NTT DATA
Global IT Innovator

Introduction to BABOK V3
NTT DATA Inc.

August 2015
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SECTION:

NTT Group: $100B Market Leader

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IT Services

NTT Communications
Network & Data Center Operator

NTT docomo
Mobile Operator

NTT EAST / NTT WEST
Japan Domestic Telco

dimension data
Managed Services & VAR

NTT
$105B
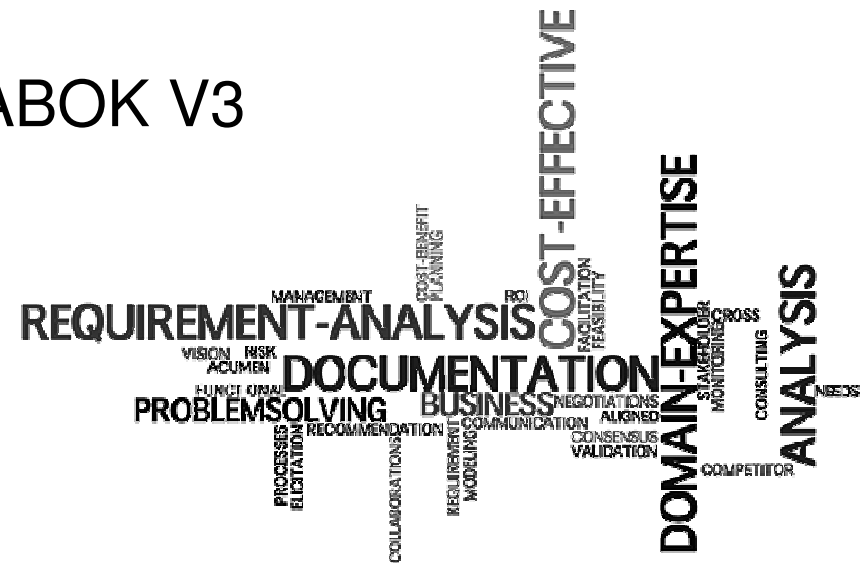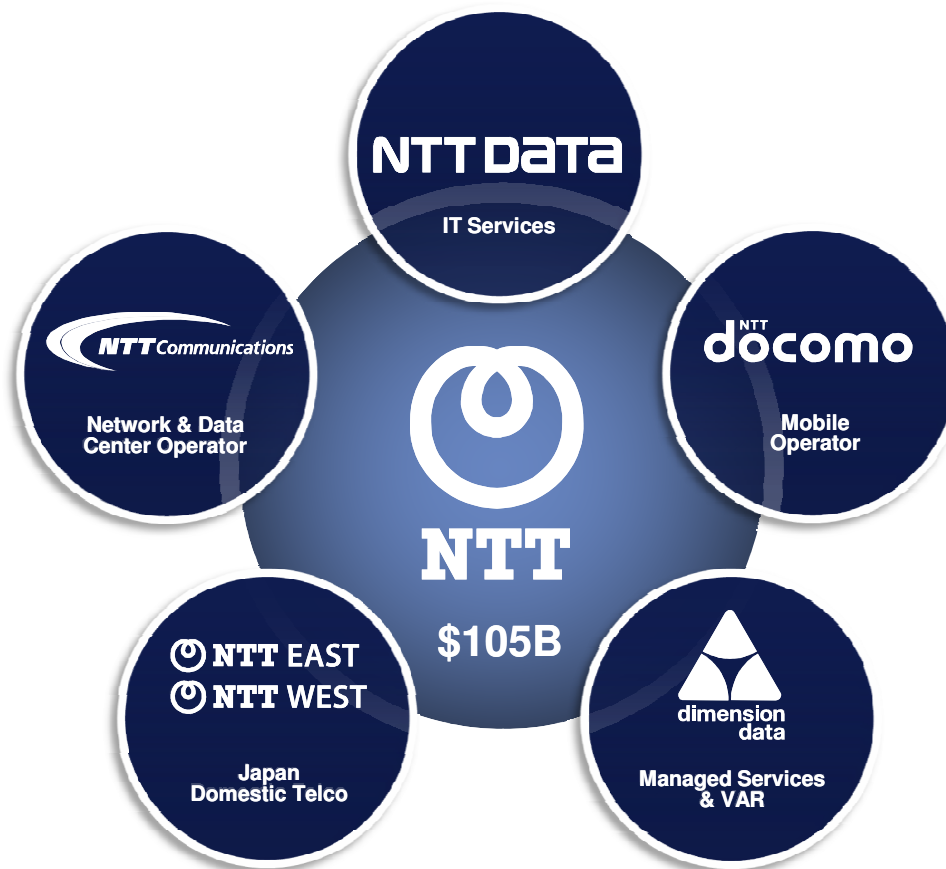
- **One of the largest** telecom. and IT services companies in the world

