

Order to Cash

DSO is Dead:

Six obvious but overlooked ways to measure a successful A/R transformation

Obsessing over DSO means you're limiting focus & ability to identify and track realistic KPI's. Why disappoint your leadership team? Credit & Collections veterans from DXP share prioritized KPIs, showcasing enhanced A/R performance.

Meet the Speakers



Joseph Grass
Director, Credit and A/R



Chason Dancer
Credit Manager



Kelly Gutierrez
Cash Application Manager



About DXP

**Founded as Southern Engine
and Pump Company in 1908**

For more than 100 years, DXP Enterprises has served as a leading industrial distribution expert. DXP continues to stay on the leading edge of technology, training and products while attracting and retaining the best employees.



\$1.7Bn
Revenue



Distribution
Industry



3200 (2023)
Employees



Houston, TX
Headquarters

The Challenging A/R Landscape at DXP



100%

Manual cash application
process for **50K+ invoices**
per month



\$30 Mn

Monthly gap due to poor
cash posting and
collections process



Need for improvements across
**People, Process &
Performance**



Our goal was to remain efficient by
**improving the A/R processes amidst
rapid business growth without
sacrificing customer satisfaction**



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**People, Process &
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DXP Big-Bang Approach to Achieving Speed-to-Value

Touchless Dunning

Resulting in faster & efficient collections from 15,000+ active customers



Faster Payment

Processing through automated invoice matching

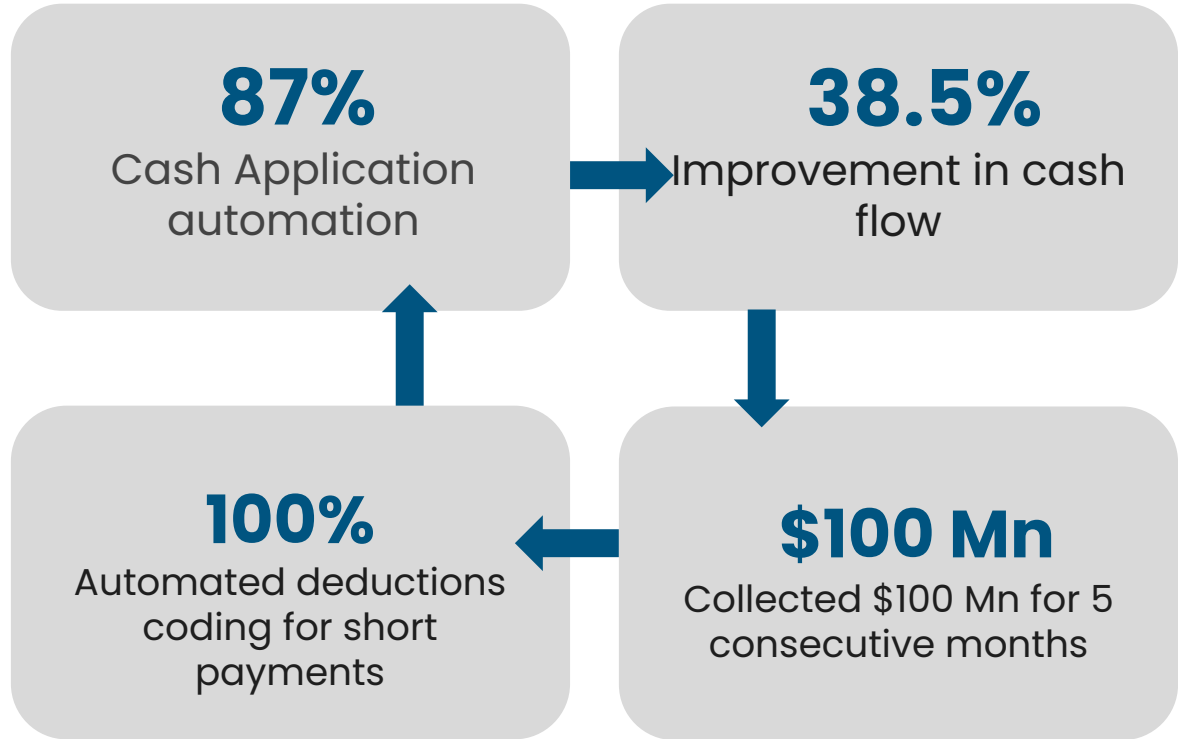
Speed
to
Value



AI-Based Remittance

Prediction for missing remittances resulting in faster cash posting

Beyond the Hype: Achieving Real Business Outcomes



Focusing On Improving the Performance



People

Building the best-in-class A/R team

Adapting to new processes and technologies

Defining the A/R team's role in company's success



Process

Automating the A/R process with the right technology

Making A/R processes more efficient

Doing more with less



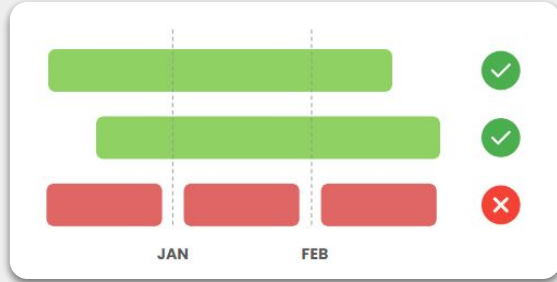
Performance

Building KPIs which are aligned with the business

Analyzing past data for benchmarking

Incorporating best practices to improve both people and processes

Why is DSO Dead?



DSO is less accurate with shorter time periods, which is why it is calculated every 3 to 6 months



Benchmark performance in relation to the industry and measure the cost of outstanding receivables



DSO is a good indication of how the organization is **performing in relation to its standard payment terms**

DSO is largely impacted by trends in sales

6 Ways DXP is Measuring the Performance of A/R Automation

