MASTERING BUSINESS ANALYSIS STANDARD PRACTICES WORKBOOK

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Titles in the
Business Analysis Professional Development Series

This series is for those interested in developing a career in business analysis. Each book within the series will help practitioners develop the knowledge, skills, competencies, and capabilities needed to master the typical business analysis career path. These instructional texts are designed for use in professional training, continuing education courses, and self-learning.

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Introduction

PURPOSE

The purpose of the Mastering Business Analysis Workbook is to provide readers of *Mastering Business Analysis Standard Practices*: *Seven Steps to the Next Level of Competency* the opportunity to increase their learning by *doing* business analysis work through a fictional, but realistic, case study. This is an excellent opportunity to test your skills. Readers are provided suggested solutions, but keep in mind there are multiple avenues that a business analyst may take to approach the seven steps of achieving business analysis competency.

HOW TO USE THIS GUIDE

The Workbook is designed to be used in conjunction with *Mastering Business Analysis Standard Practices*, such that as each chapter is read there is a corresponding chapter to review in the Workbook. Due to the nature of the case study revealing itself through the "seven steps," it is suggested that you practice using the exercises through the chapters sequentially. However, if you have an immediate gap in your business analysis practice, feel free to read the pertinent chapter and practice your learning with the corresponding Workbook chapter.

The Workbook is divided into the following chapters to align with *Mastering Business Analysis Standard Practices*:

1. Introduction

   This chapter sets the stage for business analysis terminology, roles and responsibilities, the perspectives of business analysis, and business analysis competencies. Before embarking on the business analysis process journey, a depiction of the roadmap for the business analysis process will guide you through the rest of the book.

2. Step 1—Understand Your Stakeholders

   This chapter provides guidance on stakeholder identification and details stakeholder analysis to ensure a thorough understanding before planning or engaging stakeholder involvement.

3. Step 2—Understand the Business Context

   This chapter provides guidance for understanding the organization holistically, performing situational needs analysis, and preparing situational justification for decision makers.

4. Step 3—Plan the Business Analysis Work

   This chapter provides guidance on the areas to be planned for not only the business analysis work effort, but also developing a business analysis communication plan and a business analysis information management plan.

5. Step 4—Set Initiative Scope

   This chapter provides guidance on setting the initiative up for success by developing a clear and concise scope definition boundary.

6. Step 5—Develop Solution Requirements and Design Definition

   This chapter provides guidance on developing the business analysis information that directs the building of the solution to meet stakeholder needs.

7. Step 6—Scope Management

   This chapter provides guidance on maintaining agreement on scope and controlling scope in an ever-changing environment.

8. Step 7—Evaluate Solution

   This chapter provides guidance on the business analysis practitioner's role as the solution is being built and throughout the solution's existence to ensure value continues to be met.

The Appendix contains suggested solutions for the Workbook exercises, providing validation of learning as well as working examples of business analysis tasks and techniques. As you complete each chapter of the Workbook, you will find yourself reaching that next level of business analysis competency. Enjoy the journey!

Introduction to the Case Study: Blue Yonder Insurance Company

Doc-Man Project

BACKGROUND ON YOUR BUSINESS ANALYSIS POSITION

Congratulations! You have secured a position at Blue Yonder Insurance Company to lead the business analysis effort for the Doc-Man Project. During the interview process you have learned that this solution will provide standardized document management practices using a commercial off-the-shelf (COTS) application. You will be reporting to the manager of Enterprise Content Management (ECM), Isabelle Ringing, with a dotted line to the project manager, Neil Down. The project is following an agile framework and a project brief has been written by the project manager. The entire team at this point is made up of:

> Product Owner—Abby Normal
> Project Manager—Neil Down
> Solution Architect—Percy Vere
> Change Manager—Joe V. Awl
> Project Officer—Willie Findit
> Business Analyst—Yourself

All are contractors except Abby Normal who reports to Isabelle Ringing. The existing budget indicates that you will be able to add three additional contract business analysts. You have been given the following to bring yourself up to speed:

- Blue Yonder Company Background—external company website
- Doc-Man Project Brief
- ECM Group Background

