

ECBA[™] / CBAP[®] / CCBA[®] Study Group

January 23, 2024





Agenda:

15 min Introduction

Mission/Vision

Announcements

Your Hosts

45 min BABOK® Chapter 6: Strategy Analysis

15 min Techniques

15 min Supplementary/Exam Info

Attendance (for PDUs)

Your Hosts



Gael Mombio, CBAP

Deputy - Professional Certification
IIBA Ottawa-Outaouais Chapter



Ramya Dhyapa

Vice-President Member Services
IIBA Ottawa-Outaouais Chapter



Ziad Sakr, CBAP

VP of Professional Certification
IIBA Ottawa-Outaouais Chapter

Now let's get to know you!

ZOOM Poll #1 : Ice breaking



Welcome from the IIBA Ottawa-Outaouais Chapter

Ottawa, Canada 🇨🇦

Our Mission:

To demonstrate and promote excellence in professional business analysis in our community and foster an environment for engagement, learning and sharing.

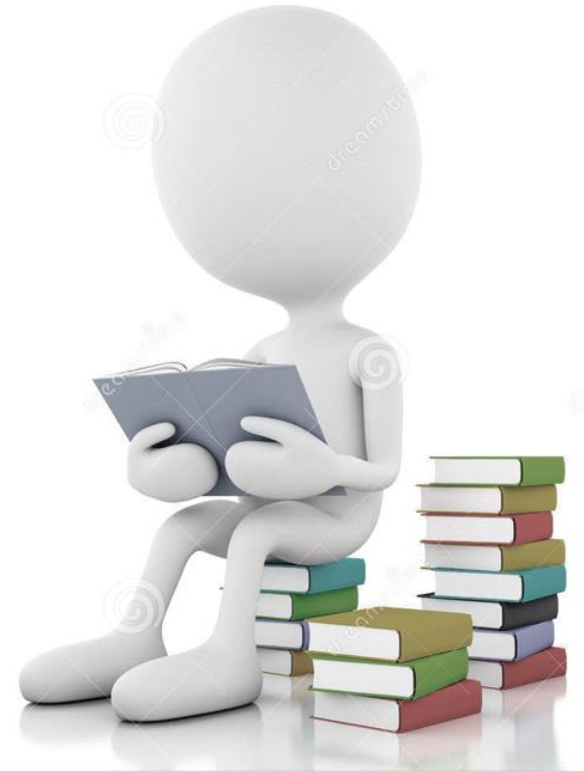
Our Vision:

To be a strong BA community connected by a common language and purpose while embracing emerging trends and contributing to the evolving role of the BA.




Purpose of the study group

- To support BA certification candidates
- To share knowledge and understanding of the concepts
- To provide information about the IIBA certification program
- To learn about the application and exam processes
- To clarify the content of A Guide to the Business Analysis Body of Knowledge® (the BABOK®)





Session	Chapter	Topic
1	1 2	Chapter 1: Introduction Chapter 2: BA Key Concepts
2	3	Chapter 3: BA Planning & Monitoring
3	4	Chapter 4: Elicitation & Collaboration
4	5	Chapter 5: Requirements Life Cycle Management
 5	6	Chapter 6: Strategy Analysis
6	7	Chapter 7: Requirements Analysis & Design Definition
7	8	Chapter 8: Solution Evaluation
8	9	Chapter 9: Underlying Competencies
9	10	Chapter 10: Techniques
10	11	Chapter 11: Perspectives

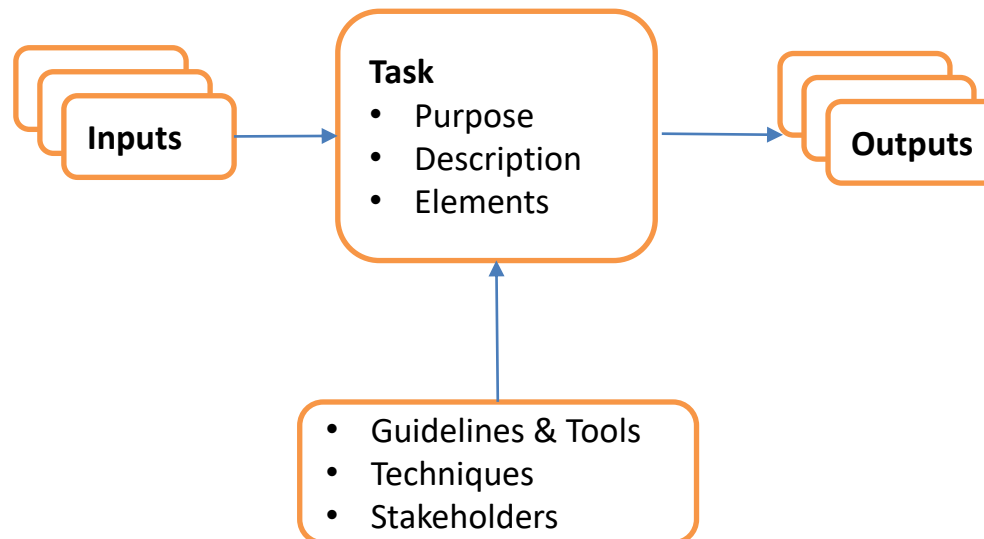
Relationships Amongst the 6 BABOK® Knowledge Areas (Chapter 1)

