Order-to-cash
reimagined

Practical steps you can take to embrace
your O2C transformation journey.

A paper by **Caroline Schneider**

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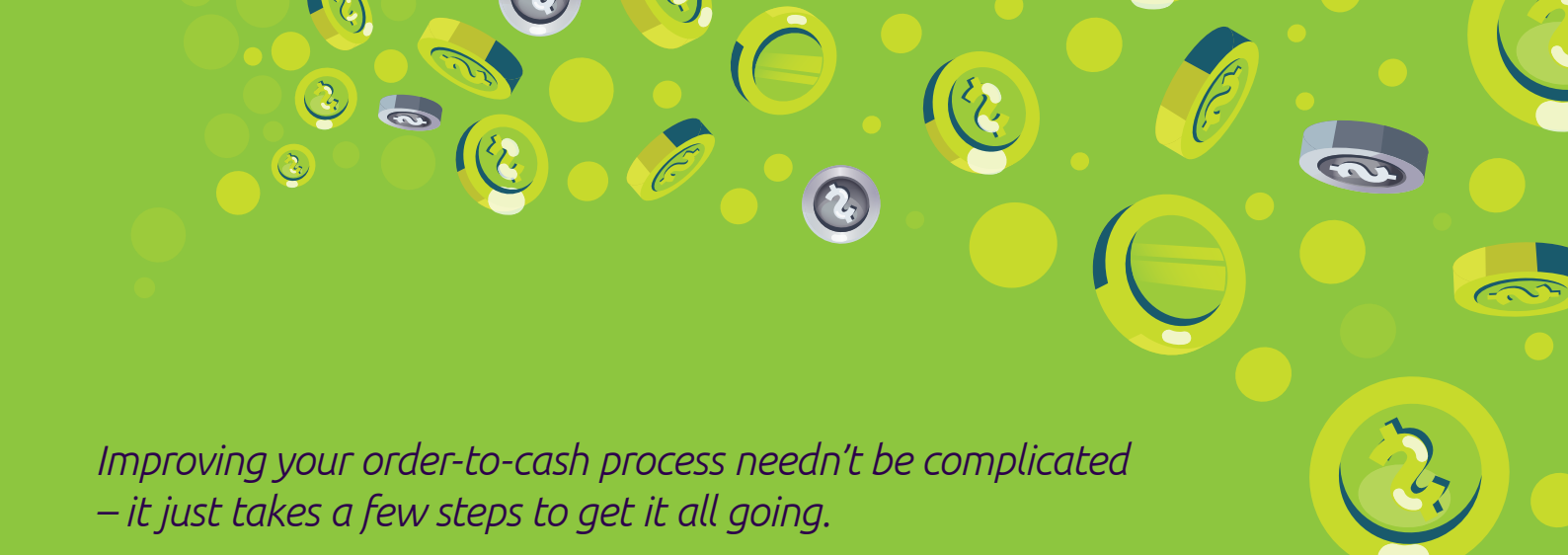Capgemini's Business Services

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Improve your order-to-cash process in a few simple steps

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Improving your order-to-cash process needn't be complicated – it just takes a few steps to get it all going.

Are you one of those people always thinking about how to improve your organization's order-to-cash (O2C) activities? If your answer is "no" – I envy you.

But if your answer is "yes" – welcome to my world. O2C is the dead center of my universe, so it's not unusual for me to obsess about it. Some people enjoy walks on the beach or hikes in the mountains – my Zen is reimagining ways to improve an organization's cash or collections activities.

The good thing is, I'm not the only person at Capgemini fixated on process improvement – there's a whole organization full of us. Over the years, we've developed strong global communities around each finance and accounting (F&A) process tower (record-to-analyze, procure-to-pay, and O2C). Within each area, we take the time to develop our assets, fuse our experience,

shape our common point of view, and design the right technology strategy to deliver exciting and value-adding results to our clients.

