



Celonis Process Catalog

This document defines the Process Modules available if and where applicable to Your Order. The provisions of each individual Order prevail over the below definitions in the event of and to the extent of a conflict.

Process Module: A Process Module enables Customers to mine, explore, model, simulate, build or use apps and leverage automation within a specific Process. The Subscription provides access to the complete set of standard tools included in the Product Description. Access to selected premium tools may require an additional Subscription.

A Process Module is delimited by its **Business Scope**, and includes an illustrative set of typical Objects, Events, KPIs and Execution Gaps (“Characteristics”) associated with it.

- The **Business Scope** is a standard business description of the process, identifying the key object that is tracked in the process, and stating the starting and ending points of the process (e.g. The Accounts Payables process module covers the process between the reception of an invoice from a supplier until the invoice is cleared for payment in the ERP system).
- The **Object Types** are the classes of items processed (e.g., invoices, sales orders, or purchase orders).
- The **Events** are the process steps related to those Objects (e.g., approvals, changes, or status updates).
- The **Key Performance Indicators or KPIs** are a measurable and quantifiable metric that is used to assess the performance, progress, and success of an individual, team, department, or organization in achieving specific objectives or goals.
- The **Value Opportunities** are the disparity between a defined process's intended or prescribed steps and their actual implementation within an organizational context, resulting in a deviation from desired outcomes or performance.
- The list of Characteristics of each process module is not exhaustive and is meant only to be a reference to identify the process
- Customers can use Objects, Events, KPIs and Execution Gaps not included in the reference list to adapt to Customer specific implementation of such processes. However these non-typical Characteristics cannot be used to (1) mine another process included in the Order under the transaction limit defined or (2) mine a process not included in the Order. A separate Order Form should be used.

If a Customer wants to use Celonis to mine a process not included in the Catalog, Celonis and the Customer will agree on a definition of a **“Custom Process Module”**. The Order Form will contain the Business Scope, and associated Characteristics (Objects, Events, KPIs, Execution Gaps).

Domain and Process Module Overview

Process Domain: CUSTOMER	5
<i>Process Module: Customer Service</i>	5
<i>Process Module: Customer Onboarding</i>	5
<i>Process Module: Customer Retention and Loyalty Programs</i>	6
<i>Process Module: Renewals Lifecycle Management</i>	6
<i>Process Module: Opportunity Management</i>	7
Process Domain: FINANCE	8
<i>Process Module: Accounts Payables</i>	8
<i>Process Module: Accounts Receivables</i>	8
<i>Process Module: Record to Report</i>	9
<i>Process Module: Procurement (Indirect)</i>	9
<i>Process Module: Cash & Treasury Management</i>	10
<i>Process Module: Expense Management</i>	10
Process Domain: INFORMATION TECHNOLOGY & SUPPORT	11
<i>Process Module: System Transformation</i>	11
<i>Process Module: Information Technology Service Management (ITSM)</i>	11
<i>Process Module: Master Data Management</i>	12
<i>Process Module: Hire to Retire</i>	12
<i>Process Module: Payroll Management</i>	13
<i>Process Module: Internal Control & Auditing</i>	13
Process Domain: CORE OPERATIONS I: SUPPLY CHAIN & DISTRIBUTION	14
<i>Process Module: Order Management</i>	14
<i>Process Module: Inventory Management</i>	15
<i>Process Module: Logistics & Transportation</i>	15
<i>Process Module: Warehouse Management</i>	16
<i>Process Module: Procurement (Direct)</i>	16
Process Domain: CORE OPERATIONS II: PRODUCTS & SERVICES	17
<i>Process Module: Production Planning</i>	17
<i>Process Module: Production Scheduling</i>	17
<i>Process Module: Shopfloor Management (MES)</i>	18
<i>Process Module: Quality Management</i>	18
<i>Process Module: Product Lifecycle Management</i>	19
<i>Process Module: Asset Management</i>	19
<i>Process Module: Material Management</i>	20
Process Domain: CORE OPERATIONS II: LIFE SCIENCES & PHARMA	21
<i>Process Module: Clinical Trials and Quality</i>	21

Process Module: Study Startup	21
Process Module: Site Execution	22
Process Module: Change/Deviation Management	22
Process Domain: CORE OPERATIONS II: OIL & GAS	23
Process Module: Work Order Management	23
Process Module: Material Management	23
Process Module: Project Accounting	24
Process Module: Contract Management	24
Process Module: Trading Operations (Pre-Transfer)	24
Process Domain: CORE OPERATIONS II: PRODUCTS & SERVICES – RETAIL	25
Process Module: Merchandising	25
Process Module: Store Operations	25
Process Domain: CORE OPERATIONS II: TRAVEL & TRANSPORTATION	26
Process Module: Ground Operations	26
Process Module: Fleet Management	26
Process Module: Container Booking	27
Process Module: Baggage Management	27
Process Module: Crew Management	28
Process Domain: CORE OPERATIONS II: PRODUCTS & SERVICES – UTILITIES	29
Process Module: Meter to Cash	29
Process Module: Field Service (Internal)	29
Process Module: Energy Trading	29
Process Module: Work Order Management	30
Process Module: Customer Activation/Deactivation	30
Process Domain: CORE OPERATIONS II: PRODUCTS & SERVICES – CSP	
Process Module: Network Operations	31
Process Module: Field Service	31
Process Module: Construction & Engineering	31
Process Module: Asset Management	32
Process Module: Quality Management	32
Process Module: Network Planning	33
Process Module: Service Delivery	33
Process Domain: CORE OPERATIONS II: HEALTH SERVICES – HEALTHCARE SERVICES PROVIDER	34
Process Module: Patient Journey	34
Process Module: OR Scheduling	34
Process Module: Home Health	35
Process Module: EMR Documentation	35
Process Module: Revenue Cycle Management	36
Process Module: Pharmacy Management	36

Process Domain: CORE OPERATIONS II: HEALTH SERVICES – HEALTHCARE SERVICES PAYOR	37
Process Module: Claims Management	37
Process Module: Provider Management	37
Process Module: Specialty Pharmacy	38
Process Domain: CORE OPERATIONS I: SALES & MARKETING – SOFTWARE	38
Process Module: Lead to Order	38
Process Module: Configure, Price, Quote (CPQ)/Deal Desk	39
Process Module: Trade Promotion	39
Process Domain: CORE OPERATIONS II: SOFTWARE	40
Process Module: Partner Onboarding	40
Process Module: Software Customization & Integration	40
Process Module: Intellectual Property (IP) Management	41
Process Module: DevOps and Release Management	41
Process Domain: CORE OPERATIONS I: PRE-PRODUCTION – MEDIA	42
Process Module: Content Acquisition & Sourcing	42
Process Module: Production Planning & Coordination	42
Process Module: Distribution & Delivery	43
Process Domain: CORE OPERATIONS II: POST-PRODUCTION – MEDIA	44
Process Module: Broadcast Operations	44
Process Module: Film Production & Development	44
Process Module: Event Management	45
Process Module: Intellectual Property (IP) Management	45
Process Module: Digital Rights Management	45
Process Module: Post-Production & Editing	46
Process Domain: CORE OPERATIONS I: INSURANCE OPERATIONS – INSURANCE	47
Process Module: Policy Lifecycle	47
Process Module: Claims Management	47
Process Module: Product Development	48
Process Module: Insurance Distribution	48
Process Domain: CORE OPERATIONS II: INSURANCE RISK & COMPLIANCE – INSURANCE	49
Process Module: Risk Management	49
Process Module: Regulatory Response & Reporting	49
Process Module: Reinsurance	50
Process Module: Fraud & Disputes	50
Process Module: Investments	50
Process Domain: CORE OPERATIONS I: BANKING OPERATIONS – BANKING	51
Process Module: Account Opening & Management	51
Process Module: Disputes & Chargebacks	51
Process Module: Payments	52

<i>Process Module: Trade Management</i>	52
<i>Process Module: Transfers & Remittance</i>	53
<i>Process Module: Collections & Recovery</i>	53
<i>Process Module: Credit Application</i>	53
<i>Process Module: Credit Servicing</i>	54
Process Domain: CORE OPERATIONS III: CORPORATE & INVESTMENT BANKING – BANKING	55
<i>Process Module: Corporate Finance</i>	55
<i>Process Module: Capital Markets</i>	55
<i>Process Module: Investment Banking</i>	55
<i>Process Module: Trade & Supply Chain Finance</i>	56
<i>Process Module: Wealth Management</i>	56
Process Domain: CORE OPERATIONS IV: GOVERNANCE, RISK & COMPLIANCE – BANKING	57
<i>Process Module: Operational Risk Management</i>	57
<i>Process Module: Credit Risk Management</i>	57
<i>Process Module: Fraud Detection & AML (FRAML)</i>	58
<i>Process Module: Compliance Incident Response</i>	58
<i>Process Module: Personal Data Protection</i>	58
<i>Process Module: Regulatory Response & Reporting</i>	59

Process Domain: CUSTOMER

Process Module: *Customer Service*

- **Tier:** Tier 2
- **Business Scope:** The Customer Service process starts with the end customers contacting the company and ends with the resolution of the end customers request.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Customer Service Case - Customer Service Case Comment - Incident - Problem - Knowledge Article - Case Team Member - Service Contract - Service Contract Item - Entitlement 	<ul style="list-style-type: none"> - Receive Ticket - Assign Agent - Set To In Progress - Close Ticket 	<ul style="list-style-type: none"> - Average Handling Time - Cost per Case - Customer Satisfaction Score (CSAT) Score - First Response Time (FRT) - Mean Time to Resolve (MTTR) - SLA Adherence Rate 	<ul style="list-style-type: none"> - Multi-Hops - Approval Thresholds - Help Documentation - Duplicate & Redundant Tickets - SLA Breaches - Incorrect Routing Rules

Process Module: *Customer Onboarding*

- **Tier:** Tier 3

- **Business Scope:** Customer onboarding starts when the end customer commits to acquire services/goods from the company and ends with the reception of regular services in a steady state.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Customer Information - Application Forms - Documentation - Account Information 	<ul style="list-style-type: none"> - Create Application Submission - Documentation Collection - Know Your Customer Verification - Account Setup - Product Selection and Configuration 	<ul style="list-style-type: none"> - Customer Acquisition Rate - Onboarding Time - Time to First Transaction - Application Completion Rate - Documentation Accuracy Rate 	<ul style="list-style-type: none"> - Long Onboarding Times - Delays in Documentation Collection - Complex Documentation Processes

Process Module: *Customer Retention and Loyalty Programs*

- **Tier:** Tier 3
- **Business Scope:** Customer retention is the process that regularly monitors activity of customers with the company identifying signs of churn risk and providing incentives to reduce risk and increase engagement with the company.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Customer Information - Purchase History - Newsletters - Discount Items - Coupons 	<ul style="list-style-type: none"> - Sign-up Loyalty Programs - Rewards awarded - Rewards redeemed 	<ul style="list-style-type: none"> - Customer Retention Rate - Churn Rate - Customer Lifetime Value - Repeat Purchase Rate - Engagement Rate 	<ul style="list-style-type: none"> - Dormant customers - Churn risk customer - Upsell Opportunities - Next product to buy recommendation

Process Module: *Renewals Lifecycle Management*

- **Tier:** Tier 3
- **Business Scope:** The Renewals Lifecycle Management process includes the management of the end-to-end process of customer contract renewals, from identification to timely and personalized offers, negotiations, and data analysis, involving sales, customer support, finance, and data analysis teams.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Customer Contract - Renewal Quotes - Renewal Proposal - Renewal Opportunity 	<ul style="list-style-type: none"> - Raise Awareness - Create Interest - Influence Decision - Sell Product - Delivery Product - Provide Support - Upsell Customer 	<ul style="list-style-type: none"> - Customer Satisfaction Score - Customer Lifetime Value - Attrition Rates - Renewal Rate - Renewal Cycle Time 	<ul style="list-style-type: none"> - Early renewals - Low renewals rate - Overincitized renewals

