

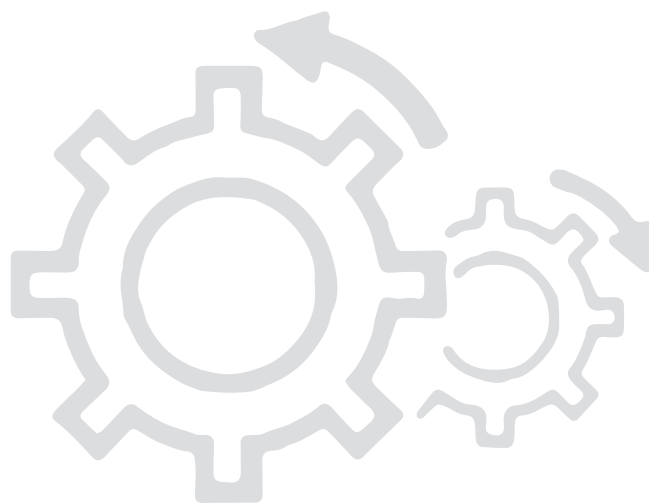
TURKEY BUSINESS ANALYSIS REPORT 2015

“Thinking Like the Business”



CONTENT

Foreword	3
Respondent Profiles	5
Business Partnering	9
Business Priorities	13
Driving Change and Innovation	15
Efficiency of Business Analysis	17
Career Paths for Business Analysts	19



FOREWORD

BA-Works (www.ba-works.com) is pleased to bring you the 2015-2016 edition of the Turkey Business Analysis Report (TBAR), which is the first Business Analysis report published in Turkey.

TBAR 2015 focuses on “Business & IT Partnership”. Apart from traditional business analysis surveys which solely focus on the technical side of requirements management, TBAR puts emphasis on both business and IT sides of business analysis.

The report is designed to help companies to make paradigm shifts in their mindsets. It not only draws a clear picture of the current situation in the Turkish market but also sets the practical standards and trends for the future of business analysis profession.

We hope this report will be a reference point for all decision makers. With the help of TBAR, we are trying to lay down the foundations of a healthy discussion platform for improvement in Turkish IT market.

TBAR will be presented at the opening ceremony speech of BAistanbul 2015 (baistanbul.org) on November 3rd initiating a series of keynotes, presentations and panel discussions.

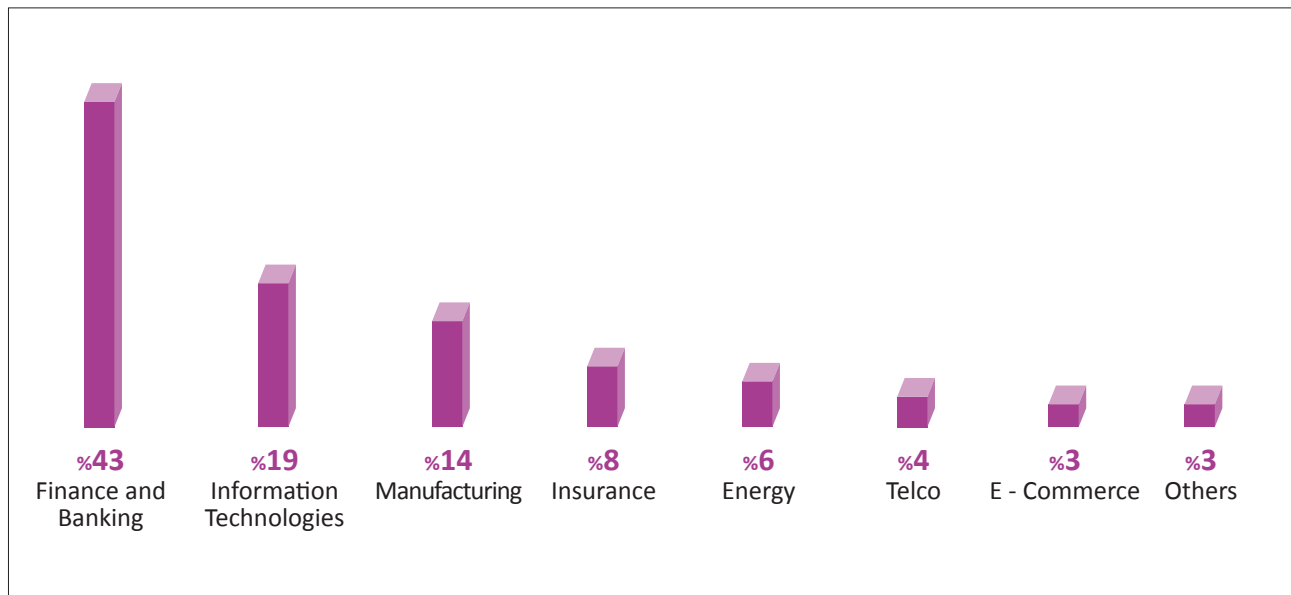
We would like to thank all professionals who has taken their time to complete the survey and contribute to this report. We are looking forward to meeting with you at BAistanbul 2015 with this year’s motto of ‘Thinking Like the Business’ on November 3rd and discuss the findings of this report face to face.



