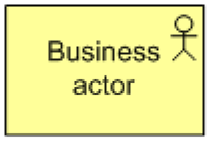
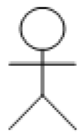
Appendix A- Archimate Representations and Descriptions

(Note: All of the below representations and definitions were heavily based on the materials belonging to Open Group)

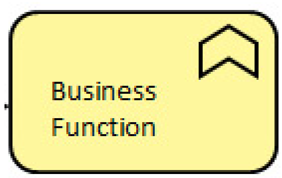
Business View Representations



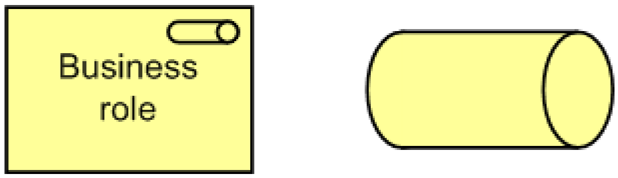


The representation “business actors” is reserved for two main purposes:

- To define key entities necessary for the functioning of the business, specifically, the company in question, called “company” in the models, the “supplier”, the “client”, as well as other relevant external business partners.
- To define large organizational structures within the company, that are home to the execution of a series of business processes, which means they are used to represent company departments.



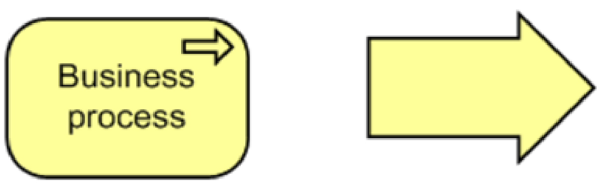
Business Function are Behavior element that groups behavior based on a chosen set of criteria (typically required business resources and/or competences). This is usually the case with Business Roles and Business Processes



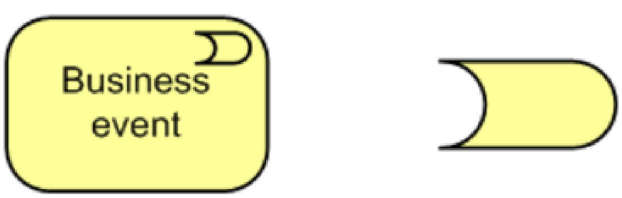
“Business roles” are used to represent entities that are responsible for performing a specific behaviors and responsibilities. Additionally, it helps divide the labor responsibilities within an organization.

It is reserved for two main purposes:

- To represent individuals with a specific job description and position in the company’s organogram, such as managers and workers.
- To represent external entities to a business process, which may also be represented as business actors, but due to their limited role within the business process being evaluated, are represented as such.

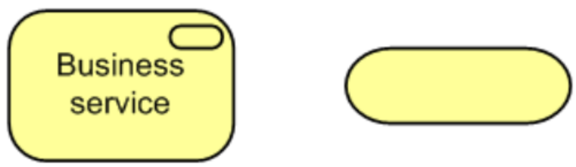


“Business processes” are meant to be realized by “business roles”. These are used to represent a set of actions and behaviors that need to be done in order to ultimately produce a defined set of products or business services, which are crucial for the functioning of the business. It is possible for business processes to be made up of smaller business processes. An example of this would be that the process of “delivering the product to the customer” is made up of processes such as “identifying the required product in the warehouse” and “producing a shipping invoice”.



“Business events” are defined as something that happens (internally or externally) and influences behavior. Business processes and other business behavior may be triggered or interrupted by a business event. Unlike business processes, functions, and interactions, a business event is instantaneous: it does not have duration. A business even can be anything from “the customer requested the product” to “one of the company’s systems broke down”.

“Location” is, as the name implies, the location where the business processes take place, as well as the business actors and business roles that are required for the processes in those locations.



“Business services” are meant to represent a function or service that is generated by business processes, business functions or business interactions and that fulfills a business need of a customer, be that customer an entity that belongs to the company or someone that is external to it[31]. They can be very diverse, ranging from things that are nearly automatic, such as bank transfers or inventory updates whenever a product is sold, to services that need to be rendered more manually and on a case by case basis, such as a warning for a customer refund.

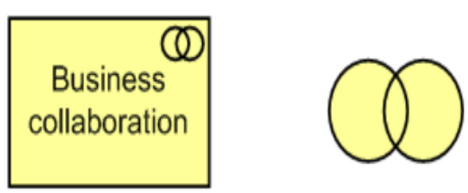
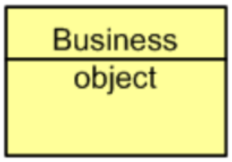


Figure 12: Business Collaboration Notation

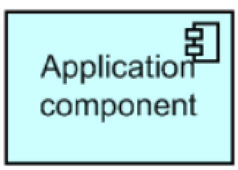
A Business Collaboration is an aggregate of two or more business roles that work together to perform collective behavior.

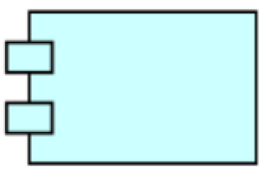
A “Business interface” is a point of access through which a variety of business services, business objects and even business events can be shared, communicated or accessed in between business actors and business roles. It is often referred to as a channel (telephone, internet, local office, etc.).



A “Business object” is, for the most part, used to represent information that is produced, stored or accessed by business roles and business processes. An example of a business object would be a written customer policy, as well as a list of the company’s top clients or even a shipment invoice. Additionally, it should be noted that, unlike many other representations in the business view, Business objects are passive in nature, meaning that they do not trigger or perform processes.

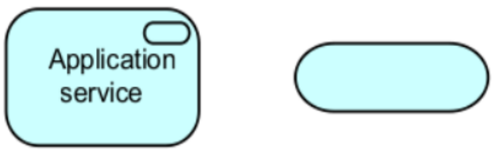
Application View Representations



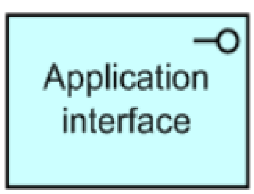


“Application components” are used to represent specific parts of the software that execute specific functions, in order to supply the necessary data or non-physical services to the business roles and business processes. An example of an application component would be the “product data component” or “inventory management component”. These act as repositories for the data specific to their name and execute several, basic core functions, for the sake of the functioning of the business processes.

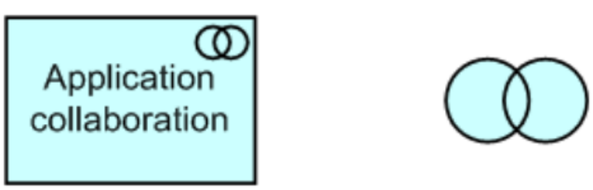
“Application functions” are used to describe the internal behavior of an application component. That is to say that they describe the roles of the components in greater detail. For example, the “outbound sourcing info” and “inbound sourcing info” functions are assigned to “Sourcing component”.



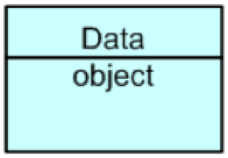
“Application Services” are the units of functionality provided by one or more Application Functions, as well as one or more Application Component. They are used by other Application Components, as well as Business Processes in the Business View, in order to allow the processes to function, which is done with the assistance of interfaces. The majority of them, in the model, in the model developed, were automatically generated services. As such, a good example would be automatically generated alerts in regards to inventory levels. All in all, they are the core contribution of the “Application View” and its reason for existing.



“Application interfaces” are the points of access in which an application service is made available to several constituents of the Business View or to an Application Component. Essentially, they are what allows the various parts of the company to communicate with one another on a software level.



“Application collaborations” are meant to represent temporary joint efforts in between two or more Application Components. Given its temporary nature, it does not exist as a separate entity within the enterprise. As an example, imagine it is necessary to address a missing shipment to a customer and obviously, they do not need to pay the company a second time for something they have already paid. Doing so, on a software level, would require the joint efforts of the Application Component that addresses sales, the one that addresses customer data and the one that addresses the existing business partners of the company, in the event that the company does not handle its own shipments.



“Data Objects” are pieces of data that are either generated by or stored within Application Components. They are usually self-contained pieces of information with a clear meaning to the business, such as customer records, client databases, or timetables. In essence, they are the software equivalent of Business Objects and often times, they are used to either bring about the creation of those Business Objects or to represent pre-existent Business Objects that have already been stored within he company’s databases.

Archimate Relationships

“Relationships” refers to the way representations interact with one another. For example, one Business Process may be fundamental to the realization of another business process, or a Business Object may be accessed by a Business Role in order to generate a different Business Object. These relationships come in the form of differently shaped arrows.

Figure 48: Assignment Notation

The “assignment relationship” represent the realization relationship in between representations. As an example, Business Roles are assigned to Business Processes because that specific role is responsible for executing those processes. Another important example, would be that Application Components are assigned to Application Functions, because they exist to better divide the Data Objects and Application Services that that Component is responsible for realizing and those Functions are, in turn, assigned to those Objects and Services.

Figure 53: Triggering Notation

Using the definition given by the Open Group: “The triggering relationship describes the temporal or causal relationships between processes, functions, interactions, and events”. In a less formal way, it means that triggering relationships exist, so that those that read the models can understand which events and processes precede and succeed which. Essentially, it establishes a “timeline” for the representations that are being viewed. When one representation triggers two others, this often means that there is a relationship of exclusivity between the two. Depending on the circumstances, only one of the representations is triggered.

Figure 54: Flow Notation

Borrowing the very explicit and easy to understand definition given by the Open Group: “The flow relationship describes the exchange or transfer of, for example, information or value between processes, function, interactions, and events”. It is a relationship that is purely meant to signify that a representation aids the realization or functioning of another representation, in some fashion. Additionally, flow relationships do not imply any type of “timeline” between representations, unlike triggering relationships.

Figure 49: Realization Notation

The “Realization relationship” exists in order to highlight that things like Business Services or Application Services have been created by a Business Role, Business Process, Application Component or Application Function, as well as Business Objects are created by Data Objects, as well as the reverse. The relationship does not apply to any other representations used in the model developed.

Figure 51: Access Notation

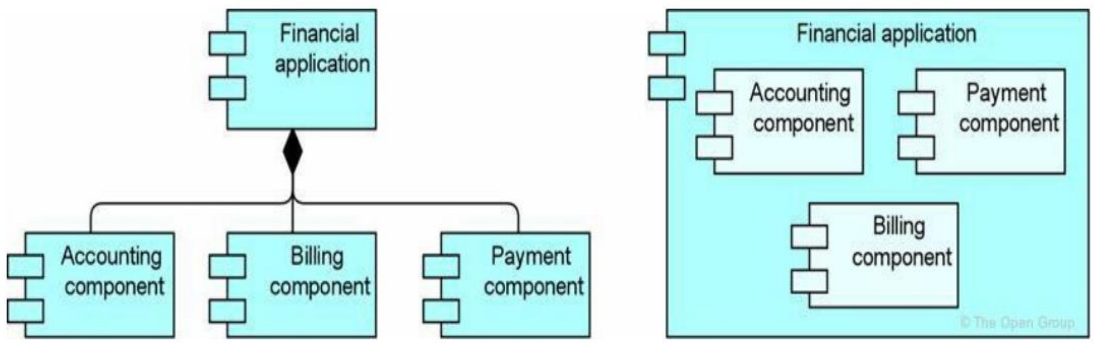
The “Access relationship” is used to represent the fact that a representation makes use of the information stored within a Business Object or Data Object. This is usually because the Business Role or Business Process in question cannot be completed without the data stored in those Objects.

Figure 50: Used By Notation

The “Used by relationship” is mainly used for two purposes. The first is to indicate that Services are put to use by Processes, Functions or Interactions. The second is that interfaces can be used by Roles, Components and by Collaborations. However, while not often used in the model developed, it is possible to connected most representations using this relationship

Figure 46: Composition Notation

The “Composition relationship” is likewise, very straightforward. It exists to represent that a certain representation is composed of several other representations. In the model created, it will most likely not be seen in the Business and Application views, do the fact that those smaller representations are found “nested” within a larger representation (nesting refers to visually aggregating representations within another representation).



Example 33: Composition

However, the “arrow” belonging to this representation often be seen in the several viewpoints in which the model was organized, due to the different degrees of complexity and displayed information in them.

Figure 47: Aggregation Notation

Unlike the “Composition relationship”, the “Aggregation relationship” does not indicate that the representations are a part of it, but rather that it “makes use” of those representations in order to exist. An example of this relationship in the model developed is that Application Collaborations aggregate Application Components. Given the nature of the Collaborations, the explanation given makes sense, since the Components do not make up the Collaboration, but their participation is required for the Collaboration to exist and to fulfill its role.

Additional Representations

Figure 55: Grouping Notation

The “Grouping Relationship” indicates that objects belong together based on some common characteristic.

Appendix B- Company Feedback

Model adequacy with reality and feedback

Product Companies

Product Delivery Model

Company ID	View	Feedback
X	**Business View**	According to feedback from the company, in the Business View, this model seems to be completely accurate in regards to their operational reality, but it was suggested that additional steps required for the "Inventory Check" could be modeled in the future.
	Application View	In regards to the Application View, the company does not have the function of allowing the purchases to be done directly via the website, having to be done through other interfaces, such as email, which means they do not make usage of the "Customer-Side Web Portal", "Product Selection", "Product Selection Service" and "Company to Website Communication" representations. Additionally, there is no need for the "Online Service Software" representations or the representations nested into it, since the company does not actively make use of third party software to plan the few deliveries it does itself. Not only that, but due to the limited amount of vehicles allocated by the company to transportation, there is no need for the "Transport Selection" Application Service or Application Function. They do however make decisions on transportation routes on an individual basis, for their own vehicles, using a GPS machine, which in this model, can be considered part of the "Route Planning Component"
Y	**Business View**	According to feedback from the company, in the Business View, this model differs from their reality, due to the fact that it models a procedure of aggregating orders from several customers that live in one area, to just one transport trip. In company Y, the delivery is done on an individual product basis.
	Application View	This further reflects itself in the Application View, due to eliminating the need for the "Batch Order Component". Additionally, since the company delivers its product exclusively through third-party transportation services, there is no need for the "Route Planning Component" or the "Route Application Software" made available by the Web either, since it was meant to aid the company's own transportation network.
Z	**Business View**	According to feedback from the company, in the Business View, this model differs from the fact that the product reservation is not done through the website directly, but rather, it only serves as a showcase for the products and the purchases themselves are made using Business Interfaces, such as via telephone or email. There is also the fact, much like company Y, company Z handles its distribution on an individual product basis, making the model differ from reality in regards to the Business Process of assigning products to product batches.
	Application View	In the Application View, due to the fact that there is no procedure for using the website to directly purchase the products, the representations for "Customer-Side Web Portal", "Product Selection Service" and "Company to Website Communication", are unnecessary for company Z's operational

		reality. Additionally, since all transportation is done via external third party companies, there is no need for the company itself to make use of the "Route Application Software Service", as well as the fact that the "Route Planning" Application Function and Service not being necessary for the company. However, due to the fact that for some locations and weight categories, transportation companies' prices can differ, the "Transport Selection" Application Function and Service are still validated, in the sense of choosing the best company as a means of transportation. Finally, there is no need for the "Batch Order Component", due to the way the company handles its transportation.

Stock Replenishment Model

Company ID	View	Feedback
X	**Business View**	According to feedback from the company, in the Business View, this model is perfectly well aligned with the company's operational reality, not warranting any changes.
	Application View	In regards to the Application View, the model differs from the operational reality of the company, due to having the following Application Services not being executed automatically by the system, as initially envisioned when the model was created, despite having these Services being executed, by hand: "Low Inventory Confirmation Service", "Acceptable Inventory Confirmation Service", "Material Purchase List Creation Service" and "Purchase Order Creation Service".
Y	**Business View**	According to feedback from the company, in the Business View, the model seems overall well aligned with the operational reality of the company, with a couple of exceptions. The Business Object "Raw Materials Purchase Order", does not always apply to the company's operational reality due to the partial outsourcing of their production, which causes the company to sometimes purchase the raw materials and sometimes just buy the finished products from their partner. Lastly, the "Creation of Final Product" Business Process is not handled by the company, so it does not always come after the "Shipment Receiving" representation.
	Application View	In regards to the Application View, it appears that some of the Application Services described in the model are not applicable to the company, due to the fact that they were modeled with the mindset of being automatically generated by the company's systems, in mind. These are "Low Inventory Confirmation Service", "Acceptable Inventory Confirmation Service", "Restocking Confirmation Service", "Material Purchase List Creation Service". In regards to "Purchase Order Creation Service", the company stated that it was a mixed process composed of both system material list generation and manual employee purchase order creation. However, since the process is still not fully automated, the Application Service should still be considered as non-accurate in the model, for company Y.
Z	**Business View**	Due to lack of time availability on the company's part, it was not possible to verify the fit of this model to the company's operational reality.
	Application View	

Production Planning Model

Company ID	View	Feedback
X	**Business View**	According to feedback from the company, in the Business View model seems to be well adapted to their operational reality, not having any representation that is missing or in excess. However, the company does say that while they do cover all the variables modeled with their planning methodology, they do not go about it with the same mindset as the model, but no additional information regarding this was disclosed. One other thing worthy of note was that the company believes that this process should be done by both the Production and Inventory Departments simultaneously and not having all decision making power for it centralized in the Inventory Management Department, as the model illustrates.
	Application View	In regards to the Application View, it seemed that the model was also quite accurate with their operational reality, but it was advised that the "Production Processes Data" Data Object could further specify the machinery aspect of the production process.
Y	**Business View**	According to feedback from the company, in the Business View the only difference between the model and what is done is that the event that triggers the planning for the most ideal production quantities is the end of the week, as opposed to the end of the month.
	Application View	Regarding the Application View, however, a greater difference is reflected, in regards to the "Customer Segments Data Component". The company does not use Demographics or Income figures in order to define its customers, but rather "Personas" that were developed internally, to represent the customers, which focus almost exclusively on Psychographics.
Z	**Business View**	According to feedback from the company, in the Business View the model differs from their operational reality due to the fact that the trigger for the start of the planning is not the end of the month, but rather the end of every two weeks. However, the collection of data on customer segments (as well as suppliers) is done every month.
	Application View	In regards to the Application View, the only difference is the lack of a "Demographic Data" Data Object, due to that information not being important to company Z.

Effective Inventory Planning Model

Company ID	View	Feedback
X	**Business View**	According to feedback from the company, in the Business View the model differs significantly from their operation reality in several ways. To begin with, the company does not take into account the energy costs of the warehouse, which they justify by the lack of need for refrigeration or any electrical intensive activity, as well as not taking into account the costs per square meter of the warehouse. Additionally, there is, generally, no need for the "Determine the Best Way to Maximize Storage Space", as the company does not concern itself with it, even though they admit that it is something that is important for a variety of other businesses.
	Application View	In the Application View, the Data Objects "Electrical Costs" and "Space Costs", as well as the Application Component "Company Costs Component", are not required, given the company's operational reality.
Y	**Business View**	According to feedback from the company, in the Business View there is no need to make use of the "Yearly Sales Data" and "Product Specifications" Business Objects, with only the information from the "Ideal Production Guidelines" object being required for the company to analyze the way in which it manages its inventory. In addition, the company does not yet take into account the energy

		costs that each inventory item or square meter is responsible for, nor does it calculate the most economic order quantities, due to the fact that raw materials are purchased according the current company stock needs and the fact that they are purchased in a one-by-one basis.
	Application View	In the Application View, this model differs from reality due to the fact that there is an “Electrical Costs” Data Object, that is deemed unnecessary for the company, at the moment.
Z	**Business View**	According to feedback from the company, in the Business View , the model is mostly correct and that the only representations that do not represent the company’s operational reality are “Determine Cost Per Square Meter Usage” and “Determine Cost Per Square Meter For Energy Costs”, due to the fact that they calculate stocking costs either to the item unit or the liter. This variation in measurement units makes square meter cost allocation unfit for their needs. Likewise, they do not bother making decisions on profit maximization based on stock inflows for deliverables and the consequential inventory costs, meaning that the “Calculate Most Economic Order Quantities” is not in line with their operational reality. Finally, they do not calculate the Inventory Turnover Ratio, due to the specifics of the business and how those make it needless to do so, since a fixed percentage of their production can’t be sold on a regular basis.
	Application View	In regards to the Application View, for company Z, the only thing that differs from their operational reality is the lack of usage of the information that in the model is represented by the “Space Costs” Data Object.

Machinery Maintenance Model

Company ID	View	Feedback
X	**Business View**	According to feedback from the company, in the Business View, the model is perfectly well aligned with the company’s operational reality, not warranting any changes.
	Application View	In regards to the Application View, the model seems to be well aligned with the company’s operational reality, with only the Data Service “Human Time Availability Service” not being accurate with the model, due to not being created automatically by the system, as initially envisioned.
Y	**Business View**	Due to the outsourcing of all machinery related responsibilities and processes, the company does not have to conduct any machine maintenance. As a result, the model does not apply to the company’s operational reality.
	Application View	
Z	**Business View**	The company stated that they do not handle the maintenance of their machinery themselves and that they only arrange for the machinery to go through a full inspection every few months, outsourcing the expertize. As a result, the model is not aligned with the company’s operational reality.
	Application View	

Quality Control Steps Definition Model

Company ID	View	Feedback
X	**Business View**	According to feedback from the company, in the Business View, the model seems well aligned with their operational reality. However, while this is not the case for the operations of this company specifically, they recommended the inclusion of sampling and sample quality evaluation procedures into the model, so that it may be applied to companies that have to deal with more complex products and higher costs for verifying the quality of the final product when it is already assembled, as opposed to checking the quality of the constituents of the product while those are individualized. An example that was given by the company for such a situation would be a company that would manufacture household appliances.
	Application View	Regarding the Application View, it seems there are no changes worth making, according to company X.
Y	**Business View**	According to feedback from the company, in the Business View ,there is a large amount of differences between the model and their reality. To begin with, due to them being part of the clothing sector and from a health and quality standpoint, them not being heavily regulated, there are next to no externally imposed quality standards on the company, be them international or local. However, this changes for the few products that are produced for children, which are in fact regulated. Apart from that, it is the company itself that defines the quality standards for their products. Another difference is that the establishment of the product quality procedures is done by the Product Design Department, as opposed to the Production Department. Additionally, there is no sampling procedure for the raw material input, due to the fact that each material is handpicked, one by one, by company representatives at their suppliers, as opposed to buying them in larger quantities. The same holds true for any final product. Their quality is verified on a one-to-one basis, so no sampling is performed.
	Application View	In regards to the Application View, there is no need for the “Data Objects” that come from the Web, since they refer to quality standards external to the company. Additionally, there is no need for the “Quality Assurance Processes Guidelines Component” and its Data Objects, due to the lack of input or product sampling procedures. Finally, there is no need for the “Machine Quality Standards” Data Object because the company does not have to worry with handling the machinery necessary for the production of the products.
Z	**Business View**	According to feedback from the company, in the Business View, the “Input Sampling Procedure” and “Input Sampling Quality Evaluation” Business Objects are not necessary, given the fact that all inputs are bought from certified suppliers and come with documents that proves the quality of the inputs has been verified. Additionally, there does not seem to exist a pre-determined number of times that the quality of the products needs to be assured per day, which, in the model, would be the last step of the process.
	Application View	In regards to the Application View, the following Data Objects have been shown to be unnecessary for the company when it comes to establishing quality control practices: “Input Materials Quality Standards”, “Input Sampling Procedure” and “Input-Sampling Quality Evaluation Procedure”.

Incoming Quality Control Model

Company ID	View	Feedback
X	**Business View**	According to feedback from the company, in the Business View, the model seems to be well aligned with the operational reality of the company, with the only recommendation for added representations being additional information for the “Input Material Quality Standards” Business Object, where it was suggested that KPIs and comparative rankings for the quality of the inputs could be established, in the manner of not just verifying that the inputs were good enough to be used in production, but also the degree of quality above the minimum that those inputs have.
	Application View	In regards to the Application View, it was also well aligned with the reality of the company, but additional representations could be added to fulfill the recommendations for comparative quality measurements.
Y	**Business View**	According to feedback from the company, in the Business View, the model seems to differ greatly from the company’s operational reality. However, this is because of the company’s less conventional sourcing method. The company directly sends its representatives to the raw material supplier’s warehouse on a regular basis to purchase the materials, on a one by one basis. Regarding the model, this means that no representation nested within “Company Warehouse” applies to the company, nor the “Perform Sample Quality Analysis” and “Identify Defective Material” Business Processes. Additionally, there is no need for any representations that revolve around returns to the supplier. Finally, there is no need for the “Input Sampling Procedure” and “Input Sampling Quality Evaluation Procedure" Business Objects.
	Application View	In the Application View, the model possesses some unnecessary representations. The “Previous Inventory Update Cancelling” and “Order Return Notification Service” Application Services are not required, nor the “Input Sampling Procedure” and “Input Sampling Quality Evaluation Procedure” Data Objects.
Z	**Business View**	According to feedback from the company, in the Business View the only relevant differences between the model in the Business View, is that there is no need for the “Perform Sample Quality Analysis” Business Process, due to the fact that the suppliers already deliver documents proving said quality upon delivery and the fact that there is no need for the Business Services that are nested in “B2B” email, which would normally aim for a greater degree of control in the process of shipment returns.
	Application View	Regarding the Application View, it seems that the only representation that is accurate with their operational reality is the “Order Return Notification Service” Application Service. The representations related to the “Inventory Management Component” are not necessary to the company, due to the fact that no changes are made to the inventory until it has been shown that no defects exist with the inputs. The model assumed that the inventory was updated prior to the quality control and rectified when an issue was found, which is not the case for company Z. Additionally, as previously mentioned, all quality is assured by the suppliers, with the documentation to prove it, eliminating the need for the company to have its own quality standards for the inputs, as well as methods to verify its quality via sampling.

In-Process Quality Control Model

Company ID	View	Feedback
X	Business View	The Business and Application Views are perfectly aligned with the company's operational reality, but, once again, it was suggested that Data and Business Objects representing guidelines for the sampling and quality analysis In-Process Created Inputs should be created.
	Application View	
Y	Business View	According to feedback from the company, in the Business View the model is overall well aligned with the company's operational reality. The differences come from the company not being the ones that inspect the production machinery, unless there is some problem mid-process, which means that the "Inspect Machinery Before Production" Business Process is superfluous.
	Application View	In regards to the Application View, it has Data Objects that are not used by the company. These are the "In-Process Inputs Quality Standards" and "First-Article Inspection Guidelines", which is due to the fact that these are so simplistic and part of common sense, that the company did not document them in a digital format.
Z	Business View	According to feedback from the company, in the Business View ,the model is almost completely in line with their operational reality, with the exception of the representations for "First-Article Inspection Guidelines" and "Apply First-Article Inspection". This is because the company produces wine and therefore, conducts quality control on the liquid itself, but not on the other physical components, like the glass or corks, which are certified by suppliers. As liquid is non-divisible in a normal sense, it is not possible to attribute notion of "first article" to it.
	Application View	The Application View only differs from their reality, due to the unnecessary inclusion of "First-Article Inspection Guidelines".

Out-Going Quality Control Model

Company ID	View	Feedback
X	Business View	Both the Business and Application Views are perfectly aligned with the company's operational reality, but, once again, it was suggested that Data and Business Objects representing guidelines for the sampling and quality analysis In-Process Created Inputs should be created.
	Application View	
Y	Business View	According to feedback from the company, in the Business View, the model is overall well aligned with the company's operational reality. The differences come from the company not conducting product inspections via sampling, but rather through individual item inspections
	Application View	In regards to the Application View, it has Data Objects that are not used by the company. These are the "In-Process Inputs Quality Standards" and "First-Article Inspection Guidelines", which is due to the fact that these are so simplistic and part of common sense, that the company did not document them in a digital format. Additionally, the company does not make use of the information in the "Product Sampling Procedure" and "Sampling Quality Evaluation Procedure" Data Objects.
Z	Business View	Due to the particular type of operations of the company, this model in the Business View, begins to merge with the previous model. As a result, the representations for "Conduct First-Article

		Inspection" and "Conduct Sample Quality Test", aimed at the final product are not required, due to the reasons stated in the feedback of the previous model. However, the rest of the model is still valid and well aligned with the company's operational reality.
	Application View	In regards to the Application View, the model is not well aligned with the company's operations. This is because their production process and previous quality control only requires them to have the following Data Objects: "Machine Quality Standards", "In-Process Inputs Quality Standards" and "New Product Quality Standards", with this last one only being required if one of the inputs suffers damage during storage.

Price Setting Model

Company ID	View	Feedback
X	**Business View**	According to feedback from the company, in the Business View, the model is well aligned with the company's operational reality, with the only relevant difference coming from one Business Process that require relocation. The company argues that the "Review Production Costs" Process should precede "Analyze Predicted Purchase Frequency".
	Application View	In regards to the Application View, the model seems well aligned with the company's operational reality, only having the "Demographic Data" and "Psychographic Data" Data Objects as being superfluous.
Y	**Business View**	According to feedback from the company, in regards to the Business View, the model seems to be overall well aligned with the company's operational reality. The differences that exist, for the Business Processes, come with the unnecessary addition of the "Analyze Prices of Similar Products" process. The company does not take this into account when pricing their products, most likely due to their intent to differentiate themselves via quality and not price. This reflects itself in the lack of need of the Business Object "External Market Data". Additionally, since the company does not make use of customer segments but internally creates "personas", the "Customer Segment Descriptions" Object should still technically be kept there, even if it is not completely accurate for the company's operational reality, since it is essentially a slightly different way to use the information that the company incorporates in their "personas"
	Application View	Regarding the Application View, the model seems to be well aligned with the operational reality of the company, with the exception of the lack of need for the "Disposable Income Data" and "Demographic Data".
Z	**Business View**	According to feedback from the company, in the Business View, the model seems reasonably well aligned with the company's operational reality, with no representations being superfluous or out of order. However, it seems that representations referencing the Supply Chain and the Intermediaries employed should be added.
	Application View	In the Application View, this model seems to be well aligned with the company's operational reality, with the only exceptions existing via the superfluous presence of the "Demographic Data" and "Psychographic Data" Data Objects.

Sales Goals Setting Model

Company ID	View	Feedback
X	**Business View**	The company argues that while they create production guidelines for the rest of the year and have an idea of how much they wish to grow in terms of sales in the next period, they do not bother setting proper sales goals. As a result, the model does not apply to the company’s operational reality.
	Application View	
Y	**Business View**	According to the feedback from the company, in the Business View, this model seems to be overall well aligned with the company’s operational reality, with the exception of some Business Processes that do not seem to be required. “Evaluate Cash Cycle Length” is not necessary since all payments are done simultaneously with the sale of the product and the history of late payments is nearly non-existent. The company does not execute the procedures contemplated under the Business Process “Determine Customer Lifetime Value”. The company also does not concern itself with market analysis in regards to market competitiveness and market volatility. As a result, the Business Processes “Analyze Market Competitiveness” and “Analyze Market Volatility” are not necessary for the company’s operational reality. Regarding the Process “Analyze Current Market Trends”, they only seem to concern themselves with some aspects contemplated by this representation, but as it is still useful, it has been deemed to be aligned with the operational reality of the company. Finally, regarding the Business Objects, “Company Account Inflow Data” is not required by the company.
	Application View	In regards to the Application View, the model has quite a high number of Data Objects that the company does not actually make use of, making it not very well aligned with the operational reality of the company. The following Data Objects were deemed not necessary by the company: “Demographic Data”, “Disposable Income Data”, “Existing Company Sales Strategies”, “Production Processes Data”, “Company Account Inflow Data”, “Market Competitiveness Data” and “Market Volatility Data”.
Z	**Business View**	According to feedback from the company, in the Business View, the model seems to be overall well aligned with the company’s operational reality. However, the company does state that preceding the Business Process “Search for Sales Patterns”, there should be additional Processes that could be included. These pertain to evaluating the degree of influence that suppliers hold over difference regions of the country, understanding how much the company itself holds influence and market power in these regions and to what degree are the clients already supplied. Additionally, the company stated that the “Determine Activity Costs” and “Measure Cost of Goods Sold” Business Processes should be at the very beginning of the process of defining a company’s Sales Goals. Additionally, the company does not make use of the Business Process “Analyze Predicted Market Events”.
	Application View	In the Application View, this model seems to be well aligned with the company’s operational reality, with the only exceptions existing via the superfluous presence of the “Demographic Data” and “Psychographic Data” Data Objects. However, once more, it should be noted that the recommended additions to the model by the company would warrant the addition of new data objects.

Product Portfolio Management Model

Company ID	View	Feedback
X	**Business View**	According to the company feedback, in the Business View, the model possesses a significant amount of superfluous representations, both in regards to Business Processes and Business Objects. Regarding the representations nested within or assigned to the Product Design Department, the "Customer Segment Descriptions", "Product Line Data" and "Company Strategy, Mission and Vision Documents" Data Objects are considered superfluous. Additionally, the "Review Customer Segments", "Identify Product Preferences per Customer Segment", "Review Existent Product Line Age" and "Evaluate How Those Products Fit in the Company's Strategy" are likewise considered superfluous for the company's operational reality. Regarding the Objects and Processes nested in or assigned to the Product Design Department, the company states that they do not make use of the "Customer Survey Data" and "Customer Feedback Session Data" Data Objects, often deciding to expand their portfolio on the basis of multiple individual requests for products that they lack. Additionally, the company has a limited number of internally produced products, which often times leads to the expansion of the portfolio being handled through purchasing products for resale purposes, meaning that the Sales Department is usually the one in charge of the portfolio expansions.
	Application View	In the Application View, the model is largely composed of superfluous Data Objects, with only "Segmented Sales Data" being relevant.
Y	**Business View**	According to feedback from the company, in the Business View, the model only seems to have some small flaws when it comes to the alignment with the operational reality of the company. Regarding the representations nested within or assigned to the Product Design Department, the "Customer Survey Data" and "Customer Feedback Session Data" Business Objects are not yet done by the company, but they state that they are about to implement the processes that would create these and will have these soon. Additionally, the "Identify Untapped Customer Preferences" and "Envision New Products Based on Those Preferences" are not really needed in the operational reality of the company, due to the way they evaluate their customer base and expand their products based on that. Regarding the Sales Department and its role for the Portfolio Management process, the only changes that are required are to attribute these responsibilities to the Marketing Department instead.
	Application View	In regards to the Application View, there are a few Data Objects that are unnecessary for the company's operational reality, mainly due to the manner in which they evaluate their customer base and the fact that they outsource their product production. These unnecessary data objects are: "Demographic Data" and "Disposable Income Data", as well as the Objects accessed by the "Product Line Information" Function. The "Customer Survey Data" and "Customer Feedback Session Data" are not present yet in the company's operational reality, but the company representative stated that they will soon.
Z	**Business View**	According to feedback from the company, in the Business View, the model seems to be reasonably aligned with the company's operational reality, with few superfluous representations, but with the need to add new ones to the model. In regards to the Sales Department, the company advises the inclusion of a manager from an administrative position, in order to work together with the Sales Manager, in order to execute the tasks and Processes assigned to the Sales Department in this model. In regards to the Processes that are executed, the company advises the inclusion of the measuring of production cost margins and

		the frequency in which each product is purchased. Additionally, the “Review Existent Product Line Age” Process does not seem to be necessary in the company’s operational reality. In regards to the Product Design Department, the company has not made use of surveys as of yet, so the “Customer Survey Data” Business Object could be considered superfluous here. However, the company argued that there are many other worthwhile ways to determine how and if a company should develop a product, such as assessing whether the company has the know-how and the production capabilities to produce this new product, in-depth transversal market analyses, cost map development aimed at a strategic positioning and developing product prototypes and comparing them with the competition.
	Application View	In the Application View, this model seems to be well aligned with the company’s operational reality, with the only exceptions existing via the superfluous presence of the “Demographic Data”, “Psychographic Data” and “Customer Survey Data” Data Objects. However, once more, it should be noted that the recommended additions to the model by the company would warrant the addition of new data objects.

Customer Policy Creation Model

Company ID	View	Feedback
X	**Business View**	According to feedback from the company, in the Business View, this model possesses a large number of superfluous representations, making this model poorly aligned with the company’s operational reality. Regarding Business Processes, the following were considered superfluous by the company: “Run Surveys With Open-Ended Questions in Focus Groups”, “Ask for the Same Relevant Information From the Companies You Outsource From”, “Identify the Most Important and Most Frequent Issues”, “Create the Customer Policy”. Regarding the Business Objects, the “FAQ and Answers” and “Customer Policy” are considered as superfluous for the company’s operational reality. As a result of this, while the company possesses an informal Customer Policy, it does not possess an actual document with the details. Additionally, the company stated that it is worth adding to the Customer Policy how fast the company vows to answer their customer base.
	Application View	In regards to the Application View, this model seems to be lacking in alignment with the company’s operational reality. Being composed of three Data Objects, two of them, “Customer Policy” and “FAQ and Answers” are superfluous.
Y	**Business View**	According to the feedback from the company, in the Business View, there are a good number of representations that are superfluous for the company’s operational reality. The company does not require the “Identify Working Hours”, “Ask for the Same Relevant Information From the Companies you Outsource From” (which is due to the company not outsourcing any activity whose information is relevant for the creation of the customer policy), “Identify the Most Important and Most Frequent Issues” and “Identify the Limits of The Actions of the Customer Representative” Business Processes and the “FAQ and Answers” Business Object. Finally, it is worth noting that the company does not actually have a documented Customer Policy, so the Business Object “Customer Policy” does not actually exist in the company and instead are just loose, tacit directives that the employees should follow.
	Application View	In regards to the Application View, the only Data Object that could be verified in the operational reality of the company is “Customer Interaction Records”.

Z	**Business View**	According to the company representative, the company does not possess a customer policy just yet, despite admitting that they should, due to the fact that the size and complexity of the company's structure does not yet warrant the existence of one. A s result, this model does not apply to the company in question.
	Application View	

Customer Informing Model

Company ID	View	Feedback
X	**Business View**	According to feedback from the company, in the Business View, in the Business View, the model seems to be well aligned with the company's operational reality. The only deviations come from the lack of a "Company Call Central" Interface, justified by the company's size and office space and the fact that the following Business Objects are considered superfluous "Service Performance KPIs", "Customer Policy" and "FAQ and Answers", with Customer Policy not existing as a formal document, but tacit knowledge guidelines.
	Application View	In the Application View, the model possesses less alignment than its Business View, with the "Service Performance KPIs", "Customer Policy" and "FAQ and Answers" Data Objects being superfluous.
Y	**Business View**	According to feedback from the company, in the Business View, the model possesses a series of representations that are superfluous to the company's operational reality. The only business processes that are required are "Assess Ability to Reply to Request" and "Reply to the Customer's Information Request", due to the fact that the customers are well informed enough to answer any questions that the customer may have. As a result, there is no need to involve the company's managers. Also, the company does not possess an internal call central, so the "Company Call Central" Business Interface is not required by the company. Finally, the Business Objects "FAQ and Answers" and "Customer Policy" are not present in the company's operational reality.
	Application View	Regarding the Application View of this model, it seems reasonably well aligned with the company's operational reality, with the exception of the superfluous presence of the "Customer Policy" and "FAQ and Answers" Data Objects.
Z	**Business View**	According to the company, they mostly sell to bulk distributors. As a result, they do not have to reply to customer needs for information, only having call centers for the purpose of communicating with regulatory bodies and offices. Due to this, this model does not apply to the company's operational reality.
	Application View	

Product Returns Model

Company ID	View	Feedback
X	**Business View**	According to company feedback, in the Business View, the model seems to be well aligned with the company's operational reality, with few deviations. Regarding the Business Objects, only "Customer Policy" is superfluous, due to the fact that it does not exist as a formal document. "Service Performance KPIs" is valid for the model, but the company states that it is rarely used. Regarding the "Product Return Warning Service", its existence is superfluous, due to the lack of formal coordination for such things within the company.

		Additionally, the company stated that the models makes it seem that it is the client's responsibility to hire the transportation services and pay for them, while it should be the company and so, the model should be altered.
	Application View	In regards to the Application View, the model seems well aligned with the company's operational reality, with only the "Product Warranty Creation Service" being superfluous, due to the company either making use of the standard warranty specifications for the market or using the specifications from its suppliers.
Y	**Business View**	According to feedback from this company, in the Business View, the model is well aligned with the company's operational reality. The only relevant differences come from the needless existence of the "Product Return Warning Service" Business Service. This is due to the company's offices not feeling the need to warn the Inventory Department or Warehouse ahead of time, in regards to the return of products to be replaced. Additionally, the "Customer Policy" Business Object's presence in the model is superfluous, when compared to the company's operational reality, due to the company not having a formalized document, but rather tacit directives that the employees follow.
	Application View	Regarding the Application View of this model, it seems reasonably well aligned with the company's operational reality, with the exception of the superfluous presence of the "Customer Policy" Data Object.
Z	**Business View**	Due to the nature of the company's business, the company does not offer the option of product returns. As a result, this model does not apply to the company's operational reality.
	Application View	

Lost Shipment Tracking Model

Company ID	**View**	**Feedback**
X	**Business View**	According to the company, this has almost never happened in the company's history and they stated that it does not warrant structured thinking on their part to deal with the situation due to the rarity of it. As a result, the model does not apply to the company's operational reality.
	Application View	
Y	**Business View**	Due to the company's lack of a track record for missing shipments and speedy delivery, as well as the outsourcing of the transportation services, it was deemed that this model is not applicable to the company's operational reality.
	Application View	
Z	**Business View**	The company stated that very rarely do they have lost shipments for most of the year, with only the end of the year adding to the frequency of it. The company does not seem to concern itself with making sure that the lost delivery is still delivered, instead charging the transportation company for the loss in revenue associated with the shipment loss, via a debit note. As a result, this model does not seem to apply to the company's operational reality.
	Application View	

Customer Refund Model

Company ID	View	Feedback
X	**Business View**	According to the representative of company X, this has very rarely been a part of the company's operational reality. As such, it was not possible to verify the fit between this model and the company's operational reality
	Application View	
Y	**Business View**	According to feedback from this company, in the Business View, the model is well aligned with the company's operational reality. The only relevant differences come from the "Product Return Warning Service", for the same reason as in the "Products Return Model". Additionally, the company does not make a distinction between the duties of "Treasury Manager" and "Accountant". As a result of this, there is no need for the Business Process "Send Refund Confirmation to Treasury Manager". Finally, the "Customer Policy" Business Object's presence in the model is superfluous, for the same reason as in the "Products Return Model".
	Application View	Regarding the Application View of this model, it seems reasonably well aligned with the company's operational reality, with the exception of the superfluous presence of the "Customer Policy" Data Object. Additionally, the "Product Return Warning Service" and "Refund Warning Service" Application Services are not performed automatically, being instead done by hand. However, due to the way the model is organized, the Services should be kept there, even if it is not done automatically, as initially expected. Additionally, there is no presence of the "Customer Policy" Data Object in the company's operational reality.
Z	**Business View**	According to the company, they have never refunded any client for any circumstance. As a result, this model is not well aligned with the company's operational reality.
	Application View	

Job Description Creation Model

Company ID	View	Feedback
X	**Business View**	According to feedback from the company, in the Business View, the model seems to have some misalignments with the company's operational reality. There are about five Business Processes which are superfluous to the company's operational reality: "Identify the Positions that Will be Missing in the Organogram", "Identify Required Superior and Subordinate Roles", "Define Salary Range", "Define Mobility Requirements", "Identify Job Location" (while it does state the general area where the potential employee will work, they do not state the location of the headquarters of the company) and "Indentify Visa Requirements". In regards to the Business Objects, it seems that the company does not possess the Business Object "Organogram"

	Application View	Regarding the Application View, the models seems well aligned with the company's operational reality, with the exception of the lack of the "Organogram" Data Object.
Y	**Business View**	Regarding the Application View of this model, it seems reasonably well aligned with the company's operational reality, with few exceptions. The company does not seem to make use of the "Identify the Positions That Will Be Missing in the Organogram" Business Process due to a lack of employees that have left the company and "Identify the Required Superior and Subordinate Roles" is also not done by the company due to their mostly flat hierarchy, with even the CEO not being above the rest of the employees in the organogram. Finally, while the company does have its fair share of benefits, it does not record them in a formal document and as such, the Business Object "Company Benefits Data" does not seem to be present in the company's operational reality. Regarding the "Salary Data" Object, it is not yet formally defined by the company.
	Application View	Regarding the Application View of this model, it seems reasonably well aligned with the company's operational reality, with the exception of the superfluous presence of the "Customer Policy" Data Object and "Company Salaries" not being yet formally defined.
Z	**Business View**	The company representative of company Z, which is also a member of the management, stated that all hires were decided based on personal references and the company contacting those individuals in particular. As a result, this model does not seem to apply to their operational reality.
	Application View	

Compensation Structure Setting Model

Company ID	**View**	**Feedback**
X	**Business View**	According to the company, the existence of a formal compensation structure is not warranted considered the size of the organization. As a result, the model does not apply to the company's operational reality.
	Application View	
Y	**Business View**	Due to lack of time availability on the company's part, it was not possible to verify the fit of this model to the company's operational reality. However, the company has stated that they do not outsource this Process.
	Application View	
Z	**Business View**	In the Business View, there seem to be some differences between the operational reality of the company and the model, which is mainly due to it having too many business processes represented, that the company does not make use of. To begin with, the "Limit all Benchmarks Using the Company's Size, Geography and Market" and "Identify Entry Level Salary Ranges in the Company's Market" Business Processes are not executed by the company. The company also seems to lack a payroll budget, meaning both the business object "Payroll Budget" and "Consult the Payroll Budget" Business Process are not required in the company's operational reality. Finally, the "Determine How Much the Company is Willing to Pay Per Each Job Description" and "Create Ranks for the Wage Levels of the Job Descriptions" Business Processes are not required by the company either.
	Application View	In regards to the Application View, the model seems to be well-aligned with the operational reality of the company, with no noteworthy deviations.

