

Global E-Invoicing Implementation Checklist for CFOs

Phase 1: Strategic Assessment & Planning

Business Case Development

- ☐ Quantify current invoicing costs (processing, paper, postage, storage)
- ☐ Calculate expected ROI and payback period
- ☐ Identify efficiency gains (DSO reduction, error rates, processing time)
- ☐ Assess impact on working capital management
- ☐ Define success metrics and KPIs

Regulatory Landscape Mapping

- ☐ Conduct jurisdiction-by-jurisdiction compliance review
- ☐ Identify mandatory e-invoicing countries (e.g., Italy, Brazil, Mexico, India)
- ☐ Map voluntary adoption countries and benefits
- ☐ Document country-specific requirements (formats, platforms, timelines)
- ☐ Track upcoming regulatory changes (France 2026, Germany planning, etc.)
- ☐ Assess penalties for non-compliance in each jurisdiction

Stakeholder Alignment

- ☐ Secure executive sponsorship and board approval
- ☐ Engage regional finance leaders
- ☐ Involve tax, treasury, and legal departments
- ☐ Coordinate with IT and digital transformation teams
- ☐ Consult with major customers and suppliers on readiness

Phase 2: Technology & Vendor Selection

Requirements Definition

- ☐ Map current invoice volumes by country/entity
- ☐ Document AP and AR workflows and systems
- ☐ Identify ERP systems and versions across entities
- ☐ Define integration requirements (APIs, EDI, flat files)
- ☐ Specify format support needs (Peppol, Factur-X, UBL, local formats)
- ☐ Determine data archiving and retrieval requirements

Vendor Evaluation

- ☐ Create RFP with technical and functional requirements
- ☐ Assess vendor global coverage and local compliance expertise
- ☐ Evaluate integration capabilities with existing ERP systems
- ☐ Review vendor compliance update processes
- ☐ Verify vendor financial stability and market presence
- ☐ Check references from similar multinational implementations
- ☐ Assess service level agreements and support capabilities
- ☐ Evaluate total cost of ownership (licensing, implementation, maintenance)

Solution Architecture

- ☐ Decide on centralized vs. decentralized implementation approach
- ☐ Define master data governance model
- ☐ Plan for data migration and cleansing
- ☐ Design disaster recovery and business continuity plans
- ☐ Establish cybersecurity and data privacy protocols
- ☐ Define multi-entity, multi-currency handling approach

Phase 3: Organizational Readiness

Governance Structure

- ☐ Establish global e-invoicing steering committee
- ☐ Appoint regional implementation leads
- ☐ Define RACI matrix for key decisions
- ☐ Create escalation procedures
- ☐ Set up regular cadence for steering committee meetings

Change Management

- ☐ Develop comprehensive change management strategy
- ☐ Conduct impact assessments by function and geography
- ☐ Create communication plan for all stakeholders
- ☐ Identify and train change champions in each region
- ☐ Address cultural and language considerations

Training Program

- ☐ Develop role-based training curriculum
- ☐ Create training materials in local languages
- ☐ Plan for both technical and process training
- ☐ Establish train-the-trainer programs for regional teams
- ☐ Develop ongoing training for new hires

Phase 4: Data & Process Standardization

Master Data Management

- ☐ Cleanse and standardize vendor master data
- ☐ Validate customer master data
- ☐ Standardize tax codes and rates across entities
- ☐ Harmonize chart of accounts where possible
- ☐ Establish data quality controls and ownership
- ☐ Create processes for ongoing data maintenance

Process Harmonization

- ☐ Document current-state processes by entity
- ☐ Design future-state standardized processes
- ☐ Identify and address process gaps
- ☐ Standardize approval workflows
- ☐ Define exception handling procedures
- ☐ Update internal controls documentation

Tax Compliance Integration

- ☐ Align with tax reporting requirements (VAT, GST)
- ☐ Integrate with tax determination engines
- ☐ Validate tax calculation logic
- ☐ Ensure audit trail completeness
- ☐ Coordinate with tax technology solutions (e.g., Vertex, Sovos)

