SSON REPORT:
PROCESS MINING

A review of the opportunities presented by Process Mining and why it is an essential tool for Shared Services targeting process optimization and enterprise agility

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INTRODUCTION

We live in an age of instant delivery and high expectations around customer experience. Customers expect a flawless experience *and* instant gratification. At the same time, businesses must drive productivity. The only way to achieve both is to systematically remove friction from customer-facing as well as internal processes – and thus become an enterprise that feels effortless and runs smoothly.

The 'age of disruption' is challenging organizations to rethink and rebuild themselves. Productivity is a key criterion – and simply adding more people is not a solution. One of the root challenges to overcome is operational friction within the business, which is a natural outcome of siloed working. Most teams think mainly in terms of their department – sales, accounting, customer service, etc. – without considering interactions across the enterprise. Adding systems behind these groups only exacerbates operational frictions. And friction has a cost.
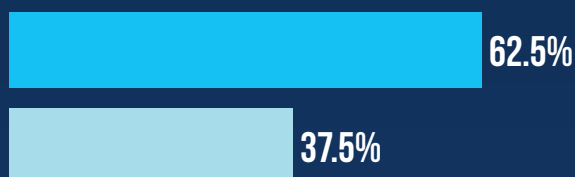
Process Mining has emerged as a rapid-fire solution for enterprises hungry to overcome inefficiencies – for example by optimizing process automation – but confused about where the opportunities lie. The current interest in Process Mining is driven by the onslaught of digital transformation, which requires frictionless agility above all. And yet, this agility is elusive as organizations remain embedded in inefficient process landscapes.

Interest in Process Mining started 10 years ago, when Gartner began reporting on it under the name Automated Business Process Discovery (ABPD). The **Institute of Electrical and Electronic Engineers (IEEE) Task Force on Process Mining** was established in 2009, and published its Manifesto in late 2011. Professor Wil van der Aalst, often cited as the founder of Process Mining, published his first book on the topic in 2011, recently updated as *Process Mining: Data Science in Action*.
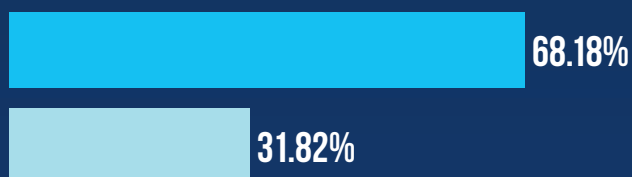
Today, Process Mining is receiving unprecedented attention as a new tool to improve the redesign, control and performance of business processes. Its popularity lies in its ability to offer an effective, visual overview reflecting the *status quo* based on 'event' activities, thereby helping organizations to quickly identify opportunities and reassess critical business processes. More specifically: It adds an 'action element' to business insights, telling a business where potential for improved process efficiency lies.

Process Mining has become irresistible to businesses that want to drive digitization and automation across their process landscape. The visualization of data otherwise hidden in the underlying systems of an organization offers a new opportunity to drive frictionless services that will prove the differentiator in terms of a positive customer experience.

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Do you use Process Mining?

62.5%

37.5%

Are you going to be using Process Mining in the next 6-18 months?

68.18%

31.82%

Source: PEX Network Survey 2019

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WHAT IS PROCESS MINING?

Process Mining is often described as occupying the area between business process management and data mining. It is a technique in the field of process management that supports the analysis of business processes based on event logs and drives improved efficiency, effectiveness and compliance through its insights.

Process Mining solutions replace the laborious approach of the past, in which enterprises seeking transparency over the 'as is' state spent a lot of time modeling process activities. In addition, traditional modeling solutions such as CPMN, UML activity diagrams, or EPCs tended to oversimplify the real state of processes to the extent that business process management or workflow management projects based on these subpar process diagrams were not successful.

Modern Process Mining technology quickly and reliably extracts information from event and transaction logs to visually depict real-time process models for current processes. As a result, driving process optimization either through business process management, process automation, or a combination of both is much easier.

Each process has many variants. For example, within order-to-cash there are more than 900,000 process variants that can be observed in one year, reflecting the multiple different ways of executing this process. Traditional process modeling could not possibly capture the complexity of such variances within one process definition.

