apromore

CASE STUDY – PUBLIC SECTOR

INAIL's Digital Transformation Through Process Mining

OVERVIEW

Client: INAIL (Italy's National Institute for Insurance against Accidents at Work)

Industry: Insurance and Government Services

Geography: Italy

Employees: 9,000+

Structure: ~230 business units incl. central, regional and local structures

Operations: 15.3M+ insurance claims and 260K+ call center tickets processed yearly

Processes: over 350 core business processes

IT: ~3,500 servers hosting over 270 systems

Challenges

INAIL faced several significant operational and technological challenges in modernizing its processes:

- **Outdated and Complex Processes:** INAIL's IT infrastructure was based on a number of legacy systems which gave rise to highly-varied and complex business processes. For example, the procure-to-pay process, operating across the entire Italian territory, alone included eight macro sub-processes, giving rise to a proliferation of tasks, adding layers of complexity that made modernization difficult.
- **Lack of Process Visibility and Data Quality:** Without an accurate view of existing workflows, INAIL had limited data-driven insights into which areas needed improvement. This lack of visibility restricted the team's ability to re-engineer processes effectively, leading to inefficiencies and potential compliance issues.
- **Need for Governance and Real-Time Monitoring:** As part of its digital transformation program, INAIL required a governance framework to continuously monitor core processes and establish a "Process Control Room" to support real-time decision-making and proactive management. Further, the objective of the Process Control Room was to monitor the degree of digitalization of their core processes.

Solution

INAIL partnered with Apromore and consulting firm HSPI to apply process mining and streamline its operations:

- **Comprehensive Process Analysis:** Apromore's process mining capabilities were initially applied to INAIL's IT operations such as IT help desk and change management. Later, the initiative expanded to business operations, including processes such as procure-to-pay, claims handling, customer onboarding, HR processes, cash management and grants applications. This enabled the institute to automatically map real workflows from data, identify anomalies, and filter data by geography and time horizon to better understand variation and its root causes. This approach provided an accurate picture of INAIL's core processes, enabling a detailed understanding of bottlenecks and other inefficiencies, as well as compliance issues.

- **Advanced Process Mining Techniques:** Using Apromore, the team employed multiple process mining techniques, including:
  - Automated process discovery to visualize workflows end-to-end.
  - Performance metric analysis to identify efficiency gaps.
  - Rework and bottleneck analysis to reduce delays.
  - Process variant analysis to standardize operations across different departments.
- **Process Control Room Implementation:** Apromore enabled INAIL to set up a "Process Control Room" to monitor the health of its processes continuously. This feature gave managers and analysts real-time visibility into process performance, helping them make data-driven decisions more effectively.

Results

By implementing Apromore's process mining technology, INAIL achieved significant improvements in operational efficiency, compliance, and decision-making:

Reduction in Procure-to-Pay Waiting Times

INAIL reduced delays in its procure-to-pay process, which previously resulted in lengthy waiting times. By identifying non-compliant cases and standardizing workflows, INAIL significantly improved process speed and efficiency.

Elimination of Non-Compliant Cases

With Apromore's compliance analysis, INAIL identified and addressed cases where purchase limits were exceeded, ensuring adherence to Italian regulations. This enhancement reduced compliance risks and streamlined the organization's procurement practices.

Establishment of Real-Time Monitoring via the Process Control Room

INAIL's new Process Control Room, powered by Apromore, allowed for continuous, real-time oversight of core business processes. This feature empowered INAIL's management team to act proactively, making adjustments based on up-to-the-minute data.

Time Savings and Efficiency Gains

By automating and standardizing processes, INAIL realized extensive time savings across its workflows. This efficiency allowed the organization to reallocate resources to more critical tasks and reduce processing time across various departments.

"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 to digital transformation."

Stefano Tommasini, INAIL's former CIO

Conclusion

Apromore's process mining solution enabled INAIL to achieve digital maturity and transform its operations. By enhancing process governance and transparency, INAIL gained critical visibility into workflows, improving resource allocation and operational efficiency. Real-time identification of non-compliant cases reduced regulatory risks and reinforced governance. The implementation of a Process Control Room established a continuous monitoring framework, ensuring sustainable and scalable improvements.