IIBA Summit Frankfurt

Business Analysis Services & Processes - Case Study: Implementation in RBI

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Raiffeisen Bank International
Overview

- A leading corporate and investment bank for Austria’s Top 1,000 companies and for Western European commercial customers

- A leading universal bank in CEE with the largest network of any Western banking group

- Home market Austria and Central and Eastern Europe (CEE)

- Listed on the Vienna Stock Exchange

- **Selected key figures**
  Customers: ~ 14.8 mn
  Business outlets: ~ 2,850
  Employees: ~ 54,500
  Assets under Management: ~ 130 bn
  Market capitalisation: ~ EUR 3.7 bn
Raiffeisen Bank International
Overview
Objectives

> Information about …
>  > business analysis as a set of services and sub-processes
>  > relationships of business analysis to other management approaches
>  > the business analysis community of RBI
>  > the development of a business analysis framework for RBI
Agenda

- Traditional perception of business analysis
- Business analysis as a set of services and sub-processes
- Business analysis community of RBI
- Development of a business analysis framework for RBI
Situation in Companies & Consequences

Situation

> Insufficient demand analysis for decisions
> Focus on How? not on Why?

> Business, stakeholder, solution and transition requirements not clearly differentiated

> No holistic preceptions of problems/opportunities

Consequences

> No optimal decisions

> No clear differentiation between investments and projects

> No optimal solutions
Demand for Business Analysis

**Investment Life Cycle**

Management attention for the early phase (e.g. feasibility study)
Consideration of demands of stakeholders

**Decision Process**

Transparency and traceability
Focus on „Why“ and „How“

**Holistic Problem/Opportunity Perception**

Considering consequences for IT, but also for services, the organization, personnel, stakeholder relations, etc.

**Differentiation of Requirements**

Business requirements as basis for investment objectives; solution requirements as basis for project objectives
Business Analysis: Traditional Perception & Criticism

> Perception
  > A set of knowledge areas and methods
  > For IT problems

> Criticism
  > No service & process orientation
  > No holistic solutions
  > Terminology not clear
  > Role of the Business Analyst not clear
  > Lack of consistency of BA with other approaches
  > No value basis

IIBA – BABOK v3.0: Knowledge Areas
Agenda

Traditional perception of business analysis

Business analysis as a set of services and sub-processes

Business analysis community of RBI

Development of a business analysis framework for RBI
Business Analysis: Objectives

- Business analysis objectives
  - Contributing to organizational changes (of different scopes) by performing business analysis services

- Business analysis services
  - Contributing to strategic planning and strategic controlling
  - Contributing to developing a feasibility study
  - Contributing to implementing a new solution
  - Contributing to optimizing an existing solution

- Service definition
  - Service: Smallest unit of activities performed with a benefit for a client with defined deliverables, a measurable quality
  - Service package: Several closely coupled services
Catalogue of Business Analysis Services

1. Contributing to strategic planning and strategic controlling
   1.1 Contributing to strategic planning
   1.2 Contributing to strategic controlling

2. Contributing to developing a feasibility study
   2.1 Performing as-is and to-be analysis
   2.2 Developing solution alternatives and analyzing costs/benefits
   2.3 Contributing to developing an overall feasibility study

3. Contributing to implementing a new solution

4. Contributing to optimizing an existing solution
   4.1 Managing an IT demand for an existing solution
   4.2 Evaluating an existing solution
   4.3 Contributing to optimizing an existing solution overall
## Service Description:
### 2.1 Performing as-is and to-be analysis

| Objectives                                      | > Business need, as-is situation documented & commonly understood |
|                                                | > To-be situation analyzed and documented under consideration of products, markets, processes, roles, IT architecture, etc. |
|                                                | > Gaps to reach to-be situation identified |
|                                                | > Business and stakeholder requirements defined & aligned |
|                                                | > Basic solution requirements defined |

