



Business Process Analysis

3 Days | Virtual and Face-to-Face

Business process analysis is a fundamental activity supporting critical change efforts, whether you are defining changes to existing business systems, improving your business processes, or acquiring, merging, or splitting business units. Every business is searching for better ways of getting work done. Improving efficiency, decreasing costs, increasing productivity and customer service are universal goals. Innovation and faster time to market is critical in today's environment. Doing things the way they've always been done is comfortable but may hamper operational agility in the future. Successful business process improvement efforts must:

1. Study the current procedures
2. Find the core or essential work being done
3. Define how this essential work will be accomplished

Creating As-Is and To-Be workflows gives business analysts a strategic view of business architecture. This is essential in Agile, SOA, BPM, COTS, and any type of process improvement project. Workflows and Value Stream Maps are also the foundation for documenting Six Sigma and Lean improvement efforts.

This course provides students with techniques to examine how things are currently being done and create solution options that improve business processes. It provides business analysts a tool for understanding core business processes so they can provide alternative solutions that meet key business needs and consider IT impacts. Management can then evaluate each alternative for its potential return on investment. Analyzing business processes may result in changes to software, policies, procedures, organizational structure, personnel, and more.

This course supports the standards outlined in the IIBA *BABOK® Guide*. It teaches a proven approach that gives business analysts the confidence and credibility to recommend the right solution to address a business problem or opportunity.

Learning Objectives

- Practice a Framework for Process Improvement
- Initiate a process analysis effort with clear objectives and an agreed-upon goal
- Identify and define complex business process steps using various modeling techniques such as ANSI, Swim Lane, Business Process Diagrams, UML, SIPOC, and Value Stream Maps
- Evaluate and prioritize potential improvements
- Identify the most important business component: Essential Processes
- Decompose complex processes into lower level tasks and sub-processes using a decomposition diagram
- Identify changes, detail the impacts of each change, and develop a transition plan and backlog
- Evaluate solution effectiveness

Intended Audience

This course will be beneficial to any person, in any size organization, hoping to improve their business processes. The techniques presented can be used without any sophisticated software to quickly identify areas for improvement and fix broken processes.

Prerequisites

We recommend that students first attend our [Essential Skills for Business Analysis](#) class or have experience in project scope definition, eliciting requirements from subject matter experts, and understanding how business requirements fit into the entire systems development effort.

Learning Topics

Topic
Set Your Sights
<ul style="list-style-type: none">• Understand the need for business process analysis• Discuss a Framework for Process Improvement• Workshop:<ul style="list-style-type: none">◦ Choose a process to improve and establish its context for the class case study• Solidify strong project objectives and goals• Workshop:<ul style="list-style-type: none">◦ Develop improvement goals for the class case study
Start Where You Are
<ul style="list-style-type: none">• Create an elicitation plan• Review workflow modeling techniques such as ANSI, Swim Lane, Business Process Diagrams, UML, SIPOC, and Value Stream Maps• Understand the current business process by developing a visual representation utilizing various workflow analysis techniques<ul style="list-style-type: none">◦ Discuss the reasons for creating As-Is diagrams and models.◦ Discuss the appropriate level of detail for the model◦ Review guidelines for visual process representation to improve communication and understanding• Learn to listen for business rules when eliciting business process requirements<ul style="list-style-type: none">◦ Use decision tables and decision trees to represent business rules◦ Understand how a decision model can be used for complex business rules• Use data artifacts to analyze information currently used by the business• Collect metrics or measurements to establish the business process baseline.• Workshop:<ul style="list-style-type: none">◦ Create an As-Is Business Process Model and decision tree for the course case study and present it to the class• Validate the business process model

(Un)Pack Your Bag
<ul style="list-style-type: none"> • Identify essential business processes to ensure understanding of what work must be done • Decompose business processes into sub-processes and tasks using a process list or process decomposition diagram • Learn techniques for identifying business processes: top-down, bottom-up, and event driven • Workshop: <ul style="list-style-type: none"> ◦ Identify essential processes using top-down, bottom-up, and event driven approaches • Workshop: <ul style="list-style-type: none"> ◦ Create a process decomposition diagram and supporting business process templates for the class case study. • Identify potential problem areas by challenging your As-Is model <ul style="list-style-type: none"> ◦ Review Lean's 7 forms of waste ◦ Review Six Sigma root cause analysis techniques for identifying process issues including the "5 Whys" and Cause and Effect/Fishbone Diagram ◦ Discuss other potential areas of concern • Workshop: <ul style="list-style-type: none"> ◦ Review the case study process model and identify process problems.
Map a Route
<ul style="list-style-type: none"> • Brainstorm To-Be alternatives by evaluating 9 strategies for changing a process • Workshop: <ul style="list-style-type: none"> ◦ Identify potential improvements for the class case study • Evaluate and prioritize potential improvements • Test process improvements for potential pitfalls or negative side effects • Create a To-Be model that redesigns the business process and addresses all essential processes • Workshop: <ul style="list-style-type: none"> ◦ Propose and document an improved process for the case study
Blaze the Trail
<ul style="list-style-type: none"> • Identify transition needs by performing gap analysis to identify differences between the As-Is process and the recommended To-Be process • Utilize a Change and Impact Worksheet to identify risks and impacts to the organization • Develop a plan to manage impacts and the transition • Workshop: <ul style="list-style-type: none"> ◦ Compare your solution to the existing process for the course case study ◦ Identify changes and detail the impacts of each change ◦ Develop a transition plan and backlog • Evaluate the solution effectiveness
Course Summary
<ul style="list-style-type: none"> • Course retrospective • Develop a Post Class "Go Do It!" Plan with next steps for the student's current project



This class is a part of the **B2T Training Business Analyst Certification Program**. For more information on the program, please see our [Certification](#) page.