



How A/R Data can Help Drive Sales?

George Uko

Manager of Credit and Collections

- Strong background in credit management, collections, business analysis and risk assessment
- Deep expertise in credit and collections with eminent brands such as Thermo Fisher and Bayer
- With a process improvement oriented mindset, George continuously seeks ways to improve productivity and efficiency

RADIANCE

— 2 0 2 3 —

STAPLES
The Office Superstore

& Ship

About Staples



Established in 1946

HQ - Overland Park, Kansas City, US

We're the global leader in branded merchandise, with unmatched service and thousands of products to choose from. We're committed to helping you find the best solution for all of your branded merchandise needs



75 marketplaces worldwide

The Poll Question

Register your vote through Webex Events App



What is the biggest disadvantage of driving A/R processes manually?

A Unable to Prioritize High Risk Accounts

C Unable to Track Collectors' Efficiency

B Lack Insights for Assigning Credit Limits

D No KPI Visibility for Better Decision Making

Context

Automation with HighRadius helped us decode collections data to extract measurable value. To achieve that, we took the following steps



Key Objectives @Staples



Equip Collectors and Sales Team

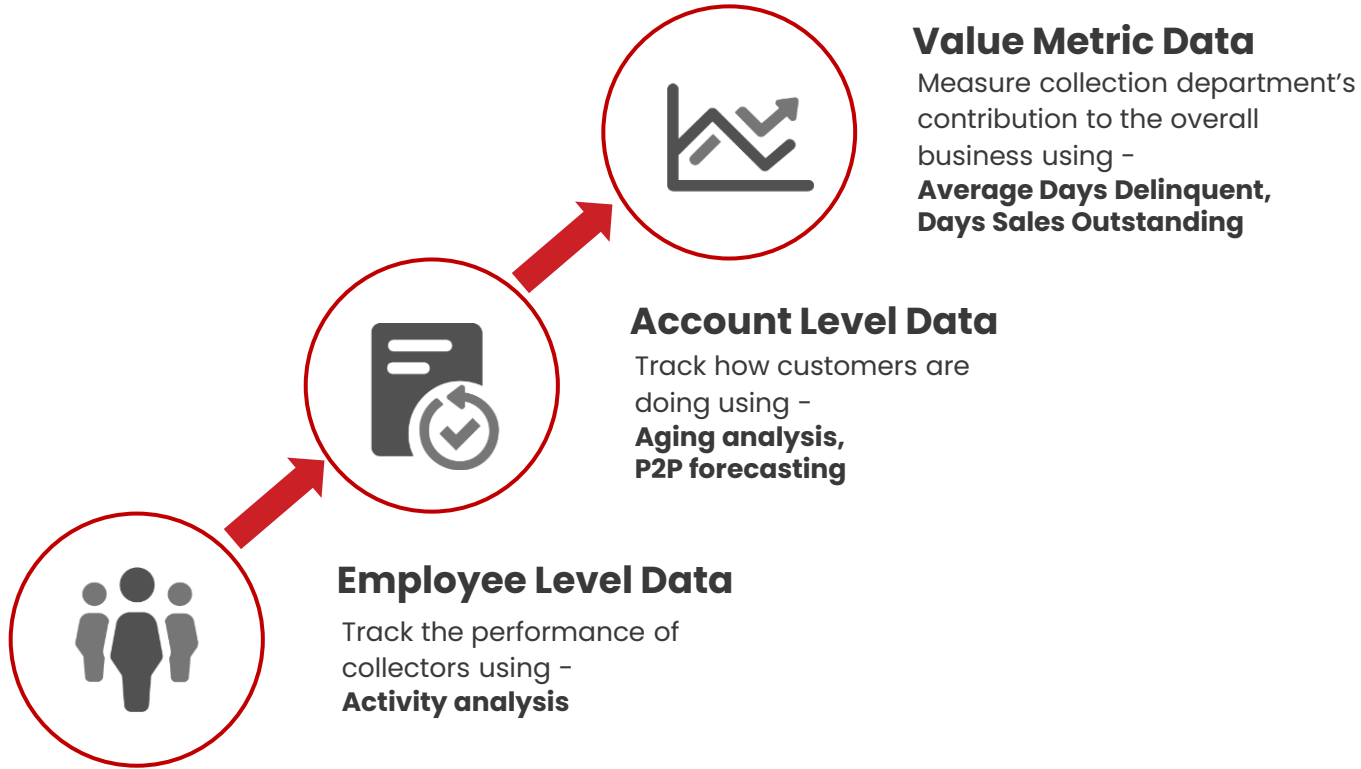
with right insights to prioritize accounts for recovery and follow-up conversations



