A Study on the Effectiveness of Excel-Based Reconciliation Techniques in Accounts Payable Management

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Master of Business Administration

SCHOOL OF BUSINESS

INDIRA UNIVERSITY, TATHAWADE, PUNE

A Study Conducted For

PACCAR India Pvt. Ltd., Pune

Accounts Payable | Finance and Accounting Function

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EXECUTIVE SUMMARY

This OJT report documents the practical learning acquired by me during my internship at PACCAR India Pvt. Ltd., Pune, in the Accounts Payable function of the Finance and Accounting department. The overall internship engagement with the organisation spans six months, from 7 July 2026 to 7 January 2027; in line with the OJT component of the MBA programme, this report is based on the first two months of that engagement, from 7 July 2026 to 7 September 2026. The training was undertaken under the academic guidance of Dr. Sujata Deshmukh and the company guidance of Ms. Amy Han, General Accounting Supervisor.

The central theme of the project is a practical study of Excel-based reconciliation techniques used within an SAP-driven Accounts Payable process. At PACCAR India, invoice processing, journal entries and vendor master data are managed in SAP, but the actual reconciliation of AP balances against vendor statements and the General Ledger is performed separately in Microsoft Excel, using formulas such as VLOOKUP, SUMIFS and Nested IF, together with conditional formatting. The work covered SAP data extraction, data clean-up, discrepancy identification, root-cause analysis, timing of reconciliation cycles and comparison with a fully system-based approach.

The internship demonstrated that the reliability of Excel-based reconciliation depends heavily on the quality of the underlying SAP export, the discipline of the person performing the reconciliation, and the consistency of the formulas and checks applied. Timing differences and data-formatting issues were the most frequent discrepancies observed, while GL coding errors and duplicate entries, though less frequent, took longer to resolve. Reconciliation time did not scale in a strictly linear way with dataset size, because larger datasets carried proportionally more discrepancies to investigate, not simply more rows to review.

The report follows the Project Based OJT structure prescribed in the university handbook, adapted to focus solely on practical insight rather than secondary literature. It includes sector analysis, company analysis, objectives, detailed

methodology, task-wise observations, findings, separately stated challenges, conclusion, limitations, learnings, recommendations and appendices.

Overall, the OJT strengthened technical understanding of Accounts Payable reconciliation and developed professional competencies such as spreadsheet-based financial analysis, attention to detail, data-quality awareness, root-cause thinking, communication, deadline management and process documentation.

REPORT AT A GLANCE

Project focus: a practical study of Excel-based reconciliation techniques used to support an SAP-driven Accounts Payable process, based entirely on first-hand OJT exposure.

Core work area: SAP data extraction, Excel-based reconciliation of AP sub-ledger, vendor statement and General Ledger data, discrepancy identification, root-cause analysis and resolution tracking.

Academic approach: Project Based OJT format with sector analysis, company analysis, objectives, methodology, task-wise observations, findings, challenges, limitations, learnings and recommendations — built solely on practical insight, without secondary literature or references.

Professional emphasis: data-quality awareness, spreadsheet-based financial analysis, reconciliation discipline, root-cause thinking, version control, documentation and communication within a shared-services finance team.

MBA Finance relevance: linkage of reconciliation practice with internal controls, cash-flow accuracy, vendor relationship management, audit readiness and financial-reporting quality.

Evidence principle: confidential vendor, transaction and employee-identifiable information is excluded; the report uses process descriptions, anonymised examples and consolidated observations.

1. INTRODUCTION

Every organisation that buys goods or services on credit needs a reliable way of tracking what it owes, and to whom. This is the role of the Accounts Payable (AP) function: it records vendor invoices, processes payments and maintains a running account of outstanding liabilities. Because AP directly affects a company's cash flow, vendor relationships and financial statements, even small errors in this area can grow into larger problems, from strained supplier relationships to inaccurate reporting.

Reconciliation is the safety check built into this process. In simple terms, it means comparing two sets of records — for example, the AP sub-ledger and the General Ledger, or a vendor's statement and the company's own books — to confirm that they agree, and investigating any differences that show up. Done well, reconciliation catches mistakes early, before they turn into audit issues or payment disputes. Done poorly, or inconsistently, it can let errors sit unnoticed for months.

Most large companies today run their core accounting on an Enterprise Resource Planning (ERP) system, and PACCAR India Pvt. Ltd. is no exception — invoices, journal entries and vendor master data all live in SAP. What is interesting, though, is that the reconciliation step itself is not performed inside SAP. Like many organisations, PACCAR India's AP team exports data from SAP and reconciles it in Microsoft Excel, using formulas and manual review to spot mismatches. This is a common pattern across shared-services finance functions, and it raises a fair practical question: how effective is this Excel-based layer, sitting on top of an otherwise fully digitised ERP system?

This project is designed as a practical, process-oriented study of that question, using first-hand exposure gained during the OJT period in the Accounts Payable team at PACCAR India. Rather than approaching the topic from a textbook angle, the report leans entirely on the day-to-day experience of pulling SAP data, building reconciliation sheets in Excel and chasing down discrepancies — the kind of practical detail that is easy to miss in a purely theoretical discussion of internal controls. In keeping with the practical, project-based nature of this OJT, the report deliberately does not draw on secondary literature, published articles or external references; every observation, table and recommendation is built solely from direct exposure during the training period.

The OJT was undertaken at PACCAR India Pvt. Ltd. in Pune, within the Finance and Accounting shared-services function. The overall internship engagement with the organisation is of six months' duration, from 7 July 2026 to 7 January 2027. For the specific purpose of this OJT report, however, the period considered is the first two months of that engagement — 7 July 2026 to 7 September 2026 — during which my role centred on SAP data extraction and Excel-based reconciliation of Accounts Payable balances.

- The project is practical and process-oriented, built entirely from OJT exposure.
- The report connects academic finance and control concepts with day-to-day reconciliation work.
- Vendor, transaction and employee-identifiable information is anonymised or excluded throughout.

1.1 Purpose and Objectives of the Project

The purpose of the project is to document, understand and analyse the practical workflow of Excel-based Accounts Payable reconciliation as performed during the internship. The project examines how SAP-extracted data is cleaned, compared and investigated in Excel, and how discrepancies are identified, categorised and resolved before a reconciliation is considered complete.

The purpose is also to document how an MBA Finance intern moves from observation to supervised execution. The learning process involved understanding the AP workflow, extracting data from SAP, cleaning and standardising exports, applying reconciliation formulas, investigating flagged items, documenting resolutions and updating reconciliation files. Each stage strengthened analytical and professional discipline.

The objectives are designed to capture both technical and managerial learning. Technical learning includes SAP data extraction, spreadsheet formula usage (VLOOKUP, SUMIFS, Nested IF), conditional formatting, discrepancy classification and root-cause analysis. Managerial learning includes prioritisation, time management, communication with the wider AP team, documentation discipline and quality review.

