ACCOUNTS PAYABLE AUTOMATION: KEEPING YOUR PROCESSES IN THE ‘SAFE ZONE’

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INTRODUCTION FROM THE EDITOR

Looking at a balance sheet, AP may appear to be a single line item to which you might not give a whole lot of thought, but it's made up of numerous elements that are integral to the running of any organization. The systems, processes and professionals dedicated to AP are imperative to business operations, ensuring that payments are made on time, every time, and without mistake.

The reality is that AP is responsible for so much more than just paying incoming bills and invoices. Organizations can find themselves at risk of losing money due to preventable, mismanaged manual invoice practices, poor AP processes, and accidental duplicate invoicing. This creates unnecessary expenses.

Failure to properly manage AP can lead to a whole range of issues – especially in today's climate.

The coronavirus (COVID-19) has forced people – and businesses – to re-evaluate how they operate on a daily basis, and no doubt your AP operations will have felt the strain. Your company's had to act quickly but rationally – rethinking policies, adjusting work processes and grappling with uncertainty. And to keep your company running, AP's role has become more important than ever. There are still invoices to process, bills to pay, expenses to reimburse and queries to answer.

But how is your AP department supposed to carry out its "normal" operations when things are anything but normal?

In the drive to ensure business continuity, many organizations are now leveraging the centralized control and cost reductions offered from their Shared Services Centers (SSCs). But despite optimistic strategies, most companies still struggle to get AP right and remain fixed within their clunky, siloed environment. Without automation, even Shared Services can only go so far.

Whilst there are many processes that might benefit from re-engineering and automation, the very nature of invoice processing and management truly does lend itself perfectly to a more automated and systematic approach.

In partnership with Kofax, SSON ran an industry-wide AP Automation Maturity survey, gaining insights from all over the world into how companies are growing their payables efficiency (Please note that all mentions of "the survey" are in reference to this, and all figures/charts are formed from this data unless otherwise specified). Surveyed organizations employ between 2 –50 AP clerks (split fairly evenly) to process anywhere from a few thousand invoices per month to more than 75,000. Invoiced amounts range from US$5M - US$500M a month, and respondents largely sat within the roles of CFO, VP of Finance or Finance Manager.

In this report, we'll explore the findings of this survey and report on the advantages of automating your AP operations.

BETH HAMPTON

EDITOR

SHARED SERVICES AND OUTSOURCING NETWORK

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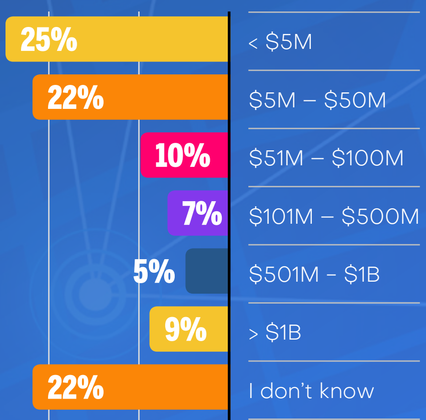
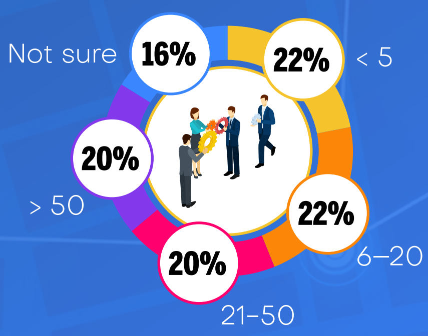
On average, how much does your company invoice each month? (US$)

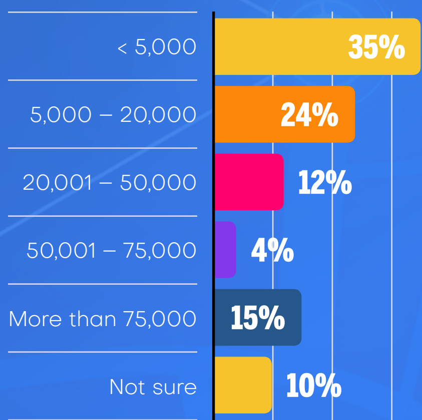


How many AP clerks are employed globally to deliver AP services and activities?

(Including scanning, filing, indexing, coding, matching, reconciliations etc.)



On average, how many invoices does your organization process per month?



OPTIMIZING ACCOUNTS PAYABLE: WHY IT MATTERS

We all know cash is king, but many businesses overlook the critical importance of monitoring and analyzing their cash flow – especially their AP operations. What it really boils down to is ensuring business continuity.

Results from the survey show that AP automation is sharply on the rise with 60% of organizations now either fully or partially automated (refer to chart below). This demonstrates the shift companies are making to AP automation, and their commitment to streamlining AP tasks for greater efficiency. This being said, while 60% of organizations report being fully or partially automated today, the majority of these (50%) are only partially so with only 10% fully. Also, those who've yet to start indicate that they are not rushing to change, as only 10% are planning to automate processes in the next 6 months and a full 30% remain on the fence about how or when this should be approached.

The data also shows how the value of e-invoicing is honing into view. As governments begin rolling out e-invoicing mandates and countries embrace its potential, companies globally are shifting away from paper invoices toward electronically delivered ones.

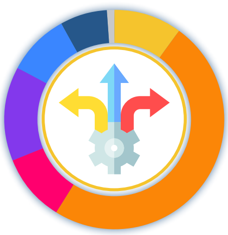
Most companies are doing at least some e-invoicing today, and generally respondents appear to split 50/50 on electronic vs paper invoices overall. One thing is clear, manual keying of invoices is way down, with 70% of people saying they do only a few of them each month, and 44% reporting that they use e-invoicing for at least half of their invoices.

