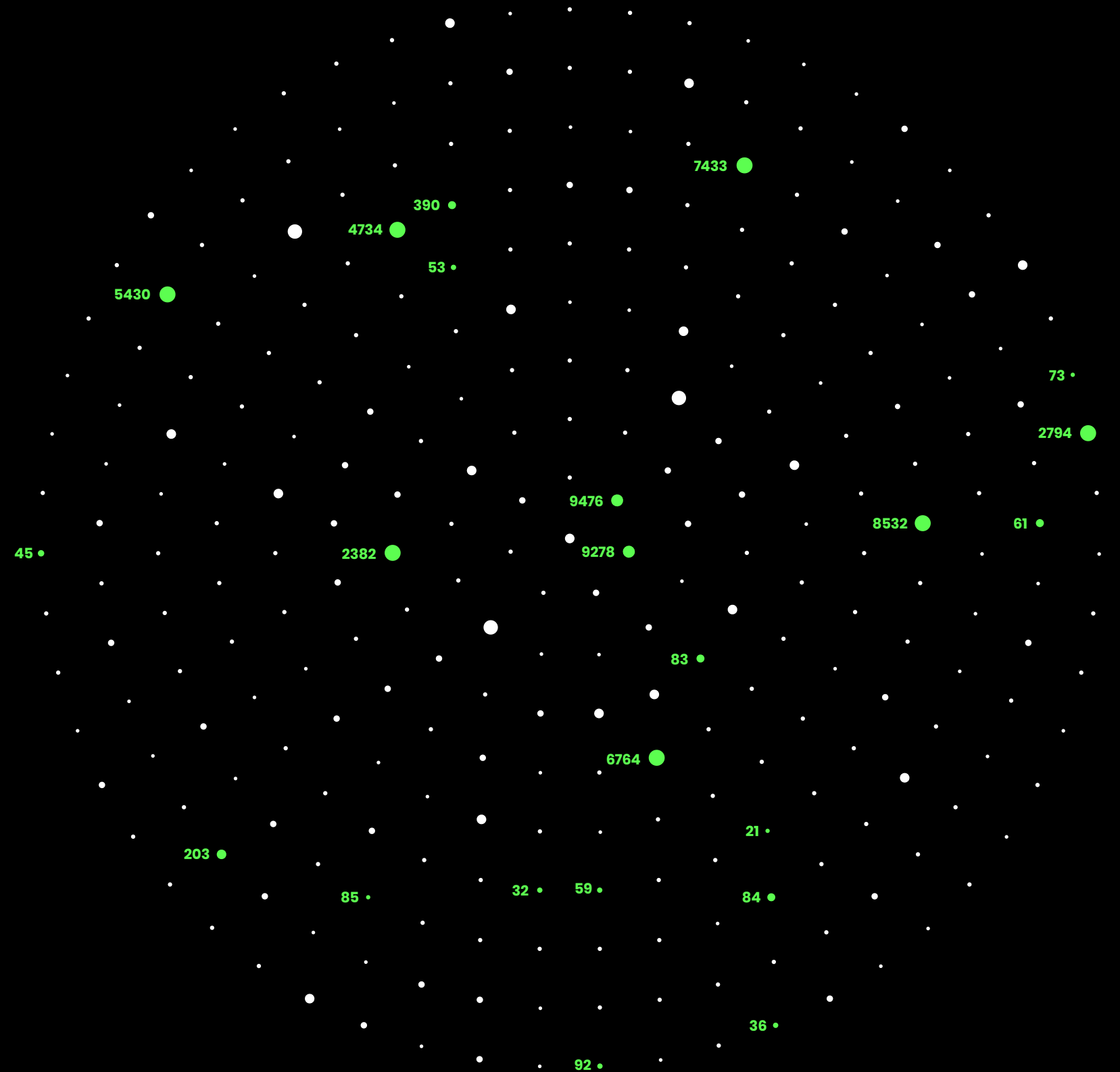




# Process Excellence for Full-Capacity Finance

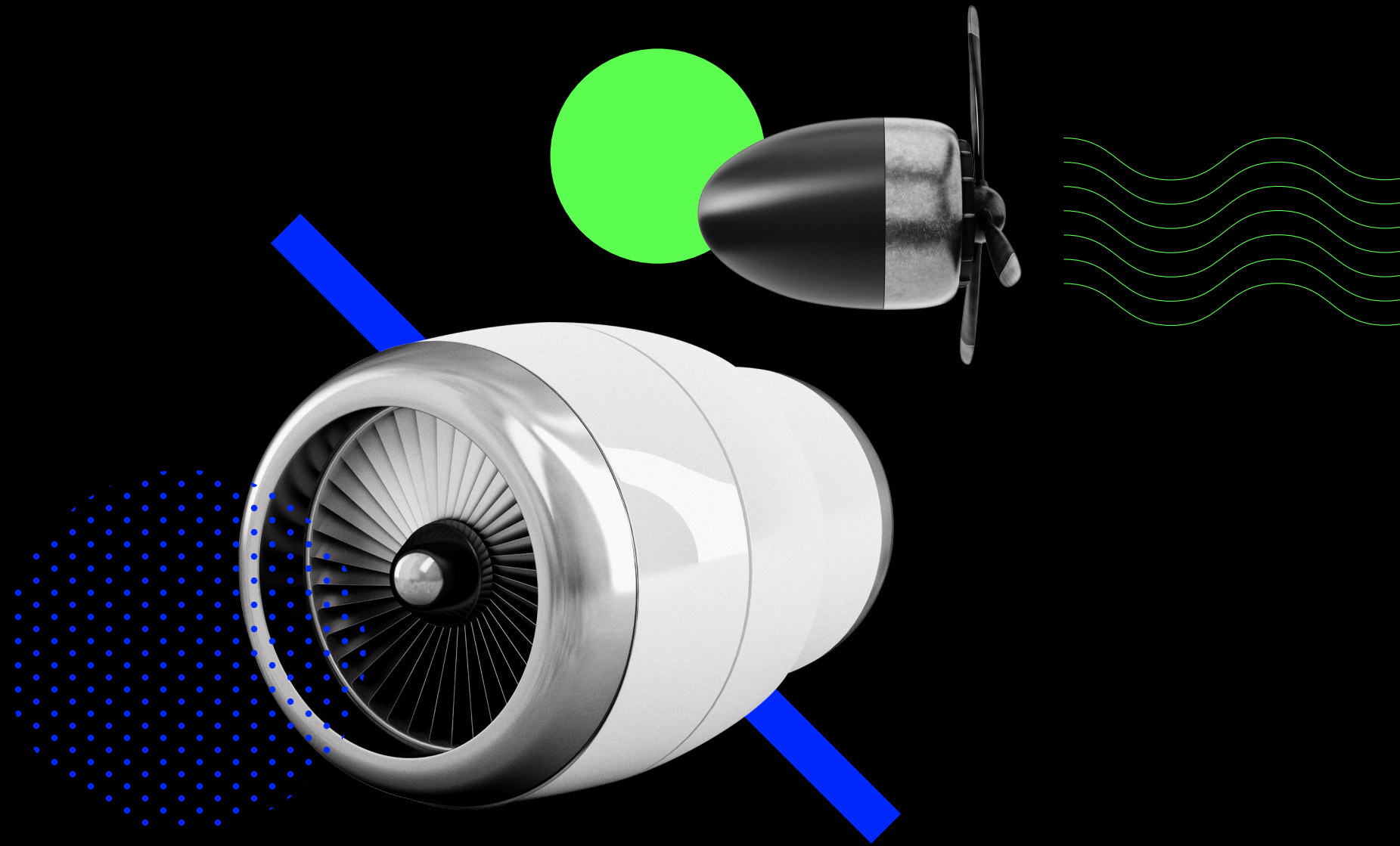
How Finance departments can optimize processes for the outcomes that matter



