

Elevate your Strategy with #HolisticBusinessAnalysis

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by Stefan Bossuwé

overview session

- intro
- recap #HolisticBusinessAnalysis
- introduction of the case
- learn by using (onto the case) the
 - BACCM
 - Mission Model Canvas
- Q&A

intro

about the speaker & this session

about Stefan Bossuwé



- 30+ years professional experience in various roles in 20+ different industries
- passionate about business analysis
- first CBAP® in Belgium & Luxembourg
- co-founder, former President & current Ambassador of IIBA® Brussels Chapter (covering Belgium & Luxembourg)
- former IIBA's EMEA Regional Deputy Director for Europe
- content provider of IIBA's Knowledge Hub
- spends much of his time on promoting the business analysis mindset

about this session

- this session will:
 - demonstrate how the #HolisticBusinessAnalysis mindset can be used at a strategic level
 - not by introducing an exhaustive toolset, but by showing what is possible using a case study
 - (hopefully) inspire
 - business analysis practitioners to participate at strategic discussions
 - decision makers to include business analysis practitioners during strategic discussions

about this session

- this session is intended for:
 - business analysts both experienced and starters
 - people & organisations interested in business analysis, especially at a strategic level
 - decision makers that want to improve their business, especially at a strategic level

holistic business analysis

(short) recap

Core Purpose of Business Analysis

“the goal of business analysis is to facilitate and/or co-create better business outcomes”

definition of holism

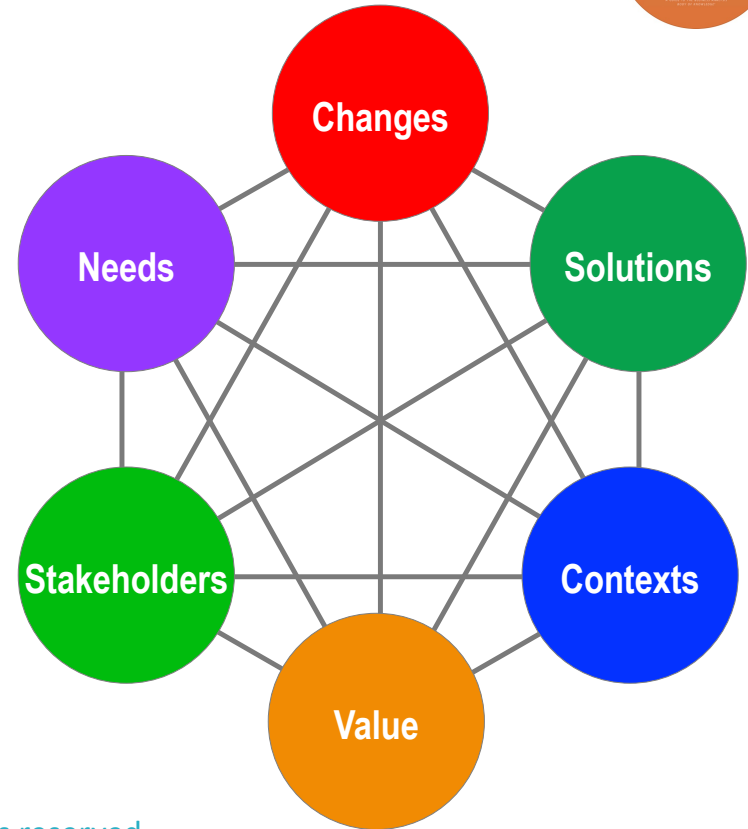
‘Holism’

- originates from the Greek word ‘holos’, which means ‘all’, ‘whole’, ‘entire’
- is the concept that systems (physical, biological, chemical, social, economic, etc.) should be viewed as wholes, not just as a collection of its parts
- as such, an organisation should be seen as a whole and not only as a collection of employees, business domain(s), customers, processes, systems, change initiatives, etc. ...

Business Analysis Core Concept Model™ (BACCM™)



- conceptual framework for the business analysis profession
- each core concept is an idea fundamental to the practice of business analysis
- each core concept is defined by the other five core concepts & can only be fully understood until all the concepts are understood
- all core concepts hold equal importance or significance
- relevant from enterprise strategy to tactical implementation



**elevate your strategy with
holistic business analysis**

the business case



Global Body of Strategic Thinking

- international professional body / association for the community of *strategic thinking*
- with a membership scheme
- with local representations in the form of chapters
- both global + chapters are non-profit)
- founded in 2010, in Palo Alto
- *STBOK*
- certification schemes (2 levels)
- worldwide +20K members
- yearly conference in Silicon Valley
- *strategic thinking* very popular within governments and medium to large organisations

Global Body of Strategic Thinking

stakeholders

stakeholders

- the international professional association (**GBST**)
 - the organisation of which we will study the strategy
- the local chapters
 - independent local organisations
(affiliated with the global organisation)
 - run by volunteers

stakeholders

- the professional community (of *strategic thinking*)
 - practitioners, people who may be interested, ...
 - **GBST** members & non-members

out of scope:

