

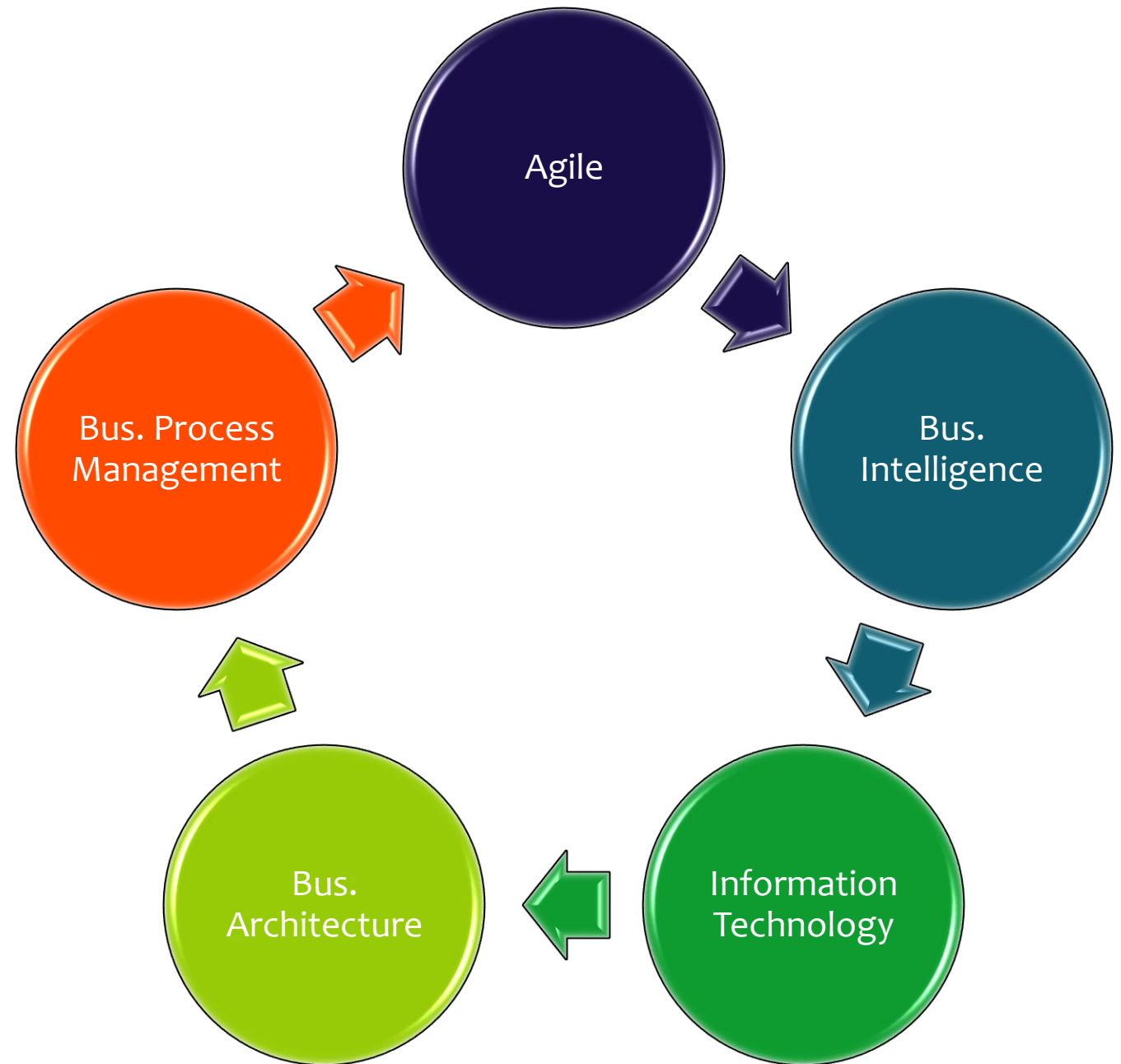
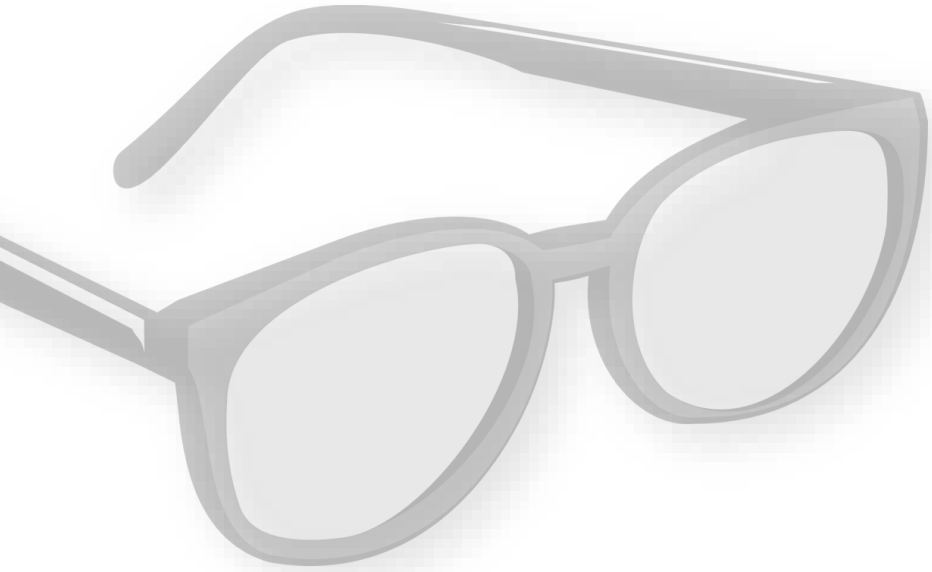


