

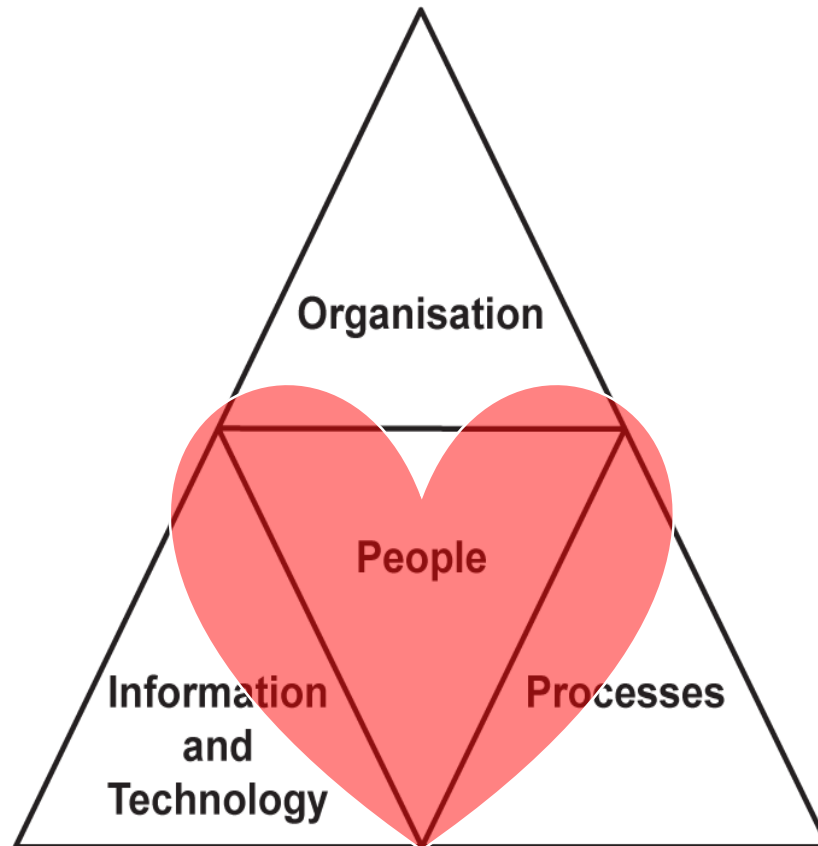
Chapter 14

Delivering the business solution

BCS Foundation Certificate in Business Analysis
Courseware

People at the heart of business change design and development

It is not possible to change processes and systems without considering their impact upon people and their skill requirements, plus the organisation's management structure and job roles.

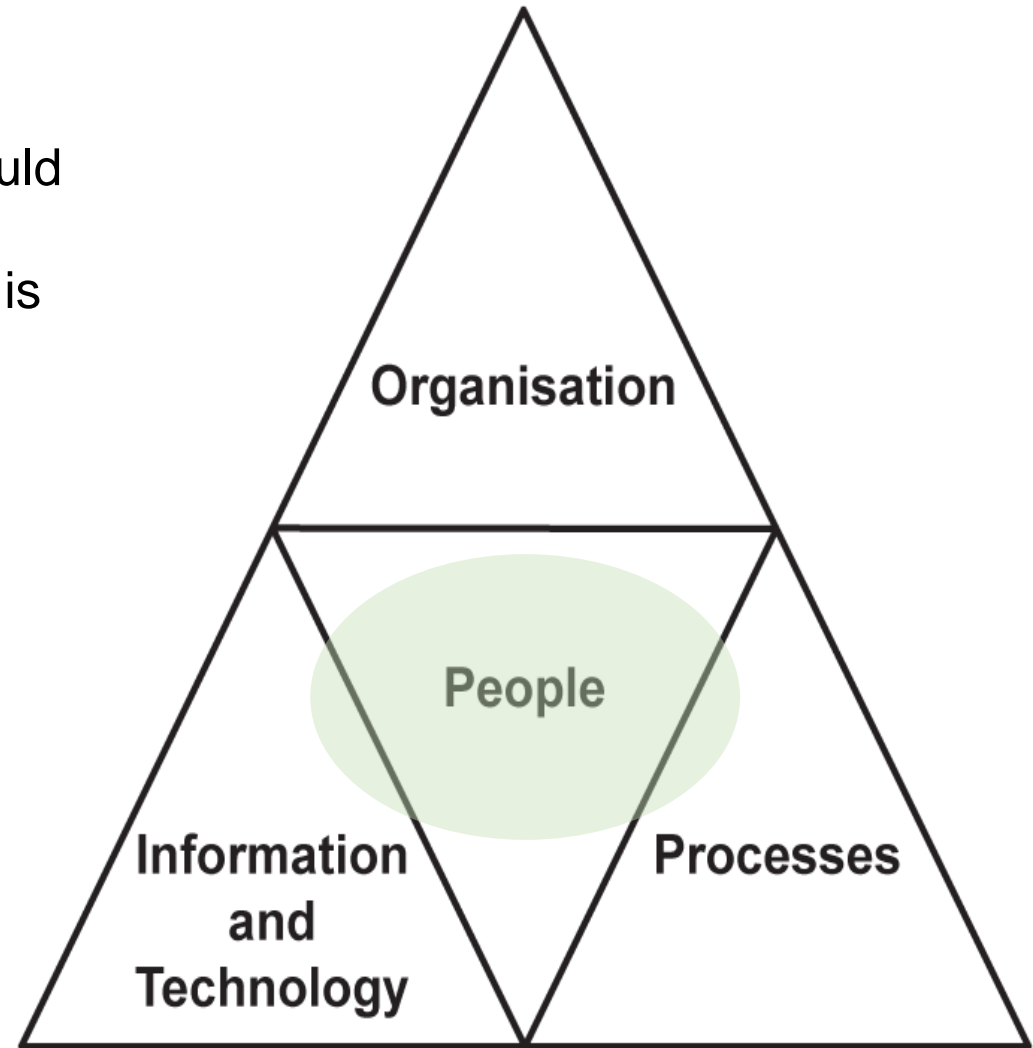


Business Analysis (4th Edition) Figure 14.2

POPIT perspective

People

- Any new skills required of team members should be identified and a gap analysis should be conducted to identify where skill development is needed.

