Project Charter — AP Process Improvement

Project name: AP Process Improvement

Problem Statement:
The current AP process experiences long cycle times from **Received → Approved** and **Approved → Proceeded**, causing delays to vendors and increasing compliance risks. Bottlenecks and rework patterns remain unclear due to inconsistent timestamp tracking.

Sponsor / Who:

- Finance Controller
- AP Team Lead
- Procurement Lead
- IT System Admin
- Me (BA/Lead)

Scope (in):

- Mapping As-Is AP process
- Data analysis of invoice timestamps (cycle time, bottlenecks, SLA compliance)
- Pain Points
- Root cause identification & propose high-level solution options
- To-Be BPMN design
- BRD creation

Scope (out):

- Full ERP implementation design
- Large-scale vendor onboarding changes (beyond quick fixes)
- Procurement policy/structure redesign
- Long-term system development (post-discovery phase only)

Objectives:

1. Identify bottlenecks and error patterns contributing to payment cycles >10 days.
2. Reduce average invoice cycle time by ≥50% within 3 months (baseline from timestamp analysis).
3. Provide a People–Process–Tool roadmap to move from manual Excel to a controlled workflow.

Deliverables:

- Project Charter

- As-Is BPMN Diagram (Miro)

- Data Analysis Report (cycle time, bottlenecks, SLA, Pareto)

- Pain Points & Root Cause Summary

- To-Be BPMN Diagram (Miro)

- BRD (requirements + acceptance criteria)

- Executive Summary

Success Metrics:

- SLA compliance improved by ≥30%

- Reduction of cycle time by ≥50%

- Reduction of AP errors by ≥50%