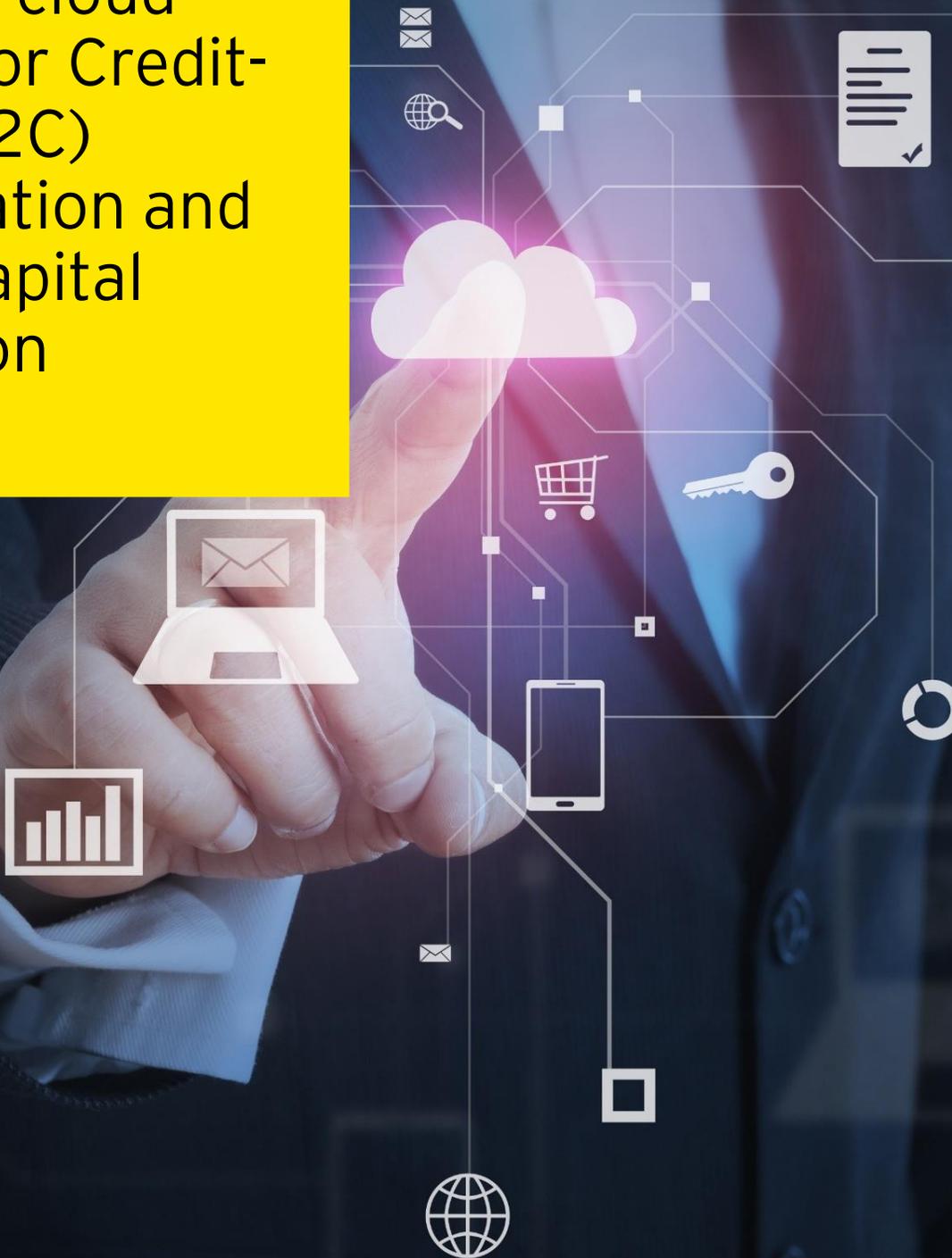


# The role of cloud solutions for Credit-to-Cash (C2C) transformation and Working Capital optimization

March 2024





# Executive summary

Effective liquidity management has rarely been as important as it is now. Today's economic environment of rising costs of capital can lead to expensive financing options for strategic transformations. Additionally, disparate sources of an organization's working capital data external to core ERP system do not provide leaders a clear picture of cash release opportunities. Visibility and confidence over future cash flows are key for businesses to efficiently manage working capital.

Credit-to-Cash (C2C) transformation enabled by leading cloud solutions offers organizations a powerful solution to address inefficiencies and enhance their incoming cash flow management. This executive summary provides an overview of the key highlights covered in the white paper.

