



PM&BA
The Dynamic Duo



Business Analysis & Portfolio Management:

*Building a methodological framework to achieve
organizational strategies and success*

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Who We Are

- Connect over **28,000** Members, nearly **225** Corporate Members and over **110** Chapters
- We are and will continue to:
 - be the **recognized global thought leader**
 - be dedicated to **elevating the role of business analysis**
 - provide **access to** relevant tools, resources, events & connections
- As the **voice** of the BA community, IIBA supports the **recognition** of the profession, and works to maintain standards for the practice and certification





Core Purpose

“To unite a community of professionals to create better business outcomes”



Board of Directors - Representing the Members

- The Board of Directors is comprised of 13 Members and represents the business community from around the world
- The current members of the IIBA Board of Directors are
 - Michael Augello, **Chair**
 - Teresa Cheung
 - Ken Fulmer, **Vice Chair**
 - Sarah Gibson
 - Kathleen B. (Kitty) Hass
 - Jonathan Kupersmith
 - Leena Malik
 - Michele Maritato
 - Indira (Indy) Mitra
 - Esther Mui
 - Judy Munro
 - Guy Pearce
 - Tony Tarantelli
- Committed to listening, responding and leading the BA community



Strategic Priorities

- New Strategic Plan launched in November 2014
- Five new pillars – built on a foundation of operational excellence



- For more information, visit www.iiba.org/strategicplan

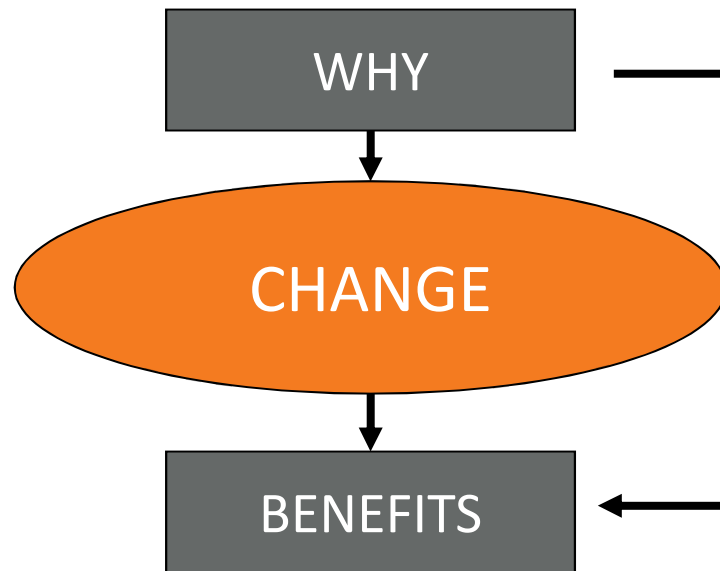
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Business & Implementation

