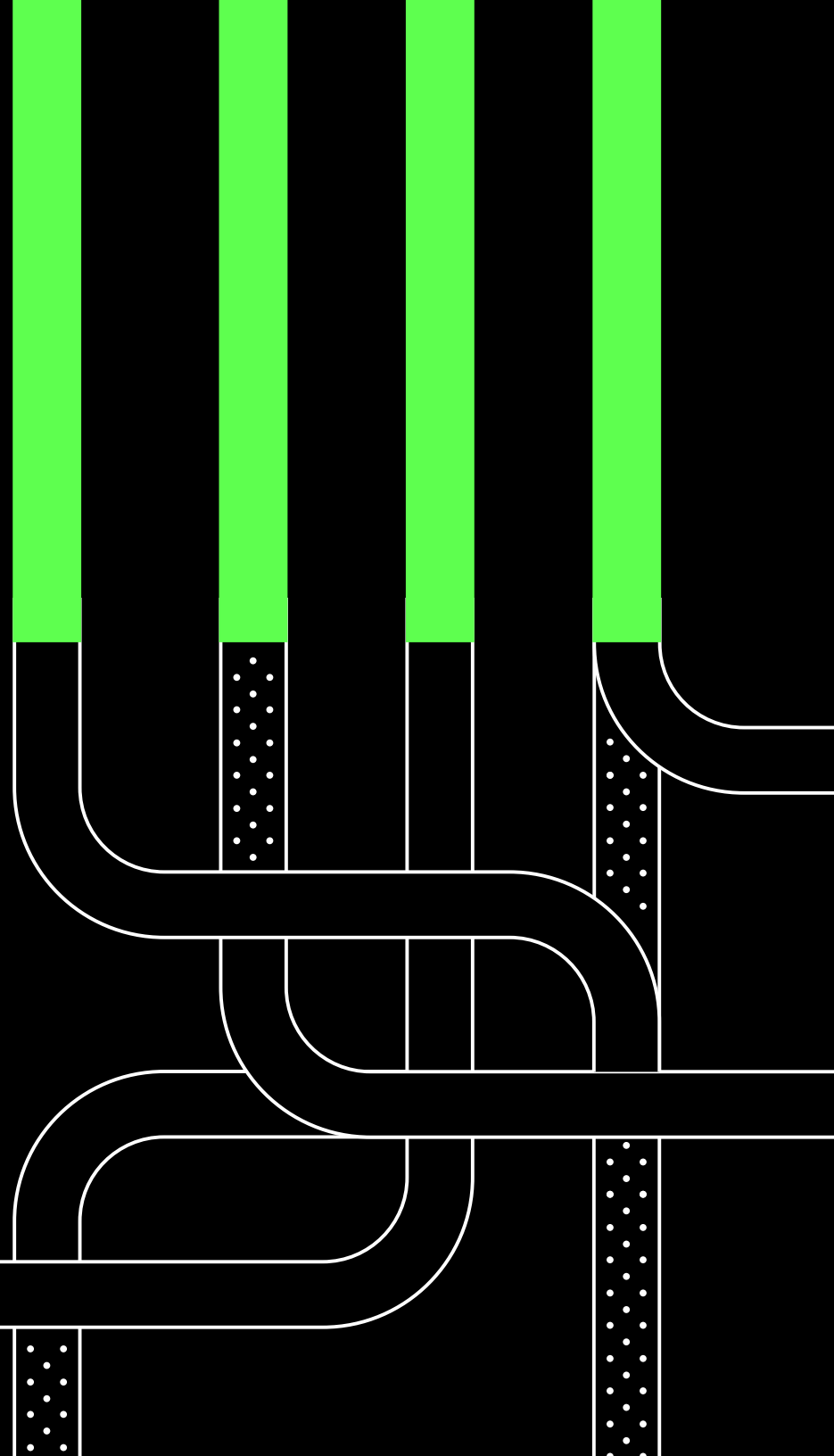




Starting your Process Mining Journey

