



((C)) LEADING PRACTICE
We set the Enterprise Standards!



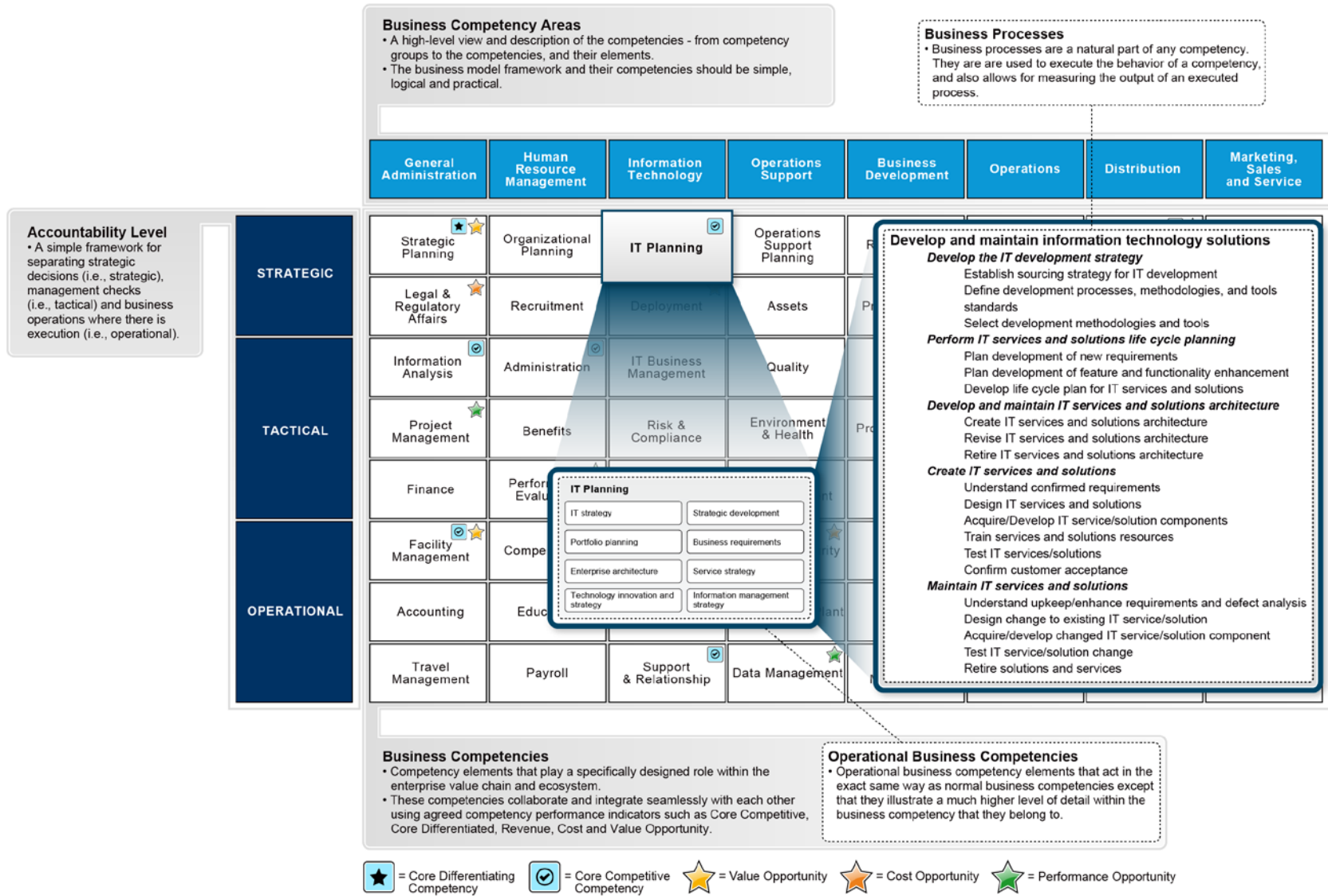
Business Models

Business Model Reference Content



Business Model

What is it and how is it used?



Examples of generic building blocks of a Business Model design



Business Competency Areas

- A high-level view and description of the competencies - from competency groups to the competencies, and their elements.
- The business model framework and their competencies should be simple, clear and concise.

