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Process Intelligence Center of Excellence: A Strategic Guide for Enterprise Leaders

WHITEPAPER

In the era of digital transformation, enterprises are constantly seeking ways to enhance operational efficiency, optimize resource utilization, and maintain a competitive edge. One powerful approach is the adoption of process intelligence—a data-driven technology that provides comprehensive visibility into an organization's business processes. However, to maximize the value of process intelligence, enterprises need more than just the right tools; they require a strategic and scalable framework. This is where establishing a Process Intelligence Center of Excellence (CoE) becomes crucial.

Business operations centers of excellence (CoEs) have become popular as enterprises seek to standardize operations and to support optimization of profits and processes.

Gartner estimates that by 2028, 60% of all enterprises looking to transform their processes will have deployed a business operations center of excellence. However, data also shows that without a key foundation and best practices, CoEs struggle to quantify value metrics and lack the ability to scale across the organization.

This whitepaper outlines the essentials of building a Process Intelligence CoE and offers actionable advice for C-level executives looking to initiate and scale process mining initiatives.

1 Why Establish a Process Intelligence CoE?

A Process Intelligence CoE is designed to centralize expertise, standardize practices, and deliver consistent value across the organization. The primary goals of a Process Mining CoE include:

- **Driving Digital Transformation:** Enabling data-driven decision-making and accelerating digital initiatives.
- **Enhancing Operational Excellence:** Streamlining processes, reducing inefficiencies, and improving productivity.
- **Ensuring Robust Compliance:** Implementing a control framework to monitor compliance and mitigate risks effectively.

By centralizing process mining efforts, enterprises can also standardize procedures, demonstrate economies of scale, build institutional knowledge, and develop best practices that can be shared across business units.

Drive enterprice value via prosess intelligence services, using economies of scale

Standardize process intellegence best practices across the enterprice

Standardize process intelligence knowledge & best practices across the enterprice

Center of Excellence

Socialize benefits and outcomes of process intellegence

Embed the CoE in the operating model of the organization

Establish govering rules for process performance and compliance measurement

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Building the CoE Operating Model

A successful CoE requires a well-defined operating model that aligns with the organizational structure and strategic goals. For an effective delivery, the CoE should establish strategic partnerships with three key areas: IT (for data provision), Delivery teams (to deliver change based on the recommendations from the CoE), and Risk Managment Team (for operational compliance management). Key components of this model include:

Centralized Leadership and Governance

- Designate a CoE Lead responsible for managing demand, expectations, and stakeholder engagement.
- Establish governing rules to ensure operational compliance and consistency.

Cross-functional Collaboration

- Collaborate with Data Engineering, Delivery (Transformation, Change Management, Automation...) and Risk Management teams.
- Leverage "local" Process Champions within business units to drive adoption and maintain momentum according to a hub & spoke model.

