RE-VIVE

Order-to-Cash Process Intelligence

Major Automotive Parts Manufacturer — from Oracle EBS records to executive insight

44.09M	2.73M	26	8.4
records analysed	order lines	activities, 3 functions	days order to delivery

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The problem — the same fulfilment process behaved very differently by site

The manufacturer wanted a factual baseline for order-to-cash before committing to any improvement programme: where the days actually went between order booking, picking, packing, shipping and payment — and why identical orders behaved so differently depending on the distribution centre handling them.

UNEVEN SITE PERFORMANCE

The same process ran in days at one site and weeks at another

BOTTLENECKS WITHOUT CAUSES

Delays showed up in totals but not in the steps causing them

FULLY MANUAL EXECUTION

Every activity in scope was performed by hand

CASH ARRIVING LATE

Invoices routinely settled well past their due date

The question was not whether orders were shipping.
It was why the same process took two days at one site and sixteen at another.

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The engagement at a glance

Oracle E-Business Suite order management data, July to December 2022 · sales and internal orders

44.09M
records
order-to-cash scope

2.73M
order lines
closed orders only

26
activities
across 3 functions

6 mos
of production data
taken as-is

What was in scope

ORDER INTAKE

Order created, booked, price adjustment, and the hold family — margin, minimum, booking, credit check and card authorisation failures

8 activities

ORDER FULFILMENT

Delivery creation, sales and internal order pick, packing workbench, interim ship, and picking, shipping and allocation holds

11 activities

BILLING & CASH

Invoicing, payment received, automatic receivables, e-payment authorisation and the invoicing hold family

7 activities

Order-to-Delivery — intake and fulfilment plus invoicing — was analysed separately: 37.06M records across 20 activities.

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Step 1 — source evidence to execution foundation

Read-only extracts mapped into a common Execution Data Model. No data warehouse build, no process remodeling.

SOURCE DATA

Order management
Sales & internal orders

Fulfilment
Pick, pack, ship events

Billing
Invoices & hold events

Receivables
Payments against invoices

Source system
Oracle E-Business Suite

EXECUTION RECONSTRUCTION

1. **Extract**
   Six months of closed orders pulled read-only from production
2. **Stitch**
   Order → delivery → invoice → payment mapped at line level
3. **Derive activity**
   Holds and status changes reconstructed as timestamped activity
4. **Normalise**
   Timestamps, warehouses, customers and items standardised

RECONSTRUCTED EXECUTION

Order line	Activity	Timestamp
OL-53235	Order Created	04 Jul 08:22
OL-53235	Order Booked	04 Jul 09:10
OL-53235	Sales Order Pick	06 Jul 13:45
OL-53235	Packing Workbench	10 Jul 11:02
OL-53235	Delivery Created	12 Jul 07:55
OL-53235	Billing – Invoice	13 Jul 16:30

Every line also carries warehouse, distribution centre, customer, item, order type and hold flags — so any insight can be sliced by any dimension.

2.73M order lines · 26 activities

No process remodeling. No process workshops. Extracts taken as-is from the production system.

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Step 2 — from execution data to Execution Intelligence

RE-ViVE algorithms reconstruct actual execution and generate Execution Intelligence automatically.

1. **Process reconstruction**
   Rebuilds the true end-to-end order-to-cash flow from transaction records

2. **Variant & quartile analysis**
   Separates the fastest and slowest quartiles and compares their paths side by side

3. **Cycle time & SLA analysis**
   Quantifies where days are consumed and what happens when an SLA is missed

4. **Automation opportunity detection**
   Ranks activities by delay contribution and flags outliers for automation

5. **Dimension comparison**
   Benchmarks by distribution centre, warehouse, customer, item and order type

WHAT CAME OUT

- Process maps per variant, drillable to the individual order line
- Swim-lane comparison of top and bottom quartile execution
- Automation opportunity ranking across all 26 activities
- Fill rate, on-time shipment and backorder dashboards
- Cash collection view by customer and distribution centre

26 activities

ranked by their contribution to delay — with the outlier identified without anyone naming it in advance.

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Finding 1 — a quarter of order lines took five times longer

Order-to-delivery averaged 8.4 days across 2.73M order lines. The spread inside that average was the real story.