Respondent Profiles

Q Which industry do you work for?

In the recent years the number of business analysts is growing exponentially. Although the need for business analysis profession is apparent in almost every industry, banking, insurance, IT, and manufacturing companies accelerate the growth of the profession.



The reason behind this high need for business analysts can be mainly attributed to the business transformation projects such as:

- CRM (Customer Relationship Management)
- ERP (Enterprise Resource Planning)
- Business Process Reengineering
- Business Intelligence

Additionally, business analysts have an active role in companies that want to leverage new technologies to get competitive advantage. The most prominent of these new technologies are:

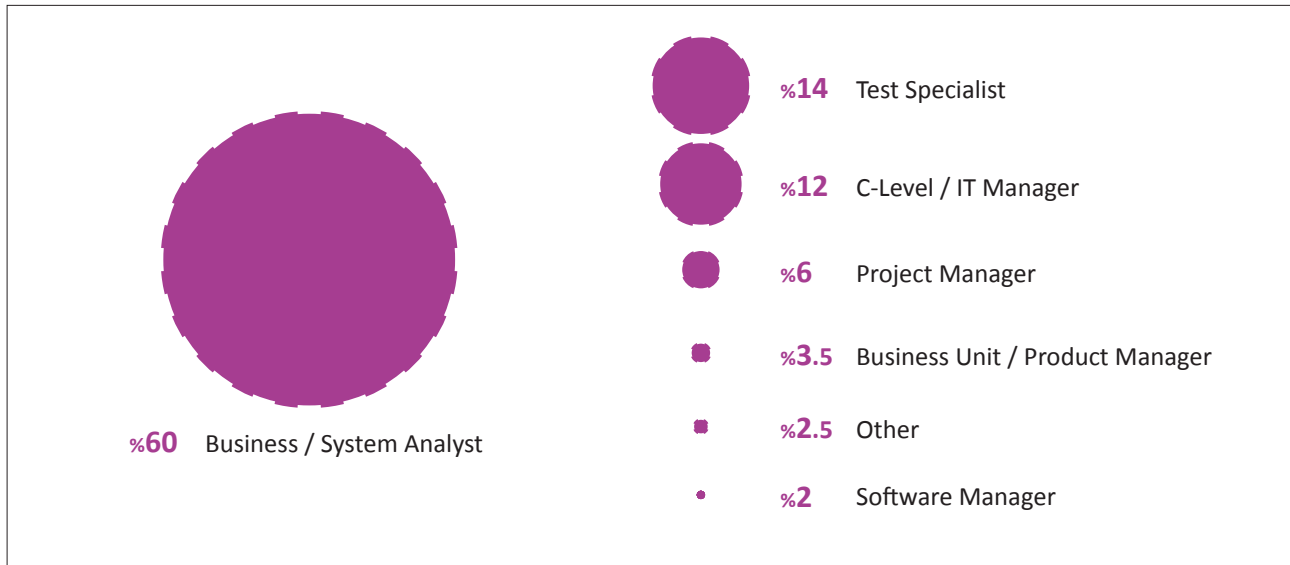
- Mobilization
- Big Data
- Cloud
- Augmented Reality
- SOA (Service Oriented Architecture)
- IoT (Internet of Things)

