

Chapter 1 : Internal & External Analysis | OnStrategy Resources

The Functional Area Analysis (FAA) identifies the operational tasks, conditions, and standards needed to achieve military objectives. The FAA uses the national strategies (National Military Strategy, National Defense Strategy, National Security Strategy), the Family of Joint Future Concepts, and other assigned missions to arrive at a prioritized list of capabilities and tasks that must be.

Here it is very often worthwhile to prepare an informal matrix into which you fit the information that has been made available to you in order to see how much detail on the company you have, and how these details may be related. Some cases contain extensive data on the functional areas; others do not. But do fit the information you have into the proper categories and then sit back and see what you have accomplished. As your prior coursework in business administration has no doubt emphasized, all businesses are structured around the functional areas listed below: Finance; Marketing; and Production. For academic purposes, finance and control are shown as separate functions. In most business organizations, however, these are organized into one over-arching department with two divisions: Because they are treated as separate units in most academic programs, we are doing so here. To help you in analyzing corporate strategy, a description of some of the activities performed in each of the functional areas is set out below. Please note that these lists are descriptive only and that no rank ordering is implied. More importantly, as you review these descriptions, make note of the fact that many corporate activities often cut across the functional areas; that is, they are both interrelated and interdependent. The role of senior management, or general management as it is entitled in this student guide, is to integrate these activities in an effective and efficient manner. More will be said of this later. The following activities are under the purview of the chief production officer: Typical decisions to be made here include the trade-offs between: A capital-intensive versus a labor-intensive manufacturing process; The skill levels required of the work force and its immediate supervisors; The make versus the buy decision; and The types and quantities of technologies to be used in manufacturing areas. Design, production and sustaining engineering. Quality control, and the philosophy underlying the adopted quality control practices. Vendor quality standards and working relationships. Operating budgets and manufacturing cost control procedures. The development of capital budgets for the manufacturing area. Product and process research and development programs. Marketing The primary responsibility of the marketing function is to develop and market products for which there is sufficient demand at prices high enough to guarantee the firm an appropriate return on its investments. The following activities are under the purview of the chief marketing officer: Product definition and development, and related marketing activities. Pricing, promotion, and distribution strategies and practices. Management of the sales force. Quality control at the product level. Quality control at the sales level. Inventory strategies and practices. Customer trade credit policies and practices. The preparation of capital budgets for the marketing area. Finance The primary responsibility of the finance function is to provide the funds needed by the corporation to support its present and forecasted future levels of operation. The following activities fall under the purview of the chief financial officer: Providing access to debt and equity funding in amounts and at a cost compatible with corporate goals. The management of working capital. Monitoring the use of funds within the firm. Establishing financial goals for capital budgeting programs. Risk management programs for normal operating and financial exposures covered by insurance. Risk management programs for foreign exchange and similar diversifiable risks. Advising on dividend and other financial policies. These include the preparation and maintenance of operating budgets, related cost control programs, internal audits and other similar financial and management accounting procedures. The following activities are normally under the purview of the controller: Cash disbursements to vendors and suppliers. Managerial and cost accounting systems. Budget preparation and supervision activities. The development and supervision of cost collection and allocation procedures. Preparing and disbursing payrolls. General Management Obviously, all of the activities listed above need to be coordinated as consistent with corporate policies, goals, and procedures. Today this person may hold the title of chief executive officer, chief operating officer, or divisional vice president. Here a brief diversion into the

