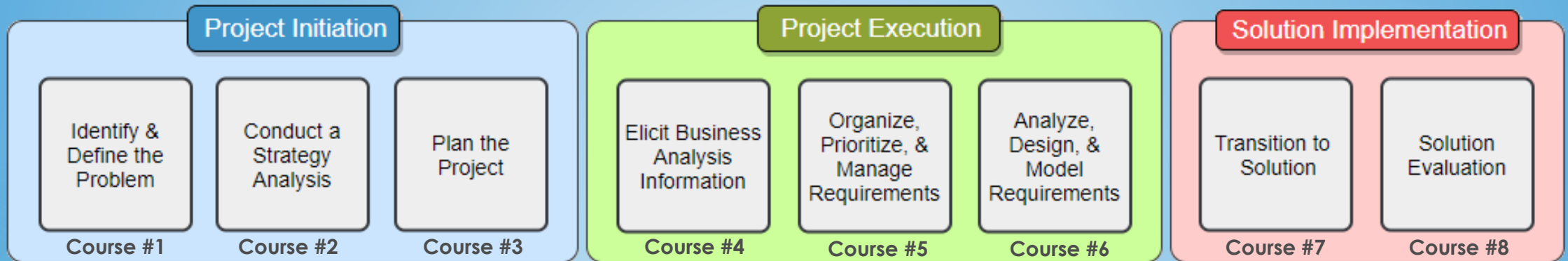




The BA Guide's

Business Analysis Process



Business Analyst: Identify and Define the Problem

Jeremy Aschenbrenner | The BA Guide® Business Analyst Manager & Trainer | Best Selling Instructor

Learn how to use **business** analysis to identify a problem, find its root cause, and create a project proposal

69 lectures 3.5 hours All Levels CC

★★★★★ 5.0



BUSINESS ANALYSIS PROCESS SERIES

Student Workbook



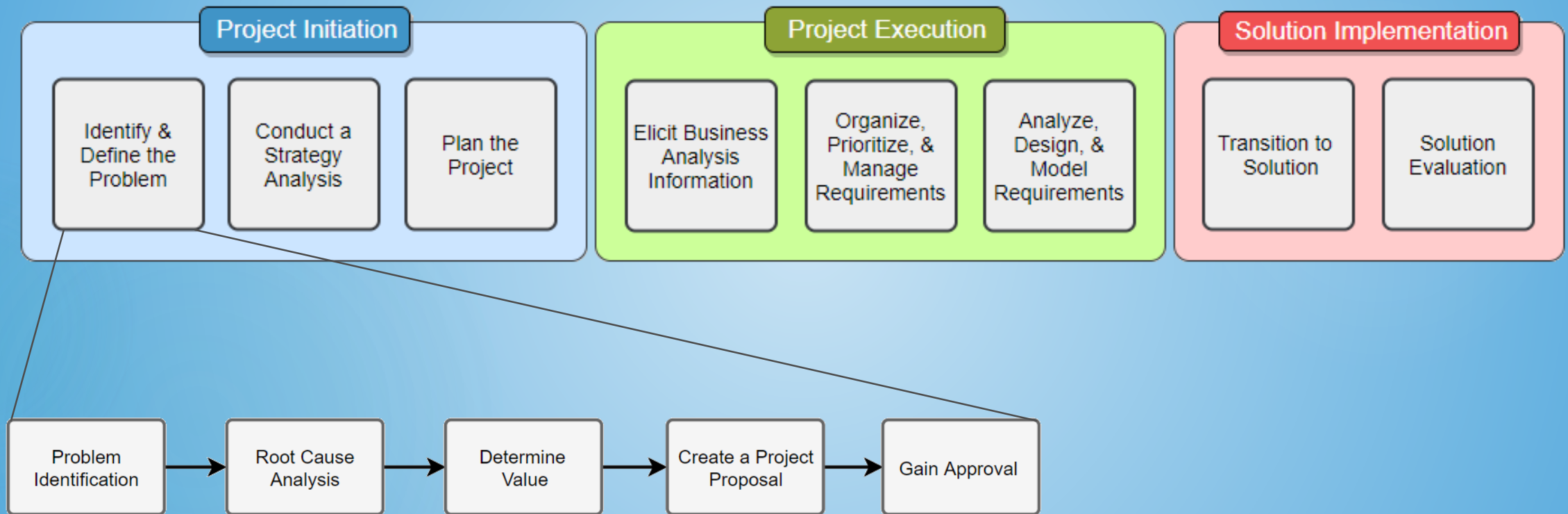
The BA Guide's

Strategy Analysis Process



The BA Guide's

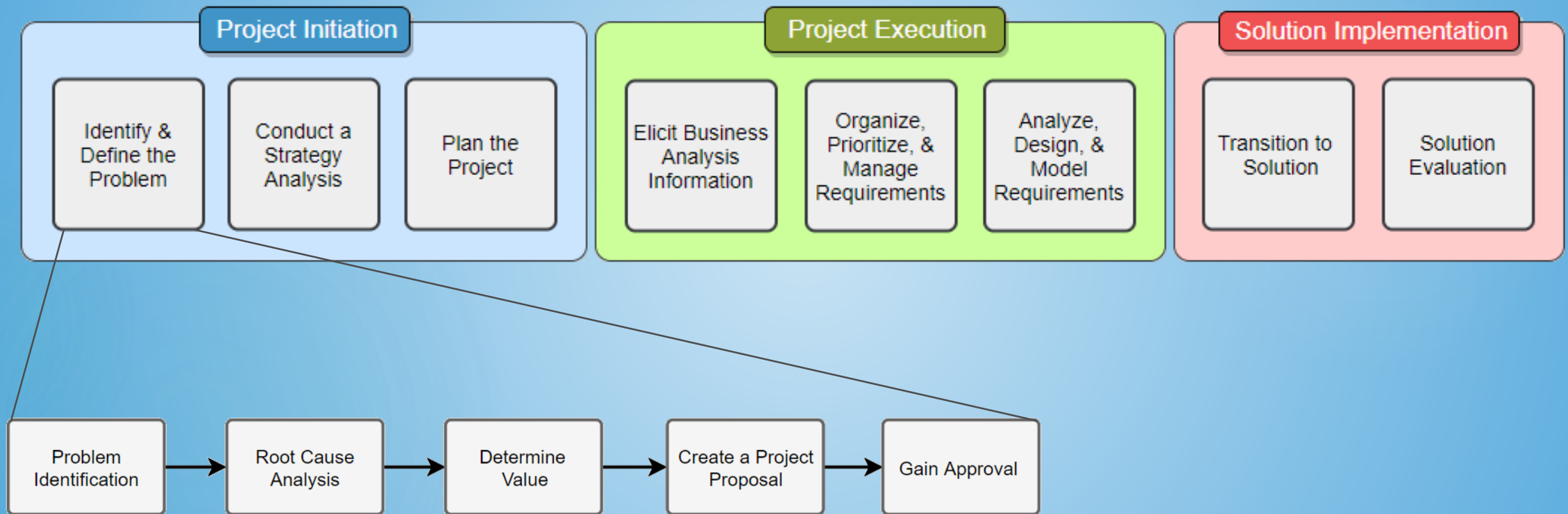
Business Analysis Process





The BA Guide's

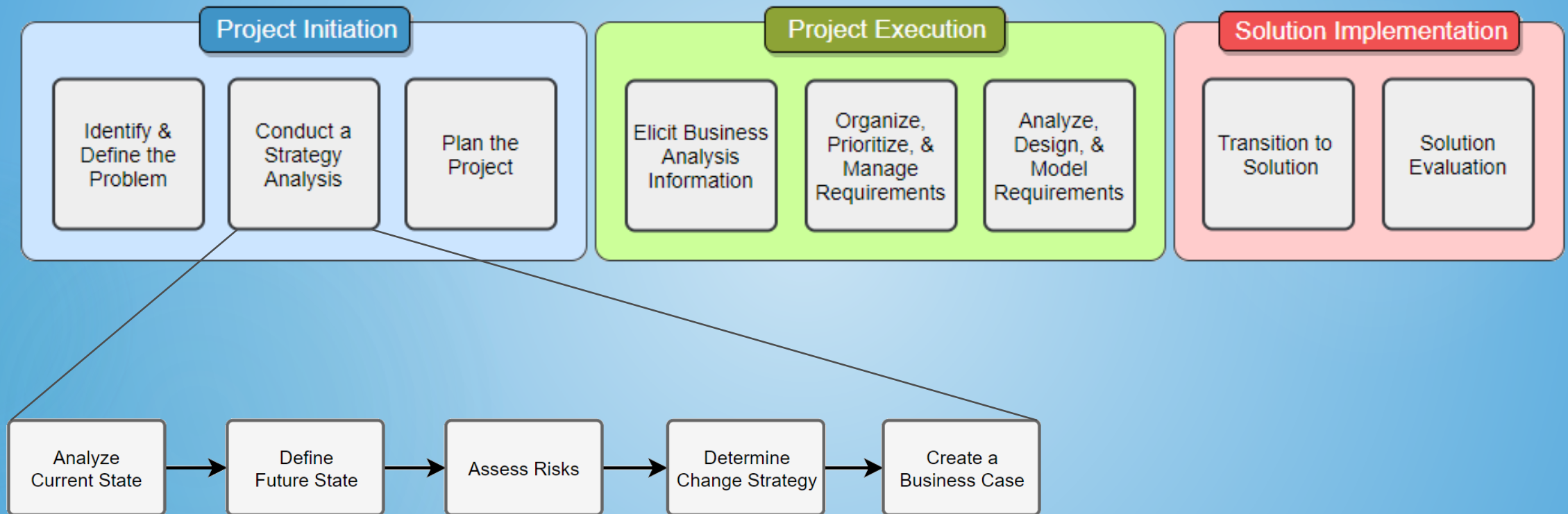
Business Analysis Process





The BA Guide's

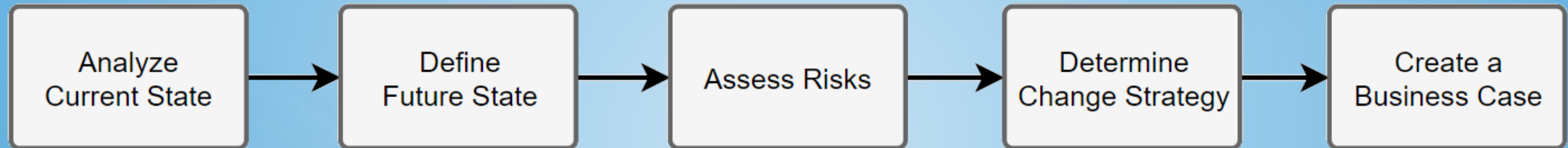
Business Analysis Process



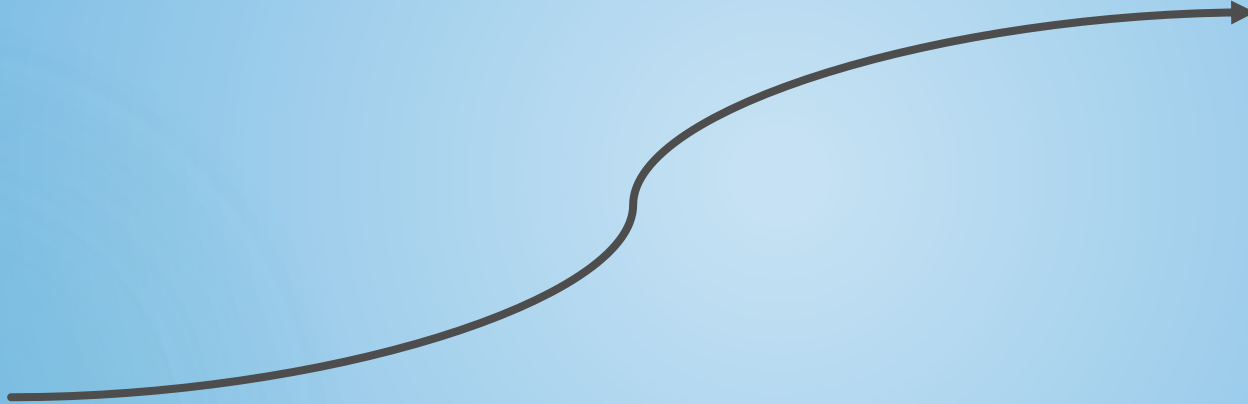


The BA Guide's

Strategy Analysis Process



Strategy Analysis Example





Strategy Analysis Example

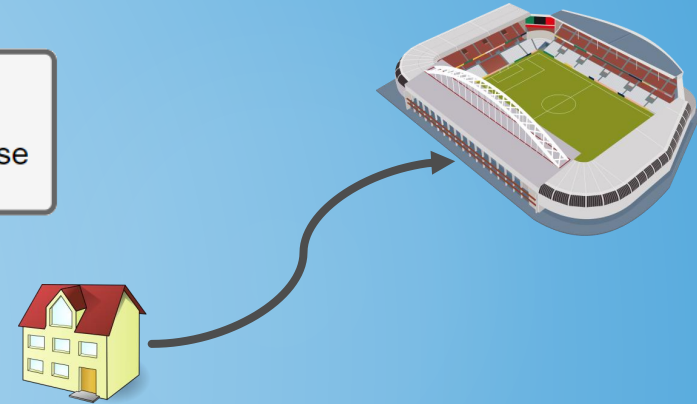
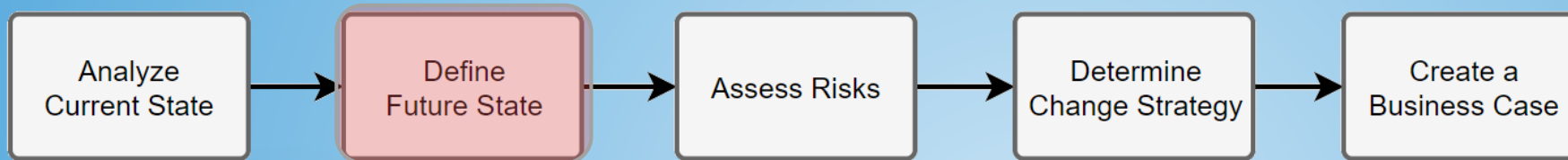


Current
▶ At home
▶ \$200
▶ 2:00 pm





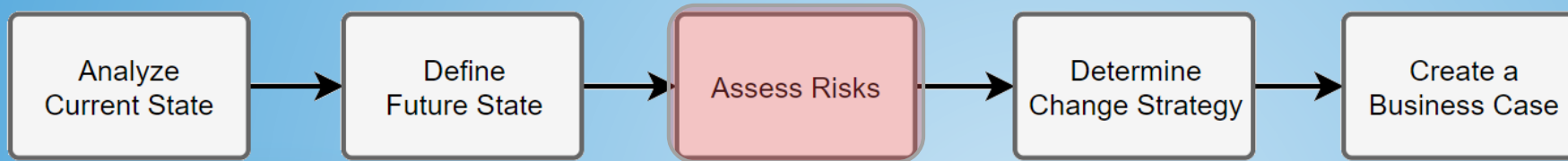
Strategy Analysis Example



- ▶ At stadium
- ▶ Have at least \$170 (food, beverages, souvenirs)
- ▶ Arrive by the start of the game (3:15pm)
- ▶ In a capacity to watch the game



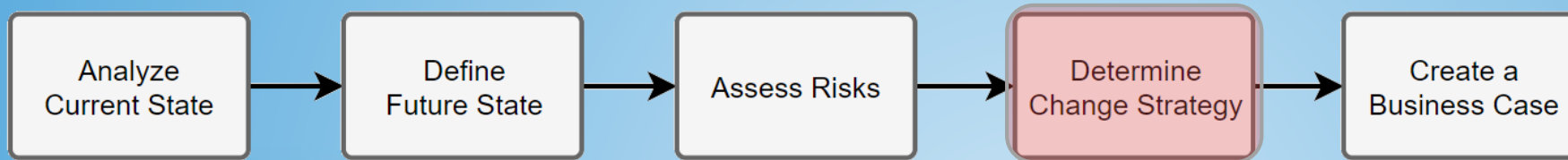
Strategy Analysis Example



- ▶ Not enough money
- ▶ Get there late
- ▶ Injured or exhausted



Strategy Analysis Example



Current
▶ At home
▶ \$200
▶ 2:00 pm

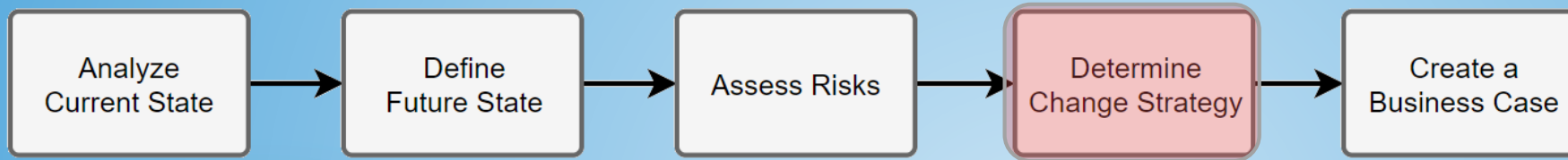


Future
▶ At stadium
▶ \$170
▶ 3:15 pm





Strategy Analysis Example



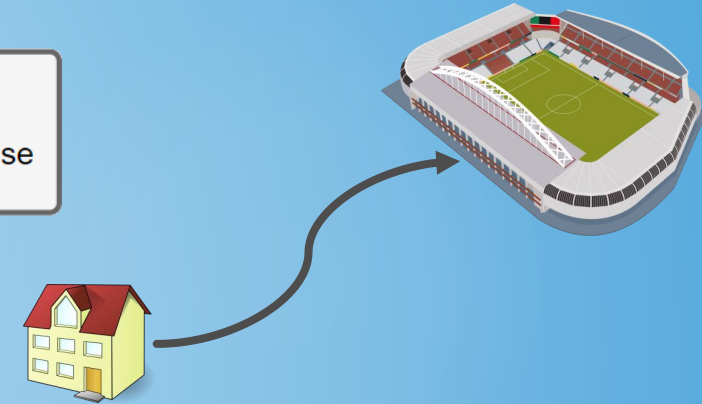
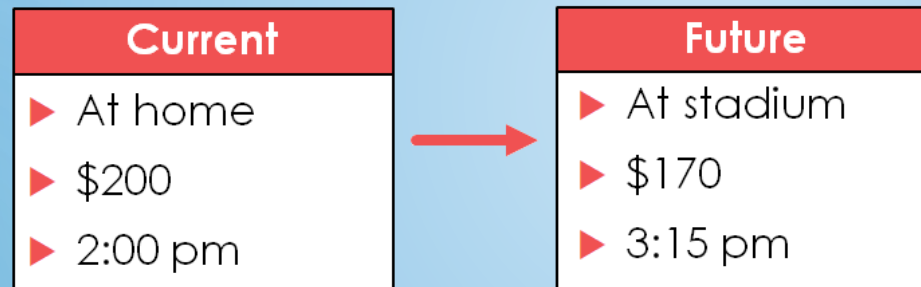
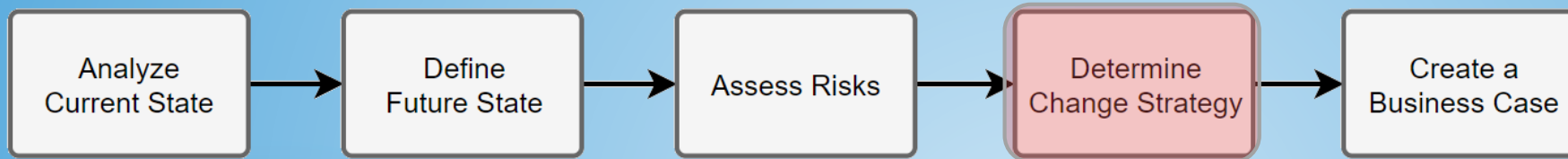
Potential Options:

