

# Operating Model: Template

|  | 1.0 General Administration   | 2.0 Human Resource Management   | 3.0 Information Technology   | 4.0 Operations Support  | 5.0 Business Development  | 6.0 Operations   | 7.0 Distribution   | 8.0 Marketing, Sales and Service   |
|--|--|---|--|---|---|--|--|--|
| STRATEGIC  | <b>1.1 Strategic Planning</b><br>1.1.1 Business vision<br>1.1.2 Business plans<br>1.1.3 Business strategy<br>1.1.4 Define target strategies (SBO's)<br>1.1.5 Alliance management<br>1.1.6 Business architecture<br>1.1.7 Business forecast<br>1.1.8 Value and performance management                             | <b>2.1 Organizational Planning</b><br>2.1.1 Organization structure<br>2.1.2 Workforce planning<br>2.1.3 Project resource planning<br>2.1.4 Career planning<br>2.1.5 Resource scheduling<br>2.1.6 Organization charting<br>2.1.7 Organization service model<br>2.1.8 Organization forecasts  | <b>3.1 IT Strategy &amp; Planning</b><br>3.1.1 IT strategy<br>3.1.2 Portfolio planning<br>3.1.3 Enterprise architecture<br>3.1.4 Technology innovation and strategy<br>3.1.5 Strategic development<br>3.1.6 Business requirements<br>3.1.7 Service strategy<br>3.1.8 Information management strategy   | <b>4.1 Operations Support Planning</b><br>4.1.1 Operational support business planning<br>4.1.2 Workload and resource forecast<br>4.1.3 Budget allocation<br>4.1.4 Operations support master schedule<br>4.1.5 Operations support oversight and governance<br>4.1.6 Operations support policies and guidelines<br>4.1.7 Operational support and forecasting<br>4.1.8 Operational support administration and communications | <b>5.1 R&amp;D Planning</b><br>5.1.1 R&D strategy<br>5.1.2 Product portfolio planning<br>5.1.3 R&D portfolio planning<br>5.1.4 Product concepts planning<br>5.1.5 Evaluate performance of existing products<br>5.1.6 Plan and develop cost and quality targets<br>5.1.7 R&D assessment<br>5.1.8 R&D evaluation  | <b>6.1 Operations Planning</b><br>6.1.1 Operations strategy<br>6.1.2 Safety stock planning<br>6.1.3 Demand planning and forecasting<br>6.1.4 Supply network planning<br>6.1.5 Create and manage master production schedule<br>6.1.6 Develop quality standards and procedures<br>6.1.7 Operations policies<br>6.1.8 Operations budgets  | <b>7.1 Distribution Planning</b><br>7.1.1 Distribution strategy<br>7.1.2 Collaboration planning<br>7.1.3 Distribution plans and policies<br>7.1.4 Distribution network planning<br>7.1.5 Create materials plan<br>7.1.6 Plan distribution requirements<br>7.1.7 Distribution performance management<br>7.1.8 Distribution planning and forecasting                           | <b>8.1 Segmentation Planning</b><br>8.1.1 Segmentation planning and strategy<br>8.1.2 Competitive response strategy<br>8.1.3 Segment assessment and analysis<br>8.1.4 Market segment management<br>8.1.5 Target segment determination<br>8.1.6 Channel fit with target assessments<br>8.1.7 Segmentation lifecycle management<br>8.1.8 Segmentation value management |
|  | <b>1.2 Legal &amp; Regulatory Affairs</b><br>1.2.1 Legal audit management<br>1.2.2 Business risk assessment<br>1.2.3 Legal and case processing<br>1.2.4 Legal and management consolidation<br>1.2.5 Regulatory planning<br>1.2.6 Legal advice<br>1.2.7 Policy management<br>1.2.8 Legal standards                | <b>2.2 Recruitment</b><br>2.2.1 Talent management<br>2.2.2 Application tracking<br>2.2.3 Recruit/source candidates<br>2.2.4 Screen and select candidates<br>2.2.5 Manage preplacement verification<br>2.2.6 Manage new hire/re-hire<br>2.2.7 Job posting<br>2.2.8 Recruiting policies   | <b>3.2 Deployment</b><br>3.2.1 Deployment planning<br>3.2.2 Release planning<br>3.2.3 