Phase 5: Implementation & Rollout

Phased Deployment Planning

- ☐ Prioritize countries based on regulatory deadlines
- ☐ Define waves/phases for rollout
- ☐ Identify pilot entities for initial deployment
- ☐ Create detailed project plans with milestones
- ☐ Allocate resources for each wave
- ☐ Build contingency buffers into timeline

Technical Implementation

- ☐ Complete system integration development
- ☐ Conduct unit testing of all integrations
- ☐ Perform end-to-end testing with real scenarios
- ☐ Execute user acceptance testing (UAT)
- ☐ Test with government platforms where required
- ☐ Validate reporting and analytics capabilities
- ☐ Complete security and penetration testing

Supplier & Customer Enablement

- ☐ Communicate e-invoicing plans to trading partners
- ☐ Provide onboarding support and documentation
- ☐ Establish help desk for partner queries
- ☐ Test connectivity with key trading partners
- ☐ Create fallback procedures for non-compliant partners

Go-Live Preparation

- ☐ Finalize cutover plans for each entity
- ☐ Prepare rollback procedures
- ☐ Staff hypercare support teams
- ☐ Create go-live checklists
- ☐ Conduct dress rehearsals
- ☐ Obtain sign-offs from stakeholders

Phase 6: Post-Implementation & Optimization

Stabilization

- ☐ Monitor transaction volumes and success rates
- ☐ Track and resolve issues rapidly
- ☐ Provide hypercare support (typically 4-8 weeks)
- ☐ Gather user feedback
- ☐ Document lessons learned
- ☐ Update training materials based on feedback

Compliance Monitoring

- ☐ Establish ongoing compliance monitoring processes
- ☐ Track regulatory changes across jurisdictions
- ☐ Ensure timely system updates for regulatory changes
- ☐ Conduct periodic compliance audits
- ☐ Maintain relationships with local tax authorities

Performance Measurement

- ☐ Track KPIs against baseline metrics
- ☐ Monitor DSO and working capital improvements
- ☐ Measure cost savings and efficiency gains
- ☐ Assess user adoption rates
- ☐ Calculate actual ROI
- ☐ Report results to executive leadership and board

Continuous Improvement

- ☐ Identify optimization opportunities
- ☐ Expand to additional transaction types (credit notes, POs)
- ☐ Increase automation levels (AI, machine learning)
- ☐ Enhance analytics and reporting capabilities
- ☐ Extend to smaller suppliers/customers
- ☐ Explore advanced features (dynamic discounting, supply chain financing)

Critical Success Factors

Executive Considerations for CFOs

- **Budget Appropriately:** Plan for 15-25% budget contingency; implementations often take longer than planned
- **Prioritize Compliance:** Missing mandatory deadlines can result in inability to transact or significant penalties
- **Think Global, Act Local:** Balance standardization with local requirements and business practices
- **Invest in Master Data:** Poor data quality is the #1 cause of implementation delays
- **Don't Underestimate Change Management:** Technical implementation is only 30-40% of the effort
- **Maintain Business Continuity:** Always have fallback procedures during transition periods
- **Leverage for Strategic Value:** Look beyond compliance to cash flow, financing, and supply chain optimization

Key Risks & Mitigation Strategies

Risk	Mitigation Strategy
Regulatory deadline misses	Early start, prioritize mandatory countries, maintain compliance calendar
Integration complexity	Thorough requirements gathering, experienced integration partner, extensive testing
Poor data quality	Data cleansing project before implementation, strong data governance
User resistance	Robust change management, early involvement, clear communication of benefits
Vendor dependency	Clear SLAs, escape clauses, maintain internal expertise
Trading partner readiness	Early engagement, support programs, alternative connection methods

Recommended Timeline

- **Phase 1-2 (Strategic Planning & Vendor Selection):** 3-4 months
- **Phase 3-4 (Organizational Readiness & Standardization):** 4-6 months
- **Phase 5 (Implementation per wave):** 3-6 months per wave
- **Phase 6 (Stabilization):** 2-3 months per wave

Total Program Duration: 18-36 months for full global deployment, depending on complexity and number of entities

This checklist should be customized based on your organization's specific circumstances, geographic footprint, and existing technology landscape.