introducing

# #HolisticBusinessAnalysis

April 28th 2022

by Stefan Bossuwé

© Stef BOSS C&C - all rights reserved

# overview session

- intro
- definitions & concepts
- how to apply in practice
- conclusion
- Q&A

© Stef BOSS C&C - all rights reserved

intro

# about the speaker
# &
# this session

© Stef BOSS C&C - all rights reserved

# about the speaker …

- almost 30 years professional experience in various roles in about 20 different industries
- passionate about business analysis
- first CBAP® in Belgium & Luxembourg
- co-founder, former President & current Ambassador of IIBA® Brussels Chapter (covering Belgium & Luxembourg)
- IIBA's EMEA Regional Deputy Director for Europe
- content provider of IIBA's Knowledge Hub
- spends much of his time on promoting the BA profession

© Stef BOSS C&C - all rights reserved

# about this session

- this session will:
  - invite you to see the BA profession beyond the tasks and techniques
  - invite you to see your organisation as a whole as well as a collection of its parts
  - introduce you to concepts & techniques essential to Holistic Business Analysis

© Stef BOSS C&C - all rights reserved

# about this session

- this session is intended for:
  - business analysts both experienced and starters
  - people & organisations interested in business analysis
  - decision makers that want to improve their business

© Stef BOSS C&C - all rights reserved

holistic business analysis

# definitions & concepts

© Stef BOSS C&C - all rights reserved

# International Institute of Business Analysis™

**the core purpose of the IIBA® :**

**“to unite a community of professionals to create better business outcomes”**

© Stef BOSS C&C - all rights reserved

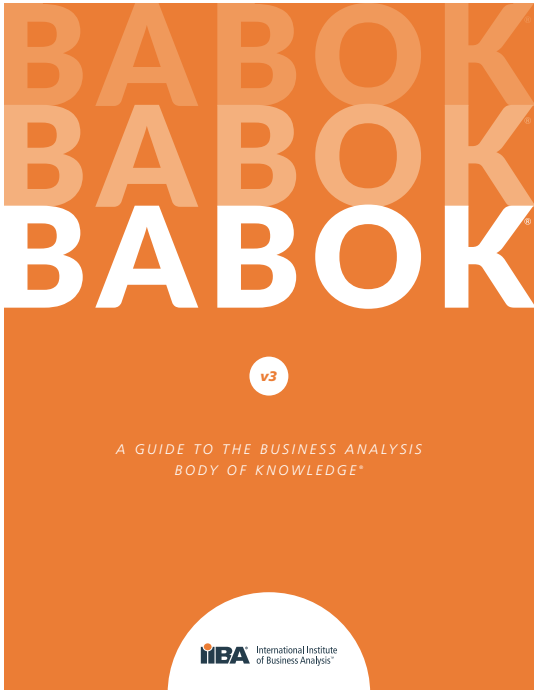
# Core Purpose of Business Analysis

**“the goal of business analysis is to facilitate and/or co-create better business outcomes”**

© Stef BOSS C&C - all rights reserved

# a Guide to the Business Analysis Body of Knowledge® (*BABOK® Guide*) v3

- the only globally recognised standard for the practice of business analysis
- essential resource defining skills and knowledge required by business analysis professionals
- reflects collective knowledge of the global business analysis community
- provides a consensus-based description of business analysis




© Stef BOSS C&C - all rights reserved

# definition of business analysis

- the practice of enabling **change** in an organisation by defining **needs** and recommending **solutions** delivering **value** to **stakeholders**
- enables an organisation to articulate **needs** and the rationale for **change**, and to design and describe **solutions** that can deliver **value**
- performed on a variety of initiatives within an enterprise i.e. **strategic**, **tactical** or **operational**
- may be performed within the boundaries of a project or throughout enterprise evolution and continuous improvement

