

	Maturity Level	Goal/Applications	Method	Description	Advantages	Disadvantages
Descriptive analytics (what happened)	<b>Level 1</b> Process mining aware	<ul style="list-style-type: none"> <li>• Proof-of-concept</li> <li>• enhance technical understanding of how to do PM [29]</li> </ul>	PDM	Methodology to perform process diagnostics based on PM. Gain quickly insights in the processes of the organizations and their support by information systems [3].	<ul style="list-style-type: none"> <li>• easy method</li> <li>• focuses on the core activities of PM (Data collection, Data preprocessing, Mining &amp; Analysis)</li> <li>• provide quickly a broad overview of a process [3]</li> <li>• emphasises on avoiding the use of domain knowledge during the analysis [3]</li> </ul>	<ul style="list-style-type: none"> <li>• method is limited</li> <li>• covering only a small number of PM techniques: activities that have nothing directly to do with the PM are not addressed (Stakeholder support &amp; involvement, Define research question, Organizational &amp; strategic alignment)</li> <li>• less applicable for larger, more complex projects [3]</li> <li>• not explicitly encourages iterative analysis [3]</li> <li>• Provides a very basic abstraction level.</li> </ul>
	<b>Level 2</b> Partial process coverage	<ul style="list-style-type: none"> <li>• First analysis</li> <li>• some interesting insights [29]</li> </ul>				
Diagnostic analytics (why did it happen)	<b>Level 3</b> End-to-end process coverage	<ul style="list-style-type: none"> <li>• first full end-to-end process analysis [29]</li> <li>• analysis is linked to value stream KPIs [29]</li> <li>• root cause analysis is providing actionable insights [29]</li> </ul>	L*	Describes a PM project method consisting of five stages. Goal is to increase the maturity of PM as a new tool to improve the (re)design, control, and support of operational business processes [2].	<ul style="list-style-type: none"> <li>• covers many different aspects of PM and touches on broader topics like process improvement and operational support [3]</li> <li>• defining a set of guiding principles and listing important challenges [2]</li> </ul>	<ul style="list-style-type: none"> <li>• PM areas like 'Organizational &amp; strategic alignment' is not addressed</li> <li>• 'Stakeholder Support &amp; Involvement' and 'Define research question' are only dealt with in passing</li> <li>• was primarily designed for the analysis of structured processes (Lasagna processes) and aims at discovering a single integrated process model [3]</li> <li>• not suitable for every project (e.g. unstructured processes (Spaghetti processes))</li> <li>• not explicitly encourages iterative analysis [3]</li> </ul>
	<b>Level 4</b> Live process data	<ul style="list-style-type: none"> <li>• operationalised ETL (data pipeline) [29]</li> <li>• live data supports day-to-day process management [29]</li> <li>• process experts rely on analyses for their operations [29]</li> </ul>	PM^2	Guide the execution of PM projects. Is highly iterative and emphasises the need for close collaboration between process analysts and business experts [3].	<ul style="list-style-type: none"> <li>• designed to support projects aiming to improve process performance or compliance to rules and regulations [3]</li> <li>• covers a wide range of PM and other techniques</li> <li>• suitable for the analysis from structured and unstructured processes</li> <li>• concrete steps to be executed</li> <li>• quick analysis iterations and evolving insights [3]</li> <li>• taking existing best practices into account [3]</li> <li>• well structured with steps and activities</li> <li>• shows the importance of the knowledge from the Business experts and the PM-knowhow from the Process analysts</li> <li>• sets a focus on project execution</li> </ul>	<ul style="list-style-type: none"> <li>• 'Stakeholder Support &amp; Involvement' could be described in more detail. The method does not address the problem of involving management or other stakeholders to establish PM in the long term.</li> <li>• the problem of integration into the organization is not addressed</li> </ul>
Predictive analytics (what will happen)	<b>Level 5</b> Predictive Process Mining	<ul style="list-style-type: none"> <li>• predictive process analysis [29]</li> <li>• stakeholders use PM for alerts &amp; forecasting [29]</li> </ul>	(PM^2) + PM framework for correlating, predicting & clustering dynamic behaviour	The framework unifies a number of approaches for correlation analysis proposed in literature, proposing a general solution that can perform those analyses and many more [16].	<ul style="list-style-type: none"> <li>• involve process characteristics related to different perspectives (control-flow, data-flow, time, organization, cost, compliance, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• focus on correlating, predicting and clustering dynamic behaviour. No general guideline/framework.</li> </ul>
Prescriptive analytics (what is the best that could happen)	<b>Level 6</b> Action-oriented Process Mining	<ul style="list-style-type: none"> <li>• live process data triggers situationally aware automations [29]</li> </ul>	(PM^2) + A general framework for Action-oriented PM	A general framework for action-oriented PM that supports the continuous management of operational processes and the automated execution of actions to improve the process [18].	<ul style="list-style-type: none"> <li>• thinks PM to the end and ends not with a optimized process or insight of a process.</li> <li>• gets input streams for continuous monitoring and optimization</li> <li>• continuously transforms process diagnostics into proactive actions for process improvement</li> </ul>	<ul style="list-style-type: none"> <li>• no guideline for PM. Shows only how to use PM continuously and not only for a single research question and project</li> </ul>