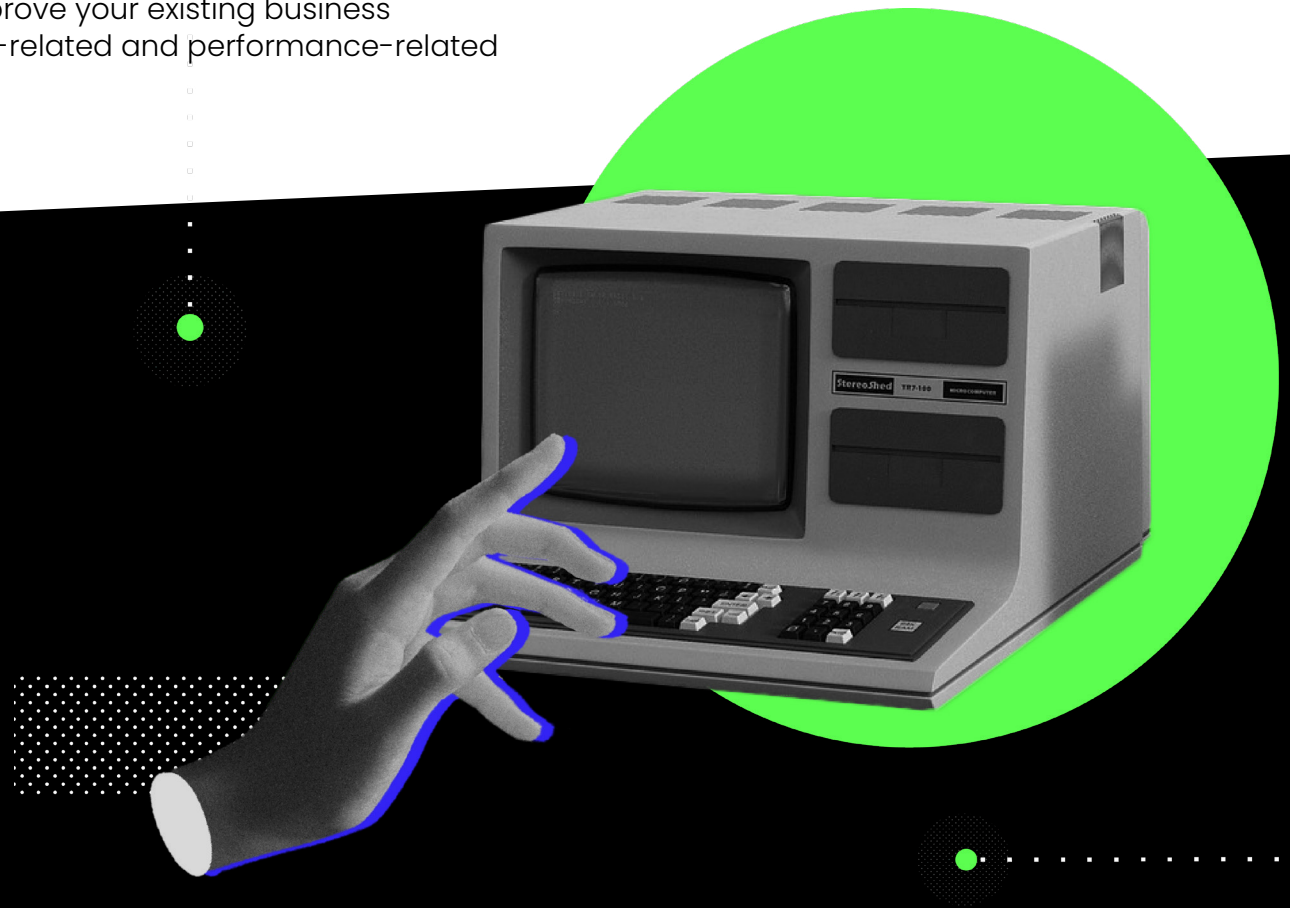


Let's start with the basics.

