

Value as a central 'core concept'  
 for BABoK v3  
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 Valeur(s) & Management  
 26 June – 1 July 2014



International Conférence in Business Analysis



25-26 Juin 2014



30 Juin-1 Juillet 2014

Changing Change  
 BABOK 3.0

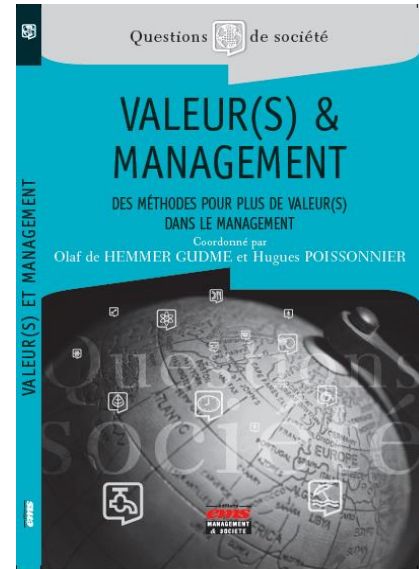
inscriptions sur :  
[www.bafs2014.org](http://www.bafs2014.org)

‘Value’ is a core concept shared with many methods

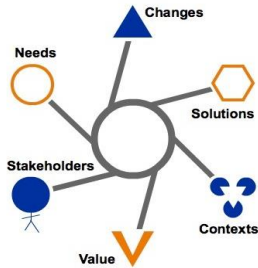
⊙ We have screened ‘System – Value’ based methods in various management areas :

how many have we found ?

72 !



BAs should benefit from 30+ years of ‘System / Value’ approach experience !



To link the core concepts

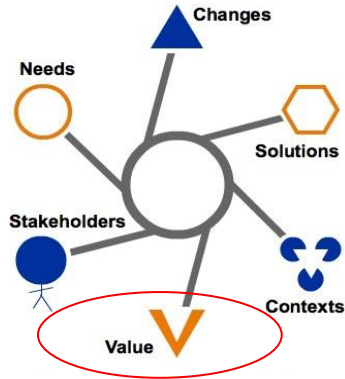


To help improving value of solutions



To define BA's roles

The BABoKv3 ‘Value’ concept is also central to Value methods since years !



The worth, importance, or usefulness of something to a **stakeholder** within a context.

**Value** can be seen as potential or realized returns, gains, and improvements. It is also possible to have a decrease in value in the form of losses, risks, and costs.

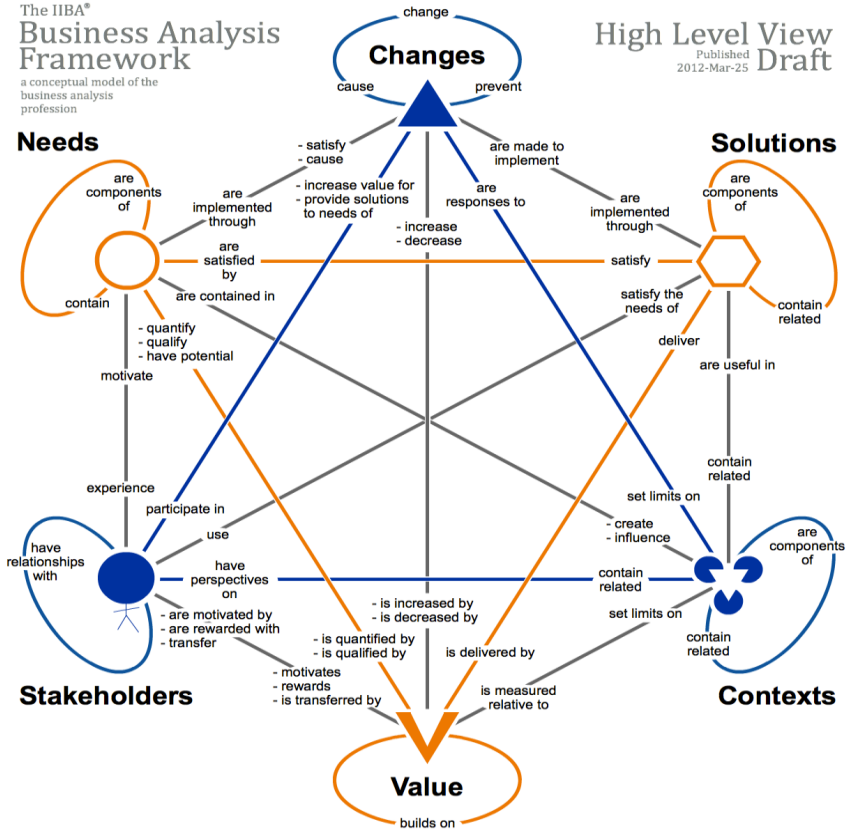
Value can be tangible or intangible. Tangible value is directly measurable. Tangible value often has a significant monetary component. Intangible value is measured indirectly. Intangible value often has a significant motivational component, such as customer satisfaction or employee morale.

