



NORTHERN ITALY CHAPTER  
Branch Lombardia

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# PMO Styles: Leaders a confronto

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# Agenda



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- What is Business Analysis
- The scope of Business Analysis
- Macro Business and Technology trends
- The Digital Challenge
- Top CEO concerns and needs
- The evolution of PMO: BACOE
- Types of BACOE
- Case studies

# What is Business Analysis

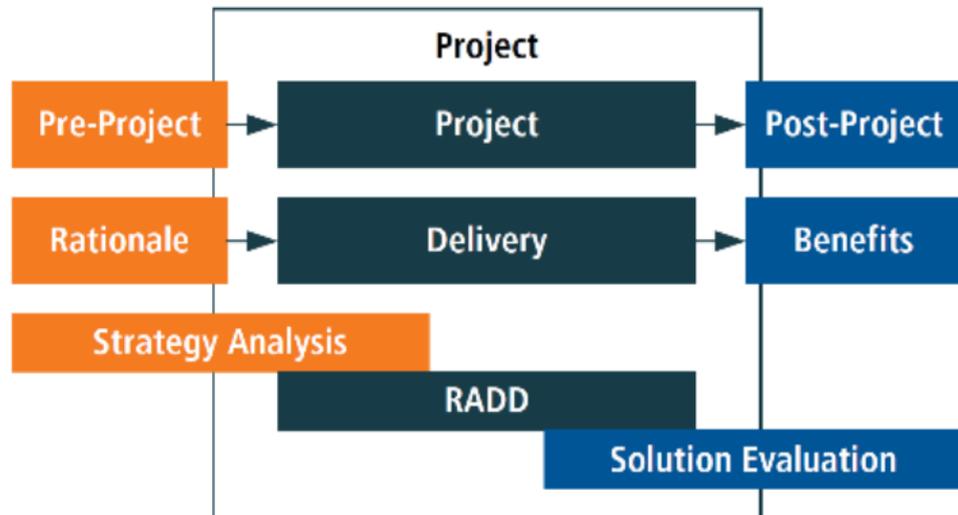
*“The practice of **enabling change** in an organizational **context** by defining **needs** and recommending **solutions** that deliver **value** to **stakeholders**”*



# The Scope of Business Analysis



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PROJECT MANAGER & BUSINESS ANALYST  
Working Together to a Common Goal

If your project managers (PMs) and business analysts (BAs) aren't collaborating, it's time to get the crew in sync. Because when PMs and BAs work together, everyone wins!

**Strong Collaboration = High Performance**

More than twice as many high-performing organizations vs. low-performers report strong BA/PM collaboration.

**COVER THE DISTANCE**  
Does your organization encourage PM/BA collaboration? Do you embrace business analysis as central to project success?  
**CONSIDER THESE FACTS:**  
When projects do not meet their original goals and business objectives, inaccurate business analysis/requirements management is cited as the primary cause

**47%** of the time.

**41%** of organizations, both project managers and business analysts perform business analysis and requirements management for projects and programs.

**Can you afford to ignore these numbers?**  
Learn more about the value of business analysis on [PMI.org](http://PMI.org).

**TO THE FINISH LINE**  
Already practice business analysis and want to take the next step in your career? Check out the PMI-PBA® certification.

FOR ORGANIZATIONS TO DELIVER PROJECTS SUCCESSFULLY, THEY NEED TO BE REALLY GOOD AT BUSINESS ANALYSIS, AND TO BE REALLY GOOD AT BUSINESS ANALYSIS, THEY MUST HAVE EXPERTISE IN MANAGING REQUIREMENTS.

**30%** LOW PERFORMERS  
**67%** HIGH PERFORMERS

**PMI**  
Project Management Institute

Source: Pulse of the Profession: In-Depth Report Requirements Management: A Core Competency for Project and Program Success, © 2014, PMI

# Macro business and technology trends

are impacting the capabilities that organizations will need to generate better business outcomes



**PwC**

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- 41% of CEOs anticipate that their company will be **significantly transformed** over the next 3 years
- 77% of CEOs say it is important to specifically include **innovation in the business strategy** with clear targets and objectives



**Technology &  
Data**

*Stronger computing power and more data have opened up new possibilities for generating business intelligence and insights*



**Sophisticated  
Customers**

*Consumers are more connected, have more information available and ultimately have more choice around the organizations they interact with*



**Industry  
Disruption**

*New business models with lower entry costs are challenging organizations to re-evaluate how they sustain their value proposition*

# The Digital Challenge

- Despite continued focus on digital transformation **83% of organizations are not achieving their desired outcomes**. The missing link is **people** – people are at the heart of digital initiatives, **yet few organizations have comprehensive strategies to ensure that their talent and digital business efforts align**. To achieve success leaders must help employees develop digital dexterity: the ability and desire to use and apply existing and emerging technology to drive better business outcomes

# Top CEO concerns and needs



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Loyalty of their customers



Not having enough time to think strategically



Relevance of their products or services



Keeping up with new technology



New entrants disrupting their business model



Their company is not disrupting their industry's business model enough



- Leaders are looking for **help navigating the ever-increasingly complex business world** and expect **timely insights** from their business analysis resources that help with **decision-making**

# The evolution of PMO: BACOE

- Business Analysis Center of Excellence (BACOE) is the emerging best practice for PMO's
- It's a new type of center which serves as the **single point of contact** for business analysis practices
  - BA practice lead
- In that role, the BACOE defines the **business rules, processes, knowledge, skills and competencies, and tools** used by the organization **to perform business analysis activities** throughout the project life cycle, from strategic planning to project initiation to solution delivery and benefits realization and support **innovation and decision making**

