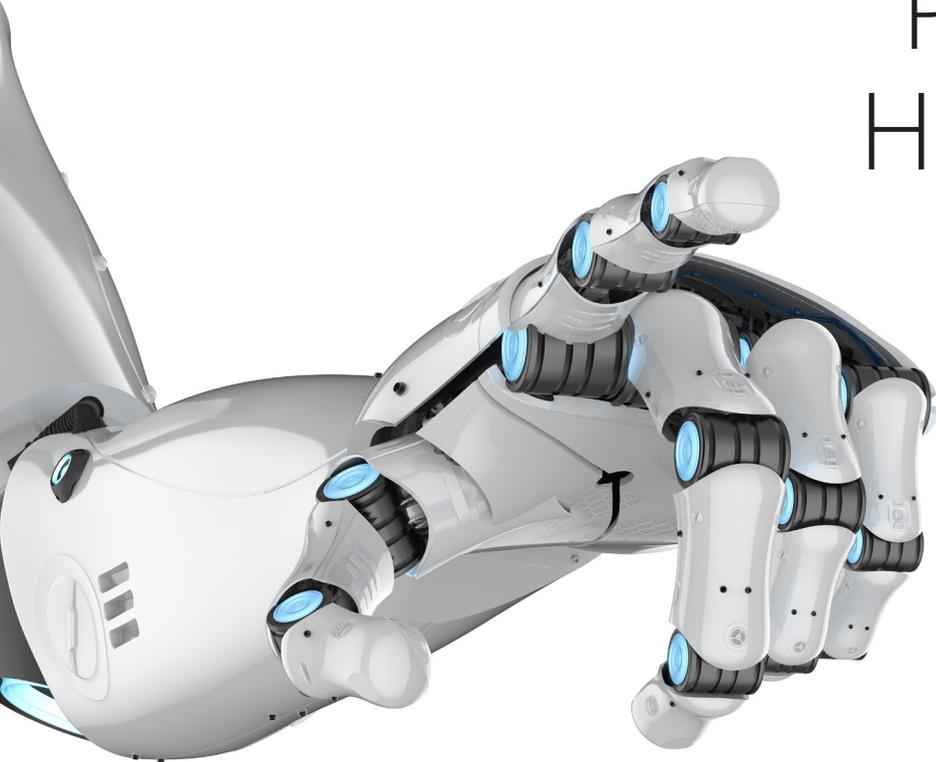




AUTOMATION
POTENTIAL
LEVELS

PROCESS HEATMAPS



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END-TO-END HIRE-TO-RETIRE PROCESS



| | | | | | | | | | | |
|---|----------------------------------|---|---|--|--|--|--|-------------------------------|-------------------------------------|--|
| 1 | CREATE HR STRATEGY AND PROCESSES | 1.1 Develop HR strategy, processes and policies | 1.2 Identify staffing needs | 1.3 Develop hiring plans | 1.4 Manage hiring plans | | | | | |
| | | 2.1 Create and post job descriptions | 2.2 Source candidates | 2.3 Screen candidates | 2.4 Select candidates | 2.5 Manage preemployment verification | 2.6 Develop and extend offer | 2.7 Onboard new hires | 2.8 Set up new hires in the systems | 2.9 Create and manage Automation Potential reports |
| | | 3.1 Develop train strategy, processes and policies | 3.2 Design learning content | 3.3 Review training materials | 3.4 Manage new hire orientation and training | 3.5 Develop and train existing employees | 3.6 Evaluate and update training materials | 3.7 Create and manage reports | | |
| | | 4.1 Develop performance mgt. strategy & policies | 4.2 Manage employee performance | 4.3 Manage employee career development | 4.4 Manage compliance | 4.5 Manage time & attendance | 4.6 Create and manage reports | | | |
| 5 | COMPENSATE AND REWARD EMPLOYEES | 5.1 Develop comp. and reward strategy, process and policies | 5.2 Benchmark compensation against industry standards | 5.3 Develop compensation model | 5.4 Manage compensation | 5.5 Manage benefits administration | 5.6 Manage rewards and recognition | 5.7 Create and manage reports | | |
| | | 6.1 Develop HR helpdesk strategy, processes and policies | 6.2 Service employee inquiries | 6.3 Solicit employee feedback | 6.4 Create and manage reports | | | | | |
| 6 | MANAGE HR HELPDESK | | | | | | | | | |
| | | 7.1 Develop offboarding strategy, processes and policies | 7.2 Manage employee off-boarding | 7.3 Manage employee placement services | 7.4 Create and manage reports | | | | | |
| 7 | OFFBOARD EMPLOYEES | | | | | | | | | |