- Uber
- Taxi
- Bus
- Bicycle
- Walk
- Don't go to the game





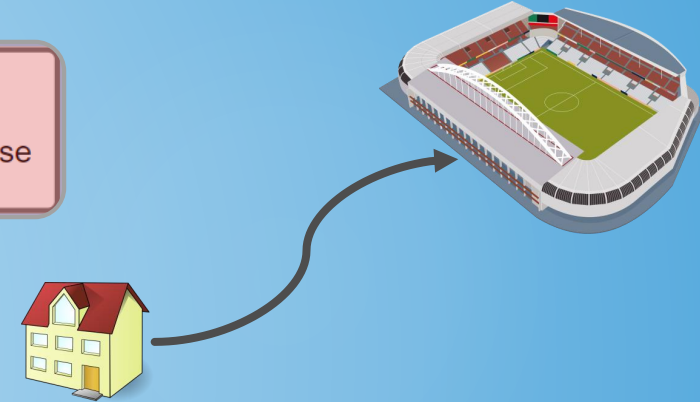
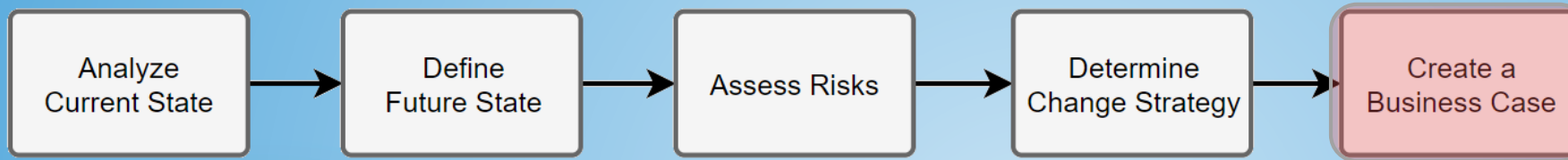
Strategy Analysis Example



	Cost	Time
★ Uber	\$ 21.25	25 minutes
Taxi	\$ 42.50	30 minutes
Bus	\$ 2.25	145 minutes
Bicycle	\$ -	80 minutes
Walk	\$ -	225 minutes



Strategy Analysis Example



- The problem
- Potential solutions
- Recommended solution



What is a Project?

- ▶ Temporary endeavor
- ▶ Creates or improves upon a product or service
- ▶ Constrained by
 - ▶ Schedule
 - ▶ Budget
 - ▶ Resources



Scope

Risk

Constraint

Stakeholder



 Scope

Risk

Constraint

Stakeholder



Scope

 Risk

Constraint

Stakeholder



Scope

Risk



Constraint

Stakeholder



Scope

Risk

Constraint



Stakeholder



What is a Project Team?

- ▶ Temporary team
- ▶ Cross-functional and versatile
- ▶ Could be part-time or full-time basis
- ▶ Share responsibility for the outcome



Project Sponsor

Project Manager

Business Analyst



Project Sponsor

Project Manager

Business Analyst



Project Sponsor



Project Manager

Business Analyst



Project Sponsor

Project Manager

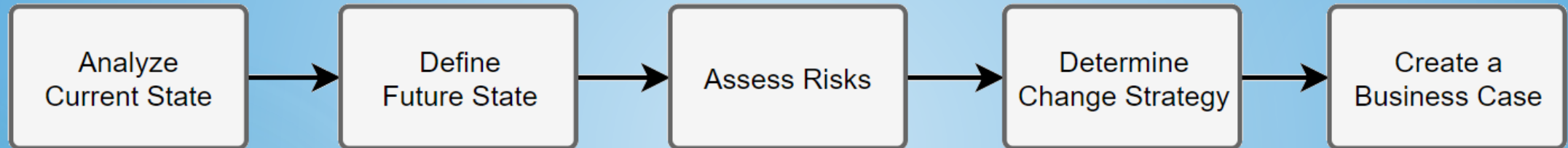


Business Analyst



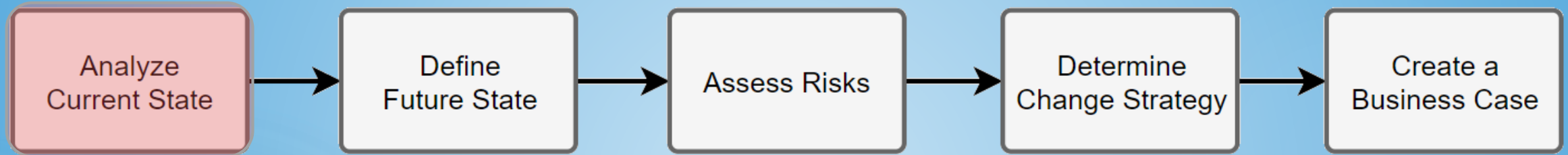
The BA Guide's

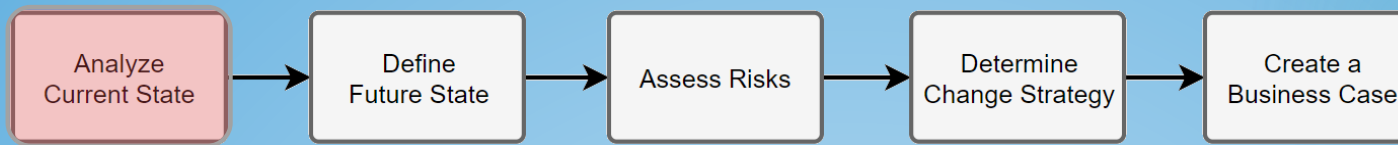
Strategy Analysis Process





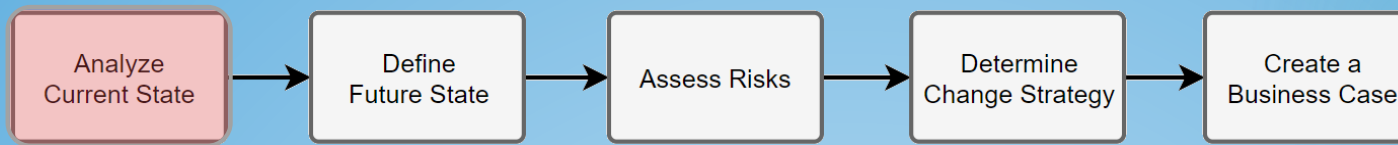
Analyze Current State





Goal:

Understand the reasons why an enterprise needs to make a change and what would be affected by the change, both directly and indirectly.

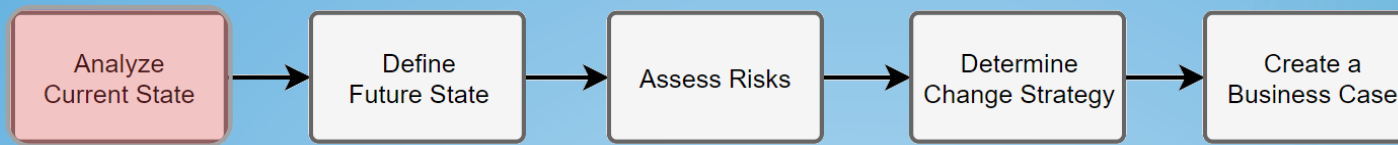


Elements within Analyze Current State:

- ▶ Review business needs
- ▶ Perform organizational assessment
- ▶ Understand capabilities
- ▶ Assess policies and processes
- ▶ Analyze technology and infrastructure
- ▶ Understand business architecture
- ▶ Identify external influencers



TIP: Stay within scope of the business need



Review Business Needs

Project Proposal

This document is to be used to clarify the project purpose and anticipated business value to justify proceeding forward with the creation of a project.

Disappearing Tows in Adams
(Bob's Towing)

Requestor: Jeremy Aschenbrenner Date: 02/05/2018

Statement of the Problem or Need

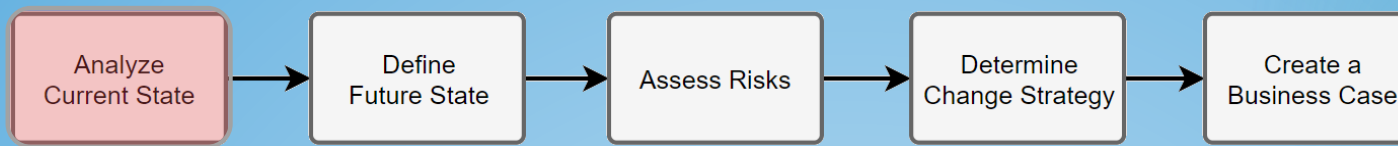
Beginning in August, Bob's Towing has experienced a drastic increase of unfulfilled tow jobs in and around the city of Adams, due to the customer not being at the location when the driver arrives. These missed tows are not only causing a decrease in revenue, but they are also increasing business costs as the tow drivers are not aware of any issues until they arrive at the dispatched location. There is a large concern that if this issue is not resolved quickly, Bob's Towing may not be able to stay in business.

Project Deliverables and Value

At the end of the project we hope to have implemented a solution that decreases (or eliminates) the number of unfulfilled tow jobs in and around the city of Adams. By accomplishing this goal, we will either increase revenue, reduce costs, or both. In addition, driver morale should also increase since they will have less needless dispatches to where there is no customer to be found.

Key Stakeholders

Project Requestor	Jeremy Aschenbrenner
Project Sponsor	Bob Smith



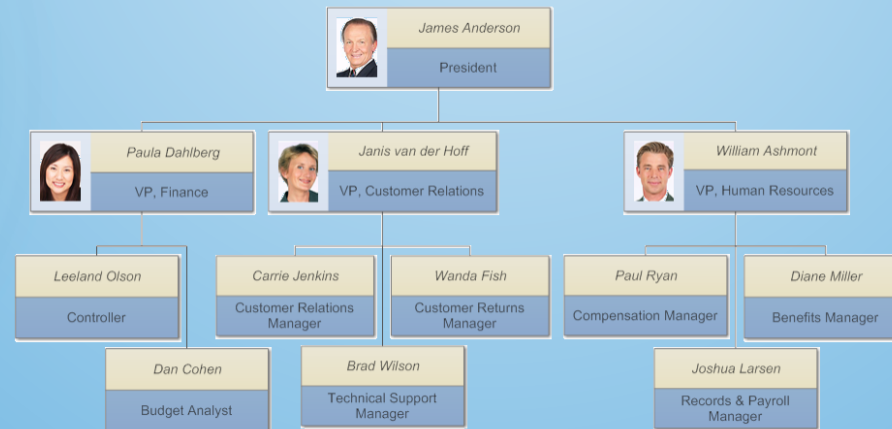
Perform Organizational Assessment

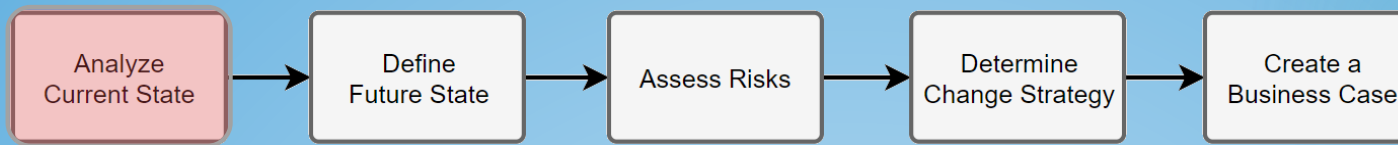
► Culture

- Beliefs
- Values
- Norms

► Structure

- Formal relationships
- Reports to





Understand Capabilities

- ▶ Collective skills, abilities, and expertise



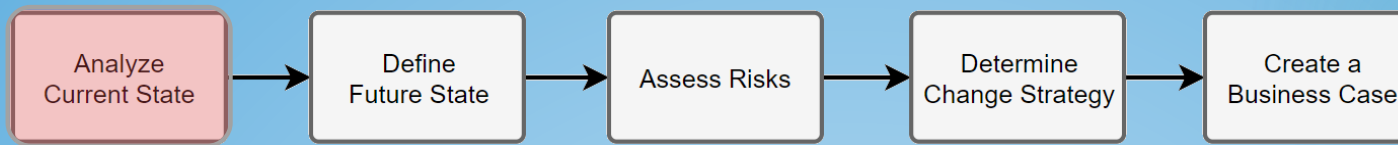
Hiring Practices



Training



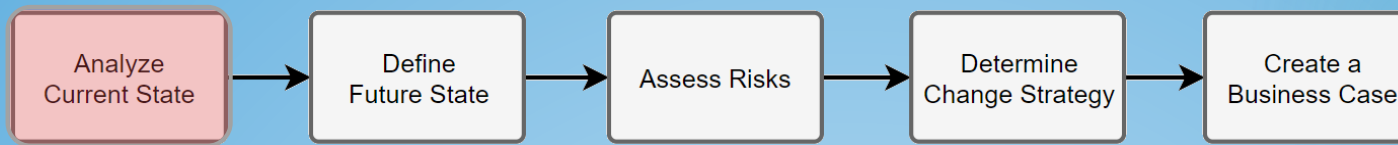
Compensation



Understand Capabilities

▶ Collective skills, abilities, and expertise

- Talent
- Speed
- Brand Identity
- Accountability
- Collaboration
- Learning
- Leadership
- Customer Connectivity
- Strategic
- Innovation
- Efficiency



Assess Policies and Processes

Policies

- ▶ Dictate routine operations
- ▶ Provide guidance to staff on behavior and actions
- ▶ Ensure decisions are made correctly
 - ❖ Look over policy handbooks
 - ❖ Read through checklists





Document Analysis



Document Analysis

Prepare
Review and Analyze
Record Discoveries



Document Analysis



Prepare

Review and Analyze

Record Discoveries



Document Analysis

Prepare



Review and Analyze

Record Discoveries



Document Analysis

Prepare

Review and Analyze



Record Discoveries



Document Analysis

Benefits

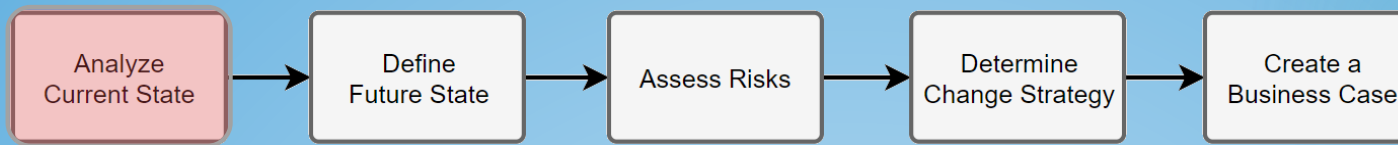




Document Analysis

Cautions

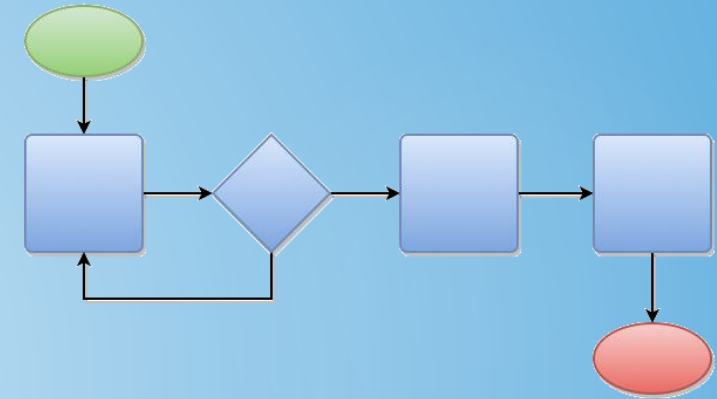


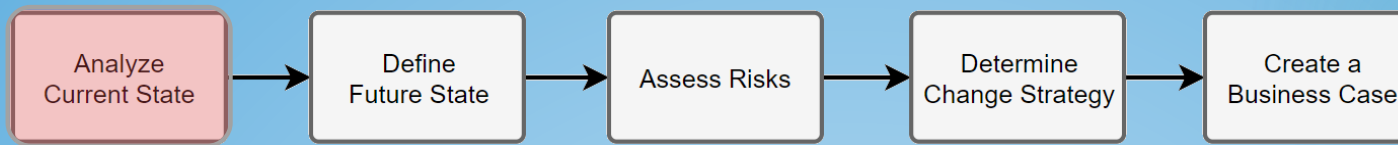


Assess Policies and Processes

Processes

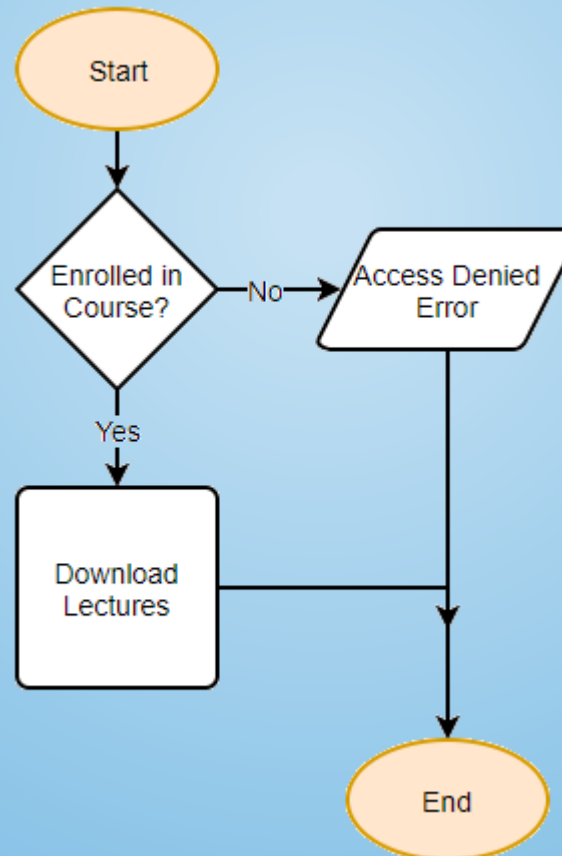
- ▶ Dictate the flow of business
 - ▶ Provide step-by-step guides to staff
 - ▶ Ensures some level of consistency
-
- ❖ Review process documentation
 - ❖ Create flowcharts as necessary

