

**(((G))) LEADING PRACTICE**  
*We set the Enterprise Standards!*



# The connection between Business Model and Organizational Capabilities

LEADing Practice Capability Modelling Reference Content [#LEAD-ES20017ALL]





## © Copyright note on Intellectual Property: ALL RIGHTS RESERVED

© LEADing Practice

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 Reference Content and standards e.g. frameworks, methods, approaches, semantic relations, object relations; modelling concepts, meta models (object groups, meta objects), architecture rules, templates (maps, matrices & models) and accelerators (content) and their associated is Intellectual Capital (IC) and Intellectual Property (IP) of LEADing Practice ApS and limitations apply to the reuse of this IP. The Intellectual Property Rights (IPR) consists of information, knowledge, objects, artefacts, experience, insight and/or ideas, that are structured to enable reuse to deliver value creation and realization.

**YOU ARE NOT ALLOWED TO REPRODUCE, MODIFY, COPY, AGGREGATE, DISTRIBUTE, TRANSMIT, DISPLAY, PUBLISH, LICENSE, TRANSFER OR CREATE DERIVATIVE WORKS OR SELL ANY INFORMATION YOU AGAIN ACCESS TO THROUGH LEADING PRACTICE. PLEASE REVIEW OUR ENTIRE NOTICE ON INTELLECTUAL CAPITAL NOTICE BEFORE PROCEEDING. IF YOU DO NOT AGREE WITH THESE TERMS, YOU ARE INFRINGING THE INTELLECTUAL PROPERTY RIGHTS AND LEGAL ACTION ARE TAKEN.**

The LEADing Practice ApS, often referred to as LEAD, 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 by LEADing Practice ApS Leadership team. Use or misuse of the IPR, the trademarks, service mark or logos is expressly prohibited and may violate country, federal and state law.

LEAD is a open standard community and provides open access to all deliverables for certified LEAD practitioners, thereby ensuring that modelling principles are applied correctly. An open architecture and open standard community has been set in place to encourage sharing, learning and reuse of information and thereby increase knowledge among practitioners, and with this ultimately improvement of one's project, engagement and the LEAD standards development. For guidelines on the IP usage, please go to [www.leadingpractice.com](http://www.leadingpractice.com) and agree with our Terms and Conditions.

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 [info@LEADingPractice.com](mailto:info@LEADingPractice.com).

# What are Capabilities



**Capability:** A capability is an abstraction that represents the ability to perform a particular skill set.

In organizations this would be organizational capabilities, directional capabilities, service capabilities, information capabilities and technology capabilities



# The Organizational Capability Areas

© LEADing Practice

**Organizational Capabilities:** The extent to which organizational unit e.g. Organization areas, Organization groups, Organization function with an appropriate balance of competency, structure and command and control to accomplish their tasks.



# The Organizational Capability Areas

© LEADing Practice

**Organizational Capabilities:** The extent to which organizational unit e.g. Organization areas, Organization groups, Organization function with an appropriate balance of competency, structure and command and control to accomplish their tasks.

## Organizational Cap. Areas

A high-level view and description of the capabilities.



Example of Organizational Capability Areas



# The Organizational Capability Areas

© LEADing Practice

**Organizational Capabilities:** The extent to which organizational unit e.g. Organization areas, Organization groups, Organization function with an appropriate balance of competency, structure and command and control to accomplish their tasks.

## Organizational Cap. Areas

A high-level view and description of the capabilities.



Example of Organizational Capability Areas

One can put them together in a simple, logical and practical structure (such as in a value chain view)

# The Organizational Capability Areas

**Organizational Capabilities:** The extent to which organizational unit e.g. Organization areas, Organization groups, Organization function with an appropriate balance of competency, structure and command and control to accomplish their tasks.

## Organizational Cap. Areas

A high-level view and description of the capabilities.

