
- Provides a sense of what the customer wants to achieve, and how effective the business is at enabling that desired outcome.
Maintain Focus in Delivery

- A Business Strategy is a plan to take the business forward.
- A Value Stream is the most efficient way of delivering a product or service to a customer.
- A customer journey map is the story of the customer’s experience from initial contact > engagement > relationship with the companies products/services.
- A User Story is a description of a feature from a users perspective. Many projects start here…….what could go wrong??
Questions
References

PMI - Business Analysis for Practitioners Practice Guide
SAFe®, Scaled Agile Framework, SAFe 4.0 for Lean Software and Systems Engineering
iSixSigma® Lean Six Sigma
Porters Value Chain
Dave Landis – Design Thinking