

Business Capability Maps



STRATEGIC MANAGEMENT

Strategy Development

Develop Vision/Mission

Define Strategy

Track Strategy

Adapt Strategy

Manage Strategy

Organization Development

Coordinate Process Strategy

Plan Long Term

Develop Organization Goals

Strategize Business Unit

Mergers & Acquisitions

Manage M&A Strategy

Manage M&A

Track Acquisitions

Manage M&A Integration

Manage Core Business

Evaluate Existing Products

Manage Bus. Performance & Ops

Coordinate Projects

Manage Projects

Innovation & Technology Management

Scout Trends

Manage External Innovation

Manage Internal Innovation

Manage Innovation Process

Track Innovation

Externals Management

Evaluate & Select

Maintain Contracts

Monitor Performance

Manage Payments

Terminate Contracts

Strategic Business Initiatives

Develop Strategic Initiatives

Evaluate Strategic Initiatives

Select Strategy

Establish High-Level Measures

Business Concept

External Assessment

Market Surveys

Internal Analysis

Concept Establishment

Restructure Organization

CUSTOMER RELATIONSHIPS

Customer Management

Identify Customer

Manage Customer

Manage Customer Hierarchy

Manage Community

Manage Customer

Manage Org. Context

Contact Management

Outbound Contact

Inbound Contact

Classify Demand

Route Contact

Contact Interaction

Manage Interaction

Customer Scoring

Define Customer Risks

Manage Customer Risks

Check Credit-Worthiness

Order Management

Validate Order

Track Order

Bundle Order

Steer Order

Cancel Order

Complaint Management

Manage Contract

Negotiate Contract

Manage Frame-Contract

Manage Product Usage

SLA Management

Track & Report SLA Breaches

Manage SLA Violations

PRODUCT & SERVICE DEVELOPMENT

Engineering

Manage Requirements

Design Products

Conceptualization

Construction

Quality Management

Test Initial Quality

Track Quality

Manage Debugging

Manage Product Document

R&D

Manage Product Portfolio

Manage Innovation

Manage Patent

Manage R&D Process

Requirements Definition

Evaluate Existing Products

Review Demand

Manage Materials

Require Distribution

Method Development

Define Method

Validate Method

Refine Method

Execute Method

Product & Service Delivery

Schedule Production

Manage Production

Test Quality Performance

Manage Product Traceability

Production Preparation

Align Resources

Procure Materials & Services

Select Suppliers & Developers

Master Production Schedule

Market Testing

Market Survey

Analyze Customer Intelligence

Evaluate Market Opportunities

Establish Measures

PRODUCTION

Production Design & Planning

Manage Production Requirements

Define Production Process

Define Production Site

Plan Material Requirements

Manage Waste Disposal

Production Steering

Retrieve Product Information

Monitor Production Process

Localize Product

Bill of Material Management

Deliver Product

Production Order Management

Plan Supply Quantity

Plan Production Orders

Manage Order Validity

Plan Production Program

Pre-production Planning

Machine Management

Manage Containers

Handle Dangerous Goods

Fetch Material

Manage Material Requirements

Manage Incoming Materials

Maintenance

Plan Maintenance

Handle Spare Parts

Recognize & Recover Failure

Manage Maintenance Plan

Change Management

Manage Deviation Allowance

Analyze Deviations

Access Deviations

Plan & Execute Deviations

Trace Deviations

Infrastructure Management

Plan & Control Construction

Operate Site Infrastructure

Build Site Infrastructure

Manage Location Restrictions

PROCUREMENT & LOGISTICS

Purchasing

Manage Purchase Requirements

Manage Purchase Order

Manage Purchase Catalogue

Tendering

Manage Purchase Requisition

Approve & Transmit Order

Manage Purchase Procedure

Manage Category

Sourcing

Define Sourcing Strategy

Define Sourcing Requirements

Manage Sourcing Tender Process

Decide On Sourcing

Logistics Management

Manage Returns

Manage Logistic Order

Manage Transportation

Manage Demand Forecast

Supplier Contact Management

Manage Supplier Collaboration

Manage Supplier Registration

Classify Supplier Offer

Manage Supplier Contact Routing

Supplier Contract Management

Negotiate Supplier Contract

Enact Supplier Contract

