Process Targeting for ERP Transformation

Where Legacy Process Mining Falls Short

Enterprises today run on a labyrinth of interconnected processes—finance, supply chain, HR, customer service, and more. Each transaction, approval, and data entry leaves a digital footprint. Yet for most organizations, these footprints remain hidden inside ERP, CRM, or supply chain systems—and sometimes only in the institutional knowledge of employees. Leaders are often forced to make critical decisions based on assumptions or incomplete recollections rather than evidence.

This is where process mining began: extracting event data from core transaction systems to reconstruct the actual flow of work. For the first time, leaders could see how processes really operated rather than how they were assumed to function. By exposing deviations, bottlenecks, rework and inefficiencies, process mining promised a level of clarity that traditional process mapping or interviews could not match.

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> *"More than 70% of recently implemented ERP initiatives will fail to fully meet their original business case goals."*
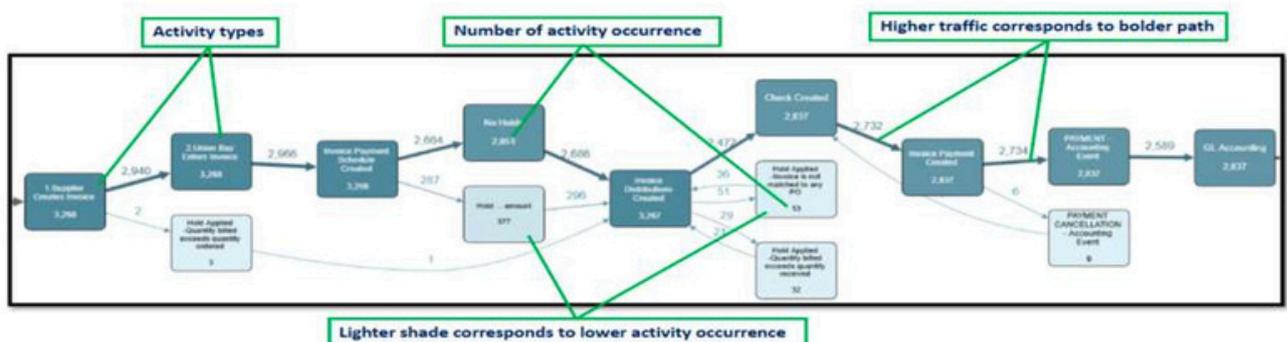>
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The Shift to Process Data Targeting

Today, the discipline has matured. Modern process data targeting is aided by AI, designed for integration with automation platforms, and built to serve executives—not just analysts. It delivers real-time transparency, process charts based on transactional data, predictive insights, and actionable recommendations that make it a true engine of continuous improvement.

Instead of simply showing where a bottleneck occurred last quarter, our platform predicts where delays currently exist that will amplify inefficiencies in the future and recommends interventions to prevent them. Event data is no longer used only for historical audits; it is transformed into simulations that guide decision-making in the moment.

Information is delivered via business-ready dashboards that highlight ROI opportunities, compliance risks, and performance benchmarks. Leaders gain a clear, executive-level view of operations, while technical teams still have the detail they need to drill down and resolve issues.

Equally important, process targeting no longer stops at diagnosis. By connecting directly with automation engines and machine learning models, it enables organizations to act on insights immediately. Inefficiencies can be corrected as they arise, compliance rules enforced proactively, and process improvements embedded at scale.

The result is a discipline that executives can no longer afford to overlook. Organizations that embrace AI-driven process targeting reduce costs and risks, optimize existing systems, build resilience, and gain the agility required to compete in rapidly changing markets. Most importantly, decisions are grounded in evidence—not in outdated process maps or employees' recollections. This evolution represents more than an incremental improvement. It marks the transition from process mining to **process data targeting**: a strategic enabler that not only reveals how the business runs but also shows leaders how to run it better—now and in the future.

Process Targeting Use Cases Across the Migration Journey

Large-scale migrations to Oracle Fusion Cloud or other enterprise platforms are among the most complex and disruptive undertakings executives face. They touch nearly every business function—finance, supply chain, HR, and compliance—while consuming much effort and investment. Projects of this scale carry significant risk: hidden processes can be lost, inefficiencies get replicated, deadlines slip, and employees resist change.

