

FREE GUIDE

# PROCESS MINING: 4 SUCCESS STORIES



minit

# Read a collection of four Process Mining success stories

along with actionable insights for optimizing  
your Order to Cash, Procure to Pay, Sales  
Cycle & Robotic Process Automation  
with Minit Process Mining.



**minit**



**FREE GUIDE**  
**PROCESS MINING: 4 SUCCESS STORIES**

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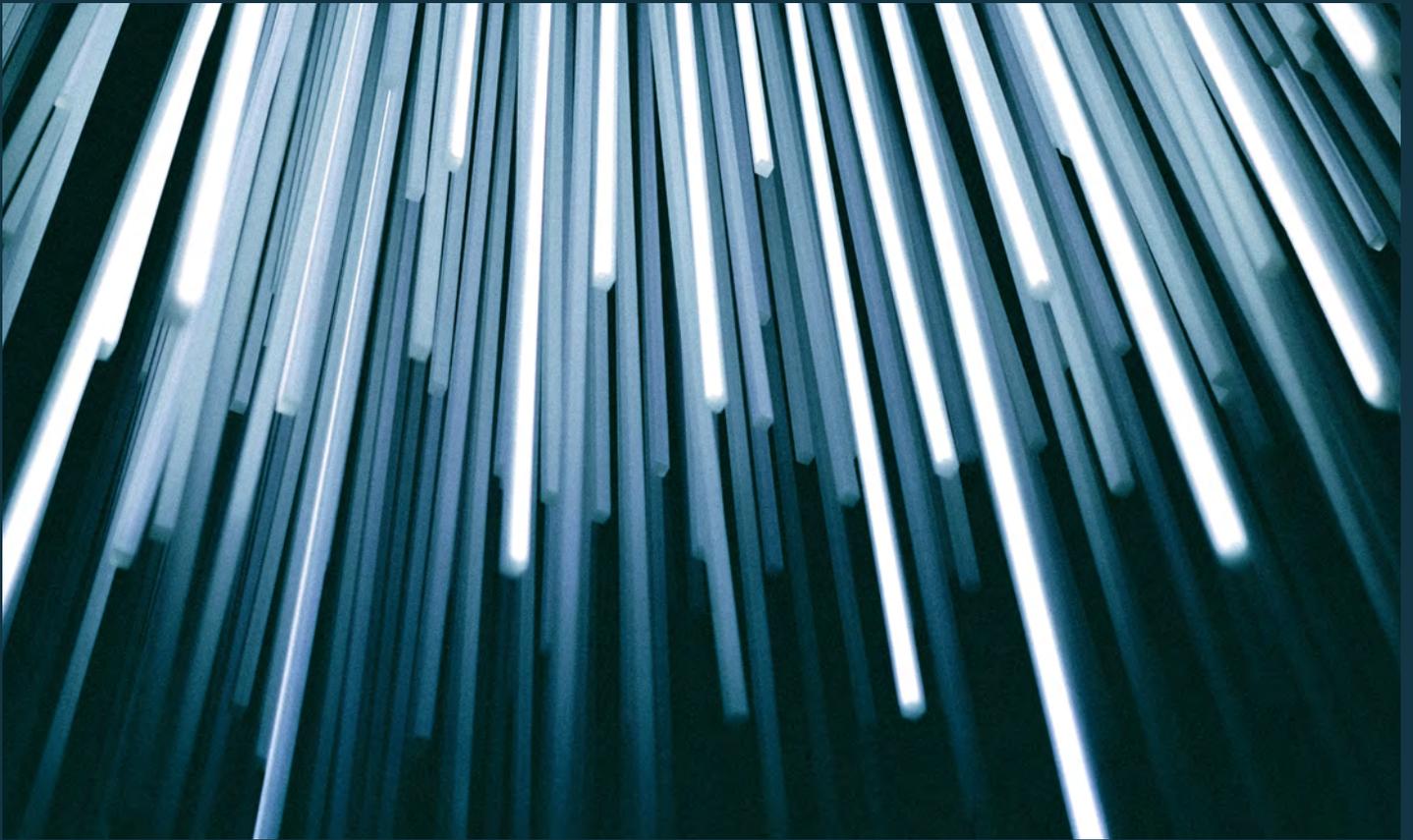
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Introduction

# Results to Justify the Hype

Process Mining conjured a lot of hype in 2019. Analysts labeled the technology 'disruptive' and began placing vendors among magic quadrants to guide business leaders towards success.

But what's the hype worth without results?

Nada. Nothing. Zilch.

That's why Minit has pulled together an impressive collection of Process Mining ROI success stories from our clients.

We're sharing the real numbers behind the application of Process Mining and its use cases: Order to Cash (OTC), Procure to Pay (P2P), Sales Cycle and Robotic Process Automation (RPA).

