



Course: Software Business analysis

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Module 2:

Strategy definition

Section Learning Objectives

- The learning objectives for this section are:
 - Key concepts of Strategy definition
 - Vision, Mission and Business Goals
 - Explore the components of Strategy definition
 - Stakeholder concept
 - Stakeholder identification, analysis and management
 - Conduct a stakeholder analysis and capture roles and responsibilities in a RACI matrix

Strategy definition

- Strategy definition is a set of activities and tasks aimed at establishing a way to reach a specific future state of an organization. Specific activities of strategy analysis include, but are not limited to:
- Analysis of the current situation of the organization
- Establishing business needs on the basis of external and internal influences, including stakeholders expectations and demands
- Analysis of the vision, mission and goals and establishing means to attain the stated objectives
- Defining the strategy for change

Vision, Mission and Business Goals (CFLBA Exam)

- **Vision** – an overall image of what the organization wants to be or become in the long-term. It defines the future state of an organization [BMM].
- **Mission** – a definition of ongoing operational activities of the organization.
- **Business Goal** – short- or long-term objective of an organization.

- The Mission defines the ongoing operational activities of the organization which will allow the Vision to become a reality.
- The Mission is planned and realized by a strategy, which can be understood as the approach to achieve Business Goals considering the given environment and business context.

Exercise – Describe Strategy Analysis

Each Person

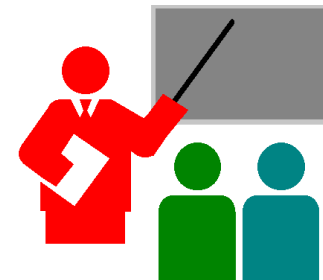
- Write down 3 words that you think describe strategy analysis and then discuss as a group
- Everyone has 5 minutes to come up with 3 ideas (e.g., 6 people X 3 ideas within 5 min)

Note – This is an example of the brainstorming technique called BrainWriting or the 635 method



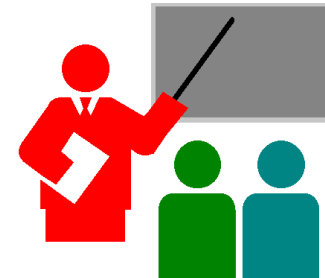
Definition of Strategy Analysis

- Strategy analysis is the area of work within business analysis where the business analyst:
 - evaluates the current enterprise capabilities and
 - determines how best to apply those capabilities to achieve a desired set of goals and objectives.



Purpose of Strategy Analysis

- Define and understand the business need
- Deliver a set of business requirements which support the business need
- To become a starting point for initiating a new project (change)
- Provide context to the business analysis work to be performed once the project is approved
- Identify the strategy to transition to and attain the future state



Components of Strategy Analysis



Components of Strategy Analysis

Current State Analysis

- Analyze the business need
- Explore why the enterprise should invoke change to address the need
- Explore the environment

Future State Analysis

- Identify what changes must occur to address the business need
- Determine if the enterprise has the resources to address the change

Capability gaps

- Identify what is missing
- Document the gaps on the necessary level
- Used during the scoping activities



Components of Strategy Analysis

Analyze Risks

- Identify the risks in the internal and external environments that can impede success
- Consider the consequences, likelihood of occurrence, and impacts

Develop the Change Strategy

- Roadmap to success
- What are the options to get there?
- Which approach makes sense?



Where to start from?



The Business Need/s...

- Describes
 - a problem that the organization is currently facing or is likely to face
 - an opportunity not yet taken
- Are the reasons behind why organizations pursue change
- Serves as a starting point to further business analysis work which is pursued to better understand the need.