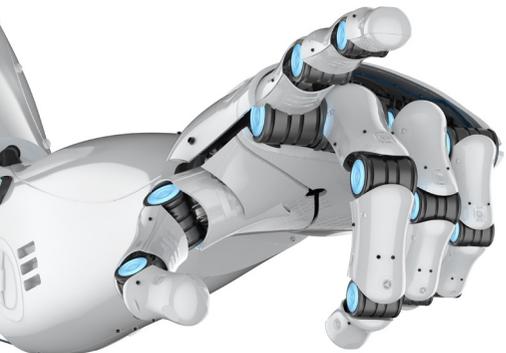
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| High Automation Potential | Medium Automation Potential | Low Automation Potential |
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END-TO-END PROCURE-TO-PAY PROCESS



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| 1 | MANAGE PROCUREMENT ACTIVITIES | 1.1 Develop procurement strategy, process and policies | 1.2 Manage supplier and vendor relationships | 1.3 Manage vendor master | 1.4 Measure performance | |
| 2 | PURCHASE GOODS AND SERVICES | 2.1 Create and submit requisitions | 2.2 Manage requisition approvals | 2.3 Create purchase orders | 2.4 Manage purchase orders approvals | 2.5 Submit purchase orders to vendors |
| 3 | RECEIVE GOODS AND SERVICES | 3.1 Receive goods and services | 3.2 Process receipts | 3.3 Manage discrepancies and returns | 3.4 Manage inventory | |
| 4 | PROCESS INVOICES | 4.1 Manage invoice collection and entry | 4.2 Manage electronic invoicing | 4.3 Validate and handle invoice data | 4.4 Manage matching discrepancies | 4.5 Submit transactions for processing |
| 5 | PROCESS PAYMENT | 5.1 Complete initial payment review | 5.2 Manage payment exceptions | 5.3 Run payment process | 5.4 Handle payment reconciliations | |
| 6 | GENERATE REPORTS | 6.1 Develop reporting process and policies | 6.2 Generate standard reports | 6.3 Generate ad hoc reports | 6.4 Distribute and manage reports | |

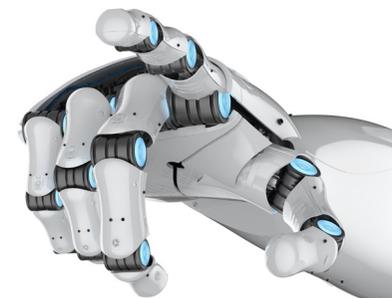


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END-TO-END ORDER-TO-CASH PROCESS



