

Operating Model: General with Services

SUPPORTING SERVICE			
1.0 General Administration	2.0 Human Resource Management	3.0 Information Technology	4.0 Operations Support
1.1 Strategic Planning	2.1 Organizational Planning	3.1 IT Strategy & Planning	4.1 Operations Support Planning
1.1.1 Business vision	2.1.1 Organization structure	3.1.1 IT strategy	4.1.1 Operational support business planning
1.1.2 Business plans	2.1.2 Workforce planning	3.1.2 Portfolio planning	4.1.2 Workload and resource forecast
1.1.3 Business strategy	2.1.3 Project resource planning	3.1.3 Enterprise architecture	4.1.3 Budget allocation
1.1.4 Define target strategies (SBO's)	2.1.4 Career planning	3.1.4 Technology innovation and strategy	4.1.4 Operations support master schedule
1.1.5 Alliance management	2.1.5 Resource scheduling	3.1.5 Strategic development	4.1.5 Operations support oversight and governance
1.1.6 Business architecture	2.1.6 Organization charting	3.1.6 Business requirements	4.1.6 Operations support policies and guidelines
1.1.7 Business forecast	2.1.7 Organization service model	3.1.7 Service strategy	4.1.7 Operational support and forecasting
1.1.8 Value and performance management	2.1.8 Organization forecasts	3.1.8 Information management strategy	4.1.8 Operational support administration and communications
1.2 Legal & Regulatory Affairs	2.2 Recruitment	3.2 Deployment	4.2 Assets
1.2.1 Legal audit management	2.2.1 Talent management	3.2.1 Deployment planning	4.2.1 Assets guidelines, rules and standards
1.2.2 Business risk assessment	2.2.2 Application tracking	3.2.2 Release planning	4.2.2 Assets evaluation and audits
1.2.3 Legal and case processing	2.2.3 Recruit/source candidates	3.2.3 Release implementation	4.2.3 Asset allocation
1.2.4 Legal and management consolidation	2.2.4 Screen and select candidates	3.2.4 Change planning and control	4.2.4 Asset traceability
1.2.5 Regulatory planning	2.2.5 Manage replacement verification	3.2.5 Change implementation	4.2.5 Asset maintenance
1.2.6 Legal advice	2.2.6 Manage new hire/re-hire	3.2.6 Transformation	4.2.6 Asset lifecycle management
1.2.7 Policy management	2.2.7 Job posting	3.2.7 Implementation strategy	4.2.7 Asset processing
1.2.8 Legal standards	2.2.8 Recruiting policies	3.2.8 Technology implementation	4.2.8 Asset monitoring

1.3 Information Analysis	2.3 Administration	3.3 IT Business Management	4.3 Quality
1.3.1 Financial reporting	2.3.1 Employee administration	3.3.1 Financial management	4.3.1 Quality guidelines and standards
1.3.2 Product and service cost reporting	2.3.2 Employee transfer	3.3.2 IT HR management	4.3.2 Quality engineering
1.3.3 Sales and marketing reporting	2.3.3 Skills management	3.3.3 Performance and value evaluation	4.3.3 Quality inspection and analysis
1.3.4 Business development reporting	2.3.4 Reassignment and status changes	3.3.4 Supplier and contract administration	4.3.4 Quality audits and control
1.3.5 Operations reporting	2.3.5 Career management	3.3.5 Testing and regression testing	4.3.5 Quality complaints and issue management
1.3.6 Staff reporting	2.3.6 Employee profiling	3.3.6 Change control	4.3.6 Quality training
1.3.7 Evaluation and analysis	2.3.7 Organizational guidelines and standards	3.3.7 Program management	4.3.7 Quality evaluation
1.3.8 Monitoring and policies	2.3.8 Communications	3.3.8 Asset management	4.3.8 Risk assessment
1.4 Project Management	2.4 Benefits	3.4 Risk and Compliance	4.4 Environment, Health & Safety
1.4.1 Portfolio assessment	2.4.1 Enrolment	3.4.1 Regulatory compliance planning	4.4.1 EHS regulations and compliance
1.4.2 Project office/schedule	2.4.2 Spending accounting	3.4.2 Security privacy and data protection	4.4.2 EHS guidelines, rules and rewards
