



## BA Practice



### The Brief

The client, a large organisation with a market capitalisation of \$8,000 million, briefed Business Analysis (BAPL) to assist them to build a business analysis practice to significantly improve business analysis across the organisation.

### The Challenge

The client had numerous business analysts who came from a variety of backgrounds, ranging from business SME experience through to technical information-technology experience.

Business analysis delivery varied depending upon the individual business analyst's (BA) skill and the allocated project. Business analysis templates were not well understood by all the BAs, no formal quality-review process was in place, and no training and development pathways for each BA and the BA practice existed.

This meant that the quality of business analysis varied from project to project and from BA to BA.



## Our Approach

With ten years of in-depth experience providing consulting services, BAPL understands and are experts at building business analysis capability within organisations.

Using a BA practice approach, we reviewed the business analysis process, templates, methods and tools, quality, training and development, sourcing strategy, and how the practice support the BAs and the business.

We improved business analysis planning by introducing work packages, BA plans, and regular status reporting.

BAPL's role was to recommend how the organisation could improve its internal BA practice and supplement it externally.



## The Outcome

Some of the key successes included:

- improving business analysis templates, methods, and tools
- developing a business analysis quality process
- increasing retention of internal BAs
- improving competency of internal BAs
- improving the business's sourcing strategy that improved and supported the BA practice
- improving business engagement by the BA practice
- improving delivery quality and outputs.

## Conclusion

After building a BA practice for the client, BAPL successfully improved the foundation for business analysis across the organisation, fulfilling the client's brief. As a result of building a BA practice, BAPL also improved business analysis templates, methods, and tools, developed a business analysis quality process, provided capability uplift for internal staff, improved staff retention and greatly improved the sourcing strategy that supported the BA practice on an ongoing bases.