

# 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

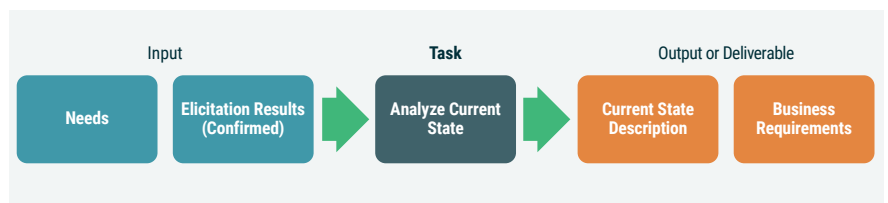
Analyze Current State enables understanding of the business need and how it relates to the way the enterprise functions. It sets a baseline and context for change.

## 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](#)

Certifications: ECBA, CCBA, CBAP – Refer to the [BABOK® Guide](#) for study purposes

# 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

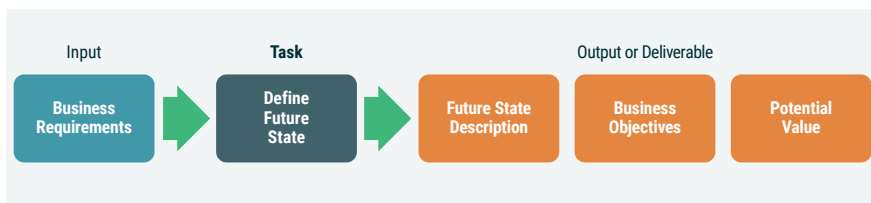
Define Future State defines goals and objectives that will demonstrate that the business need has been satisfied and determines what parts of the enterprise need to change to meet those goals and objectives.

## 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

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

# 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

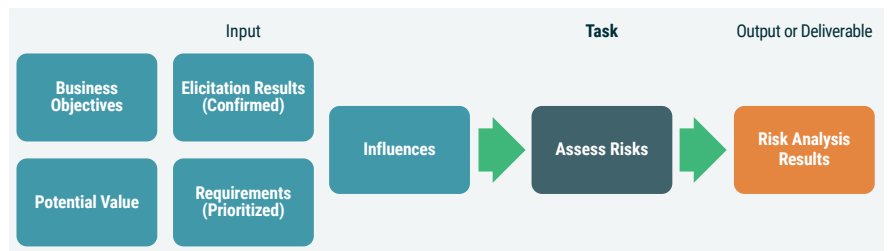
Assess Risks ensures understanding of the uncertainties around the change, considers the effect those uncertainties may have on the ability to deliver value through a change, and recommends actions to address risks where appropriate.

## 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

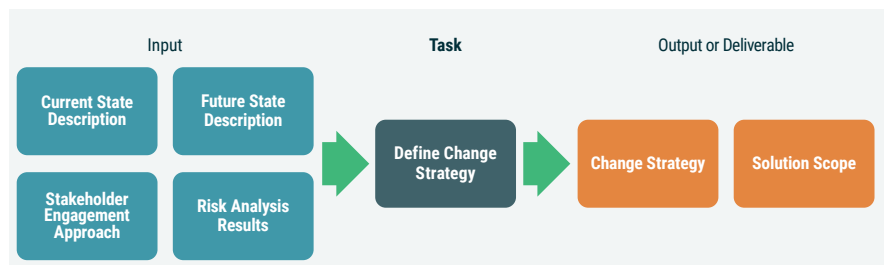
Define Change Strategy performs a gap analysis between current and future state, assesses options for achieving the future state, and recommends the optimal approach, including any transition states. Various change strategies can be considered, ranging from small evolutionary changes that build on each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

Certifications: CCBA, CBAP – Refer to the [BABOK® Guide](#) for study purposes