- To understand the Excel-based AP reconciliation process followed at PACCAR India Pvt. Ltd.
- To identify the common types of discrepancies encountered between SAP-extracted data and vendor / General Ledger balances.
- To evaluate the effectiveness of Excel as a reconciliation tool in terms of accuracy, time efficiency and error detection.
- To assess the practical limitations of the current Excel-based approach relative to a fully system-based reconciliation method.
- To recommend practical improvements to strengthen the reconciliation process.

1.2 Scope and Salient Contributions

The scope of the project extends from SAP data extraction to the completion and filing of a reviewed Excel reconciliation. It includes the AP sub-ledger to General Ledger tie-out, vendor-statement comparisons, formula-based matching, conditional-formatting-based flagging, discrepancy investigation and resolution documentation. The scope does not include SAP system configuration, ERP-level control design or independent audit sign-off; such decisions remain with the relevant finance-systems and audit functions.

A key contribution of the project is a practical, process-level view of where time and risk actually concentrate in a blended ERP-plus-Excel reconciliation set-up. Although each reconciliation cycle differs in dataset size and vendor mix, all of them share a common structure of export, clean-up, matching, flagging, investigation and documentation. Recognising this common structure helps identify where standardisation would have the greatest practical benefit.

The project covers the reconciliation activities and discrepancies encountered across vendor invoices and expense reports handled during the OJT period. The scope is deliberately limited tomy direct exposure during the first two

months of the engagement and does not claim to represent the complete scale of AP operations at PACCAR India across a full financial year.

- Improved understanding of SAP-to-Excel reconciliation workflows in a shared-services environment.
- Improved practical knowledge of VLOOKUP, SUMIFS, Nested IF and conditional formatting for reconciliation.
- Exposure to discrepancy classification, root-cause thinking and resolution documentation.
- Better understanding of the trade-offs between spreadsheet-based and system-based reconciliation controls.

1.3 Outline of the Project Report

The report is designed to read as one continuous professional project, built solely from practical OJT exposure. The sector chapter explains the wider environment of financial shared services and Accounts Payable; the company chapter explains the specific environment in which the learning occurred; and the methodology chapter documents what was actually done during the two-month OJT period. The final chapters then evaluate the experience from the perspective of findings, challenges, limitations, learnings and recommendations.

This structure also supports viva preparation because each chapter answers a different type of question. The introduction explains the purpose, methodology explains the process, analysis explains what was observed, and the conclusion explains what the experience means. The appendices provide practical evidence formats — process flows, checklists and a fortnightly diary — that can be discussed without revealing confidential vendor or transaction data.

The report moves from the external environment to the organisation, then to detailed methodology and finally to findings, challenges, learning and recommendations. Chapter 1 introduces the project, purpose, scope and outline. Chapter 2 analyses the financial shared-services and Accounts Payable sector through its structure, competitive dynamics, PESTEL factors, sub-functions, trends, controls and digital advancements. Chapter 3 analyses PACCAR India from the perspective of the internship, including its professional environment, the Finance and Accounting function, the AP department, systems in use, SWOT and risk areas.

Chapter 4 states the five project objectives. Chapter 5 contains detailed methodology and task-wise process description covering SAP data extraction, discrepancy types, time taken, formula usage, an illustrative walkthrough and a comparison with system-based reconciliation. Chapter 6 presents observations, findings and a separately stated conclusion. Chapters 7–9 cover challenges, limitations and learnings. Chapter 10 provides recommendations, followed by appendices.

2. SECTOR ANALYSIS – FINANCIAL SHARED SERVICES AND ACCOUNTS PAYABLE

Large multinational manufacturers increasingly route transactional finance and accounting work through shared-services centres located in cost-competitive, talent-rich locations. India has become one of the most significant global hubs for this kind of work, supporting functions such as Accounts Payable, Accounts Receivable, General Ledger accounting, month-end reporting and financial analysis for group entities located elsewhere. PACCAR India Pvt. Ltd. is one such shared-services set-up, supporting finance, engineering and information-technology functions for the wider PACCAR group from its Pune office.

Within this sector, Accounts Payable is one of the more transaction-heavy sub-functions, given the sheer volume of vendor invoices that need to be processed, verified, matched and paid on schedule. A defining feature of the sector, observed directly during the OJT, is the blended use of a central ERP system (most commonly SAP) for transaction processing, together with Microsoft Excel for reconciliation, ad-hoc analysis and exception handling that the ERP's standard reports do not fully cover.

2.1 Overview and Structure of the Sector

The financial shared-services sector generally organises work by process tower — Accounts Payable, Accounts Receivable, General Ledger / Record-to-Report, and Financial Planning and Analysis — with each tower supporting

one or more group entities from a centralised location. Within Accounts Payable specifically, the typical cycle observed involves invoice receipt, verification against purchase orders and goods receipts, posting in the ERP system, payment processing and, running alongside all of this, periodic reconciliation of AP balances to vendor statements and the General Ledger.

Reconciliation sits at a structurally important point in this cycle: it is the control step that confirms whether the upstream processing (invoice posting, payment runs, journal entries) has produced figures that agree across systems and counterparties. Because reconciliation depends on data drawn from multiple sources, it is also the point at which formatting inconsistencies, timing differences and data-entry errors from earlier in the cycle become visible.

Sub-function	Typical Systems / Tools
Accounts Payable	SAP (invoice posting, vendor master, payments); Excel (reconciliation)
Accounts Receivable	SAP (billing, collections); Excel (ageing and dispute tracking)
General Ledger / Record-to-Report	SAP (journal entries, trial balance); Excel (schedules, variance analysis)
Reconciliation (cross-functional)	SAP data exports combined with Excel formulas and conditional formatting

2.2 Porter's Five Forces Analysis

1. Threat of New Entrants — Low

Entering the heavy-truck manufacturing industry is extremely difficult and expensive. A new company would need to build massive factories, develop engines and drivetrains, set up a global dealer and service network, and meet strict safety and emissions regulations in every market it wants to sell in. On top of that, trucking companies buy vehicles based on long-term reliability, resale value, and trust — things a brand new manufacturer simply doesn't have. PACCAR has spent decades building this trust through its Kenworth, Peterbilt, and DAF brands. Because of these massive barriers — capital costs, brand loyalty, regulatory approval, and distribution networks — it is very unlikely that a new player could enter and seriously threaten PACCAR any time soon. The only real "new entrants" tend to be big, well-funded companies entering from adjacent industries (like electric vehicle startups), not brand-new small manufacturers.

2. Bargaining Power of Suppliers — Moderate

PACCAR depends on many suppliers for steel, tires, electronics, transmissions, batteries (for electric trucks), and other components. Some of these suppliers, especially those who make specialized or advanced components (like emissions control systems or semiconductor-based electronics), can have real bargaining power because there are only a few companies capable of producing that part reliably. However, PACCAR reduces this power in two ways: first, it manufactures many of its own engines through its subsidiary PACCAR Engine Company, which lowers reliance on outside engine makers; second, because PACCAR buys parts in very large volumes, it has negotiating leverage on price and delivery terms. This keeps supplier power at a moderate level — not powerless, but not overly dominant either.

