

FROM ANALYSIS TO DELIVERY



**THE ROLE OF STRATEGY
IN
PORTFOLIO VALUE DELIVERY**

A PRESENTATION BY

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MANAGING PARTNER, STRATEGY & BUSINESS SOLUTION, **VALCON INC. CANADA** © 2016

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LEARNING OUTCOMES

- Explore key concepts of Strategy and Business analysis
- Explore Strategy as a key driver for portfolio value delivery
- Understand how to optimise organisational goals and objectives through Strategic Analysis
- Provide a basis for practitioners to leverage Strategic Analysis to enhance portfolio value delivery.

ABOUT ME



Ola Ifidon, BSc. CBAP®, PMP®, MBA

- Ola is a merit award graduate of Economics in addition to being the first Certified Business Analysis Professional (CBAP) from the IIBA in Alberta.
- She is also a certified Project Management Professional (PMP) and has a combined Masters in Business Administration (MBA) Degree from both Cornell and Queens Universities.
- An experienced professional, Ola worked with various multinational companies including Accenture where she was a senior consultant in the Strategy and Business Architecture service line.
- An active member of the IIBA, Ola held board positions in the Calgary IIBA chapter and is currently an advisory board member of the chapter. In addition, she is also a contributor and co-author of the IIBA “Managing Business Analysts” book.
- Ola is currently the Managing Partner of ValCon Inc., a Business and Management Consulting company in Alberta.



TRUTH

OR

LIE?



STRATEGY

AN OVERVIEW

...DEFINING STRATEGY

A PLAN



A DIRECTION



VISION & MISSION



A GOAL



OPERATIONAL EFFICIENCY



Each one of these in ***isolation does not*** constitute a Strategy!

..SAMPLE STRATEGY STATEMENTS

Strategic Statements

- “Our strategy is to be the number one trucking company”

- “Our strategy is to produce the best car”

Issue with Strategic Statements

- Not a strategy, it is an **aspiration**.
- Strategy will indicate the sets of actions that needs to be taken

- This is a poor strategy because “best” is relative. It depends on the customer that is being serve

“Nobody really knows
what strategy is.”

The Economist



SO WHAT IS STRATEGY?

Exploring David Kryscynski's Perspective

STRATEGY.....

- Set of **CHOICES** to **POSITION** a company to compete and **deliver unique value to a specific customer base.**
- It is **CHOOSING TO DO THINGS DIFFERENTLY** and not about doing the same thing better..
- It is **INTENTIONAL** on what to produce, to which type of customer and what will you be doing differently to deliver value to that customer segment. It is not about being the BEST!
- It is **COMPETING** to be **UNIQUE**
- Strategy is **HOLISTIC** . It is not about a single action
- Strategic activities means **PERFORMING DIFFERENT ACTIVITIES** from rivals or performing **SAME ACTIVITIES IN DIFFERENT WAYS.**

STRATEGY....

Answers the questions:

- Where do we want to be active?
- Which customers do we want to serve and which ones do we not want to serve
- What are going to be doing differently from competitors- are we competing on price or value?
- How are going to get to where we plan on going?
- How are we going to win in the market place?
- What are we going to charge?

GOALS OF STRATEGY

... the ultimate goal of strategy is to achieve

■ SUPERIORITY



■ UNIQUENESS





The most important decisions you
make are not the things you do, but
the things you decide not to do.

— *Steve Jobs* —

AZ QUOTES

DEFINING STRATEGY: PERSPECTIVE #1



*Strategy represents the science of crafting and formulating short-term and long-term sets of **intentional activities/initiatives directed at optimally delivering superiority and uniqueness in a given market/industry***

DEFINING STRATEGY: PERSPECTIVE #2



Strategy is holistic!

Setting Strategy

**A great strategy has pieces,
...but they form a coherent
whole!**

STRATEGY – A COMPLEX INTERPLAY!

