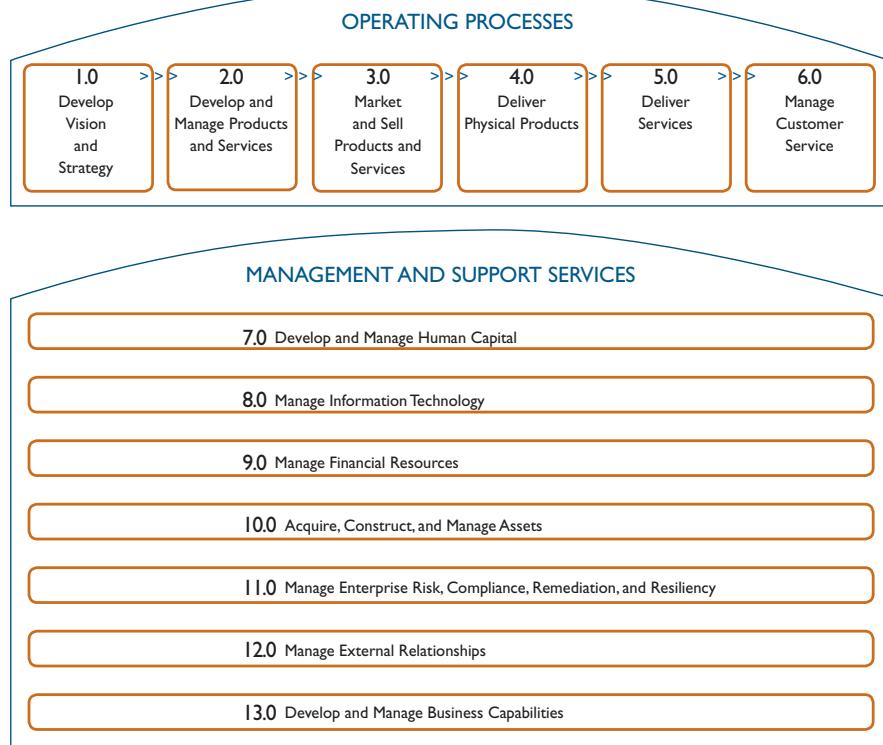


CROSS INDUSTRY PROCESS CLASSIFICATION FRAMEWORK®

Version 7.2.1

OVERVIEW

Cross Industry Process Classification Framework® (PCF) is a taxonomy of cross-functional business processes intended to allow the objective comparison of organizational performance within and among organizations. The PCF was developed by APQC and its member companies as an open standard to facilitate improvement through process management and benchmarking, regardless of industry, size, or location. The PCF organizes operating and management processes into 13 enterprise-level categories, including process groups and more than 1,000 processes and associated activities. The PCF, its associated measures, and definitions are available for download at no charge at www.apqc.org/pkf.



THE FRAMEWORK FOR PROCESS IMPROVEMENT

Experience shows that the potential of benchmarking to drive dramatic improvement lies squarely in making out-of-the-box comparisons and searching for insights not typically found within intra-industry paradigms. To enable this beneficial benchmarking, the APQC Process Classification Framework (PCF)® serves as a high-level, industry-neutral enterprise process model that allows organizations to see their business processes from a cross-industry viewpoint. The cross-industry framework has experienced more than 20 years of creative use by thousands of organizations worldwide. The PCF provides the foundation for APQC's Open Standards Benchmarking® (OSB) database and the work of its advisory council of global industry leaders. Each version of the PCF will continue to be enhanced as the OSB database further develops definitions, processes, and measures. The PCF and associated measures and benchmarking surveys are available for download from the Open Standards Benchmarking web site at www.apqc.org/osb.

HISTORY

The cross-industry Process Classification Framework® was originally envisioned as a taxonomy of business processes and a common language through which APQC member organizations could benchmark their processes. The initial design involved APQC and more than 80 organizations with a strong interest in advancing the use of benchmarking in the United States and worldwide. Since its inception in 1992, the PCF has seen updates to most of its content. These updates keep the framework current with the ways that organizations do business around the world. In 2014, APQC worked to enhance the cross-industry PCF and updated a number of industry-specific process classification frameworks.

The PCF is written in United States English language format.

LOOKING FORWARD

The cross-industry and industry Process Classification Frameworks are evolving models, which APQC will continue to enhance and improve regularly. Thus, APQC encourages comments, suggestions, and more importantly, the sharing of insights from having applied the PCF within your organization. Share your suggestions and experiences with the PCF by e-mailing pcf_feedback@apqc.org.

ABOUT APQC

An internationally recognized resource for process and performance improvement, APQC helps organizations adapt to rapidly changing environments, build new and better ways to

work, and succeed in a competitive marketplace. With a focus on productivity, knowledge management, benchmarking, and quality improvement initiatives, APQC works with its member organizations to identify best practices; discover effective methods of improvement; broadly disseminate findings; and connect individuals with one another and the knowledge, training, and tools they need to succeed. Founded in 1977, APQC is a member-based non profit serving organizations around the world in all sectors of business, education, and government. APQC is also a proud winner of the 2003, 2004, 2008, 2012, and 2013 North American Most Admired Knowledge Enterprises (MAKE) awards. This award is based on a study by Teleos, a European-based research firm, and the KNOW network.

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This APQC Process Classification Framework® ("PCF") is an open standard developed by APQC, a nonprofit that promotes benchmarking and best practices worldwide. The PCF is intended to facilitate organizational improvement through process management and benchmarking, regardless of industry, size, or geography. To download the full PCF or industry-specific versions of the PCF, as well as associated measures and benchmarking, please visit www.apqc.org/pcf.

PCF LEVELS EXPLAINED

Level 1 - Category	10.0 Manage Enterprise Risk, Compliance, Remediation and Resiliency (16437)
Represents the highest level of process in the enterprise, such as Manage customer service, Supply chain, Financial organization, and Human resources.	
Level 2 - Process Group	10.1 Manage enterprise risk (17060)
Indicates the next level of processes and represents a group of processes. Perform after sales repairs, Procurement, Accounts payable, Recruit/source, and Develop sales strategy are examples of process groups.	
Level 3 - Process	10.1.4 Manage business unit and function risk (17061)
A process is the next level of decomposition after a process group. The process may include elements related to variants and rework in addition to the core elements needed to accomplish the process.	
Level 4 - Activity	10.1.4.3 Develop mitigation plans for risks (16458)
Indicates key events performed when executing a process. Examples of activities include Receive customer requests, Resolve customer complaints, and Negotiate purchasing contracts.	
Level 5 - Task	10.1.4.3.1 Assess adequacy of insurance cover (18129)
Tasks represent the next level of hierarchical decomposition after activities. Tasks are generally much more fine grained and may vary widely across industries. Examples include: Create business case and obtain funding and Design recognition and reward approaches.	

PROCESS ELEMENT NUMBERING SCHEME

The PCF identifies each process element using a unique 5-digit reference number following the name of the process element.[i.e., **(16437)**, **(17060)**, **(17061)** **(16458)**, **(18129)**, shown in the above graphic]. This number will always refer to the conceptual definition of the process element. The actual process elements and actual definition may change, but conceptually the decomposition will remain consistent considering the entire scope of the PCF. A new 5-digit number will be assigned to a process element if its definition substantially changes.

1.0 Develop Vision and Strategy (10002)

1.1 Define the business concept and long-term vision (17040)

- 1.1.1 Assess the external environment (10017)
 - 1.1.1.1 Identify competitors (19945)
 - 1.1.1.2 Analyze and evaluate competition (10021)
 - 1.1.1.3 Identify economic trends (10022)
 - 1.1.1.4 Identify political and regulatory issues (10023)
 - 1.1.1.5 Assess new technology innovations (10024)
 - 1.1.1.6 Analyze demographics (10025)
 - 1.1.1.7 Identify social and cultural changes (10026)
 - 1.1.1.8 Identify ecological concerns (10027)
 - 1.1.1.9 Identify intellectual property concerns (16790)
 - 1.1.1.10 Evaluate IP acquisition options (16791)
- 1.1.2 Survey market and determine customer needs and wants (10018)
 - 1.1.2.1 Conduct qualitative/quantitative research and assessments (10028)
 - 1.1.2.2 Capture customer needs and wants (19946)
 - 1.1.2.3 Assess customer needs and wants (19947)
- 1.1.3 Assess the internal environment (10019)
 - 1.1.3.1 Analyze organizational characteristics (10030)
 - 1.1.3.2 Analyze internal operations (19948)
 - 1.1.3.3 Create baselines for current processes (10031)
 - 1.1.3.4 Analyze systems and technology (10032)
 - 1.1.3.5 Analyze financial health (10033)
 - 1.1.3.6 Identify core competencies (10034)
- 1.1.4 Establish strategic vision (10020)
 - 1.1.4.1 Define the strategic vision (19949)
 - 1.1.4.2 Align stakeholders around strategic vision (10035)
 - 1.1.4.3 Communicate strategic vision to stakeholders (10036)
- 1.1.5 Conduct organization restructuring opportunities (16792)
 - 1.1.5.1 Identify restructuring opportunities (16793)
 - 1.1.5.2 Perform due-diligence (16794)
 - 1.1.5.3 Analyze deal options (16795)
 - 1.1.5.3.1 Evaluate acquisition options (16796)
 - 1.1.5.3.2 Evaluate merger options (16797)
 - 1.1.5.3.3 Evaluate de-merger options (16798)
 - 1.1.5.3.4 Evaluate divesture options (16799)

1.2 Develop business strategy (10015)

- 1.2.1 Develop overall mission statement (10037)
 - 1.2.1.1 Define current business (10044)
 - 1.2.1.2 Formulate mission (10045)
 - 1.2.1.3 Communicate mission (10046)
- 1.2.2 Define and evaluate strategic options to achieve the objectives (10038)
 - 1.2.2.1 Define strategic options (10047)
 - 1.2.2.1.1 Select partnerships and relationships to support the

- extended enterprise (18083)
- 1.2.2.2 Assess and analyze impact of each option (10048)
 - 1.2.2.2.1 Identify implications for key operating model business elements that require change (13289)
 - 1.2.2.2.2 Identify implications for key technology aspects (13290)
- 1.2.2.3 Develop B2B strategy (16800)
 - 1.2.2.3.1 Develop service as a product strategy (16801)
- 1.2.2.4 Develop B2C strategy (16802)
- 1.2.2.5 Develop partner/alliance strategy (16803)
- 1.2.2.6 Develop merger/demergers/acquisition/exit strategy (16805)
- 1.2.2.7 Develop innovation strategy (16806)
- 1.2.2.8 Develop sustainability strategy (14189)
- 1.2.2.9 Develop global support strategy (19950)
- 1.2.2.10 Develop shared services strategy (19951)
- 1.2.2.11 Develop lean/continuous improvement strategy (14197)
- 1.2.2.12 Develop innovation strategy and framework (19952)
- 1.2.3 Select long-term business strategy (10039)
- 1.2.4 Coordinate and align functional and process strategies (10040)
- 1.2.5 Create organizational design (10041)
 - 1.2.5.1 Evaluate breadth and depth of organizational structure (10049)
 - 1.2.5.2 Perform job-specific roles mapping and value-added analyses (10050)
 - 1.2.5.3 Develop role activity diagrams to assess hand-off activity (10051)
 - 1.2.5.4 Perform organization redesign workshops (10052)
 - 1.2.5.5 Design the relationships between organizational units (10053)
 - 1.2.5.6 Develop role analysis and activity diagrams for key processes (10054)
 - 1.2.5.7 Assess organizational implication of feasible alternatives (10055)
 - 1.2.5.8 Migrate to new organization (10056)
- 1.2.6 Develop and set organizational goals (10042)
 - 1.2.6.1 Identify organizational goals (19953)
 - 1.2.6.2 Establish baseline metrics (19954)
 - 1.2.6.3 Monitor performance against goals (19955)
- 1.2.7 Formulate business unit strategies (10043)
 - 1.2.7.1 Analyze business unit strategies (19956)
 - 1.2.7.2 Identify core competency for each business unit (19957)
 - 1.2.7.3 Refine business unit strategies in support of

	company strategy (19958)	1.3.1.3	Review with stakeholders (19977)
1.2.8	Develop customer experience strategy (19959)	1.3.2	Evaluate strategic initiatives (10058)
1.2.8.1	Assess customer experience (19960)	1.3.2.1	Determine business value for each strategic priority (19978)
1.2.8.1.1	Identify and review customer touchpoints (19961)	1.3.2.2	Determine the customer value for each strategic priority (19979)
1.2.8.1.2	Assess customer experience across touchpoints (19962)	1.3.3	Select strategic initiatives (10059)
1.2.8.1.3	Perform root cause analysis of problematic customer experiences (19963)	1.3.3.1	Prioritize strategic initiatives (19980)
1.2.8.2	Design customer experience (19964)	1.3.3.2	Communicate strategic initiatives to business units and stakeholders (19981)
1.2.8.2.1	Define and manage personas (16612)	1.3.4	Establish high-level measures (10060)
1.2.8.2.2	Create customer journey maps (19965)	1.3.4.1	Identify business value drivers (19982)
1.2.8.2.3	Define single view of the customer for the organization (19966)	1.3.4.2	Establish baselines for business value drivers (19983)
1.2.8.2.4	Define a vision for the customer experience (19967)	1.3.4.3	Monitor performance against baselines (19984)
1.2.8.2.5	Validate with customers (19968)	1.3.5	Execute strategic initiatives (19507)
1.2.8.2.6	Align experience with brand values and business strategies (19969)		
1.2.8.2.7	Develop content strategy (19970)		
1.2.8.3	Design customer experience support structure (19971)	1.4	Develop and maintain business models (20944)
1.2.8.3.1	Identify required capabilities (19972)	1.4.1	Develop business models (20945)
1.2.8.3.2	Identify impact on functional processes (19973)	1.4.1.1	Assemble business model information (20946)
1.2.8.4	Develop customer experience roadmap to develop and implement defined capabilities (19974)	1.4.1.2	Secure appropriate approvals (20947)
1.2.9	Communicate strategies internally and externally (18916)	1.4.1.3	Identify integration points with existing models (20948)
1.3	Execute and measure strategic initiatives (10016)	1.4.1.4	Adopt the business model (20949)
1.3.1	Develop strategic initiatives (10057)	1.4.2	Maintain business models (20950)
1.3.1.1	Identify strategic priorities (19975)	1.4.2.1	Establish business model maintenance parameters (20951)
1.3.1.2	Develop strategic initiatives based on business/customer value (19976)	1.4.2.2	Accept business model feedback parameters (20952)
		1.4.2.3	Prioritize and manage incoming feedback (20953)
		1.4.2.4	Update existing models (20954)
		1.4.3	Establish business model governance (20955)

