AUTOMATING PROCURE-TO-PAY & ORDER-TO-CASH VIA DIGITAL TRANSFORMATION

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Esker



IN THIS SESSION:

- Brief Esker Introduction
- S/4 HANA responsibilities, decision making, and communications protocol, beyond those of the systems integrator (SI)
- Learn how to meet operational expectations for the end-to-end future state of Order-to-Cash and Procure-to-Pay business process





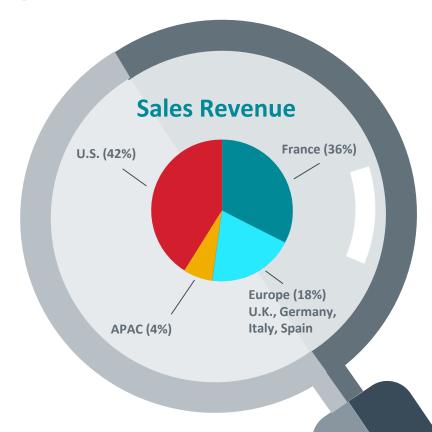
WORLDWIDE PRESENCE



- Lyon, France Headquarters
- Derby, U.K.
- Munich & Dusseldorf, Germany
- Madrid, Spain
- Milan, Italy

- Brussels, Belgium
- Amsterdam, The Netherlands
- Madison, WI & Denver, CO, U.S.
- Montreal, Canada
- Buenos Aires, Argentina

- Sydney, Australia
- Singapore
- Hong-Kong
- Kuala Lumpur, Malaysia

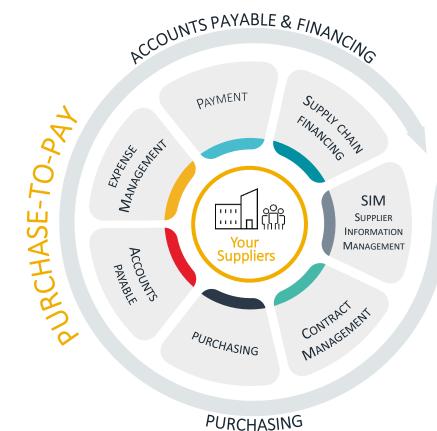




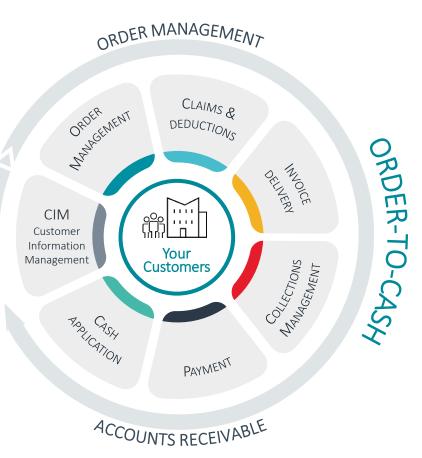
OVERVIEW







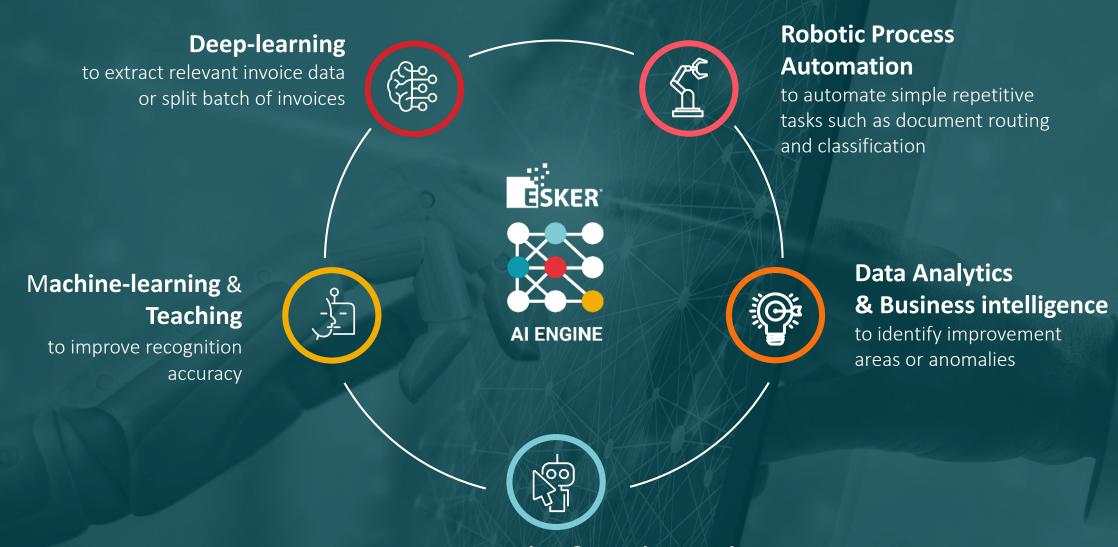




1 Interface 1 Platform



THE RIGHT MIX OF TECHNOLOGIES



Process automation & ERP integration

to automate complex business processes



6,000

CUSTOMERS WORLDWIDE

and counting...

















