

# LEADING PRACTICE

## Business Model Templates

BUSINESS LAYER

APPLICATION LAYER

TECHNOLOGY LAYER

# Objective of Decomposing and Composing a Business Competencies



## What is a Business Competency?

- A business competency consists of capabilities (organization, people, systems) and the resources (people, systems, machines) to execute them
- It is not an organizational unit or department, but as competencies reside in them it is often mistaken as them
- Consists of one or more business competencies that need personal competencies e.g. business planning needs people that have competencies to manage and delivery/processing (people that have competencies to do the work)

## Why is it used?

1. Business Competencies can be seen as an instrument well suited to analyze the organizational capabilities and resources of an organization.
2. *Understand the business:* Analyzes the business functions as a set of discrete specialist competencies that can be organized and viewed in a value chain, an accountability or the service flow view
3. *Identify how competencies perform:* Analyzes and identifies how the business competencies perform.
4. *Value Creation:* Analyzes and identifies how the business competencies create value for the organization.
5. *Organizational premise:* Business contains a group of competencies by which it can organize itself. The potential to organize one's organization according to one's competency groups releases the functional silo bottlenecks and thereby the double work that is done in many places.
6. *Service Model:* Analyzes and identifies the business workflow of how the business competencies service each other. The reorganization and redeployment of services in different ways can optimize the whole in order to create a new service flow

## How is it used?

Business Competencies can be used in either a Business Model or Service Model in the context of organizational mapping:

Identify a Customer Specific Business Model:

1. Select Business Model Competency Areas
  - a) Business Model level 1 can be created for a value chain view
  - b) Service Model level 1 can be created for a service flow view
2. Select & Customize Business Model Competencies to reflect the organizational specific competencies
  - a) Business Model level 2 can be created for a accountability view
  - b) Service Model level 2 can be created for a service flow and service accountability view
3. Select & Customize the specific Operational Business Competencies
  - a) Business Model level 3 can be created for a operational business model view
  - b) Service Model level 3 can be created for a service flow of the operational competencies of an organization

## When is the Business Model used?

In Business Blueprinting, Business Architecture and or other Business Mapping projects, where the objective is to Identify a Customer Specific Business Model (BM)



A firm's profitability is determined by both industry factors and firm-specific competencies (positions, activities/capabilities, and resources). Thus, because business models are about serving the customer (Service Model) to make money, a business model must also depend on the factors that determine a firm's profitability (Revenue Model). That is, a firm's business model is a function of its:

1. Position to its cooperative forces (external drivers-industry's factors)
2. Core Critical Competencies (CCCs), and non core competencies (NCCs)
3. Service Model to its customers
4. Standardized & Integrated Operating Model and Cost Model
5. Effective & Efficient use of its competencies (capabilities and resources)

A business model is about competencies, which when combined together, build a framework for making money. It is to use the competencies in a set of services *that a firm performs, how it performs them, and when it performs them to offer its customers services they want and to earn a profit.*

- Within any business model of an organization, one would find the business competencies relevant for them. The business uses through its **business competencies** the business task, business functions and services to create value within the organization and to its customers. Being able to identify ones competencies that are either “core differentiated, core competitive or non-core” are today missing within process modelling and process architecture.
- The lack to identify the core differentiated, core competitive and non-core competencies is the very reason why an process experts and process architects don't know which processes are a part of an organizations competitive aspects and therefore can relate them to the value and performance drivers of one's organization (this is not to be mixed up with main (core) or supporting processes as they are not the same).

# Basics to understand around Business Layer: Business Modelling Principles



## Business Model Input

### Industry Model

Business Model	2010-2011	2012-2013	2014-2015	2016-2017	2018-2019	2020-2021	2022-2023
DEFENSE	...	...	...	...	...	...	...
HEALTHCARE	...	...	...	...	...	...	...
TECHNOLOGY	...	...	...	...	...	...	...

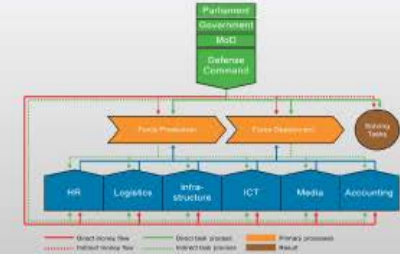
## Business Competencies (capabilities & resources)

### Competency Map

Competency	Level 1	Level 2	Level 3
...	...	...	...
...	...	...	...
...	...	...	...

## Business Model Views

### Business Model Level 1) Competency Value Chain View



### Business Model Level 2) Competency Accountability View

Business Model	2010-2011	2012-2013	2014-2015	2016-2017	2018-2019	2020-2021	2022-2023
DEFENSE	...	...	...	...	...	...	...
HEALTHCARE	...	...	...	...	...	...	...
TECHNOLOGY	...	...	...	...	...	...	...

### Business Model Level 3) Operational Competency View

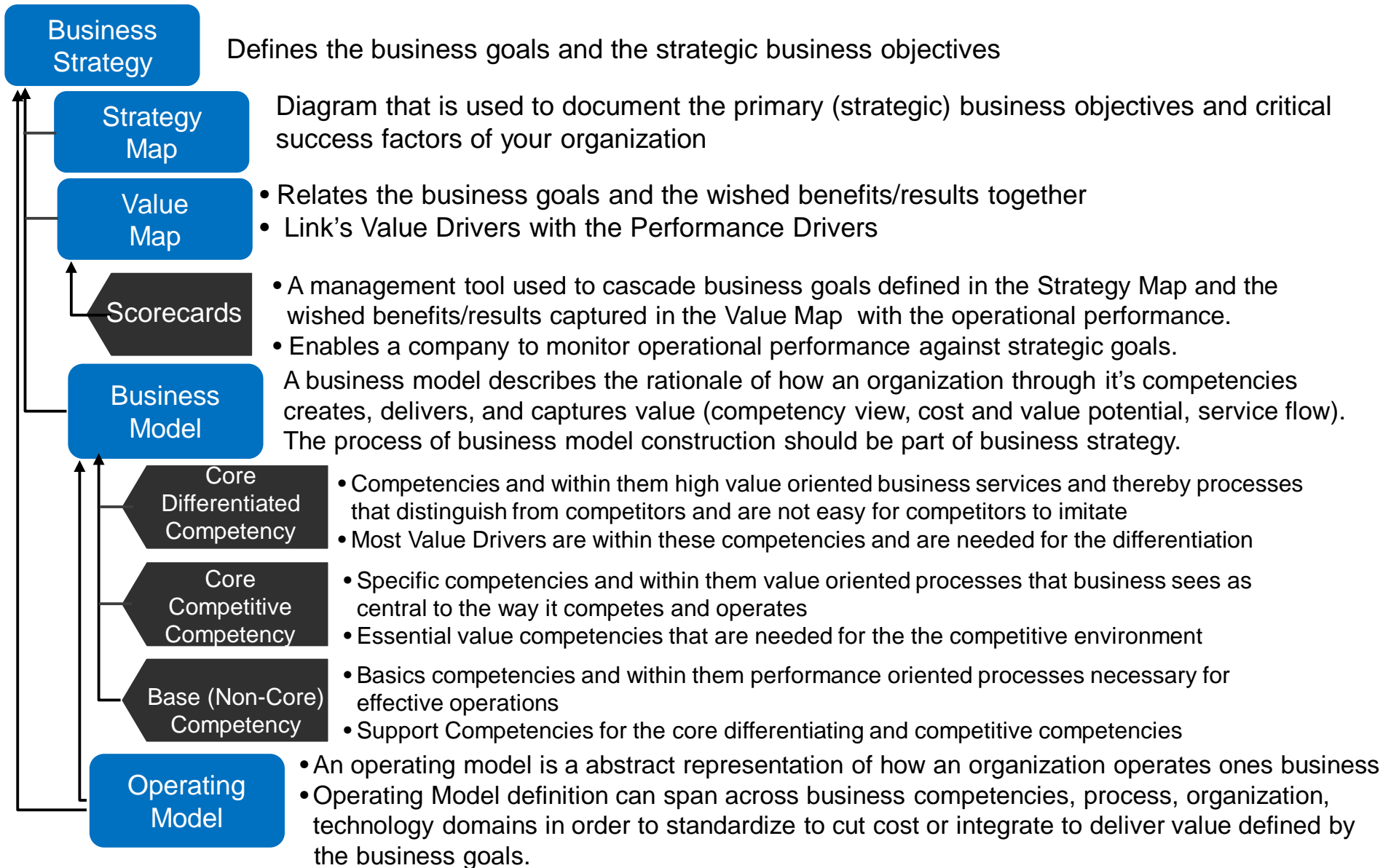
Business Area	Business Group	Business Unit	Business Process	Business Activity	Business Task	Business Role	Business Skill
...	...	...	...	...	...	...	...
...	...	...	...	...	...	...	...
...	...	...	...	...	...	...	...

