

How Intelligent Processes Differentiate Best-Run Businesses in the Digital Economy

Using Process Mining
and Process Monitoring
to Create a Foundation
for Data-Based
Process Excellence



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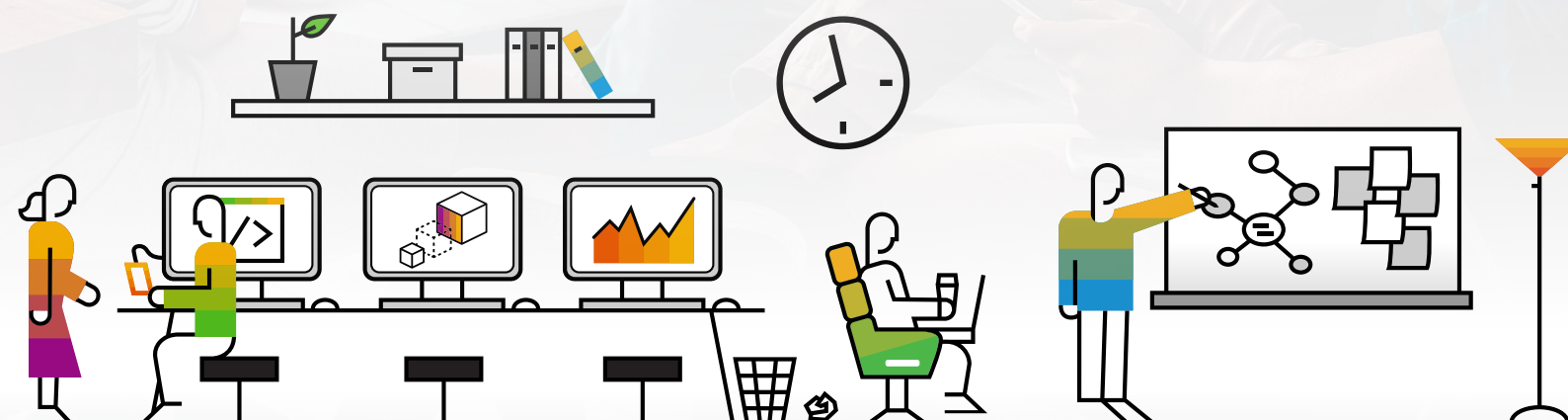
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Well-run business processes help your enterprise meet its goals. But understanding complex business processes and identifying where and how to make changes is complex. Now, **new technologies for process mining and process monitoring** enable transparency into as-is processes and real-time operational process performance management. By applying these solutions, you can redefine business process management, realizing data-driven process excellence and enhancing the success of your digitalization projects.



Understanding the Need for Data-Based Process Excellence

THE NEED FOR PROCESS VISIBILITY IN A CHANGING WORLD

Digital transformation initiatives and business process change go hand in hand. Rising demand for a digital customer experience, evolving business models, new regulatory and compliance requirements, and the proliferation of business-to-business and business-to-government integration require you to optimize your end-to-end business processes.

Think of it: The automation of procurement or payment processes between business partners requires the digitalization, integration, and orchestration of previously manual process steps. Changing to a multisided platform or “as-a-service” business models demands new delivery and payment processes. Regulatory

and compliance requirements may intensify the need for enhanced process transparency and documentation. And a growing volume of electronic message exchanges, shared with business partners and governmental agencies, requires appropriate processes to address the corresponding communications requirements.

For many years, companies have managed their processes in a detached way, documenting processes in their business-process management tools. Meanwhile, the actual process flows are often invisible to the responsible operational managers. To optimize your business processes, the enterprise needs a clear picture of how processes actually work from end to end. Only with this insight can you pinpoint the need for process change and identify the path to process excellence.