Process Module: Opportunity Management

- **Tier:** Tier 2
- **Business Scope:** The Opportunity Management process starts with the identification of sales opportunities and ends with the sales completion or with the closure of the opportunity when path to completion is no longer viable.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Opportunity - Quote - Quote Item - Campaign - Sales Lead - Sales Order - Account - Contact - 	<ul style="list-style-type: none"> - Create Lead - Qualify Lead - Create Opportunity - Progress Opportunity - Generate Quote - Forecast Opportunity - Win Opportunity - 	<ul style="list-style-type: none"> - Conversion Rate (%) - Win Rate - Pipeline Value - Sales Cycle Length 	<ul style="list-style-type: none"> - Slow Conversion - Unrealistic Quota Attainments - Opportunity Prioritization - Manual Rework - Success Factor Identification - Sales Stage Regression/Skipping - Born to Win Opportunities

Process Domain: FINANCE

Process Module: Accounts Payables

- **Tier:** Tier 2
- **Business Scope:** The Accounts Payables process starts with the reception by the Customer of the supplier invoice until the invoice is cleared for payment in the ERP
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Vendor Invoice Cancellation Item - Vendor Account Clearing Assignment - Vendor Account Credit Item - Vendor Account Credit Item Blocks - Vendor Account Debit Item - Vendor Invoice - Vendor Invoice Item 	<ul style="list-style-type: none"> - Change Vendor Account Credit Item - Change Vendor Invoice - Clear Vendor Invoice - Create Vendor Invoice - Post Vendor Account Credit Item - Post Vendor Account Debit Item - Remove Payment Block - Set Payment Block 	<ul style="list-style-type: none"> - Days Payables Outstanding (DPO), - On-Time Payment Rate (%) - Touchless Invoice Rate (%) - Invoice Accuracy Rate - Invoice Approval Cycle Time 	<ul style="list-style-type: none"> - Duplicate Invoices, - Lost Cash Discounts, - Payment Blocks, - Aging Credit Memos, - Payment Term Mismatches

Process Module: Accounts Receivables

- **Tier:** Tier 2
- **Business Scope:** The Accounts Receivables process covers sending an invoice to Customers to the receipt of cash in Your accounts.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Customer Account Debit Item Blocks - Customer Account Clearing Assignment - Customer Account Credit Item - Customer Account Debit Item - Customer Invoice - Customer Master Credit Management - Credit Memo - Credit Memo Cancellation - Credit Memo Cancellation Item - Credit Memo Item - Customer Invoice Cancellation - Customer Invoice Cancellation Item - Customer Invoice Item - Customer Invoice 	<ul style="list-style-type: none"> - Cancel Credit Memo - Change Customer Account Debit Item - Change Customer Account Debit Item Block - Clear Customer Credit Memo - Clear Customer Invoice - Create Credit Memo Item - Create Customer Invoice - Remove Dunning Block - Remove Dunning Notices 	<ul style="list-style-type: none"> - Days Sales Outstanding (DSO) - Late Payment Rate (%) - Overdue Receivables (%) - Bad Debt Ratio - Collection Effectiveness Index 	<ul style="list-style-type: none"> - Disputes - Underpayments - Later Payments - Manual Credit Reviews - Payment Term Mismatches

Process Module: Record to Report

- **Tier:** Tier 3
- **Business Scope:** The Record to Report process starts with the collection of financial data to be include in the financial accounts and ends with the reporting of this information.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Chart of Accounts - General Ledger - Sub-Ledger - Journal Entries - Trial Balance - Reconciliation Templates 	<ul style="list-style-type: none"> - Capture Data on Business Events - Closing of sub-ledgers - Closing of general ledger - Creation of Financial Statements - Communication to Stakeholders 	<ul style="list-style-type: none"> - Manual posting rate - Automation Rate - Time to Close - Journal Automation potential & efficiency feasibility - Doc Type Automation % 	<ul style="list-style-type: none"> - Progressive Materiality Thresholds - Peak Load Rationalization - Estimate/trend-based accrual - Close optimization

Process Module: Procurement (Indirect)

- **Tier:** Tier 2
- **Business Scope:** The indirect procurement process commences when the Customer seeks to source an item and concludes upon the Customer's receipt of the sourced item. The scope of Indirect Procurement refers to acquisition of items which are not part of the finished goods sold to the end customers.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Contract - Contract Item - Incoming Material Document Item - Outgoing Material Document Item - Purchase Order - Purchase Order Item - Purchase Order Message - Purchase Requisition Item - Purchase Order Schedule Line - Vendor - Vendor Confirmation - Vendor Invoice - Vendor Invoice Item 	<ul style="list-style-type: none"> - Change Purchase Order - Change Purchase Order Item - Create Purchase Order Item - Create Purchase Requisition Item - Post Good Receipt 	<ul style="list-style-type: none"> - Contract Usage, - Supplier OTD (%), - Three-Match-Rate (%) - Purchase Order Accuracy - Contract Compliance - Savings Percentage 	<ul style="list-style-type: none"> - Contract Leakage, - Price Increases, - Free-Text Requisitions, - Manual Rework, - Late Deliveries

Process Module: Cash & Treasury Management

- **Tier:** Tier 2
- **Business Scope:** The Cash & Treasury Management process covers the efficient management of cash, investments, and liquidity, the optimization of cash flow, and ensuring financial stability while adhering to regulatory requirements and industry best practices.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Cash Flow Forecasts - Bank Accounts - Cash Position Reports - Treasury Workstations 	<ul style="list-style-type: none"> - Cash Disbursement - Cash Reception - Intra-company Cash Movements - Cash Outages - 	<ul style="list-style-type: none"> - Cost per Acquisition - Customer Lifetime Value - Win Rate - Working Capital Ratio - Cash-to-Cash Cycle Time 	<ul style="list-style-type: none"> - High Cash Balances - Frequent Cash Breakages - Currency Mismatches

Process Module: Expense Management

- **Tier:** Tier 3
- **Business Scope:** The Expense Management process includes approving employee/contractor expense reports, verifying proper allocation of expenses to relevant projects/tasks, and maintaining back-office applications associated with travel, expense, and purchasing card programs, ensuring efficient and accurate expense tracking and reimbursement processes.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Expense Reports - Approval Workflows - Expense Categories - Budgets - 	<ul style="list-style-type: none"> - Expense Submission - Expense Verification - Approval Routing - Manager Approval - Expense Reimbursement 	<ul style="list-style-type: none"> - Expense-to-Revenue Ratio - Budget Variance Analysis - Savings Achieved - Cost Containment Ratio - Overhead Costs (%) 	<ul style="list-style-type: none"> - High Manual Activities - High Rejection Rates - Duplicate Payments - Fraudulent Payments

Process Domain: INFORMATION TECHNOLOGY & SUPPORT

Process Module: System Transformation

- **Tier:** Tier 2
- **Business Scope:** The System Transformation process starts with the planning of new enterprise systems and ends when new systems are fully implemented and operationalized. This process doesn't include any operational use cases.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - The list of Objects includes any from Our Catalog regardless of the process, as long as the Objects are directly ingested from the system the Customer is migrating from (or to), both of which need to be specified in the Order Form. 	<ul style="list-style-type: none"> - The list of Events includes any from Our Catalog regardless of the process, as long as the Events are directly ingested from the system the Customer is migrating from (or to), both of which need to be specified in the Order Form. 	<ul style="list-style-type: none"> - Project Timeline Adherence - Budget Adherence - User Adoption Rate - System Uptime and Availability - Data Migration Accuracy 	<ul style="list-style-type: none"> - Automate Process Documentation - Understand level and value of customization - Standardize & harmonize processes - Optimize Test Management

Process Module: Information Technology Service Management (ITSM)

- **Tier:** Tier 2
- **Business Scope:** The IT Service Management process starts with the reception of an IT service request by a User, logging the ticket, assigning resources, providing a resolution, and ends with the closing of the ticket
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Incident Ticket - Service Request - Change Request - Configuration Item - Service Level Agreement 	<ul style="list-style-type: none"> - Incident Detection - Reporting - Change Implementation - Service Request Fulfillment - Problem Investigation and Resolution - Service Level Management Review 	<ul style="list-style-type: none"> - Mean Time to Resolve - First Contact Resolution Rate - Incident Response Time - Service Request Fulfillment Time - SLA Compliance 	<ul style="list-style-type: none"> - Multi-Hops - Approval Thresholds - Help Documentation - Duplicate & Redundant Tickets - SLA Breaches - Incorrect Routing Rules

Process Module: Master Data Management

- **Tier:** Tier 3
- **Business Scope:** The Master Data Management process includes the maintenance of data quality and accuracy in master records, definition and enforcement of data governance policies and rules and the enforcement of data integrity.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Customer Master Data - Product Master Data - Supplier/Vendor Master Data - Employee Master Data - Location Master Data 	<ul style="list-style-type: none"> - Data Creation or Entry - Data Update - Data Validation - Data Governance - Data Integration 	<ul style="list-style-type: none"> - Accuracy Rate - Completeness Rate - Consistency Index - Timeliness Rate - Governance Compliance Rate 	<ul style="list-style-type: none"> - Data Quality Assessment - Data Governance Framework Enhancement - Data Standardization - Automated Data Validation - Data Integration

Process Module: Hire to Retire

- **Tier:** Tier 3
- **Business Scope:** The Hire to Retire process starts with talent acquisition and ends with the employee offboarding.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Job Descriptions - Job Requisitions - Job Postings - Candidate Profiles - Interview Scheduling 	<ul style="list-style-type: none"> - Employee Onboarding - Development - Retain 	<ul style="list-style-type: none"> - Manual Rework - Conversion Rate - Application Completion Rate - GDPR Compliance 	<ul style="list-style-type: none"> - Automate Offer and Contract Creation - Optimize Sourcing Channels - Improve Application Steps with High Dropout Rate - Avoid Hires without Job Requisition / Approval

Process Module: Payroll Management

- **Tier:** Tier 3
- **Business Scope:** The Payroll Management process includes actively participating in preparing and maintaining records and reports related to payroll, employee information, benefits, salaries, and leave, reviewing and auditing payroll and health benefit changes with related financial and statistical data, and providing valuable insights into payroll trends for informed decision-making and process improvement.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Employee Records - Time and Attendance Data - Payroll Register - Deductions Records - Taxes Records - Payroll Reports 	<ul style="list-style-type: none"> - Time and Attendance Data Collection - Payroll Calculation - Deductions Calculation - Taxes Calculation - Payroll Reporting 	<ul style="list-style-type: none"> - Number of Accurate Paychecks - Number of On-Time Payroll Cycles - Number of Compliant Payroll Transactions - Total Payroll Costs 	<ul style="list-style-type: none"> - Standardized Processes - Data Inaccuracies - Lack of Compliance Adherence - Manual Data Entry Errors - Inadequate Data Security - Untimely Processing

Process Module: Internal Control & Auditing

- **Tier:** Tier 3
- **Business Scope:** The Internal Control & Auditing process includes overseeing efficient and compliant operations, ensuring reliable financial reporting, implementing robust internal controls and governance structures, and mitigating risks for the safe and sound functioning of the organization. This process does not include any operational use cases.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Frameworks - Control Documentation - Audit Programs - Risk Register - Audit Workpapers 	<ul style="list-style-type: none"> - Risk Assessment - Planning - Control Identification - Test - Evaluation - Data Collection 	<ul style="list-style-type: none"> - Control Effectiveness Rate - Audit Coverage Rate - Deficiency Remediation Time - Audit Issue Closure Rate - Control Testing Efficiency 	<ul style="list-style-type: none"> - End-to-end transparency - Design effectiveness - Segregation of Duties - Operating Effectiveness - Leverage automated errors

Process Domain: CORE OPERATIONS I: SUPPLY CHAIN & DISTRIBUTION

Process Module: Order Management

- **Tier:** Tier 1
- **Business Scope:** The OM process starts when the Customer places an order of products or services and ends when the Customer receives their orders and are invoiced.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Credit Memo - Credit Memo Cancellation - Credit Memo Cancellation Item - Credit Memo Item - Customer - Customer Blocks - Customer Invoice - Customer Invoice Cancellation - Customer Invoice Cancellation Item - Customer Invoice Item - Delivery - Delivery Item - Material - Material Master Plant - Outgoing Material Document Item - Purchase Order - Purchase Order Item - Returns Delivery Item - Sales Order - Sales Order Blocks - Sales Order Item - Sales Order Item Blocks - Sales Order Schedule Line - Shipment Item 	<ul style="list-style-type: none"> - Change Sales Order Item - Clear Customer Invoice - Create Credit Memo Header - Create Customer Invoice - Create Delivery Header - Create Purchase Order Header - Create Sales Order Header - Create Sales Order Item - Create Shipment Item - Post Goods Issue 	<ul style="list-style-type: none"> - On-Time Delivery (OTD) Rate (%) - Touchless Order Rate (%) - Rejection Rate (%) - Return Rate (%) - Unbilled Revenue - Days to Invoice (DTI) 	<ul style="list-style-type: none"> - Unbilled Orders - Order Blocks - Late Deliveries - Rejections