## Client Documentation

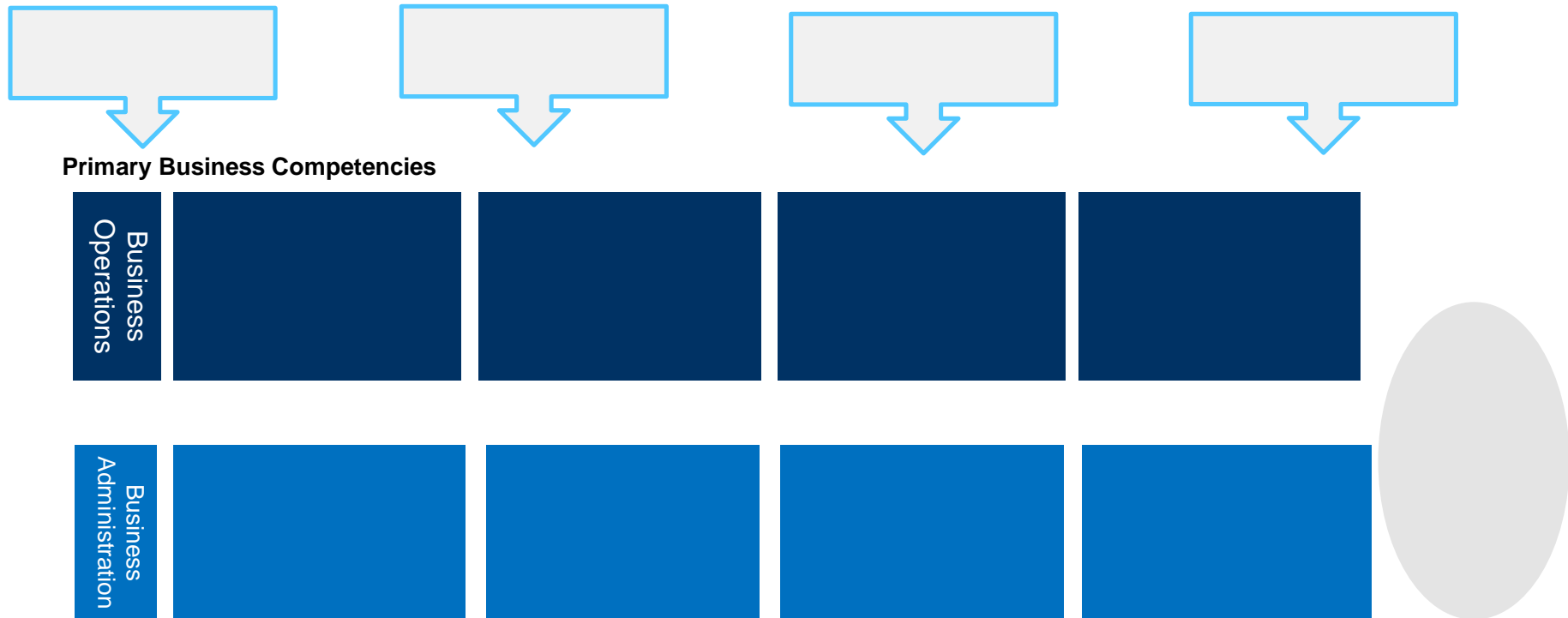
- Organizational Chart
- Business Area
- Business Groups
- Strategy Map
- Value Map
- Financial Statements
- Balanced Scorecards
- Measurements
- Business Issues
- Pain Points / Weakness Clusters
- Competency Benchmark
- Enterprise Maturity Model



# Some concepts that underpin the Business Layer concepts and how they connect



# Business Model Level 1 (value chain view) template



## Primary Business Competencies

Business  
Operations

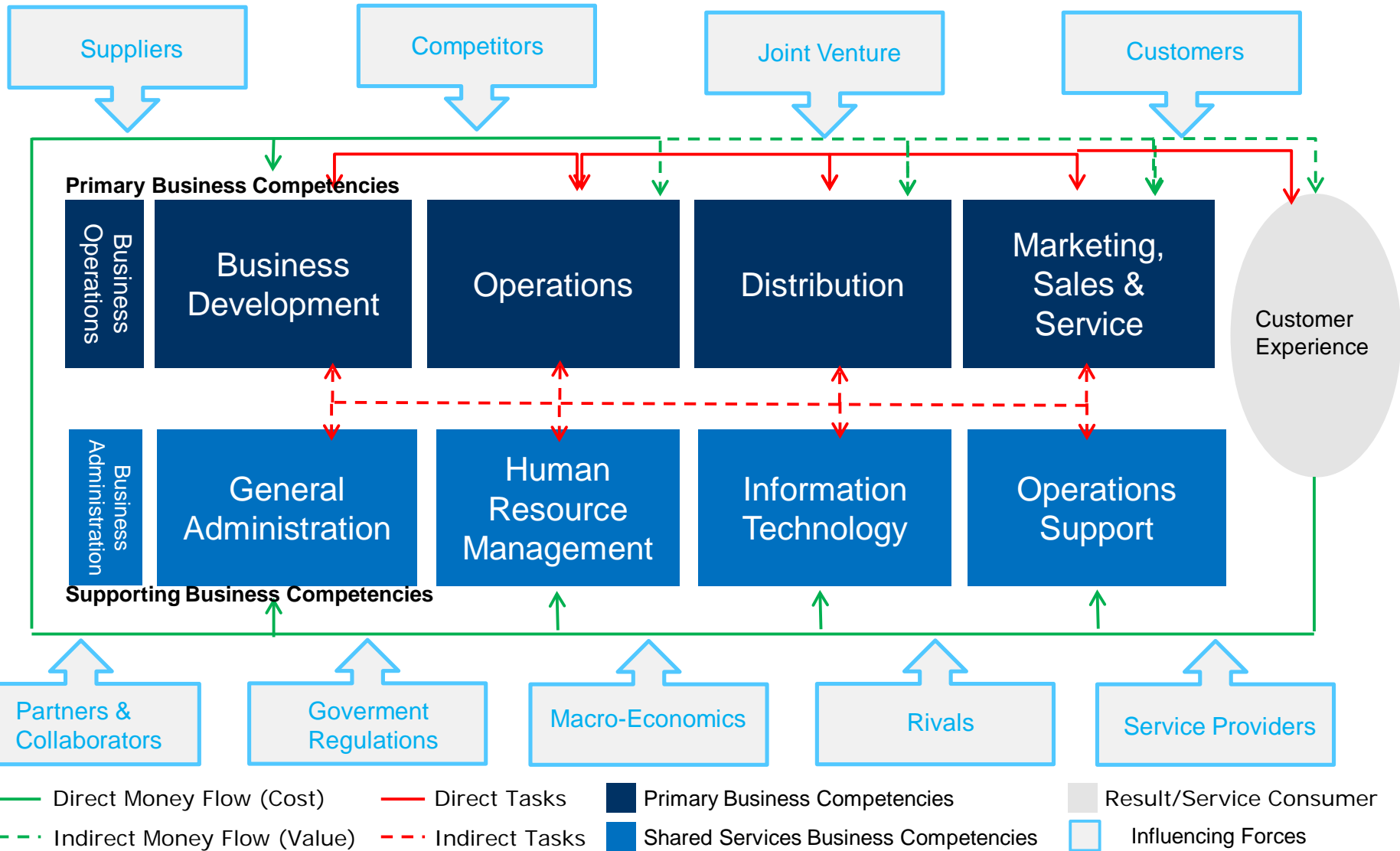
Business  
Administration

## Supporting Business Competencies

- Direct Money Flow (Cost)
- - - Indirect Money Flow (Value)
- Direct Tasks
- - - Indirect Tasks
- Primary Business Competencies
- Shared Services Business Competencies
- Result/Service Consumer
- Influencing Forces