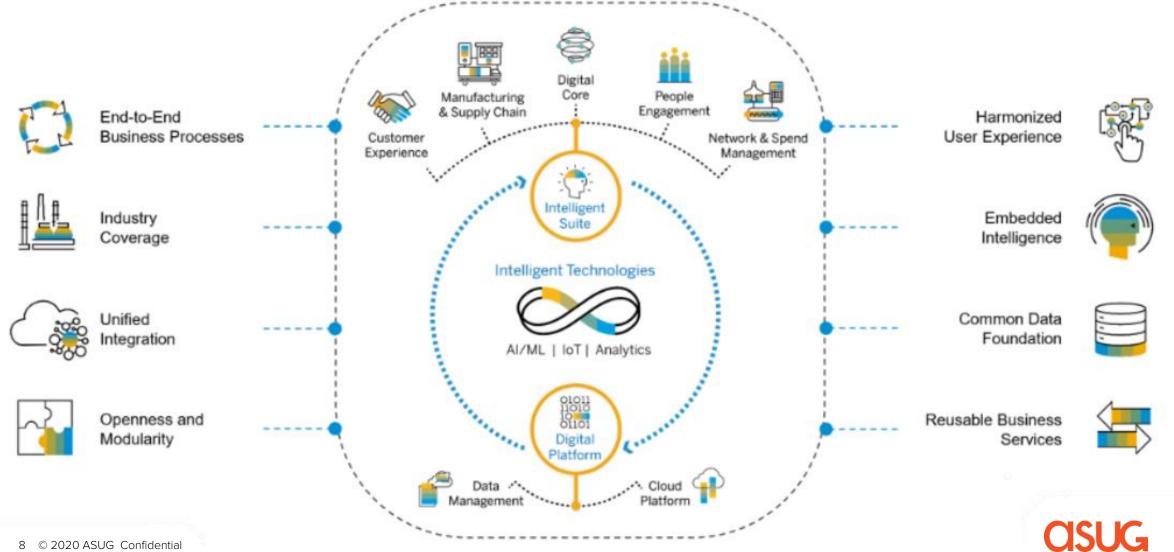






SAP STRATEGY

DELIVER THE INTELLIGENT ENTERPRISE



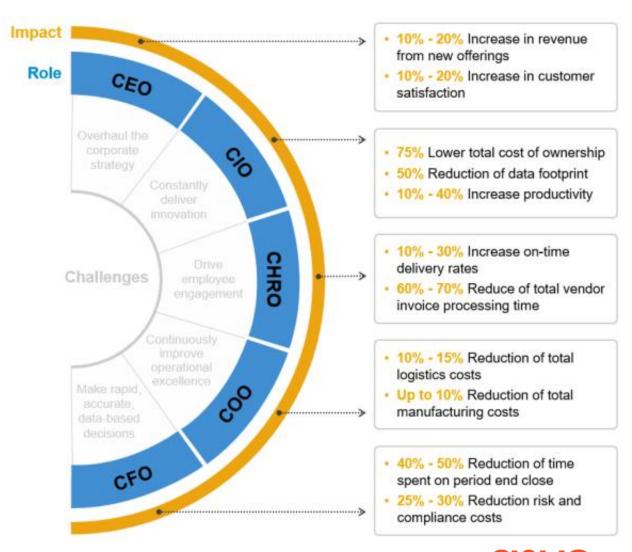
MOVING TO SAP S/4 HANA – MANY ARE ASKING...

- 1. How will SAP S/4HANA (S/4) help/support business transformation?
- 2. What will be the new Target Operating Model (TOM) for my enterprise?
- 3. What's the impact of moving to S/4 on business?
- 4. What's the benefit/value of moving to S/4?
- 5. What will future landscape look like? Will the application be deployed On-Premise or in the Cloud or Hybrid?
- 6. Does S/4 support my industry?
- 7. How to adopt standard functionality in S/4 i.e. eliminate/reduce customization?
- 8. How to standardize data across the Enterprise, improve data quality and data governance processes?
- 9. What will be the new User Experience?
- 10. What will be the new DevOps strategy and what tools to adopt?