1



Trial Balance Aging

2



DTP (Days to Pay cycle)

3



Percent of Auto-Posting

4



Team Response SLA's

5



FTE Alignment

6



Exception Management

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- Indicates Health
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A Sneak Peek Into DXP Analytics Dashboard

DXP

Exposure	Open Orders	Open A/R	Credit Limit	Limit Used	DTP	Invoices
6.28M	3.33M	2.95M	7.44M	81.64%	60	1285

CustomerID	CompanyID	CustomerName	OpenAR	CreditLimit	PaymentTerms	CreditRepID	CreditRepName	ParentCustomerID	ParentCustomerName	LastPaymentDate
243488	DXPE	...	2,982,047.87	6,500,000.00	Net 90	114	Gina Sabedra	83175	...	1/24/2023
494883	DXPE	...	2,949,441.05	7,436,289.00	Net 60	114	Gina Sabedra	52967	...	1/25/2023
430513	DXPE	...	2,553,181.75	3,200,000.00	Net 90	114	Gina Sabedra	83175	...	1/11/2023
151650	DXPE	...	2,318,944.97	3,875,000.00	Net 120	101	Bobbie Davis	151650	...	1/26/2023
441654	DXPE	...	2,291,572.45	5,500,000.00	Net 60	102	Bryan Marez	264418	...	1/20/2023
496498	DXPE	...	2,252,544.50	6,540,000.00	Net 90	109	Sherry Waller	496498	...	1/17/2023
466999	DXPE	...	1,850,922.89	4,500,000.00	Net 30	109	Sherry Waller	466999	...	1/19/2023
336602	DXPE	...	1,691,131.51	2,109,000.00	Net 90	114	Gina Sabedra	83175	...	1/11/2023
474116	DXPE	...	1,617,889.35	1,800,000.00	Net 60	102	Royce Massey	474116	...	12/27/2022
Total			230,383,558.18	1,275,057,274.27						

Aging (days) ● NotDue ● 1-30 ● 31-60 ● 61-90 ● 91-365 ● >1yr

Date	NotDue	1-30	31-60	61-90	91-365	>1yr
2022 July 1	96.72%					
2022 August 1	94.36%					
2022 September 1	93.75%					
2022 October 1	93.32%					
2022 November 1	92.15%					
2022 December 1	88.90%					
2023 January 1	88.58%					
2023 January 29	86.91%					

AR Aging Summary

ARDate	AR	PastDue	PastDue%	NotDue	NotDue%	1-30	31-60	61-90	91-365	>1yr
7/1/2022	\$1,851,610.13	60,770.12	3.28%	1,790,840.01	96.72%	\$52,460.28	\$8,309.84	\$0.00	\$0.00	\$0.00
8/1/2022	\$2,747,207.64	155,042.85	5.64%	2,592,164.79	94.36%	\$131,802.20	\$14,930.81	\$8,309.84	\$0.00	\$0.00
9/1/2022	\$3,863,749.54	241,334.66	6.25%	3,622,414.88	93.75%	\$194,621.64	\$34,912.64	\$11,459.38	\$341.00	\$0.00
10/1/2022	\$4,352,243.23	290,612.12	6.68%	4,061,631.11	93.32%	\$236,098.52	\$8,577.57	\$34,135.93	\$11,800.10	\$0.00
11/1/2022	\$3,809,715.61	296,986.05	7.85%	3,510,729.56	92.15%	\$233,852.25	\$16,822.01	\$2,174.10	\$46,137.69	\$0.00
12/1/2022	\$3,401,289.64	377,643.82	11.10%	3,023,645.82	88.90%	\$280,446.05	\$48,075.46	\$7,462.01	\$41,660.30	\$0.00
1/1/2023	\$3,099,210.00	353,962.69	11.42%	2,745,247.31	88.58%	\$213,836.73	\$62,620.68	\$32,531.97	\$44,973.31	\$0.00
1/29/2023	\$2,949,441.05	385,995.09	13.09%	2,563,445.96	86.91%	\$259,540.99	\$10,150.86	\$60,656.84	\$55,646.40	\$0.00