Strategy Analysis

Module - 6



Perspectives



6 Knowledge Area

Describe the practice of business analysis as it is applied within the boundaries of a project or throughout enterprise evolution and continuous improvement

Business Analysis Planning & Monitoring

Elicitation & Collaboration

Requirements Life Cycle Management

Strategy Analysis

Requirement Analysis & Design Definition (RADD)

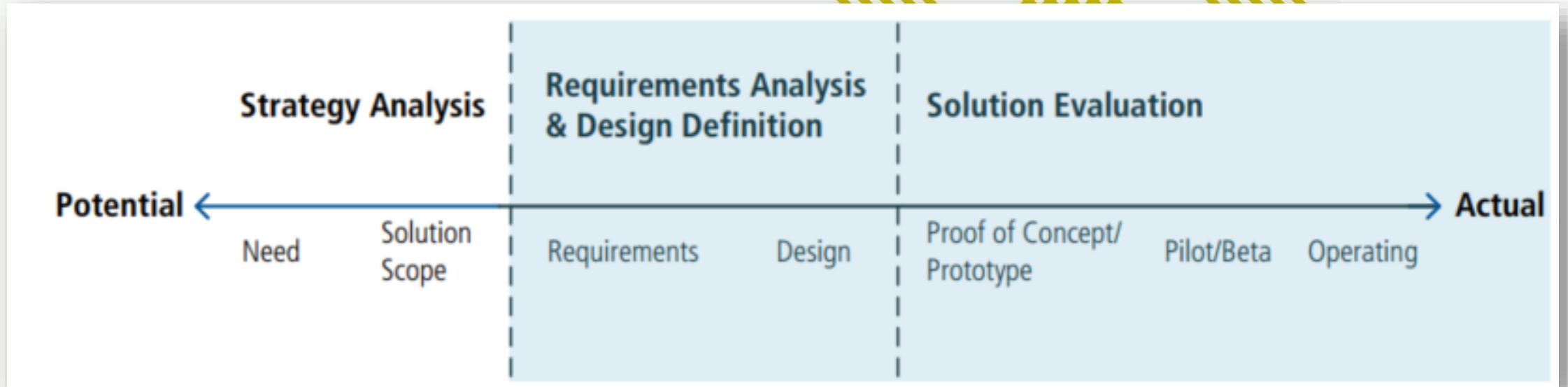
Solution Evaluation



Definition of Success

Enable **Change**
By defining **Needs**
And recommending **Solutions**
That deliver **Value**
To **Stakeholders**

Business Analysis Value Spectrum



Strategy Analysis

Now

Future

Task:

- Analyze Current State

Task:

