

# A Business Analysis Maturity Model

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# Story line

- Background
- Context
- Design of the model
- Usage of the model

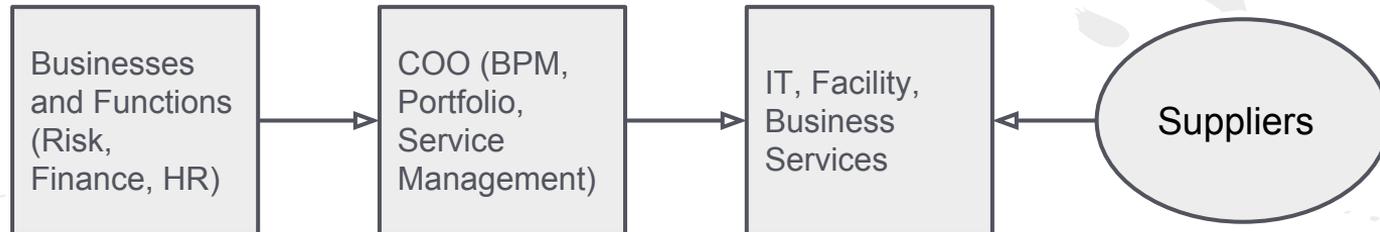
# I am

- architect for Business Analysis
- selecting tools / applications to support BA tasks
- working for 400 Business analysts (my customers)
- responsible for the start to professionalize BA
- developer of an approach to implement BA as capability
- volunteer for IIBA Dutch Chapter (+ board member)

My professional profile: <https://nl.linkedin.com/in/kosterronald>

# My company is

- a bank with its headquarter in Amsterdam
- also internationally active with local offices
- 24000 employees
- working with different partners for non-core activities (IT, Facility, HR)
- organized in 3-tier operating model



# Context of our BA capability

- 3 different jobs are key in carrying out BA tasks
  - Business Advisor (COO - enterprise analysis)
  - Business Analyst (IT - RQ analysis, communication and management, solution assessment)
  - Business Process Manager (COO - solution validation)
- People's background very divers
  - programmer
  - system analyst
  - requirements engineer
  - business consultant + 25 more

# Context of our BA capability

- Management dissatisfied with the quality of our orders to suppliers
  - rework
  - backorders
  - value for money
- Business complaining about the variety in approach and results of a business analysis (no trust)
- Project managers always asking for the same persons
- Project results had varying degrees of success

# What we did to improve

- Formed a BA community and BA representing group
- Develop a training with all BA tasks with techniques
- Got management approval to train 25% of the BA population
- This 25% would further build and improve the BA capability
- Different improvement cycles and rhythm to professionalize per unit
- BAAS - Business Analysis As a Service

# What management requested

- How can we monitor progress?
- How can we steer on the right things?
- How can we get the most value for the investment (training)?
- How can we deal with limited capacity?

***Training people is not enough. We need to put the right conditions and circumstances in place***

# Our answer to this request

- Looked at the IIBA competency model
- Good for developing the BA training
- Not enough to identify gaps for putting in place BA capability (organization viewpoint)
- BA tasks and results positioned in regular processes
- No existing model based on BABOK

# Our answer to this request

- **AIG requirements maturity model**
  - Enablers (Process, Practices, Deliverables, Organisation, Technology and Staff)
  - Maturity levels (Performed, Defined, Implemented, Institutionalised and Optimizing)
- **BABOK**
  - Knowledge Areas (2.0)
- **BAAS Framework**
  - BA tasks and results positioned in our processes
  - Content for the questions

# Solution design of our BMM

BEERRS				
Business Analysis Planning and Monitoring	Enterprise Analysis	Elicitation	Requirements Analysis	Requirements Management and Communication
1. Plan Business Analysis Approach	1. Gather Business Requirements	1. Conduct Elicitation Activity	1. Prioritize Requirements	1. Manage Requirements
2. Conduct Stakeholder Analysis	2. Assess Capability Base	2. Document Stakeholder Interests	2. Specify and Analyze Requirements	2. Monitor Requirements
3. Plan Business Analysis Approach	3. Determine Analysis Approach	3. Define Stakeholder Communication	3. Verify Requirements	3. Validate Requirements
4. Plan Business Analysis Approach	4. Gather Business Data	4. Define Stakeholder Communication	4. Verify Requirements	4. Validate Requirements
5. Plan Business Analysis Approach	5. Gather Business Data	5. Define Stakeholder Communication	5. Verify Requirements	5. Validate Requirements
6. Manage Business Analysis Performance	6. Gather Business Data	6. Define Stakeholder Communication	6. Verify Requirements	6. Validate Requirements

