



Initiative for an open method

*« Theory without practice is useless;
practice without theory is blind. »*
Immanuel Kant

Enterprise methodology

An approach to multisystems

✉ dominique.vauquier@praxeme.org

☎ +33 (0) 6 77 62 31 75

🌐 <http://www.praxeme.org>

? <http://dvau.praxeme.org>

Presentation objective

■ Objective

Introduce the contribution of the open method in matters of complex system architecture

■ Topics

- Enterprise architecture and transformation
- Enterprise System and its aspects
- Convergence & interoperability

Document protection



Duration: 30 min

- 1. Situation**
- 2. Methodological Framework**
- 3. Application to multisystems:
the convergence approach**
- 4. Impact on the management of systems**

- **Case study: AXA Group**

- 70 companies, each one equipped with its own information system
 - 155,000 employees+ distributors and partners
 - ~12,000 people in IT

- **Challenges**

- At company level
 - Master the complexity
 - Open the system
 - Generalize “multi-access”
 - Evolve towards digital business
- At group level
 - Converge, rationalize and innovate

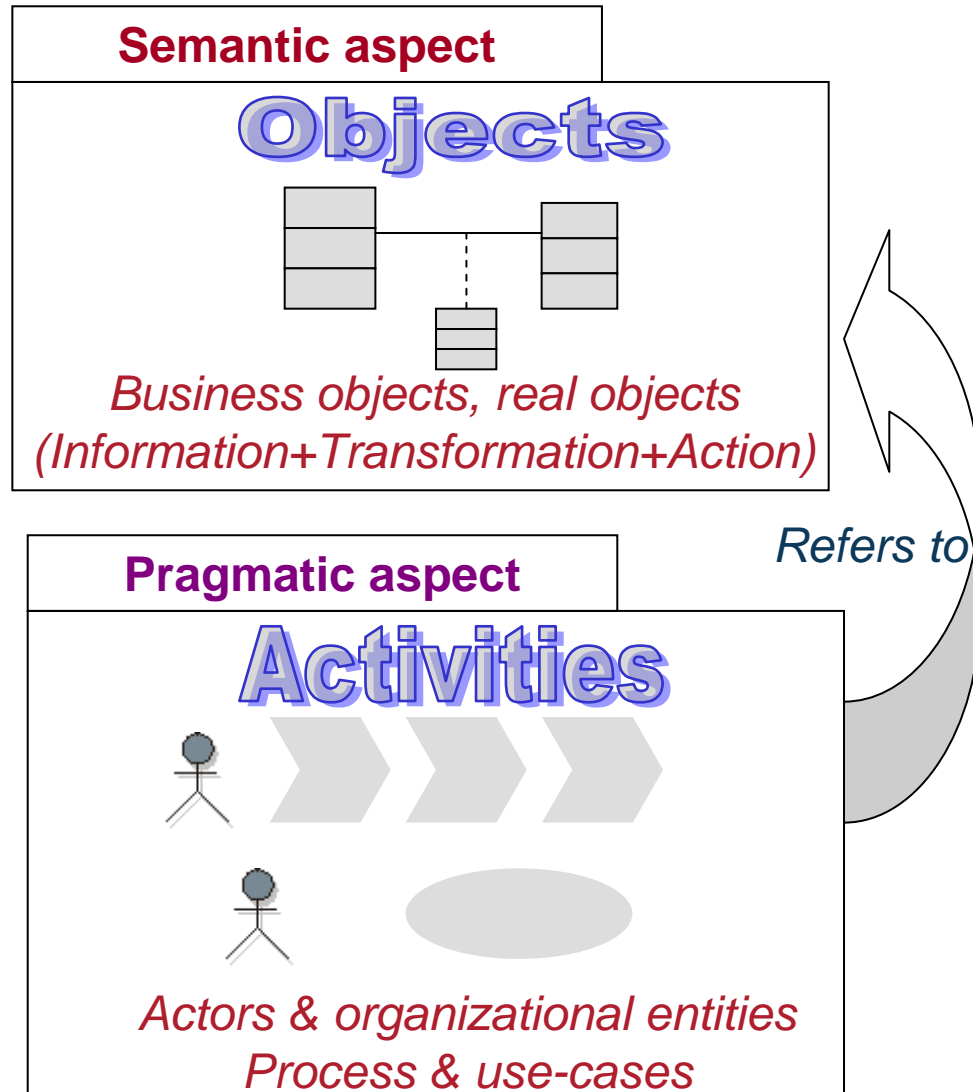
Notion of Enterprise System

- **“The Enterprise System is the Enterprise that perceives itself as a system.”**
 - Cf. Enterprise Transformation Manifesto
 - <http://www.enterprisetransformationmanifesto.org>
 - Tenet
 - Promote a rational and holistic approach to think about and design the enterprise
- **Complexity versus complication**
 - “The complexity of the Enterprise System is both a strength and a risk.”
 - “Complication is unnecessary and artificial complexity, generated and accumulated through the Enterprise's history.”



