

business analysis techniques

Mastering Business Analysis Techniques: A Comprehensive Guide

Introduction:

Are you ready to unlock the secrets to successful business strategy? In today's rapidly evolving market, sharp business analysis is no longer a luxury; it's a necessity. Understanding and effectively applying the right business analysis techniques can be the difference between stagnation and explosive growth. This comprehensive guide dives deep into the core methodologies, tools, and frameworks that empower businesses to make data-driven decisions, optimize processes, and achieve their strategic objectives. We'll explore a range of techniques, from foundational approaches to advanced strategies, equipping you with the knowledge to tackle any business challenge head-on. Prepare to transform your analytical capabilities and elevate your business to new heights.

I. Fundamental Business Analysis Techniques: Laying the Foundation

A. SWOT Analysis: This classic technique remains a cornerstone of business analysis. It involves identifying your company's Strengths, Weaknesses, Opportunities, and Threats. By systematically analyzing these four elements, you gain a clear understanding of your competitive landscape and identify areas for improvement and growth. Effective SWOT analysis requires thorough research, objective assessment, and a collaborative approach, bringing together diverse perspectives within the organization.

B. PESTLE Analysis: To gain a broader perspective beyond your immediate competitors, the PESTLE analysis is invaluable. This framework examines the Political, Economic, Social, Technological, Legal, and Environmental factors impacting your business. Understanding these external forces allows you to anticipate potential challenges and capitalize on emerging opportunities. For example, understanding upcoming legislation or shifts in consumer preferences can significantly impact your strategic planning.

C. Porter's Five Forces: This model analyzes the competitive intensity of an industry by examining five key forces: the threat of new entrants, the bargaining power of suppliers, the bargaining power of buyers, the threat of substitute products or services, and the rivalry among existing competitors. Understanding these forces helps determine the attractiveness and profitability of a particular market or industry.

D. Stakeholder Analysis: Identifying and analyzing the interests of key stakeholders—including customers, employees, investors, and government agencies—is critical for successful business strategy. Understanding their needs and expectations helps ensure that your decisions align with the overall goals of the organization and minimize potential conflicts.

II. Advanced Business Analysis Techniques: Taking it to the Next Level

A. Root Cause Analysis: When problems arise, simply addressing symptoms isn't enough. Root cause analysis employs techniques like the "5 Whys" to delve deep into the underlying causes of issues, enabling effective and lasting solutions. This approach prevents recurring problems and fosters continuous improvement.

B. Business Process Modeling and Notation (BPMN): Visualizing business processes using BPMN diagrams provides a clear understanding of how work flows within the organization. This aids in identifying inefficiencies, bottlenecks, and areas for automation. BPMN is crucial for process optimization and improvement initiatives.

C. Data Analysis Techniques: Leveraging data analytics is crucial for informed decision-making. Techniques such as regression analysis, correlation analysis, and statistical modeling help uncover hidden patterns and trends within data, providing valuable insights for strategic planning.

D. Scenario Planning: This proactive approach involves developing multiple plausible future scenarios based on various assumptions and uncertainties. By considering different possibilities, businesses can anticipate potential challenges and prepare contingency plans, enhancing their resilience and adaptability.

III. Implementing Business Analysis Techniques Effectively

A. Choosing the Right Techniques: The effectiveness of your analysis hinges on selecting the appropriate techniques for the specific context and objectives. Consider the scope of the problem, the available data, and the desired outcome when making your selection.

B. Data Collection and Analysis: Accurate and reliable data is the bedrock of effective business analysis. Employing appropriate data collection methods and rigorous analytical techniques is essential for drawing valid conclusions.

C. Communication and Collaboration: Effective communication and collaboration are vital throughout the entire business analysis process. Clearly communicating findings and engaging stakeholders ensure buy-in and successful implementation of recommendations.

D. Continuous Monitoring and Evaluation: Business analysis is not a one-time event but an ongoing process. Regular monitoring and evaluation of the implemented strategies are necessary to track progress, identify deviations, and make necessary adjustments.

Book Outline: "Mastering Business Analysis: From Fundamentals to Advanced Strategies"

I. Introduction: Defining Business Analysis, its importance, and the scope of the book.

II. Core Techniques:

SWOT Analysis: A detailed explanation with real-world examples.

PESTLE Analysis: Comprehensive coverage and practical application.

Porter's Five Forces: In-depth analysis with industry case studies.

Stakeholder Analysis: Identifying and managing stakeholder interests.

III. Advanced Methodologies:

Root Cause Analysis: Techniques and practical application.