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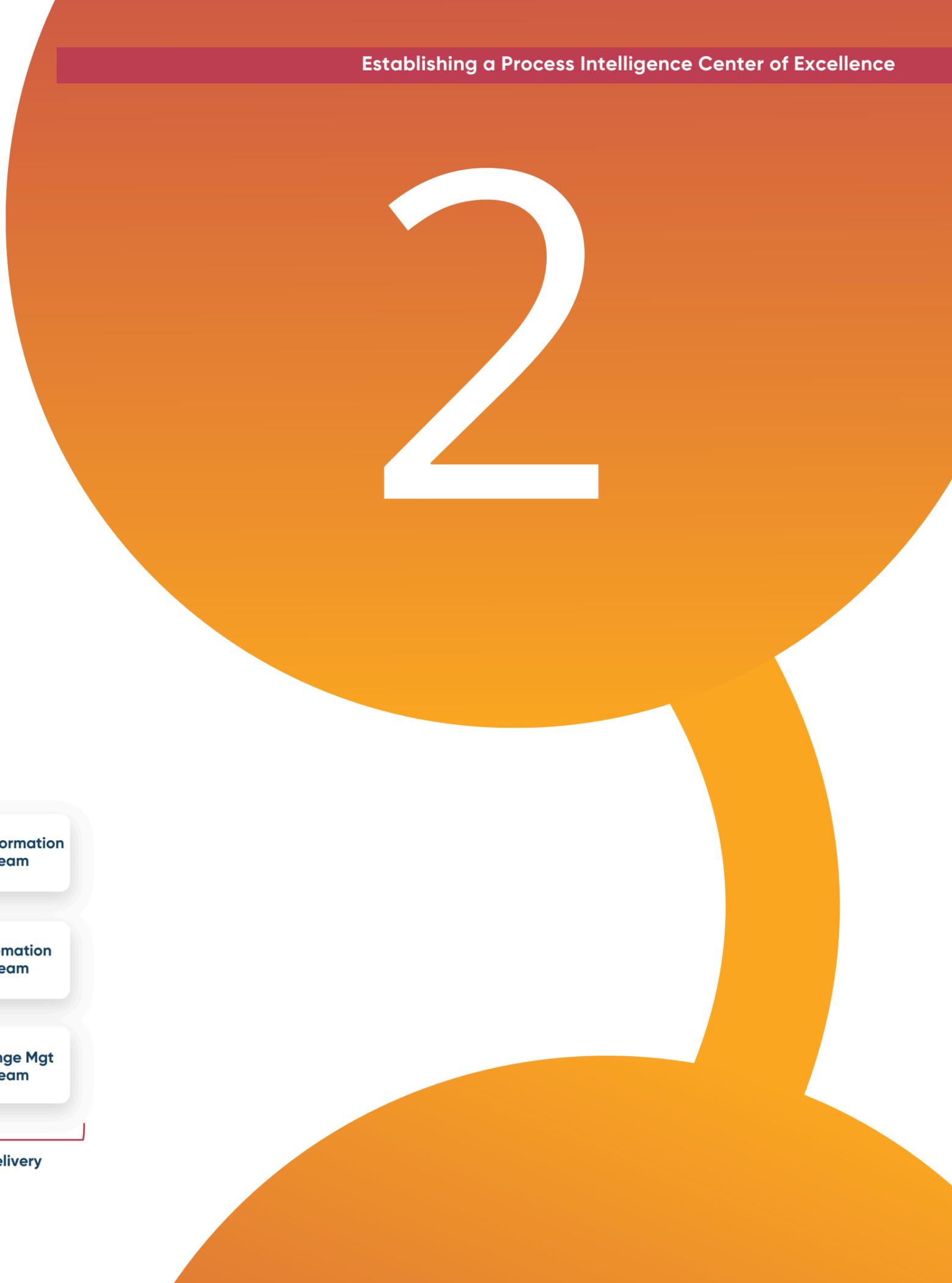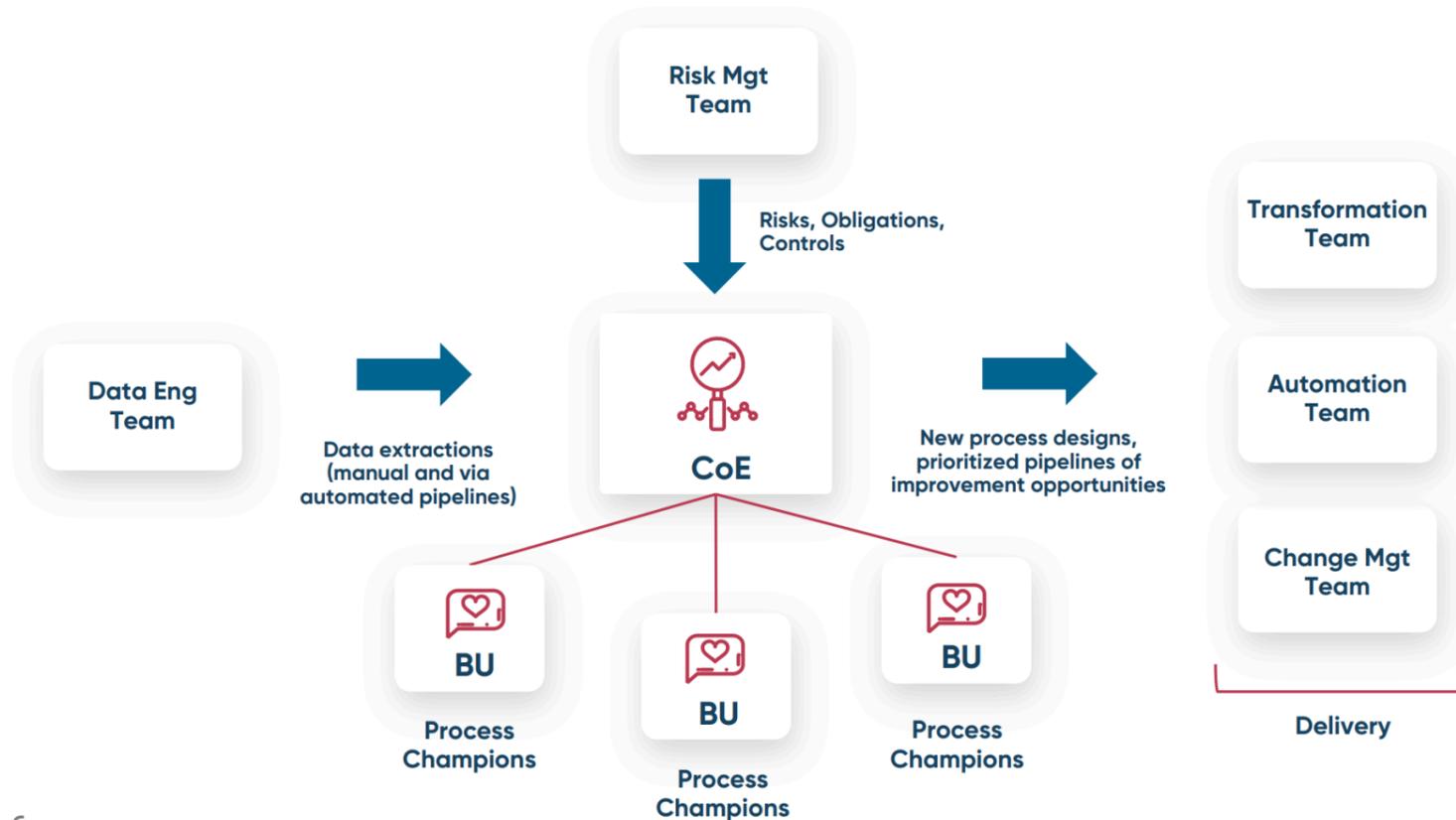
Defining Key Roles and Responsibilities

