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FUTURE OF ORDER TO CASH TRENDS & INSIGHTS MARKET REPORT

ssen ssen | RESEARCH & ANALYTICS

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Kate Lovesey
SSON Digital

Introduction

In today's economy, the importance of effective working capital has never been greater. As businesses navigate post-COVID and the recent economic recession, maintaining a good cash flow is crucial. According to SSON Research & Analytics, 78% of organizations now rank working capital as a vital component of their financial strategy.¹ This heightened focus is driven by the increasing volume of late payments and overdue invoices, resulting in delayed cash flows.

Without good working capital, businesses may face cash flow constraints that force them to seek expensive borrowing options, thereby hampering growth and increasing financial risk. The Order-to-Cash (O2C) process is at the heart of this challenge. The efficiency with which a company manages its O2C cycle—from order management to invoicing and payment collection—can significantly influence its working capital position. With 63% of shared service organizations (SSOs) providing O2C services, there is a huge opportunity here for businesses to improve their working capital.² A streamlined O2C process can efficiently convert sales into cash, allowing businesses to reinvest their time and resources into customer services, for example.

However, the path to O2C optimization is full of obstacles. Payment behaviors vary widely among customers, with some paying on time while others delay or default. This unpredictability makes it difficult for businesses to maintain control over their cash flow, often leading to a reactive rather than a proactive approach to O2C.³ In 2023, rising inflation exacerbated these issues, causing a slowing down in business-to-business (B2B) payments, leading to a 7% average increase in overdue invoices, as reported by Atradius.⁴ The impact on working capital has been profound, forcing businesses to rethink their O2C strategies to remain financially resilient.

Looking ahead, organizations must prepare for a future where customer expectations and technological advancements drive significant change in the O2C landscape. Customers increasingly want seamless, electronic payment options and instant access to information that enhances their experience across all touchpoints of an organization. This shift necessitates that businesses not only meet but exceed these expectations to remain competitive.

The need for more accurate, on-demand forecasting is becoming a cornerstone of financial decision-making. Traditional accounting practices, which often rely on monthly or quarterly reporting, are giving way to a continuous accounting approach. This new model keeps financial books constantly open, providing real-time insights into cash flow, balance sheet positions, and financial health. This agility allows businesses to make informed decisions quickly, adapting to market changes as they arise.

Embracing artificial intelligence (AI) is no longer optional but essential. Predictive analytics, powered by AI, enables organizations to move beyond historical data analysis, offering a glimpse into future trends and potential risks. As more companies adopt AI-driven solutions, the expectation for your business to do the same grows stronger. AI can help forecast cash flow with greater accuracy, identify payment bottlenecks before they become issues, and ultimately, elevate the overall efficiency of the O2C process.

In this Market Report, we explore the key trends shaping the future financial landscape and provide insights into how businesses can optimize their O2C processes. By leveraging these insights, companies will be better positioned to capitalize on new opportunities and adapt to future market conditions.

Integrating AI and Generative AI into the Order-to-Cash Process

Predicting a customer's future risk of delinquency is crucial, but the ability to take proactive action is even more valuable. Integrating AI and Generative AI (GenAI) with advanced analytics can greatly enhance this capability.

Seamus Smith, Executive Vice President of FIS, seconds this and states that this is “...just the tip of the iceberg.” He goes on to explain that “Being able to identify new revenue opportunities proactively, dynamically adjust pricing based on historical trends and current economic status, or even fully automate the entire O2C process through an interconnected buyer-supplier network with real-time payment rails, eliminates the need for payment reconciliation.”

According to recent research by SSON Research & Analytics, 57% of SSOs and Global Business Services (GBSs) believe GenAI will considerably improve their O2C processes.⁵ Currently, 40% of businesses have adopted GenAI, with projections indicating that this figure will rise to 89% within the next three years.⁶

As investments in customer experience technology, AI, and GenAI increase, companies are focusing on improving customer interactions and optimizing collection strategies. AI-powered tools are increasingly being used to personalize engagement, prioritize collections, and resolve payment disputes, which strengthen customer relationships and improve financial outcomes.^{6,7}

By leveraging historical data and market insights through AI, businesses can better anticipate customer behavior, refine credit decisions, and mitigate risks that impact Days Sales Outstanding (DSO) and the O2C process.³ Effective credit management software, such as FIS, combines features like credit intelligence and risk ratings with automation to improve decision-

making and customer risk management, balancing efficiency with enhanced customer experience.

“Countless use cases can be solved with AI and automation,” says Seamus. One critical application of AI in O2C is assessing customer risk and proactively managing it. Traditionally, credit checks were performed at the point of order placement, but AI can now evaluate a customer's entire payment history, including their performance with other companies. This capability allows businesses to identify at-risk customers early and engage them with targeted communication to mitigate the risk of late or non-payment.

AI can also be used to assign credit lines. As Seamus details “All too often, credit lines are established based on the size of a project or order versus a customer's creditworthiness. This opens companies to massive amounts of exposure. Additionally, once a credit line is established, many companies do not review it again for a year or more unless a large order puts them over their limit.”



continued

“Leveraging AI to complete the initial credit risk assessment and automatically assign an appropriate credit line based on a company’s risk tolerance, frees up resources to conduct more in-depth analysis of current clients on a more routine basis. AI can also predict changes in customer financial health and changes in behavior that could point to potential future risks. A company’s internal historical information is highly predictive in nature. Identifying deviations in the trend of historical experiences can proactively identify and automatically queue action to prevent revenue leakage.”