2.0 Develop and Manage Products and Services (10003)

2.1 Govern and manage product/service development program (19696)	
2.1.1 Manage product and service portfolio (10061)	
2.1.1.1 Evaluate performance of existing products/services against market opportunities (10063)	2.1.4.1 Manage materials master lists (11741)
2.1.1.2 Confirm alignment of product/service concepts with business strategy (10066)	2.1.4.2 Manage bills of material (11742)
2.1.1.3 Prioritize and select new product/service concepts (10074)	2.1.4.3 Manage routings (11743)
2.1.1.4 Plan and develop cost and quality targets (10073)	2.1.4.4 Manage specifications (11744)
2.1.1.5 Specify development timing targets (10075)	2.1.4.5 Manage drawings (11745)
2.1.1.6 Plan for product/service offering modifications (10076)	2.1.4.6 Manage product/material classification (11746)
2.1.2 Manage product and service life cycle (10067)	2.1.4.7 Develop and maintain quality/inspection documents (11747)
2.1.2.1 Develop plan for new product/service development and introduction/launch (16824)	2.1.4.8 Maintain process specification data (11748)
2.1.2.2 Introduce new products/services (10077)	2.1.4.9 Manage traceability data (11749)
2.1.2.3 Retire outdated products/services (10078)	2.1.4.10 Review and approve data access requests (11750)
2.1.2.4 Identify and refine performance indicators (10079)	
2.1.2.5 Conduct post launch review (11423)	
2.1.2.5.1 Carry out post launch analytics to test the acceptability in the market (19646)	2.2.1 Perform discovery research (10065)
2.1.2.5.2 Review market performance (11424)	2.2.1.1 Identify new technologies (10070)
2.1.2.5.3 Review effectiveness of supply chain and distribution network (11425)	2.2.1.2 Develop new technologies (10071)
2.1.2.5.4 Apply data and analytics to review supply chain methodologies (19647)	2.2.1.3 Assess feasibility of integrating new leading technologies into product/service concepts (10072)
2.1.2.5.5 Review quality and performance of the product/service (11426)	
2.1.2.5.6 Conduct financial review (11427)	2.2.2 Generate new product/service concepts (19669)
2.1.2.5.7 Conduct new product development process assessment (11428)	2.2.2.1 Gather new product/service ideas and requirements (19986)
2.1.3 Manage patents, copyrights, and regulatory requirements (19985)	2.2.2.2 Analyze new product/service ideas and requirements (19987)
2.1.3.1 Conduct mandatory and elective reviews (19941)	2.2.2.3 Evaluate new product/service inputs and requirements (19988)
2.1.3.2 Review infringement of patents and copyrights (16826)	2.2.2.4 Formulate new product/service concepts (19989)
2.1.3.3 Determine patent and copyright needs (16827)	2.2.2.5 Identify potential improvements to existing products and services (10068)
2.1.3.4 Define product technical documentation management requirements (19697)	
2.1.3.5 Manage regulatory requirements (12771)	2.2.3 Define product/service development requirements (19990)
2.1.3.5.1 Train employees on appropriate regulatory requirements (12772)	2.2.3.1 Define product/service requirements (11331)
2.1.3.5.2 Maintain records for regulatory agencies (12773)	2.2.3.1.1 Define basic functional requirements (19991)
2.1.3.5.3 Manage regulatory submission life cycle (12776)	2.2.3.1.2 Derive interoperability requirements for products and services (16808)
2.1.4 Manage product and service master data (11740)	2.2.3.1.3 Derive safety requirements for products and services (16809)
	2.2.3.1.4 Derive security requirements for products and services (16810)
	2.2.3.1.5 Derive regulatory compliance requirements (16811)
	2.2.3.1.6 Derive requirements from industry standards (16812)
	2.2.3.1.7 Develop user experience requirements (19992)
	2.2.3.1.8 Derive 'services-as-a-product' offering (16814)
	2.2.3.2 Define post launch support model (16815)
	2.2.3.3 Identify product/service bundling opportunities (17389)

2.3 Develop products and services (10062)

- | | |
|---|--|
| 2.3.1 Design and prototype products and services (19993) <ul style="list-style-type: none">2.3.1.1 Assign resources to product/service project (10083)<ul style="list-style-type: none">2.3.1.1.1 Identify requirements for product/service design/development partners (19994)2.3.1.2 Prepare high-level business case and technical assessment (10084)2.3.1.3 Develop product/service design specifications (10085)2.3.1.4 Develop user experience design specifications (16813)2.3.1.5 Provide warranty-related recommendations (16817)2.3.1.6 Document design specifications (10086)2.3.1.7 Conduct mandatory and elective external reviews (10087)2.3.1.8 Design products/services (19995)<ul style="list-style-type: none">2.3.1.8.1 Design for manufacturing (16819)2.3.1.8.2 Design for product servicing (16820)2.3.1.8.3 Design for re-manufacturing (16821)2.3.1.8.4 Review product troubleshooting methodology (16822)2.3.1.8.5 Design and manage product data, design, and bill of materials (16818)2.3.1.8.6 Design for product upgrades (16823)2.3.1.9 Build prototypes/proof of concepts (10088) | 2.3.1.10 Develop and test prototype production and/or service delivery process (10098) |
| | 2.3.1.11 Eliminate quality and reliability problems (10089) |
| | 2.3.1.12 Conduct in-house product/service testing and evaluate feasibility (10090) |
| | 2.3.1.13 Identify design/development performance indicators (10091) |
| | 2.3.1.14 Collaborate on design with suppliers and external partners (10092) |
| 2.3.2 Test market for new or revised products and services (19996) <ul style="list-style-type: none">2.3.2.1 Prepare detailed market study (10093)2.3.2.2 Conduct customer tests and interviews (10094)2.3.2.3 Finalize product/service characteristics and business cases (10095)2.3.2.4 Finalize technical requirements (10096) | 2.3.2.1 Prepare detailed market study (10093) |
| | 2.3.2.2 Conduct customer tests and interviews (10094) |
| | 2.3.2.3 Finalize product/service characteristics and business cases (10095) |
| | 2.3.2.4 Finalize technical requirements (10096) |
| 2.3.3 Prepare for production/service delivery (19997) <ul style="list-style-type: none">2.3.3.1 Design and obtain necessary capabilities/materials and equipment (10099)2.3.3.2 Identify requirements for changes to manufacturing/delivery processes (10097)2.3.3.3 Request engineering/process change (11418)2.3.3.4 Install and validate production/service delivery process (10100)<ul style="list-style-type: none">2.3.3.4.1 Monitor initial production runs (11417)2.3.3.5 Validate launch procedures (19998) | 2.3.3.1 Design and obtain necessary capabilities/materials and equipment (10099) |
| | 2.3.3.2 Identify requirements for changes to manufacturing/delivery processes (10097) |
| | 2.3.3.3 Request engineering/process change (11418) |
| | 2.3.3.4 Install and validate production/service delivery process (10100) <ul style="list-style-type: none">2.3.3.4.1 Monitor initial production runs (11417) |
| | 2.3.3.5 Validate launch procedures (19998) |

3.0 Market and Sell Products and Services (10004)

3.1 Understand markets, customers, and capabilities (10101)

- 3.1.1 Perform customer and market intelligence analysis (10106)
 - 3.1.1.1 Conduct customer and market research (10108)
 - 3.1.1.1.1 Understand consumer needs and predict customer purchasing behavior (10114)
 - 3.1.1.2 Identify market segments (10109)
 - 3.1.1.2.1 Determine market share gain/loss (10115)
 - 3.1.1.3 Analyze market and industry trends (10110)
 - 3.1.1.4 Analyze competing organizations, competitive/substitute products/services (10111)
 - 3.1.1.5 Evaluate existing products/services (10112)
 - 3.1.1.6 Assess internal and external business environment (10113)
- 3.1.2 Evaluate and prioritize market opportunities (10107)
 - 3.1.2.1 Quantify market opportunities (10116)
 - 3.1.2.2 Determine target segments (10117)
 - 3.1.2.2.1 Identify under-served and saturated market segments (18941)
 - 3.1.2.3 Prioritize opportunities consistent with capabilities and overall business strategy (10118)
 - 3.1.2.4 Validate opportunities (10119)
 - 3.1.2.4.1 Test with customers/consumers (10120)
 - 3.1.2.4.2 Confirm internal capabilities (10121)

3.2 Develop marketing strategy (10102)

- 3.2.1 Define offering and customer value proposition (11168)
 - 3.2.1.1 Define offering and positioning (11169)
 - 3.2.1.2 Develop value proposition including brand positioning for target segments (11170)
 - 3.2.1.3 Validate value proposition with target segments (11171)
 - 3.2.1.4 Develop new branding (11172)
- 3.2.2 Define pricing strategy (10123)
 - 3.2.2.1 Conduct pricing analysis (13169)
 - 3.2.2.2 Establish guidelines for applying pricing and discounting of products/services (10124)
 - 3.2.2.3 Establish pricing targets (19999)
 - 3.2.2.4 Approve pricing strategies/policies and targets (10125)
- 3.2.3 Define and manage channel strategy (20000)
 - 3.2.3.1 Determine channels to be supported (20001)
 - 3.2.3.2 Establish channel objectives (20002)
 - 3.2.3.3 Determine channel role and fit with target segments (10127)
 - 3.2.3.4 Select channels for target segments (10128)
 - 3.2.3.5 Identify required channel capabilities (20003)
 - 3.2.3.6 Evaluate channel attributes and potential

- 3.2.3.7 partners (10126)
 - 3.2.3.7.1 Orchestrate seamless customer experience across supported channels (20004)
 - 3.2.3.7.2 Define omni-channel strategy (16590)
 - 3.2.3.7.3 Define omni-channel requirements (16591)
 - 3.2.3.7.4 Develop omni-channel policies and procedures (16592)
 - 3.2.3.8 Develop and manage execution roadmap (20005)
- 3.2.4 Analyze and manage channel performance (20006)
 - 3.2.4.1 Establish channel-specific metrics and targets (16573)
 - 3.2.4.2 Monitor and report performance (16574)
 - 3.2.4.3 Monitor and report events influencing factors (16575)
 - 3.2.4.4 Analyze performance (16500)
 - 3.2.4.5 Develop plan for improvements (16501)
- 3.2.5 Develop marketing communication strategy (16848)
 - 3.2.5.1 Develop customer communication calendar (16849)
 - 3.2.5.2 Define public relations (PR) strategy (16850)
 - 3.2.5.3 Define direct marketing strategy (16851)
 - 3.2.5.4 Define internal marketing communication strategy (16852)
 - 3.2.5.5 Identify new media for marketing communication (16853)
 - 3.2.5.6 Define new media communication strategy (16854)
 - 3.2.5.7 Define point of sale (POS) communication strategy (16855)
 - 3.2.5.8 Define communication guidelines and mechanisms (18627)
- 3.2.6 Design and manage customer loyalty program (18924)
 - 3.2.6.1 Define customer loyalty program (20007)
 - 3.2.6.2 Acquire members to customer loyalty program (18925)
 - 3.2.6.3 Build engagement and relationship with members (18926)
 - 3.2.6.4 Monitor customer loyalty program benefits to the enterprise and the customer (16633)
 - 3.2.6.5 Optimize loyalty program value to both the enterprise and the customer (18927)

3.3 Develop and manage marketing plans (20008)

- 3.3.1 Establish goals, objectives, and metrics for products/services by channel/segment (10148)
- 3.3.2 Establish marketing budgets (10149)
 - 3.3.2.1 Confirm marketing alignment to business strategy (10155)

3.3.2.2	Determine costs of marketing (10156)	3.3.7.2	Test packaging options (10179)
3.3.2.3	Create marketing budget (10157)	3.3.7.3	Execute packaging strategy (10180)
3.3.2.4	Determine projected ROI for marketing investment (17683)	3.3.7.4	Refine packaging (10181)
3.3.3	Develop and manage pricing (20593)	3.4	Develop sales strategy (10103)
3.3.3.1	Understand resource requirements for each product/service and delivery channel/method (20009)	3.4.1	Develop sales forecast (10129)
3.3.3.2	Determine corporate incentives (18948)	3.4.1.1	Gather current and historic order information (10134)
3.3.3.3	Determine pricing based on volume/unit forecast (10163)	3.4.1.2	Analyze sales trends and patterns (10135)
3.3.3.4	Execute pricing plan (10164)	3.4.1.3	Generate sales forecast (10136)
3.3.3.5	Evaluate pricing performance (10165)	3.4.1.4	Analyze historical and planned promotions and events (10137)
3.3.3.6	Refine pricing as needed (10166)	3.4.2	Develop sales partner/alliance relationships (10130)
3.3.3.7	Implement promotional pricing programs (11495)	3.4.2.1	Identify alliance opportunities (10138)
3.3.3.8	Implement other retail pricing programs (11496)	3.4.2.2	Design alliance programs and methods for selecting and managing relationships (10139)
3.3.3.9	Communicate and implement price changes (11497)	3.4.2.3	Select alliances (10140)
3.3.3.10	Achieve regulatory approval for pricing (17684)	3.4.2.4	Develop trade customer trade strategy and customer objectives/targets (11465)
3.3.4	Develop and manage promotional activities (20010)	3.4.2.5	Define trade programs and funding options (11521)
3.3.4.1	Define promotional concepts and objectives (10167)	3.4.2.6	Conduct planning activities for major trade customers (11466)
3.3.4.2	Develop marketing messages (10159)	3.4.2.7	Develop partner and alliance management strategies (10141)
3.3.4.3	Define target audience (10160)	3.4.2.8	Establish partner and alliance management goals (10142)
3.3.4.4	Plan and test promotional activities (10168)	3.4.2.9	Establish partner and alliance agreements (18629)
3.3.4.5	Execute promotional activities (10169)	3.4.2.10	Develop promotional and category management calendars (trade marketing calendars) (11522)
3.3.4.6	Evaluate promotional performance metrics (10170)	3.4.2.11	Create strategic and tactical sales plans by customer (11523)
3.3.4.7	Refine promotional performance metrics (10171)	3.4.2.12	Communicate planning information to customer teams (11468)
3.3.4.8	Incorporate learning into future/planned consumer promotions (10172)	3.4.3	Establish overall sales budgets (10131)
3.3.5	Track customer management measures (10153)	3.4.3.1	Calculate product market share (17682)
3.3.5.1	Determine customer lifetime value (10173)	3.4.3.2	Calculate product revenue (10143)
3.3.5.2	Analyze customer revenue trend (10174)	3.4.3.3	Determine variable costs (10144)
3.3.5.3	Analyze customer attrition and retention rates (10175)	3.4.3.4	Determine overhead and fixed costs (10145)
3.3.5.4	Analyze customer metrics (10176)	3.4.3.5	Calculate net profit (10146)
3.3.5.5	Revise customer strategies, objectives, and plans based on metrics (10177)	3.4.3.6	Create budget (10147)
3.3.6	Analyze and respond to customer insight (16613)	3.4.4	Establish sales goals and measures (10132)
3.3.6.1	Monitor and respond to social media activity (16627)	3.4.5	Establish customer management measures (10133)
3.3.6.2	Analyze customer website activity (16614)	3.5	Develop and manage sales plans (10105)
3.3.6.3	Analyze customer purchase patterns (16615)	3.5.1	Manage leads/opportunities (20594)
3.3.6.4	Develop business rules to provide personalized offers (16616)	3.5.1.1	Identify potential customers (10188)
3.3.6.5	Monitor effectiveness of personalized offers and adjust offers accordingly (16617)	3.5.1.2	Identify/receive leads/opportunities (10189)
3.3.7	Develop and manage packaging strategy (10154)	3.5.1.3	Validate and qualify leads/opportunities (18115)
3.3.7.1	Plan packaging strategy (10178)	3.5.1.4	Match opportunities to business strategy (11773)
		3.5.1.5	Develop opportunity win plans (18116)