Process Module: Inventory Management

- **Tier:** Tier 1
- **Business Scope:** The Inventory Management process covers the management of inventory from raw materials to finished goods.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Delivery item - Incoming Material Document Item - Material - Material Master Plant - Outgoing Material Document Item - Plant - Production Order - Production Order Item - Purchase Order - Purchase Order Item - Purchase Requisition Item - Sales Order - Sales Order Item - Stock History - Sales Order Schedule Line 	<ul style="list-style-type: none"> - Actual Start Time of Production Order - Create Production Order Header - Create Purchase Order Item - Create Sales Order Item - Post Goods Issue - Post Goods Receipt 	<ul style="list-style-type: none"> - Days in Inventory - Excess Stock Rate - Turnover Rate 	<ul style="list-style-type: none"> - Excessive Safety Stocks - Obsolete Stock - Understock - Stockouts - Excess Stock

Process Module: Logistics & Transportation

- **Tier:** Tier 2
- **Business Scope:** The Logistics & Transportation process starts when the deliveries/shipments are created by the issuing party and ends when the receiving party receives the goods. It can cover inbound logistics into the customer's warehouses, inter warehouse movements or outbound from the customer warehouse to the delivery point
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Shipment - Shipment Item - Carrier - Tender - Tender Item - Route - Route Leg - Handling Unit 	<ul style="list-style-type: none"> - Create Order - Select Carrier - Select Route - Create Shipment 	<ul style="list-style-type: none"> - Number of Shipments - Lead Time - Contract Usage 	<ul style="list-style-type: none"> - Expedites - Unnecessary Transports - Late Picking - Waiting Times - Air Freight

Process Module: Warehouse Management

- **Tier:** Tier 3
- **Business Scope:** The Warehouse Management process covers the management of day-to-day operations of a warehouse.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Delivery Item - Incoming Material Document Item - Material - Material Master Plant - Outgoing Material Document Item - Plant - Transfer Order - Transfer Order Item - Handling Unit - Delivery - Storage Bin/Storage Type 	<ul style="list-style-type: none"> - Create Delivery - Release Wave - Execute Picking - Complete Loading - Post Goods Issue - Pick Consolidation - Ship-staging locations - Replenishment waves - Putaway/Storage - Reversal/Inventory Adjustments 	<ul style="list-style-type: none"> - Dock to Stock, Stock to Dock Time - Replenishment Frequency - Short Picks - Picks per hour - On time in full 	<ul style="list-style-type: none"> - Failed Quality Checks - Unnecessary Quality Checks - Obsolescence - Late Shipments - Lost Goods - Replenishment/Pick Optimization - Unavailable on-hand inventory

Process Module: Procurement (Direct)

- **Tier:** Tier 2
- **Business Scope:** The Direct Procurement process starts with the identification of necessary goods or services required for production or operations, and ends once the organization receives the procured items from suppliers and completes the procurement transaction, encompassing sourcing, purchasing, and receipt of the materials or services.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Contract - Contract Item - Incoming Material Document Item - Outgoing Material Document Item - Purchase Order - Purchase Order Item - Purchase Order Message - Purchase Requisition Item - Purchase Order Schedule Line - Vendor - Vendor Confirmation - Vendor Invoice - Vendor Invoice Item 	<ul style="list-style-type: none"> - Change Purchase Order - Change Purchase Order Item - Create Purchase Order Item - Create Purchase Requisition Item - Post Good Receipt 	<ul style="list-style-type: none"> - Contract Usage, - Supplier OTD (%), - Three-Match-Rate (%) - Purchase Order Accuracy - Contract Compliance - Savings Percentage 	<ul style="list-style-type: none"> - Contract Leakage, - Price Increases, - Free-Text Requisitions, - Manual Rework, - Late Deliveries

Process Domain: CORE OPERATIONS II: PRODUCTS & SERVICES

Process Module: Production Planning

- **Tier:** Tier 2
- **Business Scope:** The Production Planning process involves the definition of production volumes and ensuring that all required resources and raw materials will be available before the production cycles begin. The outcome of this process are firm planned orders.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Production Order - Production Order Item - Purchase Order - Purchase Order Item - Plant - Incoming Material Document Item - Delivery Item - Bill of Material Master - Planned Production Order - Planned Production Order Item - Lot Genealogy - Work Center 	<ul style="list-style-type: none"> - Create Production Order - Release Production Order - Actual Start Time of Production Order - Scheduled Start Time of Production Order - Work Center Start - Work Center End - Actual Finish Time of Production Order - Complete Production Order 	<ul style="list-style-type: none"> - Rework Rates (%) - Yield (%) - Throughput Times 	<ul style="list-style-type: none"> - Scrap - Rework & Loops - Delays in Material Availability - Equipment Downtimes - Predictive Quality

Process Module: Production Scheduling

- **Tier:** Tier 3
- **Business Scope:** The Production Scheduling process includes providing solutions and services that focus on the efficient, coordination, and optimization of tasks, activities (and their dependencies), and production resources within an organization. There is a deeper granularity in this process than in production planning. Master schedulers within the production scheduling process are converting firm planned orders into work orders.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Planned Production Order - Production Calendar - Resources - Priority List - Production Reports 	<ul style="list-style-type: none"> - Order Entry - Order Receipt - Resource Allocation - Scheduling - Production Execution - Progress Monitoring 	<ul style="list-style-type: none"> - On-Time Delivery (OTD) Rate (%) - Production Schedule Adherence - Production Efficiency - Lead Time - Resource Utilization 	<ul style="list-style-type: none"> - Machine Downtime - Maintenance Delays - Labor Availability - Quality Control & Rework - Material Shortages

Process Module: Shopfloor Management (MES)

- **Tier:** Tier 2
- **Business Scope:** The Shopfloor Management (MES) process ensures the most efficient production of the planned production volumes and starts when a production order is created and ends with the unit being completed and moved to storage or shipped.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Production Order - Workstations - Operators - Quality Data - Inspection Data - Bill of Materials 	<ul style="list-style-type: none"> - Production Start and End - Machine Status Changes - Quality Checks - Material Movement - Workforce Activities - Storage - Shipment 	<ul style="list-style-type: none"> - Cycle Time - Production Time per unit - Units/shift - Shift attainment % - Takt Time 	<ul style="list-style-type: none"> - Line Stops - Quality Management - Workforce Productivity

Process Module: Quality Management

- **Tier:** Tier 3
- **Business Scope:** The Quality Management process covers from the identification of ways to improve product quality to guaranteeing products and services meet the established quality standards.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Quality Standards - Inspection Reports - Non-Conformance Records - Corrective Actions - Quality Metrics - Quality Inspection Lot - Quality Sample 	<ul style="list-style-type: none"> - Inspection - Testing - Corrective and Preventive Actions - Quality Audits - Quality Documentation - Quality Results 	<ul style="list-style-type: none"> - Cycle Time For Inspected Items that need repair - Cycle Time For Inspected Items that do not need repair - Scrap Rate 	<ul style="list-style-type: none"> - Inefficient Scrap Identification and Processing - Not Smart Quality Inspection Criteria

Process Module: Product Lifecycle Management

- **Tier:** Tier 3
- **Business Scope:** The Product Lifecycle Management process includes the cycle from introduction into the company's catalog, revision and update of specifications, to depreciation/de-cataloguing.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Product Design - Bill of Materials - Prototypes - Documentation - Version Control - Change Request (ECM) - Change Notice (ECM) 	<ul style="list-style-type: none"> - Conceptualization - Design - Design Review - Testing - Product Launch - Change Tasks (ECM) 	<ul style="list-style-type: none"> - Time-to-Market - Product Development Cost - Product Return Rate - Product Iterations - Cost of Goods Sold - 	<ul style="list-style-type: none"> - Poor Cross-Functional Collaboration - Inadequate Change Management - Insufficient Data Management - Misalignment with Customer Needs

Process Module: Asset Management

- **Tier:** Tier 2
- **Business Scope:** The Asset Management process starts with the identification of maintenance or operations needs and ends when the maintenance or operations needs are met.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Plant - Work Order - Work Order Item - Quality Notification - Purchase Order - Purchase Order Item 	<ul style="list-style-type: none"> - Create Maintenance Request - Create Work Order - Plan Work Order - Schedule Work Order - Execute Work Order - Complete Work Order 	<ul style="list-style-type: none"> - Throughput Time / Cycle Time (Days) - Work Order SLA - Asset Utilization - Return on Assets (ROA) - Asset Depreciation 	<ul style="list-style-type: none"> - Spare Part Availability - Order Prioritization - Predictive Maintenance - Order Staffing - Order Changes

Process Module: Material Management

- **Tier:** Tier 2
- **Business Scope:** The Material Management process covers from the materials requirements planning to the reception of materials, including maintenance & repairs.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Work Order - Work Order Item - Work Order Schedule - Permits - Resources 	<ul style="list-style-type: none"> - Create Delivery - Release Wave - Execute Picking - Complete Loading - Post Goods Issue - Receiving Goods 	<ul style="list-style-type: none"> - Material Req Backlog - Overdue Reqs - Lead Time 	<ul style="list-style-type: none"> - Material Returns - Material Rejections/Cancellations - Material Allocated to Closed WO - Open Picks Allocated to Closed WO - Rework

Process Domain: CORE OPERATIONS II: LIFE SCIENCES & PHARMA

Process Module: Clinical Trials and Quality

- **Tier:** Tier 3
- **Business Scope:** The Clinical Trials and Quality process covers the activities and operations that focus on conducting rigorous clinical trials to evaluate the safety and efficacy of medical treatments, interventions, and devices in humans. Additionally, these processes encompass establishing and implementing robust quality control and assurance measures to ensure that products are manufactured, tested, and distributed in compliance with stringent regulatory standards and internal quality guidelines.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Protocol Document - Patient - Audit - Quality Standards - Selection Criteria - CDA Sign-Off - Site - CTA Sign-Off - Regulatory Documentation 	<ul style="list-style-type: none"> - Protocol Development - Patient Recruitment - Data Collection - Regulatory Submission - Quality Audits 	<ul style="list-style-type: none"> - Patient Recruitment Rate - Adverse Event Rate - Data Accuracy and Completeness - Regulatory Compliance Rate - Quality Control Deviation Rate - Automation Rate - On-Time Completion Rate 	<ul style="list-style-type: none"> - Slow Patient Recruitment - Inadequate Regulatory Compliance - Quality Control Deficiencies

Process Module: Study Startup

- **Tier:** Tier 3
- **Business Scope:** The Study Startup process covers the activities and operations taken to initiate and prepare for the execution of clinical trials or research studies.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Patient - Site - Site Contract - Protocol Document - Regulatory Submission Form 	<ul style="list-style-type: none"> - Protocol Development - Regulatory Submission - Site Selection and Initiation - Ethics Committee Review - Patient Recruitment Planning 	<ul style="list-style-type: none"> - Time to Regulatory Approval - Site Activation Time - Ethics Committee Approval Time - Patient Recruitment Rate - Protocol Deviations During Startup 	<ul style="list-style-type: none"> - Delayed Regulatory Approvals - Inefficient Site Activation - Ethics Committee Delays - Poor Patient Recruitment Planning - Protocol Deviations

Process Module: Site Execution

- **Tier:** Tier 3
- **Business Scope:** The Site Execution process covers all the steps necessary to effectively implement and monitor the trial protocol, ensure participant safety and data integrity, and maintain regulatory compliance at each participating site.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Patient - Informed Consent Forms - Case Report Forms (CRFs) - Study Protocol - Site Personnel Training Materials - Study Monitoring Tools 	<ul style="list-style-type: none"> - Site Initiation Visit - Patient Screening - Patient Enrollment - Data Collection - Adverse Event Reporting 	<ul style="list-style-type: none"> - Patient Enrollment Rate - Data Collection Compliance - Adverse Event Reporting Timeliness - Site Monitoring Visit Findings - Protocol Deviation Rate 	<ul style="list-style-type: none"> - Delayed Site Activation - Poor Patient Recruitment - Inaccurate Data Collection - Incomplete Documentation - Lack of Regulatory Compliance

