



# The Business Analyst's Success Framework



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# About Laura and Bridging the Gap

- ▶ 20+ years as a business analyst, consultant, hiring manager, trainer, and career coach.
- ▶ Founder of Bridging the Gap (<http://www.bridging-the-gap.com>), offering resources to help business analysts start, succeed, and excel in their careers.
- ▶ Author of *How to Start a Business Analyst Career*
- ▶ Creator of The Business Analyst Blueprint® framework and training program.
- ▶ Mission: Empower business analysts to amplify their impact and thrive in their careers.



# You'll Discover:

- The key responsibilities of a business analyst, and how this work adds value to an organization.
- The business analyst techniques and practices that support each of the 8-steps of the business analyst process framework.
- Quick tips for how to leverage generative AI to get up to speed more quickly as a new business analyst.

# Value-Driven Business Analysts:

Reduce rework by ensuring all requirements are captured

Solve the underlying business problem

Thrive in fast-paced environments by choosing the right techniques

Cultivate credibility with a flexible, yet structured approach

Manage expectations and proactively engage stakeholders

Work strategically to build momentum while minimizing risk

# The Business Analyst Manifesto

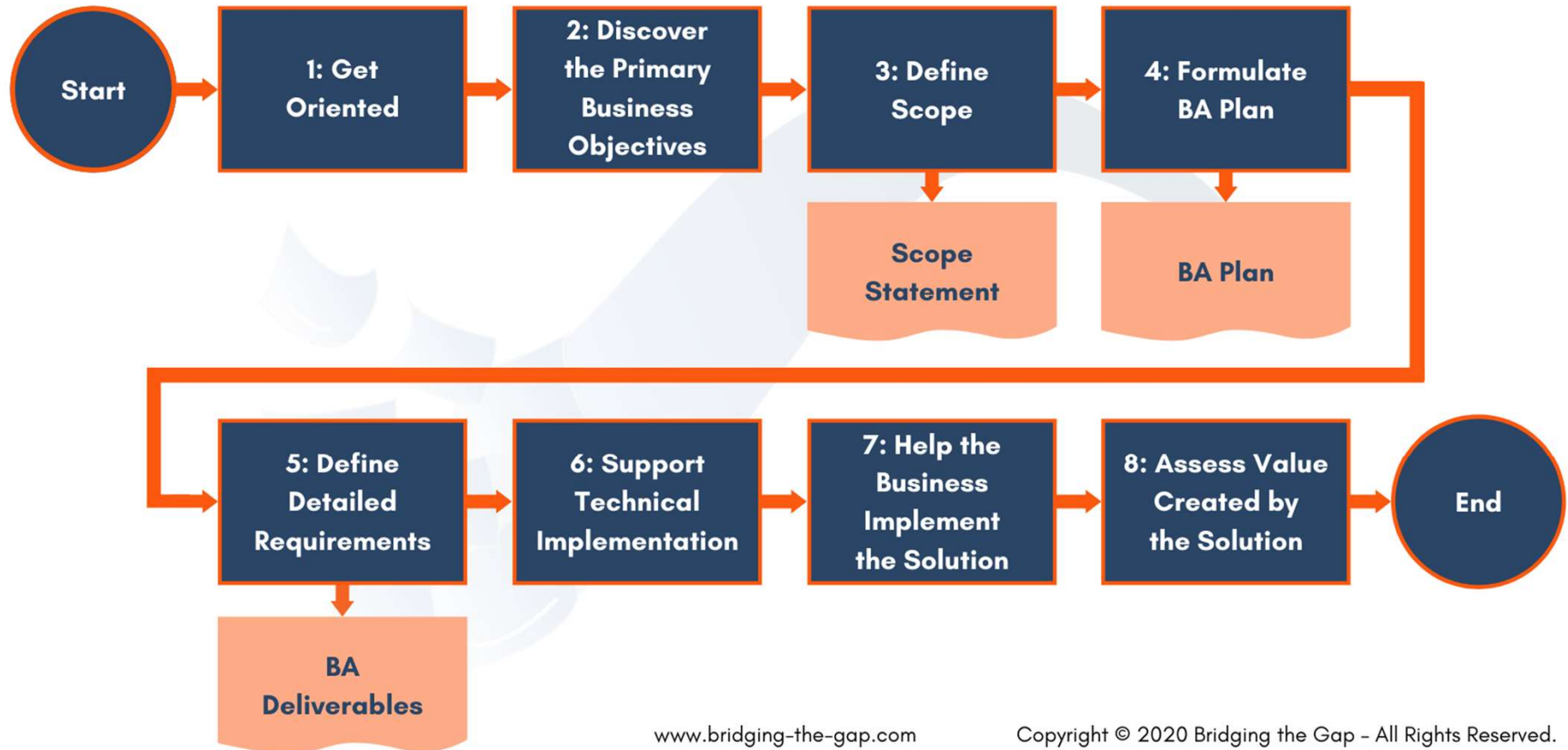
**Out of chaos, we create order.**

**Out of disagreement, we create alignment.**

**Out of ambiguity, we create clarity.**

**But most of all, we create positive change for the organizations we serve.**

# The Business Analysis Process Framework



# Step 1 – Get Oriented

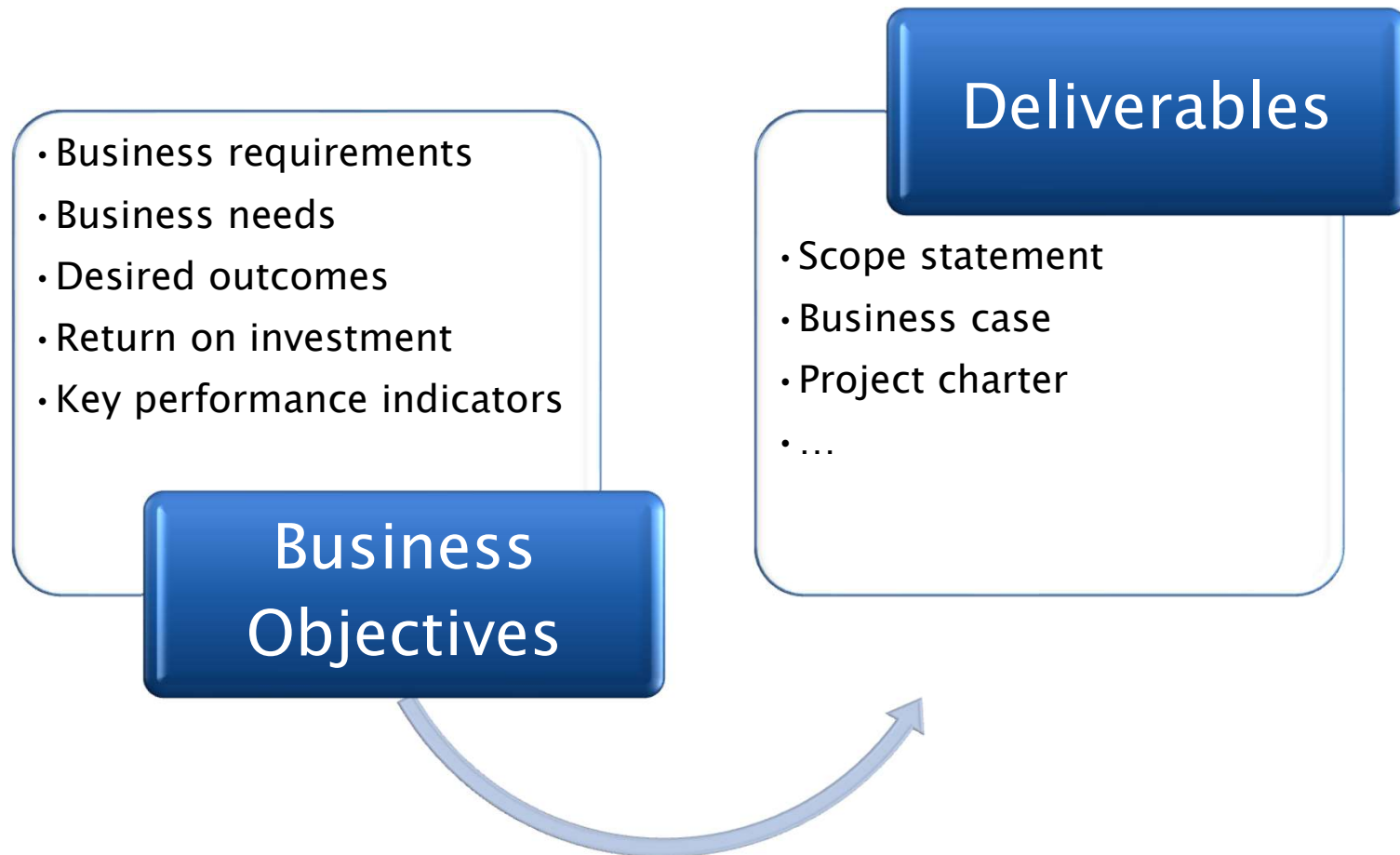


# A Glossary clearly defines business terminology.

Term	Definition	Aliases	Related Terms
<b>Applicant</b>	A person who has submitted an <i>application</i> to indicate their interest in being considered for an open <i>job posting</i> .	Job Applicant; Candidate	
<b>Application</b>	A collection of information submitted by an <i>applicant</i> to a specific <i>job posting</i> .		
<b>Candidate</b>	<i>See Applicant</i>		
<b>Hiring Manager</b>	A person employed by a hiring organization who is responsible for making the final hiring decision for an open job position.		Recruiter
<b>Job Applicant</b>	<i>See Applicant</i>		
<b>Job Posting</b>	A marketing document posted on job boards to share information about an open job position		