# Contents

<b>Section 1</b>	<b>3</b>	<b>Section 3</b>	<b>13</b>
<b>Introduction</b>		<b>End-to-end optimization</b>	
<b>The imperative to transform</b>	<b>4</b>	<b>Optimizing for outcomes across departments</b>	<b>14</b>
<b>The one thing holding you back</b>	<b>5</b>	<b>Accounts Payable</b>	<b>15</b>
<b>Section 2</b>	<b>6</b>	<b>Accounts Receivable</b>	<b>19</b>
<b>Meet process mining</b>		<b>Procurement</b>	<b>23</b>
<b>Do you know what's going on inside your business?</b>	<b>7</b>	<b>Shared Services</b>	<b>27</b>
<b>The state of business execution in Finance</b>	<b>8</b>	<b>Other use cases: There's something for everybody</b>	<b>31</b>
<b>From process mining to execution management</b>	<b>9</b>	<b>Driving process excellence across the organization</b>	<b>34</b>
<b>Full-capacity Finance is here</b>	<b>12</b>		

# Section 1 – Introduction



# The imperative to transform

**Rising customer expectations.**

**Agile, digital-native competitors snapping at your heels.**

**The constant pressure to move faster — while also cutting costs.**

**For any big enterprise, business transformation is imperative — and the Finance department is the ideal place to start.**

You're sitting on some of the most valuable data in your organization. You're closest to some of its most important goals — working capital, productivity and managing risk and compliance amongst others. You've a unique perspective on the business, and the clout to get everyone else on board. And of course, you hold the purse strings.

Driving transformation, pushing the boundaries of innovation, constantly improving processes — they can and should become Finance's bread and butter.

It's time to take a seat at the transformation table. To become champions of change within your organizations — not just the people counting money.

And the best place to start is within your own department.

# The one thing holding you back

## **You know your organization needs to change — but making it happen is not so easy.**

You're hamstrung by legacy systems that are hopelessly out of date. Your processes are anything but modern — some of them are still on paper. And the sheer number of rigid and fragmented systems and siloes you have to deal with keeps you up at night.

Gaps and inefficiencies start to appear. It's the slow calcification of workflows. The increasing demands of rework. Your employees suffer because they waste enormous amounts of time bending over backwards to make things work. Your customers and suppliers suffer because ultimately your internal processes drive customer experience.

These process gaps within your organization cause delays, create blockers, and result in losses. They're the reason why businesses like yours lose millions of dollars in corporate inefficiencies.

To make sure you're executing at maximum capacity and eliminating those inefficiencies, you need to find the gaps in your processes and fix them, day in, day out. We call it execution management.

Execution management is the daily discipline of finding and fixing the gaps in your process using data, intelligence and action. To do it, you need an [Execution Management System \(EMS\)](#).

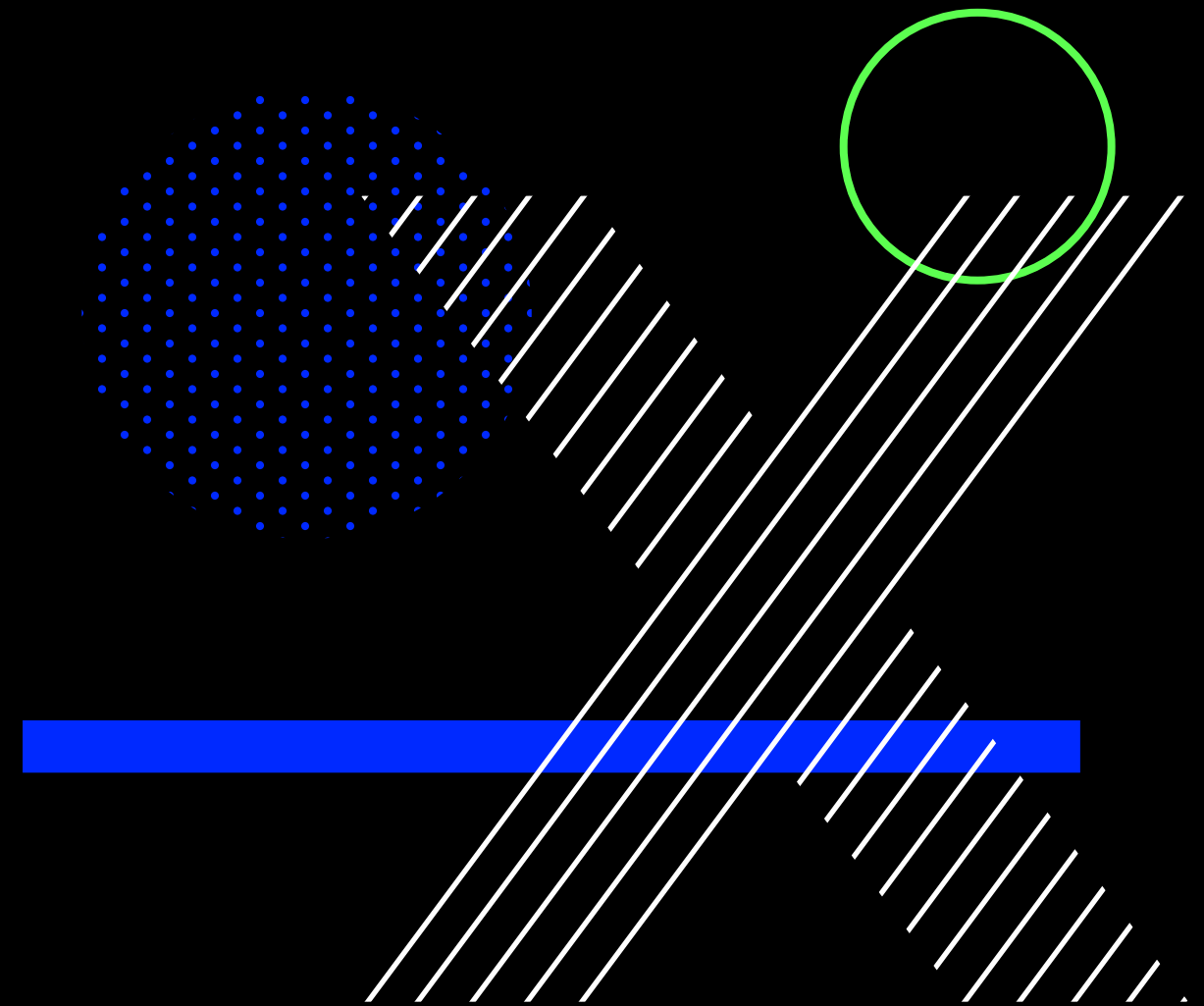
The Celonis EMS uses process mining to find gaps. It then leverages AI and automation to fix them.

By identifying and eliminating gaps, an EMS can help Finance departments become more strategic, proactive, and have a direct impact on the outcomes that matter.

Here's how.