Release implementation<br>3.2.4 Change planning and control<br>3.2.5 Change implementation<br>3.2.6 Transformation<br>3.2.7 Implementation strategy<br>3.2.8 Technology implementation   | <b>4.2 Assets</b><br>4.2.1 Assets guidelines, rules and standards<br>4.2.2 Assets evaluation and audits<br>4.2.3 Asset allocation<br>4.2.4 Asset traceability<br>4.2.5 Asset maintenance<br>4.2.6 Asset lifecycle management<br>4.2.7 Asset processing<br>4.2.8 Asset monitoring  | <b>5.2 Product Design</b><br>5.2.1 Product design planning<br>5.2.2 Product design administration<br>5.2.3 Product design execution<br>5.2.4 Product design standards<br>5.2.5 Product design verification<br>5.2.6 Prototyping and trials<br>5.2.7 Design evaluation<br>5.2.8 Design lifecycle   | <b>6.2 Component Manufacture</b><br>6.2.1 Component manufacturing planning<br>6.2.2 Component manufacturing specification<br>6.2.3 Operations process<br>6.2.4 Component policy and assessments<br>6.2.5 Component specification checking<br>6.2.6 Schedule and perform maintenance<br>6.2.7 Component manufacturing monitoring and reporting<br>6.2.8 Component manufacturing evaluation and audits | <b>7.2 Scheduling</b><br>7.2.1 Scheduling planning<br>7.2.2 Scheduling assessments<br>7.2.3 Scheduling administration<br>7.2.4 Scheduling agreements<br>7.2.5 Scheduling processing<br>7.2.6 Schedule production<br>7.2.7 Scheduling forecasting<br>7.2.8 Scheduling governance, guidelines and standards  | <b>8.2 Selling</b><br>8.2.1 Sales strategy and planning<br>8.2.2 Sales administration<br>8.2.3 Sales commissions management<br>8.2.4 Sales assessment and workbench<br>8.2.5 Sales processing and execution<br>8.2.6 SME product sales support<br>8.2.7 Sales evaluation and audits<br>8.2.8 Sales performance management  |
|  | <b>1.3 Information Analysis</b><br>1.3.1 Financial reporting<br>1.3.2 Product and service cost reporting<br>1.3.3 Sales and marketing reporting<br>1.3.4 Business development reporting<br>1.3.5 Operations reporting<br>1.3.6 Staff reporting<br>1.3.7 Evaluation and analysis<br>1.3.8 Monitoring and policies | <b>2.3 Administration</b><br>2.3.1 Employee administration<br>2.3.2 Employee transfer<br>2.3.3 Skills management<br>2.3.4 Reassignment and status changes<br>2.3.5 Career management<br>2.3.6 Employee profiling<br>2.3.7 Organizational guidelines and standards<br>2.3.8 Communications   | <b>3.3 IT Business Management</b><br>3.3.1 Financial management<br>3.3.2 IT HR management<br>3.3.3 Performance and value evaluation<br>3.3.4 Supplier and contract administration<br>3.3.5 Testing and regression testing<br>3.3.6 Change control<br>3.3.7 Program management<br>3.3.8 Asset management  | <b>4.3 Quality</b><br>4.3.1 Quality guidelines and standards<br>4.3.2 Quality engineering<br>4.3.3 Quality inspection and analysis<br>4.3.4 Quality audits and control<br>4.3.5 Quality complaints and issue management<br>4.3.6 Quality training<br>4.3.7 Quality evaluation<br>4.3.8 Risk assessment  | <b>5.3 Research</b><br>5.3.1 Research tracking<br>5.3.2 Research facility setup<br>5.3.3 Research administration<br>5.3.4 Research technology<br>5.3.5 Assess feasibility of integrating new technology<br>5.3.6 Perform customer and market intelligence<br>5.3.7 Research plan<br>5.3.8 Research policies, guidelines and standards                                     | <b>6.3 Operations Procurement</b><br>6.3.1 Procurement planning<br>6.3.2 Procurement oversight and control<br>6.3.3 Purchase order processing<br>6.3.4 Procurement guidelines<br>6.3.5 Requisitioning<br>6.3.6 Invoice verification<br>6.3.7 Procurement monitoring and reporting<br>6.3.8 Procurement evaluation  | <b>7.3 Order