We believe in letting data lead. It's the core principle of process storytelling — mine the data, reveal the as-is process, and optimize the processes with evidence-based decisions.

This collection of success stories is structured in four processes focused chapters, each containing two parts (best practice tips, followed by the details of the success story).

## **01** Order to Cash (OTC)

Best Practice: How to Optimize OTC with Process Mining

Success Story: Global Company Realizes \$1.2M Savings with OTC Optimization

## **02** Procure to Pay (P2P)

Best Practice: 5 Ways to Improve P2P with Process Mining

Success Story: Telco Giant Applies Process Mining to P2P, Achieves \$5M Savings

## **03** Sales Cycle

Best Practice: How to Pinpoint Sales Cycle Strengths with Process Mining

Success Story: Bank Decodes Sales Cycle, Increases Loan Acceptance Rates

## **04** Robotic Process Automation (RPA)

Best Practice: The Virtual Take Over of Process Robots and Why Employees Need Not Fear

Success Story: RPA Saves Logistics Co €466K, Reduces Case Duration by 3 Hours



Chapter — 01

# How to Optimize Order to Cash with Process Mining

Order to Cash (OTC) is a fundamental business process which oversees the transition of customer orders into payments.

**It's the holy grail of success — the effectiveness by which a company is able to convert a product or service into money. A sluggish or complicated OTC process can result in lost revenue, lost customers, reputation damage, and even compliance issues.**

Several approaches can be taken to improve an organization's OTC process, including automation, better data collection, and standardization. However, these approaches may not be effective if you don't properly identify the root cause(s) of a poor OTC.

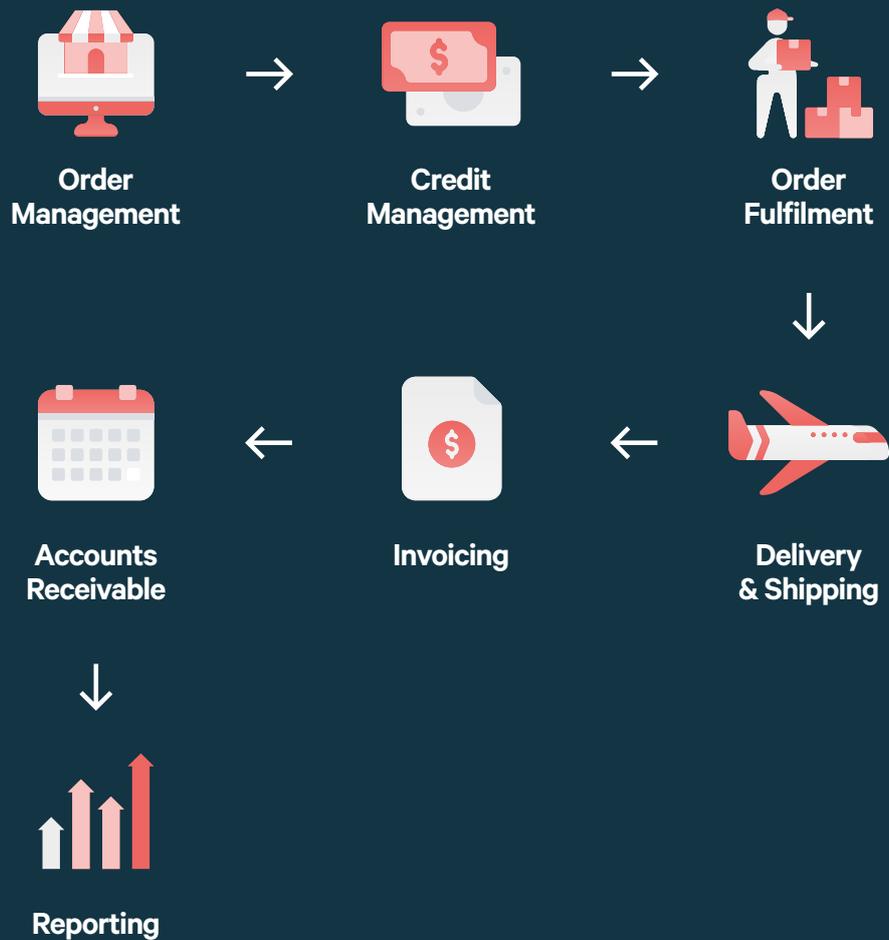
Process Mining is the first line of defense in discovering what's going wrong, and more importantly, what's going right in an OTC cycle.

OTC kicks off the moment a customer confirms an order. The process continues on to credit management, order fulfillment, shipping, invoicing, accounting, reporting, and potentially much, much more.

## **Order to Cash Process**

That's a lot of systems, a lot of people and a lot of ways to screw things up!

