



**Konference  
Business  
Analýzy**

# **From Skepticism to Advocacy: Selling Business Analysis to Reluctant Stakeholders**

Adrian Reed

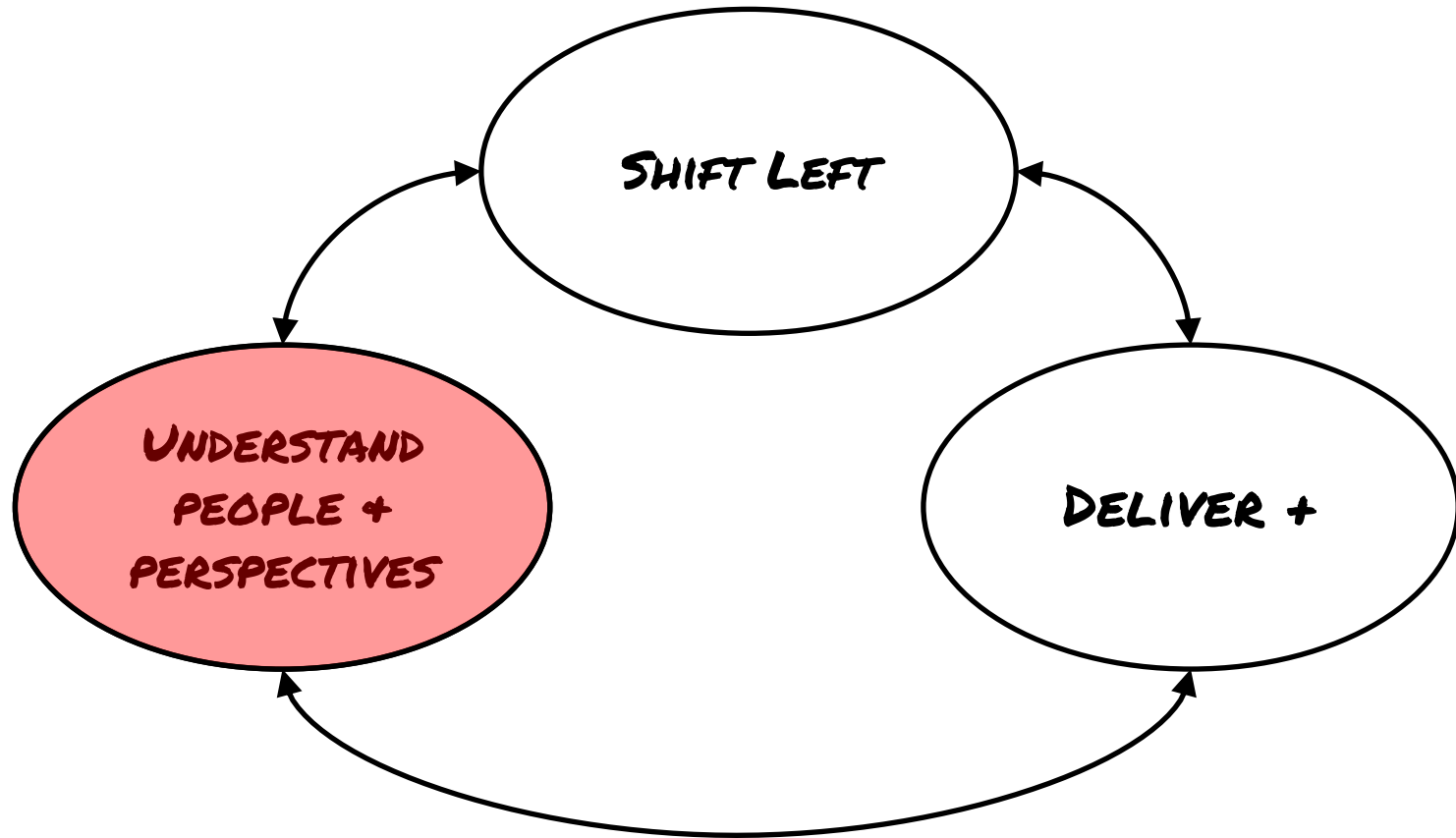
## **Ever had to 'sell'...?**

**1. Project/product**

**2. Approach**

**3. Whole idea of business analysis!**





What is a  
**Library**  
for?



# What is a library for?

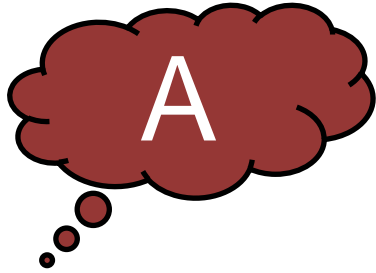
- A place to borrow books?
- An institution that encourages research?
- A place to catalog knowledge?
- A public service to provide internet access and reduce the 'digital divide'?
- A meeting space for community groups?
- A quiet place to relax?
- A place to bring a laptop and work?
- ... Something else?



