THE BUSINESS ANALYSIS STANDARD

IIBA® International Institute of Business Analysis™

Preface

The Business Analysis Standard serves as a foundation for professional business analysis, providing guidance to practitioners around the world. Developed in collaboration with an international community of business analysis professionals, the *Standard* reflects the collective experience and insights of its contributors. At IIBA, we are dedicated to curating valuable resources that equip professionals with the tools to drive better business outcomes. This latest iteration continues to embody that commitment, offering practical and reliable guidance rooted in established good practices.

About IIBA

For over 20 years, the International Institute of Business Analysis™ (IIBA®) has helped shape the practice of business analysis to achieve better enterprise outcomes. A professional association with 30,000 members, 120 chapters, 1,500 volunteers, and 500 partners worldwide, IIBA supports the recognition of business analysis within organizations. It enables networking and community engagement, provides foundational standards and resources, and offers internationally recognized certification programs for career advancement. For more information, visit iiba.org.

What Continues to Guide Us

The six knowledge areas and 30 business analysis task descriptions have not been changed. Anyone studying for certifications should reference *A Guide to the Business Analysis Body of Knowledge (BABOK Guide)* and the appropriate Certification Handbooks for detailed information.

Contents

1. Introducing the Business Analysis Standard

Since its release in 2022, *The Business Analysis Standard* has set the foundation for the profession. To maintain the clarity and guidance business analysis professionals rely on, we have refined its content and structure. This update strengthens its foundation, ensuring it remains the definitive guide for business analysis.

1.1 Defining the Standard

The *Standard* serves as the foundation of professional business analysis, summarizing concepts and proven practices as the benchmark for discovering business value and creating enterprise outcomes. It is the result of work with hundreds of expert volunteers from the business analysis community and has been rigorously tested and tailored to be relevant for professionals seeking to gain a deeper understanding of proper analysis.

By adhering to the *Standard*, individuals and organizations can enhance the quality of their work, improve communication among stakeholders, and align their practices with recognized industry norms. However, it is important to note that while standards provide guidance, they should be applied with consideration for the specific context and need of each initiative.

1.2 Contributions to the Standard

We adhere to the key principles of standard development set by the International Organization for Standardization (ISO):

* We co-develop the *Standard* with the global business analysis community
* We source input from industry leaders and professionals across sectors and regions
* We hold multiple review cycles to integrate expert opinions and global feedback
* We use a consensus-based approach to guide every step of the process

This methodology reflects our commitment to rigour, precision, and excellence.

In alignment with ISO House style, we have streamlined this document to focus solely on information essential for implementation. For details about the contributors and the development process behind the *Standard*, please visit the IIBA Contributors Section.

1.3 Why the Need for the Standard?

The *Standard* provides the direction for the future of the *BABOK Guide*. It is intended as a foundational guide for conducting effective business analysis. It will be adapted and updated to align with evolving business analysis community needs.

1.4 Summary of Changes

This revision enhances readability, alignment with standards, and practical application, incorporating community feedback and simplifying complex ideas.

- Readability and clarity: Streamlined language for easier comprehension and navigation
- *BABOK Guide* alignment: Knowledge areas reorganized for consistency with the *BABOK Guide*
- ISO style compliance: Adhered to ISO standards for uniformity
  - Glossary and key terms: Mapped to the *BABOK Guide Glossary* for shared terminology
  - Preface summary: Added a high-level overview for quick reference
  - Contributor recognition relocated to KnowledgeHub: Highlights external contributions
  - Heading numbering updated: Consistent structure for easier navigation
  - Content reordered for logical grouping: Similar content and related information are now grouped together for better flow and easier reference
- New sections:
  - Outcomes and value: Expanded from "Value to be Delivered" to focus on outcomes
  - Organizational considerations: Added and revised content to address evolving organizational needs as they relate to foundational business analysis
  - General enhancements and elaboration of ideas: Expanded on concepts from the previous version, with added variety and depth to improve applicability

1.5 How to Gain the Most from the Standard

The *Standard* serves as an excellent starting point for exploring our detailed knowledge sources, which provide practical examples (accessible via embedded links).

The business analysis community leverages the *Standard* in several ways:

- Foundation for understanding: It provides the basis for comprehending the scope of business analysis work
- Mentoring tool: It aids in mentoring individuals who are new to business analysis or a specific initiative
- Educational resource: It educates stakeholders about the comprehensive nature of business analysis work
- Comprehensive overview: It offers a simplified yet thorough view of business analysis
- Gateway to knowledge: It acts as a portal to more detailed knowledge sources
- User-friendly guide: It provides an easy-to-navigate view of business analysis tasks

1.6 Glossary and Key Terms

Where concepts are introduced within the *Standard*, the sections containing them are designed to be self-descriptive, providing sufficient context for immediate understanding. However, if further information is needed or if you would like to explore specific terminology in greater detail, please refer to the comprehensive KnowledgeHub Glossary.

1.7 Beyond the Standard

The *Standard* uses examples to illustrate how the 30 business analysis tasks are applicable across IIBA's suite of intellectual property and products, including:

A Guide to the Business Analysis Body of Knowledge (BABOK Guide)

Integrate your knowledge with the Business Analysis Core Concept Model (BACCM).

Agile Extension to the BABOK Guide

Apply effective agile business analysis to generate real business and customer value.

The Guide to Business Data Analytics (BDA Guide)

Get insights for informed decision-making.

The Guide to Product Ownership Analysis (POA Guide)

Create and deliver exceptional products and services.

The Business Analysis Competency Model

Unlock your potential to grow your career.

The Strategy to Execution Framework

Implement strategic business analysis to enable business transformation.

Cybersecurity Analysis

Enhance your knowledge of cybersecurity elements and analysis.

2. Understanding Business Analysis
2.1 Defining Business Analysis

Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders within a given context.

There are several important concepts to understand in this definition:

- **Change:** The act of transformation in response to a need
- **Need:** A problem or opportunity to be addressed
- **Solution:** A specific way of satisfying one or more needs in a context
- **Value:** The worth, importance, or usefulness of something to a stakeholder within a context
- **Stakeholder:** A group or individual with a relationship to the change, the need, or the solution
- **Context:** The circumstances that influence, are influenced by, and provide an understanding of the change

Business analysis relies on foundational principles, concepts, and practices to support its functions. These elements drive the creation of frameworks, processes, techniques, tasks, and competencies. They empower professionals and organizations to effectively achieve business outcomes.

Regardless of organizational structures, industries, or methodologies, these fundamentals remain consistent. They apply whether working in adaptive environments, data analytics, cybersecurity, product ownership, or other areas. These principles ensure that business analysis continues to empower individuals and organizations across various initiatives.

2.2 A Model for Effective Analysis — BACCM™

The Business Analysis Core Concept Model™

The six core concepts highlighted in the definition of business analysis—change, need, solution, value, stakeholder, and context—form a powerful model for effective business analysis, the Business Analysis Core Concept Model™.

The BACCM™ provides essential guidance for business analysis professionals and leaders. To truly understand and apply the foundations of business analysis, it is important to explore all six concepts and their relationships. Ignoring any concept or their connections can reduce the model's effectiveness. Viewing business analysis as a system of interrelated concepts is crucial for success.

Core Concept	Description

Change

Change

The act of transformation in response to a need

- Organizations implement change to stay competitive, foster innovation, improve efficiency, and ensure long-term success in a dynamic and evolving environment
- These enhancements are managed and completed through business analysis activities

Need

Need

A problem or opportunity to be addressed

- Needs can cause changes by motivating stakeholders to act
- Changes can also cause needs by reducing or increasing the value delivered by existing solutions

Solution

Solution

A specific way of satisfying one or more needs in a context

- A solution satisfies a need by:
  - Resolving a problem faced by stakeholders, or
  - Enabling stakeholders to take advantage of an opportunity
- A solution can include a combination of components that deliver the desired value, for example:
  - Technology-based initiatives
  - Manual procedures
  - Process changes
  - Business model updates
  - Improving organizational capabilities

Stakeholder

Stakeholder

A group or individual with a relationship to the change, the need, or the solution

- Stakeholders (both internal and external) are often defined by their interest, impact, and influence over the change
- Stakeholders are grouped based on their relationship to the needs, changes, and solutions

Value

Value

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

- Value can be:
  - Realized through potential returns, gains, and improvements, or
  - Preserved by mitigating losses, risks, and costs
- Value can be tangible or intangible:
  - Tangible value is directly measurable and often has a significant monetary component
  - Intangible value is measured indirectly and often has a significant motivational component (e.g., company's reputation or employee morale)
- Value can be assessed in absolute or relative terms (e.g., one solution option is more valuable than another from the perspective of a group of stakeholders)

Core Concept	Description

Context

[•]
Context

The dynamic circumstances that influence, are influenced by, and provide an understanding of the change

- Context is everything within the environment relevant to the change which can include:

  - Attitudes
  - Behaviours
  - Beliefs
  - Competitors
  - Culture
  - Demographics
  - Geopolitics

  - Goals
  - History
  - Industry
  - Infrastructure
  - Market trends
  - Processes
  - Products

  - Projects
  - Regulations
  - Sales
  - Seasons
  - Structure
  - Technology
  - Weather

2.3 Using the BACCM™

The ***BACCM™*** is a "thinking model" and an "organizing model" for effective business analysis. It is used to:

- Describe effective and efficient business analysis
- Communicate about business analysis with a common language
- Identify professional development opportunities for individuals
- Perform better business analysis by evaluating the relationships among these six concepts
- Evaluate the impact of these concepts and relationships
- Establish both a foundation and a path forward
- Consider the quality and completeness of work being done

The Business Analysis Standard: Understanding Business Analysis

2.4 The Importance of Business Analysis

Business analysis serves several critical functions:

1. **Problem understanding:** Business analysis goes beyond merely addressing the symptoms of organizational challenges. It dives into the underlying causes of these issues, unraveling complexities to identify the sources of friction. This deep understanding enables the development of targeted and effective solutions that tackle the core of the problem, ensuring long-term improvement and success.

2. **Needs prioritization:** In a sea of organizational requirements, business analysis is the compass, guiding enterprises to prioritize their needs effectively. By understanding the relative importance of various requirements, resources can be allocated efficiently to achieve maximum impact.

3. **Value-centric solutions:** Business analysis is not just about solving problems; it is about crafting and communicating cohesive solutions that deliver meaningful value. By focusing on outcomes and measurable results, business analysis ensures that initiatives contribute directly to the organization's success.

4. **Risk management:** Change inherently carries risks, but effective business analysis proactively identifies, assesses, and takes appropriate actions regarding these risks. By integrating risk management into decision-making processes, business analysis promotes resilience and long-term viability.

5. **Performance enhancement:** Business analysis is not restricted to a project or product lifecycle and does not stop at implementation; it continuously monitors and evaluates outcomes. This iterative approach enables organizations to fine-tune their strategies and processes, driving ongoing improvement and enhancing overall performance.

6. **Value delivery:** At its core, business analysis is about generating change to deliver value. Whether it is enhancing customer experiences, optimizing internal operations, or fostering innovation, business analysis strives to realize beneficial outcomes for stakeholders. However, it is important to recognize that it may not always be possible to deliver value for all stakeholders. The goal is to maximize value for the majority while addressing and managing the concerns of others.

7. **Stakeholder collaboration:** Organizations are ecosystems of interconnected stakeholders, and effective collaboration is essential for success. Business analysis breaks down silos, fostering collaboration and alignment across diverse perspectives and interests.

8. **Leadership support:** Clear direction and vision are paramount for motivating teams and driving success. Business analysis enables leaders to articulate purpose, set goals, and communicate expectations, empowering teams to work toward a common vision.

9. **Agility:** In a competitive business environment, adaptability is key to survival. Business analysis supports predictive, adaptive, and hybrid approaches to enable organizations to become nimble in the face of changing market conditions, customer needs, and technological advancements. By combining forward-looking predictions with real-time adaptability and hybrid strategies, business analysis ensures long-term relevance and competitiveness.

By focusing on these foundational components, business analysis equips organizations with the insights, strategies, and capabilities needed to navigate complexity, drive innovation, and achieve sustainable growth.

2.5 Outcomes and Value Creation

Every organization strives to create desired outcomes that deliver important benefits. Value is discovered throughout the initiative when benefits are delivered as efficiently and effectively as possible. At a strategic level, this is driven by sound decisions that position the organization for future success. Tactical execution and the ongoing journey of operational excellence help create value along that path to the desired outcomes. Value is often created through managing initiatives that work together to address organizational challenges and to capitalize on opportunities. This helps evolve the organization to its desired outcomes, which is often represented by a combination of described future states through individual components of work.

