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*"Process innovation through insight.  
Insight through process innovation."*

*"It's the process where strategy  
and tactics are executed to  
achieve the desired goals and  
ambitions."*

## Frank van Geffen

- Process innovator at Rabobank.



- Chairman special interest group on process mining within the Dutch society of information professionals



- Member of the IEEE Taskforce on Process Mining



# Rabobank Group



***Rabobank***

10 million customers

59,000 employees

48 countries

# Our values



- The interests of our customers and members are key
- Delivering the best possible solutions to our customers
- Offering continuity in our services, thereby serving our customers' long-term interests
- Showing commitment to our customers and their environment, thereby assisting them in realising their ambitions

## Core values Rabobank Group

- Respect
- Integrity
- Professionalism
- Sustainability

## Brand values Rabobank

- Involved
- Nearby
- Leading



# Outline



- What happened so far and where are we going?

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- Creating business value with process mining (some examples)

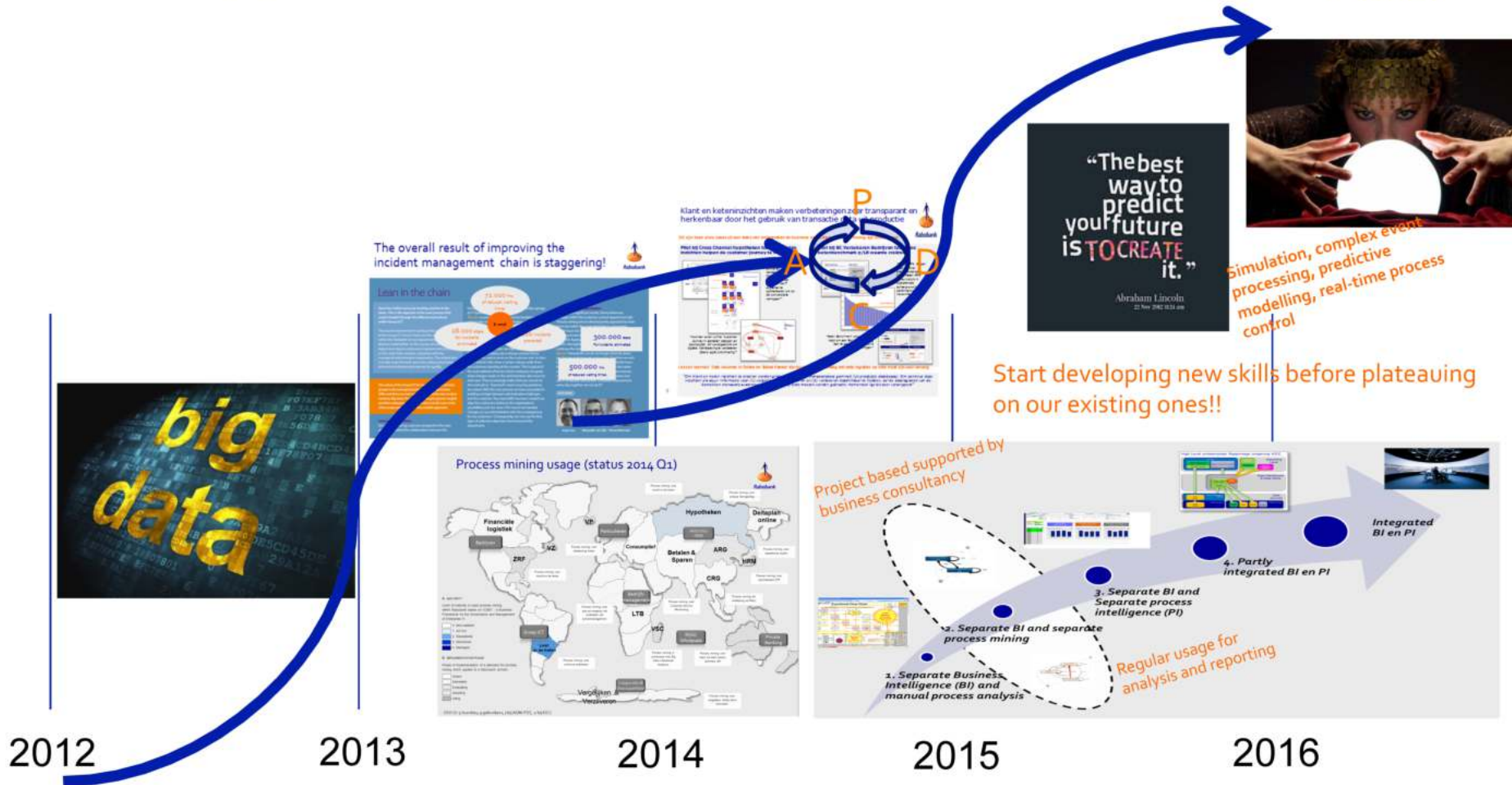
# Outline



- What happened so far and where are we going?
- Creating business value with process mining (some examples)
- What makes process mining a success at Rabobank?



# What happened so far and where are we moving to?





# Outline



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Creating business value with process mining, by improving the performance of our support processes.