3. Bargaining Power of Buyers — Moderate to High

PACCAR's customers are mostly large fleet operators, logistics companies, and leasing companies that purchase trucks in bulk, sometimes hundreds at a time. Because these buyers make large purchases, they can negotiate on price, financing terms, warranties, and after-sales service packages. Buyers can also switch to competitors like Volvo, Daimler Truck, or Traton if they don't get favorable deals, which increases their power. However, switching isn't always simple — fleets often standardize on certain truck brands for maintenance efficiency and driver familiarity, which gives PACCAR some retention power. Still, because buyers are concentrated (a small number of large companies make big purchases) and price-sensitive, their bargaining power leans moderate to high.

4. Threat of Substitutes — Low to Moderate

For most short- and medium-distance freight, there isn't a practical substitute for heavy trucks — goods need to move door-to-door, and trucks are the only vehicles that can do that efficiently. Rail and cargo ships can move goods cheaply over very long distances, but they can't replace the "last mile" flexibility that trucks provide. This keeps the threat of substitutes fairly low. That said, there's an emerging internal substitution trend: electric and hydrogen-powered trucks are starting to replace traditional diesel trucks. This isn't really a threat "from outside" the industry — it's more of a shift within the industry itself, which PACCAR is already investing in through its electric truck lineup (like the Kenworth K270E and Peterbilt 220EV). So while it's not a serious external threat, it does add competitive pressure to keep innovating.

5. Competitive Rivalry — High

The heavy-duty truck manufacturing industry is mature, meaning growth is slower and market share is hard-won. PACCAR competes directly with major global players like Daimler Truck (Freightliner, Western Star), Volvo Group (Volvo Trucks, Mack), Traton Group (Navistar, Scania, MAN), and other regional manufacturers. These companies compete aggressively on price, fuel efficiency, technology features (like driver-assist systems and connected fleet management), financing options, and now increasingly on electrification and sustainability credentials. Because customers can compare specs and pricing easily, and because switching costs aren't extremely high for large fleets, rivalry remains intense. This pushes all manufacturers, including PACCAR, to continuously invest in R&D, dealer support, and product innovation just to maintain market share.

Force	Level	Reason
Threat of New Entrants	Low	High capital costs, brand trust, dealer networks, and regulations make entry very difficult
Bargaining Power of Suppliers	Moderate	Some specialized suppliers have leverage, but in-house engine production and bulk buying reduce their power
Bargaining Power of Buyers	Moderate–High	Large fleet buyers purchase in bulk and can negotiate price, financing, and service terms
Threat of Substitutes	Low–Moderate	Few alternatives to trucks for flexible freight; main "substitute" is electric trucks replacing diesel within the industry
Competitive Rivalry	High	Intense competition from Daimler Truck, Volvo Group, Traton, and others on price, tech, and efficiency

2.3 PESTEL Analysis

1. Political Factors

Political decisions have a major impact on PACCAR because it operates globally, selling trucks in North America, Europe, South America, and parts of Asia and Australia. Government regulations on emissions standards (like EPA rules in the US or Euro emission standards in Europe) directly affect how PACCAR designs its engines and trucks.

Trade policies and tariffs are also important — for example, tariffs on steel and aluminum can raise manufacturing costs, while trade agreements or disputes between the US, Mexico, Canada, or the EU can affect how easily PACCAR moves parts and finished trucks across borders. Additionally, government infrastructure spending (on highways, ports, and logistics hubs) influences freight demand, which in turn drives truck sales. Political stability in the regions PACCAR operates in, along with government incentives for clean-energy vehicles (like subsidies for electric or hydrogen trucks), also shape the company's strategic decisions and investment priorities.

2. Economic Factors

PACCAR's business is closely tied to the broader economic cycle because trucks are a big capital investment for fleet operators, and demand for freight transportation rises and falls with economic activity. During periods of economic growth, more goods are being produced, shipped, and sold, which increases demand for new trucks. During recessions or slowdowns, fleet operators delay purchases, which hurts PACCAR's sales. Interest rates matter a lot too — since many truck purchases are financed, higher interest rates make loans more expensive and can reduce demand. Currency exchange rates also affect PACCAR's international business, especially with its European subsidiary DAF, since fluctuations between the US dollar and euro can impact profits when converted back to US dollars. Fuel prices are another key economic factor: high fuel costs can push fleets toward more fuel-efficient or electric trucks, which affects what customers demand and what PACCAR needs to build.

3. Social Factors

Social trends affect PACCAR both in terms of consumer demand and workforce availability. One major trend is the growing demand for e-commerce and fast delivery, which has significantly increased the need for freight trucks to move goods quickly across regions. This has directly benefited truck manufacturers like PACCAR. On the workforce side, there's a well-documented shortage of truck drivers in many countries, which affects how many trucks fleets actually need and use — some companies are investing in driver-assist technology partly to address this issue. There's also a growing social awareness around environmental sustainability, meaning both consumers and businesses increasingly expect companies to reduce their carbon footprint, which pushes PACCAR toward cleaner technology. Additionally, changing workforce demographics and attitudes toward manufacturing jobs affect PACCAR's ability to hire and retain skilled labor in its own factories.

4. Technological Factors

Technology is one of the most rapidly evolving areas affecting PACCAR's business. The rise of electric and hydrogen fuel-cell trucks is transforming the entire industry, forcing PACCAR to invest heavily in research and development to keep pace with rivals like Daimler Truck, Volvo, and Tesla's upcoming truck offerings. Autonomous driving technology is another major factor — self-driving or driver-assist systems could reshape long-haul trucking within the next decade, and PACCAR has been investing in partnerships and internal R&D in this space. Connected vehicle technology, which allows fleet operators to track truck performance, fuel efficiency, and maintenance needs in real time, is becoming a key selling point and competitive differentiator. Additionally, advancements in manufacturing technology, like automation and robotics in PACCAR's own factories, help improve production efficiency and reduce costs, making the company more competitive globally.

5. Legal Factors

PACCAR must comply with a wide range of legal and regulatory requirements across every country it operates in. Emissions and safety regulations are especially important — trucks must meet strict standards for pollution control, crash safety, and vehicle inspections, and these standards vary by country and are often becoming stricter over time (especially with the global push toward reducing carbon emissions). Labor laws affecting PACCAR's manufacturing workforce, including wage regulations, workplace safety standards, and union relationships, also shape operational costs and decisions. Intellectual property law is important too, since PACCAR needs to protect its engineering innovations and technology (like its electric drivetrains or connected vehicle software) from being copied by competitors. Additionally, product liability laws mean PACCAR must ensure its trucks are safe and well-tested, since legal claims related to accidents or defects can be costly and damage the company's reputation.