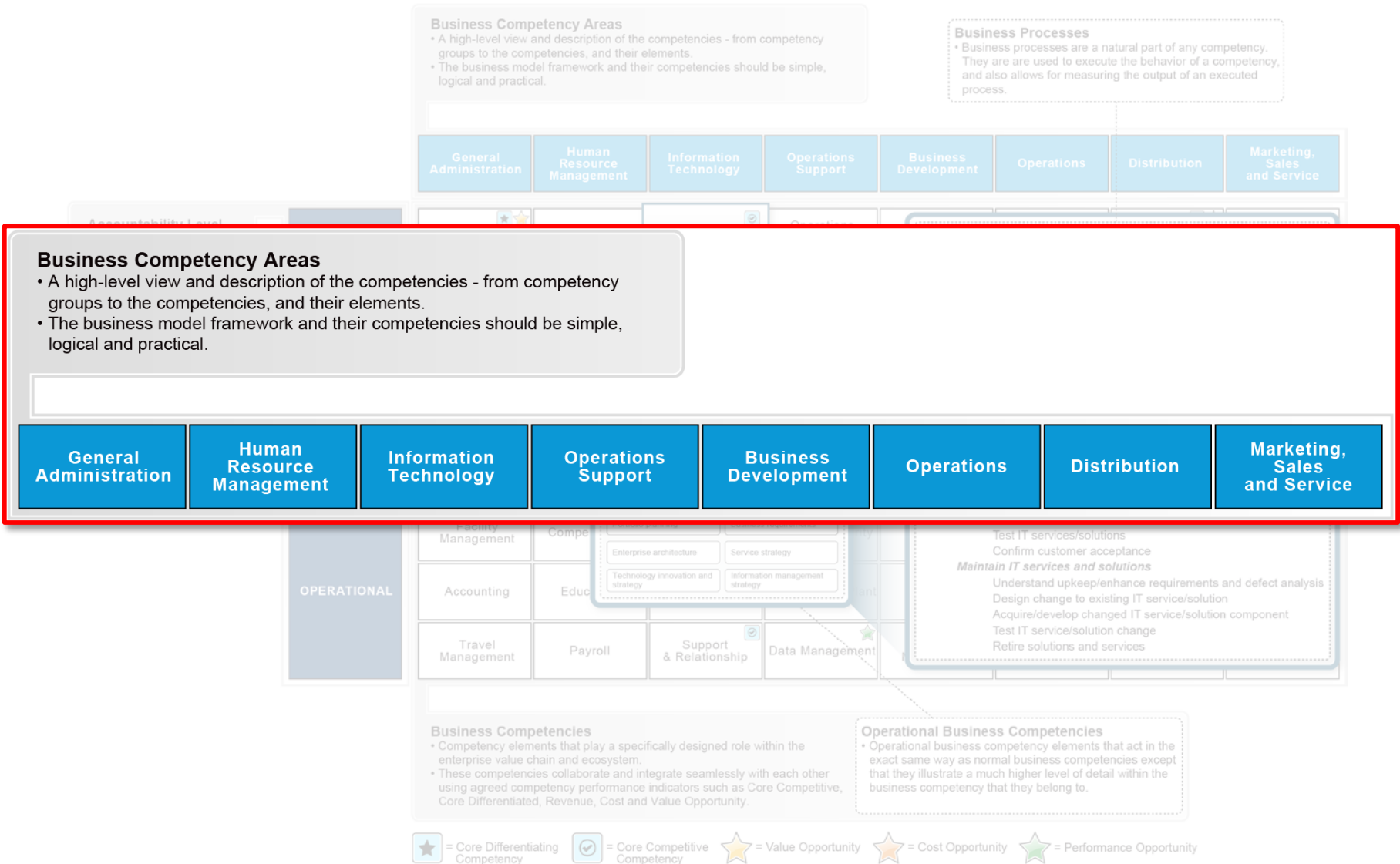
Business Processes

- Business processes are a natural part of any competency. They are used to execute the behavior of a competency, and also allows for measuring the output of an executed process.

