The Standard for Business Analysis

Introduction

- This standard covers the foundational concepts of business analysis and how business analysis supports organizational strategy, governance, portfolio management, program management, project management, and the project environment, as well as business analysis's contribution to achieving business outcomes.
- It also includes information on the roles o the business analyst, differing project life cycles, and diverse stakeholders.
- A standard is established by an authority, by custom, or by general consent as a model or example. This standard provides a foundational reference for anyone *performing business analysis in support of portfolios, programs, projects, and operations*.
- This standard describes the nature of business analysis processes in terms of the ***integration*** among processes, their interactions, and the purposes they serve.
- In this standard and guide, the term ***business*** represents the area of the organization that possesses the problem or opportunity to be investigated. The investigation and subsequent analysis is performed using business analysis.

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Business Analysis and Requirements

- ***Business analysis*** is defined as the application of knowledge, skills, tools, and techniques to:
  1. Determine problems and opportunities;
  2. Identify business needs and recommend viable solutions to meet those needs and support strategic decision making;
  3. Elicit, analyze, specify, communicate, and manage requirements and other product information; and
  4. Define benefits and approaches for measuring and realizing value, and analyzing those results.
- In short, business analysis is the set of activities performed to support the ***delivery of solutions*** that align to business objectives and provide continuous value to the organization
- A ***requirement*** is defined as a condition or capability that is necessary to be present in a product, service, or result to satisfy a business need. Whether they are expressed as *requirement statements*, *use cases*, *user stories*, *backlog items*, or *visual models*, a clear understanding of requirements is essential for developing solutions that meet the business needs.
- Sometimes requirements are unstated because stakeholders are unaware of what is really needed until they use a solution or ***view a prototype.***

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Business Analysis and Requirements

- The same PMI research validates that when business analysis is properly accounted for and executed on programs and projects, the following benefits are achieved:
  1. Requirements are well defined;
  2. Projects are more likely to be delivered on time, within scope, and within budget; and
  3. High-quality solutions are implemented that result in achieving customer satisfaction.
- When business analysis is performed well, program and project outcomes are more likely to be ***aligned with each other*** and with organizational strategies. Also, stakeholder participation and engagement increase, making it easier for the product team to obtain buy-in on the requirements, design, and ultimately, the final solution.
- Business analysis enables the development of high-quality solutions that deliver value to organizations

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How BA Supports Portfolio, Program, and Project Management

- **Portfolio management** is the **centralized management** of one or more groupings of projects, programs, subsidiary portfolios, and operations to achieve strategic objectives. **Programs** focus on achieving a specific set of expected benefits as determined by organizational strategy and objectives, whereas projects are largely concerned with creating specific deliverables that support specific organizational objectives. **Projects** may or may not be part of a program.

- **Business analysis** supports portfolio, program, and project management. Business analysis competencies increase alignment between the higher-level strategies and outcomes of programs and enable portfolio, program, and project management practices and processes.

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How BA Supports Portfolio, Program, and Project Management

- Business analysis begins with defining a situation and a complete understanding of the problem or opportunity that the organization wishes to address; this work is considered **pre-project**. The results of pre-project activities provide information to understand the value a given project provides to the portfolio and program.
- Business analysis activities support portfolio management by helping to **align programs and projects to organizational strategy**. In portfolio, program, and project management, business analysis also involves the elicitation and analysis necessary to define the product scope, requirements, models, and other product information necessary to build a common understanding of the solution and clearly communicate product features to those responsible for developing the end product.
- The business analysis processes performed as part of the **Defining and Aligning Process Group** produce analysis results and other outputs leveraged by **portfolio management**. All other business analysis activities performed outside of the Defining and Aligning Process Group help define the solution and support the work of program and project management.

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The Role of the Business Analyst

- Those who perform business analysis are commonly called **business analysts**, but there are business analysis professionals with other job titles who also perform business analysis activities. Some business analysis professionals are specialized and therefore have a title that reflects that area of their competency; **strategic business analyst**, **data analyst**, **process analyst**, or **systems analyst** are a few examples of these roles.
- When the term **business analyst** is used, it is done for the sake of brevity and should always be considered a reference to anyone performing business analysis, regardless of the title a person holds or the percentage of job function spent on the work. The objective of this standard is to establish an understanding about business analysis and not job titles.
- This standard establishes an understanding of business analysis by presenting 35 business analysis processes to explain the work and discussing these in context to the Process Groups and Knowledge Areas to which each relates.

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The Role of the Business Analyst

- **Project managers** and **business analysts** serve in critical leadership roles on programs and projects. When these roles partner and collaborate effectively, a project has a greater chance of being successful. While collaboration is key, many projects and organizations struggle with or confuse project manager and business analyst responsibilities. These struggles are compounded when the project manager and business analyst report into different functional units, or when these roles are from different organizations as is often the case when there is a client-supplier relationship
- **Project managers** are responsible for the successful delivery of the project, while business analysts are responsible for successful delivery of the product. Therefore, the processes presented and discussed in this standard are product focused. Sometimes, project management and business analysis activities overlap, which is why project managers and business analysts work closely together. Products, or enhancements to products, are delivered by employing project life cycles.
- For example, project managers are responsible for stakeholders remaining engaged across the project, and business analysts are responsible for stakeholders remaining engaged throughout the business analysis processes. The processes identified in this standard are intended to reduce the confusion and perceived overlap between these two roles.

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Product and Project Life Cycles

- A **product life cycle** is a series of phases that represent the evolution of a product from concept through delivery, growth, maturity, maintenance, and retirement. The number of intermediary phases that a product goes through is dependent on the longevity of the product life cycle.
- A product life cycle may consist of multiple project life cycles. A needs assessment conducted within the product life cycle provides strategic alignment and justification for the investment of a new project. After the project is complete, an evaluation of the product is performed within the product life cycle to determine if a new project is needed to evolve the product. **Business analysis focuses on the entire product life cycle, including the many projects that advance the product.**
- A **project life cycle** is the series of phases through which a project passes from its initiation to its closure. The phases can be sequential or they may overlap. The names, number, and duration of the project phases are influenced by a number of factors, including the management and control needs of the organization(s) involved in the project, the nature of the project itself, its area of application, and the complexity or volatility of the product information.
- The phase or phases associated with the development of features and capabilities can be unitary or composed of multiple iterations. Iterations are generally time-bounded, with a start and end or control point.

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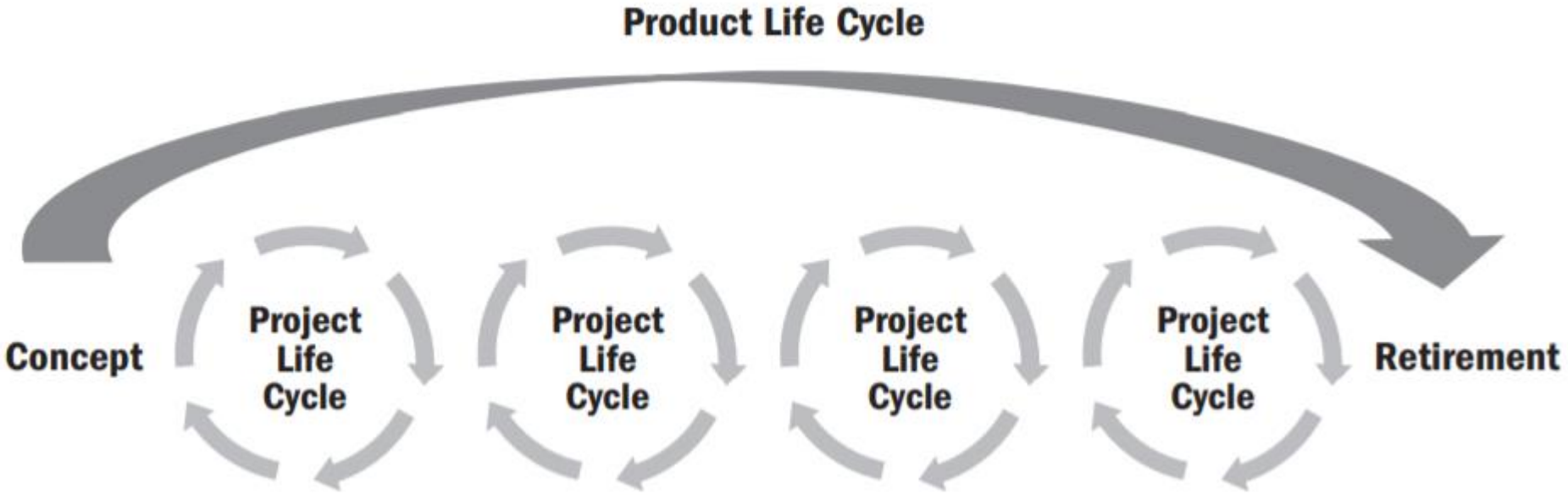
Product and Project Life Cycles

- Figure below illustrates the relationship between product and project life cycles, showing that a product life cycle is comprised of one or more project life cycles. While the diagram is not intended to model life cycle phases, keep in mind that each project life cycle may contain activities related to a part of the product life cycle, for example, product development, product maintenance, and eventually, product retirement.



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Product and Project Life Cycles

- Project life cycles can range along a continuum from **predictive** life cycles at one end to **adaptive** life cycles at the other. In a predictive life cycle, the project deliverables are defined at the beginning of the project, and any changes to the scope are managed. In an adaptive life cycle such as an agile approach, the deliverables are developed over multiple iterations where a detailed scope is defined and approved at the beginning of each iteration.
- Over the past 20 years, the emergence of iterative and adaptive project life cycles has introduced new ways to address product complexity and the ever-increasing pace of change by delivering segments of solutions to stakeholders for early and frequent feedback.
- Whether dealing with iterative or **scrum** projects with time-boxed iterations or sprints or working with projects using the Kanban approach, with continuous flow and work-in-progress limits, the team commits to demonstrating completed features and capabilities to the stakeholders at the end of each delivery.
- For teams using a **Kanban** approach with continuous flow and work-in-progress limits, if the amount of work that needs to be completed exceeds the capacity of the individuals who normally perform that work, one option is for all team members to pitch in; the other is for the flow to be interrupted until the individuals who normally perform that work can take on more work.

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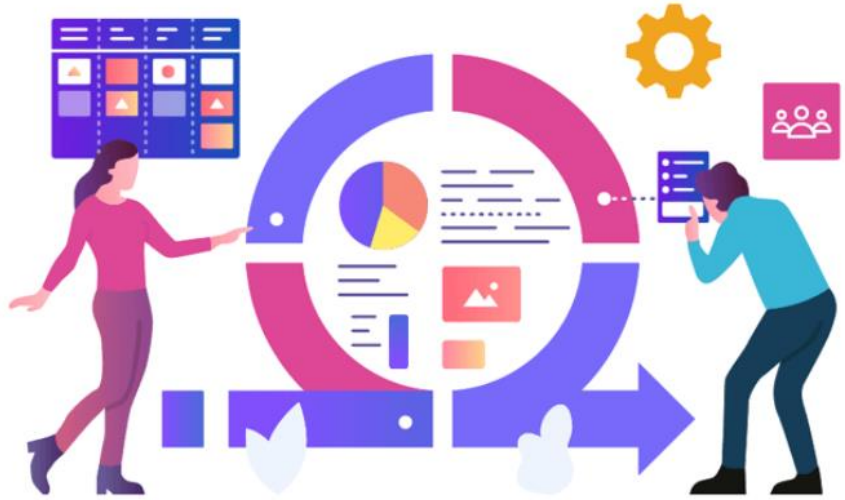
Product and Project Life Cycles

- On cross-functional teams, every team member can typically play more than one role. Specialty resources possess a particular skill, such as business analysis, which they provide to the team by serving as practitioners, mentors, or subject matter experts. With the help of other team members who can advise or mentor them, specialty resources also take on other roles that are less familiar to them to complete the work to which the team is committed.
- Additionally, for adaptive approaches such as scrum and Kanban, from the perspective of business analysis, the entire team is responsible for the work of eliciting and analyzing requirements, whether or not the team has an individual who holds the role of business analyst. One or more people on the team should have sufficient business analysis skills to help the team identify and refine the requirements, so that the team can develop a solution that will satisfy those requirements.



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Knowledge Areas and Process Groups

- **Knowledge Areas** are fields or areas of specialization that are commonly employed when performing business analysis. A Knowledge Area is a set of processes associated with a particular function. In this standard, the Knowledge Areas contain the set of processes that the work of business analysis comprises. Although they are related, the processes do not prescribe a sequence or order. This standard covers the following Business Analysis Knowledge Areas:

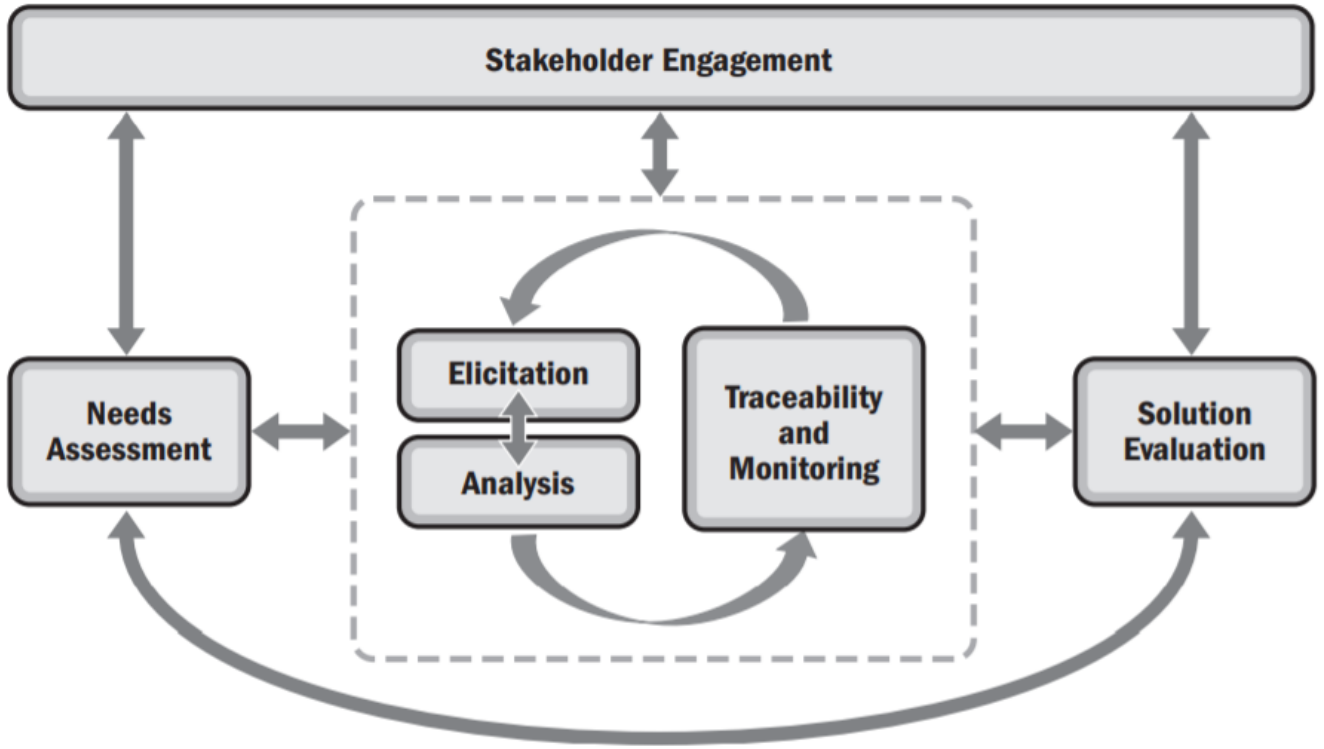
1. **Needs Assessment**. Analyzing current business problems or opportunities to understand what is necessary to attain the desired future state.
2. **Stakeholder Engagement**. Identifying and analyzing those who have an interest in the outcome of the solution to determine how to collaborate and communicate with them.
3. **Elicitation**. Planning and preparing for elicitation, conducting elicitation, and confirming elicitation results to obtain information from sources.
4. **Analysis**. Examining, breaking down, synthesizing, and clarifying information to further understand it, complete it, and improve it.
5. **Traceability and Monitoring**. Tracing, approving, and assessing changes to product information to manage it throughout the business analysis effort.

