

THE BUSINESS ANALYSIS STANDARD

Preface

Business analysis has continued to grow and evolve since the 2017 release of the IIBA® *Global Business Analysis Core Standard*. This has created a need and an opportunity to revisit its content and structure to better serve today's needs in the business analysis community.

Evolving the Standard

The Business Analysis Standard is the foundation of professional business analysis and summarizes concepts and proven practices as the benchmark for creating business value.

The Business Analysis Standard is aligned with the key principles for standard development described by the International Organization for Standardization (ISO):

- It was co-created with IIBA's global business analysis community using a multi-stakeholder process.
- Business analysis leaders and professionals were sourced from:
 - the business analysis' global community;
 - different organizations representing various industry sectors;
 - those who have worked on a variety of initiatives.
- Multiple review cycles were used to ensure global expert opinion was incorporated, and this feedback was included to ensure a worldwide representation.
- A consensus-based approach was followed.

The Business Analysis Standard provides the direction for the future of the *Guide to the Business Analysis Body of Knowledge*®. It gives a comprehensive view of the foundation for effective business analysis. It will be updated regularly to align with evolving business analysis community needs.

Summary of Changes

The Business Analysis Standard is an update to and replaces the *Global Business Analysis Core Standard*.

It provides:

- a simplified, comprehensive view of business analysis;
- summarized foundational information;
- information about the mindset required to focus on value creation;
- integration of agile business analysis to address hybrid approaches;
- addition of:
 - key competencies that are critical for effective analysis;
 - key techniques that are fundamental to performing good analysis;
 - “design” with requirement tasks and activities as appropriate;
 - managing the delivery of business analysis;
 - sustainability as a requirement classification; and
 - key terms of reference;
- incorporation of:
 - the Business Analysis Core Concept Model™ (BACCM™) to support the work to be done; and
 - other knowledge products that help describe business analysis work;
- removal of numbering so there isn't an implied sequence for tasks.

What Didn't Change

The six knowledge areas and the thirty business analysis task descriptions have not been changed. Anyone studying for certifications should reference the **BABOK® Guide** and the appropriate Certification Guides for detailed information.

How to Gain the Most from The Business Analysis Standard

The Business Analysis Standard identifies the foundation of good business analysis. It is meant to be a summarized representation of concepts and practices that are essential to creating good business outcomes.

It is best used as a starting point to our detailed knowledge sources, which illustrate usage with examples (see embedded links in the Standard).

The business analysis community uses The **Business Analysis Standard** as:

- the foundation for understanding business analysis work;
- a mentoring tool for people new to business analysis and new to an initiative;
- an education tool for stakeholders who may not understand the depth and breadth of business analysis work;
- a simplified, comprehensive view of business analysis;
- a pathway to our future integrated knowledge sources;
- an easy-to-use view of business analysis tasks.

About IIBA

International Institute of Business Analysis™ (IIBA®), founded in 2003, is a professional association dedicated to supporting a global network of business analysis professionals. As the voice of the business analysis community, IIBA maintains internationally acknowledged standards of practice, certifications, professional development, and engagement opportunities through a network of business analysis professionals, organizations, and strategic alliances.

Want to Know More?

Learn how IIBA and business analysis can help you succeed in your career and support your organization deliver better business outcomes. Join the business analysis global community.

The Business Analysis Standard is a free publication providing the foundation for the discipline of business analysis.

As a member of IIBA, you receive:

- a Guide to the Business Analysis Body of Knowledge® (BABOK® Guide), which includes expanded business analysis tasks, techniques, competencies, and perspectives;
- relevant business analysis resources and information;
- access to a global network of IIBA Chapters.

For further information visit www.iiba.org or contact info@iiba.org.

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1. Understanding Business Analysis

Defining Business Analysis

Business analysis enables change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders, while considering 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.

Together, these concepts form the *Business Analysis Core Concept Model™ (BACCM™)*.

Business analysis is a researched and studied discipline with well-defined principles, concepts, and practices. These drive frameworks, approaches, processes, procedures, techniques, and competencies that together help business analysis professionals and organizations create desired outcomes. When effectively applied, business analysis ensures that every person achieves more.

Importance of Business Analysis

Business analysis:

- enables an enterprise to:
 - understand rationale for change;
 - identify and prioritize business needs; and
 - design solutions that deliver the desired value;
- can be used in different contexts and viewed through many lenses;
- can be performed on strategic, tactical, and operational initiatives;
- may be performed to:
 - support strategic decision-making;
 - ensure successful organizational transformation;
 - redesign business processes;
 - connect project or product outcomes to strategy;
 - ensure requirements are aligned with strategic, tactical, and operational objectives;
 - support enterprise evolution through continuous improvement initiatives.

Effective business analysis is critical for:

- helping align the enterprise’s strategic objectives, operational goals, and tactical execution through well-defined business architecture;
- designing business intelligence solutions to transform data into meaningful, value-added information;
- optimizing and managing end-to-end business processes;
- ensuring an organization is using data to drive effective business decision-making;
- creating successful products with effective product ownership analysis;
- assessing, analyzing, improving, or implementing information technology solutions;
- supporting an organization’s digital transformation initiatives;
- helping an organization accelerate its business agility goals.

A Model for Good 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™.

Each core concept is:

- a building block for business analysis;
- equally important and necessary to all the other concepts;
- defined by the other five and is best understood in relation to the other concepts.

These concepts help understand how the information is elicited, analyzed, and managed in business analysis tasks.

Core Concept

Description

Change



The act of transformation in response to a need.

- Change typically works to improve the performance of an enterprise.
- These improvements are managed and completed through business analysis activities.

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**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;
 - manual procedures;
 - process changes;
 - business model updates;
 - improving organizational capabilities, etc.

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

- Value can be:
 - potential or realized returns, gains, and improvements; or
 - avoiding a decrease in value in the form of 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).

Context**The circumstances that influence, are influenced by, and provide an understanding of the change.**

- Context is everything within the environment relevant to the change, including:

- attitudes;	- goals;	- projects;
- behaviours;	- history;	- regulations;
- beliefs;	- industry;	- sales;
- competitors;	- infrastructure;	- seasons;
- culture;	- losses;	- structure;
- demographics;	- processes;	- technology;
- geopolitics;	- products;	- weather, etc.



Using the BACCM™

The BACCM™ is a “thinking model” and “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 Core Concept Model™ provides guidance for business analysis professionals and organization leaders to understand the required change and how to create value for any type of initiative.

2. Mindset for Effective Business Analysis

The Importance of Mindset

A “mindset” is the established set of attitudes or habits a person brings to various situations.

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 a variety of techniques, processes, and tools that can be used in different combinations, depending on the context.

It requires habits, attitudes, behaviours, and practices to confidently approach a situation where it is impossible to know exactly what needs to be done. An empowering mindset can be developed with a deliberate practice focused on:

- the value to be created;
- how to think about the outcomes to be created;
- adopting appropriate business analysis principles;
- deciding how to approach the work;
- actively developing foundational competencies;
- being able to use some foundational techniques.

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

- prioritize value delivery;
- empathize with impacted stakeholders;
- collaborate to build allies for change;
- assess context and adapt to realities;
- constantly learn from stakeholders;
- simplify building and sharing of knowledge;
- reflect on feedback and adapt;
- strive to create high-quality outcomes;
- deliver measurable value rapidly.

The Way to Think About Business Analysis

Business analysis is a human-centric, exploratory, and creative endeavour to create desired outcomes. Business analysis work enables changes to the organization. Specific ways of thinking, including maintaining an open mind, help guide the work to be done. Teams are best served when they select techniques, processes, and tools that fit their context and help create the desired value.

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

- respect;
- courage;
- collaboration;
- continuous learning and improvement;
- customer focus;
- value maximization.

A flexible, adaptable mindset supports the work of:

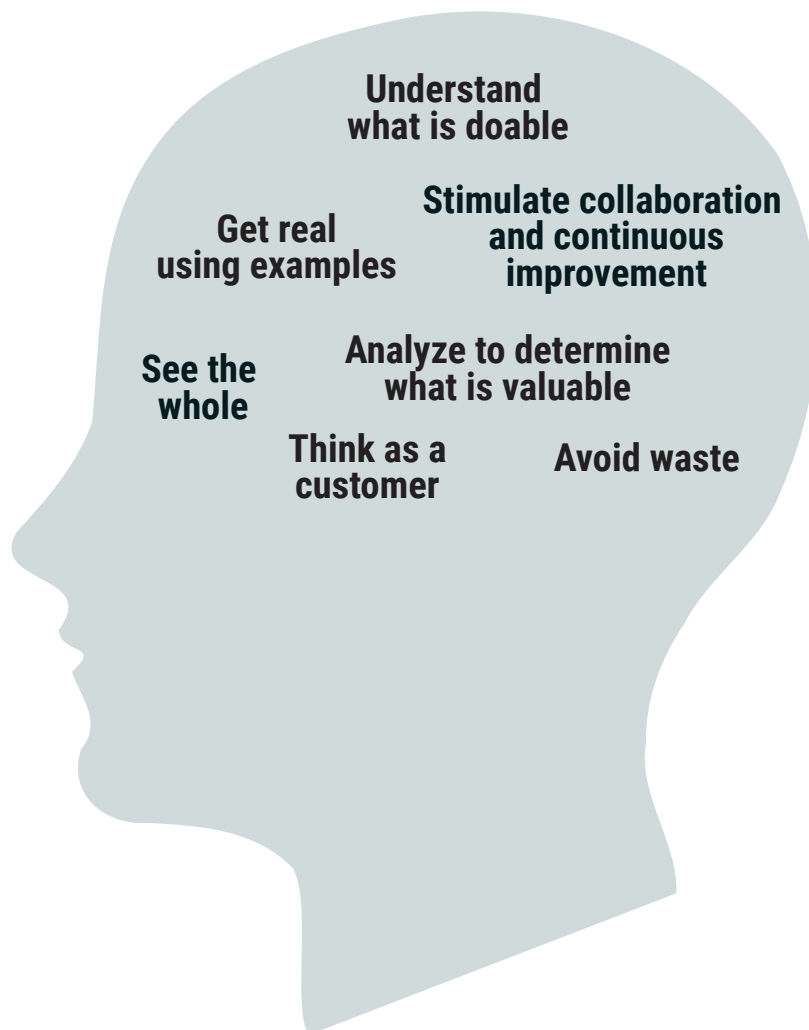
- influencing strategy;
- empathizing with real customers;
- changing processes;
- engage stakeholders within the business ecosystem;
- driving feedback and learning based on evidence;
- leveraging technology to implement and support the changes needed.

Principles to Adopt

The following business analysis principles are important 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; and
- Avoid waste.

These are detailed in the *Agile Extension to the BABOK® Guide* but apply to all business analysis work.



Principle	Description
See the Whole	<ul style="list-style-type: none"> – 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	<ul style="list-style-type: none"> – Understand customer experience needs in order 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	<ul style="list-style-type: none"> – Continuously assess and prioritize work to maximize the value being delivered. – The value in the change is realized by understanding the context, the needs, the stakeholders, and the solution possibilities.
Get Real Using Examples	<ul style="list-style-type: none"> – 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	<ul style="list-style-type: none"> – 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 that the solution delivers the value intended.
Stimulate Collaboration and Continuous Improvement	<ul style="list-style-type: none"> – 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	<ul style="list-style-type: none"> – Identify activities that add value and those that don't. – Remove activities that do not contribute to satisfying the need.