Indeed, the team I lead has spent a great deal of time in the last few years shaping and delivering the next generation of O2C design – and we'd like to share our learnings about steps you can take to improve your cash and collections processes in a series of blogs.

If there's one, overriding piece of advice I'd give you to start it off, it would be – pay attention to the basics. Process transformation doesn't have to be complicated – it can be carried out in a few simple steps, such as follow a schedule of key activities each month, document expectations, create minimum requirements, improve controls, and leverage your existing tools more effectively.

By starting simple and taking steps to improve, you can craft a transformation vision that includes all the cool stuff such as machine learning, AI, and robotics, just to name a few, while ensuring you have a strong foundation. Think long term, but don't forget to remind your teams about the fundamentals, i.e., how to craft effective emails, how to implement the basics of collections, and how to adhere to the strategy within your current platforms.

In this series of articles, my team and I present practical advice on the simple steps you can take to truly embrace your O2C transformation journey.

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Three steps to enhance your collections function

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Identify the short, medium, and long-term initiatives needed to help transform your order-to-cash process.

What are the main reasons your customers don't pay their invoices on time? Many of our clients' customers have stated that over 70% of the time, they pay late due to issues related to the actual invoice.

With this in mind, ask yourself a couple of simple questions:

• Have you checked the effectiveness of your organization's invoicing process?

• When you send invoices to your customers, are you sure the invoice is getting to the right person or location?

• Does the invoice contain accurate information and data?

While you might have an amazing collections strategy, a highly-experienced team, and the best and most up-to-date technology, billing and invoice issues can still cause you to have a less than perfect past due receivables performance.

All too often, the reason why a customer didn't pay an invoice is because they didn't receive it in the first place. The invoice may have ended up in the wrong location or didn't go to the accounts payable team, approver, or even right email address. If your accounts receivable master data isn't correct, or the invoice price, product, or service has had issues that haven't been addressed, this can put the brakes on the review

and approval process for that particular invoice. Here are three steps you can take if you have a sneaking suspicion that invoicing and billing might be negatively impacting your collections processes:

• **Track your billing quality –** there are lots of ways to track and improve billing quality. You can start by implementing dispute and non-payment reason coding to track and reduce the frequency of invoicing and billing issues

• **Ensure your invoices are going to the right place** – check the validity of your accounts payable contact information in your system and make sure you keep it up to date. Instruct your collectors to confirm the correct contact information and that invoices are going to the right place when they call late payers

• **Implement an early alert system** – create a queue for returned emails and e-invoice email bounce backs. Focus your team's effort on correcting incomplete master data and fixing issues from one month to the next, enabling you to have a good account payable contact and correct invoices.

Sounds simple, right? And I haven't even mentioned robotic process automation (RPA), blockchain, electronic data interchange (EDI), or any other of the cool technologies available to fix billing and invoicing issues. I was tempted to write about how self-service portals and other automation can drive big transformation of your finance functions, but it's much better to start with a solid foundation before automating. To paraphrase Bill Gates, automating inefficient processes will only magnify that inefficiency.

At Capgemini, we apply our Digital Global Enterprise Model (D-GEM) architecture and ESOAR (Eliminate, Standardize, Optimize, Automate, Robotize) transformation methodology to identify the short, medium, and long-term initiatives needed to help transform your order-to-cash (O2C) process.

Start simple – apply these three steps to achieve quick wins within your credit and collections process.

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Successful accounts receivable collections in ten easy steps

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Strive to "be proactive, not reactive" — strong customer relationships often leads to your customer paying your invoices before others.

Most organizations have collectors spread across a number of locations with varying levels of experience and areas of expertise. However, regardless of a collector's experience, there are ten steps that all accounts receivable collectors can take to get the job done more efficiently and successfully.

So, what does it take to be a top-notch collector?