# Example of Business Model Level 1 (value chain view)



# Business Model Level 2 (Accountability view) Template



	General Administration	Human Resource Management	Information Technology	Operations Support	Business Development	Operations	Distribution	Marketing, Sales and Service
STRATEGIC								
TACTICAL								
OPERATIONAL								

# Example: Business Model Level 2: Oil & Gas Upstream: Business Model

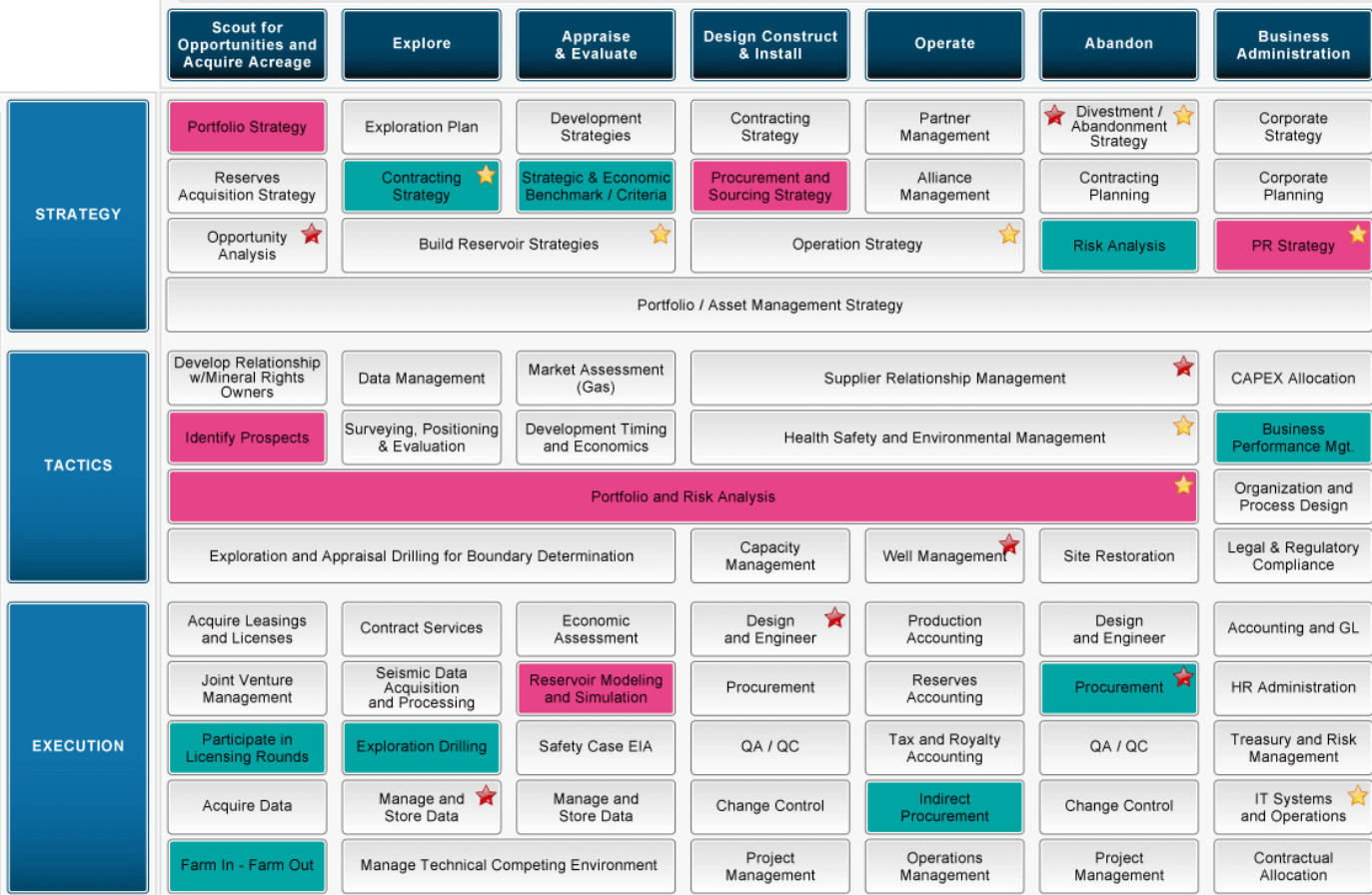


### Business Competency Areas

- 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, logical and practical.

### Accountability Level

- A simple framework for separating strategic decisions (i.e., strategic), management checks (i.e., tactical) and business operations where there is execution (i.e., operational).



### Operational 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: Core Competitive, Core Differentiated, As-Is, To-Be, Revenue, Cost and Value Opportunity.

■ = Core Competitive

■ = Core Differentiated

★ = Value Opportunity

★ = Performance Opportunity

# Example: Business Model Level 2: Oil & Gas Upstream: Business Model



Financial Banking Business Model	BUSINESS ADMINISTRATION	FINANCE	RISK & REWARD MANAGEMENT	BUSINESS DEVELOPMENT	RELATIONSHIP MANAGEMENT	INFORMATION & INSIGHT	TRADING	OPERATIONS & SERVICES	ASSET SERVICING	ISSUANCE	FEE SERVICES	BUNDLED PRODUCTS
STRATEGIC	Business & Resource Planning	Financial Policies & Plans	Asset / Liability Policy & Planning	Segment Plans & Assessments	Strategy	External Data Planning & Negotiation	Trade Management	Operations Planning	Asset Servicing Planning	Issuance Planning	Fee Service Planning	Complex Product Planning
	External Relationship				Customer Profitability	Research Planning				Fund Planning		
					Customer Behavior Modelling							
TACTICAL	Business Unit Tracking	Financial Tacticals	Sensitivity Analysis & Scenarios	Segment & Opportunity Evaluation	Call Center	Monitor Information Quality & Use	Trading Oversight	Operations Monitoring	Funds Oversight	Oversight	Performance Tracking	Complex Product Profitability
	Assurance & Compliance	Budget Tracking		Acquisition Administration		Monitor Adherence to Research Rule		Reconciliation	Asset Servicing Oversight			
	Procedures											
OPERATIONAL	Staff Administration & Development	GL	Maintain Consolidated Positions	Product Development	Client Profile	Market Data	Order Management	Clearing & Settlement	Transaction Services	Underwriting & Syndication	Mergers & Acquisitions	Complex Product Delivery
	Systems Development & Operations	Tax Administration	Enterprise Limit Maintenance & Alerts	Market Research	Collateral / Credit	Reference Data	Dealer Workbench	Payments	Custody Services	Corporate Finance	Financial Engineering	
	Audit & Regulatory Compliance			Specialist Sales Support	Relationship Sales	Research	Deal Confirmation	Position Accounting	Trade Finance & Facilitation			
	Facilities Operations & Maintenance			Transaction Consolidation	Market Analytics	Securities Finance	Fails Handling	Portfolio Valuation	Fund Development	Transition Management		
	Fixed Asset Administration			Campaign Execution	Consolidated Statements						Portfolio Analytics	
	Production Assurance (Help Desk)			Contact History								

### REVENUE MODEL LEGEND

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

### VALUE MODEL LEGEND

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

### 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
- = BPM (Effectiveness & Efficiency)
- = Measurements
- = Reporting Flow