WHY CUSTOMERS ARE MOVING TO S/4 HANA

Best Run Business Models Mass market products ------> Personalized 'Smart' Products & Services Needs> Experiences Retail/Reseller -----> Consumer direct/connect Private label as value -----> Private label as premium Agility> Resiliency Point to point Multi-enterprise orchestration Reactive Processes & Systems -----> Thinking processes & systems Latency/Obscured -----> Real-time/Transparency Brick-and-mortar " Digital





CHOOSE THE DESTINATION THAT'S RIGHT FOR YOU



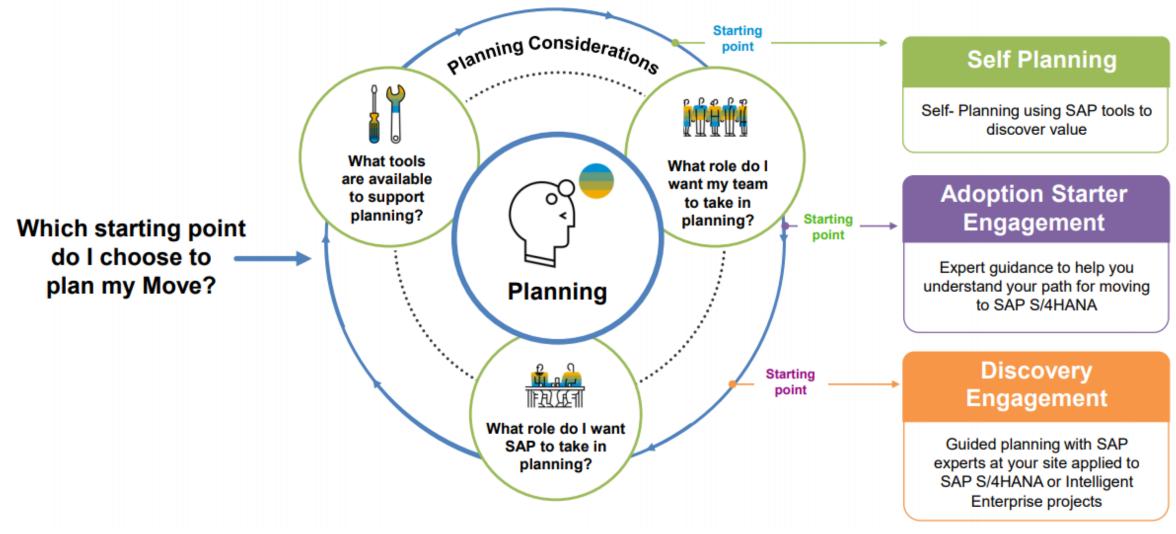




Business Process	Standardized, core ERP	Flexible, extended ERP	Customizable, extended ERP
тсо	Lowest	Lower	Higher
System Delivery	New Implementation	New Implementation	New or ECC conversion
Innovation Lifecycle	Quarterly	Semi-annual	Annual, customer-led
System Governance	SAP-led	Customer-influenced	Customer-led
IT Infrastructure	SAP, public	SAP, dedicated	Customer-managed
Customization	Within Standards	Within standards	Open to modifications
Extension	PaaS, SCP	PaaS, SCP	Open, SCP



WHAT STARTING POINT BEST SUITS YOUR BUSINESS



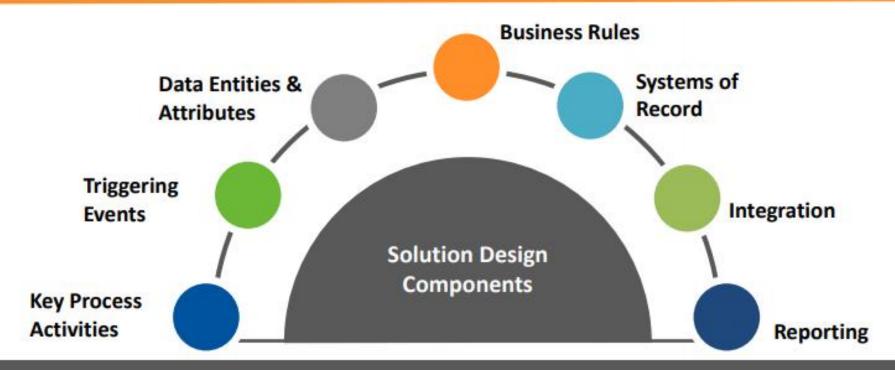


TRANSFORMATION CONSIDERATIONS & RESPONSIBILITIES



SOLUTION DESIGN APPROACH

The Solution Design approach creates a conceptual model for business process automation based on business rules, systems of record, unified design of different systems, and reports.



Solution Design maps business processes to software functions, identifying fits and gaps.



BUSINESS COMMON IT AUTOMATION GALATOMATION GOALS



EASY TO USE & IMPLEMENT



ACCURATE & ROBUST REPORTING



DASHBOARDS FOR VARIOUS ROLES



ELIMINATE BOTTLENECKS



RPA, AI & MEASY, TIMELY DEPLOYMENT & CHANGE MANAGEMENT







SECURITY





MAINTAIN CURRENT PROCESSES IN PLACE

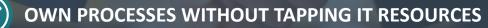




INTEGRATION

WORK WITH CORE ERPS







ELIMINATE TRIBAL KNOWLEDGE











ACCURATE & ROBUST REPORTING



DASHBOARDS FOR VARIOUS ROLES



ELIMINATE BOTTLENECKS



ELIMINATE TRIBAL KNOWLEDGE



OWN PROCESSES WITHOUT TAPPING IT RESOURCES



INFORMATION
TECHNOLOGY
AUTOMATION GOALS

COMMON

LONG-TERM GOALS:

RPA, AI & ML

LEAN 02C & P2P FUNCTIONS

SECURITY

INTEGRATION

BUSINESSAUTOMATION GOALS



WORK WITH CORE ERPs



SHORT- & LONG-TERM ROI



MAINTAIN CURRENT PROCESSES IN PLACE



INTEGRATE WITH NEW SYSTEMS



EASY, TIMELY DEPLOYMENT & CHANGE MANAGEMENT



MISCONCEPTIONS

Misconception: The System Integrator (SI) will manage our transformation.

Who will oversee internal Business and IT resources; other vendors? Will we have open engagement with company leadership on risks and issues? What tasks is the SI not providing: UAT, data conversion, etc.? Who has responsibility for realizing the transformational goals?

Misconception: The SI will guide us to adopt leading practices baked into the software.

Are expected levels of automation defined and understood? Are governing business rules, data requirements, event triggers, integrations, controls defined?

Misconception: UAT is just another testing cycle, intended to "train the trainers".

Are UAT preparation, execution, and reporting aligned to business outcomes? How are day-to-day vs. UAT execution activities balanced? Is UAT connected to but distinct from prior cycles?

Misconception: Security is a pure technical undertaking; the SI should know what roles we need.

Are security and controls part of the design? How are they being included in the testing plans? Are security models aligned with business processes?





RPA: THINK THROUGH WHERE IT'S BEST SUITED

ROLLING OUT AND MAINTAINING AN ARMY OF BOTS IS A FORMIDABLE CHALLENGE, AND TOO OFTEN, THE INDUSTRY DOESN'T ACKNOWLEDGE THE REALITIES OF THIS CHALLENGE. THIS INCLUDES MANY RPA VENDORS AND GLOBAL SYSTEMS INTEGRATORS. THESE GLOSSED-OVER CHALLENGES COULD HELP **EXPLAIN WHY COMPANIES DEPLOY AND MAINTAIN** FAR FEWER BOTS IN PRACTICE THAN THEY INITIALLY PURCHASE.



RPA: THINK THROUGH WHERE IT'S BEST SUITED

LAYING THE FOUNDATION FOR THE SUCCESSFUL **DEPLOYMENT OF RPA REQUIRES TAKING A MORE HOLISTIC APPROACH TO PROCESS MANAGEMENT AND AUTOMATION DECISION-MAKING. BUSINESSES NEED TO** BETTER CONNECT IT EXPERTS WITH FRONT-LINE EMPLOYEES AND EMBRACE A MORE AGILE MINDSET. WITHOUT A FRONT-LINE WORKFORCE THAT'S AWARE OF AND ENGAGED WITH PROCESS INITIATIVES, THESE **INITIATIVES CAN'T REACH MATURITY.**



ERP MIGRATION BY THE NUMBERS

30%

ARE OFF
SCHEDULE

50%

FAIL ON

FIRST TRY

65%

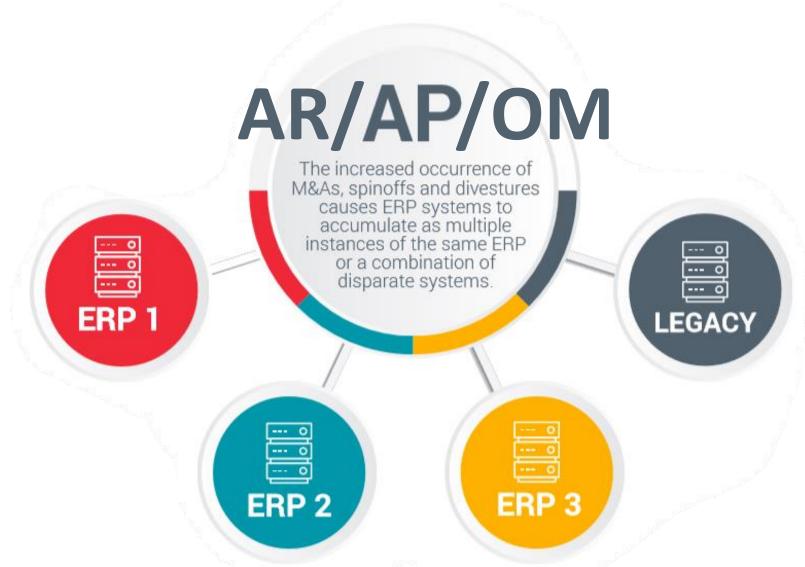
ARE OVER

BUDGET

Source: Jason Brucker, "Understanding the responsibilities of the business during an SAP S/4HANA implementation", Protiviti Consulting, ASUG Colorado Chapter meeting, June 21, 2019