Seamus Smith, Executive Vice President of FIS



Several companies have successfully integrated AI to streamline their O2C processes. For example, David Martins of Cpl implemented AI to centralize Accounts Receivable (AR) data and automate collection workflows. This solution ensures consistent payment reminders and real-time monitoring of AR risk, improving cash flow and customer relationships by offering a self-service portal for payment flexibility.⁸

Ferrero faced lengthy collection cycles due to manual processes and fragmented data. By implementing an AI-powered collection tool, Ferrero improved worklist prioritization, automated dunning, and centralized call logs and customer data. This strategy led to a 28% reduction in DSO, a 67% decrease in Average Days Delinquent (ADD), and saved over 1,000 hours through automated correspondence.⁷

Mosaic faced challenges with delayed credit approvals due to fragmented data and rigid scoring models. By adopting an AI-powered credit management solution, Mosaic streamlined its credit approval process, cutting approval times by 50% and reducing costs by 33%.⁷ Teletrac Navman had a disorganized AI process that affected their invoicing and collections speed. By shifting to a cloud-based solution that enabled digital payments via a self-service portal, they reduced DSO by 45 days and increased Customer Experience Index (CEI) by 81%.⁷

Alexander von Thielmann, Head of Opportunity-to-Cash Services and Customer Relationship Management at Siemens GBS details that

Siemens GBS has adopted a ‘GenAI All-In Strategy’, encompassing a ‘GenAI Symposium’, conducted both internally within GBS and across Siemens to foster innovation, and created user-friendly GenAI MicroServices designed around human capabilities like extraction, summarization, translation, and search. These MicroServices are reused across various projects and are extensively utilized by other Siemens units.

continued

Alexander also shared examples of GenAI that deliver tangible results. These include:

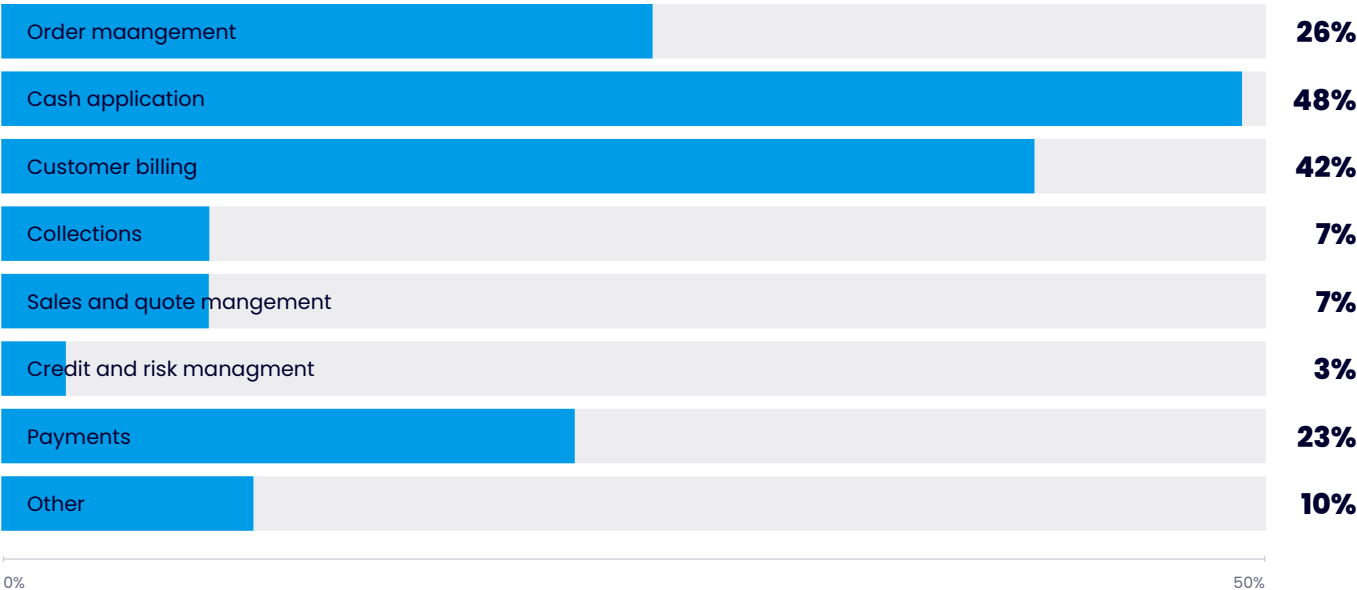
-  **Bionic Agent:** A virtual team member who interprets customer requests, extracts relevant data, takes necessary actions, and provides automated responses.
-  **Contract and Tender ChatGPT:** Analyzes and manages contracts and tenders more efficiently.
-  **Handbook Bot:** Automates pre-and after-sales processes using information stored in thousands of handbooks.

Rexel Canada, a global distributor of electrical products, faced zero visibility over credit and collection functions across five independently

operating organizations. By implementing FIS® GETPAID, a fully integrated credit-to-cash management solution with embedded AI, they reduced DSO by two to three days, increased revenue with the same number of resources, improved visibility into what teams are doing, reduced overdue AR and outstanding disputes, effectively combatted customers attempting to extend payments, and improved the ability to change priorities to achieve collection and cash flow targets.⁹



Which parts of the O2C process have you already automated?



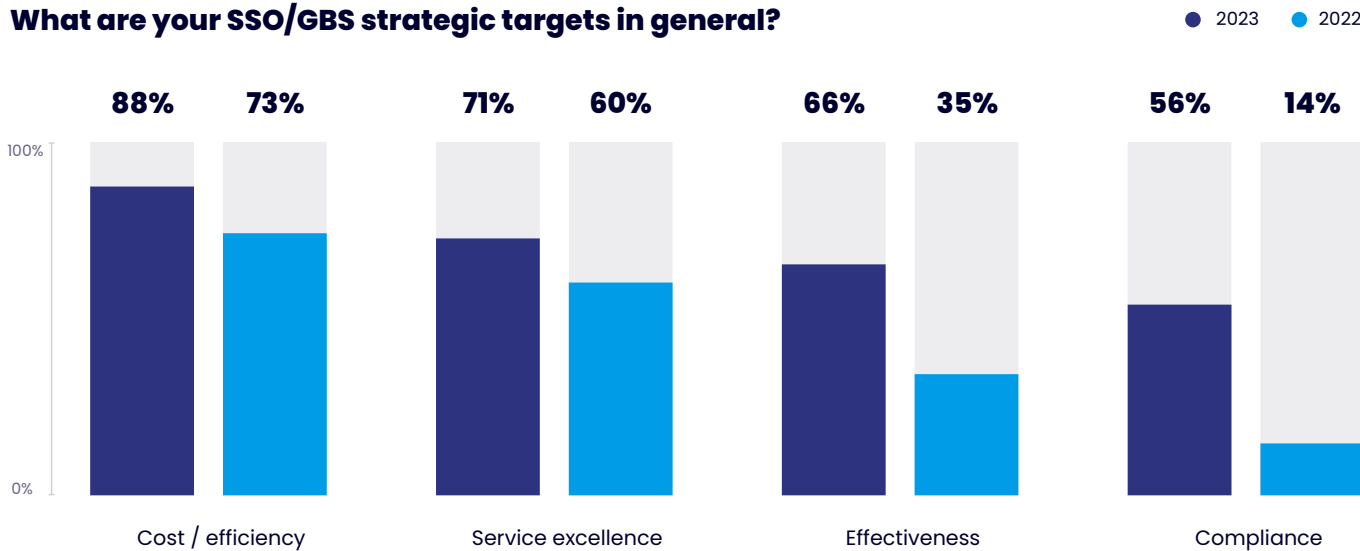
Data is taken from SSON Research & Analytics's Report. Invoice-to-Cash: Navigating the Crossroads.

