Hands-on Session

Let’s get started!

Step 1 - Inspect Data

Open **`PurchasingExample.csv`** file in python/pandas (or Excel) and inspect its contents

- Every row corresponds to one event
- You find information on Case IDs, Activities, Start and end times, Resources, Roles

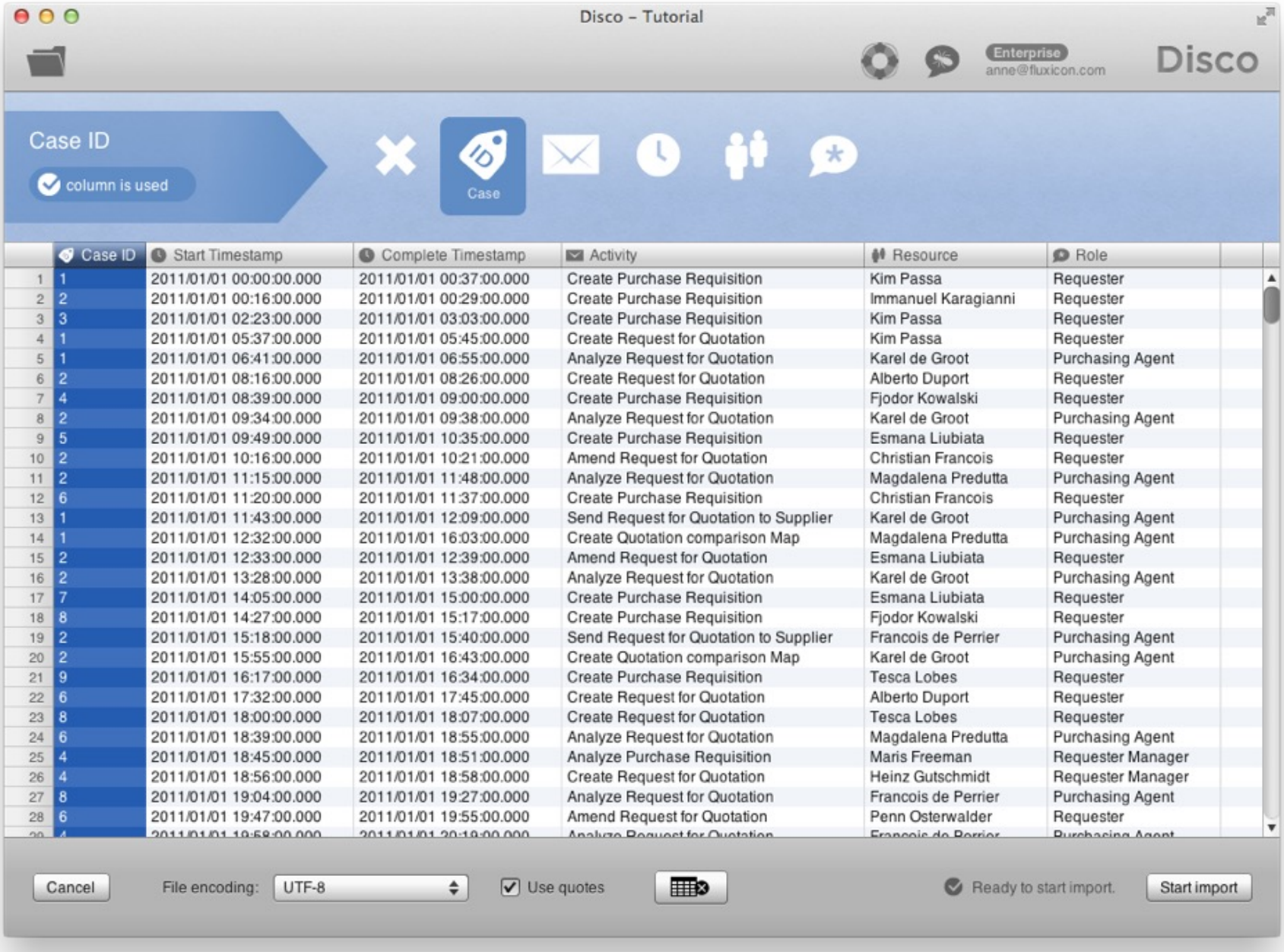
Step 2 - Import Data

Load **`PurchasingExample.csv`** in Disco

Assign columns as follows:

- Case ID → Case ID
- Start and Complete Timestamp → Timestamp
- Activity → Activity
- Resource → Resource
- Role → Other

Click ‘Start import’


Disco – Tutorial
Enterprise
anne@fluxicon.com
Disco
Case ID
column is used
Case
Case ID | Start Timestamp | Complete Timestamp | Activity | Resource | Role
1 | 1 | 2011/01/01 00:00:00.000 | 2011/01/01 00:37:00.000 | Create Purchase Requisition | Kim Passa | Requester
2 | 2 | 2011/01/01 00:16:00.000 | 2011/01/01 00:29:00.000 | Create Purchase Requisition | Immanuel Karagianni | Requester
3 | 3 | 2011/01/01 02:23:00.000 | 2011/01/01 03:03:00.000 | Create Purchase Requisition | Kim Passa | Requester
4 | 1 | 2011/01/01 05:37:00.000 | 2011/01/01 05:45:00.000 | Create Request for Quotation | Kim Passa | Requester
5 | 1 | 2011/01/01 06:41:00.000 | 2011/01/01 06:55:00.000 | Analyze Request for Quotation | Karel de Groot | Purchasing Agent
6 | 2 | 2011/01/01 08:16:00.000 | 2011/01/01 08:26:00.000 | Create Request for Quotation | Alberto Duport | Requester
7 | 4 | 2011/01/01 08:39:00.000 | 2011/01/01 09:00:00.000 | Create Purchase Requisition | Fjodor Kowalski | Requester
8 | 2 | 2011/01/01 09:34:00.000 | 2011/01/01 09:38:00.000 | Analyze Request for Quotation | Karel de Groot | Purchasing Agent
9 | 5 | 2011/01/01 09:49:00.000 | 2011/01/01 10:35:00.000 | Create Purchase Requisition | Esmana Liubiata | Requester
10 | 2 | 2011/01/01 10:16:00.000 | 2011/01/01 10:21:00.000 | Amend Request for Quotation | Christian Francois | Requester
11 | 2 | 2011/01/01 11:15:00.000 | 2011/01/01 11:48:00.000 | Analyze Request for Quotation | Magdalena Predutta | Purchasing Agent
12 | 6 | 2011/01/01 11:20:00.000 | 2011/01/01 11:37:00.000 | Create Purchase Requisition | Christian Francois | Requester
13 | 1 | 2011/01/01 11:43:00.000 | 2011/01/01 12:09:00.000 | Send Request for Quotation to Supplier | Karel de Groot | Purchasing Agent
14 | 1 | 2011/01/01 12:32:00.000 | 2011/01/01 16:03:00.000 | Create Quotation comparison Map | Magdalena Predutta | Purchasing Agent
15 | 2 | 2011/01/01 12:33:00.000 | 2011/01/01 12:39:00.000 | Amend Request for Quotation | Esmana Liubiata | Requester
16 | 2 | 2011/01/01 13:28:00.000 | 2011/01/01 13:38:00.000 | Analyze Request for Quotation | Karel de Groot | Purchasing Agent
17 | 7 | 2011/01/01 14:05:00.000 | 2011/01/01 15:00:00.000 | Create Purchase Requisition | Esmana Liubiata | Requester
18 | 8 | 2011/01/01 14:27:00.000 | 2011/01/01 15:17:00.000 | Create Purchase Requisition | Fjodor Kowalski | Requester
19 | 2 | 2011/01/01 15:18:00.000 | 2011/01/01 15:40:00.000 | Send Request for Quotation to Supplier | Francois de Perrier | Purchasing Agent
20 | 2 | 2011/01/01 15:55:00.000 | 2011/01/01 16:43:00.000 | Create Quotation comparison Map | Karel de Groot | Purchasing Agent
21 | 9 | 2011/01/01 16:17:00.000 | 2011/01/01 16:34:00.000 | Create Purchase Requisition | Tesca Lobes | Requester
22 | 6 | 2011/01/01 17:32:00.000 | 2011/01/01 17:45:00.000 | Create Request for Quotation | Alberto Duport | Requester
23 | 8 | 2011/01/01 18:00:00.000 | 2011/01/01 18:07:00.000 | Create Request for Quotation | Tesca Lobes | Requester
24 | 6 | 2011/01/01 18:39:00.000 | 2011/01/01 18:55:00.000 | Analyze Request for Quotation | Magdalena Predutta | Purchasing Agent
25 | 4 | 2011/01/01 18:45:00.000 | 2011/01/01 18:51:00.000 | Analyze Purchase Requisition | Maris Freeman | Requester Manager
26 | 4 | 2011/01/01 18:56:00.000 | 2011/01/01 18:58:00.000 | Create Request for Quotation | Heinz Gutschmidt | Requester Manager
27 | 8 | 2011/01/01 19:04:00.000 | 2011/01/01 19:27:00.000 | Analyze Request for Quotation | Francois de Perrier | Purchasing Agent
28 | 6 | 2011/01/01 19:47:00.000 | 2011/01/01 19:55:00.000 | Amend Request for Quotation | Penn Osterwalder | Requester
Cancel
File encoding:
UTF-8
Use quotes
Ready to start import.
Start import