# Perspectives: PQR

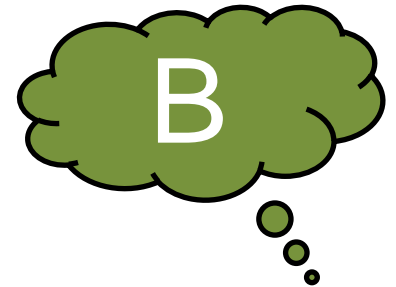
*Do P by Q in order to contribute to achieving R*

“A system to \_\_\_\_\_ by \_\_\_\_\_  
in order to contribute to achieving \_\_\_\_\_”



“The library service exists to encourage knowledge sharing and research among local residents. It does this by providing books and digital resources, free at the point of use, in order to contribute to a more educated and informed population”

“The library service exists to provide learning resources and access to digital services to all. It does this by providing free-to-use computers, alongside advice, training and guidance. It does this to encourage learning, and decrease the ‘digital divide’ that inhibits some residents from accessing online services.







# Name

*“Strapline....”*

|                         |                            |                    |                     |
|-------------------------|----------------------------|--------------------|---------------------|
| <b>Bio/Demographics</b> | <b>Goals/Needs</b>         | <b>Motivations</b> | <b>Frustrations</b> |
| <b>Personality</b>      | <b>Preferences / Likes</b> |                    | <b>Tech</b>         |



Name

"Strapline...."

"ERICA" THE EXEC

"LUKAS" THE USER

|                         |  |   |   |
|-------------------------|--|---|---|
| <p>Bio/Demographics</p> | <p>Goals/Needs</p> <p>ROI<br/>STRATEGIC<br/>FIT<br/><u>MINIMAL</u><br/><u>DISRUPTION</u></p> | <p>Motivations</p> <p>MARKET<br/>PRESSURE</p> <p><u>GET MY JOB</u><br/><u>DONE!</u></p> | <p>Frustrations</p> <p>IT'S TAKING<br/>TOO LONG!</p> <p><u>TOO MANY</u><br/><u>SCREENS!</u></p> |
| <p>Personality</p>      | <p>Preferences / Likes</p>   |   | <p>Tech</p>   |



