

Business Model: Border Services: Trade, Border & Transportation Security										
	TRADE & HOMELAND SECURITY MARKETPLACE	PORTS	CUSTOMS & CARGO	TRANSPORTATION & PASSENGER SECURITY	CITIZENSHIP & IMMIGRATION SERVICES	INTELLIGENCE & ENFORCEMENT	EMERGENCY PREPAREDNESS & RESPONSE	ACCOUNT SERVICING	ENTERPRISE SERVICES	
STRATEGIC	Global Trade Facilitation Strategy	Marketing Strategy	Strategic Trade Planning	Transportation Security Strategy	Immigration Policy & Program Planning	Enforcement & Risk Management Strategy	Emergency Response Planning	Accounting Servicing Strategy	Enterprise Strategic Plan	
	Global Border Protection Strategy	Security Strategy	Cargo Operations Strategy	Passenger Operations Strategy		Intelligence & Information Strategy Sharing	Domestic Preparedness Strategy	Account Management Strategy	Budget & Capital Planning	
	Industry Partner Strategy			Baggage Operations Strategy		Special Programs Planning			Personnel Policy & Workforce Planning	
TACTICAL	International Agreements & Initiatives	Brand Agreement	Port Operations Center Performance Monitoring	Operational Performance Monitoring	CIS Performance Monitoring	Intelligence Effectiveness Monitoring	Domestic Preparedness Monitoring	Servicing Oversight	Regulations & Rulings	
	Industry Partnership Performance Monitoring	Statutory & Regulatory Compliance Monitoring	Trade Compliance Monitoring			Workload Balancing		Enforcement Operations Performance Tracking	Large Importer Process Quality Tactical	Grants Management & Tactical
										Legislative & Public Affairs
								Privacy Policy & Advocacy		
OPERATIONAL	External Market Analysis	Physical Port Security	Specialist Operations	Passenger & Crew Screening	Visa Application Processing	Intelligence Collection & Analytics	Emergency Response Command	Account Maintenance Services	HRM & Professional Development	
	Service Innovation & Channel Management	Process & Logical Security	Global Supply Chain Monitoring	Passenger Passport Inspection	Visitor Tracking	Intelligence Product Development	Emergency Response Asset Management	Integrated Contract Management	Departmental Accounting & GL	
	Joint Ventures	Supply Chain Monitoring	Container Tracking & Screening	Border Patrol Operations	Passport Application & Renewals	Data Management & Information Sharing	Critical Infrastructure Response	Billing & Payment Processing	Acquisition & Procurement	
	Global Integration & Collaboration	Container Security Monitoring	Vessel Tracking & Monitoring	Baggage Screening	Citizenship Application Processing	Targeting & Selection		Account (Receivables) Management & Collections	Facilities & Asset Management	
		Port Logistics & Operations	Cargo (import) Screening & Inspection		Visa & Citizenship Case Management	Command & Tactical		Revenue Accounting & Forecasting		
		Port Employee Identification, Access Tactical & Monitoring	Agricultural Inspection		Background Investigations	Enforcement Case Management		Grants Application Processing		
		Airport Baggage Handling Inspection	Laboratory Operations & Scientific Services			Enforcement Coordination, International		Advanced Research Programs		
			Investigations	Enforcement Coordination, Domestic	Seizures & Tactical Deliveries	License Permit & Registration Processing		Technical Reference & Knowledge Worker Support		
		Compliance						Privacy Impact Analysis		

BORDER REVENUE MODEL LEGEND

- = Revenue Opportunity
- = Revenue Flow
- = Channel
- = Core Differentiating Competency
- = Core Competitive Competency

BORDER SERVICE MODEL LEGEND

- = Service Flow
- = Main/Supporting Service
- = Simple Service
- = Complex Service
- = Unique Service

BORDER VALUE MODEL LEGEND

- = Value Opportunity
- = ROI Opportunity
- = Value Identification
- = Value Creation
- = Value Governance

BORDER PERFORMANCE MODEL LEGEND

- = Performance Opportunity
- = Control & Monitoring
- = BPM (Effectiveness & Efficiency)
- = Measurements
- = Reporting Flow

TRADE BORDER OPERATING MODEL LEGEND

- = Integration Opportunity
- = Standardization Opportunity
- = Governance, Policies & Guidelines
- = People Distribution
- = Maturity Level

BORDER COST MODEL LEGEND

- = Cost Opportunity
- = Cost Flow
- = TCO Opportunity
- = Cockpits, Dashboards & Scorecards
- = Evaluation & Audits

← Innovation Potential →

← Transformation Potential →