

Process mining to optimize order processing

Optimization of order clarification and operational
purchasing processes

Transparency and efficiency in lifecycle service

Krones AG is one of the world's leading manufacturers of bottling and packaging systems and supports its customers worldwide with a comprehensive lifecycle service for spare parts and retrofits.

To make the processes in order processing and operational procurement more transparent and to systematically identify opportunities for optimization, the company turned to process mining.

Rothbaum Consulting developed the necessary process models, analyzed the process flows, and identified opportunities for optimization and automation. This provided a solid foundation for the continuous improvement of the processes.



Process optimization through data-driven analysis

Challenge

A comprehensive database from the ERP system was available for the processes in order processing and operational procurement. Given the high complexity of the processes in plant engineering, the challenge was to develop specific process models and, based on them, conduct an in-depth analysis of the process flows to systematically identify opportunities for optimization.

Implementation

First, the Rothbaum team works with Krones analysts to gain an overview of the processes in the various departments through process walkthroughs. Building on the standard Order-to-Cash and Purchase-to-Pay apps, specific data models were developed. The resulting analyses were used to identify opportunities for optimization and automation.

Results

By analyzing the process workflows, the causes of delays in order processing were identified, and the rework rate was reduced by up to 22%. In addition, automation potential of approximately 98,700 task steps per year was identified, laying the foundation for further efficiency gains.

up to 22%

Reducing the Rework Rate

98.725

Annual Potential of Automated
Task Steps

2

Use Cases in the Krones Lifecycle
Service

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In Rothbaum, we have found a partner on an equal footing who implements sophisticated use cases and taps into potential.

Eberhard Semmelmann

Krones LCS Performance Network

Krones AG

The Krones logo, featuring a stylized 'K' symbol followed by the word 'KRONES' in a bold, sans-serif font.

Detailed Results

- Two use cases from the Krones Lifecycle Service were implemented using Celonis Process Mining.
- As part of order processing, these analyses can be used, for example, to demonstrate how the clarification time varies based on different parameters. This information is very helpful for planning new projects.
- Steps in the clarification process that are not necessary in the given context were also identified. These were eliminated to speed up the clarification of the assignment.
- Further insights from the analyses help optimize the overall process design.
- In operational procurement, the focus is on reducing the workload on staff. To this end, 98,725 task steps were identified as having potential for automation in one subarea of operational procurement.

Through process mining, process workflows were made transparent, opportunities for optimization were systematically identified, and the foundation was laid for more efficient and highly automated processes.



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