Because the OTC cycle is stretched across multiple departments and systems, a solution like Process Mining — built to bridge interdepartmental white space — is the best means to OTC improvement.



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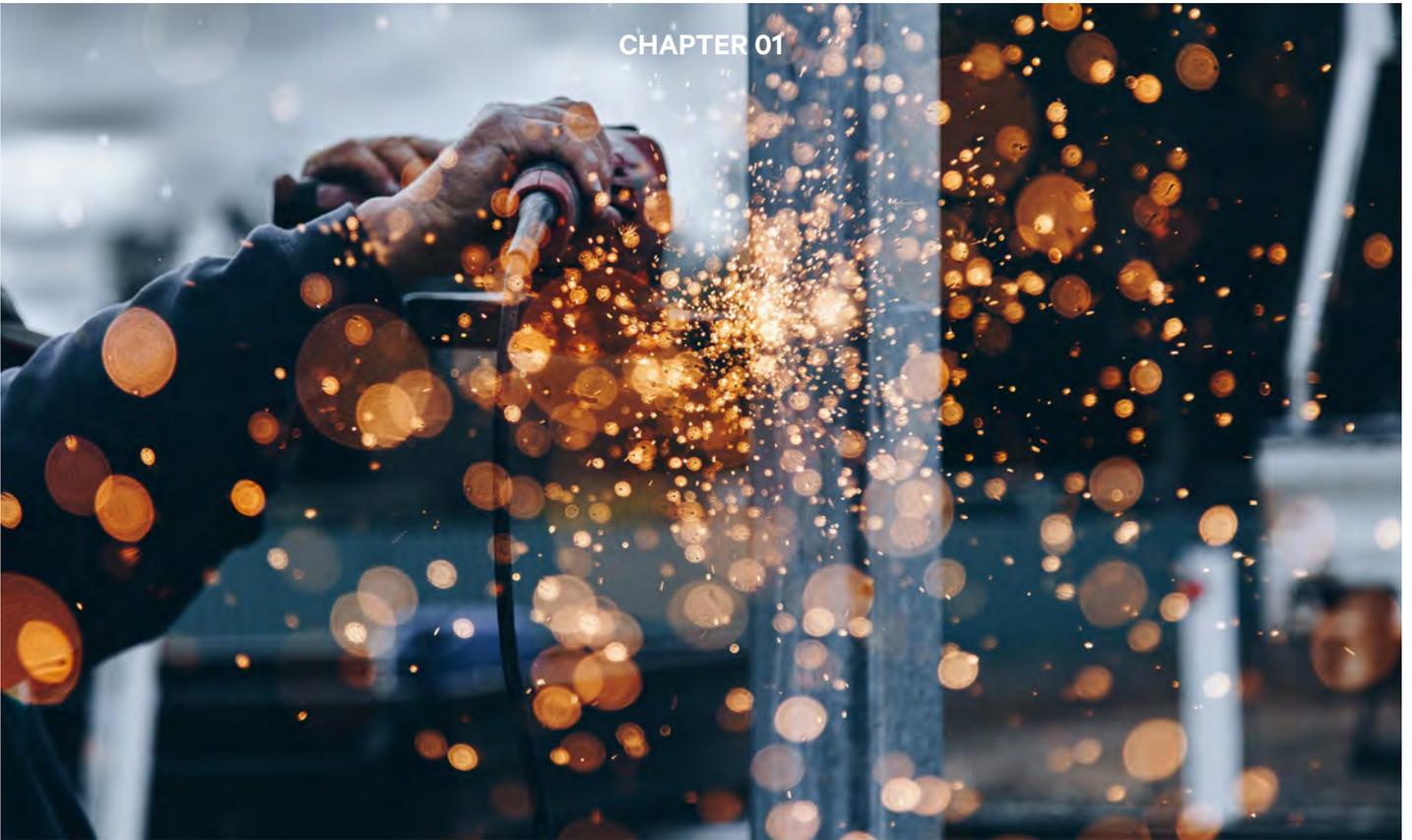
**Often the  
wrong**

**processes are  
tackled because  
they are very  
painful for  
agents, even if  
they don't offer  
huge savings.**

# Which Use Case to Apply to OTC?

The four most common Process Mining use cases are process discovery, conformance checking, resource optimization, and cycle time optimization. These use cases can be applied beyond the OTC cycle, but let's zero in on how they are applied specifically to OTC.