Employee Training Preparation Model

Company ID	View	Feedback
X	Business View	The company representative of company X, which is also a member of the management, stated they have yet to begin any training programs towards their employees, making this model non-applicable to the company's operational reality
	Application View	
Y	Business View	Due to lack of time availability on the company's part, it was not possible to verify the fit of this model to the company's operational reality. However, the company has stated that they do not outsource or neglect this Process.
	Application View	
Z	Business View	The company representative of company Z, which is also a member of the management, stated they have yet to begin any training programs towards their employees, making this model non-applicable to the company's operational reality
	Application View	

Executing Employee Training Model

Company ID	View	Feedback
X	Business View	According to company feedback, in the Business View, the model greatly deviates from the company's operational reality. This is due to the company being very practical and simplistic with the manner in which they give their training, with only the representations "Prepare Training Space".
	Application View	In regards to the Application View, the model has no alignment with the operational reality of the company, due to the company not utilizing software to prepare or give their training.
Y	Business View	Due to lack of time availability on the company's part, it was not possible to verify the fit of this model to the company's operational reality. However, the company has stated that they do not outsource or neglect this Process.
	Application View	
Z	Business View	The company representative of company Z, which is also a member of the management, stated they have yet to begin any training programs towards their employees, making this model non-applicable to the company's operational reality
	Application View	

Training Program Evaluation Model

<table>
<tr><th>Company ID</th><th>View</th><th>Feedback</th></tr>
<tr><td rowspan="2">X</td><td>Business View</td><td rowspan="2">The company representative of company X, which is also a member of the management, stated they have yet to begin any training programs towards their employees, making this model non-applicable to the company’s operational reality</td></tr>
<tr><td>Application View</td></tr>
<tr><td rowspan="2">Y</td><td>Business View</td><td rowspan="2">Due to lack of time availability on the company’s part, it was not possible to verify the fit of this model to the company’s operational reality.</td></tr>
<tr><td>Application View</td></tr>
<tr><td rowspan="2">Z</td><td>Business View</td><td rowspan="2">The company representative of company Z, which is also a member of the management, stated they have yet to begin any training programs towards their employees, making this model non-applicable to the company’s operational reality</td></tr>
<tr><td>Application View</td></tr>
</table>

Employee Dismissal Preparation Model

<table>
<tr><th>Company ID</th><th>View</th><th>Feedback</th></tr>
<tr><td rowspan="2">X</td><td>Business View</td><td>According to company feedback, the model seems to be overall well aligned with the company’s operational reality.
The deviations come from the fact that the “Evaluate the employee's Fit with the Company's Strategy” Business Process is superfluous and the fact that the “Company Expansion Plans” and “Company Strategy, Mission and Vision Documents” Business Objects are also superfluous.</td></tr>
<tr><td>Application View</td><td>In regards to the Application View, the “Company Strategy Data” and “Company Expansion Plans” are deemed as being superfluous, affecting the fit of the model with the company’s operational reality.</td></tr>
<tr><td rowspan="2">Y</td><td>Business View</td><td rowspan="2">Due to lack of time availability on the company’s part, it was not possible to verify the fit of this model to the company’s operational reality.</td></tr>
<tr><td>Application View</td></tr>
<tr><td rowspan="2">Z</td><td>Business View</td><td>According to feedback, this model is very well aligned with the operational reality of the company. The only notable difference comes from the position of one Business Process. “Evaluate How Hard and Costly to Replace the Employee is” should be after “Review the Employee’s Past Projects and Assignments”, according to the company feedback.
Additionally, the Business Object “Job Description” has a less clear usage here. As previously mentioned, the company has never actually formulated job descriptions for the sake of attracting personnel, however the company is aware of the responsibilities of every employee, according to their position. As a result, the Business Object still warrants its placement in the model</td></tr>
<tr><td>Application View</td><td>In regards to the Application View, the model seems to be well-aligned with the operational reality of the company, with no noteworthy deviations.</td></tr>
</table>

Exit Interview Planning Model

Company ID	View	Feedback
X	Business View	The company representative of company X, which is also a member of the management, stated that exit interviews have never been conducted, especially because the company has been focusing on growing. As a result, this model does not seem to apply to their operational reality.
	Application View	
Y	Business View	Due to lack of time availability on the company's part, it was not possible to verify the fit of this model to the company's operational reality.
	Application View	
Z	Business View	The company representative of company Z, which is also a member of the management, stated that exit interviews have never been conducted, especially because the company has been focusing on growing. As a result, this model does not seem to apply to their operational reality.
	Application View	

Workplace Incident Report Creation Model

Company ID	View	Feedback
X	Business View	The company representative of company X, which is also a member of the management, stated that these procedures are fully handled by the insurance companies that the company works with. As a result, this model does not seem to apply to their operational reality.
	Application View	
Y	Business View	Due to lack of time availability on the company's part, it was not possible to verify the fit of this model to the company's operational reality.
	Application View	
Z	Business View	The company representative of company Z, which is also a member of the management, stated that these procedures are fully handled by the insurance companies that the company works with. As a result, this model does not seem to apply to their operational reality.
	Application View	

Product Payment Inflows Model

Company ID	View	Feedback
X	Business View	According to feedback from the company, the model seems to be perfectly well aligned with the company's operational reality, with no noteworthy deviations. However, the company said that, while this process can be done by an accountant, it does not necessarily have to be handled by someone with that high a level of education in accounting.
	Application View	In regards to the Application View, the model seems to differ from the operational reality of the company due to the fact that there are no automated services in regards to the creation and transfer of the Purchase Bills, meaning the "Purchase Bill Creation Service" and "Purchase Bill

		Transfer Service” Application Services are not present in the company’s operational reality, due to the volume of sales and the price of such software not being warranted by the company.
Y	**Business View**	Due to lack of time availability on the company’s part, it was not possible to verify the fit of this model to the company’s operational reality. However, the company has stated that they do not outsource this Process.
	Application View	
Z	**Business View**	The company representative of company Z, which is also a member of the management, stated that most of accounting is outsourced. As a result, while this model seems to be aligned when it comes to the representations of the process prior to “Register Cash Flow”, there is no way to confirm whether or not the subsequent representations are accurate. Additionally, the company does not handle its purchase requests via the Web Portal, so the “Product Purchase Request” Business Event should be nested within the “B2C Email” business interface. Also, the “Bank Account Codes” Business Object does not seem to need to be present in the model, considering the company’s operational reality.
	Application View	In regards to the Application View, the model differs greatly from the company’s operational reality. This is due to the lack of a Web Portal with product purchasing functionalities. As a result, the “Bank to Portal Interface” and “Portal to Company Interface” Application Interfaces are not part of the company’s operational reality The same holds true for the Application Component “Customer-Side Web Portal” and any representations nested in it. Additionally, it was not possible to confirm the fit of the model, in regards to the “Transactions” and “Tax” Application Functions and the representations nested in them.

Supplier Payment Model

Company ID	**View**	**Feedback**
X	**Business View**	According to employee feedback, the model seems to be well aligned with the company’s operational reality. However, one major divergence from reality is the fact that the Supplier Debt Payments are done per individual purchase and as such, they are not paid in a compiled format. This means that the “Compile All Outstanding Supplier Debt for the Period”, “Compiled Outstanding Supplier Debt” and “Send Compiled Debt Figure to Treasury Manager” Business Processes are not well aligned with the company’s operational reality.
	Application View	In regards to the Application View, the model seems to differ from the operational reality of the company due to the fact that there are no automated services in regards to the compiling and transfer of the Purchase Bills, meaning the “Outstanding Debt Compiling Service” and “Compiled Debt Transfer Service” Application Services are not present in the company’s operational reality.
Y	**Business View**	Due to lack of time availability on the company’s part, it was not possible to verify the fit of this model to the company’s operational reality. However, the company has stated that they do not outsource this Process.
	Application View	
Z	**Business View**	According to feedback from the company, in the Business View, the model seems to be overall well aligned with the company’s operational reality, mainly due to the company outsourcing some key tasks. As a result, from the viewpoint of the tasks personally handled by the company, the “Register Cash Outflow” and “Determine the Transfer’s Associated Tax Exemptions” Business Processes, as well as the “Cash Outflow Registration” and “Tax Exemption from Cash Outflow” could be considered superfluous.

		Additionally, the company stated that while some suppliers do indeed prefer to be payed per the aggregate of the purchases, some prefer to be payed per individual purchase, which can lead to an additional representation being added to the model.
	Application View	In the Application View, the model seems well aligned with the company's operational reality, only having some superfluous representations due to the company outsourcing some of the more relevant tasks. These are the "Cash Outflow Registration" and "Tax Exemption from Cash Outflow" Data Objects and the "Tax Deductible Amount from Cash Outflow Identification Service" and "Cash Outflow Registration Service" Application Services.

Employee Salary Payments Model

Company ID	View	Feedback
X	**Business View**	According to the company feedback, in the Business View, the model seems well aligned with the company's operational reality, with some slight differences. In regards to the Business Processes, there does not seem to be any separation between "Authorize Bank Transfer to Employees" and "Authorize Bank Transfer to Government". Furthermore, the company stated that due to the nature of the expenditures with employees, the Process "Determine the Transfer's Associated Tax Exemptions" should not exist in this model. Additionally, the company says that web-derived Business Objects, representing information present in government portals on the taxable percentages of income for IRS and social security purposes, should be added to the model. Finally, the company stated that the employees should be sent a confirmation that their salaries have been paid, via email.
	Application View	Regarding the Application View, the company does not make use of the "Tax Deductible Amount from Cash Outflow Identification Service" Application Service, nor the "Tax Exemption from Cash Outflow" Business Object. Apart from that, the model seems well aligned with the company's operational reality.
Y	**Business View**	Due to lack of time availability on the company's part, it was not possible to verify the fit of this model to the company's operational reality. However, the company has stated that they do not outsource this Process.
	Application View	
Z	**Business View**	According to feedback from the company, in the Business View, the model seems to be well aligned with the company's operational reality, with only some slight deviations. First, the company does not pay bonuses, which makes the presence of the "Determine Earned Bonus Payments for Each Employee " Business Process in the model, superfluous. They do however, give extra payment to employees, in the event that they need to travel a certain distance to arrive at the company's offices. Additionally, the company outsources its accounting, which leads to the company not registering the cash outflow right away, nor was it possible, for this reason, to ask the company how the company deals with the tax aspect of this outflow. As a result, regarding the procedures handled by the company directly, the "Register Cash Outflow" and "Determine the Transfer's Associated Tax

		Exemptions" Business Processes, as well as the "Cash Outflow Registration" and "Tax Exemption from Cash Outflow" could be considered superfluous.
	Application View	In the Application View, the model seems well aligned with the company's operational reality, only having some superfluous representations due to the company outsourcing some of the more relevant tasks. These are the "Cash Outflow Registration" and "Tax Exemption from Cash Outflow" Data Objects and the "Tax Deductible Amount from Cash Outflow Identification Service" and "Cash Outflow Registration Service" Application Services.

Bank Reconciliation Model

Company ID	View	Feedback
X	**Business View**	According to feedback from the company, in the Business View, the model is very well aligned with the company's operational reality, with no changes being warranted
	Application View	Regarding the Application View, the model is also very well aligned with the company's operational reality, with no changes being warranted
Y	**Business View**	Due to lack of time availability on the company's part, it was not possible to verify the fit of this model to the company's operational reality. However, the company has stated that they do not outsource this Process.
	Application View	
Z	**Business View**	The company representative of company Z, which is also a member of the management, stated that most of these procedures are outsourced to third party companies. As a result, it was not possible to determine how much this model is aligned with the company's operational reality.
	Application View	

Aging Schedules Creation Model

Company ID	View	Feedback
X	**Business View**	According to the feedback from the company, in the Business View, this model seems to be well aligned with the company's operational reality. They seem to agree with the definition of the Macro Aging Schedules, in order to determine in which category the more significant cash volumes can be found, which allows the company to prioritize some late paying customers over the others, in regards to who they address first.
	Application View	In the Application View, the model seems to be perfectly well aligned with the company's operational reality.
Y	**Business View**	Due to lack of time availability on the company's part, it was not possible to verify the fit of this model to the company's operational reality. However, the company has stated that they do not outsource this Process.
	Application View	
Z	**Business View**	According to the company's feedback, the model seems to be overall well aligned with the company's operational reality. However, the model is divided into the creation of Macro and Micro Aging Schedules. Company Z only seems to make use of Micro Aging Schedules. As a result, they advised to merge the two creation processes, so as to arrive directly at the Micro Aging Schedules

	Application View	In regards to the Application View, the model seems to be well-aligned with the operational reality of the company, with the Data Object “Macro Aging Schedule” being superfluous, as a noteworthy deviation.

Payment Collections Process Model

Company ID	View	Feedback
X	**Business View**	According to company feedback, the model is well aligned with the company’s operational reality, with the exception of the representations revolving around Collection Agencies. In short, the company does not make use of them and doesn’t intend to. As a result, any representation revolving around them is superfluous for the company’s operational reality. This includes the “Receive Partial Due Payment From Agency” Business Process, since it receives the payment directly from the Client. Additionally, the company does not make use of the “Send a Second Invoice” Business Process, with the “Call the Client by Phone” Process occupying its place instead. Finally, the company does not possess a formal customer policy, leading to the superfluous mention of the “Customer Policy” Business Object and “Add These Procedures to Customer Policy” Business Process.
	Application View	Regarding the Application View, the model seems to be overall well aligned with the company’s operational reality, with only the following representations being superfluous: “Customer Policy”, “Service Request Service”, “Collection Agency Pricing Scheme”, “B2B Email” and “Collection Agency List”.
Y	**Business View**	Due to lack of time availability on the company’s part, it was not possible to verify the fit of this model to the company’s operational reality. However, the company has stated that they do not outsource this Process.
	Application View	
Z	**Business View**	According to feedback from the company, the model seems to be well aligned with the operational reality of the company, in the Business View, with just a few deviations. The company does not bother with sending a second copy of the invoices and purchase bills, making the “Send Second Invoice” Business Process, that is nested within the “Action” Business Process unnecessary. Additionally, the company states that when a customer’s payment can’t be readily collected by the agency they work with, they take the case to court, this makes the “Write Down the Missing Payment as a Loss” Business Process and “Unclaimed Payment Registration” Business Object not accurate, in regards to the company’s operational reality. Finally, due to the majority of accounting and finance processes being outsourced, the following Business Objects and Business Processes could not be directly verified with the company: “Register Cash Inflow”; “Determine the Transfer's Associated Tax Payments”; “Cash Inflow Registration” and “Required Tax Payment From Cash Inflow”.
	Application View	In regards to the Application View, it seems likewise well aligned with the company’s organizational reality, with the exception of the “Customer Policy” Data Object. The company does possess know how and information that would essentially make up a customer policy. However, that is mainly tacit knowledge and as such, it is not registered as a formal document in a digital format. Because of this, it is believed that the presence of the Data Object in the model is not well aligned with the company’s organizational reality.

Budget Creation Model

Company ID	View	Feedback
X	Business View	According to feedback from the company, in the Business View, the model seems to deviate significantly in some points, from the company's operational reality This is mostly due to different positioning of certain Business Processes and some superfluous Business Objects. According to the company, in the "Past Cashflow Evaluation" Business Process, the "Evaluate Last Year's Variable Production Costs" Business Process should be among the first to be executed, right after "Evaluate Last Year's Sourcing Costs". Additionally, "Evaluate Fixed Operation Costs" and "Evaluate Last Year's Payroll Costs" seem to be strongly connected to one another and should be the last things to evaluate before calculating the surplus and profit. In the "Future Cashflow Evaluation" Business Process, the company states that "Evaluate Predicted Segmented Variable Production Costs" and "Evaluate Predicted Inventory Costs" should precede "Evaluate Fixed Operations Costs". Finally, the company states that the Processes "Use the Expansion Plans to Identify Necessary Training Need", "Decide How Much Surplus to Allocate to the Training Goals" and "Produce the Budgets" should all be grouped together and nested into the "Evaluate the Company's Expansion Plans to Define Increased Payroll Costs" business process and accounting for both the hiring of external trainers and the lack of work that employees will experience due to being coached and trained. Regarding the Business Objects, the company states that "Job Description" and "Employee Record" Business Objects are not necessary for this process. Additionally, the company does not make use of "Company Compensation Structure", "Organogram" and "Storage Methods", claiming they do not have the size or need to justify them.
	Application View	In regards to the Application View, the model seems to be well aligned with the company's operational reality, with only the Data Objects "Organogram" and "Job Description", not being made use of by the company
Y	Business View Application View	Due to lack of time availability on the company's part, it was not possible to verify the fit of this model to the company's operational reality. However, the company has stated that they do not outsource this Process.
Z	Business View	According to feedback from the company, the model seems to be well aligned with the operational reality of the company, in the Business View, with just a few deviations. The "Evaluate the Company's Expansion Plans to Define Increased Sourcing Costs" Business Process should precede the "Evaluate Fixed Operation Costs" Business Process and "Evaluate the Company's Expansion Plans to Define Increased Payroll Costs" should precede "Evaluate Last Years' Service Costs". Additionally, due to the lack of training programs developed by the company as of yet, the representations that were preceded by "Calculate New Year's Budget Surplus", do not seem to be, as of yet, present in the company's operational reality. Moreover, the Business Objects "Company Compensation Structure", "Company Benefits Data" and "Job Description" do not seem to be necessary in the model, given the company's operational reality. The company does not yet have a formal compensation structure, it does not seem to offer extra benefits and does not really have formalized job descriptions. Finally, it was advised that the Business Process "Evaluate New Investment Costs" be added to the model.

	Application View	In regards to the Application View, the model seems to be well aligned with the company's operational reality, with only the Data Objects "Company Benefits Data" and "Job Description", not being made use of by the company

Service Companies

Service Delivery Model

Company ID	View	Feedback
A	**Business View**	According to feedback from the company, in the Business View, the model is very well aligned with the company's operational reality, with the exception of the Business Processes nested within the Business Actor of "Company" being the responsibility of the Sales Department and the Sales Manager. Additionally, the company stated that the request for the services is usually sent either via facebook or through the company's website. As such, those same Business Interfaces need to be included into the Business View.
	Application View	In regards to the Application View, the model is well aligned, in regards to the internal information of the company, with the exception that the availability confirmation of the employees is done manually and as such, cannot currently be modeled as an Application Service, which would usually indicate something that is done automatically by the system. However, as previously stated, the model is lacking the representations of the Application Components, Functions and Services that would allow for the communication of the service request and reservation. In addition to that, there seems to be missing a relationship between "Intranet" and "Transaction Component".

Activities Planning Model

Company ID	View	Feedback
A	**Business View**	According to feedback from the company, in the Business View , the model is quite well aligned with their operational reality. The minor exceptions to a perfect alignment are the fact that Business Event that triggers the process is not the end of the month, but rather then end of the week.
	Application View	In regards to the Application View, the model differs from the operational reality of the company in about one third of the Data Objects. The "Disposable Income Data" and "Psychographics Data" Data Objects do not factor into the company's predictive analysis and the content of the "Demographics Data" Data Object is limited to the nationality of past customers.

Service Cost Prediction Model

Company ID	View	Feedback
A	Application View	According to feedback from the company, in the Business View, the model is mostly well aligned, in the Application View, with the company's operational reality. The differences that exist is the lack of usage of the "Purchase Cost List" Data Object, since the system does not take into account the cost of acquisition of the constituents of the physical aspect of the service, when calculating the cost of it. Additionally, the system does not take into account any route calculations, neither from the perspective of what is traveled by the service user, nor from the perspective of the service supplier, since most of the times, it is the service user that comes to pick up the vehicle at the company's headquarters. As such, the "Route Planning Component", the representations nested within it and any Application it renders, are not necessary.

Service Quality Definition Model

Company ID	View	Feedback
A	Business View	According to feedback from the company, in the Business View ,the model is very well aligned with the company's operational reality, with no noticeable differences between what the company does and what is shown in the model.
	Application View	In regards to the Application View, however, there are some slight discrepancies. In regards to the "Required Employee Skill List", there is little that is actually stored in a software format, meaning that while the company knows what skills are required, it hasn't actually made a digital record of it in the database. Concerning "Target Customer Description", once more, on a digital level, the company only keeps records of customer preferences based on their nationality. In regards to "Physical Inputs Quality Standards", it seems that, while they implicitly take it into account during the business process, they do not keep a digital record of those standards.

Input Quality Control Model

Company ID	View	Feedback
A	Business View	According to feedback from the company, in the Business View, the model is very well aligned with the company's operational reality, with no noticeable differences between what the company does and what is shown in the model.
	Application View	In regards to the Application View, the model is also well aligned with the company's way of working, but there are some differences. The "Inventory Update Service" is usually done by manual input into the system and not automatically generated by the system. Likewise, the "Returning Input Quality Compliance Check" is done manually and only when there are actually some issues worth reporting, otherwise, there is no record of the returning vehicle's condition.

Feedback Monitoring Model

Company ID	View	Feedback
A	Business View	According to feedback from the company, in the Business View, the model is very well aligned with the company’s operational reality, with no noticeable differences between what the company does and what is shown in the model. The same holds true for the Application View
	Application View	

Machine Maintenance Model

Company ID	View	Feedback
A	Business View	According to feedback from company A, this model is mostly non-applicable to them, due to the fact that maintenance is handled by external partners.

Intermediary Choosing Model

Company ID	View	Feedback
A	Business View	According to feedback from the company, in the Business View, the model has a great number of representation that are superfluous for the company’s operational reality. The main reason for this, it seems, is because of the fact that the model was built with the mindset of a more traditional kind of intermediary in mind, compared to what the company uses, which are aggregators. Aggregators are simply third party websites that allow the company to post its own services and therefore, increasing the target audience. As such, the company does not make use of the following business objects “Target Customer Description”, “Supply Chain Data”, “Final Service Description” and “Customer Feedback Session Data”. In regards to Business Processes, “Decide How Long the Supply Chain Must Be” and “Decide How Much of the Supply Chain the Company Wants to own” are not needed in the company’s operational reality, since the aggregators don’t change the makeup of the supply chain to any geography or location and are essentially just another website that acts as a show window for the company to present its existent services, exactly as they are. Additionally, while the company does take into account the fit between the brand image and the aggregator they use, as well as the financial aspect of working with each specific aggregator, they don’t go to other notable lengths to decide which is most likely to get them the most sales in each geography. As such, the Business Process “Identify the Best Intermediaries for Each Segment and Geography” is superfluous, when it comes to the company’s operational reality.
	Application View	In regards to the Application View, the company does not make use of the following Data Objects: “Target Customer Description”, “Basic Service Description”, “Advanced Service Description” and “Supply Chain Data”.

Price Setting Model

Company ID	View	Feedback
A	Business View	According to feedback from the company, in the Business View, the model is well aligned with the operational reality of the company, with the exception of the unneeded addition of the "Review Customer Segments" and "Evaluate Customer Expectations" Business Processes, due to the company defining prices without accounting for these external restrictions, due to their unique market position and consequently, there is no need for the "Target Customer Expectation List" and "Target Customer Description" Business Objects.
	Application View	In regards to the Application View, the model is well aligned, apart from the unneeded addition of the "Target Customer Description" and "Target Customer Expectation List" Data Objects.

Sales Goals Setting Model

Company ID	View	Feedback
A	Business View	According to feedback from the company, in the Business View, the model is well aligned with the company's operational reality. The only noticeable differences come from the fact that the model has representations of Business Processes that are not executed by the company, when setting the sales goals for the period at hand. The processes are "Review Customer Segments" and "Identify Service Preferences per Customer Segment", which is mainly derived from the fact that the company can take the nationality of the customers into account when reviewing their customers, but do not make any additional efforts to segment the customer base. Even for the "preferences", it seems all they really take into account is how clean and organized the vehicle must be at the start of the customer's experience, but no further than that. Finally, the company does not concern itself with measuring profit margins, which makes the Business Process "Measure Profit Margin", in the model, irrelevant for the company's operational reality.
	Application View	In regards to the Application View, the model is overall, well aligned with the operational reality of the company, but the following Data Objects are unnecessary for the manner in which the company sets its sales goals: "Demographics Data", "Disposable Income Data" and "Psychographics Data". Additionally, as previously stated their "Segmented Sales Data" only applies to segmentation per customer nationality.

Service Portfolio Management Model

Company ID	View	Feedback
A	Business View	According to feedback from the company, in the Business View, it seems that the model is quite well aligned with the company's operational reality. The only differences come from the excessive representation in the model of the "Target Customer Data".
	Application View	In regards to the Application View, the only discrepancy between the model and the reality of the company is, once again, the excessive mention of the "Target Customer Data" Data Object.

Customer Policy Creation Model

Company ID	View	Feedback
A	Business View	According to feedback from the company, in the Business View, the model is well aligned with the operational reality of the company. The only noteworthy exceptions are the following: "Ask for the Same Relevant Information From the Companies You Outsource From" Business Process is not done by the company, due to the fact that they do not outsource these other relevant processes. Additionally, while the company undergoes and makes use of all these different Business Processes, they do not go through the process of writing them down and creating a structured document that aggregates all the relevant information. As a result, the "Create Customer Policy" Business Process and the "Customer Policy" Business Object are not a part of the company's operational reality.
	Application View	In regards to the Application View, the model only seems to not be perfectly aligned with the model in the "Customer Policy" Data Object, due to not being an actual formal Customer Policy. However, some guidelines regarding customer interaction are registered and that is that most relevant part of the Customer Policy, so the model does not require any changes, even though that representation is not exactly what was originally expected.

Customer Informing Model

Company ID	View	Feedback
A	Business View	According to the feedback from the company, In the Business View, this model is perfectly aligned with the company's operational reality, not warranting any further changes
	Application View	According to the feedback from the company, In the Application View, this model is perfectly aligned with the company's operational reality, not warranting any further changes

Customer Refunds Model

Company ID	View	Feedback
A	Business View	According to feedback from the company, in the Business View, the model seems to be well aligned with the company's operational reality, with the only relevant difference being in the fact that much of their accounting and Finance Department obligations are outsourced and therefore, it is not possible to fully verify the fit of the representations nested or assigned to it.
	Application View	According to the feedback from the company, In the Application View, this model is perfectly aligned with the company's operational reality, not warranting any further changes

Job Description Creation Model

Company ID	View	Feedback
A	Business View	According to feedback from the company, in the Business View, the model seems to be well aligned with the company's operational reality, with only some small variations.

		To begin with, the due to its short history and the fact that it is quickly growing, the company has not had anyone resign or have their contracts not be renovated. As a result of this, the Business Events “Employee Resignation” and “End of Employee Contract” are not aligned with the company’s operational reality. Additionally, the company stated that they mainly hire due to employees having to spread their attention to several different roles that would belong to different departments, so a Business Event accounting for this reasoning could be added to the model. Additionally, the “Identify the Required Superior and Subordinate Roles” Business Process should, according to feedback, precede “Identify the Responsibilities of Each Position” and “Identify the Required Level of Experience and in Which Positions” should precede “Identify the Required Type and Level of Education”. Finally, the company does not find the need for analyzing the detailed skill set that one gets in each level of education, only caring about their general area of expertise and professional experience. As a result, the presence of the “Bachelor Program Skills Description” and “Master Programs Skill Descriptions” Business Objects are not required for the company’s operational reality.
	Application View	In regards to the Application View, the model seems well aligned with the operational reality of the company, with the exception of the superfluous need of the “Bachelor Program Skills Description” and “Master Programs Skill Descriptions” Data Objects.

Compensation Structure Setting Model

Company ID	View	Feedback
A	**Business View**	According to feedback from the company, they do not really bother with defining a compensation structure and simply pay what the potential employee asks of the company. As a result, this model does not seem to apply to the company’s operational reality.
	Application View	

Employee Training Preparation Model

Company ID	View	Feedback
A	**Business View**	According to feedback from the company, in the Business View, this model does not apply well to the company’s operational reality. This is because the model was designed with the mindset of having a mainly theoretical training, with some practical training opportunities. As such, the company only makes use of the following Business Processes: “Evaluate Current Workforce Skills”, “Evaluate Necessary Skills for Future Projects”, “Identify the Missing Skills”, “Determine How Long the Training Will Last”, “Identify Hands-om Training Opportunities”, “Determine the Degree of Involvement of the Trainer With the Employees”, “Choose the Best Person to Give the Training” and “Create Formalized Training Program”. Additionally, the company does not make use of the “External Training Platform List” Business Object.
	Application View	Regarding the Application View, there are a few differences between the company’s operational reality and the model. To begin with the “Human Time Availability Service” Application Service is not a part of the company’s operational reality.

		Additionally, the company does not make use of the “Training Budget” Data Object.

Executing Employee Training Model

Company ID	View	Feedback
A	Business View	According to feedback from the company, in the Business View, this model differs significantly from the company’s operational reality. To begin with, the “Prepare the Training Space” Business Process is not necessary because the employees learn on-site in the regular company offices, in an informal and realistic manner. Additionally, due to the flexible nature of the training and its lack of formal organization, the “Give the Training According to the Program” Business Process doesn’t really end up being of use to the company. Also, the company does not bother with taking note of which teaching methods are most effective. As a result, the “Take Note of Which Teaching Methods Seem Most Effective” Business Process is not used. Finally, the “Training Feedback Notes” Business Object is not part of the company’s operational reality.
	Application View	In regards to the Application View, this model does not have any degree of alignment with the company’s operational reality.

Training Program Evaluation Model

Company ID	View	Feedback
A	Business View	According to company feedback, in the Business View, the model is only somewhat well aligned with the company’s operational reality, due to having a much more practical and pragmatic format than expected in the model. A such, only the “Develop a Test of the Skills Covered During Training”, “Have Employees Take the Test” and “Collect the Results” Business Processes are executed by the company. In regards to Business Objects, the company does not make use of the “Training Feedback Notes” and “External Training Platform List” representations.
	Application View	In regards to the Application View, this model does not have any degree of alignment with the company’s operational reality.

Employee Dismissal Preparation Model

Company ID	View	Feedback
A	Business View	According to the company, they have never had to dismiss any employees. As a result, they do not have the knowledge required to verify the accuracy of this model.
	Application View	

Exit Interview Planning

Company ID	View	Feedback
A	Business View	According to the company, they have never had to dismiss any employees or conduct exist interviews. As a result, they do not have the knowledge required to verify the accuracy of this model.
	Application View	

Workplace Incident Report Creation Model

Company ID	View	Feedback
A	Business View	According to the company representative of Company A, this has rarely happened and the Process is outsourced. As a result, this model is not well aligned with the company’s operational reality.
	Application View	

Product Payment Inflows Model

Company ID	View	Feedback
A	Business View	According to the company representative of Company A, the Process is outsourced. As a result, this model is not well aligned with the company’s operational reality. However, the company has stated that they will soon internalize these Processes.
	Application View	

Supplier Payment Model

Company ID	View	Feedback
A	Business View	According to the company representative of Company A, the Process is outsourced. As a result, this model is not well aligned with the company’s operational reality. However, the company has stated that they will soon internalize these Processes.
	Application View	

Employee Salary Payments Model

Company ID	View	Feedback
A	Business View	According to the company representative of Company A, the Process is outsourced. As a result, this model is not well aligned with the company's operational reality. However, the company has stated that they will soon internalize these Processes.
	Application View	

Bank Reconciliation Model

Company ID	View	Feedback
A	Business View	According to the company representative of Company A, the Process is outsourced. As a result, this model is not well aligned with the company's operational reality. However, the company has stated that they will soon internalize these Processes.
	Application View	

Aging Schedules Creation Model

Company ID	View	Feedback
A	Business View	According to the company representative of Company A, the Process has never been required by the company. As a result, this model is not well aligned with the company's operational reality.
	Application View	

Payment Collections Process Model

Company ID	View	Feedback
A	Business View	According to the company representative of Company A, the Process has never been required by the company. As a result, this model is not well aligned with the company's operational reality.
	Application View	

Budget Creation Model

Company ID	View	Feedback
A	Business View	According to the company representative of Company A, the Process is outsourced. As a result, this model is not well aligned with the company's operational reality. However, the company has stated that they will soon internalize these Processes.
	Application View	

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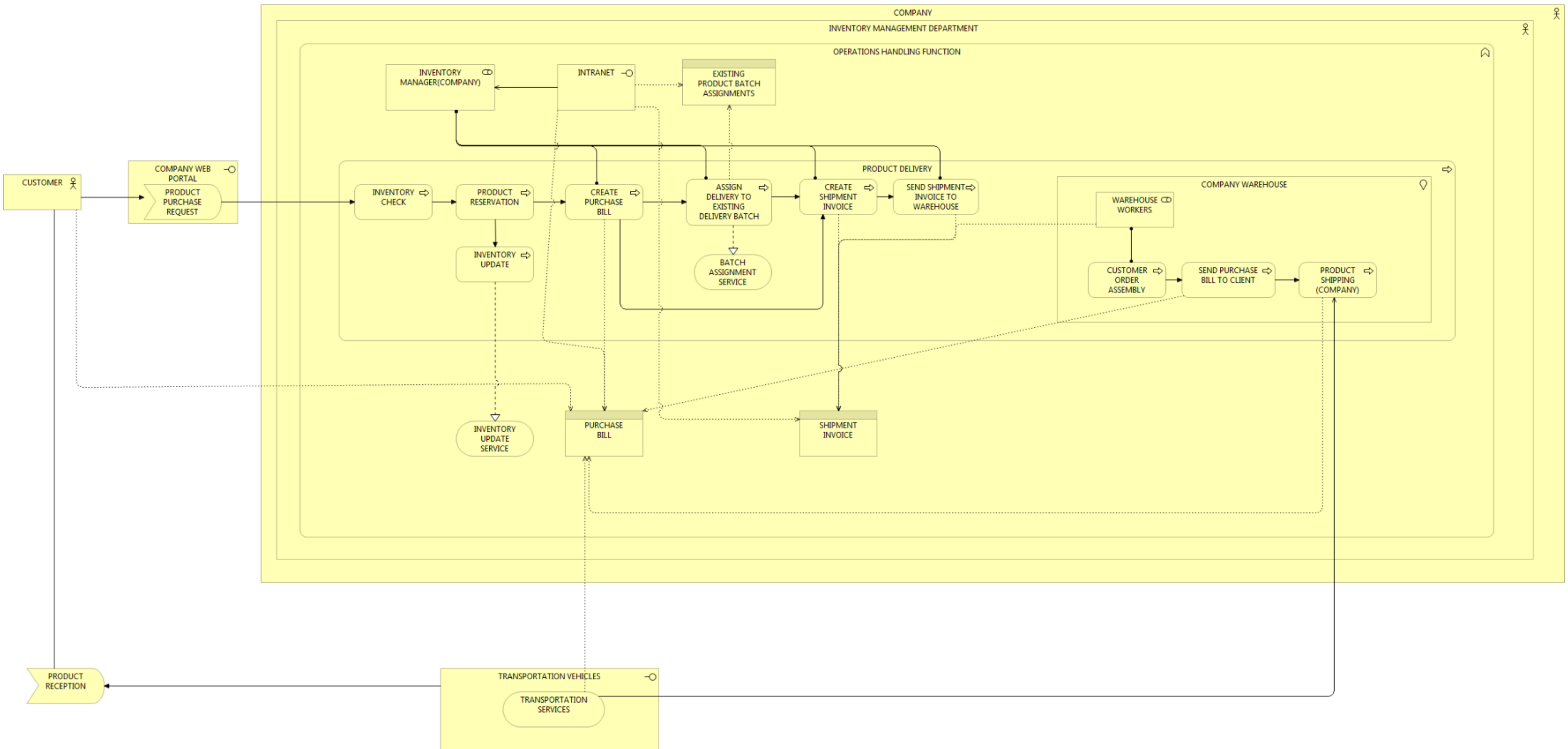
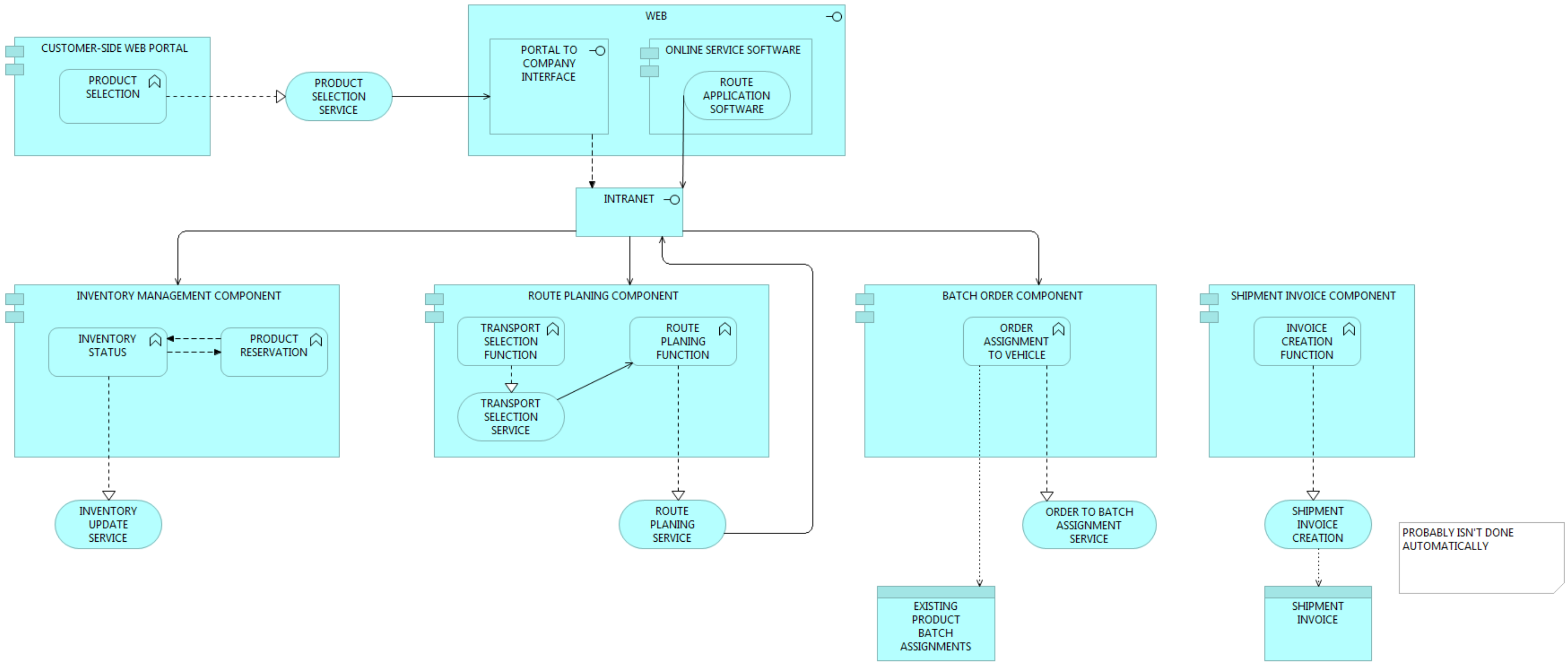
Appendix C- Post-Feedback Models