© Stef BOSS C&C - all rights reserved

# definition of holism

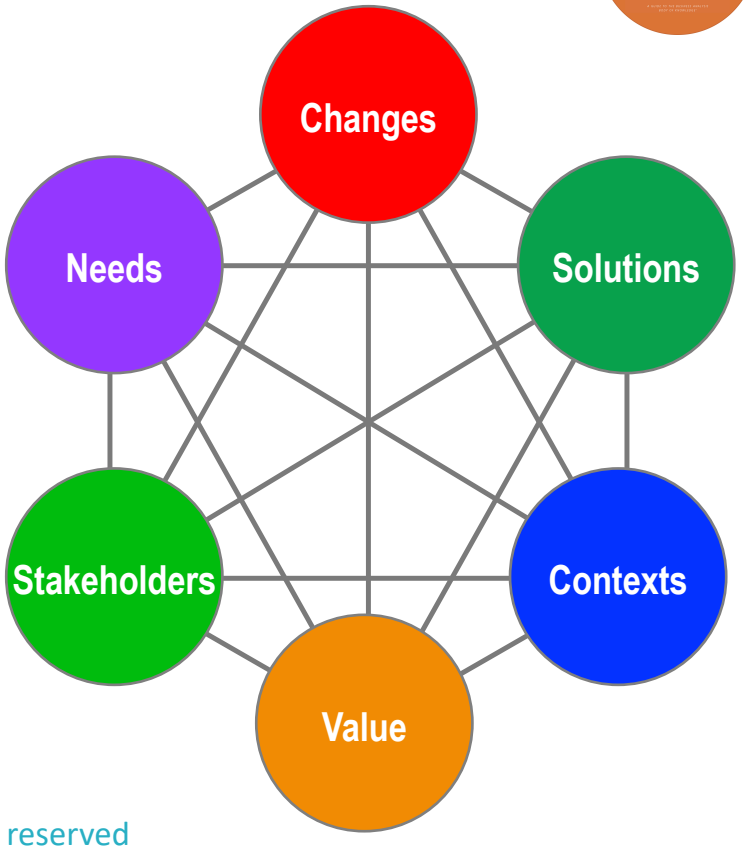
## ‘Holism’

- originates from the Greek word ‘holos’, which means ‘all’, ‘whole’, ‘entire’
- is the concept that systems (physical, biological, chemical, social, economic, etc.) should be viewed as wholes, not just as a collection of its parts
- as such, an organisation should be seen as a whole and not only as a collection of employees, business domain(s), customers, processes, systems, change initiatives, etc. …

© Stef BOSS C&C - all rights reserved

# Business Analysis Core Concept Model™ (BACCM™)

- conceptual framework for the business analysis profession
- each core concept is an idea fundamental to the practice of business analysis
- each core concept is defined by the other five core concepts & can only be fully understood until all the concepts are understood
- all core concepts hold equal importance or significance
- relevant from enterprise strategy to tactical implementation




© Stef BOSS C&C - all rights reserved

requirements

# BABOK's

# requirements classification

© Stef BOSS C&C - all rights reserved

# BUSINESS REQUIREMENTS

Key Word: **WHY**

## DEFINITION

- statements of goals, objectives, and outcomes that describe why a change has been initiated
- can apply to the whole of an enterprise, a business area, or a specific initiative

## EXAMPLE

- as a leading food retailer, we want to create new business by profiling us as a company that cares about people with food constraints, no matter if those exist because of medical (e.g. allergies, intolerances) or religious (e.g. kosher, halal) reasons, or because of personal conviction or lifestyle (e.g. vegetarian, vegan)

© Stef BOSS C&C - all rights reserved

# STAKEHOLDER REQUIREMENTS Key Word: WHAT

## DEFINITION

- needs of stakeholders that must be met in order to achieve the business requirements
- may serve as a bridge between business and solution requirements

## EXAMPLE

- as a consumer with food allergies, I want to find effortlessly recipes that take those food allergies into account, so that I can enjoy the preparation of a meal instead of focusing on my restrictions