Business analysis is critical to all organizational work, including at the strategic, tactical, and operational levels. Selected business analysis techniques, practices, methods, approaches, and competencies combine to create value throughout the organization, over various timeframes and for a variety of

stakeholders. This can also be viewed from the lens of the three horizons described in the *Agile Extension to the BABOK Guide*. Here, the strategy horizon is aligned to creating outcomes at the strategic level. Both the initiative horizon and delivery horizon focus on creating desired outcomes at the tactical and operational levels.

Effective business analysis plays a crucial role in helping create value as we work toward the desired outcomes. It includes:

- Understanding organizational strategy
- Clarifying business problems and opportunities
- Communicating desired outcomes
- Translating business needs into requirements and designs
- Identifying the potential value to be created
- Discovering, interpreting, and communicating business information
- Understanding the context to share knowledge and drive insights
- Identifying and assessing impacted stakeholders
- Helping teams assess trade-offs and prioritize value creation
- Supporting the development of high-value solutions
- Driving teams toward desired business outcomes

In this way, business analysis drives informed decision-making and optimizes value creation throughout an organization's journey to achieve desired outcomes.

3. Mindset for Effective Business Analysis
3.1 The Importance of Mindset

A mindset is the mental framework that guides decision-making, behaviour, and team dynamics.

Mindset influences how we think and act in various situations. It is important to maintain a flexible, adaptable view of how business analysis can be used to create desired value. Every situation is unique, and there is no single analysis approach. There are many techniques, processes, and tools that can be used in different combinations, depending on the context.

Habits, attitudes, behaviours, and practices are required to confidently navigate situations where knowing exactly what needs to be done is impossible. An empowering mindset can be developed with a deliberate practice focused on:

- Achieving organizational outcomes
- Discovering value for stakeholders
- Adopting appropriate business analysis principles
- Deciding how to approach the work
- Actively developing foundational competencies
- Being able to use foundational techniques

Collectively, these provide business analysis professionals with the ability to:

- Create high-quality outcomes
- Uncover value in navigating toward those outcomes
- Prioritize focus
- Empathize with and constantly learn from impacted stakeholders
- Collaborate to build allies for change
- Assess context and adapt to realities and feedback
- Simplify the building and sharing of knowledge

3.2 The Way to Think About Business Analysis

Business analysis is a human-centred, creative process aimed at achieving desired outcomes and driving organizational change. It involves maintaining an open mind, selecting appropriate techniques, processes, and tools, and ensuring competency coverage within teams to create value effectively.

Applying the BACCM™ helps develop and share information about the outcome to be created. Shared values help drive this work. They include:

- Respect
- Courage
- Collaboration
- Ethics
- Curiosity
- Continuous learning
- Improvement
- Customer focus
- Value maximization

A flexible, adaptable mindset supports the work of:

- Influencing strategy
- Empathizing with real customers
- Changing processes
- Engaging stakeholders within the business ecosystem
- Driving feedback and learning based on evidence
- Leveraging technology to implement and support the changes needed

3.3 Business Analysis Principles

The following business analysis principles detailed in the _Agile Extension_ are critical ingredients for an effective mindset:

- See the whole
- Think as a customer
- Analyze to determine what is valuable
- Get real using examples
- Understand what is doable
- Stimulate collaboration and continuous improvement
- Avoid waste

Principle	Description
See the whole	• Analyze needs in the big picture context and identify why a change is necessary • Desired outcomes are created by understanding the context, the solution, and the stakeholders
Think as a customer	• Understand customer experience needs to build solutions that address those needs • The team starts with a high-level view of customer needs and breaks them down into detailed understanding that is used to evolve the emerging solution
Analyze to determine what is valuable	• Continuously assess and prioritize work to maximize the value being delivered • The value in the change is realized by understanding the context, needs, stakeholders, and solution possibilities
Get real using examples	• Assessing real examples is important for building a shared understanding of the need and how the solution will satisfy that need • Examples can also be used to derive acceptance criteria, help design the solution, and provide a foundation for testing the solution
Understand what is doable	• Understand how to deliver a solution within constraints by continually analyzing needs and the solutions that can satisfy a prioritized need • Constraints also need to be considered within the operational environment to ensure the solution delivers the value intended
Stimulate collaboration and continuous improvement	• Help create an environment where all stakeholders contribute to value on an ongoing basis • Use continuous feedback to adapt the solution and its processes to increase the delivered value
Avoid waste	• Identify activities that add value and those that do not • Remove activities that do not contribute to satisfying the need

3.4 Foundational Competencies

The more individuals are proficient in a competency, the more they can apply it in the right context—and the more they are able to create the desired value.

Foundational competencies are the basic skills, abilities, and characteristics necessary to perform effective business analysis. Business analysis professionals should also leverage the **underlying competencies** to build upon that foundation, evolving their skills and understanding to be able to adapt to any initiative.

Underlying competencies are applied in many contexts and on different types of initiatives:

• Process redesign
• Business architecture
• Technology solutions implementation
• Digital transformation initiatives
• Data warehousing initiatives

- Cybersecurity initiatives
- Business data analytics
- Product ownership analysis-related work

The *BABOK Guide* describes 29 underlying competencies that support business analysis tasks. The Business Analysis Competency Model describes how competencies can be applied when executing those tasks.

Ongoing stakeholder engagement is necessary for building a shared understanding of the change effort, the value to be discovered, and the actual work to drive the change. The following five competencies were identified by the global community as important for any type of initiative and should be developed by all business analysis professionals:

Adaptability	Adjusting behavioural style to increase effectiveness See: *BABOK Guide*, 9.2.5 Adaptability
Facilitation	Facilitating workshops, negotiating, and helping resolve conflicts See: *BABOK Guide*, 9.5.1 Facilitation
Leadership and Influencing	Building consensus, recommending solutions, and guiding stakeholders to the desired value See: *BABOK Guide*, 9.5.2 Leadership and Influencing
Problem Solving	Ensuring that created value addresses the root cause of problems See: *BABOK Guide*, 9.1.4 Problem Solving
Systems Thinking	Holistically understanding the enterprise and context to maximize the value delivered See: *BABOK Guide*, 9.1.5 Systems Thinking

4. Implementing Business Analysis
4.1 Who Performs Business Analysis

Any individual engaged in the following activities stands to benefit from applying business analysis:

- Understanding and developing enterprise strategy, goals, objectives, and outcomes
- Creating new or improved value propositions and streams
- Enabling, supporting, and driving change within an organization
- Analyzing needs and designing solutions
- Facilitating stakeholder collaboration and engagement
- Creating innovative products and services
- Designing and implementing new processes or improving existing ones
- Streamlining and improving operational activities to support organizational outcomes

Business analysis is a versatile skill set that can be applied to any role within an organization. The role of a business analysis professional is not confined to a specific job title. Instead, it encompasses anyone who leverages business analysis as a skill set to enhance the quality of their work. By utilizing business analysis concepts, practices, and tasks, professionals across these varied positions can generate high-value outcomes and drive organizational success.

For developing and refining competencies, referencing the Business Analysis Competency Model is essential. It serves as a research and reference guide, empowering business analysis professionals to continuously develop skills in real time to meet organizational needs. This model is applicable to anyone involved directly or indirectly in the business analysis profession, regardless of their official job role or title.

4.2 Approaches to Your Work

Business analysis professionals can perform their work in different enterprises, organizations, and environments. Each may require different policies and procedures, methodologies, and standards.

In addition to intentionally developing a mindset that empowers their approach to work, business analysis professionals begin most initiatives with the intentional selection of the approach that best applies to the outcome that needs to be produced.

There are three approaches to enable change in an enterprise:

- Predictive
- Adaptive
- Hybrid

Each approach can be valuable depending on the context for the change. It is important to understand how to create value with any of these approaches.
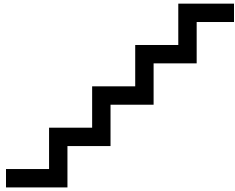
4.2.1 Predictive Approach

Predictive approaches start with a plan. They are considered predictive because they try to identify all the information needed to create the desired value.

- Plan all the work up front and then work your plan
- Consider everything that needs to be done
- Create documents and models to describe what will be built, including:
  - Scope statement
  - Requirements documents
  - Design documents
  - Schedule baseline
  - Cost baseline
  - Test plans
- Track progress against the plan

Step-by-step
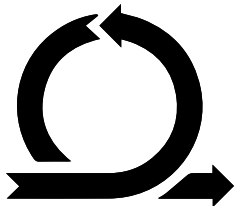
4.2.2 Adaptive Approach

Adaptive or iterative approaches focus on delivering value in small, prioritized increments.

- Prioritize high-value outcomes or deliverables
- Plan for the upcoming iterations first
- Create the outcome defined for each increment (just enough and just-in-time documentation)
- Focus on:
  - Value creation
  - Workable solutions
  - Speed of delivery
  - The time it takes to create the desired value
- Share what is created with stakeholders to elicit feedback

Learn and adapt

Refer to the _BABOK Guide_: Perspectives – Agile Perspective – Approaches for information on various Agile approaches.
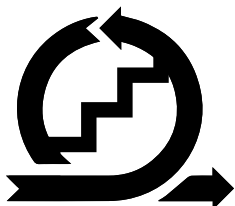
4.2.3 Hybrid Approach

Hybrid approaches describe work in an organization where:

- Some initiatives use a predictive approach and others use an adaptive approach
- Parts of an initiative use a predictive approach and parts of the same initiative use an adaptive approach

Use what works best

The Business Analysis Standard: Implementing Business Analysis

In some cases, an approach will be imposed on the team. Whenever the business analysis professionals can choose the approach, they should consider:

- Using a predictive approach where the work is:
  - Well-defined
  - Heavily regulated
  - Relatively straightforward, or
  - Can be completed sequentially
- Using an adaptive approach when a solution is being built to:
  - Address business needs that are complex
  - Find solutions for poorly defined challenges
  - Deal with uncertainty, or
  - Manage emerging needs as the solution is being built
- Learning how to create value using any of the approaches

Refer to "How do I...Identify What Needs to Be Done." This provides additional information about both predictive and adaptive approaches, including case study examples.

4.3 Foundational Techniques

There are more than 90 business analysis techniques in total, described in the following:

- *BABOK Guide*
- *Agile Extension*
- *BDA Guide*
- *POA Guide*

Each technique can be beneficial in the right context to help create the desired value. The global community identified the following as applicable for many different types of initiatives. They are a good starting point for new business analysis professionals:

Backlog Management	The planned approach to record, track, and prioritize the remaining work items See: *Agile Extension to the BABOK Guide*, 7.1 Backlog Refinement
Customer Journey Mapping	Visually defining the end-to-end customer experience, including motivations and experience when interacting with the solution See: *Guide to Product Ownership Analysis*, 6.4 Customer Journey Map
Data Storytelling	Providing business context or highlighting key insights from data with an engaging narrative to drive better business decisions See: *Guide to Business Data Analytics*, 3.7 Data Storytelling
Process Analysis	Analyzing processes for their efficiency and effectiveness and identifying opportunities for creating greater value See: *BABOK Guide*, 10.34 Process Analysis
Workshops/ Interviews	Collaborating with stakeholders to learn, teach, assess, or review important business information and drive the desired value See: *BABOK Guide*, 10.50 Workshops, and *BABOK Guide*, 10.25 Interviews

4.4 Understanding Requirements and Designs

Requirements and designs are harmonious tools for crafting effective solutions that address organizational needs.

Requirements serve as the foundation, capturing the essence of what stakeholders require to achieve their objectives or address their problems. They guide the decisions to be made by outlining the functionalities, constraints, and expectations of the desired outcome.

Designs, on the other hand, transform these requirements from representative inputs into actionable initiatives, plans, and systems that model the structure, components, and architecture of a proposed solution.

4.4.1 Working with Requirements and Designs

Requirements and designs can be represented as an artifact, a set of documents, or a variety of models. Since they are similar in nature, it is important to understand the differences between requirements and designs. While the same tasks and techniques can be used to create both, the purposes they serve are unique.

Requirements and designs are interdependent and cyclical. As designs are created, they can reveal new insights that enhance the requirements. Similarly, changing requirements might lead to updates in the design. This ongoing feedback loop ensures that both requirements and designs stay aligned and are continually refined throughout the initiative.

Requirements	Designs
• A requirement is a usable representation of a **need**	• A design is a usable representation of a **solution**
• Requirements focus on understanding **what kind of value** could be delivered when fulfilled	• Design focuses on understanding **how value** might be realized by a solution if it is built

Examples:

Requirements — The Need	Designs — The Potential Solution
• Capture six-month sales data across multiple departments in a view	• Sketch of a dashboard
• Reduce the amount of time to pick and pack a customer order	• Process model
• Record and access a medical patient's history	• Screen mock-up showing specific data fields
• Develop business strategy, goals, and objectives for a new business	• Business Capability Model
• Provide information in English and French	• Prototype with text displayed in English and French

4.4.2 Requirement Classification

As mentioned above, a requirement is "a usable representation of a need." The ***BABOK Guide*** lists four main requirement types–business, stakeholder, solution (including functional and non-functional requirements), and transition requirements. In addition to these, business analysis can help an enterprise meet its commitment to sustainability.