# Step 2 – Discover the Primary Business Objectives



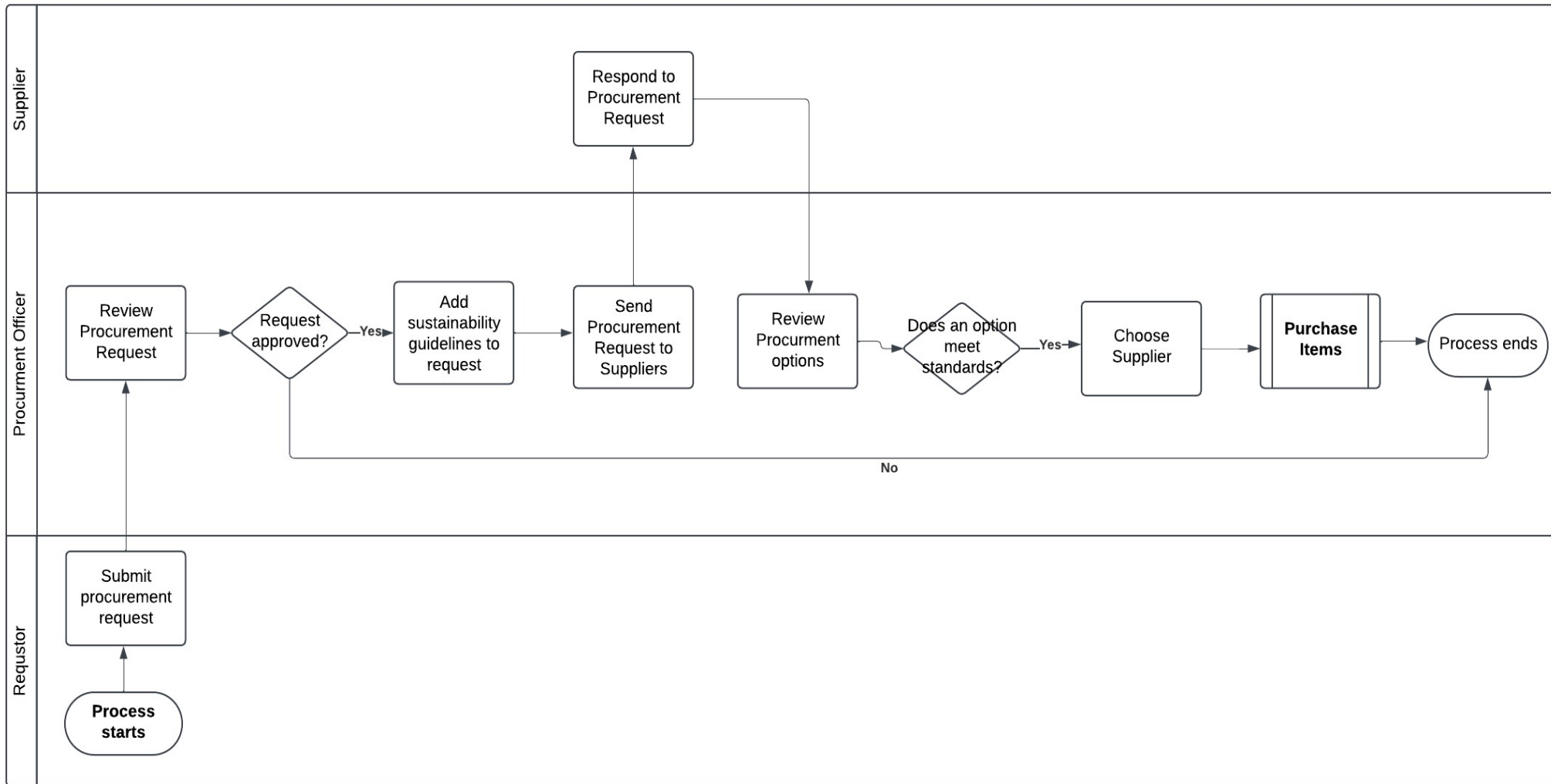
# Sample Business Objectives

For a mobile application for a home insurance company, supporting the claims process.

- Reduce average time a claim agent spends preparing and submitting a claim from 8 business hours to 6 or less.
- Reduce follow-up calls to check on claim status by home owners by 50%.
- Reduce follow-up calls by contractors by 50%.
- Increase adoption of home owner use of the online web application by 30%.