The Standard for Business Analysis

Knowledge Areas and Process Groups

6. **Solution Evaluation**. Validating a full solution, or a segment of a solution, that is about to be or has already been implemented to determine how well a solution meets the business needs and delivers value to the organization.

- This figure illustrates the relationships that exist among the six Business Analysis Knowledge Areas.
- For example, the processes in the Stakeholder Engagement Knowledge Area are used throughout all business analysis efforts and interact with all the other Business Analysis Knowledge Areas.



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Knowledge Areas and Process Groups

- Within this standard, the nature of business analysis is described through **35 processes** distributed across the **six Business Analysis Process Groups**. Each Process Group is independent of the application area or industry in which it is performed. Processes are not one-time events, and processes can overlap throughout the project and product life cycles. The six Business Analysis Process Groups presented in this standard are defined as follows:

1. **Defining and Aligning Process Group**. The processes performed to investigate and evaluate the viability of initiating a new product or changes to or retirement of an existing product as well as defining scope and aligning products, portfolios, programs, and projects to the overall organizational strategy.
2. **Initiating Process Group**. The process performed to define the portfolio, program, or project objectives and apply resources to a portfolio component, program, project, or project phase.
3. **Planning Process Group**. The processes performed to determine an optimal approach for performing business analysis activities, including how they are adapted for the chosen project life cycle, and to analyze the internal and external stakeholders who will interact and influence the overall definition of the solution.

The Standard for Business Analysis

Knowledge Areas and Process Groups

4. **Executing Process Group**. The processes performed to elicit, analyze, model, define, verify, validate, prioritize, and approve all types of product information, ranging from backlogs to user stories and requirements to constraints.
5. **Monitoring and Controlling Process Group**. The processes performed on an ongoing basis to assess the impact of proposed product changes within a portfolio, program, or project to assess business analysis performance and to promote ongoing communication and engagement with stakeholders.
6. **Releasing Process Group**. The process performed to determine whether all or part of a solution should be released and to obtain acceptance that all or part of a solution is ready to be transitioned to an operational team that will take ongoing responsibility for it.

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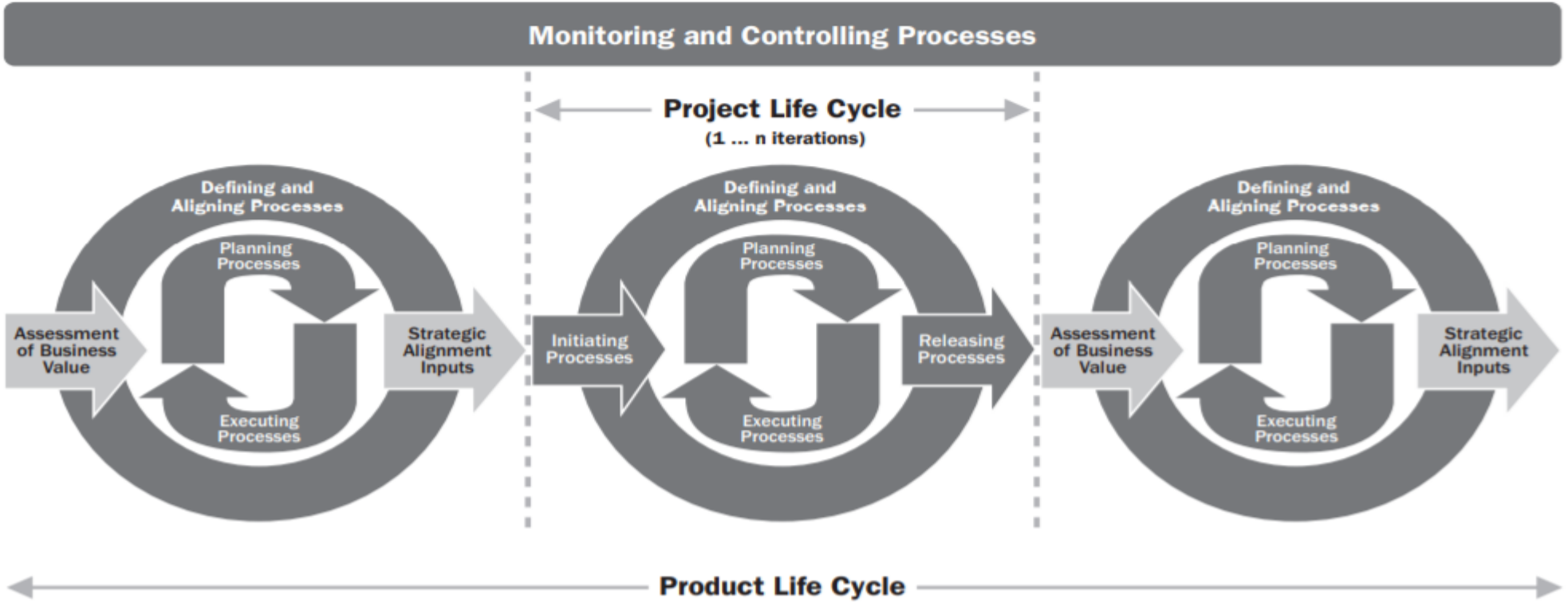
Knowledge Areas and Process Groups

- Figure below depicts the six Business Analysis Process Groups within the product and project life cycles. This figure demonstrates that processes within the Business Analysis Process Groups can be performed within the context of a project and beyond by supporting the activities in portfolio or program management.



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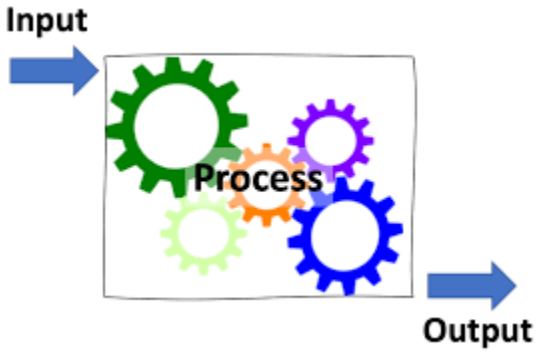
Knowledge Areas and Process Groups



- The output of one process may become an input to another process, a project deliverable, or supporting information, leveraged by portfolio and program management. The definitions of each process, which follow the more detailed descriptions of each Business Analysis Process Group, include a list of typical inputs and outputs.
- Process Groups are not project phases or product life cycle phases. When the project or product life cycle is divided into phases, Process Groups may interact within each phase.
- Individual processes are often iterated several times throughout the product life cycle and even within a project. They may require that decisions or deliverables produced early on be revisited and revised. The timing and duration of the iterations and interactions among processes will vary based on the selected project life cycle. The processes presented in this standard provide a comprehensive picture of the activities that business analysis comprises and are transferable to all delivery methods, from predictive to adaptive and variations in between.

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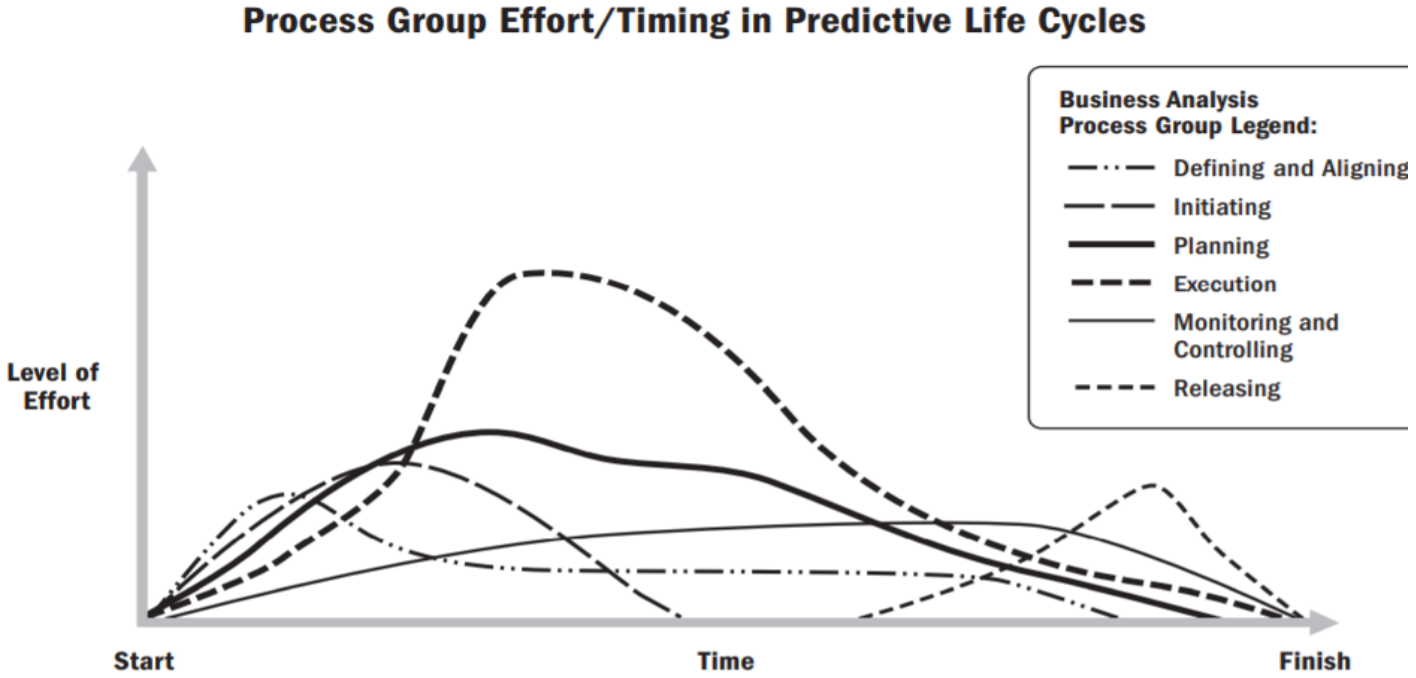
Knowledge Areas and Process Groups

- There are patterns for how the Process Groups are used in support of different project delivery methods:
- **Predictive life cycles**. For predictive life cycles, typically most of the Business Analysis Initiating, Planning, and Executing Process Group activities are conducted earlier in a project, in the front end, along with any defining and aligning that has not been completed prior to project approval. For predictive life cycles, the Business Analysis Releasing Process Group activities are conducted near the end of a project.
- This figure show a typical level of effort expended during each Business Analysis Process Group over the course of a project.



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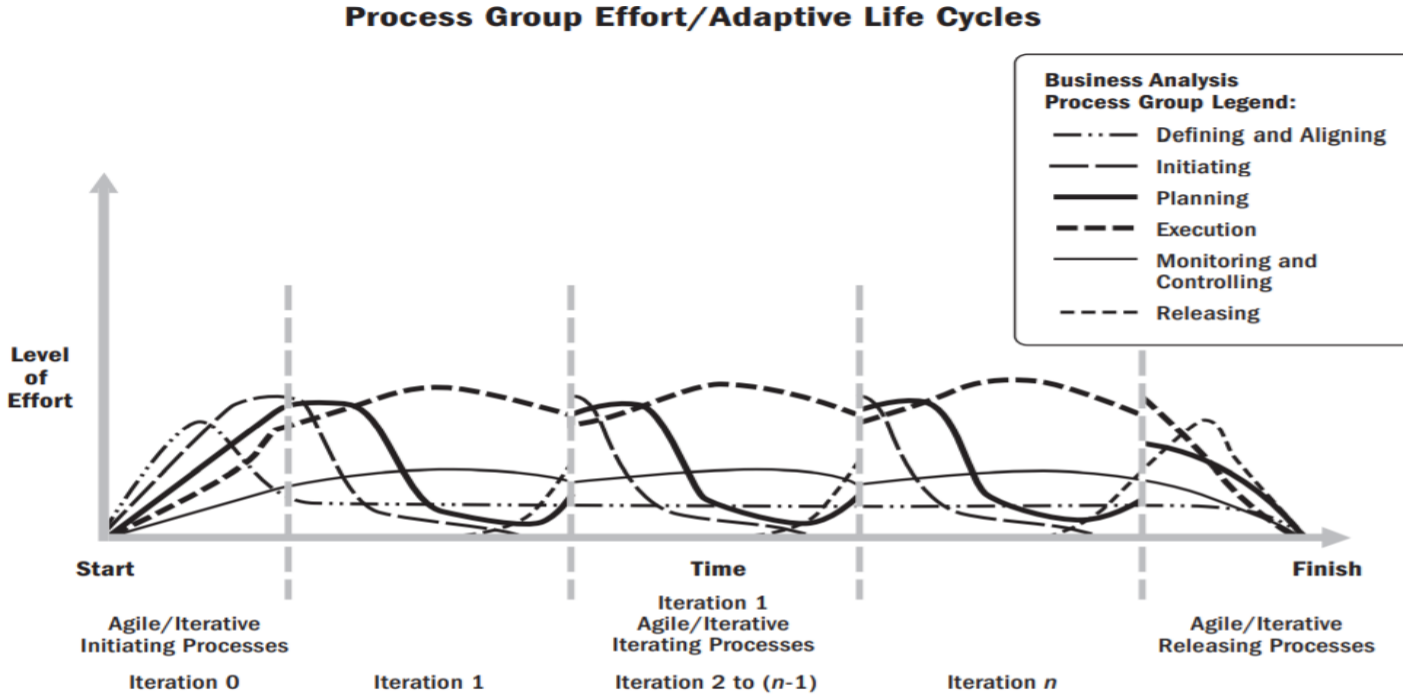
Knowledge Areas and Process Groups

- **Adaptive life cycles**. For adaptive life cycles, all of the Process Groups are focused on the segment of product features or functionality that the team has committed to deliver in each iteration. Each iteration incrementally delivers a segment of a product for early feedback. The feedback from that delivery can impact the commitment priorities for the next iteration. Each iteration is not a mini-predictive life cycle, but rather encompasses whatever level of business analysis effort is necessary for the team to make its commitment.
    - Consequently, the Business Analysis Execution Process Group activities are exercised the most during each iteration. Some teams working with an adaptive life cycle use some of the time within an iteration to look ahead and start Business Analysis Execution Process Group activities for product backlog items that are likely to be delivered in the next one or two iterations.