Business Process Modeling and Notation (BPMN): A step-by-step guide.

Data Analysis Techniques: Regression, correlation, and statistical modeling.

Scenario Planning: Developing and evaluating future scenarios.

IV. Implementation and Best Practices:

Selecting appropriate techniques for specific contexts.

Data collection, analysis, and interpretation.

Effective communication and stakeholder management.

Continuous monitoring and evaluation.

V. Conclusion: Future trends in business analysis and key takeaways.

Explaining the Book Outline Points in Detail:

The book outline provides a structured approach to learning business analysis techniques. Each section builds upon the previous one, progressing from foundational concepts to advanced methodologies and best practices. The introduction sets the stage by clearly defining business analysis and highlighting its importance in today's dynamic business environment. The Core Techniques section provides a thorough understanding of the fundamental tools, equipping readers with the ability to conduct basic but essential analyses. The Advanced Methodologies section then expands upon these foundations, introducing readers to more sophisticated techniques for deeper dives into complex problems. Finally, the Implementation and Best Practices section ties everything together by providing practical guidance on how to effectively apply these techniques in real-world situations. The conclusion reinforces the key takeaways and looks forward to future trends in business analysis.

FAQs

1. What is the difference between SWOT and PESTLE analysis? SWOT focuses on internal strengths and weaknesses and external opportunities and threats, while PESTLE examines broader macro-environmental factors.
1. How can I effectively use Porter's Five Forces? By analyzing each force, you can assess the competitive intensity of an industry and your own competitive position within it.

1. What are some common data analysis techniques used in business analysis? Regression analysis, correlation analysis, and statistical modeling are common approaches.
1. Why is stakeholder analysis important? It ensures that your strategies align with the interests of key stakeholders, mitigating potential conflicts and fostering collaboration.
1. How can I improve the communication of my business analysis findings? Use clear, concise language, visualizations (charts, graphs), and present your findings in a format that's easily understandable to your audience.
1. What is the role of BPMN in business analysis? It provides a visual representation of business processes, allowing for easy identification of inefficiencies and bottlenecks.
1. How can scenario planning improve decision-making? By considering various potential future scenarios, you can prepare for unexpected events and make more robust decisions.
1. How do I choose the right business analysis techniques for a specific project? Consider the project's scope, goals, available data, and the level of detail needed.
1. What are some common pitfalls to avoid in business analysis? Ignoring stakeholder interests, relying on incomplete data, and failing to monitor progress are common mistakes.

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business analysis techniques: How to Start a Business Analyst Career Laura Brandenburg, 2015-01-02 You may be wondering if business analysis is the right career choice, debating if you have what it takes to be successful as a business analyst, or looking for tips to maximize your business analysis opportunities. With the average salary for a business analyst in the United States reaching above \$90,000 per year, more talented, experienced professionals are pursuing business analysis careers than ever before. But the path is not clear cut. No degree will guarantee you will start in a business analyst role. What's more, few junior-level business analyst jobs exist. Yet every year professionals with experience in other occupations move directly into mid-level and even senior-level business analyst roles. My promise to you is that this book will help you find your best path forward into a business analyst career. More than that, you will know exactly what to do next to expand your business analysis opportunities.

business analysis techniques: Business Analysis Defined Thomas and Angela Hathaway, 2014-03-01 WHAT IS THIS BOOK ABOUT? Business Analysis in the Real World A Buddhist proverb

warns, "Be mindful of intention. Intention is the seed that creates our future." In a very real sense, this statement expresses the reason for business analysis. This discipline is really all about choosing and defining a desired future because without intention (expressed in business analysis terms, "requirements"), no future is more or less desirable than another. In reality, every organization does some form of business analysis whether it uses the term or not. For many (especially larger organizations), it is an extremely structured, managed process while others thrive on change and only do business analysis when and as needed. The perception that business analysis is only needed to develop IT solutions is inaccurate. Actually, it is a critical component of any change initiative within an organization whether software is involved or not.

Current Business Analysis Techniques and Methods The book defines how business analysis is currently practiced. The authors provide insight into this fast-growing field by distinguishing strategic, tactical, and operational business analysis. It provides surveys of what Business Analysts really do and what business analysis techniques people use most often when they are the one "wearing the BA hat". You will learn what "requirements" really are and what different types of requirements exist. Because many requirements define future information technology (IT) solutions, the authors share their experience on how Waterfall, Iterative, Agile, and Experimental (aka "Chaotic") Software Development methodologies impact the business analysis responsibility.

