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The Practice of Enterprise Modeling

6th IFIP WG 8.1 Working Conference, PoEM 2013
Riga, Latvia, November 6-7, 2013
Proceedings

Springer

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ISSN 1865-1348 e-ISSN 1865-1356
ISBN 978-3-642-41640-8 e-ISBN 978-3-642-41641-5
DOI 10.1007/978-3-642-41641-5
Springer Heidelberg New York Dordrecht London

Library of Congress Control Number: 2013951012

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Typesetting: Camera-ready by author, data conversion by Scientific Publishing Services, Chennai, India

Printed on acid-free paper

Springer is part of Springer Science+Business Media (www.springer.com)

Preface

The EM research discipline aims to solve business-IT alignment in a holistic manner by providing the techniques, languages, tools, and best practices for using models to represent organizational knowledge and information systems from different perspectives. Described complex business and technology conditions upraise the role of enterprise modeling (EM) in its responsibility in reaching the alignment. The quality attributes such as agility, sensitivity, responsiveness, adaptability, autonomy, and interoperability are emerging as the norms for modern enterprise models. Solving them will allow all components of an enterprise to operate together in the cooperative manner for the purpose of maximizing overall benefit to the enterprise. PoEM 2013—the 6th IFIP WG 8.1 Conference on the Practice of Enterprise Modeling—took place in November 2013 in Riga, Latvia. The conference series is a dedicated forum where the use of EM in practice is addressed by bringing together the academic community and practitioners from industry to contribute to improved EM practice, as well as to share knowledge and experience. PoEM 2013 attracted 80 submissions with authors from 31 countries (Argentina, Austria, Belgium, Canada, Chile, Colombia, Czech Republic, Estonia, France, FYR Macedonia, Germany, Greece, Italy, Kazakhstan, Latvia, Lithuania, Luxembourg, Malaysia, Morocco, The Netherlands, Norway, Pakistan, Poland, Portugal, Romania, Russia, South Africa, Sweden, Switzerland, UK, and USA), out of which the Program Committee selected 19 high-quality papers for the presentation on the conference, which are included in this proceedings volume. Furthermore, selected short papers were accepted for publication as CEUR online proceedings (CEUR-WS.org). The program of PoEM 2013 reflected different topics of EM, including modeling approaches and tools for agility and flexibility, quality, transformations and management of models, as well as technical aspects, tools, and cases. Additionally, the program featured two keynotes: *Keynote 1: "A New Contract Between Business and Business Analyst,"* by Dr. Baiba Apine, from PricewaterhouseCoopers Consulting, Latvia. This keynote summarized the conclusions from ten years of business modeling practice in Latvia, highlighted the major challenges, and discussed the latest tendencies faced by business analysts. The focus of business analysis has changed significantly over the years. Initially business analysts focused on discovery and modeling of business processes. They aimed to identify opportunities for application of information technologies in business process automation and to determine resources needed for business process execution. More recently, the attention has shifted toward business process monitoring and optimization, while current trends are concerned with business process intelligence for agile decision-making. Businesses expect that the business analysts will identify opportunities for continuous business process improvement by providing contextualized, high-quality, and secure information. In light of these new business expectations, the keynote

speech identified today's challenges faced by the business analysts and described the current practice in dealing with these challenges. *Keynote 2: "Designing Intelligent Enterprises with the Viable Systems Approach,"* by Jose Perez Rios, Professor at the University of Valladolid, Spain. Managers in companies or organizations, politicians in their different areas of responsibility and, in general, any decision-maker should have at their disposal the necessary tools for tackling the problem facing them. At the start of the 1970s, Conant and Ashby had argued, in the famous theorem that bears their name, that a good regulator of a system must be a model of the system. However, both this model and the regulating system should possess a degree of variety (complexity) in accord with that of the system they are trying to regulate (manage). The aim of this keynote was to show how the Viable System Model, a systemic methodological approach created by S. Beer, can provide us with the possibility of constructing models with sufficient variety (the capacity to deal with complexity) to respond to current problems. After exploring the functions that the VSM considers necessary and sufficient for viability in an enterprise/organization, along with the model's recursive nature, we will show the role played by the communication channels that connect all the VSM functions/systems and other internal and external elements. This side of the VSM application is fundamental for designing an organization's or company's information systems. A deep understanding of the different functions (systems) of an organization and the communication channels that connect them offers a comprehensive framework for both designing information systems and diagnosing the quality and adaptation of existing ones.

The conference program also included short paper sessions presenting research in progress – new research ideas, including method and tools. Furthermore, the panel session and the exhibition offered the possibility for researchers and practitioners to explore the topics of enterprise practice through open discussions. We owe special thanks to the members of the International Program Committee for promoting the conference, their support in attracting submissions, as well as for providing valuable reviews for the submitted papers. We also thank the external reviewers. Special thanks go to Riga Technical University for an engaging organization of the conference.

September 2013

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