Section 2 —

# Process mining: an X-ray of your business



# Do you know what's going on inside your business?

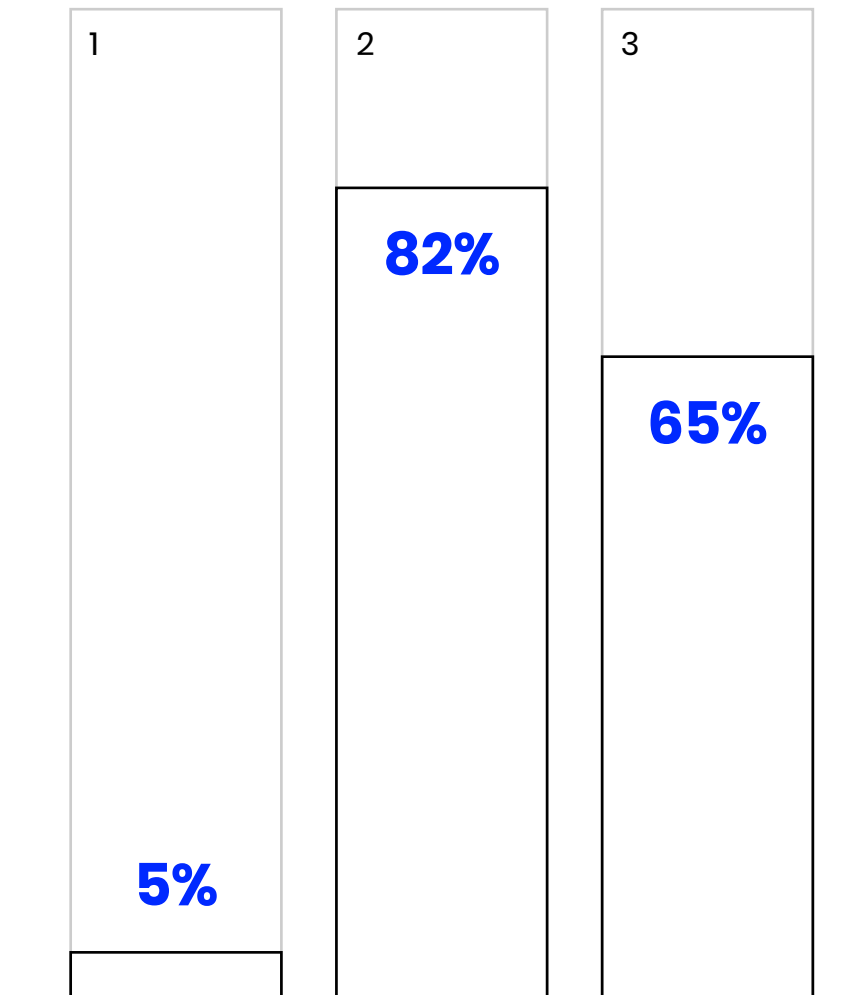
Only **5%** of CFOs say they've seen a substantial return on investment from digitization and automation initiatives.<sup>1</sup>

That's perhaps less surprising when you find out that in the rush to innovate:

**82%** of business leaders embark on transformation initiatives without looking at their processes first <sup>2</sup>

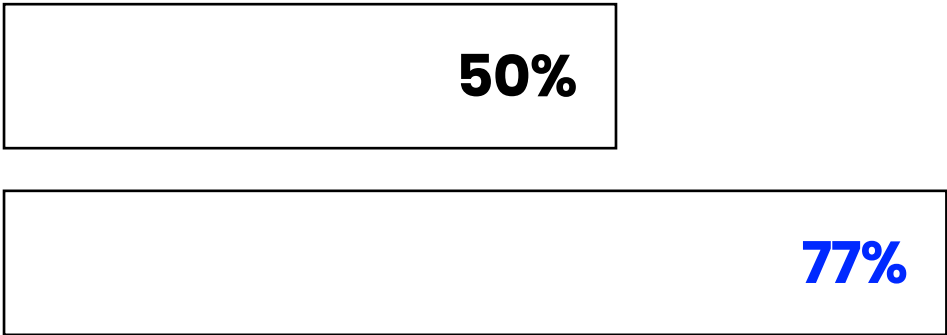
**65%** of executives say they'd feel more confident in their transformation strategy if they had better visibility into how their business is actually run <sup>3</sup>

Moreover, most companies are not performing as well as they could be. There is a huge delta between the best and the rest — and an equally significant opportunity for companies to maximize their capacity to execute.



1. McKinsey's CFO Survey, 2018

# The state of business execution in Finance

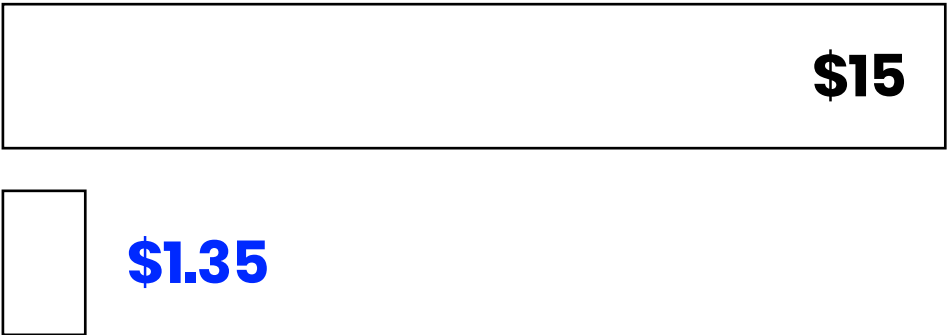


In **Accounts Payable**, the average paid-on-time rate is only **50%**, whereas fully optimized companies are paying on time **77%** of the time.

- ☐ Average company
- ☒ Fully optimized company



Over in **Accounts Receivable**, the average company has a DSO of **53 days**, whereas top performers achieve a DSO of **24.1 days**.



When you look at **Procurement**, the average company has an operational cost per PO of **\$15**, compared to leading organizations who have reduced their processing costs to just **\$1.35** per PO.

Processes are at the heart of experience. So if you want to successfully transform your business, you need to be looking bottom-up, not top-down — and see what’s really happening inside your company.



# From process mining to execution management

## Process mining is the gateway to execution management.

So what's so special about the technology? The short answer is it's the key to more intelligent processes — giving you the real-time visibility you need to identify inefficiencies and take action to fix them, automatically.

### Step 1 — Get an X-ray of your business processes

The technology draws on the time-stamped event log data buried in your transactional systems to visualize and analyze the flow of data through your processes, systems and departments end-to-end.

The result? A living, breathing, moving picture of what your processes actually look like in real time, including the root causes of every single deviation. (And trust us, there's a lot more than you thought there were.)

That kind of transparency enables Finance departments to drill down into their processes and identify the process gaps holding them

back, why they're happening, and where it's having the biggest impact.

Things that might not seem like a big deal on an individual, day-to-day basis — like a couple of manual price adjustments per person — look a lot worse when you aggregate them across your whole team, over an entire year, for example.

### Step 2 — Unearth data that triggers decisive action

An EMS powered by process mining doesn't just give you a dashboard that shows you what's happening and why. It's also an operational platform that recommends actions you and your employees can take to tackle those gaps.

The platform identifies patterns and alerts your team whenever something needs looking at, or an action needs to be taken. It prescribes the next best step for each team member, whether that's removing an unnecessary credit hold, updating an invoice due date, or anything else.

### Step 3 — Automate your way to maximum capacity

Whether it's by streamlining, optimizing, automating or better orchestrating your workflows, the platform can also automatically take those actions for you, directly in your source systems.

You can then track the results of your changes and monitor their upward trajectory over time, at every level of the organization.

# What is an EMS?

**EMS is a new class of technology built to achieve performance breakthroughs by maximizing the overall capacity of your processes.**

It combines data, intelligence and action — by using process mining, AI and automation — to find gaps in your processes and fix them, continuously and automatically.

**The platform behind the EMS** powers all facets of business execution including real-time data ingestion, process and task mining, planning and simulation, visual and daily management, and action flows.

- **Real Time Data Ingestion** gets data from your entire process ecosystem into the EMS.
- **Process and Task Mining** show you exactly what is happening in your business.

- **Planning and Simulation** lets you model and simulate future-state processes to understand the impact of your decisions.
- **Visual and Daily Management** delivers proactive insights, prioritized tasks, recommendations, and suggested automations to every team member.
- **Action Flows** give you the ability to execute and automate actions across all your underlying systems.

# Full-capacity Finance is here

**The thing about removing the gaps from your processes is that it doesn't just have an impact on that specific workflow.**

It impacts processes downriver, highlights other, previously hidden inefficiencies, and sets you up on a cycle of continuous automated improvement. It maximizes your capacity to execute.

Take Order-to-Cash for example. Gaps — like unnecessary credit checks in the order process — not only reduce employee productivity and annoy customers, but mean you'll probably deliver the product late and get paid late, too.

More than **83%** of our customers have analyzed their Order-to-Cash process to find unnecessary credit checks. And by tackling gaps

there, the impact can be felt all the way through the supply chain to Accounts Receivable.

Accounts Receivable doesn't have any control over Order Management. They can't get to cash faster by making sure every order gets processed accurately.

But an EMS enables the kind of orchestration across departments that optimizes outcomes for everybody. In this case, performing credit checks only when necessary ensures on-time delivery, and greatly increases the likelihood you'll be able to both invoice and get paid on time. Everybody wins.