| Deliverables                                   | > Business need definition |
|                                                | > Documentation of as-is and to-be situation |
|                                                | > Gap analysis |
|                                                | > Business, stakeholder and basic solution requirements document |

| Benefits                                        | > Common view of as-is situation, agreed on to-be situation by stakeholders |
|                                                | > SMART defined business and stakeholder requirements |
|                                                | > Basis for definition of adequate solution approaches |
|                                                | > Basis for definition of costs/benefits and project objectives |
|                                                | > Basis for decision about next-steps |

| Out of scope                                   | > Definition of detailed solution requirements & solution approaches |
## Service Description:
### 2.2 Developing solution alternatives & analyzing costs/benefits

| Objectives | > Markets regarding possible solutions analyzed  
|            | > Solution approach and solution alternatives described  
|            | > Possible vendors shortlisted  
|            | > Cost benefit analyses for solution alternatives performed  
|            | > Solution alternative recommended  
|            | > Decision making process supported  
| Deliverables | > Market analyses  
|             | > Request for Proposal (RFP) for possible vendors  
|             | > Short-list of possible vendors  
|             | > Solution alternatives including cost benefit analyses  
| Benefits | > Market overview available  
|          | > Neutral facilitation of vendor selection process  
|          | > Basis for the solution alternative decision  
| Out of scope | > Decision for a solution alternative  
|            | > Selection of a vendor  

## Service Description:
### 3. Contributing to implementing a new solution

| Objectives                      | > Elicitating, analyzing and communicating detailed solution and transition requirements  
|                                | > Changing requirements during designing, developing, testing, initial application  
|                                | > Contributing to designing IT/organization/personnel/etc. solution  
|                                | > Business-oriented contributing to testing, migrating and going live  
|                                | > Performing defect analyses  
|                                | > Evaluating the final solution and verifying benefits  
| Deliverables                   | > Business and stakeholder requirements document  
|                                | > Solution requirements document  
|                                | > Traceability matrix  
|                                | > Change requests document  
|                                | > Test cases and testing documents  
|                                | > .....
| Benefits                       | > Assurance that a new solution, meeting the defined business, stakeholder and solution requirements is implemented  
| Out of scope                   | > Detailed implementation planning  

Perception of Business Analysis as Services: Benefits

> Perceiving business analysis from a client’s point of view
> Differentiating types of services requiring different organizational and personnel competences
> A basis for marketing the business analysis services
> A basis for defining business analysis sub-processes
Complexities of Business Analysis Services

- Business analysis services of …
  - high, middle, low complexity
- Relevance of this differentiation
  - Basis for designing the business analysis organization (e.g. one business analyst or a team of analysts)
  - Basis for planning the assignment of personnel to the business analysis roles (e.g. different qualifications)
  - Basis for applying different elicitation and modeling methods
Processes to which Business Analysis is Contributing

- Strategic planning
- Strategic controlling
- Developing a feasibility study
- Implementing a new solution
- Managing an IT demand of an existing solution
- Optimizing an existing solution
## Process: Developing a Feasibility Study

### Process boundaries

<table>
<thead>
<tr>
<th>Process start</th>
<th>Decision to perform a feasibility study made, assignment given</th>
<th>Process end</th>
<th>Decision to implement a solution (or not) made and communicated</th>
</tr>
</thead>
</table>

### Objectives

- As is and to be analysis performed, solution alternative described
- Cost benefit analyses for solution approaches performed
- Project plan for the implementation developed
- Decision to implement a new solution (or not) made

### Non-objectives

- New solution implemented

### Preceding process

- Deciding to perform a feasibility study

### Following process

- Implementing a new solution

### Process owner

- BA community of practice leader

### Process documentation

- File ZT

### Impacts

<table>
<thead>
<tr>
<th>short term</th>
<th>mid term</th>
<th>long term</th>
</tr>
</thead>
<tbody>
<tr>
<td>local</td>
<td>regional</td>
<td>global</td>
</tr>
</tbody>
</table>
## Developing a Feasibility Study I