6. Environmental Factors

Environmental concerns are becoming one of the most significant forces shaping PACCAR's long-term strategy. Stricter emissions regulations worldwide are pushing the company to invest in cleaner technologies, including electric trucks, hydrogen fuel cells, and more fuel-efficient diesel engines. Climate change policies, such as carbon taxes or zero-emission vehicle mandates in places like California and parts of Europe, directly influence what kinds of trucks PACCAR needs to manufacture and sell in those markets. There's also growing pressure from customers and investors for companies to operate sustainably, which means PACCAR needs to reduce waste and energy use in its own manufacturing plants, not just in the trucks it sells. Additionally, the transportation industry as a whole is under scrutiny for its contribution to global carbon emissions, so PACCAR's ability to lead in clean truck technology could become an important competitive advantage — or a costly necessity — in the years ahead.

Within the Finance and Accounting shared-services function, Accounts Payable interacts closely with procurement (for purchase orders and goods receipts), General Ledger accounting (for period-end tie-outs) and Treasury (for payment execution). The two systems observed at the centre of the AP process are SAP GUI, used for all transactional activity — invoice posting, vendor master maintenance, journal entries and generating the raw data extracts that feed reconciliation — and Microsoft Excel, where that extracted data is cleaned, compared and investigated.

Beyond these two core systems, the team also relies on shared drives for storing reconciliation files and, informally, on email and instant messaging for flagging discrepancies to the right person. None of these supporting tools are specialised reconciliation software; they are the same general-purpose tools used across most office functions, adapted to this specific purpose.

2.5 Key Trends and Challenges

A clear trend observed during the OJT is the gradual move toward semi-automation of the data clean-up step — the part of the reconciliation process that currently consumes the most time — through tools such as Power Query, without necessarily replacing the underlying reconciliation logic built in Excel. Another trend is the growing expectation, from group finance leadership, of a visible audit trail for reconciliation work, which is difficult to fully satisfy using plain spreadsheets.

Key challenges facing the sector, based purely on what is observable at the process level, include maintaining consistency across preparers who each have slightly different Excel habits, managing version control when files are shared across a team, and scaling reconciliation effort as transaction volumes grow without a corresponding increase in headcount.

2.6 Controls and Governance in the Sector

Reconciliation functions as a detective control within the broader financial-control environment: it does not necessarily prevent an error from occurring, but it is designed to catch the error soon after, before it compounds across further periods. Because reconciliations are typically performed on a fixed schedule (daily, weekly or at month-end), they act as a regular checkpoint that limits how long a mistake can go unnoticed.

In a shared-services environment, governance over this control typically rests with a combination of process-owner review (the AP supervisor signing off on completed reconciliations), periodic sampling by internal audit, and, at year-end, review by the organisation's statutory auditors. The consistency and documentation quality of the underlying Excel reconciliation files directly affects how efficiently these reviews can be conducted.

2.7 Digital Advancements in Reconciliation

The direction of travel observed in this sector is toward combining automation with professional oversight rather than removing human judgement altogether. Routine data clean-up, formatting corrections and first-pass matching can increasingly be automated, while interpretation of genuine exceptions, vendor communication and final sign-off remain judgement-intensive and are likely to stay with the reconciliation preparer for the foreseeable future.

This creates a practical opportunity for MBA Finance professionals who understand both the accounting logic behind reconciliation and the spreadsheet or semi-automation tools used to perform it — a combination that this OJT placement was specifically designed to build.

3. COMPANY ANALYSIS – PACCAR INDIA PVT. LTD.

The organisation provided an applied, transaction-rich Accounts Payable environment in which SAP-based processing and Excel-based reconciliation were closely connected. Rather than working on a single isolated task, the internship involved repeated exposure to reconciliation cycles of varying size, which helped demonstrate how the same control principles apply across small, medium and large vendor datasets.

The company-level perspective also showed the importance of workflow discipline within a shared-services team. A reconciliation cycle moves through several stages — export, clean-up, matching, flagging and investigation — and maintaining a clear status of what has been resolved, what is pending and what requires escalation is essential for the department to close each period on schedule.

3.1 Brief of the Organization

PACCAR Inc. is a US-based global manufacturer best known for its truck brands — Kenworth and Peterbilt in North America, and DAF in Europe. Alongside truck manufacturing, the PACCAR group also has businesses in financial services and in the supply of genuine parts, which together support its trucks throughout their working life. Being a large, multi-country organisation, PACCAR relies on a mix of global systems and regional teams to keep its finance and operations running smoothly, and India is one of the locations that supports this wider structure.

PACCAR India Pvt. Ltd. is a subsidiary of PACCAR Inc., set up to support the group's finance, engineering and information-technology functions from India. Operating out of Pune, the India entity works closely with teams across PACCAR's other locations, handling processes that range from transactional accounting to more specialised engineering and analytics work. The Accounts Payable function that this report focuses on is part of the broader Finance and Accounting shared-services work carried out by the India office.

Because this is a professional shared-services environment and vendor-specific information is confidential, the company analysis in this chapter focuses on observed processes, systems and professional practices rather than on unpublished financial figures. The report therefore does not present group turnover, profitability or internal staffing statistics; it restricts itself to what was directly observable during the OJT.

Particular	Details
Organisation	PACCAR India Pvt. Ltd.
Parent Group	PACCAR Inc. (Kenworth, Peterbilt, DAF; also Financial Services and Parts)
Location	Pune, Maharashtra
Function Observed	Finance and Accounting – Accounts Payable
Company Guide	Ms. Amy Han, General Accounting Supervisor
Faculty Guide	Dr. Sujata Deshmukh

3.2 Vision, Mission and Professional Values

For the purpose of this academic report, the organisation's professional orientation is described from internship observation rather than from an externally published corporate statement. The working environment reflected a consistent focus on accuracy, timely period-end closing, documentation quality, vendor relationship management and professional review before any reconciliation was considered final.

Professional values were also visible in how review comments were treated. A reconciliation was not considered complete merely because the formulas had run and produced a result; flagged items had to be investigated, resolutions had to be documented, and the file had to be in a state that a reviewer or auditor could follow later. This review culture is particularly important in reconciliation work because the credibility of a 'clean' reconciliation depends entirely on how carefully the underlying exceptions were handled.

Value	Observed Meaning in AP Reconciliation
Accuracy	SAP exports and Excel formulas checked before a reconciliation is marked complete
Timeliness	Reconciliation cycles completed within the period-close schedule
Documentation	Discrepancies and their resolutions recorded, not just corrected silently
Confidentiality	Vendor and transaction data handled and reported on an anonymised basis
Review	Supervisor verification before a reconciliation file is treated as final

3.3 The Finance and Accounting Function

The Finance and Accounting function at PACCAR India is responsible for processes such as invoice processing, journal entries, vendor payments and month-end reporting support. Much of this work is anchored around SAP, which acts as the single source of truth for financial transactions. Within this function, Accounts Payable is one of the more transaction-heavy areas, given the sheer volume of vendor invoices that need to be processed, verified and paid on time.

Working within this kind of shared-services environment gives an intern useful exposure to how a multinational company standardises its processes across geographies, while still leaving room for local teams to manage the finer, day-to-day details — like reconciliation — in whatever way works best for them, within the boundaries set by group policy.