Process data targeting equips leaders to manage this risk by providing a clear, data-driven view of how processes truly operate. By analyzing data from legacy platforms such as Oracle E- Business Suite (EBS), JD Edwards and PeopleSoft, organizations gain objective insights that guide decision- making before, during, and after migration.

The value is typically realized in these four use cases:

- **Optimize current processes** → uncover inefficiencies, automate manual work, benchmark performance, and modernize existing systems for measurable ROI

- **Before migration** → identify current performance metrics, uncover hidden processes, reduce inefficiencies, and build a solid foundation.

- **During migration** → accelerate design, and map change impacts.

- **After migration** → validate processes, optimize efficiency, and support adoption with continual monitoring of KPI's.

Process data targeting ensures that transformation is not just an IT project but a driver of long- term process excellence and measurable ROI.

Optimize Current Processes for
Greater Efficiency

Many organizations choose not to migrate—at least not yet. Legacy platforms like Oracle E-Business Suite, PeopleSoft, or JD Edwards often remain deeply embedded in daily operations. However, staying put doesn't mean standing still. Inefficiencies, workarounds, and outdated customizations can quietly erode productivity and increase risk. Process targeting enables organizations to modernize how they operate today—without replacing the technology that underpins their business.

By analyzing event data from existing systems, leaders gain a clear view of how processes truly run, where effort is wasted, and which areas would benefit most from automation or standardization. The result is a practical roadmap for continuous improvement that delivers measurable ROI now, while laying out the groundwork for future transformation.

Key use cases when optimizing:

- **Process optimization:** Identify and remove redundant steps, manual handoffs, and rework that slow down operations.

- **Automation targeting:** Pinpoint high-volume, rule-based activities that are ideal candidates for RPA or workflow automation.

- **Performance benchmarking:** Measure cycle times, throughput, and compliance rates to establish a performance baseline across business units.

- **Cost reduction:** Quantify the time and financial impact of inefficiencies to prioritize improvement initiatives with the strongest ROI.

- **System modernization planning:** Use process insights to decide which functions could move to the cloud first or remain on-prem for now.

Executive impact:
Leaders who apply process targeting without the necessity of a migration plan gain immediate operational value—lower costs, faster cycle times, and better control—while strengthening their readiness for future transformation. Even if migration is years away, process optimization today builds the data foundation, efficiency, and confidence needed to make that transition on their own terms.

Before Migration: Uncover Hidden Processes to Prevent Costly Mistakes

The groundwork for success is laid before a single system is switched over. Most legacy systems have evolved over decades, accumulating customizations, workarounds, and undocumented workflows. Executives who begin migration without a clear understanding of their actual processes risk "lifting and shifting" inefficiencies into the cloud. Process targeting provides the transparency to avoid that trap.

Key use cases before migration:

- **Process discovery:** Surface undocumented workflows and hidden customizations in Oracle E-Business Suite, JD Edwards, and PeopleSoft.

- **Preservation of critical processes:** Ensure important controls or approval chains aren't lost during migration.

- **Bottleneck analysis:** Identify where approvals stall, reconciliations multiply, or manual corrections recur—quantifying the time and cost impact.

- **Risk reduction:** Prevent re-introduction of inefficient workarounds post-go-live.

- **ROI framing:** Link inefficiencies directly to cost savings and business value to strengthen the transformation business case.

Executive impact:

Leaders gain a fact-based, data-driven foundation for decision-making. Instead of replicating broken processes, they enter migration knowing what to preserve, what to redesign, and where automation can deliver the greatest returns.

During Migration: Accelerate and De-Risk Transformation

Once migration begins, the pressure intensifies. Teams must balance speed, accuracy, and employee adoption. Traditional approaches to design rely heavily on interviews and workshops—slow, incomplete, and often biased. Institutional knowledge drives key decisions, while exceptions slip through the cracks.

Process targeting provides an objective blueprint. By analyzing transactional data, it maps actual workflows and quantifies variants, giving the clarity to configure Oracle Fusion Cloud with confidence.

