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# INTRO- DUCTION

## Complex situations, operational responses

These case studies illustrate situations where financial balance had been weakened and existing processes were no longer sufficient to secure cash flows. They reflect concrete operational contexts, often marked by payment delays, organisational breakdowns, or high-impact transformation projects.

Through these examples, the objective is to demonstrate how a precise reading of real operating mechanisms, combined with targeted actions, can restore control, secure collections, and bring clarity back to financial operations.





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## Industry : Web marketing

In a business environment marked by a major technological transition, a web marketing company migrated to SAP S4/HANA and Salesforce while outsourcing its accounting activities. These changes caused data anomalies and process disruptions, leading to significant delays in revenue recognition.

### Initial situation

The company faced the following challenges:

- Poor data quality impacting billing processes.
- Delays in collection processes affecting cash flow.
- Limited visibility on financial KPIs, hindering decision-making.

### Actions implemented

- Conducted a thorough analysis of the data to identify and resolve anomalies.
- Implemented a service suspension process in collaboration with the legal team.
- Provided training for the local team on the new SAP and Salesforce tools.
- Resolved complex cases, including legal disputes and VAT errors.



## RESULTS ACHIEVED

- Process Optimization: Billing anomalies were corrected, enabling faster revenue recognition.
- Improved Performance: Key financial indicators (DSO, aging balance) showed significant improvements.
- Stronger Team Skills: Employee training enhanced autonomy and efficiency in managing the new tools.



## Industry : Pharmaceuticals / Chemistry

A pharmaceutical company was preparing for a carve-out and an initial public offering (IPO) on Euronext. This critical phase required rigorous financial flow security and optimized processes to ensure the success of the operation. My mission focused on stabilizing financial indicators and ensuring data reliability ahead of these strategic transformations.

### Initial situation

- The main challenges included:
- Increased pressure to secure critical financial flows to support the IPO project.
- Ensuring the reliability of client data, which was essential for optimized account management.
- Reducing payment delays to improve cash flow availability and build investor confidence.

### Actions implemented

- Conducted a comprehensive audit of client accounts to identify weaknesses in data and processes.
- Implemented corrective measures to enhance the reliability of key indicators (DSO, aging balance).
- Optimized financial flows to reduce payment delays.
- Collaborated closely with top management to provide a clear and reassuring vision of financial KPIs.



# RESULTS ACHIEVED

- DSO Improvement: Significantly reduced the average payment cycle, from 95 to 79 days.
- Enhanced Data Reliability: Improved processes provided greater visibility on key indicators for the IPO.
- Financial Flow Security: Secured €140M, including prepayments and the recovery of overdue receivables.



CASE STUDY #2



## Industry : Pharmaceuticals

A pharmaceutical company faced significant failures in its credit management system, resulting in prolonged disputes with clients. These issues impacted cash flow and complicated the day-to-day management of the Order-to-Cash (OTC) process.

### Initial situation

The main challenges included:

- High payment delays, increasing financial risks.
- Poor-quality accounting data, making analysis difficult.
- Lack of automation in dunning processes, creating additional workload for teams.

### Actions implemented

- Conducted a detailed analysis of the root causes of payment delays to implement targeted solutions.
- Implemented an automated dunning system to improve team efficiency.
- Cleaned and updated customer databases to ensure optimal accounting data quality.
- Provided training for internal teams to maximize the effectiveness of existing tools.



CASE STUDY #3

## RESULTS ACHIEVED

- Reduced Delays: The payment delay rate decreased from 43% to 28%, significantly improving cash flow.
- Automated Processes: Dunning management became smoother and less time-consuming thanks to automation.
- Improved Accounting Quality: Updated customer databases allowed for more accurate and reliable analysis.



## Industry : IT Services

An IT services company integrated SAP ByDesign in a context of ownership change under LBO. The financial processes required clear formalization to efficiently manage disputes and improve the monitoring of strategic key accounts.

### Initial situation

The main challenges were:

- The absence of a harmonized credit policy, causing inconsistencies in client management.
- Long-standing disputes with key accounts, leading to significant financial delays.
- Low accuracy in cash forecasting, complicating strategic planning.

### Actions implemented

- Developed and harmonized a credit policy to standardize practices globally.
- Proactively resolved long-standing disputes with strategic clients, enabling the recovery of significant receivables.
- Optimized cash forecasting for increased accuracy in financial planning.
- Implemented dashboards and clear financial KPIs for efficient tracking by the management team.