Equip Senior Leadership

with better visibility to identify customer categories for increasing sales

How We Collected Data @Staples



Key Performance Indicators

Based on the data collected, the KPIs are categorized into leading and lagging indicators

Leading Indicators

Daily and weekly metrics about the collection team's overall productivity



Overall past due percent



Days sales outstanding - Daily/Weekly



Collector effective index



Percentage of outbound calls resulting in promise to pay

Lagging Indicators

Long-term trends in key collections metrics for the leadership



Overall past due percent - Across aging buckets



No. of past due accounts - Across aging buckets



Days sales outstanding (DSO) change



Total \$ in Promise to pay + Number of P2P accounts per collector



Reject correspondence as percent

Our Main Collections Dashboard

ALEX

REP NAME	CUSTOMER NAME	CUSTOMER No.	CUSTOMER BAL	CURRENT BAL	0-30 DAYS PAST DUE	31-60 DAYS PAST DUE	61-90 DAYS PAST DUE	91-120 DAYS PAST DUE	TOTAL PAST DUE
LAUREN	AIR	761021	\$54,142.62	\$19,733.57	\$27,227.08	\$1,885.26	\$0.00	\$1,160.16	\$34,409.05
LAUREN	AIR	787254	\$159,176.64	\$130,961.66	\$28,214.98	\$0.00	\$0.00	\$0.00	\$28,214.98
LAUREN	MEDIPHARM	788856	\$2,215.47	\$622.83	\$0.00	\$0.00	\$1,592.64	\$0.00	\$1,592.64
LAUREN	THE TDL GROUP.	786739	\$575,423.71	\$0.00	\$533,707.87	\$0.00	\$41,715.84	\$0.00	\$575,423.71
LAUREN	TIM HORTONS	782207	\$30,519.68	\$6,436.60	\$14,362.87	\$4,333.93	\$5,386.28	\$0.00	\$24,083.08
*TOTAL			\$856,778.72	\$182,413.16	\$612,822.90	\$6,219.19	\$48,694.76	\$1,160.16	\$674,365.56

LAUREN	TIM HORTONS	00782207	510	1	\$30,519.68	\$6,436.60	\$14,362.87	\$4,333.93	\$5,386.28	\$0.00	\$0.00	\$0.00	\$24,083.08
*TOTAL ALEX					\$856,778.72	\$182,413.16	\$612,822.90	\$6,219.19	\$48,694.76	\$1,160.16	\$1,332.00	\$4,136.55	\$674,365.56

Our Main Collections Dashboard (2)

Customer Number	Customer Name	SALES REP NAME	Create Time	Invoice Number	Invoice Amount	Invoice Date	Due Date	Days Past Due	Payment Terms	Valid Open Amount	Latest User Notes
216	FAIRFIELD	TISHA STRAKUSEK	2018-10-04 4:13:54	16387932	-1,078.65	10/03/2018	11/02/2018	1537	30	\$458.33	2/22/19 sent to Cash App to apply credits to open balance. jc
309	P JOHNSON	SIMONE SHAUGHNESSY	2019-03-12 4:13:45	16602823	19,962.15	03/11/2019	04/10/2019	1378	30	\$475.00	4/1/19 rcvd \$36,759.67 multiple acnts. jc
253	JOHNSON	SIMONE SHAUGHNESSY	2018-11-08 4:18:17	16567078	10,748.85	11/07/2018	12/07/2018	1502	30	\$941.00	11/28/18 \$30,721.88 on-acct for order 16155323. \$10,748.85 goes to 16567078. The rest hasn't invoiced yet.
272	ALTAGAS	SHARON HEATH	2019-01-16 4:16:08	16904109	3,120.68	01/15/2019	02/14/2019	1433	30	\$2,587.00	Comms breakdown. Engage Josh from sales to engage with Altagas peers
56	HOUSTON	SHANNAN BEASON	2018-04-04 18:17:59	14585605	4,738.56	01/04/2018	02/03/2018	1809	30	\$2,500.00	4/3/2020 submitted req to write off 351.13 to tax
290	SPRINKLR	KAREN FRIEDLAND	2019-02-14 4:17:18	17095712	1,005.74	02/13/2019	03/15/2019	1404	30	\$963.00	1/31/20 ap is asking Cheyenne Dermody what invoices are currently on hold IB

