

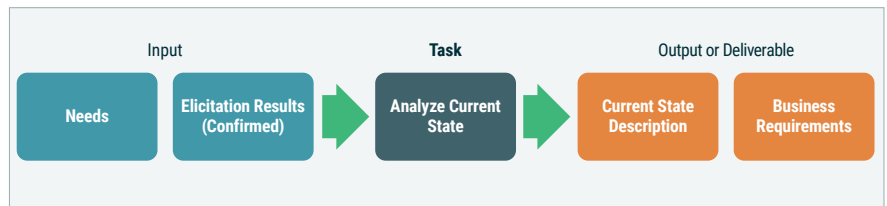
# Analyze Current State

## Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business analysis approach
- Enterprise limitation
- Organizational strategy
- Solution limitation
- Solution performance goals
- Solution performance measures
- Stakeholder analysis results

## Task Inputs and Outputs



## Purpose or Need

To understand why an enterprise needs to change some aspect of how it operates and what would be directly or indirectly affected by the change.



## Value

Understanding the current state helps determine the extent of the change needed.



## Solution

Clearly defined business need and gained understanding of the enterprise's current state.



## Techniques

Frequently used techniques:

- [Benchmarking and market analysis](#)
- [Business capability analysis](#)
- [Document analysis](#)
- [Interviews](#)
- [SWOT analysis](#)

Refer to the [BABOK Guide](#) for the complete list of techniques.



## Stakeholder

Typically involves sponsors, subject matter experts, operational support, regulators, and any additional stakeholders identified.



## Description of Change

This task enables understanding of the business need and how it relates to the way the enterprise functions. It sets a baseline and context for change.

## Consider...

This is often an important consideration for many initiatives.

Example: Consider a data warehouse implementation where high-level conceptual data models are used to map the current state of corporate information, identify information silos, and assess their related problems or opportunities.

See [BABOK Guide – 11.2 The Business Intelligence Perspective](#)

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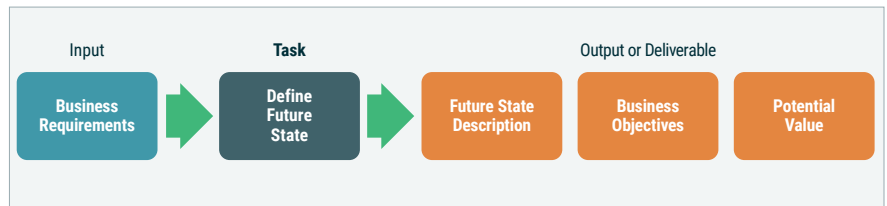
# Define Future State

## Task Inputs and Outputs

### Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Current state description
- Metrics and key performance indicators (KPIs)
- Organizational strategy



### Purpose or Need

To determine the necessary conditions to meet the business need.



### Value

The enterprise's desired direction to achieve the business need.



### Solution

The proposed new, removed, and modified components of the enterprise and the potential value expected.



### Techniques

Frequently used techniques:

- [Acceptance and evaluation criteria](#)
- [Balanced scorecard](#)
- [Business cases](#)
- [Process modelling](#)
- [Prototyping](#)

Refer to the [BABOK Guide](#) for the complete list of techniques.



### Stakeholder

Typically involves subject matter experts, operational support, regulators, and any additional stakeholders identified.



### Description of Change

This task establishes goals and objectives that demonstrate how the business need will be met and identifies the areas of the enterprise that must change to achieve them.

### Consider...

Defining the future state can help focus energy and work effort to maximize the value created in different initiatives.

Example: Consider organizational strategy development work, where defining the future can set the stage for business transformation or business model innovation.

See [Strategy to Execution Framework – 2.1 Program Strategy](#).