Organizations increasingly favour purpose-built cloud solutions for optimizing the C2C process. These solutions empower organizations to strategically channel their efforts towards areas that yield maximum returns, greater efficiency, accuracy, and improved customer experiences. Importantly, leading SaaS tools complement traditional ERP systems, delivering rapid deployment, cost-effectiveness, real-time data synchronization, and heightened collaboration capabilities. Cloud-based solutions empower organizations to seamlessly integrate and automate processes and enhance operational excellence in C2C sub-processes, ensuring compatibility between SaaS tools and existing ERP systems.

Prior to embarking on a C2C transformation journey, organizations must consider critical prerequisites, including harmonization, standardization, centralization, data readiness, evaluation of existing technology infrastructure, and readiness for change. Addressing these foundational factors ensures a seamless transition and maximizes the value derived from SaaS-based transformation implementation.

This whitepaper briefly discusses the role of cloud solutions like HighRadius, which helps clients improve their financial performance by reducing DSO, bad debt by improving leading indicators like higher rate of automated cash posting, quicker and more accurate resolution of disputes, etc.

The paper emphasizes the key takeaways, highlighting the strategic importance of C2C transformation, the advantages of cloud solutions in addition to ERPs and the impact of leading cloud solution on the C2C process. It also showcases success stories where organizations have achieved significant improvements in cash flow, customer satisfaction, and operational efficiency through C2C transformation using cloud solutions. These success stories serve as compelling examples of the transformative impact of SaaS tools on the C2C process when the right approach is taken.

This paper serves as a valuable resource for organizations looking to enhance their credit management and cash flow operations, providing insights and guidance for successful implementation and high adoption. Cloud-based solutions enhance operational excellence and ensure compatibility between SaaS tools and existing ERP systems.



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## Key trends transforming C2C process





# The big picture: key trends transforming the C2C process

In the transformative age, broader macro trends as well as finance imperatives are impacting the role of CFO. They include:

- ▶ **Finance imperatives:** Reduce cost of finance function, improve cash flows, increase use of digital technologies, increasing risk, tax and compliance requirements, evolving workforce and enhanced business insights through real time, predictive analytics.
- ▶ **Macro trends impacting business:** Industry convergence and new business model, demographic changes, constantly evolving technologies, globalization and geopolitical uncertainty, economic conditions, increased focus on customer experience.

These trends are leading to higher expectations for the finance function and a stronger role for CFOs. As a result, less time is being spent on core finance accounting, and more focus is being placed on business in partnership and advisory work, which includes:

- ▶ **Adaptive Finance Function:** Adapt your finance function to the digital and global challenge.
- ▶ **Trusted Accounting:** Be a trusted partner for external stakeholders.
- ▶ **Controlling Excellence:** Be an internal business partner for value creation.
- ▶ **CFO Programs:** Manage complex transformation programs and be the advisor of the CEO.
- ▶ **Corporate Finance Portfolio:** Advise on corporate structures.

## Finance’s focus is shifting from transactions to strategic value and CFOs are going beyond ERP to further transform their finance functions

While Robotic Process Automation (RPA) has long served as a cost-effective solution for numerous repetitive tasks like customer segmentation, data aggregation, the C2C process is currently witnessing the adoption of next-gen technologies and innovations:

 <p><b>Artificial Intelligence</b></p>	<ul style="list-style-type: none"> <li>▶ Predict blocked orders, future payment dates payment risks, along with customization of dunning strategies based on AI recommended actions.</li> </ul>
 <p><b>Generative-AI</b></p>	<ul style="list-style-type: none"> <li>▶ Generate personalized payment reminders, generate negotiation proposals along with drafting well-articulated legally compliant responses for disputes.</li> </ul>
 <p><b>Finance Analytics</b></p>	<ul style="list-style-type: none"> <li>▶ Near-real time automated reporting on C2C team performance and effectiveness to understand their progress and scope of improvements.</li> </ul>
 <p><b>Chatbots</b></p>	<ul style="list-style-type: none"> <li>▶ Set-up a chatbot for customers to ask any question or discuss a problem while getting real-time answers and enhance customer experience.</li> </ul>
 <p><b>Leading SaaS Solutions</b></p>	<ul style="list-style-type: none"> <li>▶ Automated proactive credit reviews.</li> <li>▶ Automated correspondences to the customers based on collection strategies.</li> <li>▶ Receivables and payment predictions based on customer behaviour.</li> <li>▶ Customer AP Portal Integrations and real time visibility into Collection Metrics.</li> </ul>

# 2

## Triggers for C2C transformation





# Triggers for C2C digital transformation

In the face of a rapidly changing business landscape, it is evident that conventional methods of C2C management fall short of meeting the demands. CFOs now confront a range of challenges within the C2C process impacting cash flows, bad debts, efficiency and customer satisfaction.

