celonis

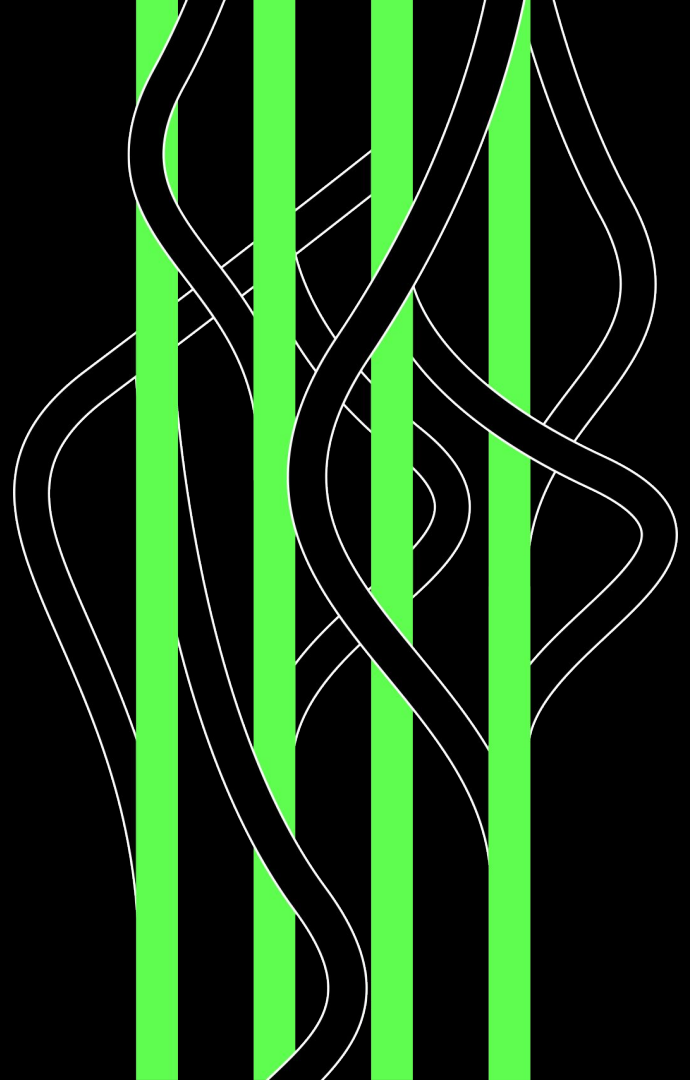# Starting your Process Mining Journey

Your Buyer's Guide

2022

Let's start with the basics.

What is Process Mining?

Process mining is defined as

an analytical discipline for discovering, monitoring, and improving processes
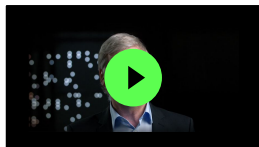
as they actually are and not as you think they might be. Process Mining offers objective, fact-based insights, derived from actual data, that help you discover, monitor, and improve your existing business processes by answering both compliance-related and performance-related questions.
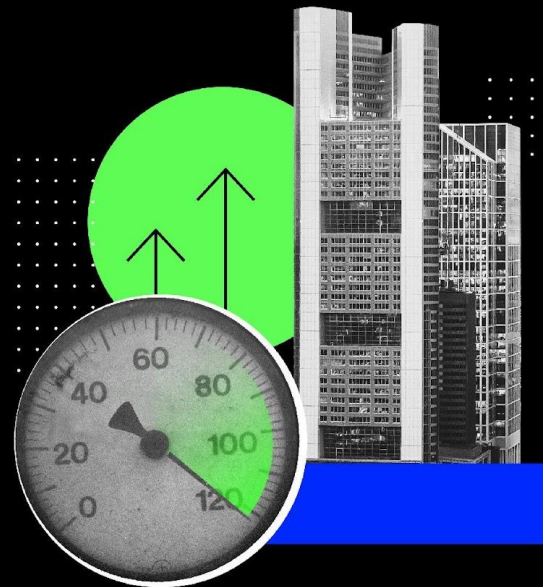**Read more**

Learn more
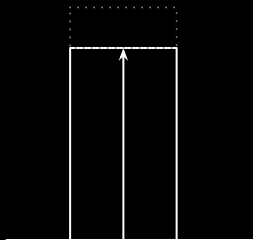

Watch our Process Mining 101 video

Process Mining: From Theory to Execution Masterclass

70% YoY

The Process Mining market is growing

Process Mining is one of the fastest growing categories in enterprise software. Over 60%* of companies are currently evaluating or are planning to use Process Mining within the next 12-24 months, with many already seeing significant improvement in business outcomes, high ROI, and further scaling their deployments.

