

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 |
|---------------------------------------|---------------------------------------|--|----------------------------------|-------------------------|--------------------------------|----------------|-----------------------|---|--|---|-----------------------|---|
| Improve Financial Operating Model | Improve Financial Services | Improve Information flow | Upstream Shared Services-Finance | Corporate Finance | Financial policies | CFO | Main Process | Perform revenue accounting | Process accounts receivable (AR) | Establish AR policies | ERP | Corporate services |
| | | Improve financial risk management processes | Upstream Shared Services-Finance | Corporate Finance | Treasury and risk management | CFO | Main Process | Manage internal controls | Establish internal controls, policies, and procedures | Define entity/unit risk tolerances | Business Intelligence | Enterprise Services Architecture |
| | | Increase focus on partners with favourable payment terms | Upstream Shared Services-Finance | Corporate Finance | Financial policies | CFO/CPO | Management Process | Perform revenue accounting | Process customer credit | Establish credit policies | ERP | Corporate services |
| | | Improve capital budgeting processes | Upstream Shared Services-Finance | Corporate Finance | Financial planning | CFO | Main Process | Perform planning and management accounting | Perform planning/budgeting/forecasting | Develop and maintain budget policies and procedures | Analytics-reporting | Enterprise Services Architecture |
| | | Improve oil exploration & development management processes | Upstream Shared Services-Finance | Corporate Finance | Financial planning | CFO | Main Process | Manage treasury operations | Manage budget and investment | Process and oversee investment transactions | ERP | Corporate services |
| | | Improve management of oil (cash) portfolio | Upstream Shared Services-Finance | Corporate Finance | Financial planning | CFO | Main Process | Manage treasury operations | Manage debt and investment | Produce debt and investment accounting transaction reports | PLM | Life-Cycle Process Support |
| Improve Financial Resource Management | Improve Financial Resource Management | Differentiate oil segments | Upstream Shared Services-Finance | Corporate Finance | Strategy management | CFO/COO | Management Process | Understand markets, customers, and capabilities | Perform customer and market intelligence analysis | Conduct customer and market research | ERP | Procurement and Logistics Execution |
| | | Tighten partner terms | Upstream Shared Services-Finance | Corporate Finance | Strategy management | CFO/COO | Management Process | Perform revenue accounting | Process customer credit | Produce credit/collection reports | ERP | Corporate services |
| | | Coordinate Rules & Compliance across Upstream BU | Upstream Shared Services-Finance | Corporate Planning | Financial policies | CFO/COO | Main Process | Manage internal controls | Operate controls and monitor compliance with internal controls policies and procedures | Implement and maintain controls-related enabling technologies and tools | ERP | Corporate services |
| | | Improve assessment and benchmarking of exploration and development performance | Upstream Shared Services-Finance | Corporate Finance | Evaluation & Audit | CFO | Main Process | Manage & control operations | Monitor operations | Produce operational performance reports | ERP | Sales and Distribution |
| | | Improve management of Environment, Safety & Health policies across Upstream business units | Upstream Shared Services-Finance | Corporate Finance & ESH | Risk management | CFO & CSO | Supporting Process | Perform ESH reporting | Perform evaluation reporting | Perform business unit reporting/review management reports | Analytics-reporting | Manufacturing |
| Improve Decision Making | Improve Decision Making | Improve business performance reporting processes | Upstream Shared Services-IT | Information Analysis | Financial reporting | CFO | Management Process | Perform general accounting and reporting | Perform financial reporting | Perform consolidated reporting/review of cost management reports | Analytics-reporting | Product/service Development and Manufacturing |
| | | Improve information handling | Upstream Shared Services-IT | Information Analysis | Information Management | CIO, COO & CFO | Management Process | Manage Information standards | Develop Information standards | Sharing information storage | BW, DW & KM | Corporate services |
| | | Improve financial reporting efficiency | Upstream Shared Services-IT | Information Analysis | Financial reporting | CFO | Main Process | Perform general accounting and reporting | Perform financial reporting | Prepare consolidated financial statements | Analytics-reporting | Demand & Supply Planning |
| | | Improve and standardize credit assessment processes | Upstream Shared Services-IT | Information Analysis | Business development reporting | CFO | Main Process | Perform revenue accounting | Process customer credit | Establish credit policies | ERP | Corporate services |
| | | Improve breadth, depth and quality of financial information | Upstream Shared Services-IT | Information Analysis | Financial reporting | CFO | Main Process | Perform general accounting and reporting | Perform financial reporting | Prepare business unit financial statements | ERP | Analytics |
| Improve Information Management | Improve Information Management | Provide staff with better product/service and information | Upstream Shared Services-IT | Information Analysis | Staff reporting | COO | Supporting Process | Develop product and services | Design, build, and evaluate product and services | Develop product/service/service design specifications | SCM | Manufacturing |
| | | Improve terms with product/service providers | Upstream Shared Services-IT | Information Analysis | Operations reporting | CPO | Main Process | Produce/Manufacture/Deliver product/service | Produce product/service | Assess product/service performance | CRM & Analytics | Analytics |