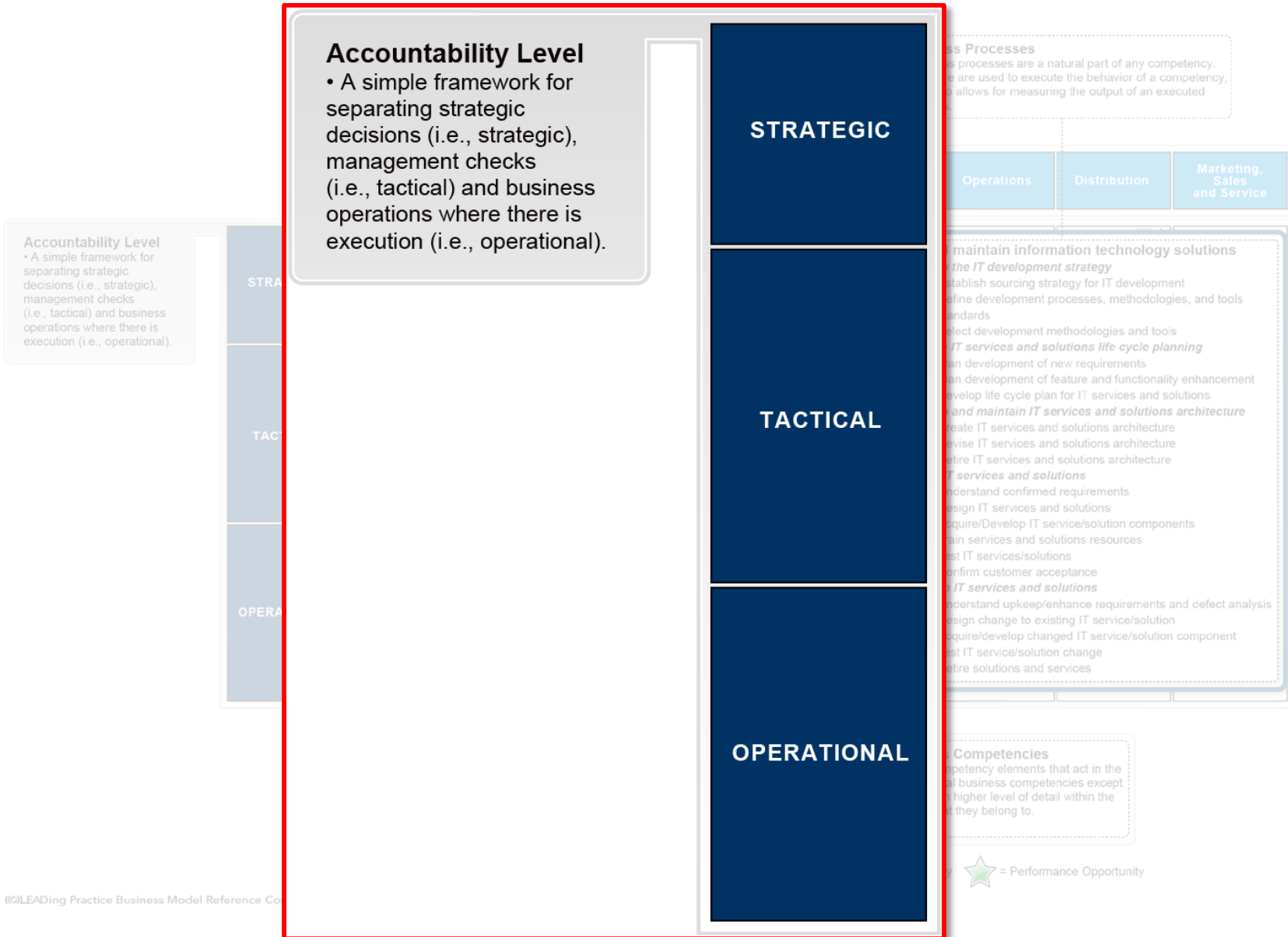
	General Administration	Human Resource Management	Information Technology	Operations Support	Business Development	Operations	Distribution	Marketing, Sales and Service
STRATEGIC	Strategic Planning	Organizational Planning	IT Planning	Operations Support Planning	R&D Planning	Operations Planning	Distribution Planning	Segmentation Planning
	Legal & Regulatory Affairs	Recruitment	Deployment	Assets	Product Design	Component Manufacture	Scheduling	Selling
TACTICAL	Information Analysis	Administration	IT Business Management	Quality	Research	Operations Procurement	Order Fulfillment	Market Analysis
	Project Management	Benefits	Risk & Compliance	Environment & Health	Production Setup	Product Manufacture	Transportation	Channels
	Finance	Performance Evaluation	Information Management	Sourcing & Procurement	Intellectual Property	Inbound Inventory	Import & Export	Brand Management
OPERATIONAL	Facility Management	Compensation	Service Delivery	Safety & Security	Product Deployment	Product Assembly	Distribution	Customer Account
	Accounting	Education	Development	Equipment & Plant	Content	Refining	Finished Goods Inventory	Customer Acquisition
	Travel Management	Payroll	Support & Relationship	Data Management	Product Maintenance	Packaging	Costing	Servicing

★ = Core Differentiating Competency
 ★ = Core Competitive Competency
 ★ = Value Opportunity
 ★ = Cost Opportunity
 ★ = Performance Opportunity