Figure 1.4.1: Relationships Between Knowledge Areas

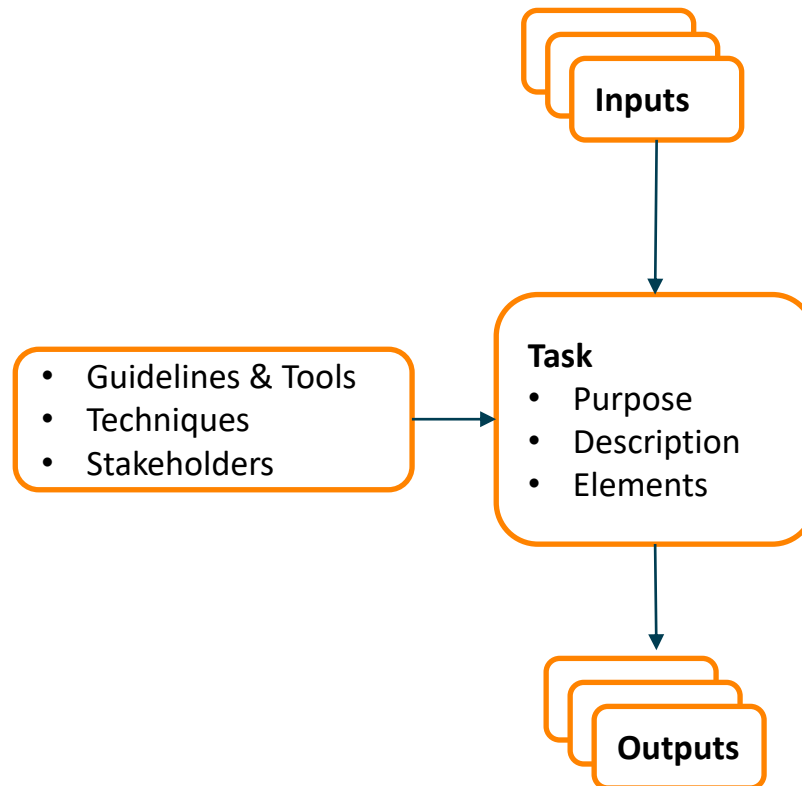


Structure of BABOK® Knowledge Area Components (Chapter 1)

Example of components of a Knowledge Area



Each task in the BABOK® Guide is presented in the following format:

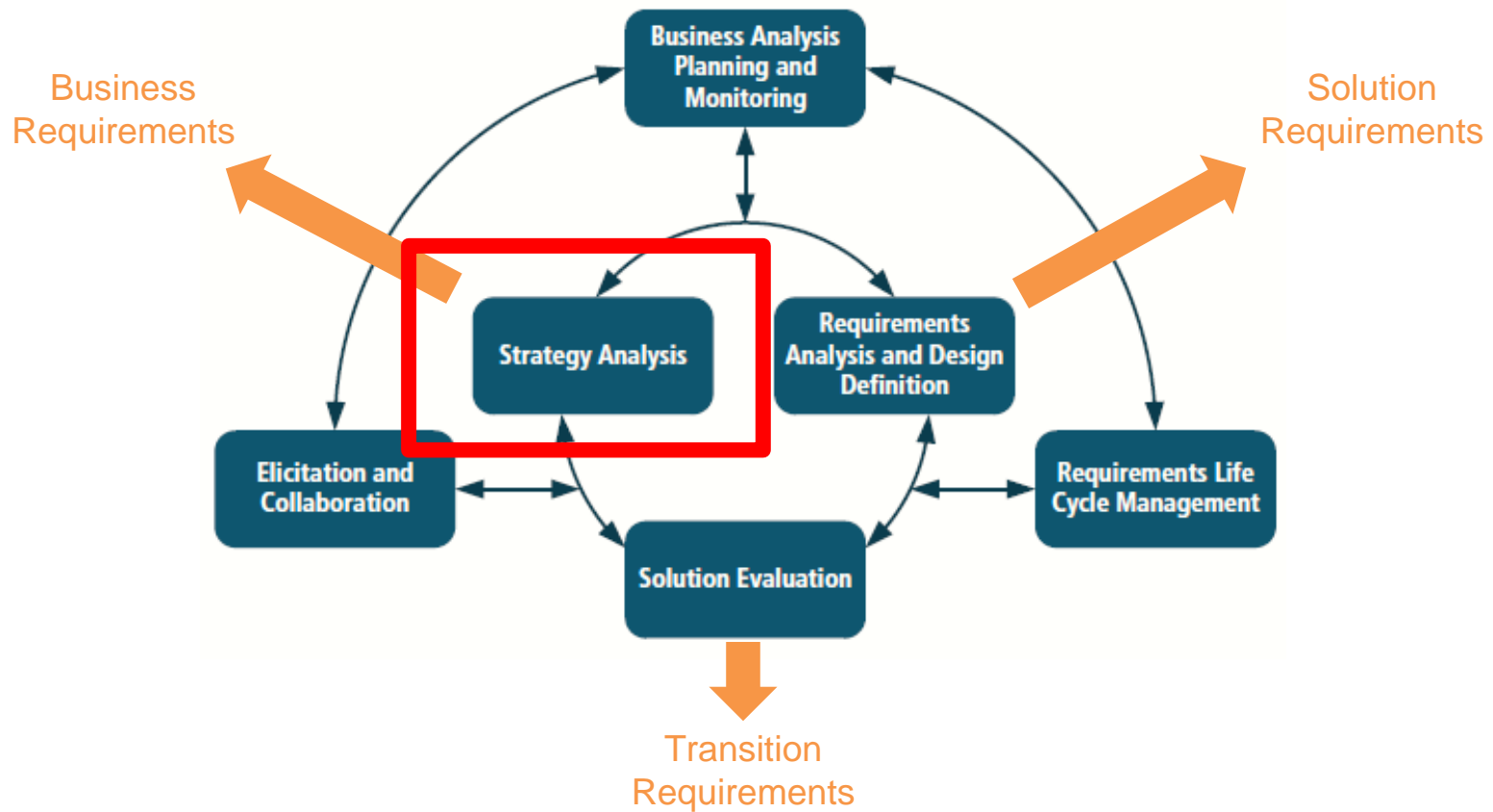


BABOK® Chapter 6:
Strategy Analysis

Tasks:

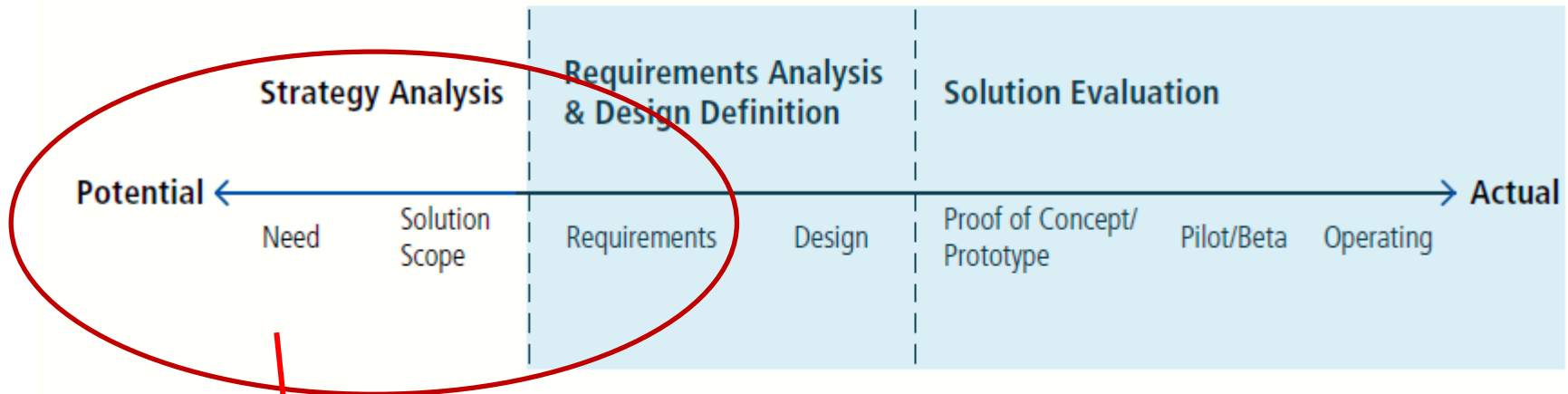
- 6.1 Analyze Current State
- 6.2 Define Future State
- 6.3 Assess Risks
- 6.4 Define Change Strategy

Relationships amongst the BABOK's 6 Knowledge Areas*



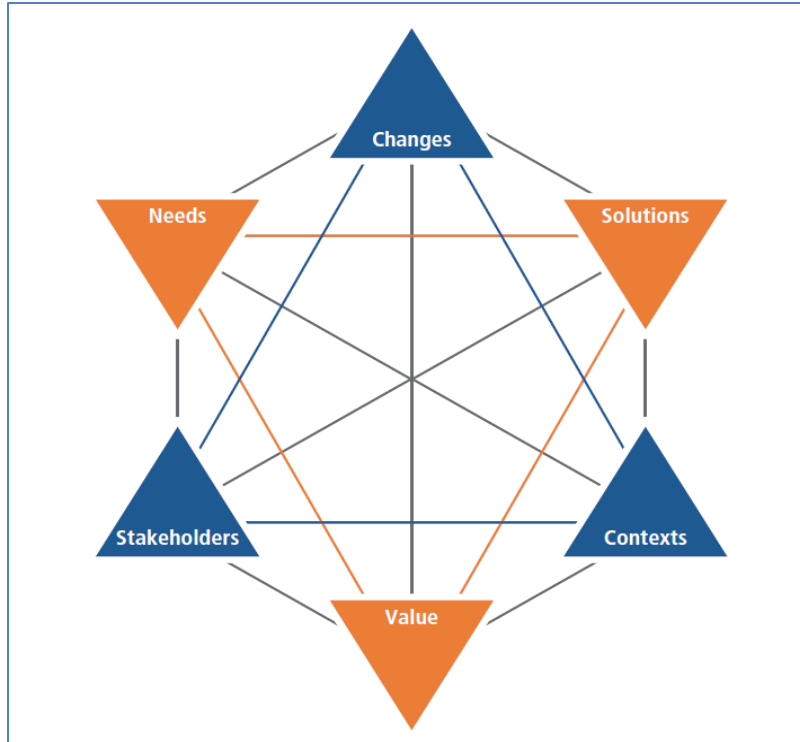
Knowledge Area: **Strategy Analysis**

Figure 6.0.1: Business Analysis Value Spectrum



What is a Business Need?

Business Analysis Core Concept Model™ (BACCM™)



- What kinds of changes are we doing?
- What are the needs we are trying to satisfy?
- What are the solutions we are changing or creating?
- Who are the stakeholders involved?
- What do the stakeholders value?
- In what context is the solution?

Table 6.0.1: The Core Concept Model in Strategy Analysis

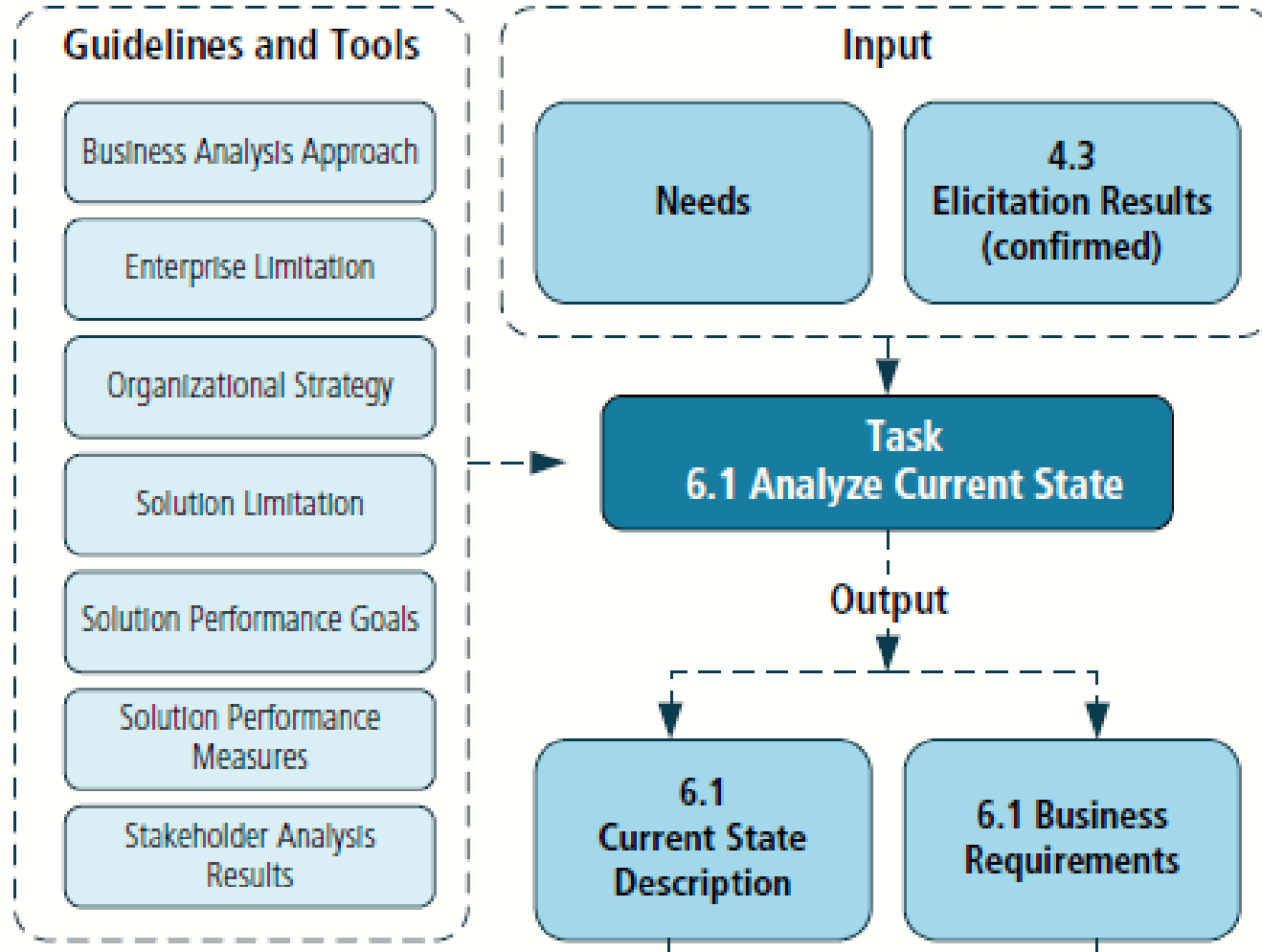
Core Concept	During Strategy Analysis, business analysts...
Change: the act of transformation in response to a need.	define the future state and develop a change strategy to achieve the future state.
Need: a problem or opportunity to be addressed.	identify needs within the current state and prioritize needs to determine the desired future state.
Solution: a specific way of satisfying one or more needs in a context.	define the scope of a solution as part of developing a change strategy.
Stakeholder: a group or individual with a relationship to the change, the need, or the solution.	collaborate with stakeholders to understand the business need and to develop a change strategy and future state that will meet those needs.
Value: the worth, importance, or usefulness of something to a stakeholder within a context.	examine the potential value of the solution to determine if a change is justified.
Context: the circumstances that influence, are influenced by, and provide understanding of the change.	consider the context of the enterprise in developing a change strategy.



