Stakeholders Mapped To Artifacts

This article is one in a series of reports containing information from my model of the Business Analysis Body Of Knowledge version 3 (BABOK).

1.1 Overview

In my opinion, the most useful addition to the BABOK is a detailed description of the outputs (artifacts) that are produced during business analysis. In this article I focus on the stakeholders who gain benefit from the artifacts produced by the BABOK (outputs).

1.2 Artifacts

An artifact is identified as an input or output of a BABOK task. An artifact is represented with the UML class icon. Artifacts are detailed in the [Artifact To Task Mapping article](#).

1.3 Stakeholders

A stakeholder consumes an artifact when they use it to perform a task (as part of their normal work). A stakeholder contributes to an artifact when they cause a change to the value of any of its attributes. It is assumed that any stakeholder that consumes an artifact also contributes to that artifact. (For this reason, artifacts consumed are not shown under artifacts contributed to.)

- Example: A tester consumes (and contributes to) Requirements in order to generate test cases.
- Example: A sponsor contributes to Requirements when they review and approve them.

1.4 Any Stakeholder

Figure 1: shows the artifacts that Any Stakeholder interacts with. When an artifact is consumed an arrowhead is shown on the association with the stakeholder. When a stakeholder contributes to an artifact, the association has no label or arrowhead.
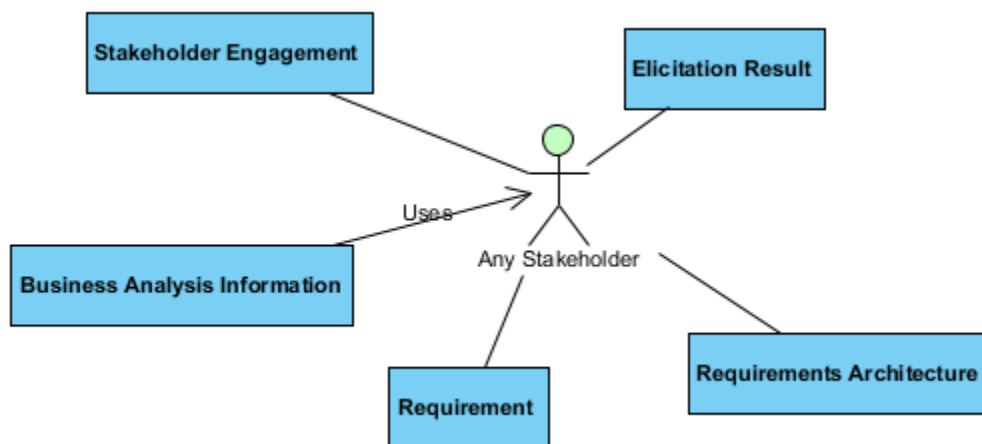

Figure 1:Artifacts Consumed And Contributed To By Any Stakeholder

- Any Stakeholder may contribute to the Requirements, Elicitation Results, Stakeholder Engagement or the Requirements Architecture.
- Any Stakeholder may consume Business Analysis Information.

♦ **Note that the association to Business Analysis Information is not duplicated on other stakeholder diagrams.**

1.5 Customer

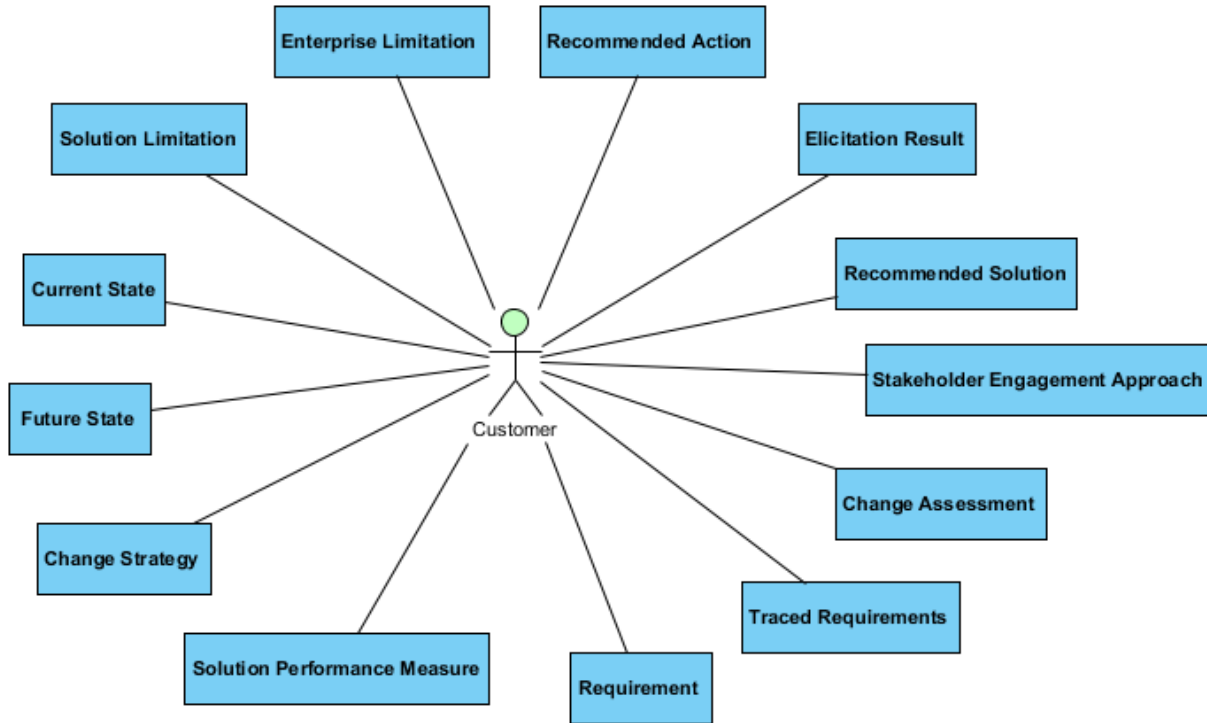Figure 2: shows the artifacts consumed by and contributed to, by a Customer stakeholder.