3.5.1.6	Manage opportunity pipeline (20011)	3.5.4	Manage sales orders (10185)
3.5.1.7	Determine sales resource allocation (10209)	3.5.4.1	Accept and validate sales orders (10194)
3.5.1.8	Manage customer sales calls (10184)	3.5.4.2	Collect and maintain account information (10195)
3.5.1.8.1	Perform sales calls (10190)	3.5.4.2.1	Administer key account details (10201)
3.5.1.8.2	Perform pre-sales activities (10191)	3.5.4.2.2	Retrieve full customer details (10202)
3.5.1.8.3	Manage customer meetings/ workshops (20012)	3.5.4.2.3	Modify involved party details (10203)
3.5.1.8.4	Close the sale (10192)	3.5.4.2.4	Record address details (10204)
3.5.1.8.5	Record outcome of sales process (10193)	3.5.4.2.5	Record contact details (10205)
3.5.2	Manage customers and accounts (10183)	3.5.4.2.6	Record key customer communication profile details (10206)
3.5.2.1	Select key customers/accounts (20013)	3.5.4.2.7	Review involved party information (10207)
3.5.2.2	Develop sales/key account plan (11173)	3.5.4.2.8	Terminate involved party information (10208)
3.5.2.3	Manage sales/key account plan (20014)	3.5.4.3	Determine availability (10196)
3.5.2.4	Manage customer relationships (11174)	3.5.4.4	Determine fulfillment process (10197)
3.5.2.5	Manage customer master data (14208)	3.5.4.5	Enter orders into system (10198)
3.5.2.5.1	Collect and merge internal and third-party customer information (16598)	3.5.4.6	Identify/perform cross-sell/up-sell activity (17404)
3.5.2.5.2	De-duplicate customer data (16599)	3.5.4.7	Process back orders and updates (10199)
3.5.3	Develop and manage sales proposals, bids, and quotes (11779)	3.5.4.8	Handle sales order inquiries including post-order fulfillment transactions (10200)
3.5.3.1	Receive Request For Proposal (RFP)/Request For Quote (RFQ) (11781)	3.5.5	Manage sales partners and alliances (10187)
3.5.3.2	Refine customer requirements (11780)	3.5.5.1	Provide sales and product/service training to sales partners/alliances (10211)
3.5.3.3	Review RFP/RFQ request (11782)	3.5.5.1.1	Provide certification enablement training (20019)
3.5.3.4	Perform competitive analysis (11783)	3.5.5.1.2	Manage certifications and skills (20020)
3.5.3.5	Validate with strategy/business plans (11784)	3.5.5.1.3	Provide support to partners/alliances (20021)
3.5.3.6	Understand customer business and requirements (11785)	3.5.5.2	Provide marketing materials to sales partners/alliances (18641)
3.5.3.7	Develop solution and delivery approach (20015)	3.5.5.3	Evaluate partner/alliance results (10214)
3.5.3.8	Identify staffing requirements (11787)	3.5.5.4	Manage sales partner/alliance master data (14209)
3.5.3.9	Develop pricing and scheduling estimates (11788)		
3.5.3.10	Conduct profitability analysis (11789)		
3.5.3.11	Manage internal reviews (20016)		
3.5.3.12	Manage internal approvals (20017)		
3.5.3.13	Submit/present bid/proposal/quote to customer (11790)		
3.5.3.14	Revise bid/proposal/quote (20018)		
3.5.3.15	Manage notification outcome (11793)		

4.0 Deliver Physical Products (20022)

4.1 Plan for and align supply chain resources (10215)

- 4.1.1 Develop production and materials strategies (10221)
 - 4.1.1.1 Define manufacturing goals (10229)
 - 4.1.1.2 Define labor and materials policies (10230)
 - 4.1.1.3 Define outsourcing policies (10231)
 - 4.1.1.4 Define capital expense policies (10232)
 - 4.1.1.5 Define capacities (10233)
 - 4.1.1.6 Define production network and supply constraints (10234)
 - 4.1.1.7 Define production process (14193)
 - 4.1.1.8 Define standard operating procedures (19551)
 - 4.1.1.9 Define production workplace layout and infrastructure (14194)
- 4.1.2 Manage demand for products (10222)
 - 4.1.2.1 Develop baseline demand forecasts (10235)
 - 4.1.2.2 Collaborate demand with customers (10236)
 - 4.1.2.3 Develop demand consensus forecast (10237)
 - 4.1.2.4 Determine available to promise (10238)
 - 4.1.2.5 Monitor activity against demand forecast and revise forecast (10239)
 - 4.1.2.6 Evaluate and revise demand forecasting approach (10240)
 - 4.1.2.7 Measure demand forecast accuracy (10241)
- 4.1.3 Create materials plan (10223)
 - 4.1.3.1 Create unconstrained plan (10242)
 - 4.1.3.2 Collaborate with supplier and contract manufacturers (10243)
 - 4.1.3.3 Identify critical materials and supplier capacity (10244)
 - 4.1.3.4 Monitor material specifications (10245)
 - 4.1.3.5 Generate constrained plan (10246)
 - 4.1.3.6 Define production balance and control (14196)
- 4.1.4 Create and manage master production schedule (10224)
 - 4.1.4.1 Model production network to enable simulation and optimization (20023)
 - 4.1.4.2 Create master production schedule (20024)
 - 4.1.4.3 Maintain master production schedule (17041)
- 4.1.5 Plan distribution requirements (17042)
 - 4.1.5.1 Maintain master data (10252)
 - 4.1.5.2 Determine finished goods inventory requirements at destination (10253)
 - 4.1.5.3 Determine product storage facility requirements (19555)
 - 4.1.5.4 Calculate requirements at destination (10254)
 - 4.1.5.5 Calculate consolidation at source (10255)
 - 4.1.5.6 Manage collaborative replenishment planning (10256)
 - 4.1.5.7 Calculate and optimize destination dispatch plan (10258)

- 4.1.5.8 Manage dispatch plan attainment (10259)
- 4.1.5.9 Calculate and optimize destination load plans (10260)
- 4.1.5.10 Manage partner load plan (10261)
- 4.1.5.11 Manage cost of supply (10262)
- 4.1.5.12 Manage capacity utilization (10263)
- 4.1.6 Establish distribution planning constraints (10226)
 - 4.1.6.1 Establish distribution center layout constraints (10267)
 - 4.1.6.2 Establish inventory management constraints (10268)
 - 4.1.6.3 Establish transportation management constraints (10269)
 - 4.1.6.4 Establish storage management constraints (19558)
- 4.1.7 Review distribution planning policies (10227)
 - 4.1.7.1 Review distribution network (10264)
 - 4.1.7.2 Establish sourcing relationships (10265)
 - 4.1.7.3 Establish dynamic deployment policies (10266)
- 4.1.8 Develop quality standards and procedures (10368)
 - 4.1.8.1 Establish quality targets (10371)
 - 4.1.8.2 Develop standard testing procedures (10372)
 - 4.1.8.3 Communicate quality specifications (10373)

4.2 Procure materials and services (10216)

- 4.2.1 Provide sourcing governance and perform category management (10277)
 - 4.2.1.1 Develop procurement plan (10281)
 - 4.2.1.2 Clarify purchasing requirements (10282)
 - 4.2.1.3 Establish materials management contingency plans (10283)
 - 4.2.1.4 Match needs to supply capabilities (10284)
 - 4.2.1.5 Analyze organization's spend profile (10285)
 - 4.2.1.6 Seek opportunities to improve efficiency and value (10286)
 - 4.2.1.7 Collaborate with suppliers to identify sourcing opportunities (10287)
- 4.2.2 Develop sourcing and category management strategies (20973)
- 4.2.3 Select suppliers and develop/maintain contracts (10278)
 - 4.2.3.1 Select suppliers (10288)
 - 4.2.3.2 Certify and validate suppliers (10289)
 - 4.2.3.3 Negotiate and establish contracts (10290)
 - 4.2.3.4 Manage contracts (10291)
- 4.2.4 Order materials and services (10279)
 - 4.2.4.1 Process/Review requisitions (10292)
 - 4.2.4.2 Approve requisitions (10293)
 - 4.2.4.3 Solicit/Track vendor quotes (10294)
 - 4.2.4.4 Create/Distribute purchase orders (10295)
 - 4.2.4.5 Expedite orders and satisfy inquiries (10296)

	4.2.4.6 Reconcile purchase orders (10297)	4.3.4.1 Determine lot numbering system (10376)
	4.2.4.7 Research/Resolve order exceptions (10298)	4.3.4.2 Determine lot use (10377)
4.2.5	Manage suppliers (10280)	4.4 Manage logistics and warehousing (10219)
	4.2.5.1 Monitor/Manage supplier information (10299)	4.4.1 Provide logistics governance (10338)
	4.2.5.2 Prepare/Analyze procurement and vendor performance (10300)	4.4.1.1 Translate customer service requirements into logistics requirements (10343)
	4.2.5.3 Support inventory and production processes (10301)	4.4.1.2 Design logistics network (10344)
	4.2.5.4 Monitor quality of product delivered (10302)	4.4.1.3 Communicate outsourcing needs (10345)
4.3 Produce/Assemble/Test product (10217)		4.4.1.4 Develop and maintain delivery service policy (10346)
4.3.1	Schedule production (10303)	4.4.1.5 Optimize transportation schedules and costs (10347)
	4.3.1.1 Model and simulate plant (19563)	4.4.1.6 Define key performance measures (10348)
	4.3.1.2 Generate line level plan (10306)	4.4.1.7 Define reverse logistics strategy (16905)
	4.3.1.3 Generate detailed schedule (10307)	4.4.2 Plan and manage inbound material flow (20936)
	4.3.1.4 Schedule production orders and create lots (10308)	4.4.2.1 Plan inbound material receipts (10349)
	4.3.1.5 Schedule preventive (planned) maintenance (preventive maintenance orders) (10315)	4.4.2.2 Manage inbound material flow (10350)
	4.3.1.6 Schedule requested (unplanned) maintenance (work order cycle) (10316)	4.4.2.3 Monitor inbound delivery performance (10351)
	4.3.1.7 Release production orders and create lots (10309)	4.4.2.4 Manage flow of returned products (10352)
4.3.2	Produce/Assemble product (10304)	4.4.2.5 Control quality of returned parts (12708)
	4.3.2.1 Manage raw material inventory (10310)	4.4.2.6 Salvage or repair returned products (20109)
	4.3.2.2 Execute detailed line schedule (10311)	4.4.2.6.1 Perform salvage activities (10366)
	4.3.2.3 Report maintenance issues (10319)	4.4.2.6.2 Manage repair/refurbishment and return to customer/stock (14195)
	4.3.2.4 Rerun defective items (10313)	4.4.3 Operate warehousing (10340)
	4.3.2.5 Monitor and optimize production process (19566)	4.4.3.1 Track inventory deployment (10353)
	4.3.2.5.1 Automate and control plant (19567)	4.4.3.2 Receive, inspect, and store inbound deliveries (10354)
	4.3.2.5.2 Perform advanced process control (19568)	4.4.3.3 Track product availability (10355)
	4.3.2.5.3 Perform real-time optimization (19569)	4.4.3.4 Pick, pack, and ship product for delivery (10356)
	4.3.2.5.4 Manage plant alarms and alerts (19570)	4.4.3.5 Track inventory accuracy (10357)
	4.3.2.6 Assess production performance (10314)	4.4.3.6 Track third-party logistics storage and shipping performance (10358)
4.3.3	Perform quality testing (10369)	4.4.3.7 Manage physical finished goods inventory (10359)
	4.3.3.1 Calibrate test equipment (10318)	4.4.3.8 Manage warehouse transfers (20957)
	4.3.3.2 Perform testing using the standard testing procedure (10374)	4.4.4 Operate outbound transportation (10341)
	4.3.3.3 Manage quality samples (20956)	4.4.4.1 Plan, transport, and deliver outbound product (10360)
	4.3.3.4 Record test results (10375)	4.4.4.2 Track carrier delivery performance (10361)
	4.3.3.5 Track and analyze non-conformance trends (12045)	4.4.4.3 Manage transportation fleet (10362)
	4.3.3.6 Perform root cause analysis (12046)	4.4.4.4 Process and audit carrier invoices and documents (10363)
4.3.4	Maintain production records and manage lot traceability (10370)	

5.0 Deliver Service (20025)

5.1 Establish service delivery governance and strategies (20026)

- 5.1.1 Establish service delivery governance (20027)
 - 5.1.1.1 Set up and maintain service delivery governance and management system (20028)
 - 5.1.1.2 Manage service delivery performance (20029)
 - 5.1.1.3 Manage service delivery development and direction (20030)
 - 5.1.1.4 Solicit feedback from customer on service delivery satisfaction (20031)
- 5.1.2 Develop service delivery strategies (20032)
 - 5.1.2.1 Define service delivery goals (20033)
 - 5.1.2.2 Define labor policies (20034)
 - 5.1.2.3 Evaluate resource availability (20035)
 - 5.1.2.4 Define service delivery network and supply constraints (20036)
 - 5.1.2.5 Define service delivery process (20037)
 - 5.1.2.6 Review and validate service delivery procedures (20038)
 - 5.1.2.7 Define service delivery workplace layout and infrastructure (20039)

5.2 Manage service delivery resources (20040)

- 5.2.1 Manage service delivery resource demand (20041)
 - 5.2.1.1 Monitor pipeline (20042)
 - 5.2.1.2 Develop baseline forecasts (20043)
 - 5.2.1.3 Collaborate with customers (20044)
 - 5.2.1.4 Develop consensus forecast (20045)
 - 5.2.1.5 Determine availability of skills to deliver on current and forecast customer orders (20046)
 - 5.2.1.6 Monitor activity against forecast and revise forecast (20047)
 - 5.2.1.7 Evaluate and revise forecasting approach (20048)
 - 5.2.1.8 Measure forecast accuracy (20049)
- 5.2.2 Create and manage resource plan (20050)
 - 5.2.2.1 Define and manage skills taxonomy (20051)
 - 5.2.2.2 Create resource plan (20052)
 - 5.2.2.3 Match resource demand with capacity, skills, and capabilities (20053)
 - 5.2.2.4 Collaborate with suppliers and partners to supplement skills and capabilities (20054)
 - 5.2.2.5 Identify critical resources and supplier capacity (20055)

- 5.2.2.6 Monitor and manage resource capacity and availability (20056)
- 5.2.3 Enable service delivery resources (12127)
 - 5.2.3.1 Develop service delivery training plan (12128)
 - 5.2.3.2 Develop training materials (12129)
 - 5.2.3.3 Manage training schedule (12131)
 - 5.2.3.4 Deliver operations training (12132)
 - 5.2.3.5 Deliver technical training (12133)
 - 5.2.3.6 Perform skill and capability testing (20057)
 - 5.2.3.7 Evaluate training effectiveness (12135)