# Example Process Flow Diagram

## Choose Supplier for Procurement Request



# Step 3 – Define Scope

Define the  
Solution  
Approach

Draft a Scope  
Statement

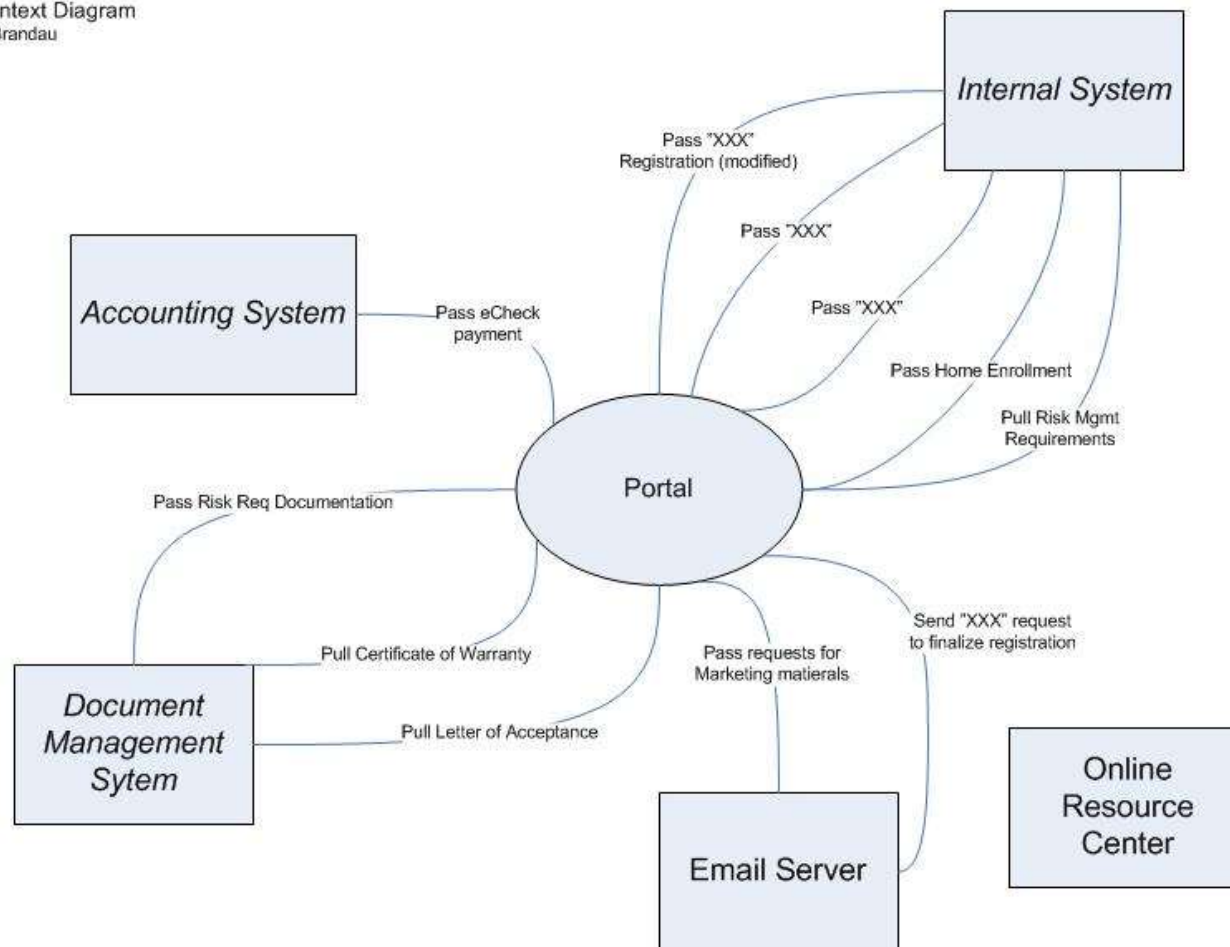
Prioritize  
Requirements /  
Features

Review and  
Validate the  
Scope Statement

Confirm the  
Business Case

# A System Context Diagram shows how one system interfaces with other systems.

Portal  
System Context Diagram  
L. Brandau



# Step 4 – Formulate Your BA Plan



Types of Deliverables



Deliverables List



Stakeholder Involvement

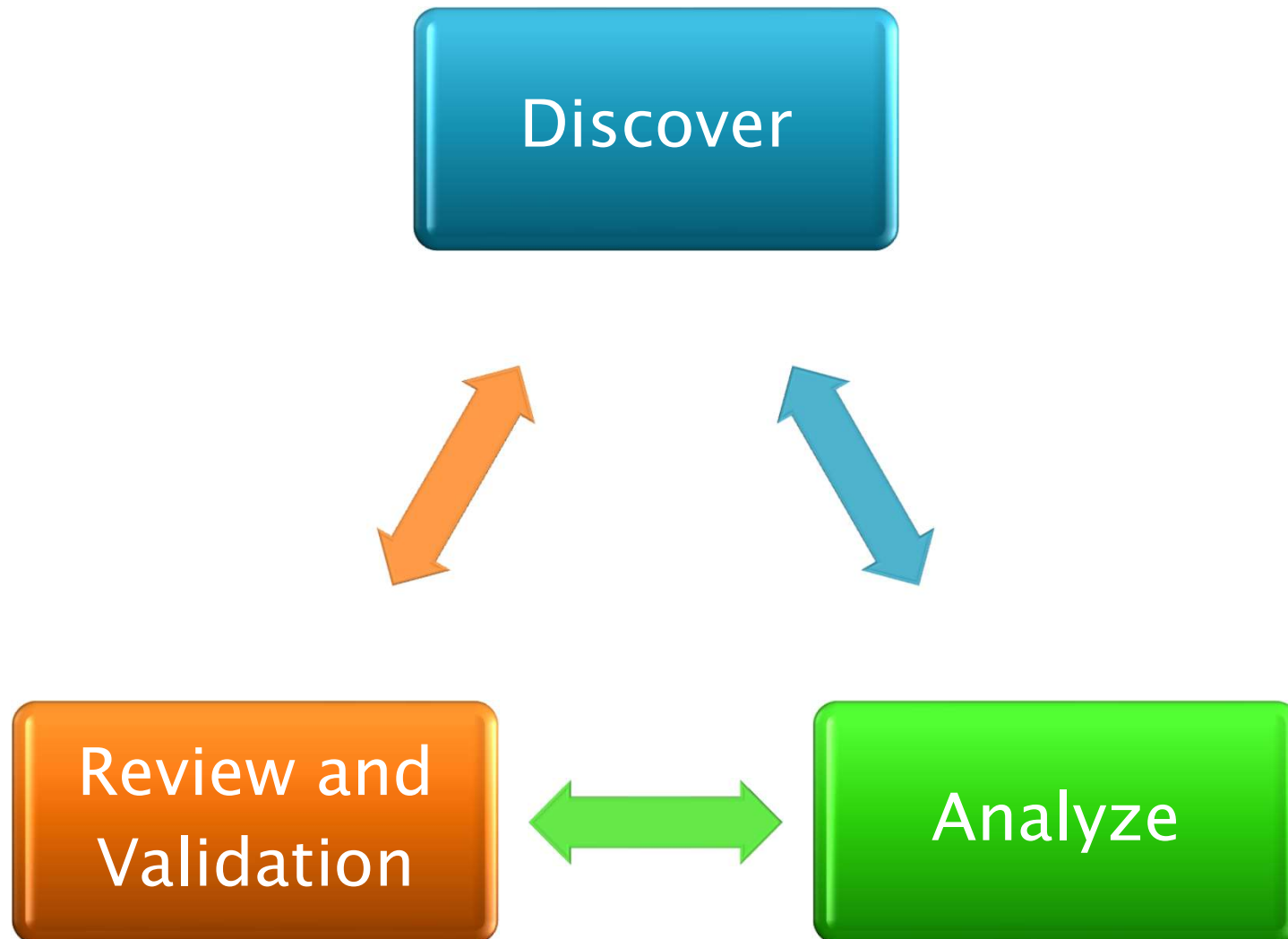


Timelines

