

Brutally simple ... but hopefully NOT simplistic.**

The K.I.S.S. Principle (Keep It Short and Simple) reminds us to focus on the “necessary and sufficient”.

An important “fit for purpose” principle which encourages focus.

APQC's Universal Process Classification Framework – Private Sector



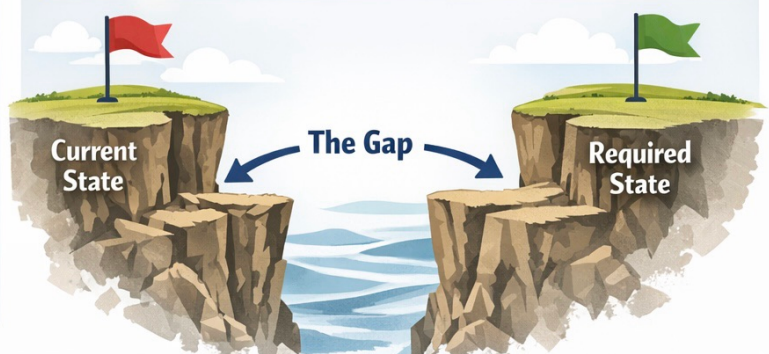
The Framework used in our Capability Heatmap App

Rate Capability Maturity for Each Assessment Criterion:

N	Absent – No evidence
P	Ad Hoc – Informal or Inconsistent
L	Defined – Documented but Weakly Applied
F	Operational – Consistently Applied and Tested

Remember:

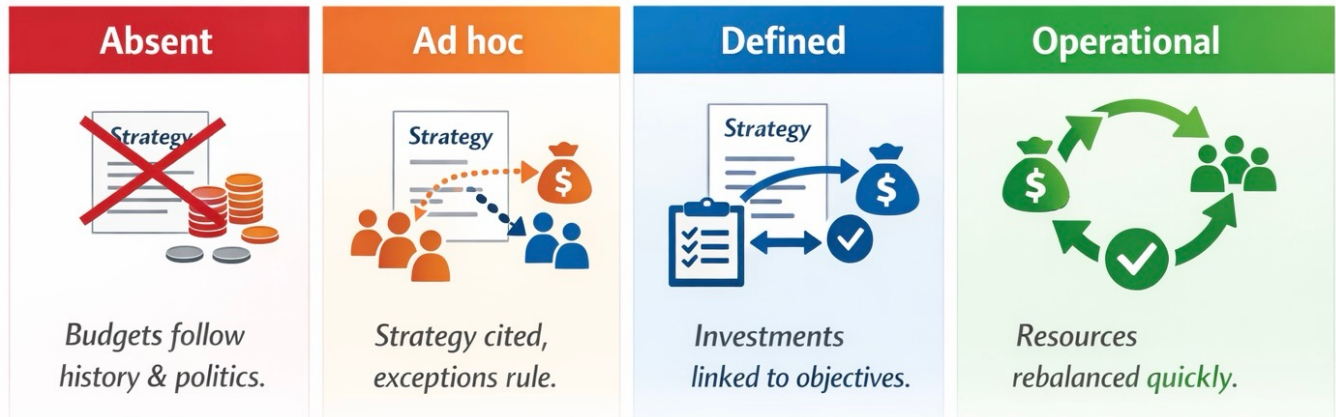
- The gap is not “non-compliance with a clause.”
- The gap is the distance between current capability and the capability required for your context.



The Gap = The Distance Between Where You Are Now and Where You Need to Be

Develop Vision & Strategy

Criterion: Strategic objectives drive actual resource allocation.



1. Develop Vision & Strategy

Criterion: Strategic objectives consistently drive actual resource allocation decisions.

Level – Description

N – Absent* 

Resources are allocated by history, politics, or crisis. Strategy statements exist (or not), but they have no observable effect on budgets, staffing, or priorities.

P – Ad hoc 

Strategy is referenced in some decisions, but exceptions dominate. Resource shifts occur occasionally and inconsistently, often after problems emerge.