4.4.2.1 Business Requirements

Statements of goals, objectives, and outcomes for why a change has been initiated. They can apply to the whole enterprise, a business area, or a specific initiative.

4.4.2.2 Stakeholder Requirements

The needs of stakeholders that must be met to achieve the business requirements. They may serve as a bridge between business and solution requirements.

4.4.2.3 Solution Requirements

The capabilities and qualities of a solution that meet the stakeholder requirements. They provide the detail to allow for the development and implementation of the solution. Solution requirements can be:

4.4.2.3.1 Functional requirements: the capabilities a solution must have for the behaviour and information the solution will manage.

4.4.2.3.2 Non-functional requirements or quality of service requirements: the conditions or qualities a solution must have. See *BABOK Guide,* 10.30 Non-Functional Requirements Analysis

4.4.2.4 Transition Requirements

The capabilities and the conditions needed to facilitate a transition from the current to the future state. They are temporary and address areas such as data conversion, training, and business continuity.

REQUIREMENTS DESIGN CYCLE
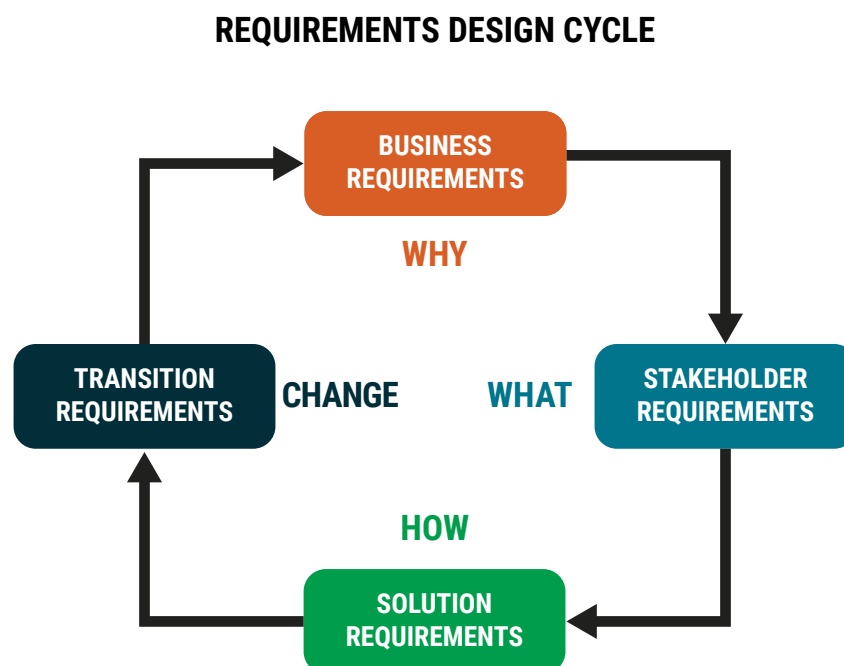
(BABOK Guide — 2.5 Requirements and Designs)

4.4.3 Tracing Requirements and Designs

Traceability is the ability for tracking the relationships between requirements and designs from the original stakeholder need to the actual implemented solution. Traceability supports change control by ensuring the source of a requirement or design can be identified and other related requirements and designs potentially affected by a change are known.

It is difficult to accurately represent needs and solutions without considering their relationships. The traceability of requirements and designs is used to identify and document the lineage of each requirement and design, including its backward traceability to the original business need, its forward traceability to the solution components, and its relationship to other requirements and designs. Traceability can help ensure the solution conforms to requirements and designs and can assist in scope, impact, change, risk, time, cost, and communication management.

Organizations often trace their requirements and designs using a traceability modelling structure. A traceability model enables bi-directional tracking of requirements and designs by visually linking them to the business need and solution components through matrices and diagrams. Using a traceability model helps to detect missing requirements and designs or identify solution components that are not supported by any requirement or design.

4.5 Organizational Considerations

Organizational considerations encompass topics influencing how all organizational members perceive their impact on the world around them. These topics often revolve around crucial social issues and hold significant importance for organizational leaders.

4.5.1 Security Integration
Building Resilience, Securing Futures

When performing business analysis, security holds immense importance in ensuring the involvement of the right stakeholders and cultivating a broad understanding of the subject matter. Business analysis professionals do not necessarily need to be subject matter experts, but they can help stakeholders from different backgrounds work together by having a solid understanding of security principles.

Business analysis professionals help teams identify security risks, consider appropriate safety measures, and make effective decisions. They play a pivotal role in facilitating collaboration between technical and non-technical stakeholders, aligning security initiatives with organizational objectives, and ensuring a safe and secure product, service, or business environment.

For more in-depth information on security guidelines and considerations in the context of business analysis and technology, please refer to *The Elements of Cybersecurity Analysis*.

4.5.2 Ethical Analysis
Navigating Integrity, Guiding Progress

In the practice of business analysis, the importance of ethics being understood and applied effectively cannot be overstated. Ethics must be considered, which necessitates conducting careful analysis that eliminates any personal biases.

The emphasis shifts to ensuring that stakeholders' needs are ethically met while also considering the value to be discovered. This is especially important in a solution environment where artificial intelligence is on the rise and many solutions will be delivered using an automated system.

When the "best" choice and the "ethical" choice do not align, problems may result. In such situations, navigating these difficulties can seem like an overwhelming feat. _IIBA's Code of Ethical Conduct and Professional Standards_ provides in-depth information on ethical guidance in the context of business analysis. It acts as a blueprint for upholding moral behaviour and making judgment calls that are advantageous to the organization and its stakeholders.

Ultimately, it is the responsibility of the business analysis professional to ensure that the work being performed is in line with this code while simultaneously generating value.

4.5.3 Inclusion and Representation
Diverse Perspectives, Innovative Outcomes

Today, building inclusive teams is more than an ethical consideration. It is a key driver of innovation and sustainable growth in modern workplaces. Business analysis professionals serve as catalysts for this transformation, recognizing that true innovation thrives in environments where diverse perspectives are not only acknowledged but actively cultivated.

By championing inclusion as a fundamental organizational value, business analysis professionals play a vital role in shaping workplace cultures where every stakeholder feels valued, respected, and empowered to contribute their unique experiences. They go beyond mere representation to actively seek out and amplify diverse voices, understanding that diversity drives creative problem-solving.

Through their efforts, business analysis professionals foster environments where individuals from all perspectives and backgrounds feel a sense of belonging and are encouraged to bring their whole selves to work. This inclusive mindset permeates every aspect of organizational life, from planning to decision-making, ensuring that diverse perspectives are integral to every initiative.

Ultimately, by championing inclusion, business analysis professionals drive innovation and create workplaces where individuals thrive, collaboration flourishes, and organizations achieve their full potential.

4.5.4 Sustainability Practices
Today's Needs, Tomorrow's Resources

Although there are several definitions of sustainability, they all refer to a version of executing an organization's business model to meet current needs while preserving or conserving natural resources for future generations. Sustainability also includes advancing social equity, health, and economic viability to achieve desired outcomes.

Business analysis professionals play a critical role in aligning organizational strategies, processes, and systems with sustainability outcomes. This involves identifying opportunities for improvement within operations, products, and services, and recommending solutions that promote environmental responsibility, social equity, and economic viability. Collaboration with stakeholders is key to ensuring that sustainability considerations are integrated into strategic planning and decision-making processes.

4.6 Managing the Delivery of Business Analysis

Organizing business analysis services is crucial for an organization to establish standards that fit its unique context. These standards encompass processes, procedures, templates, and guidelines. Delivering business analysis services can take various forms, including:

- **Centre of Excellence (CoE):** A specialized unit or function dedicated to business analysis excellence
- **Community of Practice (CoP):** A collaborative space where professionals share experiences, expertise, and best practices
- **Business Analysis as a Service (BAaS):** Outsourcing business analysis functions to specialized service providers
- **Dispersed across business units:** Integrating business analysis functions into various departments or units

Many organizations combine these approaches to effectively deliver business analysis services. Success lies in leveraging the *Standard* to ensure consistency, quality, and adherence to appropriate practices, regardless of the chosen approach.

Furthermore, fostering collaboration among business analysis professionals is essential. Sharing knowledge, tools, and experiences enhances the quality of work and ensures strategic alignment across the organization.

5. Applying Business Analysis Tasks

5.1 Business Analysis Tasks

It is vital to recognize that the business analysis skill set encompasses a broad spectrum of tasks applicable in various organizational contexts. These 30 tasks, detailed in the *BABOK Guide*, serve as foundational components of effective business analysis.

When navigating through initiatives, it is important to:

- Understand that tasks may not follow a linear sequence and can be carried out concurrently
- Recognize that some tasks generate outputs vital for subsequent ones
- Embrace iteration to deepen comprehension of change and value
- Be prepared to manage, review, and repeat certain tasks as needed
- Leverage tasks to build and share knowledge about the desired outcomes and value to be created
- Implement tasks flexibly across different types of initiatives, from understanding business needs to implementing solution components and beyond
- Embrace the flexibility of tasks, as they can be executed by professionals in various roles, initiated by one individual, and completed by others; this proves invaluable across a range of domains, including but not limited to requirements definition, solution implementation, architecture management, and process redesign

5.2 Task Card Structure

In today's business environment, effective business analysis is crucial. To support this need, we created the Business Analysis Task Cards. These cards are structured, user-friendly tools for business analysis professionals and stakeholders to streamline workflows, ensure consistency, and improve analysis quality.

The task cards listed in "Section 6: Business Analysis Task Navigation" provide a structured and easily accessible format for referencing each business analysis task, aligned to the BACCM™ framework. Within each card, you will find comprehensive information including:

1. Purpose or need: Clearly defines why the task is performed, outlining its significance in the context of the initiative
2. Value: Articulates the value generated by executing the task, highlighting its contributions toward achieving initiative objectives or delivering business outcomes
3. Solution (output or outcome): Specifies the tangible deliverables or desired outcomes resulting from the successful completion of the task
4. Stakeholders: Identifies the key stakeholders involved or impacted by the task, facilitating effective communication and collaboration throughout the process
5. Description of change: Presents a structured overview of the change process associated with the task, typically depicted through an input-task-output diagram—a visual representation helps illustrate the flow of information and activities involved
6. Frequently used techniques in context: Provides guidance and strategies with examples of techniques that can be used when executing the task
7. Consideration box: Provides an example emphasizing the importance of the task in one specific context to help practitioners visualize how the task can be used on the path to creating desired outcomes

Our goal is to empower business analysis professionals with practical resources that ensure they have all essential information to navigate tasks efficiently. By doing so, we aim to enhance their effectiveness in contributing to better enterprise outcomes and sustained business growth.

5.3 Business Analysis Knowledge Areas

The *Standard* does not include information on the knowledge areas defined in the *BABOK Guide*. For comprehensive details on these knowledge areas, please refer to the *BABOK Guide*.

This does not imply that the following tasks do not belong to the knowledge areas or alter the structure of the *BABOK Guide*. Instead, the *Standard* focuses on providing practical, task-level guidance for business analysis activities. These tasks can be referenced and implemented in the order that best suits the needs of business analysis professionals and stakeholders. By concentrating on tasks, the *Standard* aims to offer actionable and practical instructions that directly support business analysis professionals in their daily responsibilities.

Strategy Analysis

- Analyze Current State
- Define Future State
- Assess Risks
- Define Change Strategy

Business Analysis Planning and Monitoring

- Plan Business Analysis Approach
- Plan Stakeholder Engagement
- Plan Business Analysis Governance
- Plan Business Analysis Information Management
- Identify Business Analysis Performance Improvements

Solution Evaluation

- Measure Solution Performance
- Analyze Performance Measures
- Assess Solution Limitations
- Assess Enterprise Limitations
- Recommend Actions to Increase Solution Value

Elicitation and Collaboration

- Prepare for Elicitation
- Conduct Elicitation
- Confirm Elicitation Results
- Communicate Business Analysis Information
- Manage Stakeholder Collaboration

Requirements and Designs Life Cycle Management

- Trace Requirements and Designs
- Maintain Requirements and Designs
- Prioritize Requirements and Designs
- Assess Requirement and Design Changes
- Approve Requirements and Designs

Requirements Analysis and Design Definition

- Specify and Model Requirements and Designs
- Verify Requirements and Designs
- Validate Requirements and Designs
- Define Requirements Architecture
- Define Design Options
- Analyze Potential Value and Recommend Solution

Plan Business Analysis Approach

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business analysis performance assessment from previous initiatives
- Business policies
- Expert judgment
- Methodologies and frameworks
- Stakeholder engagement approach

Task Inputs and Outputs

Input	Task	Output or Deliverable
Needs	Plan Business Analysis Approach	Business Analysis Approach
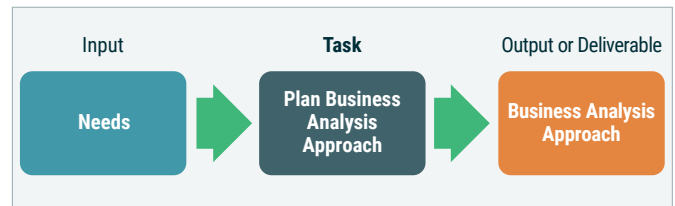
Purpose or Need

To define an appropriate method to conduct business analysis activities.

