

PORTFOLIO CASE STUDY

Corporate Demerger & API Migration

Turning a tightly coupled digital ecosystem into a controlled, traceable and business-ready transition.

ROLE	ENVIRONMENT
Senior Business Analyst & Delivery Lead	ASX-listed organisation Regulated digital services
SCOPE	DELIVERY MODEL
Corporate separation, API migration, identity boundaries and business readiness	Cross-functional, multi-domain and hybrid Agile delivery

THE VALUE

A single source of truth for APIs, consumers, transition requirements, decisions, risks and dependencies - enabling teams to plan and execute the separation without disrupting customer-facing services.

Prepared as a client-safe portfolio sample. Organisational names, commercial details and sensitive technical information have been intentionally excluded.

Separating services that had grown together over years

The organisation needed to transition customer-facing digital services into a standalone environment following a corporate demerger. Platforms, APIs, consumers, integrations and identity boundaries were interconnected, and knowledge was distributed across business and technology teams.

The transition had to protect customer experience, digital revenue, operational continuity, security and regulatory obligations while multiple domains continued delivering business-as-usual change.

Fragmented knowledge API ownership, consumers and dependencies were held across teams and documents, creating gaps in the end-to-end view.	Complex sequencing Platform, integration and identity changes had to occur in a controlled order across several delivery teams.
High continuity risk Customer-facing services and revenue pathways could not be interrupted during transition and cutover.	Multiple decision makers Business domains, architects, engineers, security teams, vendors and governance groups required a shared view.

MY MANDATE

As the sole Business Analyst, I established the analysis structure for the program and connected executive intent with detailed delivery requirements. I worked across Marketing, Retail, Finance, Franchise and Technology, maintaining alignment between business outcomes, technical migration activities and operational readiness.

My responsibility extended from discovery and impact analysis through requirements, governance, testing, cutover and transition to support.

Building clarity before committing to the transition

I structured the work around four connected analysis streams. Each stream produced practical artefacts that supported decisions and reduced delivery uncertainty.

1	Discover and map Facilitated workshops and interviews to identify systems, API endpoints, consumers, owners, business processes, identity flows and operational dependencies.
2	Analyse impact Assessed what would change across applications, data, interfaces, security, support arrangements and customer journeys. Distinguished confirmed constraints from assumptions.
3	Define and align Translated findings into transition requirements, acceptance criteria, process models and decision records. Validated scope and sequencing with business and technical owners.
4	Assure delivery Maintained traceability, risks and dependencies; supported refinement, testing, defect triage, readiness assessment, cutover planning and post-release transition.

STAKEHOLDER ENGAGEMENT

I adapted communication to each audience: concise decision papers and risk summaries for leaders; process and impact views for operational teams; and detailed requirements, interface mappings and acceptance criteria for delivery teams. Where stakeholders disagreed, I made assumptions and trade-offs visible, compared options against agreed criteria and documented the final decision and owner.

The artefacts that became the program's working baseline

01 Endpoint map A consolidated view of in-scope endpoints, functions, ownership and migration status.	02 API consumer register A traceable record of consuming applications, teams, dependencies and transition impacts.
03 Transition requirements Business, functional and non-functional requirements linked to outcomes and acceptance evidence.	04 BPMN process models Current and target-state views showing operational impacts, control points and hand-offs.
05 Traceability matrix Links between objectives, requirements, delivery items, test scenarios and business acceptance.	06 RAID and decisions A maintained view of risks, assumptions, issues, dependencies, owners and agreed decisions.
07 UAT support pack Business scenarios, acceptance criteria, defect triage support and status reporting.	08 Readiness and cutover Readiness criteria, operational checks, sequencing, ownership and transition-to-support actions.

TOOLS AND METHODS

Jira and Confluence | BPMN 2.0 | API and integration analysis | Requirements traceability | Data mapping | Workshop facilitation | UAT | RAID management | Agile and hybrid delivery

A controlled transition supported by evidence

The analysis established a reliable end-to-end view of the migration and gave business and technology teams a common baseline for planning, delivery and assurance.

5	End-to-end	One
business domains coordinated	analysis through readiness	shared migration baseline

Improved visibility

Leaders and delivery teams could see API consumers, ownership, scope, risks and dependencies in one structured view.

Stronger decisions

Options, constraints and impacts were made explicit, enabling timely decisions with a documented rationale and accountable owner.

Reduced transition risk

Traceability, test support and readiness criteria helped protect customer experience and operational continuity.

Reusable capability

The standards and templates established a repeatable approach for business, functional, non-functional and API requirements.

CORE CAPABILITIES DEMONSTRATED

Senior business analysis • Delivery leadership • Corporate separation • API migration • Process modelling • Stakeholder alignment • Requirements management • UAT and readiness • Governance and risk

ABOUT MANISHA

Manisha Bhisekar is a Brisbane-based Senior Business Analyst and Delivery Lead with more than 18 years of experience across government, banking, financial services, media, gaming and regulated environments. She combines structured analysis, stakeholder collaboration and delivery discipline to turn complex problems into buildable, business-ready outcomes.