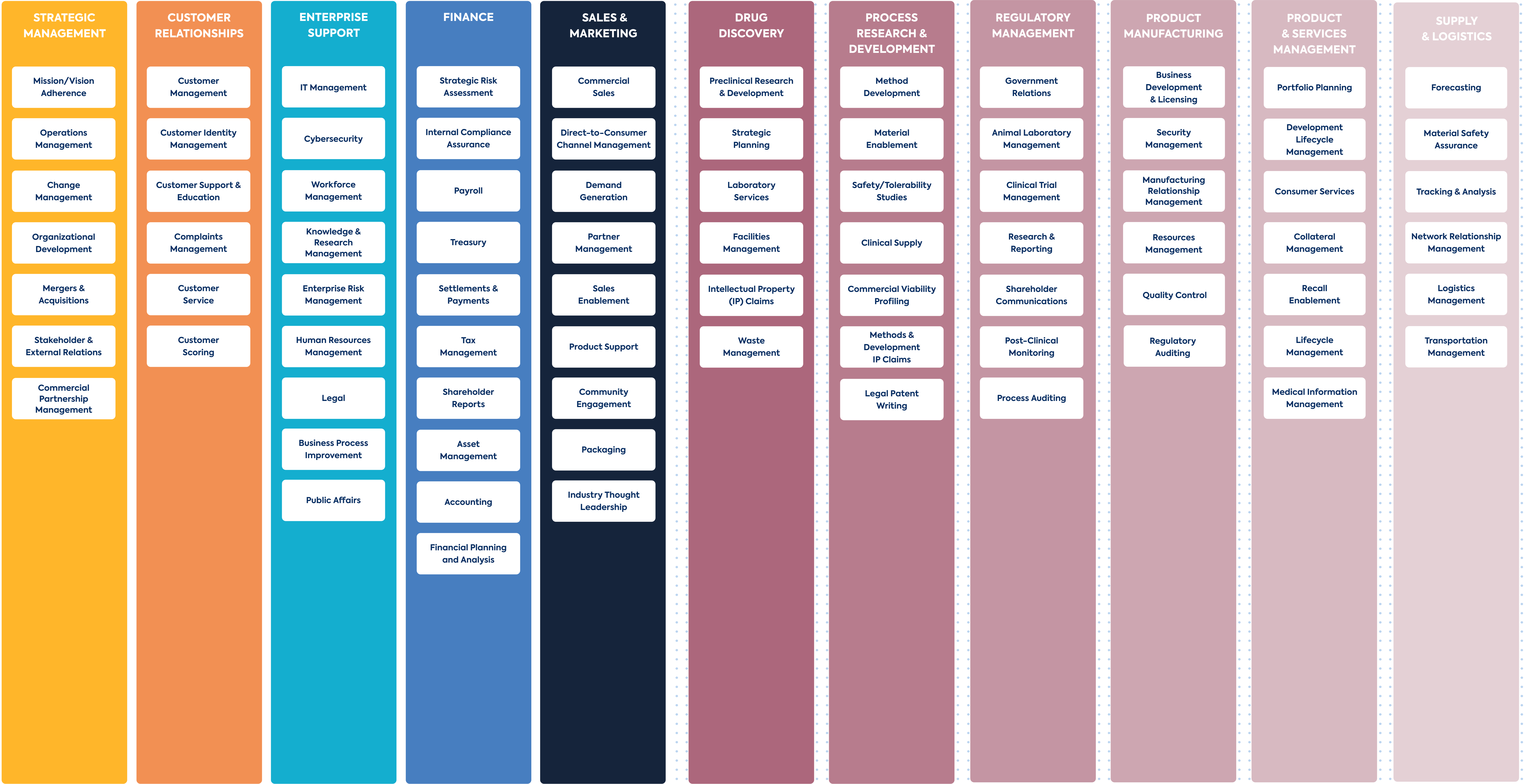


# Business Capability Map



Unique for Pharmaceutical Industry

## 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.



**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.



**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.