- Be well versed on the aging results for your customers — including total outstanding, number of accounts, potential past due aging, month-end target, gap to target — and be able to discuss progress daily. In short — be accountable

- Know the status of your top 20 past due accounts or account families — and be able to provide headlines of major issues and disputes, actions taken to resolve, and clearly verbalize any help needed

- Make sure all your accounts or account families receive a statement in the first week of every month. This way both you and your customers will have plenty of time to work on getting payments sent and issues resolved by month end

- Make sure your customers are receiving invoices. If there are invoice delivery issues, find out where the breakdown is. Send the invoices right away and escalate to resolve the delivery problem before additional future billings are sent

- Know how frequently to work your accounts. Every slow paying past due account should be worked at least twice monthly, by whatever means is appropriate for the account type. Low value accounts or accounts in good standing may only need automated reminder calls or emails. The mid to higher balance accounts and aging accounts will require more work and escalations to drive resolution

- Work your on-account cash and credits. Make sure to talk to customers about usable credits or unapplied cash on the account, so they can take them on future payments. You may need to do an account reconciliation to explain why the credits or cash weren't applied

- Escalate with your customer if you can't get a payment commitment early in the month. If you connect with the same person twice and don't make forward progress, escalate according to your escalation matrix

- Don't be afraid to ask your customer for an on time payment on any non-disputed invoices. If they give you a payment date, tell them when you will follow up and then do it!

- Escalate through the proper approval process. If the customer says an invoice is awaiting approval and it's been more than a few days, ask for the approver information and reach out to them

- Build strong relationships with your large and strategic accounts. Convey your personality during calls and make sure they know you're there to help them. Most customers do care about their account standing and will appreciate your efforts on any issues. Good customer relationships often leads them to paying your invoices before others.

Finally, if there's one takeaway I'd like to convey on how to be a top-notch collector with a healthy portfolio and strong customer relations, it is — strive to "be proactive, not reactive."

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Four key components to writing effective credit-to-cash emails

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Sending professional, well-written, and structured emails increases the likelihood of receiving a prompt and decisive response.

Have you ever read an email that has nothing to do with the subject line? Or perhaps you've started to read the first paragraph, and then the second, only to find you're lost in the high grass – only one-tenth of the way through the "dissertation" – and have absolutely no idea what the email means?

We all have a lot on our plate at work. This means it's paramount that you write and structure your emails that get to the point quickly, yet provide the critical information needed to elicit an informed opinion or response. Clear and concise emails are even more critical when speed is of the essence.

Accounts receivable collectors use email as their primary form of communication. Unlike phone calls, which for many years were the only way to communicate with customers, today's collectors must be masters of email communication.

To this end, there are four important components that can help you write and structure effective collection emails:

Use a specific subject line

- **Include an informative topic** – such as "Help needed," "Account status," or simply "Credit request," and always include the account name and number

- **Be logical** – to avoid any confusion, make sure your subject line relates to the actual content of the email

Create brief yet descriptive email content

- **Always be professional and polite** – as it's difficult to convey tone in text, especially when you're being concise, don't put anything in an email that you would not say to a room full of people

- **Consider the receiver** – shorter paragraphs of 1–3 sentences makes it easier for someone reading and responding on their phone

- **Include key facts** – such as issue, brief background with attempts made and to whom, and resolution needed

- **Create emphasis with bullets or bolding** – don't use all capital letters, and if in doubt, ask your social media savvy teenager to bring you up to speed on capitalization and other digital "no-nos"

- **Check your spelling** – make sure to proofread your own work; there's nothing worse than an autocorrect fail in an important email. If in doubt, ask a colleague

- **Request a realistic response time** – this is typically 24–48 hours. If you need an answer sooner, it might be best to call.

Include appropriate attachments

- **Be aware of the attachment size** – consider compressing extremely large files with a ZIP program

- **Use clear naming** – name the attachment appropriately, especially if including multiple attachments.