Figure 2:Artifacts Consumed And Contributed To By Customer

- A Customer contributes to Recommended Actions, Elicitation Results, Recommended Solutions, Stakeholder engagement Approach, Change Assessments, Traced Requirements, Requirements, Solution Performance Measures, Change Strategy, Future State, Current State, Solution Limitations and Enterprise Limitations.
- A customer does not consume any artifacts.

1.6 Domain Subject Matter Expert

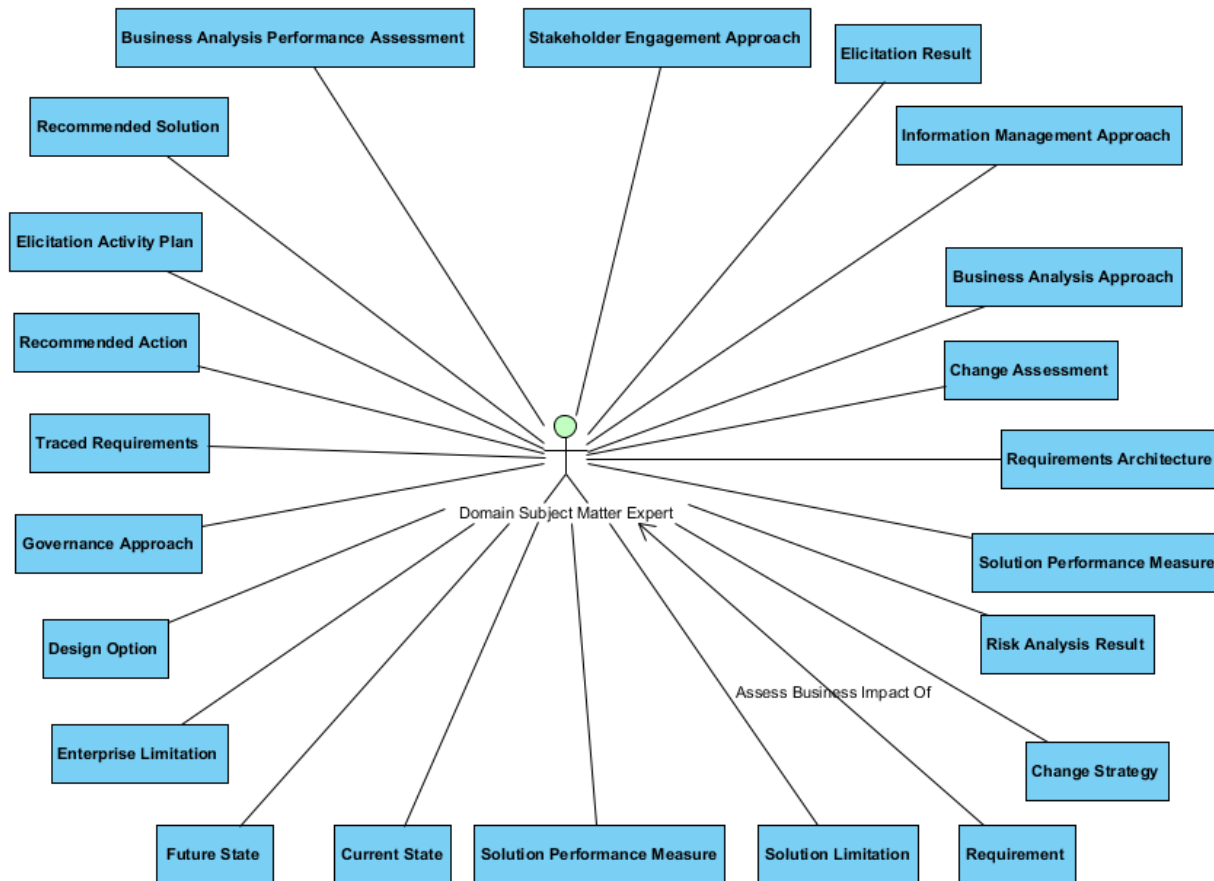Figure 3: shows the artifacts consumed by and contributed to, by a Subject Matter Expert stakeholder.