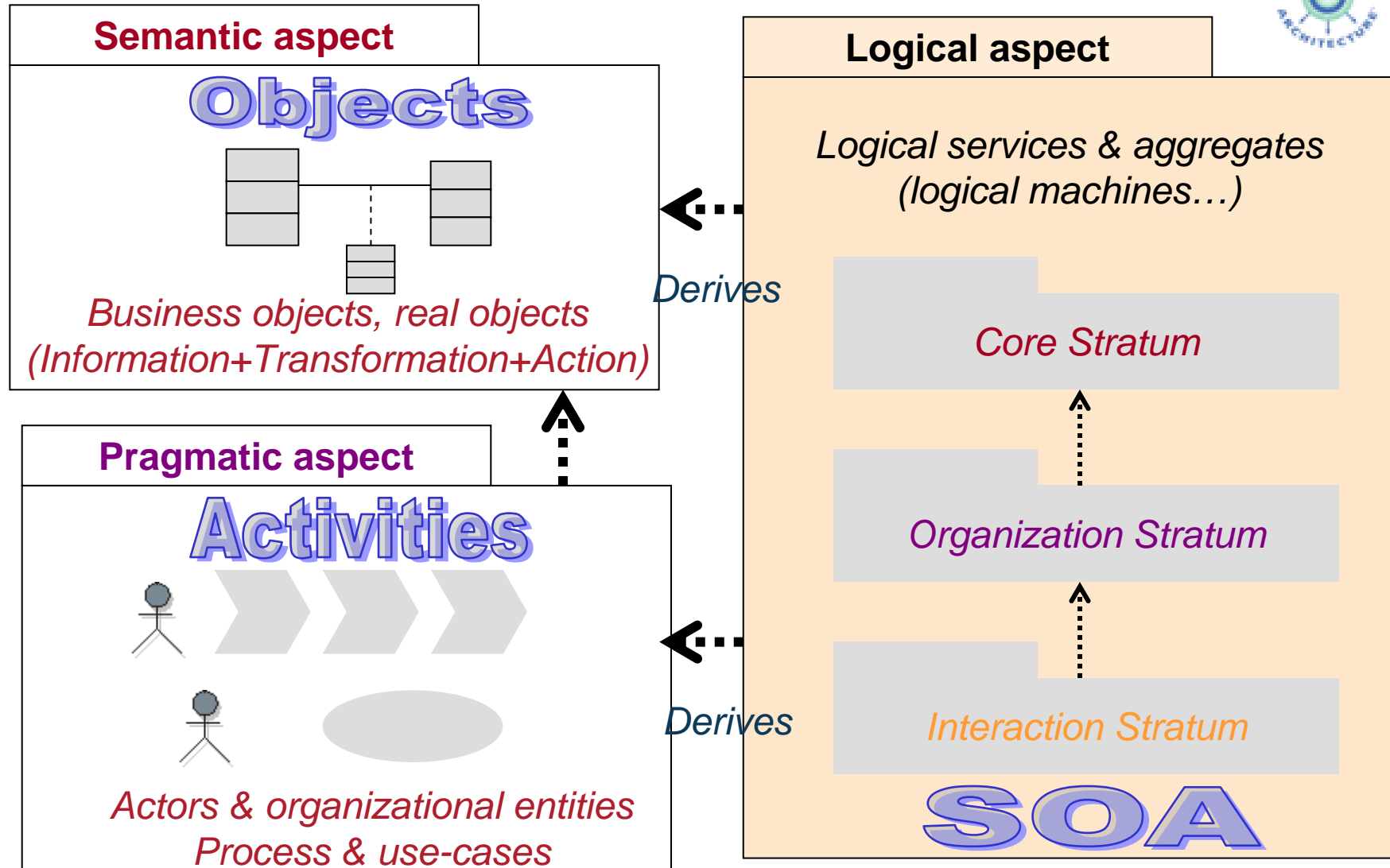
- **If enterprises are deemed complex systems, how should we address them?**
 - What should be represented?
 - How should we deal with the amount of information to be collected and the decisions to be made?
- **Notion and value of a methodological framework**
 - “Separation of concerns” principle
 - Mindset related to every framework

