Business Capability Maps

LeanIX

STRATEGIC MANAGEMENT

Strategy Development
- Develop Vision/Mission
- Define Strategy
- Track Strategy
- Adapt Strategy
- Manage Strategy

Organization Development
- Coordinate Process Strategy
- Plan Long Term
- Develop Organization Goals
- Strategize Business Unit

Mergers & Acquisitions
- Manage M&A Strategy
- Manage M&A
- Track Acquisitions
- Manage M&A Integration

Manage Core Business
- Evaluate Existing Products
- Manage Bus. Performance & Ops
- Coordinate Projects
- Manage Projects

Innovation & Technology Management
- Scout Trends
- Manage External Innovation
- Manage Internal Innovation
- Manage Innovation Process
- Track Innovation

Externals Management
- Evaluate & Select
- Maintain Contracts
- Monitor Performance
- Manage Payments
- Terminate Contracts

Strategic Business Initiatives
- Develop Strategic Initiatives
- Evaluate Strategic Initiatives
- Select Strategy
- Establish High-Level Measures

Business Concept
- External Assessment
- Market Surveys
- Internal Analysis
- Concept Establishment
- Restructure Organization

CUSTOMER RELATIONSHIPS

Customer Management
- Identify Customer
- Manage Customer
- Manage Customer Hierarchy
- Manage Community
- Manage Org. Context

Contact Management
- Outbound Contact
- Inbound Contact
- Classify Demand
- Route Contact
- Contact Interaction
- Manage Interaction

Customer Scoring
- Define Customer Risks
- Manage Customer Risks
- Check Credit-Worthiness

Order Management
- Validate Order
- Track Order
- Bundle Order
- Steer Order
- Cancel Order

Contract Management
- Manage Contract
- Negotiate Contract
- Manage Frame-Contract
- Manage Product Usage

SLA Management
- Track & Report SLA Breaches
- Manage SLA Violations

PRODUCT & SERVICE DEVELOPMENT

Engineering
- Manage Requirements
- Design Products
- Conceptualization
- Construction

Quality Management
- Test Initial Quality
- Track Quality
- Manage Community
- Manage Product Document

R&D
- Manage Product Portfolio
- Manage Innovation
- Manage Patent
- Manage R&D Process

Requirements Definition
- Evaluate Existing Products
- Review Demand
- Manage Materials
- Require Distribution

Method Development
- Define Method
- Validate Method
- Refine Method
- Execute Method

Product & Service Delivery
- Schedule Production
- Manage Production
- Test Quality Performance
- Manage Product Traceability

Production Preparation
- Align Resources
- Procure Materials & Services
- Select Suppliers & Developers
- Master Production Schedule

Market Testing
- Market Survey
- Analyze Customer Intelligence
- Evaluate Market Opportunities
- Establish Measures

PRODUCTION

Production Design & Planning
- Manage Production Requirements
- Define Production Process
- Define Production Site
- Plan Material Requirements
- Manage Waste Disposal

Production Steering
- Retrieve Product Information
- Monitor Production Process
- Localize Product
- Bill of Material Management
- Deliver Product

Production Order Management
- Plan Supply Quantity
- Plan Production Orders
- Manage Order Validly
- Plan Production Program
- Pre-production Planning

Machine Management
- Build Machine
- Operate Machine
- Calibrate Machine
- Manage Machine Information
- Optimize Machine

Materials Management
- Manage Containers
- Handle Dangerous Goods
- Fetch Material
- Manage Material Requirements
- Manage Incoming Materials

Maintenance
- Manage Maintenance Plan
- Handle Spare Parts
- Recognize & Recover Failure

Change Management
- Manage Deviation Allowance
- Analyze Deviations
- Access Deviations
- Plan & Execute Deviations
- Trace Deviations

Infrastructure Management
- Plan & Control Construction
- Operate Site Infrastructure
- Build Site Infrastructure
- Manage Location Restrictions

PROCUREMENT & LOGISTICS

Purchasing
- Manage Purchase Requirements
- Manage Purchase Order
- Manage Purchase Catalogue
- Tendering
- Manage Purchase Requisition
- Approve & Transmit Order
- Manage Purchase Procedure
- Manage Category

