



IIBA Ottawa-Outaouais Chapter

ECBA™/CBAP®/CCBA® Study Group
January 2019

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2018 FINALIST
CHAPTER
AWARDS

Session	Date	BABOK Chapter	Topic
1	Tuesday, Sep 25 th	1 2	Introduction BA Key Concepts
2	Tuesday, Oct 23 rd	3	BA Planning & Monitoring
3	Tuesday, Nov 27 th	4	Elicitation & Collaboration
4	Wednesday, Dec 12 th	5	Requirements Life Cycle Management
5	Tuesday, Jan 22 nd	6	Strategy Analysis
6	Tuesday, Feb 26 th	7	Requirements Analysis & Design Definition
7	Tuesday, Mar 26 th	8	Solution Evaluation
8	Tuesday, Apr 23 rd (location TBD)	9	Underlying Competencies
9	Tuesday, May 28 th	10	Techniques
10	Tuesday, June 25 th	11	Perspectives End-of-Session Game

Agenda

1	Introductions	15 min
2	Chapter 6: Strategy Analysis	30 min
3	Technique Spotlight	15 min
4	Exam Study Tips	10 min
5	Upcoming Events for BAs	5 min
6	Quiz	10 min

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Introductions



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Introductions



- Your Name
- *Optionally:*
 - Current assignment, project, activity
 - Your stage in the BA certification process:
 - My exam is booked!*
 - All registered... just studying*
 - Thinking about it*
 - Business analysis? What's business analysis?*

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Chapter 6: Strategy Analysis



6.1 Analyze Current State



6.2 Define Future State



6.3 Assess Risks



6.4 Define Change Strategy

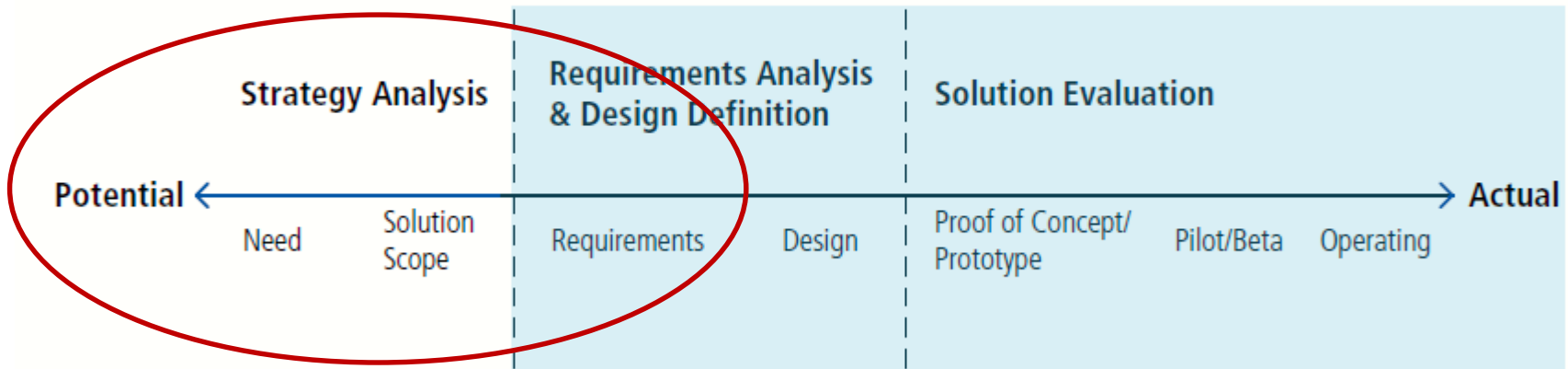


Chapter 6: Strategy Analysis

- Defines the most effective way to apply the capabilities of an enterprise in order to reach desired goals and objectives
- *What is a Business Need?*

