

# Process Mining as a Strategic Asset in INAIL's Digital Transformation Journey

Digital transformation is hard! Some big organizations simply stick their head in the sand and avoid it. But the successful ones, like Italy's Workers Compensation Institute, INAIL, take a frontal approach to it.



## INAIL at a Glance

**21**

Central Business Units

**8,900+**

Employees

**350+**

Core Business Processes

**260K+**

Contact Center Tickets

## Accelerating INAIL's Digital Transformation Journey

In 2018, INAIL asked themselves, "How can we become a digital customer-centric organization?" They knew it would be a challenging journey. They had a choice between taking the easy road that gets harder – or the hard road that gets easier.

### Where to start?

INAIL realized change of this magnitude would require them to look deep into their business processes. So, they decided to launch a process mining effort with Apromore and partnered with HSPI, a leading Italian management consulting company. To kick off their process mining journey, INAIL started by deep diving into their IT operations processes. These processes were an excellent testing ground due to their moderate level of complexity and the availability of data to get started. From this first experience, INAIL quickly learned that to enable their managers and analysts to use data to direct their digital transformation across the organization, they needed to put in place a solid governance structure. Additionally, INAIL required a framework that would enable them to continuously monitor the health of their core business processes – their "Process Control Room".

## Understanding the Data

Because of the size of INAIL's organization, its set-up involved an intricate system of processes. Take one example, INAIL's mammoth procure-to-pay process. This had no fewer than eight sub-processes that needed to be analyzed and re-engineered.

The first challenge here was data quality. Without that being under control, nothing else could go ahead. This, in a nutshell, involved extracting event logs, obtaining case identifiers, investigating anomalies, filtering geographical areas and time horizons. To go deeper into INAIL's sources of inefficiencies and possible improvement opportunities, Apromore used these process mining techniques:

- » Automated process model discovery
- » Process performance metric analysis
- » Rework and bottleneck analysis
- » Process variant analysis

## Results and Benefits

Apromore's strength was – and is – to provide new ways for a team to look at existing processes, then apply the insights gained. For example, the team identified non-compliant cases where purchase limits were sometimes exceeded, notwithstanding the Italian regulations. Evaluating the process performance, at the E2E level, the waiting time from ordering to invoicing was acceptable. Yet, when analyzing the individual subprocesses, several opportunities for improvement were identified.

## Getting a fresh perspective

With these insights, INAIL has streamlined its huge procure-to-pay process and is now extending this success story to other processes. Apromore's skill in changing individuals' perceptions made it so much easier for INAIL's teams to identify the weak links in their existing processes. If left unchanged, things such as not properly migrated records are like ticking time-bombs.

Adopting Apromore let their business management efforts focus on their most critical work: analyzing processes and generating solutions.



## About Apromore

We are a leading provider of process mining solutions and AI-driven business process improvement. Our vision is to democratize process mining by enabling organizations to achieve digital transparency and operational excellence.

Are you interested in learning more about how process mining can help your organization? Get in touch to learn more about the practical value of process mining and how Apromore can help you!

Contact us



And the new regimes that Apromore set in place have saved so much time!

INAIL has made one big step forward in their journey towards the digital organization.

- » Procure-to-pay waiting times reduced
- » Non-compliant cases eliminated
- » Extensive time savings
- » Process Control Room for real-time monitoring

### Stefano Tommasini, INAIL's CIO says:

"The disconnect between IT and business operations in an age where services are all digital and driven by the IT industry could no longer be tolerated. Therefore, with process mining as our strategic asset, we have gained a higher level of digital maturity on our journey of digital transformation."

### Sneak-peek into the Future

The thorough analysis Apromore and HSPI performed for INAIL, revealed exciting opportunities for automation by embedding robotic process automation (RPA). Currently, Apromore and INAIL are jointly working on an even tighter integration between INAIL's data lake and the Apromore process mining platform to create a seamless analysis experience. As well as that, custom dashboards are being built on top of PowerBI, one of INAIL's corporate BI tools, as a part of their Process Control Room.

