



BUSINESS ANALYSIS REFERENCE GUIDE

(BARG™)

1. INTRODUCTION

**A Comprehensive Guide to Implementing
Business Analysis, with Practical Examples**

Includes insights into how Artificial Intelligence can enhance
Business Analysis processes

1. INTRODUCTION

Business Analysis Reference Guide (BARG™) provides guidelines for the successful implementation of Business Analysis—the framework for identifying business needs, problems, and opportunities. It involves gathering, analyzing, and documenting requirements to develop solutions that improve processes, efficiency, and decision-making. Business Analysts bridge the gap between stakeholders and implementation teams, ensuring alignment with organizational goals and delivering value-driven outcomes.

Business Analysis, as defined in *Business Analysis Reference Guide (BARG™)*, is applicable to the following:

- Business Analysis initiatives in *any* industry
- Products, services, or any other results to be delivered to Stakeholders
- Business Analysis Initiatives of any size or complexity

Business Analysis can be applied effectively to any initiative in any industry—from small initiatives or teams with as few as two team members to large, complex initiatives with up to several thousand members in several teams.

This chapter (chapter 1) describes the purpose and framework of the *Business Analysis Reference Guide* and introduces the key concepts of Business Analysis. It contains a summary of Business Analysis principles, Business Analysis aspects and Business Analysis processes. Chapter 2 expands on the six Business Analysis principles which are the foundation on which the Business Analysis framework is based. Chapter 3 elaborates on the five Business Analysis aspects that must be addressed throughout any initiative: organization, business justification, risk, change, and quality. Chapters 4 through 8 cover the 14 Business Analysis processes involved in carrying out a Business Analysis initiative. These processes are part of the five Business Analysis phases: Setup, Initiate, Plan, Implement, and Enhance. These phases describe in detail the associated inputs and outputs of each process, as well as the various tools that may be used in each process. Some inputs, tools, and outputs are mandatory and are indicated as such; others are optional depending on the specific initiative, organizational Requirements, and/or guidelines set forth by the organization's Business Analysis Guidance Body (BAGB).

This chapter is divided into the following sections:

1.1 Overview of Business Analysis

1.2 Purpose of the *Business Analysis Reference Guide*

1.3 BARG™ vs. Other Business Analysis Books or Bodies of Knowledge

1.4 Framework of the *Business Analysis Reference Guide*

1.1 Overview of Business Analysis

Business Analysis is the process of identifying business needs, evaluating challenges, enabling change, and developing Solutions to improve efficiency, productivity, and overall performance. It involves gathering and analyzing Requirements, optimizing processes, and facilitating communication between Stakeholders to ensure strategic goals are met. Business Analysis is applied across all industries and domains including finance, healthcare, retail, manufacturing, IT, telecommunications, government, logistics, energy, and more. It helps organizations optimize processes, improve efficiency, enhance customer experiences, and drive innovation. By identifying business needs and implementing Solutions, Business Analysis ensures adaptability and long-term success in any industry.

Business Analysis is also applied across all departments in any organization to enhance efficiency, streamline processes, enable change, and align business goals with technology. Business Analysis facilitates transformation by assessing the current state, identifying gaps, and defining how to achieve the desired state. It fosters collaboration among departments, optimizes workflows, supports data-driven decision-making, and drives innovation. It enables process improvements, technology adoption, and strategic decision-making. Through Stakeholder collaboration and data-driven insights, Business Analysis ensures a smooth transition, minimizing risks and maximizing business value. A critical aspect of Business Analysis is Requirement Gathering, where Business Analysts collect, document, and validate business and technical Requirements. They then collaborate with relevant Stakeholders to ensure Solutions align with business expectations. Additionally, they support risk management, change management, and decision-making by providing insights based on data and industry trends. Ultimately, Business Analysis drives innovation, reduces costs, and improves customer satisfaction by ensuring businesses operate efficiently and remain competitive in a dynamic environment.

1.1.1 Brief History of Business Analysis

Business Analysis has evolved over time, adapting to changes in technology, business practices, and methodologies. Here's a brief overview of its development:

1. Early Foundations (Pre-20th Century – 1950s)
 - Business problem analysis existed for centuries, but formal Business Analysis was undeveloped.
 - Scientific management, like Taylor's work (1911), emphasized efficiency and influenced Business Analysis.
 - Ford's assembly line (1913) showcased process optimization central to modern Business Analysis.
2. The Rise of Systems Thinking (1960s – 1980s)
 - IT growth created a need for structured business problem analysis.
 - Businesses adopted systems analysis to enhance processes and tech integration.
 - SDLC and Waterfall models required defining business needs before development.
 - Structured methods like SSADM formalized Business Analysis practices.
3. Expansion into IT and Project Management (1990s – Early 2000s)
 - ERP systems like SAP and Oracle increased demand for Business Analysts to link business and IT.
 - Agile methods shifted Business Analysis toward ongoing collaboration over strict documentation.