This points to the use of not only e-invoicing but of OCR and capture tools, which have shown popularity in this space for several years. There is a clear desire to shore up gaps in current automation and enhance visibility across all activities.

This being said, a full 26% of companies aren't using e-invoicing at all. And 52% of respondents still get paper or pdf invoices more than half the time.

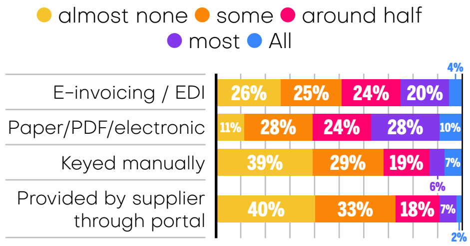
While the trend towards automation is clear, survey data also shows us that 1/3 of respondents have not yet committed to AP automation, or are still evaluating. Insights from Kofax also tell us that for the most part, 80% of larger businesses have automated their AP processes yet only around 50% of smaller businesses have done so – these larger organizations have proven themselves keener to reap the benefits of increased efficiency.

What best describes your organization's approach to AP automation?

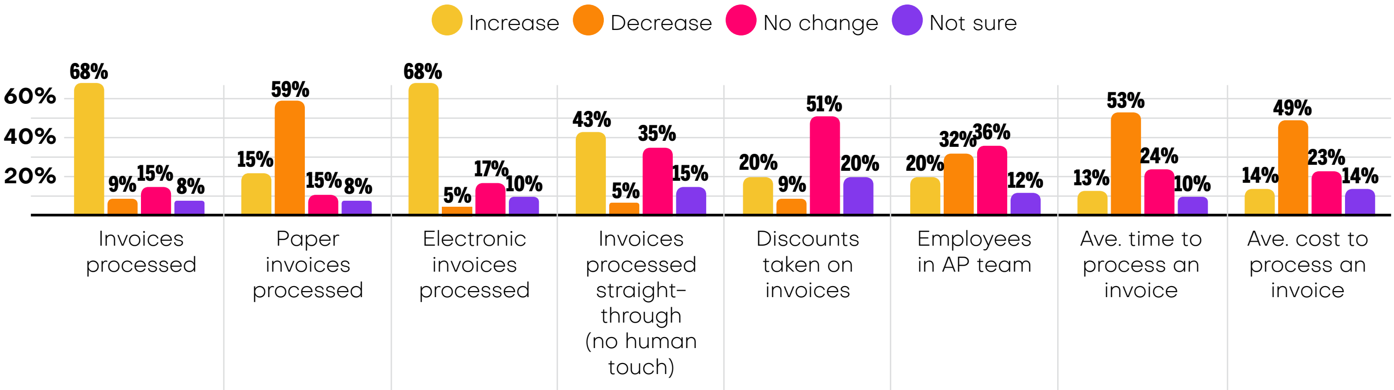


We are fully automated	10%
We are partially automated	49%
We plan to automate our processes in the next 6 months	10%
We plan to automate our processes but don't have a start date / more than 6 months out	14%
We are still investigating what AP automation could mean to our business	9%
We have no plans to automate our processes	7%
Other	1%

What is the estimated percentage of each of the following types of invoices you process?



Over the past three years, how has the total number for each of the following changed?



ACCOUNTS PAYABLE IS PREDOMINANTLY CENTRALIZED

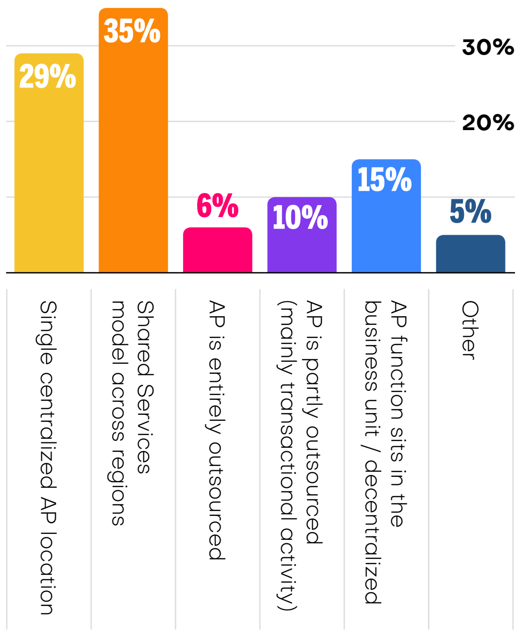
Even with the best, most talented workers at your disposal, inefficiencies within AP won't just cause problems within the team but it will also impact the rest of the organization. That's why keeping AP departments and teams organized and efficient is now becoming a number one priority when it comes to staying on top of the financials.

Rather than making mere step-change incremental improvements, the tried-and-tested solution for this is to implement a Shared Services Center (SSC) – most of which tend to be multi-function and therefore service a wide range of business areas. In this model, AP now becomes a stand-alone hub of efficient, standardized and automated processes, operating at a much lower cost.