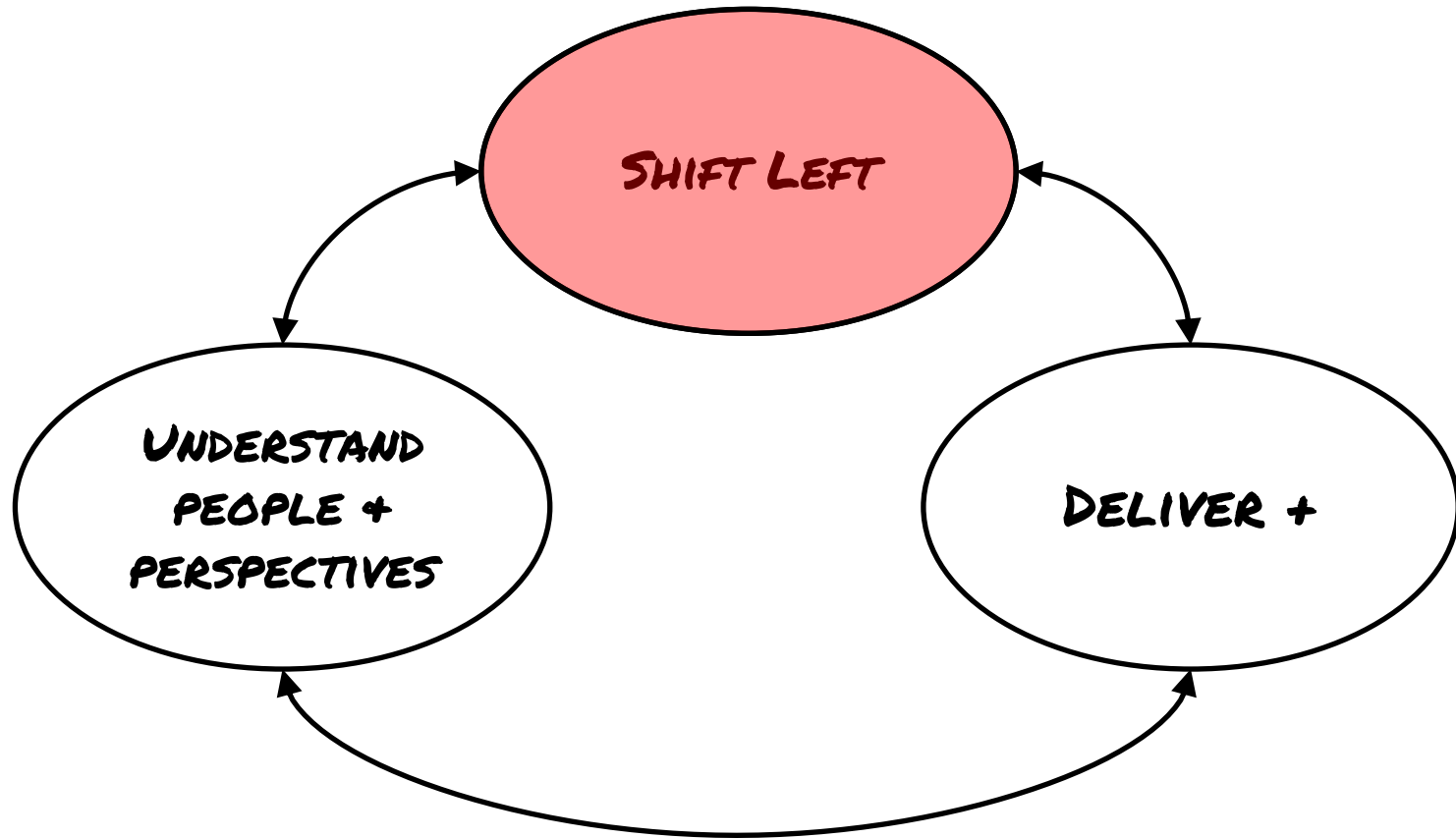


**1,000 songs in your pocket**

# How would you Features

“Which means  
that...”

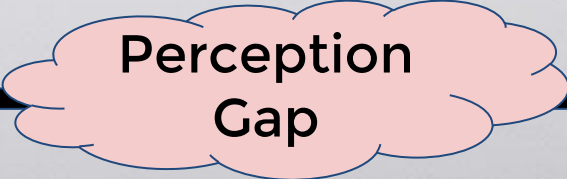
| Feature                      | Benefit  |
|------------------------------|--|
| Pre-project problem analysis | De-risk the whole project by doing the right thing. Save money. Reduce timescales.             |
| Feasibility analysis         | Helping you to “pick the winners” and make informed decisions about which projects to progress |
| Etc...                       |  |



# Being Influential



“Resource”



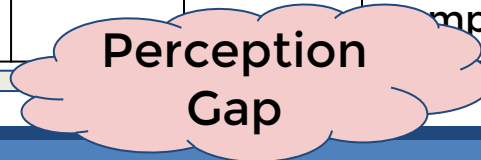
Trusted  
Advisor



# Being Influential

## Just Another “Resource” or Trusted Advisor?

|                          | Level 1  | Level 2 | Level 3 | Level 4  |
|--------------------------|--|---------|---------|--|
| Level of Trust           | Neutral or distrustful<br><i>Transactional</i> |         |         | Complete trust<br><i>Relational</i>            |
| Approach and involvement | Minimal or non-existent                        |         |         | Engaged early, comfortable, history of trust   |
| Concern                  | Getting foot in the door and ‘being liked’     |         |         | Being an “outside insider” and trusted advisor |
| Pitch/BA Offering        | Standard, non-tailored, “body-shopping”        |         |         | Contextual. Focus on benefits and outcomes     |
| Point of Contact         | Resource Manager, Project Manager etc.         |         |         | “Networked” Throughout the company             |





# Examples of levels...

## Level 1

We've bought a new system. Write me some user stories. You have 2 days.

I need 2x BAs for 20 days, that's 40 days effort in total

## Levels 2-3

We're *thinking* of buying a CRM system. Can you help?