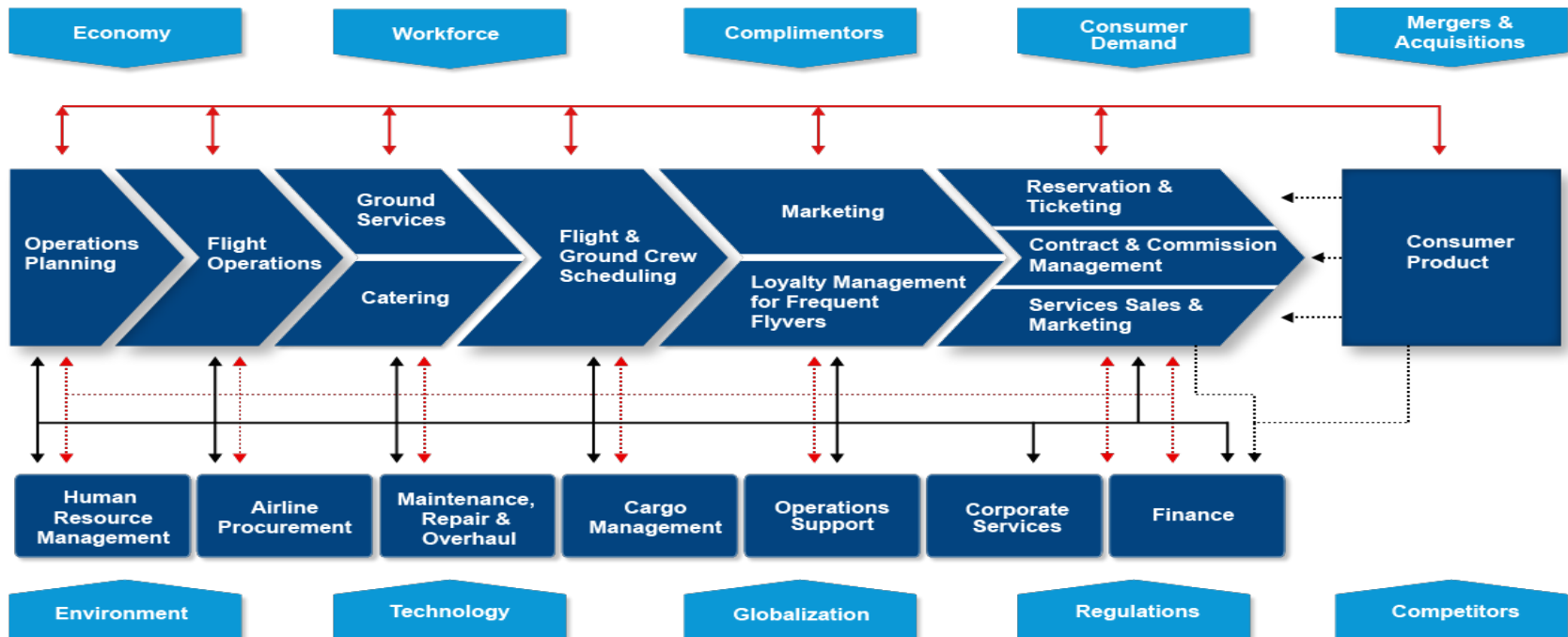


Example of Organizational Capability Areas

One can put them together in a simple, logical and practical structure (such as in a value chain view)

## Airline value chain

Based on © LEADing Practice Value Chain Reference Content LEAD-ES20022PGBC



**LEGEND**  
 — Cost Flow (High Level)    ..... Revenue Flow (High Level)    — External Service    ..... Internal Service    ➤ Primary Org. Capabilities / ■ Supporting Org. Capabilities    ■ Influencing Forces

# Value Stream: Structuring the the Organizational Capabilities according to their belonging area



**Organizational Capabilities**

- The specific Organizational capabilities can now be structured according to the areas they belong to. Such a view is called a value stream.
- These capabilities collaborate and interlink with each other