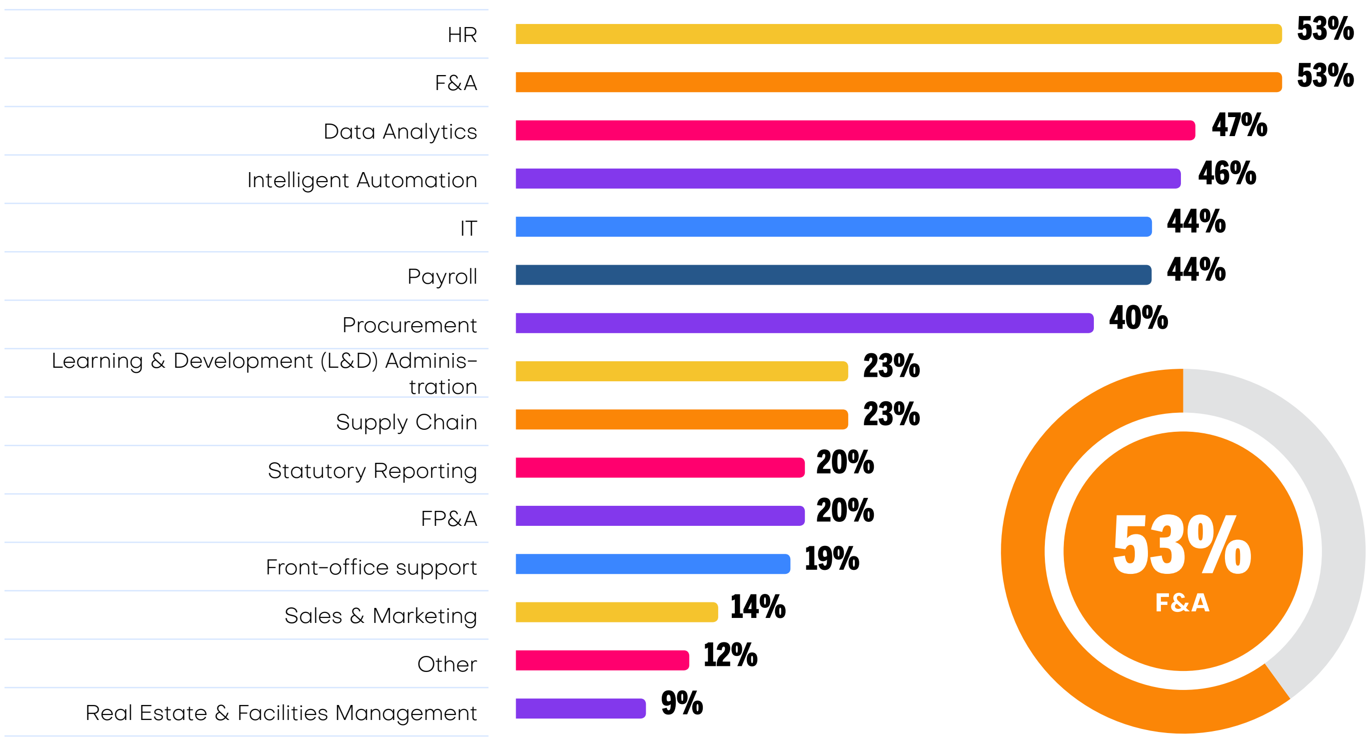
SSON's Global State of the Shared Services Industry Report 2020 shows us that 53% of respondents offer Finance & Accounting services from their center. Forty percent also offer procurement services (see chart below).

In keeping with this, the survey revealed that approximately two thirds of respondents are committed to centralization – essentially, Shared Services is an opportunity to deploy important resources elsewhere and totally reimagine the approach to AP operations.

What organizational model have you deployed for AP?



Which services does your SSC provide?



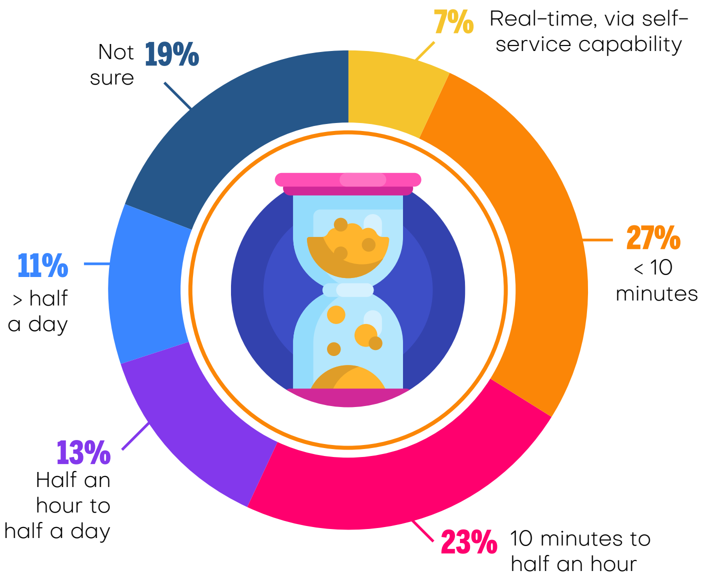
Source: SSON State of the Global Shared Services Industry Report 2020

BEST-IN-CLASS PERFORMERS PROCESS INVOICES IN LESS THAN 2 MINUTES

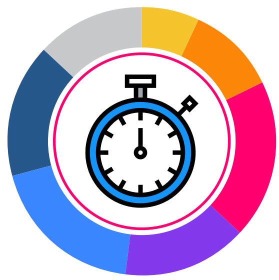
The first question researchers and analysts use to determine the maturity of any company's AP automation program is "how long does it take your company to process an invoice?" Industry standards are fairly consistent among analyst firms: low performing organization spend more than 10 minutes processing each invoice, while best-in-class performers typically do the same work in under two minutes. Average performers process invoices in 3 -10 minutes. These numbers may not seem significant in a vacuum, but add up multiple invoices over every day and the difference can be hundreds of thousands of dollars of costs per year.

Survey respondents showed that many teams are still spending a lot of time processing invoices – 35% fall into the low performing category, spending between 10-30 minutes per invoice. Only 20% achieve best-in-class times. And the remaining 40% are somewhere in the middle at 2–10 min per invoice. The same inefficiencies are apparent in the time taken to resolve supplier inquiries, where half of the survey's respondents confirm this takes more than 10 minutes (but less than half an hour); and nearly a quarter of respondents say it takes anywhere upwards of half an hour. This shows both a dramatic opportunity for improvement for many organizations, and a real danger for those that do nothing as profit margins get squeezed and more efficient global competitors come knocking.