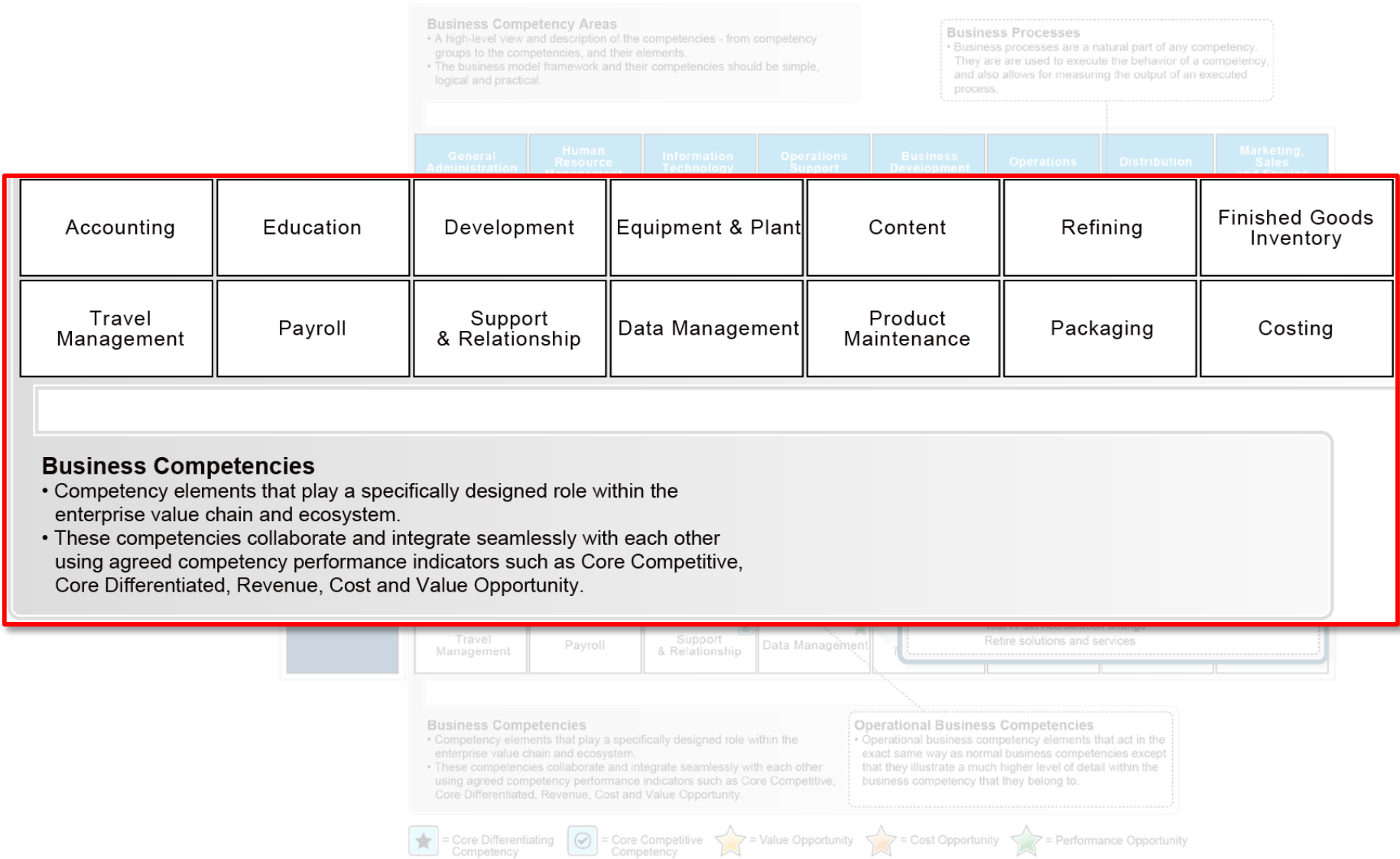
The Business Competency Areas of the Business Model



