

Master thesis was written in a global company called Stora Enso, in logistics invoice centre (LIC). The main goal of logistics invoice centre is to have a full control over the logistics costs. Invoice matching process is very important for Stora Enso globally, as it ensures that payment is done only for performed services accordingly to the agreed prices. Furthermore, recharge all the costs to the mills in order to ensure that proper logistics costs are accounted at mills and provide the invoices data to finance systems in order to ensure correct and timely payment.

Several IT systems help to perform the invoice matching process in Stora Enso. Those are Fenix, IPS, GT Nexus, Carrier Point and SAP. Invoice matching process can take from two minutes up to several hours depending on the correctness of the suppliers' invoices and data created in systems. The main problem that was found in Stora Enso Logistics in invoice matching is that a lot of waybills are created in Fenix and thereafter appear in IPS with supplier code CORRECT. This supplier code is used for different purposes: corrections, stock clean up cases, in mill system failures cases, supplier is unknown beforehand etc. For Stora Enso Logistics it means wrong data in integrated into IT systems, bigger workload for the invoice specialists, IPS Servicedesk and influence on accruals.

The purpose of the thesis is to investigate the reasons of using supplier code CORRECT and implement changes to avoid the misuse of incorrect supplier code in the future work. Thesis was limited only to manual invoices that are processed by manual team. The project was done in a team of two manual invoice specialist – Julia Semtsenko and Jutta Varik, who has faced this problem due to work specification.

Improving the data quality of the waybills provided the following benefits:

- eliminated risk of overpayment
- payment on time
- reduced the workload for invoice specialist
- reduced the number of requests to IPS Servicedesk
- more correct cost-follow up and accruals for logistic control

Thesis consists of four parts: literature review, research part, results and improvements done and process simulation. DMAIC framework was used in order to illustrate how the work will be organized through the writing of empirical part of the thesis. Five steps of the framework clearly identify what is analysed and found in each step.

As there are a lot of loading locations where the same mistakes “supplier code CORRECT” occurred – the project scope was identified. Author picked up two mills, a port and a terminal where the mistake took place in most of the cases. Furthermore, three suppliers were investigated as well as one of the activity codes RETURN was taken into account.

In the research part, reports from the Logistics Control and IPS Servicedesk were collected in order to understand how big is a problem. It was found that there are 21085 waybills in Fenix and 14573 waybills in IPS. Data was collected during four months from January 2016 to April 2016. Furthermore, from the

examples provided by LIC invoice specialists, more detailed reasons of using supplier code CORRECT were investigated.

Author has divided the research part according to the suppliers and one activity code, where she describes in details why the incorrect supplier code is used for each of them. Moreover, figures are used in order to depict how the supplier code CORRECT is seen in Fenix and IPS. AS-IS process mapping was illustrated in order to show process of correcting the supplier code before the implementation of the changes. The main idea of this process mapping was that the corrections were done by invoice specialists manually, after receiving the confirmation documents from the supplier. Human error probability was also calculated in the research part in order to quantify the opportunity of the error occurrence.

In the results and improvements part, author had provided the investigations that was found during the project frame, showed the changes that were implemented for each of the supplier and as well collected new data. It was found out that the amount of waybills with supplier code CORRECT has decreased: in IPS it showed 14123 waybills and in Fenix 14556 waybills. In total the amount of waybills with supplier code CORRECT was reduced by more than 6500 waybills in both systems – IPS and Fenix. TO-BE process mapping was illustrated in order to show how the correcting of the supplier code must be done. The process assumes that instead of manual changes, that were done before, invoice specialist must contact waybill creator in order to correct the supplier code. This will point out the mistake done by the waybill creator and in the future waybill creator would be more attentive when inserting the supplier code. However, during the implementation of the changes, some difficulties were found by BAS Servicedesk when changing waybills in Fenix:

- Waybill cannot be amended if older than 1 month;
- Waybill cannot be amended if the unit(s) are allocated to another mill order.

Unfortunately, in those cases correcting the supplier code for those waybills must be only done manually that will lead as well to incorrect reporting.

To analyse the efficiency of suggested improvements both AS-IS and TO-BE situations were mapped and simulated in the final part of the thesis. It was shown that after changes that were implemented for improving of data quality and using operation procedure that was implemented in LIC, utilization of the resources was reduced for 38,7%. Such result was achieved when resources includes not only invoice specialist but as well other participant like waybill creator and BAS Servicedesk.