Creating a Consumer-like Experience for the O2C Process

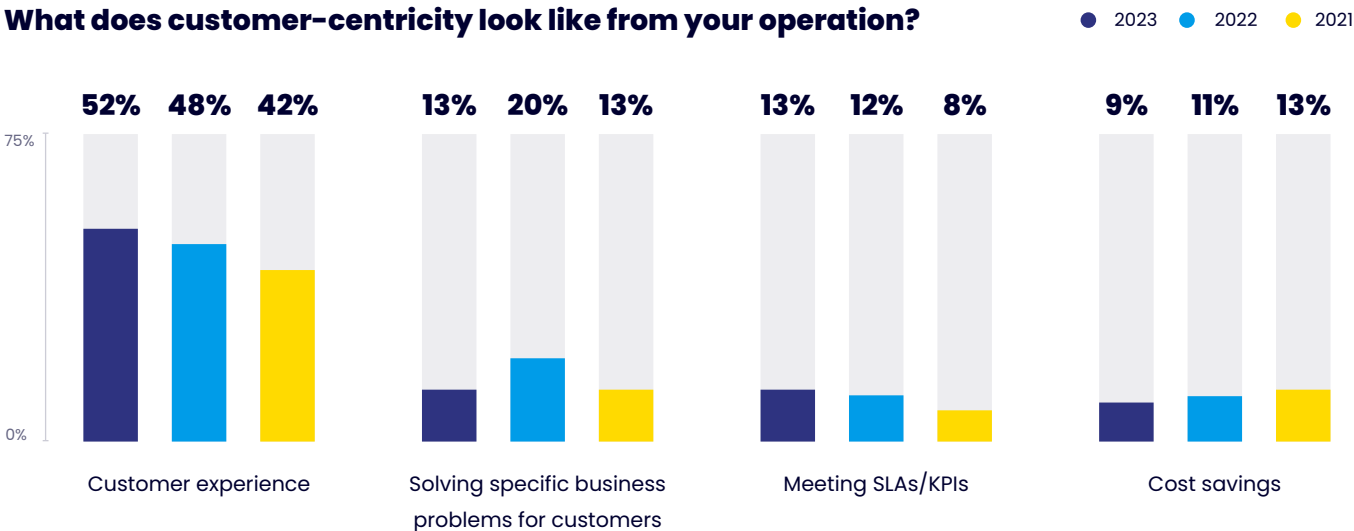
As you can see from the graphs below, in 2024, SSOs are prioritizing customer-centricity as a strategic goal to manage O2C processes more effectively.²

By focusing on the customer, businesses can streamline their O2C operations, reduce costs, and significantly improve overall customer satisfaction.³

What are your SSO/GBS strategic targets in general?



What does customer-centricity look like from your operation?



SSON Research & Analytics State of Industry Global Market Report 2024

continued

Integrating AI into the O2C process is a powerful tool for enhancing the customer experience. AI-powered tools offer 24/7 support, personalize interactions, analyze customer feedback, and predict future behavior. These capabilities allow companies to create a seamless and convenient experience that fosters customer loyalty. Advanced AI technologies, such as prescriptive analytics, are also revolutionizing the debt collection process. These tools provide actionable insights that help businesses identify at-risk customers and develop targeted strategies to recover outstanding debts.³

Kirti Talwar, Global VP of Order to Cash at Johnson Controls, agrees that automation and digital transformation are changing the landscape of O2C and are actually helping companies maintain strong customer relationships. *“With the help of AI, processing time and turnaround times can be reduced, and information can be provided to customers in real-time. Automation can reduce repetitive tasks so the team’s bandwidth can be used for more personalized service to the customer.”*

Despite the numerous benefits of integrating AI, there is often concern that automating O2C processes might disrupt established or delicate customer relationships. However, many customers actually prefer an effortless, self-service experience where they can manage their interactions independently, without needing to speak to anyone. By creating a consumer-like payment experience, businesses can meet customer expectations for simplicity and convenience, similar to the ease of shopping on platforms like Amazon.

One of the barriers to creating a consumer-like experience is navigating multiple legacy systems and customer platforms. These systems often create silos within organizations, leading to disjointed communication. For example, a customer’s interaction with a sales representative may not be communicated to the AR team, causing frustration and delays.

Whereas companies that manage O2C processes via a single system/platform can be easily automated, making them much more efficient.

“Cross-team collaboration has become crucial as it’s not just about understanding O2C but the entire business cycle to give a seamless experience to the business.” –
Kirti Talwar, Global VP of Order to Cash at Johnson Controls

To accommodate diverse customer needs and ensure service excellence, O2C teams must be flexible in accommodating various customer payment methods, whether that’s cheques, electronic transfers, or online payments. In addition, teams need to be prepared to handle customer disputes or queries related to invoices, pricing, or other billing issues, which require time and effort to resolve. However, even with the adoption of e-invoices, integrating a payments portal to meet each customer’s specific requirements is a significant challenge.³