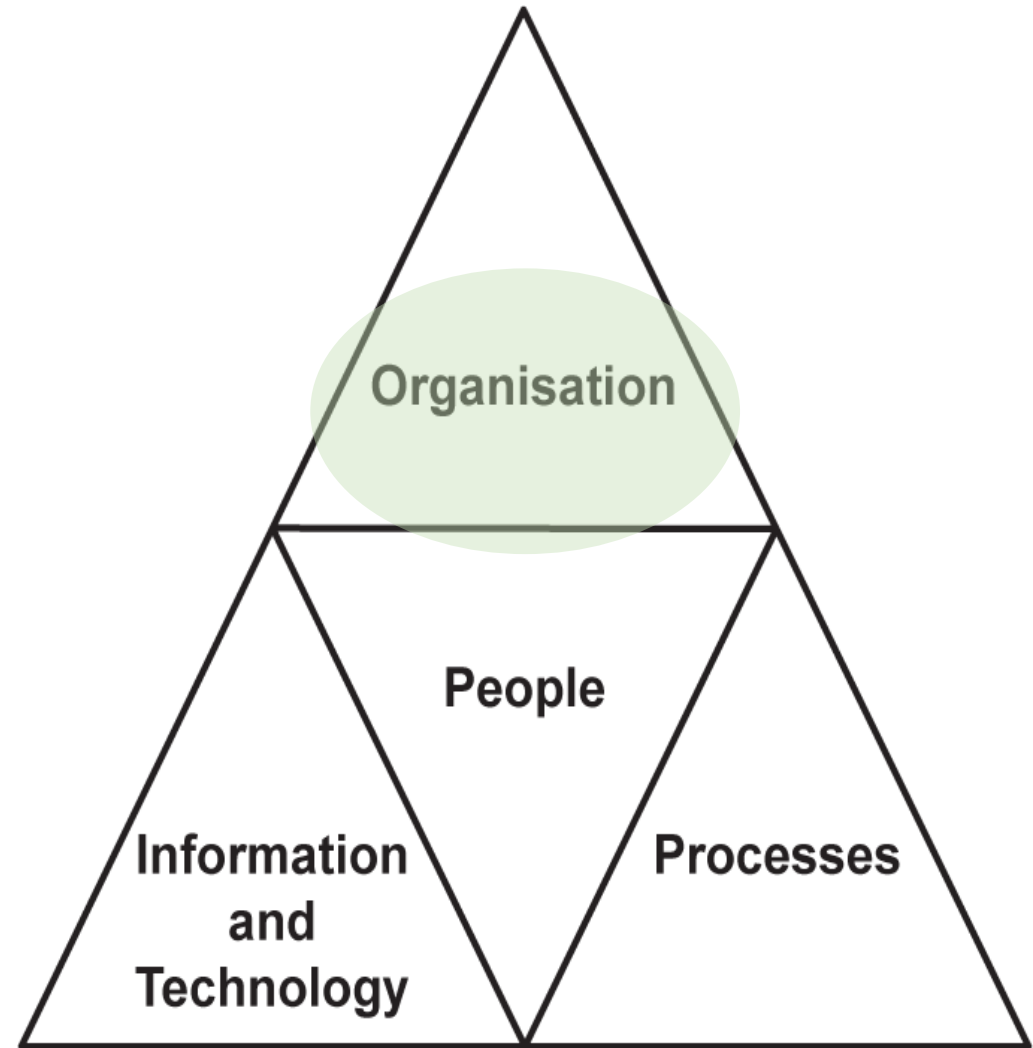


Business Analysis (4th Edition) Figure 14.2

POPIT perspective

Organisation

- Where the revised processes have resulted in roles being merged or changed in other ways, a new organisation structure must be defined and the impact upon the management approach considered.