Product Company-Exclusive Models

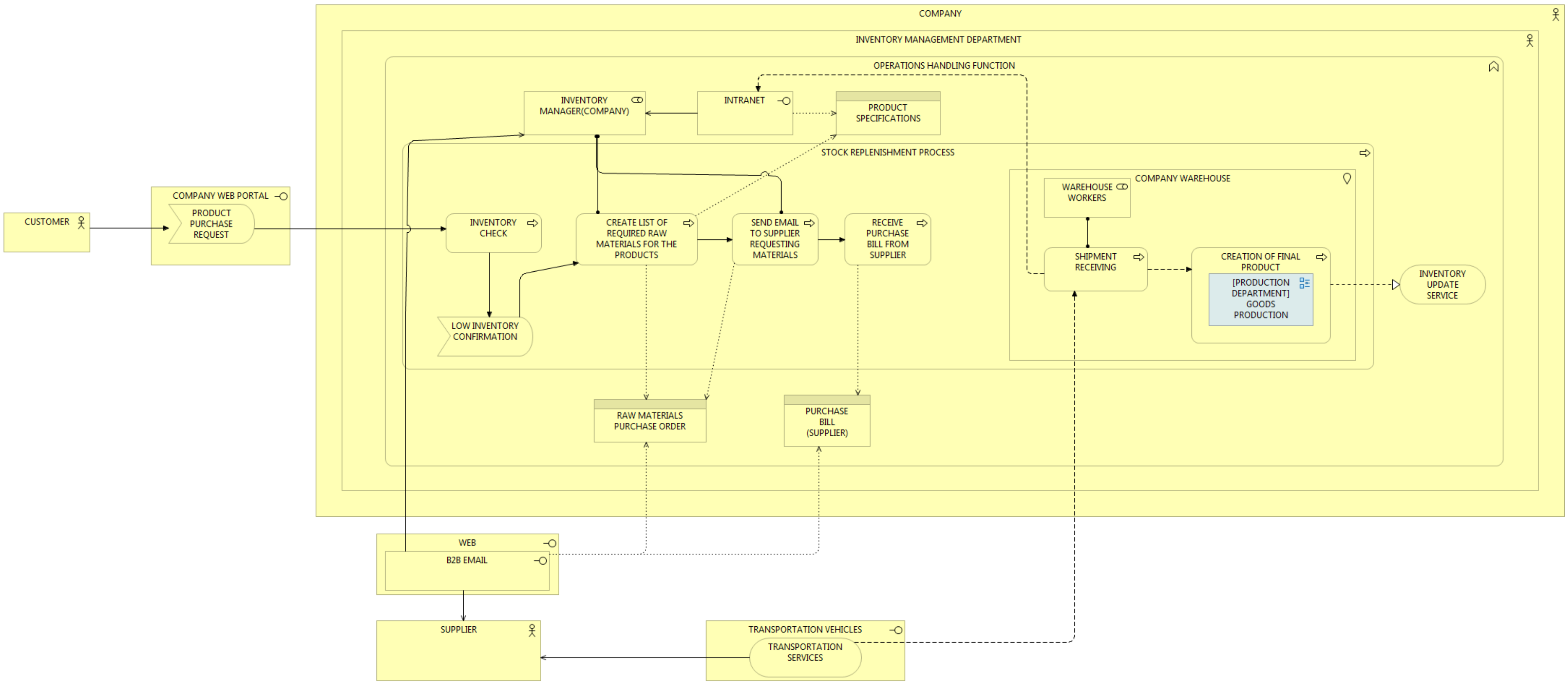
Product Delivery Model (Business View)



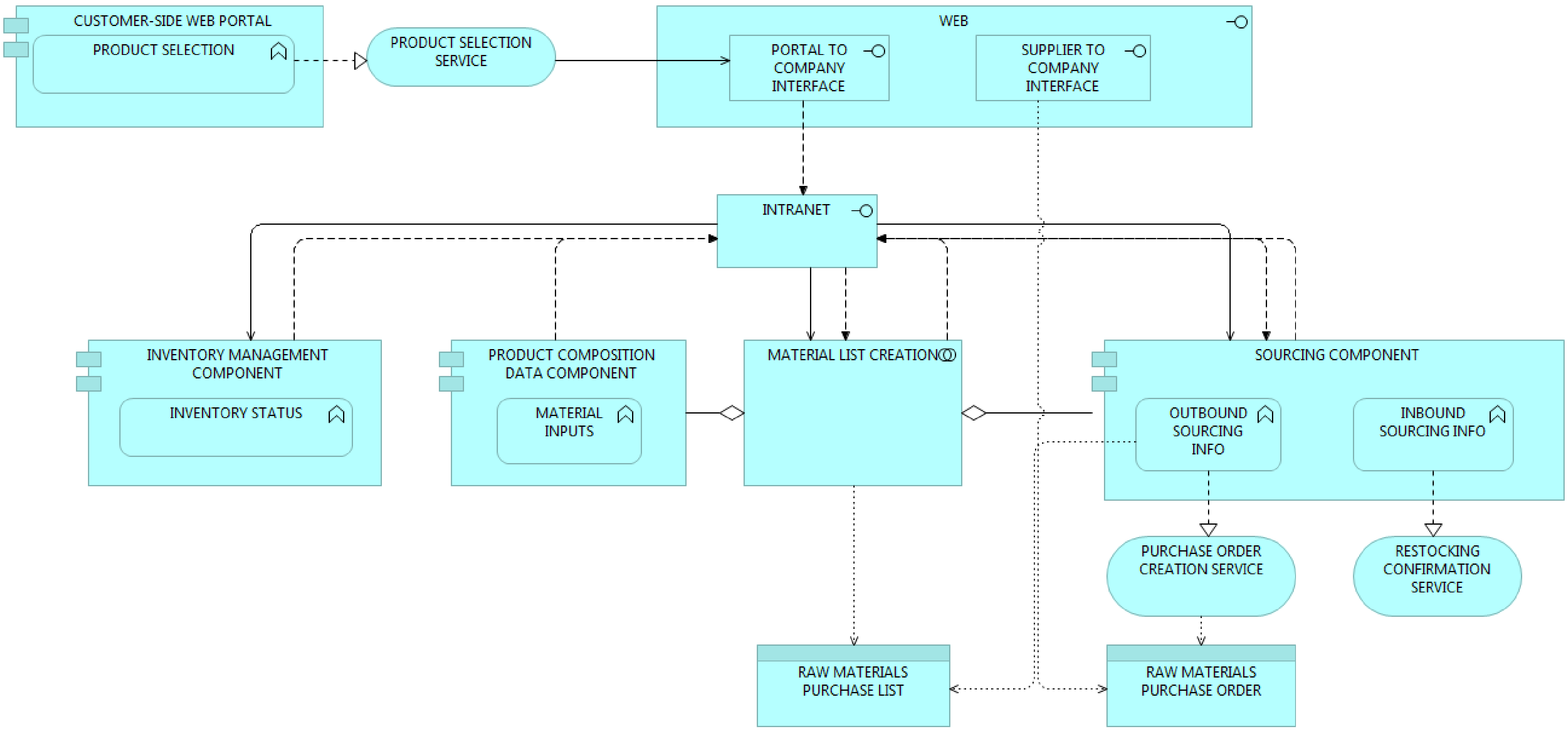
Product Delivery Model (Business View)



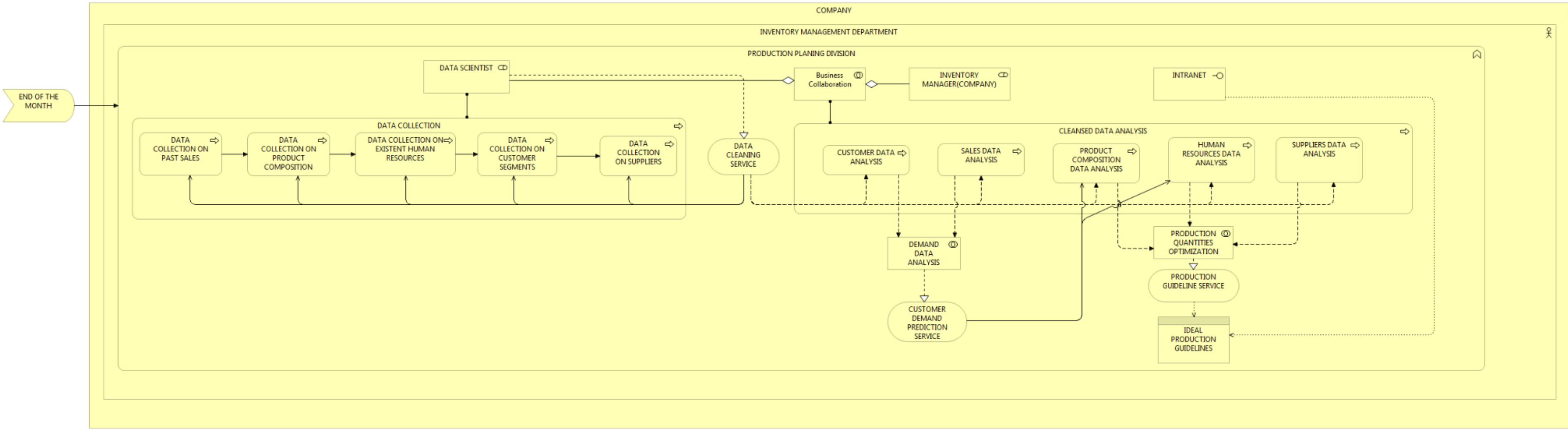
Stock Replenishment Model (Business View)



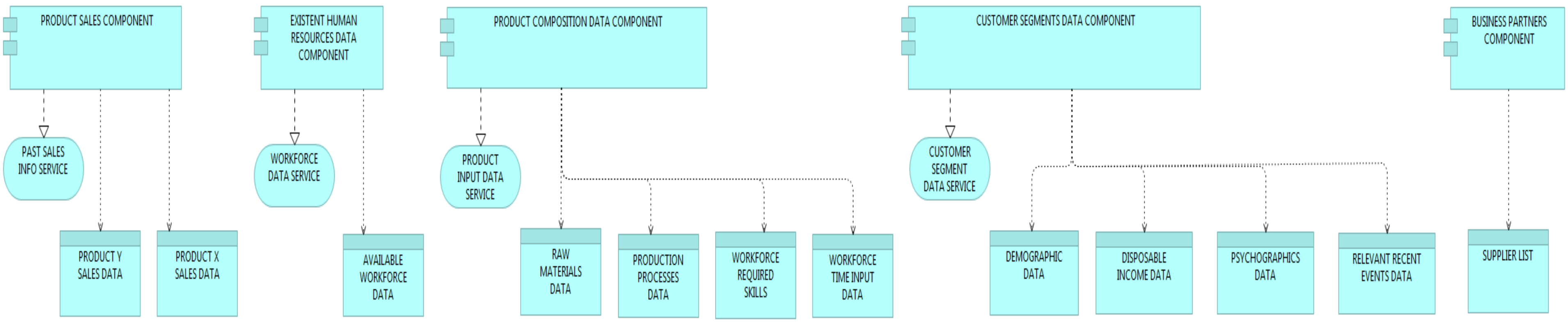
Stock Replenishment Model (Application View)



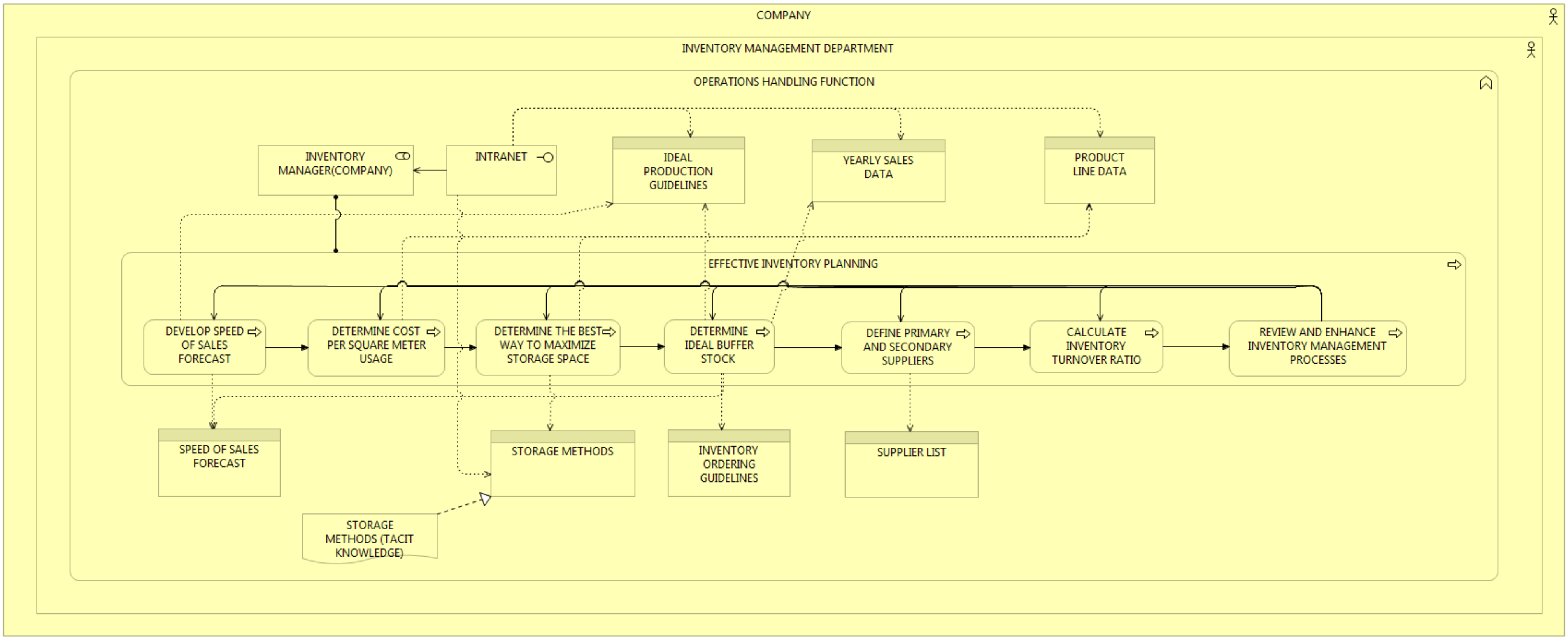
Production Planning Model (Business View)



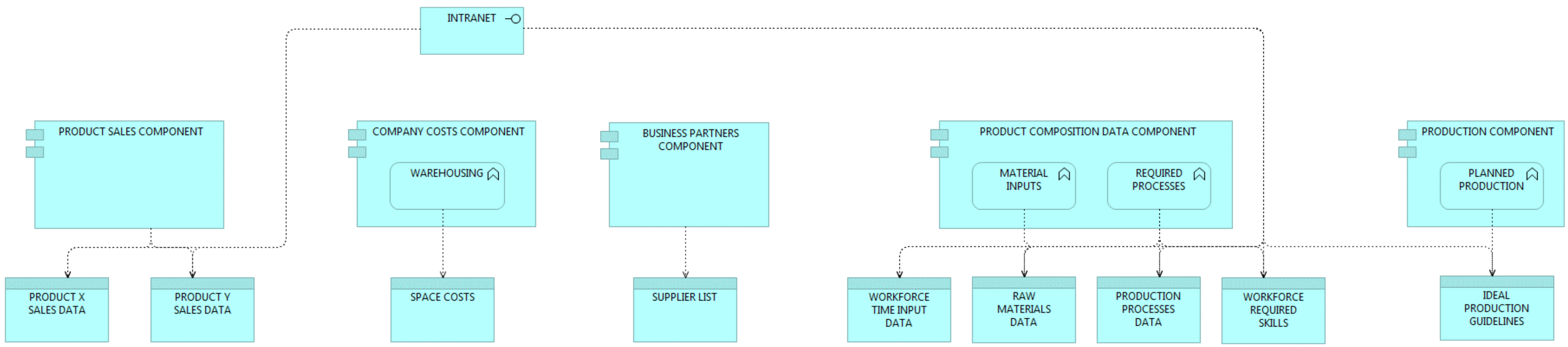
Production Planning Model (Application View)



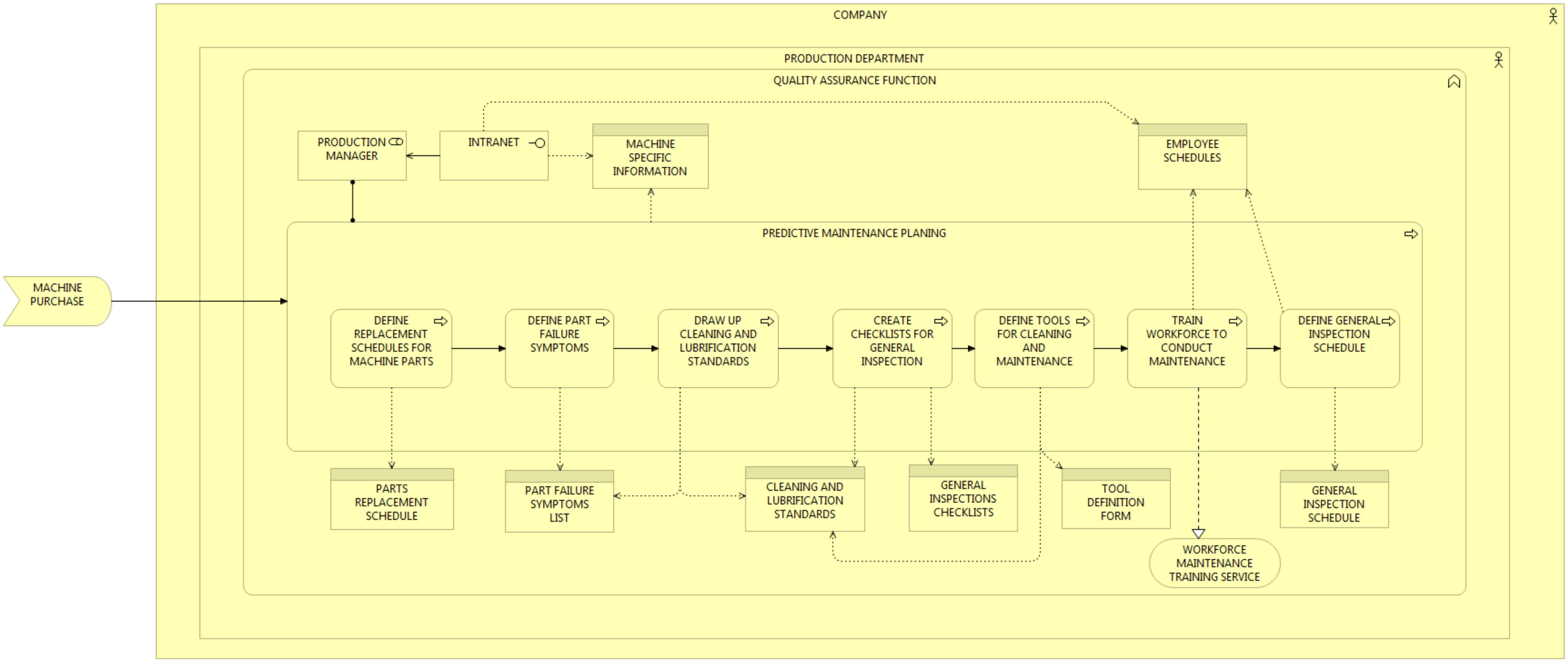
Effective Inventory Planning Model (Business View)



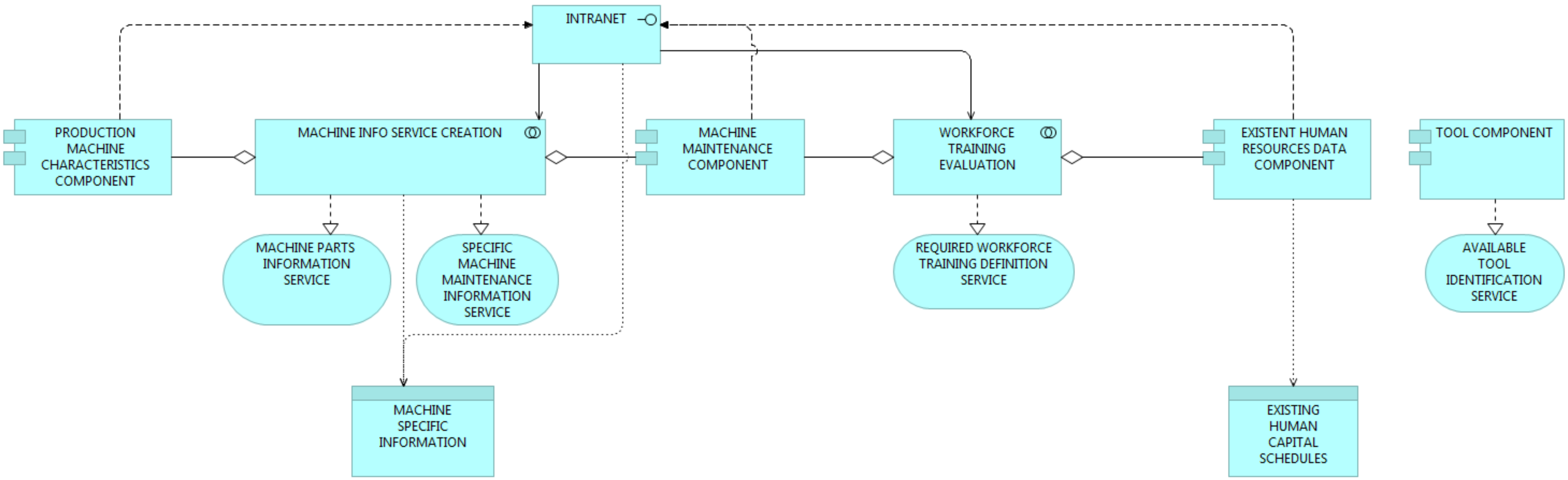
Effective Inventory Planning Model (Application View)



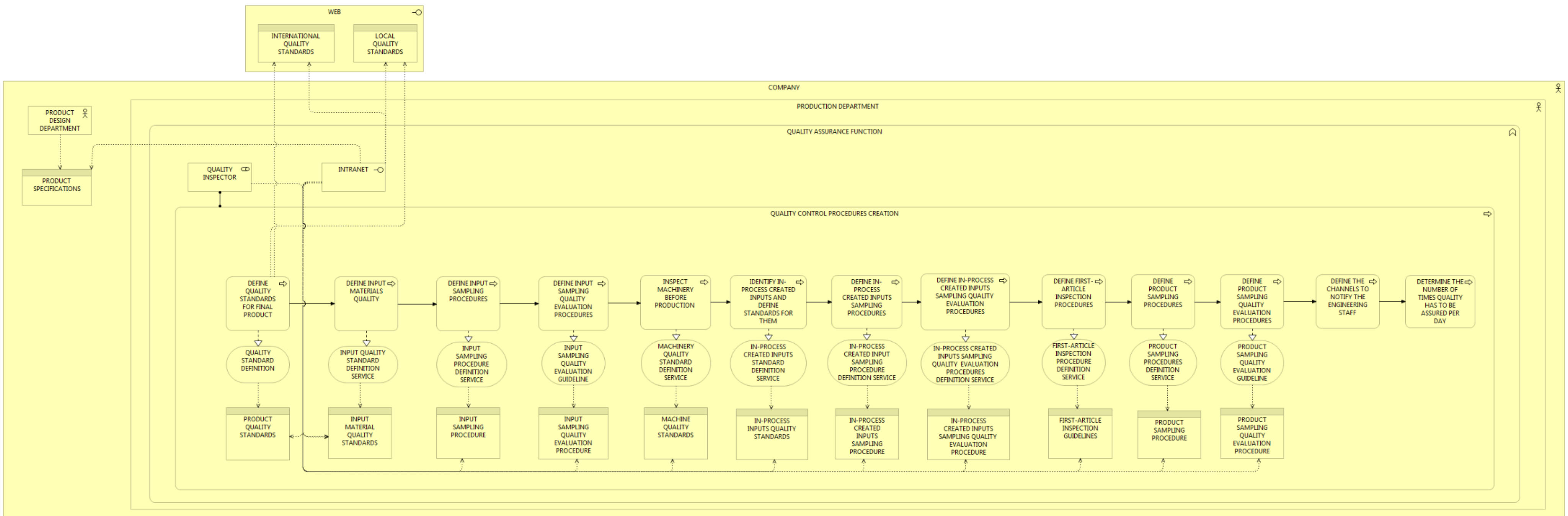
Machine Maintenance Model (Business View)



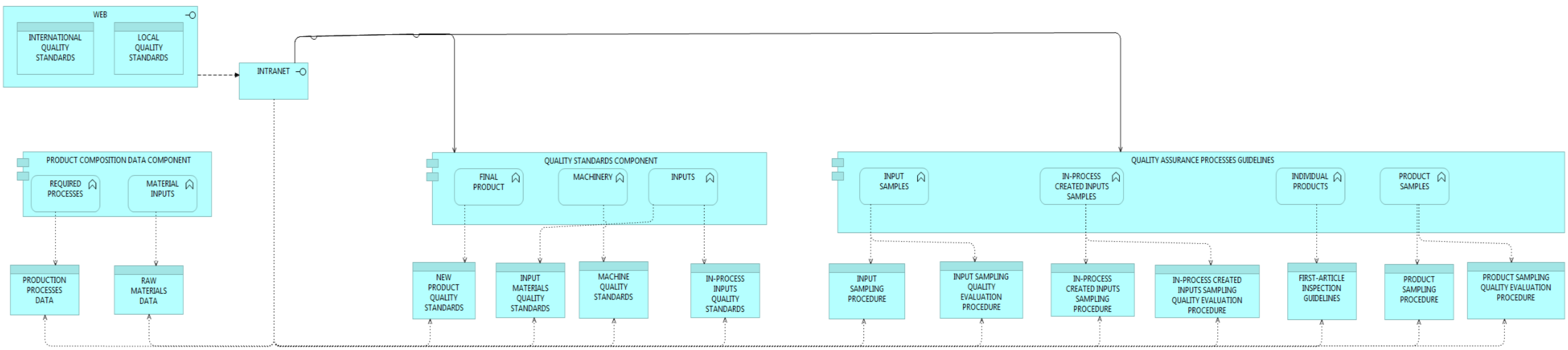
Machine Maintenance Model (Application View)



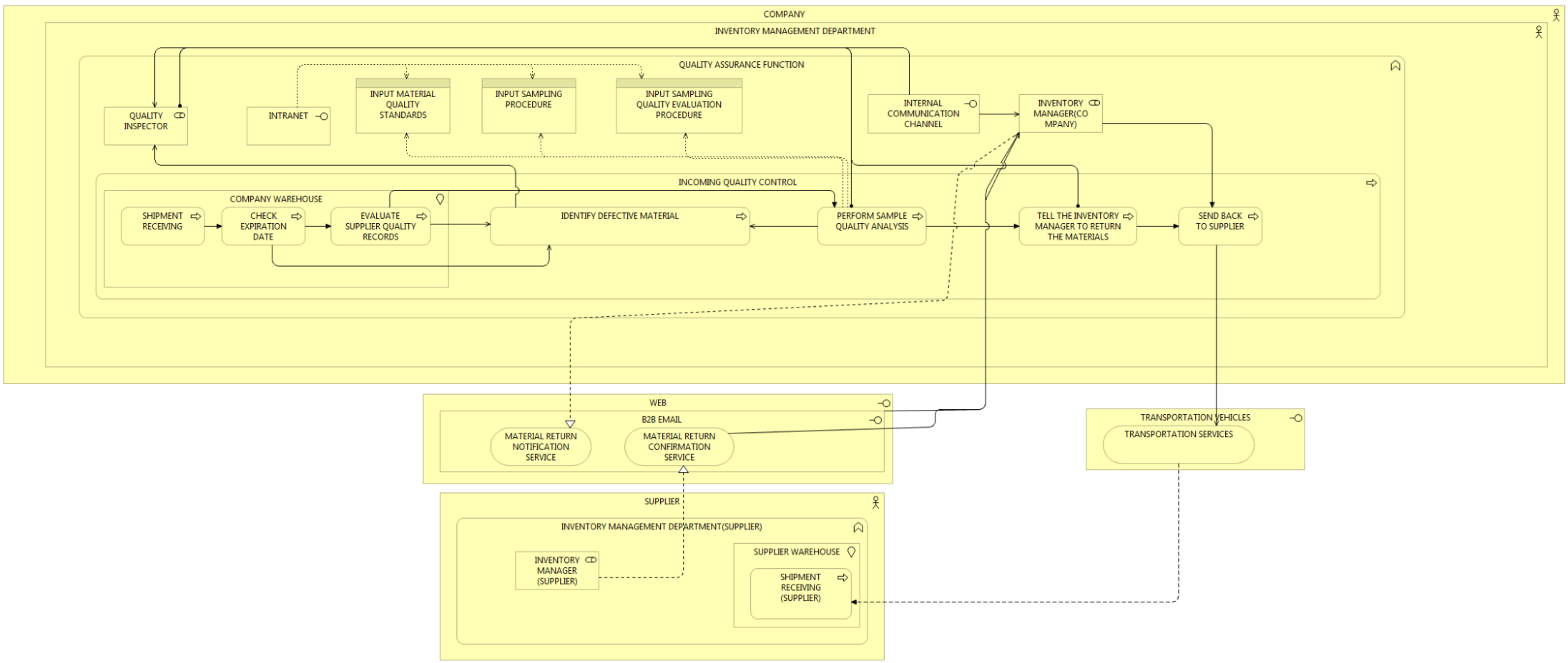
Quality Control Steps Definition Model (Business View)



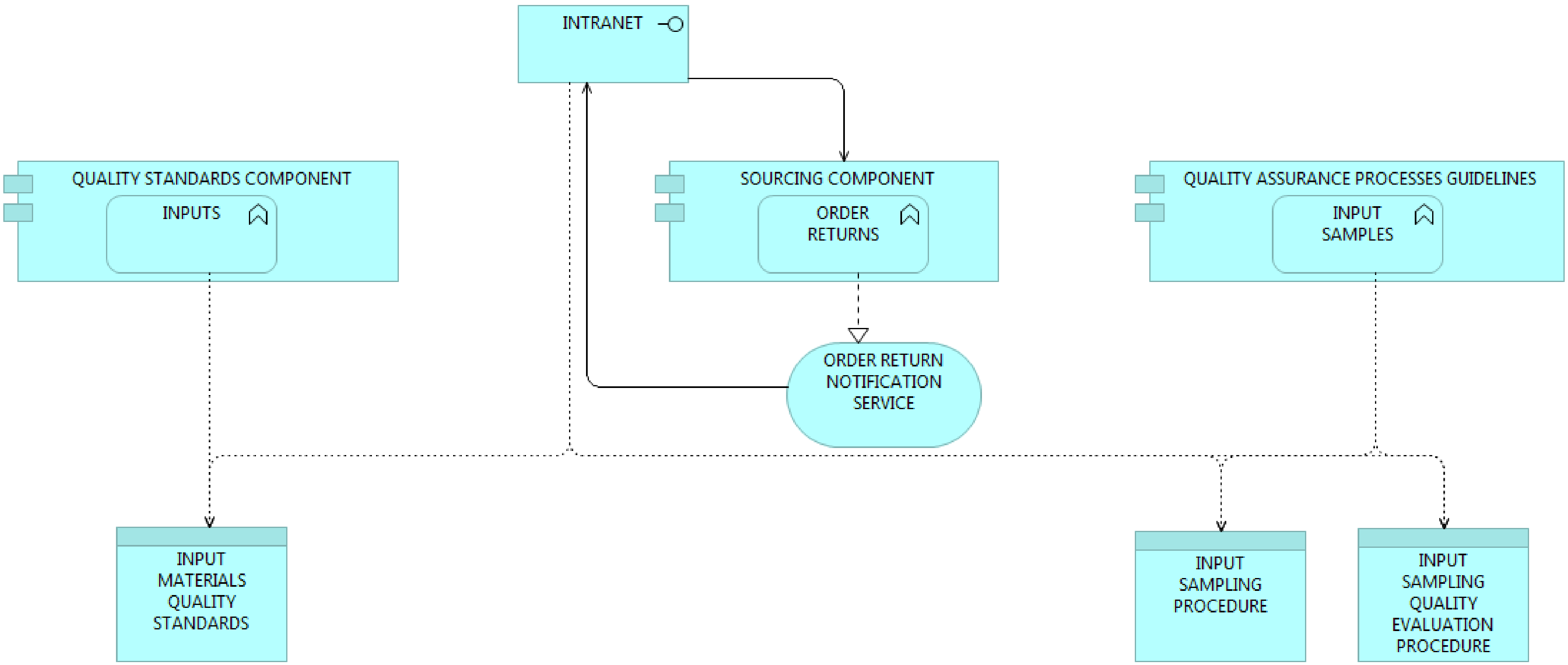
Quality Control Steps Definition Model (Application View)



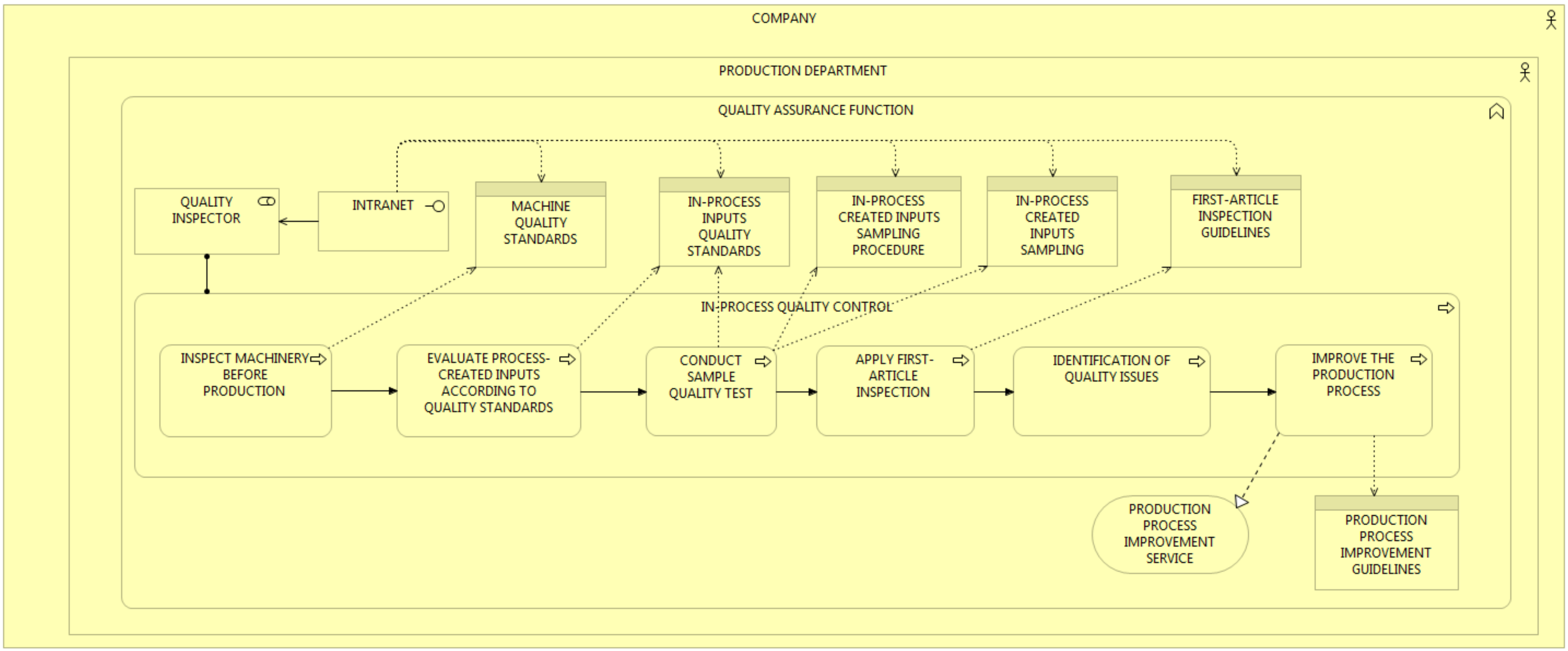
Incoming Quality Control Model (Business View)



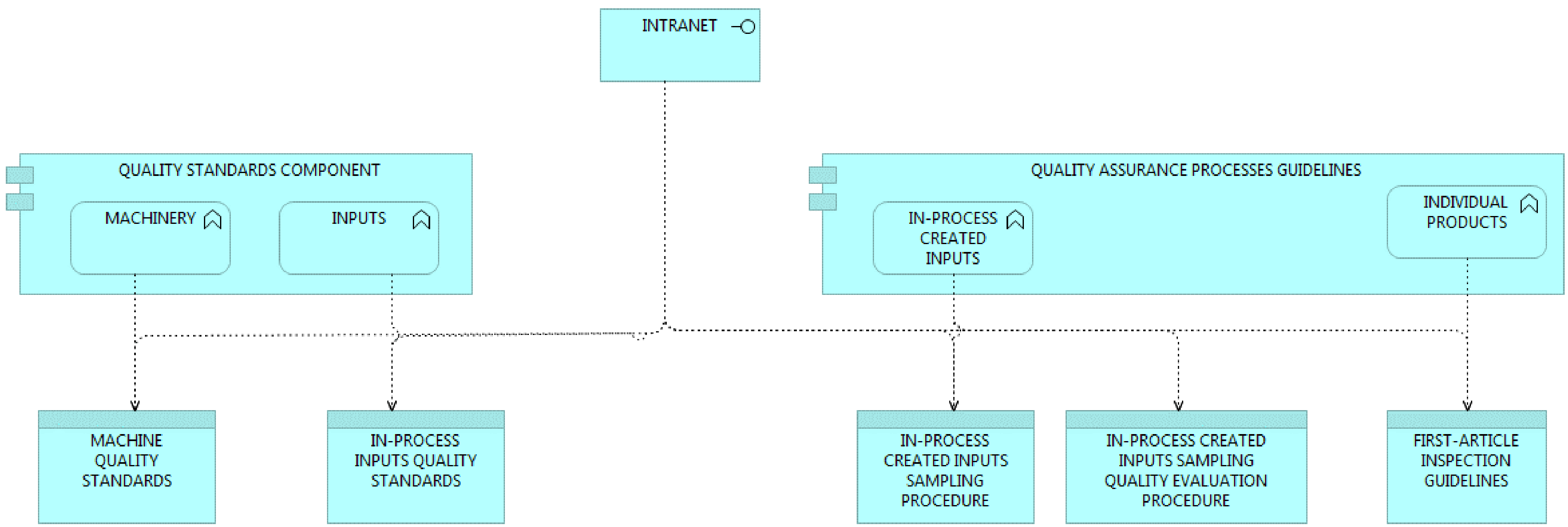
Incoming Quality Control Model (Application View)



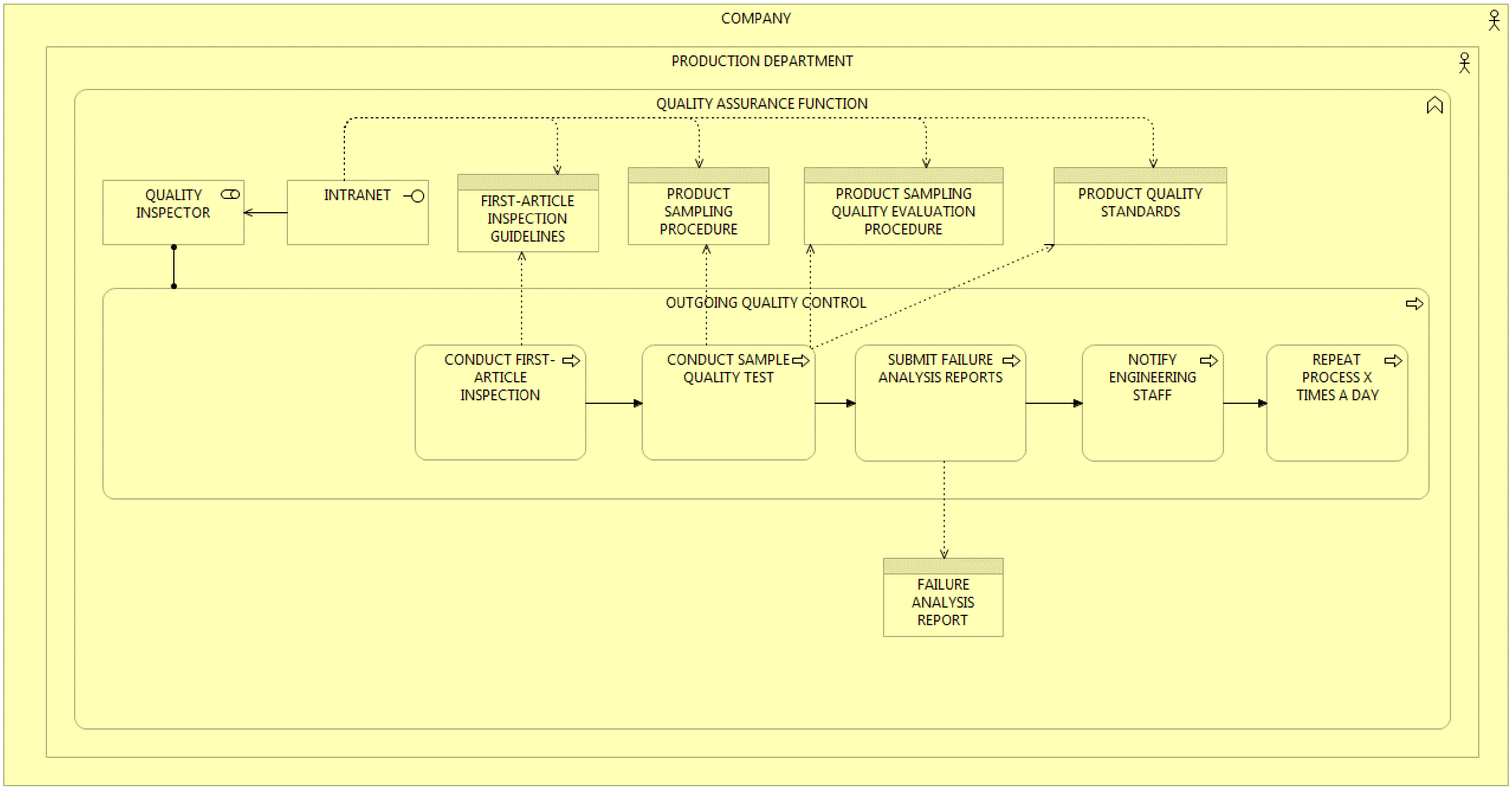
In-Process Quality Control Model (Business View)