Business: the “right” description



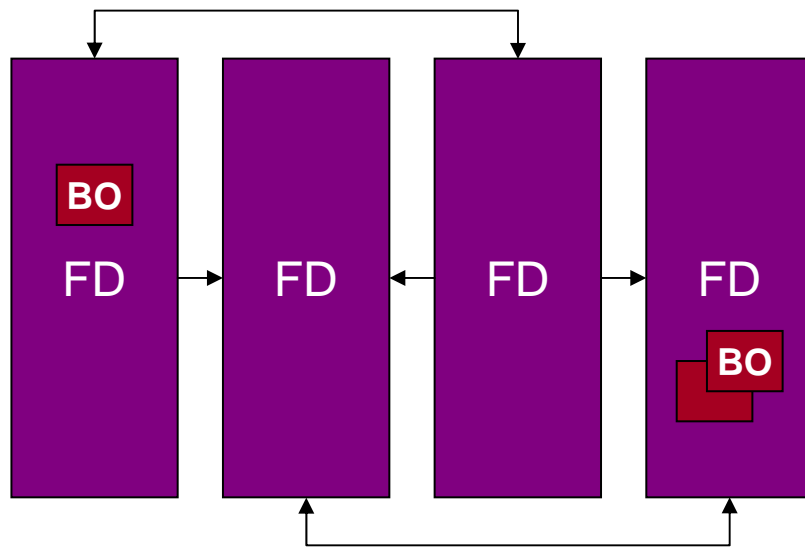
- **Approach by activities**
 - Classical approach
 - Flawed with local variation
 - Functional & hierarchical breakdown structure
- **Semantic modeling**
 - Additional approach
 - Move to genericity
 - New solution to cope with complexity

Software: the optimal structure



Logical architecture: the change

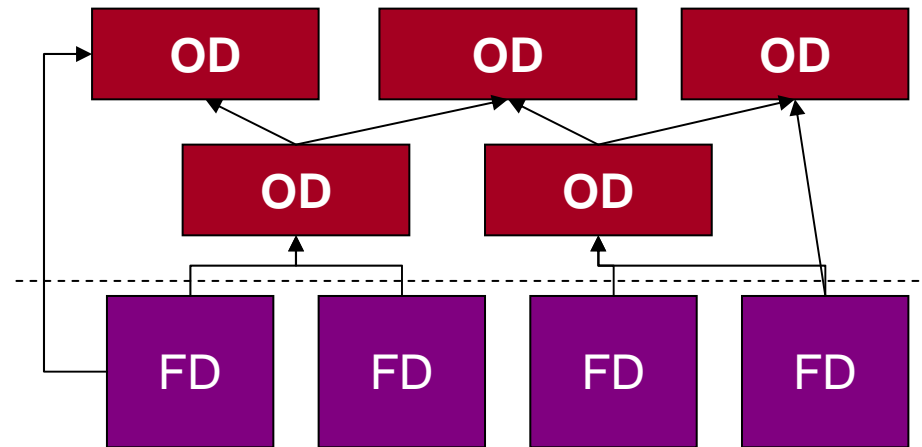
Caricature of an architecture based upon functional approach



Logical blocks take charge of functional domains which structure the pragmatic model. Important dependencies or redundancies stem from this, as the same business objects are used inside many functional domains.

