



## Revenue Map

Based on best practice Enterprise Modelling & Architecture principles



# Table of Contents

**Revenue Map** .....Error! Bookmark not defined.

Introduction .....3

Revenue Map.....**Error! Bookmark not defined.**

How to use the Revenue Map .....3

**GUIDELINES FOR LEADING PRACTICE SUBSCRIPTION** .....6

**USE OF COPYRIGHTED MATERIAL**.....7



## Introduction

Revenue shows the income flows across organizational boundaries and incorporates many different aspects of an organization, and often makes it a complex subject to identify and document. However, in order to better capture and document all of the revenue objects, the Revenue is built as a map. The Revenue Map is an accurate list and representation of decomposed and/or composed objects. A map is often represented in the form of a simple list or a chart laid out in columns in either a document or a spreadsheet. It's appearance ranges from that of a single list of one object or that of multiple objects across multiple rows within one or more (specific) columns.

The purpose of constructing a Revenue Map is to build an inventory or indexed list of objects that are to be either decomposed or composed for later usage within the business layer, information layer and/or technology layer of an enterprise. It is a powerful yet simple to use tool that allows the practitioner to document large amounts of information in a structured and coherent way.

## Revenue Map

The Revenue Map provides you with a detailed overview of identified revenues (identified with a unique name and ID number), revenue incomes, products, organizational units, areas and groups, organizational competencies (core differentiating, core competitive or non-core), locations, and (business, service, process, application/system, data, platform and infrastructure) owners.

## How to use the Revenue Map

Identify and capture the revenues (identified with a unique name and ID number), revenue incomes, products, organizational units, areas and groups, organizational competencies (core differentiating, core competitive or non-core), locations, and (business, service, process, application/system, data, platform and infrastructure) owners.

For example:

1. A revenue may have multiple yet specific associations with products, organizational units, areas and groups, organizational competencies (core differentiating, core competitive or non-core), locations, and (business, service, process, application/system, data, platform and infrastructure) owners.
2. Multiple revenues may have an association with any single specific product, organizational unit, area and group, organizational competency (core differentiating, core competitive or non-core), location, and (business, service, process, application/system, data, platform and infrastructure) owner.



| Revenue # | What           |         | Where               |                      |  |                     |          | Who            |               |               |                          |            |                |                      |
|-----------|----------------|---------|---------------------|----------------------|--|---------------------|----------|----------------|---------------|---------------|--------------------------|------------|----------------|----------------------|
|           | Revenue Income | Product | Organizational Area | Organizational Group | Organizational Competency (core differentiating, core competitive or non-core) | Organizational Unit | Location | Business Owner | Service Owner | Process Owner | Application/System Owner | Data Owner | Platform Owner | Infrastructure Owner |
| #         |                |         |                     |                      |  |                     |          |                |               |               |                          |            |                |                      |
| #         |                |         |                     |                      |  |                     |          |                |               |               |                          |            |                |                      |
| #         |                |         |                     |                      |  |                     |          |                |               |               |                          |            |                |                      |
| #         |                |         |                     |                      |  |                     |          |                |               |               |                          |            |                |                      |
| #         |                |         |                     |                      |  |                     |          |                |               |               |                          |            |                |                      |

Table 1: The Revenue Map.

Please note that the objects we have listed here are the most typical objects that are commonly used within a Revenue Map, but there may be more (or fewer) relevant objects that are used within your organization. If that is the case, feel free to either add new ones, or remove any objects that are not relevant, or are otherwise unimportant, for this particular map.