The Accountability View of the Business Model



The Business Competencies of the Business Model



The Operational Business Competencies of the Business Model

IT Planning

IT strategy

Strategic development

Portfolio planning

Business requirements

Enterprise architecture

Service strategy

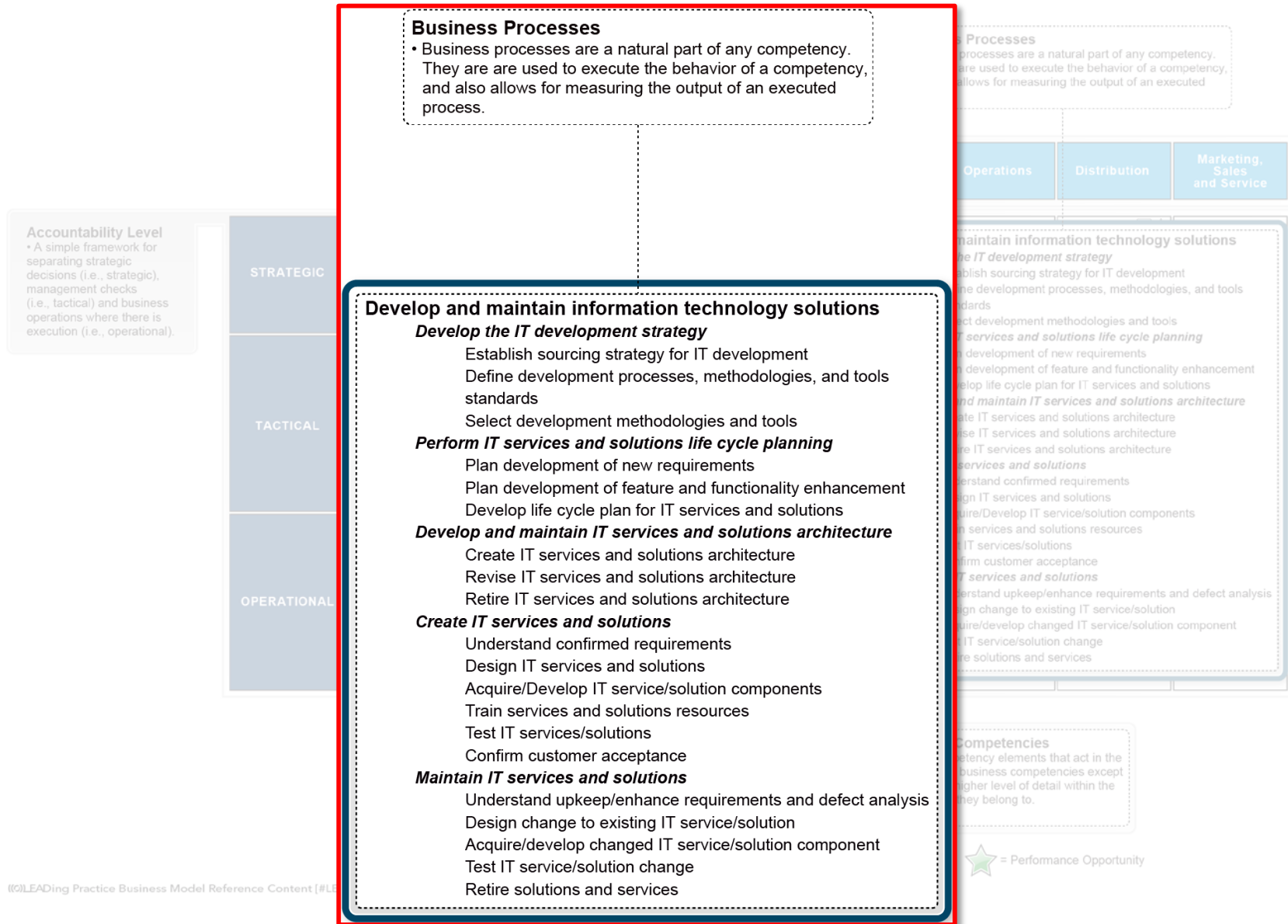
Technology innovation and strategy

Information management strategy













Operational Business Competencies

- Operational business competency elements that act in the exact same way as normal business competencies except that they illustrate a much higher level of detail within the business competency that they belong to.

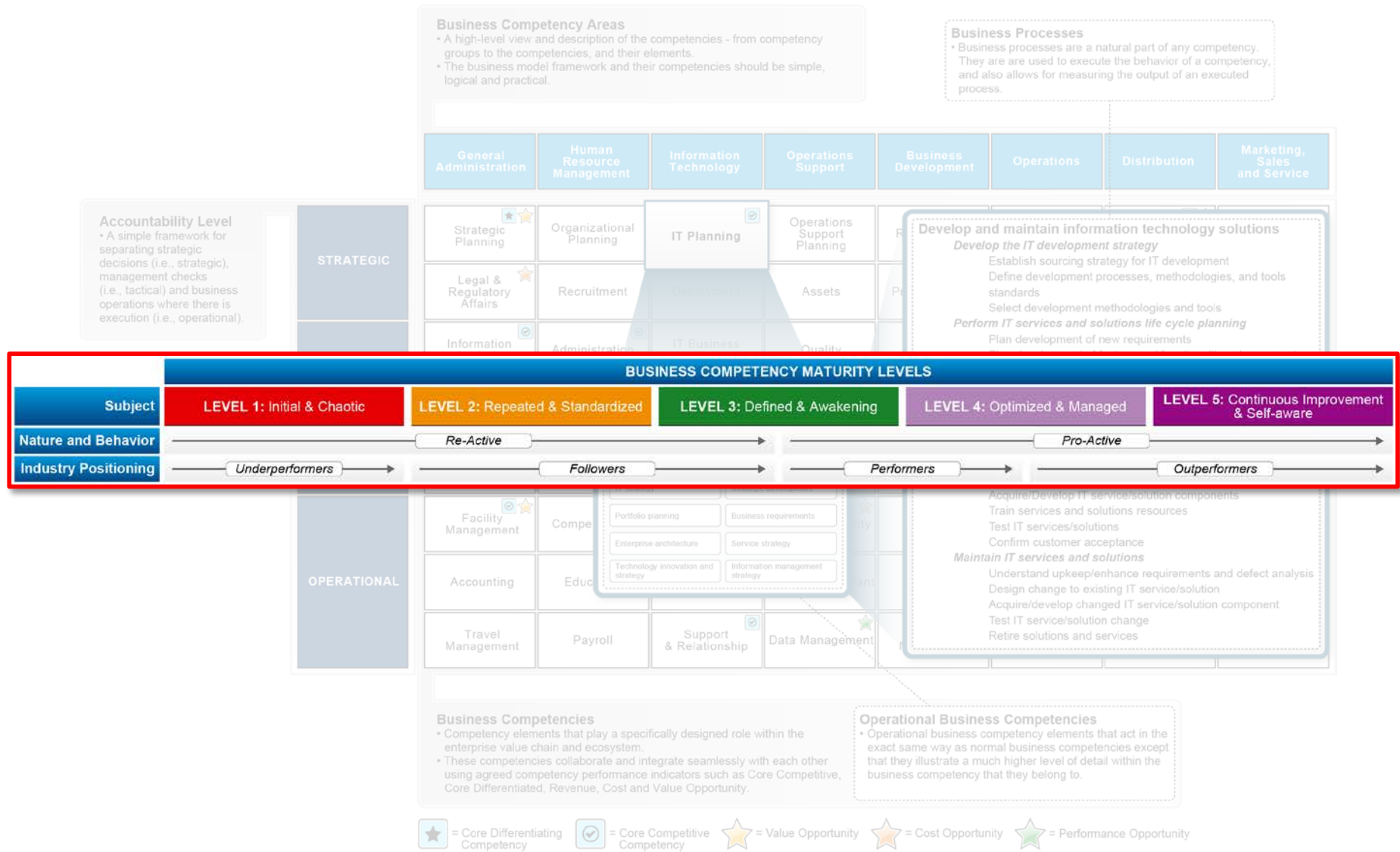
The Business Processes of the Business Model