By fixing process gaps like these, Finance departments can maximize productivity,

reduce spend, and increase revenue — all while keeping an eye on risk and compliance.

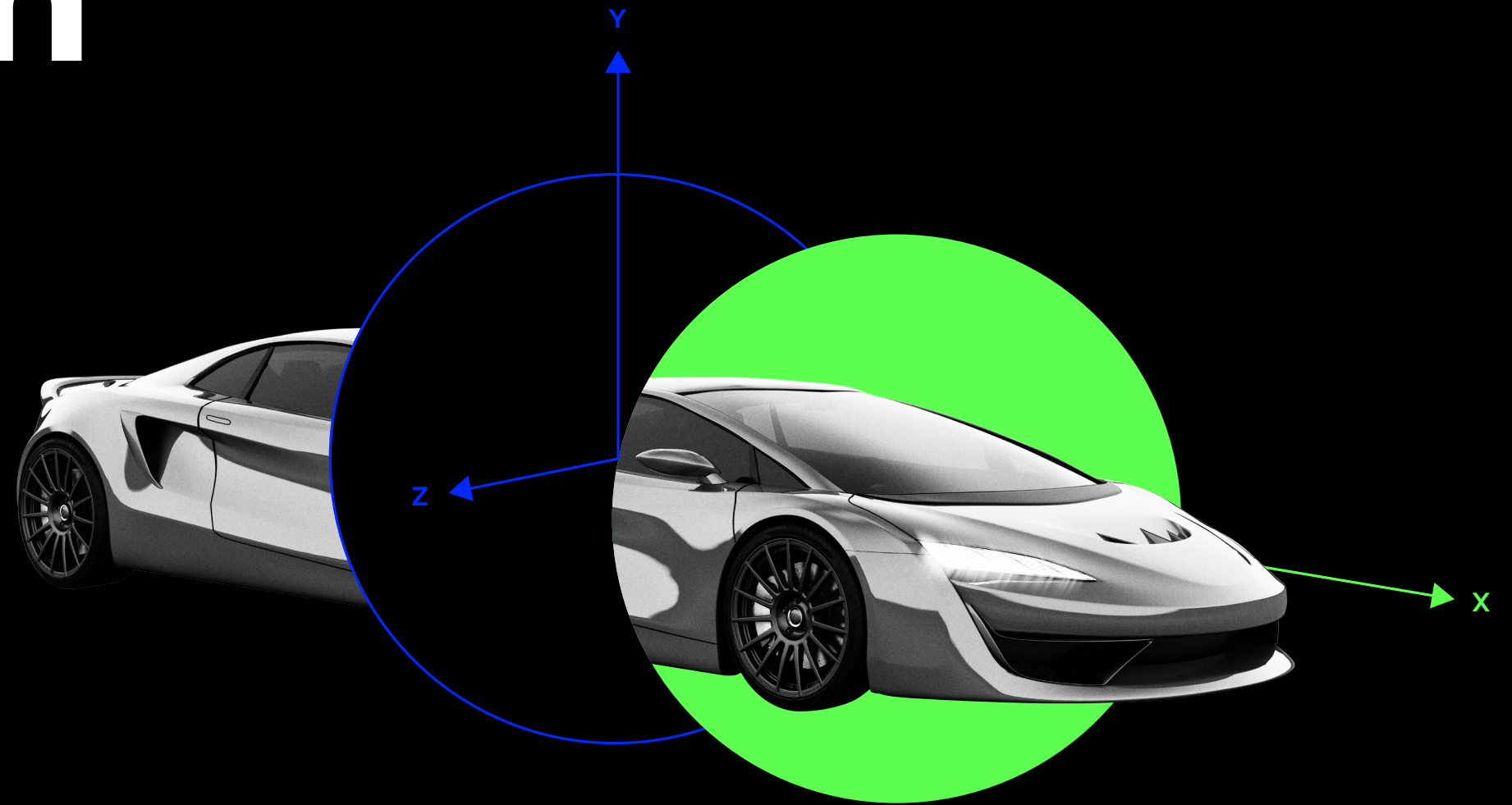
Full-capacity Finance processes — ultimately self-correcting processes that optimize and accelerate outcomes over time — are the crucial first step to help businesses execute to their full potential.



**83%**

**More than 83%** of customers have found unnecessary credit checks in their O2C process

# End-to-end optimization



# Optimizing for outcomes across departments

**Inefficiencies don't discriminate — they affect every type of Finance process.**

Conversely, the beauty of the EMS is that it can have an impact on every part of the Finance organization. It can be applied to any process, optimize for any outcome, and because it's end-to-end — orchestrate across several teams at once.

So whether you're an Accounts Payable (A/P) leader trying to nail on-time payments; Accounts Receivable (A/R) cracking down on late collections; a VP of Finance looking to balance the two to optimize working capital; or Procurement or Shared Services optimizing for productivity — an EMS, powered by process mining, can help.

Let's have a look at what it can do for each department — including the outcomes you can drive, an illustration of how it might work, and an example of someone who's already done it.

# Accounts Payable

## So you're the Head of A/P.

You know full well that getting payables right has a massive impact on working capital, operating margins, and putting your company's best foot forward in supplier negotiations.

But those aren't your actual KPIs. To have that kind of positive impact on the business, what you actually need to nail is on-time payments. Even better, not just paying on time, but at the right time. Not too early, not too late, but also in a way that maximizes cash discounts (if that's what you're after) and avoids compliance-related complications. And while you're at it, what if you could drive quality and productivity while also cracking down on maverick buying by identifying behavior patterns and preventing them?

## Your current reality is not so sweet.

It's hard to pay on time when the due date doesn't match the one on the purchase order (PO), or in your master data — and even harder to know if that's actually the case.

It's difficult to realize cash discounts when the invoice doesn't make any mention of the favorable payment terms you just agreed with that particular vendor.

Then there's maverick buying, duplicate payments, missing goods receipts — the list goes on and on.

Here's how you can fix it.

## Drive outcomes across A/P

- Drive on-time payments
- Maximize cash discounts
- Increase productivity
- Manage risk and compliance

**‘Using Celonis, we have figured out a way to identify if the most advantageous thing is to pay our vendors early and take a discount.**

**Depending on the percentage that our capital grows at if we leave it in the bank, it may be more advantageous for us not to pay early, override the pay date and pay to a later date. That’s an analysis that we’re very excited about.’**

**Jeff Cowan**

Senior IT Director, Process Improvement & Optimization, GE Power

## **Pay on time, every time**

**Let’s take on-time payments. There are three steps to optimizing for optimal payment times with the EMS.**

### **① Drill into your processes**

Using process mining, understand if and where payments are being made too soon — or too late. Drill down into the root causes. It could be as simple as invoices being sent with the wrong date on them, for example.

### **② Identify risks and trigger actions**

Automatically identify ‘at risk’ invoices using machine learning, and take action to remove process gaps and drive optimal payments.

Next-best action recommendations alert your team about when and where to act — by updating the invoice date for instance, to make sure payments go out at the right time.

And it’s not just your team — if there’s an issue with a PO, that alert could go straight to Procurement so that the issue never makes it downstream to A/P in the first place.

### **③ Monitor and refine**

Track and quantify the impact of your changes over time, and tweak as necessary, making sure payments go out on time, every time — ultimately helping you free up working capital.

The EMS not only identifies gaps, but provides the means to resolve them and impact the KPIs that matter — and then continue to monitor and improve the process over time.



# Accenture's process excellence in P2P and A/P



**Accenture's Procurement Plus strategy aims to promote supplier diversity, inclusion and sustainability, all while ensuring the highest levels of transparency and ethical practices are maintained.**

Their focus is on optimizing the Purchase-to-Pay process to serve the business as fast and as effectively as possible, while building long-term, strategic supplier relationships.

It's a worthwhile endeavor but it's by no means easy. With 1,100 people in 71 countries working together across P2P to handle 1.3 million invoices per year, the potential for process complexity is huge. That complexity only increases when you have 50,000 buyers across the organization, many of whom are not regular buyers — and issues often surface when the time comes to pay.