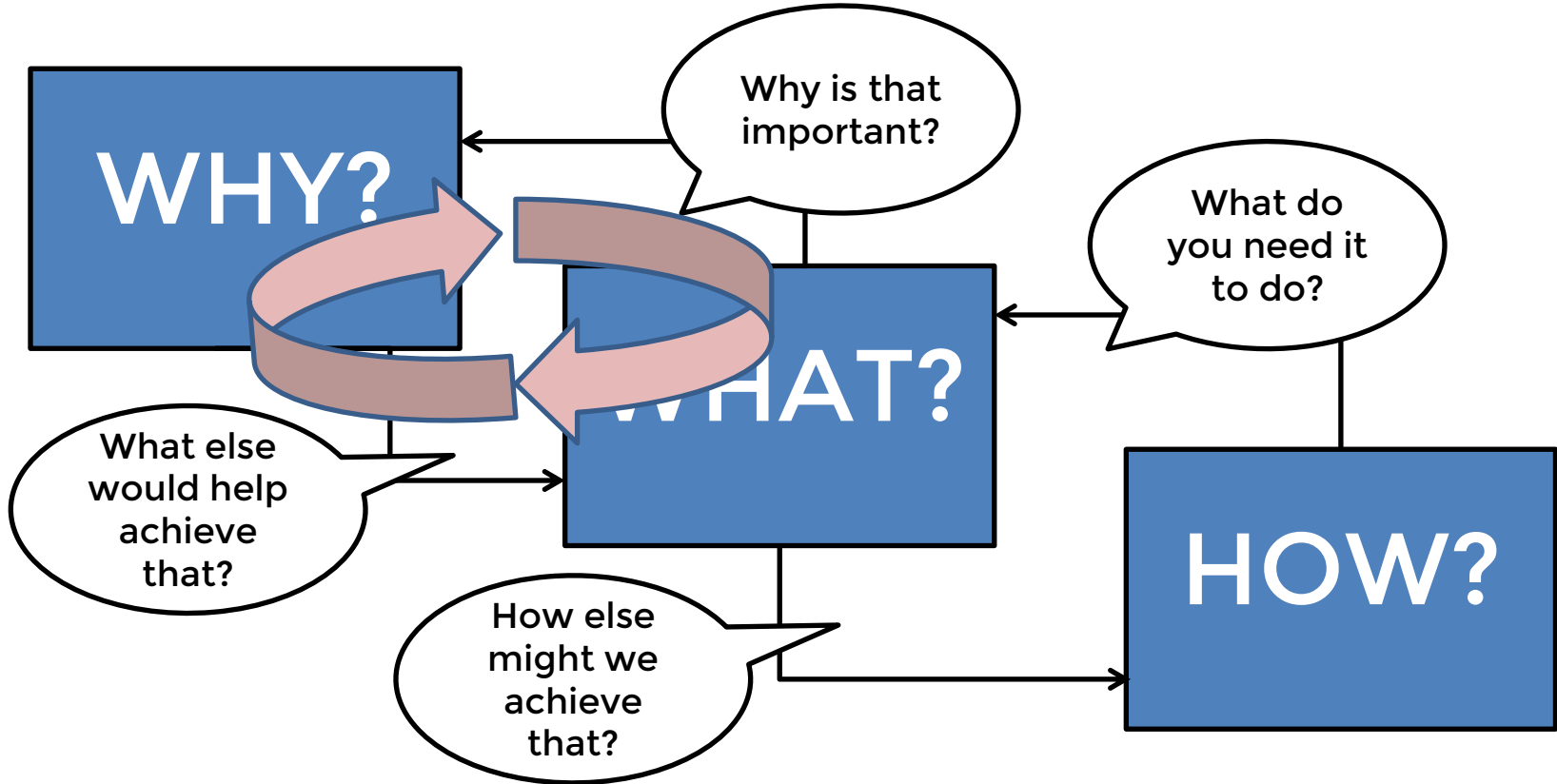
We're making some process changes. Is Sam available? She's the only BA we like.

## Level 4

We have a problem with customer retention. Can you help?

