

## Strategic Enterprise Analysis - 3 Days

### Course 943 Overview

#### You Will Learn How To

- Evaluate proposed business initiatives for viability and organisational advantage
- Apply an enterprise analysis framework in a business case study
- Identify the organisational opportunities and risks within proposed initiatives
- Conduct a feasibility analysis and strategic fit assessment
- Define initial scope for a potential solution using multiple visual techniques
- Prepare a business case employing qualitative and quantitative analysis methods

#### Course Benefits

Strategic business analysts work at the enterprise level to apply evaluation techniques to proposed projects. This methodical analysis provides information that is key to effective organisational planning and decision making. In this course, you learn how to analyse a business initiative from inception through the project life cycle by applying *BABOK*<sup>®</sup> principles and other proven tools and methods.

#### Who Should Attend

Anyone interested in evaluating proposed projects for the enterprise, including business and IT analysts, functional managers, project managers and teams.

#### RealityPlus

Through an evolving business case scenario, you perform the enterprise decision support functions of a business analyst. Activities and analysis scenarios include:

- Planning enterprise architecture using a Zachman framework approach
- Investigating opportunities, problems and risks as starting points for new initiatives
- Ranking the feasibility of an initiative by measuring against enterprise criteria
- Determining the initial boundaries of an initiative in order to build a business case
- Evaluating the strength of an initiative from quantitative and qualitative viewpoints
- Presenting a business case to the executive team

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### Course 943 Outline

#### Introduction

- Aligning potential project initiatives with strategic goals
- Adding an enterprise edge to intrinsic business analysis skills
- Applying *BABOK*<sup>®</sup> principles to organisational initiatives
- Moving an initiative from inception to project charter

#### Constructing an Effective Framework Increasing the value of the business analyst

- Positioning the role of the business analyst in an organisation
- Guiding enterprise-wide analysis of business initiatives

#### Maintaining strategic focus

- Deriving themes from goals and priorities
- Linking goals with balanced scorecard measurements

#### Creating essential context for analysis

- The five enterprise architectures: Business, Application, Information, Technology and Security
- Constructing a comprehensive analysis platform

#### Applying the Zachman framework

- Planner
- Owner
- Designer
- Builder
- Subcontractor
- Functioning enterprise

#### Capitalising on New Ideas

##### Identifying the business need

- Advancing business goals through new project concepts
- Choosing a project aligned with organisational demands

##### Characterising strategic risks

- Defining the problem and the organisational impacts
- Revealing underlying architecture issues
- Diagramming flowcharts and cause/effect analyses

##### Analysing opportunities

- Growing the opportunity tree

- Framing possibilities from a business perspective
- Mapping opportunities to risk and reward

#### Gauging Feasibility

##### Viability for the go/no-go decision

- Strategic Fit Assessment
- Sizing business analysis efforts using project features

##### Processing the six steps in feasibility

- Requirements
- Scope
- Current State
- Options
- Viability
- Results
- Creating a strategic gap matrix

##### Prioritising and ranking high-impact initiatives

- The High Five of Viability
- Establishing and applying critical ranking criteria

#### Defining Initial Scope

##### Putting boundaries in place

- Asking who, what, when, why, where and how
- Predicting initiative costs and schedule with estimating techniques

##### Communicating visually

- Documenting the boundaries
- Getting that critical sign-off

#### Making the Business Case

##### Providing the foundation for decision making

- Summarising captured knowledge
- Clarifying initiative importance and impact
- Justifying the planned direction

##### Quantitative: Working the numbers

- Channelling your inner accountant
- Working with financial models to evaluate a solution
- Showing ROI and projected payback

##### Qualitative: Going beyond the numbers

- Evaluating external macro analysis factors
- Aligning internal activities with external realities using SWOT

- Making better decisions with Six Hat Thinking

#### Strategic factors and scenarios

- Distinguishing between enterprise risk and project risk
- Six areas of risk present in every organisation
- Exploring initiatives based on modern portfolio theory

#### Transitioning from Business Case to Approved Project

##### Proceeding to the next level

- Maintaining the enterprise perspective throughout the project phases
- Recruiting an effective business analysis team
- Prioritising the must-do tasks

##### Initiating the project

- Synthesizing the efforts of project management and business analysis
- Laying the foundation through the project charter