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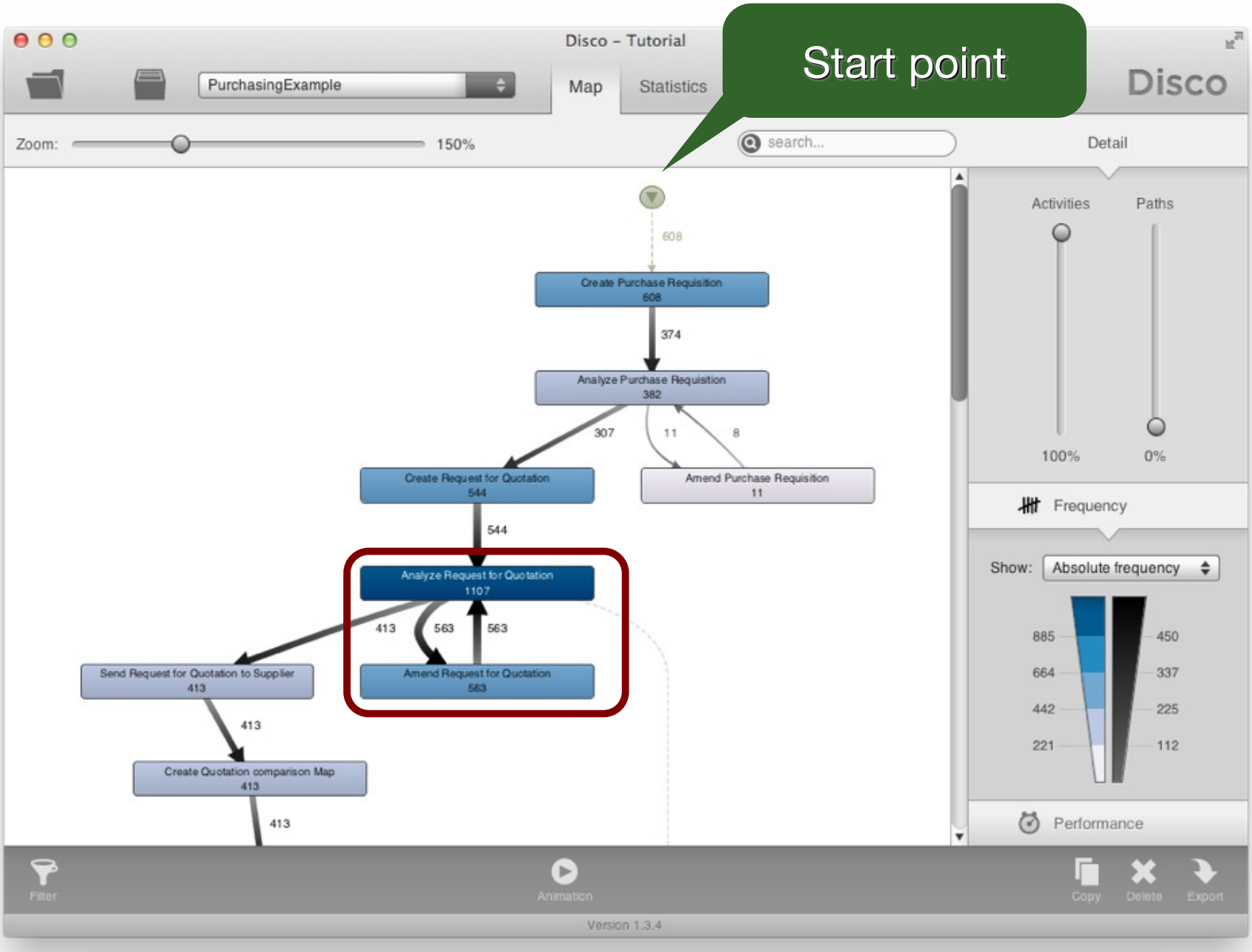
Step 3 - Inspect Process

Look at the resulting process model

- Numbers in rectangles are activity frequencies
- Number at arcs is frequency of connection

→ You see the main process flows

- All 608 cases start with activity ‘Create Purchase Requisition’
- Lots of changes were made (amendments)!


Start point
Disco – Tutorial
PurchasingExample
Map
Statistics
Disco
Zoom:
150%
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Detail
608
Create Purchase Requisition
608
374
Analyze Purchase Requisition
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8
Create Request for Quotation
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Amend Purchase Requisition
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Analyze Request for Quotation
1107
413
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Send Request for Quotation to Supplier
413
Amend Request for Quotation
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Create Quotation comparison Map
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Activities
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Frequency
Show:
Absolute frequency
885
664
442
221
450
337
225
112
Performance
Filter
Animation
Copy
Delete
Export
Version 1.3.4

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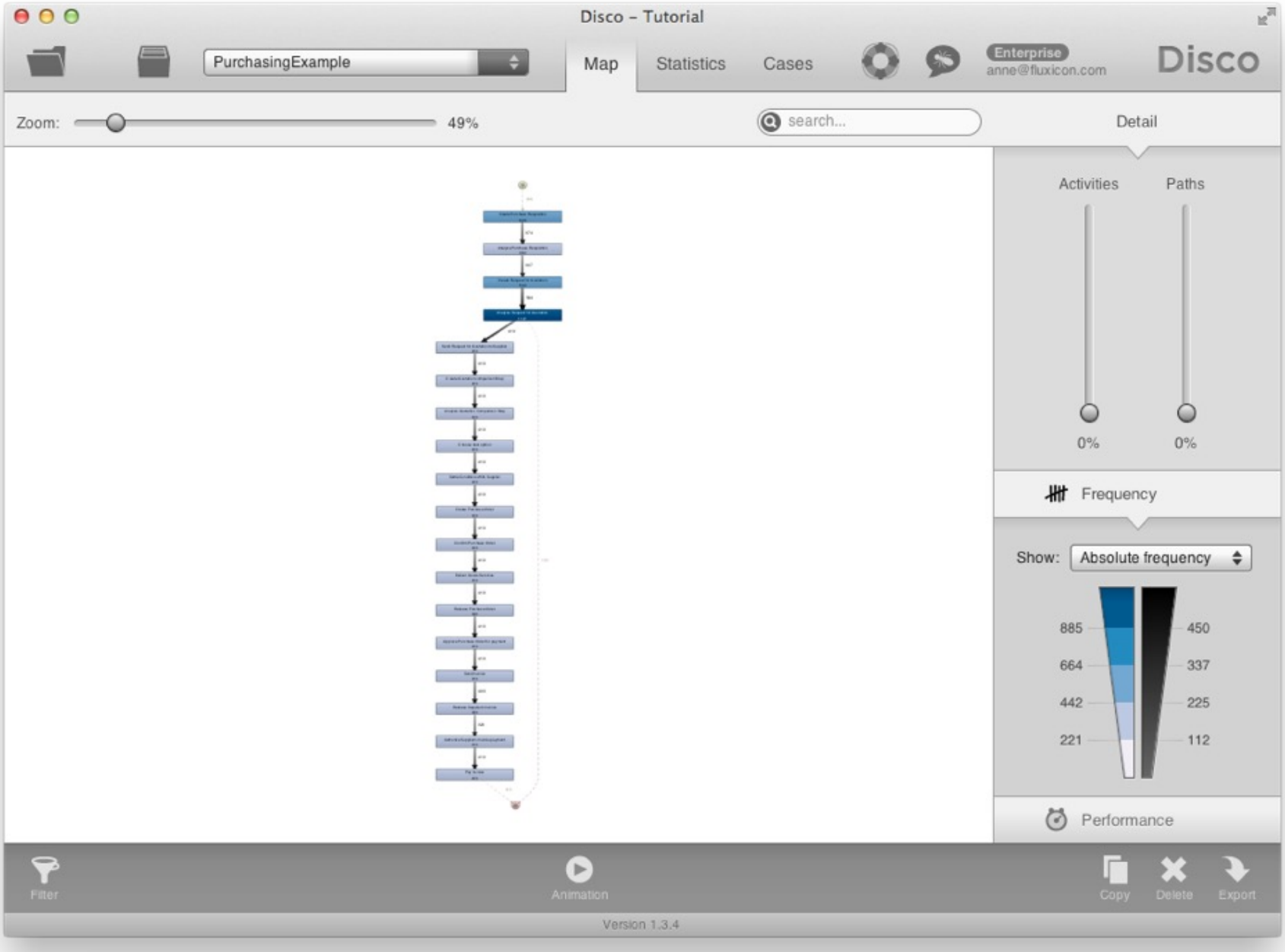
Step 3 - Inspect Process

It’s important to be able to adjust the level of detail for the process map

Move up the ‘Activities’ slider down to lowest position (0%)

- Only the activities from the most frequent process variant are shown


Disco – Tutorial
PurchasingExample
Map
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Cases
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anne@fluxicon.com
Disco
Zoom:
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Performance
Filter
Animation
Copy
Delete
Export
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Step 3 - Inspect Process

Gradually move the ‘Activities’ slider up to 100% again until all activities are shown

- Even infrequent activities such as ‘Amend Purchase Requisition’ are shown

You’ll notice that 11 cases are flowing in to ‘Amend Purchase Requisition’ but only 8 are moving out - Where are the other 3?

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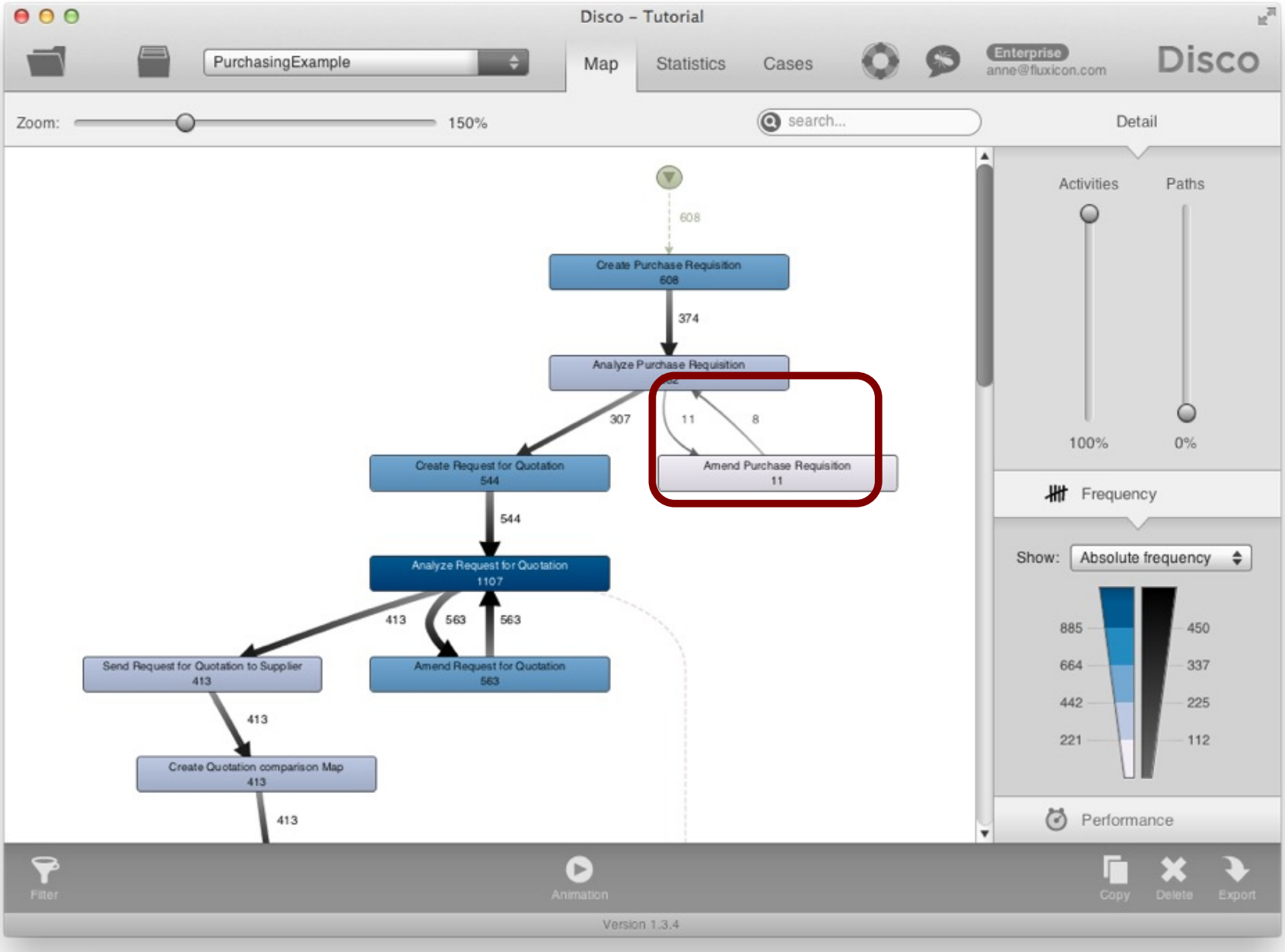
Disco – Tutorial
PurchasingExample
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anne@fluxicon.com
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Create Purchase Requisition
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Analyze Purchase Requisition
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Create Request for Quotation
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Amend Purchase Requisition
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Analyze Request for Quotation
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413
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563
Send Request for Quotation to Supplier
413
Amend Request for Quotation
563
413
Create Quotation comparison Map
413
413
Activities
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Absolute frequency
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225
112
Performance
Filter
Animation
Copy
Delete
Export
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Step 3 - Inspect Process

