Assess Enterprise Limitations

Purpose or Need

To determine how factors external to the solution are restricting value realization.

Value

Understanding limitations at an enterprise level can provide insights into multiple areas of change.

Solution

A description of the current limitations of the enterprise, including how the solution performance is impacting the enterprise.

Techniques

Frequently used techniques:

- *Benchmarking and Market Analysis;*
- *Observation;*
- *Process Analysis;*
- *Risk Analysis and Management;*
- *Root Cause Analysis.*

*Refer to the **BABOK Guide v3** for the complete list of techniques.*

Stakeholder

Typically involves sponsors, subject matter experts, customers, end users, regulators, and any additional stakeholders that can provide insights into enterprise limitations.

Description of Change

Assess Enterprise Limitations investigates issues outside the scope of a solution that may be preventing the enterprise from realizing the full value that a solution can provide, such as culture, operations, technical components, stakeholder interests, or reporting structures.

Reference (Guidelines and Tools)

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

- Business Objectives;
- Change Strategy;
- Future State Descriptions;
- Risk Analysis Results;
- Solution Scope.

Task Inputs and Outputs

Input			Task	Output or Deliverable
Implemented or Constructed Solution	Current State Description	Solution Performance Analysis	Assess Enterprise Limitations	Enterprise Limitations
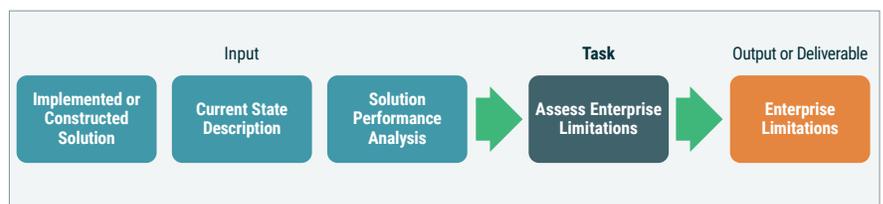
Consider...

Enterprise context can hinder any type of solution, whether they are enterprise-wide or smaller localized solutions. Identifying and removing limitations can dramatically improve the value being delivered.

Example: Consider a recently implemented data warehousing solution that is being underutilized. It could be because stakeholders don't understand the solution's capabilities, don't know how to use it, or supporting processes haven't been sufficiently defined.

See *BABOK Guide – 11.2 The Business Intelligence Perspective*

*Certifications: CCBA, CBAP – Refer to the **BABOK® Guide** for study purposes*

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