Fulfillment</b><br>7.3.1 Order management planning<br>7.3.2 Order error resolution<br>7.3.3 Order tracking<br>7.3.4 Order processing<br>7.3.5 Order fulfillment management<br>7.3.6 Perform reverse logistics<br>7.3.7 Order fulfillment policies<br>7.3.8 Order fulfillment evaluation and audits  | <b>8.3 Market Analysis</b><br>8.3.1 Market research strategy<br>8.3.2 Market research management<br>8.3.3 Market tracking<br>8.3.4 Competitor benchmarking<br>8.3.5 Analyze market and industry trends<br>8.3.6 Competing products and services management<br>8.3.7 Market analysis evaluation<br>8.3.8 Market analysis governance                                   |
|  | <b>1.4 Project Management</b><br>1.4.1 Portfolio assessment<br>1.4.2 Project office/schedule<br>1.4.3 Project management<br>1.4.4 Project planning<br>1.4.5 Project resource management<br>1.4.6 Project support<br>1.4.7 Project evaluation<br>1.4.8 Project reporting  | <b>2.4 Benefits</b><br>2.4.1 Enrollment<br>2.4.2 Spending accounting<br>2.4.3 Participant monitoring<br>2.4.4 Deliver employee benefit program<br>2.4.5 Process claims<br>2.4.6 Planning/review offerings<br>2.4.7 Evaluation and audit<br>2.4.8 Benefit policies and guidelines  | <b>3.4 Risk and Compliance</b><br>3.4.1 Regulatory compliance planning<br>3.4.2 Security privacy and data protection<br>3.4.3 Regulatory compliance remediation<br>3.4.4 Business resilience planning<br>3.4.5 Integrated risk management<br>3.4.6 Business resilience remediation<br>3.4.7 Security solution design<br>3.4.8 User identity and access processing    | <b>4.4 Environment, Health &amp; Safety</b><br>4.4.1 EHS regulations and compliance<br>4.4.2 EHS guidelines, rules and rewards<br>4.4.3 EHS audit and control<br>4.4.4 EHS incident and issue management<br>4.4.5 EHS implementation and support<br>4.4.6 EHS training<br>4.4.7 EHS advice and guidance<br>4.4.8 EHS evaluation   | <b>5.4 Production Setup</b><br>5.4.1 Production setup planning<br>5.4.2 Production specification tracking<br>5.4.3 Product specification<br>5.4.4 Develop and test prototype in production<br>5.4.5 Develop production and material strategies<br>5.4.6 Create material plans<br>5.4.7 Production setup and evaluation<br>5.4.8 Production setup processing and execution | <b>6.4 Product Manufacture</b><br>6.4.1 Product manufacturing planning<br>6.4.2 Product manufacturing specification<br>6.4.3 Product manufacture process<br>6.4.4 Product policy and assessment<br>6.4.5 Product specification checking<br>6.4.6 Schedule and perform maintenance<br>6.4.7 Product manufacture monitoring and reporting<br>6.4.8 Product manufacture evaluation                      | <b>7.4 Transportation</b><br>7.4.1 Transportation planning<br>7.4.2 Tendering<br>7.4.3 Transportation administration<br>7.4.4 Shipping and delivery<br>7.4.5 Distance optimization<br>7.4.6 Operate outbound transportation<br>7.4.7 Advanced planning and optimization<br>7.4.8 Transportation governance   | <b>8.4 Channels</b><br>8.4.1 Channel strategy<br>8.4.2 Channel administration and SLA<br>8.4.3 Fees and commissions administration<br>8.4.4 Channel plans and policies<br>8.4.5 Channel collaboration and support<br>8.4.6 Target channel evaluation<br>8.4.7 Channel governance<br>8.4.8 Channel performance management   |