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Knowledge Areas and Process Groups

- The table reflects the mapping of the **35 business analysis processes** that are within the six Business Analysis Process Groups and the six Knowledge Areas. Within this standard, processes are numbered according to the sequence in which they appear within each Process Group. Within the guide, processes are numbered according to the sequence they appear within each Knowledge Area.

Process Groups

35 Processes

Knowledge Areas

Knowledge Areas	Business Analysis Process Groups[A]					
	Defining and Aligning Process Group (2)	Initiating Process Group (3)	Planning Process Group (4)	Executing Process Group (5)	Monitoring and Controlling Process Group (6)	Releasing Process Group (7)
4. Needs Assessment	4.1 Identify Problem or Opportunity (2.1) 4.2 Assess Current State (2.2) 4.3 Determine Future State (2.3) 4.4 Determine Viable Options and Provide Recommendation (2.4) 4.5 Facilitate Product Roadmap Development (2.5) 4.6 Assemble Business Case (2.6)	4.7 Support Charter Development (3.1)				
5. Stakeholder Engagement	5.1 Identify Stakeholders (2.7)		5.2 Conduct Stakeholder Analysis (4.1) 5.3 Determine Stakeholder Engagement and Communication Approach (4.2) 5.4 Conduct Business Analysis Planning (4.3)	5.5 Prepare for Transition to Future State (5.1)	5.6 Manage Stakeholder Engagement and Communication (6.1) 5.7 Assess Business Analysis Performance (6.2)	
6. Elicitation			6.1 Determine Elicitation Approach (4.4)	6.2 Prepare for Elicitation (5.2) 6.3 Conduct Elicitation (5.3) 6.4 Confirm Elicitation Results (5.4)		
7. Analysis			7.1 Determine Analysis Approach (4.5)	7.2 Create and Analyze Models (5.5) 7.3 Define and Elaborate Requirements (5.6) 7.4 Define Acceptance Criteria (5.7) 7.5 Verify Requirements (5.8) 7.6 Validate Requirements (5.9) 7.7 Prioritize Requirements and Other Product Information (5.10) 7.8 Identify and Analyze Product Risks (5.11) 7.9 Assess Product Design Options (5.12)		
8. Traceability and Monitoring			8.1 Determine Traceability and Monitoring Approach (4.6)	8.2 Establish Relationships and Dependencies (5.13) 8.3 Select and Approve Requirements (5.14)	8.4 Manage Changes to Requirements and Other Product Information (6.3)	
9. Solution Evaluation	9.1 Evaluate Solution Performance (2.8)		9.2 Determine Solution Evaluation Approach (4.7)	9.3 Evaluate Acceptance Results and Address Defects (5.15)		9.4 Obtain Solution Acceptance for Release (7.1)

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Defining and Aligning Process Group

- The **Defining and Aligning Process Group** consists of the processes performed to investigate and evaluate the viability of initiating a new product, making changes to an existing product, or retiring a product; it also includes defining scope and aligning products, portfolios, programs, and projects to the overall organizational strategy.
- Within the Defining and Aligning Process Group, analysis is conducted to investigate a current business problem or opportunity of significance to the business. An assessment of the current internal and external environments and current capabilities of the organization is performed to identify any organizational capability gaps that might impede the business from achieving its strategic goals and objectives.
- The culmination of the analysis conducted within the Defining and Aligning processes is applied to formulate a set of viable solution options, any one of which, if pursued, would enable the organization to address the business need and support the organization's strategy and objectives.

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Defining and Aligning Process Group

- A critical part of the work performed within the Defining and Aligning Process Group is to **support creating the business case**. The business case provides justification to pursue a solution and some form of enterprise change to address the business need. The results of the analysis performed in the Defining and Aligning Process Group provide essential information used by the business to initiate portfolio components, programs, and projects to realize strategy, satisfy business objectives, and increase the value delivered by existing or new portfolios.
- These activities typically involve supporting the business with the development of the business case by leveraging the knowledge gained when defining the business need and analyzing the current and desired future state. **Business case assessment, approval, and funding activities are performed prior to the initiation of the resulting portfolio component, program, or project**.
- Much of the business analysis work performed within the Defining and Aligning Process Group is leveraged within **portfolio and program management**. When reviewing portfolios, portfolio components are evaluated to check that performance is as expected and continues to support the organization’s strategy and objectives.

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Defining and Aligning Process Group

- The table depicts the relationship among the processes that are within the Business Analysis Defining and Aligning Process Group and portfolio management.

Business Analysis Process Group	Business Analysis Process[A]	Portfolio Management Performance Domain
Defining and Aligning	4.1 Identify Problem or Opportunity (2.1) 4.2 Assess Current State (2.2) 4.3 Determine Future State (2.3) 4.4 Determine Viable Options and Provide Recommendation (2.4) 4.5 Facilitate Product Roadmap Development (2.5) 4.6 Assemble Business Case (2.6) 9.1 Evaluate Solution Performance (2.8)	Strategic Management
	4.2 Assess Current State (2.2) 4.3 Determine Future State (2.3)	Capacity and Capability Management
	5.1 Identify Stakeholders (2.7)	Portfolio Stakeholder Engagement
	4.6 Assemble Business Case (2.6) 9.1 Evaluate Solution Performance (2.8)	Value Management

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Defining and Aligning Process Group

- Table below shows the relationship between the Defining and Aligning Process Group in **business analysis** and the Initiating Process Group in **project management**.

Business Analysis Process Group	Business Analysis Process[A]	Project Management Process	Project Management Process Group
Defining and Aligning	5.1 Identify Stakeholders (2.7)	13.1 Identify Stakeholders	Initiating

- The key connection point is the work to identify stakeholders. This activity is important prior to project initiation to obtain a sense of which stakeholders can help in defining the business need and identifying associated risks; this work is revisited by project managers during project initiation to obtain a sense of the stakeholders who will be involved in the project.
- Organizational or project needs may determine how stakeholder identification and management is best performed. Because business analysis and project management both rely on the results of stakeholder identification, there should be a high level of collaboration between roles.

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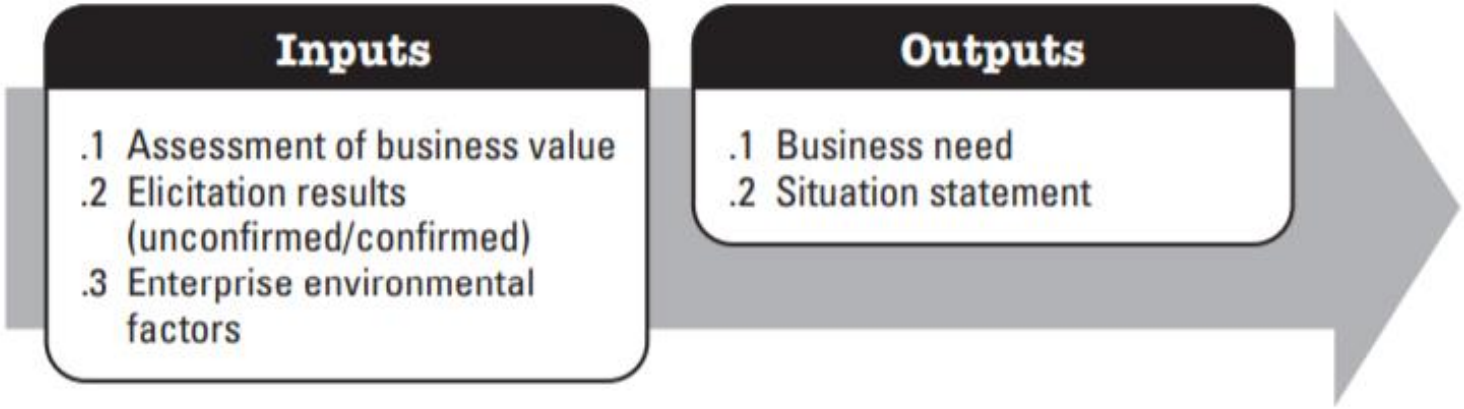
Defining and Aligning Process Group

Process 1: Identify Problem or Opportunity

- Identify Problem or Opportunity is the process of identifying the problem to be solved or the opportunity to be pursued. The key benefit of this process is the formation of a clear understanding of the situation that the organization is considering to address. If the problem or opportunity is not thoroughly understood, the organization may pursue a solution that does not address the business need. The inputs and outputs for this process are shown in figure below.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



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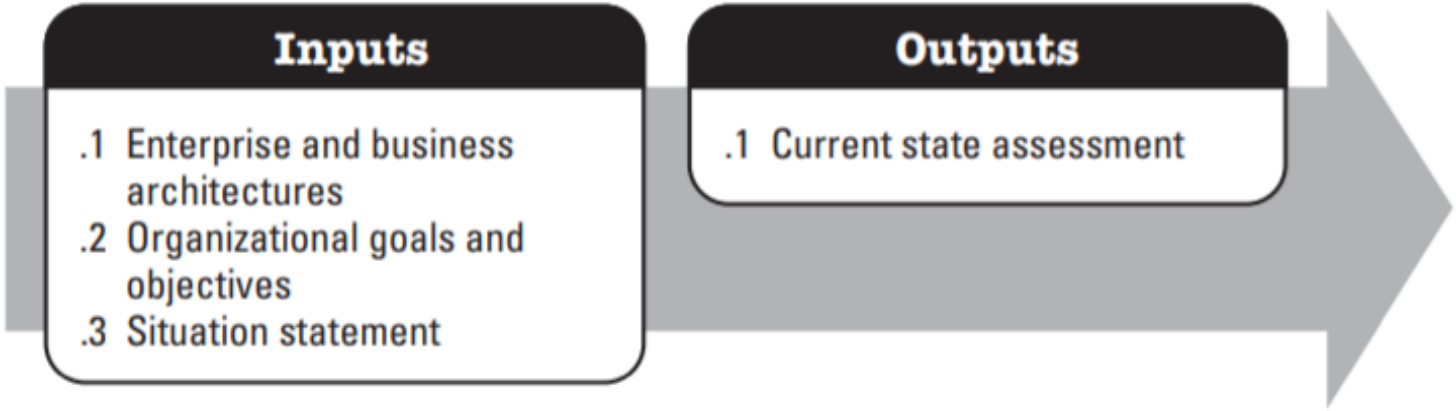
Defining and Aligning Process Group

Process 2: Assess Current State

- Assess Current State is the process of examining the current environment under analysis to understand important factors that are internal or external to the organization, which may be the cause or reason for a problem or opportunity. The key benefit of this process is that it provides a sufficient understanding of the existing state of the organization, providing context for determining which elements of the current state will remain unchanged and which changes are necessary to achieve the future state.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



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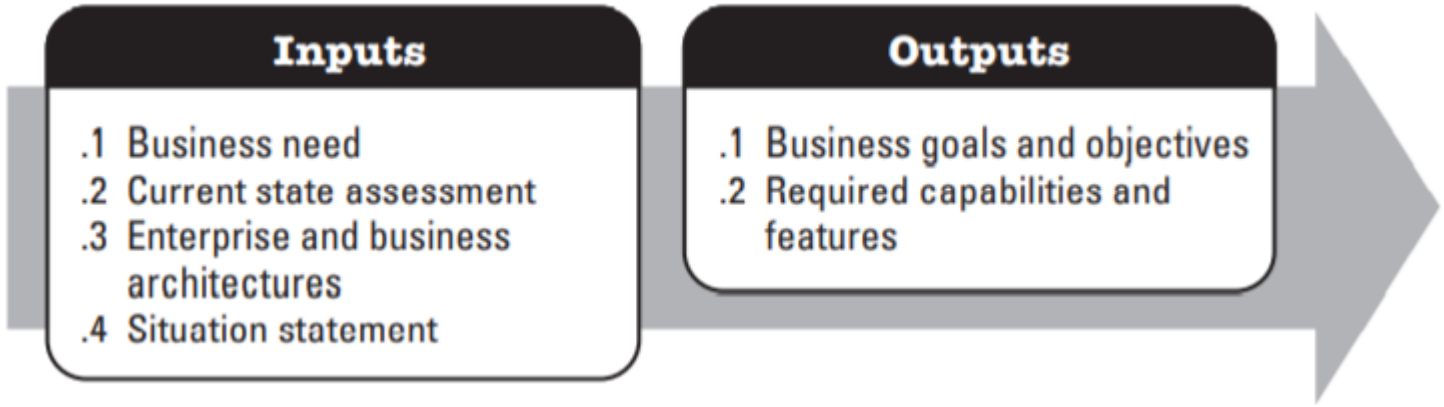
Defining and Aligning Process Group

Process 3: Determine Future State

- Determine Future State is the process of determining gaps in existing capabilities and a set of proposed changes necessary to attain a desired future state that addresses the problem or opportunity under analysis. The key benefit of this process is the resulting identification of a set of capabilities required for the organization to be able to transform from the current state to the desired future state and satisfy the business need.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



