RE-VIVE

Order-to-Invoice Process Intelligence

Major FMCG — from raw SAP tables to executive insights in four weeks

44M+	2.47M	294	4 wks
SAP records processed	order lines analysed	unique process variants	elapsed, start to findings



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The problem — the same SAP process was producing very different outcomes across markets

A major FMCG manufacturer needed to understand why a common Order-to-Invoice process was performing differently across countries, plants and distribution operations — and where execution, rather than system design, was creating delay, rework and lost value.



INCONSISTENT EXECUTION

Different outcomes across markets, plants and teams



WHERE IS THE TIME GOING?

Delays were visible. Their causes were not.



REWORK & MANUAL INTERVENTION

Repeated changes, exceptions and manual effort



LIMITED CROSS-MARKET VISIBILITY

Difficult to compare execution and identify what works

The question was not whether SAP was working.
It was: why was the same business process producing such different operational outcomes?

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The engagement at a glance

SAP ERP production data, 2Q21 · 3 process functions · 17 activities · multi-market, multi-plant

44M+
SAP records
read-only extract

2.47M
order lines
$7.03B ordered value

294
process variants
against one design

7.48
days average
order to invoice

Where the elapsed time actually sat

ORDER INTAKE

30%

of average elapsed time

Sales order creation, header and line changes, credit check, rejections

Clear automation candidates

ORDER FULFILMENT

22%

of average elapsed time

Delivery, transfer order, handling unit, goods issue, shipment

Drives 49% of rework days

BILLING

48%

of average elapsed time

Proforma invoice, customer invoice, billing document creation

Drives 47% of rework days

Scope covered order intake, order fulfilment and billing end to end — then extended into cash to see invoice-to-payment behaviour.

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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.

SAP SOURCE TABLES

Sales orders
VBAK · VBAP

Deliveries & shipments
LIKP · LIPS

Billing & invoices
VBRK · VBRP

Change documents
CDHDR · CDPOS

Credit & customer master
KNKK · KNA1

EXECUTION RECONSTRUCTION

1. **Extract**
   Read-only pull from production SAP — no change to source systems
2. **Stitch**
   Order → delivery → invoice → payment mapped on document flow
3. **Derive activity**
   Change documents reconstructed as timestamped header and line change activity
4. **Normalise**
   Timestamps, resources and org units standardised into one case view

RECONSTRUCTED EXECUTION

Case ID	Activity	Timestamp
SO-1042·10	Sales Order Created	02 Apr 09:14
SO-1042·10	Credit Check OK	02 Apr 09:16
SO-1042·10	SO Header Change	04 Apr 11:02
SO-1042·10	Delivery Created	06 Apr 08:40
SO-1042·10	Goods Issue	07 Apr 16:22
SO-1042·10	Invoice Created	11 Apr 10:05

Every case also carries customer, material, plant, sales organisation, order value, resource and rework flags — so any insight can be sliced by any dimension.

2.47M cases · 17 activities

No process remodeling. No process workshops. RE-ViVE handled the data modeling and reconstruction.

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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 flow across SAP modules — the process as executed, not as designed

2. **Variant & path analysis**

   Detects every distinct execution path and ranks it by volume, value and cycle time — 294 found

3. **Cycle time & bottleneck isolation**

   Quantifies where elapsed time is consumed, activity by activity, and isolates the delay drivers

4. **Rework & loop detection**

   Identifies repeat activities and change loops, and separates manual from system-driven rework

5. **Productivity & correlation**

   Benchmarks performance by resource, and correlates outcomes by market, plant, customer and material

WHAT CAME OUT

- Auto-generated process maps for every variant, drillable to the individual order line
- 200+ pre-built insights across cycle time, rework, credit, fulfilment and value
- Bottom-quartile and outlier detection to separate the good runs from the bad
- Executive and functional dashboards, refreshed as new data lands

4 weeks

from data access to findings review, with RE-ViVE handling the modeling and reconstruction.

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Finding 1 — one designed process, 294 ways of running it

Variation, not volume, was driving the cycle time. The best flows were already 2x faster than the average.