- **Ranked 53rd** – Fortune 500, serving 80% of the Fortune 100

- **Global Presence** – 240,000 professionals in 88 countries

- **World's largest** data center operator and 2nd largest network

- **$2.2B R&D** – Research centers in Japan and Silicon Valley

- **$15B** – Global IT services revenues generated outside Japan

The only global partner that supports clients with an integrated perspective across applications, infrastructure, and network

NTT DATA Portfolio

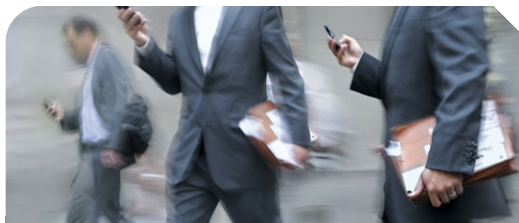Integrated solutions across infrastructure, applications, and business processes

Industry Solutions, Strategic Staffing, and BPO

Advisory Services

- IT Strategy
- Digital Business
- Process Optimization
- Business Intelligence Strategy
- Organizational Change Management
- Program Management Office Consulting

Application Innovation

- Development and Management
- Mobility
- Enterprise Applications
- Modernization
- QA and Testing
- BI, Analytics, Performance Mgmt.
- Interactive Services

Secure Infrastructure

- Infrastructure and Security Consulting
- Data Center Modernization
- DR and Business Continuity
- Infrastructure Management
- Managed Hosting
- Managed Security

Cloud Services

- Advisory
- Modernization
- Operations
- Management

BABOK Defines the business analysis profession

- **Knowledge Areas:** Areas of specific business analysis expertise
- **Task:** discrete piece of work that may be performed formally or informally as
- **Underlying Competencies**: knowledge, skills, behaviors, characteristics, and personal qualities that help one successfully perform the role of the business analyst
- **Techniques:** Suggested way to perform a task
- **Perspectives:** Applications of business analysis in a specific context
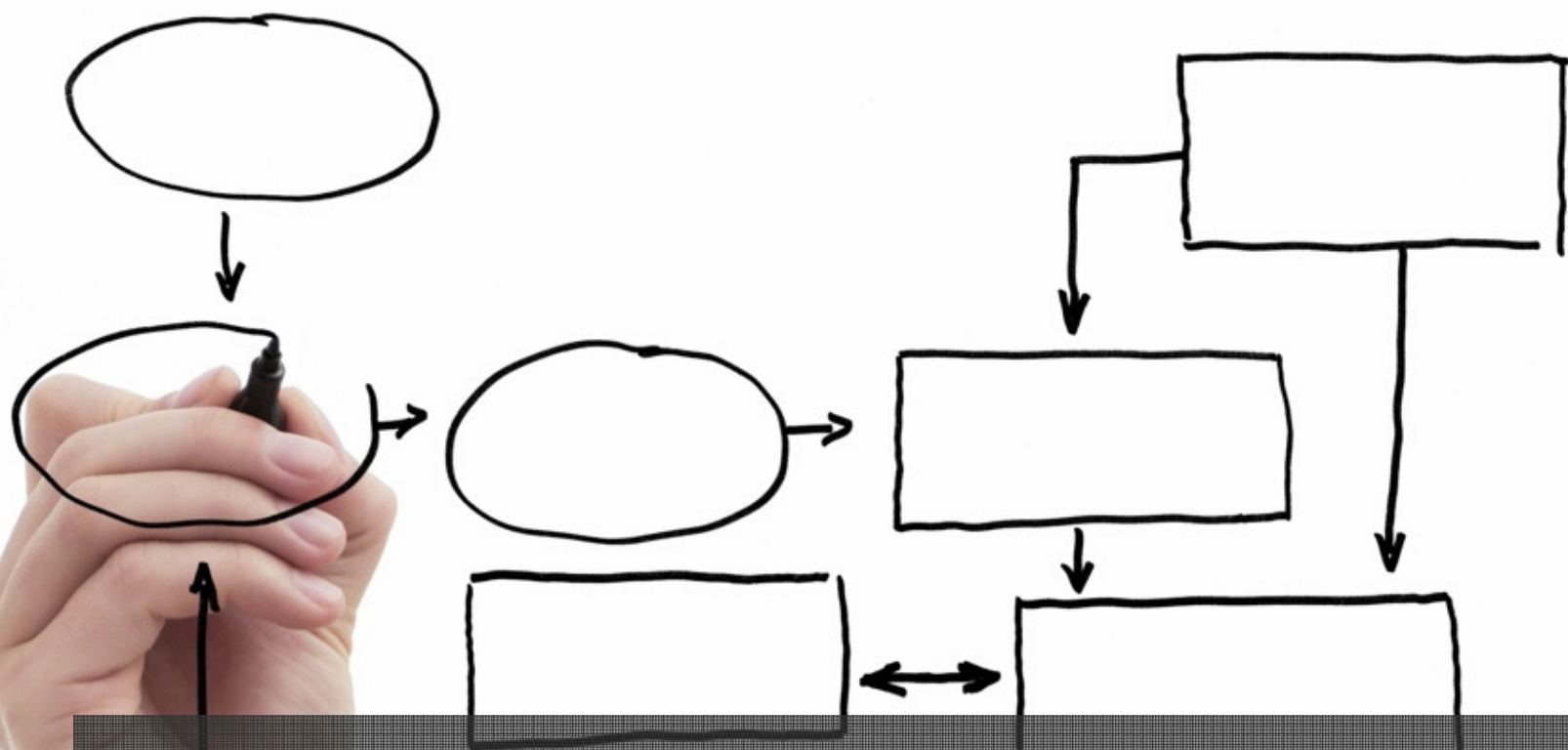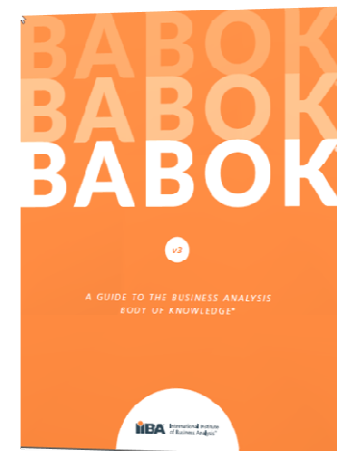
Versions 1.0 to 2.0