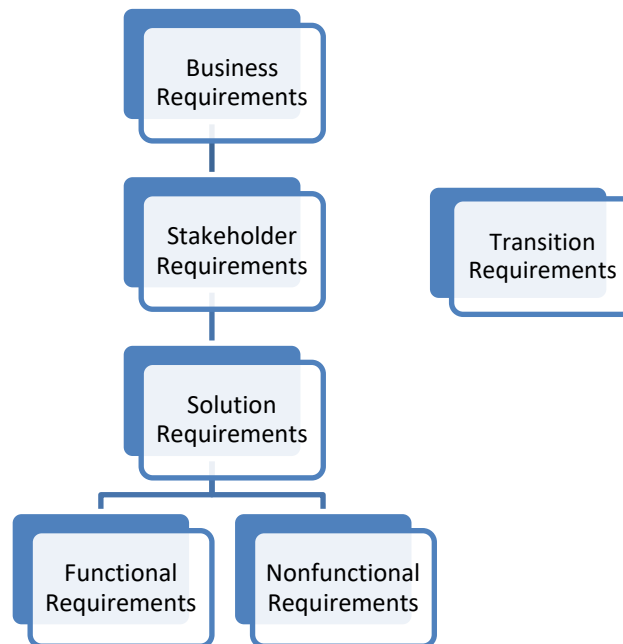
6.1 Analyze Current State

- *Discuss purpose*
- Current state can be described at different levels of the enterprise
- Current state is rarely static
- *Discuss inputs and outputs (next slide)*