4. Modern Business Analysis (2010s – Present)
 - Business Analysts use data analytics and BI tools to support data-driven decisions.
 - Digital transformation demands analysts adapt to AI, automation, and cloud technologies.
 - Analysts now contribute to strategy, product development, and customer experience, beyond IT projects.
5. Future of Business Analysis
 - The role now includes business architecture, digital innovation, and AI-driven analysis.
 - Demand is rising for Business Analysts skilled in data science, machine learning, and automation.
 - Remote and hybrid work models are changing global team collaboration for Business Analysts.

1.1.2 Why Use Business Analysis?

Business Analysis is essential for organizations looking to improve efficiency, minimize risks, and deliver successful projects. Whether applied in IT, finance, healthcare, or any other industry, Business Analyst helps businesses stay competitive and adaptive in a changing market.

Here are the key benefits of Business Analysis:

1. Improves Decision-Making
 - Provides data-driven insights to help organizations make informed decisions.
 - Helps identify risks and opportunities before making strategic moves.
2. Aligns Projects with Business Goals
 - Ensures that project outcomes are aligned with the company's mission, vision, and objectives.
 - Helps prioritize Requirements based on business value and ROI.
3. Reduces Costs and Increases Efficiency
 - Identifies inefficiencies and eliminates unnecessary processes.
 - Reduces scope creep by clearly defining project Requirements upfront.
4. Enhances Communication and Collaboration
 - Bridges the gap between Stakeholders, developers, and management.
 - Ensures that everyone has a shared understanding of business needs.
5. Minimizes Project Failures
 - Improves project success rates by identifying potential risks early.
 - Ensures Requirements are well-defined and validated before implementation.
6. Encourages Innovation and Continuous Improvement
 - Identifies emerging trends and recommends innovative Solutions
 - Supports continuous improvement in business processes.
7. Enhances Customer Satisfaction
 - Ensures that Solutions meet customer needs, improving user experience (UX).
 - Helps deliver high-quality products/services tailored to customer expectations.

1.2 Purpose of the Business Analysis Reference Guide

The Business Analysis Reference Guide (BARG™) is a valuable resource for both new and experienced Business Analysts. It provides quick access to best practices, methodologies, and essential tools, helping professionals streamline their work and make informed decisions. The Business Analysis Reference Guide (BARG™) is a must-have tool for professionals looking to improve efficiency, ensure best practices, and reduce risks.

Benefits of using the Business Analysis Reference Guide:

1. Quick and Easy Access to Information
 - Summarizes key Business Analysis concepts, frameworks, and techniques in one place.
 - Helps professionals save time instead of searching through multiple sources.
2. Standardizes Business Analysis Practices
 - Ensures consistency in Business Analyst activities by following recognized standards.
 - Reduces confusion by providing clear methodologies for requirement gathering, process modeling, and Stakeholder management.
3. Supports Effective Decision-Making
 - Provides structured approaches for problem-solving and business strategy development.
 - Helps analysts choose the right techniques based on project needs (e.g., SWOT Analysis, Use Case Diagrams, BPMN).
4. Enhances Communication and Collaboration
 - Serves as a common reference for Business Analysts, Project Managers, and Stakeholders.
 - Improves clarity in discussions related to Requirements, processes, and system Designs.
5. Aids in Professional Growth and Certification Preparation
 - Helps Business Analysts prepare for certifications offered by BALEarning.com.
 - Provides a structured way to improve skills and stay updated on industry standards.
6. Reduces Errors and Scope Creep
 - Ensures that Requirements are well-defined and validated, reducing project failures.
 - Helps prevent scope creep by guiding Analysts to manage changes efficiently.
7. Increases Efficiency and Productivity
 - Offers step-by-step guidance for performing Business Analysis tasks efficiently.
 - Acts as a checklist to ensure no critical steps are missed in requirement gathering or analysis.

1.3 BARG™ vs. other Business Analysis Books or Bodies of Knowledge

1.3.1 Free download of BARG™

To support growth and standardization in Business Analysis frameworks and knowledge, BALEarning.com has made the Business Analysis Reference Guide (BARG™) available for free on its website. Any Business Analyst or anyone interested in the field of Business Analysis can easily download and use the guide as a convenient reference for personal study or professional work.