Manage Supplier Contract

Manage Supplier Frame Contract

Warehouse Management

Material Disposition

Restocking

Packaging

Manage Claims

Shipping

Manage Inventory

Commissioning

Goods Receipt & Service Entry

ENTERPRISE SUPPORT

IT Management

IT Strategy Management

EA Management

IT Service Management

Application Management

Technology Management

IT Project Management

Workforce Management

Deploy Workforce

Workforce Planning

Manage Work Order

Information Management

Define Reports and KPIs

Gather Data

Process Data

Illustrate Data

Govern Data

Knowledge & Research Management

Manage Knowledge

Manage Research

Manage Tech Scanning

Enterprise Risk Management

Manage Compliance

Manage Fraud

Manage Insurance

Manage Security

Business Continuity

Enterprise Effectiveness & Project Management

Manage Portfolio

Manage Programs

Develop Projects

Human Resources Management

Manage Employee

Manage Payroll

HR Policies & Processes

Recruiting

Manage Talents

Legal

Corporate Governance Policies

Preventive Law Program Dev.

Ensure Compliance

MARKETING & SALES

Sales

Quality Opportunity

Manage Client

Advise Client

Create Specific Offer

Negotiate Offer

Create ERP

Manage Trials

Demand & Offer Management

Identify Customer

Manage Customer Profile

Manage Customer Hierarchy

Manage Community

Manage Customer

Manage Org. Context

Identify New Channels

Customer Success Management

Manage Customer Onboarding

Increase Customer Lifetime Value

Avoid Customer Churn

Define Plans for Customer Upsell

Manage Upsells

Terminate Contracts

Marketing & Sales Development

Define M & S Requirements

Monitor Channels

Develop M&S Channels

Develop M&S Messages

Define Customer Value Proposition

Define Marketing Budget

FINANCE & CONTROLLING

Controlling

Business Planning

Cost Accounting

Forecasting

Payroll

Time Stamp Report

Manage Payment

Process Taxes

Treasury

Foreign Exchange Management

Financial Risk Management

Cash Management

Settlements & Payments

Account Payables

Travel & Expense Management

Billing

Revenue Cycle Management

Tax Management

Handle Trading

Tax Settlements

Tax Returns Mgmt.

Tax Planning Strategies

Tax Determination

Manage Tax Questionnaire

Asset Management

Investment Planning

Decommissioning

Asset Performance Mgmt

Manage Asset Lifecycle

Accounting

Manage General Ledger

Enterprise Consolidation

Cost Accounting

External Reporting


Performance Reporting


Inventory Valuation


Investor Relations


BEST PRACTICES


Business capability modeling is a technique for the representation of an organization's business anchor model independent of the organization's structure, processes, people or domains.


 **Don't overlap**
Good capabilities do not overlap; they are mutually exclusive. A good test is to check whether you can assign Level 2 capabilities without ambiguity.


 **Define "What"; not "How"**
Business capabilities encapsulate what a business is doing right now and what it must be doing to meet current and future challenges.


 **Long-term stability**
Properly defined business capabilities are fairly stable over time, persisting throughout any organizational changes. Only major business model updates should affect them.

 **Cross-organizational**
Don't focus too much on business units. Capabilities should remain the same and be independent of the current structure of the organization.

 **7 to 10 capabilities in top level**
The highest level capabilities should be a complete description of your business. Aim to make your categories reflect key aspects of what the business actually does.

 **Breadth rather than depth**
The highest-level capabilities should be a complete description of your business. Aim to make these categories reflect key aspects of what the business actually does.

 **Accepted by all stakeholders**
The goal of business capabilities is that they become a common basis for discussion and planning. Take every opportunity to anchor your organization's processes to the model.

 **Linking strategy & execution**
Involve those who define the strategies when creating your map. Consider strategy as one input when defining your business capabilities on the highest level.