

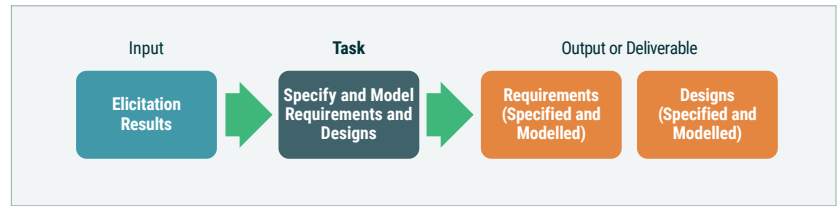
Specify and Model Requirements and Designs

Reference (Guidelines and Tools)

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

- Modelling notations/standards
- Modelling tools
- Requirements architecture
- Requirements life cycle management tools
- Solution scope

Task Inputs and Outputs



Purpose or Need

To analyze, synthesize, and refine elicitation results into requirements and designs.



Value

Requirement and design specification and analysis serve as a foundation for stakeholder discussion to reach consensus on solution options.



Solution

Requirements and designs that are specified and modelled in the form of text, matrices, and diagrams.



Techniques

Frequently used techniques:

- [Acceptance and evaluation criteria](#)
- [Data modelling](#)
- [Interface analysis](#)
- [Use cases and scenarios](#)
- [User stories](#)

Refer to the *BABOK Guide* for the complete list of techniques.



Stakeholder

Typically involves any stakeholders who may have relevant knowledge or experience to participate in these activities.



Description of Change

This task describes a set of requirements or designs in enough detail using suitable analytical techniques.

Consider...

This task is about capturing important business information that can be effectively reviewed and communicated to build a shared understanding of the desired future changes. This is important for various initiatives.

Example: Models that represent different views of the enterprise can be used to support the ongoing delivery of value.

See [BABOK Guide – 11.4 The Business Architecture Perspective](#)

Certifications: ECBA, CCBA, CBAP – Refer to the [BABOK Guide](#) for study purposes

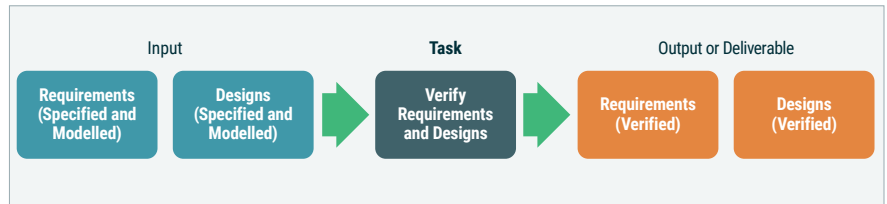
Verify Requirements and Designs

Reference (Guidelines and Tools)

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

- Requirements life cycle management tools

Task Inputs and Outputs



Purpose or Need

To ensure that requirement and design specification and models meet quality standards and are usable for the purpose they serve.



Value

Verification ensures requirements and designs have been defined correctly and are ready for validation. It also provides the information needed for further work to be performed.



Solution

Requirements and designs of sufficient quality that can be used as a basis for further work.



Techniques

Frequently used techniques:

- [Acceptance and evaluation criteria](#)
- [Item tracking](#)
- [Metrics and KPIs](#)
- [Reviews](#)

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



Stakeholder

Typically involves subject matter experts and any additional stakeholders with relevant knowledge or experience to verify requirements and designs.



Description of Change

This task 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.

Consider...

The appropriate level of requirement and design verification can improve the quality of outcomes and reduce the amount of rework.

Example: Consider a custom software build for a client requesting a new inventory management system. Ongoing verification with relevant experts ensures high-quality requirements and designs that can be used to develop the desired software with increased confidence.

See [BABOK Guide – 11.3 The Information Technology Perspective](#).

Certifications: ECBA, CCBA, CBAP – Refer to the [BABOK Guide](#) for study purposes

© 2025 International Institute of Business Analysis.