What is Process Mining?

Process Mining is an analytical discipline for discovering, monitoring, and improving processes as they actually are (not as you think they might be), by extracting knowledge from event logs readily available in today's information systems.

Process Mining offers objective, fact-based insights, derived from actual data, that help you audit, analyze, and improve your existing business processes by answering both compliance-related and performance-related questions. [Read more](#)



Process Mining is one of the fastest growing categories in enterprise software. Over 50% of Fortune 500 companies are exploring Process Mining 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?

**The Process Mining
market is growing
80% YoY**

Source: Everest Group Research



How to adopt Process Mining

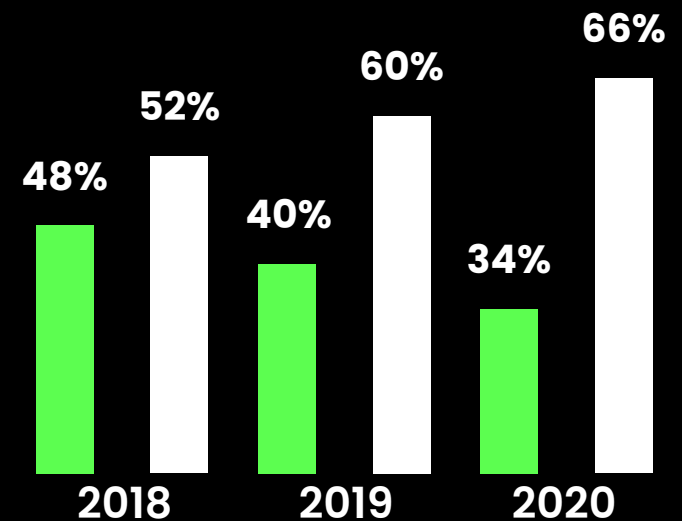
In effect, there are three options for adopting Process Mining:

1. A standalone Process Mining project aka a Discovery-only approach, where only insights are generated and fed ad-hoc to an organization.
2. A Process Mining plus enhancement approach, where Process Mining is loosely connected with other initiatives like automation to turn insights into actions.
3. An Execution Management System (EMS) approach, where Process Mining is embedded into a wider platform for outcome-driven automation.

Choosing the correct Process Mining deployment is key to success

Adoption of Basic Process Mining Types

-  **Option 1** - Standalone Process Mining
-  **Option 2 or 3** - Process Mining Plus Enhancement or EMS



Source: Gartner



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.

Tom Davenport

President's Distinguished Professor of Information Technology, Babson College



[Learn more](#)

What stage of process maturity are you in?

