Finance and Accounting Process Heatmap Summary

**Source to pay**
- Manage Procurement activities
- Purchase Goods and Services
- Receive Goods and Services
- Process Invoices
- Process Payment
- Generate reports

**Order to cash**
- Customer setup and Contract
- Assess and manage credit
- Quote to order process
- Order fulfillment
- Invoice customer
- Accounts receivables

**Record to Report**
- Planning and Management accounting
- General accounting and reporting
- Fixed asset project accounting
- Payroll accounting

**General Accounting**
- Manage Policies and Procedures
- Perform General Accounting
- Perform Fixed Asset Accounting
- Perform Finance Reporting

**Treasury**
- Manage Treasury Process and Procedures
- Manage Cash
- Manage In-House Bank Accounts
- Manage Debt and Investments
- Manage Risk and Hedging Strategy

**FP&A**
- Reports & Analysis
- Budgeting & Forecasting
- Manage in-House Bank Accounts
- Manage Debt and Investments
- Manage Risk and Hedging Strategy

**Tax**
- Develop Tax Strategy
- Process Tax

**Fixed Asset Accounting**
- Perform Capital Planning and Approval
- Perform Capital Project Accounting
Finance and Accounting Process Heatmap

**Source to pay**
- Manage Procurement Activities
  - Develop procurement strategy and process
  - Manage supplier and vendor relationships
  - Manage vendor master
  - Measure performance
- Purchase Goods and Services
  - Create and submit requisitions
  - Manage requisition approvals
  - Create purchase orders
  - Manage purchase order approvals
- Receive Goods and Services
  - Receive goods and services
  - Process receipts
  - Manage discrepancies and returns
  - Manage inventory
- Process Invoices
  - Manage invoice collection and entry
  - Manage electronic invoicing
  - Validate and handle invoice data
  - Manage matching discrepancies
  - Submit transactions for processing
- Process Payment
  - Complete initial payment review
  - Manage payment exceptions
  - Run payment process
  - Handle payment reconciliations
- Generate Reports
  - Develop reporting process and policies
  - Generate standard reports
  - Generate ad-hoc reports
  - Distribute and manage reports

**Order to cash**

**Record to Report**

**General Accounting**

**Treasury**

**FP&A**

**Tax**

**Fixed Asset Accounting**

**Path Atkins**

**UiPath** Reboot Work

- High automation potential
- Medium automation potential
- Low automation potential

- Attended Robot Potential
## Finance and Accounting Process Heatmap

### Source to Pay
- **Order to cash**
  - **Customer Onboarding**
    - Review and accept customer applications
    - Negotiate pricing, terms and conditions
    - Create and update product master
    - Manage customer contracts
    - Manage terms and conditions
    - Set up customer in system(s)
    - Manage customer data
    - Create and manage reports
  - **Assess and Manage Credit**
    - Conduct new customer credit assessment
    - Perform credit checks
    - Develop and manage reports
    - Approve pricing, discounts and promotions
    - Negotiate and finalize sale
    - Create and manage reports
  - **Manage Quote to Order**
    - Identify, manage and qualify orders
    - Prioritize leads
    - Create and manage customer orders
    - Create initial sales quote
    - Negotiate and finalize sale
    - Create and manage reports
  - **Process and Fulfill Order**
    - Create order mgmt., strategy, process and policy
    - Process order
    - Manage orders
    - Manage shipping and inventory
    - Process returns and exchanges
    - Manage rebates and chargebacks
    - Create and manage reports
  - **Invoice Customer**
    - Create invoicing process and policies
    - Generate invoices
    - Manage billing
    - Post receivables to General Ledger
    - Create and manage reports
  - **Process A/R and Collections**
    - Develop A/R and collections strategy, process and policy
    - Manage cash applications
    - Issue statements
    - Conduct aging and bad debt analysis
    - Create and manage reports
    - Create and manage reports
  - **Manage Cash**
    - Develop cash mgmt. strategy, process and policies
    - Prepare and review daily cash
    - Perform balance reporting
    - Collect bank reconciliations
    - Monitor banking performance
    - Create and manage reports

