

Enterprise Analysis:

Building a Foundation from the Top Down

An ESI International
White Paper



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Abstract

Over the past two decades, there has been a rapid influx of new technologies and related services; however, many companies have not kept pace organisationally and are not reaping the full benefits of advanced systems, solutions and services. Whether you are seeking a business solution or considering a new business opportunity, systematic planning and examination of alternative options is key to determining the best project investment path. This paper examines the step-by-step process of identifying and analysing potential solutions to a business need as identified by International Institute of Business Analysis (IIBA®). This step-by-step process is known as enterprise analysis. Enterprise analysis process elements are presented chronologically in six key steps—creating and maintaining the business architecture, conducting feasibility studies, determining project scope, preparing the business case, conducting the initial risk assessment and preparing the decision package.



Introduction

In today's economic down turn, we see organisations "tightening their belts" and turning to internal process improvement measures to gain efficiency before investing in a technology-driven solution. Projects focused on operational excellence to drive solution development are in the forefront of organisational leaders' minds. These projects and the complexities of multi-faceted technologies demand a systematic and disciplined approach to implementing solutions. Organisational leaders and industry executives increasingly are recognising that without significant up-front planning—in sync with an organisational vision and overall objectives—it does not matter how well project management or business analysis is performed. By not tying solutions and deliverables to overall organisational objectives, organisations are setting themselves up for disappointing results. Industry experts increasingly cite enterprise analysis as the proven process for planning and systematically examining proposed business solutions.

Pre-project activities, such as enterprise analysis, ensure that solutions to business problems reflect the organisation's business strategy. Enterprise analysis helps the organisation determine sound investments and enhance its project portfolio. These activities ensure that the organisation can maximise the return on investment, minimise duplication of efforts across the organisation, and realign business operations to meet executive management's strategy.

Some of the primary problems faced by organisations that do not conduct enterprise analysis include:

- Poor project prioritisation
- Inadequate alignment of goals and services
- Primacy placed on stakeholder demands for quick delivery rather than quality deliverables
- Lack of enterprise-wide collaboration
- Non-strategic and ineffective and/or inefficient solutions
- Duplication of effort among various business units
- Poor planning that overlooks all possible approaches to develop the solution
- Focus limited to examination of only one solution option
- Weak decision-making that lacks buy-in from all key stakeholders
- Inability of the organisation to see how a solution developed for one business unit can benefit other business units



All of these problems can be managed by starting off on the right foot, taking the time to plan enterprise analysis and following six critical steps:

- 1) Creating and maintaining the business architecture
- 2) Conducting feasibility studies
- 3) Determining project scope
- 4) Preparing the business case
- 5) Conducting the initial risk assessment
- 6) Preparing the decision package

This paper details these six key steps, which are necessary to initiate and implement enterprise analysis successfully. The paper will guide you through the process of identifying the best solutions to meet organisational objectives and stakeholder expectations. Whatever your role, learning about the structure and discipline of enterprise analysis will provide critical insights for enterprise-wide initiatives.

Why Conduct Enterprise Analysis?

Before we can fully understand the benefits of enterprise analysis, we must first look at the distinction between enterprise architecture and enterprise analysis.

Enterprise architecture is the sum of multiple disciplines, including business, information, application, technology and security architectures. It is a method for describing, modelling and improving enterprise-wide initiatives, goals and objectives.

Enterprise analysis, on the other hand, is defined by International Institute of Business Analysis (IIBA®) as:

"...the Business Analysis activities that take place for organisations to (1) identify business opportunities, (2) build their Business Architecture framework, and (3) determine the optimum project investment path for the enterprise, including implementation of new business and technical system solutions." (18)

In other words, along the way to determining that "optimum" solution, you will grow to understand your organisation better from a strategic business perspective through the enterprise analysis process. As cited in the IIBA® definition above, an in-depth understanding of the business architecture is among the primary results of conducting enterprise analysis. From this foundation, it is possible to gain knowledge about the functions of the other four architectures—application, information, information technology and security.

Key Reasons to Conduct Enterprise Analysis:

- Better business alignment with strategic goals
- Improved planning
- Improved decision-making
- Risk mitigation
- Reduction of duplicated efforts

IIBA is a registered trademark owned by International Institute of Business Analysis.



