

SEMBA Structured Expert Method for Business Analysis

The increasing speed and growing impact of changes in the business of our clients require an efficient and reliable approach for business analysts.

Business Analysis (BA) is one of the fastest growing markets within the world of Business and Technology Consulting Services. BA is concerned with creating, renewing, improving and adapting client business processes either with or without the use of IT. Due to the increasing complexity of changes in the business, for example as a result of new legislation or a merger, BA is becoming more and more important.

The increasing speed and growing impact of these changes in the business of our clients require a stable and standardized approach for business analysts to create, analyze, design and plan these changes. Until now such a method was not available for BA.

That is why Capgemini's BA experts developed the Structured Expert Method for Business Analysis (SEMBA). SEMBA is a methodology consisting of a clear framework, well founded in proven architectural approaches, enriched with Business Process Management principles and addressing the effective use of Subject Matter Expertise.

This methodology is developed by reusing and integrating existing proven approaches and combining these with best practices.

The result is a comprehensive, clear and simple to use methodology for BA.

“SEMBA enables industrialization of BA engagements, leading to shorter time to market, lower costs and faster profitability.”

René Roest
Service Line Leader BA

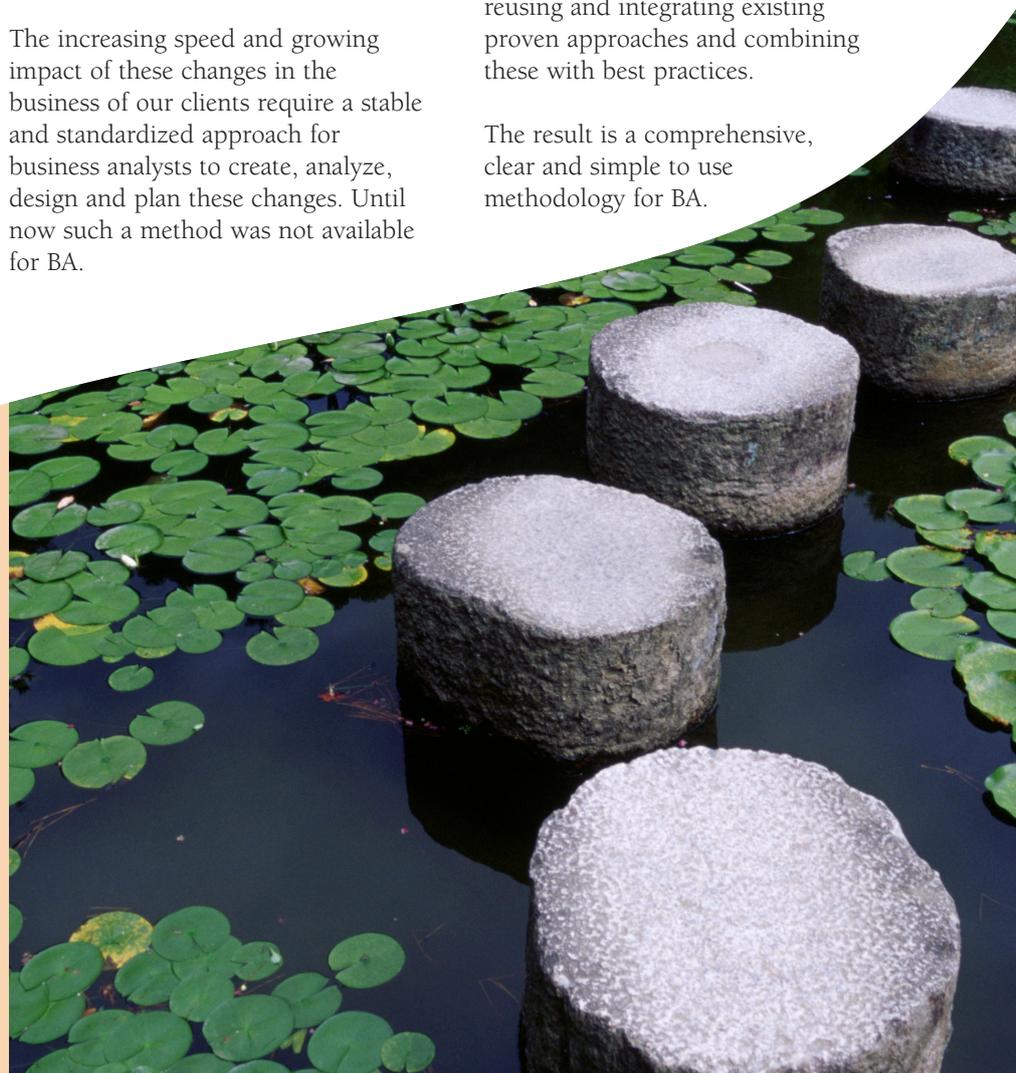
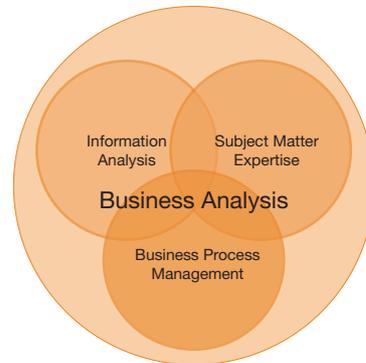


Figure 1 : Core competencies of Business Analysis



The use of SEMBA

The target audience for SEMBA is every professional involved in liaison between the client's business and implementation specialists. The professional is expected to be familiar with or proficient in a combination of Business Process Management, Information Analysis and Subject Matter Expertise, see figure 1.