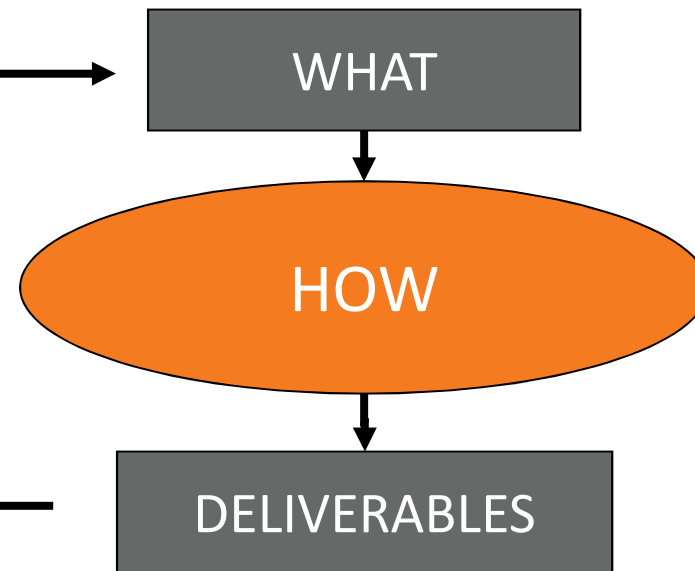
Business

Strategy, Idea of Investment
Problem or Opportunity



Implementation

Implement the Strategy /
Change



Main Causes of Project Failure

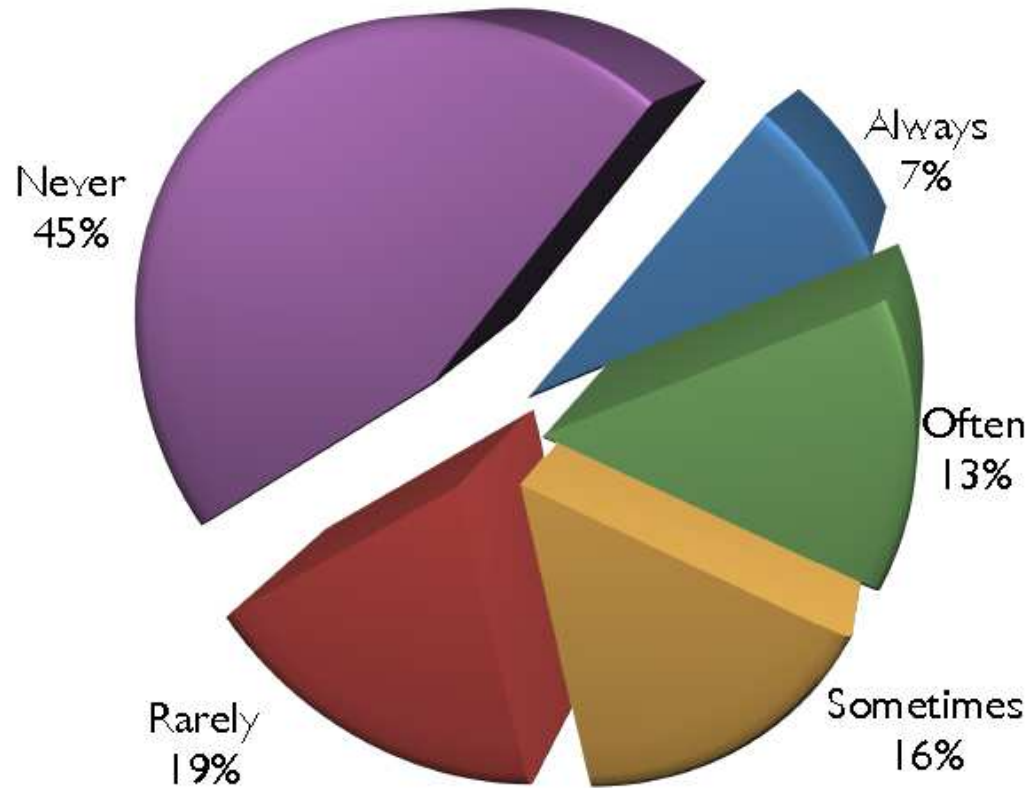
Source: Standish Group (+8000 projects)

• Incomplete Requirements	13.1%	←
• Failure to involve users	12.4%	←
• Lack of resources	10.6%	
• Unrealistic expectations	9.9%	←
• Lack of management support	9.3%	←
• Requirements change	8.7%	←
• Lack planning	8.1%	
• Was no longer needed	7.5%	←

Over **50%** of causes for project failure is due to mistakes in understanding and engaging the stakeholders!



Use of Developed Features



Source: Standish Group – chaos report



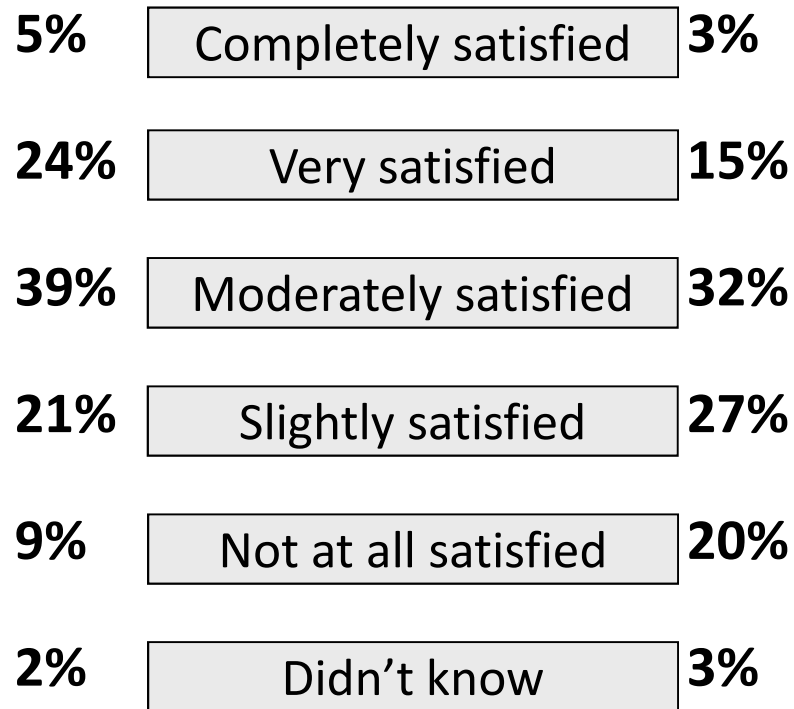
“Are business users satisfied with IT Projects?”



IT Professionals



Non-IT Professionals

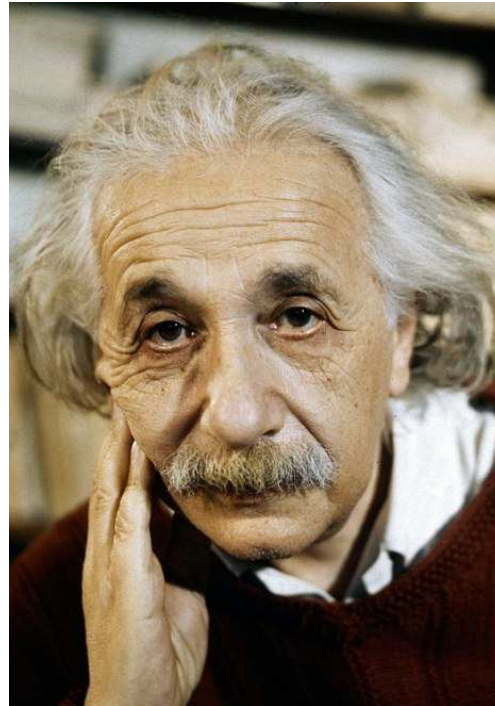


*Stakeholders who **refuse** to define what they want end up with projects that are doomed to failure or experience at least significant cost overruns, which, for a project manager, is the same thing.*

Joseph L. Mayes, PMP, Universal American Corporation, Lake May, Florida, USA

Source: PMNetwork® - December 2012

Any fool can know. The point
is to understand.