- other organisations / companies where *strategic thinking* plays a role
- training providers within the professional community of *strategic thinking*

Global Body of Strategic Thinking

needs

needs - the international association (non-exhaustive)

- a worldwide exposure - support - influence
- recognition by the numbers of members
- a wide and varied range of volunteers
(e.g. for contribution to development professional standards)
- revenue from:
 - sales (e.g. from professional standards + documentation)
 - certification schemes
 - membership fee
 - global event

needs - the local chapters (non-exhaustive)

- support from global (professional development, admin, website, ...)
- volunteers (for chapter working)
- revenue from:
 - local membership fee
 - local events

needs - the professional community (non-exhaustive)

- professional development support by:
 - standards + documentation
 - certification schemes
 - professional networking moments (global + local)
- prestige of membership

Global Body of Strategic Thinking

BACCM™

context

- is international / global
- there's no one-size-fits-all
 - group the different flavours into 'regions' with a specific social-cultural-economic feature in common (relevant with regard to the business case)
 - investigate the impact on the stakeholders' needs

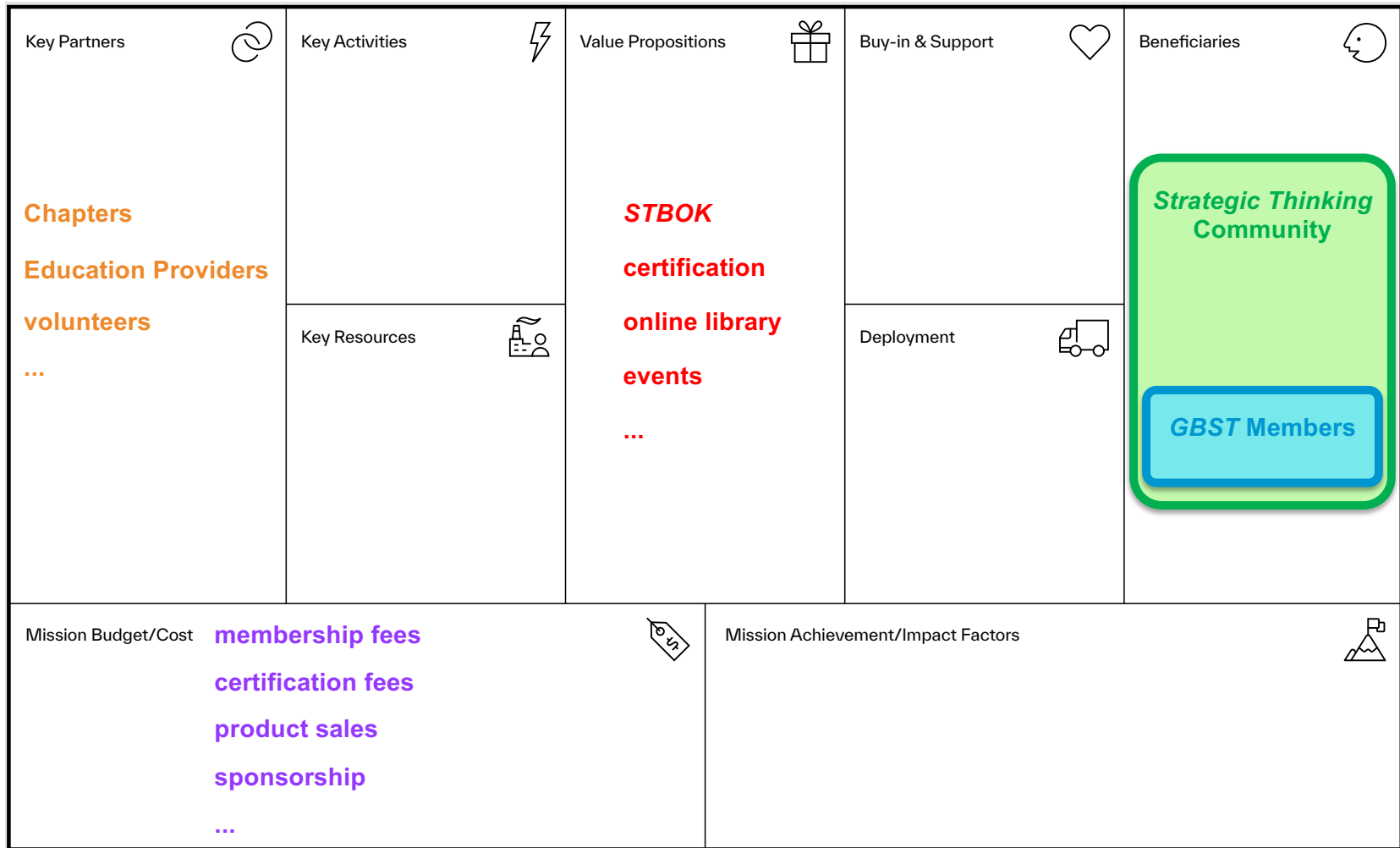
Stake Holder	Need	Context				
		English ↘	Income ↘	Member ↘	Volunteer ↘	All Incl.
Global Body of Strategic Thinking	exposure - support - influence	🤔😞	🤔	🤔😞	🤔	😊
	recognition by the numbers	🤔😞	🤔😞	😞😞		😊
	volunteers	🤔😞		🤔😞	😞😞	😊
	revenue from sales	🤔😞	🤔😞			😊
	revenue from certification	🤔😞	🤔😞			😊
	revenue from membership	🤔😞	🤔😞	😞😞		😊
	revenue from global event	😞😞	😞😞			😊
Chapter	support from global	🤔😞		🤔		😊
	volunteers			🤔😞	😞😞	😊
	revenue from membership		🤔😞	😞😞		😊
	revenue from local events		🤔😞	🤔😞		😊
ST Community	standards + documentation	🤔😞	😞😞			😊
	certification	🤔😞	😞😞			😊
	networking moments - virtual	🤔😞	🤔😞	🤔		😊
	networking moments - global	🤔😞	😞😞	🤔		😊
	networking moments - local	🤔😞	🤔😞		🤔😞	😊
	prestige of membership			😞😞		😊