8.4

days on average

Across all 2.73M order lines in the analysis

19.84

days in the bottom quartile

682,752 order lines running well beyond the norm

4.59

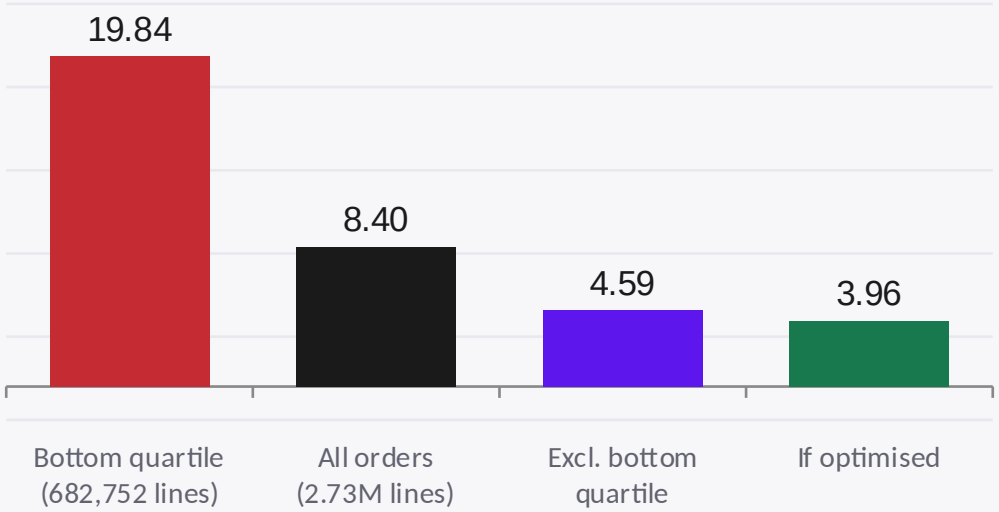
days for everything else

The remaining 2.05M lines completed in a third of the time

3.96

days if optimised

Standardising the slowest quartile onto the proven path



53% faster

Eliminating the low-performing variants moves the whole process from 8.4 to 3.96 days — without touching the 75% that already run well.

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Finding 2 — 2 days at one site, 16 days at another

Distribution centre comparison, same process, same system, same order type.

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SLOWEST DISTRIBUTION CENTRE

15.82 days average

621,510 order lines — the high-volume site

FASTEST DISTRIBUTION CENTRE

2.32 days average

15,280 order lines — the proven path exists in-house

Delivery Creation ran 10x longer

Swim-lane comparison isolated a single step as the difference between the two sites — not workload, not order mix, not headcount.

WHY THIS ONE MATTERS MOST

The gap sits in the volume

The slowest site carries 621K order lines — roughly a quarter of everything analysed. Its performance is not an edge case, it is a large share of the customer experience.

The fix is already proven

Another site runs the identical process in 2.32 days. This is not a transformation programme, it is transferring a practice that already works internally.

It is a single named step

Because the difference isolates to Delivery Creation, the investigation starts with one activity at one site rather than a general efficiency review.

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Finding 3 — two activities carried the fulfilment delay

Service metrics looked healthy in aggregate. The activity-level view showed where the days were going.

SALES ORDER PICK

1.45 → 4.02 days

Average time nearly triples once the SLA is missed. 219,610 order lines ran beyond the average at this step alone.

PACKING WORKBENCH

5.4 days average

The single largest activity-level contributor, and the one the automation ranking flagged as an outlier across all 26 activities.

Meanwhile the service metrics looked fine

99.4%

fill rate

Order lines fulfilled in the data set

86.59%

on-time shipment

Order lines shipped against schedule

4%

backorders

Of order lines in the analysis period

A 99.4% fill rate says the goods went out. It says nothing about the 5.4 days they spent waiting at the packing bench.

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Finding 4 — the cash arrived late, consistently and predictably

Order-to-delivery was measured in days. Collection was measured in months.

AVERAGE DAYS TO PAYMENT — TOP CUSTOMERS BY VOLUME

Customer identities anonymised. Ranked by average days from invoice to first payment received.

Customer	Order lines	Avg days to payment
Customer E	5,210	**117.64**
Customer B	6,524	**114.09**
Customer A	14,587	**101.47**
Customer D	5,549	**60.78**
Customer C	6,238	**60.55**

Three of the five highest-volume customers averaged more than 100 days to pay. The highest-volume account alone represents 14,587 order lines.

IT CLUSTERS BY SITE

100+ days

One distribution centre accounted for several of the slowest-paying accounts, and the process map showed those invoices missing the due date every time — not occasionally.

BUT THE LATENESS IS BOUNDED

- 50% of delays fell 0–5 days past due
- 50% fell 5–10 days past due
- No customer paid beyond 30 days past due

A consistent pattern is a manageable one.

Where an invoice had several payments, the first was measured against the due date — so these figures describe when cash starts arriving, not when the invoice clears.

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The opportunities we identified

Five prioritised plays. Figures are opportunities quantified from the client's own execution data — projected, not yet realised.

01

Standardise the bottom quartile onto the proven path

Eliminate the low-performing variants behind 682,752 order lines and hold new orders to the paths that already work.

Measured opportunity: move average cycle from 8.4 days toward 3.96

02

Automate the packing workbench step

The activity ranking flagged it as the outlier across all 26 activities, and it is a custom step outside standard reporting.

Measured opportunity: targets a 5.4-day average activity

03

Close the distribution-centre gap

Transfer the delivery creation practice from the fastest site to the slowest, where the same step runs ten times longer.

Measured opportunity: 15.82 days toward 2.32, proven in-house

04

Hold sales order pick to its SLA

Missing the SLA nearly triples the step; the exposure is concentrated in a known population of order lines.

Measured opportunity: 4.02 days toward 1.45 on 219,610 lines

05

Work the slowest-paying accounts

Lateness is consistent and bounded, which makes it a collections discipline problem rather than a credit risk one.

Proposed action: target the 60–118 day payment averages

The opportunity was already visible in the execution data. RE-ViVE made it measurable and actionable.