TECHNOLOGY ASSESSMENTS GUIDE

A practical guide to **Technology Assessments**

Gain clarity, reduce risk and prioritise what comes next

Gain an independent, evidence-based view of your technology and engineering health, so you can identify risk, prioritise investment and make informed decisions about what comes next.

BBD's Technology Assessments examine the systems, applications, infrastructure, data, products and delivery practices that support your organisation. Through a structured, timeboxed engagement, we uncover strengths, gaps and vulnerabilities and translate them into practical recommendations for improved performance, resilience and long-term value.

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software development

Contents

01 Do you know where you truly stand?

Technology leaders are under pressure to modernise platforms, accelerate delivery, improve customer experiences, manage risk and prepare their organisations for growth.

But these decisions are difficult to make without a clear and connected view of the technology environment beneath them.

Can you confidently answer these six questions?

1. Do you truly know where your biggest software risks lie?
2. Is your solution built to scale, or simply holding together?
3. Does your data and architecture support decision-making, or create confusion?
4. Are your people, tools and processes enabling delivery, or slowing it down?
5. Is your product still aligned with your users and business goals?
6. Does your technology investment align with strategic expectations, or is it underdelivering?

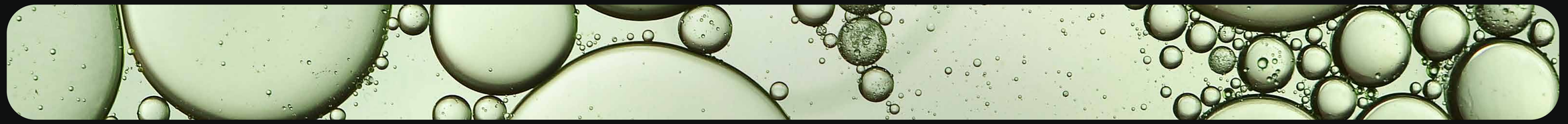
When these questions are difficult to answer, transformation priorities can be shaped by assumptions, incomplete information and competing internal perspectives.

02 The business impact

Limited visibility into technology health can result in:

- Increased operational, security and compliance risk
- Slower delivery and longer time to market
- Growing technical debt
- Scalability, performance and resilience challenges
- Modernisation initiatives that begin in the wrong place
- Fragmented data and disconnected systems
- Inefficient technology investment
- Poor product adoption or inconsistent customer experiences
- Misalignment between business strategy and technology execution

These are not isolated technology concerns. They affect cost, growth, customer experience, business continuity and the organisation’s ability to respond to change.

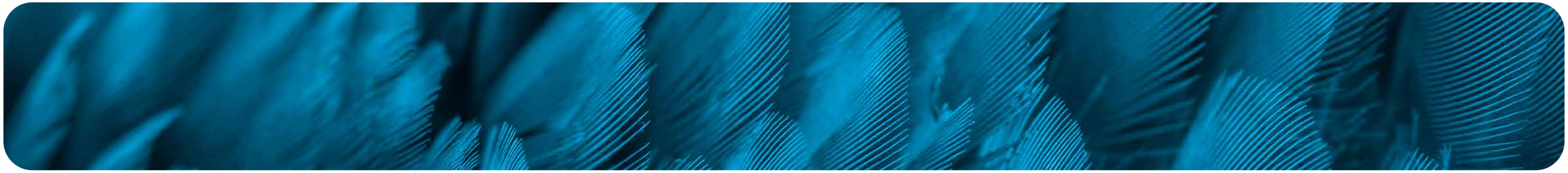


03 A structured view of your organisation

BBD's Technology Assessments evaluate your organisation as a connected system, rather than reviewing individual technologies in isolation.

Our multi-lens approach considers how three core perspectives work together:

BUSINESS	How strategy, people, processes and operating models support organisational objectives and effective decision-making.
SOLUTION	How systems, applications, architecture, integrations and data enable delivery, performance and business outcomes.
TECHNOLOGY	How software, infrastructure, engineering practices, security and operations support reliability, resilience and sustainable growth.



Each assessment applies the most relevant cross-cutting lenses for the question being investigated.