USE CASE	WHEN TO APPLY?	HOW IT HELPS OTC
<b>Process Discovery</b>	When process is not known or has deviated from process architecture	<ul style="list-style-type: none"><li>&gt; improve on-time delivery metrics;</li><li>&gt; reduce order confirmation delays;</li><li>&gt; reduce order fulfillment delays;</li><li>&gt; decrease order changes;</li><li>&gt; eliminate late payments.</li></ul>
<b>Conformance Checking</b>	When specific steps in the process are mandatory and inflexible	<ul style="list-style-type: none"><li>&gt; meet SLAs;</li><li>&gt; comply with industry regulation;</li><li>&gt; adhere to agreed internal company policies for subsidiary sales;</li><li>&gt; self-regulate to agreed standards.</li></ul>
<b>Resource Optimization</b>	When a process is established and needs to be further optimized	<ul style="list-style-type: none"><li>&gt; pinpoint redundancies and rework;</li><li>&gt; identify underperforming Empr. and reshuffle headcount;</li><li>&gt; seek to replicate effective structures in places of friction.</li></ul>
<b>Cycle Time Optimization</b>	When a process has become unnecessarily sluggish	<ul style="list-style-type: none"><li>&gt; highlight employees who need additional training;</li><li>&gt; nominate process stages for RPA.</li></ul>



## SUCCESS STORY

# Chemical Manufacturer Realizes \$1.2M Savings with OTC Process Mining Optimization

Minit Process Mining was applied to a globally company with more than \$18 billion in annual revenue to help improve the end-to-end OTC cycle. By eliminating sales order changes, streamlining payments collections and identifying the hidden potential of standardization, our client was able to realize significant savings.



**50+**  
Mfg. facilities in Globe



**\$18b**  
Annual revenue



**35k**  
Employees

## Data Analysis Focus

**Baseline information** 01 case duration influencers

**Impact of changes on the case** 01 duration 02 delivery 03 overview per customer 04 sales group 05 material group

**Credit management activities and impact on processes** 01 case duration 02 delivery 03 customer 04 sales group 05 material group

**Unusual cases** 01 delivery before order

## Return on Investment

### Transactional costs

01 minimized due to elimination of Sales Order changes

*annual savings*  
**~ \$390k**

### Opportunities for Payment Collections

01 streamlining defined

*annual savings*  
**~ \$350k**  
*potential savings*  
**~ \$490k**

### Hidden potential

01 standardization unlocked 02 standardization resulted

*annual savings*  
**~ \$325k**

### Lowering the risk of Operational issues

01 due to 100% process transparency  
02 Compliance

*annual savings*  
**~ \$2k**



Chapter — 02

# 5 Ways to Improve Procure to Pay with Process Mining

The process which oversees the purchasing of goods and services is called procure to pay, purchase to pay, or P2P.

In theory, the process is simple. You need something, you buy something. But in business, the P2P process is complex, touches many departments, and has far reaching implications for purchasing power, supplier relations, and working capital.

***P2P done right means strong cash flow, healthy supplier relations, and competitive pricing. P2P done wrong means overpayment risk, compliance issues and a frustrated work-force.***

The final outcome benefits from these layers of expertise. However, problems arise and cycle time increases when process steps become muddled or are poorly communicated.

Process Mining helps get P2P right.

**No business  
stands alone;  
from office  
supplies to  
automotive  
parts, suppliers  
provide essential  
inputs that  
make business  
possible.**

# 1. Improve Working Relationships Among Teams

Let's have a look at all the hands (at a minimum) that touch a typical P2P process.



**User**



**Procurement**



**Payables**

## **User**

The person who needs a product or service must communicate the need to the procurement contact. For example, a shipping advisor who needs a new shipping lane established between Mexico and China.

> This person may hold expertise in shipping lanes, but they don't hold expertise in terms of pricing and supplier relations (like procurement).

## **Procurement**

the person who has vast knowledge of supplier relations and has access to a Business Spend Management (BSM) system like Coupa. They try to match the user with a supplier who meets all stated criteria, plus follows internal purchasing policies of which the user might not be aware.

> They are experts in purchasing, but not in paying and cash flow (like accounting), or business needs (like user).

## **Payables**

the person who must deal with invoices and final payment once the user and procurement have agreed and initiated a purchase. This person must ensure the price agreed to is the price paid.

> They are experts in payment, but not in negotiations (like procurement).

It's a lot of back and forth, switching between systems, high risk of rework , process loops, and unnecessary duplications.

Process Mining improves system visibility and can pave the way for smoother communication among departments. By visualizing the process and rooting out inefficient steps, each team member can better communicate their needs and understand the limitations of colleagues.

## **2. Find Opportunities for Automation**

The principle of Robotic Process Automation (RPA) is to transfer low value manual work into the hands of robots, so that knowledge workers can focus on higher value tasks.

Process Mining is able to analyze the P2P process and make the best recommendations for which steps of the process to automate. Purchase orders which are manually closed or low value invoices which go through inefficient approval stages may be ripe for RPA.

### 3. Optimize Working Capital

Now we're talking money. The best example of P2P disruption is Dell computers circa 1985.

Michael Dell decided to do things differently.