© Stef BOSS C&C - all rights reserved

# SOLUTION REQUIREMENTS

Key Word: **HOW**

## DEFINITION

- describe the *capabilities* and *qualities* of a solution that meets stakeholder requirements
- provide the appropriate level of detail to allow for the development and implementation of the solution
- two known sub-categories:
  - ***functional requirements***: describe the *capabilities* that a solution must have in terms of the behavior and information that the solution will manage
  - ***non-functional/quality/service requirements***: describe *conditions* under which a solution must remain effective or *qualities* that a solution must have

## EXAMPLE

- create a website where the consumer can create an account where he/she can
  - predefine a food profile
  - easily find recipes that meet the food profile
  - map the recipes with our products
  - make a shopping list
- the website should be secure and responsive

© Stef BOSS C&C - all rights reserved

# TRANSITION REQUIREMENTS

Key Word: **CHANGE**

## DEFINITION

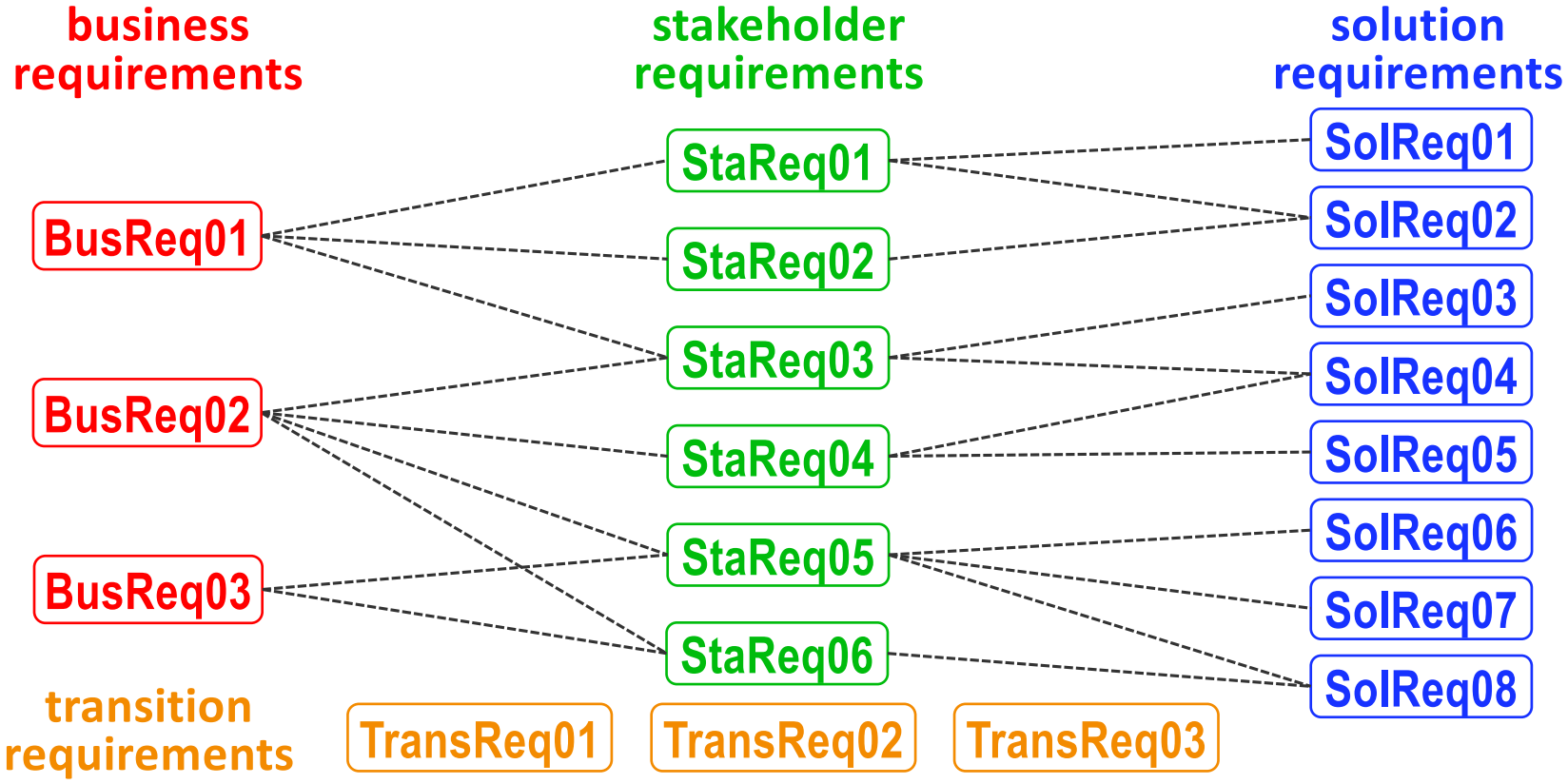
- describe the capabilities that the solution must have and the conditions the solution must meet to facilitate transition from the current state to the future state, but which are not needed once the change is complete
- differ from other requirement categories since they are of a temporary nature
- address topics such as data conversion, training, and business continuity