# Common BACOE structures



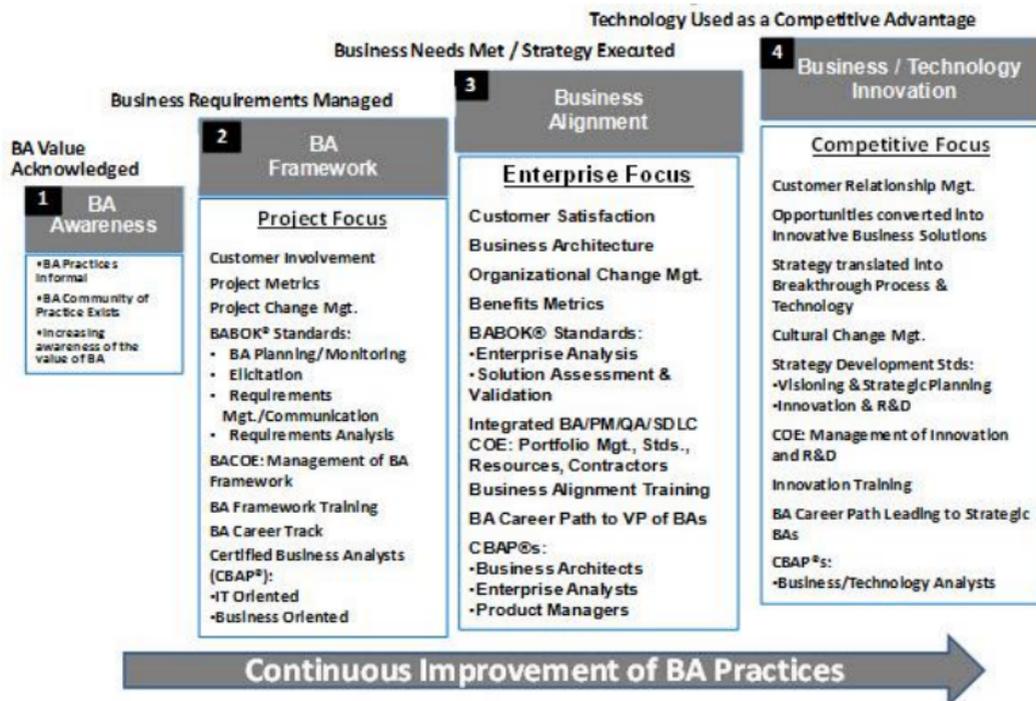
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Type of BACOE	Leader	Composition	Goals	Outcomes	Pros	Cons
BA Community of Practice	Senior BA	All BAs invited to participate	Raise awareness of the value of BA	Individual BAs begin to feel part of a professional group	Builds a BA community	No authority
Informal BACOE	BA Team Lead	Senior BAs	Establish basic BA standards Manage business requirements	Consistent BA deliverables and tools Business needs met	Builds the foundation for continuous improvement	Difficult to deploy and sustain standards without formal authority
Formal BACOE	BA Practice Director/VP	All BAs report to BA Practice Director	Execute strategy through projects and programs	Business value of project outcomes measured and communicated Strategy executed	Builds a Professional BA Practice BA considered a business partner	Must demonstrate value or will be viewed as a cost
Project/Program Management COE	Program Management Director/VP	BAs, PMs, and QA/Testers report to COE Director	80% of projects successful Improve competitive positioning	Improved project performance Innovation New Strategy forged	Builds a mature Complex Project Management Practice	Could result in too much power, process, bureaucracy

# BACOE maturity model



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# CASE 1: BACoP (Insurance)



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- IT Process and Practice Development
  - “The Business Analysis Community of Practice (BACoP) is a group of professionals working collaboratively to build the Business Analysis discipline. The mission of the BACoP is to evolve as the recognized source for Enterprise Business Analysis collaboration, innovation and knowledge sharing and to mature the Business Analysis practice in alignment with SDLC processes and industry standards”

# CASE 2: Formal BACoE (Banking)



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## Business Solutions Management and Organizational Performance CoE

### Mission

The Business Solutions Management and Organizational Performance CoE is a **strategic partner** that provides the framework for the new practice of Business Analysis and develops **multidisciplinary experts** which participate in transformation and enhancement projects for all of National Bank



- Centralize Business Analysis – Competence Center for BA
- 150 Business Analysts
  - Project Team composition Always required
    - PM
    - Architect
    - BA
- Business Line Banking Knowledge

## CASE 3: BACC (Insurance)



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- “As the company had an internal PMO which was managing and controlling centrally all company’s projects, the new “Business Analysis Competence Center was created within the PMO. In this way the BA competencies were centralized, and the Business Analysts were placed at the same organizational level of Project Managers. The Competence Center was responsible for developing a consistent Business Case and Requirements Management methodology across all projects”

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# Michele Maritato



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- Michele Maritato has a degree in Electronic Engineering from the Polytechnic of Milan
- He has over 24 years experience in project management and corporate restructuring programs, process re-engineering, development of information systems and intelligent networks in the areas of Tourism, Banking, Insurance, Transportation, Telecommunications, Manufacturing, Construction, Chemical, Automotive, Consumer Goods and Services.
- From 2006 to 2015 Vice President Organization of PMI-NIC and responsible for the P<sup>3</sup>MO Observatory, the Italian research organization dedicated to the study of Project / Program / Portfolio Management Office in Italy. In 2010 he was interim President of the PMI-NIC. PMI Leadership Master Class in 2013.
- From 2010 to 2013 Vice President Education and Training of IIBA Italy Chapter, the Italian association dedicated to the development of the discipline of Business Analysis in Italy. Since 2012 is Director of the IIBA. Form 2017 is Chair of the Board of Directors of IIBA. Is partner of PMProgetti