You may find it useful to create a RACI chart as you are defining stakeholders. This tool will be helpful in identifying roles and responsibilities. Remember, stakeholders may fall into more than one of the following categories:

R = Responsible: who owns the project

A = Accountable: who must approve work before it is implemented

C = Consulted: who has information and/or capability necessary to complete the work

I = Informed: who must be notified of results



Getting Started—Kicking-off Enterprise Analysis

One of the mistakes that people sometimes make when launching a new initiative is diving headfirst into the proverbial pool without testing the water. It is important to remember that enterprise analysis should be viewed as a project unto itself, which requires a solid foundation in project management as well as buy-in from project team members and key stakeholders. From a project planning perspective, starting points for enterprise analysis are:

Reviewing the Vision Statement

A vision statement should address the who, what, how and why for performing enterprise analysis.

- Who will be the consumers of these products or services?
- What will these products or services accomplish for their stakeholders?
- How will they be aligned with overall business objectives?
- Why are these products or services essential to your organisation?

Creating a Glossary of Terms

Brainstorm with key stakeholders to establish a common understanding of the language that will be used throughout the duration of the enterprise analysis process.

Establishing Stakeholder Categories

Keeping the products or services and vision statement in mind, establish categories that address stakeholders who would be impacted by the proposed solutions as well as those who would use or benefit from the ultimate deliverable.

Developing Stakeholder Profiles

Develop profiles that describe the stakeholders, including their roles, responsibilities, motivators and success criteria as they relate to the proposed solutions.

Making a Stakeholder Elicitation Plan

When developing an elicitation strategy to outline stakeholders' roles, responsibilities and time commitments, remember that communication styles vary from individual to individual. Creating a RACI chart at this stage will be helpful.

Defining the Risk Response Strategy

This is not the time for an exhaustive risk assessment of the proposed solutions (that is Step 5 of enterprise analysis). At this point, you are simply focusing on whether the organisation is willing to invest what is necessary to conduct enterprise analysis—time, money and resources.

Step 1: Creating and Maintaining the Business Architecture



Understanding your organisation's business architecture is a fundamental first step in enterprise analysis. IIBA® points out that the purpose of an organisation's business architecture is to provide a unified structure and context that helps to steer the selection and management of myriad programmes and projects (25). This means that your organisation's business architecture consists of a vast array of interrelated (and organised) documents, models and diagrams that impart information about the business in terms of vision, mission, strategy, functions, rules, policies, procedures, processes, organisations, competencies and locations. Through architectural work, we capture and portray business and technical information in a way that makes the two sets of information easy to interrelate in order to drive consistency between business operations and IT systems. Therefore, the business architecture becomes one element within the larger view of the enterprise architecture (IIBA®, 26). Together, this information forms a context from which possible change impacts can be understood.

By examining the AS-IS and TO-BE states of the business architecture, it is possible to begin to envision the changes an organisation must make to achieve overall goals and objectives. In order to study your business architecture, there are several typical process steps that you should take. In terms of sequence and level of effort for each step, there will be variations depending on the size and nature of your existing business architecture as well as the size and nature of your proposed project, system or solution.

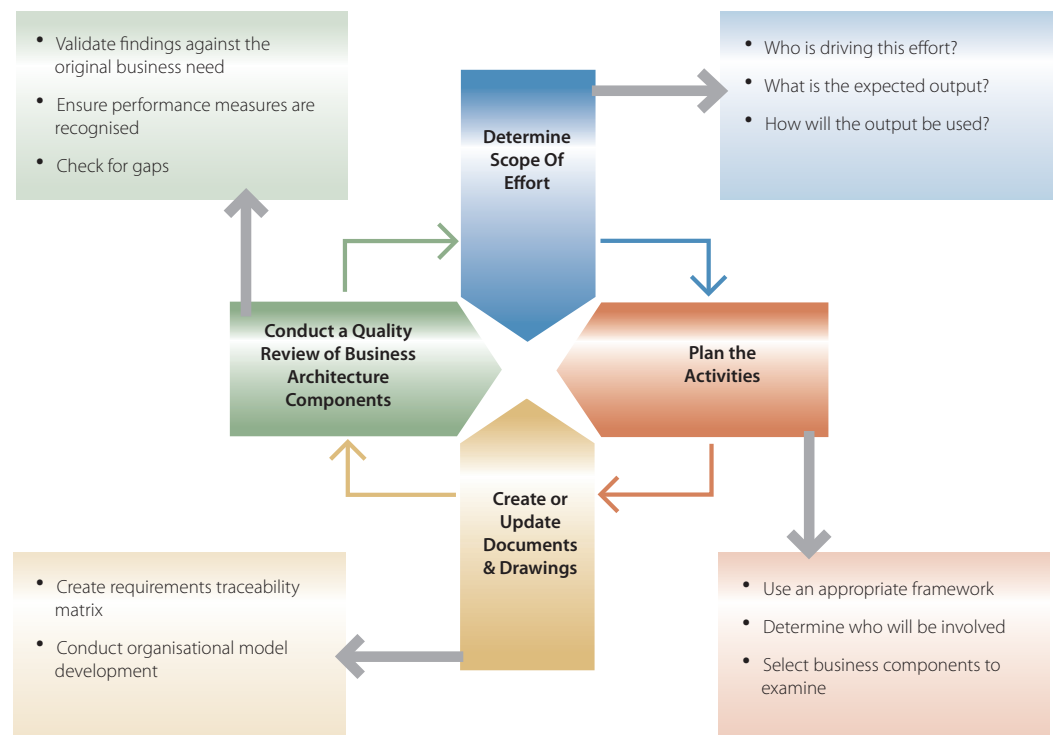
Typically the process steps should include these four components (see Figure 1):