General Administration	Human Resource Management	Information Technology	Operations Support	Business Development	Operations	Distribution	Marketing, Sales and Service
Strategic Planning	Organizational Planning	IT Planning	Operations Support Planning	R&D Planning	Operations Planning	Distribution Planning	Segmentation Planning
Legal & Regulatory Affairs	Recruitment	Deployment	Assets	Product Design	Component Manufacture	Scheduling	Selling
Information Analysis	Administration	IT Business Management	Quality	Research	Operations Procurement	Order Fulfillment	Market Analysis
Project Management	Benefits	Risk & Compliance	Environment & Health	Production Setup	Product Manufacture	Transportation	Channels
Finance	Performance Evaluation	Information Management	Sourcing & Procurement	Intellectual Property	Inbound Inventory	Import & Export	Brand Management
Facility Management	Compensation	Service Delivery	Safety & Security	Product Deployment	Product Assembly	Distribution	Customer Account
Accounting	Education	Development	Equipment & Plant	Content	Refining	Finished Goods Inventory	Customer Acquisition
Travel Management	Payroll	Support & Relationship	Data Management	Product Maintenance	Packaging	Costing	Servicing



# Adding the Accountability The Strategic, Tactical and Operational accountability levels



**Accountability Level**  
 One can now sort the the individual capabilities by the nature of the ability. Such as separating strategic decisions (i.e., strategic), audits, governance and control (i.e., tactical) and business operations where there is execution (i.e. operational).

	General Administration	Human Resource Management	Information Technology	Operations Support	Business Development	Operations	Distribution	Marketing, Sales and Service
STRATEGIC	Strategic Planning	Organizational Planning	IT Planning	Operations Support Planning	R&D Planning	Operations Planning	Distribution Planning	Segmentation Planning
	Legal & Regulatory Affairs	Recruitment	Deployment	Assets	Product Design	Component Manufacture	Scheduling	Selling
TACTICAL	Information Analysis	Administration	IT Business Management	Quality	Research	Operations Procurement	Order Fulfillment	Market Analysis
	Project Management	Benefits	Risk & Compliance	Environment & Health	Production Setup	Product Manufacture	Transportation	Channels
	Finance	Performance Evaluation	Information Management	Sourcing & Procurement	Intellectual Property	Inbound Inventory	Import & Export	Brand Management
OPERATIONAL	Facility Management	Compensation	Service Delivery	Safety & Security	Product Deployment	Product Assembly	Distribution	Customer Account
	Accounting	Education	Development	Equipment & Plant	Content	Refining	Finished Goods Inventory	Customer Acquisition
	Travel Management	Payroll	Support & Relationship	Data Management	Product Maintenance	Packaging	Costing	Servicing

# A Business Model view where relevant aspects can be added such as resources, value drivers, performance as well as cost or revenue factors

©LEADina Practice

## Organizational Capability Areas

- A high-level view and description of the capabilities - from capability areas and groups to the capabilities themselves and their associated elements.
- The business model framework and their capabilities should be simple, logical and practical.

	General Administration	Human Resource Management	Information Technology	Operations Support	Business Development	Operations	Distribution	Marketing, Sales and Service
STRATEGIC	Strategic Planning ★	Organizational Planning	IT Planning ☑	Operations Support Planning	R&D Planning	Operations Planning	Distribution Planning ★	Segmentation Planning
	Legal & Regulatory Affairs ★	Recruitment	Deployment ★	Assets	Product Design ☑	Component Manufacture	Scheduling	Selling ★
TACTICAL	Information Analysis ☑	Administration ☑	IT Business Management	Quality	Research ★	Operations Procurement ☑	Order Fulfillment	Market Analysis
	Project Management ★	Benefits	Risk & Compliance	Environment & Health	Production Setup	Product Manufacture ★	Transportation	Channels
	Finance	Performance Evaluation ★	Information Management	Sourcing & Procurement	Intellectual Property ★ ☑	Inbound Inventory	Import & Export	Brand Management
OPERATIONAL	Facility Management ★ ☑	Compensation	Service Delivery	Safety & Security ★	Product Deployment	Product Assembly	Distribution ★	Customer Account
	Accounting	Education	Development ★	Equipment & Plant	Content	Refining ☑	Finished Goods Inventory	Customer Acquisition ★
	Travel Management	Payroll	Support & Relationship ☑	Data Management ★	Product Maintenance	Packaging	Costing ★	Servicing

**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).

©LEADina Practice Capability Modelling Reference Content (#LEAD-ES20017ALL)

## Organizational Capabilities

- Organizational capability elements that play a specifically designed role within the enterprise business model, value chain and ecosystem.
- These capabilities collaborate and integrate seamlessly with each other using agreed upon capability performance indicators such as Core Competitive, Core Differentiated, Revenue, Cost and Value Opportunity.

