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.
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.
## Contents

**Preface** .................................................................................................................................................... i  
- Evolving the Standard .......................................................................................................................... i  
- Summary of Changes ........................................................................................................................... i  
- How to Gain the Most from The Business Analysis Standard ................................................................. ii  

**About IIBA** ............................................................................................................................................... iii  
- Want to Learn More? ................................................................................................................................ iii  

1. **Understanding Business Analysis** ........................................................................................................ 1  
   - Defining Business Analysis ................................................................................................................. 1  
   - Importance of Business Analysis .......................................................................................................... 1  
   - A Model for Good Analysis - BACCM™ ............................................................................................ 2  

2. **Mindset for Effective Business Analysis** ............................................................................................. 5  
   - The Importance of Mindset ................................................................................................................. 5  
   - The Way to Think About Business Analysis .................................................................................... 6  
   - Principles to Adopt ............................................................................................................................. 6  

3. **Performing Business Analysis** ............................................................................................................. 8  
   - Who Performs Business Analysis ...................................................................................................... 8  
   - Approaches to Your Work ................................................................................................................... 8  
   - Value to be Delivered .......................................................................................................................... 10  
   - Organizational Considerations .......................................................................................................... 15  
   - Managing the Delivery of Business Analysis .................................................................................... 15  

4. **Tasks and Knowledge Areas** ............................................................................................................... 16  
   - Introducing Business Analysis Tasks .................................................................................................. 16  
   - Task Cards ......................................................................................................................................... 16  
   - The Six Knowledge Areas .................................................................................................................. 17  
   - How to Navigate Tasks and Knowledge Areas .................................................................................. 17  
   - **A) Business Analysis Planning and Monitoring** ........................................................................... 18  
   - **B) Elicitation and Collaboration** ..................................................................................................... 24  
   - **C) Requirements and Designs Life Cycle Management** ................................................................. 30  
   - **D) Strategy Analysis** ..................................................................................................................... 36  
   - **E) Requirements Analysis and Design Definition** ......................................................................... 41  
   - **F) Solution Evaluation** ................................................................................................................... 48  

5. **Summary** ............................................................................................................................................... 54  

6. **Glossary and Key Terms** .................................................................................................................... 56  

7. **Contributors** ........................................................................................................................................ 57  
   - IIBA Product Development ................................................................................................................. 57  
   - Workshop Participants ......................................................................................................................... 57  
   - Expert Review ..................................................................................................................................... 58  
   - Public Member Review ........................................................................................................................ 58

---

The Business Analysis Standard: Table of Contents
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 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.