The BABOK® Guide was developed from 2004–2009.

BABOK® Guide v3 is the essential standard to help practitioners and their stakeholders deliver business value and create better business outcomes.


- BABOK V3 was launched on April 15th
- Significant advancement in the business analysis profession
- BABOK V3 Launch Site: http://www.iiba.org/babok-guide.aspx
- BABOK V3 Webinar: http://www.iiba.org/Learning-Development/Webinars/archived-webinars.aspx
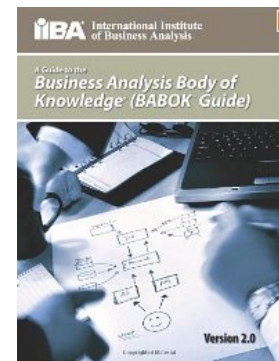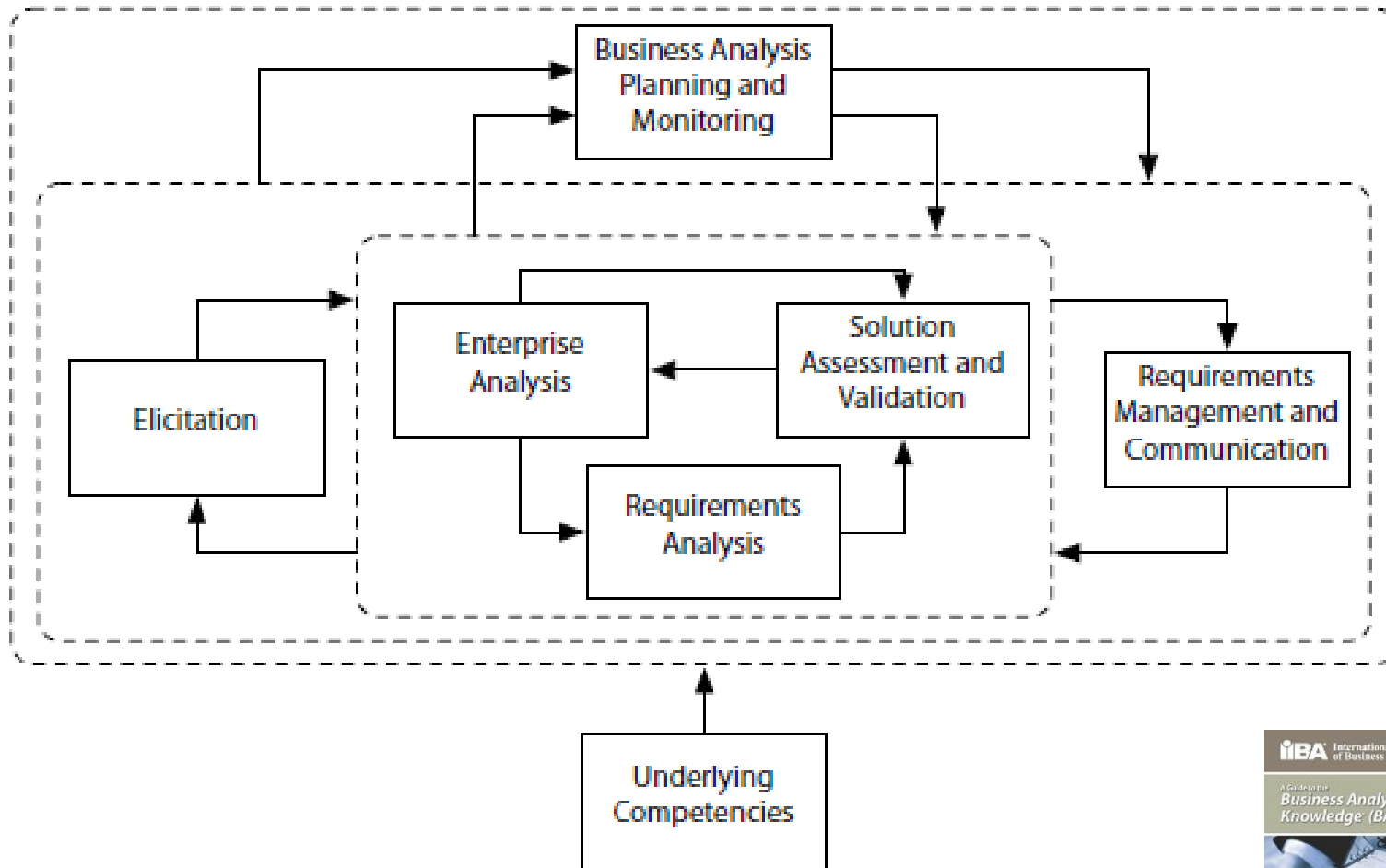
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- Keep the BABOK® Guide current