distinction between effectiveness and efficiency may be helpful. By effectiveness, we mean being in the right business at the right time. This, of course, is a value-laden decision arrived at by analyzing such factors as the core competency of the corporation, the external economic and business environment, competitor behavior, and similar internal and external forces or factors. In sum, to borrow from Herbert Simon, these are policy-oriented decisions. By efficiency, we mean the least-cost solution to a known problem. Basically, this is a fact-oriented or administrative as opposed to a policy decision. The reverse is true for the functional area manager. An understanding of the formal distinction made above between policy and administrative decisions is essential to all strategic analyses. Confusing the two can lead to many unsolvable problems. As a reminder of the inherent complexity of many large-scale corporations, do not forget that there are many support or staff functions carried on in the firm beyond those described above. These staff or support functions include activities such as personnel management, labor relations, public relations, legal and legislative activities. The size of the firm and the scope of its business activities will, ultimately, determine the breadth and depth of these activities and to whom in the executive staff they should be assigned. In a large corporation, these functions may be assigned to area specialists. In a smaller organization, these may be the collateral responsibilities of the executive staff. Irrespective of who does the work, however, these activities must be attended to, supervised, and coordinated as consistent with corporate policies and goals. As such, they are also activities pertinent to the strategic management process and should be treated as such. Technology Until recently, the research and development process was regarded as a staff function and, thus, not seen as meriting the same level of management attention and resources as the traditional functional areas. Today, however, most corporations can no longer regard the technology as a staff function but must integrate it directly into the strategic management equation. First, most medium-to-large scale companies are heavy users of technology. The check-out counter at your local supermarket is the more visible part of a comprehensive computer-based management system. Second, the computer and its allied products have not simply modified traditional views on the production process. They have also helped to create management revolutions in industries as disparate as the retail and the banking sectors. For industry to receive the benefits of technological growth, a vital economy needs a high technology sector that designs, develops, and manufactures products that are either in the high technology area themselves or contain high technology elements for use by others. Given this dual interface, neither the manufacturer nor the user of high technology equipment can afford to be unaware of how technologically-based activities should be organized and managed. This means that the research and development function must now be accorded the priority heretofore set for the more traditional functional areas. Because of this, an analysis of research and development activities must be an integral part of the strategic planning process. This article goes into great detail on the effect of computers on the management organization of firms such as Wal-Mart, and how computerized systems have been used to gain significant competitiveness in a significantly large number of industries, of which the supermarket industry is yet another. More cogently, from the perspective of a functional area analysis see, as noted earlier, the "Simons Lumber Company" case, by Stewart C. For a different setting, and one which also explores in detail the role of technology in a relatively large and extremely successful company, see the "W. Manz of the Arizona State University. There are common measures of effectiveness and efficiency, for example: This list is illustrative only and is not meant to be comprehensive. For additional possible measures of effectiveness and efficiency, see the section of this guide on Environmental Analyses.

Chapter 2 : The Functional Areas

Functional Area Analysis uses a partitioning of the business, such as a CBM Component Model and Heat Map, as a starting point or input. Business domains are identified (for example, from CBM competencies) and further decomposed into sub-domains and ultimately into functional areas (for example, using CBM Components as input).

Example of a Functional Analysis Disclaimer By: Gavin Cosgrave Reading Time: Word of Warning This is a very basic outline of a functional analysis and is completely hypothetical – please do not emulate it. It is provided to give a general outline of how an analysis might be carried out but you should never attempt to do anything like this without a professional supervising the entire assessment. Please be aware that prior descriptive assessments would generally be made before doing a functional analysis i. The information gathered through these initial methods would allow practitioners to develop a hypothesis about the function of the behaviour and guide the development of the functional analysis. In addition, all relevant stakeholders e. This analysis will use an "alternating design" which is sometimes called a "multi-element design". Although we are alternating each manipulation over successive days, a functional analysis might do this over hourly sessions, two hourly sessions, half-day sessions etc. Attention Condition For the first day, the practitioner gives the boy attention every time he bangs his head and records the frequency of head bangs throughout the entire day. This would be called the "contingent attention" condition and if the behaviour was frequent during this condition it would suggest the function of the behaviour is to gain social attention. During this condition, head-bangs occurred nine times. The frequency of head bangs could be recorded via CCTV or a one-way mirror. This would be called the "alone" condition and if the behaviour was frequent during this condition it would suggest that the behaviour is occurring because of "automatic" reinforcement. You might wonder how head-banging could be self-pleasing but this can occur because, for example, there may be some form of internal self-stimulation that is obtained from the head-banging. During this condition there is one head-bang. Free Play Condition On the third day, the frequency of head banging is recorded while the child is in free play - which basically means the child plays games or with toys of their choice with the practitioner. This is called the "free play" condition and it is used as a control for the other conditions as it basically gives the client what he wants, places no demands on him and gives him attention even when he is not head-banging. As a result, it would be expected that the frequency of head bangs would be low Cooper et al, but this is not always the case; e. An experimental epidemiological analysis by Iwata et al Escape Condition On the fourth day, the practitioner would stop running any academic programmes each time the boy engaged in head-banging. Basically, he is using the head-banging behaviour to get the teacher to stop making him complete any academic tasks. During this condition there are no head-bangs. Next Number of Days These four conditions would be alternated over a number of days and data would be continuously recorded on the frequency of head-bangs throughout. This data would then be plotted on a graph so it can be visually analysed in order to identify a possible causal link between the manipulations and the frequency of the behaviour. We have plotted hypothetical data from this functional analysis below; showing data recorded over a 12 day period. Data plotted on a line graph shows how the function of this behaviour is to gain attention. As can be seen, the behaviour occurs more frequently when the practitioner gives the boy attention in comparison to when the client is on their own alone condition , is playing free play condition or when teaching sessions are stopped escape condition. As you can probably tell, this data would strongly suggest that the function of the behaviour is to get attention from the practitioner.

Chapter 3 : Task: Functional Area Analysis

The Functional Needs Analysis assesses the ability of current and programmed capabilities to accomplish the tasks identified in the functional area analysis. The end product of these first two levels of analysis is a list of capability gaps.

