

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 Operational Excellence	Improve Corporate Services	Improve cash 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 vendors 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 debt and equity management processes	Upstream Shared Services-Finance	Corporate Finance	Financial planning	CFO	Main Process	Manage treasury operations	Manage debt and investment	Process and oversee debt and investment transactions	ERP	Corporate services	
		Improve management of debt 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 Resource Management	Differentiate credit treatment of customers/segments	Tighten credit/loan terms	Upstream Shared Services-Finance	Corporate Finance	Credit management	CFO	Management Process	Understand markets, customers, and capabilities	Perform customer and market intelligence analysis	Conduct customer and market research	ERP	Procurement and Logistics Execution
			Coordinate management of A/R & A/P across business units	Upstream Shared Services-Finance	Corporate Finance	Financial policies	CFO	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 A/P performances	Upstream Shared Services-Finance	Corporate Finance	Cash flow management	CFO	Main Process	Manage treasury operations	Manage debt and investment	Produce debt and investment accounting transaction reports	ERP	Sales and Service
			Improve management of credit risk across business units	Upstream Shared Services-Finance	Corporate Finance	Treasury and risk management	CFO	Supporting Process	Perform general accounting and reporting	Perform financial reporting	Perform business unit reporting/review management reports	Analytics-reporting	Manufacturing
			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 Decision Making	Improve collections processes	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	
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	