Customer Specific DSO

Date	DSO
Jul 2022	78
Aug 2022	74
Sep 2022	69
Oct 2022	62
Nov 2022	61
Dec 2022	64

Rolling DTP

Date	DTP
2022 July	59
2022 August	59
2022 September	59
2022 October	59
2022 November	59
2022 December	60

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How quickly a customer pays vs. agreed terms

- Trends payments
- Highlights process issues

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Percent of Auto-Posting

Measurement of posted payments without manual intervention

- Tells us if tools work
- Quantifies value

6 Ways DXP is Measuring the Performance of A/R Automation

4 Exception Management (Time to Resolution)

What is It?

Process of manually working payments that failed during automation

Why is it important?

- Highlights where to improve
- Points out problematic payers

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4 Exception Management (Time to Resolution)

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5 Team Response SLA's

Speed in which we resolve requests from customers

- Indicates if meeting or failing customer needs
- Points where we need to make process or staffing adjustments

A Sneak Peek Into DXP Analytics Dashboard

			Opened Date												Grand Total	
Accounting Area	Case Record Type		January 2023	February 2023	March 2023	April 2023	May 2023	June 2023	July 2023	August 2023	September 2023	October 2023	November 2023	December 2023		
<input type="checkbox"/>	Credit & Collections	Billing Dispute (Tax)	Record Count	987	973	1,033	844	1,070	1,131	902	1,333	868	933	727	541	11,342
		Credit Increase	Record Count	92	98	143	91	95	93	46	79	56	42	48	69	952
		Customer Maintenance	Record Count	311	318	381	293	339	312	414	485	399	498	475	381	4,606
		New Customer	Record Count	523	532	657	440	579	600	408	480	387	498	490	352	5,946
		Offset	Record Count	463	368	332	304	369	422	407	513	351	382	325	322	4,558
		Order Release	Record Count	2,785	2,866	3,326	2,576	2,346	2,315	2,074	2,707	2,296	2,375	2,067	1,803	29,536
		Payment Application	Record Count	34	21	35	18	22	26	20	37	43	33	11	20	320
		Write Off Request	Record Count	97	64	107	53	133	88	135	81	83	78	198	157	1,274
		Subtotal	Record Count	5,292	5,240	6,014	4,619	4,953	4,987	4,406	5,715	4,483	4,839	4,341	3,645	58,534
<input type="checkbox"/>	Cash Applications	Cash Inquiry - Other	Record Count	29	15	30	20	22	16	18	59	19	6	40	12	286
		Credit Card Payment	Record Count	117	110	197	125	141	160	142	138	100	115	116	93	1,554
		New Customer	Record Count	0	0	0	0	0	0	0	0	0	1	0	0	1
		Refund Request	Record Count	91	57	53	44	76	76	65	74	73	61	65	42	777
		Unidentified Payment	Record Count	1	3	3	1	1	2	0	6	3	1	0	0	21
		Subtotal	Record Count	238	185	283	190	240	254	225	277	195	184	221	147	2,639
	Grand Total	Record Count		5,530	5,425	6,297	4,809	5,193	5,241	4,631	5,992	4,678	5,023	4,562	3,792	61,173

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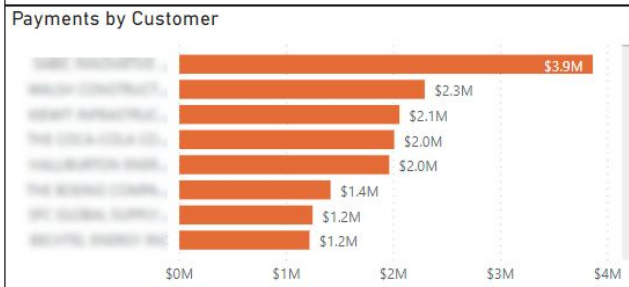
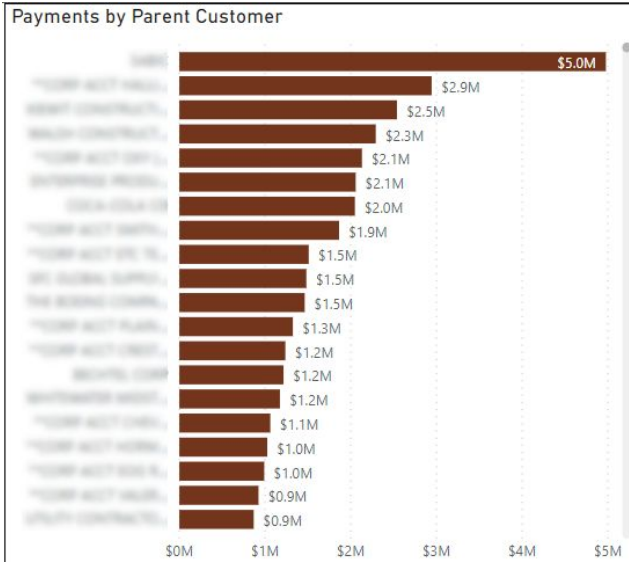
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- Points where we need to make process or staffing adjustments