Chapter 6: Strategy Analysis

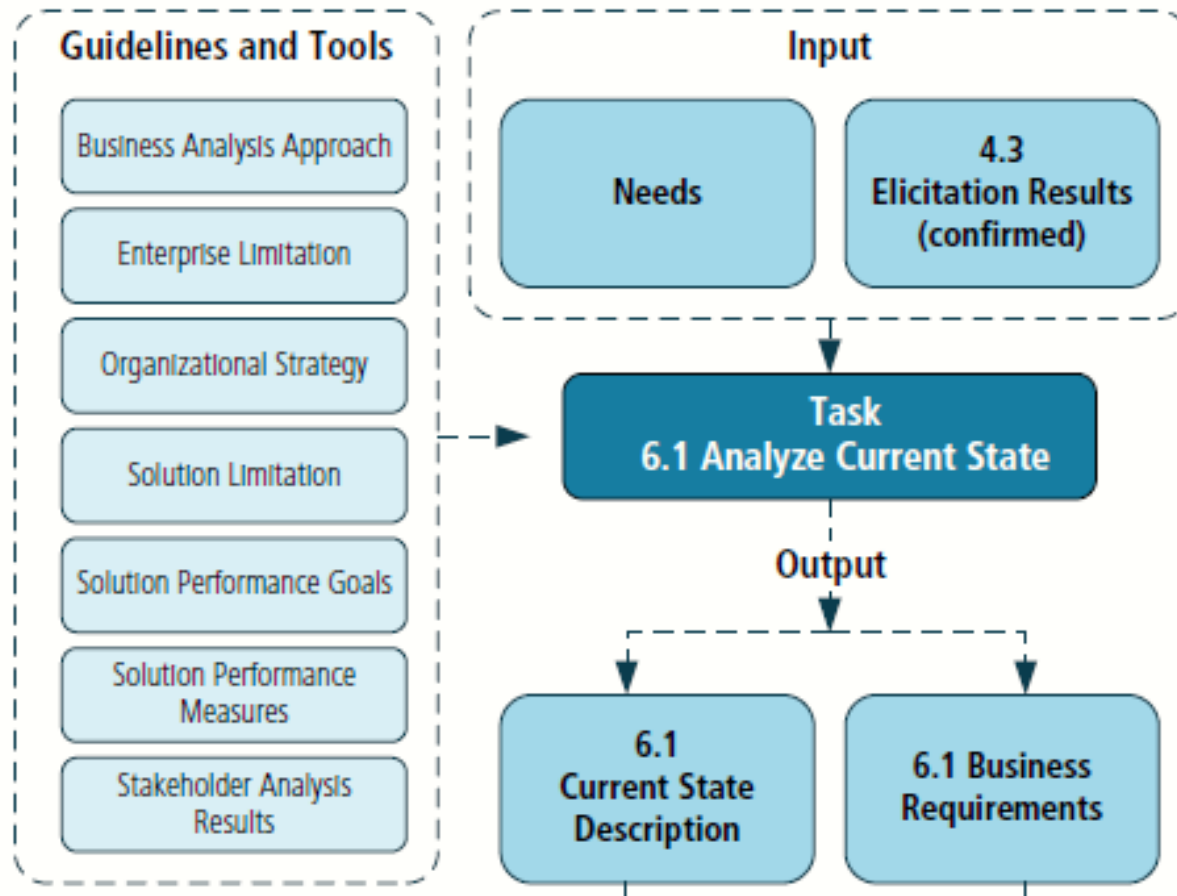
Figure 6.0.1: Business Analysis Value Spectrum



6.1 Analyze Current State

- *Discuss purpose*
- Current state can be described at different levels of the enterprise
- Current state is rarely static
- *Inputs of this task? Outputs of this task?*

Figure 6.1.1: Analyze Current State Input/Output Diagram





6.1 Analyze Current State

Which of the following is NOT an enterprise level at which a business need may be identified?

- a) From the top down
- b) From the inside out
- c) From middle management
- d) From external drivers

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?*



6.2 Define Future State

What is a common test to assess objectives?

- a) To verify that they are correct
- b) To verify that they are feasible
- c) To verify that they are unambiguous
- d) To verify that they are smart

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



6.3 Assess Risks

An organization that is risk-averse is one that:

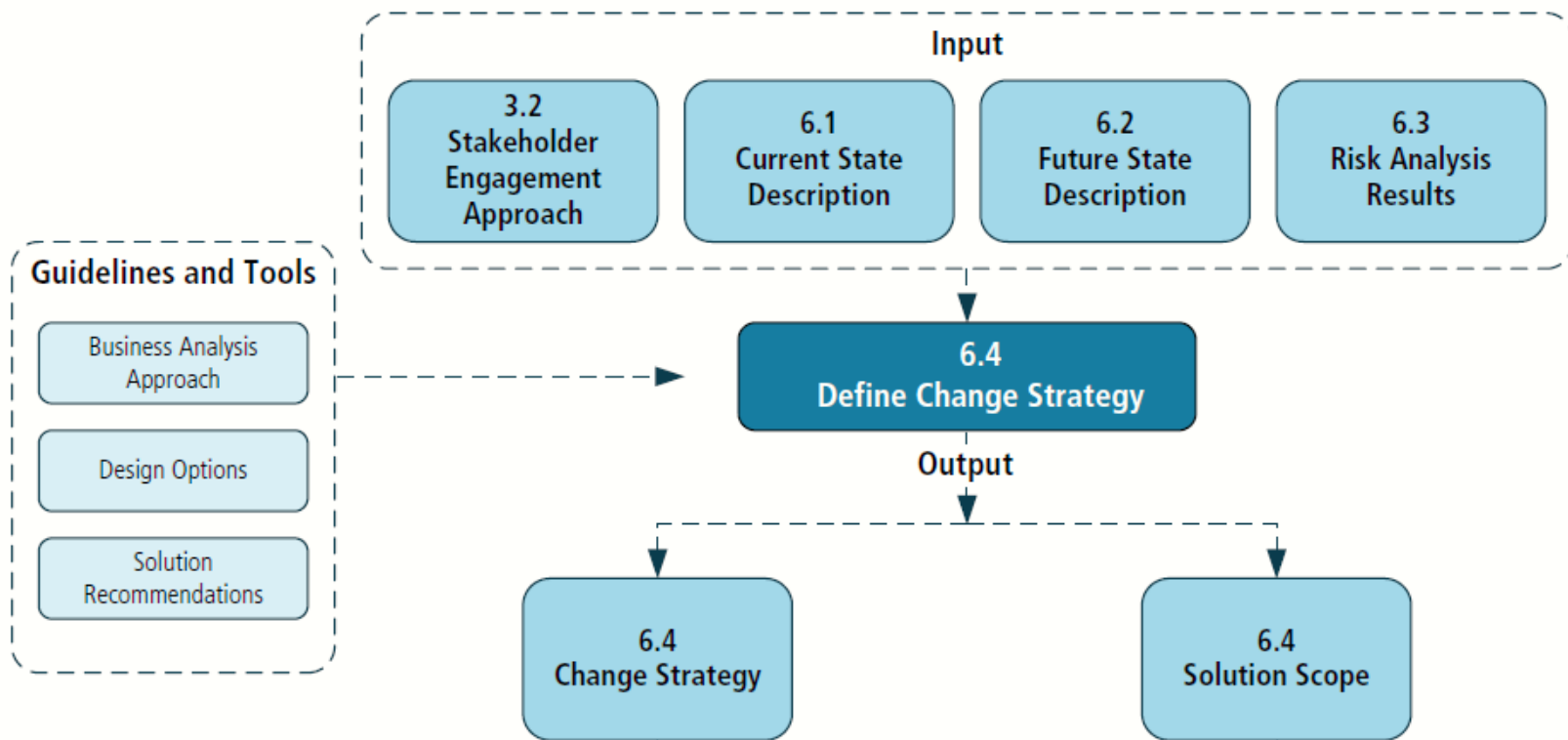
- a) Is willing to accept some level of risk, provided the action does not result in a loss
- b) Is unwilling to accept much uncertainty
- c) Is willing to accept additional risks
- d) Is unwilling to accept additional risks

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 Define Change Strategy

In order to define a change strategy, the business analyst requires the following:

- a) risk analysis results
- b) future state description
- c) stakeholder engagement approach
- d) all of the above