5.3 Deliver service to customer (20058)

- 5.3.1 Initiate service delivery (20059)
 - 5.3.1.1 Review contract and agreed terms (20060)
 - 5.3.1.2 Understand customer requirements and define refine approach (20061)
 - 5.3.1.3 Modify/revise and approve project plan (20062)
 - 5.3.1.4 Review customer business objectives (20063)
 - 5.3.1.5 Confirm environmental readiness (20064)
 - 5.3.1.6 Identify, select, and assign resources (20065)
 - 5.3.1.6.1 Establish people objectives (20066)
 - 5.3.1.6.2 Establish engagement rules (20067)
 - 5.3.1.7 Plan for service delivery (20068)
- 5.3.2 Execute service delivery (20069)
 - 5.3.2.1 Analyze environment and customer needs (20070)
 - 5.3.2.2 Define solution (20071)
 - 5.3.2.3 Validate solution (20072)
 - 5.3.2.4 Identify changes (20073)
 - 5.3.2.5 Obtain approval to proceed (20074)
 - 5.3.2.6 Make build/buy solution (20075)
 - 5.3.2.7 Deploy solution (20076)
- 5.3.3 Complete service delivery (20077)
 - 5.3.3.1 Conduct service delivery/project review and evaluate success (20078)
 - 5.3.3.2 Complete/finalize financial management activities (20079)
 - 5.3.3.3 Confirm delivery according to contract terms (20080)
 - 5.3.3.4 Release resources (20081)
 - 5.3.3.5 Manage service delivery completion (20082)
 - 5.3.3.6 Harvest knowledge (20083)
 - 5.3.3.7 Archive records and update systems (20084)

6.0 Manage Customer Service (20085)

6.1 Develop customer care/customer service strategy (10378)

- 6.1.1 Define customer service requirements across the enterprise (20086)
- 6.1.2 Define customer service experience (20087)
- 6.1.3 Define and manage customer service channel strategy (20088)
- 6.1.4 Define customer service policies and procedures (10382)
- 6.1.5 Establish target service level for each customer segment (10383)
- 6.1.6 Define warranty offering (20089)
 - 6.1.6.1 Determine and document warranty policies (16893)
 - 6.1.6.2 Create and manage warranty rules/claim codes for products (16890)
 - 6.1.6.3 Agree warranty responsibilities with suppliers (20090)
 - 6.1.6.4 Define warranty related offerings for customers (20091)
 - 6.1.6.5 Communicate warranty policies and offerings (12673)
- 6.1.7 Develop recall strategy (20092)

6.2 Plan and manage customer service contacts (10379)

- 6.2.1 Plan and manage customer service work force (10387)
 - 6.2.1.1 Forecast volume of customer service contacts (10390)
 - 6.2.1.2 Schedule customer service work force (10391)
 - 6.2.1.3 Track work force utilization (10392)
 - 6.2.1.4 Monitor and evaluate quality of customer interactions with customer service representatives (10393)
- 6.2.2 Manage customer service problems, requests, and inquiries (10388)
 - 6.2.2.1 Receive customer problems, requests, and inquiries (10394)
 - 6.2.2.2 Analyze problems, requests, and inquiries (13482)
 - 6.2.2.3 Resolve customer problems, requests, and inquiries (10395)
 - 6.2.2.4 Respond to customer problems, requests, and inquiries (10396)
 - 6.2.2.5 Identify and capture upsell/cross-sell opportunities (16928)
 - 6.2.2.6 Deliver opportunity to sales team (16937)
- 6.2.3 Manage customer complaints (10389)
 - 6.2.3.1 Receive customer complaints (10397)
 - 6.2.3.2 Route customer complaints (10398)
 - 6.2.3.3 Resolve customer complaints (10399)
 - 6.2.3.4 Respond to customer complaints (10400)
 - 6.2.3.5 Analyze customer complaints and response/

redressal (19072)

- 6.2.4 Process returns (20094)
 - 6.2.4.1 Authorize return (10364)
 - 6.2.4.2 Process return and record reason (20095)

6.3 Service products after sales (12658)

- 6.3.1 Register products (20605)
- 6.3.2 Process warranty claims (12669)
 - 6.3.2.1 Receive warranty claim (20096)
 - 6.3.2.2 Validate warranty claim (12671)
 - 6.3.2.3 Investigate warranty issues (20097)
 - 6.3.2.3.1 Define issue (20098)
 - 6.3.2.3.2 Schedule field service (12677)
 - 6.3.2.3.3 Request and receive defective part (12678)
 - 6.3.2.3.4 Investigate issue/perform root cause analysis (20099)
 - 6.3.2.3.5 Receive investigation result/recommendation for corrective action (20100)
 - 6.3.2.4 Determine responsible party (20101)
 - 6.3.2.5 Manage pre-authorizations (20102)
 - 6.3.2.6 Approve or reject warranty claim (12668)
 - 6.3.2.7 Notify originator of approve/reject decision (20103)
 - 6.3.2.8 Authorize payment (20104)
 - 6.3.2.9 Close claim (20105)
 - 6.3.2.10 Reconcile warranty transaction disposition (12667)
- 6.3.3 Manage supplier recovery (20106)
 - 6.3.3.1 Create supplier recovery claims (20107)
 - 6.3.3.2 Negotiate recoveries with suppliers (20108)
- 6.3.4 Service products (10218)
 - 6.3.4.1 Confirm specific service requirements for individual customer (10320)
 - 6.3.4.1.1 Process customer request (10324)
 - 6.3.4.1.2 Create customer profile (10325)
 - 6.3.4.1.3 Generate service order (10326)
 - 6.3.4.2 Identify and schedule resources to meet service requirements (10321)
 - 6.3.4.2.1 Create resourcing plan and schedule (10327)
 - 6.3.4.2.2 Create service order fulfillment schedule (10328)
 - 6.3.4.3 Provide service to specific customers (10322)
 - 6.3.4.3.1 Organize daily service order fulfillment schedule (10330)
 - 6.3.4.3.2 Execute product repair (10331)
 - 6.3.4.3.3 Manage service order fulfillment (10332)

	6.3.4.4	Ensure quality of service (10323)		6.5.2.1	Solicit customer feedback on complaint handling and resolution (11236)
	6.3.4.4.1	Identify completed service orders for feedback (10334)		6.5.2.2	Analyze customer complaint data and identify improvement opportunities (11237)
	6.3.4.4.2	Identify incomplete service orders and service failures (10335)		6.5.2.3	Identify common customer complaints (11689)
	6.3.4.4.3	Solicit customer feedback on services delivered (10336)	6.5.3	Measure customer satisfaction with products and services (10403)	
	6.3.4.4.4	Process customer feedback on services delivered (10337)		6.5.3.1	Gather and solicit post-sale customer feedback on products and services (11238)
6.4	Manage product recalls and regulatory audits (20110)			6.5.3.2	Solicit post-sale customer feedback on ad effectiveness (11239)
6.4.1	Initiate recall (20111)			6.5.3.3	Solicit customer feedback on cross-channel experience (20117)
6.4.2	Assess the likelihood and consequences of occurrence of any hazards (20112)			6.5.3.4	Analyze product and service satisfaction data and identify improvement opportunities (11240)
6.4.3	Manage recall related communications (20113)			6.5.3.5	Provide feedback and insights to appropriate teams (product design/development, marketing, manufacturing) (11241)
6.4.4	Submit regulatory reports (20114)		6.5.4	Evaluate and manage warranty performance (12672)	
6.4.5	Monitor and audit recall effectiveness (20115)		6.5.4.1	Measure customer satisfaction with warranty handling and resolution (20118)	
6.4.6	Manage recall termination (20116)		6.5.4.2	Monitor and report on warranty management metrics (12676)	
6.5	Evaluate customer service operations and customer satisfaction (20595)		6.5.4.3	Identify improvement opportunities (20119)	
6.5.1	Measure customer satisfaction with customer problems, requests, and inquiries handling (10401)		6.5.4.4	Identify opportunities to eliminate warranty waste (12674)	
6.5.1.1	Solicit customer feedback on customer service experience (11687)		6.5.4.5	Investigate fraudulent claims (20120)	
6.5.1.2	Analyze customer service data and identify improvement opportunities (11688)		6.5.5	Evaluate recall performance (20121)	
6.5.1.3	Provide customer feedback to product management on customer service experience (18126)				
6.5.2	Measure customer satisfaction with customer- complaint handling and resolution (10402)				

7.0 Develop and Manage Human Capital (10007)

7.1 Develop and manage human resources planning, policies, and strategies (17043)

- 7.1.1 Develop human resources strategy (20958)
 - 7.1.1.1 Identify strategic HR needs (10418)
 - 7.1.1.2 Define HR and business function roles and accountability (10419)
 - 7.1.1.3 Determine HR costs (10420)
 - 7.1.1.4 Establish HR measures (10421)
 - 7.1.1.5 Communicate HR strategies (10422)
 - 7.1.1.6 Develop strategy for HR systems/technologies/tools (10432)
 - 7.1.1.7 Manage employer branding (20606)
- 7.1.2 Develop and implement workforce strategy and policies (17045)
 - 7.1.2.1 Gather skill requirements according to corporate strategy and market environment (10423)
 - 7.1.2.2 Plan employee resourcing requirements per business unit/organization (10424)
 - 7.1.2.3 Develop compensation plan (10425)
 - 7.1.2.3.1 Establish incentive plan (10210)
 - 7.1.2.4 Develop succession plan (10426)
 - 7.1.2.5 Develop high performers/leadership programs (16938)
 - 7.1.2.6 Develop employee diversity plan (10427)
 - 7.1.2.7 Develop training program (11622)
 - 7.1.2.8 Develop recruitment program (11623)
 - 7.1.2.9 Develop other HR programs (10428)
 - 7.1.2.10 Develop HR policies (10429)
 - 7.1.2.11 Administer HR policies (10430)
 - 7.1.2.12 Plan employee benefits (10431)
 - 7.1.2.13 Develop workforce strategy models (10433)
 - 7.1.2.14 Implement workforce strategy models (20122)
- 7.1.3 Monitor and update strategy, plans, and policies (10417)
 - 7.1.3.1 Measure realization of objectives (10434)
 - 7.1.3.2 Measure contribution to business strategy (10435)
 - 7.1.3.3 Communicate plans and provide updates to stakeholders (10436)
 - 7.1.3.4 Review and revise HR plans (10438)
- 7.1.4 Develop competency management models (17046)

7.2 Recruit, source, and select employees (10410)

- 7.2.1 Manage employee requisitions (10439)
 - 7.2.1.1 Align staffing plan to work force plan and business unit strategies/resource needs (10445)
 - 7.2.1.2 Develop and maintain job descriptions (10447)
 - 7.2.1.3 Open job requisitions (10446)
 - 7.2.1.4 Post job requisitions (10448)
 - 7.2.1.5 Modify job requisitions (10450)
 - 7.2.1.6 Notify hiring manager (10451)

- 7.2.1.7 Manage requisition dates (10452)
- 7.2.2 Recruit/Source candidates (10440)
 - 7.2.2.1 Determine recruitment methods and channels (10453)
 - 7.2.2.2 Perform recruiting activities/events (10454)
 - 7.2.2.3 Manage recruitment vendors (10455)
 - 7.2.2.4 Manage employee referral programs (17047)
 - 7.2.2.5 Manage recruitment channels (17048)
- 7.2.3 Screen and select candidates (20123)
 - 7.2.3.1 Identify and deploy candidate selection tools (10456)
 - 7.2.3.2 Interview candidates (10457)
 - 7.2.3.3 Test candidates (10458)
 - 7.2.3.4 Select and reject candidates (10459)
- 7.2.4 Manage new hire/re-hire (10443)
 - 7.2.4.1 Draw up and make offer (10463)
 - 7.2.4.2 Negotiate offer (10464)
 - 7.2.4.3 Hire candidate (10465)
- 7.2.5 Manage applicant information (10444)
 - 7.2.5.1 Obtain candidate background information (10460)
 - 7.2.5.2 Create applicant record (10466)
 - 7.2.5.3 Manage/track applicant data (10467)
 - 7.2.5.3.1 Complete position classification and level of experience (20124)
 - 7.2.5.4 Archive and retain records of non-hires (10468)

7.3 Manage employee on boarding, development, and training (20599)

- 7.3.1 Manage employee orientation and deployment (10469)
 - 7.3.1.1 Create/maintain employee on-boarding program (10474)
 - 7.3.1.1.1 Develop employee induction program (10477)
 - 7.3.1.1.2 Maintain/Update employee induction program (10478)
 - 7.3.1.2 Evaluate the effectiveness of the employee on-boarding program (11243)
 - 7.3.1.3 Execute on-boarding program (17050)
- 7.3.2 Manage employee performance (10470)
 - 7.3.2.1 Define employee performance objectives (10479)
 - 7.3.2.2 Review, appraise, and manage employee performance (10480)
 - 7.3.2.3 Evaluate and review performance program (10481)
- 7.3.3 Manage employee development (10472)
 - 7.3.3.1 Define employee development guidelines (10487)
 - 7.3.3.2 Develop employee career plans and career paths (10488)
 - 7.3.3.3 Manage employee skill and competency development (17051)

7.3.4	Develop and train employees (10473)	7.5.2.2	Administer benefit enrollment (10505)
7.3.4.1	Align employee with organization development needs (10490)	7.5.2.3	Process claims (10506)
7.3.4.2	Define employee competencies (16940)	7.5.2.4	Perform benefit reconciliation (10507)
7.3.4.3	Align learning programs with competencies (10491)	7.5.3	Manage employee assistance and retention (10496)
7.3.4.4	Establish training needs by analysis of required and available skills (10492)	7.5.3.1	Deliver programs to support work/life balance for employees (10508)
7.3.4.5	Develop, conduct, and manage employee and/or management training programs (10493)	7.5.3.2	Develop family support systems (10509)
7.3.4.6	Manage examinations and certifications (20125)	7.5.3.3	Review retention and motivation indicators (10510)
7.3.4.6.1	Liaise with external certification authorities (20126)	7.5.3.4	Review compensation plan (10511)
7.3.4.6.2	Administer certification tests (20127)	7.5.4	Administer payroll (10497)
7.3.4.6.3	Appraise experience qualifications (20128)	7.6 Redeploy and retire employees (10413)	
7.3.4.6.4	Administer certificate issue and maintenance (20129)	7.6.1	Manage promotion and demotion process (10512)
7.4 Manage employee relations (17052)		7.6.2	Manage separation (10513)
7.4.1	Manage labor relations (10483)	7.6.3	Manage retirement (10514)
7.4.2	Manage collective bargaining process (10484)	7.6.4	Manage leave of absence (10515)
7.4.3	Manage labor management partnerships (10485)	7.6.5	Develop and implement employee outplacement (10516)
7.4.4	Manage employee grievances (10531)	7.6.6	Manage workforce scheduling (20132)
7.5 Reward and retain employees (10412)		7.6.6.1	Receive required resources/skills and capabilities (20133)
7.5.1	Develop and manage reward, recognition, and motivation programs (10494)	7.6.6.2	Manage resource deployment (10517)
7.5.1.1	Develop salary/compensation structure and plan (10498)	7.6.7	Relocate employees and manage assignments (17055)
7.5.1.2	Develop benefits and reward plan (10499)	7.6.7.1	Manage expatriates (10520)
7.5.1.3	Perform competitive analysis of benefit and rewards (10500)	7.7 Manage employee information and analytics (17056)	
7.5.1.4	Identify compensation requirements based on financial, benefits, and HR policies (10501)	7.7.1	Manage reporting processes (10522)
7.5.1.5	Administer compensation and rewards to employees (10502)	7.7.2	Manage employee inquiry process (10523)
7.5.1.6	Reward and motivate employees (10503)	7.7.3	Manage and maintain employee data (10524)
7.5.2	Manage and administer benefits (10495)	7.7.4	Manage human resource information systems HRIS (10525)
7.5.2.1	Deliver employee benefits program (10504)	7.7.5	Develop and manage employee metrics (10526)
		7.7.6	Develop and manage time and attendance systems (10527)
		7.7.7	Manage/Collect employee suggestions and perform employee research (10530)
7.8 Manage employee communication (17057)		7.9 Deliver employee communications (10532)	
7.8.1	Develop employee communication plan (10529)		
7.8.2	Conduct employee engagement surveys (16944)		

