



Albini & Pitigliani Modernize and Standardize Shipping Processes

Application migration initiative built with process intelligence aligns business and IT, improves processes

Increased sales, compliance and customer satisfaction from process understanding



Overview

Albini & Pitigliani S.p.A. is an international freight forwarding and logistics company founded in Prato, Italy in 1945. They offer a full range of logistics services with operations in over 50 countries.

The logistics market is highly dynamic, with supply and demand for transportation varying greatly, as the pandemic demonstrated. In these changing market conditions, logistics and transportation leaders need to be flexible and adaptable. They must be able to achieve the best rates and margins possible and be prepared to take advantage of opportunities as they arise.

During the pandemic, Albini & Pitigliani migrated to the Cargowise platform to modernize and standardize their shipment processes with the goal of improving operational efficiency and compliance. The company has fifty different branches, each with their own technology and processes. One branch had demonstrated success with the Cargowise platform, and the team decided to move the Italian headquarters systems to Cargowise as a first move toward company standardization.

Aligning Business and IT

The application migration followed a traditional approach to documenting processes starting with meeting subject matter experts to map how business was accomplished. The IT Innovation team found a wide communication gap between them and the subject matter experts (SMEs) who handle the shipments, customs, etc. The IT team was new to this work and wanted to understand what the SMEs were doing and how. When they interviewed the SMEs about how work was completed, the answers were often very different from reality. The IT team saw the workflow from an IT perspective, but the SMEs saw it from a logical perspective.

After the first application migration, the IT team understood that to harness the migrations potential for transformative change, they had to reduce the gap between what they needed to know and what the SMEs thought they were doing. The team learned about process mining techniques from Gartner® .



Understanding How Process Mining Can Impact Strategic Outcomes

The Gartner Critical Capabilities for Process Mining Tools April 2023 Report states,

“Recent trends in automation and knowledge regarding underlying business operations are key to such enterprise initiatives as automation, operational excellence and organizational resilience. Process mining tools deliver visibility and insights to EA/TI teams that enable faster, smarter decisions.”

Antonio Mortello, Technology Manager for Innovation at Albin & Pitigliani said “We learned about process mining from Gartner. We sought advice about what new technologies would have the potential to significantly impact our business performance. An analyst told us we should consider process mining to improve visibility and analysis capabilities to gain a better understanding about business operations.”

Based on Gartner’s research and recommendations, Antonio decided to test out the potential of process mining on some of their core processes and see to what extent this technology could help his team automatically discover the real way the SMEs conducted business, as well as identify the bottlenecks in his organization's processes and make improvements that would lead to increased efficiency and effectiveness.

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Enabling Better Performance Across KPIs

Lorenzo Albini, CEO of Albini & Pitigliani said “Like any other company, we want to achieve better performance in less time. Specifically in shipments, in peak periods when colleagues have lots of work to do, they cannot do it in eight- hour shifts, they need more time. A faster, smoother, and more efficient process can give more time to colleagues and mitigate burnout. While hiring isn’t really a problem, personnel need to be divided in better ways and spread across different tasks versus focusing on one only.”

Specifically, the Albini & Pitigliani team were interested in using process mining to:

- Identify the steps at Albini & Pitigliani’s processes that were taking the longest or that were causing the most errors.
- Measure the effectiveness of process changes that his team implemented.
- Gain a competitive advantage by improving their organization's processes.
- Improve customer satisfaction by reducing process time and errors.



Identifying Root Causes to Accelerate Core Process Improvement

By using process mining to analyze end-to-end processes that might include several applications, Antonio believed that he could improve the overall performance of his organization and achieve its strategic goals: "Process Mining helps us understand the steps and assign the right weight to understand how to move positions to achieve a faster process," Antonio explained.

The initial analysis identified four core processes to be improved:

- International shipments, especially those that undergo a large number of shipment changes were taking too long to handle
- The customer onboarding process was leading to customer churn due to not being responsive enough.
- The sales process was inefficient, which was leading to lost sales opportunities.
- The order fulfillment process was error-prone, which was leading to customer dissatisfaction.

Using the Apromore platform, Antonio and his team were able to identify the root causes of these problems and work with SMEs to implement interventions that would lead to significant improvements in efficiency, effectiveness, and customer satisfaction.

Importantly, Apromore provides Albini & Pitigliani with flexibility and a no-code platform that enables the team to make progress at their own pace. Antonio explains that agility is a critical success factor in achieving fast time to value.

"We need to make changes every day as our understanding of how things work keeps changing, and we can't wait for a third party to respond in order for us to implement a change. To achieve velocity, we need to build an agile organization, and need to have the freedom and flexibility to organize what we want, when we want it,"

Albini & Pitigliani Achieve Double-Digit Outcomes for Critical KPIs

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Albini & Pitigliani Results

- Increased adherence with shipment customs compliance and reduced the costs of shipments, especially where a large number of shipment changes occurs
- Increased sales by 15% by reducing the number of steps in the sales process.
- Reduced the number of errors in the order fulfillment process by 75% by improving communication between different departments.
- Improved customer satisfaction by 20%.

Additionally, better process intelligence has helped the company:

Understand the organization's processes: Process mining can be used to visualize and analyze process data, which can help organizations to understand how their processes actually work. This can be helpful for identifying inefficiencies and areas for improvement.

Identify process bottlenecks: Process mining can be used to identify the steps in a process that are taking the longest or that are causing the most errors. This information can be used to focus improvement efforts on the areas that will have the biggest impact.

Measure the effectiveness of process changes: Once a process has been improved, process mining can be used to measure the effectiveness of the changes. This information can be used to ensure that the changes are having the desired impact and to identify any further areas for improvement.

Process Mining and Digital Transformation

Technology and business leaders can use Apromore to gain a comprehensive view, analysis capabilities, and insight into business operating models, providing near real-time information to users on their performance and potential improvements. By integrating three key areas: enterprise business process analysis (EBPA), digital twin of the organization (DTO), and process mining, Apromore can provide organizations with ability to demonstrate the interplay of various processes and their collective role in delivering products and services to clients. Users also gain the ability to conduct scenario testing within an organizational framework, offering valuable insights into operational dynamics.

About Apromore

By providing an easy-to-use, fast-to-deploy process mining solution, the Apromore platform enables business teams to quickly visualize and analyze their business processes to unlock value in existing processes or identify strategies for transformation or optimization. The result of over a decade of extensive research and innovation from leading universities, Apromore's mission is to help organizations maximize value from their business processes by leveraging the full potential of process mining.

Ready to learn how to adopt or scale process mining in your organization?

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