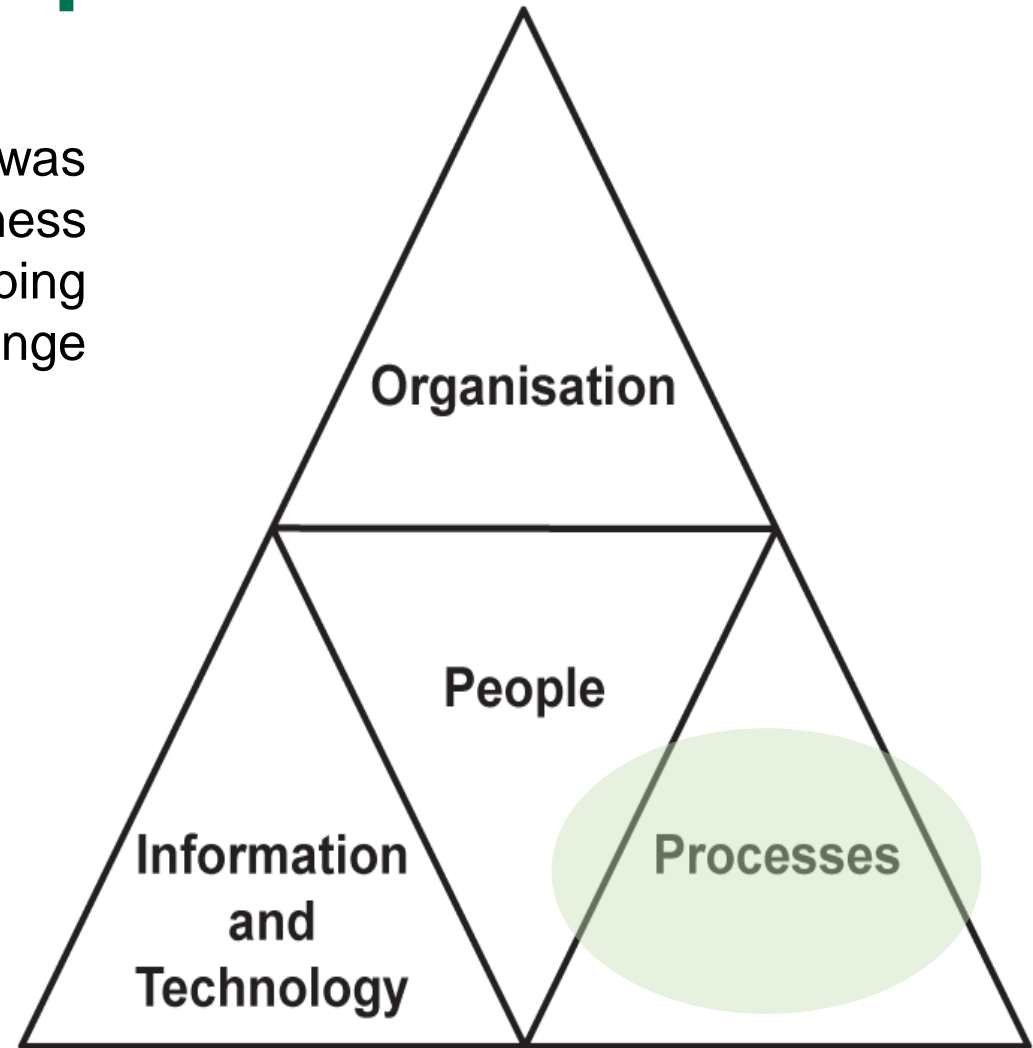


Business Analysis (4th Edition) Figure 14.2

POPIT perspective

Processes

- The design of the 'to be' business processes was described in chapter 7; this is a core business analysis service and is concerned with developing a key element of a holistic business change solution.

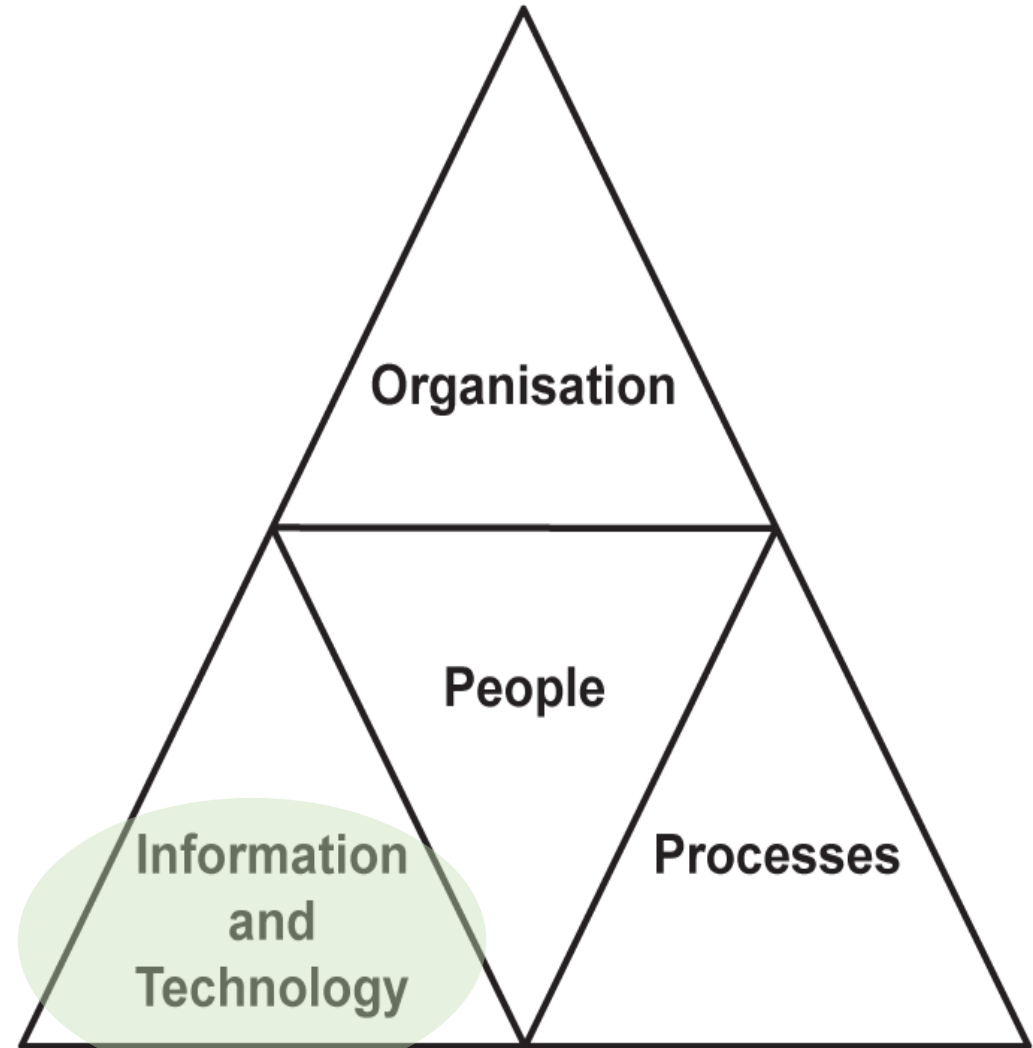


Business Analysis (4th Edition) Figure 14.2

POPIT perspective

Information and technology

- Chapter 13 set out software development lifecycles that are used to develop the software product that should fulfil the defined requirements and support the business processes.