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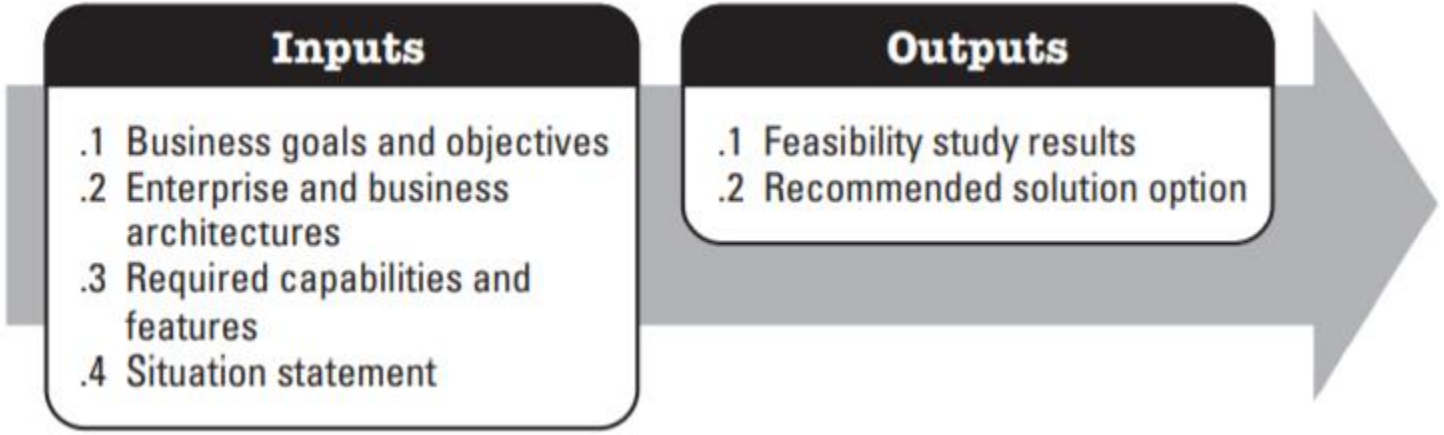
Defining and Aligning Process Group

Process 4: Determine Viable Options and Provide Recommendation

- Determine Viable Options and Provide Recommendation is the process of applying various analysis techniques to examine possible solutions for meeting the business goals and objectives and to determine which of the options is considered the best possible one for the organization to pursue. The key benefits of this process are that it validates the feasibility of proposed solutions and promotes the best course of action for executives and decision makers to meet the business goals and objectives

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



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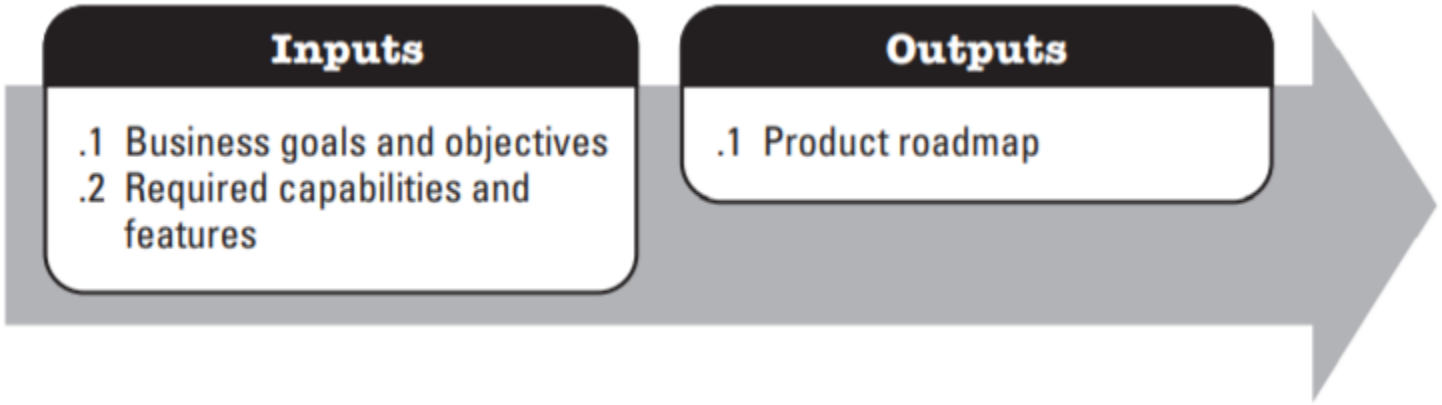
Defining and Aligning Process Group

Process 5: Facilitate Product Roadmap Development

- Facilitate Product Roadmap Development is the process of supporting the development of a product roadmap that outlines, at a high level, which aspects of a product are planned for delivery over the course of a portfolio, program, or one or more project iterations or releases, and the potential sequence for the delivery of these aspects. The key benefit of this process is that it creates shared expectations among stakeholders for the deliverables and the potential order in which they will be delivered

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



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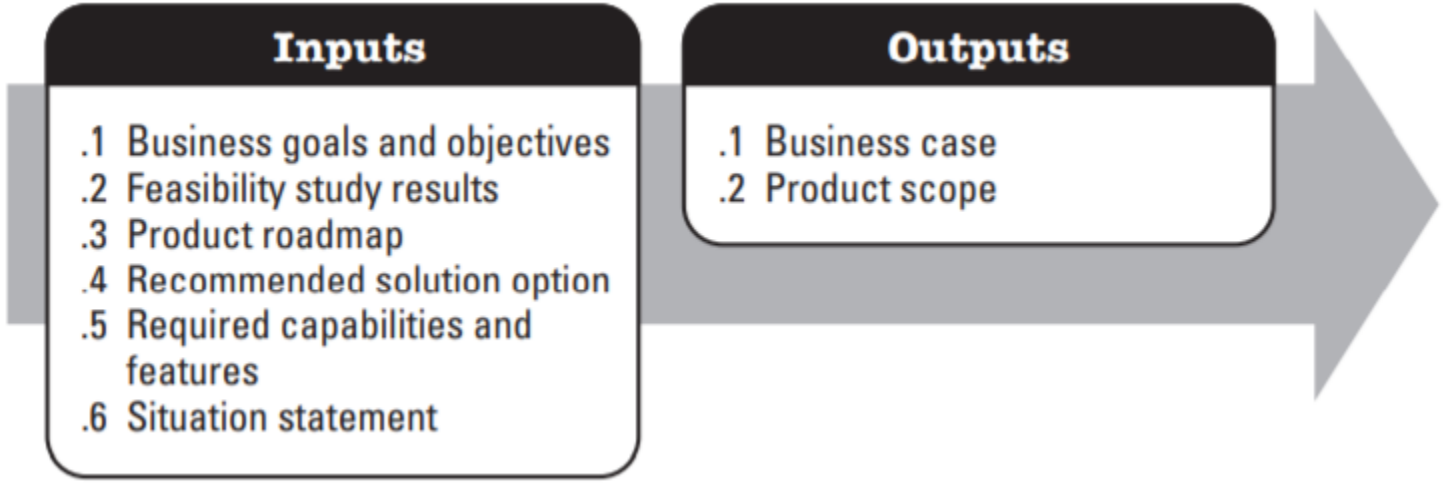
Defining and Aligning Process Group

Process 6: Assemble Business Case

- Assemble Business Case is the process of synthesizing well-researched and analyzed information to support the selection of the best portfolio components, programs, or projects to address the business goals and objectives. The key benefit of this process is that it helps organizations scrutinize programs and projects in a consistent manner, enabling the decision makers to determine whether a program and/or project is worth the required investment.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



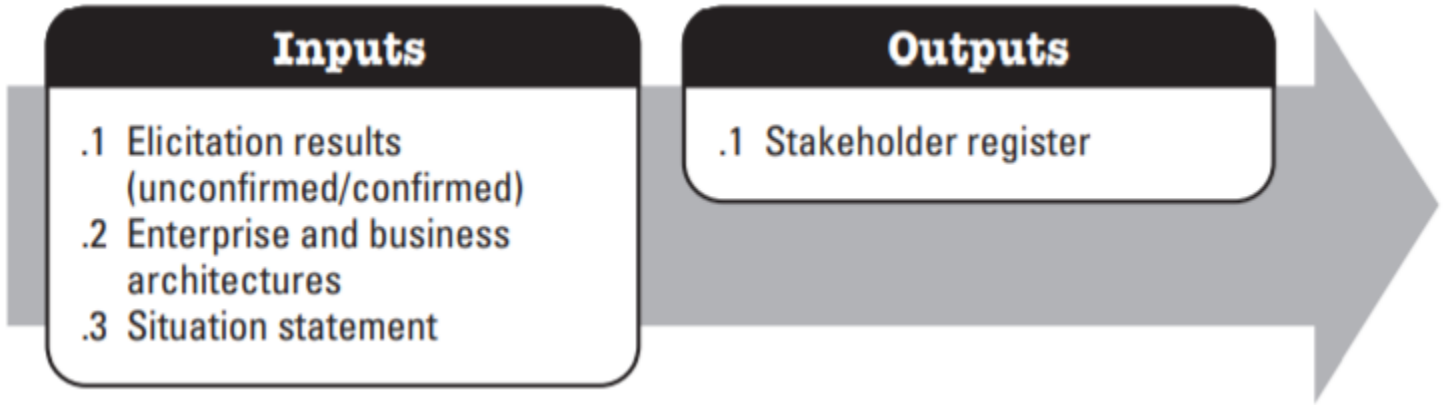
The Standard for Business Analysis

Defining and Aligning Process Group

Process 7: Identify Stakeholders

- Identify Stakeholders is the process of identifying the individuals, groups, or organizations that may impact, are impacted, or are perceived to be impacted by the area under assessment. The key benefit of this process is that it helps determine whose interests should be taken into account throughout the business analysis–related activities

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



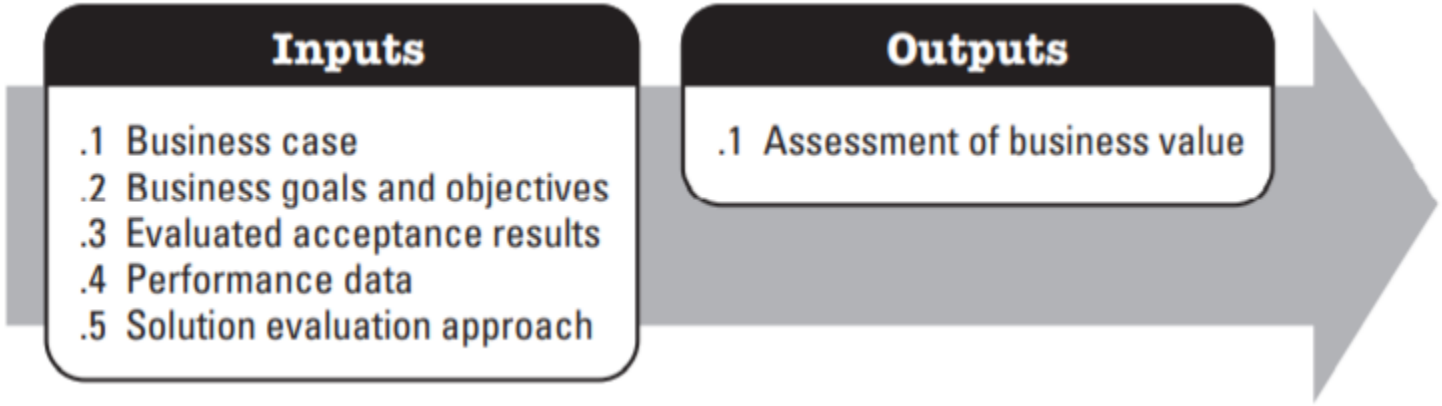
The Standard for Business Analysis

Defining and Aligning Process Group

Process 8: Evaluate Solution Performance

- Evaluate Solution Performance is the process of evaluating a solution to determine whether the implemented solution or solution component is delivering the business value as intended. The key benefit of this process is that the analysis provides tangible data to determine whether the solution that the business has invested in is achieving the expected business results and serves as an input to decisions about future initiatives.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



The Standard for Business Analysis

Initiating Process Group

- The Initiating Process Group consists of the one business analysis process performed to define the portfolio, program, or project objectives and apply resources to a portfolio component, program, project, or project phase. Once a portfolio component, program, or project is approved, the business case is translated into a charter.
- Analysis performed within the Defining and Aligning Process Group is leveraged to support charter development. The Initiating process is performed within a portfolio or at the start of a program, project, or phase to keep the focus on the business need that the initiative addresses.
- The **key purpose** of the Initiating Process Group is to align the expectations of stakeholders with the portfolio, program, or project purpose; to provide visibility of the scope and objectives; and to demonstrate how stakeholder participation in the initiative and business analysis activities is critical to meet their expectations. This process within the Initiating Process Group helps set the objective of the portfolio, program, or project, and defines what needs to be accomplished to address the business need.

The Standard for Business Analysis

Initiating Process Group

- Table below depicts the relationship between the process within the Business Analysis Initiating Process Group and project management.

Business Analysis Process Group	Business Analysis Process[A]	Project Management Process	Project Management Process Group
Initiating	4.7 Support Charter Development (3.1)	4.1 Develop Project Charter	Initiating

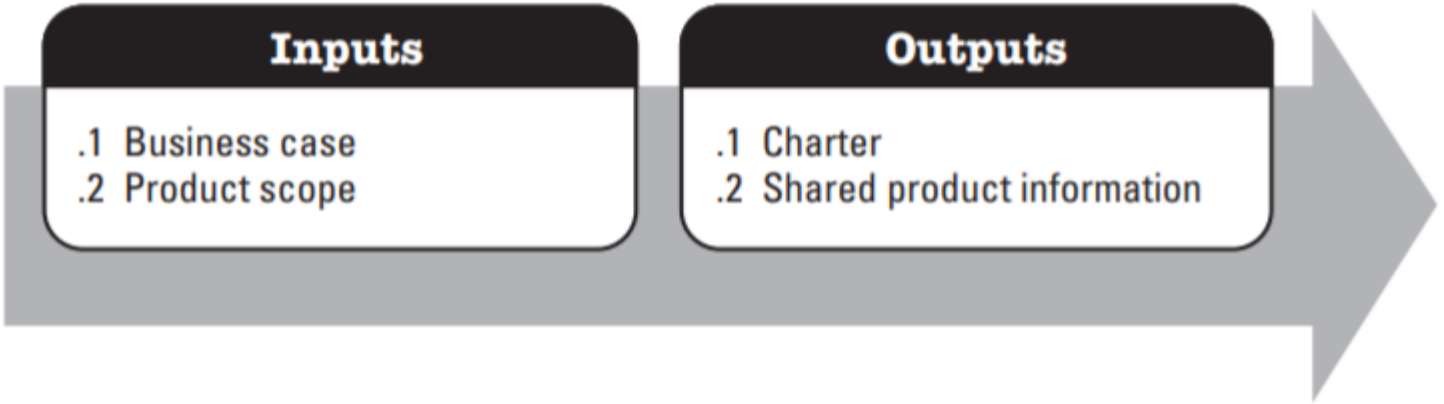
The Standard for Business Analysis

Initiating Process Group

Process 1: Support Charter Development

- Support Charter Development is the process of collaborating on charter development with the sponsoring entity and stakeholder resources using the business analysis knowledge, experience, and product information acquired during needs assessment and business case development efforts. The key benefit of this process is that it enables a smooth transition from the business case to charter development and provides stakeholders with an understanding of the portfolio, program, or project objectives, including product scope and requirements.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



The Standard for Business Analysis

Planning Process Group

- The Planning Process Group consists of the processes performed to determine an optimal approach for performing business analysis activities, including how they are adapted for the chosen project life cycle, and to analyze the internal and external stakeholders who will interact and influence the overall definition of the solution so that:
    1. Business analysis activities and deliverables are defined and agreed upon;
    2. Processes that will be used for engaging stakeholders, eliciting, analyzing, tracing, monitoring, and evaluating are acceptable to key stakeholders; and
    3. Key stakeholders are aware of and support the activities and time commitments required to complete the business analysis effort.
- In the same way that the outputs of the project management planning processes are consolidated to form the project management plan, the outputs of business analysis planning processes are consolidated to form the business analysis plan. Business analysis planning makes it possible to understand the scope of the work, stakeholders' expectations and their risk appetite, dependencies between activities, and the appropriate amount and level of business analysis required for the situation to avoid unrealistic expectations by those involved in the requirements related activities.