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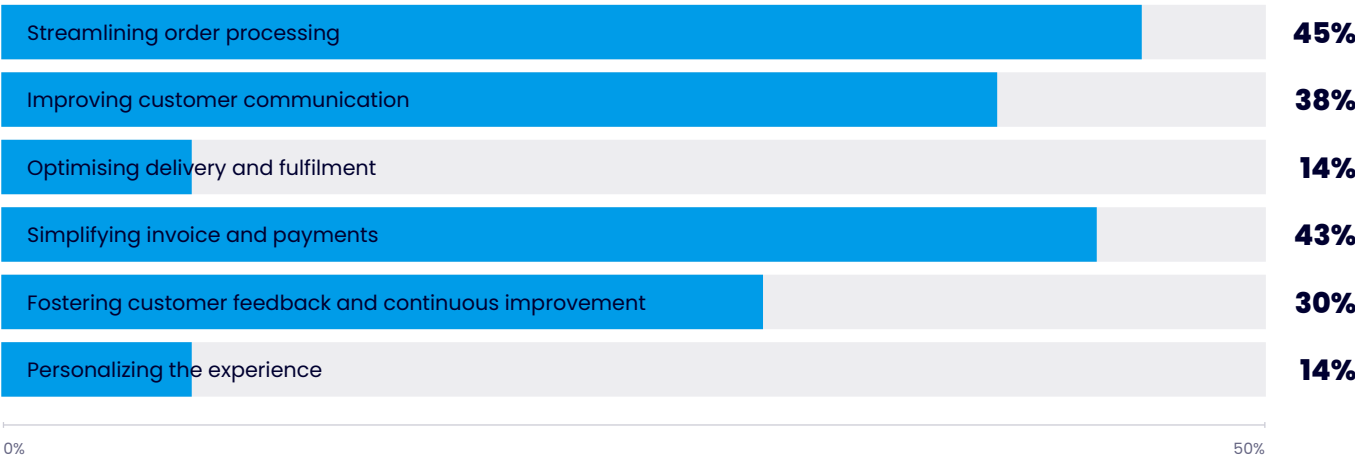
“O2C requires a delicate balance of consistency, enforcing guidelines/expectations, and delivering a superior customer experience. You are training your customers on what you expect from them. With consistent processes, they will know that you will contact them if they are one day late paying your invoice. At the same time, if you want to continue to do business with a customer, you must remove friction from the process. This could be offering convenient payment options, simple dispute resolution, or even self-service options that allow them to conduct business on their terms. Every interaction with a customer is an opportunity to leverage technology to help you be consistent, reinforce expectations, and provide a seamless and enjoyable experience for your customers.”

Seamus Smith, Executive Vice President of FIS

Kirti believes that “..if an organization looks at technology from a customer lens and not just efficiency, balance can be achieved,” and adds that, “the company’s ability to do change management with customers introducing more digital technologies will help maintain that balance. Therefore, investment in educating internal teams, onboarding customers, and showing them the benefits can by itself help create that balance and a strong relationship with the customer.”

The evolution of customer service in O2C has shifted from merely meeting basic service agreements, such as processing a set number of invoices, to drastically improving the overall customer experience. By creating a consumer-like experience for the O2C process— whether it’s end-to-end, digital or self-service, businesses can elevate their O2C processes to meet the evolving demands and expectations of customers, to ensure service excellence, customer satisfaction and loyalty.

What steps have you taken to improve CX in your O2C process?



From Order-to-Cash to Opportunity to Cash

Since the primary goal of O2C is to properly manage customer relationships to maximize revenue potential, it's only natural that organizations are beginning to expand their processes from traditional O2C to more comprehensive lead-to-cash or opportunity-to-cash models. By incorporating sales into the O2C process, companies can ensure a seamless customer experience from initial contact all the way through to securing payment.

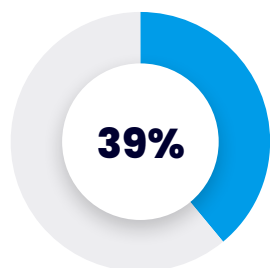


Many organizations are looking to expand their O2C end-to-end process to Opportunity-to-Cash. Siemens is ahead of the game on this. As Alexander comments, *"This transformation was driven by our commitment to support business growth, which enhances customer engagement, streamlines operations, and leverages advanced technologies for better efficiency and insights. We developed our portfolio along the customer journey by:*

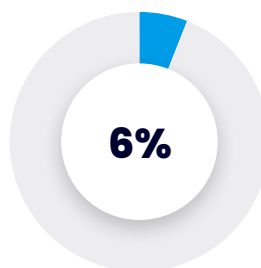
- > Expanding services into sales, such as digital lead generation and inside sales, and after-sales services providing ongoing support and maintenance.
- > Developing Managed Services like E-Mobility Services to offer comprehensive solutions that complement Siemens products.
- > Driving Digital Services like end-to-end platforms, including business intelligence services that provide deep insights and analytics.

This transformation requires strong change management to enable and upskill all people, excite your customers, and accelerate business transformation."

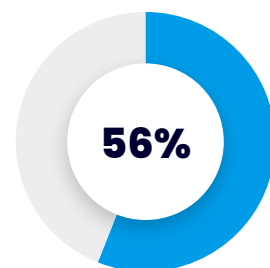
Are you thinking of integrating sales into your O2C process to leverage Opportunity-to-cash?



Yes, we are planning this now



No, I don't feel this will add value



Maybe, but not right now, sometime in the future

Data collected from SSON's Future of O2C Virtual Summit, Sep 2024

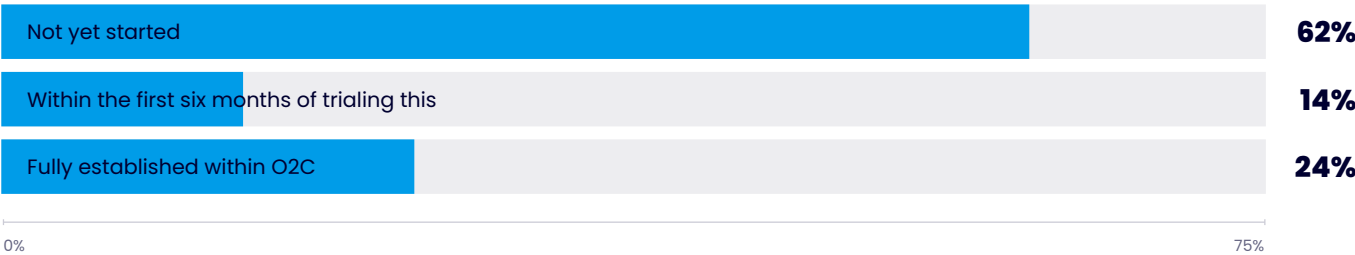
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Integrating sales into O2C also provides better visibility of data analytics. Allowing AR teams to provide valuable insights to sales, such as identifying customers who pay on time, those who require additional follow-up, and those who contribute the most profit. This feedback loop helps improve the efficiency of the entire O2C process, identifies opportunities for upselling, and fosters collaboration by breaking down departmental silos.

“Collaborating with other departments like sales and customer service is very critical to providing a seamless experience to the customer. For them, it’s ONE TEAM / ONE COMPANY. This might sound simple but can often be the source of frustration for customers as they are passed around internally without solving their problem.”