First, he built ironclad supplier relations so that Dell didn't pay for procured computer parts until after the customer had paid for their computer. Then, he created a strong enough brand so that customers were willing to pre-pay for a computer which didn't even exist yet (it's so cool, it's custom made just for you!).

***Dell computers paid suppliers as late as possible and received payments from customers as early as possible.***

This approach to supply chain management, based on the consignment stock principle, resulted in incredible cash flow and a deep pocket of working capital.

Not all businesses are positioned to operate as Dell did in the mid-80s, but the goal is there for optimizing the P2P cycle. Pay on-time, but as late as possible, and collect early.

Process Mining identifies these workflow inefficiencies which can lead to a damaging cash flow situation. This technology can find account payable invoices which are being paid unnecessarily early and, reversely, account receivable invoices which are being paid late.

## **4. Avoid Compromised Suppliers**

Conformance checking in P2P helps root out suppliers which no longer (or temporarily) don't comply with your internal regulations. Whether part of your corporate governance policy or ethical standards, suppliers must match your business standards.

For example, a clothing manufacturer may avoid fabric supplied by factories without up-to-date safety certifications. An energy company's procurement strategy may be impacted by embargoes and trade agreements of their host or home nation. Or — in a positive spin — a telco company might strive to work with more female owned or startup businesses.

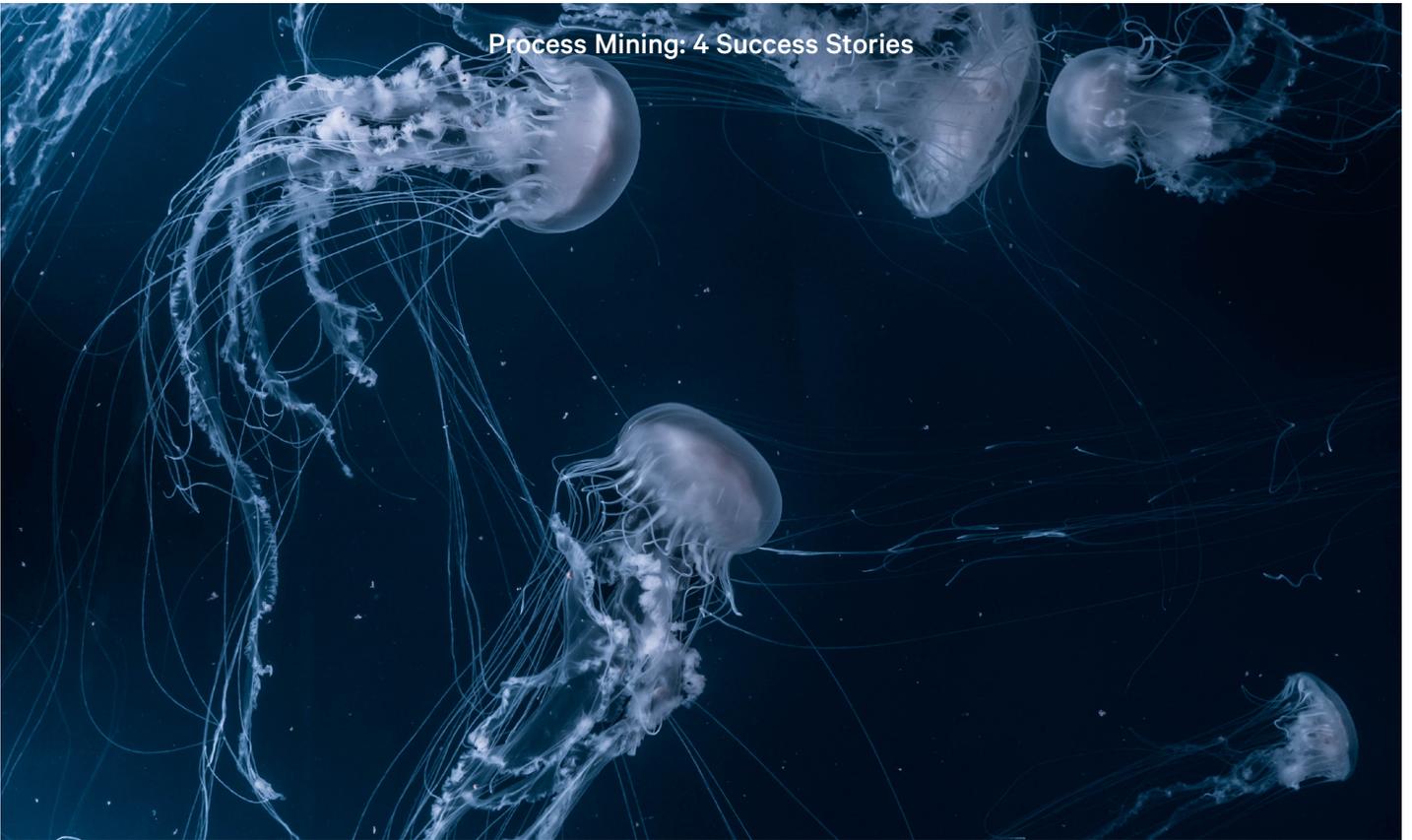
Supplier standards, regulations and contracts are logged in systems. But how often are they checked? Does this delay P2P? Does this neglect result in unethical or even illegal purchases? If so, how can that be stopped?