Use a professional email signature

- **Use a formal email signature** – this should include the following – full name, position, company name, phone number, email address – unless you know the recipient well
- **Don't include a quote** – unless it relates to the company tag line.

Following these guidelines to send a professional email message will increase the likelihood of receiving a prompt and decisive response. And if there's one piece I'd advice you should always remember – make sure to write to someone in exactly the same way you like to be written to. Now, where did I put my pen?

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Pipefy – transform your collections emails and processes

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Order to Cash

Adding an automation wrapper such as Pipefy around your collections processes can unlock the value of your email content across your credit-to-cash function.

Email has now become the main way to interact with customers within the credit-to-cash (C2C) function and is shaping the way teams work. If much of your own day is focused on getting through your inbox, don't fear – you're not alone. Email is both a help and a hindrance – making it easy to connect, but also a distraction from getting the real work done.

We've learnt through trial and error that organizations should take a completely different approach when it comes to managing email within the C2C process.

Stuck in the shadow of email

When we work with clients to assess the effectiveness of their back-office functions, we often find individual emails and generic mailbox (GMB) activities form a massive vortex of "shadow work" – or activities that take place outside of your core systems and lack visibility. Email is a transactional work effort, a volume to be tracked, like credit requests and other processing activities. While collections emails are sometimes monitored as part of a service desk, the bulk of emails across C2C are traditionally left unmonitored and reside in the shadows.

There is so much information that can be harnessed from collections emails – accounts payable contact information, master data, deductions backup, payment commitments, dispute information, credit references, points of contact, remittance advice, requests for refunds, customers communicating that they aren't happy with your organization's product or service, the list is endless. This data typically stays within email and often isn't used to update your systems.

With over 50% of effort in collections on email, it's important to implement an approach that optimizes the work and can leverage this data proactively.

Individual vs. generic mailbox email

It is equally difficult to identify whether your teams are dealing with their emails effectively, responding on time, or even at all – especially if you don't have GMBs or workflow tools. If one of your collectors or credit representatives is on holiday, and they are using their own work email, communication with their customers grinds to a halt.

Some organizations try to control email volumes by funneling customer queries from individual email inboxes to GMBs. However, this comes with another set of complexities. The average C2C function uses at least a dozen GMBs that receive an average of over 20,000 emails per month. While most organizations manage this work channel through traditional email clients and shared inboxes, the same problems exist:

- **Limited visibility** – the leadership has no way of tracking email resolution, response quality, or even query volume.

- **No control** – most models rely on reactive management of GMBs or relying on reporting that shows emails moving from one inbox to another

- **No structured data** – other than basic routing, it's difficult to automate a lot of the work due to different emails and unstructured data.

An effective automation wrapper

In order to transform the collections process for a global consumer goods client, we knew that we would need to implement a different kind of workflow technology. We needed an agile provider, willing to work with us to shape our approach. We needed robust business process management functionality that was able to wrap around both individual emails and GMBs. At Capgemini, we partnered with Pipefy.

While most workflow and process management tools handle emails that are delivered to a GMB, we needed a tool that could work in collections. We wanted to avoid the change management required of customers to use a centralized email and keep our individual customers' connection to their collector, while automating and improving the interaction process. Pipefy extracts multiple data points from an email and gives us the ability to add content, metadata, and more automation. Our collections team was able to build the automation rules

themselves and was happy not to have to rely on IT or a programmer. The visibility and other benefits the collections team gained from implementing Pipefy included:

- An immediate improvement in customer experience due to an increase in response time and quality from our sales team

- The ability to rationalize all activities within the collections process and prioritize work in a much more holistic way

- The ability to automatically escalate emails to a collector's direct supervisor if an individual email wasn't answered within a set period. This can be applied to a workflow ticket system with GMBs, but typically to a collector's personal work email

- The ability to see the entire population of emails, understand volumes and content

- A next-generation platform for further automation and integration with standard robotics tools.