STRATEGY

Strategy is **not a single thing!**

- Rather it is a result of the complex interplay of:
 - Strategic Actions
 - Mission
 - Vision
 - Goals
 - Value Prop
 - Trade Offs
 - Operational Efficiency
 - Customer
 - Positioning



TYPES OF STRATEGY

■ CORPORATE STRATEGY

■ BUSINESS STRATEGY

■ BUSINESS STRATEGY

■ BUSINESS STRATEGY

■ BUSINESS STRATEGY

■ BUSINESS STRATEGY

INDUSTRY
STRUCTURE
(Business Fundamentals)

POSITIONING
(How we compete)

PROGRAMS

PROJECT A

PROJECT B

PROJECT C

Project Portfolio

STRATEGY BUILDING ELEMENTS

STRATEGIC ACTION PLANS

- **Distinct Value Proposition:**
 - Where are we?
 - What are our strengths and weaknesses, what threats and opportunities exists?
 - What capabilities do we have?

- **Tailored Value Chain**
 - What strategic choices are we making and what capabilities do we need to deliver value
 - What are we going to be doing differently to

- **Trade Offs:**
 - What uncertainties are going to encounter in the value delivery journey
 - What effects will these uncertainties have on our delivery
 - How do we evaluate and quantify these risks

Strategy Building Blocks:
defines, core values, strategic focus and goals

MISSION

Strategy Roadmap, defines the "HOW"

VISION

Defines the desired end state "VALUE" to be created to establish Superiority/dominance in chosen field



BUSINESS ANALYSIS

AN OVERVIEW

BUSINESS ANALYSIS

def.

- The practice of enabling change in an organization by defining needs and recommending solutions that **deliver value to stakeholders.**

A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide), Version 3.0

...simply put, facilitating business solutions to deliver business value!

BUSINESS ANALYSIS REDEFINED

“Business Analysis is the set of tasks and techniques used to work as a liaison among stakeholders in order to understand the structure, policies, and operations of an organization, and to recommend solutions that enable the organization to achieve its goals.”

.....BABOK® Guide, Version 2

“Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.”

.....BABOK® Guide, Version 3

BUSINESS ANALYSIS KEY ELEMENTS

- The application of knowledge, skills, tools, and techniques to:

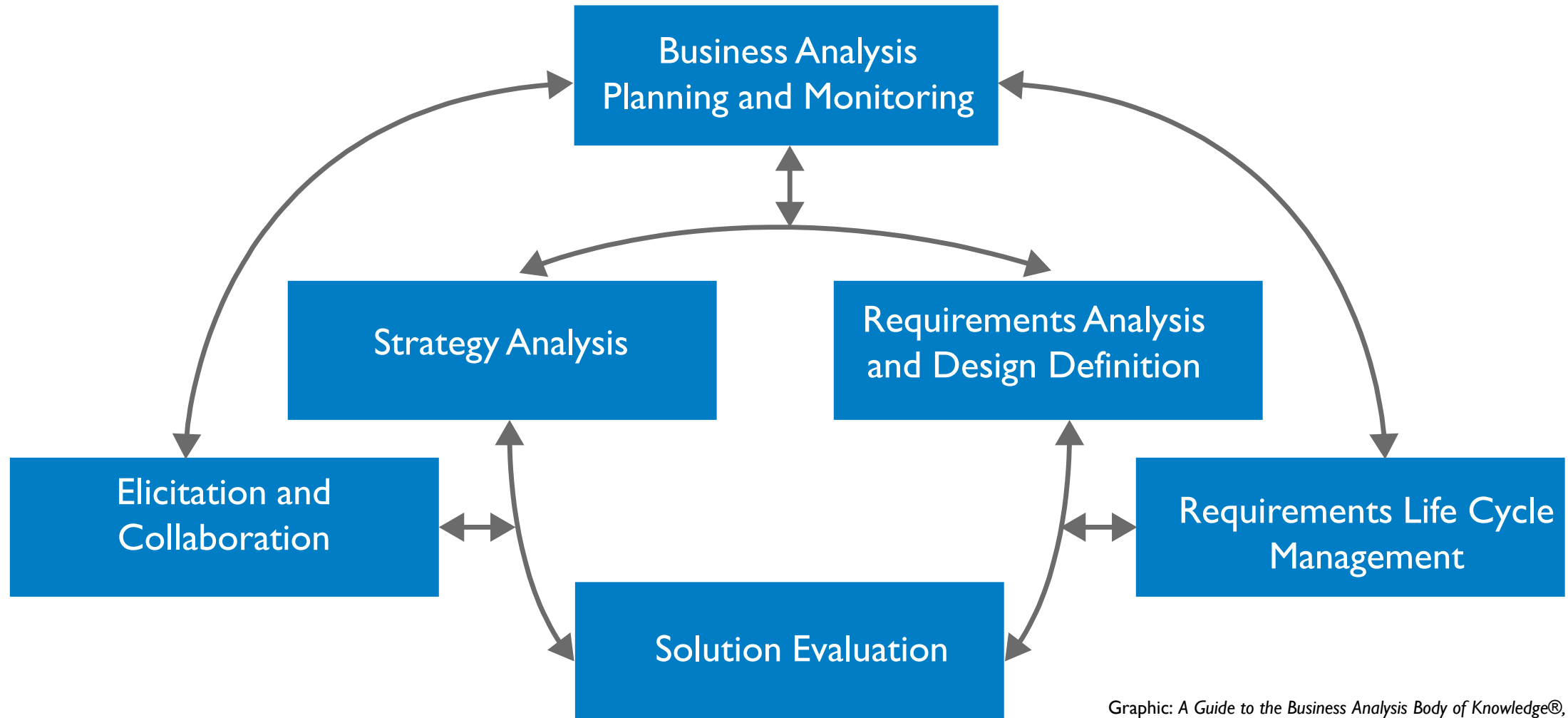
Needs identification and problem definition