HOW DOES PROCESS MINING WORK?

IT systems store data and create logs in the form of 'event data.' This data forms the basis of any Process Mining analysis. Process Mining works by taking 'event logs' as inputs. Each 'event' in a log links to a particular process instance (a 'case'); a particular activity; and a timestamp. The event logs are directly related to process models which can be expressed in various formalizations.

Deciding on where to apply Process Mining is important. Organizations will get the best value from applying it to digitized activities where there is still some unstructured work (for example, reviews and approvals) that take place.

THERE ARE A NUMBER OF WAYS PROCESS MINING CAN BE APPLIED:

→ Automated business process discovery/mapping – tracking event logs to identify the activities performed by employees, and defining a process around these activities

→ Business process conformance checking – analyzing event logs and comparing these with the formal process model, which offers means of checking the extent to which 'as is' activities confirm to the agreed or official process

→ Performance analysis/process optimization – an enterprise can boost performance by analyzing information from the event log to determine opportunities and adapt or improve process models according to the data of the real process

→ Operational support – directly influencing and improving the process not by changing the model but by providing data-driven support in the form of warnings, predictions, or recommendations.

WHERE TO START?

The question of which processes to start with depends on each enterprise's process landscape and its priorities. At Daimler, the Shared Services team decided to focus on where the organization was struggling to improve itself within the range of traditional process improvement activities. "Certain processes were always easy to manage, and others presented a challenge. The latter is where we focused our Process Mining efforts and results to date prove this was the correct strategy," explains Sadettin Sezer, responsible for Process Management in Accounting & Controlling and RPA at Daimler Group Services Berlin. "With our newfound insights, we have been able to improve processes in a way that was not possible in the past."

At Carl Zeiss, the choice of where to start was determined by operational goals. Within accounts payable, the focus was on processing quality. Among the numerous KPIs that were listed, four in particular were key for performance improvement, including on-time payment, and purchase orders linked to invoices. "That helped us determine our initial focus area," explains Wolfgang Weckenmann, Director in the consolidation and accounting center at Carl Zeiss AG.

Source: How Process Mining Drives Efficient, Effective and Compliant Transactions, SSON

HOW CAN SHARED SERVICES LEVERAGE PROCESS MINING?

Shared Services Organization's (SSO) performance depends on combining the right technologies with the right process and the right people. Ultimately, it is about making processes smarter and faster. This is particularly important when different entities or countries do not have consistent processes. A number of different tools might be deployed globally to do the same thing, or there may be multiple purchases of the same tool. In addition, business process modeling is often applied inconsistently. If the objective is to move from a human workforce to a smart digital workforce model, Process Mining can support the objective by taking a more holistic process view instead of a task-based view.

Process standardization is a priority for Shared Services. However, SSOs targeting economies of scale by centralizing work often face hurdles in the form of non-standardized business process, or different businesses and regions having evolved their 'own process'. Moving work to a central location, therefore, may lead to hand-offs, rework, duplication, and ineffective communication. Process Mining is an effective means of identifying these multiple variations in order to enforce a standardized approach.

The challenges of overcoming process fragmentation, inconsistencies, and exceptions are enormous but need to be addressed to achieve standardization. Process redesign based on subject matter expertise is not enough. What is required is an analytical mapping of actual processes based on the digital footprints in the IT system. Only then can the best automation opportunities be identified and moved to the implementation stage.

Improvement must be driven with a process lens. To do that, enterprises first have to understand the process. This is the point is where Process Mining comes in. Some of the benefits gained from Process Mining include more robust process leadership and improved end-to-end alignment and harmonization.

A number of Shared Services have leveraged the top variants that emerge through visual Process Mining and built automations around them. This standardizing to the automation allows Shared Services to automate to the happy path, and is a highly effective approach.

