

## OFFSHORE WITH FULL SPEED AHEAD



100%  
TRANSPARENCY



1 TN  
TURNOVER



11.700  
EMPLOYEES

### UNDERSTANDING THE REALITY AND IMPACT OF PROCESS DEVIATIONS

In the digital age, where most of the processes run digitally, it is difficult for companies to keep track of the business operations. Only by visualizing and analysing data, companies can meet this challenge and rebuild their own processes. Boskalis, leading global provider in the maritime services sector, is already on the right path: The company is not only digging in the sea but also for business data – and has full insights into his processes thanks to Celonis Process Mining today.

#### ABOUT BOSKALIS

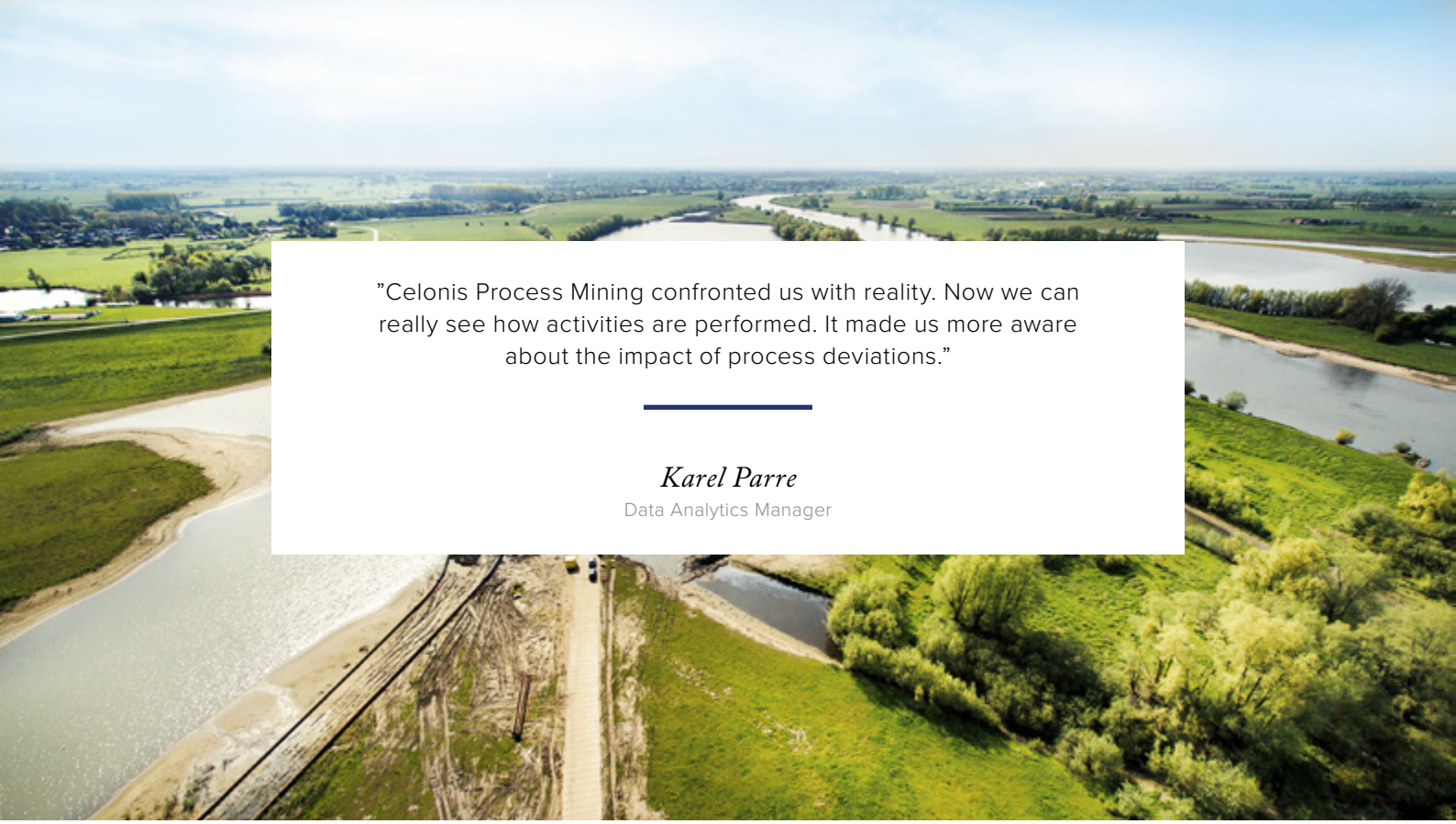
Boskalis is an international maritime infrastructure service provider, based in Papendrecht, the Netherlands. The company has one of the world's largest dredging fleets, operates in over 90 countries and has an extensive network of branches around the world. Boskalis consists of three divisions, each with its own operational support functions such as tendering, engineering, fleet management and crew-

ing. With over 11,700 employees the company serves oil, gas and wind energy companies, port operators, governments and shipping companies. Examples of projects are the expansion of Suez channel, land reclamation in Panama City, construction of ports such as Açú Port in Rio de Janeiro and offshore wind park installations such as Veja Mate in the German Bight of the North Sea.