FD: functional domain
BO: business object
OD: object domain

Outlined logical architecture according to Praxeme method

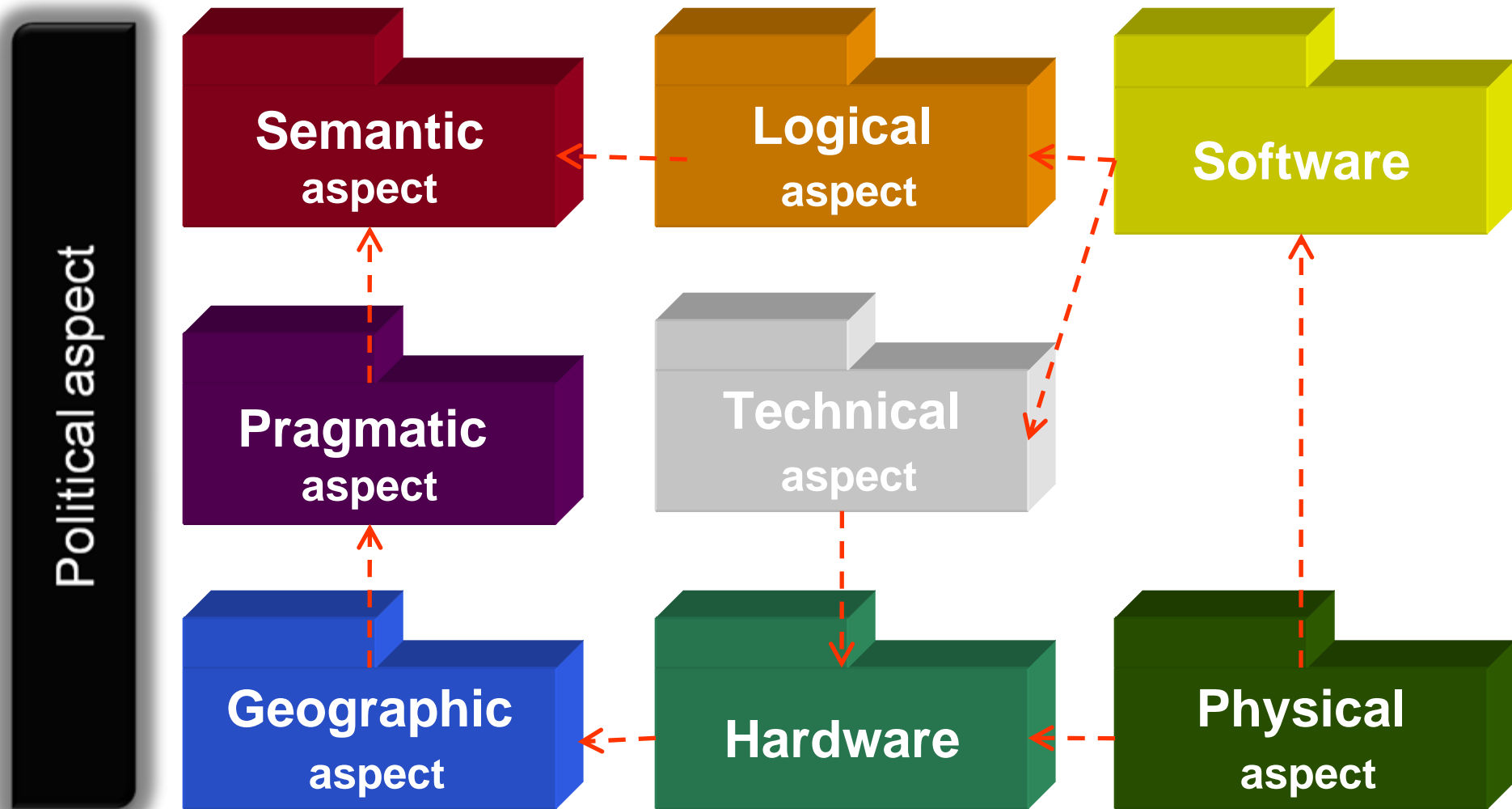


Several logical blocks match with the object domains from the semantic model.

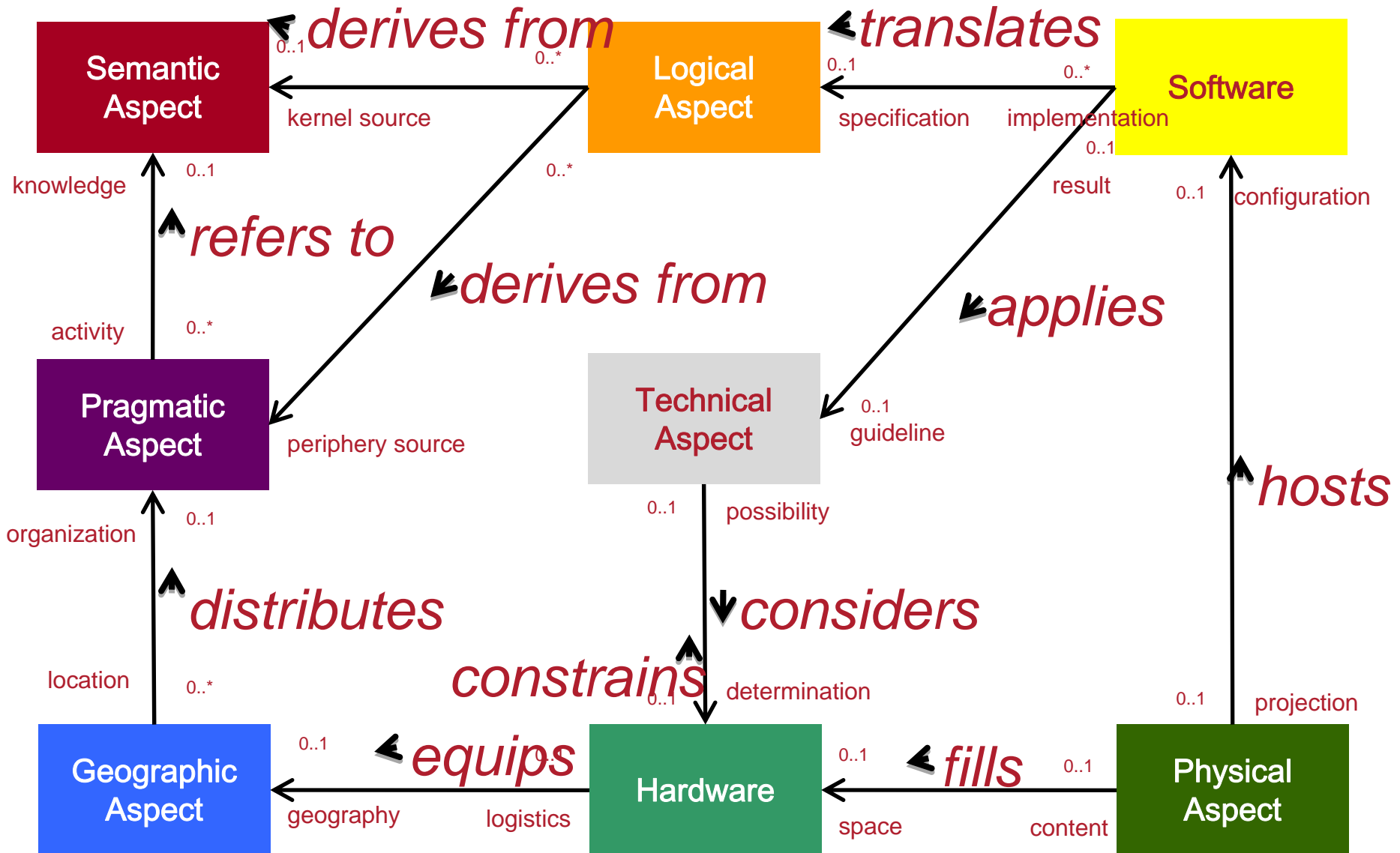
Dependencies obey topological constraints

