

Framework for Evidence Assessment

The quality of evidence for business process performance can be categorized into four main levels, adapted for an organizational context:

- High: Evidence from controlled benchmarking against industry standards (e.g., using APQC's metrics) or from well-designed internal time-series analyses showing a clear link between process changes and outcomes.
- Moderate: Evidence from internal comparative analysis (e.g., between departments or product lines) or from validated business cases with documented assumptions and realized benefits.
- Low: Evidence from single-instance performance reports, unvalidated internal surveys, or descriptive case studies without comparative data.
- Very Low: Evidence based solely on anecdotal feedback or unsubstantiated expert opinion.

Sufficient evidence typically requires a body of information rated at least "Moderate." For critical strategic decisions, "High" quality evidence is necessary.



Assessment Criteria and Evidence by Process Category

1.0 Develop Vision and Strategy

Core Purpose: Set organizational direction and strategic goals.

- Strategic Alignment
 - Evidence to Seek: Documented strategic plans, cascaded department/team objectives, communication materials.
 - Sufficient Evidence: A high-quality strategy map or objective tree showing a clear, logical cascade from vision to actionable team goals (Moderate). Validation through employee surveys showing >80% understanding of how their work contributes to strategy elevates it to High.
- Market & Environmental Awareness
 - Evidence to Seek: PESTLE/SWOT analysis reports, competitor analysis, market research data.
 - Sufficient Evidence: A systematic review of internal and external data sources conducted within the last fiscal year, with documented assumptions and identified implications for strategy (Moderate to High).
- Strategic Initiative Success
 - Evidence to Seek: Initiative charters, milestone reports, post-implementation reviews, benefit realization reports.

- Sufficient Evidence: Post-implementation review reports for >70% of major initiatives from the past 3 years, showing measured outcomes against original business cases (Moderate). Benchmarking success rates against industry data elevates it to High.
- Resource Allocation to Strategy
 - Evidence to Seek: Capital and operational budgeting documents linked to strategic themes.
 - Sufficient Evidence: Financial audit trail demonstrating that >60% of discretionary capital spend is allocated to projects tagged with specific strategic objectives (Moderate).
- Strategic Risk Management
 - Evidence to Seek: Risk registers, mitigation plans, scenario analysis documents.
 - Sufficient Evidence: A living risk register reviewed quarterly by senior leadership, with clear ownership and mitigation actions for top-5 strategic risks (Moderate).

2.0 Develop and Manage Products and Services

Core Purpose: Manage the portfolio and execute the development lifecycle.

- Portfolio Health & ROI
 - Evidence to Seek: Portfolio dashboards, product P&L statements, ROI calculations.
 - Sufficient Evidence: A portfolio performance report showing the percentage of products/services meeting revenue and profitability targets, with trend analysis over time (Moderate).
- Development Process Efficiency
 - Evidence to Seek: Project timelines, stage-gate review reports, time-to-market metrics.
 - Sufficient Evidence: Controlled internal benchmarking comparing time-to-market and R&D spend efficiency across different product lines or teams (High).
- Quality of Outputs
 - Evidence to Seek: Prototype test results, first-pass yield rates, customer validation feedback, patent filings.
 - Sufficient Evidence: Standardized test reports from the last 5 development projects showing that >90% of defined quality and specification criteria were met before launch (Moderate).
- Requirements Management
 - Evidence to Seek: Market requirement documents (MRD), product requirement documents (PRD), change request logs.
 - Sufficient Evidence: An audit trail for a sample of major features showing a clear link from customer/market input to final technical specifications (Moderate).
- Lifecycle Management
 - Evidence to Seek: Product roadmaps, sunset/retirement plans, upgrade paths.
 - Sufficient Evidence: A governed roadmap process documented for all major product lines, with scheduled reviews and clear decision criteria for maintenance and retirement (Moderate).

3.0 Market and Sell Products and Services

Core Purpose: Understand the market, drive demand, and execute sales.