“As we aspire to be the Procurement function of the future, to be what we refer to internally as ‘being in the plus’, we know that we have to take the traditional elements — Buy, Supply and

Pay — and make them standard, streamlined and automated,” said Tricia Miller, Procurement Digital Transformation Director at Accenture.

Accenture brought in Celonis to support them on their journey of transformation and process excellence in Procure-to-Pay and A/P. Using the Celonis EMS, the company was able to achieve:

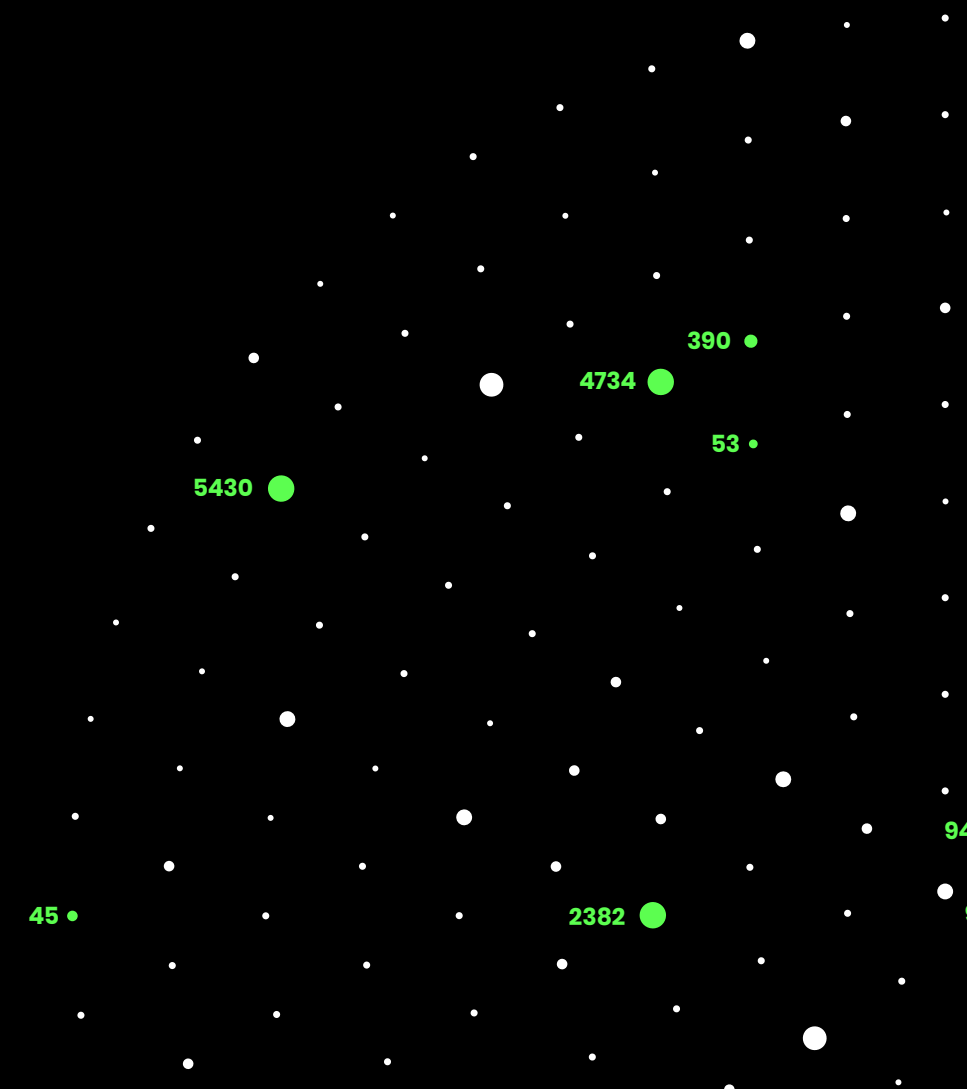
- \$34 million annualized working capital benefits
- 30% reduction in overdue invoices
- 90% reduction in late payments

[See the full story](#)

‘What Celonis allowed us to do was to have very **logical, fact-based conversations**. They really created that environment for us to drive change and remove friction.’

**Tricia Miller**

Procurement Digital Transformation Director  
Accenture



# Accounts Receivable

## So you're in charge of A/R.

You're an essential part of the equation when it comes to freeing up working capital, but Receivables can be hard to control.

But you don't have to be at the mercy of your customers. Accurate and timely invoicing can help you crack down on payment delays and ensure early collection. You can optimize your exposure with the right credit policies, minimizing risk without delaying orders.

And if that weren't enough, you can also drive quality and productivity by reducing manual rework and automating in the right places — dramatically reducing your operational costs.

## That's all very well in theory, but in practice...

You struggle to spot patterns in late payments — because you don't have the visibility you need. You aren't able to reliably identify when a discount hasn't been earned, or whether any of your customers are causing more than their fair share of delays, without a lot of manual digging.

Or you inherit issues from order management and supply chain, which result in late payments — but which you can't do anything about. Your people are stuck manually reworking invoices, constantly chasing customers, and possibly hating their jobs.

Here's how you can fix it.

## Drive outcomes across A/R

- Reduce late collections
- Minimize risk
- Increase productivity

## Get to cash faster

**Let's take your primary concern — reducing Days Sales Outstanding. There are three steps to optimizing A/R to get paid sooner with the EMS.**

### ① Drill into your processes

Use process mining to understand where payments are being made late — whether it's certain customers, materials or specific countries. Find out what's at the root of these late payments — from late delivery to slow invoicing, master data issues or simply badly-behaved customers.

### ② Identify risks and trigger actions

Say the problem is master data issues. You can leverage machine learning to analyze all sales orders and automatically flag and even resolve master data issues directly in your source systems. No manual rework, no delays.

### ③ Monitor and refine

Track Days Sales Outstanding over time and identify additional gaps across customers, geographies or business units, continuously improving your process to reduce late cash collections.

The EMS can help you improve billing accuracy, send invoices on time, and identify problematic customers, regions, or other variables — ultimately helping you crack down on late receivables.

# Sysmex improved their cash flow by \$10M



**Sysmex — the diagnostic solutions company — used Celonis to drill into their Order-to-Cash process. They immediately identified millions in overdue payments.**

The granularity of the EMS means they are able to track the outstanding amount overdue, with every collector in A/R aware of the portion they're responsible for. They recovered **\$3.4M in just one month.**

Their analysis of their process end-to-end has also enabled them to reduce time-to-cash by addressing process gaps further upstream, like unnecessary credit holds. Delivery is faster, and so are invoicing and ultimately payment. Their customers are more satisfied, too.

By combining their A/R efforts with an analysis of their A/P process, Sysmex are not only reducing late collections, but optimizing working capital overall.

That all adds up to a **\$10M improvement in cash flow**, and a **late payment rate reduction of 60%.**

Now Sysmex are expanding their use of Celonis across Purchase-to-Pay and A/P processes to optimize Procurement, working capital and productivity. And implementations alongside Zendesk and ServiceNow will help them streamline customer and IT service ticketing, too.