Other Shared Services have used Process Mining to monitor controls and compliance, and identify maverick buyers, for example. Such deviations might represent fraud, but certainly they represent waste. Process Mining can also be used as a governance check. One SSO applied Process Mining to gauge friction and 'noise' in the seven days from month end. The top 5 causes of friction were identified in the end-to-end process and passed to the relevant teams to close the gaps before month end. The advantage of such an approach is that it constitutes a permanent solution, not a patch.

PROCESS MINING AND RPA

In fact, Process Mining often results in organizational and managerial changes without necessarily involving automation or the introduction of new IT systems. The scope of Process Mining is much broader than RPA, and most implementations do not necessarily involve RPA. However, Process Mining can play a key role in successful RPA projects. It can be used to automatically visualize and select processes with the highest automation potential, and subsequently build, test, and deploy RPA robots driven by the discovered process models.

REMOVING OPERATIONAL FRICTION

One way that Shared Services drives performance is by removing process friction and inefficiencies, often through introducing automated processing. However, choosing the right (i.e., a good fit) process can be a challenge as the biggest pain points do not necessarily indicate a suitable candidate for automation. Process Mining is the first step on the path to effective automation since it offers the 100% transparency required to evaluate current process efficiency.
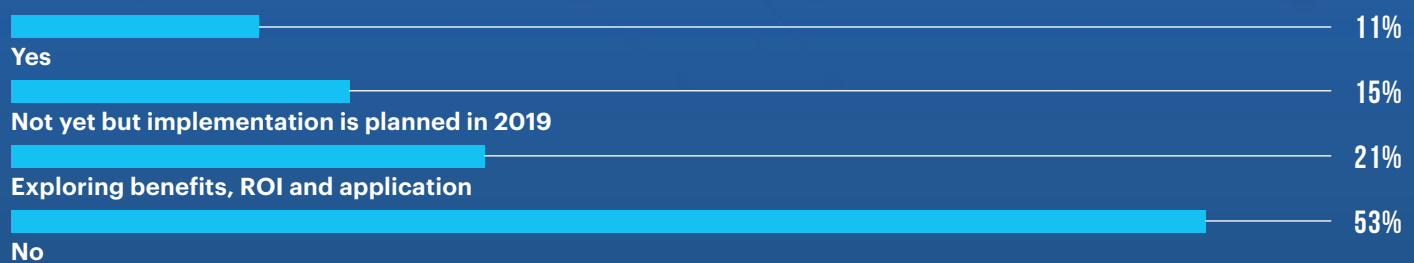
Process variances are common despite process definitions being generally reflected in the system, as loopholes allow certain steps to be bypassed easily. Process Mining highlights these variances, and thus helps removing operational friction.

WHAT IS A VARIANT?

A process variant is a sequence of activities, also called a trace. Typically, activities and traces (i.e., process variants) follow a Pareto distribution where a small percentage of activities accounts for most of the events and a small percentage of trace variants accounts for most of the traces. Many of these [infrequent] variants require rework, escalation, communication, and corrective action. And while some process variants are expected as a result of exceptions, most deviations from the so-called 'happy path' represent 'operational friction'. They can be resolved through Process Mining and conformance checking.
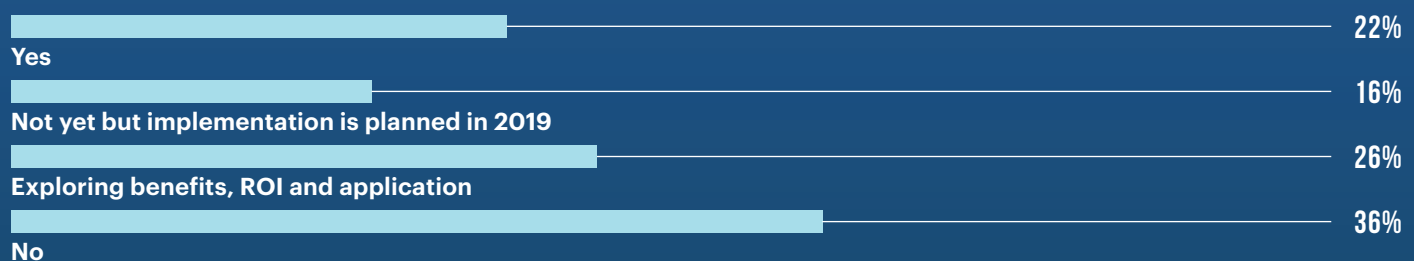
ARE YOU USING PROCESS DISCOVERY/PROCESS MINING?

