

Task Name/Purpose	Inputs	Elements	Guidelines and Tools	Techniques		Stakeholders	Outputs
6.1 Analyze Current State <i>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</i>	<ul style="list-style-type: none"> Needs Elicitation Results (confirmed)(4.3) 	<ol style="list-style-type: none"> Business needs Organizational Structure and Culture Capabilities and Processes Technology and Infrastructure Policies Business Architecture Internal Assets External Influencers 	<ul style="list-style-type: none"> Business Analysis Approach (3.1) Enterprise Limitation (8.4) Organizational Strategy Solution Limitation (8.3) Solution Performance Goals Solution Performance Measures (8.1) Stakeholder Analysis Results 	<ul style="list-style-type: none"> Benchmarking and Market Analysis (10.4) Business Capability Analysis (10.6) Business Cases (10.7) Business Model Canvas (10.8) Concept Modelling (10.11) Data Mining (10.14) Doc. Analysis (10.18) Fin. Analysis (10.20) Focus Group (10.21) Functional Decomposition (10.22) Interviews (10.25) Item Tracking (10.26) Lessons Learned (10.27) 	<ul style="list-style-type: none"> Metrics and KPI (10.28) Mind Mapping (10.29) Observation (10.31) Org. Modelling (10.32) Process Analysis (10.34) Process Modelling (10.35) Risk Analysis and Management (10.38) Root Cause Analysis (10.40) Scope Modelling (10.41) Survey or Questionnaire (10.45) SWOT Analysis (10.46) Vendor Assessment (10.49) Workshops (10.50) 	<ul style="list-style-type: none"> Customer DSME End User ISME Operational Support PM Regulator Sponsor Supplier Tester 	<ul style="list-style-type: none"> Current State Description Business Requirements
6.2 Define Future State <i>Determine the set of necessary conditions to meet the business need</i>	<ul style="list-style-type: none"> Business Requirements (6.1) 	<ol style="list-style-type: none"> Business Goals and Objectives Scope of Solution Space Constraints Organizational Structure and Culture Capabilities and Processes Technology and Infrastructure Policies Business Architecture Internal Assets Identify Assumptions Potential Value 	<ul style="list-style-type: none"> Current State Description (6.1) Metrics and Key Performance Indicators (KPIs) Organizational Strategy 	<ul style="list-style-type: none"> Acceptance and Evaluation Criteria (10.1) Balanced Score Card (10.3) Benchmarking and Market Analysis (10.4) Brainstorming (10.5) Bus. Capability Analysis (10.6) Business Cases (10.7) Bus. Model Canvas (10.8) Decision Analysis (10.16) Decision Modelling (10.17) Fin. Analysis (10.20) Functional Decomposition (10.22) Interviews (10.25) 	<ul style="list-style-type: none"> Lessons Learned (10.27) Metrics and KPI (10.28) Mind Mapping (10.29) Org. Modelling (10.32) Process Modelling (10.35) Prototyping (10.36) Scope Modelling (10.41) Survey or Questionnaire (10.45) SWOT Analysis (10.46) Vendor Assessment (10.49) Workshops (10.50) 	<ul style="list-style-type: none"> Customer DSME End User ISME Operational Support PM Regulator Sponsor Supplier Tester 	<ul style="list-style-type: none"> Business Objectives Future State Description Potential Value



Strategy Analysis (BABOK 3.0) Part 2



Task Name/Purpose	Inputs	Elements	Guidelines and Tools	Techniques		Stakeholders	Outputs
6.3 Assess Risks <i>Understand the undesirable consequences of internal and external forces on the enterprise during a transition to, or once in, the future state</i> <i>Understanding of the potential impact of those forces can be used to make a recommendation about a course of action</i>	<ul style="list-style-type: none"> • Business Objectives (6.2) • Elicitation Results (confirmed) (4.3) • Influences (internal and external) • Potential value (6.2) • Requirements (prioritized) (5.3) 	<ol style="list-style-type: none"> 1. Unknowns 2. Constraints, Assumptions, and Dependencies 3. Negative Impact to Value 4. Risk Tolerance 5. Recommendation 	<ul style="list-style-type: none"> • Business Analysis Approach (3.1) • Business Policies • Change Strategy (6.4) • Current State Description (6.1) • Future State Description (6.2) • Identified Risks • Stakeholder Engagement Approach (3.2) 	<ul style="list-style-type: none"> • Brainstorming (10.5) • Business Cases (10.7) • Decision Analysis (10.16) • Fin. Analysis (10.20) • Interviews (10.25) • Lessons Learned (10.27) • Mind Mapping (10.29) • Risk Analysis and Management (10.38) • Root Cause Analysis (10.40) • Survey or Questionnaire (10.45) • Workshops (10.50) 		<ul style="list-style-type: none"> • DSME • ISME • Operational Support • PM • Regulator • Sponsor • Supplier • Tester 	Risk Analysis Results
6.4 Define Change Strategy <i>Develop and assess alternative approaches to the change, and then select the recommended approach</i>	<ul style="list-style-type: none"> • Current State Description (6.1) • Future State Description (6.2) • Risk Analysis Results (6.3) • Stakeholder Engagement Approach (3.2) 	<ol style="list-style-type: none"> 1. Solution Scope 2. Gap Analysis 3. Enterprise Readiness Assessment 4. Change Strategy 5. Transition States and Release Planning 	<ul style="list-style-type: none"> • Business Analysis Approach (3.1) • Design options (7.5) • Solution Recommendation (7.6) 	<ul style="list-style-type: none"> • Balanced Score Card (10.3) • Benchmarking and Market Analysis (10.4) • Brainstorming (10.5) • Bus. Capability Analysis (10.6) • Business Cases (10.7) • Bus. Model Canvas (10.8) • Decision Analysis (10.16) • Estimation (10.19) • Fin. Analysis (10.20) • Focus Group (10.21) 	<ul style="list-style-type: none"> • Functional Decomposition (10.22) • Interviews (10.25) • Lessons Learned (10.27) • Mind Mapping (10.29) • Org. Modelling (10.32) • Process Modelling (10.35) • Scope Modelling (10.41) • SWOT Analysis (10.46) • Vendor Assessment (10.49) • Workshops (10.50) 	<ul style="list-style-type: none"> • Customer • DSME • End User • ISME • Operational Support • PM • Regulator • Sponsor • Supplier • Tester 	<ul style="list-style-type: none"> • Change Strategy • Solution Scope