

# ORDER-TO-CASH: MANAGING FOR SUCCESS IN DISRUPTIVE TIMES

## Executive Summary

APQC and the Digital Supply Chain Institute (DSCI) examined how 177 organizations are managing and improving their end-to-end order-to-cash (O2C) processes during turbulent times. O2C has a broad impact within any organization. It is the primary touchpoint for customers and influences a range of internal functions. As such, improvements to O2C can lead to improvements in the customer experience and the organization's operations. This article summarizes the in-depth [Order-To-Cash: Managing for Success in Disruptive Times Report](#).

## Top Performers Do It Differently

In this research conducted in 2021-2022, APQC and DSCI created a profile of top performing order-to-cash organizations. The report compares top performers to other respondents, highlighting differences and commonalities between both groups. Top performers have:

- » improved order management visibility and access,
- » greater automation, and
- » higher quality master data.

## Performance Drivers

The report examines five categories of performance drivers for effective O2C with supporting “case in point” company examples. Each category includes best practices and recommended actions backed by the research collected.

### Order-to-Cash Process Governance

- » Adopt a global process owner
- » Beware of disconnected governance
- » Improve over time

### Master Data Management

- » Centralize master data ownership
- » Connect customer master data
- » Improve quality and management

### O2C Process Standardization

- » Strive for greater standardization

### Order-to-Cash Automation

- » Embrace automation
- » Move up the automation maturity scale
- » Employ robotic process automation and machine learning
- » Streamline order entry by automating system linkages

### Order Visibility

- » Enable Sales Visibility Into Order Status
- » Give Customers Visibility into Order Status

## Additional Considerations and Future Plans

The report includes a discussion of two contextual factors that have impacted O2C processes globally and the data collected in this project. The first, an external factor that disrupted organizations around the world: the COVID-19 global pandemic. APQC and DSCI conducted this research after a full year of the pandemic, and the collected data reflects that reality. The second factor is the impact of organizational size, in terms of annual revenue, on the O2C process. APQC and DSCI found that size has its advantages in terms of resources and capacity for transformation in O2C.

The report includes an exploration of the next improvements participants plan to implement in order-to-cash and the expected benefits. The top approach is improving the quality and management of master data as organizations seek improved operational efficiency.

Read the [full report](#) for more in-depth information and analysis. For further guidance and industry-specific insights, see the [Order-to-Cash: Managing for Success in Disruptive Times](#) collection.

### ABOUT APQC

APQC helps organizations work smarter, faster, and with greater confidence. It is the world's foremost authority in benchmarking, best practices, process and performance improvement, and knowledge management. APQC's unique structure as a member-based nonprofit makes it a differentiator in the marketplace. APQC partners with more than 500 member organizations worldwide in all industries. With more than 40 years of experience, APQC remains the world's leader in transforming organizations. Visit us at <https://www.apqc.org/>, and learn how you can make best practices your practices.

### ABOUT DSCI

The Digital Supply Chain Institute (DSCI) is a leading-edge research institute focused on the evolution of enterprise supply chains in the digital economy and the creation and application of supply chain management best practices. DSCI is a research arm of the non-profit Center for Global Enterprise. Visit us at <https://www.dscinstitute.org> to learn more about our research and services we offer DSCI members.