

Contents

Part I Introduction

1 Data Science in Action	3
1.1 Internet of Events	3
1.2 Data Scientist	10
1.3 Bridging the Gap Between Process Science and Data Science	15
1.4 Outlook	20
2 Process Mining: The Missing Link	25
2.1 Limitations of Modeling	25
2.2 Process Mining	30
2.3 Analyzing an Example Log	35
2.4 Play-In, Play-Out, and Replay	41
2.5 Positioning Process Mining	44
2.5.1 How Process Mining Compares to BPM	44
2.5.2 How Process Mining Compares to Data Mining	46
2.5.3 How Process Mining Compares to Lean Six Sigma	46
2.5.4 How Process Mining Compares to BPR	49
2.5.5 How Process Mining Compares to Business Intelligence	49
2.5.6 How Process Mining Compares to CEP	50
2.5.7 How Process Mining Compares to GRC	50
2.5.8 How Process Mining Compares to ABPD, BPI, WM, ...	51
2.5.9 How Process Mining Compares to Big Data	52

Part II Preliminaries

3 Process Modeling and Analysis	55
3.1 The Art of Modeling	55
3.2 Process Models	57
3.2.1 Transition Systems	58
3.2.2 Petri Nets	59
3.2.3 Workflow Nets	65
3.2.4 YAWL	66

3.2.5	Business Process Modeling Notation (BPMN)	68
3.2.6	Event-Driven Process Chains (EPCs)	70
3.2.7	Causal Nets	72
3.2.8	Process Trees	78
3.3	Model-Based Process Analysis	83
3.3.1	Verification	83
3.3.2	Performance Analysis	85
3.3.3	Limitations of Model-Based Analysis	88
4	Data Mining	89
4.1	Classification of Data Mining Techniques	89
4.1.1	Data Sets: Instances and Variables	90
4.1.2	Supervised Learning: Classification and Regression	92
4.1.3	Unsupervised Learning: Clustering and Pattern Discovery	94
4.2	Decision Tree Learning	94
4.3	<i>k</i> -Means Clustering	100
4.4	Association Rule Learning	104
4.5	Sequence and Episode Mining	107
4.5.1	Sequence Mining	107
4.5.2	Episode Mining	109
4.5.3	Other Approaches	111
4.6	Quality of Resulting Models	112
4.6.1	Measuring the Performance of a Classifier	113
4.6.2	Cross-Validation	115
4.6.3	Occam's Razor	118
Part III From Event Logs to Process Models		
5	Getting the Data	125
5.1	Data Sources	125
5.2	Event Logs	128
5.3	XES	138
5.4	Data Quality	144
5.4.1	Conceptualizing Event Logs	145
5.4.2	Classification of Data Quality Issues	148
5.4.3	Guidelines for Logging	151
5.5	Flattening Reality into Event Logs	153
6	Process Discovery: An Introduction	163
6.1	Problem Statement	163
6.2	A Simple Algorithm for Process Discovery	167
6.2.1	Basic Idea	167
6.2.2	Algorithm	171
6.2.3	Limitations of the α -Algorithm	174
6.2.4	Taking the Transactional Life-Cycle into Account	177
6.3	Rediscovering Process Models	178
6.4	Challenges	182

- 6.4.1 Representational Bias 183
 - 6.4.2 Noise and Incompleteness 185
 - 6.4.3 Four Competing Quality Criteria 188
 - 6.4.4 Taking the Right 2-D Slice of a 3-D Reality 192
- 7 Advanced Process Discovery Techniques 195**
 - 7.1 Overview 195
 - 7.1.1 Characteristic 1: Representational Bias 197
 - 7.1.2 Characteristic 2: Ability to Deal With Noise 198
 - 7.1.3 Characteristic 3: Completeness Notion Assumed 199
 - 7.1.4 Characteristic 4: Approach Used 199
 - 7.2 Heuristic Mining 201
 - 7.2.1 Causal Nets Revisited 201
 - 7.2.2 Learning the Dependency Graph 202
 - 7.2.3 Learning Splits and Joins 205
 - 7.3 Genetic Process Mining 207
 - 7.4 Region-Based Mining 212
 - 7.4.1 Learning Transition Systems 212
 - 7.4.2 Process Discovery Using State-Based Regions 216
 - 7.4.3 Process Discovery Using Language-Based Regions 218
 - 7.5 Inductive Mining 222
 - 7.5.1 Inductive Miner Based on Event Log Splitting 222
 - 7.5.2 Characteristics of the Inductive Miner 229
 - 7.5.3 Extensions and Scalability 233
 - 7.6 Historical Perspective 236
- Part IV Beyond Process Discovery**
- 8 Conformance Checking 243**
 - 8.1 Business Alignment and Auditing 243
 - 8.2 Token Replay 246
 - 8.3 Alignments 256
 - 8.4 Comparing Footprints 263
 - 8.5 Other Applications of Conformance Checking 268
 - 8.5.1 Repairing Models 268
 - 8.5.2 Evaluating Process Discovery Algorithms 269
 - 8.5.3 Connecting Event Log and Process Model 272
- 9 Mining Additional Perspectives 275**
 - 9.1 Perspectives 275
 - 9.2 Attributes: A Helicopter View 277
 - 9.3 Organizational Mining 281
 - 9.3.1 Social Network Analysis 282
 - 9.3.2 Discovering Organizational Structures 287
 - 9.3.3 Analyzing Resource Behavior 288
 - 9.4 Time and Probabilities 290
 - 9.5 Decision Mining 294
 - 9.6 Bringing It All Together 297