Email made easy

Collections emails should be treated just like any other volume in C2C. Within collections, adding an automation wrapper such as Pipefy around your emails can give you enhanced control, increased customers experience and satisfaction, and proactive elimination of shadow work. In short, while phone calls are still the best way to resolve issues quickly in collections, it's getting harder to get a real person to answer the phone, and collectors are defaulting more and more to email.

We challenge you to work out exactly how many emails are coming in and out of your collections team each month. Pipefy can help you understand what's really going on and unlock the value of your email content across your C2C function.

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Optimize your cash applications in five simple steps

Aleksandra Giera-Doench
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With the right process and cash applications solution, customer payment behavior no longer needs to be a hurdle that results in manual cash applications issues.

Most of my colleagues don't give cash applications much thought.

It's easy, right? You bill a customer, and they pay. Then you read the application details and apply the receipts. What could be simpler? But if it's that easy, why do so many organizations struggle with cash receipt management and auto-match rate?

The answer is simple – everyone handles receivables and payables differently. Overall the process is similar, but the challenge is about the details. Your customers use a variety of applications to pay their invoices. There are manual and automated process that need to be completed to get that payment out the door, and over to your bank.

To standardize how your customers pay means trying to drive change within your customers' accounts payable teams. Why would your customer go through the hassle of changing their processes and systems to help with your automated cash application? Why would they switch to electronic data interchange (EDI), if emailing the remittance to the credit analyst has worked for years? Why would they pay Automated Clearing House remittance (ACH) fees? They've done their part, and you have the payment – so it's up to you to figure out how to post it.

The challenge of posting payments

Even with an experienced team, posting your payments quickly and accurately becomes more challenging if you don't have the right cash applications solution in place. Best practice is to implement a cash applications platform that adapts to all the different customer payment habits, uses data from emails, and other systems to post, and learns posting rules based on how your customer pay or your team posts cash.

Deploying a cash posting system that supports machine learning, image recognition, and the ability to convert email and portal data into remittance advice takes the complexity out of the cash applications process. Most organizations have a patchwork of systems, macros, robots, and in the middle of it all, a cash apps team – yet most still fail to achieve a 90% or greater auto-match rate.

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Implementing the right cash applications solution

Don't worry! Help is at hand. Here are five steps you can leverage to help improve your organizations cash applications process:

- **Review your existing technology landscape** – assess the systems you have in place and whether you are using all your core functionality to its fullest potential. We typically see organizations achieve around 80% auto-match with their ERPs. To get to 90% or greater, optimize your ERP, add smart automation, and implement an autocash tool

- **Take advantage of your customer data** – ask the bank to share Corporate Trade Exchange (CTX) errors files, and apply automation to upload the data into your ERP system as another remittance source. Most CTX errors can be resolved through formatting changes and can yield a 3–5% improvement on your cash apps hit rate results. If your customer is providing remittances via a portal, pull in remittance data ahead of time by automating the integration between the portals and your ERP. Ensure remittances are leveraged by the autocash engine, which can add around 3–5% into your overall hit rate. Do the same with your mailboxes by applying smart automation to integrate remittances sent to the mailboxes with your ERP repository. This can add 5–8% to your overall hit rate results

- **Refresh your policies and allow for automatic application of payments** – most customers pay either the oldest balances or the most current ones. If you know how they pay, why not allow these to be automatically applied and skip manual intervention?

- **Automate as many repetitive tasks as possible** – if your team is writing off small balances, create an automated write-off program. Better still – add it as a part of your cash application matching engine

- **Look at what the data tells you** – apply analytics and get to the root cause of the issue, then fix it for good – update your policy, amend your autocash program, and tweak your robots to automatically apply the payment the following month. This will truly help you keep the hit rate at the optimum level.

With the right process and cash applications solution, customer payment behavior no longer needs to be a hurdle that results in manual cash applications issues.

