

Link Business Architecture and Process Modelling: Example Finance within Oil & Gas

Business Architecture						Process Modelling						
Value Drivers		Business Model			Requirement Input	Performance Driver	Process Mapping					
Strategies & Objectives	Critical Success Factors	Business Area	Business Competency	Operational Competency	Owner	Key Performance Indicator	Business Process Type	Business Process	Process Steps	Process Activity	Automated Task	WorkFlow involved
Strengthen Growth	Increase performance	Exploration	Performance & Evaluation	Oil & Gas analysis	COO	Improve evaluations	Management Process	Benchmark performance	Conduct performance assessments	Evaluate Oil Potential	Production Planning & SCM	Analytics
Lower Risk (Governance/Risk/Compliance)	Ensure Compliance	Upstream Shared Services-Finance	Corporate Finance	Financial controlling	CFO/CIO	Compliance with accounting standards	Supporting Process	Manage legal and ethical issues	Ensure compliance	Plan and initiate compliance program	Portal	Business Information Management
Lower Risk (Governance/Risk/Compliance)	Ensure Compliance	Upstream Shared Services-Finance	Corporate Finance	Financial controlling	CFO	Ensure tax planning activities and tax filings comply with regulatory environment	Main Process	Manage taxes	Develop tax strategy and plan	Monitor tax compliance	Portal	Data Unification
Lower Risk (Governance/Risk/Compliance)	Improve Risk Insight & Intelligence	Upstream Shared Services-Finance	Corporate Finance	Financial planning	CFO	Drive greater financial predictability	Main Process	Perform planning and management accounting	Perform planning/budgeting/forecasting	Prepare periodic financial forecasts	ERP	Financials
Lower Risk (Governance/Risk/Compliance)	Improve Risk Management	Upstream Shared Services-Finance	Corporate Finance	Financial controlling	CFO	Increase accountability of business unit leader for tax impact of decisions	Management Process	Manage taxes	Develop tax strategy and plan	Consolidate and optimize total tax plan	ERP	Human capital management
Lower Risk (Governance/Risk/Compliance)	Improve Risk Management	Upstream Shared Services-Finance	Corporate Finance	Treasury and risk management	CFO	Lower debt burden	Management Process	Manage treasury operations	Manage treasury policies and procedures	Establish scope and governance of treasury operations	ERP	Human capital management
Lower Risk (Governance/Risk/Compliance)	Improve Risk Management	Upstream Shared Services-Finance	Corporate Finance	Financial planning	CFO	Improve alignment of budgets and capital programs with strategic priorities	Main Process	Perform planning and management accounting	Perform planning/budgeting/forecasting	Develop and maintain budget policies and procedures	Analytics-reporting	Process Integration
Lower Risk (Governance/Risk/Compliance)	Improve Risk Management	Upstream Shared Services-Finance	Corporate Finance	Financial planning	CFO/COO	Improve coordination of investment, financial & tax strategies across business units	Main Process	Perform general accounting and reporting	Manage policies and procedures	Establish common financial systems	ERP	Human capital management
Lower Risk (Governance/Risk/Compliance)	Improve Risk Management	Upstream Shared Services-Finance	Corporate Finance	Financial planning	CFO/COO	Improve focus of company resources on high-priority initiatives	Main Process	Perform planning and management accounting	Perform cost management	Determine critical activities	ERP	Human capital management
Lower Risk (Governance/Risk/Compliance)	Improve Risk Planning	Upstream Shared Services-Finance	Corporate Finance	Financial controlling	CFO	Improve assignment of accountability and authority	Main Process	Manage internal controls	Establish internal controls, policies, and procedures	Assign roles and responsibility for internal controls	ERP	Human capital management
Lower Risk (Governance/Risk/Compliance)	Improve Risk Insight & Intelligence	Upstream Shared Services-IT	Information Analysis	Operations reporting	CFO/COO	Improve assessment and benchmarking of business process performance	Management Process	Benchmark performance	Conduct performance assessments	-	ERP	Financials
Lower Risk (Governance/Risk/Compliance)	Improve Risk Insight & Intelligence	Upstream Shared Services-IT	Information Analysis	Operations reporting	CFO/COO	Improve determination of key performance metrics and targets	Main Process	Create and manage organizational	Create enterprise measurement systems model	Establish performance measures	ERP	Financials
Lower Risk (Governance/Risk/Compliance)	Improve Risk Insight & Intelligence	Upstream Shared Services-IT	Information Analysis	Operations reporting	CFO/COO	Improve measurement and reporting of operational and financial performance	Main Process	Perform general accounting and reporting	Perform financial reporting	Prepare business unit financial statements	ERP	Financials
Strengthen Growth	Improve Insight & Intelligence	Strategic Planning	Performance & Evaluation	Business analysis	CFO	Improve quality and consistency of performance assessment methods	Management Process	Benchmark performance	Develop and manage upstream metrics	Measure operational performance	CRM	Analytics
Improve Operational Excellence	Improve Corporate Services	Upstream Shared Services-Finance	Corporate Finance	Financial policies	CFO	Improve financial risk management processes	Main Process	Perform revenue accounting	Process accounts receivable (AR)	Establish AR policies	ERP	Corporate services
Improve Operational Excellence	Improve Corporate Services	Upstream Shared Services-Finance	Corporate Finance	Treasury and risk management	CFO	Increase focus on vendors with favourable payment terms	Main Process	Manage internal controls	Establish internal controls, policies, and procedures	Define entity/unit risk tolerances	Business Intelligence	Enterprise Services Architecture