As with any new technology, the Process Mining market continues to evolve. Customers are exploring new use-cases, merging with existing digital initiatives, and pushing the boundaries of cloud computing.

A close partnership is key to successfully incorporating Process Mining into your organization. Technology vendors not only provide their software, but also their expertise, experience, and methodology either directly or via their ecosystem partners.

This guide serves as a starting point for any organization looking to begin Process Mining. Understand the different ways companies adopt Process Mining and know which questions to ask. Start small, find value, and scale.

So what's the best way to bring Process Mining into your organization?

How to adopt Process Mining

In effect, there are three options for adopting Process Mining:

01

A **standalone Process Mining** project aka a Discovery-only approach, where only insights are generated and fed ad-hoc to an organization.
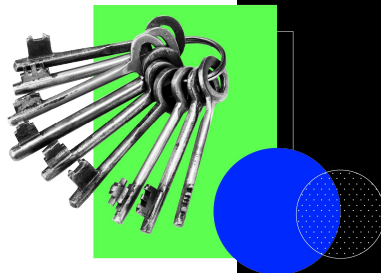
02

A **Process Mining plus enhancement** approach, where Process Mining is loosely connected with other initiatives like automation to turn insights into actions.
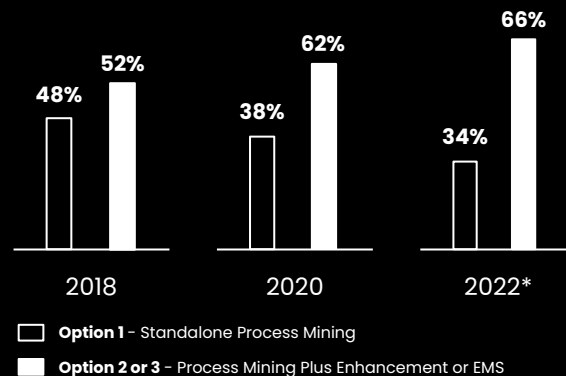
03

An **Execution Management System** (EMS) approach, where Process Mining is embedded into a wider platform for outcome-driven execution.

Choosing the correct Process Mining deployment **is key to success.**

Adoption of
Basic Process Mining Types

- 2018: 48% / 52%
- 2020: 38% / 62%
- 2022*: 34% / 66%

☐ **Option 1** - Standalone Process Mining

☐ **Option 2 or 3** - Process Mining Plus Enhancement or EMS

Source: Gartner | *Estimated

Tom Davenport

President's Distinguished Professor of Information Technology, Babson College

The Likely Rise of Execution Management

Execution Management is the natural evolution of Process Mining.

Businesses just keep adding more enterprise systems. So now a layer is needed on top of them to make sense of the data and do something about it.

Link

What stage of process maturity are you in?

STEP **01**

Developing Process Understanding
65% of companies

STEP **02**

Standardizing Processes
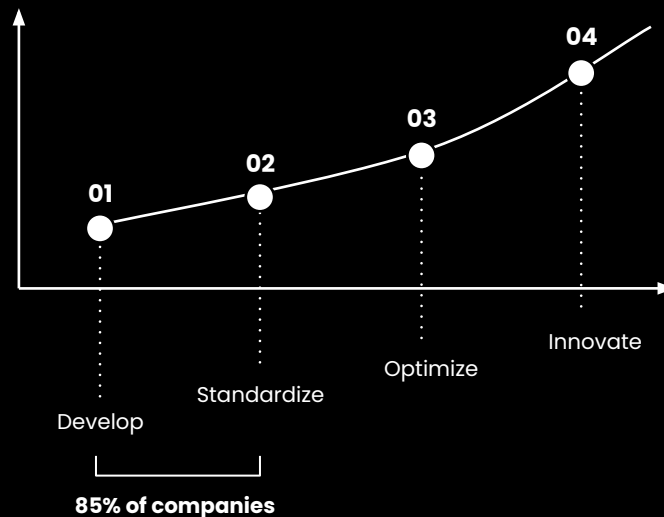20% of companies

STEP **03**

Optimizing Processes
10% of companies

STEP **04**

Innovating Process Execution
5% of companies

Find our assessment on the next page to see where you rank.