Move up the ‘Paths’ slider up to the top

You now see a 100% detailed picture of the executed process

- The 3 missing cases move from ‘Amend Purchase Requisition’ to ‘Create Request for Quotation’

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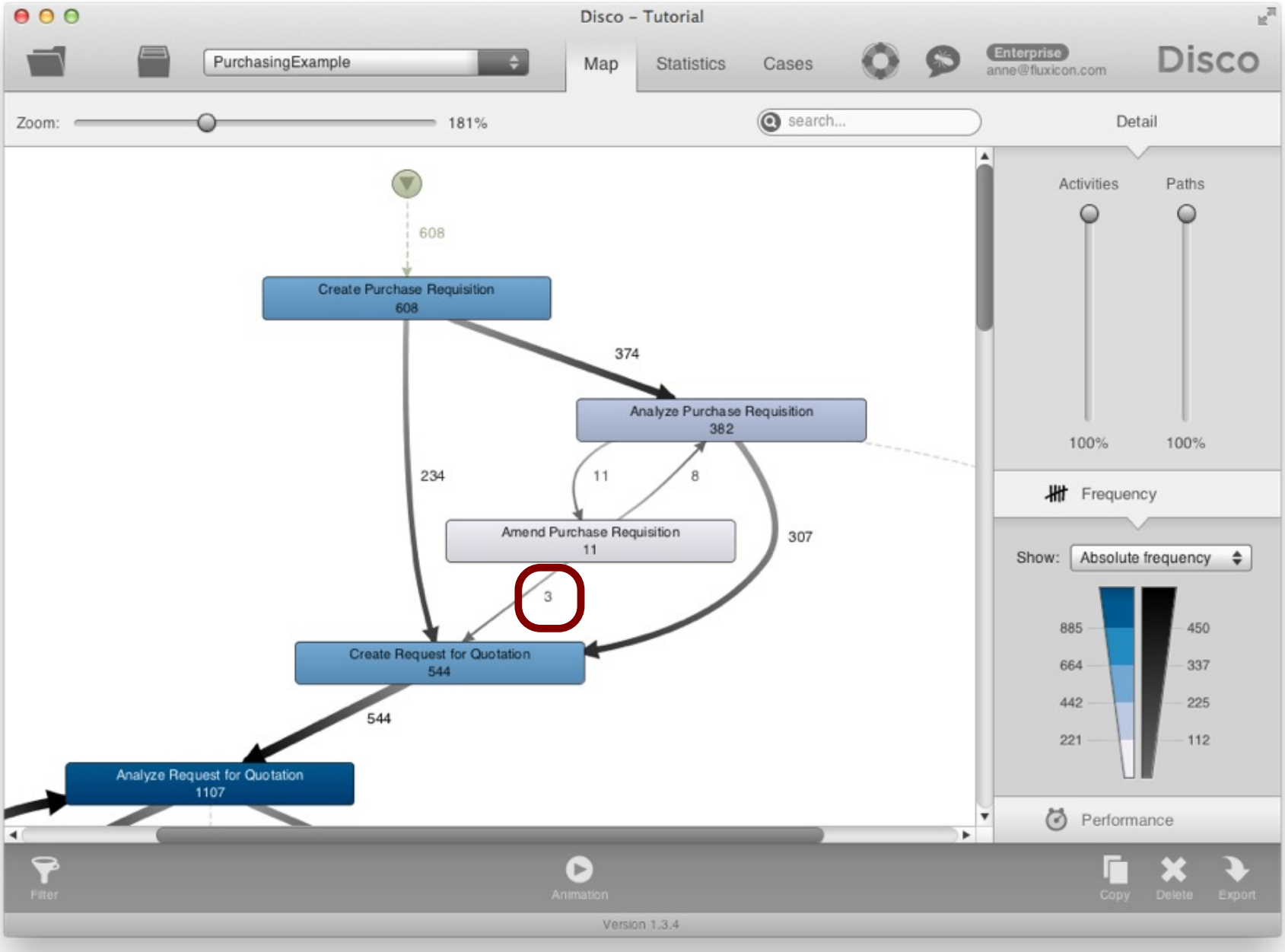
Disco – Tutorial
PurchasingExample
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anne@fluxicon.com
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Activities
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Performance
Filter
Animation
Copy
Delete
Export
Version 1.3.4

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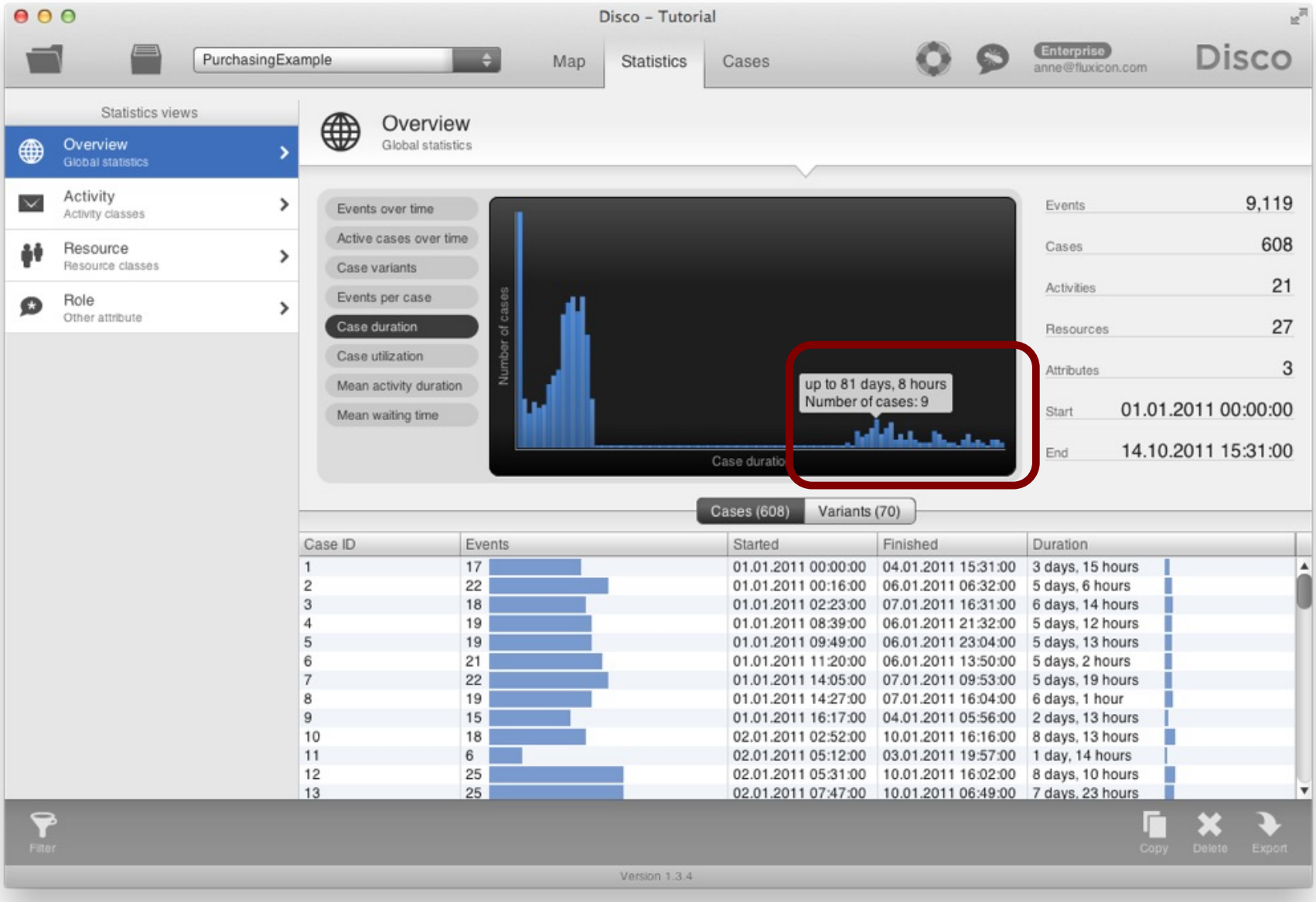
Step 4 - Inspect Statistics

Look at ‘Statistics’ tab to see ‘Overview’ information about the event log

- 9,119 events were recorded for 608 cases
- Timeframe is January - October 2011

The ‘Case duration’ is typically up to 15 or 16 days, but some cases take very long (more than 70 or 80 days!)


Disco – Tutorial
PurchasingExample
Map
Statistics
Cases
Enterprise
anne@fluxicon.com
Disco
Statistics views
Overview
Global statistics
Activity
Activity classes
Resource
Resource classes
Role
Other attribute
Overview
Global statistics
Events over time
Active cases over time
Case variants
Events per case
Case duration
Case utilization
Mean activity duration
Mean waiting time
Number of cases
up to 81 days, 8 hours
Number of cases: 9
Case duratio
Events 9,119
Cases 608
Activities 21
Resources 27
Attributes 3
Start 01.01.2011 00:00:00
End 14.10.2011 15:31:00
Cases (608)
Variants (70)
Case ID | Events | Started | Finished | Duration
1 | 17 | 01.01.2011 00:00:00 | 04.01.2011 15:31:00 | 3 days, 15 hours
2 | 22 | 01.01.2011 00:16:00 | 06.01.2011 06:32:00 | 5 days, 6 hours
3 | 18 | 01.01.2011 02:23:00 | 07.01.2011 16:31:00 | 6 days, 14 hours
4 | 19 | 01.01.2011 08:39:00 | 06.01.2011 21:32:00 | 5 days, 12 hours
5 | 19 | 01.01.2011 09:49:00 | 06.01.2011 23:04:00 | 5 days, 13 hours
6 | 21 | 01.01.2011 11:20:00 | 06.01.2011 13:50:00 | 5 days, 2 hours
7 | 22 | 01.01.2011 14:05:00 | 07.01.2011 09:53:00 | 5 days, 19 hours
8 | 19 | 01.01.2011 14:27:00 | 07.01.2011 16:04:00 | 6 days, 1 hour
9 | 15 | 01.01.2011 16:17:00 | 04.01.2011 05:56:00 | 2 days, 13 hours
10 | 18 | 02.01.2011 02:52:00 | 10.01.2011 16:16:00 | 8 days, 13 hours
11 | 6 | 02.01.2011 05:12:00 | 03.01.2011 19:57:00 | 1 day, 14 hours
12 | 25 | 02.01.2011 05:31:00 | 10.01.2011 16:02:00 | 8 days, 10 hours
13 | 25 | 02.01.2011 07:47:00 | 10.01.2011 06:49:00 | 7 days, 23 hours
Filter
Copy
Delete
Export
Version 1.3.4