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| 1 | PERFORM CUSTOMER SET UP AND CONTRACT | 1.1 Review and accept customer applications | 1.2 Negotiate pricing and Terms & Conditions | 1.3 Create and update product master | 1.4 Manage customer contracts | 1.5 Manage Terms & Conditions | 1.6 Set up customer in system | 1.7 Manage customer data | 1.8 Create and manage reports |
| 2 | ASSES AND 5.0 INVOICE CUSTOMER MANAGE CREDIT | 2.1 Establish credit and risk strategy, process and policies | 2.2 Conduct new customer credit assessment | 2.3 Perform credit checks | 2.4 Develop and manage reports | | | | |
| 3 | MANAGE QUOTE TO ORDER PROCESS | 3.1 Identify, manage and qualify leads | 3.2 Prioritize opportunities | 3.3 Create and manage customer orders | 3.4 Create initial sales quote | 3.5 Approve pricing, discounts, and promotions | 3.6 Negotiate and finalize sale | 3.7 Create and manage reports | |
| 4 | PROCESS AND FULFILL ORDER | 4.1 Create order mgmt. strategy, process and policies | 4.2 Process order | 4.3 Manage orders | 4.4 Manage shipping and inventory | 4.5 Process returns and exchanges | 4.6 Manage rebates and chargebacks | 4.7 Create and manage reports | |
| 5 | INVOICE CUSTOMER | 5.1 Create invoicing process and policies | 5.2 Generate invoices | 5.3 Manage billing | 5.4 Post receivables to General Ledger | 5.5 Develop and manage reports | | | |
| 6 | HANDLE A/R & 7.0 MANAGE CASH COLLECTIONS | 6.1 Develop A/R and collections strategy, process and policies | 6.2 Manage cash applications | 6.3 Issue statements | 6.4 Conduct aging and bad debt analysis | 6.5 Manage customer collections | 6.6 Create and manage reports | | |
| 7 | MANAGE CASH | 7.1 Develop cash mgmt. strategy, process and policies | 7.2 Prepare and review daily cash | 7.3 Perform balance reporting | 7.4 Collect bank reconciliations | 7.5 Monitor banking performance | 7.6 Create and manage reports | | |
| 8 | HANDLE CUSTOMER INQUIRIES/ COMPLAINTS | 8.1 Develop service strategy, process and policies | 8.2 Review customer complaints | 8.3 Handle inquires and complaints | 8.4 Communicate resolution to customer | 8.5 Create and manage reports | | | |

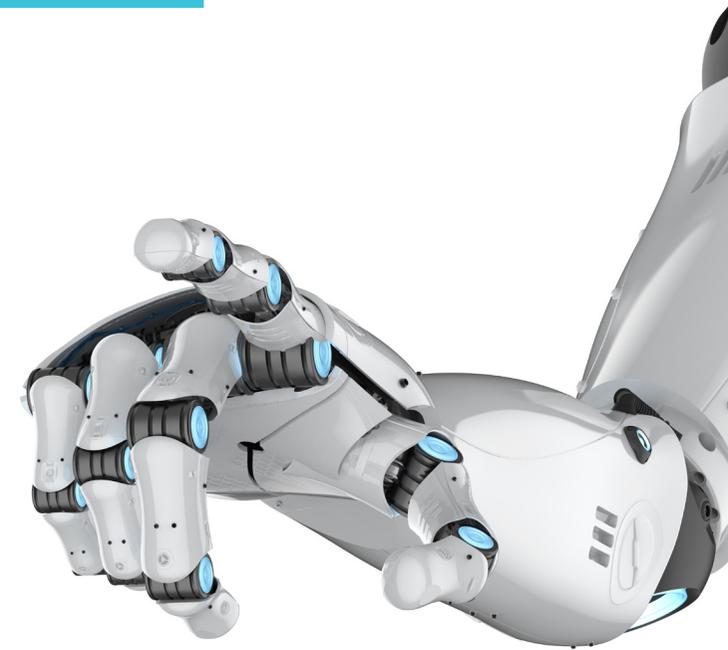


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END-TO-END RECORD-TO-REPORT PROCESS



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| 1 MANAGE REPORT TO CLOSE | 1.1 Develop report to close strategy, processes and policies | 1.2 Manage chart of accounts | 1.3 Complete bank reconciliations | 1.4 Complete general accounting activities | 1.5 Manage close process | 1.6 Handle manual adjustment |
| | 1.7 Complete intercompany activities | 1.8 Manage fixed assets | 1.9 Perform project accounting | 1.10 Manage inventory accounting activities | 1.11 Complete consolidation | 1.12 Manage cost allocation |
| 2 MANAGE CLOSE TO REPORT | 2.1 Generate management reporting | 2.2 Generate regulatory Reporting | 2.3 Generate statutory Reporting | 2.4 Conduct budgeting and forecasting activities | | |

