Business Architecture: Define your Financial Operating Model Strategies & Critical Success Key Performance Indicator Business Area Business Operational Owner Business Business Process Process Steps Process Ac Objectives Factors Competency Process Competency Type Improve Improve Corporate Improve cash flow Upstream Shared Corporate Financial policies CFO Main Process Perform revenue accounting Process accounts Establish A receivable (AR) Operational Services Services-Finance Finance Excellence Main Process Manage internal controls Improve financial risk Upstream Shared Corporate Treasury and risk CFO Establish internal Define entit management processes Services-Finance Finance management controls, policies, and tolerances procedures CFO/CPO Establish cr Increase focus on vendors Upstream Shared Corporate Financial policies Management Perform revenue accounting Process customer Services-Finance with favourable payment Finance Process credit terms Improve capital budgeting Upstream Shared Corporate Financial planning CFO Main Process Perform planning and Perform Develop an orocesses Services-Finance Finance management accounting planning/budgeting/for budget polic ecasting procedures Financial planning CFO Improve debt and equity Upstream Shared Corporate Main Process Manage treasury operations Manage debt and Process and Services-Finance management processes Finance investment and investm transactions Improve management of debt Upstream Shared Corporate Financial planning CFO Main Process Manage treasury operations Manage debt and Produce de Services-Finance Finance portfolio investment investment transaction Differentiate credit treatment Improve Resource Upstream Shared Corporate Credit CFO Management Understand markets, Perform customer and Conduct cu Management of customers/segments Services-Finance Finance management Process ustomers, and capabilities market intelligence market rese analysis Upstream Shared Corporate CFO Tighten credit/loan terms Process customer Credit Management Perform revenue accounting Produce cre Services-Finance Finance credit management Process reports Coordinate management of Upstream Shared Corporate Financial policies CFO Main Process Manage internal controls Operate controls and Implement A/R & A/P across business Services-Finance Finance monitor compliance controls-rela units with internal controls technologie policies and procedures CFO Upstream Shared Corporate Cash flow Produce de Improve assessment and Main Process Manage treasury operations Manage debt and benchmarking of A/P Services-Finance Finance investment management investment performances transaction Improve management of Upstream Shared Corporate Treasury and risk CFO Supporting Perform general accounting Perform financial Perform bus credit risk across business Services-Finance Finance management Process and reporting reporting reportina/re manageme units Improve Decision Improve business Upstream Shared Information Financial reporting CFO Management Perform general accounting Perform financial Perform co Making performance reporting Services-IT Analysis Process and reporting reporting reporting/re processes manageme Financial reporting CFO Upstream Shared Information Perform revenue accounting Process customer Improve collections Management Produce cre Services-IT processes Analysis Process credit reports Upstream Shared Information Perform general accounting Improve financial reporting Financial reporting CFO Main Process Perform financial Prepare cor Services-IT efficiency Analysis and reporting reporting financial sta CFO Perform revenue accounting Process customer Establish cr Improve and standardize Upstream Shared Information Business Main Process credit assessment processes Services-IT Analysis development credit reporting Financial reporting CFO Improve breadth, depth and Upstream Shared Information Main Process Perform general accounting Perform financial Prepare bus quality of financial information Services-IT Analysis and reporting reporting financial sta Improve Resource Provide staff with better Jpstream Shared Information Staff reporting COO Supporting Develop product and Design, build, and Develop Management product/service and Services-IT Analvsis Process services evaluate product and product/ser information services design spec CPO Improve terms with Upstream Shared Information Operations Main Process Produce/Manufacture/Delive Produce Assess pro product/service providers Services-IT Analysis reporting product/service product/service performanc

ctivity	Solution Area	WorkFlow involved
R policies	ERP	Corporate services
ty/unit risk	Business Intelligence	Enterprise Services Architecture
redit policies	ERP	Corporate services
nd maintain icies and	Analytics-reporting	Enterprise Services Architecture
nd oversee debt ment Is	ERP	Corporate services
ebt and accounting reports	PLM	Life-Cycle Process Support
ustomer and earch	ERP	Procurement and Logistics Execution
edit/collection	ERP	Corporate services
and maintain lated enabling es and tools	ERP	Corporate services
ebt and accounting reports	ERP	Sales and Service
isiness unit eview ent reports	Analytics-reporting	Manufacturing
eview of cost eview of cost ent reports	Analytics-reporting	Product/service Development and Manufacturing
edit/collection	ERP	Corporate services
nsolidated atements	Analytics-reporting	Demand & Supply Planning
redit policies	ERP	Corporate services
isiness unit atements	ERP	Analytics
rvice/service cifications	SCM	Manufacturing
duct/service	CRM & Analytics	Analytics

A part of the LEADing Practice Reference Framework