



Mining transformation SUCCESS

Digitize your business performance through process mining

With today’s increasingly complex systems driving business performance, gaining process transparency and insight into operational inefficiencies has proven difficult. Through process mining, your organization can digitize process intelligence and gain transparency with actionable insights.

With potentially millions of transactions processed daily, it has become increasingly difficult to determine whether transactions have followed the correct process or achieved strategic business objectives. This lack of transparency can result in inefficiencies, costly rework, redundant processes, increased potential for fraud, or accounting errors.

For most companies facing these issues, assessments typically involve time-consuming process discovery exercises involving white boards, sticky notes, flow charts, and narratives.

Objectives of process mining

Process mining can help organizations deliver significant value, whether at the onset of digital transformation or along the journey, in order to enhance top- and bottom-line growth. Listed below are some key opportunities organizations can achieve through the use of process mining.



Operational efficiency and enhanced performance

- Gain efficiencies and insights into your process friction
- Understand differences across process execution in your organization
- Improved insights to make informed business decisions



Automation

- Understand manual versus automated transaction processing activity
- Identify throughput time of transactions and where automation may be valuable



Data quality, digital, and ERP transformation

- Pinpoint data quality issues in master data and transaction processing
- Perform transaction analysis for key data points to identify system configuration improvements and accelerate enterprise resource planning (ERP) transformation initiatives



Risk monitoring and controls compliance

- Monitoring key risk indicators/key performance indicators (KPIs) related to risks and controls deemed key to your organization
- Identify potential control failures in your process and perform timely corrections to avoid audit issues

KPMG has developed numerous proprietary apps on the Celonis platform designed to be deployed “out-of-the-box” to accelerate time to value for our clients.

Operational efficiency and enhanced performance

The KPMG apps drive operational efficiency and enhanced performance across the enterprise. Our Cash Collection Analysis app helps clients optimize working capital through a variety of key metrics:

- Identification of breakdowns and manual intervention in the accounts receivable process to expedite and automate cash collection
- Real-time tracking and monitoring of customers with significant open invoices to proactively manage and forecast bad debt expense
- Various cash and working capital analytics such as Weighted Average Days to Pay drive focused actions and immediate improvement in Days Sales Outstanding (DSO).



Automation

Automation initiatives can be accelerated through the use of all KPMG apps built on the Celonis platform. For example, in our Purchase to Pay app, key process steps can be monitored to showcase opportunities for touchless ordering, invoice management, goods receipt, and payment processing. These apps create value through:

- Identification of opportunities for RPA or system configuration enhancements to remove manual intervention
- Uncovering process breakdowns resulting in additional cycle time during the process
- Benchmarking corporate business units, divisions, and functions to understand comparative automation metrics across your organization and drive process standardization and optimization.

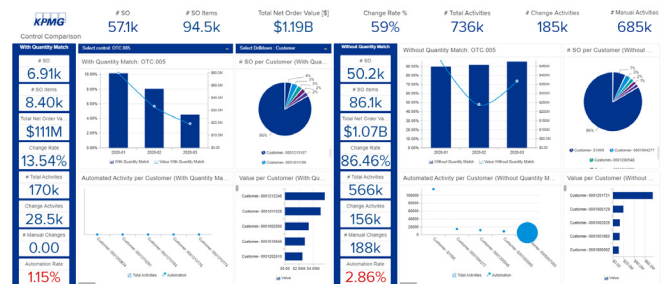
Data quality, digital, and ERP transformation

All of the KPMG process mining apps help our clients identify data quality issues and improve data hygiene. In addition, they help our customers accelerate and improve the effectiveness of large-scale system implementation and cloud migration programs. For example, our SAP S/4 HANA migration app helps companies prepare for their implementation and upgrade projects by evaluating historical transactional performance and driving leading practice business process design. In addition, they help monitor and optimize performance of the new S/4 platform throughout the transformation lifecycle.

Risk monitoring and controls compliance

Lastly, our apps deliver value through enhancing an organization’s ability to monitor risk and controls in real time. Features of our risk monitoring and controls compliance apps include:

- Real-time identification of risks introduced in the environment that need to be addressed
- Proactive control performance monitoring and remediation of control breakdowns before audits occur
- Continuous improvement and automation of the control environment.



Why KPMG

Our KPMG team of highly experienced subject matter professionals in finance, automation, ERP systems, data and analytics, security, and controls supports our clients wherever they are on their digital and process mining journey.

KPMG has extensive experience implementing the Celonis software as well as designing tailored solutions that fit your business needs. As a global strategic Alliance partner, KPMG has delivered over 300 successful process mining engagements by our global Center of Excellence. We can help your team identify process friction and uncover opportunities to significantly enhance business performance.

Awarded the 2019 Celonis Consulting Partner of the Year, KPMG is able to help clients transform—through effective transformation programs, shared service center optimization, business process excellence, compliance monitoring, and robotics and process automation.

KPMG has also built industry-specific Celonis content, such as Revenue Cycle Management and Emergency Room Management in the healthcare space.

Considerations as you proceed in your process mining journey

As you decide to move forward on whether to invest in the potential that process mining may offer your organization, ask yourself:

- Are your employees following policies and procedures?
- What could you improve to enhance your customer's experience?
- Where are your processes deviating from standards?
- Why is your cash not being collected on time?
- Are you able to predict and prevent potential control breakdowns?
- Do you have a real-time risk management process?
- Are you in compliance with laws and regulations?
- Do you know where to start cutting costs?
- Are your processes consistent across all entities?
- How effectively are you utilizing automation to drive performance and efficiency?
- Are you driving and achieving continuous improvement in productivity and quality?
- How well do my KPIs benchmark against industry standards?

If your organization is uncertain of the answers to any of these aforementioned questions, let us show you how process mining can help bring clarity to these issues.

For more information, please visit read.kpmg.us/ProcessMining

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