Key use cases during migration:

- **Accelerated design:** Replace weeks of interviews and documentation with automated, data-driven process discovery and documented process flowcharts.

- **Variant analysis:** Decide what to standardize, automate, or redesign.

- **Configuration validation:** Highlight where setup or user behavior causes inefficiencies or compliance risks, enabling IT teams to adjust configurations based on real execution data.

- **Post–go-live benchmarking:** Compare process performance at go-live with results at 30 days, 1 year, and 2 years to monitor adoption, identify drift, and drive continuous improvement.

- **Compliance safeguards:** Detect missing steps or new risks before go-live.

Executive impact:
The design phase moves faster, with fewer errors and stronger alignment between business and IT. Leaders avoid surprises, anticipate resistance, and ensure compliance obligations are met—all while shortening timelines and lowering risk.

After Migration: Realize and Sustain Value

Even after go-live, success is far from guaranteed. Many organizations stumble in the post- migration phase as employees struggle with new workflows, compliance risks emerge and promised efficiencies fail to materialize. Without visibility, leaders assume the system is functioning correctly when in fact hidden issues undermine performance. Process data targeting ensures the transformation delivers on its promise by continuously monitoring and optimizing processes in Fusion Cloud.

Key use cases after migration:

- **Continuous improvement:** Highlight residual inefficiencies, recommend automation, and target areas where Fusion Cloud can deliver additional value.

- **User adoption monitoring:** Identify where employees bypass workflows, struggle with accuracy, or revert to old habits; tailor training and communication to address real behaviors.

- **Sustained ROI:** Transform migration from a one-time technology shift into an ongoing capability for optimization and agility.
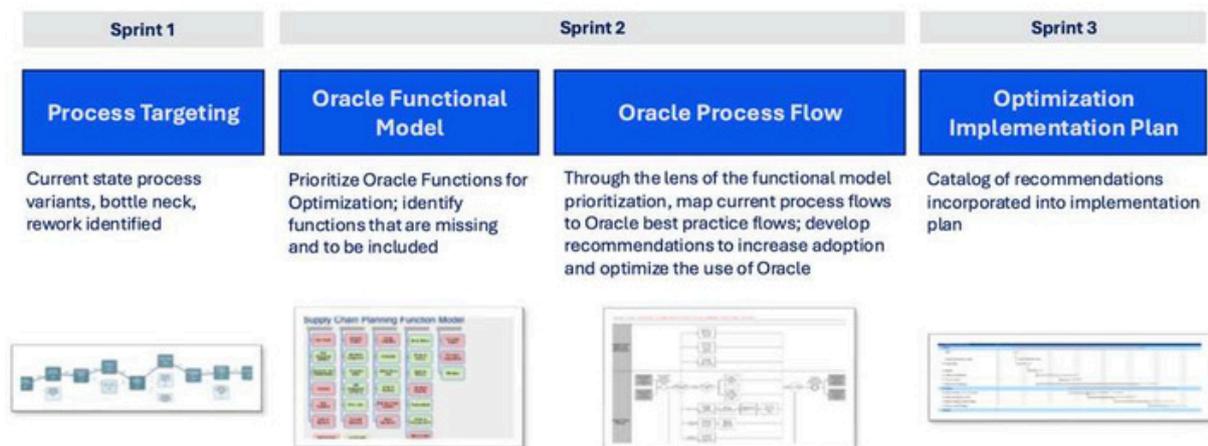
Executive impact:

With continual monitoring after migration, leaders gain peace of mind that processes remain compliant, efficient, and widely adopted. Instead of firefighting post-go-live, they proactively steer continuous improvement—turning transformation into a source of long- term competitive advantage.