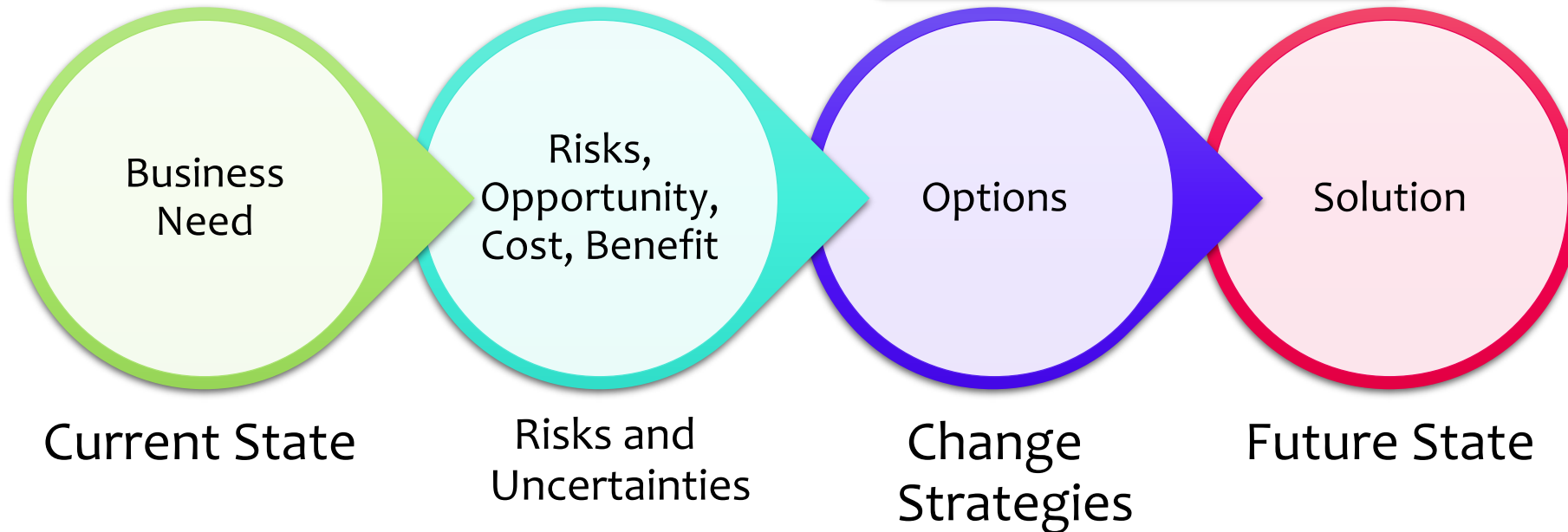
- Define Future State

Task:

- Define Change Strategy

Task:

- Assess Risks



STRATEGY ANALYSIS

INPUTS

Business Needs,
Influences

3.2 Stakeholder
Engagement
Approach

4.2 Elicitation
results
(unconfirmed)

4.3 Elicitation
results (confirmed)

5.3 Design
options
(prioritised)

5.3 Reqs options
(prioritised)

TASKS

6.1 Analyse Current State

6.2 Define Future State

6.3 Assess Risks

6.4 Define Change
Strategy

OUTPUTS

6.1 Current State Description

6.1 Business reqs

6.2 Business Objectives

6.2 Future State Description

6.2 Potential Value

6.3 Risk Analysis results

6.4.1 Change Strategy

6.4.2 Solution Scope

GUIDELINES/TOOLS

BA Approach
Business Policies
Change Strategy
Constraints
Current State Description
Enterprise Limitations
Design Options
Future State Description
Identified Risks
Metrics & KPIs
Organisational Strategy
Solution Limitations
Solution Performance Goals
Solution Performance Measures
Solution Recommendations
Stakeholder Analysis Results
Stakeholder Engagement Approach