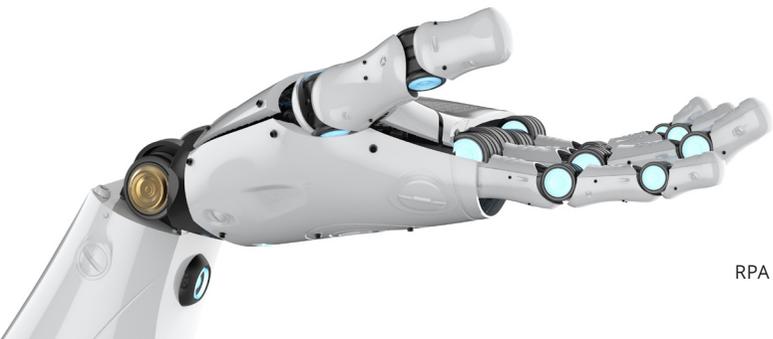


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END-TO-END PRODUCT AND SERVICE DEVELOPMENT-TO-CUSTOMER SUPPORT PROCESS



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| 1 | UNDERSTAND MARKET | 1.1 Understand customer expectations and needs | 1.2 Assess economic and environment and competition | 1.3 Conduct SWOT analysis | 1.4 Review existing customer segmentation | 1.5 Review channels strategy | 1.6 Evaluate operating model | 1.7 Create and manage reports |
| | | 2.1 Conduct ideation and R7D | 2.2 Develop new products and services | 2.3 Manage product and service portfolio | 2.4 Define channels | 2.5 Launch new products and services | 2.6 Create and manage reports | |
| 3 | MARKET PRODUCT AND SERVICES | 3.1 Develop marketing strategy, processes and policies | 3.2 Create channel and pricing strategy and policies | 3.3 Identify marketing vehicles | 3.4 Execute and manage marketing campaigns | 3.5 Manage marketing activities | 3.6 Create and manage reports | |
| | | 4.1 Develop sales and salesforce strategy, processes and policies | 4.2 Define channels and sales plans | 4.3 Develop sales compensation strategy and policies | 4.4 Manage sales performance | 4.5 Provide sales support | 4.6 Manage tele-sales activities | 4.7 Manage salesforce (e.g. agents, distributors, brokers, resellers) |
| 4 | SELL PRODUCTS AND SERVICES | 4.8 Build and maintain customer relationships | 4.9 Develop and manage sales and CRM systems | 4.10 Create and manage reports | | | | |
| | | 5.1 Develop customer service strategy, processes and policies | 5.2 Design cross sell/up sell and retention strategies and policies | 5.3 Manage customer inquires and complaints | 5.4 Manage returns and exchanges | 5.5 Provide and manage field support activities | 5.6 Create and maintain customer information | 5.7 Develop and manage CRM systems |
| 5 | PROVIDE SERVICE TO CUSTOMERS | | | | | | | |