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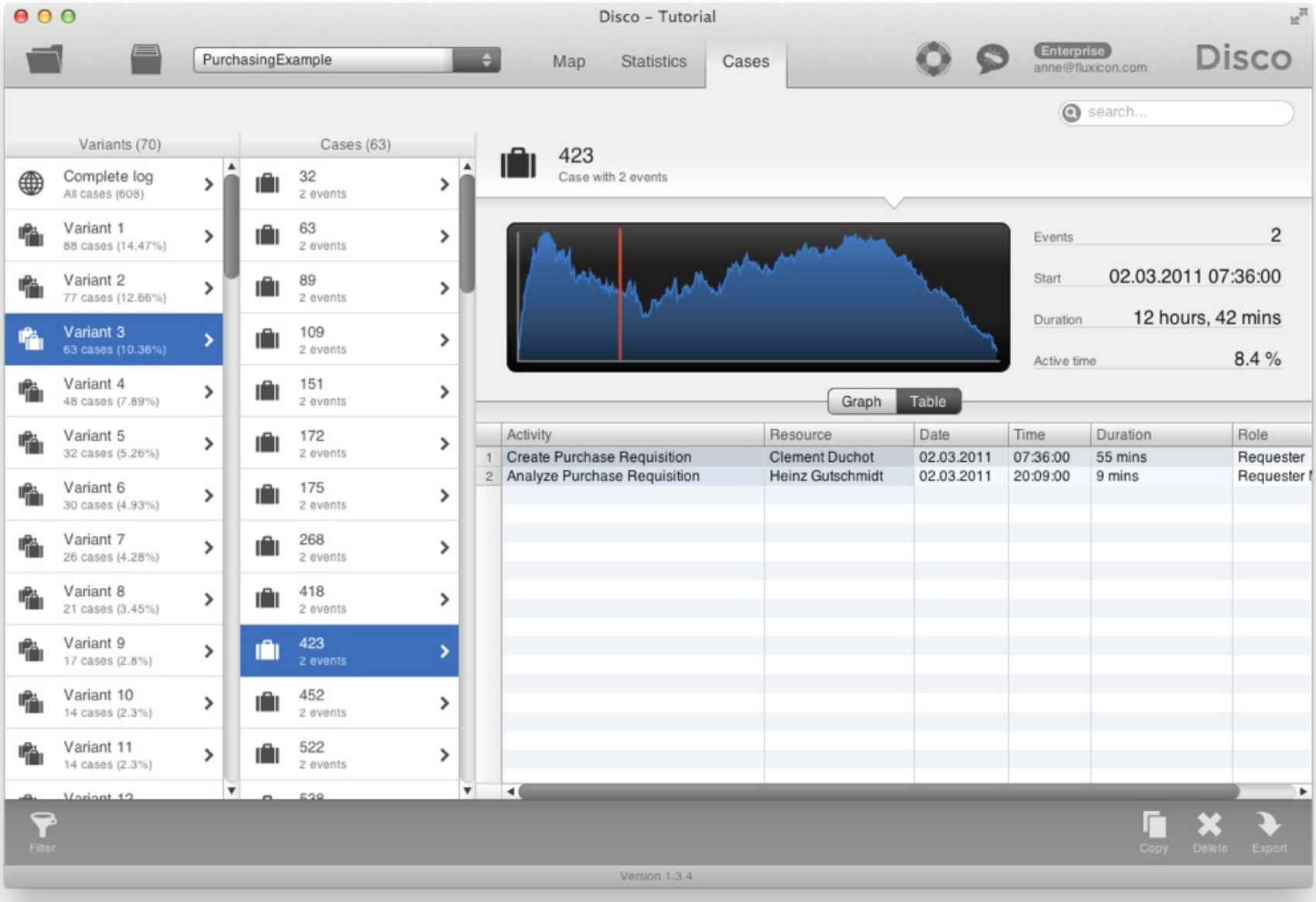
Step 5 - Inspect Cases

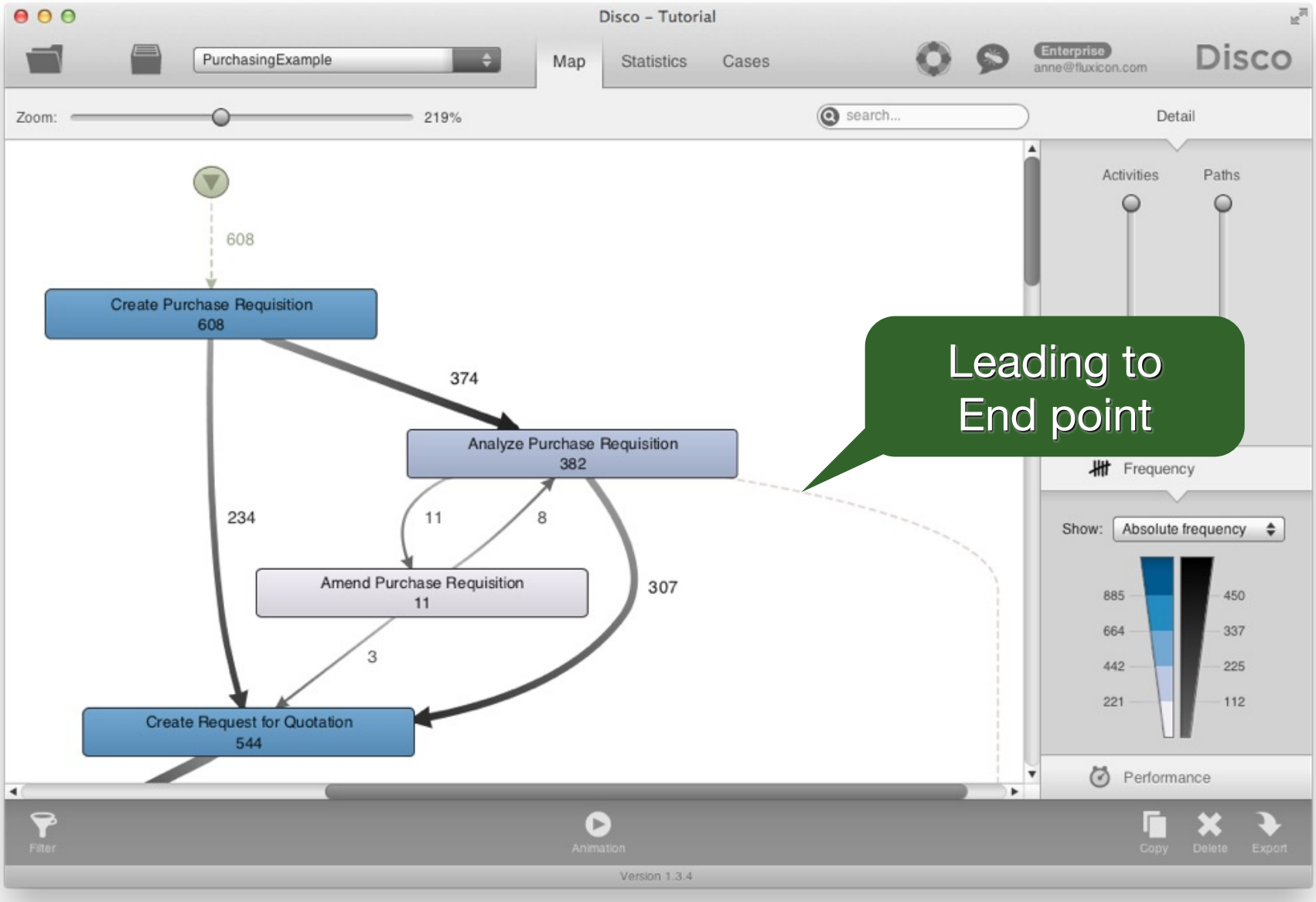
Select ‘Cases’ tab to inspect variants and individual service instances

- The third most frequent process variant ends after ‘Analyze Purchase Requisition’ (ca. 10.36% of all cases follow this pattern)

→ Why are so many requests abrupted?

- Do people not know what they can buy?
- We can find this back in the process map, too


Disco – Tutorial
PurchasingExample
Map
Statistics
Cases
Enterprise
anne@fluxicon.com
Disco
search...
Variants (70)
Cases (63)
Complete log
All cases (608)
Variant 1
88 cases (14.47%)
Variant 2
77 cases (12.66%)
Variant 3
63 cases (10.36%)
Variant 4
48 cases (7.89%)
Variant 5
32 cases (5.26%)
Variant 6
30 cases (4.93%)
Variant 7
26 cases (4.28%)
Variant 8
21 cases (3.45%)
Variant 9
17 cases (2.8%)
Variant 10
14 cases (2.3%)
Variant 11
14 cases (2.3%)
32
2 events
63
2 events
89
2 events
109
2 events
151
2 events
172
2 events
175
2 events
268
2 events
418
2 events
423
2 events
452
2 events
522
2 events
423
Case with 2 events
Events 2
Start 02.03.2011 07:36:00
Duration 12 hours, 42 mins
Active time 8.4 %
Graph
Table
Activity
Resource
Date
Time
Duration
Role
1 Create Purchase Requisition
Clement Duchot
02.03.2011
07:36:00
55 mins
Requester
2 Analyze Purchase Requisition
Heinz Gutschmidt
02.03.2011
20:09:00
9 mins
Requester
Filter
Copy
Delete
Export
Version 1.3.4


Disco – Tutorial
PurchasingExample
Map
Statistics
Cases
Enterprise
anne@fluxicon.com
Disco
Zoom:
219%
search...
Detail
Activities
Paths
608
Create Purchase Requisition
608
374
Analyze Purchase Requisition
382
234
11
8
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Create Request for Quotation
544
Leading to
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Frequency
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Absolute frequency
885
664
442
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112
Performance
Filter
Animation
Copy
Delete
Export
Version 1.3.4

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Results so far…

Original Questions:

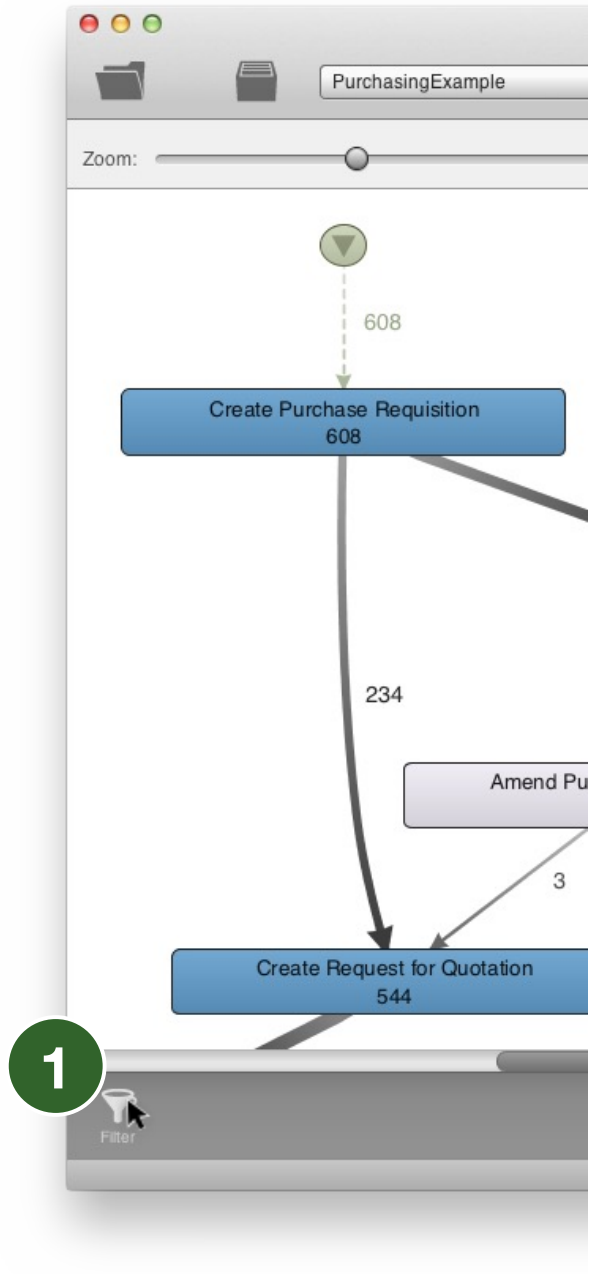
1. How does the process actually look like?
   - Objective process map discovered
   - Lots of amendments and stopped requests:
     Update of purchasing guidelines needed
2. Are there deviations from the prescribed process?
3. Do we meet the performance targets?
   - Not by all (some take longer than 21 days):
     Is there a bottleneck in the process? -> **Next**

Step 6 - Filter on Performance

Click on the Filter symbol in the lower left corner and add a Performance filter

- Select 21 days as lower boundary
- You'll see that ca. 15% of the purchase orders take longer than 21 days

Press 'Apply filter' to focus only on those cases that take longer than 21 days


PurchasingExample
Zoom:
608
Create Purchase Requisition
608
234
Amend Pu
3
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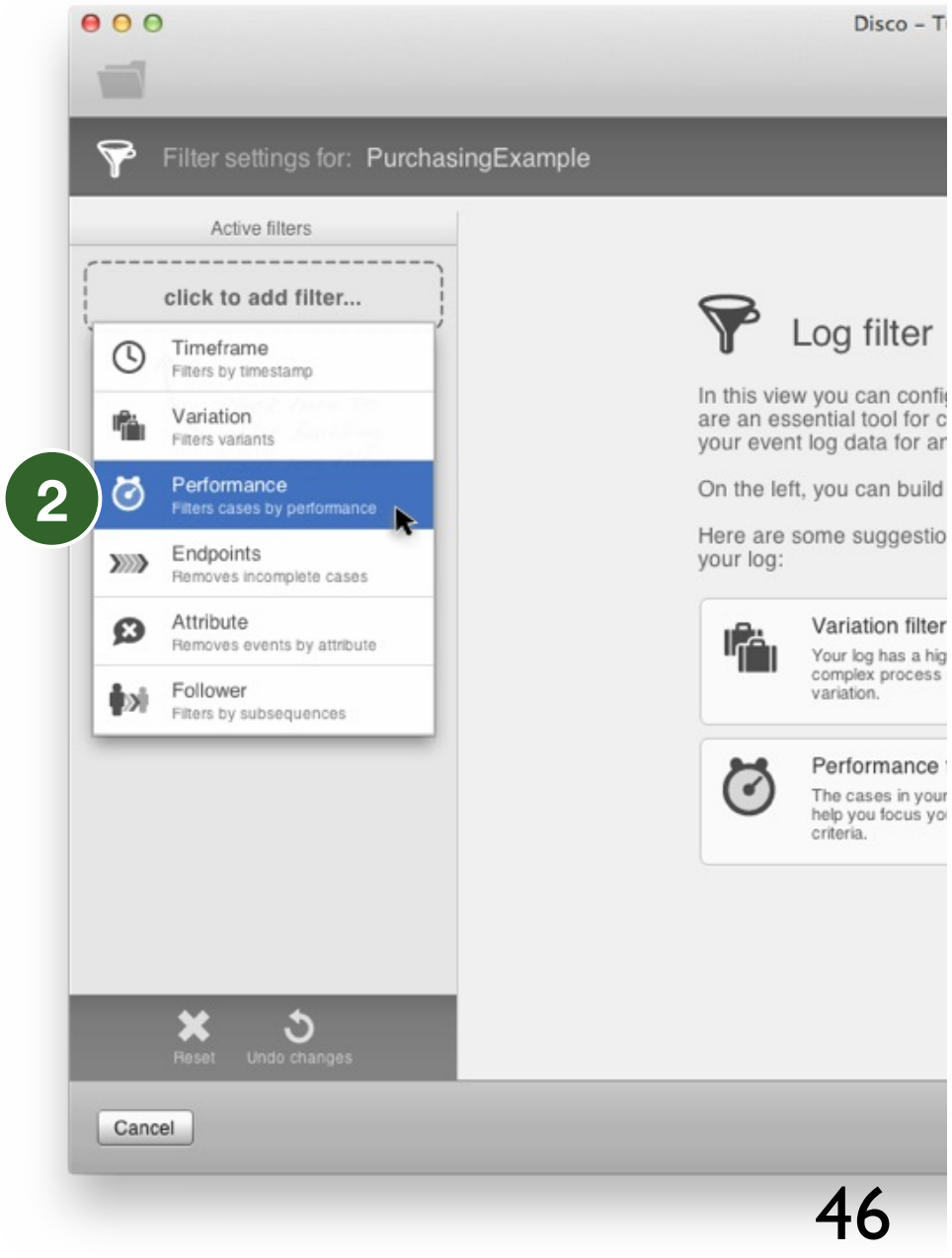
1
Filter


Disco – T
Filter settings for: PurchasingExample
Active filters
click to add filter...
Timeframe
Filters by timestamp
Variation
Filters variants
Performance
Filters cases by performance
Endpoints
Removes incomplete cases
Attribute
Removes events by attribute
Follower
Filters by subsequences
2
Log filter
In this view you can confi
are an essential tool for c
your event log data for ar
On the left, you can build
Here are some suggestio
your log:
Variation filter
Your log has a hig
complex process
variation.
Performance
The cases in your
help you focus yo
criteria.
Reset
Undo changes
Cancel

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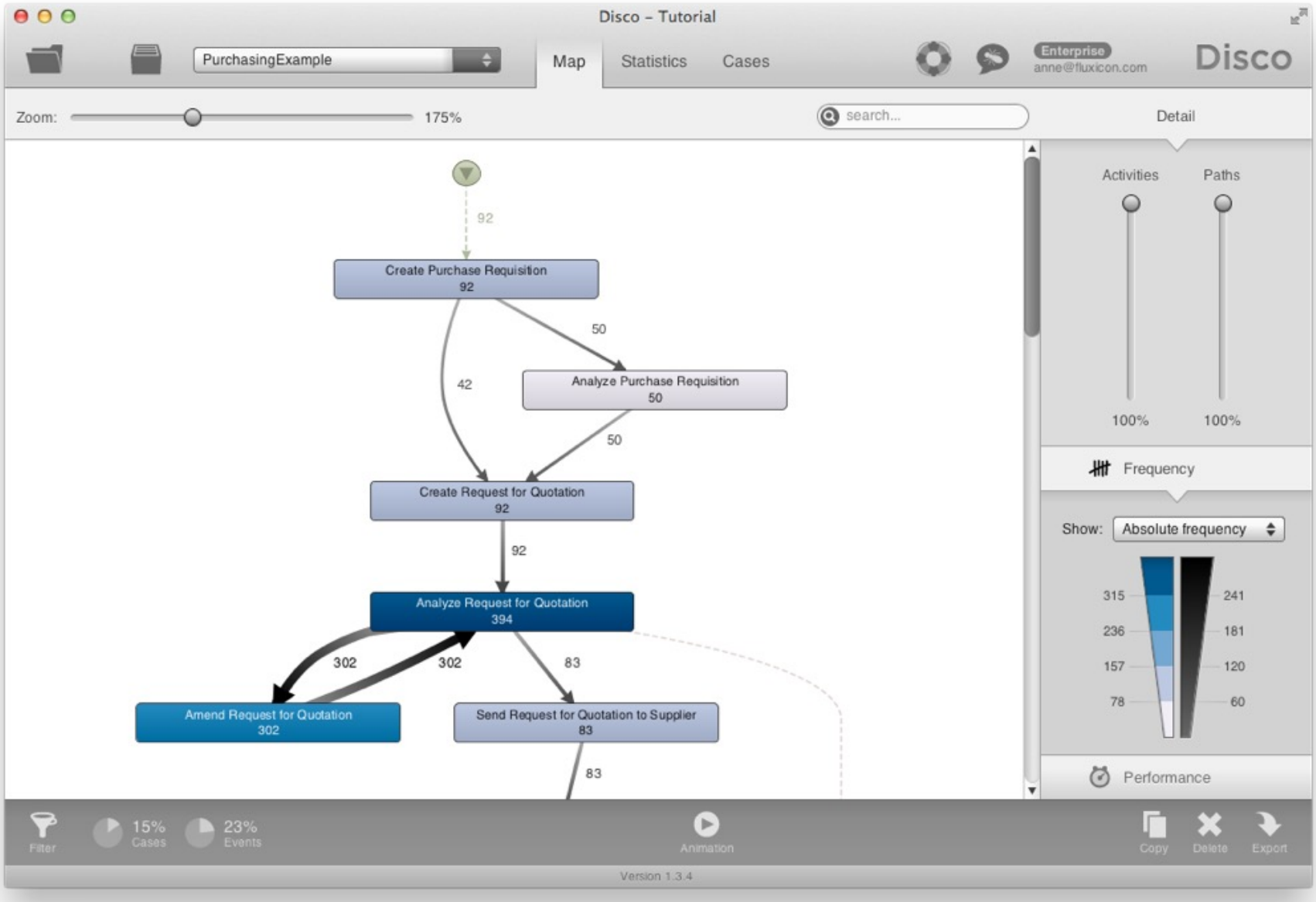
Step 7 - Spot Bottlenecks

The filtered process map shows the process flow for the 92 (15%) ‘slow’ cases

- On average 3 amendments per case!
  - 92 cases, 302 amendments…


Disco – Tutorial
PurchasingExample
Map
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anne@fluxicon.com
Disco
Zoom:
175%
search...
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Activities
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315
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181
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Performance
92
Create Purchase Requisition
92
50
42
Analyze Purchase Requisition
50
50
Create Request for Quotation
92
92
Analyze Request for Quotation
394
302
302
83
Amend Request for Quotation
302
Send Request for Quotation to Supplier
83
83
Filter
15%
Cases
23%
Events
Animation
Copy
Delete
Export
Version 1.3.4

