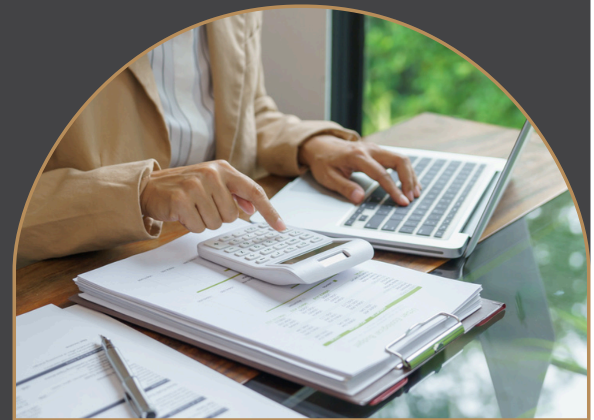
LYNDON GROUP®

USE CASE: DESIGNING AND OPTIMIZING AN END-TO-END ACCOUNTS PAYABLE OPERATING MODEL

How Lyndon Group helped a finance organization design a streamlined, scalable AP process from invoice intake through payment.



CHALLENGES

The organization's accounts payable function had developed into a fragmented operating model that struggled to scale with increasing volume and complexity. Invoice intake and approvals were inconsistent, approval paths were overly complex, and ownership was often unclear. With limited formal policies and heavy reliance on institutional knowledge, governance and audit readiness varied. Although automation tools were in place, misalignment between technology and business processes limited their effectiveness—resulting in stalled invoices, reduced visibility, and unnecessary operational and vendor friction.

FRAGMENTED AP OPERATING MODEL

- Manual and inconsistent invoice intake and routing
- Over-engineered approval paths with unclear ownership
- Frequent bottlenecks and stalled invoices
- Limited visibility into invoice status and workload
- Lack of cohesive vendor onboarding processes

LACK OF STANDARDIZED GOVERNANCE

- Minimal written AP policies and procedures
- Heavy reliance on institutional knowledge
- Inconsistent documentation and approval expectations
- Limited audit readiness and control consistency

PROCESS MISALIGNMENT W/ TECHNOLOGY

- AP automation tools in place but underutilized
- Technology configuration not aligned to real business processes
- Automation unable to scale due to unclear process design

CLIENT OVERVIEW

A U.S.-based non-profit arts institution engaged Lyndon Group to help define and implement a modern, centralized procurement-to-pay (P2P) operating model. This initiative was part of a broader project to consolidate accounts payable activities and streamline vendor onboarding, process improvement, and scalability for potential structural reorganization.

PRIMARY GOALS

- Define a streamlined, end-to-end AP operating model
- Standardize invoice intake, approval, exception handling, and payment
- Establish clear roles, decision rights, and escalation paths
- Develop written AP policies and standard operating procedures
- Improve visibility, governance, and audit readiness
- Enable scalable AP automation using tools such as SAP Concur Invoice
- Reduce operational friction and avoidable vendor fees

WHAT LG DISCOVERED

- Incremental optimization would not address the root issues
- AP required a clearly defined **future-state operating model**
- Governance, policy, and process design needed to precede automation
- Simplified workflows would improve both efficiency and control
- Existing technology could support the future state once processes were clearly defined

THE LG ENGAGEMENT

Lyndon Group was initially engaged to perform an Accounts Payable assessment focused on operational efficiency, internal controls, and end-to-end process design. The assessment evaluated the full AP lifecycle, including invoice intake, approval structures, exception handling, payment execution, and governance.

As findings were validated, the engagement expanded into remediation, design, and implementation support. Lyndon Group partnered with the client to:

- Design a future-state AP operating model
- Redefine intake, approval, and exception workflows
- Establish clear approval authority and accountability
- Develop comprehensive AP policies and procedures
- Align technology configuration to redesigned business processes
- Deploy and optimize AP automation capabilities using tools such as SAP Concur Invoice
- Support change management and user adoption

In total, Lyndon Group invested approximately 100 hours helping the client design, implement, and operationalize a modern AP function.

RESULTS & IMPACT

Stronger governance, controls & audit readiness

Simpler AP operations, less manual effort

Faster processing, fewer backlogs & fees

Clear visibility into invoices & workload

Scalable AP model built for growth