Identify and recommend viable solutions for meeting those needs

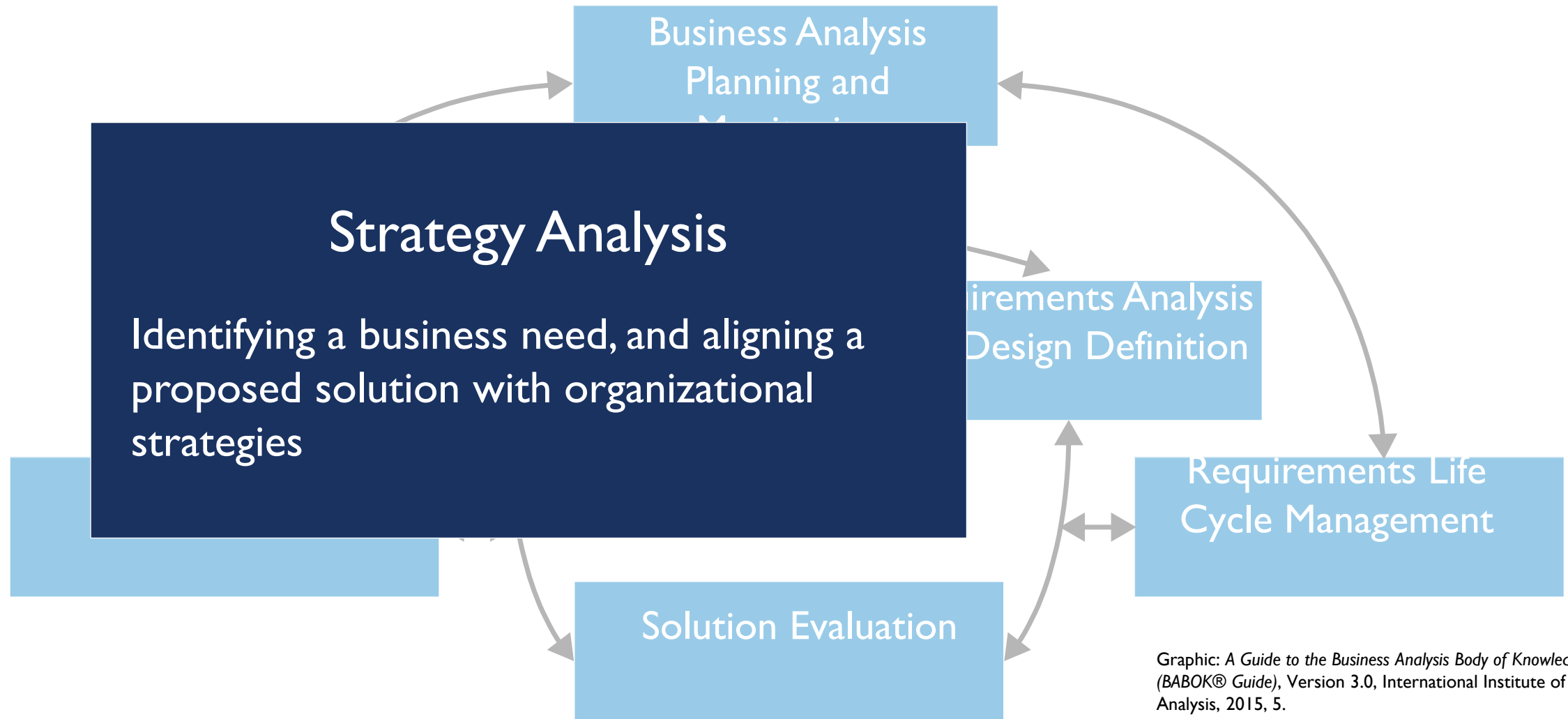
Elicit, document, and manage stakeholder requirements in order to meet business and project objectives