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Technique Spotlight



10.3 Balanced Scorecard



10.4 Benchmarking and Market Analysis



10.7 Business Cases



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Technique Spotlight



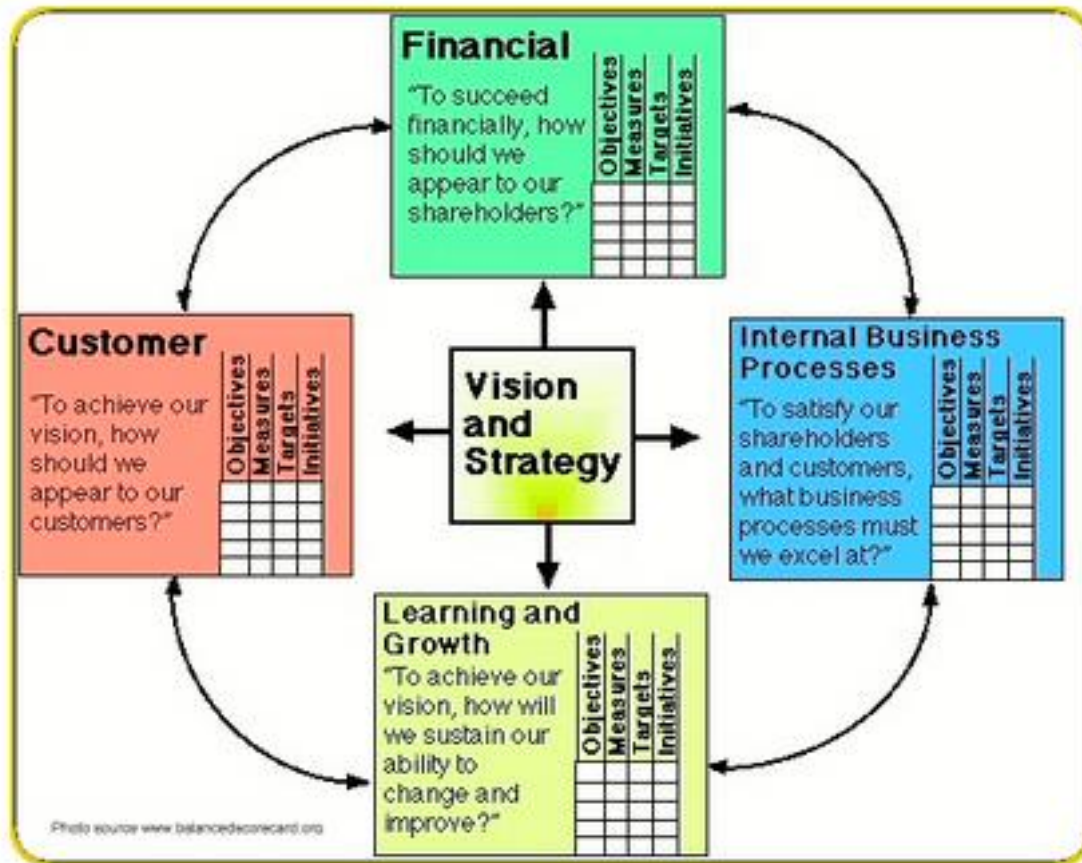
10.3 Balanced Scorecard



10.3 Balanced Scorecard

- Strategic planning and management tool
- Used to measure and manage organizational performance
- Communicates and links strategic objectives with organizational measures
- *Name the four dimensions of a balanced scorecard*

10.3 Balanced Scorecard – Example*



10.3 Balanced Scorecard – Usage Considerations

- Tasks where used:
 - 6.2 Define Future State
 - 6.4 Define Change Strategy
 - BA considers the scorecard when defining measures for the future state
- Strengths:
 - Easily aligns strategic, tactical and operational team goals
 - A balanced method of planning and thinking
 - A dashboard of all key measures
- Limitations:
 - Lacking a clear strategy makes aligning the dimensions difficult
 - Can be misinterpreted as the only strategic planning and measurement tool

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Technique Spotlight



10.4 Benchmarking and Market Analysis



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10.4 Benchmarking and Market Analysis