3. Performing Business Analysis

Who Performs Business Analysis

People in various roles use business analysis concepts, practices, and tasks to create high-value deliverables or results.

The term “Business Analysis Professional” refers to any role that performs business analysis, including but not limited to:

- Business analyst;
- Business architect;
- CIO;
- Consultant;
- Cyber security analyst;
- Data analyst;
- Digital strategist;
- Enterprise analyst;
- Enterprise architect;
- IT analyst;
- Process analyst;
- Product manager;
- Project manager;
- Product owner;
- Requirements engineer;
- Systems analyst.

Anyone performing the following activities will benefit from applying business analysis:

- developing enterprise strategy, goals, or objectives;
- understanding enterprise problems and goals;
- creating new or improved value propositions;
- driving change in an organization;
- analyzing needs and designing solutions;
- facilitating stakeholder collaboration;
- creating innovative products and services;
- designing new or improving existing processes;
- streamlining and improving operational activities.

Approaches to Your Work

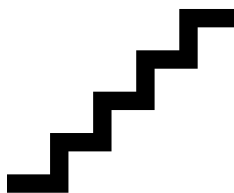
Business analysis professionals can perform their work in different enterprises, organizations, and environments. Each may require different policies and procedures, methodologies, and standards, so business analysis professionals need to become familiar with various approaches to perform their work in the way that is best suited to the specific context.

There are various approaches to enable change in an enterprise, including:

- predictive;
- adaptive; or
- 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.

Predictive Approach

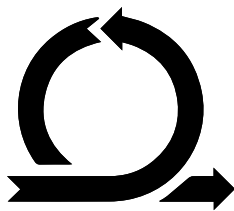


Step-by-step

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 upfront 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.

Adaptive Approach



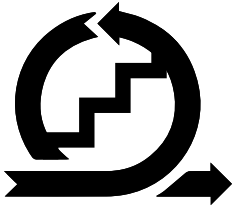
Learn and adapt

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's created with stakeholders to elicit feedback.
- Use that feedback to help the team learn and adapt the solution.

Refer to: [The BABOK Guide: Perspectives: Agile Perspective: Approaches](#) – for information on various Agile approaches.

Hybrid Approach



Hybrid approaches describe work in an organization where:

- some initiatives use a predictive approach, and other initiatives in the organization 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

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

- using a predictive approach where the work is:
 - well-defined;
 - heavily regulated;
 - relatively straight-forward; 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;
- becoming knowledgeable about 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. (For IIBA members)

Value to be Delivered

Business analysis professionals should help enterprises to create value for their business and stakeholders. Effective business analysis focuses on:

- understanding the enterprise strategy;
- clarifying business problems and opportunities to clearly identify and understand business needs;
- identifying the potential value to be created;
- translating business needs into goals that support the development of high-value solutions;
- discovering, interpreting, and communicating business information;
- understanding and sharing knowledge of the value to be created;
- identifying who:
 - the value is being created for;
 - can contribute to the creation of value; and
 - may be impacted;
- helping stakeholders to stay focused and make decisions about:
 - approaches;
 - priorities; and
 - trade-offs;

- balancing value creation within:
 - constraints;
 - different opinions;
 - risks; and
 - complexity.

Applying the BACCM™ helps business analysis professionals to:

- clarify business needs with stakeholders;
- define the value to be delivered through solutions; and
- implement the desired change within the context.

Once defined, applying competencies and techniques helps maximize the value efficiently and effectively.

Foundational Competencies

The more an individual is proficient in a competency, the more he is able to apply it in the right context—and the more he is able to create the desired value.

Underlying competencies are applied in many contexts and on different types of initiatives, including but not limited to:

- process redesign;
- business architecture;
- technology solutions implementations;
- digital transformation initiatives;
- data warehousing initiatives;
- cyber security initiatives;
- business data analytics;
- product ownership analysis related work.

IIBA Guide to the Business Analysis Body of Knowledge Version 3 (BABOK® Guide v3) describes 29 underlying competencies that support business analysis tasks. **IIBA’s Business Analysis Competency Model® v4** 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 created, and the actual work to enable 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 v3, 9.2.5 Adaptability](#)

Facilitation Facilitating workshops, negotiating, and helping resolve conflicts.
See: [BABOK Guide v3, 9.5.1 Facilitation](#)

Leadership and Influencing Building consensus, recommending solutions, and guiding stakeholders to the desired value.

See: [BABOK Guide v3, 9.5.2 Leadership and Influencing](#)

Problem Solving Ensuring that created value addresses the root cause of problems.

See: [BABOK Guide v3, 9.1.4 Problem Solving](#)

Systems Thinking Holistically understanding the enterprise and context to maximize the value delivered.

See: [BABOK Guide v3, 9.1.5 Systems Thinking](#)

Foundational Techniques

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

- [BABOK® Guide](#);
- [Agile Extension](#);
- [Guide to Business Data Analytics](#); and
- [Guide to Product Ownership Analysis](#).

Each technique can be beneficial in the right context to help create the desired value. The following techniques were identified by the global community as applicable for many different types of initiatives and 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 v2, 7.1 Backlog Refinement](#)

Customer Journey Mapping Visually defining the end-to-end customer experience, including motivations and experience when they're 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 drives 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 v3, 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 v3, 10.50 Workshops](#), and [BABOK Guide v3, 10.25 Interviews](#)

Understanding Requirements and Designs

To ensure the delivery of the expected value by the change initiative, business analysis professionals translate the needs of stakeholders into more detailed requirements and designs.

Working with Requirements and Designs

Requirements and designs can be a document, a set of documents, or various models. The distinction between requirements and designs is not always clear. The same techniques are used to elicit, model, and analyze both.

Requirements	Designs
<ul style="list-style-type: none">– A requirement is a usable representation of a need.– Requirements focus on understanding what kind of value could be delivered when fulfilled.	<ul style="list-style-type: none">– A design is a usable representation of a solution.– Design focuses on understanding how value might be realized by a solution if it is built.

Requirements leads to designs which, in turn, may drive the discovery and analysis of more requirements. The back-and-forth shift in focus between requirements and designs is often subtle and not always linear.

Requirements may be used to define a design. That design may then be used to elicit additional requirements that can lead to more detailed designs. In some cases, requirements and designs are handed off to others who may further develop these designs.

Example:

Requirements – the need	Designs – the potential solution
<ul style="list-style-type: none">– Capture six-month sales data across multiple departments in a view	<ul style="list-style-type: none">– A sketch of a dashboard.
<ul style="list-style-type: none">– Reduce the amount of time to pick and pack a customer order	<ul style="list-style-type: none">– Process model
<ul style="list-style-type: none">– Record and access a medical patient’s history	<ul style="list-style-type: none">– Screen mock-up showing specific data fields
<ul style="list-style-type: none">– Develop business strategy, goals, and objectives for a new business	<ul style="list-style-type: none">– Business Capability Model
<ul style="list-style-type: none">– Provide information in English and French	<ul style="list-style-type: none">– Prototype with text displayed in English and French

Requirements’ 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.

Business Requirements are:

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.

Stakeholder Requirements are:

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

Solution Requirements are:

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:

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

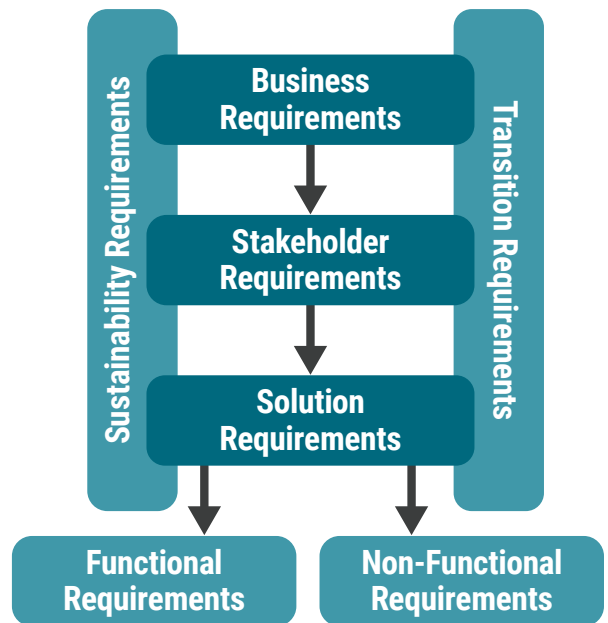
Non-functional Requirements or Quality of Service Requirements: conditions or qualities a solution must have. See *BABOK Guide v3, 10.30 Non-Functional Requirements Analysis*

Sustainability Requirements are:

Assessment and description of goals that connect business, stakeholder, or solution requirements to an enterprise's sustainability objectives. They describe how a business area or a specific initiative will deliver on those objectives. See *Sustainability*

Transition Requirements are:

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, business continuity, etc.



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. – Glossary

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 that 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 matrix structure. A traceability matrix enables bi-directional tracking of requirements and designs by linking them to the business need and solution components. Using a traceability matrix helps to detect missing requirements and designs or to identify solution components that are not supported by any requirement or design.

Organizational Considerations

Organizational considerations include topics that influence how senior leaders think about their organizations' impact on the world around them. These topics are often important societal issues and very important to stakeholders.

There are numerous considerations and some of the most important today are the topics of diversity, equity, inclusivity, and sustainability. Increasingly, stakeholders (including employees and customers) are holding organizations accountable for what they do, how they do it, and the impact they make.

Sustainability

Although there are several definitions of sustainability, they all refer to some version of executing an organization's business model to meet current needs while preserving or conserving natural resources for future generations. Sustainability also includes optimizing social equity, health, and economic viability to achieve desired outcomes. Business analysis professionals need to apply this view to their work and deliver on the organization's sustainability objectives.

Diversity, Equity, Inclusivity (DEI)

We live and work in diverse societies, and organizations create products and services for various stakeholders. It can be challenging to create successful outcomes within this complex context. However, the research is clear: building diverse teams leads to greater innovation and better outcomes. Inclusivity means developing a sense of belonging for every member of these diverse teams. The third piece of the puzzle involves equity, where every team member is treated and rewarded fairly.

These concepts can not just be marketing labels but must be incorporated into how teams are built and outcomes delivered. The challenge for business analysis professionals is how best to support and deliver on the organization's goals in these key areas through their work. For example, consider an initiative to replace desktop computers where the original equipment could be donated to a worthy cause instead of being thrown away. Or, for example, think about how to ensure diverse representation in a workshop focused on creating an innovative new product.

Managing the Delivery of Business Analysis

Organized delivery of business analysis services allows an organization to establish standards of practice (define processes, templates, guidelines, etc.) that best work in their context. Business analysis can be managed within an organization in different ways, including:

- in a Centre of Excellence (CoE);
- in a Community of Practice (CoP);
- as Business Analysis as a Service (BAaS); or
- dispersed within different business units.