- Between strata ("Business Core", "Organization", "Interaction")
- Coupling reduced,
- No dependency between FD, unless special cases,
- etc.

The Enterprise System Topology



Dependencies between aspects

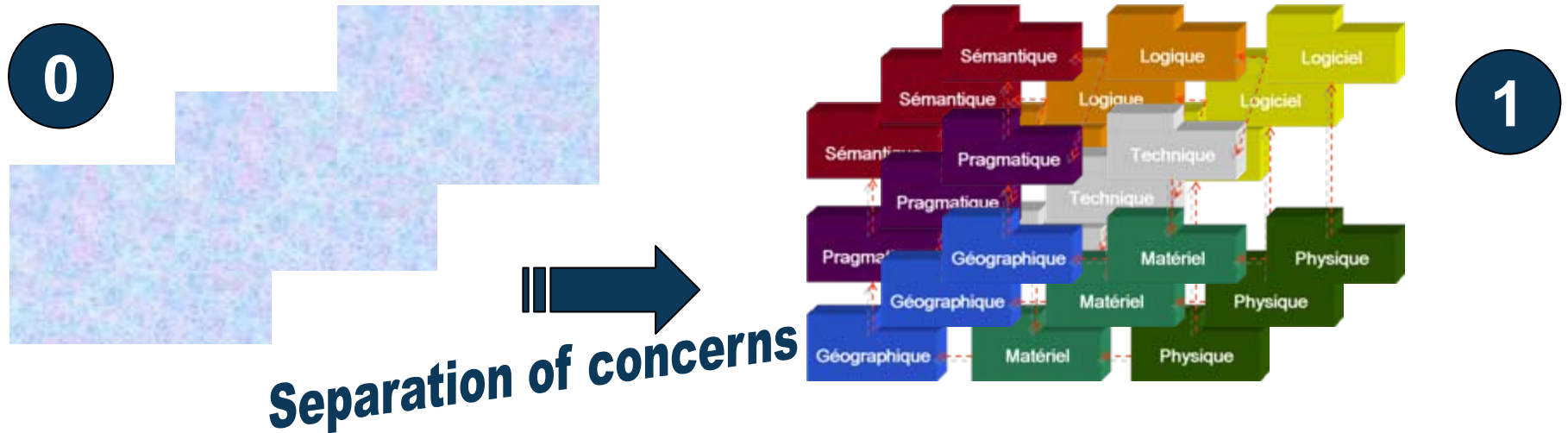


- **Given several systems...**
 - Companies of a group, federations
 - Extended enterprise
 - Partnerships
 - Public administration
 - Systems of systems
- **...how can we build a single, integrated and optimized system?**
 - Rationalization
 - “Reap the benefits of being global”