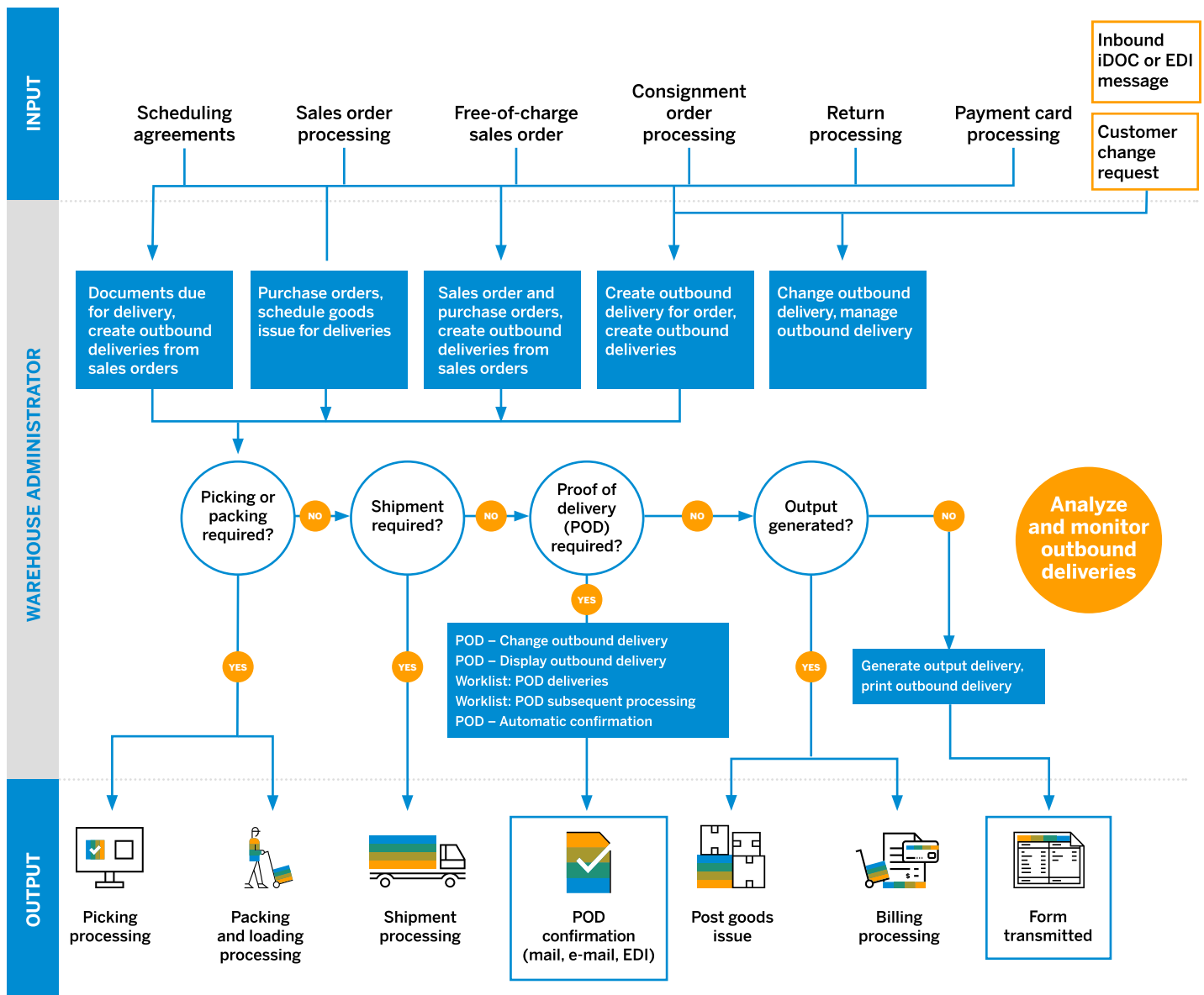
Why Prioritize Process Excellence?

Efficient, effective business processes are no longer a competitive differentiator. Instead, they are an imperative that helps you keep pace in the digital economy. Customers now expect you to deliver a seamless experience and reliably meet their expectations. Meeting these goals requires business processes with a high first-time-right ratio. New technologies enable focused, systematic analysis and monitoring of the data generated by your processes, which you can use to optimize each process and meet customer demand. That's what we call data-driven process excellence.

THE EVOLUTION OF BUSINESS PROCESS MANAGEMENT

Modern process mining and process monitoring solutions change the way organizations analyze their business processes and keep tabs on operations. Traditional business-process management (BPM) approaches were limited to measuring process performance against preconceived process models (see Figure 1). Most models were based on participants' descriptions of process flows, rather than how processes actually operated. Relying on these descriptions makes it difficult to accurately measure performance, as they rarely reflect all aspects and variants of actual process execution.