### OPERATING MODEL LEGEND

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

# Business Model Level 3: Operational Business Model for Medical Equipment Manufacturer



Operational Business Model: Medical Equipment Manufacturing

1.0 BUSINESS ADMINISTRATION		2.0 FINANCE		3.0 CATEGORY MANAGEMENT		4.0 MARKETING		5.0 MANUFACTURING		6.0 INVENTORY MANAGEMENT		7.0 WAREHOUSE & DISTRIBUTION		8.0 SALES		9.0 CUSTOMER SERVICE	
<b>1.1 IT</b>		<b>2.1 Financial Strategy &amp; Planning</b>		<b>3.1 Portfolio Strategy</b>		<b>4.1 Strategy &amp; Planning</b>		<b>5.1 Manufacturing Strategy</b>		<b>6.1 Inventory Planning &amp; Forecasting</b>		<b>7.1 Distribution Operations Strategy</b>		<b>8.1 Sales Strategy</b>		<b>9.1 Customer Service Strategy</b>	
1.1.1 Strategic Planning	1.1.1 Project Delivery	2.1.1 Investment Strategy & Planning	2.1.5 Financial Policy Administration	3.1.1 Portfolio Planning	3.1.5 Product & Service Strategy	4.1.1 Marketing Vision	4.1.5	5.1.1 Vision	5.1.5	6.1.1 Inventory Strategy	6.1.5 Inventory Policies	7.1.1 Operations Strategy	7.1.5 Operations Performance Measurement	8.1.1 Customer Strategy & Planning	8.1.5 SBCs	9.1.1 Customer Service Sites	9.1.5 Customer Service KPIs
1.1.2 Risk & Governance	1.1.2 Innovation Management	2.1.2 Budgeting & Forecasting	2.1.6	3.1.2 Market Research	3.1.6 Product & Service Policies	4.1.2 Marketing Policies & Governance	4.1.6	5.1.2 Approach	5.1.6	6.1.2 Demand Forecasting	6.1.6 Stock Transfer	7.1.2 Operations Objectives	7.1.5 Operations Marketing & Benchmarking	8.1.2 Sales Planning	8.1.5 In-Store & Channel Strategy	9.1.2 Customer Service SBCs	9.1.5 Customer Service Measurements
1.1.3 Portfolio Management	1.1.3	2.1.3 Financial Policies	2.1.7	3.1.3 Investment Planning	3.1.7	4.1.3 Marketing SBCs	4.1.7	5.1.3 Policies	5.1.7	6.1.3 Replenishment	6.1.7	7.1.3 Operations SFPs	7.1.7	8.1.3 Business Development	8.1.7	9.1.3 Customer Service SBCs	9.1.7
1.1.4 Service Delivery & Cost	1.1.4	2.1.4 Financial Policy	2.1.8	3.1.4 Capital Structure	3.1.8	4.1.4 Marketing Channel Business Models	4.1.8	5.1.4 Measurements	5.1.8	6.1.4 Manufacturing Collaboration	6.1.8	7.1.4 Operations Metrics & Governance	7.1.8	8.1.4 Sales Mix	8.1.8	9.1.4 Customer Service Policies	9.1.8
<b>1.2 Human Resources (HR)</b>		<b>2.2 Finance</b>		<b>3.2 Product/Service Pricing</b>		<b>4.2 Segmentation</b>		<b>5.2 Manufacturing Production Planning</b>		<b>6.2 Supplier Performance Management</b>		<b>7.2 Warehouse Management</b>		<b>8.2 Sales Execution</b>		<b>9.2 Customer Lifecycle Management</b>	
1.2.1 HR Strategy & Planning	1.2.2 Benefits & Compensation	2.2.1 Credit Management	2.2.5 Collections, Credit & Debit	3.2.1 Pricing Strategy	3.2.5 Value Pricing Analysis	4.2.1 Customer Segmentation & Planning	4.2.5 Segment Assessment	5.2.1 Demand Planning	5.2.5 Lead	6.2.1 Supplier Categories & Selection	6.2.5 Category Forecast Accuracy	7.2.1 Warehouse Strategy & Planning	7.2.5 Equipment Maintenance	8.2.1 Customer & Sales Working Models	8.2.5 Contact and Sales KPIs	9.2.1 Customer Service Planning	9.2.5 Customer Experience Working
1.2.2 Operational Planning	1.2.3 Training Contribution	2.2.2 Risk Management	2.2.6 Financial Operations	3.2.2 Pricing Strategy	3.2.6 Price Governance & Administration	4.2.2 Marketing Planning	4.2.6	5.2.2 Supply Network Planning	5.2.6	6.2.2 Contract Management	6.2.6 Supplier Compliance	7.2.2 Facility & Floor Planning	7.2.6 In-store & Outside Logistics	8.2.2 Sales Analytics	8.2.6 Territory Management	9.2.2 Customer History Working	9.2.6 Service Change
1.2.3 HR Policies & Governance	1.2.3	2.2.3 Financial Policy	2.2.7	3.2.3 Pricing Policy	3.2.7	4.2.3 Customer Segment Administration	4.2.7	5.2.3 Supply Network Planning	5.2.7	6.2.3 Pricing & Rebates	6.2.7	7.2.3 Resource Planning	7.2.7	8.2.3 Positive Engagement	8.2.7	9.2.3 Customer Support	9.2.7
1.2.4 HR Talent & Performance Management	1.2.4	2.2.4 Financial Policy	2.2.8	3.2.4 Price Working & Audit	3.2.8	4.2.4 Sales Channel Segment To Channel	4.2.8	5.2.4 Supply Network Production Schedules	5.2.8	6.2.4 Supplier Collaboration	6.2.8	7.2.4 Facility Working & Control	7.2.8	8.2.4 Sales & Account Governance	8.2.8	9.2.4 Customer Service Policy Audit	9.2.8
<b>1.3 Legal</b>		<b>2.3 Financial Performance Management</b>		<b>3.3 Branding &amp; Product Operations</b>		<b>4.3 Channel</b>		<b>5.3 Manufacturing Sourcing</b>		<b>6.3 Supplier/Manufacturer Collaboration</b>		<b>7.3 Network &amp; Transportation Management</b>		<b>8.3 Account Management</b>		<b>9.3 Customer Service Operations</b>	
1.3.1 Strategy & Planning	1.3.2 Business Plan Assessment	2.3.1 Financial Performance Strategy	2.3.5 Performance Benchmarking	3.3.1 Category & Line Territory	3.3.5 Process Optimization	4.3.1 Channel Strategy	4.3.5	5.3.1 Supply Planning	5.3.5 In-store Validation	6.3.1 Supplier-Category Policies	6.3.5 Manufacturing Collaboration	7.3.1 Strategy & Planning	7.3.5 Optimization	8.3.1 Account Administration & Management	8.3.5 Account Audit	9.3.1 Case Processing	9.3.5 Case & Service Working
1.3.2 Policies & Governance	1.3.3 Regulatory & Compliance	2.3.2 Financial Measurements Management	2.3.6	3.3.2 Product Development	3.3.6	4.3.2 Channel Administration & Support	4.3.6	5.3.2 Supply Policies	5.3.6	6.3.2 Contract Management	6.3.6 Supplier Compliance	7.3.2 Policies & Governance	7.3.6 Network Collaboration	8.3.2 Relationship Management	8.3.6 Account Services	9.3.2 Customer Account Review	9.3.6 Customer Service Policy & Standards
1.3.3 Legal Review	1.3.3	2.3.3 Financial Performance Reporting	2.3.7	3.3.3 Product Qualification	3.3.7	4.3.3 Channel Policy & Policies	4.3.7	5.3.3 Supplier	5.3.7	6.3.3 Supplier/Manager Involvement	6.3.7	7.3.3 Visibility Audit Tracking	7.3.7	8.3.3 Account Review	8.3.7	9.3.3 Customer History Administration	9.3.7
1.3.4 Audit Management	1.3.4	2.3.4 Support Performance Audit	2.3.8	3.3.4 Quality Working (QMS)	3.3.8	4.3.4	4.3.8	5.3.4 Purchase Order Management	5.3.8	6.3.4 Collaboration Demand & Supply Planning	6.3.8	7.3.4 Shipping	7.3.8	8.3.4 Quarterly Business Review/Planning	8.3.8	9.3.4 Customer History	9.3.8
<b>1.4 Regulatory</b>		<b>2.4 Treasury</b>		<b>3.4 Service Delivery &amp; Operations</b>		<b>4.4 Offer Management</b>		<b>5.4 Manufacturing Process Design &amp; Setup</b>		<b>6.4 Purchase Order Management</b>		<b>7.4 Order Fulfillment</b>		<b>8.4 Customer Acquisition</b>		<b>9.4 Customer Service Education</b>	
1.4.1 Regulatory Strategy & Plan	1.4.2 Working & Testing Compliance	2.4.1 Treasury Planning	2.4.5 Treasury Policy Review	3.4.1 Working Management & Training	3.4.5 Service Creation	4.4.1 Offer Management Strategy	4.4.5 Model Offer Management & Analysis	5.4.1 Production Setup Planning	5.4.5 Product Specification Checking	6.4.1 Purchase Order Follow & Governance	6.4.5 Invoicing KPIs	7.4.1 Order Management	7.4.5 Order Lead Working	8.4.1 Customer Acquisition & Planning	8.4.5 Partner Management	9.4.1 Working Policy & Plan	9.4.5 Delivery Service Training Materials