In the future the need for business transformation and evolution of new technologies will continue to be the main drivers in the growth of business analysis profession.



Q What is your current job title?

In preparation of Turkey Business Analysis Report, we not only listened to voice of business analysts but also other stakeholders who are involved in requirements management process.



Although in majority of companies there are dedicated business analyst teams, requirements gathering and management roles are not limited to this specific group.

It is rather a role that should be executed with the collaboration of all stakeholders that take part in product development life cycle. For instance:

- C-Level Executives/ IT Managers: Definition of company strategies
- Business Units / Product Managers: Definition and clarification of business needs and opportunities
- Business Analysts: Transformation of business needs and opportunities into business and user requirements and definition of product scope

- Project Managers: Definition of project scope in alignment to the product scope defined by business analysts
- Enterprise Architects: Alignment of project objectives with company's business and IT strategies
- Solution Architects / System Analysts: Definition of technical specifications of the solutions that meet requirements
- Software Testers: Validation and verification of solution requirements
- Software Developers: Building working information technologies that meet solution requirements



Business Partnering

Business partnering is a new way of working that helps business units and IT to achieve excellence by working in a collaborative way.

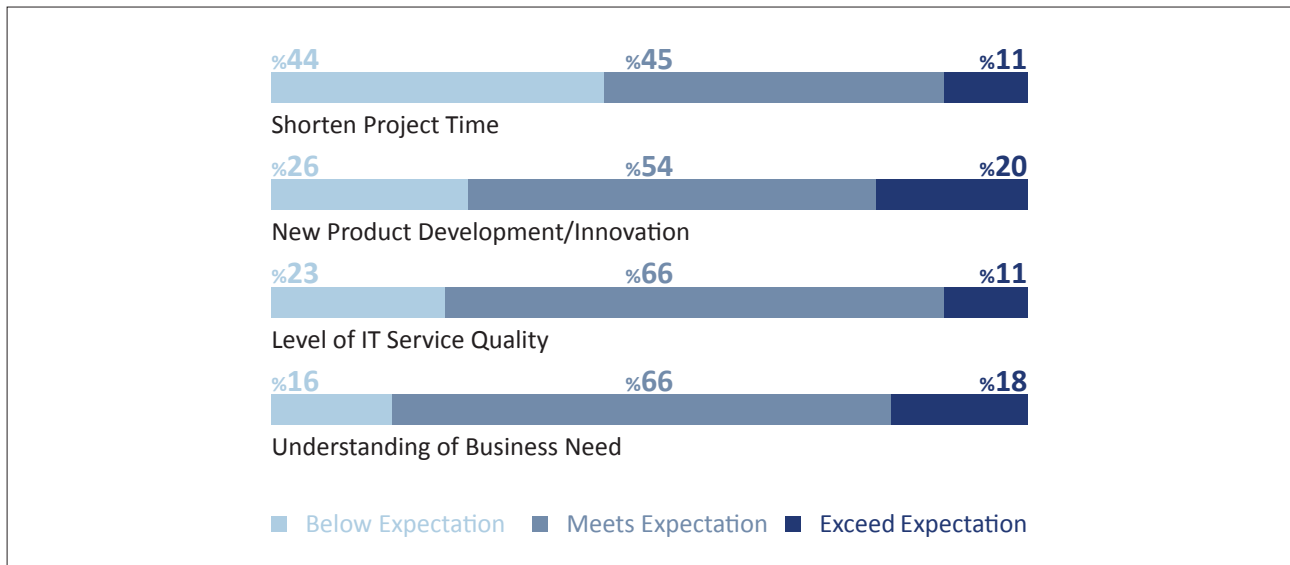
In order to establish strong business partnering, IT and business units should build a more collaborative culture to work together and stay focused on how to develop differentiated solutions that provide a competitive advantage.