In the “Product” dimension

- **Current situation**

- Confusion of various aspects in many systems

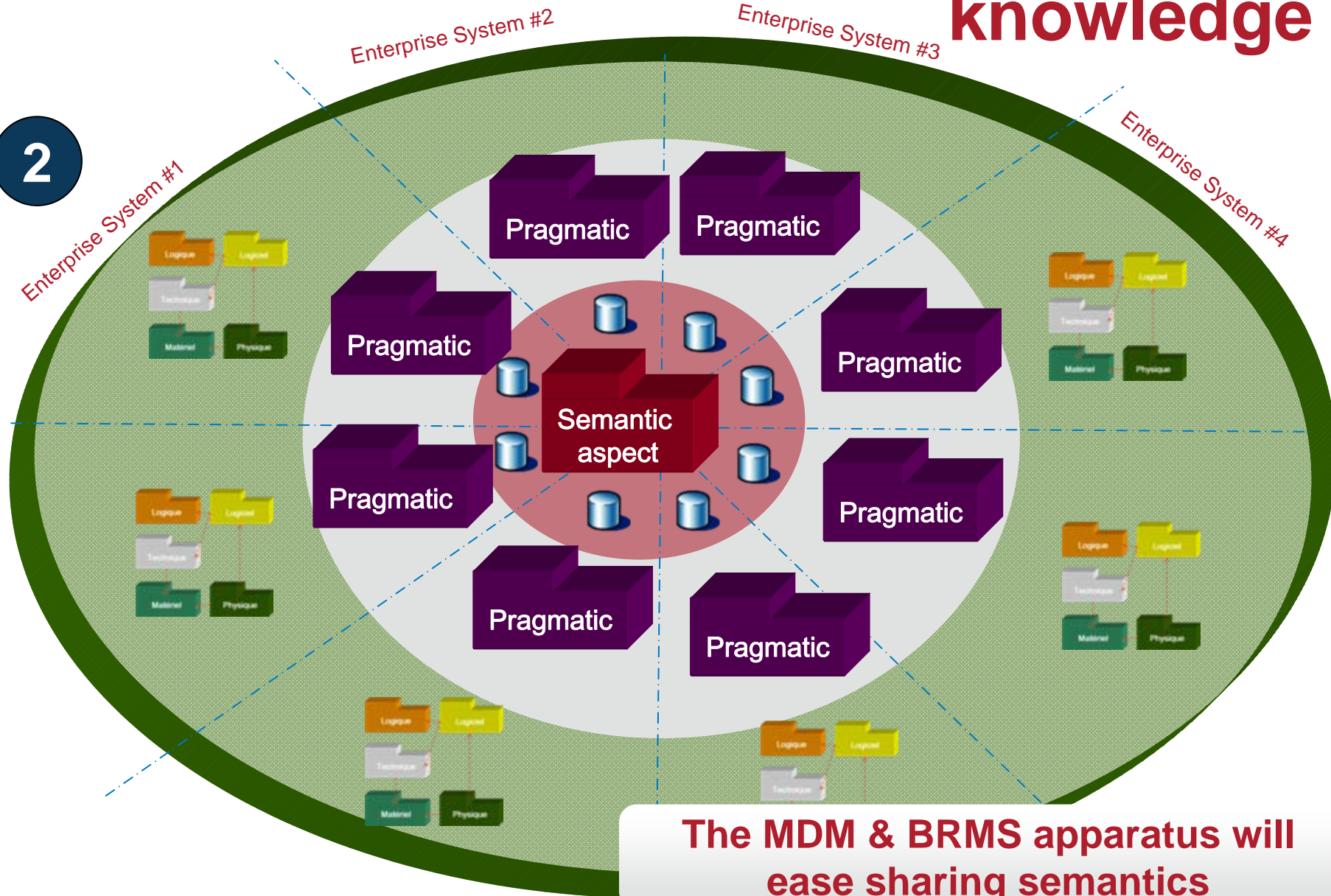


- **Next stage**

- Separated aspects
- But persistence of multiple systems without integration