1.4.2 Regulatory Policy	1.4.3 Evaluation	2.4.2 Treasury Policies & Governance	2.4.6 Cash & Funding Movement	3.4.2 Training Management	3.4.6 Service Administration	4.4.2 Cash & Offer Planning	4.4.6 Offer Offer Management Working	5.4.2 Production Specifications	5.4.6	6.4.2 Purchase Order Creation	6.4.6 Subcontract Purchasing	7.4.2 Risk & Plan	7.4.6 Fulfillment Visibility Tracking	8.4.2 Project Management	8.4.6 Customer Self	9.4.2 Service Evaluation & Certification	9.4.6 Service Training Administration
1.4.3 Regulatory Audit & Review	1.4.3	2.4.3 Treasury Policies	2.4.7	3.4.3 Service Performance Metrics	3.4.7	4.4.3 Offer Management Creation	4.4.7	5.4.3 Sales Assembly Line	5.4.7	6.4.3 Purchase Order Working	6.4.7	7.4.3 Order Daily Review	7.4.7	8.4.3 Lead Management	8.4.7	9.4.3 Service Training Design	9.4.7
1.4.4 Regulatory Assessment	1.4.4	2.4.4 Treasury Policy Management	2.4.8	3.4.4 Success & Time Management	3.4.8	4.4.4 Delivery Time Offering Line	4.4.8	5.4.4 Device / Test Protocol	5.4.8	6.4.4 Purchase Order Compliance	6.4.8	7.4.4 Invoicing	7.4.8	8.4.4 Customer Attribution	8.4.8	9.4.4 Service Training & Quality	9.4.8
<b>1.5 Medical Strategic Planning</b>		<b>2.5 Accounting</b>		<b>3.5 Product &amp; Services Lifecycle</b>		<b>4.5 Campaign &amp; Promotion Management</b>		<b>5.5 Manufacturing Production</b>		<b>6.5 Systems Management</b>		<b>7.5 Facility Management</b>		<b>8.5 Contract</b>		<b>9.5 Contact Center Operations</b>	
1.5.1 Medical Business Strategy	1.5.2 Ability Management	2.5.1 General Ledger	2.5.5 Fixed Asset Accounting	3.5.1 Product Lifecycle Strategy	3.5.5 In-store Property Management	4.5.1 Campaign & Promotion Planning	4.5.5 Performance Assess	5.5.1 Product Manufacturing Planning	5.5.5	6.5.1 Admin Process & Governance	6.5.5 Storage Support Review	7.5.1 Facility Health Strategy	7.5.5 Operations Maintenance Policies & Governance	8.5.1 Contracts	8.5.5 Contract Lifecycle Management	9.5.1 Contact Center Working	9.5.5 Business Continuity Planning
1.5.2 Business Support Strategy	1.5.3 Business Incentive	2.5.2 Accounts Payable	2.5.6 Tax Accounting	3.5.2 Product / Portfolio Governance	3.5.6	4.5.2 Campaign & Promotion Execution	4.5.6	5.5.2 Product Policy Assessment	5.5.6	6.5.2 Storage Customer Review	6.5.6	7.5.2 Service Contract & Billing Plan	7.5.6	8.5.2 Contract Negotiation	8.5.6 Contract Review & Approval	9.5.2 Resource Scheduling	9.5.6 Contract Production
1.5.3 Communication Strategy & Plan	1.5.3	2.5.3 Accounts Receivable	2.5.7	3.5.3 Product & Service Design	3.5.7	4.5.3 Media Planning & Campaign Planning	4.5.7	5.5.3 Product Manufacturing Process	5.5.7	6.5.3 Backchannel	6.5.7	7.5.3 Plan Facility	7.5.7	8.5.3 Contract Compliance	8.5.7	9.5.3 Case Working	9.5.7
1.5.4 Define Target Strategies	1.5.4	2.5.4 Charge Back & Partner Working	2.5.8	3.5.4 Product & Service Launch	3.5.8	4.5.4 Media & Global Working	4.5.8	5.5.4 Product Specification Checking	5.5.8	6.5.4 Returns/Resupply Working	6.5.8	7.5.4 Facility Maintenance Policies & Governance	7.5.8	8.5.4 Contract Working (CPO) Operations	8.5.8	9.5.4 Quality Assurance	9.5.8
<b>1.6 Business Performance Management</b>		<b>2.6 Tax</b>		<b>3.6 Product &amp; Services Performance</b>		<b>4.6 Research &amp; Analysis</b>		<b>5.6 Quality</b>		<b>6.6</b>		<b>7.6 Regulatory &amp; Compliance (R&amp;C)</b>		<b>8.6 Training Education</b>		<b>9.6</b>	
1.6.1 Business Performance Management	1.6.2 Performance Measurement & Analysis	2.6.1 Tax Strategy & Planning	2.6.5	3.6.1 Product & Service Performance Measurement Strategy	3.6.5 Performance Working	4.6.1 Research & Analysis Framework & Methodology	4.6.5	5.6.1 Device Quality Standards & Policies	5.6.5 Defect Management	6.6.1	6.6.5	7.6.1 Regulatory Assessment	7.6.5 Remediation Plan	8.6.1 Sales Force Education Planning	8.6.5 Performance Assessment	9.6.1	9.6.5
1.6.2 Business Performance Management Reporting	1.6.2	2.6.2 Tax Policy & Governance	2.6.6	3.6.2 Performance Planning	3.6.6 Performance Analysis	4.6.2 Customer Research Analysis	4.6.6	5.6.2 Quality Inspection & Working	5.6.6	6.6.2	6.6.6	7.6.2 Training & Education	7.6.6 Remediation Working	8.6.2 Training Education Materials	8.6.6 Performance Working	9.6.2	9.6.6
1.6.3 Self Performance Targets	1.6.3	2.6.3 Tax Management	2.6.7	3.6.3 Service Working	3.6.7	4.6.3 Customer Loyalty Program	4.6.7	5.6.3 Quality Inspection & Manufacturing	5.6.7	6.6.3	6.6.7	7.6.3 Compliance Programs	7.6.7	8.6.3 Incentive Function	8.6.7	9.6.3	9.6.7
1.6.4 Establish Benchmarks & Planning	1.6.4	2.6.4 Tax Working & Analysis	2.6.8	3.6.4 Product Working	3.6.8	4.6.4 Market Research Analysis	4.6.8	5.6.4 Defects Management	5.6.8	6.6.4	6.6.8	7.6.4 Audit	7.6.8	8.6.4 Training Administration	8.6.8	9.6.4	9.6.8
<b>1.7 Mergers &amp; Acquisitions</b>		<b>2.7 Cash &amp; Flow Management</b>		<b>3.7</b>		<b>4.7 Digital Marketing</b>		<b>5.7 Manufacturing Supply Chain Logistics</b>		<b>6.7</b>		<b>7.7</b>		<b>8.7 Sales Administration</b>		<b>9.7</b>	
1.7.1 M&A Execution Strategy	1.7.2 Acquisition Integration	2.7.1 Cash Flow Planning	2.7.5 Cash Management	3.7.1	3.7.5	4.7.1 Digital Strategy	4.7.5 User Experience Connection	5.7.1 Distribution Strategy	5.7.5 Import/Export Strategy	6.7.1	6.7.5	7.7.1	7.7.5	8.7.1 Compensation Strategy & Planning	8.7.5 Resource Planning	9.7.1	9.7.5
1.7.2 Equipment Inplace	1.7.3 Acquisition Impact Measurement	2.7.2 Working Cash Flow	2.7.6 Cash Flow Review	3.7.2	3.7.6	4.7.2 Customer Strategy	4.7.6	5.7.2 Distribution Planning	5.7.6 Customer Communication	6.7.2	6.7.6	7.7.2	7.7.6	8.7.2 Compensation Management	8.7.6	9.7.2	9.7.6
1.7.3 Digital Assessment	1.7.3	2.7.3 Cash Flow Strategy	2.7.7	3.7.3	3.7.7	4.7.3 Customer Operations	4.7.7	5.7.3 Order Order Logistics	5.7.7	6.7.3	6.7.7	7.7.3	7.7.7	8.7.3 Forecasting	8.7.7	9.7.3	9.7.7
1.7.4 Acquisition Location	1.7.4	2.7.4 Cash Management	2.7.8	3.7.4	3.7.8	4.7.4 Search Engine Working	4.7.8	5.7.4 Trade Show/Event Management	5.7.8	6.7.4	6.7.8	7.7.4	7.7.8	8.7.4 Working & Analysis	8.7.8	9.7.4	9.7.8
<b>1.8</b>		<b>2.8</b>		<b>3.8</b>		<b>4.8 Ever Management</b>		<b>5.8</b>		<b>6.8</b>		<b>7.8</b>		<b>8.8</b>		<b>9.8</b>	
1.8.1	1.8.5	2.8.1	2.8.5	3.8.1	3.8.5	4.8.1 Strategy & Planning	4.8.5 Overworking	5.8.1	5.8.5	6.8.1	6.8.5	7.8.1	7.8.5	8.8.1	8.8.5	9.8.1	9.8.5
1.8.2	1.8.6	2.8.2	2.8.6	3.8.2	3.8.6	4.8.2 Logistics & Scheduling	4.8.6	5.8.2	5.8.6	6.8.2	6.8.6	7.8.2	7.8.6	8.8.2	8.8.6	9.8.2	9.8.6
1.8.3	1.8.7	2.8.3	2.8.7	3.8.3	3.8.7	4.8.3 Sales & Promotion	4.8.7	5.8.3	5.8.7	6.8.3	6.8.7	7.8.3	7.8.7	8.8.3	8.8.7	9.8.3	9.8.7
1.8.4	1.8.8	2.8.4	2.8.8	3.8.4	3.8.8	4.8.4 Self Decision	4.8.8	5.8.4	5.8.8	6.8.4	6.8.8	7.8.4	7.8.8	8.8.4	8.8.8	9.8.4	9.8.8