Some organizations use a combination of these approaches to manage the critical services that business analysis offers with different degrees of success. The key to an organization's success is the ability to take advantage of *The Business Analysis Standard* to establish consistency, quality, and standards. This supports organizations in producing desired outcomes as effectively as possible, regardless of the approach used.

Additionally, implementing practices that enable business analysis professionals to continuously learn from each other is gradually improving the quality of work being performed. By empowering business analysis professionals to collaborate, to share knowledge, tools, and experiences, a higher degree of quality and strategic alignment can be achieved.

4. Tasks and Knowledge Areas

Introducing Business Analysis Tasks

Business analysis concepts and practices can be applied by many organizations working in different contexts and can include many different activities. These activities are described in 30 business analysis tasks and grouped within six knowledge areas (for details, please refer to the *BABOK Guide v3*). The importance of these tasks has been reaffirmed with the global business analysis community and are presented below as summary task cards.

Business analysis professionals should make an informed decision about which tasks will be performed and the order in which they will be performed, depending on the context. Each change initiative is unique, and business analysis professionals should keep in mind that:

- Most tasks are not sequential, and several tasks can be conducted simultaneously.
- Some tasks have outputs that are essential as input for another task.
- Tasks are generally iterative and help build knowledge about the change and the desired value.
- Some tasks need to be managed, reviewed, and repeated.
- Tasks can be used to build and share knowledge about the six core concepts of the BACCM™.
- Tasks can be:
 - performed by anyone in any role;
 - used for any work that can benefit from good business analysis;
 - started by one person and completed by others.

These tasks apply to all types of change initiatives, including but not limited to:

- defining requirements and designs for a solution;
- implementing business intelligence solutions;
- designing or implementing info-tech solutions;
- defining or maintaining business architecture;
- building or managing enterprise architecture;
- managing business process initiatives;
- redesigning business processes;
- business data analytics initiatives;
- product ownership analysis related work.

Task Cards

The tasks are structured into easy-to-reference, one-page cards and align with the BACCM™. For each task, the following is defined:

- purpose or the need;
- value,
- solution (output or outcome);
- stakeholders;
- description of change - with an input-task-output diagram;
- frequently used techniques in context;
- a “Consider” box that provides contextual information and supporting knowledge references.

Each task card also includes a reference to any related IIBA certifications.

The Six Knowledge Areas

Knowledge areas are the way tasks are grouped. They are not meant to imply a sequence of tasks. The six knowledge areas are:

- Business Analysis Planning and Monitoring;
- Elicitation and Collaboration;
- Requirements and Designs Life Cycle Management;
- Strategy Analysis;
- Requirements Analysis and Design Definition,
- Solution Evaluation.

Each knowledge area:

- starts with the BACCM™, which contains information specifically for that knowledge area;
- contains a diagram of the tasks;
- has a table showing the tasks with the inputs and outputs to present the relationships between them.

How to Navigate Tasks and Knowledge Areas

Anyone doing business analysis work knows that each initiative is unique, and often organizations, and even business units, have their own way of doing things. Tasks can be performed in a variety of orders and sequences, simultaneous, iteratively, some multiple times, and some not at all, depending on the objectives and initiative. Understanding the tasks enables business analysis professionals to undertake them at the right time and in the right context to achieve the results needed.

<p>Business Analysis Planning and Monitoring</p> <ul style="list-style-type: none"> - Plan Business Analysis Approach - Plan Stakeholder Engagement - Plan Business Analysis Governance - Plan Business Analysis Information Management - Identify Business Analysis Performance Improvements 	<p>Strategy Analysis</p> <ul style="list-style-type: none"> - Analyze Current State - Define Future State - Assess Risks - Define Change Strategy 	<p>Solution Evaluation</p> <ul style="list-style-type: none"> - Measure Solution Performance - Analyze Performance Measures - Assess Solution Limitations - Assess Enterprise Limitations - Recommend Actions to Increase Solution Value
<p>Elicitation and Collaboration</p> <ul style="list-style-type: none"> - Prepare for Elicitation - Conduct Elicitation - Confirm Elicitation Results - Communicate Business Analysis Information - Manage Stakeholder Collaboration 	<p>Requirements and Designs Life Cycle Management</p> <ul style="list-style-type: none"> - Trace Requirements and Designs - Maintain Requirements and Designs - Prioritize Requirements and Designs - Assess Requirements and Designs Changes - Approve Requirements and Designs 	<p>Requirements Analysis and Design Definition</p> <ul style="list-style-type: none"> - 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

A) Business Analysis Planning and Monitoring

This knowledge area includes tasks that organize and coordinate the efforts of business analysis professionals and stakeholders. These tasks produce outputs that are used as guidance for the other tasks.

BACCM™ for Planning and Monitoring

Solution

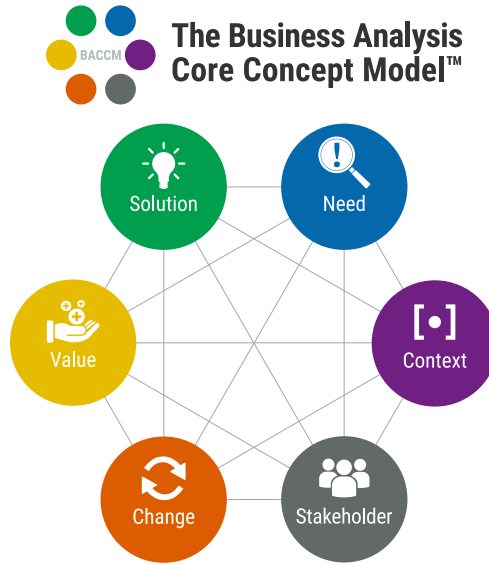
Business analysis professionals evaluate if business analysis performance was a key contributor to the successful implementation of a solution.

Value

Business analysis professionals conduct performance analysis to ensure business analysis activities continue to produce sufficient value for the stakeholders.

Change

Business analysis professionals are responsible for determining how changes to business analysis results will be requested and authorized.



Need

Business analysis professionals choose a business analysis approach that provides adequate analysis for the change.

Context

Business analysis professionals ensure a complete understanding of the context under analysis to develop an efficient business analysis approach.

Stakeholder

Business analysis professionals perform a stakeholder analysis to ensure planning and monitoring activities reflect stakeholder needs and account for stakeholder characteristics.

Competencies

To define and conduct the tasks in Planning and Monitoring business analysis professionals need to have strong competency in Behavioural Characteristics including Organization and Time Management.

See: [BABOK Guide v3, 9.2 Behavioural Characteristics](#)

Business Analysis Tasks



Input and Output Relationships

	Needs	Business Analysis Approach	Stakeholder Engagement Approach	Governance Approach	Information Management Approach	Performance Objectives (External)	Business Analysis Performance Assessment
Plan Business Analysis Approach	Input	Output					
Plan Stakeholder Engagement	Input	Input	Output				
Plan Business Analysis Governance		Input	Input	Output			
Plan Business Analysis Information Management		Input	Input	Input	Output		
Identify Business Analysis Performance Improvements		Input				Input	Output

Plan 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 v3** 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

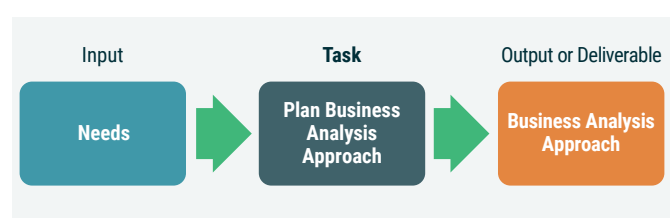
Plan Business Analysis Approach describes the overall method that will be followed when performing business analysis work, what business analysis tasks will be performed, how and when business analysis tasks will be performed, and the business analysis deliverables that will be produced.

Reference (Guidelines and Tools)

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

- Business Analysis Performance Assessment from previous initiatives;
- Business Policies;
- Expert Judgment;
- Methodologies and Frameworks;
- Stakeholder Engagement Approach.

Task Inputs and Outputs



Consider...

The 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 – Sec 4.3 POA and Agile Planning Horizons](#).

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

Plan Stakeholder Engagement



Purpose or Need

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



Value

Understanding who the stakeholders are, the impact of proposed changes on them, and the influence they may have on 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, main characteristics, and also 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 v3** for the complete list of techniques.



Stakeholder

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



Description of Change

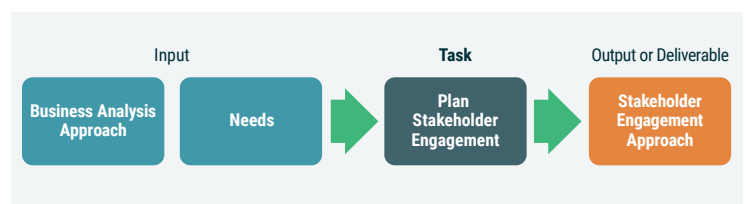
Plan Stakeholder Engagement describes identifying which stakeholders are relevant to the change, what is their role in the change, what are their main characteristics, what information business analysis professionals need from them, what information they need from business analysis professionals, and the best way to collaborate with them, having in mind their communication needs.

Reference (Guidelines and Tools)

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

- Business Analysis Performance Assessment;
- Change Strategy;
- Current State Description.

Task Inputs and Outputs



Consider...

Effectively engaging stakeholders is critical for a success.

Example: Consider a business data analytics initiative where data is sourced, assessed, and analyzed to drive key insights. Getting approval for a team's recommendations often depends on how engaged stakeholders have been throughout the process.

See [Guide to Business Data Analytics – 2.1.2 Identify and Understand the Stakeholders](#).

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Plan Business Analysis Governance

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, a description of the change control, prioritization, and approvals processes.

Techniques

Frequently used techniques:

- [Document Analysis](#);
- [Interviews](#);
- [Organizational Modelling](#);
- [Process Modelling](#);
- [Workshops](#).

Refer to the [BABOK Guide v3](#) 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

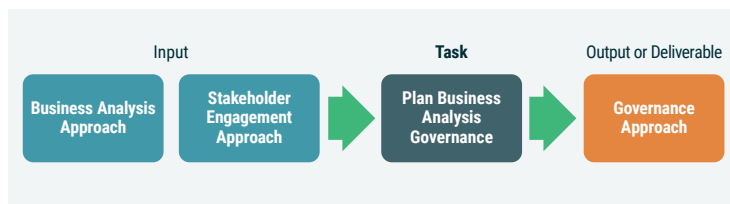
Plan Business Analysis Governance defines the decision makers, change control process, prioritization approach, approval process, and information required to make a decision. It helps ensure that decisions about requirements and designs are made properly and consistently and follow a process that ensures decision makers have the information they need when they need it.

Reference (Guidelines and Tools)

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

- Business Analysis; Performance Assessment;
- Business Policies;
- Current State Description;
- Legal/Regulatory Information.

Task Inputs and Outputs



Consider...

Governance processes, practices, and responsibilities are critical for different types of initiatives.

Example: Consider a business intelligence initiative where it's important to promote an enterprise-wide view of information. 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 – 11.2.1 Change Scope](#)

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Plan Business Analysis Information Management



Purpose or Need

To develop an approach for how business analysis information will be stored and accessed.



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 utilized during and after the change is completed.