These may include:

- STRATEGY
- PEOPLE
- BUSINESS PROCESSES
- QUALITY
- OPERATIONS
- EXPERIENCE
- INFORMATION AND DATA
- SOFTWARE
- INFRASTRUCTURE
- SECURITY
- GOVERNANCE AND RISK
- THIRD-PARTY PLATFORMS AND VENDORS

This provides a focused view of how your organisation operates in practice, where dependencies and risks exist and what needs to change.

04 More than a diagnosis

The goal is not simply to identify problems. BBD's specialist consultants turn assessment findings into clear, practical recommendations that help your organisation:

- Reduce technology and operational risk
- Strengthen scalability, performance and resilience
- Improve engineering and delivery efficiency
- Align technology investment with strategic priorities
- Identify opportunities to optimise cost
- Improve product and customer experience
- Compare capabilities with relevant industry practices
- Establish a practical path from current state to future state

You gain access to deeply skilled engineers, architects and product specialists who combine technical depth with business understanding, turning diagnostic insight into recommendations for performance, stability and value.

05 Assessment options

TECHNOLOGY FOUNDATIONS ASSESSMENT

Is your solution built to scale, or just holding together?

Evaluate the robustness, performance, scalability and resilience of your technology landscape, including cloud, hybrid and on-premises infrastructure, supporting technologies, data sources and DevOps practices.

The assessment may examine:

- Infrastructure and platform configuration
- Cloud landing zones
- Implementation compliance
- DevOps maturity and automation
- Reliability and operational resilience
- Scalability and performance under load
- Disaster recovery and recovery design

Potential outputs may include architectural blueprints, dependency maps, compliance insights, remediation recommendations and disaster recovery guidance.

ENGINEERING PRACTICE ASSESSMENT

Are your people, tools and processes enabling delivery, or slowing it down?

Evaluate how effectively your teams deliver software across engineering culture, workflows, tooling, governance and continuous improvement practices.

The assessment may examine:

- Software development lifecycle maturity
- Delivery frameworks and processes
- CI/CD adoption
- Developer productivity
- Defect and quality management
- Engineering culture and collaboration
- Cross-team handovers
- Tooling and third-party dependencies
- Delivery governance

Potential outputs may include an engineering maturity scorecard, compliance insights and recommendations relating to team structures, delivery processes and tooling.

INFORMATION ARCHITECTURE ASSESSMENT

Does your data and architecture support decision-making, or create confusion?

Assess how effectively your data, systems, architecture and integrations support business goals, information flow, performance and future growth.

The assessment may examine:

- Data architecture and information flows
- Data quality
- Governance requirements
- System integration and interdependencies
- Scalability and performance
- Security and compliance
- Architecture optimisation and modernisation

Potential outputs may include data flow maps, data quality findings, architectural blueprints, performance insights and an implementation roadmap.

PRODUCT & EXPERIENCE ASSESSMENT

Is your product still aligned with your users and business goals?

Evaluate the relationship between product strategy, customer experience, user experience and business outcomes.

The assessment may examine:

- Product vision and delivery reality
- Product roadmap alignment
- Customer journeys
- CX, UX and UI practices
- UX maturity
- Product adoption and engagement
- Usability
- Information architecture
- Product-market fit indicators

Potential outputs may include customer journey insights, adoption findings, usability recommendations, product and experience reports and a UX maturity scorecard.

TECHNOLOGY RISK ASSESSMENT

Do you know where your biggest software and technology risks lie?

Gain an independent view of software-related technology risk, overall solution health, technical debt and future readiness.

The assessment may examine:

- Software systems, components and integrations
- Application architecture and design
- Source code quality and documentation
- Languages and tooling
- Data stores and information flows
- Technical debt exposure
- Defects and maintenance activity
- Engineering practices and capability
- Performance, scalability and maintainability
- Third-party dependencies

Potential outputs may include software health findings, a code quality heatmap, technical debt insights, dependency mapping, architectural recommendations and a remediation roadmap.

TECHNOLOGY DUE DILIGENCE ASSESSMENT

Does the investment align with strategic expectations, or is it underdelivering?