Stage 1

Developing Process Understanding

65% of companies

Stage 2

Standardizing Processes

20% of companies

Stage 3

Optimizing Processes

10% of companies

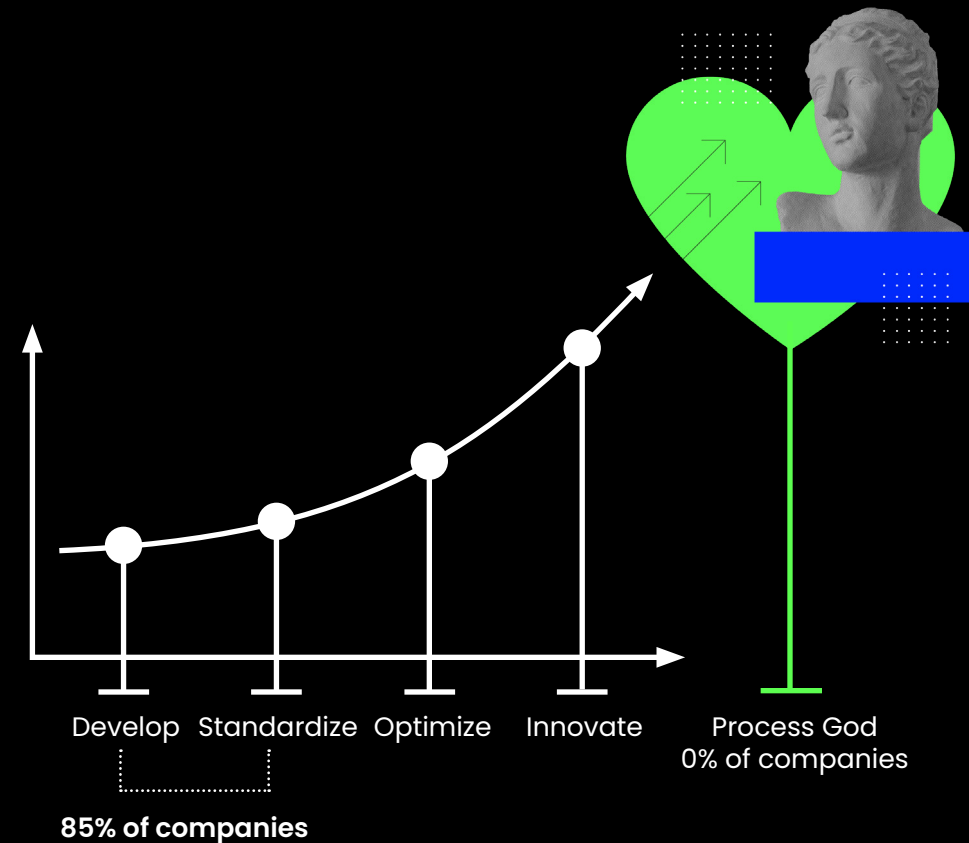
Stage 4

Innovating Process Execution

5% of companies

**Take our assessment
to see where you rank**

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



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

Process Maturity Assessment

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	Develop	Standardize	Optimize	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



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.

Wil van der Aalst

'Godfather' of Process Mining and
Chief Scientist at Celonis



[Learn more](#)

How to find the right 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:

1. **Capabilities** of the proposed technology to support a proven methodology for generating business value.
2. **Track record** of the vendor in achieving success for its customers. This includes the ability to handle technological complexity and offer a proven delivery approach.
3. **Innovation** roadmap of the vendor. What direction is the technology moving in and will it be available in the cloud.
4. **Ecosystem** is a good indicator of the success of a vendor. A mature ecosystem enables you to work with partners who closely align with your requirements.

Key questions to ask vendors

Capabilities

- Is your technology a standalone Process Mining tool or does it provide automation capabilities?
- Can I extract real-time data into your platform? Will this require a third-party ETL?

Track record

- What is the deployment time? Do you have pre-packaged software that fits our use-cases?
- Who are your reference customers for enterprises of a similar industry and technology complexity to us? Can you share their story?

Innovation

- What is your product roadmap? Which new capabilities will we be able to benefit from?
- Do you have tangible examples of where Machine Learning can be used to improve process execution?

Ecosystem

- How extensive is your ecosystem? Can a partner deploy the solution for us?
- What are your cloud security accreditations and what data governance do you have in-place?

Which capabilities should I evaluate?

9 Key Capabilities

1

Process Setup and Data Preparation

Data preparation, cleaning, and transformation is a critical prerequisite to Process Mining. Here it is essential to establish the suitability of the vendors ETL (extract, transform & load) module to meet your data scope.

2

Pre-built Solutions (App Store)

The majority of Process Mining data lives in standard systems like SAP, Oracle, and Salesforce. The future of IT is multi-system. Experience and technical competency in connecting across systems, especially in real-time, is a must.