Kirti Talwar, Global VP of Order to Cash at Johnson Controls

What stage are you in for incorporating sales into your O2C process?



Data collected from SSON's Future of O2C Virtual Summit, Sep 2024



Digital Payment Solutions

Digital payment solutions are transforming the way companies manage transactions, ensuring faster payments and enhancing the security and efficiency of payment processing. These solutions, including self-service and AI-assisted customer finance portals, are increasingly being utilized to improve customer experience and ensure compliance with evolving regulations.

Self-service portals enable customers to manage their payments at their own convenience, reducing delays and improving customer satisfaction. AI-assisted portals further streamline the process by automating routine tasks, such as invoice generation and payment reminders, which can significantly reduce the time and effort required to manage accounts. Additionally, these technologies can monitor transactions in real-time, identifying and flagging potential security threats, thereby ensuring a higher level of compliance and security.

However, despite the benefits of these digital payment solutions, many companies have yet to adopt them. According to the SSON Research & Analytics Invoice-to-Cash Report, only 36% of companies offer advanced options such as Electronic Data Interchange (EDI), XML, or a dedicated portal for invoice receipts. Instead, 61% of businesses still rely on sending PDFs via email. While PDFs may seem attractive for companies with a low volume of invoices, their use could present significant issues as regulatory requirements continue to tighten. This highlights the need for businesses to transition to more advanced digital payment solutions to remain compliant and efficient in a rapidly changing regulatory environment.⁵

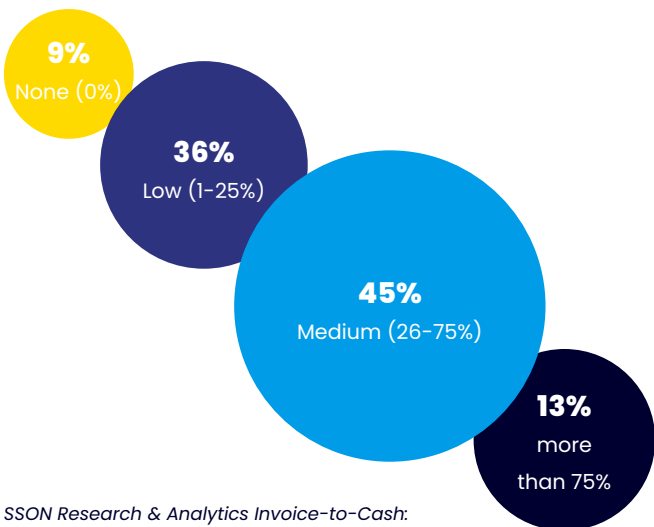
Process maturity is another area in which organizations are falling behind. Nearly 70% of O2C leaders rate their process maturity as medium at best, citing low process management capabilities and a lack of end-to-end visibility as the main blockers. Only 25% of these leaders consider their processes to be advanced or expert-level. This presents a significant opportunity for companies to

invest in digital payment solutions, to improve not only their payment processing but their overall O2C process. Enhanced process maturity can lead to better cash flow management and reduced errors.⁵

There are also still significant gaps in utilizing technology to its max. Many companies report that their current technology cannot compare forecasts to actual outcomes, pool cash, or calculate the cost of borrowing accurately. These limitations could be due to a variety of factors, including the use of inappropriate tools, a lack of user expertise, or errors in implementation. Moreover, the shift from manual to digital processing is not as widespread as it may seem. According to the SSON Research & Analytics Invoice-to-Cash Report, 47% of companies still receive less than half of their customer orders electronically, negatively impacting profitability and cash flow.⁵

But it's not all bad news for SSOs, as a quarter of companies have already made significant strides, with more than 80% of their orders now being received electronically.⁵

What do you perceive to be your overall ITC/AR automation level?



SSON Research & Analytics Invoice-to-Cash:
Navigating the Crossroads Report

Automation to Autonomous

Automation in the O2C process has been a goal for many organizations, yet achieving “lights-out” processing—where tasks are fully automated and require minimal human intervention—remains a challenge. According to the SSON Research & Analytics Invoice-to-Cash Report, only 13% of companies believe they have reached high levels of automation, an increase from 6% two years ago. Meanwhile, 57% of organizations report medium-to-high levels of automation, up from 50% two years ago. Although progress has been made, there is still significant room for further automation over the next few years.⁵

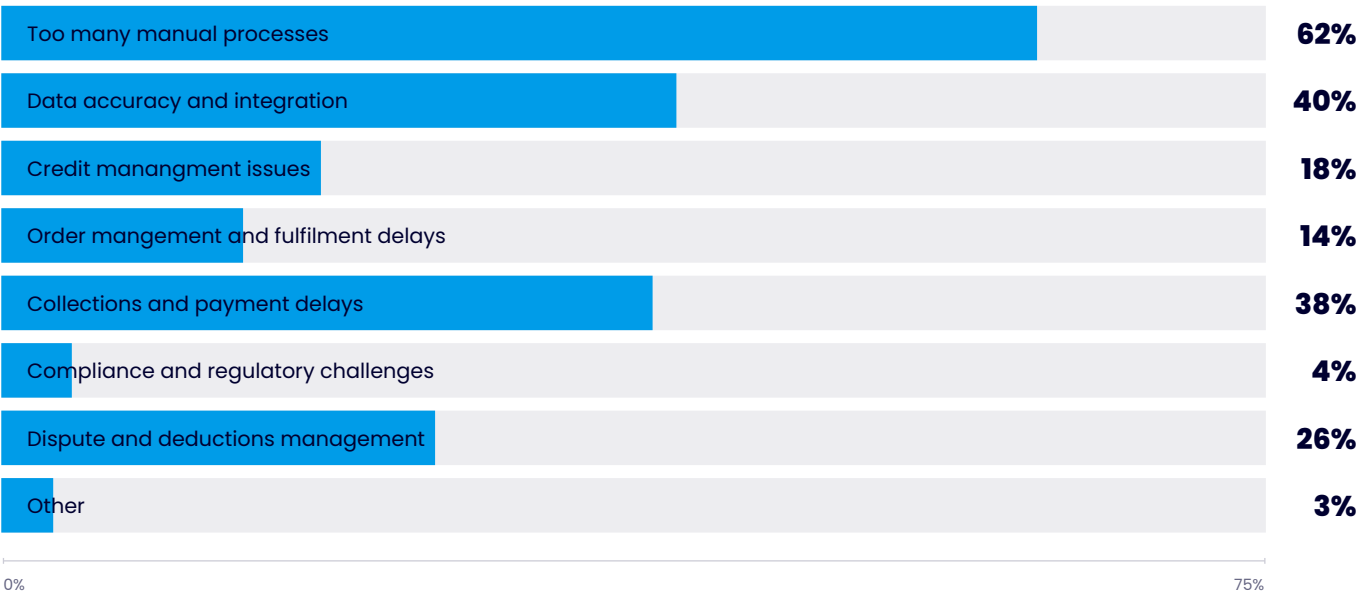
One major obstacle in automating the O2C process is the lack of process ownership and control. As Seamus explains, *“Now more than ever, CFOs are demanding a strategic partner to help*

them turn finance from a cost center into a growth center.”