#### KEEPING THE BUSINESS UNDER CONTROL

Boskalis' management reporting was based partly on a data warehouse, and a lot of forms and reports created in Excel. **The performance of the total P2P process had to be analyzed by using very different sources, which was time-consuming and very complex** – figuring out and reporting lead times of the process was almost impossible.

Boskalis was already interested in process



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*Karel Parre*

Data Analytics Manager

mining from 2013 on and understood that it had to find an easier and more efficient way to analyze and manage its own processes. After having familiarized itself with process mining as a concept, Boskalis decided in 2016 to test Celonis Process Mining, a big data technology delivering end-to-end transparency of business processes. The implementation of Celonis was driven by Boskalis' IT manager together with the data analytics and data integration management.

The expectation was to bring divisions into a position to easily analyze and improve core processes. **In particular, the Purchase-to-Pay (P2P) and Accounts Payable management were hoping that process mining would help them get their daily business under control and be able to effectively communicate performance to different stakeholders within the company.**

#### **CELONIS PROCESS MINING: A MODEL SETS THE SCENE**

Celonis Process Mining was introduced in 2016, and the single divisions quickly recognized that the technology offered them the detailed insights into lead times of the P2P and invoicing processes they always needed – by visualizing

processes in easy operable and clear dashboards. “Celonis Process Mining confronted us with reality. Now we can really see how activities are performed. It made us more aware about the impact of process deviations”, says Karel Parre, Data Analytics Manager at Boskalis.



In terms of the implementation process, a proof of concept was executed with data from the data warehouse from the InforLN and Basware system. **The same InforLN and Basware dataset is now extracted on a daily basis after the installation of Celonis Process Mining.** For the connection of the SAP P2P and SAP SIM (SAP Invoice Management) data, the standard extraction queries and dashboards from Celonis were used to decisively speed up the implementation – with great success: The first dashboards,

based on SAP P2P and SAP SIM, were built within a couple of weeks and a first group of users, including several internal business consultants, were trained. **These dashboards were then extended by daily monitoring of invoices and the filtering of projects and are now used to control the processes on a daily basis.**

The P2P division has also initiated an internal ‘road show’ for important stakeholders to show them the advantages of Celonis and how it helps the organization to get more value out of its own data. Reports are now extracted from the Process Mining Invoice Management dashboards and shared with all the internal ‘customers’ of the Financial Shared Service Center.

#### **CONFIDENCE THAT YOU EARN – TRUST THAT YOUR DATA DESERVES**

The whole project has been supported by Celonis partner Zuiver ICT. The Dutch specialist in the field of Process Mining is fully aware of the challenges of analysing processes. **“Setting the correct definitions to get the right results is key to be reliable”**, says Rob van de Coevering,

Zuiver ICT. “Starting with process mining is like skipping one step. The first need is



to control the day-to-day process. If there is enough trust in the data and the daily monitoring looking backwards, then the improvement of the whole process and the analysis of historic data can follow.”

#### THE FIRST SIX MONTHS

Communication about processes and bottlenecks has laid the foundation for being in control and carrying out process improvement activities. **Showing other departments the effects of their behavior and discuss ‘low-hanging fruits’ has resulted in short-term throughput time improvements.** Celonis Process Mining has helped the central procurement department, the Financial Shared Services Centre and other business units to start

working together to optimize the whole end-to-end process. **As further direct results, the teams could reduce invoicing lead times, analyse PO compliance and reduce process variations.**

#### NEXT STEPS

Boskalis already has plans for the future: The purchasing departments will also run an internal Process Mining roadshow for other departments and management teams. Furthermore, Boskalis is going to test data from the IT service management tool TopDesk for process mining. By analyzing the historical data, process improvement activities have already started across the whole company – which will provoke further improvements in the future and deliver information to act on.



**ROB VAN DE COEVERING**  
Process Mining Consultant  
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[www.celonis.com](http://www.celonis.com)