Figure 6.1.1: Analyze Current State Input/Output Diagram



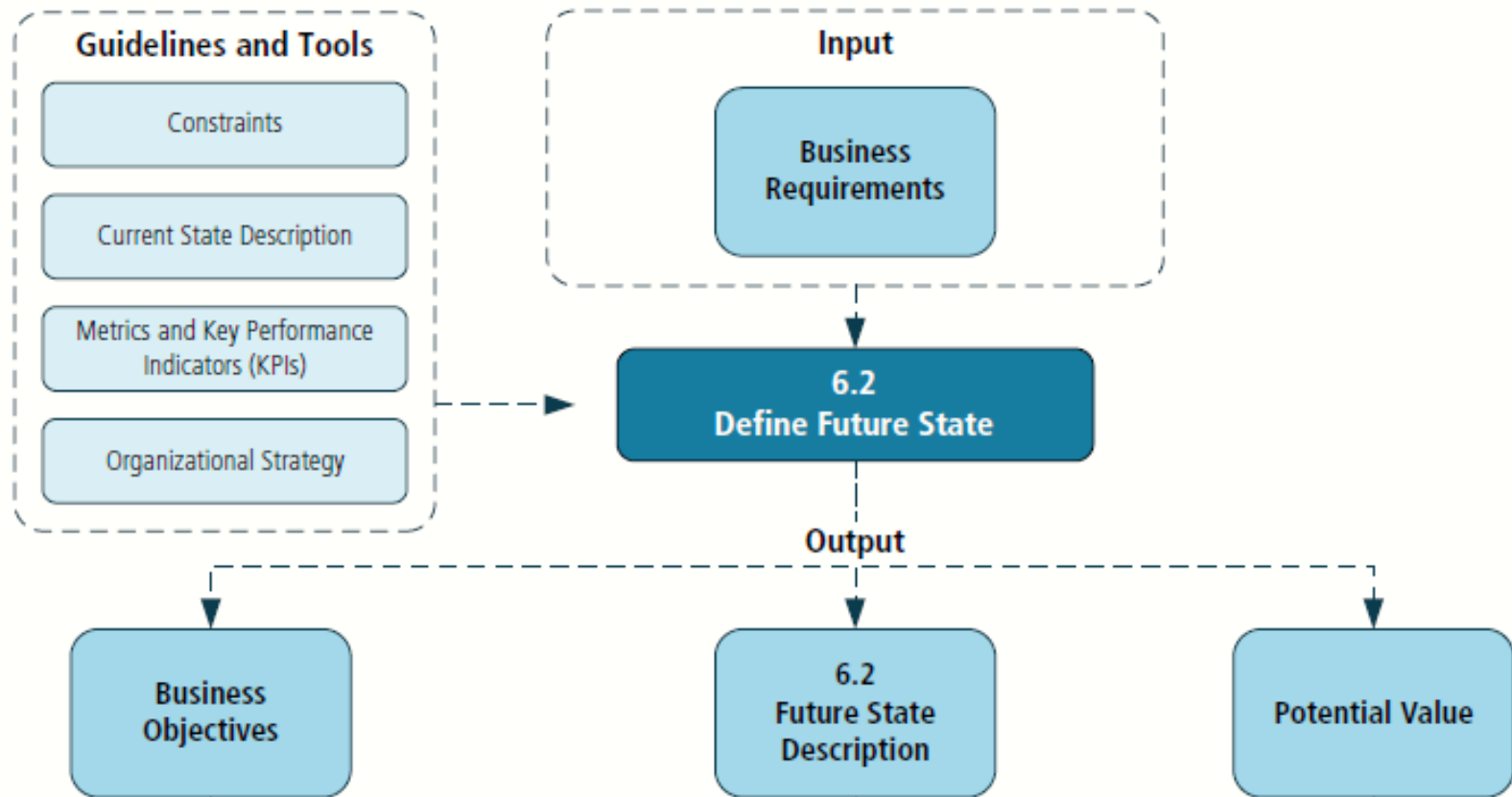
2.3 Requirements Classification Schema



6.2 Define Future State

- *Discuss purpose*
- Future state described in terms of business goals and objectives
- How much detail?
- *Goal vs Objectives*
 - *what is the difference?*
 - *how are they related?*

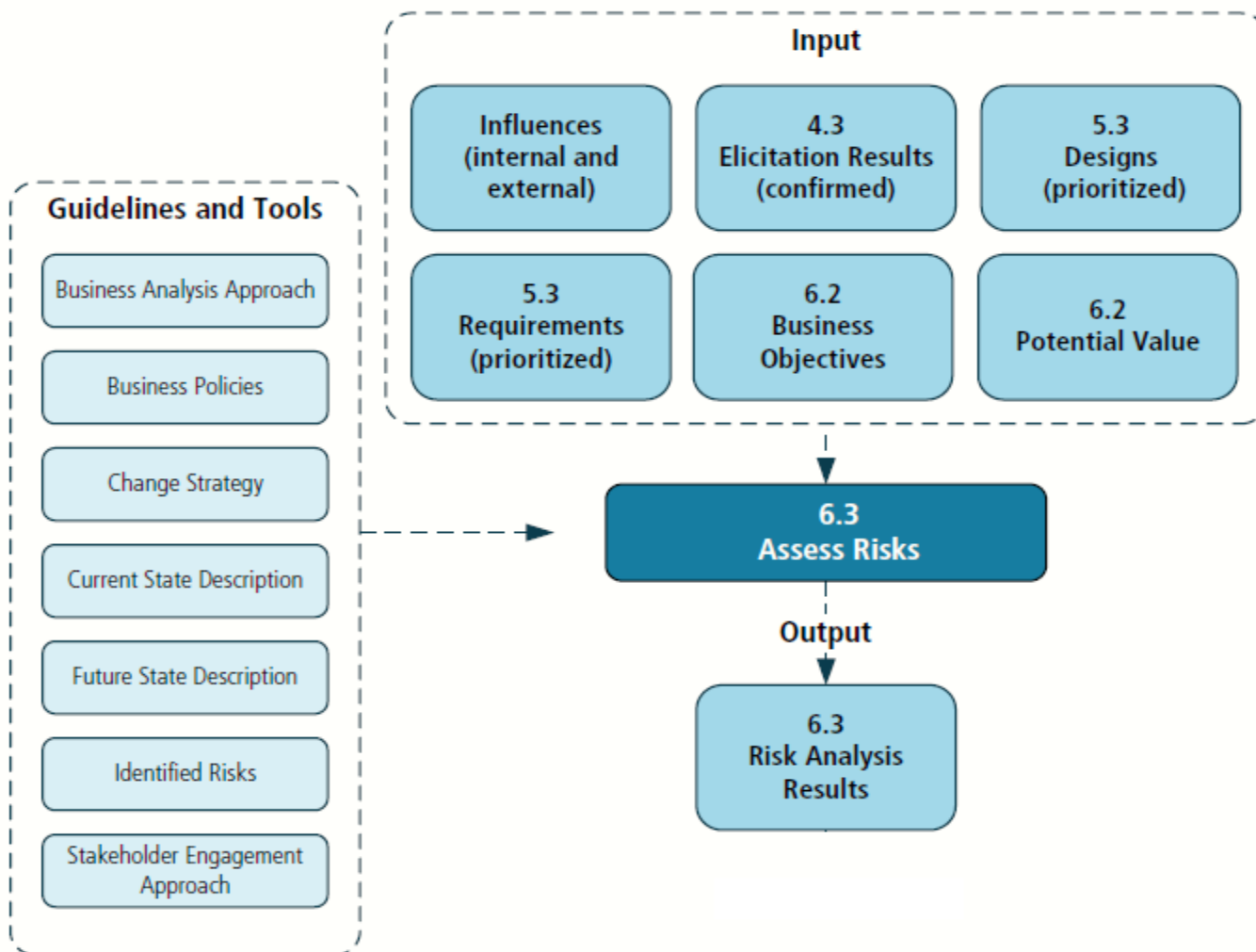
Figure 6.2.1: Define Future State Input/Output Diagram



6.3 Assess Risks

- *Discuss purpose*
- Analyze risks for:
 - Possible consequences
 - Impact of those consequences
 - Likelihood of the risk
 - Potential timeframe when the risk might occur

Figure 6.3.1: Assess Risks Input/Output Diagram



6.3 Assess Risks

Considerations when assessing risks:

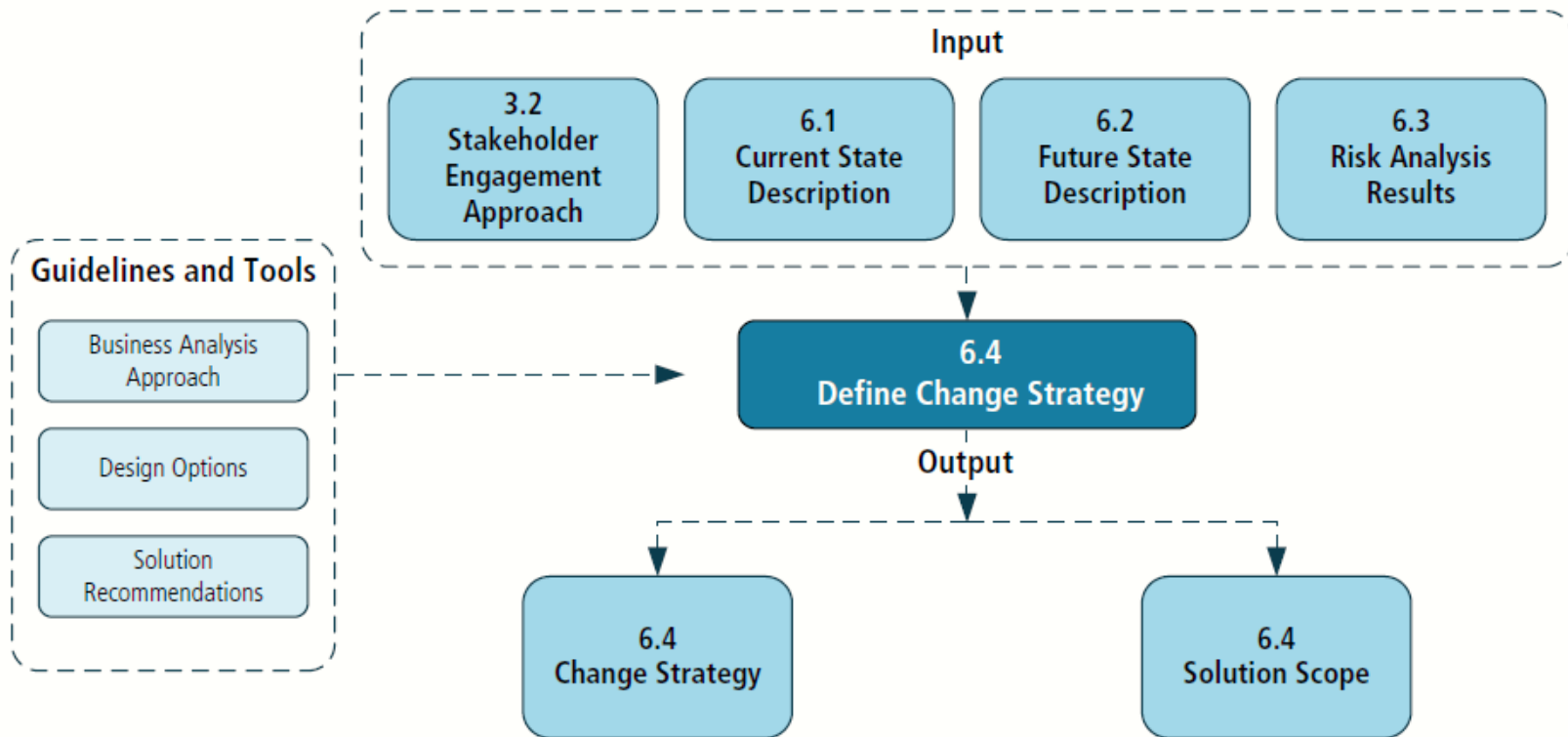
- Unknowns
- Constraints, assumptions, dependencies
- Negative impacts to value
- Tolerance of risk:
 - risk-averse
 - neutral
 - risk-seeking