WE LIVE IN A MULTI-ERP REALITY





S/4 HANA LESSONS LEARNED

- Migrating from ECC or S/4HANA is more than just a "lift and shift" project. New concepts are introduced (e.g., universal journal), while other functions become obsolete or consolidated (e.g., merging customers and vendors into business partners).
- This project leads to transformation and process optimization. Define a future-state in mind which improves on current processes.
- Although it is common to implement via an Agile methodology, have a holistic view of the solution design upfront (versus a Sprint by Sprint mindset). Understand the fit-gap and proactively address anything that may not meet future-state requirements.
- Having the clear vision early on will help make other areas more successful such as organization change management, documenting testing plans, and training.
- Have a holistic and integrated approach on securing the S/4HANA landscape consider the Database (HANA), Application (S/4), and Frontend (Fiori) security.



3 OF YOUR COMPANY'S MOST IMPORTANT ASSETS





BOILED DOWN

IMPORTANT FACTORS IN O2C AND P2P:

OPERATIONAL EFFICIENCY

VISIBILITY & TRANSPARENCY

CONTROL



BENCHMARKING OPERATIONAL EXCELLENCE

KPI DATA CAN BE KEY

Table 2: AP Performance, Best-in-Class vs. All Others

Metrics	Best-in-Class	All Others
Cost to process a single invoice (all-inclusive cost)	\$2.18	\$12.60
Time to process a single invoice	2.9 days	10.8 days
Invoice exception rate	10.1%	23.3%
Percentage of invoices processed "straight- through"	65.3%	19.2%
Percentage of suppliers that submit invoices electronically	49.0%	16.0%
Percentage of invoices linked to a Purchase Order (PO)	79.2%	31.7%



NO SHORTGAGE OF CREDIBLE VOICES SAYING:



SALES ORDER PROCESSING

TOP PERFORMERS USING DIGITAL CHANNELS INCUR AN AVERAGE COST OF \$2.00 PER SALES ORDER, WHEREAS TOP PERFORMERS USING PAPER-LADEN METHODS SPEND \$7.00. AND BOTTOM PERFORMERS USING DIGITAL CHANNELS SPEND \$6.00 PER SALES ORDER, WHEREAS BOTTOM PERFORMERS USING PAPER-BASED METHODS SPEND AN ASTOUNDING \$21.00

- AMERICAN PRODUCTIVITY & QUALITY CENTER (APQC)



NO SHORTGAGE OF CREDIBLE VOICES SAYING:



ACCOUNTS PAYABLE

85% OF AP DEPARTMENTS DO NOT TRACK THEIR METRICS WITH DASHBOARDS THAT DISPLAY KPIS, AND 45% OF FINANCE EXECUTIVES LIST "LOWERING INVOICE PROCESSING COSTS" AS THEIR GREATEST AP PRESSURE/FUNCTIONAL DRIVER.

- THE INSTITUTE OF FINANCE & MANAGEMENT (IOFM)



NO SHORTGAGE OF CREDIBLE VOICES SAYING:



ACCOUNTS RECEIVABLE

WORLD-CLASS ORGANIZATIONS REFLECT LOWER BILLING PROCESS COSTS BY 8% IN COMPARISON TO THE OVERALL DATABASE, AND HAVE ESTABLISHED AUTOMATED COLLECTION PROCESS THAT ENABLES LOWERED PROCESS COSTS BY 66%.

- THE HACKET GROUP



DIGITAL TRANSFORMATION/AUTOMATION ENEMIES:

LOW-VALUE PROCESSES

PAPER-BASED PROCESSES

DISPARATE SYSTEMS PARTIALLY-AUTOMATED PROCESSES



FIND THE WEAKEST LINK IN THE ORGANIZATION CHAIN



WHERE TO START—GET EVERYONE IN THE SAME ROOM

Level 2 Level 3 Level 1 Strategic Alignment Everyone is Everyone is Everyone is Ownership & Accountability doing their doing the doing the Process Visualization own thing right thing same thing Change Management Measurement & Controls



WHITE BOARD — TALK IT OUT AND MAP IT OUT

	Level 1	Level 2	Level 3
Strategic Alignment	Decentralized, highly siloed	Centralized, partially siloed	AP & Procurement aligned
Ownership & Accountability	Policies are set at local office levels	AP & Procurement owners are different	Single P2P process owner
Process Visualization	Process are ill-defined, implicit	Some processes are mapped	Consistent use of maps, SIPOCs, etc.
Change Management	Limited benchmarking conducted	Some measures are in place, limited value	KPIs help drive mgmt. decisions
Measurement & Controls	Why change?	We ought to change, but how?	Change is embraced



HAVE A PLAN AND MEASURE EFFECTIVNESS







SUMMARY

HOW TO NAVIGATE YOUR S/4 HANA JOURNEY:

- Explore and justify value to your whole organization
- Design and optimize your solution to meet your business needs
- Understand and organize your corp data assets
- Expose and define your complex and hidden processes