This ensures that the business analyst understands the client's business and is able to translate the business drivers and business requirements into business process requirements and/or IT requirements as the basis for an effective and feasible solution. SEMBA is designed to be used as the analysis approach in a range of engagements like: organizational changes, business process improvement programs, product or market development, implementation of compliance with current laws, system development or a package selection.

Using its full capabilities, SEMBA delivers a solid design of the new (To-Be) situation covering the business context, the business processes and the possible consequences to the information and IT systems. It also covers the migration design, describing a controlled and coordinated change of the current situation along a designed migration path to the new situation.

SEMBA structure

The method describes what our practitioners will do and what output they deliver. Figure 2 provides an overview of SEMBA. SEMBA is structured along phases and streams.

SEMBA consists of four phases:

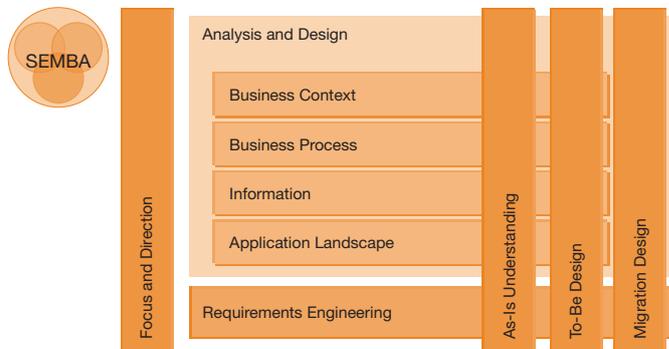
- Focus And Direction,
- As-Is Understanding,
- To-Be Design,
- Migration Design.

This breakdown into phases helps to navigate more easily through SEMBA.

SEMBA is also organized along five streams:

- Business Context,
- Business Process,
- Information,
- Application Landscape,
- Requirements Engineering.

These streams run through the method across the phases and allow focusing on sets of activities dealing with specific topics or analysis and design models. Together these phases and streams provide the building blocks for the BA activities. Every building block is described in depth. The clear structure of SEMBA creates understanding among all stakeholders.

Figure 2 : SEMBA Structure

SEMBA is designed to seamlessly integrate with other methods by the use of roadmaps.

Roadmaps

SEMBA focuses on analyzing and designing. The actual realization and implementation of a solution is not in scope as it is handled by other methods. SEMBA is designed to seamlessly integrate with other methods by the use of roadmaps. Roadmaps are plug-ins to the method and are used to tailor and extend SEMBA for a particular type of engagement or type of solution. They enable efficient use of SEMBA as they define a specific sequence of activities that should be completed in order to deliver the necessary products for achieving the goal that was set at the beginning of the project.

A roadmap for Software Development is already available: the SEMBA-RUP roadmap. In the next release of SEMBA, roadmaps will be available for Model Driven Architecture (MDA), SAP/Enterprise Application Consulting, process improvement without IT changes and package selection.

SEMBA characteristics

Main characteristics of SEMBA are:

- Focus on BA only,
- Flexible and scalable in its usage,
- Addressing gap analysis and migration design,
- Enables use of reference models,
- Reusing best practices.

Focus on BA only

SEMBA focuses on the Business Analysis activities and not on realization and implementation: see roadmaps. But also the more generic project management and change management approaches are not included in SEMBA. For these activities other standard approaches like Unified Project Management (UPM), PRINCE2, Planned Change Approach (PCA), are already available and can be applied. SEMBA seamlessly connects to these methods.

Flexible and scalable

The flexible structure allows SEMBA to be easily scaled and tuned to specific engagement types. The method can be applied both in a sequential and an iterative way of working.

Gap analysis and migration design

Almost all of the existing methods only focus on designing the To-Be and are lacking a structured approach for gap analysis and for the migration design. SEMBA addresses both important topics extensively, underpinning its integrated quality.

Reference models

The use of reference models is an important accelerator. It helps the business analyst to quickly focus on

the main problem areas and saves time in analyzing the As-Is and designing the To-Be. SEMBA describes how to use reference models in the various phases of the engagement.

Best practices

SEMBA is also a carrier for best practices. It allows business analysts to share best practices in all aspects of their work, for example templates, examples, guidelines, techniques and checklists. In this way SEMBA supports the entire BA community in rapidly delivering excellent solutions to the client.

Benefits

SEMBA delivers a generic and vendor independent method that improves analysis, design and planning consistency and ensures that all activities will be addressed properly. SEMBA also improves the quality of the work and of the deliverables.

SEMBA provides an integrated method in which all available Capgemini knowledge on BA is included. Capgemini will keep on investing in SEMBA by enriching it with new best practices, developing roadmaps and other enhancements. The extension of SEMBA towards a service oriented way of modelling is planned in the next release, making the method even better aligned with service oriented development.

SEMBA enables collaborative working with other external BA communities. SEMBA is available in the open domain. It is presented as open method to our clients and suppliers. The addition of their experience and highly valued expertise is of great value to further develop and fine-tune SEMBA into a widely supported market standard.

SEMBA provides alignment of the BA domain with other domains such as Architecture, Software Development, Testing and Enterprise Application Consulting. For many specific

programs or goals, roadmaps are offered which provide the user efficient use of the method.

Capgemini has a proven track record in creating, analyzing, designing and planning changes for client organization. The knowledge and experience, gained by many professionals on these engagements has been used to develop SEMBA. SEMBA enables industrialization of BA engagements, leading to shorter time to market, lower costs and faster profitability.

Contacts

To find out more about Business Process Management visit us at: <http://capgemini.com/bpm> or e-mail: BPM@capgemini.com



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