8.0 Manage Information Technology (IT) (10008)

8.1 Develop and manage IT customer relationships (20608)	
8.1.1	Understand IT customer needs (20609) 8.1.1.1 Understand IT customer communities (20610) 8.1.1.2 Assess IT customer operational capabilities (20611)
8.1.2	Identify IT customer transformation needs (20612) 8.1.2.1 Understand business requirements for IT capabilities (20613) 8.1.2.2 Understand IT landscape(20614) 8.1.2.3 Develop IT visioning (20615) 8.1.2.4 Outline IT service expectations (20616)
8.1.3	Plan and communicate IT services (20617) 8.1.3.1 Manage IT customer expectations (20618) 8.1.3.2 Define future IT services (20619) 8.1.3.3 Determine IT performance indicators (20620) 8.1.3.4 Create IT marketing messages (20621) 8.1.3.5 Create IT service marketing plan (20622)
8.1.4	Provide IT transformation guidance (20623) 8.1.4.1 Develop IT transformation plans (20624) 8.1.4.2 Collect IT customer requirements (20625) 8.1.4.3 Analyze IT customer requirements (20937) 8.1.4.4 Identify and prioritize IT opportunities (20626) 8.1.4.5 Facilitate solution design activities (20627) 8.1.4.6 Prioritize IT outcomes (20628) 8.1.4.7 Develop business cases (20629) 8.1.4.8 Support business case (20630) 8.1.4.9 Develop transformation roadmap (20631)
8.1.5	Develop and manage IT service levels (20632) 8.1.5.1 Understand IT service requirements (20633) 8.1.5.2 Forecast IT service demand (20634) 8.1.5.3 Maintain IT services catalog (20635) 8.1.5.4 Define service level agreement (20636) 8.1.5.5 Maintain IT customer contracts (20637) 8.1.5.6 Negotiate and establish service level agreements (20638) 8.1.5.7 Develop and maintain improvement processes (20640)
8.1.6	Manage IT customer relationships (20641) 8.1.6.1 Establish relationship management mechanisms (20642) 8.1.6.2 Understand IT customer strategy (20643) 8.1.6.3 Understand IT customer environment (20644) 8.1.6.4 Communicate IT capabilities (20645) 8.1.6.5 Manage IT requirements (20646)
8.1.7	Analyze service performance (20648) 8.1.7.1 Assess SLA compliance (20649) 8.1.7.2 Triage SLA compliance issues (20650) 8.1.7.3 Collect feedback about IT products and services
8.2 Develop and manage IT business strategy (20652)	
	(20647) 8.1.7.4 Synthesize and distribute IT performance information (20938)
8.2.1 Define business technology and governance strategy (20653) 8.2.1.1 Build and maintain IT strategic intelligence (20654) 8.2.1.2 Monitor and map current and emerging technologies (20655) 8.2.1.3 Define and communicate digital transformation strategy (20656) 8.2.1.4 Develop IT strategic alignment (20657) 8.2.1.5 Articulate IT alignment principles (20658) 8.2.1.6 Maintain IT strategic alignment (20659)	
8.2.2 Manage IT portfolio strategy (20660) 8.2.2.1 Establish and validate IT value criteria (20661) 8.2.2.2 Determine IT portfolio investment balance (20662) 8.2.2.3 Evaluate proposed IT investment projects (20663) 8.2.2.4 Prioritize IT projects (20664) 8.2.2.5 Align IT resources to strategic priorities (20665) 8.2.2.6 Align IT portfolio to business objectives (20667)	
8.2.3 Define and maintain enterprise architecture (20668) 8.2.3.1 Create and publish enterprise architecture principles (20670) 8.2.3.2 Establish and operate enterprise architecture governance (20671) 8.2.3.3 Research technologies to innovate IT services and solutions (20672) 8.2.3.4 Provide input to definition and prioritization of IT projects (20673)	
8.2.4 Define IT service management strategy (20674) 8.2.4.1 Establish IT service management strategy and goals (20675) 8.2.4.2 Identify IT service operating and process requirements (20676) 8.2.4.3 Define IT service catalog (20677) 8.2.4.4 Establish IT service management framework (20678) 8.2.4.5 Define and implement IT service management (20679) 8.2.4.6 Define and deploy support service management process tools and methods (20680) 8.2.4.7 Monitor and report IT performance (20681)	
8.2.5 Control IT management system (20682) 8.2.5.1 Determine IT performance measures (20683) 8.2.5.2 Define IT control points and assurance procedures governance model (20684)	

8.2.5.3	Monitor and analyze overall IT performance (20685)	8.3.2.4	Establish mitigation approaches for IT risks (20720)
8.2.5.4	Monitor and analyze IT financial performance (20686)	8.3.3	Control IT risk, compliance, and security (20721)
8.2.5.5	Monitor and analyze IT value and benefits (20687)	8.3.3.1	Evaluate enterprise regulatory and compliance obligations (20722)
8.2.5.6	Optimize IT resource allocation (20688)	8.3.3.2	Analyze IT security threat impact (20723)
8.2.5.7	Manage IT projects and services interdependencies (20689)	8.3.3.3	Create and maintain IT compliance requirements (20724)
8.2.5.8	Report IT service and project performance (20690)	8.3.3.4	Create and maintain IT security policies, standards, and procedures (20942)
8.2.5.9	Select, deploy, and operate IT performance analytics tools (20692)	8.3.3.5	Develop and deploy risk management training (20725)
8.2.6	Manage IT value portfolio (20693)	8.3.3.6	Establish risk reporting capabilities and responsibilities (20726)
8.2.6.1	Assess performance against IT service and project value criteria (20694)	8.3.3.7	Establish communication standards (20727)
8.2.6.2	Quantify value of IT service and project portfolio investments (20695)	8.3.3.8	Conduct IT risk and threat assessments (20728)
8.2.6.3	Communicate business technology value contribution (20696)	8.3.3.9	Monitor and manage IT activity risk (20729)
8.2.6.4	Determine and implement IT portfolio adjustments (20697)	8.3.3.10	Identify, supervise and monitor IT risk mitigation measures (20730)
8.2.7	Define and manage technology innovation (20699)	8.3.4	Plan and manage IT continuity (20731)
8.2.7.1	Establish selection criteria for research initiatives (20700)	8.3.4.1	Evaluate IT continuity (20732)
8.2.7.2	Analyze emerging technology concepts (20701)	8.3.4.2	Identify IT continuity gaps (20733)
8.2.7.3	Identify technology concepts and capabilities (20702)	8.3.4.3	Manage IT business continuity (20734)
8.2.7.4	Execute IT research projects (20703)	8.3.5	Develop and manage IT security, privacy, and data protection (20735)
8.2.7.5	Evaluate IT research project outcomes (20939)	8.3.5.1	Assess IT regulatory and confidentiality requirements and policies (20736)
8.2.7.6	Identify and promote viable concepts (20704)	8.3.5.2	Create IT security, privacy, and data protection risk governance (20737)
8.2.7.7	Develop and plan IT investment projects (20705)	8.3.5.3	Define IT data security and privacy policies, standards, and procedures (20738)
8.3 Develop and manage IT resilience and risk (20706)		8.3.5.4	Review and monitor physical and logical IT data security measures (20739)
8.3.1	Develop IT compliance, risk, and security strategy (20707)	8.3.5.5	Review and monitor application security controls (20740)
8.3.1.1	Determine and evaluate IT regulatory and audit requirements (20708)	8.3.5.6	Review and monitor IT physical environment security controls (20741)
8.3.1.2	Understand business unit risk tolerance (20940)	8.3.5.7	Monitor/analyze network intrusion detection data and resolve threats (20742)
8.3.1.3	Establish IT risk tolerance (20709)	8.3.6	Conduct and analyze IT compliance assessments (20743)
8.3.1.4	Establish risk ownership (20710)	8.3.6.1	Conduct projects to enhance IT compliance and remediate risk (20744)
8.3.1.5	Establish and maintain risk management roles (20711)	8.3.6.2	Conduct IT compliance control auditing of internal and external services (20745)
8.3.1.6	Establish compliance objectives (20712)	8.3.6.3	Perform IT compliance reporting (20746)
8.3.1.7	Identify systems to support compliance (20941)	8.3.6.4	Identify and escalate IT compliance issues and remediation requirements (20747)
8.3.1.8	Identify and evaluate IT risk (20713)	8.3.6.5	Support external audits and reports (20748)
8.3.1.9	Evaluate IT-related risks resiliency (20714)	8.3.7	Develop and execute IT resilience and continuity operations (20749)
8.3.1.10	Create IT risk mitigation strategies and approaches (20715)	8.3.7.1	Conduct IT resilience improvement projects (20750)
8.3.2	Develop IT resilience strategy (20716)	8.3.7.2	Develop, document, and maintain IT business
8.3.2.1	Determine IT delivery resiliency (20717)		
8.3.2.2	Determine critical IT risks (20718)		
8.3.2.3	Prioritize IT risks (20719)		

	continuity planning (20751)	8.4.4.4 Implement and administer business information access (20783)
8.3.7.3	Implement and enforce change control procedures (20752)	8.5.1 Develop service/solution and integration strategy (20785)
8.3.7.4	Execute recurring IT service provider business continuity (20753)	8.5.1.1 Determine IT service/solution development (20786)
8.3.7.5	Provide IT resilience training (20754)	8.5.1.2 Define IT service/solution development processes/standards (20787)
8.3.7.6	Execute recurring IT business operations continuity (20755)	8.5.1.3 Identify, deploy, and support development methodologies and tools (20788)
8.3.8	Manage IT user identity and authorization (20756)	8.5.1.4 Establish service component criteria (20789)
8.3.8.1	Support integration of identity and authorization policies (20757)	8.5.1.5 Understand and select reusable service components (20790)
8.3.8.2	Manage IT user directory (20758)	8.5.1.6 Maintain service component portfolio (20791)
8.3.8.3	Manage IT user authorization (20759)	8.5.1.7 Establish development standards exception governance (20792)
8.3.8.4	Manage IT user authentication mechanisms (20760)	8.5.2 Manage service/solution lifecycle planning (20793)
8.3.8.5	Audit IT user identity and authorization systems (20761)	8.5.2.1 Monitor and track emerging technology capabilities (20794)
8.3.8.6	Respond to IT information security and network breaches (20762)	8.5.2.2 Identify IT services/solutions (20795)
8.3.8.7	Conduct penetration testing (20763)	8.5.2.3 Determine IT service/solution approach (20796)
8.3.8.8	Audit integration of user identity and authorization systems (20764)	8.5.2.4 Define IT solution lifecycle (20797)
8.4 Manage information (20765)		8.5.2.5 Develop IT service/solution "sunset" plans (20798)
8.4.1	Define business information and analytics strategy (20766)	8.5.3 Develop and manage service/solution architecture (20799)
8.4.1.1	Establish data, information, and analytic objectives (20767)	8.5.3.1 Assess IT application and infrastructure architecture constraints (20800)
8.4.1.2	Establish data, information, and analytic governance (20768)	8.5.3.2 Assess business constraints on IT service/solution (20801)
8.4.1.3	Access IT data/analytics capabilities (20769)	8.5.3.3 Determine IT component integration requirements (20802)
8.4.2	Define and maintain business information architecture (20770)	8.5.3.4 Identify opportunities for IT component reuse (20803)
8.4.2.1	Determine enterprise business information requirements (20771)	8.5.3.5 Promote adoption of existing service/solution architecture (20804)
8.4.2.2	Define enterprise data models (20772)	8.5.3.6 Develop and maintain service/solution architectures (20805)
8.4.2.3	Identify and understand external data sources (20773)	8.5.3.7 Assess IT service/solution architecture conformance (20806)
8.4.2.4	Establish data ownership and stewardship responsibilities (20774)	8.5.3.8 Manage architectural exceptions (20807)
8.4.2.5	Maintain and evolve enterprise data and information architecture (20775)	8.5.4 Execute IT service/solution creation and testing (20808)
8.4.3	Define and execute business information lifecycle planning and control (20776)	8.5.4.1 Execute IT service/solution development lifecycle (20809)
8.4.3.1	Define and maintain enterprise information policies, standards, and procedures (20777)	8.5.4.1.1 Assess and validate IT service/solution requirements (20810)
8.4.3.2	Implement and execute data administration responsibilities (20778)	8.5.4.1.2 Create service/solution design (20811)
8.4.4	Manage business information content (20779)	8.5.4.1.3 Build and test IT service/solution components (20812)
8.4.4.1	Monitor and control business information (20780)	8.5.4.1.4 Integrate IT components and services (20813)
8.4.4.2	Maintain business information feeds and repositories (20781)	8.5.4.1.5 Execute IT service/solution validation (20814)
8.4.4.3	Perform internal usage audits (20782)	