On average, how long does it take to resolve a supplier inquiry?



On average, how long does it take your team to process an invoice?



Automated so < 30 seconds	7%
30 seconds–2 minutes	11%
2 – 5 minutes	19%
5 – 10 minutes	15%
10 - 20 minutes	19%
>20 minutes	16%
Not sure	13%

BENEFITS OF AUTOMATION RUN THE GAMUT

CONTROLLED SPENDING AND FASTER PROCESSING ARE KEY DRIVERS FOR AP AUTOMATION

So exactly what are organizations seeking to get from their AP automation program? We asked and respondents revealed the most compelling drivers for them to embrace automation fall primarily into three categories:

1) The need for greater control over cash management and spending

Gaining control over spend management is one of the key topics to emerge as the world shifted during the Covid-19 outbreak. The unpredictable nature of every industry became apparent as supply chains dried up and businesses without strong cash flow reserves or unstable cash flows became suddenly extremely vulnerable. For this reason if no other, it is more important than ever to be proactive in refining your overall supply chain and cash flow management strategy to ensure business continuity.

2) The need to reduce processing costs and errors

Everyone wants to reduce costs, and this has been the calling card of AP automation from the start. Companies that properly automate their AP processes can expect to reduce their costs and errors by 70–85% during primary invoice processing tasks. These sorts of numbers can easily produce a positive ROI on any technology investment in well under a year. Done right, it works.

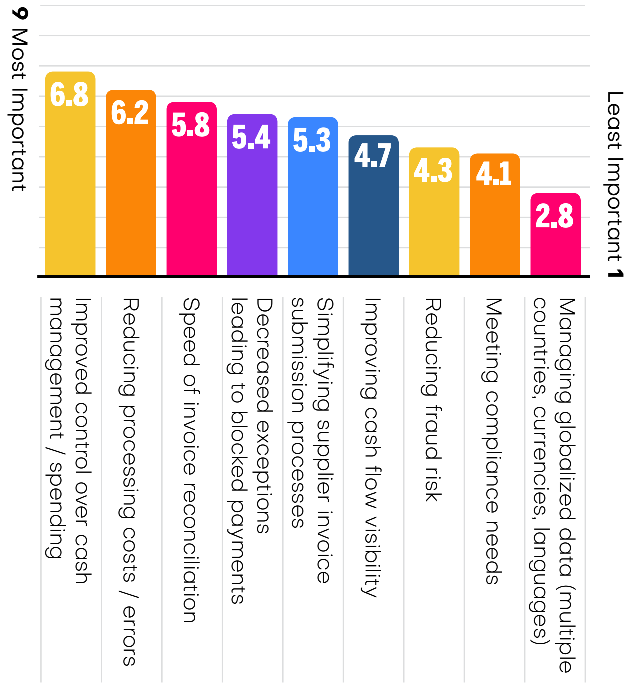
3) The need for speedier invoice reconciliation

Vendor payments account for one of the largest outflows of cash in most organizations, so ensuring proper and fast reconciliation against POs and packing slips is a critical task that can be very time consuming. Automating accounts payables can dramatically impact time and effort spent here, by ensuring data gets input and verified in all the correct places prior to paying any invoice.

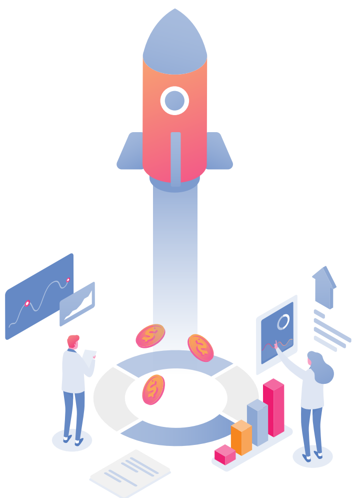
Having efficient accounts automation poses a very real and tangible solution to time and cost inefficiencies, while also reducing human errors and eliminating the need for a larger employee headcount. Moving to advanced automation technology for the proper management of AP is a prudent and inevitable next step for business growth and sustainability.

What are the key drivers for automating POs / invoices?

Rank from least important (1) to most important (9))



The data in the chart above shows the average ranking of over 100 respondents. '**Improved control over cash management/spending**' proved to be the most important driver for automation, whereas '**Managing globalized data**' was ranked least important overall.



LACK OF BUSINESS CASE OR INTERNAL RESOURCES PREVENTS AP STREAMLINING

From the survey results we see a clear trend towards automation, and a commitment to increasing cost and time efficiency within AP processing.

When asked about the most significant factors preventing a switch to AP automation, over half of respondents reported that this was down to a lack of compelling business case to convey value, a lack of internal resources or concerns about change management.

A pattern is most definitely forming here.

It so commonly is the case that companies don't see value or a potential return on investment for allocating resources to AP processes. The bridge isn't burning, so why would they waste the water they need for exterminating other fires?