Business Analysis (4th Edition) Figure 14.2

BA role in design and development

Design and development task	Role of the business analyst
Design	<p>The requirements documentation produced by the business analysts provides a basis for the design of the software product. During design, the business analysts:</p> <ul style="list-style-type: none"> •facilitate communication between the business and technical staff to help ensure that the requirements are clearly understood; •where required, develop models and enhance documentation to ensure that there is clarity and consistency; •clarify aspects relating to some requirements, possibly by applying techniques such as scenario and impact analysis; •work with solution architects to ensure that the information and technology requirements will be fulfilled successfully.
Development	<p>The business analysts work with the business staff and development team to help with any detailed queries about the requirements and to support them in making decisions about the software functionality. Given that business analysts have an overall understanding of the solution, they can offer a vital service during this discussion as they are able to assess the impact of proposed software features across the holistic solution, identifying where there may be problems and suggesting alternatives.</p>
Testing	<p>User acceptance testing is an accepted business analysis service (see chapter 4). Once the software has been developed and tested by the IT team, business analysts provide support to the business staff as they undertake the user acceptance testing. The business analysts define the acceptance criteria used to confirm a requirement has been met, within the user stories, use case descriptions and requirements catalogue (see chapter 11). They also use a variety of techniques to define test cases and test scenarios, including the following:</p> <ul style="list-style-type: none"> •Use case descriptions: Developed for each use case within the use case diagram and to define the system response to the occurrence of an event. A main success scenario or ‘happy day’ is documented as a series of steps and is augmented by descriptions of any alternative scenarios that may occur. •Decision tables: Defined to set out clearly the range of conditions given a particular situation and the actions to be taken given a specific set of conditions. • State charts (also known as state transition diagrams and state machines): Representing the different states a particular entity or class may take on during its lifetime in the system and the valid transitions between these states

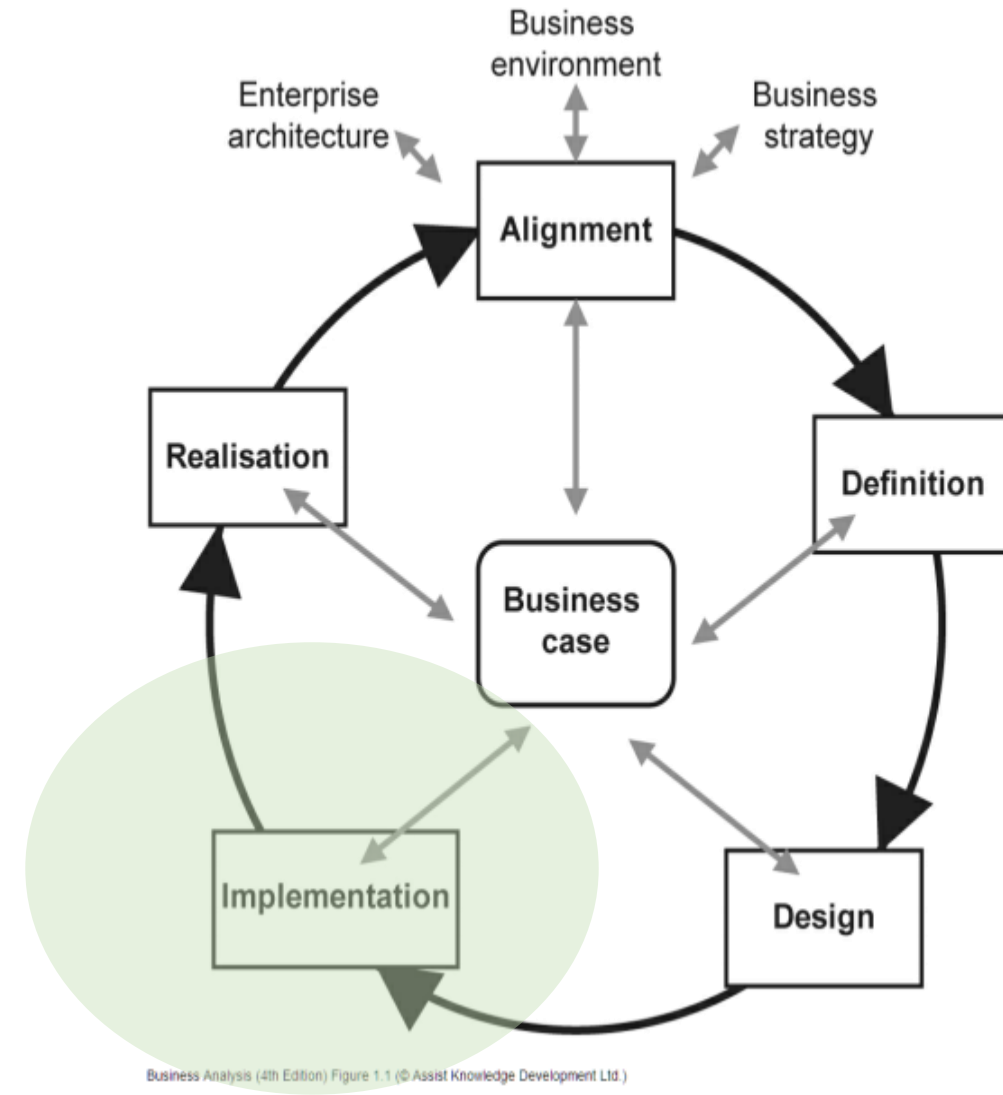
Implementation - business readiness assessment

During the implementation stage of the lifecycle, there are three major aspects for the business analyst to consider and support :-

- **Business readiness assessment,**
- **Transition and migration**
- **People's response to change**