- Incorporate things we learned since v2 came out

- Make it applicable in more situations

- Improve theoretical underpinnings and models

- Improve understanding

- Help BAs do their jobs

VERSION 3

Development Process

- Developed by a global core team of **11 authors** – owners of content
    - Consider the future of business analysis
    - Keep the practitioner in mind
    - Establish a foundation
    - Don't "break it"
    - We're not done…
- Worked for over **4 years** to develop the content
- Supported by over **150 volunteers** (writers, reviewers, etc…)
- Public review: 5719 people read draft of version 3 and submitted **4499 individual comments**
- 2 weddings, 3 babies,

Key Themes
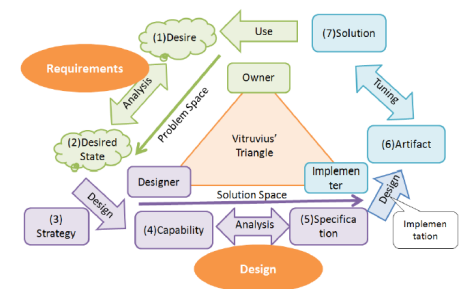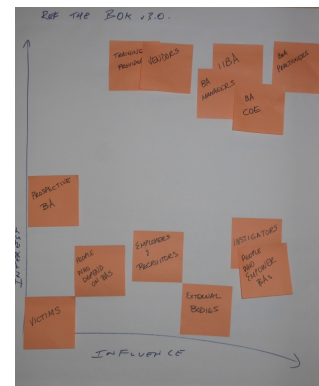
- Core Concept Model – unified way of thinking
- Getting beyond projects and software requirements
- Get out of theory and make the BABOK easy to use
- Accommodate different types of business analysts
- Make BABOK content relevant to a wider audience
- Design!

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BABOK® Guide Knowledge Areas: Then and Now

Then	Now
Business Analysis Planning and Monitoring	Business Analysis Planning and Monitoring
Elicitation	Elicitation and Collaboration
Requirements Management & Communication	Requirements Lifecycle Management
Enterprise Analysis	Strategy Analysis
Requirements Analysis	Requirements Analysis and Design Definition
Solution Assessment & Validation	Solution Evaluation

Then

the set of tasks and techniques

used in order to work as a liaison among **stakeholders**

to understand the structure, policies, and operations of an **organization**,

and to recommend **solutions** that enable the organization

to achieve its goals

Now

the practice of enabling **change,**

in the context of an **organization (enterprise)**

by defining **needs**

and recommending **solutions**

that deliver **value**

to **stakeholders**

Business Analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.

A **Business Analyst** is any person who performs business analysis tasks described in the *BABOK® Guide*, no matter their job title or organizational role.