Enterprise level triggers				
Low automation levels	No AI or predictive analytics presence	Repetitive work → employee dissatisfaction	Poor limited Reporting	Expensive IT landscape with fragmented tools

Function level triggers				
Suboptimal working capital levels	High bad debt levels	High labour cost, decentralized	Fragmented processes, policies, procedures	Manually intensive error prone process

Process owner level triggers				
Credit risk assessment	Invoicing and payments	Cash application	Deductions	Collections
<ul style="list-style-type: none"> <li>▶ Manual credit reviews</li> <li>▶ aggregation of credit reports and financial data</li> <li>▶ Complex excel based scoring models with limited variables resulting in increased credit risk</li> <li>▶ Manual approval of customer orders on hold</li> </ul>	<ul style="list-style-type: none"> <li>▶ Delay/errors in delivering invoices to the customer along with an absence of invoice delivery acknowledgement</li> <li>▶ Absence of a customer portal for accessing invoices</li> <li>▶ Non-standardized process for customers to make payments</li> </ul>	<ul style="list-style-type: none"> <li>▶ Low levels of auto-match</li> <li>▶ labour-intensive manual process for allocating a high volume of unapplied cash</li> </ul>	<ul style="list-style-type: none"> <li>▶ Revenue leakage due to non-recovery of invalid deductions</li> <li>▶ Manual aggregation of backups from email and carrier portals</li> </ul>	<ul style="list-style-type: none"> <li>▶ Manual customer aging, manual prioritization of customers and labour-intensive cash allocation operations</li> <li>▶ Inability to leverage credit cards for fast collection</li> </ul>

To address the challenges within the C2C process, leading finance functions are increasingly embarking on a transformational journey that includes the adoption of specialized technology and digital C2C point solutions. These solutions enable organizations to centralize C2C operations, fostering enhanced data visibility and the generation of actionable insights throughout the process. By dismantling operational silos and streamlining workflows, these solutions enable CFOs to optimize incoming cash flow, reduce Days Sales Outstanding (DSO), and enhance overall operational efficiency, thereby elevating customer satisfaction.

Furthermore, some leading C2C point solutions offer a host of advanced features, including predictive analytics, artificial intelligence, and machine learning, which can help organizations to gain deeper insights into their C2C process and uncover areas ripe for enhancement. By leveraging these capabilities, CFOs can gain a more accurate picture of their accounts receivable performance, enabling better-informed decisions, improvements within the process, and identification mitigation of business risks.

**In summary, the need for digital C2C transformation has never been greater, and CFOs who are unwilling to embrace the change risk are falling behind in today's fast-paced business environment. By leveraging the power of specialized solutions, organizations can overcome the challenges of traditional ERP systems and achieve C2C excellence.**

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## The synergy of ERPs and specialized SaaS solutions

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# Thinking beyond ERPs: empowering C2C excellence with leading SaaS solutions

While traditional ERPs may have broader functionalities that cover various business processes, they may lack the specialized features and agility required for the intricacies of C2C management.

## Here are some key advantages of using leading SaaS solutions with ERPs

### 1 Specialized abilities

Here are some specific areas where SaaS solutions excel:

C2C Sub Process	High manual touch activities	The SaaS solution advantage
<b>Credit management</b>	Customer onboarding and credit application	Configurable web-based onboarding forms and auto transfer of data to initiate workflow.
	Real time monitoring of customer behaviour	Auto tracking of customer payment behaviour and negative information from external agencies.
	Blocked order prediction	Pro-active AI based prediction of potential blocked order based on customer past behaviour.
<b>Order management</b>	Order entry and processing	Capturing orders electronically and paperless processing.
	Order validation and approval	Automate order validation against trade terms and inventory and approval workflows.
	Order tracking and status updates	Auto-send order confirmation and check order completeness with autonomous back-office system integration, tracking and progress updates.
<b>Invoicing and Payments</b>	Delivery of invoices	Supports auto delivery of invoices through e-mails, EDI, fax, upload into customer portals, etc.
	Payment processing	Integrates with multiple payment gateways and offer a range of payment processing options.
	Customer self-service portal	Provides a one-stop portal to manage invoices, account statements, make payments, etc.
<b>Collections</b>	Collection strategies and prioritization	AI-based worklist prioritization and collection strategies based on A/R, payment patterns. This is done through stack-ranking algorithms.
	Tasks from customer emails	NLP based email intent identification to auto create promise to pay and disputes against invoices.
	In-built calling functionality	Fully integrated In-app Calling to call customers from the platform along with transcription and auto-task creation.
<b>Cash application</b>	Remittance data capture	AI technology for remittance data capture across checks, emails, websites and EDI.
	Short-Pay, Over-Pay, Discount Handling	Automatically classifies all short-pay, over-pay and discount remittance line items.
	Missing remittance scenarios	Prediction of remittance based on parameters like payment history, invoice amount, etc.
<b>Deductions and disputes</b>	Backup data extractions and dispute resolution	Auto data extraction from claims and POD and then used for automating dispute resolution.
	Prediction of valid or invalid deductions	The activity is managing a high volume of deductions where 80%+ tend to be valid anyway. The solution advantage is the AI prediction.
	Customer correspondence	Pre-configured mail templates set up to send denial letters for invalid deductions and disputes.



