Measure Solution Performance

Purpose or Need

To define performance measures and use the data collected to evaluate the effectiveness of a solution in relation to the value it brings.

Value

The ability to measure the solution's performance.

Solution

Measures that provide information on how well the solution is performing or could potentially perform.

Techniques

Frequently used techniques:

- *Acceptance and Evaluation Criteria;*
- *Benchmarking and Market Analysis;*
- *Data Mining;*
- *Metrics and KPIs;*
- *Non-Functional Requirements Analysis.*

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

Stakeholder

Typically involves sponsors, project managers, subject matter experts, customers, users, regulators, and any additional stakeholders identified.

Description of Change

Measure Solution Performance defines the most appropriate way to assess the performance of a solution, including how it aligns with enterprise goals and objectives and performs the assessment.

Reference (Guidelines and Tools)

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

- Change Strategy;
- Future State Description;
- Requirements (Validated);
- Solution Scope.

Task Inputs and Outputs

Input		Task	Output or Deliverable
Implemented Solution (External)	Business Objectives	Measure Solution Performance	Solution Performance Measures
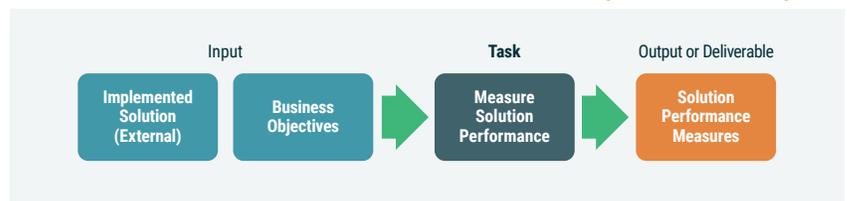
Consider...

Measuring performance is often the starting point when a facet of an enterprise is underperforming. Good analysis can identify appropriate metrics that can provide valuable quantitative data.

Example: Key performance indicators (KPIs) can be used to quantify issues and establish accurate evaluation parameters for an analytics model that can be used to answer important research questions.

See *Guide to Business Data Analytics* – 2.3.4 Perform Data Analysis

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

Analyze Performance Measures

Purpose or Need

To provide insights into the performance of a solution in relation to the value it brings.

Value

To understand whether the solution is bringing the intended value.

Solution

Results of the measurements collected and analyzed.

Techniques

Frequently used techniques:

– *Acceptance and Evaluation Criteria;*
– *Data Mining;*
– *Metrics and KPIs;*
– *Observation;*
– *Root Cause Analysis.*

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

Stakeholder

Typically involves sponsors, project managers, subject matter experts, and any additional stakeholders identified.

Description of Change

Analyze Performance Measures examines information regarding the performance of a solution and confirms them for accuracy to understand the value it delivers to the enterprise and stakeholders and determines whether it is meeting business needs.

Reference (Guidelines and Tools)

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

– Change Strategy;
– Future State Description;
– Risk Analysis Results;
– Solution Scope.

Task Inputs and Outputs

Input		Task	Output or Deliverable
Potential Value	Solution Performance Measures	Analyze Performance Measures	Solution Performance Analysis
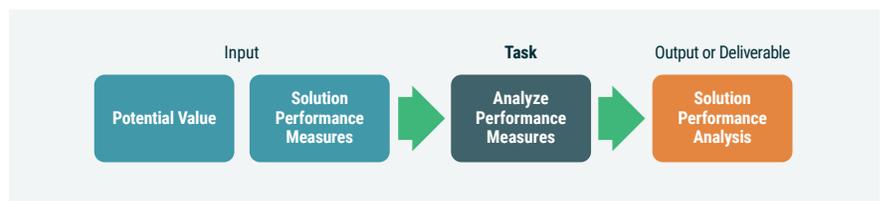
Consider...

Meaningful performance measures help drive valuable insights for improvements for different types of initiatives.

Example: Consider a team making ongoing improvements to an existing business process. Making minor changes minimizes disruption for customers and allows the team to measure the effectiveness of those changes. New insights can lead to minor changes which can be measured and analyzed. This can be repeated until the desired value is achieved.

See *BABOK Guide – 11.5 The Business Process Management Perspective*

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

Assess Solution Limitations

Purpose or Need

To determine the factors internal to the solution that restrict the full realization of value.

Value

Understanding solution limitations and their impact on the solution.

Solution

A description of the current limitations of the solution, including constraints and defects.

Techniques

Frequently used techniques:

– *Acceptance and Evaluation Criteria;*
– *Item Tracking;*
– *Lessons Learned;*
– *Risk Analysis and Management;*
– *Root Cause Analysis.*

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

Stakeholder

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

Description of Change

Assess Solution Limitations investigates issues within the scope of a solution that may prevent it from meeting current business needs and the potential value.

Reference (Guidelines and Tools)

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

– Change Strategy;
– Risks Analysis Results;
– Solution Scope.

Task Inputs and Outputs

Input		Task	Output or Deliverable
Implemented Solution (External)	Solution Performance Analysis	Assess Solution Limitations	Solution Limitations
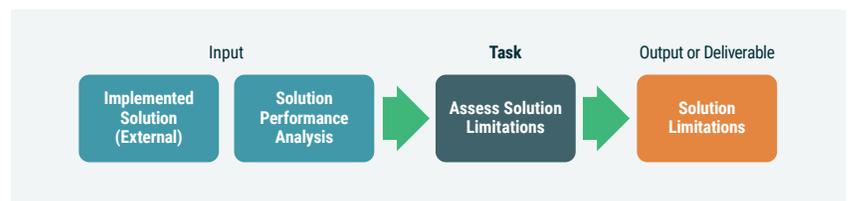
Consider...

Although one usually thinks of assessing solution limitations for an existing solution that's being used, it can also be performed at any time during solution development.

Example: Consider building a new product in small increments and reviewing each product increment with potential customers. Not only is the team looking for what works well, but they also want to eliminate product limitations to create a better-performing product.

See *Guide to Product Ownership Analysis – Sec 5.7 Obsess About Value*

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

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

Implemented or Constructed Solution → Current State Description → Solution Performance Analysis →

Task

Assess Enterprise Limitations →

Output or Deliverable

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*

Recommend Actions to Increase Solution Value

Purpose or Need

To understand the factors that create differences between the potential and actual value and to recommend a course of action to align them.

Value

A compiled list of recommendations to maximize solution performance and value realization.

Solution

Recommendation of what should be done to improve the solution's value within the enterprise.

Techniques

Frequently used techniques:

– *Decision Analysis;*
– *Financial Analysis;*
– *Prioritization;*
– *Process Analysis;*
– *Risk Analysis and Management.*

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

Stakeholder

Typically involves sponsors, subject matter experts, customers, end users, and any additional stakeholders identified.

Description of Change

Recommend Actions to Increase Solution Value identifies and defines recommendations the enterprise can take to increase the value a solution can deliver. This may include removing, improving, replacing, or retiring existing solution elements. It could also include taking no action.

Reference (Guidelines and Tools)

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

– Business Objectives;
– Current State Description;
– Solution Scope.

Task Inputs and Outputs

Input		Task	Output or Deliverable
Solution Limitation	Enterprise Limitation	Recommend Actions to Increase Solution Value	Recommended Actions

Consider...

Regardless of the approach used, effective business analysis can help create greater value by recommending actions to address both solution and enterprise limitations.

Example: Consider an underperforming solution that has a large technology component. Well-developed recommendations could include redesigning processes, developing training modules, or creating learning materials, as well as addressing non-functional requirements such as data latency and data quality.

See *BABOK Guide – 11.3 The Information Technology Perspective*

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