ORDER MANAGEMENT AUTOMATION BENEFITS

VALUABLE DASHBOARDS FOR EVERY USER			
C00	CIO	CS MANAGEMENT/STAFF	SUPPLY CHAIN
 Orders per month 	 Ratio of EDI, web, fax and email orders 	 Orders lines per month and CSR 	 Priority orders to validate
 Value of orders validated 	 Orders by submission type (fax, email, EDI) 	 Orders approved today 	 Orders waiting to validate
Customer issues per month	 Average order entry time over the last six months 	 Number of lines by customer 	Out-of-stock orders



BENEFITS OF AUTOMATED WORKFLOW

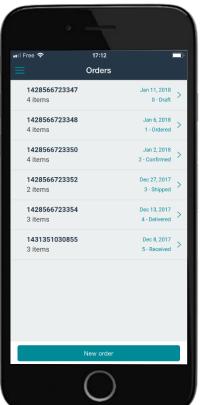
BENEFITS FOR CSRs:	BENEFITS FOR THE C-SUITE:
 Process orders and claims faster 	 Accelerated O2C cycle; higher customer satisfaction
 Greater job satisfaction and professional development; more time spent servicing customers and upselling 	 Happier CSRs and greater professional development opportunities; lower rate of staff turnover
 Able to handle volume fluctuations with ease 	 Avoid adding headcount to manage growth
 Improved accuracy and process control 	 Greater support for regulatory compliance
 Retrieve orders instantly and electronically 	 Visibility in all stages of the business process

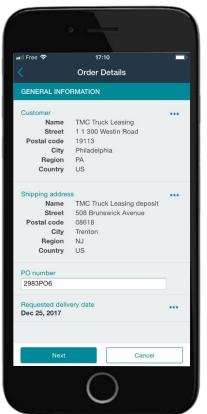
ESKER ANYWHERE MOBILE APPLICATION

Ability for (1) Sales reps to easily place orders on behalf of their customers, and (2) customers to easily place & track orders

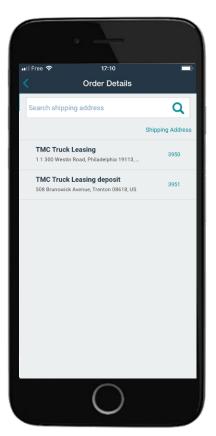


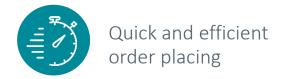
ESKER















ONE SINGLE INTERFACE FOR ALL ORDERS

Regardless of the reception channel and format, one interface to process and track all orders, integrated with your ERP system.

nfidential



DATA ANALYTICS FOR EACH USF

Available directly at your fingertips

customizable views, metrics & charts

Data analytics





CSR









- Orders & priority

orders to ship

Backlog order items

(demand prediction)



CUSTOMER

CSR MANAGER

- Draft orders
- Pending orders by status
- Received orders
- Pending issues
- Closed issues

- Standard & priority orders to validate
- Approved, rejected & set aside orders
- Orders with new messages
- Open issues

- Automation rate
 - Order processing time
 - SLA compliance
 - Average number of order lines
 - Number of lines by CSR
 - Orders by reception method
 - Top-selling items
 - Issues resolution time
 - Custom views, metrics & charts

- My customers' new orders
- My customers' order amounts
- My customers' topselling items
- My customers' order SLA compliance

- Custom views, metrics & charts

- Orders by month
- Order amounts by customer
- Top-selling items
- New items order trends



- Custom views, metrics & charts

- Custom views, metrics & charts

- Custom views, metrics & charts



"This gives us the ability to focus on enhancing customer relationships, as well as increasing order processing speed and minimizing the scope for errors."

Peter Langworthy | Head of Customer Services Europe

CUSTOMER SUCCESS

ORDER MANAGEMENT

ACCELERATE BUSINESS CYCLES



"Automation has allowed us to eliminate manual tasks that offer no value to the company. For example, we have cut the time it takes to manage orders in half."

Customer Service Manager

SIEMENS

- Reduced order processing time by 65%
- Reduced turnaround time for orders with exceptions by 80%



Reduced time spent processing non-EDI orders
 by 65%



More than 3 times
 faster order processing
 (from 3 mins and 46 secs to 1 min and 6 secs in average)

