

CASE STUDY:

Carlsberg Denmark

CONVERTING TO E-INVOICING THE CARLSBERG WAY

CARLSBERG DENMARK SENDS AROUND 45,000 INVOICES EACH MONTH. THEIR CUSTOMERS WERE ASKING FOR EMAIL INVOICES AND THEN, WITH THE NEWS THAT POSTAGE COSTS WERE SUDDENLY ABOUT TO DOUBLE, CARLSBERG QUICKLY RAMPED UP THEIR E-INVOICE RATE. IT'S NOW A WHOPPING 96%.

Credit Manager, Liselotte Frost Christensen, explains the beginning of her journey with Basware, "In 2014, we had requests from quite a few customers who would like to receive their invoices by email and we went with Basware."

This gave Carlsberg an integrated solution and allowed them to outsource their printing. Then, at the beginning of 2016, they discovered that PostDenmark was going to double the fee for posting printed invoices. "We could see that if we did not do anything, our postal cost would double in a short amount of time," says Frost Christensen.

BASWARE E-INVOICING SOLUTION

"It was a simple solution: we wanted to send an email to a customer as a PDF attachment - we have a lot of small customers, single-owner companies (small

shops) and we didn't want to make it too complicated for them. Basware was able to offer that."

The email delivery service is part of the complete invoicing process involving end-to-end data files. It allows them to increase the share of electronically delivered invoices among those recipients who are not able to receive e-invoices in more advanced formats using the integrated, automated output of structured data.

BUILDING A BUSINESS CASE FOR E-INVOICING

Together with a member of her team and with the involvement of sales, Frost Christensen built a business case and got it signed off with the CFO and the management team. "I had to show a case where we could save money. If we managed to transform 75% of our customers to email we would have an extraordinarily good business case."

CUSTOMER:



INDUSTRY:

Beverage

LOCATION:

Denmark

BASWARE SOLUTION:

e-Invoicing

WHAT'S HAPPENING NOW?

"Currently we are sending email invoices to 96% of our customers. It is fantastic!" says Frost Christensen, "I have a happy CFO."

basware

Simplify Operations, Spend Smarter.



IT'S EASIER TO DO THINGS THAT WILL OPTIMIZE OUR PROCESSES

"We're happy that we've been able to transform so many customers to email. It saves time here. In the old days, we would have printed and packed invoices and made sure they were posted" but it was time-consuming and uncertain.

"In the old days when customers received a physical letter, the credit management team would have received a lot of queries asking for a copy of their invoice that may have been misplaced. They received maybe 100-150 calls a month. Now this has reduced to around 50 calls per month.

THE JOURNEY FROM 48% TO 96% E-INVOICING

"In April 2015, we implemented our new finance systems and that's when we really went live with the Basware solution in full," says Frost Christensen. "Our email share was 48% - quite high from the beginning. In February 2016, we informed our customers that they would receive email invoices from our side and that they could 'activate themselves' to receive these. Quite quickly we went up to 79% of email share."

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Credit Manager,
Carlsberg Group

But their goal was to get to 90%.

They made it mandatory for new customers to sign up in December 2016, and were stable at 85% for a few months. "We thought we wouldn't be able to get higher than that but, in collaboration with our Call Centre who did a really good job persuading customers to transfer to the email solution, it pushed up to 96%."

ABOUT BASWARE'S SOLUTIONS

Thanks to the integrated nature of Basware's solutions, Carlsberg sends all invoices via the same connection and in the same way. Basware deliver them as e-invoice, email invoice or via a printing and postal service, as required.

WHAT ABOUT CARLSBERG'S CUSTOMERS?

Previously, the postal service would have sent an A-letter in 1-2 days. Now it could take up to a week or 10 days, which would have made it difficult for our customers to process the invoice and pay on time." Now customers are able to receive invoices almost immediately. They can also add their accountants' emails to the Basware portal so that the accounts have invoices available when they need to do end-of-year books.

POSTAL COST SAVINGS: 48%

"We have been able to save 48% on our postal cost. That has proven the business case," says Frost Christensen.

BUMPS ALONG THE WAY

The relationship between Carlsberg and Basware hasn't always been plain sailing, but through workshops and quarterly meetings between the two companies, which started mid-2016, Frost Christensen is confident that she has the support she needs.

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"These meetings have been very beneficial. There are tickets we need to work on together to resolve but it helps to have people we can quickly turn to when we feel we don't know what to do with the problems." Basware is on hand to resolve both large and small issues.

UNANTICIPATED BENEFITS: VISIBILITY, CONTROL, PROCESS OPTIMIZATION

"I can see that sending invoices in the past was always difficult for me, when I had to look into our cost and see why we were spending so much money, or how many dunning (reminder) letters we were sending each month. We didn't really know.

The statistics from the Basware dashboard allow me to follow up very closely. It has also been beneficial in other ways, when we're looking to optimize our processes. For example, we added a line of text at the top of our printed invoices encouraging customers to sign up for an email invoice, instead of a printed one in the future. We couldn't have done this in the past."