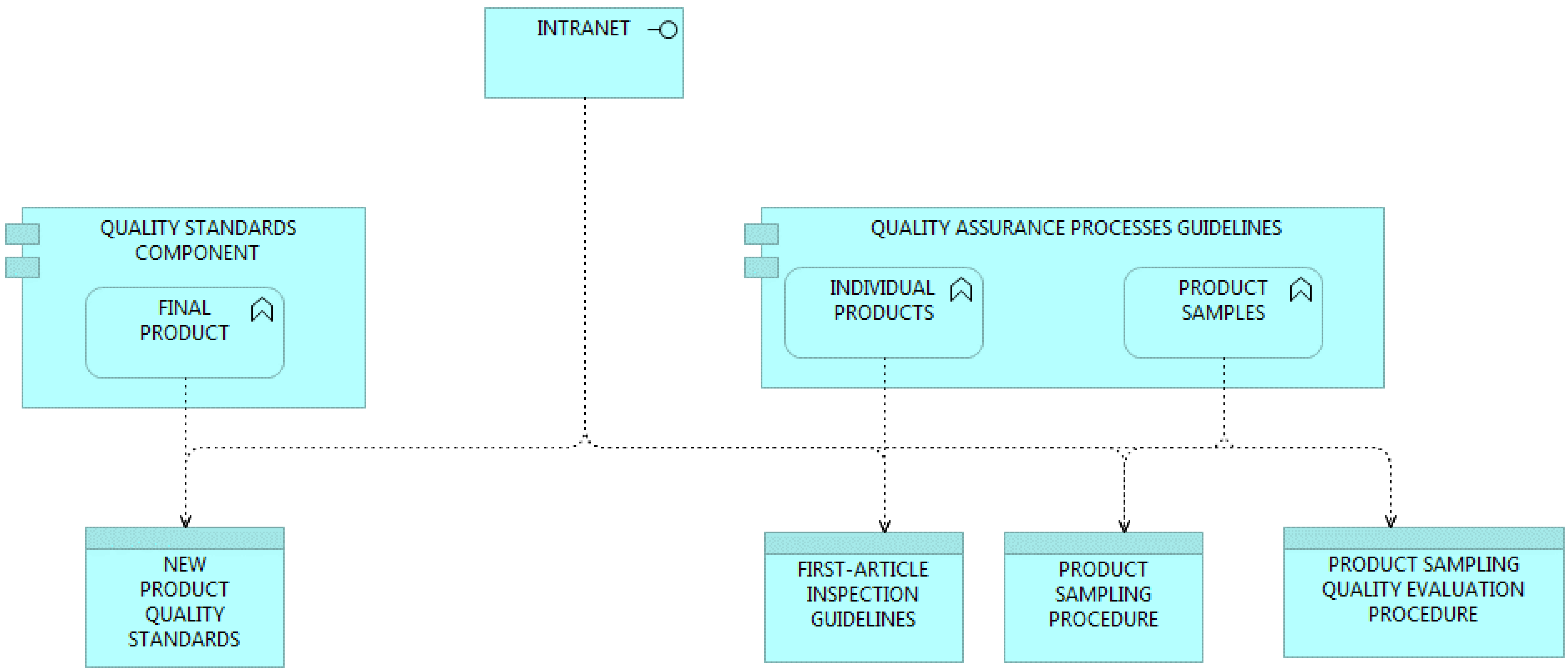
In-Process Quality Control Model (Application View)



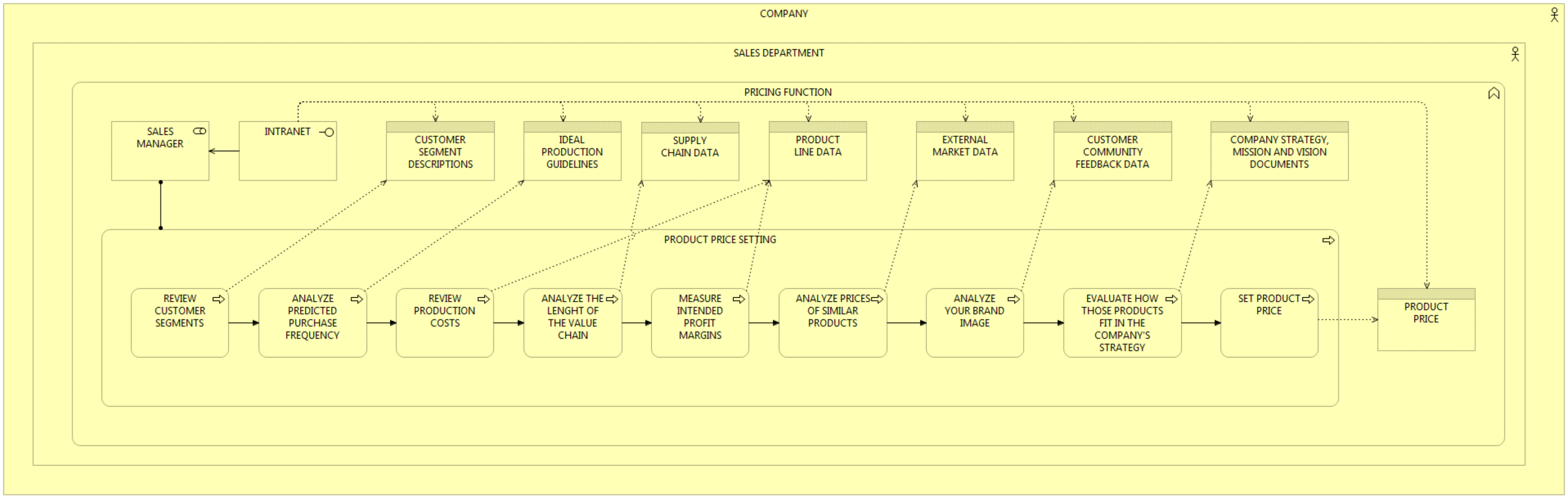
Out-Going Quality Control Model (Business View)



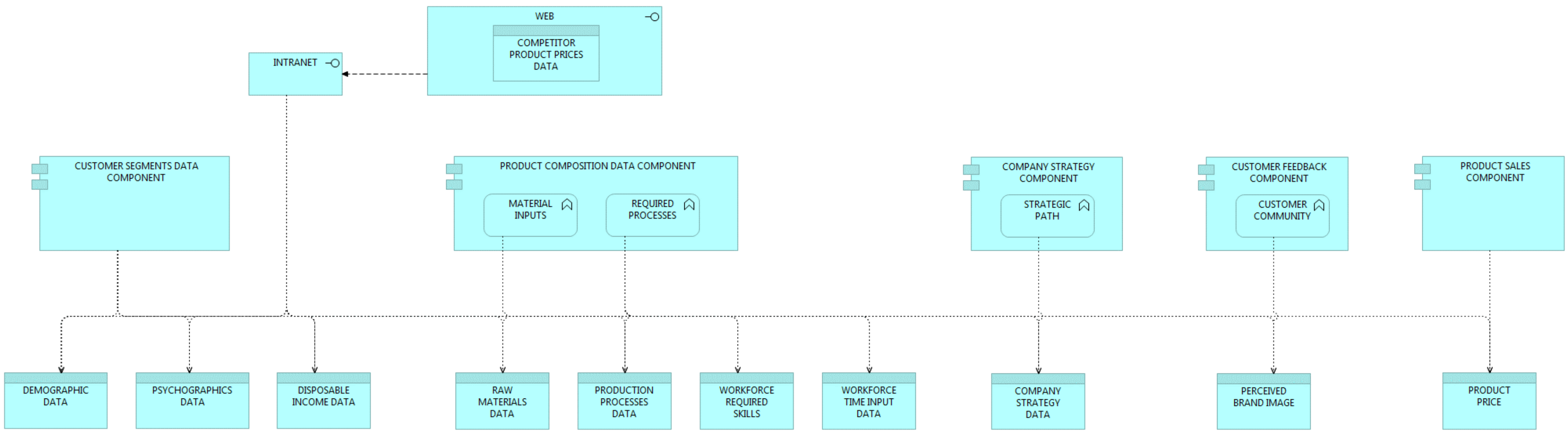
Out-Going Quality Control Model (Application View)



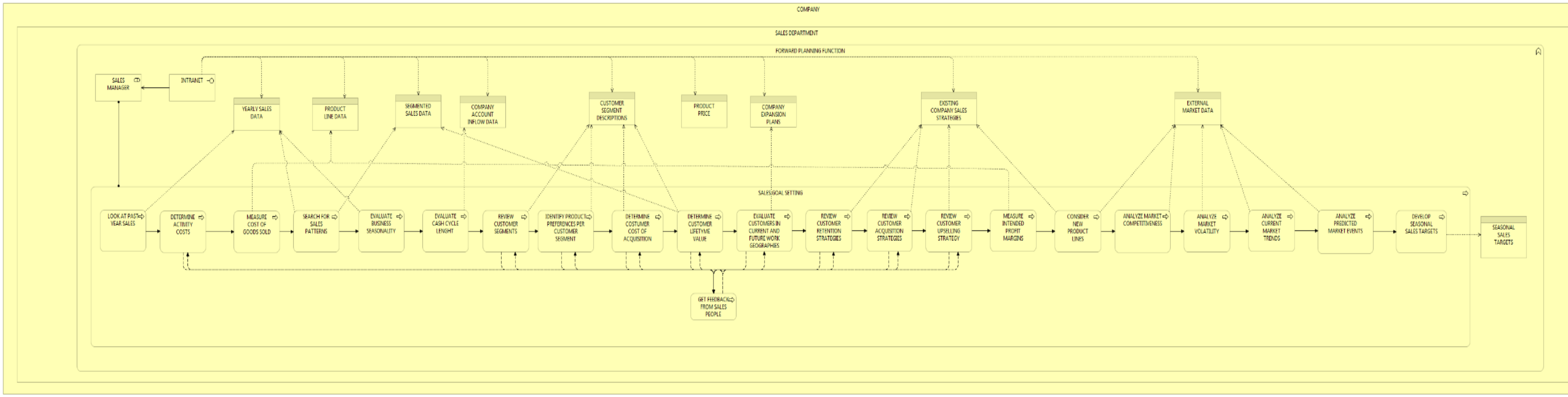
Price-Setting Model (Business View)



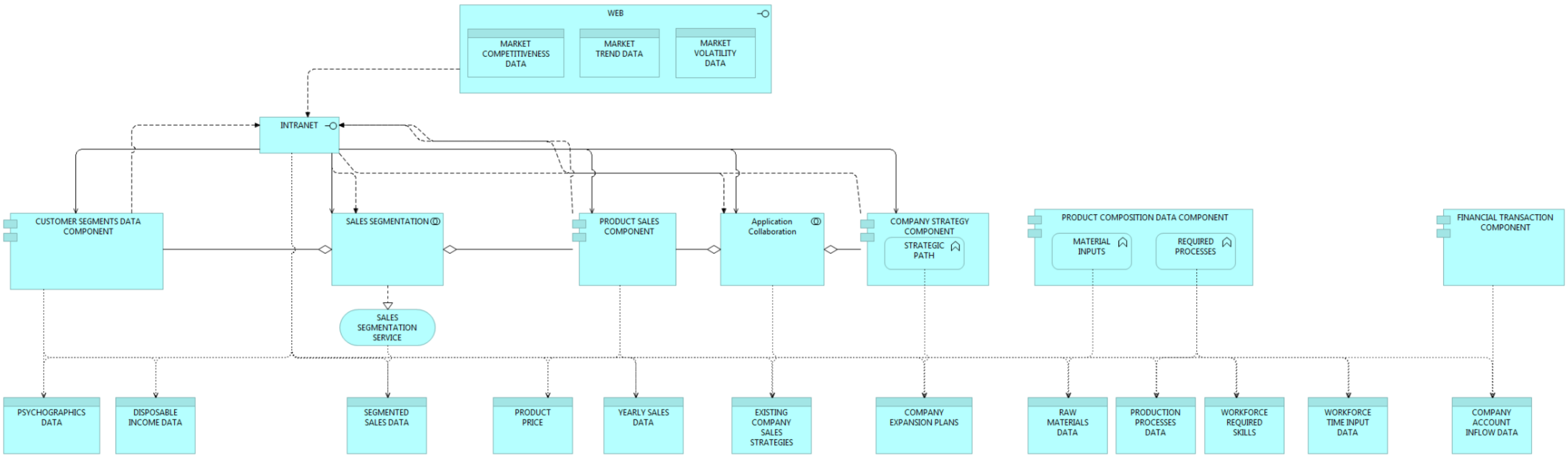
Price-Setting Model (Application View)



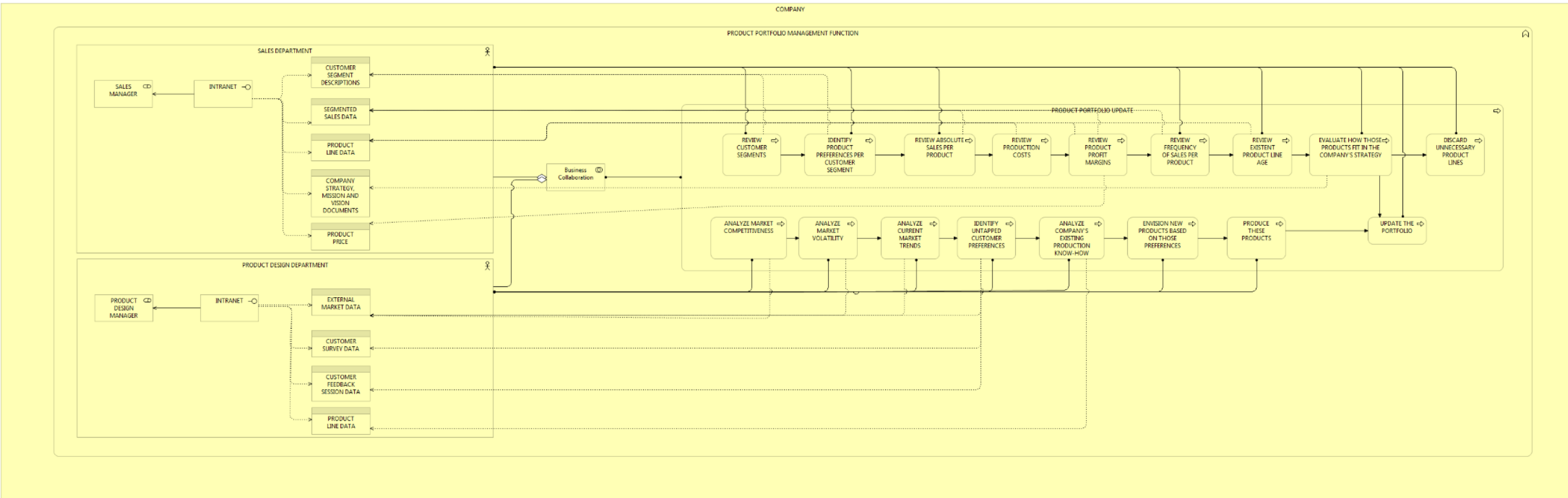
Sales Goals Setting Model (Business View)



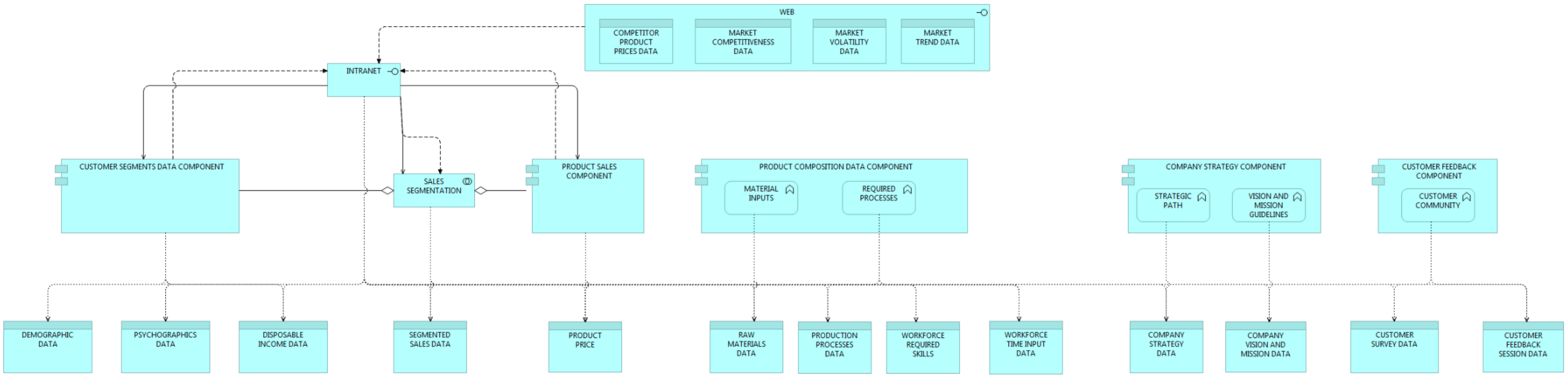
Sales Goals Setting Model (Application View)



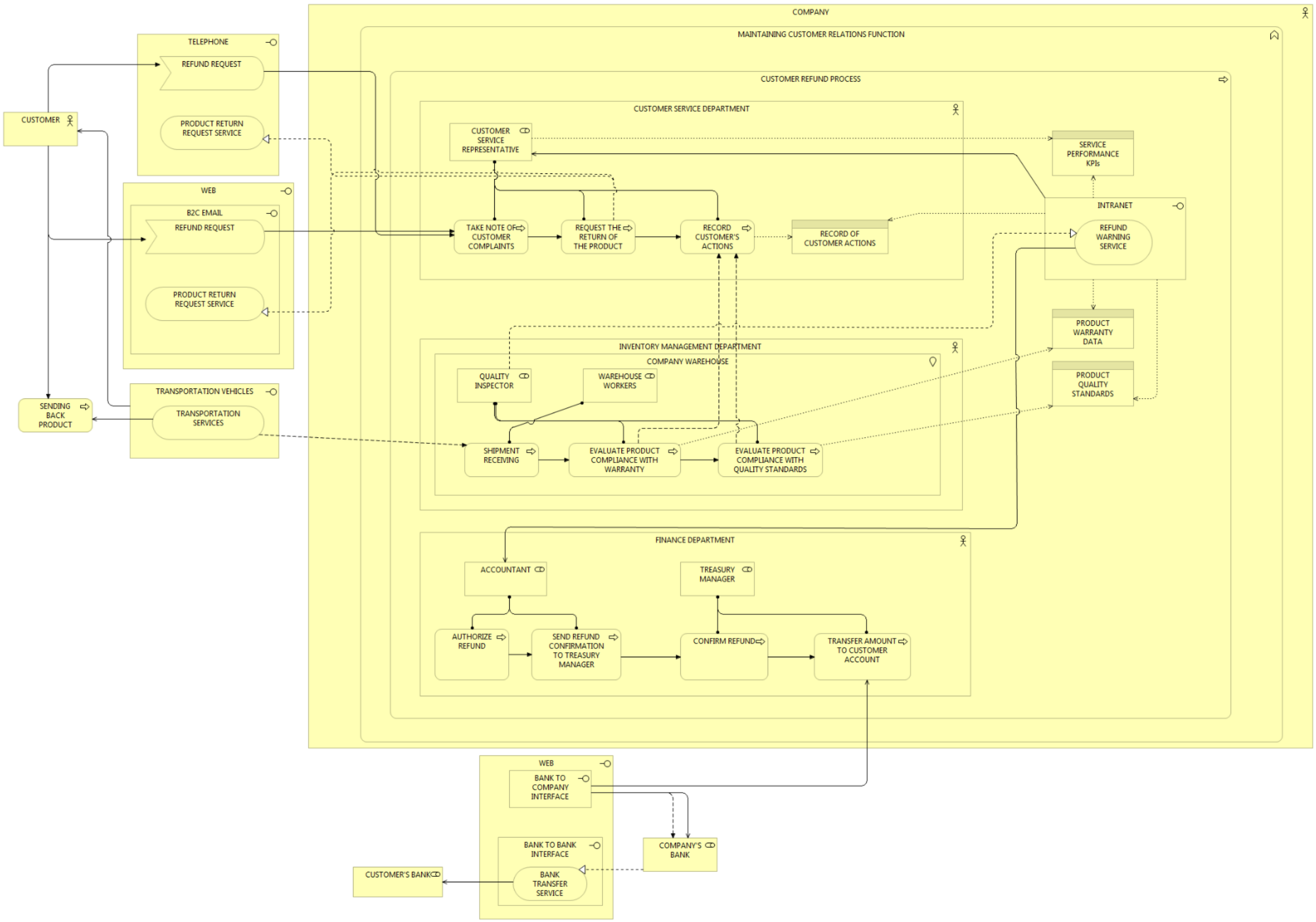
Product Portfolio Management Model (Business View)



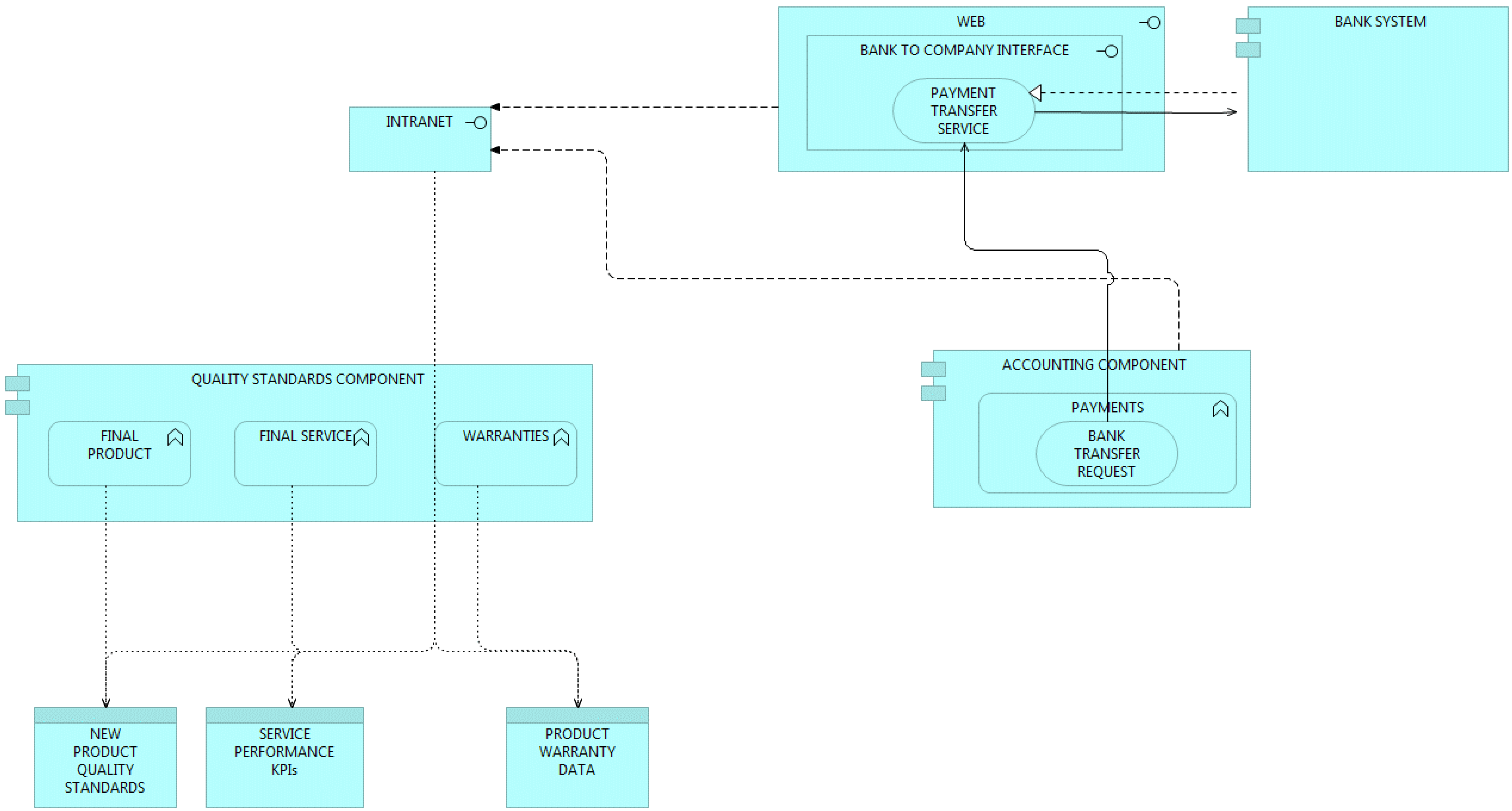
Product Portfolio Management Model (Application View)



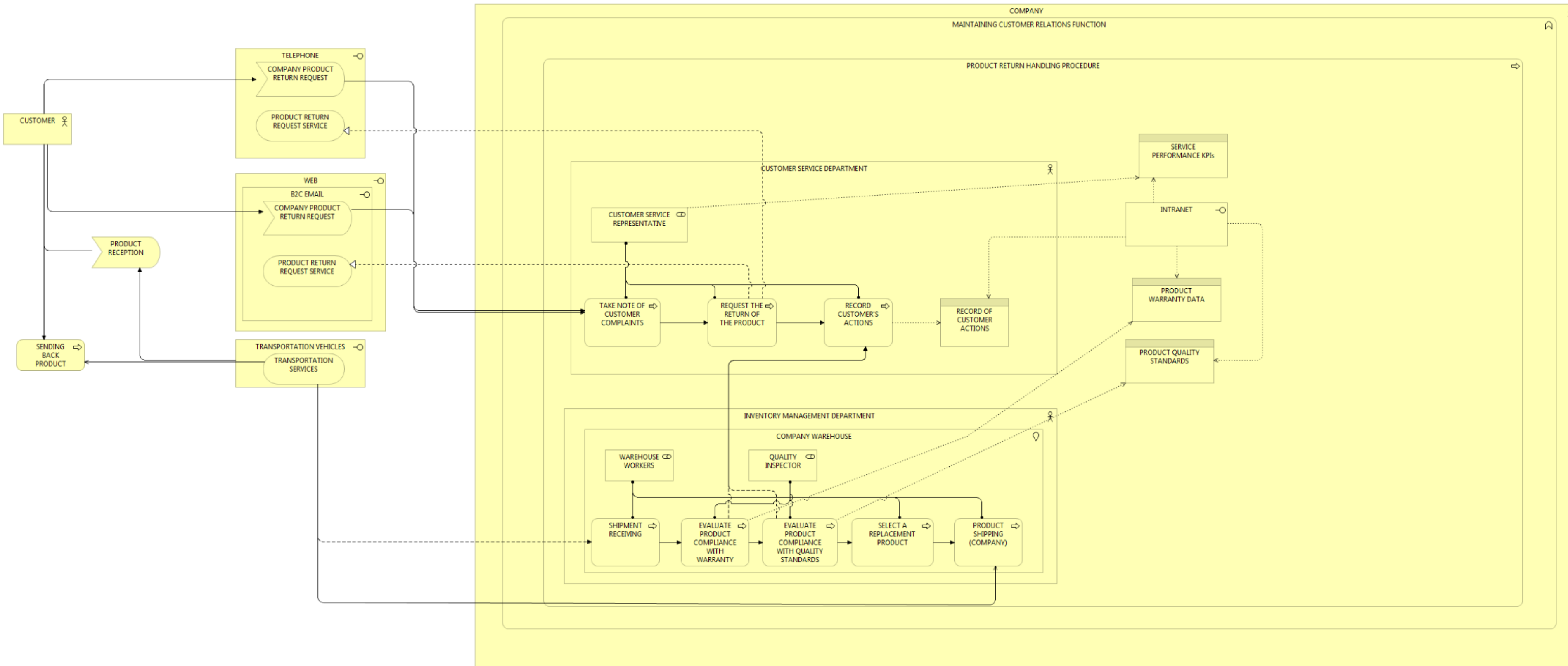
Customer Refunds Model (Business View)



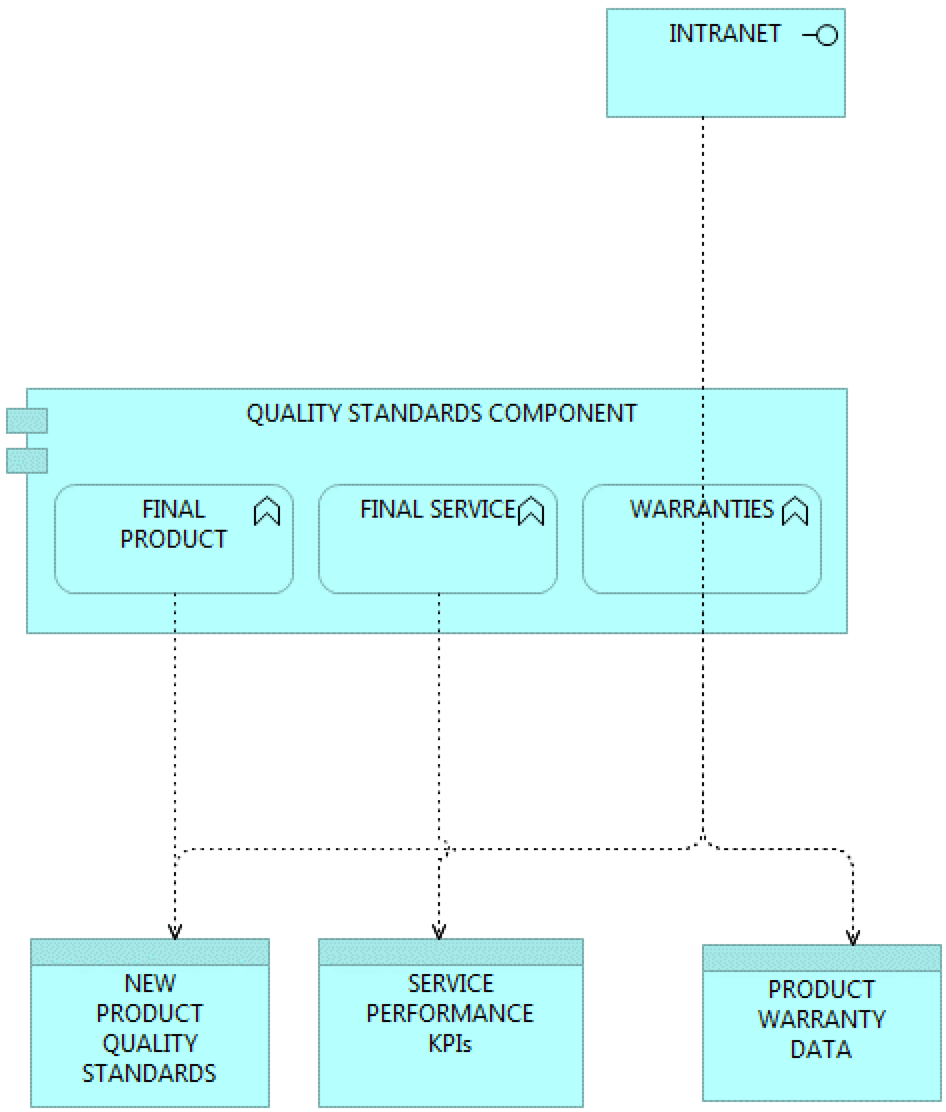
Customer Refunds Model (Application View)



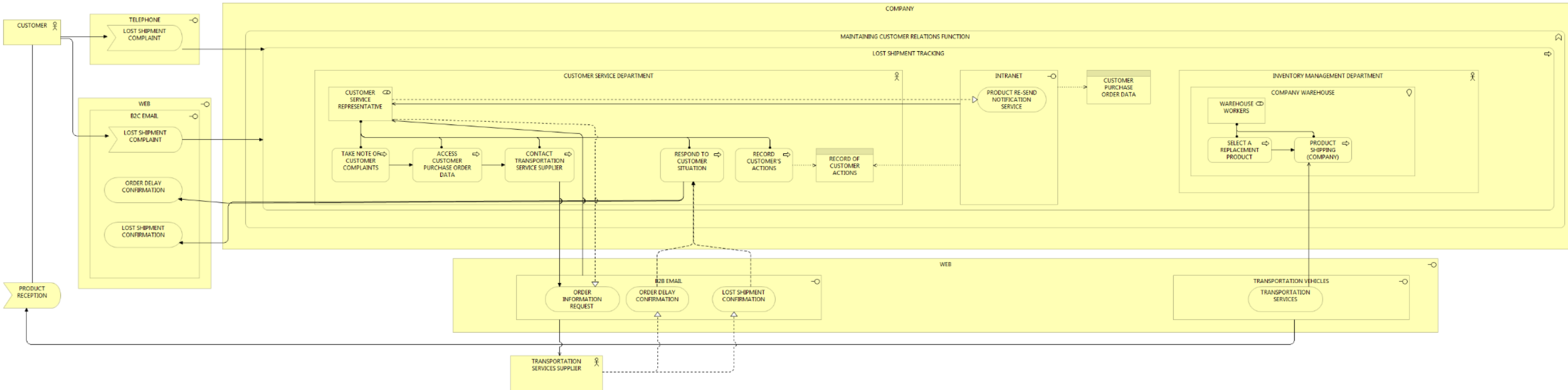
Product Returns Model (Business View)



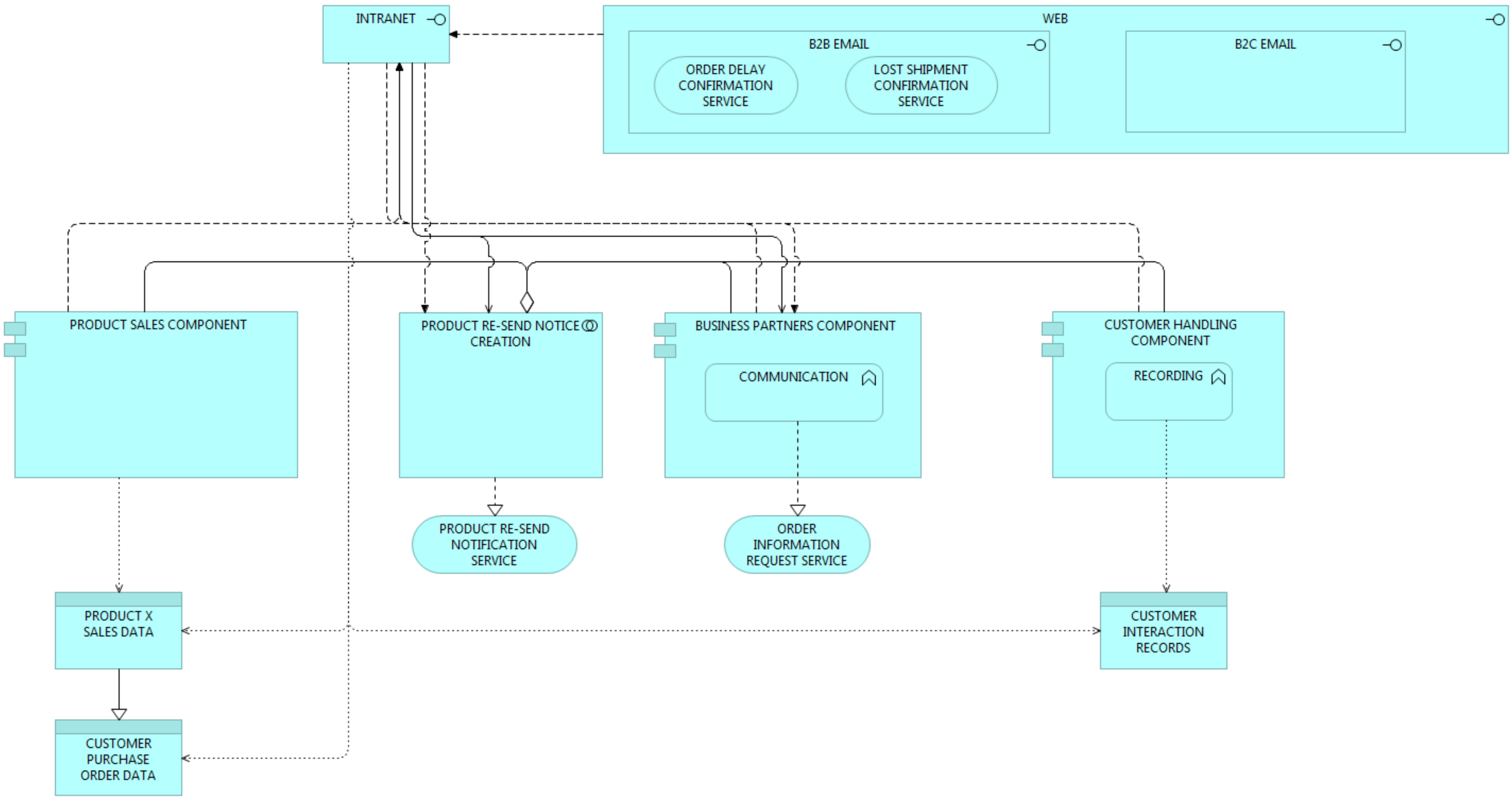
Product Returns Model (Application View)



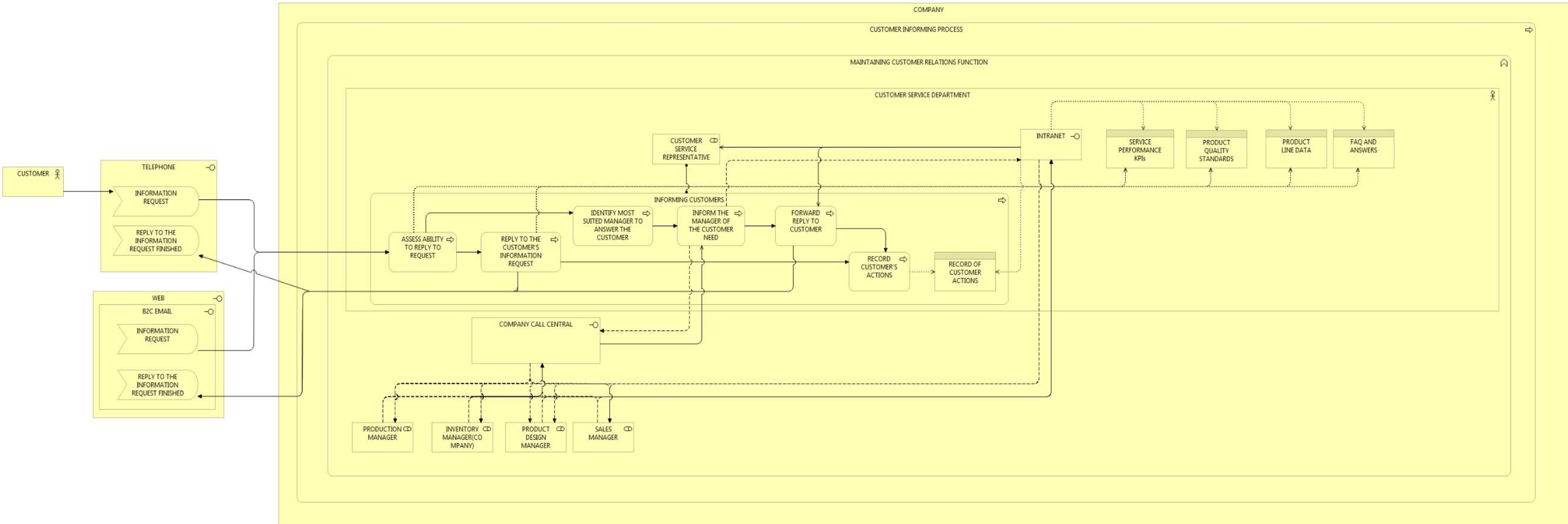
Lost Shipment Tracking Model (Business View)



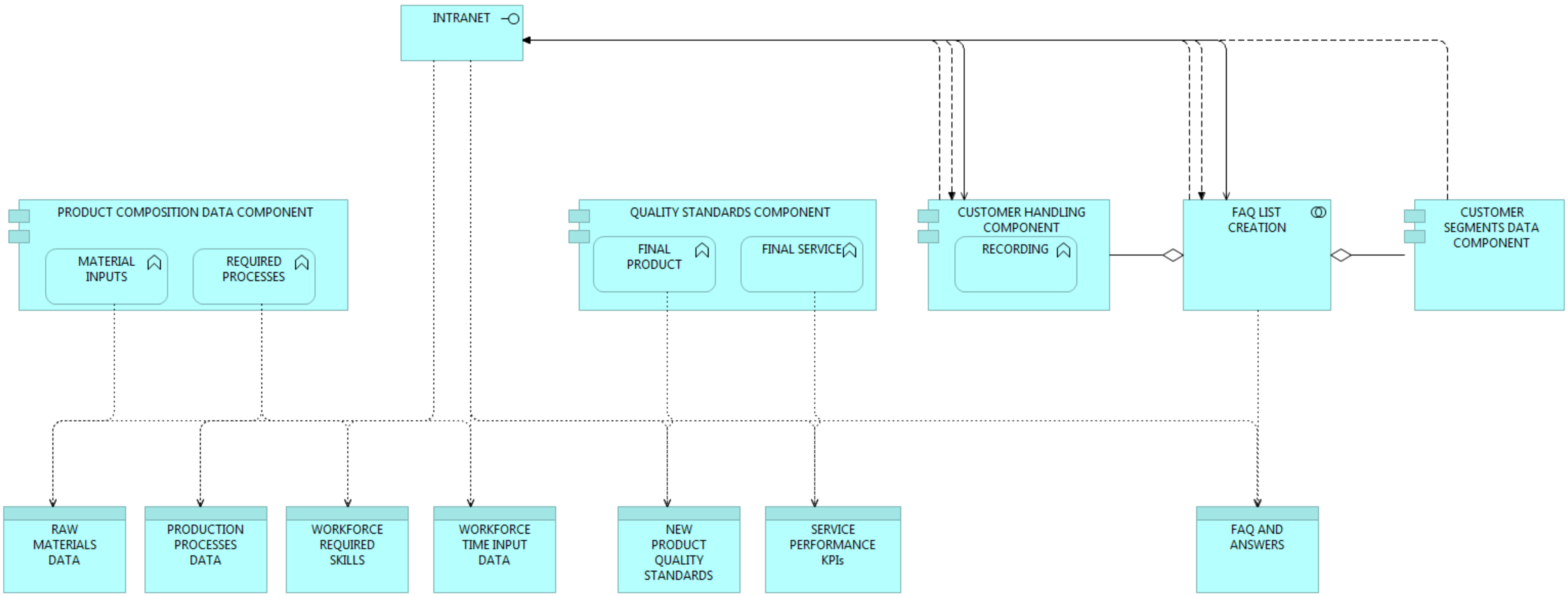
Lost Shipment Tracking Model (Application View)



Informing Customers Model (Business View)