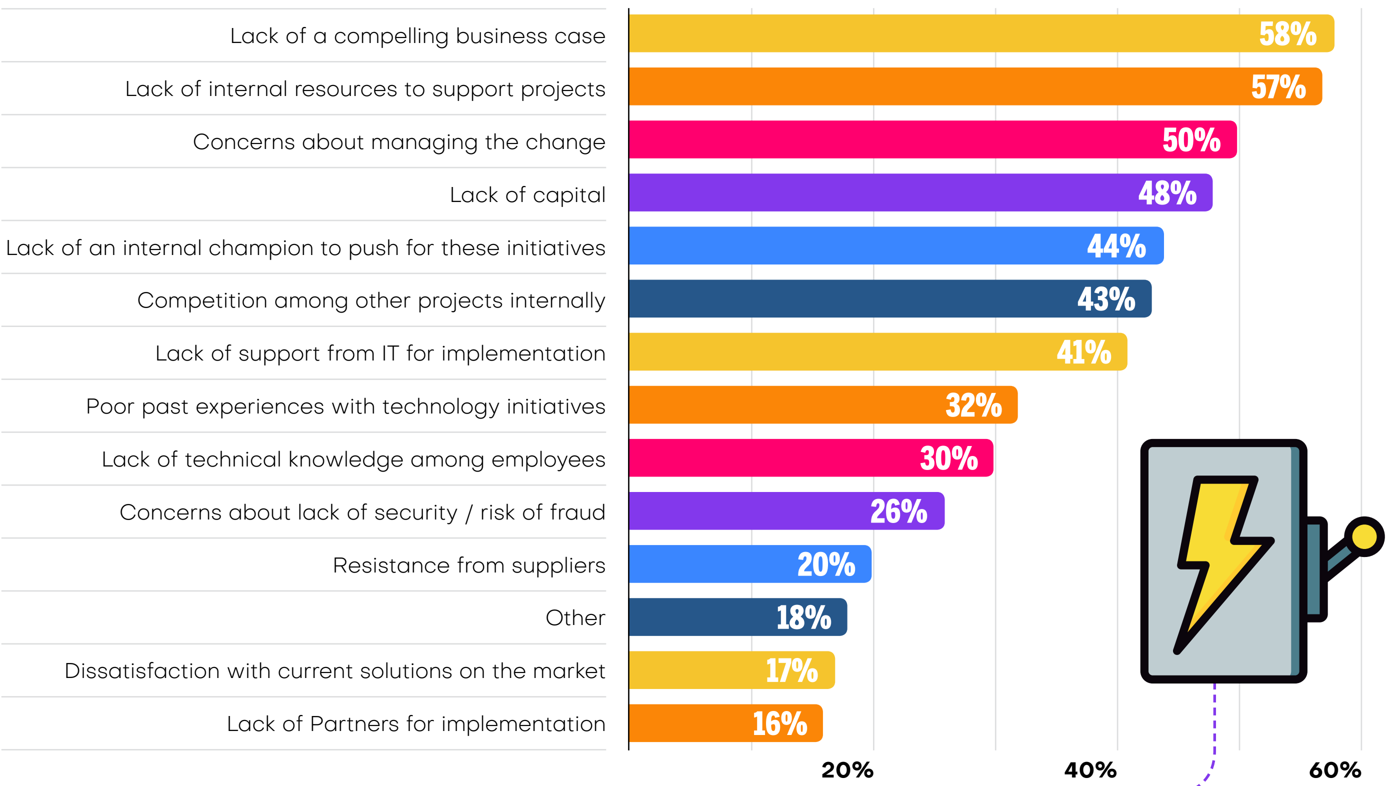
The 'cost center' label so often assigned to AP reflects a relatively diminished view of the department when compared to areas or divisions that generate revenue. This is a lost opportunity.

The efficiency of AP directly influences an organization's financial stability. Without the right book-keeping and accounting system, vendors lose patience, reputation suffers and you gamble immunity to financial fraud.

CFOs who do not develop an effective control over their AP strategy can severely limit their company's liquidity, leaving them with insufficient cash on hand when they have narrow windows to seize new opportunities.

What is preventing your organization from switching to automated AP solutions?

(multiple options selected)



WHERE DO THE **OPPORTUNITIES LIE?**

As we explored on page 3 ('Optimizing Accounts Payable: Why It Matters'), companies are expressing a clear commitment to growth and expansion of their AP automation work. Almost 60% of respondents have either fully or partially automated their AP processes, and a further 24% are committed to automating their AP continuum in the near future.

This is, however, not where it ends – there are other opportunities to expand the scope and benefits of AP automation.

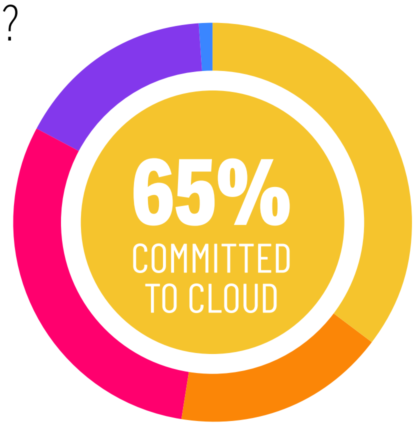
Results also indicate a trend towards moving AP to the cloud/ software-as-a-service (SaaS), with the key driver being the relatively low upfront capital investment.

SSON's [State of the Global Shared Services Industry Report 2020] tells us that over a third of respondents say cloud defines most of their technology use, and that a further 30% are making a significant shift to cloud-based technologies.

It's not uncommon for organizations to fear moving to a cloud solution, just as there is a trepidation at the thought of moving to any newly emerging technology. Yet, moving departments like AP to a cloud solution is an increasingly popular choice, not just for conglomerates, who may have their own cloud systems, but also for smaller mid-sized organizations that want to avoid a large upfront investment, yet reap the flexibility of a cloud-based model.

What is your adoption of cloud-based technologies?

'Cloud' defines most (>50%) of our technology use	**35%**
'On Premise' defines most (>50%) of our technology use	**17%**
Still mostly 'On Premise' but shifting significantly to cloud	**30%**
N/A / No use of cloud / I don't know	**16%**
Other	**1%**



Source: SSON State of the Global Shared Services Industry Report 2020

What are top drivers for moving AP to the cloud / software-as-a-service?