Data silos present another significant hurdle to O2C automation. When each department manages processes and stores data differently, the result is often incomplete or unavailable data. This makes it nearly impossible to automate O2C processes end-to-end.³

Employing a Global Process Owner (GPO) can be instrumental in overcoming these barriers. A GPO provides centralized oversight, helping to break down departmental silos and ensure a uniform approach to automation. According to the 2024 SSON Research & Analytics State of Industry Report, 66% of respondents have a GPO for O2C, just below Record-to-Report at 70% and Purchase-to-Pay at 68%.²

What are your biggest O2C challenges?



SSON's Future of O2C Virtual Summit 2024

continued

The financial landscape has also become increasingly complex, with 49% of executives in the financial services sector stressing that they face greater risks now than in the past, according to the FIS Global Innovation Report. The top risks identified were financial, strategic, and regulatory. New regulations and the uncertainty surrounding emerging technologies like GenAI have made legal and regulatory risks a major concern for 43% of firms. This environment of heightened risk highlights the need for more sophisticated automation in O2C to ensure compliance and stability.⁶

“Never underestimate a person’s resistance to change. When talking about the lifeline of an organization – cash flow – organizations are typically risk averse and fear the investment in technology and the implementation process. Providing an implementation experience tailored to their starting point with a consultative experience that blends best practices with each organization’s culture is paramount in helping finance overcome this fear. The fear of investment in technology is a little more challenging to understand fully. The improvements in cash flow and working capital, as well as the reduction of operational expenses, far outweigh the cost of the investment. Generally, the return on investment is realized within months rather than years, especially if you are starting from an entirely manual process, which begs the question, what are you waiting for?”

Seamus Smith, Executive Vice President of FIS

AI and GenAI hold significant potential to revolutionize O2C by moving beyond basic automation to fully autonomous processes. While traditional automation tools like RPA can only automate certain parts of the process, AI and GenAI can automate entire workflows.

Although AI models are much more flexible and require less change management, they still need proper training and maintenance, especially as business processes change.

Despite the promise of AI, the journey towards fully autonomous O2C is still in its early stages. No organization has completely figured out how to go fully autonomous, as there will always be a need for process oversight by someone like a GPO. As more processes become autonomous, the roles of employees will also shift. Instead of manually processing orders or conducting credit checks, employees will have more time to focus on enhancing customer experience, analyzing data for revenue opportunities, or assessing customer risk.

The ultimate goal for organizations should be transitioning from automated processes to fully autonomous ones. While automating tasks like credit checks offers immediate benefits, the true value of AI and GenAI is realized when processes become autonomous, freeing up resources for strategic growth, positively impacting cash flow and working capital. The journey towards autonomous O2C is ongoing, but the potential rewards—enhanced cash flow, customer experience, and operational efficiency—make it a crucial endeavor for the future of O2C within shared services.



Futureproofing with Data and Forecasting

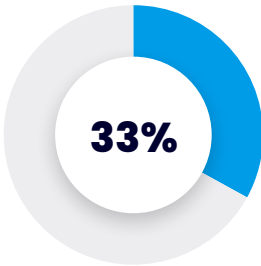
As companies increasingly rely on data-driven insights, the relationship between key performance indicators (KPIs) and data within the O2C process is becoming vital for success. Because data provides the raw information needed to calculate a KPI, the quality of a KPI therefore depends on the accuracy of the data. Together, they enable organizations to accurately assess the performance of the O2C process, identify

trends, pinpoint areas of concern and make informed financial decisions.

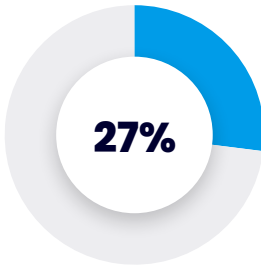
This is reflected in the 2024 SSON Research & Analytics State of Industry Report, which found that O2C ranked second (27%) behind Procure-to-Pay (33%) in terms of the biggest gains achieved through data analytics.²

Regarding data analytics, where have your biggest wins been to date?

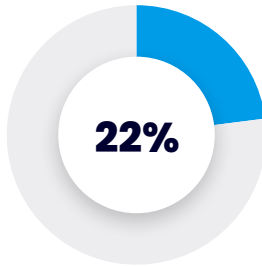
SSON Research & Analytics State of Industry Global Market Report 2024