Background on Blue Yonder

Blue Yonder is an international insurance services company headquartered in Shermer, IL, USA. The company's main line of business is automobile insurance. Other lines of business include life insurance and property (homeowner, renter, and condo) insurance. Blue Yonder was founded in

1922 by retired jockey, Skye Blue, as a mutual automobile insurance company owned by its policy-holders. The firm initially specialized in auto insurance and later expanded its services into other types of insurance. The company was taken public in 1994 and the Blue family continues to provide leadership for the firm. Currently, Blue Yonder has 65,000 employees and 17,000 agents. Blue Yonder services 80 million policies, of which over 44,000,000 are for automobiles, 27,000,000 are for property, and 9,000,000 are for life.

DOC-MAN PROJECT BRIEF

Executive Summary

The purpose of the Doc-Man Project is to improve Blue Yonder's capability to cost effectively manage its valuable documentation as an integrated enterprise. The primary drivers are to reduce enterprise risk and cost while increasing productivity. This will be achieved by ensuring a single enterprise document management platform for all lines of business. The platform will provide integration services to specialized applications, such as enterprise resource planning tools, and electronic communication to enable attachments and other content to be centrally managed using a common toolset.

A procurement process is currently in progress with a selected vendor to provide the solution as well as integration and ongoing support services. The solution will include a rich set of document management functionalities as well as document workflow to automate business processes, such as claims processing document capture, and enhanced search functionality.

This two-year program of work will prioritize implementation in business areas where the highest value can be realized (e.g., the creation and management of documents to support business operations). The broad scope of implementation across all Blue Yonder's sites is ambitious within a two-year period. To enable this timeframe to be met cost effectively, the project will focus on high-volume, enterprise-wide document creation and management functions only. When the enterprise has migrated to a common platform and decommissioned old platforms, it is expected additional initiatives will be undertaken to leverage supplementary value from the platform.

Program implementation is expected to require an investment of $14.88M over 2.5 years with a contingency of 30%. Governance will be provided by a Steering Committee which will periodically review progress and, if satisfied, approve next stage funding at milestone gates. The Steering Committee will be made up of leaders from the lines of business and support functions.

Background

Abby has led the recent analysis as summarized below:

Timing	Actions
2 years ago	The Term Life Insurance Group was made aware that their existing document management system would no longer be supported. They asked the information technology group to pilot a collaboration tool as a replacement.
1 year ago	The scope was increased to include all life insurance groups and a group was formed to look at the feasibility for a company-wide document management solution. The collaboration tool pilot determined that there was too much risk in using a collaboration tool to manage documents and the decision was made to look for a more robust solution.
Presently	The scope has been increased to support a company-wide document management solution and the Term Life Insurance Group still does not have a document management system replacement. Request for quote has been released to potential vendors and three vendors have been short-listed. The core project team has commenced.

It is also important to look further back to ensure that we are considering what we've already learned. About 10 years ago, Blue Yonder took a run at implementing a company-wide document management solution that was called the Information Administration Project (IAP) and was not successful. We owe it to ask why this program failed and more importantly, "what will we do differently?" The most significant failure was that the business didn't adopt the technology. In the case of IAP, it did not improve nor align with business processes and dictated to the business the conventions they would need to use without understanding the impact.

Doc-Man Project Differences

The first difference is that the Doc-Man Project must be a *business-driven* change with technology partnering with the business leaders to identify areas that would derive the most benefit from a single document management solution. There will be significant investment in each area of the business as they participate, identify their documentation, test, and are trained on the new technology. Additionally, support for continuous improvement and information governance work that goes hand in hand with a technology implementation will take time from a smaller subset of subject matter experts.

The second difference must be the establishment of a platform that is architected loosely into the information ecosystem. The platform must provide the ability to enable required business capabilities. The technology group will shift thinking away from "we will deliver this and you will use it" to a product/platform centric where the users are engaged in the development, product owners prioritize the work, and platform owners deliver the reusable component capabilities. There must be a constant prioritization of the backlog of work in conjunction with the business and an understanding that the platform will be owned and maintained long after the initial deployment is completed. It is not realistic to think that we set up a Doc-Man once and it will manage our documents forever. Rather it will have to continue to evolve as technology evolves. Governance and

documentation stewards must be established to ensure the documentation management solution has a long life and evolves even after the initial project to establish the platform is done.