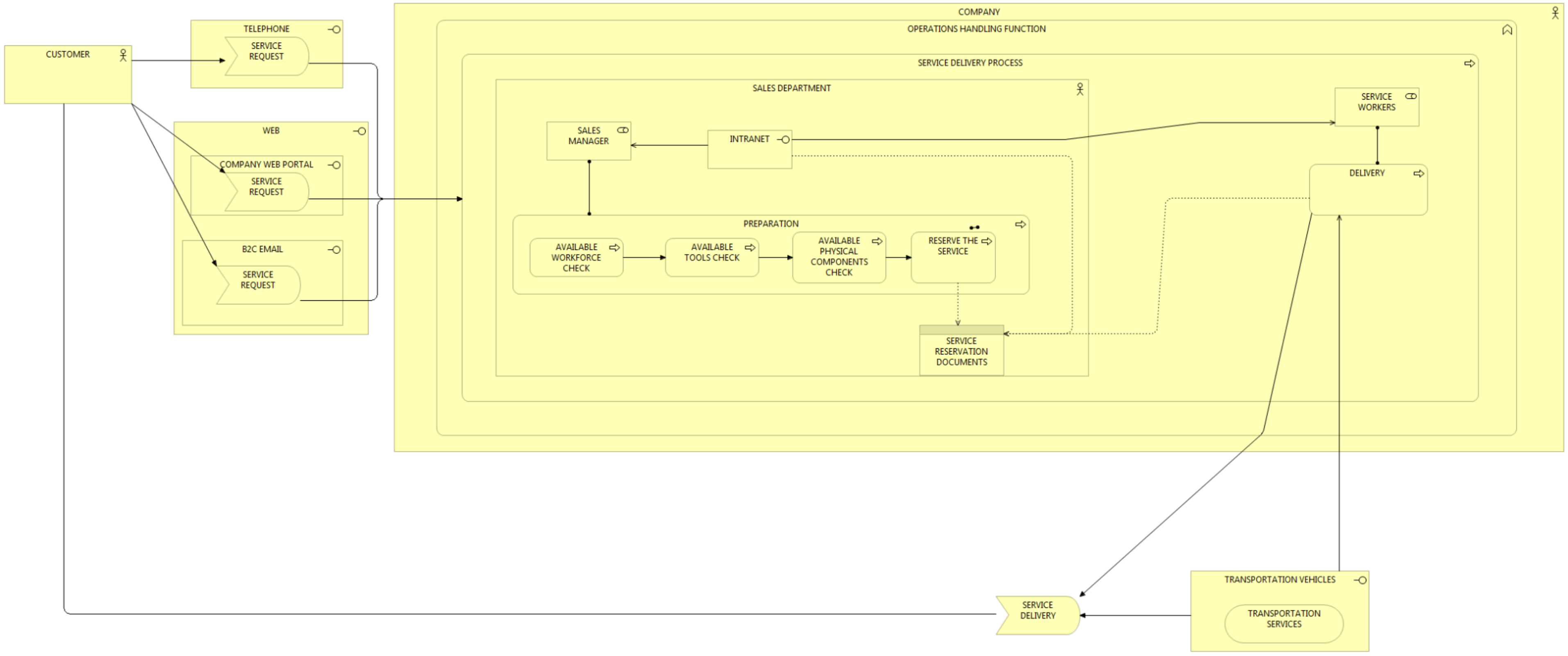


Informing Customers Model (Application View)

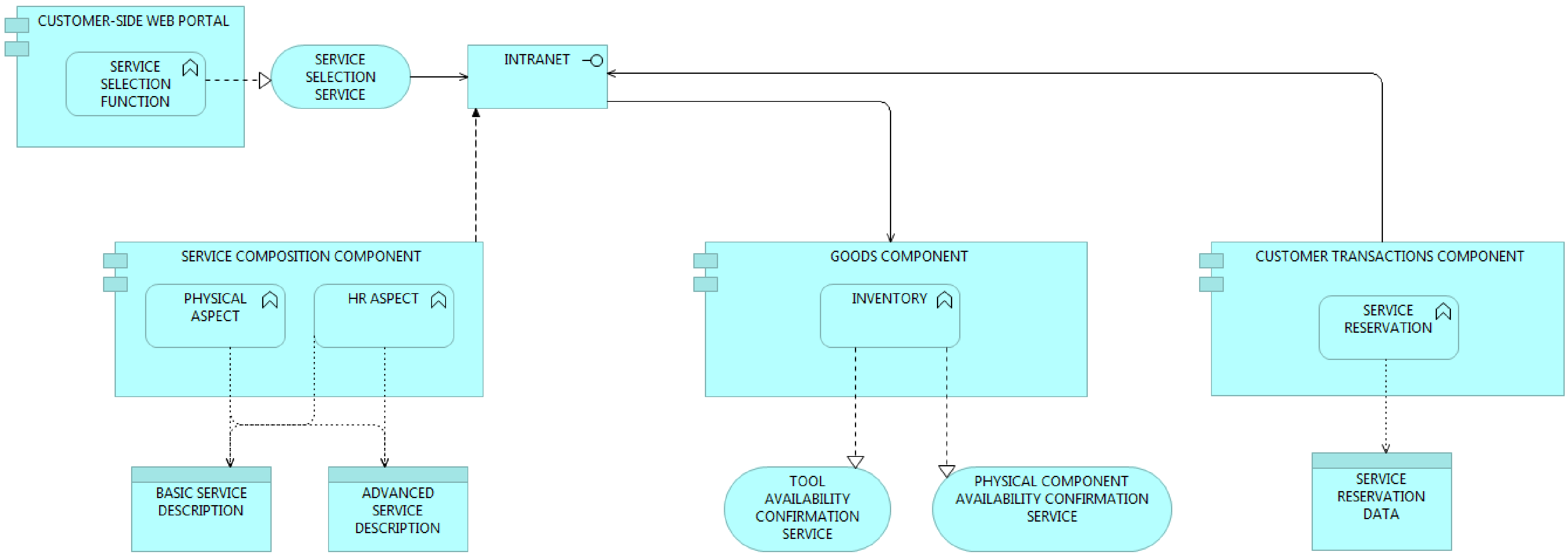


Service Company-Exclusive Models

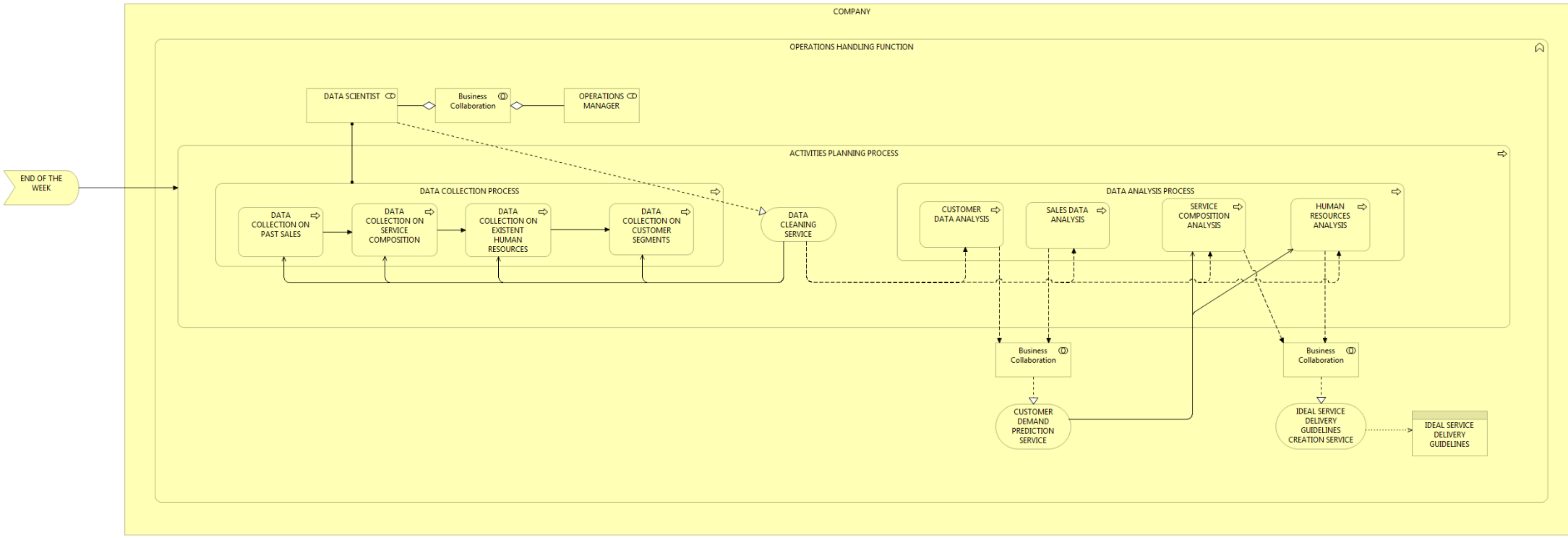
Service Delivery Model (Business View)



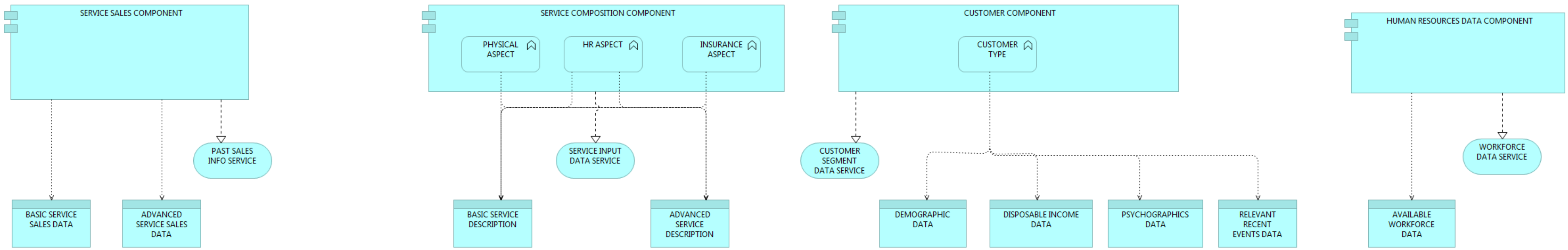
Service Delivery Model (Application View)



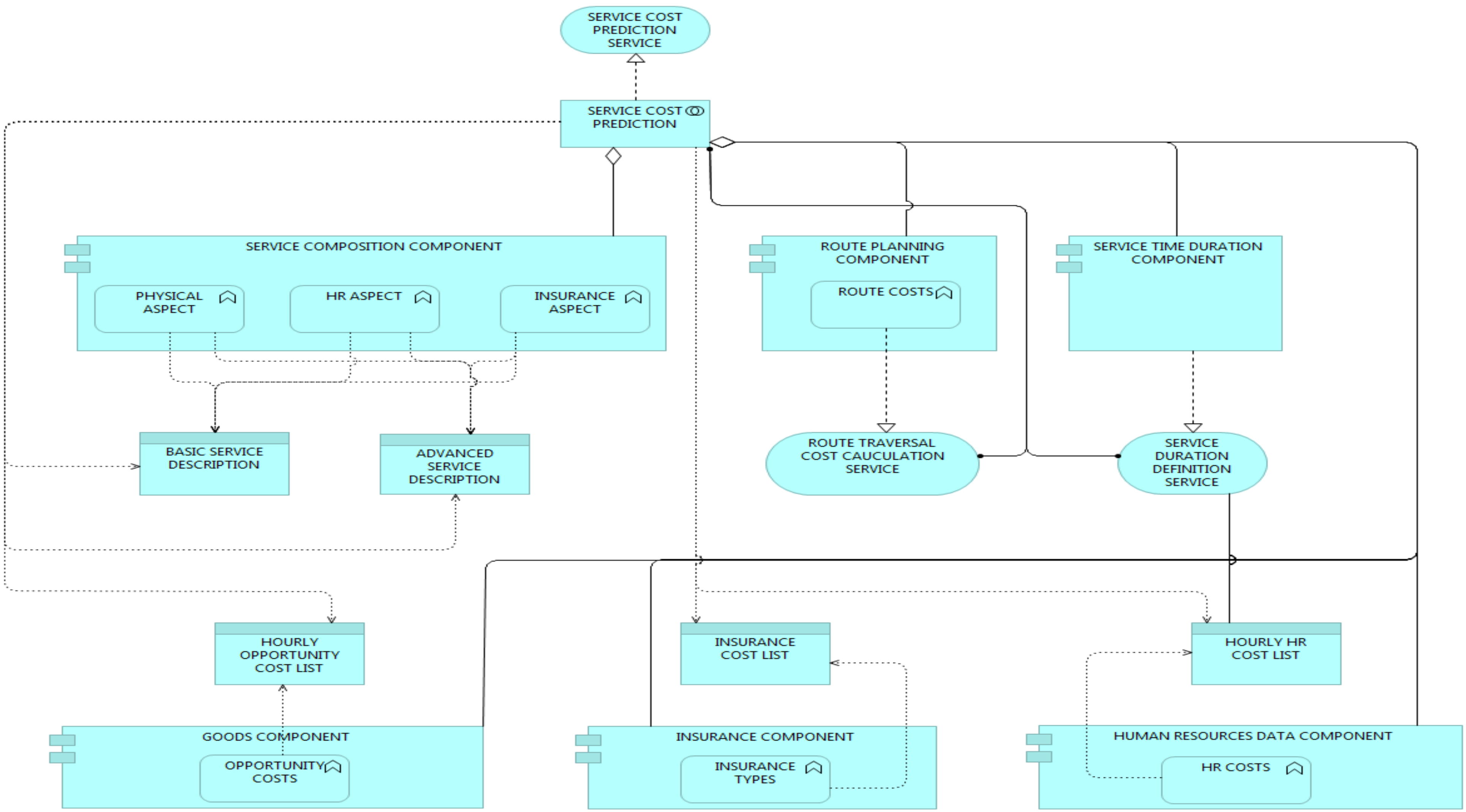
Activities Planning Model (Business View)



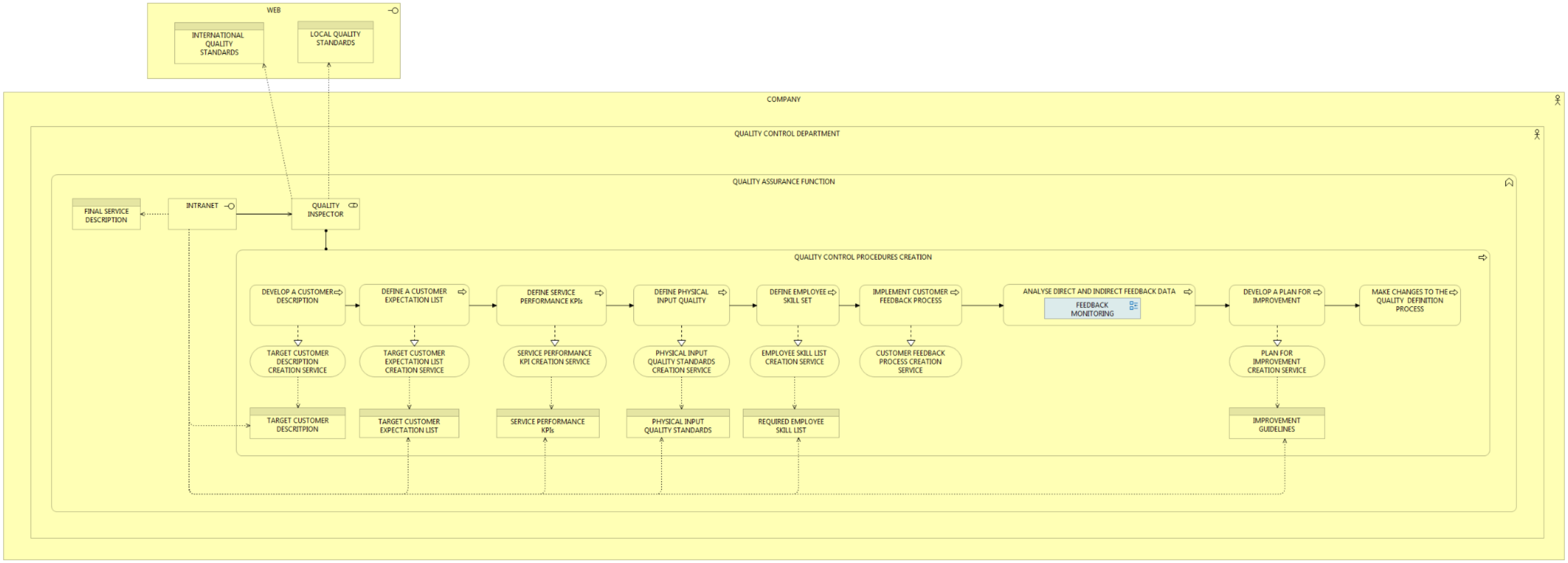
Activities Planning Model (Application View)



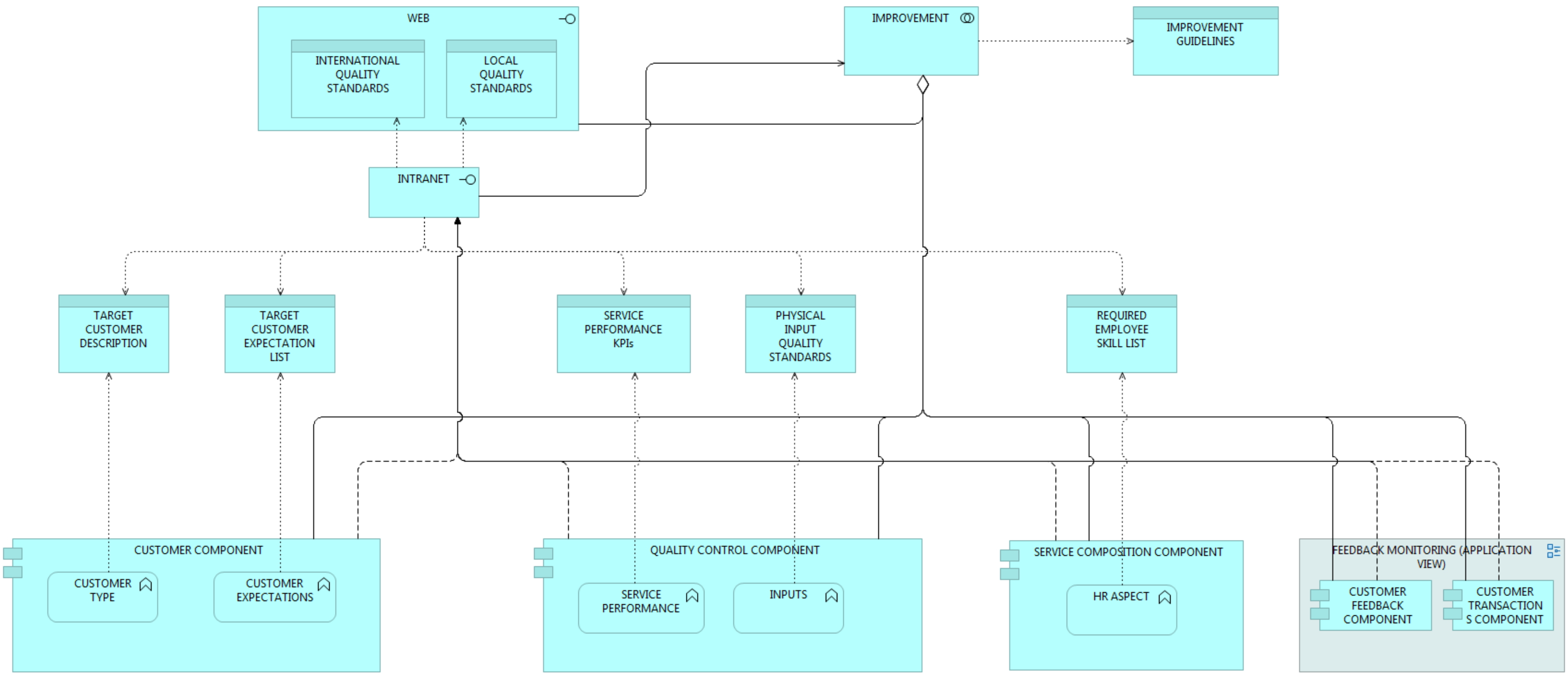
Service Cost Prediction Model (Application View)



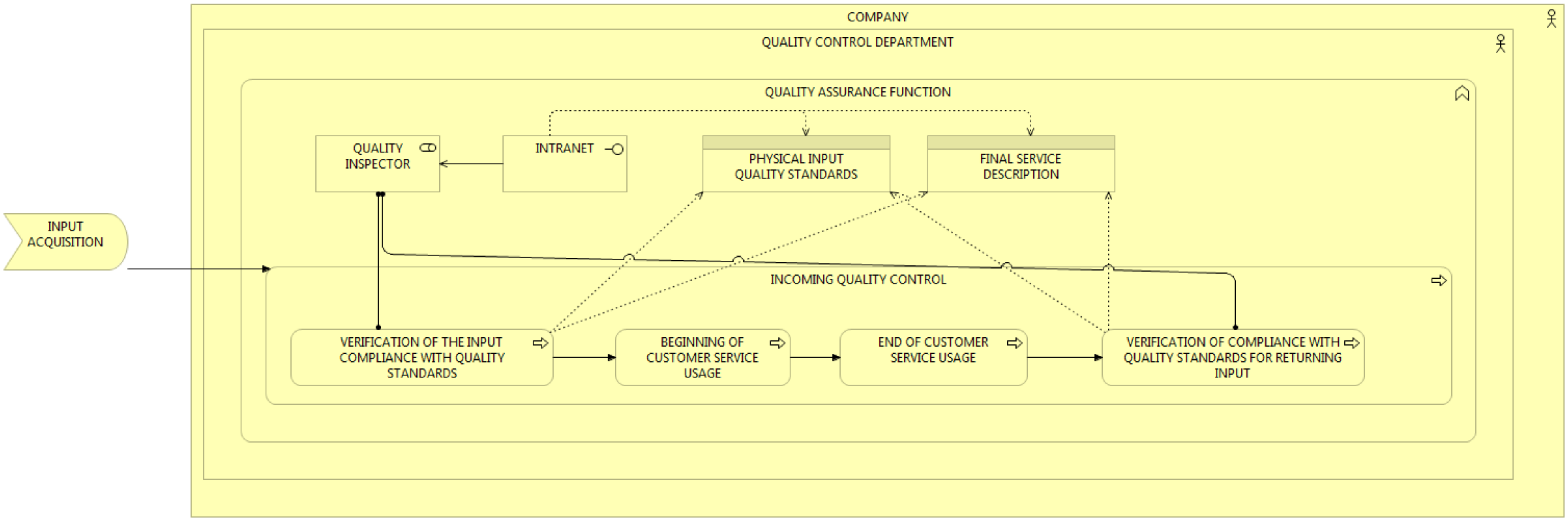
Service Quality Definition Model (Business View)



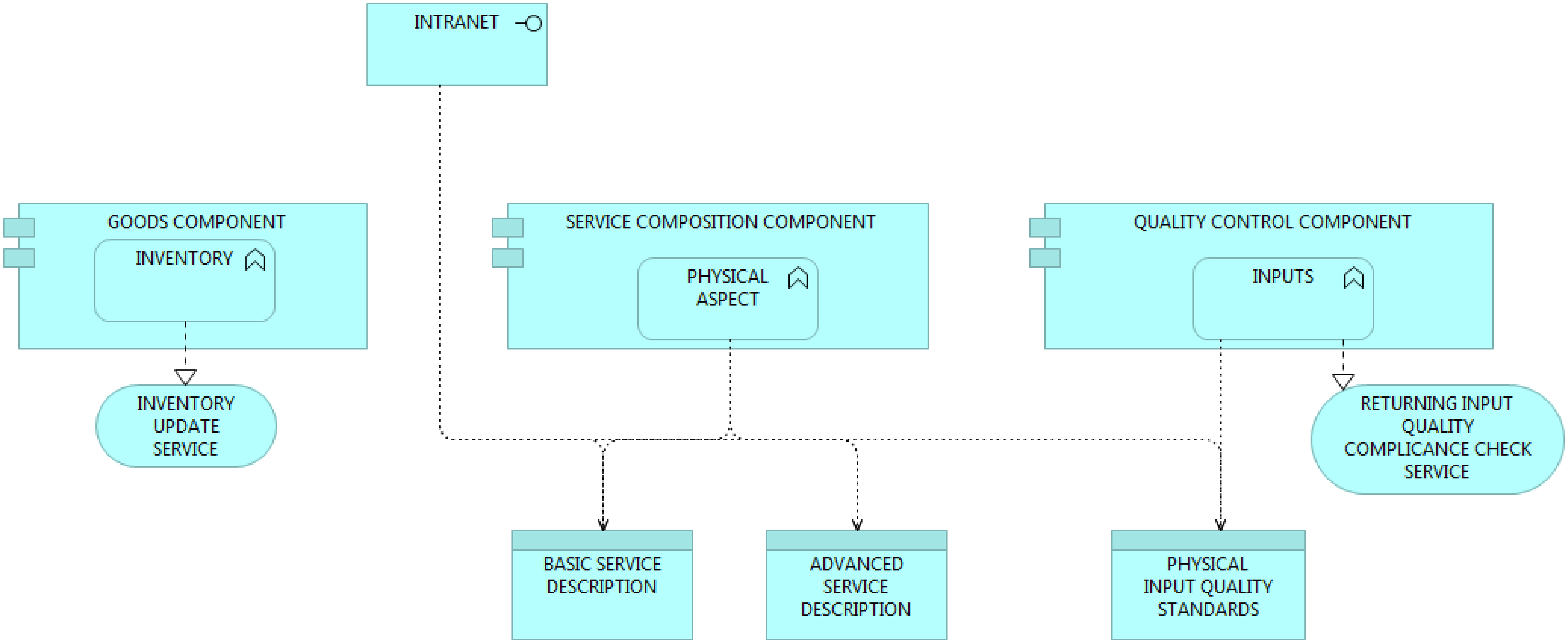
Service Quality Definition Model (Application View)



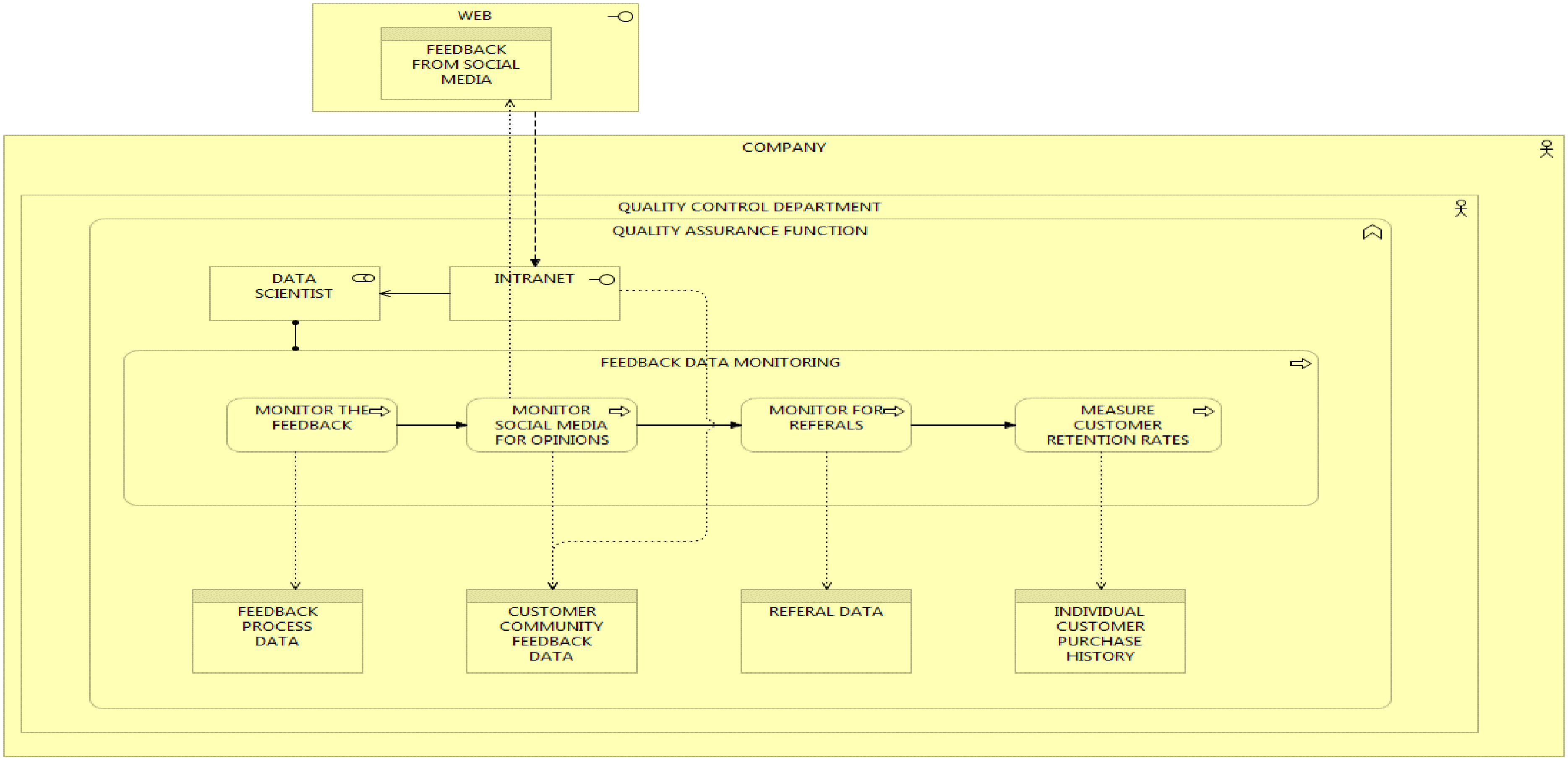
Input Quality Control Model (Business View)



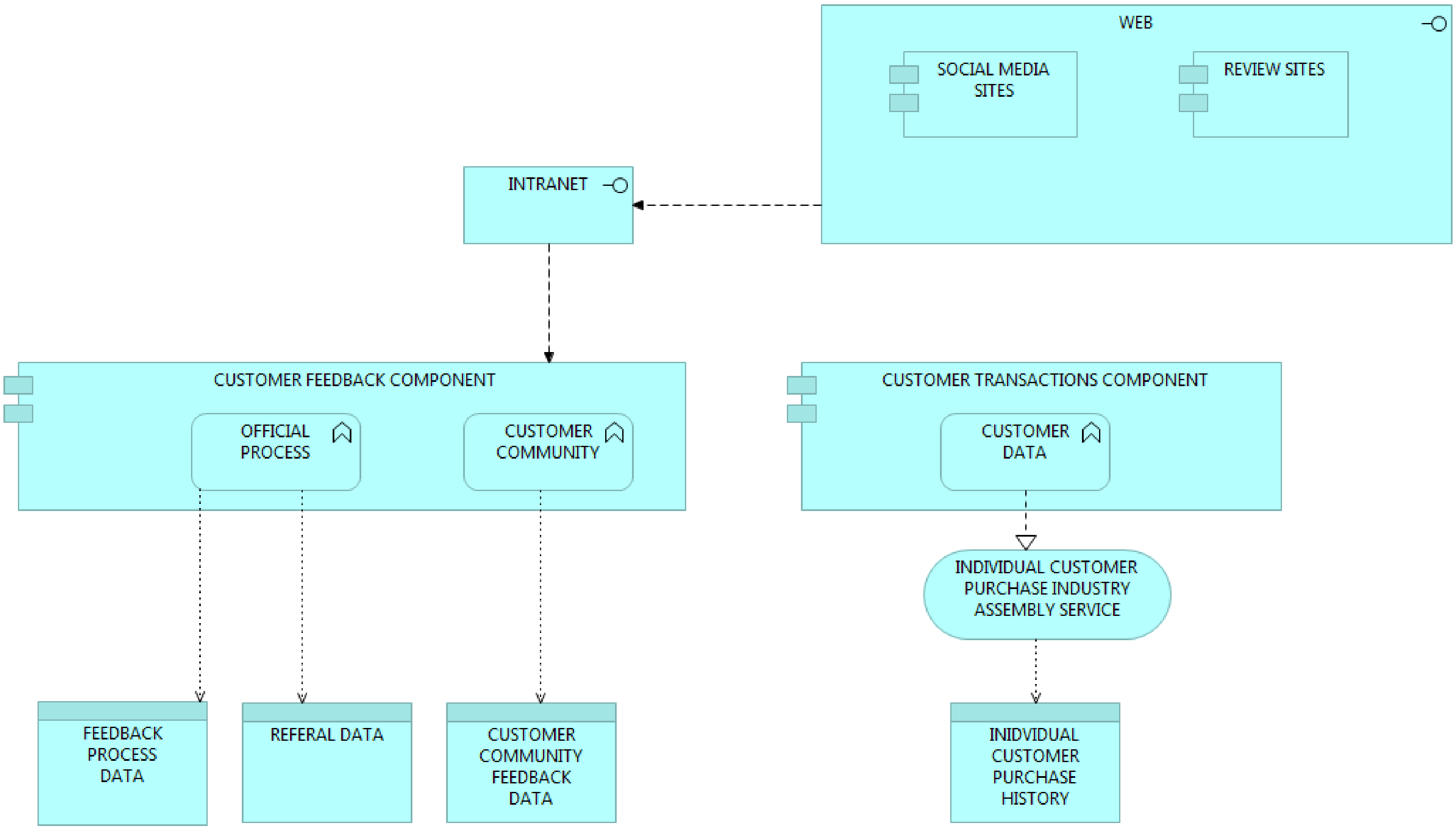
Input Quality Control Model (Application View)



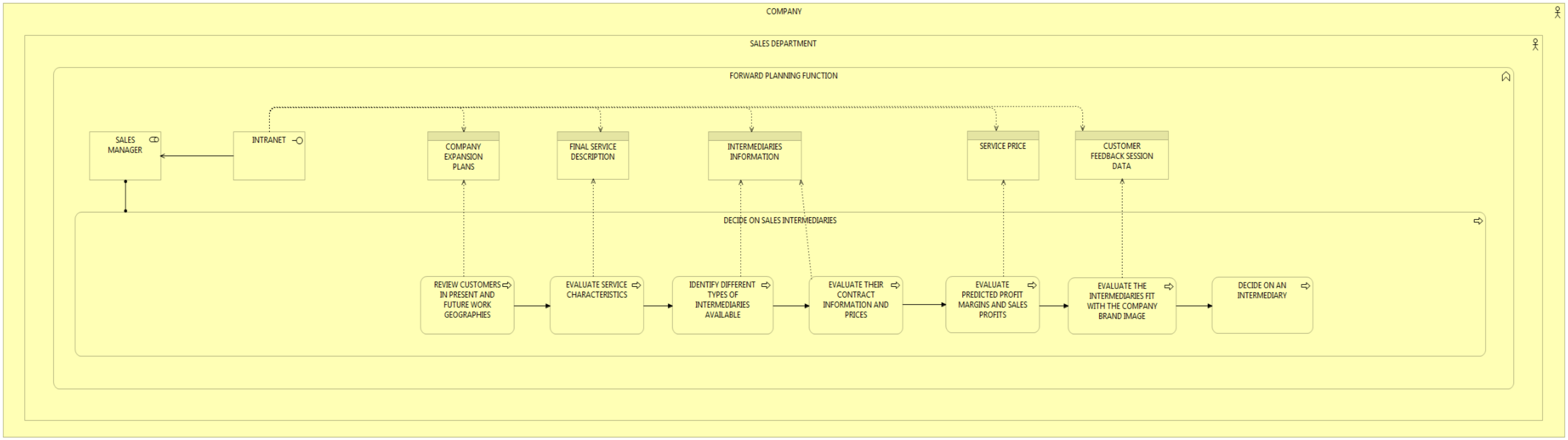
Feedback Monitoring Model (Business View)



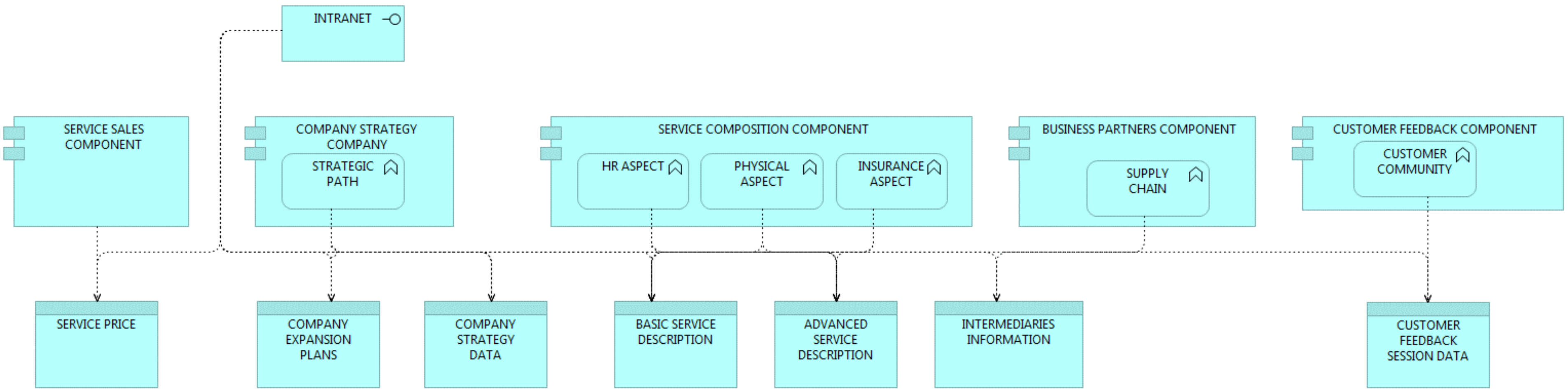
Feedback Monitoring Model (Application View)



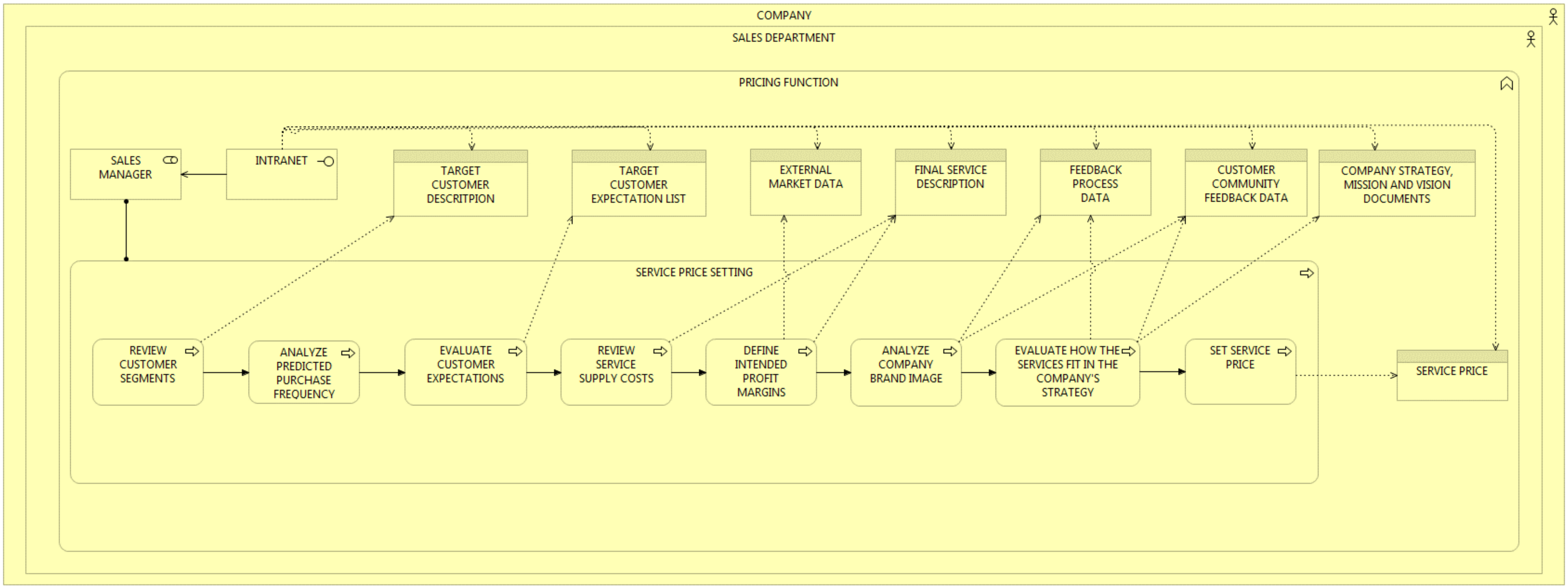
Intermediary Choosing Model (Business View)



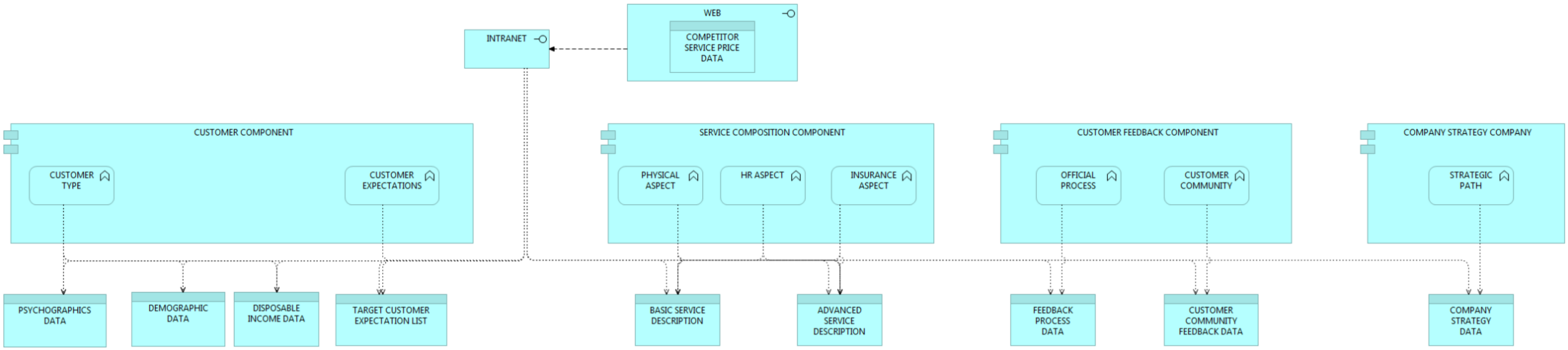
Intermediary Choosing Model (Application View)



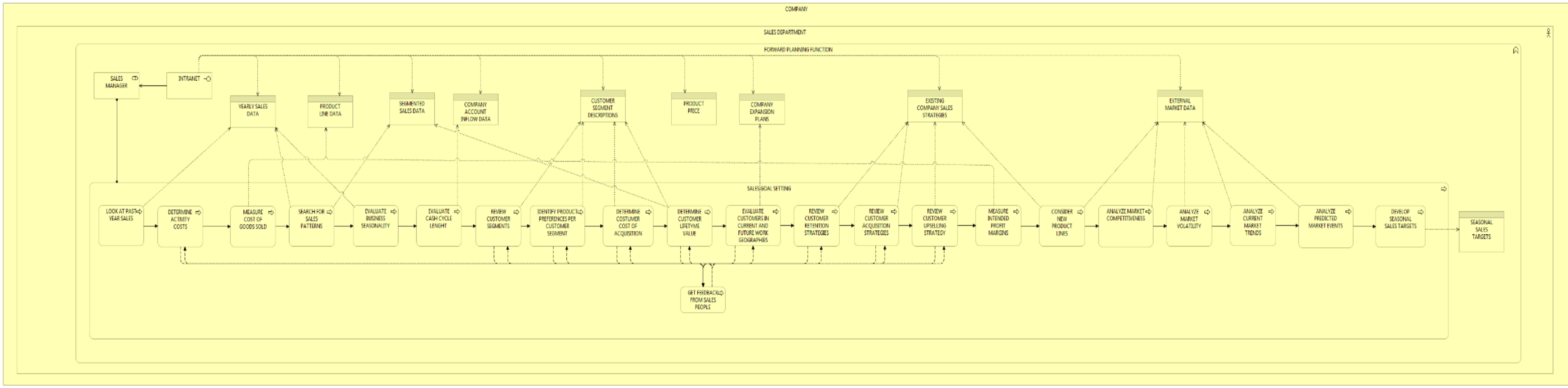
Price Setting Model (Business View)



