Business Capability Map



ENTERPRISE FINANCE CUSTOMER SALES & DRUG PRODUCT **PRODUCT STRATEGIC PROCESS REGULATORY** SUPPLY **MANAGEMENT SUPPORT RESEARCH & MANAGEMENT** & SERVICES **RELATIONSHIPS** MARKETING DISCOVERY MANUFACTURING & LOGISTICS **DEVELOPMENT** MANAGEMENT **Business** Mission/Vision **Strategic Risk Preclinical Research** Method Customer Commercial Government IT Management Development Portfolio Planning Forecasting Sales & Development Development **Relations** Adherence Management Assessment & Licensing Development **Operations Customer Identity Internal Compliance Direct-to-Consumer** Strategic Material **Animal Laboratory** Security **Material Safety** Cybersecurity Lifecycle Assurance Management Management **Channel Management** Planning **Enablement** Management Management Assurance Management Manufacturing Change **Customer Support &** Workforce Safety/Tolerability **Clinical Trial** Laboratory Demand Payroll Relationship **Consumer Services Tracking & Analysis** Education Management Generation Management Services **Studies** Management Management Knowledge & **Facilities Network Relationship Organizational** Complaints **Partner** Research & Collateral Resources Treasury **Clinical Supply** Research Reporting Management Management Management Management Management Development Management Management **Intellectual Property Mergers &** Customer **Enterprise Risk** Settlements & **Commercial Viability Shareholder** Logistics Sales **Quality Control Acquisitions** Service **Enablement Enablement** Management Management **Payments** (IP) Claims **Profiling Communications** Methods & Stakeholder & Customer **Human Resources** Tax Waste **Post-Clinical** Regulatory Lifecycle **Transportation Product Support Development External Relations** Scoring Management Management Monitoring **Auditing** Management Management Management **IP Claims** Commercial **Medical Information** Shareholder Community **Legal Patent** Legal **Process Auditing Partnership** Reports **Engagement** Management Writing Management **Business Process** Asset **Packaging Improvement** Management **Industry Thought Public Affairs** Accounting Leadership **Financial Planning** and Analysis

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,



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.



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 Pharmaceutical Industry

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.