In Procure-to-Pay



In Order-to-Cash



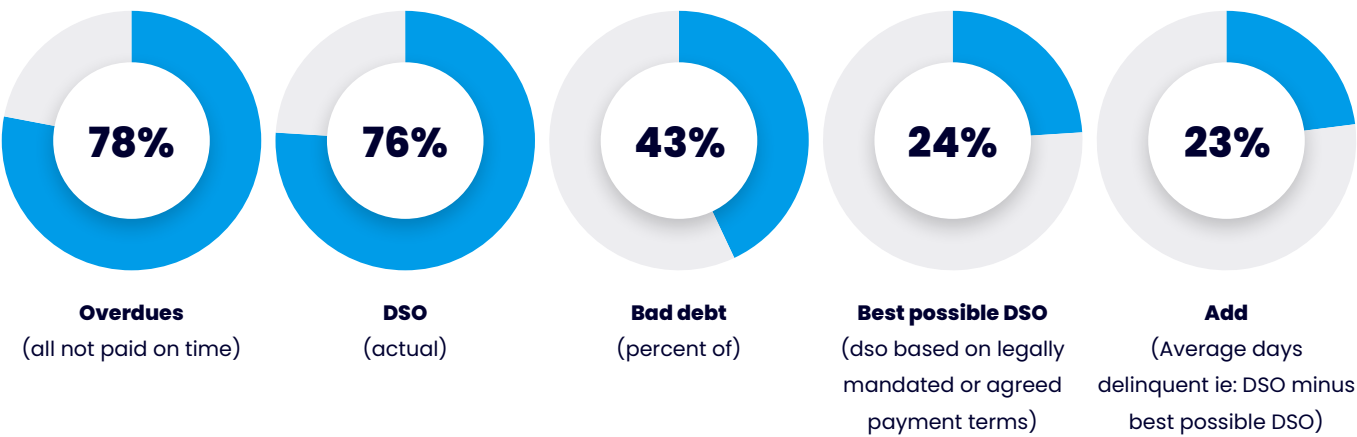
In improved customer engagement



Data from the SSON Research & Analytics Invoice to Cash Report reveals that metrics like Overdues (78%) and DSO (76%) are among the most regularly used within organizations. However, less attention is given to metrics like Bad Debt (43%) and ADD (23%), which are vital for understanding customer risk and the effectiveness of credit management strategies. Interestingly, only 24% of organizations focus on the Best Possible DSO, suggesting a gap in how organizations can optimize payment terms and minimize payment delays. While companies are keenly aware of overdue payments and DSO, there is room for improvement in proactively managing and mitigating credit risk.⁵

continued

What metrics do you use within your organisation?



SSON R&A Invoice-to-Cash: Navigating the Crossroads Report

As finance functions evolve to become more strategic, they are increasingly tasked with providing data that supports broader business decision-making. The use of AI and GenAI in data analytics is proving invaluable as they can analyze both internal and external data. Thus, offering a more comprehensive view of the market and helping organizations benchmark their performance against industry standards.

The correlation between higher levels of automation and the usage of more advanced metrics is evident. 30% of highly automated companies use ADD as a metric, compared to just 17% with low automation and none among companies with no automation at all, according to the SSON Research & Analytics Invoice-to-Cash Report. ⁵



“One of the significant advantages of AI is its ability to quickly analyze large sets of data. Changes in the patterns of this data can serve as an early warning sign for businesses. In the O2C process, slow decision-making can lead to bad debt write-offs. By monitoring customer deterioration through financials and historical experience, companies can take proactive measures to minimize risk and safeguard their cash flow.”

Seamus Smith, Executive Vice President of FIS

The 2024 SSON Research & Analytics State of Industry Report recently uncovered that there is a clear movement away from basic reporting (a decrease from 47% in 2021 to 39% in 2023) towards more predictive (from 13% in 2021 to 18% in 2023) and prescriptive reporting (from 3% in 2021 to 6% in 2023). Demonstrating the value of not just understanding past performance but forecasting future trends.²

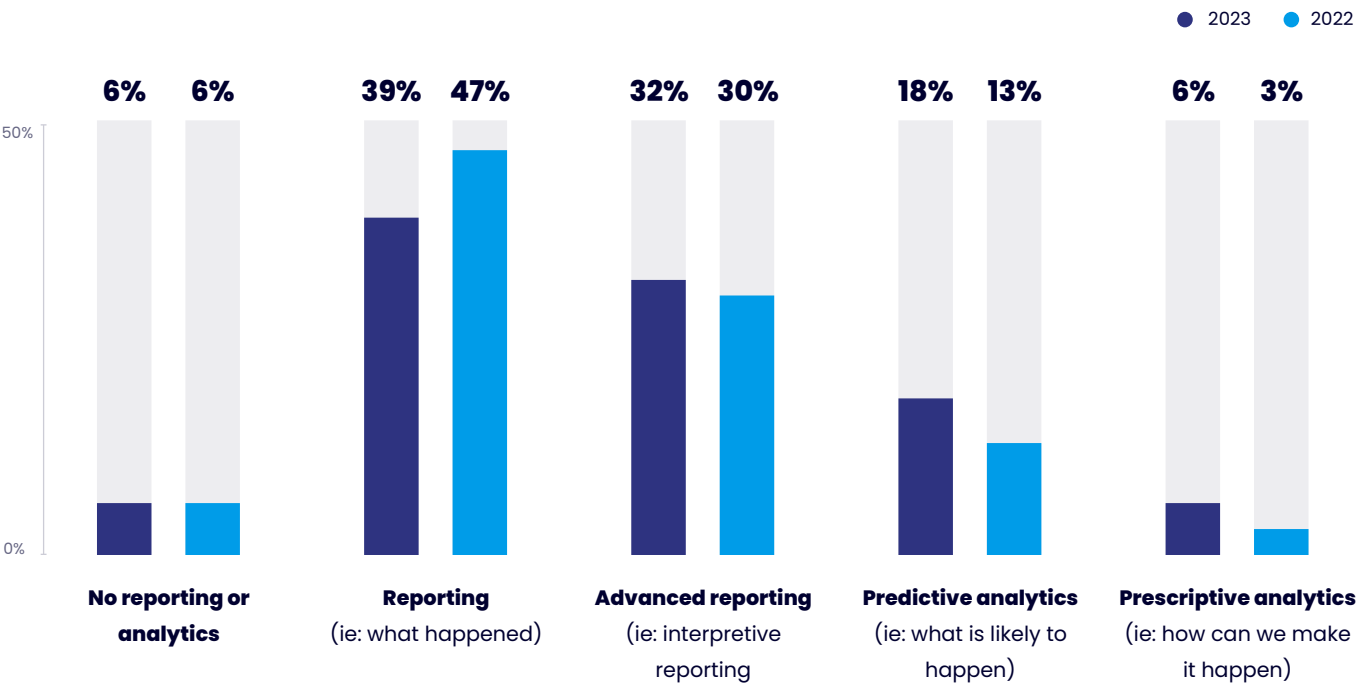
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Accurate forecasting is key for effective cash flow management and strategic decision-making. Yet, as Deloitte and Kyriba indicate, many AR teams struggle to deliver accurate forecasts, with 53% of professionals admitting their forecasts are only “somewhat accurate.” This accuracy is hampered by organizational siloes, a lack of the right tools, and data being inaccessible, making effective cash flow prediction very difficult.¹⁰

This is somewhat unsurprising when 35% of organizations still use manual spreadsheets, and only 9% consider their analytics capabilities to be advanced.⁵ Manual forecasting is not only time-consuming but also lacks the flexibility needed to adapt to sudden economic shifts, making these forecasts much less reliable.⁸



