

# THE IMPACT OF PROCESS MINING USE CASES ON THE CUSTOMER EXPERIENCE

Bridging Front- and Back-Office  
Intelligence to Improve Operations  
and Reduce Costs





**Organizations are losing up to \$1.3 million due to inefficient tasks weighing employees down.**

## From Chaos to Clarity: The Key to Efficiency in Complex Organizations

Complexity in organizations can be a sign of growth, but it also poses a risk to their very foundations. If complex processes become inefficient and get in the way of improving operations, reducing the cost of goods and services, and delivering better customer experiences, then complexity can hurt your business.

According to one study, some organizations are “losing up to \$1.3 million a year due to inefficient tasks weighing employees down.”<sup>1</sup> Often these broken and inefficient processes go unnoticed, or solutions and workarounds don’t tackle the fundamental reasons behind the inefficiency, effectively just “papering over the cracks.”

Inefficiencies don’t have to derail your growth. Traditional customer journey mapping tools are inherently qualitative and still require significant manual effort. While process mining, a data-driven technology, enables you to clear out the clutter of organizational complexity, pinpoint, and quantify the slowdowns and bottlenecks in your operations, and fix them.

Until recently, process mining mainly focused on back-office tasks like supply chain, invoicing, and payments processing. Front-office operations, such as customer service, including contact center advisors, chatbots, website, or IVR interactions, are deeply intertwined with back-office systems and processes. For example, when a consumer makes an online purchase but never receives their order, they will contact customer service to find out the issue. This means that an advisor may have to get involved to fix a problem that shouldn’t have happened in the first place.

By using process mining, issues for front-office operations can be reduced or eliminated, leading to happier customers, less cost for the business, and a better brand reputation.

<sup>1</sup> “Businesses can lose up to \$1.3M a year on inefficient processes, report says,” Lindsey Wilkinson, CIO Dive, Oct. 5, 2022.

# How Does Process Mining Work?

Process mining has been around for decades, but as the technology has evolved, so has the methodology behind it. Built on data sourced from the execution of business processes within an organization, process mining develops insights into how processes are actually performed and compares them with how they were intended to perform.

**Process mining provides a data-driven approach to enterprise-wide improvement, helping business leaders make informed decisions and realizing benefits across the organization.**



Here's a breakdown of how process mining works:

- 1** Data is collected from systems that record the activities, decisions, and interactions involved in a business process.
- 2** The data is then analyzed to identify bottlenecks and inefficiencies.
- 3** A process model is constructed based on the data, which can include the sequence of activities as well as their dependencies.
- 4** The process model is compared against desired or designed processes.
- 5** Key metrics, such as cycle times and resource utilization, are analyzed to assess performance.
- 6** Insights gleaned from the analysis are then used to optimize and enhance existing processes, whether through automated or manual intervention.

By gaining a deeper understanding of processes based on data rather than assumptions or subjective pain points, organizations can drive not only streamlined operations but also customer experience (CX) excellence.

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# The Benefits of Process Mining

For many new to process mining, the benefits might seem limited to back-office operations. Identifying business process improvements and automating those functions has become relatively standard procedure across industries. But expanding the benefits beyond the back-office can spur new growth opportunities.

Applying process mining and data analytics across front- *and* back-office operations can significantly improve customer facing and contact center operations. This extends traditional customer journey mapping with quantitative, data-driven analysis at significant scale.

Here are just a few of the benefits process mining can help unlock for your customer experience:

- **Root cause identification:** Process mining's granular insight allows organizations to pinpoint the root causes of problems, whether they stem from procedural bottlenecks, resource constraints, variations in execution, or other potential issues.
- **Streamlining customer journeys:** By analyzing data from various touchpoints, such as websites, contact centers, and customer relationship management systems, process mining provides a comprehensive and data-driven view of customer journeys, complementing traditional customer journey mapping.
- **Improving service quality:** Process mining enables organizations to identify areas where service quality is suffering. Organizations can improve employee performance by analyzing response times, complaints, and service interactions at scale to find inefficiencies and allocate resources better.