The Standard for Business Analysis

Planning Process Group

- Business analysis planning activities work in conjunction with portfolio, program, and project management planning activities; therefore, collaboration is a key consideration so that content is neither duplicated nor contradictory.
- There is no single approach to business analysis planning that works for every situation; ultimately, the project life cycle, context, complexity, and project characteristics, among other considerations, need to be understood to appropriately choose and size the planning activities for the situation
- Significant changes occurring throughout the project life cycle, lessons learned, or retrospectives trigger the need to revisit one or more of the planning processes. This progressive detailing of the approach is called progressive elaboration, indicating that planning and execution are iterative and ongoing activities.

The Standard for Business Analysis

Planning Process Group

- This table depicts the relationship between the processes within the Business Analysis Planning Process Group and project management.

Business Analysis Process Group	Business Analysis Process[A]	Project Management Process	Project Management Process Group
Planning	5.2 Conduct Stakeholder Analysis (4.1)	13.1 Identify Stakeholders	Initiating
	5.3 Determine Stakeholder Engagement and Communication Approach (4.2)	10.1 Plan Communications Management 13.2 Plan Stakeholder Engagement	Planning
	5.4 Conduct Business Analysis Planning (4.3)	4.2 Develop Project Management Plan 5.4 Create WBS 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule 7.2 Estimate Costs 7.3 Determine Budget 9.2 Estimate Activity Resources	Planning
	6.1 Determine Elicitation Approach (4.4) 7.1 Determine Analysis Approach (4.5) 8.1 Determine Traceability and Monitoring Approach (4.6) 9.2 Determine Solution Evaluation Approach (4.7)	5.1 Plan Scope Management 11.1 Plan Risk Management	Planning

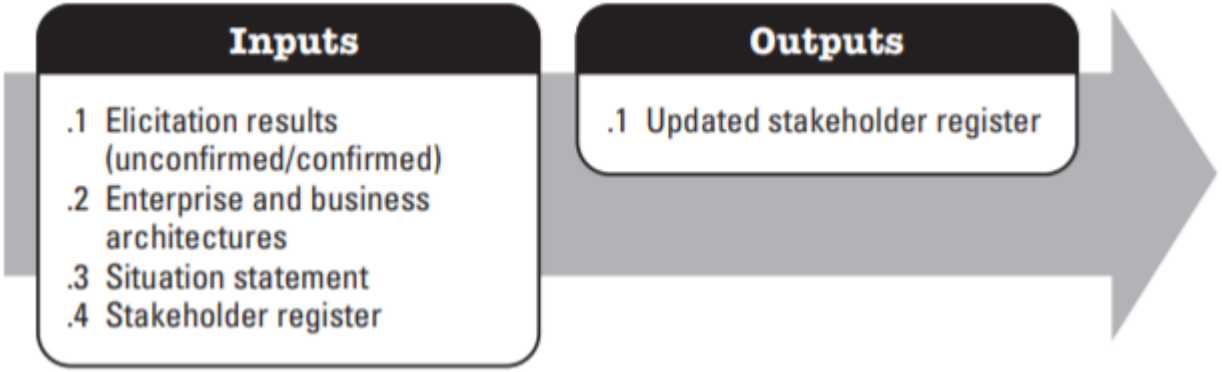
The Standard for Business Analysis

Planning Process Group

Process 1: Conduct Stakeholder Analysis

- Conduct Stakeholder Analysis is the process of researching and analyzing quantitative and qualitative information about the individuals, groups, or organizations that may impact, are impacted, or are perceived to be impacted by the area under assessment. The key benefit of this process is that it provides important insights about stakeholders that can be used when choosing elicitation and analysis techniques, selecting which stakeholders are appropriate to involve at different times in the business analysis efforts, and determining the best communication and collaboration methods to use.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



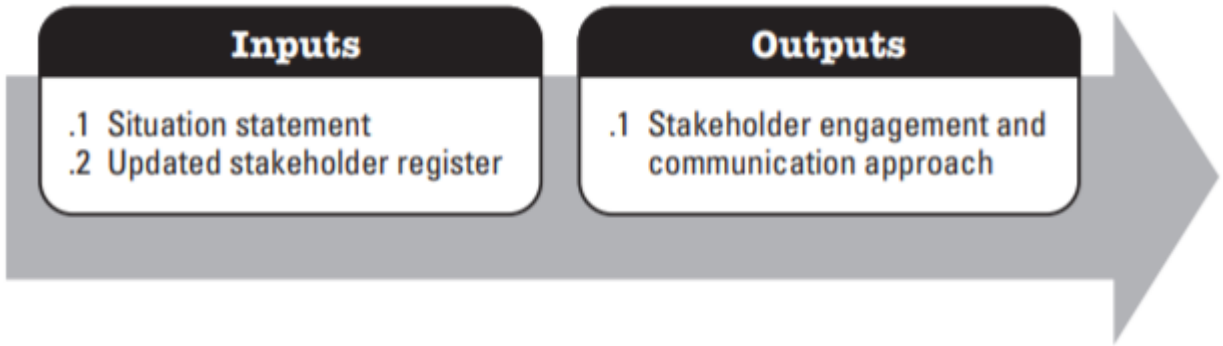
The Standard for Business Analysis

Planning Process Group

Process 2: Determine Stakeholder Engagement and Communication Approach

- Determine Stakeholder Engagement and Communication Approach is the process of developing appropriate methods to effectively engage and communicate with stakeholders throughout the product life cycle, based on an analysis of their needs, interests, and roles within the business analysis process. The key benefit of this process is that it provides a clear, actionable approach to engage stakeholders throughout business analysis and requirements related activities, so that stakeholders receive the right information through the best communication methods and frequency to satisfy the needs of the initiative and meet stakeholder expectations

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



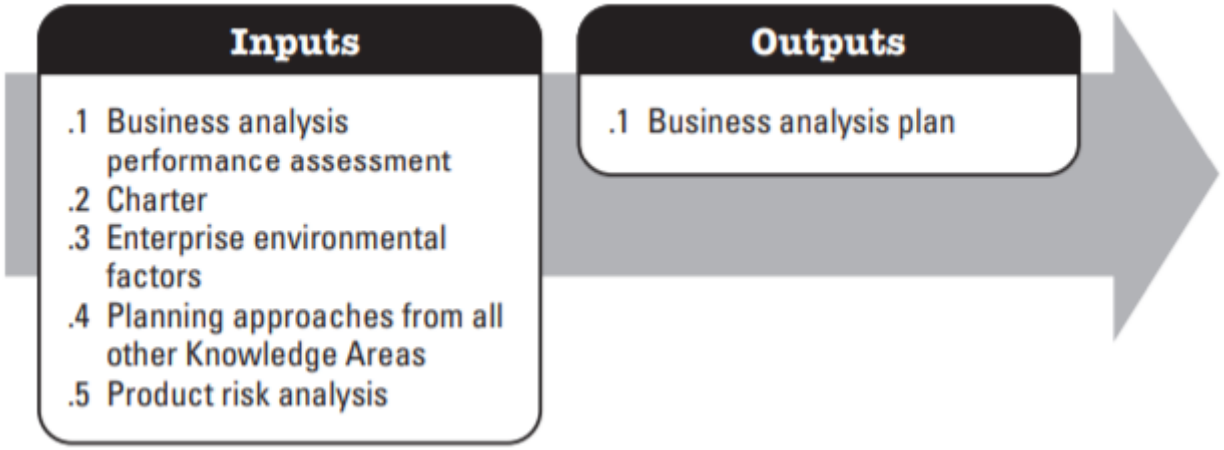
The Standard for Business Analysis

Planning Process Group

Process 3: Conduct Business Analysis Planning

- It is the process performed to obtain shared agreement regarding the business analysis activities the team will be performing and the assignment of roles, responsibilities, and skill sets for the tasks required to successfully complete the business analysis work. The results of this process are assembled into a business analysis plan that may be formally documented and approved, or may be less formal. The results from all of the planning processes should be considered in the overall approach. The key benefit of this process is that it sets expectations by encouraging discussion and agreement on how the business analysis work will be undertaken and avoids confusion regarding roles and responsibilities during execution.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



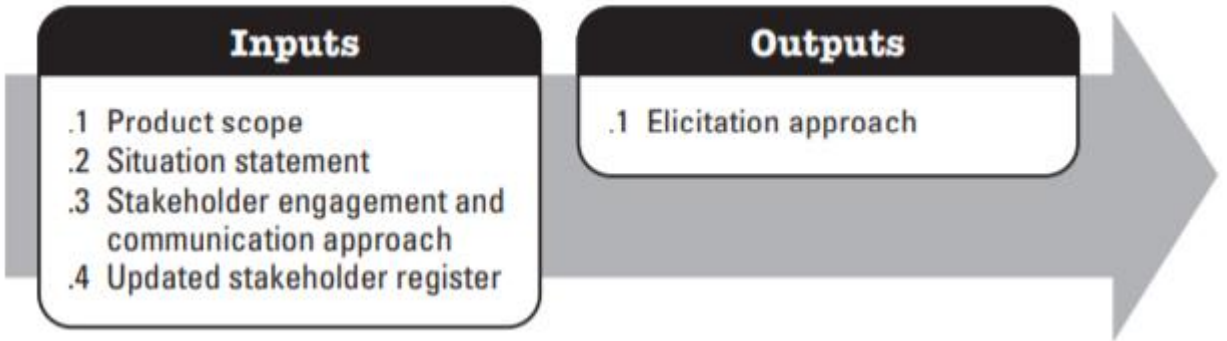
The Standard for Business Analysis

Planning Process Group

Process 4: Determine Elicitation Approach

- Determine Elicitation Approach is the process of thinking through how elicitation activities will be conducted, which stakeholders will be involved, which techniques may be used, and the order in which the elicitation activities are best performed. The key benefits of this process are efficient use of stakeholder time, effective stakeholder collaboration, and an organized approach to elicitation.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



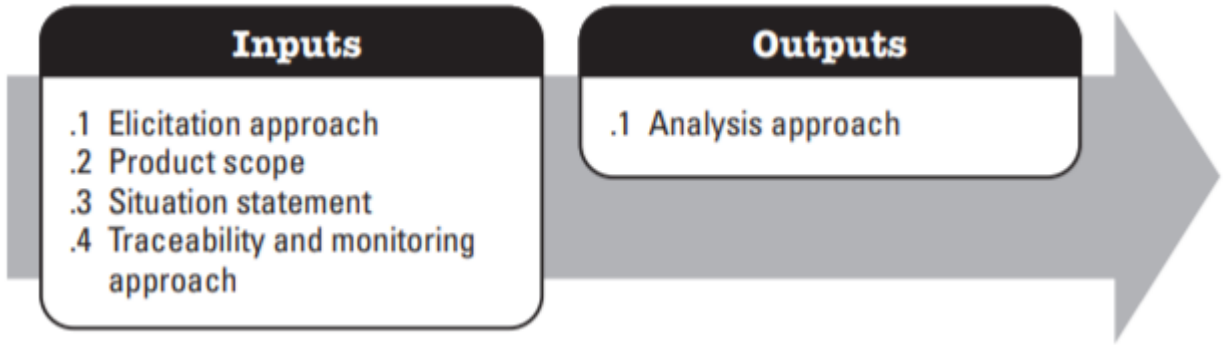
The Standard for Business Analysis

Planning Process Group

Process 5: Determine Analysis Approach

- Determine Analysis Approach is the process of thinking ahead about how analysis will be performed, including what will be analyzed; which models will be most beneficial to produce; and how requirements and other product information will be verified, validated, and prioritized. The key benefit of this process is that it supports a shared understanding of the business analysis work to be performed to develop the solution.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



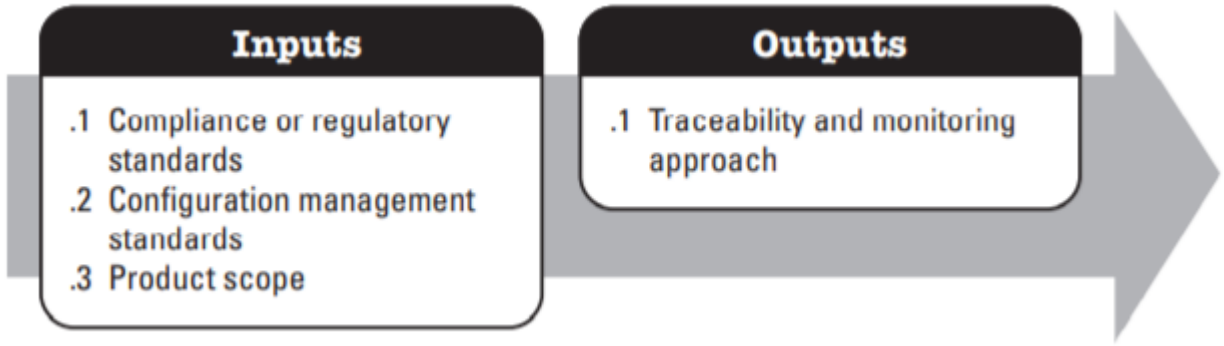
The Standard for Business Analysis

Planning Process Group

Process 6: Determine Traceability and Monitoring Approach

- Determine Traceability and Monitoring Approach is the process of considering how traceability will be performed on the portfolio, program, project, or product, and defining how requirement changes will be managed. The key benefit of this process is that it appropriately sizes the level of traceability and formality of the requirements change management process for the situation.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