At Capgemini, we apply our transformation methodology across our clients' cash applications process – improving auto-match rates and creating a golden, touchless, path for cash applications. Our solution learns how each one of your customers pays, so you don't have to figure out how to post payments that arrive without payment instructions.

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Four reasons why your cash applications team should own the resolution of all open payments

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Industrializing the payments process within the cash applications team delivers a better outcome than working through multiple channels and owners. Creating rigor around cash apps gets you best-in-class results.

If you happen to work in a treasury or cash applications function, you know that trying to apply a payment without remittance advice can often be extremely frustrating.

Cash applications should be a straightforward process, posting payments with minimal intervention. However, for many organizations, a payment received without remittance advice, i.e., decoupled remittance, causes problems and delays with payment posting. Simply speaking, decoupled payment remittances are a pain, and the main reason we spend most of our time within credit-to-cash (C2C) searching for remittance instructions in emails, systems, or bank statements, or developing quick fixes with business rules and automation to get around the need for remittance advice.

The primary function of a cash applications team is to post payments that didn't get through the auto-match process. Many organizations require manual payments to be applied within a set period. If the team is unable to figure out how to post the new payments or can't find remittance advice, the process may dictate posting the payment on the account. And so begins the additional challenge of managing and quickly resolving cash on account.

To quickly and effectively manage new and on account cash, the right accountability and team design is critical.

The challenge of cash on account

There are different views on who should work cash on account. Many organizations prefer the collections teams to resolve it as they are already speaking with the customer. Traditionally, the collector is the only person outside of the sales team that should talk to the customer about balances on the account. However, there are more effective approaches to enhancing the customer experience, and resolving cash posting issues faster.

Organizations that achieve the best results, fastest posting cycle time, and lowest amount of open cash, treat both new (unapplied or unidentified) and aged cash (on account) the same way, and have their cash applications team own posting through to closure.

By their very nature, there is a good chance that your collections team won't prioritize cash on account effectively, as they need to prioritize debit balances in the collections process. Cash on account is rework or exceptions management, and disrupts the flow of work for the collections team.

To resolve cash on account effectively, collectors should partner with a cash applications team that is measured on all of their cash performance, including cash on account resolution and aging. Anything more than 2% ratio of cash and credit balances to total receivable is too high, and cash on account older than 90 days should raise a red flag if there is no clear disposition associated to the payment (ex, pre-payment, pending refund, etc.). The faster you address an application issue closer to the time of payment, the easier it is to manage.

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Industrialize your cash apps

Here are my top four reasons why your cash applications team should own the resolution of all cash applications items:

- **Single ownership** – once a payment is posted on account and the balance becomes a hot potato, everyone wants it resolved, but nobody knows who owns it. The message for the cash applications team should be simple: "You posted it, you own it" – and once ownership is assigned, follow it through to closure

- **Resolution expertise** – when you wake up from a general anaesthetic, wouldn't you want to talk to the doctor who treated you? The same logic follows in payments. Why not let your customer speak to the person that manages their payments? While

it's important to keep complex collections' interactions closer to your customer customers are typically fine dealing with an English-speaking specialist from anywhere in the world if they can fix the issue quickly

- **Direct resolution** – timely resolution of unapplied cash is critical and impacts working capital and aging. Introducing multiple channels and handoffs to obtaining remittance and then routing it back to cash applications only adds steps and elongates the process. Let your cash applications analyst call or send an email to your customer to obtain instructions, get the information, and apply the payment during or right after the conversation. Be prepared to react quickly

- **Increased customer confidence** – coming back to the patient-doctor example, if you have direct access to

the doctor who performed your surgery, it's likely to make you more comfortable about the process. Similarly, instilling confidence in your customer that their cash is being handled by a professional, enables you to build trust.

More often than not, industrializing the process within the cash applications team delivers a better outcome than working through multiple channels and owners. Creating rigor around cash apps will get you best-in-class results.