- **Improving sales and conversion rates:** Companies can utilize process mining and data analytics to reveal valuable information about the sales process. This includes analyzing the time spent at each sales stage, conversion rates, and customer preferences. By identifying friction points in the sales cycle, businesses can ensure sales team members accelerate pipeline, while allocating resources where they're most needed and employing customized tactics that boost conversion rates.
- **Compliance and risk management:** Process mining enables organizations to gain a holistic view into the adherence and implementation of compliance regulations by their frontline customer service teams. Through the examination of process data, organizations can identify instances of non-compliance, recognize possible risks, and take appropriate corrective measures.
- **Continuous process improvement:** Brands need a data-driven approach to continuous process improvement. Organizations can evolve their processes by monitoring performance metrics, analyzing data, setting benchmarks, and measuring the impact of process changes. This iterative approach ensures that organizations can continually optimize their front- and back-office operations, enhancing efficiency and productivity over time.





# Process Mining in Action

It's one thing to understand what process mining is, how it works, and how you can benefit from it. It's another thing to see it into action across industries. Here are just a few real-world use cases for how retail, healthcare, and banking can use process mining to achieve better business outcomes.



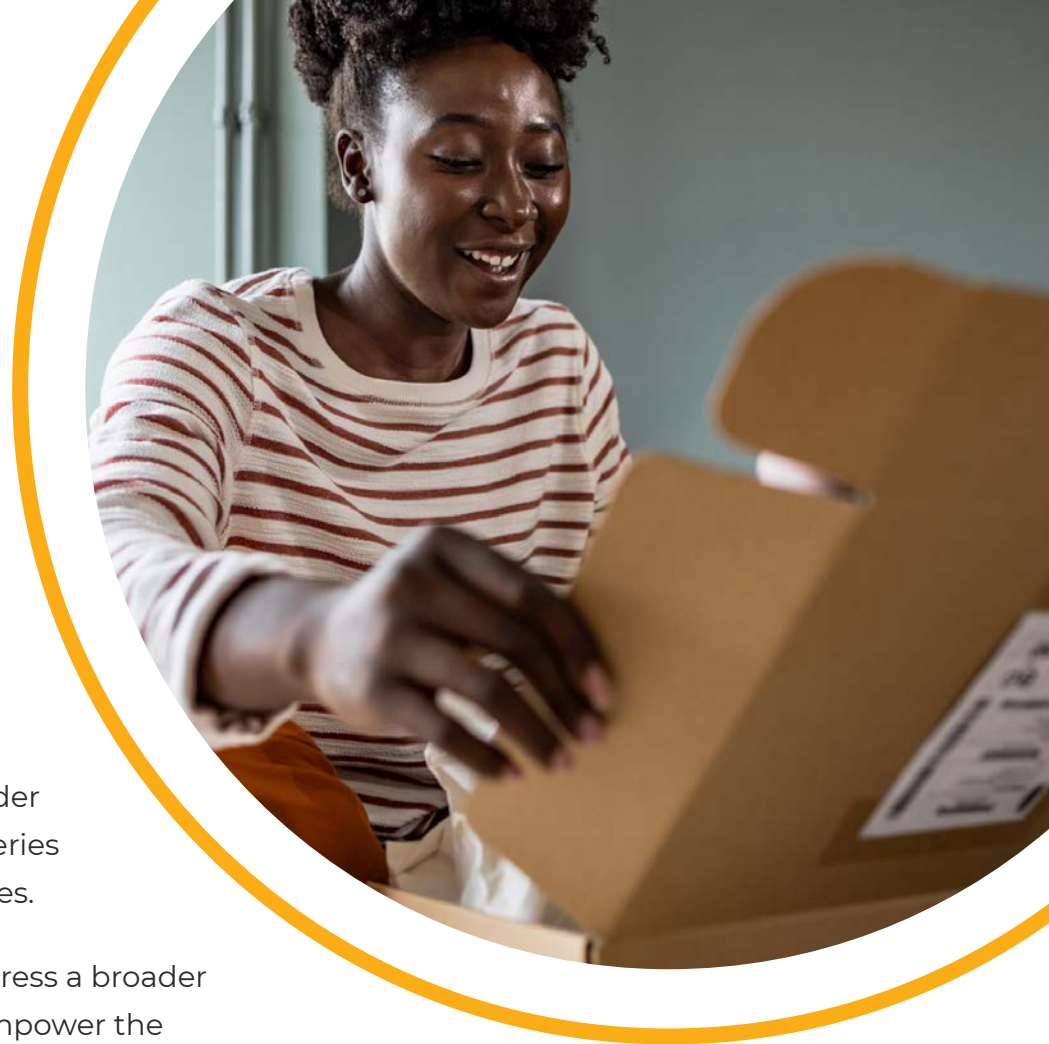
## USE CASE

# TRANSFORMING OPERATIONS FOR RETAIL

Spotting issues in their frontline operations, a global retailer is grappling with prolonged handle times that are inflating their cost per contact. They lack a comprehensive view of the customer journey, making it challenging to identify the bottlenecks and inefficiencies. Trying to unravel this puzzle manually is both time-consuming and overwhelming.