Sourcing
- Define Sourcing Strategy
- Define Sourcing Requirements
- Manage Sourcing Tender Process
- Decide On Sourcing

Logistics Management
- Manage Returns
- Manage Logistic Order
- Manage Transportation
- Manage Demand Forecast

Supplier Contact Management
- Manage Supplier Collaboration
- Manage Supplier Registration
- Classify Supplier Offer
- Manage Supplier Contact Routing

Supplier Contract Management
- Negotiate Supplier Contract
- Enact Supplier Contract
- Manage Supplier Contract
- Manage Supplier Frame Contract

Warehouse Management
- Material Disposition
- Restocking
- Packaging
- Manage Claims
- Shipping
- Manage Inventory
- Commissioning
- Goods Receipt & Service Entry

ENTERPRISE SUPPORT

IT Management
- IT Strategy Management
- EA Management
- IT Service Management
- Application Management
- Technology Management
- IT Project Management

Workforce Management
- Deploy Workforce
- Workforce Planning
- Manage Work Order

Information Management
- Define Reports and KPIs
- Gather Data
- Process Data
- Illustrate Data
- Govern Data

Knowledge & Research Management
- Manage Knowledge
- Manage Research
- Manage Tech Scanning

Enterprise Risk Management
- Manage Compliance
- Manage Fraud
- Manage Insurance
- Manage Security
- Business Continuity

Enterprise Effectiveness & Project Management
- Manage Portfolio
- Manage Programs
- Develop Projects

Human Resources Management
- Manage Employee
- Manage Payroll
- HR Policies & Processes
- Recruiting
- Manage Talents

Legal
- Corporate Governance Policies
- Preventive Law Program Dev.
- Ensure Compliance

MARKETING & SALES

Sales
- Qualify Opportunity
- Manage Client
- Advise Client
- Create Specific Offer
- Negotiate Offer
- Create ERP
- Manage Trials

Demand & Offer Management
- Identity Customer
- Manage Customer Profile
- Manage Customer Hierarchy
- Manage Community
- Manage Customer
- Manage Org. Context
- Identify New Channels

Customer Success Management
- Manage Customer Onboarding
- Increase Customer Lifetime Value
- Avoid Customer Churn
- Define Plans for Customer Upsell
- Manage Upsells
- Terminate Contracts

Marketing & Sales Development
- Define M & S Requirements
- Monitor Channels
- Develop M&S Channels
- Develop M&S Messages
- Define Customer Value Proposition
- Define Marketing Budget

FINANCE & CONTROLLING

Controlling
- Business Planning
- Cost Accounting
- Forecasting

Payroll
- Time Stamp Report
- Manage Payment
- Process Taxes

Treasury
- Foreign Exchange Management
- Financial Risk Management
- Cash Management

Settlements & Payments
- Account Payables
- Travel & Expense Management
- Billing
- Revenue Cycle Management

Tax Management
- Handle Trading
- Tax Settlements
- Tax Returns Mgmt.
- Tax Planning Strategies
- Tax Determination
- Manage Tax Questionnaire

Asset Management
- Investment Planning
- Decommissioning
- Asset Performance Mgmt
- Manage Asset Lifecycle