Value

Ensure the efficient performance of all business analysis activities with a stakeholder-supported approach.

Solution

A defined business analysis approach that includes planned activities, tasks, and deliverables.

Techniques

Frequently used techniques:

- Business cases
- Financial analysis
- Functional decomposition
- Item tracking
- Risk analysis and management

Refer to the *BABOK Guide* for the complete list of techniques.

Stakeholder

Typically involves sponsors, project managers, domain subject matter experts, regulators, and any additional stakeholders identified.

Description of Change

This task describes the overall method that will be followed when performing business analysis work, what business analysis tasks will be performed, how and when business analysis tasks will be performed, and the business analysis deliverables that will be produced.

Consider...

Plan Business Analysis Approach provides a plan to follow in business analysis activities.

This task is equally important for an adaptive approach. Shorter-term execution steps are planned and aligned with what needs to be created during each iteration. This means repeating planning activities during each iteration and focusing on near-term delivery goals.

See *Guide to Product Ownership Analysis – 4.3 POA and Agile Planning Horizons*

Certifications: ECBA, CCBA, CBAP – Refer to the *BABOK Guide* for study purposes

Plan Stakeholder Engagement

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business analysis performance assessment
- Change strategy
- Current state description

Task Inputs and Outputs

Input		Task	Output or Deliverable
Business Analysis Approach	Needs	Plan Stakeholder Engagement	Stakeholder Engagement Approach
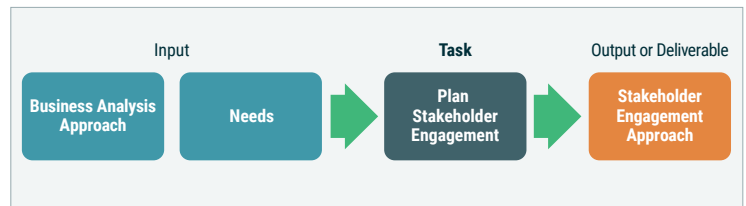
Purpose or Need

To plan an approach for establishing and maintaining effective working relationships with the stakeholders.

Value

Identifying the stakeholders, how proposed changes may impact them, and how they might influence the change is vital to understanding what needs and expectations must be satisfied by a solution.

Solution

A defined stakeholder engagement approach that includes the list of the stakeholders, their roles and responsibilities, their main characteristics, and a collaboration and communication approach.

Techniques

Frequently used techniques:

- Document analysis
- Interviews
- Organizational modelling
- Scope modelling
- Stakeholder list, map, persona

Refer to the *BABOK Guide* for the complete list of techniques.

Stakeholder

Typically involves sponsors, project managers, domain subject matter experts, customers, and anyone who will impact or be impacted by the initiative.

Description of Change

This task helps identify the stakeholders relevant to the change, their role in the change, their main characteristics, the information business analysis professionals need from them (and vice versa), and how best to collaborate with them, taking into account their communication needs.

Consider...

Effectively engaging stakeholders is critical to success.

In the context of business analysis, it is vital to recognize when to involve cybersecurity experts. You do not need to be a cybersecurity expert, but you must know when to bring them in to guide the conversation effectively and address stakeholder concerns. Your role is to ask the right questions and ensure alignment with cybersecurity best practices.

See *Guide to Business Data Analytics* – 2.1.2 Identify and Understand the Stakeholders

Certifications: ECBA, CCBA, CBAP – Refer to the *BABOK Guide* for study purposes
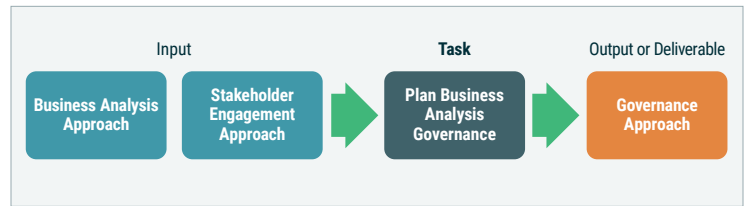
Plan Business Analysis Governance

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business analysis
- Performance assessment
- Business policies
- Current state description
- Legal/regulatory information

Task Inputs and Outputs

Input → **Task** → Output or Deliverable

Business Analysis Approach, Stakeholder Engagement Approach → Plan Business Analysis Governance → Governance Approach

Purpose or Need

To define how decisions are made about requirements and designs, including reviews, change control, approvals, and prioritization.

Value

Clarifying who decides what and when helps ensure that decisions are made properly and consistently during the initiative.

Solution

A defined governance approach that includes the list of decision-makers and a description of the change control, prioritization, and approvals process.

Techniques

Frequently used techniques:

- Document analysis
- Interviews
- Organizational modelling
- Process modelling
- Workshops

Refer to the **BABOK Guide** for the complete list of techniques.

Stakeholder

Typically involves sponsors, project managers, domain subject matter experts, regulators, and any additional stakeholders identified.

Description of Change

This task defines the decision-makers, change control process, prioritization approach, approval process, and information required to make a decision. It helps ensure that decisions about requirements and designs are made properly and consistently, following a process wherein decision-makers have the information they need when they need it.

Consider...

Governance processes, practices, and responsibilities are critical for a wide variety of initiatives.

Example: Consider a business intelligence initiative for which promoting an enterprise-wide view of information is important. Supporting this involves developing infrastructure services in the organization such as data governance and metadata management.

See _BABOK Guide_ – 11.2 The Business Intelligence Perspective and 11.2.1 Change Scope
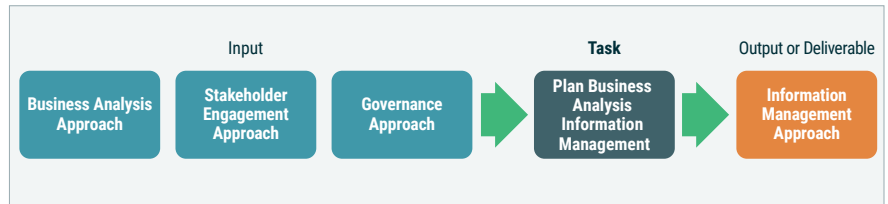
Plan Business Analysis Information Management

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business analysis performance assessment
- Business policies
- Information management tools
- Legal/regulatory information

Task Inputs and Outputs

Input

Business Analysis Approach

Stakeholder Engagement Approach

Governance Approach

Task

Plan Business Analysis Information Management

Output or Deliverable

Information Management Approach

Purpose or Need

To develop an approach for storing and accessing business analysis information.

Value

Information management helps ensure that business analysis information is organized in a functional and useful manner, is easily accessible to appropriate personnel, and is stored for the necessary length of time.

Solution

A defined information management approach that describes how business analysis information will be stored, accessed, and actioned during and after change completion.

Techniques

Frequently used techniques:

- Interviews
- Item tracking
- Lessons learned
- Mind mapping
- Process modelling

Refer to the **BABOK Guide** for the complete list of techniques.

Stakeholder

Typically involves sponsors, domain subject matter experts, regulators, and any additional stakeholders identified.

Description of Change

This task defines how all the information developed by business analysis professionals (including requirements and designs) should be captured, organized, stored, traced, and integrated with other information for long-term use.

Consider...

From redesigning business processes and ensuring all business data is appropriately referenced and available in the new process to creating enterprise-level standards around data management, effectively managing information relevant to any change effort is an important element of success.

See _Guide to Business Data Analytics_ – 2.6.3 Data Strategy

Certifications: ECBA, CCBA, CBAP – Refer to the _BABOK Guide_ for study purposes
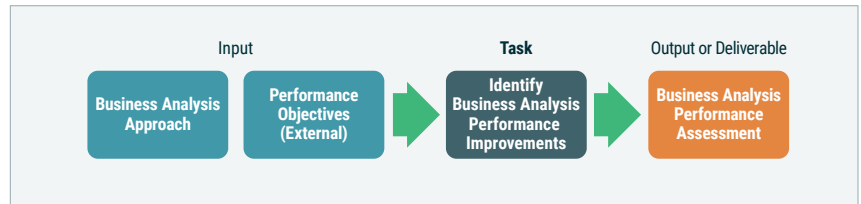
Identify Business Analysis Performance Improvements

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Organizational performance standards

Task Inputs and Outputs

Input		Task	Output or Deliverable
Business Analysis Approach	Performance Objectives (External)	Identify Business Analysis Performance Improvements	Business Analysis Performance Assessment

Purpose or Need

To assess business analysis work and plan to improve processes where required.

Value

Create opportunities to understand and improve the performance of business analysis processes.

Solution

Business analysis performance assessment that includes the results of the assessment, identified root causes of variances from the expected performance, and proposed approaches to improve performance.

Techniques

Frequently used techniques:

- Lessons learned
- Metrics and KPIs
- Process analysis
- Process modelling
- Root cause analysis

Refer to the **BABOK Guide** for the complete list of techniques.

Stakeholder

Typically involves sponsors, project managers, domain subject matter experts, and any additional stakeholders identified.

Description of Change

This task describes managing and monitoring how business analysis work is performed to ensure that commitments are met and continuous learning and improvement opportunities are realized.

Consider...

Improving the process of outcome creation is a mainstay of adaptive approaches and is equally important for predictive and hybrid approaches. Embark on change only if it adds value. To ensure value, the performance of the business analysis efforts must be measured.

Example: Constantly looking for ways to improve both individual and team performance allows teams to create greater value, faster.

See *Guide to Product Ownership Analysis* – 5.7.2 Optimize Value Delivery

Certifications: ECBA, CCBA, CBAP – Refer to the *BABOK Guide* for study purposes
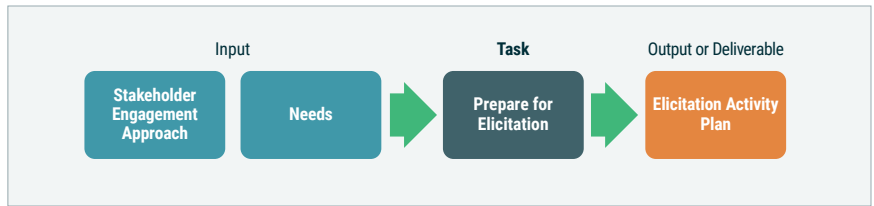
Prepare for Elicitation

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business analysis approach
- Business objectives
- Existing business analysis information
- Potential value

Task Inputs and Outputs

Input

Stakeholder Engagement Approach

Needs

Task

Prepare for Elicitation

Output or Deliverable

Elicitation Activity Plan

⚠ Purpose or Need

To understand the scope of the elicitation activity, select appropriate techniques and plan for (or procure) appropriate supporting materials and resources.

Value

The plan that will ensure information is elicited from stakeholders in the most suitable way.

Solution

A defined elicitation activity plan that includes the planned elicitation activities and their scope, activity logistics, and anticipated participants.

Techniques

Frequently used techniques:

- Brainstorming
- Document analysis
- Estimation
- Interviews
- Stakeholder list, map, or personas

Refer to the *BABOK Guide* for the complete list of techniques.

Stakeholder

Typically involves sponsors, domain subject matter experts, project managers, and any additional stakeholders identified.

Description of Change

This task defines the desired outcomes of each elicitation activity and ensures that stakeholders have the necessary information to understand the nature of the activities they will participate in.

It should include what the elicitation results will help produce, identifying the most appropriate techniques to produce these results, defining and planning the elicitation logistics, identifying any materials needed, and fostering collaboration during an elicitation activity by preparing stakeholders for the activity.

Consider...

Building knowledge about the desired change is essential for delivering value quickly. Effective elicitation preparation is crucial for any initiative and key to gathering information from stakeholders.

Example: It is important to prepare for elicitation sessions to identify requirements for a new technology solution.

See *BABOK Guide* – 11.3 The Information Technology Perspective and 11.2.1 Change Scope

Certifications: ECBA, CCBA, CBAP – Refer to the *BABOK Guide* for study purposes

Conduct Elicitation

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business analysis approach
- Existing business analysis information
- Stakeholder engagement approach
- Supporting materials

Task Inputs and Outputs

Input	Task	Output or Deliverable
Elicitation Activity Plan	Conduct Elicitation	Elicitation Results (Unconfirmed)
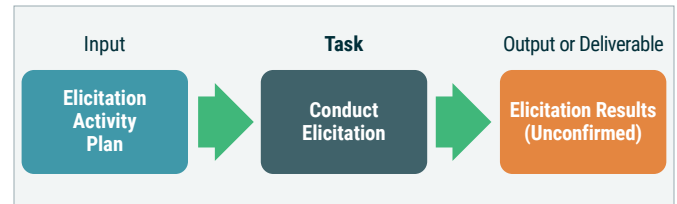
Purpose or Need

To draw out, explore, and identify information relevant to the change.