3.4 The Accounts Payable Department and Workflow

The Accounts Payable department handles the end-to-end vendor invoice cycle — from receiving and verifying invoices, to posting them in SAP, to making sure payments go out accurately and on schedule. A core part of this department's responsibility, and the specific focus of this report, is reconciliation: making sure that what is recorded in SAP matches what vendors say is owed to them, and that the AP sub-ledger ties back to the General Ledger at each period-end.

Because SAP handles the transactional side of AP but not the reconciliation step itself, the department has developed its own Excel-based routines for this purpose over time. These routines are built around exports from SAP, combined with formulas like VLOOKUP and SUMIFS, and conditional formatting to flag mismatches. This blended way of working — SAP for transactions, Excel for reconciliation — is the specific process this report examines. The workflow observed can be summarised as a cycle: requirement identification, SAP data extraction, clean-up, formula-based matching, discrepancy flagging, investigation, documentation and filing.

3.5 Systems and Tools in Use

Two systems sit at the centre of the AP process described in this report. SAP GUI is used for all transactional activity — invoice posting, vendor master maintenance, journal entries and generating the raw data extracts that feed into reconciliation. Microsoft Excel, meanwhile, is where that extracted data is cleaned, compared and investigated, using formulas such as VLOOKUP, SUMIFS and Nested IF, together with conditional formatting to flag mismatches.

Beyond these two, the team also relies on shared drives for storing reconciliation files and, informally, on email and instant messaging for flagging discrepancies to the right person. None of these supporting tools are specialised reconciliation software — they are the same general-purpose tools used across most office functions, adapted to this specific purpose.

3.6 SWOT Analysis

The strengths of the current Excel-plus-SAP set-up include low set-up cost, high flexibility for one-off comparisons, and familiarity among staff, since most finance graduates already know Excel well. Weaknesses include dependence on individual preparer discipline, the absence of an automatic audit trail, and version-control confusion when files are shared across a team. Opportunities include semi-automation of the data clean-up step and standardisation of export templates and checklists. Threats include growing transaction volumes that could outpace what a purely manual Excel process can efficiently handle, and the risk of inconsistent quality when new team members are not given structured onboarding on the specific formulas used.

Strengths	Weaknesses
High flexibility for custom comparisons	Depends heavily on individual preparer discipline
Low set-up cost; builds on existing Excel skills	No automatic audit trail of changes made
Familiar tool for most finance staff	Version-control confusion across shared files

Opportunities	Threats
Semi-automation via Power Query or similar tools	Growing transaction volumes outpacing manual capacity
Standardised export templates and checklists	Inconsistent quality without structured onboarding
Centralised, well-named shared reconciliation files	Data-formatting issues recurring with every fresh export

3.7 Professional Risk Areas

A practical risk-control hierarchy applies well to the observed AP reconciliation work. First, prevent errors by standardising the SAP export template and pre-formatting date and number columns. Second, detect errors through reconciliation formulas, conditional formatting and periodic cross-verification by a second team member. Third, correct errors through documented investigation, resolution notes and, where needed, escalation to the person who made the original entry.

Risk in this specific process can be grouped into export risk (formatting inconsistencies from SAP), matching risk (formula errors such as an incorrect cell reference or a dragged formula that does not update correctly), investigation risk (an ambiguous discrepancy being resolved incorrectly) and record-retention risk (the final version of a reconciliation file not being clearly identifiable later). Attention to detail was one of the most important professional competencies developed during the OJT, since even a small mismatch in an invoice number, GL code or amount can throw off an entire reconciliation without any obvious warning sign.

4. OBJECTIVES OF THE PROJECT

The objectives below were framed at the start of the OJT period and guided the way tasks, observations and notes were organised during the two months considered in this report (7 July 2026 to 7 September 2026).

- To understand the Excel-based Accounts Payable reconciliation process followed at PACCAR India Pvt. Ltd.

- To identify the common types of discrepancies encountered during reconciliation between SAP-extracted data and vendor / General Ledger balances.
- To evaluate the effectiveness of Excel as a reconciliation tool in terms of accuracy, time efficiency and error detection.
- To assess the limitations of the current Excel-based approach compared with a fully system-based reconciliation method.
- To suggest practical recommendations for improving the reconciliation process.

Alongside these primary objectives, the project also aimed to document the reconciliation workflow in enough practical detail that it could serve as a quick reference for a new team member or future intern, and to record, in the intern's own words, where time and effort were actually concentrated during a typical reconciliation cycle.

5. PROJECT DETAILS AND METHODOLOGY

This chapter describes what was actually done during the two-month OJT period, how data and observations were collected, and the specific reconciliation process, tools and patterns encountered. The chapter is written entirely from direct practical exposure; no external process manuals, published frameworks or academic sources have been used.

5.1 Role of the Intern and Brief of Tasks Performed

During the OJT period, the intern's role involved supporting the Accounts Payable team with SAP data extraction and Excel-based reconciliation. This meant regularly pulling vendor and General Ledger data from SAP, organising it in Excel, applying formulas to compare figures, and flagging discrepancies for follow-up. The intern also had the opportunity to observe how the wider team handled larger or more complex reconciliation cycles, and to have informal conversations with team members about the challenges they run into. This hands-on exposure forms the basis of the observations and analysis presented in this chapter and in Chapter 6.

Task Area	Practical Exposure Gained
SAP data extraction	Pulling AP sub-ledger and GL data extracts for defined vendor groups / periods
Data clean-up	Correcting date and number formatting; removing blank rows; aligning headers
Formula-based matching	Applying VLOOKUP and SUMIFS to compare SAP data against vendor / GL records
Discrepancy flagging	Using conditional formatting to visually highlight mismatched or unmatched items
Investigation	Tracing flagged items back to source invoices or vendor statements
Documentation	Recording the resolution of each discrepancy and updating the reconciliation file

5.2 Research Design and Data Sources

The project follows a descriptive, observation-based design rather than a formal survey or statistical study, since it is built entirely from the intern's own practical involvement in the AP reconciliation process during the OJT period. Data for this report was collected in an informal, ongoing manner throughout the two months, rather than through a single structured exercise. Each time a reconciliation cycle was performed, observations about the time taken, the type of discrepancies found and the steps followed were noted down; these notes were later grouped into categories — such as type of discrepancy, dataset size and time taken — to make it easier to spot patterns across the period.

All data referred to in this report comes from one of two sources: direct, hands-on experience performing Excel-based reconciliation of AP data extracted from SAP during the training period, and informal discussions with the Company Guide and AP team members used to cross-check whether the patterns observed during the internship matched the team's broader, longer-term experience. No published research, textbooks or internal process manuals were used as sources for this report.

5.3 Sample / Scope, Tools Used and Data Collection

The observations in this report are drawn from the reconciliation activities and discrepancies encountered across the vendor invoices and expense reports handled during the OJT period, 7 July 2026 to 7 September 2026. This is a relatively short window in accounting terms — it does not span a full financial quarter or year-end close — and this is reflected as a limitation in Chapter 8. Even so, the period was long enough to cover a reasonable number of reconciliation cycles across different dataset sizes, which is what the analysis in this chapter and Chapter 6 is based on.