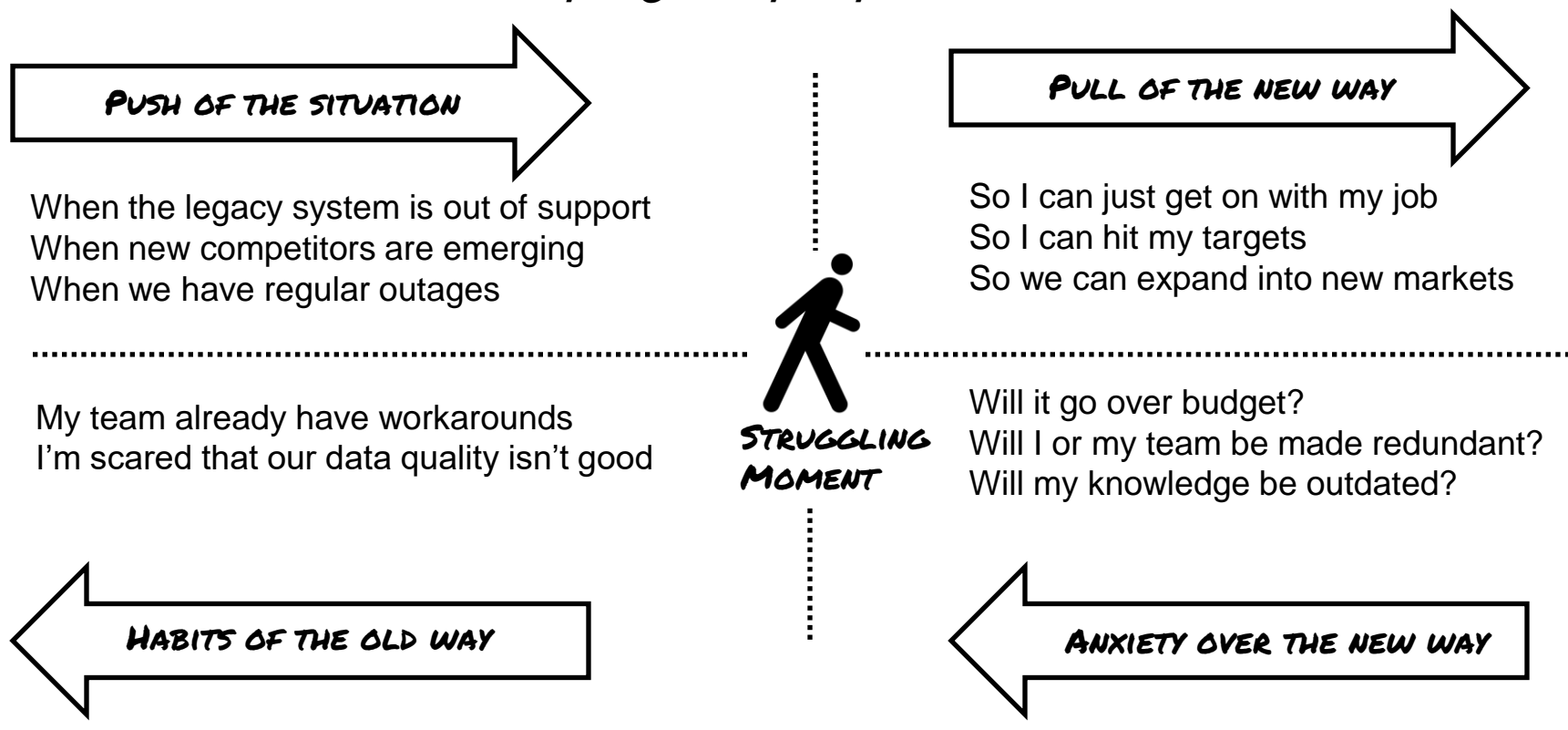
Our biggest risk is our legacy IT system. Can you help?