Rank from most important (1) to least important (5)

2.8	Little to no upfront capital investment
3.1	Faster time to value
3.6	Minimal IT involvement
3.8	No required software or hardware
3.9	Reduced risk
3.9	Reduced on-going maintenance, upgrades, and support costs

Most Important ← → **Least Important**

CHANGE IS IN THE AIR

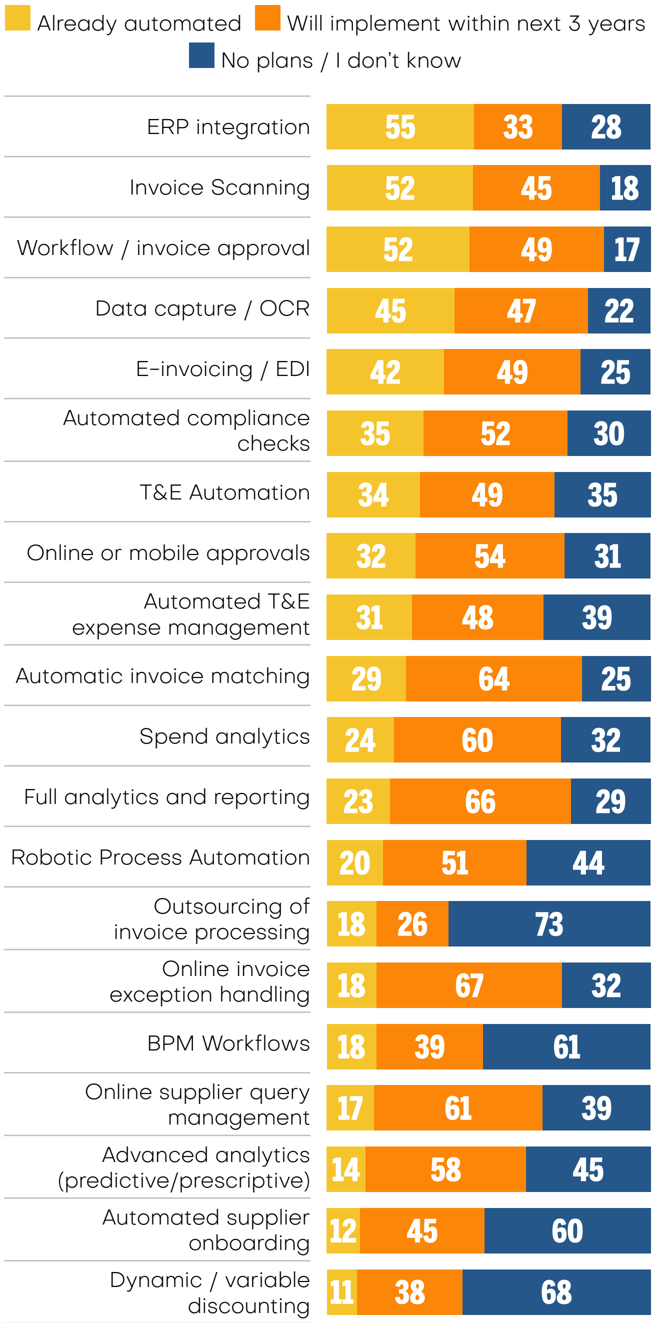
The data shows a strong commitment to increasing efficiency, with close to half of respondents already automating multiple aspects of their AP processes. The most common starting areas tend to focus on basic activities such as invoice scanning, data capture/OCR and workflow management.

And while almost 20% of respondents have implemented automatic invoice-matching, another 33% consider it a go-forward high priority. This makes sense when you consider the incredibly tedious work involved in matching POs and invoices, especially 3-way matching where the goal is to highlight discrepancies across multiple documents - POs, order receipts and invoices at once. The time-savings alone for this portion of AP automation is well worth the effort to any organization.

Next, advanced spend analytics and reporting tools stood out as top growth areas. For 1/3 of respondents, advanced analytics is a work in progress and is most definitely on the agenda. The logic here follows that delivering insight to management about the success of your program can elevate the visibility and strategic nature of your team's work. The more leaders see how AP isn't just a cost center but a true business value driver, the better. Stronger AP analytics is the right tool to achieve this level of visibility into the company's inner workings and can be especially important in this world of volatility and supply chain struggle.

Lastly, advancing invoice exception handling and expanding the use of e-invoicing are two additional growth areas for 2020. When it comes to exception handling, it goes without saying that the less work you need to do to double check entries and avoid errors, the better. There are a few ways companies can accomplish this goal – one is to have a stronger capture solution at the front end that produces fewer errors. The second is to skip the need to capture documents altogether by implementing e-invoicing. E-invoicing avoids all the traps of poor capture work because it puts the invoice data directly into the system of record without requiring it be read, matched and verified by hand.

Which of these processes are already automated or considered operational priorities for your finance team going forward?



Where Companies Begin

Companies start with the basics - 42% have done these things already

- Invoice Scanning
- Data Capture / OCR
- Invoice approval workflows
- ERP integration

What's Next

Top focus areas for companies looking to automate (over 50% committing to do it in the next 3 years)

- Automatic invoice matching
- Full analytics and reporting / Spend Management
- Online supplier query management
- Online and mobile approval

Not on the list

Things companies least interested in taking on

- Dynamic variable discounting
- BPM Workflows
- Outsourcing of invoice processing
- Automated supplier onboarding

THE TIME IS NOW

It is clear from the survey results that AP automation is the principal opportunity today, and companies that don't want to be left behind need to start their journey now if they have not already. Companies don't need to go big. You can start small, but you must start. If time and budget are your top concerns, consider a cloud-based invoice capture, coding, matching and verification software that can be added via connector or API to your ERP to work in conjunction with it and start saving your team time and money in just a few months. You can build from there and dramatically improve your per invoice numbers overnight. Here are some tips on how to get started:

DEVELOP A CORE STRATEGY

What's your goal for automation? What's your budget? How will AP employees use their time when the manual tasks no longer exist? The first step in improving the AP process is to have a plan, and these are the primary questions companies need to ask themselves before beginning the automation journey.