| <b>1.5 Finance</b><br>1.5.1 Financial planning<br>1.5.2 Financial controlling<br>1.5.3 Treasury and risk management<br>1.5.4 Financial policies<br>1.5.5 Credit management<br>1.5.6 Cash flow management<br>1.5.7 Evaluation and audits<br>1.5.8 Financial reporting   | <b>2.5 Performance Evaluation</b><br>2.5.1 Employee appraisal<br>2.5.2 Job analysis<br>2.5.3 Objective management<br>2.5.4 Develop and train employees<br>2.5.5 Manage employee development<br>2.5.6 Evaluate overall strategy<br>2.5.7 Performance measurements<br>2.5.8 Performance evaluation                 | <b>3.5 Information Management (IT)</b><br>3.5.1 Information management planning<br>3.5.2 Information architecture<br>3.5.3 Data and content management<br>3.5.4 Knowledge management planning<br>3.5.5 Information resource management<br>3.5.6 Knowledge capture and availability<br>3.5.7 Information system design<br>3.5.8 Information configuration management                   | <b>4.5 Sourcing &amp; Procurement</b><br>4.5.1 Sourcing strategy<br>4.5.2 Sourcing guidelines, standards and procedures<br>4.5.3 Vendor and supplier relationship management<br>4.5.4 Sourcing oversight and monitoring<br>4.5.5 Procurement audits<br>4.5.6 Procurement processing<br>4.5.7 Procurement advice and guidance<br>4.5.8 Procurement evaluation         | <b>5.5 Intellectual Property</b><br>5.5.1 IP capability plan and policy<br>5.5.2 IP portfolio tracking<br>5.5.3 IP creation support environment<br>5.5.4 IP portfolio assessments<br>5.5.5 IP trading<br>5.5.6 IP maintenance<br>5.5.7 IP standards<br>5.5.8 IP copyright   | <b>6.5 Inbound Inventory</b><br>6.5.1 Inbound inventory plans<br>6.5.2 Inventory tracking<br>6.5.3 Inbound inventory logistics<br>6.5.4 Inventory storage plans<br>6.5.5 Inventory supply schedule<br>6.5.6 Inventory storage and movements<br>6.5.7 Inventory monitoring and reporting<br>6.5.8 Inventory evaluation and audits  | <b>7.5 Import &amp; Export</b><br>7.5.1 Import/export plans and policies<br>7.5.2 Cross border logistics<br>7.5.3 Trade document management<br>7.5.4 Import/export oversight and governance<br>7.5.5 Duty calculation<br>7.5.6 Customs communication<br>7.5.7 Import and export evaluation and audits<br>7.5.8 Import and export performance management  | <b>8.5 Brand Management</b><br>8.5.1 Brand strategy<br>8.5.2 Brand tracking and monitoring<br>8.5.3 Brand marketing and advertising<br>8.5.4 Brand development planning<br>8.5.5 Brand assessment and evaluation<br>8.5.6 Sponsorship and events<br>8.5.7 Brand governance<br>8.5.8 Brand performance management   |  |
| <b>1.6 Facility Management</b><br>1.6.1 Building and facility planning<br>1.6.2 Building portfolio assessment<br>1.6.3 Facilities maintenance<br>1.6.4 Building utilization<br>1.6.5 Facilities administration<br>1.6.6 Controlling and reporting<br>1.6.7 Facility issue management<br>1.6.8 Building policies and procedures | <b>2.6 Compensation</b><br>2.6.1 Design incentives plan<br>2.6.2 Effectiveness analysis<br>2.6.3 Salary packaging and administration<br>2.6.4 Calculate variable compensations<br>2.6.5 Salary benchmarking<br>2.6.6 Pension management<br>2.6.7 Compensation administration<br>2.6.8 Compensation policies      | <b>3.6 Solution &amp; Service Delivery</b><br>3.6.1 Service delivery planning<br>3.6.2 Operations planning<br>3.6.3 Infrastructure resource management<br>3.6.4 Infrastructure resource planning<br>3.6.5 Service management<br>3.6.6 Infrastructure operations<br>3.6.7 Service performance<br>3.6.8 Development standards   | <b>4.6 Operational Security</b><br>4.6.1 OS planning, regulation and compliance<br>4.6.2 OS policy and procedures<br>4.6.3 OS risk and impact evaluation<br>4.6.4 OS audit, control and reporting<br>4.6.5 OS incident and issue management<br>4.6.6 OS training and implementation<br>4.6.7 OS advice and guidance<br>4.6.8 OS evaluation                           | <b>5.6 Product Deployment</b><br>5.6.1 Product deployment planning<br>5.6.2 Product deployment plan verification<br>5.6.3 Product deployment guidelines<br>5.6.4 Product