Process Module: Change/Deviation Management

- **Tier:** Tier 3
- **Business Scope:** The Change/Deviation Management process covers the management and control of any changes or deviations from established procedures, protocols, or quality standards throughout the product development, manufacturing, and clinical trial phases.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Change Request Form - Impact Assessment Report - Deviation Report - Change Control Board Documentation 	<ul style="list-style-type: none"> - Submission - QA Decision - Compliance Review - Regulatory Review - Implementation - Cancellation 	<ul style="list-style-type: none"> - Waiting Times for Approval - Segregation of Duties - Compliance Check - First-Time-Right - Cancellation Rate - Change Split Rate 	<ul style="list-style-type: none"> - Change Control Cycle Time - Change/Deviation Resolution Rate - Quality Impact Assessment - Compliance Rate - Trend Analysis

Process Domain: CORE OPERATIONS II: OIL & GAS

Process Module: Work Order Management

- **Tier:** Tier 1
- **Business Scope:** The Work Order Management process starts with planning the demand and ends with closing the work orders.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Work Order - Work Order Item - Work Order Schedule - Permits - Resources - 	<ul style="list-style-type: none"> - Create Work Order - Schedule Work Order - Obtain Permits - Perform Work Order - Assign Resources 	<ul style="list-style-type: none"> - Asset Uptime and Mean Time Between Failure - Time to Completion - Preventative Percentage - Actual vs planned vs scheduled hours 	<ul style="list-style-type: none"> - Material Availability - Labor Availability - Cancelled Work Orders - Aged Work Orders - Reactive Work Orders - Rework

Process Module: Material Management

- **Tier:** Tier 2
- **Business Scope:** The Material Management process covers from the materials requirements planning to the reception of materials, including maintenance & repairs.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Work Order - Work Order Item - Work Order Schedule - Permits - Resources 	<ul style="list-style-type: none"> - Create Delivery - Release Wave - Execute Picking - Complete Loading - Post Goods Issue - Receiving Goods 	<ul style="list-style-type: none"> - - Material Req Backlog - Overdue Reqs - Lead Time 	<ul style="list-style-type: none"> - Material Returns - Material Rejections/Cancellations - Material Allocated to Closed WO - Open Picks Allocated to Closed WO - Rework

Process Module: Project Accounting

- **Tier:** Tier 3
- **Business Scope:** The Project Accounting process includes production revenue accounting and authorization for expenditure.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Quality Standards - Inspection Reports - Non-Conformance Records - Corrective Actions - Quality Metrics 	<ul style="list-style-type: none"> - Production Management - Royalties Payments - Capital Expenditure Management - Operational Expenses Management - Asset Decommissioning 	<ul style="list-style-type: none"> - Return on Investment - Operating Cost per Barrel - Production Efficiency - Return on Capital Employed - Net Present Value 	<ul style="list-style-type: none"> - Inadequate Cost Allocation - Incomplete Data Collection - Inadequate Compliance and Reporting - Inefficient Project Forecasting

Process Module: Contract Management

- **Tier:** Tier 3
- **Business Scope:** The Contract Management process includes all the activities related to creating, negotiating, monitoring, sourcing and administering contracts within the oil and gas industry.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Contract - Agreement - Suppliers - Contractors - Rights - Obligations 	<ul style="list-style-type: none"> - Contract Creation - Contract Initiation - Contract Negotiation - Contract Execution - Contract Monitoring 	<ul style="list-style-type: none"> - Contract Compliance Rate - Contract Cycle Time - Supplier Performance - Contract Value Realization - Contract Cost Variance 	<ul style="list-style-type: none"> - Inadequate Risk Assessment - Inefficient Contract Monitoring - Lack of Automation - Inconsistent Data Management - Lack of Standardization

Process Module: Trading Operations (Pre-Transfer)

- **Tier:** Tier 3
- **Business Scope:** The Trading Operations (Pre-Transfer) process includes executing trades, managing financial instruments, and optimizing trading strategies in various financial markets.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Contract - Market Data - Shipping Documents - Risk Management Tools - Trade Confirmation 	<ul style="list-style-type: none"> - Contract Sign - Submit Sale Order - Submit Buy Order - March Sales Order - Clear Matched Order 	<ul style="list-style-type: none"> - Gross Margin - Trade Volume - Contract Success Rate - Market Price Accuracy - Negotiation Cycle Time 	<ul style="list-style-type: none"> - Inaccurate Market Analysis - Delayed Trade Execution - Incomplete Documentation - Inadequate Risk Management - Misalignment with Trading Strategy

Process Domain: CORE OPERATIONS II: PRODUCTS & SERVICES – RETAIL

Process Module: Merchandising

- **Tier:** Tier 2
- **Business Scope:** The Merchandising process includes understanding customer needs, identifying and sourcing merchandise, deciding the assortment, planning distribution quantities, setting pricing, and creating attractive store displays, arranging product layouts, executing seasonal promotions and monitoring visual merchandising trends to help enhance the shopping experience and drive incremental sales.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Products - Inventory - Promotions - Pricing - Rebate - Claim 	<ul style="list-style-type: none"> - Assortment Planning - Product Ordering - Inventory Replenishment - Seasonal Promotions - Visual Merchandising - Trade Promotions 	<ul style="list-style-type: none"> - Sales Revenues - Gross Margin - Inventory Turnover - Sell-Through Rate - Average Transaction Value - Trade Spend 	<ul style="list-style-type: none"> - Inventory Imbalance - Poor Assessment Planning - Inadequate Supplier Collaboration - Slow Reaction to Trends - Inefficient Promotion Execution

Process Module: Store Operations

- **Tier:** Tier 2
- **Business Scope:** The Store Operations process includes efficiently managing day-to-day activities, ensuring store cleanliness and visual merchandising, overseeing staff management and scheduling, handling inventory and stock replenishment, addressing customer complaints and inquiries, and monitoring sales performance and targets to deliver a seamless shopping experience and drive business success.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Products - Packaging - Inventory - Point of Sale - Employee 	<ul style="list-style-type: none"> - Item Sold - Item Returns - Inventory Received 	<ul style="list-style-type: none"> - Sales per Square Foot - Conversion Rate - Average Transaction Value - Employee Productivity - Shrinkage Rate 	<ul style="list-style-type: none"> - Store Inventory - Stock Replenishment Delays - Stock Outs - Omnichannel Optimization - Inefficient Staff Scheduling - Inconsistent Customer Service

Process Domain: CORE OPERATIONS II: TRAVEL & TRANSPORTATION

Process Module: Ground Operations

- **Tier:** Tier 2
- **Business Scope:** The Ground Operations process starts with the rotation/first-flight and ends with the take-off.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Aircraft - Baggage - Cargo - Passengers - Crew Members - Ramp Equipment 	<ul style="list-style-type: none"> - A/C "on block" - Start Turnaround - Finish Turnaround - A/C "off block" 	<ul style="list-style-type: none"> - On-time Departure - On-time Arrival - Flight Cancellation - Total Provider Cost/Flight - Turnaround-Times 	<ul style="list-style-type: none"> - Flight Punctuality - Flight Cancellations - Ground Handler Steering - Delay Prediction - Delay-Code clearing

Process Module: Fleet Management

- **Tier:** Tier 1
- **Business Scope:** The Fleet Management process includes efficiently overseeing and coordinating a fleet of aircraft, including maintenance scheduling, tracking aircraft location and performance, optimizing fuel consumption, managing pilot assignments, and ensuring regulatory compliance to enhance operational efficiency and safety standards in aviation operations.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Vehicles - Telematics Devices - Maintenance Records - Fuel Management - Driver Information 	<ul style="list-style-type: none"> - Issue Vehicle - Purchase Request - Refueling need detected - Refueling completed - Refueling amount recorded 	<ul style="list-style-type: none"> - Fuel Efficiency - Vehicle Utilization Rate - Maintenance Costs - Driver Safety and Compliance - Total Cost of Ownership 	<ul style="list-style-type: none"> - Suboptimal Route Planning - Vehicle Maintenance Neglect - Driver Compliance Issues - Inaccurate Tracking and Monitoring - Ineffective Fuel Management

Process Module: Container Booking

- **Tier:** Tier 3
- **Business Scope:** The Container Booking process includes facilitating the reservation and allocation of shipping containers for cargo transportation, coordinating container availability and logistics, managing booking schedules and documentation, and ensuring efficient container utilization to meet shipping demands and optimize supply chain operations.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Shipping Information - Routes - Bookings - Freight Payment - Cargo Documentation 	<ul style="list-style-type: none"> - Booking Request - Booking Confirmation - Container Allocation - Cargo Loading - Container Dispatch 	<ul style="list-style-type: none"> - Booking Accuracy - Booking Lead Time - Booking Turnaround Time - Container Utilization - Booking Cancellation Rate 	<ul style="list-style-type: none"> - Booking Inaccuracies - Lack of Visibility - Communication Breakdown - Booking Duplication - Inefficient Booking Process

Process Module: Baggage Management

- **Tier:** Tier 3
- **Business Scope:** The Baggage Management process includes overseeing the handling and tracking of passenger baggage, ensuring efficient baggage check-in and retrieval processes, managing baggage transfers during connecting flights, and implementing measures to minimize lost or mishandled baggage, thus enhancing passenger experience and satisfaction.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Baggage Tags - Baggage Handling System - Check-in System - Baggage Tracking Software - Security Scanners 	<ul style="list-style-type: none"> - Check-in baggage - screening of baggies - sort baggage - track baggage - create baggage claim - solve baggage claim 	<ul style="list-style-type: none"> - Baggage Mishandling Rate - Baggage Delivery Time - Baggage Processing Time - Baggage Reconciliation Accuracy - Lost Baggage Recovery Rate 	<ul style="list-style-type: none"> - Misrouted Baggage - Baggage Loss - Inadequate Tracking - Slow Baggage Delivery - Demand Baggage

Process Module: Crew Management

- **Tier:** Tier 2
- **Business Scope:** The Crew Management process includes the efficient scheduling and rostering of crew members, ensuring compliance with regulations and qualifications, managing crew training and certifications, tracking crew assignments, and optimizing crew resources to support safe and effective operations across various industries and sectors.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Flight Crew Members - Cabin Crew Members - Flight Routes - Duty Roster 	<ul style="list-style-type: none"> - Crew Assignment - Create a Relief Crew List - Create Crew Training - Create a Crew Rotation schedule 	<ul style="list-style-type: none"> - Crew Factor - Additional flight duty hours - Cancellations - Cost per flights - Duty Changes 	<ul style="list-style-type: none"> - Duty Request Mechanism - Local optimum not equal to overall optimum - Reaction & Waiting Time - Automation

Process Domain: CORE OPERATIONS II: PRODUCTS & SERVICES – UTILITIES

Process Module: Meter to Cash

- **Tier:** Tier 1
- **Business Scope:** The Meter to Cash process covers the Utilities revenues cycle. It starts with the meter reading and ends with the billing and receivables management.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Meter Reading Document - Meter Reading Reason - Installation - Customer - Billing Document - Billing Document Item - Payment 	<ul style="list-style-type: none"> - Request Meter Read - Schedule Meter Read - Create Work Order - Collect Master Data - Validate Master Data - Send Invoice - Receive Payment 	<ul style="list-style-type: none"> - Billing Accuracy Rate (%) - Days Sales Outstanding (DSO) 	<ul style="list-style-type: none"> - Disputes - Late Reads - Late Billing - Late Payments - Equipment Failure

Process Module: Field Service (Internal)

- **Tier:** Tier 2
- **Business Scope:** The Field Service Management (Internal) process includes delivering services, repairs, and support to customers at their locations.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Work Order - Technician Assignments - Service Equipment - Field Service Apps - Communication Channels 	<ul style="list-style-type: none"> - Create Service Request - Fill Customer Information - Create service appointments - Create Work Orders - Create Inventory Database 	<ul style="list-style-type: none"> - First-Time Fix Rate - Response Time - Service SLA Compliance - Technician Utilization - Customer Satisfaction Score 	<ul style="list-style-type: none"> - Scheduling Inefficiencies - Resource Allocation Issues - Lack of Real-Time Updates - Inadequate Training - Unresolved Customer Issues

Process Module: Energy Trading

- **Tier:** Tier 2
- **Business Scope:** The Energy Trading process includes monitoring energy markets, negotiating supply contracts, managing trading activities, and mitigating market risks to optimize energy transactions and ensure profitability.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Energy Contracts - Market Data 	<ul style="list-style-type: none"> - Trade Execution 	<ul style="list-style-type: none"> - Automation Rate 	<ul style="list-style-type: none"> - Manual Activities