## EXAMPLE

- set up a marketing campaign to promote the new website that will be available on smartphone, tablet and computer

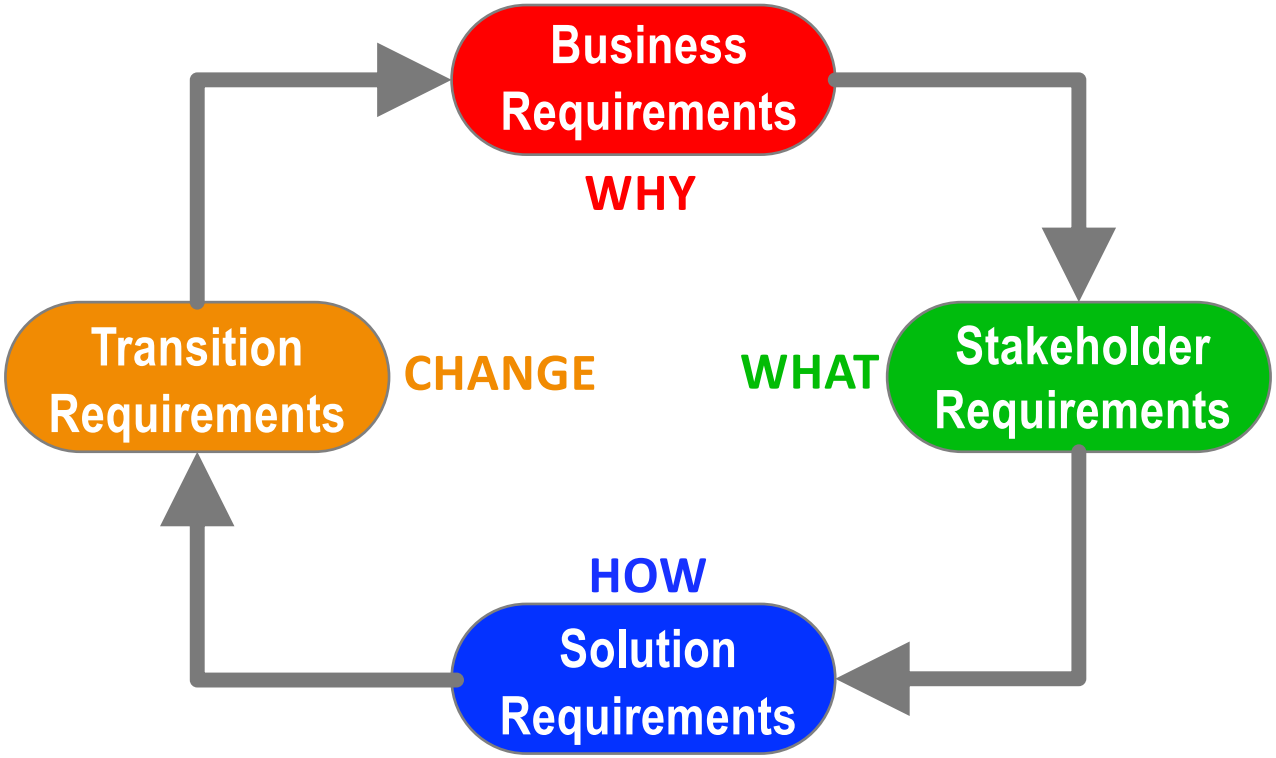
© Stef BOSS C&C - all rights reserved

# requirements classification schema




© Stef BOSS C&C - all rights reserved

# requirements classification schema




© Stef BOSS C&C - all rights reserved

# holistic business analysis

## how to apply in practice

© Stef BOSS C&C - all rights reserved

# business context model = business scope

book publisher

book delivery

book order

list new book titles

the work of selling books

credit auth. request

credit authorisation

credit card issuer

browse books

purchase request

purchase confirm.

book delivery

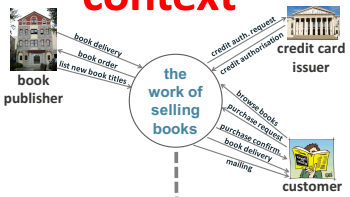
mailing

customer

© Stef BOSS C&C - all rights reserved