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Process Intelligence CoEs typically start with minimal staffing levels as they aim to demonstrate value. However, it is imperative to prioritize the inclusion of individuals with the right mix of advanced skills, rather than simply filling roles.

INTERNAL ROLES

CoE Business Lead	CoE Tech Lead	Process Analyst	Data Engineer	Digital Twin Analyst
Manages demand and expectations with business sponsors and BUs; evangelizes CoE within and outside the organization.	Oversees technical delivery of the CoE and is accountable for its outcomes; hires and trains CoE resources. Reports to the CoE Business Lead.	Discovers and analyses processes, builds analytical assets, develops actionable insights.	Defines data scope, extracts and prepares data, builds ETL pipelines for continuous monitoring.	Creates digital twins and builds what-if scenarios, manages recommendations to maximizes ROI from process change.

EXTERNAL ROLES

SME	Process Designer	Change Manager	Risk Analyst	Consultant
Bridges gaps between CoE and Bus by providing process knowledge; becomes Process Champion in within a BU, in a hub-and-spoke model.	Conducts workshops to design processes that cannot be discovered from data. Complements auto-discovered models with traditional methods.	Responsible for overseeing change implementation based on CoE recommendations.	Links risks, controls and obligations to processes via compliance rules. Monitors control effectiveness.	Supports delivery in all facets and knowledge transfer, providing extra capacity as needed.

The Crawl, Walk, Run Approach

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Crawl – Initial Activation:

- In the first phase, typically lasting about three months, start with pilot projects to demonstrate value and secure executive sponsorship.
- Leverage external consultancy and training for capability building.

Walk – Expanding Scope and Autonomy:

- In the second phase, experience gained during the first project is put into practice directly by the CoE team for scale, enabling multiple business units and use cases to experience process mining. Depending on the size of the team, two or more projects can be run simultaneously, by enabling multiple business units and use cases.
- It is critical in this phase to develop internal expertise, or Process Champions in various business units to run projects autonomously. This phase typically lasts six to nine months.