- Microsoft Excel — formulas such as VLOOKUP, SUMIFS and Nested IF, and conditional formatting, used to identify mismatches.
- SAP GUI — the source system from which AP and vendor data was extracted.
- Simple tabulation — percentages and grouping used to summarise discrepancy patterns across the period.

5.4 SAP Data Extraction and Reconciliation Workflow

SAP Export	**Clean & Standardise**	**VLOOKUP / SUMIFS Match**	**Flag via Conditional Formatting**	**Investigate**	**Document & File**

Figure 5.1 SAP-to-Excel Reconciliation Cycle

Across the two-month period, the reconciliation process generally followed a similar sequence of steps, regardless of dataset size. The cycle began with exporting the relevant AP and GL data from SAP for the period being reconciled. The export was then cleaned and standardised — correcting date formats, removing blank rows and aligning column headers — before a VLOOKUP or similar formula was used to match line items between the two data sources.

Conditional formatting was applied to highlight unmatched or mismatched items, which were then investigated individually, referring back to source invoices or the vendor statement where needed. The resolution for each discrepancy was documented, and the reconciliation file was updated, saved and, where required, shared for review. Mapping the process out this way made it easier to see exactly where time and effort were concentrated — mainly in the cleaning and investigation steps rather than in the formula-based matching itself, which lines up with the observations noted in Section 5.6.

5.5 Types of Discrepancies Identified

Type of Discrepancy	Description
Timing Differences	Invoice recorded in SAP but not yet reflected in vendor statement, or vice versa
GL Coding Errors	Incorrect GL account or cost centre assigned during entry
Duplicate Entries	Same invoice processed more than once
Data Formatting Issues	Date / number format mismatches when exporting SAP data to Excel
Missing Documentation	Supporting invoice / expense document not available for matching

Of these, timing differences and data-formatting issues were the two categories encountered most often during day-to-day reconciliation work. Timing differences were usually resolved simply by checking whether the missing entry appeared in the following cycle, while formatting issues — particularly dates exported as text rather than as date values — required a short but repetitive clean-up step before any comparison formulas could be applied reliably. GL coding errors and duplicate entries were less frequent but took noticeably longer to resolve, since they usually required going back to the original invoice or checking with the person who had made the original entry.

5.6 Time Taken for Reconciliation

Dataset Size	Typical Time Taken
Small (500–2,000 line items)	30 to 60 minutes
Medium (2,000–8,000 line items)	60 to 90 minutes
Large (8,000 to occasionally 30,000–45,000 line items)	2 to 4 hours

This range makes intuitive sense — the time taken did not scale in a perfectly linear way with dataset size, since larger datasets tended to involve proportionally more discrepancies to chase down, not just more rows to scroll through. A useful pattern noticed over the two months was that the bulk of the time in any reconciliation cycle went into two activities: cleaning up the raw SAP export so that formulas would work correctly, and manually investigating the handful of line items that formulas alone could not resolve. The formula-driven matching itself — once the data was clean — was usually the fastest part of the process.

5.7 Formula Usage Patterns

VLOOKUP was the most frequently used formula during the OJT period, mainly for matching invoice numbers or vendor references between the SAP export and supporting data. SUMIFS was useful whenever multiple line items needed to be totalled by vendor or GL code before comparison, particularly when a single vendor statement covered several individual SAP entries. Nested IF formulas were used sparingly, mostly to categorise the type of discrepancy automatically once a mismatch had been identified, which made it quicker to summarise results at the end of a reconciliation cycle.

Conditional formatting rules, layered on top of these formulas, were what made mismatches easy to spot visually without having to scan every row manually. The combination of these four elements — VLOOKUP, SUMIFS, Nested IF and conditional formatting — formed the core toolkit for essentially every reconciliation cycle observed during the two-month period.

5.8 An Illustrative Walkthrough

Open SAP Export	Visual Scan / Format Check	Run VLOOKUP Match	Flag Mismatches	Work Flagged Rows One by One	Close & File

Figure 5.2 Illustrative Medium-Sized Reconciliation Walkthrough

To make the workflow described in Section 5.4 more concrete, it helps to walk through what a typical medium-sized reconciliation cycle looked like in practice. The cycle would usually begin with an SAP export covering a specific vendor group or GL account range for the period. On opening the export in Excel, the first task was almost always a quick visual scan — checking column headers, spotting any obviously blank or duplicated rows, and confirming that date and number fields had come through in a usable format rather than as text.

Once the file was reasonably clean, a VLOOKUP formula would be set up to match each SAP line item against the corresponding entry in the vendor statement or GL extract, depending on which side of the reconciliation was being checked. Any row that returned a mismatch or a blank result was flagged using conditional formatting, usually a light

red or yellow fill, so that it stood out clearly from the matched items. From there, the flagged rows were worked through one at a time — checking whether the issue was a timing difference that would resolve itself next cycle, a genuine coding error, or something that needed to be raised with a colleague.

What this walkthrough highlights is that the reconciliation itself — the moment the VLOOKUP formula runs and returns a result — is almost instantaneous. Nearly all of the time recorded in Section 5.6 was spent either before this step, getting the data into a usable shape, or after it, working through the individual flagged items. This is a useful distinction to keep in mind when thinking about where process improvements would have the biggest impact.

5.9 Comparing Excel-Based and System-Based Reconciliation

Aspect	Excel-Based Reconciliation (Current)	Fully System-Based Reconciliation
Flexibility	High — custom formats and one-off comparisons are easy to build	Lower — limited to what the system is configured to report
Audit Trail	Limited — no automatic change history	Strong — changes are typically logged automatically
Set-up Effort	Low — can be built quickly with existing skills	Higher — requires configuration or a dedicated tool
Consistency Across Users	Depends on the preparer's habits and formulas	Generally consistent, since the system enforces the process
Scalability	Slows down noticeably for very large datasets	Handles large volumes more efficiently

This comparison highlights the core practical trade-off observed during the OJT: Excel wins on flexibility and ease of set-up, while a system-based approach wins on consistency, audit trail and scalability. For PACCAR India's current transaction volumes, Excel remains a workable choice, but the gap in audit trail and consistency is worth keeping in view as volumes grow.

6. DATA ANALYSIS, OBSERVATIONS, FINDINGS AND CONCLUSION

The analysis in this chapter uses cross-cycle comparison rather than statistical testing, since the project was an OJT process study rather than a formal survey. The analytical unit is the reconciliation cycle, with attention to its inputs, controls, time taken and outcome.

Across the reconciliation cycles observed, a consistent pattern emerged: data quality at the point of SAP export is the single biggest determinant of how smoothly a reconciliation proceeds. If the export is clean and correctly formatted, the formula-based matching step is nearly instantaneous; if it is not, a disproportionate share of total effort goes into clean-up before any comparison can begin.