<ul style="list-style-type: none"> - Trading Platforms - Risk Management Tools - Settlement 	<ul style="list-style-type: none"> - Trade Validation - Regulatory Reporting - Trade Confirmation - Deal Logistics Management 	<ul style="list-style-type: none"> - Rework Rate - Stuck Deals - Time-to-Confirmation - Process Conformance - Deal Compliance 	<ul style="list-style-type: none"> - Rework - Cancellations - Cycle Times - Missing/Late Confirmations
--	---	--	--

Process Module: Work Order Management

- **Tier:** Tier 1
- **Business Scope:** The Work Order Management process starts with planning the demand and ends with closing the work orders.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Work Order - Work Order Item - Work Order Schedule - Permits - Resources 	<ul style="list-style-type: none"> - Create Work Order - Schedule Work Order - Obtain Permits - Perform Work Order - Assign Resources 	<ul style="list-style-type: none"> - Cost per Work Order - Work Orders per Employee - Expedite Work Orders - First-Time Right 	<ul style="list-style-type: none"> - Emergency Work Orders - Work Order Types - Workload/Capacity - Work Order Changes - Service Entry Sheet - Mandated Work Orders

Process Module: Customer Activation/Deactivation

- **Tier:** Tier 2
- **Business Scope:** The Customer Activation/Deactivation process includes the enabling or disabling customer accounts and services, ensuring smooth onboarding and offboarding experiences while adhering to company policies and regulatory requirements.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Customer Information - Product or Service Configuration - Authentication - Authorization - Activation/Deactivation Request - Account Status 	<ul style="list-style-type: none"> - Create Service Request Forms - Create Customer Application - Create Activation order - Create a service disconnection order - Create account closure records 	<ul style="list-style-type: none"> - Activation Time - De-activation Time - Activation Success Rate - Completion Rate - Churn Rate - Cancellation Cost 	<ul style="list-style-type: none"> - Incomplete Documentation - Manual Errors - Lack of Integration - Delayed Deactivation - Communication Gaps

Process Domain: CORE OPERATIONS II: PRODUCTS & SERVICES – CSP

Process Module: *Network Operations*

- **Tier:** Tier 2
- **Business Scope:** The Network Management process encompasses whereby network maintenance, operations and core network repairs are completed on a CSP's infrastructure.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Network Elements - Network Monitoring Tools - Incident Ticket - Configuration Management - Performance Data 	<ul style="list-style-type: none"> - Create incident ticket - Solve Incident ticket - Change Requests - Create upgrade plans - create network capacity reports 	<ul style="list-style-type: none"> - Network Uptime - Mean Time To Repair - Incident Response Time - Bandwidth Utilization - Network Performance Metrics 	<ul style="list-style-type: none"> - Poor Monitoring - Inefficient Incident Management - Lack of Automation - Insufficient Documentation - Limited Scalability

Process Module: *Field Service*

- **Tier:** Tier 2
- **Business Scope:** The Field Service Management (Internal) process includes delivering services, repairs, and support to customers at their locations.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Work Order - Technician Assignments - Service Equipment - Field Service Apps - Communication Channels 	<ul style="list-style-type: none"> - Create Service Request - Fill Customer Information - Create service appointments - Create Work Orders - Create Inventory Database 	<ul style="list-style-type: none"> - First-Time Fix Rate - Response Time - Service SLA Compliance - Technician Utilization - Customer Satisfaction Score 	<ul style="list-style-type: none"> - Scheduling Inefficiencies - Resource Allocation Issues - Lack of Real-Time Updates - Inadequate Training - Unresolved Customer Issues

Process Module: *Construction & Engineering*

- **Tier:** Tier 3
- **Business Scope:** The Construction & Engineering process includes all the construction related requirements, including project management, turn-up and testing of new builds.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Site Plans - Site Design - Permits - Approvals - Materials - Equipment 	<ul style="list-style-type: none"> - Create project proposals - create project charters - Create labor schedules - Create site surveys - Complete inspection checklists 	<ul style="list-style-type: none"> - Project Schedule Adherence - Cost Performance - Quality Assurance Compliance - Site Acceptance Rate - Health and Safety Performance 	<ul style="list-style-type: none"> - Scope Creep - Inadequate Planning - Poor Resource Management - Communication Gap - Regulatory Compliance

Process Module: Asset Management

- **Tier:** Tier 2
- **Business Scope:** The Asset Management process starts with the identification of maintenance or operations needs and ends when the maintenance or operations needs are met.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Plant - Work Order - Work Order Item - Quality Notification - Purchase Order - Purchase Order Item 	<ul style="list-style-type: none"> - Create Maintenance Request - Create Work Order - Plan Work Order - Schedule Work Order - Execute Work Order - Complete Work Order 	<ul style="list-style-type: none"> - Throughput Time / Cycle Time (Days) - Work Order SLA 	<ul style="list-style-type: none"> - Spare Part Availability - Order Prioritization - Predictive Maintenance - Order Staffing - Order Changes

Process Module: Quality Management

- **Tier:** Tier 3
- **Business Scope:** The Quality Management process covers from the identification of ways to improve product quality to guaranteeing products and services meet the established quality standards.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Quality Standards - Inspection Reports - Non-Conformance Records - Corrective Actions - Quality Metrics 	<ul style="list-style-type: none"> - Create Quality Control Chart - Create Quality Improvement Plan - Conduct Quality Audit - Conduct Quality Inspection - 	<ul style="list-style-type: none"> - Defect Rate - First Pass Yield - Customer Complaint Rate - Supplier Quality Performance - On-time Delivery - 	<ul style="list-style-type: none"> - Lack of Standardization - Inadequate Training - Lack of Continuous Improvement - Failure to Implement Corrective Actions

Process Module: Network Planning

- **Tier:** Tier 2
- **Business Scope:** The Network Planning process includes collecting data from internal and external sources, analyzing trends and patterns, developing forecast models, communicating forecasts to stakeholders, and continuously monitoring and updating forecasts as required to meet customer demand effectively.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Coverage Maps - Geographical Data - Traffic Analysis - Network Architecture - Equipment Specifications 	<ul style="list-style-type: none"> - Coverage Analysis - Traffic Analysis - Network Design - Frequency Planning - Capacity Expansion 	<ul style="list-style-type: none"> - Coverage and Capacity - Cost per Bit - Network Performance - Subscriber Growth Rate - Network Utilization 	<ul style="list-style-type: none"> - Capacity Shortages - Ineffective Resource Allocation - Lack of Scalability - Slow Reaction to Demand - Inadequate Risk Management

Process Module: Service Delivery

- **Tier:** Tier 2
- **Business Scope:** The Service Delivery process includes all the necessary adds, modifies, or changes for any customer-related network infrastructure. This also includes any modification to the core or edge network to satisfy customer requirements both on-net and off-net.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Service Activation Request - Service Configuration - Customer Equipment - Billing Setup - Activation Timelines 	<ul style="list-style-type: none"> - Customer Order - Service Activation - Billing Setup - Service Installation - Service Activation Confirmation 	<ul style="list-style-type: none"> - Service Activation Time - Order Accuracy - First-Time Activation Rate - Service Availability - Customer Onboarding Experience 	<ul style="list-style-type: none"> - Resource Allocation Issues - Configuration Errors - Communication Breakdown - Quality Assurance Gaps - Delayed Handover

Process Domain: CORE OPERATIONS II: HEALTH SERVICES – HEALTHCARE SERVICES PROVIDER

Process Module: Patient Journey

- **Tier:** Tier 1
- **Business Scope:** The Patient Journey process includes the entire experience a patient goes through when interacting with a healthcare organization, from initial contact to post-treatment follow-up.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Patient - Medical Encounter - Clinical Staff - Room - Lab Order - Medication Order - Scheduling 	<ul style="list-style-type: none"> - Appointment Scheduling - Patient Check-in - Medical Examination - Treatment and Follow-up - Patient Discharge - Triage - Transfer - Lab Order - Medical Administration 	<ul style="list-style-type: none"> - Length of Stay - Bedturn overrate - Average ED Wait Time - Readmission Rate - Occupancy Rate 	<ul style="list-style-type: none"> - Communication Breakdown - Long Wait Times - Disjointed Information - Missed Follow-Ups - Limited Patient Education

Process Module: OR Scheduling

- **Tier:** Tier 2
- **Business Scope:** The OR Scheduling process includes the planning, coordination and optimization of surgical procedures within a healthcare facility's operating rooms.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Surgical Cases - OR Schedule - Patient Information - Operating Room Resources - Surgeon 	<ul style="list-style-type: none"> - Surgical Request - Scheduling Coordination - Preoperative Preparation - Surgical Procedure - Recovery and Post-Operative Care 	<ul style="list-style-type: none"> - On-Time Start Rate - Utilization Rate - Turnover Time - Case Cancellation Rate - Block Time Utilization 	<ul style="list-style-type: none"> - Scheduling Conflicts - Equipment Availability - Staffing Shortages - Last-Minute Changes - Insufficient Communication

Process Module: Home Health

- **Tier:** Tier 2
- **Business Scope:** The Home Health process includes all the activities, procedures, and protocols that a healthcare provider follows when delivering medical and supportive services to patients in their homes.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Care Plan - Medication - Treatment Administration - Health Data - Equipment 	<ul style="list-style-type: none"> - Patient Assessment - Care Plan Development - Care Implementation - Patient Monitoring - Family and Caregiver Education 	<ul style="list-style-type: none"> - Patient Satisfaction - Response Time - Visit Completion Rate - Adherence to Care Plans - Patient Outcomes 	<ul style="list-style-type: none"> - Lack of Care Coordination - Inadequate Training - Missed Visits - Communication Issues - Medication Errors

Process Module: EMR Documentation

- **Tier:** Tier 2
- **Business Scope:** The EMR Documentation process includes the systematic and structured approach used by emergency medical professionals to record critical information related to patient care, medical interventions, and emergency response activities.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Patient Records - Progress Notes - Medical Orders - Lab Results - Medication List 	<ul style="list-style-type: none"> - Patient Registration - Medical History Documentation - Visit Documentation - Order Entry - Progress Notes 	<ul style="list-style-type: none"> - Completion Rate - Timeliness of Documentation - Documentation Accuracy - Data Accessibility - Audit Trail Integrity 	<ul style="list-style-type: none"> - Incomplete Records - Data Entry Errors - Lack of Standardization - Data Duplication - Security and Privacy Concerns

Process Module: Revenue Cycle Management

- **Tier:** Tier 2
- **Business Scope:** The Revenue Cycle Management process includes all the end-to-end set of activities that healthcare organizations undertake to effectively manage the financial aspects of providing medical services.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Appointments - Patient Registrations - Claims - Bills - Denials 	<ul style="list-style-type: none"> - Verification - Submission - Posting - Denial Management - Collections 	<ul style="list-style-type: none"> - Streamlined Check-in & Check-out Process - % Rework Rate - Approval Times - Control Adherence - # Manual Actions 	<ul style="list-style-type: none"> - Multi-hops - Resolution Time Variation - Invoice Errors - Process Compliance - Disputes

Process Module: Pharmacy Management

- **Tier:** Tier 2
- **Business Scope:** The Pharmacy Management process includes all the comprehensive set of activities, procedures, and protocols implemented by a healthcare organization to effectively and efficiently handle various aspects of medication management, distribution, and patient care.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Medication Orders - Pharmacy Inventory - Patient Profile - Pharmacy Information System (PIS) 	<ul style="list-style-type: none"> - Medication Dispensing - Prescription Processing - Medication inventory Management - Patient Consultation - Medication Counseling 	<ul style="list-style-type: none"> - Dispensing Accuracy Rate - Medication Turnaround Time - Inventory Turnover - Patient Wait Time - Medication Adherence Rate 	<ul style="list-style-type: none"> - Medication Errors - Inventory Imbalances - Communication Gaps - Patient Education - Outdated Systems