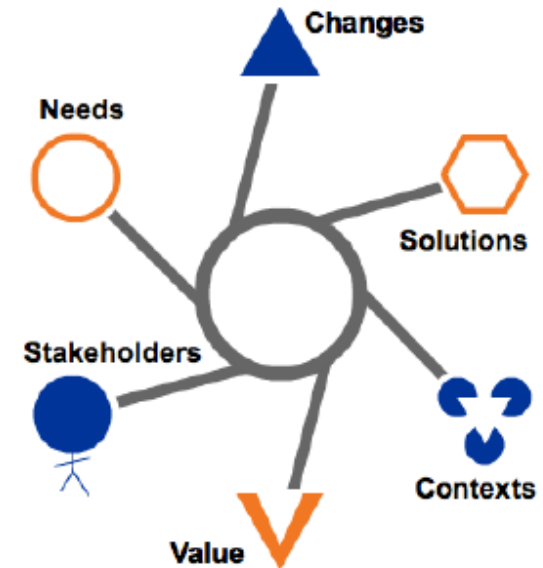


How can we enable and enforce
the link between the Business
and Implementation sides?



What is Business Analysis?

- “The practice of enabling **change** in an organizational **context** by defining **needs** and recommending **solutions** that deliver **value** to **stakeholders**”
- A Business Analyst act as a **liaison**:
 - Among business stakeholders
 - Between business and implementation stakeholders



Source: BABOK® Guide



Business Analysis Positioning

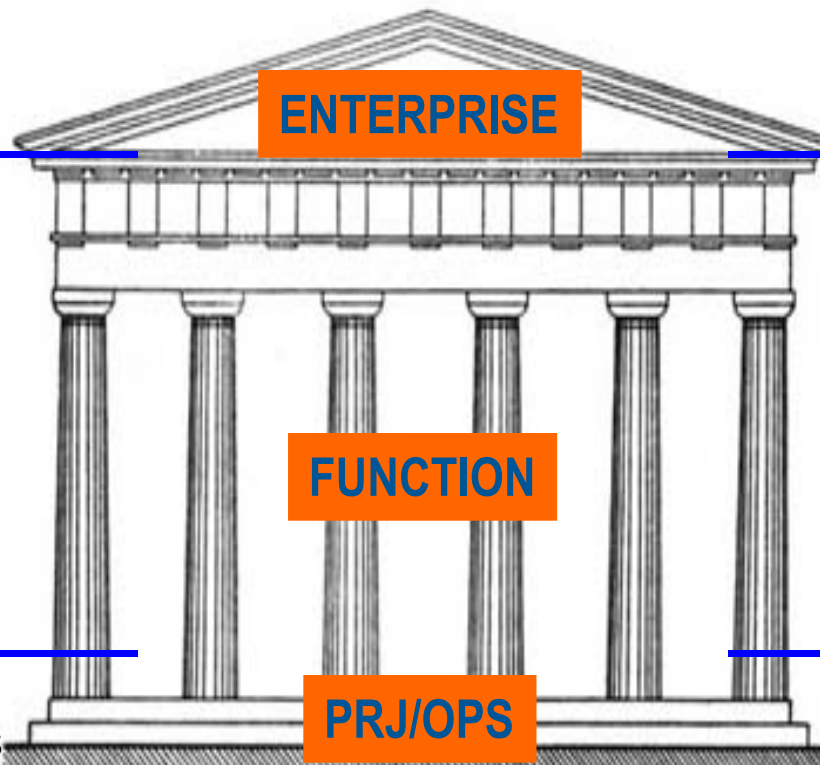
- Define Strategy
- Align to Strategy
- Inform Strategy