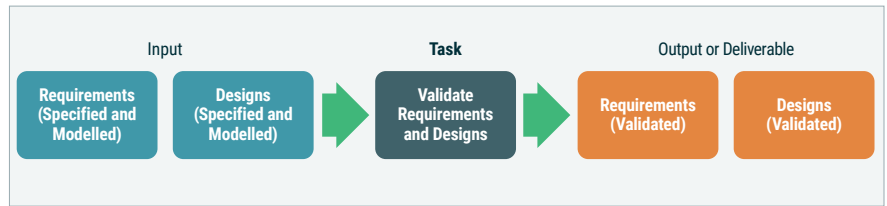
Validate Requirements and Designs

Reference (Guidelines and Tools)

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

- Business objectives
- Future state description
- Potential value
- Solution scope

Task Inputs and Outputs



Purpose or Need

To ensure that all requirements and designs align with the business requirements and support the delivery of needed value.



Value

Having stakeholders validate the requirements and designs ensures they will deliver value.



Solution

Validated requirements and designs that are aligned with the business goals and objectives of the change and will deliver value to stakeholders.



Techniques

Frequently used techniques:

- [Acceptance and evaluation criteria](#)
- [Financial analysis](#)
- [Item tracking](#)
- [Metrics and KPIs](#)
- [Reviews](#)

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



Stakeholder

Typically involves subject matter experts and any additional stakeholders with relevant knowledge or experience to validate requirements and designs.



Description of Change

This task assures that stakeholder, solution, and transition requirements align with business requirements, that the designs satisfy the requirements, and that both requirements and designs deliver business value and support the organization's goals and objectives.

Consider...

Every type of initiative requires validation of the outcomes produced. Depending on the approach taken, this can occur throughout or at milestone deliveries.

Example: When using adaptive approaches for developing new products, validation occurs through frequent customer feedback sessions.

See [Guide to Product Ownership Analysis – 5.6 Learn Fast](#)

Certifications: ECBA, CCBA, CBAP – Refer to the [BABOK Guide](#) for study purposes

© 2025 International Institute of Business Analysis.

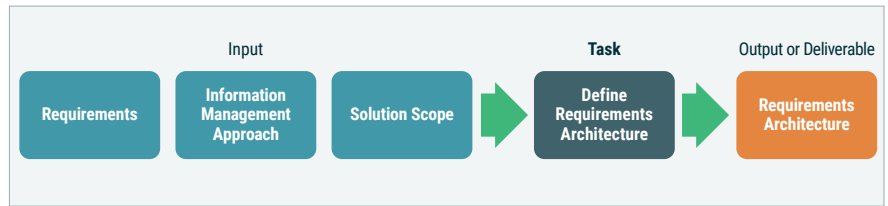
Define Requirements Architecture

Reference (Guidelines and Tools)

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

- Architecture management software
- Legal/regulatory information
- Methodologies and frameworks

Task Inputs and Outputs



Purpose or Need

To ensure that the requirements and designs collectively support one another to achieve the objectives fully.



Value

A requirements architecture ensures that all requirements and designs form a single whole that supports the overall business objectives and produces a useful outcome for stakeholders.



Solution

Defined requirements architecture that shows the interrelationships among requirements and designs.



Techniques

Frequently used techniques:

- [Data modelling](#)
- [Functional decomposition](#)
- [Process modelling](#)
- [Scope modelling](#)
- [Workshops](#)

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



Stakeholder

Different stakeholders may assist in defining, confirming, and assessing the completeness of the requirements architecture.



Description of Change

This task structures all requirements and designs so that they support the overall business purpose for a change and work effectively as a cohesive whole.

Consider...

In the context of an adaptive lifecycle and when working with less comprehensive documentation, several strategies and techniques are effective in ensuring efficiency and future usability.

By integrating agile methodologies, dispelling misconceptions about documentation, utilizing visual designs/prototypes, and using descriptive and prescriptive models, business analysis professionals can effectively work with less comprehensive documentation and deliver complete solutions that are efficient and scalable.

See [Agile Extension to the BABOK Guide](#).

Certifications: ECBA, CCBA, CBAP – Refer to the [BABOK Guide](#) for study purposes

© 2025 International Institute of Business Analysis.