294

unique variants

The single highest-volume variant (16% of lines) alone accounted for ~29% of all rework

60%

of order lines carried rework

70% of total process days were rework days — 9.69M days in the quarter

99%

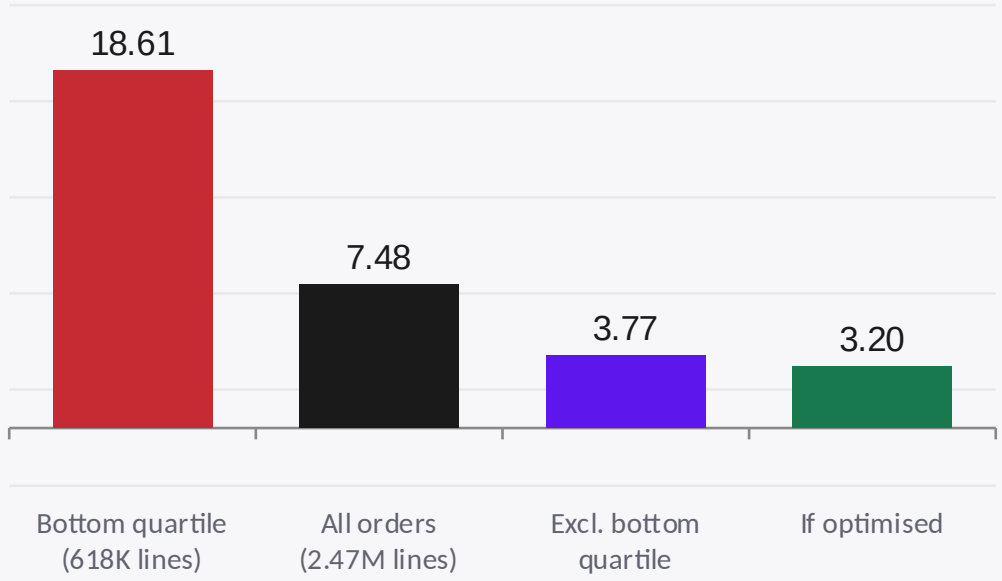
of that rework was manual

Header and line changes made by users, not system-generated corrections

76%

of processing time in 4 activities

A small set of activities dominated the clock across every market



618K order lines sat in the bottom quartile at 18.61 days — 2.5x the average. Removing those variants alone moves the process to 3.2 days.

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Finding 2 — where the time and the money actually went

Every number below is drillable to the order line, customer, plant and material behind it.

REWORK CONCENTRATION

9.69M rework days

- SO Header Change and Delivery Header Change alone: 8.6M days, 85% of all rework
- Canada contributed 3.4M rework days — 39% of the total
- The optimal variant ran with zero rework and fewer activities

CREDIT MANAGEMENT

35% went to credit release

- 99% of lines hit credit check; 65% cleared straight through
- 20% of released lines were released more than once; 67% cleared same day
- Canada moved from 8.55 to 14.99 days when a release was involved

DELAYED VALUE

$238M delayed

- Germany accounted for $214M — 90% of the total
- 2 of 11 plants drove 50% of both volume and value
- MAT123 alone missed full fulfilment on 112 lines worth $10M

REJECTED ORDERS

$1.77B rejected value

- Only 0.47% of order lines, but 25% of the $7.03B order value
- Order split was the dominant rejection reason by a wide margin
- Malaysia was the largest contributing sales organisation
- Rejected lines ran 13.22 days against 7.48 overall before cancellation

Fulfilment sat at 80.9% — roughly one in five order lines never reached full fulfilment.