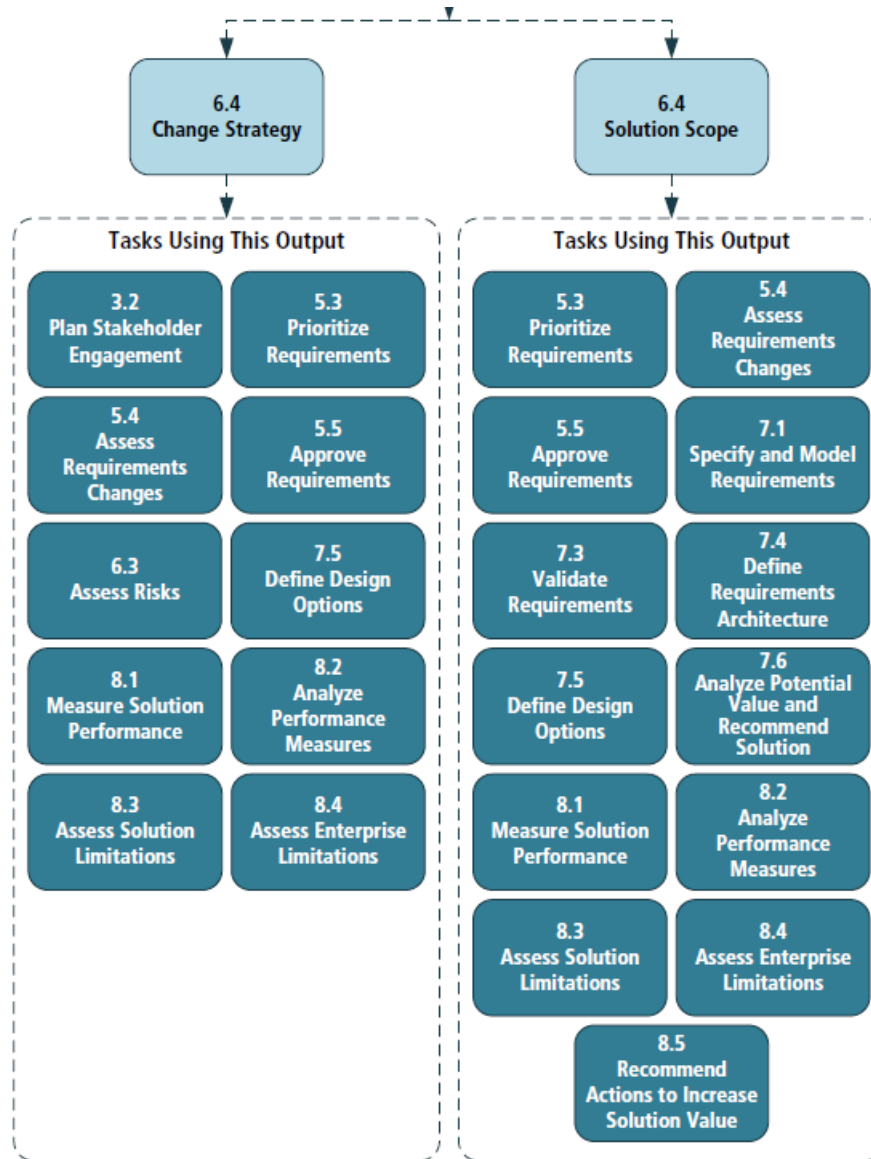
6.4 Define Change Strategy

- Purpose is to develop and assess alternative approaches to the change and select the recommended approach
- *Discuss inputs and outputs (next slide)*
- *Where might the change strategy be presented, e.g. what form of deliverable?*

6.4 Define Change Strategy – Inputs & Outputs

Figure 6.4.1: Define Change Strategy Input/Output Diagram







6.4.4 Elements

- Solution Scope
- *Gap Analysis: Gap analysis can help identify the gaps that prevent the enterprise from meeting*
- *needs and achieving goals*
- *Enterprise Readiness Assessment*
- *Change Strategy*
- *Transition States and Release Planning*

Zoom Poll!

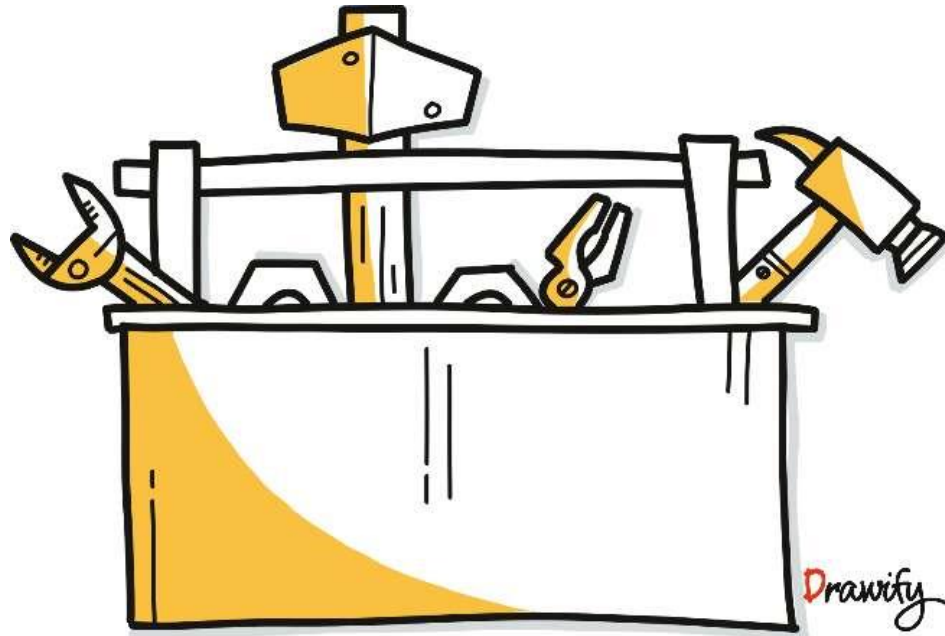
ZOOM Poll, CH6 - Zoom Poll #2 Strategy Analysis



Techniques

Techniques

- ✓ 50 techniques listed in BABOK®
- ✓ Know how BABOK® uses the techniques, not how you might commonly think of the technique
- ✓ Not all techniques are used in each KA or task
- ✓ Know how BABOK® applies the technique in different tasks



SWOT Analysis

What is SWOT Analysis?

- A technique that evaluates the strengths, weaknesses, opportunities and threats to the current state enterprise.

SWOT Analysis

Strength	Anything the organization does particularly well
Weakness	Actions or functions the organization does poorly
Opportunity	External factors of which the organization may be able to take advantage
Threat	External factors that can negatively affect the organization

What are some examples?

Must SWOT Analysis be done for the entire organization?



SWOT Analysis

INTERNAL FACTORS

Strengths

Weaknesses

EXTERNAL FACTORS

Opportunities

Threats

The Steps

1. Decide the objective of the analysis (e.g. new service, change a process)
2. Analyze/research the organization, industry and market
3. List the organization's strengths and weaknesses (S/W)
4. List potential opportunities and threats (O/T) to the organization
5. Identify & prioritize the issues you need to address
6. Develop a strategy to address the issues in the SWOT



EXAMPLE

- ACME Brewing Company needs to control and monitor equipment at its brewery in order to produce products of superior quality
- The company will implement a new system whose purpose is to permit operators and other plant workers to remotely monitor and control various machinery at the brewery remotely using handheld computers and cell phones



INTERNAL FACTORS

STRENGTHS

The Canadian population enjoys drinking beer

Experienced personnel

Favorable access to distribution networks (close to the US border)



WEAKNESSES

Contract negotiation coming in a couple of months

Old equipment

Lack of IT

ETERNAL FACTORS

OPPORTUNITIES

Removal of international trade barriers

New technology



THREATS

New competitor entering the market

Economic downturn

Your Options:

S-O Strategy	A strategy that uses strengths to maximize opportunities
S-T Strategy	A strategy that uses strengths to ward off threats
W-O Strategy	A strategy that uses an opportunity to minimize a weakness
W-T Strategy	A strategy that prevents the organization's weaknesses from making it vulnerable to threats

In the example, what might be an S-O Strategy?

Why use this technique?