P.: Performing, m... managing
  c... cooperating, I... being informed

<table>
<thead>
<tr>
<th>1</th>
<th>Project Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Project starting (including BA Planning)</td>
</tr>
<tr>
<td>1.2</td>
<td>Project controlling (including BA Monitoring)</td>
</tr>
<tr>
<td>1.3</td>
<td>Project closing</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2</th>
<th>Perform As-Is Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Define Business need</td>
</tr>
<tr>
<td>2.2</td>
<td>Analyze Markets &amp; Products</td>
</tr>
<tr>
<td>2.3</td>
<td>Analyze Processes, Roles &amp; Personnel</td>
</tr>
<tr>
<td>2.4</td>
<td>Analyze Stakeholder Relations</td>
</tr>
<tr>
<td>2.5</td>
<td>Analyze Enterprise IT architecture &amp; Interfaces</td>
</tr>
<tr>
<td>2.6</td>
<td>Align &amp; document As-Is</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3</th>
<th>Define To-Be Situation</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Define Markets &amp; Products</td>
</tr>
<tr>
<td>3.2</td>
<td>Define Processes, Roles &amp; Personnel</td>
</tr>
<tr>
<td>3.3</td>
<td>Define Stakeholder Relations</td>
</tr>
<tr>
<td>3.4</td>
<td>Define Enterprise IT architecture &amp; Interfaces</td>
</tr>
<tr>
<td>3.5</td>
<td>Align &amp; document To-Be</td>
</tr>
<tr>
<td>3.6</td>
<td>Identify Gaps to reach to-be situation</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>4</th>
<th>Define Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Define Business and stakeholder requirements</td>
</tr>
<tr>
<td>4.2</td>
<td>Define stakeholder 1 requirements</td>
</tr>
<tr>
<td>4.3</td>
<td>Define stakeholder ... requirements</td>
</tr>
<tr>
<td>4.4</td>
<td>Define basic solution requirements</td>
</tr>
<tr>
<td>4.5</td>
<td>Approve requirements</td>
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</table>
## Developing a Feasibility Study II

### 5 Market analysis

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Analyze Banking Market (products, competitors, etc)</td>
<td>M</td>
<td>P</td>
</tr>
<tr>
<td>5.2</td>
<td>Analyze IT Market (RFI)</td>
<td>M</td>
<td>C</td>
</tr>
<tr>
<td>5.3</td>
<td>Shortlisting of IT vendors</td>
<td>M</td>
<td>C</td>
</tr>
<tr>
<td>5.4</td>
<td>Benchmarking with competitors</td>
<td>M</td>
<td>C</td>
</tr>
</tbody>
</table>

### 6 Define solution approach and describe solution alternatives

<p>| | | |</p>
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<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>6.1</td>
<td>Define solution approach</td>
<td>M</td>
</tr>
<tr>
<td>6.2</td>
<td>Describe solution scope alternative 1</td>
<td>M</td>
</tr>
<tr>
<td>6.3</td>
<td>Describe solution scope alternative ...</td>
<td>M</td>
</tr>
<tr>
<td>6.4</td>
<td>Pre-selection of solution alternative(s)</td>
<td>I</td>
</tr>
</tbody>
</table>

### 7 Cost Benefit Analyses and Implementation Project Planning

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>7.1</td>
<td>Cost Benefit Analysis, basic implementation planning for alternative 1</td>
<td>M, C</td>
<td>C</td>
</tr>
<tr>
<td>7.2</td>
<td>Cost Benefit Analysis, basic implementation planning for alternative ...</td>
<td>M, C</td>
<td>C</td>
</tr>
<tr>
<td>7.3</td>
<td>Recommending solution</td>
<td>M</td>
<td>C</td>
</tr>
<tr>
<td>7.4</td>
<td>Documentation of feasibility study</td>
<td>I</td>
<td>M</td>
</tr>
</tbody>
</table>