- Define Change
- Deliver Change
- Support Change



- Support Project/Operations



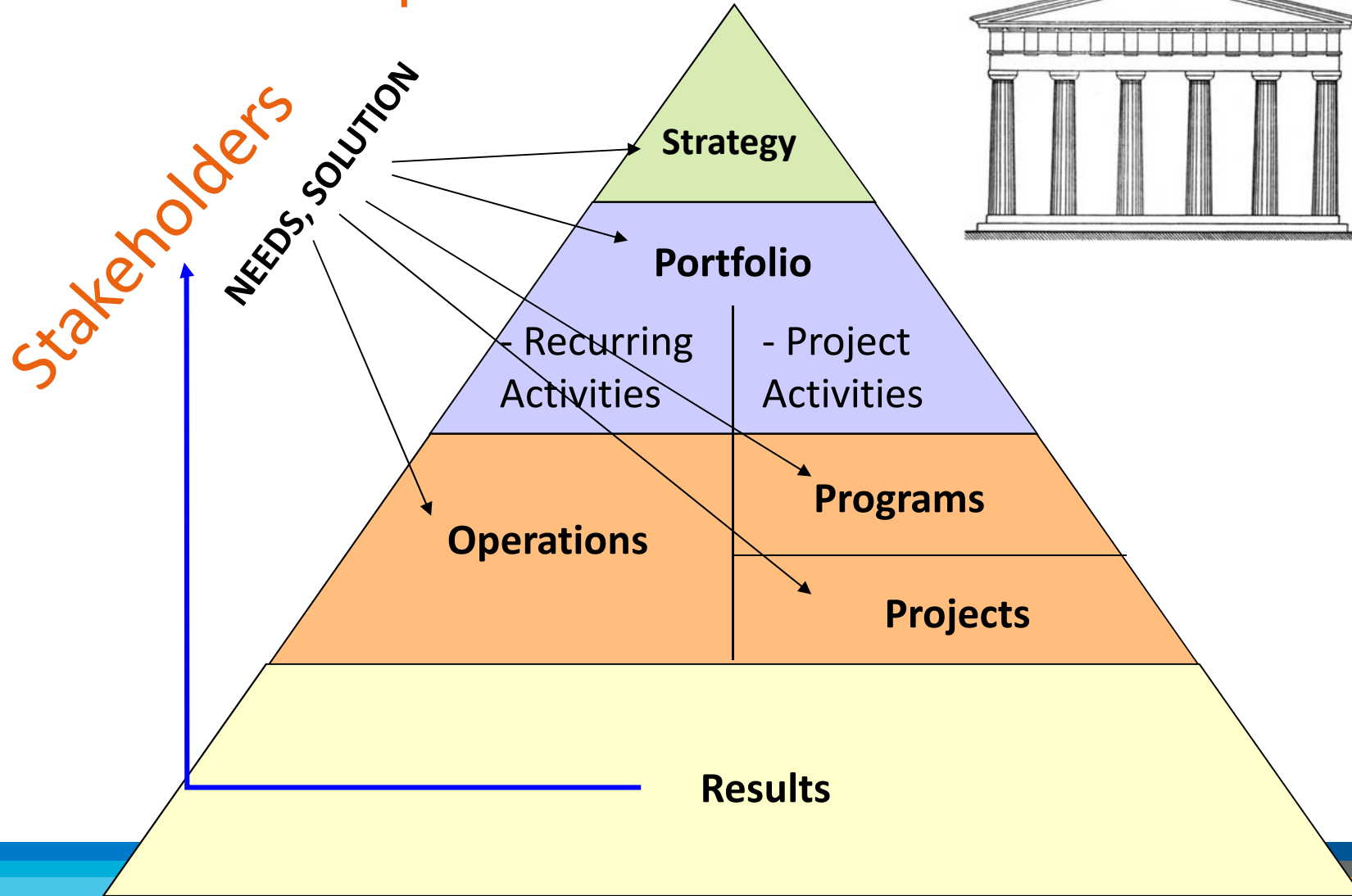
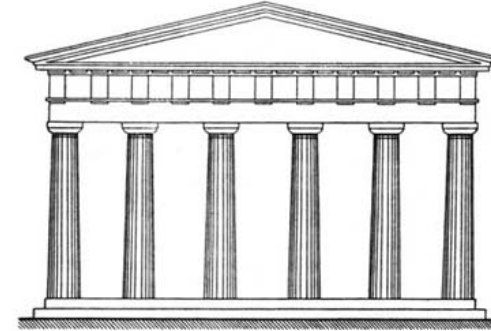
- Enterprise Business Analyst
- Business Process Analyst
- Big Data / Decision Analyst

- Enterprise Business Analyst
- Business Process Analyst
- Business Analyst
- Decision Support Analyst
- Agile Analyst
- Systems / Functional Analyst