Facilitate the successful implementation of the product, service, or end result of the program or project

IIBA KNOWLEDGE AREAS



IIBA KNOWLEDGE AREA- STRATEGY ANALYSIS

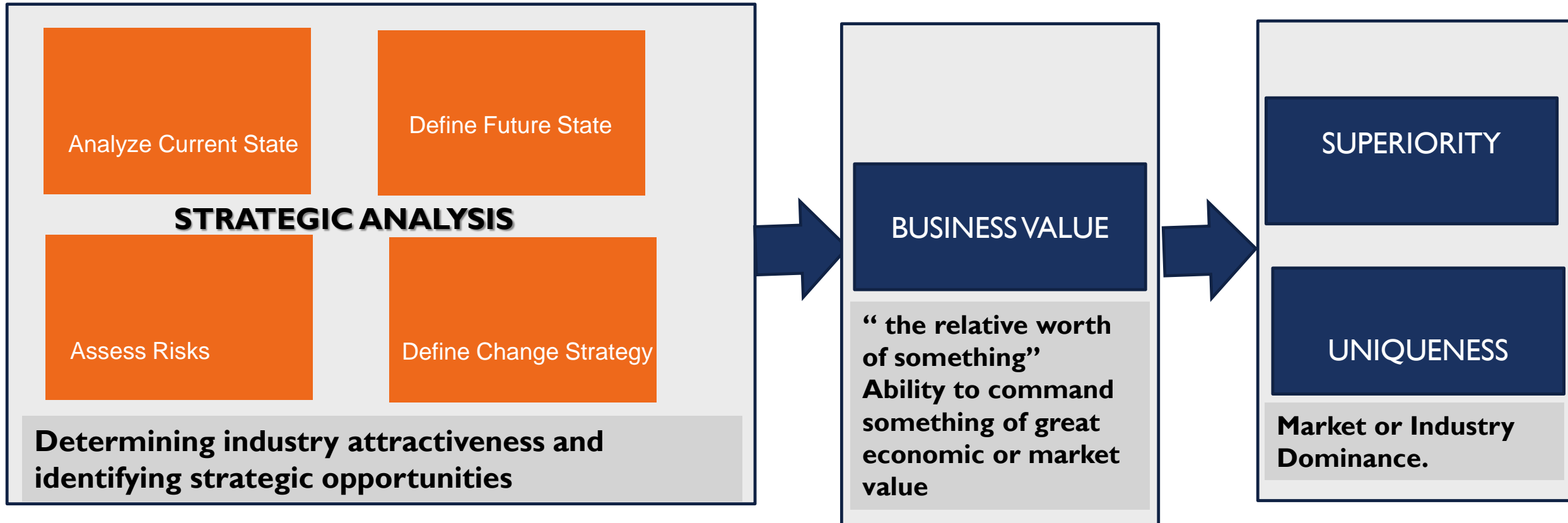




STRATEGIC ANALYSIS & VALUE DELIVERY

IMPERATIVE FOR BUSINESS ANALYSIS PRACTITIONERS

STRATEGY ANALYSIS



Strategy Analysis



FROM STRATEGY TO ANALYSIS

STRATEGY

Analyze Current State

- Where are we?
- What are our strengths and weaknesses, what threats and opportunities exists?
- What capabilities do we have?
- What is our competitive advantage
- What's driving the need and how does the need help us deliver unique value?

Analyze Future State