# Sample Business Analysis Plan

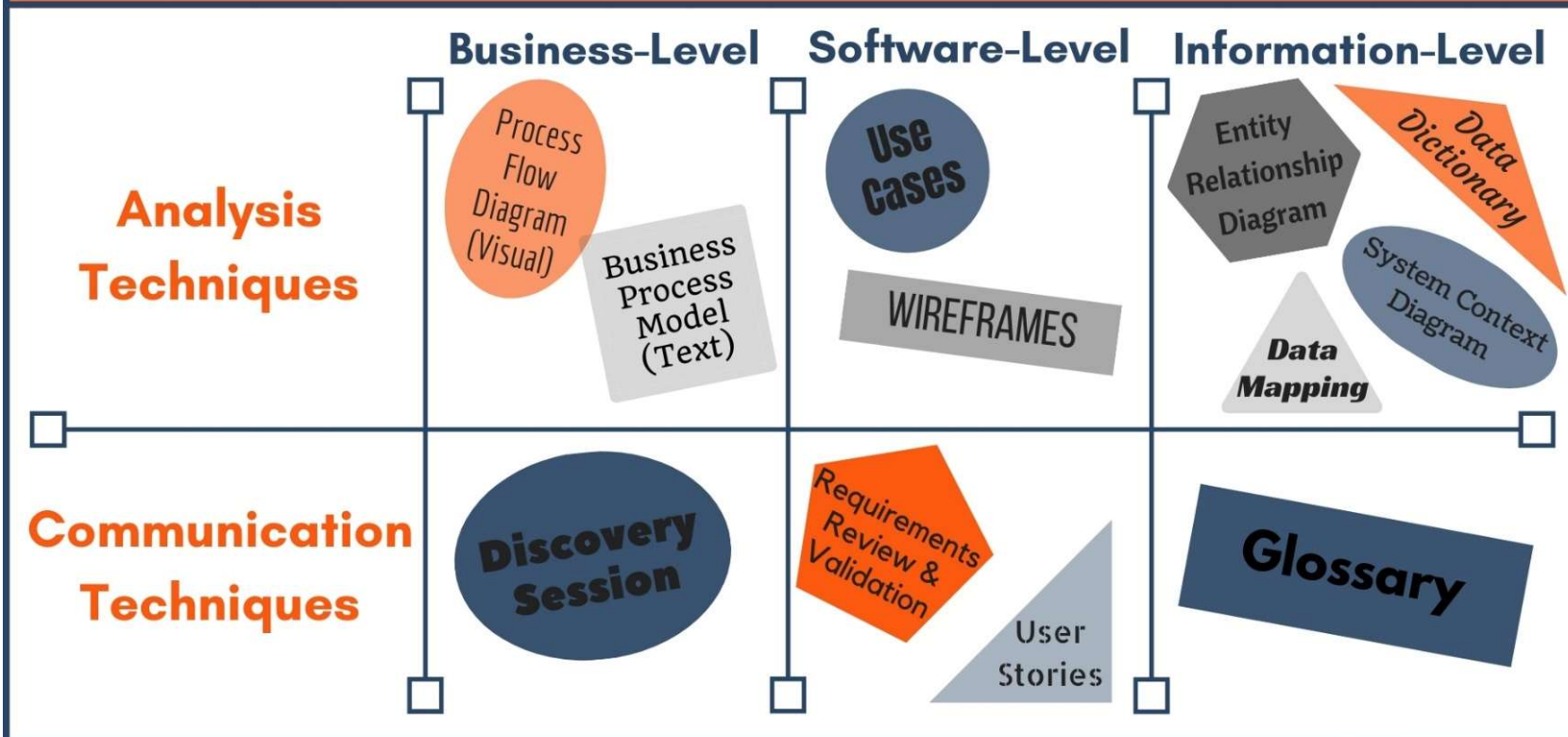
Deliverable Name	Estimated Effort	Duration	Start Date	End Date	Stakeholders	Assumptions / Dependencies
Submit Claim (Process)	20 hours	4 weeks	1/5/20XX	2/2/20XX	Agent, Customer Rep	
Approve Claim (Process)	15 hours	3 weeks	2/5/20XX	2/23/20XX	Agent, Claims Rep	Submit Claim Process
Submit Claim (Use Case)	10 hours	2 weeks	2/26/20XX	3/9/20XX	Agent, Claims Rep, Tech Lead	Submit / Approve Claim Processes
Upload Supporting Documentation (Use Case)	10 hours	2 weeks	1/5/20XX	3/23/20XX	Agent, Customer Rep, Tech Lead	
Create Profile (Use Case)	10 hours	2 weeks	1/22/20XX	2/2/20XX	Agent, Customer Rep, Tech Lead	

