Activity Description	Roll Up (workstream or deliverable)	Front Office (FO) Back Office (BO) Infrastructure (I) Linking Structures (L)	Core Core-Enabling Necessary	Compliance Yes/No	Unique/Decision-Based Generic/Standardized Shared	Role(s) That Perform this Activity	Nature of work strategic or tactical?	Where the Service is Delivered Currently	Centralization High (H) Medium (M) Low (L) None (N)	Where Service could be delivered in the Future	Comments
Develop New Application for Corporate Functions	Business & Engineering Application Support & Development	BO	N	N	Standardized	Application Support	Strategic	All Countries	Medium	Local/Regional	
Application License Management	Business & Engineering Application Support & Development	L	N	Y	Standardized	Application Support Tech Application Support IRM Coordinator -	Tactical	All Countries	Medium	Local/Regional	
Interface and integrate applications (JDE, SAP, Ariba)	Business & Engineering Application Support & Development	BO	CE	N	Unique	Application Support Business Analyst (SAP) -	Strategic	All Countries	Low	Local	
Local Application Support (Business Enabling functions)	Business & Engineering Application Support & Development	BO	CE	N	Standardized	Application Support	Tactical	All Countries	Low	Local	Sales & revenue Module, unique to Colombia
Local Application Support (Corporate Functions)	Business & Engineering Application Support & Development	BO			Use Excel's Filter function to filter each column so that you can perform the data analysis relevant to decisions you must make about the organization's work alignment, roles, etc.		Tactical	All Countries	Low	Local	Payroll & Tax is unique for each country; check with stakeholders to ensure that we aren't breaking anything
Asset Life Cycle Management	Business Planning	L	CE	N	Unique	Business Planning IT Managers Infrastructure TL Application TL	Strategic	All Countries	Medium	Local/Regional	
Business Planning (Budget, expense review)	Business Planning	L	N	N	Standardized	Business Planning Infrastructure TL Application TL	Strategic	All Countries	High Probability	Regional	
Business Planning (forecasting, assumptions)	Business Planning	L	CE	N	Unique & Shared	Business Planning IT Managers Infrastructure TL Application TL	Strategic	All Countries	High Probability	Regional	Part of the BP is strategic and some is transactional.
Life Cycle Management (hardware, software, licenses, etc)	Business Planning	L	N	Y	Standardized	Business Planning Infrastructure TL Application TL	Strategic	All Countries	Medium	Local/Regional	
Review Baseline Portfolios	Business Planning	L	N	N	Standardized	Business Planning Infrastructure TL Application TL	Tactical	All Countries	High Probability	Regional	
Review Technical Services Portfolios	Business Planning	L	CE	N	Unique	Business Planning IT Managers Infrastructure TL Application TL	Tactical	All Countries	Medium	Local/Regional	
Audits (all participation, CORP and annual local)	Compliance	L	N	Y	Standardized	IRM Coordinator - Single Point of Contact All Roles	Tactical	All Countries	Low	Local	
Confidential Support (Forensics)	Compliance	L	N	Y	Standardized	IRM Coordinator IT Manager	Tactical	All Countries	Low	Local	
Cyber Security	Compliance	L	N	Y	Unique	IRM Coordinator Infrastructure Analyst Application Support	Strategic	All Countries	High Probability	Regional	Descion based; still unknown
Data Privacy Programs	Compliance	L	N	Y	Standardized	IRM Coordinator	Strategic	All Countries	Medium	Local/Regional	
Information Risk Management - Evergreen Process	Compliance	L	CE	Y	Unique	IRM Coordinator	Strategic	All Countries	Low-to-Medium	Local/Regional	
Legal & Government Requirements (differ from place to place and within agencies)	Compliance	L	N	Y	Unique	IRM Coordinator Business Planning (Contracts) Application Support (Reports) Tech Application Support (Reports)	Tactical	All Countries	Low	Local	
Policy 564 support in general (IT Governance Policy)	Compliance	L	N	Y	Standardized	IT Manager Infrastructure TL Application TL	Strategic	All Countries	Medium	Local/Regional	
Run Compliance Activities	Compliance	L	N	Y	Standardized	IRM Coordinator - Single Point of Contact All Roles	Tactical	All Countries	Medium to Low	Local/Regional	
Running Lean Sigma Activities	Cost Management	L	CE	N	Standardized	Business Planning (Roles vary for those conducting the lean sigma activities - various employees have belts)	Tactical	All Countries	Medium	Local/Regional	