OVERVIEW
APQC’s Process Classification FrameworkSM (PCF) is a taxonomy of cross-functional business processes intended to allow the objective comparison of organizational performance within and among organizations. The PCF was developed by APQC and its member companies as an open standard to facilitate improvement through process management and benchmarking, regardless of industry, size, or location. The PCF organizes operating and management processes into 12 enterprise-level categories, including process groups and more than 1,000 processes and associated activities. The PCF, its associated measures, and definitions are available for download at no charge at www.apqc.org/pcf.

THE FRAMEWORK FOR PROCESS IMPROVEMENT
Experience shows that the potential of benchmarking to drive dramatic improvement lies squarely in making out-of-the-box comparisons and searching for insights not typically found within intra-industry paradigms. To enable this beneficial benchmarking, the APQC Process Classification FrameworkSM (PCF) serves as a high-level, industry-neutral enterprise process model that allows organizations to see their business processes from a cross-industry viewpoint. The cross-industry framework has experienced more than 20 years of creative use by thousands of organizations worldwide. The PCF provides the foundation for APQC’s Open Standards BenchmarkingSM (OSB) database and the work of its advisory council of global industry leaders. Each version of the PCF will continue to be enhanced as the OSB database further develops definitions, processes, and measures. The PCF and associated measures and benchmarking surveys are available for download from the Open Standards Benchmarking web site at www.apqc.org/osb.

HISTORY
The cross-industry Process Classification Framework was originally envisioned as a taxonomy of business processes and a common language through which APQC member organizations could benchmark their processes. The initial design involved APQC and more than 80 organizations with a strong interest in advancing the use of benchmarking in the United States and worldwide. Since its inception in 1992, the PCF has seen updates to most of its content. These updates keep the framework current with the ways that organizations do business around the world. In 2014, APQC worked to enhance the cross-industry PCF and updated a number of industry-specific process classification frameworks.

The PCF is written in United States English language format.
LOOKING FORWARD

The cross-industry and industry Process Classification Frameworks are evolving models, which APQC will continue to enhance and improve regularly. Thus, APQC encourages comments, suggestions, and more importantly, the sharing of insights from having applied the PCF within your organization. Share your suggestions and experiences with the PCF by e-mailing pcf_feedback@apqc.org.

ABOUT APQC

An internationally recognized resource for process and performance improvement, APQC helps organizations adapt to rapidly changing environments, build new and better ways to work, and succeed in a competitive marketplace. With a focus on productivity, knowledge management, benchmarking, and quality improvement initiatives, APQC works with its member organizations to identify best practices; discover effective methods of improvement; broadly disseminate findings; and connect individuals with one another and the knowledge, training, and tools they need to succeed. Founded in 1977, APQC is a member-based non profit serving organizations around the world in all sectors of business, education, and government. APQC is also a proud winner of the 2003, 2004, 2008, 2012, and 2013 North American Most Admired Knowledge Enterprises (MAKE) awards. This award is based on a study by Teleos, a European-based research firm, and the KNOW network.

1.0 Develop Vision and Strategy
2.0 Develop and Manage Products and Services
3.0 Market and Sell Products and Services
4.0 Deliver Products and Services
5.0 Manage Customer Service
6.0 Develop and Manage Human Capital
7.0 Manage Information Technology
8.0 Manage Financial Resources
9.0 Acquire, Construct, and Manage Assets
10.0 Manage Enterprise Risk, Compliance, Remediation and Resiliency
11.0 Manage External Relationships
12.0 Develop and Manage Business Capabilities

RIGHTS AND PERMISSIONS

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THE APQC PROCESS CLASSIFICATION FRAMEWORK™ (PCF)
The PCF was developed by non-profit APQC, a global resource for benchmarking and best practices, and its member companies as an open standard to facilitate improvement through process management and benchmarking, regardless of industry, size, or geography. The PCF organizes operating and management processes into 12 enterprise level categories, including process groups and over 1,000 processes and associated activities. To download the full PCF or industry-specific versions of the PCF as well as associated measures and benchmarking, visit www.apqc.org/pcf.
PCF LEVELS EXPLAINED

**Level 1 - Category**

10.0 Manage Enterprise Risk, Compliance, Remediation and Resiliency (16437)

Represents the highest level of process in the enterprise, such as Manage customer service, Supply chain, Financial organization, and Human resources.