**Case I: Optimize  
Incident Management**



**Case II: Self service portal for  
Human Resource Services**

# Case I: Complexity of a monitor defect.

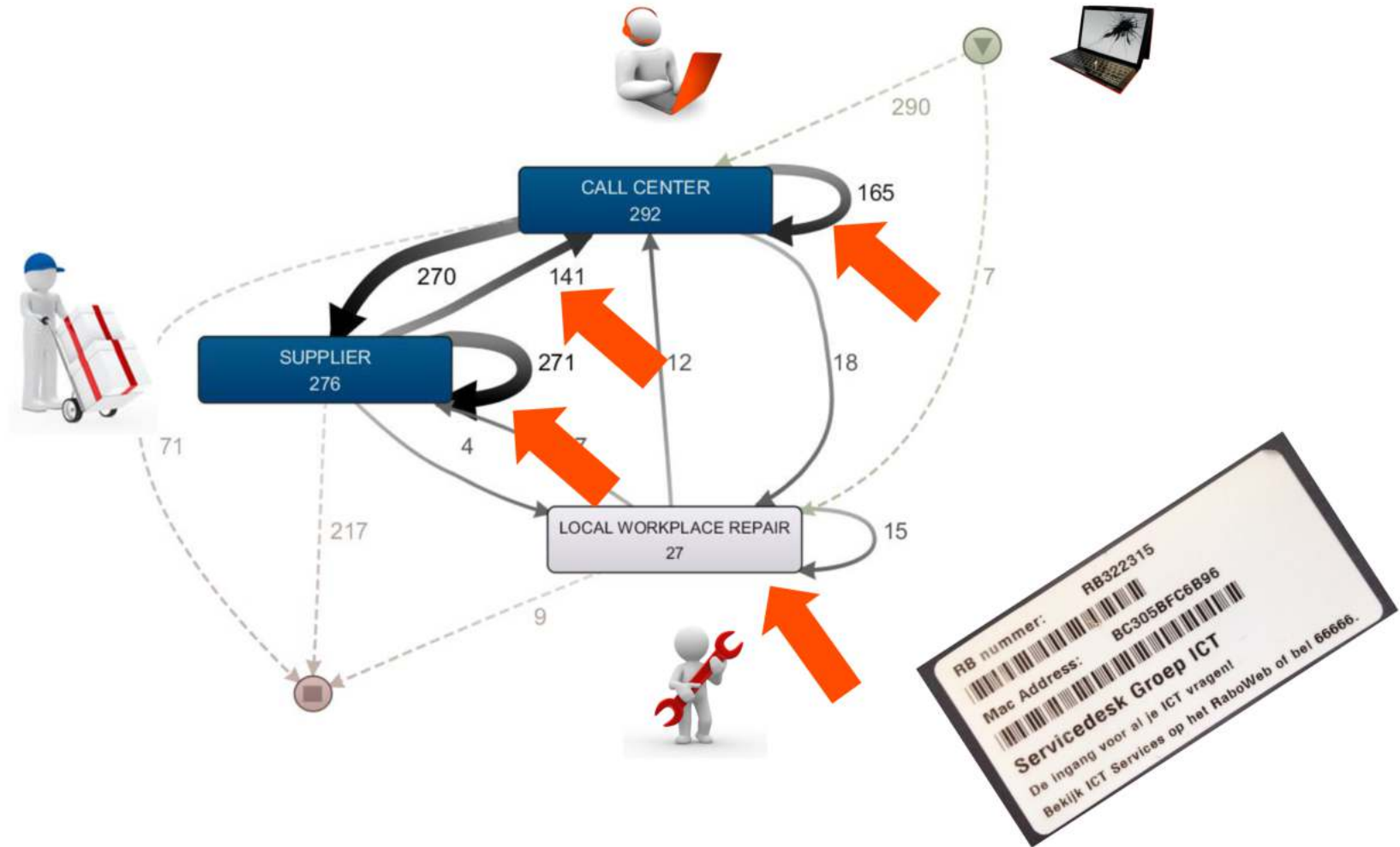


**11** steps

**8** days



# Can you spot the rework and potential waste?



# The overall result of improving the incident management chain is staggering!



## Lean in the chain

*Save four million euros by working smarter in the chain. This is the objective of the Lean process that swept straight through the different subcultures within Group ICT.*

The recent improvement in productivity at the Group ICT Service Desk and the reorganisation within the Werkplek Service department are a logical next step in continuous improvement. The logical next step in continuous improvement is to focus on the chain that connects customers with the managerial administrative organisation. The related aim is to take steps forward, save costs, reduce processing time and simultaneously improve the quality.

*The culture of the Group ICT Service Desk and the solution groups in the managerial administrative organisation differ and there are even sub-cultures. Still the new analysis methods (Big Data, Process Mining) to gain greater insights and then subsequently cash in on them via the Lean in the Chain project proved to be a very suitable approach.*

### Intensive collaboration

Set up from a strong customer perspective the Lean project intensified the collaboration between the

Group ICT Service Desk and the solution groups at IT Operations. **The aim:** to prevent problems by tempting end users to the service desk, increasing efficiency and quality.

Knowledge Specialists, see a strong customer focus. 'Most agents used to work on the customer side. So they know what it is like when a system refuses while there are customers standing at the counter.' This is typical of the work attitude of Service Desk employees recognise what changes made on the administrative side mean for end users. They increasingly realise that you cannot do this work alone. 'Teamwork means ensuring problems are solved. With the Lean process we have succeeded in building a bridge between administrative challenges and the customer. Two-way traffic has been created: we align the customer's wishes to the organization's possibilities and vice versa. This means we translate changes on our administrative side into consequences for our customers.' Consequently, we now see the first signs of collective objectives that transcend the department.

72.000 hrs.  
of reduced waiting  
times

6 mnd

28.000 steps  
for incidents  
eliminated

2.000 incidents  
prevented

### Lean in the whole organization

2013 showed significant results. Danny Meerman, manager within the Customer contact department, tells: 'Process mining and an directed jointly approach by chain teams led within the chain Werkplek to a staggering

100.000 hours less

waiting incident

the Applica

2013. Strengthe

continues the dev

**Danny:** "Henceforth, we do not longer strive for average

but we work towards normal value. Together we wish

to

le

o

m

also in employee satisfaction. Continuous improvement

every day, together we can do it!"