Figure 3:Artifacts Consumed And Contributed To By Domain SME

- A Domain Subject Matter Expert contributes to
- A Domain Subject Matter Expert consumes Requirements in order to assess their impact on the business.

1.7 End User

Figure 4: shows the artifacts consumed by and contributed to, by an End User stakeholder.
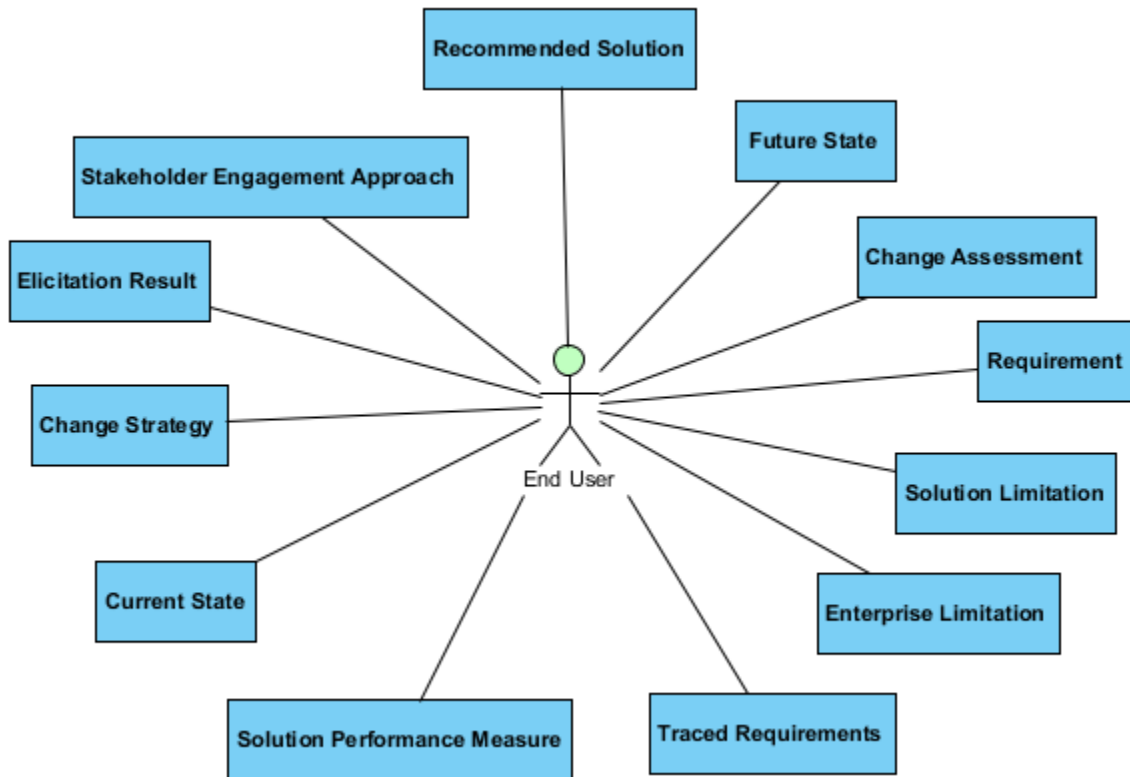
Figure 4:Artifacts Consumed And Contributed To By End User

- An End User contributes to Recommended Solution, Future State, Change Assessments, Requirements, Solution Limitations, Enterprise Limitations, Traced Requirements, Solution Performance Measures, Current State, Change Strategy, Elicitation Results and the Stakeholder Engagement Approach.
- End Users do not consume any artifacts.