Value

Gain a deep understanding of the initiative, stakeholders, and stakeholder needs.

Solution

Unconfirmed elicited information captured in a format best suited to the elicitation activity used.

Techniques

Frequently used techniques:

- Benchmarking and market analysis
- Document analysis
- Interviews
- Focus groups
- Workshops

Refer to the *BABOK Guide* for the complete list of techniques.

Stakeholder

Typically involves any stakeholders who may have relevant knowledge or experience to participate in elicitation activities.

Description of Change

This task is performed to understand stakeholder needs and identify potential solutions that may meet those needs. This involves:

- Conducting research or running experiments
- Guiding stakeholders and collaborating with them through the elicitation activity
- Capturing elicitation outcomes

Consider...

Both a skill and an art, eliciting good information is critical for every type of initiative. The goal is to build knowledge about the change as quickly and accurately as possible.

Example: When redesigning business processes, it is critical to build a good understanding of the process, underlying business rules, business information, performance measures, business decisions driven from the process, and process performance measurement.

See *BABOK Guide* – 11.5 The Business Process Management Perspective

Confirm Elicitation Results

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Elicitation activity plan
- Existing business analysis information

Task Inputs and Outputs

Input	Task	Output or Deliverable
Elicitation Results (Unconfirmed)	Confirm Elicitation Results	Elicitation Results (Confirmed)
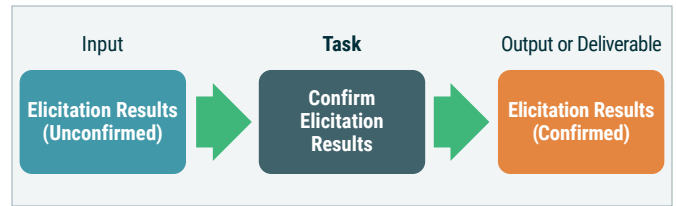
Purpose or Need

To check the information gathered during an elicitation session for accuracy and consistency with other information.

Value

Gain a shared understanding and clarity about the information that the elicitation activities produced.

Solution

Confirmed elicitation information that is relevant and useful as an input to further business analysis work.

Techniques

Frequently used techniques:

- Document analysis
- Interviews
- Reviews
- Workshops

Refer to the **BABOK Guide** for the complete list of techniques.

Stakeholder

Typically involves any stakeholders that have relevant knowledge or experience to confirm the elicited information.

Description of Change

This task helps ensure that stakeholders have a shared understanding of the outcomes of elicitation, that elicited information is recorded appropriately, and that it does not contain errors, omissions, conflicts, or ambiguity.

Consider...

Confirming information about the required change and the value to be created is an integral part of any initiative.

Example: Consider the work to redesign business processes, where the goal is to optimize customer value. Confirming elicited information is important to ensure the redesigned process delivers the desired value.

See *BABOK Guide* – 11.5 The Business Process Management Perspective

Certifications: ECBA, CCBA, CBAP – Refer to the *BABOK Guide* for study purposes
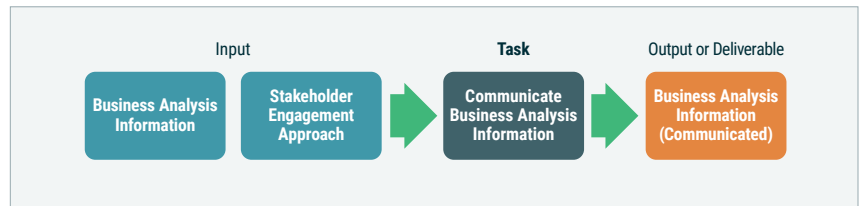
Communicate Business Analysis Information

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business analysis approach
- Information management approach

Task Inputs and Outputs

Input

Business Analysis Information

Stakeholder Engagement Approach

Task

Communicate Business Analysis Information

Output or Deliverable

Business Analysis Information (Communicated)

Purpose or Need

To ensure stakeholders have a shared understanding of business analysis information.

Value

Communicate the appropriate information to stakeholders at the right time and in formats suitable to gain stakeholder agreement on moving forward.

Solution

Business analysis information that is properly communicated and understood by stakeholders.

Techniques

Frequently used techniques:

- Interviews
- Reviews
- Workshops

Refer to the *BABOK Guide* for the complete list of techniques.

Stakeholder

All stakeholders will need to be communicated with during the change initiative.

Description of Change

This task provides stakeholders with the information they need when they need it. The information is presented in a useful format, using the right terminology and concepts.

Consider...

Building shared understanding supports fast, effective delivery of value for any type of initiative.

Example: Consider the complexity of developing a new product or service and the people impacted across an organization, including representatives from product development, market research, strategy, marketing, sales, and customer support.

See *Guide to Product Ownership Analysis* – 5.3 Engage the Whole Team

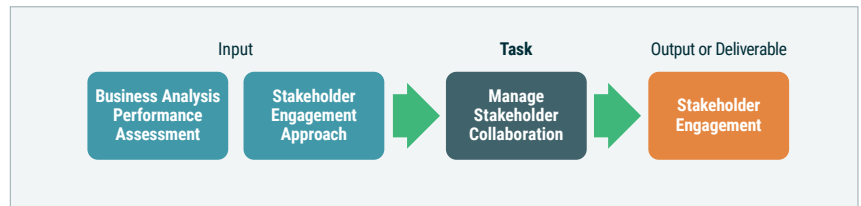Certifications: ECBA, CCBA, CBAP – Refer to the *BABOK Guide* for study purposes

Manage Stakeholder Collaboration

The following resources, if they exist, can be used to transform inputs into outputs:

- Business analysis approach
- Business objectives
- Future state description
- Recommended actions
- Risk analysis results

Task Inputs and Outputs

Input		Task	Output or Deliverable
Business Analysis Performance Assessment	Stakeholder Engagement Approach	Manage Stakeholder Collaboration	Stakeholder Engagement

Purpose or Need

To encourage stakeholders to work toward a common goal.

Value

Collaborative relationships help maintain the free flow of information when obstacles and setbacks occur and promote a shared effort to resolve problems and achieve desired outcomes.

Solution

Gained willingness from stakeholders to engage in business analysis activities.

Techniques

Frequently used techniques:

- Collaborative games
- Lessons learned
- Risk analysis and management
- Stakeholder list, map, or personas

Refer to the *BABOK Guide* for the complete list of techniques.

Stakeholder

All stakeholders who might be involved in collaboration during the change initiative.

Description of Change

This task involves working with stakeholders to engage them in the overall business analysis process and ensure the necessary outcomes can be delivered.

Consider...

Stakeholder collaboration is important for every initiative and critical in some contexts. Our responsibility lies in facilitating the involvement of subject matter experts (SMEs) who possess the necessary knowledge and experience to provide perspective in complex initiatives and contexts such as cybersecurity, artificial intelligence, and machine learning.

See Cybersecurity Learning Manual

Example: Consider building a new product and the importance of ensuring alignment across organizational strategy, from product vision to daily work plans.

See *BABOK Guide* – 11.4 The Business Architecture Perspective

Certifications: ECBA, CCBA, CBAP – Refer to the *BABOK Guide* for study purposes
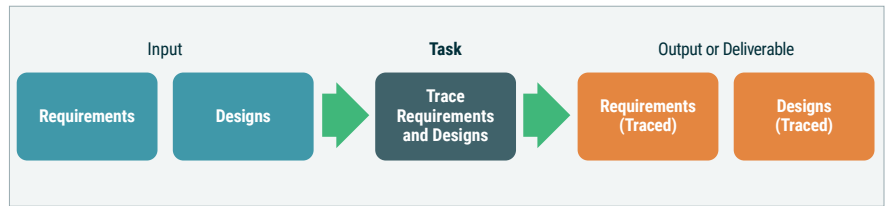
Trace Requirements and Designs

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Domain knowledge
- Information management approach
- Legal/regulatory information
- Requirements management tools/repository

Task Inputs and Outputs

Input		Task	Output or Deliverable	
Requirements	Designs	Trace Requirements and Designs	Requirements (Traced)	Designs (Traced)

Purpose or Need

To ensure that requirements and designs at different levels are aligned with one another and to manage the effects of a change to one level on related requirements.

Value

Traceability enables effective impact analysis, supports the discovery of inconsistencies and gaps in requirements and designs, and assists in scope, change, risk, time, cost, and communication management.

Solution

Requirements and designs are traced and available for additional work.

Techniques

Frequently used techniques:

- Business rules analysis
- Functional decomposition
- Process modelling
- Scope modelling

Refer to the **BABOK Guide** for the complete list of techniques.

Stakeholder

Typically involves sponsors, domain subject matter experts, project managers, and any additional stakeholders identified.

Description of Change

This task includes analysis and maintenance of the relationships between requirements, designs, solution components, and other work products for impact analysis, coverage, and allocation.

Consider...

Traceability identifies the lineage of requirements backwards and forwards. It is used to help ensure alignment and is important for all types of initiatives.

Example: Consider building a new product and establishing alignment across organizational strategy, from product vision to daily work plans.

See _Guide to Product Ownership Analysis_ – 5.1.1 Set Up the Organization for Success

Maintain Requirements and Designs

The following resources, if they exist, can be used to transform inputs into outputs:

- Information management approach

Task Inputs and Outputs
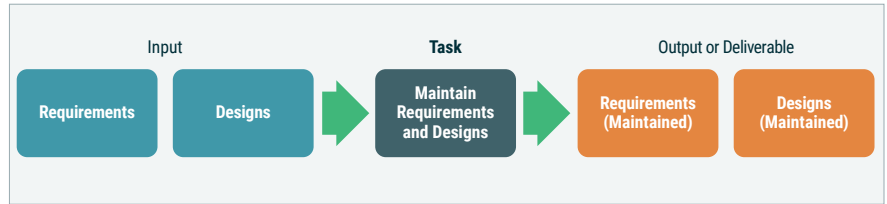
Purpose or Need

To maintain requirement and design accuracy and consistency throughout and beyond the change initiative during the entire requirements lifecycle and to support the reuse of requirements and designs in other solutions.

Value

Maintaining up-to-date requirements and designs ensures they remain valid over time.

Solution

Requirements and designs that are up to date.

Techniques

Frequently used techniques:

- Business rules analysis
- Data flow diagrams
- Data modelling
- Use cases and scenarios
- User stories

Refer to the *BABOK Guide* for the complete list of techniques.

Stakeholder

Typically involves subject matter experts, operational support, regulators, and any additional stakeholders identified.

Description of Change

This task ensures that requirements and designs are accurate and current throughout the lifecycle and facilitates the reuse of requirements and designs where appropriate.

Consider...

Maintaining information can save costs, time, and effort for a wide variety of initiatives.

Example: Consider regulatory changes that require an update to financial systems. Having accurate existing information speeds up impact analysis and allows for quick identification of required system changes.

See *BABOK Guide* – 11.3 The Information Technology Perspective

Certifications: ECBA, CCBA, CBAP – Refer to the *BABOK Guide* for study purposes
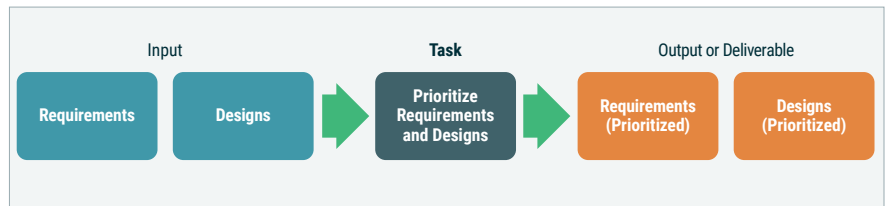
Prioritize Requirements and Designs

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business constraints
- Change strategy
- Domain knowledge
- Governance approach
- Requirements architecture
- Requirements management tools/repository
- Solution scope

Task Inputs and Outputs

Input		Task	Output or Deliverable	
Requirements	Designs	Prioritize Requirements and Designs	Requirements (Prioritized)	Designs (Prioritized)

Purpose or Need

To rank requirements and designs in order of relative importance.

Value

Prioritization seeks to achieve maximum value.

Solution

High-valued requirements and designs are maintained and available for use.

Techniques

Frequently used techniques:

- Backlog management
- Decision analysis
- Estimation
- Prioritization
- Risk analysis and management

Refer to the **BABOK Guide** for the complete list of techniques.

Stakeholder

Typically involves subject matter experts, operational support, regulators, and any additional stakeholders identified.

Description of Change

This task assesses the value, urgency, dependencies, and risks associated with requirements and designs to prioritize analysis and delivery work on the most important ones at any given time. Prioritization is an ongoing process, with priorities changing as the context changes.

