

TRANSFORMING YOUR SHARED SERVICE OPERATION TO A TOUCHLESS ENVIRONMENT

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ROGERS COMMUNICATIONS CANADA INC.

ROGERS COMMUNICATIONS CANADA INC.

- Rogers is a leading diversified Canadian communications and media company. We are Canada's largest provider of wireless communications services and one of Canada's leading providers of cable television, high-speed Internet, information technology, and telephony services to consumers and businesses. Through Rogers Media, we are engaged in radio and television broadcasting, sports, televised and online shopping, magazines, and digital media. Our shares are publicly traded on the Toronto Stock Exchange (TSX: RCI.A and RCI.B) and on the New York Stock Exchange (NYSE: RCI).
- Almost all of our operations and sales are in Canada. We have a highly skilled and diversified workforce of approximately 26,100 employees. Our head office is in Toronto, Ontario and we have numerous offices across Canada.

Total Revenue \$15.1 Billion

- Wireless 60%
- Cable 26%
- Media 14%



ROGERS COMMUNICATIONS CANADA INC. SHARED SERVICES

- The Shared Services department includes Accounts Payable , Cash Management , and Special Discount Teams. We process annually over 1.7 M invoices for over \$13B , over \$41M in Special Discounts. and 13 B in customer Payments . We issue 11.8M payments annually of which 99.9 % are done electronically.
- We are also responsible for vendor maintenance , employee expenses, employee travel and policy compliance We are 100% paperless and touchless
- Over the past 5 years through Automation and Process improvements we have gone from a department of over 80 employees in AP to 16

While we are fully automated and paperless, we have now started our journey of AI (Artificial Intelligence) and RPA (Robot Process Automation) to enhance and supplement current analytics to operating a more defined department focusing on ways to improve efficiencies and maximize working capital .



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- The Way We Were (70 % automated various formats -30% manual)
 1. 4-5 days from invoice receipt to entry
 2. Unknown point of payment discounts
 3. Unknown data entry error rate, no means of measurement, QC process was labour intensive
 4. Productivity level was relatively low, average number of invoices entered per person were 160 per day
 5. Process for invoices sent in by email or fax was labour intensive as invoices need to be printed and scanned
 6. Focus was on data entry not end to end processing
 7. Root cause analysis of problems was difficult and time consuming
 8. Large effort spent on sorting and reconciliation of documents scanned to ensure that they had all been entered into Oracle.
 9. Low confidence in accuracy of scan requiring extensive efforts to reconcile scanned documents to documents entered
 10. Mail handling, invoice preparation and document management is labour intensive



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- With the focus on maximizing working capital . We had to make a change

Change: evolution or revolution?



Which method is right for you ?



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- Automation Drivers
 1. Reduce Processing Costs
 2. Reduce invoice processing time
 3. Improve Accuracy
 4. Achieve Reasonable ROI
 5. Improve Level of Service to Internal and External customers
 6. Reduce manual time-consuming efforts in mail room
 7. Reduce manual reconciliation processes
 8. Improve capture of invoices for month end accounting
 9. Obtain Actionable KPI's
 10. Operate a paperless environment



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- Who and what did we look at

1. Outsourced Solutions
2. In Sourced Solutions
3. Co-Sourced Solutions
4. E-Invoicing

With 3 main requirements

1. Integrate seamlessly into Oracle
2. Require minimal IT resources
3. Transferable if we needed to change solution provider



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- How did we get to where we are ?
 1. Did extensive research on products and companies in the electronic invoicing space
 2. Required a solution that was quick to implement and did not impact any of our existing controls and processes .
 3. ERP agnostic and Integrate seamlessly into Oracle
 4. Required minimal IT resources- not invasive
 5. Did not Duplicate Oracle delivered functionality
 6. Scalable
 7. Provider who had our best interest, was flexible and honest so that we did not always get what we wanted but what was best for our business
 8. A provider with a mature product and great expertise
 9. Solution that was configurable vs customizable
 10. Transferable if we needed to change solution provider



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- How did we pick a partner and a solution
 1. We needed a partner who could support a hybrid of solutions to render us 100% Electronic- multiple formats EDI, Data capture via email, csv, xml, portal because one size does not fit all.
 2. Transformation to shift the focus on analysis instead of manual processing
 3. Goal straight through processing (currently at 99%)
 4. Alerts and notifications at the time invoices are processed .
 5. Access to data at all stages at all times
 6. Simple and easy to use.
 7. Supports Corporate Policies and compliance
 8. Maintains Controls to mitigate Risk – Identifies potential duplicates , incorrect billing
 9. Access to Robust Reporting
 10. Partner who supports continuous improvements and innovation



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- Benefits of Transformation
 - Significant cost reductions – early ROI realization
 - Transformation from entry to analysis thereby providing data to holistically define our roadmap
 - Opportunities to implement faster pay options with benefits to both to the supplier and to Rogers- BIP, virtual cards maximizing working capital
 - Ability and scalability to explore other financial opportunities like working with Procurement to solution long tail spend
 - Ability to focus on specific things like recoveries – leveraging expertise to do what they are good at.
 - BEST IN CLASS



Q & A

