



HELPS YOU TO RUN BETTER

## Process Mining at Global Chemical Company

This global chemical company was created from a parent company sale in 2015 with titanium technologies, fluoroproducts, and chemical solutions. They are now an independent \$6 billion company with 7,000 employees, 26 manufacturing sites, and approximately 4,000 customers in over 130 countries.

They inherited business processes, a dated legacy ERP system, and a keen attention to process management and improvement. A corporate transformation effort to streamline how they operate and create greater agility stimulated interest in Process Mining. They implemented Process Mining software, and their first end-to-end process targeted for Process Mining was the order-to-cash (O2C) process. One company spokesperson who led the Process Mining project said “our leaders have been supportive from the beginning. This is essential for success.”

Prior to the Process Mining project, no one could really articulate how the entire O2C process was performing, as people typically see just their part of the process. It took the Process Mining effort four months to uncover how the actual process was performing (not just what the ERP documentation stated). It made the entire process visible and revealed some glaring issues. Credit Holds was one such issue, as Process Mining exposed that strategic customers were sometimes placed on credit hold needlessly to enable manual steps in the O2C process.

While the tangible benefits from applying Process Mining to O2C have been kept confidential, a number of issues have been identified and there are now over 40 projects underway to address key issues in O2C and to realize benefits in the form of process simplification, communication, and automation.

Process Mining also contributed to an improvement in role clarity and greater cross functional collaboration; teams could see for the first time an integrated view of the end to end process, including deviations from the norm by business and product line.

As a result, the company has already conducted a proof of concept for robotic process automation (RPA), understanding the potential synergy in combining these two tools. The goal is to enable the workforce to focus more time on customer-facing activities and deeper business performance analytics.