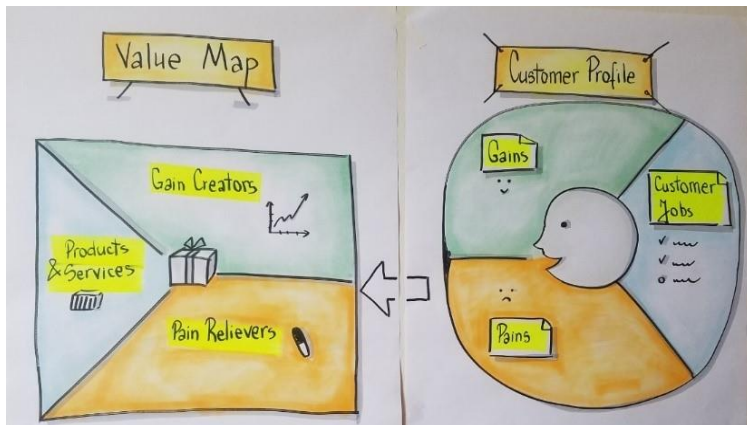


Value of IIBA business analysis

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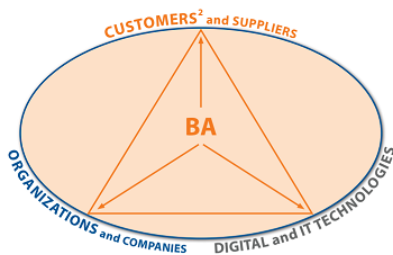
Have you ever wondered about the added value of what you are doing in life? The answer is probably not simple and contains multiple layers, just as life itself. Value of personal life? Value of family or social life? Value of business life? This article focuses on the matter – The value that IIBA business analysis offers to your business life?

Illustration: Victoria Cupet

This article isn't a 3-minute elevator pitch of IIBA business analysis and its benefits, but its goal is the same – It shows you WHY you should dedicate your attention, engagement, time and money to it. It is based on three different premises that shows the value of IIBA business analysis:

1. WHAT is IIBA business analysis
2. Value Proposition Canvas
3. The perspective of individual business roles

What is IIBA business analysis and what is its value proposition:



IIBA business analysis approaches connect and align:

- The needs of the customers (B2B) and their customers (B2C) > CUSTOMERS²;
- Business of organizations/companies; and
- Capabilities of digital technologies/solutions

With the goal of co-creating change in the business environment and improving business results

- Creating an above-average experience (Cx) and value for customers and other business ecosystem stakeholders;
- Accelerating business agility;
- Creating a better employee experience (Ex);
- Successfully implemented digital project;
- Comprehensive transfer of business and digital strategies into business operations.

All of this to reach a better competitive position for organizations in the digital economy.

IIBA business analysis develops business models, competencies, techniques and tools with the intention of gaining value (such as profit, good experiences) using digital technologies and ensuring that this value is equally distributed among stakeholders (owners, company, customers, suppliers, partners). This may sound a bit socialist, but the truth is that the best companies (even in the USA) have long since realized that this is one of the crucial conditions for their long-term existence. What is the business value of the IIBA business analyst in this?

IIBA business analyst as a role is best suited for connecting different parts of the organization and aligning their interests. In conventional companies, the marketing department takes care of leads, the sales department takes care of existing customers, the purchasing department takes care of the suppliers, QA managers or even individual process owners take care of processes, project offices take care of processes, and IT departments take care of digital technologies. Every one of them tries in their own way and works from their own perspective based on their goals and KPIs. System theories and practices have long ago shown that optimal performance of individual parts does not ensure the optimal performance of the whole much less the optimum performance of the entire business ecosystem which increasingly effects the performance of organizations.

IIBA business analysts are excellent facilitators, neutral auditors, moderators, mediators between different interests and expectations of the individual parts of organizations, and they ensure that value will be delivered to the customers (as well as suppliers). This value is generated by employees and digital technologies. Even more value is generated if their interests are suitably aligned. Establishing these connections has always been one of the core roles of IIBA business analysts, but it is much more demanding in modern organizations.