Stakeholders concepts

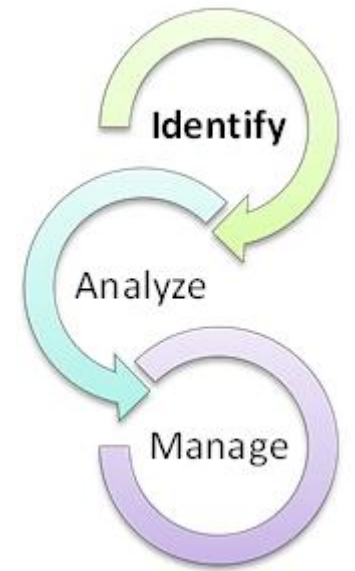
- *A stakeholder in an organization is any group or individual who can affect or is affected by the achievement of the organization's objectives.*
- *A group or person who has interests that may be affected by an initiative or influence over it.*

IQBBA:

Stakeholder – any person who has an interest in an IT project. Project stakeholders are individuals and organizations that are actively involved in the project, or whose interests may be affected as a result of project execution or project completion.

Stakeholder identification

- Stakeholder Identification of the process of identifying the stakeholders for a particular project or initiative that is being undertaken.
- Stakeholders can be identified using the following techniques:
 - Investigating the business domain
 - Identifying owners of the business processes
 - Analyzing the structure of the customer's organization
 - Exploring the target market of the customer's organization
 - Analyzing relationships with external organizations (suppliers, etc.)

