



The Business Analysis Core Concept Model™ (BACCM™)

	BUSINESS ANALYSIS PLANNING & MONITORING	ELICITATION & COLLABORATION	REQUIREMENTS LIFE CYCLE MANAGEMENT	STRATEGY ANALYSIS	REQUIREMENTS ANALYSIS & DESIGN DEFINITION	SOLUTION EVALUATION
KNOWLEDGE AREA DESCRIPTION	How a Business Analysis Professional determines which activities will be needed to complete the business analysis effort. The tasks within this knowledge area govern the business analysis tasks in all of the other knowledge areas.	Information is derived from the stakeholders to discover the requirements for the solution. Collaboration describes two or more people working together to achieve a common goal or objective.	Requirement Life Cycle Management describes the tasks that Business Analysis Professionals perform in order to manage and maintain requirements and design information from inception to retirement.	Identifies, defines, scopes, and prioritizes projects and initiatives for the organization. It ensures that the undertakings align with organizational goals, objectives, and strategies.	The tasks that Business Analysis Professionals perform to structure and organize requirements discovered during elicitation activities and estimate the potential value that could be realized for each solution options.	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.
 CHANGE The act of transformation in response to a need	Business Analysis Professionals are responsible for determining how changes to business analysis results will be requested and authorized.	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 itself may determine the appropriate types and extent of elicitation and collaboration.	Business Analysis Professionals manage how proposed changes to requirements and designs are evaluated during an initiative.	Business Analysis Professionals define the future state and develop a change strategy to achieve the future state.	Business Analysis Professionals transform elicitation results into requirements and designs in order to define the change.	Business Analysis Professionals recommend a change to either a solution or the enterprise in order to realize the potential value of a solution.
 NEED A problem or opportunity to be addressed	Business Analysis Professionals choose a business analysis approach that provides adequate analysis for the change.	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.	Business Analysis Professionals trace, prioritize and maintain requirements to ensure that the need is met.	Business Analysis Professionals identify needs within the current state and prioritize needs to determine the desired future state.	Business Analysis Professionals analyze the needs in order to recommend a solution that meets the needs.	Business Analysis Professionals evaluate how a solution or solution component is fulfilling the need.
 CONTEXT The circumstances that influence, are influenced by, and provide understanding of the change	Business Analysis Professionals ensure a complete understanding of the context under analysis in order to develop an efficient business analysis approach.	Business Analysis Professionals apply a variety of elicitation techniques to identify business analysis information about the context that may affect the change.	Business Analysis Professionals analyze the context to support tracing and prioritization activities.	Business Analysis Professionals consider the context of the enterprise in developing a change strategy.	Business Analysis Professionals model and describe the context in formats that are understandable and usable by all stakeholders.	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 A group or individual with a relationship to the change, the need, or the solution	Business Analysis Professionals perform a stakeholder analysis to ensure planning and monitoring activities reflect stakeholder needs and account for stakeholder characteristics.	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.	Business Analysis Professionals work closely with key stakeholders to maintain understanding, agreement, and approval of requirements and designs.	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.	Business Analysis Professionals tailor the requirements and designs so that they are understandable and usable by each stakeholder group.	Business Analysis Professionals elicit information from the stakeholders about solution performance and value delivery.
 VALUE The worth, importance, or usefulness of something to a stakeholder within a context	Business Analysis Professionals conduct performance analysis to ensure business analysis activities continue to produce sufficient value for the stakeholders.	Business Analyst 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.	Business Analysis Professionals maintain requirements for reuse to extend value beyond the current initiative.	Business Analysis Professionals examine the potential value of the solution to determine if a change is justified.	Business Analysis Professionals analyze and quantify the potential value of the solution options.	Business Analysis Professionals assess the potential value and examine why value may not be being realized.
 SOLUTION A specific way of satisfying one or more needs in a context	Business Analysis Professionals evaluate if business analysis performance was a key contributor to the successful implementation of a solution.	Business Analysis Professionals elicit, confirm, and communicate necessary or desired characteristics of proposed solutions.	Business Analysis Professionals trace requirements and designs to solution components to ensure that the solution satisfies the need.	Business Analysis Professionals define the scope of a solution as part of developing a change strategy.	Business Analysis Professionals define solution options and recommend the one that is most likely to address the need and has the most value.	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 by the solution or solution component.