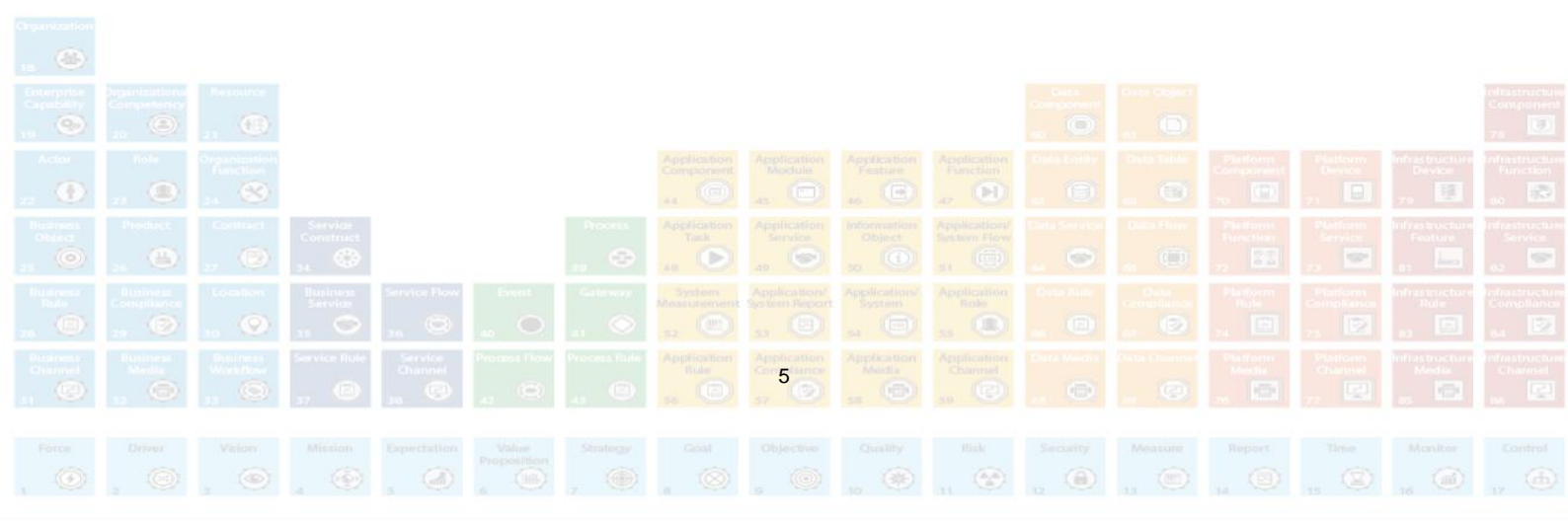
Also note that the objects might have a different name in your organization, so make sure to adapt the objects of this artefact so that it fits to the taxonomy of your organization.



The objects involved with a Revenue Map is shown in Table 2.

| Objects used with a Revenue Map |   |  |
|---------------------------------|---|--|
| Notation                        | Name  | Description  |
|                                 | Measure (revenue incomes)   | Any type of measurement used to gauge some quantifiable component of an enterprise's performance.  |
|                                 | Product   | A result and output generated by the enterprise. It has a combination of tangible and intangible attributes (i.e. features, functions, usage).   |
|                                 | Organization (organizational units, areas and groups)   | An arrangement or formation of resources that has a set of collective goals.   |
|                                 | Organizational Competency (core differentiating, core competitive or non-core)                  | An integrated and holistic set of related knowledge, skills, and abilities related to a specific set of resources (including persons and organizations) that - once combined - enables the enterprise to do something well.                                |
|                                 | Location  | A point, facility, place or geographic position that may be referred to physically or logically.   |
|                                 | Role (business, service, process, application/system, data, platform and infrastructure owners) | A part that something or someone has the rights, rules, competencies, and capabilities to perform. A resource and/or actor may have a number of roles (i.e. process role, service role or application role) and many actors may be assigned the same role. |

Table 2: Objects typically associated with the Revenue Map.





## GUIDELINES FOR LEADING PRACTICE SUBSCRIPTION

- **SERVICES** are the subscription-based access to research, advisory, benchmarking, assessment, consulting and related services described herein. Service descriptions, names and levels of access are as detailed for each product offering.
- **CUSTOMIZED SERVICES.** If requested, LEADing Practice will customize the services to meet client's special demands and may periodically update the names and the deliverables for each service.
- **USER** is the individual named in the Client Purchase Order (each a "Licensed User") who is licensed to use the services. Clients will have limited access to the services based on agreed upon number of users.
- **CLIENT CONFIDENTIAL INFORMATION.** LEADing Practice agrees to keep confidential any Client-specific information communicated by client to LEADing Practice that is (a) clearly marked confidential if provided in written form, or (b) preceded by a statement that such information is confidential, if provided in oral form, and such statement is confirmed in writing within 15 days of its initial disclosure.

## OWNERSHIP AND USE OF THE SERVICES

LEADing Practice owns and retains all rights to the services not expressly granted to client. Only the individuals named in the Client Purchase Order (each a "**Licensed User**") may access the services. Each licensed user will be issued a unique password, which may not be shared. Client agrees to review and comply with the following:

## USAGE GUIDELINES FOR LEADING PRACTICE SERVICES

All LEADing Practice Services, which are accessible to all licensed users via the "policies" section under [www.leadingpractice.com](http://www.leadingpractice.com). Among other things, these guidelines describe how client may substitute licensed users, excerpt from and/or share LEADing Practice content and documents within the client's organization, and quote or excerpt from the services externally.

