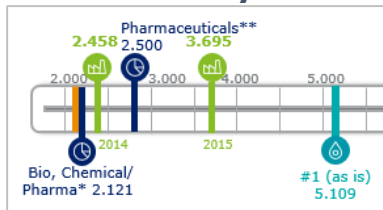


# Timeline

Start with a benchmark – figure out your improvement case – build your solutions ready to implement

## Opportunity quick assessment

~1 day



- Opportunity assessment with **7 high level benchmarks**:
1. # invoices per AP FTE per day
  2. # of PO per operational buyer
  3. Cash discount rate
  4. No touch rate (e-procurement)
  5. Days payable outstanding
  6. Invoices with no PO
  7. Touchless invoice rate

## Identification of improvement areas

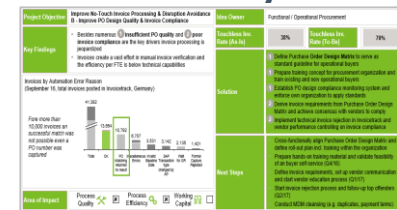
~10 days

11	Implement Non-PO Reduction Strategy
12	Improve special order process (e.g. Return/Buyback, Advanced Payment, ...)
13	Enhance Hotline and Internal Communication
14	Improve No Touch Invoice Processing & Disruption Avoidance
15	Improve Invoice Channel Strategy
16	Improve PO Design Quality
17	Improve PO Invoice Compliance
18	Reduce Workflows to Procurement
19	Harmonize Tolerances
20	Simplify GR & Approval Postings
21	Revised Payment Term Strategy
22	Improve PR-PO Approval complexity
23	Improve PO channel strategy
24	Reduce process rework by "first time right"
25	Implement Steering Concept (Governance, Behavior Change and Business Process Blueprint)

- Data mining facilitates **hypothesis-based approach** to identify improvement areas
- **Structured process** to validate focus areas as well as impacted KPIs

## Solution design

~100 days



- Solution design and implementation based on **'issue fixing templates'** (iterative process)
- **End-to-end process responsibilities** (governance), process design optimization, change management concept

Approach

Key Enabler

Outcome

Market benchmark

Size of Opportunity

Data mining

Improvement Potential

Leading practice

Implementation plan