**Level 2 - Process Group**

10.1 Manage enterprise risk (17060)

Indicates the next level of processes and represents a group of processes. Perform after sales repairs, Procurement, Accounts payable, Recruit /source, and Develop sales strategy are examples of process groups.

**Level 3 - Process**

10.1.4 Manage business unit and function risk (17061)

A process is the next level of decomposition after a process group. The process may include elements related to variants and rework in addition to the core elements needed to accomplish the process.

**Level 4 - Activity**

10.1.4.3 Develop mitigation plans for risks (16458)

Indicates key events performed when executing a process. Examples of activities include Receive customer requests, Resolve customer complaints, and Negotiate purchasing contracts.

**Level 5 - Task**

10.1.4.3.1 Assess adequacy of insurance cover (18129)

Tasks represent the next level of hierarchical decomposition after activities. Tasks are generally much more fine grained and may vary widely across industries. Examples include: Create business case and obtain funding and Design recognition and reward approaches.

PROCESS ELEMENT NUMBERING SCHEME

The PCF identifies each process element using a unique 5-digit reference number following the name of the process element.[i.e., (164), (17060), (17061) (16458), (18129), shown in the above graphic]. This number will always refer to the conceptual definition of the process element. The actual process elements and actual definition may change, but conceptually the decomposition will remain consistent considering the entire scope of the PCF. A new 5-digit number will be assigned to a process element if its definition substantially changes.
1.0 Develop Vision and Strategy (10002)

1.1 Define the business concept and long-term vision (17040)

1.1.1 Assess the external environment (10017)
  1.1.1.1 Analyze and evaluate competition (10021)
  1.1.1.2 Identify economic trends (10022)
  1.1.1.3 Identify political and regulatory issues (10023)
  1.1.1.4 Assess new technology innovations (10024)
  1.1.1.5 Analyze demographics (10025)
  1.1.1.6 Identify social and cultural changes (10026)
  1.1.1.7 Identify ecological concerns (10027)

1.1.2 Survey market and determine customer needs and wants (10018)
  1.1.2.1 Conduct qualitative/quantitative assessments (10028)
  1.1.2.2 Capture and assess customer needs (10029)

1.1.3 Perform internal analysis (10019)
  1.1.3.1 Analyze organizational characteristics (10030)
  1.1.3.2 Create baselines for current processes (10031)
  1.1.3.3 Analyze systems and technology (10032)
  1.1.3.4 Analyze financial positions (10033)
  1.1.3.5 Identify enterprise core competencies (10034)

1.1.4 Establish strategic vision (10020)
  1.1.4.1 Align stakeholders around strategic vision (10035)
  1.1.4.2 Communicate strategic vision to stakeholders (10036)

1.1.5 Conduct organization restructuring opportunities (16792)
  1.1.5.1 Identify restructuring opportunities (16793)
  1.1.5.2 Perform due-diligence (16794)
  1.1.5.3 Analyze deal options (16795)
    1.1.5.3.1 Evaluate acquisition options (16796)
    1.1.5.3.2 Evaluate merger options (16797)
    1.1.5.3.3 Evaluate de-merger options (16798)
    1.1.5.3.4 Evaluate divestiture options (16799)

1.2 Develop business strategy (10015)

1.2.1 Develop overall mission statement (10037)
  1.2.1.1 Define current business (10044)
  1.2.1.2 Formulate mission (10045)

1.2.2 Evaluate strategic options to achieve the objectives (10038)
  1.2.2.1 Define strategic options (10047)
  1.2.2.2 Assess and analyze impact of each option (10048)
  1.2.2.3 Develop sustainability strategy (14189)
  1.2.2.4 Develop global support and shared services strategy (14190)
  1.2.2.5 Develop lean/continuous improvement strategy (14197)