Techniques

Frequently used techniques:

- [Interviews](#);
- [Item Tracking](#);
- [Lessons Learned](#);
- [Mind Mapping](#);
- [Process Modelling](#).

Refer to the **BABOK Guide v3** for the complete list of techniques..



Stakeholder

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



Description of Change

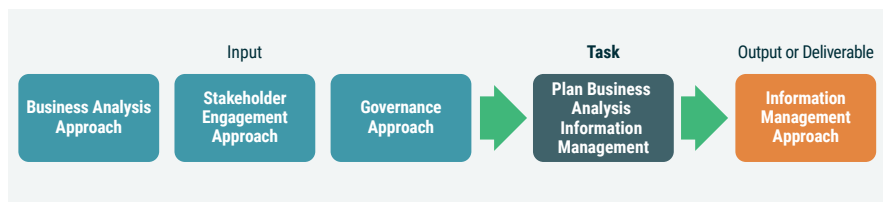
Plan Business Analysis Information Management defines how all the information developed by business analysis professionals (including requirements and designs) should be captured, organized, stored, traced, and integrated with other information for long-term use.

Reference (Guidelines and Tools)

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

- Business Analysis; Performance Assessment;
- Business Policies;
- Information Management Tools;
- Legal/Regulatory Information.

Task Inputs and Outputs



Consider...

Effectively managing information relevant to any change effort is an important element of success.

Example: From redesigning business processes – to ensuring all business data is appropriately referenced and available in the new process – to creating enterprise-level standards around data management.

See [Guide to Business Data Analytics – 2.6.3 Data Strategy](#).

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Identify Business Analysis Performance Improvements



Purpose or Need

To assess business analysis work and to 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 v3** for the complete list of techniques.



Stakeholder

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



Description of Change

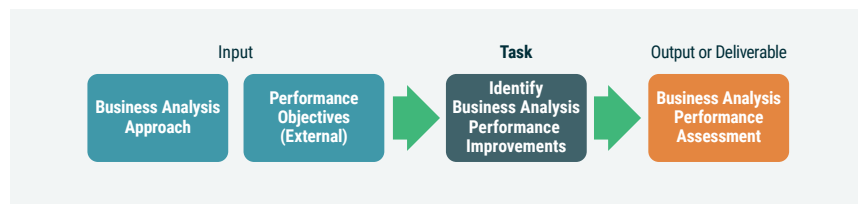
Identify Business Analysis Performance Improvements describes managing and monitoring how business analysis work is performed to ensure that commitments are met and continuous learning and improvement opportunities are realized.

Reference (Guidelines and Tools)

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

- Organizational Performance Standards.

Task Inputs and Outputs



Consider...

Improving the process of how outcomes are created is a mainstay of adaptive approaches and is equally important for predictive and hybrid approaches. Change should only ever be embarked on, to add value. To ensure value, the performance of the Business Analysis efforts needs to 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](#).

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B) Elicitation and Collaboration

Elicitation is how information is derived or drawn from the stakeholders to discover the requirements and designs for the solution. Collaboration describes two or more people working together to achieve a common goal or objective.

BACCM™ for Elicitation and Collaboration

Solution

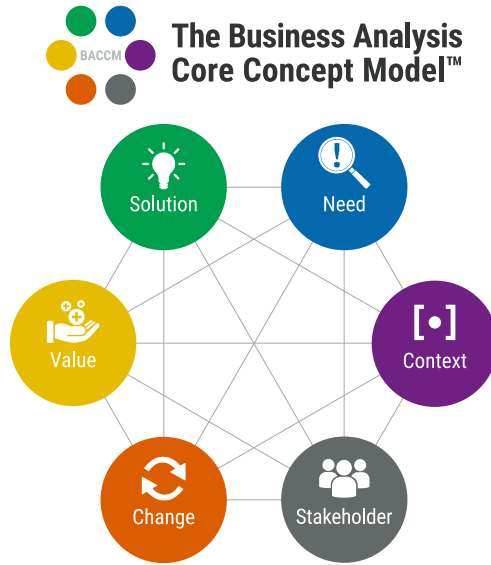
Business analysis professionals elicit, confirm, and communicate necessary or desired characteristics of proposed solutions.

Value

Business analysis professionals collaborate with stakeholders to assess the relative value of information provided through elicitation and apply a variety of techniques to confirm and communicate that value.

Change

Business analysis professionals use a variety of elicitation techniques to identify the characteristics of the change including concerns that stakeholders have about the change. The change may determine the types and extent of elicitation and collaboration.



Need

Business analysis professionals elicit, confirm, and communicate needs and supporting business analysis information. As elicitation is iterative and incremental, the understanding of needs may evolve over time.

Context

Business analysis professionals apply a variety of elicitation techniques to identify business analysis information about the context that may affect the change.

Stakeholder

Business analysis professionals manage the collaboration with the stakeholders who participate in the business analysis work. All stakeholders may participate in different roles and at different times during a change.

Competencies

To elicit and collaborate, business analysis professionals need to have strong competency in Communication Skills and Interaction Skills.

See: [BABOK Guide v3, 9.4 Communication Skills](#) and [BABOK Guide v3, 9.5 Interaction Skills](#)

Business Analysis Tasks



Input and Output Relationships

	Needs	Stakeholder Engagement Approach	Business Analysis Performance Assessment	Elicitation Activity Plan	Elicitation Results (unconfirmed)	Elicitation Results (confirmed)	Business Analysis Information	Business Analysis Information (Communicated)	Stakeholder Engagement
Prepare for Elicitation	Input	Input		Output					
Conduct Elicitation				Input	Output				
Confirm Elicitation Results					Input	Output			
Communicate Business Analysis Information		Input					Input	Output	
Manage Stakeholder Collaboration		Input	Input						Output

Prepare for Elicitation



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 that 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 v3](#) for the complete list of techniques.



Stakeholder

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



Description of Change

Prepare for Elicitation defines the desired outcomes of each elicitation activity, and ensures that the stakeholders have the information they need to provide and understand the nature of the activities they will participate in.

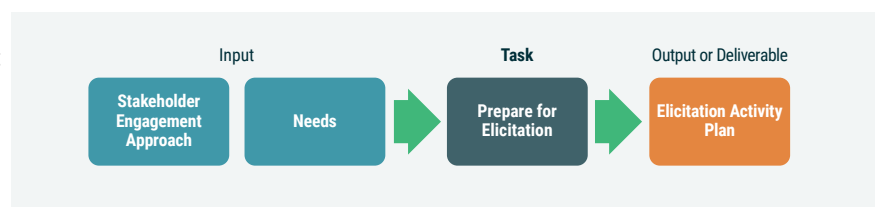
It should include understanding the scope of the elicitation activity, determining what will be produced using the elicitation results, which techniques are best suited to produce those results, defining and planning the elicitation logistics, identifying any materials needed, and fostering collaboration during an elicitation activity by preparing stakeholders for the activity.

Reference (Guidelines and Tools)

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

- Business Analysis Approach;
- Business Objectives;
- Existing Business Analysis Information;
- Potential Value.

Task Inputs and Outputs



Consider...

Building knowledge about the desired change is a prerequisite to creating value as quickly as possible. Preparing effectively for elicitation is relevant whenever interactions are needed to draw out information from stakeholders and applies to any type of initiative.

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 – 11.2.1 Change Scope](#)

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Conduct Elicitation



Purpose or Need

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



Value

To gain a deep understanding of the initiative, stakeholders, and their needs.



Solution

Unconfirmed elicited information that is 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 v3** for the complete list of techniques.



Stakeholder

Typically involves any stakeholders that could have relevant knowledge or experience to participate in elicitation activities.



Description of Change

Conduct Elicitation is the work to be performed to understand stakeholder needs and identify potential solutions that may meet those needs. This involves:

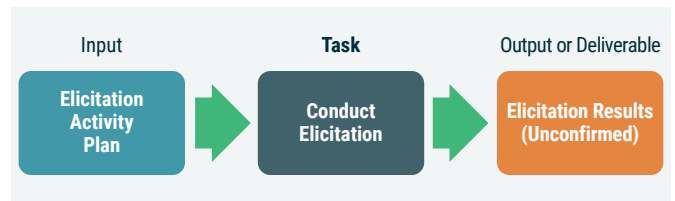
- guiding stakeholders and collaborating with them through the elicitation activity;
- doing research or running experiments;
- capturing elicitation outcomes.

Reference (Guidelines and Tools)

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

- Business Analysis Approach;
- Existing Business Analysis Information;
- Stakeholder Engagement Approach;
- Supporting Materials.

Task Inputs and Outputs



Consider...

Eliciting good information is a skill and art; and 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 how process performance will be measured.

See [BABOK Guide – 11.5 The Business Process Management Perspective](#)

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Confirm Elicitation Results

Purpose or Need

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

Value

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

Solution

Confirmed elicitation information which 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 v3** 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

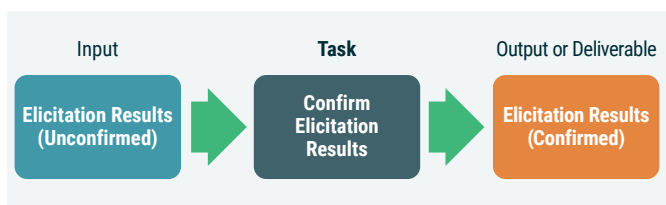
Confirm Elicitation Results involves ensuring that stakeholders have a shared understanding of the outcomes of elicitation, that elicited information is recorded appropriately, and that it does not contain errors, omissions, conflicts, or ambiguity.

Reference (Guidelines and Tools)

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

- Elicitation Activity Plan;
- Existing Business Analysis Information.

Task Inputs and Outputs



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 ensure customer value is optimized. Confirming elicited information is important to ensure the redesigned process delivers the desired value.

See [BABOK Guide – 11.5 The Business Process Management Perspective](#)

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Communicate Business Analysis Information



Purpose or Need

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



Value

Communicating the appropriate information to stakeholders at the right time and in the suitable formats to gain stakeholder agreement on moving forward is key to any successful initiative.



Solution

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



Techniques

Frequently used techniques:

- Interviews;
- Reviews;
- Workshops.

Refer to the **BABOK Guide v3** for the complete list of techniques.



Stakeholder

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



Description of Change

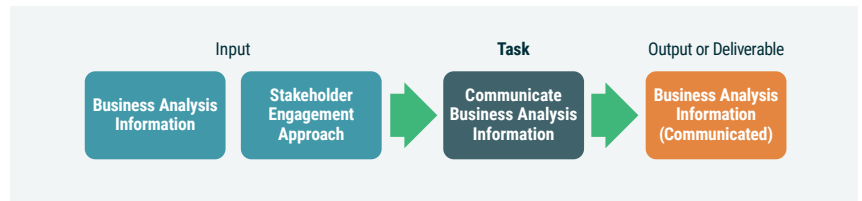
Communicate Business Analysis Information provides stakeholders with the information they need when they need it. The information is presented in a useful form, using the right terminology and concepts.

Reference (Guidelines and Tools)

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

- Business Analysis Approach;
- Information Management Approach.