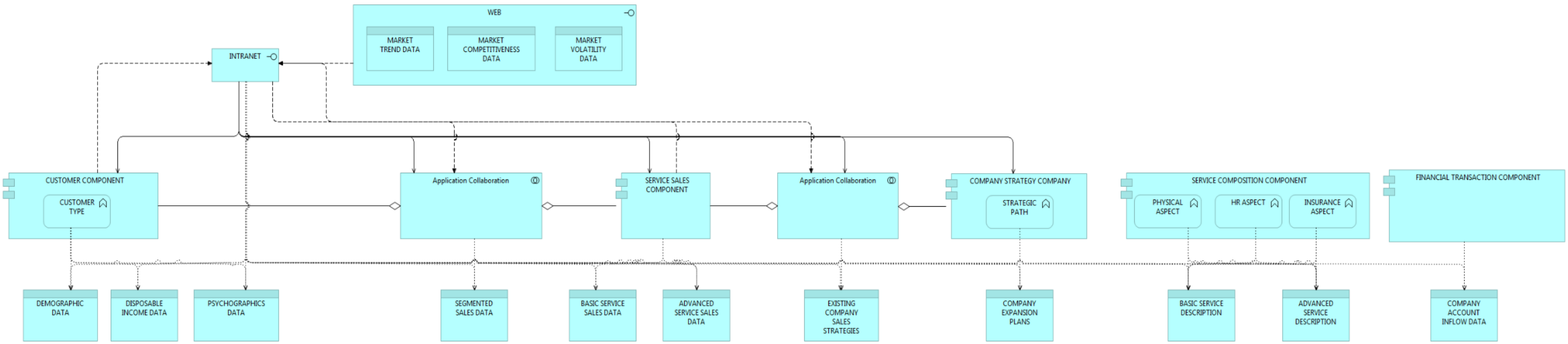
Price Setting Model (Application View)



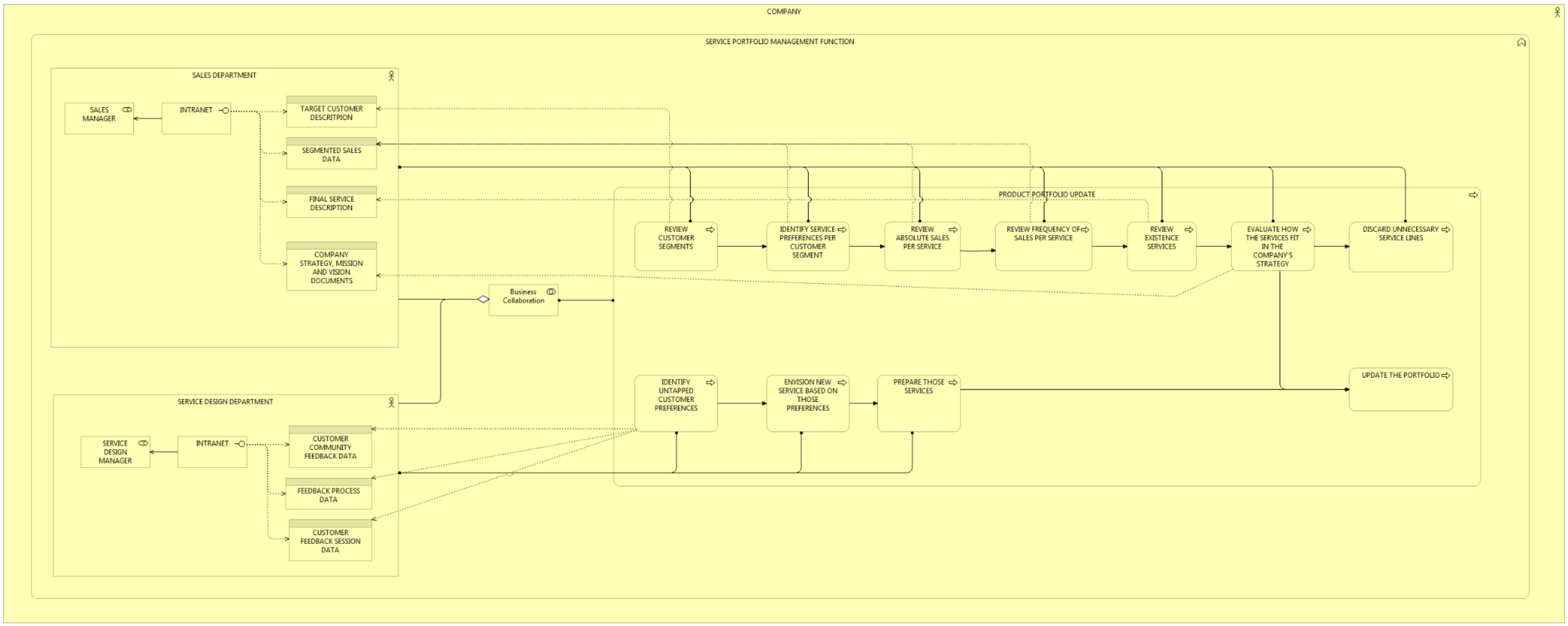
Sales Goals Setting Model (Business View)



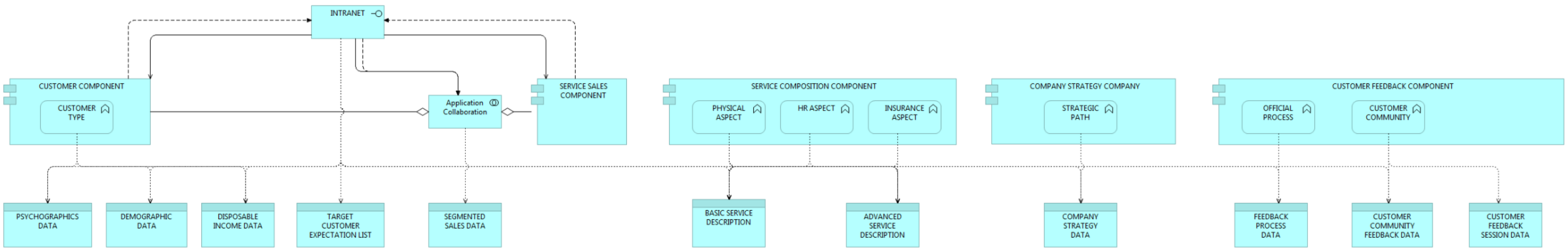
Sales Goals Setting Model (Application View)



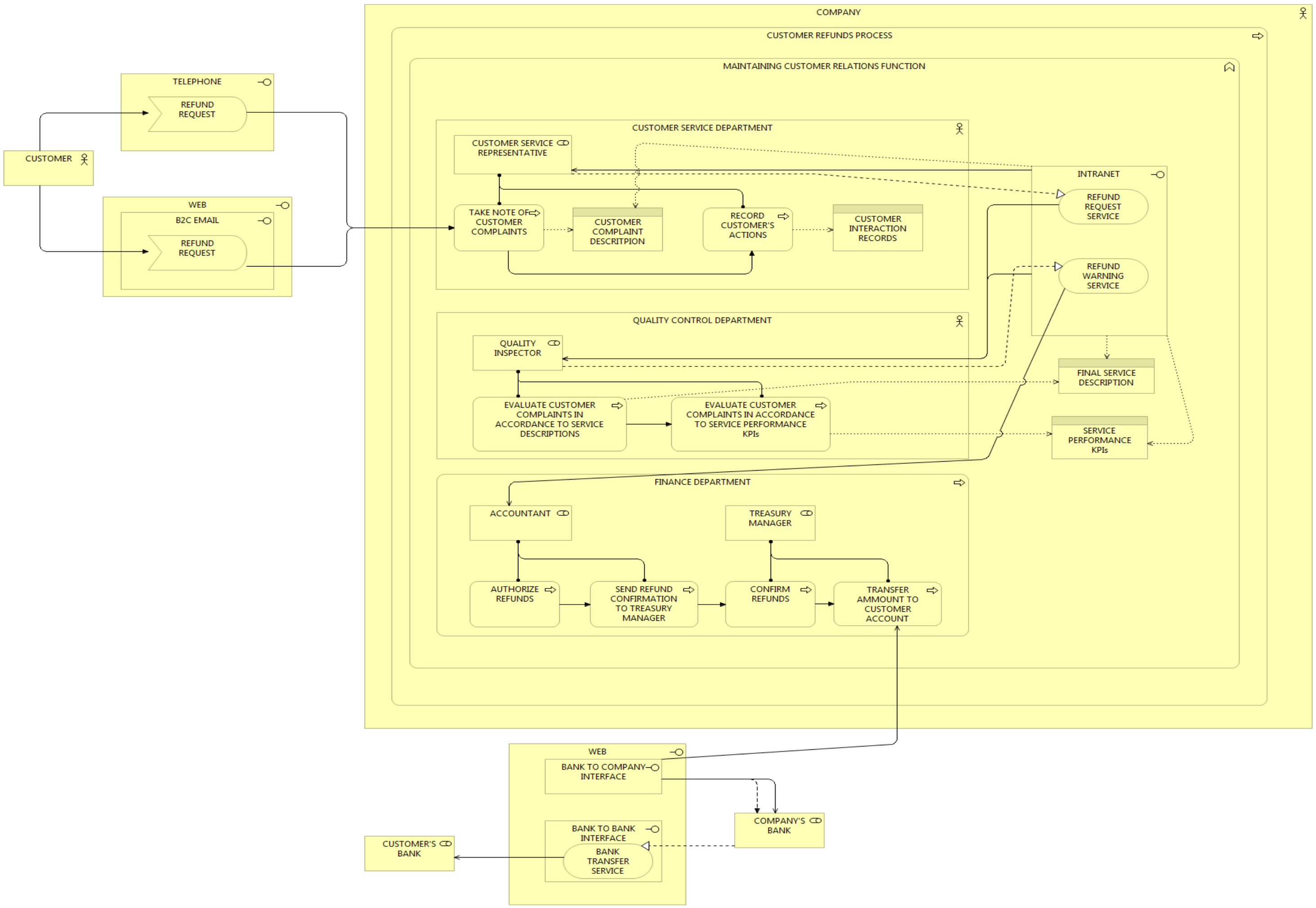
Service Portfolio Management Model (Business View)



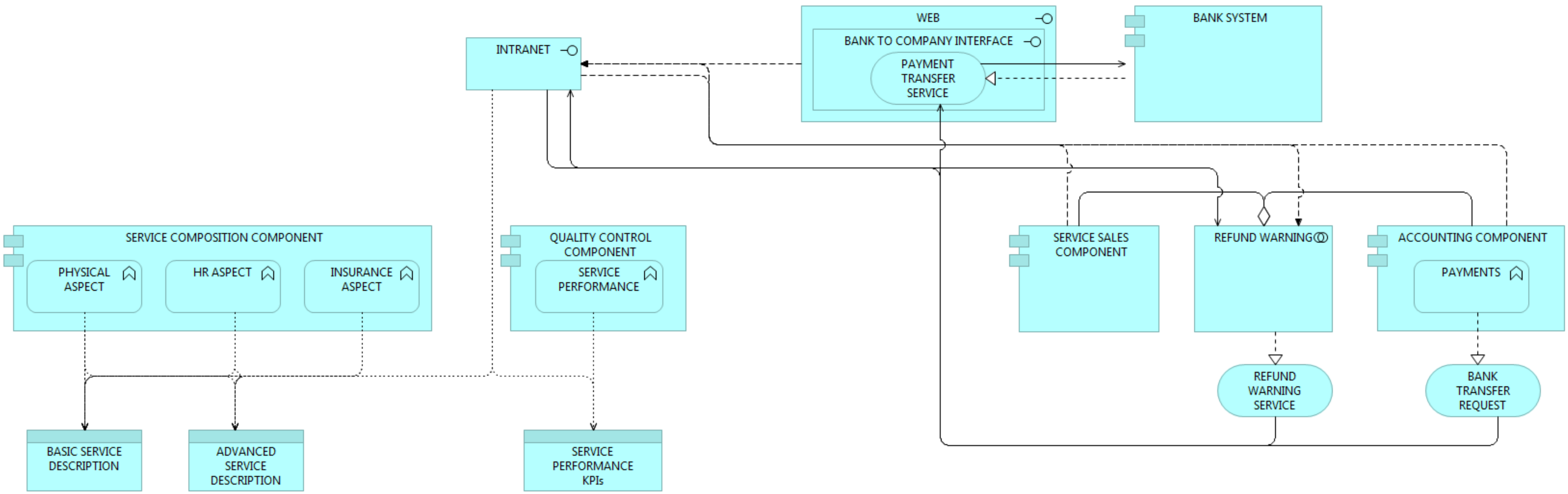
Service Portfolio Management Model (Application View)



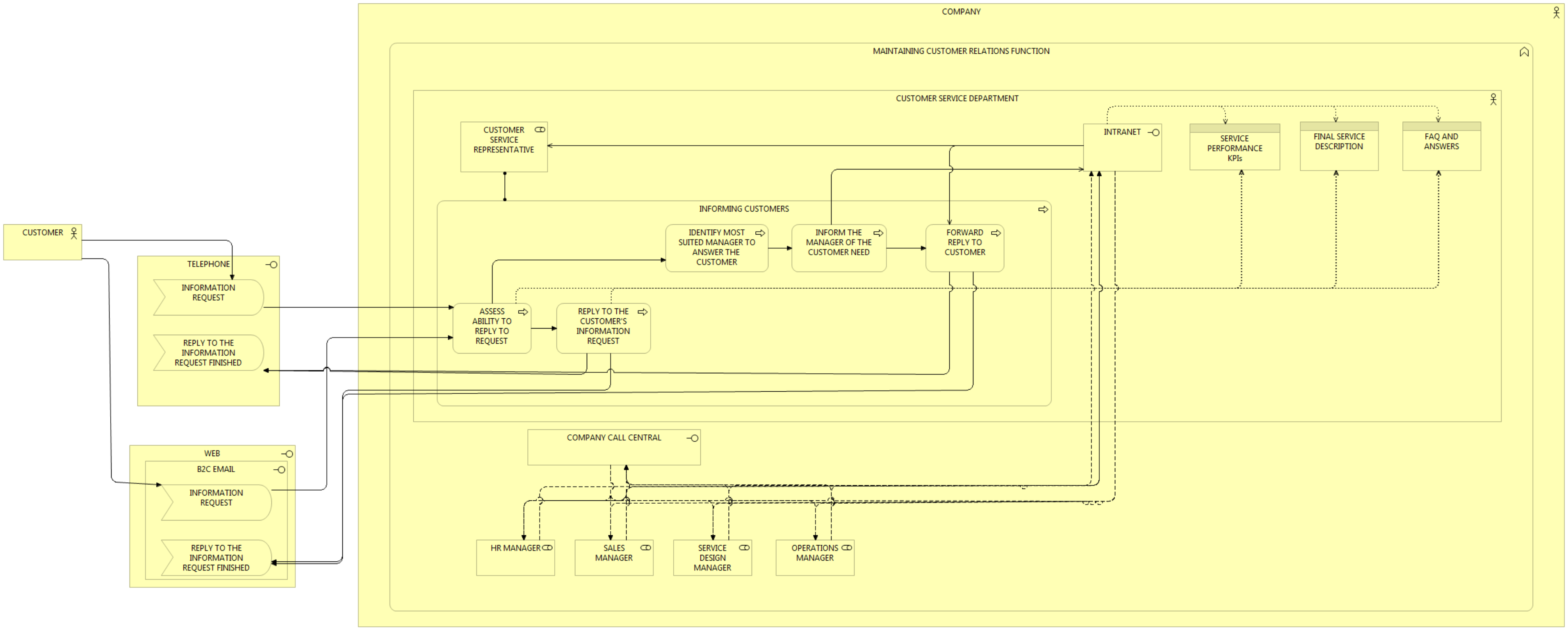
Customer Refunds Model (Business View)



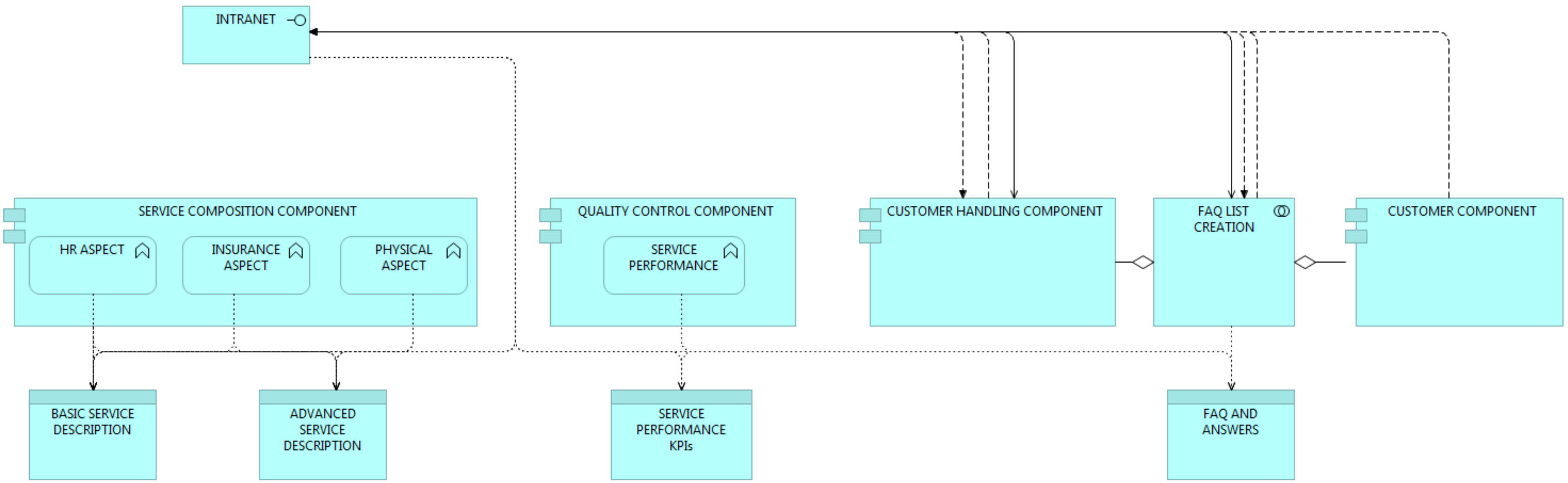
Customer Refunds Model (Business View)



Informing Customers Model (Business View)

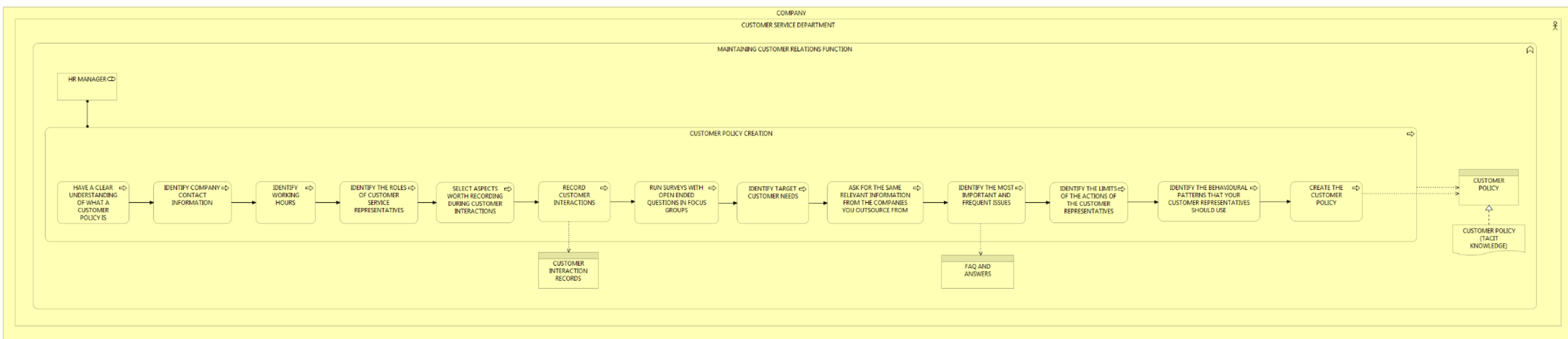


Informing Customers Model (Business View)

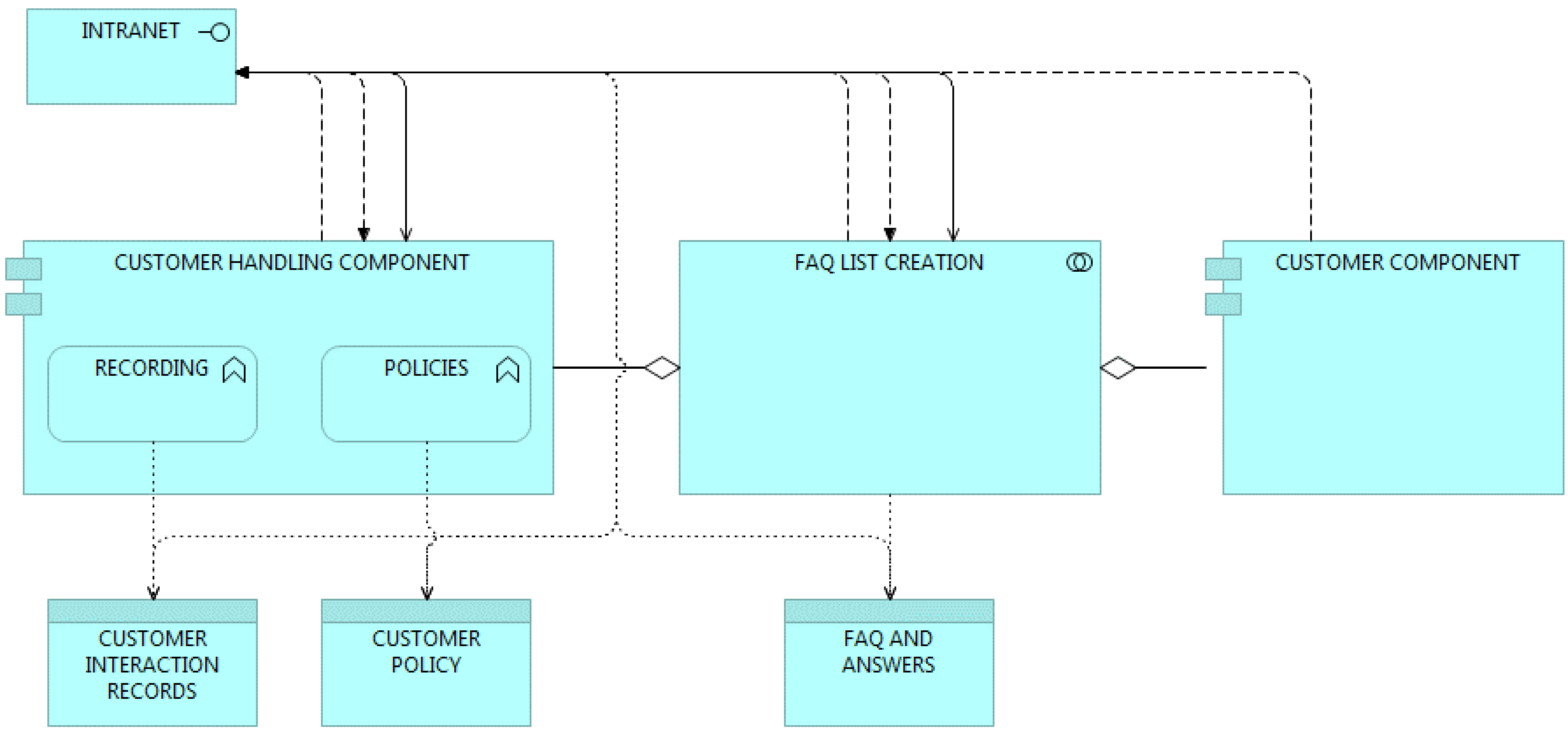


Models Common to Both Company Types

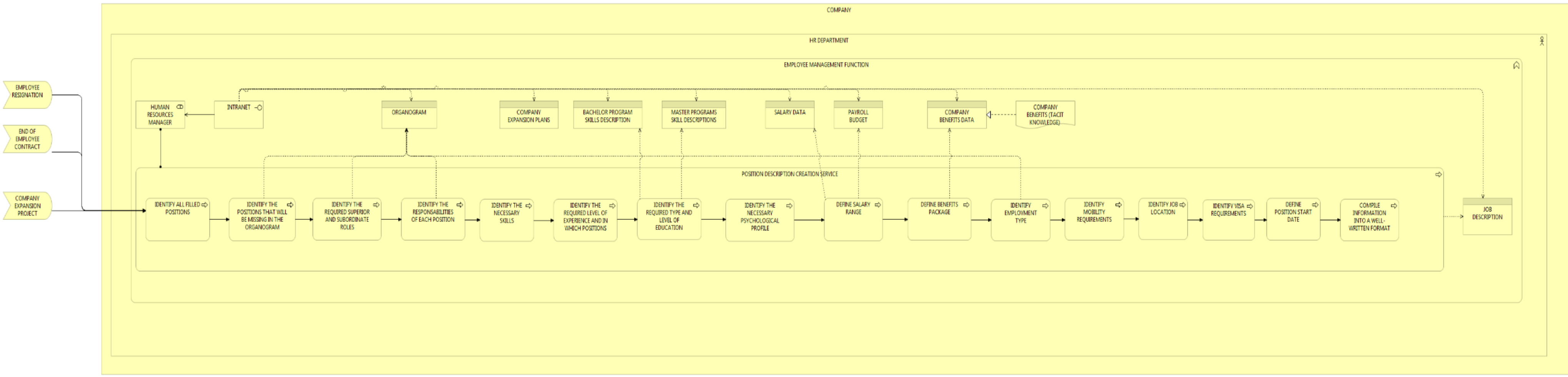
Customer Policy Creation Model (Business View)



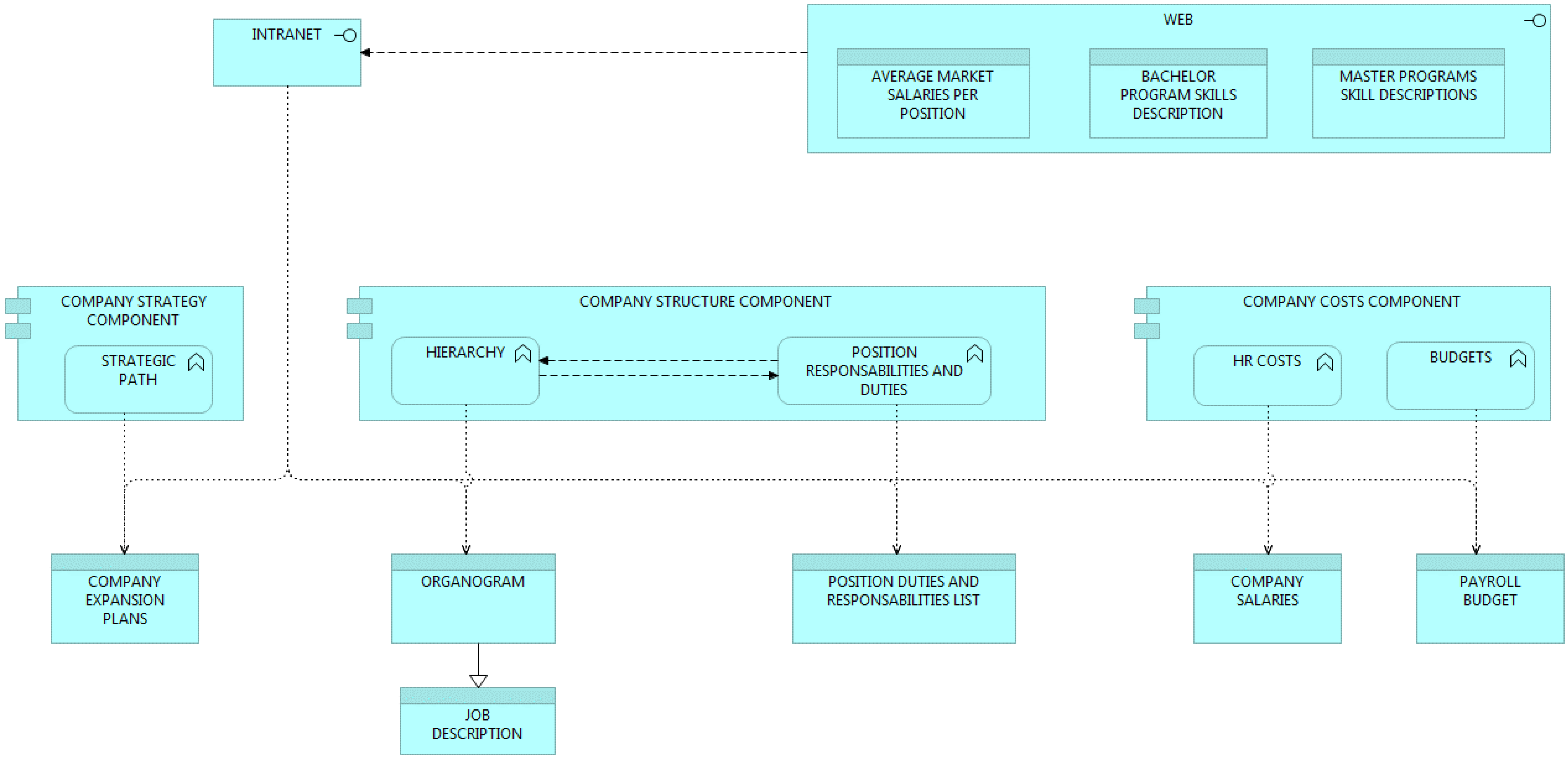
Customer Policy Creation Model (Application View)



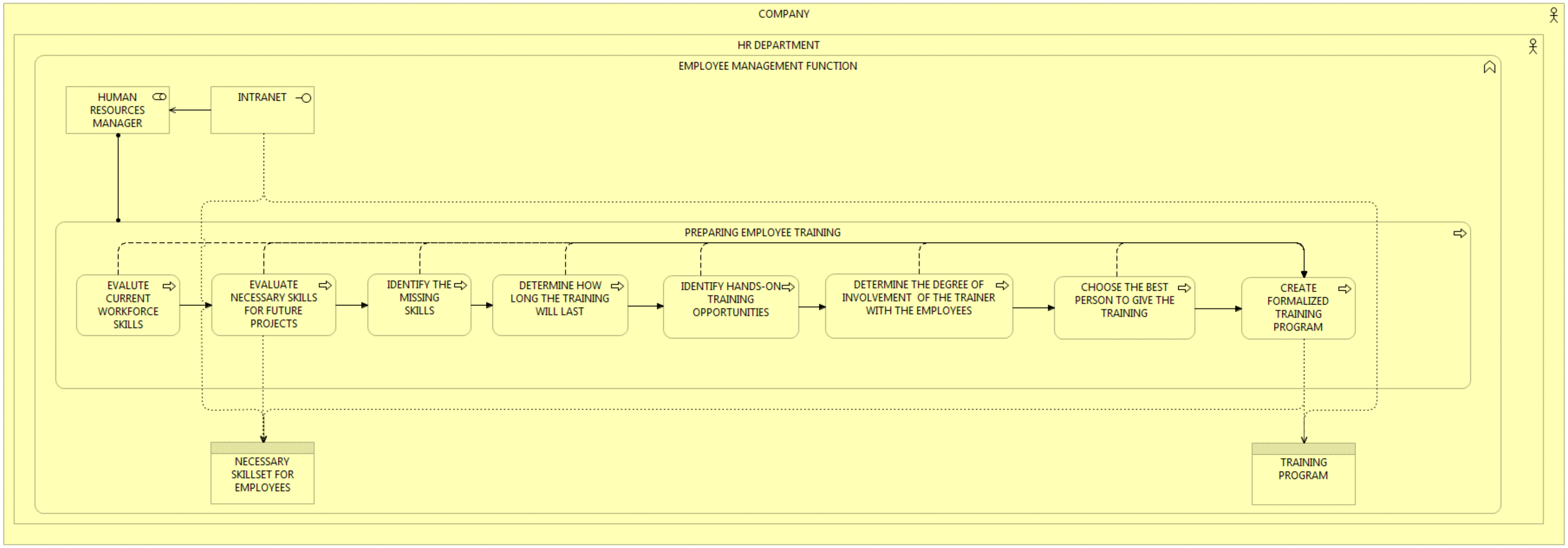
Position Description Creation Model (Business View)



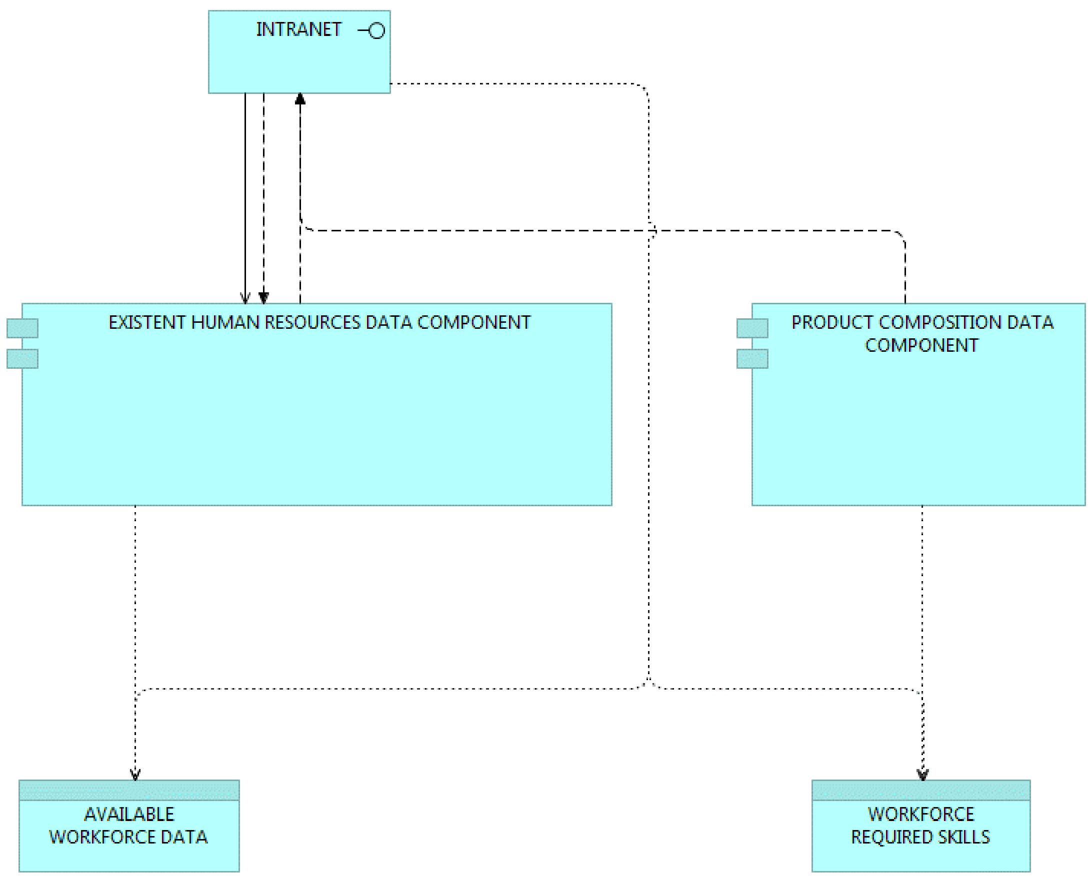
Position Description Creation Model (Application View)



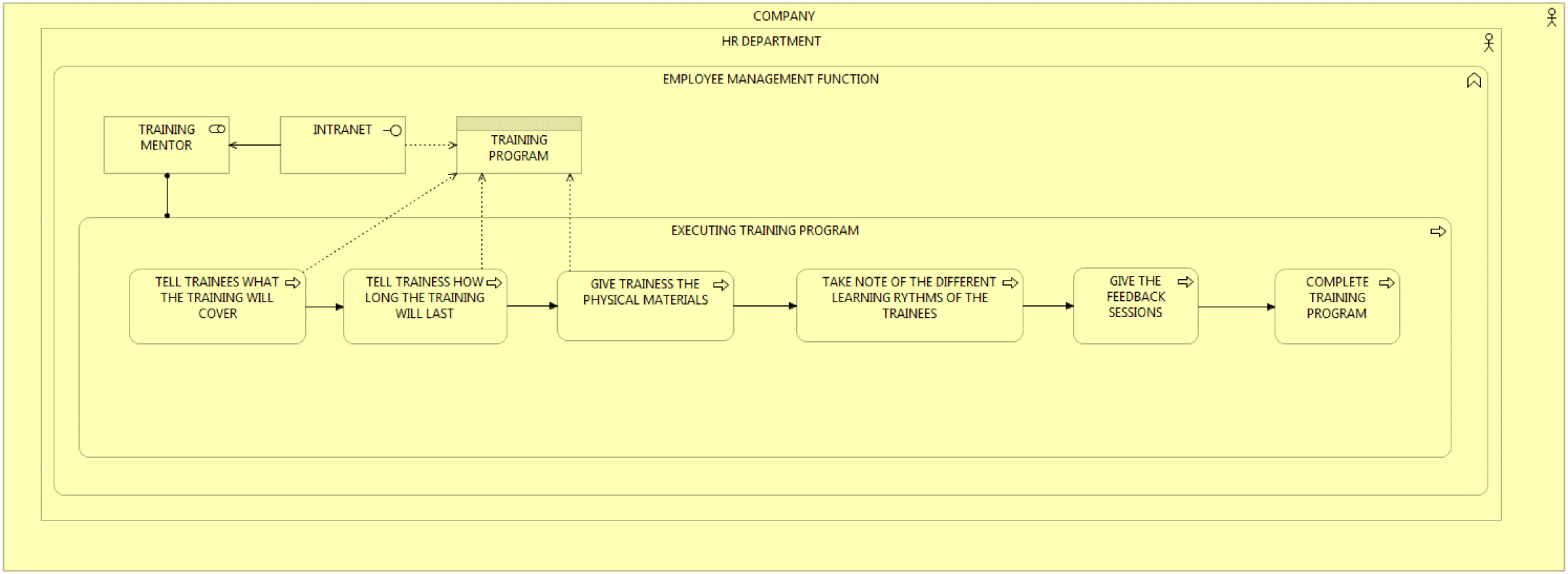
Employee Training Preparation Model (Business View)



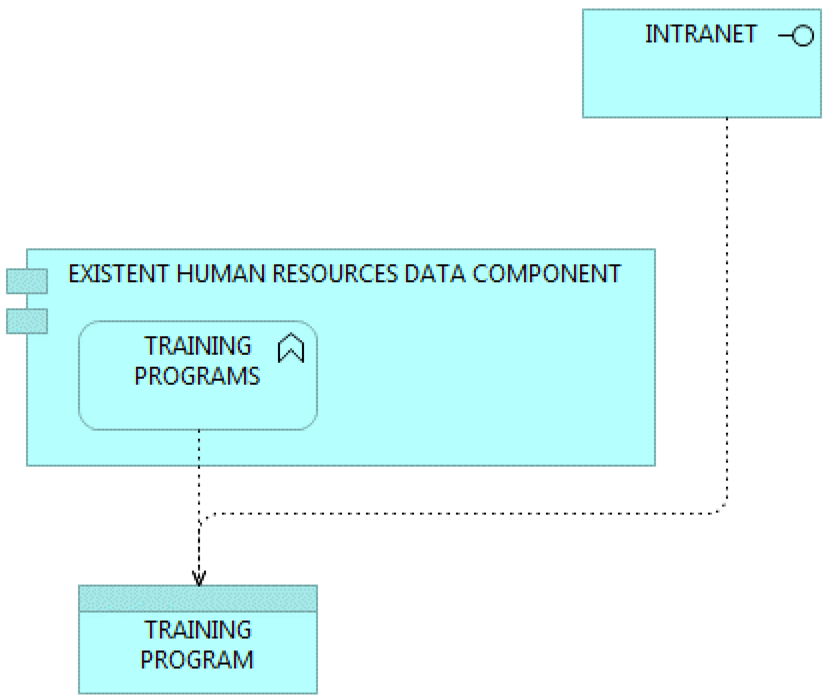
Employee Training Preparation Model (Application View)



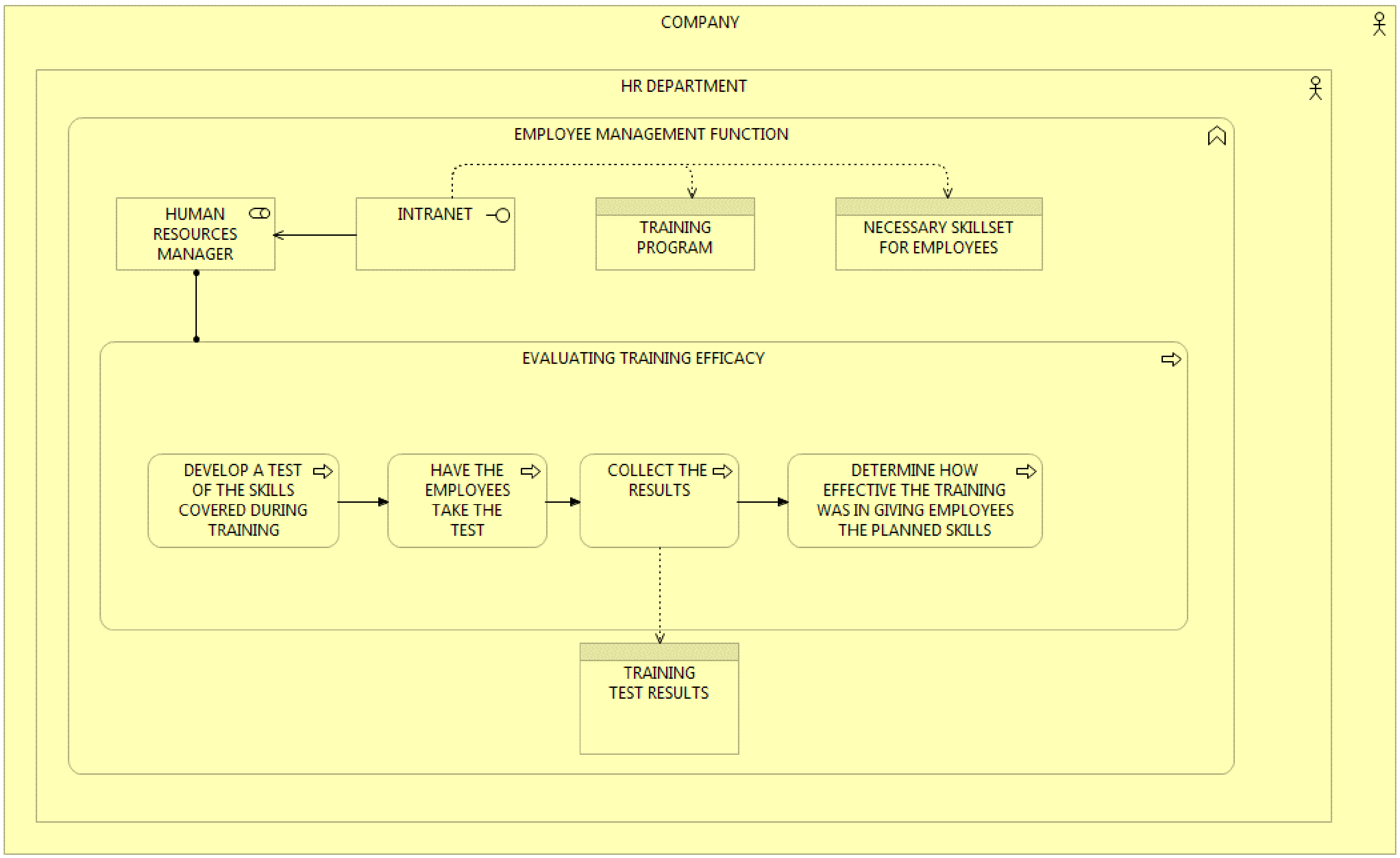
Employee Training Execution Model (Business View)