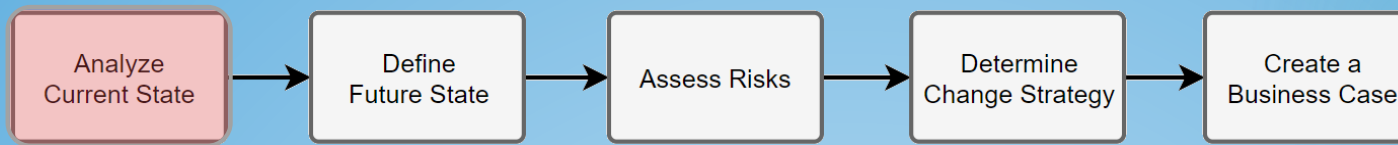




Assess Policies and Processes

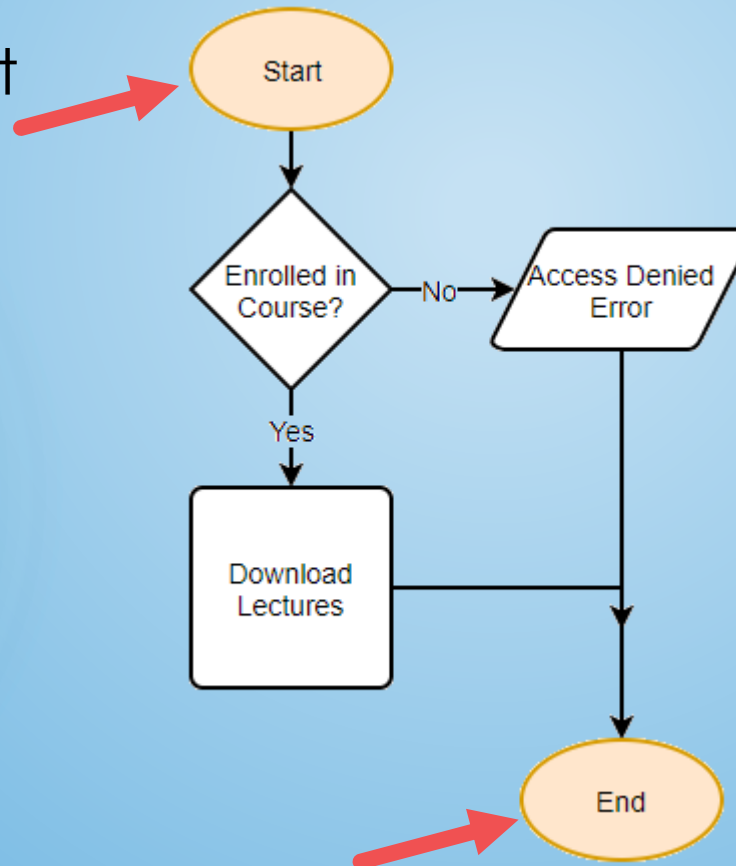
Process Flowchart

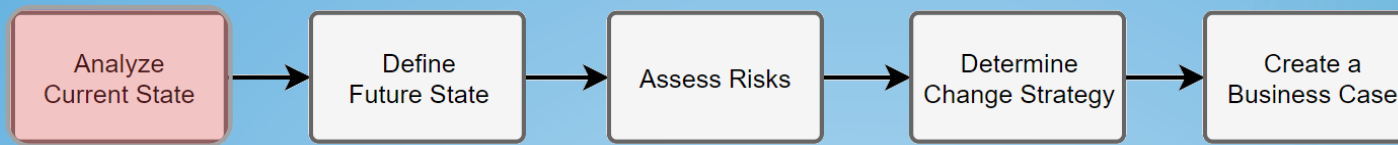




Assess Policies and Processes

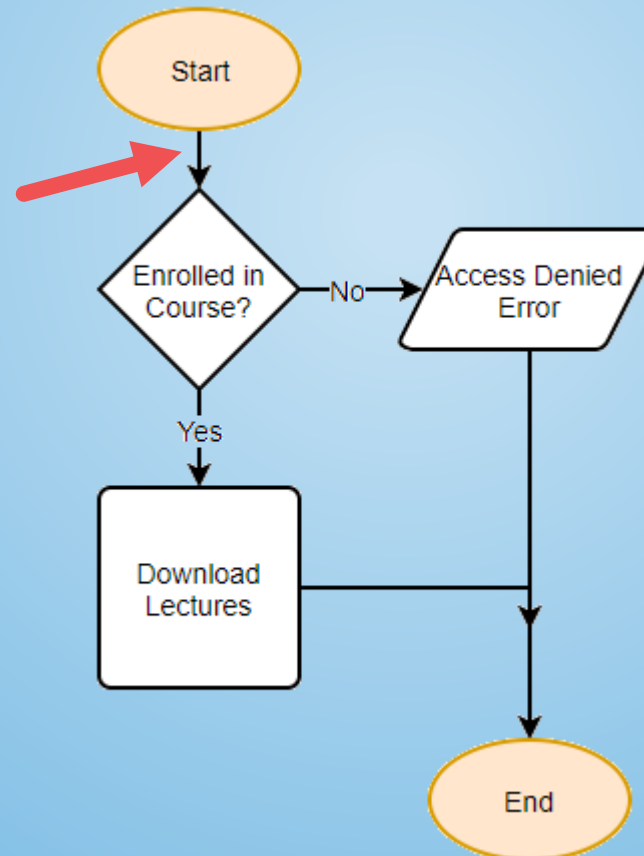
Process Flowchart

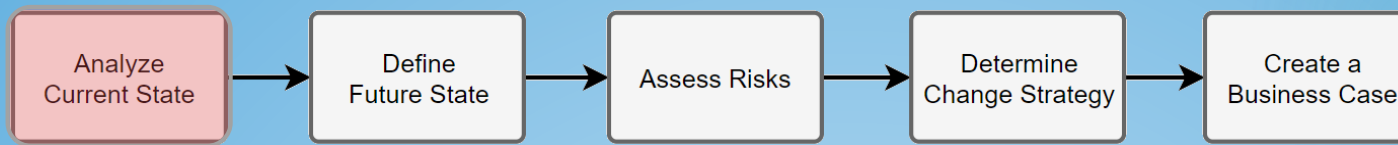




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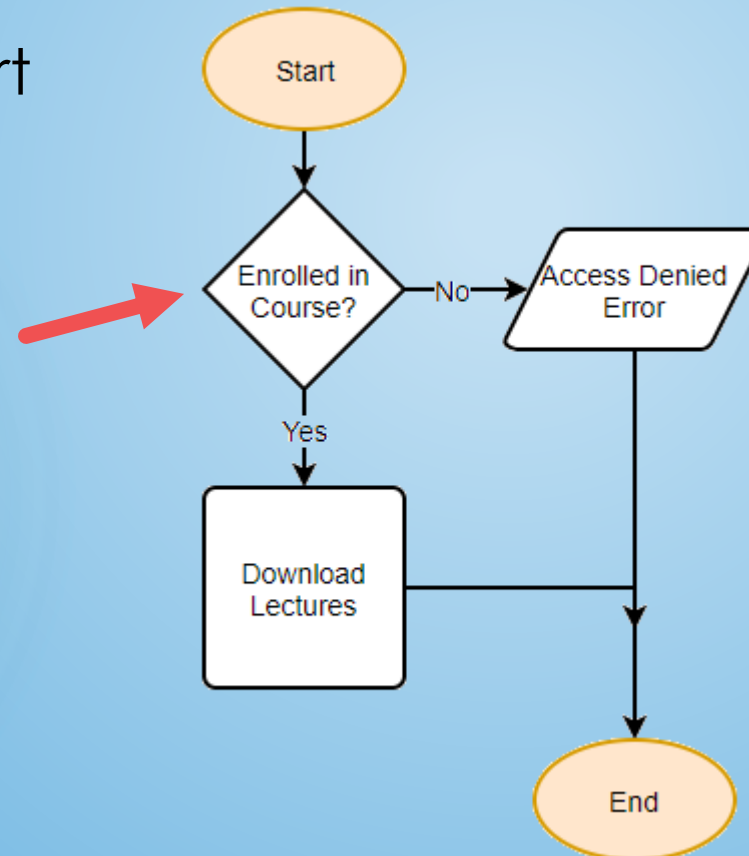
Process Flowchart

