

# **Business Requirements - Invoice Processing Automation**

## **Business Objectives**

The primary objective is to **reduce invoice processing time by 60%** and improve accuracy to 99%. Currently, our AP team processes invoices manually, taking an average of 5 days from receipt to payment approval. This causes:

- Missed early payment discounts (2% for payment within 10 days)
- Strained vendor relationships due to late payments
- High operational costs (\$15 per invoice processed)

Strategic alignment: This initiative supports our digital transformation roadmap and operational excellence goals for FY2025.

## **Stakeholder Landscape**

**Executive Sponsor:** CFO - Sarah Chen - Strong commitment to automation - Allocated budget for transformation - Quarterly steering committee meetings

**Key Stakeholders:** - AP Manager (Jane Smith) - 15-person team, concerned about job security - Procurement Director (Mike Johnson) - Wants better vendor visibility - IT Director (Tom Wilson) - Concerned about integration complexity - Compliance Officer (Lisa Brown) - Focused on audit trail requirements

## **Organizational Culture**

Our organization has a **moderate appetite for innovation**. We successfully implemented Workday HCM 2 years ago, which gives us confidence in large-scale system changes. However, there is some resistance from the AP team who fear automation will eliminate jobs.

Decision-making typically takes 4-6 weeks through our governance committees. We have a collaborative culture with cross-functional teams, though some silos exist between Finance and IT.

## **User Adoption**

**Primary Users:** 15 AP clerks (ages 35-55, moderate tech proficiency) - Currently comfortable with Excel and email - Limited experience with AI/automation tools - Concerned about learning new systems

**Attitudes toward AI:** Mixed - younger staff are enthusiastic, senior staff are skeptical. Previous automation project (expense management) had poor adoption due to lack of training.

## **Process Maturity**

Current invoice processing is **partially documented** with standard operating procedures (SOPs) for common scenarios. However, exception handling is largely tribal knowledge. Process complexity is high due to:

- 200+ vendor-specific rules
- Multiple approval workflows based on amount thresholds
- Frequent exceptions requiring manual intervention (30% of invoices)

We have a continuous improvement team that meets monthly, but process optimization is reactive rather than proactive.

## **Success Metrics**

**KPIs Defined:** - Invoice processing time: Reduce from 5 days to 2 days - Processing cost: Reduce from \$15 to \$5 per invoice - Accuracy rate: Improve from 94% to 99% - Vendor satisfaction: Increase from 72% to 85%

**Current Baselines:** Measured quarterly through manual sampling (500 invoices per quarter)

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**Note:** This document covers business objectives and stakeholder landscape. Missing information includes detailed change management plans, training programs, user involvement in design, and measurement infrastructure for real-time KPI tracking.