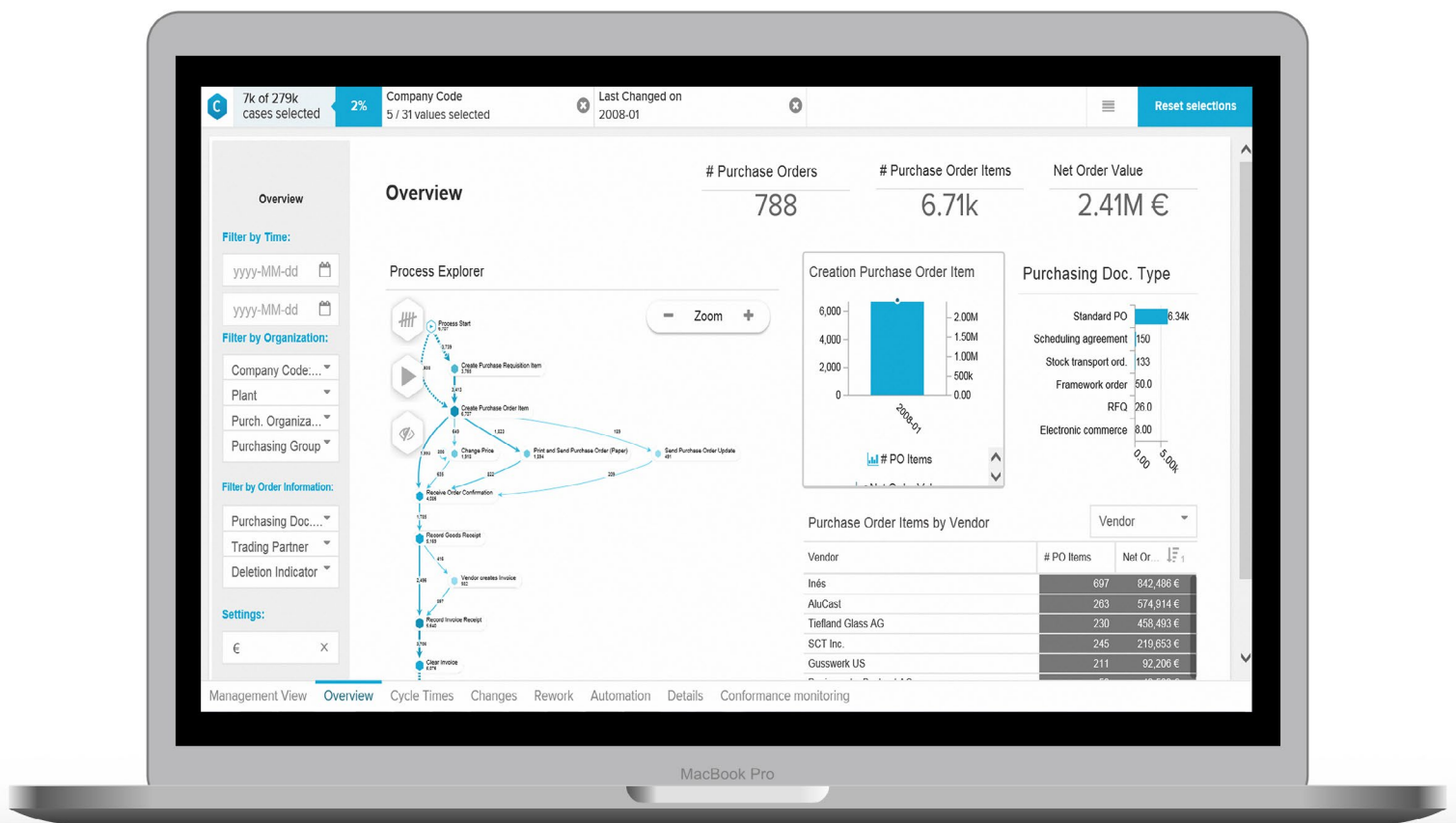
Figure 1: Process Analysis Before



Source: Capgemini

Using technologies such as data-based process discovery, modern tools help you assess and monitor business processes as they really are (see Figure 2). They provide intuitive, graphical visual representations of as-is process flows annotated with KPIs to help users gain a clear picture of business process performance – including all variants, deviations, weaknesses, and inefficiencies.

Figure 2: Process Mining Today



By applying process mining and process monitoring solutions, you can **realize data-driven process excellence.**

COMPONENTS THAT ENABLE DATA-DRIVEN PROCESS EXCELLENCE

Data-based process discovery, intuitive process visualization tools, and features such as pattern detection, automated conformance checking, and analysis of variants and deviations are essential to achieving process excellence. These modern tools address the full scope of business and technology challenges in ways that traditional solutions cannot. These solutions help you find potential for process improvement in a more

focused manner so you can conduct improvement projects more efficiently while maintaining and scaling the associated benefits.

They also typically combine two types of solutions:



Process mining



Process performance monitoring



Impact of Process Excellence on Business Achievement

In the digital economy, business processes can inhibit your success in three key areas.



Customer experience

Poor quality or speed of business processes compromises the customer experience.



Efficiency

Hidden inefficiencies, bottlenecks, and deviations increase cycle times and negatively affect operational costs, diminishing your margins.



Agility

An inability to renew or redesign business processes makes it harder to quickly respond to market changes or business shifts.

Process Mining

Business processes leave digital footprints in the systems they touch. A process mining solution acts like a medical MRI that reconstructs and visualizes the digital footprints left by each process step.

By extracting the digital footprints of each process step from the underlying systems, the solution can create a model of the process as it was actually executed. This process model abstracts the behavior of all variants that occur as the business process is being executed by multiple actors. The solution can also include an analytics engine that enables root-cause analysis for certain characteristics such as vendor, material, or company code.

The output is an intuitive graphical representation of the underlying process model and all its variants, exactly as they were executed. Process owners and business analysts can use the visualization and drill-down features to analyze processes, identify process variants and compliance deviations, examine root causes using statistical and machine learning algorithms, and pinpoint weaknesses and inefficiencies. Additional filters and drill-down options help users analyze the supplier or unit responsible for deviations or inefficiencies – which allows process owners to develop concrete corrective steps or countermeasures.

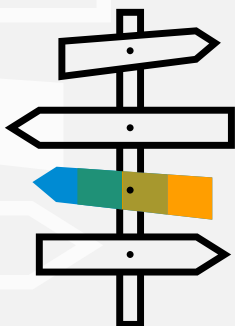
Using process mining techniques, organizations can realize complete transparency into their as-is processes. With that insight, they can identify and assess opportunities for process improvement.

Process Performance Monitoring

Modern business processes span multiple business systems and technologies. Yet most business users must rely on narrow views of how single processes perform on a component level or from after-the-fact reporting.