# Step 5 – Define the Detailed Requirements





# The Business Analyst Blueprint®



## The 8-Step Business Analysis Process Framework



# Core Software-Level Techniques

**[TITLE] USE CASE**

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**Document Information**

Document Title	<i>Title of use case – Verb Noun phrasing is almost always the most appropriate!</i>
Document Owner	
Version	
Status	
Date	

**1. BRIEF DESCRIPTION**  
*Insert a 1-2 sentence description of this use case. Be sure to include a starts when / ends when to clarify the beginning and ending points of the scope of this process or piece of functionality.*

**2. ACTORS**  
*List any roles or systems involved with this process or use case. A person or system functions as the actor in one of the steps.*

- 

**3. PRE-CONDITIONS**  
*List anything that must be true before this process or functionality begins. Precondition that a system can validate to be true. A common example is that a specific Actor has access to the System.*

- 

The screenshot shows a web browser window titled "Register". The address bar contains "http://". The browser has navigation buttons (back, forward, stop, home) and a search icon. Below the address bar is a navigation menu with "Home", "About", "Jobs", and "Login" buttons. The main content area displays a message: "Welcome to the Job Board! Please login to access your resume and saved jobs." Below this message is a "Login" form with the following fields: "Email Address\*" (text input), "Password\*" (text input), and a checkbox labeled "Remember me". A "Login" button is located at the bottom right of the form.

# Use Cases are Everywhere!

[TITLE] USE CASE

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- 

**3. PRE-CONDITIONS**  
*List anything that must be true before this process or function can begin. List the condition in one of the steps. A common example is that a specific Actor has logged into the System.*