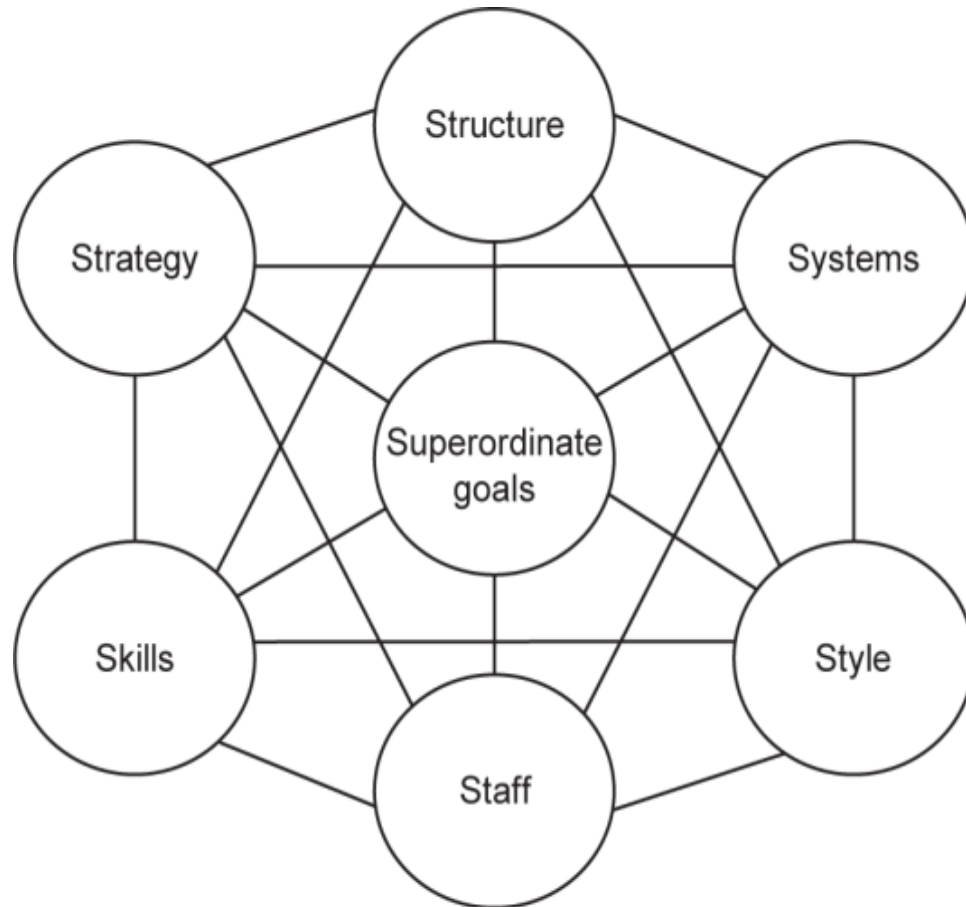
Business readiness assessment

The business analyst is well-placed to conduct a business readiness assessment. This involves analysing if the business area where changes are to be made is sufficiently prepared to accept and operate the new ways of working. There are several frameworks that suggest aspects to consider when assessing business readiness for change.



Business Analysis (4th Edition) Figure 1.1 (© Assist Knowledge Development Ltd.)

Business readiness assessment (McKinsey 7S Framework)



The **McKinsey 7S framework**, may be used to analyse the impact of proposed business changes but also helps when assessing business readiness for change.

The framework suggests a number of key areas to review and highlights the need to evaluate the 'fit' between these areas. While the shared values are often shown at the heart of this model, this element was originally labelled 'superordinate goals' (Waterman et al., 1980) as it emphasises the importance of assessing the other six elements within the overarching context of the superordinate goals for the change project

Business readiness assessment (CPPOLDAT)

The CPPOLDAT framework suggests several key areas to be evaluated.

And provides key questions to be asked when considering business readiness.

