

November 30, 2021

RADIANCE ON THE ROAD

LONDON

How **AstraZeneca** is Accelerating Innovation In Order To Cash For Long Term Success

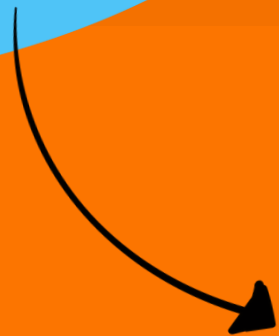


Paul Buckham

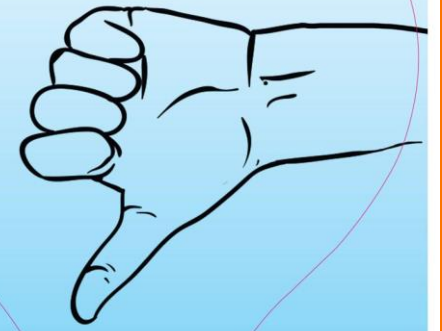
Global Process Owner, Contract to Cash

AstraZeneca 

How Do I Cast My Vote During the Presentation?



Thumbs Up for Option 1



Thumbs Down for Option 2

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About AstraZeneca

- ❖ AstraZeneca is a leading global biopharmaceutical business and our innovative medicines are used by millions of patients worldwide
- ❖ Our 3 main therapy areas include 1) Oncology 2) Cardiovascular, Renal and Metabolism 3) Respiratory and Immunology. Recently expanding into Rare Diseases and Vaccine
- ❖ Delivered more than **2 Billion** doses of our COVID-19 vaccination, contributing 30% to the vaccines provided by all pharmaceutical businesses worldwide

AstraZeneca 

Annual Revenue **\$26 Billion**

By Numbers

10% increase in FY 2020.

As an Organisation, We are Committed to

ACCELERATED INNOVATION

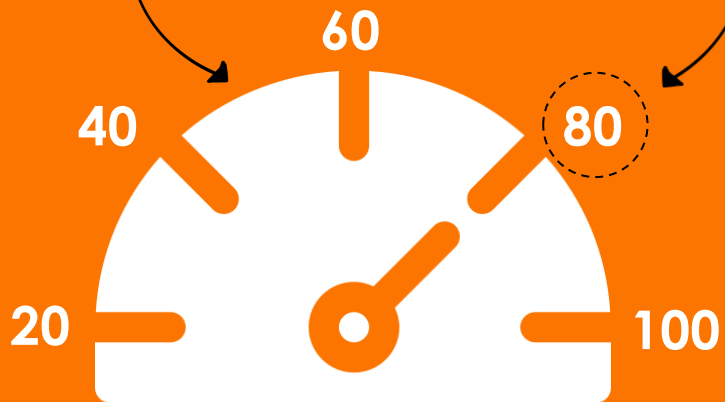
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1. Leveraging next-generation transformation and automation capabilities to progress faster than peers in the industry

The Accelerated Innovation Goal For Our O2C

We are somewhere here currently

We want to be here



But why grow upto 80% and not all the way to 100%?

1

Is your goal to make your order to cash department the best in your industry?

- Yes, That's what we are working towards
- No, We don't think its possible



BEST IN CLASS



**GOOD
ENOUGH**

Given the kind of investment that we are willing to make, and where our processes are currently, we realistically expect to get 80% of what's best-in-class for A/R in the long-term

How We Are Taking The Plunge To Get To Our Order to Cash Goal



**Standardisation &
Centralisation of
Global Operations**



**Automation
& Digital
Transformation**



**Effective Project
Management &
Coordination**

Our Order to Cash Landscape Today



Standardisation and Centralisation of Global Operations at AstraZeneca



Standardisation &
Centralisation of
Global Operations

“We want to build a robust framework for all our BPOs and captive shared service centres to operate with maximum efficiency”

Standardisation and Centralisation of Global Operations at AstraZeneca



- View our BPO as a part of our business
- Included BPO and captive shared services centers in our process workshops
- Shared our transformation vision and direction
- Took time to understand business requirements tailoring our approach to targeted automation and process efficiency
- Established a baseline to build from with continuous process improvement - the push is still ongoing

2

**Do you have experience with automating order to cash
(in your current organisation, or at a previous one?)**

- Yes, I do
- No, I don't

Automation and Digital Transformation at AstraZeneca

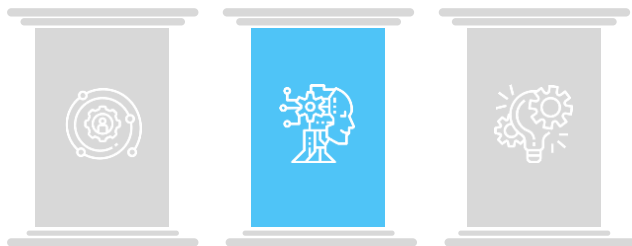
Pre - Automation Landscape



- Multiple SAP systems are all configured differently
- We wanted to build a simplified architecture with specialized cloud-based SaaS solution
- This approach would also allow for flexibility to support different business model requirements
- We identified a number of potential automation and digital opportunities across the end to end process
- The key areas where we focused on for automation were order entry, cash application, deductions and collections

Automation and Digital Transformation at AstraZeneca

Business Value Metrics That We Aimed to Impact with Automation



- Cost to Serve
- Turnaround/response time
- Collections effectiveness index
- Straight through processing rate

Automation also enabled the tracking of team KPIs in real-time and across the organisation

Effective Project Management and Coordination



Effective Project
Management &
Coordination

“There are several parameters during transformation that are out of anybody’s control. Effective project management is key to stay on track and drive larger value in a shorter time frame.”