Process Mining visualizes the path between supplier review and purchase. Reduce the time spent on this approval stage, and ensure an ethical and sustainable procurement strategy is followed.

## **5. Prevent Overpayment**

As outlined above in the first tip, P2P touches many hands. This means the person who agreed to a purchase price is not the same person making the final payment. The longer a time gap between an agreed upon price and an issued invoice, the more likely the chance of overpayment.

Process Mining can help prevent overpayment for procured goods and services by finding the causes of past overpayments and correcting these mistakes.



SUCCESS STORY

# Telco Giant Applies Process Mining to P2P, Achieves \$5M Savings

We helped this client deeply analyze their cumbersome P2P process in order to eliminate costly rework, identify stages for automation and optimize working capital.



**50+**  
Countries



**\$13b**  
Annual revenue



**25k**  
Employees

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## Data Analysis Focus

**Process compliance** 01 Purchase Order (PO) without purchase request  
02 invoice paid before approval 03 invoice validated after payment

**Process efficiency** 01 cancelled invoices or POs 02 PO changes  
03 invoice changes 04 POs closed without action

**Process automation** 01 POs closed manually 02 manually approved  
invoices 03 low value invoices

**Optimize working capital** 01 early payments 02 late payments  
03 invoice creation after goods received

## Return on Investment

### Process improvement

- > Rework elimination > Change avoidance
- > PO bundling

*annual savings*  
*~ \$3M*

### Process efficiency

- > Elimination of no action POs

*annual savings*  
*~ \$52k*

### Process automation

- > PO closed manually > Low value invoices automation

*annual savings*  
*~ \$2.3M*

### Optimize working capital

- > Early payments > late payments

*annual savings*  
*~ \$2k*

Chapter — 03

# How to Pinpoint Sales Cycle Strengths with Process Mining

We've all heard it — the sales pitch. Perfected in an elevator or thoughtfully detailed in a pitch deck, businesses must craft and deliver a strong sales message to win clients and close deals.

Multiple supporting roles and stages work before and after a sales pitch to help transition a prospect into a client.

So which parts of the sales cycle actually lead to a sale?

***Instincts may point towards a charismatic sales executive. Analytics may suggest a lucrative leads source. But Process Mining, uniquely, pinpoints which actions — and in which nurturing stages — lead to higher sales.***

You can apply Process Mining to a sales cycle to reveal two key elements about the process:

- (1) as-is reverse engineered sales cycle, and
- (2) influence of actions on sales.

So here we go!

# 1. Reverse Engineer Successful Deals

“Reverse engineer successful deals” triggers an image of a room full of marketing, sales and client service representatives staring at a messy wall of sticky notes and arrows. Each member chiming in, trying to contribute their perspective of the sales cycle.

Even with egos set aside and best efforts put forward, a manual approach to defining the as-is sales cycle has many pitfalls.

Process Mining, however, maps a prospect’s route towards purchase with precision.

Rather than team members recollecting how they individually contribute to the sales cycle, Process Mining software relies on verifiable data pulled from multiple IT systems . The result is a comprehensive as-is sales cycle which can be reverse engineered to show the most common route(s) towards a closed deal.

Not only can Process Mining deliver a detailed, data-based visualization of a reverse engineered sales cycle, it can answer these important questions:

- > Which specific actions lead to higher sales?
- > Which stages of client nurturing are more susceptible to a sales pitch or dedicated outreach?
- > Which sales techniques (and at which point in the cycle) are most effective?
- > Which sales techniques are turning customers away?
- > Where are opportunities for automation or additional customer nurturing?

**The sales pitch  
is just the  
lead actor** in an  
otherwise  
process oriented  
sales cycle.

## 2. Analyze Influence of Actions

Now that Process Mining has replaced dozens of sticky notes and foggy memories with data points and precision, you are able to analyze (and test) the influence of specific actions on closed deals.

Take, for example, a bank which wants to increase the acceptance rate of loans offered and understand the influence of calling (or not calling) prospects.

The bank has various options for checking their internal sales process success and effectivity by:



**Measuring**



**Analyzing**



**Comparing**

**Measuring** the influence of **calling or not calling customers** to complete documentation on the final outcome of the loan acceptance.