Discover, Analyze, and Synthesize Information
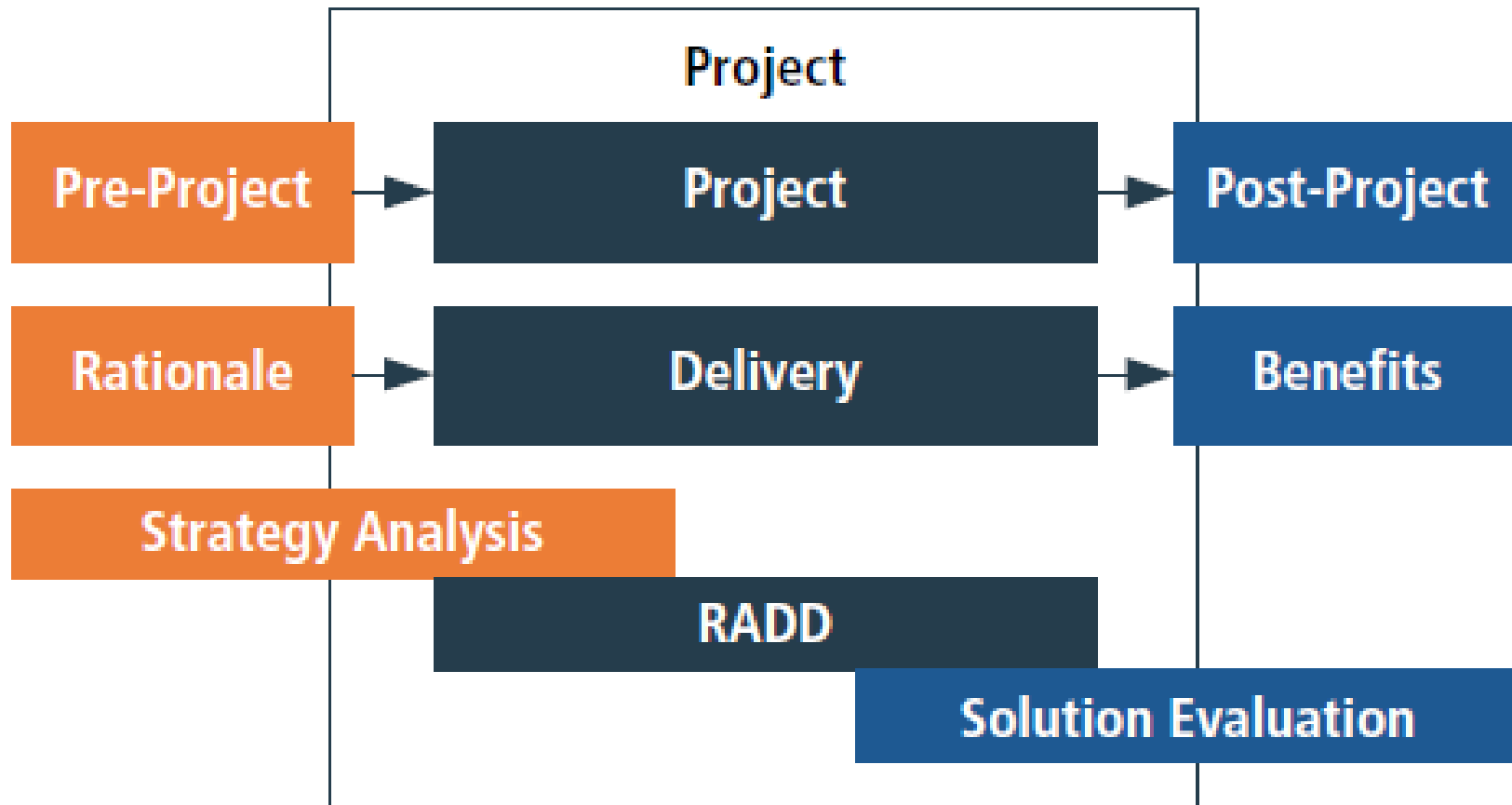
Perspectives are used within business analysis work to provide focus to tasks and techniques specific to the context of the initiative.

- Five Perspectives
  - Agile
  - Business Intelligence
  - Information Technology
  - Business Architecture
  - Business Process Management
- Different BAs work in different ways
- Incomplete list, more to come
- Not mutually exclusive
- KAs are executed within every perspective
- Produced by experts in these areas

Perspective Includes:

- Change Scope
- Business Analysis Scope
- Methodologies, Approaches, Techniques
- Underlying Competencies
- Impact on Knowledge Areas

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1. A condition or capability needed by a *stakeholder* to solve a problem or achieve an objective.

2. A condition or *capability* that must be met or possessed by a *solution* or *solution component* to satisfy a contract, standard, specification or other formally imposed documents.

3. A documented representation of a condition or capability as in 1) or 2).

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a usable representation of a need

Need: a problem, opportunity, or opportunity to be addressed

**Value:** the worth, importance or usefulness of something to a stakeholder within a context

Stakeholder: a group or individual with a relationship to the change, the need, or the solution.

Context: the part of the environment which encompasses the change

Business Analysis Core Concept Model

- Conceptual framework for business analysis

- Describe the profession and domain of business analysis

- Helps us get to "why"