Task Inputs and Outputs



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 – Sec 5.3 Engage the Whole Team](#)

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Manage Stakeholder Collaboration

Purpose or Need

To encourage stakeholders to work towards 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 v3** for the complete list of techniques.

Stakeholder

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

Description of Change

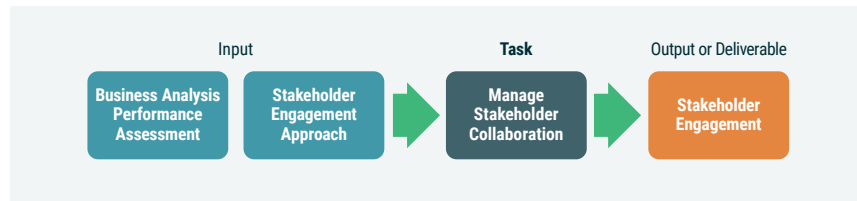
Manage Stakeholder Collaboration includes working with stakeholders to engage them in the overall business analysis process and to ensure that the needed outcomes can be delivered.

Reference (Guidelines and Tools)

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

- Business Analysis Approach;
- Business Objectives;
- Future State Description;
- Recommended Actions;
- Risk Analysis Results.

Task Inputs and Outputs



Consider...

Stakeholder collaboration is important for every initiative and critical in some contexts.

Example: Consider the outcomes produced when building an enterprise's business architecture. Ensuring stakeholders understand and support this work requires strong elicitation and collaboration.

See [BABOK Guide – 11.4 The Business Architecture Perspective](#)

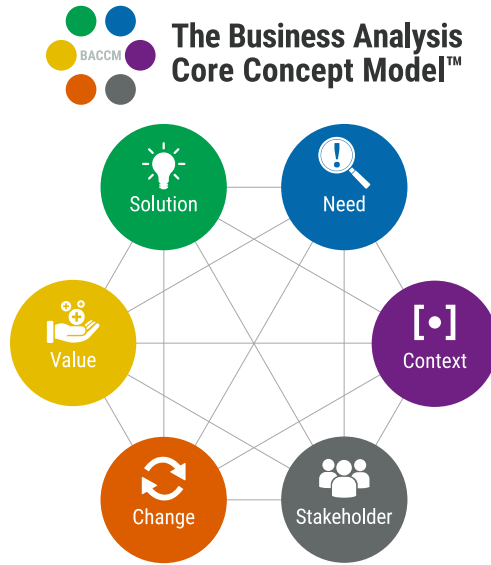
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C) Requirements and Designs Life Cycle Management

This knowledge area describes the tasks that business analysis professionals perform to manage and maintain requirements and designs from creation to retirement.

BACCM™ for Requirements and Designs Life Cycle Management



Solution

Business analysis professionals trace requirements and designs to solution components to ensure that the solution satisfies the need.

Value

Business analysis professionals maintain requirements and designs for reuse to extend value beyond the current initiative.

Change

Business analysis professionals manage how proposed changes to requirements and designs are evaluated during an initiative.

Need

Business analysis professionals trace, prioritize and maintain requirements and designs to ensure that the need is met.

Context

Business analysis professionals analyze the context to support tracing and prioritization activities.

Stakeholder

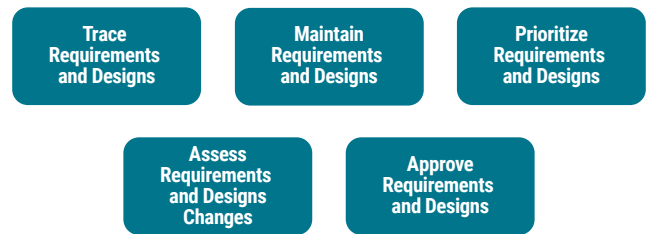
Business analysis professionals work closely with key stakeholders to maintain understanding, agreement, and approval of requirements and designs.

Competencies

To perform the tasks in Requirements and Designs Life Cycle Management, business analysis professionals need to apply Analytical Thinking and Problem Solving as well as Creative Thinking.

See: [BABOK Guide v3, 9.1 Analytical Thinking and Problem Solving](#)

Business Analysis Tasks



Input and Output Relationships

	Requirements	Designs	Requirements and Designs (traced)	Requirements and Designs (maintained)	Requirements and Designs (prioritized)	Proposed Change	Requirements and Designs Change Assessment	Requirements (verified)	Requirements and Designs (approved)
Trace Requirements and Designs	Input	Input	Output						
Maintain Requirements and Designs	Input	Input		Output					
Prioritize Requirements and Designs	Input	Input			Output				
Assess Requirements and Designs Changes	Input	Input				Input	Output		
Approve Requirements and Designs		Input						Input	Output

Trace Requirements and Designs



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, the discovery of inconsistencies and gaps in requirements and designs, and assists in scope, change, risk, time, cost, and communication management.



Solution

To have requirements and designs that 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 v3** for the complete list of techniques.



Stakeholder

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



Description of Change

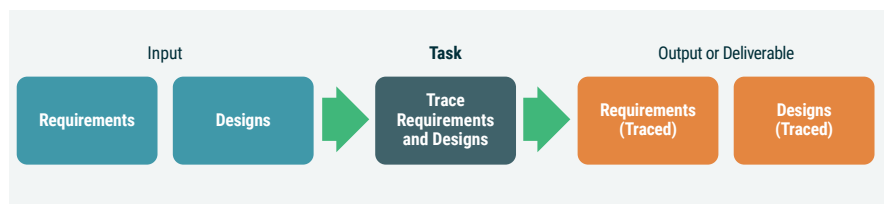
Trace Requirements and Designs includes analysis and maintenance of the relationships between requirements, designs, solution components, and other work products for impact analysis, coverage, and allocation.

Reference (Guidelines and Tools)

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

- Domain Knowledge;
- Information Management Approach;
- Legal/Regulatory Information;
- Requirements Management Tools/Repository.

Task Inputs and Outputs



Consider...

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

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

See [Guide to Product Ownership Analysis – Sec 5.1.1 Set Up the Organization for Success](#)

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Maintain Requirements and Designs

Purpose or Need

To retain 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

Keeping requirements and designs maintained and current ensure that 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 v3** for the complete list of techniques.

Stakeholder

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

Description of Change

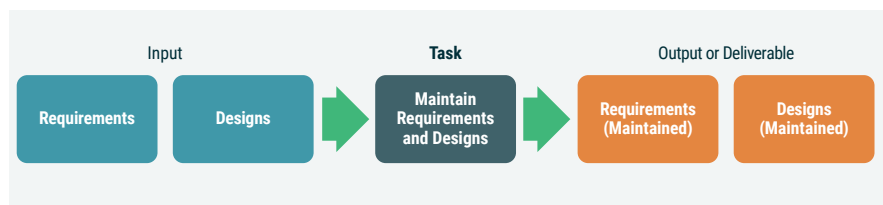
Maintain Requirements ensures that requirements and designs are accurate and current throughout the lifecycle and facilitates the reuse of requirements and designs where appropriate.

Reference (Guidelines and Tools)

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

- Information Management Approach.

Task Inputs and Outputs



Consider...

Maintaining information can save costs, time, and effort for different types of initiatives.

Example: Consider regulatory changes that require an update to financial systems. Having accurate existing information speeds up impact analysis and allows 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

Purpose or Need
To rank requirements and designs in the order of relative importance.

Value
Prioritization seeks to ensure that maximum value is achieved.

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

Techniques
Frequently used techniques:

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

- [Backlog Management;](#)
- [Decision Analysis;](#)
- [Estimation;](#)
- [Prioritization;](#)
- [Risk Analysis and Management.](#)

Refer to the **BABOK Guide v3** for the complete list of techniques.

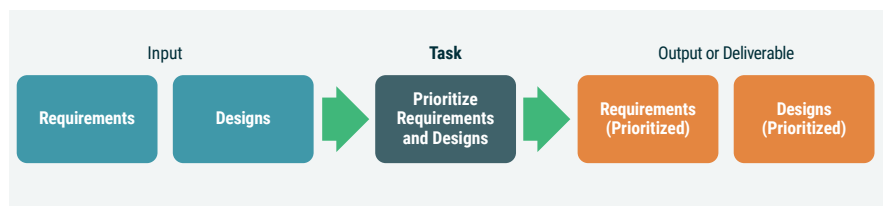
Description of Change
Prioritize Requirements and Designs assesses the value, urgency, dependencies, and risks associated with requirements and designs to ensure that analysis and delivery work is done on the most important ones at any given time. Prioritization is an ongoing process, with priorities changing as the context changes.

Reference (Guidelines and Tools)

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

- Business Constraints;
- Change Strategy;
- Domain Knowledge;
- Governance Approach;
- Requirements Architecture;
- Requirements Management;
- Tools/Repository;
- Solution Scope.

Task Inputs and Outputs



Consider...

Prioritization is an important task relevant to 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 – Sec 5.5 Deliver Often](#).

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Assess Requirements and Designs Changes



Purpose or Need

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



Value

Gained clarity around proposed changes ensures 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 v3** for the complete list of techniques.



Stakeholder

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



Description of Change

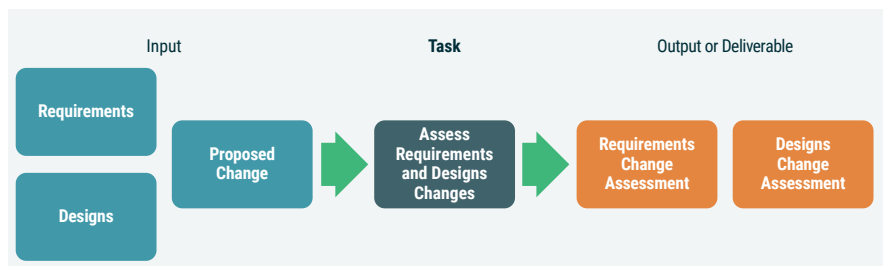
Assess Requirements Changes evaluates (by performing impact analysis) new and changing requirements and designs to determine whether a proposed change will increase the value of the solution and whether they need to be acted on within the scope of a change.

Reference (Guidelines and Tools)

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

- Change Strategy;
- Domain Knowledge;
- Governance Approach;
- Legal/Regulatory Information;
- Requirements Architecture;
- Solution Scope.

Task Inputs and Outputs



Consider...

As part of operating in a dynamically changing environment, it's important for every type of initiative to continually assess what needs to change and adapt 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 – Sec 5.6 Learn Fast](#)

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Approve Requirements and Designs

Purpose or Need

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

Value

Approved requirements and designs enable the work to move forward.

Solution

Requirements and designs which are agreed to by stakeholders and are ready for use in subsequent business analysis or solution development efforts.

Techniques

- Frequently used techniques:
- [Acceptance and Evaluation Criteria](#);
 - [Decision Analysis](#);
 - [Item Tracking](#);
 - [Reviews](#);
 - [Workshops](#).

Refer to the [BABOK Guide v3](#) for the complete list of techniques.

