

## **STAKEHOLDERS IN THE BUSINESS ANALYSIS**

While there are many stakeholders in the change project, only some of them will have a direct connection with the business systems analysis phase of the project. The majority are from the client or business environments in which the changes will be implemented.

### **UNDERSTANDING THE NOW**

Looking at the analysis process assists in identifying these stakeholders. The analysis commences with understanding the current business model and the problems and opportunities therein. This requires immediate consultation with people currently undertaking it or involved in the process. Those inside the scope of the business activity under study (often operational staff) are generally recognised and consulted.

Those outside scope are External Entities (or External Processes) to the business activity, and they are connected to the business activity through interchange of information or other transactions. Customers and clients external to the organisation are the obvious example. However, organisational units inside the organisation but outside the business activity under study are also External Entities. External agencies, regulatory bodies and other departments may also be external entities. All of these are stakeholders, and will be identified as such by the Business Analyst.

### **UNDERSTANDING THE NEW**

As the analysis process moves towards proposing new models, so the focus will shift. In the event that the people undertaking the current process will not be involved in the new implementation, then clearly the status of those individuals will change dramatically.

Conversely, if the people undertaking the current process are also to implement the new process, then clearly they will have some important input. However, the input will shift focus subtly towards validating the practicality of the proposal, and also ensuring that interfaces are

ABN: 97 081 830 499

**GPO Box 2785  
Canberra ACT 2601**

**fax: +61 3 6257 2081  
[www.blackcircle.com.au](http://www.blackcircle.com.au)**

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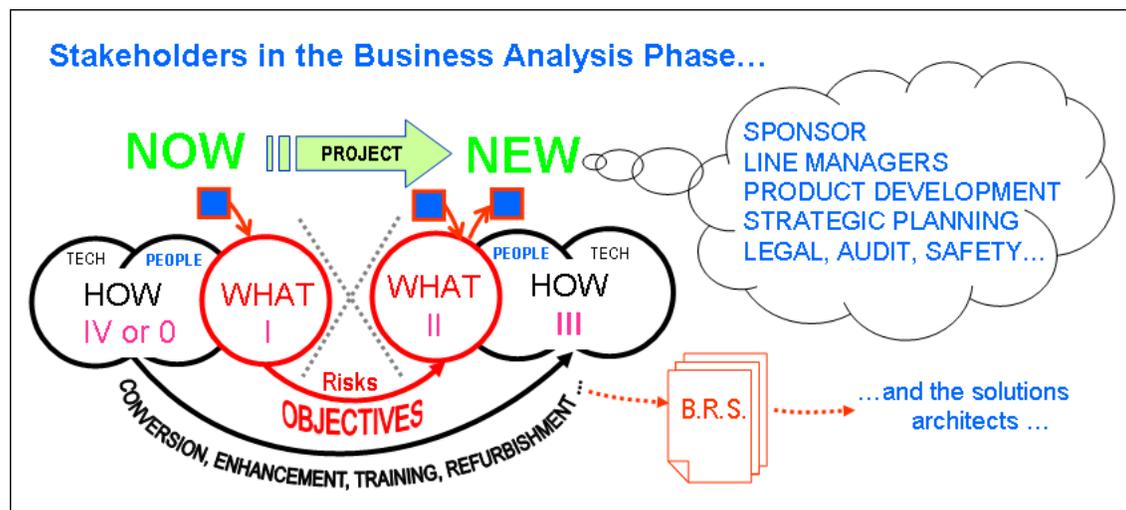


addressed adequately. In particular, the integration of the new business model with other duties (the "job impact" of the proposal) will be assessed by these people. This is critical quality assurance, and it also assists in engaging these stakeholders.

Moving towards new business models also increases the profile of some other stakeholders. These include the line managers with responsibility for the business activity under study, and who will have a view on possible new models. The sponsor may be one of these, and there may be other relevant line managers as well. In any case the sponsor is also significant in providing guidance to the business analyst on the outcomes sought from the project, and therefore the new models to achieve these outcomes.

A further source of input critical to successful new models is the corporate development (for example, product or service development) and strategic planning areas. These areas are tasked to monitor trends and new possibilities, and can be of immense assistance to the business analyst. They can provide examples of models and options in use in similar organisations, market research and trend analysis.

Finally, there will be legal, safety, compliance and audit, security, quality management, and other matters to be addressed in the models to be implemented. Early involvement of the areas responsible for these aspects of the business will assist the business analyst significantly, as errors and omissions will be identified and can then be remedied early.



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### THE PROJECT TEAM

What then of the technical team? The architects of the solutions to be implemented are the primary audience for the Business Requirements Specification produced by the Business Analyst. However, their impact on the analysis is limited.

Firstly, they review the adequacy of the Business Requirements Specification to provide the information they need to design the manual and technical solutions. The review is of the clarity and readability of the document.

Secondly, they provide costing information to the project manager. In the event that this leads the Sponsor to change the scope of the project, whether up or down, then the Business Analyst will be required to re-analyse the project, including both the requirements and the benefits, in the light of the scope change. This does not require a complete re-analysis, but it clearly does require some revision and rework. The most effective way to avoid this is to remain firmly focused on the benefit stream that is likely to accrue. If the proposal has a strong benefit stream, then costs will be seen for what they are—the price of staying in business.