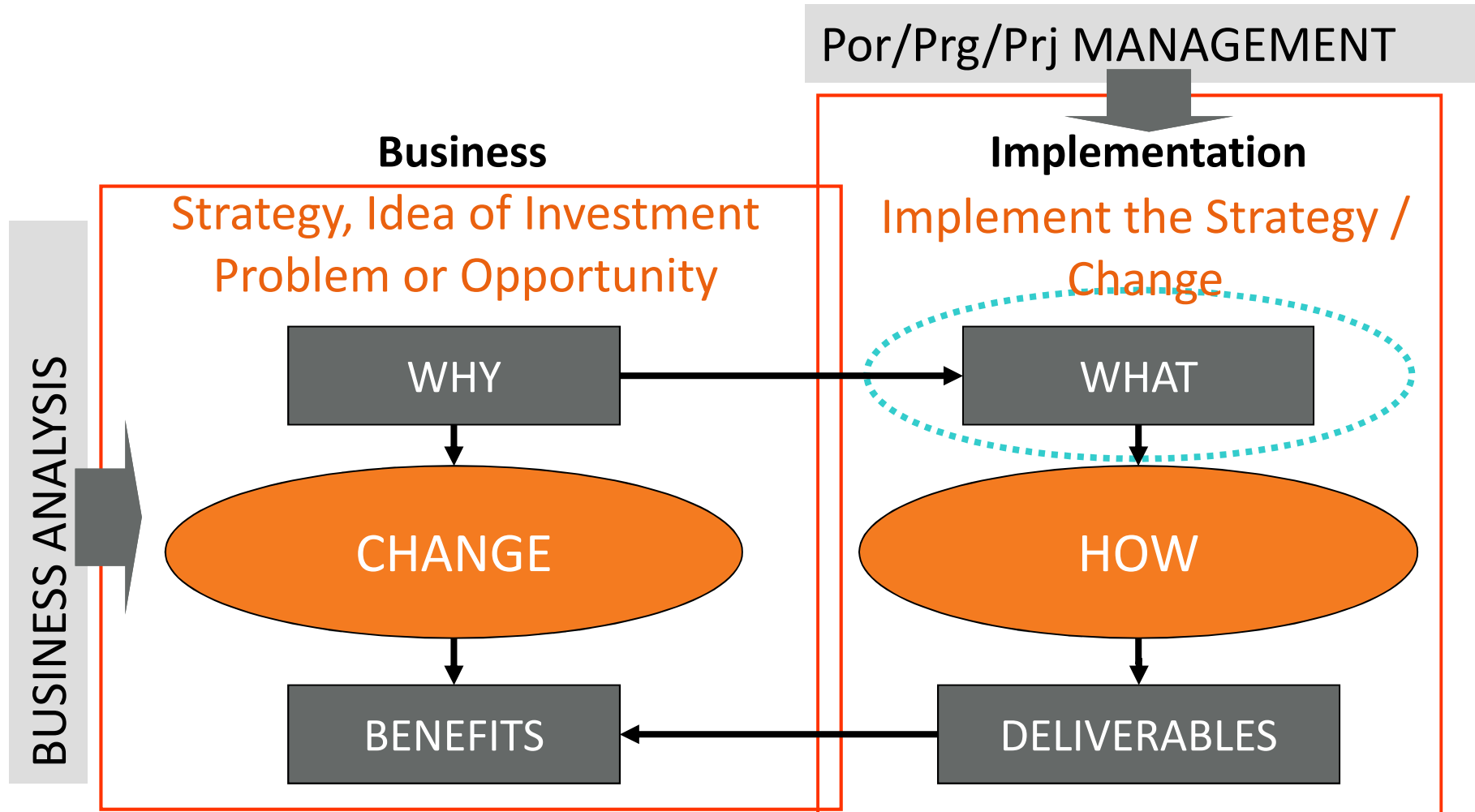
- Business Analyst
- Service Analyst



Business & Implementation



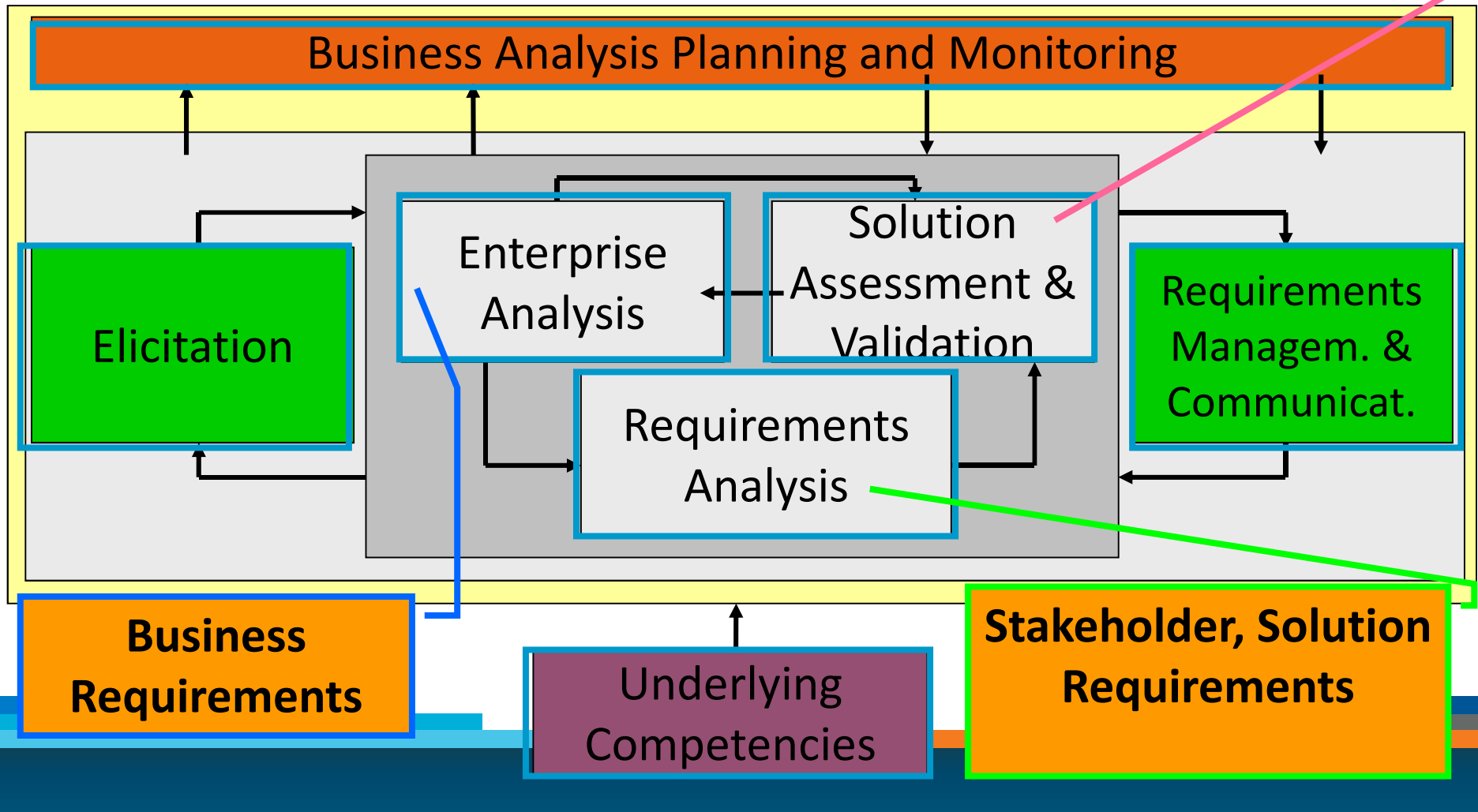
PM and BA: The Dynamic Duo



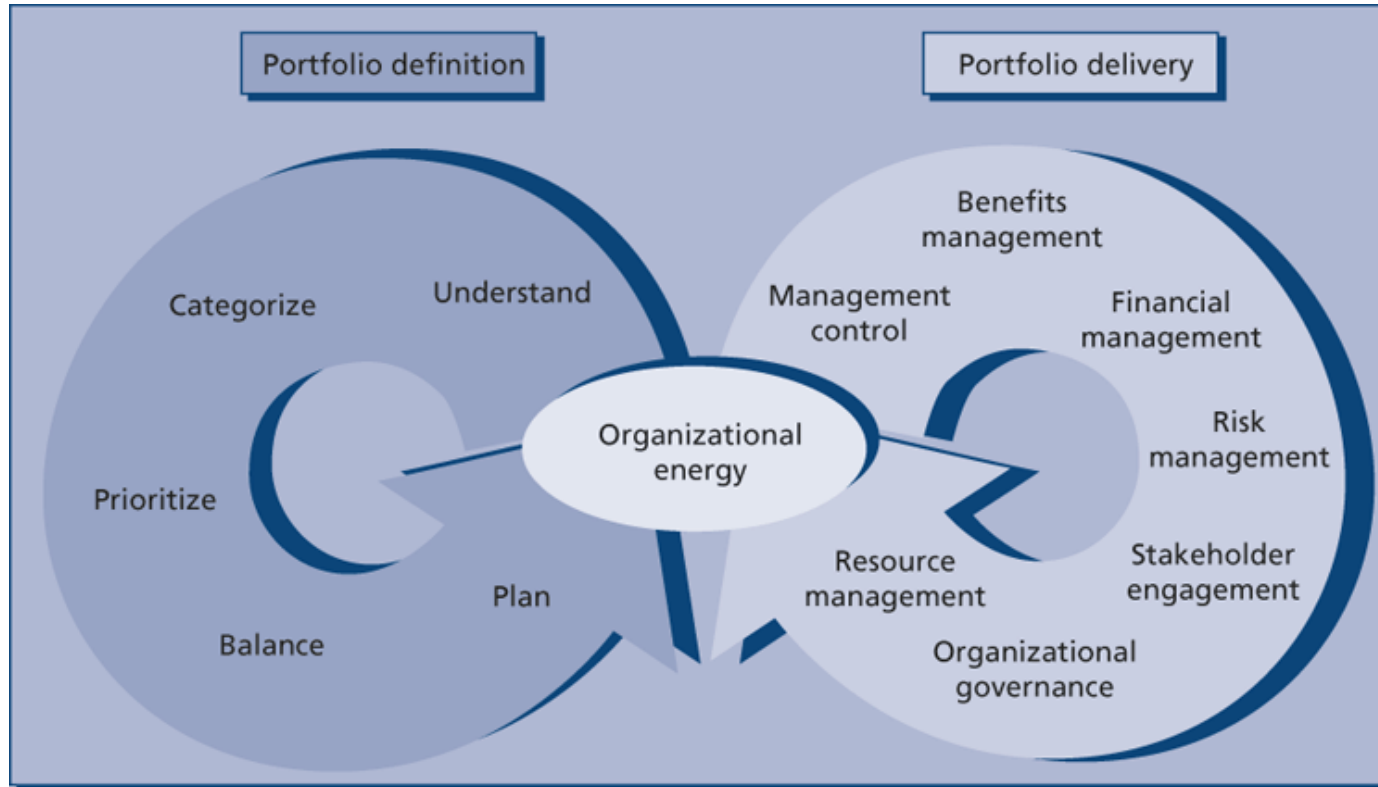
The BABOK® Guide Framework

Source: BABOK® Guide – Version 2.0

Transition Requirements