Customer

Product

Process

Organisation

Location

Data

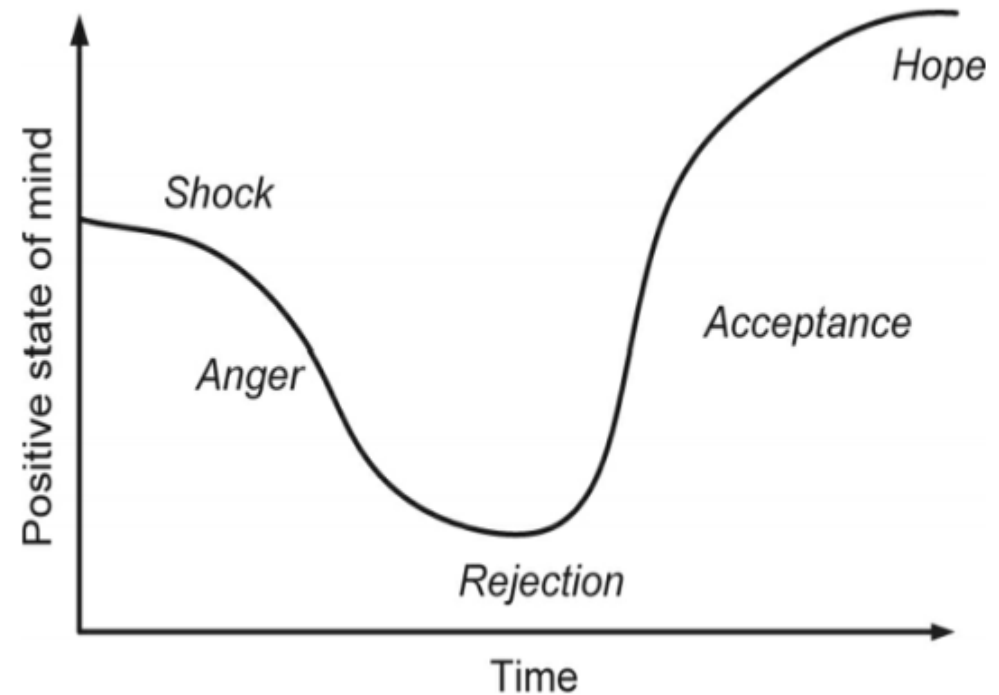
Considering migration and transition

<p>Direct changeover (sometimes known as ‘big bang’):</p> <p>This is where the old systems and processes are removed and they are replaced by the new system and processes. This is a risky approach because there is little opportunity for contingency.</p>	<p>Parallel running:</p> <p>The old systems and processes are run alongside the new systems and processes for an agreed period of time.</p>
<p>Pilot running:</p> <p>The new systems and processes are deployed in a specific part of the business or location.</p>	<p>Phased implementation:</p> <p>The new systems and processes are deployed in phases (or increments).</p>

Responses to Change

SARAH

The SARAH model reflects the reactions of many people when they are faced with significant change in their lives. It shows the stages they go through, from their initial dismay on learning about the change to re-establishment of optimism once they begin to see the possibilities the change brings.

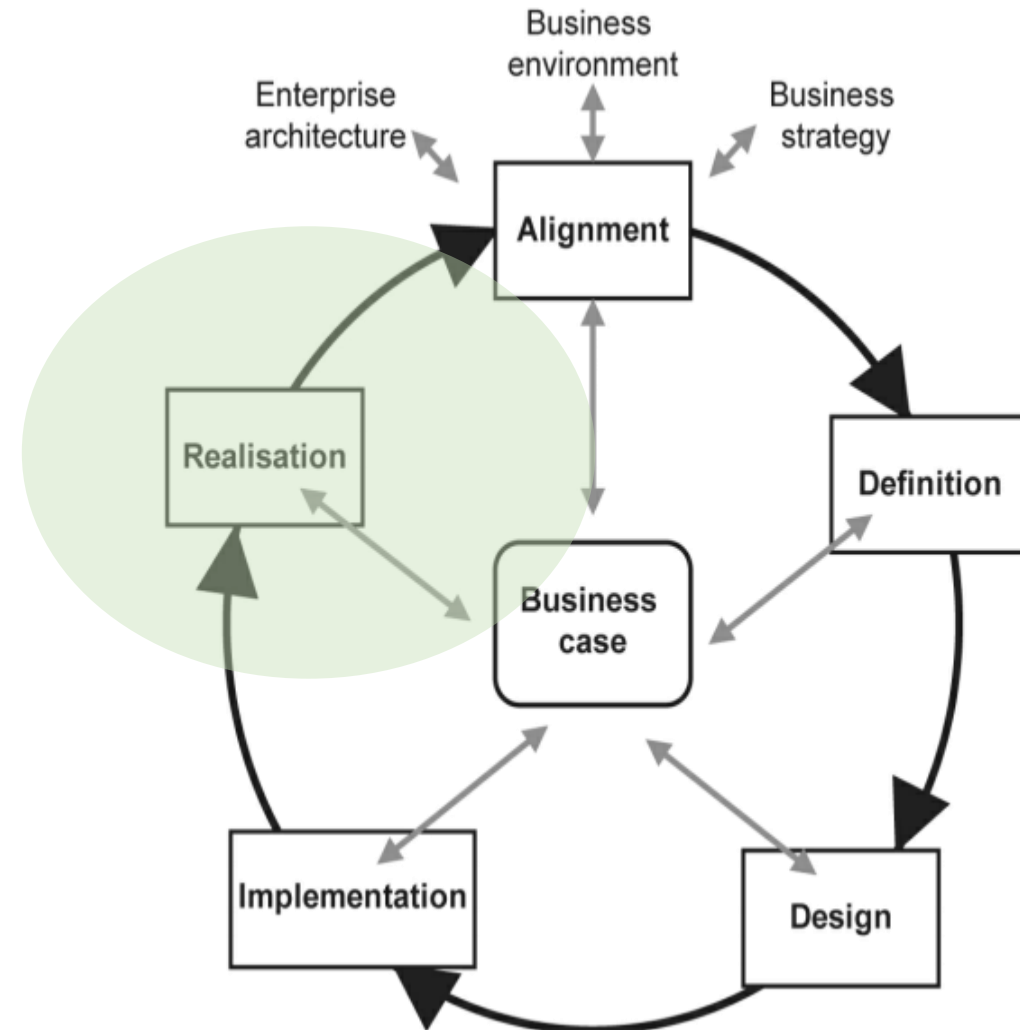


Business Analysis (4th Edition) Figure 14.6

The realisation stage

Realisation stage

- Benefits are only likely to be realised **if they are well defined**, their delivery is planned and they are managed carefully throughout the business change lifecycle.
- However, it is often the case that a lot of thought goes into planning the technical aspects of change projects so that the solution is defined, developed and delivered successfully but there is less emphasis on how the expected business benefits are to be achieved.
- A comprehensive benefits plan that supplements the business case should be developed to provide a **firm basis for tracking the business benefits and managing their realisation**.