### Record to Report
- **General Accounting**
- **Treasury**
- **FP&A**
- **Tax**
- **Fixed Asset Accounting**

### Process Customer Inquiries and Complaints
- Develop service strategy, process and policies
- Process inquiries
- Create and manage reports
- Review customer complaints
- Update and manage reports

### Automation Potential
- **High automation potential**
- **Medium automation potential**
- **Low automation potential**

- **Attended Robot Potential**
Finance and Accounting Process Heatmap

**Source to pay**
- Order to cash
- Record to Report
- General Accounting
- Treasury
- FP&A
- Tax
- Fixed Asset Accounting

**Planning and mgmt accounting**
- Perform planning/budgeting/forecasting
- Perform cost accounting and control
- Perform cost management
- Evaluate and manage financial performance

**General accounting and reporting**
- Manage GA policies and procedures
- Perform general accounting
- Perform fixed asset accounting
- Perform financial reporting

**Fixed asset project accounting**
- Perform capital planning and project approval
- Perform capital project accounting
- Perform fixed asset project accounting

**Payroll accounting**
- Report time
- Manage pay/compensation
- Manage and process payroll taxes

- High automation potential
- Medium automation potential
- Low automation potential

● Attended Robot Potential
## Finance and Accounting Process Heatmap

<table>
<thead>
<tr>
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<th>Tax</th>
<th>Fixed Asset Accounting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage Policies and Procedures</td>
<td>Perform General Accounting</td>
<td>Perform Fixed Asset Accounting</td>
<td>Perform Finance Reporting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Negotiate service-level agreements</td>
<td>Maintain chart of accounts</td>
<td>Establish fixed-asset policies and procedures</td>
<td>Prepare business unit financials</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Establish accounting policies</td>
<td>Process journal entries</td>
<td>Maintain fixed-asset master data files</td>
<td>Prepare consolidated financials</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publish accounting policies</td>
<td>Process allocations</td>
<td>Process and record fixed-asset additions and retires</td>
<td>Perform BU reporting/review management reports</td>
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</tr>
<tr>
<td>Establish common financial systems</td>
<td>Process period end adjustments</td>
<td>Process and record fixed-asset adjusts, revalues and xfers</td>
<td>Perform consolidated reporting of cost mgmt. reports</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Post and reconcile intercompany transactions</td>
<td>Process and record fixed-asset maintain and repair expenses</td>
<td>Prepare statements for board review</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reconcile general ledger accounts</td>
<td>Calculate and record depreciation expense</td>
<td>Produce qtr/annual filings and shareholder reports</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Perform consolidation and process eliminations</td>
<td>Reconcile fixed-asset ledger</td>
<td>Product regulatory reports</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Prepare trial balance</td>
<td>Track fixed-assets including physical inventory</td>
<td>Perform legal and management consolidation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Prepare and post management adjustments</td>
<td>Provide data to support tax,statutory and regulatory report</td>
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</tr>
</tbody>
</table>

### Automation Potential
- **High automation potential**: Negotiate service-level agreements, Establish accounting policies, Publish accounting policies, Establish common financial systems.
- **Medium automation potential**: Maintain chart of accounts, Process journal entries, Process allocations, Process period end adjustments, Post and reconcile intercompany transactions, Reconcile general ledger accounts, Perform consolidation and process eliminations, Prepare trial balance, Prepare and post management adjustments.
- **Low automation potential**: Prepare business unit financials, Prepare consolidated financials, Perform BU reporting/review management reports, Prepare statements for board review, Produce qtr/annual filings and shareholder reports, Product regulatory reports, Perform legal and management consolidation, Provide data to support tax,statutory and regulatory report.