1.2.3 Select long-term business strategy (10039)
  1.2.4 Coordinate and align functional and process strategies (10040)

1.2.5 Create organizational design (structure, governance, reporting, etc.) (10041)
  1.2.5.1 Evaluate breadth and depth of organizational structure (10049)
  1.2.5.2 Perform job-specific roles mapping and value-added analyses (10050)
  1.2.5.3 Develop role activity diagrams to assess hand-off activity (10051)
  1.2.5.4 Perform organization redesign workshops (10052)
  1.2.5.5 Design the relationships between organizational units (10053)
  1.2.5.6 Develop role analysis and activity diagrams for key processes (10054)
  1.2.5.7 Assess organizational implication of feasible alternatives (10055)
  1.2.5.8 Migrate to new organization (10056)

1.2.6 Develop and set organizational goals (10042)
  1.2.7 Formulate business unit strategies (10043)

1.3 Manage strategic initiatives (10016)

1.3.1 Develop strategic initiatives (10057)
  1.3.2 Evaluate strategic initiatives (10058)
  1.3.3 Select strategic initiatives (10059)
  1.3.4 Establish high-level measures (10060)

2.0 Develop and Manage Products and Services (10003)

2.1 Manage product and service portfolio (10061)

2.1.1 Evaluate performance of existing products/services against market opportunities (10063)

2.1.2 Define product/service development requirements (10064)

2.1.3 Perform discovery research (10065)
  2.1.3.1 Identify new technologies (10070)

2.1.2.2 Identify potential new products and services (10068)
2.1.3.2 Develop new technologies (10071)
2.1.3.3 Assess feasibility of integrating new leading
technologies into product/service concepts (10072)

2.1.4 Confirm alignment of product/service concepts with
business strategy (10066)
2.1.4.1 Plan and develop cost and quality targets
(10073)
2.1.4.2 Prioritize and select new product/service
concepts (10074)
2.1.4.3 Specify development timing targets
(10075)
2.1.4.4 Plan for product/service offering modifications
(10076)

2.1.5 Manage product and service life cycle (10067)
2.1.5.1 Introduce new products/services (10077)
2.1.5.2 Retire outdated products/services (10078)
2.1.5.3 Identify and refine performance indicators
(10079)

2.1.6 Manage product and service master data (14192)

2.2 Develop products and services (10062)

2.2.1 Design, build, and evaluate products and services
(10080)
2.2.1.1 Assign resources to product/service project
(10083)
2.2.1.2 Prepare high-level business case and technical
assessment (10084)
2.2.1.3 Develop product/service design specifications
(10085)
2.2.1.4 Document design specifications (10086)

2.2.1.5 Conduct mandatory and elective external
reviews (legal, regulatory, standards, internal)
(10087)
2.2.1.6 Build prototypes (10088)
2.2.1.7 Eliminate quality and reliability problems
(10089)
2.2.1.8 Conduct in-house product/service testing
and evaluate feasibility (10090)
2.2.1.9 Identify design/development performance
indicators (10091)
2.2.1.10 Collaborate on design with suppliers and
contract manufacturers (10092)

2.2.2 Test market for new or revised products and services
(10081)
2.2.2.1 Prepare detailed market study (10093)
2.2.2.2 Conduct customer tests and interviews
(10094)
2.2.2.3 Finalize product/service characteristics and
business cases (10095)
2.2.2.4 Finalize technical requirements (10096)
2.2.2.5 Identify requirements for changes to
manufacturing/delivery processes (10097)
2.2.3 Prepare for production (10082)
2.2.3.1 Develop and test prototype production and/
or service delivery process (10098)
2.2.3.2 Design and obtain necessary materials and
equipment (10099)
2.2.3.3 Install and validate production process or
methodology (10100)
2.2.3.4 Monitor production runs (11147)
2.2.3.5 Request engineering change (11148)
2.2.3.6 Manage engineering change orders
(11149)

3.0 Market and Sell Products and Services (10004)

3.1 Understand markets, customers, and capabilities (10101)

3.1.1 Perform customer and market intelligence analysis
(10106)
3.1.1.1 Conduct customer and market research
(10108)
3.1.1.2 Identify market segments (10109)
3.1.1.3 Analyze market and industry trends
(10110)
3.1.1.4 Analyze competing organizations, competitive/substitute products (10111)
3.1.1.5 Evaluate existing products/brands (10112)
3.1.1.6 Assess internal and external business
environment (10113)
3.1.2 Evaluate and prioritize market opportunities (10107)
3.1.2.1 Quantify market opportunities (10116)
3.1.2.2 Determine target segments (10117)
3.1.2.3 Prioritize opportunities consistent with
capabilities and overall business strategy
(10118)
3.1.2.4 Validate opportunities (10119)