- 

Search for Article

Login to Product

Order Document

Update Customer Information

Generate Report

Submit Quote

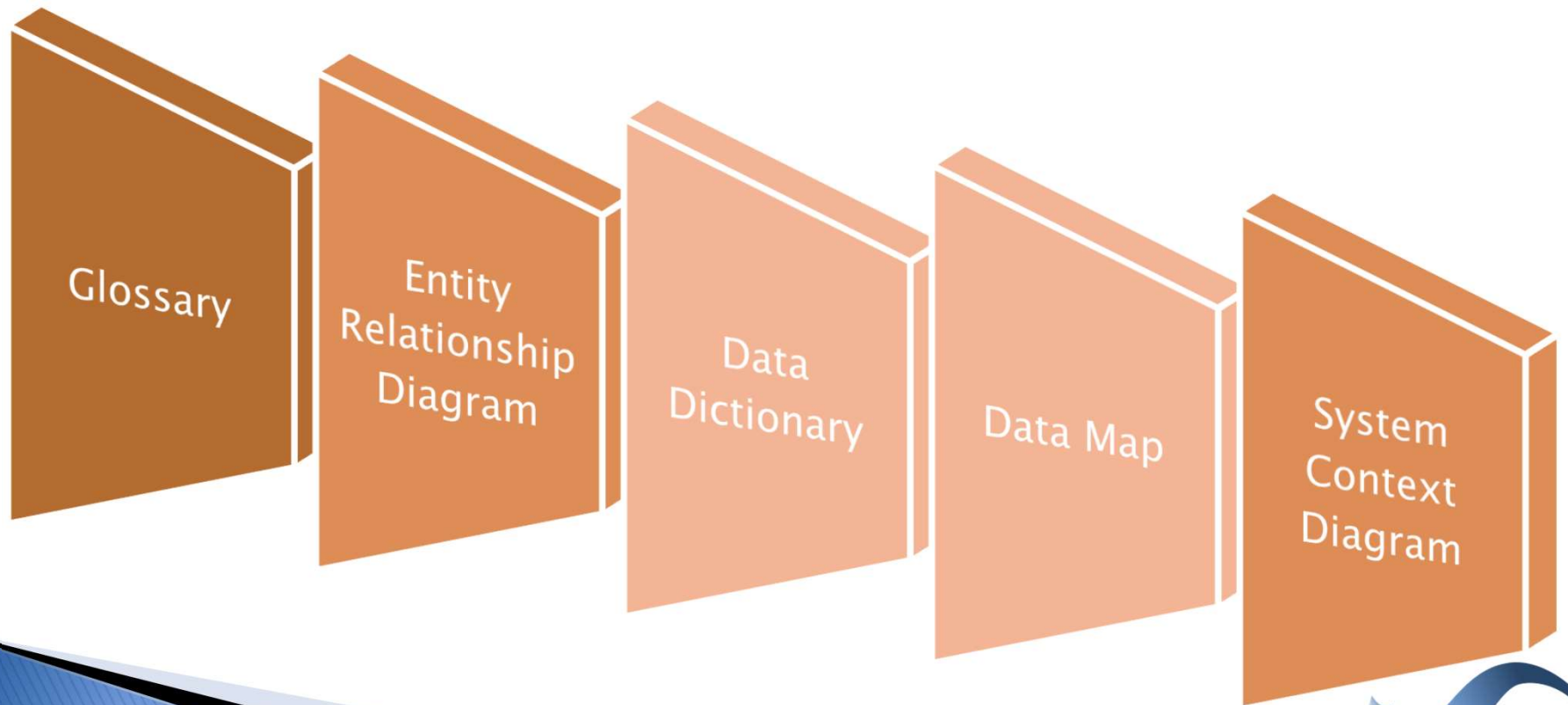
Resolve Ticket

Book Ride

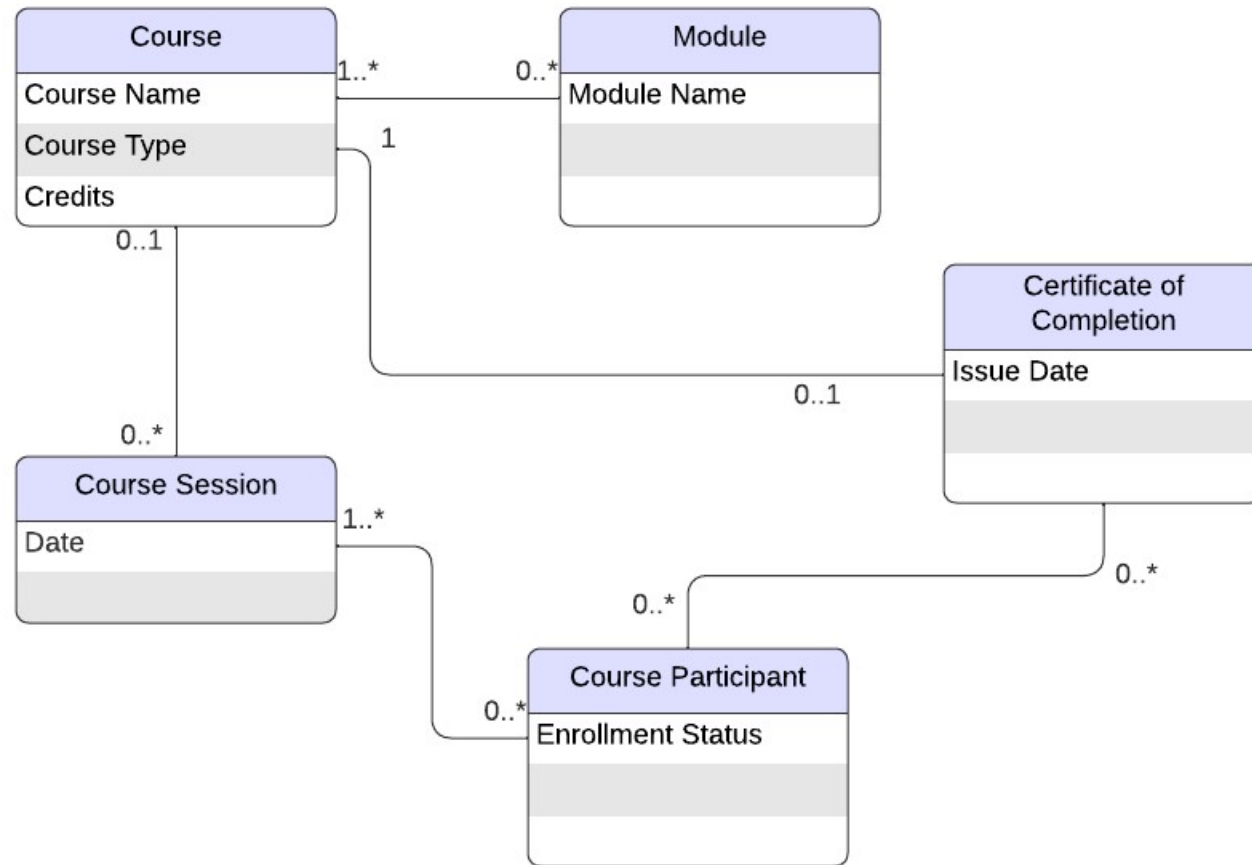
# Using GenAI to Streamline Requirements Deliverables

- ▶ Draft– Create a rough first draft.
  - Tip: Upload a template to provide structure.
  - Download ours here:
- ▶ Revise – Upload your draft and ask for questions or revisions.
- ▶ Improve – Upload your draft and ask for opportunities to improve.

Information modeling is a set of techniques and models to define and analyze data requirements.