Not sure about the quality of BARG™? Just download it and see for yourself—*it's free!*

1.3.2 Free certifications, webinars, videos, study guides

The BARG™ is supported on BALEarning.com with free certifications, webinars, videos, and study guides—ideal for any professional seeking a fundamental understanding of Business Analysis or exploring a career in the field. The free certification will also give you a head start and recognition in the Business Analysis field.

Please visit BAlearning.com for more details.

1.3.3 Practical, Contemporary, and supports AI

Most Business Analysis books and Bodies of Knowledge are overly theoretical, lengthy, and lack practical examples or explanations of contemporary concepts—such as how Artificial Intelligence (AI) or automation tools can be used by Business Analysts to work more effectively. However, BARG™ is written with a focus on real-life issues and practical problems faced by Business Analysis practitioners, and how these can be addressed using modern tools and AI.

1.3.4 Practice Business Analysis in Real Life with Vabro.ai

BALEarning has partnered with Vabro.ai—an AI-enabled SaaS platform—to practically demonstrate how the theoretical concepts taught in BARG™ are applied using a real AI-enabled tool.

For more details, please visit BAlearning.com.

1.3.5 80-20 Rule: (20% of BARG™ is Sufficient)

Most Business Analysis books are overly comprehensive and expect readers to go through the entire content to understand key concepts. However, BARG™ follows the 80-20 rule—meaning 80% of the core concepts can be understood by reading just 20% of the book. The remaining content can be referred to as needed when dealing with more complex Business Analysis tasks.

All five process chapters—*Setup*, *Initiate*, *Plan*, *Implement*, and *Enhance*—include mandatory inputs, tools, and outputs, and are ideal for those seeking a high-level understanding of Business Analysis. These essential sections make up only 20% of the book's content. The more detailed concepts are designed for experienced practitioners and can be easily accessed as needed while performing specific Business Analysis activities.

1.3.6 Easily organized and Fun to read

Unlike other Business Analysis books or Bodies of Knowledge (BOKs), the BARG™ is well-organized and engaging to read. Chapter 2 discusses the six principles of Business Analysis, while Chapter 3 focuses on the seven key Aspects of the discipline. The actual work performed by Business Analysts is structured into five chapters covering the Business Analysis processes—Setup, Initiate, Plan, Implement, and Enhance. These chapters include fourteen processes that provide step-by-step guidance to help Business Analysts carry out their work effectively.

1.3.7 Applicable to Organizations of all Sizes and Industries

- The concepts in the Business Analysis Reference Guide (BARG™) are applicable to the following: Business Analysis initiatives in any industry
- Products, services, or any other outcomes delivered to stakeholders
- Business Analysis initiatives of any size or complexity

The Business Analysis concepts in BARG™ can be effectively applied to initiatives across any industry—from small efforts or teams with as few as two members to large, complex initiatives involving thousands of team members across multiple teams.

1.3.8 Aligns with other Frameworks including Scrum, Kanban, OKRs, DevOps

Unlike other Business Analysis books, which typically do not show how the Business Analysis function can interact with other popular frameworks such as Scrum, Kanban, OKRs, and DevOps. BARG™ includes an Appendix to illustrate how the Business Analysis concepts align with other leading frameworks used by professionals in the industry.

1.3.9 Advanced Certifications for Senior Business Analysis Professionals

Multiple advanced certifications are available for senior Business Analysis professionals, based on the Business Analysis Reference Guide (BARG™).

For more details, please visit BAlearning.com

1.3.10 Available in 6 languages

The Business Analysis Reference Guide (BARG™), along with its courses and certifications, is available in six languages: English, French, German, Italian, Spanish, and Portuguese.

For more details, please visit BAlearning.com

1.3.11 2,000+ Partners in 50+ Countries, 300,000+ LinkedIn Group

BAlearning.com has partnered with VMEdU Inc.—a reputable professional learning and certification company that also collaborates with well-known brands such as ScrumStudy.com, KanbanStudy.com, OKRStudy.com, 6SigmaStudy.com, and more. VMEdU has over 2,000 Authorized Training Partners in 50+ countries, a LinkedIn group with more than 300,000 members, and more than 2,000,000 certified students. This positions us as a global leader in the professional education field.