NORTH AMERICA

Yes — **11%**

Not yet but implementation is planned in 2019 — **15%**

Exploring benefits, ROI and application — **21%**

No — **53%**

Source: delegate poll at SSON Shared Services Week North America, 2019

APAC

Yes — **22%**

Not yet but implementation is planned in 2019 — **16%**

Exploring benefits, ROI and application — **26%**

No — **36%**

Source: delegate poll at SSON Shared Services Week APAC, 2019

EUROPE

Yes — **25%**

Not yet but implementation is planned in 2019 — **22%**

Exploring benefits, ROI and application — **7%**

No — **45%**
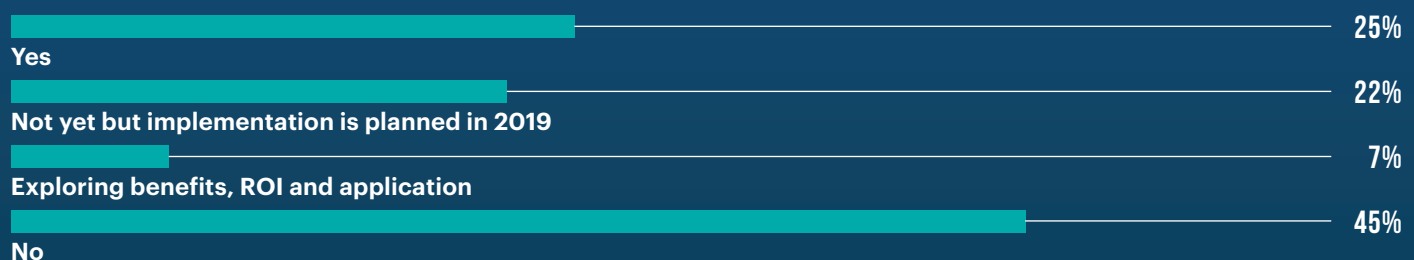
Source: delegate poll at SSON Shared Services Jahresforum, Berlin 2019 (DACH region)

INTERVIEW WITH DR. MARCELL VOLLMER ON "FRICTIONLESS PROCESSING

→ Question: To what extent do organizations understand the impact of Process Mining?

Process Mining is still a relatively new and untested concept for many organizations. While they may have heard of process analytics or process engineering, they are not familiar with the opportunities Process Mining offers. Over the past year, however, Process Mining has gained a lot of attention, so now more companies are curious to find out about it, what it can show them, and how it can benefit them. Process Mining has the potential to go far beyond what most know as process mapping (using post it's or drawing process boxes on walls), and to get to the next level of improvement by delivering actionable insights.

The core driver here is the inherent inefficiency built into processes, which is the reality of modern enterprises. Processes are not seamless. Operational leaders see the results of this every day in terms of handoffs, errors, and exceptions. So, they're trying to drive a more seamless, frictionless process. And that's exactly what Process Mining can help them achieve.

→ Question: What are frictionless processes?

Let's agree that friction is caused by inefficiencies, or, if you like, sub-par processes. Now, whether these processes are in the back office or the front office or even in the product supply chain, this friction slows down processes and limits optimal performance. Most organizations we speak with are fully aware of this. Obviously, understanding the problem is important, but then you need to take action. To remove friction, you require guidance. The goal is becoming a superfluid enterprise. An enterprise where processes work as perfectly as they can.

→ Question: What advice could you give to organizations that have not started with Process Mining yet, but wish to?

There are three steps. First, there is process discovery, which is seeing the problem. Then, process enhancement improves the process. And finally, monitoring maintains performance. Let's talk about these separately.

The discovery phase is where a business process is visualized in its current state. Process Mining software does that. It takes 'event' data from different sources – be that SAP, Oracle, Salesforce, etc. – and visually maps the as-is process, at the same time highlighting problem areas. These can be bottlenecks or steps that simply don't make sense.