# overview

## business context

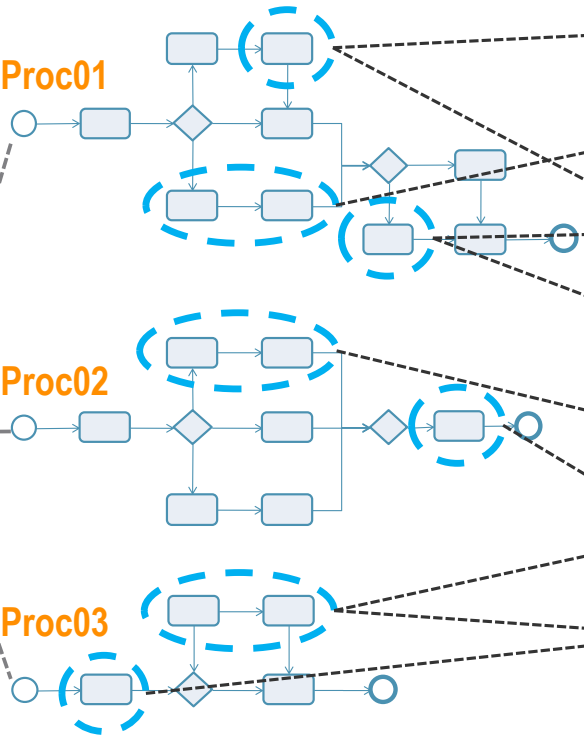



| business event | incoming flow | outgoing flow | business service |
|---|---|---|---|
| customer looks for new books | • browse books | | provide book catalogue |
| customer wants to make purchase | • purchase request<br>• credit authorisation | • credit auth. request<br>• purchase confirm. | sell books |
| monthly mailing | | • mailing | inform customer new books |
| books ready to ship | | • book delivery | process orders + deliver books |
| announcement new book titles | • list new book titles | | process new book titles + add to catalogue |
| popular books low on inventory or missing | | • book order | order books |
| books delivered to warehouse | • receive book(s) | | process + store incoming books |