Consider...

Prioritization is an important task for every type of initiative.

Example: It becomes critical to prioritize product value for customers when building and evolving a product as a series of smaller product increments.

See *Guide to Product Ownership Analysis* – 5.5 Deliver Often

Certifications: ECBA, CCBA, CBAP – Refer to the *BABOK Guide* for study purposes

Assess Requirement and Design Changes

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Change strategy
- Domain knowledge
- Governance approach
- Legal/regulatory information
- Requirements architecture
- Solution scope

Task Inputs and Outputs

Input	Task	Output or Deliverable
Requirements		
Designs		
Proposed Change	Assess Requirements and Designs Changes	Requirements Change Assessment / Designs Change Assessment

Purpose or Need

To evaluate the implications of proposed changes to requirements and designs.

Value

Gaining clarity around proposed changes helps confirm that each proposed change aligns with the overall strategy.

Solution

Requirements and designs change assessment with recommendation on how to act on proposed changes.

Techniques

Frequently used techniques:

- Business rules analysis
- Decision analysis
- Document analysis
- Interviews
- Risk analysis and management

Refer to the *BABOK Guide* for the complete list of techniques.

Stakeholder

Typically involves subject matter experts, operational support, regulators, and any additional stakeholders identified.

Description of Change

This task involves conducting an impact analysis to evaluate new and evolving requirements and designs. This process determines whether proposed changes will enhance the solution's value and if the changes should be acted upon within the scope of the project.

Consider...

In a fast-changing environment, business analysis professionals must continually assess what needs to change within an initiative and adapt accordingly to deliver greater value.

Example: A widely acknowledged good practice for developing new products is to learn from customers and adapt to their evolving needs.

See *Guide to Product Ownership Analysis* – 5.6 Learn Fast

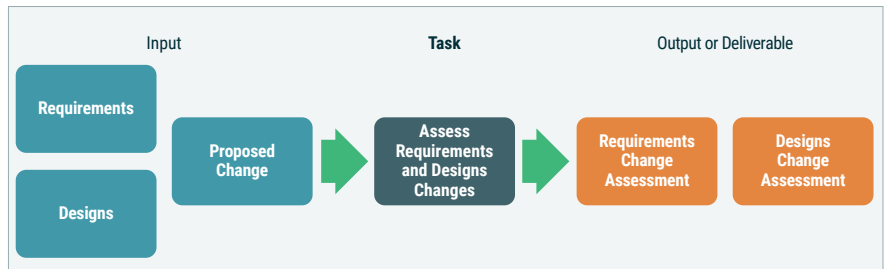Certifications: ECBA, CCBA, CBAP – Refer to the *BABOK Guide* for study purposes
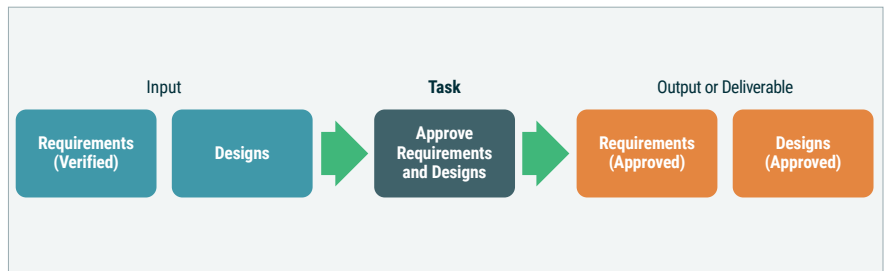
Approve Requirements and Designs

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Change strategy
- Governance approach
- Legal/regulatory information
- Requirements architecture
- Solution scope

Task Inputs and Outputs

Input		Task	Output or Deliverable	
Requirements (Verified)	Designs	Approve Requirements and Designs	Requirements (Approved)	Designs (Approved)

Purpose or Need

To obtain approval of requirements and designs to continue with subsequent activities.

Value

Approved requirements and designs allow the work to move forward.

Solution

Requirements and designs agreed upon by stakeholders and ready for use in subsequent business analysis and solution development efforts.

Techniques

Frequently used techniques:

- Acceptance and evaluation criteria
- Decision analysis
- Item tracking
- Reviews
- Workshops

Refer to the **BABOK Guide** for the complete list of techniques.

Stakeholder

Typically involves an executive sponsor, management, subject matter experts, operational support, regulators, and any additional stakeholders identified.

Description of Change

This task helps stakeholders involved in the governance process to reach approval and agreement on requirements and designs.

Consider...

Approval is always necessary, whether it is a lightweight step for adaptive initiatives or a rigorous process for complex, predictive initiatives.

Example: Consider heavily regulated businesses where audit or compliance requirements must be met. For these types of initiatives, a rigorous process becomes mandatory.

See BABOK Guide – 11.3 The Information Technology Perspective

Certifications: ECBA, CCBA, CBAP – Refer to the BABOK Guide for study purposes
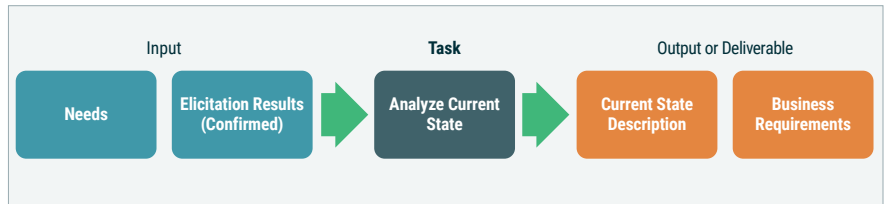
Analyze Current State

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business analysis approach
- Enterprise limitation
- Organizational strategy
- Solution limitation
- Solution performance goals
- Solution performance measures
- Stakeholder analysis results

Task Inputs and Outputs

Input		Task	Output or Deliverable	
Needs	Elicitation Results (Confirmed)	Analyze Current State	Current State Description	Business Requirements

Purpose or Need

To understand why an enterprise needs to change some aspect of how it operates and what would be directly or indirectly affected by the change.

Value

Understanding the current state helps determine the extent of the change needed.

Solution

Clearly defined business need and gained understanding of the enterprise's current state.

Techniques

Frequently used techniques:

- Benchmarking and market analysis
- Business capability analysis
- Document analysis
- Interviews
- SWOT analysis

Refer to the *BABOK Guide* for the complete list of techniques.

Stakeholder

Typically involves sponsors, subject matter experts, operational support, regulators, and any additional stakeholders identified.

Description of Change

This task enables understanding of the business need and how it relates to the way the enterprise functions. It sets a baseline and context for change.

Consider...

This is often an important consideration for many initiatives.

Example: Consider a data warehouse implementation where high-level conceptual data models are used to map the current state of corporate information, identify information silos, and assess their related problems or opportunities.

See *BABOK Guide* – 11.2 The Business Intelligence Perspective

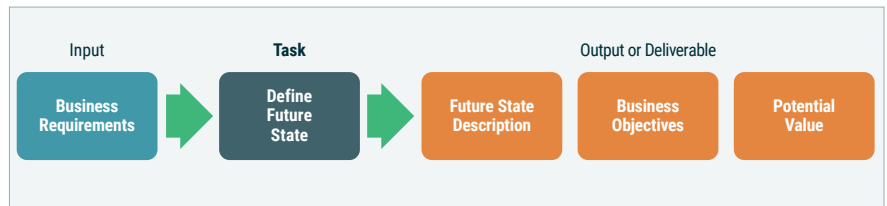Certifications: ECBA, CCBA, CBAP – Refer to the *BABOK Guide* for study purposes

Define Future State

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Current state description
- Metrics and key performance indicators (KPIs)
- Organizational strategy

Input
Business Requirements

Task
Define Future State

Output or Deliverable
Future State Description | Business Objectives | Potential Value

Purpose or Need

To determine the necessary conditions to meet the business need.

Value

The enterprise's desired direction to achieve the business need.

Solution

The proposed new, removed, and modified components of the enterprise and the potential value expected.

Techniques

Frequently used techniques:

- Acceptance and evaluation criteria
- Balanced scorecard
- Business cases
- Process modelling
- Prototyping

Refer to the **BABOK Guide** for the complete list of techniques.

Stakeholder

Typically involves subject matter experts, operational support, regulators, and any additional stakeholders identified.

Description of Change

This task establishes goals and objectives that demonstrate how the business need will be met and identifies the areas of the enterprise that must change to achieve them.

Consider...

Defining the future state can help focus energy and work effort to maximize the value created in different initiatives.

Example: Consider organizational strategy development work, where defining the future can set the stage for business transformation or business model innovation.

See *Strategy to Execution Framework* – 2.1 Program Strategy

Certifications: ECBA, CCBA, CBAP – Refer to the *BABOK Guide* for study purposes

Assess Risks

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business analysis approach
- Business policies
- Change strategy
- Current state description
- Future state description
- Identified risks
- Stakeholder engagement approach

Task Inputs and Outputs

Input

Business Objectives

Elicitation Results (Confirmed)

Potential Value

Requirements (Prioritized)

Influences

Task

Assess Risks

Output or Deliverable

Risk Analysis Results

Purpose or Need

To understand the undesirable consequences of internal and external forces on the enterprise during a transition to (or in) a future state and to recommend a course of action.

Value

Identifying and understanding risks allows for recommending the best strategy to treat them.

Solution

Gained understanding of the risks and the best strategy to address them.

Techniques

Frequently used techniques:

- Brainstorming
- Decision analysis
- Financial analysis
- Risk analysis and management
- Root cause analysis

Refer to the **BABOK Guide** for the complete list of techniques.

Stakeholder

Typically involves sponsors, subject matter experts, operational support, regulators, testers, and any additional stakeholders identified.

Description of Change

This task clarifies the uncertainties around the change, considers the effect those uncertainties may have on the ability to deliver value through a change, and recommends actions to address risks where appropriate.

Consider...

Reducing the negative impact of risks is important for various initiatives.

Example: Consider a business data analytics initiative for which the team has identified potential recommendations. Assessing the risks of each allows the team to select an option they can confidently recommend.

See *Guide to Business Data Analytics* – 2.5 Use Results to Influence Business Decision-Making

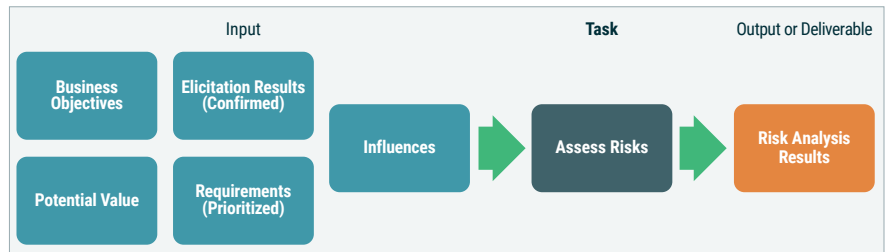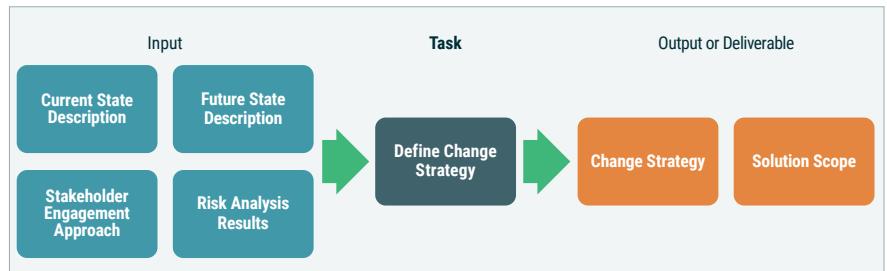Certifications: CCBA, CBAP – Refer to the *BABOK Guide* for study purposes

Define Change Strategy

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business analysis approach
- Design options
- Solution recommendations

Task Inputs and Outputs

Input	Task	Output or Deliverable
Current State Description		
Future State Description	Define Change Strategy	Change Strategy
Stakeholder Engagement Approach		Solution Scope
Risk Analysis Results		

Purpose or Need

To develop and assess alternative approaches to the change and select the recommended approach.

Value

An approach that will enable the enterprise to transform from current to future state and achieve the highest value.

Solution

A defined approach that the organization will follow to guide change and a defined solution scope that will be achieved through the execution of the change strategy.

Techniques

Frequently used techniques:

- Business cases
- Business capability analysis
- Business model canvas
- Organizational modelling
- Scope modelling

Refer to the **BABOK Guide** for the complete list of techniques.

Stakeholder

Typically involves sponsors, subject matter experts, operational support, regulators, users, and any additional stakeholders identified.

Description of Change

This task performs a gap analysis between the current and future state, assesses options for achieving the future state, and recommends the optimal approach, including any transition states. Various change strategies can be considered, ranging from small evolutionary changes that build on each other to large transformational changes that occur all at once.

Consider...