Global Body of Strategic Thinking

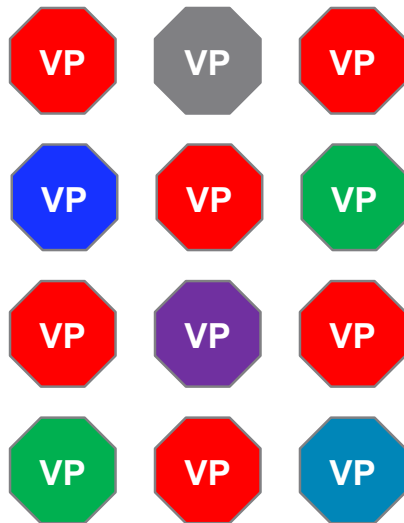
Mission Model Canvas

mission model canvas

- is the *business model canvas* for mission-oriented organisations
 - like most non-profit organisations
 - instead of customers → beneficiaries



Value Propositions



Buy-in & Support



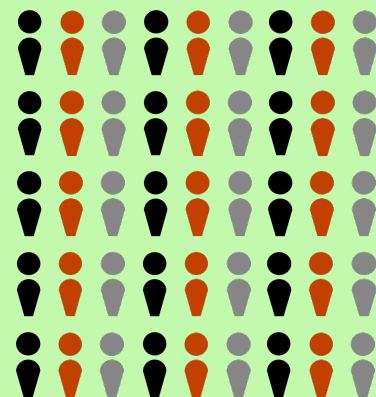
Deployment



Beneficiaries



Strategic Thinking Community



GBST Members



**elevate your strategy with
holistic business analysis**

conclusion

guidelines for a solid strategy

- reduce assumptions to an absolute minimum
 - retrieve information from “reliable” sources
 - perform your own “objective” investigations
- be aware of the different contexts
 - there’s very often more than one context (context always rules)

guidelines for a solid strategy

- guard yourself from *socio-cultural-economic biases*
 - especially with leaders from the same background that want to reach people from very different backgrounds
 - how to address
 - involve people from the targeted *socio-cultural-economic background* (or with an in-dept knowledge of that background)
 - listen, listen, listen and ... listen to them
 - don't convince them from your vision
(they won't be able to change the people with the respective background)
 - but adapt your strategy accordingly

guidelines for a solid strategy

- guard yourself from other types of biases
- if your target audience is diverse
 - the way you address them should be diverse
be cautious in your marketing on things people cannot afford, are not interested in, could be hurtful and/or let people opt-out on certain topics
e.g. Rituals letting people opt-out on mother related marketing on Mother's Day
 - your strategy should follow the diversity of its target audience
e.g. strategic goals & objectives that complement for one target group can conflict for other ones

disclaimer

- the *GBST* is a fictional organisation
 - specifically created to deliver a message
 - can be seen as a *persona* (or whatever word can be used for organisations) for a specific type of organisations
 - similarities with existing organisations cannot be ruled out, but are not intentional

inspiration + reference material

- *BABOK® Guide*

<https://www.iiba.org/career-resources/a-business-analysis-professionals-foundation-for-success/babok/>

- *The Business Analysis Standard*

<https://www.iiba.org/career-resources/a-business-analysis-professionals-foundation-for-success/the-foundation-for-effective-business-analysis/>

- *Mission Model Canvas*

by Strategyzer

<https://www.strategyzer.com/library/the-mission-model-canvas-an-adapted-business-model-canvas-for-mission-driven-organizations>