- Market Insight Accuracy
 - Evidence to Seek: Market research reports, win/loss analysis, sales forecast accuracy reports.
 - Sufficient Evidence: Quarterly analysis comparing forecasted market share or sales against actual results, with a documented variance analysis and accuracy rate >75% (Moderate).
- Marketing Campaign Effectiveness
 - Evidence to Seek: Campaign dashboards, cost-per-lead (CPL), customer acquisition cost (CAC), conversion rates.
 - Sufficient Evidence: A/B testing or multi-variate test reports for major campaigns demonstrating a statistically significant lift in key metrics (High).
- Sales Force Productivity
 - Evidence to Seek: Sales per rep, quota attainment rates, pipeline conversion rates.
 - Sufficient Evidence: Comparative cohort analysis of high vs. average performers to identify success-driving activities and processes (Moderate to High).
- Pricing Strategy Effectiveness
 - Evidence to Seek: Price realization reports, competitive pricing analysis, elasticity studies.
 - Sufficient Evidence: A pricing model validated by comparing its predicted volume/revenue impact against actual results from price changes in at least 3 product segments (Moderate).
- Channel & Partner Performance
 - Evidence to Seek: Partner scorecards, channel sales data, joint business plans.
 - Sufficient Evidence: Partner performance dashboards for top channels showing agreed-upon KPIs, with formal quarterly business reviews conducted (Moderate).

4.0 Manage Supply Chain for Physical Products

Core Purpose: Plan, source, make, and deliver physical products.

- End-to-End Plan Reliability
 - Evidence to Seek: S&OP meeting minutes, forecast accuracy metrics, inventory turnover rates.
 - Sufficient Evidence: Time-series data showing a reduction in the mismatch between supply plan and actual demand (e.g., reduction in excess inventory or stockouts) over the last 6 quarters (Moderate).
- Supplier Performance
 - Evidence to Seek: Supplier scorecards, on-time delivery (OTD) rates, quality acceptance rates.
 - Sufficient Evidence: Scorecards for strategic suppliers (>80% of spend) showing performance

against contractually agreed OTD, quality, and cost metrics, with formal review cycles (Moderate).

- Production Efficiency & Quality

- Evidence to Seek: Overall Equipment Effectiveness (OEE), first-pass yield, scrap/rework rates.

- Sufficient Evidence: Controlled benchmarks of OEE or unit cost against industry peers through databases like APQC's (High).

- Logistics Excellence

- Evidence to Seek: On-time in-full (OTIF) delivery to customers, freight cost as % of revenue, warehouse capacity utilization.

- Sufficient Evidence: Customer OTIF score tracked and reported weekly, with root cause analysis conducted for misses and a positive trend over time (Moderate).

- Supply Chain Resilience

- Evidence to Seek: Risk assessments for key nodes, alternate sourcing plans, inventory safety stock calculations.

- Sufficient Evidence: A simulation or stress test report for the top-3 identified supply chain risks, demonstrating the network's ability to maintain >70% service level under disruption (Moderate).

5.0 Deliver Service (For Service-Based Offerings)

Core Purpose: Plan, assign, and execute service delivery.

- Service Delivery Planning

- Evidence to Seek: Resource forecasts, workforce schedules, capacity utilization reports.

- Sufficient Evidence: Scheduling accuracy reports showing that planned resource allocation matched actual demand within a 10% variance for >80% of service periods (Moderate).

- Execution Quality

- Evidence to Seek: Standard operating procedures (SOPs), quality audit results, rework rates.

- Sufficient Evidence: Internal audit results showing >90% adherence to key SOPs across delivery teams, with a closed-loop corrective action system (Moderate).

- Service Capacity Management

- Evidence to Seek: Demand patterns, average handle time, backlog reports.

- Sufficient Evidence: Analysis showing that service capacity (people, tools) is adjusted in response to forecasted demand changes with a lead time that prevents significant backlog or idle time (Moderate).

- Service Delivery Technology Effectiveness

- Evidence to Seek: System uptime logs, user satisfaction surveys, process automation rates.

- Sufficient Evidence: Technology ROI analysis showing that tools (e.g., field service apps, scheduling software) have reduced administrative time or improved first-time fix rates as projected (Moderate).

- Cost of Service Delivery

- Evidence to Seek: Cost per service event, cost per transaction, budget vs. actual reports.
- Sufficient Evidence: Trend analysis of cost per transaction/event over the last 8 quarters, correlated with changes in volume and efficiency initiatives (Moderate).

6.0 Manage Customer Service

Core Purpose: Support customers post-sale and manage the relationship.