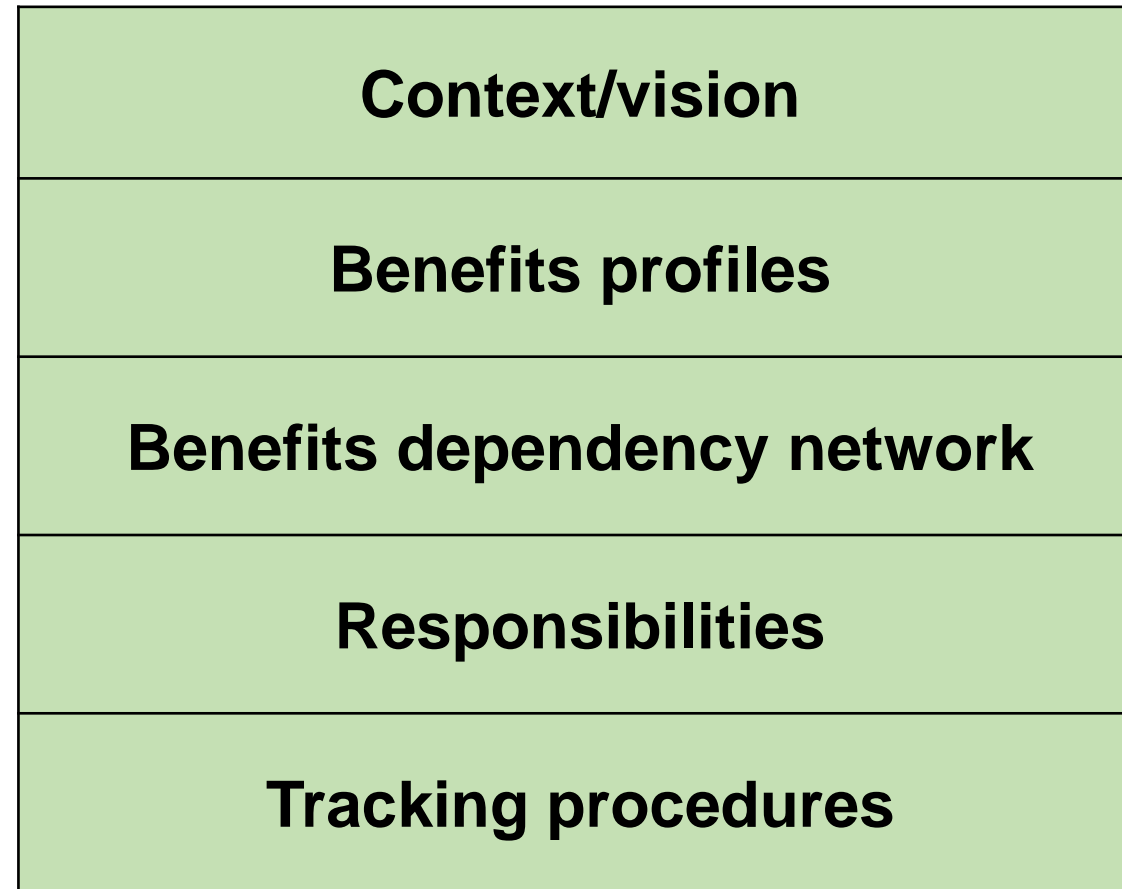


Business Analysis (4th Edition) Figure 1.1 (© Assist Knowledge Development Ltd.)