"I'm using the Basware portal on a weekly basis. I didn't expect that I could do this, initially. That's one of the positive side-effects. I knew we'd be able to track

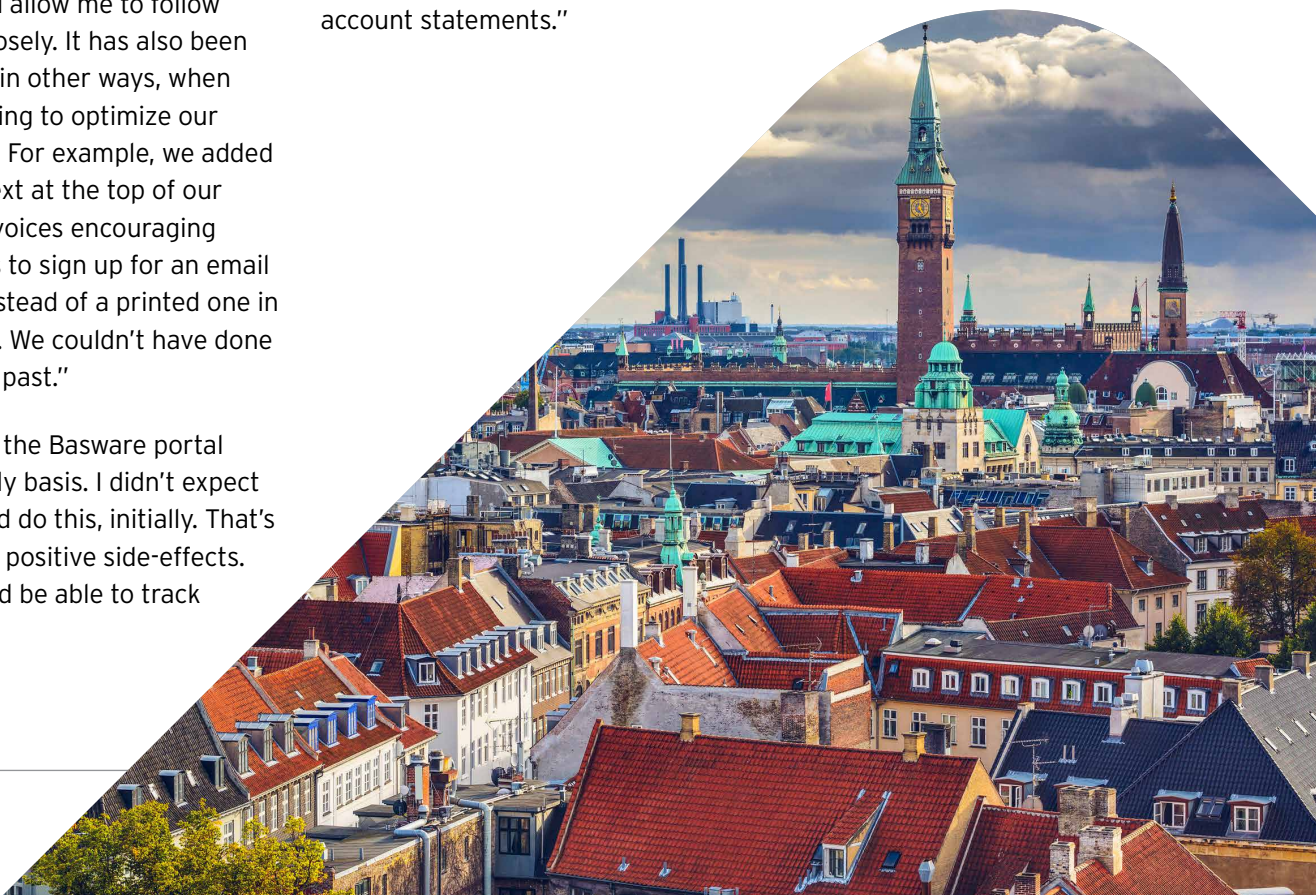
invoices if the customers said they weren't receiving them and we'd be able to say, "actually, we've sent this twice" but I'm surprised by how much I use the Basware portal myself. It has proven very beneficial."