### 8 Decision making

<p>| | | | |</p>
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</thead>
<tbody>
<tr>
<td>8.1</td>
<td>Preparation of decision relevant documentation</td>
<td>M</td>
<td>C</td>
</tr>
<tr>
<td>8.2</td>
<td>Presenting to sponsor</td>
<td>M</td>
<td>P</td>
</tr>
<tr>
<td>8.3</td>
<td>Providing additional information</td>
<td>M</td>
<td>C</td>
</tr>
<tr>
<td>8.4</td>
<td>Obtaining PPC decision</td>
<td>P</td>
<td>M</td>
</tr>
<tr>
<td>8.5</td>
<td>Communicating the decision</td>
<td>P</td>
<td>M</td>
</tr>
</tbody>
</table>
Business Analysis Procedure: Contents

1. Introduction

2. Chapter 1: Business analysis services
   2.1. List of business analysis services
   2.2. Description of business analysis services
   2.3. Complexities of business analysis services

3. Chapter 2: Processes, to which business analysis contributes
   3.1. List of processes, to which business analysis contributes
   3.2. Description of processes
   3.3. List of business analysis methods

4. Chapter 3: Organizing for business analysis
   4.1. List of business analysis roles and business analysis career path
   4.2. Description of business analysis roles
   4.3. Business analysis, process, project & change management

5. Attachments
   5.1. Business analysis templates
Change, Processes, Projects & BA

- Developing a feasibility study
- Designing a solution
- Developing, testing, etc. a solution
- Stabilizing

- Change management
- Process management
- Project management
- Business Analysis

- Project plans: Study
- Project plans: Implementing
- Project plans: Stabilizing
- Change request

- Feasibility study
- Solution requirements document
- Technical design specifications
- Test cases and other documents
Common Management Basis & Understanding Relations

> A common basis for the application of change, process and project management as well as business analysis include …

> common values
> a common perception of organizations and cognition
> common understanding of management roles
> common communication forms
> common terms
> common methods

> Understanding the relationships between the management approaches
Relationships between Requirements and Objectives

- Business Requirements
- Stakeholder Requirements
- Solution Requirements

- Business Case Objectives
- Project Objectives
Business Analyst as a Project Team Member

Business analyst

Sub-Team 1

Sub-Team 2

Project Organisation

Project team member

Project contributor

Project manager

Project sponsor

Project steering committee
<table>
<thead>
<tr>
<th>Agenda</th>
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<tbody>
<tr>
<td>Traditional perception of business analysis</td>
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<tr>
<td>Business analysis as a set of services and sub-processes</td>
</tr>
<tr>
<td>Business analysis community of RBI</td>
</tr>
<tr>
<td>Development of a business analysis framework for RBI</td>
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</tbody>
</table>
The Business Analysis Community of Practice fosters building business and methodology know-how, based on international standards. Next step is to extend it to the network banks.

**Facts**
- Active since Q1/13
- 30 analysts from various areas, partially with consulting background
- Regular community meetings
- "Consultancy" Framework & Service Catalogue

**Enterprise Business Analyst Promotion**
Senior levels require a promotion hearing, solving a complex business case study, incl. three assessors from business.

**Business Analysis Curriculum**
Consisting of 9 modules, incl. Bank Steering and product trainings. Over 100 participations counted

**Regulatory Heat Map**
Regularly screening the news on the regulatory tsunami, proactively checking its impact on business function and IT landscape.
Business Analyst career path
Development along main dimensions

Requirements for one system
Fit in single biz domain
Freestyle Basics
BABOK on paper
Communicative

Requirements for multiple systems
Fit across biz cluster
BABOK elementary
Facilitation