In some cases, value can be assessed in absolute terms, but in many cases is assessed in relative terms: one solution option is more valuable than another from the perspective of a given set of stakeholders.

**European Governing Board (EGB)** for the European Value Management Training and Certification System

*“**Value** is a measure of how well an organization, project, product, or service, satisfies **stakeholders**’ objectives in relation to the resources consumed.(EN–1325-1 - 1997). The concept of Value is based on the relationship between satisfying **needs** and expectations and the resources required to achieve them which may **change** both with **context** and time.”*

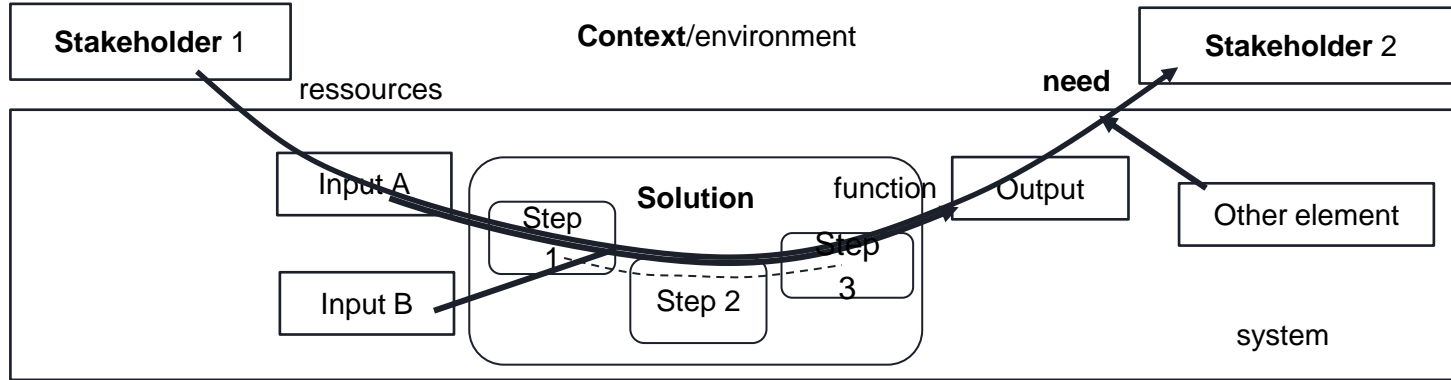
The other BABoKv3 core concepts are linked in the ‘turtle’ model ...



*“ a dynamic system of related ideas ... equally important, equally connected, and equally essential :*

- **Change:** a controlled transformation of an organization
- **Context:** the part of the environment which encompasses the change
- **Need:** a problem, opportunity or constraint which motivates a stakeholder to act
- **Stakeholder:** a group or individual with a relationship to the change or the solution
- **Value:** how much something motivates or rewards a stakeholder in a context
- **Solution:** a specific way to satisfy a need in a context ”

... while the 'system' approach allows to model the links between these concepts, at different levels of needs ...