# Thinking beyond ERPs: empowering C2C excellence with leading SaaS solutions (cont'd.)

## Here are some key advantages of using leading SaaS solutions with ERPs

### 2 Scalability and future proof

SaaS solutions offer faster deployment, pay-as-you-go pricing, and on-demand scalable infrastructure. Organizations can seamlessly accommodate future requirements and effortlessly expand resources without the complexities of managing infrastructure or software maintenance. The solutions continually evolve to meet market demands and changing process requirements, ensuring a sustainable and adaptable solution.

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### 3 Accessibility and collaboration

SaaS solutions are cloud based, allowing users to access the system from anywhere with an internet connection. This accessibility promotes collaboration among team members across different locations and enables real-time updates and visibility into the C2C process. It also facilitates communication with customers and improves customer service.

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### 4 Integration capabilities

SaaS solutions offer extensive integration capabilities with leading ERPs and third parties through APIs, pre-built connectors, real-time data exchange, bi-directional data flow, and workflow integrations. These integrations also enable seamless connectivity between the cloud solution and other systems such as ERPs, Banks, Credit Rating Agencies (CRAs), Customer Relationship Management (CRM) tools, Trade Promotion Management (TPM) tools, ensuring timely data replication, seamless process automation, and a unified user experience.

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### 5 Lower total cost of ownership

SaaS solution offers portals and agency integrations, AI/ML based predictive capabilities, RPA based automation which help realize faster time to value, FTE savings, increased controls, lower maintenance expenses. The pricing model allows organizations to pay for what they use, while the service provider manages infrastructure, updates, and support, resulting in cost savings.

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### 6 Realize standardization

SaaS solutions often come with predefined workflows that guide users through each step of the process, ensuring standardization, consistency and minimize process variations, leading to higher efficiencies and compliance.

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## Pre-requisites for effective SaaS deployment





# Pre-requisites to derive maximum benefits from digital C2C transformation

**All the envisaged benefits cannot be delivered by technology alone and require process, policy, and data readiness, along with a clearly defined governance.**

<b>Process</b>	 <p>High degree of standardization and consolidation</p>	<ul style="list-style-type: none"> <li>▶ While implementing a leading SaaS solution can enable standardization in the C2C process, it is optimal if the organization has established a degree of process standardization before introducing SaaS solution.</li> <li>▶ Standardization and Consolidation of process is crucial to keep the deviations minimum in the design, ensuring less time spent during design and fewer efforts required in training and change management.</li> <li>▶ However, If the process is not standardized, it is recommended to implement the SaaS solution with the Global design, which caters to majority cases and ensure that deviations are only allowed as an exception and by approval (mainly to cater to statutory, tax and regulatory requirements). Global design will cover a maximum number of larger markets while the smaller ones will undergo process changes to align with the Global design.</li> </ul>
<b>Data</b>	 <p>Master data cleanup</p>	<ul style="list-style-type: none"> <li>▶ Master data is a critical enabler for an effective SaaS implementation, prompting organizations to undergo strong master data governance programs, which involves assessing existing data quality and prioritizing master data clean-up pre-implementation of a leading SaaS solution.</li> <li>▶ Clean and accurate data affect the outcome of mutually agreed success criteria, thus affecting the performance of the SaaS implementation. For instance, organizations will struggle to send dunning emails with incorrect or missing customer contact details.</li> </ul>
<b>Technology</b>	 <p>Documentation of existing technology landscape</p>	<ul style="list-style-type: none"> <li>▶ A leading SaaS solution works in sync with the existing technology landscape in C2C cycle, thus it is ideal for the organizations to keep a thorough documentation for all the existing ERP systems, IT systems, and system interfaces.</li> </ul>
<b>Policy and Governance</b>	 <p>IT team readiness</p>	<ul style="list-style-type: none"> <li>▶ IT teams play a key role in integrating the SaaS tool with existing systems, including ERPs. This involves configuring APIs, data migration, and ensuring that the existing applications can seamlessly communicate with the SaaS tool.</li> <li>▶ The team should also have a strong understanding of relevant compliance requirements and be prepared to implement necessary security measures and audits to ensure data protection and regulatory compliance. This includes setting up authentication, encryption, and access controls.</li> </ul>
<b>Policy and Governance</b>	 <p>Readiness for change</p>	<ul style="list-style-type: none"> <li>▶ A leading SaaS solution implementation brings in a change for a company's stakeholders at each stage of C2C function. For instance, a company's customers will be impacted by the automation and digitization incurred by the implementation of SaaS solution for deductions or collections processes. On the other hand, advancements in the Cash App and Credit processes will impact the organization's employees.</li> <li>▶ To support the change, organizations will require a detailed change management planning which will aim at identifying impacted stakeholders, assessing the degree of impact, designing key communications, executing the key changes internally and externally and driving the adoption of the new solution by employees and customers.</li> </ul>
<b>Policy and Governance</b>	 <p>Adaptive policy framework</p>	<ul style="list-style-type: none"> <li>▶ A leading SaaS solution implementation requires well-defined policies for each process in the C2C function. For instance, a credit policy of an organization will have clear established rules for the approval of credit applications.</li> <li>▶ However, to avoid redundancy, organizations need a governance framework to assess, update and refresh the existing policies at regular intervals.</li> </ul>