Run – Delivering at Scale:

- As practices mature, the CoE will refine and replicate the approach to industrialize it across the organization.
- Embed process mining in the operating model for continuous improvement and strategic decision-making. This level of maturity – often developing in the second year of the program, expands and transforms process mining practices from a one-off tactical analysis to a continuous monitoring and improvement approach at scale.
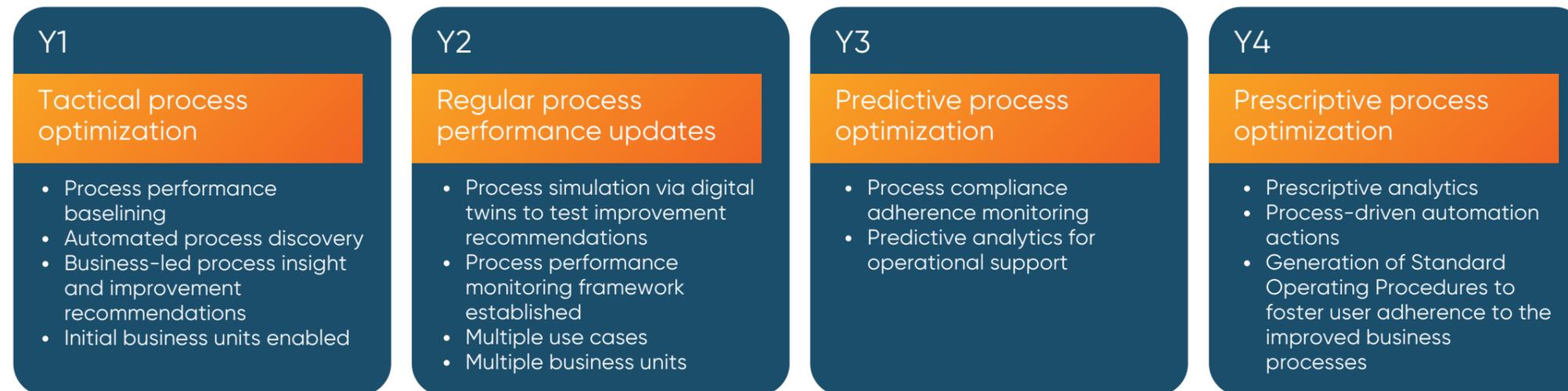
Strategic Recommendations for Scaling

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Here are some concrete recommendations to maximize impact and scale through your Process Intelligence CoE:

1. Define a Clear Process Intelligence Strategy

- Establish short, mid, and long-term goals with a well-defined roadmap of processes to be analyzed. Obtain buy-in from process owners and IT support for data extraction in advance, thus avoiding delays in progress.

Example roadmap:

Y1	Y2	Y3	Y4
Tactical process optimization	**Regular process performance updates**	**Predictive process optimization**	**Prescriptive process optimization**
• Process performance baselining • Automated process discovery • Business-led process insight and improvement recommendations • Initial business units enabled	• Process simulation via digital twins to test improvement recommendations • Process performance monitoring framework established • Multiple use cases • Multiple business units	• Process compliance adherence monitoring • Predictive analytics for operational support	• Prescriptive analytics • Process-driven automation actions • Generation of Standard Operating Procedures to foster user adherence to the improved business processes

2. Invest in Talent and Best-of-Breed Technology

- Build a self-contained team with a mix of business analysts, data engineers, and process mining experts.
- Partner with business units to access SMEs and ensure knowledge transfer.
- Collaborate with vendors to co-design tool capabilities that align with your strategic objectives.

3. Define Clear Success Metrics

- Align success metrics with corporate objectives, such as productivity gains, cost reduction, and customer satisfaction. For example, measure the effectiveness of improvement interventions (using incoming process logs once they have been improved).
- Make outcomes of each project explicit in terms of impact & benefits.

