

Opportunities for Automation with Digital Workforce

Finance Processes

Transaction Processing

Record To Report (General Accounting)

General Ledger Accounting	Consolidations	Monthly/ Quarterly Close	Financial Reconciliation
Fixed Asset Accounting	Tax Planning/ Accounting	Benefits Admin./ Accounting	Inquiry Handling
Premium Accounting (Ins)	Re-insurance Accounting (Ins)	Investment Accounting/ Securities Pricing (FS)	Daily P&L/ Mark to Market/ Middle Office

Purchase To Payment

Requisition Materials	Purchasing/ Procurement
Payment Processing	Accounts Payable
T&E Accounting/ Reimbursement	Procurement. Card Admin

Order To Cash

Order Entry	Billing
Cash Application	Collections
Bank Reconciliation	Treasury/ Trust Management

External Reporting

Legal Entity Reporting	Statutory Reporting
Regulatory Reporting	Rating Agency Relations
Investor Relations	

Business Decision Support

Planning

Strategic Planning	Budgeting & Financial Planning	Forecasting
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Control

Accounting/ Tax Policy	Internal Audit	Financial Analysis	Internal Consulting	Project Management
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Management Reporting

Expense/ Revenue Allocations	Performance Measurements	Multi-Dimensional Reporting	Profit Center/ Customer/ Producer Profitability
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Specialized Expertise

Acquisitions & Divestitures	Risk Management (CM)	Actuarial Analysis/ Reserving (Ins)	Real Estate Mgmt.
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Finance Management

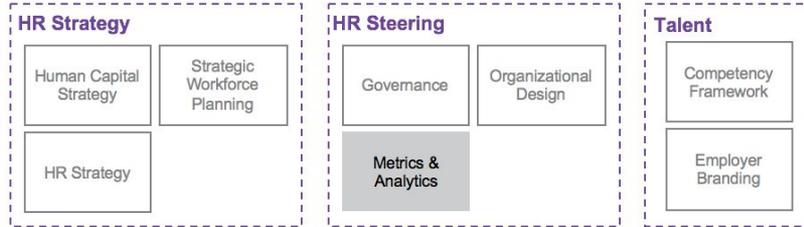
Finance Function Management	Human Performance Management
Business Liaison	Training & Development

Opportunities for Automation

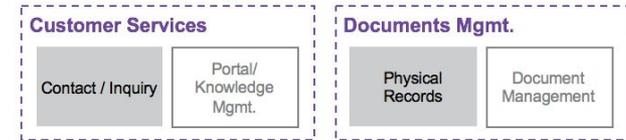
Low	Medium	High
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HR Processes