290 SPRINKLR KAREN FRIEDLAND 2019-02-14 04:17:18 17095712 03/15/2019 1404 16902685 30 1,005.74 02/13/2019 \$ 1/31/20 ap is asking Cheyenne Dermody what invoices are 963.00 currently on hold IB

Collections Dashboard - Customers View

Customer Number	Customer Name	Committed Amount	Processor	Current Amount	0 - 30	31 - 60	61 - 90	91 - 120	121 - 150	151 - 364
2	UNITED	\$ -	JT	\$ -	\$ -	\$ -	\$2,152.20	-\$219.62	\$ -	\$ -
3	GREATER TWIN CITIES	\$ -	JT	\$ -	\$430.93	\$ -	\$1,193.63	\$ -	\$ -	\$ -
7	SPOKANE COUNTY	\$ -	JT	\$ -	\$443.18	\$ -	\$1,171.67	\$ -	\$ -	\$ -
8	LARIMER COUNTY	\$ -	JT	\$ -	\$ -	\$ -	\$972.16	\$ -	\$ -	\$ -
2	THE BAY AREA	\$ -	JT	\$ -	\$449.00	\$ -	\$431.51	\$863.03	\$ -	\$ -
3	ESCAMBIA COUNTY	\$ -	JT	\$ -	\$ -	\$ -	\$338.81	\$ -	\$ -	\$ -
7	WORLDWIDE	\$693.55	JT	\$ -	\$3,640.42	\$357.42	\$197.93	\$ -	\$ -	\$ -
8	1000 LAKES	\$ -	JT	\$24.01	\$201.50	\$ -	\$176.71	\$ -	\$ -	\$ -
3	MASSA. BAY INC.	\$ -	JT	\$ -	\$207.89	\$435.61	\$140.22	\$2,956.20	\$ -	\$738.63

Collections Dashboard - Invoices in Different Aging Buckets

Customer Number	Customer Name	SALES REP NAME	Create Time	Invoice Number	Due Date	Days Past Due	Order No.	Payment Terms	Invoice Amount	Invoice Date	Valid Open Amount
652764	UNITED	CORRIE	2022-06-10 4:33:38	24208288	07/09/2022	191	2420	30	368.42	06/09/2022	\$368.42
656372	GREATER TWIN CITIES	CORRIE	2022-06-10 4:33:41	24057190	07/09/2022	191	2464	30	596.25	06/09/2022	\$596.25
656372	SPOKANE COUNTY	CORRIE	2022-06-17 4:45:03	24220594	07/16/2022	184	2405	30	1,887.60	06/16/2022	\$1,887.60
687269	LARIMER COUNTY	CORRIE	2022-06-21 4:47:06	24172704	07/20/2022	180	2485	30	3,903.65	06/20/2022	\$3,903.65
652507	THE BAY AREA	CORRIE	2022-06-30 4:48:22	24118252	07/29/2022	171	2412	30	198	06/29/2022	\$198.00
652507	ESCAMBIA COUNTY	CORRIE	2022-07-06 4:41:58	24355880	08/04/2022	165	2435	30	540.63	07/05/2022	\$540.63
687249	WORLDWIDE	CORRIE	2022-07-07 4:51:56	24283635	08/05/2022	164	2415	30	595.2	07/06/2022	\$595.20

00687269 RIVER REGION UWW CORRIE 2022-07-07 04:51:56 24283635 08/05/2022 1350 164 24151466 30 595.20 07/06/2022 \$ 595.20

Top Past Due Accounts

Customer Number	Customer Name	Committed Amount	Processor	SUPERMAJOR	Current Amount	0 - 30	31 - 60	61 - 90	91 - 120	121 - 150	151 - 364
Customer Number	Customer Name	Processor	Current Amount	0 - 30	31 - 60	61 - 90	91 - 120	121 - 150	151 - 364		
383	WASTE	Debbie	\$5,024,108	\$1,613,761.46	\$ -	\$ -	\$778.94	-\$51.57	\$ -		
450	ARVATO	Amy	\$ -	-\$3,900.00	\$1,466,487.00	\$ -	\$ -	\$ -	\$ -		
983	KR	Jeremy	\$381,442	\$809,893.36	\$205,826.09	\$134,264.91	\$20,236.86	\$14,489.23	\$ -		
530	WASTE	Debbie	\$1,729.84	\$743,980.67	\$ -	\$ -	\$102,864.23	\$ -	\$ -		
951	INC.	Amy	\$580,403.2	\$261,869.16	\$46,316.87	\$3,017.20	\$91,790.04	\$21,604.76	\$303,117.32		
157	BROWN	Pamela	\$285,270.6	\$192,626.59	\$288,052.68	\$78,092.11	-\$114,851.68	-\$17,476.06	\$77,657.01		
856	SOUTHWEST	-	Heather	CK	-	-	400,075.82	-	-	-	-
614	INC	1,210,548.27	Jeremy	AB	5,245,633.92	360,399.42	204.53	805.39	-	-	-