Empower your cash team to manage the end-to-end payment process, future-proof your cash posting process and have your cash applications team follow every payment through to closure.

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Three simple steps to successful order-to-cash automation

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Automatically ingesting customer portal and website data into your O2C process enables you to identify issues immediately, improve your data, and optimize your process without changing your core systems.

Implementing automation can be a daunting task. Indeed, figuring out the right order-to-cash (O2C) automation strategy for your finance function can often be complicated.

However, if you're looking to digitize your O2C process, but you're not ready for a full-blown transformation that requires significant change management and investment, automating your O2C data extraction not only generates sizeable benefits, but can also enable data-driven decision-making.

Reducing manual effort by leveraging data from self-service portals

It's likely that your teams are spending a lot of time pulling and reviewing external data in order to resolve exceptions in the O2C process. They may be logging into or searching customer websites to find missing master data, remittance advice, or researching disputes and deductions. They may also be reaching out to customers to check

invoice status, send invoices, statements, and proof of deliveries, and obtain promise to pay information. A lot of these steps can be reduced, if you can successfully automate the process.

Many organizations deploy accounts payable (AP) portals or websites to deliver self-service options to their business partners. These portals house the same data needed to resolve an issue, follow up on payments, resolve a dispute, and update master data. Integrating data from these portals in advance can update and improve your existing systems and processes, reducing non-value added work and exceptions, and enabling your team to refocus on what's important.

Automating O2C data extraction

Wouldn't it be great if your systems were updated with payment promises without a collector having to call your customer? What if the data could trigger an alert to your team to call a customer that hasn't yet received their invoice or is sending

payment for a different amount? What about incorporating customer data proactively in your credit or deductions process? What if you had remittance advice in advance?

Working in collections, I often dream about these kinds of capabilities. Leveraging robotic process automation (RPA) – or other data capture software – gives you the ability to extract, format, and upload customer portal data proactively into your ERP or collections platforms to create a dynamic collections approach, improve cash automatch, flag disputes, and drive touchless processing.

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The best approach

There are so many ways to use customer portal data in your O2C process. To figure out the best approach for your organization, I recommend the following three steps:

- **Identify customers that use portals** – survey your team members to find which customers are using portals for pricing changes, deductions and disputes, invoicing and billing, payments, and cash applications. Prioritize which customers to target first by the volume of work relating to exceptions or handling time. Multiple customers often use the same portal provider, making it easier to replicate the automation across your customers

- **Decide how to automate** – some portals enable you to download Excel and CSV files, while others just display the data. RPA is agile, doesn't require coding, and can work with different text formats and data extraction methods. This means that automation can be implemented with a sprint approach vs. a big bang implementation. Of course, there are other data extraction tools on the market if you don't want to use RPA – just do your research

- **Agree on the approach and scope** – decide which data and sub processes are in scope. Perhaps you want to use portal data and automation to upload statements and invoices to your high-volume customers? Or maybe you want to catch missing invoices and promises to pay to create a dynamic follow-up strategy, or pull in remittance advice from pending payments to improve automatch rate and reduce research effort? There are many ways to improve data quality and processing through basic customer and system automation.

It's much easier to automate activities related to data transfer than implementing new platforms. Automatically ingesting portal and website data into your O2C process gives you the power to identify issues immediately, improve your data, and optimize your process without changing your core systems.

Who says that blockchain is the only way to sync data between systems!

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Embracing your O2C journey

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At Capgemini, we have reimagined our order-to-cash (O2C) products and solutions to incorporate intelligent automation, we are applying AI and machine learning to our clients' business processes, and we have evolved our framework to modernize team design. Yet, despite the rollout of our next-generation O2C solution, we haven't forgotten to place equal weight on initiatives that improve process fundamentals.