Process	Maturity level					
	1 Performed	2 Defined	3 Implemented	4 Institutionalized	5 Optimizing	
Requirements Management	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Elicitation	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Analysis	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management and Communication	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Validation	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Prioritization	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Traceability	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Reporting	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Tools	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Standards	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Frameworks	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Best Practices	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Research	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Education	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Training	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Certification	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Accreditation	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Standards Development	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Frameworks Development	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Best Practices Development	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Research Development	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Education Development	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Training Development	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Certification Development	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Accreditation Development	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Standards Development	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Frameworks Development	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Best Practices Development	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Research Development	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Education Development	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Training Development	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Certification Development	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	
Requirements Management Accreditation Development	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	

Survey

BABOK knowledge areas

IAG requirements maturity model

Capabilities	Knowledge area (BEERRS)	Maturity level				
		1 Performed	2 Defined	3 Implemented	4 Institutionalized	5 Optimizing
Process	1. Business Analysis planning & monitoring					
	2. Enterprise Analysis					
	3. Elicitation					
	4. Requirements Analysis					
	5. Requirements management and communication					
	6. Solution assessment and validation					
Practices & Techniques	1. Business Analysis planning & monitoring					
	2. Enterprise Analysis					
	3. Elicitation					
	4. Requirements Analysis					
	5. Requirements management and communication					
	6. Solution assessment and validation					
Deliverables	1. Business Analysis planning & monitoring					
	2. Enterprise Analysis					
	3. Elicitation					
	4. Requirements Analysis					
	5. Requirements management and communication					
	6. Solution assessment and validation					
Technology	1. Business Analysis planning & monitoring					
	2. Enterprise Analysis					
	3. Elicitation					
	4. Requirements Analysis					
	5. Requirements management and communication					
	6. Solution assessment and validation					
Organization	1. Business Analysis planning & monitoring					
	2. Enterprise Analysis					
	3. Elicitation					
	4. Requirements Analysis					
	5. Requirements management and communication					
	6. Solution assessment and validation					
Staff Competency	1. Business Analysis planning & monitoring					
	2. Enterprise Analysis					
	3. Elicitation					
	4. Requirements Analysis					
	5. Requirements management and communication					
	6. Solution assessment and validation					



BABOK tasks & outputs



Business Analysis As a Service

# Usage of the BAMM

- Survey send to BA's, architects, project managers, team managers, designers
- Point Zero measurement right after introduction and training of BAAS
- Repeat survey after half year, 25% of respondents, prefilled with result point zero
- Input for ambition and new improvement cycle

# Results of the BMM

BMM-BABOK Mapping\*

	Business analysis planning & monitoring	Requirements management & communication	Enterprise Analysis	Elicitation	Requirements analysis	Solution Assessment & validation	Underlying competencies
Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Practices & techniques	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Toolkit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organisation/Unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

\* ) to be established

Organisation	1	2	3	4	5
Process	n	n	n	n	n
Practices & Techniques	n	n	n	n	n
Products	n	n	n	n	n
Toolkit	n	n	n	n	n
Organisation/Unit	n	n	n	n	n
Capabilities	n	n	n	n	n