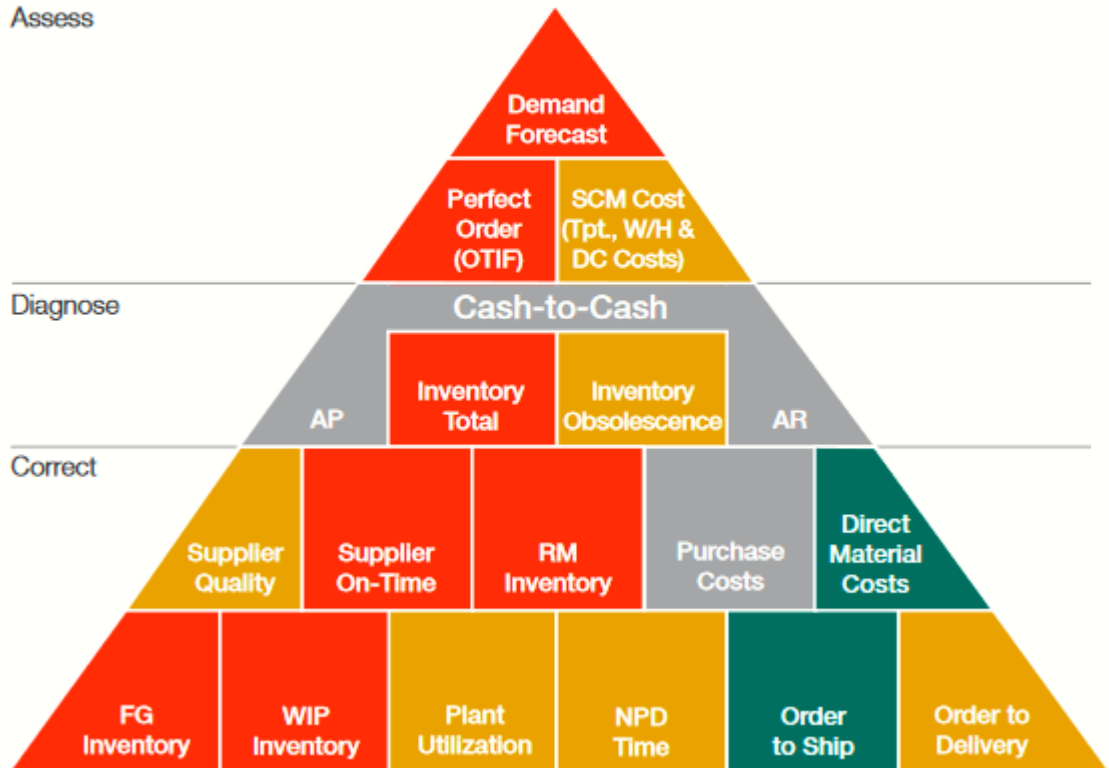
- Performed to ↑ organizational operations, ↑ customer satisfaction, ↑ value to stakeholders
- Compare current practices to external best practices
- *How does benchmarking differ from market analysis?*

10.4 Benchmarking and Market Analysis – Example*

Sample Output

■ Above Average ■ Average ■ Below Average

Assess



*Source: Gartner Introducing Supply Chain Benchmarks from Gartner. . Retrieved January 20, 2019 from http://www.gartner.com/imagesrv/research/supply-chain/SupplyChain_Benchmarking.pdf

10.4 Benchmarking and Market Analysis – Usage Considerations

- Tasks where used:
 - 4.2 Conduct Elicitation
 - 6.1 Analyze Current State
 - 6.2 Define Future State
 - 6.4 Define Change Strategy
 - 7.5 Define Design Options
 - 8.1 Measure Solution Performance
 - 8.2 Analyze Performance Measures
 - 8.3 Assess Solution Limitations
 - 8.4 Assess Enterprise Limitations

10.4 Benchmarking and Market Analysis – Usage Considerations

- Strengths:
 - Provides information on new methods, ideas, tools to improve
 - Best practices in same industry
 - Differences in product offerings
 - Why similar organizations are successful / not successful
 - Identify competitive products
- Limitations:
 - Time-consuming
 - Requires expertise
 - Targets differ by segments – need to be able to analyze similar market segments

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Technique Spotlight



10.7 Business Cases



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10.7 Business Cases

- Justifies a course of action—rationale for undertaking a change
- Benefits to be realized using the proposed solution VS the cost, effort, risks, etc. to implement and use the solution
- May be formally or informally communicated
- *Discuss the necessary content in a typical business case*



10.7 Business Cases – Example

See attached

10.7 Business Cases – Usage Considerations

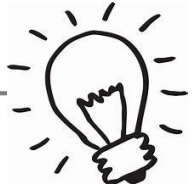
- Tasks where used:
 - 3.1 Plan Business Analysis Approach
 - 5.3 Prioritize Requirements
 - 5.4 Assess Requirements Changes
 - 6.1 Analyze Current State
 - 6.2 Define Future State
 - 6.3 Assess Risks
 - 6.4 Define Change Strategy
 - 7.6 Analyze Potential Value and Recommend Solution
 - 8.1 Measure Solution Performance

10.7 Business Cases – Usage Considerations

- **Strengths:**
 - Clearly provides rationale for the change
 - Detailed financial analysis of the costs and benefits
 - Summarizes the complex facts, issues, risks in a manner in which a decision for the change can be made
- **Limitations:**
 - May be subject to bias of authors
 - Frequently not updated once funding for the initiative is secured
 - Assumptions regarding costs/benefits may be disproved upon further investigation