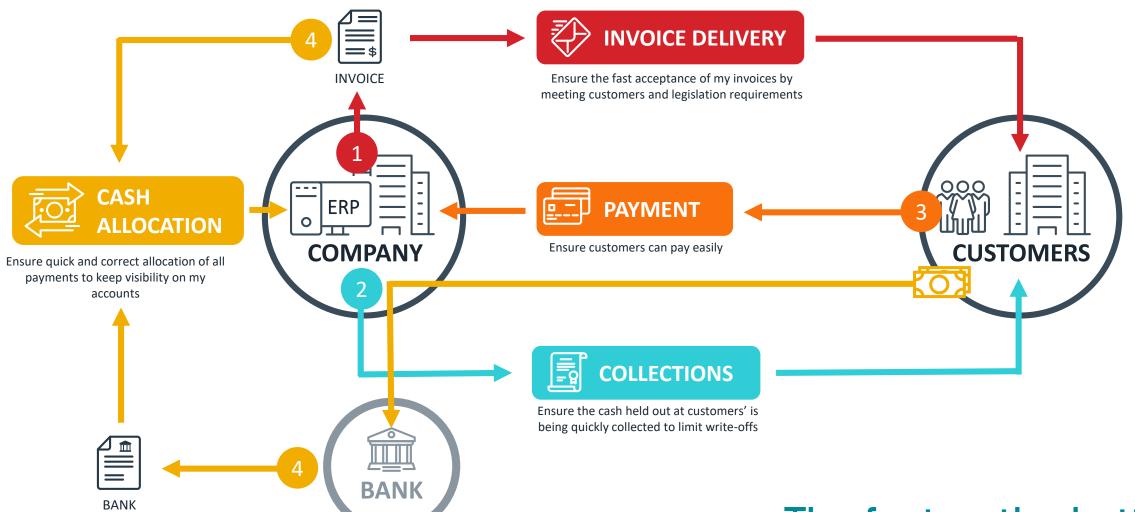
Enotria&Coe

"Before Esker, we were spending **45 minutes** to input one of our customer's multiple line orders, but this has been **reduced to under one minute** with just a couple of simple clicks of a button using the automated sales order solution"

Head of Technology

ACCOUNTS RECEIVABLE

MANAGING THE INVOICE TO CASH CYCLE



STATEMENT

The faster, the better!

ACCOUNTS RECEIVABLE AUTOMATION BENEFITS

FOR THE AR TEAM:

- Process invoices and manage post-sales collections faster and with greater oversight
- Less time spent handling paper documents
- Significantly higher rates of customer portal adoption
- Greater job satisfaction and personal development;
 more time spent servicing customers and upselling
- Ability to track process improvements, customize workflow priorities and manage growth

FOR THE C-SUITE:

- Reduced DSO, collections disputes and cash flow bottlenecks
- Improved administrative efficiency, lower invoicing costs and faster invoice delivery
- Full compliance with all international e-invoicing regulations
- Improved communication and relationships with customers
- Happier staff members and greater professional development opportunities; lower staff turnover



WHO'S IN CHARGE?

CREDIT MANAGEMENT



KEEP CONTROL OVER RISK AND DSO

- Set-up and update credit policy including collections strategy
- Approves customer credit
- Monitor cash and risk
- Manage collections team
 - Collaborate with sales and finance

AR/COLLECTION

GET THE CASH IN



- Applies collection strategy to recover customer's debt
- Collect useful information from customer
- Enter notes, promise to pay, etc...
- Collaborate with other depts. Around invoice related issues (sales, sales admin, etc...)

FINANCE



CASH & AR PERFORMANCE

- Supervises AR/credit management
- Monitor AR performance



CUSTOMER RELATIONSHIP



- Top priority is selling
- Involved in dispute management
- Collaborate with Credit management and collection for customer related issues (credit approval, disputes, late payment, etc...)





TAX AUDIT SYSTEMS

UNDERSTANDING THE DIFFERENCE BETWEEN THE TWO TAX AUDIT SYSTEMS



Commonly used in European and Commonwealth countries

This system requires that einvoices be archived and made available for auditing after their issuance.

Clearance

Commonly used in Latin America and Asia-Pacific countries

The clearance model is based on invoice verification in real time by the local tax authority.



ESKER'S AR AUTOMATION

REMOVE THE OBSTACLES OF THE CREDIT TO CASH **CONVERSION CYCLE TO GET PAID FASTER**



MANAGE CUSTOMER CREDIT RISK

Keep credit risk under control by monitoring new and existing customers credit limits and



DELIVER THE INVOICE EFFICIENTLY

Ensure the receipt of each of your invoice in accordance with your customers preferences and local regulations.



COLLECT CASH SMARTLY

accounts are being reminded as per



MAKE **PAYMENT EASY**

Be easy to deal with by offering online tools and payment facilities.



ALLOCATE CASH IN A TIMELY MANNER



CUSTOMER SUCCESS

Accounts Receivable Automation

TOSHIBA

50%
TIME SAVING
(From 10 minutes
To 5 minutes per
transaction)

"Since implementing Esker, we've seen a 1-day reduction in DSO and \$342,000 ROI. Those are big benefits and something we would not be able to achieve without Esker."