Effective Project Management and Coordination at AstraZeneca



- Ensure that you coordinate continuously with the IT support team (IT Project Manager/ IT Analysts)
- Ensure that you and your vendor have an aligned view of what success looks like from RFP, and agreed MSA or SOW
- Set clear expectations for all stakeholders
- Have a stoic approach to the transformation project



**Your Digital Transformation Project.
It's not a sprint. It's a marathon.**

Best Practices To Avoid Burning Out While Driving a Transformation Project

1

Assess the need & requirements of a new system

2

Align it to your organisational goals and expectations

3

Have long term & realistic expectations about the new system

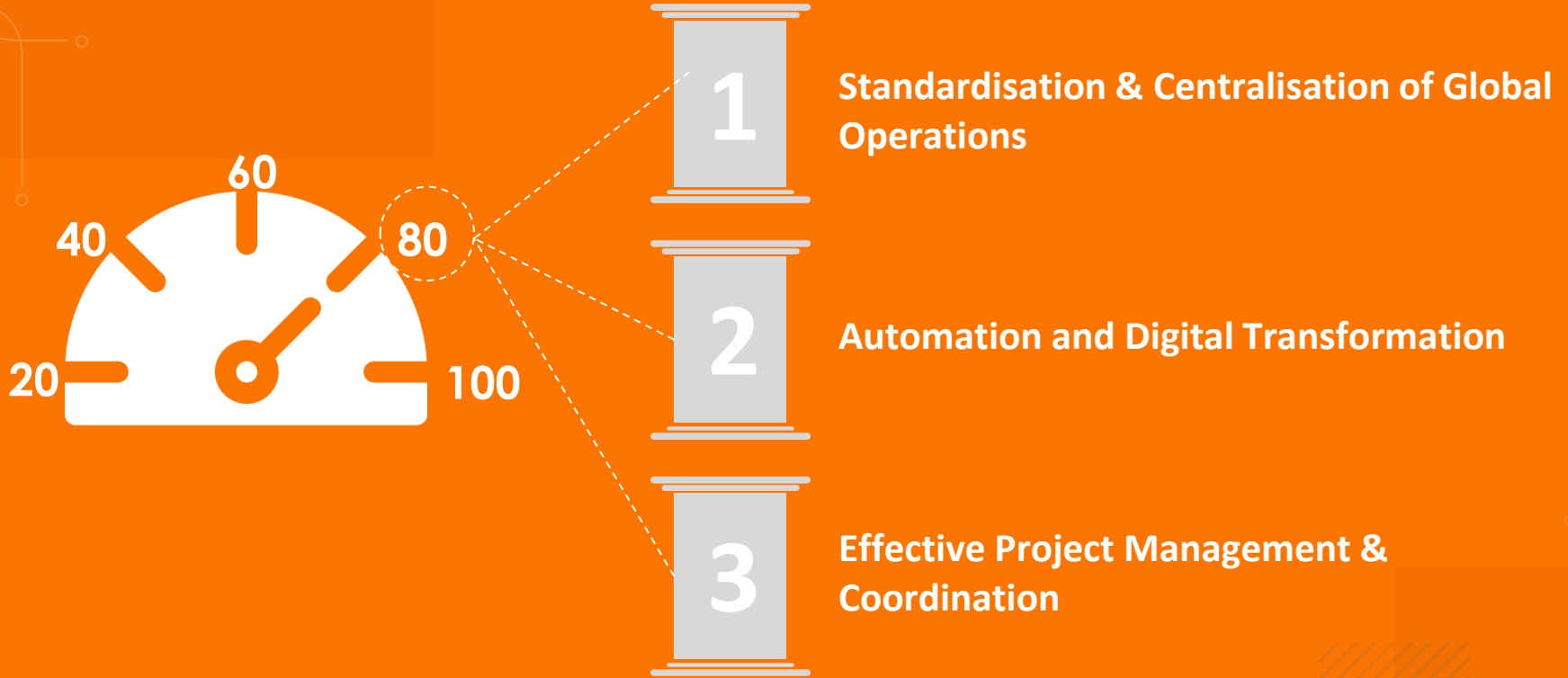
4

Evaluate the performance of the new system regularly

5

Ensure user adoption of the new system to make the best of it

The 3 Pillars To Running a Successful Marathon







Food For Thought

- What are some of the business value metrics that one must highlight to get the CFOs buy-in on a finance transformation project?
- What are some of the key factors to evaluate in a vendor before entering in a long term partnership for end to end order to cash automation?
- Are there certain best practices that you can share with us to enable better collaboration between the Finance and the IT departments while implementing an automation solution?
- What are certain factors that disrupt an implementation project that are not in anyone's control? How does one account for them when creating an A/R automation timeline?

RADIANCE ON THE ROAD

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NEXT SESSION

Speaking Session

Lunch @ Lower Deck

Network with your peers and visit HighRadius
Demo Stations

12:40 GMT