



**A small, geographically
dispersed Business Analysis
team working across 8 Member
Firms consisting of 27 countries –
this is how we made it work!**

as presented by

Sabine Rippen

Deloitte NSE

The BA Achievement Award is organised by



ba-achievement-award.org

Deloitte.



Achievement summary

What was delivered and what was the result?

Our team was established almost two years ago as one of the pioneering teams operating within the new North South Europe (NSE) organization and has supported the early phases of the NSE technology transformation journey. This meant that we found ourselves in an organization undergoing significant change, resulting in resistance and uncertainty among employees. Most processes were handled locally at that time, with no standardization implemented. Crucial information, such as architectural blueprints, stakeholder maps, and organizational structures, were not yet available or had to be developed from scratch. Despite the challenging environment, we adapted and found creative solutions to overcome obstacles, ultimately achieving initiatives that are expected to generate cost savings of approximately €3.2 million per year across NSE.

We, as a team, consisting of 2 Junior BAs in Greece, 1 Senior BA in the UK, and a Senior BA/Team Lead in the Netherlands, achieved two remarkable feats that we are incredibly proud of. We overcame several challenges, including communication barriers and technical difficulties, and delivered successful outcomes. We are excited to share our story and inspire others to work together, across borders, effectively to achieve success. In short, these are the points:

1. We are proud to have built a cohesive team that values trust, transparency, and respect, that is spread across three countries with different time zones and languages. Our team culture prioritizes mutual care and support, uplifting each other and reinforcing a sense of community. Our objective is to create an inclusive working environment across North & South Europe (NSE) that encourages empowerment, enabling effective collaboration in a diverse, multicultural, and multilingual framework while respecting each other's differences and habits.
2. We are proud that our team has become a high-performing unit providing a variety of BA services to the NSE Transformation Program and the NSE ITS Leadership Team. In a short period, we gained the trust and recognition of the NSE leadership team and NSE functional leaders for our knowledge and skills in managing different architectural landscapes across all 8 member firms, including applications, techniques, cultures, stakeholders, local laws, and regulations. We develop Business Cases and present opportunities to the NSE Portfolio Board to implement changes at the NSE level, taking into account the requirements, wishes, and needs of different countries. We are proud of our achievements and our ability to adapt to different environments while maintaining high standards of service delivery.

The NSE Technology Transformation strategy and goal is to act as one. This means the 8 Member Firms are working together to collaborate on opportunities to standardize, simplify and be scalable to operate on an NSE level as one instead of solely focusing on local operations.

Deloitte NSE combines operations in Belgium, Central Mediterranean (Italy, Greece, Malta), Ireland, the Middle East (Bahrain, Cyprus, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Oman, Palestinian Ruled Territories, Qatar, Saudi Arabia, United Arab Emirates, Yemen), the Netherlands, the Nordics (Denmark, Finland, Iceland, Norway, and Sweden), Switzerland and the UK. Deloitte NSE brings together 2,700 partners and over 75,000 people, combining unmatched breadth and depth of capabilities in audit and assurance, consulting, financial advisory, risk advisory, and tax and legal across the region.

Achievement details

Please explain the details of the initiative and the approach that was taken.

Before we delve into our work, let us provide some context around NSE Technology Transformation, including the purpose of the transformation and the phase during which our new team joined. We will also share our experiences and challenges encountered during our work.

The NSE Technology Transformation aims to operate as a unified entity, shifting the focus from local to NSE to achieve greater impact. Objectives include standardizing technology, simplifying the diverse range of used technology, tools, and applications, and ensuring scalability so that all GEOs can eventually join on the chosen technology. The creation of services and teams on an NSE level is also essential to leverage knowledge sharing, create joint roadmaps, achieve economic benefits/economies of scale, and make clear technological choices that benefit everyone's goals. Ultimately, it is about providing a consistent experience, across NSE, to both employees and our clients.

Having set the scene for our entry as a new team, we will now share the challenges we encountered and how we turned them into opportunities.

Blank canvas

Our journey started with the exciting challenge of familiarizing ourselves with the company and its people. During our work, we encountered several obstacles, including the lack of a centralized introduction day and an NSE site. Crucial information, such as company structure, architecture, and stakeholder maps, was not

yet available at the NSE level. The change initially posed a challenge for employees, who experienced some uncertainty and unrest. However, we worked together to find ways to navigate the changes positively and create a more stable and cohesive work environment.

We welcomed the opportunity to be part of a dynamic and ever-changing environment. After a year of working for Deloitte NSE, we shared our experiences and suggestions with HR to help others onboard more smoothly. We also created a SharePoint (New Joiner Guide) that contains all the essential details new team members need, making it easier for everyone to find the right information more efficiently.

Time to network

We quickly recognized the significance of knowledge sharing and mutual support within the team. As we progressed, we understood that stakeholder management was essential for gathering accurate input and information from our practitioners.

To standardize and simplify technology within NSE, as well as our working methods, tools, and artifacts as business analysts within Deloitte, we created an NSE BA Community of Practice. Our team's objective was to bring together Business Analysis SMEs across NSE to crowdfund innovative ideas, draw on a wealth of experience and deep subject matter expertise, understand current capabilities, align around tooling and templates, and share best practices, including external innovation and market trends.