Who Needs Business Analysis Skills? Although the field of Business Analysis offers great career opportunities for those seeking employment, some level of business analysis skill is essential for any adult in the business world today. Many of the techniques used in the field evolved from earlier lessons learned in systems analysis and have proven themselves to be useful in every walk of life. We have personally experienced how business analysis techniques help even in your private life. We wrote this book for everyday people in the real world to give you a basic understanding of some core business analysis methods and concepts. If this book answers some of your questions, great. If it raises more questions than it answers (implying that it piqued your curiosity), even better. If it motivates you to learn more about this emerging and fascinating topic, it has served its purpose well.

WHO WILL BENEFIT FROM READING THIS BOOK? Many distinct roles or job titles in the business community perform business needs analysis for digital solutions. They include: - Product Owners - Business Analysts - Requirements Engineers - Test Developers - Business- and Customer-side Team Members - Agile Team Members - Subject Matter Experts (SME) - Project Leaders and Managers - Systems Analysts and Designers - AND "anyone wearing the business analysis hat", meaning anyone responsible for defining a future digital solution

TOM AND ANGELA'S (the authors) STORY Like all good IT stories, theirs started on a project many years ago. Tom was the super techie, Angela the super SME. They fought their way through the 3-year development of a new policy maintenance system for an insurance company. They vehemently disagreed on many aspects, but in the process discovered a fundamental truth about IT projects. The business community (Angela) should decide on the business needs while the technical team's (Tom)'s job was to make the technology deliver what the business needed. Talk about a revolutionary idea! All that was left was learning how to communicate with each other without bloodshed to make the project a resounding success. Mission accomplished. They decided this epiphany was so important that the world needed to know about it. As a result, they made it their mission (and their passion) to share this ground-breaking concept with the rest of the world. To achieve that lofty goal, they married and began the mission that still defines their life. After over 30 years of living and working together 24x7x365, they are still wildly enthusiastic about helping the victims of technology learn how to ask for and get the digital (IT) solutions they need to do their jobs better. More importantly, they are more enthusiastically in love with each other than ever before!

business analysis techniques: *Seven Steps to Mastering Business Analysis* Barbara A. Carkenord, 2009 This book provides a how to approach to mastering business analysis work. It will help build the skill sets of new analysts and all those currently doing analysis work, from project managers to project team members such as systems analysts, product managers and business development professionals, to the experienced business analyst. It also covers the tasks and

knowledge areas for the new 2008 v.2 of The Guide to the Business Analysis Body of Knowledge (BABOK) and will help prepare business analysts for the HBA CBAP certification exam.--BOOK JACKET.

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business analysis techniques: **Getting and Writing IT Requirements in a Lean and Agile World** Thomas and Angela Hathaway, 2019-07-15 WHAT IS THIS BOOK ABOUT? Communicate Business Needs in an Agile (e.g. Scrum) or Lean (e.g. Kanban) Environment Problem solvers are in demand in every organization, large and small, from a Mom and Pop shop to the federal government. Increase your confidence and your value to organizations by improving your ability to analyze, extract, express, and discuss business needs in formats supported by Agile, Lean, and DevOps. The single largest challenge facing organizations around the world is how to leverage their Information Technology to gain competitive advantage. This is not about how to program the devices; it is figuring out what the devices should do. The skills needed to identify and define the best IT solutions are invaluable for every role in the organization. These skills can propel you from the mail room to the boardroom by making your organization more effective and more profitable. Whether you: - are tasked with defining business needs for a product or existing software, - need to prove that a digital solution works, - want to expand your User Story and requirements discovery toolkit, or - are interested in becoming a Business Analyst, this book presents invaluable ideas that you can steal. The future looks bright for those who embrace Lean concepts and are prepared to engage with the business community to ensure the success of Agile initiatives. WHAT YOU WILL LEARN Learn Step by Step When and How to Define Lean / Agile Requirements Agile, Lean, DevOps, and Continuous Delivery do not change the need for good business analysis. In this book, you will learn how the new software development philosophies influence the discovery, expression, and analysis of business needs. We will cover User Stories, Features, and Quality Requirements (a.k.a. Non-functional Requirements - NFR). User Story Splitting and Feature Drill-down transform business needs into technology solutions. Acceptance Tests (Scenarios, Scenario Outlines, and Examples) have become a critical part of many Lean development approaches. To support this new testing paradigm, you will also learn how to identify and optimize Scenarios, Scenario Outlines, and Examples in