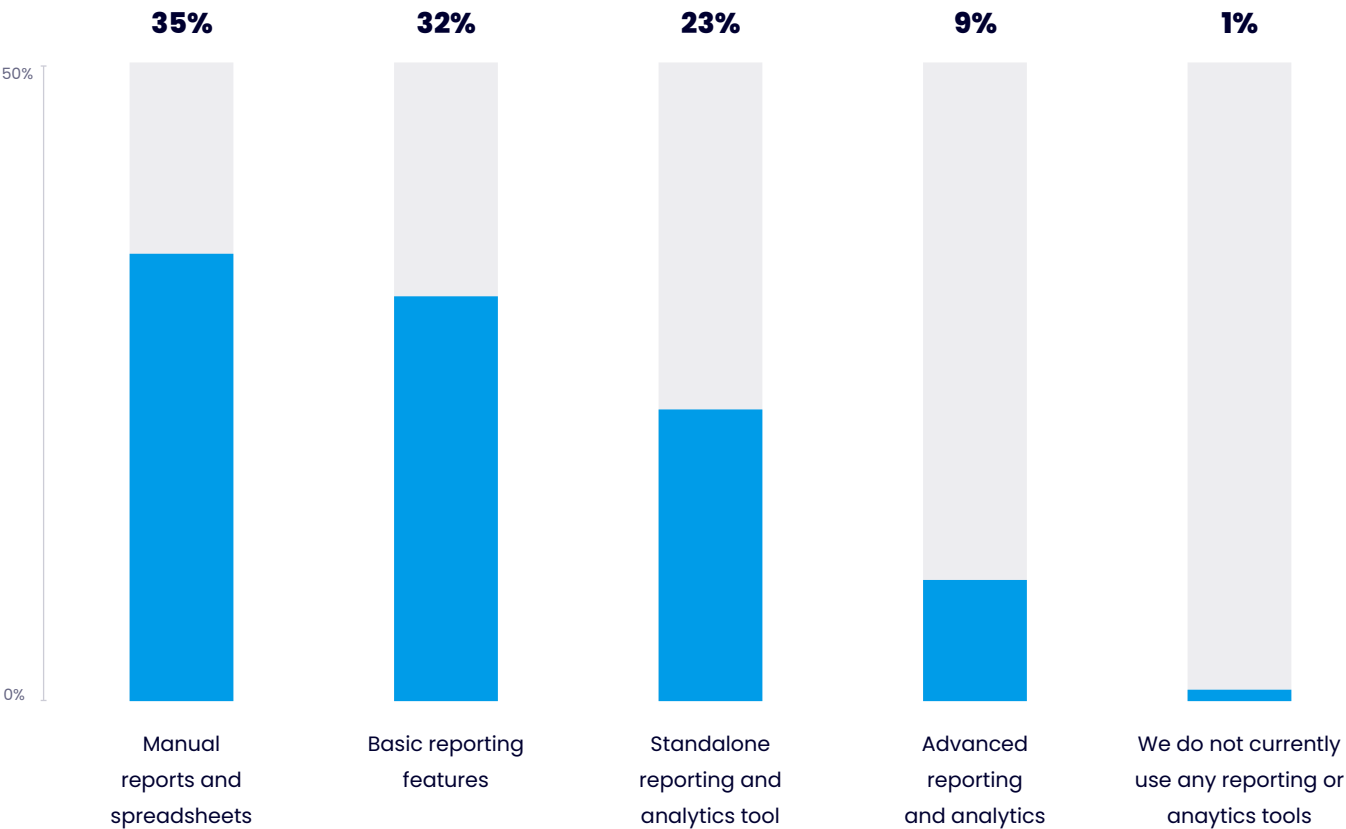
What best describes the analytics maturity of your SSO/GBS?



SSON Research & Analytics State of Industry Global Market Report 2024

continued

What type of reporting and analytics do you use to manage your accounts receivable process?



SSON Research & Analytics Invoice-to-Cash: Navigating the Crossroads Report

While the promise of real-time analytics is compelling, the reality of achieving it can be problematic. This is due to fragmented systems and varied methods of recording orders and payments, which often hinder the ability to generate accurate, real-time cash flow forecasts. Companies must integrate multiple technologies and streamline processes to harness real-time insights effectively. This involves utilizing dashboards that provide an up-to-date view of cash flow and identify potential risks that could cause businesses to miss their financial targets.

"Real-time information is crucial for effective operations management. In the past, companies had to wait until the end of the month to assess the impact of operational changes. However, with real-time information, companies can evaluate results within hours or days, enabling them to pivot quickly and improve results in the current month if needed."

Seamus Smith, Executive Vice President of FIS

Conclusion

As the O2C process evolves within shared services, the integration of AI and GenAI is poised to transform this landscape. The future of O2C will be defined by the shift from automation to autonomous O2C processes, enabling businesses to proactively manage customer risk, optimize cash flow, and enhance customer experiences.

AI's role in creating a consumer-like experience for the O2C process cannot be overstated. By leveraging AI to personalize interactions and streamline payment processes, companies can meet customer's growing demand for convenience and self-service. This can be achieved through digital platforms, which not only improve customer satisfaction but foster customer loyalty.

The expansion from O2C to Opportunity-to-Cash represents a strategic shift that integrates sales into the O2C process. This holistic approach ensures a seamless customer journey from initial contact to

payment, while providing opportunities for upselling and fostering collaboration across departments.

Digital payment solutions are revolutionizing O2C by offering faster, more secure, and compliant payment processing. However, the full potential of these solutions is yet to be realized, as many companies still rely on manual processing. As regulatory requirements tighten, the adoption of advanced digital payment solutions will become imperative.

Finally, the future of O2C lies in data-driven decision-making. Accurate forecasting, supported by AI and real-time analytics, will be crucial for managing cash flow and mitigating financial risks. As organizations move towards fully autonomous O2C processes, they will unlock new opportunities for growth, operational efficiency, and sustained financial performance, positioning themselves for success in an increasingly complex and competitive market.





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The **Shared Services & Outsourcing Network** (SSON) is the largest and most established community of shared services and outsourcing professionals in the world, with over 170,000 members. Established in 1999, SSON recognised the revolution in support services as it was happening and realised that a forum was needed through which practitioners could connect with each other on a regional and global basis. SSON is a one-stop shop for shared services professionals, offering industry-leading events, training, reports, surveys, interviews, white papers, videos, editorial, infographics, podcasts and more.



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