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Leading example of C2C cloud platform





# HighRadius is a leading data-driven AI software solution for C2C

HighRadius is a market leader with its Integrated Receivables cloud platform, serving as an end-to-end Accounts Receivable (AR) software platform to help clients lower DSO, bad debt, resolving disputes, automate cash posting and speed up collections. <sup>(i)</sup>

Over 2400 implementations done in 90 different countries	Over 20 Fortune 100 clients and over 200 Fortune 2000 clients <sup>(ii)</sup>
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Global Headquartered in Houston, Texas.  
One of the fastest growing FinTech's valued at \$3b+ <sup>(iii)</sup>

(i) As per one of the leading analyst report on HighRadius website ([www.highradius.com](http://www.highradius.com))  
(ii) HighRadius website (<https://www.highradius.com/about/news/highradius-a-forbes-cloud-100-company/>)



One of the world's leading vendor that provides a SaaS solution covering the entire C2C cycle all in one cloud platform

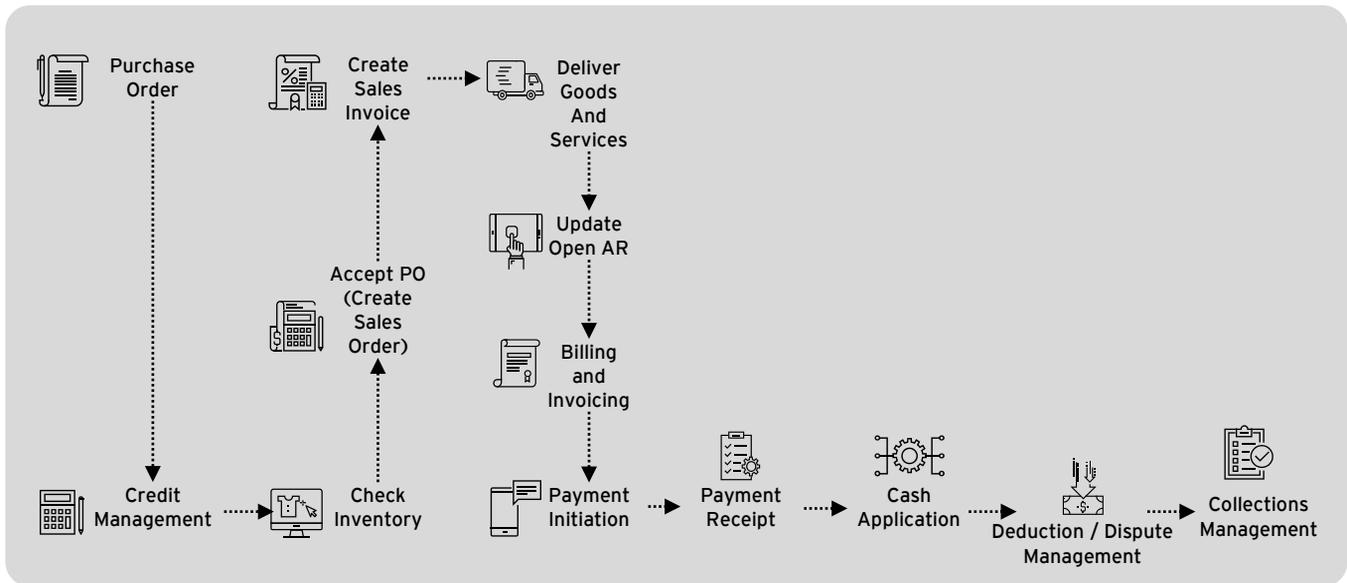


Over 1,000 pre-built configurations to integrate seamlessly with minimal IT intervention



Modern digital transformation capabilities like AI, RPA, Natural Language Processing (NLP) and connected workspaces as out-of-the-box features for the Credit-to-cash, Treasury and Record-To-Report space