<table>
<thead>
<tr>
<th>Core Concept</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Change</strong></td>
<td>The act of transformation in response to a need.</td>
</tr>
<tr>
<td></td>
<td>- Change typically works to improve the performance of an enterprise.</td>
</tr>
<tr>
<td></td>
<td>- These improvements are managed and completed through business analysis activities.</td>
</tr>
<tr>
<td><strong>Need</strong></td>
<td>A problem or opportunity to be addressed.</td>
</tr>
<tr>
<td></td>
<td>- Needs can cause changes by motivating stakeholders to act.</td>
</tr>
<tr>
<td></td>
<td>- Changes can also cause needs by reducing or increasing the value delivered by existing solutions.</td>
</tr>
<tr>
<td>Core Concept</td>
<td>Description</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------</td>
</tr>
<tr>
<td><strong>Solution</strong></td>
<td><strong>A specific way of satisfying one or more needs in a context.</strong></td>
</tr>
<tr>
<td></td>
<td>– A solution satisfies a need by:</td>
</tr>
<tr>
<td></td>
<td>– resolving a problem faced by stakeholders; or</td>
</tr>
<tr>
<td></td>
<td>– enabling stakeholders to take advantage of an opportunity.</td>
</tr>
<tr>
<td></td>
<td>– A solution can include a combination of components that deliver the desired value, for example:</td>
</tr>
<tr>
<td></td>
<td>– technology-based;</td>
</tr>
<tr>
<td></td>
<td>– manual procedures;</td>
</tr>
<tr>
<td></td>
<td>– process changes;</td>
</tr>
<tr>
<td></td>
<td>– business model updates;</td>
</tr>
<tr>
<td></td>
<td>– improving organizational capabilities, etc.</td>
</tr>
<tr>
<td><strong>Stakeholder</strong></td>
<td><strong>A group or individual with a relationship to the change, the need, or the solution.</strong></td>
</tr>
<tr>
<td></td>
<td>– Stakeholders (both internal and external) are often defined by their interest, impact, and influence over the change.</td>
</tr>
<tr>
<td></td>
<td>– Stakeholders are grouped based on their relationship to the needs, changes, and solutions.</td>
</tr>
<tr>
<td><strong>Value</strong></td>
<td><strong>The worth, importance, or usefulness of something to a stakeholder within a context.</strong></td>
</tr>
<tr>
<td></td>
<td>– Value can be:</td>
</tr>
<tr>
<td></td>
<td>– potential or realized returns, gains, and improvements; or</td>
</tr>
<tr>
<td></td>
<td>– avoiding a decrease in value in the form of losses, risks, and costs.</td>
</tr>
<tr>
<td></td>
<td>– Value can be tangible or intangible:</td>
</tr>
<tr>
<td></td>
<td>– Tangible value is directly measurable and often has a significant monetary component.</td>
</tr>
<tr>
<td></td>
<td>– Intangible value is measured indirectly and often has a significant motivational component (e.g., company’s reputation or employee morale).</td>
</tr>
<tr>
<td></td>
<td>– 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).</td>
</tr>
<tr>
<td><strong>Context</strong></td>
<td><strong>The circumstances that influence, are influenced by, and provide an understanding of the change.</strong></td>
</tr>
<tr>
<td></td>
<td>– Context is everything within the environment relevant to the change, including:</td>
</tr>
<tr>
<td></td>
<td>– attitudes;</td>
</tr>
<tr>
<td></td>
<td>– behaviours;</td>
</tr>
<tr>
<td></td>
<td>– beliefs;</td>
</tr>
<tr>
<td></td>
<td>– competitors;</td>
</tr>
<tr>
<td></td>
<td>– culture;</td>
</tr>
<tr>
<td></td>
<td>– demographics;</td>
</tr>
<tr>
<td></td>
<td>– geopolitics;</td>
</tr>
<tr>
<td></td>
<td>– goals;</td>
</tr>
<tr>
<td></td>
<td>– history;</td>
</tr>
<tr>
<td></td>
<td>– industry;</td>
</tr>
<tr>
<td></td>
<td>– infrastructure;</td>
</tr>
<tr>
<td></td>
<td>– losses;</td>
</tr>
<tr>
<td></td>
<td>– processes,</td>
</tr>
<tr>
<td></td>
<td>– products;</td>
</tr>
<tr>
<td></td>
<td>– projects;</td>
</tr>
<tr>
<td></td>
<td>– regulations;</td>
</tr>
<tr>
<td></td>
<td>– sales;</td>
</tr>
<tr>
<td></td>
<td>– seasons;</td>
</tr>
<tr>
<td></td>
<td>– structure;</td>
</tr>
<tr>
<td></td>
<td>– technology;</td>
</tr>
<tr>
<td></td>
<td>– weather, etc.</td>
</tr>
</tbody>
</table>
**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 BACC™ 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.
<table>
<thead>
<tr>
<th>Principle</th>
<th>Description</th>
</tr>
</thead>
</table>
| See the Whole                     | - 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               | - 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| - 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           | - 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         | - 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 | - 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                       | - 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

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

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:

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adaptability</strong></td>
<td>Adjusting behavioural style to increase effectiveness.</td>
</tr>
<tr>
<td></td>
<td>See: BABOK Guide v3, 9.2.5 Adaptability</td>
</tr>
<tr>
<td><strong>Facilitation</strong></td>
<td>Facilitating workshops, negotiating, and helping resolve conflicts.</td>
</tr>
<tr>
<td></td>
<td>See: BABOK Guide v3, 9.5.1 Facilitation</td>
</tr>
</tbody>
</table>
| 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.

