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*A Special Report from  
The Accounts Payable Network*

# **How Imaging & Electronic Workflow Transforms Accounts Payable**

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**THE**  
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**NETWORK**

# How Imaging & Electronic Workflow Transforms Accounts Payable

A Special Report from  
The Accounts Payable Network

By  
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## Introduction

For accounts payable, it is not always easy to replicate practices identified as “best” and achieve the hoped-for return on investment. Often best practice solutions involve not just accounts payable but AP’s customers both within and outside of the organization. When implementing process change, the challenges increase with the number of parties involved.

Limiting the number of involved parties in best practice implementation improves its chances of success and can help realize ROI. This is what imaging and electronic workflow solutions offer in the effort to eliminate paper and streamline processes.

While electronic invoicing may be the ideal solution to the problems of the procurement-to-payment (P2P) process, companies find that converting to imaging and electronic workflow can be accomplished with much less friction than full electronic invoicing. A company can implement imaging and workflow without impacting its suppliers, whereas electronic invoicing depends on the cooperation of its external suppliers. Relying on external parties makes success more difficult as it a more complicated proposition. Imaging and electronic workflow can enable AP to achieve its transformation goals and ROI.

Even converting to an imaging and electronic workflow system involves partners beyond accounts payable, of course. AP must bring purchasing, requisitioners and approvers on board to become part of the solution.

This report explores the advantages that an imaging and electronic workflow solution brings to the AP process, the steps in an effective imaging and workflow process, best practices that contribute to a positive ROI, and recommendations in adoption.

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## The Current AP Process

To transform accounts payable from a cost center beset with problems into a valuable partner contributing to the organization, managers must evaluate, select and implement new practices and technologies. However, there are so many practices from which to choose that it is hard to know where to begin.

Companies that have tried to launch p-cards, evaluated receipt settlement (ERS), or electronic data interchange (EDI) and did not get the ROI expected, understand the challenge. AP needs a solution that it can control to achieve and exceed expectations.

Accounts payable pursues best practices to eliminate late payments, find a way to handle huge volumes of paper, and reduce cost. Why is AP the department driving the procurement-to-payment best practices? Because AP is the last step in the process and is held responsible for the end result: on time payments. However, accounts payable is a paper intense process—paper that AP often cannot find.

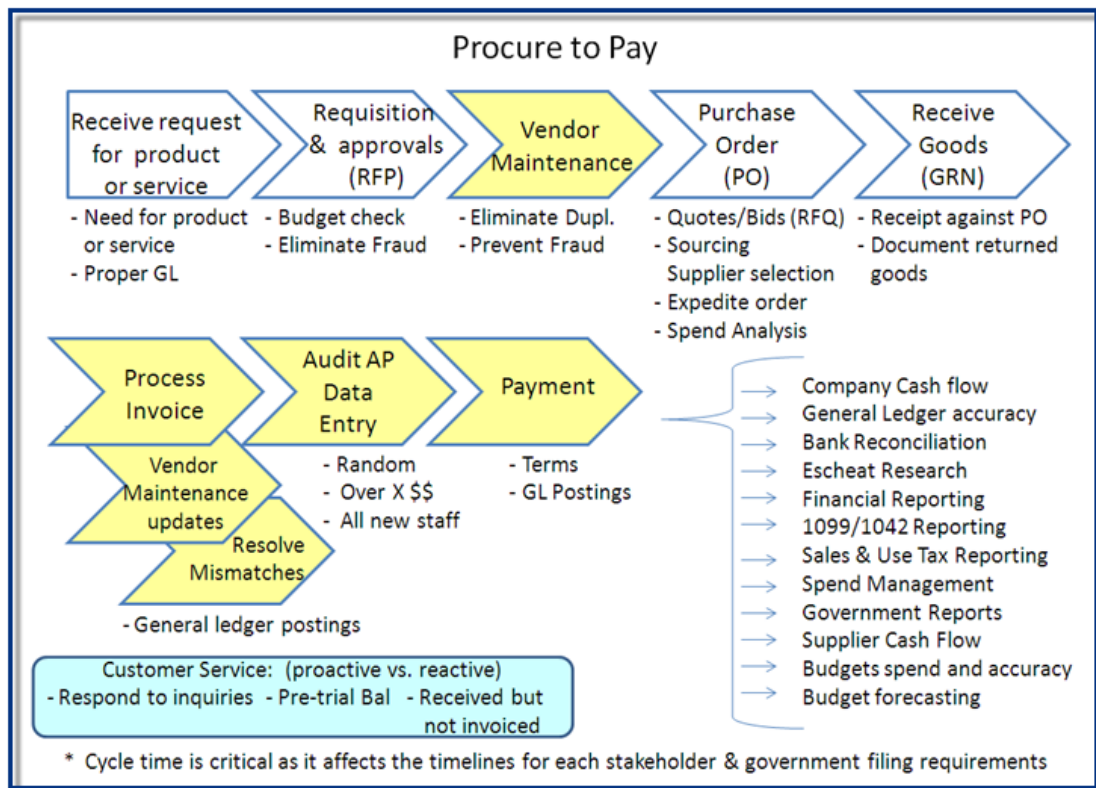
Two major issues are tracking down the paper invoice and the receiving document for the goods or services purchased. AP departments talk about the “black hole” between the supplier and AP, where documents disappear. AP is held responsible for the invoice cycle time and late payments, yet it has little to do with several steps of the procure-to-pay process. It does not matter that an invoice collects dust in some approver’s in-basket for a month. When the payment is late, it is AP’s fault.