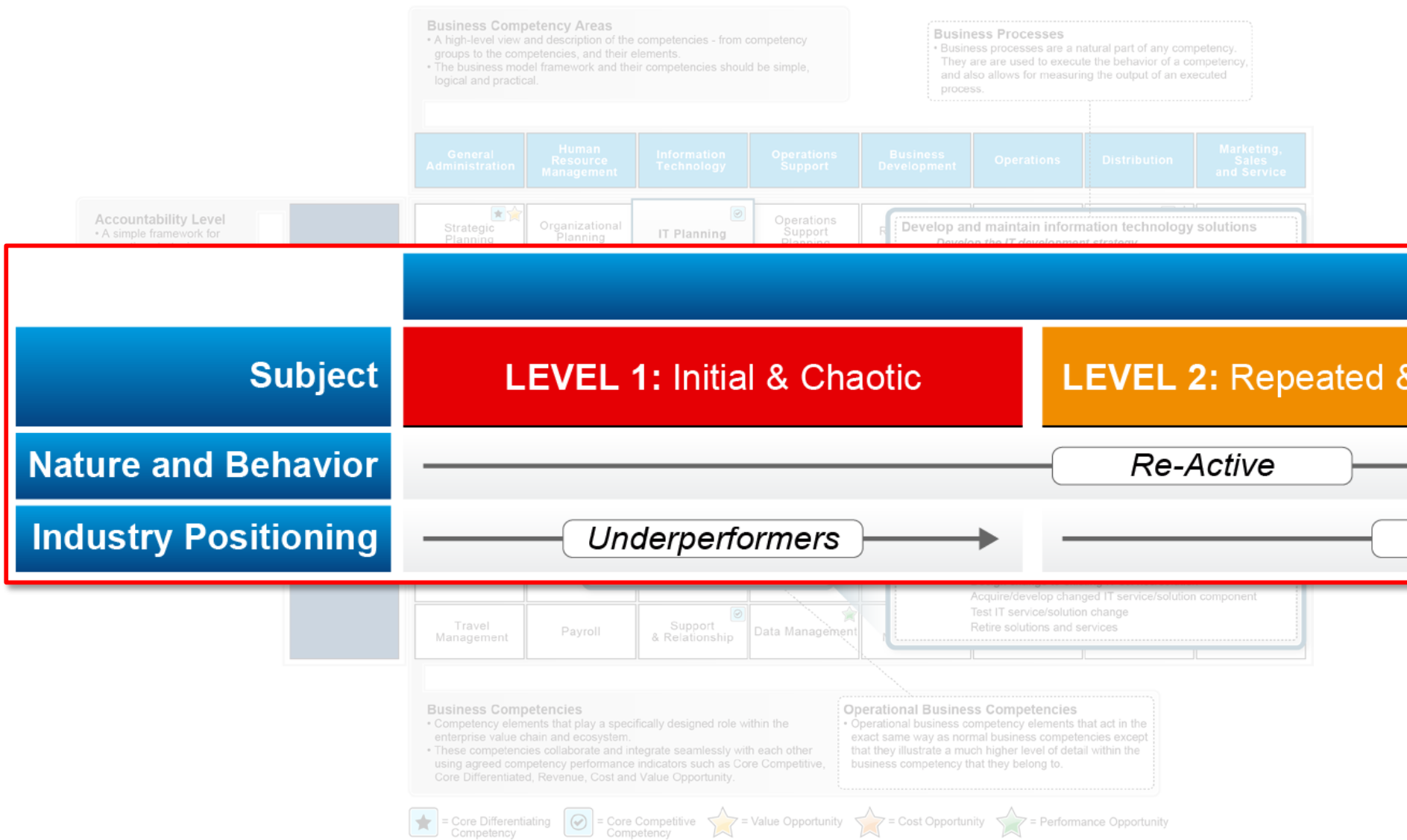
You can use our custom designed domain indicators to assign them to individual competencies

	General Administration	Human Resource Management	
STRATEGIC	Strategic Planning  	Organizational Planning	 = Core Differentiating Competency  = Core Competitive Competency  = Value Opportunity  = Cost Opportunity  = Performance Opportunity
	Legal & Regulatory Affairs 	Recruitment	
TACTICAL	Information Analysis 	Administration 	
	Project Management 	Benefits	
	Finance	Performance Evaluation 	

Maturity level indicators of level 1-5 allows you to define the estimated “As-Is” and future “To-Be” state of each competency