Where conventional BPM systems are restricted to managing process exceptions through their confined business process models, modern software supports a more responsive approach. Process-performance monitoring solutions provide line-of-business professionals and process operators with visibility into processes spanning multiple business units and systems. Combined with pattern detection, analytics, alerting, and exception-handling features, they enable better-informed, faster operational decision-making.

Using process monitoring, organizations can instantly respond to process events, business disruptions, and technical disruptions, slashing response times and increasing accuracy and effectiveness.



To optimize your business processes, you need a clear picture of how processes actually work from end to end. Only with this insight can you pinpoint the need for process change and **identify the path to process excellence.**

Reviewing the Best Uses for Data-Based Process Excellence

GOALS OF PROCESS EXCELLENCE

Most process excellence initiatives focus on two goals:



Driving continuous process improvement



Ensuring operational excellence

Continuous Process Improvement

If your organization lacks end-to-end process transparency and employs limited automation, your first step toward data-based process excellence may be a small proof of concept or a pilot project. Defining a limited scope of one or two processes, such as purchase to pay or order to

cash, can help you explore the analytical insights and improvement opportunities that can be identified through process mining.

The first step is to use process mining to gain transparency into your as-is processes and assess how things currently work. Comparing your as-is processes to your to-be processes, best practices, meaningful benchmarks, and business or customer requirements will illuminate the issues, potential solutions, and benefits that are possible.

Using process mining to create transparency into your current process helps you to not only pinpoint improvement opportunities but also avoid the common error of automating ineffective or poorly designed processes.



How Can a Process Excellence Initiative Help Your Business?

Embracing process excellence helps companies succeed. Initiatives usually address:



Optimization of end-to-end processes using intelligent process improvement



Operational excellence, where you create a more comprehensive business-process management approach to enable constant process improvement

Leading companies transfer the benefits of excellent processes to their customers, offering improvements such as shorter lead times, more engaging customer experiences, and increased responsiveness.

After identifying improvement opportunities, you should consider how to implement these improvements. Process mining can help you determine where automation is most likely to deliver value and how it should be applied. Where it makes sense to automate processes, you can choose from a variety of technologies. Established solutions, such as packaged business software, custom software development tools, and model-

driven platforms that enable automation of workflows and business rules, can now be augmented by robotic process automation, AI services and frameworks, machine learning, low-code application development platforms, and low-code application integration platforms. You can use the insights generated by process mining as a basis for choosing the appropriate technologies to match your automation opportunities.



Benefits of Process Mining for Intelligent Improvement

Using process mining to improve data-based process excellence, you can:

- Increase organizational understanding of **as-is processes**
- Identify how well process standards are met and gain insight into the **root cause of process deviations**
- Understand and measure the **potential for automation**
- Assess criteria for **applying specific technologies**, such as robotic process automation
- **Measure performance** before and after process optimization



Operational Excellence

Once you have implemented your to-be processes, you may want to develop a sustainable business-process management approach that evolves as you move toward operational excellence.

Process Performance Monitoring

No matter how well designed your processes are, unforeseen process events, business disruptions, or technical changes may cause bottlenecks, increase cycle times, or cause compliance issues. Monitoring and measuring process performance in near-real time enables you to detect and handle exceptions before they become an issue that

impacts the customer experience, causes unnecessary costs, or negatively affects service-level agreements.

Process performance dashboards help you monitor performance and reveal cases that require action. This action may require direct interaction with the operational process flow or can warrant development of measures to further improve existing processes.

Performance should always be measured at the process level. Many companies tend to focus on higher-level KPIs, but only by drilling down to the process level can you identify the root causes of problems and the correct remedies.



Benefits of Process Performance Monitoring

With process monitoring tools, you can:

- **Use data-driven insights** to detect process issues and determine the next best action
- **Link company performance to process performance** for a more comprehensive operational view
- **Improve operational process performance management**
- **Enhance operational decision-making** by providing users with current, highly accurate information
- **Control operational costs** by identifying and remediating potential issues before they affect customers, unnecessarily increase costs, or impact service-level agreements
- **Improve process governance** by tracking process performance against targets, supporting corrections that enhance process execution



Auditing and Compliance

Controls are built in to a variety of business processes to help ensure adherence to standards, frameworks, or regulations. Many controls are documented, but this type of record keeping is no guarantee that controls are being executed as planned rather than being circumvented.

Process mining solutions assess actual process execution. They can provide evidence of process effectiveness based on the recorded transaction. This approach can be realized by comparing the as-is process against the to-be process, which includes all required controls. This insight helps you identify noncompliant process instances and take remediating action.



Benefits of Process Mining for Auditing and Compliance

Process mining tools can help you realize operational excellence by:

- **Documenting actual processes** and providing evidence of process execution
- **Supporting automation** of audits
- **Enabling deeper testing** of monitoring and controls, often by relying on ERP transactional data
- **Simplifying detection** of process noncompliance and taking immediate action
- **Supporting risk management** with real-time information such as leading indicators



STRATEGIC SCENARIOS

As integrated, efficient, and effective business processes become imperative in the digital economy, it's important to understand where data-based process improvement can help your business excel. The following sections describe key use cases.