The second step is about enhancing or improving a business process. This is where the friction that causes inefficiencies is removed. The visual map is the driver for these actions and guides process owners or developers with a list of actionable items, showing them what can be improved. In our solution, this step is handled with the Action Engine. These enhancements directly impact the customer experience because they remove the root cause of friction and as a result, they drive a smoother processes.

Finally, once the improvements have been made, the process needs to be monitored on an ongoing basis. Everything related to the performance of the process is tracked via a dashboard, which records actions in real-time. This gives the process owner great transparency over the ongoing process.

All three of these steps are included in Celonis's intelligent business cloud solution, which combines Process Mining technology with two brand new capabilities that we just unveiled this month: Task Mining and Machine Learning.

→ Question: How can Task Mining and Machine Learning drive more benefits?

Process Mining is all about system-generated data, right? With Task Mining we've added the ability to incorporate the different steps that take place outside the system.

This is particularly important in a Shared Services environment, where lots of the activity happens outside or on top of systems: scanning documents, looking for supplier information, looking up customer details, etc. Task Mining records these steps to provide an entirely holistic view of a process – in other words, it records what happens within and outside the system. This was the missing link.

Now, the reason Machine Learning is so important is that it allows us to learn from the data. What does this mean? It means that the data extracted from Process and Task Mining flows into the Machine Learning software that leverages AI algorithms to come up with recommendations on how to improve the process beyond 'fixing' the as is state. Now, we are looking at data to determine for example whether current limit levels may be slowing activity down unnecessarily. The Machine Learning algorithm might recommend raising a limit for a certain segment of customers to drive a smoother process. This ability to analyze the data and determine a better way of processing will, we believe, deliver a step change in productivity improvement for customers.

➔ **Question: How is improving a process through Process Mining different to fixing it through RPA?**

That's a good question. In fact, there is a very clear difference. RPA is an excellent solution to fix something that is broken. It offers a way to overcome or breach a current process gap to improve activities – but it's not the end state of what a customer wants to achieve. Using RPA to run a process doesn't mean you end up with a seamlessly integrated process. RPA is solution when your system is broken or not integrated, but not when you want to improve it.

With Process Mining on the other hand, we attack the root cause of inefficiency and improve it. Adding Machine Learning to that, and thus leveraging the power of artificial intelligence algorithms, effectively powers up those improvements.

➔ **Question: What determines an optimal process candidate for Process Mining? With RPA, many organizations discovered that they were choosing processes that were not necessarily well suited to RPA, and results were often disappointing. So, what determines a good candidate for Process Mining?**

In all honesty, all processes are good candidates. Process Mining is not like RPA because it doesn't require certain characteristics to work well. Any process you can measure or that touches the system is a great opportunity for Process Mining.

➔ **Question: What helps driving success?**

I think what's important is that an organization focuses on what it wants to achieve. As for any change initiative, you need to dedicate time and resources, and if these are too widely distributed, you won't get an optimal output - at least not at the beginning, when teams are getting used to the solution.

Teams are often tempted to start with lots of big projects but it's better to gather experience and expertise via one focused project first.

➔ **Question: How is Process Mining managed best?**

Because we're dealing with processes, the best way to deploy it is from a process ownership level. I used to run Shared Services at SAP, so I'm very familiar with the model and I can tell you that I cannot think of a better basis from which to run Process Mining. The great advantage within Shared Services is that processes are consolidated and generally well defined. In most cases, they are run by one place and one location. That's a prerequisite for systematically improving a business process. You need ownership and leadership. You also need to have a customer-centric viewpoint, which is exactly what Shared Services does.

Everything about process management is about providing a great customer experience. Consider Uber for a moment. It's a company entirely focused on the customer's needs, without offering a guidebook or instructions. It's intuitive. In the same way, Shared Services are targeting fluid business processes intuitively. That's why Process Mining is such a great tool for Shared Services.

You have to remember that pain points mean friction, and friction has a cost. So, you focus on the area you want to improve. Process Mining can act as an operating system for the entire enterprise, and Shared Services understands that concept.