3.2 Develop marketing strategy (10102)
3.2.1 Define offering and customer value proposition
(11168)
3.2.1.1 Define offering and positioning (11169)
3.2.1.2 Develop value proposition including brand
positioning for target segments (11170)
3.2.1.3 Validate value proposition with
target segments (11171)
3.2.2 Define pricing strategy to align to value proposition (10123)
  3.2.2.1 Establish guidelines for applying pricing of products/services (10124)
  3.2.2.2 Approve pricing strategies/policies (10125)
3.2.3 Define and manage channel strategy (10122)
  3.2.3.1 Evaluate channel attributes and partners (10126)
  3.2.3.2 Determine channel fit with target segments (10127)
  3.2.3.3 Select channels for target segments (10128)

3.3 Develop sales strategy (10103)
  3.3.1 Develop sales forecast (10129)
    3.3.1.1 Gather current and historic order information (10134)
    3.3.1.2 Analyze sales trends and patterns (10135)
    3.3.1.3 Generate sales forecast (10136)
    3.3.1.4 Analyze historical and planned promotions and events (10137)
  3.3.2 Develop sales partner/alliance relationships (10130)
    3.3.2.1 Identify alliance opportunities (10138)
    3.3.2.2 Design alliance programs and methods for selecting and managing relationships (10139)
    3.3.2.3 Select alliances (10140)
    3.3.2.4 Develop partner and alliance management strategies (10141)
    3.3.2.5 Establish partner and alliance management goals (10142)
  3.3.3 Establish overall sales budgets (10131)
    3.3.3.1 Calculate product revenue (10143)
    3.3.3.2 Determine variable costs (10144)
    3.3.3.3 Determine overhead and fixed costs (10145)
    3.3.3.4 Calculate net profit (10146)
    3.3.3.5 Create budget (10147)
  3.3.4 Establish sales goals and measures (10132)
  3.3.5 Establish customer management measures (10133)

3.4 Develop and manage marketing plans (10104)
  3.4.1 Establish goals, objectives, and metrics for products by channels/segments (10148)
  3.4.2 Establish marketing budgets (10149)
    3.4.2.1 Confirm marketing alignment to business strategy (10155)
    3.4.2.2 Determine costs of marketing (10156)
    3.4.2.3 Create marketing budget (10157)
  3.4.3 Develop and manage media (10150)
    3.4.3.1 Define media objectives (10158)
    3.4.3.2 Develop marketing messages (10159)
  3.4.3.3 Define target audience (10160)
  3.4.3.4 Engage media provider (10161)
  3.4.3.5 Develop and execute advertising (10162)
  3.4.3.6 Develop and execute other marketing campaigns/programs (11253)
  3.4.3.7 Assess brand/product marketing plan performance (11254)
  3.4.4 Develop and manage pricing (10151)
    3.4.4.1 Determine pricing based on volume/unit forecast (10163)
    3.4.4.2 Execute pricing plan (10164)
    3.4.4.3 Evaluate pricing performance (10165)
    3.4.4.4 Refine pricing as needed (10166)
  3.4.5 Develop and manage promotional activities (10152)
    3.4.5.1 Define promotional concepts (10167)
    3.4.5.2 Plan and test promotional activities (10168)
    3.4.5.3 Execute promotional activities (10169)
    3.4.5.4 Evaluate promotional performance metrics (10170)
    3.4.5.5 Refine promotional performance metrics (10171)
    3.4.5.6 Incorporate learning into future/planned consumer promotions (10172)
  3.4.6 Track customer management measures (10153)
    3.4.6.1 Determine customer loyalty/lifetime value (10173)
    3.4.6.2 Analyze customer revenue trend (10174)
    3.4.6.3 Analyze customer attrition and retention rates (10175)
    3.4.6.4 Analyze customer metrics (10176)
    3.4.6.5 Revise customer strategies, objectives, and plans based on metrics (10177)
  3.4.7 Develop and manage packaging strategy (10154)
    3.4.7.1 Plan packaging strategy (10178)
    3.4.7.2 Test packaging options (10179)
    3.4.7.3 Execute packaging strategy (10180)
    3.4.7.4 Refine packaging (10181)