6 FTE Alignment

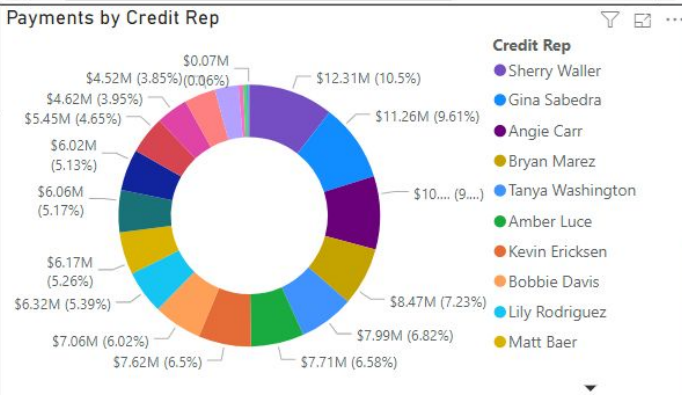
Staffing matched to workload

- Becomes the efficiency indicator
- Draws a line between reality and business case

A Sneak Peek Into DXP Analytics Dashboard



InvoiceID	CustomerName	CreditRepName	InvoiceNo	PaymentAmount	Pa
54149532		Debbie Cline	54149532	\$2,291,426.95	Ch
54029595		Todd Oxener	54029595	\$867,533.00	Ch
53709384		Angie Carr	53709384	\$766,457.50	Ch
53969707		Angie Carr	53969707	\$670,062.31	Ch
53967449		Bobbie Davis	53967449	\$631,140.00	Ch
53905763		Matt Baer	53905763	\$629,707.40	Ch
54093435		Todd Oxener	54093435	\$609,515.69	Ch
53488903		Matt Baer	53488903	\$585,771.61	Ch
53966827		Bobbie Davis	53966827	\$563,742.00	Ch
54087744		Amber Beard	54087744	\$518,776.54	Ch
54034926		Sherry Waller	54034926	\$503,950.00	Ch
54113214		Sherry Waller	54113214	\$501,223.48	Ch
53962782		Angie Carr	53962782	\$466,834.00	Ch
54028337		Angie Carr	54028337	\$439,699.24	Ch
54135095		Todd Oxener	54135095	\$422,947.35	Ch
53846769		Angie Carr	53846769	\$390,900.00	Ch
54031819		Sherry Waller	54031819	\$374,367.30	Ch
54090939		Tanya Washington	54090939	\$361,642.00	Ch
				\$117,193,222.34	



PaymentDate

July 2023

August 2023

September 2023

October 2023

November 2023

December 2023

MTD

Credit Rep Manager

Prentcess Grant

\$48.85M
Todd Oxener

\$33.39M
Bryan Marez

\$16.96M
Chason Dancer

\$16.43M

The Impact of A/R Metrics & KPIs



Identify receivables bottlenecks with a 360° view of global A/R performance

Drive a high-performance culture by benchmarking KPIs against industry peers



Track digital transformation success with product usage and analyst performance metrics

The Road Ahead: Focus Areas for 2024

Process Centralization

Integrating Canada Cash App and
Collections process

Automation Improvement

Achieving 90%+ straight-through
cash posting

Integration Capabilities

Integrating with new ERP
systems to support future
business growth objectives

Targeted Campaigns

Streamline dunning and
payment process through
targeted campaigning

Order Validation

Automating the order
validation process outside
our ERP

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Q&A



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Medline's Playbook for Hybrid Work
That Delivers Business Results**

03:10 PM CST

VENUE | Germania

Treasury

**How AI Improved Danone's
Receivables Forecasting**

03:10 PM CST

VENUE | Evan W.

O2C

**Receivables reinvented-
Pioneering innovative integrated
solutions for modern finance**

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**Navigating Career Growth -
A Workshop by Cox Automotive SVP**

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