- Dig a little deeper into our business

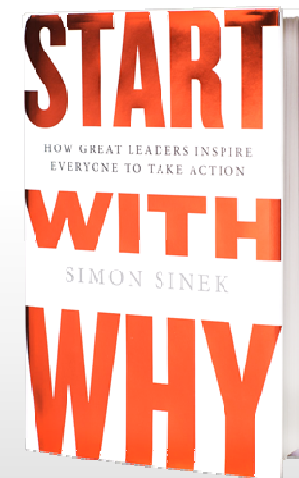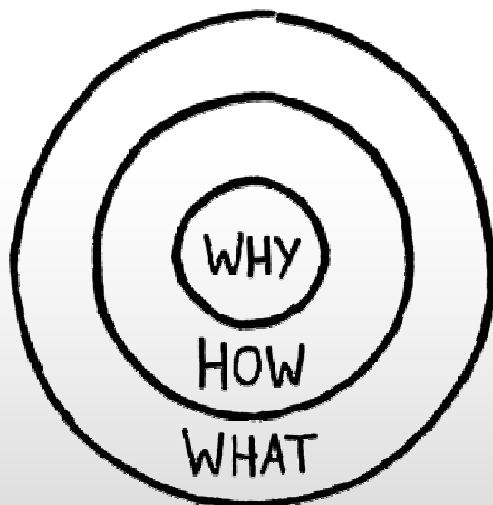- Understand all aspects of business analysis on a project
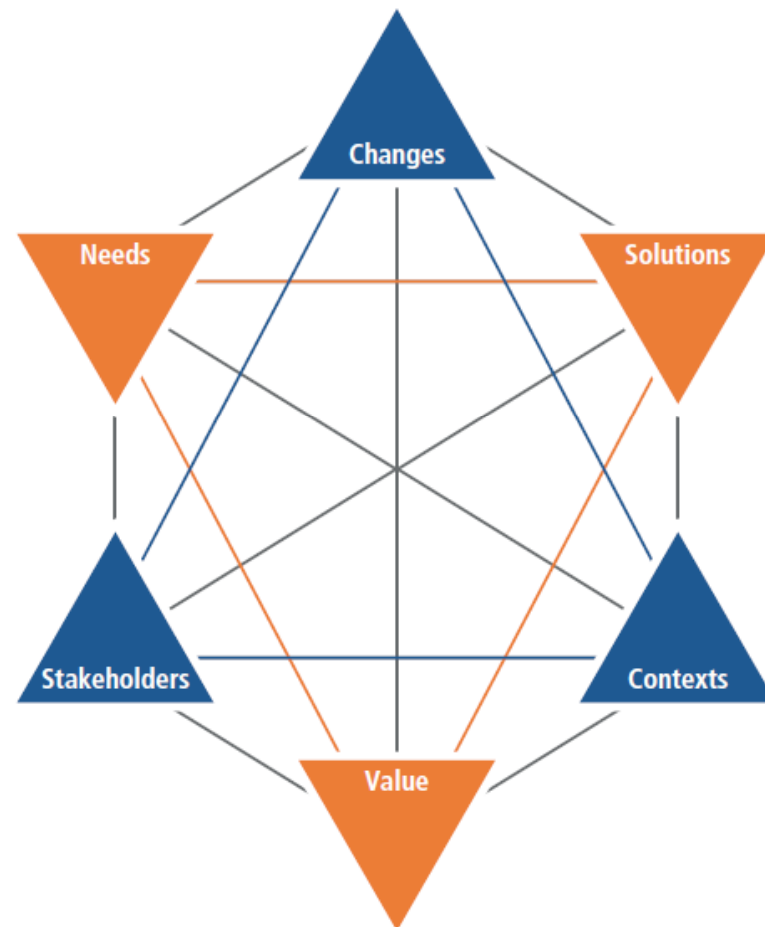
Simon Sinek – Start with Why

- Too many people start with "What"

- Without knowing the "why" we lose focus

- What is the mission of your customers, what are they all about

http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action

The Golden Circle

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There are 6 questions that every analyst should be asking themselves about their work:

- ✓ What kind of **change** are we initiating?
- ✓ What are the **needs** being satisfied
- ✓ What are the **solutions** considered?
- ✓ Who are the **stakeholders**?
- ✓ What do the stakeholders consider to be of **value**?
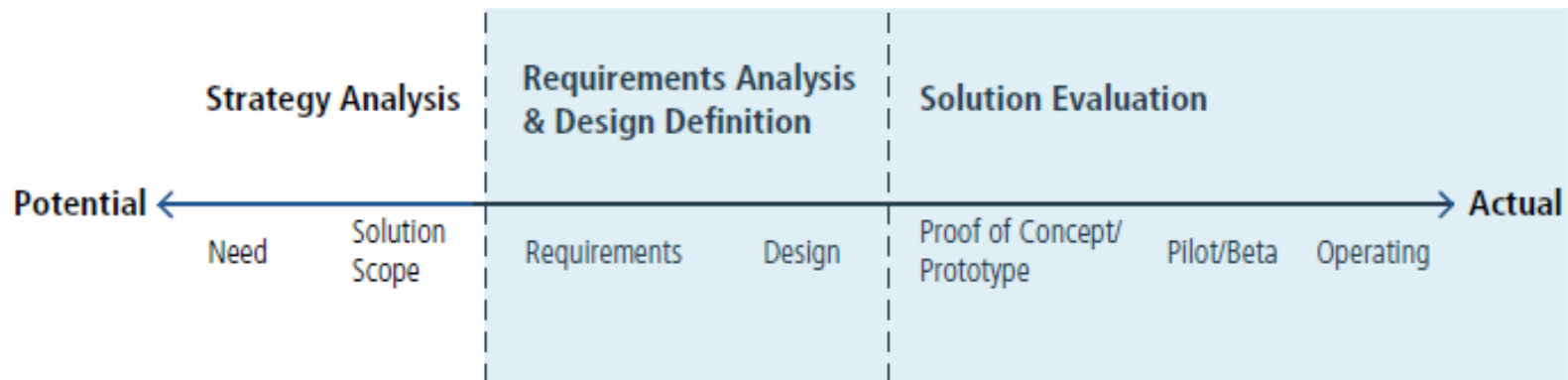- ✓ What **context** are the initiative and solution being executed