Marcell Vollmer, Chief Innovation Officer, Celonis

Marcell Vollmer leads partnership and go-to-market teams at Celonis as its Chief Innovation Officer. A former business process owner, Vollmer evangelizes the power of process mining and is a key executive sponsor for the some of the world's largest enterprises. Vollmer is a 14-year SAP veteran who served as Chief Digital Officer at SAP Ariba, where he drove strategies to help the world's leading companies to eliminate procurement and supply chain complexity. Before that, he was Chief Procurement Officer at SAP, where he led over 200 professionals who managed billions in global spend volume and created a shared services team. Prior to that he held strategic project and finance roles at SAP.

WHAT IS THE ROLE OF PROCESS MINING IN DIGITAL TRANSFORMATION?

Digital transformation is about reinventing the modern-day enterprise based on transparency, digitization, and real-time data. Process Mining supports this transition by delivering the necessary visibility over actual process activity, and thus highlighting problems, bottlenecks, and opportunities. To the extent that the digital enterprise runs on optimized and agile processes, Process Mining is a decisive tool to highlight opportunities for improvement and problem-resolution. The drill down capabilities of state-of-the-art Process Mining solutions uncover trouble-spots and provide proof of inefficiency, which supports improvement initiatives.

However, Process Mining is not a panacea. Exceptions will always remain and will require specialists. In addition, while Process Mining covers the end-to-end process, it does not extend downstream or upstream, and so it is important that management gains transparency over the bigger picture to drive additional improvements.

Process Mining is a highly effective tool, but it is not in itself a transformation driver, nor is this tool necessarily about automation. It works by identifying the data buried in process activities, and by offering valuable analysis on how well the process is following its original definition, or objective. In that sense, Process Mining is about analyzing data and gaining more information to drive performance improvement – often through automation, but also through process redesign.

The real enterprise value lies in deducing action from these results.

WHY CIOs SHOULD ADOPT A PROCESS MINING ATTITUDE

The fast evolution of Process Mining solutions (today, there dozens of vendors in the market) has made it easier for organizations to apply Process Mining on a big scale. Process discovery and conformance analysis are valuable tools in identifying the inefficiencies resulting from employees not following guidance procedures. At the same time, Process Mining also highlights the inherent inefficiency of a current process.

Process orientation is important for enterprises targeting a digitized model, and it has become an imperative for many of them. Process Mining results can also generate opportunities for machine learning through decision trees or deep neural networks.

Management requirements for business cases to prove ROI can yet slow down the adoption of Process Mining. A more effective approach is having the CIO taking the lead in adopting Process Mining as part of an overall process hygiene – as a strategy to eliminate the spread of inefficiency and "unhealthy" processes.

In comparison to individual pilots, a CIO mandate is more effective in having Process Mining adopted as a large-scale enterprise strategy.

TIPS ON IMPLEMENTING PROCESS MINING

As with any tool, there are best practices that support improved results. The first is to start small and then to scale up. It makes sense to collect first experiences and learn how the tool works and what exactly it can deliver before tackling a big complex process. Another aspect is managing expectations. If you start with high expectations, you run into the risk of disappointment. To stress this again, start small and learn how it works. Many organizations are leveraging Centers of Expertise that develop specialist skills in areas such as Process Mining, data analytics, or automation, and by this approach, they can push these strategies out across the organization effectively.

Another advice is to consult an experienced implementation partner to ensure a best practice approach. Tapping into a partner who knows the tool inside out and who has experienced other implementations can prove invaluable in terms of avoiding costly mistakes and ensuring Process Mining is deployed effectively.

One of the key challenges with Process Mining is that in contrast to, for example, RPA, it is difficult to drive a convincing business case upfront. How do you determine the business case for a tool that provides 'insight and analysis' on your underlying data – when the benefits derive from what you choose to do with those insights? Obviously, the impact depends on what you do with that information. This comes down to strategic decisions by management. Therefore, the focus should not be so much on business cases as on a strategic investment.