Top Past Due Accounts - Additional Info

K	L	M	N	O	P	Q	R	S	T	U
1000	Past due	Past Due %	Overall	Days Delinquent	60+ Past Due	60+ %	Prev Past Due	Weekly Difference	60+ %	Weekly Difference %
\$ (549.24)	\$ 88,789.48	16.51%	\$ 537,809.21	42.16	\$ 37,309.21	39.01%	\$ 88,104.31	\$685.17	1.34%	-22.50%
\$ -	\$ 692,063.64	51.77%	\$ 1,163,021.89	92.69	\$ 248,013.39	259.37%	\$ 549,108.54	\$52,955.00	7.75%	-207.55%
\$ -	\$ 19,375.07	49.01%	\$ 22,391.83	24.81	\$ 8,888.87	9.29%	\$ 11,407.82	(\$422.75)	0.27%	39.72%

Total Past Due Amount	60+ Days	Total Amount	DSO	Average Days Delinquent	Last Correspondence Date	Latest User Notes
\$ 646,262.13	\$ 113,988.55	\$ 857,433.03	35.11	06/10/2022	5/5/22 remit this date mx bkrdalaccounting@kpmg.com	
\$ 635,438.85	\$ 112,826.10	\$ 3,446,815.90	9.27	06/11/2022	Hello Mae, I am having trouble with your order. Please contact me at mae.soule@staplespromotions.com	
\$ 577,896.02	\$ -	\$ 911,203.09	8.88	06/09/2022	paid with a credit card to javier.x.phillips@questdiagnostics.com	
\$ 523,657.44	\$ -	\$ 3,435,709.50	0.73	06/02/2022	9-27-2021 Submitted adjustment. ph	
\$ 500,231.59	\$ 81,576.59	\$ 760,513.78	24.30	06/12/2022	5/12/2020 per karen.sarley@guybrown.com they are not interested in our services	
\$ 491,347.00	\$ 73,705.46	\$ 1,512,712.39	6.75	06/02/2022	6/1/22 Added PO 600056 invoice.us@apple.com	
\$ 353,016.54	\$ 353,016.54	\$ 353,016.54	105.00	06/02/2022	4/28/22 Sent follow up email payment@fanatics.com	
\$ 306,932.59	\$ 605.03	\$ 306,932.59	35.81	06/02/2022	8-3-2021 pay with card on brittany.hubbard@staples.com	
\$ 300,577.60	\$ 2,913.62	\$ 636,935.58	2.48	06/07/2022	5/18/22 Adj to offset dg Procurement@LibertyMutual.com	
\$ 272,992.86	\$ (605.90)	\$ 769,314.21	3.06	06/02/2022	. Please do not follow up us.ap@ey.com	

Total	Total	Total	Total	Total	Total	Total	Total
\$ 95,640.16	\$ 55,045,089.74	764	137	901	901	84.79%	15.21%

Key Benefits



Prioritization of higher dollar value customers



Timely engagement with high DSO customers



Reduce overall aging of customer accounts



Tracking and outsourcing of high-risk accounts

Key Success Metrics



27%

Reduction in past dues



20%

Reduction in bad debt



22 days

Reduction in DSO



6 days

Reduction in Average
Days' Delinquent

Key Takeaways

How can one interpret data correctly?

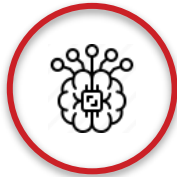
Based on the data decode, you can plan internal strategies to interpret and act on data directly by



Creating **dunning strategies** for **customers** with outstanding payments



Sharing the **data insights** with the **credit team** for risk evaluations



Developing customer intelligence based on DSO to **negotiate payment terms**



Sharing aging accounts with the **sales team** to help in collections

Q&A