Understanding your process maturity helps to select the Process Mining deployment that is best for you.
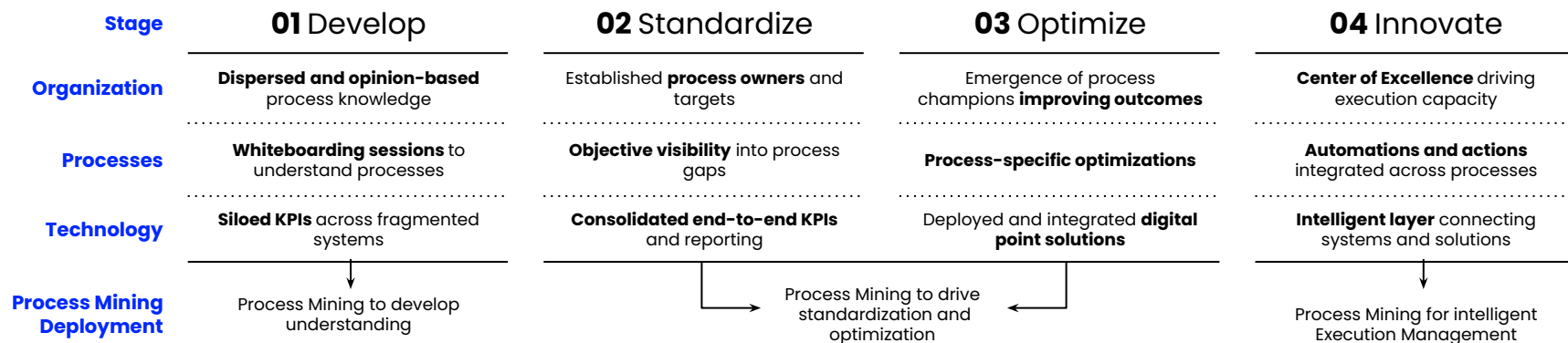

01 Develop

02 Standardize

03 Optimize

04 Innovate

Process God
0% of companies

85% of companies

Source: data from APQC (American Productivity & Quality Center)

Process Maturity Assessment

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Check out our evaluation table below to see how your enterprise ranks. It is important to select a deployment that fits with your level of organizational, process, and technology maturity.

Stage	**01** Develop	**02** Standardize	**03** Optimize	**04** Innovate
Organization	**Dispersed and opinion-based** process knowledge	Established **process owners** and targets	Emergence of process champions **improving outcomes**	**Center of Excellence** driving execution capacity
Processes	**Whiteboarding sessions** to understand processes	**Objective visibility** into process gaps	**Process-specific optimizations**	**Automations and actions** integrated across processes
Technology	**Siloed KPIs** across fragmented systems	**Consolidated end-to-end KPIs** and reporting	Deployed and integrated **digital point solutions**	**Intelligent layer** connecting systems and solutions
Process Mining Deployment	Process Mining to develop understanding	Process Mining to drive standardization and optimization		Process Mining for intelligent Execution Management

No matter your departure point, all enterprises can benefit from Process Mining.

Wil van der Aalst

"Godfather" of Process Mining and
Distinguished Humboldt Professor
at RWTH Aachen University

The Self-Driving Enterprise:
To Bring AI to Your Processes, Start With an EMS

EMS takes us from process insights to action.

Simply put, an EMS couples the capabilities of Process Mining to
detect compliance and performance problems with taking
automatic actions to resolve them

Link

How to find the right technology vendor?

Asking the relevant questions to a prospective vendor is an essential part of the selection process.

The questions you ask should be designed to evaluate four key areas:

01

Capabilities of the proposed technology alongside a proven methodology for generating business value.

02

Track-record & Leadership of the vendor in achieving success for their customers, including independent acknowledgement by industry analysts.

03

Ecosystem & Industry Knowledge of the vendor to deliver relevant expertise in the areas most important to your business and to work with your existing partners.

04

Enterprise Readiness of the vendor to ensure the software can support you as you scale in terms of data volumes and system connectivity. Also consider ease of implementation through pre-built content, support, deployment options, and security certifications.

Key questions to ask vendors

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01

Capabilities
- Does your technology have capabilities for process analytics, monitoring, conformance, simulation, and enhancement?
- Does your platform connect to our systems in real-time? Will this require a third-party ETL tool?

02

Track-record & Leadership
- How many enterprise implementations have you conducted? What is the typical time-to-value?
- Who are your reference customers for enterprises of a similar industry and technology complexity to us? Can I speak with them?

03

Ecosystem & Industry Knowledge
- Can your solution be deployed by our preferred consulting & implementation partners?
- Do you have pre-built solutions for my industry & use-cases?

04

Enterprise Readiness
- What are your largest deployments in terms of data volume and users?
- What are your cloud security accreditations and what data governance do you have in-place?

Which capabilities should I evaluate?
9 Key Capabilities

01
Real-Time Data Integration

Data extraction, preparation, and transformation are critical prerequisites to Process Mining. It's essential to establish that the vendor's data tools work for your specific systems including cloud, on-prem, and legacy. Ensure that the data can be synced in real-time, so that you get insights in time to take action (manual or automated) before negative outcomes can manifest.

02
Advanced Process Mining including Task Mining

Process Mining goes beyond analyzing data for a single process within a single system. Ensure the vendor can integrate data from multiple systems and processes in one process model, enrich the model with user desktop action through Task Mining, and connect sequential or parallel processes.