## HighRadius integrated receivable modules digitize the C2C Cycle



## Key features of the HighRadius modules

Credit Cloud	E-Invoicing and B2B Payments	Cash App Cloud	Deductions Cloud	Collections Cloud
<ul style="list-style-type: none"> <li>▶ Online credit application</li> <li>▶ Credit Information aggregation</li> <li>▶ Credit scoring and risk assessment automation</li> <li>▶ Credit approval workflows</li> <li>▶ AI-based blocked order management</li> </ul>	<ul style="list-style-type: none"> <li>▶ Self-service customer portal for invoice and payment access</li> <li>▶ Invoicing across email and customer portals</li> <li>▶ Surcharge management based on rules</li> </ul>	<ul style="list-style-type: none"> <li>▶ Automated remittance capture from emails, portals, bank statements</li> <li>▶ Automated invoice matching</li> <li>▶ Auto deduction coding</li> <li>▶ AI-guided exception management</li> </ul>	<ul style="list-style-type: none"> <li>▶ Auto-capture proof of delivery, bill of lading from carrier portals, and emails</li> <li>▶ Structured deduction resolution, collaboration, and approval workflows</li> <li>▶ Automatic deduction correspondence</li> </ul>	<ul style="list-style-type: none"> <li>▶ Collection agency data exchange</li> <li>▶ AI-based prioritized collections work list</li> <li>▶ Automated dunning and correspondence</li> <li>▶ Cash forecasting</li> </ul>



## Key benefits of the HighRadius modules

Module	Key Benefits
Credit Cloud	Automated, proactive credit reviews and faster customer onboarding, reduction in approval cycle, reduction in risk of error due to manual transfer of information from one system to another.
E-Invoicing and B2B Payments Cloud	Enable frictionless billing and payments globally through auto-invoice delivery and self-service payment portals. Reduction in surcharge and secured payment processing.
Cash Application Cloud	Zero-touch, straight-through remittance capture and payment posting to automatically close invoices.
Collections Cloud	Automated dunning, task prioritization, improved collector KPIs, lower past-due and Days Sales Outstanding (DSO).
Deductions Cloud	Automated identification, research and resolution of trade and non-trade deductions as a result leads to reduction in Days Deduction Outstanding (DDO) and revenue leakage.

**EY has observed its clients achieving below indicative outcomes by doing C2C transformation along with HighRadius.**

Indicative outcomes <sup>(i)</sup>	~5%	~40%	>80%	~60%
reduction in days sales outstanding		reduction in days deduction outstanding and disputes	Cash application auto-hit rate	reduction in time taken to conduct each credit review

(i) These are indicative outcomes. observed from EY's experience of delivering multiple C2C transformation projects across sectors and client





## Specific use cases for HighRadius C2C module

<b>Collections Cloud</b>	 <p><b>Dynamic prioritized worklist and increased dunning</b></p>	<ul style="list-style-type: none"> <li>▶ Collections analyst prioritize the collection efforts by identifying overdue accounts with highest risk and value.</li> <li>▶ Collections analyst manually add criteria and their values upon which the system automates a dynamic work list.</li> <li>▶ Collections analyst get touchless dunning experience via automating correspondence.</li> <li>▶ System syncs with the customer AP portal to portray the latest payment status to the collections analysts.</li> <li>▶ Collections Manager can track global and regional DSO trends and analyse KPIs.</li> </ul>
<b>Credit Cloud</b>	 <p><b>Mitigate credit risk and lower bad debt</b></p>	<ul style="list-style-type: none"> <li>▶ Credit analysts can utilize credit cloud to monitor portfolio risk in real time through seamless integration with global credit agencies and public financial data, all from a single platform.</li> <li>▶ Credit analyst can re-score and revise credit limit using real-time alert of customer risk changes.</li> <li>▶ Credit team can fast-track order releases to prevent order processing delay using AI- predicted blocked orders prediction.</li> <li>▶ Credit Managers can make configurable credit scoring models along with automated risk assessment based on business specific parameters.</li> <li>▶ Senior credit leaders can access a consolidated view of global credit risk exposure.</li> </ul>
<b>Deductions Cloud</b>	 <p><b>Prediction of potential invalid deductions</b></p>	<ul style="list-style-type: none"> <li>▶ Deduction analyst can analyze the historical dispute validity trends through machine learning based auto-identification on invalid deductions feature.</li> <li>▶ Team members are automatically notified about critical deduction events, ensuring timely action.</li> <li>▶ Deductions specialists utilize the application's workflow to investigate and resolve deductions, involving relevant stakeholders and ensuring a systematic resolution process.</li> <li>▶ Collectors can track deductions, analyze their root causes, and take corrective actions to reduce future deductions.</li> <li>▶ Deduction analysts expedite the research process through automated tasks and readily accessible backup documentation.</li> </ul>
<b>E-Invoicing and B2B Payments</b>	 <p><b>Frictionless e-invoicing and payments</b></p>	<ul style="list-style-type: none"> <li>▶ Billing team leverages the system's flexibility to auto-deliver invoices through various modes, including EDI and email, catering to diverse customer preferences and requirements.</li> <li>▶ Team utilizes the system to enable a self-service payment experience for buyers, optimizing the billing and payment process.</li> <li>▶ Billing managers ensure consistent and connected workflow through seamless integration with Accounts Payable (AP) portals and accounting systems.</li> <li>▶ Through the self-service buyer portal, the billing team provides support for over 150 global payment formats, enabling customers to make payments in a manner that suits their specific needs and regions.</li> </ul>
<b>Cash App Cloud</b>	 <p><b>Remittance Identification</b></p>	<ul style="list-style-type: none"> <li>▶ Cash Analyst selects the payment for which there is no remittance source. Customer should be identified from the payment. Cash App module will compare the payment with an open AR of that customer, invoice is identified either via comparing exact payment amount or via matching the oldest invoice.</li> <li>▶ Cash analyst needs to keep the payment as an exception for manual review.</li> <li>▶ Cash analyst then validates the payment, and it is ready for output generation.</li> </ul>