GIVEN-WHEN-THEN format (Gherkin) that are the bases for Acceptance Test Driven Development (ATDD) and Behavior Driven Development (BDD). This book presents concrete approaches that take you from day one of a change initiative to the ongoing acceptance testing in a continuous delivery environment. The authors introduce novel and innovative ideas that augment tried-and-true techniques for: - discovering and capturing what your stakeholders need, - writing and refining the needs as the work progresses, and - developing scenarios to verify that the software does what it should. Approaches that proved their value in conventional settings have been redefined to ferret out and eliminate waste (a pillar of the Lean philosophy). Those approaches are fine-tuned and perfected to support the Lean and Agile movement that defines current software development. In addition, the book is chock-full of examples and exercises that allow you to confirm your understanding of the presented ideas. WHO WILL BENEFIT FROM READING THIS BOOK? How organizations develop and deliver working software has changed significantly in recent years. Because the change was greatest in the developer community, many books and courses justifiably target that group. There is, however, an overlooked group of people essential to the development of software-as-an-asset that have been neglected. Many distinct roles or job titles in the business community perform business needs analysis for digital solutions. They include: - Product Owners - Business Analysts - Requirements Engineers - Test Developers - Business- and Customer-side Team Members - Agile Team Members - Subject Matter Experts (SME) - Project Leaders and Managers - Systems Analysts and Designers - AND “anyone wearing the business analysis hat”, meaning anyone responsible for defining a future IT solution TOM AND ANGELA’S (the authors) STORY Like all good IT stories, theirs started on a project many years ago. Tom was the super techie, Angela the super SME. They fought their way through the 3-year development of a new policy maintenance system for an insurance company. They vehemently disagreed on many aspects, but in the process discovered a fundamental truth about IT projects. The business community (Angela) should decide on the business needs while the technical team’s (Tom)’s job was to make the technology deliver what the business needed. Talk about a revolutionary idea! All that was left was learning how to communicate with each other without bloodshed to make the project a resounding success. Mission accomplished. They decided this epiphany was so important that the world needed to know about it. As a result, they made it their mission (and their passion) to share this ground-breaking concept with the rest of the world. To achieve that lofty goal, they married and began the mission that still defines their life. After over 30 years of living and working together 24x7x365, they are still wildly enthusiastic about helping the victims of technology learn how to ask for and get the IT solutions they need to do their jobs better. More importantly, they are more enthusiastically in love with each other than ever before!

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own projects. Key Features [bullet] Presents a structured step-by-step process for performing business analysis that any new or experienced practitioner could follow, rather than having to piece the process together themselves [bullet] Addresses stakeholder identification and thoroughly examines stakeholder analysis and management to ensure a deep understanding before planning or engaging stakeholder involvement [bullet] Discusses how to perform situational needs analysis and prepare situational justification for decision makers within the business context [bullet] Demonstrates how to plan the business analysis work effort and develop and execute communication and information management plans [bullet] Shows how to set up a project for success with a clear and concise scope definition boundary, maintain agreement on scope, and control scope in an ever-changing environment [bullet] Provides detailed guidance on developing solution requirements and design definition for building the solution to meet stakeholder needs [bullet] Details the business analysis practitioner's role as the solution is being built

business analysis techniques: *Digital Business Analysis* Fredrik Milani, 2019-01-25 This book frames business analysis in the context of digital technologies. It introduces modern business analysis techniques, including a selection of those in the Business Analysis Body of Knowledge (BABOK) by the International Institute of Business Analysis (IIBA), and exemplifies them by means of digital technologies applied to solve problems or exploit new business opportunities. It also includes in-depth case studies in which business problems and opportunities, drawn from real-world scenarios, are mapped to digital solutions. The work is summarized in seven guiding principles that should be followed by every business analyst. This book is intended mainly for students in business informatics and related areas, and for professionals who want to acquire a solid background for their daily work. It is suitable both for courses and for self-study. Additional teaching materials such as lecture videos, slides, question bank, exams, and seminar materials are accessible on the companion web-page.