Improve Operational Excellence	Improve Corporate Services	Upstream Shared Services-Finance	Corporate Finance	Financial policies	CFO/CPO	Improve capital budgeting processes	Management Process	Perform revenue accounting	Process customer credit	Establish credit policies	ERP	Corporate services
Improve Operational Excellence	Improve Corporate Services	Upstream Shared Services-Finance	Corporate Finance	Financial planning	CFO	Improve management of debt portfolio	Main Process	Perform planning and management accounting	Perform planning/budgeting/forecasting	Develop and maintain budget policies and procedures	Analytics-reporting	Enterprise Services Architecture
Improve Operational Excellence	Improve Corporate Services	Upstream Shared Services-Finance	Corporate Finance	Financial planning	CFO	Differentiate credit treatment of customers/segments	Main Process	Manage treasury operations	Manage debt and investment	Process and oversee debt and investment transactions	ERP	Corporate services
Improve Operational Excellence	Improve Corporate Services	Upstream Shared Services-Finance	Corporate Finance	Financial planning	CFO	Tighten credit/loan terms	Main Process	Manage treasury operations	Manage debt and investment	Produce debt and investment accounting transaction reports	PLM	Life-Cycle Process Support
Improve Operational Excellence	Improve Resource Management	Upstream Shared Services-Finance	Corporate Finance	Credit management	CFO	Improve business performance reporting processes	Management Process	Understand markets, customers, and capabilities	Perform customer and market intelligence analysis	Conduct customer and market research	ERP	Procurement and Logistics Execution
Improve Operational Excellence	Improve Resource Management	Upstream Shared Services-Finance	Corporate Finance	Credit management	CFO	Improve collections processes	Management Process	Perform revenue accounting	Process customer credit	Produce credit/collection reports	ERP	Corporate services
Improve Operational Excellence	Improve Resource Management	Upstream Shared Services-Finance	Corporate Finance	Financial policies	CFO	Improve financial reporting efficiency	Main Process	Manage internal controls	Operate controls and monitor compliance with internal controls policies and	Implement and maintain controls-related enabling technologies and	ERP	Corporate services
Improve Operational Excellence	Improve Resource Management	Upstream Shared Services-Finance	Corporate Finance	Cash flow management	CFO	Improve and standardize credit assessment processes	Main Process	Manage treasury operations	Manage debt and investment	Produce debt and investment accounting transaction reports	ERP	Sales and Service
Improve Operational Excellence	Improve Resource Management	Upstream Shared Services-Finance	Corporate Finance	Treasury and risk management	CFO	Provide staff with better product/service and information	Supporting Process	Perform general accounting and reporting	Perform financial reporting	Perform business unit reporting/review management reports	Analytics-reporting	Manufacturing
Improve Operational Excellence	Improve Decision Making	Upstream Shared Services-IT	Information Analysis	Financial reporting	CFO	Improve terms with product/service providers	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 Operational Excellence	Improve Decision Making	Upstream Shared Services-IT	Information Analysis	Financial reporting	CFO	Improve account management methods and tools	Management Process	Perform revenue accounting	Process customer credit	Produce credit/collection reports	ERP	Corporate services
Improve Operational Excellence	Improve Decision Making	Upstream Shared Services-IT	Information Analysis	Financial reporting	CFO	Improve credit analysis processes	Main Process	Perform general accounting and reporting	Perform financial reporting	Prepare consolidated financial statements	Analytics-reporting	Demand & Supply Planning
Improve Operational Excellence	Improve Decision Making	Upstream Shared Services-IT	Information Analysis	Business development	CFO	Optimize working capital by applying flexibility in internal activities	Main Process	Perform revenue accounting	Process customer credit	Establish credit policies	ERP	Corporate services
Improve Operational Excellence	Improve Decision Making	Upstream Shared Services-IT	Information Analysis	Financial reporting	CFO	Increase proactive pursuit of partnerships, mergers and acquisitions	Main Process	Perform general accounting and reporting	Perform financial reporting	Prepare business unit financial statements	ERP	Analytics
Improve Operational Excellence	Improve Resource Management	Upstream Shared Services-IT	Information Analysis	Staff reporting	COO	Better alignment of financial accounting & analysis functions	Supporting Process	Develop product and services	Design, build, and evaluate product and services	Develop product/service/service design specifications	SCM	Manufacturing
Improve Operational Excellence	Improve Resource Management	Upstream Shared Services-IT	Information Analysis	Operations reporting	CPO	Leverage existing investments better	Main Process	Produce/Manufacture/Deliver product/service	Produce product/service	Assess product/service performance	CRM & Analytics	Analytics
Improve Competitiveness	Improve Customer Interaction	Upstream Shared Services-Finance	Corporate Finance	Financial controlling	CMO	Minimize unprofitable investments	Supporting Process	Develop and manage sales plans	Manage customers and accounts	Develop sales/key account plan	CRM	Analytics
Improve Competitiveness	Improve Customer Interaction	Upstream Shared Services-Finance	Corporate Finance	Credit management	CFO	Acquire companies in targeted geographies	Supporting Process	Perform revenue accounting	Process customer credit	Produce credit/collection reports	BI, Analytics-reporting	Business Information Management