L – Defined 

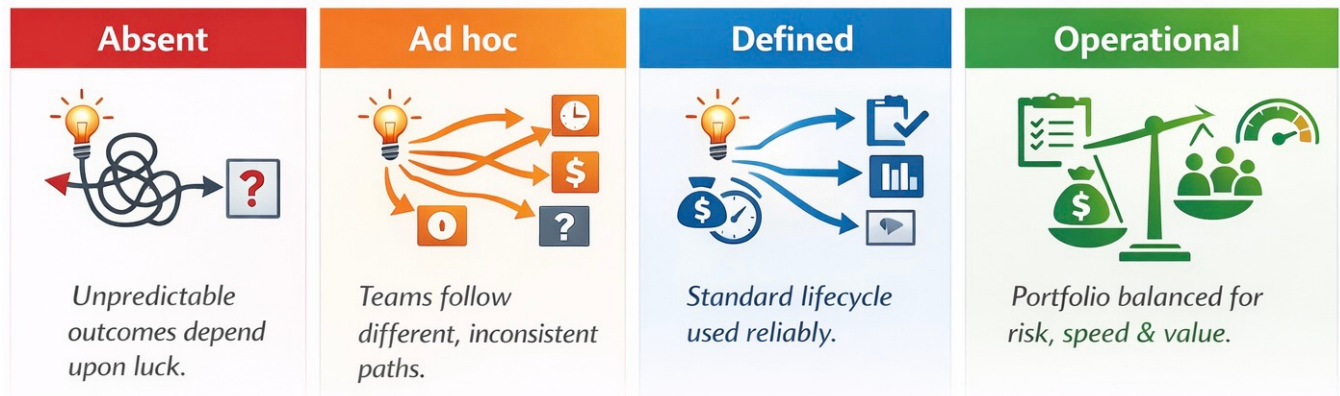
Most major investments and priorities are explicitly linked to strategic objectives. Trade-offs are documented and reviewed on a set cycle.

F – Operational 

Capital, people, and attention are routinely reallocated as strategy evolves. Underperforming initiatives are stopped or reshaped without delay.

Develop & Manage Products & Services

Criterion: New or changed offerings move predictably from concept to market using a repeatable lifecycle.



2. Develop & Manage Products & Services

Criterion: New or changed offerings move predictably from concept to market using a repeatable lifecycle.

Level – Description

N – Absent* ●

Product outcomes are unpredictable. Delivery depends on individuals and luck; no common lifecycle exists.

P – Ad hoc ●

Some structure exists, but teams follow different approaches. Timelines, costs, and outcomes vary widely.

L – Defined ●

A standard lifecycle is used consistently. Time, cost, and quality outcomes are generally reliable.

F – Operational ●

Delivery performance is forecastable and optimised. The portfolio is actively balanced for risk, speed, and value.

Market & Sell Products & Services

Criterion: Demand can be forecast and influenced with reasonable accuracy.

Absent	Ad hoc	Defined	Operational
 Sales results surprise org. Demand is reactive.	 Forecasts inaccurate or ignored. Marketing impact unclear.	 Reliable forecasts shape capacity & campaigns.	 Demand is actively shaped (heond) pricing, channels & targeting.

3. Market & Sell Products & Services

Criterion: Demand can be forecast and influenced with reasonable accuracy.

Level – Description

N – Absent* ●

Sales results regularly surprise the organisation. Demand is largely reactive and poorly understood.

P – Ad hoc ●

Forecasts exist but are frequently inaccurate or ignored. Marketing impact is unclear.

L – Defined ●

Demand forecasts are generally reliable and used to plan capacity, inventory, and campaigns.

F – Operational ●

Demand is actively shaped through pricing, channels, and targeting. Forecast accuracy is continuously improved.

Deliver Products & Services

Criterion: Customer commitments are met reliably without extraordinary effort.

Absent	Ad hoc	Defined	Operational
			
<i>Delivery failures require heroics.</i>	<i>Reliability via workarounds & escalation.</i>	<i>Commitments met via controlled processes.</i>	<i>Delivery designed for reliability & design.</i>

4. Deliver Products & Services

Criterion: Customer commitments are met reliably without extraordinary effort.

Level – Description

N – Absent* 

Delivery failures are common. Success depends on heroics and last-minute intervention.

P – Ad hoc 

Reliability is achieved inconsistently through manual workarounds and escalation.

L – Defined 

Commitments are met consistently through defined, controlled processes.

F – Operational 

Delivery is reliable, resilient, and efficient by design. Exceptions are rare and well managed.

Manage Customer Service

Criterion: Customer issues are resolved in a way that measurably reduces future demand for service.

Absent	Ad hoc	Defined	Operational
			
Issues are handled case-by-case. No learning or prevention occurs.	Root causes sometimes identified, but fixes are sporadic and incomplete.	Systematic analysis reduces repeat issues. Service insights drive improvements upstream.	Demand for service is deliberately designed. Experience, loyalty, and cost improve together.

5. Manage Customer Service

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L – Defined 

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F – Operational 

Demand for service is deliberately designed down. Experience, loyalty, and cost improve together.