But here's where things get interesting. By harnessing the power of process mining and intelligence, the retailer can seamlessly integrate user interaction data from interactive voice response (IVR) and tap into conversational analytics. This data combo produces a vivid visual representation of customer journeys, linking them to crucial back-office processes like supply chain and order management. The aha moment? Uncovering a significant problem—late deliveries caused by insufficient stock, translating into millions of dollars in unrealized sales.

Armed with these insights, the retailer takes proactive steps. They can now address a broader issue: late deliveries due to stock shortages. Process mining and intelligence empower the operations team to automate notifications, alerting customers when the expected delivery date has been adjusted to sync with the product's return to stock. The result is a remarkable reduction in customer contacts, concerns, advisor research time, and a safeguarding of revenue by minimizing potential refunds or order replacements. It's a strategic move that enhances efficiency and customer satisfaction.



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## USE CASE

# ENHANCING CLAIMS MANAGEMENT FOR A HEALTHCARE INSURER

A healthcare insurer is on a mission to streamline its claims denial process. On the frontline, benefits specialists find themselves grappling with the task of deciphering and justifying the denial of medical procedure claims for members. This not only demands increased effort from specialists but also takes a toll on member sentiment. Despite several attempts at journey mapping, the healthcare insurance provider is struggling to fully grasp the impacts of denial codes and determine the essential modernization needs for their innovation strategic roadmaps.

Enter process mining and intelligence. The healthcare insurer smartly integrates interaction data, conversational analytics, and the event logs from specialists' knowledge base. This creates a clear visual representation of customer journeys, allowing them to draw connections to the efficiency of back-office processes like claims management and dispute resolution. Thanks to the power of process mining and intelligence, they uncover multiple process deviations that previously required additional human intervention in terms of time and headcount to rectify.

By employing algorithm sorting and leveraging the knowledge base for denial resolutions, they refine algorithms based on missing information in the claim's paperwork. This achieves a significant simplification and reduction—up to 50%—in the knowledge base denial code resolution paths. It translates to a faster resolution process, improved member satisfaction, and optimized headcount, all contributing to less cost to operate. More than a process overhaul, it's a strategic move that enhances efficiency, member experience, and the bottom line.