“The best solutions are developed by understanding of the business strategies and thinking like the business”



Q How is the perception of business units about the performance of IT teams in your company?

Business partnering is getting more and more important for IT teams as the number of requests from business units increase day by day. The measure of business unit satisfaction is usually classified under four main dimensions as shown on the graph.



According to survey results only minority of business units are dissatisfied from IT service quality. This positive result can be attributed to new SLA (service level agreement) based relationship between IT and business units in the recent years. The other factor that positively impacted quality levels is the investments made on software testing organizations, processes and tools.

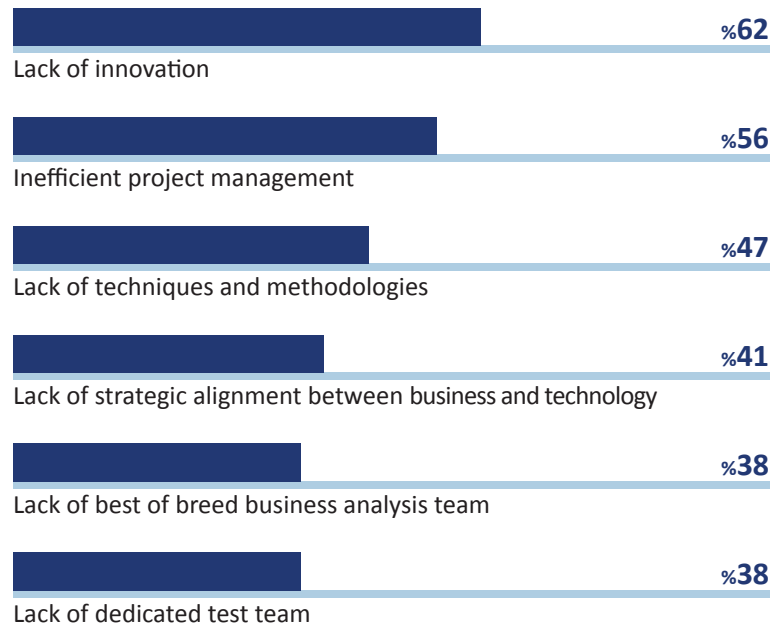
Business units think that IT teams' performance is not bad in meeting their expectations for creating new and innovative solutions but they still need improvement. However, business units should be aware of the fact that innovation is not only a responsibility of IT teams.

As Steve Jobs said: "You have got to start with the customer experience and work back toward the technology, not the other way around." He also

stated, "True innovation comes from recognizing an unmet need and designing a creative way to fill it." Emotional intelligence, creativity and thinking out side of the box are the key factors to recognize the customer needs and create innovative solutions that meet those needs.

The problematic area for business and IT partnership seems to be project timelines. Business units expect IT teams to improve themselves in terms of agility. To achieve this, IT teams should apply new and effective methodologies and techniques such as lean, which became a vey popular approach in product development life cycle. On the other side business units should also know that fast, cheap and good can not be achieved at the same time. Thus, prioritization should be positioned as one of the main components of business and IT partnership model.

Q What are the most significant challenges of IT to provide solutions which best meet business needs?



As also mentioned in the other parts of the report, the most significant challenge for majority of companies is creating innovative solutions within acceptable timeframes and launching them before their competitors. This requires a top-notch project management.