Digital Transformation Project Support and Acceleration

Companies beginning a digital transformation project face multiple challenges. Digitalizing common processes requires structuring and streamlining them to optimize effort. The project also requires transparency into the as-is state of your processes. You need to prioritize your efforts, determining where to begin with digitalization –

whether to start small and scale or take on a complete end-to-end process. And you need to select the optimal tools, technologies, and levers to help you achieve your goals.

Process mining and process-performance monitoring solutions can provide the visibility, analysis, and understanding you need to improve business processes and support digital transformation initiatives. Real-time information about process performance helps you identify where immediate correction is required. With analytics, you can identify improvement, digitalization, and automation opportunities. You can also validate process improvements and determine return on investment by comparing performance before and after modifications.



Benefits of Process Mining and Process Monitoring for Digital Transformation

Process mining and process monitoring solutions enable digitalization projects by offering:

- **Increased operational insight** with real-time process information and analysis
- **Refined process models** that are continuously improved on the basis of specific KPIs
- **Improved decision-making**, using insights offered through powerful analytics

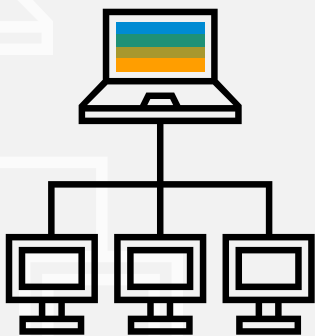


Landscape Harmonization, New System Rollout, and Fit-Gap Analysis

Multiple challenges face companies that want to harmonize IT landscapes or roll out new technology solutions. Often the organization wants to identify the best processes or create a common template that all parts of the organization will follow. Project leaders want to determine which teams or divisions have the best approach or practices for a process. And they want to find ways to stabilize a solution after it goes live.

Process mining solutions can help you more quickly realize the benefits of your IT investment and achieve higher returns.

For landscape harmonization, process mining helps you compare similar processes across different business units, organizations, and countries. Understand as-is processes and user behavior, identify inefficiencies in existing processes, and highlight differences and gaps among systems. The technology can also help you build an optimal blueprint for your new system, reducing migration efforts. You can also link data sets from transactional systems to the process mining data. For example, you can analyze the root cause of process deviations by analyzing associated master data elements such as cost centers or units, company codes, complaint reasons, and order types.



Process mining solutions can help you more quickly realize the benefits of your IT investment and **achieve higher returns**.

When you are rolling out a new system, process mining can help you assess how the technology and adjusted processes are adapted and accepted by users. Based on process instances that reveal deviations from the to-be process, you can monitor compliance. You can also monitor and analyze support and incident tickets after the implementation to learn where users are having difficulty or where the configuration should be improved. The solutions help you identify users who need

training on updated or new processes. Once the migration project is complete, you can use process mining to measure the impact of process adjustments.

The technology is also useful to analyze gaps between the intended process and functionality present in the target system. For instance, it could identify gaps between default functionality and process requirements.



Benefits of Process Excellence on IT Deployments

Process mining and process monitoring solutions improve IT landscapes and support new system rollouts with features that help you:

- **Identify process differences and inefficiencies** using automated comparisons
- **Increase insight** into the adoption of new IT systems after rollout
- **Enhance understanding** of processes requiring additional user training or support



Business Integration and Postmerger Activities

For business integration or postmerger activities, organizations want to harmonize processes and structures. To reach this goal, you need to assess standardization opportunities, monitor process performance and compliance, and benchmark old environments versus new. You also need to clearly visualize the to-be state for your processes.

Using data-based process discovery, process mining can help you understand business operations and processes as currently executed, including any relevant variants, deviations, weaknesses, and inefficiencies.

With this knowledge, you can identify opportunities for harmonization and improvement. For example, new insights can help you reconsider organizational structures, interface alignment, and resource planning. You can identify and eliminate bottlenecks that increase cycle times, negatively affecting service-level agreements and operational costs. By detecting deviations from defined models, you can improve control over cost, runtimes, and quality while boosting compliance.



Benefits of Process Mining for Business Integration

Process mining solutions help you:

- **Discover and assess improvement opportunities**, allowing you to harmonize operating models and end-to-end processes so you can drive integration and reduce the complexity of the organization
- **Deliver operational process data** measured before and after the improvement initiative so you can quantify your return on investment



Gaining a Holistic View of **Process Performance**

A COMPLETE OPERATIONAL PICTURE

Gaining a holistic view of process performance can be challenging – thanks to digital, cross-application processes that address multiple core business systems, involve participants from different departments, and generate large volumes of data at high velocity. Although their systems, applications, and technologies continuously monitor certain activities, many process owners and business users lack complete visibility into organizational processes and operations. As a result, they often find themselves with a narrow view of the performance of each process step within a system.

To solve this, companies can deploy an operational intelligence platform that gives process owners and business users a holistic view into the overall performance of an entire process flow across multiple systems.

