



Kofax Case Study

Juniper Networks Sets New Standards with Shared Service Center that Exceeds Expectations

“With the MarkView Financial Suite, we now have a globally scalable AP solution with standardized systems, processes and controls, enabling us to locate our service centers anywhere in the world,” said Dorothea (“Dot”) Lopuck, Director of Accounting Services at Juniper Networks. “Today, the bulk of our AP transaction processing is conducted outside of the US, supported by a highly effective online system that simply would not have been possible without Kofax.”

Globalization Triggers In Depth Review and New Best Practices

For Juniper Networks, innovation is a principle that pervades all aspects of its business, from how it designs and delivers products to its global customer base to the formation of internal policies and best practices. Combined with a corporate culture that promotes best in class operations and strategic decision making, Juniper’s innovative bent has made it a global leader in areas that extend well beyond its core business.

One such area is global financial operations. Challenged by the opportunity to reoptimize its accounts payable (AP) processes to incorporate global sourcing and shoring options, Juniper responded with a bottom-up review of its AP operations. The question: how to take advantage of today’s technology environment to increase the quality and timeliness of its AP services, while reducing overall costs through better utilization of global resourcing options.

Detailed Metrics Provide Benchmarks for Measuring Success

In order to accurately assess its options for improving the effectiveness of its AP operations, Juniper created a set of detailed metrics that would provide the benchmarks it needed to make sound strategic decisions and evaluate the project’s success over time. The development of these metrics was driven by a set of clearly articulated goals and objectives:

- More effectively utilize resources through the use of measurable cost and productivity goals.



Headquartered in Sunnyvale, California, Juniper Networks is the leader in high performance network infrastructure, delivering routing, switching, security and application acceleration solutions that solve highly complex, fast changing problems on the world’s most demanding networks. Its rapidly growing customer base includes the Top 65 service providers worldwide and more than 30,000 enterprise customers, including 96 of the Fortune 100 companies and many of the largest government agencies and institutions. Juniper maintains financial operations in California, Ireland, Hong Kong and India, including a Shared Service Center (SSC) in Bangalore, India. The company reported 2007 annual revenues in excess of \$3.5 billion, with a global workforce of close to 7,000 employees.

- Improve systems and processes to ensure real-time visibility and accuracy of financial data.
- Provide fast access to information and knowledge to support strategic decision making.
- Grow employee base in emerging geographies and empower them to be successful.

In this way, a measurable range of benchmarks designed to meet Juniper's cost and productivity goals were complimented by a rigorous set of service and strategic goals, ensuring time critical information was fed back into the organization in real time.

Successful Globalization of AP Functions Require Automated Processes

Juniper Networks reached several important conclusions as a result of its careful and deliberate review. First and foremost, Juniper needed to automate as much of its financial processes as possible. The old way of conducting business — paper invoices, manual filing systems and approval processes — presented a major stumbling block to Juniper's goal of growing the organization in lower cost geographies and presented ongoing compliance issues (Sarbanes-Oxley).

At the same time, Juniper needed to establish consistent, repeatable processes that replaced localized methods with a more efficient and easily managed global AP environment. These processes would need to be easy to understand, require little or no employee training and provide anytime, anywhere access with high levels of reliability and data integrity. For these reasons, it also quickly became apparent that Juniper would require a solution that leveraged its Oracle ERP investment. To support an automated approval and review process, which would involve line of business managers from around the world, the solution would need to take advantage of existing Oracle approval hierarchies and data stores.

Kofax Best in Class Meets Juniper Best Practices

Today, with the assistance of MarkView for Accounts Payable from Kofax, 94% of Juniper's AP transactions are automated, up from less than 48% in the pre-SSC days. This has resulted in a more efficient and transparent AP solution that is faster, easier and less costly to maintain. Specifically, it has resulted in:

- **Lowered Costs.** Juniper's cost per invoice has been reduced from \$4.72 to \$1.53, a more than 68% reduction in cost, while the total number of invoices has grown in lockstep with the company's growth.
- **Increased Productivity.** Monthly transactions processed per employee are up by 350%. It now takes an average of less than 3 minutes, versus 9.2 minutes, to process an invoice.

- **Reduced Cycle Times.** Invoice backlogs now average 2 to 3 days, down from 8 to 9 days with the largely paper based system.
- **Offshore Success.** Since implementing the SSC in Bangalore, India, overall invoice processing times and costs have been reduced by nearly 60%.

About Kofax

Kofax plc (LSE: KFX) is the leading provider of document driven business process automation solutions. For more than 20 years, Kofax has provided award winning solutions that streamline the flow of information throughout an organization by managing the capture, transformation and exchange of business critical information arising in paper, fax and electronic formats in a more accurate, timely and cost effective manner. These solutions provide a rapid return on investment to thousands of customers in financial services, government, business process outsourcing, healthcare, supply chain and other markets.

Kofax delivers these solutions through its own sales and service organizations, and a global network of more than 700 authorized partners in more than 60 countries throughout the Americas, EMEA and Asia Pacific.

For more information, visit www.kofax.com.