1.8 Implementation Subject Matter Expert

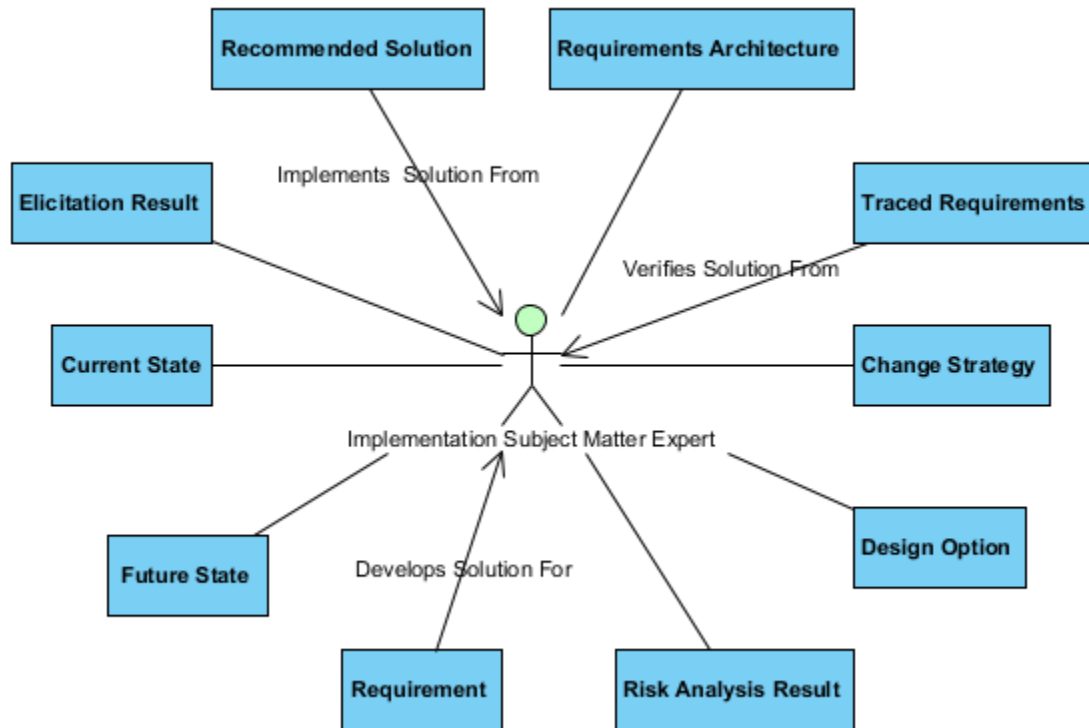Figure 5: shows the artifacts consumed by and contributed to, by a Subject Matter Expert stakeholder.

Figure 5:Artifacts Consumed And Contributed To By Implementation SME

- An Implementation Subject Matter Expert contributes to Requirements Architecture, Traced Requirements, Change Strategy, Design Options, Risk Analysis Results, Requirements, Future State, Current State, Elicitation Results and the Recommended Solution.
- An Implementation Subject Matter Expert consumes Requirements
- An Implementation Subject Matter Expert consumes Recommended Solutions
- An Implementation Subject Matter Expert consumes Traced Requirements

1.9 Operational Support

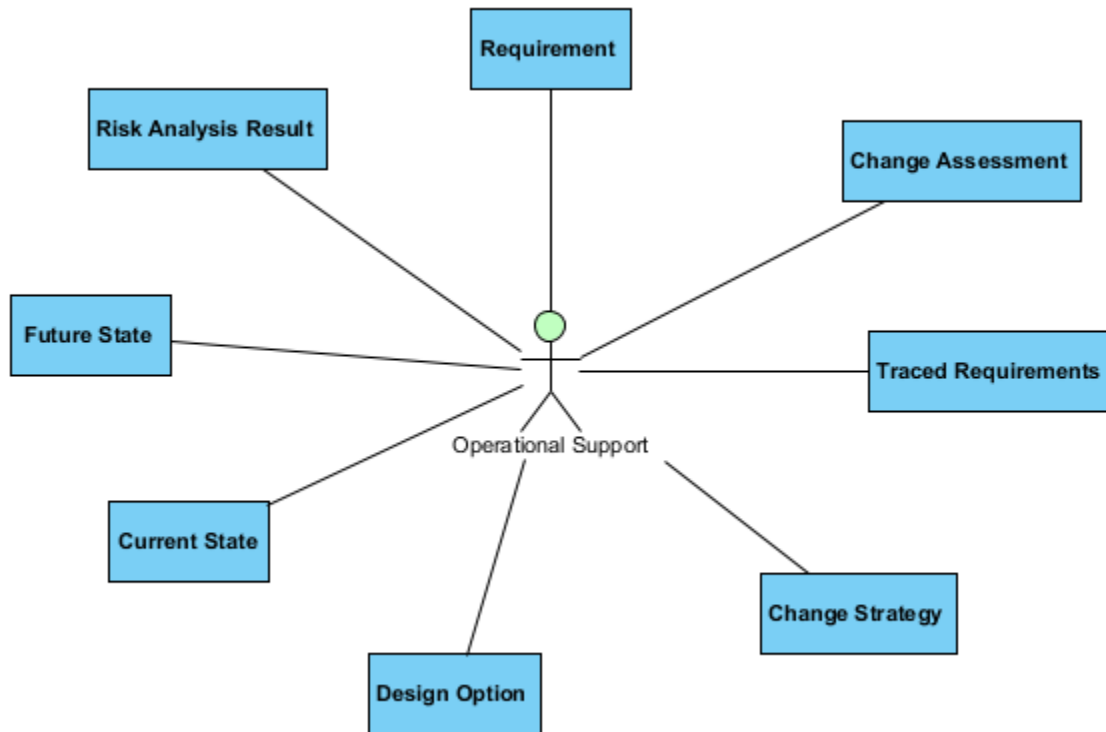Figure 6: shows the artifacts consumed by and contributed to, by an Operational Support stakeholder.