When supplier payments are late, what AP hears is “You never pay the suppliers on time.” Finger pointing ensues and emotions run high. AP blames buyers, requisitioners and approvers, yet without empirical evidence to back it up or pinpoint the bottlenecks to resolve the real issues. Companies need a solution that provides visibility into the P2P process, to identify problem points.

## The P2P Process

AP does not act in a vacuum. Figure 1 provides an overview of the P2P process and some of the outputs that are a result of the AP system. The important point to note is that AP touches just about every organization in the company.

Figure 1



The first bottleneck in most payables processes is receiving the original invoice.

Even though companies request vendors to send the invoice to Accounts Payable, the vendors usually address it to the person who placed the order. When the requestor receives the invoice, it then goes in his or her in-bin until the supplier or AP asks for it, by which time the invoice has become past due.



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The requestor means to get around to processing the invoice, but since the product or service has been received (and most likely used), there is no incentive to process the paper; the requestor has too much “real work” to do.

When the invoice becomes past due, the accounts payable customer service team (or hot line) gets a call inquiring when the invoice will be paid. Because the invoice was never forwarded to AP, it does not show up in the AP system, so the only choice the customer service representative has is to ask for another copy of the invoice.

This is the beginning of additional problems. The biggest concern is duplicate payments. The vendor usually will send the ‘copy’ of the invoice via fax, creating more than one copy in the organization. Further contributing to an increased chance of duplicate payments, the data on the faxed invoice can be distorted. For example, a seven may look like a nine. A processor might then incorrectly enter the invoice number or amount, both of which are key fields to prevent duplicates.

Meanwhile, the requestor and possibly the buyer also have received phone calls from the supplier inquiring about the payment. Neither of them has time to search for the invoice and they are sure they must have forwarded it to AP, so they also request a copy. Most companies have three to five copies of the same invoice circulating at one time, further adding to the potential duplicate payment problem.

Along with managing a very frustrating process, reducing cost is a high priority. The cost per invoice can range from \$2.00 to more than \$20.00 per invoice. If your process is manual and paper based, you could be in the \$20.00 per invoice range. Chasing down paper is time-consuming and expensive.

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### **What Should AP Do?**

AP needs to implement a process that converts paper invoices to an electronic format. To gain the greatest results, the system must be within AP's control, and one for which they do not need the participation of requestors, buyers, or approvers to succeed. It should provide visibility to the customer service team when a call comes in, allowing them to look in the system and see the image of the invoice, exactly who has the invoice and how long they have had the invoice. This gives the customer service team the ability to engage those who can resolve all issues and move the invoice to the payment process.

AP needs a system that will not only track every invoice but also provide up-to-the-minute data for analysis. Then rather than constantly reacting to urgent complaints, AP can redesign a better process based on:

- invoice volume
- invoice type
- invoices over a dollar amount
- highest mismatch error or
- critical suppliers

Companies need an accounts payable "best practice" that provides:

- a tool to manage and track all the paper,
- control to AP,
- data that allows AP to be proactive rather than reactive,
- facts to support AP's requests and eliminate finger pointing,
- evidence to show that AP is performing its job,
- identification of where process redesign is needed,
- a way to move AP from paper pushers to a business partner.

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## **The Answer: Imaging and Electronic Workflow**

Imaging and workflow addresses all of those needs, which is why it is sometimes referred to as a “knowledge system.” A good imaging and workflow system provides the information and reveals the facts that enable managers to make better decisions about the issues the company needs to resolve.