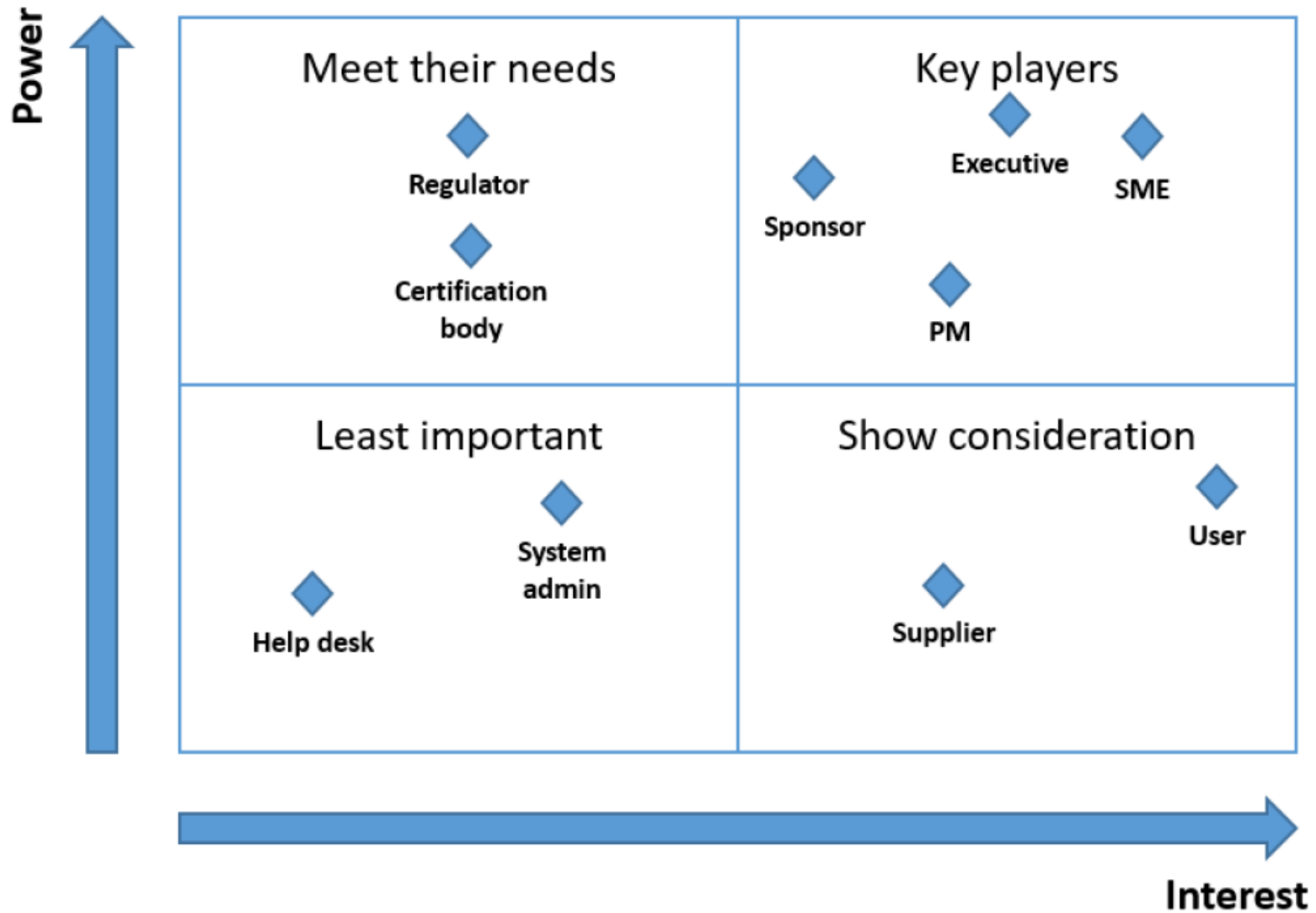


Stakeholder analysis

- Stakeholder analysis is the process of assessing their interests and likely participation.
- Stakeholders can be assessed by the following characteristics in order to categorize them:
 - Attitude towards the Project
 - Attitude towards the Project Team
 - Attitude towards Other Stakeholders
 - Influence
 - Impact
 - Importance
 - Power
 - Other relevant criteria



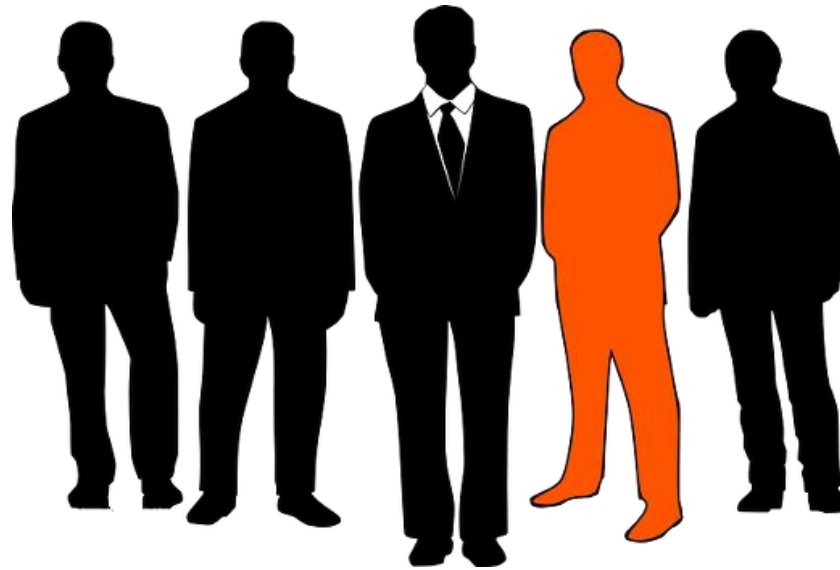
Power-Interest Matrix



Stakeholder management

Stakeholder management is about:

- developing the support of/managing the expectations of key stakeholders so that they contribute to the project in a beneficial way as needed.



Stakeholders – Roles and Actions

Create a RACI Matrix during strategy analysis to understand the relationship of stakeholders to the strategy analysis activities

(R)esponsible (do the work)

(A)ccountable (have the authority)

(C)onsulted (have some knowledge)

(I)nformed (to be informed)

Figure 2–4: Sample RACI Matrix

Change Request Process	RACI
Executive Sponsor	A
Business Analyst	R
Project Manager	C
Developer	C
Tester	I
Trainer	I
Application Architect	C
Data Modeler	C
Database Analyst (DBA)	C
Infrastructure Analyst	C
Business Architect	R
Information Architect	C
Solution Owner	C
End User	I
Subject Matter Expert (SME)	C
Other Stakeholders	R, C, I (varies)