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## EY and HighRadius: a strategic alliance





# How EY delivers value in C2C transformation leveraging HighRadius

## Enabling clients optimize Working Capital, C2C process efficiency and real-time process visibility, anticipate and mitigate business risks

EY's global network of dedicated working capital professionals helps clients identify, evaluate and prioritize actionable improvements to liberate significant cash from working capital through sustainable changes to commercial and operational policies, processes, metrics and procedure adherence.

HighRadius, the market leading AI software solution for C2C process and EY, the leader in working capital management, announced a strategic alliance to offer comprehensive solutions that help clients improve their cash conversion cycle and optimize their working

capital. EY has a global HighRadius practice that follows a 'Hub and spoke' model. It is led by a global Centre of Excellence based out of India and supported by other regional centers who come together as a single cohesive unit for a global implementation. Our experience in delivering similar engagements across multiple clients and sectors has been that HighRadius implementation programs have a higher success rate only if they have a broader transformation agenda, including process, people, policies and data and not as a standalone technology implementation.



Deep Finance, Risk, C2C and Working capital transformation expertise, industry knowledge, Technology capabilities and strong Global Business Services (GBS) brand

Cloud-based software platform that brings automation, prediction, and insights to put C2C on autopilot



Clients who partner with EY and HighRadius can benefit from increased efficiency, reduced costs, and improved customer satisfaction. They can also gain a competitive advantage by optimizing their working capital and freeing up cash for strategic investments. Our alliance is committed to provide high-quality service and to deliver measurable results that make a real impact on our clients' bottom line.



# EY - HighRadius Centre of Excellence (CoE)

## EY - HighRadius Value Proposition

 <p><b>Business first approach</b></p>	<ul style="list-style-type: none"> <li>▶ The partnership takes a 'Business first approach' towards financial transformation.</li> <li>▶ By acting as a Business integrator and not as a system integrator only, EY helps clients maximizing the transformation outcome and the ROI. This includes bringing leading practices to influence the key decisions, reviewing and enhancing policies, securing stakeholders buy in, and driving solution adoption.</li> <li>▶ The process transformation paves the foundation for the technology integration through HighRadius Implementation.</li> </ul>
 <p><b>End-to-end implementation capabilities</b></p>	<ul style="list-style-type: none"> <li>▶ We have successfully delivered large multi-geography C2C transformation projects across sectors (Technology, CPG, healthcare, etc) through leading SaaS solutions like HighRadius and can anticipate where different requirements and potential risks need to be integrated in the plan.</li> <li>▶ HighRadius' AI-powered solutions help automate various financial processes, while EY's consulting industry specific expertise helps organizations identify areas for improvement and develop customized strategies. The partnership offers flexible solutions that can be deployed in a variety of industries.</li> </ul>
 <p><b>Holistic and Accelerated transformation</b></p>	<ul style="list-style-type: none"> <li>▶ The partnership enables rapid transformation for companies through an agile and iterative approach.</li> <li>▶ Our in-depth industry knowledge and deep expertise bring a level of understanding beyond "basic" to deliver insights, issues, root-causes and how they connect upstream and downstream within a business.</li> <li>▶ This combination streamlines financial processes, eliminating cumbersome manual tasks and enabling companies to realize the benefits of transformation quickly.</li> </ul>
 <p><b>Focus on mutual and continuous growth</b></p>	<ul style="list-style-type: none"> <li>▶ Our partnership operates on a continuous growth approach involving the constant exchange of ideas to better serve the clients.</li> <li>▶ This approach determines the agenda of cross training of professionals on both sides. EY's professionals are trained and certified in HighRadius by the HighRadius module leads and are in sync with all the latest updates/developments in the HighRadius solution.</li> </ul>
 <p><b>Multi-disciplinary team</b></p>	<ul style="list-style-type: none"> <li>▶ Our integrated multi-disciplinary teams have strong experience covering all aspects of C2C transformation and digitization programs - from solution design and deployment, testing support, project and change management to implementation audits - that enable client's path to C2C excellence.</li> <li>▶ EY is able to showcase during all the pursuits, our credentials of our team members in HighRadius implementation.</li> </ul>