- How do we want to position ourselves giving our competitive edge
- What do we need to change?
- Which customers needs do we want to meet and which ones are we NOT meeting?
- What strategic choices are we making and what capabilities do we need to deliver value?
- What are we going to be doing differently to deliver value?

Analyze Risks

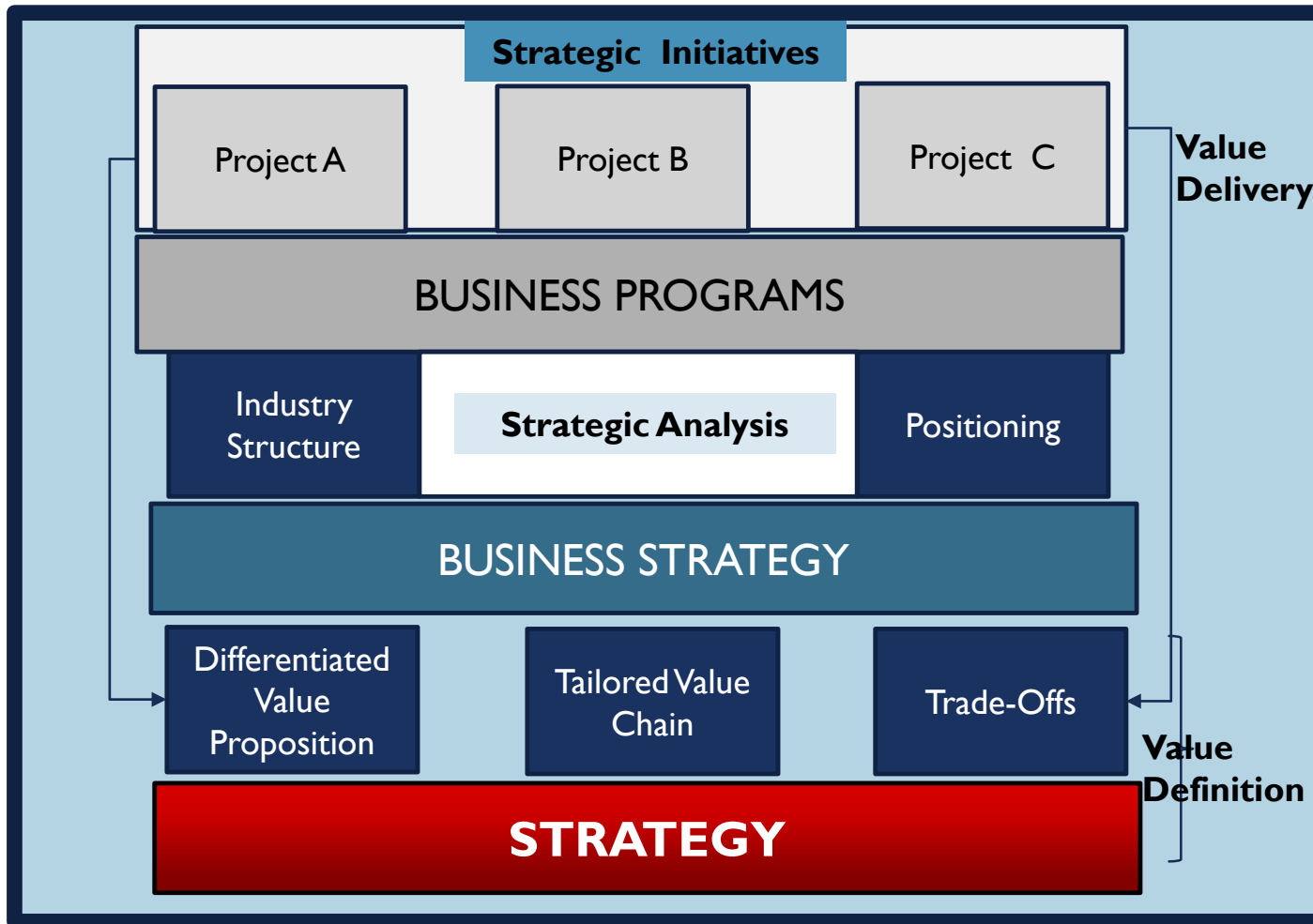
- What uncertainties are going to encounter in the value delivery journey
- What effects will these uncertainties have on our delivery?
- How do we evaluate and quantify these risks?
- How are we going to respond to and manage these uncertainties?
- What level of risks are we going to accept for the value we want to create?