Process Domain: CORE OPERATIONS II: HEALTH SERVICES – HEALTHCARE SERVICES PAYOR

Process Module: Claims Management

- **Tier:** Tier 1
- **Business Scope:** The Claims Management process starts with the claims being placed by end customers and ends with the claims resolution.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Claim - Policy - Payment - Investigation - Coverage - Prior-Authorization - Claim Adjudication - Claim Adjuster - Member 	<ul style="list-style-type: none"> - Receive Claim - Assign Claim - Claim Decision - Set Reserve - Send Payment - Close Claim 	<ul style="list-style-type: none"> - Manual Touches per Claim - Resolution Time - Late Payment Interest Rate - Reassignment Rate - Dispute Rate 	<ul style="list-style-type: none"> - Multi-Hops - Automated Responses - Manual Rework - Missing Customer Replies - SLA Breaches - Manual Exception Handling

Process Module: Provider Management

- **Tier:** Tier 2
- **Business Scope:** The Provider Management process involves recruiting, contracting, credentialing, and maintaining a strong network of qualified and reliable healthcare providers who deliver services to patients within the organization's scope of care.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Provider Contracts - Agreements - Provider Relations - Appeals - Payment Reconciliation 	<ul style="list-style-type: none"> - Provider Onboarding - Provider Credentialing - Provider Master Data Management 	<ul style="list-style-type: none"> - Provider Credentialing Time - % Rework with Provider Master Data - Provider-Patient Rate - Patient Satisfaction with Providers 	<ul style="list-style-type: none"> - Delayed Onboarding - Credential Verification Issues - Poor Communication - Inconsistent Master Data - Compliance Challenges

Process Module: Specialty Pharmacy

- **Tier:** Tier 2
- **Business Scope:** The Specialty Pharmacy process includes a specialized set of activities and workflows that are focused on the management, distribution, and coordination of specialty medications, defined as complex, high-cost drugs used to treat chronic, rare, or complex medical conditions.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Specialty Medication - Patient Benefit Verification - Prior Authorization - Prescription - Order Management - Delivery 	<ul style="list-style-type: none"> - Receive Order - Insurance Verification - Clinical Validation of Medication - Fulfillment (Picking & Packing) - Shipment - Delivery 	<ul style="list-style-type: none"> - On-time in full delivery - % Rework - Inventory Turnover - Stockout Rate 	<ul style="list-style-type: none"> - Communication Breakdown - Coordination Challenges - Adherence Issues - Inventory Imbalances - Delivery delays

Process Domain: CORE OPERATIONS I: SALES & MARKETING – SOFTWARE

Process Module: Lead to Order

- **Tier:** Tier 2
- **Business Scope:** The Lead to Order process includes the series of steps a business takes to convert a potential customer’s initial interest or inquiry (a lead) into a confirmed order for a product or service. This does not include CPQ/Deal Desk.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Leads - Opportunities - Quotations - Proposals - Contract 	<ul style="list-style-type: none"> - Lead Generation - Lead Qualification - Opportunity Creation - Deal Closing - Invoicing - Payment 	<ul style="list-style-type: none"> - Conversion Rate - Sales Cycle Length - Quote-to-Order Ratio - Upsell/Cross-sell Rate - Order Accuracy 	<ul style="list-style-type: none"> - Lack of Follow-up - Incomplete Information - Delayed Response - Misalignment with Customer Needs - Inefficient Lead Handoff

Process Module: Configure, Price, Quote (CPQ)/Deal Desk

- **Tier:** Tier 2
- **Business Scope:** The CPQ/Deal Desk process includes the systematic approach of configuring products, determining accurate pricing, and generating comprehensive quotes for potential customers.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Product Configuration - Pricing Rules - Pricing Guidelines - Approval Workflows - Deal Desk Case 	<ul style="list-style-type: none"> - Progress Opportunity - Engage Deal Desk - Create Quote - Create Contract 	<ul style="list-style-type: none"> - Quote Velocity - Approval Times - Quoting Errors - Deal Desk Conversion Rate 	<ul style="list-style-type: none"> - Deal Desk Pipeline Progression - Stalled Opportunities - Requoting - Rework - Bill of Material Structure

Process Module: Trade Promotion

- **Tier:** Tier 2
- **Business Scope:** The Trade Promotion process includes all the planned and executed actions designed to market and promote software products or services to the target audience.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Customer - Promotion - Material - Rebate - Claim - Claim Item 	<ul style="list-style-type: none"> - Create Promotion - Receive Claim - Approve Claim - Submit Rebate - Verify Eligibility 	<ul style="list-style-type: none"> - Estimated Trade Spend - Incremental Sales - Promotion Effectiveness Index - Promotion Duration 	<ul style="list-style-type: none"> - Dispute Lay Time - Multi-Hop Disputes - Underpayments - Approval Thresholds - SLA Breaches

Process Domain: CORE OPERATIONS II: SOFTWARE

Process Module: Partner Onboarding

- **Tier:** Tier 3
- **Business Scope:** The Partner Onboarding process includes the structured and systematic approach to integrating new external partners, such as vendors, suppliers, distributors, or resellers, into an organization's ecosystem.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Partner Agreements - Partner Contracts - Training - Certifications - Access - Permissions 	<ul style="list-style-type: none"> - Partner Application - Partner Screening - Onboarding Training - Access Provision - Support and Collaboration 	<ul style="list-style-type: none"> - Onboarding Time - Partner Satisfaction - Integration Success Rate - Partner Activation Rate - Revenue Contribution 	<ul style="list-style-type: none"> - Poor Documentation - Unclear Expectations - Incomplete Training - Integration Challenges - Lack of Support

Process Module: Software Customization & Integration

- **Tier:** Tier 2
- **Business Scope:** The Software Customization & Integration process involves tailoring and seamlessly integrating software applications to meet specific business requirements and to enable them to work harmoniously within an organization's technology landscape.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Customization Requirements - Integrations Points - Custom Code - Configurations - Tests 	<ul style="list-style-type: none"> - Requirements Gathering - Design and Development - Testing - Quality Assurance - User Acceptance Testing - Deployment - Training 	<ul style="list-style-type: none"> - Project Completion Time - Bug/Error Rate - Integration Complexity - Customer Feedback - User Adoption Rate 	<ul style="list-style-type: none"> - Scope Creep - Misalignment with Needs - Integration Complexity - Quality Assurance - Lack of Documentation

Process Module: Intellectual Property (IP) Management

- **Tier:** Tier 3
- **Business Scope:** The Intellectual Property (IP) Management process includes the strategic and systematic handling of intellectual property assets, including patents, trademarks, copyrights, and trade secrets, to maximize their value, protection, and commercialization.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Patents - Trademarks - Copyrights - Trade Secrets - IP Portfolio 	<ul style="list-style-type: none"> - IP identification - IP Documentation - IP Monitoring - IP Enforcement - IP Renewal and Maintenance 	<ul style="list-style-type: none"> - IP Portfolio Value - IP Infringement Cases - IP Renewal Rate - Licensing Revenue - IP Strategy Alignment 	<ul style="list-style-type: none"> - Inadequate IP Identification - Lack of Protection Strategy - Incomplete Documentation - IP Infringement - Ineffective IP Commercialization

Process Module: DevOps and Release Management

- **Tier:** Tier 3
- **Business Scope:** The DevOps and Release Management process includes bridging the gap between software development and IT operations to enable seamless and efficient software delivery, deployment, and management.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Version Control Repositories - Configurations - Deployment Pipelines - Release Plans - Release Schedules 	<ul style="list-style-type: none"> - Code Development - Continuous Integration - Automated Testing - Deployment - Release 	<ul style="list-style-type: none"> - Deployment Frequency - Lead Time To Deployment - Change Failure Rate - Mean Time to Recovery - Release Satisfaction 	<ul style="list-style-type: none"> - Lack of Automation - Poor Code Quality - Communication Breakdown - Inconsistent Environments - Change Management Challenges

Process Domain: CORE OPERATIONS I: PRE-PRODUCTION – MEDIA

Process Module: Content Acquisition & Sourcing

- **Tier:** Tier 3
- **Business Scope:** The Content Acquisition & Sourcing process includes the systematic and strategic approach to identifying, procuring, and obtaining various forms of content, such as text, images, videos, and other media, from internal or external sources to meet the needs of an organization’s content strategy.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Content Requirements - Briefs - Media Libraries - Databases - Content Agreements 	<ul style="list-style-type: none"> - Content Licensing - Contract Negotiation - Content Discovery - Content Auditions - Content Approval 	<ul style="list-style-type: none"> - Content Acquisition Cost - Content Variety - Content Quality - Vendor Performance - Rights Management Efficiency 	<ul style="list-style-type: none"> - Content Discovery Gaps - Contractual Delays - Inconsistent Quality - Legal and Copyright Issues - Unaligned Content

Process Module: Production Planning & Coordination

- **Tier:** Tier 3
- **Business Scope:** The Production Planning & Coordination process includes the organized management and execution of various tasks and resources required to create high-quality media content, such as videos, films, podcasts, or other multimedia assets.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Production Schedule - Script - Storyboard - Casting - Set Management - Location 	<ul style="list-style-type: none"> - Script Development - Casting - Location Scouting - Production Schedule - Storyboarding 	<ul style="list-style-type: none"> - Project Completion Time - Resource Allocation - Production Budget Adherence - Production Schedule Adherence - Quality Control 	<ul style="list-style-type: none"> - Inaccurate Timelines - Resources Constraints - Communication Gaps - Logistical Challenges - Inconsistent Vision

Process Module: Distribution & Delivery

- **Tier:** Tier 3
- **Business Scope:** The Distribution & Delivery process includes the selection of appropriate distribution channels, content formatting, and ensuring seamless delivery to reach audiences effectively and efficiently.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Content Files - Distribution Channels - Metadata - Licensing Information - Delivery Formats 	<ul style="list-style-type: none"> - Content Formatting - Content Encryption - Platform Upload - Geo-Restrictions - Content Release 	<ul style="list-style-type: none"> - Distribution Reach - Delivery Time - Content Format Compatibility - User Engagement - Distribution Performance 	<ul style="list-style-type: none"> - Technical Glitches - Quality Degradation - Content Piracy - Platform Compatibility - Lack of Tracking

Process Domain: CORE OPERATIONS II: POST-PRODUCTION – MEDIA

Process Module: Broadcast Operations

- **Tier:** Tier 3
- **Business Scope:** The Broadcast Operations process includes the comprehensive and systematic approach to managing all the technical, logistical, and creative aspects involved in producing, transmitting, and delivering audiovisual content for broadcasting.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Content Playout Servers - Broadcast Automation Systems - Transmission Equipment - Control Room - Ads 	<ul style="list-style-type: none"> - Live Broadcasting - Programming Scheduling - Ad Insertion - Monitoring and Control - Viewer Interaction 	<ul style="list-style-type: none"> - Broadcast Uptime - Transmitter Efficiency - Ad Insertion Accuracy - Content Monitoring - Viewer Ratings 	<ul style="list-style-type: none"> - Technical Glitches - Scheduling Errors - Content Compliance - Inadequate Monitoring - Emergency Preparedness

Process Module: Film Production & Development

- **Tier:** Tier 3
- **Business Scope:** The Film Production & Development process includes the systematic and creative approach to conceiving, planning, producing, and delivering audiovisual content in any format.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Scripts - Screenplay - Casting - Talent - Production Schedule 	<ul style="list-style-type: none"> - Screenwriting - Pre-Production - Principal Photography - Post-Production - Film Premiere 	<ul style="list-style-type: none"> - Project Budget Adherence - Script Development Time - Casting & Talent Management - Production Schedule Adherence - Film Festival Selection / Awards 	<ul style="list-style-type: none"> - Budget Overruns - Timeline Delays - Casting Issues - Creative Differences - Location Challenges

Process Module: Event Management

- **Tier:** Tier 3
- **Business Scope:** The Event Management process involves managing events, projects, or campaigns related to post-production activities in the media and entertainment industry.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Event Concept - Event Theme - Event Schedule - Event Agenda - Venue 	<ul style="list-style-type: none"> - Event Conceptualization and Planning - Venue Selection and Setup - Participant Coordination - Invitations - Event Execution 	<ul style="list-style-type: none"> - Event Attendance - Event Feedback - Media Coverage - Speaker Engagement - Event ROI 	<ul style="list-style-type: none"> - Logistical Issues - Underwhelming Engagement - Poor Communication - Content Relevance - Lack of Contingency Plans