Determine the Scope of the Business Architecture Effort

As discussed, enterprise analysis activities need to be scalable to the expected output. Generally, you may have an idea what the proposed solution is going to look like. By determining the scope of your business architecture effort, you will be examining who and what are driving this effort, what the expected output is, and how the output, or solution, is going to be used. During this step, make sure that expectations are understood clearly by both the business and IT groups.



Figure 1: Process Steps for Examining the Business Architecture



(IIBA®, 29)

Plan the Activities

Whether updating or maintaining the business architecture, it is important to treat this endeavour like a project in terms of planning and execution (which means working closely with a project manager). Like all projects, the decisions you make along the way will reflect the size and magnitude of the project along with the potential impact of changes that may result from your proposed solutions. In that sense, planning activities should include:

- Planning for modelling the AS-IS and TO-BE business architecture
- Eliciting stakeholder involvement
- Using the appropriate framework (see Appendix 1 for frequently used frameworks)
- Determining the architectural documents and drawings of the business architecture
- Documenting organisational capabilities
- Identifying the tools and techniques necessary for capturing, modelling and analysing the TO-BE business architecture
- Selecting a means of archiving architectural components
- Establishing a project schedule and communication strategy
- Conducting an analysis on the risk of proceeding with the solution or not

Create or Update the Architectural Drawings and Documents

Create only what is necessary. There is no point in creating new drawings or documents that are not relevant or required (see page 12 for a list of drawings or documents).

Create only the documents and models needed to describe the essential organisational components to key stakeholders. Tasks include:

- Creating a Requirements Traceability Matrix (RTM) that provides backwards and forward traceability (requirements can be traced to a test and a test to a requirement) (“What is a Traceability Matrix?”)
- Ensuring that specific architectural components link to key organisational goals and objectives
- Ensuring the reasons for various decisions related to structure and composition of business architecture components are included in the decision package (some organisations refer to this as the business architecture report)

Conduct a Quality Review of the Business Architecture Components

Ensure that the business architecture is ready to be used for its intended purposes by conducting internal and external reviews with key stakeholders. Here is what you will need to do:

- Confirm that the architecture not only will meet immediate needs, but also future ones
- Make certain that each component meets standards and compliance (keep in mind government regulations)
- Address any gaps uncovered
- Review and refine performance measures and metrics relative to goals and objectives

Realise that your audience is heterogeneous (e.g., business and IT groups) and may require tailored models to communicate most effectively. Recognising this will be particularly important in Step 6: Preparing the Decision Package.



Step 2: Conducting Feasibility Studies



Like the other six steps of enterprise analysis, the complexity of the feasibility study will depend on the size and nature of the expected deliverables as well as the number of options that you are considering. Make sure you are thorough while conducting your feasibility study.

During enterprise analysis, feasibility studies are critical in terms of decision-making because the outcome includes recommended solution options that represent the best choices for the organisation. A minimum of three options should be examined. Studying only one potential solution leaves no basis for comparison, while two can lead to a stalemate among stakeholders and project team members.

It is better to be safe than sorry. If a proposed solution or solutions are high risk or very complex, feasibility studies may be time-consuming and resource intensive. But, that is okay, because the entire scope depends largely on the results of the study.

Conducting a feasibility effort requires a structured and disciplined approach. Its goal is to prevent stakeholders from becoming overwhelmed with *too* many solution options, while at the same time to ensure that the business analyst and the respective stakeholders are thorough in their investigative efforts.