3.5 Develop and manage sales plans (10105)
  3.5.1 Generate leads (10182)
    3.5.1.1 Identify potential customers (10188)
    3.5.1.2 Identify leads (10189)
  3.5.2 Manage customers and accounts (10183)
    3.5.2.1 Develop sales/key account plan (11173)
    3.5.2.2 Manage customer relationships (11174)
    3.5.2.3 Manage customer master data (14208)
  3.5.3 Manage customer sales (10184)
    3.5.3.1 Perform sales calls (10190)
    3.5.3.2 Perform pre-sales activities (10191)
    3.5.3.3 Close the sale (10192)
    3.5.3.4 Record outcome of sales process (10193)
3.5.4 Manage sales orders (10185)
  3.5.4.1 Accept and validate sales orders (10194)
  3.5.4.2 Collect and maintain customer account information (10195)
  3.5.4.3 Determine availability (10196)
  3.5.4.4 Determine fulfillment process (10197)
  3.5.4.5 Enter orders into system and identify/perform cross-sell/up-sell activity (10198)
  3.5.4.6 Process back orders and updates (10199)
  3.5.4.7 Handle order inquiries including post-order fulfillment transactions (10200)
3.5.5 Manage sales force (10186)
  3.5.5.1 Determine sales resource allocation

3.5.6 Manage sales partners and alliances (10187)
  3.5.6.1 Provide sales and product training to sales partners/alliances (10211)
  3.5.6.2 Develop sales forecast by partner/alliance (10212)
  3.5.6.3 Agree on partner and alliance commissions (10213)
  3.5.6.4 Evaluate partner/alliance results (10214)
  3.5.6.5 Manage channel partner master data (14209)

4.0 Deliver Products and Services (10005)

4.1 Plan for and align supply chain resources (10215)
  4.1.1 Develop production and materials strategies (10221)
    4.1.1.1 Define manufacturing goals (10229)
    4.1.1.2 Define labor and materials policies (10230)
    4.1.1.3 Define outsourcing policies (10231)
    4.1.1.4 Define manufacturing capital expense policies (10232)
    4.1.1.5 Define capacities (10233)
    4.1.1.6 Define production network and supply constraints (10234)
    4.1.1.7 Define production process (14193)
    4.1.1.8 Define production workplace layout and infrastructure (14194)
  4.1.2 Manage demand for products and services (10222)
    4.1.2.1 Develop baseline forecasts (10235)
    4.1.2.2 Collaborate with customers (10236)
    4.1.2.3 Develop consensus forecast (10237)
    4.1.2.4 Determine available to promise (10238)
    4.1.2.5 Monitor activity against forecast and revise forecast (10239)
    4.1.2.6 Evaluate and revise forecasting approach (10240)
    4.1.2.7 Measure forecast accuracy (10241)
  4.1.3 Create materials plan (10223)
    4.1.3.1 Create unconstrained plan (10242)
    4.1.3.2 Collaborate with supplier and contract manufacturers (10243)
    4.1.3.3 Identify critical materials and supplier capacity (10244)
    4.1.3.4 Monitor material specifications (10245)
    4.1.3.5 Generate constrained plan (10246)
    4.1.3.6 Define production balance and control (14196)
  4.1.4 Create and manage master production schedule (10224)
    4.1.4.1 Create site-level production plan and schedule (10247)
    4.1.4.2 Manage work-in-progress inventory (10248)
    4.1.4.3 Collaborate with suppliers (10249)
    4.1.4.4 Execute site-level production plan and schedule (10250)
    4.1.4.5 Monitor master production schedule and plan (17041)
  4.1.5 Plan distribution requirements (17042)
    4.1.5.1 Maintain master data (10252)
    4.1.5.2 Determine finished goods inventory requirements at destination (10253)
    4.1.5.3 Calculate requirements at destination (10254)
    4.1.5.4 Calculate consolidation at destination (10255)
    4.1.5.5 Manage collaborative replenishment planning (10256)
    4.1.5.6 Manage requirements for partners (10257)
    4.1.5.7 Calculate destination dispatch plan (10258)
    4.1.5.8 Manage dispatch plan attainment (10259)
    4.1.5.9 Calculate destination load plans (10260)
    4.1.5.10 Manage partner load plan (10261)
    4.1.5.11 Manage cost of supply (10262)
    4.1.5.12 Manage capacity utilization (10263)
  4.1.6 Establish distribution planning constraints (10226)
    4.1.6.1 Establish distribution center layout constraints (10267)
    4.1.6.2 Establish inventory management constraints (10268)
    4.1.6.3 Establish transportation management constraints (10269)
4.1.7 Review distribution planning policies (10227)
  4.1.7.1 Review distribution network (10264)
  4.1.7.2 Establish sourcing relationships (10265)
  4.1.7.3 Establish dynamic deployment policies (10266)

