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

“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.”

Rabobank Group

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

The success of Process mining

At Rabobank

Frank van Geffen 08-09-2014
Outline

• What happened so far and where are we going?

• 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 challenges do we face when innovating and changing our processes to meet the customers evolving needs?
What happened so far and where are we moving to?

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.

Can you spot the rework and potential waste?
The overall result of improving the incident management chain is staggering!

Lean in the chain

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 Lean analysis methods (Big Data, Process Mining) join greater insights and then subsequently work on them via the Lean in the Chain project proved to be a very suitable approach.

Intensive collaboration

Set up from a strong customer focus, the Lean project intensified the collaboration between the 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 stops while there are customers standing at the counter. This is typical of the work attitude of Service Desk employees. 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 sign the customer’s wishes for the organisation. 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.

Lean in the whole organization

2013 showed significant results. Danny Meerman, manager within the Customer Contact department, tells: “Process mining and an directed jointly by approach beneficially contributed to an improvement of 28 hours less waiting time on the phone. In 2013, strength continues the drive for improvement. Nonetheless, we do not longer strive for average but for world record. Together we wish 500,000 hours of reduced waiting times every day. Together we can do it.”

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

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.
What makes process mining a success at Rabobank?

• (Personal) 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!
Imagine a family ("interested in buying a new home") walking past a real estate office window

What challenges do we face when innovating and changing this process to meet the evolving customers needs?

- What experience do customers expect?

- How fast, responsive and effective should the process be?

- What data needs to be combined and processed (in real-time) to yield an expected experience?

- What data is accessed by whom and "may" or "may not" be processed and used (in real-time)?

- Do we want this scenario to be possible?
Scenario 1

Data on property costs needs to be matched with your available financial data.

Scenario 2

Data on property costs needs to be matched with your available financial data.
Scenario 3

Trigger: your gps position,
Match data on property, ie
location, size, type, with your
interest’s
(facebook/twitter/instagram)
Mortgage App matches
spending and savings behavior
data, to property costs and
advises on a suitable mortgage
and provider

Scenario 4

Divorce
Some dilemma’s to think about

- May Rabobank use click behavior of customers to alter the content of the website?
- May Rabobank use data that customers leave behind on the internet and use this in combination with their internal customer data to provide better products and services?
- May Rabobank contact friends of potential customers to influence their buying behavior?
- How far may Rabobank go in mixing private data with work related data?
- May Rabobank use personal data of employees to influence their performance?
- To what extend does Rabobank need to monitor the activities of our employees?
- Does Rabobank need to reward “Ethical Hackers”?