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business analysis techniques: Requirements Gathering for the New Business Analyst Lane Bailey, 2017-06-11 BOOK DESCRIPTION Have you recently taken on the role of Business Analyst, but have no clue where to start? Were you thrown into a project and given very little direction? How stressful! The entire project team is depending on you to deliver a critical requirements document that is the foundation for the entire project. But the problem is, you have no little to no training, very little direction, and and a very clear time-line of ASAP. What do you do? I've been in this situation, and it is no fun. In the early years of my career when I was a Business Analyst, I had to fumble my way through many projects to learn the tools that I needed to be an effective BA. And then as a manager, I saw many new employees struggle because they weren't properly equipped for the role. But I didn't have the time or budget to send any of them to training. That's

when I developed a simple three step process that I taught every new Business Analyst that joined my team. This process allowed me to train all new Business Analysts in ONE DAY, and get them effectively gathering requirements IMMEDIATELY. The feedback that I received was astounding. The employees were more confident in their role, and the stakeholders were very impressed at the skill of the new Business Analysts. But most importantly, they were able to produce and be effective right away. You don't have to struggle any longer. This book will give you the tools and techniques you need to go from Newbie to Pro in one day. You will Learn * The role of the Business Analyst on a project * Systems Analysis and Design techniques * Requirements gathering techniques * Requirements Analysis techniques * How to develop use cases * How to develop a Business Requirements Document As a result: * You will have more confidence in your skills * You will gain credibility with the project team because you will be equipped with the knowledge you need to be an effective team member * You will be able to easily identify who you need to work with to gather requirements * You will be able to deliver a set of requirements that exceeds the expectations of every member of the project team

This book will pay for itself by giving you the confidence needed to take on any software project immediately. What can I say? You NEED this book! Let's get started! Buy Requirements Gathering for the New Business Analyst today to get started on your project now!

business analysis techniques: *Business Analysis, Software Testing, Usability* Koray Yitmen, 2016-08-24 There are many books about topics and disciplines in Information Technology. But most books concentrate on a single area. This book is an exception - it looks at three disciplines and ties them together. Excellent idea. Congratulations to Koray for putting this book together, and also for his generosity in donating profits to schools. -- Dorothy Graham, Best-selling Author Koray does a great job of using clever, insightful metaphors to illustrate concepts. He writes in an accessible, easy-to-read style. I hope you enjoy reading this book as much as I did. -- Rex Black, Best-selling Author In his book Koray uses two phrases again and again. The first is Quality is not tested, but built. The other phrase is ... should first be handled as a people issue rather than a technology issue. To those in the IT world who need an understanding of these principles, I recommend this book. -- Lee Copeland, Best-selling Author This book is a quick guide to business analysis, software testing, and usability disciplines. Throughout the book, different perspectives are brought to the following interesting comparisons and relationships: Business Analysis - Business analysts and software testers - Usability specialists and business analysts - System analysts and business analysts - Project management and business analysis - Business requirements and system requirements - Use cases and user requirements - The object-oriented approach versus the business process approach - Functional requirements and non-functional requirements - Scope management and stakeholder management - Change management and project management - Process flows, class diagrams, and sequence diagrams - Use case modelling and project scope definition - In-scope items and out-of-scope items - Unclear requirements and test cases - Traceability matrix and gold plating - Change request management process and requirements management tools - Impact analysis and traceability matrix - Project Management Institute (PMI) knowledge areas and business analysis Software Testing - Software test design techniques and high jump techniques - Software testing and road traffic - Priority versus severity - Risk and software testing - Software testing levels and software testing types - Black-box testing versus white-box testing - Statement coverage versus decision coverage Usability - User Experience (UX) and usability - Usability specialists and business analysts - Usability testing versus user acceptance testing - Interaction design and process flow design - User profiling versus persona identification - Interface design and interaction design This book targets broad range of professionals such as: - Business analysts, software testers, usability specialists and UX designers - Systems analysts and developers - Project managers, entrepreneurs, product owners, scrum masters and product managers - Business units, sales managers and marketing managers - Business consultants, management consultants, C-level executives - Managers of all divisions

business analysis techniques: *Business Analysis and Leadership* Penny Pullan, James Archer,

2013-09-03 21st century organizations, across all sectors and of all types, have to cope with an international marketplace where change is frequent and customer expectations continue to rise. The work of business analysis professionals is crucial if organizations are to succeed and grow. If change programmes are to be successful, stakeholder engagement and situation analysis are vital, and to achieve this, senior business people need to display competence in a range of areas, not least of which include the ability to challenge, lead and influence. *Business Analysis and Leadership* is for anyone involved in business analysis working in any organization worldwide, from financial services to charities, government to manufacturing. It takes the reader beyond standard textbooks full of techniques and tools, advising on how to lead and gain credibility throughout the organization. It will help you with the tricky role of working with people from the shop floor to board directors and give readers the confidence to challenge the easy way forward and point out what will really work in practice. This inspirational book consists of contributions from leading thinkers and practitioners in business analysis from around the world. Their case studies, practical advice and downloadable appendices will help the reader to develop leadership skills and become an outstanding catalyst for change.

