

Make capability investment explicit

Connect a business promise to the ability, evidence, and ownership it needs.

01 Business promise

What customer or operating outcome matters?

Example: dependable delivery

02 Required capability

What must the business be able to do?

Example: coordinate demand, material, and capacity

03 Evidence of the gap

What is limiting performance today?

Use a baseline and state the confidence in the evidence

04 Investment choice

What combination of changes closes the gap?

Compare process, people, information, technology, and partners

05 Ownership and review

Who owns the outcome, and when will we test it?

Measure operating improvement after delivery

Use the map to make a decision

A capability heatmap needs an explanation: strategic importance, observed performance, dependencies, and the cost of inaction.