This effort may include manning, operating, and maintaining test support craft and experimental vessels in the open ocean or restricted waters to support tests. The basics of this unified theory were formulated and co-developed by senior engineers of TDA. The current project with ONR entails research, modeling of cracks and their growth, life prediction software development, and verification and validation testing. Research work for this project focuses on extending the currently formulated two-parameter model for crack growth to address crack initiation, environmental effects and stress corrosion cracking. TDA will also conduct coupon and element testing for validation model formulation and software development efforts. Top of page 3. This functional area also includes all support required within the area of environmental engineering of U. Navy weapon systems and base related infrastructure. The regime recognition logic identifies the usage of the aircraft in a given flight to serve as a basis for load history experienced at a critical location. The time sequenced load history data are then used in damage algorithms to calculate damage sustained in each flight. The USN is planning to use this regime recognition tool for structural life assessment of its helicopters. This research examined the distribution of the number of gust cycles per flight as well as gust cycle clustering effects, wherein high amplitude gust cycles tend to congregate together in a subset of flights across the spectrum. This is significant in that it provides insight to better model the random nature of turbulence when developing aircraft flight spectra for fatigue and damage tolerance analysis. As part of this research, a complete life assessment of the NOAA aircraft was conducted, including the development of more effective ways to model gust cycles in spectrum generation effort. To date, TDA has processed over , downloads from aircraft. In addition, TDA performs various technical investigations to provide process improvement recommendations for overall SAFE system efficiency. TDA provides engineering support to the USN on aircraft inventory projection assessments for the Health of Naval Aviation HONA program, and annually computes 3-year utilization rates for all rotary and fixed-wing aircraft platforms. The functional area involves the use of models, including emulators, prototypes, simulators, and stimulators, either statically or over time, to develop data as a basis for making managerial, technical, strategic, or tactical decisions. The loads development and analysis effort included the effect of unsteady aerodynamic turbulence on the aircraft and derivation of trimmed loads solutions at prescribed g-levels as well as incremental load due to atmospheric turbulence. Unsteady aerodynamic effects were included as well. These models were used to develop the test spectrum used during system testing and qualification, as well as to analyze and validate post-test measured data. This test spectrum was designed to be representative of in-service load levels seen on the P-3 due to pilot-induced maneuver and atmospheric turbulence. Post-test analysis included time history comparisons load magnitude as well as frequency domain analysis comparison of frequency content " both magnitude and phase " as well as coherence and correlation between the two measured systems. Finally, the measured data was converted to frequency of exceedance data to ensure valid peak counting across both datasets. TDA modeled the arresting hook and obtained stresses at the critical location for various dynamic and static load conditions. These stress results were then used to calculate the fatigue life of the arresting hook. Complicated local geometries of typical aircraft critical locations are routinely modeled by our engineers to obtain stress, or stress intensity factors, for use in further static and fatigue analysis. This also consists of software engineering efforts and programming support required to technically support software implementation in systems, sub-systems, and components utilizing computers, electronics, and software. Planning, designing, coding, testing, integrating, supporting, and delivering algorithms software source code and executables , computer programs are the inherent activities of this functional area. Generally, the software development processes used for software development under this contract shall be, as a minimum, assessed at Software Engineering Institute SEI Capability Maturity Model CMM Level 3 or equivalent, however the Government may specify other either lower or higher standards in individual task orders issued under the contract. TDA has extensive