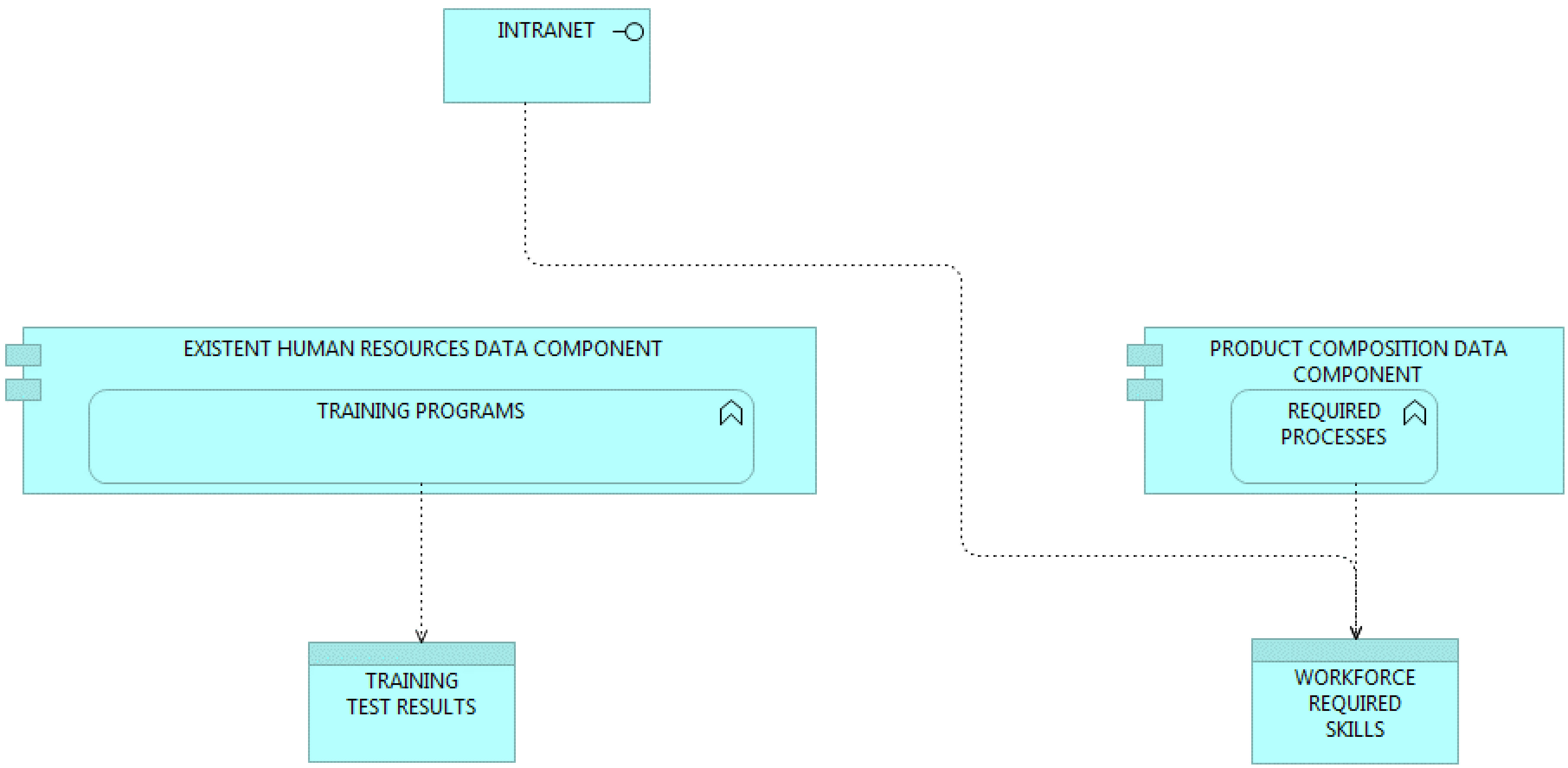
Employee Training Execution Model (Application View)



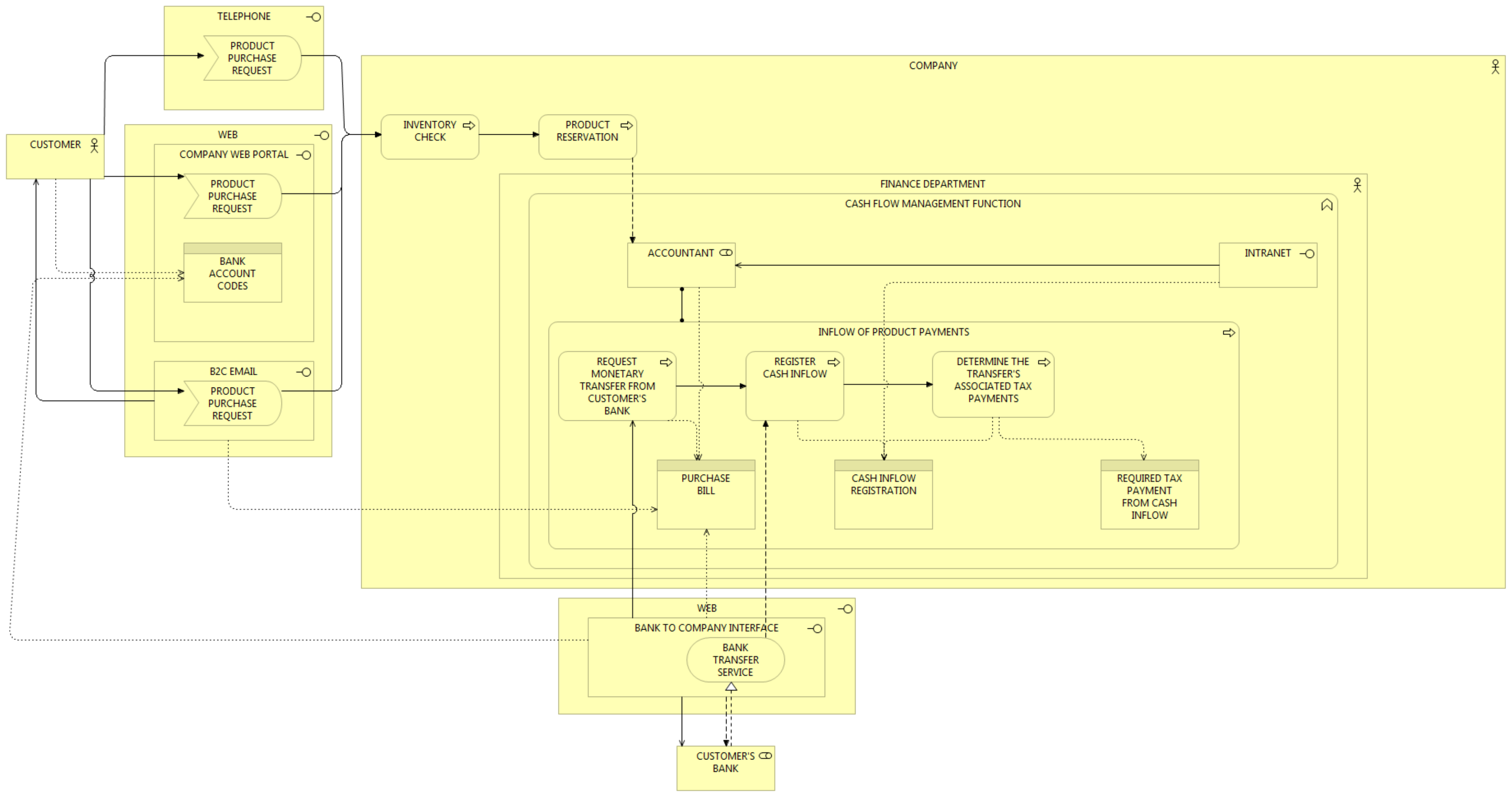
Employee Training Evaluation Model (Business View)



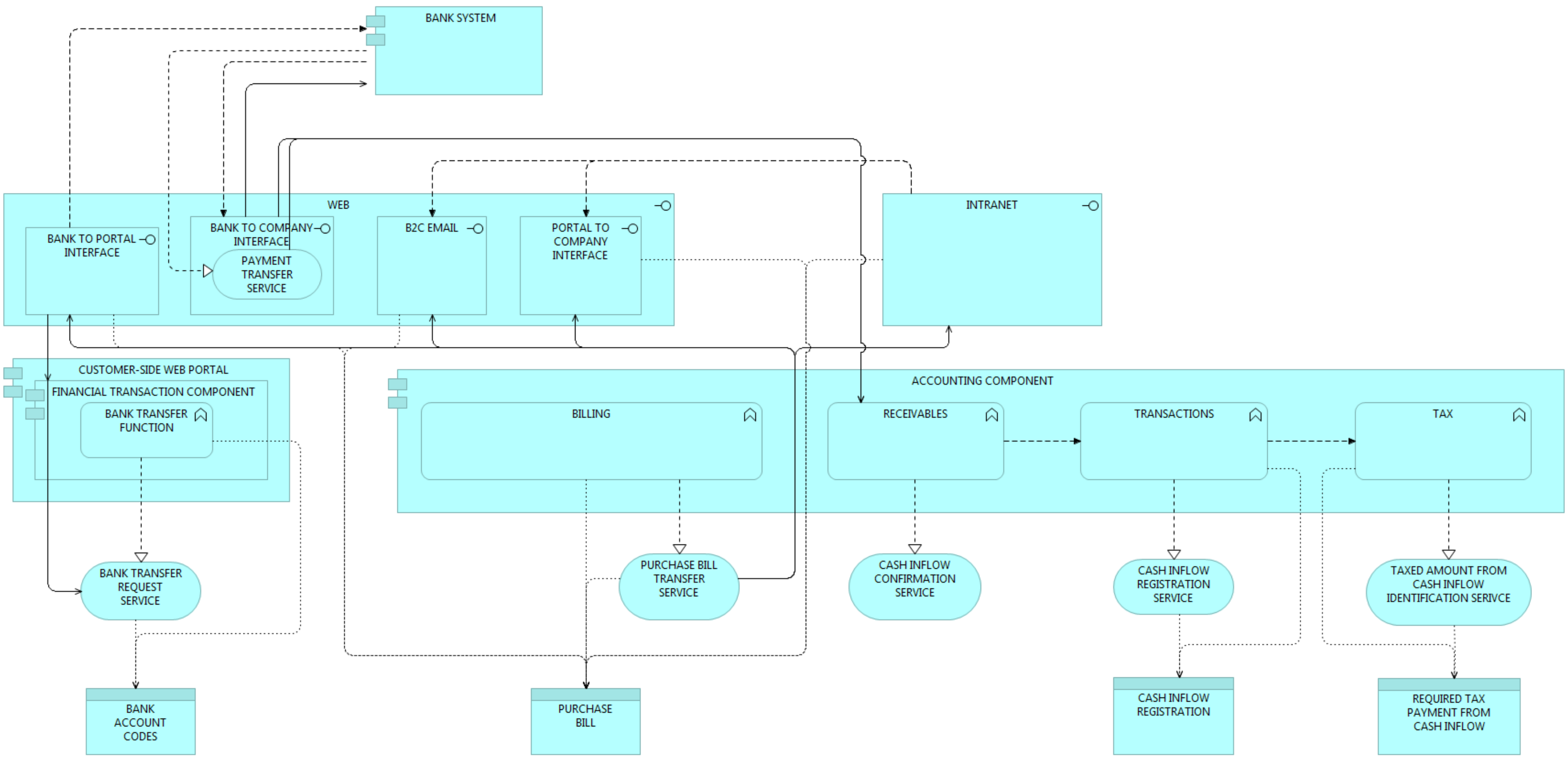
Employee Training Evaluation Model (Application View)



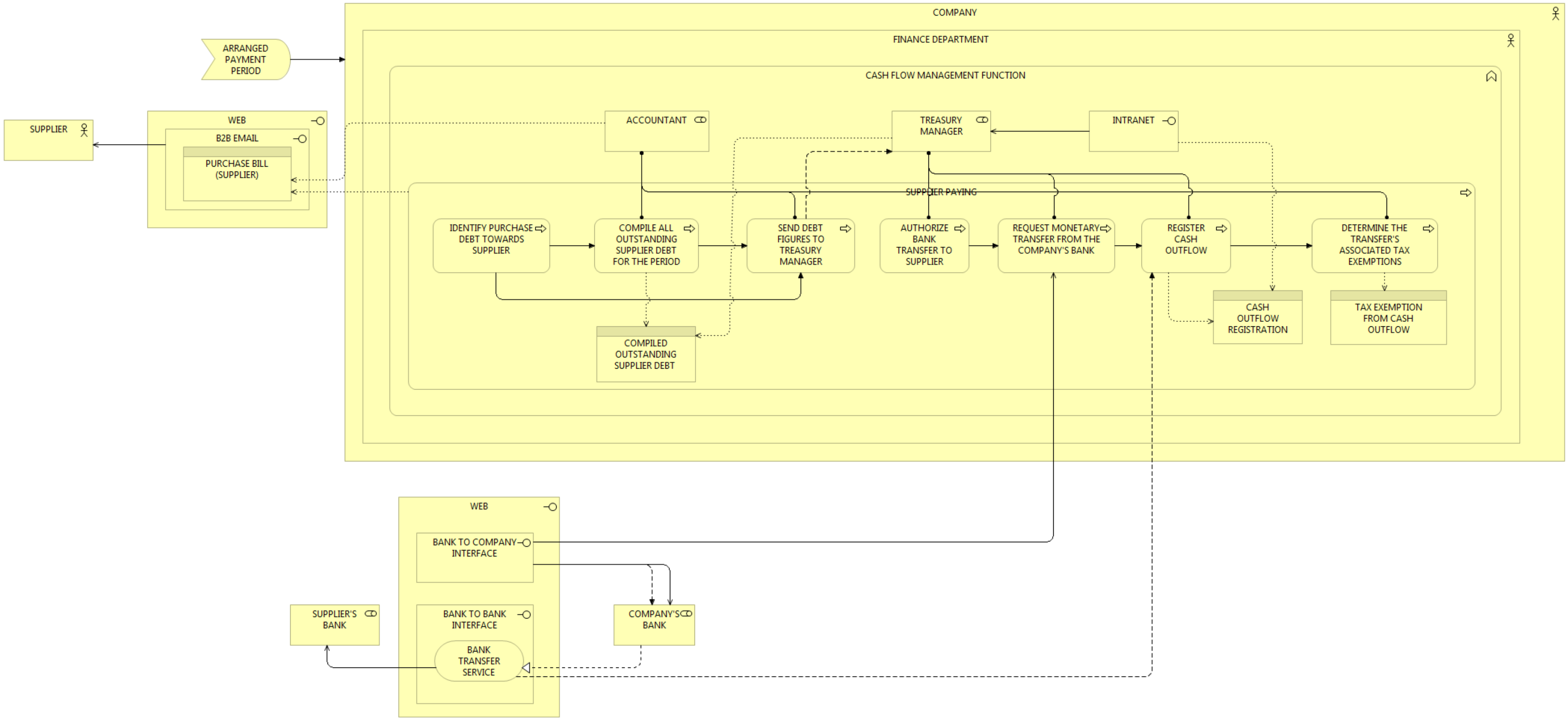
Client Payment Inflows Model (Business View)



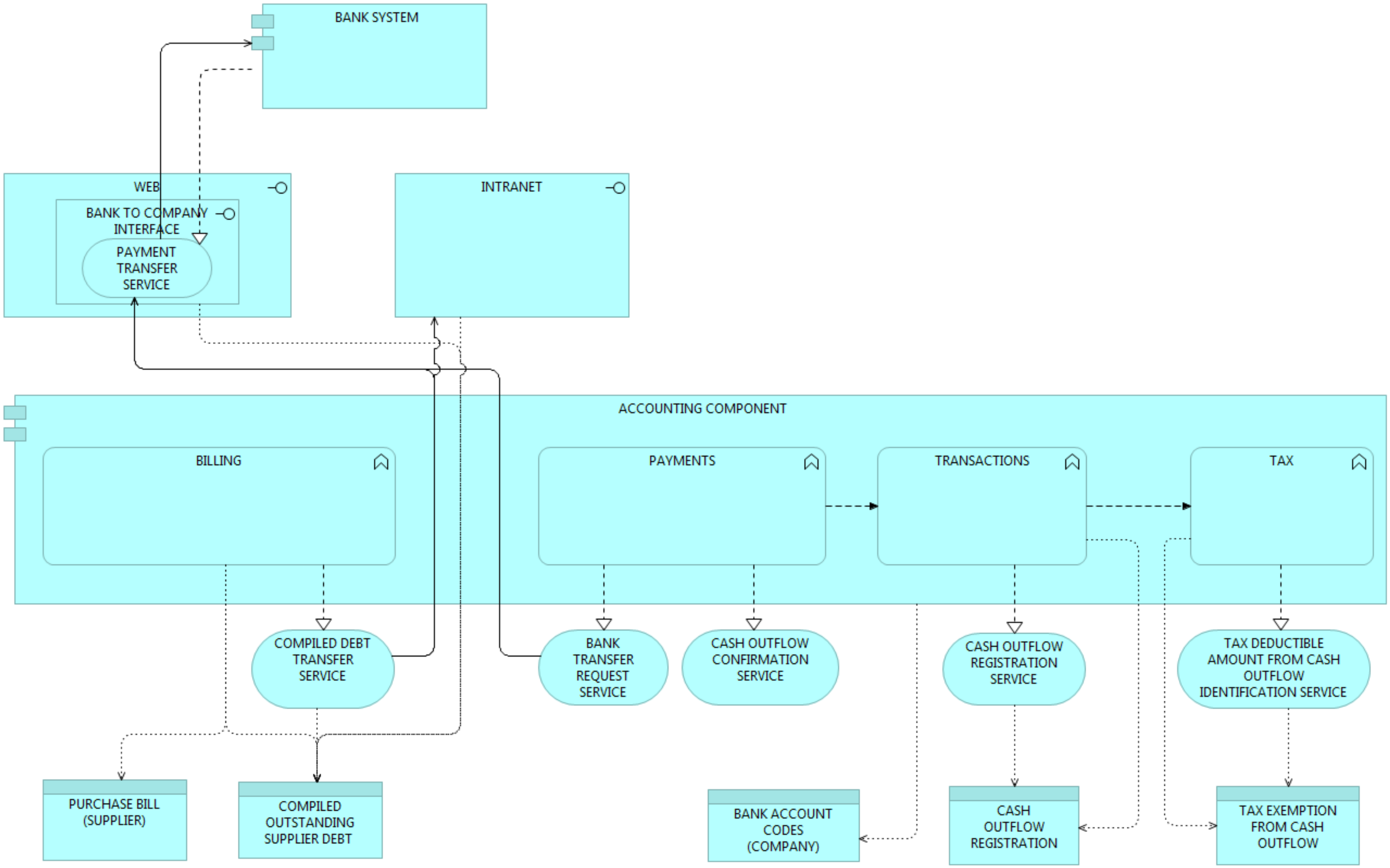
Client Payment Inflows Model (Application View)



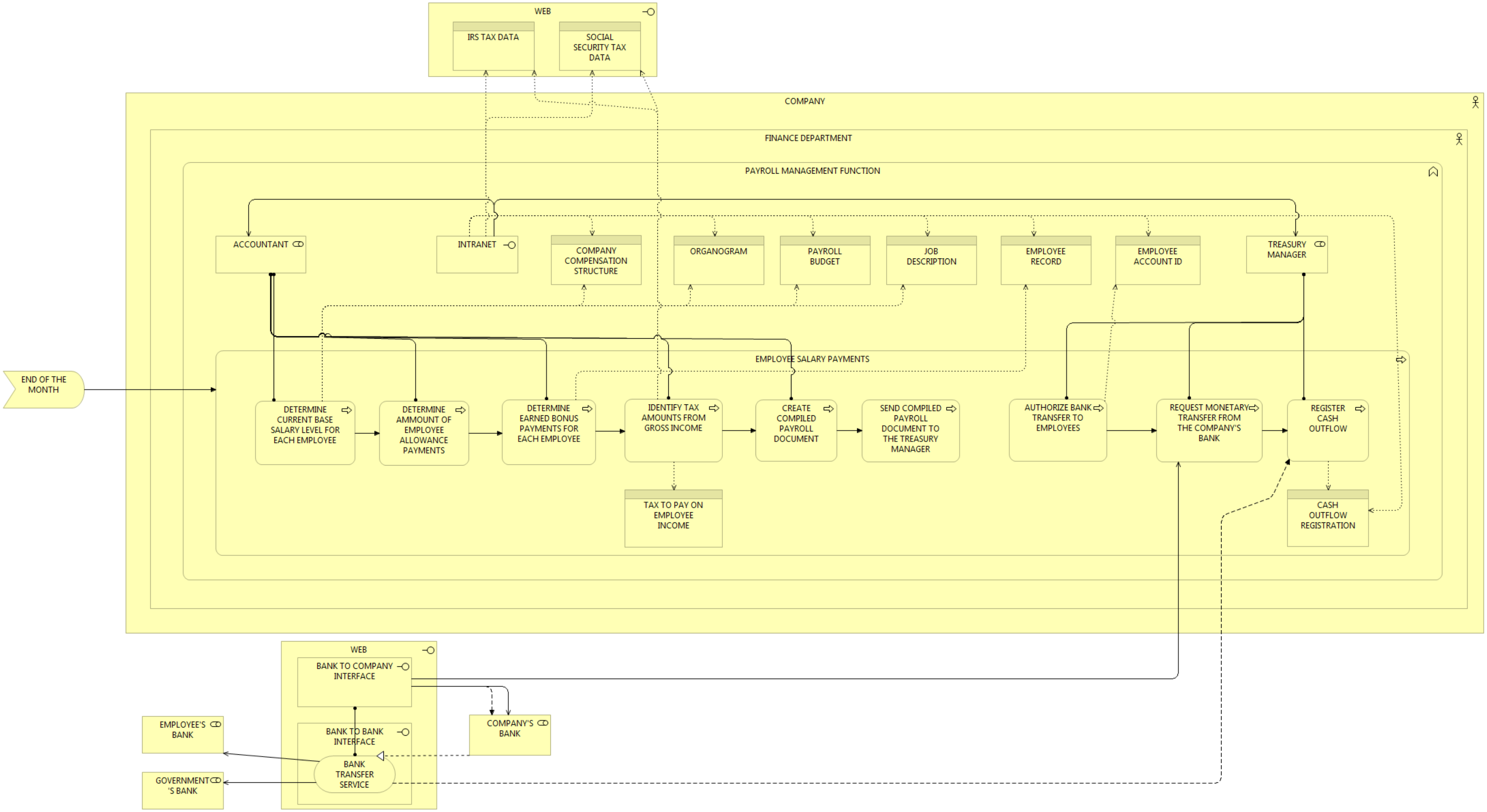
Supplier Payment Outflows Model (Business View)



Supplier Payment Outflows Model (Application View)

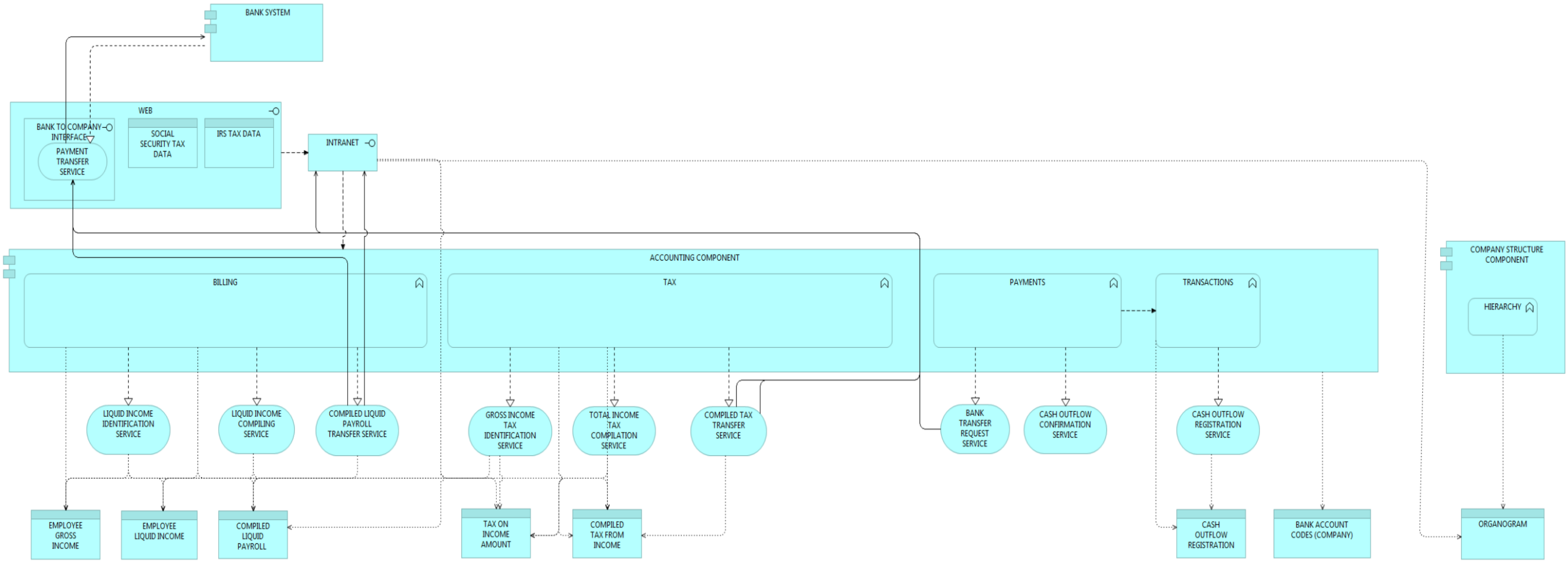


Employee Salary Payment Outflows Model (Business View)

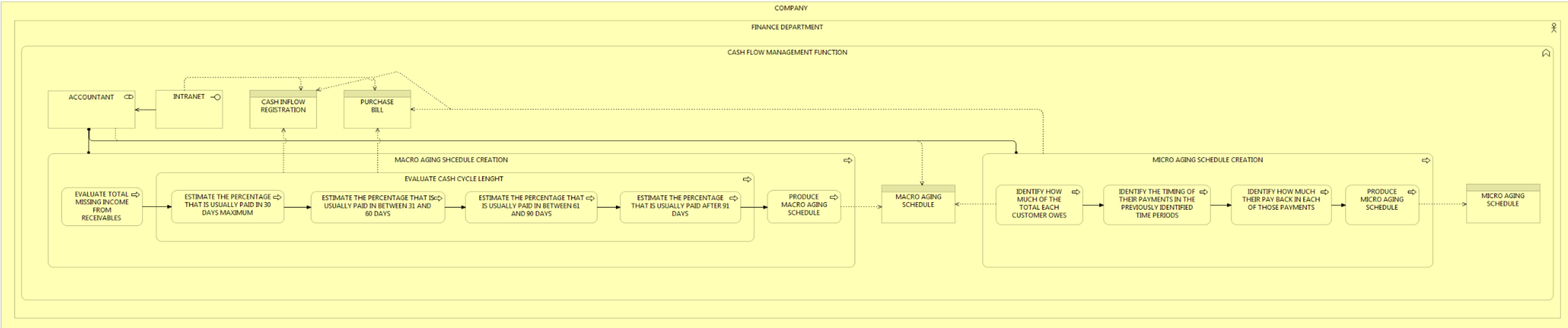


WEB
IRS TAX DATA
SOCIAL SECURITY TAX DATA
COMPANY
FINANCE DEPARTMENT
PAYROLL MANAGEMENT FUNCTION
ACCOUNTANT
INTRANET
COMPANY COMPENSATION STRUCTURE
ORGANOGRAM
PAYROLL BUDGET
JOB DESCRIPTION
EMPLOYEE RECORD
EMPLOYEE ACCOUNT ID
TREASURY MANAGER
EMPLOYEE SALARY PAYMENTS
END OF THE MONTH
DETERMINE CURRENT BASE SALARY LEVEL FOR EACH EMPLOYEE
DETERMINE AMMOUNT OF EMPLOYEE ALLOWANCE PAYMENTS
DETERMINE EARNED BONUS PAYMENTS FOR EACH EMPLOYEE
IDENTIFY TAX AMOUNTS FROM GROSS INCOME
CREATE COMPILED PAYROLL DOCUMENT
SEND COMPILED PAYROLL DOCUMENT TO THE TREASURY MANAGER
AUTHORIZE BANK TRANSFER TO EMPLOYEES
REQUEST MONETARY TRANSFER FROM THE COMPANY'S BANK
REGISTER CASH OUTFLOW
TAX TO PAY ON EMPLOYEE INCOME
CASH OUTFLOW REGISTRATION
WEB
BANK TO COMPANY INTERFACE
BANK TO BANK INTERFACE
BANK TRANSFER SERVICE
COMPANY'S BANK
EMPLOYEE'S BANK
GOVERNMENT'S BANK

Employee Salary Payment Outflows Model (Application View)

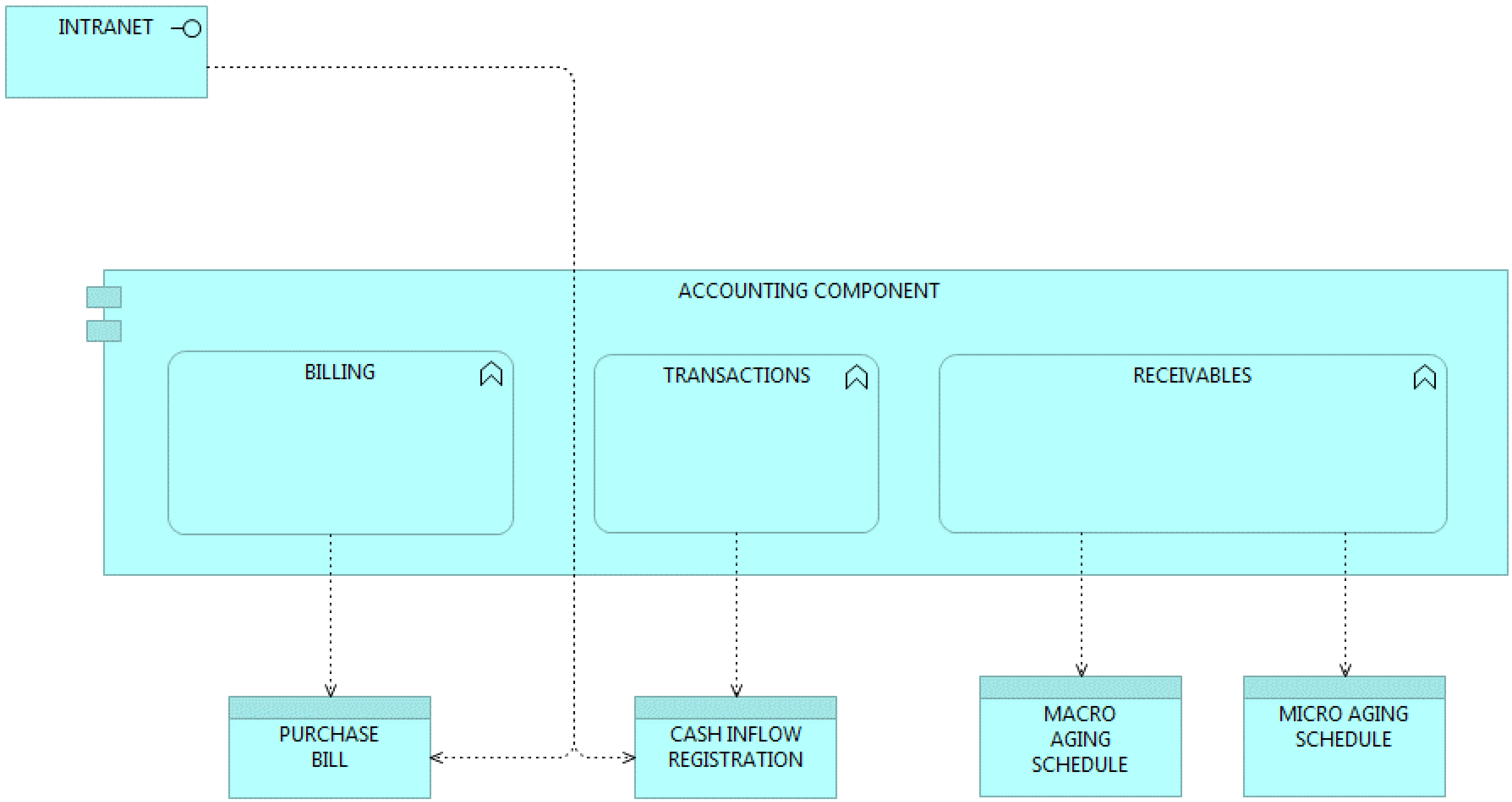


Aging Schedules Creation Model (Business View)

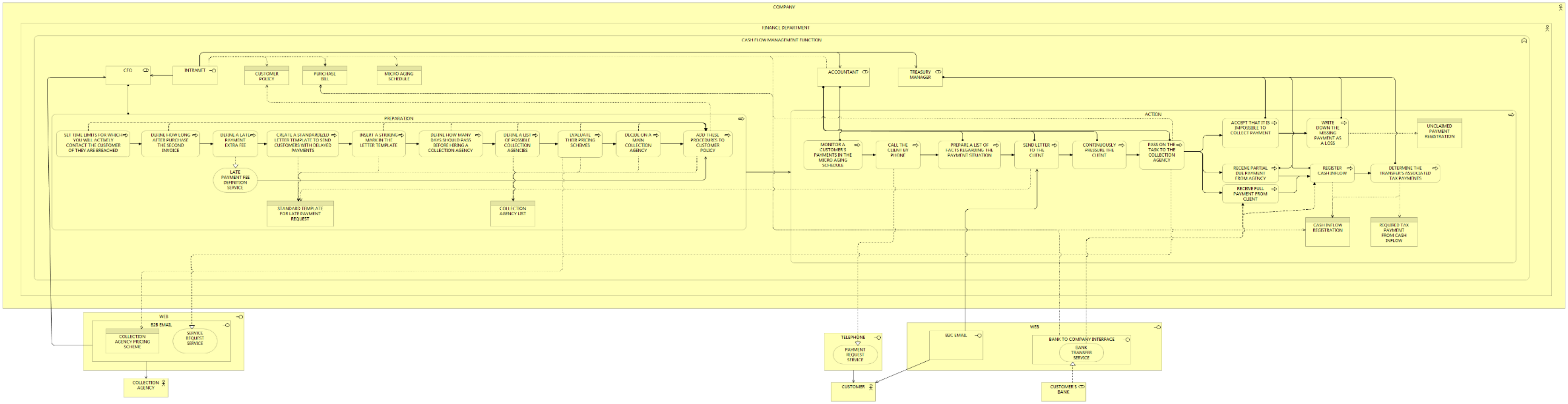


COMPANY
FINANCE DEPARTMENT
CASH FLOW MANAGEMENT FUNCTION
ACCOUNTANT
INTRANET
CASH INFLOW REGISTRATION
PURCHASE BILL
MACRO AGING SHCEDULE CREATION
EVALUATE CASH CYCLE LENGHT
EVALUATE TOTAL MISSING INCOME FROM RECEIVABLES
ESTIMATE THE PERCENTAGE THAT IS USUALLY PAID IN 30 DAYS MAXIMUM
ESTIMATE THE PERCENTAGE THAT IS USUALLY PAID IN BETWEEN 31 AND 60 DAYS
ESTIMATE THE PERCENTAGE THAT IS USUALLY PAID IN BETWEEN 61 AND 90 DAYS
ESTIMATE THE PERCENTAGE THAT IS USUALLY PAID AFTER 91 DAYS
PRODUCE MACRO AGING SCHEDULE
MACRO AGING SCHEDULE
MICRO AGING SCHEDULE CREATION
IDENTIFY HOW MUCH OF THE TOTAL EACH CUSTOMER OWES
IDENTIFY THE TIMING OF THEIR PAYMENTS IN THE PREVIOUSLY IDENTIFIED TIME PERIODS
IDENTIFY HOW MUCH THEIR PAY BACK IN EACH OF THOSE PAYMENTS
PRODUCE MICRO AGING SCHEDULE
MICRO AGING SCHEDULE

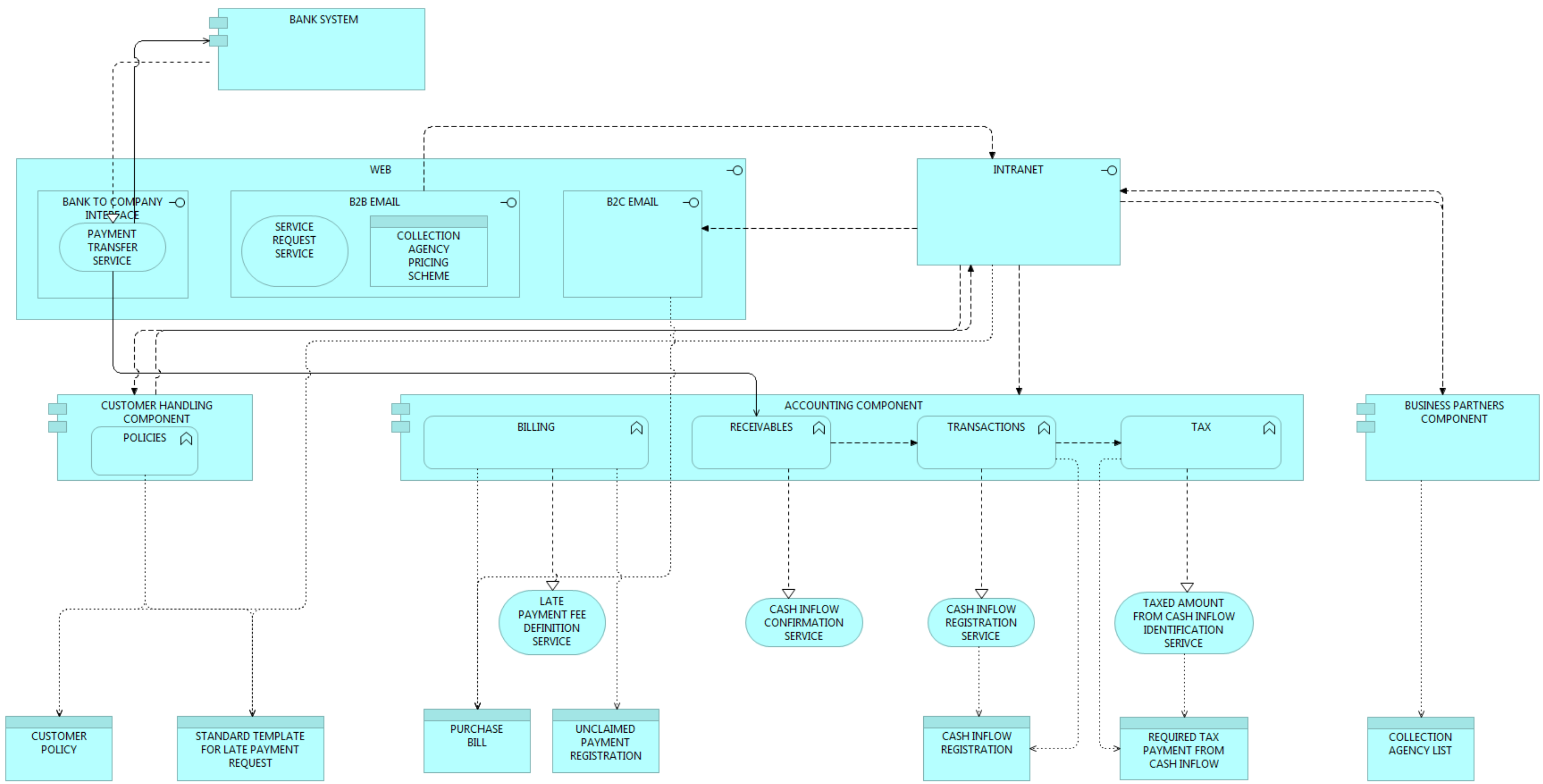
Aging Schedules Creation Model (Application View)



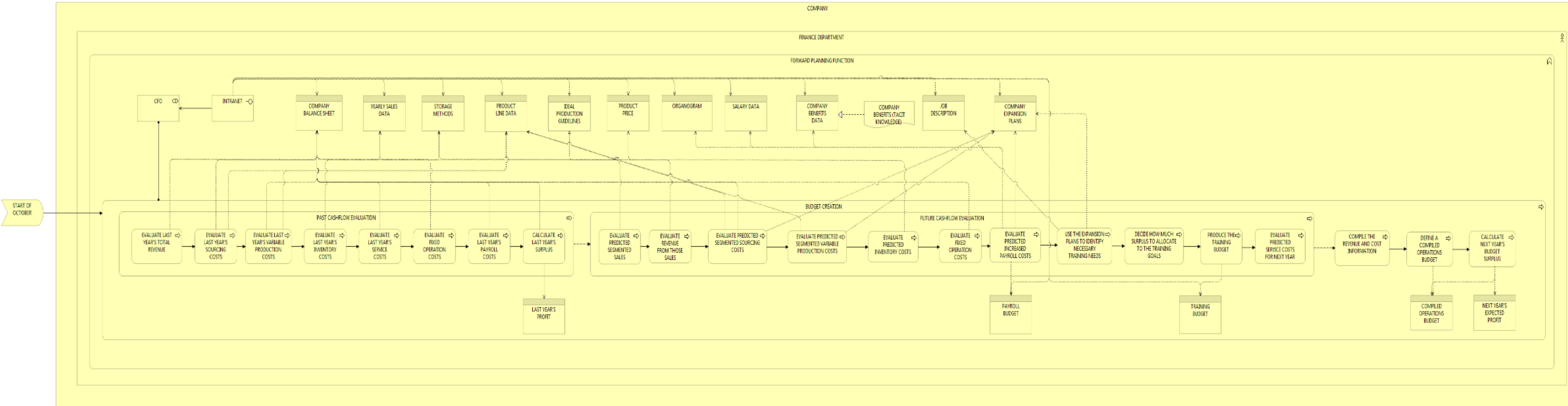
Payment Collection Model (Business View)