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## USE CASE

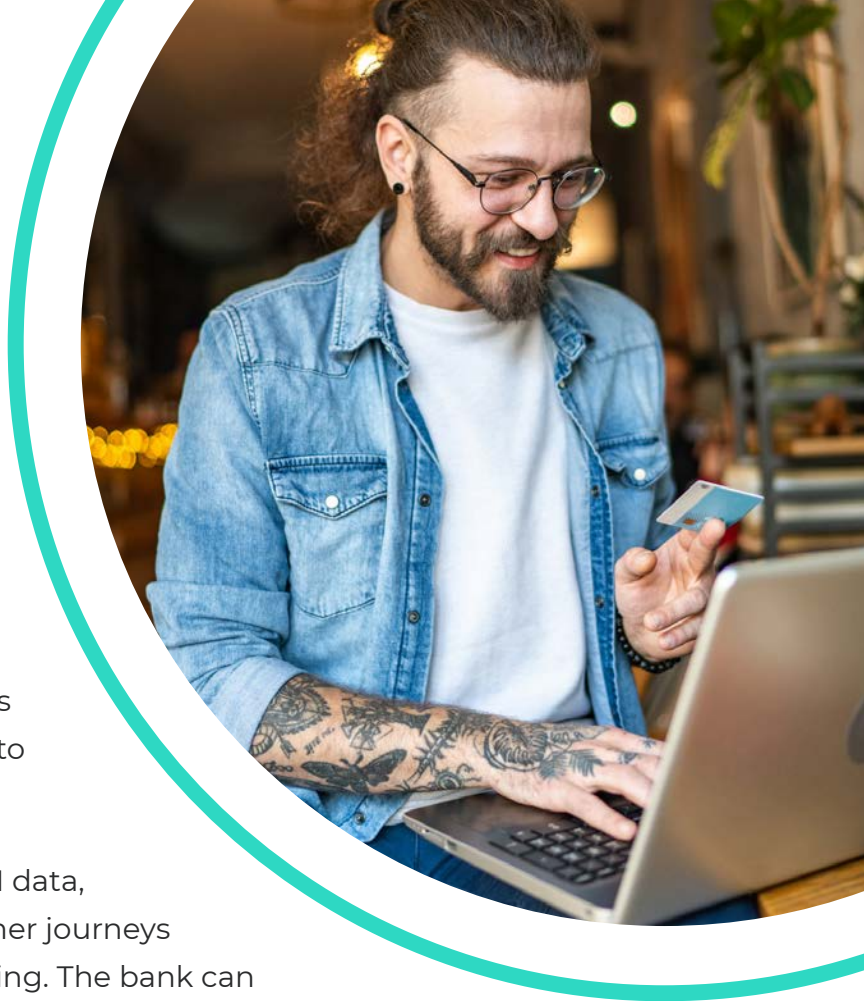
# UNRAVELING DECLINED TRANSACTIONS WITH PROCESS MINING IN GLOBAL BANKING

Many global banks face increased instances of fraud during peak seasons of elevated credit card spending. In their efforts to protect customers, banks often implement new security measures. Unfortunately, these precautions can sometimes result in declined transactions, triggered by issues like mismatched addresses on credit cards, outdated autopay information, or overdue accounts.

The impact of declined transactions goes beyond customer frustration, posing a major challenge for frontline customer service teams. Issues, including failed transactions and fraud concerns, often get shuffled between different departments, leading to more transfers and dissatisfied customers. However, banks can lean into process mining to gain insights into customer problems and pinpoint where breakdowns occur in the banking process.

A global bank, armed with process mining, seamlessly integrates user interaction data, CRM data, and conversational analytics. This mix of insights produces a visual representation of customer journeys that links to crucial back-office processes such as fraud operations and transaction monitoring. The bank can now uncover the “silent killers” behind call transfers and suggest improvements to IVR routing while adapting to enhanced fraud protection measures and alerts. In the process, they realize they need to update the advisor knowledge base to enhance speed in issue resolution and minimize recurring problems by refining response scripts for customers.

Issue identification is just the beginning. By using data and insights to enhance the customer experience, streamline operations, and fortify fraud protection without compromising on service quality, the bank is transforming their business.



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# Getting Started with Process Mining

Even though your processes may be complex, getting started with process mining solutions is easy. It's a three-step process:



Don't feel like you need to solve every single inefficiency across the enterprise. You can also start with one project and then expand the scope as needed.



## Conclusion

So often CX excellence can seem like an abstract and far-off goal. But businesses can take steps today to evolve CX through process mining. Think of it as detective work—uncovering the nitty-gritty details of how things get done in your business. By understanding these behind-the-scenes processes, you can spot areas that need improvement and either automate solutions or resolve the issues through human intervention. Ultimately, you're creating a more frictionless experience for your customers.

## About the Authors



### **Anil Kumar**

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Anil Kumar leads the Concentrix CX Operations Insights group with over 200 analysts to drive insights for clients and CX Operations teams worldwide. In partnership with Celonis, he has recently led the design of CX Bridge to optimize front-office and back-office ecosystems and create value for our clients and their customers.



### **Teakaau Piho**

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Teakaau Piho is the Director of CX Solutions and Global Alliances at Celonis. With over 17 years of experience, he has been a driving force in the field of Customer Experience (CX), specializing in Process Mining, Orchestration, Contact Centers, Digital Transformation, Analytics, and Artificial Intelligence.



# CX Bridge – Process Intelligence and Optimization for Front- and Back-Office

Concentrix + Webhelp has partnered with Celonis—the industry leader in process mining and execution management—to create CX Bridge, the first and only process intelligence and optimization solution for front- and back-office applications. With broad expertise in process mining, AI, and advanced analytics, Concentrix + Webhelp provide the support and delivery of applications and technology and the capability to apply those tools to drive improvements in CX. We have a dedicated center of excellence staffed with specialists to help you benefit from the latest technologies and strategies.

See how the CX Bridge Process Intelligence and Optimization solution can deliver the insights to drive measurable business outcomes and return on the investment...and beyond.

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# ABOUT CONCENTRIX + WEBHELP

Concentrix + Webhelp is the tech-powered customer experience company, creating game-changing journeys that help brands grow, across the world and into the future. Whether you need a specific solution or the whole end-to-end journey, we've got it covered. We'll help you define the roadmap to achieve your CX vision and evolve it for the long-haul.

Let's connect to see how we can design, build, and run game-changing customer journeys.

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