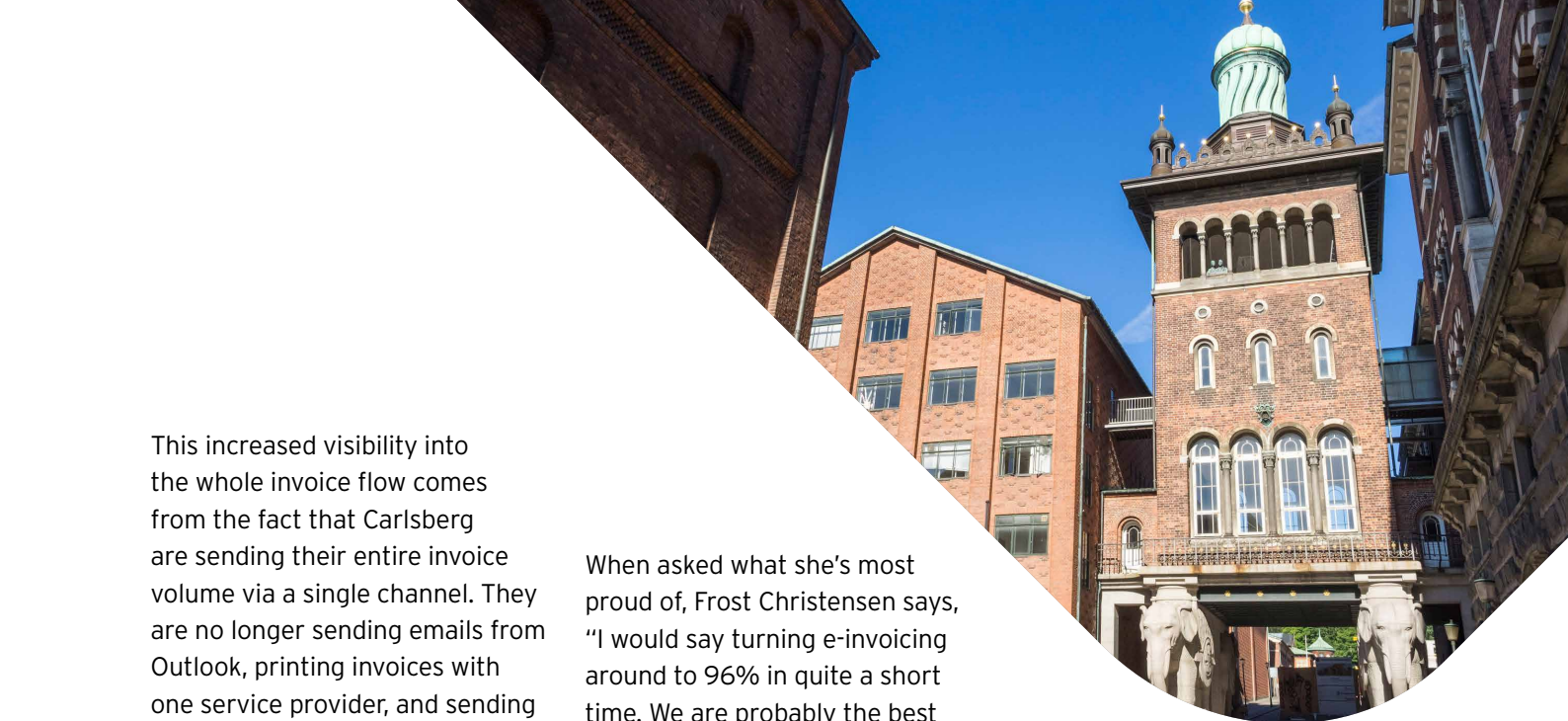
"Through having visibility of what's going through our system we don't have all these uncertainties any more. Previously we wouldn't have known if they did receive a reminder. Now it's in on the portal. It's very easy to keep track of what has happened."

"In terms of invoicing, more things are in my control than before - so it's easier to do things that will optimize our processes. For example, we used to have a lot of calls about account balances. Now it's cheap and easy to send out account statements."

ABOUT: CARLSBERG

The Carlsberg Group is a global brewer employing around 41,000 people, founded in 1847 with headquarters in Copenhagen, Denmark. The company's flagship brand is Carlsberg Beer, a name familiar to most beer drinkers around the world, but it also brews Tuborg, Kronenbourg, Somersby cider, Russia's best-selling beer Baltika, Belgian Grimbergen abbey beers, and more than 500 local beers.





This increased visibility into the whole invoice flow comes from the fact that Carlsberg are sending their entire invoice volume via a single channel. They are no longer sending emails from Outlook, printing invoices with one service provider, and sending e-invoices using another provider. All the data is in one place.

HOW DOES THE REST OF CARLSBERG SEE THIS STORY?

“People are very happy that we can optimize our process and work together across departments. At Carlsberg, we are very focused on reducing costs - this has been a great example of cutting costs, as we've been able to do it without cutting headcount.”

When asked what she's most proud of, Frost Christensen says, “I would say turning e-invoicing around to 96% in quite a short time. We are probably the best conversion of post to email in the world. This is due to the teamwork between the internal departments at Carlsberg.”

However, none of this would have been possible without the Basware e-invoicing solution underpinning everything.

“I KNEW WE'D BE ABLE TO TRACK INVOICES IF THE CUSTOMERS SAID THEY WEREN'T RECEIVING THEM AND WE'D BE ABLE TO SAY, “ACTUALLY, WE'VE SENT THIS TWICE” BUT I'M SURPRISED BY HOW MUCH I USE THE BASWARE PORTAL MYSELF. IT HAS PROVEN VERY BENEFICIAL.”

Liselotte Frost Christensen,
Credit Manager,
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ABOUT BASWARE

Basware is the global leader in providing purchase-to-pay solutions, e-invoicing and innovative financing services. Basware's commerce and financing network connects businesses around the globe. As the largest open business network in the world, Basware provides scale and reach for organisations of all sizes, enabling them to grow their business and unlock value across their operations by simplifying and streamlining financial processes. Small and large companies around the world achieve significant cost savings, more flexible payment terms, greater efficiencies and closer relationships with their suppliers.

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Find out more at:

WWW.BASWARE.COM