Provide investors, boards and leadership teams with an independent assessment of technology, delivery capability, governance, compliance and future readiness.

The assessment may examine:

- Software and architecture health
- Engineering practices and delivery capability
- Cybersecurity and compliance
- Vendor and third-party risk
- Operational effectiveness
- Technology scalability and resilience
- Technical debt
- Strategic alignment
- Product and platform readiness

Potential outputs may include a risk exposure map, compliance alignment findings, vendor risk analysis, strategic alignment insights and a technology due diligence report.

CUSTOM TECHNOLOGY ASSESSMENT

Stay in control of complex decisions

Some technology questions do not fit neatly within a predefined assessment.

Custom Technology Assessments are designed around your objectives, combining the most relevant perspectives, lenses and specialist expertise to investigate a specific challenge or high-impact decision.

They are particularly valuable where:

- The question is complex or high stakes
- Deeper analysis is required
- Significant investment or transformation decisions are being considered
- Multiple technology and business domains intersect
- A standard assessment does not provide sufficient scope

The scope, team, evaluation criteria and outputs are shaped around the questions you need answered and the decisions you need to make.

06 Targeted assessment add-ons

Focused assessment modules can also be incorporated where additional insight is required.

CLOUD MAP ASSESSMENT

Gain a data-driven view of how applications and infrastructure could perform in the cloud, including potential opportunities for scalability, cost optimisation and reduced migration risk.

CLOUD FINOPS ASSESSMENT

Review cloud usage, governance and cost management practices to identify opportunities for improved visibility, optimisation and more predictable cloud expenditure.

TECHNICAL DEBT REVIEW

Identify legacy code, architectural decisions and development practices that may be slowing delivery, increasing risk or driving long-term maintenance costs.

CONCEPT VALIDATION

Validate an idea, test technical feasibility and demonstrate value before committing to full-scale implementation.

CLOUD READINESS ASSESSMENT

Understand the technical and operational changes required to move to the cloud successfully and reduce the risk of costly rework.

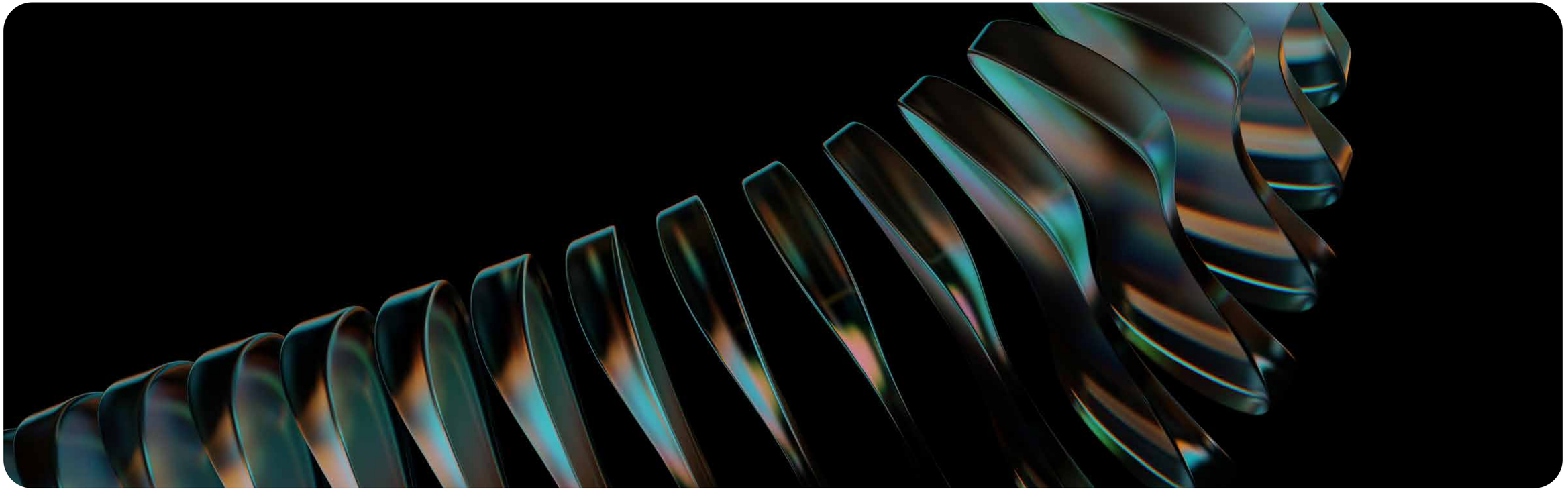
BUSINESS CONTINUITY REVIEW

Evaluate how prepared your organisation is to recover from outages, incidents or disasters and identify gaps in recovery strategy, tooling and processes.