# An Business Domain Model shows how concepts relate.



# A Data Dictionary provides detailed information about business data elements.

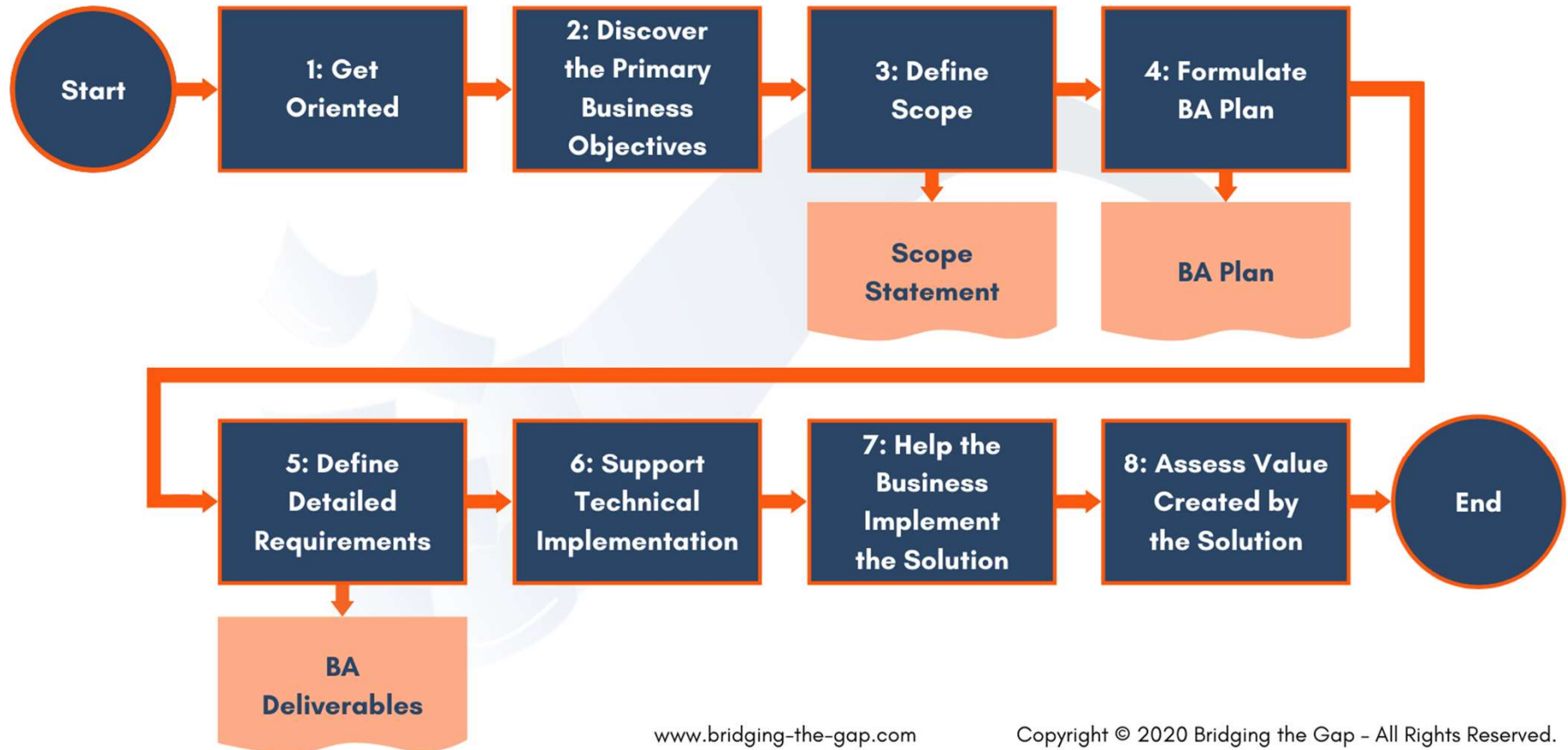
Attribute Name	Required	Type	Notes
Job Title	Yes	Text	Up to 40 characters
Job Description	Yes	Text	Up to 255 characters
Hiring Organization	Yes	Look-Up	Look-up Active Employers
Salary	Yes	Numeric	No decimal points allowed.
Required Qualification	No	List	See Required Qualification List tab

# A Data Map shows what data moves from one system to another.

Source Data - Job Board 1				Target Data - Job Aggregator X				Translation Rules		
Attribute Name	Required	Type	Notes	Attribute Name	Required	Type	Notes	Direct Map?	Default Value	Additional Logic
Job Title	Yes	Text	Up to 40 characters	Job Title	Yes	Text	Up to 30 characters	No	n/a	Send an exception report to job feed administrator of all truncated job titles. May require manual editing. (Or, would it be acceptable to limit Job Board 1 to 30 characters going forward?)
Job Description	Yes	Text	Up to 255 characters	Job Description	Yes	Text	Up to 4000 characters	Yes	n/a	
Hiring Organization	Yes	Look-Up	Look-up Active Employers	Employer	Yes	Look-Up	Look-up Active Employers	No	n/a	Discuss: Can we make a best possible match based on employer name and create a list of exceptions? Or should we add attributes to map actual IDs and have a manual process to set-up and map IDs before a job is fed over?
Salary	Yes	Numeric	No decimal points allowed.	Salary minimum	No	Numeric		Yes	n/a	Set both salary minimum and maximum to the salary value from the source data.
				Salary maximum	No	Numeric		Yes	n/a	