OPERATIONAL INTELLIGENCE PLATFORM BASICS

An operational intelligence platform is a collection of software tools that:



Gathers information from heterogeneous business sources



Synthesizes it into a complete view of all process-related data across all systems

It can help organizations analyze as-is processes through process mining, and it uses process performance monitoring to keep tabs on ongoing operations (see the [table](#)).



How Can an Operational Intelligence Platform Enable Data-Based Process Excellence?

To achieve process excellence, you need a complete view of key processes across the enterprise. An operational intelligence platform offers the software tools that help you collect information from diverse sources and synthesize it into one transparent view of operations. Among these tools, process mining software and process-performance monitoring software each contribute key features and benefits that can help you meet your process goals. Also, an operational intelligence platform differs from business intelligence and IT monitoring solutions, with each solution type being appropriate for distinct uses.

Understanding Operational Intelligence Platform Components

Operational Intelligence Platform

	Process mining software	Process monitoring software
The Basics 	<p>Helps you assess and understand processes running within your enterprise solutions using data-based process discovery, powerful analytics, and intuitive visual representations</p>	<p>Offers up-to-the-moment situational awareness using pattern detection and analytics to assess how processes and business operations are performing across multiple systems and departments</p>
Key features 	<ul style="list-style-type: none"> • Intuitive graphical representations based on process execution data • Clear picture of how tasks are being performed, how well they run, and where they consume the most manual effort 	<p>Alerting, drill-down features, and response management functionality so you can quickly respond to new situations in daily operations, through user interaction or rule-based automated responses</p>
Users 	<p>Process owners, such as business process experts and line-of-business heads</p>	<p>Line-of-business professionals, business process participants (such as end users), and process operators</p>
Uses 	<ul style="list-style-type: none"> • Identify process variants, compliance deviations, weaknesses, and inefficiencies • Pinpoint opportunities for continuous process improvement and process transformation 	<ul style="list-style-type: none"> • Gain up-to-the-moment situational awareness of how processes are performing across multiple systems and departments • Turn insight into instant action, respond quickly to new situations in daily operations, and improve business outcomes
Benefits 	<ul style="list-style-type: none"> • Enhance transparency through visualization of as-is processes • Increase process efficiency by identifying process weaknesses • Boost profitability through optimized business operations • Improve compliance by remediating noncompliant processes • Accelerate process migration 	<ul style="list-style-type: none"> • Detect and respond to emerging situations quickly • Identify process issues proactively with real-time alerts • Gain insights to better understand the current situation • Enable better and faster decisions in daily operations • Respond to process events in real time • Improve time to resolution and reduce cycle times

Comparison of Operational Intelligence Platform with Other Solutions

Process monitoring and process mining solutions differ from traditional business intelligence software and IT monitoring solutions in terms of their purpose, approach, and benefits. See the table to learn when you might want to use each technology solution.

Understanding Use Cases for Solutions

	Operational intelligence platform	Qualitative methods	Business intelligence tools	IT monitoring solutions
Purpose 	Provide data-based analysis and up-to-the-minute monitoring of operational processes from a business perspective	Gauge the effectiveness of business processes and assess potential performance improvements	Create a periodic view into the past, after the fact	Provide alerts on preconfigured KPIs across workflows and transactions, such as interface failures, backlogs, and delays from a system perspective
Approach 	<ul style="list-style-type: none"> • Enable data-based process discovery to create an end-to-end view of as-is processes • Combine real-time monitoring with pattern detection, analytics, alerting, and response management 	Interview process participants, job shadow, or conduct workshops to gauge the effectiveness of business processes and assess potential performance improvements	Deliver insights into process performance against predefined KPIs, and measure whether process steps were executed as expected or whether deviation occurred	Monitor technical interfaces, check data consistency and execution of background logs, and support system deployments
Functionality comparison 	<ul style="list-style-type: none"> • Enables data-based discovery to identify, group, and analyze all process variants as executed • Performs monitoring and analysis of process phases, milestones, and KPIs to create real-time comprehensive process visibility across multiple systems 	<ul style="list-style-type: none"> • Delivers subjective results and only high-level insights • Restricts the amount of quantitative input, limiting the accuracy and repeatability of results • Offers no systematic way to monitor and measure the impact of process changes 	<ul style="list-style-type: none"> • Lacks enhanced features, such as pattern detection, to help identify underlying causes of deviations • Offers no ability to capture variations as they are actually executed 	<ul style="list-style-type: none"> • Focuses on the management and optimization of associated IT landscapes • Offers technical monitoring, not insights from the business perspective

Implementing and Scaling Data-Based Process Excellence

PROJECT SCOPE FOR A SUCCESSFUL START

If you have no experience in this field, it is always helpful to start rather small with a proof-of-concept or proof-of-value phase. Choose a process with reasonable complexity in terms of stakeholders, issues, number of systems involved, and legal restrictions.

Typical proof-of-concept phases can be managed in one to two months, delivering tangible results and enabling a much better understanding of which benefits can be expected. Once an organization has experienced this process, it can scale the concept and apply it more broadly.



What Are the Key Steps to Executing Data-Based Process Excellence?