Too many times, AP reacts to those who make the most noise (the squeaky wheel syndrome). AP wants to resolve the issues from noisy complainers so they do not have to deal with them again. However, as an Emergency Medical Technician (EMT) learns in training, often the silent patient, not the one calling for help, is likely to be the one with the life-threatening issue needing immediate attention.

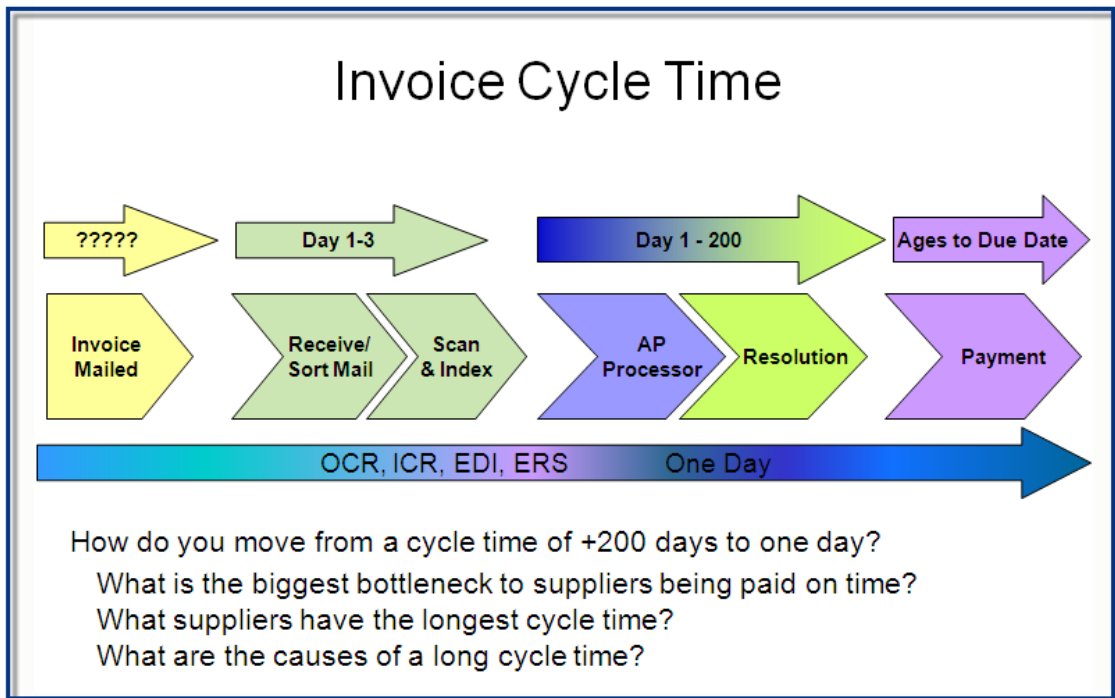
Translating that back to AP, ignoring the “silent patient” in favor of the noisy one could mean losing a very important supplier that could negatively affect your company’s production line, the quality of ingredients, or ability to meet service deadlines. In turn, it could have a major negative impact on sales and the bottom line.

The way to determine serious problems from noise is with up-to-the-minute data and real-time information, not historical data. Most AP directors and managers are running AP history file reports to try to determine what they should work on. However, the data in the AP history file is already too old:

- The payment is already late.
- The discount is already lost.
- The supplier has already cut the terms from Net 30 to credit card or put pending orders on hold preventing critical jobs or inventory from meeting sales orders.
- AP’s reputation has already suffered.

AP is now reacting to phone calls (noise) and spending much too much time trying to “find” the invoice that is already past due.

Figure 2



The imaging and workflow system should have the capability to enter processing rules incorporating key process indicators (KPI's) so it can alert the AP group to any invoice that will not meet the KPI. The KPI's should also be used to review the volume of invoices in all the queues in order to highlight bottlenecks, and provide statistics on the cycle time of each phase to identify areas for process improvement.

The system, then, is reviewing invoices constantly by volumes, invoice types, dollar amounts and even critical suppliers. Consequently, AP is no longer reacting to those

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who call the customer service line. Now AP can look at the process as a whole rather than chasing an individual invoice. With these changes, AP:

- Makes payments on time
- Takes every discount
- Establishes excellent supplier relations,
- Enables purchasing to do spend analysis and negotiate better pricing, terms and delivery
- Becomes known as a business partner

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## Steps in an Imaging and Workflow System

### Scanning the document

The invoice will need to be prepared for scanning, including removing staples, taping tears and throwing out copies of invoices. The indexing method AP uses will determine whether the invoices need to be pre-sorted prior to scanning.

