“SAP SIM: Unforeseen challenges implementing an invoice workflow”

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This presentation

- Introduction
- Technical details SIM
- Approver table SAP
- Organizational changes
- Biggest challenges / key learning-points
- Future plans
### Facts and Figures

<table>
<thead>
<tr>
<th></th>
<th>University of Amsterdam (UvA)</th>
<th>Hogeschool van Amsterdam (HvA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>5.000</td>
<td>3.500</td>
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<tr>
<td>Students</td>
<td>31.000</td>
<td>48.000</td>
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<tr>
<td>Invoices</td>
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<td>30.000</td>
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</table>

Project SIM in 2015: UvA goes from a custom invoice workflow (since 2008) to a new invoice workflow SAP VIM (SIM)

HvA: uses Basware as an invoice management workflow
Business case

- Outdated invoice workflow (operating since 2006)
  - It still worked, but very unstable
- No possibilities for technical changes because of instability
- Need for more reporting options
- Preference for SAP standard workflow
- Optimizing the invoice management processes
- Need for a future-proof solution
3 Process Flows

- **Non-PO**: Invoice parking → Approval
- **PO**: Invoice posting → 3-way match
- **Real estate (PO)**: Invoice parking → Approval
Digital invoices (pdf) → OCR in CORSA → SAP VIM Workplace (accounts payable) → Physical invoices

SAP release script → CORSA (archiving)
Non-PO flow

SAP VIM Workplace (accounts payable) → Check OCR data → Park document → Approval needed → Invoice is OK → Invoice posted in SAP

SAP VIM Workplace (accounts payable) → Invoice is not OK → Invoice is OK
PO flow

1. SAP VIM Workplace (accounts payable)
2. Check OCR data
3. Post document with blocks
4. 3-way match
5. Matching is OK
6. Blocks deleted
7. Purchasing team
8. Price- or quantity difference
Real Estate flow

Normal PO’s → GR indicator ON

Real Estate PO’s → GR indicator OFF
Approver Table in SAP

- Custom table in SAP (name = zbudgethoudertabel)
- Different roles defined:
  - CP: Contact Person → authorization: € 0,00
  - FC: Factuur Controleur → authorization
- Next approver chosen by Euro amount
- Ask colleague for information - send to any approver in the table
- Set replacement during holidays
### Approver Table in SAP (example)

<table>
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<tr>
<th>Bedrijf</th>
<th>Rol</th>
<th>Type</th>
<th>Budgethouder</th>
<th>Budgethouder naam</th>
<th>Geldig van</th>
<th>Geldig t/m</th>
<th>Ondergrens</th>
<th>Bovengrens</th>
<th>Bedrag max.</th>
<th>Valuta</th>
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Organizational changes

- Accounts payable getting used to new workflow process
  - Not really open to change, didn’t see the need for it
  - Little tricks in the old workflow that don’t work anymore
- Approver portal was getting a lot of discussion
  - Layout, different tabs, where to find all the info
- Real estate process is a ‘special’ process that didn’t fit SIM
  - Years of doing things their own way gave problems
Biggest challenges / key learning-points

- Discussion posting / parking of invoices
- Inform ALL stakeholders early on
  - Approvers, financial controllers, accounts payable
  - Demo’s, involvement in decision-making, inform about progress
- Accounts payable process is key
  - Make sure there’s support from the beginning
  - Training and appointing key-users from the start
- Approvers will get used to the new layout but they will complain a lot
  - Make it as simple as possible
Future plans

- Project SAMEN1 Finance
- Integrating 2 separate SAP-systems
- UvA SAP is the target system
- HvA implements a new invoice management workflow
  - Basware → SAP VIM
- Aligning processes
- Live 1-1-2017
Any questions?

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