Depending on the use case, the approach for process mining or process monitoring can vary substantially. However, to achieve project success, you must align project targets, scope, and approach with your budget, resources, and timeline.

In the early stages of a project, a proof-of-concept approach can be valuable. It helps you develop a good understanding of the mechanisms, levers, benefits, preconditions, and limitations of the project. Later projects, including those focused on operational process excellence and process monitoring, can build on early experiences and competencies. This section includes several examples of projects designed to improve process excellence.



1

Assess the Case for Action

Quickly review the project fundamentals.

- Create a snapshot of your main processes from end to end.
- Identify your most challenging bottlenecks and issues.
- List the areas with the most potential for improvement, such as further automation, improved cycle times, reduced errors, or better master data management.
- Consider which technologies are appropriate to enable your next-best improvement.



2

Identify Tactical Steps

Review the best ways to enhance digitalization capabilities.

- Improve support for transformation initiatives.
- Accelerate and enable effective ERP migration projects.
- Streamline due diligence efforts and M&A activities.

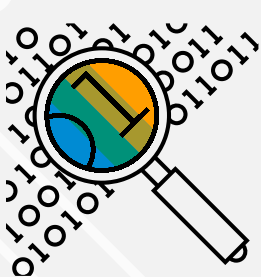
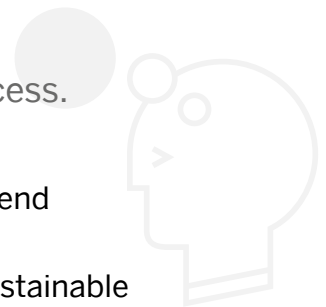


3

Consider Strategic Opportunities

Brainstorm potential strategies that will contribute to success.

- Digitalize the business-process management function.
- Closely review the KPIs and customer satisfaction for all end-to-end processes and value chains.
- Establish continuous monitoring of process performance and sustainable improvement.



Typical proof-of-concept phases can be managed in one to two months, **delivering tangible results** and enabling a much better understanding of which benefits can be expected.

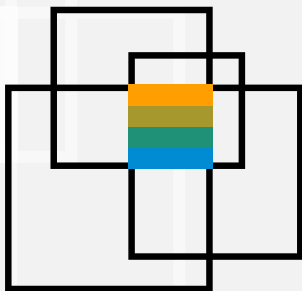
PROJECT APPROACH

The right approach to a process excellence project depends on the project scope and use cases. Typically, projects include two components: tool- and data-based process analysis, and focused workshops that target process improvement opportunities. These components can be applied to initiatives that range from quick proof-of-concept activities to large-scale implementations and transformations.

Key steps to these projects include:

- 1. Assessment** – Challenges, targets, and stakeholder involvement
- 2. Conceptual development** – Scoping, use cases, and target operating model
- 3. Process validation and analysis** – Review of process variants in as-is processes, checking of conformance against to-be processes, and drill-down to potential root causes along suitable attributes
- 4. Improvement design** – Idea development and business impact assessment
- 5. Transformation map** – Scaling of identified potentials and the defined operating model within the organization
- 6. Process improvement** – Execution of transformation and monitoring of benefit realization

The most successful projects rely on a collaborative approach that involves representatives of the business, IT, and the process excellence group.



The most successful projects rely on a **collaborative approach**.

CRITICAL SUCCESS FACTORS

Although every process excellence project is different, nearly all enterprises can benefit from following these best practices:

BEGIN by identifying relevant use cases and determining the criteria for a suitable process.

ASSESS and optimize processes with a cross-functional, end-to-end perspective.

ESTABLISH a design governance framework such as the core-shell model, enabling a consistent solution design and governed operation of the to-be processes.

INVOLVE operational managers actively.

CONSIDER compliance and regulatory requirements related to the insights and transparency available through process mining.

PREPARE to do the difficult work of transforming process-related findings into improvements using frameworks, rules, and governance.

REUSE plug-and-play templates provided by your vendor, avoiding unnecessary modifications.

CREATE the right structure and organization (such as a digital unit or center of excellence) carefully after executing a successful proof of concept, so you can scale and steer the next project.

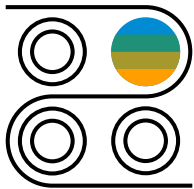
BUILD the enablement model according to your operating model; for example, you may want to provide self-service analytics to the business or enable intermediary roles such as data scientists.

LEVERAGE synergies using advanced technologies such as robotic process automation.

DEVELOP new multidisciplinary capabilities among process owners and subject-matter experts in areas such as data modeling, ERP knowledge, and transformation expertise.

PROJECT EXAMPLES

Process excellence projects vary widely from enterprise to enterprise. The following are a few examples of projects designed to improve process excellence.



