Business Architecture: Define your Financial Operating Model

Strategies & Objectives	Critical Success Factors	Key Performance Indicator	Business Area	Business Competency	Operational Competency	Owner	Business Process Type	Business Process	Process Steps	Process Activity	Solution Area	WorkFlow involved
Strengthen Growth	Enable Decision Making	Improve evaluations	Exploration	Performance & Evaluation	Oil & Gas analysis	COO	Management Process	Benchmark performance	Conduct performance assessments	Evaluate Oil Potential	PP, MM & SCM	Analytics
		Improve quality and consistency of performance assessment methods	Strategic Planning	Performance & Evaluation	Business analysis	CFO	Management Process	Benchmark performance	Develop and manage upstream metrics	Measure operational performance	CRM	Analytics
	Improve Customer Interaction	Improve account management methods and tools	Upstream Shared Services-Finance	Corporate Finance	Financial controlling	CMO	Supporting Process	Develop and manage sales plans	Manage customers and accounts	Develop sales/key account plan	CRM	Analytics
		Improve credit analysis processes	Upstream Shared Services-Finance	Corporate Finance	Credit management	CFO	Supporting Process	Perform revenue accounting	Process customer credit	Produce credit/collection reports	BI, Analytics-reporting	Business Information Management
	Improve Responsiveness	Optimize working capital by applying flexibility in internal activities	Upstream Shared Services-Finance	Corporate Finance	Cash flow management	CFO/COO	Management Process	Manage strategic initiatives	Develop strategic initiatives	Ensure measurements through upstream	SCM	Business Intelligence
		Balance between core and none core competencies	Upstream Shared Services-IT	Information Analysis	Business development reporting	COO	Main Process	Create and manage organizational performance strategy	Create enterprise measurement systems model	Set performance targets	SCM	Demand & Supply planning
	Improve Partner & Relationship Collaboration	Increase proactive pursuit of partnerships, mergers and acquisitions	Upstream Shared Services-IT	Information Analysis	Sales and marketing reporting	COO	Management Process	Develop and manage sales plans	Manage sales partners and alliances	Evaluate partner/alliance results	BI, Analytics-reporting	Enterprise Services Architecture
	Strengthen Innovation	Improve methods and tools for managing innovation performance	Upstream Shared Services-IT	Information Analysis	Business development reporting	CRDO	Management Process	Develop product and services	Design, build, and evaluate product and services	Identify design/development performance indicators	SRM	Strategic Purchasing & Sourcing

A part of the LEADing Practice Reference Framework