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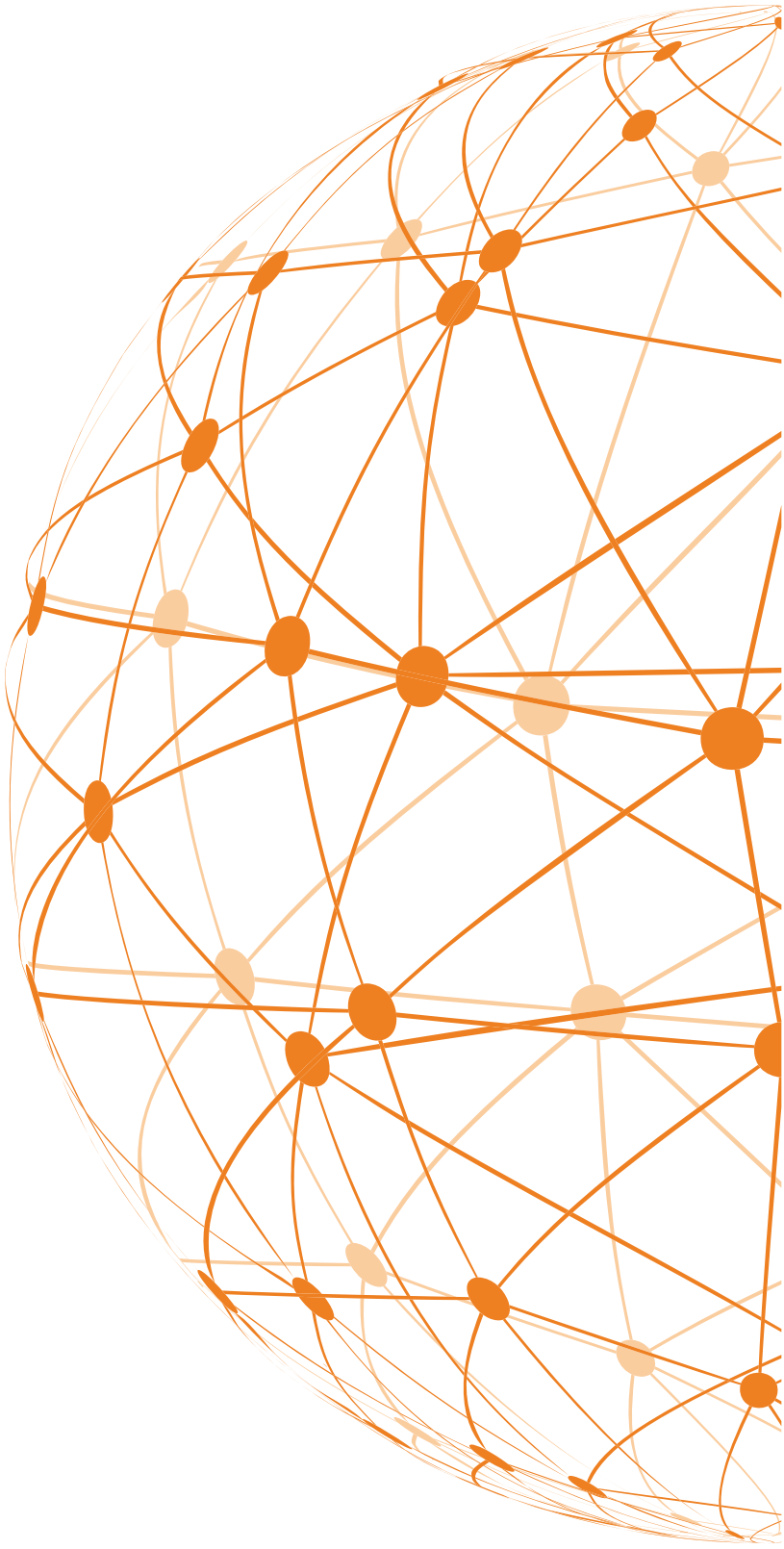

IIBA® GLOBAL BUSINESS ANALYSIS CORE STANDARD

A COMPANION TO A *GUIDE TO THE BUSINESS ANALYSIS BODY OF KNOWLEDGE®* *(BABOK® GUIDE) VERSION 3*

IIBA Global Business Analysis Core Standard

A Companion to

A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide)

Version 3

International Institute of Business Analysis, Toronto, Ontario, Canada.

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The Purpose of the IIBA Global Business Analysis Core Standard

The IIBA Global Business Analysis Core Standard represents the core and most fundamental practices of business analysis as described in *A Guide to the Business Analysis Body of Knowledge*® (*BABOK*® *Guide*) version 3.

The IIBA Global Business Analysis Core Standard has been created by IIBA for the global business community. It is intended to help all organizations and practitioners of business analysis provide better business outcomes.

The IIBA Global Business Analysis Core Standard presents an abridged version of the foundational concepts of business analysis as described *BABOK*® *Guide*. It does not include updates or changes to the content of *BABOK*® *Guide*.

The IIBA Global Business Analysis Core Standard is comprised of two main sections:

- **Business Analysis Key Concepts**: information that provides a foundation for understanding and applying business analysis.
- **Core Standard Knowledge Areas**: areas of specific business analysis expertise.

The IIBA Global Business Analysis Core Standard will help professionals who:

- practice business analysis or want to start a career in business analysis,
- manage business analysis professionals and require fundamental knowledge of the practice, and
- act as Business Subject Matter Experts or in any other area of practice such as
  - Product Management,
  - Project Management,
  - Enterprise or Business Architecture,
  - Quality Assurance, and
  - Data Analytics.

About *A Guide to the Business Analysis Body of Knowledge*®

The IIBA Body of Knowledge Committee was formed in October of 2004 to define and draft a global standard for the practice of business analysis.

In January of 2005, IIBA released version 1.0 of *A Guide to the Business Analysis Body of Knowledge*® (*BABOK*® *Guide*).

- Version 1.4 was published in 2005.
- Version 1.6 was published in 2006.
- Version 2.0 was published in 2009.
- Version 3.0 was published in 2015.

BABOK® *Guide* version 3 was developed by a core team of over 150 writers and researchers from 20 countries. It was reviewed by over 1000 business analysis experts as well as 60 global thought leaders from all areas of business practice. Over 5500 insights and comments were received from global business analysis communities.

About IIBA

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

Want to Know More?

We invite you to join our global community, to learn more about how IIBA and business analysis can help you succeed in your career and support your organization deliver better business outcomes.

As a member of IIBA you get the most relevant business analysis resources and information, access to a network of 120 IIBA Chapters globally. You also receive the full version *of A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide*) which includes a wealth of additional information including expanded business analysis tasks, techniques, business analysis core competencies, and perspectives of different areas of business analysis practice.

For more information visit http://www.iiba.org.

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1 Business Analysis Key Concepts

Business Analysis Key Concepts includes information that provides a foundation for understanding and applying business analysis.

The Business Analysis Key Concepts are:

- What is Business Analysis?
- Who is a Business Analyst?
- The Business Analysis Core Concept Model™
- Key Terms
- Requirements Classification Schema
- Stakeholders
- Requirements and Designs

1.1 What is Business Analysis?

Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders. Business analysis enables an enterprise to articulate needs and the rationale for change, and to design and describe solutions that can deliver value.

Business analysis is performed on a variety of initiatives within an enterprise. Initiatives may be strategic, tactical, or operational. Business analysis may be performed within the boundaries of a project or throughout enterprise evolution and continuous improvement. It can be used to understand the current state, to define the future state, and to determine the activities required to move from the current to the future state.

Business analysis can be performed from a diverse array of perspectives. The *BABOK® Guide* describes several of these perspectives: agile, business intelligence, information technology, business architecture, and business process management. A perspective can be thought of as a lens through which the business analysis practitioner views their work activities based on the current context. One or many perspectives may apply to an initiative, and the perspectives outlined in the *BABOK® Guide* do not represent all the contexts for business analysis or the complete set of business analysis disciplines.

1.2 Who is a Business Analyst?

A business analyst is any person who performs business analysis tasks described in the *BABOK® Guide*, no matter their job title or organizational role. Business analysts are responsible for discovering, synthesizing, and analyzing information from a variety of sources within an enterprise, including tools, processes, documentation, and stakeholders. The business analyst is responsible for eliciting the actual needs of stakeholders—which frequently involves investigating and clarifying their expressed desires—in order to determine underlying issues and causes.

Business analysts play a role in aligning the designed and delivered solutions with the needs of stakeholders. The activities that business analysts perform include:

- understanding enterprise problems and goals,
- analyzing needs and solutions,
- devising strategies,
- driving change, and
- facilitating stakeholder collaboration.

Other common job titles for people who perform business analysis include:

- business architect,
- business systems analyst,
- data analyst,
- enterprise analyst,
- management consultant,
- process analyst,
- product manager,
- product owner,
- requirements engineer, and
- systems analyst.

1.3 The Business Analysis Core Concept Model™

The Business Analysis Core Concept Model™ (BACCM™) is a conceptual framework for business analysis. It encompasses what business analysis is and what it means to those performing business analysis tasks regardless of perspective, industry, methodology, or level in the organization. It is composed of six terms that have a common meaning to all business analysts and helps them discuss both business analysis and its relationships with common terminology. Each of these terms is considered to be a core concept.

The six core concepts in the BACCM are: Change, Need, Solution, Stakeholder, Value, and Context. Each core concept is an idea fundamental to the practice of business analysis, and all the concepts are equal and necessary. Each core concept is defined by the other five core concepts and cannot be fully understood until all the concepts are understood. No single concept holds greater importance or significance over any other concept. These concepts are instrumental to understanding the type of information elicited, analyzed, or managed in business analysis tasks.