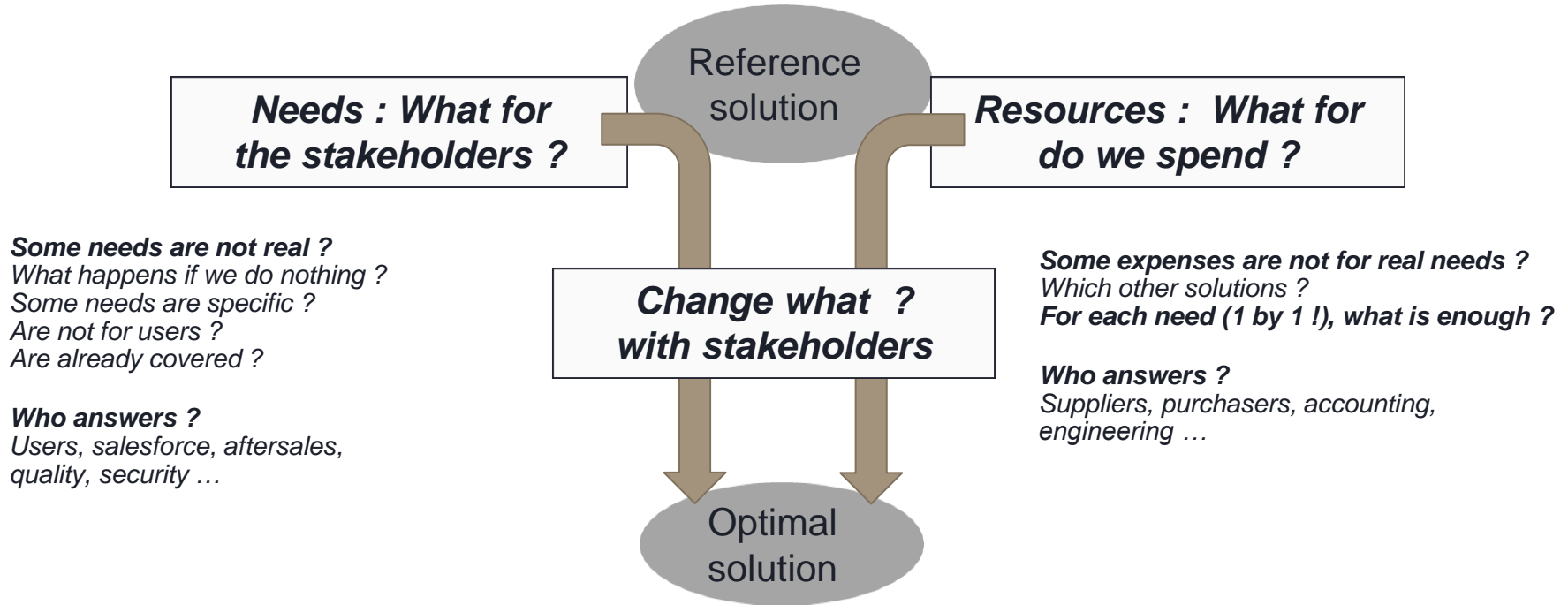


A **solution** is made of ressources, steps and components.

Its purpose (function) being to manage relations between elements of the **context** (eg, transform inputs into output)

To fulfill the **need** of a **stakeholder**, using resources from another **stakeholder**

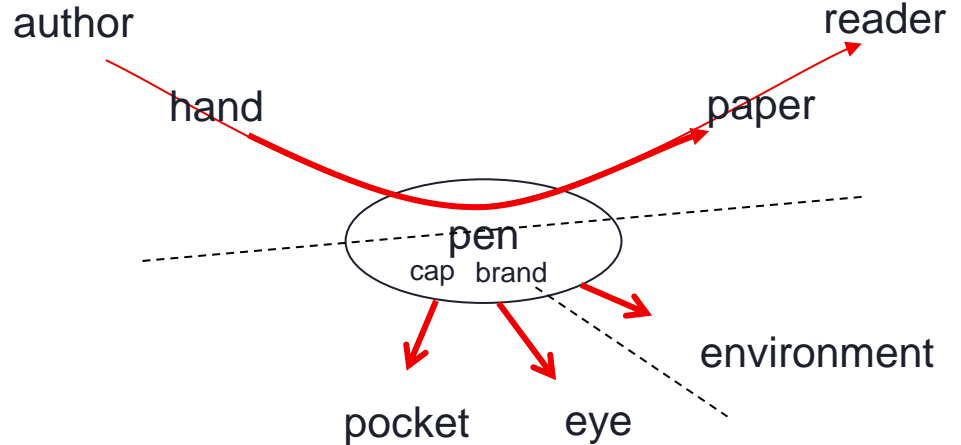
... so that **'value = needs satisfaction / costs'**  
 can be upgraded by applying **change** to the **solution** or its elements



# This 'system / value' approach leads to radical innovation, even on 'simple' subjects

Applications

A pen : « What for ? »



In use:

- Leave a trace with the hand on a paper

Between 2 uses:

- Respect the pocket
- Please the eye

End of life :

