



COMMON PROCESS AREAS

Customer Lifecycle	Final Assembly	Make to Order
Supplier Relations Management	Invoice Receipt Verification	Refund Process
Service Request Process	Order to Cash	Purchase to Pay
Accounts Payable	Claims Handling	Drop Shipment
Audit Compliance	Asset Management	Warehouse Management
Vendor Invoice Management	Accounts Receivable	Buying Lifecycle
Purchase Requisition	Problem Management	Master Data Management

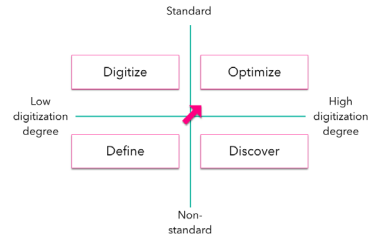
HOW DO I CHOOSE THE PROCESS?

HINT

For your Analysis, it is usually best to first look at only a section of the process. This can be extended over the course of the analysis project until the process is represented end-to-end.

The ideal process in a Process Mining analysis...

- » ...is executed at least 100 times per year.
- » ...contains time stamps or structured sequences for the execution of process steps (at least day level, up to milliseconds).
- » ...runs through an IT system (e.g. SAP or Salesforce; Excel and similar programs are not adequate).
- » ...contains process sequences that are recorded in the system (e.g. sequence of invoice receipt and payment, or production at machine 1 passing on to machine 2).
- » ...uses a lot of resources and/or leads to high capital commitment.
- » ...is critical for business success or a high-risk process.





COMMON PROCESSES IN PROCUREMENT



Purchase to
Pay



Accounts
Payable



Invoice
Processing



Purchase
Requisition



Supplier
Relations



Buying
Lifecycle



Master Data
Management



ANALYSIS QUESTIONS IN PROCUREMENT

DISCOUNTS

- » How often is the discount period missed due to late payment?
- » What is the annual cost volume of the missed cash discount?
- » How long can the capital be held during the discount period?

MAVERICK BUYING

- » How many orders are placed without including the purchasing department?
- » How much money is lost through Maverick Buying?
- » Which synergies exist with the purchasing department?

AUTOMATION

- » How high is the degree of automation of my purchasing processes?
- » Which process steps are still carried out manually?
- » Where lies the most automation potential in procurement?

REWORK

- » Which process steps are repeated unnecessarily?
- » How much delay does this additional work cause?
- » How does Rework hurt automation potential?



COMMON PROCESSES IN ORDER HANDLING



Order to
Cash



Accounts
Receivable



Claims
Handling



Drop
Shipment



Supplier
Relations



Buying
Lifecycle



Master Data
Management



ANALYSIS QUESTIONS IN ORDER HANDLING

PORTFOLIO ANALYSIS

- » Which products or services are ordered the most, which are ordered the least?
- » Which ordering channels perform the best?
- » Which payment method is used most often by customers?

PERFORMANCE

- » How long does order processing take on average?
- » How long are waiting and idle times in order handling?
- » How much time passes between first order entry and final payment?

CANCELLATIONS

- » Which reasons for cancellation are most common?
- » How often do cancellations occur within specific services or product lines?
- » How many days after order entry do cancellations usually occur?

ORDER ENTRY

- » How many invoices are created without a respective order in the system?
- » How many orders are sent out without a documented invoice?
- » How high is the degree of automation in order entry?

COMMON PROCESSES IN MANUFACTURING



Make to Order



Final Assembly



Quality Management



Production Logistics



Supplier Relations



Warehouse Management



Master Data Management



ANALYSIS QUESTIONS IN MANUFACTURING

OVERALL EQUIPMENT EFFECTIVENESS

- » What are relevant impact factors for the Overall Equipment Effectiveness (OEE)?
- » What factors are the main causes for noticeably low OEE?
- » Are there bottlenecks in the process?

CAPITAL COMMITMENT

- » Where do the highest idle times and throughput times occur?
- » How is the machine load and utilization distributed?
- » How is value and capital distributed among customer groups and product lines?

BENCHMARKING

- » Which series, factories, countries or products run best, which run worst in terms of lead time, first time right, quality, proportion of rework and complaint rate?
- » Which factors affect particularly good or poor performance?

LOGISTICS

- » Is Just-in-time / Just-in-sequence production working as expected?
- » How many missing or faulty parts are documented in an average cycle?
- » How high is the service level of suppliers?

COMMON B2C PROCESSES



Order to
Cash



Know Your
Customer



Refund
Process



Customer
Service



Claims
Handling



Customer
Lifecycle



Master Data
Management



ANALYSIS QUESTIONS IN B2C PROCESSES

SUPPORT

- » How long does it take to process support requests?
- » How much waiting time does the customer spend on hold?
- » Which possible variants does the support process have for customers?

