

Process heatmap: finance and accounting

Source to pay	Order to cash	Record to report	General accounting	Treasury	FP&A	Tax	Fixed asset accounting
Manage procurement activities	Customer setup and contract	Planning and management accounting	Manage policies and procedures	Manage treasury process and procedures	Reports & analysis	Develop tax strategy	Perform capital planning and approval
Purchase goods and services	Assess and manage credit	General accounting and reporting	Perform general accounting	Manage cash	Budgeting & forecasting	Process tax	Perform capital project accounting
Receive goods and services	Quote to order process	Fixed asset project accounting	Perform fixed asset accounting	Manage in-house bank accounts			
Process invoices	Order fulfillment	Payroll accounting	Perform finance accounting	Manage debt and investments			
Process payment	Invoice customer			Manage risk and hedging strategy			
Generate reports	Process A/R and collections						
	Manage cash						

Process heatmap: finance and accounting

Source to pay

Source to pay	Order to cash	Record to report	General accounting	Treasury	FP&A	Tax	Fixed asset accounting
Manage procurement activities	Customer setup and contract	Planning and management accounting	Manage policies and procedures	Manage treasury process and procedures	Reports & analysis		
Measure performance ●	Create and submit requisitions	Process receipts	Manage invoice collection and entry	Run payment process	Generate standard reports ●		
Manage vendor master	Create purchase orders	Receive goods and services	Manage electronic invoicing	Complete initial payment review ●	Distribute and manage reports		
Develop procurement strategy and process	Submit purchase orders to vendors	Manage discrepancies and returns	Validate and handle invoice data	Handle payment reconciliations	Develop reporting process and policies		
Manage supplier and vendor relationships	Manage requisition approvals ●	Manage inventory ●	Submit transactions for processing	Manage payment exceptions	Generate ad-hoc reports		
	Manage purchase order approvals ●		Manage matching discrepancies ●				

● Attended Robot Potential



Highest Automation Potential

Process heatmap: finance and accounting

Order to cash

Source to pay	Order to cash	Record to report	General accounting	Treasury	FP&A	Tax	Fixed asset accounting
Customer onboarding	Assess and manage credit	Manage quote to order	Process and fulfill order	Invoice customer	Process A/R and collections	Manage cash	
Create and update product master	Establish credit and risk strategy, process and policies	Identify, manage and qualify leads	Process order	Generate invoices	Manage cash applications ●	Prepare and review daily cash	
Set up customer in system(s)	Develop and manage reports	Create and manage customer orders	Manage shipping and inventory ●	Manage billing	Conduct aging and bad debt analysis ●	Perform balance reporting	
Manage customer data	Conduct new customer credit assessment ●	Create initial sales quote	Process returns and exchanges ●	Post receivables to General Ledger	Create and manage reports	Collect bank reconciliations	
Create and manage reports ●	Perform credit checks	Create and manage reports ●	Create and manage reports	Create and manage reports ●	Manage customer collections	Create and manage reports	
Review and accept customer applications		Prioritize opportunities	Manage rebates and chargebacks ●	Create invoicing process and policies	Develop A/R and collections strategy, process and policy	Monitor banking performance	
Manage terms and conditions		Approve pricing, discounts and promotions	Create order mgmt., strategy, process and policy		Issue statements	Develop cash mgmt. strategy, process and policies	
Negotiate pricing, terms and conditions		Negotiate and finalize sale ●	Manage orders				
Manage customer contracts							

● Attended Robot Potential



Highest Automation Potential

Process heatmap: finance and accounting

Record to report

Source to pay	Order to cash	Record to report	General accounting	Treasury	FP&A	Tax	Fixed asset accounting
	Planning and mgmt accounting	General accounting and reporting	Fixed asset project accounting	Payroll accounting			
	Perform planning/ budgeting/forecasting	Perform general accounting ●	Perform capital planning and project approval	Report time			
	Perform cost accounting and control	Perform fixed asset accounting ●	Perform capital project accounting	Manage pay/compensation			
	Perform cost management	Perform financial reporting ●		Manage and process payroll taxes			
	Evaluate and manage financial performance	Manage GA policies and procedures					

● Attended Robot Potential



Highest Automation Potential

Process heatmap: finance and accounting

General & fixed asset accounting

Source to pay	Order to cash	Record to report	General accounting	Treasury	FP&A	Tax	Fixed asset accounting
	Manage policies and procedures	Perform general accounting	Perform fixed asset accounting	Perform finance reporting		Perform capital planning and approval	Perform capital project accounting
Negotiate service-level agreements	Process journal entries	Process and record fixed-asset additions and retires	Prepare business unit financials			Develop capital investment policies and procedures	Monitor and track capital projects and budget spend
Establish accounting policies	Process allocations	Process and record fixed-asset adjusts, revalues and xfers	Prepare consolidated financials			Develop and approve capex plans and budgets	Close/capitalize projects
Publish accounting policies	Process period end adjustments	Process and record fixed-asset maint and repair expenses	Perform BU reporting/review management reports			Review and approve capital projects and FA acquisitions	Measure financial returns on completed capital projects
Establish common financial systems	Post and reconcile intercompany transactions	Calculate and record depreciation expense	Perform consolidated reporting of cost mgmt. reports			Conduct financial justification for project approval	Create project account codes
	Reconcile general ledger accounts	Reconcile fixed-asset ledger	Prepare statements for board review				Record project-related transactions
	Perform consolidation and process eliminations	Maintain fixed-asset master data files	Produce qtr/annual filings and shareholder reports				
	Prepare trial balance	Provide data to support tax, statutory and regulatory report	Product regulatory reports				
	Prepare and post management adjustments	Provide data to support tax, statutory and regulatory report	Perform legal and management consolidation				
	Maintain chart of accounts	Establish fixed-asset policies and procedures					