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- **Attend Robot Potential**
- **Record project-related transactions**
- **Monitor and track capital projects and budget spend**
- **Conduct financial justification for project approval**
- **Close/capitalize projects**
- **Measure financial returns on completed capital projects**
# Finance and Accounting Process Heatmap

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<th>Tax</th>
<th>Fixed Asset Accounting</th>
</tr>
</thead>
</table>
| **Perform Capital Planning and Approval**
  - Develop capital investment policies and procedures
  - Develop and approve capex plans and budgets
  - Review and approve capital projects and FA acquisitions
  - Conduct financial justification for project approval |
| **Perform Capital Project Accounting**
  - Create project account codes
  - Record project-related transactions
  - Monitor and track capital projects and budget spend
  - Close/capitalize projects
  - Measure financial returns on completed capital projects |

- High automation potential
- Medium automation potential
- Low automation potential

[Attended Robot Potential]
# Finance and Accounting Process Heatmap

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</thead>
</table>

## Manage Treasury Process and Procedures
- Establish scope and governance of treasury operations
- Establish and publish treasury policies
- Develop treasury procedures
- Monitor treasury procedures
- Audit treasury procedures
- Revise treasury procedures
- Develop and confirm internal controls for treasury
- Define system security requirements

## Manage Cash
- Manage and reconcile cash positions
- Manage cash equivalents
- Process and oversee electronic fund transfers
- Develop cash flow forecasts
- Manage cash flows
- Produce cash mgmt acct transactions and reports
- Manage and oversee banking relationships
- Analyze, negotiate, resolve and confirm bank fees

## Manage In-House Bank Accounts
- Manage in-house bank accounts for subsidiaries
- Manage and facilitate inter-company loan transactions
- Manage central outgoing pmts on behalf of subsidiaries
- Manage central incoming pmts on behalf of subsidiaries
- Manage internal pmts and netting transactions
- Calculate interest and fees for in-house bank accounts
- Provide account statements for in-house bank acct

## Manage Debt and Investments
- Manage financial intermediary relationships
- Manage financial intermediary relationships
- Manage liquidity
- Manage issuer exposure
- Manage shipping and inventory
- Process and oversee debt and investment transactions
- Process and oversee foreign currency transactions
- Process and oversee foreign currency transactions
- Process and oversee interest rate transactions

## Manage risk and hedging strategy
- Develop risk management and hedging strategy
- Manage interest rate risk
- Manage foreign exchange risk
- Manage exposure risk
- Execute hedging transactions
- Produce hedge acct transactions and reports

## Develop Tax Strategy
- Develop foreign, natl, state and local tax strategy
- Consolidate and optimize total tax plan
- Manage foreign exchange risk
- Prepare tax returns
- Prepare foreign taxes
- Calculate deferred taxes
- Account for taxes
- Monitor tax compliance
- Address tax inquiries

## Process Tax
- High automation potential
- Medium automation potential
- Low automation potential

**Attend Robot Potential**
### Finance & Accounting Heatmap: Internal Controls

<table>
<thead>
<tr>
<th>Establish Internal Controls, Policies &amp; Procedures</th>
<th>Operate Controls &amp; Monitor Compliance</th>
<th>Report on Internal Controls Compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish board of directors &amp; audit committee</td>
<td>Design &amp; Implement Control activities</td>
<td>Report to external auditors</td>
</tr>
<tr>
<td>Define &amp; Communicate code of ethics</td>
<td>Monitor control effectiveness</td>
<td>Report to regulators, share/debt holders, securities exchanges</td>
</tr>
<tr>
<td>Assign roles &amp; responsibilities for IC</td>
<td>Remediate control deficiencies</td>
<td>Report to third parties</td>
</tr>
<tr>
<td>Define business process objectives &amp; risks</td>
<td>Create compliance function</td>
<td>Report to Internal Management</td>
</tr>
<tr>
<td>Define entity or unit risk tolerances</td>
<td>Operate Compliance function</td>
<td></td>
</tr>
<tr>
<td>Implement &amp; maintain controls related enabling tools &amp; technologies</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Automation Potential**
- High automation potential
- Medium automation potential
- Low automation potential
- Attended Robot Potential