- Respect the environment







## Does the 'system /value' approach apply to IT / organization issues ?

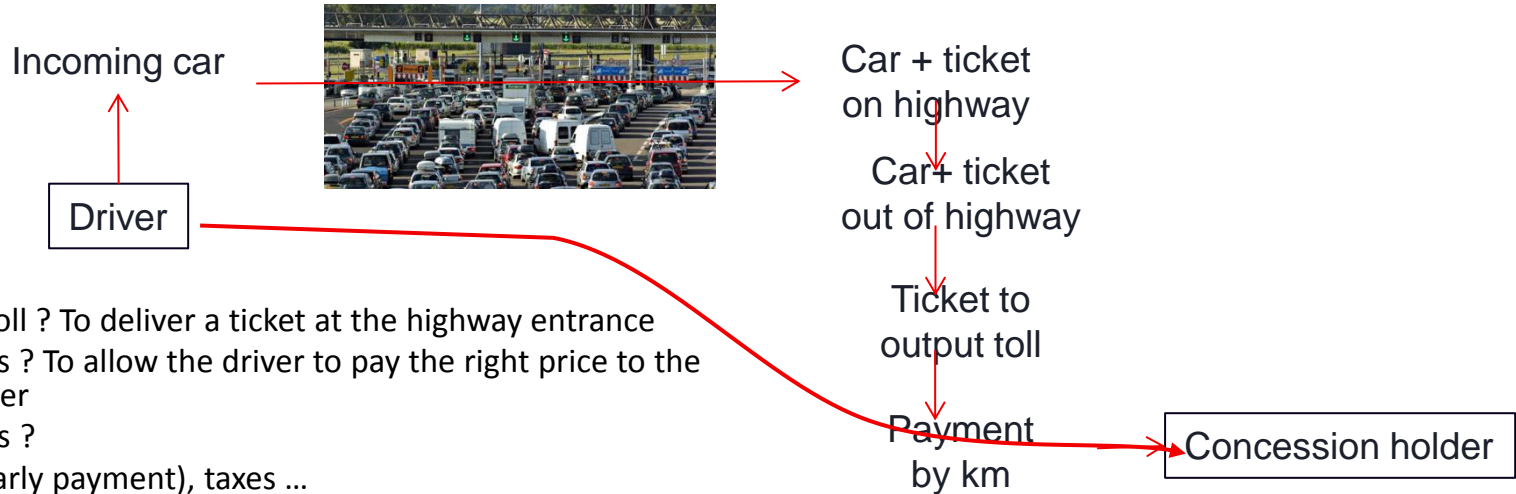
Applications

Example : optimize the enlargement a highway toll station



The 'system /value' approach is also (very) efficient for IT / organization issues

Example : optimize the enlargement a highway toll station



- What for the toll ? To deliver a ticket at the highway entrance
- For what needs ? To allow the driver to pay the right price to the concession holder
- Other solutions ?
  - Sticker (yearly payment), taxes ...
  - Electronic toll system
  - Camera
  - No ticket , no toll (for long distance)

The 'system / value' approach applies also for the BA role(s)

