

Operating Model: General with Services

SUPPORTING SERVICES			
1.0 General Administration	2.0 Human Resource Management		3.0 Information Technology
1.1 Strategic Planning	2.1 Organizational Planning		3.1 IT Strategy & Planning
1.2 Legal & Regulatory Affairs	2.2 Recruitment		3.2 Deployment
1.3 Information Analysis	2.3 Administration		3.3 IT Business Management
1.4 Project Management	2.4 Benefits		3.4 Risk and Compliance
1.5 Finance	2.5 Performance Evaluation		3.5 Information Management (IT)
1.6 Facility Management	2.6 Compensation		3.6 Solution & Service Delivery
1.7 Accounting	2.7 Education		3.7 Solution & Service Development
1.8 Travel Management	2.8 Payroll		3.8 Service Support & Operations
4.0 Operations Support	4.1 Operations Support Planning		
4.2 Assets	4.3 Quality		
4.4 Environment, Health & Safety	4.5 Sourcing & Procurement		
4.6 Operational Security	4.7 Equipment & Plant Maintenance		
4.8 Operations	4.9 Reporting		

PRIMARY SERVICES			
5.0 Business Development		6.0 Operations	
5.1 R&D Planning		6.1 Operations Planning	
5.2 Product Design		6.2 Component Manufacture	
5.3 Research		6.3 Operations Procurement	
5.4 Production Setup		6.4 Product Manufacture	
5.5 Intellectual Property		6.5 Inbound Inventory	
5.6 Product Deployment		6.6 Product Assembly	
5.7 Content		6.7 Refining	
5.8 Product Lifecycle		6.8 Packaging	
7.0 Distribution		7.1 Distribution Planning	
7.2 Scheduling		7.3 Order Fulfillment	
7.4 Transportation		7.5 Import & Export	
7.6 Distribution		7.7 Finished Goods Inventory	
7.8 Costing		7.9 Servicing	
8.0 Marketing, Sales and Service		8.1 Segmentation Planning	
8.2 Selling		8.3 Market Analysis	
8.4 Channels		8.5 Brand Management	
8.6 Customer Account		8.7 Customer Acquisition	
8.8 Servicing		8.9 Reporting	

INTERNAL SERVICES (Service Delivery)			
1.3 Information Analysis	2.3 Administration		3.3 IT Business Management
1.4 Project Management	2.4 Benefits		3.4 Risk and Compliance
1.5 Finance	2.5 Performance Evaluation		3.5 Information Management (IT)
1.6 Facility Management	2.6 Compensation		3.6 Solution & Service Delivery
1.7 Accounting	2.7 Education		3.7 Solution & Service Development
1.8 Travel Management	2.8 Payroll		3.8 Service Support & Operations
4.3 Quality	4.4 Environment, Health & Safety		
4.5 Sourcing & Procurement	4.6 Operational Security		
4.7 Equipment & Plant Maintenance	4.8 Operations		

CUSTOMER SERVICES (Service Delivery)			
5.3 Research		6.3 Operations Procurement	
5.4 Production Setup		6.4 Product Manufacture	
5.5 Intellectual Property		6.5 Inbound Inventory	
5.6 Product Deployment		6.6 Product Assembly	
5.7 Content		6.7 Refining	
5.8 Product Lifecycle		6.8 Packaging	
7.3 Order Fulfillment		7.4 Transportation	
7.5 Import & Export		7.6 Distribution	
7.7 Finished Goods Inventory		7.8 Costing	
8.3 Market Analysis		8.4 Channels	
8.5 Brand Management		8.6 Customer Account	
8.7 Customer Acquisition		8.8 Servicing	

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