**Analyzing** if customers ask for **more than one offer** and loan acceptance rates for loans with a single offer versus multiple offers.

**Comparing** the difference in **acceptance success rates** when an offer is presented in a single conversation versus over multiple conversations.

By using Process Mining to absorb and bring order to thousands of miniscule data points, bank managers are able to understand the impact of various outreach techniques. Process Mining reveals trends in process success, as well as process shortcomings.

For other banks or organizations, the data may reveal customer outreach to have a negative impact on final sales.

The idea is not to call all customers, at all stages. Rather, it's to understand how calling customers impacts sales and in which nurturing phases such contact helps or hinders the final outcome.



SUCCESS STORY

# International Bank uses Process Mining to Decode Sales Cycle, Increase Loan Acceptance Rates

Minit worked with an international Belgium bank to analyze the influence customer nurturing had on the Sales Cycle, specifically, on loan acceptance rates. By understanding which actions had the greatest impact on loan acceptance rates, our client was able to map a prospect's route towards purchase with precision, and replicate that process for other leads.



**Subsidiary Bank**  
of global bank in Belgium



**\$3b**  
Annual revenue



**11k**  
Employees

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## Data Analysis Focus

### Customer nurturing phases

- > How does calling or not calling customers to complete documentation impact final outcome of loan acceptance?

### Market demand

- > What impacts customers asking for multiple offers?
- > How do single offer loan requests differ from multiple offer loan requests?

### Focused vs multi-pronged nurturing

- > How are loan acceptance rates impacted when an offer is presented in a single conversation versus multiple conversations?

## Recommendations

### Calling customers to complete documentation has positive impact on acceptance rates

- > Mandatory call to customers for documentation completion

### Loan acceptance rates increase when multiple offers are made

- > Make more than one offer

### Acceptance ratio increases when multiple offers are made over multiple conversations

- > Multiple offers over multiple conversations as mandatory process



Chapter — 04

# The Virtual Takeover of Process Robots and Why Employees Need Not Fear

It's not an 80s sci-fi film, and robots are not coming for you.

The virtual take over of robots in business processes, however, need not stoke the flames of job insecurity or send IT departments into panic mode.

In fact, these types of process robots don't even exist in tangible form. Sorry, no creepy eye contact or awkward attempts at dexterity.

***The decision to automate a process should not be driven by frustration.***

These robots, the kind that exist as virtual mimics of human actions in IT systems, can save businesses hundreds of thousands of dollars, shift FTE focus towards innovation and lead to higher employee engagement.

So what qualifies a process for robotics, and why are humans and process robots a match made in fiscal heaven?

# Robotic Process Automation (RPA)

is poised to become the dominant digital transformation trend of 2020.

# What Qualifies a Process for RPA?

The most cumbersome, stress inducing tasks may not necessarily qualify for RPA — both from a technical standpoint (unstructured data) and an investment POV (no need to scale). Decision-makers must let data lead when selecting which processes to automate. Think high repetition, high savings.

The following criteria must exist for a process (or parts of a process) to effectively employ robotic automation.

- Process must take place across a minimum of two systems. The more manual effort involved, the higher likelihood of human error, and thus, higher compatibility with RPA.
- Data must be structured, often existing in a traditional row-column database (as opposed to unstructured data such as text and multimedia content, which is better suited for human interpretation).
- Tasks are highly repetitive and occur in large quantities with high frequency.
- Process follows a rule-based systems to make decisions and determine next step outcomes.
- The need for scale should be present to deliver higher ROI.