TECHNIQUES

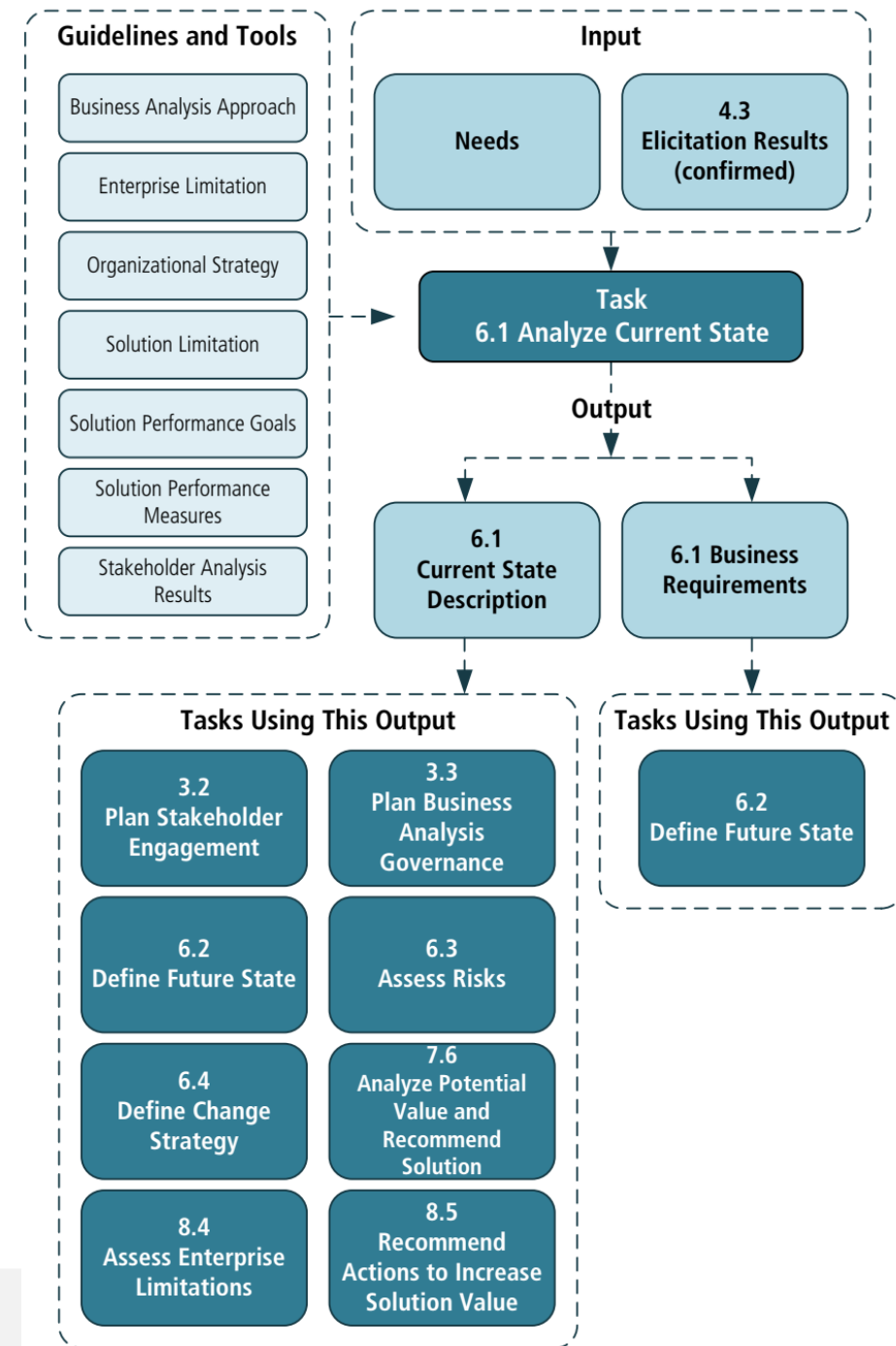
Acceptance & Eval. Criteria
Balanced Scorecard
Benchmarking & Market Analysis
Brainstorming
Business Capability Analysis
Business Case
Business Model Canvas
Concept Modeling
Data Mining
Decision Analysis
Document Analysis
Estimation
Financial Analysis
Focus Groups
Functional Decomposition
Interviews

Item Tracking
Lessons Learned
Metrics & KPIs
Mind Mapping
Observation
Org. Modeling
Process Analysis
Process Modeling
Prototyping
Risk Analysis & Mgmt
Root Cause Analysis
Scope Modeling
Survey/Questionnaire
SWOT Analysis
Vendor Assessment
Workshops

6.1 Analyze Current State

Elements

1. Business Needs
2. Organizational Structure and Culture
3. Capabilities and Processes
4. Technology and Infrastructure
5. Policies
6. Business Architecture
7. Internal Assets
8. External Influencers