- Manual indexing: sort by document types
  - Purchase Order related
  - Non-PO
  - Utilities
  - Freight
  - In-House Check Request
  - Foreign Currency
- Optical Character Recognition (OCR) or Intelligent Character Recognition (ICR) scanning can be done without any presorting.
- All indexing types may require separation of multiple page invoices.

### Indexing—Manual Data Entry, OCR and ICR

There are several options when it comes to scanning the invoice into the imaging system. This is also a key ingredient when determining the cost of the system and the ROI.

**Manual Indexing:** Once the invoice has been scanned, which is usually in batches of 25 and by document type, an accounts payable person would key from the image of the invoice key fields such as (at a minimum):

- Document type
- Invoice number
- Date of invoice
- Invoice Amount

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**OCR:** This scanning technology can ‘read’ the invoice, looking for the data entry fields in a specific place on the specific supplier’s invoices. While it requires time initially to set up the templates, once that is complete, the OCR process eliminates the need for an indexing team.

**ICR:** This scanning technology allows the system to ‘read’ the invoice looking for key data entry fields *anywhere* on the invoice. If it cannot find the required data, it will flag it for someone to find the required field; then the next time it will locate that field because the software learns as it goes. ICR cannot only eliminate the need for an indexing team, but also could greatly reduce the size of the data entry team.

### **Duplicate Invoice Check**

Imaging and workflow systems provide the opportunity to perform the duplicate invoice check at step one rather than waiting until being the last step just prior to payment. This improves the ability to detect and prevent duplicate payments, saves time, and reduces the number of invoice copies touched.

### **Invoice Processing**

AP departments that track invoices per person face internal problems with performance, perception and workload balancing. Processors feel the fastest or best processors “take the easy work”—invoices with only a few line items or a few general ledger allocations. Those not meeting performance KPI’s tend to look for reasons they cannot make the numbers while others do.

However, imaging systems can push or pull the work. Using the ‘pushed’ method removes the internal issues. Work is sent automatically to the clerks and everyone gets his or her fair share of the work. In addition, managers can watch the queues or have a flag that tells them when a processor is not able to keep up with the work volume or is not at work. This allows the manager to move work to other queues rather than having work pile up and age.

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### **Vendor Maintenance**

When vendor information on the invoice does not match the AP system information, the processor can route the invoice to vendor maintenance. Vendor maintenance can make the appropriate changes, and immediately and automatically route the invoice back to the AP processor to complete the transaction.

### **Mismatches/Discrepancies**

Processors can route mismatches to the person who can actually fix the issue. If the processor cannot complete a three-way match because the receipt is missing, they can forward the invoice electronically to the requestor to enter the receipt, or note that the goods were not received. If there is a pricing issue, the processor can send the invoice to the buyer or initiator of the purchase order.

### **Audit**

AP should conduct an audit prior to payment, but many companies are auditing invoices after payment. This means an AP processor may have to become a collections person, working to get the supplier to return incorrect payments. However, with an imaging and workflow system, AP can audit invoices prior to payment because of the improved cycle time.

The workflow system facilitates audits. AP can sort all processed invoices several ways to review for accuracy of payments and remove duplicate payments. Here is a sample of possible audit approaches, made easy through the system's sort capability:

- All invoices for new staff members, until they reach a certain accuracy rate
- Random: every fifth invoice
- All invoices over a specified dollar amount
- Duplicate invoices: making sure invoice number, date and amount are correct
- Insure the correct supplier has been paid
- Validity of vendor maintenance additions and changes



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Any invoices that need to be fixed can be returned to the person who keyed the data to correct the error. For example, suppose a processor enters the ship date instead of invoice date. Returning the mistake to the processor that made it enables the person to self-train without the auditor pointing out errors, relieving internal conflict.

The system can produce reports for a supervisor to review errors and determine if a person needs more training or if a process may not be clear. Invoice rules might be too complicated, which actually may be the cause of the errors. Reviewing and making changes to the invoice rule can eliminate errors and duplicate payments.

### **Storage**

AP should shred the original paper invoice one-to-three days from scanning. There will be a loss of ROI if the paper is stored. In addition, the IRS can audit either the paper or the imaging system—but if the company saves the paper, the IRS considers it primary. Having confirmed that the company's electronic records storage complies with IRS rules, AP should shred the paper.

### **External Audit (third party, State or IRS)**

The imaging system should be able to create a list of invoices based on the requirements of the auditor. The list should supply the timeframe (invoices dated or posted) from and to date and a dollar amount (e.g., all invoices over \$50,000). Some auditors are able to work from the list; others may require looking at the invoice image. This should be the only time the print button is used!