For more details, please visit VMEdU.com or BAlearning.com

1.4 Framework of the Business Analysis Reference Guide

The *Business Analysis Reference Guide* is broadly divided into the following three areas:

1. Principles covered in chapter 2, expand on the six principles which form the foundation on which Business Analysis is based.
2. Aspects covered in chapter 3 describe the seven aspects that are important considerations for all Business Analysis initiatives.
3. Processes covered in chapters 4 through 8 include the fourteen fundamental Business Analysis processes and their associated inputs, tools, and outputs.

Figure 1-1 illustrates the Business Analysis Reference Guide (BARG™) framework, highlighting how principles, aspects, and processes interact with one another and are equally important for gaining a better understanding of the Business Analysis framework.

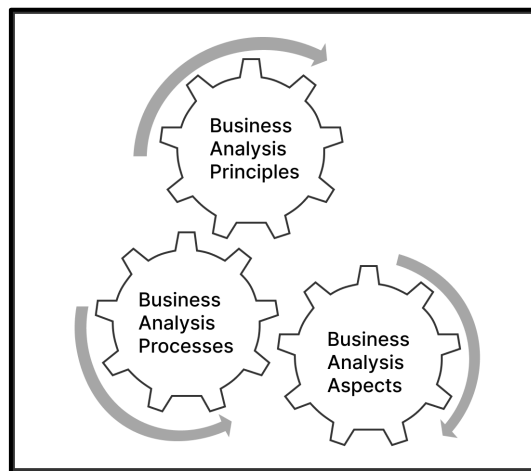


Figure 1-1: BARG™ Framework

1.4.1 How to Use the Business Analysis Reference Guide?

The *Business Analysis Reference Guide* can be used as a reference and knowledge guide by both experienced Business Analysts and other senior Business Analysis Stakeholders and practitioners, as well as by persons with no prior experience or knowledge of Business Analysis.

In order to facilitate the best application of the Business Analysis framework, the *Business Analysis Reference Guide* has clearly differentiated mandatory inputs, tools, and outputs, from non-mandatory or optional ones.

Inputs, tools, and outputs denoted by asterisks (*) are mandatory, or considered critical to success, while others with no asterisks are optional. It is recommended that those being introduced to Business Analysis focus primarily on the mandatory inputs, tools, and outputs, while more experienced practitioners should read the entire process chapters to benefit from the optional best-practice inputs, tools, and outputs suggested.

Business Analysis is a framework and is not meant to be prescriptive, which means there is room for flexibility in its application. All the fundamental Business Analysis processes detailed in the *Business Analysis Reference Guide* (chapters 4 through 8) are required for every Business Analysis initiative, but would be applied based on the specific needs of the organization, initiative, product or team.

1.4.2 Business Analysis Principles

Business Analysis principles are the core guidelines for applying the Business Analysis framework and should mandatorily be used in all Business Analysis initiatives. The Business Analysis principles presented in chapter 2 are:

1. Value Focus

- Business Analysis should prioritize delivering value to Stakeholders, ensuring that initiatives align with business objectives and provide real benefits.

2. Collaboration

- Engaging with Stakeholders early and often ensures that their needs, concerns, and expectations are understood and addressed. Effective communication—both written and verbal—is essential for conveying business needs, Requirements, and Solutions clearly to all Stakeholders.

3. Holistic and Analytical Thinking

- Business Analysts consider the entire business environment, including processes, technology, people, and external factors, to develop comprehensive Solutions. Business Analysts use critical thinking, logic, and structured methodologies to analyze problems, identify root causes, and recommend Solutions.

4. Context Adaptation

- Every organization and initiative are unique. Business Analysts must adapt their techniques, tools, and processes to fit the specific context and constraints of the business.

5. Continuous Improvement

- Business Analysis should be an iterative process, with regular reviews and refinements to improve efficiency and effectiveness over time.

6. Ethical Considerations

- Business Analysts should maintain integrity, transparency, and fairness while handling sensitive business information and Stakeholder interests.

Figure 1-2 illustrates six core Business Analysis Principles: Collaboration, Holistic and Analytical Thinking, Context Adaptation, Continuous Improvement, Ethical Considerations, and Value Focus, all surrounding the central concept.