Example project outcomes:

Impact:
- 330K claims over 1 year
- 15 insurance products
- 750+ employees & 270K customers
- 25 process miners enable

Benefits:
- Productivity: identified $4M intime wasted by employees on activities that can be eliminated (30 FTEs)
- Customer experience: identified 3 bottlenecks delaying claims by 2 weeks for 75% of customers

- Implement Year-to-Date (YTD) scorecards to track and report on progress.
- Communicate impact and benefits organization-wide to build momentum and secure continued support.

Example YTD scorecard for the entire program::
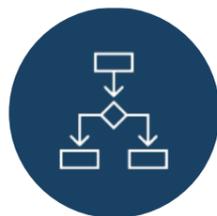
3.5M	320K	255	13	56
Q3 : 2.1M	Q3 : 2.1M	Q3 : 67	Q3 : 7	Q3 : 14
Customer claims mined	Hrs back to business identified	Days back to customer identified	Process iintelligence projects kicked off	Process miners enabled

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4. Enable Reusability and Scalability

- Promote a **"Build Once, Reuse Often"** philosophy by creating standardized templates and best practices.
- Foster a culture of continuous learning through coaching and democratization of knowledge.

5. Embed in Business Cadence to Drie Decisions

- Regularly update executives and business units on CoE activities and outcomes.
- Embed process intelligence insights into strategic planning and operational reviews to drive data-driven decision-making.
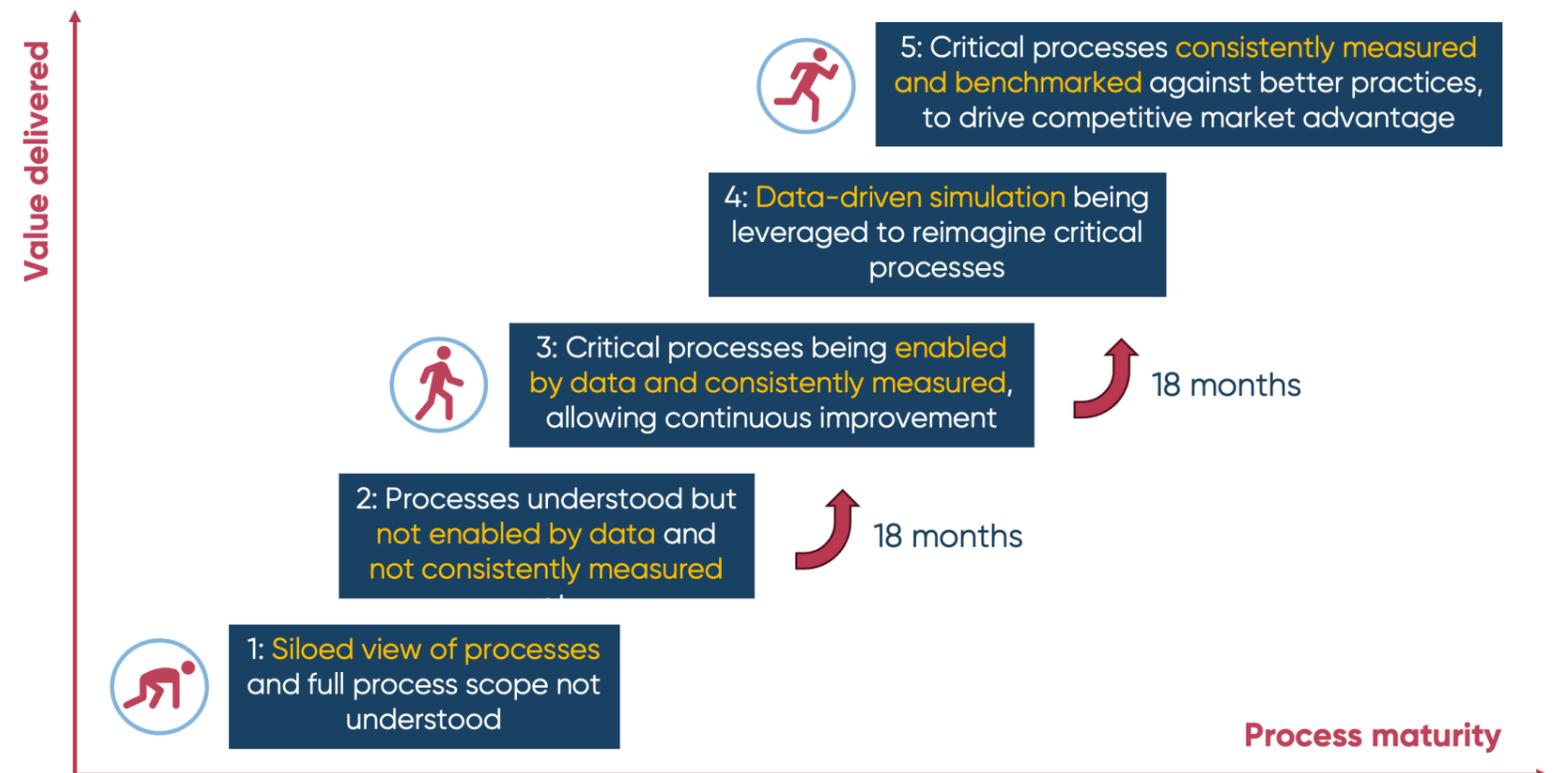
6. Sustainable Growth and Expansion