The BACCM can be used to:

- describe the profession and domain of business analysis,
- communicate about business analysis with a common terminology,
- evaluate the relationships of key concepts in business analysis,
- perform better business analysis by holistically evaluating the relationships among these six concepts, and \evaluate the impact of these concepts and relationships at any point during a work effort in order to establish both a foundation and a path forward

Table 1.3.1: The BACCM

Core Concept	Description
Change	The act of transformation in response to a need. Change works to improve the performance of an enterprise. These improvements are deliberate and controlled through business analysis activities.
Need	A problem or opportunity to be addressed. Needs can cause changes by motivating stakeholders to act. Changes can also cause needs by eroding or enhancing the value delivered by existing solutions.
Solution	A specific way of satisfying one or more needs in a context. A solution satisfies a need by resolving a problem faced by stakeholders or enabling stakeholders to take advantage of an opportunity.
Stakeholder	A group or individual with a relationship to the change, the need, or the solution. Stakeholders are often defined in terms of interest in, impact on, and influence over the change. Stakeholders are grouped based on their relationship to the needs, changes, and solutions.
Value	The worth, importance, or usefulness of something to a stakeholder within a context. Value can be seen as potential or realized returns, gains, and improvements. It is also possible to have a decrease in value in the form of losses, risks, and costs. Value can be tangible or intangible. Tangible value is directly measurable. Tangible value often has a significant monetary component. Intangible value is measured indirectly. Intangible value often has a significant motivational component, such as a company's reputation or employee morale. In some cases, value can be assessed in absolute terms, but in many cases is assessed in relative terms: one solution option is more valuable than another from the perspective of a given set of stakeholders.
Context	The circumstances that influence, are influenced by, and provide understanding of the change. Changes occur within a context. The context is everything relevant to the change that is within the environment. Context may include attitudes, behaviours, beliefs, competitors, culture, demographics, goals, governments, infrastructure, languages, losses, processes, products, projects, sales, seasons, terminology, technology, weather, and any other element meeting the definition.

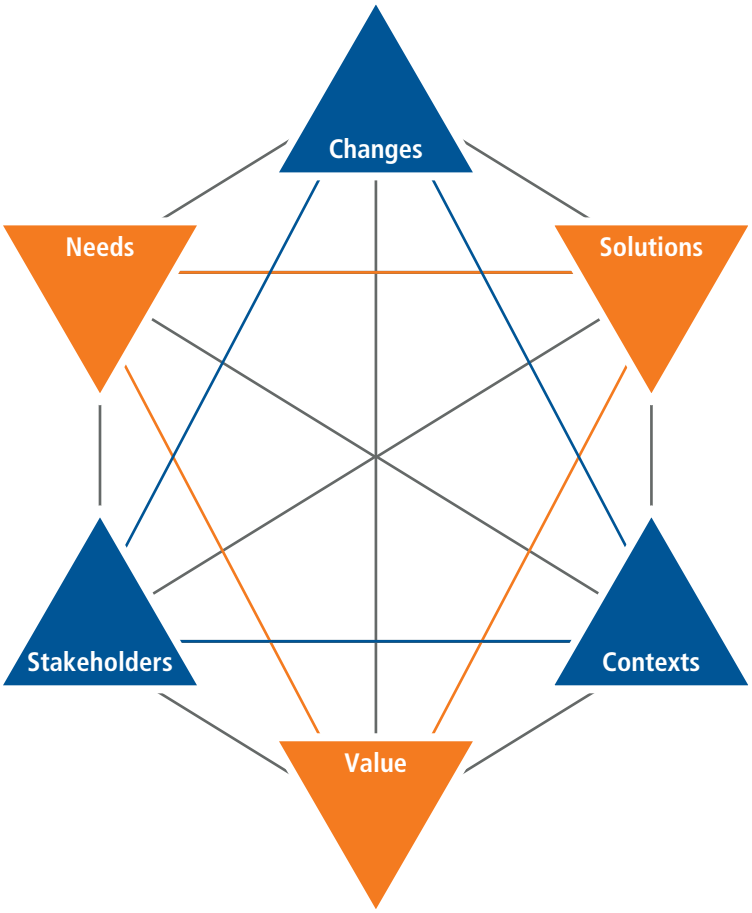
The core concepts can be used by business analysts to consider the quality and completeness of the work being done. Within each knowledge area description there are examples of how the core concepts may be used and/or applied during the tasks within the knowledge area. While planning or performing a task or

technique, business analysts can consider how each core concept is addressed by asking questions such as:

- What are the kinds of changes we are doing?
- What are the needs we are trying to satisfy?
- What are the solutions we are creating or changing?
- Who are the stakeholders involved?
- What do stakeholders consider to be of value?
- What are the contexts that we and the solution are in?

If any of the core concepts experience a change, it should cause us to re-evaluate these core concepts and their relationships to value delivery

Figure 1.3.1: The BACCM



1.4 Key Terms

Business Analysis

The *BABOK® Guide* describes and defines business analysis as the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.

Business Analysis Information

Business analysis information refers to the broad and diverse sets of information that business analysts analyze, transform, and report. It is information of any kind—at any level of detail—that is used as an input to, or is an output of, business analysis work. Examples of business analysis information include elicitation results, requirements, designs, solution options, solution scope, and change strategy.

It is essential to expand the object of many business analysis activities from 'requirements' to 'information' to ensure that all inputs and outputs of business analysis are subject to the tasks and activities described in the *BABOK® Guide*. For example, when performing 'Plan Business Analysis Information Management' it includes all the examples listed above. If the *BABOK® Guide* described 'Plan Requirements Management', it would exclude important outputs like elicitation results, solution options, and change strategy.

Design

A design is a usable representation of a solution. Design focuses on understanding how value might be realized by a solution if it is built. The nature of the representation may be a document (or set of documents) and can vary widely depending on the circumstances. For more information, see Requirements and Designs.

Enterprise

An enterprise is a system of one or more organizations and the solutions they use to pursue a shared set of common goals. These solutions (also referred to as organizational capabilities) can be processes, tools or information. For the purpose of business analysis, enterprise boundaries can be defined relative to the change and need not be constrained by the boundaries of a legal entity, organization, or organizational unit. An enterprise may include any number of business, government, or any other type of organization.

Organization

An autonomous group of people under the management of a single individual or board, that works towards common goals and objectives. Organizations often have a clearly defined boundary and operate on a continuous basis, as opposed to an initiative or project team, which may be disbanded once its objectives are achieved.

Plan

A plan is a proposal for doing or achieving something. Plans describe a set of events, the dependencies among the events, the expected sequence, the schedule,

the results or outcomes, the materials and resources needed, and the stakeholders involved.

Requirement

A requirement is a usable representation of a need. Requirements focus on understanding what kind of value could be delivered if a requirement is fulfilled. The nature of the representation may be a document (or set of documents), but can vary widely depending on the circumstances. For more information, see Requirements and Designs.

Risk

Risk is the effect of uncertainty on the value of a change, a solution, or the enterprise. Business analysts collaborate with other stakeholders to identify, assess, and prioritize risks, and to deal with those risks by altering the likelihood of the conditions or events that lead to the uncertainty: mitigating the consequences, removing the source of the risk, avoiding the risk altogether by deciding not to start or continue with an activity that leads to the risk, sharing the risk with other parties, or accepting or even increasing the risk to deal with an opportunity.

1.5 Requirements Classification Schema

For the purposes of the *BABOK® Guide.* the following classification schema describes requirements:

- **Business requirements**: statements of goals, objectives, and outcomes that describe why a change has been initiated. They can apply to the whole of an enterprise, a business area, or a specific initiative.
- **Stakeholder requirements**: describe the needs of stakeholders that must be met in order to achieve the business requirements. They may serve as a bridge between business and solution requirements.
- **Solution requirements**: describe the capabilities and qualities of a solution that meets the stakeholder requirements. They provide the appropriate level of detail to allow for the development and implementation of the solution. Solution requirements can be divided into two sub-categories:
  - **functional requirements**: describe the capabilities that a solution must have in terms of the behaviour and information that the solution will manage, and
  - **non-functional requirements or quality of service requirements**: do not relate directly to the behaviour of functionality of the solution, but rather describe conditions under which a solution must remain effective or qualities that a solution must have.
- **Transition requirements**: describe the capabilities that the solution must have and the conditions the solution must meet to facilitate transition from the current state to the future state, but which are not needed once the change is complete. They are differentiated from other requirements types because they are of a temporary nature. Transition requirements address topics such as data conversion, training, and business continuity.

1.6 Stakeholders

Each task includes a list of stakeholders who are likely to participate in the execution of that task or who will be affected by it. A stakeholder is an individual or group that a business analyst is likely to interact with directly or indirectly. The *BABOK® Guide* does not mandate that these roles be filled for any given initiative. Any stakeholder can be a source of requirements, assumptions, or constraints.

This list is not intended to be an exhaustive list of all possible stakeholder classifications. Some additional examples of people who fit into each of these generic roles are listed in the definitions below. In most cases there will be multiple stakeholder roles found within each category. Similarly, a single individual may fill more than one role. For the purpose of the *BABOK® Guide,* the generic list of stakeholders includes the following roles:

- business analyst,
- customer,
- domain subject matter expert,
- end user,
- implementation subject matter expert,
- operational support,
- project manager,
- regulator,
- sponsor,
- supplier, and
- tester.

Business Analyst

The business analyst is inherently a stakeholder in all business analysis activities. The BABOK® Guide presumes that the business analyst is responsible and accountable for the execution of these activities. In some cases, the business analyst may also be responsible for performing activities that fall under another stakeholder role.

Customer

A customer uses or may use products or services produced by the enterprise and may have contractual or moral rights that the enterprise is obliged to meet.

Domain Subject Matter Expert

A domain subject matter expert is any individual with in-depth knowledge of a topic relevant to the business need or solution scope. This role is often filled by people who may be end users or people who have in-depth knowledge of the solution such as managers, process owners, legal staff, consultants, and others.