There are six distinct phases of a feasibility study—each dependant on the other as both input and output (see Figure 2). Any breaks in the chain of execution are causes for potential risks.

Determining the Requirements for the Study

At this juncture you will need to tailor your feasibility study to address one of two possibilities—a business problem or a new business opportunity. In the case of a business problem, be sure to determine the root cause before launching into the feasibility study.

Likewise, new opportunities should be defined in as much detail as possible so that all stakeholders involved and impacted will have a clear understanding of the scope and purpose when considering solution options.

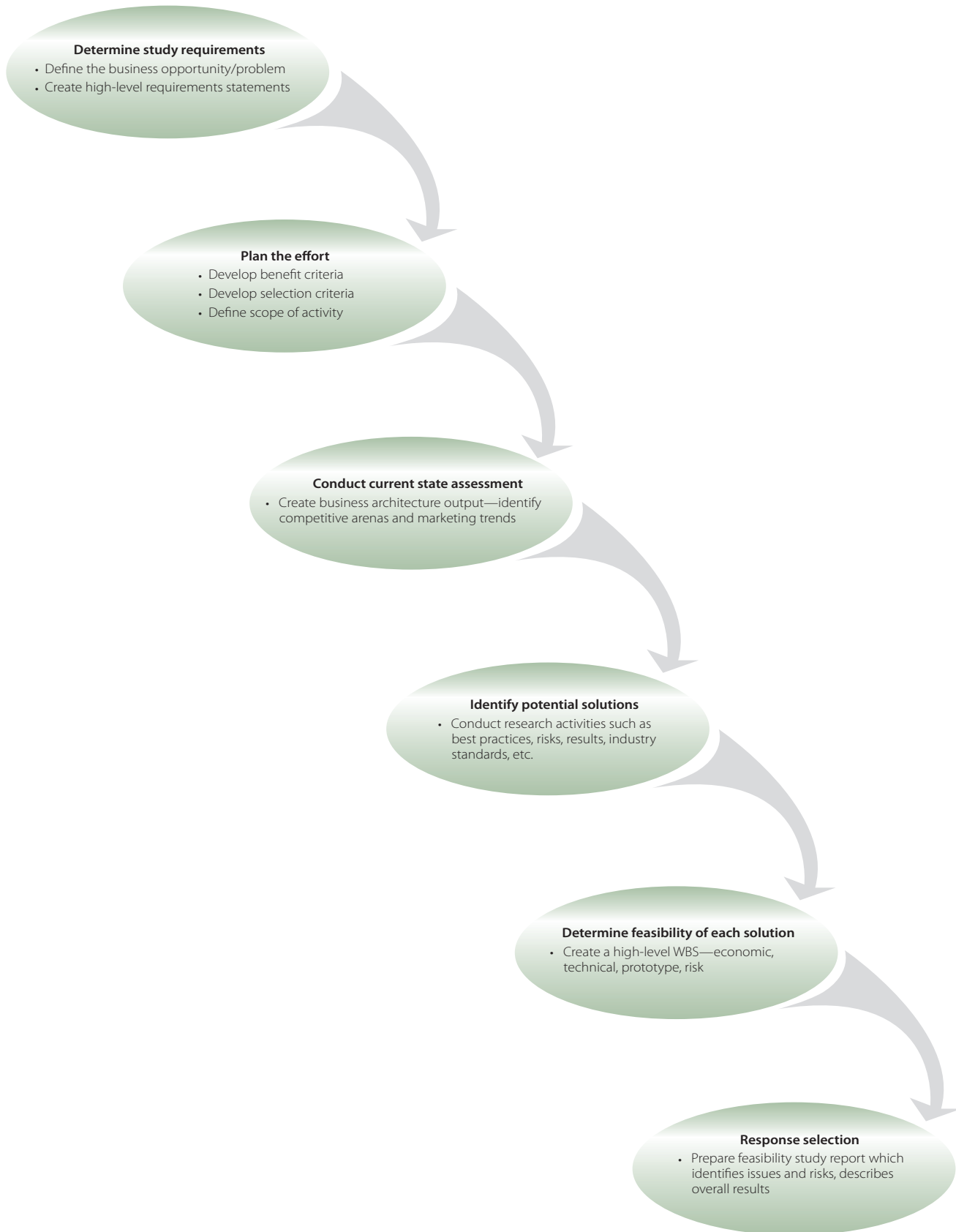
Planning the Study Effort

In order to ensure quality output from the beginning of the feasibility study effort, be sure to include a team of informed stakeholders to collaborate on key tasks such as:

- Defining the scope of activities necessary to complete the feasibility study
- Developing benefit criteria and measures for evaluating alternative solutions based on quantitative analysis
- Defining the study deliverables and creating a template for the final feasibility study report
- Validating requirements and studying scope with the project sponsor



Figure 2: Necessary Steps for Conducting an Enterprise Analysis Feasibility Study



Tools for Identifying Solutions:

Brainstorming

- Decide on anonymous or open discussion
- Encourage free flow of ideas
- Create a long list of options
- Categorise ideas
- Prioritise ideas via multi-voting and/or a decision matrix (Tague)

Multi-Voting

- Brainstorm a list of options
- Clarify the list and keep all ideas
- Vote for the best ideas to keep for discussion
- Count votes and keep top scoring items
- Voting can be based on number of yeas or nays or a rating and ranking system

("Multivoting," 1–2)



Conducting a Current State/AS-IS Assessment

Depending on the size and nature of the proposed solutions, a current state assessment should take into consideration (but not be limited to) all or some of the following factors:

- Business strategy, vision, goals and objectives
- Business areas, units and organisational data
- Locations of business units
- Warehousing of data and information
- Infrastructure
- Processes relevant to this project
- Competitive arena, including market competition, emerging markets and regulatory or legislative changes

(IIBA®, 39-40)

Think of this step as reviewing the eight Ps—price, promotion, people, processes, place, policies, procedure and products (some people may refer to this as a Fishbone, Ishikawa or Cause and Effect diagram)—and the four Ss—surroundings, suppliers, systems and skills—of your organisation. There are various ways to go about organising this information. Here are a few ideas:

- Organisation charts
- Geographical maps
- Data flow diagrams
- Technology architecture diagrams
- Process flow diagrams
- Domain modelling
- Six Sigma techniques
- Root cause analysis

Identifying Potential Solutions

Take the time to conduct thorough research to assess industry trends, best practices, risks and results of real-world solutions that other organisations may have implemented. Work together with project team members to identify as many potential options as possible to meet the objectives established during planning. Because this stage involves brainstorming numerous possibilities, criticism of ideas should be avoided.

A strong facilitator is a must. In order to facilitate the open flow of ideas from all project participants, consider various means of gathering insights that would best suit your team. Remember that you may be operating in a politically charged environment. Use what you learned in your pre-planning activities about stakeholders (outlined on page 6) regarding team personalities and sensitivities to help determine whether an open discussion forum, such as a focus group, or another technique, such as anonymous brainstorming, would allow for more creativity.

Once you have exhausted all options, then categorise them and prioritise ideas through multi-voting or by developing a decision matrix. As stated before, at least three options should be examined in order to gain perspective and achieve best results (University of Kentucky Internet Web site).

Determining the Feasibility of Each Option

Working with your project team, take the following actions to assess feasibility. Treat each possible solution with the same level of scrutiny.

- Describe each solution option in significant detail in a structured format such as a high-level work breakdown structure (WBS)
- Identify methods to assess alternatives
- Identify the expected results of the feasibility assessment
- Define and clarify assessment steps such that stakeholders have a clear understanding
- Seek group consensus on prioritising each alternative
- Review results to make sure that any gaps have been identified and addressed

Obviously, this step is the crux of your feasibility study. Use a combination of the following techniques in looking at the feasibility of each option:

- Market surveys
- Technology feasibility assessment
- Interviews with stakeholders
- Prototyping
- Risk identification
- Benchmarking analysis
- Environmental impact statements
- Technology advancement analysis

These represent a few useful tools for analysing feasibility; of course, there should be many tools in your toolbox.

Documenting and Communicating the Results of the Study

Communicating your results clearly at this point is important in moving forward. Be sure to involve relevant stakeholders, including those who participated in the brainstorming sessions.