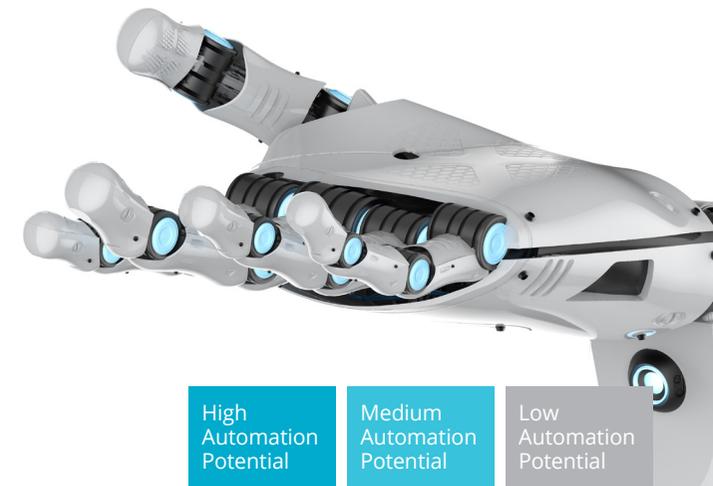


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END-TO-END MANAGE INFORMATION TECHNOLOGY PROCESS



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| 1 | CREATE IT STRATEGY | 1.1 Develop Enterprise IT Strategy | 1.2 Define Enterprise Architecture | 1.3 Manage IT Portfolio | 1.4 Perform IT Research and Innovation | 1.5 Evaluate IT Performance |
| 2 | DEVELOP AND MANAGE IT CUSTOMER RELATIONSHIPS | 2.1 Develop IT services and solutions strategy | 2.2 Develop and manage IT service levels | 2.3 Analyze and manage demand for IT Services | 2.4 Manage IT customer satisfaction | 2.5 Market IT services and solutions |
| 3 | DEVELOP AND IMPLEMENT SECURITY, PRIVACY AND CONTROLS | 3.1 Establish security, privacy and controls | 3.2 Manage IT customer relationships | 3.3 Implement security, privacy and data protection controls | | |
| 4 | MANAGE ENTERPRISE INFORMATION | 4.1 Develop information and content management | 4.2 Define the enterprise information architecture | 4.3 Manage information resources | 4.4 Perform enterprise data and content management | |
| 5 | DEVELOP AND MAINTAIN INFORMATION TECHNOLOGY SOLUTIONS | 5.1 Develop the IT development strategy | 5.2 Perform IT services life cycle planning | 5.3 Maintain IT services and solutions | 5.4 Create IT services and solutions | 5.5 Maintain IT services and solutions |
| 6 | DEPLOY INFORMATION TECHNOLOGY SOLUTIONS | 6.1 Develop the IT deployment strategy | 6.2 Plan and implement changes | 6.3 Plan and manage releases | | |
| 7 | DELIVER AND SUPPORT INFORMATION TECHNOLOGY SERVICES | 7.1 Develop IT services and solution delivery strategy | 7.2 Manage IT infrastructure resources | 7.3 Manage IT infrastructure operations | 7.4 Manage IT infrastructure operations | 7.5 Support IT services and solutions |

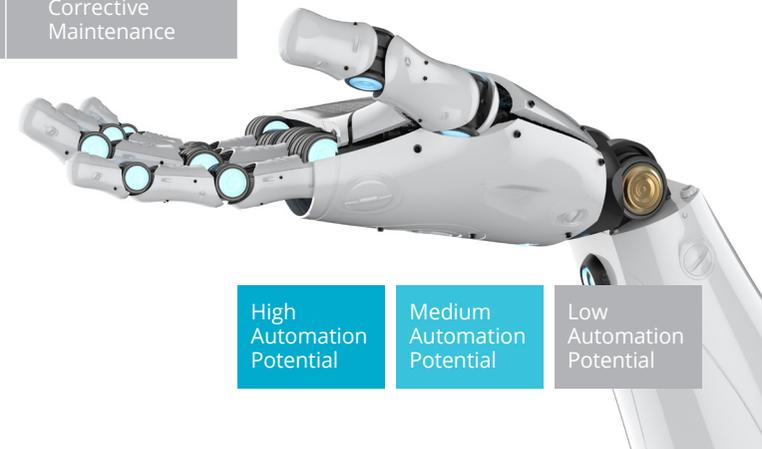


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END-TO-END MANAGE IT APPLICATION PROCESS