7

Key 'get-rights' for a future-fit and first-time-right implementation





# Critical key 'get rights' for successful implementation of SaaS solutions in C2C

## Critical success factors for a future-fit, and first-time-right implementation



### Fix the core

Take a holistic design approach across all dimensions of the C2C operating model. HighRadius Implementation will provide the envisaged benefits only if the other operating model components, including processes, policies, organization structure and data, are optimized as part of the transformation program.

### Ruthless standardization

Define global templates through the to-be design: processes, policies, KPIs and solution – harmonize and standardize where possible, customize for a market if driven by strict market and/or regulatory requirements.

### Measure twice, cut once

- ▶ Ensure sufficient time and commitment to the 'design phase' as it determines the likelihood of a successful deployment.
- ▶ Prioritizing speed and efficiency over quality can result in a subpar solution, with unneeded complexities and customization, potentially leading to rework, project delays, missed opportunities, and reduced ROI.

### Tone at the top

- ▶ Drive key messages from the top early on and continue to re-enforce the priority.
- ▶ Ensure the implementation gets sufficient resources and budgets, amid competing priorities.

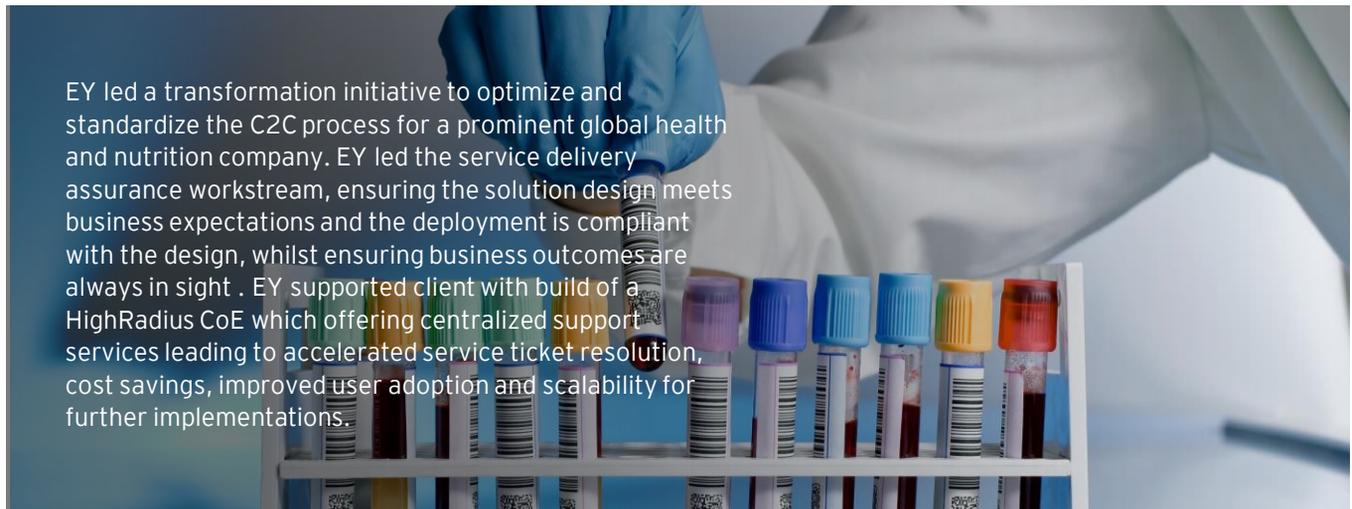
### Integrated program planning

Integrated Program planning cuts the silos across stakeholders critical for the program success and ensures resource availability when needed, e.g., process champions availability during design, IT subject matter experts during SIT, Super Users to manage UAT, etc.



## Win Stories

### How EY-HighRadius alliance is empowering clients to achieve C2C Excellence



## Ernst & Young LLP

EY | Building a better working world

EY exists to build a better working world, helping to create long-term value for clients, people and society and build trust in the capital markets.

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