- Describe the results for each identified solution
- Get approval to move forward with the next steps of enterprise analysis (especially the steps related to determining project scope and building your business case)

Points to Remember While Drafting the Feasibility Study:

- State the business problem or opportunity clearly
- Analyse business need via requirements
- Capture the results of the study (e.g., assessment processes, scoring methodologies, risks, assumptions)
- Prioritise selected alternatives
- Recommend solution and rationale



Step 3: Scoping and Defining the New Business Opportunity



Now that the best business solutions have been identified, the scope must be determined in order to move ahead with Steps 4, 5 and 6—building the business case, conducting the initial risk assessments and presenting your decision package to the portfolio management group. Key tasks involved at this stage include:

- Drafting the preliminary project scope statement
- Organising information using a context diagram, decomposition diagram and a WBS
- Preparing initial estimation of cost and time elements (detailed estimates are part of the next step—Preparing the Business Case)
- Describing the project approach

Defining the project scope is crucial because it enables estimates to be made regarding project costs, resources and duration. Project scope statements typically define which elements of the proposed solutions are within the project scope and which are outside the scope. The scope statement should also identify stakeholders as well as business units, business processes, IT systems and other technologies that will be impacted.

Project scope information needs to be organised so that the portfolio management group can recognise the full extent and magnitude of the proposed project.

Generally speaking, start with a business context diagram. Then, decompose those elements in order to further delineate the scope through a WBS and a Product Breakdown Structure (PBS). Remember this is an iterative process of assessing and re-evaluating the scope. The extent to which you must define the scope largely depends on the size and nature of the ultimate deliverable or solution.

Step 4: Preparing the Business Case



You have reached the halfway point in the enterprise analysis process, but do not start patting yourself on the back yet. Yes, you have strategically planned, brainstormed, conducted feasibility studies and defined the scope. However, it remains to be seen whether further investment in the proposed solution is warranted. The business case will serve as an essential tool for the portfolio management team to make the best investment decisions. To develop the business case, you will need to:

- Identify and quantify the benefits
- Identify and quantify the costs
- Prepare the business case for respective target audiences
- Provide process measurements

Identifying and Quantifying Costs and Benefits

In addition to the financial benefits, keep in mind the attributes that may not be monetary and include all of those factors in your business case. Ideally, benefits should link with the strategic goals and corporate vision outlined in the earliest stages of enterprise analysis.

As far as costs go, you will need to provide an estimate of the total net cost of the solution(s) that you are proposing. This means that you need estimates for:

- Capital expenditures for the new investment
- Costs of developing and implementing the change
- Opportunity costs of not investing in other options
- Organisational costs related to changing work patterns and practices
- Total cost of ownership to support the new solution



To develop estimates, consider the following financial factors:

- Discounted cash flow
- Net present value
- Internal rate of return (> one year investment)
- Return on investment (< one year investment)
- Pay back period

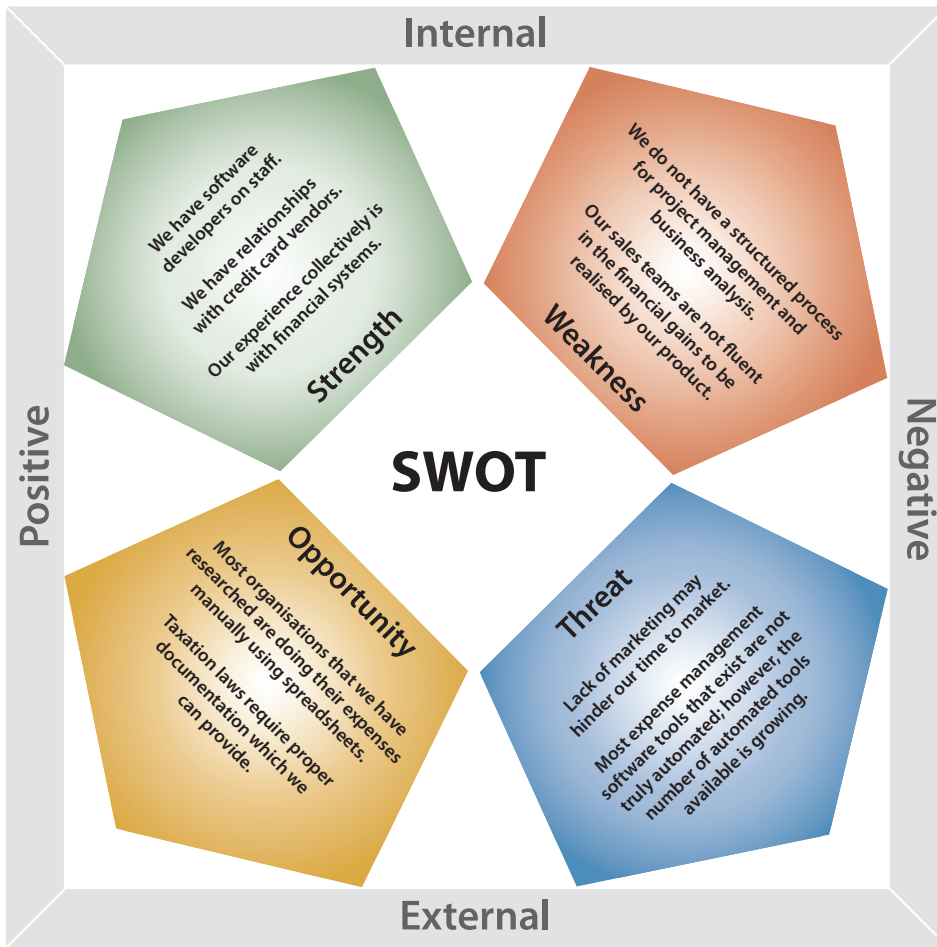
Make sure that management knows that these numbers are still initial estimates and that more investigation will be required during risk assessment (Step 5) to further refine the costs.