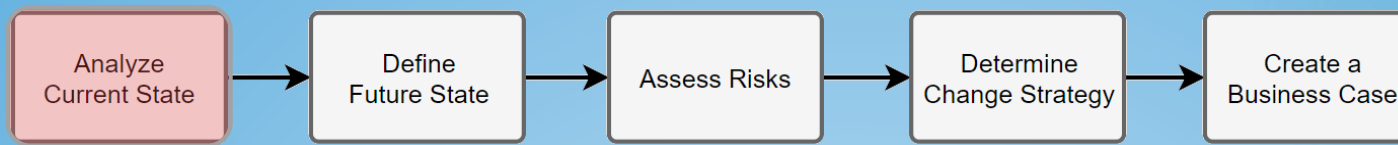




Assess Policies and Processes

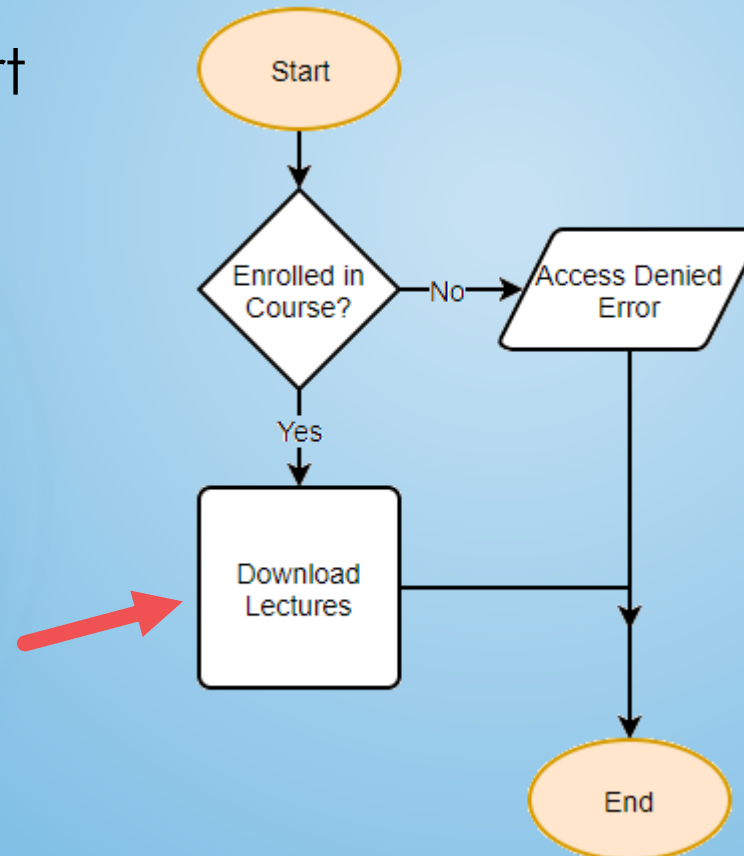
Process Flowchart

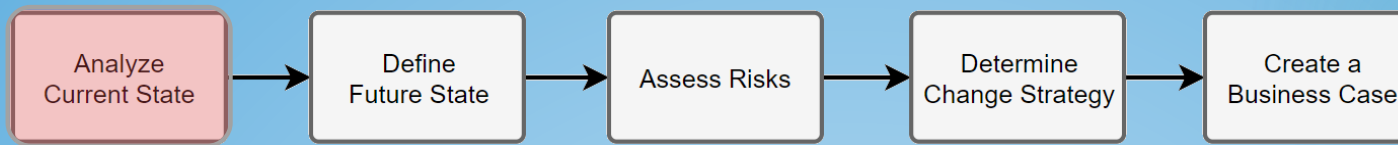




Assess Policies and Processes

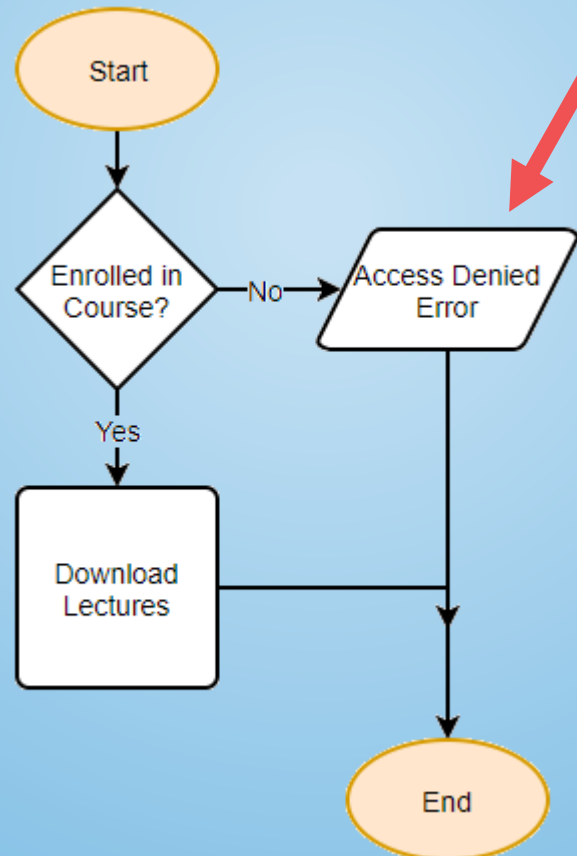
Process Flowchart

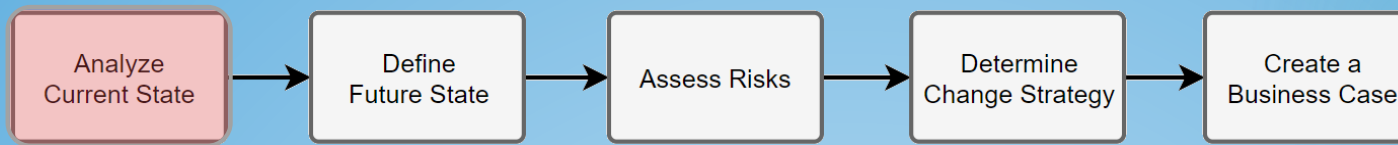




Assess Policies and Processes

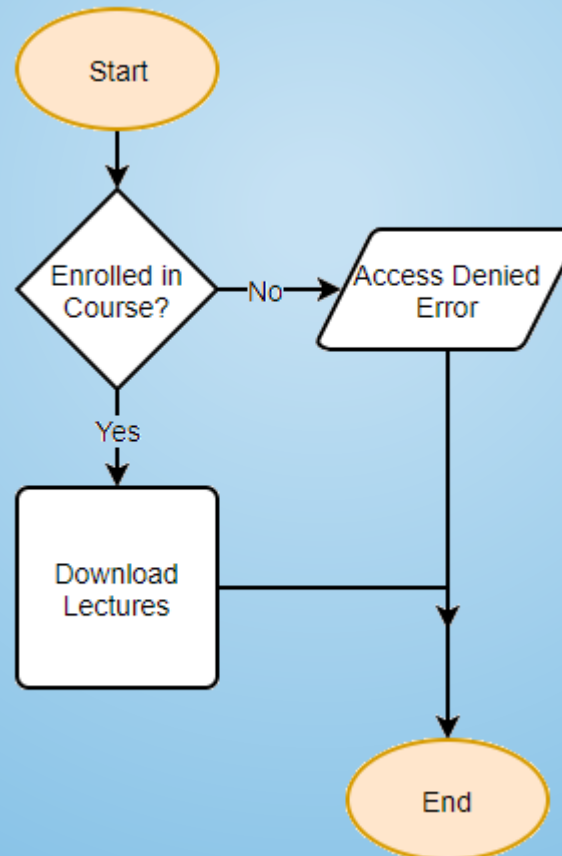
Process Flowchart

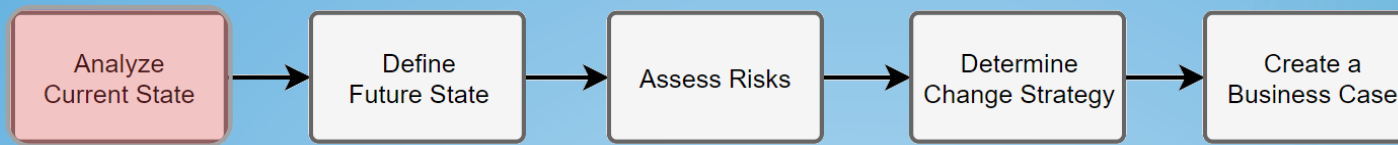




Assess Policies and Processes

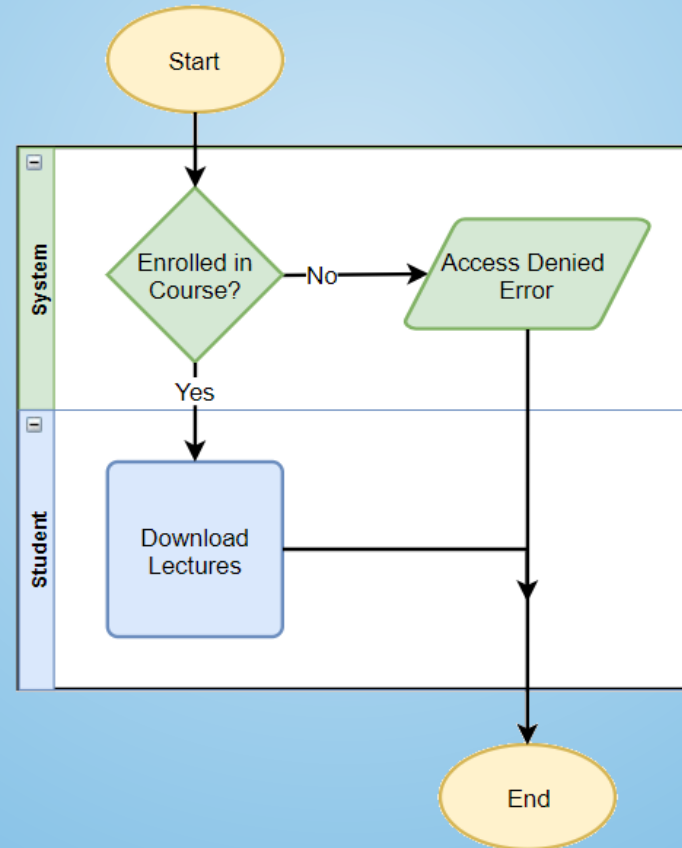
Process Flowchart

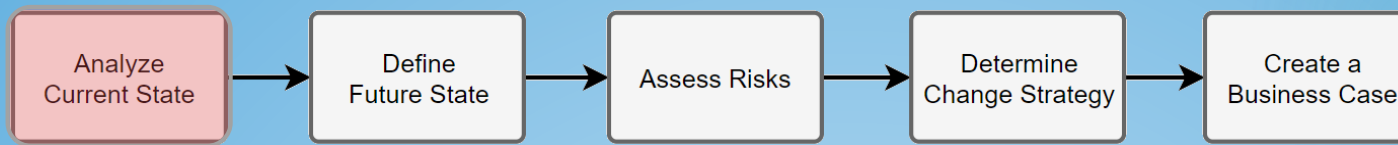




Assess Policies and Processes

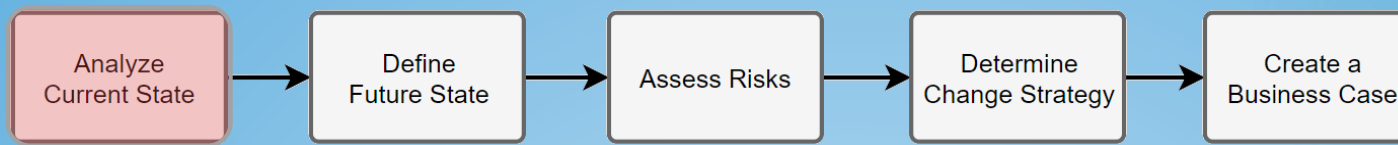
Process Flowchart





Analyze Technology and Infrastructure

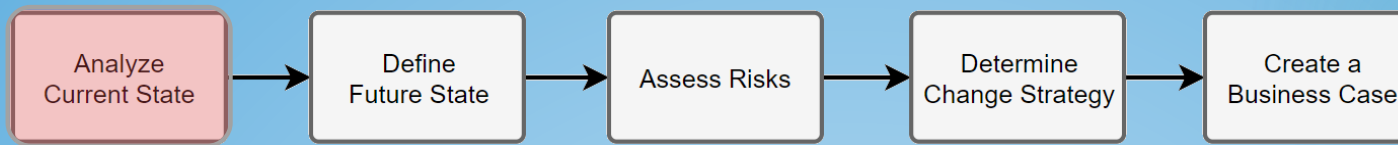
- ▶ Review utilized software
 - Execute processes
 - Makes decisions
 - Interacts and enables communication
- ▶ Analyze technology hardware and logistics



Understand Business Architecture

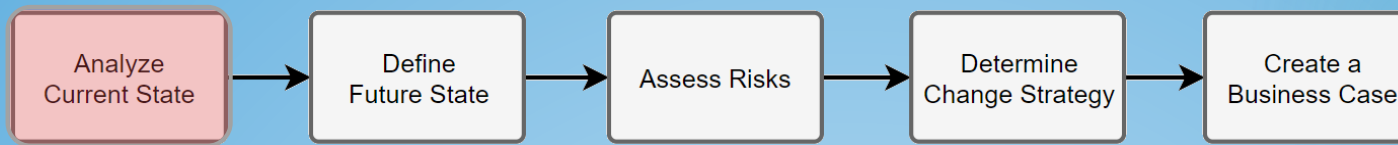
How everything fits together

- ▶ Organizational Strategy
- ▶ Departments
- ▶ Objectives



Identify External Influencers

- ▶ Industry structure
- ▶ Competitors
- ▶ Customers
- ▶ Suppliers
- ▶ Regulatory bodies
- ▶ Technology



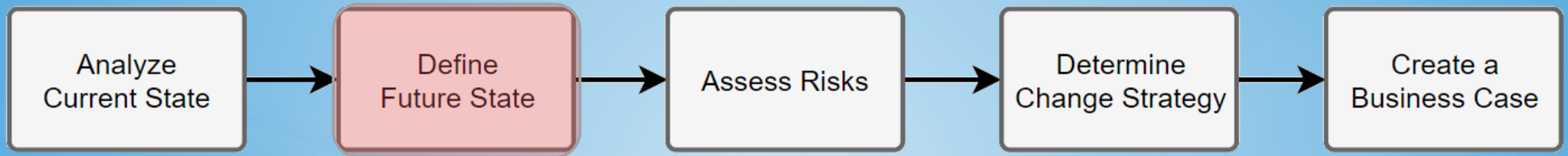
Elements within Analyze Current State:

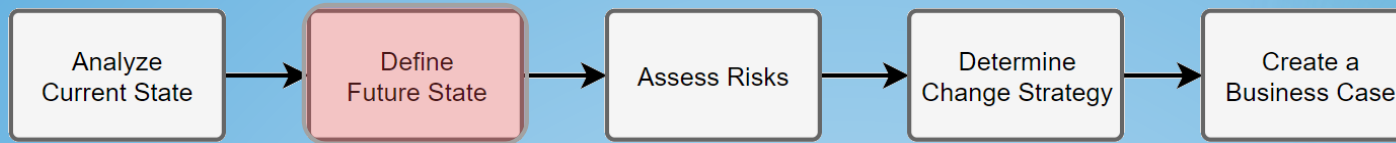
- ▶ Review business needs
- ▶ Perform organizational assessment
- ▶ Understand capabilities
- ▶ Assess policies and processes
- ▶ Analyze technology and infrastructure
- ▶ Understand business architecture
- ▶ Identify external influencers

TIP: Stay within scope of the business need



Define Future State

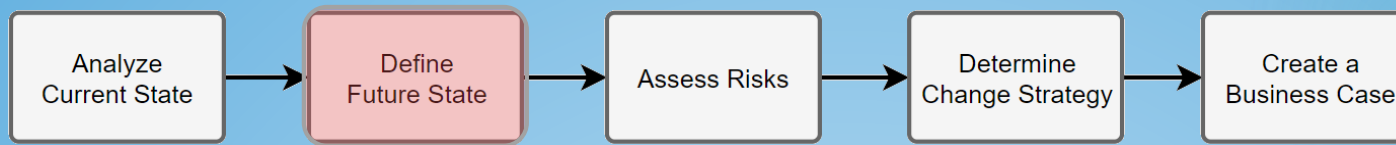




Define Future State:

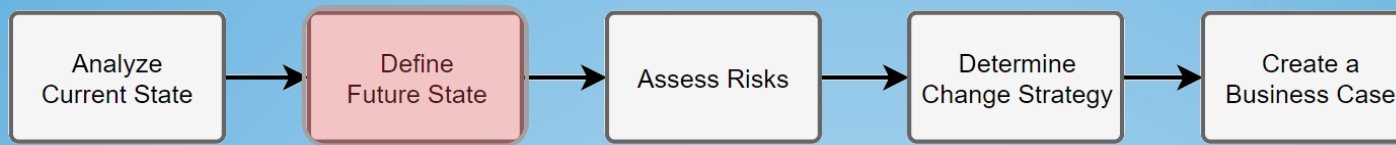
Gather sufficient information to make the best possible choices among potential options.





Define Future State:

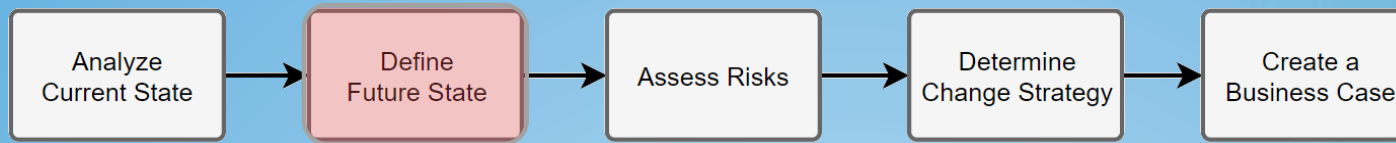
- ▶ Validate success is well outlined
- ▶ Is feasible and achievable
- ▶ Ensure scope is well defined
- ▶ Key stakeholders agree on vision



Define Future State:

- ▶ Validate success is well outlined
- ▶ Is feasible and achievable
- ▶ Ensure scope is well defined
- ▶ Key stakeholders agree on vision

TIP: You are not creating a description of the outcome to be used for implementation



Define Future State:

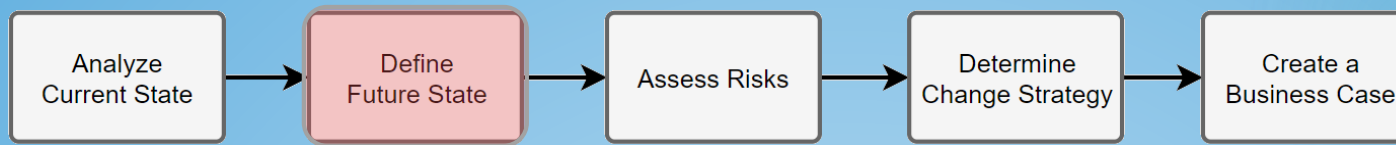
Describe new, removed, and modified components

Huge changes:

- ▶ Company merger
- ▶ Acquisition
- ▶ New market
- ▶ New product

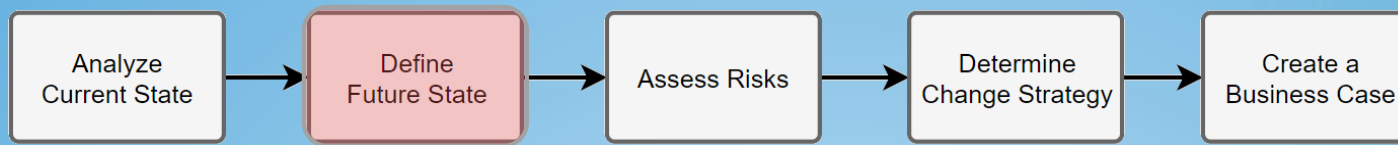
Smaller changes:

- ▶ Process adjustment
- ▶ Acquire resources
- ▶ Restructure organization
- ▶ Create or update system or software
- ▶ Additional training



Elements within Define Future State:

- ▶ Set business goals and objectives
- ▶ Define solution scope
- ▶ Identify constraints
- ▶ Define changes to the organization
- ▶ Identify assumptions
- ▶ Validate potential value

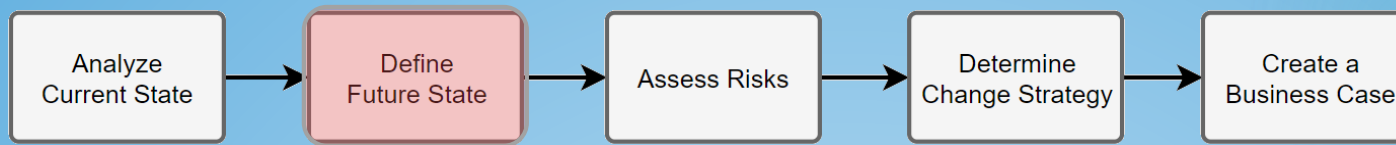


Set Business Goals and Objectives

First review project deliverables and value

Goals are...

- ▶ Long term
- ▶ Ongoing
- ▶ Qualitative



Set Business Goals and Objectives

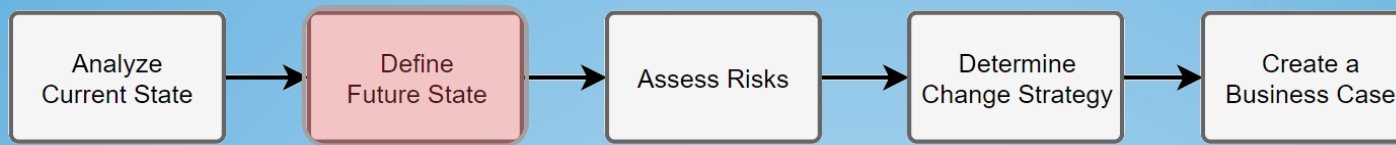
Specific – observable outcome

Measurable – track and measure the outcome

Achievable – feasible, can be done

Relevant – aligns with the organization's mission

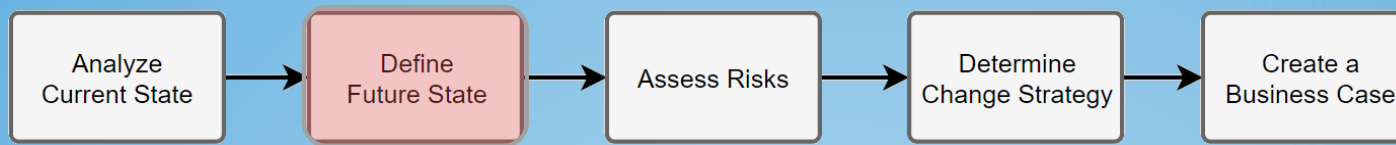
Time-bounded – time frame is consistent with the need



Set Business Goals and Objectives

- ▶ Increase customer satisfaction
- ▶ Increase customer satisfaction among teenagers (ages 13-19)
- ▶ Increase number of teenage (ages 13-19) customers who rate us *very satisfied* by 25%
- ▶ Increase number of teenage (ages 13-19) customers who rate us *very satisfied* by 25% within 20 weeks

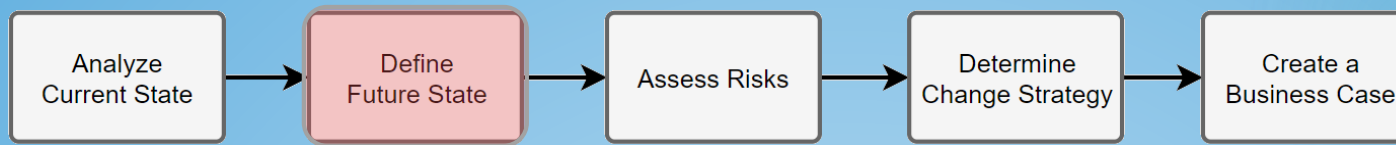
Specific
Measurable
Achievable
Relevant
Time-bounded



Set Business Goals and Objectives

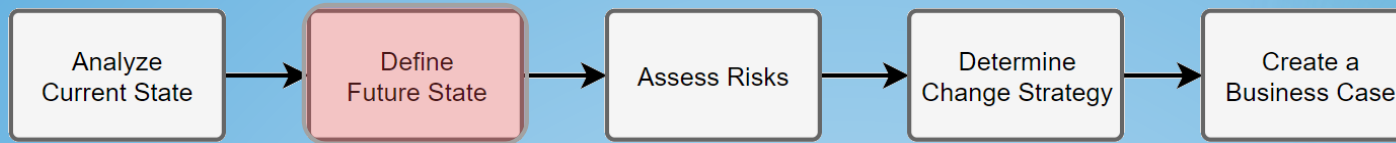
Who else is involved?

- ▶ Project Sponsor
- ▶ Project Manager
- ▶ Other key stakeholders
 - Executives
 - Management



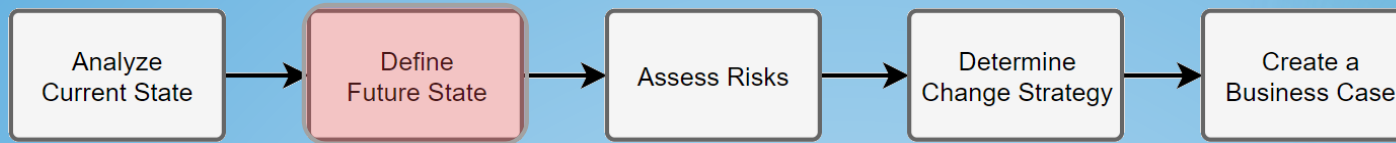
Define Solution Scope

- ▶ Defines new capabilities the project will deliver
- ▶ Why?
 - ▶ Changes solution options that can be considered
 - ▶ Reduces chance of scope creep
 - ▶ Keeps focus in right areas (reducing timeline)
 - ▶ Creates a shared vision (increasing stakeholder satisfaction)



Define Solution Scope

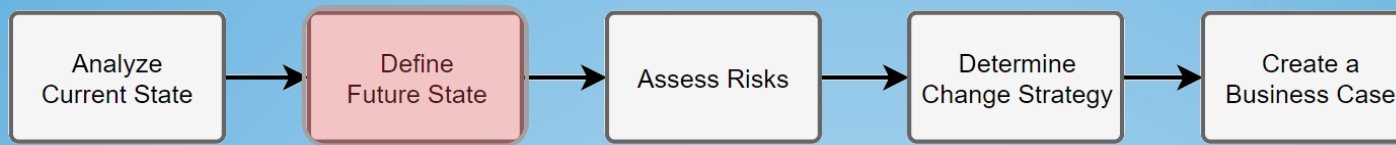
Project Scope
vs
Solution Scope



Define Solution Scope

- ▶ Written scope statement(s)
- ▶ Focus on three areas of impact:
 - Process
 - People
 - Technology

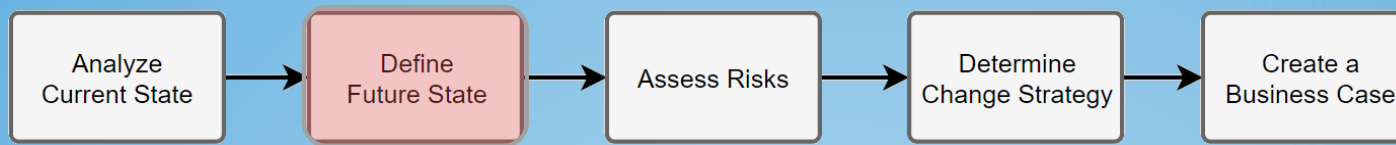
TIP: Also list out of scope items to avoid confusion



Define Solution Scope

▶ Solution Scope – Process

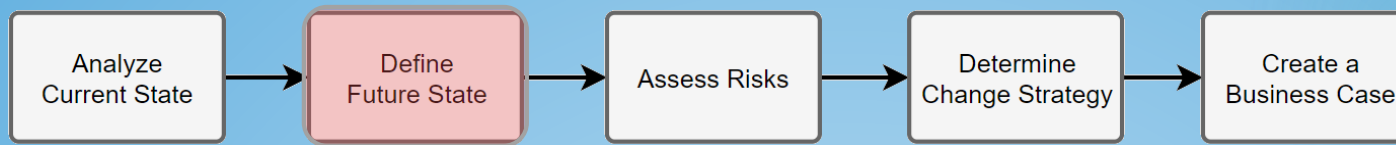
- We currently use manual procedures to validate someone has active insurance through our company. The goal is to have that process automated and to only send validated insurance claims to live claim representatives. The non-validated claims would be recorded and reviewed by support representatives based on a batched queue.



