

# Caverion

**Improved invoicing  
for Caverion through  
process insight  
delivered by QPR  
ProcessAnalyzer**

## **Caverion - data driven process performance measuring at the core**

With harmonized core processes, Caverion looked to measure process performance based on ready defined indicators to ensure proactive actions to any discrepancies. And this based on data and process mining – get facts continuously from SAP to support corrective actions. This is where QPR ProcessAnalyzer came into picture, the tool that was able to respond to Caverion’s need.

Despite being a newly formed company, Caverion has long roots in improving and harmonizing its processes across operations in the Nordics. The work was initiated already in 2008, before the demerger from YIT Group into a separate building service company. The focus of the IT-organization was on harmonizing core processes and taking them as the starting point for building common ERP- systems - mainly SAP - and defining data integrations, which then support business needs across locations. The core processes include Sales, Financial, Project and Service processes.

### **Harmonizing processes**

Caverion’s Ad Hoc Service process could tie up a lot of resources due to the unreliable nature of the process, one never knows when and what type of a service request might come. Therefore, the process was harmonized across organisations in Finland, Sweden and Norway. Caverion then implemented it directly to SAP for ensuring that the business needs were followed.

A good learning from this exercise was also that the way business understands the process looks completely differ-

ent from how the same process looks in the supporting ERP system. However, as a result from the harmonization, important process performance indicators (PPIs) and key performance indicators (KPIs) were also put in place, giving a solid ground for measuring the effectiveness of the processes.

As the Ad Hoc Service process (and SAP) was rolled-out in all three countries, it was noted that the cash flow slowed down. With the existing means, Caverion couldn’t pinpoint where the problem lay but had an idea. As a response, they investigated and invested in implementing a mobile interface, thinking that it would speed-up operative reporting and invoicing.

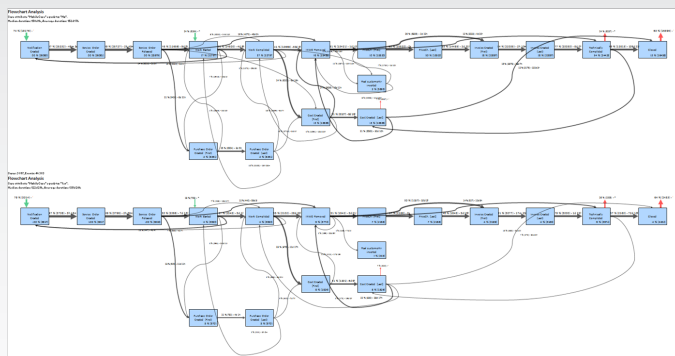
### **Getting help from data**

As the Ad Hoc Service process was handled via mobile interface and via traditional paper trail, the two were compared. Caverion also wanted to know in how many cases there were changes to price and customer data as this affects the data quality and leadtimes.

Having the process well implemented in SAP, data and process mining were the perfect means to examine the

process in more detail and measure the reality against the defined process metrics. The discovery was that the mobile process was only slightly faster than the paper process. The reason behind the problems lied elsewhere as the invoice was kept in a pending state long after the actual delivery of the service.

This could not have been found out from anywhere else than through the data analysis with QPR ProcessAnalyzer. QPR's agile and process centric approach with QPR ProcessAnalyzer met the needs. QPR worked with results in only 20 days. The corrective actions directly boosted the cash flow of the company.



\*Comparing the manual and mobile process.

## The beauty of continuous process performance monitoring

The good process mining project results prompted the need to continuously have access to process analysis and measurement information. Now relevant data is fetched directly from SAP into QPR ProcessAnalyzer. This reduces manual work and makes the data comparable for monthly or weekly analysis.

Regular data feed allows for effective monitoring of identified bottlenecks, e.g. how invoicing of services is conducted and how the process is run unit by unit. Caverion can go back to look at data e.g. from previous month to see if anything has happened.

## Tangible value

Continuous process analysis with QPR ProcessAnalyzer delivered tangible value to Caverion – to both business and to the way of improving processes.

- **Quicker invoicing and improved cash flow from discovering and removing process bottlenecks**
- **Ability to continuously measure process performance and monitor the results of corrective actions**
- **Ability to continuously compare and value process performance and variations per country**

## Actions forward

The data driven process measuring and analysis being a valued internal project, the findings and QPR ProcessAnalyzer will be used also in the future. Caverion will:

- **Continue to follow invoicing speed with monthly reports**
- **Adopt QPR ProcessAnalyzer as a tool for process owners to follow their own and their team's work**
- **Include other processes to be analyzed and measured**

### About Caverion

Caverion was established through the demerger of Building Services and Industrial Services businesses from YIT Group in June 2013. Caverion designs, builds and maintains user-friendly and energy-efficient building systems and provides industrial services in Northern and Central Europe. Their services are used in offices, retail properties, housing, public premises, industrial plants and infrastructure, among other places. Revenue for 2013 was approximately EUR 2.5 billion. Caverion has approximately 17 700 employees in 13 countries with head office located in Helsinki, Finland. The Caverion share (CAV1V) is listed on the Helsinki Stock Exchange (NASDAQ OMX Helsinki Ltd).

*“With QPR ProcessAnalyzer, we were able to see the whole Ad Hoc Service process. Without the data and the product we wouldn't have been able to discover the reasons behind the process bottlenecks.”*

- Aila Aaltonen CIO, Caverion -