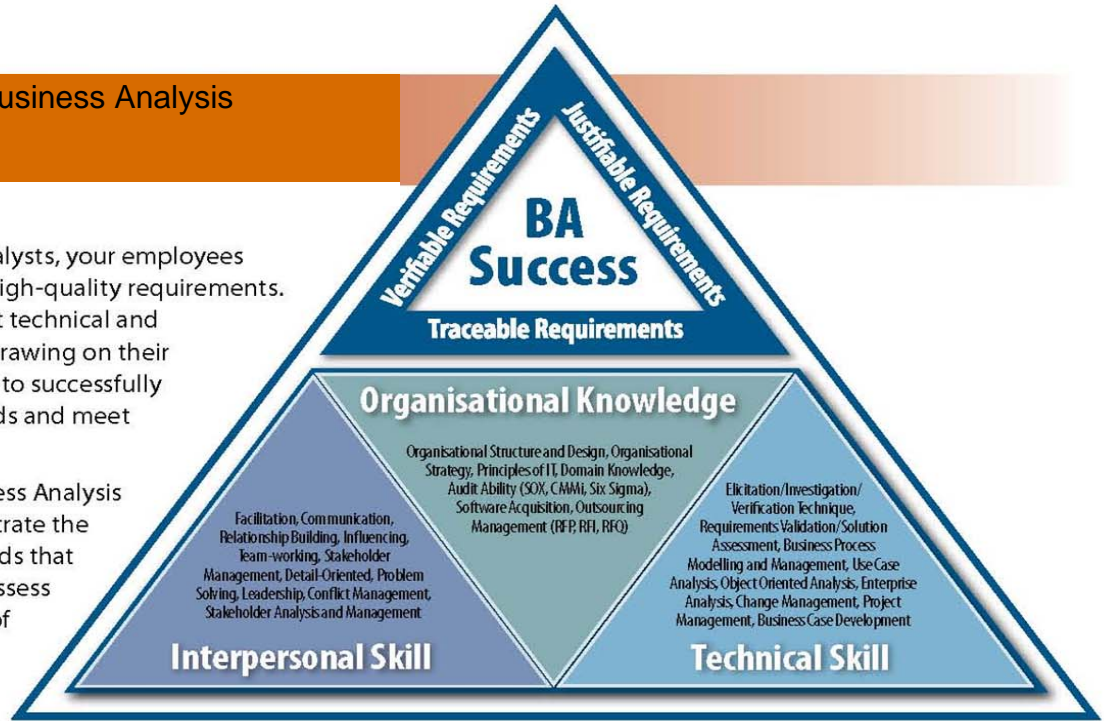


**CPS introduces ESI's Business Analysis Success Model**

To succeed as business analysts, your employees must be able to produce high-quality requirements. To do so, they must exhibit technical and interpersonal skills while drawing on their organisational knowledge to successfully integrate stakeholder needs and meet organisational goals.

We've designed our Business Analysis Success Model to demonstrate the best practices and standards that business analysts must possess to work effectively. Many of these best practices fall outside of the specific knowledge area of business analysis. The model points to **Interpersonal Skills, Technical Skills** and **Organisational Knowledge** as proficiency components that are keys to successful requirements gathering.

Each of these proficiencies is represented in our suite of expert training programs. For example, through our Business Analysis Professional Development Program and Business Skills Training Program, your employees will gain both technical and interpersonal skills. And, through our Project Management Professional Development Program, business analysts will gain additional competencies in requirements planning, scheduling, risk management and communication planning.



**ESI's Business Analysis Process Model**

Each course in ESI's Business Analysis Professional Development Program maps to our newly developed Business Analysis Process Model. The principles behind this essential model are applicable to every phase of the project life cycle.

The model is designed to ensure consistency in the execution of requirements development. It essentially provides business analysts with a road map for thorough requirements gathering. If they properly use the model, business analysts will be able to respond to and anticipate risk, identify appropriate communication needs, and ensure that the gathered requirements will ultimately meet the stakeholders' needs and lead to project success.

The phases of the model correspond directly with the knowledge areas of the *BABOK*®.