# Humans + Process Robots = Better Processes

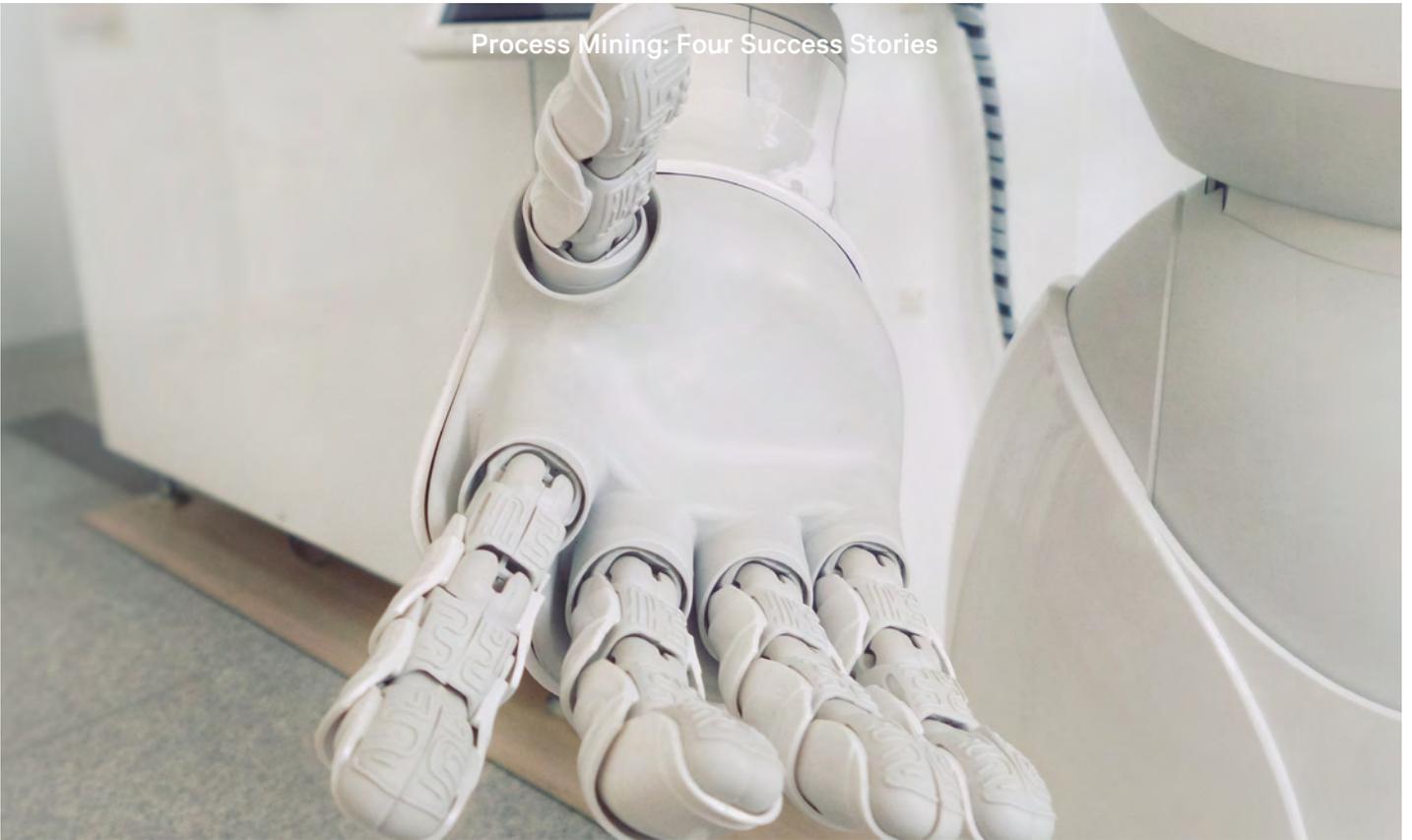
As a disclaimer, RPA is not a silver bullet solution. Automated processes must still be monitored and require maintenance efforts by humans. Furthermore, not all processes are suited for automation.

Targeting the wrong process for RPA will deliver unnoticeable, at times damaging, results.

All things considered, we've seen the cost saving and headache reducing impacts of RPA done right. When repetitive tasks are left to the machines, costly mistakes are reduced and human workers can focus on more value added tasks which require deeper analytics and empathy.

## Key benefits of RPA include:

- 1 Big cost savings due to reduced case duration (see Minit's RPA case study below).
- 2 With the additional time saved by RPA, employees are able to spend more time on higher level tasks which require empathy, creativity, and innovation;
- 3 Employees feel more valued when work is rewarding, thus leading to lower burnout rates and deeper connection to the company;
- 4 Robots don't get fatigued, humans do. RPA nearly eliminates costly human errors (some may still exist in process design and maintenance).



## SUCCESS STORY

# RPA Saves Logistics Company €466K, Reduces Case Duration by 3 Hours

We support clients in pursuit of process automation. Logistics is a highly process-driven industry for reasons including regulation, safety, and profitability. By following the data, we helped a client automate a key process and **save € 466,000 over a 5 month period.**



**Subsidiary Co.**  
of global logistics Co.



**\$150M**  
Annual revenue



**900**  
Empr.

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## Data Analysis Focus

### Baseline process information

- > resource cost overview

### Activity characteristics suitable for RPA

- > rule-based
- > standardized with few exceptions
- > structured data

### RPA recorder

### Invoice approval with bot analysis

## Return on Investment

### 3 hour reduction in mean case duration

- > before RPA 2d 8h 32m > **after** RPA 2d 5h 41m

**~ €466k savings**  
**(5 month data)**

Process Mining Four Success Stories

# Success Story Success Story **Success Story** Success Story

Success Story

## Become the Next Process Mining Success Story

Are you inspired by the success of Minit clients? Do you want to discover hidden opportunities within your most important business cycles?

Become the next Process Mining success story in your industry. Learn more about this powerful technology and how to achieve operational excellence with Minit.

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Get in touch with our team to learn how it can help deliver effective business process improvement at your organization.