■ Core Competitive 
 ■ Core Differentiated 
 ★ Value Opportunity 
 ★ Performance Opportunity



# Business Model Level 3: Operational Business Model for Pharmaceutical Equipment Manufacturer



Operational Business Model: Pharmaceutical Equipment Manufacturing

1.0 BUSINESS ADMINISTRATION		2.0 FINANCE		3.0 PRODUCT MANAGEMENT		4.0 MARKETING		5.0 MANUFACTURING		6.0 INVENTORY MANAGEMENT		7.0 DISTRIBUTION OPERATIONS		8.0 SALES		9.0 CUSTOMER SERVICE	
<b>1.1 Pharma Segment Planning</b>		<b>2.1 Financial Planning</b>		<b>3.1 Product / Service Portfolio</b>		<b>4.1 Strategy &amp; Planning</b>		<b>5.1 Manufacturing Strategy</b>		<b>6.1 Inventory Management</b>		<b>7.1 Distribution Operations Strategy</b>		<b>8.1 Sales Strategy</b>		<b>9.1 Customer Service Strategy</b>	
1.1.1 Strategic Planning	1.1.2 Resource Allocation	2.1.1 Strategic Planning	2.1.2 Financial Solvency & Governance	3.1.1 Strategic Planning	3.1.2 Portfolio Testing	4.1.1 Marketing Strategy	4.1.2 Branding Strategy	5.1.1 Manufacturing Strategy	5.1.2 Manufacturing Resource Allocation	6.1.1 Inventory Strategy & Planning	6.1.2 Inventory Control & Audit	7.1.1 Operations Strategy	7.1.2 Operations Resource Allocation	8.1.1 Sales Strategy	8.1.2 Sales Performance Measurement	9.1.1 Customer Service Strategy	9.1.2 Customer Service Measurement
1.1.3 Business Plan	1.1.4 Investment Support	2.1.3 Budgeting / Forecasting	2.1.4 Financial Policy Administration	3.1.3 Strategic Portfolio Audit	3.1.4 Portfolio Focus	4.1.3 Marketing Policy & Governance	4.1.4 Marketing Branding & Communications	5.1.3 Manufacturing Objectives	5.1.4 Manufacturing Planning & Scheduling	6.1.3 Inventory Policy & Governance	6.1.4 Inventory Control and Audit	7.1.3 Operations Objectives	7.1.4 Operations Resource Allocation	8.1.3 Sales Objectives	8.1.4 Sales Performance Measurement	9.1.3 Customer Service Objectives	9.1.4 Customer Service Measurement
1.1.5 Marketing Planning	1.1.6	2.1.5 Financial Policy Audit	2.1.6	3.1.5 Portfolio Policy Audit	3.1.6	4.1.5 Marketing Branding & Communications	4.1.6	5.1.5 Manufacturing Objectives	5.1.6	6.1.5 Inventory Control and Audit	6.1.6	7.1.5 Operations Objectives	7.1.6	8.1.5 Sales Objectives	8.1.6	9.1.5 Customer Service Objectives	9.1.6
1.1.6.1 Strategic Planning	1.1.6.2	2.1.6.1 Financial Policy Audit	2.1.6.2	3.1.6.1 Portfolio Policy Audit	3.1.6.2	4.1.6.1 Marketing Branding & Communications	4.1.6.2	5.1.6.1 Manufacturing Objectives	5.1.6.2	6.1.6.1 Inventory Control and Audit	6.1.6.2	7.1.6.1 Operations Objectives	7.1.6.2	8.1.6.1 Sales Objectives	8.1.6.2	9.1.6.1 Customer Service Objectives	9.1.6.2
1.1.6.3	1.1.6.4	2.1.6.3	2.1.6.4	3.1.6.3	3.1.6.4	4.1.6.3	4.1.6.4	5.1.6.3	5.1.6.4	6.1.6.3	6.1.6.4	7.1.6.3	7.1.6.4	8.1.6.3	8.1.6.4	9.1.6.3	9.1.6.4
1.1.6.5	1.1.6.6	2.1.6.5	2.1.6.6	3.1.6.5	3.1.6.6	4.1.6.5	4.1.6.6	5.1.6.5	5.1.6.6	6.1.6.5	6.1.6.6	7.1.6.5	7.1.6.6	8.1.6.5	8.1.6.6	9.1.6.5	9.1.6.6
1.1.6.7	1.1.6.8	2.1.6.7	2.1.6.8	3.1.6.7	3.1.6.8	4.1.6.7	4.1.6.8	5.1.6.7	5.1.6.8	6.1.6.7	6.1.6.8	7.1.6.7	7.1.6.8	8.1.6.7	8.1.6.8	9.1.6.7	9.1.6.8
1.1.6.9	1.1.6.10	2.1.6.9	2.1.6.10	3.1.6.9	3.1.6.10	4.1.6.9	4.1.6.10	5.1.6.9	5.1.6.10	6.1.6.9	6.1.6.10	7.1.6.9	7.1.6.10	8.1.6.9	8.1.6.10	9.1.6.9	9.1.6.10
1.1.6.11	1.1.6.12	2.1.6.11	2.1.6.12	3.1.6.11	3.1.6.12	4.1.6.11	4.1.6.12	5.1.6.11	5.1.6.12	6.1.6.11	6.1.6.12	7.1.6.11	7.1.6.12	8.1.6.11	8.1.6.12	9.1.6.11	9.1.6.12
1.1.6.13	1.1.6.14	2.1.6.13	2.1.6.14	3.1.6.13	3.1.6.14	4.1.6.13	4.1.6.14	5.1.6.13	5.1.6.14	6.1.6.13	6.1.6.14	7.1.6.13	7.1.6.14	8.1.6.13	8.1.6.14	9.1.6.13	9.1.6.14
1.1.6.15	1.1.6.16	2.1.6.15	2.1.6.16	3.1.6.15	3.1.6.16	4.1.6.15	4.1.6.16	5.1.6.15	5.1.6.16	6.1.6.15	6.1.6.16	7.1.6.15	7.1.6.16	8.1.6.15	8.1.6.16	9.1.6.15	9.1.6.16
1.1.6.17	1.1.6.18	2.1.6.17	2.1.6.18	3.1.6.17	3.1.6.18	4.1.6.17	4.1.6.18	5.1.6.17	5.1.6.18	6.1.6.17	6.1.6.18	7.1.6.17	7.1.6.18	8.1.6.17	8.1.6.18	9.1.6.17	9.1.6.18
1.1.6.19	1.1.6.20	2.1.6.19	2.1.6.20	3.1.6.19	3.1.6.20	4.1.6.19	4.1.6.20	5.1.6.19	5.1.6.20	6.1.6.19	6.1.6.20	7.1.6.19	7.1.6.20	8.1.6.19	8.1.6.20	9.1.6.19	9.1.6.20
1.1.6.21	1.1.6.22	2.1.6.21	2.1.6.22	3.1.6.21	3.1.6.22	4.1.6.21	4.1.6.22	5.1.6.21	5.1.6.22	6.1.6.21	6.1.6.22	7.1.6.21	7.1.6.22	8.1.6.21	8.1.6.22	9.1.6.21	9.1.6.22
1.1.6.23	1.1.6.24	2.1.6.23	2.1.6.24	3.1.6.23	3.1.6.24	4.1.6.23	4.1.6.24	5.1.6.23	5.1.6.24	6.1.6.23	6.1.6.24	7.1.6.23	7.1.6.24	8.1.6.23	8.1.6.24	9.1.6.23	9.1.6.24
1.1.6.25	1.1.6.26	2.1.6.25	2.1.6.26	3.1.6.25	3.1.6.26	4.1.6.25	4.1.6.26	5.1.6.25	5.1.6.26	6.1.6.25	6.1.6.26	7.1.6.25	7.1.6.26	8.1.6.25	8.1.6.26	9.1.6.25	9.1.6.26
1.1.6.27	1.1.6.28	2.1.6.27	2.1.6.28	3.1.6.27	3.1.6.28	4.1.6.27	4.1.6.28	5.1.6.27	5.1.6.28	6.1.6.27	6.1.6.28	7.1.6.27	7.1.6.28	8.1.6.27	8.1.6.28	9.1.6.27	9.1.6.28