- To quickly (at a high level) understand the business environment in which the organization currently stands
- Have a better chance at developing a competitive advantage in identifying a fit between the organization's strengths and upcoming opportunities
- To weed out any other influencing factors external to the organization prior to going forward with a make/build/buy decision
- The organization can overcome a weakness in order to prepare itself to pursue a compelling opportunity



Other techniques in this KA:

- Balanced Scorecard
- Benchmarking and Market Analysis
- Brainstorming
- Business Capability Analysis
- Business Cases
- Business Model Canvas
- Decision Analysis
- Estimation
- Financial Analysis
- Focus Groups
- Functional Decomposition
- Interviews
- Lessons Learned
- Mind Mapping
- Organizational Modelling
- Process Modelling
- Scope Modelling
- SWOT Analysis
- Vendor Assessment
- Workshops

BABOK® Chapter 6: Strategy Analysis

Supplementary Info



Get on the Chapter Mailing List

From the IIBA Ottawa-Outaouais homepage, go to ottawa-outaouais.iiba.org ? News ? Newsletter Subscription

<https://ottawa-outaouais.iiba.org/newsletter-subscription>

Our Mentoring Program is on!

The Mentoring Program aims to help IIBA Ottawa-Outaouais chapter members achieve their professional development goals through the mentor-mentee relationship. Starting this month, eligible Chapter members are welcome to apply as mentors or as mentees.

- Open to all IIBA Ottawa-Outaouais chapter members in good standing
- Numerous benefits to mentors and mentees
- Application & contract process
- Monthly reporting by participants
- Details and application forms available on our chapter website

See our chapter website for details

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<https://www.projerra.ca/>

Or

<https://projerra-academy.ca>

Study group materials are available for download at the Ottawa-Outaouais Chapter website

- <https://ottawa-outaouais.iiba.org/ecbar-ccbar-cbapr-study-groups>





7 Steps to Passing the CBAP® or CCBA® Exam

#1 — Obtain and Skim the BABOK® v3

#2 — Apply for the Exam

#3 — Read the entire BABOK®

#4 — Absorb the BABOK®

#5 — Take Practice Exam Questions

#6 — Do Final Preparation

#7 — Do a “Brain Dump” then Pass the Exam

**<https://www.modernanalyst.com/Resources/Articles/tabid/115/ID/3430/Seven-Steps-to-Passing-the-CBAP-or-CCBA-Exam-A-Foolproof-Plan.aspx> (Accessed October 2020)*

7 Steps to Passing the CBAP® or CCBA® Exam

#1: Obtain and Skim the BABOK® v3

- Familiarize yourself with BABOK terms
- Understanding of KAs and Tasks important for the exam application
- Softcopy free for IIBA members
- Hardcopy can be purchased online via retailers
- Endorsed Education Providers (EEPs endorsed by IIBA) may provide a hardcopy during certain courses, e.g. CBAP Boot Camp



7 Steps to Passing the CBAP® or CCBA® Exam

#2: Apply for the Exam

- Familiarize yourself with exam prerequisites:
 - # hrs of professional business analysis experience
 - # hrs demonstrated experience aligned to KAs
 - # hrs BA professional development
 - Minimum high school education
 - 2 work references
- Pay application fee
- Agree to IIBA Code of Conduct
- Submit application & await approval (~21 days)
- **NEW:** Understand virtual exam requirements and connections needed
(Test your connections (<https://www.iiba.org/certification/exam-information/#next-steps>))

7 Steps to Passing the CBAP® or CCBA® Exam

#3: Read the entire BABOK®

- Read the entire book (not necessarily in one sitting) before doing any other preparation
- Take notes as you go
- Business analysis is iterative and non-linear, therefore pick your favourite KA first then concentrate on others
- 6 KAs / 32 tasks / 50 techniques / 5 perspectives

7 Steps to Passing the CBAP® or CCBA® Exam

#4: Absorb the BABOK®

Study according to your learning style – choose a method **or several methods** that suit you:

- For some, reading and rereading the BABOK
- For others, use a study guide (tips and tricks)
- For others, attending study groups
- For others, answering exam questions
- For others, attending classes
- For others, individual study
- Consider flash cards for BABOK terminology new to you (premade, online or homemade will do)



7 Steps to Passing the CBAP® or CCBA® Exam

#5: Take Practice Exam Questions

- In this phase, begin practicing exams
- Take numerous quizzes and exams
- Track your progress
- Revisit KAs that you are not scoring well on
- Consider online exam simulators
- Do a few timed simulations to check your speed



7 Steps to Passing the CBAP® or CCBA® Exam

#6: Do the Final Preparation

- Focus on areas you have had trouble with
- Further study and practice questions on these areas
- Get a good sleep the night before the exam:
“REST WELL = TEST WELL”



7 Steps to Passing the CBAP® or CCBA® Exam

#7: Do a “Brain Dump” then Pass the Exam

On the day of the exam:

- Eat a nutritious breakfast or lunch
- Drink enough water... but not too much
- Allow plenty of time to prepare for the virtual exam
- Test your connections (<https://www.iiba.org/certification/exam-information/#next-steps>)
- “brain dump” just before the start of the exam (inside the exam room) – helps to clear your brain, reduce test anxiety and can serve as a reference during your exam
- Don’t be intimidated by the first questions

Need information on certification?

Need information on certification?

Core BA Certification Handbook (September 2023):

<https://www.iiba.org/business-analysis-certifications/certification-handbooks>

Certification FAQs: <https://www.iiba.org/business-analysis-certifications/certification-faq>

5 Things to Know Before Writing CBAP exam: <https://www.iiba.org/iiba-analyst-catalyst-blogs/5-things-you-need-to-know-before-writing-the-cbap-certification-exam/>

Upcoming Events

**BABOK® Chapter 7:
Requirements Analysis and Design Definition RADD
Tuesday, February 27, 2024
6:00 PM - 7:30 PM ET**

ECBA | CCBA | CBAP Study Group

<https://ottawa-outaouais.iiba.org/ecbatm-ccbar-cbapr-study-groups>

<https://www.eventbrite.ca/e/ecba-ccba-cbap-virtual-study-group-2023-2024-registration-715770578067?aff=IIBAOOwebsite>



Capital BA Day 2024



Our 3rd IIBA Ottawa-Outaouais Chapter Professional development conference, will take place on May 17, 2024

Volunteers needed to help our organizing committee!

Contact info@ottawa-outaouais.iiba.org

Questions?



certification@ottawa-ouataouais.iiba.org
certification@iiba-oo.com

IIBA OO Chapter does not issue any document or certificate for PDUs. The participants are responsible to log their hours in their IIBA Accounts. In case of an audit, IIBA OO Chapter will confirm the attendance for the event.

THANK YOU!