

Upstream Enterprise Resource Planning - Capability Map		Organizational Core Competitive / Core Differentiating	Operating Model				Automated - As-Is Ranking (1-10) 1= Low and 10 High	Automated - Current Measurements (1-10) 1= Low and 10 High	Automated - To-Be Ranking (1-10) 1= Low and 10 High	Wanted Measurements (1-10) 1= Low and 10 High	Weakness Cluster (Pain Points/Issues)	Potential Cause of Pain Points/Issues	Performance Potential	Value Potential	
ERP Capability Areas/Groups	ERP Capability	ERP Functional Capability	Diversified	Coordinated	Replicated	Unified									
Analytics	End-User Service Delivery	Employee Interaction Center													
		SAP Roles													
	Financial Analytics	Financial and Management Reporting	Express Planning												
			Office-Integration Duet												
			Duet Reporting and Analytics												
			Financial Planning, Budgeting and Forecasting												
			Profitability Analytics												
			Product and Service Cost Analytics												
			Overhead Cost and ABCM Analytics												
			Payment Behavior Analytics												
			Legal and Management Consolidation												
			Balanced Scorecard												
	Operations Analytics	Inventory and Warehouse Management Analytics	Risk Management												
			Management Cockpit												
			Corporate Investment Management												
			Sales Planning												
			Procurement Analytics												
			Manufacturing Analytics												
			Transportation Analytics												
			Sales Analytics												
Customer Service Analytics															
Program and Project Management Analytics															
Workforce Analytics	Quality Management Analytics	Asset Analytics & Performance Optimization													
		Workforce Planning													
		Workforce Cost Planning & Simulation													
		Workforce Benchmarking													
		Workforce Process Analytics & Measurement													
		Talent Management Analytics & Measurement													
		Strategic Alignment													
		Electronic Bill Presentment and Payment													
		Collections Management													
		Credit Management													
Financials	Financial Supply Chain Management	Dispute Management													
		Treasury and Risk Management													
	Treasury	Cash and Liquidity Management	Cash and Liquidity Management												
			In-House Cash												
			Bank Communication Management												
			General Ledger												
			Accounts Receivable												
			Accounts Payable												
			Contract Accounting												
			Fixed Assets Accounting												
			Bank Accounting												
			Cash Journal Accounting												
	Financial Accounting	Inventory Accounting	Inventory Accounting												
			Tax Accounting												
			Accrual Accounting												
			Local Close												
			Financial Statements												
			Profit Center Accounting												
			Cost Center and Internal Order Accounting												
			Project Accounting												
Investment Management															
Product Cost Accounting															
Management Accounting	Profitability Accounting	Profitability Accounting													
		Transfer Pricing													
		Audit Information System													
		Management of Internal Controls													
		Risk Management													
		Whistle Blower Complaints													
		Segregation of Duties													
		Recruiting													
		Career Management													
		Succession Management													
Human Capital Management	Talent Management	Enterprise Learning													
		Employee Performance Management													
	Workforce Process Management	Compensation Management	Compensation Management												
			Employee Administration												
			Organizational Management												
			Global Employment												
			Benefits Management												
			Healthcare Cost Management												
			Time and Attendance												
			Payroll and Legal Reporting												
			HCM Processes & Forms												
			Project Resource Planning												
	Workforce Deployment	Resource and Program Management	Resource and Program Management												
			Retail Scheduling												
			Requisitioning												
			Purchase Request Processing												
			Trading Contract Management												
			Purchase Order Processing												
			Receiving												
			Financial Settlement												
Managing Catalog Content															
Compliance Management															
Procurement and Logistics Execution	Procurement	Supplier Collaboration													
		Commodity Management													
	Inventory and Warehouse Management	Cross Docking	Cross Docking												
			Warehousing and Storage												
			Physical Inventory												
			Inbound Processing												
			Outbound Processing												
			Product Classification												
			Duty Calculation												
			Customs Communication Service												
			Trade Document Service												
			Trade Preference Processing												
	Transportation Management	Freight Costing	Freight Costing												
			Production Planning												
			Capacity Planning												
			Manufacturing Execution												
			Shop Floor Integration												
			Supervision and Control												
			Product Development												
			Development Collaboration												
Document Management															
Product Structure Management															
Product Development and Manufacturing	Production Planning	Recipe Management													
		Specification Management													
	Manufacturing Execution	Change and Configuration Management	Change and Configuration Management												
			Account Processing												
			Internet Sales												
			Managing Auctions												
			Inquiry Processing												
			Quotation Processing												
			Trading Contract Management												
			Sales Order Processing												
			Inbound Telesales												
			Contract Processing												
	Sales and Service	Billing	Billing												
			Incentive and Commission Management												
			Returnable Packaging Management												
			Consignment												
			Commodity Management												
			Service Sales												
			Service Contract Management												
			Customer Service and Support												
Installed Base Management															
Warranty & Claims Management															
Aftermarket Sales and Service	Field Service	Field Service													
		Depot Repair													
		Project Planning and Scoping													
		Resource and Time Management													
		Quotation Processing													
		Sales Order Processing													
		Project Execution													
		Time and Attendance													
		Managing Employee Time and Attendance													
		Travel Expense Management													
Professional-Service Delivery	Project Accounting	Project Accounting													
		Resource-Related Billing													
		Resource-Related Intercompany Billing													
		Billing													
		Portfolio Management													
		Commercial Real Estate Management													
		Corporate Real Estate Management													
		Facilities Management													
		Support Processes													
		Investment Planning & Design													
Corporate Services	Enterprise Asset Management	Procurement & Construction													
		Maintenance & Operations													
	Project and Portfolio Management	Decommission & Disposal	Decommission & Disposal												
			Asset Analytics & Performance Optimization												
			Takeover/Handover for technical objects												
			Project Planning												
			Resource and Time Management												
			Project Execution												
			Project Accounting												
			Prototyping and Ramp-Up												
			Development Collaboration												
			Travel Request and Pre-trip approval												
	Travel Management	Travel and Expense Management	Travel and Expense Management												
			Global Travel Policy Compliance												
			Travel and Expense Analytics												
			Environment, Health and Safety (EH&S)												
			Environmental Compliance												
			Recycling Administration												
			Compliance for Products												
			Quality Engineering												
Quality Assurance / Control															
Quality Improvement															
Environment, Health, and Safety Compliance Management	Audit Management	Audit Management													
		Export Management													
		Import Management													
		Trade Preference Management													