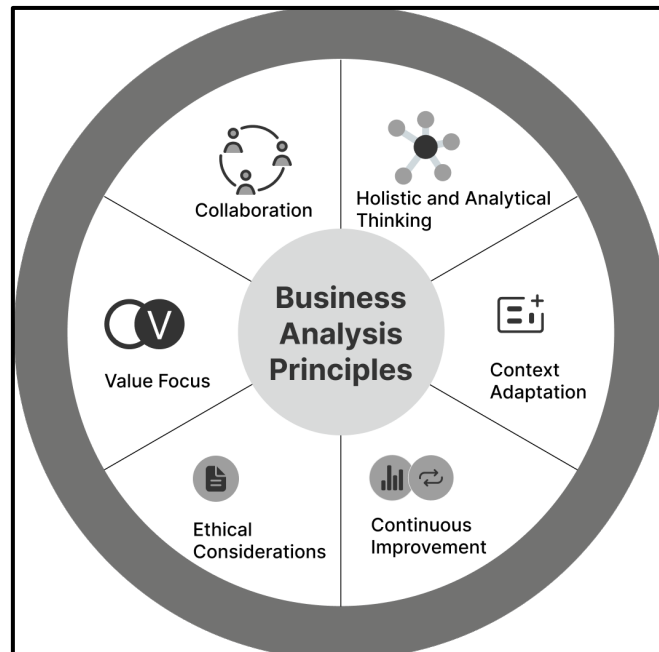


Figure 1-2: Business Analysis Principles

Business Analysis principles can be applied to any type of initiative in any organization and must be adhered to in order to ensure effective implementation of the Business Analysis framework. Business Analysis Principles are non-negotiable and must be applied as specified in the *Business Analysis Reference Guide*.

Keeping the principles intact and using them appropriately instills confidence in the Business Analysis framework with regard to attaining the objectives of the initiative. The Business Analysis aspects and processes, however, can be modified to meet the Requirements of the initiative or the organization.

1.4.3 Business Analysis Aspects

The Business Analysis aspects must be addressed and managed throughout a Business Analysis initiative. The five Business Analysis aspects presented in chapter 3:

- Organization
- Business Justification
- Change
- Risk
- Quality

1.4.3.1 Organization

Understanding defined roles and responsibilities in a Business Analysis initiative is very important for ensuring the successful implementation of Business Analysis. Business Analysis is a diverse field with roles that cater to business strategy, technology, data, process improvement, and product management. The right role depends on your skills, interests, and industry focus.

Following are some key roles in Business Analysis:

1. **Business Analyst**—A Business Analyst is the key role in all Business Analysis initiatives and projects. Business Analysts gather, analyze, and document business Requirements to ensure that Solutions align with business needs.

Business Analysis is a very broad field, and depending on the context, organization, and type of work performed, a Business Analyst may be categorized or titled differently across companies. Although this is not an exhaustive list, some common titles used to refer to a Business Analyst include the following:

- Business Systems Analyst (BSA)
 - Process Analyst
 - Data Analyst / Business Intelligence (BI) Analyst
 - Enterprise Analyst
 - UX Analyst (User Experience Analyst)
 - IT Business Analyst
 - Requirements Engineer
 - Management Consultant
2. **Sponsors**—A Sponsor provides financial support, strategic guidance, and executive backing for business initiatives and projects. Sponsors ensure alignment with business goals, secure resources, and drive success by advocating for business priorities and overcoming organizational challenges.
 3. **Stakeholders**—"Stakeholders" is a collective term that includes all roles that frequently collaborate and interact with the Business Analyst across business and technology teams to ensure successful outcomes from Business Analysis initiatives. However, not all Stakeholders may be involved in a single Business Analysis initiative. It is the Business Analyst's responsibility to identify and determine which Stakeholders to engage with in a specific Business Analysis initiative to ensure its successful implementation. Here are the key Stakeholders that interact with a Business Analyst:
 - Project Managers (PMs)
 - Product Owner (PO) (Agile)
 - Customers
 - Subject Matter Experts (SMEs)
 - Quality Assurance (QA) and Testers
 - UX/UI Designers
 - Data Analysts and Business Intelligence (BI) Teams
 - System Architects and IT Teams
 - Process Owners and Change Management Teams
 - Compliance and Legal Teams
 - Vendors
 - Solution Implementation Partners

Figure 1-3 shows communication between Key Stakeholders, Business Analyst, and Sponsors, illustrating interaction loops essential for project success, involving roles like Project Managers, Product Owners, QA, and Vendors.

