

## How to Conduct Enterprise Analysis

*Instructor-Led, On-Site Duration 2 Days*

**Overview** Enterprise Analysis is a knowledge area in the *Business Analysis Body of Knowledge*® (BABOK®). It is defined as “the business analysis activities necessary to identify a business need, problem, or opportunity, define the nature of a solution that meets that need, and justify the investment necessary to deliver that solution.” Senior (aka experienced) business analysts are commonly responsible for these activities.

This 2-day course presents techniques that will help you discover and analyze business problems, capture the business need, develop and communicate the scope of the solution, conduct gap analysis, select the best approach to deliver the solution, and create a business case based on return-on-investment (ROI) analysis.

<b>Target Audience</b>	Business System Analysts	Business Analysts
	Requirement Managers	Subject Matter Experts
	System Analysts	User Liaison Personnel
	Business Process Users	Anyone involved in defining or deciphering
	Business Process Managers	business system requirements.

**Learning Objectives** *Upon completion of this seminar, you will . . .*

- Determine the business need for change
- Analyze business goals and objectives using SMART criteria
- Identify potential business problems and opportunities
- Discuss and compare a variety of brainstorming approaches
- Apply SWOT and Gap Analysis to select the most feasible business solution approach
- Distinguish between project, problem, and solution scope
- List 5 different estimation techniques for effort and duration forecasting
- Identify potential business problems and opportunities
- Apply basic problem and opportunity definition techniques
- List the components of a user story
- Explain the strengths and weaknesses of User stories
- Identify the appropriate time to use user stories
- Explain the pros and cons of alternative ways to manage user stories
- List techniques for gathering user stories
- Describe what makes a “good” user story
- Assemble the components for a business case
- Quantify requirements risks

*Developed and presented by:*



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## 1 What is Enterprise Analysis

### Enterprise Analysis Defined

- Enterprise Analysis (KA 5)
- Requirements a la BABOK®
- Types of Requirements
- The Business of Requirements
- Enterprise Analysis Input/Output Diagram
- Key Concepts in this Knowledge Area
- Enterprise Analysis in Your World
- Exercise: Risks and Rewards

## 2 Defining Business Goals, Objectives, Problems, and Needs

### Assessing Business Goals and Objectives

- What are Business Goals and Objectives?
- How are Business Goals and Objectives Expressed?
- Examples of Business Goals and Objectives
- Exercise: Vision to Business Goals
- Exercise: Writing Business Goals
- SMART Business Goals and Objectives
- Exercise: Creating SMART Business Objectives

### Business Problem Definition and Analysis

- Defining the Real Problem
- Exercise: The Tunnel from the Twilight Zone
- Exercise: Problem Identification
- Aristotelian Problem/Symptom Reduction
- Exercise: Aristotelian Problem Symptom Reduction
- Rewriting a Problem Statement
- Getting Written Problem Statements
- Exercise: Writing Problem Statements
- Exercise: Aristotelian Problem Symptom Reduction
- From Problems to Requirements
- Exercise: Getting Requirements from Problems

### Past and Present Methods for Brainstorming

## 3 Finding and Closing Capability Gaps

### Basic Gap Analysis Techniques

- Enterprise Architecture Defined
- Components of Enterprise Architecture
- Enterprise Architecture Scope
- Gap Analysis Defined
- Exercise: What Factors Influence Capabilities?
- Premise of Gap Analysis
- Deliverables of Gap Analysis
- Exercise: Distributing Capability Factors
- Worksheet: What Fits Where?

### SWOT Analysis Revisited

#### What's Scope Got to Do with It

- Discussion: What Is Scope?
- What Does Scope Define?
- Solution Scope
- Project Scope
- Scope Management and Change Control
- Requirements Review and Approval

- Example of a RACI Matrix
- Who Approves Your Requirements?
- Quality Assurance Activities
- Requirements Issues and Conflicts
- Exercise: Requirements Review

### Scope Modeling

- Creating a Context-level Process Model
- Business Context Process Model Example
- Exercise: Order Entry Department Scenario
- Exercise: Order Entry Department Business Model
- Exercise: Business to Context Level Diagram, Step 1
- Context Level Process Model
- Use Case Diagram Symbols and Rules
- Use Case Diagram Conventions
- Exercise: Drawing a Context Use Case Diagram
- Advanced Use Case Diagrams

## 4 Solution Development Life Cycles and Organizational Capabilities

### Potential Solution Approaches

- Potential Solution Approaches

### Comparing Alternative Solutions

- Paired Comparison Analysis

### Early Project Estimation Techniques

### Conducting Feasibility Analysis

- Is Your Solution Feasible?
- Identifying High Risk Requirements
- Exercise: Reducing the High Risk Requirements
- Risk Requirements Reduction Techniques

## 5 Defining and Documenting Project Scope

### Business Problem Definition and Analysis

- Defining the Real Problem
- Exercise: The Tunnel from the Twilight Zone
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### Defining and Presenting Problem and Solution Scope

- Visual Tools
- Problem Definition
- Exercise: Problem Analysis
- Process Model for Problem Analysis
- Exercise: Requirements Analysis
- Exercise: Depicting Solution Scope
- Event/Response Symbols and Conventions
- Event/Response Example Diagram

Exercise: Creating Event/Response Models

### Creating Vision Statements

## 6 User Stories and Business Analysis

### What Are User Stories

User Stories: "First Rules"

User Stories: Defined by Example

Exercise: Defining User Stories

Major Components of User Stories

Exercise: Great Jobs Website

When Are User Stories Written?

### When are user stories written

User Roles

Exercise: User Roles

Exercise: Organize the Roles

Adding Role Details

Rewriting the Roles "Second Rules"

Exercise: Role Details

Exercise: Combining Roles and Stories

### How Do You Get to User Stories

Story Writing Workshops

Exercise: Story Writing Workshop

How Do You Manage User Stories?

### Business Focused User Stories

Value and User Goals

Exercise: Story Value

Value Measurement-Right Sized

Complex User Stories

Exercise: Are Your Stories the Right Size?

Dependency

Exercise: Dependent Stories

Estimateable

User Story Sizing Parameters

User Story Sizing: The Initial Process

User Story Sizing: The Estimating Process

Exercise: Story Point Estimates

### Good and Not-So-Good User Stories

Properties of a Good Story

Properties of a Bad Story

Not All Things Are Stories

Summary

## 7 Developing a Persuasive Business Case

### What is a Business Case?

Business Case Defined

Purpose of a Business Case

Exercise: A Simple Problem

Developing a Persuasive Argument

### Components of a Business Case

SWOT Analysis

What Does a Business Case Contain

SWOT Strategies

Exercise: Aligning Project and Organizational Goals

Worksheet: Organizational Alignment

### Metrics for Performance

Concepts in This Topic

Metrics, Measurements and Baselines

Business Analysis Performance Measurement

Discussion: Business Analysis Performance

Measurements

To Implement a Measurement Program

Discussion: What Do You Want to Measure and Why?

State Your Goals

Define Measurements to Compare to the Goals

### Vendor Assessment Criteria

Vendor Selection Criteria

### A Simple Approach to Risk Analysis

How Can You Manage Risk?

Dimensions of Risk

Technology Risks Quantified

Exercise: Project Risk Evaluation

PASS = Project Audit Support Services

## 8 Putting it all Together

### Course Closing