# Climbing The “Why Stack”



# Struggling Moments

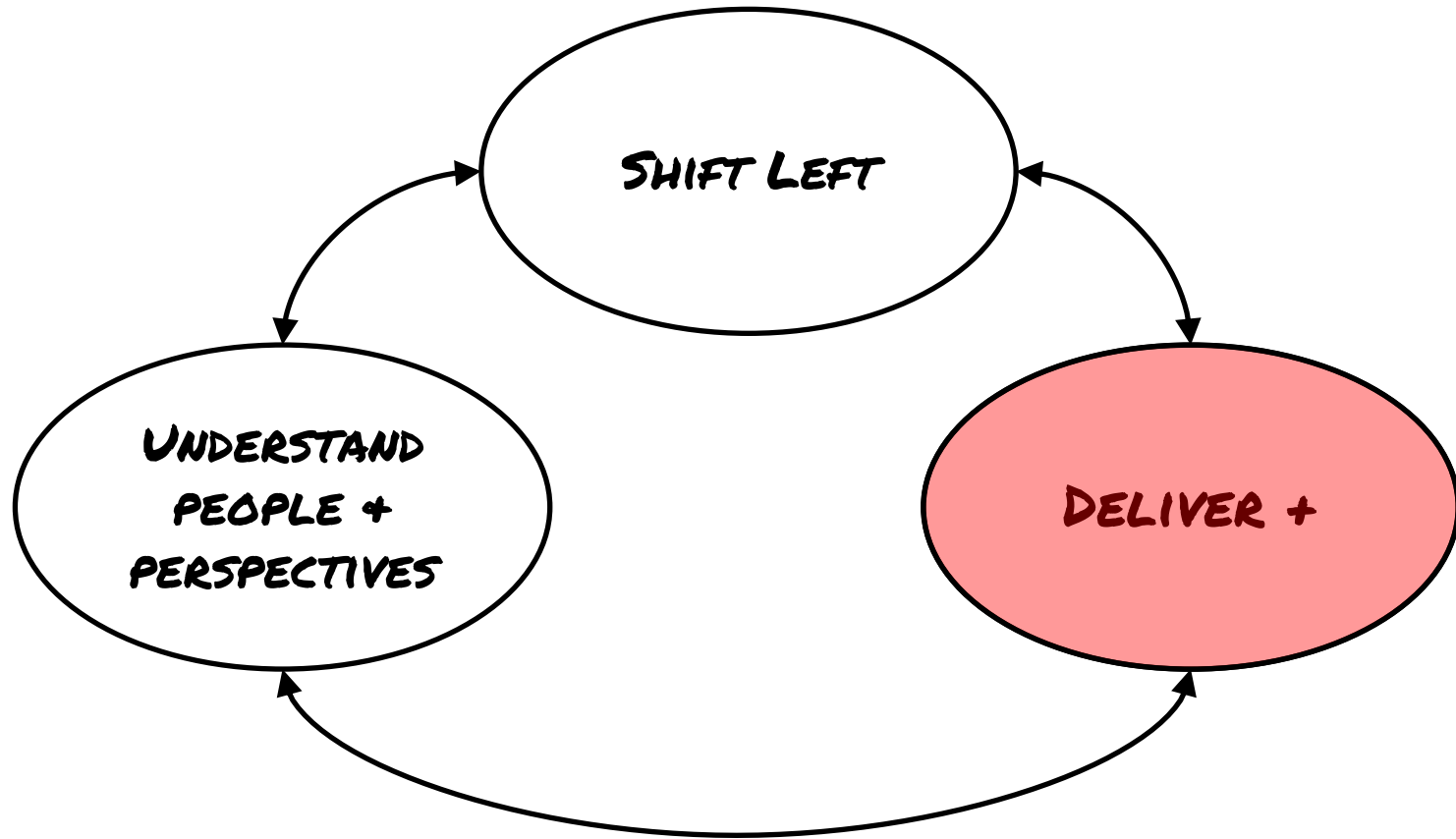
*Sell the progress people want to make*



# Shifting Left: Asking For The Sale



- Give them something to say “yes” to
- Own the process (so it doesn’t ‘own’ you)



# SOCCER STAR



## Raise FUNDS for your CLUB!



By selling special R.J.R. Tickets (comped and printed) for FOOTBALL — CRICKET — GREYHOUNDS JOCKEYS — LETTER DOUBLES (USELESS EUSTACE, TEMPLEGATE, etc.)

Sundries — CLOAKROOM TICKETS — DRAW TICKETS — STOPWATCH CARDS — PROGRAM NAME CARDS — TOMBOLA — CLUB STATIONERY, etc.

Send for price list to: **R.J.R. PRINTING SUPPLIES (TU)** P.O. Box 80, 339 Tarnworth Lane, MITCHEAM, SURREY. PO1 2QT.

SOCCER

Lil  
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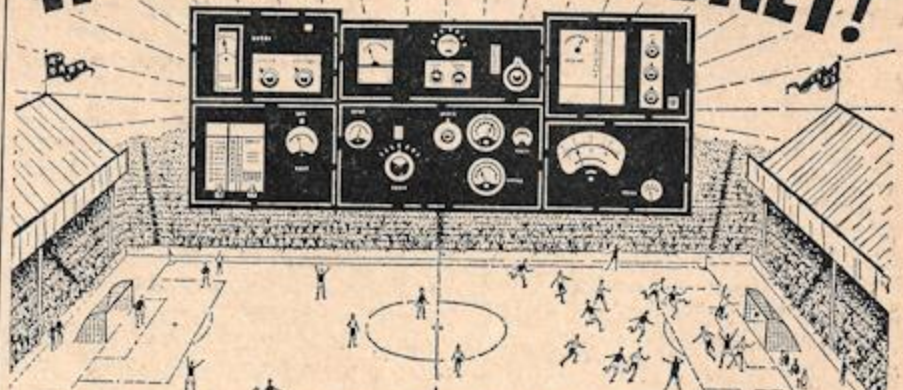
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# IF YOU WANT MONEY!

FIFTEEN



LET A HOME COMPUTER WIN IT FOR YOU!