End User

End users are stakeholders who directly interact with the solution. End users can include all participants in a business process, or who use the product or solution.

Implementation Subject Matter Expert

An implementation subject matter expert is any stakeholder who has specialized knowledge regarding the implementation of one or more solution components.

While it is not possible to define a listing of implementation subject matter expert roles that are appropriate for all initiatives, some of the most common roles are: project librarian, change manager, configuration manager, solution architect, developer, database administrator, information architect, usability analyst, trainer, and organizational change consultant.

Operational Support

Operational support is responsible for the day-to-day management and maintenance of a system or product. While it is not possible to define a listing of operational support roles that are appropriate for all initiatives, some of the most common roles are: operations analyst, product analyst, help desk, and release manager.

Project Manager

Project managers are responsible for managing the work required to deliver a solution that meets a business need, and for ensuring that the project's objectives are met while balancing the project factors including scope, budget, schedule, resources, quality, and risk. While it is not possible to completely define a listing of project management roles that are appropriate for all initiatives, some of the most common roles are: project lead, technical lead, product manager, and team leader.

Regulator

Regulators are responsible for the definition and enforcement of standards. Standards can be imposed on the solution by regulators through legislation, corporate governance standards, audit standards, or standards defined by organizational centers of competency. Alternate roles are government, regulatory bodies, and auditor.

Sponsor

Sponsors are responsible for initiating the effort to define a business need and develop a solution that meets that need. They authorize the work to be performed, and control the budget and scope for the initiative. Alternate roles are executive and project sponsor.

Supplier

A supplier is a stakeholder outside the boundary of a given organization or organizational unit. Suppliers provide products or services to the organization and

may have contractual or moral rights and obligations that must be considered. Alternate roles are providers, vendors, and consultants.

Tester

Testers are responsible for determining how to verify that the solution meets the requirements defined by the business analyst, as well as conducting the verification process. Testers also seek to ensure that the solution meets applicable quality standards, and that the risk of defects or failures is understood and minimized. An alternate role is quality assurance analyst.

1.7 Requirements and Designs

Eliciting, analyzing, validating, and managing requirements have consistently been recognized as key activities of business analysis. However, it is important to recognize that business analysts are also responsible for the definition of design, at some level, in an initiative. The level of responsibility for design varies based on the perspective within which a business analyst is working.

Requirements are focused on the need; designs are focused on the solution. The distinction between requirements and designs is not always clear. The same techniques are used to elicit, model, and analyze both. A requirement leads to a design which in turn may drive the discovery and analysis of more requirements. The shift in focus is often subtle.

The classification as a requirement or a design may become less significant as the business analyst's work progresses to a greater understanding of and eventual fulfillment of the need. The tasks in the *BABOK® Guide* such as Trace Requirements or Specify and Model Requirements may refer to requirements, but the intent is to include designs as well.

Business analysis can be complex and recursive. A requirement (or set of requirements) may be used to define a design. That design may then be used to elicit additional requirements that are used to define more detailed designs. The business analyst may hand off requirements and designs to other stakeholders who may further elaborate on the designs. Whether it is the business analyst or some other role that completes the designs, the business analyst often reviews the final designs to ensure that they align with the requirements.

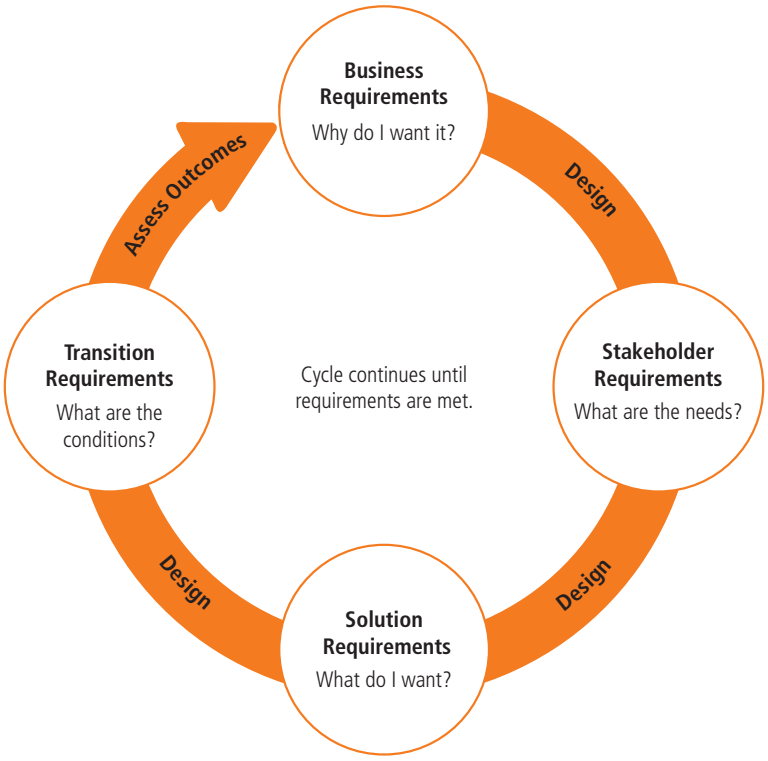
The following table provides some basic examples of how information may be viewed as either a requirement or a design.

Table 1.7.1: Requirements and Design

Requirement	Design
View six months sales data across multiple organizational units in a single view.	A sketch of a dashboard.
Reduce amount of time required to pick and pack a customer order.	Process model.
Record and access a medical patient's history.	Screen mock-up showing specific data fields.
Develop business strategy, goals, and objectives for a new business.	Business Capability Model.
Provide information in English and French.	Prototype with text displayed in English and French.

Stakeholders may present a need or a solution to an assumed need. A business analyst uses activities found in Elicitation and Collaboration, Strategy Analysis, Requirements Analysis and Design Definition, and Solution Evaluation to transform that request into a requirement or design. Regardless of the focus of the stakeholder, the importance of the role of the business analyst lies in continuously asking the question 'why?'. For example, "Why is either the requirement or design necessary to provide value to an enterprise and to facilitate the realization of an enterprise's goals and objectives?"

Figure 1.7.1: Requirements and Design Cycle



2 Core Standard Knowledge Areas

The Core Standard knowledge areas represent areas of specific business analysis expertise that encompass several tasks. A business analysis task is a discrete piece of work that may be performed formally or informally as part of business analysis. Business analysts perform tasks from all knowledge areas sequentially, iteratively, or simultaneously. Tasks may be performed in any order, as long as the necessary inputs to a task are present.

A note on Core Standard heading notation.

(CS) is included as a suffix to each core standard knowledge area and task name as a means of distinguishing them from the corresponding knowledge area and task names in *BABOK® Guide*.

The names of core standard of knowledge areas and tasks include a reference number in parentheses. This represents the corresponding chapter number in *BABOK® Guide*.

The Core Standard knowledge areas are:

- Business Analysis Planning and Monitoring CS (3)
- Elicitation and Collaboration CS (4)
- Requirements Life Cycle Management CS (5)
- Strategy Analysis CS (6)
- Requirements Analysis and Design Definition CS (7)
- Solution Evaluation CS (8)

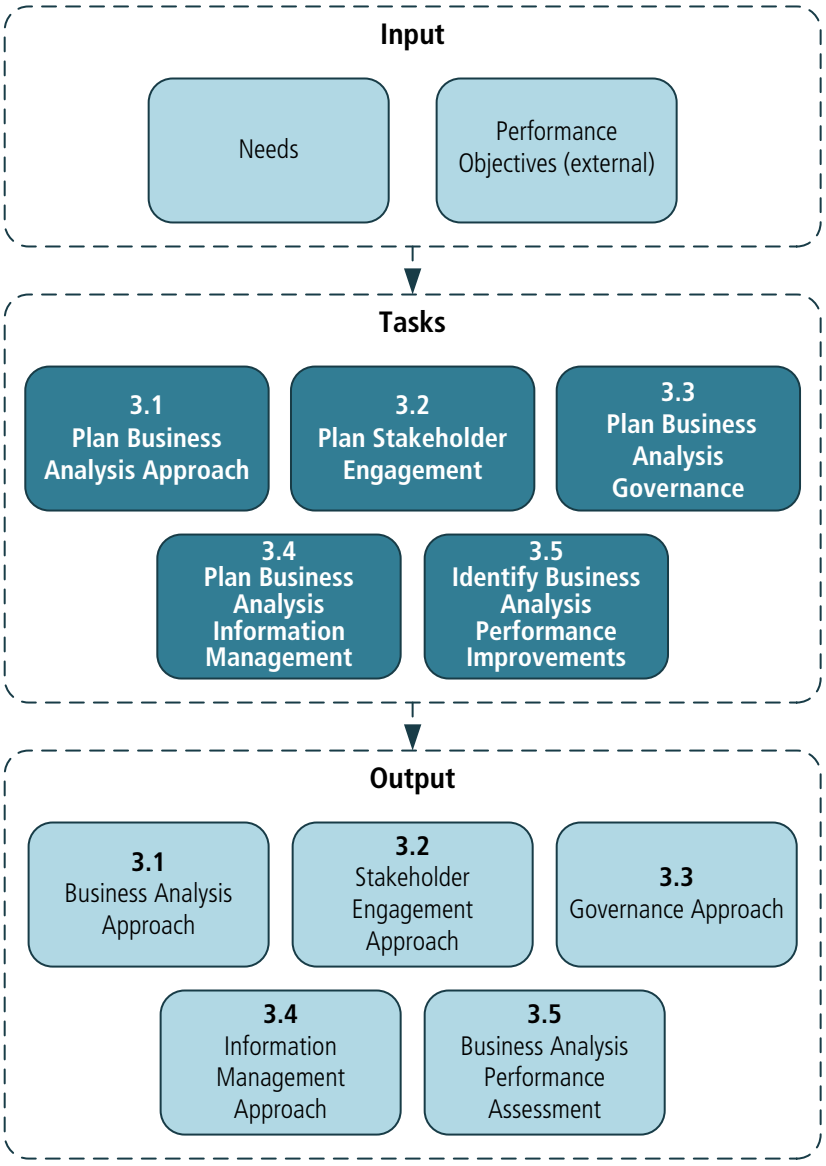
2.1 Business Analysis Planning and Monitoring CS (3)

The Business Analysis Planning and Monitoring knowledge area tasks organize and coordinate the efforts of business analysts and stakeholders. These tasks produce outputs that are used as key guidelines for the other tasks throughout the Core Standard.

