**Basic Concept Of BA**

**When Stakeholder Analysis need to be done?**

Stakeholder analysis should always be done at the beginning of a project. Such analysis is helpful in the drafting of a log frame. Log frame is nothing but a general approach to project planning, monitoring, and evaluation in the form of a 'logframe matrix'. Whenever log frames are reconsidered during the life cycle of a project, a stakeholder analysis will be useful. Which means whenever mid-term reviews or annual monitoring is handled, stakeholder analysis should be the part of it.

## Stakeholders Categorization

Stakeholders are categorized into two categories

|  |  |
| --- | --- |
| Internal stakeholders | External stakeholders |
| Within the organization: Employees and Management | Outside the organization: Government & Trade Association |

## Process for Stakeholder Analysis

Following are the primary aspect needs to be considered for stakeholder analysis

Step 1) Identify your stakeholders: Your boss, your team, senior executives, prospective customers, your family, etc.

Step 2) Assess how those stakeholders could be impacted or have an effect on the organization

Step 3) Prioritize your Stakeholders-

|  |  |
| --- | --- |
| StakeHolder Type | Action |
| * High power, interested people | - Manage closely |
| * High power, less interested people | - Keep satisfied |
| * Low power, interested people | - Keep informed |
| * Low power, less interested people | - Monitor with minimum effort |

Step 4) Identify areas of conflicts (organization vs. stakeholder, stakeholder vs. stakeholder)

Step 5) Prioritize, reconcile and balance stakeholders

Step 6) Align significant stakeholder needs with organizations strategies and actions

Things to take care while dealing with stakeholders

* Could you eliminate processes, which do not add stakeholder value?
* How would you communicate with stakeholders?
* Do your communications encourage stakeholder exchange?
* Do you communicate the stakeholder the value of the deal?

## Important questions to ask during Stakeholder Analysis Mapping

|  |  |
| --- | --- |
| Different attribute check for stakeholder | Question to ask your stakeholders |
| * Identification of stakeholder | * Who is paying for the project? * Who will receive the deliverables or profits from the project? * Both from your organization and client organization who will work with you to implement the project? * Identify the expert for the project domain in the organization. |
| * Interest | * What direct benefit do stakeholders expect to get from the project? * What outcomes do stakeholders expect as a result of the project? * What changes do stakeholders need to make as a result of the project? * Are there any conflicts of interest amongst the stakeholders? |
| * Influence | * What legitimate authority do stakeholders have in the organization? * Who controls the project assets and resources? * What degree of influence or negotiation power do your identified stakeholders carry in the organization? |
| * Impact | * How much impact stakeholder could have on the project and does this going to affect the success of the project |

Also, you need to figure out when stakeholders will become involved in the following-

* Project Vision
* Project Scope Definition
* Business Process Analysis
* Needs Elicitation
* Requirement Validation
* Design reviews
* User Acceptance Testing

You can create a "Participation Matrix Table" for the stakeholders as given below

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Participation Type | Inform | Consult | Partner | Control |
| Needs Assessment |  |  |  |  |
| Planning |  |  |  |  |
| Implement |  |  |  |  |
| Monitoring & Evaluation |  |  |  |  |

## Tips to manage your Stakeholders

* Do not complain. Accept stakeholders as they are
* For guaranteed success, get the key leadership involved.
* Make sure, you involve your stakeholders early in the business analysis process
* In case of a sensitive issue, ensure full confidentiality to all stakeholders to win their trust.
* To avoid conflicts, help all stakeholders in realizing their personal gains from the project.
* Stakeholders mapping and analysis always helps.

## Requirement Definition

It is one of the primary phases of the requirement gathering process commonly known as Requirement extraction.

Once the requirement is gathered, it can be organized in folders logically as per product release or sprint.

These requirements are analyzed further to prepare facts and figures for a business analyst to track possible result based on analysis. This procedure is referred as Impact Assessment.

## Requirement Validation

The requirement validation phase includes analyzing the needs or conditions required to meet a new or altered product considering needs of the various stakeholders.

For the success of any project, validating requirements is very important. Requirement validation includes checking the specification, wireframe, High Fidelity Simulation, Traceability Analysis, etc.

There are requirement validation tools that do validation with very less human intervention.

## Requirement Documentation

Requirement documents should cover following things

* Project stakeholders requirement
* Business analysis plan
* Current state analysis
* Scope statement specification

## Requirement Management

Requirement Management process includes planning, monitoring, analyzing, communicating and managing of those requirements. If the requirement is not managed well, the end product will get affected adversely. There are requirement management tool available online which help you to manage the requirement with minimum hurdles.

A business requirement is a formal document that addresses the need of the stakeholders for the project or product. There is no standard format to present the business requirement. However, it should cover the product or project description in enough detail to discuss, analyze, document and validate.

A business requirement can be presented in any of the following ways

* A table or a spreadsheet
* A diagram (workflow)
* A graph
* A model ( entity-relationship diagram)
* A prototype or simulation
* A structured sentence or text template

## How to organize and present a business requirement

Step 1) Categorize the requirements

* Place specific requirement to its relevant categories
* For technical stakeholders there should be technical requirement category, for non-technical stakeholders there should be generic requirement category
* Each organization should figure out which category suits their standards
* Categorization can also be done based on their types (functional versus business). Though this is not applicable to all cases

Step 2) Gather and arrange requirements in a logical order. So when stakeholders review the requirements, it is easy to navigate and also identify missing items.

Step 3) Prepare a list of the requirements that is meant to be reviewed by specific stakeholders.

For example, if a stakeholder is from technical background then he would like to know only the technical aspect of the product

Step 4) If tracing requirement to each other is difficult then use unique identifiers, ease in traceability.

Step 5) In certain scenarios, you might have to present same requirement in different ways for different stakeholders. For example, one stakeholder prefers a graphical format while other prefers a structured sentence format

Step 6) Prepare a table of content for all the requirements, it helps stakeholder to easily track requirements

Step 7) Use tools that help in presenting and categorizing the requirements

Step 8) In your requirement document, remove all unnecessary requirements, and organize requirement documents by process flow

Step 9) Map the requirements you have gathered to a particular step in a process flow, this will help reviewers to relate requirement to process flow

Step 10) Use a table for presenting complex requirement. Use bullet points to highlight the key aspect of requirement

## Useful tips for presenting requirements

For better presentation and tracking of requirements for stakeholder, here are some tips that might be helpful to BA.

* Categorizing requirement is time-consuming and may not be feasible for every organization to create new category each time. For best practice, it is recommended that there should be a standard set of categories which can be commonly used by BAs, stakeholders, subject experts and technical teams
* Your requirement should be prepared in context to your audience. Understand who are the key players, influencers and decision makers. (Stakeholders, technical staff, developers, etc.)
* Define one requirement at a time. Each requirement should be atomic
* Avoid ambiguity by avoiding acronyms like etc., approx., and so on
* Do not refer to a requirement that is yet to be defined
* Avoid duplicate and contradictory statements
* Break complex requirement into manageable and reviewable points
* Avoid describing how the system will do something only mention what system will do

Credit/sources :--Different sources on WWW