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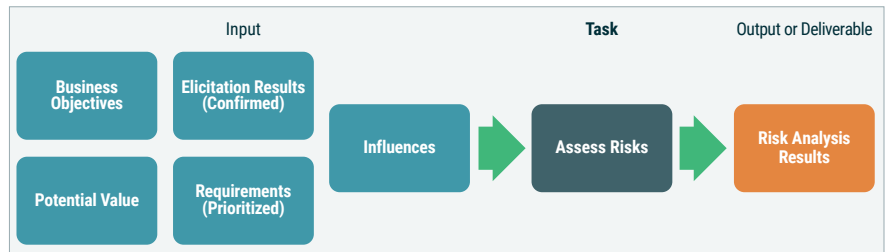
# Assess Risks

## Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business analysis approach
- Business policies
- Change strategy
- Current state description
- Future state description
- Identified risks
- Stakeholder engagement approach

## Task Inputs and Outputs



## Purpose or Need

To understand the undesirable consequences of internal and external forces on the enterprise during a transition to (or in) a future state and to recommend a course of action.



## Value

Identifying and understanding risks allows for recommending the best strategy to treat them.



## Solution

Gained understanding of the risks and the best strategy to address them.



## Techniques

Frequently used techniques:

- [Brainstorming](#)
- [Decision analysis](#)
- [Financial analysis](#)
- [Risk analysis and management](#)
- [Root cause analysis](#)

Refer to the [BABOK Guide](#) for the complete list of techniques.



## Stakeholder

Typically involves sponsors, subject matter experts, operational support, regulators, testers, and any additional stakeholders identified.



## Description of Change

This task clarifies 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.

## Consider...

Reducing the negative impact of risks is important for various initiatives.

Example: Consider a business data analytics initiative for which the team has identified potential recommendations. Assessing the risks of each allows the team to select an option they can confidently recommend.

See [Guide to Business Data Analytics – 2.5 Use Results to Influence Business Decision-Making](#)

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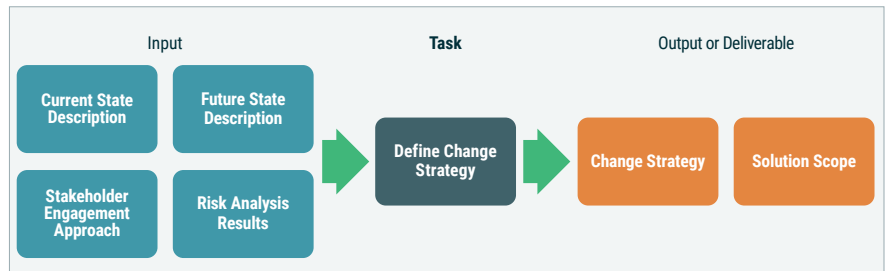
# Define Change Strategy

## Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business analysis approach
- Design options
- Solution recommendations

## Task Inputs and Outputs



## Purpose or Need

To develop and assess alternative approaches to the change and select the recommended approach.



## Value

An approach that will enable the enterprise to transform from current to future state and achieve the highest value.



## Solution

A defined approach that the organization will follow to guide change and a defined solution scope that will be achieved through the execution of the change strategy.



## Techniques

Frequently used techniques:

- [Business cases](#)
- [Business capability analysis](#)
- [Business model canvas](#)
- [Organizational modelling](#)
- [Scope modelling](#)

Refer to the [BABOK Guide](#) for the complete list of techniques.



## Stakeholder

Typically involves sponsors, subject matter experts, operational support, regulators, users, and any additional stakeholders identified.



## Description of Change

This task performs a gap analysis between the current and future state, assesses options for achieving the future state, and recommends the optimal approach, including any transition states. Various change strategies can be considered, ranging from small evolutionary changes that build on each other to large transformational changes that occur all at once.

## Consider...

A change strategy can be important for any initiative that involves a transition from a current implementation method to a desired future state. It is important in large-scale transformations as well as smaller, operationally driven improvements.

Example: Consider an enterprise transformation program where there is transitional change and changes to create the new operating model.

See [Strategy to Execution Framework – 2.8 Transition Strategy and 2.9 Change and Adoption Strategy](#).

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