The Business Analysis Planning and Monitoring knowledge area includes the following tasks:

- Plan Business Analysis Approach
- Plan Stakeholder Engagement
- Plan Business Analysis Governance
- Plan Business Analysis Information Management
- Identify Business Analysis Performance Improvements

Business Analysis Planning and Monitoring Input/Output Diagram



Plan Business Analysis Approach CS (3.1)

Purpose

The purpose of Plan Business Analysis Approach is to define an appropriate method to conduct business analysis activities.

Description

Plan Business Analysis Approach describes the planning of business analysis work from creation or selection of a methodology to planning the individual activities, tasks, and deliverables.

Inputs

- **Needs**: the business analysis approach is shaped by the problem or opportunity faced by the organization. It is necessary to consider what is known about the need at the time of planning, while acknowledging that understanding evolves throughout business analysis activities.

Outputs

- **Business Analysis Approach**: identifies the business analysis approach and activities that will be performed across an initiative including who will perform the activities, the timing and sequencing of the work, the deliverables that will be produced and the business analysis techniques that may be utilized. The remaining outputs of the Business Analysis Planning and Monitoring knowledge area may be integrated into an overall approach or be independent based upon methodology, organization, and perspective.

Plan Stakeholder Engagement CS (3.2)

Purpose

The purpose of Plan Stakeholder Engagement is to plan an approach for establishing and maintaining effective working relationships with the stakeholders.

Description

Plan Stakeholder Engagement describes understanding which stakeholders are relevant to the change, what business analysts need from them, what they need from business analysts, and the best way to collaborate.

Inputs

- **Needs**: understanding the business need and the parts of the enterprise that it affects helps in the identification of stakeholders. The need may evolve as stakeholder analysis is performed.
- **Business Analysis Approach**: incorporating the overall business analysis approach into the stakeholder analysis, collaboration, and communication approaches is necessary to ensure consistency across the approaches.

Outputs

Stakeholder Engagement Approach: contains a list of the stakeholders, their characteristics which were analyzed, and a listing of roles and responsibilities for the change. It also identifies the collaboration and communication approaches the business analyst will utilize during the initiative.

Plan Business Analysis Governance CS (3.3)

Purpose

The purpose of Plan Business Analysis Governance is to define how decisions are made about requirements and designs, including reviews, change control, approvals, and prioritization.

Description

Plan Business Analysis Governance defines the components of business analysis that are used to support the governance function of the organization. It helps ensure that decisions are made properly and consistently, and follows a process that ensures decision makers have the information they need.

Inputs

- **Business Analysis Approach**: incorporating the overall business analysis approach into the governance approach is necessary to ensure consistency across the approaches.
- **Stakeholder Engagement Approach:** identifying stakeholders and understanding their communication and collaboration needs is useful in determining their participation in the governance approach. The engagement approach may be updated based on the completion of the governance approach.

Outputs

- **Governance Approach**: identifies the stakeholders who will have the responsibility and authority to make decisions about business analysis work including who will be responsible for setting priorities and who will approve changes to business analysis information. It also defines the process that will be utilized to manage requirement and design changes across the initiative.

Plan Business Analysis Information Management CS (3.4)

Purpose

The purpose of Plan Business Analysis Information Management is to develop an approach for how business analysis information will be stored and accessed.

Description

Plan Business Analysis Information Management defines how information developed by business analysts (including requirements and designs) is captured, stored, and integrated with other information for long-term use.

Inputs

- **Business Analysis Approach**: incorporating the overall business analysis approach into the information management approach is necessary to ensure consistency across the approaches.
- G**overnance Approach**: defines how business analysts manage changes to requirements and designs, how decisions and approvals for business analysis deliverables will be made, and how priorities will be set.
- **Stakeholder Engagement Approach**: identifying stakeholders and understanding their communication and collaboration needs is useful in determining their specific information management needs.

Outputs

- **Information Management Approach**: includes the defined approach for how business analysis information will be stored, accessed, and utilized during the change and after the change is complete.

Identify Business Analysis Performance Improvements CS (3.5)

Purpose

The purpose of Identify Business Analysis Performance Improvements is to assess business analysis work and to plan to improve processes where required.

Description

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.

Inputs

- **Business Analysis Approach**: identifies business analysis deliverables that will be produced, activities that will need to be performed (including when they will be performed and who will be performing them), and techniques that will be used.
- **Performance Objectives (external)**: describe the desired performance outcomes that an enterprise or organization is hoping to achieve.

Outputs

- **Business Analysis Performance Assessment**: includes a comparison of planned versus actual performance, identifying the root cause of variances from the expected performance, proposed approaches to address issues, and other findings to help understand the performance of business analysis processes.

2.2 Elicitation and Collaboration CS (4)

The Elicitation and Collaboration knowledge area describes the tasks that business analysts perform to obtain information from stakeholders and confirm the results. It also describes the communication with stakeholders once the business analysis information is assembled.

Elicitation is the drawing forth or receiving of information from stakeholders or other sources. It is the main path to discovering requirements and design information, and might involve talking with stakeholders directly, researching topics, experimenting, or simply being handed information. Collaboration is the act of two or more people working together towards a common goal. The Elicitation and Collaboration knowledge area describes how business analysts identify and reach agreement on the mutual understanding of all types of business analysis information. Elicitation and collaboration work is never a 'phase' in business analysis; rather, it is ongoing as long as business analysis work is occurring.

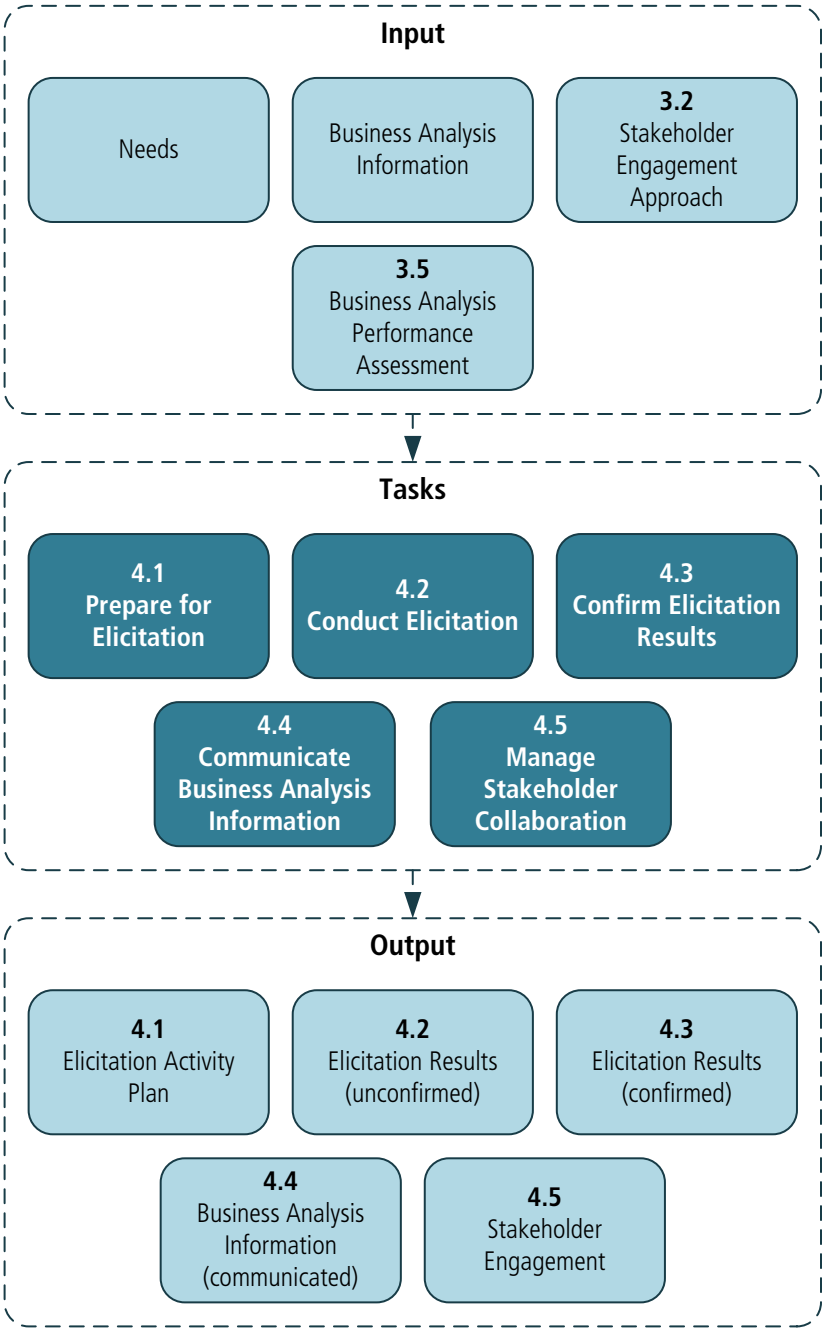
Elicitation and collaboration can be planned, unplanned, or both. Planned activities such as workshops, experiments, and/or surveys can be structured and organized in advance. Unplanned activities happen in the moment without notice, such as last-minute or 'just in time' collaboration or conversations. Business analysis information derived from an unplanned activity may require deeper exploration through a planned activity.