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Strategy Analysis (3.0)
- Understand the enterprise and its capabilities
- Identify needs and determine if the add value
- Provides breadth and depth beyond project business case
- Goals, objectives, value, scope, risk

Enterprise Analysis (2.0)
- Goal: bring the BA into a strategy discussion
- What needs to be done
- Basically, writing a business case

Strategy Analysis Tasks
- Current State Analysis
- Future State Analysis
- Risk Analysis
- Define Change Strategy

Business Analysis Value Spectrum

Strategy Analysis	Requirements Analysis & Design Definition	Solution Evaluation

Potential ← → Actual

| Need | Solution Scope | Requirements | Design | Proof of Concept/ Prototype | Pilot/Beta | Operating |

One person's design is another person's requirements

- Requirements vs. Design (What vs. How)
  - Great in theory – difficult to apply in practice
- Recognition that in some roles business analysts design
  - Software Design (software architecture)
  - Business Process Design (SOP)
- Non-technical design – leave the rest to implementation experts
- Requirements Analysis and Design Definition:
  - Requirements Specification: Defining the needs
  - Design Definition: Exploring how we achieve the solution
- Design options need to be considered
- Discussion on design are collaborative
- Many requirements tasks can be applied to design
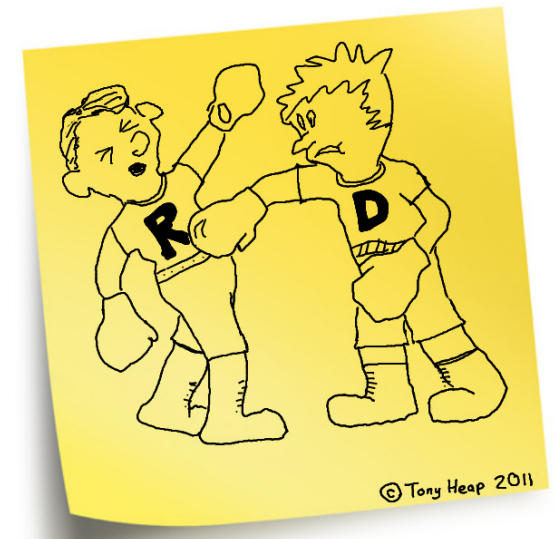
What's wrong here?...

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Takeaway # 6 - Techniques

Techniques cover the most common and widespread techniques practiced within the business analysis community

- Started with a survey

- Removed or repurposed software focused techniques

- Moved some KA specific techniques out of the KAs

- Added usage considerations

- Technique-to-Task Mapping

- More collaborative and business focused
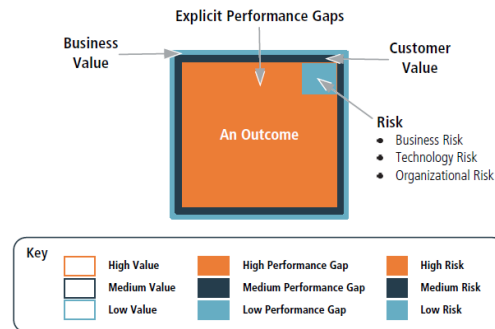
New Techniques