Stakeholder

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

Description of Change

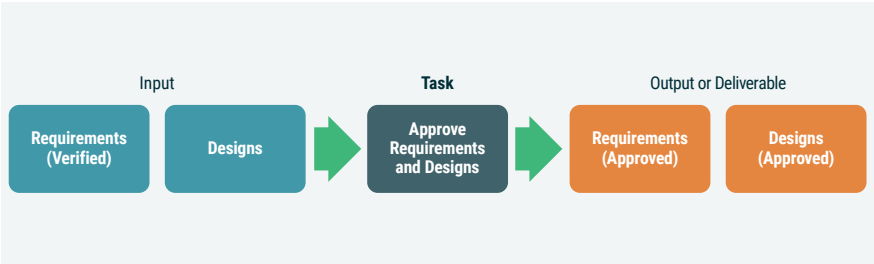
Approve Requirements and Designs helps stakeholders involved in the governance process to reach approval and agreement on requirements and designs.

Reference (Guidelines and Tools)

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

- Change Strategy;
- Governance Approach;
- Legal/Regulatory Information;
- Requirements Architecture;
- Solution Scope.

Task Inputs and Outputs



Consider...

There's always approval needed — a lightweight step for some adaptive initiatives or a rigorous process for some complex, predictive initiatives.

Example: Consider heavily regulated businesses where audit or compliance requirements need to be met. These are the type of initiatives where a rigorous process becomes mandatory.

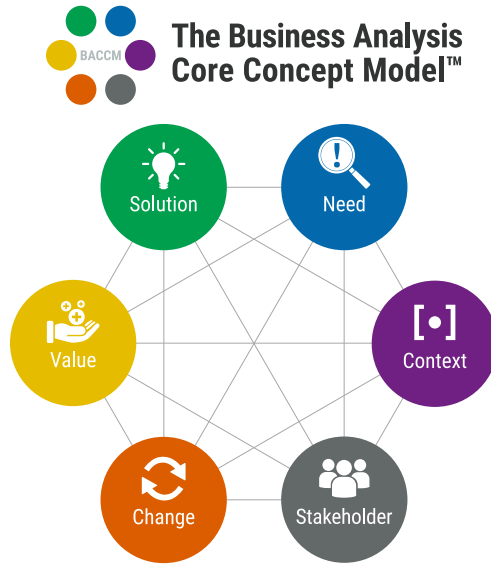
See [BABOK Guide – 11.3 The Information Technology Perspective](#)

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D) Strategy Analysis

Strategy analysis should be performed as a business need is identified. It provides context to requirements analysis and design definition for a given change.

BACCM™ for Strategy Analysis



Solution

Business analysis professionals define the scope of a solution as part of developing a change strategy.

Value

Business analysis professionals examine the potential value of the solution to determine if a change is justified.

Change

Business analysis professionals define the future state and develop a change strategy to achieve the future state.

Need

Business analysis professionals identify needs within the current state and prioritize needs to determine the desired future state.

Context

Business analysis professionals consider the context of the enterprise in developing a change strategy.

Stakeholder

Business analysis professionals collaborate with stakeholders to understand the business need and to develop a change strategy and future state that will meet those needs.

Competencies

To conduct Strategy Analysis tasks, business analysis professionals need Analytical Thinking and Problem Solving as well as Business Knowledge competencies.

See: [BABOK Guide v3, 9.1 Analytical Thinking and Problem Solving](#) and [BABOK Guide v3, 9.3 Business Knowledge](#)

Business Analysis Tasks

Analyze Current State

Define Future State

Assess Risks

Define Change Strategy

Input and Output Relationships

	Needs	Stakeholder Engagement Approach	Elicitation Results (any state)	Requirements (prioritized)	Current State Description	Elicitation Results (confirmed)	Business Requirements	Business Objectives	Influences	Potential Value	Future State Description	Risk Analysis Results	Solution Scope	Change Strategy
Analyze Current State	Input				Output	Input	Output							
Define Future State							Input	Output		Output	Output			
Assess Risks				Input		Input		Input	Input	Input		Output		
Define Change Strategy	Input				Input						Input	Input	Output	Output

Analyze Current State



Purpose or Need

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



Value

Knowing what is occurring today enables understanding the degree of the change that needs to occur.



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 v3](#) for the complete list of techniques.



Stakeholder

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



Description of Change

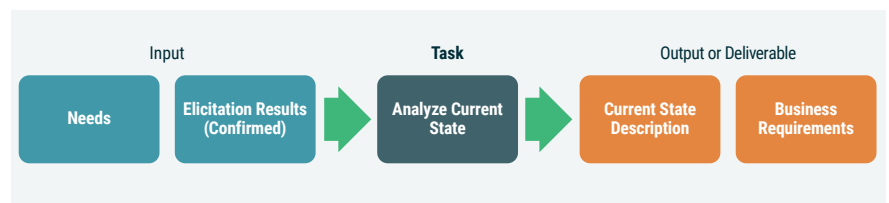
Analyze Current State enables understanding of the business need and how it relates to the way the enterprise functions. It sets a baseline and context for change.

Reference (Guidelines and Tools)

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

- Business Analysis Approach;
- Enterprise Limitation;
- Organizational Strategy;
- Solution Limitation;
- Solution Performance Goals;
- Solution Performance Measures;
- Stakeholder Analysis Results.

Task Inputs and Outputs



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, to identify information silos, and to assess their related problems or opportunities.

See [BABOK Guide – 11.2 The Business Intelligence Perspective](#)

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Define Future State



Purpose or Need

To determine the necessary conditions to meet the business need.



Value

The desired direction that the enterprise wishes to pursue 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 v3** for the complete list of techniques.



Stakeholder

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



Description of Change

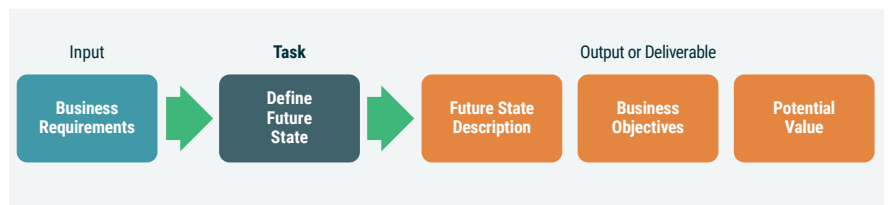
Define Future State defines goals and objectives that will demonstrate that the business need has been satisfied and determines what parts of the enterprise need to change to meet those goals and objectives.

Reference (Guidelines and Tools)

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

- Current State Description;
- Metrics and Key Performance Indicators (KPI);
- Organizational Strategy.

Task Inputs and Outputs



Consider...

Defining the future state can help focus energy and work effort to maximize the value being 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 v1.5](#) – 2.1 Program Strategy

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Assess Risks

Purpose or Need

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

Value

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

Solution

Gained understanding of the risks and the mitigation strategies to prevent those risks, reduce the impact of the risk, or reduce the likelihood of the risk occurring.

Techniques

Frequently used techniques:

- [Brainstorming](#)
- [Decision Analysis](#)
- [Financial Analysis](#)
- [Risk Analysis and Management](#)
- [Root Cause Analysis](#)

Refer to the **BABOK Guide v3** 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

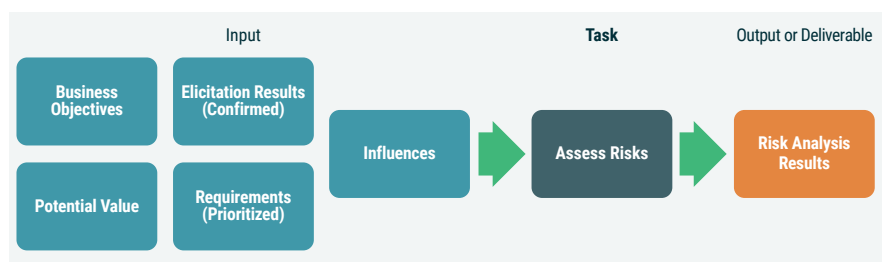
Assess Risks ensures understanding of the uncertainties around the change, considers the effect those uncertainties may have on the ability to deliver value through a change, and recommends actions to address risks where appropriate.

Reference (Guidelines and Tools)

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

- Business Analysis Approach;
- Business Policies;
- Change Strategy;
- Current State Description;
- Future State Description;
- Identified Risks;
- Stakeholder Engagement Approach.

Task Inputs and Outputs



Consider...

Reducing the negative impact of risks is important for different types of initiatives.

Example: Consider a business data analytics initiative where the team has identified potential recommendations. Assessing the risks of each one 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

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 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 v3](#) 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

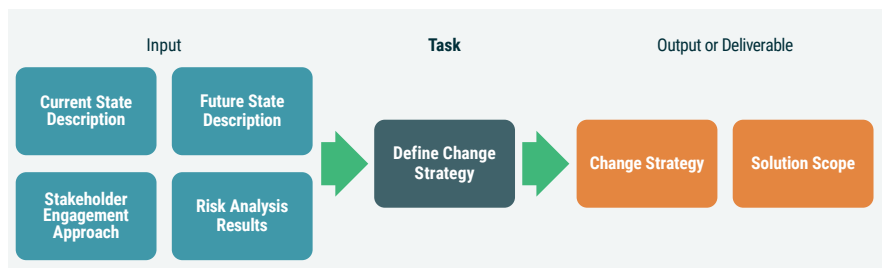
Define Change Strategy performs a gap analysis between current and future state, assesses options for achieving the future state, and recommends the optimal approach, including any transition states. Various change strategies can be considered, ranging from small evolutionary changes that build on each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

Reference (Guidelines and Tools)

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

- Business Analysis Approach;
- Design Options;
- Solution Recommendations.

Task Inputs and Outputs



Consider...

A change strategy can be important for any initiative that involves a transition from a current way of executing to a desired future state. It's important in large-scale transformations as well as smaller operational-driven improvements.

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

See [Strategy to Execution Framework v1.5](#) – 2.8 Transition Strategy and 2.9 Change and Adoption Strategy

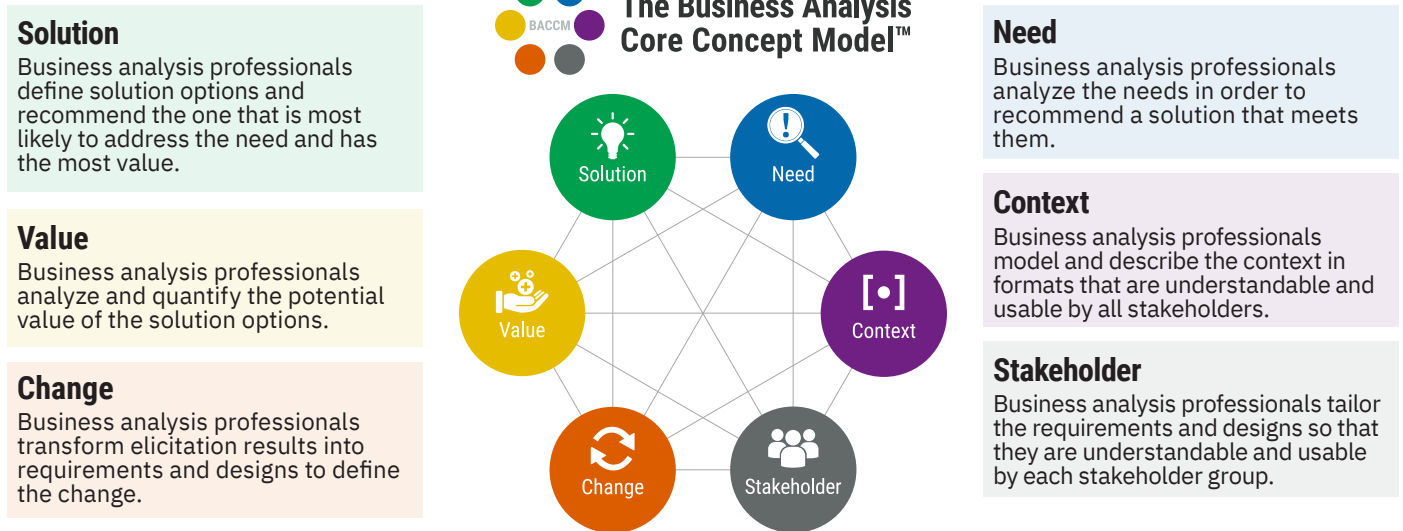
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E) Requirements Analysis and Design Definition

This knowledge area describes the tasks that business analysis professionals perform to structure and organize requirements discovered during elicitation activities, specify and model requirements and designs, validate and verify information, identify solution options that meet business needs, and estimate the potential value that could be realized for each solution option.