Eliciting business analysis information is not an isolated activity. Information is elicited while performing any task that includes interaction with stakeholders and while the business analyst is performing independent analytical work. Elicitation may trigger additional elicitation for details to fill in gaps or increase understanding.

The Elicitation and Collaboration knowledge area is composed of the following tasks:

- Prepare for Elicitation
- Conduct Elicitation
- Confirm Elicitation Results
- Communicate Business Analysis Information
- Manage Stakeholder Collaboration

Elicitation and Collaboration Input/Output Diagram



Prepare for Elicitation CS (4.1)

Purpose

The purpose of Prepare for Elicitation is to understand the scope of the elicitation activity, select appropriate techniques, and plan for (or procure) appropriate supporting materials and resources.

Description

Prepare for Elicitation involves ensuring that the stakeholders have the information they need to provide and that they understand the nature of the

activities they are going to perform. It also sets a shared set of expectations regarding the outcomes of the activity. Preparation may also involve identifying research sources or preparing to conduct an experiment to see if a process change actually results in an improvement.

Inputs

- **Needs**: guides the preparation in terms of the scope and purpose of elicitation activities. Elicitation can be used to discover the needs, but in order to get started there must be some need that exists—even if it has not yet been fully elicited or understood.
- **Stakeholder Engagement Approach**: understanding stakeholders' communication and collaboration needs helps plan and prepare appropriate and effective elicitation events.

Outputs

- **Elicitation Activity Plan**: used for each elicitation activity. It includes logistics, scope of the elicitation activity, selected techniques, and supporting materials.

Conduct Elicitation CS (4.2)

Purpose

The purpose of Conduct Elicitation is to draw out, explore, and identify information relevant to the change.

Description

Conduct Elicitation describes the work performed to understand stakeholder needs and identify potential solutions that may meet those needs. This may involve direct interaction with stakeholders, doing research, or running experiments.

Inputs

- **Elicitation Activity Plan**: includes the planned elicitation activities and techniques, activity logistics (for example, date, time, location, resources, agenda), scope of the elicitation activity, and available sources of background information.

Outputs

- **Elicitation Results (unconfirmed):** captured information in a format that is specific to the elicitation activity.

Confirm Elicitation Results CS (4.3)

Purpose

The purpose of Confirm Elicitation Results is to check the information gathered during an elicitation session for accuracy and consistency with other information.

Description

Confirm Elicitation Results involves ensuring that stakeholders have a shared understanding of the outcomes of elicitation, that elicited information is recorded appropriately, and that the business analyst has the information sought from an elicitation activity. This task also involves comparing the information received with other information to look for inconsistencies or gaps.

Inputs

- **Elicitation Results (unconfirmed)**: capture information in a format specific to the elicitation activity.

Outputs

- **Elicitation Results (confirmed):** integrated output that the business analyst and other stakeholders agree correctly reflects captured information and confirms that it is relevant and useful as an input to further work.

Communicate Business Analysis Information CS (4.4)

Purpose

The purpose of Communicate Business Analysis Information is to ensure stakeholders have a shared understanding of business analysis information.

Description

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

Inputs

- **Business Analysis Information**: any kind of information at any level of detail that is used as an input or output of business analysis work. Business analysis information becomes an input for this task when the need is discovered to communicate the information to additional stakeholders.
- **Stakeholder Engagement Approach**: describes stakeholder groups, roles, and general needs regarding communication of business analysis information.

Outputs

- **Business Analysis Information (communicated)**: business analysis information is considered communicated when the target stakeholders have reached an understanding of its content and implications.

Manage Stakeholder Collaboration CS (4.5)

Purpose

The purpose of Manage Stakeholder Collaboration is to encourage stakeholders to work towards a common goal.

Description

Manage Stakeholder Collaboration describes working with stakeholders to engage them in the overall business analysis process and to ensure that the business analyst can deliver the outcomes needed.

Inputs

- **Stakeholder Engagement Approach**: describes the types of expected engagement with stakeholders and how they might need to be managed.
- **Business Analysis Performance Assessment**: provides key information about the effectiveness of business analysis tasks being executed, including those focused on stakeholder engagement.

Outputs

- **Stakeholder Engagement**: willingness from stakeholders to engage in business analysis activities and interact with the business analyst when necessary.

2.3 Requirements Life Cycle Management CS (5)

The Requirements Life Cycle Management knowledge area describes the tasks that business analysts perform in order to manage and maintain requirements and design information from inception to retirement. These tasks describe establishing meaningful relationships between related requirements and designs, assessing changes to requirements and designs when changes are proposed, and analyzing and gaining consensus on changes.

The purpose of requirements life cycle management is to ensure that business, stakeholder, and solution requirements and designs are aligned to one another and that the solution implements them. It involves a level of control over requirements and over how requirements will be implemented in the actual solution to be constructed and delivered. It also helps to ensure that business analysis information is available for future use.

The requirements life cycle:

- begins with the representation of a business need as a requirement,
- continues through the development of a solution, and
- ends when a solution and the requirements that represent it are retired.

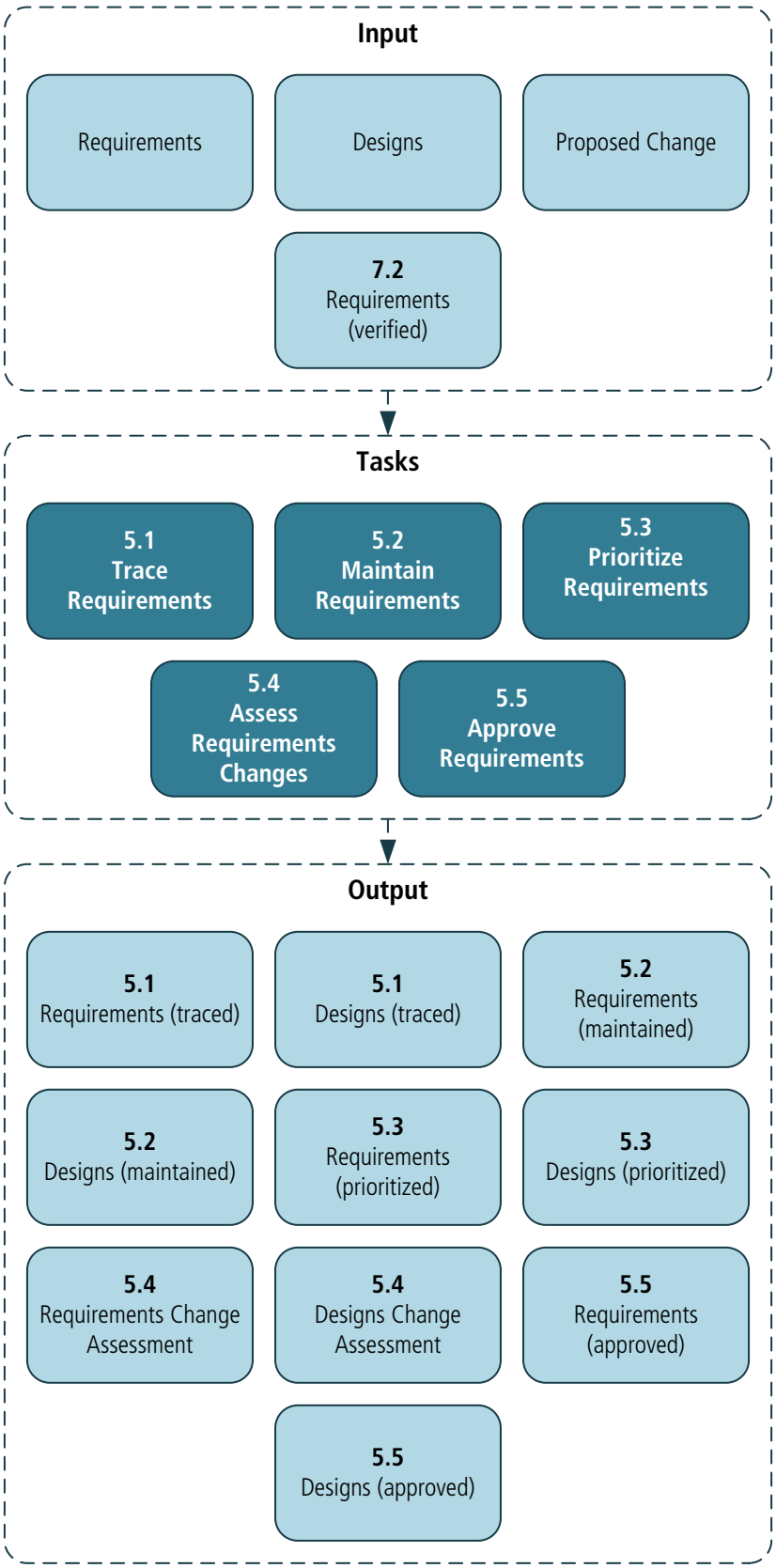
The management of requirements does not end once a solution is implemented. Throughout the life of a solution, requirements continue to provide value when they are managed appropriately.

Within the Requirements Life Cycle Management knowledge area, the concept of a life cycle is separate from a methodology or process used to govern business analysis work. Life cycle refers to the existence of various phases or states that requirements pass through as part of any change. Requirements may be in multiple states at one time.

The Requirements Life Cycle Management knowledge area includes the following tasks:

- Trace Requirements
- Maintain Requirements
- Prioritize Requirements
- Assess Requirements Change
- Approve Requirements

Requirements Life Cycle Management Input/Output Diagram



Trace Requirements CS (5.1)

Purpose

The purpose of Trace Requirements is to ensure that requirements and designs at different levels are aligned to one another, and to manage the effects of change to one level on related requirements.

Description

Trace Requirements: analyzes and maintains the relationships between requirements, designs, solution components, and other work products for impact analysis, coverage, and allocation.