# The Business Analysis Process Framework



# Step 6 – Support the Technical Implementation

Review designs

Review text plans / test cases

Answer questions

Proactively manage issues and changes



# Step 7 – Help the Business Implement the Solution

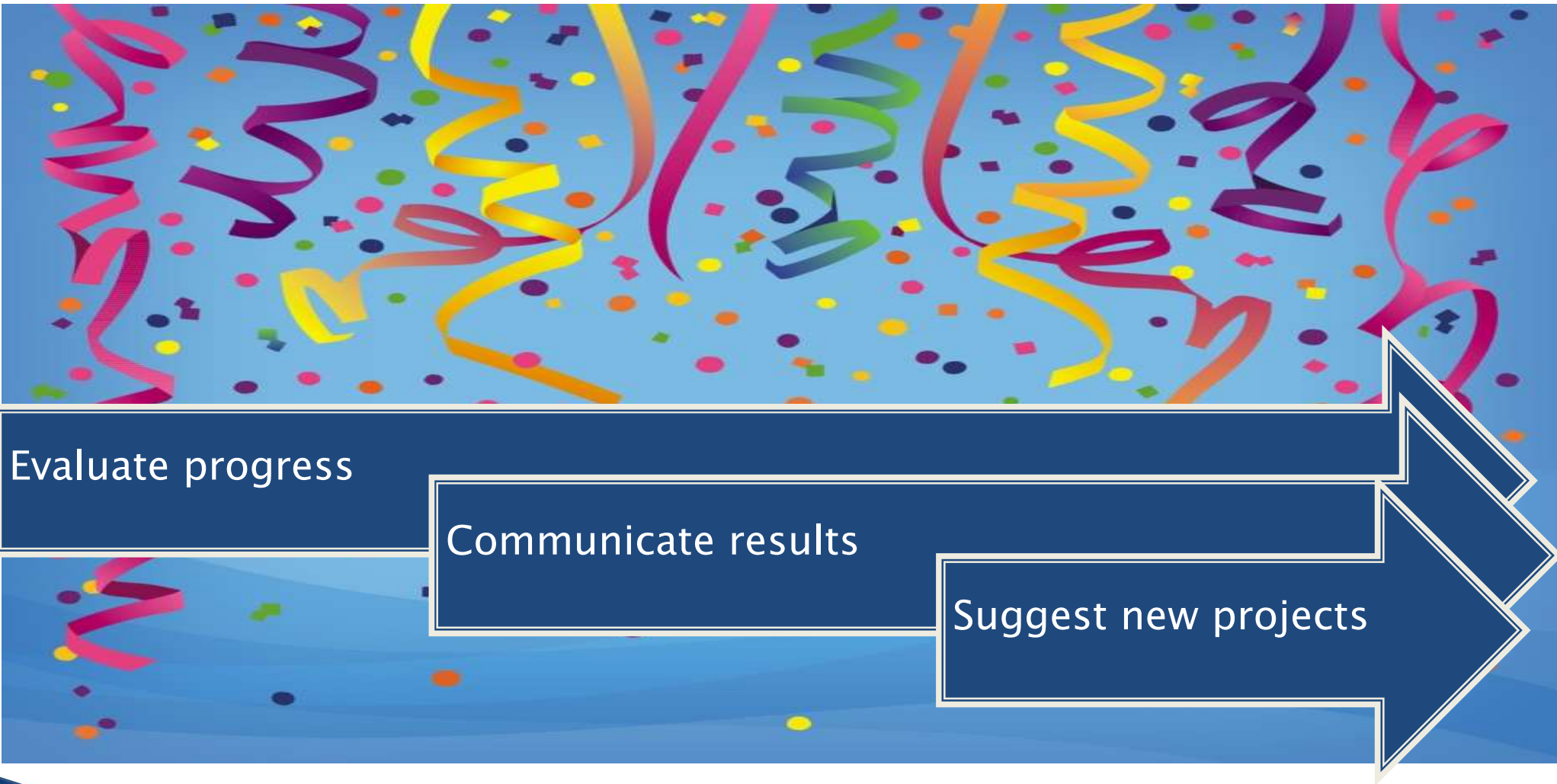


Process  
analysis

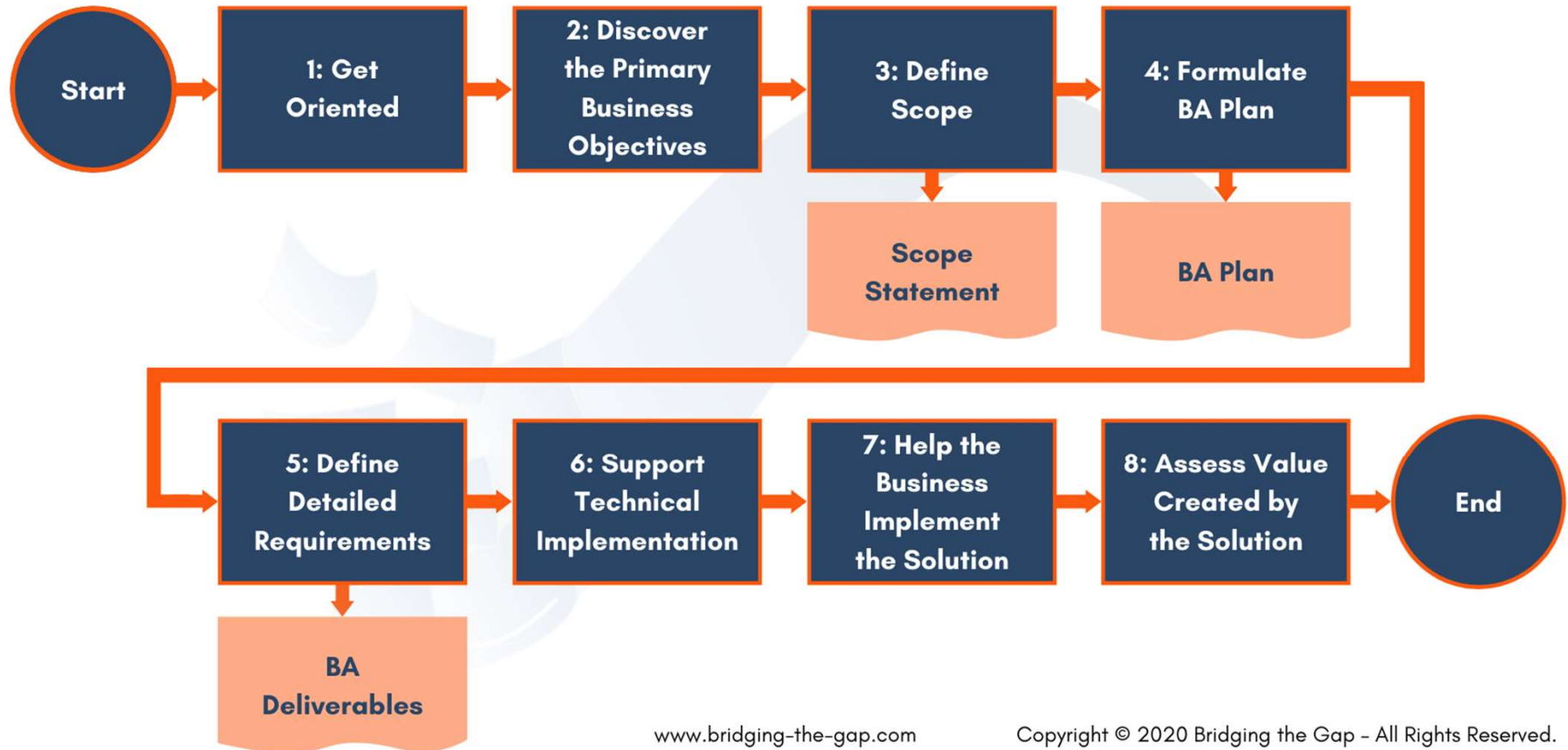
Training

Update  
assets

# Step 8 – Assess Value Created by the Solution



# The Business Analysis Process Framework



On every  
successful  
project  
you'll find a  
business  
analyst.

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