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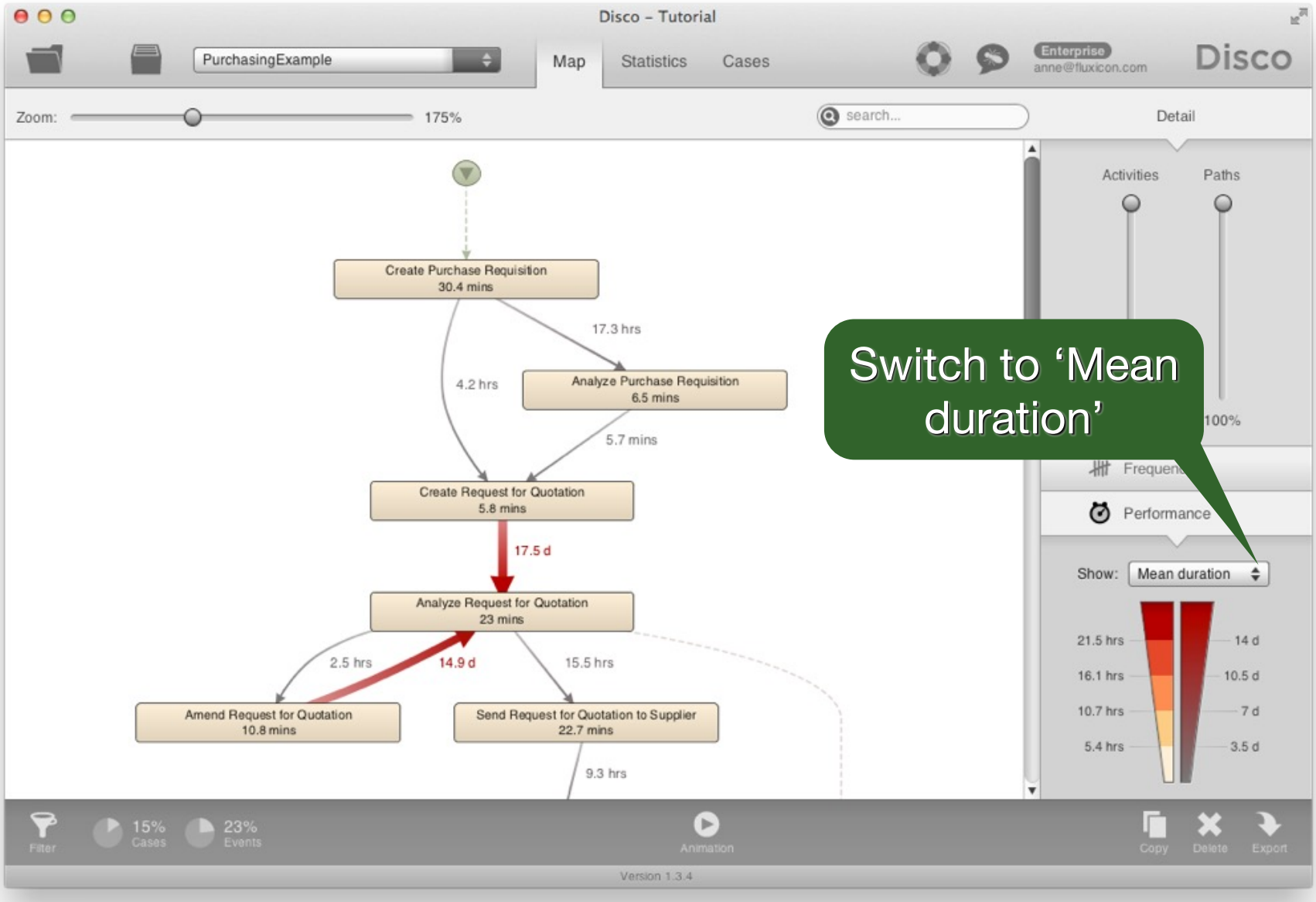
Step 7b - Spot Bottlenecks

Switch to ‘Performance’ view

- ‘Total duration’ shows the high-impact areas
- Switch to ‘Mean duration’:
  - On average it takes **more than 14 days** to return from the rework loop to the normal process
  - What about min and max duration?


Disco – Tutorial
PurchasingExample
Map
Statistics
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anne@fluxicon.com
Disco
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175%
search...
Detail
Activities
Paths
Create Purchase Requisition
30.4 mins
17.3 hrs
4.2 hrs
Analyze Purchase Requisition
6.5 mins
5.7 mins
Create Request for Quotation
5.8 mins
17.5 d
Analyze Request for Quotation
23 mins
2.5 hrs
14.9 d
15.5 hrs
Amend Request for Quotation
10.8 mins
Send Request for Quotation to Supplier
22.7 mins
9.3 hrs
100%
Frequency
Performance
Show:
Mean duration
21.5 hrs
16.1 hrs
10.7 hrs
5.4 hrs
14 d
10.5 d
7 d
3.5 d
Switch to ‘Mean duration’
Filter
15%
Cases
23%
Events
Animation
Copy
Delete
Export
Version 1.3.4

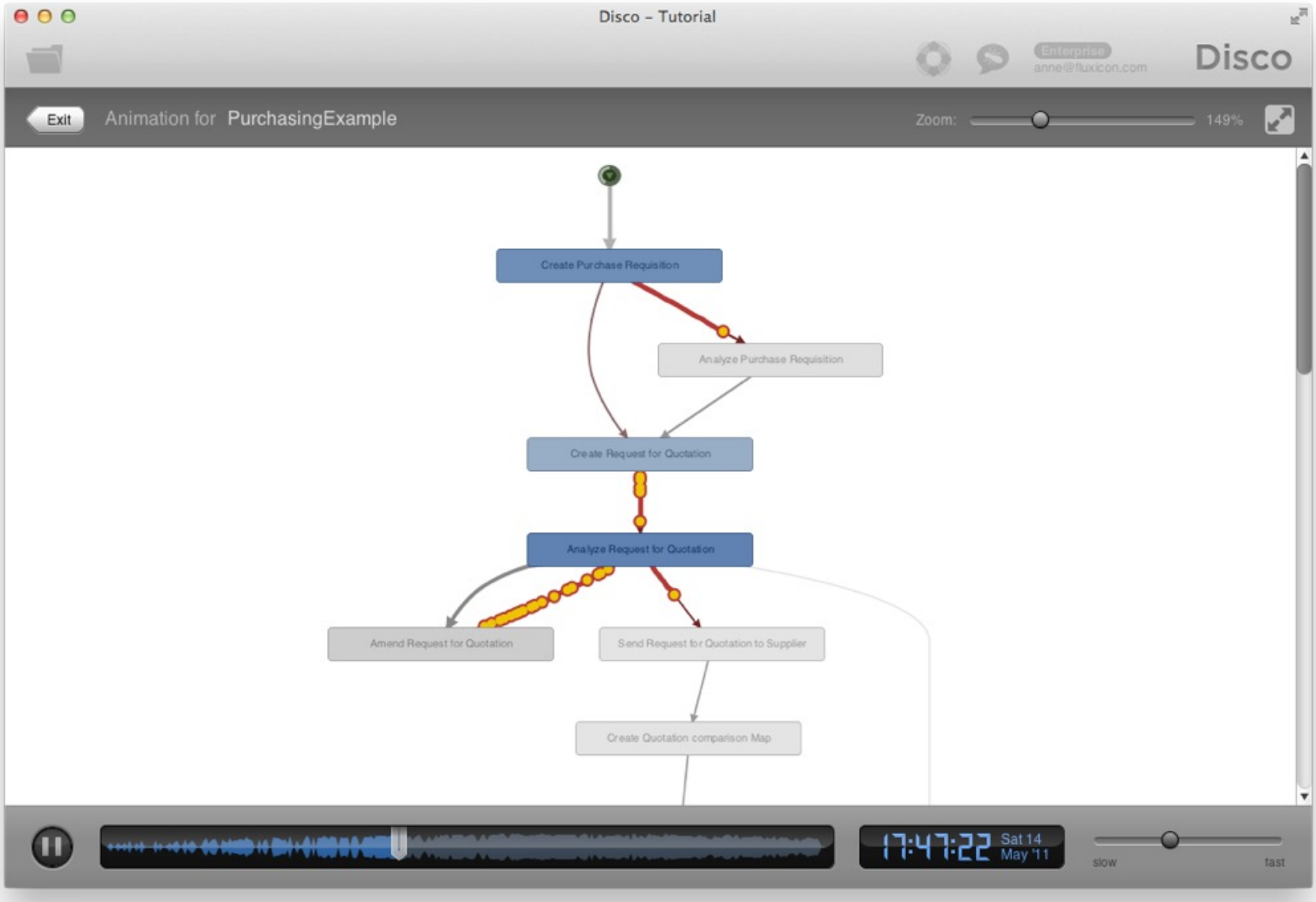
Step 8 - Animate Process

Visualize bottleneck:
Press ▷ button to start animation

Observe how purchase orders move through the process

Drag needle to the end of the timeline

- observe how the most used paths get thicker and thicker


Disco – Tutorial
Enterprise
anne@fluxicon.com
Disco
Exit
Animation for PurchasingExample
Zoom:
149%
Create Purchase Requisition
Analyze Purchase Requisition
Create Request for Quotation
Analyze Request for Quotation
Amend Request for Quotation
Send Request for Quotation to Supplier
Create Quotation comparison Map
17:47:22
Sat 14
May '11
slow
fast

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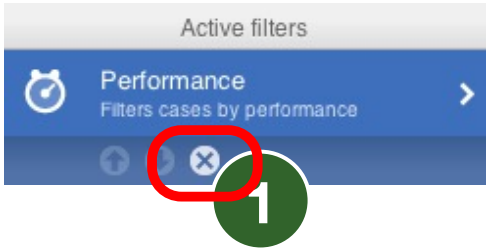
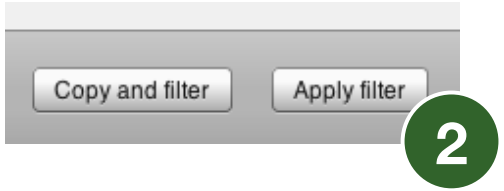
Results so far…

1. How does the process actually look like?
   - Objective process map discovered
   - Lots of amendments and stopped requests: Update of purchasing guidelines needed
2. Are there deviations from the prescribed process? -> **Next**
3. Do we meet the performance targets?
   - Not by all (some take longer than 21 days)
   - The ‘Analyze Request for Quotation’ activity is a huge bottleneck: Process change is needed

Step 9 - Compliance Check

Exit the animation, return to Filter settings, and remove performance filter





Switch back to Frequency Map view and scroll to end of the process

- 10 cases skip the mandatory ‘Release Supplier’s Invoice’ activity!