GATHER BASELINE OPERATIONAL DATA AND COMPARE WITH INDUSTRY BENCHMARKS

Document primary approval and exceptions workflows (involving front-line payables staff in this process), and be sure to capture unique workflows for different types of invoices, suppliers and business units. Next, it's critical to gather baseline operational data such as annual invoice volume, cost per invoice, number of FTEs and total annual AP cost, then compare against industry benchmarks. At this point you have enough information to build your business case.

CREATE A BUSINESS CASE AND GAIN BUY-IN FROM LEADERSHIP AND KEY STAKEHOLDERS

As with any major overhaul project, approval and buy-in from higher management is necessary. For AP automation the difficulty often arises when upper-level finance executives and the IT department are hesitant to approve the switch – they believe current systems are working just fine, or they may simply not see the value in giving priority or valuable resources to 'back office' renovation. In this situation, it is best to outline how a new software system will add value (e.g., current costs vs. potential cost savings, increases in employee productivity, etc.).

ASSIGN RESPONSIBILITY

There needs be one person or one team responsible for overseeing the project. They should be the key point of contact for dealings with software vendors - the ones that will be in charge of carrying out its implementation where necessary. They will also be the go-to person/people if there are issues with the automation platform, and in general need to be capable of steering things in the right direction, monitoring issues and optimizing results.

CHOOSE THE RIGHT VENDOR

The options range from setting up an on-site server that handles AP automation, to cloud-based software that employees use, to outsourcing the entire department. Software-as-a-service (SaaS) solutions tend to be the more popular choice for those that want to reduce upfront costs of hardware, software and heavy installation costs. It only requires you find a solution that will work with your ERP back end. SaaS offerings also free your team from managing most of the implementation work and maintaining the system. Whatever your needs are, it's important that you find a vendor that is aligned with your objectives and one that is forward thinking and adaptable to your changing needs.

PAY ATTENTION TO THE METRICS

Put simply, keep track of the numbers that will define your success. There are plenty of performance indicators that signal the overall health and contribution of AP, but it's important to nail down the ones that really matter and are easily measurable. These can include average time spent per invoice, percentage of straight-through processing, number of discrepancies, number of payment errors, number of returned payments, number of "support calls" and/or emails from vendor inquiries about payments, and headcount or 'man-hour' differential before and after automation.

CASE STUDIES: **KOFAX** IN PRACTICE

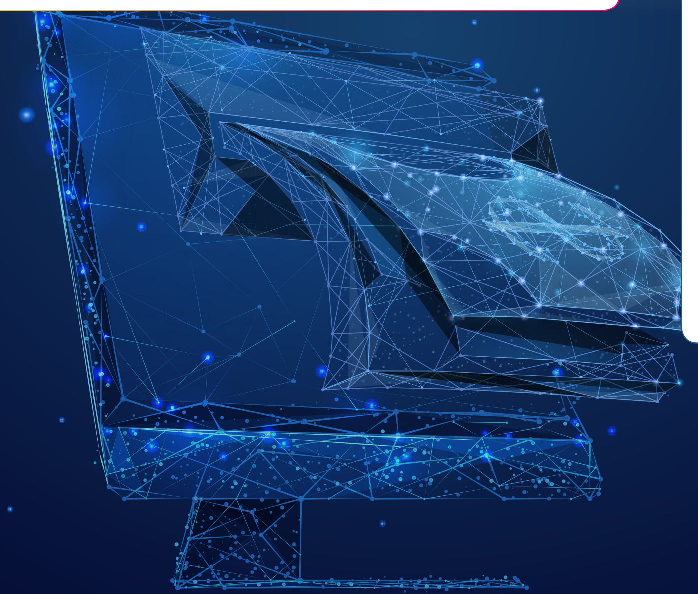
CASE STUDY 1: TOYMASTER

A central invoice processor for over 250 independent toy shops in the UK, Republic of Ireland and Malta, Toymaster handles transactions in excess of £40 million a year. Prior to implementing Kofax ReadSoft Invoices™ and then later Kofax ReadSoft Online, Toymaster processed the majority of its members' transactions manually.

Matthew Dymock, Systems Administrator at Toymaster, explained: "To start with, there were the infrastructure costs of separately processing hundreds of members. We had to maintain individual pigeonholes for each of our stores, and mail out invoices twice a week. The flow of paperwork was irregular, with a quiet start to each month followed by a flood of invoices at the end, meaning we weren't using our staff members' time efficiently."

The inefficiencies of the manual system, coupled with the challenge posed by new industry regulations, prompted Toymaster to invest in automatic invoicing technology. Today, the Kofax solutions help Toymaster to process 30,000 invoices per year while enabling the reallocation of 21 full-time employees.

Matthew elaborated: "Now that we no longer have to keep track of paper invoices, many of our operational costs have disappeared. We have saved around £12,000 a year on postage alone, and staffing costs have been significantly reduced. It used to take 38 staff members to process all of our invoices, and now we can process the same number with just 17 people."



CASE STUDY 2: MYHEALTH MEDICAL GROUP

In eastern Australia, Myhealth Medical Group is on the front line of patient care. Through 100 clinics across three states, the organization delivers healthcare services to some 1.2 million Australians annually.

With its business expanding rapidly, the organization's accounts payable (AP) function was under particular strain, and required one full-time equivalent worker to process around 1,500 invoices per month for 50 clinics.