1.4.3 Project management	2.4.3 Participant monitoring	3.4.3 Regulatory compliance remediation	4.4.3 EHS audit and control
1.4.4 Project planning	2.4.4 Deliver employee benefit program	3.4.4 Business resilience planning	4.4.4 EHS incident and issue management
1.4.5 Project resource management	2.4.5 Process claims	3.4.5 Integrated risk management	4.4.5 EHS implementation and support
1.4.6 Project support	2.4.6 Planning/review offerings	3.4.6 Business resilience remediation	4.4.6 EHS training
1.4.7 Project evaluation	2.4.7 Evaluation and audit	3.4.7 Security solution design	4.4.7 EHS advice and guidance
1.4.8 Project reporting	2.4.8 Benefit policies and guidelines	3.4.8 User identity and access processing	4.4.8 EHS evaluation
1.5 Finance	2.5 Performance Evaluation	3.5 Information Management (IT)	4.5 Sourcing & Procurement
1.5.1 Financial planning	2.5.1 Employee appraisal	3.5.1 Information management planning	4.5.1 Sourcing strategy
1.5.2 Financial controlling	2.5.2 Job analysis	3.5.2 Information architecture	4.5.2 Sourcing guidelines, standards and procedures
1.5.3 Treasury and risk management	2.5.3 Objective management	3.5.3 Data and content management	4.5.3 Vendor and supplier relationship management
1.5.4 Financial policies	2.5.4 Develop and train employees	3.5.4 Knowledge management planning	4.5.4 Sourcing oversight and monitoring
1.5.5 Credit management	2.5.5 Manage employee development	3.5.5 Information resource management	4.5.5 Procurement audits
1.5.6 Cash flow management	2.5.6 Evaluate overall strategy	3.5.6 Knowledge capture and availability	4.5.6 Procurement processing
1.5.7 Evaluation and audits	2.5.7 Performance measurements	3.5.7 Information system design	4.5.7 Procurement advice and guidance
1.5.8 Financial reporting	2.5.8 Performance evaluation	3.5.8 Information configuration management	4.5.8 Procurement evaluation
1.6 Facility Management	2.6 Compensation	3.6 Solution & Service Delivery	4.6 Operational Security
1.6.1 Building and facility planning	2.6.1 Design incentives plan	3.6.1 Service delivery planning	4.6.1 OS planning, regulation and compliance
1.6.2 Building portfolio assessment	2.6.2 Effectiveness analysis	3.6.2 Operations planning	4.6.2 OS policy and procedures
1.6.3 Facilities maintenance	2.6.3 Salary packaging and administration	3.6.3 Infrastructure resource management	4.6.3 OS risk and impact evaluation
1.6.4 Building utilization	2.6.4 Calculate variable compensations	3.6.4 Infrastructure resource planning	4.6.4 OS audit, control and reporting
1.6.5 Facilities administration	2.6.5 Salary benchmarking	3.6.5 Service management	4.6.5 OS incident and issue management
1.6.6 Controlling and reporting	2.6.6 Pension management	3.6.6 Infrastructure operations	4.6.6 OS training and implementation
1.6.7 Facility issue management	2.6.7 Compensation administration	3.6.7 Service performance	4.6.7 OS advice and guidance
1.6.8 Building policies and procedures	2.6.8 Compensation policies	3.6.8 Development standards	4.6.8 OS evaluation
1.7 Accounting	2.7 Education	3.7 Solution & Service Development	4.7 Equipment & Plant Maintenance
1.7.1 General ledger	2.7.1 Authoring	3.7.1 Development planning	4.7.1 E&PM maintenance, plan and schedule
1.7.2 Account payables	2.7.2 Learning management	3.7.2 Service and solution architecture	4.7.2 E&PM guidelines, standards and procedures
1.7.3 Investment management	2.7.3 Training simulation	3.7.3 Service and solution maintenance	4.7.3 E&PM monitoring, evaluation and reporting
1.7.4 Account receivables	2.7.4 Content integration	3.7.4 Service and solution lifecycle planning	4.7.4 E&PM lifecycle management
1.7.5 Cost accounting	2.7.5 Knowledge sharing	3.7.5 Service and solution creation	4.7.5 E&PM support