deployment plan creation<br>5.6.5 Define logistics and warehouse<br>5.6.6 Operate outbound transportation<br>5.6.7 Product governance<br>5.6.8 Monitoring and tracking   | <b>6.6 Product Assembly</b><br>6.6.1 Product assembly planning<br>6.6.2 Oversee assembly<br>6.6.3 Product assembly process<br>6.6.4 Product assembly policy and assessment<br>6.6.5 Assembled product specification<br>6.6.6 Perform quality testing<br>6.6.7 Product assembly governance<br>6.6.8 Product assembly performance management                                | <b>7.6 Distribution</b><br>7.6.1 Distribution planning<br>7.6.2 Distribution network management<br>7.6.3 Distribution assessment<br>7.6.4 Distribution administration<br>7.6.5 Distribution evaluation and audits<br>7.6.6 Plan distribution requirements<br>7.6.7 Distribution performance management<br>7.6.8 Distribution governance  | <b>8.6 Customer Account</b><br>8.6.1 Customer account plans and strategy<br>8.6.2 Customer account management<br>8.6.3 Payment administration<br>8.6.4 Customer tracking and checking<br>8.6.5 Customer account services<br>8.6.6 Customer relationship management<br>8.6.7 Customer account governance<br>8.6.8 Customer account monitoring                                 |  |
| <b>1.7 Accounting</b><br>1.7.1 General ledger<br>1.7.2 Account payables<br>1.7.3 Investment management<br>1.7.4 Account receivables<br>1.7.5 Cost accounting<br>1.7.6 Tax handling<br>1.7.7 Accounting standards<br>1.7.8 Accounting reports and analysis  | <b>2.7 Education</b><br>2.7.1 Authoring<br>2.7.2 Learning management<br>2.7.3 Training simulation<br>2.7.4 Content integration<br>2.7.5 Knowledge sharing<br>2.7.6 Classroom training<br>2.7.7 Virtual learning<br>2.7.8 Competency/skills management  | <b>3.7 Solution &amp; Service Development</b><br>3.7.1 Development planning<br>3.7.2 Service and solution architecture<br>3.7.3 Service and solution maintenance<br>3.7.4 Service and solution lifecycle planning<br>3.7.5 Service and solution creation<br>3.7.6 Data integrity (conversion)<br>3.7.7 Solution and technology requirements management<br>3.7.8 Development standards | <b>4.7 Equipment &amp; Plant Maintenance</b><br>4.7.1 E&PM maintenance, plan and schedule<br>4.7.2 E&PM guidelines, standards and procedures<br>4.7.3 E&PM monitoring, evaluation and reporting<br>4.7.4 E&PM lifecycle management<br>4.7.5 E&PM support<br>4.7.6 E&PM maintenance incident and issue management<br>4.7.7 E&PM evaluation<br>4.7.8 E&PM processing   | <b>5.7 Content</b><br>5.7.1 Content plan and policies<br>5.7.2 Content use tracking<br>5.7.3 Content editing and formatting<br>5.7.4 Content use assessments<br>5.7.5 Content creation<br>5.7.6 Content repository administration<br>5.7.7 Content governance<br>5.7.8 Content evaluation   | <b>6.7 Refining</b><br>6.7.1 Commodity planning<br>6.7.2 Refining oversight<br>6.7.3 Refine commodities<br>6.7.4 Refining process assessment<br>6.7.5 Commodity quality trials<br>6.7.6 Conduct process benchmarking<br>6.7.7 Refining performance management<br>6.7.8 Refining evaluation and audits   | <b>7.7 Finished Goods Inventory</b><br>7.7.1 Finished goods inventory planning<br>7.7.2 Warehouse tracking and monitoring<br>7.7.3 Inventory movement management<br>7.7.4 Finished goods inventory allocation policies and guidelines<br>7.7.5 Stock control and governance<br>7.7.6 Inventory maintenance management<br>7.7.7 Inventory performance management<br>7.7.8 Inventory forecasting       | <b>8.7 Customer Acquisition</b><br>8.7.1 Customer acquisition strategy and planning<br>8.7.2 Prospect intelligence<br>8.7.3 Prospect administration<br>8.7.4 Customer prospect assessment and evaluation<br>8.7.5 Prospect correspondence management<br>8.7.6 Leads management<br>8.7.7 Customer acquisition governance<br>8.7.8 Customer acquisition performance management |  |