<table>
<thead>
<tr>
<th>Requirements</th>
<th>Designs</th>
</tr>
</thead>
<tbody>
<tr>
<td>– A requirement is a usable representation of a <strong>need</strong>.</td>
<td>– A design is a usable representation of a <strong>solution</strong>.</td>
</tr>
<tr>
<td>– Requirements focus on understanding <strong>what kind of value</strong> could be delivered when fulfilled.</td>
<td>– Design focuses on understanding <strong>how value</strong> might be realized by a solution if it is built.</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Requirements — the need</th>
<th>Designs — the potential solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>– Capture six-month sales data across multiple departments in a view</td>
<td>– A sketch of a dashboard.</td>
</tr>
<tr>
<td>– Reduce the amount of time to pick and pack a customer order</td>
<td>– Process model</td>
</tr>
<tr>
<td>– Record and access a medical patient’s history</td>
<td>– Screen mock-up showing specific data fields</td>
</tr>
<tr>
<td>– Develop business strategy, goals, and objectives for a new business</td>
<td>– Business Capability Model</td>
</tr>
<tr>
<td>– Provide information in English and French</td>
<td>– Prototype with text displayed in English and French</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Business Analysis Planning and Monitoring</th>
<th>Strategy Analysis</th>
<th>Solution Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan Business Analysis Approach</td>
<td>Analyze Current State</td>
<td>Measure Solution Performance</td>
</tr>
<tr>
<td>Plan Stakeholder Engagement</td>
<td>Define Future State</td>
<td>Analyze Performance Measures</td>
</tr>
<tr>
<td>Plan Business Analysis Governance</td>
<td>Assess Risks</td>
<td>Assess Solution Limitations</td>
</tr>
<tr>
<td>Plan Business Analysis Information Management</td>
<td>Define Change Strategy</td>
<td>Assess Enterprise Limitations</td>
</tr>
<tr>
<td>Identify Business Analysis Performance Improvements</td>
<td></td>
<td>Recommend Actions to Increase Solution Value</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Elicitation and Collaboration</th>
<th>Requirements and Designs Life Cycle Management</th>
<th>Requirements Analysis and Design Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare for Elicitation</td>
<td>Trace Requirements and Designs</td>
<td>Specify and Model Requirements and Designs</td>
</tr>
<tr>
<td>Conduct Elicitation</td>
<td>Maintain Requirements and Designs</td>
<td>Verify Requirements and Designs</td>
</tr>
<tr>
<td>Confirm Elicitation Results</td>
<td>Prioritize Requirements and Designs</td>
<td>Validate Requirements and Designs</td>
</tr>
<tr>
<td>Communicate Business Analysis Information</td>
<td>Assess Requirements and Designs Changes</td>
<td>Define Requirements Architecture</td>
</tr>
<tr>
<td>Manage Stakeholder Collaboration</td>
<td>Approve Requirements and Designs</td>
<td>Define Design Options</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Analyze Potential Value and Recommend Solution</td>
</tr>
</tbody>
</table>
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.

**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**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan Business Analysis Approach</td>
<td>Input</td>
<td>Output</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plan Stakeholder Engagement</td>
<td>Input</td>
<td>Input</td>
<td>Output</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plan Business Analysis Governance</td>
<td>Input</td>
<td>Input</td>
<td>Output</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plan Business Analysis Information Management</td>
<td>Input</td>
<td>Input</td>
<td>Input</td>
<td>Output</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify Business Analysis Performance Improvements</td>
<td>Input</td>
<td>Input</td>
<td>Input</td>
<td>Output</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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.