1.7.6 Tax handling	2.7.6 Classroom training	3.7.6 Data integrity (conversion)	4.7.6 E&PM maintenance incident and issue management
1.7.7 Accounting standards	2.7.7 Virtual learning	3.7.7 Solution and technology requirements management	4.7.7 E&PM evaluation
1.7.8 Accounting reports and analysis	2.7.8 Competency/skills management	3.7.8 Development standards	4.7.8 E&PM processing
1.8 Travel Management	2.8 Payroll	3.8 Service Support & Operations	4.8 Operations
1.8.1 Travel policies	2.8.1 Gross and net payroll management	3.8.1 IT support planning	4.8.1 Information management
1.8.2 Travel request and approval	2.8.2 Social insurance management	3.8.2 Service level agreements	4.8.2 Information and knowledge management plan
1.8.3 Travel control and audits	2.8.3 Incentives wage and piecework management	3.8.3 IT service and solution marketing	4.8.3 Operational knowledge capture and re-use
1.8.4 Travel planning	2.8.4 Time and data administration	3.8.4 Help desk management	4.8.4 Information and knowledge quality
1.8.5 Expense management	2.8.5 Employee taxes	3.8.5 Communication planning and delivery	4.8.5 Information control, audits and reports
1.8.6 Travel/vendor sourcing	2.8.6 Manage expense	3.8.6 Customer satisfaction monitoring	4.8.6 Information lifecycle management
1.8.7 Travel administration	2.8.7 Data administration	3.8.7 Solution and information operations	4.8.7 Operations support and advice
1.8.8 Travel issue management	2.8.8 Payment evaluation	3.8.8 Service support operations	4.8.8 Operations planning

PRIMARY SERVICE			
5.0 Business Development	6.0 Operations	7.0 Distribution	8.0 Marketing, Sales and Service
5.1 R&D Planning	6.1 Operations Planning	7.1 Distribution Planning	8.1 Segmentation Planning
5.1.1 R&D strategy	6.1.1 Operations strategy	7.1.1 Distribution strategy	8.1.1 Segmentation planning and strategy
5.1.2 Product portfolio planning	6.1.2 Safety stock planning	7.1.2 Collaboration planning	8.1.2 Competitive response strategy
5.1.3 R&D portfolio planning	6.1.3 Demand planning and forecasting	7.1.3 Distribution plans and policies	8.1.3 Segment assessment and analysis
5.1.4 Product concepts planning	6.1.4 Supply network planning	7.1.4 Distribution network planning	8.1.4 Market segment management
5.1.5 Evaluate performance of existing products	6.1.5 Create and manage master production schedule	7.1.5 Create materials plan	8.1.5 Target segment determination
5.1.6 Plan and develop cost and quality targets	6.1.6 Develop quality standards and procedures	7.1.6 Plan distribution requirements	8.1.6 Channel fit with target assessments
5.1.7 R&D assessment	6.1.7 Operations policies	7.1.7 Distribution performance management	8.1.7 Segmentation lifecycle management
5.1.8 R&D evaluation	6.1.8 Operations budgets	7.1.8 Distribution planning and forecasting	8.1.8 Segmentation value management
5.2 Product Design	6.2 Component Manufacture	7.2 Scheduling	8.2 Selling
5.2.1 Product design planning	6.2.1 Component manufacturing planning	7.2.1 Scheduling planning	8.2.1 Sales strategy and planning
5.2.2 Product design administration	6.2.2 Component manufacturing specification	7.2.2 Scheduling assessments	8.2.2 Sales administration
5.2.3 Product design execution	6.2.3 Operations process	7.2.3 Scheduling administration	8.2.3 Sales commissions management
5.2.4 Product design standards	6.2.4 Component policy and assessments	7.2.4 Scheduling agreements	8.2.4 Sales assessment and workbench
5.2.5 Product design verification	6.2.5 Component specification checking	7.2.5 Scheduling processing	8.2.5 Sales processing and execution
5.2.6 Prototyping and trials	6.2.6 Schedule and perform maintenance	7.2.6 Schedule production	8.2.6 SME product sales support