1.1.6.29	1.1.6.30	2.1.6.29	2.1.6.30	3.1.6.29	3.1.6.30	4.1.6.29	4.1.6.30	5.1.6.29	5.1.6.30	6.1.6.29	6.1.6.30	7.1.6.29	7.1.6.30	8.1.6.29	8.1.6.30	9.1.6.29	9.1.6.30
1.1.6.31	1.1.6.32	2.1.6.31	2.1.6.32	3.1.6.31	3.1.6.32	4.1.6.31	4.1.6.32	5.1.6.31	5.1.6.32	6.1.6.31	6.1.6.32	7.1.6.31	7.1.6.32	8.1.6.31	8.1.6.32	9.1.6.31	9.1.6.32
1.1.6.33	1.1.6.34	2.1.6.33	2.1.6.34	3.1.6.33	3.1.6.34	4.1.6.33	4.1.6.34	5.1.6.33	5.1.6.34	6.1.6.33	6.1.6.34	7.1.6.33	7.1.6.34	8.1.6.33	8.1.6.34	9.1.6.33	9.1.6.34
1.1.6.35	1.1.6.36	2.1.6.35	2.1.6.36	3.1.6.35	3.1.6.36	4.1.6.35	4.1.6.36	5.1.6.35	5.1.6.36	6.1.6.35	6.1.6.36	7.1.6.35	7.1.6.36	8.1.6.35	8.1.6.36	9.1.6.35	9.1.6.36
1.1.6.37	1.1.6.38	2.1.6.37	2.1.6.38	3.1.6.37	3.1.6.38	4.1.6.37	4.1.6.38	5.1.6.37	5.1.6.38	6.1.6.37	6.1.6.38	7.1.6.37	7.1.6.38	8.1.6.37	8.1.6.38	9.1.6.37	9.1.6.38
1.1.6.39	1.1.6.40	2.1.6.39	2.1.6.40	3.1.6.39	3.1.6.40	4.1.6.39	4.1.6.40	5.1.6.39	5.1.6.40	6.1.6.39	6.1.6.40	7.1.6.39	7.1.6.40	8.1.6.39	8.1.6.40	9.1.6.39	9.1.6.40
1.1.6.41	1.1.6.42	2.1.6.41	2.1.6.42	3.1.6.41	3.1.6.42	4.1.6.41	4.1.6.42	5.1.6.41	5.1.6.42	6.1.6.41	6.1.6.42	7.1.6.41	7.1.6.42	8.1.6.41	8.1.6.42	9.1.6.41	9.1.6.42
1.1.6.43	1.1.6.44	2.1.6.43	2.1.6.44	3.1.6.43	3.1.6.44	4.1.6.43	4.1.6.44	5.1.6.43	5.1.6.44	6.1.6.43	6.1.6.44	7.1.6.43	7.1.6.44	8.1.6.43	8.1.6.44	9.1.6.43	9.1.6.44
1.1.6.45	1.1.6.46	2.1.6.45	2.1.6.46	3.1.6.45	3.1.6.46	4.1.6.45	4.1.6.46	5.1.6.45	5.1.6.46	6.1.6.45	6.1.6.46	7.1.6.45	7.1.6.46	8.1.6.45	8.1.6.46	9.1.6.45	9.1.6.46
1.1.6.47	1.1.6.48	2.1.6.47	2.1.6.48	3.1.6.47	3.1.6.48	4.1.6.47	4.1.6.48	5.1.6.47	5.1.6.48	6.1.6.47	6.1.6.48	7.1.6.47	7.1.6.48	8.1.6.47	8.1.6.48	9.1.6.47	9.1.6.48
1.1.6.49	1.1.6.50	2.1.6.49	2.1.6.50	3.1.6.49	3.1.6.50	4.1.6.49	4.1.6.50	5.1.6.49	5.1.6.50	6.1.6.49	6.1.6.50	7.1.6.49	7.1.6.50	8.1.6.49	8.1.6.50	9.1.6.49	9.1.6.50
1.1.6.51	1.1.6.52	2.1.6.51	2.1.6.52	3.1.6.51	3.1.6.52	4.1.6.51	4.1.6.52	5.1.6.51	5.1.6.52	6.1.6.51	6.1.6.52	7.1.6.51	7.1.6.52	8.1.6.51	8.1.6.52	9.1.6.51	9.1.6.52
1.1.6.53	1.1.6.54	2.1.6.53	2.1.6.54	3.1.6.53	3.1.6.54	4.1.6.53	4.1.6.54	5.1.6.53	5.1.6.54	6.1.6.53	6.1.6.54	7.1.6.53	7.1.6.54	8.1.6.53	8.1.6.54	9.1.6.53	9.1.6.54
1.1.6.55	1.1.6.56	2.1.6.55	2.1.6.56	3.1.6.55	3.1.6.56	4.1.6.55	4.1.6.56	5.1.6.55	5.1.6.56	6.1.6.55	6.1.6.56	7.1.6.55	7.1.6.56	8.1.6.55	8.1.6.56	9.1.6.55	9.1.6.56
1.1.6.57	1.1.6.58	2.1.6.57	2.1.6.58	3.1.6.57	3.1.6.58	4.1.6.57	4.1.6.58	5.1.6.57	5.1.6.58	6.1.6.57	6.1.6.58	7.1.6.57	7.1.6.58	8.1.6.57	8.1.6.58	9.1.6.57	9.1.6.58
1.1.6.59	1.1.6.60	2.1.6.59	2.1.6.60	3.1.6.59	3.1.6.60	4.1.6.59	4.1.6.60	5.1.6.59	5.1.6.60	6.1.6.59	6.1.6.60	7.1.6.59	7.1.6.60	8.1.6.59	8.1.6.60	9.1.6.59	9.1.6.60
1.1.6.61	1.1.6.62	2.1.6.61	2.1.6.62	3.1.6.61	3.1.6.62	4.1.6.61	4.1.6.62	5.1.6.61	5.1.6.62	6.1.6.61	6.1.6.62	7.1.6.61	7.1.6.62	8.1.6.61	8.1.6.62	9.1.6.61	9.1.6.62
1.1.6.63	1.1.6.64	2.1.6.63	2.1.6.64	3.1.6.63	3.1.6.64	4.1.6.63	4.1.6.64	5.1.6.63	5.1.6.64	6.1.6.63	6.1.6.64	7.1.6.63	7.1.6.64	8.1.6.63	8.1.6.64	9.1.6.63	9.1.6.64
1.1.6.65	1.1.6.66	2.1.6.65	2.1.6.66	3.1.6.65	3.1.6.66	4.1.6.65	4.1.6.66	5.1.6.65	5.1.6.66	6.1.6.65	6.1.6.66	7.1.6.65	7.1.6.66	8.1.6.65	8.1.6.66	9.1.6.65	9.1.6.66
1.1.6.67	1.1.6.68	2.1.6.67	2.1.6.68	3.1.6.67	3.1.6.68	4.1.6.67	4.1.6.68	5.1.6.67	5.1.6.68	6.1.6.67	6.1.6.68	7.1.6.67	7.1.6.68	8.1.6.67	8.1.6.68	9.1.6.67	9.1.6.68
1.1.6.69	1.1.6.70	2.1.6.69	2.1.6.70	3.1.6.69	3.1.6.70	4.1.6.69	4.1.6.70	5.1.6.69	5.1.6.70	6.1.6.69	6.1.6.70	7.1.6.69	7.1.6.70	8.1.6.69	8.1.6.70	9.1.6.69	9.1.6.70
1.1.6.71	1.1.6.72	2.1.6.71	2.1.6.72	3.1.6.71	3.1.6.72	4.1.6.71	4.1.6.72	5.1.6.71	5.1.6.72	6.1.6.71	6.1.6.72	7.1.6.71	7.1.6.72	8.1.6.71	8.1.6.72	9.1.6.71	9.1.6.72
1.1.6.73	1.1.6.74	2.1.6.73	2.1.6.74	3.1.6.73	3.1.6.74	4.1.6.73	4.1.6.74	5.1.6.73	5.1.6.74	6.1.6.73	6.1.6.74	7.1.6.73	7.1.6.74	8.1.6.73	8.1.6.74	9.1.6.73	9.1.6.74
1.1.6.75	1.1.6.76	2.1.6.75	2.1.6.76	3.1.6.75	3.1.6.76	4.1.6.75	4.1.6.76	5.1.6.75	5.1.6.76	6.1.6.75	6.1.6.76	7.1.6.75	7.1.6.76	8.1.6.75	8.1.6.76	9.1.6.75	9.1.6.76
1.1.6.77	1.1.6.78	2.1.6.77	2.1.6.78	3.1.6.77	3.1.6.78	4.1.6.77	4.1.6.78	5.1.6.77	5.1.6.78	6.1.6.77	6.1.6.78	7.1.6.77	7.1.6.78	8.1.6.77	8.1.6.78	9.1.6.77	9.1.6.78
1.1.6.79	1.1.6.80	2.1.6.79	2.1.6.80	3.1.6.79	3.1.6.80	4.1.6.79	4.1.6.80	5.1.6.79	5.1.6.80	6.1.6.79	6.1.6.80	7.1.6.79	7.1.6.80	8.1.6.79	8.1.6.80	9.1.6.79	9.1.6.80
1.1.6.81	1.1.6.82	2.1.6.81	2.1.6.82	3.1.6.81	3.1.6.82	4.1.6.81	4.1.6.82	5.1.6.81	5.1.6.82	6.1.6.81	6.1.6.82	7.1.6.81	7.1.6.82	8.1.6.81	8.1.6.82	9.1.6.81	9.1.6.82
1.1.6.83	1.1.6.84	2.1.6.83	2.1.6.84	3.1.6.83	3.1.6.84	4.1.6.83	4.1.6.84	5.1.6.83	5.1.6.84	6.1.6.83	6.1.6.84	7.1.6.83	7.1.6.84	8.1.6.83	8.1.6.84	9.1.6.83	9.1.6.84
1.1.6.85	1.1.6.86	2.1.6.85	2.1.6.86	3.1.6.85	3.1.6.86	4.1.6.85	4.1.6.86	5.1.6.85	5.1.6.86	6.1.6.85	6.1.6.86	7.1.6.85	7.1.6.86	8.1.6.85	8.1.6.86	9.1.6.85	9.1.6.86
1.1.6.87	1.1.6.																