experience in stand-alone, web-based and client-server application design, development, implementation and testing. Each year, the USN records thousands of hours of flight recorder data for a broad variety of aircraft. This data is then used to monitor and predict the effects of specific usage on aircraft fatigue life. A number of problems arise when trying to collect and use this measured data: Since going live with this application in August , over , flight hours have been collected. The advantages of Fleet Metrics are: This tool produces fatigue life predictions based on fleet usage as well as provides maintenance engineers with tools to monitor fleet damage and, when required, calculate localized stresses at fatigue critical locations FEM-compatible to assist with localized repairs. SFAMS provides damage contributions from each type of load source encountered in a service load history. In addition, SFAMS provides the user many options to control the calculation flow, such as control of flight-by-flight residual stresses, low amplitude cycle damage values and control on prior history information to be used for current damage calculations. HeloTrack™ provides a framework for reliable data capture, streamlined data processing and dissemination through a one-stop portal for all component tracking. Analyze existing IT and IS databases, web sites, and IT applications and recommend new or improved interfaces and improved management tools that meet new management requirements, or improve management effectiveness and efficiency. Modify, implement and maintain web based information systems and links. Develop web-site structure, prepare documentation for population, implement and maintain web sites. Provide systems engineering and technical support for establishment, test, upgrade, and operational support of systems, networks, workstations and support equipment hardware and software that are outside the cognizance of NMCI. Conduct IA analyses, develop, recommend, and implement, monitor, update, and maintain, IA practices, procedures, equipments, algorithms, and hardware that are outside the cognizance of NMCI. To provide a method to continually update this usage, TDA developed and hosts a web-based survey for C pilots and flight engineers FEs to log flown missions. This functional area consists of information dissemination, as well as the development and facilitation of training for the Navy and Marine Corps workforce related to organizational development and process improvement initiatives. This includes efforts such as implementation of LEAN practices, implementation of National Security Personnel System NSPS , Competency Alignment initiatives, and other workforce training efforts related to organizational development initiatives, process improvement initiatives and Human Capital Strategies. A review of basic structural dynamics and vibration analysis was also included, as was relevant MIL criteria. This includes fatigue analysis, crack growth analysis, risk analysis and corrosion assessment. TDA carried out corrosion analysis of wing fold attachments and provided probability of failure values of the wing fold attachments. TDA collected repair information from the fleet and also developed an application to collect and store the repair data. TDA collected fleet data on corrosion of wing root lugs, carried out statistical analysis of the corrosion data and provided recommendations on fleet inspections. This functional area represents an integration of a complex system of differing but related functional disciplines that must work together to achieve program goals through development, production, deployment, operations, support, and disposal. After contract award, TDA continued to support the program by providing technical assistance for NAVAIR on contract execution, tracked the funding levels, prepared modifications to the basic contract, conducted alpha contracting exercises with the prime contractor on several level of effort increases and maintained an approval list of outstanding CDRLs. TDA continues to support the program by analyzing the results obtained from the five year program and disseminating corrective action to be taken to the fleet and to other FMS operators.

Chapter 4 : Concept: Functional Area Analysis

Functional Area Analysis In this section, we will take look at the functional areas of Royal Bank of Canada. Every business have different kind of task or functions that must be done in a regular bases.

The SWOT analysis framework has gained widespread acceptance because of its simplicity and power in developing strategy. Just like any planning tool, a SWOT analysis is only as good as the information that makes it up. What is happening externally and internally that will affect our company? Who are our customers? What are the strengths and weaknesses of each competitor? Think Competitive Advantage What are the driving forces behind sales trends? What are important and potentially important markets? What is happening in the world that might affect our company? What does it take to be successful in this market? List the strengths all companies need to compete successfully in this market. What do we do best? What are our company resources – assets, intellectual property, and people? What are our company capabilities functions? How are we different from the competition? What are the general market conditions of our business? What needs are there for our products and services? What are the customer-market-technology opportunities? Customize your internal and external analysis Use the OnStrategy Solution to build a strategic plan that leverages your internal and external analysis. An evaluation needs to be completed drawing conclusions about how the opportunities and threats may affect the firm. Select which competitors to attack or avoid. The Internal Analysis of strengths and weaknesses focuses on internal factors that give an organization certain advantages and disadvantages in meeting the needs of its target market. Strengths refer to core competencies that give the firm an advantage in meeting the needs of its target markets. Weaknesses refer to any limitations a company faces in developing or implementing a strategy. Weaknesses should also be examined from a customer perspective because customers often perceive weaknesses that a company cannot see. Being market focused when analyzing strengths and weaknesses does not mean that non-market oriented strengths and weaknesses should be forgotten. Rather, it suggests that all firms should tie their strengths and weaknesses to customer requirements. Only those strengths that relate to satisfying a customer need should be considered true core competencies. The following area analyses are used to look at all internal factors affecting a company: Profitability, sales, product quality brand associations, existing overall brand, relative cost of this new product, employee capability, product portfolio analysis Capabilities: Both opportunities and threats are independent from the organization. If yes, it is an issue that is external to the organization. Opportunities must be acted on if the organization wants to benefit from them. Threats are barriers presented to an organization that prevent them from reaching their desired objectives. The following area analyses are used to look at all external factors affecting a company: Segments, motivations, unmet needs Competitive analysis: Identify completely, put in strategic groups, evaluate performance, image, their objectives, strategies, culture, cost structure, strengths, weakness Market analysis: Overall size, projected growth, profitability, entry barriers, cost structure, distribution system, trends, key success factors Environmental analysis: Technological, governmental, economic, cultural, demographic, scenarios, information-need areas Goal: To identify external opportunities, threats, trends, and strategic uncertainties The SWOT Matrix helps visualize the analysis. Also, when executing this analysis it is important to understand how these elements work together. When an organization matches internal strengths to external opportunities, it creates core competencies in meeting the needs of its customers. In addition, an organization should act to convert internal weaknesses into strengths and external threats into opportunities. Focus on your strengths. Shore up your weaknesses. Capitalize on your opportunities. Identify Against whom do we compete? Who are our most intense competitors? Makers of substitute products? Can these competitors be grouped into strategic groups on the basis of assets, competencies, or strategies? Who are potential competitive entrants? What are their barriers to entry? Evaluate What are their objectives and strategies? What is their cost structure? Do they have a cost advantage or disadvantage? What is their image and positioning strategy? Evaluate competitors with respect to their assets and competencies. What are their size and growth characteristics? What markets are declining? What are the driving forces behind sales trends? For each major market consider the following: Is this a business in which