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Exam Study Tips



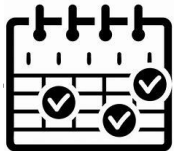
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Upcoming Events for BAs



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Upcoming Events:

- **(Feb 18) Chapter Meeting: “Business Process What?”**
 - Monday, Feb 18, 2019 - 5:00 to 7:00 pm
 - Ottawa Police Association, 141 Catherine St., Ottawa
 - Admission: \$11 (IIBA members) | \$16 (non-members)

- **(Feb 26) Study Group Session: BABOK[®]v3 Chapter 7**
 - Tuesday, Feb 26, 2019 - 6:00 to 7:30 pm
 - Ottawa Public Library – Room B125, 120 Metcalfe Street, Ottawa
 - Admission: FREE

- **(Mar 19) Special Event: “Networking and Speed Recruiting”**
 - Tuesday, Mar 19, 2019 - 5:00 to 7:00 pm
 - Ottawa Police Association, 141 Catherine St., Ottawa
 - Admission: \$11 (IIBA members) | \$16 (non-members)

- **(Mar 23) Skills Workshop**
 - Saturday, Mar 23, 2019 – 8:00AM – 4:00PM
 - Algonquin College Corporate Training Centre, 340 Albert Street, Ottawa
 - Admission: \$83 (IIBA members) | \$110 (non-members)

More info is available at: www.ottawa-outaouais.iiba.org

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Pop Quiz

Q. ≡
A. ≡



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- 10 questions
- Open-book
- Hand back your quiz (to earn 1.5 PD hrs)
- Make note of or take a photo of your answers if you want to grade yourself

QUIZ REVIEW

- *How'd you do?*



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

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





Get on the Chapter Mailing List

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

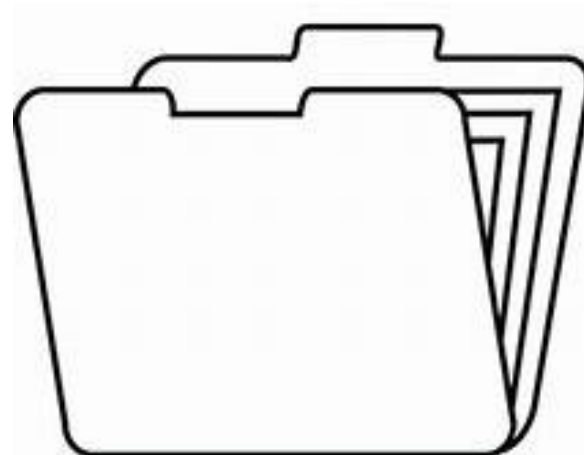
<https://ottawa-outaouais.iiba.org/newsletter-subscription>

Questions?



certification@ottawa-outaouais.iiba.org

SUPPLEMENTAL SLIDES





Eligibility: ECBA

- Minimum of 21 hours professional development in last 4 yrs

Eligibility: CCBA

- Minimum of 3,750 hours of BA work experience in last 7 yrs; of these:
 - 900 hours must be completed in 2 of the 6 BABOK® Knowledge Areas
 - OR
 - 500 hours must be completed in 4 of the 6 BABOK® Knowledge Areas
- Minimum of 21 hours professional development in last 4 yrs
- References

Eligibility: CBAP

- Minimum of 7,500 hours of BA work experience in last 10 yrs; of these:
 - 900 hours must be in 4 of the 6 BABOK® Knowledge Areas
- Minimum of 35 hours professional development in last 4 yrs
- 2 references