6.1 Task-wise Observation Matrix

Reconciliation Element	Input	Output	Key Control
SAP data extraction	AP sub-ledger / GL export request	Raw data extract	Correct vendor / period scope
Data clean-up	Raw SAP export	Standardised working file	Consistent date / number formatting
Formula-based matching	Cleaned SAP data + vendor / GL data	Matched and flagged rows	Correct VLOOKUP / SUMIFS references

Reconciliation Element	Input	Output	Key Control
Investigation	Flagged discrepancies	Resolution notes	Traceability to source document
Documentation and filing	Resolved reconciliation	Final reconciliation file	Clear file naming and review sign-off

The matrix shows that different elements of the reconciliation cycle have different outputs but a similar underlying control logic: each stage depends on the quality of what came before it, and each stage produces an output that the next stage relies on. This reinforces why standardising the earliest stage — the SAP export — has an outsized effect on the smoothness of everything downstream.

6.2 Observations on Root Causes

Upstream Event (Entry / Export / Timing)	Discrepancy Surfaces in Reconciliation	Investigation	Root Cause Identified	Procedural or Upstream Fix

Figure 6.1 Root-Cause Flow: From Source Event to Reconciliation Item

Looking behind the discrepancy types listed in Section 5.5, most of them could be traced back to a small number of underlying causes rather than being random or one-off events. Timing differences were almost always a function of when, exactly, during the day or week an SAP export was pulled relative to when a vendor updated their own statement — a purely procedural cause rather than an error in either system. Data-formatting issues were consistently linked to how SAP exports handle date and number fields by default, rather than to anything specific about a particular vendor or transaction. GL coding errors, by contrast, tended to trace back to manual entry at the point of invoice processing, which suggests that tightening controls earlier in the process — at data entry — could reduce the number of items that reconciliation has to catch later.

This kind of root-cause thinking is useful because it points toward two different categories of fix: procedural changes (like agreeing a fixed time to pull exports, to reduce timing differences) and upstream data-entry improvements (like additional validation at the point of invoice coding). Both are reflected, in different forms, in the recommendations set out in Chapter 10.

6.3 Overall Findings

Finding 1: Excel-based reconciliation is reasonably effective for identifying discrepancies at PACCAR India's current transaction volume, but its efficiency depends heavily on the individual preparer's familiarity with formulas and attention to detail. Finding 2: timing differences and data-formatting issues were the most frequent discrepancy types encountered during the OJT period, while GL coding errors and duplicate entries, though less frequent, took noticeably longer to resolve.

Finding 3: reconciliation time did not scale in a strictly linear way with dataset size, since larger datasets tended to contain a proportionally higher number of discrepancies to investigate rather than simply more rows. Finding 4: most of the reconciliation time was spent on data clean-up and manual investigation of flagged items, rather than on the formula-based matching step itself, which was almost instantaneous once the underlying data was clean. Finding 5: the absence of an automated audit trail in the Excel process is a notable control gap compared with a system-based reconciliation tool. Finding 6: version control — knowing which copy of a reconciliation file was the final, reviewed one — was a recurring, low-level friction point during the OJT period.

Taken together, these findings suggest that the current Excel-based process is not fundamentally broken, but it does rely quite heavily on individual discipline and familiarity with the tool. Small, targeted improvements — rather than a complete change of system — are likely to deliver the most immediate benefit, which is the thinking behind the recommendations in Chapter 10.

6.4 Conclusion

Excel continues to serve as a practical and flexible tool for Accounts Payable reconciliation at PACCAR India Pvt. Ltd., particularly given its ease of use and adaptability to specific comparison needs that are not always met by standard SAP reports. However, the process is not without limitations — chiefly around data-formatting inconsistencies, dependency on manual accuracy and the absence of a robust audit trail.

This study, based on direct hands-on exposure during the two-month OJT period, suggests that while Excel-based reconciliation remains effective at the current scale of operations, incremental improvements — such as standardised templates and periodic cross-checks — could meaningfully enhance its accuracy and efficiency without requiring a complete shift to a fully system-based reconciliation tool. The reconciliation itself is only the visible final output; the real quality of the work depends on the accuracy of the SAP export, the discipline applied during clean-up, and the thoroughness of the investigation into flagged items.

7. CHALLENGES FACED DURING OJT

The most recurring practical challenge was data-formatting inconsistency in the SAP export — particularly dates being exported as text rather than as date values — which had to be corrected every single cycle before any comparison formula could be applied reliably. This repetitive clean-up step was the single largest source of avoidable delay observed during the two-month period.

A second challenge was the occasional formula error that was hard to catch once a reconciliation file had grown large — an incorrect cell reference or a dragged formula that did not update as expected could quietly throw off part of a reconciliation without any obvious warning sign. This reinforced the importance of double-checking formula ranges, especially after copying a template from a previous cycle.

Version control was another recurring, lower-level friction point: when a reconciliation file was updated more than once during a cycle, or shared between team members, it was not always immediately obvious which copy was the final, reviewed one. Investigating GL coding errors and duplicate entries also took noticeably longer than other discrepancy types, since these usually required going back to the original invoice or checking with the person who had made the original entry, rather than being resolvable from the reconciliation sheet alone.

- Data-formatting inconsistencies in every fresh SAP export
- Occasional formula errors that were hard to catch in large files
- Version-control confusion when files were updated or shared multiple times
- Longer resolution time for GL coding errors and duplicate entries
- Balancing reconciliation turnaround time against the depth of investigation needed

7.1 Challenge and Mitigation Matrix

Challenge	Impact	Mitigation Applied / Suggested
Data-formatting issues in SAP export	Repeated clean-up time every cycle	Manual correction during OJT; template standardisation recommended (Section 10.1)
Occasional formula errors	Risk of undetected mismatch	Careful range-checking; periodic cross-verification recommended
Version-control confusion	Uncertainty over final file	Consistent file-naming convention recommended
Slow resolution of GL coding errors / duplicates	Longer cycle time for a small share of items	Escalation to original preparer; discrepancy log recommended

Challenge	Impact	Mitigation Applied / Suggested
Balancing speed with thoroughness	Risk of rushed investigation under time pressure	Prioritising high-value or high-risk flagged items first

The mitigation matrix shows that most challenges observed during the OJT can be reduced through simple, low-cost process controls rather than a major system change. A standardised export template addresses formatting issues at the source; a discrepancy log helps track recurring GL coding and duplication problems; and a consistent file-naming convention resolves most of the version-control confusion. These controls are inexpensive relative to the time currently lost to avoidable clean-up and re-checking, and form the basis of the recommendations in Chapter 10.

8. LIMITATIONS OF THE PROJECT

This report is based on supervised OJT exposure within a single organisation and a single team, and therefore cannot be generalised to every Accounts Payable function, shared-services centre or ERP-Excel set-up. The patterns described here are specific to PACCAR India's AP process as observed during the period covered.

The overall internship engagement with PACCAR India is six months, from 7 July 2026 to 7 January 2027; however, this report is based specifically on the first two months of that engagement, 7 July 2026 to 7 September 2026, as required for the OJT component of the MBA programme. This is a relatively short window in accounting terms — it does not span a full financial quarter or a year-end close — and it may therefore not capture seasonal or year-end reconciliation patterns, when transaction volumes and time pressure are typically higher.

