

DEFINING BUSINESS NEEDS AND SOLUTION SCOPE

SYNOPSIS

The skills of business analysis can help many professionals identify the right types of solutions to solve their business challenges and build the business cases to justify those recommendations. Defining the Business Needs and Solution Scope is an intermediate to advanced course designed to provide the knowledge needed to begin working on identifying business needs and analyzing the benefits of various solution options to help limit the choices before work gets underway or even before the solution work is chartered. In particular, this course "precedes" the typical project-life cycle as it sets up the benefits, value and possibilities that the change may bring, which then become the focus of the initiation phase of a project to implement those changes and execute the strategy.

LEARN

- Explain how the concepts of business needs and value drive change initiatives
- Describe the importance of business cases to solution recommendation
- Use current state analysis to identify business needs, goals, and objectives
- Relate the discipline of benefits management to solution recommendation
- Utilize stakeholder and capability analysis to plan future states
- Conduct feasibility assessments on solution alternatives
- Develop and present business cases for or against potential solutions

TOPICS

DRIVING TOWARD BUSINESS VALUE

- Business value and business need
- Value proposition
- Types of business needs
- Value stream, value chain
- Who, what, where, when, why and how

THE BUSINESS CASE

- Purpose of a business case
- Content and structure of a business case
- Participant roles in the business case
- Characteristics of a good business case

DEFINE THE CURRENT STATE

- Define the current situation
- Facts
- Issues and concerns
- Ask the right questions
- Analyze the current state
- Define the business need in terms of prioritized problems and opportunities
- The Business Case: Communicating the Current State and Business Need

ESTABLISH BUSINESS GOALS AND OBJECTIVES

- Begin with the end in mind
- Strategic vision and alignment
- Prioritized business goals
- Participants in business goal development
- Types of goals
- SMART business objectives
- The balanced scorecard
- Goal hierarchy
- Goal prioritization
- Approval of the business objectives

BENEFITS MANAGEMENT

- What is benefits management
- What is a benefit
- Roles in benefits management
- Identify potential benefits and dis-benefits
- Quantify the benefits
- Portfolio level benefits
- Identify stakeholders in benefits managements
- Benefits mapping
- Benefits realization plan
- Planned and emergent benefits

DEFINE THE SOLUTION SCOPE

- Future state vision
- Identify and describe stakeholder needs
- Required capabilities
- Conditions and constraints about the solution
- Link capabilities to goals
- Refine the solution scope in terms of who, what, where, when, why and how

IDENTIFY AND ASSESS ALTERNATIVES

- Identify alternative solutions
- Determine the viable and non-viable alternatives
- Analyze the feasibility of the viable alternatives
- Organizational feasibility
- Technical feasibility
- Economic feasibility
- Real options analysis
- Identify alternative solution approaches
- Describe the change strategy
- Refine the future state
- Financial Analysis
- Cost-benefit and

FINANCIAL ANALYSIS

- Patterns of planned business value
- Estimate benefits
- Estimate costs
- Costs to acquire the solution
- Costs to live with the solution
- Financial analysis and indicators

RISK ANALYSIS

- Risks to business value
- Identify risks
- Business risks
- Technology risks
- Project risks
- Risk theory
- Risk management
- Risk tolerance
- Risk impact scale
- Risk log
- Allowance for risk contingency

PUTTING THE BUSINESS CASE IN CONTEXT

- Approvals
- Benefits Management
- Making a No Decision
- After approval
- Revisiting the business case during development

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