the average firm will make money? How intense is the competition among existing firms? Evaluate the threats from potential entrants and substitute products. What is the bargaining power of suppliers and customers? What are the major cost and value-added components for various types of competitors? What are the alternative channels of distribution? How are they changing? What are the trends in the market? What are the key success factors, assets and competencies needed to compete successfully? How will these change in the future? An environmental analysis is the fourth dimension of the External Analysis. The interest is in environmental trends and events that have the potential to affect strategy. This analysis should identify such trends and events and estimate their likelihood and impact. When conducting this type of analysis, it is easy to get bogged down in an extensive, broad survey of trends. It is necessary to restrict the analysis to those areas relevant enough to have significant impact on strategy. This analysis is divided into five areas: What economic trends might have an impact on business activity? Interest rates, inflation, unemployment levels, energy availability, disposable income, etc Technological: To what extent are existing technologies maturing? What technological developments or trends are affecting or could affect our industry? What changes in regulation are possible? What will their impact be on our industry? What tax or other incentives are being developed that might affect strategy development? Are there political or governmental stability risks? What are the current or emerging trends in lifestyle, fashions, and other components of culture? What are their implications? What demographic trends will affect the market size of the industry? What are significant trends and future events? What are the key areas of uncertainty as to trends or events that have the potential to impact strategy? Understanding a business in depth is the goal of internal analysis. This analysis is based on resources and capabilities of the firm. A good starting point to identify company resources is to look at tangible, intangible and human resources. Tangible resources are the easiest to identify and evaluate: Intangible resources are largely invisible, but over time become more important to the firm than tangible assets because they can be a main source for a competitive advantage. Such intangible resources include reputational assets brands, image, etc. Human resources or human capital are the productive services human beings offer the firm in terms of their skills, knowledge, reasoning, and decision-making abilities.

Chapter 5 : CATS Plus Functional Areas

We are subject to frequent studies about the requirements for the size of our staff, to include manpower studies, the Functional Area Analysis, Management Headquarters Analysis, Quadrennial Defense Review, Standards of Grade, and others.

Business domains are identified for example, from CBM competencies and further decomposed into sub-domains and ultimately into functional areas for example, using CBM Components as input. Functional areas also suggest potential subsystem boundaries used for service component identification. Functional Area Analysis begins by creating summary descriptions that identify the major high level functional responsibilities of each domain. Next, each domain is decomposed into smaller, more discrete, functional areas. Each functional area is described in terms of the specific functions it is responsible for, as well as functions it depends on during collaborations with other functional areas. CBM input mapped to Functional Area Description elements Input from a business analysis activity can save time, and should be used if available. In that case it would need to be further decomposed into multiple functional areas. Functional Area Analysis begins by locating and summarizing descriptions of the domains and the activities within domains relevant to the business modeling initiative. Each of these domains is decomposed into smaller, more discrete, functional areas. Each functional area is concisely described in terms of the functions it is responsible for, as well as functions it depends on from other functional areas. These descriptions will save time when we describe the domains that are the focus of Functional Area Analysis. The figure above shows the four hot components -- the key components for the current SOA initiative in our running example. The competencies associated with these hot components become the focus domain areas for Functional Area Analysis: Component descriptions provide insight into the functional responsibilities of domain focus areas and facilitate decomposition of domains into functional areas. Each domain is analyzed to identify the major functions it is responsible for. Analysis results can be captured in a visual model that groups functional areas by domain as shown below.

Rent-a-car Functional area analysis decomposition For Rent-a-car, we break the domains into functional areas by identifying major functional responsibilities for each domain in focus: CBM components of these domains provide the starting point for this analysis: Since Customer Service directly pertains to the running example it plays a direct role in rental-related activities , it will be further analyzed. Other functional areas of this domain may be of interest to a different initiative, but since they do not play direct roles in this specific example, they will not be analyzed in detail at this time. For the Products domain, Promotions Management is a major functional area identified for further analysis since promotions affect rental pricing. Once again, although there are other functional areas that fall within this domain, the focus area for Functional Area Analysis will be on the functional areas that are directly relevant to this SOA initiative. Fleet Management is a major functional area for the Rental Fleet Logistics domain that plays a role in the reservation process, for example where vehicle availability information is important. Rentals Management has been decomposed into three major functional areas: Rental, Reservations, and Pricing. In this case the hot component Rentals and Reservations does not map one to one to functional areas as was the case for the other domains. The Reservation and Rental functional areas provide the most customer visible aspects of the car rental experience. Pricing is a key function for completing a reservation, as well as for completion of the vehicle rental at check-in note that the function being referred to here is not the same as Pricing Management -- Pricing in this domain involves setting a price for a specific reservation or rental based on a number of factors such as type of vehicle, type of customer, etc. These will be the core functional areas for the next steps in this example. The decision to designate three functional areas instead of one is a result of anticipating that these functional areas will be used in other SOMA steps, such as categories in the service hierarchy and subsystem boundaries to group functionally related components. As is the case with other modeling techniques, we may find out later in the process, when more is known, that representing these three as a single subsystem will work fine this in fact will be the case as we will see later in the paper. There is actually an overlap across several domains regarding pricing, but we have chosen to emphasize just the pricing aspect of Rentals Management since that this is the