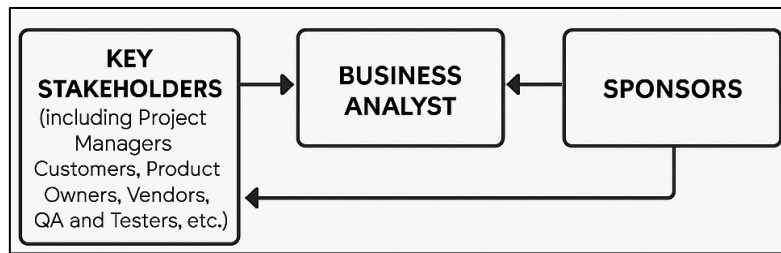


Figure 1-3: Organization in Business Analysis

The Organization aspect of Business Analysis also addresses the team structure Requirements to implement Business Analysis in large initiatives, programs, and portfolios.

1.4.3.2 Business Justification

A well-structured Business Justification ensures that Business Analysis efforts are aligned with organizational goals and provide measurable value. Key benefits include:

1. Secures Stakeholder Buy-in
2. Optimizes Resource Allocation
3. Reduces Project Risks
4. Improves Decision-Making
5. Enhances Efficiency and Productivity
6. Defines Clear Success Metrics

The important steps in doing Business Justification for Business Analysis initiatives are as follows:

1. Define the Business Problem or Opportunity
2. Identify Objectives and Goals
3. Outline the Benefits
4. Estimate Costs and Resources
5. Assess Risks and Mitigation
6. Define Success Metrics

Business Analysis Approach—For any successful Business Analysis initiative, it is crucial to determine the Business Analysis Approach upfront. The Business Analysis Approach dictates several aspects of the exercise, including the selection of the Business Analysis Team, engagement timelines, the format of Solutions or required documentation, reporting Requirements, and more.

Adaptive (Change-Driven), Predictive (Plan-Driven), and Hybrid (a combination of Adaptive and Predictive) approaches represent three different approaches for conducting Business Analysis, depending on the complexity, uncertainty, and flexibility of Requirements.

	Adaptive (Change-Driven)	Predictive (Plan-Driven)
Methodologies	Agile, Scrum, Kanban, DevOps etc.	Waterfall, SDLC (Software Development Life Cycle) etc.
Approach	Iterative and flexible	Sequential and structured
Best For	Initiatives with evolving Requirements	Initiatives with stable, well-defined Requirements
Business Needs provided by	Business; Product Owner	Business
Planning	Minimal upfront, continuous refinement	Extensive upfront planning and documentation
Desired Documentation	Lightweight: Typically, Epics, User Stories, Prioritized Product Backlogs	Comprehensive: Typically, Business Requirements Documentation (BRD), Functional Specification Documentation (FSD), system design docs etc.
Stakeholder Involvement	Continuous collaboration	Stakeholders involved mainly at key milestones
Change Management	Changes welcomed and incorporated iteratively	Changes are costly and require formal approval
Delivery Model	Frequent, small releases	One final deliverable at the end
Risk Handling	Adaptive risk management	Risks addressed in initial planning
Industries	Software development, startups, RandD, innovation projects	Construction, manufacturing, government projects

Table 1-1: Adaptive vs. Predictive BA Approaches

1.4.3.3 Change

Managing changes in Business Analysis is all about handling adjustments that occur during a Business Analysis initiative, especially when there are changes to Accepted Business Needs, Requirements, or business priorities. Managing changes ensures that any changes are evaluated, approved, and communicated properly, so they do not disrupt the success of the Business Analysis initiative.

1.4.3.3.1 Change request approval process:

In Business Analysis, it is essential to define clear boundaries for who can manage or approve different types of changes. This ensures accountability, efficiency, and controlled governance throughout the Business Analysis lifecycle. It is highly recommended to set up change management limits for various Stakeholders like Business Analysts, the Sponsor, and the Change Control Board (CCB). Establishing change authority boundaries helps manage the scope, reduce risk, and streamline decision-making.

Process for managing changes:

- Capture the change request
- Perform Impact Analysis
- Engage Stakeholders
- Get Approval
- Update Requirements and Design
- Communicate the Change

1.4.3.4 Risk

Risk in Business Analysis refers to potential events or uncertainties that may impact requirements, Stakeholders, scope, or solution value. Managing risk involves identifying, analyzing, and addressing threats or opportunities to ensure successful project outcomes and informed decision-making. Key Characteristics of Risks:

- Uncertainty: It may or may not happen.
- Impact: It can affect business needs, requirements, scope, Stakeholders, timelines, or solution value.
- Dual Nature: Risks can be negative (threats) or positive (opportunities).

1.4.3.4.1 Risk Management Procedure:

- Risk Identification
- Risk Assessment
- Risk Response Planning
- Risk Monitoring and Control
- Communication of Risk

1.4.3.5 Quality

Quality in Business Analysis refers to the accuracy, completeness, and effectiveness of Business Analysis activities, ensuring that the delivered Solutions meet Stakeholder needs and business objectives. High-quality Business Analysis helps organizations make informed decisions, reduce project risks, and maximize value.