Figure 6:Artifacts Consumed And Contributed To By Operational Support

- An Operational Support stakeholder contributes to Requirements, Change Assessments, Traced Requirements, Change Strategy, Design Options, Current State, Future State and Risk Analysis Results.
- Operational Support stakeholders do not consume any artifacts.

1.10   Project Manager

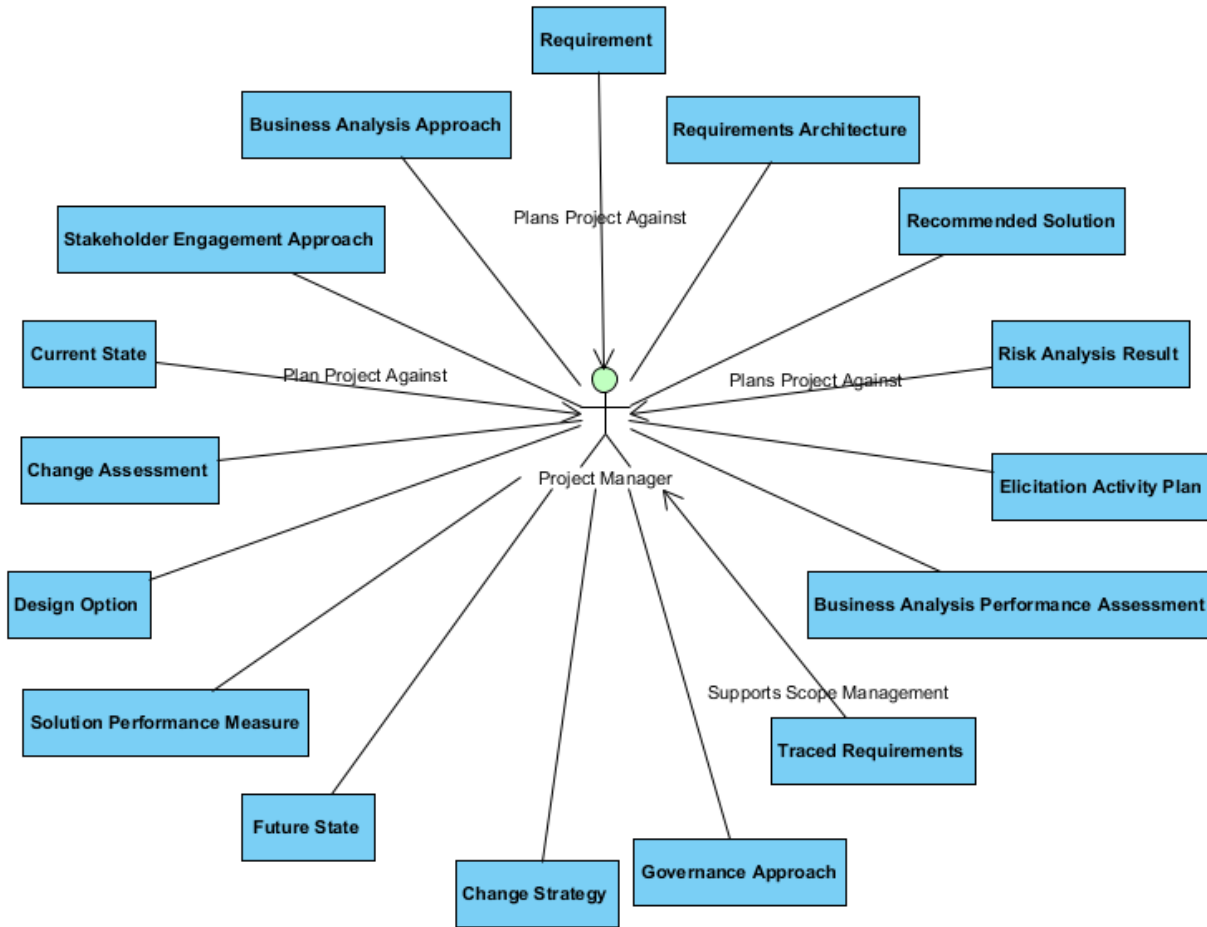Figure 7: shows the artifacts consumed by and contributed to, by a Project Manager stakeholder.