aspect of pricing that is most directly related to the example. The Products domain establishes baseline pricing guidelines that account for standard cost and profit policies. Marketing and Customer Management information combined with information from Rental Fleet Logistics information and other marketplace related criteria supports special promotional pricing by the Products domain. Marketing and Customer Management influences the criteria by which pricing schedules are applied to various customer types. Nevertheless, whatever led to the establishment of pricing schedules, in this specific running example, it is Rentals Management where the prices are actually used during the reservation and rental. In a different scenario, other aspects of pricing could be the focus area. This is the type of insight that CBM and SOMA can bring to the customer, potentially leading to future initiatives and greater business value. Further analysis will consider the interdependencies that begin to emerge as analysis delves deeper into these functions. For example, as part of Reservations, it would be advantageous to adjust pricing due to oversupply of vehicles of a particular class at a particular location that Fleet Management is aware of. Each functional area is described with a concise textual explanation as shown in the Rent-a-Car Functional Area Description Table example. Input from a business analysis technique like CBM can save time: CBM Component descriptions that helped to identify functional areas also provide details that can be used to describe each functional area and its associated functions.

Functional Area Interactions and Dependencies As each functional area is being analyzed and described in terms of its functions, it is also analyzed in the larger context of its relationships to other functional areas i. This information will be used later as an input to subsystem analysis, which considers, among other things, the interactions among subsystems which Functional Areas are used to identify and Service Components within the subsystems. The partitioning of the business domain results in a set of functional areas. These functional areas will contain aggregates of cohesive functionality called subsystems. Each subsystem is a conceptual mechanism by which the boundaries of the potentially cohesive set of service components are defined. The identification of subsystems as a result of functional area analysis allows the seamless transition from business identification of functional areas to the determination of which subsystems are actually involved in the implementation of a given functional area. The subsystems become a blueprint for reuse. It provides us with an abstract behavior of not only the internal functioning of the subsystems but also contracts by which subsystems collaborate and depend upon one another. Subsystems bridge the gap between business as defined by functional areas and IT as realized by service components. A final step is to identify a candidate subsystem for each functional area. Functional Areas Functional areas form the basis for defining the boundaries of IT subsystems, and provide a means to classify candidate services. Functional areas are used as a starting point for subsystems and Service Component identification. Functional areas are the lowest level of granularity to which a domain is decomposed. In this work product, each functional area is concisely described in terms of the functions it is responsible for, as well as functions it depends on from other functional areas. Functional areas provide sets of cohesive business functions for the domain i. The identification of clearly defined functional areas is important for the success of business modeling initiatives because functional areas are a key to establishing cohesive business aligned groups of services and the subsystems that will be used to realize those services. Candidate subsystems identified in this work product are further analyzed leading to the identification of the Service Components that will be used to realize implement the services associated with the subsystem. A service component is a realization of a subsystem, a logical grouping of functionally-cohesive business-aligned services, which is important enough to the enterprise to be managed and governed as an enterprise asset. These business-aligned services can be exposed at a variety of boundaries, including the edge of the enterprise or a business unit. Any business is composed of business domains, a logical grouping of business capabilities functionalities that provide related business functions and require similar skills and expertise. To explain the concept of business domain, consider the following simplified example: What the Business is selling? Functional areas provide a set of cohesive business functions for the domain. For example, a functional area in the Products Domain could be Product Development, whose main function is to develop and enhance the products.

Chapter 6 : Seaport Functional Area | Technical Data Analysis, Inc. (TDA)

Functional analysis is a branch of mathematical analysis, the core of which is formed by the study of vector spaces endowed with some kind of limit-related structure (e.g. inner product, norm, topology, etc.) and the linear functions defined on these spaces and respecting these structures in a suitable sense.