Process Module: Intellectual Property (IP) Management

- **Tier:** Tier 3
- **Business Scope:** The Intellectual Property (IP) Management process includes the strategic and systematic handling of intellectual property assets, including patents, trademarks, copyrights, and trade secrets, to maximize their value, protection, and commercialization.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Patents - Trademarks - Copyrights - Trade Secrets - IP Portfolio 	<ul style="list-style-type: none"> - IP identification - IP Documentation - IP Monitoring - IP Enforcement - IP Renewal and Maintenance 	<ul style="list-style-type: none"> - IP Portfolio Value - IP Infringement Cases - IP Renewal Rate - Licensing Revenue - IP Strategy Alignment 	<ul style="list-style-type: none"> - Inadequate IP Identification - Lack of Protection Strategy - Incomplete Documentation - IP Infringement - Ineffective IP Commercialization

Process Module: Digital Rights Management

- **Tier:** Tier 3
- **Business Scope:** The Digital Rights Management process includes the design to safeguard intellectual property rights, prevent unauthorized copying or distribution, and enable authorized users to access and use digital content while adhering to defined rights and permissions.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Content - Rights - Licensing Information - Access Control - Authorization 	<ul style="list-style-type: none"> - Rights Acquisition - Content Protection - Access Control - Content Tracking - Royalty Distribution 	<ul style="list-style-type: none"> - Rights Enforcement Rate - Piracy Incidents - Content Compliance - Content Usage Analytics - Unauthorized Access Attempts 	<ul style="list-style-type: none"> - Copyrights Violation - Piracy and Leakage - Ineffective Licensing - Access Control Failures - Complex Compliance

Process Module: Post-Production & Editing

- **Tier:** Tier 3
- **Business Scope:** The Post-Production & Editing process involves creative and technical tasks that transform raw footage into a polished and coherent final product, ready for distribution to audiences across various platforms.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Raw Footage - Editing Softwares - Sequences - Visual Effects - Transitions - 	<ul style="list-style-type: none"> - Footage Ingestion - Assembly Editing - Sound Editing - Visual Effects - Color Correction 	<ul style="list-style-type: none"> - Editing Turnaround Time - Editing Accuracy - Editorial Satisfaction - Editing Revisions - Content Versioning 	<ul style="list-style-type: none"> - Editing Mistakes - Timeline Overruns - Quality Consistency - Unresolved Edits - Lack of Feedback Loop

Process Domain: CORE OPERATIONS I: INSURANCE OPERATIONS – INSURANCE

Process Module: Policy Lifecycle

- **Tier:** Tier 2
- **Business Scope:** The Policy Lifecycle process starts with the initial submission and ends with the closing of the submission with either a conversion to a new policy, a renewal policy, closing of the policy, or declination of the policy. The main sub-processes include underwriting, risk assessment, actuarial review, and reserving.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Application - Approval - Issuance - Premiums - Claims 	<ul style="list-style-type: none"> - Application Submission - Underwriting Decision - Policy Issuance - Premium Payment - Claims Processing 	<ul style="list-style-type: none"> - Application Approval Rate - Policy Issuance Time - Premium Collection Ratio - Claims Processing Turnaround - Policy Renewal Rate 	<ul style="list-style-type: none"> - Delayed Issuance - Poor Customer Support - Data Inaccuracies

Process Module: Claims Management

- **Tier:** Tier 1
- **Business Scope:** The Claims Management process starts with the first notice of loss being placed by the customers and ends with the claims settlement.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Claim - Policy - Payment - Investigation - Coverage 	<ul style="list-style-type: none"> - First Notification of Loss - Assign Claim - Claim Decision - Set Reserve - Send Payment - Close Claim 	<ul style="list-style-type: none"> - Manual Touches per Claim - Resolution Time 	<ul style="list-style-type: none"> - Multi-Hops - Automated Responses - Manual Rework - Missing Customer Replies - SLA Breaches

Process Module: Product Development

- **Tier:** Tier 2
- **Business Scope:** The Product Development process includes conceptualizing, researching, designing, and refining insurance offerings that meet the evolving needs of customers and align with market trends, regulatory requirements, and the company’s business goals.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Market Research - Market Analysis - Product Concept - Pricing 	<ul style="list-style-type: none"> - Product Conceptualization - Product Design - Regulatory Compliance - Product Launch 	<ul style="list-style-type: none"> - Time-to-Market - Product Innovation Rate - Product Profitability - Customer Adoption Rate - Market Share Growth 	<ul style="list-style-type: none"> - Market Misalignment - Lack of Innovation - Inadequate Research - Complexity Issues - Slow Time-to-Market

Process Module: Insurance Distribution

- **Tier:** Tier 3
- **Business Scope:** The Insurance Distribution process involves the strategic planning, coordination, and oversight of how insurance products are made available to customers. This includes managing selling channels, agent and broker management, and performance management.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Products - Channels - Intermediaries - Customer 	<ul style="list-style-type: none"> - Product approval - Agent or Broker Onboarding - Marketing Campaign - Customer Interaction - Policy Issuance 	<ul style="list-style-type: none"> - Conversion Rate - Agent or Broker Productivity - Customer Acquisition cost - Channel Effectiveness - Policyholder Retention Rate 	<ul style="list-style-type: none"> - Misaligned Product Offerings - Lack of Intermediary Training - Ineffective Marketing Strategies - Compensation Misalignment - Suboptimal Customer Engagement

Process Domain: CORE OPERATIONS II: INSURANCE RISK & COMPLIANCE – INSURANCE

Process Module: Risk Management

- **Tier:** Tier 2
- **Business Scope:** The Risk Management process includes the identification, assessment, mitigation, and management of various types of risks inherent in their operations
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Risk Assessment Data - Risk Registers - Risk Mitigation Strategies - Stress Testing - Risk Reports 	<ul style="list-style-type: none"> - Risk Identification - Risk Assessment - Risk Mitigation Strategies - Monitoring and Reporting - Scenario Planning 	<ul style="list-style-type: none"> - Risk Mitigation Effectiveness - Risk Exposure Reduction - Risk Assessment Frequency - Risk Incidents - Risk Communication 	<ul style="list-style-type: none"> - Ineffective Risk Assessment - Lack of Risk Mitigation - Risk Monitoring Gaps - Poor Communication - Inconsistent Implementation

Process Module: Regulatory Response & Reporting

- **Tier:** Tier 2
- **Business Scope:** The Regulatory Response & Reporting process involves the development of policies and procedures to respond to regulatory inquiries and requirements.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Regulatory Requirements - Report Templates - Financial Data - Claims Data - Compliance Documents 	<ul style="list-style-type: none"> - Identify Regulatory Requirements - Develop Response Plan - Implement Controls - Monitor Compliance - Communicate with Regulators 	<ul style="list-style-type: none"> - Regulatory Compliance Rate - Response Time to Regulatory Requests - Accuracy of Regulatory Reportings - Number of Regulatory Penalties - Regulatory Audit Success Rate 	<ul style="list-style-type: none"> - Missed Deadlines - Inaccurate Reporting - Lack of Documentation - Regulatory Changes Ignored - Ineffective communication

Process Module: Reinsurance

- **Tier:** Tier 1
- **Business Scope:** The Reinsurance process includes the negotiations, agreements, and ongoing interactions between the primary insurer and the reinsurer to distribute and mitigate risk.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Ceding Company - Reinsurer - Reinsurance Agreement - Premium - Compensation 	<ul style="list-style-type: none"> - Risk Assessment - Reinsurance Placement - Premium Payments - Claims Settlement - Loss Sharing 	<ul style="list-style-type: none"> - Reinsurance Recoverable Ratio - Reinsurance Claims Recovery Rate - Reinsurance Counterparty Assessment - Reinsurance Premium-to-Loss Ratio - Reinsurance Program Efficiency 	<ul style="list-style-type: none"> - Unaligned Coverage - Incomplete Contract Review - Financial Solvency Risk - Claims Recovery Delays - Lack of Transparency

Process Module: Fraud & Disputes

- **Tier:** Tier 1
- **Business Scope:** The Fraud & Disputes process covers from the identification of potential financial fraudulent actions to the fraudulent actions being stopped.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Customer - Proof of Identity - Risk - Claim - Contact Center 	<ul style="list-style-type: none"> - Send Notification To Customer - Verify Documents - Classify Risk - Quality Assurance 	<ul style="list-style-type: none"> - Fraud Rate - False Positive Rate - Average Time to Detect - Average Fraud Value 	<ul style="list-style-type: none"> - Segregation of Duties - Skipped or Missing Checks - Delayed Customer Checks - Missing Data - Missing Approvals. -

Process Module: Investments

- **Tier:** Tier 2
- **Business Scope:** The Investments process includes all the strategic and systematic activities undertaken by insurance companies to manage and allocate their investment assets in a manner that aligns with their financial objectives, risk tolerance, and regulatory requirements.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Investment Portfolio - Investment Guidelines - Investment Policies - Derivatives - Liquidity Management 	<ul style="list-style-type: none"> - Portfolio Allocation - Investment Execution - Monitoring and Analysis - Rebalancing - Income Generation 	<ul style="list-style-type: none"> - Investment Returns - Portfolio Diversification - Risk-Adjusted Returns - Portfolio Turnover - Investment Compliance 	<ul style="list-style-type: none"> - Misaligned Investment Strategy - Lack of Diversification - Poor Investment Monitoring - Inefficient Reporting

Process Domain: CORE OPERATIONS I: BANKING OPERATIONS – BANKING

Process Module: Account Opening & Management

- **Tier:** Tier 3
- **Business Scope:** The Account Opening & Management process involves verifying the identity of new customers, collecting necessary documentation, setting up the accounts and performing ongoing account maintenance, such as updating personal or financial information, processing transactions and account changes, and resolving any issues that may arise.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Customer - Application - Account - Documents 	<ul style="list-style-type: none"> - Submit Application - Verify ID and Documents - Select Account Type - Perform Initial Deposit - Create Account - Deliver Welcome Kit - Subscribe Product (Cards, Digital Banking, ...) - Activate Account 	<ul style="list-style-type: none"> - Account Opening Turnaround Time - Account Churn Rate - Account Activity - Customer Satisfaction - Account Security 	<ul style="list-style-type: none"> - Documentation Errors - Inefficient Onboarding - Data Security Concerns - Lack of Personalization - Communication Gaps

Process Module: Disputes & Chargebacks

- **Tier:** Tier 3
- **Business Scope:** The Disputes & Chargebacks process in banking refers to the handling of Disputes & Chargebacks that arise from transactions made using payment means, such as credit cards, debit cards and digital tools.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Customer - Promotion - Material - Rebate - Claim - Claim Item 	<ul style="list-style-type: none"> - Create Promotion - Receive Claim - Approve Claim - Submit Rebate - Verify Eligibility 	<ul style="list-style-type: none"> - Dispute Resolution Time - Chargeback Rate - Resolution Accuracy - Fraud Detection Rate - Customer Communication 	<ul style="list-style-type: none"> - Dispute Lay Time - Multi-Hop Disputes - Underpayments - Approval Thresholds - SLA Breaches

Process Module: Payments

- **Tier:** Tier 2
- **Business Scope:** The Payments process involves the issuance and management of all payment methods including debit, credit, and prepaid cards to customers.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Payer - Payee - Payment Instrument - Payment Amount - Transaction Authorization 	<ul style="list-style-type: none"> - Payment Initiation - Transaction Authorization - Transaction Processing - Confirmation - Reconciliation 	<ul style="list-style-type: none"> - Payment Processing Time - Payment Accuracy - Payment Rejection Rate - Transaction Volume - Payment Settlement 	<ul style="list-style-type: none"> - Transaction Errors - Payment Delays - Fraud Prevention - Insufficient Payment Channels - Lack of Automation

Process Module: Trade Management

- **Tier:** Tier 2
- **Business Scope:** The Trade Management process involves the handling of financial transactions, including the processing of payments made using payment cards, checks, and electronic payment methods, as well as trading operations such as trade execution, settlement and position taking.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Trade Order - Payment - Brokerage House - Clearing House - Depositor 	<ul style="list-style-type: none"> - Identify payment or trading operation - Validate transaction - Execute transaction - Record transaction - Confirm transaction - Settle Transaction 	<ul style="list-style-type: none"> - Trade Execution Time - Trade Accuracy - Trade Settlement Rate - Market Data Accuracy - Trade Reporting Compliance 	<ul style="list-style-type: none"> - Trade Documentation Issues - Compliance Challenges - Miscommunication with Parties - Payment Risk - Lack of Visibility