Defines

Survey

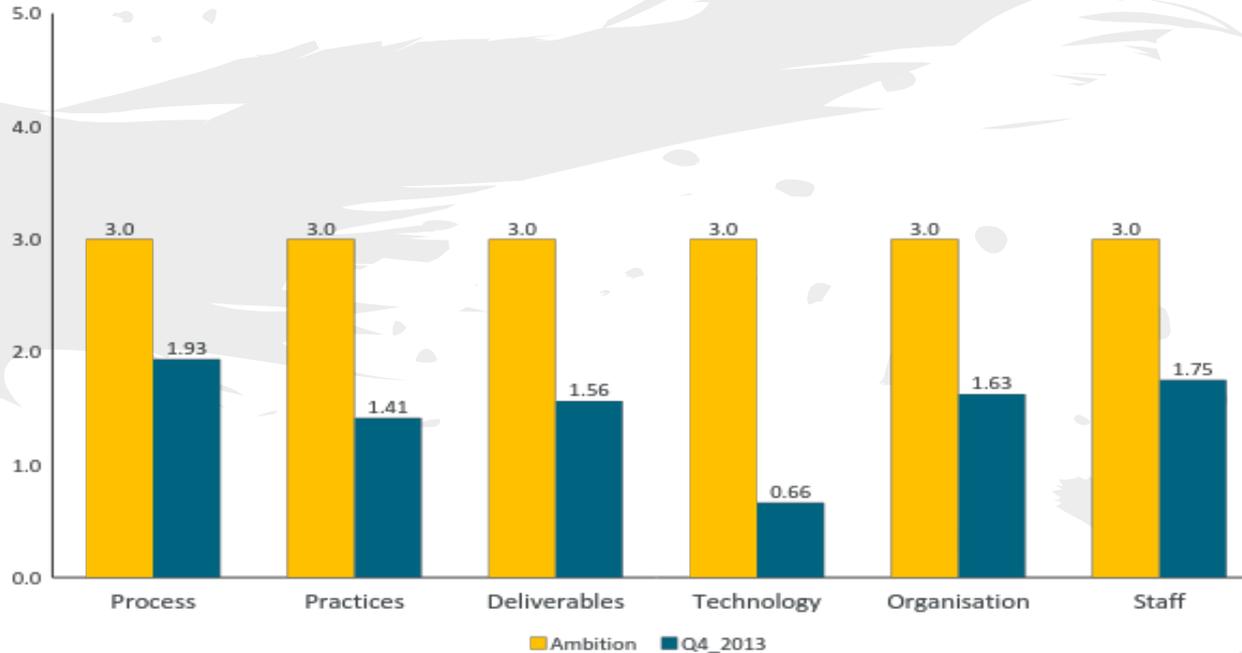
Results in

BABOK	1	2	3	4	5
BA Planning & monitoring	n	n	n	n	n
Req. Management & communication	n	n	n	n	n
Enterprise analysis	n	n	n	n	n
Elicitation	n	n	n	n	n
Requirements analysis	n	n	n	n	n
Solution assessment & validation	n	n	n	n	n
Underlying competencies	n	n	n	n	n

# Scoring model in the BAMM

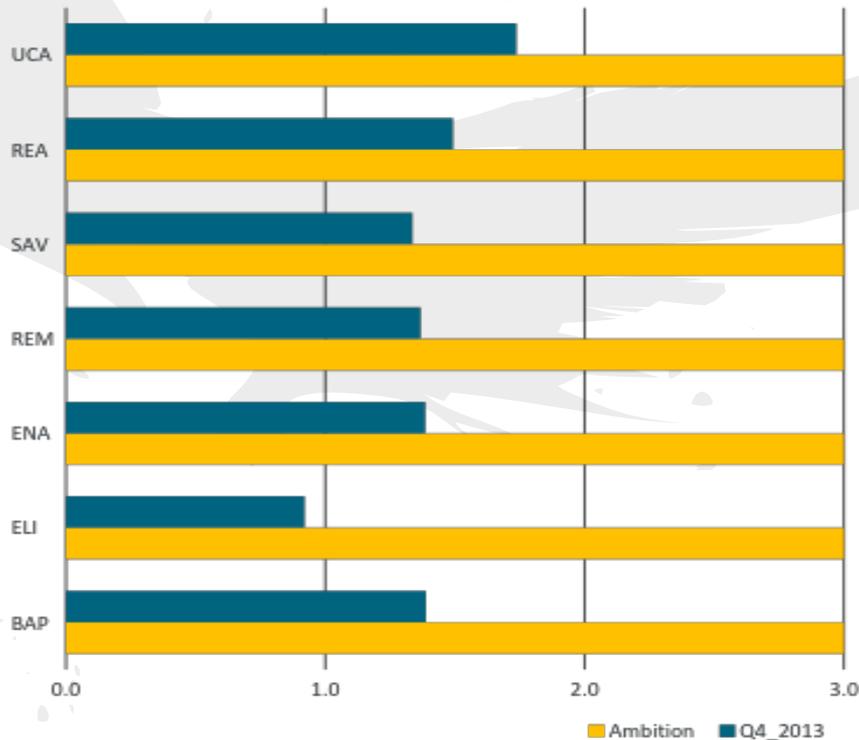
Score	Pick	Description
0	Never	Not done or present
1	Sometimes	Now and then, not predictable. (Selected industry best practices are used in some activities)
2	In most cases	Almost always, with effort you can proof it. (Defined guidelines and standards are available for use as well as procedures for review, verification and validation)
3	Always	You can depend on it, as a rule, with evidence. (A majority of projects comply with defined practice and technique standards)
4	Is reported	Is actively reported upon, oral or written. (Guidelines are mandated, measured, and managed)
5	Is managed	Is taken action upon by management. (Standards, guidelines, and rules are measured, managed, and continuously improved)

# Maturity in organization



0: Not done or present/ 1: Now and then, not predictable/ 2: Almost always, with effort you can proof it/ 3: You can depend on it, as a rule, with evidence/ 4: Is actively reported upon, oral or written/ 5: Is taken action upon by management.