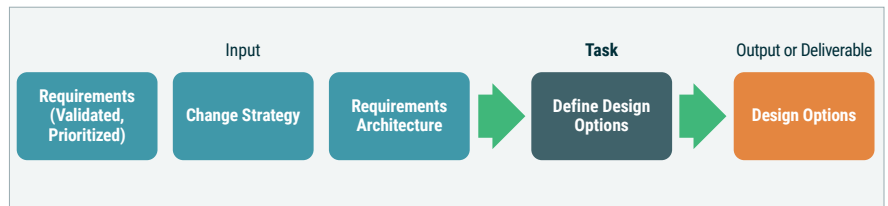
Define Design Options

Reference (Guidelines and Tools)

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

- Existing solutions
- Future state description
- Requirements (traced)
- Solution scope

Task Inputs and Outputs



Purpose or Need

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.



Value

An understanding of the potential of the future state.



Solution

Defined design options to satisfy the business need.



Techniques

Frequently used techniques:

- [Brainstorming](#)
- [Document analysis](#)
- [Mind mapping](#)
- [Root cause analysis](#)
- [Vendor assessment](#)

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



Stakeholder

Typically involves project managers, implementation subject matter experts, operational support, and any additional stakeholders identified.



Description of Change

This task identifies, explores, and describes different ways of meeting the business need. Possible solution approaches include creating (i.e. building), purchasing (i.e. buying), or a combination of both.

Consider...

Avoid deciding on the ideal solution design too early, and remember that the best designs often emerge from ongoing conversations with customers to better understand context and needs.

Example: There are factors to consider when redesigning an end-to-end business process. The process redesign team will typically identify options that can be discussed with business experts.

See [BABOK Guide – 11.5 The Business Process Management Perspective](#)

Certifications: ECBA, CCBA, CBAP – Refer to the [BABOK Guide](#) for study purposes

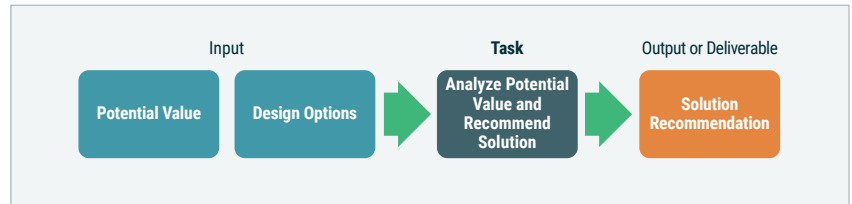
Analyze Potential Value and Recommend Solution

Reference (Guidelines and Tools)

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

- Business objectives
- Current state description
- Future state description
- Risk analysis results
- Solution scope

Task Inputs and Outputs



Purpose or Need

To estimate the potential value for each design option and establish the most appropriate one to meet the enterprise's requirements.



Value

To identify and recommend the solution option that delivers the greatest overall potential value.



Solution

Recommendation of the most appropriate solution based on an evaluation of all defined design options.



Techniques

Frequently used techniques:

- [Acceptance and evaluation criteria](#)
- [Estimation](#)
- [Financial analysis](#)
- [Metrics and KPIs](#)
- [Risk analysis and management](#)

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



Stakeholder

Typically involves sponsors, project managers, subject matter experts, customers, users, and any additional stakeholders identified.



Description of Change

This task assesses the business value of a potential solution and compares options, including trade-offs. Each option has a mix of advantages and disadvantages to consider. The potential value of a solution to a stakeholder is based on the benefits delivered by that solution, associated costs, and identified constraints.

Consider...

When implementing big ideas, proactively own the solutions you propose while staying objective.

Example: In a strategic planning session, actively guide discussions by highlighting long-term impacts and short-term benefits. Balance your vision with stakeholder input to ensure decisions align with both immediate needs and future goals, fostering a collaborative environment that drives comprehensive solutions.

See [Guide to Business Data Analytics – 3.19 The Big Idea](#)

Certifications: ECBA, CCBA, CBAP – Refer to the [BABOK Guide](#) for study purposes