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## The Benefits of an Imaging and Workflow System

### Receiving the invoice the day it arrives

The first step in the AP process is to receive the original invoice directly into the AP department. As discussed above, it can be difficult to get the invoice to AP. However, with imaging systems now there are features to allow the invoice to come into the system directly from the supplier. This decreases the unpredictable time it takes the paper invoice to reach AP to potentially reaching AP the *same day* the supplier created the invoice.

### Reducing invoice cycle time

The invoice cycle time should begin with the date of the invoice. The first bottleneck is from the date the invoice is printed to the date AP receives the invoice. The imaging system can highlight invoices that are received a specified number of days from the invoice date—this is the first KPI. There are managers who do not want to start the cycle time from invoice date but from the invoice-received date. This is a poor practice. Suppose AP receives the invoice 30 days from date of invoice. The payment will be late. If AP starts the cycle time clock when it receives the invoice rather than the invoice date, the metrics will not expose the problem and it will not be resolved. It is up to AP to monitor this part of the process. No one else will, but everyone will blame AP for a late payment.

With an imaging system in place, the customer service team has the confidence that if they cannot find the invoice in the imaging and workflow system, AP does not have the invoice. Instead of apologetically asking for another copy, the conversation can go like this:

**CS Representative:** (*addressing the supplier*) Can you tell me where you mailed the invoice?

**Supplier:** The invoice was sent to (states address) to the attention of (the requestor).

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**CS Representative:** (*educating the supplier*) In order to ensure your invoices are paid on time, the invoice must be sent to (states address) to the attention of Accounts Payable. If the requestor needs a copy, they can retrieve it from our imaging system and it will not affect your payment.

**CS Representative:** (*continuing*) In fact, we have the ability to receive your invoice directly into the imaging system, ensuring AP has the invoice (eliminating the black hole) and eliminating the cost and time it takes to mail the paper invoice to our location. (They then explain the process.)

What's in it for the supplier? They will receive their payment on time. The person calling is most likely from the credit department (accounts receivable), whose job it is to ensure they receive timely payments. They will appreciate that they will need to make fewer calls.

### **Transparency and Visibility**

**Lost Invoices:** Lost invoices are no longer an issue! Unlike paper, invoices in an imaging system are not misplaced, damaged or forgotten, and AP can easily pull up all invoices with a few keystrokes.

**Customer Service:** The workflow history shows exactly where the invoice is, how long it has been there and what needs to be done to move the invoice to the payment process. Now customer service can respond to the supplier on the first phone call and engage the person who can approve or fix the mismatches.

**Visibility:** With an imaging and workflow system, upon the invoice's arrival to the company, AP has complete visibility into the system. The key advantages are the immediate conversion of paper to an electronic format for processing and review; the workflow engine can communicate with all parties, often including vendors, for approvals, status inquiries, etc.; AP can build its business rules right into the automated workflow. Often vendors even can interact with a portal to check payment status.

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Furthermore, AP and finance management can get a complete view of the information through inquiries, reports or “dashboards” designed to measure progress toward goals such as on-time payment and discount capture. The ability to see what invoices are due when greatly facilitates improved cash management.

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## **Best Practice Decisions for Imaging & Workflow**

Many best practices work hand-in-hand with the imaging and workflow system. Here are a few examples:

### **Escalation of invoices**

This feature makes the supplier's invoice a priority to everyone in the organization. Remember the paper invoice which sits in the requestor or approvers in-bin because they are too busy to process it? If an invoice sits in their workflow queue for more than a specified number of days, the system will escalate it to the approver's boss and then the boss's boss. Usually this only happens once before the boss directs the employee to handle the invoice within the appropriate time, as the boss does not want the invoices hitting his or her queue. Even when the managers are traveling, they can have access to approve or fix mismatches. Many may not warm to the idea of the workflow system because they will no longer be able to hide behind AP; the workflow reveals who really has the invoice and how long they have had it. This helps repair AP's reputation.

### **Enter invoice header information only**

Match the AP header information against the total value of the purchase order. Do not enter each and every line item. This saves hundreds of hours of data entry. Many world-class AP departments have higher productivity using this process without discrepancies being an issue.

### **Scan W9s**

Scan W9s to meet IRS documentation and 1099 reporting regulations. The index field can be the tax ID, which is right on the W9.

### **First in first out (FIFO)**

When designing the imaging and workflow system, plan to enter invoices in the order that they arrive in the mailroom. Invoice Processors sort their in-bins by first in/first out (FIFO), not by due date. This works to change the behaviors of requestors, approvers and buyers. When AP sorts the work by due date, the people who abuse the

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process have their invoices moved to the front and those who follow the rules have their invoices pushed to the back. As long as AP allows such work-arounds, requisitioners and approvers will never follow the best-in-class process and AP will never achieve its paid-on-time goal.