They are structured according to certain business requirements and these departments will vary depending on the type of business being practiced. Each Departmental Functions are defined as follows: The heart of an organization lies on its people. Without people, the day-to-day operation of a business would cease to function. The success of a business relies fully on the hands of the employees working in the company. Effective marketing and promotional activities will drive long-term success, profitability and growth in market shares. This department is responsible for promoting the business to generate sales and help the company grow. Its function involves creating various marketing strategy and planning promotional campaigns. The production department is concerned with manufacturing the products, where inputs raw materials are converted into finished output through a series of production process. Their function is to ensure that the raw materials are made into finished product effectively and efficiently and in good quality. This department should also maintain the optimum inventory level. The sales department is responsible for generating revenue. The sales department is tasked to ensure that the sale of products and services results to profit. The sales department coordinates with the marketing department in terms of brand-awareness, product-launching and more. From the time the product left the production department. It is important for a business to maintain and create relationship with their customers. Customer service should be provided before, during and after the purchase. This department focuses on giving good service support, especially to potential, new and existing customers. A good relationship with customers will create customer-loyalty. This department is responsible for accounting, auditing, planning, and organizing finances. If goods are not suitable for the distribution channel, expenses involved in the distribution will be considered wasted. The distribution department is responsible for receiving orders and delivering orders to the customer at the right place, at the right time. Through innovation, it will open new competitive advantage for the company. Research and Development acts as the catalyst in the innovation process. They will be responsible for innovations in product, creating its new design and style. As well as for searching new ways of producing their products by being updated with regards to the latest technological and economical trends. This department links with other departments to ensure the smooth flow of information and operations. In a manufacturing company, operations department designs processes to produce the product efficiently. They also have to acquire materials and maintenance of equipment, supplies and more. The IT department acts as the backbone of a smooth operation involving the latest technology relevant to the business. The purchasing department is responsible for the procurement of raw materials, machineries, equipment and supplies. This department ensures that the materials needed are in the right quantity, at the right price, made available in the right time, from the right supplier. The department may also offer training and assistance with employee manuals to ensure that the company and its employees are kept up-to-date on workplace law and handles filing of legal documents on government agencies. They also handle customer complaints in a professional style and represent the company if sued. A juxtapositional idealist and creative director of all things imaginary who specializes in scratch, possibilities and IT skills among other things.

Chapter 7 : Joint Capabilities Integration and Development System - Wikipedia

If your early excursions into material on strategic management seem overwhelming, it can also prove very worthwhile to review the coursework in the functional areas of finance, marketing, control, and production that are the normal prerequisites for a course in strategic management.

Services to ensure that information systems are designed to capitalize on agency architectures and State IT standards, provide interoperability with other systems and networks, be reliable and maintainable, and make the most cost-effective use of commercial off-the-shelf COTS technology and agency-wide and government-wide resources. Functional Area 2 - Web and Internet Systems. A broad range of business solutions and support using the capabilities of the web and Internet; design, develop, test, implement and maintain web sites, portals, web applications and web services and the associated hardware, software, network and security components that comprise these solutions. Functional Area 3 - Electronic Document Management. Service to establish or maintain electronic document imaging, document management, document workflow, and associated technologies. Functional Area 4 - Geographical Information Systems. Service to provide full life cycle of a software system development. Process definition; requirements management project planning, quality assurance, project tracking and oversight, organizational process focus ; software metrics; software process assessments; software capability evaluations; software project management; software certification; software validation and verification; open systems; software architecture; software reengineering; software reuse; component-based software; software security; supervising software configuration management; and CASE tools. Functional Area 7 - Information System Security. Functional Area 8 - Application Service Provider. Combination of software, hardware and networking technologies to offer hosted, service-based applications. IT enterprise architecture, systems review for architectural consistency, strategic planning assistance, project management services, Master Contractor assessments and risk assessment analysis. Streamlining business processes and the development, implementation and support of process improvements to eliminate redundancy, increase productivity, and reduce cost. Functional Area 12 - Tower Site Preparation. Functional Area 13 - Tower Installation. Provide and install self-supporting towers; additionally, provide and install prefabricated concrete equipment shelters with associated liquid propane fueled generators with fuel tanks and installation services. Support services for wireless communication sites and related equipment. Functional Area 15 - Electronic Benefits Transfer. Services to provide intra-agency technical infrastructure components to create a new or update an existing EBT system. Services to support multi-media and education centers including, but not limited to:

Chapter 8 : Starbucks: Functional Area of Business and SWOT Analysis by Garrett Ortega on Prezi

c. Functional Solutions Analysis - The FSA is an operationally based assessment of potential doctrine, organization, training, leadership and education, personnel, and facilities (DOTLPF) and/or materiel approaches to solving (or mitigating) one or more of the capability needs determined from the FNA.