4.1.8 Assess distribution planning performance (10228)
  4.1.8.1 Establish appropriate performance indicators (metrics) (10270)
  4.1.8.2 Establish monitoring frequency (10271)
  4.1.8.3 Calculate performance measures (10272)
  4.1.8.4 Identify performance trends (10273)
  4.1.8.5 Analyze performance benchmark gaps (10274)
  4.1.8.6 Prepare appropriate reports (10275)
  4.1.8.7 Develop performance improvement plan (10276)

4.1.9 Develop quality standards and procedures (10368)
  4.1.9.1 Establish quality targets (10371)
  4.1.9.2 Develop standard testing procedures (10372)
  4.1.9.3 Communicate quality specifications (10373)

4.2 Procure materials and services (10216)
  4.2.1 Develop sourcing strategies (10277)
    4.2.1.1 Develop procurement plan (10281)
    4.2.1.2 Clarify purchasing requirements (10282)
    4.2.1.3 Develop inventory strategy (10283)
    4.2.1.4 Match needs to supply capabilities (10284)
    4.2.1.5 Analyze organization’s spend profile (10285)
    4.2.1.6 Seek opportunities to improve efficiency and value (10286)
    4.2.1.7 Collaborate with suppliers to identify sourcing opportunities (10287)

  4.2.2 Select suppliers and develop/maintain contracts (10278)
    4.2.2.1 Select suppliers (10288)
    4.2.2.2 Certify and validate suppliers (10289)
    4.2.2.3 Negotiate and establish contracts (10290)
    4.2.2.4 Manage contracts (10291)

  4.2.3 Order materials and services (10279)
    4.2.3.1 Process/Review requisitions (10292)
    4.2.3.2 Approve requisitions (10293)
    4.2.3.3 Solicit/Track vendor quotes (10294)
    4.2.3.4 Create/Distribute purchase orders (10295)
    4.2.3.5 Expedite orders and satisfy inquiries (10296)
    4.2.3.6 Record receipt of goods (10297)
    4.2.3.7 Research/Resolve exceptions (10298)

  4.2.4 Manage suppliers (10280)
    4.2.4.1 Monitor/Manage supplier information (10299)
    4.2.4.2 Prepare/Analyze procurement and vendor performance (10300)
    4.2.4.3 Support inventory and production processes (10301)
    4.2.4.4 Monitor quality of product delivered (10302)

4.3 Produce/Manufacture/Deliver product (10217)
  4.3.1 Schedule production (10303)
    4.3.1.1 Generate line level plan (10306)
    4.3.1.2 Generate detailed schedule (10307)
    4.3.1.3 Schedule production orders and create lots (10308)
    4.3.1.4 Schedule preventive (planned) maintenance (preventive maintenance orders) (10315)
    4.3.1.5 Schedule requested (unplanned) maintenance (work order cycle) (10316)
    4.3.1.6 Release production orders and create lots (10309)

  4.3.2 Produce product (10304)
    4.3.2.1 Manage raw material inventory (10310)
    4.3.2.2 Execute detailed line schedule (10311)
    4.3.2.3 Report maintenance issues (10319)
    4.3.2.4 Rerun defective items (10313)
    4.3.2.5 Assess production performance (10314)