Financial reports are a direct product of AP data. If AP enters invoices near or past their due dates, cash forecasting is not accurate.

Along with sorting invoices FIFO, AP should sort invoices once a day by dollar amount to insure it records high-dollar invoices in a timely manner.

*An example of why this matters: A cosmetic company reported a profit at year-end. Two months later the company discovered invoices that it should have paid in the previous year. The total amount due meant that the company had actually sustained a loss rather than a profit: the company had to restate its financials.*

### **Data, Data, Data**

Use the workflow data to begin looking at bottlenecks and huge volumes to make process improvement recommendations that move AP from paper processors to business partners. If there is a damaged relationship with purchasing, this will begin a new relationship. Purchasing also will now have real facts and data to help improve the P2P process. Most importantly, as suppliers are paid on time, purchasing can launch a spend analysis project that can review where the money is spent, allow consolidation, provide leverage in negotiation, and save the company significant money on purchases.

### **Supplier Self-Service**

Tie the workflow history file to an on-line supplier website so the suppliers can see the status of an invoice without placing a call to customer service. The suppliers can now call their contacts and request the necessary fixes to get the payment released.

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## **Cross Check**

Tie accounts receivable to accounts payable. Then prior to paying a supplier, make sure the supplier does not owe any money to the AR department.

*Example: One company made payments to a supplier in excess of \$500,000. The AR department was trying to collect \$450,000 in past due invoices. The supplier filed bankruptcy. If the AP and AR data had been tied together, AP could have put the supplier on hold, thus eliminating the loss of \$450,000.*

## **Login (Who is really approving invoices?)**

Often managers' administrative assistants actually do approvals. One way to prevent this is to tie approvers' logon IDs to their payroll information. This ensures the right level of authority is approving purchases. This is important in order to

- prevent fraud (i.e. prevents the same person buying and approving payment)
- improve cash management (e.g. budgets are not likely to be overspent)

## **Negative Receipt Notice**

Lack of Receipt is a statistic that the workflow system will likely report is the number-one three-way match issue causing invoice payments to be late. Yet the reality is that 99 percent of the time, the company did receive the product or service, but the requestor has not gone into the system to confirm receipt. A process known as *negative receipt notice* or *assumed receipt* allows AP to set up and match the invoice without the receipt. AP notifies the requestor via workflow that the invoice has been entered and instructs that if she has *not* received the goods or service, she needs to contact the AP department to place the invoice on hold otherwise AP will pay it.

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## Return on Investment (ROI)

Return on Investment in an imaging and electronic workflow system can be three to five years, depending on the equipment and technology.

A way to shorten ROI is to include other departments in the purchase of the imaging and workflow system. Imaging and electronic workflow can be of great benefit to:

- The Credit Department: storing all customer financial information
- Billing: storing invoices sent to customers
- Human Resources: Employee applications, insurance information
- Payroll: W-4's and other important documentation
- Fixed Assets: storing important information on equipment etc.

Analyze your paper process vs. workflow and imaging, and be sure to include the following in your ROI calculation:

- AP Headcount: AP is very labor intensive (salary and benefits)
  - AP Processors
  - Customer Service
- AP desk space, computers, phone
- AP department space/square footage (rent, utilities, insurance)
- AP invoice storage (within the department and long term).
  - Is there a better use of real estate?
- Number of filing cabinets
- Filing supplies (folders, hanging folders, labels, etc.)
- Copy equipment (making copies to mail: approvals/problem resolution)
- Copy Supplies (paper, ink)
- Postage (sending invoice out for approvals, problems resolution)
- Phone (cost per line, outbound calls, 800 numbers)
- Fax machines (machine, paper, ink, phone lines)
- IT support (usually based per person)



- 
- Payments made on time (cost for one day late: lost discount)
  - Accurate invoice data, not over or short

Consider the soft savings (time):

- Sorting invoices alphabetically or by due date
- File and re-file invoices also causing lost invoices
- Looking for an invoice (buyer, requestor, approver, AP Help Desk, Manager, etc.)
- Walking an invoice around to get approvals and resolve issues
- Re-keying of duplicate invoices (three to five copies)
- Time spent on many phone calls and emails to resolve one issue
- Working of one invoice problem at a time versus looking at the whole process on a specific issue

Consider the opportunities afforded by imaging and workflow:

- Discounts taken
- Cost per invoice reduced to less than \$2.00
- Improved productivity: invoice processed per associate (7,500 to 60,000 per year)
- Immediate access to invoice on the desk top
- Rapid resolution of mismatches
- Major reduction of customer service calls/emails
- Accurate monthly closings
- Financial reporting accurate and timely (and SOX compliant)
- Less fees paid to outside audit firm for duplicate payments
- Huge reduction in duplicate payments
- Spend Management:
  - Supplier negotiations
    - Better prices
    - Better terms
- Compliance to 1099/W9s – no penalties or fines

- 
- Improved days payable outstanding (DPO), satisfied suppliers, buyers, budget holders, and requestors
  - Foreign supplier invoices can be pulled easily to see if VAT can be reclaimed, especially expense reports to foreign countries. Many, many companies are leaving money on the table by not doing a VAT reclaim.
  - Seamless integration to other support systems.

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## Recommendations in Adoption of Imaging & Electronic Workflow

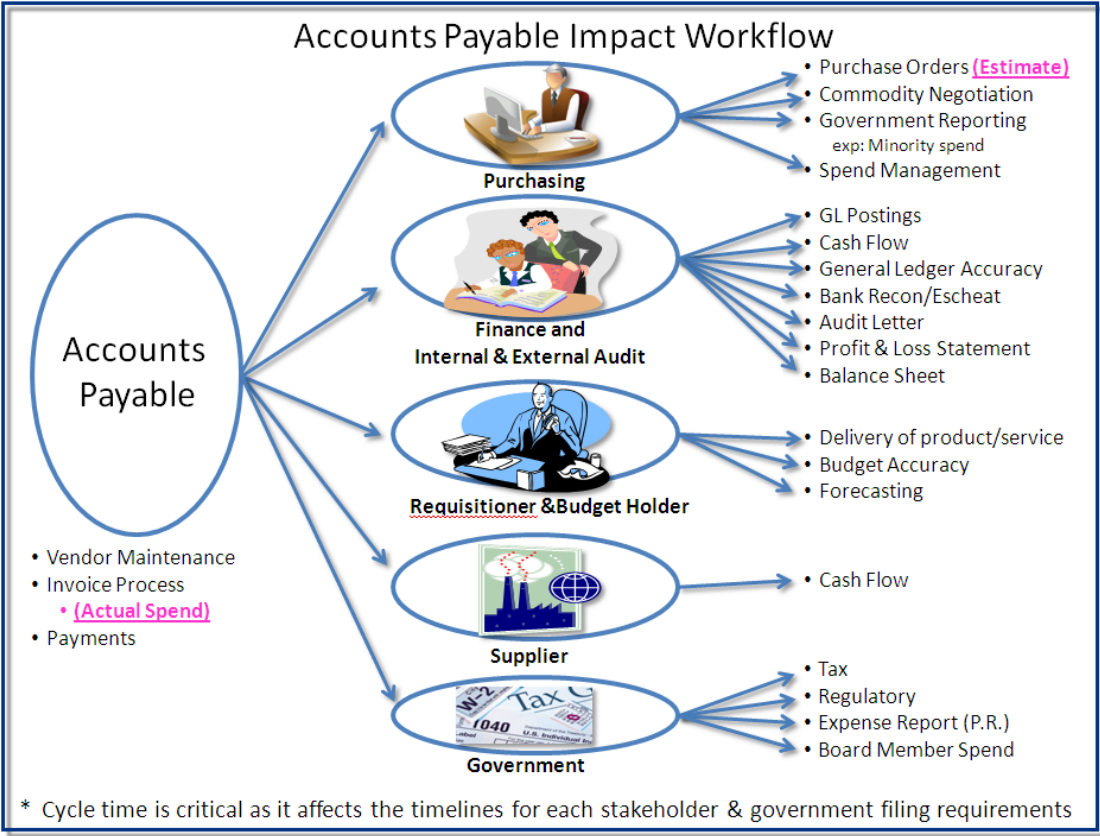
- Keep it vanilla! Do not change the code, change the process. The implementation of a new system is the best opportunity to introduce best practices.
- Build interfaces to include:
  - Validating data (Supplier File, PO data, AP History)
  - EDI data
  - ERS data
  - Web data
- Evaluate who can access the data: *Be careful*. Invoices contain confidential information on pricing, legal issues, board member payments, etc. Only give access based on what the person needs and no more.
  - Accountants/budget holders
  - Auditors (internal/external)
  - State/IRS auditors
  - Buyers
  - Requestors
  - Temporary help
  - Consultants
- Re-evaluate:
  - Segregation of Duties
  - Retention Plan
  - Disaster Recovery
  - Go back over and made sure everything is working as expected