Develop & Manage Human Capital

Criterion: The organisation can reliably put the right skills in the right roles

Absent	Ad hoc	Defined	Operational
 Issues are handled case-by-case. No learning or prevention occurs.	 Root causes are sometimes identified, but fixes are sporadic and incomplete.	 Systematic analysis, reduces repeat issues. Service insights drive improvements upstream.	 Skills are anticipated and repositioned ahead of demand. Capability adapts as strategy changes!★

6. Develop & Manage Human Capital

Criterion: The organisation can reliably put the right skills in the right roles when needed.

Level – Description

N – Absent* ●

Persistent skill gaps and misaligned roles. Critical positions remain vacant or mismatched.

P – Ad hoc ●

Some roles are filled well, others depend on chance or individual effort.

L – Defined ●

Workforce planning, development, and succession reliably support business needs.

F – Operational ●

Skills are anticipated and repositioned ahead of demand. Capability adapts as strategy changes.

Manage IT & Knowledge

Criterion: Information systems and data can be depended on to support critical business decisions.

Absent	Ad hoc	Defined	Operational
 Systems and data are avoided or distrusted for important decisions.	 Core systems exist, but shadow spreadsheets and manual checks are common.	 Data and systems are trusted for most operational and management decisions.	 Information actively enables faster, better decisions. Data quality and insight are strategic assets.

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Information actively enables faster, better decisions. Data quality and insight are strategic assets.

Manage Financial & Physical Resources

Criterion: Capital is allocated and reallocated based on performance and expected value.

Absent	Ad hoc	Defined	Operational
 Budgets roll forward regardless of results. Capital is effectively locked in.	 Performance is reviewed, but allocations rarely change as a result.	 Investment decisions are routinely based on value and performance evidence.	 Capital is dynamically redeployed. Underperforming assets are corrected or exited quickly.

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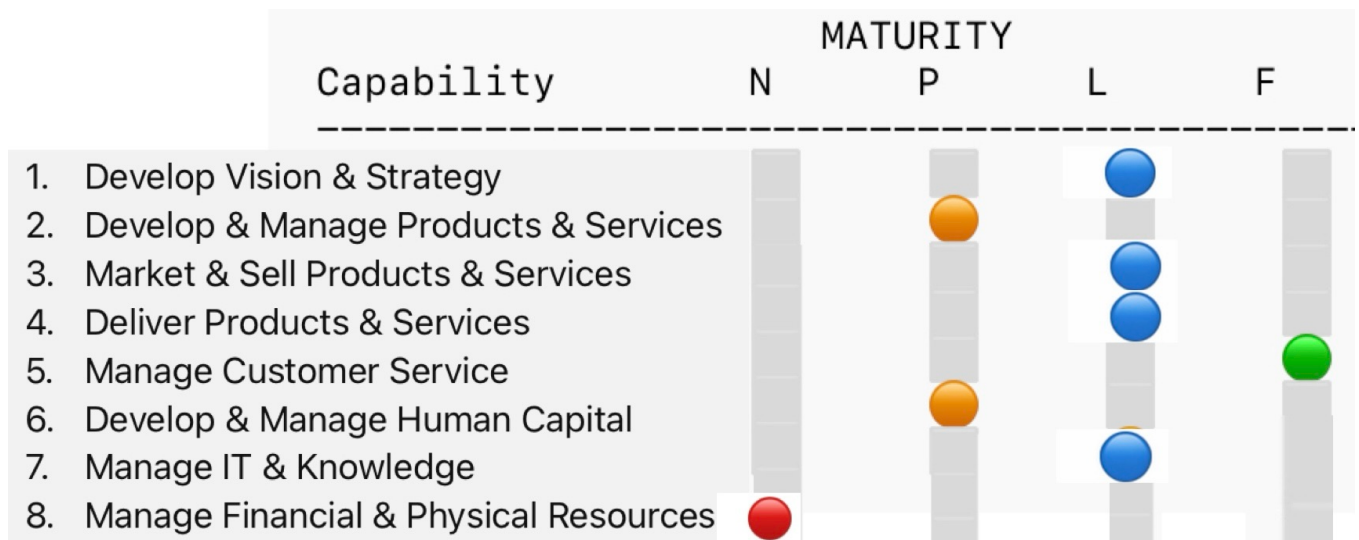
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The Capability Heatmap app is populated with the APQC data above, and is flexible, allowing more, less or different elements to be edited and populated by the user to reflect context.

APQC's Universal Process Classification Framework – Private Sector

The “summary scorecard” showing capability maturity



Level	Meaning		Color
N	Absent	● N	Red
P	Ad hoc	● P	Amber
L	Defined	● L	Blue
F	Operational	● F	Green