Accounting
- Manage General Ledger
- Enterprise Consolidation
- Cost Accounting
- External Reporting
- Performance Reporting
- Inventory Valuation
- Investor Relations
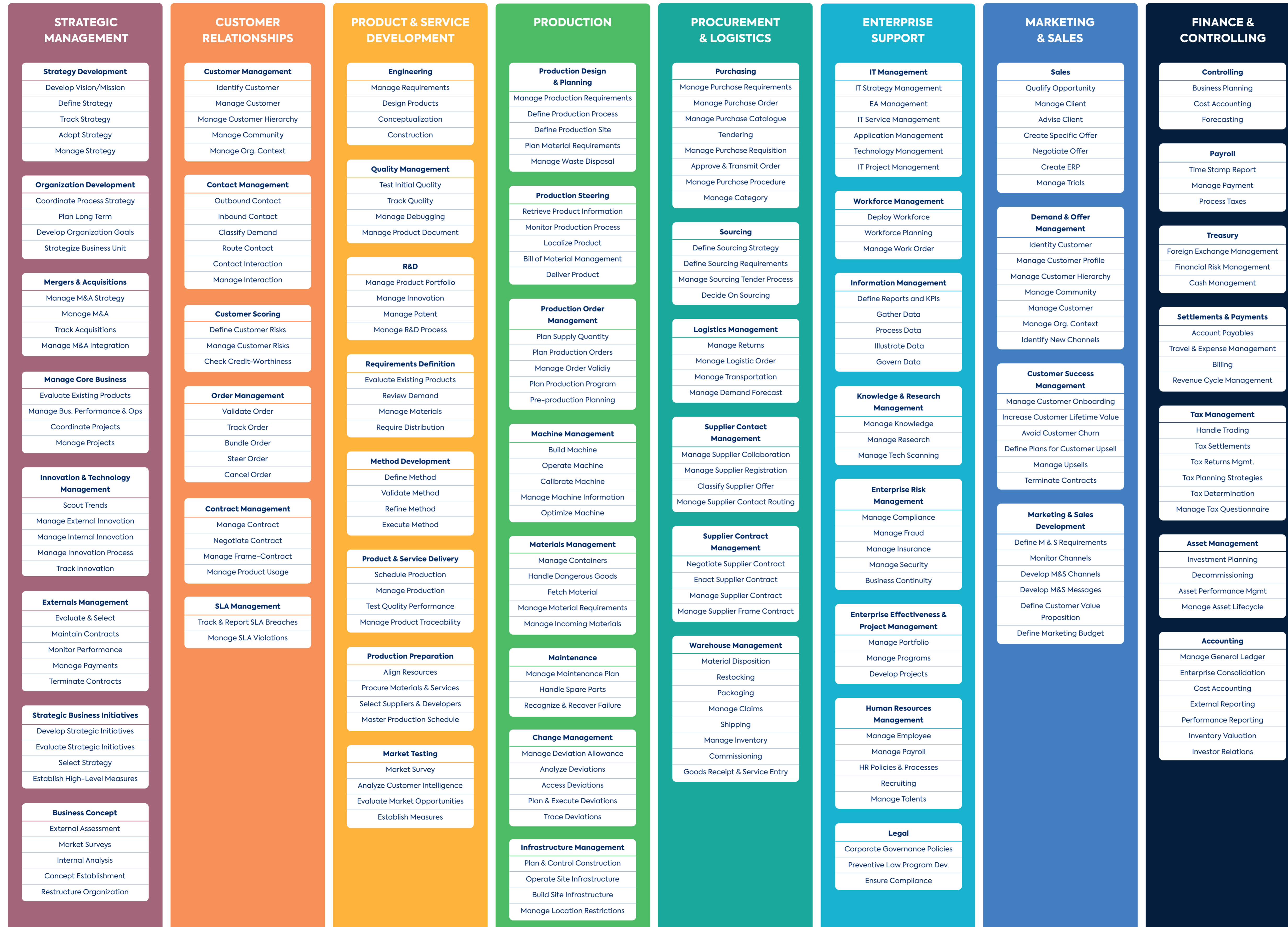
BEST PRACTICES

Business capability modeling is a technique for the representation of an organization's business anchor model, independent of the organization's structure, processes, people, or domains.

Don't overlap
Good capabilities do not overlap; they are mutually exclusive. A good test is to check whether you can assign Level 2 capabilities without ambiguity.

Define "What"; not "How"
Business capabilities encapsulate what a business is doing right now and what it must be doing to meet current and future challenges.

Long-term stability
Properly defined business capabilities are fairly stable over time, persisting throughout any organizational changes. Only major business model updates should affect them.

Cross-organizational
Don't focus too much on business units. Capabilities should remain the same and be independent of the current structure of the organization.

7 to 10 capabilities at the top level
The highest level capabilities should be a complete description of your business. Aim to make your categories reflect key aspects of what the business actually does.

Breadth rather than depth
Don't go too deep. Illustrate the breadth of your organization's business capabilities by going no more than three levels down. This will be enough to represent the IT landscape of your enterprise.

Accepted by all stakeholders
The goal of business capabilities is that they become a common basis for discussion and planning. Take every opportunity to anchor your organization's processes to the model.

Linking strategy and execution
Involve those who define the strategies when creating your map. Consider strategy as one input when defining your business capabilities on the highest level.