Client may not redistribute copies of individual LEADing Practice content and documents, by electronic means or otherwise, to non-users without LEADing Practice's prior written permission. Users may not reproduce or distribute the services externally without LEADing Practice's prior written permission, except for external distribution, in their entirety only, of reprints of individual documents purchased by client.

Any approved external use of the services must comply with LEADing Practice Copyright and Policy, which may be viewed on [www.leadingpractice.com](http://www.leadingpractice.com). Clients cannot store services on any information storage and retrieval system.

## ACCESS TO THE SERVICES

ID's for access to LEADing Practice Knowledge Repository and analyst inquiry may not be shared. Access to the services is restricted to the number of named individuals (each "user") as identified in the Client Purchase Order. The client acknowledges and agrees to inform all users that LEADing Practice may monitor activity on LEADing Practice's websites and repository, including access to, and use of, the services by individuals. Upon request, client agrees to provide LEADing Practice with assurance from a responsible Clients Account Manager (or other relevant evidence) of compliance with these usage terms.

## USE OF COPYRIGHTED MATERIAL

These guidelines apply to all uses of “LEADing Practice’s material” that are protected by copyright which among other things includes all text, images, software, documentation, screenshots, websites, photographs, video footage, etc., “LEADing Practice’s material”, in whatever media they may be used including print media, online media, books, articles, audiovisual works, blogs, wikis, or any other format or medium.

“LEADing Practice’s material” refers to all information and material containing standards, products, software, website, frameworks, methods, approaches with associated descriptions, categorization, classification, semantics relationship, ontology, meta objects, artifacts, maps, matrix and models, in whatever media they may be used.

“LEADing Practice’s material” is Intellectual Property (IP) of LEADing Practice ApS and protected by copyright and limitations apply to the reuse of this IP. The Intellectual Property Rights (IPR) consists of information, knowledge, objects, artifacts, experience, insight and/or ideas, that are structured to enable reuse to deliver value creation and realization.

The LEADing Practice ApS intellectual property is protected by law, including, but not limited to, internationally recognized United States and European Union IPR copyright law. Except as specifically indicated otherwise in writing, LEADing Practice ApS is the owner of the copyright in the entire “LEADing Practice’s material” and LEADing Practice ApS reserves all rights in that regard.

Use or misuse of the IPR, the trademarks, service marks or logos is expressly prohibited and may violate country, federal and state law. The following limited situation where use is permitted without LEADing Practice prior written permission.

- The LEADing Practice materials and all copies shall remain at all times the exclusive property of LEADing Practice ApS.
- LEADing Practice material **CAN NOT BE REPRODUCED, MODIFIED, COPIED, AGGREGATED, DISTRIBUTED, TRANSMITTED, DISPLAYED, PUBLISHED, LICENSED, TRANSFERRED OR CREATE DERIVATIVE WORKS OR SELL ANY INFORMATION YOU AGAIN ACCESS TO THROUGH LEADING PRACTICE.**
- You must use the LEADing Practice materials without modification.
- You may not use the LEADing Practice material in any offensive manner or context, for example in a way that is defamatory, disparaging or libelous to, or otherwise presents false or misleading information regarding, LEADing Practice or any other party, or its or their products or services; in conjunction with obscene or pornographic material; in a manner that suggests bias based on race, national origin, gender, sexual orientation, or religion; or in any manner that would be illegal under applicable law.
- You may not imply any LEADing Practice partner, sponsorship, affiliation or endorsement.
- You may not use the LEADing Practice material for a purpose competitive with LEADing Practice or its products unless otherwise clearly permitted by applicable law.
- You may not use the LEADing Practice corporate logo.
- No use of other LEADing Practice trademarks is granted under this section.

Third parties wishing to use “LEADing Practice’s material” that are protected by copyright must have LEADing Practice’s permission to do so. In some situations described below, LEADing Practice gives you that permission so long as you comply with the requirements stated.

In others cases, you must obtain LEADing Practice’s written consent. If you don’t already have a contract with LEADing Practice that clearly gives you such rights, please contact LEADing Practice to request such permission.

LEADing Practice ApS may, in appropriate circumstances of infringement of the intellectual property rights pursue legal action. For questions, please get in touch with us.