5.2.7 Design evaluation	6.2.7 Component manufacturing monitoring and reporting	7.2.7 Scheduling forecasting	8.2.7 Sales evaluation and audits
5.2.8 Design lifecycle	6.2.8 Component manufacturing evaluation and audits	7.2.8 Scheduling governance, guidelines and standards	8.2.8 Sales performance management

5.3 Research	6.3 Operations Procurement	7.3 Order Fulfillment	8.3 Market Analysis
5.3.1 Research tracking	6.3.1 Procurement planning	7.3.1 Order management planning	8.3.1 Market research strategy
5.3.2 Research facility setup	6.3.2 Procurement oversight and control	7.3.2 Order error resolution	8.3.2 Market research management
5.3.3 Research administration	6.3.3 Purchase order processing	7.3.3 Order tracking	8.3.3 Market tracking
5.3.4 Research technology	6.3.4 Procurement guidelines	7.3.4 Order processing	8.3.4 Competitor benchmarking
5.3.5 Assess feasibility of integrating new technology	6.3.5 Requisitioning	7.3.5 Order fulfillment management	8.3.5 Analyze market and industry trends
5.3.6 Perform customer and market intelligence	6.3.6 Invoice verification	7.3.6 Perform reverse logistics	8.3.6 Competing products and services management
5.3.7 Research plan	6.3.7 Procurement monitoring and reporting	7.3.7 Order fulfillment policies	8.3.7 Market analysis evaluation
5.3.8 Research policies, guidelines and standards	6.3.8 Procurement evaluation	7.3.8 Order fulfillment evaluation and audits	8.3.8 Market analysis governance
5.4 Production Setup	6.4 Product Manufacture	7.4 Transportation	8.4 Channels
5.4.1 Production setup planning	6.4.1 Product manufacturing planning	7.4.1 Transportation planning	8.4.1 Channel strategy
5.4.2 Production specification tracking	6.4.2 Product manufacturing specification	7.4.2 Tendering	8.4.2 Channel administration and SLA
5.4.3 Product specification	6.4.3 Product manufacture process	7.4.3 Transportation administration	8.4.3 Fees and commissions administration
5.4.4 Develop and test prototype in production	6.4.4 Product policy and assessment	7.4.4 Shipping and delivery	8.4.4 Channel plans and policies
5.4.5 Develop production and material strategies	6.4.5 Product specification checking	7.4.5 Distance optimization	8.4.5 Channel collaboration and support
5.4.6 Create material plans	6.4.6 Schedule and perform maintenance	7.4.6 Operate outbound transportation	8.4.6 Target channel evaluation
5.4.7 Production setup and evaluation	6.4.7 Product manufacture monitoring and reporting	7.4.7 Advanced planning and optimization	8.4.7 Channel governance
5.4.8 Production setup processing and execution	6.4.8 Product manufacture evaluation	7.4.8 Transportation governance	8.4.8 Channel performance management
5.5 Intellectual Property	6.5 Inbound Inventory	7.5 Import & Export	8.5 Brand Management
5.5.1 IP capability plan and policy	6.5.1 Inbound inventory plans	7.5.1 Import/export plans and policies	8.5.1 Brand strategy
5.5.2 IP portfolio tracking	6.5.2 Inventory tracking	7.5.2 Cross border logistics	8.5.2 Brand tracking and monitoring
5.5.3 IP creation support environment	6.5.3 Inbound inventory logistics	7.5.3 Trade document management	8.5.3 Brand marketing and advertising
5.5.4 IP portfolio assessments	6.5.4 Inventory storage plans	7.5.4 Import/export oversight and governance	8.5.4 Brand development planning
5.5.5 IP trading	6.5.5 Inventory supply schedule	7.5.5 Duty calculation	8.5.5 Brand assessment and evaluation
5.5.6 IP maintenance	6.5.6 Inventory storage and movements	7.5.6 Customs communication	8.5.6 Sponsorship and events
5.5.7 IP standards	6.5.7 Inventory monitoring and reporting	7.5.7 Import and export evaluation and audits	8.5.7 Brand governance
5.5.8 IP copyright	6.5.8 Inventory evaluation and audits	7.5.8 Import and export performance management	8.5.8 Brand performance management