  4.3.3 Perform quality testing (10369)
    4.3.3.1 Calibrate test equipment (10318)
    4.3.3.2 Perform testing using the standard testing procedure (10374)
    4.3.3.3 Record test results (10375)

  4.3.4 Maintain production records and manage lot traceability (10370)
    4.3.4.1 Determine lot numbering system (10376)
    4.3.4.2 Determine lot use (10377)

4.4 Deliver service to customer (10218)
  4.4.1 Confirm specific service requirements for individual customer (10320)
    4.4.1.1 Process customer request (10324)
    4.4.1.2 Create customer profile (10325)
    4.4.1.3 Generate service order (10326)

  4.4.2 Identify and schedule resources to meet service requirements (10321)
    4.4.2.1 Create resourcing plan and schedule (10327)
    4.4.2.2 Create service order fulfillment schedule (10328)
    4.4.2.3 Develop service order (10329)

  4.4.3 Provide service to specific customers (10322)
    4.4.3.1 Organize daily service order fulfillment schedule (10330)
4.4.3.2 Dispatch resources (10331)
4.4.3.3 Manage order fulfillment progress (10332)
4.4.3.4 Validate order fulfillment block completion (10333)

4.4.4 Ensure quality of service (10323)
4.4.4.1 Identify completed orders for feedback (10334)
4.4.4.2 Identify incomplete orders and service failures (10335)
4.4.4.3 Solicit customer feedback on services delivered (10336)
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    12.5.1.1 Develop governance model (11100)
    12.5.1.2 Establish central KM core group (11101)
    12.5.1.3 Define roles and accountability of core group versus operating units (11102)
    12.5.1.4 Develop funding models (11103)
    12.5.1.5 Identify links to key initiatives (11104)
    12.5.1.6 Develop core KM methodologies (11105)
    12.5.1.7 Assess IT needs and engage IT function (11106)
    12.5.1.8 Develop training and communication plans (11107)
    12.5.1.9 Develop change management approaches (11108)
    12.5.1.10 Develop strategic measures and indicators (11109)
  12.5.2 Assess KM capabilities (11096)
    12.5.2.1 Assess maturity of existing KM initiatives (11110)
    12.5.2.2 Evaluate existing KM approaches (11111)
    12.5.2.3 Identify gaps and needs (11112)
    12.5.2.4 Enhance/Modify existing KM approaches (11113)
    12.5.2.5 Develop new KM approaches (11114)
    12.5.2.6 Implement new KM approaches (11115)

12.6 Measure and benchmark (16436)
  12.6.1 Create and manage organizational performance strategy (11071)
12.6.1.1  Create enterprise measurement systems model (11075)
12.6.1.2  Measure process productivity (11076)
12.6.1.3  Measure cost effectiveness (11077)
12.6.1.4  Measure staff efficiency (11078)
12.6.1.5  Measure cycle time (11079)

**12.6.2 Benchmark performance** (11072)

12.6.2.1  Conduct performance assessments (11083)
12.6.2.2  Develop benchmarking capabilities (11084)
12.6.2.3  Conduct internal process and external competitive benchmarking (11085)
12.6.2.4  Conduct gap analysis to understand need for change and degree needed (11087)
12.6.2.5  Establish need for change (11088)

**12.7 Manage environmental health and safety (EHS)** (11179)

12.7.1  Determine environmental health and safety impacts (11180)

12.7.1.1  Evaluate environmental impact of products, services, and operations (11186)
12.7.1.2  Conduct health and safety and environmental audits (11187)

12.7.2  Develop and execute functional EHS program (11181)
12.7.2.1  Identify regulatory and stakeholder requirements (11188)
12.7.2.2  Assess future risks and opportunities (1118)
12.7.2.3  Create EHS policy (11190)
12.7.2.4  Record and manage EHS events (11191)
12.7.3  Train and educate functional employees (11182)
12.7.3.1  Communicate EHS issues to stakeholders and provide support (11192)
12.7.4  Monitor and manage functional EHS management program (11183)
12.7.4.1  Manage EHS costs and benefits (11193)
12.7.4.2  Measure and report EHS performance (11194)
12.7.4.3  Implement emergency response program (11196)
12.7.4.4  Implement pollution prevention program (11197)
12.7.4.5  Provide employees with EHS support (11195)