BACCM™ for Requirements Analysis and Design Definition



Competencies

Analytical Thinking and Problem Solving, Business Knowledge, and Communication Skills are competencies needed for Analysis and Design tasks.

See: [BABOK Guide v3, 9.1 Analytical Thinking and Problem Solving](#), [BABOK Guide v3, 9.3 Business Knowledge](#), and [BABOK Guide v3, 9.4 Communication Skills](#)

Business Analysis Tasks



Input and Output Relationships

	Information Management Approach	Requirements	Requirements (prioritized)	Requirements (verified)	Elicitation Results (any state)	Requirements (specified and modelled)	Requirements (validated)	Potential Value	Solution Scope	Change Strategy	Requirements Architecture	Design Options	Solution Recommendation
Specify and Model Requirements and Designs					Input	Output							
Verify Requirements and Designs				Output		Input							
Validate Requirements and Designs						Input	Output						
Define Requirements Architecture	Input	Input							Input		Output		
Define Design Options			Input				Input			Input	Input	Output	
Analyze Potential Value and Recommend Solution								Input				Input	Output

Specify and Model Requirements and Designs

Purpose or Need

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

Value

Requirements and designs specification and analysis provides a basis for discussion with stakeholders to reach a conclusion about solution options.

Solution

Requirements and designs which 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 v3** for the complete list of techniques.

Stakeholder

Typically involves any stakeholders that could have relevant knowledge or experience to participate in these activities.

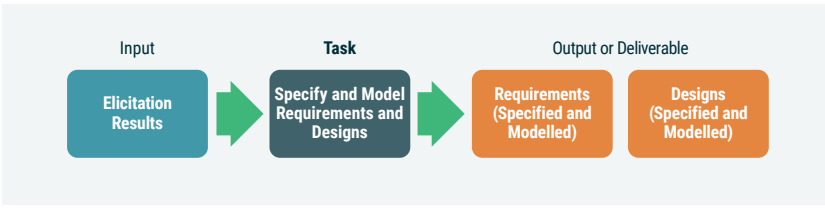
Description of Change

Specify and Model Requirements and Designs describes a set of requirements or designs in enough detail using suitable analytical techniques.

Reference (Guidelines and Tools)

- The following resources, if they exist, can be used to transform the inputs into the outputs:
- Modelling Notations/Standards;
 - Modelling Tools;
 - Requirements Architecture;
 - Requirements Life Cycle Management Tools;
 - Solution Scope.

Task Inputs and Outputs



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 different types of initiatives.

Example: Creating 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

Purpose or Need

To ensure that requirements and designs specifications and models meet quality standards and are usable for the purpose they serve.

Value

Verification ensures that the requirements and designs have been defined correctly, are ready for validation, and 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 v3** 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

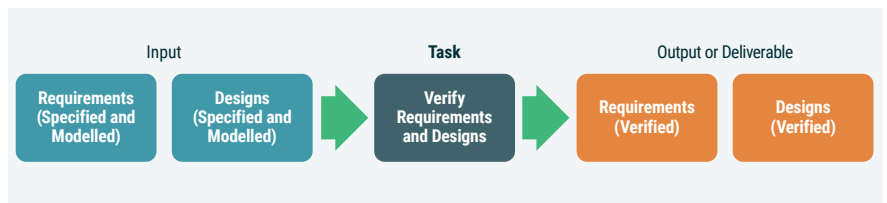
Verify Requirements ensures that a set of requirements or designs has been developed in enough detail to be usable by a particular stakeholder, is internally consistent, and is of high quality.

Reference (Guidelines and Tools)

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

- Requirements Life Cycle Management Tools.

Task Inputs and Outputs



Consider...

The appropriate level of verifying requirements and design 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 which 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



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 will ensure that requirements and designs 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 v3** 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

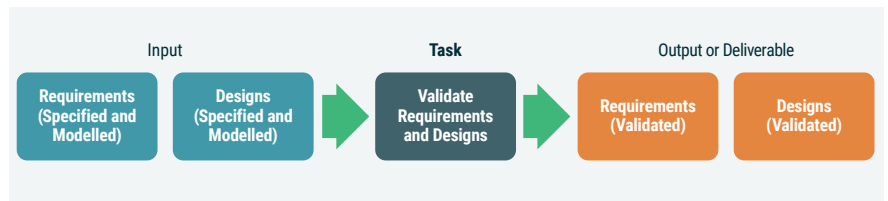
Validate Requirements ensures that stakeholder, solution, and transition requirements align to the business requirements, that the designs satisfy the requirements, and that both requirements and designs deliver business value and support the organization's goals and objectives.

Reference (Guidelines and Tools)

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

- Business Objectives;
- Future State Description;
- Potential Value;
- Solution Scope.

Task Inputs and Outputs



Consider...

Every type of initiative requires validation of the outcomes produced. Depending on the approach taken, this can be ongoing throughout the work 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 – Sec 5.6 Learn Fast](#)

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

Define 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 v3** for the complete list of techniques.

Stakeholder

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

Description of Change

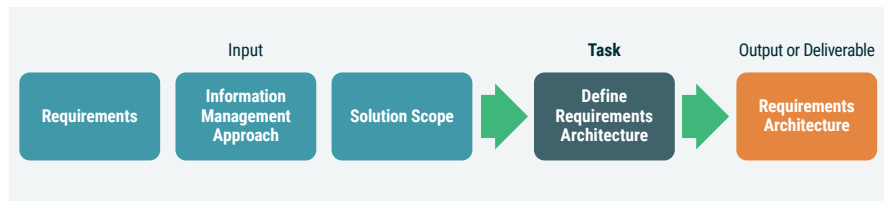
Define Requirements Architecture structures all requirements and designs so that they support the overall business purpose for a change and that they work effectively as a cohesive whole.

Reference (Guidelines and Tools)

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

- Architecture Management Software;
- Legal/Regulatory Information;
- Methodologies and Frameworks.

Task Inputs and Outputs



Consider...

This can be a rigorous process for large scale predictive initiatives or most often (but not always) less rigorous for adaptive initiatives.

Example: Creating enterprise models that can be used for ongoing value delivery often use commercially available or industry standardized reference models.

See [BABOK Guide – 11.4 The Business Architecture Perspective](#)

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

Define 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 v3** 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

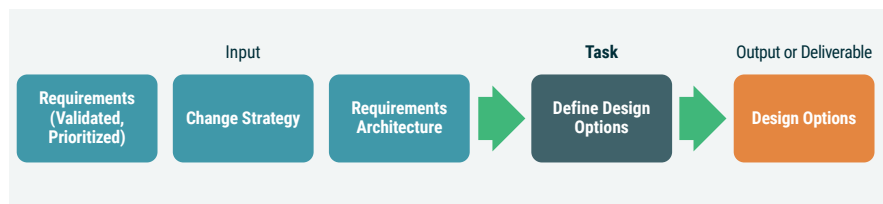
Define Design Options identifies, explores, and describes different ways of meeting the business need. Possible solution approaches include creating (I.e. building), purchasing (I.e. buying), or a combination of both.

Reference (Guidelines and Tools)

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

- Existing Solutions;
- Future State Description;
- Requirements (Traced);
- Solution Scope.

Task Inputs and Outputs



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

Purpose or Need

To estimate the potential value for each design option and to establish which one is most appropriate 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 v3** 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

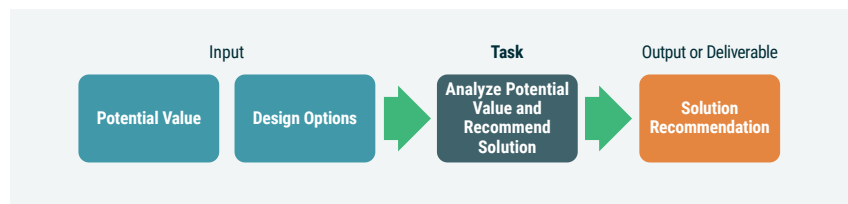
Analyze Potential Value and Recommend Solution assesses the business value of a potential solution and compares options, including trade-offs. Each option has a mix of advantages and disadvantages to consider. The potential value of a solution to a stakeholder is based on the benefits delivered by that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

Reference (Guidelines and Tools)

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

- Business Objectives;
- Current State Description;
- Future State Description;
- Risk Analysis Results;
- Solution Scope.

Task Inputs and Outputs



Consider...

There's rarely one correct answer or one perfect solution. Every team needs to find methods for determining what to recommend as the best way forward.

Example: When deciding on how best to address a business challenge, data teams often use criteria to evaluate recommendations from analytic results that are best aligned with business needs.

See [Guide to Business Data Analytics](#) – 2.5.1 Recommend Actions

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

F) Solution Evaluation

This knowledge area describes the tasks that business analysis professionals perform to assess the performance of, and value delivered by a solution in use by the enterprise, and to recommend removal of barriers or constraints that prevent the full realization of the value.



Solution

Business analysis professionals assess the performance of the solution, examine if it is delivering the potential value, and analyze why value may not be realized.

Value

Business analysis professionals determine if the solution is delivering the potential value and examine why value isn't being realized.

Change

Business analysis professionals recommend a change to a solution or the enterprise to realize the potential value of a solution.



Need

Business analysis professionals evaluate how a solution or solution component is fulfilling the need.

Context

Business analysis professionals consider the context in determining solution performance measures and any limitations within the context that may prohibit value from being realized.

Stakeholder

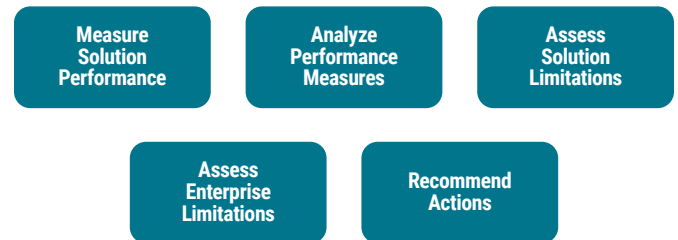
Business analysis professionals elicit information from the stakeholders about solution performance and value delivery.