Preparing the Business Case with Process Measurements

Because senior management's go/no-go decision for this initiative hinges on your business case, it is important to have sufficient detail, as well as clear measurements for costs and benefits. To present a solid and complete business case, you should provide the decision-makers with an evaluation plan that will enable them to see the benefits that can be realised, as well as the plan to assess and evaluate those benefits after implementation. A Strength, Weakness, Opportunity and Threats (SWOT) analysis is among the tools that you should keep in your evaluation plan arsenal.

As shown in Figure 3, a SWOT analysis reflects both internal elements (strengths and weaknesses) and external elements (opportunities and threats). For example, do you have the internal capability to develop software? If yes, that is an internal strength. On the other hand, if your company lacks a strong marketing team, that is an internal weakness, which may pose an external threat in terms of competitiveness. By identifying weaknesses and threats for each proposed, feasible solution, you and other relevant stakeholders can develop risk response strategies to minimise or prevent challenges that may be inherent in the selected solution. Obviously, you will want to highlight strengths and opportunities as key elements of your business case.

Figure 3: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis



Step 5: Conducting the Initial Risk Assessment



Is this proposed project going to carry more risk than we can bear? That is the essential question that your initial risk assessment is asking... and should answer. The risk assessment is something that should be updated throughout the life cycle of a project. The initial risk assessment should also be viewed as a project management activity and should involve the support and collaboration of a senior project manager.

Risk assessment at this initial stage follows a similar process that will be used in subsequent risk management stages (should one of your proposed solutions become a project). Figure 5 depicts ESI's risk management model.

Figure 5: ESI's Risk Management Model



It is important not only to identify project risk but also to identify triggers that might spark a particular risk. It is important to know that there is a risk your house may catch on fire. It is equally important to recognise that open gasoline containers near a pilot light in your basement might trigger that fire. Think outside the box not only when you are identifying possible triggers but also when you are coming up with possible solutions to those risks and triggers. Consider positive risks as well. If the solution is extremely successful, are you equipped to handle that success? Some ways to enhance your efforts at this stage include:

- Brainstorming with stakeholders
- Interviewing subject matter experts
- Identifying and analysing root cause
- Using prioritised requirements
- Conducting a SWOT analysis

At this juncture you will want to assess your organisational readiness as it relates to the proposed solutions by taking the time to:

- Quantify change management risks, impacts and response plans
- Describe and quantify the risks of doing nothing
- Calculate a risk rating for the proposed initiative in terms of costs, time and quality of the business operations

Recall that enterprise analysis is guiding you toward recommending an optimum investment. That optimum investment may not necessarily be the investment with the least risk. The enterprise analysis process, however, allows stakeholders to make informed choices based on an in-depth understanding of risks facing the organisation, which may mean that a client or customer is willing to take on higher levels of risk. Think of the risks that an organisation takes in creating something new—something different. Although high risk initially, a new product or service may turn out to be a booming success and may create an entirely new market.



Step 6: Preparing the Decision Package



Not to put too much pressure on you, but you have just arrived at the single most vulnerable point for most proposed initiatives, particularly when trying to prove a point against moving forward with a project. If this step fails, all the green lights you have flown through in Steps 1 to 5 may suddenly turn to red—and the initiative could come to a screeching halt.