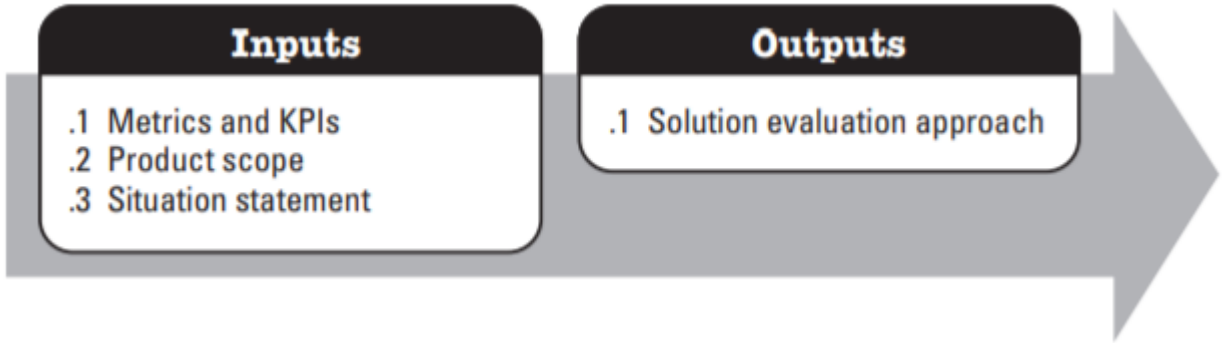
The Standard for Business Analysis

Planning Process Group

Process 7: Determine Solution Evaluation Approach

- Determine Solution Evaluation Approach is the process of determining which aspects of the organization and/or solution will be evaluated, how performance will be measured, when performance will be measured, and by whom. The key benefit of this process is that performance indicators and metrics are selected or defined so they can be collected, reported on, and evaluated to support the continual improvement of the organization and/or product.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



The Standard for Business Analysis

Executing Process Group

- The Executing Process Group involves coordinating with stakeholders and using available product information to perform the appropriate business analysis activities. These processes are performed to identify, analyze, and evaluate the components of portfolios, programs, and projects.
- A significant amount of the work performed in this Process Group is to elicit, model, prioritize, define, verify, and approve all types of product information, ranging from backlogs to user stories and requirements to constraints. This work includes analyzing product risks, defining and evaluating acceptance criteria, and evaluating solution options.
- During the product life cycle, program, or project execution, it may be necessary to revisit business problems, goals, and objectives; other portfolio components; and the business analysis plan. Additionally, analysis could trigger change requests to previously understood and approved information. Changes to any of these could reveal additional product information and could cause cascading changes to elicitation activities being performed, stakeholders being engaged, analyzed product information details and priorities, any existing approvals, acceptance criteria, and solution options. A large portion of the business analysis budget and effort will be expended in performing the Executing Process Group processes.

The Standard for Business Analysis

Executing Process Group

- This table depicts the relationship between the processes within the Business Analysis Executing Process Group and project management.

Business Analysis Process Group	Business Analysis Process[A]	Project Management Process	Project Management Process Group
Executing	5.5 Prepare for Transition to Future State (5.1)	13.2 Plan Stakeholder Engagement	Planning
	6.2 Prepare for Elicitation (5.2) 6.3 Conduct Elicitation (5.3) 7.2 Create and Analyze Models (5.5) 7.3 Define and Elaborate Requirements (5.6) 7.5 Verify Requirements (5.8) 7.7 Prioritize Requirements and Other Product Information (5.10) 8.2 Establish Relationships and Dependencies (5.13)	5.2 Collect Requirements	Planning
	8.2 Establish Relationships and Dependencies (5.13)	6.3 Sequence Activities	Planning
	6.4 Confirm Elicitation Results (5.4) 7.5 Verify Requirements (5.8) 7.6 Validate Requirements (5.9)	5.5 Validate Scope	Monitoring and Controlling
	7.4 Define Acceptance Criteria (5.7)	8.1 Plan Quality Management	Planning
	7.7 Prioritize Requirements and Other Product Information (5.10) 7.9 Assess Product Design Options (5.12)	5.3 Define Scope	Planning
	7.8 Identify and Analyze Product Risks (5.11)	11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses	Planning
	7.8 Identify and Analyze Product Risks (5.11)	11.6 Implement Risk Responses	Executing
	7.8 Identify and Analyze Product Risks (5.11)	11.7 Monitor Risks	Monitoring and Controlling
	8.3 Select and Approve Requirements (5.14)	5.3 Define Scope 6.5 Develop Schedule	Planning
	8.3 Select and Approve Requirements (5.14)	5.6 Control Scope	Monitoring and Controlling
	9.3 Evaluate Acceptance Results and Address Defects (5.15)	8.3 Control Quality	Monitoring and Controlling

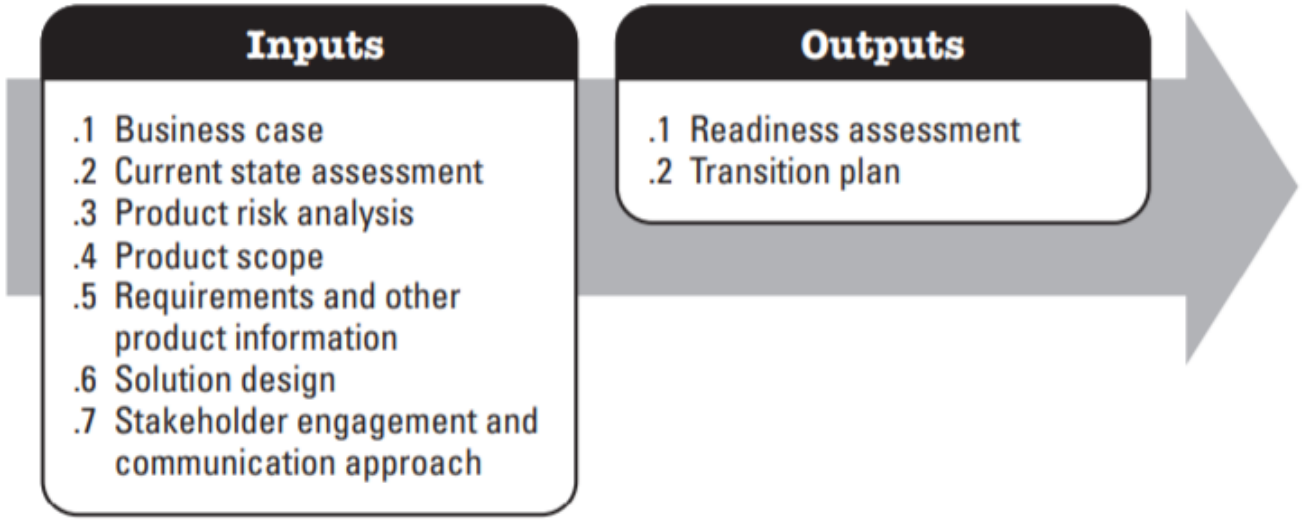
The Standard for Business Analysis

Executing Process Group

Process 1: Prepare for Transition to Future State

- Prepare for Transition to Future State is the process of determining whether the organization is ready for a transition and how the organization will move from the current to the future state to integrate the solution or partial solution into the organization's operations. The key benefits of this process are that the organization can successfully adopt the changes resulting from the implementation of the new solution or solution component, and that any product or program component or overall program benefit anticipated for the solution can be sustained after it is put into operation.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



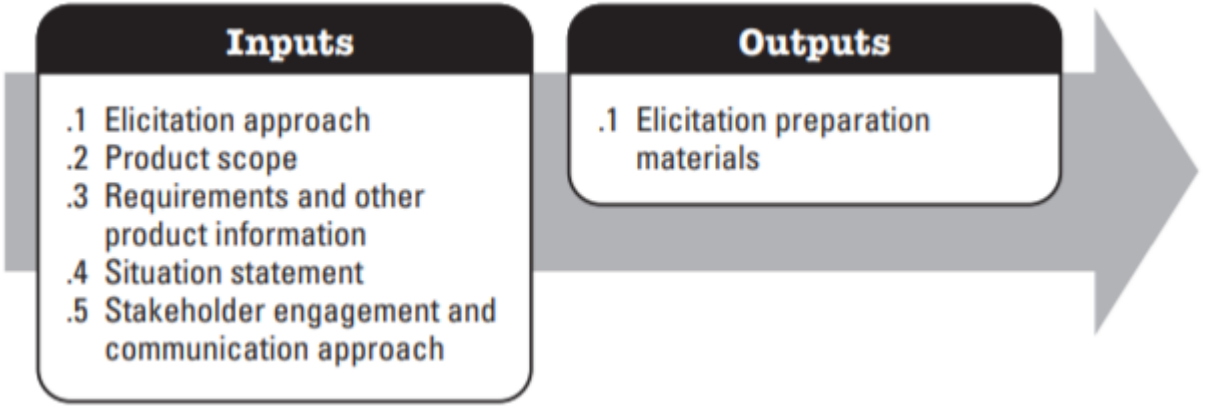
The Standard for Business Analysis

Executing Process Group

Process 2: Prepare for Elicitation

- Prepare for Elicitation is the process of organizing and scheduling resources and preparing necessary materials for an individual elicitation activity. The key benefits of this process are that the elicitation activities are organized and effectively performed and participants understand up front why they are involved and what is required of them.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



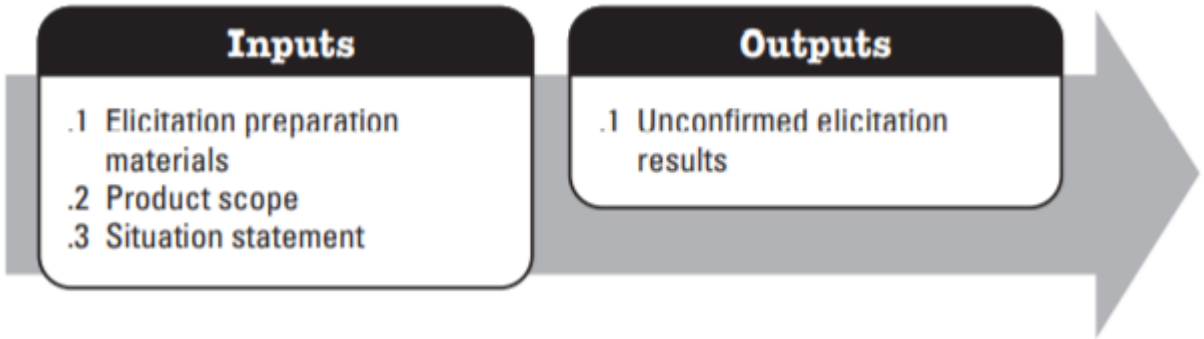
The Standard for Business Analysis

Executing Process Group

Process 3: Conduct Elicitation

- Conduct Elicitation is the process of applying various elicitation techniques to draw out information from stakeholders and other sources. The key benefit of this process is that it obtains information from the appropriate sources to sufficiently define and elaborate requirements and other product information.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



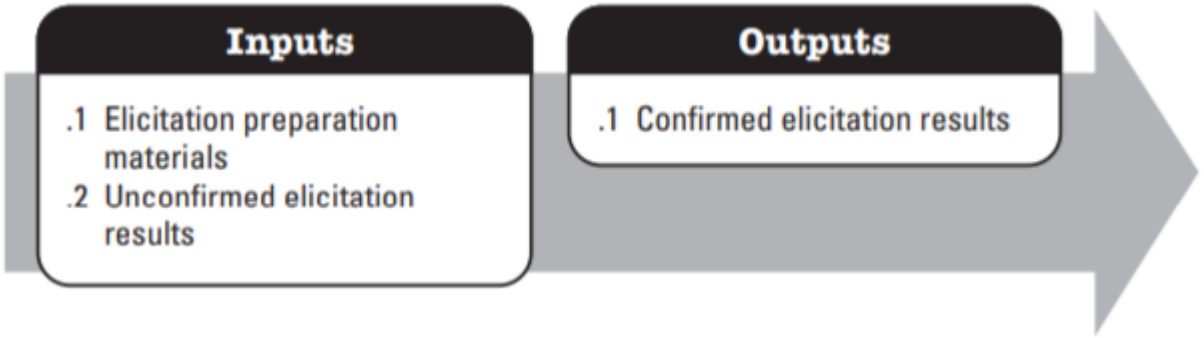
The Standard for Business Analysis

Executing Process Group

Process 4: Confirm Elicitation Results

- Confirm Elicitation Results is the process of performing follow-up activities on the elicitation results, determining an appropriate level of formality to use, reviewing with stakeholders for accuracy and completeness, and comparing to historical information. The key benefit of this process is that it validates that stakeholders and the elicitation results were understood during elicitation

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



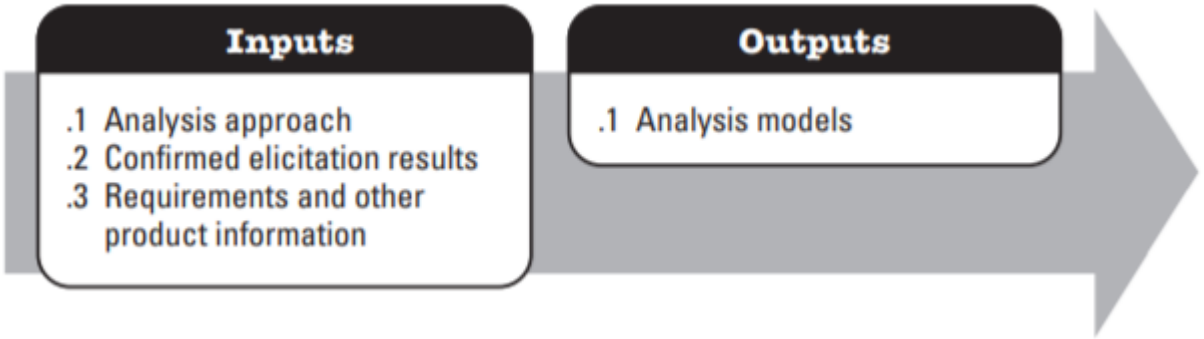
The Standard for Business Analysis

Executing Process Group

Process 5: Create and Analyze Models

- Create and Analyze Models is the process of creating structured representations, such as diagrams, tables, or structured text, of any product information to facilitate further analysis by identifying gaps in information or uncovering extraneous information. The key benefit of this process is that it helps convey information in an organized manner that provides clarity and helps achieve correctness and completeness.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