6.2 Define Future State

Elements

1. Business Goals and Objectives
 - SMART

2. Scope of Solution Space

3. Constraints

4. Organizational Structure and Culture

5. Capabilities and Processes

6. Technology and Infrastructure

7. Policies

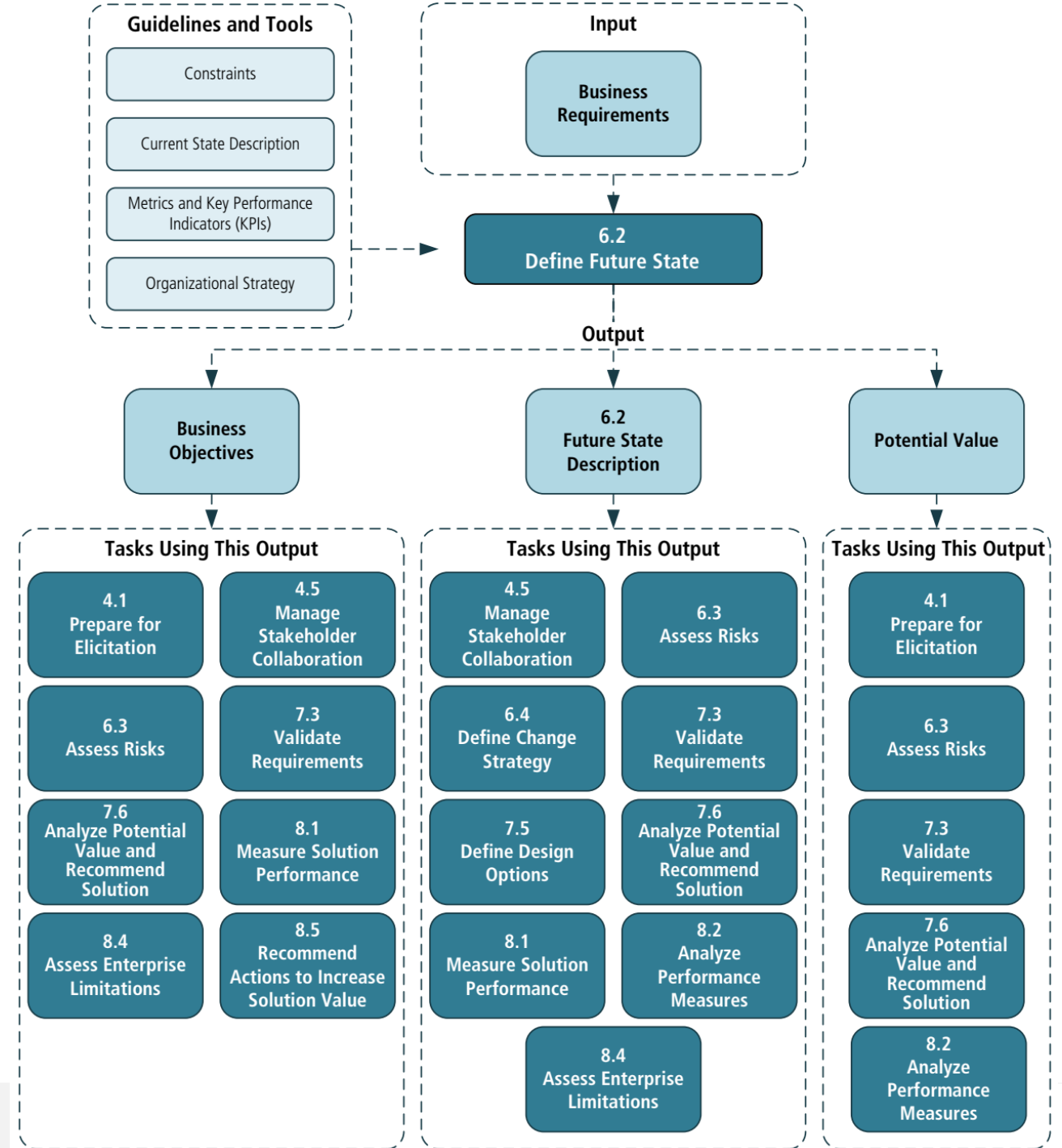
8. Business Architecture

9. Internal Assets

