



The New Paradigm of Process Excellence

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Executive Summary

In the wake of recent events, the world has discovered the need for resilience, innovation, and impact. While survival was imperative as the crisis unfolded, it can no longer be the sole focus for enterprises. Organizations everywhere must find a way to compete and grow in the face of aggressive competition, shortened transformation cycles, and an ever-evolving business environment. Automation at scale is the key to this evolution. However, most automation initiatives have shown to fail or fall short of expectations, primarily due to poor planning and intuition-driven execution. The problem lies in the approach. All too often, enterprises rush into automation projects, repeatedly picking the wrong process candidate or the wrong way to automate the right process. Combined with inadequate monitoring, automation initiatives can frequently rely more on hope than a grounding in data-backed science. It's time organizations move beyond the piecemeal automation interventions based on incremental cost reduction. Enterprises now more than ever, are looking to reap the benefits of Intelligent Automation. For success at any scale, enterprises must understand the need for automation and process improvement projects to be augmented by both granular and broad intelligence-driven insights. A combination of Process Mining and Process Discovery offers just that. This paper addresses why enterprises today need both Process Mining and Process Discovery to conceptualize, execute, and scale their automation and process improvement needs.

The Balancing Act

The current pandemic — one of the most significant events of the century — has forced us to rethink the way we live, work, and interact. On one hand, the situation has accelerated and augmented the adoption of safe, convenient, and effective methods, while on the other hand, it has all but obliterated systems with bloat or

even a hint of vulnerability. For enterprises, this shift poses a unique challenge. When survival was the need of the hour, companies found it imperative to focus on continuity, resilience, and safety. Remote work became the new status quo, and revenue protection was critical as operational disruptions emerged at every stage. From an enterprise leadership standpoint, this meant austere financial management, smarter resource allocation, and a substantial shortening of digital transformation cycles. Agile and robust organizations have proven their mettle but can no longer rest on survival laurels. Since the world is beginning to adapt to the changes, growth needs to be back on the enterprise agenda, and Intelligent Automation is key to this evolution.

Addressing the Automation Conundrum

Factors like remote work, disruption in supply chain, and a shift in service and product delivery are accelerating the pace of transformation. Given its potential to drive extreme productivity and accuracy while fostering innovation and agility, automation is undeniably a top priority for enterprise CXOs across sectors. By injecting efficiency and quality at the process level, all while augmenting human decision making, automation has the potential to transform enterprises at scale in significantly shorter timeframes compared to other interventions. Enterprise transformation is process transformation; any organization is only as good as its processes. It is that simple. Intelligent Automation, in this regard, is a driver of both efficiency and effectiveness. The industry understands this importance and is waking up to the need. For instance, in healthcare, Gartner predicts that no fewer than 50% of providers in the US will make RPA investments by 2023, a staggering shift from the current 5%.¹ The projection is in line with its top ten strategic





technology trends from last year with hyperautomation — sophisticated and comprehensive automation designed to augment efficiency and human performance — leading the list.² Balance this need and demand with the fact that nearly half of all initial RPA projects fail to deliver³, and it's easy to see where the challenge lies. With several enterprises jumping headfirst into automation, the numbers are hardly surprising. The fact remains that Intelligent Automation is a highly strategic and business-critical initiative that needs a diligent planning exercise to underpin any success, especially at scale. The answer, in our view, lies in rigor at the start of the automation planning process. First, let's look at some of the points organizations must address at the beginning of their automation journey.

Enterprises today are facing many questions:

- How can we identify process inefficiency root causes?
- How do we identify automation opportunities?
- How do we improve stakeholder experience?
- How can we harness process innovation?
- How can we monitor and improve end-to-end processes?
- How can we develop an Intelligent Automation roadmap?
- How can we maximize investments in strategic systems?
- How can we ensure process compliance?