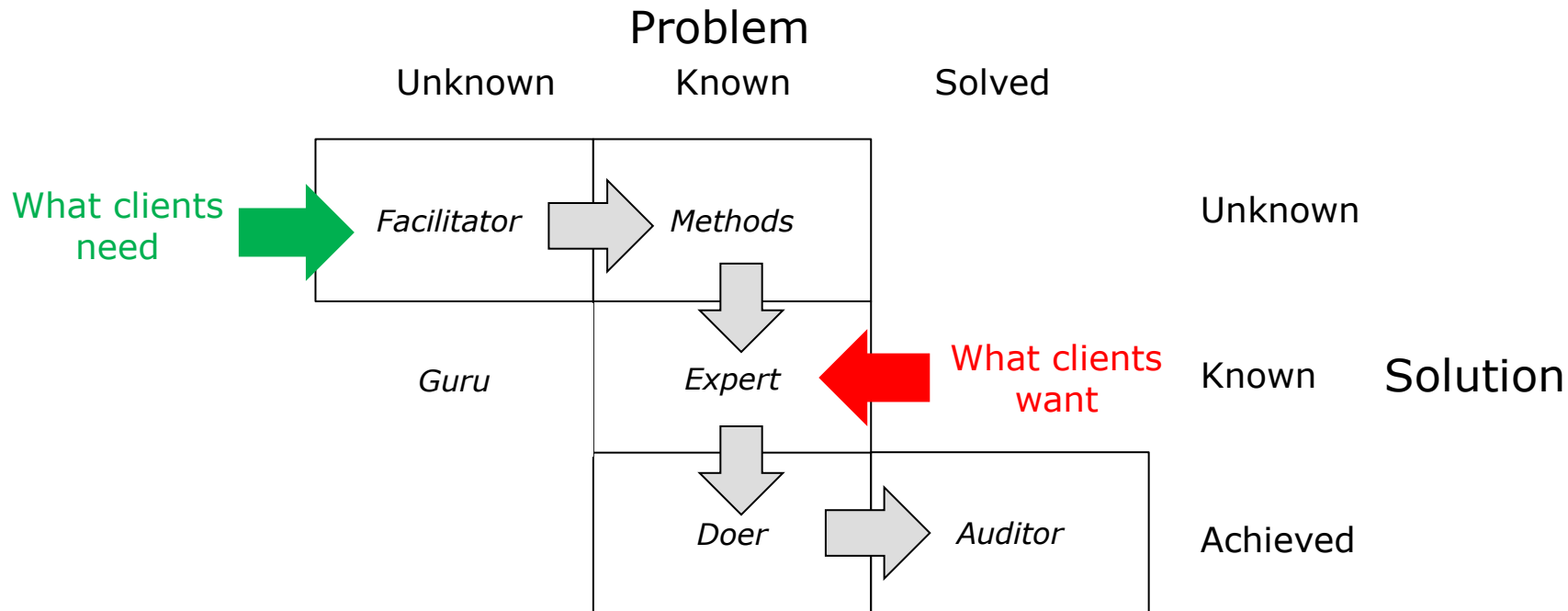


A business Analyst : what for ?

Secure requirements are met by a change project

Transform a stakeholder problem into a organization solution

This underlines different roles for the BA in the ‘problem solving’ process !



We have started to validate the relevance of 'system / value' approach for BA training |



**Business Analyste...**  
**Acteur- Clé du changement...**

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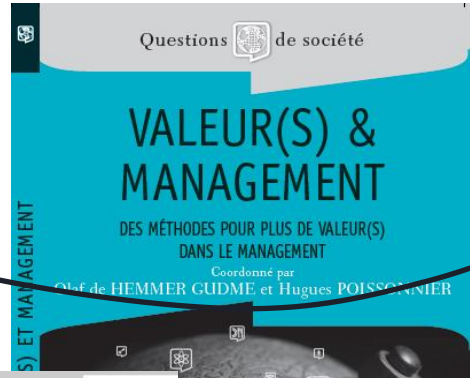
**HEG Genève 2013-14**



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# We are working to build synergies between Value(s) methods

72+  
methods



1 'system / value'  
management  
approach ?

**Valeur(s) & Management**

Accueil Pour Quoi ? Quoi ? Comment ? Qui ? Quand ? Où ? Combien ? A Propos

Construire un gratte-ciel 'responsable' en 2 semaines ?

14 juil 2014  
Topic: business model, China, construction, innovation (énergie, gratta-ciel, McKinsey, process, Sky City, standard)

Autre Impressionnant interview, celui de Zhang Yue, chairman et CEO de Broad Group, publié dans McKinsey insights & Publications de Mai 2014.

Quelques extraits :

- Broad Sustainable Building, completed a six-story building, Broad Pavilion, at the Shanghai Expo in one day ... His latest ambition is to build the world's tallest structure. Known as Sky City, the 202-story steel skyscraper is expected to be magnitude-9 earthquake resistant and energy efficient. Ninety percent of the structure is being built at a factory and just 10 percent assembled on site.
- "... the industry does not always think long term. We tend to think in terms of a project-one building or infrastructure asset-and its timeline. We need to ask ourselves more strategic and long-term questions: What is the objective of this building or asset? How does it relate to the rest of the neighborhood and the city? How will it affect people's quality of life? How much energy does it use? What problems could it create?"
- "... in China the industry falls back on what we call "standard." Because regulations emphasize standard, builders pursue it at the expense of creativity, efficiency, safety,

Catégories

- association professionnelle
- conseils
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- entreprises
- organismes publics
- communications
- diversités
- autres
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- business model

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Les plus vus Débuter avec Firefox À la une le blog de Jean-Florent...