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

© 2022 International Institute of Business Analysis.
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.

Input

Business Analysis Approach

Needs

Task

Plan Stakeholder Engagement

Output or Deliverable

Stakeholder Engagement Approach

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

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

© 2022 International Institute of Business Analysis.
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.

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

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

© 2022 International Institute of Business Analysis.

The Business Analysis Standard: Business Analysis Planning and Monitoring – Knowledge Area
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.

**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

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

© 2022 International Institute of Business Analysis.
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.

**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.
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.

**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.

**Competencies**

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


**Business Analysis Tasks**

Prepare for Elicitation

Conduct Elicitation

Confirm Elicitation Results

Communicate Business Analysis Information

Manage Stakeholder Collaboration

**Input and Output Relationships**

<table>
<thead>
<tr>
<th>Needs</th>
<th>Stakeholder Engagement Approach</th>
<th>Business Analysis Performance Assessment</th>
<th>Elicitation Activity Plan</th>
<th>Elicitation Results (unconfirmed)</th>
<th>Elicitation Results (confirmed)</th>
<th>Business Analysis Information</th>
<th>Business Analysis Information (Communicated)</th>
<th>Stakeholder Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Input</td>
<td>Input</td>
<td>Output</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Input</td>
</tr>
<tr>
<td>Input</td>
<td>Input</td>
<td>Output</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Input</td>
</tr>
<tr>
<td>Input</td>
<td>Input</td>
<td>Output</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Input</td>
</tr>
</tbody>
</table>
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.

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**

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

© 2022 International Institute of Business Analysis.
## 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.

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

### 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.

### 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

<table>
<thead>
<tr>
<th>Input</th>
<th>Task</th>
<th>Output or Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elicitation Activity Plan</td>
<td>Conduct Elicitation</td>
<td>Elicitation Results (Unconfirmed)</td>
</tr>
</tbody>
</table>

### 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

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

© 2022 International Institute of Business Analysis.
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.

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

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

© 2022 International Institute of Business Analysis.
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.

**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*

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

© 2022 International Institute of Business Analysis.
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.

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

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

© 2022 International Institute of Business Analysis.
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.

**Business Analysis Tasks**

- Trace Requirements and Designs
- Maintain Requirements and Designs
- Prioritize Requirements and Designs
- Assess Requirements and Designs Changes
- Approve Requirements and Designs

**Input and Output Relationships**

<table>
<thead>
<tr>
<th>Task</th>
<th>Input</th>
<th>Output</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trace Requirements and Designs</td>
<td>Input</td>
<td>Output</td>
</tr>
<tr>
<td>Maintain Requirements and Designs</td>
<td>Input</td>
<td>Output</td>
</tr>
<tr>
<td>Prioritize Requirements and Designs</td>
<td>Input</td>
<td>Output</td>
</tr>
<tr>
<td>Assess Requirements and Designs Changes</td>
<td>Input</td>
<td>Input</td>
</tr>
<tr>
<td>Approve Requirements and Designs</td>
<td>Input</td>
<td>Input</td>
</tr>
</tbody>
</table>

**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.

**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**

**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.
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.

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

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

© 2022 International Institute of Business Analysis.

The Business Analysis Standard: Requirements and Designs Life Cycle Management – Knowledge Area
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.

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.

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

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

<table>
<thead>
<tr>
<th>Input</th>
<th>Task</th>
<th>Output or Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requirements</td>
<td>Maintain Requirements and Designs</td>
<td>Requirements (Maintained)</td>
</tr>
<tr>
<td>Designs</td>
<td></td>
<td>Designs (Maintained)</td>
</tr>
</tbody>
</table>

© 2022 International Institute of Business Analysis.

