Business Capability Map



CUSTOMER **ENTERPRISE FINANCE** MARKETING **ENERGY ENERGY ENERGY** STRATEGIC **PRODUCT & SERVICE ENERGY ENERGY SUPPORT** & SALES **GENERATION MANAGEMENT RELATIONSHIPS** DEVELOPMENT **TRANSMISSION MANAGEMENT** TRADING DISTRIBUTION **Financial Planning Transmission Grid Distribution Grid** Strategy Customer **Power Plant Energy Demand Meter Installation New Products** Sales IT Management Development Management and Analysis **Promotion** Forecasting Planning Demand & Offer Operation **Power Plant** Transmission Grid Workforce **Distribution Grid** Contract Quality Payroll **Meter Reading Energy Procurement** Planning Development Expansion Expansion Management Management Management Management **Power Plant Transmission Grid Distribution Grid Manage Core** Information **Customer Success Metering Data** R&D **Customer Scoring** Treasury **Energy Sales** Construction **Data Analysis Transmission Business** Management **Data Analysis** Management Knowledge & **Innovations &** Settlements & Marketing & Sales **Power Plant Transmission Grid Distribution Grid** Order Requirements **Metering Data Technology Definition Payments Load Balancing Validation** Management **Development** Operation **Load Balancing** Management Management **Externals** Complaints **Enterprise Risk Transmission Grid Distribution Grid Energy Consumption Perform Sales** Tax Campaign **Energy Storage Site** Management Management Reporting Management Management Management **Fault Management** Campaigns Planning Fault Management **Enterprise** Strategic Asset **Distribution Channel Energy Storage Site Transmission Grid Distribution Grid Meter Maintenance** Perform Sales **Effectiveness & Business Initiatives** Management Management Construction Maintenance Maintenance **Project Mgmt Smart Home Business** Customer **Human Resource Energy Storage Site Demand Response** Accounting **Sales Execution** Concept Engagement Management Operation Management Experience **ENERGY** Stakeholder & **Exploration/Data Customer Identity** Customer **Monitoring Legal Operations Product Support External Relations** Management Acquisition **Information Systems** Systems **Process Design and Customer Support Facility** Sales Enablement **Reservoir Modelling** Outage **Energy Information Development** & Education Management **Improvement** Management & Support and Planning Services **Energy Consumption** Commercial Security **Facilities** Geographical **Auditing Partnership** Management Construction **Information Systems** Management **Energy Consumption** Manufacturing Change **Energy Efficiency** Benchmarking (Refining & Processing) Management Management **Building HVAC & Energy Storage** Insulation Renewables & **Process Stream** Microgeneration & Cooling **Environmental Health & Safety** Management

BEST PRACTICES

people, or domains.

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

 \mathbb{S}

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.

affect them.

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

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.



Breadth rather than depth

Don't go too deep. Illustrate the breadth of your organization"s business capabilities by going no more than three levels down. This will be enough to represent the IT landscape of your enterprise.



Unique for Energy Industr

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 and 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.