

FROM INSIGHT TO IMPACT

USING BUSINESS ANALYSIS TO
MAKE BETTER DECISIONS



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MANY SMART PEOPLE WENT INTO MAKING THIS HAPPEN.

The information in this whitepaper has been written by Champagne Collaborations, however the community becomes wiser than any individual involved as each client, coach, and professional brings their wisdom, experience, troubles, challenges, skills and passions, which enhances the lives of everyone involved.





WHAT DO YOU SEE?

- ▶ Sherlock Holmes is the world's greatest detective because he can perceive what others overlook.




Business analysis feels like that kind of deep investigation. You search through a massive amount of information, to understand the macroscopic view through microscopic details.



Your data, processes, and technology will tell you the story of what's happening in your business today. Understanding this story will help you make better decisions.

The purpose of business analysis is to leverage data to understand needs, solve problems, and define valuable solutions.





SOME PROBLEMS BUSINESS ANALYSIS CAN HELP SOLVE:

- **Blowing budgets and timelines**
- **Expectations are being unmet**
- **Work overload - we are not efficient!**
- **Wasted time - we are not effective!**
- **Customer satisfaction declines**
- **Not measuring ROI until its too late**
- **You are doing the wrong work, and you don't know it yet**



HOW CAN BUSINESS ANALYSIS HELP YOU MAKE BETTER DECISIONS?

Data can help us answer so many questions, but only if we know how to successfully leverage the power of data back to **understanding the business goals.**



You do not need to be a technical expert with years of data analysis experience, or be a credentialed data scientist! You simply need to know some basics on how both your business, and the data, is set up. Then, with a few good questions, you can pull together some powerful insights that help teams make informed business decisions!

Business analysis provides an **unbiased perspective on what is best for the overall organization** and all the stakeholders included in the enterprise. It's solely focused on **highest value delivery.**

Is that a perspective that would help you make better strategic decisions?



TACTICAL VS STRATEGIC APPLICATION OF BUSINESS ANALYSIS

According to MicroStrategy, only 14% of enterprises are making data and analytics broadly accessible to employees, with just 52% of front-line employees having access. Executives and management teams have up to 55% more access to data and analytics than front-line employees do.

Business analysis can help at all levels of the organization, but it helps different roles in different ways. The impact above the line is strategic, while the impact below the line is tactical.

	BUSINESS ROLE	CHAMPAGNE ROLE	QUESTION ASKED	INSIGHT EARNED	IMPACT MADE	
	Decision-maker	Landowner	Should we do it?	What the priorities are	Balance capabilities with goals	STRATEGIC
	Middle manager	Vintner	When do we use it?	What is not working	Champion of change	
TACTICAL	Doer	Picker	How do we do it?	How to improve	Improved effectiveness	
	Automation	Grape	What do I do?	Why this is done	Better efficiency	

Bring in Business Analysis when:

- you're struggling to achieve results with your project.
- you're trying to understand the details so that you can complete those RFPs successfully.
- when things are NOT working as planned.





BA TECHNIQUES:

- **Brainstorming** generates creative ideas in a group session. Encouraging group members to contribute all of the ideas that come into their minds without filtering them.
- **Storyboarding** is a cheap and easy way to prototype the experience and expectations of any solution.
- **Functional decomposition** is a proven approach for breaking down a complex system into manageable pieces.
- **Scenarios** are great for articulating the details of an interaction.
- **Glossaries** enable the accurate use of terms.
- **Use case diagrams** are ways to model the relationships between actors and the use cases of the solution.
- **Decision modeling** is a great way to visually show how repeated decisions are made. These models lay out how information comes into the process to drive the decision-making based on the business rules in place.
- **User stories** define requirements through conversations with key stakeholders on defining elements of value and the acceptance criteria that will drive adoption.
- **Interface analysis** articulates where information is shared across boundaries of solutions or solution components.
- **Business Rules** are conditions that govern the way work is done and describe how operational business decisions are made.
- **Requirements traceability matrix** identifies how the requirements are delivering value through the defined solution for the organization.
- **Data flow diagramming** shows where data comes from, what tasks process it, and where data is stored or consumed. Shows boundaries of systems.
- **Process models** show how work is accomplished, including the sequence in which things are done. They can also show information flows through the processes and how people and external agents are involved with the process.
- **Data models** visually show the attributes and characteristics of data elements, and relationships between the data, to manage data as a resource.
- **Prototypes** are approaches to product design that can truly consider the end user perspective through interactive feedback.
- **Context diagrams** visually articulate the environment in which solutions must succeed while helping to scope the solution space.
- **Collaborative games** bring teams and stakeholders together to explore requirements and designs for higher-value solutions.



What does a Business Analyst do?

- ✓ Business analysts, like myself, were originally hired to translate the geek speak to the business and back. Just make the teams work together, and move on. Right?
- ✓ We realized quickly that doesn't work. Being a ping pong ball does not move the game forward.
- ✓ To be successful, we realized: We need to get IT and the business in the same room at the same time. The best way to do that is to tell a story with data, a story that describes the needs of the people, the process, and the technology.