Inputs

- **Requirements**: may be traced to other requirements (including goals, objectives, business requirements, stakeholder requirements, solution requirements, and transition requirements), solution components, visuals, business rules, and other work products.
- **Designs**: may be traced to other requirements, solution components, and other work products.

Outputs

- **Requirements (traced)**: have clearly defined relationships to other requirements, solution components, or releases, phases, or iterations, within a solution scope, such that coverage and the effects of change are clearly identifiable.
- **Designs (traced)**: clearly defined relationships to other requirements, solution components, or releases, phases, or iterations, within a solution scope, such that coverage and the effects of change are clearly identifiable.

Maintain Requirements CS (5.2)

Purpose

The purpose of Maintain Requirements is to retain requirement accuracy and consistency throughout and beyond the change during the entire requirements life cycle, and to support reuse of requirements in other solutions.

Description

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

Inputs

- **Requirements**: include goals, objectives, business requirements, stakeholder requirements, solution requirements, and transition requirements. These should be maintained throughout their life cycle.
- **Designs**: can be maintained throughout their life cycle, as needed.

Outputs

- **Requirements (maintained)**: defined once and available for long-term usage by the organization. They may become organizational process assets or be used in future initiatives. In some cases, a requirement that was not approved or implemented may be maintained for a possible future initiative.
- **Designs (maintained)**: may be reusable once defined. For example, as a self-contained component that can be made available for possible future use.

Prioritize Requirements CS (5.3)

Purpose

The purpose of Prioritize Requirements is to rank requirements in the order of relative importance.

Description

Prioritize Requirements assesses the value, urgency, and risks associated with particular requirements and designs to ensure that analysis and/or delivery work is done on the most important ones at any given time.

Inputs

- **Requirements**: any requirements in the form of text, matrices, or diagrams that are ready to prioritize.
- **Designs**: any designs in the form of text, prototypes, or diagrams that are ready to prioritize.

Outputs

- **Requirements (prioritized)**: prioritized or ranked requirements are available for additional work, ensuring that the highest valued requirements are addressed first.
- **Designs (prioritized)**: prioritized or ranked designs are available for additional work, ensuring that the highest valued designs are addressed first.

Assess Requirements Changes CS (5.4)

Purpose

The purpose of Assess Requirements Changes is to evaluate the implications of proposed changes to requirements and designs.

Description

Assess Requirements Changes evaluates new and changing stakeholder requirements to determine if they need to be acted on within the scope of a change.

Inputs

- **Proposed Change**: can be identified at any time and impact any aspect of business analysis work or deliverables completed to date. There are many triggers for a proposed change including business strategy changes, stakeholders, legal requirements, or regulatory changes.
- **Requirements**: may need to be assessed to identify the impact of a proposed modification.
- **Designs**: may need to be assessed to identify the impact of a proposed modification.

Outputs

- **Requirements Change Assessment**: the recommendation to approve, modify, or deny a proposed change to requirements.
- **Designs Change Assessment**: the recommendation to approve, modify, or deny a proposed change to one or more design components.

Approve Requirements CS (5.5)

Purpose

The purpose of Approve Requirements is to obtain agreement on and approval of requirements and designs for business analysis work to continue and/or solution construction to proceed.

Description

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

Inputs

- **Requirements (verified)**: a set of requirements that have been verified to be of sufficient quality to be used as a reliable body of work for further specification and development.
- **Designs**: a set of designs that have been determined as ready to be used for further specification and development.

Outputs

- **Requirements (approved)**: requirements which are agreed to by stakeholders and are ready for use in subsequent business analysis efforts.
- **Designs (approved)**: designs which are agreed to by stakeholders and are ready for use in subsequent business analysis or solution development efforts.

2.4 Strategy Analysis CS (6)

Strategy defines the most effective way to apply the capabilities of an enterprise in order to reach a desired set of goals and objectives. Strategies may exist for the entire enterprise, for a division, department or region, and for a product, project, or iteration.

The Strategy Analysis knowledge area describes the business analysis work that must be performed to collaborate with stakeholders in order to identify a need of strategic or tactical importance (the business need), enable the enterprise to address that need, and align the resulting strategy for the change with higher- and lower-level strategies.

Strategy analysis focuses on defining the future and transition states needed to address the business need, and the work required is defined both by that need and the scope of the solution space. It covers strategic thinking in business analysis, as well as the discovery or imagining of possible solutions that will enable the enterprise to create greater value for stakeholders, and/or capture more value for itself.

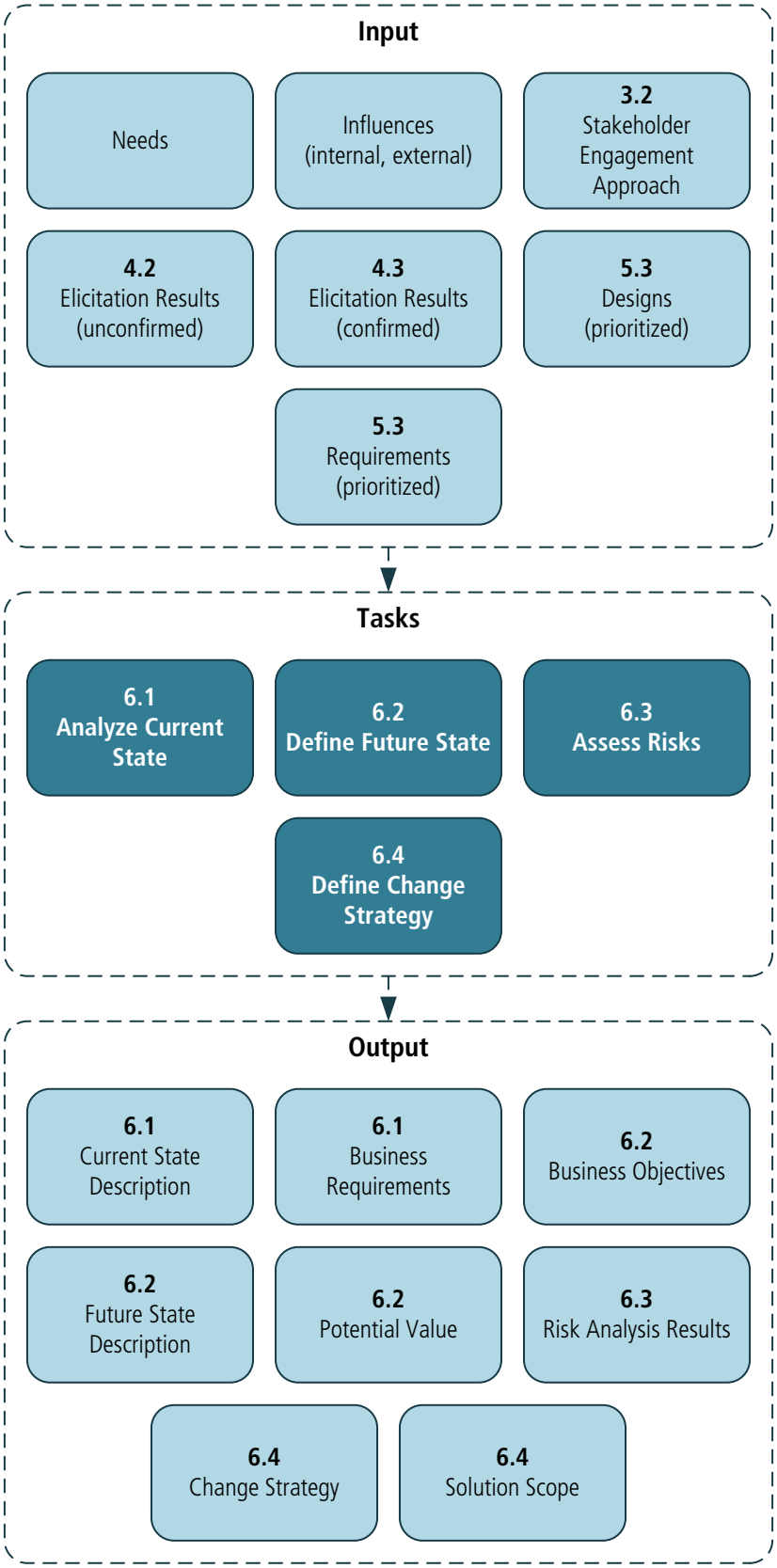
Strategy analysis provides context to requirements analysis and design definition for a given change. Strategy analysis should be performed as a business need is identified. This allows stakeholders to make the determination of whether to address that need or not. Strategy analysis is an ongoing activity that assesses any changes in that need, in its context, or any new information that may indicate that an adjustment to the change strategy may be required.When performing strategy analysis, business analysts must consider the context in which they are working, and how predictable the range of possible outcomes is. When a change will have a predictable outcome, the future state and possible transition states can typically be clearly defined, and a clear strategy can be planned out. If the outcome of a change is difficult to predict, the strategy may need to focus more on mitigating risk, testing assumptions, and changing course until a strategy that will succeed in reaching the business goals can be identified or until the initiative has ended. These tasks may be performed in any order, though they are often performed concurrently, as strategy must be shaped by what is actually achievable.

A strategy may be captured in a strategic plan, product vision, business case, product roadmap, or other artifacts.

The Strategy Analysis knowledge area includes the following tasks:

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

Strategy Analysis Input/Output Diagram



Analyze Current State CS (6.1)

Purpose

The purpose of Analyze Current State is 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.

Description

Analyze Current State understands the business need and how it relates to the way the enterprise functions today. Sets a baseline and context for change.

Inputs

- **Elicitation Results**: used to define and understand the current state.
- **Needs**: the problem or opportunity faced by an enterprise or organization often launches business analysis work to better understand these needs.

Outputs

- **Current State Description**: the context of the enterprise's scope, capabilities, resources, performance, culture, dependencies, infrastructure, external influences, and significant relationships between these elements.
- **Business Requirements**: the problem, opportunity, or constraint which is defined based on an understanding of the current state.