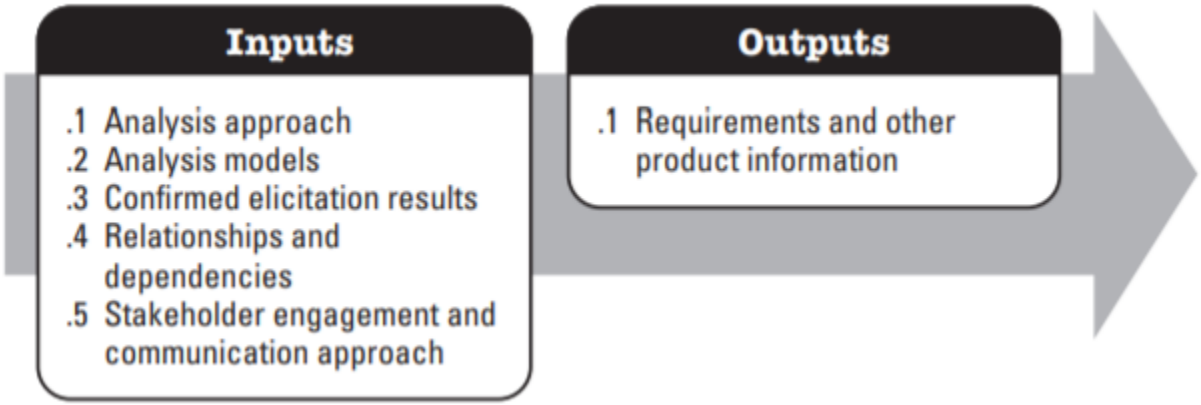
The Standard for Business Analysis

Executing Process Group

Process 6: Define and Elaborate Requirements

- Define and Elaborate Requirements is the process of refining and documenting requirements and other types of product information at the appropriate level of detail, format, and level of formality required for various audiences. The key benefits of this process are that it (a) helps clarify details about the product information so the team can work from it effectively, and (b) stores the product information in a manner that can be accessed and processed by all stakeholders

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



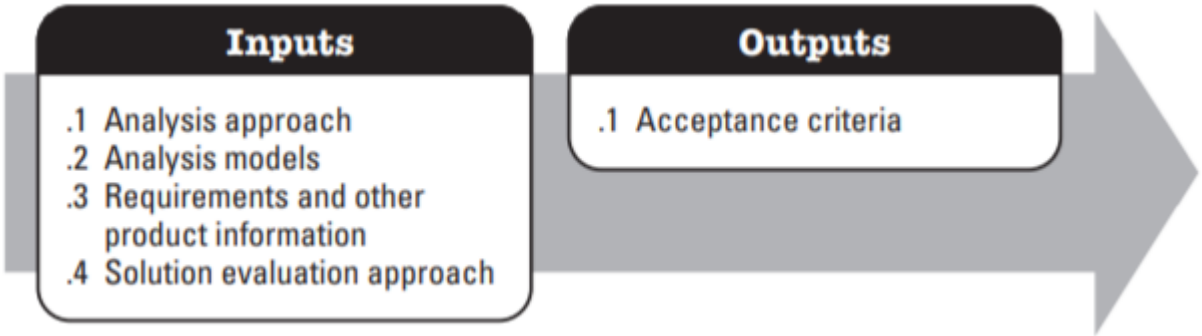
The Standard for Business Analysis

Executing Process Group

Process 7: Define Acceptance Criteria

- Define Acceptance Criteria is the process of obtaining agreement as to what would constitute proof that one or more aspects of a solution have been developed successfully. The key benefit of this process is that it provides complementary insights that can help refine requirements while providing the basis of a shared understanding for what is to be delivered.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



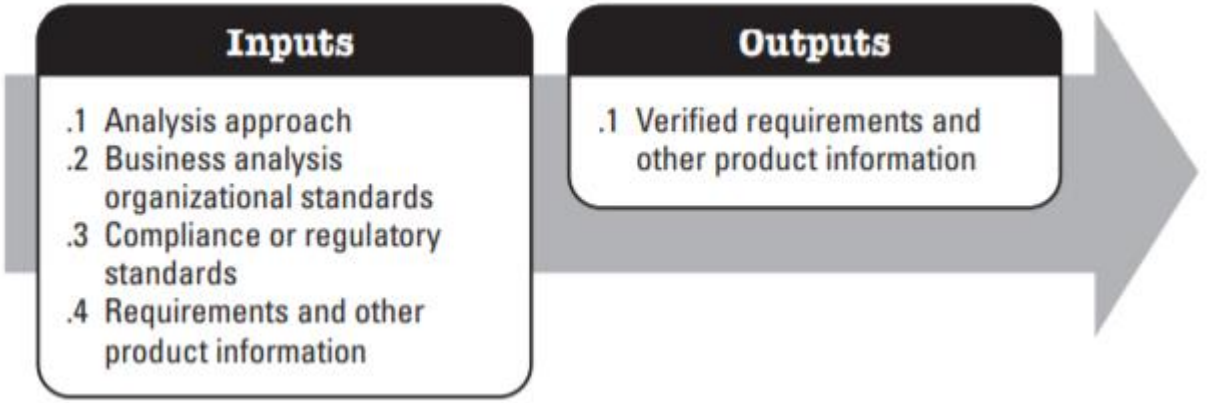
The Standard for Business Analysis

Executing Process Group

Process 8: Verify Requirements

- Verify Requirements is the process of checking that requirements are of sufficient quality. The key benefit of this process is that it increases the likelihood that the requirements are stated and/or understood in a way that meets the defined standards for the organization, which in turn enables communication of the requirements to all interested parties and contributes to the quality of the final product.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



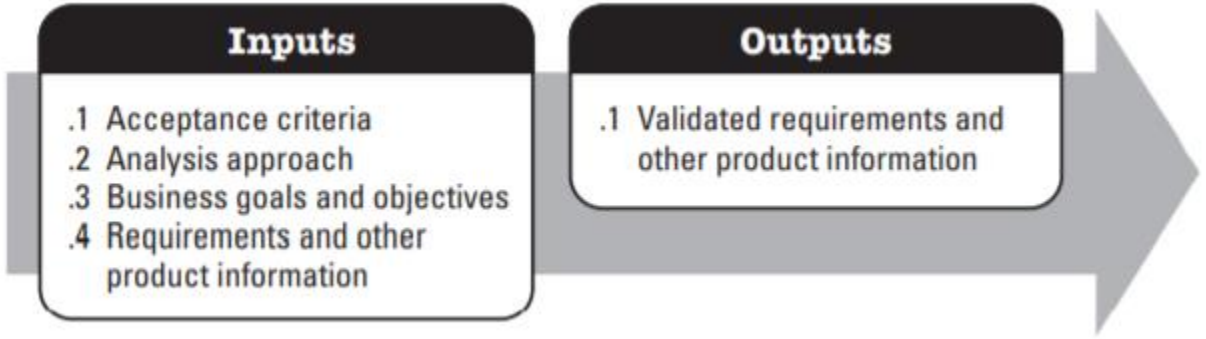
The Standard for Business Analysis

Executing Process Group

Process 9: Validate Requirements

- Validate Requirements is the process of checking that the requirements meet business goals and objectives. The key benefit of this process is that it minimizes the risks of missing stakeholder expectations or delivering the wrong solution.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



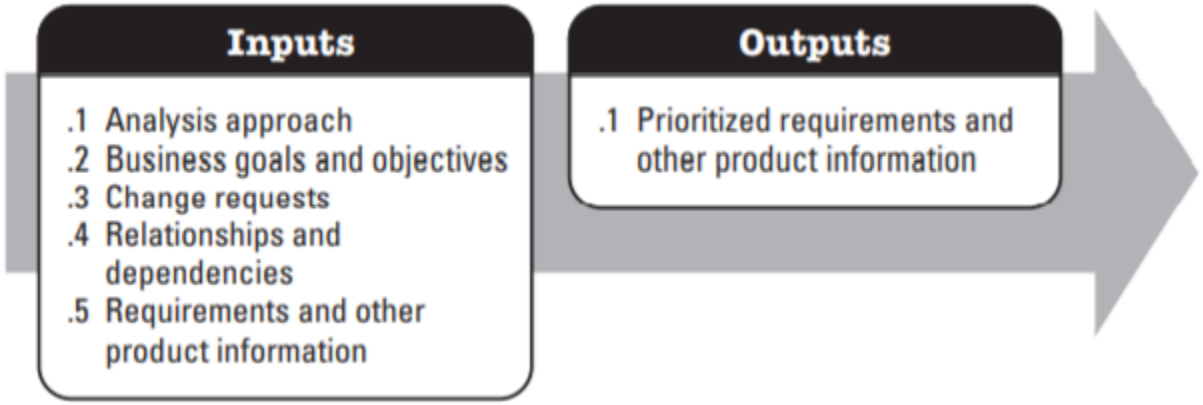
The Standard for Business Analysis

Executing Process Group

Process 10: Prioritize Requirements and Other Product Information

- Prioritize Requirements and Other Product Information is the process of understanding how individual pieces of product information achieve stakeholder objectives, and using that information, along with other agreed-upon prioritization factors, to facilitate ranking of the work. The key benefits of this process are that it aligns all stakeholders with how the requirements achieve the goals and objectives and determines how to allocate the requirements to iterations or releases accordingly

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



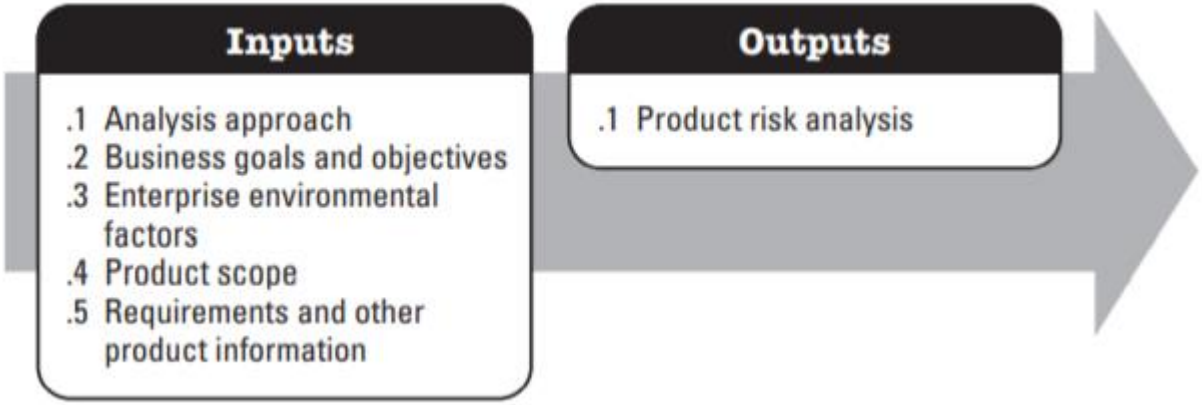
The Standard for Business Analysis

Executing Process Group

Process 11: Identify and Analyze Product Risks

- Identify and Analyze Product Risks is the process of uncovering and examining assumptions and uncertainties that could positively or negatively affect success in the definition, development, and the expected results of the solution. The key benefits of this process are that it supports proactive management of uncertainties in business analysis activities and it uncovers and proactively addresses areas of potential strengths and weaknesses in the product.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



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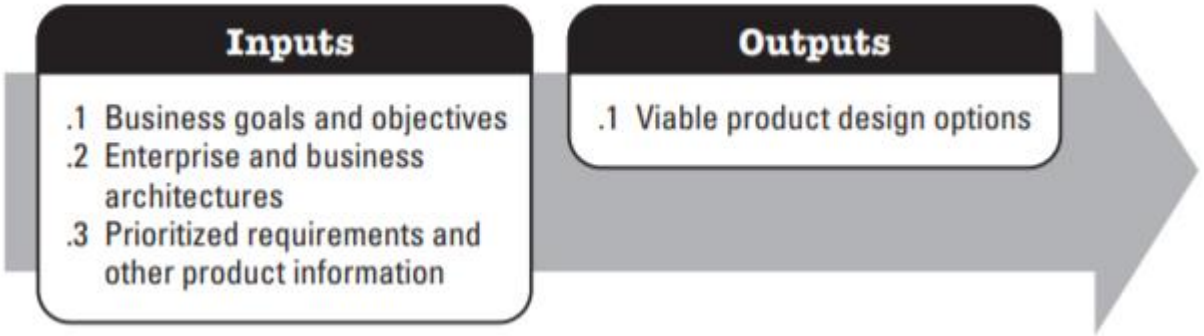
Executing Process Group

Process 12: Assess Product Design Options

- Assess Product Design Options is the process of identifying, analyzing, and comparing solution design options based on the business goals and objectives, expected costs of implementation, feasibility, and associated risks, and using the results of this assessment to provide recommendations regarding the design options presented. The key benefit of this process is that it allows for informed recommendations of design options.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



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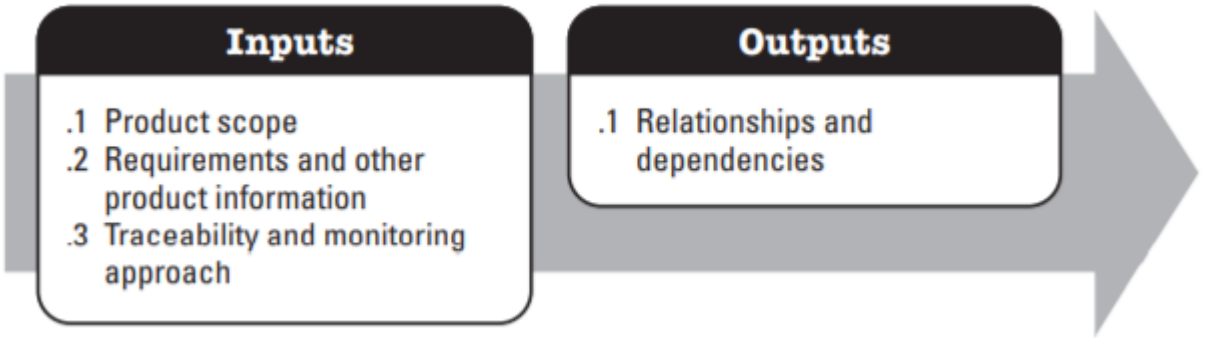
Executing Process Group

Process 13: Establish Relationships and Dependencies

- Establish Relationships and Dependencies is the process of tracing or setting linkages between and among requirements and other product information. The key benefits of this process are that it helps in checking that each requirement adds business value and meets the customer's expectations, and it supports monitoring and controlling of product scope.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