The third key difference is the framework for delivering the solution. An agile approach will allow our users to provide feedback and for adjustments to be made. This should help address one of the biggest challenges with user adoption. As one policy administrator said, "our information is like water, it is going to flow to whatever system is easiest to use." The easiest systems are not generally the ones that include governance, so the challenge is real and we must leverage our new user experience discipline to ensure that this solution is easy to use and widely accepted.

An additional major consideration is the minimization of non-productive or stoppage time for our users as we implement the solution. Much of the documentation is vital to running our business. It is critical that we recognize Blue Yonder cannot afford business disruption associated with the unavailability of documentation.

Summary of Expected Benefits

The following benefits have been defined by the ECM group to obtain funding for the project:

- Reduced global infrastructure and run costs of existing document management systems
- Reduced storage costs
- Reduced integration costs
- Reduced risk of data leakage and increased support for data loss prevention and protection
- Improved personal productivity savings of 885,600 days/year—assumptions based on IDC research which has identified the average information worker spends 2.4 hours/day dealing with document challenges, such as:
    - Searching for but not finding documents
    - Recreating documents that cannot be found
    - Dealing with problems and time-consuming tasks related to the use of paper
- Increased adoption because of a consistent global user experience
- Opportunity for automation of business processes

The 885,600 days/year personal productivity savings assumes only 30% of this study's time can be saved by half of the 82,000 users impacted by the Doc-Man project.

ENTERPRISE CONTENT MANAGEMENT GROUP BACKGROUND

Vision

Employees and agents can access any type of business content within governing regulations and organization guidelines from their digital devices using voice and touch command.

Mission

Enable our people to efficiently manage and access the right information at the right time to enhance productivity and make better decisions.

Guiding Principles

- Our people own their content and are accountable for appropriately managing it
- End-user experience and continuous improvement are key areas of focus
- All Blue Yonder systems' information is managed in accordance with organizational guidelines and governmental regulations for document retention, disposal, or deletion
- ECM leads by example in managing information

Responsibilities of the ECM Group

Service	Definition
CD burning or secure hard drives	Burn and ship a CD/DVD or secure hard drives to offsite storage or to another office, partner, government, or vendor
Disposal of records request	Dispose/destroy documents; verify records have been disposed of with approval; verify legal evidence trail of destroyed records
Document and records management knowledge gathering	Provide consulting services to better understand the user's landscape, current state, unstructured content, and records. Goal is to improve how to leverage tools and increase business productivity
Document production	Generate an inventory of records that meet the scope/requirements of a particular legal discovery
Legal holds to repositories	Preserve all forms of relevant information when litigation is reasonably anticipated
Physical transmittal process	Send/receive electronic or physical data from/to a partner, government, vendor, buyer, or seller
Physical archiving	Manage physical documents in long-term, offsite storage

Current Key Initiatives

- Global Enterprise Content Management Maturity Assessment
- Establish Business Communication Plan utilizing our Technology Business Partners
- Doc-Man Definition Phase
- Initiate Mobile Access to Automobile Policies

Who We Are

The Enterprise Content Management (ECM) group is made up of the following individuals:

- Isabelle Ringing, Manager of ECM group, is accountable for the effective and efficient design, build, deployment, and maintenance of enterprise content management platforms globally to support business productivity and effectiveness in alignment with the overall technology strategy. Isabelle is responsible for leading and developing the ECM Platforms team.
    - Open Position, ECM Change Management, is accountable for the overall communication and training strategies across the ECM and Collaboration portfolio of projects with the objective of providing unified, consistent messaging and tools to the business.
    - Abby Normal, Content Management Supervisor, is accountable for the integration of strong ECM Platform outcomes including integration with Enterprise Applications, Business Applications, and the Technology Partnership team to drive positive outcomes for the business. Abby is responsible for leading and developing the ECM team.
        - ECM Specialists to include Anna Littlical, Norma Leigh Absent, Willie Makit, Lois Di Nominator, Don Messwidme, and Hugo First.
    - Eileen Sideways, Document Governance Supervisor, is accountable for ECM policies, procedures, and document processes to ensure they are efficient, effective, and market leading in alignment with the overall technology strategy. Eileen is responsible for leading and developing the ECM Document Governance team.
        - ECM Document Governance Specialists include Augusta Wind, Anne Teak, Hope Furaletter, Ray O'Sun, and Perry Scope.
    - Saul Goodmate, ECM Platform Delivery Specialist, is accountable for the management of the ECM life cycle that includes the inception, design and delivery, and transition to the run and maintain team to support business productivity and effectiveness in alignment with ECM policy and industry best practices.
    - Carmen Goh, ECM Change and Release Specialist, is accountable for managing the change, release, and configuration process, along with ensuring the standardized processes and procedures are adhered to and embedded throughout technology to protect the live environment and maximize stability for Blue Yonder.
    - Anita Bath, Physical Records Supervisor, is accountable for the security, accessibility, and remediation of all physical records globally to support business productivity and effectiveness in alignment with ECM policy and industry best practice. Anita is responsible for leading and developing the ECM Physical Records team.
        - ECM Physical Records team includes Liz Erd, John Quill, Rosemary Lamb, and Ray Manta.
    - Ray Sin, Deployment Specialist, is accountable for measuring the work intake for ECM and Collaboration.

About the Authors

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Kelley Bruns is a veteran corporate trainer, coach, mentor, training manager, course developer, and author with more than 25 years of experience helping enterprise project teams solve problems. She holds a Master's degree in Adult Education with a concentration in Training and Development from Drake University. Kelley has facilitated and consulted with participants and clients throughout the world, including corporations, government, and non-profit entities. She is a former Vice President of BA Training at ASPE, and a leading expert in business analysis and various approaches to project management and product development. Kelley is an IIBA Certified Business Analysis Professional (CBAP®), Project Management Institute certified Professional in Business Analysis (PMI-PBA®), Project Management Professional (PMP®), and Agile Certified Practitioner (PMI-ACP®). She is also a Scrum Alliance accredited Certified Scrum Master (CSM) and International Consortium for Agile accredited ICP, ICP-BVA, and ICP-APM.

Kelley has dedicated her career to help people transfer knowledge, skills, and abilities in both professional and personal settings to provide a strong return on investment. Ms. Bruns was actively involved in the IIBA Enhanced Certification Redesign and the Endorsed Education Provider Advisory Group. She is uniquely talented at helping others learn best practices without having to learn the hard way. In her spare time, Kelley can be found hiking, whitewater kayaking, camping, and snowshoeing with her husband and dogs in the mountains near her home.

Billie Johnson, CBAP, PMI-PBA, CSM, IIBA-EEP

Billie Johnson is a leading project management and business analysis expert and practicing professional who has been involved in establishing business analysis direction, processes, and modeling for almost 30 years—spanning the financial, manufacturing, consulting, education, government, retail, and mining industries. She was an early adopter of the IIBA® and Certified Business Analysis Professional™ (CBAP®) certification, receiving her CBAP® certification in May 2007; as well as achieving the Professional in Business Analysis (PMI-PBA)® certification as soon as it was offered in July 2014. She is also a Certified Scrum Master (CSM) accredited by the Scrum Alliance. Billie was a reviewer team lead for the IIBA BABOK Guide® version 3.0. She periodically speaks at International Institute of Business Analysis and Project Management Institute events and other professional conferences. For the last ten years, she has been teaching and consulting with large organizations and Fortune 100 companies. As a business analysis instructor, course developer, author, coach, and mentor, she enjoys furthering the field of business analysis by touching those in the field with tools to face their unique problems and opportunities. In her spare time, Billie and her husband, Craig, enjoy building memories with family and friends at their home on Lake Buchanan in Texas. Very special memories are the Grandmere and Papa camps in the summer with the grandkids.

Chapter 1 Exercises

Introduction

BACKGROUND

This chapter of the Workbook is designed to help you internalize some business analysis concepts discussed in Chapter 1 (Introduction) of *Mastering Business Analysis Standard Practices*.

EXERCISE QUESTIONS

1. How would you summarize the act of doing business analysis?

2. Name at least two values enterprises reap from investing in business analysis.

3. What are the two functions of trust?

4. What are the six business analysis core concepts according to the *Business Analysis Core Concept Model™*?

5. Business analysis is no longer only related to information technology solutions but is per-
    formed under other perspectives as well. What were the four other perspectives discussed
    in Chapter 1?

