

Project Charter — AP Process Improvement (As-Is discovery)

Project name: AP Process Stabilization — Discovery & Quick Wins

Sponsor / Who: Finance Director (Sponsor), AP Lead (Process owner), Me (BA/Lead)

Duration / Timeline: 3 weeks discovery (Week 1: shadow & interviews; Week 2: data analysis & quick wins; Week 3: present findings + roadmap)

Scope (in):

- Map current invoice intake (all channels)
- Collect interview notes + shadow AP team 1–2 days
- Produce timestamped log of recent invoices (n=10 sample)
- Identify root causes & propose quick wins + high-level solution options

Scope (out):

- Full ERP implementation design (this is post-discovery)
- Large-scale vendor onboarding changes (except quick fixes)

Objectives:

1. Identify process bottlenecks causing payment delays (>10 days cycle) and errors.
2. Produce prioritized list of fixes (quick wins) to reduce average invoice lead-time by 30% in 3 months.
3. Provide a clear roadmap (People / Process / Tool) to move from manual Excel → controlled workflow.

Deliverables:

- As-Is BPMN diagram (visual) — Miro board

- Interview notes & raw sample invoices (CSV)
- Timestamped log + lead-time analysis (this document)
- Prioritized recommendations + 30/90/180 day roadmap

Key stakeholders & roles:

- Finance Director — decision maker / sponsor
- AP Lead — subject matter expert / access to AP staff
- You (BA) — lead discovery, analysis, deliverables

Risks:

- Stakeholder unavailability for interviews → mitigated by shadowing and asynchronous notes
- Poor source data quality in Excel → mitigated by sampling and timestamp validation

Success criteria:

- Stakeholders accept findings and agree to 2 quick wins (automation or approval rule change) to trial within 30 days.