Process level work
Systems work
B - 1 at eye to eye level
Leadership in topics

Strategic BA
BA Level 4: Outlook

Enterprise BA

Senior BA

Professional BA

Assessment Center / Hearing

Business domain “BIZ”
Analysis capability “ANALYTICS”
Personal Prof. skills “SOCIAL”

Mastermind with & for business
Strategic capa.
Biz Proc. Mgmt.
Change Mgmt.
Change amb.
Leadership
Role model
@HO & @Group
Business Analyst CoP going group-wide
Setup of international community and first job rotations

Planned
- Actively offer BA Curriculum to NWBs
- Get pilot NWBs on board
- Set up international BA community
- Delivery collaboration
  - Identify right BAs for projects

Benefits
- Identify skilled local BAs
- Reduce need for external BAs
- Alignment of collaboration models
Regulatory Heat Map
Quarterly deliverable out of the BA Community

- Business Analysts facilitate an "early warning radar" on regulations, cross-check on roadmaps
- Close and very early cooperation with business, building partnerships
- Builds internal know-how and reduces need for external support

Quarterly, pro-active screening of regulatory changes per 'radar screen'. Goal: we are "warned" years ahead and have time to prepare.

What will hit us when?

Determining impact of regulations per bank function (dept.).

What will hit us and where?

Finding out the content of the regulation and who is responsible. Build know-how.

What is the scope?
Agenda

- Traditional perception of business analysis
- Business analysis as a set of services and sub-processes
- Business analysis community of RBI
- Development of a business analysis framework for RBI
# About RBI Business Analysis Framework

## Objectives

- Contributing to a common business analysis understanding of involved RBI organizations
- Providing a basis for an efficient cooperation of the RBI organizations
- Communicating the business analysis services
- Quality assessments and for feedback to the business analysts
- Not objective
  - To be a “police-document”

## Ownership

- Responsible for the development and updating of the RBI Business Analysis Framework is the Lead of the BA Community of Practice
- Updates of the RBI Business Analysis Framework are organized periodically
- The communication of the Business Analysis Framework to stakeholders is the responsibility of all members of the BA Community of Practice
RBI Business Analysis Services
Contribute to all stages in project lifecycle within RBI

Facilitate and contribute to strategic planning and controlling
- Facilitating and contributing to strategic decision making
- Facilitating and contributing to strategy development (e.g. developing a regulatory heat map)
- Developing an IT road map
- Regular review and updates of strategy and roadmap

Contribute to or develop a feasibility study
- Performing as-is and to-be analysis (e.g. products, markets, processes, roles, IT architecture)
- Developing solution alternatives and analyzing costs/benefits
- Contributing to develop a feasibility study (overall)

Contribute to implement a new solution
- Solution requirements elicitation & analysis
- Solution requirements documentation and communication
- Requirements traceability matrix
- Developing transition requirements (e.g. migration, training)
- Performing defect analysis
- Evaluating the final solution and verifying against business need

Contribute to optimize/enhance an existing solution
- Managing an IT demand for an existing solution (e.g. request to change)
- Evaluating an existing solution (e.g. products, markets, processes, roles, IT architecture, etc.)
- Contributing to optimize/enhance an existing solution (overall)
Service: “Contribute to or develop a feasibility study”

<table>
<thead>
<tr>
<th>Service Description:</th>
<th>Performing as-is and to-be analysis</th>
</tr>
</thead>
</table>
| **Objectives**       | ▪ Business need, as-is situation (e.g. via benchmarking) documented & commonly understood  
                        ▪ To-be situation analyzed and documented under consideration of products, markets, processes, roles, IT architecture, etc.  
                        ▪ Gaps to reach to-be situation identified  
                        ▪ Business and stakeholder requirements defined & aligned  
                        ▪ Basic solution requirements defined |
| **Deliverables**     | ▪ Business need definition  
                        ▪ Documentation of as-is and to-be situation  
                        ▪ Gap analysis  
                        ▪ Business, stakeholder and basic solution requirements document |
| **Benefits**         | ▪ Common view of as-is situation, agreed on to-be situation by stakeholders  
                        ▪ SMART defined business and stakeholder requirements  
                        ▪ Basis for definition of adequate solution approaches  
                        ▪ Basis for definition of costs/benefits and project objectives  
                        ▪ Basis for decision about next-steps |
| **Out of scope**     | ▪ Definition of detailed solution requirements & solution approaches |
RBI Business Analysis Framework
Goals of Version 2.0