03
Process Conformance

Conformance checking enables comparison of your as-is process to your desired to-be process model for audit, compliance, or monitoring purposes. Ensure the vendor can integrate your process models that you may have built with your existing tools and additionally look for automated root-cause analyses to determine determine the source of any deviations.

04
Benchmarking

Ensure that the vendor supports the ability to benchmark processes between regions, products, teams, or other relevant subsets. Additionally ask if external industry benchmarks are available.

Which capabilities should I evaluate? (continued)
9 Key Capabilities

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05
Process Simulation

Process simulation allows you to run a what-if analysis to test process changes and view their impact without committing resources. When vendors combine simulation with mining capabilities, the scenarios are anchored in data.

06
Prescriptive Automation

Combining Process Mining and Automation allows you to directly correct process inefficiencies. No-code integrations with ERP systems, cloud tools, and custom software enables easy corrective process automation to be deployed.

07
Integration with Complementary Tools

Creating a seamless discovery and enhancement experience is key to driving business outcomes. A key consideration is whether Process Mining can be integrated with existing technologies such as BI, eBPA, iPaaS, and RPA

08
Pre-Built Solutions (App Marketplace)

Pre-built assets decrease time to value and showcase vendor experience for your specific use cases. Look for system connectors, analyses, machine learning models, and automations.

09
Enterprise Readiness

Whether your data is held in the cloud or on-premise, sensitive data must be stored and handled securely. Checking your vendor's security policies and accreditations is an important step of the evaluation process.

Ask around, stay informed!

Don't just take a vendor's word for it. Go and speak to the market to see how they perceive Process Mining and Execution Management. Hear from customers and analysts about their perception.

Who can you speak to?

Reference Customers

Speak with reference customers directly
Ask the vendor if it is possible to speak directly with a customer of theirs. Ideally this should be a customer in a similar industry or with an equivalent use case to you.

Attend customer webinars
Join webinars, panel discussions, and events to hear how enterprises are successfully incorporating Process Mining into their business.

Ask for concrete examples
When speaking to a vendor about use cases for their technology, focus on specific examples to understand exactly how value can be realized.

Market Analysts

Attend analyst webinars
Most analysts conduct regular webinars covering the state of the market, their perspectives, and customer adoptions. Reach out to the analysts to see upcoming events.

Speak with an expert
For an in-depth view of the market or for specific questions, arrange a briefing directly with a market expert. Vendors can help to connect you with the leading experts.

Read the reports
Most analysts publish reports and whitepapers covering the state of the market. These reports can be purchased from the analysts. In most cases these reports can also be obtained via the vendors on request. We've included a few in our Buyers Kit.

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Leading analysts

Gartner

HFS Research

FORRESTER

IDC

Everest Group

constellation

How to get started with Process Mining and EMS

Start small, find value, scale

Want to trial Process Mining and Execution Management in your organization? As with any transformational project, the key to success is to set short-term, achievable goals and align the relevant stakeholders.

Technology partners are typically experienced in running value assessments for their customers. They often have a methodology and dedicated personnel for supporting such projects. Partners can also support Process Mining deployments.

Once success has been achieved in an area of the business, whether a process function, department, or region, it sets the foundation for scaling Process Mining and Execution Management within your organization.

Process Mining Checklist

Access to data

Process Mining Champion

Process Analyst or Expert

01 **Select 1-2 processes** with high volume and/or high value throughput. Typically enterprises start with processes of strategic significance with executive visibility.

02 **Set clear criteria** to define success, such as KPI targets and timelines. Ensure the business stakeholders are engaged in the definition stage.

03 **Conduct a value assessment** on the selected processes. Vendors normally provide a structured framework for an assessment.

04 **Trial automation** alongside Process Mining to directly drive business outcomes from the Process Mining insights.

05 **Review the outcomes** against the criteria aligned with internal stakeholders to establish the necessary buy-in to roll-out.

Your Buyer's Kit

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RFX Template

Some enterprises find it necessary, for protocol or otherwise, to engage in a formal RFI or RFP for their vendor selection process.

In addition to the questions included within this Buyers Guide, Celonis has combined the leading analyst vendor requirements into a best practice template, available to download.

Link

Reach out to **rfx@celonis.com** for guidance.

Gartner 2021 Market Guide for Process Mining
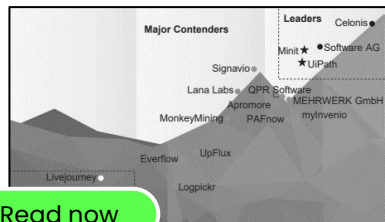
Read now

Everest 2021 PEAK Matrix for Process Mining

Read now

HFS Top 10 Process Intelligence Products

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