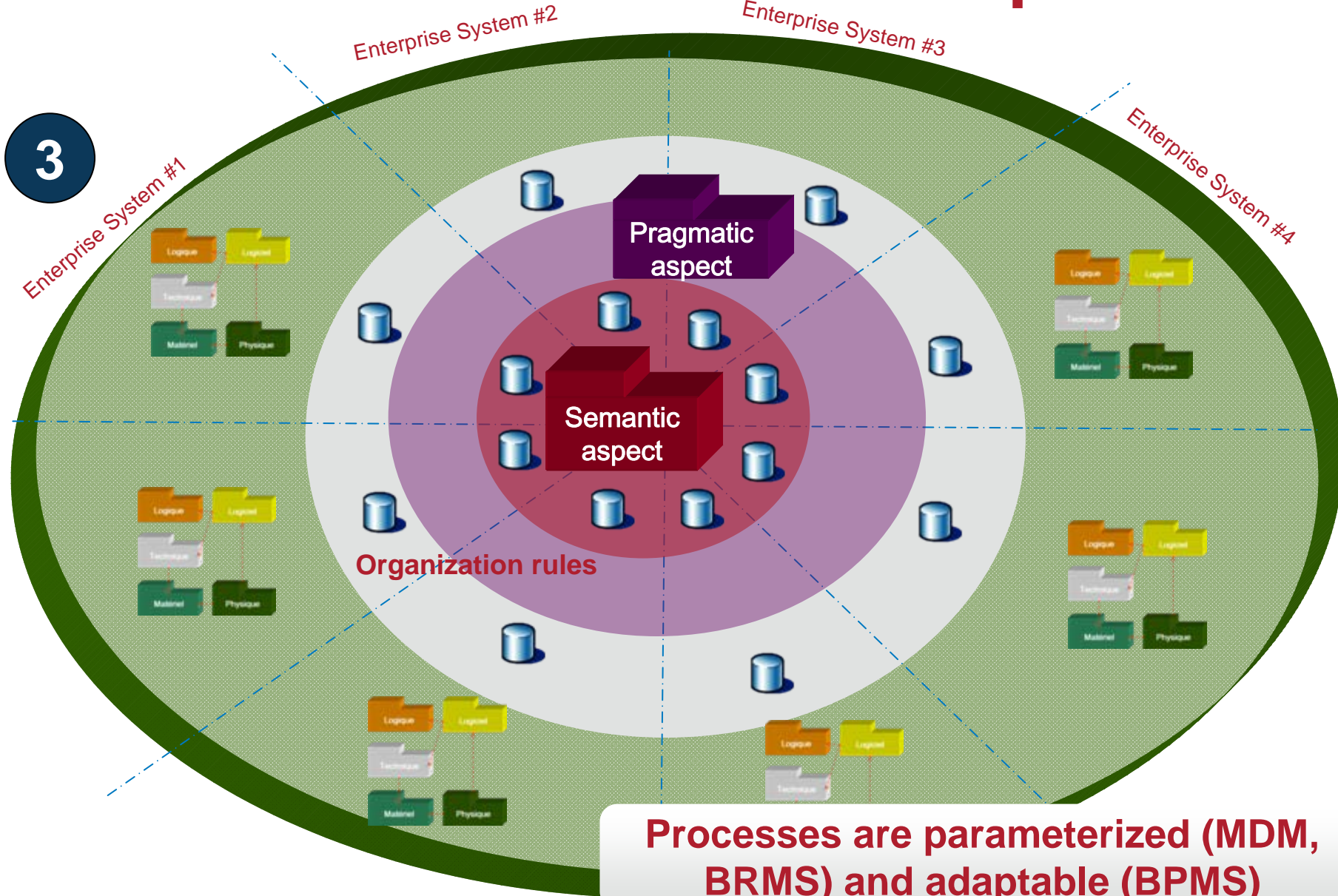
Share the core business knowledge

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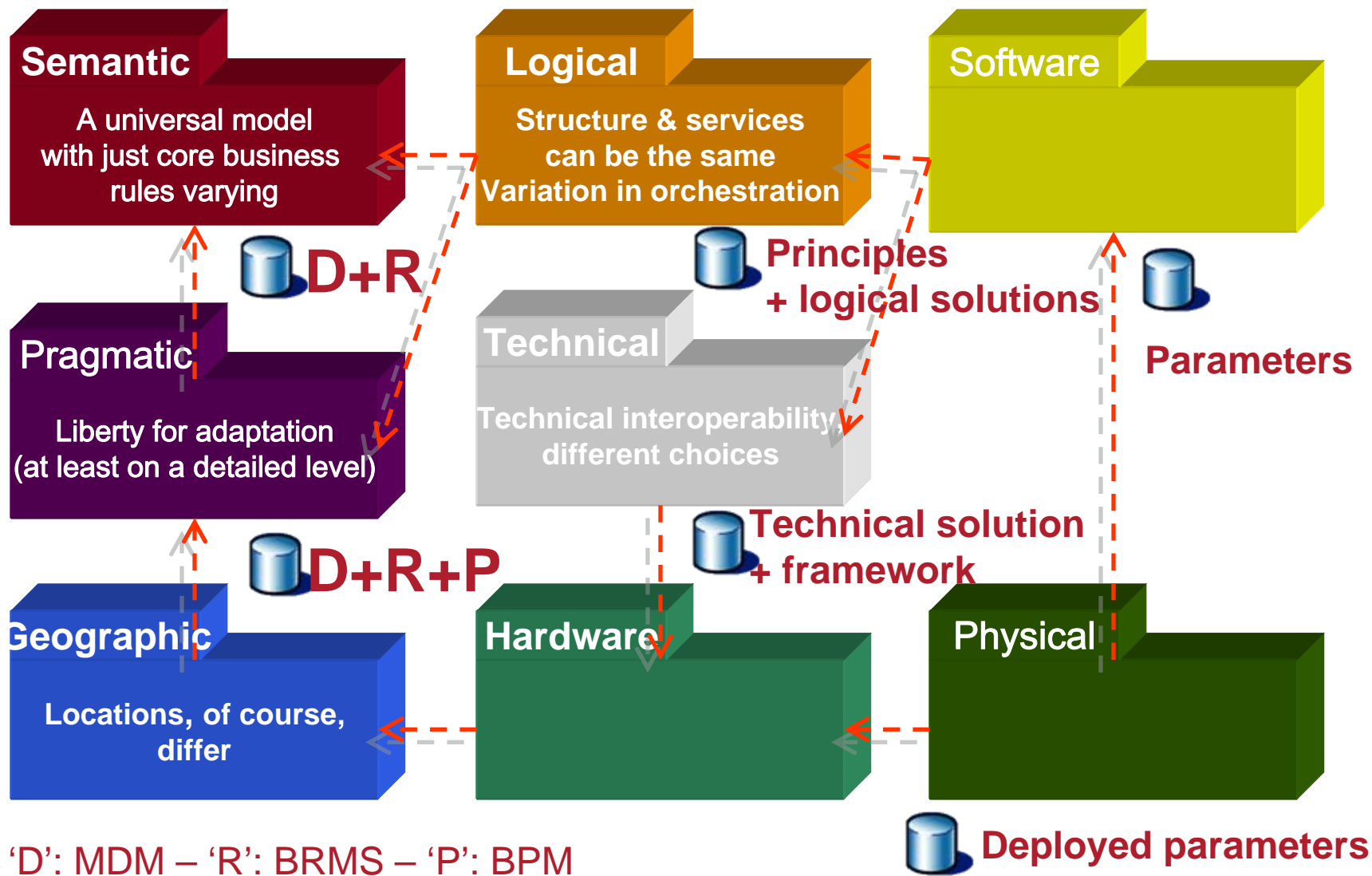
The MDM & BRMS apparatus will ease sharing semantics