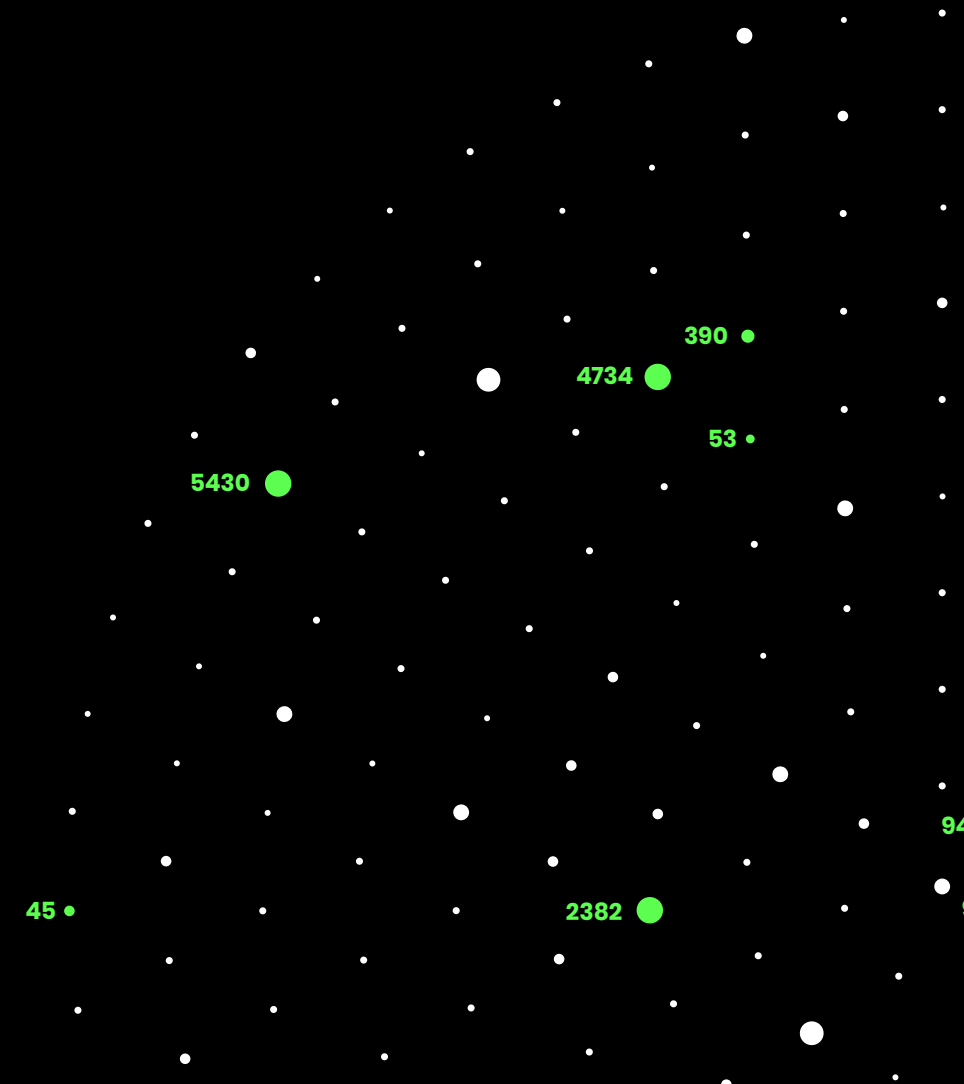
[See the full story](#)

**‘I’ve never seen a tool like Celonis in terms of controlling your processes and being able to get data in a very fast, very comprehensive way.**

**As a CFO, cash is king — so we’re using Celonis to analyze our credit collections. The better the quality of your processes, the better your cash collection and cash management, and the more satisfied your customers are.’**

**Alex Garini**

Chief Financial Officer  
Sysmex America



# Procurement

**Being the VP of Procurement can be pretty thankless. Everybody loves to hate you, even though you're the department keeping the lights on.**

But you know that getting Procurement right actually means controlling margins and delivering on customer experience. From optimizing spend and driving productivity, to getting better deals and negotiating more favorable payment terms — every PO is an opportunity to make money.

You live for 'perfect' POs — the elusive PO that's right the first time. Reducing material lead times gives you a real thrill. And you look forward to the day you've completely eradicated maverick buying from the business.

Because you know that if you've got the transactional side of the house in order, you can focus on bringing strategic value and innovation to the table.

**But your day-to-day is not so rosy.**

Achieving your goals would be a whole lot easier if you could actually have complete transparency over aggregated spend activity across the company. Then you'd actually have a chance of identifying the maverick buyers, the inconsistent codes, the multiple suppliers, and any other repeat offenders making your life harder.

Inaccurate or out-of-date master data dogs your every step, resulting in price and item discrepancies that delay purchase orders and

generally cause chaos and confusion. Last but not least, your purchase orders are far from touchless — let alone first-time-right, every time.

Here's how you can fix it.

## **Drive outcomes across Procurement**

- Increase first-time-right PO rate
- Reduce material lead times
- Increase automation rate
- Ensure compliance

## Perfect purchase orders

**Meet the perfect PO — one that's right the first time, every time. By eliminating rework and deploying judicious automation, you can increase productivity and optimize material lead times. It's not just touchless — it's perfect.**

### ① Drill into your processes

Use process mining to understand when and where POs require manual rework and establish why — is it a price or quantity change? A delivery date shift, or an unnecessary block? Maybe you learn 40% of price changes are taking place because the master data's out of date.

Sourcing's renegotiated your contracts — but those prices haven't been reflected in the source data. Now what?

### ② Identify risks and trigger actions

Once you've identified the root cause, you can address it. You can track all manual changes, predict rework, and alert your teams to update specific data fields before they start being a problem.

Or you could preempt it entirely by automatically updating the master data based on the sourcing contract. You've just eliminated price changes due to out-of-date master data — forever.

### ③ Monitor and refine

Track your perfect PO rate over time and tweak your process to continually improve it as new process insights come to light. It's what we call a virtuous cycle of continuous, automated improvement. In other words, you're maximizing the capacity of your Procurement process.

By giving you complete transparency over your Purchase-to-Pay process, process mining helps you identify the blockers that are getting in your way. Resolve them with the EMS to reduce spend and drive productivity higher than ever.



# Vodafone increased their ‘perfect PO’ rate to 96%



**Vodafone’s Procurement department processes 800,000 POs, 5 million invoices and 40 million assets every year.**

Using process mining, they analyzed their Source-to-Pay process to discover where inefficiencies and deviations were driving up costs and delivery times.

Their goal was to get their ‘perfect PO’ rate — right-first-time ordering — from **73%** to **80%**.

In six months they got it to **85%** — and with **85%** of POs produced correctly the first-time round, they managed to reduce the cost of each PO by **11%**.

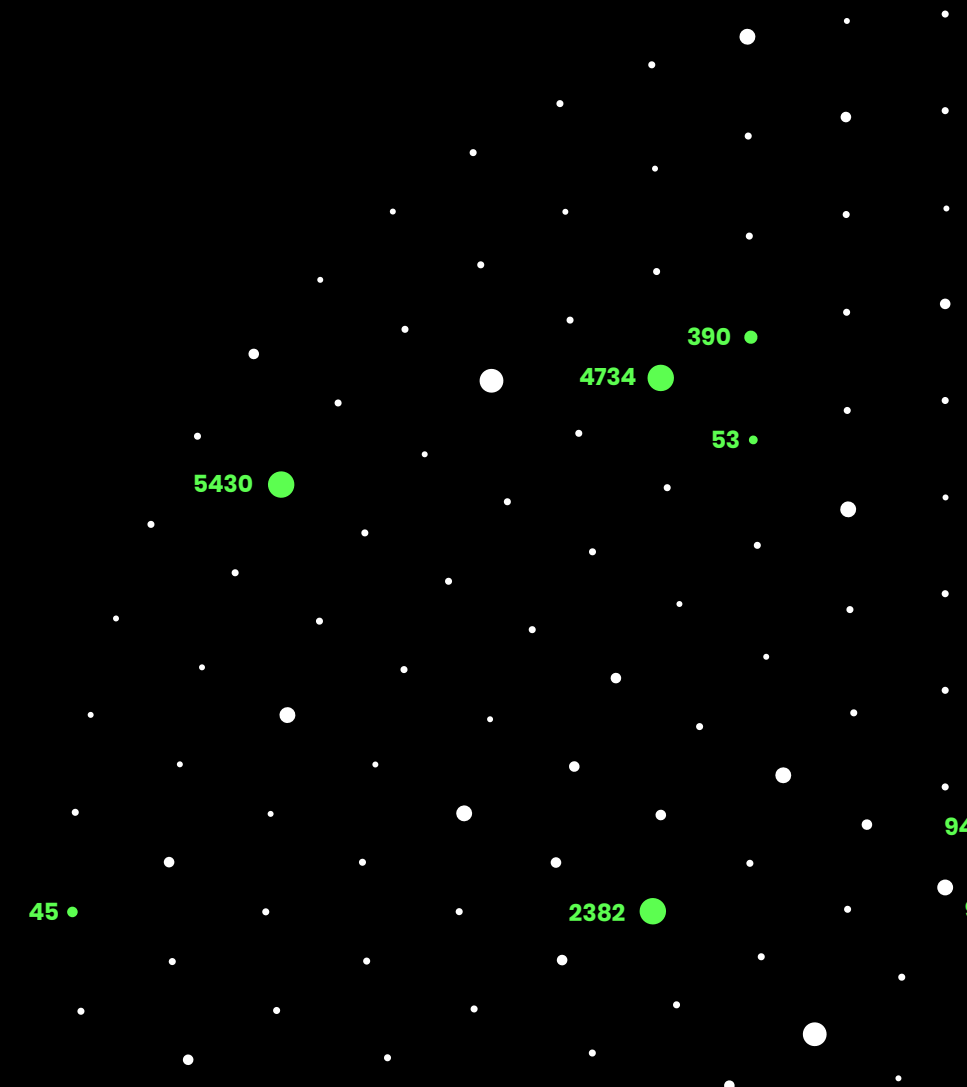
Within the year, their perfect PO rate had reached **96%** — and improved their time-to-market by **20%**.