● Attended Robot Potential



Highest Automation Potential

Process heatmap: finance and accounting

Treasury & tax

Source to pay	Order to cash	Record to report	General accounting	Treasury	FP&A	Tax	Fixed asset accounting
Manage treasury process and procedures	Manage cash	Manage in-house bank accounts	Manage debt and investments	Manage risk and hedging strategy		Develop tax strategy	Process tax
Establish scope and governance of treasury operations	Manage cash flows ●	Manage in-house bank accounts for subsidiaries	Manage liquidity	Execute hedging transactions		Maintain tax master data	Prepare tax returns
Establish and publish treasury policies	Produce cash mgmt acct transactions and reports	Manage central incoming pmts on behalf of subsidiaries	Manage issuer exposure	Produce hedge acct transactions and reports		Develop foreign, natl, state and local tax strategy	Prepare foreign taxes
Develop treasury procedures	Manage and reconcile cash positions	Manage internal pmts and netting transactions	Manage shipping and inventory	Manage interest rate risk ●		Consolidate and optimize total tax plan	Account for taxes
Monitory treasury procedures	Manage cash equivalents	Calculate interest and fees for in-house bank accounts	Process and oversee debt and investment transactions ●	Manage foreign exchange risk ●			Calculate deferred taxes
Audit treasury procedures	Process and oversee electronic fund transfers	Provide account statements for in-house bank accts ●	Process and oversee foreign currency transactions ●	Manage exposure risk ●			Monitor tax compliance
Revise treasury procedures	Develop cash flow forecasts ●	Manage and facilitate inter-company loan transactions	Produce debt and investment acct transaction reports ●	Develop risk management and hedging strategy			Address tax inquiries
Develop and confirm internal controls for treasury	Manage and oversee banking relationships	Manage central outgoing pmts on behalf of subsidiaries	Process and oversee interest rate transactions				Performa tax planning/strategy
Define system security requirements	Analyze, negotiate, resolve and confirm bank fees		Manage financial intermediary relationships				
			Manage financial intermediary relationships				

● Attended Robot Potential

↑ Highest Automation Potential

Process heatmap: finance and accounting

Financial planning and analysis (FP&A)

Source to pay	Order to cash	Record to report	General accounting	Treasury	FP&A	Tax	Fixed asset accounting														
					<table border="1"> <thead> <tr> <th>Report and analysis</th> <th>Budgeting and forecasting</th> </tr> </thead> <tbody> <tr> <td>Post close reporting</td> <td>P&L budget submission</td> </tr> <tr> <td>Post close financial analysis</td> <td>Revenue budget preparation</td> </tr> <tr> <td>Financial analysis ●</td> <td>P&L budget preparation</td> </tr> <tr> <td>Balance sheet notes</td> <td>Revenue budget review</td> </tr> <tr> <td>Internal control checklists</td> <td>Revenue re-forecast ●</td> </tr> <tr> <td>Consolidation package corrections</td> <td>P&L re-forecast ●</td> </tr> </tbody> </table>	Report and analysis	Budgeting and forecasting	Post close reporting	P&L budget submission	Post close financial analysis	Revenue budget preparation	Financial analysis ●	P&L budget preparation	Balance sheet notes	Revenue budget review	Internal control checklists	Revenue re-forecast ●	Consolidation package corrections	P&L re-forecast ●		
Report and analysis	Budgeting and forecasting																				
Post close reporting	P&L budget submission																				
Post close financial analysis	Revenue budget preparation																				
Financial analysis ●	P&L budget preparation																				
Balance sheet notes	Revenue budget review																				
Internal control checklists	Revenue re-forecast ●																				
Consolidation package corrections	P&L re-forecast ●																				

● Attended Robot Potential



Highest Automation Potential

Process heatmap: finance and accounting

Internal controls

Establish internal controls, policies & procedures	Operate controls & monitor compliance	Report on internal controls compliance
Establish board of directors & audit committee	Design & implement control activities ●	Report to external auditors
Define & communicate code of ethics	Monitor control effectiveness ●	Report to regulators, share/debt holders, securities exchanges
Assign roles & responsibilities for IC	Operate compliance function ●	Report to third parties
Define business process objectives & risks	Remediate control deficiencies ●	Report to internal management
Define entity or unit risk tolerances	Create compliance function	
	Implement & maintain controls related enabling tools & technologies	

● Attended Robot Potential



Highest Automation Potential