However, according to the survey results there are problems about project management in most organizations. The main reason for this situation is recognition of project management only as time and resource management. On the contrary project managers should leave PMO rooms, steer the projects on the field to manage scope, quality, risks and stakeholders more effectively. They should also change their mindset from a deliverable centered approach to an outcome oriented approach that is focused on meeting business and customer needs.

The third problematic area is about the way IT teams are working. Without a methodological approach success only relies on heroic and unsustainable achievements of the team. Thus IT teams should apply methodologies such as waterfall, agile or V-model depending on the specific needs of their projects.

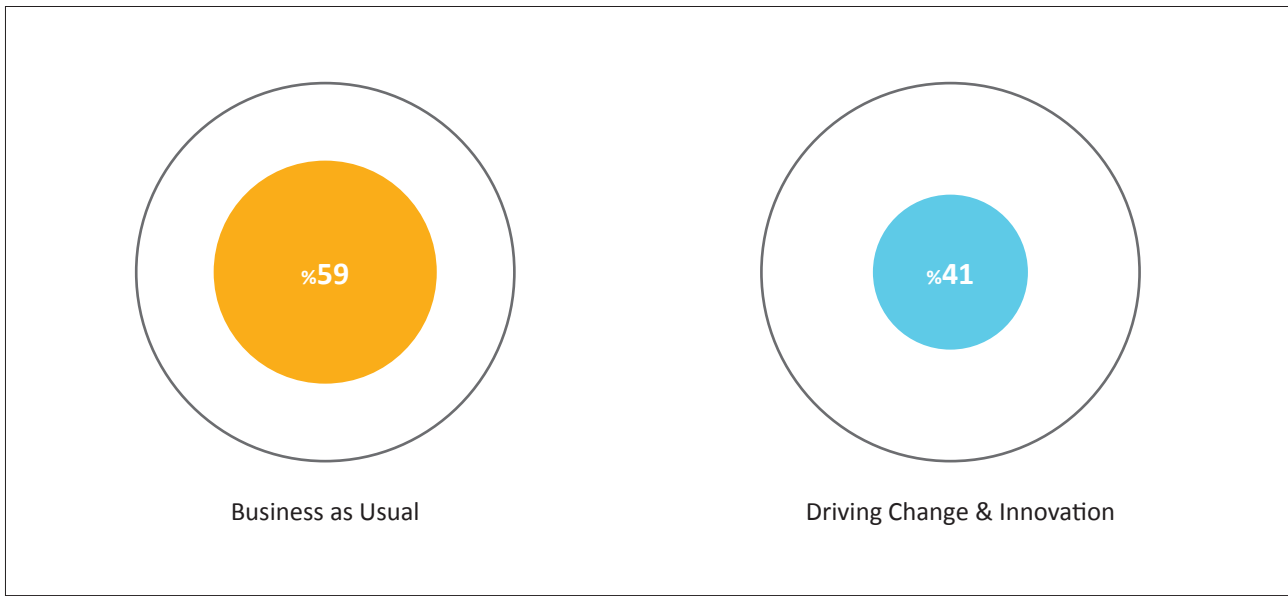
Another challenging area for companies is the strategic alignment between business and technology. To prevent portfolio level waste, objectives of each new project should be in parallel to company strategies. To achieve this, a dedicated group in the organization should be responsible for understanding business strategies and steering technical teams in developing business and technological solutions that meet company strategies. This dedicated people should be selected from enterprise architecture departments, project management offices (PMOs), or a team of experienced business analysts depending on the size of the companies.

Existence of separate testing teams allow business analysts spend more time on requirements gathering and management activities. However, this should not result in stopping all testing related activities of business analysts. Business analysts should still actively work with testers in review of test cases, coordination of user acceptance tests and preparation of test data.



Business Priorities

Q How much of the IT budget do you think will be spent for “business as usual” activities and for “driving change and innovation”?



IT teams spend their efforts to meet three types of demand:

Type A: Transformation and innovation projects

Type B: Small/mid size projects

Type C: Modification/enhancement/maintenance requests

High performance companies allocate the major part of their resources to type A and B projects.