300.000 steps  
for incidents eliminated

500.000 hrs.  
of reduced waiting times

READ MORE



Joop Lous



Alexander van Dijk



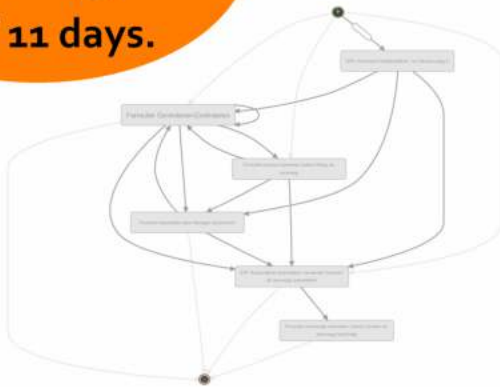
Danny Meerman



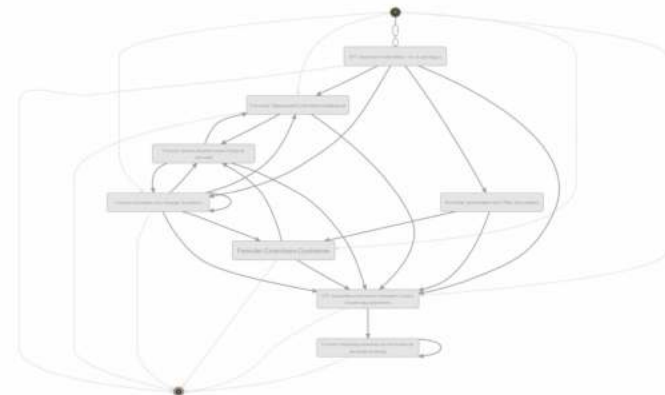
# Case II: The effect of changing the process of refunding business expenses

**265**

hrs / 11 days.



**29** hrs. /  
1.2 days



The success of others convinced the business owners to create value in the core processes.



### Case III: The cross channel mortgage customer journey



# Introducing the mortgage cross channel customer journey



Awareness

Browsing

Buying

Bank

Online



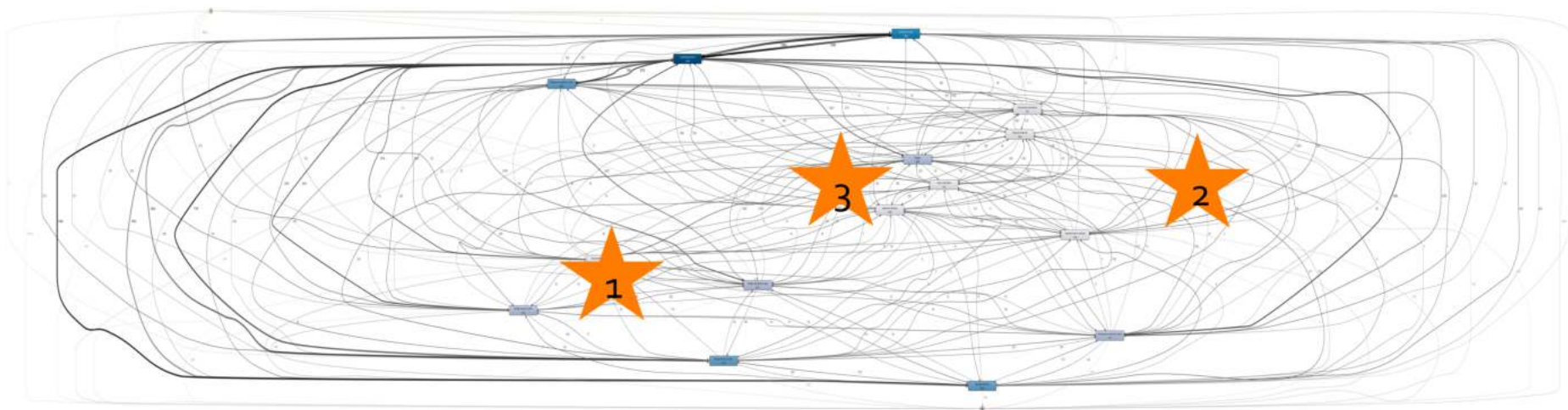
In reality it is much more complex. Don't look for the needle in the haystack, but ask smart questions.