The Business Analysis Standard: Requirements and Designs Life Cycle Management – Knowledge Area

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:
- Backlog Management;
- Decision Analysis;
- Estimation;
- Prioritization;
- 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**
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**

<table>
<thead>
<tr>
<th>Input</th>
<th>Task</th>
<th>Output or Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requirements</td>
<td>Prioritize Requirements and Designs</td>
<td>Requirements (Prioritized)</td>
</tr>
<tr>
<td>Designs</td>
<td></td>
<td>Designs (Prioritized)</td>
</tr>
</tbody>
</table>

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

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

© 2022 International Institute of Business Analysis.
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

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

© 2022 International Institute of Business Analysis.
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.

<table>
<thead>
<tr>
<th>Task</th>
<th>Input</th>
<th>Output or Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approve Requirements and Designs</td>
<td>Requirements ( Verified)</td>
<td>Requirements (Approved)</td>
</tr>
<tr>
<td></td>
<td>Designs</td>
<td>Designs (Approved)</td>
</tr>
</tbody>
</table>

**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

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

© 2022 International Institute of Business Analysis.
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.

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


**Business Analysis Tasks**

- **Analyze Current State**
- **Define Future State**
- **Assess Risks**
- **Define Change Strategy**
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.

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

Task Inputs and Outputs

<table>
<thead>
<tr>
<th>Input</th>
<th>Task</th>
<th>Output or Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needs</td>
<td>Elicitation Results (Confirmed)</td>
<td>Analyze Current State</td>
</tr>
<tr>
<td>Business Requirements</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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

© 2022 International Institute of Business Analysis.
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.

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

© 2022 International Institute of Business Analysis.

The Business Analysis Standard: Strategy Analysis – Knowledge Area
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

© 2022 International Institute of Business Analysis.
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**

**Solution**
Business analysis professionals define solution options and recommend the one that is most likely to address the need and has the most value.

**Value**
Business analysis professionals analyze and quantify the potential value of the solution options.

**Change**
Business analysis professionals transform elicitation results into requirements and designs to define the change.

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


**Business Analysis Tasks**

<table>
<thead>
<tr>
<th>Task</th>
<th>Input</th>
<th>Output</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specify and Model Requirements and Designs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Verify Requirements and Designs</td>
<td>Output</td>
<td>Input</td>
</tr>
<tr>
<td>Validate Requirements and Designs</td>
<td>Input</td>
<td>Output</td>
</tr>
<tr>
<td>Define Requirements Architecture</td>
<td>Input</td>
<td>Input</td>
</tr>
<tr>
<td>Define Design Options</td>
<td>Input</td>
<td>Input</td>
</tr>
<tr>
<td>Analyze Potential Value and Recommend Solution</td>
<td>Input</td>
<td>Input</td>
</tr>
</tbody>
</table>
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

© 2022 International Institute of Business Analysis.
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

<table>
<thead>
<tr>
<th>Input</th>
<th>Task</th>
<th>Output or Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requirements (Specified and Modelled)</td>
<td>Verify Requirements and Designs</td>
<td>Requirements (Verified)</td>
</tr>
<tr>
<td>Designs (Specified and Modelled)</td>
<td>Verify Requirements and Designs</td>
<td>Designs (Verified)</td>
</tr>
</tbody>
</table>

### 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

© 2022 International Institute of Business Analysis.
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**

<table>
<thead>
<tr>
<th>Input</th>
<th>Task</th>
<th>Output or Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requirements (Specified and Modelled)</td>
<td>Designs (Specified and Modelled)</td>
<td>Validate Requirements and Designs</td>
</tr>
</tbody>
</table>

**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

© 2022 International Institute of Business Analysis.
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.

**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

© 2022 International Institute of Business Analysis.

The Business Analysis Standard: Requirements Analysis and Design Definition – Knowledge Area
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

© 2022 International Institute of Business Analysis.
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.

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

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.

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

The Business Analysis Standard: Requirements Analysis and Design Definition – Knowledge Area

© 2022 International Institute of Business Analysis.
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.

