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## 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 capex opex
- ⑨ technology dependency, new risks  
cybersecurity, server downtime
- ⑩ political conflict
- ⑪ power shifts
- ⑫ overstandardization 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
- Reward loops
- Process duration
- Active cases
- Throughput

high active = congestion  $\geq$   
Cases bottlenecks

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

### PM shows

- delay in payment
- missing inventory
- high variance

## Fluxicon | DISCO

is a pm tool that discovers the real process flow from event logs using case IDs, activities and timestamps

produces

process  
map

variants

performance  
metrics

## Process Map

nodes → activities

arrows → flow b/w steps

thick arrows → frequency → happy  
no. of arrows → time / cases

thin side path → rework

long arrows → waiting

single case variants → anomalies



I'm so screwed.