Competencies

Analytical Thinking and Problem Solving, and Business Knowledge competencies are required for Solution Evaluation tasks.

See: [BABOK Guide v3, 9.1 Analytical Thinking and Problem Solving](#) and [BABOK Guide v3, 9.3 Business Knowledge](#)

Business Analysis Tasks



Input and Output Relationships

	Current State Description	Business Objectives	Potential Value	Implemented Solution (external)	Solution Performance Measures	Solution Performance Analysis	Enterprise Limitation	Solution Limitation	Recommend Actions
Measure Solution Performance		Input		Input	Output				
Analyze Performance Measures			Input		Input	Output			
Assess Solution Limitations				Input		Input		Output	
Assess Enterprise Limitations		Input		Input		Input	Output		
Recommend Actions to Increase Solution Value							Input	Input	Output

Measure Solution Performance

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.

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](#);
- [Data Mining](#);
- [Metrics and KPIs](#);
- [Non-Functional Requirements Analysis](#).

Refer to the **BABOK Guide v3** 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

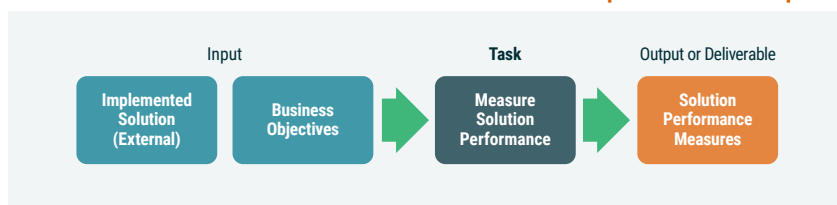
Measure Solution Performance defines the most appropriate way to assess the performance of a solution, including how it aligns with enterprise goals and objectives and performs the assessment.

Reference (Guidelines and Tools)

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

- Change Strategy;
- Future State Description;
- Requirements (Validated);
- Solution Scope.

Task Inputs and Outputs



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) can be used to quantify issues and establish accurate evaluation parameters for an analytics model that can 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

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 v3** for the complete list of techniques.

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

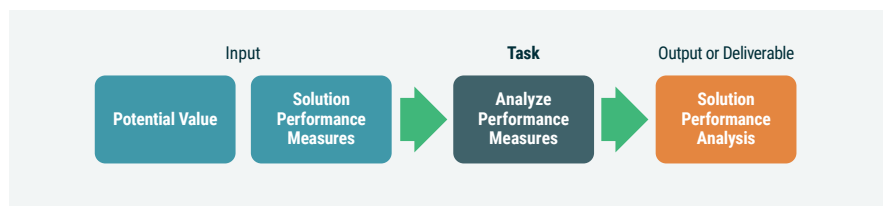
Description of Change
Analyze Performance Measures examines information regarding the performance of a solution and confirms them for accuracy to understand the value it delivers to the enterprise and stakeholders and determines whether it is meeting business needs.

Reference (Guidelines and Tools)

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

- Change Strategy;
- Future State Description;
- Risk Analysis Results;
- Solution Scope.

Task Inputs and Outputs



Consider...

Meaningful performance measures help drive valuable insights for improvements for different types of 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 which 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

Purpose or Need

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

Value

Understanding 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 v3** for the complete list of techniques.

Stakeholder

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

Description of Change

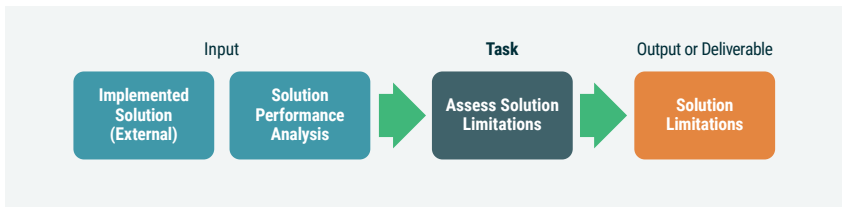
Assess Solution Limitations investigates issues within the scope of a solution that may prevent it from meeting current business needs and the potential value.

Reference (Guidelines and Tools)

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

- Change Strategy;
- Risks Analysis Results;
- Solution Scope.

Task Inputs and Outputs



Consider...

Although one usually thinks of assessing solution limitations for an existing solution that's being used, it can also be performed at any time 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 – Sec 5.7 Obsess About Value](#)

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

Assess 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 v3** for the complete list of techniques.



Stakeholder

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



Description of Change

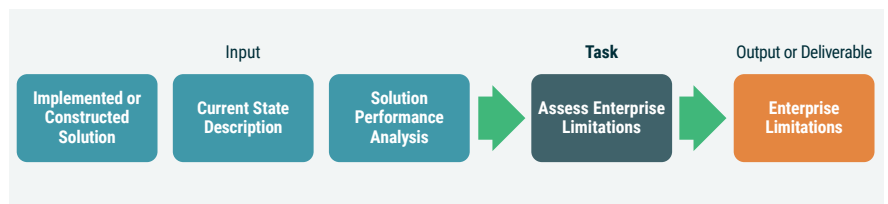
Assess Enterprise Limitations investigates issues outside the scope of a solution that may be preventing the enterprise from realizing the full value that a solution can provide, such as culture, operations, technical components, stakeholder interests, or reporting structures.

Reference (Guidelines and Tools)

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

- Business Objectives;
- Change Strategy;
- Future State Descriptions;
- Risk Analysis Results;
- Solution Scope.

Task Inputs and Outputs



Consider...

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

Example: Consider a recently implemented data warehousing solution that is being underutilized. It could be because stakeholders don't understand the solution's capabilities, don't know how to use it, or supporting processes haven't been sufficiently 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



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 v3](#) for the complete list of techniques.



Stakeholder

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



Description of Change

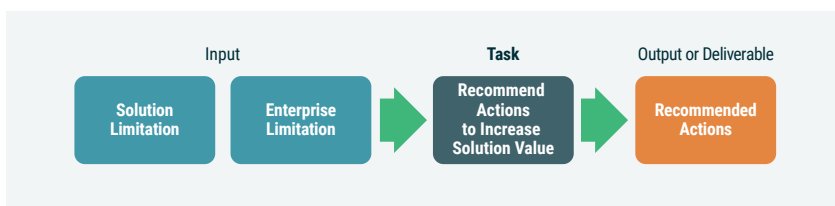
Recommend Actions to Increase Solution Value identifies and defines recommendations the enterprise can take to increase the value a solution can deliver. This may include removing, improving, replacing, or retiring existing solution elements. It could also include taking no action.

Reference (Guidelines and Tools)

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

- Business Objectives;
- Current State Description;
- Solution Scope.

Task Inputs and Outputs



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

5. 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.

People 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 Business Analysis Standard:

- provides a quick, concise, and valuable introduction to the business analysis discipline;
- 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 a deliberate application;
- identifies foundational competencies and techniques;
- introduces the 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 uses examples to illustrate how the 30 business analysis tasks are applicable across IIBA's suite of intellectual property and products, including:



IIBA Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) v3 with the Business Analysis Core Concept Model™ (BACCM™).



Agile Extension to the BABOK® Guide



Guide to Business Data Analytics



Guide to Product Ownership Analysis



IIBA's Business Analysis Competency Model® v4



Strategy to Execution Framework



Cybersecurity Analysis



IIBA Membership

The Business Analysis Standard highlights the increasing importance of business analysis in today's world. It should be used throughout every level of an organization. Its value goes beyond any organizationally defined roles. By applying The Business Analysis Standard, every organization can create better business outcomes by having every person achieve more.

6. Glossary and Key Terms

Some of the key terms mentioned in *The Business Analysis Standard* are listed below.

Refer to the *BABOK® Guide* and the *Glossary* for a more comprehensive list of key terms and definitions.

Adaptive Planning	An approach where long-term plans are reviewed and revised to account for new information learned during a project. Refer to the <i>Agile Extension to the BABOK® Guide</i>
Business Analysis as a Service (BAaS)	The provision of business analysis work as a service, usually to other business units or initiatives from a centralized collection of business analysis professionals.
Business Analysis Information	Any kind of information at any level of detail that is used as an input to, or is an output of, business analysis work.
Business Analysis Professional	Any person who performs business analysis, no matter their job title, organizational role, seniority level, or frequency of performing it.
Centre of Excellence (CoE)	A centre of excellence is a team that provides leadership, best practices, research, support, and training for business analysis. Can also be called BACoE, Business Analysis Competency Centre, Business Analysis Solution Centre.
Community of Practice (CoP)	A community of practice is a group of people who share a concern or a passion for business analysis and learn how to do it better as they interact on a regular basis.
Discipline	A field of study that is researched and evolves over time.
Elicitation	Iterative derivation and extraction of information from stakeholders or other resources.
Enterprise	A system of one or more organizations and the solutions they use to pursue a shared set of common goals.
Iterative Planning	An approach to planning that intentionally allows for repeating planning activities, and for potentially revisiting the same plan to update it based on new information. These planning activities are repeated in some agile approaches in regular iterations or time-boxes. Refer to the <i>Agile Extension to the BABOK® Guide</i>
Organization	An autonomous group of people under the management of a single individual or board working towards common goals and objectives.
Plan	A detailed scheme for doing or achieving something usually comprising a set of events, dependencies, expected sequence, schedule, results or outcomes, materials and resources needed, and how stakeholders need to be involved.
Practice	An area of concentration one can become professionally engaged in, perform in, or work at repeatedly.
Product Owner	The role on the team that represents the interests of all stakeholders, defines the features of the product, and prioritizes the product backlog. Refer to the <i>Agile Extension to the BABOK® Guide</i>
Risk	The effect of uncertainty on the value of a change, a solution, or the enterprise.

7. Contributors

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The global business analysis community contributed to *The Business Analysis Standard*. Thank you to all those who participated.

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Public Member Review

As an organization, IIBA would like to thank Members of the global business analysis community whose valuable feedback made *The Business Analysis Standard* possible. In developing business analysis standards, it is crucial to collaborate with both leading experts and Members of the business analysis community. IIBA sincerely appreciates our Members participation in this public review and all feedback received was actioned throughout the review process. As a participant in IIBA's public review, your contributions are vital to our important work of standards development and producing better business outcomes. Thank you for supporting IIBA's ongoing commitment to meeting the needs of the evolving business analysis community.

THE BUSINESS ANALYSIS STANDARD

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

About International Institute of Business Analysis

International Institute of Business Analysis™ (IIBA®) is a professional association dedicated to supporting business analysis professionals to deliver better business outcomes. IIBA connects almost 30,000 Members, over 100 Chapters, and more than 500 training, academic, and corporate partners around the world. As the global voice of the business analysis community, IIBA supports recognition of the profession, networking and community engagement, standards and resource development, and comprehensive certification programs.

For more information visit iiba.org

About IIBA Publications

IIBA publications offer a wide variety 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*, and the *Guide to Product Ownership Analysis* represent the most commonly accepted practices of business analysis around the globe. IIBA's reports, research, whitepapers, and studies provide guidance and best practices information to address the practice of business analysis beyond the global standards and explore new and evolving areas of practice to deliver better business outcomes.

Learn more at iiba.org.