10 Operational Support	301
10.1 Refined Process Mining Framework	301
10.1.1 Cartography	303
10.1.2 Auditing	304
10.1.3 Navigation	305
10.2 Online Process Mining	305
10.3 Detect	307
10.4 Predict	311
10.5 Recommend	316
10.6 Processes Are Not in Steady State!	318
10.6.1 Daily, Weekly and Seasonal Patterns in Processes	318
10.6.2 Contextual Factors	318
10.6.3 Concept Drift in Processes	320
10.7 Process Mining Spectrum	321
 Part V Putting Process Mining to Work	
11 Process Mining Software	325
11.1 Process Mining Not Included!	325
11.2 Different Types of Process Mining Tools	327
11.3 ProM: An Open-Source Process Mining Platform	331
11.3.1 Historical Context	331
11.3.2 Example ProM Plug-Ins	333
11.3.3 Other Non-commercial Tools	337
11.4 Commercial Software	339
11.4.1 Available Products	339
11.4.2 Strengths and Weaknesses	345
11.5 Outlook	352
 12 Process Mining in the Large	353
12.1 Big Event Data	353
12.1.1 $N = \text{All}$	354
12.1.2 Hardware and Software Developments	356
12.1.3 Characterizing Event Logs	364
12.2 Case-Based Decomposition	368
12.2.1 Conformance Checking Using Case-Based Decomposition	369
12.2.2 Process Discovery Using Case-Based Decomposition	370
12.3 Activity-Based Decomposition	373
12.3.1 Conformance Checking Using Activity-Based Decomposition	374
12.3.2 Process Discovery Using Activity-Based Decomposition	376
12.4 Process Cubes	378
12.5 Streaming Process Mining	381
12.6 Beyond the Hype	384

13 Analyzing “Lasagna Processes”	387
13.1 Characterization of “Lasagna Processes”	387
13.2 Use Cases	391
13.3 Approach	392
13.3.1 Stage 0: Plan and Justify	393
13.3.2 Stage 1: Extract	395
13.3.3 Stage 2: Create Control-Flow Model and Connect Event Log	395
13.3.4 Stage 3: Create Integrated Process Model	396
13.3.5 Stage 4: Operational Support	396
13.4 Applications	397
13.4.1 Process Mining Opportunities per Functional Area	397
13.4.2 Process Mining Opportunities per Sector	398
13.4.3 Two Lasagna Processes	402
14 Analyzing “Spaghetti Processes”	411
14.1 Characterization of “Spaghetti Processes”	411
14.2 Approach	415
14.3 Applications	418
14.3.1 Process Mining Opportunities for Spaghetti Processes	418
14.3.2 Examples of Spaghetti Processes	420
Part VI Reflection	
15 Cartography and Navigation	431
15.1 Business Process Maps	431
15.1.1 Map Quality	432
15.1.2 Aggregation and Abstraction	432
15.1.3 Seamless Zoom	434
15.1.4 Size, Color, and Layout	438
15.1.5 Customization	440
15.2 Process Mining: TomTom for Business Processes?	441
15.2.1 Projecting Dynamic Information on Business Process Maps	441
15.2.2 Arrival Time Prediction	444
15.2.3 Guidance Rather than Control	444
16 Epilogue	447
16.1 Process Mining as a Bridge Between Data Mining and Business Process Management	447
16.2 Challenges	449
16.3 Start Today!	451
References	453
Index	463