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


Input and Output Relationships

<table>
<thead>
<tr>
<th>Current State Description</th>
<th>Business Objectives</th>
<th>Potential Value</th>
<th>Implemented Solution (external)</th>
<th>Solution Performance Measures</th>
<th>Solution Performance Analysis</th>
<th>Enterprise Limitation</th>
<th>Solution Limitation</th>
<th>Recommend Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure Solution Performance</td>
<td>Input</td>
<td>Input</td>
<td>Output</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analyze Performance Measures</td>
<td>Input</td>
<td>Input</td>
<td>Output</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assess Solution Limitations</td>
<td>Input</td>
<td>Input</td>
<td>Output</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assess Enterprise Limitations</td>
<td>Input</td>
<td>Input</td>
<td>Output</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recommend Actions to Increase Solution Value</td>
<td>Input</td>
<td>Input</td>
<td>Output</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The Business Analysis Standard: Solution Evaluation – Knowledge Area
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

© 2022 International Institute of Business Analysis.
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.

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

© 2022 International Institute of Business Analysis.
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**

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

<table>
<thead>
<tr>
<th>Input</th>
<th>Task</th>
<th>Output or Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implemented or Constructed Solution</td>
<td>Assess Enterprise Limitations</td>
<td>Enterprise Limitations</td>
</tr>
<tr>
<td>Current State Description</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Solution Performance Analysis</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

© 2022 International Institute of Business Analysis.
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**

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

© 2022 International Institute of Business Analysis.
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.

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adaptive Planning</strong></td>
<td>An approach where long-term plans are reviewed and revised to account for new information learned during a project. Refer to the <em>Agile Extension to the BABOK® Guide</em></td>
</tr>
<tr>
<td><strong>Business Analysis as a Service (BAaS)</strong></td>
<td>The provision of business analysis work as a service, usually to other business units or initiatives from a centralized collection of business analysis professionals.</td>
</tr>
<tr>
<td><strong>Business Analysis Information</strong></td>
<td>Any kind of information at any level of detail that is used as an input to, or is an output of, business analysis work.</td>
</tr>
<tr>
<td><strong>Business Analysis Professional</strong></td>
<td>Any person who performs business analysis, no matter their job title, organizational role, seniority level, or frequency of performing it.</td>
</tr>
<tr>
<td><strong>Centre of Excellence (CoE)</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Community of Practice (CoP)</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Discipline</strong></td>
<td>A field of study that is researched and evolves over time.</td>
</tr>
<tr>
<td><strong>Elicitation</strong></td>
<td>Iterative derivation and extraction of information from stakeholders or other resources.</td>
</tr>
<tr>
<td><strong>Enterprise</strong></td>
<td>A system of one or more organizations and the solutions they use to pursue a shared set of common goals.</td>
</tr>
<tr>
<td><strong>Iterative Planning</strong></td>
<td>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 <em>Agile Extension to the BABOK® Guide</em></td>
</tr>
<tr>
<td><strong>Organization</strong></td>
<td>An autonomous group of people under the management of a single individual or board working towards common goals and objectives.</td>
</tr>
<tr>
<td><strong>Plan</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Practice</strong></td>
<td>An area of concentration one can become professionally engaged in, perform in, or work at repeatedly.</td>
</tr>
<tr>
<td><strong>Product Owner</strong></td>
<td>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 <em>Agile Extension to the BABOK® Guide</em></td>
</tr>
<tr>
<td><strong>Risk</strong></td>
<td>The effect of uncertainty on the value of a change, a solution, or the enterprise.</td>
</tr>
</tbody>
</table>
7. Contributors

IIBA Product Development

The following individuals partnered with and supported stakeholders to provide the framework for content development and delivery:

- Jas Phul, CBAP, Director, IP and Product Development
- Catherine Elder, Content Strategist, IP and Product Development
- Patrick J. McNeill, PMP, CSM, CSPO, Project Manager
- Danie van den Berg, CBAP, Product Manager, IP and Product Development
- Maja Golubic Piric, CBAP, PMI-PBA, PSPO, Product Manager, IP and Product Development

