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Building a Shared Service Credit & Collections Team: A Credit Manager's Journey

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Today's Agenda

- ▶ Journey Towards a Shared Service Function
- ▶ Lessons Learned
- ▶ The Mission Statement
- ▶ Building The Team
- ▶ The Toolbelt
- ▶ The Next Journey

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Previous State

- ▶ Four Separate Business Units, One Holding Company
- ▶ Four Credit and Collection Policies and Procedures
- ▶ No Communication or Collaboration
- ▶ 4 Different ERP Systems
- ▶ Common Customers, Different Credit Limits, Different Payment Terms, 4 Separate Bank Accounts

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The First Step Taken in 2017

- ▶ The Final Task Assigned from my Predecessor
- ▶ Started with an Intracompany Credit Group
- ▶ Month-End AR Data Sharing
- ▶ Common Customer Credit File Sharing
- ▶ Business Unit Resistance “We have tried this before in the past, but it does not work”

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Performance and Socialization



- ▶ Largest Business Unit in NC had most Developed and Best Performing Receivables profile
- ▶ Drives Most of the Business for ATI
- ▶ Planting the Seed for Why a Consolidated Credit Function would be Beneficial to the Company
- ▶ Socialization of Consistent Successes of the Largest Business Unit
- ▶ Continuing Credit Education and Attrition

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Intra-Company Credit Meetings



- ▶ Credit Function Changed Hands at Other Business Units Leading to the Need for Training
- ▶ Business Unit Credit Functions Began Meeting on a Quarterly Basis
- ▶ Attempted to Mimic NACM Style of Meetings
- ▶ Evolved into Information Sharing of Best Practices and Less about Common Account Discussion
- ▶ First Enterprise Parent Child Report was Born

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Credit Function Consolidation

- ▶ The Credit Function of the Two Largest Business Units Consolidated in 2022
- ▶ Best Practices Shared
- ▶ New Processes Developed for Both Business Units
- ▶ Increased Visibility for Enterprise Customers
- ▶ Business Plan Written for Enterprise Credit and Collections Software

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Enterprise Credit and Collections Software

- ▶ Leadership Approved Enterprise Credit and Collections Software in Early 2025
- ▶ Partnered with the Enterprise Information Technology Team to Select a Product
- ▶ Selected FIS GETPAID
- ▶ Implementation Began in May of 2025
- ▶ The Software went Live in August of 2025

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The First Corporate Credit Function

- ▶ The ATI EBS Credit and Collections Team was Officially Unveiled in August of 2025
- ▶ A Team of 6 Representing Four Different Business Units
- ▶ First Order of Business: Maximize Cash Collections
- ▶ Often Mistaken as the "Collections Team"

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Lessons Learned

- ▶ 98.5% "When" and 1.5% "If"
- ▶ It is Amazing how Important that Purchase Order is
- ▶ Disputed Balances are a Real Pain to Deal with
- ▶ **Effort.** No One is Going to do This for You, "Best Roll-Up Your Sleeves"
- ▶ **Patience.** Credit and Collections is Just a Cog in the Wheel. Just Because it is Your World, Does Not Mean it is Everyone Else's
- ▶ **Persistence.** Show the Value to Different Leaders, When One Door is Closed, Open Another
- ▶ **You do not know it all.** Be Open to Best Practices
- ▶ Order to Cash, not Credit and Collections


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Building The Mission: The Steps

- ▶ Know Your Organization
- ▶ Know Your Collaborators
- ▶ Know The Roadblocks
- ▶ Define Your Mission
- ▶ Build the Team

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Know Your Organization

- ▶ What does it need your credit department to do?
 - ▶ Do not be afraid to ask the question directly to your CFO, Controller, etc.
 - ▶ Describe Your Ideal Credit Department
 - ▶ Let Them Tell You What They Want and Then Build Your Vision from There
- ▶ Sales Hat
 - ▶ Credit is Not That Much Different Than Sales
 - ▶ Often Finance Executives Do Not Know All That Credit Does, So Like Any Good Salesperson, Show Them What They Want and Why

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Know Your Collaborators

- ▶ Credit Does Not Exist Without Sales
- ▶ Credit is not Transactional, it is Strategic
- ▶ Incorrect Belief That Credit is a Back-Office Function
- ▶ Show This is a Strategic Function
- ▶ AR and Cash Application are Partners
- ▶ Finance and Accounting are Customers

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Know the Roadblocks

- ▶ What is Stopping You From Accomplishing Your Mission?
- ▶ The "What" and the "Why"
- ▶ Who are the People / Departments You Need On-Board to Clear Those Roadblocks?
- ▶ What will the Outcome be if Those Roadblocks are Cleared?

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The Team

- ▶ Good Credit Professionals are Homegrown, Not Bought
- ▶ Are There Any "Jordan's" on the Current Roster?
- ▶ Do You Need Free Agents?
- ▶ Do You Know Where to Get Them?
- ▶ What Tools Does the Team Need?