Define Solution Scope

▶ Solution Scope – People

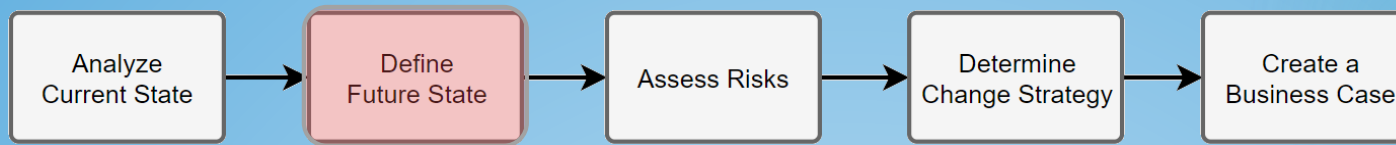
- Support representatives will need to be trained on the new process and the software that supports it.



Define Solution Scope

▶ Solution Scope – Technology

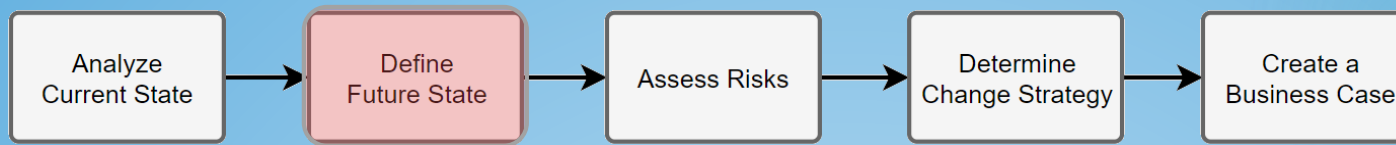
- We will need to implement technology to automate the insurance validation.
- We will need to enhance our current software to support the new support representative user group.



Define Solution Scope

▶ Out of scope items

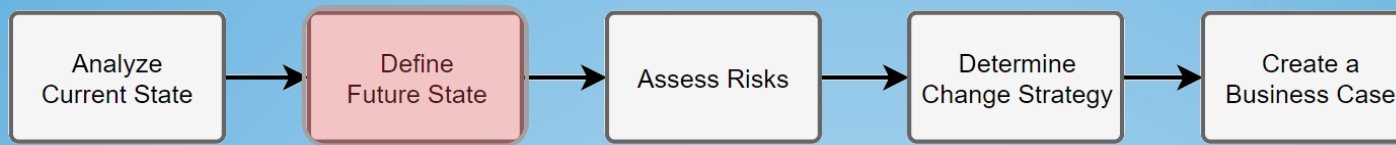
- Process changes for claims representatives (they will now only receive qualified insurance claims)
- Software changes for claims representatives



Define Solution Scope

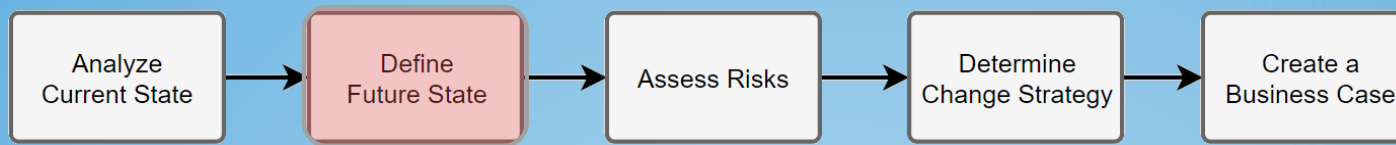
► Verifying Solution Scope

- ☐ Are the identified business needs addressed?
- ☐ Are all solution scope items aligned with the problem statement?
- ☐ Are items clearly defined as in or out of scope?
- ☐ Is there enough detail for stakeholders to understand and validate the scope?
- ☐ Are the scope statements clear and concise?



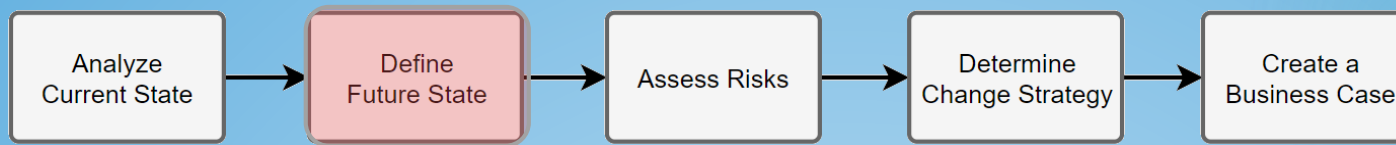
Identify Constraints

- ▶ Aspects of the current state
- ▶ Aspects of the planned state
- ▶ Mandatory elements of the design
 - Budget restrictions
 - Schedule restrictions
 - Technology
 - Infrastructure
 - Policies
 - Resource limitations
 - Skill restrictions
 - Regulations
 - Certain stakeholders cannot be affected by the solution



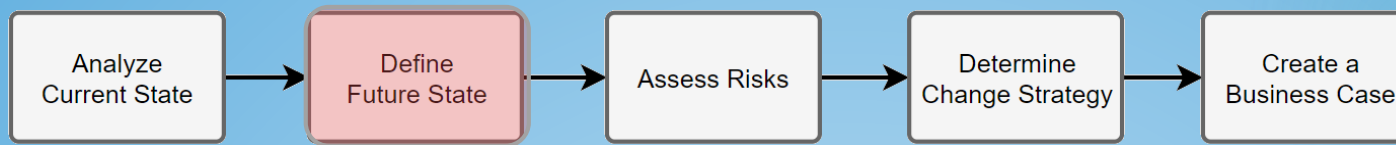
Define Changes to the Organization

- ▶ Organizational structure and culture
- ▶ Capabilities
- ▶ Policies and Processes
- ▶ Technology and infrastructure
- ▶ Internal assets



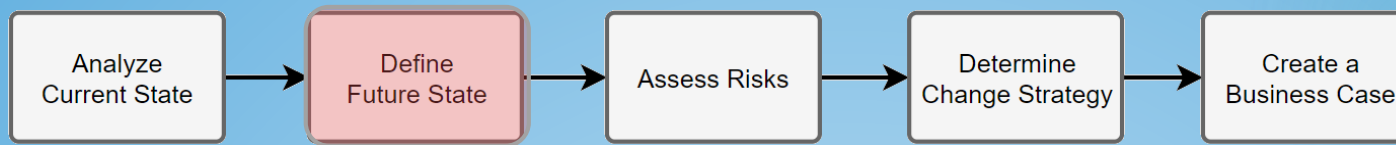
Define Changes to the Organization

- ▶ Organizational structure and culture
 - ▶ Reporting lines
 - ▶ Relationships to facilitate teamwork
 - ▶ Elements of the culture



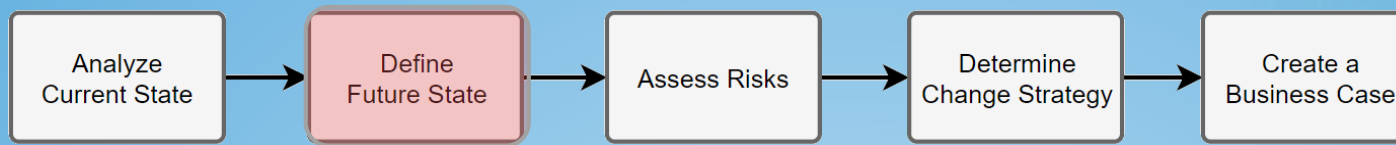
Define Changes to the Organization

- ▶ Capabilities
 - ▶ Newly needed capabilities
 - ▶ Adjustment to current capabilities



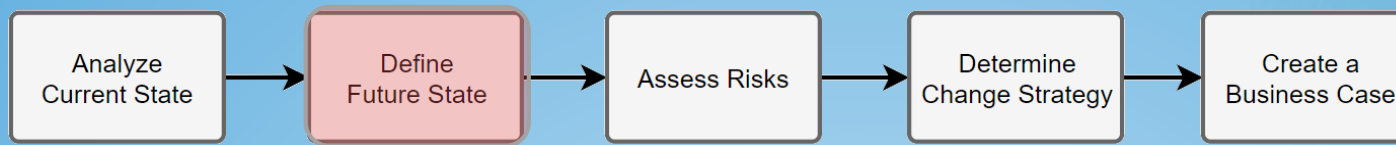
Define Changes to the Organization

- ▶ Policies and processes
 - ▶ New, adjusted, or removal of policies
 - ▶ New processes
 - ▶ Adjustment to current processes



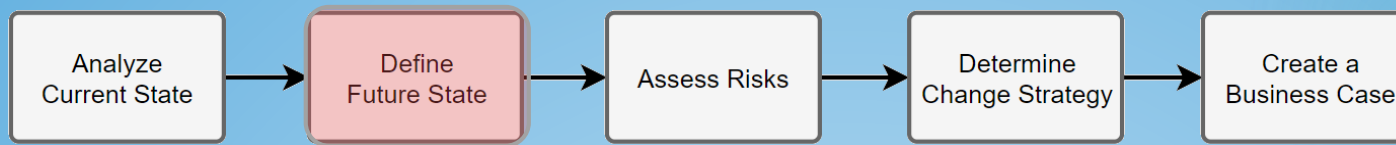
Define Changes to the Organization

- ▶ Technology and infrastructure
 - ▶ Development languages
 - ▶ Hardware and software platforms
 - ▶ Application software
 - ▶ Resource utilization
 - ▶ Data size and timing
 - ▶ Updated architectural standards



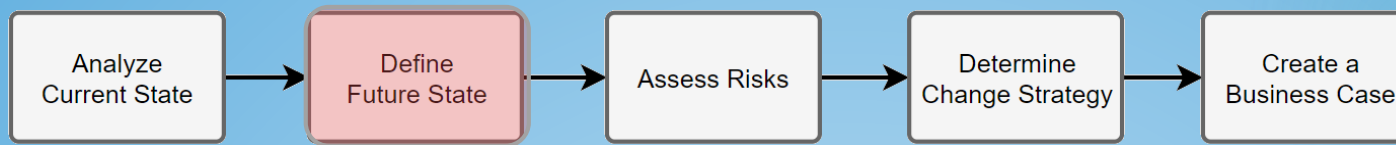
Define Changes to the Organization

- ▶ Internal assets
 - ▶ Resources to make the change
 - ▶ Resources to support the future state
 - ▶ Necessary training and skill development



Identify Assumptions

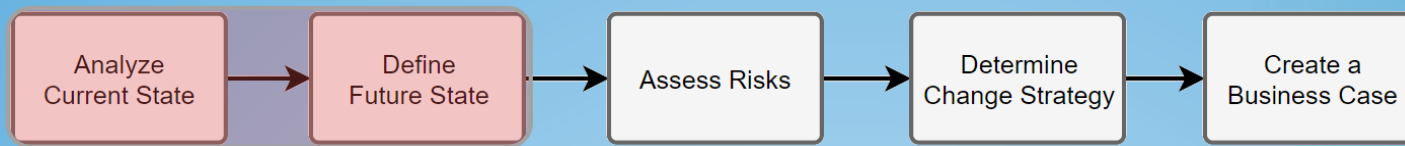
- ▶ Take something for granted without guarantee
 - ▶ Quality Assurance testers will be able to assist in testing
 - ▶ Users will only need a two hour training session to learn the software
- ▶ Steps to combat:
 - ▶ Validate the assumption
 - ▶ Determine action if assumption ends up being false



Validate Potential Value

- ▶ Review project proposal
- ▶ Make note of any changes or updates

TIP: Don't just assume the project still has value.
It is better to catch it now than later.

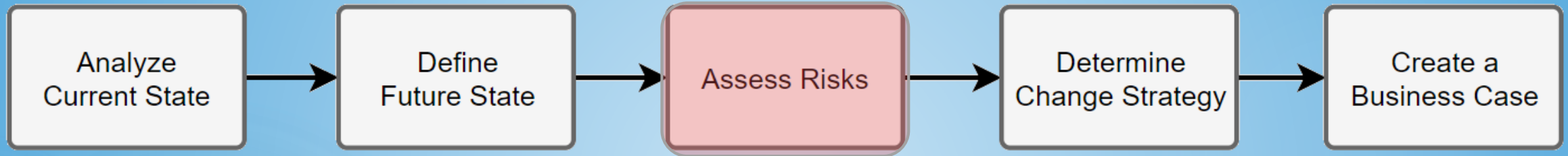


Real World

- ▶ No set order of operation
- ▶ Combined phases

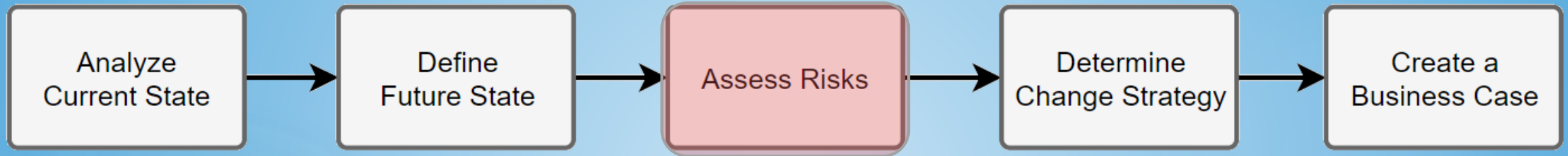


Assess Risks

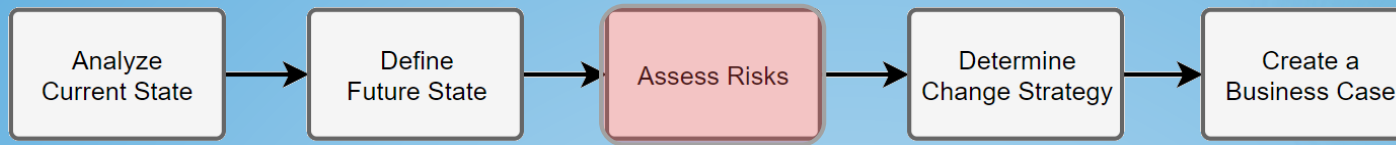




Assess Risks



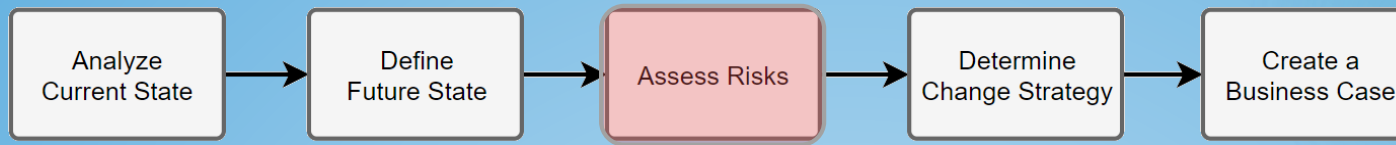
Undesirable consequences of internal and external forces on the enterprise during the transition to, or once in, the future state.



Assess Risks

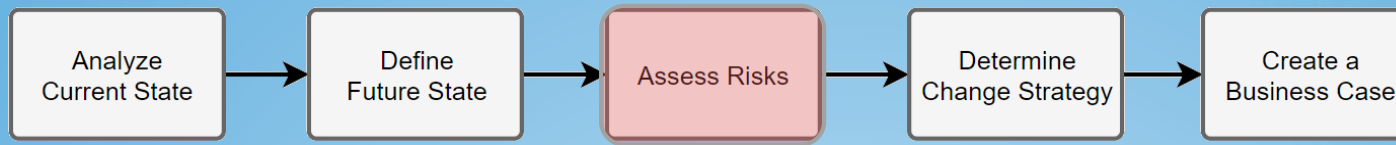
- ▶ Project Manager usually facilitates
- ▶ Risks are added and updated throughout

TIP: Don't skip risk assessment



Assess Risks

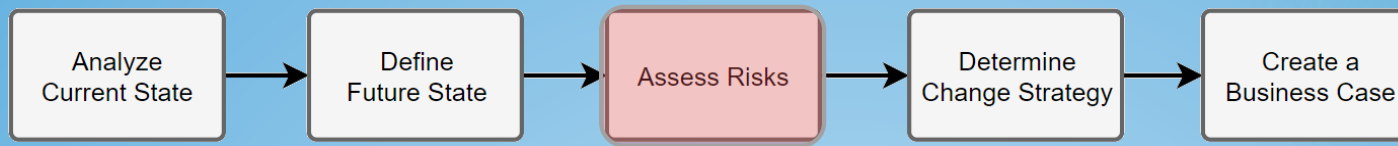
1. Identify risks
2. Determine probability and impact
3. Prioritize risks
4. Determine risk tolerance
5. Identify actions



Identify Risks

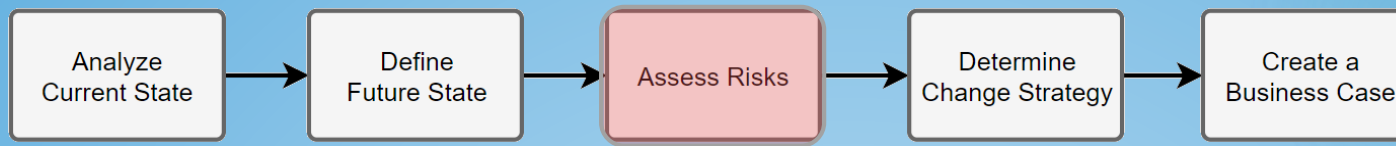
What:

- ▶ Come up with potential risks (current, future, change)
- ▶ Make a risk list (register)



Identify Risks: Examples

- ▶ Lack of executive support
- ▶ Conflict between stakeholders
- ▶ Extremely low budget
- ▶ Disengaged stakeholders
- ▶ Lack of resources
- ▶ Resource turnover
- ▶ No Subject Matter Expert
- ▶ Disagreement between goals/scope



Identify Risks

What:

- ▶ Come up with potential risks (current, future, change)
- ▶ Make a risk list (register)

How:

- ▶ Individual identification
- ▶ Brainstorming session



Brainstorming



Brainstorming

Prepare

Conduct Session

Wrap-up



Brainstorming

Prepare



Conduct Session

Wrap-up

- ▶ Topic area
- ▶ Time and location
- ▶ Roles



Brainstorming

Prepare



Conduct Session

Wrap-up

- ▶ Topic area
- ▶ Time and location
- ▶ Roles



- Facilitator
- Scribe
- Timekeeper



Brainstorming

Prepare

Conduct Session →

Wrap-up

- ▶ Set expectations
- ▶ Set time limit
- ▶ Brainstorm
- ▶ Visibly record ideas



Brainstorming

Prepare

Conduct Session

Wrap-up →

- ▶ Evaluate ideas
- ▶ Condense list
- ▶ Rate ideas



Brainstorming

Benefits

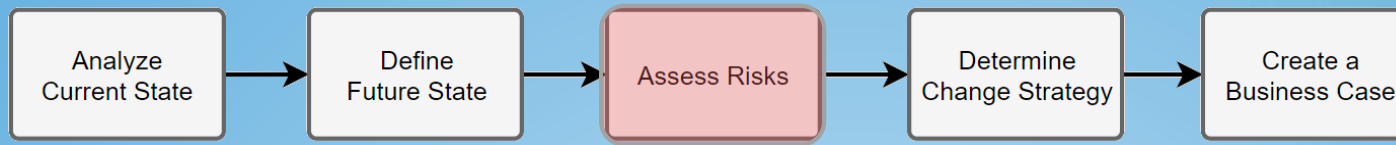




Brainstorming

Cautions

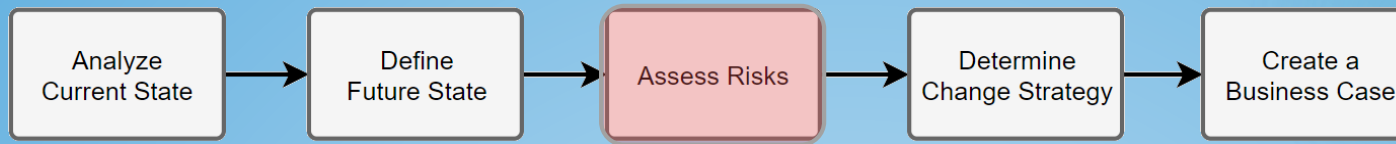




Determine Probability and Impact

What:

- ▶ Probability (Very High, High, Medium, Low, Very Low)
- ▶ Impact (Very High, High, Medium, Low, Very Low)

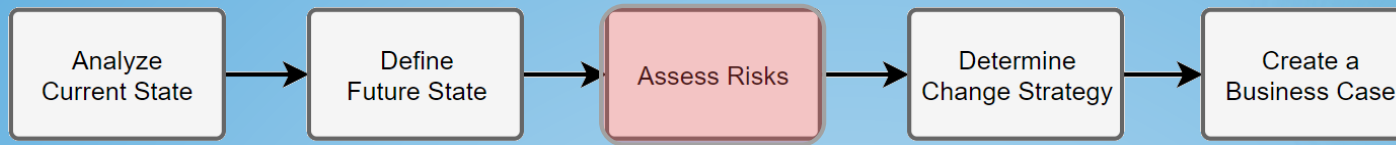


Determine Probability and Impact

What:

- ▶ Probability (Very High, High, Medium, Low, Very Low)
- ▶ Impact (Very High, High, Medium, Low, Very Low)

Risk Description	Probability	Impact Details	Impact
The Subject Matter Expert (Jane Smith) is set to go on a 7 week maternity leave in approximately 3 months. Since this project is expected to take 9+ months, we will lose her expertise for the major portion of the project.	Very High	5 She has been here the longest and has the most intricate details on why and how things are setup the way they are, but there are others that have quite a few details as well	Medium 3
All of our project details are being stored on a local server. This server is not backed up regularly and if it crashes, we could lose everything.	Very Low	1 We would lose most, if not all, project data.	Very High 5



Determine Probability and Impact

What:

- ▶ Probability (Very High, High, Medium, Low, Very Low)
- ▶ Impact (Very High, High, Medium, Low, Very Low)

How:

- ▶ Individual
- ▶ Workshop



Workshop



Workshop

Prepare
Conduct
Wrap-up



Workshop

Prepare



- ▶ Purpose
- ▶ Participants
- ▶ Roles
- ▶ Agenda
- ▶ Outputs
- ▶ Schedule
- ▶ Send details

Conduct

Wrap-up



Workshop

Prepare



▶ Purpose

▶ Participants

▪ Sponsor

Conduct

▶ Roles



▪ Facilitator

Wrap-up

▶ Agenda

▪ Scribe

▶ Outputs

▪ Timekeeper

▶ Schedule

▶ Send details



Workshop

Prepare



- ▶ Purpose
- ▶ Participants
- ▶ Roles
- ▶ Agenda
- ▶ Outputs
- ▶ Schedule
- ▶ Send details

Conduct

Wrap-up



Workshop

Prepare

Conduct →

Wrap-up

- ▶ Set expectations
- ▶ Direct conversation
- ▶ Validate note taking



Workshop

Prepare

Conduct

Wrap-up →

- ▶ Finalize discussion
- ▶ Set action items
- ▶ Distribute notes



Workshop

Benefits

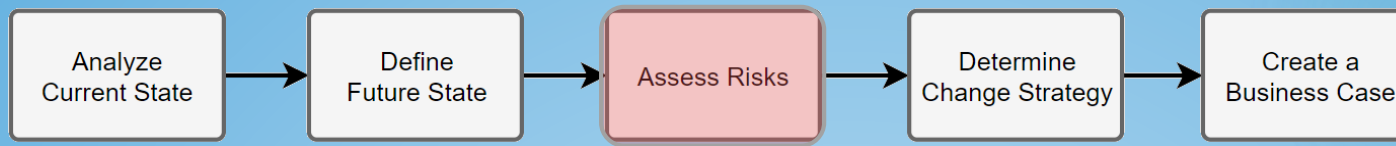




Workshop

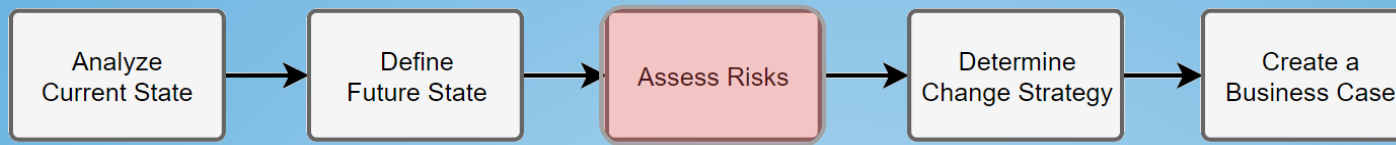
Cautions





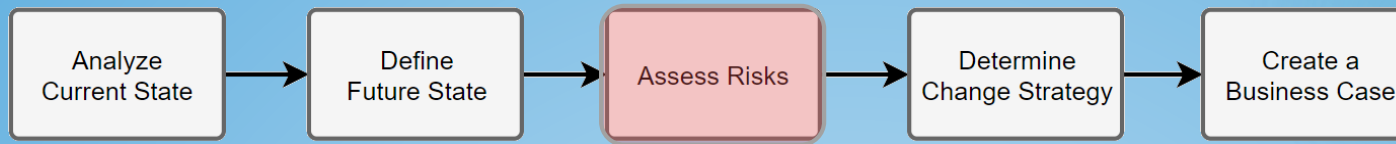
Prioritize Risks

- ▶ Rank by probability and impact
- ▶ Higher risks go towards the top



Determine Risk Tolerance

- ▶ Risk-adverse
 - Unwillingness to accept much uncertainty
 - Avoids risk or invests to reduce risk
- ▶ Neutral
 - Accepts some level of risk
- ▶ Risk-seeking
 - Willing to accept risk
 - High risk, high reward



Risk-adverse

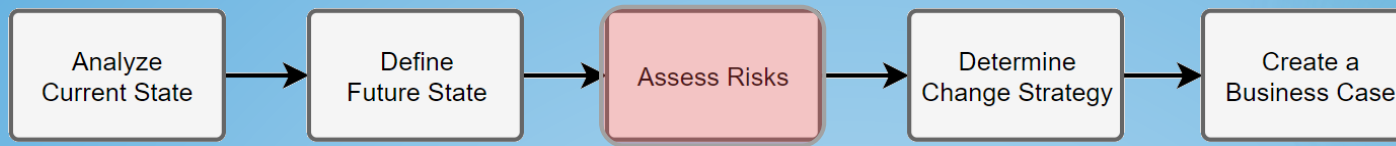
		Impact				
		Very Low	Low	Medium	High	Very High
Likelihood	Very High					
	High					
	Medium					
	Low					
	Very Low					

Risk neutral

		Impact				
		Very Low	Low	Medium	High	Very High
Likelihood	Very High					
	High					
	Medium					
	Low					
	Very Low					

Risk-seeking

		Impact				
		Very Low	Low	Medium	High	Very High
Likelihood	Very High					
	High					
	Medium					
	Low					
	Very Low					



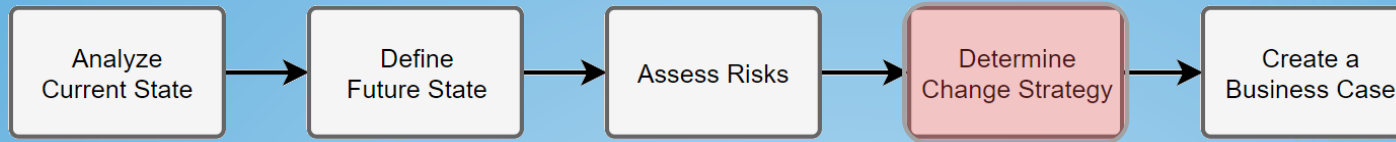
Identify Actions

- ▶ Move forward regardless of risk
- ▶ Adjust to reduce probability
- ▶ Adjust to reduce impact
- ▶ Increase benefits to outweigh risk



Determine Change Strategy

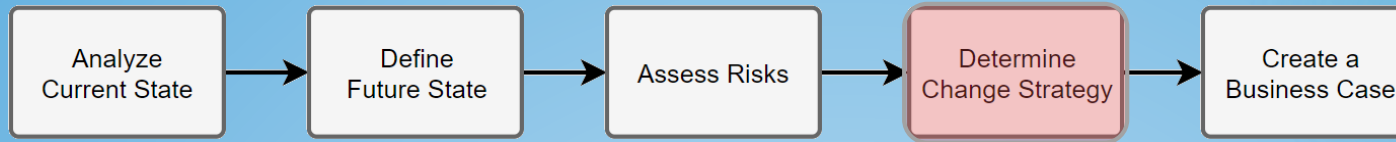




Determine Change Strategy

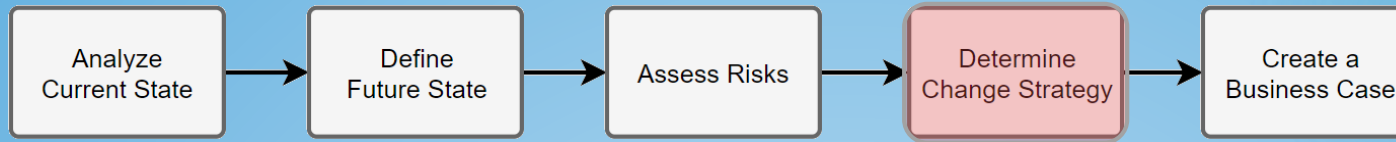
Define and assess possible approaches to the change and to recommend an approach.





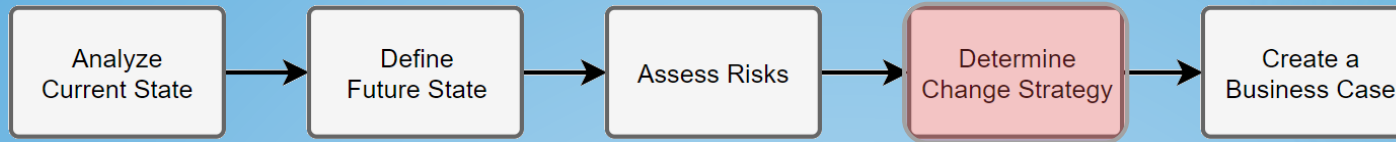
Determine Change Strategy

- ▶ Context of the change
- ▶ Change strategy options
- ▶ Recommended change and justification
- ▶ Investment and resources needed
- ▶ Value change will provide
- ▶ Key stakeholders
- ▶ Transition states



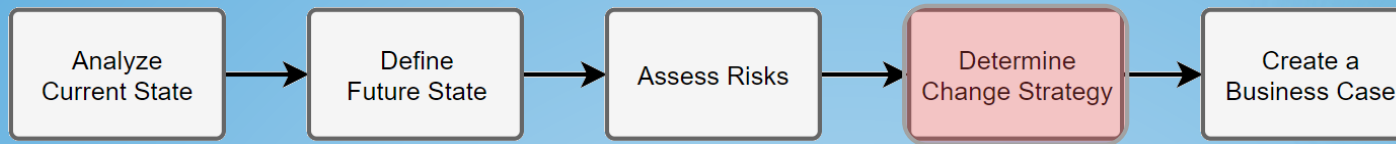
Determine Change Strategy

- ▶ Business Case
- ▶ Statement of Work (SOW)



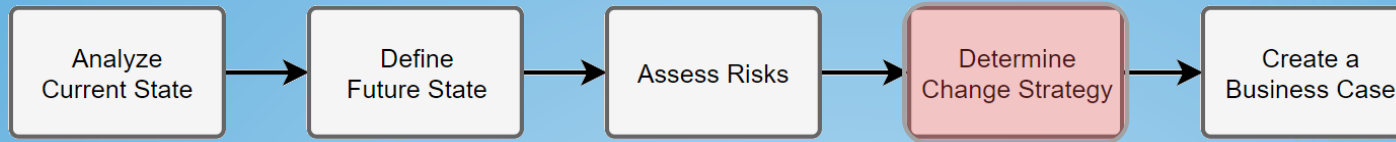
Elements within Determine Change Strategy

- ▶ Review solution scope
- ▶ Perform gap analysis
- ▶ Define change strategy
- ▶ Determine transition states and releases



Review Solution Scope

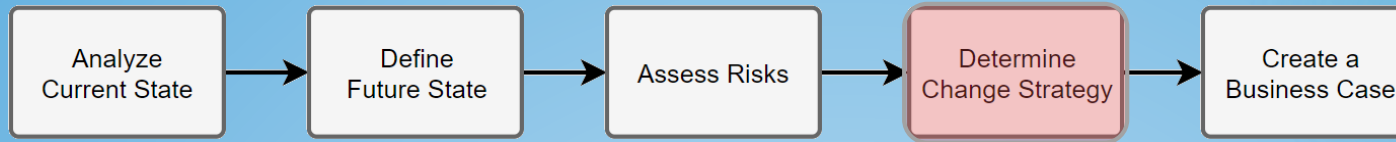
[Project Name]	
Name: _____	Date: _____
<hr/>	
Solution Scope – Processes	
Solution Scope – People	
Solution Scope – Technology	
Items Out of Scope	
•	



Perform Gap Analysis

Steps to Perform:

1. Detail future state
2. Define current state
3. Determine gap



Perform Gap Analysis

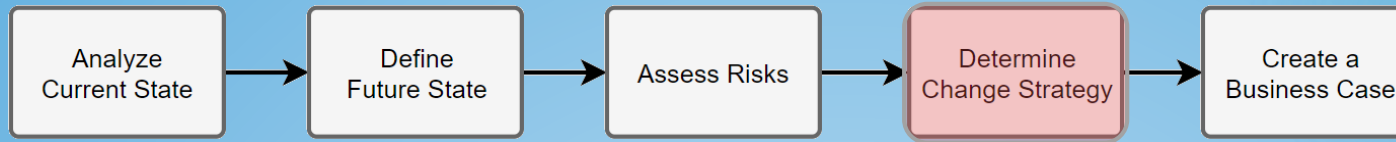
Future State:

- ▶ Changes to the organization
- ▶ Solution scope
- ▶ Business goal and objectives

Current State:

- ▶ Where are we at right now?

TIP: Mold formats between current and future states so they are comparable



Perform Gap Analysis

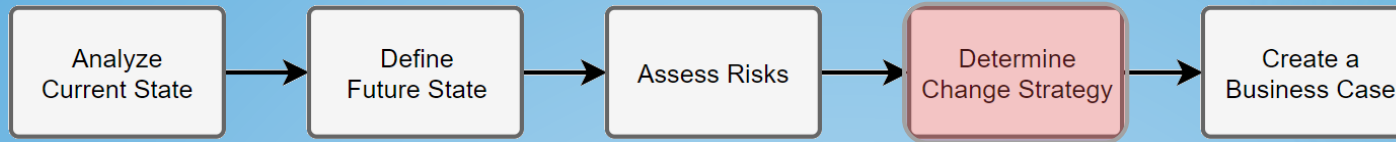
Gap:

- ▶ What is the difference between our current state and the desired future state?
- ▶ What is attributing to or causing the gap?
- ▶ Prioritize gaps by importance (as necessary)

TIP: Can conduct gap analysis as you identify and define the current and future states

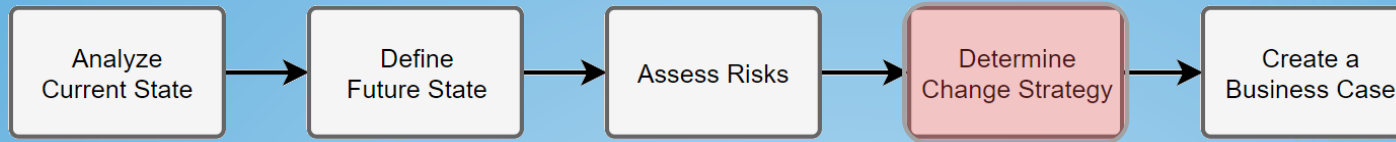


Gap Analysis Template



Define Change Strategy

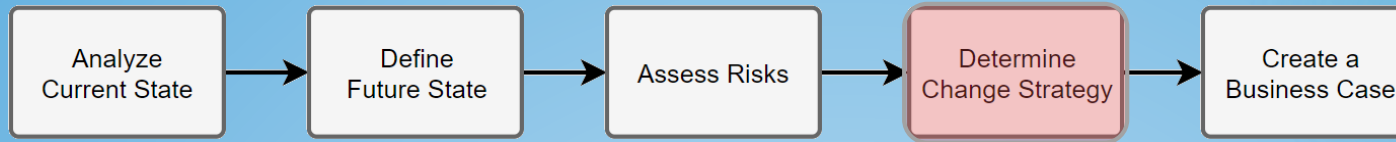
High-level plan with key activities and events that will be used to transform the organization from the current state to the future state.