Key Aspects of Quality in Business Analysis

1. Clear and Complete Requirements
2. Stakeholder Collaboration and Engagement
3. Accuracy and Consistency
4. Effective Communication
5. Traceability and Validation
6. Risk Identification and Mitigation
7. Compliance with Industry Standards

Benefits of High-Quality Business Analysis

1. Reduces project delays and cost overruns.
2. Enhances decision-making with accurate insights.
3. Improves Stakeholder satisfaction and trust.
4. Ensures business Solutions align with organizational goals.

1.4.3.6 Reporting

Reports play a crucial role in Business Analysis by providing structured information to help organizations monitor performance, track progress, and support decision-making. Business reports summarize data, highlight trends, and present key insights that guide business strategies.

Importance of Reports in Business Analysis:

- Data-Driven Decision-Making – Helps businesses make informed decisions based on factual data.
- Performance Monitoring – Tracks KPIs, revenue, expenses, and operational efficiency.

- Compliance and Accountability – Ensures adherence to regulatory Requirements.
- Problem Identification – Highlights risks, inefficiencies, and areas for improvement.
- Strategic Planning – Provides insights for forecasting and business growth.

Types of Business Reports:

- Operational Reports
- Financial Reports
- Performance Reports
- Compliance and Regulatory Reports
- Market Research Reports
- Analytical Reports

1.4.4 Business Analysis Processes

Business Analysis processes address the specific activities and flow of a Business Analysis initiative. In total there are nineteen fundamental Business Analysis processes that apply to all initiatives. These processes are grouped into five phases and presented in chapters 4 through 8 of the *Business Analysis Reference Guide*, as shown in Table 1-2. These Business Analysis processes are generally not sequential - they are iterative in nature and may overlap with one another.

Chapter	Phase	Fundamental Business Analysis Processes
For Entire Organization or Workspace:		
4	Setup	1. Create Business Analysis Vision 2. Identify Business Analyst(s) and Stakeholders 3. Setup Business Analysis Policies 4. Determine AI-enabled Business Analysis Tool (Optional)
For Specific Business Analysis Initiative:		
5	Initiate	5. Identify Business Analysis Needs 6. Receive Business Analysis Needs 7. Accept Business Analysis Needs 8. Finalize Business Analysis Team and Stakeholders
6	Plan	9. Determine Solution Templates 10. Determine Stages and Stakeholder Engagement
7	Implement	11. Gather Requirements and Designs 12. Refine and Validate Requirements and Designs 13. Create Solutions and Obtain Approval
For Entire Organization or Workspace, and for Specific Business Analysis Initiative:		
8	Enhance	14. Retrospect and Improve

Table 1-2: Fundamental Business Analysis Processes

These phases describe each process including their associated inputs, tools, and outputs. In each process, some inputs, tools, and outputs are mandatory (those with an asterisk [*] after their names), while others are optional. Whether to include the optional inputs, tools, and/or outputs depends on the particular initiative, organization, or industry. Inputs, tools, and outputs denoted with an asterisk are considered mandatory or critical to the successful implementation of Business Analysis in any organization.

1.4.4.1 Setup Phase

1. *Create Business Analysis Vision*—In this process, the Sponsor(s) responsible for establishing and providing overall direction for Business Analysis activities within the organization or department are identified. The Sponsor(s) then create a Business Analysis Vision Statement.
2. *Identify Business Analyst(s) and Stakeholders*—In this process, the Business Analyst(s) are identified using specific selection criteria focused on the soft skills and Business Analysis knowledge required for this important role. Additionally, relevant Stakeholders are identified.
3. *Setup Business Analysis Policies*—In this process, the Business Analyst(s) work with the Sponsor(s) and relevant Stakeholders to identify and document various policies that will guide all Business Analysis activities within the organization or a specific department.
4. *Determine AI-enabled Business Analysis Tool (optional)*—In this optional process, the Business Analyst(s), Sponsors and relevant Stakeholders help to select an AI-enabled Business Analysis tool for the entire organization or for a specific department. In the absence of an AI-enabled Business Analysis tool, the Business Analysis Team can use manual methods to carry out their activities.