Another common challenge relates to scope. These solutions offer such a multitude of opportunities that create the desire to 'go big' immediately. There is a tendency to analyze everything, which can quickly overwhelm a team. For a start, it is better to focus on smaller projects where a team often found itself challenged and struggling to derive valuable analytics. In many cases, these are processes that are simply not stable enough for humans to adhere to the correct guidelines. That makes them optimal for an evaluation with Process Mining.
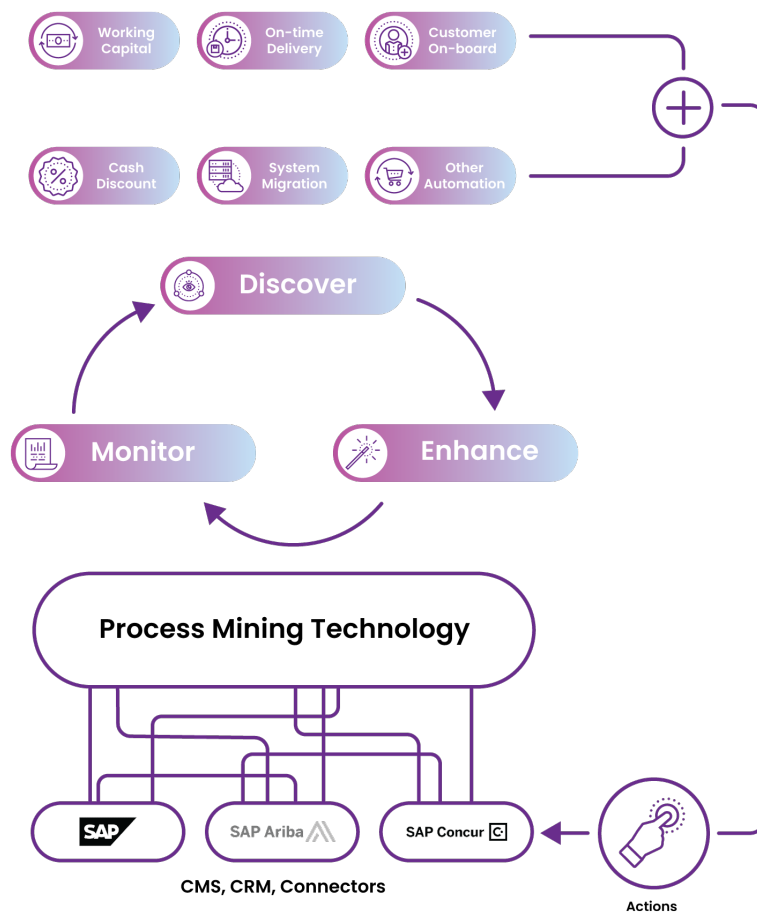
Source: Celonis

CONCLUSION

Shared Services are constantly seeking out new solutions to identify problem areas, drive performance improvement, and leverage data analytics to learn more about the activities they run. Process Mining serves all three objectives by identifying where an 'as is' process is not aligned with its defined model, highlighting obvious inefficiencies – including where automation is a best fit solution. Mining event data also provides a full and real time picture of the activities running at any given time.

For enterprises targeting digitization - and the transparency and agility that go with it - Process Mining solutions present indispensable tools. The data derived from Process Mining – data that was traditionally hidden – serves to evaluate process efficiency. The benefit of Process Mining is that it identifies weaknesses, inefficiencies and gaps that are not visible to the human eye, because they are difficult or impossible to analyze with the tools traditionally at our disposal.

Process Mining offers a brand-new opportunity to analyze data and identify areas for improvement, replacing the 'guessing game' of the past with a bona fide value stream map offering full transparency and frictionless processes.

Uber: Achieving Frictionless Processes by Driving Standardization

Martin Rowlson, Head of Process Excellence at Uber, describes Process Mining as a "game changer", replacing what had been manual collection of process data with an automated real time solution. His team's deployment of Process Mining has two key objectives: driving savings and increase customer satisfaction.

The challenge for Uber was that as the organization scaled up, the company grew autonomously across cities, which resulted in lots of variation. As Uber continues to grow, it is key to ensure that standardization is maintained and that efficiencies are leveraged from that scale.