Organizations therefore need to connect all the stakeholders in business ecosystems to stay competitive in the digital economy. I cannot see anyone more suited for this task than IIBA business analysts. This is their specific value and value of IIBA business analysis.

Value Proposition Canvas for IIBA business analysis

Osterwalder created the Values Preposition Canvas as a continuation of the Business Model Canvas. Rather than describing this model in writing, I would like to invite you to watch a short video with an illustrative explanation.



Strategizer's Value Proposition Canvas Explained

401,794 views

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<https://www.youtube.com/watch?v=ReM1uqmVfP0>

<https://www.youtube.com/watch?v=kiWkRiynPAo>

Let us describe the value of IIBA business analysis for organizations using this model:

a) Jobs to be done:

- Monitoring trends
- Delivering value for customers (such as a good customer experience)
- Achieving efficient daily operations
- Providing quality data for insights, assumptions, learning, interventions
- Reaching the right decisions in due time
- Efficiently carrying out the strategy
 - i) Aligning processes with the strategy
 - ii) Aligning projects with the strategy
- Quickly introducing changes

- Attracting and keeping talents
 - Delivering a good brand experience
 - Being and remaining competitive
- b) Pains (any pains/problems/challenges facing organizations):
- Late recognition of external changes and timely execution of internal changes
 - Timely problem solving
 - We don't know our customers well enough: their needs and expected values
 - Not knowing the competition well enough
 - (Digital) Talents do not want to work for us or are leaving us
 - Bad, late or incomplete decision making
 - Not enough value (profit) for the customers and for ourselves
 - Bad brand experience
 - Misalignment of different digital channels
 - Not enough focus on customers
 - Non-started or unsuccessful digital transformations
 - Leadership is not inline with the digital economy and business agility
 - Weak innovation of (digital) business models
 - Weak utilization of digital technologies
 - Inability of the connected development and brand experience improvements, customer experience and employee experience
 - Unclear priorities
- c) Gains (the way organization measure success and what they are trying to achieve)
- Detecting trends in time or even co-creating them
 - Speed to market and market share
 - Above average customer experience (Cx) where needed/sensible.
 - Satisfied and loyal customer that works as an active promoter of our organization/brand.
 - Realized business and digital strategy
 - Prioritization
 - Flexible organization (such as quickly reaching decisions based on real time data)
 - Above average brand experience (Bx)
 - Implemented job titles that suit the digital economy. (Ways of work execution)
- d) Product and services (IIBA products and services for organizations):
- a. IIBA whitepapers & studies)
 - <https://www.iiba.org/standards-and-resources/whitepapers-studies/>
 - i. Digital Business Analysis Series
 - Essential Competencies for Success
 - Empathize with Real Customer
 - ii. Business Agility and Business Analysis in Sync for Success
 - <https://go.iiba.org/Business-Value-Through-Good-Analysis>
 - IIBA Strategy to Execution Framework V1.0
<http://go.iiba.org/l/590871/2018-12-11/9chjq>
 - BABOK v3 <https://www.iiba.org/standards-and-resources/babok/>
 - AGILE Extension to the BABOK Guide
<https://www.iiba.org/standards-and-resources/agile-extension/>
 - Business Analysis Competency Model
<https://www.iiba.org/professional-development/business-analysis-competency-model/>
 - IIBA certificates:
 - /. Core:
 - ECBA <https://www.iiba.org/certification/core-business-analysis-certifications/ECBA/>

- ECBA+ https://www.iiba.org/certification/core-business-analysis-certifications/ECBA_plus/
- 2. CCBA <https://www.iiba.org/certification/core-business-analysis-certifications/ccba/>
- 3. CBAP <https://www.iiba.org/certification/core-business-analysis-certifications/cbap/>
- IIBA education and training:
 - <https://iiba.si/workshops/iiba-slovenia-preparation-for-certification-babok-v3-study-group/>
 - <https://iiba.si/workshops/digital-wake-up-manifesto/>
 - <https://iiba.si/workshops/design-digital-solution-canvas/>

e) Pain relievers

- Predictive analysis – we transform the unknown in to the known
- We understand the needs of our customers – preventing them from being unhappy and keeping them
- Identified value that our customers can expect
- Identified true problems and the ways of saving them
- Ensuring quality (reliability, suitable) data and insights with a suitable interpretation
- Resolved gap between the required and current possibilities of implementing strategies
- Discovering wrong decisions
- Removing the resistance to change
- Successful digital projects – I know how to prepare digital projects

f) Gain creators:

- a. capabilities of organizations in the following areas:
 - i. (timely) opportunity identification
 - ii. Better strategy design and implementation in practice
 - iii. Reaching important decisions in in due time
 - iv. Realizing increased value for business system stakeholders
 - v. Developed digital capabilities, such as aligned multichannel business, AI business intelligence
- Recognized brand (good customer experience with the brand)
- Prioritization based on transparent criteria
- Larger return on investment for projects, process optimization
- Reaching compliance and balance between: customer needs, our initiatives and processes and the use of digital technologies
- Additional employee competencies (systematic thinking, analytic thinking, problem solving)
- Included and motivated employees
- Successful digital transformations

IIBA business analysts ensure the FIT between both parts of the model (needs and solutions of individual stakeholders). Sounds familiar? Yes, these are basically the elements of the basic modes of operation for IIBA business analysts - BACCM (The Business Analysis Core Concept Model™) that we covered multiple times in our monthly newsletters.

Note: If you want to learn more about the Value Proposition Canvas read

<https://www.goodreads.com/book/show/22337524-value-proposition-design> or watch this video <https://www.youtube.com/watch?v=r0mtUQnny94>

Value of IIBA business analysis for individual business roles

IIBA business analysis helps the following roles:

CEO

- Realize strategy:
 - Close the gap between the desired goals and the ability of the organization to reach it
 - Transfer to daily business operations
 - Connecting individual organization parts into a whole and synergies
- Innovating strategy
 - Innovating business models
- Reaching the right decisions
- Limiting business risks
- Connecting the business strategy with the digital strategy

CDO – Leader of the digital business transformation

- Creating a digital strategy that is aligned with the business strategy
- Successfully executed program/projects of digital transformations
- Achieving benefits and business effects based on using digital technologies
- Successful digital transformations

Marketing

- Understanding future trends
- Researching distinctive features of the market
- Strengthening the brand and the brand experience

Sales

- Understanding the needs of the customers
- Defining roles and their journeys, contact points, fears, expectations, satisfaction elements
- Offering buyers the right value through the right solutions

IT manager

- Successful use of digital technologies
- Suitable IT architecture
- Successful development of IT and digital solutions
- data *compliance*

HR

- Co-creating a change culture
- New competencies
- Optimized HR processes and developing/purchasing digital HR tools/IT solutions
- Understanding of the effect of digital technologies on future jobs

Project office

- Prioritization of projects based on business criteria
- More realistic assessment of project deadlines and required resources
- More successful project programs

Project managers

- Better project preparation – more realistic project scopes and deadlines
- Motivated stakeholders
- Less resistance to change
- Better project profitability

Process owners

- Recognizing strategic, tactical and operative meaning of processes
- Process management
- Process optimization methods

Product managers

- Helping with product and service development according to the needs of the market and the customers
- Prioritizing development/product backlog

IT service providers and developers of digital and IT-solutions

- Understanding the needs of the customers
- Better project preparation – more realistic project scopes and deadlines
- Digital/IT solutions are better aligned with customer needs
- More satisfied customers - good references

BA – business analysts

- Recognizing true business problems and help while developing solutions for them
- Creating business analysis according to the BABOK methods and techniques as well as good practices in business analysis
- Recognizing needs and values for individual stakeholders and their change buy-in
- Preparing demands for development or purchase of digital and IT solutions
- Methods of agile business analysis
- Result analysis - gained business benefits and effects

Explaining all of this to someone would require a really tall skyscraper with a very slow elevator.

But we prefer a planned conversation over an elevator pitch anyway, so we will be happy to visit you and explain all of this to your coworkers, decision makers, customers.
