

# CONTENTS

List of figures and tables	xi
Authors/Contributors	xvi
Foreword	xviii
Acknowledgements	xix
Abbreviations	xxi
Preface	xxiv
<b>1. WHAT IS BUSINESS ANALYSIS?</b>	<b>1</b>
Introduction	1
The origins of business analysis	1
The development of business analysis	2
Business analyst role development	4
The range of analysis activities	7
Business analysis principles	9
The Business Analysis Maturity Model	14
The business analysis service	16
Variants of the business analyst role	19
Professionalism and business analysis	21
The future of business analysis	22
Summary	24
Notes	24
<b>2. THE COMPETENCIES OF A BUSINESS ANALYST</b>	<b>25</b>
Introduction	25
Personal qualities	28
Business knowledge	34
Professional techniques	37
Developing business analysis skills	40
Industry qualifications	44
Summary	45
Notes	46
Appendix: SFIA description of business analysis skill	46
<b>3. THE STRATEGIC CONTEXT FOR BUSINESS ANALYSIS</b>	<b>48</b>
Introduction	48
What is strategy?	48
The importance of strategy	49
Business analysis and the strategic context	50
Developing strategy	51

Understanding the strategic context	52
Strategy analysis: external environment	53
Strategy analysis: internal environment	60
Strategy analysis: SWOT analysis	70
Strategy execution	72
EA	78
The importance of strategic alignment	82
Summary	86
<b>4. THE BUSINESS ANALYSIS SERVICE FRAMEWORK</b>	<b>87</b>
Introduction	87
The Business Analysis Service Framework	87
Situation investigation and problem analysis	87
Feasibility assessment and business case development	90
Business process improvement	92
Requirements definition	93
Business acceptance testing	94
Business change deployment	95
Stakeholder engagement	97
The strategic context for the BA service	98
An approach to problem solving	101
Summary	103
Note	103
<b>5. INVESTIGATING THE BUSINESS SITUATION</b>	<b>104</b>
Introduction	104
Background research	104
Investigation techniques	107
Workshops	108
Focus groups	114
Observation	115
Interviews or meetings	118
Scenarios	124
Prototyping	127
User role analysis	130
Storytelling	132
Quantitative approaches	132
Applicability of investigation techniques	137
Recording business situations and issues	138
Summary	143
<b>6. ANALYSING AND MANAGING STAKEHOLDERS</b>	<b>144</b>
Introduction	144
Stakeholder categories	144
Analysing stakeholders	147
Stakeholder management strategies	148
Managing stakeholders	151
Stakeholder responsibilities: RACI and RASCI charts	153
Social media and stakeholder management	154

	Understanding stakeholder perspectives	155
	Summary	162
<b>7.</b>	<b>IMPROVING BUSINESS SERVICES AND PROCESSES</b>	<b>164</b>
	Introduction	164
	The enterprise level	166
	An extended SIPOC view of the enterprise	173
	Business process models: event-response level	176
	Business process models: actor-task level	185
	The business process hierarchy	187
	Analysing 'as is' business processes	189
	Improving business processes	192
	Process measurement	202
	Summary	205
<b>8.</b>	<b>DEFINING THE SOLUTION</b>	<b>206</b>
	Introduction	206
	The gap analysis process	206
	Use of POPIT in gap analysis	209
	Formulating options	215
	Design thinking	218
	Summary	220
<b>9.</b>	<b>MAKING THE BUSINESS CASE</b>	<b>221</b>
	Introduction	221
	When to produce a business case	222
	The business case in the linear lifecycle	222
	Assessing feasibility	223
	Structure of a business case	225
	Investment appraisal	233
	Presentation of a business case	235
	Business cases within an Agile context	236
	RAID and CARDI logs	238
	Defining the solution	239
	Summary	242
<b>10.</b>	<b>ESTABLISHING THE REQUIREMENTS</b>	<b>243</b>
	Introduction	243
	The problems with requirements	244
	The RE framework	245
	Actors in RE	249
	The target solution	253
	Types of requirement	254
	Requirements elicitation	264
	Requirements analysis	271
	Summary	279
	Note	280

- 11. DOCUMENTING AND MODELLING REQUIREMENTS 281**
  - Introduction 281
  - The importance of documentation 281
  - Documentation styles 282
  - Requirements catalogues 283
  - User stories 287
  - Modelling functional requirements 289
  - Modelling data requirements 297
  - Cross-checking models 315
  - Agile modelling and documentation 316
  - Using models to maintain a solution 317
  - The requirements document 318
  - Summary 320
  
- 12. VALIDATING AND MANAGING REQUIREMENTS 321**
  - Introduction 321
  - Requirements validation 321
  - Managing requirements 325
  - Summary 331
  
- 13. DELIVERING THE REQUIREMENTS 333**
  - Introduction 333
  - The delivery style 333
  - Context 334
  - Delivery lifecycles 335
  - Approach 346
  - Roles in delivering requirements 351
  - Deliverables 352
  - Techniques 353
  - Summary 353
  - Note 353
  
- 14. DELIVERING THE BUSINESS SOLUTION 354**
  - Introduction 354
  - The business change lifecycle 354
  - BA role in the business change lifecycle 355
  - Summary 368
  
- SUPPLEMENTARY CHAPTER: BCS BUSINESS ANALYSIS CERTIFICATION PORTFOLIO 369**
  - Introduction 369
  - Bloom's assessment levels 369
  - Overview of the business analysis certifications 370
  - Conclusion 375
  
  - Glossary 376
  - References 398
  - Further reading 401
  - Index 402