6. Define the following terms:

    a. Requirement

    b. Design

    c. Business analysis information

7. Is business analysis information always either a requirement or a design?

8. What is the value of decomposing requirements?

9. What are the levels of requirements documented in Chapter 1? Note: you may call these levels by different names in your organization and that's okay, just ensure you are practicing requirements decomposition.

10. Name at least three solution approaches for satisfying requirements and design definitions:

11. Match the term to the definition:

Term	Alpha Match	Definition
User		a. A group or individual with a relationship to the change, the need, or the solution
Software System		b. A set of components (manual, automated, or combination of both) that work together to accomplish a goal
Solution		c. A set of activities designed to accomplish a specific objective by taking one or more defined inputs and turning them into defined outputs
Actor		d. A human, device, or system that plays some specified role in interacting with a solution
Process		e. A stakeholder that interacts with the system and will use the product
Stakeholder		f. Programs that run in the background, enabling applications to function
Application		g. A software program that runs on your computer (e.g., web browsers, e-mail programs, word processors, games, and utilities)
System		h. A specific way of satisfying one or more needs in a context

Chapter 1
Exercise Sample Solutions

1. Business analysis is the set of activities to enable change in an enterprise by defining needs and recommending solutions that deliver continuous value to stakeholders.

2. The value enterprises reap by investing in business analysis can be summarized as:

   - Solutions that meet stakeholder needs and provide business value due to more reliable, higher quality requirements
   - Higher buy-in for the change by ensuring stakeholder engagement in the process
   - Projects are more likely to be delivered on time, within scope, and within budget
   - Reusable pattern on future change initiatives by building business analysis competency

3. The two functions of trust are character and competence.

4. The six business analysis core concepts according to the *Business Analysis Core Concept Model™* are:

   - Change: going through a transformation in response to a need
   - Need: problem or opportunity that requires being addressed
   - Solution: specific way to satisfy one or more needs
   - Stakeholder: group or individual; have a relationship to the change, need, or solution
   - Value: worth, importance, or usefulness to a stakeholder, considering the context
   - Context: circumstances which influence, are influenced by, and provide understanding regarding the change

5. Business analysis perspectives from Chapter 1 other than IT include:

   a. Business Intelligence
   b. Business Process Management
   c. Business Architecture
   d. Agile

6. Definitions of:

   a. Requirement—usable representation of a need
   b. Design—usable representation of a solution
   c. Business analysis information—comprises all of the information business analysts elicit, create, compile, and disseminate in the course of performing business analysis. It is any kind of information at any level of detail that is used as an input to business analysis work or an output of business analysis work.

7. No, business analysis information could be meeting minutes, planning, etc.

8. Here are some examples of value derived from decomposing requirements:

    a. Focus is placed on the level expected for the output
    b. Ensures a clear understanding of problem and scope before the nitty gritty details
    c. Enables traceability back to goals
    d. Without these levels and types of requirements, the BA is less confident that a thorough analysis is complete for the purpose and timing

9. Requirement levels:

    a. Business requirements
    b. Stakeholder requirements
    c. Solution requirements
    d. Transition requirements

10. Solution approaches:

    a. Build
    b. Buy
    c. Combination of Build and Buy
    d. Process Improvement
    e. Organizational Structure Redesign

11. Term Matching:

Term	Alpha Match	Definition
User	E	a. A group or individual with a relationship to the change, the need, or the solution
Software System	F	b. A set of components (manual, automated, or combination of both) that work together to accomplish a goal
Solution	H	c. A set of activities designed to accomplish a specific objective by taking one or more defined inputs and turning them into defined outputs
Actor	D	d. A human, device, or system that plays some specified role in interacting with a solution
Process	C	e. A stakeholder that interacts with the system and will use the product
Stakeholder	A	f. Programs that run in the background, enabling applications to function
Application	G	g. A software program that runs on your computer (e.g., web browsers, e-mail programs, word processors, games, and utilities)
System	B	h. A specific way of satisfying one or more needs in a context