

Oil and Gas

Creating structures and developing skills aligned to transforming business for a digital future

BSG partnered with the IT leadership of the world's largest producer of synthetic fuels to **define an analysis structure** that enables **delivery** and cultivates **agility** and **continuous learning** with their business analysis execution staff.



Overview of the client's needs

- Increase business maturity, decrease project risk and equip the business for digital transformation
- Collaborate to establish a business analysis centre of excellence that fits the current client execution environment, but accelerates delivery of results
- Seed a culture of continuous learning amongst members of the client's IT analysis teams so that they attain skills equipping them for a digital future
- Partner collaboratively with business to support digital transformation, equipping the business for the digital future
- Embed design thinking and enhance focus on the end-customer ensuring that solutions are shaped by customer needs



Objectives of the engagement

- Identify gaps in analysis skills and delivery methodology
- Define an agile analysis structure that equips communities of practice with supporting templates for delivery
- Re-enforce training with on-the-job coaching on candidate projects and transfer knowledge through collaborative delivery approaches
- Establish knowledge forums and communities of practice as a basis for continuous learning



Benefits of the change

- Increased business maturity and decreased project risk by delivering BA's of the future, equipped with the understanding of skills needed to deliver future-fit, customer-centric, agile solutions
- Cultivated an understanding of the skills required for business analysts in a digital future
- Collaboratively defined methodology, tools and templates for agile analysis delivery
- Seeded a learning culture, based on collaboration and a multi-disciplinary approach to solutions delivery

Developing business analysis skills in line with a **digital future** and establishing a structure and operating model to drive **continuous learning**.

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Engagement Overview

Business analysis centre's of excellence reduce project risk and increase organisational maturity. This, coupled with the ability to provide solutions for the digital future, positions an organisation well to deliver on-budget, fit-for-purpose, fact-based solutions underpinned by real customer needs.

The modern digital workplace calls for analysts with a broad-base skills-set and a deep specialisation. Their role has evolved into a more complex one as both employees and companies want the digital experience. The South African and global economic climate, increasingly tech savvy customers, digitisation, and the need to cut costs and deliver more effectively are some of the factors contributing to the need to pivot. In order for organisations to thrive in this digital future, they need to embrace new ways of work that are supported by collaborative, cross-functional operating models.

On-budget performance for IT projects improves by 95% for organisations with institutionalised competency in the business analysis (BA) capability. As much as 39% of development budget can be lost due to poor requirements definition. Requirements are defined by a strong understanding of the customer needs and the available technologies.

In order for any business change initiative to be successful the analysis capability needs to be equipped with the skills, tools and processes needed to operate in the digital world of the future. The IT leadership of the world's largest producer of synthetic fuels recognised this and BSG partnered with them to create a business analysis centre of excellence.

Solution

The aim of the engagement was to establish a structure that enables delivery and cultivates agility and continuous learning within their business analysis execution staff.

The partnership collaboratively delivered BA's of the future by defining:

- An analysis structure that fits the current execution environment and works with their culture and values
- A structure that can embed design thinking into the analysis process and deliver through a culture based on empathy and collaboration
- A structure and operating model that focuses on being agile, rather than doing agile
- A culture of continuous learning amongst members of the structure, so that they can attain mastery in areas of interest
- The focus on the end-customer to ensure that solutions are shaped by and respond to customer needs

BSG conducted a rapid assessment using interviews, collaborative workshops and existing documentation and deliverables to understand the current context. Based on our assessment, BSG proposed a matrix structure that doesn't disrupt ongoing delivery, but creates communities of practice that drive continuous learning.

BSG defined an agile analysis structure that supports communities of practice with supporting templates for delivery. Earmarked BA's were placed into the structure and formally mandated to execute in line with expectations. The successful analysts were equipped with templates, job aids and theory on how the new structure is meant to work and how to attain mastery of the skills desired to be BA's of the future. BSG re-enforced the training with on-the-job coaching and transferred knowledge through collaborative delivery approaches, while ensuring artefacts were stored and reused.

BSG making a difference

BSG took a measured approach to defining the analysis structure, supporting the change and co-delivering with the client to ensure that the change was embedded. Employing the 70:20:10 learning model, BSG delivered theoretical knowledge to the earmarked BA's (10%) and provided them the opportunity for-the-job-training in collaboration with BSG (20%). The 70% experiential and purposeful practice component of the model is crucial to sustaining the momentum of the results long after the partnership with BSG is concluded. This learning process was geared towards ensuring a culture of excellence that fits the client's current execution environment is embedded.

People were the most important element of this change. BSG supported the change journey through co-delivery with the client. Placing emphasis on collaboration and skills transfer through working together. BSG is well-versed in collaborative working styles and as we are technology agnostic, we provided independent insights. BSG instilled the value of harmony between demand (Business) and supply (IT). Building stronger relationships that enabled flow, allowing the client and their customers to experience the benefits.

The engagement equipped the BA's of today with the skills to become the BA's of the future with the ability to drive business value, innovation and competitive differentiation.

Source: Sources: Gartner, BA Times, IAG, BSG

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