1.4.4.2 Initiate Phase

1. *Identify Business Analysis Needs*—The Identify Business Analysis Needs process, conducted by Business Analyst(s), ensures that business needs are clearly defined, aligned with organizational goals, and prepared for further analysis.
2. *Receive Business Analysis Needs*—Business Analyst(s) identify needs during the Identify Business Analysis Needs process. However, in some situations, Business Analysis needs are already identified within the organization or department by Senior Management, Sponsors, or other relevant Stakeholders, such as product owners or project managers.
3. *Accept Business Analysis Needs*—In the *Accept Business Analysis Needs* process, *Accepted Business Needs* are a prioritized subset of either identified needs (from the *Identify Business Analysis Needs* process) or received needs (from the *Receive Business Analysis Needs* process) that the Business Analysis function within the organization or a specific department agrees to analyze and execute.
4. *Finalize Business Analysis Team and Stakeholders*—After clearly defined needs are accepted during the *Accept Business Analysis Needs* process, the *Finalize Business Analysis Team and Stakeholders* process identifies the key individuals who will be responsible for successfully planning and implementing the Business Analysis initiative.

1.4.4.3 Plan Phase

1. *Determine Solution Templates*—The *Determine Solution Templates* process, conducted by the Business Analysis Team for the specific Business Analysis initiative, aims to finalize the preferred Solution Template or format for presenting Business Analysis results.

This helps ensure effective communication and alignment between the Business Analysis Team and the Stakeholders who will ultimately approve or use the outputs from the Business Analysis initiative.

2. *Determine Stages and Stakeholder Engagement*—In this process, the Business Analysis Team—having already received the Accepted Business Needs and finalized the Solution Templates—proceeds to determine the Business Analysis stage

1.4.4.4 Implement Phase

1. *Gather Requirements and Create Designs*—In the Implement Phase, the Business Analysis Team works with relevant Stakeholders to Gather Requirements, which are derived from Accepted Business Needs and further refined through interactions with relevant Stakeholders. Requirements form the foundation of any Solution development and define what a business needs to solve a problem, improve a process, or deliver value to Stakeholders.
2. *Refine and Validate Requirements and Designs*—After *Gather Requirements and Create Designs* process, the Business Analysis Team continues to interact with Stakeholders to further refine and validate the Requirements and Designs. Refined and Validated Requirements are thoroughly reviewed, clarified, and confirmed to be accurate, complete, and aligned with business objectives.
3. *Create Solutions and Obtain Approval*—After the Business Analysis Team completes *Refine and Validate Requirements and Designs* process, it proceeds to Create Solutions and obtain Approval for the Solutions from customers, users, or relevant Stakeholders, who need to provide sign-off and formally accept the Solutions.

1.4.4.5 Enhance Phase

1. *Retrospect and Improve*—The *Retrospect and Improve* process is coordinated by the Business Analyst(s) in collaboration with the Sponsor(s) and relevant Stakeholders. This can be conducted at the end of a specific Business Analysis initiative with the team that worked on it, in order to identify lessons learned and improvement opportunities.

Business Analysis Reference Guide (BARG™)

A Comprehensive Guide to Implementing Business Analysis, with Practical Examples

The *Business Analysis Reference Guide (BARG™)* presents a structured and practical framework for the application of Business Analysis across industries, organizations, and project types. Developed to support both experienced practitioners and individuals new to the discipline, this guide offers a clear, methodical approach to identifying business needs, analyzing problems and opportunities, and defining effective solutions.

BARG™ emphasizes the critical role of Business Analysts as facilitators of alignment between stakeholders and implementation teams, enabling the delivery of value-driven outcomes that support organizational objectives. Drawing on the collective insights of professionals involved in thousands of initiatives globally, the guide standardizes Business Analysis practices to enhance consistency, effectiveness, and return on investment.

Designed with accessibility in mind, the guide follows the Pareto principle—enabling readers to grasp the majority of essential concepts through a concise portion of the content. Additional material is available for in-depth reference when addressing complex or specialized challenges.

This publication is supported by [BALearning.com](https://www.balearning.com), where readers may access free certifications, webinars, instructional videos, and study resources. Furthermore, BARG™ addresses the evolving landscape of the profession by incorporating the use of modern tools and artificial intelligence to solve practical business problems.

The guide also illustrates how Business Analysis can be effectively integrated with established methodologies and frameworks such as Scrum, Waterfall, Kanban, DevOps, and OKRs, offering a versatile reference for cross-functional teams and multidisciplinary environments.

Business Analysis Reference Guide (BARG™) stands as a definitive resource for those seeking to develop a strong foundation in Business Analysis or to refine their existing practice through proven methodologies and globally accepted best practices.