Maturity Level 1: Initial and Chaotic





Maturity Level 2: Repeated & Standardized

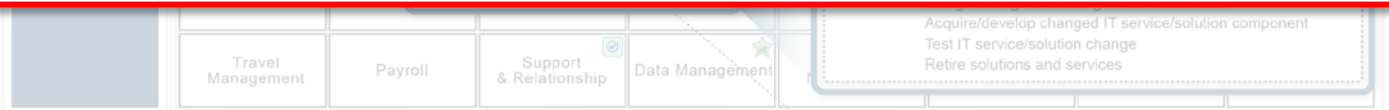
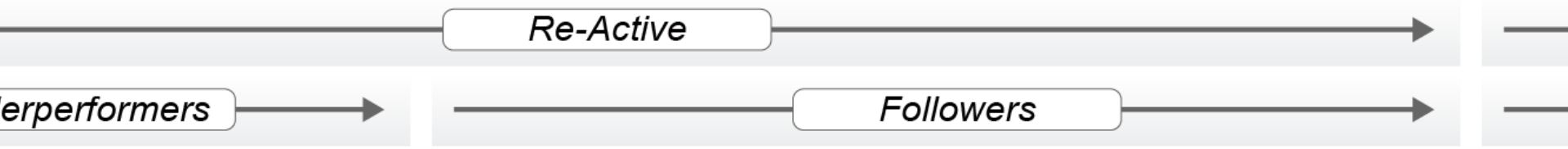


BUSINESS COMPETENCY M

Initial & Chaotic

LEVEL 2: Repeated & Standardized

LEVEL 3: Defined & A



Business Competencies

- Competency elements that play a specifically designed role within the enterprise value chain and ecosystem.
- These competencies collaborate and integrate seamlessly with each other using agreed competency performance indicators such as Core Competitive, Core Differentiated, Revenue, Cost and Value Opportunity.

Operational Business Competencies

- Operational business competency elements that act in the exact same way as normal business competencies except that they illustrate a much higher level of detail within the business competency that they belong to.

★ = Core Differentiating Competency ☑ = Core Competitive Competency ★ = Value Opportunity ★ = Cost Opportunity ★ = Performance Opportunity

Maturity Level 3: Defined & Awakening

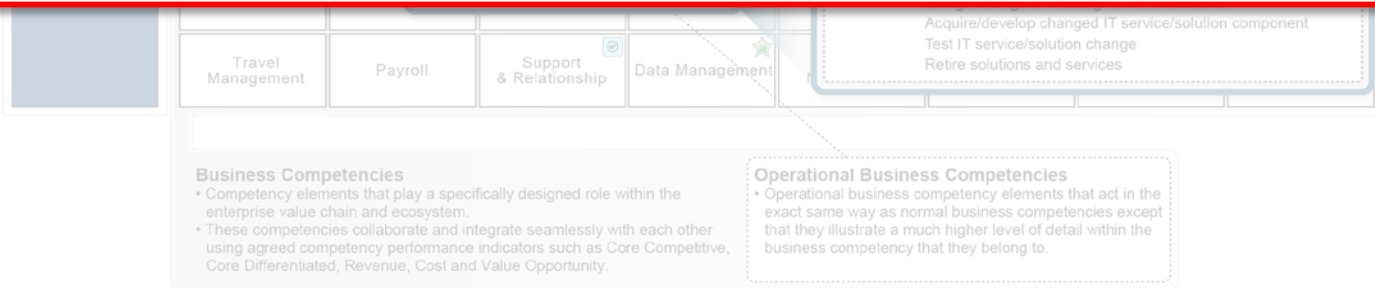


BUSINESS COMPETENCY MATURITY LEVELS

Created & Standardized

LEVEL 3: Defined & Awakening

LEVEL 4: Optimized &



★ = Core Differentiating Competency ☑ = Core Competitive Competency ★ = Value Opportunity ★ = Cost Opportunity ★ = Performance Opportunity

Maturity Level 4: Optimized & Managed

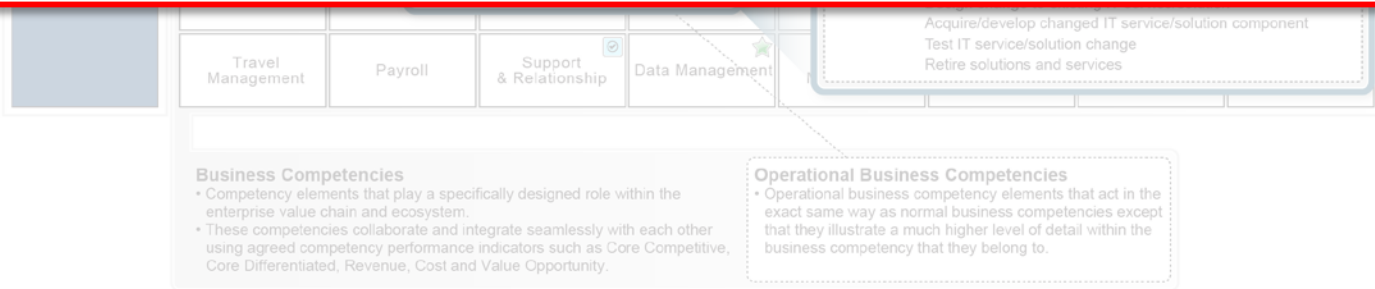
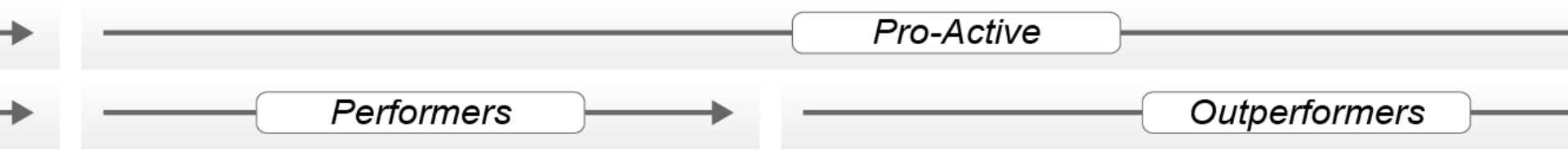


