

1 Map the Current Operating Model

Define specific action plans to reach objectives. Types of models produced to understand the organization:

- Organization Decomposition
- Functional Decomposition
- Organization/Roles
- Product Specialization Catalogues
- Business Service Catalogues
- Business Interaction Models
- Meta-Data Models
- Organization Geographical Location Models
- Business Footprint/Landscape Models
- Application Landscape Models
- Technology Models

2 Set Strategic Objectives

To understand how the company operates and identify the root problem, a Business Analyst may use techniques such as:

- **Job-shadowing**
- **Observations**
- **Diagnostic analysis**
- **Root cause analysis**
- **Modeling diagrams** (e.g. Business Context Diagrams, Event Tables, Process/Workflow/Activity Diagram, Logical Data Models, Business Use Case Diagrams)

3 Justify the Project

There are 2 types of project:

Discretionary – motivated by a financial/unquantifiable benefit, so they need financial justification (factual information of the cost, predicted growth in income/savings/improved customer value etc.)

Non-discretionary – these are obligatory and take priority over discretionary projects because they're motivated by legislation, compliance, health & safety provisions etc.; being compulsory, they don't require a financial justification



4 Initiate the Project

People are the main factor influencing the outcome of a project. To achieve the Strategic Goals, the project's goal, priority, placement within the larger program, as well as everyone's role and responsibilities must be clearly defined and agreed upon.

Tools required: Requirements Work Plan, Requirements Traceability Matrix, Repository to access current state models.

10 Key Steps to Initiating a Business Process Project

5 Determine Project Boundaries

There are 3 types of boundaries the team members need to be aware of:

Organizational – scoping the organization business units and roles that fall into the target area of investigation

Project – what skills and expertise are possessed by the team and the way they can best be harnessed provisions etc.; being compulsory, they don't require a financial justification

Solution – designing a solution whose functions/features are relevant in achieving the business goal

6 Agree on Standards

Using agreed upon standards and templates throughout the organization helps to encourage communication and keeps everyone on the same page. So, choose a framework that best suits your needs (e.g. Lean, BPMN, ArchiMate etc.) and decide on a documentation template standard.

7 Identify Stakeholders

There are 2 types of Stakeholders:

Direct - they are directly impacted by the project solution (e.g. Line of Business Managers, End Users, Supervisors, Customers, Suppliers etc.)

Indirect - not directly impacted, but will provide input to/expect output from the solution (e.g. Marketing Department, HR Department etc.)

Models used to identify stakeholders: System Use Case Diagram, Organization Unit/Role Matrix, Function/Role Matrix, Organization Decomposition Diagram.

8 Elicit Requirements

Should be carried out by an individual who can work well amongst groups of people in order to properly tap into their knowledge of the organization's policies, operations, systems, business units, products and services.



10 Assess the Solution

Requirements must be traceable from the original business objective, through the solution development life cycle, all the way to the test cases – and back. Typical tools used: Requirements Traceability matrix, Use Case Traceability matrix, Business Scenarios, Test Cases.

9 Build Requirements Pack

Requirements are discovered through more than one session, which is why analyzing and documenting them using requirements packs is useful. Requirements should be prioritized so that high importance issues are addressed first.

Conclusion

Supporting the practice of business analysis requires a tool that supports:

- An intelligent modeling environment.
- The reuse of objects and relationships between objects.
- The ability for textual content to be linked to objects.
- Collaboration across all categories of stakeholders.
- Enforcement of good practice standards.
- Easy retrieval and creation of different views.
- Ease of use and facilitation of creative thinking.
- Retention of elements to create requirements packages.