07 A timeboxed path from insight to action

Every assessment follows a structured process designed to deliver meaningful value without creating an open-ended consulting engagement.

1. COLLECT → 2. INVESTIGATIVE ANALYSIS → 3. ASSESS → 4. CONSOLIDATE → 5. PRESENT AND DISCUSS



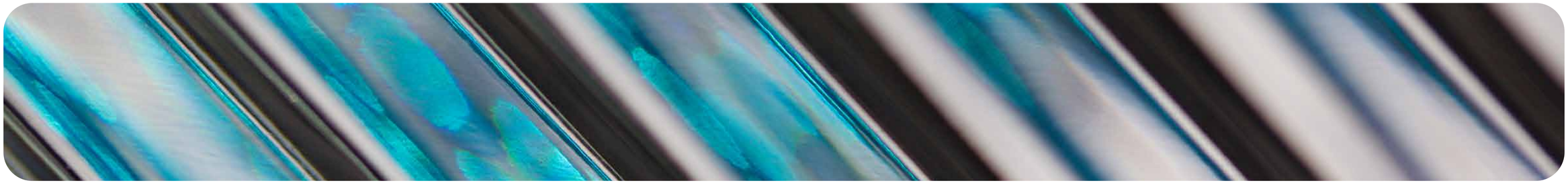
1. COLLECT

Gather the available information required to establish a baseline.

This may include:

- Architecture and infrastructure assets
- Source code and repositories
- Delivery and operational metrics
- Product and customer information
- Governance and compliance requirements
- Business continuity plans
- Processes, team structures and vendor agreements

INDICATIVE DURATION: **TWO TO FOUR DAYS**



2. INVESTIGATIVE ANALYSIS

Identify gaps in the available information and gather the additional evidence required.

Activities may include:

- Stakeholder engagements
- Technical and engineering reviews
- Data and metrics analysis
- Desk research
- Architecture, infrastructure or product reviews
- Proofs of concept where appropriate

INDICATIVE DURATION: **THREE TO FIVE DAYS**

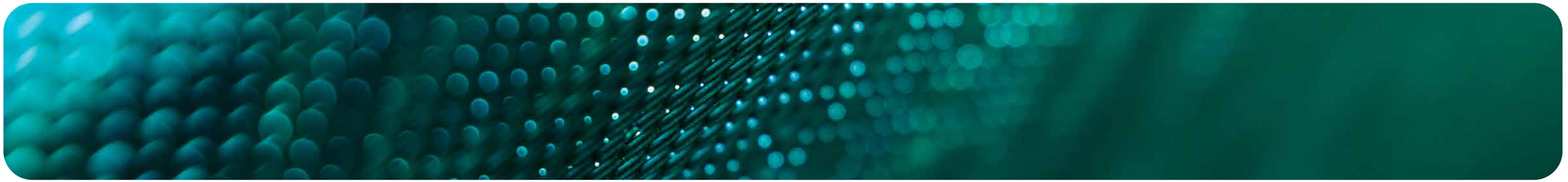
3. ASSESS

Evaluate the collected information, identify risks and dependencies and validate findings against strategic objectives and relevant industry practices.

This may include:

- Gap and dependency analysis
- Architecture validation
- Process and engineering maturity evaluation
- Performance and scalability evaluation
- Risk assessment
- Code or software quality analysis
- Product and user experience analysis
- Governance and compliance review

INDICATIVE DURATION: **FIVE TO EIGHT DAYS**



4. CONSOLIDATE

Translate the findings into prioritised recommendations and practical artefacts.