# The possibility to do advanced service modelling with adding the Service Capabilities



©LEADina Practice

## Organizational Capability Areas

- A high-level view and description of the capabilities - from capability areas and groups to the capabilities themselves and their associated elements.
- The business model framework and their capabilities should be simple, logical and practical.

	General Administration	Human Resource Management	Information Technology	Operations Support	Business Development	Operations	Distribution	Marketing, Sales and Service
STRATEGIC	Strategic Planning	Organizational Planning	IT Planning	Operations Support Planning	R&D Planning	Operations Planning	Distribution Planning	Segmentation Planning
	Legal & Regulatory Affairs	<b>Recruitment</b>	Deployment	Assets	Product Design	Component Manufacture	Scheduling	Selling
TACTICAL	Information Analysis	Administration	IT Business Management	Quality	Research	Operations Procurement	Order Fulfillment	Market Analysis
	Project Management	Ben			Production Setup	Product Manufacture	Transportation	Channels
OPERATIONAL	Finance	Perform Evalu			Intellectual Property	Inbound Inventory	Import & Export	Brand Management
	Facility Management	Compe			Product Deployment	Product Assembly	Distribution	Customer Account
	Accounting	Education	Development	Equipment & Plant	Content	Refining	Finished Goods Inventory	Customer Acquisition
	Travel Management	Payroll	Support & Relationship	Data Management	Product Maintenance	Packaging	Costing	Servicing

### 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).

**Recruitment**

Talent management	Manage replacement verification
Application tracking	Manage new hire/re-hire
Recruit/source candidates	Job posting
Screen and select candidates	Recruiting policies

©LEADina Practice Capability Modelling Reference Content (#LEAD-ES20017ALL)

## Organizational Capabilities

- Organizational capability elements that play a specifically designed role within the enterprise business model, value chain and ecosystem.
- These capabilities collaborate and integrate seamlessly with each other using agreed upon capability performance indicators such as Core Competitive, Core Differentiated, Revenue, Cost and Value Opportunity.

## Service Capabilities

- Service capability elements act in the exact same way as normal capabilities except that they illustrate a higher level of detail within the capability area or group that they belong to.



# A closer look at the Service Capabilities

## Recruitment

**Business Processes**  
 A high-level view and description of the capabilities - from capability areas and groups to the capabilities themselves and their associated elements. The business model framework and their capabilities should be simple, logical and practical.

### Business Processes

• Business processes are a natural part of any capability. They are used to execute the behavior of a capability, thus delivering a service capability, and also allows for measuring the output of an executed capability.

**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).

### Recruitment Services

Talent management	Manage preplacement verification
Application tracking	Manage new hire/re-hire
Recruit/source candidates	Job posting
Screen and select candidates	Recruiting policies

### Recruit, source, and select employees

#### Create and develop employee requisitions

- Align staffing plan to work force plan and business unit strategies/resource needs
- Develop and open job requisition
- Develop job description
- Post requisition
- Manage internal/external job posting Web sites
- Change/Update requisition
- Notify hiring manager
- Manage requisition date

#### Recruit/Source candidates

- Determine recruitment methods
- Perform recruiting activities/events
- Manage recruitment vendors

#### Screen and select candidates

- Identify and deploy candidate selection tools
- Interview candidates
- Test candidates
- Select and reject candidates

#### Manage pre-placement verification

- Complete candidate background information
- Conduct pre-employment screening
- Recommend/not recommend candidate

#### Manage new hire/re-hire

- Draw up and make offer
- Negotiate offer
- Hire candidate

#### Track candidates

- Create applicant record
- Manage/track applicant data
- Archive and retain records of non-hires

### Service Capabilities

• Service capability elements act in the exact same way As normal capabilities except that they illustrate a higher level of detail within the capability area or group that they belong to.

