

# Business Analysis Transformation



align

**Advanced Strategies, Inc.**  
*Facilitating Solutions in a Complex World*

# Enabling Business Analysts

## Ability to Perform • Courage to Lead • Opportunity to Act

### Why Transformation

Training alone is not enough. Building a team of professional business analysts requires:

1. Customized training classes that scale to your environment, culture, and projects.
2. Documented agreement on roles, responsibilities, and interfaces between business analysts and the rest of the organization.
3. Buy-in from project managers, IT executives, and business stakeholders for investing in a business-driven approach.
4. A mindset shift to a renewed focus on maximizing delivery of business results.



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	BA Training	BA Performance	BA Transformation
Training	vvv	vvvvv	vvvvvvvv
Public/Standard	Public/Standard	Customized	Customized
Roles and Responsibilities		✓	✓
Organizational Buy-In		✓	✓
Mentoring / Coaching		✓	✓
BA Methodology			✓
Performance Indicators			✓
Infrastructure			✓
Certification	Optional	Optional	Optional
Organizational Impact	Limited Effects	Significant Improvements	Sustained Results

## Why Business Analysis

A global resurgence in business analysis is taking place. The increased pressure to innovate, do more with less, and succeed in environments with short attention spans has organizations scrambling to build business analysis capabilities.

*“85% of organizations want to be innovative  
but only 26% are effective at it.”*

— Gartner's 2006 CIO Survey

## Advanced Strategies Business Analysis Transformation



## More than Training...Innovation for the

Innovation requires:

- Aligning business strategy with enterprise goals.
- Breaking down silos to create integrated processes and data across organizational and political boundaries.
- Architecting processes, systems, and information to work together in harmony.
- Optimizing technology to create new value and services for both internal and external customers.

\*Business analysis is following the exponential growth of project management as the new prerequisite, not just for project success, but career success.

## Why a Business-Driven Culture

Increased emphasis on business analysis requires changing what is expected and accepted by the organization. Many organizational cultures embrace concepts that create friction with business analysis:

- If we build it they will come. (I know my customers' needs better than they do.)
- It is more important to get it done than to get it right. (After all, my success is judged primarily by meeting timelines and budgets.)
- My job is implementing solutions. (Someone else can worry about the business results.)
- Rework is to be expected and accepted. (Especially in IT projects.)



*“Business analysis requires a strategic mindset shift across the organization. A renewed focus on maximizing delivery of business results and minimizing time to value.”*

— Richard Branton, Advanced Strategies,  
BA World Atlanta 2007

## Entire Organization

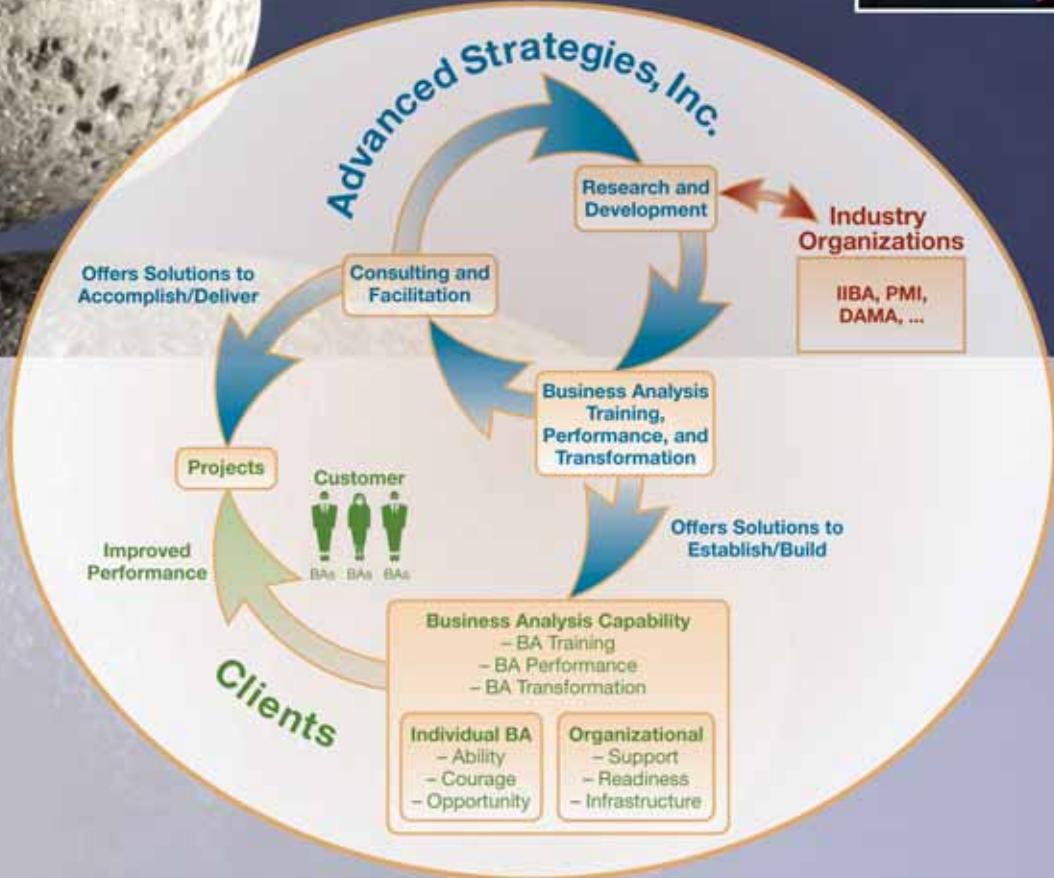
Adopting a business analysis focus turns many management habits upside down:

- Customers should be seen and heard, not just imagined because solutions created behind closed doors, then rolled out to others, are rarely used for long.
- Getting it right must be at least as important as getting it done on time and on budget.
- Analysts and managers must focus on ensuring a direct connection between solutions and the overall business goals.
- “Measure twice, cut once.” Because paper changes are cheap, taking the time and making the investment to do analysis right up front has a much higher ROI compared to the rework required on projects where analysis is cut short.

## Why Advanced Strategies

We started in 1988 as a group of business analysis experts with a common mission:

- Improve project success rates as measured by the delivery of desired business results.
- Combine the best of the Big-6 consulting experience with the flexibility and customer focus of a boutique training organization.
- Dare to put client success first.
- Deliver a team of passionate professionals with an ongoing commitment to consulting, training, and research.





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***Twenty years of delivering business analysis transformation programs to...***

Aflac • Alabama Power • American Stores • AT&T • Atlanta Life • Belk Stores • The Centers for Disease Control and Prevention • DataTel • Colgate Palmolive • ConsoCo • Construction Market Data Group • Delta • Dun & Bradstreet Software • Equifax • 1st Chicago Trust of New York • First Union • Georgia Pacific • Georgia Power • Great Rivers Energy • Habit for Humanity • Harvard Pilgrim Health Care • HCA • Hennepin County • Home Depot • Internet Security Systems • IMS • Koch Industries • Lanier Systems • M. A. Hanna • M. A. Mortenson • MetLife • MSA • Merrill Lynch • Norrell • The National Cancer Institute • NCR • Northrop Grumman • PriceWaterhouseCoopers • Service Merchandise • The Southern Company • State of GA • State of MN • State of NY • The St. Paul Companies • Turner Broadcasting • Unisys • ...

**For more information contact:**

John Schroeder  
Managing Consultant  
Advanced Strategies Business Analysis Transformation Programs  
770-936-4000  
jschroeder@advstr.com  
www.AdvancedStrategies.com

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