[See the full story](#)

**‘I’m convinced that the process mining approach helps us to better explain our KPIs and reports, not just showing in which direction the figures are going, but providing background information about why these figures are developing in this or that direction.’**

**Martin Stracke**

Senior Manager Transactional Processes  
Vodafone



# Shared Services

**Shared Services centers can obviously benefit from the A/P and A/R use cases we've just covered — but that's not all. After all, Shared Services is ultimately all about productivity.**

Are we doing things inefficiently? Are we reworking invoices regularly? Do we have a thousand variations? How can we reduce manual errors and speed up cycle times?

The more invoices you can process at a lower cost, the better — whether that's by standardizing processes, benchmarking across regions and service centers, or automating those mind-numbing repetitive tasks everybody loves to hate.

**The answer is more complex than just automation.**

Today, increasing productivity means prolific automation in the minds of many people — but automation applied to broken or inefficient processes just replicates inefficiency at scale.

You can't afford that kind of mistake in an environment of increasing operational complexity and constantly-changing regulations. Your reputation is on the line.

Here's how to fix it.

## **Drive outcomes across Shared Services**

- Drive productivity
- Reduce cost per PO/SO
- Speed up cycle times
- Ensure compliance
- Reduce error rate

## Automate in all the right places

**Powered by process mining, the EMS helps guide automation efforts to drive productivity and reduce costs. It can identify the best way to reduce manual rework — not always automation, in fact — and speed up cycle times while ensuring quality and compliance.**

### ① Drill into your processes

Process mining lets you identify common inefficiencies like failed three-way matching or PO price changes, and work out exactly why they're happening.

### ② Identify risks and trigger actions

Once you've identified the root cause, you can take action to resolve it and prevent it from happening in the future.

For example, if the problem is changes that aren't reflected in the PO documents, you can proactively identify POs at risk and alert the relevant purchasing teams to update them, avoiding rework downstream.

### ③ Monitor and refine

Keep tabs on your cost per invoice. As you resolve inefficiencies, new insights emerge to help you continually improve your process, and further drive down costs.

The EMS lets you benchmark across subsidiaries and regions to identify the best (or the right) opportunities for standardization and automation, increasing productivity across your entire Shared Services organization.

# Deutsche Telekom's Shared Services Center saved over €66M

T . .

**Deutsche Telekom Services Europe, a subsidiary of Deutsche Telekom, provides end-to-end shared services combining Finance, Reporting, Procurement and HR — to deliver a highly digitized Procure-to-Pay process.**

It's a huge responsibility and a mammoth task, handling over **2M** order items totalling more than **€7B** and processing almost **9M** invoices a year. They'd had success digitizing their processes, but hadn't solved pain points like:

- Duplicate payments to vendors
- Missed cash discounts due to blocked payments
- Penalties due to poor delivery date accuracy
- Employee time wasted on low-value tasks
- Decisions made on gut instinct, not data

Celonis was brought in to fix these gaps deep in the company's processes. "I was astonished when I saw what Celonis could do for the very first time. There is simply nothing comparable on the market," said Peter Tasev, SVP Procure-to-Pay at Deutsche Telekom Services Europe. "Once we had everything

set up, we had this 'Wow' moment. For the first time, we saw our processes as they really are and could directly point out inefficiencies."

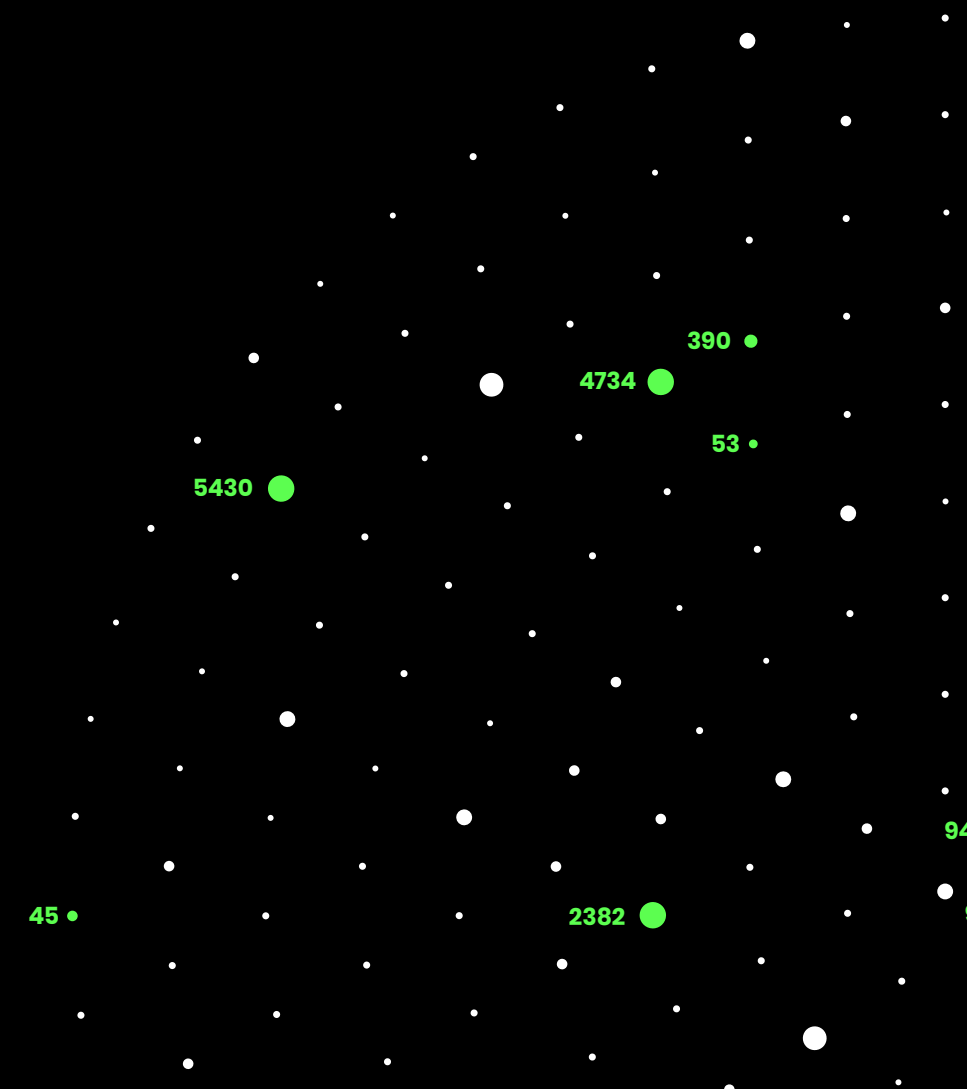
The results speak for themselves. Real-time reports helped DTSE achieve a **cash discount rate of 96%** and created **€40M in annual savings**. Using Celonis' automation capabilities, the team was able to reach a **90% on-time payment rate**. They also reduced duplicate payments, saving an additional **\$3M**. And with an improved no-touch rate, and a 90% right-first-time rate, DTSE unlocked additional **tactical savings of €12M**. Improved contract analysis also led to DTSE winning **€1.6M** in penalties in 2019 alone.