For instance, Uber can now visualize how different customer service processes are performing across every region and make adjustments based on Process Mining analysis to create a standardized system for delivering excellent customer experiences. Process Mining has been helpful in enabling Martin's team to pro-actively alert a business unit when its behavior is not conforming with the standard. "It's incredibly powerful in moving towards a standardized and more efficient model," he explains.

In addition, Uber eliminated long ticket resolution times. Vast quantities of ticket data needed to be analyzed to compare ticket flows and throughput times across regions, cities and service centers. This allows Rowlson's team to single out "long-runners," time-wasting activities, and other inefficiencies, and to identify and share best practices. "It's a way to identify failure and resolve it and fix the process as soon as possible."

ABB: Empowering People to Make a Difference

As a pioneer tech leader serving customers in more than 100 countries, ABB's high-tech products require processes to be second to none: "Short lead times, low cost, low inventory and high quality – that's what we are striving for.", explains Heymen Jansen, Program Manager for Advanced Analytics in the BU High Voltage. Process Mining helped ABB to really understand the inherent workings of processes like purchase-to-pay, and highlighted redundancies or purchase orders that were being changed in multiple different ways. With operations in over 100 countries and various ERP systems in use, people at ABB were somewhat surprised at the number of deviations and exceptions revealed through process mining.

"It helped us to identify the root causes of these kinds of changes and where, in the supply chain, processes could be improved for minimum waste, greater speed and higher productivity," explains Martin Schaedler, IS Manager Global BU High Voltage.

With employees so busy in their day-to-day work, process mining solutions step in to analyze processes and identify time-consuming exceptions that cause friction. Process Mining software thus supports improved process performance.

But the true benefit to ABB comes from empowering its people to influence business results directly by addressing inefficiencies in their processes. It also highlighted where process inefficiencies can hamper productivity and thus helps drive a competitive edge. "There's always some unit doing it better out there, where others can learn from." Best practices can be introduced to advise teams how to get work done better and faster.

ABOUT CELONIS

Celonis is the leader in Enterprise Performance Acceleration software, harnessing the power of Process Mining technology to help every company remove operational friction and become a Superfluid Enterprise. Its Intelligent Business Cloud helps drive change and action, turning business processes into extraordinary experiences and resulting in millions of dollars saved.

SSON | THE WORLD'S LARGEST SHARED SERVICES & OUTSOURCING NETWORK

ABOUT THE SHARED SERVICES & OUTSOURCING NETWORK (SSON)

The Shared Services & Outsourcing Network (SSON) is the largest and most established community of shared services and outsourcing professionals in the world, with over 120,000 members.

Established in 1999, SSON recognized the revolution in support services as it was happening, and realized that a forum was needed through which practitioners could connect with each other on a regional and global basis.

SSON is a one-stop shop for shared services professionals, offering industry-leading events, training, reports, surveys, interviews, white papers, videos, editorial, infographics, and more.

www.ssonetwork.com

SSON | ANALYTICS

ABOUT SSON ANALYTICS

SSON Analytics is the global data analytics centre of the Shared Services & Outsourcing Network (SSON), the world's largest community of shared services, outsourcing and transformation professionals.

SSON Analytics offers visual data insights that are simple, accurate, and digestible to the global shared services and outsourcing community.

Thousands of global business services and outsourcing professionals use our data to understand the shared services landscape in their region through a variety of interactive data tools, analytics reports and customised data insights.

www.sson-analytics.com

SSON ANALYTICS DATA INSIGHTS ON PROCESS MINING

WHICH OF THE FOLLOWING AREAS ARE YOUR MOST ANTICIPATED INVESTMENT PRIORITIES OR INTEREST?

Area	%
Intelligent Automation	38%
Workflow Automation	36%
Analytics	36%
Process Mining/Mapping	34%
Culture	34%
Lean	34%
Change Management	32%
Leadership	32%
Business Intelligence	31%
Agile	30%
BPM	21%
CX Solutions	15%
Enterprise Management	14%
IT Solutions	13%

Source: PEX Network survey, 2019