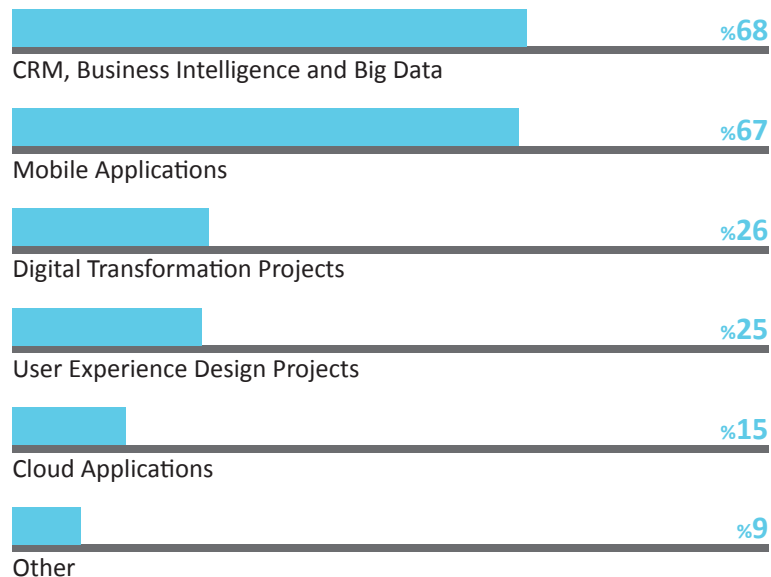
By this way they gain competitive advantage compared to their rivals who spend most of their time and money for fire-fighting existing products to keep the lights on.

Survey results indicate that majority of companies are spending their resources mainly to business as usual activities (Type C projects). However, there are considerable amount of companies who focus on projects to drive change and innovation.



Driving Change and Innovation

Q What kind of projects will your company focus in the near future?



Companies have a high motivation to embed technology into their business and operating models.

According to the survey results the highest motivation is on CRM, Business Intelligence and Big Data initiatives. With investments on CRM technologies, companies aim to be more customer centric and generate more effective campaigns with high ROI. They also want to enrich their CRM infrastructure with business intelligence capabilities by integrating data-warehouse and datamining technologies. By this way their CRM systems gain predictive segmentation capabilities which allow them create more personalized product and campaign offers. Companies who want to carry their business intelligence capabilities beyond industry standards also invest in big data technologies. Big data technologies allow them to leverage unstructured data generated through non-traditional channels such as mobile apps, social media, call center logs and IoT devices.

Mobility is the second highest priority initiative for companies participated in the survey. These companies want to establish a more interactive and two-way communication with their customers. This capability allows them to reach

their customers with location based contextual offers which lead to highly effective interactions.

Mobilization is a part of digitalization vision of the companies that want to provide omni-channel solutions. Thanks to this new channel strategy, customers can now start their experience in one channel, continue and complete it seamlessly on the other ones.