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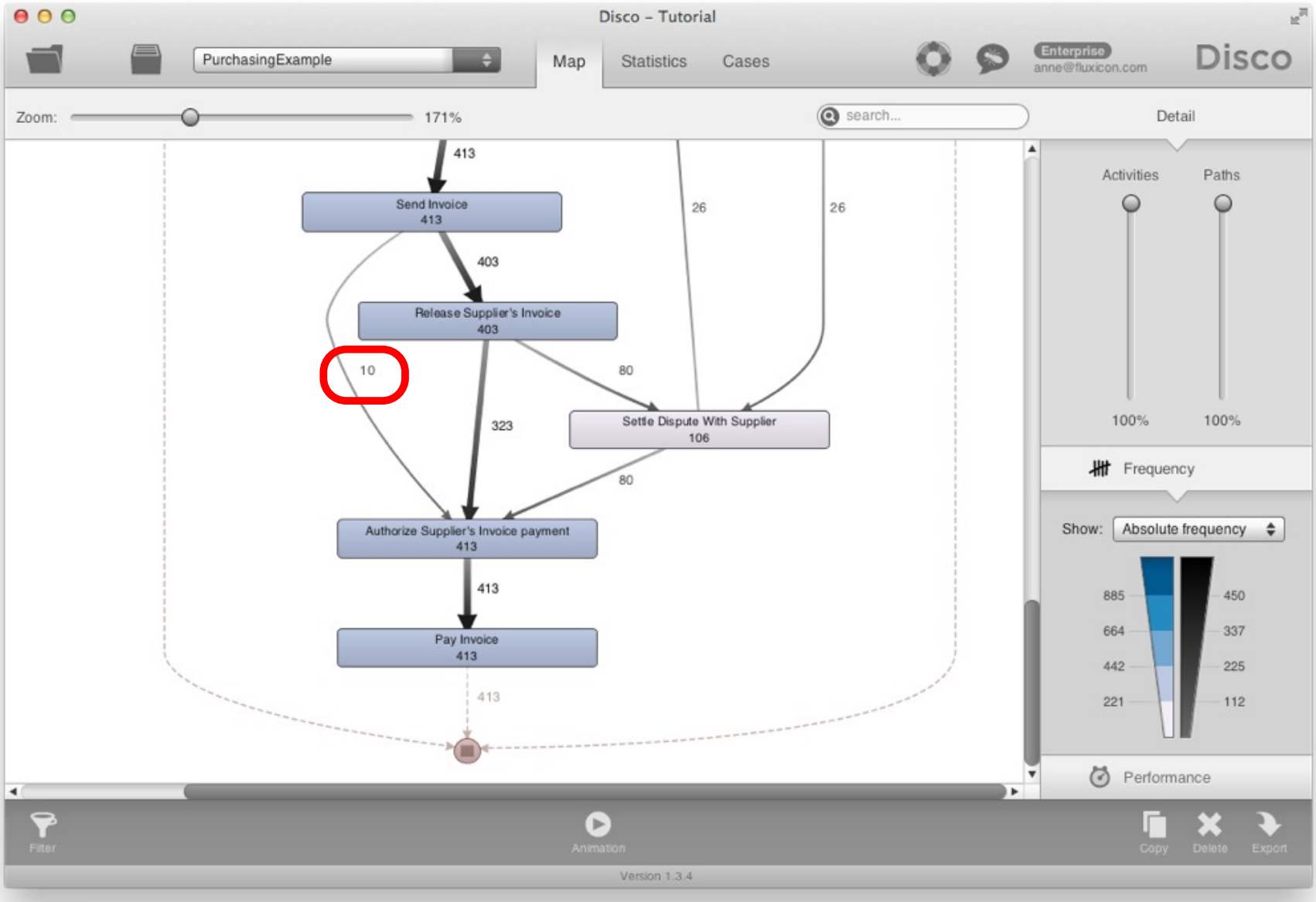
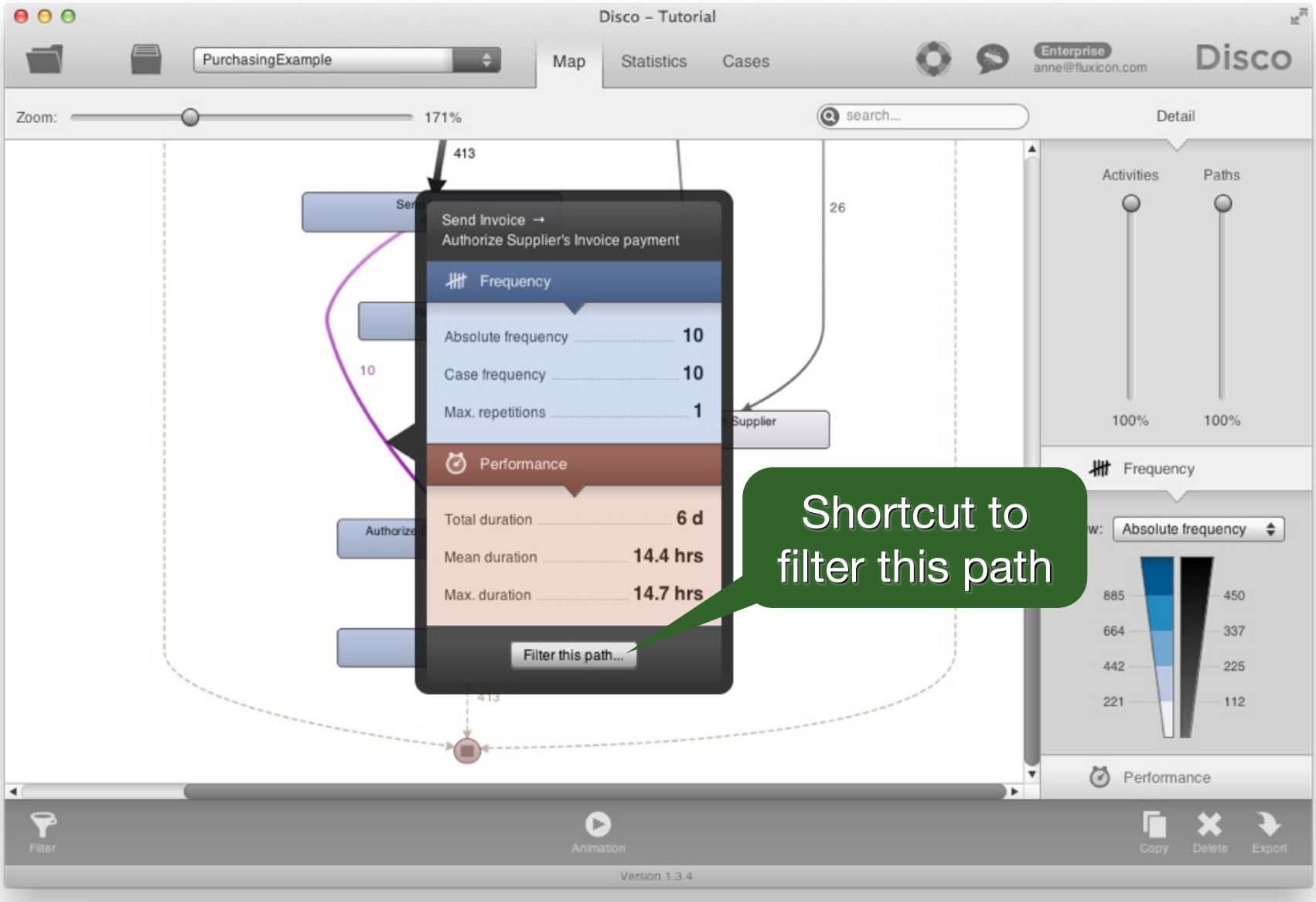

Disco – Tutorial
PurchasingExample
Map
Statistics
Cases
Enterprise
anne@fluxicon.com
Disco
Zoom:
171%
search...
Detail
413
Send Invoice
413
26
26
403
Release Supplier's Invoice
403
10
80
323
Settle Dispute With Supplier
106
80
Authorize Supplier's Invoice payment
413
413
Pay Invoice
413
413
Activities
Paths
100%
100%
Frequency
Show:
Absolute frequency
885
664
442
221
450
337
225
112
Performance
Filter
Animation
Copy
Delete
Export
Version 1.3.4

Step 9 - Compliance Check

Drill down: Click on the path from ‘Send invoice’ to ‘Authorize Supplier’s Invoice payment’ and press ‘Filter this path...’

Switch to Cases view to see the 10 cases

- Actionable result: We can either change the operational system to prevent the violation or provide targeted training


Disco – Tutorial
PurchasingExample
Map
Statistics
Cases
Enterprise
anne@fluxicon.com
Disco
Zoom:
171%
search...
Detail
413
26
10
Send Invoice →
Authorize Supplier's Invoice payment
Frequency
Absolute frequency 10
Case frequency 10
Max. repetitions 1
Performance
Total duration 6 d
Mean duration 14.4 hrs
Max. duration 14.7 hrs
Filter this path...
Supplier
Activities
Paths
100%
100%
Frequency
Absolute frequency
885
664
442
221
450
337
225
112
Performance
Shortcut to filter this path
Filter
Animation
Copy
Delete
Export
Version 1.3.4

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Results so far…

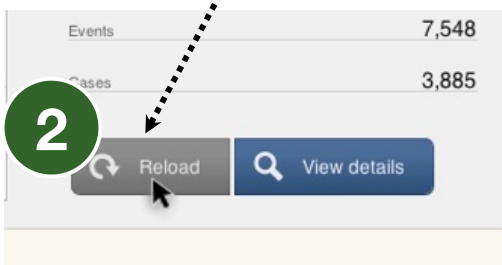
1. How does the process actually look like?
   - Objective process map discovered
   - Lots of amendments and stopped requests: Update of purchasing guidelines needed
2. Are there deviations from the prescribed process? -> Yes, training or system change needed
3. Do we meet the performance targets?
   - Not by all (some take longer than 21 days)
   - The ‘Analyze Request for Quotation’ activity is a huge bottleneck: Process change is needed

fluxicon

Step 10 - Organizational View

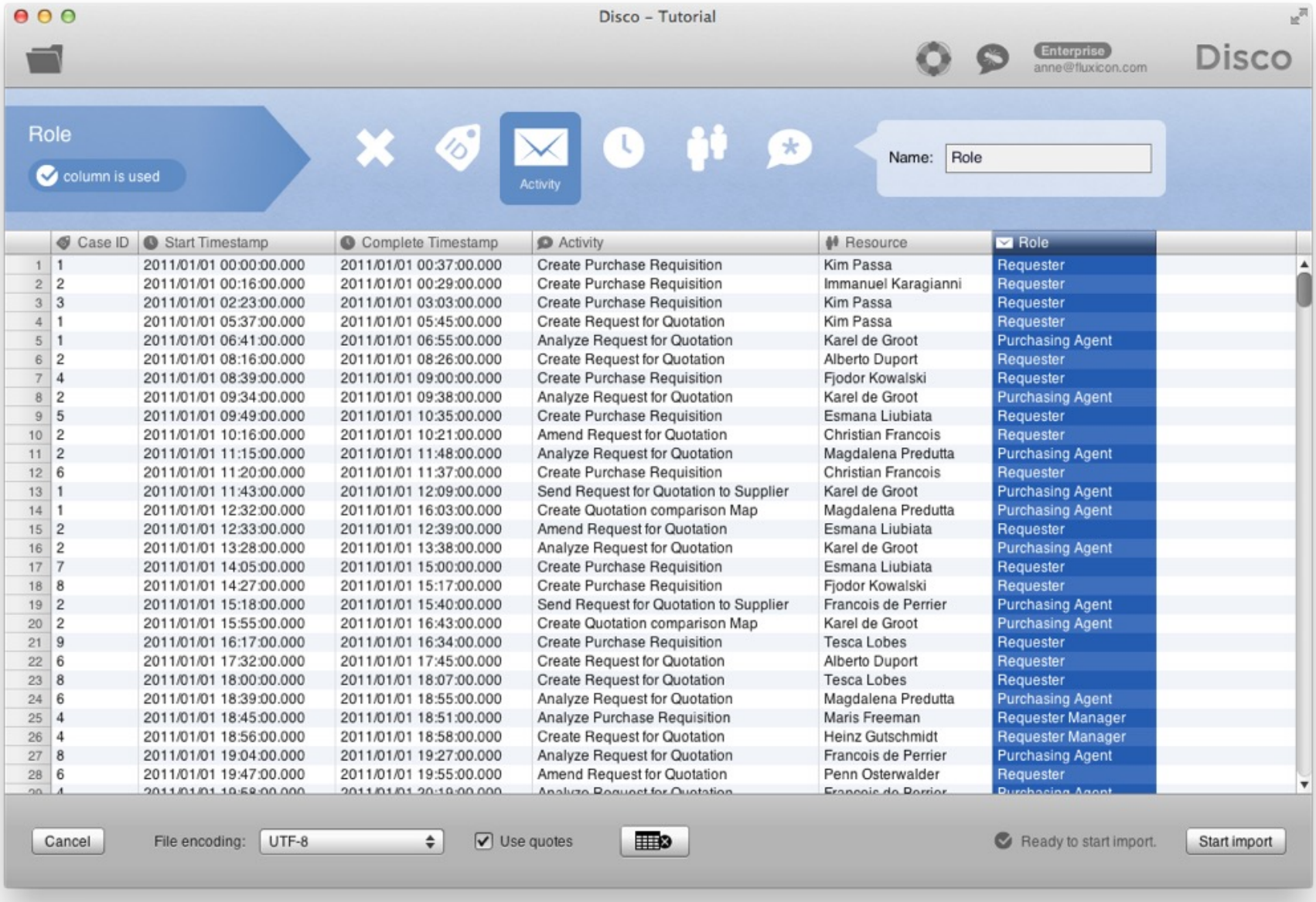
Last Step: We seek an alternative view on the data to visualize the organizational flow