3

Process Discovery & Intelligence

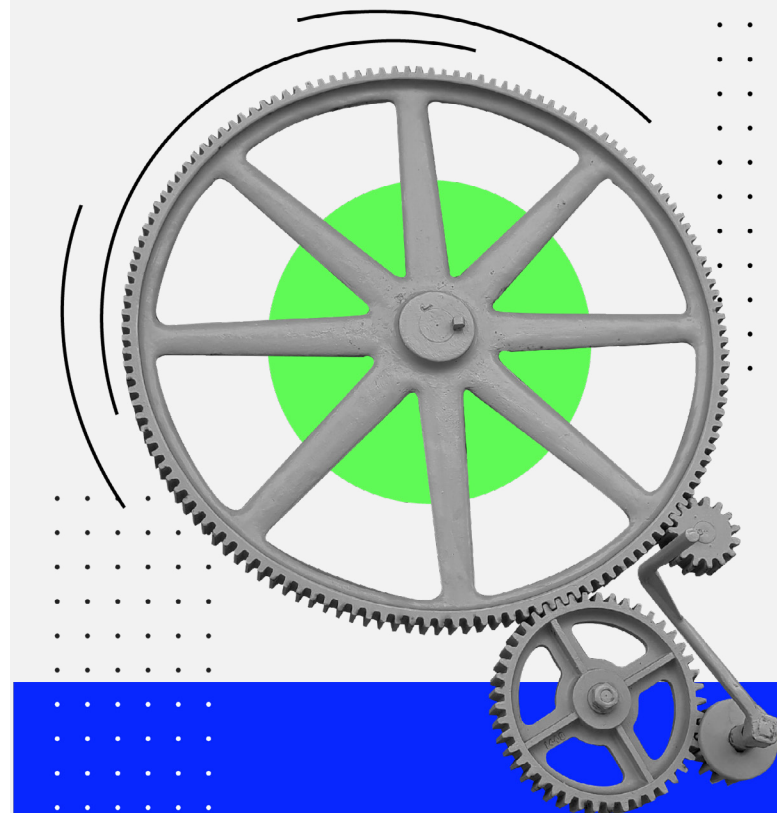
Once a process has been mined, generation of insights can start. The strength of the insights will depend on three factors: analytics features of the platform, accessibility to business users, and availability of pre-configured analytics. Each factor must be carefully evaluated.

4

Process Conformance

Conformance checking enables comparison of your as-is process to your desired process for audit, compliance, or monitoring purposes. Some vendors do not offer this feature, and others have advanced features such as automated root-cause analysis and process simulation.

[continued]



Which capabilities should I evaluate? (continued)

Enhancement

5

Arguably the most important capability is to execute on the insights that you generate from Process Mining to enhance the process. This is the evolution of Process Mining into Process Execution. Only a few vendors offer built-in action capabilities.

Process Automation

6

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.

Desktop Process Mining (DPM)/Task Mining

7

Processes do not always occur within IT systems. Often, they occur on a users desktop in apps like Excel and Outlook. DPM/Task Mining enables capture of off-system activities to enrich process understanding. DPM is offered by only a handful of vendors.

Integration with Complementary Capabilities

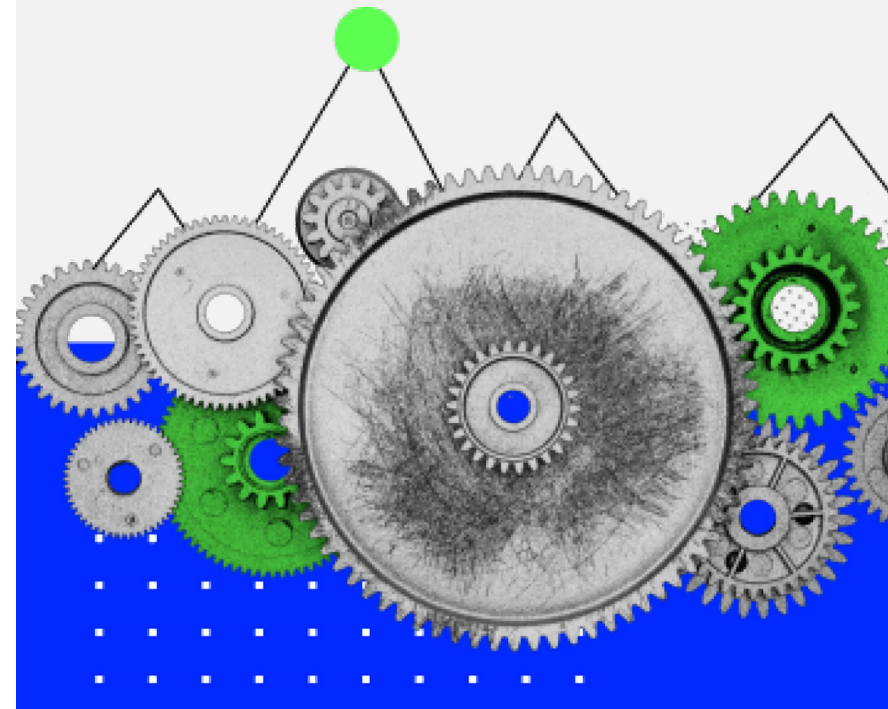
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Creating a seamless discovery and enhancement experience is key to driving business outcomes. A key consideration is whether Process Mining can be integrated with existing technologies such as BI, BPM, iPaaS, and RPA.

