OVERVIEW

APQC’s Process Classification Framework® (PCF) is a taxonomy of cross-functional business processes intended to allow the objective comparison of organizational performance within and among organizations. The PCF was developed by APQC and its member companies as an open standard to facilitate improvement through process management and benchmarking, regardless of industry, size, or location. The PCF organizes operating and management processes into 13 enterprise-level categories, including process groups and more than 1,000 processes and associated activities. The PCF, its associated measures, and definitions are available for download at no charge at www.apqc.org/pcf.

THE FRAMEWORK FOR PROCESS IMPROVEMENT

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

HISTORY

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

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

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

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

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<th>Level 1 - Category</th>
<th>10.0 Manage Enterprise Risk, Compliance, Remediation and Resiliency (16437)</th>
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<td>Represents the highest level of process in the enterprise, such as Manage customer service, Supply chain, Financial organization, and Human resources.</td>
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<th>Level 2 - Process Group</th>
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<td>Indicates the next level of processes and represents a group of processes. Perform after sales repairs, Procurement, Accounts payable, Recruit/source, and Develop sales strategy are examples of process groups.</td>
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<th>Level 3 - Process</th>
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<td>A process is the next level of decomposition after a process group. The process may include elements related to variants and rework in addition to the core elements needed to accomplish the process.</td>
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<th>Level 4 - Activity</th>
<th>10.1.4.3 Develop mitigation plans for risks (16458)</th>
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<td>Indicates key events performed when executing a process. Examples of activities include Receive customer requests, Resolve customer complaints, and Negotiate purchasing contracts.</td>
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<th>Level 5 - Task</th>
<th>10.1.4.3.1 Assess adequacy of insurance cover (18129)</th>
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<td>Tasks represent the next level of hierarchical decomposition after activities. Tasks are generally much more fine grained and may vary widely across industries. Examples include: Create business case and obtain funding and Design recognition and reward approaches.</td>
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## PROCESS ELEMENT NUMBERING SCHEME

The PCF identifies each process element using a unique 5-digit reference number following the name of the process element. [i.e., (16437), (17060), (17061) (16458), (18129), shown in the above graphic]. This number will always refer to the conceptual definition of the process element. The actual process elements and actual definition may change, but conceptually the decomposition will remain consistent considering the entire scope of the PCF. A new 5-digit number will be assigned to a process element if its definition substantially changes.
1.0 Develop Vision and Strategy (10002)

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

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  1.1.1.2 Analyze and evaluate competition (10021)
  1.1.1.3 Identify economic trends (10022)
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1.1.2 Survey market and determine customer needs and wants (10018)
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  1.1.2.2 Capture customer needs and wants (19946)
  1.1.2.3 Assess customer needs and wants (19947)

1.1.3 Assess the internal environment (10019)
  1.1.3.1 Analyze organizational characteristics (10030)
  1.1.3.2 Analyze internal operations (19948)
  1.1.3.3 Create baselines for current processes (10031)
  1.1.3.4 Analyze systems and technology (10032)
  1.1.3.5 Analyze financial health (10033)
  1.1.3.6 Identify core competencies (10034)

1.1.4 Establish strategic vision (10020)
  1.1.4.1 Define the strategic vision (19949)
  1.1.4.2 Align stakeholders around strategic vision (10035)
  1.1.4.3 Communicate strategic vision to stakeholders (10036)

1.1.5 Conduct organization restructuring opportunities (16792)
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  1.1.5.3 Analyze deal options (16795)
    1.1.5.3.1 Evaluate acquisition options (16796)
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    1.1.5.3.3 Evaluate de-merger options (16798)
    1.1.5.3.4 Evaluate divesture options (16799)

1.2 Develop business strategy (10015)

1.2.1 Develop overall mission statement (10037)
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  1.2.2.3.1 Develop service as a product strategy (16801)

1.2.2.4 Develop B2C strategy (16802)
  1.2.2.5 Develop partner/alliance strategy (16803)
  1.2.2.6 Develop merger/demerger/acquisition/exit strategy (16805)

1.2.2.7 Develop innovation strategy (16806)
  1.2.2.8 Develop sustainability strategy (14189)
  1.2.2.9 Develop global support strategy (19950)
  1.2.2.10 Develop shared services strategy (19951)
  1.2.2.11 Develop lean/continuous improvement strategy (14197)
  1.2.2.12 Develop innovation strategy and framework (19952)

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1.2.4 Coordinate and align functional and process strategies (10040)

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- 3.2.6 Design and manage customer loyalty program (18924)
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