# RESULTS ACHIEVED

- DSO Reduction: Reduced average payment terms from 116 to 95 days, improving cash availability.
- Receivables Recovery: Recovered several million euros through dispute resolution.
- Strengthened Credit Policy: A standardized approach enhanced risk management and client relationships.

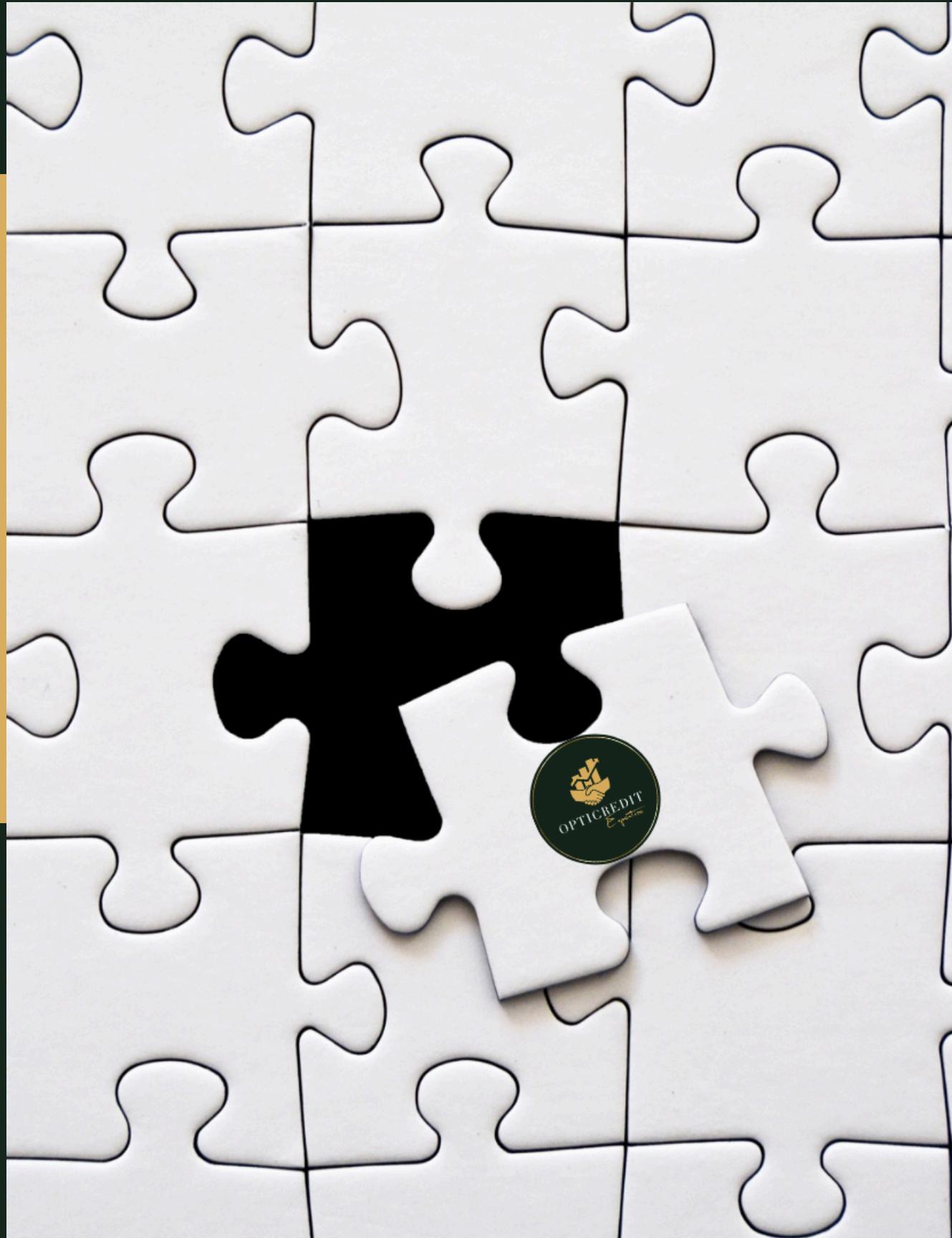




# CONCLUSION

These case studies reflect an approach grounded in the analysis of real operating mechanisms and the implementation of targeted actions aligned with actual operational constraints. Each situation highlights contexts where existing processes were no longer sufficient to secure cash flows or maintain reliable financial steering.

The objective is not to apply standardised solutions, but to restore sustainable balances tailored to each organisation and its level of maturity. When tensions persist and room for manoeuvre narrows, a rigorous and operational reading of the situation becomes critical. These examples provide a reference framework for organisations facing similar challenges or more specific situations.



# LET'S DISCUSS



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