Security & Compliance

9

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.

Leading analysts

Gartner

FORRESTER

Everest Group

HFS Research

IDC
ANALYZE THE FUTURE

constellation
RESEARCH

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.

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

1

Select a few processes with high volume and/or high value throughput. Typically enterprises start with processes of strategic significance with executive visibility.

2

Set clear criteria to define success in the selected process areas. Ensure the business stakeholders are engaged in the definition stage.

3

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

4

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

5

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

Your Buyer's Kit

RFP 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.

Category	Question / Requirement	Vendor Response
Company Profile	Brief presentation of the company	
Company Profile	What is your company's vision for Process Mining/What is your company's vision for Execution Management?	
Company Profile	What is your company's vision for Automation?	
Company Profile	What is your company's code of ethics & sustainability?	
Company Profile	Where is your company located? Where are the headquarters and development teams?	
Company Profile	Provide an overview of your solution/service history since its inception. Please include any major updates or changes.	
Company Profile	What is your product roadmap?	
Company Profile	What is your unique value proposition?	
Company Profile	How many employees work for your company? How many employees work on Process Mining product development?	
Company Profile	Describe any relationships you have with software and consultancy partners.	
Company Profile	Briefly tell us about your company's growth rate, and forward projections (Process Mining line of business).	
Company Profile	Describe your company's risk (MAA-activity, recent equity funding, debt-to-equity ratios, recent M&A activity, recent equity funding, etc.)	
References	Please provide three concrete examples of successful implementation of your solution. Please state the customer name, (i.e. project name, industry, etc.)	
References	Describe your target implementation scenarios (e.g. largest number of different source systems, largest number of processes, most active users, greatest volume of data)	
References	Please state how many customers you have and which industries you serve.	
References	Are there significant references in a comparable industry sector and of similar company size that use the solution?	
References	Please name at least five relevant reference customers that are comparable to our company and briefly describe the use case or implementation scenario.	
References	Please list any relevant awards or certifications awarded by independent parties in the past three years (broken down by product range)	



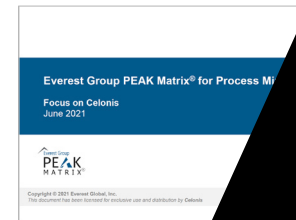
If you'd like to find out more about Celonis, Process Mining and Execution Management, [get in touch.](#)



Gartner®

Gartner 2020 Market Guide for Process Mining

[Read now >](#)



Everest Group®

Everest Group PEAK Matrix® for Process Mining Technology

[Read now >](#)



HFS Research

HFS Top 10 Process Intelligence Products

[Read now >](#)

The Celonis logo is centered on the page. It features the word "celonis" in a white, lowercase, sans-serif font. A thin white line forms a circle that encircles the letters "on", with the line extending slightly above and below the letters to create a continuous loop.

celonis