“Using data analytics is a very effective way to have influence in an organization,” said Harvard Business School Professor Jan Hammond. “If you’re able to go into a meeting and other people have opinions, but you have data to support your arguments and your recommendations, you’re going to be influential.”

Business analysts bridge gaps.

In the past, Business Analysis has been the lifeline for business areas to communicate successfully with IT. The role has evolved, to understand how technology is supporting work. Today, BAs contribute to strategic planning and business outcomes across all sectors, enabling organizations to transform complex data into actionable insights. Excellent BAs balance creativity with facts and metrics, so we can help to define valuable solutions for organizations.



PROJECT MANAGEMENT

VS

BUSINESS ANALYSIS

IIBA®

The International Institute of Business Analysis™ (IIBA®) defines business analysis as “the practice of **enabling change** in an organizational context, by **defining needs** and **recommending solutions** that deliver value to stakeholders.”

PM

VERIFICATION

DOING THINGS
RIGHT

BA

VALIDATION

DOING THE RIGHT
THINGS

VS

DIFFERENCES

PMI®

The Project Management Institute (PMI®) states in their definition, “Business analysis is the set of activities performed to **support the delivery of solutions** that align to business objectives and **provide continuous value** to the organization.”



CASE STUDY

I was assigned to a project with a major financial corporation, which required the implementation of a large information technology system that we were told would bring about great customer features, while significantly improving the internal processes for technical and customer support. Sounded like the decision to move forward with this project was really clear, and made sense to the organization. And this project had garnered great support, as we had an IT sponsor, a business sponsor (for customer impact), and an executive sponsor who reported the project through his portfolio and budget.

The project manager and I started off with ensuring the business case and project charter were solid, so that we understood exactly what we were charged to change, and detail the value in which we would deliver at the end of the project. As we were starting our initial analysis and beginning to pull in team members, we started having challenges providing the level of impact that was described in the business case. We realized that we were not seeing the benefits that were initially articulated.

Rather than move forward, we had to present our findings to the sponsors. We prepared a very clear and concise presentation that articulated what goals we were told on the project, the key metrics we had identified through our analysis, and the most importantly, we presented the sponsors with a series of options.

- **Option 1:** Continue to move forward as planned, and constantly measure the value, and whether we were seeing the results. This carried the most risk, because our initial planning was not showing the value to be achievable.
- **Option 2:** Cancel the project, and reconsider if there were other alternatives to how to approach either goal: providing the customer features that were desired, or the internal infrastructure support that was hoped to be achieved. Breaking the project out into two separate goals with separate approaches was the key message on the second option.
- **Option 3:** We shared the idea of a pilot project, where we limit the implementation, but still complete the changes in entirety to measure and report on the value impact to the customer and internal processes.

The presentation was only a few minutes with key items. We came prepared with all the details and analysis that led us to these recommendations. The data helped us respond to questions, but did not clutter the clear presentation on what decision needed to be made.

The end result was a decision within the allotted time for the meeting, which resulted in us trying the pilot idea, and demonstrating what value was possible with this project. And that pilot project now, actually provided the necessary data that articulated the value to improving internal processes and infrastructure, but removed the association of a customer-focused benefit.

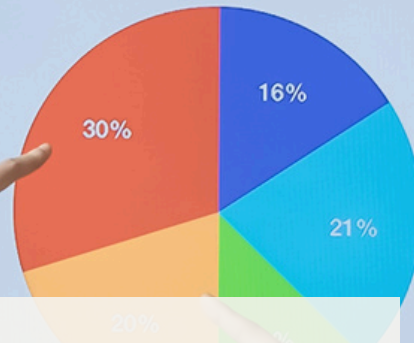


Grace	14
Sophia	21

Column Chart



Pie Chart



- Andy
- Chloe
- Daniel
- Grace
- Sophia

SO HOW DO YOU BRING BUSINESS ANALYSIS INTO YOUR ORGANIZATION?

Start by asking these questions:

- **Do I understand what need or opportunity is present?**
- **Do I know what information, systems, and technical capabilities the organization has to work with?**
- **Do I know which stakeholders I need to collaborate with and how to engage them to be successful?**
- **How will I measure my success?**
- **What is needed to ensure changes are lasting solutions?**
- **How will I present the results?**



Benefits of Business Analysis

MicroStrategy surveyed 500 business intelligence and analytics professionals from organizations with \$100M or more in annual revenue to gain a global, cross-industry view of the state and future of data and enterprise analytics adoption. In the [MicroStrategy's 2020 Global State of Enterprise Analytics Report](#), they found business analysis:

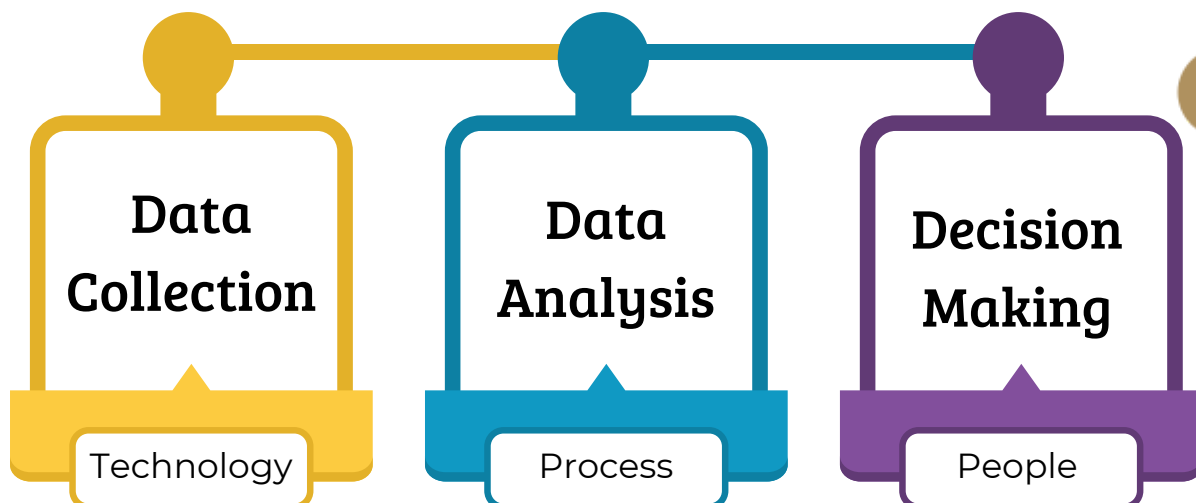
The report also found that 46% of enterprises are relying on analytics to identify and create new revenue streams while 45% are using data and analytics to reinvent their existing business models and create new ones.

- Improved efficiency and productivity (64%),
- Achieved faster, more effective decision making (56%), and
- Drove better financial performance (51%)

Business analysis gets results.

Technology can be an easy fix to solve daily process challenges. But as you get into larger, more complex situations, **sometimes we realize it's the process or even the people that needs to change.**

That's the value of a business analysis mindset. They don't see one solution, but they look at opportunities to leverage **both existing and emerging** solution sets.



Testimonials



“Jamie is impressive! Her enthusiasm for her professional commitments is inspiring. She skillfully builds effective relationships and brings people together for dynamic, achievement-oriented synergies. Her innovative use of technology always brings her efforts to a new, refreshing and stimulating level.”

DR PAUL SCHEMPP - PRESIDENT, PERFORMANCE MATTERS

“Jamie’s PMI-PBA course was incredibly helpful. She did a fantastic job of presenting the material in a way that was not overwhelming and easy to absorb. She also brought great energy every class which made learning the material more fun.”

IKECHI NNAWUBA, PMP, PMI-PBA



“Jamie is articulate and always does a great job in bringing clarity to her topics. I highly recommend Jamie and I’m happy to sing her praises.”

RON DALTON, PRESIDENT, NETPROFIT



“BUSINESS ANALYSIS IS NOT JUST ABOUT ENABLING PROJECTS, BUT ALSO ABOUT INSPIRING ENDURING CHANGE.”



Champagne Collaborations brings insight and expertise to support organizations to structure their business analysis, project management, and process improvement efforts. This not only provides immediate value, but also sets the organization up for continued success.

Customized training both inside and outside the work environment compliments the project-based mentoring that keeps your organization moving forward.



Make your projects sparkle,

bring the fizz to your biz



ABOUT JAMIE CHAMPAGNE

OVERLY PASSIONATE BUSINESS ANALYSIS PROFESSIONAL SPEAKER AND TRAINER

I am more than just a passionate business analyst. I've been called a catalyst for innovation, blending multimedia facilitation with deep technical expertise to deliver groundbreaking solutions.

With a career spanning over two decades, **I wrote the book on Business Analysis** (*Seven Steps to Mastering Business Analysis, 2nd edition*), which has helped countless organizations turn challenges into opportunities.



When I'm not collaborating with business partners, you'll find me collaborating on the Hawaiian waters with friends and family on a surfboard.

MY MISSION

To ensure that your requirements not only meet needs, but also exceed expectations, while paving the way for enduring success long after the project wraps up.

Business analysis is how we turn insight into impact.








Ready to harness the power of business analysis? Contact me to schedule a consultation, or join one of our workshops.

Let's transform your business insights into impactful actions.

5 Ways Business Analysis Can Help:






Decision Makers and Middle Managers

-  Data-driven decision-making
-  Future-proof the company
-  Insights into strategic alignment
-  Manage the constant of change
-  Stay ahead in a competitive market

Contact me for a conversation about your business.

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Growing Business Analysis Professionals

-  Solve problems with precision
-  Articulate needs & opportunities
-  Understand technology integrations
-  Process improvement in tasks
-  Grow your career with BA skills

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