CLAIMS HANDLING

- » How long does it take to replace defective goods?
- » What common product issues lead to higher than average complaints?
- » Which product versions lead to the most amounts of refund claims?

CUSTOMER JOURNEY

- » What are the most common payment methods?
- » Which factors influence the customer journey positively or negatively?
- » What is the most common first point of contact between customer and company?

WEB ANALYTICS

- » How much time do customers spend on the website within one session?
- » How does the behavior flow look on the website?
- » How often do potential customers visit the website before buying?

COMMON PROCESSES IN FINANCE



Audit
Compliance



Know Your
Customer



Lending
Process



Customer
Service



Incident
Management



Customer
Lifecycle



Master Data
Management



ANALYSIS QUESTIONS IN FINANCE

PROCESS CONFORMANCE

- » How close are the processes to their ideal target model?
- » Where do high-impact non-comforming process deviations occur?
- » How many acceptable variants does a process possess?

RISK MANAGEMENT

- » Where are potentially dangerous risks in the processes?
- » How do these risks arise and where do they commonly occur?
- » What are possible preventative measures?

GRC

- » How compliant are the processes with both internal and external guidelines and legal requirements?
- » Which cross-departmental risks can be identified and how do they influence each other?

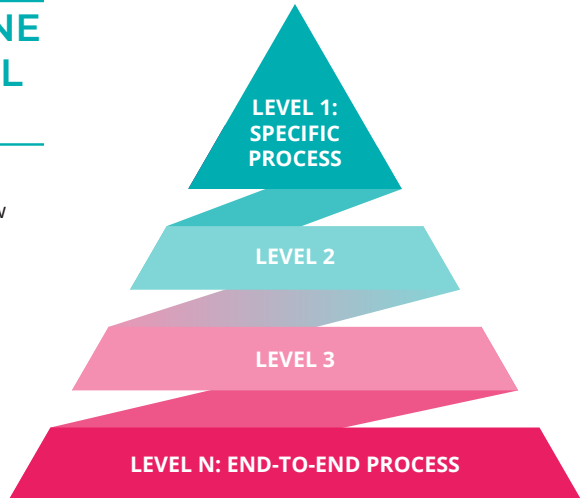
EFFICIENCY IMPROVEMENT

- » Where can processes be grouped for better transparency and structure?
- » Are there any superfluous data entries in the responsible system?
- » Which processes produce a high amount of invalid data?

HOW DO I DETERMINE THE LEVEL OF DETAIL OF MY ANALYSIS?

Specify the level at which you want to view the processes. For example, differentiate between the specific consideration of purchasing in a single department and the end-to-end analysis of the entire purchasing process in the company.

The larger and more complex the respective process is, the more data is required and the more systems and departments are involved.



DECIDING ON THE LEVEL OF DETAIL – FURTHER CONSIDERATIONS

- » If several different log files or processes are analyzed, this usually automatically leads to multiple levels of detail, e.g. the order level and item level in purchasing, or machine versus factory performance in production.
- » Different analysis details are important for individual stakeholders. Select the level of detail that represents the relevant key figures for your interest groups.



WHICH STAKEHOLDERS SHOULD I INCLUDE IN A PROCESS ANALYSIS?

	Data Owner	System Expert	Decision Maker	Process Owner / Process Manager	Technical Expert
Available Information	<ul style="list-style-type: none"> » Data location and form » Data interpretation 	<ul style="list-style-type: none"> » Data location and form 	<ul style="list-style-type: none"> » Questions, hypotheses and objectives for analysis 	<ul style="list-style-type: none"> » Knowledge about the target process 	<ul style="list-style-type: none"> » Knowledge about actual process as-is
Required Information	<ul style="list-style-type: none"> » Process area » Relevant systems » Required data 	<ul style="list-style-type: none"> » Relevant systems » Required data 	<ul style="list-style-type: none"> » Analysis results » Recommendations for optimization measures 	<ul style="list-style-type: none"> » Analysis results » Optimization results 	<ul style="list-style-type: none"> » Analysis results » Optimization results
Support through	<ul style="list-style-type: none"> » Data extraction » Data validation 	<ul style="list-style-type: none"> » Data extraction » Data transformation 	<ul style="list-style-type: none"> » Choosing the area of analysis » Formulating hypotheses 	<ul style="list-style-type: none"> » Target-actual comparison » Process optimization » Conformance Checking 	<ul style="list-style-type: none"> » Analysis of the actual process » Conformance Checking



COMMUNICATION WITH THE STAKEHOLDERS