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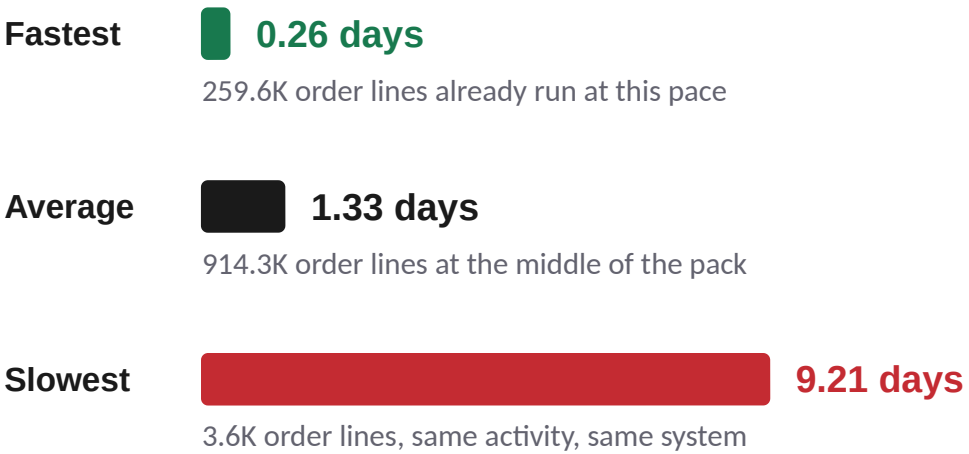
Finding 3 — the same activity, executed 35 different ways

The best performers were already inside the business. The gap was execution behaviour, not capability or capacity.

DELIVERY HEADER CHANGE · 293 USERS

35x spread on one manual activity

Average days to complete, by representative



INVOICING — SAME ACTIVITY, TWO MARKETS

20 minutes vs 12+ days

Germany's variant 2 invoiced 81,934 lines in roughly 20 minutes on average. Canada's variant 9 took over 12 days for 3,631 lines — same activity, same SAP instance.

CANADA — TWO PATHS THROUGH ONE PROCESS

V1 carried heavy rework across a large share of order lines. V4 completed the same process with zero rework and fewer activities.

The most frequent pattern alone absorbed 352,125 rework days across 421K order lines — 10% of all rework in the quarter.

The benchmark already existed in-house — 259.6K order lines were being processed at 0.26 days while others took 9.21.

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Finding 4 — the cash tail extended far beyond the process

Order-to-invoice was measured in days. Invoice-to-cash was measured in weeks — and the two barely tracked each other.

ORDER-TO-INVOICE vs ORDER-TO-CASH, BY MARKET

Ranked by the collection gap — the days that sit beyond the process we analysed

Market	Order lines	O2I days	O2C days	Gap
Panama	121,964	3.57	37.49	+33.92
Argentina	429,342	6.28	40.02	+33.74
Canada	447,598	9.51	43.07	+33.56
India	194,439	7.14	33.75	+26.61
Germany	579,437	8.71	35.09	+26.38
Indonesia	33,727	4.19	22.04	+17.85
Spain	110,375	11.43	29.15	+17.72

Spain ran the slowest process and collected fastest. Panama ran the fastest and waited longest but one.

THE PANAMA PARADOX

3.6 → 37.5 days

The fastest order-to-invoice of any market, and still a 34-day wait for cash. Fixing the process would not have moved this number.

SLOWEST-PAYING CUSTOMERS

CUST2345	**60.5 days**	2,381 lines
CUST34567	**51.3 days**	1,703 lines
CUST5678	**50.9 days**	1,112 lines
CUST987546	**45.1 days**	1,092 lines
CUST456	**44.0 days**	2,310 lines

The collection gap ran from 17.7 days in Spain to 33.9 in Panama, and one payment variant averaged 40 days on its own — working capital held well outside the process everyone was optimising.

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What we recommended

Five prioritised plays, each anchored to a measured number rather than an opinion.

01

Automate the high-volume manual changes

Target SO Header Change, Delivery Header Change and invoicing — the activities carrying the bulk of manual rework.

Measured opportunity: addresses ~85% of all rework days

02

Standardise on the proven best variant

Move volume onto the zero-rework path, retire the bottom-quartile variants and monitor conformance continuously.

Measured opportunity: move average cycle from 7.48 days toward 3.2

03

Streamline the credit release path

Reset limits for repeat-release customers, and fast-track the two thirds of releases already approved same-day.

Measured opportunity: ~6 days of delay where releases occur

04

Attack the collection gap

Target the repeat slow-paying customers and the 40-day payment variant — days sitting beyond invoice, not inside the process.

Measured opportunity: 17–34 days of working capital in play

05

Instrument the process and keep watching

Stand up self-serve insights and productivity benchmarking so leaders see rework, delay and value at risk as it happens.

Proposed action: keep execution views current

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