# LEADING PRACTICE

Questions?

**Henrik von Scheel**  
LEAD Transformation Architect  
LEADing Practice, CEO

Mobile: +45 6072 8401  
E-Mail: [HvS@LEADingPractice.com](mailto:HvS@LEADingPractice.com)

**Professor Mark von Rosing**  
LEAD Enterprise Architect  
Global University Alliance, Chairman

Mobile: +45 2888 8901  
E-Mail: [MvR@LEADingPractice.com](mailto:MvR@LEADingPractice.com)

## For more information:

For more information or questions about Process Modelling and Process Architecture, including business models, strategy maps, value map examples, and Process Architecture templates, please visit

[www.LEADingPractice.com](http://www.LEADingPractice.com)

BUSINESS LAYER

APPLICATION LAYER

TECHNOLOGY LAYER



# © Copyright note on Intellectual Capital: All rights reserved



## © COPYRIGHT ON INTELLECTUAL CAPITAL. ALL RIGHTS RESERVED.

LEADing Practice ApS respects the intellectual property of others, and we ask others to do the same. All information and materials contained in the LEAD frameworks, methods and approaches with associated tools and templates, such as maps, matrices and models is Intellectual Capital (IC) and Intellectual Property (IP) of LEADing Practice ApS and limitations apply to the reuse of this IC/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 capital 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 LEAD Frameworks content (including images, text and look and feel attributes) and LEADing Practice ApS reserves all rights in that regard. Use or misuse of the IPR, the trademarks, service mark or logos is expressly prohibited and may violate country, federal and state law.

LEADing Practice ApS is an open architecture and open standard community and therefore provides open access to all deliverables for certified LEAD practitioners, thereby ensuring that modelling principles are applied correctly. A open architecture and open standard community has been set in place to encourage sharing, learning and reuse of information and thereby increase knowledge among LEAD community practitioners, and with this ultimately improvement of one's project, engagement and the LEAD development.

Use of the LEAD frameworks, methods and approaches is restricted to certified LEAD community members, in good practitioner standing, who are able to use these items solely for their non-commercial internal use. Legal access to the detail of LEAD will be provided to you with your membership. Members are prohibited from sharing the LEAD material in its entirety with other parties who are not members of LEAD community since the concepts and models are protected by intellectual property rights.

### Guidelines for LEAD community members using the IPR material

As a LEAD member comes greater personal responsibility and the following intellectual property conditions apply:

- Can be used free of charge for LEAD certified practitioners.
- Cannot be share, copied or made available for non-community member, which are not LEAD certified practitioners.
- When using any materials, it must include a source notice – either in an adjacent area or as a footnote – to indicate the source. The source should be specified the following way : “Source: A part of the LEAD Frameworks” and possibly indicate the LEAD work product family, such as “Part of LEAD Process Framework”.
- Cannot be systematically “given away” – do not download all our content and simply hand it over to other colleagues or clients that are not trained and certified.

To ensure correct usage, any company usage of the LEAD material e.g. templates and tools has to be tailored and agreed upon by LEADing Practice ApS. LEADing Practice ApS may, in appropriate circumstances and at its discretion, terminate the access/accounts of users who infringe the intellectual property rights and pursue legal action.

### Guidelines for non-LEAD community members using the IPR material

The following conditions apply to use of the LEAD Intellectual Property for non-community members:

- Can be used free of charge for lecturing and research at any University and Business School
- Material available at [www.LEADingPractice.com](http://www.LEADingPractice.com) can be used in a non-commercial way for knowledge sharing . When using any materials, it must include a source should be specified the following way : “Source: A part of the LEAD Frameworks” and possibly indicate the LEAD work product family, such as “Part of LEAD Process Framework”.

### General guidelines that apply for all LEAD IPR material

- Any use of original texts, graphics, images, screen shots, and other materials from LEAD sources must be approved by LEADing Practice ApS.
- Any material cannot be generally distributed to colleagues, clients and or an undefined audience without written permission from LEADing Practice ApS.
- Cannot be altered or changed (the using company) in any way without explicit written permission from LEADing Practice ApS.

In most cases, the LEADing Practice ApS acts as a distribution channel for the Publisher(s) and Author(s) of the material provided. 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 at [contact@leadingpractice.com](mailto:contact@leadingpractice.com).