Figure 7:Artifacts Consumed And Contributed To By Project Manager

- A Project Manager contributes to Requirements Architecture, Recommended Solutions, Elicitation Activity Plan, Business analysis Performance Assessment, Governance Approach, Change Strategy, Future State, Solution Performance Measure, Design Options, Change Assessments, Stakeholder Engagement Approach and Business Analysis Approach.
- The Project Manager consumes Risk Analysis Results, Current State and Requirements to plan the project.
- The Project Manager consumes Traced Requirements to assist with management of project scope.

1.11   Regulator

Figure 8: shows the artifacts consumed by and contributed to, by a Regulator stakeholder.
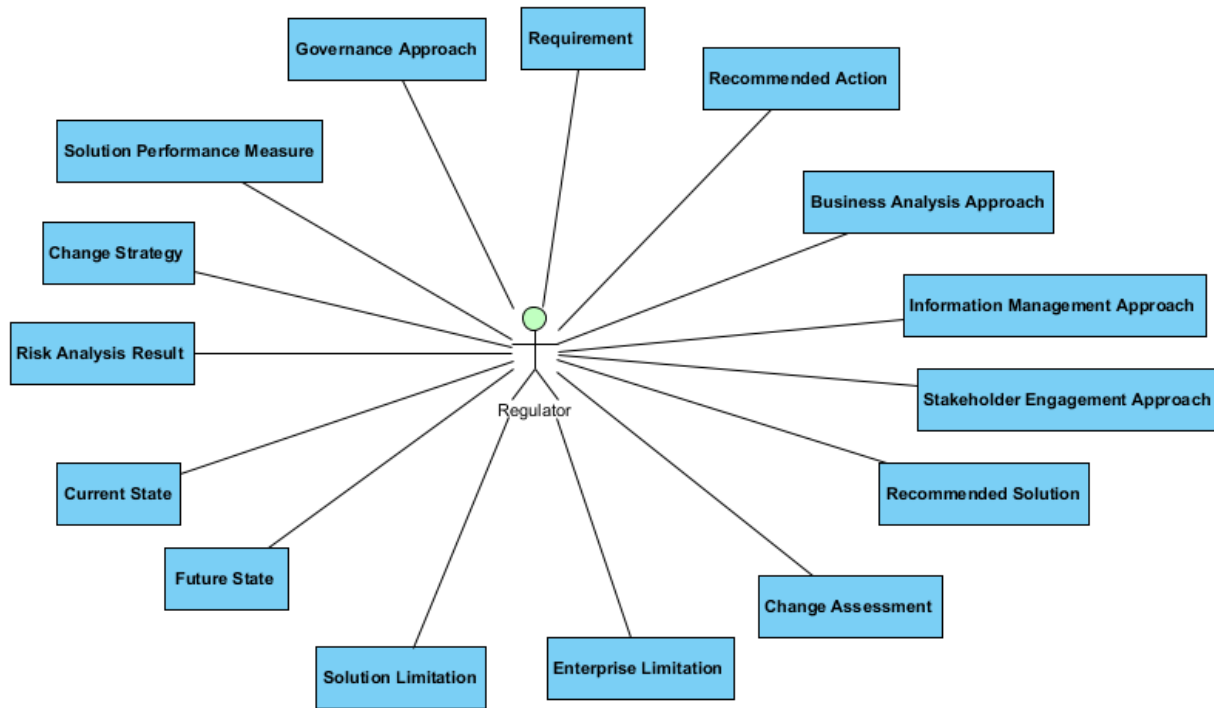
Figure 8:Artifacts Consumed And Contributed To By Regulator

- A regulator contributes to Business Analysis Approach, Change Assessments, Change Strategy, Current State, Enterprise Limitations, Future State, Governance Approach, Information Management Approach, Solution Limitations, Solution Performance Measures, Stakeholder Engagement Approach, Recommended Actions, Recommended Solutions, Requirements and Risk Analysis Results.
- A Regulator does not consume any artifacts.