Define Change Strategy

- What change are we introducing as a result of the transition from current state to future state (GAP ANALYSIS)?
- What is the effect of the change on our positioning and competitive advantage?
- What value are creating as a result of these gap?
- Which customer or stakeholder will be affected by the change?
- What mechanisms do we have in place to handle the change?
- How are we going to manage the change to ensure it delivers the desired value?

ANALYSIS

STRATEGY & PORFOLIO VALUE DELIVERY



- All competitive advantage comes from a well articulated strategy
- To maintain competitive edge, value chain must be configured in a way that it cannot be replicated by competitors.
 - If it can be replicated, then you are competing on best practice/operational efficiency and not strategy
- Projects are intended to contribute to the uniqueness of a business and to its distinctive (Superior) position.
- Projects are value delivery mechanism!



SUMMARY



STRATEGY NUGGETS



1

Strategic Analysis is not optional, it **is mandatory** to achieve business analysis value delivery mandate.



2

Business Value cannot be **defined** effectively **without Strategic Analysis**



3

Effective project selection **must be based on Strategic Analysis** to deliver value



4

Business operations are not static and so is **Strategy**, it **has** to be **re-evaluated** as business evolves



5

Strategy provides the **context** for analysis work



6

Projects are **value delivery mechanisms**
(A tactic)

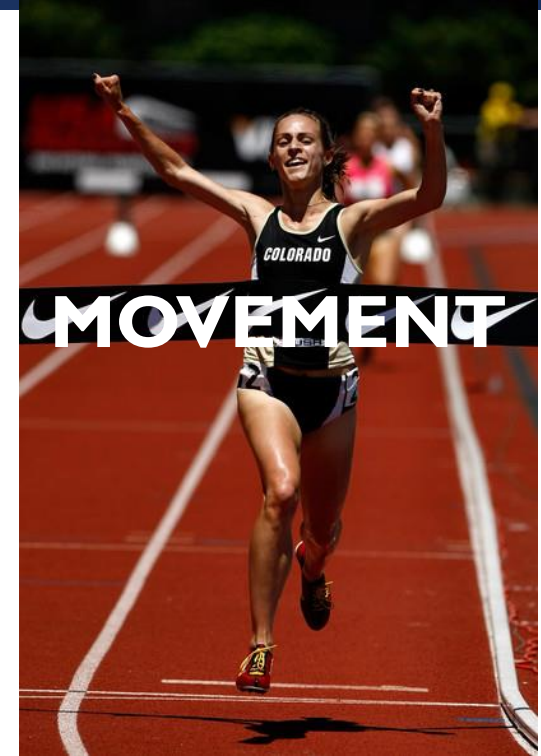
HOW ARE YOU EXERTING ENERGY?

MOTION



Vs.

MOVEMENT



... Strategic Analysis, an effective way to create movement in business operations and deliver desired value!.....

Let's move!

QUESTIONS/COMMENTS?



Thank You

For further enquiries, contact: info@valconsult.com