Factorize the practices



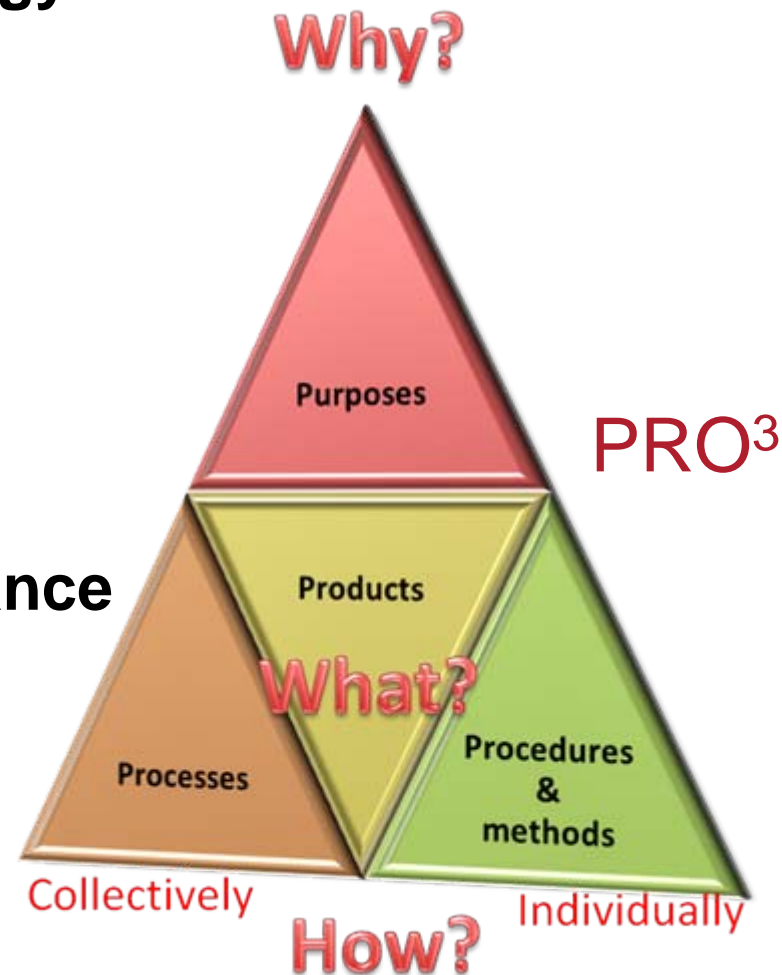
Processes are parameterized (MDM, BRMS) and adaptable (BPMS)

Isolate the variation points



Impact on the management of systems

- The three chapters of methodology
 - The PRO³ scheme
- About rationality
 - Rationalities acting inside the enterprise
 - Limited rationality and its consequences
- As a result, what kind of governance do we need when coping with complex systems?
 - Including human factor and ideology



■ Summary

- A comprehensive approach to the Enterprise System
- An approach to multisystems
 - Which addresses the challenges of large organizations

■ Call for backing the initiative for an open method

- <http://www.praxeme.org>
- <http://www.enterprisetransformationmanifesto.org>
 - The golden principles for improving enterprises while respecting society's fundamental values and interests
 - Expected role of the Academia

■ Next public event

- 2010 Symposium
 - December 17