- Issue Resolution Efficiency
 - Evidence to Seek: First contact resolution (FCR) rate, average handle time (AHT), case backlog.
 - Sufficient Evidence: Correlation analysis showing that improvements in FCR or AHT (due to training, knowledge base) lead to measurable increases in customer satisfaction (CSAT) or reductions in repeat contacts (High).
- Customer Satisfaction & Effort
 - Evidence to Seek: CSAT, Net Promoter Score (NPS), Customer Effort Score (CES) surveys.
 - Sufficient Evidence: Representative survey data (e.g., >15% response rate) collected consistently, showing trends over time and segmented by key customer groups (Moderate).
- Knowledge Management
 - Evidence to Seek: Knowledge base usage stats, deflection rate (web self-service), agent feedback on content.
 - Sufficient Evidence: Usage analytics showing that the knowledge base is the top source consulted by agents, with a monthly review process to update content based on search failures or new issues (Moderate).
- Service Recovery Effectiveness
 - Evidence to Seek: Escalation rates, escalation resolution time, compensation logs.
 - Sufficient Evidence: Closed-case review of escalated issues showing that >90% have a documented root cause and that corrective actions to prevent recurrence are tracked to completion (Moderate).
- Customer Relationship Growth
 - Evidence to Seek: Cross-sell/up-sell rates from service interactions, customer lifetime value (CLV) trends.
 - Sufficient Evidence: Tracking data demonstrating that a defined percentage of satisfied customers (from survey follow-ups) accepted offers for additional products/services (Moderate).

7.0 Develop and Manage Human Capital

Core Purpose: Plan, acquire, develop, and retain workforce talent.

- Workforce Planning Alignment
 - Evidence to Seek: Workforce plans, skills gap analyses, headcount forecasts vs. actuals.

- Sufficient Evidence: A skills inventory and gap analysis updated annually, explicitly linked to strategic goals, with a hiring/development plan to close priority gaps (Moderate).
- Talent Acquisition Quality
 - Evidence to Seek: Time-to-fill, quality of hire (e.g., performance ratings after 1 year), sourcing channel effectiveness.
 - Sufficient Evidence: Predictive validity study of hiring assessments/interviews, showing a statistically significant correlation with subsequent on-the-job performance ratings (High).
- Employee Development Impact
 - Evidence to Seek: Training participation rates, pre/post-assessments, application of learning on the job.
 - Sufficient Evidence: Level 3 (Application) evaluation data for key development programs, showing that >70% of participants apply new skills on the job, with manager verification (Moderate).
- Performance Management Effectiveness
 - Evidence to Seek: Goal completion rates, calibration session notes, turnover rates among high performers.
 - Sufficient Evidence: Analysis showing a clear differentiation in rewards, promotions, and development opportunities between top-rated and low-rated performers (Moderate).
- Employee Engagement & Retention
 - Evidence to Seek: Engagement survey results, voluntary turnover rates, exit interview analysis.
 - Sufficient Evidence: Engagement survey results with >80% participation, showing clear action planning at the team/department level based on results, and follow-up pulse surveys showing improvement in targeted areas (Moderate).

8.0 Manage Information Technology

Core Purpose: Manage IT strategy, development, and operations.

- IT-Business Alignment
 - Evidence to Seek: IT strategy document, project portfolio aligned to business objectives, stakeholder satisfaction surveys.
 - Sufficient Evidence: A governed project portfolio where 100% of major initiatives have a documented business case approved by business sponsors, reviewed annually (Moderate).
- Project Delivery Performance
 - Evidence to Seek: On-time, on-budget, and scope delivery rates; benefits realization.
 - Sufficient Evidence: Performance data for the last 10 major projects showing a >75% success rate against the triple constraint (time, budget, scope), with a standardized methodology used (Moderate).
- Service Reliability & Performance
 - Evidence to Seek: System availability/uptime, mean time to repair (MTTR), incident tickets.

- Sufficient Evidence: Service level agreement (SLA) compliance reports showing >99% achievement for critical systems over the past year, with a downward trend in severe incidents (Moderate).
- Security & Risk Management
 - Evidence to Seek: Security audit reports, vulnerability scan results, penetration test results, patching compliance rates.
 - Sufficient Evidence: Independent third-party audit reports (e.g., ISO 27001, SOC 2) with no major non-conformities, and patching compliance for critical systems >95% (High).
- Technology Value & Innovation
 - Evidence to Seek: IT spend as % of revenue, business process automation rates, adoption rates of new tools.
 - Sufficient Evidence: Business case tracking showing that at least 60% of annual IT capex is allocated to projects with a clear innovation or efficiency ROI, with post-implementation reviews conducted (Moderate).