	8.5.4.1.6	Bundle service/solution deployment packaging (20815)	8.6.4.4	Confirm implementation completion (20852)
	8.5.4.1.7	Manage service/solution process exceptions (20816)	8.6.4.5	Implement software change/release (20853)
8.5.5	Perform service/solution maintenance and testing (20817)		8.6.4.6	Perform post-installation testing (20854)
8.5.5.1	Execute IT service/solution maintenance lifecycle (20818)		8.6.4.7	Distribute software components network-wide (20855)
8.5.5.1.1	Assess IT remediation (20819)		8.6.4.8	Verify change/release implementation success (20856)
8.5.5.1.2	Modify service/solution design (20820)		8.6.4.9	Execute roll-back plan (20857)
8.5.5.1.3	Perform IT service/solution remediation (20821)		8.6.5	Perform service and solution rollout (20858)
8.5.5.1.4	Manage service/solution operations (20822)		8.6.5.1	Conduct IT training (20859)
8.5.5.1.5	Prepare fixed/enhanced service/solution packaging (20823)		8.6.5.2	Prepare and distribute service/solution communications (20860)
8.6 Deploy services/solutions (20824)			8.6.5.3	Support organizational changes (20861)
8.6.1	Develop and manage service/solution deployment strategy (20825)		8.6.5.4	Execute rollout plans (20862)
8.6.1.1	Assess IT deployment business impact (20826)		8.6.5.5	Provide rollout support (20863)
8.6.1.2	Establish IT deployment policies (20827)		8.6.5.6	Manage rollout support capabilities (20864)
8.6.1.3	Define and create deployment procedure workflow (20828)		8.6.5.7	Monitor and record rollout issues (20865)
8.6.1.4	Define IT change/release standards (20829)			
8.6.1.5	Assign deployment approval responsibilities (20830)			
8.6.1.6	Analyze deployments outcomes (20831)			
8.6.2	Plan service and solution implementation (20832)		8.7 Create and manage support services/solutions (20866)	
8.6.2.1	Assess IT deployment risk (20833)		8.7.1	Define and establish service delivery strategy (20867)
8.6.2.2	Define implementation schedule and roll-out sequence (20834)		8.7.1.1	Assess business objectives and IT service delivery (20868)
8.6.2.3	Determine implementation requirements (20835)		8.7.1.2	Define IT service delivery portfolio (20869)
8.6.2.4	Plan and align user testing and resources (20836)		8.7.1.3	Create and maintain IT service delivery model (20870)
8.6.2.5	Develop IT training (20837)		8.7.1.4	Determine IT service delivery locations and activities (20871)
8.6.2.6	Create implementation communications (20838)		8.7.1.5	Define IT service delivery sourcing strategy (20872)
8.6.2.7	Manage IT roll-back procedures (20839)		8.7.2	Define and develop service support strategy (20873)
8.6.3	Manage change deployment control (20840)		8.7.2.1	Assess business objectives and IT service support delivery (20874)
8.6.3.1	Assess IT change/release impact (20841)		8.7.2.2	Define IT service support portfolio (20875)
8.6.3.2	Confirm change/release compliance (20842)		8.7.2.3	Create and maintain IT support model (20876)
8.6.3.3	Assess IT change/release risk (20843)		8.7.2.4	Develop IT support service sourcing strategy (20877)
8.6.3.4	Consolidate IT change (20844)		8.7.2.5	Establish support service framework (20878)
8.6.3.5	Create and communicate deployment schedule (20845)		8.7.2.6	Provide service support tools and technology (20879)
8.6.3.6	Approve change/release deployment (20846)		8.7.3	Plan and manage service delivery control (20880)
8.6.3.7	Document IT change/release outcome (20847)		8.7.3.1	Plan operational activities for IT service delivery (20881)
8.6.4	Implement technology solutions (20848)		8.7.3.1.1	Schedule service delivery resources (20882)
8.6.4.1	Confirm hardware/software operational status (20849)		8.7.3.1.2	Maintain/optimize batch job schedule (20883)
8.6.4.2	Confirm operational availability (20850)		8.7.3.1.3	Schedule change/release windows (20884)
8.6.4.3	Execute internal IT implementation plan (20851)		8.7.3.1.4	Schedule/optimize backup and archive activities (20885)
			8.7.3.1.5	Balance operational workloads across available infrastructure components (20886)

	8.7.3.1.6 Determine specific problem support procedures (20887)	
8.7.4	Develop and manage infrastructure resource planning (20888)	
8.7.4.1	Develop IT service delivery strategy (20889)	8.7.6.2 Run and monitor batch job schedule (20907)
8.7.4.2	Assess IT infrastructure business objectives (20890)	8.7.6.3 Manage service delivery workloads (20908)
8.7.4.3	Determine ongoing IT infrastructure capabilities (20891)	8.7.6.4 Manage infrastructure performance and capacity (20909)
8.7.4.4	Plan IT infrastructure change (20892)	8.7.6.5 Respond to unplanned operational issues (20910)
8.7.4.5	Plan and budget IT license usage volumes (20893)	8.7.6.6 Produce and distribute output media (20911)
8.7.5	Define service support planning (20895)	8.7.6.7 Monitor IT infrastructure security (20912)
8.7.5.1	Understand IT support demand patterns (20896)	8.7.6.8 Manage IT infrastructure/data recovery (20913)
8.7.5.2	Determine required support resource levels, responsibilities, and capabilities (20897)	8.7.7 Manage infrastructure resource administration (20914)
8.7.5.3	Maintain service support knowledge repository (20898)	8.7.7.1 Manage infrastructure configuration (20915)
8.7.5.4	Maintain service support learning (20943)	8.7.7.2 Perform infrastructure component maintenance (20916)
8.7.5.5	Communicate service support needs (20899)	8.7.7.3 Install/configure/upgrade infrastructure components (20917)
8.7.5.6	Define IT escalation mechanisms (20900)	8.7.7.4 Maintain IT asset records (20918)
8.7.5.7	Manage IT service support resources (20901)	8.7.7.5 Administer IT licenses/user agreements (20919)
8.7.5.8	Coordinate with external support providers (20902)	8.7.7.6 Provide IT infrastructure service and capabilities (20920)
8.7.5.9	Triage IT service delivery incidents (20903)	8.7.8 Operate IT user support (20921)
8.7.5.10	Monitor IT service support performance (20904)	8.7.8.1 Triage IT issues/requests (20922)
8.7.6	Develop and manage service delivery operations (20905)	8.7.8.2 Provide IT resolution capabilities (20923)
8.7.6.1	Operate and monitor online systems (20906)	8.7.8.3 Manage IT user requests (20925)
		8.7.8.4 Escalate IT requests (20926)
		8.7.8.5 Resolve IT issues/requests (20927)
		8.7.8.6 Execute IT continuity and recovery action (20928)

9.0 Manage Financial Resources (17058)

9.1 Perform planning and management accounting (10728)

- 9.1.1 Perform planning/budgeting/forecasting (10738)
 - 9.1.1.1 Develop and maintain budget policies and procedures (10771)
 - 9.1.1.2 Prepare periodic budgets and plans (10772)
 - 9.1.1.3 Operationalize and implement plans to achieve budget (20135)
 - 9.1.1.4 Prepare periodic financial forecasts (10773)
 - 9.1.1.5 Perform variance analysis against forecasts and budgets (20136)
- 9.1.2 Perform cost accounting and control (10739)
 - 9.1.2.1 Perform inventory accounting (10774)
 - 9.1.2.2 Perform profit center accounting (14057)
 - 9.1.2.3 Perform cost of sales analysis (10775)
 - 9.1.2.4 Perform product costing (10776)
 - 9.1.2.5 Perform variance analysis (10777)
 - 9.1.2.6 Report on profitability (11175)
- 9.1.3 Perform cost management (10740)
 - 9.1.3.1 Determine key cost drivers (10778)
 - 9.1.3.2 Measure cost drivers (10779)
 - 9.1.3.3 Determine critical activities (10780)
 - 9.1.3.4 Manage asset resource deployment and utilization (10781)
- 9.1.4 Evaluate and manage financial performance (10741)
 - 9.1.4.1 Assess customer and product profitability (10782)
 - 9.1.4.2 Evaluate new products (10783)
 - 9.1.4.3 Perform life cycle costing (10784)
 - 9.1.4.4 Optimize customer and product mix (10785)
 - 9.1.4.5 Track performance of new-customer and product strategies (10786)
 - 9.1.4.6 Prepare activity-based performance measures (10787)
 - 9.1.4.7 Manage continuous cost improvement (10788)

9.2 Perform revenue accounting (10729)

- 9.2.1 Process customer credit (10742)
 - 9.2.1.1 Establish credit policies (10789)
 - 9.2.1.2 Analyze/Approve new account applications (10790)
 - 9.2.1.3 Analyze credit scoring history (14187)
 - 9.2.1.4 Forecast credit scoring requirement (14188)
 - 9.2.1.5 Review existing accounts (10791)
 - 9.2.1.6 Produce credit/collection reports (10792)
 - 9.2.1.7 Reinstate or suspend accounts based on credit policies (10793)
- 9.2.2 Invoice customer (10743)
 - 9.2.2.1 Maintain customer/product master files (10794)
 - 9.2.2.2 Generate customer billing data (10795)
 - 9.2.2.3 Transmit billing data to customers (10796)

- 9.2.2.4 Post receivable entries (10797)
- 9.2.2.5 Resolve customer billing inquiries (10798)
- 9.2.3 Process accounts receivable (AR) (10744)
 - 9.2.3.1 Establish AR policies (10799)
 - 9.2.3.2 Receive/Deposit customer payments (10800)
 - 9.2.3.3 Apply cash remittances (10801)
 - 9.2.3.4 Prepare AR reports (10802)
 - 9.2.3.5 Post AR activity to the general ledger (10803)
- 9.2.4 Manage and process collections (10745)
 - 9.2.4.1 Establish policies for delinquent accounts (10804)
 - 9.2.4.2 Analyze delinquent account balances (10805)
 - 9.2.4.3 Correspond/Negotiate with delinquent accounts (10806)
 - 9.2.4.4 Discuss account resolution with internal parties (10807)
 - 9.2.4.5 Process adjustments/write off balances (10808)
 - 9.2.4.6 Perform recovery workout (14007)
 - 9.2.4.7 Manage default accounts (14008)
- 9.2.5 Manage and process adjustments/deductions (10746)
 - 9.2.5.1 Establish policies/procedures for adjustments (10809)
 - 9.2.5.2 Analyze adjustments (10810)
 - 9.2.5.3 Correspond/Negotiate with customer (10811)
 - 9.2.5.4 Discuss resolution with internal parties (10812)
 - 9.2.5.5 Prepare chargeback invoices (10813)
 - 9.2.5.6 Process related entries (10814)

9.3 Perform general accounting and reporting (10730)

- 9.3.1 Manage policies and procedures (10747)
 - 9.3.1.1 Negotiate service-level agreements (10815)
 - 9.3.1.2 Establish accounting policies (10816)
 - 9.3.1.3 Publish accounting policies (20604)
 - 9.3.1.4 Establish common financial systems (10818)
- 9.3.2 Perform general accounting (10748)
 - 9.3.2.1 Maintain chart of accounts (10819)
 - 9.3.2.2 Process journal entries (10820)
 - 9.3.2.3 Process allocations (10821)
 - 9.3.2.4 Process period end adjustments (10822)
 - 9.3.2.5 Post and reconcile intercompany transactions (10823)
 - 9.3.2.6 Reconcile general ledger accounts (10824)
 - 9.3.2.7 Perform consolidations and process eliminations (10825)
 - 9.3.2.8 Prepare trial balance (10826)
 - 9.3.2.9 Prepare and post management adjustments (10827)
- 9.3.3 Perform fixed-asset accounting (10749)
 - 9.3.3.1 Establish fixed-asset policies and procedures (10828)

9.3.3.2	Maintain fixed-asset master data files (10829)	9.5.1.3	Analyze and report paid and unpaid leave (10855)
9.3.3.3	Process and record fixed-asset additions and retires (10830)	9.5.1.4	Monitor regular, overtime, and other hours (10856)
9.3.3.4	Process and record fixed-asset adjustments, enhancements, revaluations, and transfers (10831)	9.5.1.5	Analyze and report employee utilization (10857)
9.3.3.5	Process and record fixed-asset maintenance and repair expenses (10832)	9.5.2	Manage pay (10754)
9.3.3.6	Calculate and record depreciation expense (10833)	9.5.2.1	Enter employee time worked into payroll system (10858)
9.3.3.7	Reconcile fixed-asset ledger (10834)	9.5.2.2	Maintain and administer employee earnings information (10859)
9.3.3.8	Track fixed-assets including physical inventory (10835)	9.5.2.3	Maintain and administer applicable deductions (10860)
9.3.3.9	Provide fixed-asset data to support tax, statutory, and regulatory reporting (10836)	9.5.2.4	Monitor changes in tax status of employees (10861)
9.3.4	Perform financial reporting (10750)	9.5.2.5	Process and distribute payments (10862)
9.3.4.1	Prepare business unit financial statements (10837)	9.5.2.6	Process and distribute manual checks (10863)
9.3.4.2	Prepare consolidated financial statements (10838)	9.5.2.7	Process period-end adjustments (10864)
9.3.4.3	Perform business unit reporting/review management reports (10839)	9.5.2.8	Respond to employee payroll inquiries (10865)
9.3.4.4	Perform consolidated reporting/review of cost management reports (10840)	9.5.3	Manage and process payroll taxes (10755)
9.3.4.5	Prepare statements for board review (10841)	9.5.3.1	Develop tax plan (14075)
9.3.4.6	Produce quarterly/annual filings and shareholder reports (10842)	9.5.3.2	Manage tax plan (14076)
9.3.4.7	Produce regulatory reports (10843)	9.5.3.3	Calculate and pay applicable payroll taxes (10866)
9.3.4.8	Perform legal and management consolidation (14074)	9.5.3.4	Produce and distribute employee annual tax statements (10867)
		9.5.3.5	File regulatory payroll tax forms (10868)

9.4 Manage fixed-asset project accounting (10731)

- 9.4.1 Perform capital planning and project approval (10751)
 - 9.4.1.1 Develop capital investment policies and procedures (10844)
 - 9.4.1.2 Develop and approve capital expenditure plans and budgets (10845)
 - 9.4.1.3 Review and approve capital projects and fixed-asset acquisitions (10846)
 - 9.4.1.4 Conduct financial justification for project approval (10847)
- 9.4.2 Perform capital project accounting (10752)
 - 9.4.2.1 Create project account codes (10848)
 - 9.4.2.2 Record project-related transactions (10849)
 - 9.4.2.3 Monitor and track capital projects and budget spending (10850)
 - 9.4.2.4 Close/capitalize projects (10851)
 - 9.4.2.5 Measure financial returns on completed capital projects (10852)

9.5 Process payroll (10732)

- 9.5.1 Report time (10753)
 - 9.5.1.1 Establish policies and procedures (10853)
 - 9.5.1.2 Collect and record employee time worked (10854)