10. Identify Assumptions

11. Potential Value

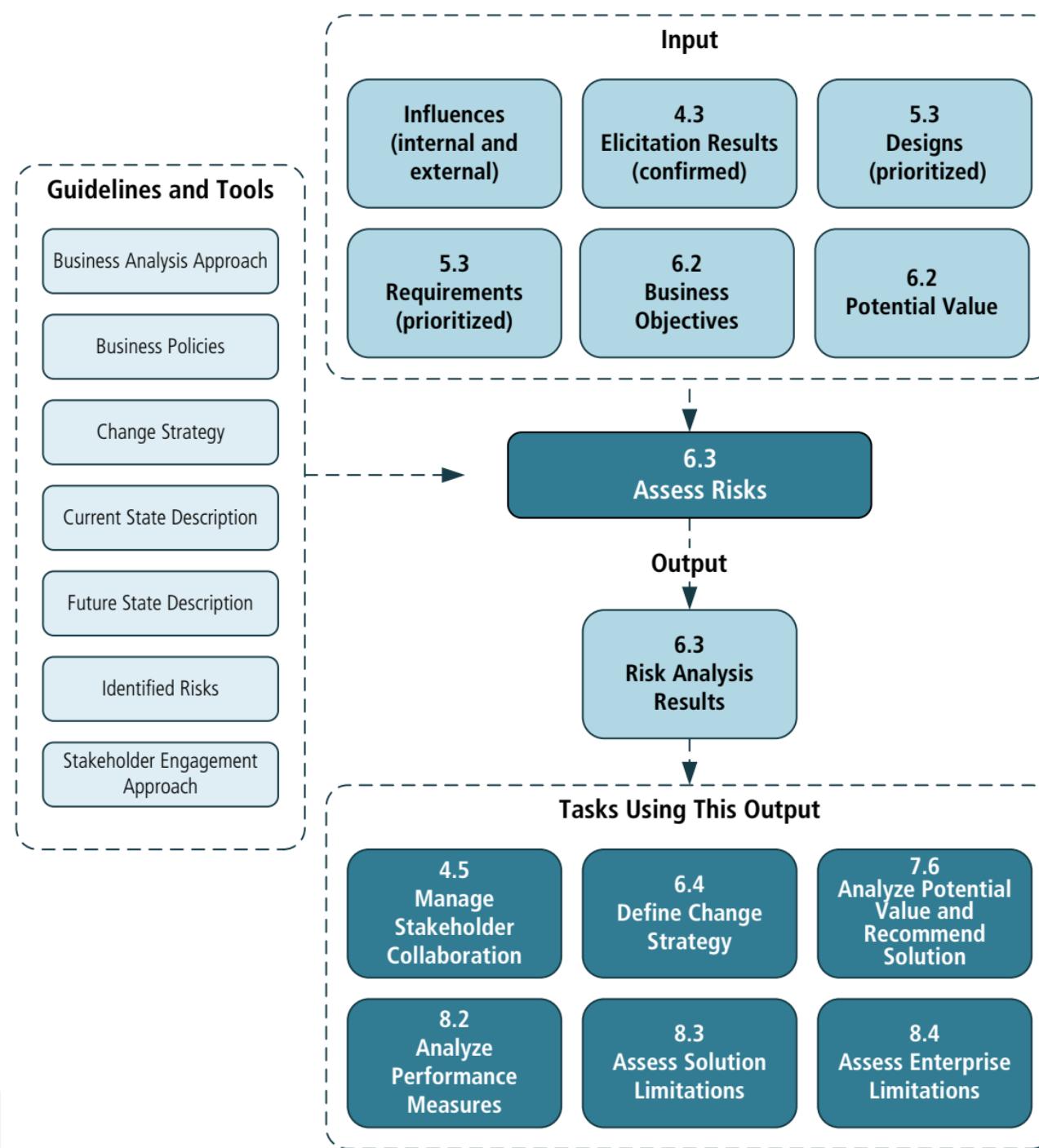
- Specific
- Measurable
- Achievable
- Relevant
- Time-bounded



6.3 Assess Risks

Elements

1. Unknowns / uncertainty
2. Constraints, Assumptions, and Dependencies
3. Negative Impact to Value
4. Risk Tolerance
5. Recommendation