Define Change Strategy

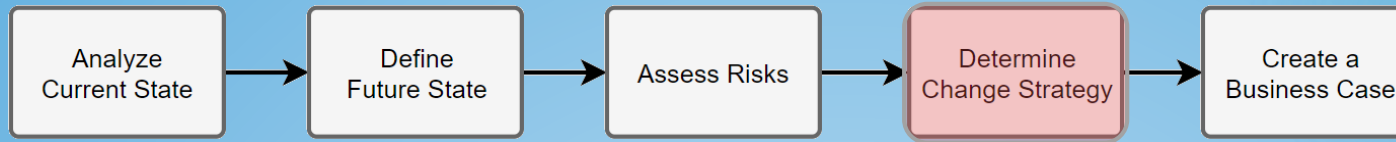
High-level plan with key activities and events that will be used to transform the organization from the current state to the future state.

TIP: Don't need to encompass all changes in one 'project'



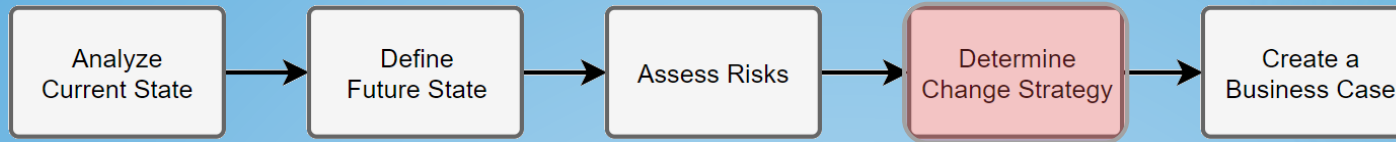
Define Change Strategy

- ▶ Identify viable options
- ▶ Analyze options
- ▶ Make recommendation
- ▶ Define change method



Identify Viable Options

- ▶ What solutions should be considered?



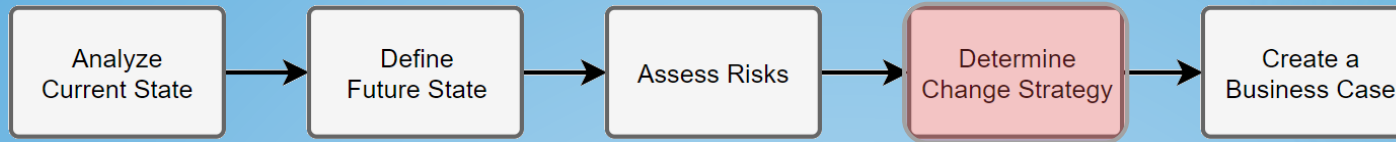
Identify Viable Options

Solo analysis:

- ▶ Self reflect
- ▶ Initial solution research

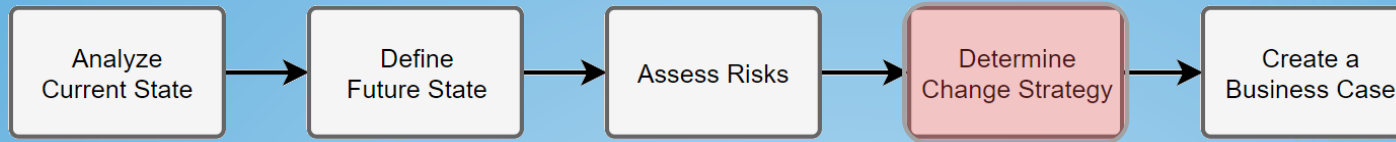
Brainstorm sessions:

- ▶ First half - Come up with potential list of options
- ▶ Second half - Pair down to the top options



Analyze Options

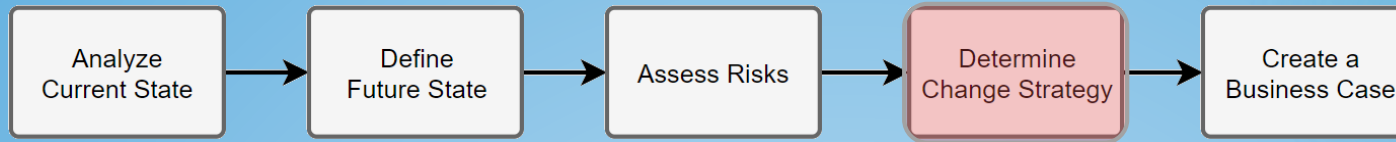
- ▶ Feasibility
- ▶ Solution scope
- ▶ Can meet business goals
- ▶ Cost-benefit analysis



Analyze Options

► Feasibility analysis

- Constraints
- Assumptions
- Product risks
- Dependencies
- Culture
- Technology
- Supportability
- Schedule
- Organization readiness



Analyze Options

- ▶ Validate option within solution scope

[Project Name]

Name: _____ Date: _____

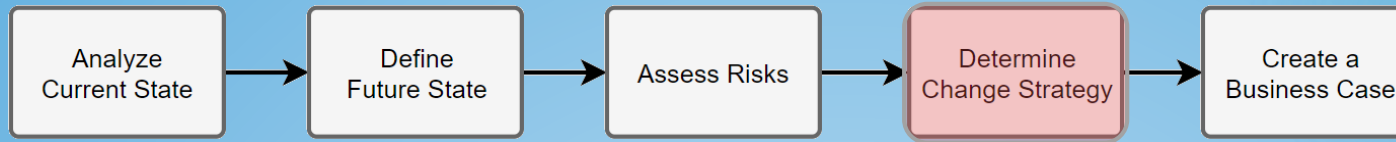
Solution Scope – Processes

Solution Scope – People

Solution Scope – Technology

Items Out of Scope

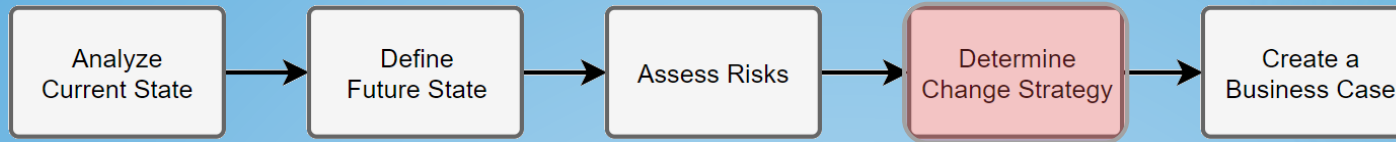
-



Analyze Options

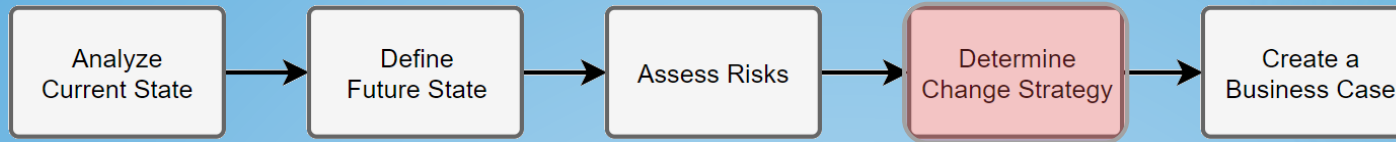
- ▶ Validate option would have the opportunity to meet business goals

Specific
Measurable
Achievable
Relevant
Time-bounded



Analyze Options

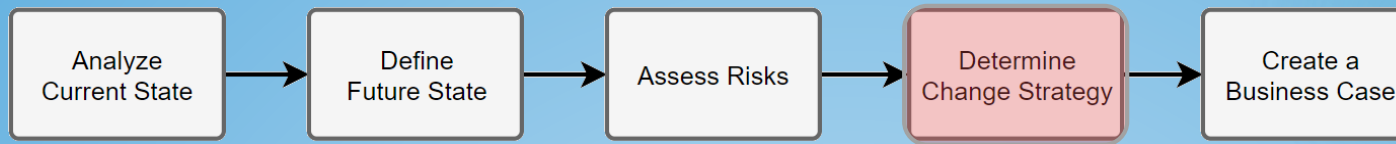
- ▶ Cost-benefit Analysis
 - ▶ Cost of change (solution & transition)
 - ▶ Total cost of ownership (solution, transition, & support)



Analyze Options

▶ Cost-benefit Analysis

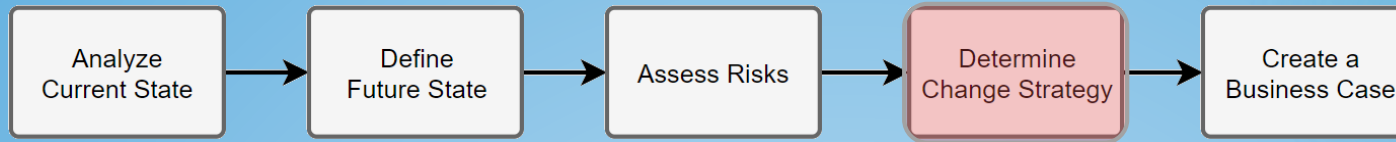
- Equipment
- Software
- Facilities
- Staff
- Penalties
- Contracts
- Data conversion
- Training
- Communication
- Managing project



Analyze Options

► Cost-benefit Analysis

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Expected Benefits						
Revenue		\$ -	\$ -	\$ -	\$ -	\$ -
Reduced operating costs		\$ -	\$ -	\$ -	\$ -	\$ -
Time savings		\$ -	\$ -	\$ -	\$ -	\$ -
Reduced cost of errors		\$ -	\$ -	\$ -	\$ -	\$ -
Increased customer satisfaction		\$ -	\$ -	\$ -	\$ -	\$ -
Decreased cost of compliance		\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -
Total Annual Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Costs						
Project costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ongoing support		\$ -	\$ -	\$ -	\$ -	\$ -
New facilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licensing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure renewal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Annual Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cumulative Net Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



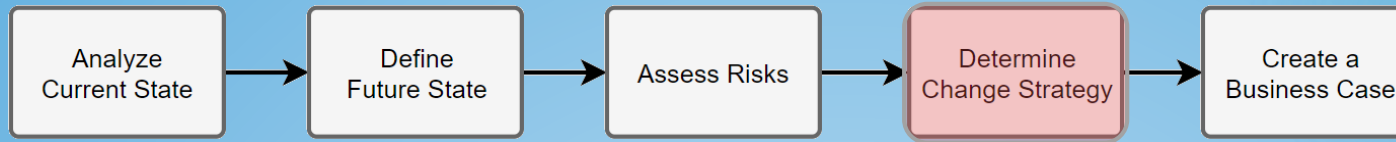
Analyze Options

Solo analysis:

- ▶ Deeper dive into solution
- ▶ Initial feasibility analysis

Workshop sessions:

- ▶ Fully discuss each option
- ▶ Eliminate any non-contenders
- ▶ Document details of all others



Make Recommendation

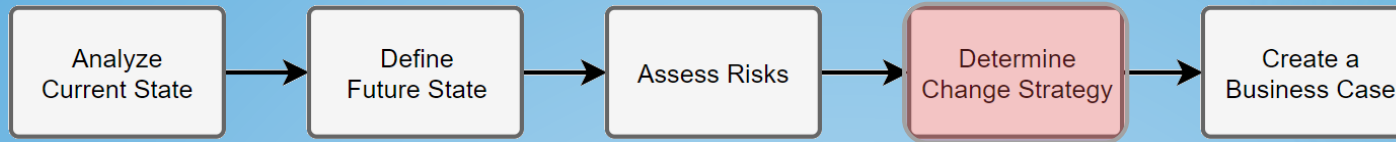
What is the best option to meet the business need?

Techniques:

- ▶ Interviews
- ▶ Workshops

Tools:





- ▶ Cost-benefit Analysis
- ▶ Scoring Matrix / Ranking Matrix

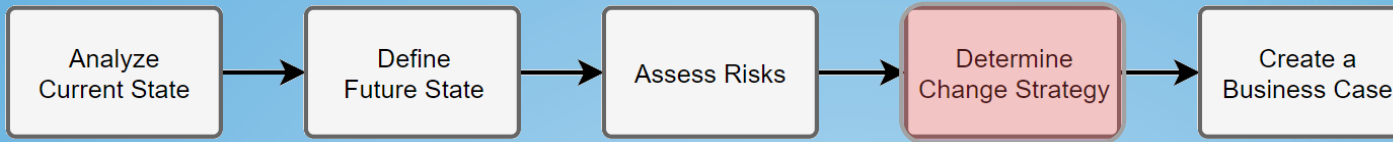


Make Recommendation

Scoring Matrix / Ranking Matrix





- ▶ Differentiate between like options
- ▶ Compare critical success factors

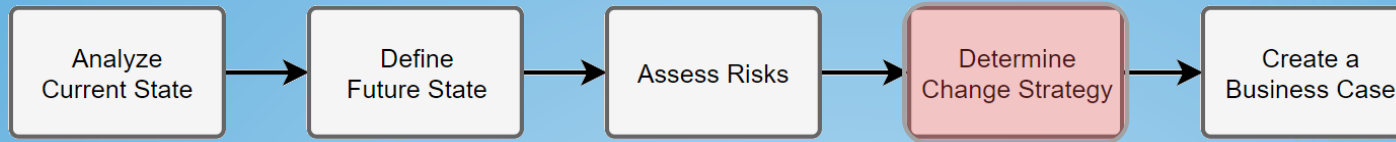
				
Price	\$19.95/mo	\$24.95/mo	\$25.50/mo	\$29.99/mo
Administrative Controls	✓	✗	✓	✓
Quick Install	✓	✓	✓	✓
Training Included	✗	✓	✓	✓
Unique Features	✗	✓	✗	✓



Make Recommendation





Scoring Matrix / Ranking Matrix

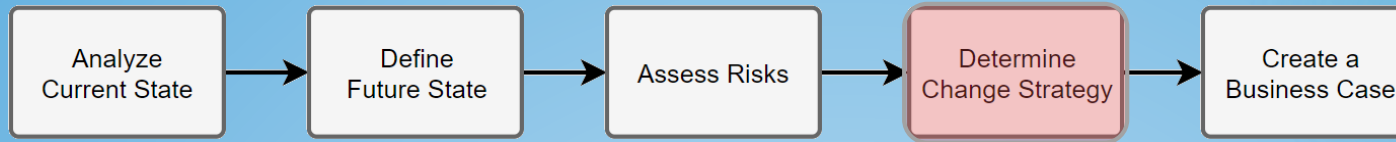
				
Price	\$19.95/mo	\$24.95/mo	\$25.50/mo	\$29.99/mo
Ease of Use	3	1	4	4
Time to Install	4	5	4	4
Quality of Training	0	4	3	5
Additional Features	0	3	1	4



Make Recommendation

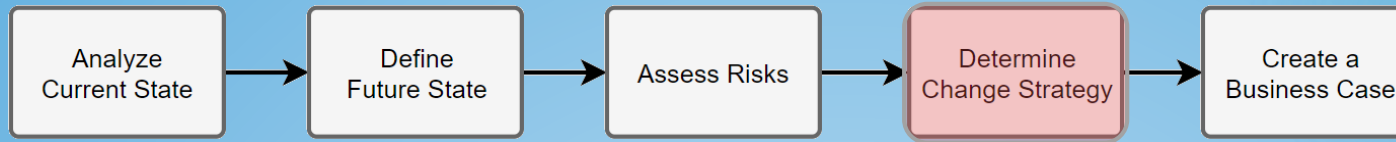
Scoring Matrix / Ranking Matrix

	Weight				
		Rating	Rating	Rating	Rating
Cost	0.25	4	3	3	2
Ease of Use	0.40	3	1	4	4
Time to Install	0.05	3	4	3	3
Quality of Training	0.10	0	4	3	4
Additional Features	0.20	0	3	1	4
Total	1.00	2.35	2.35	3	3.45



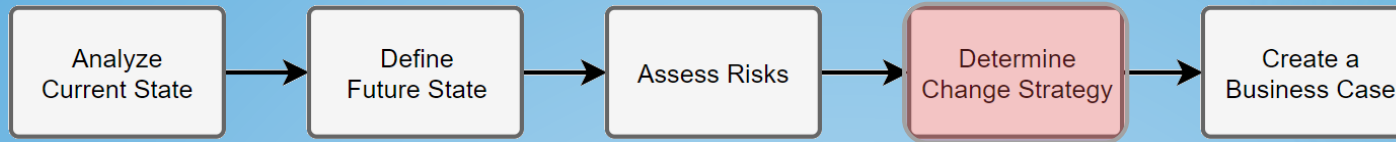
Define Transition States and Releases

- ▶ Choose methodology
- ▶ Tentative project timeline
- ▶ Transition and release plan



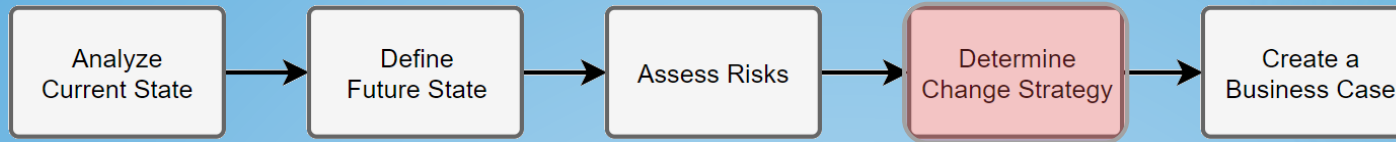
Choose methodology

- ▶ Business needs
- ▶ Budget
- ▶ Skills
- ▶ Documentation
- ▶ Reusability
- ▶ Visibility
- ▶ Schedule