## START WINNING AT ONCE!

Men and women who in years of Pools or Fixed Odds coupon-filling have never won a single, solitary penny are **WINNING WEEKLY** with the greatest

★ **FREE GIFTS!** ★

With every GOLD-MINER you get **THREE FABULOUS FREE GIFTS!**

1 **REGULAR** Form-Ratings to help snatch top dividends.

continued on page 17

NO CONNECTION WITH ANY OTHER COMPUTER ADVERTISER PAST OR PRESENT

WHEN A TEAM RATED **50** AT HOME

MEETS A TEAM RATED **50** AWAY

# POOLS GOLD MINER

*Calculator*



**X**

RESULT

**1**

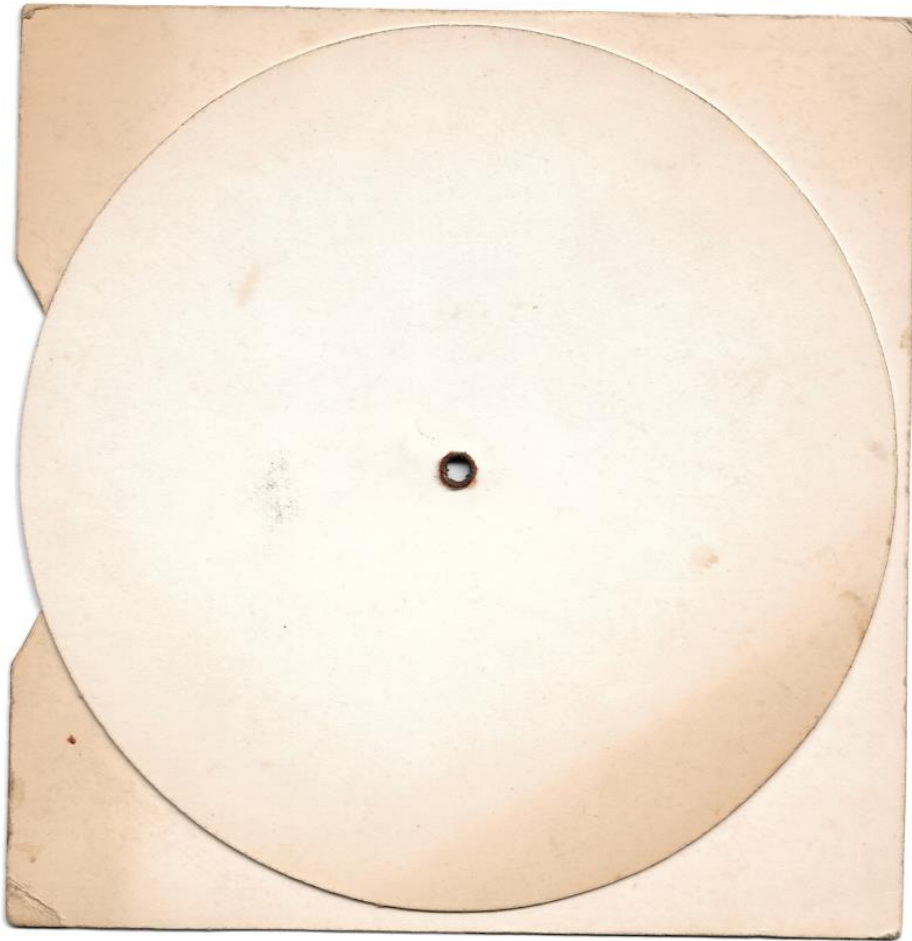
ALTERNATIVE

**0-0**

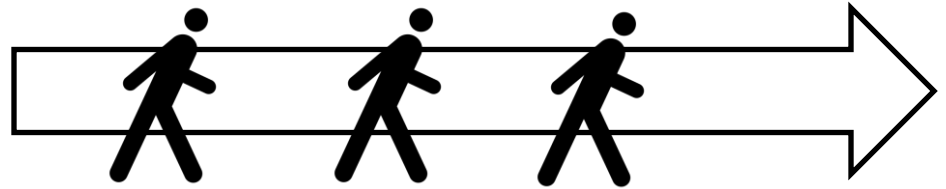
EXPECTED SCORE

20th Century Calculators  
Oxford Street London W.1.