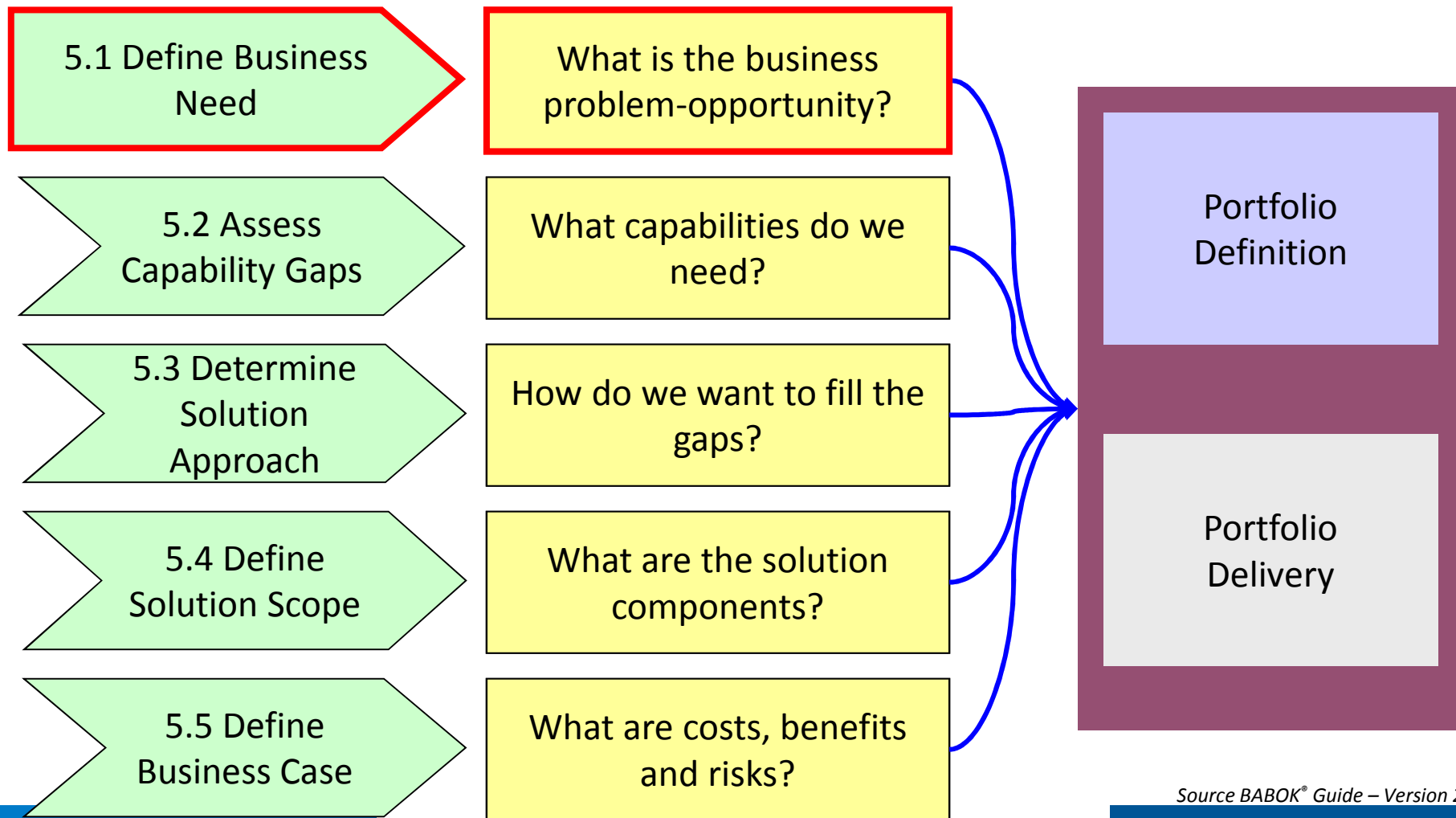


Portfolio Management



Source MoP®

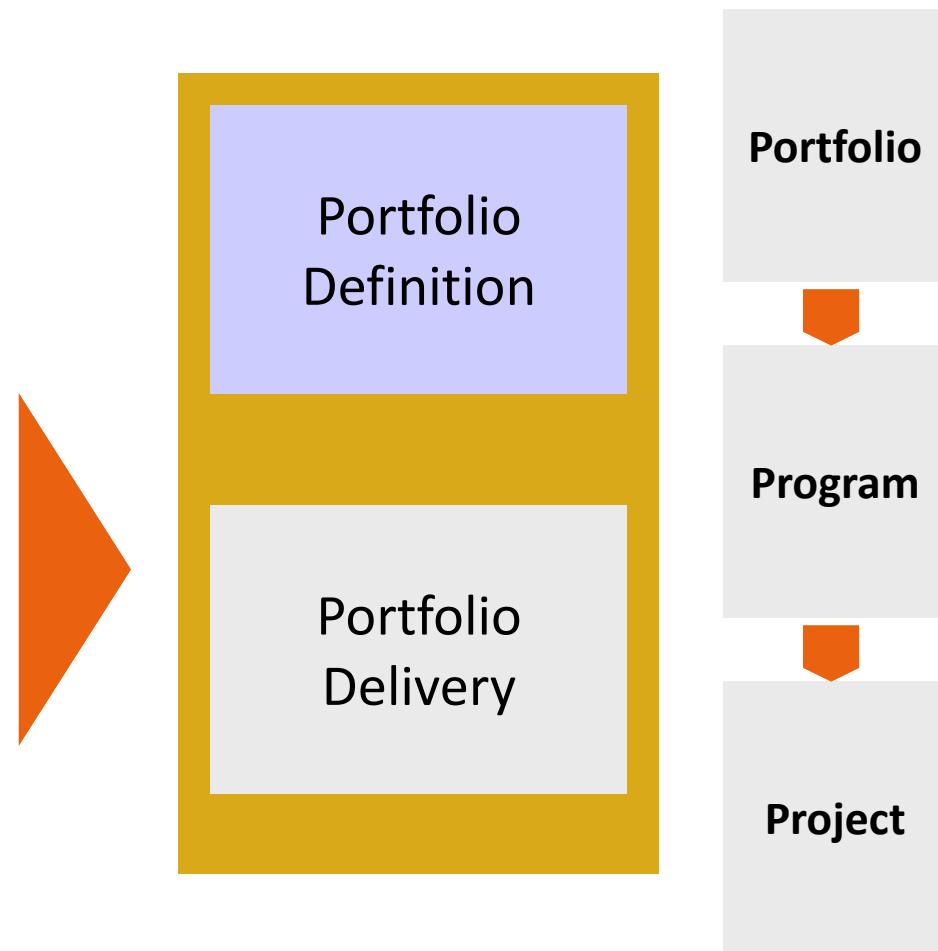
Enterprise Analysis



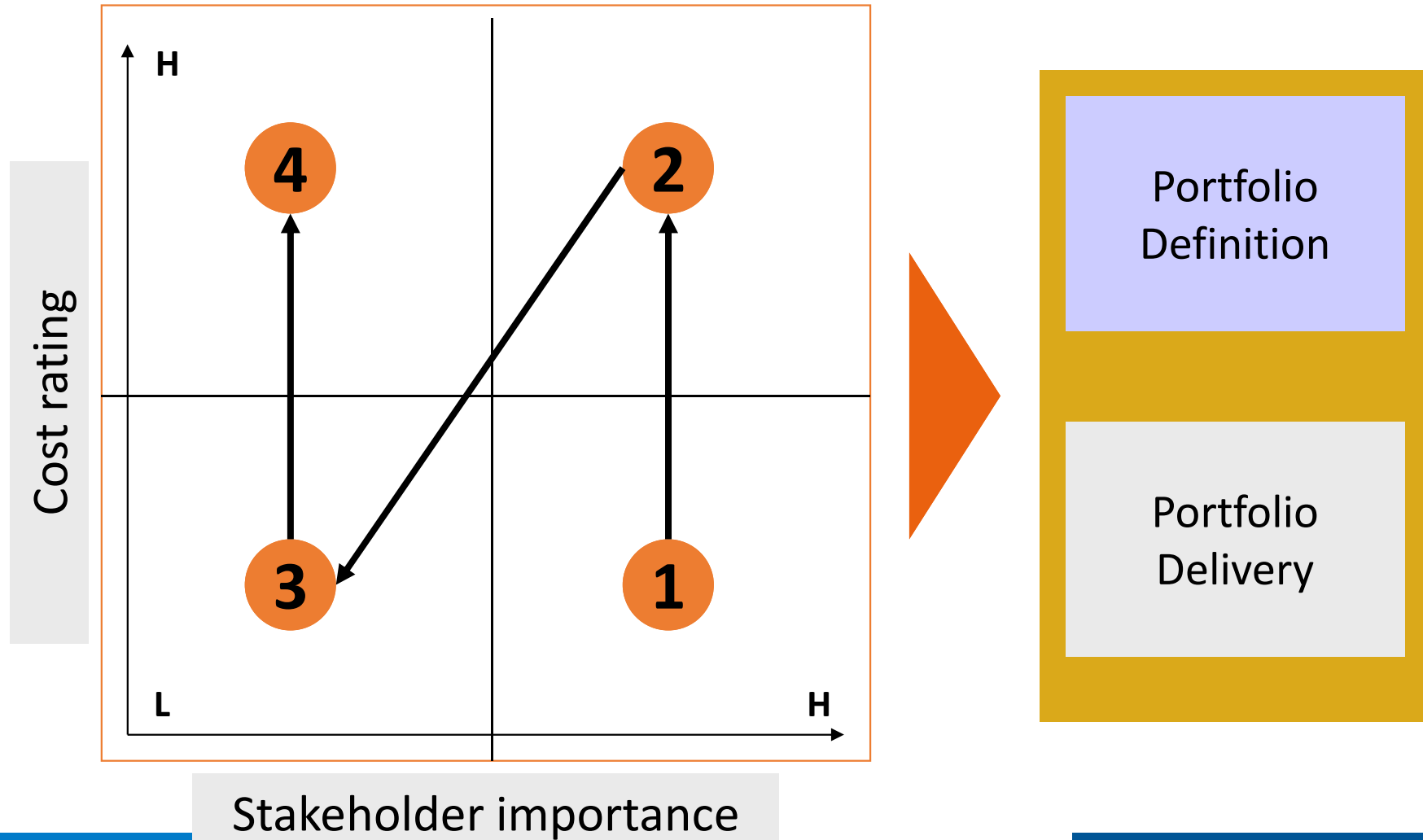
Source BABOK® Guide – Version 2.0

Traceability

- Business Requirements
- Stakeholder Requirements
- Solution Requirements
- Transition Requirements



Prioritize Requirements



And Many Other Benefits

- **Verify Requirements**, improve quality of project deliverables
- **Validate Requirements**, maximize the value of portfolio components
- Improved **Business stakeholders engagement**
- Improved **Portfolio Risk Management**
- Maintaining Requirements for re-use, improve **implementation efficiency**
- **Evaluate Solution Performance**, improve portfolio alignment
- **Less Change Requests (CRs)**, as indirect effect
- **CRs assessed against business needs**; justified budget increase



Contact me



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Thank you