These may include:

- Heatmaps and scorecards
- Architectural blueprints
- Dependency and data flow maps
- Risk and technical debt insights
- Remediation recommendations
- Implementation or improvement roadmaps
- Priority concerns and quick wins

INDICATIVE DURATION: **FOUR TO SEVEN DAYS**

5. PRESENT AND DISCUSS

Present the findings to key stakeholders, explain the recommendations and support leadership teams in understanding the implications and available options.

INDICATIVE DURATION: **ONE TO TWO DAYS**

*Timelines are indicative and depend on the assessment type, scope, complexity and availability of information and stakeholders.

08 What you receive

Outputs are determined by the assessment selected and the agreed scope, but may include:

- An executive overview of findings
- Strategic recommendations
- Prioritised remediation actions
- Risk, compliance or capability heatmaps
- Engineering or UX maturity scorecards
- Software health and code quality findings
- Current-state and future-state architectural blueprints
- Dependency or data flow maps
- Technical debt insights
- Performance and scalability findings
- Product, usability or customer experience insights
- Implementation or remediation roadmaps
- Detailed findings and supporting artefacts
- Expert-led presentation and feedback sessions

Recommendations are evaluated and prioritised according to business impact, urgency, risk, complexity and delivery reality.

A follow-up session can also be used to review progress, assess the impact of remediation activity and discuss any further action required.

09 When to consider an assessment

A Technology Assessment can provide clarity when your organisation is:

- PLANNING A TRANSFORMATION OR MODERNISATION PROGRAMME
- EXPERIENCING DELIVERY, QUALITY OR PERFORMANCE CHALLENGES
- PREPARING FOR GROWTH OR INCREASED TRANSACTION VOLUMES
- MANAGING COMPLEX OR AGEING TECHNOLOGY
- REVIEWING CLOUD READINESS OR CLOUD EXPENDITURE
- ADDRESSING TECHNICAL DEBT
- EVALUATING ENGINEERING MATURITY
- INVESTIGATING PRODUCT ADOPTION OR CUSTOMER EXPERIENCE ISSUES
- RESPONDING TO SECURITY, GOVERNANCE OR OPERATIONAL RISK
- PREPARING FOR A MERGER, ACQUISITION OR INVESTMENT
- REVIEWING VENDOR OR THIRD-PARTY DEPENDENCY
- UNSURE WHERE TECHNOLOGY IMPROVEMENT SHOULD BEGIN

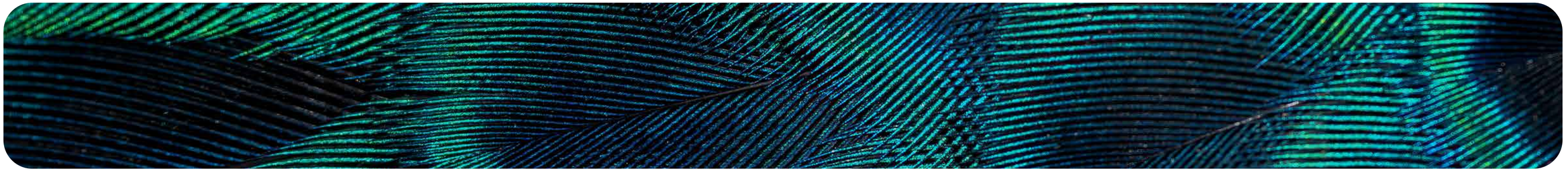
10 Why BBD

BBD's assessments are led by experienced engineers, architects and product specialists with practical expertise across legacy and modern technology stacks, cloud environments, data platforms, software delivery and DevOps ecosystems.

This combination of engineering depth, architectural insight and business understanding allows us to go beyond surface-level diagnosis.

The result is a clear view of:

- Where your organisation stands
- Where its greatest risks and constraints lie
- What improvement opportunities exist
- Which actions should be prioritised
- How technology can better support future business goals



Know where you stand. **Decide what comes next**

Whether you are preparing for transformation, evaluating an investment, untangling legacy complexity or strengthening your digital foundations, a BBD Technology Assessment gives you the clarity needed to move forward with confidence.

Talk to a BBD expert about the right Technology Assessment for your organisation.

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