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

Workshop Participants

The following individuals and IIBA’s corporate members provided valuable insights:

- Aaron Whittenberger
- Abhishek Srivastava
- Adetokunbo Kosile-Palmer
- Aimee Roberts
- Amen Ajakpovi
- Atul Kumar
- Beverley Harper
- Bindu Channaveerappa
- Bob Guarino
- Briana Ertanin
- Bryan Shalom Sison
- Catalin Sadagurschi
- Chale Dodge
- Christina Abbott
- Christina Tan
- Craig Leger
- Cristina Oprisa
- Dana Dietz
- Divna Simeunovic
- Edward Ngubane
- Fabricio Laguna
- Fathima Abdul Khadir Suhair
- Fernando Garcia de la Vega
- Hao (Lawrence) Dong
- Harpal Liddar
- Hong Ying Zhang
- Humayun Zafar
- Ian Richards
- Igor Arkhipov
- ilamathi Selvarajoo
- Imtiaz Kaderbhoy
- Jay Ashford
- Jean-François Pirus
- Jeffrey Hannan
- Julie Herring
- Kanchana Sridharan
- Karen Board
- Karen Diedrick
- Katherine Leigh
- Kaustav Das
- Kevin Bujarski
- Lisa Cuncic-Pegg
- Lalit Kathpalia
- LaTosha Johnson
- Laxminarayan Mishra
- Lucy Davies
- Mahmud DeWan
- Manjith Pillai
- Marlene Barker
- Mary Grace Centeno
- Meghana Ranade
- Michael Muro
- Mihaela Popescu
- Mike Jones
- Mike Starrs
- Mirabela Bratu
- Mohamed Zahran
- Muthu Chella Bharathi Muthu Seenivasan
- Naveen Madhava
- Nevedita Panda
- Oana Larisa Roman
- Oliver Nicholson
- Oludayo Awe
- Oluwafemi Shawn Ogunseye
- Oluwakorede Asuni
- Ozgur Baris Hazir
- Pankaj Dongre
- Poorani Srinivasan
- Pramod Kumar
- Prasad Kamath
- Prasanthi Kalyansundaram
- Pritesh Kumar Khandelwal
- Ramaprasad Rampur
- Rahul Kumar Panwar
- Rashmi Hassija
- Robin Wilson
- Ryan Folster
Workshop Participants (continued)

- Saka Saeger
- Sanjay Kumar
- Srividya Balachandar
- Stefan Bosswé
- Susan Davis
- Swaminathan Balakrishnan
- Taras Zakharkiv
- Tom Tomasovic
- Toshihiro Shoji
- Trevor Joubert
- Venkadesh Narayanan
- Victoria Cupet
- Vitoryia Aleshko
- Vikas Mathad
- Walter Yu
- Yuriy Gaiduchok

Corporate Members

- Amanda Cole
- Anthony Effan
- Cheri Schettl
- David Dalrymple
- Dominic Prakash
- Elizabeth Moore
- Heather Humphreys
- Julie Hockey
- Kokulasimgam Vijayasingam
- Laura Guy
- Matt Cloutier
- Mark Heap
- Romeo Keeleong
- Sally-Anne Mitchell
- Sherri Nowak
- Vaideeswaran Srinivasan
- Vasantha Pakiarajah
- Vishal Hatmode
- Wes Harris
- Wilna Coetzee

Expert Review

The following experts generously provided IIBA® with advice and guidance.

- Ales Stempihar
- Ana Lucia Pegetti
- Andres Omar Portillo Dominguez
- Ghia Lagman
- Heber Ferraz-Leite
- Herman Soleminio
- Irena Jansone
- Jorge Blas
- Katrin Rosendahl
- King Man Wong
- Kristene Marie Layug
- Mirche Stefanoski
- Peter Wetzel
- Piers Bragg
- Shane Hastie
- Sharon Kong
- Sherri Nowak
- Tarig Khalid
- Thomas Barker

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 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.