- **Depth:** Aim to achieve higher process maturity over time by establishing a "Process Maturity Model".
- **Breadth:** Expand scope in terms of use cases (e.g., from efficiency to customer experience and compliance) and link with other technologies to improve relevance (e.g., agentic AI and orchestration).
- **Economic Sustainability:** Consider profit-sharing model to fund CoE after initial sponsorship.
- **Data Sustainability:** Consider onboarding data into your process intelligence platform one system at a time, as opposed to a process-by-process basis, to reduce data approval delays.

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Achieving Long-term Success with Process Maturity

To ensure sustainable impact, the CoE should establish a Process Maturity Model to advance the organization's process maturity through the following stages:

5: Critical processes consistently measured and benchmarked against better practices, to drive competitive market advantage

4: Data-driven simulation being leveraged to reimagine critical processes

3: Critical processes being enabled by data and consistently measured, allowing continuous improvement

18 months

2: Processes understood but not enabled by data and not consistently measured

18 months

1: Siloed view of processes and full process scope not understood

Value delivered

Process maturity

By setting a strategic vision for process maturity, enterprises can achieve enhanced operational agility, optimized resource allocation, and data-driven innovation.

Case Study

Westpac Banking Group Scales Process Intelligence CoE with Apromore

Working with Apromore, Westpac Banking Group, a global 500 bank based in Australia, sought to enhance its operational visibility and efficiency across complex processes such as loan origination, customer onboarding, and transaction handling.

The CoE was designed to:

- Centralize process intelligence and analytics capabilities.
- Standardize process improvement methodologies across departments.
- Scale the use of process mining to drive continuous optimization.

The CoE now delivers over 150 process improvement projects in a year, enabling over 300 new business practitioners within their organization. The cost of doing a project has come down by 85 percent over four years of practice.

The initiative is now expanding to a customer service group of 11,000 with the goal of empowering users to monitor the performance and compliance of their business processes in real time and to measure the effectiveness of digital transformation and automation interventions.

Closing Thoughts

Establishing a Process Intelligence Center of Excellence is a strategic investment that empowers enterprises to navigate digital transformation effectively. By centralizing expertise, standardizing practices, and enabling data-driven decision-making, a Process Intelligence CoE not only drives operational excellence but also delivers sustainable competitive advantages.

For C-level leaders, the journey to building and scaling a Process Intelligence CoE requires a clear strategy, strong governance, cross-functional collaboration, and a culture of continuous learning and innovation. By following the structured approach outlined above, enterprises can unlock the full potential of process intelligence and accelerate their digital transformation initiatives.

Ready to lead your organization into the next era of operational excellence?
Start building your Process Mining Center of Excellence with Apromore today and turn insight into impact.
Contact us at https://apromore.com/contact-us

About Apromore

The Apromore™ platform is an easy-to-use, fast-to-deploy AI-driven process intelligence solution that enables business and technology teams to quickly visualize and analyze their business processes, and simulate proposed changes prior to implementation in order to measure impact and risk.

The result of over a decade of extensive research and innovation from leading universities, the Apromore platform includes no-code features and a simple UI that continuously delivers new insights into operational performance and compliance. For more information, visit https://apromore.com/product

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