1.12   Sponsor

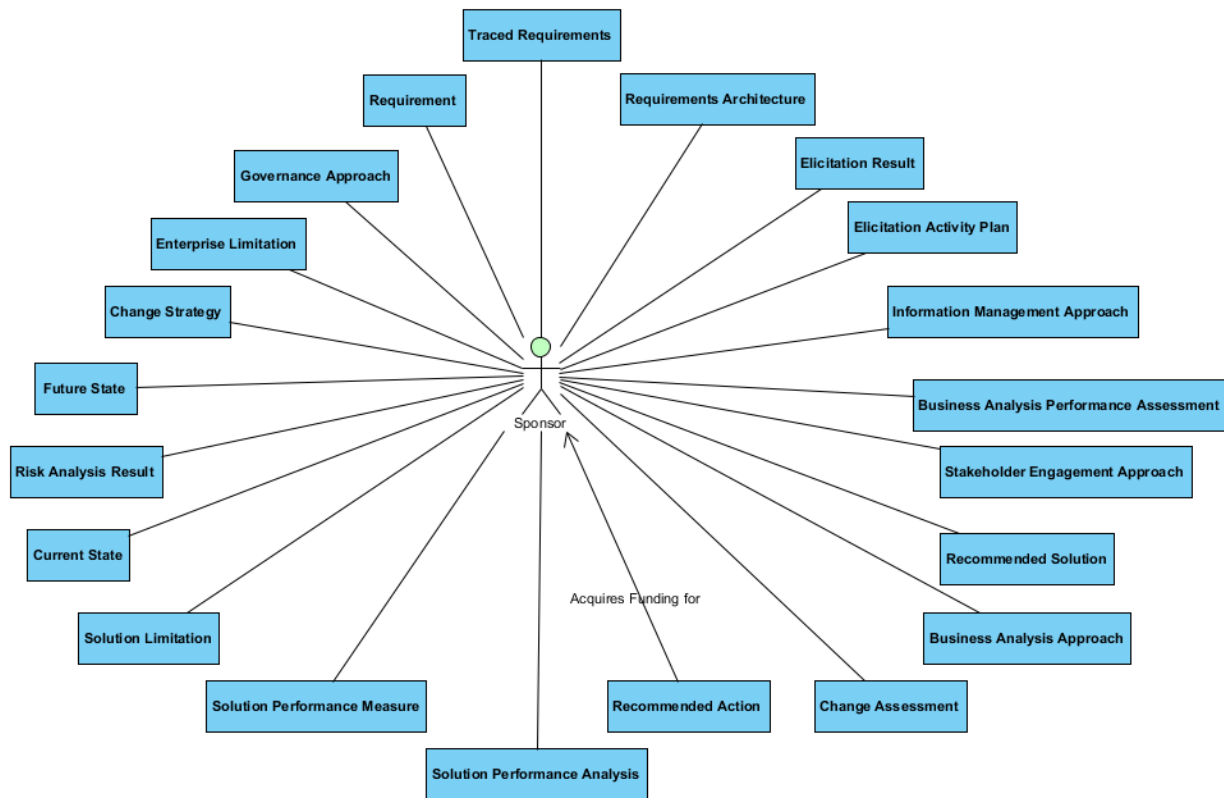Figure 9: shows the artifacts consumed by and contributed to, by a Sponsor stakeholder.

Figure 9:Artifacts Consumed And Contributed To By Sponsor

- A Sponsor contributes to Solution Performance Analysis, Solution Performance Measures, Solution Limitations, Current State, Risk Analysis Results, Future State, Change Strategy, Enterprise Limitations, Governance Approach, Requirements, Traced Requirements, Requirements Architecture, Elicitation Results, Elicitation Activity Plan, Information Management Approach, Business Analysis Performance Assessment, Stakeholder Engagement Approach, Recommended Solution, Business Analysis Approach and Change Assessments.
- A Sponsor consumes Recommended Actions in order to acquire funding.

1.13   Supplier

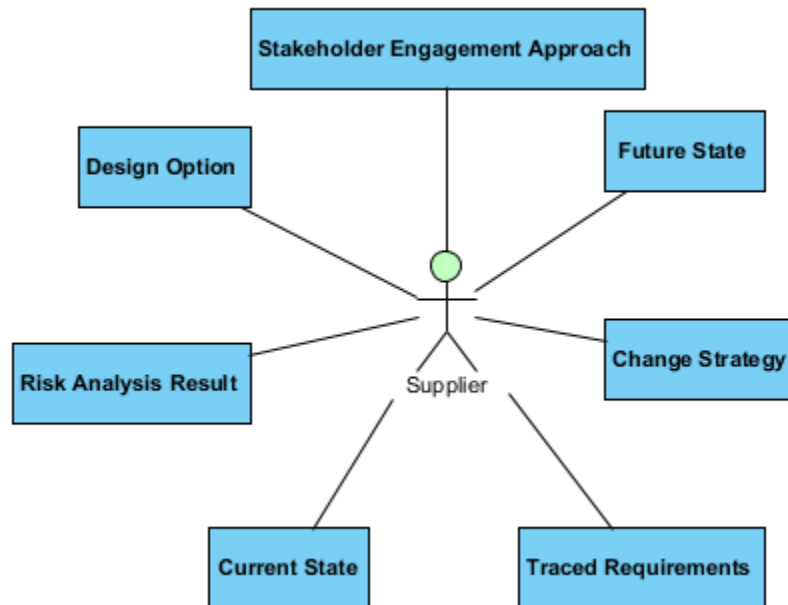Figure 10: shows the artifacts consumed by and contributed to, by a Supplier stakeholder.