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Building That High Performing Team

- ▶ If You Think You Can Just Sit Back and Direct...Think Again. It Starts With You
- ▶ Passion...Not Emotion
- ▶ Nobody Goes to School to be a Credit Manager...Do Not be Afraid to Look for Talent Outside of Credit
- ▶ Personally Invest in the Mission. Your Team WILL Respond to This
- ▶ Education and Opportunity
- ▶ Nobody Likes a Micromanager, Your Team Will Appreciate Overcommunication

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The Toolbelt – Choice and Evaluation



- ▶ Like Any Building Project, You Need to Have an Idea on What the Tools Can Do
 - ▶ Physically Write Down on Paper the Data, Functionality Needed and What You Want the Solution to Accomplish
- ▶ Get Out the Crayons and Draw a Picture. Yes...I am Serious
 - ▶ Sketch What You Want the User Interface to Look Like
 - ▶ Sketch What You Want the Data to Look Like in a Report
- ▶ Cast a Wide Net. Review Multiple Systems
- ▶ Look for User Reviews...Like You Would When Buying Something on Amazon
- ▶ Include the Team in this Decision. They Are the Ones Using the System After All, and it Gives the Team "Skin in the Game"
- ▶ Ask for Multiple Demos
 - ▶ Include the Information Technology Team From Both Your Company and the Provider's Company
 - ▶ Do Not be Afraid to Ask the Hard Questions
 - ▶ Regularly Meet With Your Team to Discuss the Pros and Cons

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This Credit Manager's Choice



- ▶ My Journey Began with a Simple Access Database
- ▶ Another Business Unit Utilized "WorkflowAR"
- ▶ The Access Database Evolved into a Thingworx Program
- ▶ Humble Beginnings Culminated into FIS GETPAID
- ▶ Business Lead for the Implementation
- ▶ One of the "Coolest" Things I Have Ever Experienced

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Tips, Tricks, Sidenotes

- ▶ Multiple Metrics, Historical Information, Trends are Powerful
- ▶ Cost of Delinquency Calculator
- ▶ Scorecards are....Interesting
- ▶ Both External Credit Data and Internal Payment Experience are Key
- ▶ Identify, Quantify, and Attack

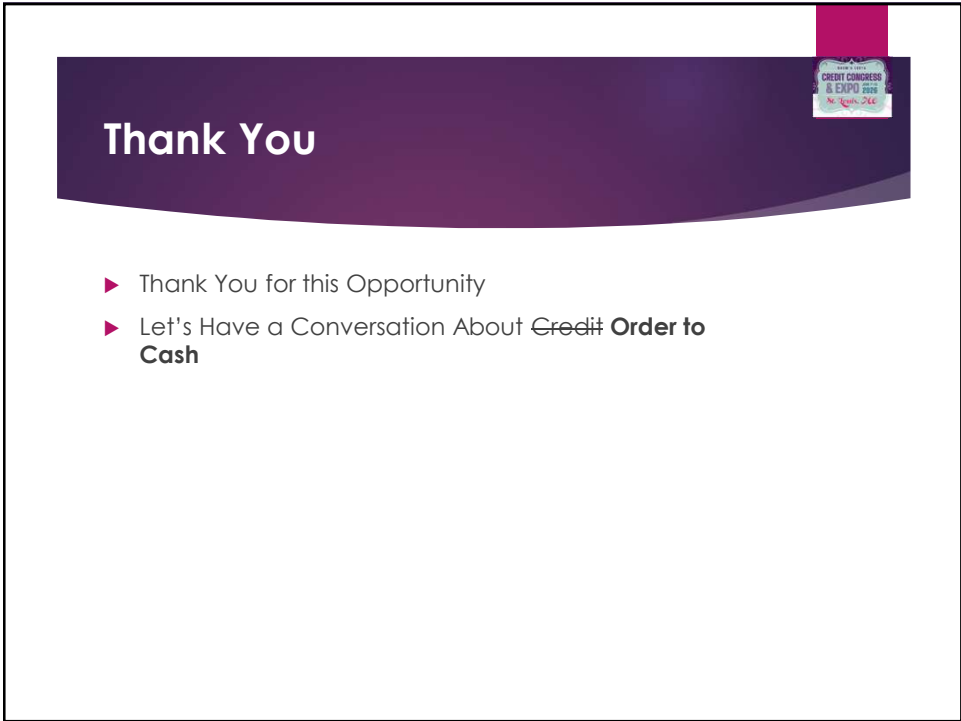
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Not the End...Just the Beginning: The Next Journey

- ▶ Our Mission: Champion the OTC Process to Maximize Timely Receipts While Cultivating Customer Relationships
- ▶ A Corporate Policy and Procedure
- ▶ Standardized Terms and Universal Credit Limit
- ▶ Shift the Current Way of Thinking: Strategic, Not Back-Office
- ▶ Disputes are the Next Passion
- ▶ Sales is a Vital Part of the Journey
- ▶ The End-Game: WE WILL Establish and Maintain a World Class OTC Process

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Thank You

- ▶ Thank You for this Opportunity
- ▶ Let's Have a Conversation About ~~Credit~~ **Order to Cash**