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- You want a system that:
    - Is easy to use
    - Has simple point-and-click capability to change KPI's (dollar amounts/days old)
    - Meets federal requirements for electronic document storage (so you can shred paper documents in one to three days)
    - Can read invoice to pre-fill fields
    - Provides reports that can help make decisions to improve process by a review of past performance
    - Escalates the invoice if the invoice exceeds time in a bin by a specified number of days
    - Routes invoice electronically for approvals, to resolve mismatches
    - Creates an audit list based on certain criteria
      - Tip: Do not give auditors the whole file, just give what they asked for: Invoices from/to date and over a specified number of dollars
    - Signals when certain invoices are in a queue too long or will be late
    - Allows work queues to be flexible: FIFO/over specified dollar amount/certain suppliers, etc.
    - Compliant – business rules followed and signaled if overridden
    - Provides REAL-time view of workflow
      - Bottlenecks
      - Volume
  
  - Connect workflow to persons with authority and responsibility to act on the process, not someone who has to forward the information to someone else
  
  - Share the system cost with AR, Payroll, HR, Fixed Assets and any other department that can benefit from imaging and workflow—spread the cost and multiply the benefits

Remember you cannot manage what you do not know or what you do not see. What you think are the facts may just be noise and consequently AP is working on the wrong processes. Imaging and workflow provides visibility into the process and puts real-time, accurate data at your fingertips. You can make process improvements from facts, not assumptions.

It is imperative to have the AP process in control, accurate and compliant. AP has an impact on the entire organization.

Figure 3



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## About The Accounts Payable Network

The Accounts Payable Network (TAPN) is the complete resource for accounts payable, helping more than 38,000 accounting and finance executives at organizations worldwide meet their commitments to accounts payable business process performance.

TAPN provides—in one easy-to-access, cost-effective, online location—insights, analysis, guidance, advice and best practices for AP strategies, technologies, controls, compliance, people and processes. Members have unrestricted access to critical information guaranteed to help them make smart accounts payable business decisions.

Focus areas include all AP functions, AP metrics and benchmarking; tax and regulatory compliance; proven solutions to real-world problems; AP automation; case studies; member Q&A networking forums and more than 250 downloadable, customizable AP policies, flowcharts, templates and internal-control checklists.

TAPN's highly popular AP tools help compare technologies and AP solution providers, find new ways to streamline operations and enhance controls, and take advantage of extensive educational opportunities. Additional networking opportunities allow members to share problems and solutions with peers “in the trenches” through the public and private forums and discussion groups.

The Accounts Payable Network is completely independent and is not owned by or affiliated with any industry supplier. For further information, please contact The Accounts Payable Network, 2100 RiverEdge Parkway, Suite 380, Atlanta, GA 30328, 770-984-1184, [www.TheAccountsPayableNetwork.com](http://www.TheAccountsPayableNetwork.com)

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## **About Judy Bicking**

A 27-year Johnson & Johnson veteran, Judy Bicking led the U.S. Shared Services Center for 16 years. She helped design the center by benchmarking best practices across industries and matching those practices to a very decentralized environment. Her understanding of people, process and metrics were integral to the success of J&J's Shared Services Center, which supports 99+ businesses in the United States and Puerto Rico. In 2003 the Center processed 1.2 million invoices with 57 FTE's.

Judy more recently served as Global Director to J&J's European operations in its design and implementation of an AP Shared Services Center in Europe. She retired from J&J two years ago to start her own retail business which now has expanded to three stores. Judy is an active member of the Advisory Board for The Accounts Payable & Accounts Receivable Network and is a frequent and often requested, conference speaker.

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# HYLAND<sup>®</sup> SOFTWARE

## **About Hyland Software**

One of the largest independent software vendors in the world of enterprise content management (ECM), Hyland Software is the developer of OnBase. An award-winning suite of document and process management solutions, OnBase has a proven record of solving problems resulting from time consuming, costly and error plagued manual tasks. It integrates with line-of-business systems like accounting and enterprise resource planning (ERP) software like SAP<sup>®</sup> and Oracle<sup>®</sup> to connect data, documents, people and processes. OnBase gives you a central location to access content and manage business processes like invoice processing, procurement and shipping.

Today, people at more than 7,500 organizations both large and small in 47 countries have the time to do the things that really add value thanks to OnBase. Available on-premises or as software-as-a-service (SaaS), OnBase installs quickly, cost effectively and is designed to grow with organizations.

To learn more, visit <http://www.Hyland.com>.