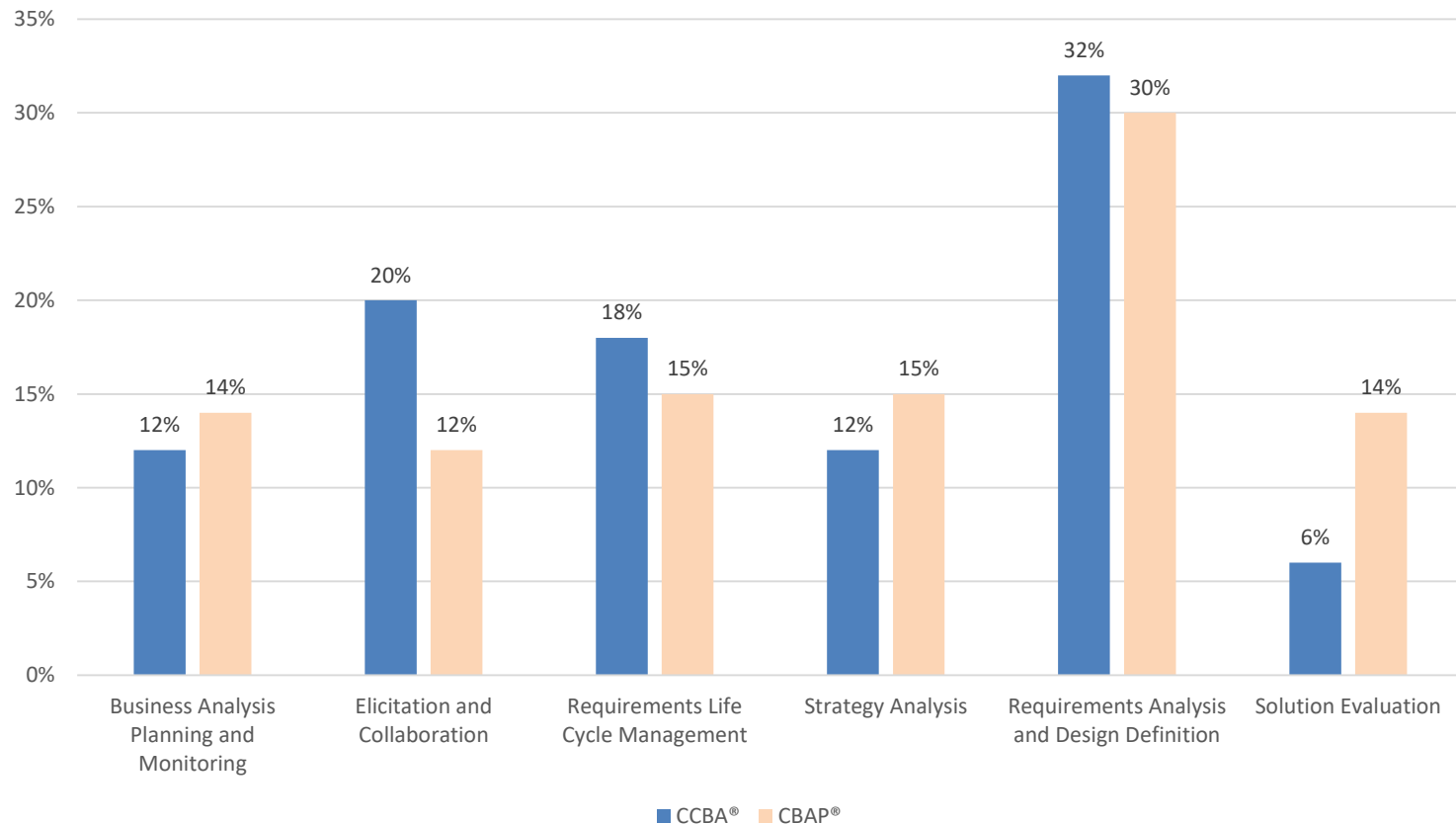
**Source: (Accessed January 2019)*

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

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

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

Exam Blueprint - CCBA & CBAP^{*}



**Source: (Accessed January 2019)*

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

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

Application and Exam Fees

	Application Fee (non-refundable and non-transferable)		Exam Fee		Exam Re-Write Fee	
	Member	Non-Member	Member	Non-Member	Member	Non-Member
ECBA™	\$60 USD	\$60 USD	\$110 USD	\$235 USD	\$85 USD	\$195 USD
CCBA [®]	\$125 USD	\$125 USD	\$325 USD	\$450 USD	\$250 USD	\$375 USD
CBAP [®]	\$125 USD	\$125 USD	\$325 USD	\$450 USD	\$250 USD	\$375 USD
IIBA [®] -AAC			\$250 USD	\$375 USD	\$200 USD	\$325 USD

Need more information on certification?

- IIBA Core Business Certifications
 - refer to <https://www.iiba.org/certification/core-business-analysis-certifications/>
- IIBA Certification Program FAQs
 - refer to <https://www.iiba.org/certification/certification-faq/>