

Negative Effects of BPR

- ① Layoff
- ② Job security
- ③ resistance, morale drop
- ④ loss of tacit knowledge
- ⑤ short term productivity dip
- ⑥ process disruption
- ⑦ service failures
- ⑧ high implementation cost apex oper
- ⑨ technology dependency, new risks  
cybersecurity, server downtime
- ⑩ political conflict
- ⑪ power shifts
- ⑫ over standardization reduces flexibility
- ⑬ compliance issues
- ⑭ legal issues
- ⑮ ethical issues
- ⑯ high fail risk



## Process Mining

We don't know what is written in SOPs, what people do, what systems record.

- PM exists to discover the real process using data that systems already generate.
- PM has timestamps, DM doesn't
- PM = reconstructing and analyzing real business processes using event logs with timestamps.

① Case ID one complete instance of the process

② activity / event a step that has happened

③ timestamp when that step happened

shows us

- Actual flow of work
- Bottlenecks
- Rework loops
- Process Duration
- Active cases
- Throughput



high active cases = congestion = bottlenecks

	PM	DM
Focus	process flow	patterns in data
Timestamp	✓	X
Case Concept	✓	X
Output	process model	predictions clusters
goal	improve the process	discover correlations

PM shows

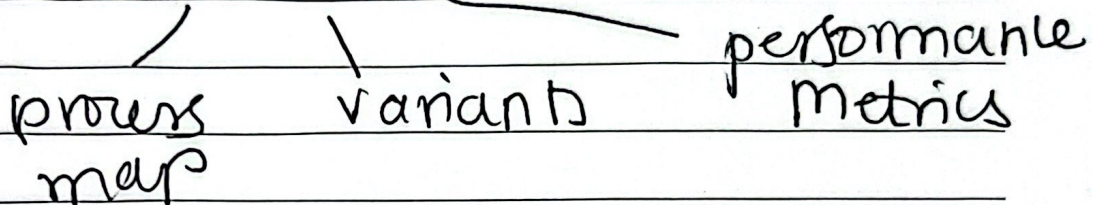
- delay in payment
- missing inventory
- high variance



## Fluxion / Disco

Is a PM tool that discovers the real process flow from event logs using case IDs activities and timestamps

produces



## Process Map

nodes → activities

arrows → flow b/w steps


thick arrows → frequency → happy

no. of arrows → time / cases

thin side path → reroute

long arrows → waiting

single case variants → anomalies

 I'm so screwed.