Goals

- **Standardization:**
  - BA Services
  - BA Approach & Processes
  - BA Deliverables

- **Alignment:**
  - Opinion Leaders and relevant Stakeholders
  - Minimum Standards

- **Focus on Feasibility Study (Pre-Study)**

Tasks

- Definition of Top Deliverables in detail
- Update and align BA Approach via RACI Matrix
- Interviews & Alignment with Opinion Leaders
- Fit with other RBI Methodics
BA Framework Top Deliverables
Top 4 deliverables for version 2.0

1. Scope Statement, Problem Statement & Business Need
2. Requirements
3. Assumption Log & Constraints
4. Solution Approach (incl. Alternatives)

<table>
<thead>
<tr>
<th>Name of Deliverable</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Methods and Techniques</td>
<td></td>
</tr>
<tr>
<td>Process Modell</td>
<td></td>
</tr>
<tr>
<td>Best Practices</td>
<td></td>
</tr>
<tr>
<td>Level of detail</td>
<td></td>
</tr>
<tr>
<td>Templates</td>
<td></td>
</tr>
</tbody>
</table>

<p>| Inclusion in official RBI processes |
| Relevant Stakeholders |
| Inputs for Deliverable |</p>
<table>
<thead>
<tr>
<th>#</th>
<th>Term</th>
<th>Description</th>
<th>Questions</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Business Need</td>
<td>Problem that the business analyst is trying to find a solution for.</td>
<td>§ Why is the change required?</td>
<td>“IFRS 9 compliance to be ensured for RBI, RZB and Network Banks”</td>
</tr>
<tr>
<td>2</td>
<td>Business Vision</td>
<td>Long term goals (of the enterprise)</td>
<td>§ What are your long-term goals?</td>
<td>“Ensure fast and efficient month-end-closing process”</td>
</tr>
<tr>
<td>3</td>
<td>Business Requirement</td>
<td>Goals, objectives and outcomes why a project shall be initiated.</td>
<td>§ What are you trying to achieve? § Why project shall be initiated?</td>
<td>“Make the loans subledger IFRS 9 capable”</td>
</tr>
<tr>
<td>4</td>
<td>Stakeholder Requirement</td>
<td>Needs of stakeholders that must be met in order to achieve the business requirements.</td>
<td>§ What do you need from the solution?</td>
<td>“Need to flag customers as impaired according to IFRS stage 3”</td>
</tr>
<tr>
<td>5</td>
<td>Solution Requirement</td>
<td>Capability or quality of a solution that meets the stakeholder requirements. Can be further split into functional and non-functional requirements.</td>
<td>§ What characteristics must the solution support?</td>
<td>“The solution must be capable to select customers out of a searchable list and flag them as impaired via a checkbox”</td>
</tr>
<tr>
<td>6</td>
<td>Business Rule</td>
<td>A specific directive that is under control of business and that serves as a criterion for guiding behavior, shaping judgments, or making decisions</td>
<td>§ What are the standards and regulations upon you operate?</td>
<td>“For categorization of deals a benchmark test has to be executed before it is committed”</td>
</tr>
</tbody>
</table>
## Developing a Feasibility Study