Go to ‘Project view’ and press ‘Reload’:



Set ‘Activity’ column to ‘Other’ and configure ‘Role’ column as ‘Activity’

fluxicon

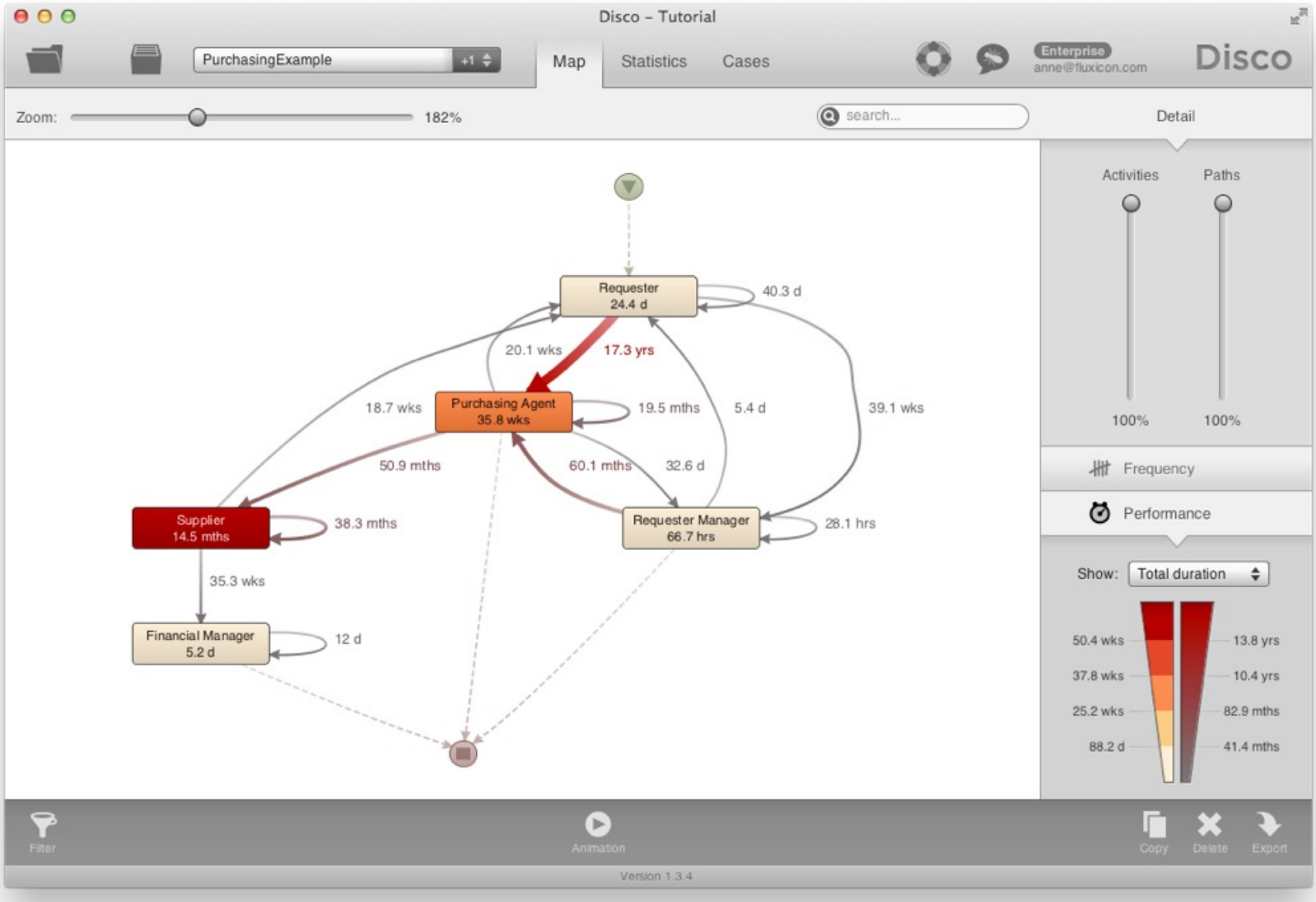


	Case ID	Start Timestamp	Complete Timestamp	Activity	Resource	Role
1	1	2011/01/01 00:00:00.000	2011/01/01 00:37:00.000	Create Purchase Requisition	Kim Passa	Requester
2	2	2011/01/01 00:16:00.000	2011/01/01 00:29:00.000	Create Purchase Requisition	Immanuel Karagianni	Requester
3	3	2011/01/01 02:23:00.000	2011/01/01 03:03:00.000	Create Purchase Requisition	Kim Passa	Requester
4	1	2011/01/01 05:37:00.000	2011/01/01 05:45:00.000	Create Request for Quotation	Kim Passa	Requester
5	1	2011/01/01 06:41:00.000	2011/01/01 06:55:00.000	Analyze Request for Quotation	Karel de Groot	Purchasing Agent
6	2	2011/01/01 08:16:00.000	2011/01/01 08:26:00.000	Create Request for Quotation	Alberto Duport	Requester
7	4	2011/01/01 08:39:00.000	2011/01/01 09:00:00.000	Create Purchase Requisition	Fjodor Kowalski	Requester
8	2	2011/01/01 09:34:00.000	2011/01/01 09:38:00.000	Analyze Request for Quotation	Karel de Groot	Purchasing Agent
9	5	2011/01/01 09:49:00.000	2011/01/01 10:35:00.000	Create Purchase Requisition	Esmana Liubiata	Requester
10	2	2011/01/01 10:16:00.000	2011/01/01 10:21:00.000	Amend Request for Quotation	Christian Francois	Requester
11	2	2011/01/01 11:15:00.000	2011/01/01 11:48:00.000	Analyze Request for Quotation	Magdalena Predutta	Purchasing Agent
12	6	2011/01/01 11:20:00.000	2011/01/01 11:37:00.000	Create Purchase Requisition	Christian Francois	Requester
13	1	2011/01/01 11:43:00.000	2011/01/01 12:09:00.000	Send Request for Quotation to Supplier	Karel de Groot	Purchasing Agent
14	1	2011/01/01 12:32:00.000	2011/01/01 16:03:00.000	Create Quotation comparison Map	Magdalena Predutta	Purchasing Agent
15	2	2011/01/01 12:33:00.000	2011/01/01 12:39:00.000	Amend Request for Quotation	Esmana Liubiata	Requester
16	2	2011/01/01 13:28:00.000	2011/01/01 13:38:00.000	Analyze Request for Quotation	Karel de Groot	Purchasing Agent
17	7	2011/01/01 14:05:00.000	2011/01/01 15:00:00.000	Create Purchase Requisition	Esmana Liubiata	Requester
18	8	2011/01/01 14:27:00.000	2011/01/01 15:17:00.000	Create Purchase Requisition	Fjodor Kowalski	Requester
19	2	2011/01/01 15:18:00.000	2011/01/01 15:40:00.000	Send Request for Quotation to Supplier	Francois de Perrier	Purchasing Agent
20	2	2011/01/01 15:55:00.000	2011/01/01 16:43:00.000	Create Quotation comparison Map	Karel de Groot	Purchasing Agent
21	9	2011/01/01 16:17:00.000	2011/01/01 16:34:00.000	Create Purchase Requisition	Tesca Lobes	Requester
22	6	2011/01/01 17:32:00.000	2011/01/01 17:45:00.000	Create Request for Quotation	Alberto Duport	Requester
23	8	2011/01/01 18:00:00.000	2011/01/01 18:07:00.000	Create Request for Quotation	Tesca Lobes	Requester
24	6	2011/01/01 18:39:00.000	2011/01/01 18:55:00.000	Analyze Request for Quotation	Magdalena Predutta	Purchasing Agent
25	4	2011/01/01 18:45:00.000	2011/01/01 18:51:00.000	Analyze Purchase Requisition	Maris Freeman	Requester Manager
26	4	2011/01/01 18:56:00.000	2011/01/01 18:58:00.000	Create Request for Quotation	Heinz Gutschmidt	Requester Manager
27	8	2011/01/01 19:04:00.000	2011/01/01 19:27:00.000	Analyze Request for Quotation	Francois de Perrier	Purchasing Agent
28	6	2011/01/01 19:47:00.000	2011/01/01 19:55:00.000	Amend Request for Quotation	Penn Osterwalder	Requester

Step 10 - Organizational View

Instead of the activity flow, we are now looking at how the process moves through different *roles* in the organization

- Inefficiencies can often be found at the borders of organizational units
- Clearly, the Purchasing agents are causing the biggest delays in the process!


Disco – Tutorial
PurchasingExample
Map
Statistics
Cases
Enterprise
anne@fluxicon.com
Disco
Zoom:
182%
search...
Detail
Activities
Paths
100%
100%
Requester
24.4 d
40.3 d
20.1 wks
17.3 yrs
Purchasing Agent
35.8 wks
18.7 wks
19.5 mths
5.4 d
39.1 wks
50.9 mths
60.1 mths
32.6 d
Supplier
14.5 mths
38.3 mths
Requester Manager
66.7 hrs
28.1 hrs
35.3 wks
Financial Manager
5.2 d
12 d
Frequency
Performance
Show:
Total duration
50.4 wks
37.8 wks
25.2 wks
88.2 d
13.8 yrs
10.4 yrs
82.9 mths
41.4 mths
Filter
Animation
Copy
Delete
Export
Version 1.3.4