- Backlog Management

- Balanced Scorecard

- Business Capability Analysis

- Business Case

- Business Model Canvas

- Collaborative Games

- Concept Modeling

- Data Mining

- Decision Modeling

- Financial Analysis

- Mind Mapping

- Prioritization

- Process Analysis

- Roles and Permissions Matrix

- Stakeholder List, Map, Personas

Business Model Canvas

Business Model Canvas describes how an enterprise creates, delivers, and captures value for and from its customers.
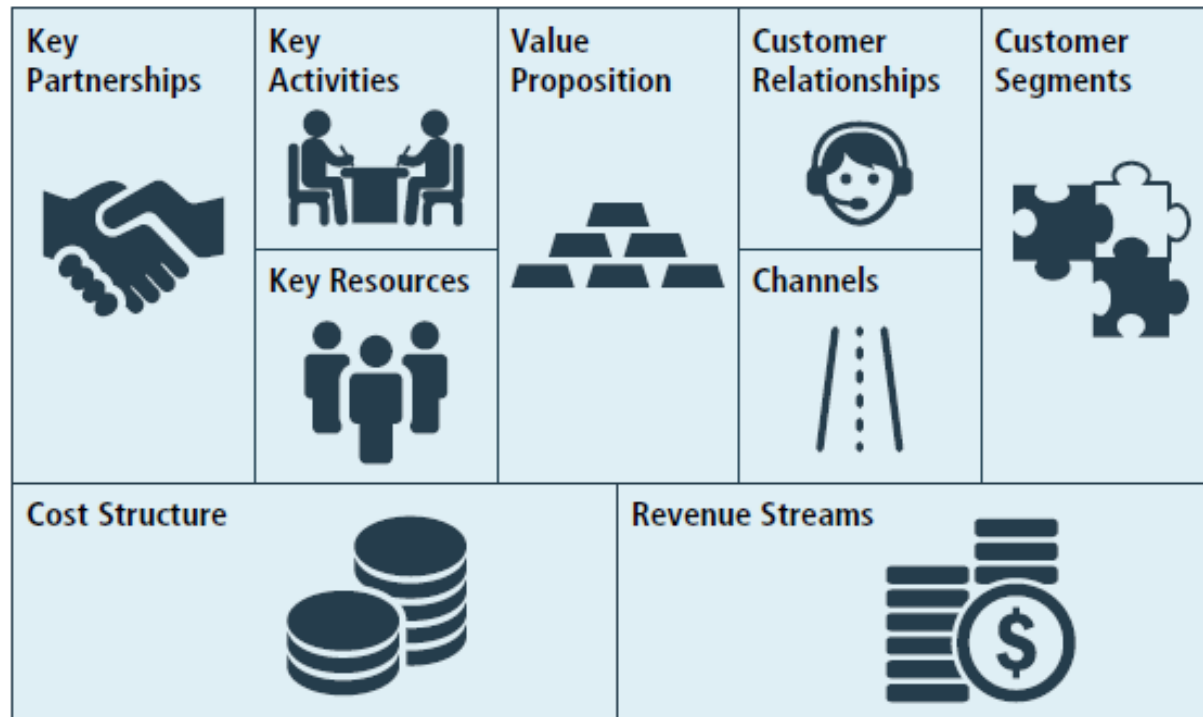
- Framework for understanding and optimizing business models
- Uses stakeholder language
- Simply and easy to understand

KEY PARTNERS

Who are our key partners?

Who are our key suppliers?

Which key resources are we acquiring from our partners?

Which key activities do partners perform?

KEY ACTIVITIES

What key activities do our value propositions require?

Our distribution channels?

Customer relationships? Revenue Streams?

KEY RESOURCES

What key resources do our value propositions require?

Our distribution channels? Customers relationships?

Revenue Streams?

KEY PROPOSITIONS

What value do we deliver to the customer?

Which one of our customers' problems are we helping to solve?

What bundles of products and services are we offering to each segment?

Which customer needs are we satisfying?

What is the minimum viable product?

CUSTOMER RELATIONSHIPS

How do we get, keep, and grow customers?

Which customer relationships have we established?

How are they integrated with the rest of our business model?

How costly are they?

CHANNELS

Through which channels do our customer segments want to be reached?

How do other companies reach them now?

Which ones work best?

Which ones are most cost-efficient?

How are we integrating them with customer routines?

CUSTOMER SEGMENTS

For whom are we creating value?

Who are our most important customers?

What are the customer archetypes?

COST STRUCTURE

What are the most important costs inherent to our business model?

Which key resources are most expensive?

Which key activities are most expensive?

REVENUE STREAMS

For what value are our customers really willing to pay?

For what do they currently pay?

What is the revenue model?

What are the pricing tactics?

Wrap Up

- Perspectives
- New Definition of Requirement
- Core Concept Model
- Strategy Analysis
- Design
- New Techniques

Common Questions

Q: *Where can I get a copy of BABOK V3?*

A: **IIBA Members** - Download your free electronic copy now.

Non-Members – Purchase your electronic copy now. Or you can join IIBA and download your complimentary copy once your membership registration is complete. To join IIBA, visit IIBA Membership.

– BABOK® Guide v3 PDF

– BABOK® Guide v3 ePub

– BABOK® Guide v3 Kindle

Q: *What should I be studying for my CBAP exam?*

A: Focus on V2 for now, the exam will change at the end of this year.

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Question: Who can name the 6 elements of the Business Analysis Core Concept Model?

Answer: Need, Value, Stakeholder, Context, Solution, and Change

Question: What is the BABOK V3 definition of a requirement?

Answer: A usable representation of a need

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Biography

Matthew Leach is a Senior Director within NTT DATA's Business Analysis Practice where he leads the North America region A recognized thought-leader in the business analysis profession, Matthew works with clients to establish highly effective business analysis and requirements disciplines, enabling the delivery of solutions to technical and business problems.

Mr. Leach brings business acumen, leadership, and technical expertise to engagements, transforming businesses while managing change across all areas of an organization. Matthew is a Certified Business Analysis Professional (CBAP) with a proven track record of working with companies of all sizes on engagements which have included: software and solution development, vendor selection, product development, business process improvement, business unit re-organization, enterprise analysis, and the implementation of business analysis best practices.

Prior to joining NTT DATA, Matthew held technical and management positions at EMC, Raytheon Integrated Defense Systems, and Robbins Gioia

A committed and passionate Business Analyst, Matthew frequently speaks and writes on business analysis topics, is a contributing author for the third edition of the IIBA's Business Analysis Body of Knowledge (BABOK) , and is dedicated to the growth of the business analysis profession.

Matthew holds bachelor of science degree in the management of information systems and a master of science degree in information technology from Worcester Polytechnic Institute.

He lives in Boston, MA and is married with one child.