The BA CoP also helped us understand and discuss the different/preferred styles of communication across NSE colleagues and NSE leadership. To effectively manage communication styles across the firm, we recognized the need to adapt our approach to suit the diverse communication preferences within NSE. We encouraged an inclusive and flexible communication strategy that accommodated written updates, virtual meetings and in-person discussions to effectively engage our stakeholders and leadership.

To ensure we gathered accurate information and engaged relevant personnel in discussions, we conducted stakeholder mapping. Dealing with various member firms, especially when unfamiliar with the company, made it a challenging process. However, with significant support from our NSE colleagues, we developed an efficient stakeholder mapping approach and artefact that is still in use today. We frequently share it with others to guide them towards the appropriate individuals.

We faced several challenges, but we remained committed to our goals and supported each other to achieve success. Our experience underscores the significance of

collaboration, stakeholder management, and knowledge sharing in accomplishing success in any organization.

Simplify

Our team has set an objective to standardize and simplify not only the technology but also the working methods, tools, and artefacts used by business analysts in different member firms across NSE. We have already accomplished this by coordinating and developing numerous templates within the BA Community of Practice. Now, we aim to focus on the tools that we and our practitioners use on a daily basis.

As you know, writing a business case is a time-consuming process that involves extensive coordination, gathering requirements from various stakeholders, financial planning, and more. Sometimes, when we presented these business cases to the portfolio board, they were rejected. While assessing the viability of a project is crucial, considering its costs and benefits, developing a business case involving eight member firms, their respective stakeholders, requirements, regulations, legal considerations, architecture, and other factors is a substantial undertaking. Therefore, we wanted to focus our time on business cases with high priority and potential budget allocation. Moreover, we observed that many colleagues in the CoPs saw opportunities for standardization or simplification but did not know how to propose their ideas or whom to approach to gauge the interest of other member firms.

This led us to create a new process, The Opportunity Process.

We created a one-pager template that outlines the problem or opportunity, its alignment with the strategy, existing efforts or research, and the member firms interested. We present these opportunities to the portfolio board, seeking approval for the next phase, which may involve allocating resources for analysis or proceeding to create a business case. Upon approval in the subsequent phase, the LT commits to the proposal, assesses its current priority, and allocates funds if it is a robust and well-researched business case. The objective is to streamline the process and focus on opportunities with high potential to align with the strategy and achieve success.

Consequently, we spend less time and are we assisting colleagues in filling out the template. They know they can approach us with ideas and solutions for standardizing or simplifying at the NSE level. We only work on business cases that garner genuine interest, ensuring efficient use of our time and resources.

Team visibility

Networking involves making our team more visible and widely recognized by introducing ourselves, explaining our roles, and outlining the services we offer. When our team was first formed, it coincided with the PMO team's initiative to gather all initiatives to create a fiscal budget for NSE. We collaborated with the PMO team, which provided us with an excellent opportunity to familiarize ourselves with the leaders of various countries, understand the initiatives being developed within each geographical region, gain insight into subject matter experts, and showcase how our team could contribute and assist.

Our visibility has significantly increased due to our joint presentations of opportunities and business cases at the portfolio board.

Furthermore, our team Director played a pivotal role in increasing our team's visibility by engaging with the CIOs in each member firm. This engagement involved gathering information about desired Business Analyst services and identifying areas where our team could provide support. We have been instrumental in supporting the business through various activities, including product analysis, feasibility studies, and hosting multiple workshops to capture requirements, create roadmaps, and align on goals and objectives.

Trust and recognition

Our efforts have earned us the trust and recognition of the NSE Leadership Team. They acknowledge our team as a valuable contributor to the Transformation initiative's goals, where we actively work towards achieving 'One NSE,' simplifying technology, standardizing processes, and making it more scalable.

The NSE Leadership Team has specifically requested our team to support the functional leads of NSE, including DevHub teams, Infrastructure, Technology Support, Cloud, Security, and Risk. They rely on our assistance in creating lean business cases required for obtaining approvals and budget allocations for their fiscal roadmap.

During the initial phase of the NSE transformation program, we collaborated with consultants. However, they have since rolled off the project, and our team is now responsible for delivering the business cases. Our high-quality deliverables and commercial acumen demonstrate our ability to handle this responsibility and exceed the expectations of our senior leadership and executive.

Key achievement

Why do you think this initiative should receive the award?

As a small team, we have ensured that we make a big impact on the NSE Technology Transformation. We have embraced the challenges of NSE Technology Transformation and turned them into opportunities. We're also working to create a more unified working environment and have created valuable resources, including a SharePoint guide for new hires and the thriving BA Community of Practice. Our commitment to stakeholder management and knowledge sharing streamlines the process of identifying new opportunities.

Despite being spread across three different countries, we are extremely proud of our culture of trust, transparency and respect. Our primary goal is to promote an inclusive working environment in Northern and Southern Europe (NSE), one that promotes empowerment and seamless collaboration within a diverse, multicultural and multilingual framework, while embracing and celebrating our unique differences and customs.

We may be a small team, but we make a big impact, our journey is a testament to the incredible power of resilience and determination. It underlines those extraordinary achievements, when united by a common vision, become not only possible but inevitable.