| <b>1.8 Travel Management</b><br>1.8.1 Travel policies<br>1.8.2 Travel request and approval<br>1.8.3 Travel control and audits<br>1.8.4 Travel planning<br>1.8.5 Expense management<br>1.8.6 Travel/vendor sourcing<br>1.8.7 Travel administration<br>1.8.8 Travel issue management   | <b>2.8 Payroll</b><br>2.8.1 Gross and net payroll management<br>2.8.2 Social insurance management<br>2.8.3 Incentives wage and piecework management<br>2.8.4 Time and data administration<br>2.8.5 Employee taxes<br>2.8.6 Manage expense<br>2.8.7 Data administration<br>2.8.8 Payment evaluation               | <b>3.8 Service Support &amp; Operations</b><br>3.8.1 IT support planning<br>3.8.2 Service level agreements<br>3.8.3 IT service and solution marketing<br>3.8.4 Help desk management<br>3.8.5 Communication planning and delivery<br>3.8.6 Customer satisfaction monitoring<br>3.8.7 Solution and information operations<br>3.8.8 Service support operations                           | <b>4.8 Operations</b><br>4.8.1 Information management<br>4.8.2 Information and knowledge management plan<br>4.8.3 Operational knowledge capture and re-use<br>4.8.4 Information and knowledge quality<br>4.8.5 Information control, audits and reports<br>4.8.6 Information lifecycle management<br>4.8.7 Operations support and advice<br>4.8.8 Operations planning | <b>5.8 Product Lifecycle</b><br>5.8.1 Lifecycle planning<br>5.8.2 Product usage tracking<br>5.8.3 Product change specification<br>5.8.4 Product/solution assessment<br>5.8.5 Product change request administration<br>5.8.6 Production/solution simulation<br>5.8.7 Lifecycle governance<br>5.8.8 Lifecycle guidelines and standards  | <b>6.8 Packaging</b><br>6.8.1 Packaging planning<br>6.8.2 Product packaging<br>6.8.3 Packaging oversight<br>6.8.4 Packaging materials handling<br>6.8.5 Plan inbound material flow<br>6.8.6 Operate warehousing<br>6.8.7 Packaging performance management<br>6.8.8 Packaging evaluation   | <b>7.8 Costing</b><br>7.8.1 Freight conditions and standards<br>7.8.2 Cost settlement management<br>7.8.3 Cost calculation management<br>7.8.4 Costing extension<br>7.8.5 Consensus forecasting management<br>7.8.6 Return cost management<br>7.8.7 Costing policies<br>7.8.8 Costing evaluation and audits  | <b>8.8 Servicing</b><br>8.8.1 Customer service strategy and planning<br>8.8.2 Service delivery and oversight<br>8.8.3 Customer history management<br>8.8.4 Customer service policy, standards and procedures<br>8.8.5 Servicing issues tracking<br>8.8.6 Contact routing management<br>8.8.7 Service performance management<br>8.8.8 Service model governance                |  |

## REVENUE MODEL LEGEND

- = Revenue Opportunity
- = Core Differentiating Competency
- = Revenue Flow
- = Channel

## VALUE MODEL LEGEND

- = Value Opportunity
- = Value Creation
- = ROI Opportunity
- = Value Governance
- = Value Identification

## SERVICE MODEL LEGEND

- = Service Flow
- = Main/Supporting Service
- = Simple Service
- = Complex Service
- = Unique Service

## COST MODEL LEGEND

- = Cost Opportunity
- = Cost Flow
- = TCO Opportunity
- = Cockpits, Dashboards & Scorecards
- = Evaluation & Audits

## PERFORMANCE MODEL LEGEND

- = Performance Opportunity
- = Control & Monitoring
- = Performance Opportunity
- = Reporting Flow
- = Measurements
- = BPM (Effectiveness & Efficiency)

## OPERATING MODEL LEGEND

- = Integration Opportunity
- = Standardization Opportunity
- = Governance, Policies & Guidelines
- = People Distribution
- = Maturity Level