BABOK v3 Techniques

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BABOK v3

Goals of the BABOK Revision

- Incorporate new concepts and practices in use since last revision
- Change where needed to improve value to all practitioners
- Address the full scope of the profession
- Help other BA groups—agile practitioners, BPM experts, business architects, product managers and others understand how much we share as a community
- Respect the need of existing practitioners to recognize themselves in the BABOK Guide
- Improve readability and usability, and incorporate lessons learned from practitioners who have worked with version

Changes in Business Analysis

- Agile has moved to the mainstream, driving change in software development and in the agile community itself
- SaaS and cloud solutions, mashups, and other technology put in-house IT development at risk
- Business Architecture becoming hot topic, unclear if it will do better than EA
- Teams becoming more global and virtual
- BPMS and Business Rules Engines may finally achieve their promise
- BAs taking on increased change management, organizational development roles
Techniques Chapter Updates

All Techniques are now in the Techniques Chapter vs. some inside tasks as task specific.

- Tasks still reference what techniques commonly apply

About the same number of total Techniques

All Techniques have some updates from the v2 content.

***We are reviewing feedback from Public Review some details in this presentation may change

v3 Techniques

- Acceptance and Evaluation Criteria
- Backlog Management
- Balanced Scorecard
- Benchmarking and Market Analysis
- Brainstorming
- Business Capability Analysis
- Business Case***
- Business Model Canvas
- Business Rules Analysis
- Collaborative Games
- Concept Modeling***
- Data Dictionary
- Data Flow Diagrams
- Data Mining***
- Data Modeling
- Decision Analysis
- Decision Modeling
- Document Analysis
- Estimation
- Financial Analysis***
- Focus Groups
- Functional Decomposition
- Glossary
- Interface Analysis
- Interviews
- Item Tracking
- Lessons Learned
- Metrics and KPIs
- Mind Mapping***
- Non-Functional Requirements Analysis
- Observation
- Organizational Modeling
- Prioritization
- Process Analysis
- Process Modeling
- Prototyping
- Reviews
- Risk Analysis and Management
- Roles and Permissions Matrix
- Root Cause Analysis
- Scenarios
- Scope Modeling
- Sequence Diagrams
- Stakeholder List, Map, Personas
- State Modeling
- Survey or Questionnaire
- SWOT Analysis
- Use Cases
- User Stories
- Vendor Assessment
- Workshops

***We are reviewing feedback from Public Review and may add these techniques
v3 Techniques – Completely New

- Acceptance and Evaluation Criteria
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v3 Techniques – Added From Agile Extension

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V3 Techniques – Name or Focus Change

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Business Model Canvas

The Business Model Canvas describes how an enterprise creates, delivers, and captures value for and from its customers.

A business model canvas is comprised of nine building blocks that describe how an organization intends to deliver value:
- Key Partnerships,
- Key Activities,
- Key Resources,
- Value Proposition,
- Customer Relationships,
- Channels,
- Customer Segmentation,
- Cost Structure, and
- Revenue Streams.

These building blocks are arranged on a business canvas that shows the relationship between the operational, financial, customers, and offerings, and serves as a blueprint for implementing a strategy.
**Business Model Canvas – 9 Building Blocks**

<table>
<thead>
<tr>
<th>KEY PARTNERS</th>
<th>KEY ACTIVITIES</th>
<th>VALUE PROPOSITIONS</th>
<th>CUSTOMER RELATIONSHIPS</th>
<th>CUSTOMER SEGMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who are our key partners?</td>
<td>What key activities do our value proposition require?</td>
<td>What value do we deliver to the customer?</td>
<td>How do we get, keep, and grow customers?</td>
<td>For whom are we creating value?</td>
</tr>
<tr>
<td>Who are our key suppliers?</td>
<td>How do we distribute our products?</td>
<td>Which of our customers’ problems are we helping to solve?</td>
<td>Which customer relationships have we established?</td>
<td>Who are our most important customers?</td>
</tr>
<tr>
<td>Which key resources are we relying on from our partners?</td>
<td>Customer relationships? Revenue streams?</td>
<td>What bundles of products and services are we offering to each segment?</td>
<td>How are (key integrated) with the rest of our business model?</td>
<td>What are the customer segments?</td>
</tr>
<tr>
<td>Which key activities do partners perform?</td>
<td>Customer relationships? Revenue streams?</td>
<td>Which customer needs are we satisfying?</td>
<td>How costly are they?</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KEY RESOURCES</th>
<th>VALUE PROPOSITIONS</th>
<th>CUSTOMER RELATIONSHIPS</th>
<th>CUSTOMER SEGMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>What key resources do our value propositions require?</td>
<td></td>
<td>How do we get, keep, and grow customers?</td>
<td>For whom are we creating value?</td>
</tr>
<tr>
<td>Our distribution channels?</td>
<td>Which of our customers’ problems are we helping to solve?</td>
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<tr>
<td>Revenue streams?</td>
<td>Which customer needs are we satisfying?</td>
<td>How costly are they?</td>
<td></td>
</tr>
</tbody>
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<table>
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<tr>
<th>COST STRUCTURE</th>
<th>REVENUE STREAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are the most important costs inherent to our business model?</td>
<td>For what value are our customers really willing to pay?</td>
</tr>
<tr>
<td>Which key resources are most expensive?</td>
<td>For what do they currently pay?</td>
</tr>
<tr>
<td>Which key activities are most expensive?</td>
<td>What is the revenue model?</td>
</tr>
</tbody>
</table>

**Collaborative Games**

Collaborative games refer to several structured Techniques inspired by game play and designed to facilitate collaboration.

Collaborative Games encourage participants in an elicitation activity to collaborate in building a joint understanding of a problem or a solution.

We can use collaboration games with most other techniques simply by adapting how we use the technique into a structured facilitation with collaboration.
Use Them For . . .

WHAT KIND OF RESULT DO YOU WANT?

NEW IDEAS  AGREEMENT  TOUGH DECISIONS

PROBLEM-SOLVING  UNRAVELING COMPLEXITY  PLANNING

Collaborative Games Look Like This:
In groups of 2-4 people where you are seated, discuss a model for publishing/selling a book....

Hand-out: Business Model Canvas 1-pager to use

BusinessModelGeneration.com
Results...

Let’s hear what groups came up with?

Each group selected different models, some more different than others...

- How would this impact things like:
  - Marketing processes and systems?
  - Ordering process/systems?
  - Fulfillment processes/systems?

Usage in the BA Context?

Business Model Canvas

Type of change:

- New start up – What is the business model?
- Merger/Acquisition – Which model? Or a new one?
- Legacy to COTS implementation – How does the package software change our model?
- New Product Launch – Where does the new product fit into the model?
- Enhancement to a current process and/or system?

What aspects of our model does this impact? Opportunities we have not thought of?
Usage in the BA Context?

Collaborative Games

• Any meeting where we want to pull vs. simply push information
• Any technique and facilitation can become a collaborative game
• Build games on to each other to create a meaningful meeting

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THANK YOU!!!