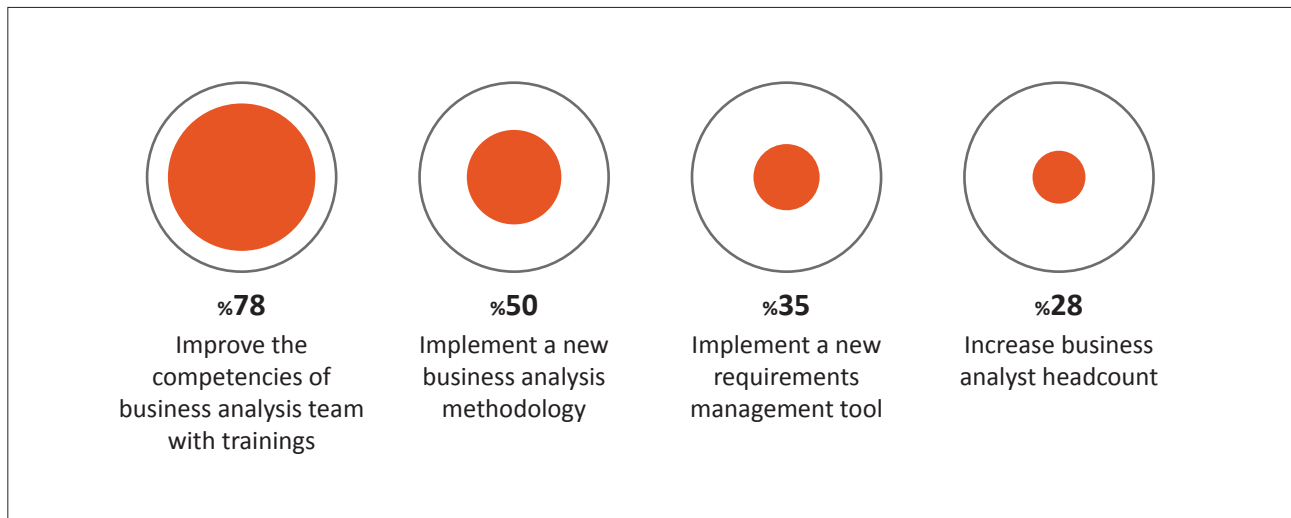
However, to fully benefit from these advanced channel infrastructures, companies should ensure that they provide the best user experience through all of these channels. Best experience comes from usable, intuitive and emotional interactions with the customers. In order to ensure this, companies have started to establish dedicated UX and Usability teams within their business and IT organizations.

All of these initiatives requires more data processing and storage. This means a high hardware investment which became unsustainable in terms of cost perspectives. Most companies benefit from cloud technologies to mitigate this risk. The advance on cloud technologies in the recent years allow companies manage their data in a very secure and structured way.



Efficiency of Business Analysis

Q What actions can be taken in order to improve efficiency of business analysis teams?



The skill set and motivation of business analysis teams are the main success factors for successful delivery of the projects. Thus, companies invest on training and certification programs to improve business, IT and methodology knowledge, analytical and soft-skills of their business analysts.

However, companies usually have difficulties in keeping the talent inside. The high turnover rates in the IT industry are also experienced for business analysis profession. This is most prominent at companies where business analysis profession is conducted in an unprofessional way without use of any methodologies or tools.

High turnover rate of business analysts creates the risk of losing project know-how when business analysts leave the company.