Industry: Manufacturing

Phase: Quick start

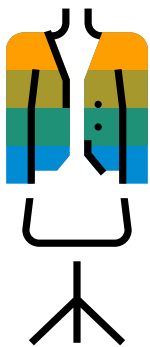
Project type: Proof of concept for purchasing and finance

Existing IT systems: SAP® and non-SAP solutions

Challenges: Manual changes, increased complexity and overhead, master data quality

Approach: Embedded deep-dive session to discuss potential optimization efforts, including robotic process automation, process governance, compliance, and automation through tool support

Benefits: The company realized much-improved transparency into actual process flows, variants, and inefficiencies, and several issues with master data were detected. Suggested solutions delivered benefits such as reduced manual effort, accelerated cycle times, improved data quality, and higher first-time-right ratio as well as financial savings.



Industry: Retail

Phase: Quick start and tactical

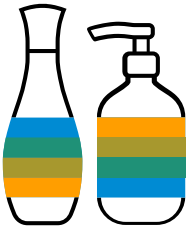
Project type: Proof of concept for procure-to-pay processes in a shared-service scenario

Existing IT systems: SAP solutions

Challenges: Identification of manual interventions in highly automated retail processes

Approach: Close collaboration with the business (the credit accounting group) and IT, including early, hands-on involvement of leadership and sponsors

Benefits: The analyses of process flows revealed several issues and potential benefits. Several compliance issues became transparent, and the company identified various inefficiencies around automation, reduction of runtimes, and manual effort. In addition, potential savings of more than €2 million were identified.



Industry: Consumer products

Phase: Tactical

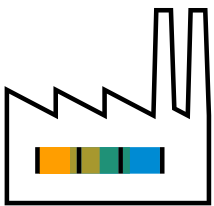
Project type: Postmerger integration

Existing IT systems: SAP and non-SAP solutions

Challenges: New organization resulting from postmerger integration across more than 10 countries

Approach: Process mining used to harmonize hire-to-retain, procure-to-pay, and order-to-cash processes while addressing issues with data gathering and data modeling

Benefits: Process mining brought to light the diversity of similar processes and underlying system support across the various country organizations. It helped to identify best-in-class solutions and harmonization targets. The process mining project also created a foundation for the following postmerger integration project, which could begin with end-to-end process harmonization.



Industry: Manufacturing

Phase: Strategic

Project type: Global process harmonization and optimization

Existing IT systems: SAP and non-SAP solutions

Challenges: End-to-end process understanding and cross-functional governance

Approach: Process mining applied to global order-to-cash and procure-to-pay processes, which helped the company:

- Show the diversity of processes across various business units and countries
- Harmonize processes within common business scenarios
- Optimize process flows according to customer requirements
- Enhance process compliance
- Reduce the cost of complexity and noncompliance
- Improve process and data quality

Benefits: Transparency of the diversity of order-to-cash and purchase-to-pay processes became clear across the various business units. The company identified best-in-class solutions and improvement potential in terms of automation, digitalization, reduced cycle times, reduction of errors, and decreased manual effort. The analyses also showed a savings potential of more than €10 million.

Choosing the Right Solutions and Services

SOLUTIONS AND SERVICES FROM LEADING PROVIDERS

Solutions, services, and expertise from demonstrated leaders in process excellence are essential to help ensure that your project is well executed and delivers the anticipated business benefits. Working with SAP solutions and services from Capgemini helps keep your data-based process excellence initiative on the right track to success.

About Capgemini Invent

As the digital innovation, consulting, and transformation brand of the Capgemini Group, Capgemini Invent helps CxOs envision and build what's next for their organizations. Located in more than 30 offices and 22 creative studios around the world, its 6,000+ strong team combines strategy, technology, data science, and creative design with deep industry expertise and insights to develop new digital solutions and business models of the future.

Capgemini Invent is an integral part of Capgemini, a global leader in consulting, technology services, and digital transformation. The Group is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital, and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of over 200,000 team members in more than 40 countries. The Group reported 2018 global revenues of €13.2 billion. People matter, results count.

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Who Can Support Your Process Excellence Initiative?

Your process excellence initiative requires expertise and the right solutions and services. A project that affects how your enterprise runs and whether it can keep pace with rapid business and IT change demands the most experienced guidance and modern, proven tools and solutions. By partnering with SAP and Capgemini, you can reduce your time to value, maximize return on investment, and increase the success of your digitalization projects.

ABOUT SAP

SAP strives to deliver the Intelligent Enterprise to our customers. Insights into process performance provided by our operational intelligence platform create a starting point for digitalization and automation projects. The platform includes the SAP Process Mining application by Celonis; the intelligent business operations bundle, which includes SAP Operational Process Intelligence, SAP Process Orchestration, and SAP PowerDesigner® software; and SAP HANA®, streaming analytics option. These solutions help companies analyze and monitor their current processes so they can identify potential weaknesses, deviations, compliance issues, and optimization opportunities. These insights can be used to launch or refine enterprise optimization and business transformation initiatives.



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For more information about operations transformation services offered by Capgemini Invent, visit us [here](#).

For more information about insight-driven enterprise services offered by Capgemini Invent, visit us [here](#).

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For more information on SAP solutions and services, refer to the following resources:

White paper: “[Create Data-Based Process Excellence and Continuous Process Improvement](#)”

Product information: [SAP Process Mining by Celonis](#)

Product information: [SAP Operational Process Intelligence](#)

Product information: [SAP Process Orchestration](#)

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