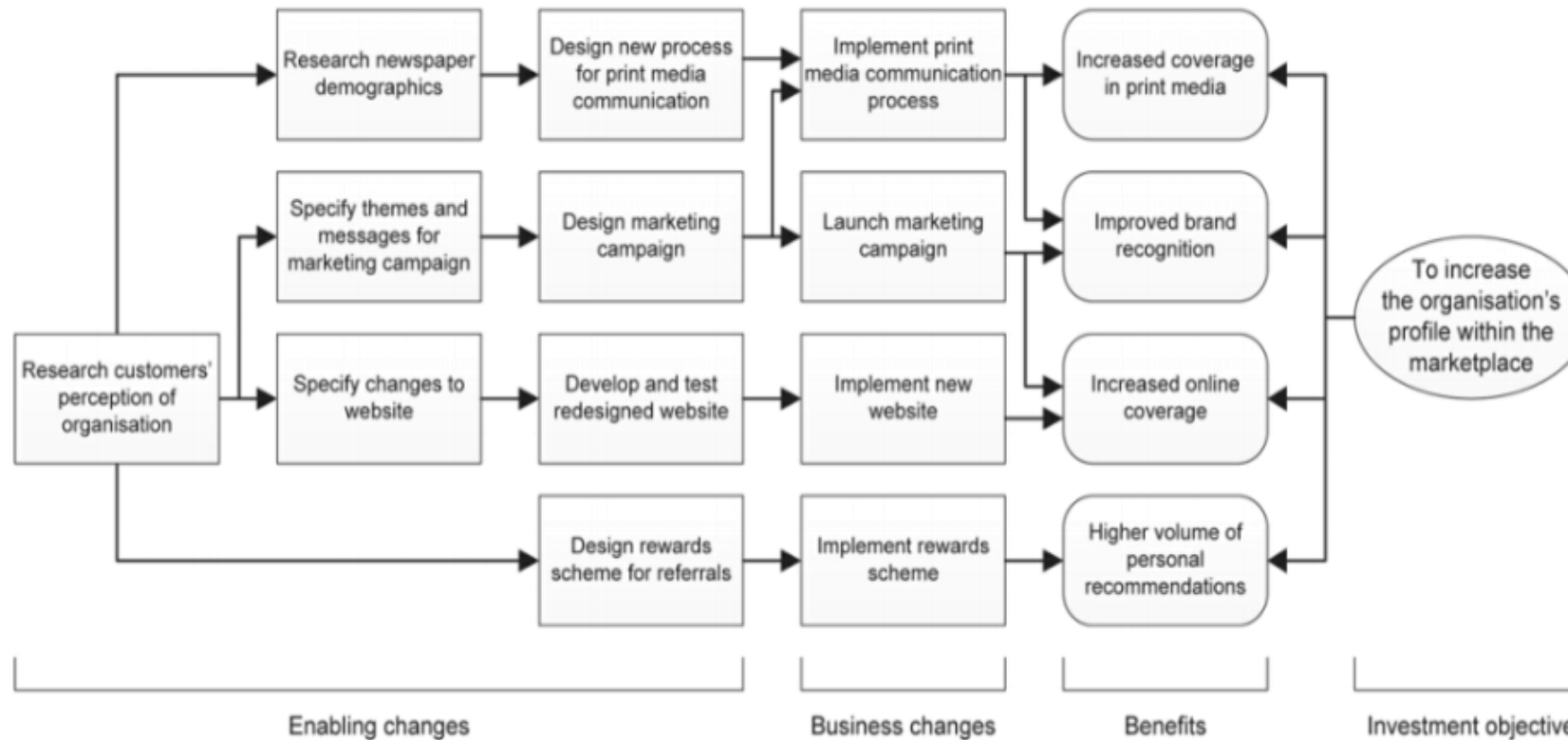
Benefits Management Process

Benefits management: A process that is concerned with the delivery of the predicted business benefits defined in the **business case**. This process includes managing projects such that they are able to deliver the predicted benefits and, after the project has been implemented, checking progress on the achievement of these benefits and taking any actions required to enable their delivery.

The benefits plan



Benefits Dependency network



Business Analysis (4th Edition) Figure 14.7 (Source: Adapted from Ward and Daniel, 2012, © Assist Knowledge Development Ltd.)

Benefits review

Benefits review management processes are needed to ensure that the benefits are reviewed in two circumstances:

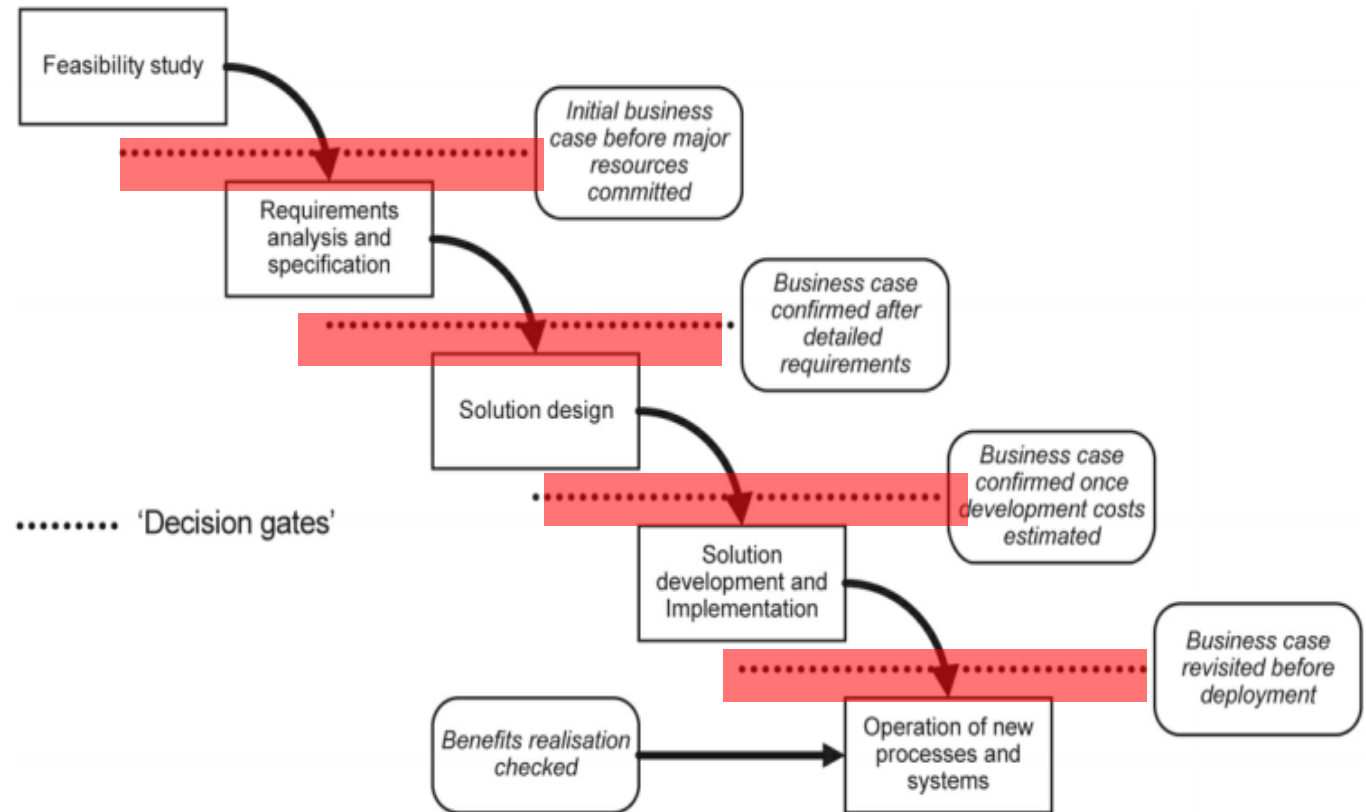
Scheduled reviews

Unscheduled reviews

Scheduled reviews

Scheduled reviews

At each of the 'decision gates' in the project the expected benefits should be examined as part of the review.



Business Analysis (4th Edition) Figure 9.1

Unscheduled reviews

Unscheduled reviews

These should be **triggered whenever a significant event occurs** that could potentially affect the expected benefits.

Benefits realisation report

Benefits Realisation Report should be produced which assesses clearly whether the hoped-for benefits have been gained or not

1. Where the hoped-for benefits have not yet been achieved, to **identify any additional actions that could be taken to retrieve them**. For instance, if users are not making full use of a new system, additional training may be required.
2. **To reassure the decision-makers, and the wider organisation, that the time, effort and cost of the project has been justified.**
3. **To provide input to future business cases and future projects, to help make them more successful.**
4. To enable the organisation, over time, to **increase the capability for choosing which projects to undertake.**