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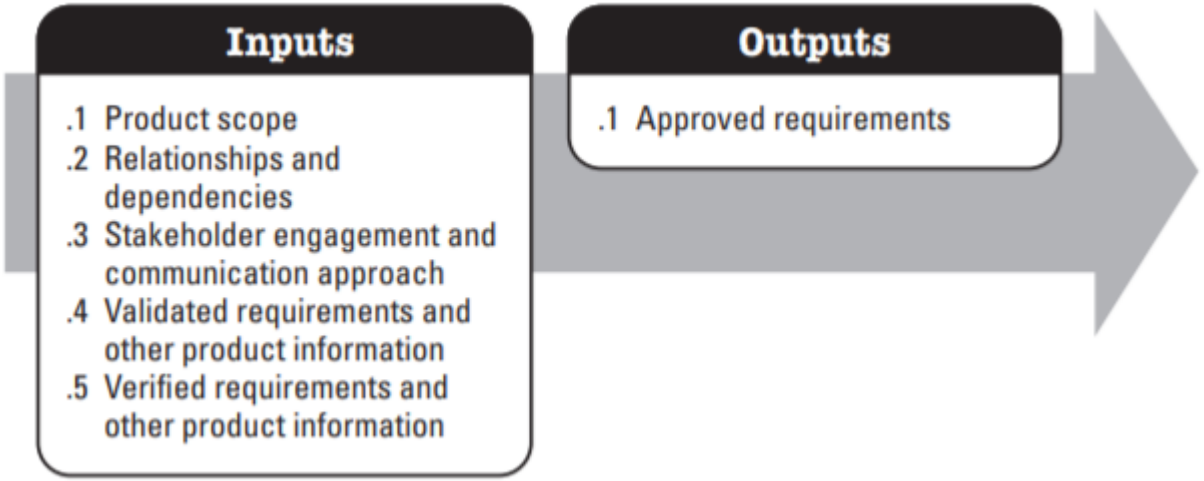
Executing Process Group

Process 14: Select and Approve Requirements

- Select and Approve Requirements is the process of facilitating discussions with stakeholders to negotiate and confirm which requirements should be incorporated within an iteration, release, or project. The key benefit of this process is that it provides authorization to consider how and when to build all or part of a solution to develop or modify a product.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



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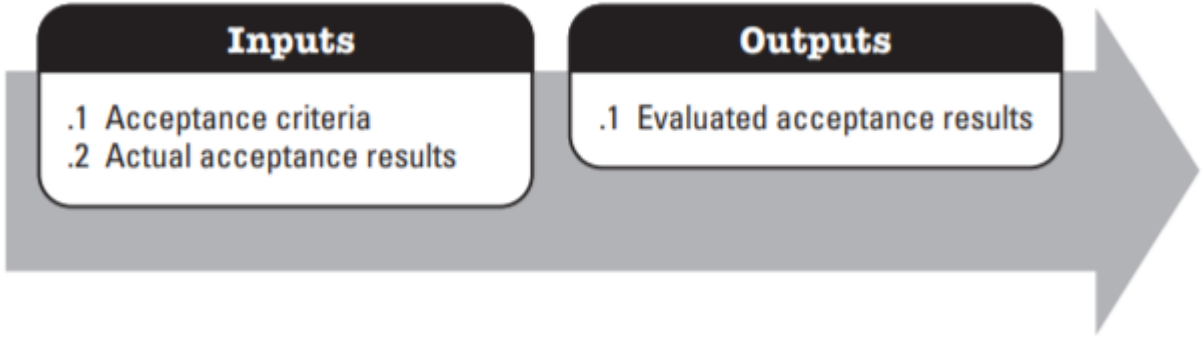
Executing Process Group

Process 15: Evaluate Acceptance Results and Address Defects

- Evaluate Acceptance Results and Address Defects is the process of deciding what to do with the results from a comparison of the defined acceptance criteria against the solution. The key benefit of this process is that it allows for informed decision making about whether to release all or part of a solution and whether to undertake changes, fixes, or enhancements to the product

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



The Standard for Business Analysis

Monitoring and Controlling Process Group

- The Monitoring and Controlling Process Group consists of those processes performed on a continuing basis to:
  1. Promote ongoing and appropriate levels of communication and engagement with stakeholders;
  2. Assess the impact of proposed product changes within portfolios, programs, and projects; and
  3. Improve business analysis performance by assessing how well business analysis activities are being performed.
- From a business analysis perspective, Monitoring and Controlling focuses on tracking and reviewing the product and business analysis work used to define the solution. It is complementary to Monitoring and Controlling from a project management perspective, which focuses on tracking, reviewing, and regulation of the project.

- A significant amount of the work performed in the Monitoring and Controlling Process Group involves using outputs from the Executing Process Group to assess changes to requirements, other product information, and the business analysis plan itself.

The Standard for Business Analysis

Monitoring and Controlling Process Group

- Table below depicts the relationship between the processes within the Business Analysis Monitoring and Controlling Process Group and project management.

Business Analysis Process Group	Business Analysis Process[A]	Project Management Process	Project Management Process Group
Monitoring and Controlling	5.6 Manage Stakeholder Engagement and Communication (6.1)	10.2 Manage Communications 13.3 Manage Stakeholder Engagement	Executing
	5.6 Manage Stakeholder Engagement and Communication (6.1)	10.3 Monitor Communications 13.4 Monitor Stakeholder Engagement	Monitoring and Controlling
	5.7 Assess Business Analysis Performance (6.2)	8.3 Control Quality	Monitoring and Controlling
	8.4 Manage Changes to Requirements and Other Product Information (6.3)	4.6 Perform Integrated Change Control 5.6 Control Scope	Monitoring and Controlling

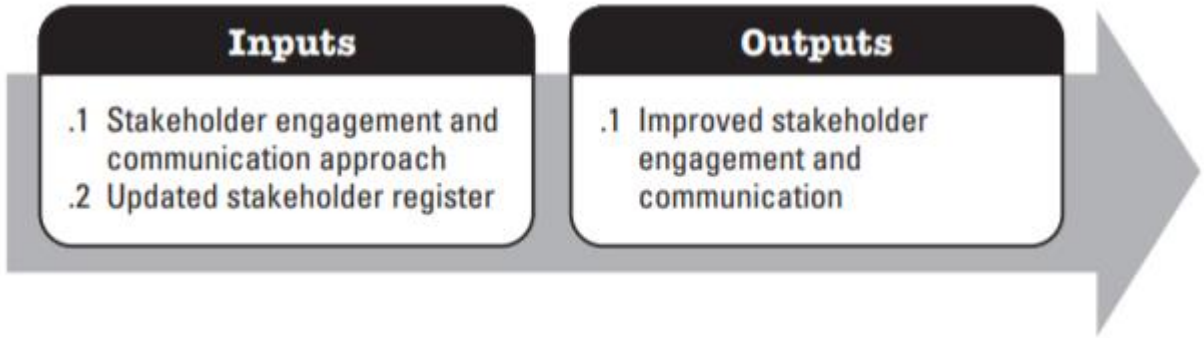
The Standard for Business Analysis

Monitoring and Controlling Process Group

Process 1: Manage Stakeholder Engagement and Communication

- Manage Stakeholder Engagement and Communication is the process of fostering appropriate involvement in business analysis processes, keeping stakeholders appropriately informed about ongoing business analysis efforts, and sharing product information with stakeholders as it evolves. The key benefits of this process are that it promotes continuous stakeholder participation in the business analysis process and in defining the solution, and maintains ongoing communication with stakeholders.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



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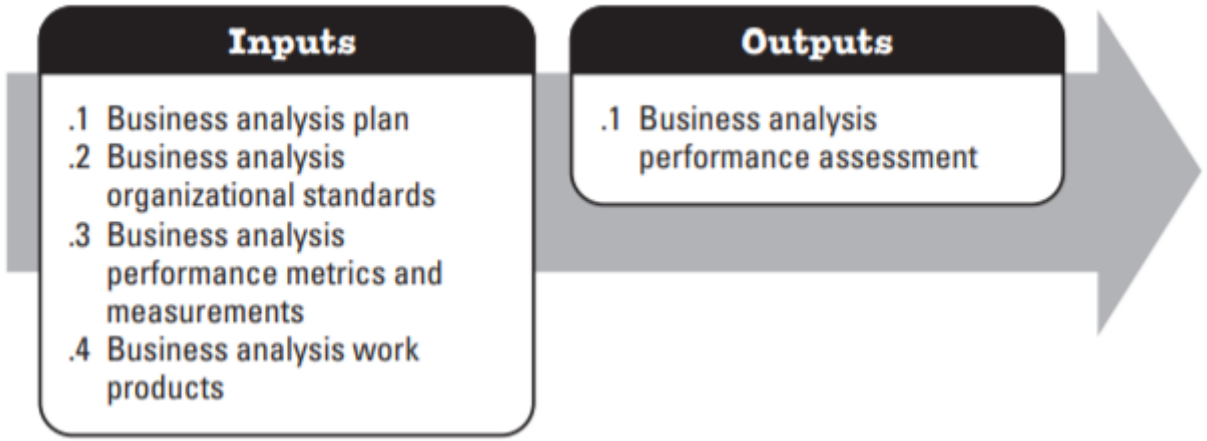
Monitoring and Controlling Process Group

Process 2: Assess Business Analysis Performance

- Assess Business Analysis Performance is the process of considering the effectiveness of the business analysis practices in use across the organization, typically in the context of considering the ongoing deliverables and results of a portfolio component, program, or project. Practices that are working well at the project level can be elevated to best practices and standards for use by the organization across future projects. The key benefit of this process is that it provides the opportunity to adjust business analysis practices to meet the needs of a project, its team, and ultimately, the organization

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



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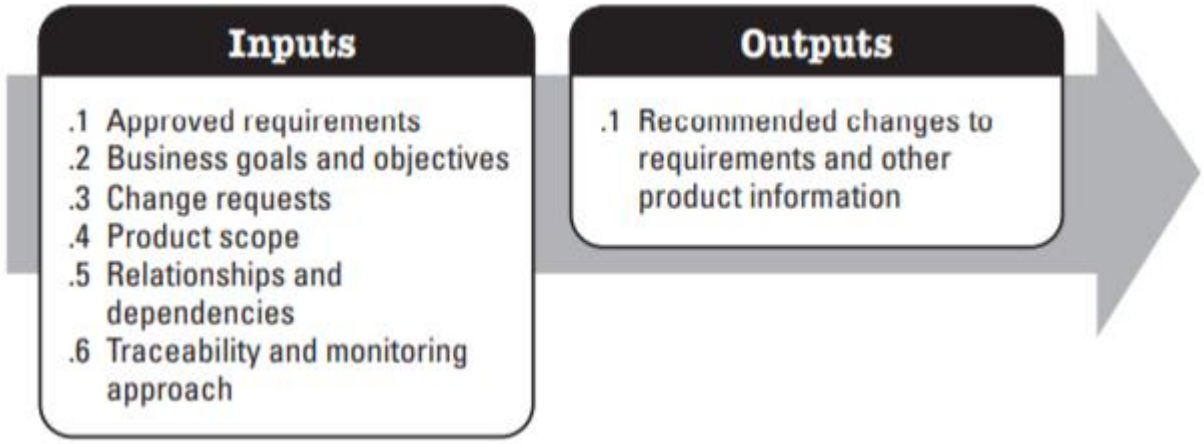
Monitoring and Controlling Process Group

Process 3: Manage Changes to Requirements and Other Product Information

- Manage Changes to Requirements and Other Product Information is the process of examining changes or defects that arise during a project by understanding the value and impact of the changes. As changes are agreed upon, information about those changes is reflected wherever necessary to support prioritization and eventual product development. The key benefits of this process include facilitating the incorporation of important solution changes for projects, limiting unnecessary changes, and providing understanding of how changes will impact the end product.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



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Releasing Process Group

- The Releasing Process Group consists of one process that is performed at points within a project when a potentially releasable solution or a segment of that solution is delivered for feedback or review. This process is also performed when a released solution is evaluated for transition from ownership by the area that developed it to the area that will put it into operation. It is used to:

  1. Determine whether all or part of the solution should be released, and
  2. Obtain agreement that all or part of a solution is now ready to be transitioned to an operational team under the ownership of the business area that will have ongoing responsibility for it.

- The Releasing Process Group provides information to support decision making about the solution and sometimes includes the work to facilitate the decision-making process. This is complementary to the Closing Process Group from a project management perspective, which verifies that the work to build the solution or a segment of the solution has been completed and contractual obligations have been met, and includes participating in the actual releasing decision itself.
- A significant amount of the business analysis work performed in the Releasing Process Group involves researching and assembling evidence that indicates whether or not the solution is ready to be released to production or handed over from the area that developed it to the area that will put it into operation.

The Standard for Business Analysis

Releasing Process Group

- Table below depicts the relationship between the process within the Business Analysis Releasing Process Group and project management.

Business Analysis Process Group	Business Analysis Process^A	Project Management Process	Project Management Process Group
Releasing	9.4 Obtain Solution Acceptance for Release (7.1)	4.7 Close Project or Phase	Closing

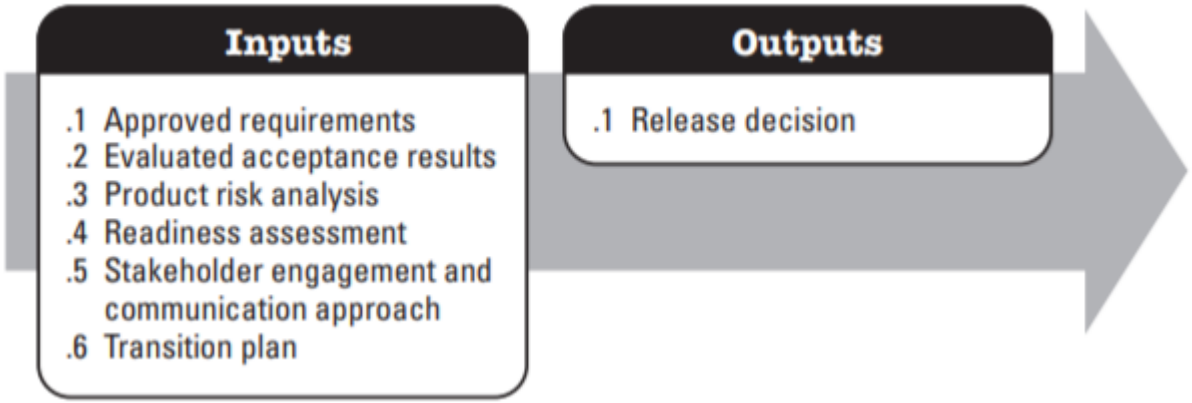
The Standard for Business Analysis

Releasing Process Group

Process 1: Obtain Solution Acceptance for Release

- Obtain Solution Acceptance for Release is the process of facilitating a decision on whether to release a partial or full solution into production and eventually to an operational team, as well as transitioning knowledge and existing information about the product, its risks, known issues, and any workarounds that may have arisen in response to those issues. The key benefit of this process is the creation of an agreed-upon break between building a solution and releasing a solution for acceptance by the stakeholders.

Knowledge Area	Process Group
Needs Assessment	Defining and Aligning
Stakeholders Engagement	Initiating
Elicitation	Planning
Analysis	Executing
Traceability and Monitoring	Monitoring and Controlling
Solution Evaluation	Releasing



THANK YOU