Figure 10:   Artifacts Consumed And Contributed To By Supplier

- A Supplier contributes to the Stakeholder Engagement Approach, the Future State, the Future State, The Change Strategy, Traced Requirements, Risk Analysis Results and Design Options.
- Suppliers do not consume any artifacts.

1.14   Tester

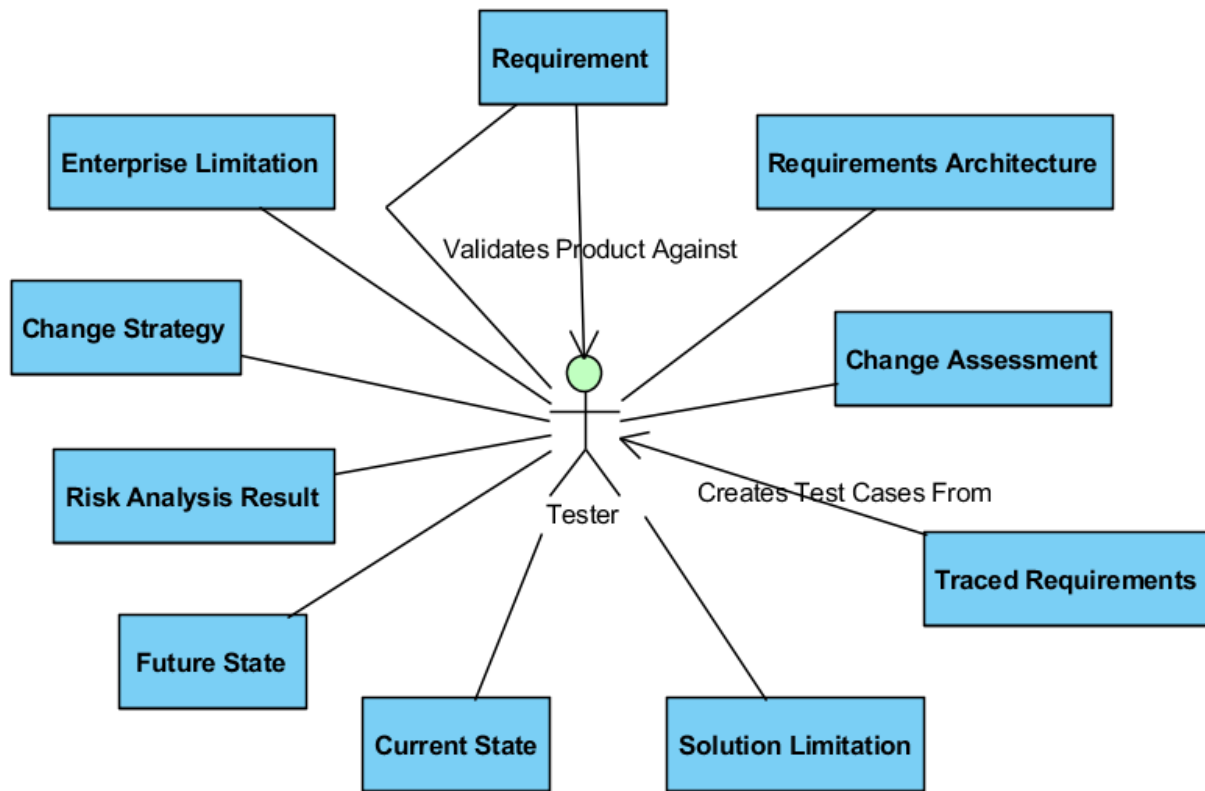Figure 11: shows the artifacts consumed by and contributed to, by a Tester stakeholder.

Figure 11:   Artifacts Consumed And Contributed To By Tester

- A Tester contributes to Requirements Architecture Change Assessments, Traced Requirements, Solution Limitations, Current state, Future State, Risk analysis Results, Change Strategy, and Enterprise Limitations.
- A Tester consumes Requirements to validate executing software against.
- A Tester consumes Traced Requirements in order to create test cases.