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Statistical Learning provides an accessible overview of the field of statistical learning, an essential toolset for making sense of the vast and complex data sets that have emerged in fields ranging from biology to finance, marketing, and astrophysics in the past twenty years. This book presents some of the most important modeling and prediction techniques, along with relevant applications. Topics include linear regression, classification, resampling methods, shrinkage approaches, tree-based methods, support vector machines, clustering, deep learning, survival analysis, multiple testing, and more. Color graphics and real-world examples are used to illustrate the methods presented. This book is targeted at statisticians and non-statisticians alike, who wish to use cutting-edge statistical learning techniques to analyze their data. Four of the authors co-wrote *An Introduction to Statistical Learning, With Applications in R (ISLR)*, which has become a mainstay of undergraduate and graduate classrooms worldwide, as well as an important reference book for data scientists. One of the keys to its success was that each chapter contains a tutorial on implementing the analyses and methods presented in the R scientific computing environment. However, in recent years Python has become a popular language for data science, and there has been increasing demand for a Python-based alternative to ISLR. Hence, this book (ISLP) covers the same materials as ISLR but with labs implemented in Python. These labs will be useful both for Python novices, as well as experienced users.

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User Story has three primary components, namely the “Card”, the “Conversation”, and the “Criteria”. Different roles are responsible for creating each component. The “Card” expresses a business need. A representative of the business community is responsible for expressing the business need. Historically (and for practical reasons) the “Card” is the User Story from the perspective of the business community. Since we wrote this book specifically to address that audience, we use the term “User Story” in that context throughout. The “Conversation” is an ongoing discussion between a developer responsible for creating software that meets the business need and the domain expert(s) who defined it (e.g., the original author of the “Card”). The developer initiates the “Conversation” with the domain expert(s) to define the “Criteria” and any additional information the developer needs to create the application. There is much to be written about both the “Conversation” and the “Criteria”, but neither component is dealt with in any detail in this publication. A well-written User Story (“Card”) can drastically reduce the time needed for the “Conversation”. It reduces misinterpretations, misunderstandings, and false starts, thereby paving the way for faster delivery of working software. We chose to limit the content of this publication to the “User Story” as understood by the business community to keep the book focused and address the widest possible audience.

WHO WILL BENEFIT FROM READING THIS BOOK? How organizations develop and deliver working software has changed significantly in recent years. Because the change was greatest in the developer community, many books and courses justifiably target that group. There is, however, an overlooked group of people essential to the development of software-as-an-asset that have been neglected. Many distinct roles or job titles in the business community perform business needs analysis for digital solutions. They include: - Product Owners - Business Analysts - Requirements Engineers - Test Developers - Business- and Customer-side Team Members - Agile Team Members - Subject Matter Experts (SME) - Project Leaders and Managers - Systems Analysts and Designers - AND “anyone wearing the business analysis hat”, meaning anyone responsible for defining a future IT solution.

TOM AND ANGELA’S (the authors) STORY Like all good IT stories, theirs started on a project many years ago. Tom was the super techie, Angela the super SME. They fought their way through the 3-year development of a new policy maintenance system for an insurance company. They vehemently disagreed on many aspects, but in the process discovered a fundamental truth about IT projects. The business community (Angela) should decide on the business needs while the technical team’s (Tom)’s job was to make the technology deliver what the business needed. Talk about a revolutionary idea! All that was left was learning how to communicate with each other without bloodshed to make the project a resounding success. Mission accomplished. They decided this epiphany was so important that the world needed to know about it. As a result, they made it their mission (and their passion) to share this ground-breaking concept with the rest of the world. To achieve that lofty goal, they married and began the mission that still defines their life. After over 30 years of living and working together 24x7x365, they are still wildly enthusiastic about helping the victims of technology learn how to ask for and get the digital (IT) solutions they need to do their jobs better. More importantly, they are more enthusiastically in love with each other than ever before!

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full chapters outlining effective analysis processes; avoiding pitfalls; communicating results; as well as drill-downs on analyzing industries, competitive positioning, business models, supply chains, strategic relationships, corporate reputation, critical success factors, driving forces, technology change, cash flow, and much more. For every method, Fleisher and Bensoussan present clear descriptions, background context, strategic rationales, strengths, weaknesses, step-by-step instructions, and references. The result is a book every analyst, strategist, and manager can rely on – in any industry, for any challenge.

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