Transformation isn't just about the big initiatives or neat technology. Achieving better outcomes at a lower cost of service can be as simple as eliminating a step in a process, a redundant approval, or an audit phase. Transformation can even be delivered through turning on certain features in your existing technology.

Ask the right questions

To enhance your collections function, make sure you understand why invoices aren't getting paid. Start by asking your customers whether they understand your invoices, and most importantly, whether they actually receive them?

Follow this by looking at your processes and teams. Is your process reactive or proactive? Do you have an early alert system, so your teams know when an invoice is returned or an email bounces? Do your teams have operational routines? Do they know how to escalate and to whom when things go wrong?

Then scrutinize your customer communication. Are your teams looking at the right transactions and having the right conversations with your customers? Can you track customer communications and team member emails? How are your teams communicating with your customers? Are the emails and calls effective? Is your cash applications process improving your customers experience, or driving your customers to the competition? Technology alone won't get you there, you have to have the basics in place, and constantly remind your teams to adopt key activities to keep customer experience intact.

Get the basics right

As much as I preach about how blockchain is the future of O2C, I also ground myself in the knowledge that there are many ways to reshape a process or outcome in O2C. You don't have to be a transformation expert to deliver great solutions within your organization, and transformation doesn't have to be about a big investment or massive exercise up front.

Think realistically about your transformation journey, and envision which processes will change, and if automating, the impact of digital. Apply design thinking to imagine a better future, an improved process, or a simpler set of steps. Then use a transformation lens to make the process better. Don't wait until you have every step of your transformation roadmap figured out to launch. De-risk your implementation approach be using sprints to deploy improvements. Focus on getting the fundamentals right before you think about digitizing and automating, to ensure you don't automate bad or inefficient processes.

Be smart with your transformation

Although you have every right to get excited about the potential of implementing end-to-end automation in O2C, in reality you will always have a small core team that will need to focus on exceptions. There is no silver bullet that will get you to 100% process automation tomorrow. Poorly written emails or badly implemented cash applications technology isn't going to make your customers love your brand – but neither is slick internal automation.

Be smart with your transformation, and make sure your plans are right for your organization and customers. Implement and fail fast. Be fluid with your transformation projects – they won't all work as planned. Act quickly to rework projects when needed. Start your transformation journey today with a series of small steps – each one getting you closer to delivering better outcomes and an enhanced customer experience.

Achieving better outcomes at a lower cost of service can be as simple as eliminating a step in a process, a redundant approval, or an audit phase."

Caroline Schneider
*Order-to-Cash, Global Process Owner,
Capgemini's Business Services*

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Improving your order-to-cash process needn't be complicated – it just takes a few steps to get it all going."

Caroline Schneider

Order-to-Cash, Global Process Owner, Capgemini's Business Services

Aleksandra Giera-Doench is a C2C subject matter expert and cash applications GPO, with 10 years of experience in C2C operations and technologies, supporting transformation initiatives across Capgemini engagement.

David Laud develops robust solutions for credit-to-cash (C2C) transformational initiatives focusing on impact to working capital and cash flow, while driving intensive operating cost reduction for clients around the globe.

Lukasz Latak has over 10 years of experience in the C2C domain, including operations management and technologies, supporting transformation initiatives for external clients and across Capgemini engagements.

Nancy Salter focuses on improving the overall quality of service we deliver to our clients by leveraging Capgemini's transformative C2C solutions to streamline and reimagine processes and technologies for enhanced efficiency, while building strong customer relationships and partnerships.

Caroline Schneider has been delivering and designing O2C solutions for clients for over 18 years. She is passionate about delivering solutions to clients to maximize their working capital through technology, automation, and industrialized process design.

Shik Sundar is VP sales at Pipefy.

About
Capgemini

Capgemini is a global leader in consulting, digital transformation, technology and engineering services. The Group is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year+ heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. Today, it is a multicultural company of 270,000 team members in almost 50 countries. With Altran, the Group reported 2019 combined revenues of €17billion.

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