[See the full story](#)

**‘Celonis is a game changer.  
By using process mining,  
we established a fully data-  
driven organization within  
the Procure-to-Pay area.’**

**Christian Unterbusch**

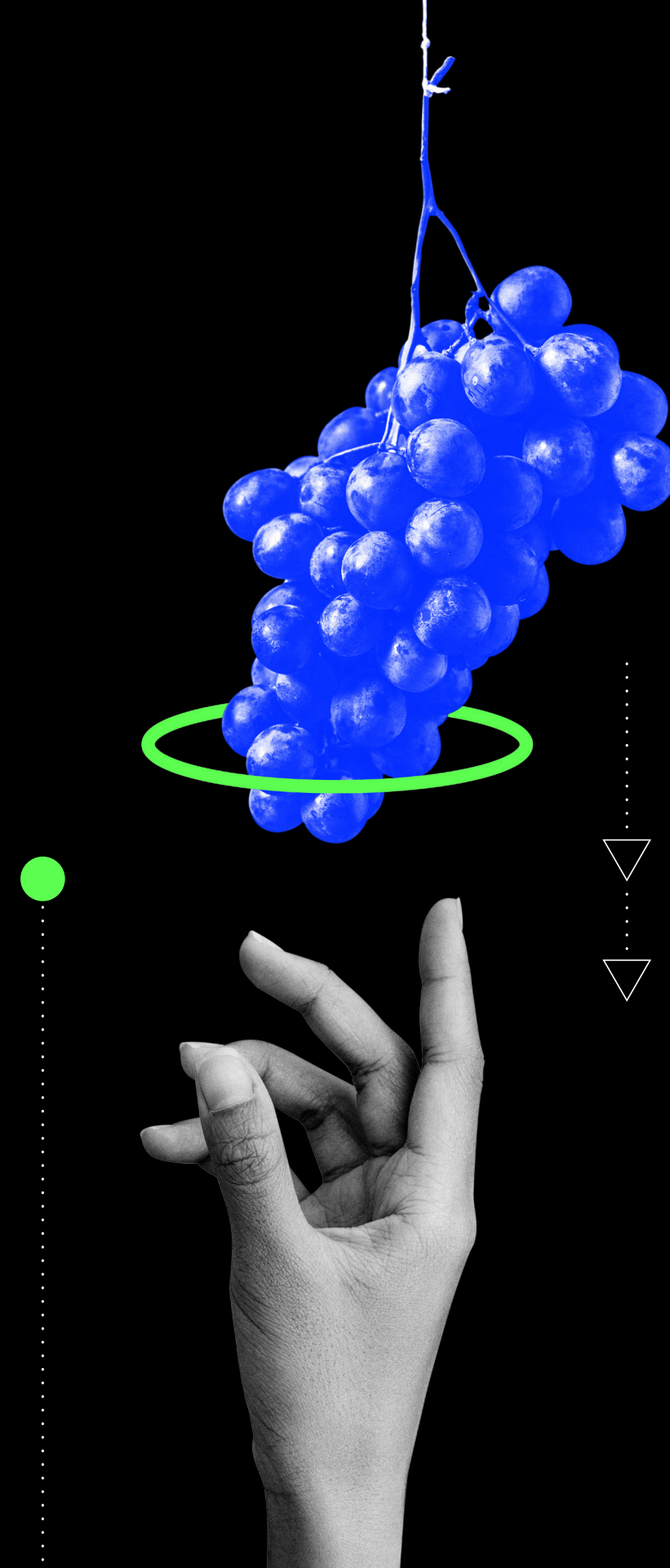
VP of Operational and Strategic Steering for Procure-to-Pay  
Deutsche Telekom



# Other use cases: There's something for everybody

We've made the case for how A/P, A/R, Procurement and Shared Services can leverage process mining and the EMS to achieve better outcomes.

They're not the only ones though — every Finance department can stand to benefit from maximizing the capacity of their processes.



Accounting  
Reports that don't get you fined

Process mining can be applied to any process — and record-to-report is no exception. Too many accounting departments struggle to get the right data into the right reports. Many think it's a data management challenge. It's not — it's a process challenge.

Monthly fines from the SEC (or your local regulatory body) don't have to be the cost of doing business. Use the EMS to discover inefficiencies that not only let you close the books faster, but ensure your reporting is accurate and regulation-compliant every time.

**Use case**  
One of the top three banks in the United States is using Celonis to overhaul their compliance reporting. With the EMS, they can accelerate their time-to-report, reduce manual effort, and eliminate SEC fines — saving the company millions.

Treasury  
Influence the balance

As a VP of Treasury, your life is about cash management. You need to optimize and mobilize your cash and reduce financial risk — while maintaining practical, efficient and scalable controls. Process mining helps you get there.

The transparency over your processes enables integrated cash management. It gives you the insights you need to know which lever to pull to achieve your cash goals. The EMS recommends actions, backed by the predictive evidence buried in your data, to help you have better conversations with A/P, A/R and inventory — so you can influence the outcome, break down silos, and help people work better together.

**Use case**  
One of the world's top medical device companies is using Celonis as part of their approach to integrated cash management. The visibility that process mining delivers enables them to navigate their own operational complexity, giving their Treasury department much-needed insights into how to influence their forecast and actively drive outcomes using the EMS.



Travel & Expense Management

Crack down on fraud

Expense management is never as straightforward as it should be. From missing receipts to skipped approvals and full-on fraud, the process is full of potential pitfalls.

Full transparency over your expense management process can help zero in on those pitfalls — and the right opportunities for automation, so you don't have to manually trawl through millions of receipts.

The EMS's machine learning capabilities can also identify possible infractions or compliance risks — not to mention detect fraud. You save time, you save money, and you crack down on risk. What's not to love?

Use case

A global healthcare company is using the EMS to streamline their Travel & Expense Management. Analyzing their processes using process mining enabled them to identify and automate unnecessarily manual steps, and reduce the amount of rejected expense reports — eliminating rework and cutting down process costs. They also improved their reimbursement times, ultimately making their employees happier, too.

Corporate Development

Make mergers work

Ever brought people together who are used to working in different ways? You don't need us to tell you that mergers and acquisitions can be extremely painful.

The EMS can be used ahead of an M&A scenario, both to run due diligence and to evaluate synergies.

But more importantly, it is particularly effective in consolidating processes after acquisition — identifying the good, discarding the bad, and making it easy for people to work better together.

Use case

A technology company who pulled off the largest ever acquisition in the sector are leveraging the EMS after acquisition to effectively consolidate processes — going from six CRM systems to just the one.

# Driving process excellence across the organization

## **The power of process mining is cumulative.**

It works well within a single process or department, but its real value lies in what it can do when it is applied end-to-end. That's where you break down silos, facilitate change and get people who previously wouldn't speak to each other to actually collaborate.

Twenty years ago, finance was about 'reporting the news' — accurate reporting of what was going on. Now it's about structuring data from different systems to make patterns out of it.

It's about using technology to predict what's going to happen, and exactly what you should do about it. The EMS lets Finance departments tackle the process gaps that are the root causes of inefficiency.

By continuously improving their processes and optimizing for outcomes, finance can finally become the strategic, data-driven, full-capacity function it should be.

And the best part? There's very little change management effort required when you have a platform that gets your entire team involved.

Don't be the person that's just counting the money. It's time to start driving real change across the organization, moving faster and more effectively towards process excellence — and executing at full capacity.



# About Celonis

**Celonis** believes that every company can unlock its full execution capacity. Powered by its market-leading process mining technology, the Celonis Execution Management System provides a set of applications, developer studio and platform capabilities for business executives and users to eliminate billions in corporate inefficiencies.

Celonis has thousands of customers, including ABB, AstraZeneca, Bosch, Coca-Cola, Citibank, Danaher Corporation, Dell, GSK, John Deere, L'Oréal, Siemens, Uber, Vodafone and Whirlpool.

**Get in touch**