Ferdia Doherty, Financial Controller at Myhealth Medical Group explained: "In the past, each of our clinics would save their invoices to a shared drive for manual processing by our AP team. We used an invoice scanning tool designed for small businesses to extract data from the invoices and add them to our AP system for payment. One of the challenges of this way of working was the tool's limited accuracy, which meant that double payments were an ever-present risk."

Having moved to Microsoft Dynamics 365 for Finance and Operations, the organization knew that its existing invoice scanning tool would be unable to integrate with the new enterprise-class ERP platform, and looked for a new solution for invoice-processing automation. Following an extensive review of the market, Myhealth Medical Group determined that Kofax ReadSoft Online was the best fit for its operational requirements.

"Our research into the Kofax solution quickly convinced us that it was the right fit for our business needs," recalls Ferdia. "When you process as many invoices as we do, human error becomes all but inevitable if you rely heavily on manual data entry. Since we transitioned, we've reduced the time spent on invoice processing by 30 percent—a significant increase in efficiency despite the increase in our invoice volumes. We estimate that the improvement we've driven in our invoice processing accuracy has saved us around AUD$10,000 since the solution went live."

A WORD WITH THE EXPERTS

We spoke with **Jim Nicol**, *Executive Vice President of Products at* **Kofax**, to gather his thoughts on the survey findings and what future steps should be taken.

JIM NICOL

EXECUTIVE VICE PRESIDENT OF PRODUCTS
KOFAX

Q: Jim, which of the survey's findings was most surprising to you?

A: I was most surprised at the variance of respondents in this survey. On the one hand you have highly automated organizations –the 10% that report having fully automated their entire AP processes. They capture printed invoices and use e-invoicing, conduct line item matching, coding and verifying data until it pours into their ERP. These are the market leaders. Another 10% joins them with best-in-class invoice processing times under 2 minutes. But then we see the other side of the spectrum where 30% of respondents are not yet automating much at all and really have no idea if or when they will. These are likely the folks spending between 10-30 min on each invoice. This says a couple of things to me – there remains opportunity for enhancing results even for those companies that think they are automated; and at the same time, a large chunk of companies need to really start thinking how they can get involved with automation to meet the needs of the future.

Q: COVID-19 has radically influenced the future of work. In what ways has AP automation become more critical than ever?

A: According to the National Bureau of Economic Research, 88% of job loss over the last three recessions took place in 'routine' automatable occupations. Automation is here to stay and will no doubt pick up speed given today's circumstances – specifically, the shift to a remote workforce has most definitely highlighted the need for a paperless environment. It's unlikely this will ever reverse back to pre-COVID conditions, so companies will be wise to start embracing the automation opportunities they have in the AP space sooner rather than later.

Q: What questions should companies ask themselves about their existing systems and future objectives before they choose a particular vendor/solution?

A: Companies should beware of taking a siloed tool set approach to automation. If you've already got a number of systems in place, then getting more of them to integrate and work seamlessly together can be a challenge. Single point vendors risk bringing more confusion into the mix. Alternatively, a company like like Kofax has a complementary network of offerings and services across all layers of automation that can support not just your AP team, but all aspects of your business including RPA.

Q: What separates Kofax from other AP automation solutions?

A: Kofax takes a holistic approach to helping companies implement automation. We have a complete platform with options for every phase and budget, allowing us to start where your needs are today and grow over time with you. We offer choice and flexibility depending on your ERP system, your location requirements (on-premise or cloud) and your customization needs. All of our solutions are grounded in AI, with machine learning and NLP built in. Should you need help setting up your solution, we have a robust partner network and also an internal professional services team to help you implement your solution and integrate it with your systems.

Jim Nicol is Executive Vice President of Products at **Kofax**. He also served as Vice President and General Manager of the Captiva Product Business Unit at EMC, where he was responsible for product strategy, product management and marketing, engineering, quality assurance, mergers and acquisitions, and strategic initiatives.

STRIVING FOR A NEW NORMAL

The overall results of the survey clearly reveal that today, a growing number of organizations are seeking AP solutions that automate the invoicing and payments process. The key objectives are to cut costs, decrease fraud, improve efficiency, and gain more visibility into payment data.

The simple fact of the matter is that pushing paper around, manually keying in data and cross-checking numbers just isn't practical. It's time-consuming, expensive, and laborious, but ultimately can be avoided by leveraging technology, ensuring processes are well-governed and using experienced resources.

Automated systems built around online accounting software bring order and efficiency to AP, and offer benefits like enhanced controls, increased efficiencies, improved cash flow planning and reduced costs. By implementing a streamlined process, you can reduce errors and transition your team's time from repairing business relationships to building them.

In the end, AP teams are essential and must be equipped with the appropriate software and tools to carry out their jobs. If you want your business to succeed, this is a crucial process that cannot be overlooked.

Streamlined AP processes must now become a reality, and a key survival tool at your disposal.

In partnership with:

KOFAX

ABOUT KOFAX

Kofax software enables organizations to Work Like Tomorrow™ – today.

Our Intelligent Automation software platform helps organizations transform information-intensive business processes, reduce manual work and errors, minimize costs, and improve customer engagement. We combine RPA, cognitive capture, process orchestration, mobility and engagement, and analytics to ease implementations and deliver dramatic results that mitigate compliance risk and increase competitiveness, growth and profitability.

Visit www.kofax.com for more details.

ABOUT THE SHARED SERVICES & OUTSOURCING NETWORK (SSON)

THE WORLD'S LARGEST SHARED SERVICES & OUTSOURCING NETWORK

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 recognized the revolution in support services as it was happening, and realized 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, and more.