A change strategy can be important for any initiative that involves a transition from a current implementation method to a desired future state. It is important in large-scale transformations as well as smaller, operationally driven improvements.

Example: Consider an enterprise transformation program where there is transitional change and changes to create the new operating model.

See *Strategy to Execution Framework – 2.8 Transition Strategy and 2.9 Change and Adoption Strategy*

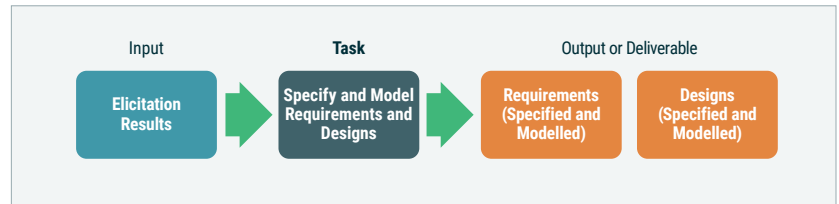Certifications: CCBA, CBAP – Refer to the *BABOK Guide* for study purposes

Specify and Model Requirements and Designs

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Modelling notations/standards
- Modelling tools
- Requirements architecture
- Requirements life cycle management tools
- Solution scope

Task Inputs and Outputs

Input	Task	Output or Deliverable	
Elicitation Results	Specify and Model Requirements and Designs	Requirements (Specified and Modelled)	Designs (Specified and Modelled)

Purpose or Need

To analyze, synthesize, and refine elicitation results into requirements and designs.

Value

Requirement and design specification and analysis serve as a foundation for stakeholder discussion to reach consensus on solution options.

Solution

Requirements and designs that are specified and modelled in the form of text, matrices, and diagrams.

Techniques

Frequently used techniques:

- Acceptance and evaluation criteria
- Data modelling
- Interface analysis
- Use cases and scenarios
- User stories

Refer to the *BABOK Guide* for the complete list of techniques.

Stakeholder

Typically involves any stakeholders who may have relevant knowledge or experience to participate in these activities.

Description of Change

This task describes a set of requirements or designs in enough detail using suitable analytical techniques.

Consider...

This task is about capturing important business information that can be effectively reviewed and communicated to build a shared understanding of the desired future changes. This is important for various initiatives.

Example: Models that represent different views of the enterprise can be used to support the ongoing delivery of value.

See *BABOK Guide* – 11.4 The Business Architecture Perspective

Certifications: ECBA, CCBA, CBAP – Refer to the *BABOK Guide* for study purposes
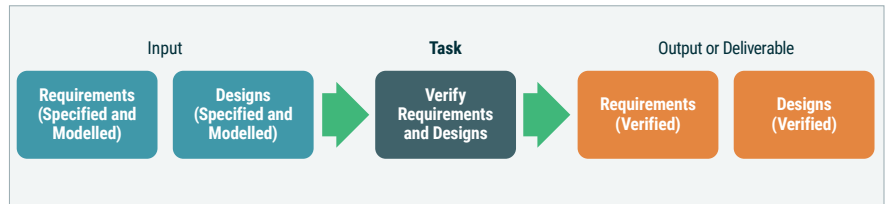
Verify Requirements and Designs

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Requirements life cycle management tools

Task Inputs and Outputs

Input		Task	Output or Deliverable	
Requirements (Specified and Modelled)	Designs (Specified and Modelled)	Verify Requirements and Designs	Requirements (Verified)	Designs (Verified)

Purpose or Need

To ensure that requirement and design specification and models meet quality standards and are usable for the purpose they serve.

Value

Verification ensures requirements and designs have been defined correctly and are ready for validation. It also provides the information needed for further work to be performed.

Solution

Requirements and designs of sufficient quality that can be used as a basis for further work.

Techniques

Frequently used techniques:

- Acceptance and evaluation criteria
- Item tracking
- Metrics and KPIs
- Reviews

Refer to the *BABOK Guide* for the complete list of techniques.

Stakeholder

Typically involves subject matter experts and any additional stakeholders with relevant knowledge or experience to verify requirements and designs.

Description of Change

This task ensures that a set of requirements or designs has been developed in enough detail to be usable by a particular stakeholder, is internally consistent, and is of high quality.

Consider...

The appropriate level of requirement and design verification can improve the quality of outcomes and reduce the amount of rework.

Example: Consider a custom software build for a client requesting a new inventory management system. Ongoing verification with relevant experts ensures high-quality requirements and designs that can be used to develop the desired software with increased confidence.

See *BABOK Guide* – 11.3 The Information Technology Perspective

Certifications: ECBA, CCBA, CBAP – Refer to the *BABOK Guide* for study purposes
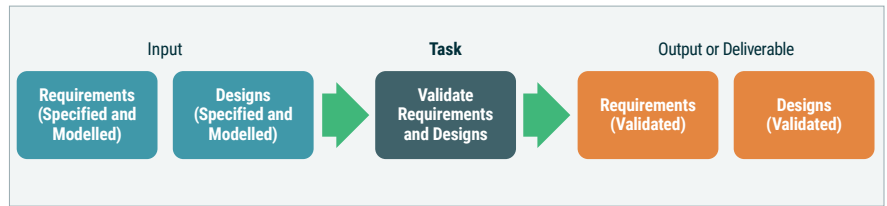
Validate Requirements and Designs

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business objectives
- Future state description
- Potential value
- Solution scope

Task Inputs and Outputs

Input		Task	Output or Deliverable	
Requirements (Specified and Modelled)	Designs (Specified and Modelled)	Validate Requirements and Designs	Requirements (Validated)	Designs (Validated)

Purpose or Need

To ensure that all requirements and designs align with the business requirements and support the delivery of needed value.

Value

Having stakeholders validate the requirements and designs ensures they will deliver value.

Solution

Validated requirements and designs that are aligned with the business goals and objectives of the change and will deliver value to stakeholders.

Techniques

Frequently used techniques:

- Acceptance and evaluation criteria
- Financial analysis
- Item tracking
- Metrics and KPIs
- Reviews

Refer to the *BABOK Guide* for the complete list of techniques.

Stakeholder

Typically involves subject matter experts and any additional stakeholders with relevant knowledge or experience to validate requirements and designs.

Description of Change

This task assures that stakeholder, solution, and transition requirements align with business requirements, that the designs satisfy the requirements, and that both requirements and designs deliver business value and support the organization's goals and objectives.

Consider...

Every type of initiative requires validation of the outcomes produced. Depending on the approach taken, this can occur throughout or at milestone deliveries.

Example: When using adaptive approaches for developing new products, validation occurs through frequent customer feedback sessions.

See *Guide to Product Ownership Analysis* – 5.6 Learn Fast

Certifications: ECBA, CCBA, CBAP – Refer to the *BABOK Guide* for study purposes
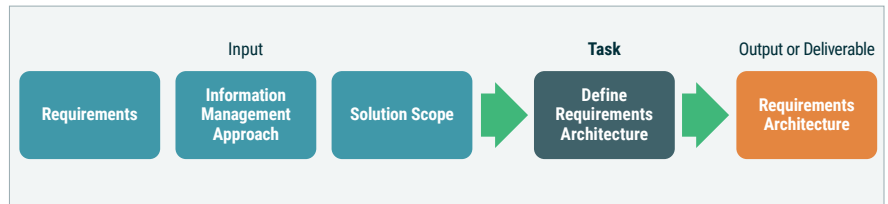
Define Requirements Architecture

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Architecture management software
- Legal/regulatory information
- Methodologies and frameworks

Task Inputs and Outputs

Input

Requirements | Information Management Approach | Solution Scope

Task

Define Requirements Architecture

Output or Deliverable

Requirements Architecture

Purpose or Need

To ensure that the requirements and designs collectively support one another to achieve the objectives fully.

Value

A requirements architecture ensures that all requirements and designs form a single whole that supports the overall business objectives and produces a useful outcome for stakeholders.

Solution

Defined requirements architecture that shows the interrelationships among requirements and designs.

Techniques

Frequently used techniques:

- Data modelling
- Functional decomposition
- Process modelling
- Scope modelling
- Workshops

Refer to the *BABOK Guide* for the complete list of techniques.

Stakeholder

Different stakeholders may assist in defining, confirming, and assessing the completeness of the requirements architecture.

Description of Change

This task structures all requirements and designs so that they support the overall business purpose for a change and work effectively as a cohesive whole.

Consider...

In the context of an adaptive lifecycle and when working with less comprehensive documentation, several strategies and techniques are effective in ensuring efficiency and future usability.

By integrating agile methodologies, dispelling misconceptions about documentation, utilizing visual designs/prototypes, and using descriptive and prescriptive models, business analysis professionals can effectively work with less comprehensive documentation and deliver complete solutions that are efficient and scalable.

See *Agile Extension to the BABOK Guide*

Certifications: ECBA, CCBA, CBAP – Refer to the *BABOK Guide* for study purposes
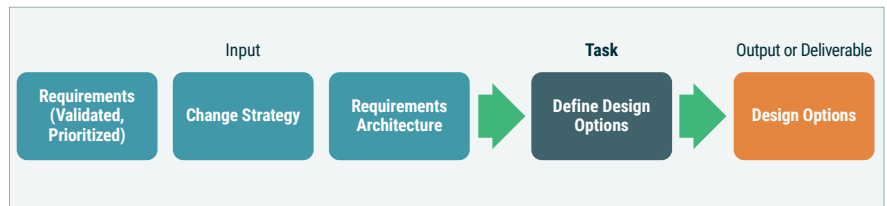
Define Design Options

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Existing solutions
- Future state description
- Requirements (traced)
- Solution scope

Task Inputs and Outputs

Input			Task	Output or Deliverable
Requirements (Validated, Prioritized)	Change Strategy	Requirements Architecture	Define Design Options	Design Options

Purpose or Need

To define the solution approach, identify opportunities to improve the business, allocate requirements across solution components, and represent design options that achieve the desired future state.

Value

An understanding of the potential of the future state.

Solution

Defined design options to satisfy the business need.

Techniques

Frequently used techniques:

- Brainstorming
- Document analysis
- Mind mapping
- Root cause analysis
- Vendor assessment

Refer to the *BABOK Guide* for the complete list of techniques.

Stakeholder

Typically involves project managers, implementation subject matter experts, operational support, and any additional stakeholders identified.

Description of Change

This task identifies, explores, and describes different ways of meeting the business need. Possible solution approaches include creating (i.e. building), purchasing (i.e. buying), or a combination of both.

Consider...

Avoid deciding on the ideal solution design too early, and remember that the best designs often emerge from ongoing conversations with customers to better understand context and needs.

Example: There are factors to consider when redesigning an end-to-end business process. The process redesign team will typically identify options that can be discussed with business experts.

See *BABOK Guide* – 11.5 The Business Process Management Perspective

Certifications: ECBA, CCBA, CBAP – Refer to the *BABOK Guide* for study purposes
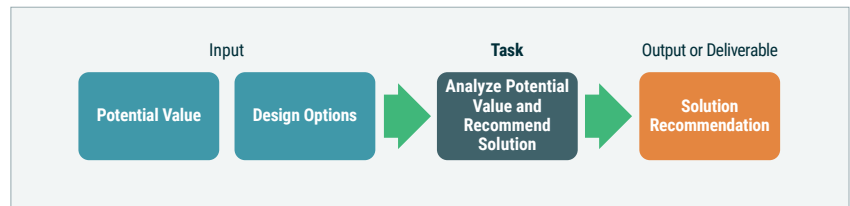
Analyze Potential Value and Recommend Solution

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business objectives
- Current state description
- Future state description
- Risk analysis results
- Solution scope

Task Inputs and Outputs

Input		Task	Output or Deliverable
Potential Value	Design Options	Analyze Potential Value and Recommend Solution	Solution Recommendation

Purpose or Need

To estimate the potential value for each design option and establish the most appropriate one to meet the enterprise's requirements.

Value

To identify and recommend the solution option that delivers the greatest overall potential value.

Solution

Recommendation of the most appropriate solution based on an evaluation of all defined design options.

Techniques

Frequently used techniques:

- Acceptance and evaluation criteria
- Estimation
- Financial analysis
- Metrics and KPIs
- Risk analysis and management

Refer to the **BABOK Guide** for the complete list of techniques.

Stakeholder

Typically involves sponsors, project managers, subject matter experts, customers, users, and any additional stakeholders identified.

Description of Change

This task assesses the business value of a potential solution and compares options, including trade-offs. Each option has a mix of advantages and disadvantages to consider. The potential value of a solution to a stakeholder is based on the benefits delivered by that solution, associated costs, and identified constraints.

Consider...

When implementing big ideas, proactively own the solutions you propose while staying objective.

Example: In a strategic planning session, actively guide discussions by highlighting long-term impacts and short-term benefits. Balance your vision with stakeholder input to ensure decisions align with both immediate needs and future goals, fostering a collaborative environment that drives comprehensive solutions.