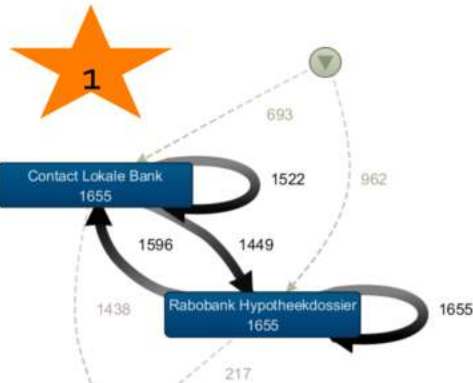
Awareness

Browsing

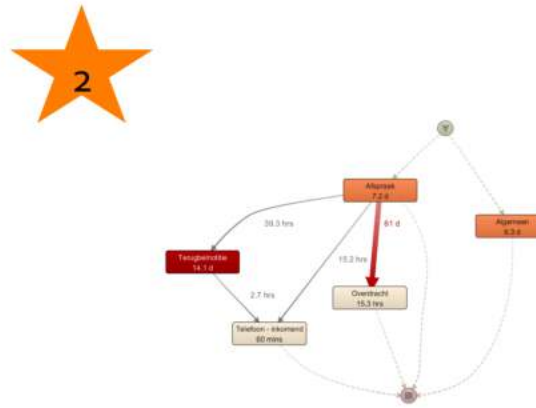
Buying



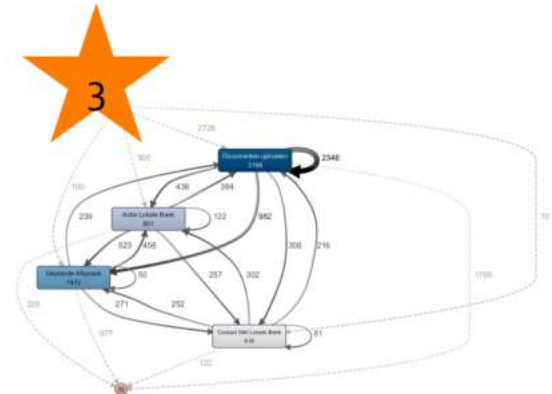
# Do we make the promised customer experience come true?



Routing:  
From bank **42%**  
From online **58%**



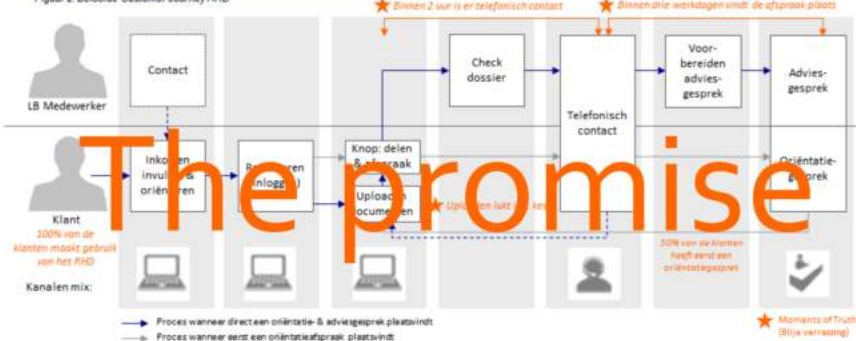
Appointment within **10 days** on average.



First time right uploading is achieved in only **14%** of the cases.

De Moments of Truth zijn makkelijk uploaden, snel telefonisch contact en een korte doorlooptijd

Figuur 2. Beloofde Customer Journey RH0



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# What makes process mining a success for Rabobank?



- Belief and vision (start small, think big)
- Explain the paradigm shift that is happening (facts, full, for real, fast)
- Sponsorship from the belief that it will yield the desired results, from insight to action
- Telling the story of the success a long the way and thereby expanding the business case
- Marketing and selling the results, integrate into existing ways of working is key
- Team effort, multiple different disciplines need to work together
- Persistence in digging for data, overcoming legacy and quality issues
- Transparency, facilitating the privacy and ethics discussion

# Keep on digging!