COMPETENCY MATURITY LEVELS

Level 3: Defined & Awakening

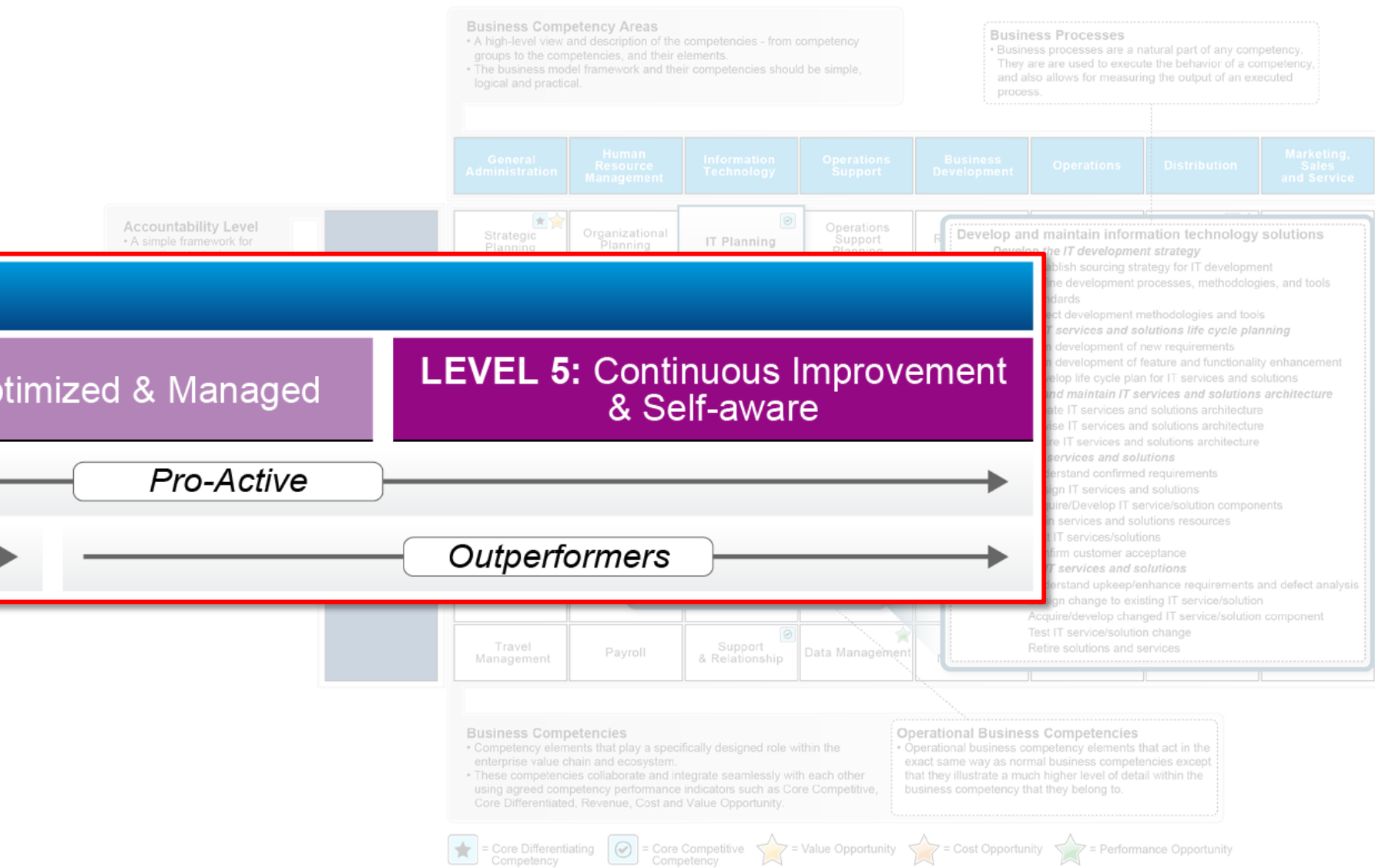
LEVEL 4: Optimized & Managed

Level 5: Continuous Improvement & Self-awareness



★ = Core Differentiating Competency ☑ = Core Competitive Competency ★ = Value Opportunity ★ = Cost Opportunity ★ = Performance Opportunity

Maturity Level 5: Continuous Improvement & Self-Aware



Questions?



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BUSINESS LAYER				APPLICATION LAYER				TECHNOLOGY LAYER						
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

Thank You

GLOBAL UNIVERSITY ALLIANCE
Researching Best & Leading Practices | Developing Standards