Joint Chiefs of Staff. These shortfalls were identified as: The JCIDS Manual defines performance attributes, key performance parameters, validation and approval processes, and associated document content. The previous requirements generation system focused on addressing future threat scenarios. While understanding the risks associated with future threat postures is necessary to develop effective weapons systems, a sufficient methodology requires a joint perspective which can both prioritize the risk associated with future threats and consider operational gaps in the context of all the services. If requirements are developed in this joint context, there is simultaneously a smaller chance of developing superfluously overlapping systems and a greater probability that weapons systems would be operational with one another. Another major emphasis of JCIDS is to consider whether a solution to a potential operational gap requires the development of a physical system a materiel solution or a procedural or training based solution a non-materiel solution. JDAT collects and analyzes data and provides observations, findings, conclusions, and recommendations to identify policy, Joint doctrine, tactics, techniques, and procedures TTP ; and materiel solutions and products that promote capability improvement. From the joint integrating concepts, the joint chiefs of staff refine requirements and develop an integrated priority list via a joint quarterly readiness review. Military judgement is further applied by the Joint Requirements Oversight Council JROC Composed of the Vice Chairman of the Joint Chiefs of Staff and other service vice chiefs which validates requirement attributes and determines how to produce the required capability. The functional area analysis identifies operational tasks, conditions and standards needed to accomplish objectives. The Functional Needs Analysis assesses the ability of current and programmed capabilities to accomplish the tasks identified in the functional area analysis. The end product of these first two levels of analysis is a list of capability gaps. The FSA results in a list of potential need-based solutions and is further divided into three subcomponents: The final analysis is the Post-Independent Analysis which reviews the previous three functional analyses and selects an approach or approaches that best close the capability gaps. The original proposal sponsor documents a recommended change or produces an Initial Capabilities Document for a system. A proposal receives one of three designations based on the degree in which it applies to all three services: Independent proposals affect only a single service component. Joint integration programs require intelligence, munitions or interoperability certifications. Output documents[edit] Three documents are the output of the JCIDS analysis which together define needed capabilities, guide materiel development and direct the production of capabilities. Each of these documents supports a major design approval decision each with gradual improving design maturity A, B or C. The sponsor is the single focal point for all three documents. The Initial Capabilities Document ICD defines the capability need and where it fits in broader concepts, ultimately supporting the milestone A decision. The Milestone A decision approves or denies a concept demonstration to show that a proposed concept is feasible. When the technology development phase is complete, a Capability Development Document CDD is produced which provides more detail on the materiel solution of the desired capability and supports Milestone B decisions. Most important, the CDD also defines the thresholds and objectives against which the capability will be measured. The sponsor also evaluates the affordability of various proposals and approaches determined in the study. Moreover, the sponsor coordinates with non-DoD departments and agencies on interagency capability matters. The gatekeeper assigns the JPD, and assigns lead and supporting functional capabilities boards FCBs, and performs an initial review. The gatekeeper periodically reevaluates the Joint Potential designation throughout the process because changes in the proposed capability may require it to change as well. When the gatekeeper has completed the initial review, they assign the analysis to a functional capabilities board FCB. This board replaces the joint requirements panel JRP from the previous system, with expanded responsibilities and membership. The FCB is responsible for ensuring that new capabilities are developed with a joint warfighting

context; ensuring that proposals are consistent with the Joint Force as described in the Joint Operating Concepts; validating Joint Impact proposals; organizing, analyzing and prioritizing capabilities proposals; supervising development and updating of functional concepts; and ensuring that integrated architectures are reflective of their functional area.

Chapter 9 : Example of a Functional Analysis - Educate Autism

A JCIDS Capabilities Based Assessment originally consisted of four sequential components: the Functional Area Analysis (FAA), the Functional Needs Analysis.

Each organization could have its own set of roles and responsibilities for its BA team. At some places a BA has certain responsibilities of a Project Manager and at some place there are certain tasks he needs to do which fall into the domain of a Key Account Manager. In this post, I try to list down and give a brief about those 4 areas: Requirements Elicitation Collecting requirement from the project sponsors or stakeholders is the first and foremost step for any project. A Business Analyst needs to follow multiple techniques and use tools to elicit requirements from the stakeholders. Requirement Analysis Once the requirements have been captured, the next step is to analyze those requirements. Analysis of requirements include things like: A BA needs to put in deep thought process and analyze what the customer is looking for. He might have to work with other departments in the organization and see how it is being done by the competitors. At this stage, a BA needs to play role of a consultant to come up with the best approach. Requirements Documentation Documentation is one of the essential features of functional areas for any BA. As explained in my previous articles on Career Tips for Business Analysts , I emphasized on the documentation and how it is important for a BA profile. Documentation helps all the stakeholders have clarity on what was proposed to build and what needs to be built. Getting a sign-off on the requirements document, hugely helps in better project planning, managing scope and keeping a control on changes. Requirements Validation Validating requirements is one of the final steps of any project. A Business Analyst needs to make sure that the system developed aligns with the business requirements and meets the stakeholder expectations. For this, a BA needs to be a good tester as well. A BA needs to work closely with the Quality Assurance teams and make sure that proper test cases are prepared and things work as expected. This article on Develop. Submit a Comment Your email address will not be published.