Process Module: Transfers & Remittance

- **Tier:** Tier 3
- **Business Scope:** The Transfers & Remittance process involves the movement of funds between accounts, either within the same bank or to accountants at other financial institutions.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Sender - Recipient/Beneficiary - Payment Instructions - Transfer Amount - Foreign Exchange Rate 	<ul style="list-style-type: none"> - Identify transfer or remittance need - Gather necessary information - Determine transfer or remittance method - Review and confirm transfer or remittance details - Initiate transfer or remittance 	<ul style="list-style-type: none"> - Transfer Time - Transaction Cost - Transfer Success Rate - Currency Conversion Accuracy 	<ul style="list-style-type: none"> - Transfer Delays - Exchange Rate Fluctuations - Fee Transparency - Recipient Verification - Cross-Border Regulations

Process Module: Collections & Recovery

- **Tier:** Tier 2
- **Business Scope:** The Collections and Recovery process involves the efforts made by financial institutions to collect outstanding debts owed by customers.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Delinquent Account - Collection Agency - Recovery Team - Payment Plans - Legal Action 	<ul style="list-style-type: none"> - Identify overdue accounts - Contact delinquent customers - Negotiate payment plans - Issue reminders - Escalate cases to management 	<ul style="list-style-type: none"> - Collection Rate - Recovery Rate - Delinquency Rate - Cost of Recovery - Customer Retention 	<ul style="list-style-type: none"> - Inaccurate Customer Information - Lack of Flexibility - Inadequate Reporting - Litigation Risks

Process Module: Credit Application

- **Tier:** Tier 2
- **Business Scope:** The Credit Application process starts with the application for credit of the Customer and ends with the grant or rejection of the credit.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Applicant - Credit Application Form - Credit Score - Financial Documentation - Loan Purpose 	<ul style="list-style-type: none"> - Identify customer's credit needs - Gather and review documents - Create credit application - Assess creditworthiness - Evaluate collateral 	<ul style="list-style-type: none"> - Application Turnaround Time - Credit Approval Rate - Application Completion Rate - Credit Scoring Accuracy - Customer Experience 	<ul style="list-style-type: none"> - Incomplete Documentation - Long Approval Times - Lack of Automation - Risk Assessment Gaps - Inconsistent Policies

Process Module: Credit Servicing

- **Tier:** Tier 3
- **Business Scope:** The Credit Servicing process refers to the ongoing management of a loan once it has been disbursed to the borrower, while the credit is in good standing.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Loan Account - Payment Processing - Loan Statements - Loan Modifications - Escrow Services 	<ul style="list-style-type: none"> - Identify borrower - Assess payment history - Review loan terms - Monitor borrower performance - Manage payment processing 	<ul style="list-style-type: none"> - Loan Servicing Efficiency - Default Prevention Rate - Loan Modification Success - Servicing Cost-to-Revenue Ratio 	<ul style="list-style-type: none"> - Payment Processing Errors - Customer Communication - Missed Payment Alerts - Inadequate Support - Outdated Systems

Process Domain: CORE OPERATIONS III: CORPORATE & INVESTMENT BANKING – BANKING

Process Module: Corporate Finance

- **Tier:** Tier 2
- **Business Scope:** The Corporate Finance process includes all the activities and processes implemented by financial institutions to provide funding for businesses through debt and equity capital markets, syndicated lending, and project financing.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Financial Advisory Services - Capital Structure - Valuation - Project Financing - Mergers and Acquisitions 	<ul style="list-style-type: none"> - Budgeting - Financial Planning - Capital Expenditure Decisions - Debt and Equity Financing - Dividend Declarations 	<ul style="list-style-type: none"> - Return on Investment - Debt-to-Equity Ratio - Working Capital Efficiency - Corporate Valuation - Capital Allocation Effectiveness 	<ul style="list-style-type: none"> - Lack of Strategic Alignment - Poor Capital Allocation - Risk Management Gaps - Inaccurate Forecasting - Complex Processes

Process Module: Capital Markets

- **Tier:** Tier 2
- **Business Scope:** The Capital Markets process includes activities and services related to the issuance, trading, and management of financial instruments, including stocks, bonds, derivatives, and other securities.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Stocks - Bonds - Derivatives - Indexes - Initial Public Offering 	<ul style="list-style-type: none"> - Initial Public Offering - Stock Trading - Bond Issuance - Earnings Report - Market Index Changes 	<ul style="list-style-type: none"> - Trading Volume - Market Liquidity - Market Indices Performance - Initial Public Offering Success - Investor Participation 	<ul style="list-style-type: none"> - Market Volatility - Regulatory Compliance - Liquidity Challenges - Information Gaps - Market Misalignment

Process Module: Investment Banking

- **Tier:** Tier 2
- **Business Scope:** The Investment Banking process includes all the activities and processes related to Capital Raising, Mergers & Acquisitions, Equity Research, Asset Management, and other investment-related activities.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
---------	--------	------	---------------------

<ul style="list-style-type: none"> - Initial Public Offering - Mergers and Acquisitions - Underwriting - Corporate Finance Advisory - Market Research 	<ul style="list-style-type: none"> - Client Consultation - Financial Analysis - Deal Structuring - Due Diligence - Deal Execution - 	<ul style="list-style-type: none"> - Mergers & Acquisitions Deal Flow - Deal Completion Time - Transaction Fees - Client Satisfaction 	<ul style="list-style-type: none"> - Conflicts of Interest - Inaccurate Valuation - Regulatory Compliance - Market Timing Mistakes - Inadequate Due Diligence
--	---	---	--

Process Module: Trade & Supply Chain Finance

- **Tier:** Tier 2
- **Business Scope:** The Trade & Supply Chain Finance process provides financial solutions for international trade, including trade financing, letters of credit, guarantees, and supply chain financing to manage cash flow and working capital.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Trade Transaction - Purchase Order - Letter of Credit - Invoice Financing - Supply Chain Financing 	<ul style="list-style-type: none"> - Trade Financing Request - Credit Assessment - Financing Approval - Trade Transaction Execution - Repayment and Settlement 	<ul style="list-style-type: none"> - Trade Finance Turnaround Time - Trade Finance Utilization - Supplier Payment Efficiency - Default Rate 	<ul style="list-style-type: none"> - Documentation Errors - Inefficient Verification - Complexity of Processes - Lack of Transparency

Process Module: Wealth Management

- **Tier:** Tier 2
- **Business Scope:** The Wealth Management process provides financial planning, investment management, and other services to high net worth individuals and families. It manages private banking activities, portfolio management, trust and estate planning and risk management.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Client Profile - Financial Planning - Investment Portfolio - Risk Management - Asset Allocation 	<ul style="list-style-type: none"> - Client Consultation - Financial Planning - Investment Portfolio Review - Investment Recommendations - Ongoing Monitoring 	<ul style="list-style-type: none"> - Assets Under Management - Client Retention Rate - Return on Investment - Client Satisfaction - Diversification Rate 	<ul style="list-style-type: none"> - Poor Client Understanding - Inadequate Diversification - Neglect of Changing Needs - Limited Financial Education - Suboptimal Asset Allocation

Process Domain: CORE OPERATIONS IV: GOVERNANCE, RISK & COMPLIANCE – BANKING

Process Module: Operational Risk Management

- **Tier:** Tier 2
- **Business Scope:** The Operational Risk Management process involves identifying and managing risks that may impact a bank's operations, including risks related to people, processes, systems, and external events.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Operational Risk Event - Risk Identification - Key Risk Indicators - Risk Mitigation Plans - Risk Appetite 	<ul style="list-style-type: none"> - Identify operational risks - Assess operational risks - Develop risk mitigation strategies - Implement risk mitigation strategies and controls - monitor and review risks and controls 	<ul style="list-style-type: none"> - Key Risk Indicators - Incident Response Time - Operational Risk Capital Allocation - Risk Mitigation Rate - Operational Risk Awareness Training 	<ul style="list-style-type: none"> - Ineffective Controls - Lack of Resilience Planning - Poor Process Standardization - Employee Training Gaps - Inadequate Technology

Process Module: Credit Risk Management

- **Tier:** Tier 2
- **Business Scope:** The Credit Risk Management process involves identifying, assessing, and managing the risks that may impact a bank's operations and financial performance due to its lending, investing, and trading activities.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Credit Risk Assessment - Credit Scoring Models - Credit Limits - Credit Monitoring - Loan Portfolio Analysis 	<ul style="list-style-type: none"> - Identify Credit Risk - Assess credit risk - Set credit risk limits - Monitor credit risk - Control credit risk 	<ul style="list-style-type: none"> - Non-Performing Loan Ratio - Credit Loss Ratio - Loan-to-Value Ratio - Default Probability Modeling - Portfolio Concentration Risk 	<ul style="list-style-type: none"> - Inaccurate Risk Assessment - Lack of Data Quality - Insufficient Monitoring - Inconsistent Policies - Limited Scenario Analysis

Process Module: Fraud Detection & AML (FRAML)

- **Tier:** Tier 1
- **Business Scope:** The Fraud Detection & AML process includes all the activities and processes implemented by financial institutions to prevent, detect, and respond to financial crimes such as money laundering, terrorist financing, and fraud.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Transaction Monitoring System - Suspicious Activity Reports - Customer Due Diligence - Fraud Detection Models - Watchlists 	<ul style="list-style-type: none"> - Identify potential fraud - Gather evidence - Analyze evidence - Prepare report - Present findings 	<ul style="list-style-type: none"> - Fraud Detection Rate - False Positive Rate - Suspicious Activity Reports Filed - Anti-Money Laundering Training Completion - Fraud Resolution Time 	<ul style="list-style-type: none"> - Inadequate Data Analysis - Lack of Real-Time Monitoring - Weak Transaction Screening - Manual Reviews Challenges

Process Module: Compliance Incident Response

- **Tier:** Tier 2
- **Business Scope:** The Compliance Incident Response process covers the identification, investigation, resolution, and reporting of compliance-related incidents or breaches
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Incident Identification - Incident Report - Investigation - Analysis - Remediation 	<ul style="list-style-type: none"> - Detect Potential Compliance Incidents - Assess the nature and extent of the incident - Confirm and classify the compliance breach - Report the incident to relevant parties - Investigate the causes of the breach 	<ul style="list-style-type: none"> - Incident Response Time - Incident Severity - Root Cause Analysis - Corrective Action Completion Rate - Incident Trend Analysis 	<ul style="list-style-type: none"> - Slow Incident Identification - Ineffective Escalation - Lack of Documentation - Miscommunication - Reactive Approach

Process Module: Personal Data Protection

- **Tier:** Tier 3
- **Business Scope:** The Personal Data Protection process involves the creation and implementation of policies and procedures to secure the personal information of customers and employees, both online and offline.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Personal Data Inventory - Data Privacy Policies - Data Security Measures 	<ul style="list-style-type: none"> - Develop Data Protection Policy 	<ul style="list-style-type: none"> - Data Breach Rate 	<ul style="list-style-type: none"> - Weak Data Security Measures - Data Sharing Risks

<ul style="list-style-type: none"> - Data Subject Requests - Data Breach Response 	<ul style="list-style-type: none"> - Implement Data Protection Policy - Respond to Data Breaches - Securely Destroy Data - Review and Update Policies 	<ul style="list-style-type: none"> - Data Protection Compliance Rate - Data Access Control Effectiveness - Data Privacy Training Completion - Data Privacy Incident Resolution Time 	<ul style="list-style-type: none"> - Data Retention Issues - Insufficient Consent Management - Non-Compliant Cross-Border Data Transfers
---	---	---	---

Process Module: Regulatory Response & Reporting

- **Tier:** Tier 2
- **Business Scope:** The Regulatory Response & Reporting process involves the development of policies and procedures to respond to regulatory inquiries and requirements.
- As a further illustration of the process the following table includes some of the most **typical object, events, KPIs, and execution gaps** which are typically related to this process:

Objects	Events	KPIs	Value Opportunities
<ul style="list-style-type: none"> - Regulatory Requirements - Report Templates - Financial Data - Claims Data - Compliance Documents 	<ul style="list-style-type: none"> - Identify Regulatory Requirements - Develop Response Plan - Implement Controls - Monitor Compliance - Communicate with Regulators 	<ul style="list-style-type: none"> - Regulatory Compliance Rate - Response Time to Regulatory Requests - Accuracy of Regulatory Reportings - Number of Regulatory Penalties - Regulatory Audit Success Rate 	<ul style="list-style-type: none"> - Missed Deadlines - Inaccurate Reporting - Lack of Documentation - Regulatory Changes Ignored - Ineffective communication