

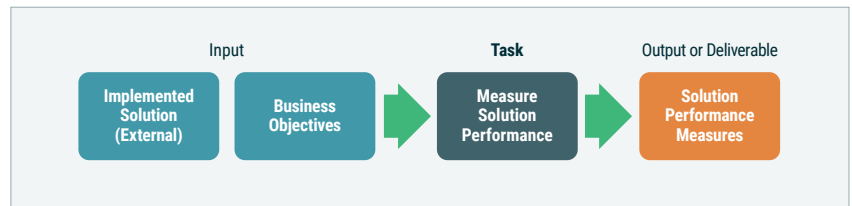
Measure Solution Performance

Reference (Guidelines and Tools)

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

- Change strategy
- Future state description
- Requirements (validated)
- Solution scope

Task Inputs and Outputs



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 against various metrics, such as stakeholder satisfaction, process efficiency, and financial outcomes.



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](#)
- [Metrics and KPIs](#)
- [Non-functional requirements analysis](#)
- [Financial analysis](#)

Refer to the [BABOK Guide](#) 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

This task 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.

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) and objectives and key results (OKRs) can be used to quantify issues and establish accurate evaluation parameters for an analytics model that can, in turn, 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

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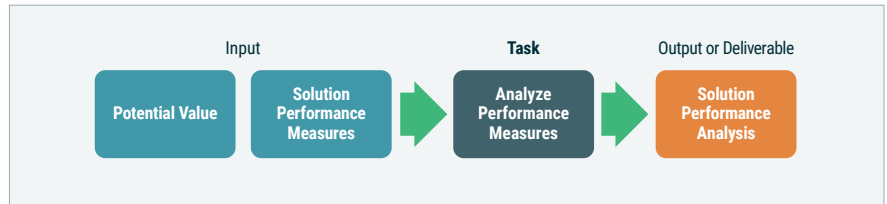
Analyze Performance Measures

Reference (Guidelines and Tools)

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

- Change strategy
- Future state description
- Risk analysis results
- Solution scope

Task Inputs and Outputs



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](#) for the complete list of techniques.



Stakeholder

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



Description of Change

This task examines information on a solution's performance, verifies its accuracy, and assesses the value it delivers to the enterprise and stakeholders. It also determines whether the solution is meeting business needs.

Consider...

Meaningful performance measures help drive valuable insights for improvements for various 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 that 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

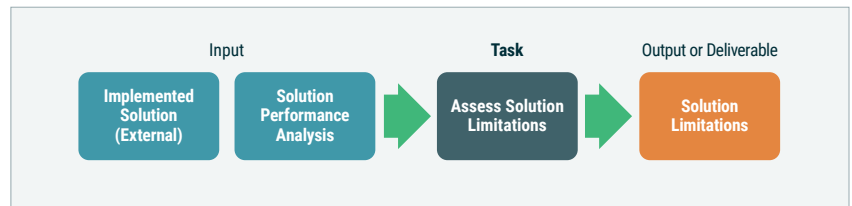
Assess Solution Limitations

Reference (Guidelines and Tools)

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

- Change strategy
- Risk analysis results
- Solution scope

Task Inputs and Outputs



Purpose or Need

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



Value

To understand 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](#) for the complete list of techniques.



Stakeholder

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



Description of Change

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

Consider...

While assessing solution limitations is typically associated with an existing solution in use, it can also be conducted at any stage 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 – Obsess About Value](#)

Certifications: CCBA, CBAP – Refer to the [BABOK Guide](#) for study purposes

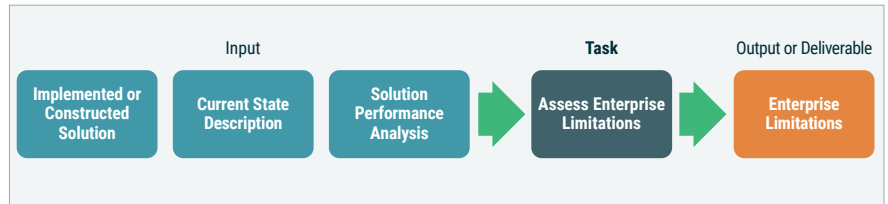
Assess Enterprise Limitations

Reference (Guidelines and Tools)

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

- Business objectives
- Change strategy
- Future state descriptions
- Risk analysis results
- Solution scope

Task Inputs and Outputs



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](#) for the complete list of techniques.

Stakeholder

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

Description of Change

This task 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.

Consider...

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

Example: Consider a recently implemented data warehousing solution that is being underutilized. This may be due to stakeholders not fully understanding the solution's capabilities or not knowing how to use it, or because supporting processes have not been clearly defined.

See [BABOK Guide – 11.2 The Business Intelligence Perspective](#)

Certifications: CCBA, CBAP – Refer to the [BABOK Guide](#) for study purposes

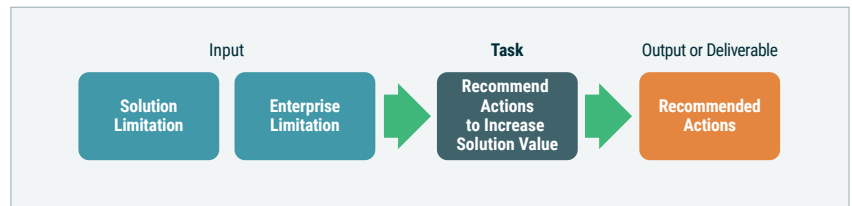
Recommend Actions to Increase Solution Value

Reference (Guidelines and Tools)

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

- Business objectives
- Current state description
- Solution scope

Task Inputs and Outputs



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](#) for the complete list of techniques.



Stakeholder

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



Description of Change

This task identifies and defines recommendations for the enterprise 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.

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