See *Guide to Business Data Analytics* – 3.19 The Big Idea

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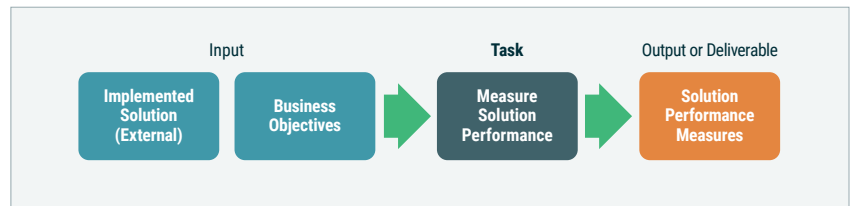
Measure Solution Performance

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Change strategy
- Future state description
- Requirements (validated)
- Solution scope

Task Inputs and Outputs

Input	Task	Output or Deliverable
Implemented Solution (External)	Measure Solution Performance	Solution Performance Measures
Business Objectives		

Purpose or Need

To define performance measures and use the data collected to evaluate the effectiveness of a solution in relation to the value it brings.

Value

The ability to measure the solution's performance against various metrics, such as stakeholder satisfaction, process efficiency, and financial outcomes.

Solution

Measures that provide information on how well the solution is performing or could potentially perform.

Techniques

Frequently used techniques:

- Acceptance and evaluation criteria
- Benchmarking and market analysis
- Metrics and KPIs
- Non-functional requirements analysis
- Financial analysis

Refer to the **BABOK Guide** for the complete list of techniques.

Stakeholder

Typically involves sponsors, project managers, subject matter experts, customers, users, regulators, and any additional stakeholders identified.

Description of Change

This task defines the most appropriate way to assess the performance of a solution, including how it aligns with enterprise goals and objectives, and performs the assessment.

Consider...

Measuring performance is often the starting point when a facet of an enterprise is underperforming. Good analysis can identify appropriate metrics that can provide valuable quantitative data.

Example: Key performance indicators (KPIs) and objectives and key results (OKRs) can be used to quantify issues and establish accurate evaluation parameters for an analytics model that can, in turn, be used to answer important research questions.

See *Guide to Business Data Analytics* – 2.3.4 Perform Data Analysis

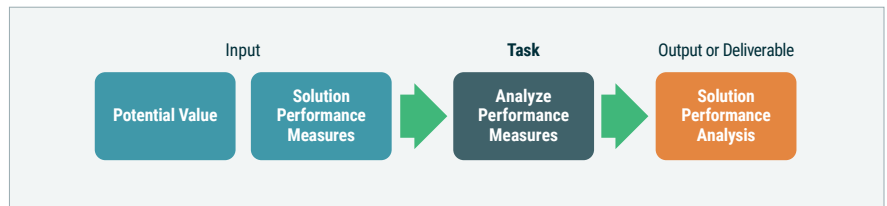Certifications: CCBA, CBAP – Refer to the *BABOK Guide* for study purposes

Analyze Performance Measures

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Change strategy
- Future state description
- Risk analysis results
- Solution scope

Task Inputs and Outputs

Input		Task	Output or Deliverable
Potential Value	Solution Performance Measures	Analyze Performance Measures	Solution Performance Analysis

Purpose or Need

To provide insights into the performance of a solution in relation to the value it brings.

Value

To understand whether the solution is bringing the intended value.

Solution

Results of the measurements collected and analyzed.

Techniques

Frequently used techniques:

- Acceptance and evaluation criteria
- Data mining
- Metrics and KPIs
- Observation
- Root cause analysis

Refer to the *BABOK Guide* for the complete list of techniques.

Stakeholder

Typically involves sponsors, project managers, subject matter experts, and any additional stakeholders identified.

Description of Change

This task examines information on a solution's performance, verifies its accuracy, and assesses the value it delivers to the enterprise and stakeholders. It also determines whether the solution is meeting business needs.

Consider...

Meaningful performance measures help drive valuable insights for improvements for various initiatives.

Example: Consider a team making ongoing improvements to an existing business process. Making minor changes minimizes disruption for customers and allows the team to measure the effectiveness of those changes. New insights can lead to minor changes that can be measured and analyzed. This can be repeated until the desired value is achieved.

See *BABOK Guide* – 11.5 The Business Process Management Perspective

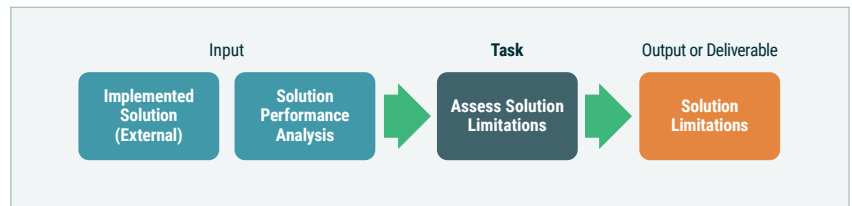Certifications: CCBA, CBAP – Refer to the *BABOK Guide* for study purposes

Assess Solution Limitations

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Change strategy
- Risk analysis results
- Solution scope

Task Inputs and Outputs

Input → **Task** → **Output or Deliverable**

Implemented Solution (External) | Solution Performance Analysis → Assess Solution Limitations → Solution Limitations

---

⊘ Purpose or Need

To determine the factors internal to the solution that restrict the full realization of value.

Value

To understand solution limitations and their impact on the solution.

Solution

A description of the current limitations of the solution, including constraints and defects.

Techniques

Frequently used techniques:

- Acceptance and evaluation criteria
- Item tracking
- Lessons learned
- Risk analysis and management
- Root cause analysis

Refer to the *BABOK Guide* for the complete list of techniques.

Stakeholder

Typically involves sponsors, customers, end users, testers, subject matter experts, and any additional stakeholders who can provide insights into solution limitations.

Description of Change

This task investigates issues within the scope of a solution that may prevent it from meeting current business needs and the potential value.

Consider...

While assessing solution limitations is typically associated with an existing solution in use, it can also be conducted at any stage during solution development.

Example: Consider building a new product in small increments and reviewing each product increment with potential customers. Not only is the team looking for what works well, but they also want to eliminate product limitations to create a better-performing product.

See *Guide to Product Ownership Analysis – Obsess About Value*

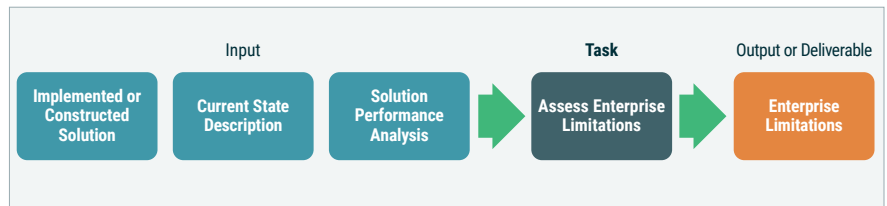Certifications: CCBA, CBAP – Refer to the *BABOK Guide* for study purposes

Assess Enterprise Limitations

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business objectives
- Change strategy
- Future state descriptions
- Risk analysis results
- Solution scope

Task Inputs and Outputs

Input

Implemented or Constructed Solution → Current State Description → Solution Performance Analysis

Task

Assess Enterprise Limitations

Output or Deliverable

Enterprise Limitations

Purpose or Need

To determine how factors external to the solution are restricting value realization.

Value

Understanding limitations at an enterprise level can provide insights into multiple areas of change.

Solution

A description of the current limitations of the enterprise, including how the solution performance is impacting the enterprise.

Techniques

Frequently used techniques:

- Benchmarking and market analysis
- Observation
- Process analysis
- Risk analysis and management
- Root cause analysis

Refer to the *BABOK Guide* for the complete list of techniques.

Stakeholder

Typically involves sponsors, subject matter experts, customers, end users, regulators, and any additional stakeholders who can provide insights into enterprise limitations.

Description of Change

This task investigates issues outside the scope of a solution that may be preventing the enterprise from realizing the full value that a solution can provide, such as culture, operations, technical components, stakeholder interests, or reporting structures.

Consider...

Enterprise context can hinder any type of solution, whether they are enterprise-wide or smaller and localized. Identifying and removing limitations can dramatically improve the value being delivered.

Example: Consider a recently implemented data warehousing solution that is being underutilized. This may be due to stakeholders not fully understanding the solution's capabilities or not knowing how to use it, or because supporting processes have not been clearly defined.

See *BABOK Guide* – 11.2 The Business Intelligence Perspective

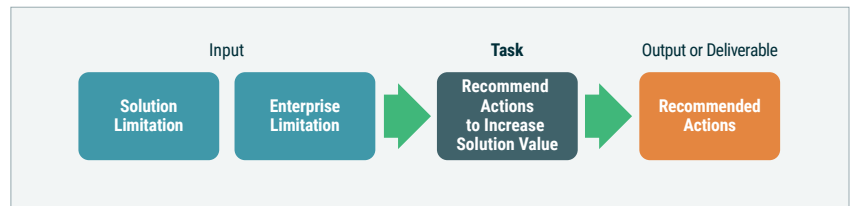Certifications: CCBA, CBAP – Refer to the *BABOK Guide* for study purposes

Recommend Actions to Increase Solution Value

Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business objectives
- Current state description
- Solution scope

Input		Task	Output or Deliverable
Solution Limitation	Enterprise Limitation	Recommend Actions to Increase Solution Value	Recommended Actions

Purpose or Need

To understand the factors that create differences between the potential and actual value and to recommend a course of action to align them.

Value

A compiled list of recommendations to maximize solution performance and value realization.

Solution

Recommendation of what should be done to improve the solution's value within the enterprise.

Techniques

Frequently used techniques:

- Decision analysis
- Financial analysis
- Prioritization
- Process analysis
- Risk analysis and management

Refer to the **BABOK Guide** for the complete list of techniques.

Stakeholder

Typically involves sponsors, subject matter experts, customers, end users, and any additional stakeholders identified.

Description of Change

This task identifies and defines recommendations for the enterprise to increase the value a solution can deliver. This may include removing, improving, replacing, or retiring existing solution elements. It could also include taking no action.

Consider...

Regardless of the approach used, effective business analysis can help create greater value by recommending actions to address both solution and enterprise limitations.

Example: Consider an underperforming solution that has a large technology component. Well-developed recommendations could include redesigning processes, developing training modules, or creating learning materials, as well as addressing non-functional requirements such as data latency and data quality.

See *BABOK Guide* – 11.3 The Information Technology Perspective

Certifications: CCBA, CBAP – Refer to the *BABOK Guide* for study purposes

6. Summary

The Business Analysis Standard is the foundation for effective business analysis. It describes how business analysis as a discipline:

- Is used in many industry contexts to deliver exceptional business outcomes
- Promotes practical application of good practices, processes, methodologies, and techniques
- Provides a starting point to build organizational standards

It describes how business analysis as a practice:

- Focuses on driving value for both organizations and customers through analysis and applying key competencies
- Can be used at different levels, including strategic, initiative, or delivery, to produce desired results
- Offers a variety of career paths for business analysis professionals, both new and seasoned

Professionals who understand business analysis and have a high degree of proficiency and competency can leverage those skills and experience in a variety of careers.

The *Standard:*

- Provides a quick, concise, and valuable introduction to business analysis
- Defines foundational terms
- Demonstrates the range of initiatives that benefit from good business analysis
- Emphasizes the equal importance placed on requirements and designs
- Identifies traceability as a way to connect a team's work to the overall strategy
- Introduces the baccm as a construct for effective business analysis
- Emphasizes the importance of mindset as a prerequisite for good business analysis
- Illustrates that building the mindset requires deliberate application
- Identifies foundational competencies and techniques
- Introduces 30 business analysis tasks within six knowledge areas
- Provides examples of how the 30 tasks apply to numerous business contexts and across all types of initiatives

THE BUSINESS ANALYSIS STANDARD

The Business Analysis Standard provides a simplified, comprehensive, inclusive view of foundational concepts for effective business analysis in an easy-to-use format and shapes the direction for the future development of business analysis standards and resources.

About IIBA

For over 20 years, the International Institute of Business Analysis™ (IIBA®) has helped shape the practice of business analysis to achieve better enterprise outcomes. A professional association with 30,000 members, 120 chapters, 1,500 volunteers, and 500 partners worldwide, IIBA supports the recognition of business analysis within organizations. It enables networking and community engagement, provides foundational standards and resources, and offers internationally recognized certification programs for career advancement.

IIBA Resource Collection

IIBA resource collection offers a wide range of knowledge and insights into the profession and practice of business analysis for the entire business community. Standards such as *A Guide to the Business Analysis Body of Knowledge (BABOK Guide),* the *Agile Extension to the BABOK Guide, The Guide to Business Data Analytics (BDA Guide)*, and *The Guide to Product Ownership Analysis (POA Guide)* represent the most widely accepted practices of business analysis around the world.

For more information, visit iiba.org.

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