



BA Managed Service



The Challenge

The client had previously engaged contract business analysts (BAs) through recruitment companies to supplement their internal BAs for project and initiative delivery.

The client had the following issues using contract BAs found through recruitment agencies:

- onboarding and inducting new contract BAs was expensive
- the contract BAs were limited in their breadth of business analysis and were not supported by a BA practice
- the BAs were not coordinated and worked independently across projects or initiatives
- when the contract BAs left the organisation, sometimes part way through the project, they took the intellectual property (IP) with them, and recruitment agencies had no BA practice to retain the IP for continuity
- the contract BAs would not adhere to the organisation's culture and strategy, often causing conflict with internal BAs who worked longer hours with greater commitment for less remuneration
- procurement was needed to maintain a large list of recruitment vendors offering exactly the same pool of contract BAs
- accounting administration overheads were high, as multiple invoices had to be tracked against utilisation
- recruitment agencies would poach internal BA staff for other clients
- as demand moved through peaks and troughs, the BAs had no ability to provide flexibility in utilisation of resources to achieve the delivery of projects or initiatives
- there was no additional BA practice support to improve internal permanent BA capability.

The Brief

The client, a large government-owned corporation with an annual turnover in excess of \$1,000 million, briefed Business Analysts (BAPL) to provide them with a BA managed service to improve and deliver business analysis across the organisation.



Our Approach

With over 10 years of in-depth experience providing consulting services, BAPL are experts at building capability and delivering business analysis services within organisations. Our large team of experienced consultants has an enviable track record in delivering outcomes based on excellent business analysis.

In the BA managed-service model, we worked closely with the client to plan and resource their business analysis requirements. We provided high-quality staff, supported by the BAPL practice and overseen by a lead consultant. The lead consultant was responsible for managing and mentoring the business analyst consultants and serving as the first tier for service escalations, while also delivering business analysis services, particularly where a senior level of strategic analysis or stakeholder engagement was required.

BAPL also provided a service delivery manager who served as the second tier for service escalations and who worked with the client's management team to jointly plan, control, monitor, and tailor the managed service through the peaks and troughs of the client's business analysis needs, throughout the lifecycle of projects or initiatives.

The Outcome

Some of the key successes included:

- an annual cost saving of 29% in business analysis services, totaling \$300k due to improved utilisation and delivery output
- a saving of \$100k as the BA managed service reduced onboarding and inducting contract BAs

- excellent business analysis delivery from a specialist BA vendor with a deep knowledge of business analysis, which improved project success
- improved capability uplift of internal permanent BA staff through training and development
- a consistent approach through BAPL staff following the organisation's process
- improved visibility of their business analysts' performance
- faster business analysis delivery supported by deep BA practice knowledge in business analysis
- reduced procurement overheads resulting from a single point of engagement
- reduced accounting administration as a project-coded, single monthly bill was produced, which has been audited against utilisation
- improved business satisfaction while achieving a better return on investment
- collaboration and sharing of business analysis best practice and lessons learned
- controlling continuity and maintaining intellectual property through the BAPL practice.

Conclusion

After implementing a BA managed service for the client, BAPL successfully improved business analysis across the organisation, fulfilling the client's brief. As a result of the BA managed service, BAPL also improved processes and business satisfaction, capability uplift for internal staff, improved staff retention and cost savings across the client's organisation.