5.6 Product Deployment	6.6 Product Assembly	7.6 Distribution	8.6 Customer Account
5.6.1 Product deployment planning	6.6.1 Product assembly planning	7.6.1 Distribution planning	8.6.1 Customer account plans and strategy
5.6.2 Product deployment plan verification	6.6.2 Oversee assembly	7.6.2 Distribution network management	8.6.2 Customer account management
5.6.3 Product deployment guidelines	6.6.3 Product assembly process	7.6.3 Distribution assessment	8.6.3 Payment administration
5.6.4 Product deployment plan creation	6.6.4 Product assembly policy and assessment	7.6.4 Distribution administration	8.6.4 Customer tracking and checking
5.6.5 Define logistics and warehouse	6.6.5 Assembled product specification	7.6.5 Distribution evaluation and audits	8.6.5 Customer account services
5.6.6 Operate outbound transportation	6.6.6 Perform quality testing	7.6.6 Plan distribution requirements	8.6.6 Customer relationship management
5.6.7 Product governance	6.6.7 Product assembly governance	7.6.7 Distribution performance management	8.6.7 Customer account governance
5.6.8 Monitoring and tracking	6.6.8 Product assembly performance management	7.6.8 Distribution governance	8.6.8 Customer account monitoring
5.7 Content	6.7 Refining	7.7 Finished Goods Inventory	8.7 Customer Acquisition
5.7.1 Content plan and policies	6.7.1 Commodity planning	7.7.1 Finished goods inventory planning	8.7.1 Customer acquisition strategy and planning
5.7.2 Content use tracking	6.7.2 Refining oversight	7.7.2 Warehouse tracking and monitoring	8.7.2 Prospect intelligence
5.7.3 Content editing and formatting	6.7.3 Refine commodities	7.7.3 Inventory movement management	8.7.3 Prospect administration
5.7.4 Content use assessments	6.7.4 Refining process assessment	7.7.4 Finished goods inventory allocation policies and guidelines	8.7.4 Customer prospect assessment and evaluation
5.7.5 Content creation	6.7.5 Commodity quality trials	7.7.5 Stock control and governance	8.7.5 Prospect correspondence management
5.7.6 Content repository administration	6.7.6 Conduct process benchmarking	7.7.6 Inventory maintenance management	8.7.6 Leads management
5.7.7 Content governance	6.7.7 Refining performance management	7.7.7 Inventory performance management	8.7.7 Customer acquisition governance
5.7.8 Content evaluation	6.7.8 Refining evaluation and audits	7.7.8 Inventory forecasting	8.7.8 Customer acquisition performance management
5.8 Product Lifecycle	6.8 Packaging	7.8 Costing	8.8 Servicing
5.8.1 Lifecycle planning	6.8.1 Packaging planning	7.8.1 Freight conditions and standards	8.8.1 Customer service strategy and planning
5.8.2 Product usage tracking	6.8.2 Product packaging	7.8.2 Cost settlement management	8.8.2 Service delivery and oversight
5.8.3 Product change specification	6.8.3 Packaging oversight	7.8.3 Cost calculation management	8.8.3 Customer history management
5.8.4 Product/solution assessment	6.8.4 Packaging materials handling	7.8.4 Costing extension	8.8.4 Customer service policy, standards and procedures
5.8.5 Product change request administration	6.8.5 Plan inbound material flow	7.8.5 Consensus forecasting management	8.8.5 Servicing issues tracking
5.8.6 Production/solution simulation	6.8.6 Operate warehousing	7.8.6 Return cost management	8.8.6 Contact routing management
5.8.7 Lifecycle governance	6.8.7 Packaging performance management	7.8.7 Costing policies	8.8.7 Service performance management
5.8.8 Lifecycle guidelines and standards	6.8.8 Packaging evaluation	7.8.8 Costing evaluation and audits	8.8.8 Service model governance

Internal Services (Service Delivery)

Customer Services (Service Delivery)

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