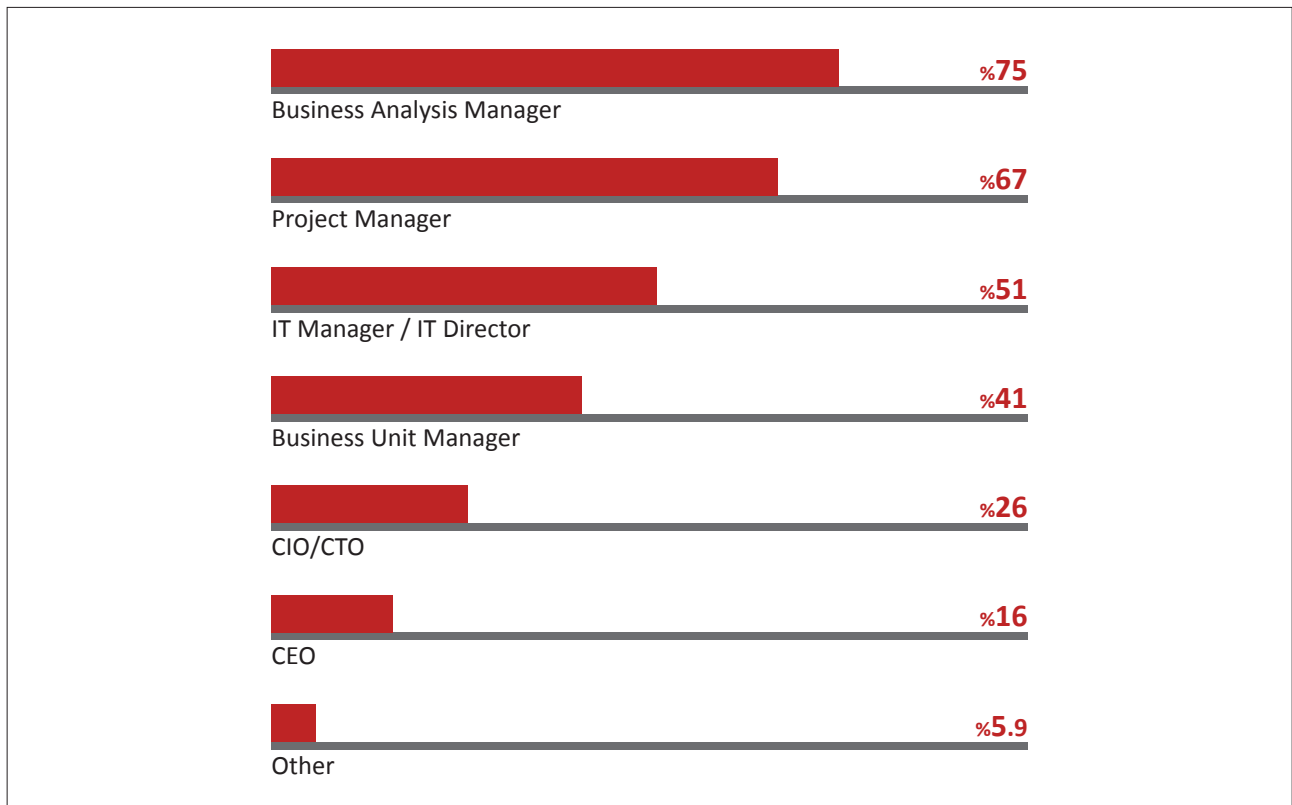
This risk has higher impact at agile projects where there is minimum requirements documentation.

Thus, many companies try hard to mitigate this risk by implementing tools to optimize the impact of human factor in their software development lifecycle (SDLC). SDLC tools help the project teams do their work in a more convenient way by automating some of analysis, design and testing tasks. However it is not possible to benefit from tools unless the company has a mature requirements management process based on a methodological approach. Hence managers should first start with improving their requirements management processes and then give the start for the automation initiative.



Career Paths for Business Analyst

Q For which positions do you think business analysts can be appropriate candidates in your company?



The success in business analysis profession requires business acumen, technical literacy and ability to see the big picture. Business analysts also demonstrate negotiation, conflict management and communication skills to achieve business and IT partnership. Apparently these skills are also regarded as common management skills. This locates experienced business analysts among the best candidates for upper management roles in IT departments.

To prepare themselves for these positions, business analysts should be involved in strategic tasks like business and operating modelling, follow the latest business trends and continuously be updated about developments in IT technologies.

Experienced business analysts may also work for non-IT organizational units. In case analysts work

for specific business domains for years and get high level of functional expertise, they become eligible also for management roles in business units.

Another common working area for business analysts is project management. The business analyst is mainly responsible for defining the specifications of a product that fulfill specific business needs whereas project manager is responsible for management of activities to develop and deliver that product meeting the defined specifications. This high intersection between these two roles necessitates a strong collaboration between business analysts and project managers. This allows business analysts gain project management skills by time and be eligible for project management roles as well.

Become a member of BAistanbul Strategy
Committee and contribute to the organization of
next years' BAistanbul Conferences.

BA-WORKS

www.ba-works.com

BA-WORKS

Turkey Business Analysis Report - 2015

“Thinking Like the Business”

BA-WORKS



[/BA_Works](#)



[/company/ba-works](#)