Each of these questions needs them to address a variety of overlapping and often confusing priorities:

- Ensuring productivity and quality through standard processes while minimizing deviations
- Driving continuous improvement
- Control costs and improve efficiency through automation and optimization
- Create agility, adaptability, and resilience

The New Paradigm of Enterprise Automation — Process Mining and Process Discovery

In a Deloitte RPA survey, enterprises were effusive in their RPA endorsements, stating its effectiveness in improving compliance, accuracy, productivity, and cost reduction.⁴ The same report, however, also delivered another more sobering finding — a mere 3% of enterprises were able to scale their RPA efforts. It might be easy to suggest that early adoption carries these risks, but the challenge is more nuanced. For organizations long in the RPA game, the low-hanging fruits for automation have already been transformed, necessitating a need to go beyond the obvious. Enterprises must identify the right candidates for transformation, evaluate their suitability and impact, and understand the end-to-end process journey from both execution and a strategic standpoint. Hurried implementation without due diligence, unsurprisingly, can contribute to failed projects, while relying on anecdotal evidence, hunches, or poorly documented historical data rarely offers the insight needed for a robust automation roadmap.

To address this need, EdgeVerve and Minit have partnered to launch a comprehensive process intelligence offering. Combining EdgeVerve's Process Discovery and consulting expertise with Minit's industry-leading Process Mining offering, our partnership aims to accelerate process excellence for enterprise clients across sectors and geographies by

offering them comprehensive and actionable process intelligence. Most automation initiatives fail because the world has never had a scientific and systematic way to drive automation. A combination of Process Discovery and Process Mining means that now it does. By merging the intricate detail the empirical data from Process Discovery offers with Process Mining's broader insight-driven approach, combining the two techniques will deliver transformative synergies for enterprise automation, unlocking incredible value. Before understanding how they work together, it may help to delineate the two concepts.



Process Discovery records primary data from user keystrokes, delivering a thorough and accurate representation of process execution. Process Mining bridges the gap between this data and actionable intelligence through insights built on a broader view of processes in relation to enterprise strategy. Typical enterprise processes have varying levels of granularity (L1-L5), and process mining focuses on L1-L3, analyzing event commits and application logs to power discovery, monitoring, and process improvement based on current organizational information. It then allows enterprises to review organization-wide process maps supported by a comprehensive understanding of process structure. By tracking human-system interactions at the keystroke level, Process Discovery adds on-ground intelligence, eliminating any subjectivity from the automation planning process. As a combined process intelligence stack, these techniques are exponentially more effective in ensuring automation success, helping enterprises

1. **Discover, Analyze, and Automate processes** that will deliver the most significant results
2. **Measure the impact of deviations** with extreme granularity
3. **Identify imperfect process execution** with a thorough understanding of the end-to-end journey

Harnessing Process Discovery and Process Mining to Drive Results

Delivered by two companies with a storied legacy and portfolio of offering enterprise solutions, this partnership aims to address enterprise automation requirements in several areas, including:

- **Process Efficiency:** Enterprises can now understand their processes' real efficiency by detecting bottlenecks and the reasons behind them. Process Mining also allows enterprises to run root cause analyses and accurately estimate the cost impact of process inefficiencies. They can then use Process Discovery to drill down further, understanding process execution at a granular level by evaluating the number of variations and exceptions, the time spent on non-essential activities, and the nature of application delays and inefficiencies. Process Discovery and Process Mining also help enterprises understand their performance baseline, underpinning automation initiatives with sound thinking and setting the foundation for sustained and continuous improvement.
- **Process Automation:** True process intelligence requires a two-fold intervention — the first, delivered by Process Mining, is process-level automation opportunity analysis supported by a view of potential cost savings. The second is task-level opportunity analysis, offered by Process Discovery, where the



study of repetitive steps and swivel chair processes based on actual execution data helps prioritize automation efforts. Automation success is about more than choosing the right process candidates. It requires diligence in the approach to automation and also accurate forecasting of the potential impact of these initiatives. This intelligent analysis also offers additional advantages. It helps enterprises create lean, high-quality, and specific SOPs by eliminating unnecessary handoffs, complex communication, and authority ambiguity, ensuring efficiency beyond process transformation.