0-3 2-1



# Design the Stakeholder *Experience*



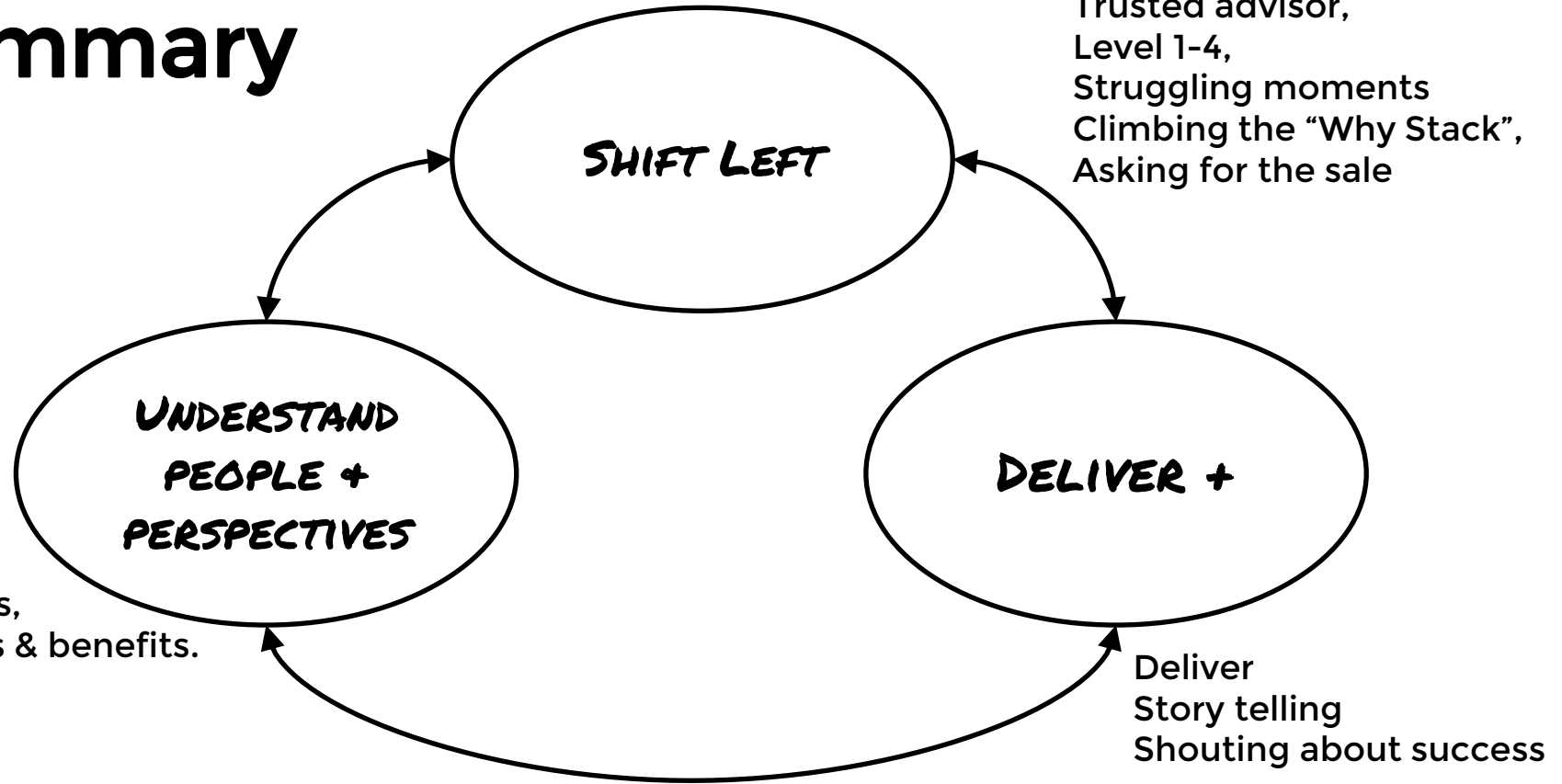
What are the  
***“Moments of Truth”***?



**Shout  
About  
Success!**



# Summary





**Thanks!**

.....stay in touch

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[www.blackmetric.co.uk](http://www.blackmetric.co.uk)

# Pořadatel

The logo for 'beanz' features the word in a dark blue, lowercase, sans-serif font. Above the letters 'a', 'e', and 'z', there are three vertical bars of increasing height from left to right, colored teal, yellow, and red respectively.

## Děkujeme našim partnerům

The logo for 'goodea' consists of the word in a grey, lowercase, sans-serif font, followed by a grey chevron symbol pointing to the right.The logo for IIBA features the letters 'IIBA' in a bold, dark green, sans-serif font. A small orange circle is positioned above the first 'I'. To the right of the letters, the text 'International Institute of Business Analysis™' is written in a smaller, orange, sans-serif font.The logo for Projectman includes a grid of 16 small grey dots arranged in four rows and four columns. To the right of the grid, the word 'Projectman' is written in a grey, sans-serif font, with the tagline 'connecting experts' in a smaller font below it.The logo for GOPAS features a stylized blue circle with a white swoosh on the left side, followed by the word 'GOPAS' in a bold, dark blue, sans-serif font.The logo for Blackmetric features the word 'Blackmetric.' in a bold, black, sans-serif font. Below it, the words 'BUSINESS SOLUTIONS' are written in a smaller, black, sans-serif font. At the bottom of the logo is a horizontal line with a series of small vertical bars of varying heights, resembling a barcode or a stylized ruler.

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