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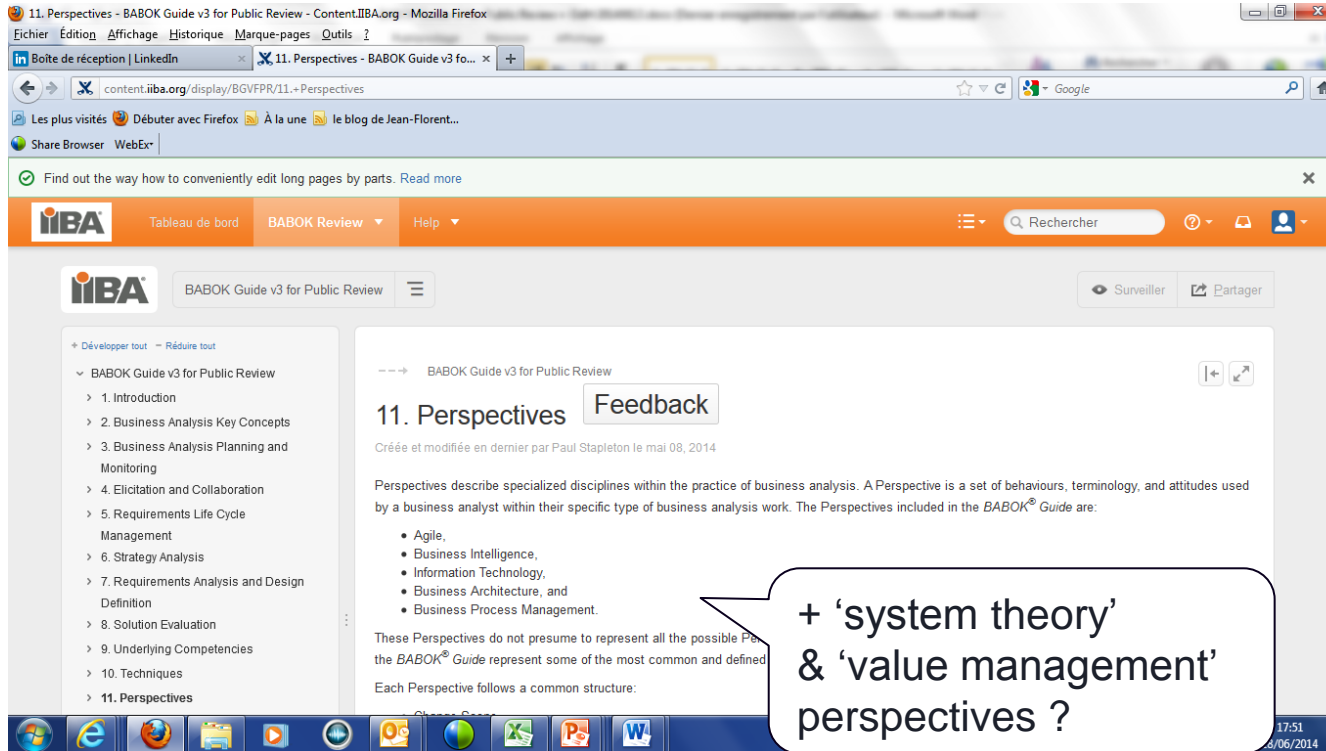
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Valeur(s) & Management

Discussions Publicités Postes Rechercher Gérer

## When will we see ‘system’ and ‘value’ perspectives in the BABoK ?



11. Perspectives - BABOK Guide v3 for Public Review - Content.IIBA.org - Mozilla Firefox

content.iiba.org/display/BGVFPR/11.+Perspectives

Tableau de bord BABOK Review Help

BABOK Guide v3 for Public Review

11. Perspectives **Feedback**

Créée et modifiée en dernier par Paul Stapleton le mai 08, 2014

Perspectives describe specialized disciplines within the practice of business analysis. A Perspective is a set of behaviours, terminology, and attitudes used by a business analyst within their specific type of business analysis work. The Perspectives included in the *BABOK® Guide* are:

- Agile,
- Business Intelligence,
- Information Technology,
- Business Architecture, and
- Business Process Management.

These Perspectives do not presume to represent all the possible Perspectives. The *BABOK® Guide* represent some of the most common and defined Perspectives. Each Perspective follows a common structure:

+ ‘system theory’ & ‘value management’ perspectives ?