Exercise – Identify roles and responsibilities

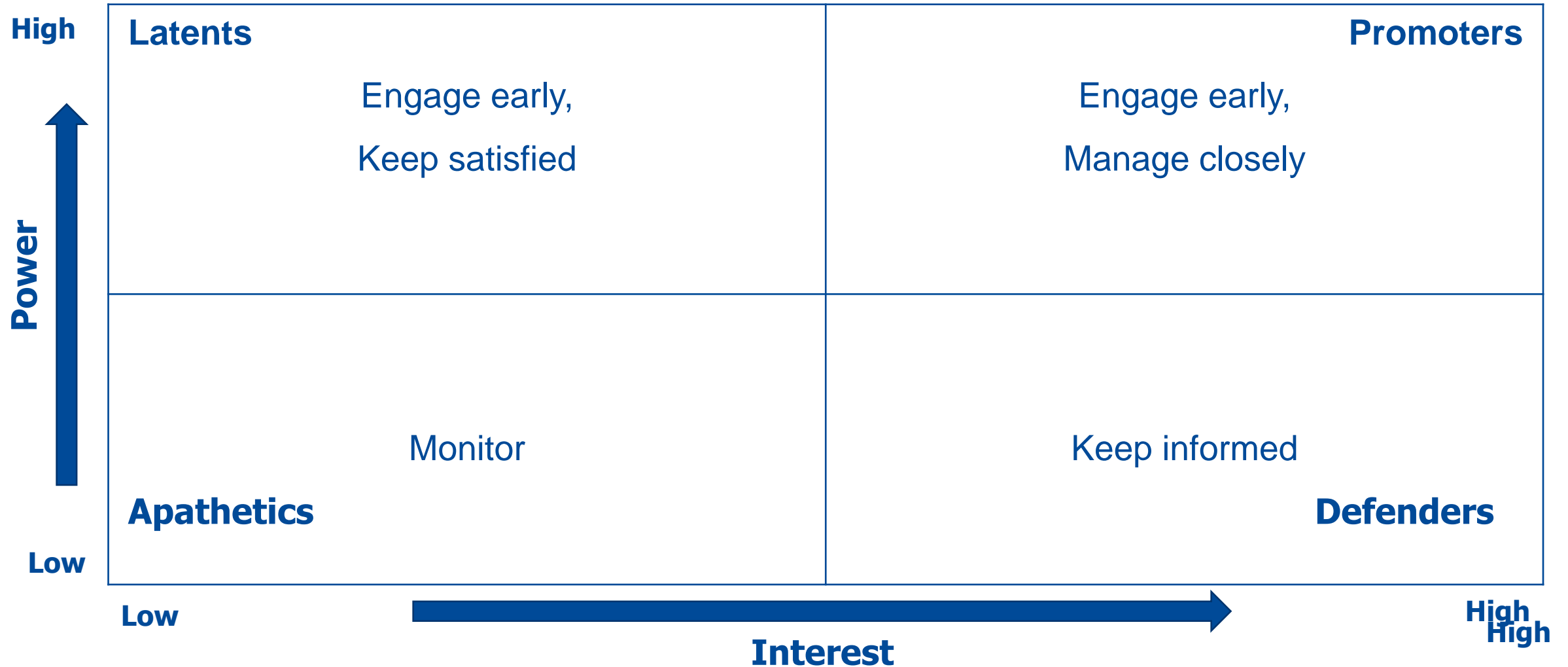
Using the RACI matrix technique; identify the key stakeholders and their roles who are involved.



Example:

RACI for the work performed in each business analysis domain	Sponsor	Business Owner	Business Analyst	Project Manager	Product Development Team	BA Team Lead
Needs Assessment	A	C	R	I	C	C
Business Analysis Planning		I	R	C	C	A
Requirements Elicitation		C	R	C	C	A
Requirements Analysis		A	R	I	C	I
Traceability and Monitoring		A	R	I	C	I
Solution Evaluation	A	C	R	I	C	I

A Stakeholder Map



Homework 1: Analyze Stakeholders



Using the list of stakeholders defined during the RACI workshop, draw a stakeholder map and place each stakeholder in the appropriate area on the grid

Power	High	Keep satisfied	Manage closely
	Low	Monitor	Keep informed
		Low	High

Interest

Section Learning Objectives

The learning objectives for this section are:

- Approaches to Business Analysis (Agile/Non-Agile)
- Interdisciplinary Approach for having Business analysis
- Communication plan building
- Tools and techniques
- BPMN
- Exam questions