Choose methodology

- ▶ Waterfall
- ▶ Iterative
- ▶ Agile

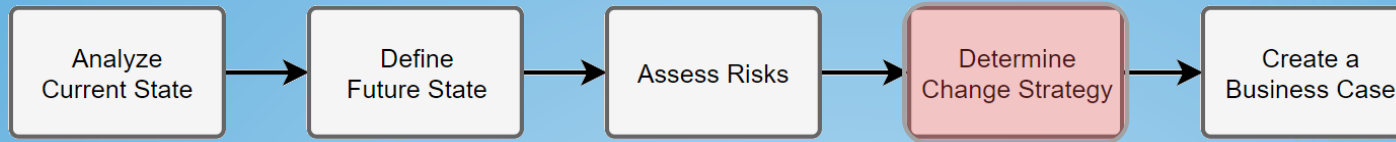


Choose methodology

▶ Waterfall

- Linear
- One phase at a time
- No going back

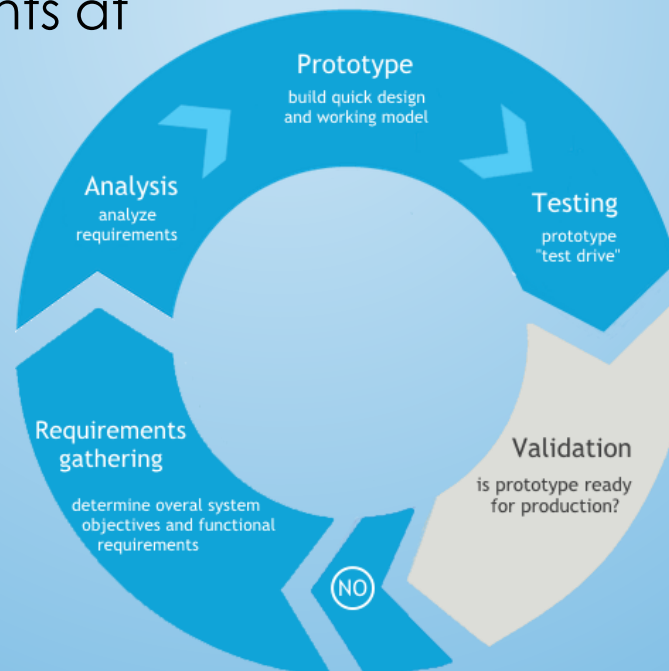


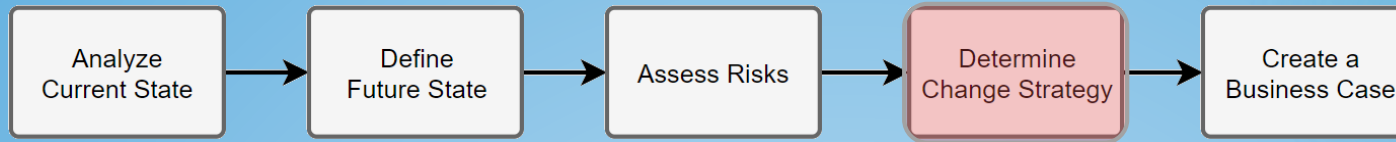


Choose methodology

► Iterative

- Multiple iterations
- Identify new requirements at each iteration
- Mini-waterfalls





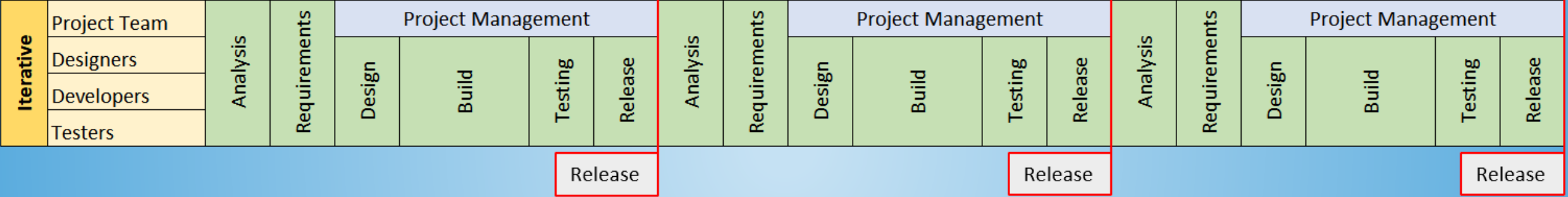
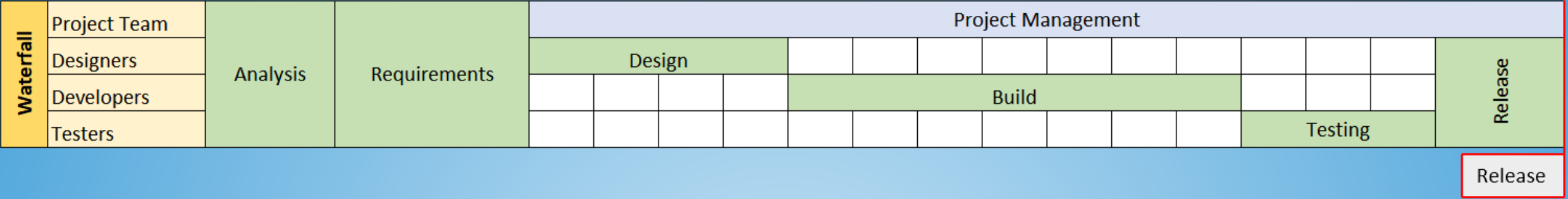
Choose methodology

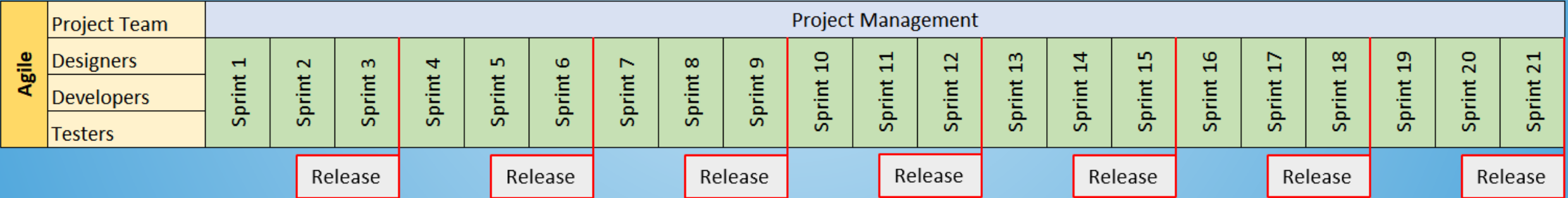
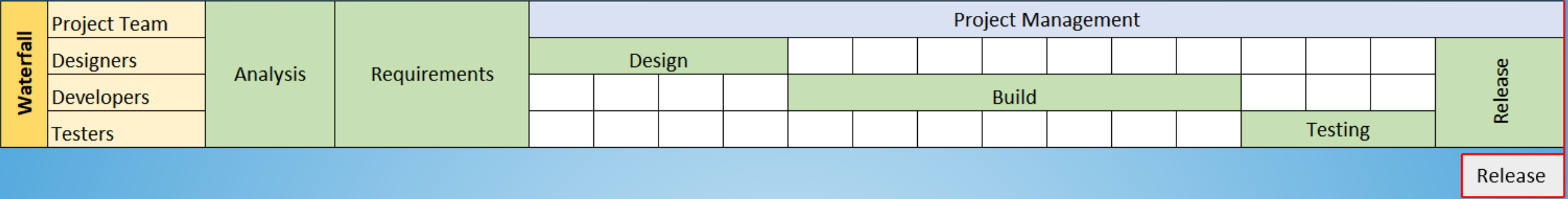
- ▶ Agile
 - Multiple iterations
 - Incremental changes
 - Discovery at each iteration
 - Conversation over documentation



[illegible]

Release
















	Waterfall	Iterative	Agile
Unclear requirements			
Unfamiliar technology			
Complex systems			
Speed to deliver			
Component reusability			
Strict costs			
Documentation			
Need stage approvals			
Resource needs			
Visibility on progress			












	Waterfall	Iterative	Agile
Unclear requirements			
Unfamiliar technology			
Complex systems			
Speed to deliver			
Component reusability			
Strict costs			
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Need stage approvals			
Resource needs			
Visibility on progress			















	Waterfall	Iterative	Agile
Unclear requirements			
Unfamiliar technology			
Complex systems			
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	Waterfall	Iterative	Agile
Unclear requirements			
Unfamiliar technology			
Complex systems			
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Component reusability			
Strict costs			
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	Waterfall	Iterative	Agile
Unclear requirements			
Unfamiliar technology			
Complex systems			
Speed to deliver			
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	Waterfall	Iterative	Agile
Unclear requirements			
Unfamiliar technology			
Complex systems			
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	Waterfall	Iterative	Agile
Unclear requirements			
Unfamiliar technology			
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	Waterfall	Iterative	Agile
Unclear requirements			
Unfamiliar technology			
Complex systems			
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Visibility on progress			

































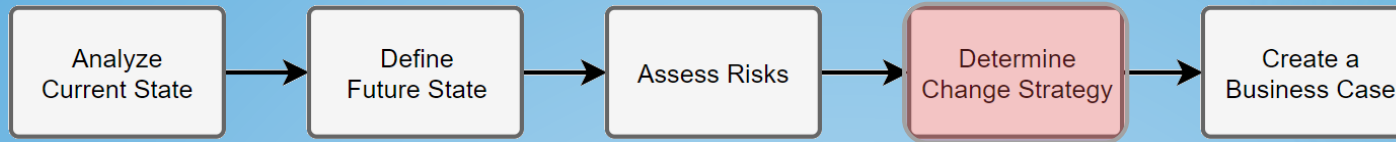
	Waterfall	Iterative	Agile
Unclear requirements			
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	Waterfall	Iterative	Agile
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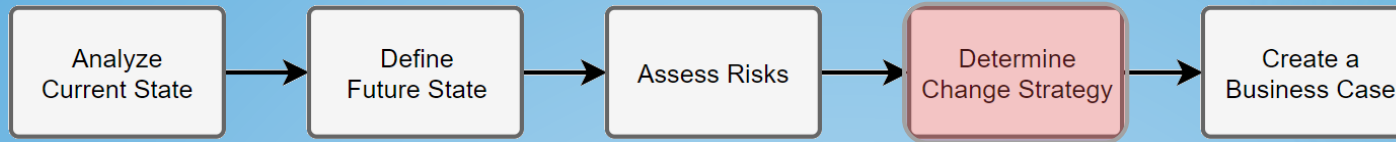
	Waterfall	Iterative	Agile
Unclear requirements			
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Strict costs			
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Visibility on progress			



Tentative Project Timeline

- ▶ Determine project milestones
- ▶ Identify high-level resources
- ▶ Estimate high-level length to complete work
 - ▶ Complexity
 - ▶ Resource needs/availability

TIP: Always pad your schedule for unknown and forgotten items



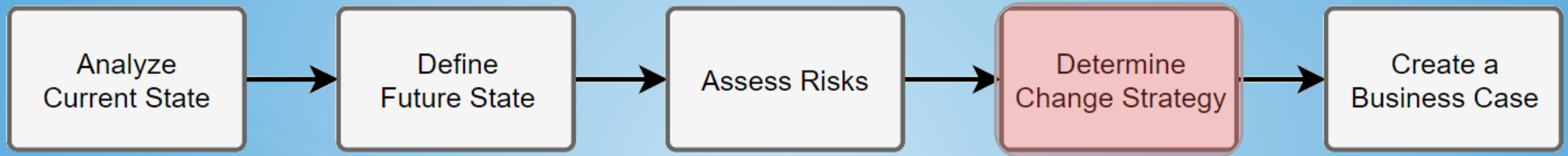
Transition and Release Plan

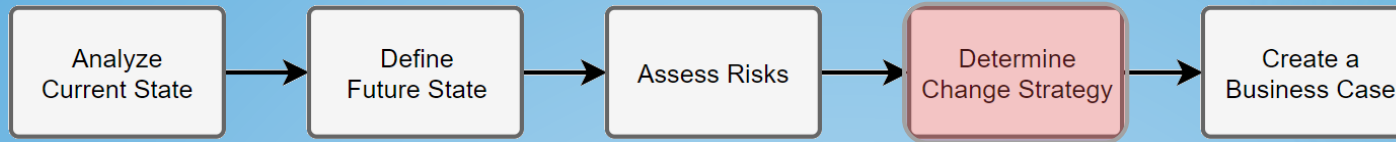
Single or multiple releases? (phases, iterations)

- ▶ Delivery deadlines
- ▶ Resource constraints
- ▶ Budget considerations
- ▶ Business impact
- ▶ Training needs
- ▶ Organizational policies



Determine Change Strategy



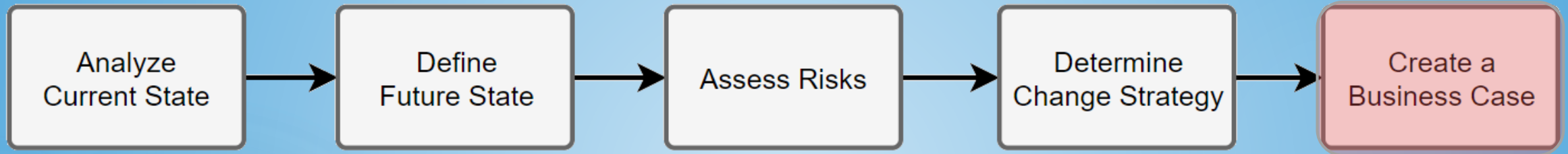


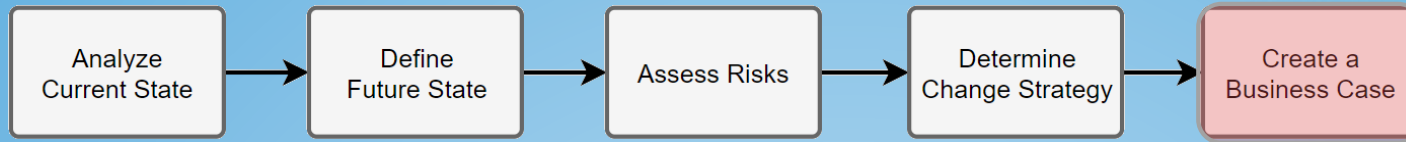
Elements within Determine Change Strategy

- ▶ Review solution scope
- ▶ Perform gap analysis
- ▶ Define change strategy
- ▶ Determine transition states and releases



Create a Business Case

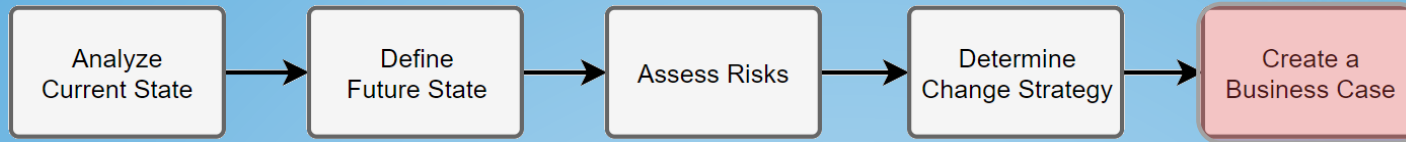




Create a Business Case

Provides reasoning and financial justification for investing in a project.



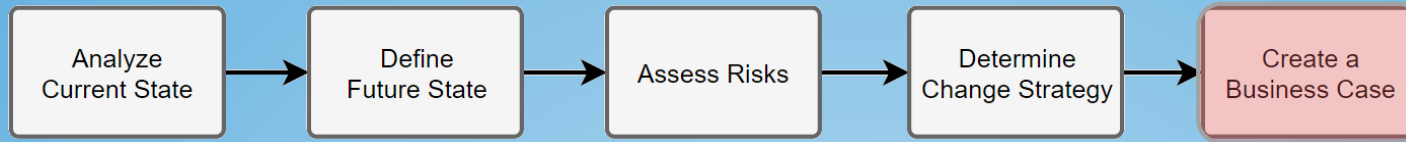


Create a Business Case

Adaptive

VS

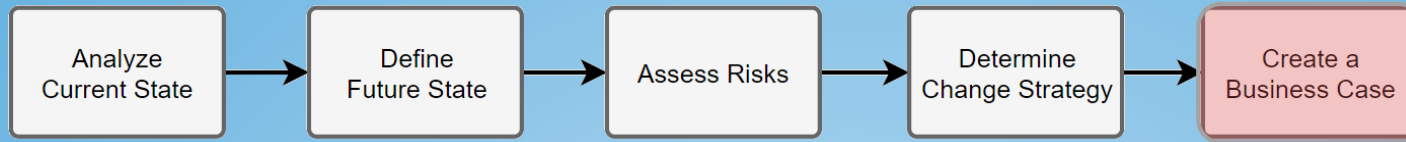
Predictive



Business Case: Adaptive

Typical Sections:

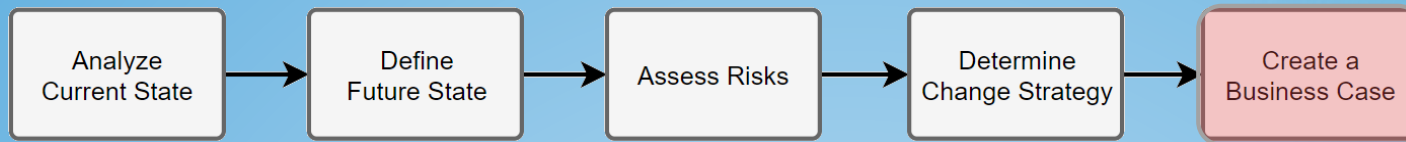
- ▶ Scope Goals
- ▶ Time Goals
- ▶ Cost Goals
- ▶ Approach/Assumption/Outcomes



Business Case: Predictive

Typical Sections:

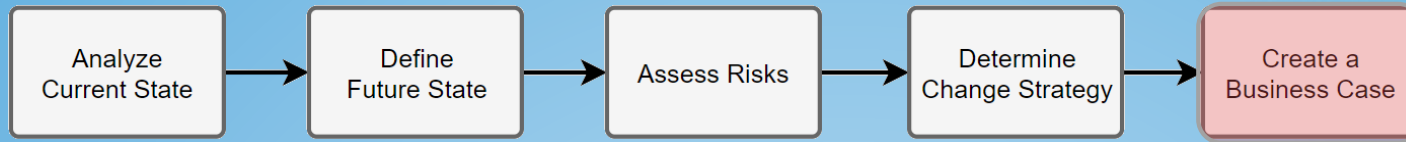
- ▶ Introduction/Background
- ▶ Business Objective
- ▶ Current Situation and Problem Statement
- ▶ Critical Assumptions and Constraints
- ▶ Analysis of Options and Recommendations
- ▶ Preliminary Project Requirements
- ▶ Budget Estimate
- ▶ Schedule Estimate
- ▶ Potential Risks
- ▶ Exhibits



Create a Business Case

Verifying the Business Case

- ☐ Validate problem statement justifies a call to action
- ☐ Ensure all valid solutions are given (including do nothing)
- ☐ Double check cost-benefit estimates and calculations
- ☐ Objectively dissect your recommendation
- ☐ Correct spelling or grammatical mistakes
- ☐ Review with another person



Create a Business Case

Presenting the Business Case

- ▶ Remind yourself they likely haven't seen it before
- ▶ Clearly define the problem and business need to act
- ▶ Give your recommendation
- ▶ Explain the return on investment (ROI)
- ▶ Touch on each identified risk and any mitigation strategies
- ▶ Restate the problem, benefits, and ROI