Define Future State CA (6.2)

Purpose

The purpose of Define Future State is to determine the set of necessary conditions to meet the business need.

Description

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

Inputs

- **Business Requirements**: the problems, opportunities, or constraints that the future state will address.

Outputs

- **Business Objectives**: the desired direction that the business wishes to pursue in order to achieve the future state.
- **Future State Description:** the future state description includes boundaries of the proposed new, removed, and modified components of the enterprise and the potential value expected from the future state. The description might include the desired future capabilities, policies, resources, dependencies, infrastructure, external influences, and relationships between each element.
- **Potential Value**: the value that may be realized by implementing the proposed future state.

Assess Risks CS (6.3)

Purpose

The purpose of Assess Risks is to understand the undesirable consequences of internal and external forces on the enterprise during a transition to, or once in, the future state. An understanding of the potential impact of those forces can be used to make a recommendation about a course of action.

Description

Assess Risks understands 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.

Inputs

- **Business Objectives**: describing the desired direction needed to achieve the future state can be used to identify and discuss potential risks.
- **Elicitation Results (confirmed)**: an understanding of what the various stakeholders perceive as risks to the realization of the desired future state.
- **Influences**: factors inside of the enterprise (internal) and factors outside of the enterprise (external) which will impact the realization of the desired future state.
- **Potential Value**: describing the value to be realized by implementing the proposed future state provides a benchmark against which risks can be assessed.
- **Requirements (prioritized)**: depending on their priority, requirements will influence the risks to be defined and understood as part of solution realization.

Outputs

- **Risk Analysis Results**: an understanding of the risks associated with achieving the future state, and the mitigation strategies which will be used to prevent those risks, reduce the impact of the risk, or reduce the likelihood of the risk occurring.

Define Change Strategy CS (6.4)

Purpose

The purpose of Define Change Strategy is to develop and assess alternative approaches to the change, and then select the recommended approach.

Description

Define Change Strategy performs a gap analysis between current and future state, assesses options for achieving the future state, and recommends the highest value approach for reaching the future state including any transition states that may be required along the way.

Inputs

- **Current State Description**: provides context about the current state, and includes assessments of internal and external influences to the enterprise under consideration.
- **Future State Description**: provides context about the desired future state.
- **Risk Analysis Results**: describe identified risks and exposure of each risk.
- **Stakeholder Engagement Approach**: understanding stakeholders' communication and collaboration needs can help identify change-related activities that need to be included as part of the change strategy.

Outputs

- **Change Strategy**: the approach that the organization will follow to guide change.
- **Solution Scope**: the solution scope that will be achieved through execution of the change strategy.

2.5 Requirements Analysis and Design Definition CS (7)

The Requirements Analysis and Design Definition knowledge area describes the tasks that business analysts 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. This knowledge area covers the incremental and iterative activities ranging from the initial concept and exploration of the need through the transformation of those needs into a particular recommended solution.

Both requirements and designs are important tools used by business analysts to define and guide change. The main difference between requirements and designs is in how they are used and by whom. One person's designs may be another person's requirements. Requirements and designs may be either high-level or very detailed based upon what is appropriate to those consuming the information.

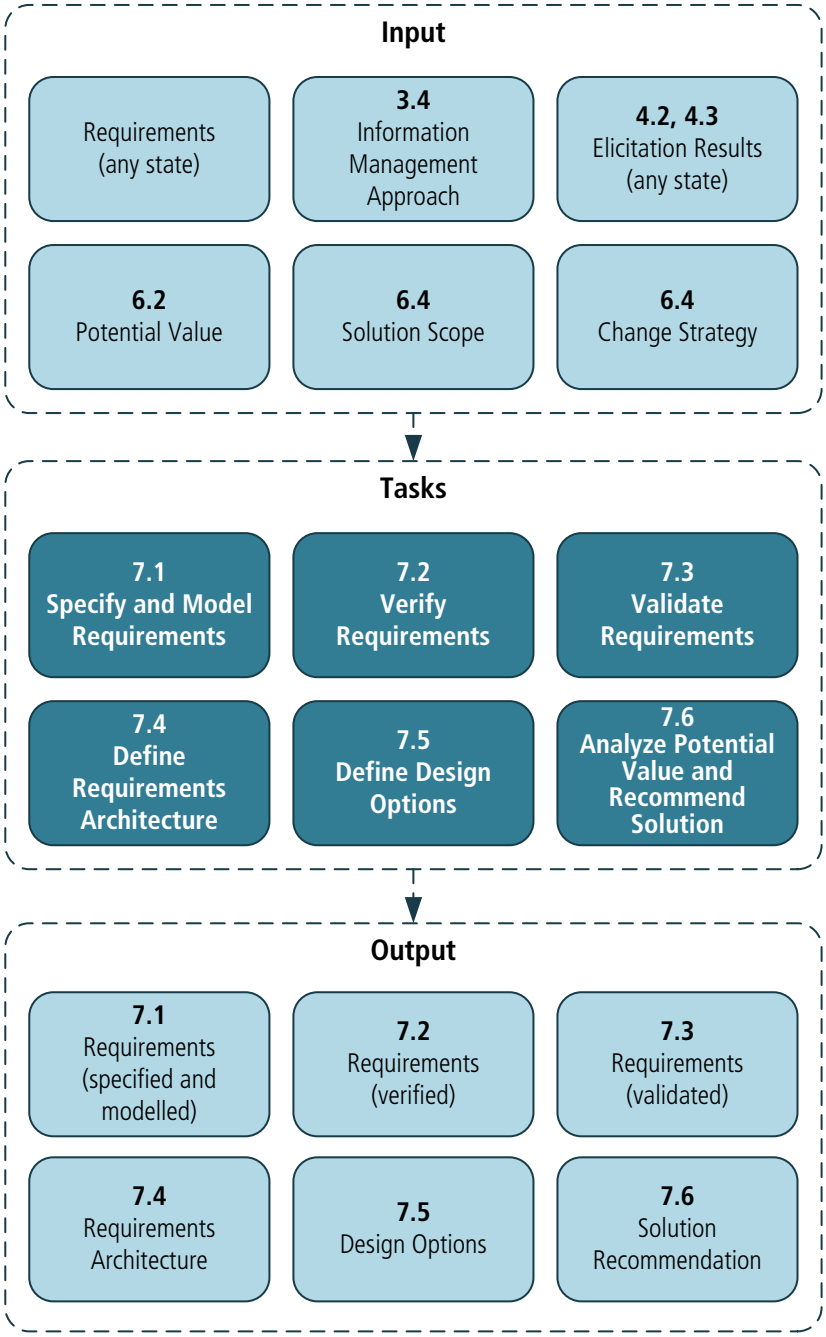
The business analyst's role in modelling needs, requirements, designs, and solutions is instrumental in conducting thorough analysis and communicating with other stakeholders. The form, level of detail, and what is being modelled are all dependent on the context, audience, and purpose.

Business analysts analyze the potential value of both requirements and designs. In collaboration with implementation subject matter experts, business analysts define solution options that can be evaluated in order to recommend the best solution option that meets the need and brings the most value.

The Requirements Analysis and Design Definition knowledge area includes the following tasks:

- Specify and Model Requirements
- Verify Requirements
- Validate Requirements
- Define Requirements Architecture
- Define Solution Options
- Analyze Potential Value and Recommend Solution

Requirements Analysis and Design Definition Input/Output Diagram



Specify and Model Requirements CS (7.1)

Purpose

The purpose of Specify and Model Requirements is to analyze, synthesize, and refine elicitation results into requirements and designs.

Description

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

Inputs

- **Elicitation Results (any state)**: modelling can begin with any elicitation result and may lead to the need for more elicitation to clarify or expand upon requirements. Elicitation and modelling may occur sequentially, iteratively, or concurrently.

Outputs

- **Requirements (specified and modelled)**: any combination of requirements and/or designs in the form of text, matrices, and diagrams.

Verify Requirements CS (7.2)

Purpose

The purpose of Verify Requirements is to ensure that requirements and designs specifications and models meet quality standards and are usable for the purpose they serve.

Description

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.

Inputs

- **Requirements (specified and modelled)**: any requirement, design, or set of those may be verified to ensure that text is well structured, and that matrices and modelling notation are used correctly.

Outputs

- **Requirements (verified)**: a set of requirements or designs that is of sufficient quality to be used as a basis for further work.

Validate Requirements CS (7.3)

Purpose

The purpose of Validate Requirements is to ensure that all requirements and designs align to the business requirements and support the delivery of needed value.

Description

Validate Requirements ensures that a set of requirements or designs delivers business value and supports the organization's goals and objectives.

Inputs

- **Requirements (specified and modelled)**: any types of requirements and designs can be validated. Validation activities may begin before requirements are completely verified. However, validation activities cannot be completed before requirements are completely verified.

Outputs

- **Requirements (validated)**: validated requirements and designs are those that can be demonstrated to deliver benefit to stakeholders and align with the business goals and objectives of the change. If a requirement or design cannot be validated, it either does not benefit the organization, does not fall within the solution scope, or both.

Define Requirements Architecture CS (7.4)

Purpose

The purpose of Define Requirements Architecture is to ensure that the requirements collectively support one another to fully achieve the objectives.

Description

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.

Inputs

- **Information Management Approach**: defines how the business analysis information (including requirements and models) will be stored and accessed.
- **Requirements (any state)**: every requirement should be stated once, and only once, and incorporated into the requirements architecture so that the entire set may be evaluated for completeness.
- **Solution Scope**: must be considered to ensure the requirements architecture is aligned with the boundaries of the desired solution.

Outputs

- **Requirements Architecture**: the requirements and the interrelationships among them, as well as any contextual information that is recorded.

Define Design Options CS (7.5)

Purpose

The purpose of Define Design Options is 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.