# The Business Processes and Capabilities

## Organizational Capability Areas

- A high-level view and description of the capabilities - from capability areas and groups to the capabilities themselves and their associated elements.
- The business model framework and their capabilities should be simple, logical and practical.

## Business Processes

- Business processes are a natural part of any capability. They are used to execute the behavior of a capability, thus delivering a service capability, and also allows for measuring the output of an executed capability.

## 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).

	General Administration	Human Resource Management	Information Technology	Operations Support	Product Development	Marketing, Sales and Service
STRATEGIC	Strategic Planning	Organizational Planning	IT Planning	Operations Support Planning	Risk Management	Segmentation Planning
TACTICAL	Legal & Regulatory Affairs	<b>Recruitment</b>	Deployment	Assets	Product Portfolio	Selling
	Information Analysis	Administration	IT Business Management	Quality	Product Development	Market Analysis
OPERATIONAL	Project Management	Benefits Administration			Product Development	Channels
	Finance	Performance Evaluation			Product Development	Brand Management
	Facility Management	Competitive Intelligence			Product Development	Customer Account Management
	Accounting	Education	Development	Equipment & Plant	Product Development	Customer Acquisition
	Travel Management	Payroll	Support & Relationship	Data Management	Product Development	Servicing

**Recruitment Services**

- Talent management
- Application tracking
- Recruit/source candidates
- Screen and select candidates
- Manage replacement verification
- Manage new hire/re-hire
- Job posting
- Recruiting policies

**Recruit, source, and select employees**

**Create and develop employee requisitions**

- Align staffing plan to work force plan and business unit strategies/resource needs
- Develop and open job requisition
- Develop job description
- Post requisition
- Manage internal/external job posting Web sites
- Change//Update requisition
- Notify hiring manager
- Manage requisition date

**Recruit/Source candidates**

- Determine recruitment methods
- Perform recruiting activities/events
- Manage recruitment vendors

**Screen and select candidates**

- Identify and deploy candidate selection tools
- Interview candidates
- Test candidates
- Select and reject candidates

**Manage pre-placement verification**

- Complete candidate background information
- Conduct pre-employment screening
- Recommend/not recommend candidate

**Manage new hire/re-hire**

- Draw up and make offer
- Negotiate offer
- Hire candidate

**Track candidates**

- Create applicant record
- Manage/track applicant data
- Archive and retain records of non-hires

(C)LEADina Practice Capability Modelling Reference Content (#LEAD-ES20017ALL)

## Organizational Capabilities

- Organizational capability elements that play a specifically designed role within the enterprise business model, value chain and ecosystem.
- These capabilities collaborate and integrate seamlessly with each other using agreed upon capability performance indicators such as Core Competitive, Core Differentiated, Revenue, Cost and Value Opportunity.

## Service Capabilities

- Service capability elements act in the exact same way as normal capabilities except that they illustrate a higher level of detail within the capability area or group that they belong to.

# Questions?



## Global University Alliance

### Professor Mark von Rosing

Chief Enterprise Architect  
Chairman of the Global University Alliance

Mobile +45 2888 8901

E-Mail: [MvR@GlobalUniversityAlliance.net](mailto:MvR@GlobalUniversityAlliance.net)

For more information:

[www.globaluniversityalliance.net](http://www.globaluniversityalliance.net)



BUSINESS LAYER				APPLICATION LAYER				TECHNOLOGY LAYER						
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

# Thank You

**GLOBAL  
UNIVERSITY  
ALLIANCE**  
Researching Best & Leading Practices | Developing Standards

**(C) LEADING PRACTICE**  
*We set the Enterprise Standards!*