- **Process Compliance:** In an increasingly complex regulatory environment fraught with challenges, compliance can often be a hurdle. Process Mining helps companies address the challenge by flagging cases and causes of non-compliance. Once identified, Process Discovery can help companies understand non-compliant variations, application accesses, and resources expended on non-compliant activities. The result isn't just a more compliant organization, but millions of dollars saved in potential fines.
- **Process Training:** The insights generated from Process Mining and Discovery can be used to develop functional responsibilities, clarity on employee roles, and specific process maps that can then be used as training material for staff. Process Mining helps enterprises identify candidates for training alongside the training steps required, and Process Discovery enhances the analysis by generating BPMN-compatible business process maps and optimized process definition documents. Furthermore, through a combination of process overview and execution analysis, enterprises can also compare employee performance data across regions, departments, and teams.

In addition to the advantages above, our clients have found innovative ways to deploy the offering. Some of the use cases move beyond process transformation with customers using the product to:

- Improve workforce productivity
- Improve software utilization
- Monitor non-compliances
- Further process innovation

Featured Case Studies

- A leading telecom giant with \$13B annual revenue used Minit **Process Mining to transform its P2P function, driving over \$5M** in annual savings.
- A manufacturing company, possibly the world's oldest LLP, with global operations used Minit Process Mining to transform P2P and OTC, observing **visible results in just six months**.
- A global chemical manufacturer **realized \$1.2M in savings** by using Minit Process Mining to transform OTC execution.
- A joint-PoC by EdgeVerve and Minit, run on EdgeVerve's sandbox, drove nearly **\$2M in potential savings** further to process optimization.
- A global financial services company used AssistEdge Discover to identify reengineering opportunities for a process ready for automation. Discover helped them develop an automation business case by ensuring **standardized processes** were chosen as project candidates, **saving resources**, and making for a smooth automation project.
- A US bank leveraged AssistEdge Discover to scale up its automation journey. Discover helped them identify non-compliant processes and training needs, driving a near **80% reduction in automation documentation effort** alongside a **30% spike in user efficiency**.



The Road to Intelligent Automation at Scale

Intelligent Automation is a layered exercise featuring process re-engineering, process automation, process compliance, process training, and process efficiency. Cost reduction is one of the benefits of automation at scale, but that does not capture the full spectrum of the benefits. Growth has been and must continue to be the North Star, and automation is essential to this end. Automation initiatives are at their most impactful when they are aligned with the business strategy, backed by leadership buy-in, and built to scale so they can drive enterprise-wide transformation. The enterprises that understand this need and prioritize planning over rushed pilots will be in pole position to optimize their automation results and drive their progress in the face of a uniquely challenging environment.

Start or scale your automation initiatives with EdgeVerve and Minit's comprehensive Process Optimization offering. To learn more about the offering and speak with a solution architect, please write to contact@edgeverve.com

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4. <https://www2.deloitte.com/ro/en/pages/technology-media-and-telecommunications/articles/deloitte-global-rpa-survey.html>

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As one of the leading market providers of Process Mining solution, Minit helps businesses transform the way they analyze, monitor, and optimize their processes to uncover opportunities for continuous process improvement and higher operational efficiency. Minit believes that every organization can achieve digital transformation and operational excellence. Through its solution, the company inspires stakeholders to take action and explore the benefits of the Process Mining technology for their organizations. Minit provides its Fortune 500 customers as well as other businesses with complex processes with a unique experience, highly added value, and competitive insights to help them run efficient organizations. Visit www.minit.io to learn how to achieve seamless processes in your company.

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AssistEdge Discover is a non-intrusive product that leverages user key strokes and sophisticated neural network algorithms to create insightful business process maps. Using empirical data, AssistEdge Discover reveals crucial process nuances essential to create an effective automation blueprint and provides an ability to unlock the true value of automation. Free from human biases, the business process maps and insights generated by the analytics engine in AssistEdge Discover provide a powerful foundation for inter functional collaboration, effective change management and continuous improvement. Know more: www.edgeverve.com/assistedge/assistedge-discover

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