**business events + business services**

**business processes**

**solution scope**




**stakeholder requirements**

- StaReq01
- StaReq02
- StaReq03
- StaReq04
- StaReq05
- StaReq06
- StaReq07

**solution requirements**

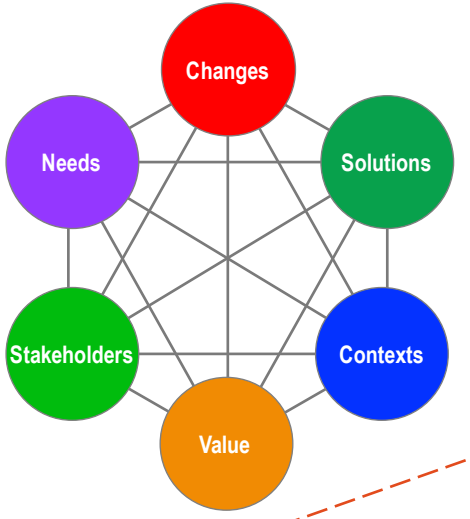
- SolReq01
- SolReq02
- SolReq03
- SolReq04
- SolReq05
- SolReq06
- SolReq07
- SolReq08
- SolReq09
- SolReq10
- SolReq11
- SolReq12

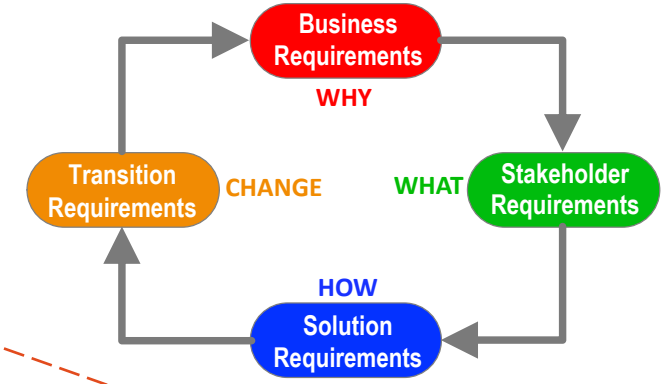
© Stef BOSS C&C - all rights reserved

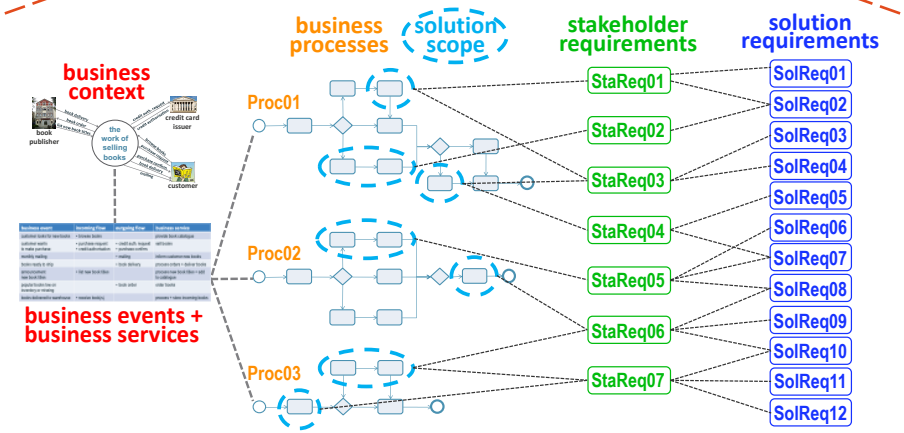
holistic business analysis

# conclusion

© Stef BOSS C&C - all rights reserved




© Stef BOSS C&C - all rights reserved

# inspiration + reference material

- *BABOK® Guide*
  https://www.iiba.org/career-resources/a-business-analysis-professionals-foundation-for-success/babok/

- Mastering the Requirements Process
  (aka 'Volere') by Suzanne & James Robertson
  https://www.volere.org/course/mastering-the-requirements-process/

© Stef BOSS C&C - all rights reserved

# professional body

- International Institute of Business Analysis™(IIBA®)
  https://www.iiba.org
- IIBA® Brussels Chapter
  https://brussels.iiba.org

© Stef BOSS C&C - all rights reserved