Todd KIRKHAM| Director of Operations and Acquisitions



ACCOUNTS PAYABLE AUTOMATION BENEFITS

VALUABLE DASHBOARDS FOR EVERY USER					
CFO	AP MANAGERS	COST CENTER OWNER / LOB MANAGER			
 Organization spend overview 	 Visibility over spend 	 Requests pending approval 			
AP cash flow	Spend by category, volume & supplier	 Budget control and forecasts 			
 AP process metrics 	 Accrual reporting 	 Spend analysis and trend 			
■ DPO	 Payment KPIs 				

Process efficiency



BENEFITS OF AUTOMATED WORKFLOW

BENEFITS FOR THE AP TEAM:	BENEFITS FOR THE C-SUITE:
Receive and enter invoices faster	■ Faster P2P cycle; more early payment discounts
 Less time spent performing manual tasks 	 Lower AP processing costs; happier AP staff
 Able to handle volume fluctuations with ease 	 Avoid adding headcount to manage growth
 Improved accuracy and process control 	 Fewer late penalties and dissatisfied suppliers
 Retrieve invoices instantly and electronically 	Greater support for regulatory compliance
 More fulfillment with job responsibilities 	 Ability to repurpose staff to higher value tasks



MORE EXAMPLES - BRINGING ADDED VALUE TO EVERY STAKEHOLDER IN AP

AP SPECIALIST	AP MANAGER	MANAGER	CONTROLLER	CF0	TREASURER
 Prioritize daily workload & act on real-time metrics Have automatic reminders sent to approvers Easily identify early payment invoices Focus on value-added functions versus data entry Centralize info at fingertips for quick dispute resolution & complete audit trail 	 Gain full spend visibility Run accrual reports Monitor team efficiency based on real-time metrics Access invoice audit trail 	 Identify & eliminate maverick spending Take advantage of negotiated discounts Spot issues early with large suppliers See which suppliers make up a majority of invoices Access/approve invoices from anywhere 	 Access approval process history Easily retrieve invoices online Monitor spend budgets by cost center Give auditors self-access to invoices & supporting documents Quickly report on spend & cash management 	 Monitor budgets & spend overview Instant access to reporting & metrics to optimize cash management Follow FTE versus number of invoices processed KPI Keep an eye on automation rate Get peace of mind regarding fraud prevention 	 Monitor opportunities to leverage cash Manage payments (e.g, authorizations, follow-ups, early payment proposals, etc.) Follow-up on discounts for early payments



CUSTOMER SUCCESS

Accounts Payable Automation



"Our procurement operation business no longer worries about payment delays, reduced efficiency or supplier complaints."

Liu Yang | Purchasing Manager





REDUCED OPERATIONAL COSTS





- Reducing the number of outstanding AP accruals by \$8 million.
- Gaining an additional \$29,815 in discounts.
- Cost savings equal to 3 FTEs.



Saved time and money previously spent on responding to invoice status calls



\$40-50,000 in annual savings thanks to drastic reductions in paper and postage costs.

\$18,000 in annual savings thanks to less time spent on manual tasks.



30% in additional savings each month thanks to more early payment discounts captured

TECHNICAL DETAILS

TO BOLDLY GO WHERE NO MAN HAS GONE BEFORE...



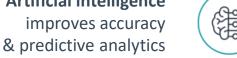
WHY ESKER?

NOT ALL AUTOMATION SOLUTIONS ARE CREATED EQUAL

Multi-tenant cloud platform (ISO 27001, SSAE 18 & ISAE 3402)



Artificial intelligence improves accuracy



Mobile capabilities to manage key activities while on the go









One solution, one interface All formats past, present & future (PDF, EDI, SCAN, FAX, MAIL, SMS, etc.)



Multiple ERP integration, independent yet fully connected



Agile methodology for global solution delivery & rapid implementation













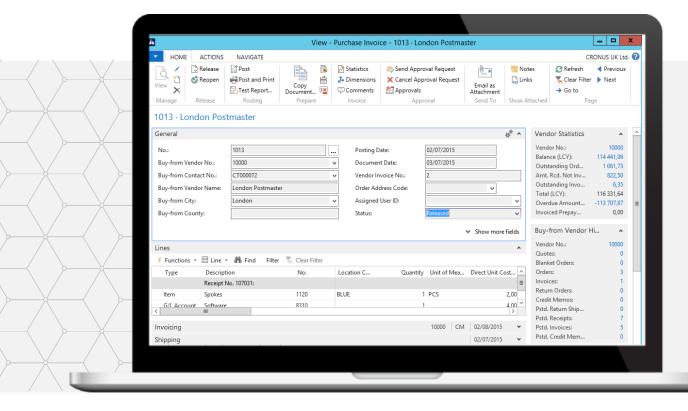






MULTI-ERP INTEGRATION

COMBINED TECHNOLOGIES FOR MORE EFFICIENCY







Built-in and multi-ERP connectors:















Questions?

For questions after this session, feel free to contact me at Marko.Beric@esker.com



Thank you.

Stay connected. Share your SAP experiences anytime, anywhere. Join the ASUG conversation on social media: @ASUG365 #ASUG







































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SONIA RYKIEL PARIS





































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