# Maturity in business analysis



BAP: Business analysis planning & monitoring

ELI: Elicitation

ENA: Enterprise analysis

REM: Requirements management & communication

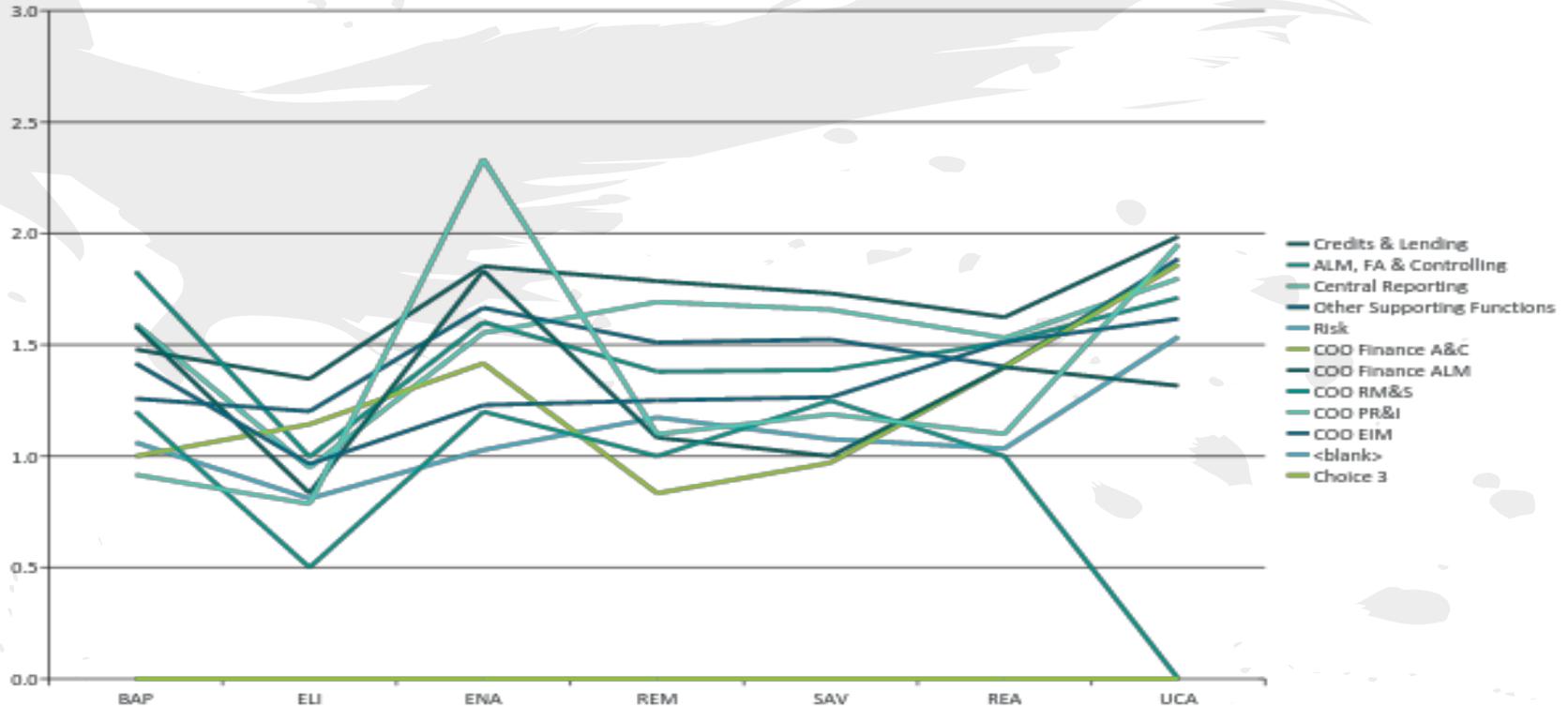
SAV: Solution assessment & validation

REA: Requirements analysis

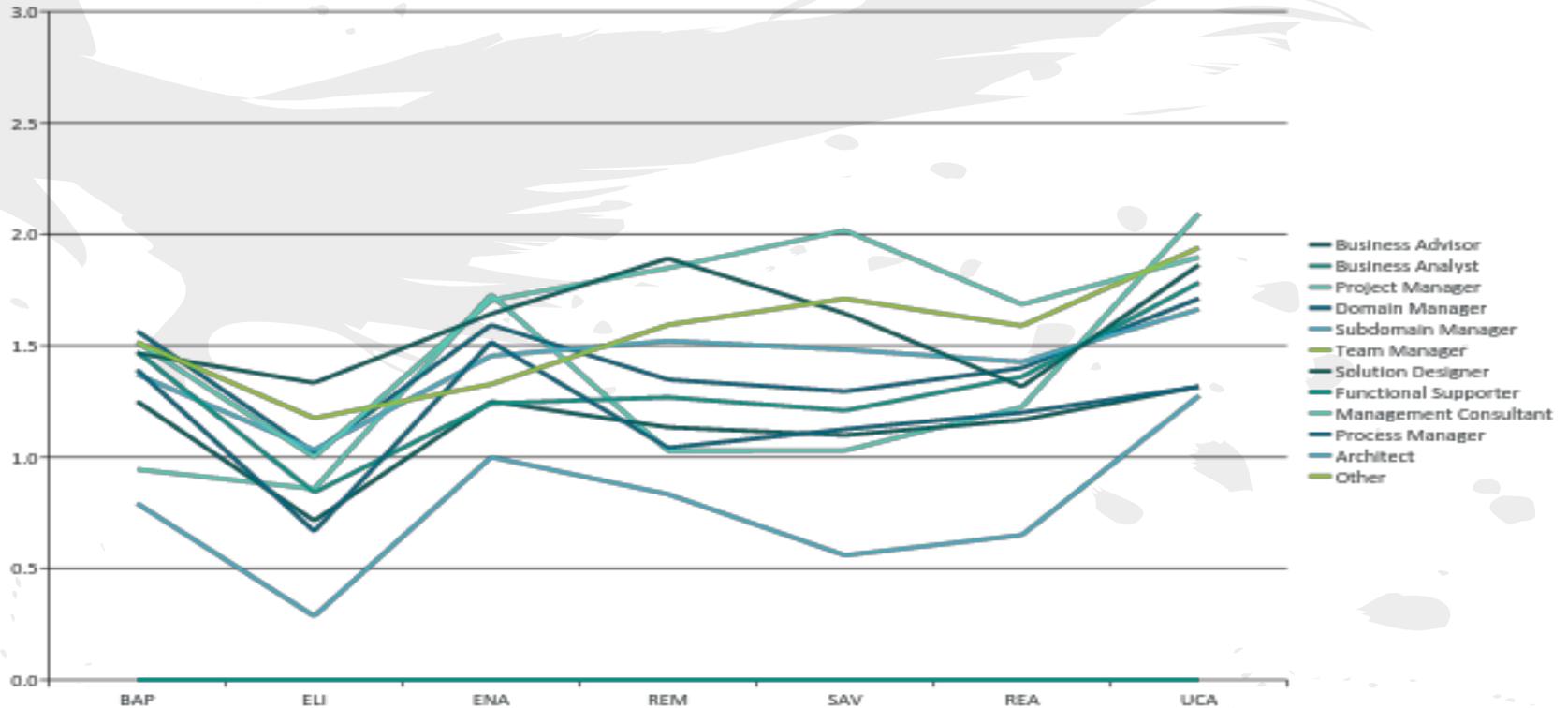
UCA: Underlying capabilities

0: Not done or present/ 1: Now and then, not predictable/ 2: Almost always, with effort you can proof it/ 3: You can depend on it, as a rule, with evidence/ 4: Is actively reported upon, oral or written/ 5: Is taken action upon by management.

# Insight per unit



# Insight per job



# Results BAMM discussed

- BA representative in unit with other BA's
- BA representative makes proposal
- Management sets ambition and agrees on actions
- New cycle starts
  - BA community gets plan of actions
  - Management steers on results

# Possible plan of actions

- Change BAAS Framework
- Change BA Training
- Knowledge session BA community
- Dialogue with other disciplines
- Find tools to support BA tasks
- Adjust quality system
- Deep dive on results



# Our unexpected journey

- Timing of doing a point zero
  - people not familiar with terms and BA talk
  - overlap with other frameworks and misunderstanding
- BA's defining the controls for management
- 100 questions is seen as a lot of work
- Is time right trigger to repeat BAMM?
- What is most important and also feasible?