In order to keep that from happening, it is imperative that the project manager and business analyst use a collaborative approach in preparing and presenting a seamless decision package. Usually, the business analyst plays a major role in compiling all of the information gathered during the enterprise analysis activities. The business analyst also is responsible for sharing key messages with respective stakeholders, specifically the portfolio management team, regarding the best solution and how the team arrived at this conclusion. It is typically the project manager's responsibility to explain solution delivery, risks, constraints, assumptions and associated costs.

Believe it or not, this is not the time to worry about what type of personality or communicator **you** are. What matters most at this stage is what type(s) of communicators **they** are. Who is the audience? Recognise their expectations and frames of reference.

The audiences we communicate with are either homogeneous or heterogeneous from the standpoint of frames of reference. For example, a group of C-level executives will have a lot more in common (homogeneous) in terms of knowledge base and communication style than a mixed group of IT managers, project stakeholders, clients and vendors (heterogeneous). Being able to adjust to various communication expectations and styles is helpful in “pitching” all your hard work to gain support for moving forward with one of your proposed solutions or recommending against a desired solution.

The decision package is a method for describing, modelling and improving enterprise-wide initiatives, goals and objectives. At a minimum, the following questions must be answered regardless of the type of audience you present your decision package to:

- What is the problem, issue or opportunity being addressed? (Business Architecture)
- What are your recommended solutions? (Feasibility)
- What evidence do you have that supports your recommendations?
- What outcome will stakeholders realise from these recommendations? (Business Case)
- What specific action(s) and next steps do you want your audience/stakeholders to take?
- Is your organisation willing to take on the risk involved in realising this solution?

What Happens Next?

Regardless of the time required for the entire enterprise analysis process to be completed, the end result is a set of proposed solutions with the critical information necessary to allow key stakeholders and the portfolio management committee to:

- Comprehend the business problem or opportunity
- Recognise the impacts of the proposed solutions enterprise-wide
- Consider the options and relevant costs and benefits of several viable alternatives
- Appreciate the organisation's project resource capacity
- Understand the process for measuring project progress
- Offer insights and guidance throughout the duration of the project
- Ensure delivery of expected results

It should be clear that enterprise analysis is a critical component of determining and proposing the best solution options that are compatible strategically with organisational goals and objectives. Prior to launching your next enterprise solution or new business idea, this practical hands-on approach to determining the optimum project investment is not just doable—it is also critical to do.



Appendix 1

Select the framework that fits your project. The following approaches are frequently used:

Large, complex projects

Zachman Framework—First published in 1987, this 6x6 matrix defines key enterprise aspects (data, function, network, people, time, motivation) from different perspectives (scope, business model, system model, technology model, detailed representation, function enterprise).

(Zachman Institute for Framework Advancement (ZIFA))

TOGAF Framework—Based on a U.S. Department of Defense (DoD) framework, **The Open Group Architecture Framework (TOGAF)** has evolved continually since its inception in 1995 and is used today by major public agencies and private firms.

("TOGAF")

Mid-sized to large projects

IBM Component Business Model—This model is a system of "building blocks" based on five primary components (business purpose, activities, resources, governance model, business services).

(IBM Consulting Services)

Small projects

POLDAT—Used for simpler projects such as business process re-engineering, this framework organises information into six categories: **P**rocess, **O**rganisation, **L**ocation, **D**ata, **A**pplication and **T**echnology.

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The ESI Solution

ESI International has the experience and industry knowledge to help your organisation meet its needs. Whether your organisation is seeking basic business analysis skills to start projects off right, or guidance in initiating and implementing enterprise analysis, ESI can help. Our ever-expanding programme features a variety of courses, including *Strategic Enterprise Analysis*, to help your organisation and employees keep up-to-date with the latest industry trends and best practices.

For the purpose of this white paper, we focused in on the six critical steps that comprise enterprise analysis as defined by IIBA®. In order to understand the complete strategic impact on the entire organisation, ESI's *Strategic Enterprise Analysis* course also discusses the need for organisations to consider the additional components necessary to obtain a comprehensive look at the organisation's customer value, portfolio management, process management and organisational core competencies.

ESI, the leading provider of business analysis, project management and contract management learning programmes, has helped some of the world's most successful companies drive results. Our top-quality training and professional services have enabled domestic and international corporations and public agencies to enhance their employees' skills and talents and have improved their internal systems and processes. With the support of our academic partner, The George Washington University in Washington, DC, ESI has helped more than one million professionals and 1,000 clients worldwide achieve individual and organisational objectives.

Glenn R. Brûlé, Director of Client Solutions at ESI International, was instrumental in the production of this paper.

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