Risk Concepts

Risk Prioritization

- Likelihood of risk
- Impact of risk

Risk Tolerance

- Risk Averse
- Neutral
- Risk Seeking

Likelihood/ Impact	Lo	Med	Hi
Lo	1	2	3
Med	2	4	6
Hi	3	6	9

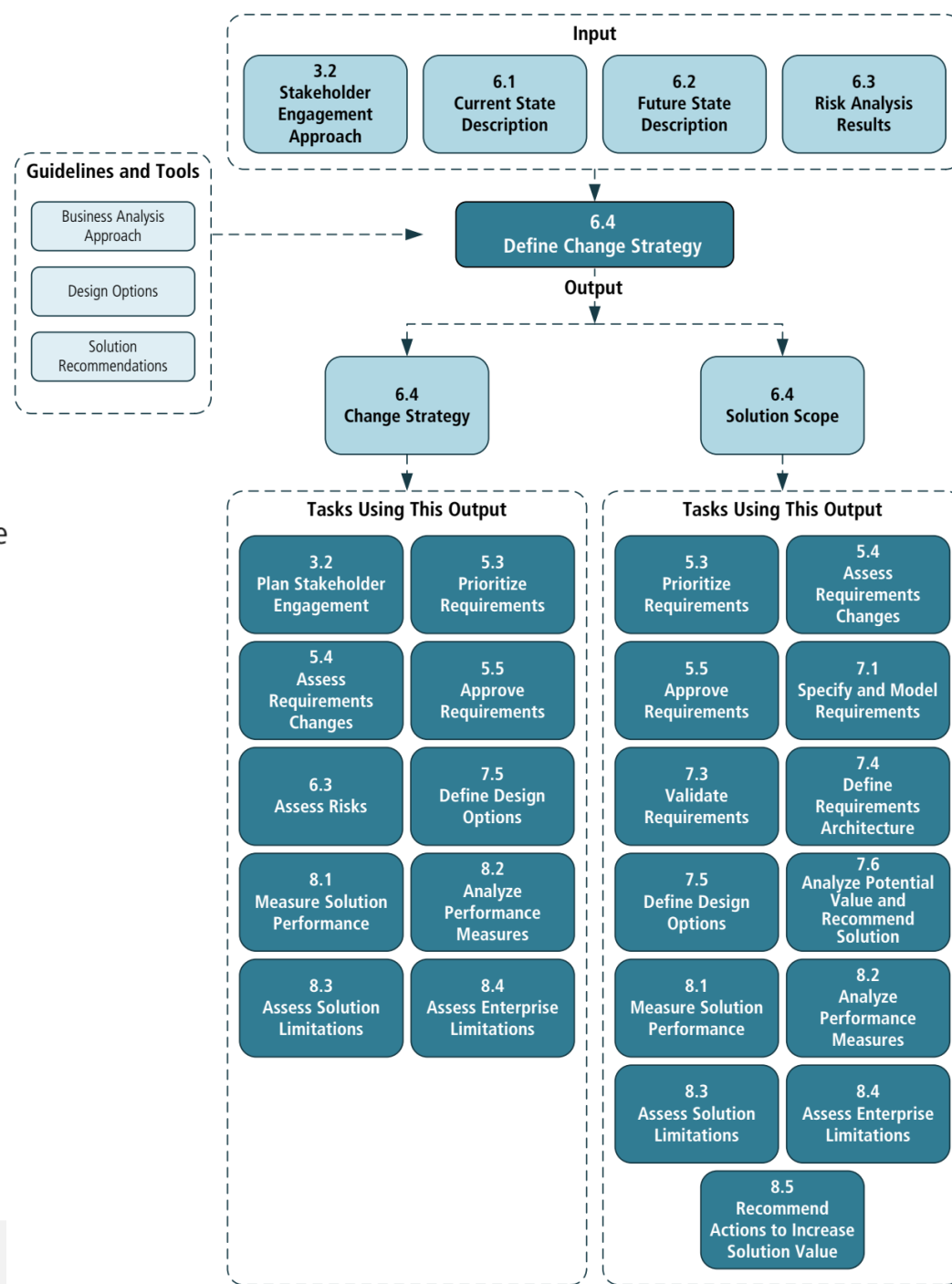
6.4 Define Change Strategy

Purpose

The purpose of Define Change Strategy is to develop and assess alternative approaches to the change, and then select the recommended approach.

Elements

1. Solution Scope
2. Gap Analysis
3. Enterprise Readiness Assessment
4. Change Strategy
5. Transition States and Release Planning





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