9.6 Process accounts payable and expense reimbursements (10733)

- 9.6.1 Process accounts payable (AP) (10756)
 - 9.6.1.1 Verify AP pay file with purchase order vendor master file (10869)
 - 9.6.1.2 Maintain/Manage electronic commerce (10870)
 - 9.6.1.3 Audit invoices and key data in AP system (10871)
 - 9.6.1.4 Approve payments (10872)
 - 9.6.1.5 Process financial accruals and reversals (10873)
 - 9.6.1.6 Process payables taxes (10874)
 - 9.6.1.7 Research/Resolve payable exceptions (10875)
 - 9.6.1.8 Process payments (10876)
 - 9.6.1.9 Respond to AP inquiries (10877)
 - 9.6.1.10 Retain records (10878)
 - 9.6.1.11 Adjust accounting records (10879)
- 9.6.2 Process expense reimbursements (10757)
 - 9.6.2.1 Establish and communicate expense reimbursement policies and approval limits (10880)
 - 9.6.2.2 Capture and report relevant tax data (10881)
 - 9.6.2.3 Approve reimbursements and advances (10882)
 - 9.6.2.4 Process reimbursements and advances (10883)
 - 9.6.2.5 Manage personnel accounts (10884)
- 9.6.3 Manage corporate credit cards (20929)
 - 9.6.3.1 Establish corporate credit card policies and

	approval limits (20930)	9.7.4.4	Manage issuer exposure (10910)
9.6.3.2	Process corporate credit card requests (20931)	9.7.4.5	Process and oversee debt and investment transactions (10911)
9.6.3.3	Order corporate credit cards (20932)	9.7.4.6	Process and oversee foreign currency transactions (10912)
9.6.3.4	Manage corporate credit card accounts (20933)	9.7.4.7	Produce debt and investment accounting transaction reports (10913)
9.6.3.5	Approve/Change credit limits (20934)	9.7.4.8	Process and oversee interest rate transactions (14210)
9.6.3.6	Cancel/Deactivate credit card (20935)	9.7.5	Monitor and execute risk and hedging transactions (11208)
9.7 Manage treasury operations (10734)		9.7.5.1	Develop risk management/hedging strategy (12974)
9.7.1	Manage treasury policies and procedures (10758)	9.7.5.2	Manage interest rate risk (11209)
9.7.1.1	Establish scope and governance of treasury operations (10885)	9.7.5.2.1	Manage interest rate market data (19575)
9.7.1.2	Establish and publish treasury policies (10886)	9.7.5.2.2	Determine interest rate exposure for all markets (19576)
9.7.1.3	Develop treasury procedures (10887)	9.7.5.2.3	Determine interest rate hedge requirements in accordance with risk policy (19577)
9.7.1.4	Monitor treasury procedures (10888)	9.7.5.2.4	Execute interest rate trades (19578)
9.7.1.5	Audit treasury procedures (10889)	9.7.5.3	Manage foreign exchange risk (11210)
9.7.1.6	Revise treasury procedures (10890)	9.7.5.3.1	Manage foreign exchange market data (19579)
9.7.1.7	Develop and confirm internal controls for treasury (10891)	9.7.5.3.2	Determine foreign exchange exposure for all currencies (19580)
9.7.1.8	Define system security requirements (10892)	9.7.5.3.3	Determine foreign exchange hedge requirements in accordance with risk policy (19581)
9.7.2	Manage cash (10759)	9.7.5.3.4	Execute foreign exchange trades (19582)
9.7.2.1	Manage and reconcile cash positions (10893)	9.7.5.3.5	Manage foreign exchange balance sheet risk (19583)
9.7.2.2	Manage cash equivalents (10894)	9.7.5.4	Manage exposure risk (11211)
9.7.2.3	Process and oversee electronic fund transfers (EFTs) (10895)	9.7.5.4.1	Determine current customer exposures and limit exceptions (19584)
9.7.2.4	Develop cash flow forecasts (10896)	9.7.5.4.2	Resolve customer exposure limit violations (19585)
9.7.2.5	Manage cash flows (10897)	9.7.5.4.3	Manage customer collateral (19586)
9.7.2.6	Produce cash management accounting transactions and reports (10898)	9.7.5.4.4	Perform annual customer credit reviews (19587)
9.7.2.7	Manage and oversee banking relationships (10899)	9.7.5.5	Execute hedging transactions (20137)
9.7.2.8	Analyze, negotiate, resolve, and confirm bank fees (10900)	9.7.5.5.1	Measure physical positions (19588)
9.7.3	Manage in-house bank accounts (10760)	9.7.5.5.2	Establish hedges (19589)
9.7.3.1	Manage in-house bank accounts for subsidiaries (10901)	9.7.5.5.3	Unwind hedges (19590)
9.7.3.2	Manage and facilitate inter-company borrowing transactions (10902)	9.7.5.5.4	Evaluate and refine hedging positions (11213)
9.7.3.3	Manage centralized outgoing payments on behalf of subsidiaries (10903)	9.7.5.5.5	Monitor credit (11215)
9.7.3.4	Manage central incoming payments on behalf of subsidiaries (10904)	9.7.5.6	Produce hedge accounting transactions and reports (11214)
9.7.3.5	Manage internal payments and netting transactions (10905)	9.7.6	Manage financial fraud/dispute cases (16958)
9.7.3.6	Calculate interest and fees for in-house bank accounts (10906)		
9.7.3.7	Provide account statements for in-house bank accounts (10907)		
9.7.4	Manage debt and investment (10761)		
9.7.4.1	Establish investment policy (14079)		
9.7.4.2	Manage financial intermediary relationships (10908)		
9.7.4.3	Manage liquidity (10909)		

9.8 Manage internal controls (10735)

- 9.8.1 Establish internal controls, policies, and procedures (10762)
 - 9.8.1.1 Establish board of directors and audit committee (10914)
 - 9.8.1.2 Define and communicate code of ethics (10915)
 - 9.8.1.3 Assign roles and responsibility for internal controls (10916)
 - 9.8.1.4 Define business process objectives and risks (11250)
 - 9.8.1.5 Define entity/unit risk tolerances (11251)
- 9.8.2 Operate controls and monitor compliance with internal controls policies and procedures (10763)
 - 9.8.2.1 Design and implement control activities (10917)
 - 9.8.2.2 Monitor control effectiveness (10918)
 - 9.8.2.3 Remediate control deficiencies (10919)
 - 9.8.2.4 Create compliance function (10920)
 - 9.8.2.5 Operate compliance function (10921)
 - 9.8.2.6 Implement and maintain controls-related enabling technologies and tools (10922)
- 9.8.3 Report on internal controls compliance (10764)
 - 9.8.3.1 Report to external auditors (10923)
 - 9.8.3.2 Report to regulators, share-/debt-holders, securities exchanges, etc. (10924)
 - 9.8.3.3 Report to third parties (10925)
 - 9.8.3.4 Report to internal management (10926)

9.9 Manage taxes (10736)

- 9.9.1 Develop tax strategy and plan (10765)
 - 9.9.1.1 Develop foreign, national, state, and local tax

strategy (10927)

- 9.9.1.2 Consolidate and optimize total tax plan (10928)
 - 9.9.1.3 Maintain tax master data (10929)
- 9.9.2 Process taxes (10766)
 - 9.9.2.1 Perform tax planning/strategy (10930)
 - 9.9.2.2 Prepare tax returns (10931)
 - 9.9.2.3 Prepare foreign taxes (10932)
 - 9.9.2.4 Calculate deferred taxes (10933)
 - 9.9.2.5 Account for taxes (10934)
 - 9.9.2.6 Monitor tax compliance (10935)
 - 9.9.2.7 Address tax inquiries (10936)

9.10 Manage international funds/consolidation (10737)

- 9.10.1 Monitor international rates (10767)
- 9.10.2 Manage transactions (10768)
- 9.10.3 Monitor currency exposure/hedge currency (10769)
- 9.10.4 Report results (10770)

9.11 Perform global trade services (17059)

- 9.11.1 Screen sanctioned party list (14090)
- 9.11.2 Control exports and imports (14091)
- 9.11.3 Classify products (14092)
- 9.11.4 Perform currency conversion (19593)
- 9.11.5 Calculate duty (14093)
- 9.11.6 Communicate with customs (14094)
- 9.11.7 Document trade (14095)
- 9.11.8 Process trade preferences (14096)
- 9.11.9 Handle restitution (14097)
- 9.11.10 Prepare letter of credit (14098)

10.0 Acquire, Construct, and Manage Assets (19207)

10.1 Plan and acquire assets (10937)

- 10.1.1 Develop property strategy and long term vision (10941)
 - 10.1.1.1 Confirm alignment of property requirements with business strategy (10955)
 - 10.1.1.2 Appraise the external environment (10956)
 - 10.1.1.3 Determine build or buy decision (10957)
- 10.1.2 Plan facility (10943)
 - 10.1.2.1 Design facility (10958)
 - 10.1.2.2 Analyze budget (10959)
 - 10.1.2.3 Select property (10960)
 - 10.1.2.4 Negotiate terms for facility (10961)
 - 10.1.2.5 Manage construction or modification to building (10962)
- 10.1.3 Provide workspace and facilities (10944)
 - 10.1.3.1 Acquire workspace and facilities (10963)
 - 10.1.3.2 Change fit/form/function of workspace and facilities (10964)

10.1.4 Manage facilities operations (10949)

- 10.1.4.1 Relocate people (10965)
- 10.1.4.2 Relocate material and tools (10966)

10.2 Design and construct productive assets (19208)

- 10.2.1 Manage capital program for productive assets (19209)
 - 10.2.1.1 Define capital investment plan (19210)
 - 10.2.1.2 Monitor capital program (19211)
 - 10.2.1.3 Secure construction financing (19212)
- 10.2.2 Design and plan asset construction (20139)
 - 10.2.2.1 Develop construction strategy (19220)
 - 10.2.2.2 Perform construction performance management (11276)
 - 10.2.2.3 Obtain construction permissions (19221)
 - 10.2.2.4 Design assets (19222)
 - 10.2.2.5 Plan construction resources (19223)
- 10.2.3 Schedule and perform construction work (19229)

10.2.3.1	Schedule construction work (19230)	10.3.2.2	Obtain required resources (19247)
10.2.3.2	Obtain resources (19231)	10.3.2.3	Undertake quality control (19248)
10.2.3.3	Construct new assets (19232)	10.3.2.4	Update work and asset records (19249)
10.2.3.4	Augment existing assets (19233)	10.3.2.5	Manage maintenance work safety (19250)
10.2.3.5	Renew/Replace assets (19234)	10.3.2.6	Define maintenance performance targets (19251)
10.2.4	Manage asset construction (19224)	10.3.2.7	Monitor maintenance performance against targets/contracts (19252)
10.2.4.1	Monitor work performance (19225)	10.3.3	Perform asset maintenance (19253)
10.2.4.2	Undertake construction quality control (19226)	10.3.3.1	Perform preventative asset maintenance (10947)
10.2.4.3	Create work and asset records (19227)	10.3.3.2	Perform routine asset maintenance (19254)
10.2.4.4	Manage safety, security, and access to sites (19228)	10.3.3.3	Perform corrective asset maintenance and repairs (19255)
10.3	Maintain productive assets (19238)	10.3.3.4	Identify unplanned maintenance requirements (19256)
10.3.1	Plan asset maintenance (19239)	10.3.3.5	Perform unplanned maintenance and repairs (19257)
10.3.1.1	Develop maintenance strategies (19240)	10.4	Dispose of assets (10940)
10.3.1.2	Analyze assets and predict maintenance requirements (10967)	10.4.1	Develop exit strategy (10952)
10.3.1.3	Specify maintenance policies (19241)	10.4.2	Decommission productive assets (19258)
10.3.1.4	Integrate preventive maintenance into operations schedule (10968)	10.4.3	Perform sale or trade (10953)
10.3.1.5	Identify work management tasks & priorities (19242)	10.4.4	Perform abandonment (10954)
10.3.1.6	Conduct resource planning (19243)	10.4.5	Perform waste and hazardous goods management (16970)
10.3.1.7	Create work plans (19244)		
10.3.2	Manage asset maintenance (19245)		
10.3.2.1	Schedule maintenance work (19246)		

11.0 Manage Enterprise Risk, Compliance, Remediation, and Resiliency (16437)

11.1 Manage enterprise risk (17060)

- 11.1.1 Establish the enterprise risk framework and policies (16439)
 - 11.1.1.1 Determine risk tolerance for organization (16440)
 - 11.1.1.2 Develop and maintain enterprise risk policies and procedures (16441)
 - 11.1.1.3 Identify and implement enterprise risk management tools (16442)
 - 11.1.1.4 Coordinate the sharing of risk knowledge across the organization (16443)
 - 11.1.1.5 Prepare and report enterprise risk to executive management and board (16444)
- 11.1.2 Oversee and coordinate enterprise risk management activities (16445)
 - 11.1.2.1 Identify enterprise level risks (16446)
 - 11.1.2.2 Assess risks to determine which to mitigate (16447)
 - 11.1.2.3 Develop risk mitigation and management strategy and integrate with existing performance management processes (16448)

- 11.1.2.4 Verify business unit and functional risk mitigation plans are implemented (16449)
- 11.1.2.5 Ensure risks and risk mitigation actions are monitored (16450)
- 11.1.2.6 Report on enterprise risk activities (16451)
- 11.1.2.7 Coordinate business unit and functional risk management activities (16452)
- 11.1.2.8 Ensure that each business unit/function follows the enterprise risk management process (16453)
- 11.1.2.9 Ensure that each business unit/function follows the enterprise risk reporting process (16454)
- 11.1.3 Manage business unit and function risk (17462)
 - 11.1.3.1 Identify risks (16456)
 - 11.1.3.2 Assess risks using enterprise risk framework policies and procedures (16457)
 - 11.1.3.3 Develop mitigation plans for risks (16458)
 - 11.1.3.3.1 Assess adequacy of insurance coverage (18129)
 - 11.1.3.4 Implement mitigation plans for risks (16459)
 - 11.1.3.5 Monitor risks (16460)
 - 11.1.3.6 Analyze risk activities and update plans (16461)

11.1.3.7 Report on risk activities (16462)	11.2.2.8 Compile and communicate internal and regulatory compliance reports (19596)
11.2 Manage compliance (17467)	
11.2.1 Establish compliance framework and policies (17468)	11.2.2.9 Maintain relationships with regulators as appropriate (16470)
11.2.1.1 Develop enterprise compliance policies and procedures (17469)	
11.2.1.2 Implement enterprise compliance activities (17470)	
11.2.1.3 Manage internal audits (14133)	
11.2.1.4 Maintain controls-related technologies and tools (14137)	
11.2.2 Manage regulatory compliance (16463)	
11.2.2.1 Develop regulatory compliance procedures (16464)	11.3.1 Create remediation plans (11201)
11.2.2.2 Identify applicable regulatory requirements (16465)	11.3.2 Contact and confer with experts (11202)
11.2.2.3 Monitor the regulatory environment for changing or emerging regulations (16466)	11.3.3 Identify/dedicate resources (11203)
11.2.2.4 Assess current compliance position and identify weaknesses or shortfalls therein (16467)	11.3.4 Investigate legal aspects (11204)
11.2.2.5 Implement missing or stronger regulatory compliance controls and policies (16468)	11.3.5 Investigate damage cause (11205)
11.2.2.6 Monitor and test regulatory compliance position and existing controls (16469)	11.3.6 Amend or create policy (11206)
11.2.2.7 Compile and communicate compliance scorecard(s) (19595)	
	11.3 Manage remediation efforts (11185)
	11.3.1 Create remediation plans (11201)
	11.3.2 Contact and confer with experts (11202)
	11.3.3 Identify/dedicate resources (11203)
	11.3.4 Investigate legal aspects (11204)
	11.3.5 Investigate damage cause (11205)
	11.3.6 Amend or create policy (11206)
	11.4 Manage business resiliency (11216)
	11.4.1 Develop the business resilience strategy (11221)
	11.4.2 Perform continuous business operations planning (11222)
	11.4.3 Test continuous business operations (11223)
	11.4.4 Maintain continuous business operations (11224)
	11.4.5 Share knowledge of specific risks across other parts of the organization (16471)