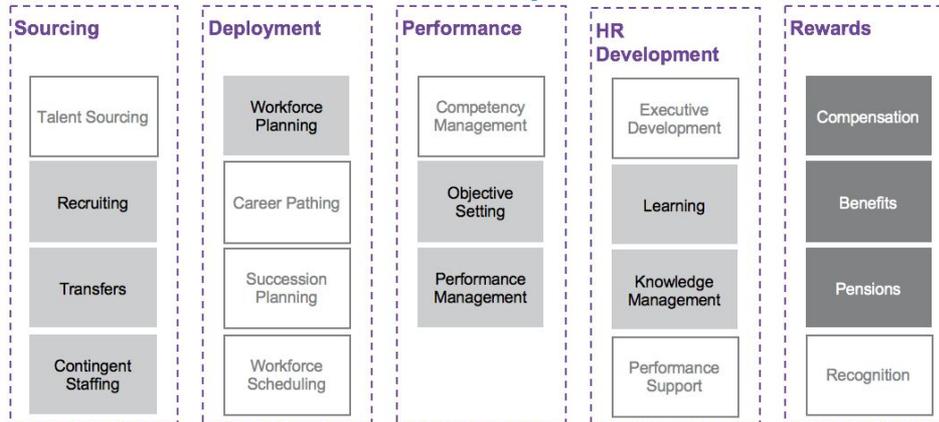
Talents



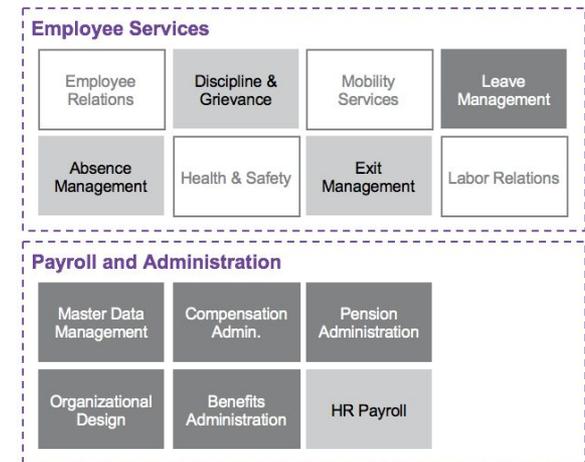
HR Operations & Support



Talent Life-Cycle



HR Services & Administration



Opportunities for Automation

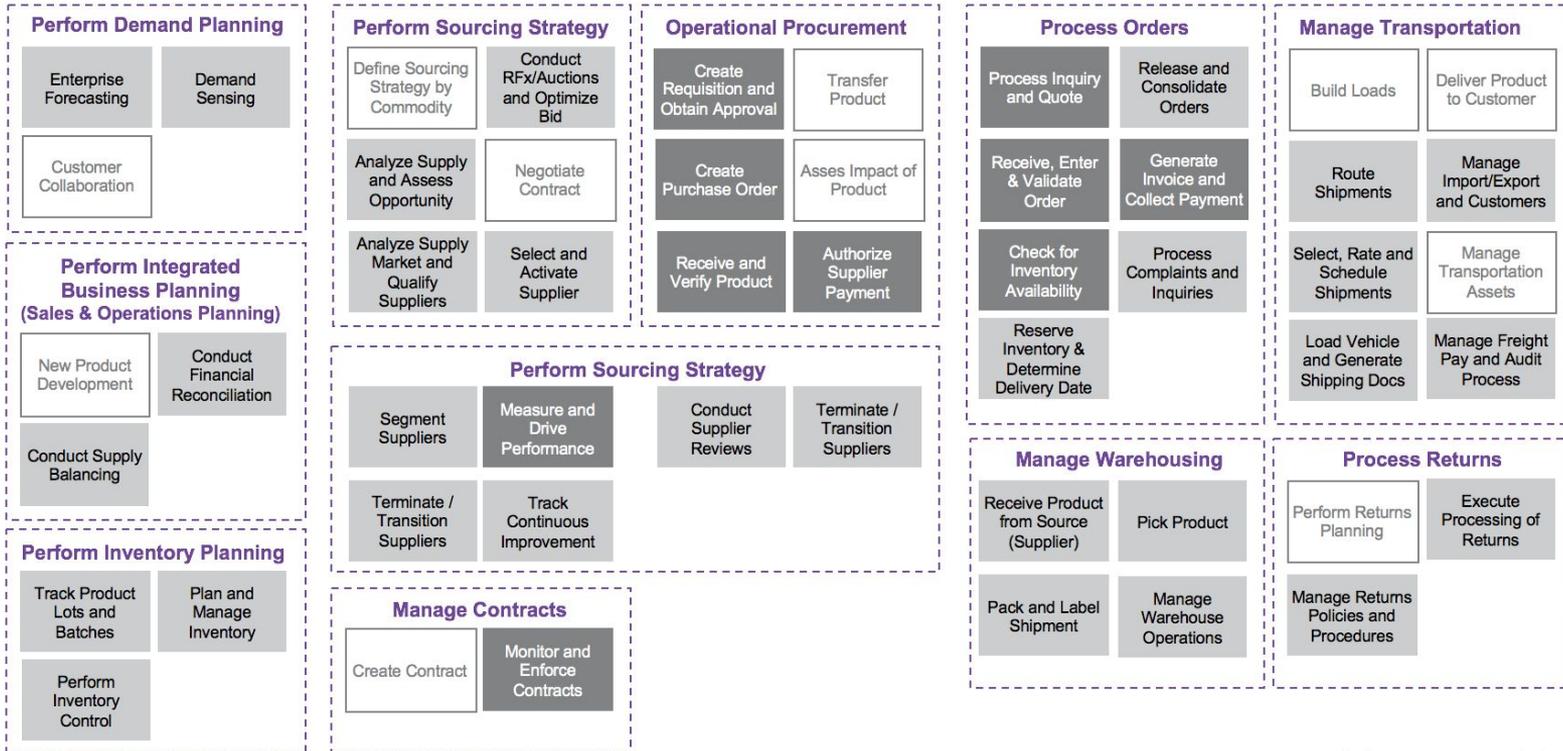


Supply Chain Processes

Plan

Source

Deliver



Opportunities for Automation

Low

Medium

High