Optimize Current Processes	Before Migration	During Migration	After Migration
• Identify and eliminate redundant steps, manual handoffs, and rework in current processes • Pinpoint high-volume activities ideal for RPA or workflow automation • Benchmark cycle times, throughput, and compliance rates across business units • Quantify inefficiencies and link them to potential cost savings and ROI • Use insights to guide modernization planning and future migration readiness	• Discover undocumented workflows and customizations in EBS/PeopleSoft • Preserve critical processes and prevent hidden workarounds from reappearing • Identify bottlenecks in approvals, reconciliations, and manual corrections • Quantify inefficiencies and connect them to ROI for transformation • Build a data-driven foundation for confident migration planning	• Accelerate design with automated, data-driven process discovery • Use variant analysis to decide what to standardize, automate, or redesign • Map change impacts to roles, departments, and controls • Safeguard compliance by detecting missing steps or altered controls • Provide configuration blueprints aligned to real business workflows	• Validate financial close, reconciliations, and approvals post-go-live • Continuously monitor compliance and detect anomalies early • Optimize efficiency with targeted automation and process improvements • Enhance user adoption with targeted training based on real usage data • Sustain ROI by turning migration into an ongoing improvement capability

Sprint 1	Sprint 2		Sprint 3
Process Targeting	**Oracle Functional Model**	**Oracle Process Flow**	**Optimization Implementation Plan**
Current state process variants, bottle neck, rework identified	Prioritize Oracle Functions for Optimization; identify functions that are missing and to be included	Through the lens of the functional model prioritization, map current process flows to Oracle best practice flows; develop recommendations to increase adoption and optimize the use of Oracle	Catalog of recommendations incorporated into implementation plan

R·CUBED CONSULTING

The R-Cubed Process
Assessment Service

For many executives, the question is not whether process data targeting has value, but how to begin. Large-scale transformations are already demanding, and leaders are cautious about adding complexity. What they need is a practical, low-risk way to evaluate the potential of process targeting within their own organizations. That is exactly the role of the R-Cubed Assessment Service—an offering within our ERP practice that is built on a proven methodology.

This engagement is deliberately brief but comprehensive. R-Cubed delivers actionable, data-driven insight in as little as a few weeks. The focus is on providing executives with the clarity to make informed decisions, not burying them in technical detail. By concentrating on the processes that matter most—procure-to-pay, order-to-cash, record-to-report, or other high-value workflows—the assessment produces results that are immediately relevant to business priorities.

The approach begins with data extraction from existing enterprise systems such as Oracle E- Business Suite, JD Edwards or PeopleSoft. Using process targeting tools, R-Cubed delivers a data driven extraction of how those processes run, capturing all process variants that have evolved over time. Executives receive a transparent, fact-based view of what is happening inside their organization today.

From there, the methodology quickly identifies inefficiencies, rework, and bottlenecks that slow operations. Each issue is quantified in terms of business impact—whether that is hours lost, costs incurred, or risks elevated. The analysis goes further than diagnosis, offering prioritized recommendations for optimization and automation. Executives see not only where the organization is struggling but also which changes will deliver the greatest return.

The deliverables are structured for an executive audience. Dashboards highlight critical findings. Process maps illustrate how they actually operate. The emphasis is always on clarity, actionability, and alignment with strategic goals.

What makes R-Cubed especially valuable is its dual role in providing both diagnostic and roadmap guidance. It uncovers the inefficiencies undermining current performance, while also pointing the way toward future improvements such as embedded automation, AI-driven continuous optimization, and process changes. Executives emerge with both an understanding of today's challenges and a vision for how process targeting can support broader transformation initiatives.

By design, the assessment lowers the barrier to entry. It allows organizations to test the value of process targeting within their ERP ecosystem without making large upfront commitments. Leaders see tangible results, evaluate ROI, and build internal support before scaling. For many, R-Cubed becomes the catalyst for embedding process data targeting into transformation programs at enterprise scale.

Ultimately, the R-Cubed Assessment Service delivers what executives need most: a structured, rapid, and reliable way to gain visibility into core processes, identify actionable opportunities, and chart a path to greater efficiency, compliance, and agility. It combines the precision of AI- driven process targeting with the pragmatism of a defined ERP consulting methodology— producing insight that is both deep and immediately useful at the executive level.

About R-Cubed

R-Cubed Consulting exists because we believe clients deserve more than shareholder-driven projects and one-size-fits-all approaches. R-Cubed combines decades of experience leading complex enterprise transformations with the adaptability of a startup mindset. Our core team and extended national and global network of consultants allow us to scale engagements to meet client needs both in expertise and culture.