12.0 Manage External Relationships (10012)

12.1 Build investor relationships (11010)	12.2.3.3 Extend or change the relationships (12881)
12.1.1 Plan, build, and manage lender relations (11035)	12.2.4 Manage lobby activities (11041)
12.1.2 Plan, build, and manage analyst relations (11036)	
12.1.3 Communicate with shareholders (11037)	
12.2 Manage government and industry relationships (11011)	
12.2.1 Manage government relations (11038)	12.3 Manage relations with board of directors (11012)
12.2.1.1 Assess relationships (12869)	12.3.1 Report financial results (11042)
12.2.1.2 Appoint responsible executives (12870)	12.3.2 Report audit findings (11043)
12.2.1.3 Monitor relationships (12871)	
12.2.1.4 Receive input from internal advisors (12872)	12.4 Manage legal and ethical issues (11013)
12.2.1.5 Receive input from external advisors (12873)	12.4.1 Create ethics policies (11044)
12.2.1.6 Liaise with authorities (12874)	12.4.2 Manage corporate governance policies (11045)
12.2.2 Manage relations with quasi-government bodies (11039)	12.4.3 Develop and perform preventive law programs (11046)
12.2.2.1 Establish relationships with agencies (12875)	12.4.4 Ensure compliance (11047)
12.2.2.2 Respond to audit inquiries (12876)	12.4.4.1 Plan and initiate compliance program (11053)
12.2.2.3 Maintain documentation of contacts (12877)	12.4.4.2 Execute compliance program (11054)
12.2.2.4 Plan and manage meetings (12878)	12.4.5 Manage outside counsel (11048)
12.2.3 Manage relations with trade or industry groups (11040)	12.4.5.1 Assess problem and determine work requirements (11056)
12.2.3.1 Evaluate the requirements for strategic relationships (12879)	12.4.5.2 Engage/Retain outside counsel if necessary (11057)
12.2.3.2 Monitor the success of the partnerships (12880)	12.4.5.3 Receive strategy/budget (11058)
	12.4.5.4 Receive work product and manage/monitor case and work performed (11059)
	12.4.5.5 Process payment for legal services (11060)

12.4.5.6	Track legal activity/performance (11061)	12.4.8	Provide legal advice/counseling (11051)
12.4.6	Protect intellectual property (11049)	12.4.9	Negotiate and document agreements/contracts (11052)
12.4.6.1	Manage copyrights, patents, and trademarks (11062)	12.5	Manage public relations program (11014)
12.4.6.2	Maintain intellectual property rights and restrictions (11063)	12.5.1	Manage community relations (11066)
12.4.6.3	Administer licensing terms (11064)	12.5.2	Manage media relations (11067)
12.4.6.4	Administer options (11065)	12.5.3	Promote political stability (11068)
12.4.7	Resolve disputes and litigations (11050)	12.5.4	Create press releases (11069)
		12.5.5	Issue press releases (11070)

13.0 Develop and Manage Business Capabilities (10013)

13.1 Manage business processes (16378)

- 13.1.1 Establish and maintain process management governance (16379)
 - 13.1.1.1 Define and manage governance approach (16380)
 - 13.1.1.2 Establish and maintain process tools and templates (16381)
 - 13.1.1.3 Assign and support process ownership (16382)
 - 13.1.1.4 Perform process governance activities (16383)
- 13.1.2 Define and manage process frameworks (16384)
 - 13.1.2.1 Establish and maintain process framework (16385)
 - 13.1.2.2 Identify cross-functional processes (16386)
- 13.1.3 Define processes (16387)
 - 13.1.3.1 Scope processes (16388)
 - 13.1.3.2 Analyze processes (16389)
 - 13.1.3.2.1 Identify published best practices (20140)
 - 13.1.3.3 Model and document processes (16390)
 - 13.1.3.4 Publish processes (16391)
- 13.1.4 Manage process performance (16392)
 - 13.1.4.1 Provide process training (16393)
 - 13.1.4.2 Support process execution (16394)
 - 13.1.4.3 Measure and report process performance (16395)
 - 13.1.4.3.1 Identify additional metrics as required (20141)
- 13.1.5 Improve processes (16396)
 - 13.1.5.1 Identify and select improvement opportunities (16397)
 - 13.1.5.2 Manage improvement projects (16398)
 - 13.1.5.3 Perform continuous improvement activities (16399)

13.2 Manage portfolio, program, and project (16400)

- 13.2.1 Manage portfolio (16401)
 - 13.2.1.1 Establish portfolio strategy (16402)
 - 13.2.1.2 Define portfolio governance (16403)

- 13.2.1.3 Monitor and control portfolio (16404)
- 13.2.2 Manage programs (16405)
 - 13.2.2.1 Establish program structure and approach (16406)
 - 13.2.2.2 Manage program stakeholders and partners (16407)
 - 13.2.2.3 Manage program execution (16408)
 - 13.2.2.4 Review and report program performance (16409)
- 13.2.3 Manage projects (16410)
 - 13.2.3.1 Establish project scope (16411)
 - 13.2.3.1.1 Identify project requirements and objectives (11117)
 - 13.2.3.1.2 Identify project resource requirements (16412)
 - 13.2.3.1.3 Assess culture and readiness for project management approach (11118)
 - 13.2.3.1.4 Create business case and obtain funding (11120)
 - 13.2.3.1.5 Develop project measures and indicators (11121)
 - 13.2.3.2 Identify appropriate project management methodologies (11119)
 - 13.2.3.3 Develop project plans (16413)
 - 13.2.3.3.1 Define roles and resources (11123)
 - 13.2.3.3.2 Acquire/secure project resources (20142)
 - 13.2.3.3.3 Identify specific IT requirements (11124)
 - 13.2.3.3.4 Create training and communication plans (11125)
 - 13.2.3.3.5 Design recognition and reward approaches (11127)
 - 13.2.3.3.6 Design and plan launch of project (11128)
 - 13.2.3.3.7 Deploy the project (11129)
 - 13.2.3.4 Execute projects (16414)
 - 13.2.3.4.1 Evaluate impact of project

	management (strategy and projects) on measures and outcomes (11131)	
13.2.3.4.2	Report the status of project (16415)	13.3.4.5
13.2.3.4.3	Manage project scope (16416)	13.3.4.6
13.2.3.4.4	Promote and sustain activity and involvement (11132)	13.3.4.6.1
13.2.3.4.5	Realign and refresh project management strategy and approaches (11133)	13.3.4.6.2
13.2.3.5	Review and report project performance (16417)	13.3.4.6.3
13.2.3.6	Close projects (16418)	13.3.4.6.4
13.3 Manage enterprise quality (17471)		13.3.4.6.5
13.3.1	Establish quality requirements (17472)	13.3.4.6.6
13.3.1.1	Define critical-to-quality characteristics (17473)	
13.3.1.2	Define preventive quality activities (17474)	
13.3.1.3	Develop quality controls (17475)	
13.3.1.3.1	Define process steps for controls (or integration points) (17476)	
13.3.1.3.2	Define sampling plan (17477)	
13.3.1.3.3	Identify measurement methods (17478)	
13.3.1.3.4	Define required competencies (17479)	
13.3.1.4	Prove capability to assess compliance with requirements (17480)	
13.3.1.5	Finalize quality plan (17481)	
13.3.2	Evaluate performance to requirements (17482)	
13.3.2.1	Test against quality plan (17483)	
13.3.2.1.1	Conduct test and collect data (17484)	
13.3.2.1.2	Record result(s) (17485)	
13.3.2.1.3	Determine disposition of result(s) (17486)	
13.3.2.2	Assess results of tests (17487)	
13.3.2.2.1	Assess sample significance (17488)	
13.3.2.2.2	Summarize result(s) (17489)	
13.3.2.2.3	Recommend actions (17490)	
13.3.2.2.4	Decide next steps (17491)	
13.3.3	Manage non-conformance (17492)	
13.3.3.1	Assess potential impact (17493)	
13.3.3.2	Determine immediate action(s) (17494)	
13.3.3.3	Identify root cause(s) (17495)	
13.3.3.4	Take corrective or preventative action (17496)	
13.3.3.5	Close non-conformance (17497)	
13.3.4	Implement and maintain the enterprise quality management system (EQMS) (17498)	
13.3.4.1	Define the quality strategy (17499)	
13.3.4.2	Plan and deploy the EQMS scope, targets, and goals (17500)	
13.3.4.3	Identify core EQMS processes, controls, and metrics (17501)	
13.3.4.4	Develop and document EQMS policies,	
		procedures, standards, and measures (17502)
		Assess the EQMS performance (17503)
		Create environment and capability for EQMS improvement(s) (17504)
		Reward quality excellence (17505)
		Create and maintain quality partnerships (17506)
		Maintain talent capabilities and competencies (17507)
		Incorporate EQMS messaging into communication channels (17508)
		Assure independent EQMS management access to appropriate authority in the organization (17509)
		Transfer proven EQMS methods (17510)
13.4 Manage change (11074)		
13.4.1	Plan for change (11134)	
13.4.1.1	Select process improvement methodology (11138)	
13.4.1.2	Determine stakeholders (11140)	
13.4.1.3	Assess readiness for change (11139)	
13.4.1.4	Identify change champion(s) (11141)	
13.4.1.5	Form design team (11142)	
13.4.1.6	Define scope (11143)	
13.4.1.7	Understand current state (11144)	
13.4.1.8	Define future state (11145)	
13.4.1.9	Conduct organizational risk analysis (11146)	
13.4.1.10	Assess cultural issues (11147)	
13.4.1.11	Identify impacted groups (20143)	
13.4.1.12	Determine degree/extent of impact (20144)	
13.4.1.13	Establish accountability for change management (11148)	
13.4.1.14	Identify barriers to change (11149)	
13.4.1.15	Determine change enablers (11150)	
13.4.1.16	Identify resources and develop measures (11151)	
13.4.2	Design the change (11135)	
13.4.2.1	Assess connection to other initiatives (11152)	
13.4.2.2	Develop change management plans (11153)	
13.4.2.3	Develop training plan (11154)	
13.4.2.4	Develop communication plan (11155)	
13.4.2.5	Assign change champion(s) (20145)	
13.4.2.6	Develop rewards/incentives plan (11156)	
13.4.2.7	Establish change adoption metrics (11157)	
13.4.2.8	Establish/Clarify new roles (11158)	
13.4.2.9	Identify budget/roles (11159)	
13.4.3	Implement change (11136)	
13.4.3.1	Create commitment for improvement/change (11160)	
13.4.3.2	Reengineer business processes and systems (11161)	

	13.4.3.3 Support transition to new roles or exit strategies for incumbents (11162)	13.6 Measure and benchmark (16436)
13.4.3.4	Monitor change (11163)	13.6.1 Create and manage organizational performance strategy (11071)
13.4.3.5	Report on change (20146)	13.6.1.1 Create enterprise measurement systems model (11075)
13.4.4	Sustain improvement (11137)	13.6.1.2 Measure process efficiency (11076)
13.4.4.1	Monitor improved process performance (11164)	13.6.1.3 Measure cost effectiveness (11077)
13.4.4.2	Capture and reuse lessons learned from change process (11165)	13.6.1.4 Measure staff productivity (11078)
13.4.4.3	Take corrective action as necessary (11166)	13.6.1.5 Measure cycle time (11079)
13.5 Develop and manage enterprise-wide knowledge management (KM) capability (11073)		13.6.2 Benchmark performance (11072)
13.5.1	Develop KM strategy (11095)	13.6.2.1 Conduct performance assessments (11083)
13.5.1.1	Develop governance model with roles and accountability (11100)	13.6.2.2 Develop benchmarking capabilities (11084)
13.5.1.2	Define roles and accountability of core group versus operating units (11102)	13.6.2.3 Conduct internal process and external competitive benchmarking (11085)
13.5.1.3	Develop funding models (11103)	13.6.2.4 Conduct gap analysis (11087)
13.5.1.4	Identify links to key initiatives (11104)	13.6.2.5 Establish need for change (11088)
13.5.1.5	Develop core KM methodologies (11105)	13.6.3 Evaluate process performance (20147)
13.5.1.6	Assess IT needs and engage IT function (11106)	13.6.3.1 Establish appropriate performance indicators (metrics) (10270)
13.5.1.7	Develop training and communication plans (11107)	13.6.3.2 Establish monitoring frequency (10271)
13.5.1.8	Develop change management approaches (11108)	13.6.3.3 Collect data (20148)
13.5.1.9	Develop strategic measures and indicators (11109)	13.6.3.4 Calculate performance measures (10272)
13.5.2	Assess KM capabilities (11096)	13.6.3.5 Identify performance trends (10273)
13.5.2.1	Assess maturity of existing KM initiatives (11110)	13.6.3.6 Analyze performance against benchmark data (10274)
13.5.2.2	Evaluate existing KM approaches (11111)	13.6.3.7 Prepare reports (10275)
13.5.2.3	Identify gaps and needs (11112)	13.6.3.8 Develop performance improvement plan (10276)
13.5.3	Design and implement KM capabilities (20965)	13.7 Manage environmental health and safety (EHS) (11179)
13.5.3.1	Develop new KM approaches (11114)	13.7.1 Determine environmental health and safety impacts (11180)
13.5.3.2	Design resource model for KM approaches (20966)	13.7.1.1 Evaluate environmental impact of products, services, and operations (11186)
13.5.3.3	Implement new KM approaches (11115)	13.7.1.2 Conduct health and safety and environmental audits (11187)
13.5.3.4	Leverage and enhance IT for KM approaches (20967)	13.7.2 Develop and execute functional EHS program (11181)
13.5.3.5	Develop measures (20968)	13.7.2.1 Identify regulatory and stakeholder requirements (11188)
13.5.4	Evolve and sustain KM capabilities (20969)	13.7.2.2 Assess future risks and opportunities (11189)
13.5.4.1	Enhance/Modify existing KM approaches (11113)	13.7.2.3 Create EHS policy (11190)
13.5.4.2	Sustain awareness and engagement (20970)	13.7.2.4 Record and manage EHS events (11191)
13.5.4.3	Expand KM infrastructure to meet demand (20971)	13.7.3 Train and educate functional employees (11182)
		13.7.3.1 Communicate EHS issues to stakeholders and provide support (11192)
		13.7.4 Monitor and manage functional EHS management program (11183)
		13.7.4.1 Manage EHS costs and benefits (11193)
		13.7.4.2 Measure and report EHS performance (11194)
		13.7.4.3 Implement emergency response program (11196)
		13.7.4.4 Implement pollution prevention program (11197)
		13.7.4.5 Provide employees with EHS support (11195)

13.8 Develop, Manage, and Deliver Analytics (20959)

- 13.8.1 Develop and manage hypotheses (20960)
- 13.8.2 Collect data (20961)
- 13.8.3 Analyze data (20962)
- 13.8.4 Report on data (20963)
- 13.8.5 Identify remedial actions (20964)



123 North Post Oak Lane, Third Floor

Houston, Texas 77024-7797, USA

800-776-9676 phone • +1-713-681-4020 • +1-713-681-8578 fax

pcf_feedback@apqc.org • www.apqc.org