Findings are based largely on the intern's personal exposure during this period and may not reflect the complete scale of AP operations at PACCAR India across the full organisation. Being an intern-level study, access to complete historical reconciliation data was limited, and vendor-specific and transaction-level details have been excluded or anonymised throughout in the interest of confidentiality.

Consistent with the practical, project-based nature of this OJT, this report does not draw on secondary literature, published research or external references; every observation is based solely on direct exposure during the OJT period, which means the findings should be read as first-hand practical insight rather than as a benchmarked or externally validated study.

- Based on a single organisation and a two-month observation window out of a six-month engagement.
- Findings reflect the intern's personal exposure and may not capture the full scale of AP operations.
- Limited access to complete historical reconciliation data, being an intern-level placement.
- No secondary literature or external references used; the report is built solely on practical observation.

9. LEARNINGS FROM THE INTERNSHIP

The internship strengthened technical understanding of SAP-to-Excel reconciliation and demonstrated that the quality of finance-control work depends heavily on the quality of the source data and the discipline applied before a reconciliation is considered final.

A major learning was the ability to trace a discrepancy back to its root cause rather than simply correcting it and moving on. Distinguishing between a purely procedural timing difference, a data-formatting artefact and a genuine GL coding error required a different response in each case, and this distinction became clearer with repeated exposure across the two-month period.

Technical learning included practical fluency with VLOOKUP, SUMIFS, Nested IF and conditional formatting specifically as reconciliation tools, rather than as generic spreadsheet features. Professional learning included attention to detail, communication with the wider AP team when escalating a discrepancy, documentation discipline and the ability to manage time across reconciliation cycles of very different sizes.

- Practical fluency with VLOOKUP, SUMIFS, Nested IF and conditional formatting for reconciliation.

- Root-cause thinking: distinguishing timing, formatting and coding-error discrepancies.
- Documentation discipline: recording resolutions, not just correcting figures silently.
- Time management across small, medium and large reconciliation cycles.
- Communication with the wider Accounts Payable team when escalating discrepancies.

9.1 MBA Finance Perspective

The internship connected core MBA Finance concepts — internal controls, financial reporting quality and working-capital management — with a very specific, hands-on process. Reconciliation directly supports the accuracy of the AP balance reported on the books, which in turn affects reported liabilities, cash-flow forecasting and vendor payment planning.

Working-capital understanding improved through direct observation of how outstanding vendor balances, timing differences and payment schedules interact. This demonstrated how a seemingly routine, repetitive control activity like reconciliation is actually connected to broader financial-reporting quality and cash-management decisions, rather than being an isolated clerical task.

9.2 Career Relevance and Professional Development

The internship provides a practical foundation for careers in financial shared services, Accounts Payable and General Ledger accounting, financial controls and internal audit, and finance-systems / process-improvement roles. The specific combination of SAP exposure and advanced-Excel reconciliation skill is directly relevant to entry-level and early-career roles in multinational shared-services finance functions.

Beyond the technical skills, the placement also developed transferable professional habits — documentation discipline, root-cause thinking and comfort working within a defined process under time pressure — that are relevant well beyond Accounts Payable specifically.

10. RECOMMENDATIONS

The recommendations below are drawn directly from the challenges and root causes observed during the two-month OJT period (Chapters 6 and 7), rather than from any external framework or published best-practice source.

10.1 Implementation and Expected Outcomes

Recommendation	Expected Outcome
Standardise the SAP data export template, including pre-formatted date and number columns.	Removes the repetitive clean-up step at the start of every cycle; reconciliation starts sooner.
Introduce a checklist-based reconciliation format listing steps and checks before sign-off.	Improves consistency across different team members and reconciliation cycles.
Introduce periodic cross-verification by a second team member.	Reduces dependency on any single preparer; catches errors before a later audit or review.
Explore semi-automated tools such as Power Query for the data clean-up step.	Reduces manual clean-up time while preserving Excel's flexibility for matching.
Maintain a simple version-control naming convention (date and preparer initials in file names).	Preserves a basic audit trail and avoids confusion over the final file version.

Recommendation	Expected Outcome
Build a lightweight discrepancy log recording type, resolution and time taken.	Makes recurring patterns easier to spot and gives future interns a historical reference.
Provide short, formula-specific onboarding for new team members (VLOOKUP, SUMIFS).	Reduces formula errors and speeds up onboarding for new joiners and interns.
Centralise reconciliation files on a shared location with a clear folder structure.	Reduces version-control confusion; makes files easier for a reviewer to locate.
Set a realistic turnaround benchmark by dataset size, based on Section 5.6.	Provides an early signal when a cycle is taking unusually long, flagging upstream issues.

None of these recommendations require replacing the current Excel-based approach; they are incremental changes aimed at the specific friction points — formatting, consistency, version control and onboarding — observed directly during the OJT period.

10.2 Scope for Future Work

This report is based on a relatively short, two-month observation window out of a longer six-month internship engagement, and a natural next step — achievable within the remainder of the placement — would be to track reconciliation activity through a full quarter-end or year-end close, when transaction volumes and time pressure are typically higher.

It would also be useful to track the impact of the recommendations in Section 10.1 over the remaining months of the internship — for instance, measuring whether a standardised export template actually reduces the clean-up time noted in Section 5.6, or whether a discrepancy log meaningfully speeds up the resolution of GL coding errors. Any such follow-up would remain grounded in direct practical observation, consistent with the approach taken throughout this report.

APPENDIX A – INITIAL INFORMATION REPORT DATA

Particular	Details
Organisation	PACCAR India Pvt. Ltd.
Location	Pune, Maharashtra
Function	Finance and Accounting – Accounts Payable
Company Guide	Ms. Amy Han, General Accounting Supervisor
Faculty Guide	Dr. Sujata Deshmukh
Overall Internship Duration	7 July 2026 to 7 January 2027 (six months)
Period Considered for this OJT Report	7 July 2026 to 7 September 2026 (two months)

APPENDIX B – TASK-WISE PROCESS FLOW

SAP data extraction: define vendor / period scope → pull AP sub-ledger and GL extract → save raw export.

Data clean-up: check column headers → correct date / number formatting → remove blank or duplicate rows → confirm data is ready for matching.

Formula-based matching: set up VLOOKUP / SUMIFS → run comparison → review results → apply conditional formatting to flag mismatches.

Investigation: isolate flagged item → check source invoice or vendor statement → determine root cause (timing / formatting / coding / duplicate) → resolve or escalate.

Documentation and filing: record resolution → update reconciliation file → apply file-naming convention → save to shared location → share for review.

Task	Process Flow
SAP data extraction	Scope → export → save raw file
Data clean-up	Headers → formatting → blank / duplicate removal → ready file
Formula-based matching	VLOOKUP / SUMIFS → review → conditional formatting flags
Investigation	Isolate → trace to source → root cause → resolve / escalate
Documentation and filing	Record resolution → update file → name → save → review