### Deliverable | Deliverable Status | Sign-Off by | Comment | Project sponsor | Project manager | Business Responsible | Business Analyst
--- | --- | --- | --- | --- | --- | --- | ---
1 **Project Management**
- Project set up | according to GPMO Governance | according to GPMO Governance | Lead Business Analyst, Project Manager | C | P/M | C | C
- Business Analysis Planning | Business Analysis Plan | candidate next framework version | Lead Business Analyst, Project Manager | M | C | P
- Manage Business Analysis Performance | Business Analysis Performance Assessment | candidate next framework version | Lead Business Analyst, Project Manager | M | C | P
2 **Perform As-Is Analysis**
- Define Problem Statement/Current Situation | Problem Statement | existing v2.0 | Lead Business Analyst, Sponsor | M | P | C+
- Analyze content oriented background (e.g. Markets & Bank Products (Business), Regulations, etc.) | Content Analysis | candidate later version | tbd | M | C | P
- Analyze Stakeholder Relations | Stakeholder Matrix | candidate next framework version | Lead Business Analyst | M | P | C+
- Analyze Enterprise IT architecture & Interfaces | Project specific IT landscape and service description in scope | candidate later version | tbd | M | C | C
- Communicate findings from As-Is Analysis | none | not existing currently | none | Summary of major findings based on | I | M | C | P
3 **Define To-Be Situation**
- Define Business need | Business Need | existing v2.0 | Lead Business Analyst, Sponsor | C | M | P | C+
- Define Stakeholder Relations | Stakeholder Matrix | candidate next framework version | Lead Business Analyst | M | P | C+
- Define Business requirements | Business Requirements | existing v2.0 | Lead Business Analyst, Sponsor | M | P | C+
- Define stakeholder requirements | Stakeholder Requirements | existing v2.0 | Lead Business Analyst, Stakeholder | M | P | C+
- Define Markets & Bank Products (Business) | Product & Market Landscape | candidate later version | tbd | M | P | C
- Identify Gaps to reach to-be situation | Gap Analysis | candidate later version | tbd | Oder vielleicht im Solution Approach zu | M | C | P
- Define basic solution requirements | Solution Requirements | existing v2.0 | Business Responsible | M | C | P
- Define Solution Scope | Scope Statement | existing v2.0 | Lead Business Analyst, Sponsor, Project | M | P | C+
- Communicate findings from To-Be Analysis | none | none | none | Summary of major findings based on | I | M | C | P

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*P. Performing, M... managing C... cooperating, I... being informed, C+... strong cooperating (meaning Analyze, Facilitate and ensure Delivery)*
Example Deliverable Solution Approach

Goal and Timeline

Determine the most viable solution approach to meet the business need in enough detail to allow for definition of solution scope and prepare the business case.

- High level document, basis for a decision
- Typically in a Pre-Study and always before execution
Requirement Generation Approach
Example: In which phases we work with requirements

**Planning**
*(Pre-Study)*
1. Define Business Requirements
2. Identify relevant stakeholders
3. (If possible) define user representatives
4. Plan & Align Business Analysis Approach & Plan
5. Define stakeholder requirements
6. Define basic solution requirements

**Execution**
*(Conception & Construction)*
1. Define solution requirements
2. Model & specify requirements
3. Define test-cases & test-case results
4. Sign-Off of technical specification

**Technical Implementation**
*(Business Analyst resolves questions from development)*

**Test**
*(Business Analyst resolves questions from testers)*
can be performed in multiple iterations

Link to RBI Minimum Standards
Requirements Methodology
Typical ways to elicit requirements

Methodology

1. Elicitation
2. Brainstorming
3. Document Analysis
4. Focus Groups
5. Interface Analysis
6. Interviews
7. Observation
8. Prototyping
9. Requirements Workshop
10. Survey/Questionnaire

Link to BA CoP Collaboration Room

RBI BA Framework
Outlook for version 2.0 and future versions

- Definition of a “right” set of templates
- Definition of further relevant RBI Business Analysis Terms
- Alignment with additional stakeholders opinion leaders
- Integration with standard RBI approaches (“Minimum Standards”)
- Usage & continuous improvement based on application in projects
Happy Projects!

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