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| 1 | CREATE IT STRATEGY | 1.1 Create Policies, procedures and Conduct Audits | 1.2 Create IT Business alignment/ partnering | 1.3 Initiate Program/ Project Management Planning | 1.4 Conduct Portfolio planning and analysis | 1.5 Initiate Requirements Management Process | 1.6 Plan Enterprise Architecture | 1.7 Plan Go-Live/Cut Over Process |
| 2 | DEVELOP IT APPLICATION SPECIFICATIONS | 2.1 Evaluate IT Applications | 2.2 Develop Application Prototypes | 2.3 Validate Application Prototypes | 2.4 Inventory Application Requirements | 2.5 Analyze Application Requirements | | |
| 3 | DESIGN IT APPLICATIONS | 3.1 Design Features and Specifications | 3.2 Design Software Architecture | 3.3 Create High Level Design Specifications | 3.4 Create Detailed Technical Design Specifications | | | |
| 4 | DEVELOP IT APPLICATIONS | 4.1 Develop IT Applications | 4.2 Package Software Configuration | 4.3 Re-engineer Applications | 4.4 Perform Application Maintenance | 4.4 Migrate IT Applications | | |
| 5 | TEST IT APPLICATIONS | 5.1 Test Application Components and Features | 5.2 Perform IT Application Unit Testing | 5.3 Perform User Acceptance Testing | 5.4 Perform Regression Testing | 5.5 Perform Software QA Testing | 5.6 Validate Product | |
| 6 | MANAGE IT APPLICATION SUPPORT | 6.1 Application maintenance & production support services | 6.2 Manage Service Delivery | 6.3 Provide End User Support Services | 6.4 Perform Database Administration and Management | 6.5 Manage Enhancement Maintenance Process | 6.6 Perform Preventive, Adaptive & Corrective Maintenance | |



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END-TO-END MANAGE IT INFRASTRUCTURE PROCESS



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| 1 | PLAN IT INFRASTRUCTURE | 1.1 Develop IT Infrastructure Plan | 1.2 Conduct Feasibility Analysis and Capacity Planning | 1.3 Design Server and Network Architecture Plan | 1.4 Create Governance Plan | 1.5 Create SOPs and Architecture Policies | 1.6 Develop IT Continuity and Disaster Recovery Plan | 1.7 Design Configuration, Change and Release Management Plan | |
| 2 | BUILD IT INFRASTRUCTURE | 2.1 Manage Installation, Moves, Adds and Changes | 2.2 Schedule Jobs | 2.3 Create and Manage Infrastructure Standards | 2.4 Manage Network Security | 2.5 Manage LAN/WAN Environments | 2.6 Distribute Electronic Software | 2.7 Deploy Content Filtering, Firewalls and Virus Protection | 2.8 Update Operational Documentation & Libraries |
| 3 | RUN IT INFRASTRUCTURE | 3.1 Manage Systems, Network & Data | 3.2 Conduct Production Control and Scheduling Activities | 3.3 Monitor Remote Management (RIMS) | 3.4 Perform User Administration | 3.5 Provide Helpdesk Services | 3.6 Perform QA and Services Audit | 3.7 Perform Backups and Restorations | 3.8 Perform Corrective and Adaptive Maintenance |
| 4 | MANAGE DATA CENTER | 4.1 RIMO | 4.2 Perform Monitoring and Control Activities | 4.3 Manage Infrastructure Assets | 4.4 Provide lights out Support | | | | |
| 5 | MANAGE NETWORK (DATA AND VOICE) | 5.1 Manage Configuration and Change Requests | 5.2 Manage Incident Response | 5.3 Manage Upgrades and Design | 5.4 Administer Carrier Management Process | | | | |
| 6 | SUPPORT END-USER COMPUTING | 6.1 Initiate Patching Activities | 6.2 Conduct Image Management Activities | 6.3 Manage Application Packaging | 6.4 Deploy Antivirus Solutions | 6.5 Administer Global Ticketing Process | | | |



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