Description

Define Solution Options identifies, explores and describes different possible ways of meeting the need.

Inputs

- **Change Strategy**: describes the approach that will be followed to transition to the future state. This may have some impact on design decisions in terms of what is feasible or possible.
- **Requirements (validated, prioritized)**: only validated requirements are considered in design options. Knowing the requirement priorities aids in the suggestion of reasonable design options. Requirements with the highest priorities might deserve more weight in choosing solution components to best meet them as compared to lower priority requirements.
- **Requirements Architecture**: the full set of requirements and their relationships is important for defining design options that can address the holistic set of requirements.

Outputs

- **Design Options**: describe various ways to satisfy one or more needs in a context. They may include solution approach, potential improvement opportunities provided by the option, and the components that define the option.

Analyze Potential Value and Recommend Solution CS (7.6)

Purpose

The purpose of Analyze Potential Value and Recommend Solution is to estimate the potential value for each design option and to establish which one is most appropriate to meet the enterprise's requirements.

Description

Analyze Potential Value and Recommend Solution assesses the business value associated with a potential solution and compares different options, including trade-offs, to identify and recommend the solution option that delivers the greatest overall value.

Inputs

- **Potential Value**: can be used as a benchmark against which the value delivered by a design can be evaluated.
- **Design Options:** need to be evaluated and compared to one another to recommend one option for the solution.

Outputs

- **Solution Recommendation**: identifies the suggested, most appropriate solution based on an evaluation of all defined design options. The recommended solution should maximize the value provided to the enterprise.

2.6 Solution Evaluation CS (8)

The Solution Evaluation knowledge area describes the tasks that business analysts 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.

While there may be some similarities to the activities performed in Strategy Analysis, or Requirements Analysis and Design Definition, an important distinction between the Solution Evaluation knowledge area and other knowledge areas is the existence of an actual solution. It may only be a partial solution, but the solution or solution component has already been implemented and is operating in some form. Solution Evaluation tasks that support the realization of benefits may occur before a change is initiated, while current value is assessed, or after a solution has been implemented.

Solution Evaluation tasks can be performed on solution components in varying stages of development:

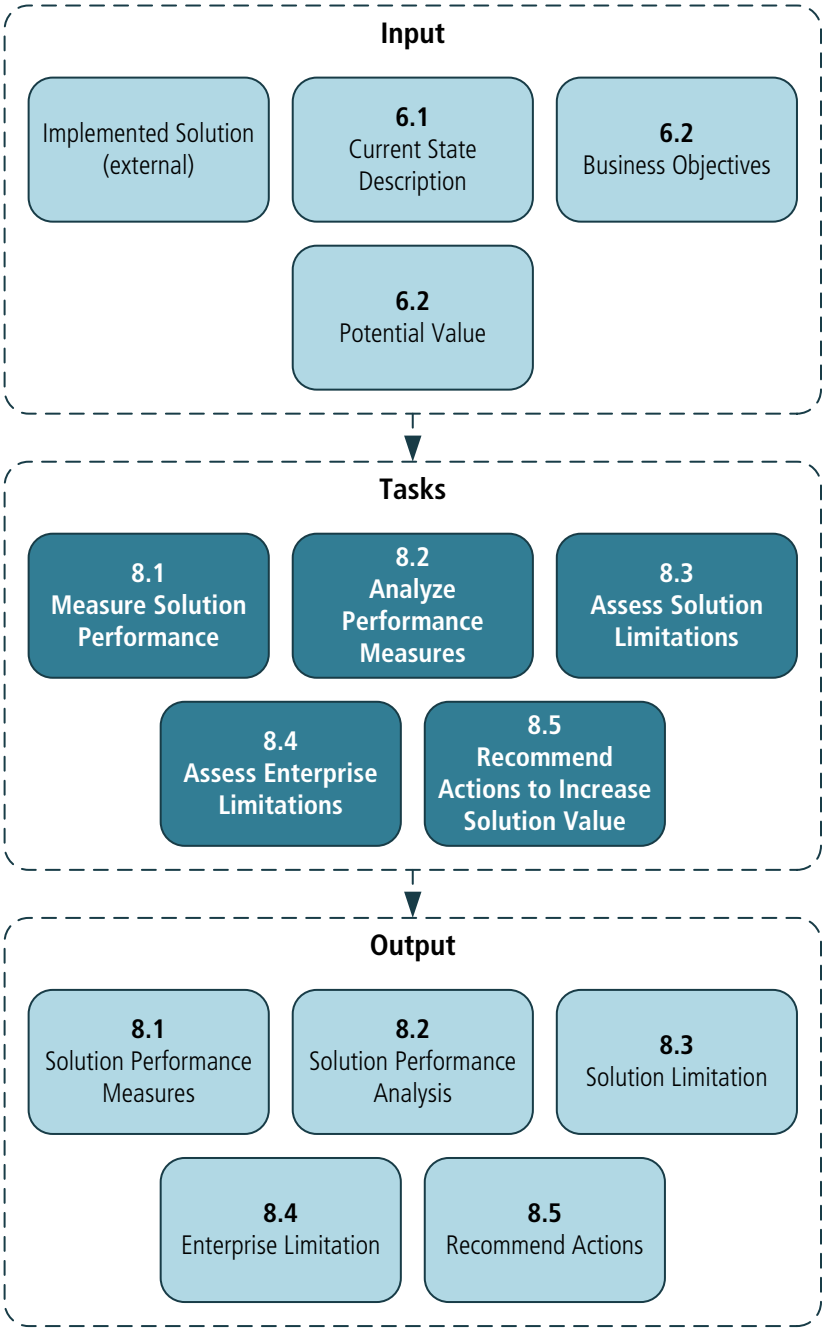
- **Prototypes or Proofs of Concept**: working but limited versions of a solution that demonstrate value.
- **Pilot or Beta releases**: limited implementations or versions of a solution used in order to work through problems and understand how well it actually delivers value before fully releasing the solution.
- **Operational releases:** full versions of a partial or completed solution used to achieve business objectives, execute a process, or fulfill a desired outcome.

Solution Evaluation describes tasks that analyze the actual value being delivered, identifies limitations which may be preventing value from being realized, and makes recommendations to increase the value of the solution. It may include any combination of performance assessments, tests, and experiments, and may combine both objective and subjective assessments of value. Solution Evaluation generally focuses on a component of an enterprise rather than the entire enterprise.

The Solution Evaluation knowledge area includes the following tasks:

- Measure Solution Performance
- Analyze Performance Measures
- Assess Solution Limitations
- Assess Enterprise Limitations
- Recommend Actions to Increase Solution Value

Solution Evaluation Input/Output Diagram



Measure Solution Performance CS (8.1)

Purpose

The purpose of Measure Solution Performance is to define performance measures and use the data collected to evaluate the effectiveness of a solution in relation to the value it brings.

Description

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

Inputs

- **Business Objectives**: the measurable results that the enterprise wants to achieve. Provides a benchmark against which solution performance can be assessed.
- **Implemented Solution (external)**: a solution (or component of a solution) that exists in some form. It may be an operating solution, a prototype, or a pilot or beta solution.

Outputs

- **Solution Performance Measures**: measures that provide information on how well the solution is performing or potentially could perform.

Analyze Performance Measures CS (8.2)

Purpose

The purpose of Analyze Performance Measures is to provide insights into the performance of a solution in relation to the value it brings.

Description

Analyze Performance Measures examines information regarding the performance of a solution in order to understand the value it delivers to the enterprise and to stakeholders, and determines whether it is meeting current business needs.

Inputs

- **Potential Value**: describes the value that may be realized by implementing the proposed future state. It can be used as a benchmark against which solution performance can be evaluated.
- **Solution Performance Measures:** measures and provides information on how well the solution is performing or potentially could perform.

Outputs

- **Solution Performance Analysis:** results of the analysis of measurements collected and recommendations to solve performance gaps and leverage opportunities to improve value.

Assess Solution Limitations CS (8.3)

Purpose

The purpose of Assess Solution Limitations is to determine the factors internal to the solution that restrict the full realization of value.

Description

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

Inputs

- **Implemented Solution (external)**: a solution that exists. The solution may or may not be in operational use; it may be a prototype. The solution must be in use in some form in order to be evaluated.
- **Solution Performance Analysis**: results of the analysis of measurements collected and recommendations to solve for performance gaps and leverage opportunities to improve value.

Outputs

- **Solution Limitation**: a description of the current limitations of the solution including constraints and defects.

Assess Enterprise Limitations CS (8.4)

Purpose

The purpose of Assess Enterprise Limitations is to determine how factors external to the solution are restricting value realization.

Description

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 is capable of providing.

Inputs

- **Current State Description**: the current internal environment of the solution including the environmental, cultural, and internal factors influencing the solution limitations.
- **Implemented (or Constructed) Solution (external)**: a solution that exists. The solution may or may not be in operational use; it may be a prototype. The solution must be in use in some form in order to be evaluated.
- **Solution Performance Analysis**: results of the analysis of measurements collected and recommendations to solve performance gaps and leverage opportunities to improve value.

Outputs

- **Enterprise Limitation**: a description of the current limitations of the enterprise including how the solution performance is impacting the enterprise.

Recommend Actions to Increase Solution Value CS (8.5)

Purpose

The purpose of Recommend Actions to Increase Solution Value is to understand the factors that create differences between potential value and actual value, and to recommend a course of action to align them.

Description

Recommend Actions to Increase Solution Value identifies and defines actions the enterprise can take to increase the value that can be delivered by a solution.

Inputs

- **Enterprise Limitation**: a description of the current limitations of the enterprise including how the solution performance is impacting the enterprise.
- **Solution Limitation**: a description of the current limitations of the solution including constraints and defects.

Outputs

- **Recommended Actions**: recommendation of what should be done to improve the value of the solution within the enterprise.