ENTERPRISE ANALYSIS

EA

Describes the BA activities necessary to identify a business need, problem, or opportunity, define the nature of a solution that satisfies the identified need, and justify the investment necessary to deliver the solution. Enterprise analysis outputs create context to requirements analysis.

Top input artifacts:
- Org. Process Assets
- Bus. Goals & Objectives
- Assumptions & Constraints
- Enterprise Architecture
- Reqs (Stated)
- Solution Performance Assessment
- Stakeholder Concerns

Top output artifacts:
- Business Case
- Business Need
- Required Capabilities
- Solution Approach
- Solution Scope

Define Business Need

Stakeholders:
- Consumer or Supplier
- Domain SME & End User
- Implementation SME
- Regulator
- Sponsor

Inputs:
- Requirements (Stated) (RE)
- Business Goals & Objectives

Elements:
- Business Goals & Objectives (SMART)
- Business Problem or Opportunity
- Desired Outcome

SMART
Specific, Measurable, Achievable, Relevant, Time-bounded

Techniques:
- Benchmarking
- Brainstorming
- Business Rules Analysis
- Focus Groups
- Functional Decomposition
- Root-Cause Analysis

Outputs → Business Need:
- Plan BA Approach (BAPM)
- Conduct Stakeholder Analysis (RE)
- Prepare & Conduct Elicitation (RE)
- Prioritize Reqs (RA)
- Verify Reqs (RA)

Assess Capability Gaps

Stakeholders:
- Customer or Supplier
- Domain, Implementation SMEs
- End Users
- Sponsor

Inputs:
- Enterprise Architecture
- Solution Performance Assessment SA&V)

Elements:
- Current Capability Analysis
- Assessment of New Capability Reqs
- Assumptions

Outputs → Required Capabilities:
- Prioritize Reqs (RA)
- Verify Reqs (RA)

Techniques:
- Document Analysis
- SWOT

Define Solution Approach

Inputs:
- Org. Process Assets

Elements:
- Alternative Generation (options)
- Assumption & Constraints
- Rank & Select Approaches

Techniques:
- Benchmarking
- Brainstorming
- Decision Analysis
- Estimation
- SWOT Analysis
- Feasibility Analysis

Stakeholders:
- Customer, Domain SME, End Users, Supplier
- Implementation SME
- Sponsor

Define Solution Scope

Elements / Outputs:
- Assumptions & Constraints (RA)
- Solution Scope Definition
- Implementation Approach
- Dependencies

Techniques:
- Functional Decomposition
- Interface Analysis
- Scope Modelling
- User Stories
- Problem & Vision Statement

Stakeholders:
- Domain/Implementation SMEs, PM, Sponsor

Define Business Case

Outputs → Business Case:
- Prepare for Elicitation (RE)
- Conduct Elicitation (RE)
- Prioritize Reqs (RA)
- Verify Reqs (RA)
- Validate (RA)

Elements:
- Stakeholder Concerns (RE)
- Assumptions & Constraints (RA)
- Benefits
- Risks Assessment
- Costs
- Results Measurement

Techniques:
- Decision Analysis
- Estimation
- Metrics & KPIs
- Risk Analysis
- SWOT Analysis
- Vendor Assessment

Stakeholders:
- Sponsor, PM
- Domain/Implementation SMEs

Flow labels:
- Business Need
- Required Capabilities
- Approach
- Defined Solution Scope
- Business Case

LEGEND
- Inputs
- Outputs
- External Areas
- Task
- Elements
- Techniques
- Stakeholders
- External Artifact

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