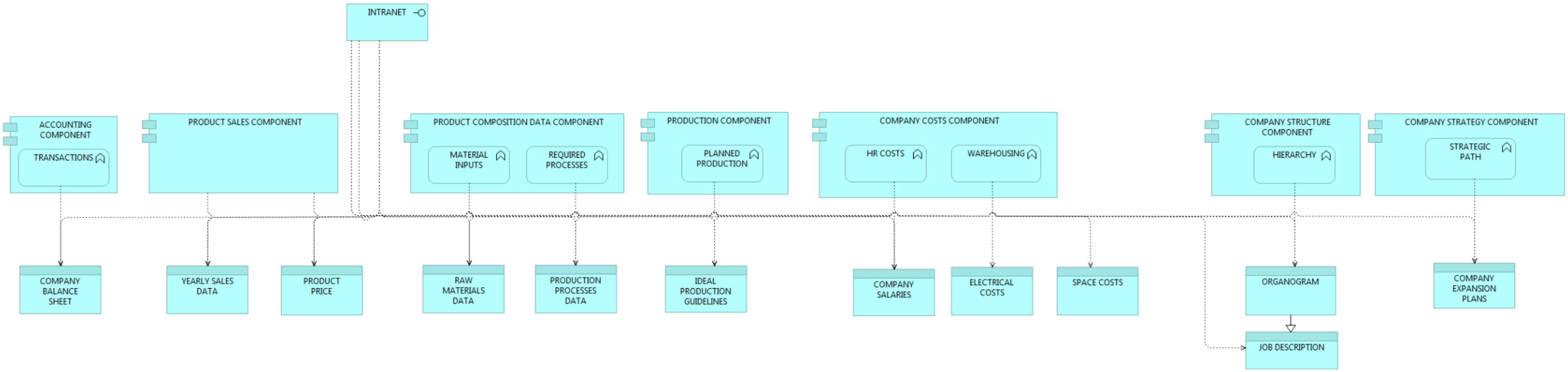
Payment Collection Model (Application View)



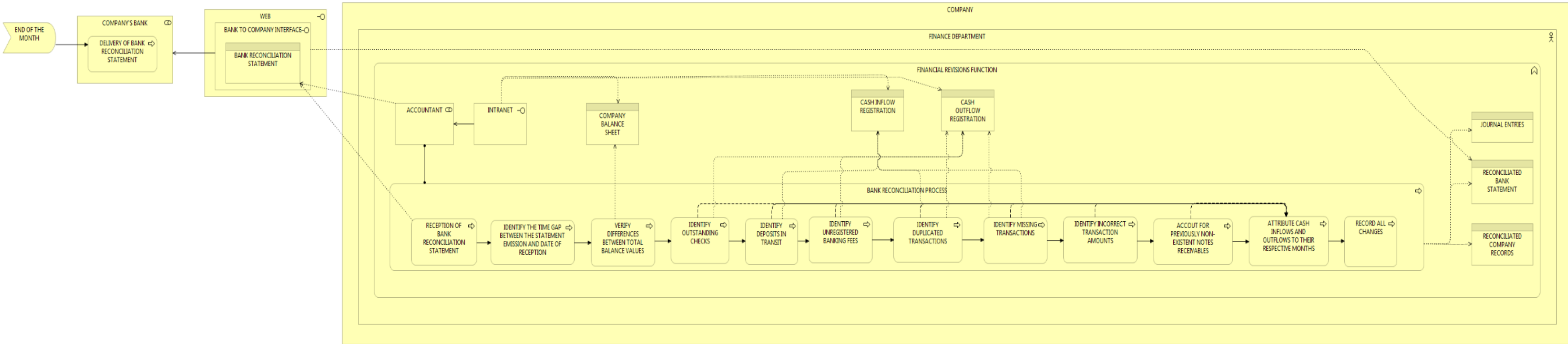
Budget Creation Model (Business View)



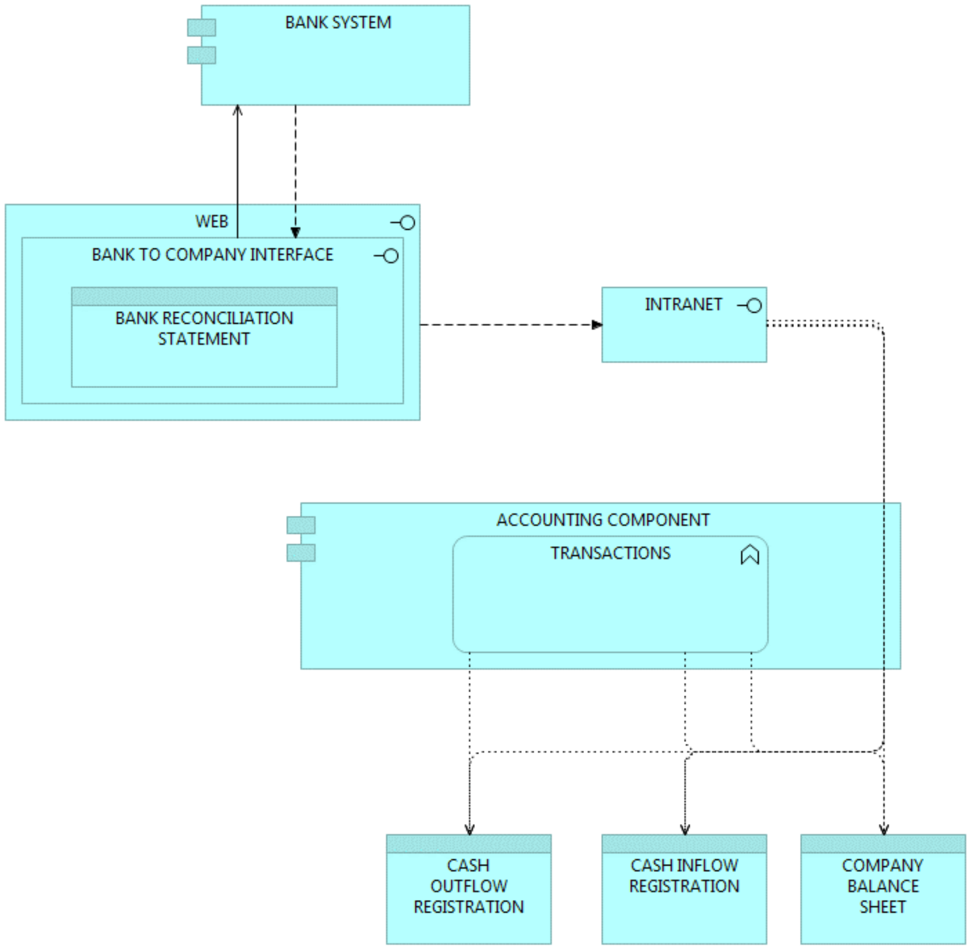
Budget Creation Model (Application View)



Bank Reconciliation Model (Business View)



Bank Reconciliation Model (Application View)



BANK SYSTEM
WEB
BANK TO COMPANY INTERFACE
BANK RECONCILIATION STATEMENT
INTRANET
ACCOUNTING COMPONENT
TRANSACTIONS
CASH OUTFLOW REGISTRATION
CASH INFLOW REGISTRATION
COMPANY BALANCE SHEET

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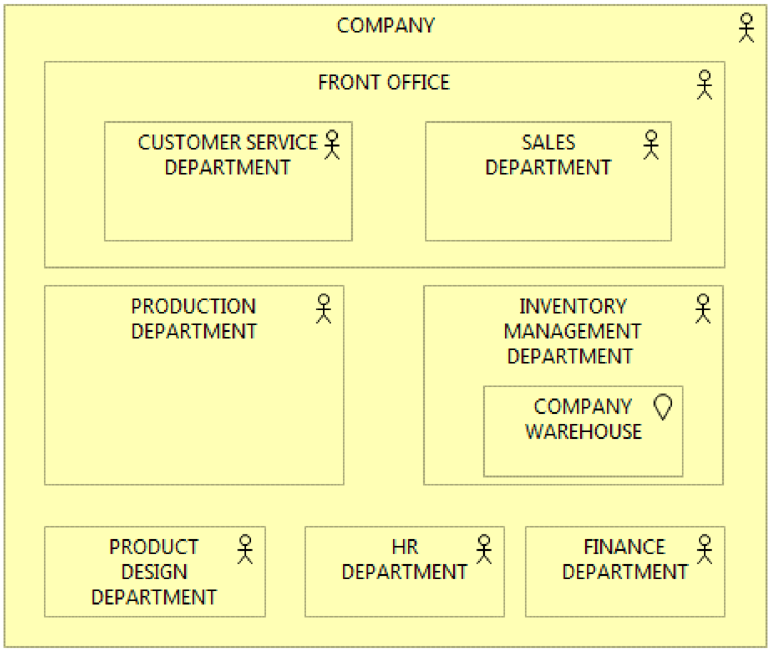
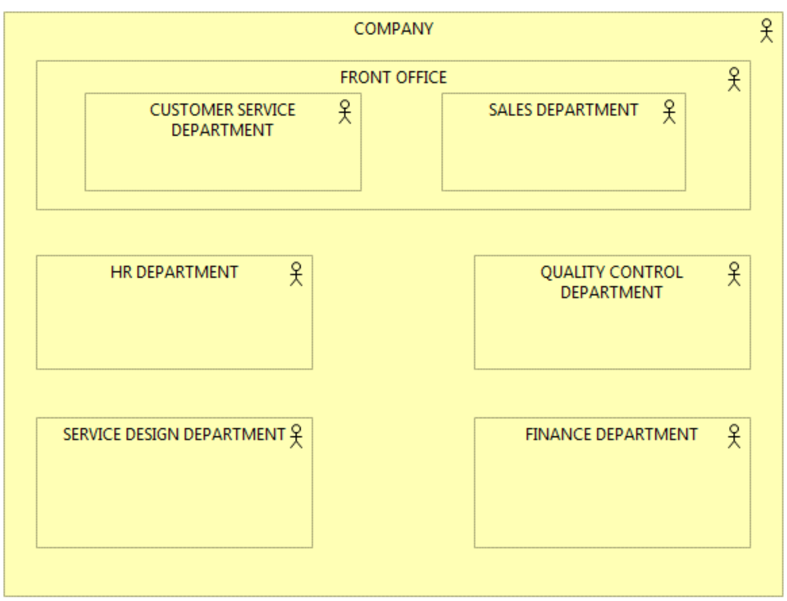
Appendix D- Viewpoints

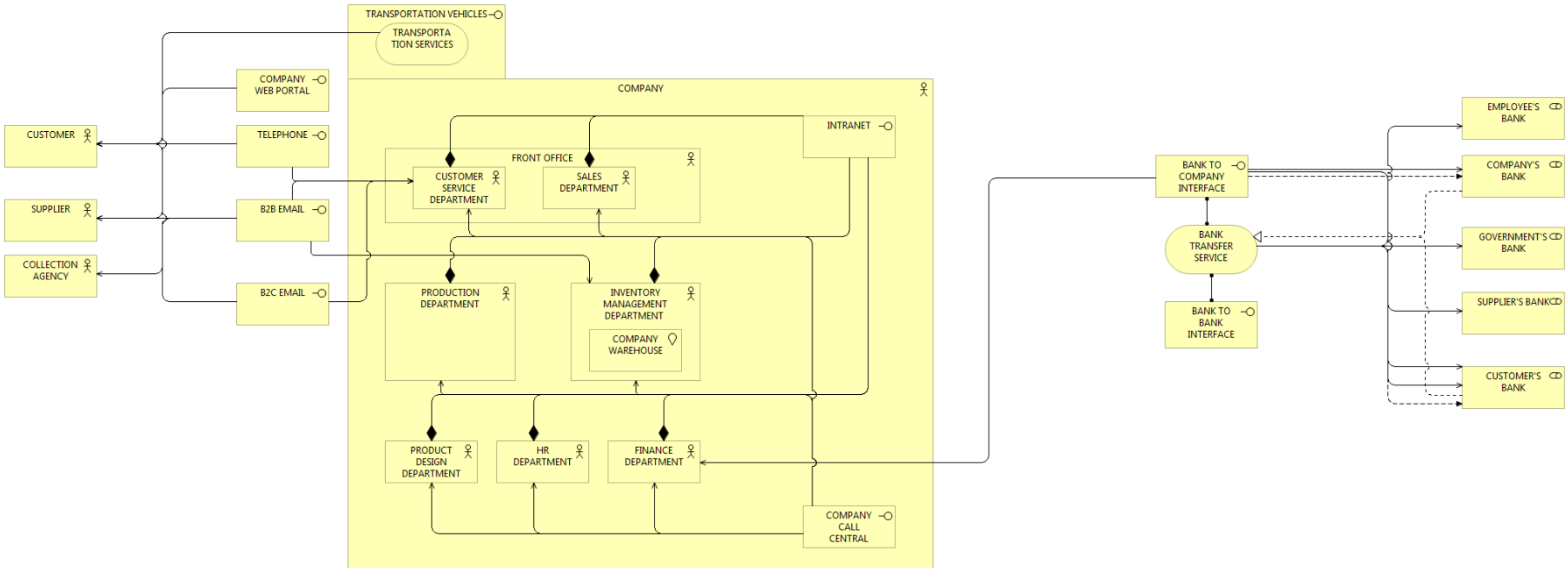
Organization Viewpoint (Product Companies)



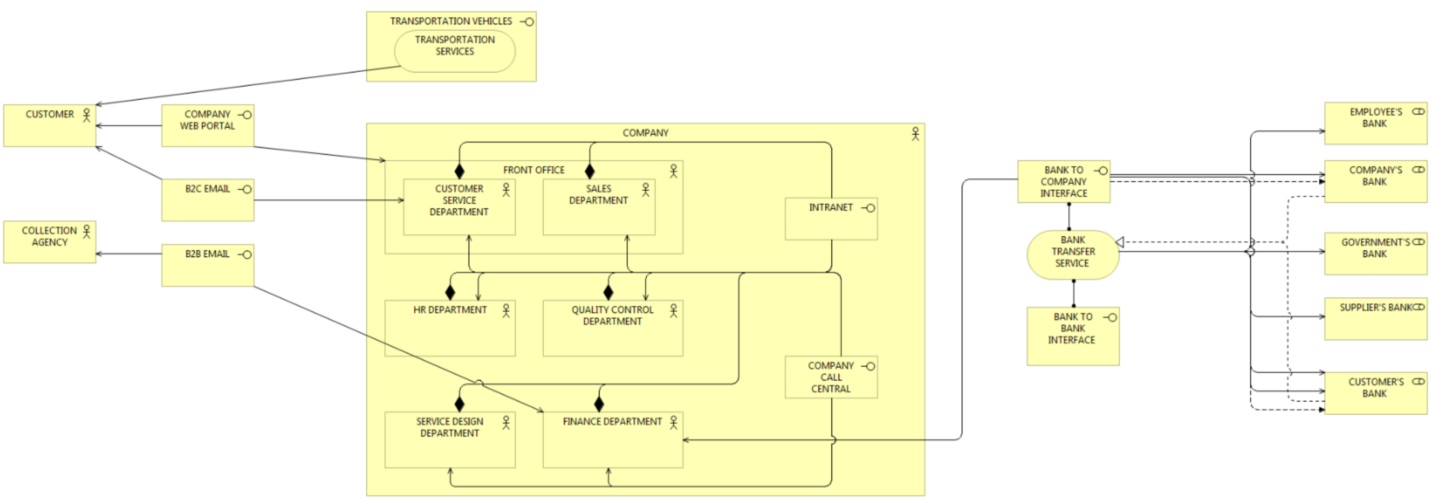
Organization Viewpoint (Service Companies)



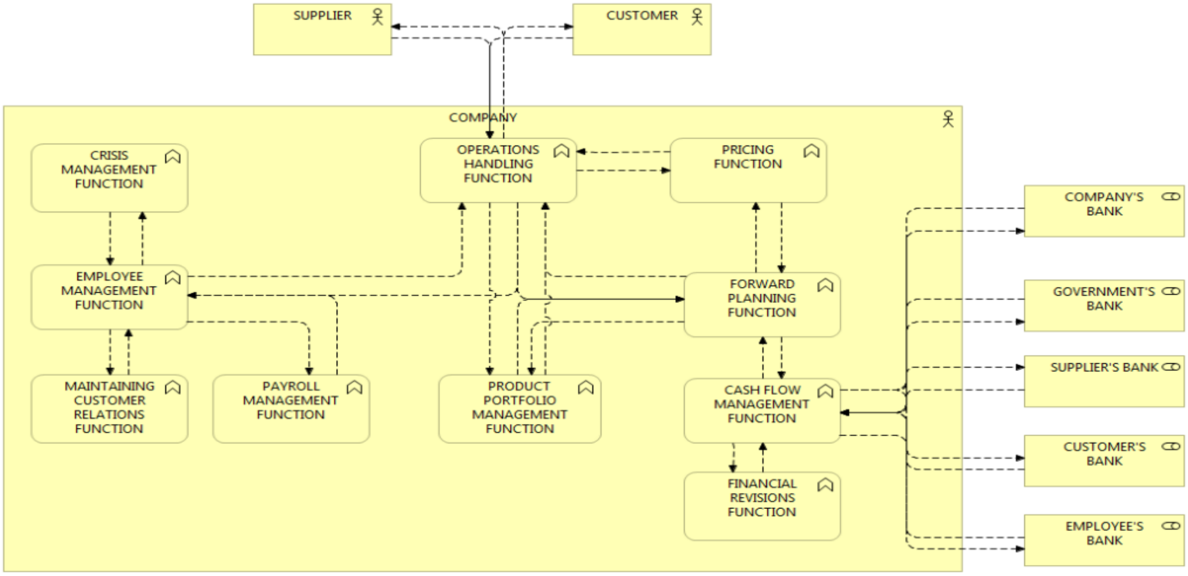
Actor Co-operation Viewpoint (Product Companies)



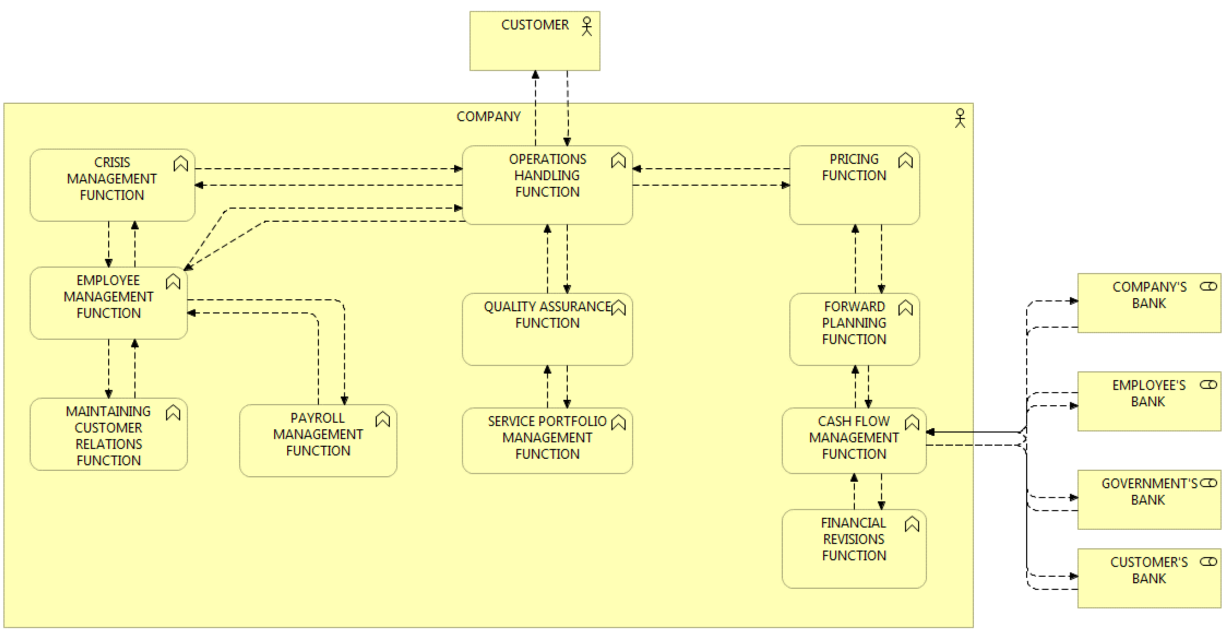
Actor Co-operation Viewpoint (Service Companies)



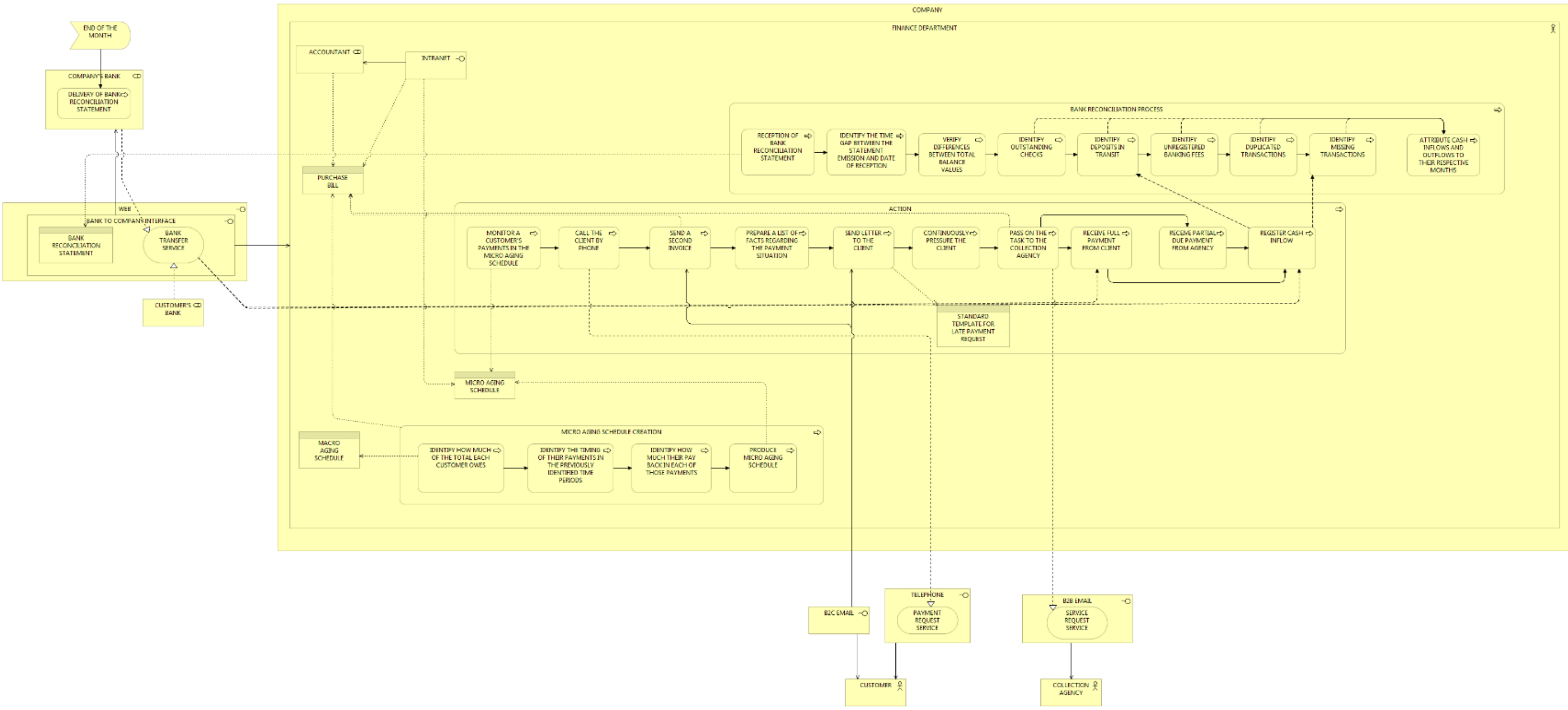
Business Function Viewpoint (Product Companies)



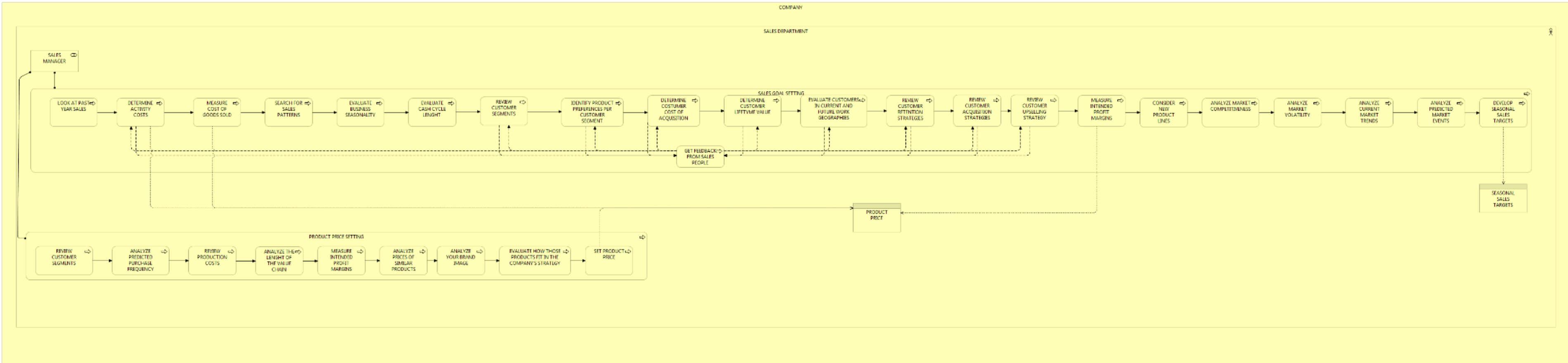
Business Function Viewpoint (Service Companies)



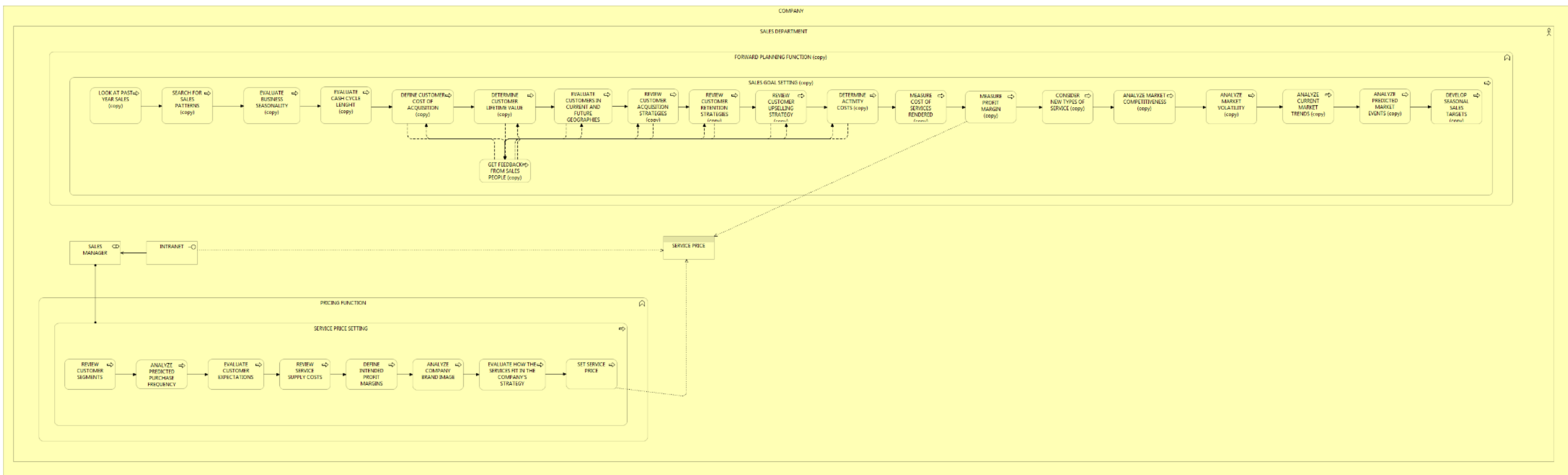
Business Co-Operation Viewpoint 1



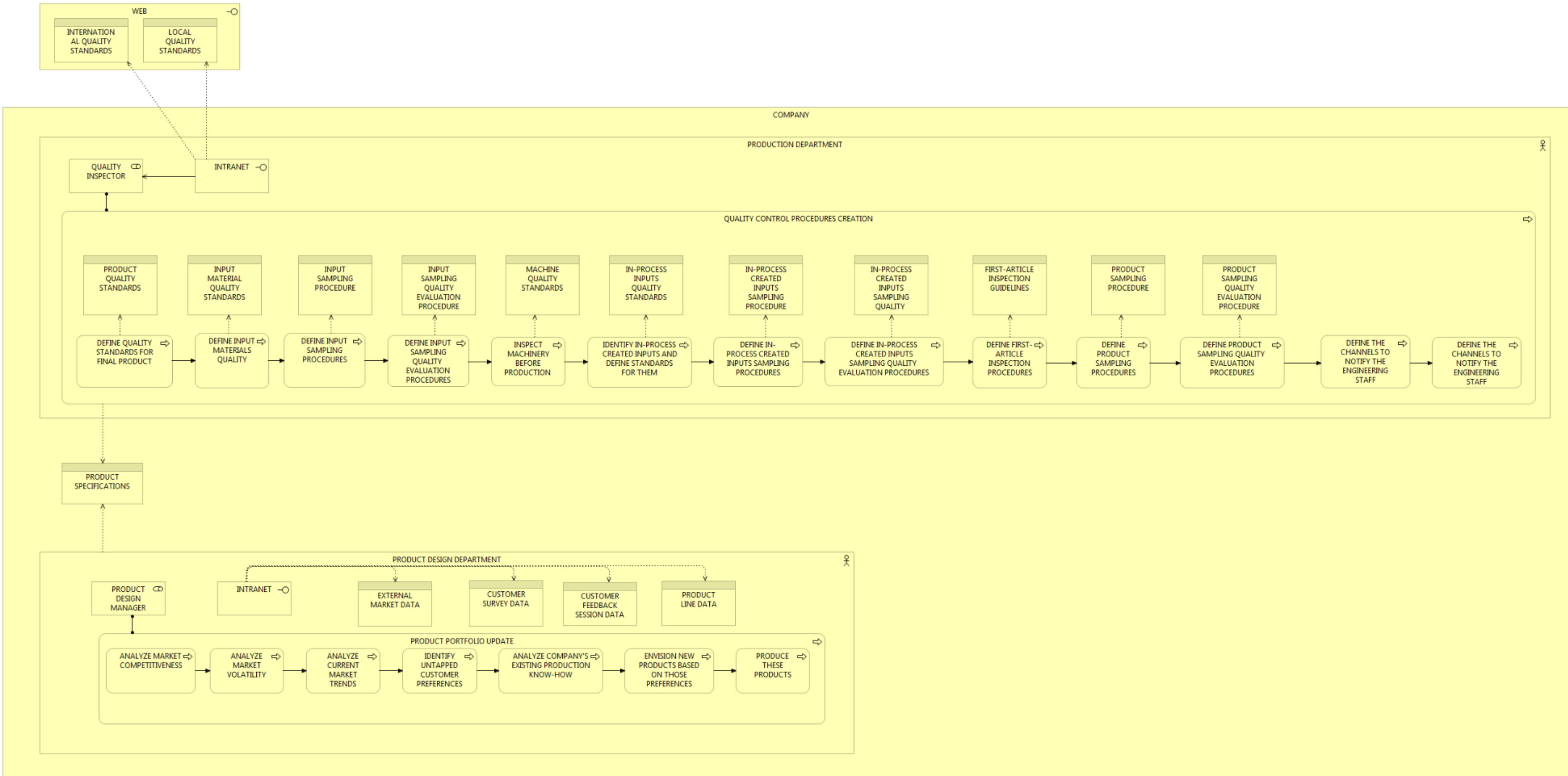
Business Co-Operation Viewpoint 2 (Product Companies)



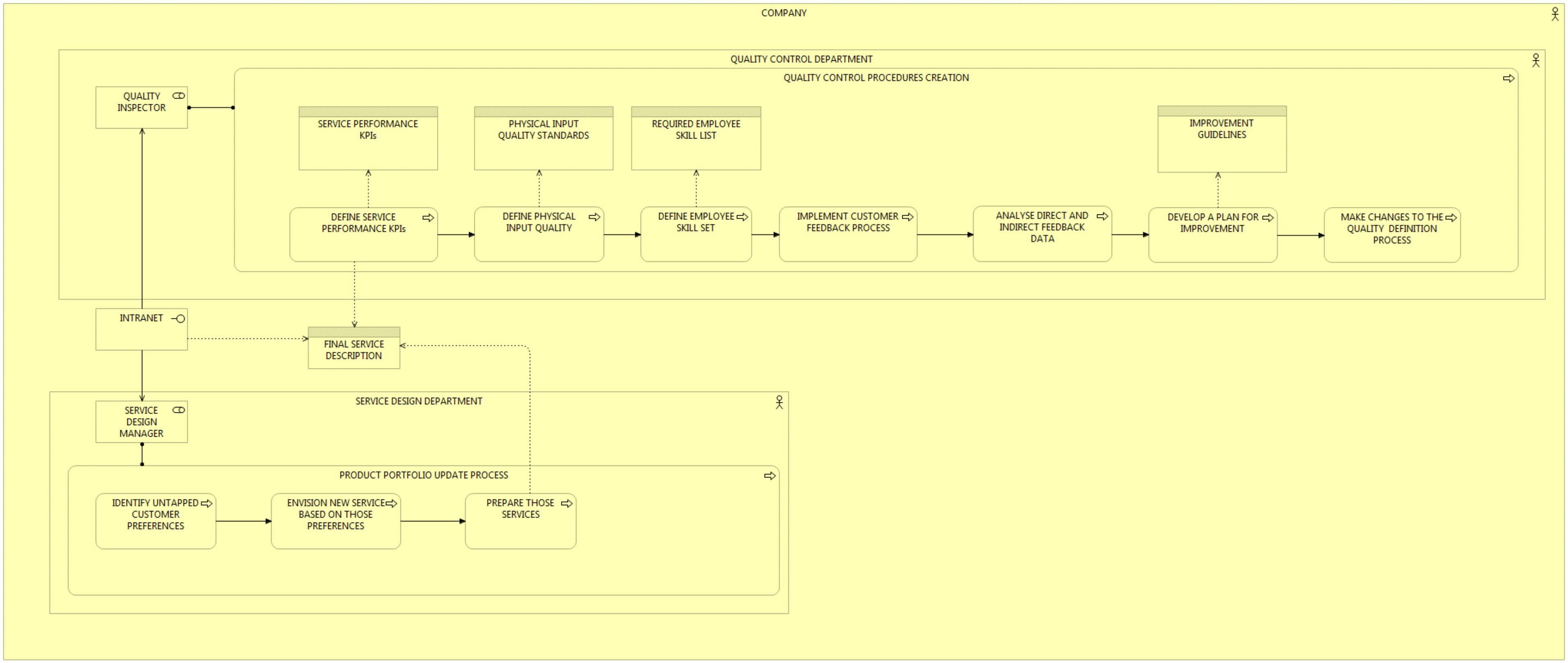
Business Co-Operation Viewpoint 2 (Service Companies)



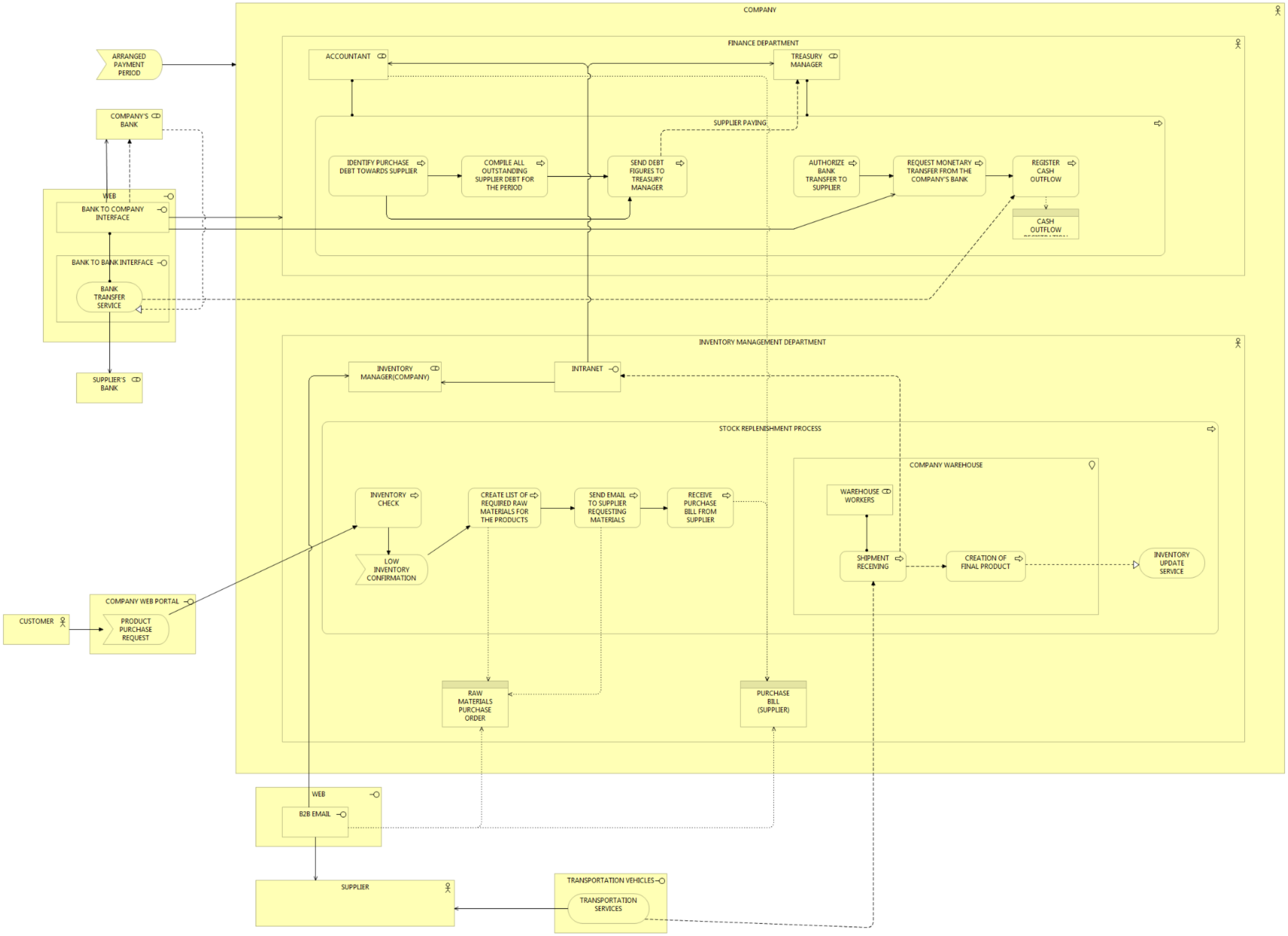
Business Co-Operation Viewpoint 3 (Product Companies)



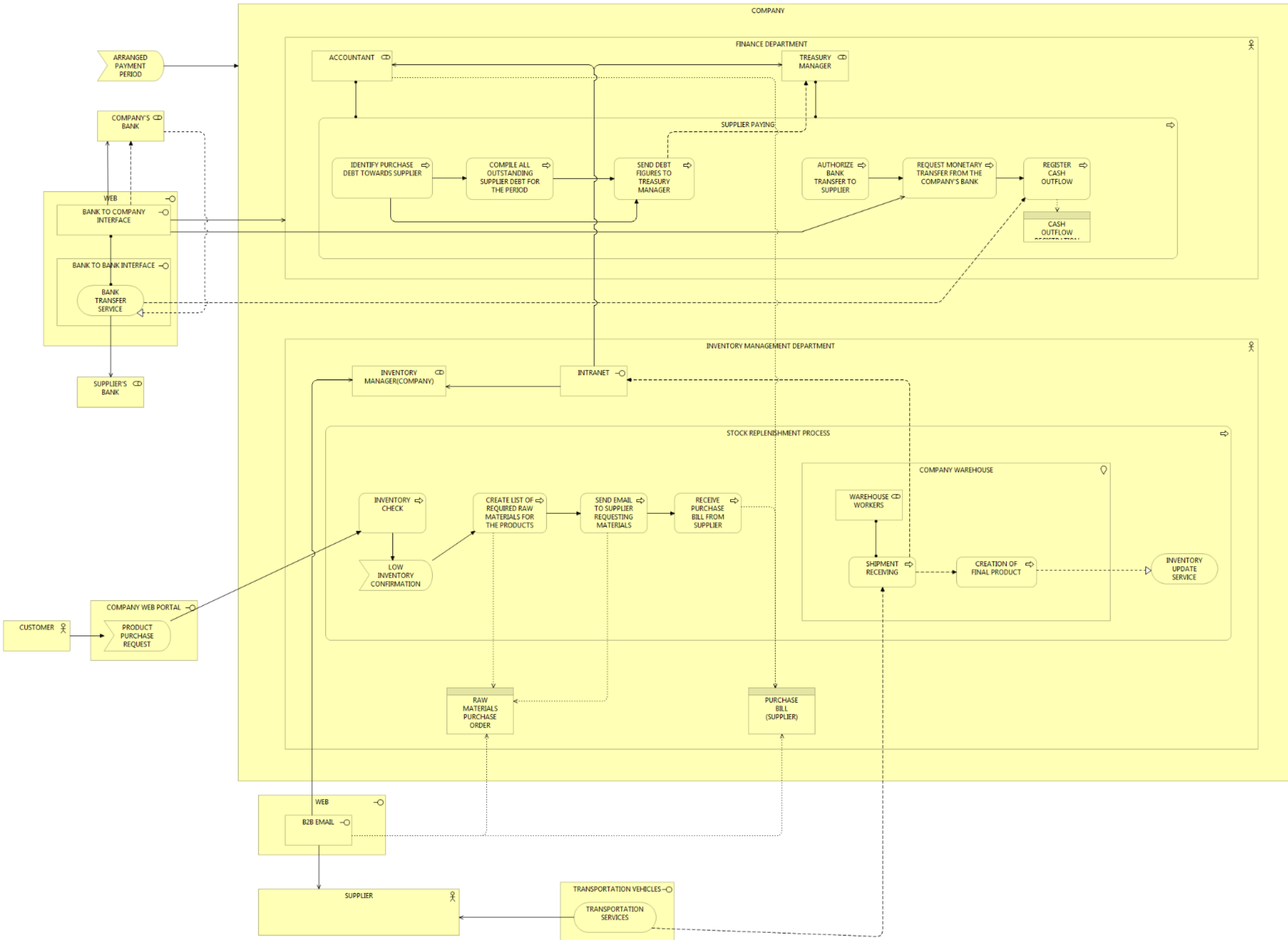
Business Co-Operation Viewpoint 3 (Service Companies)



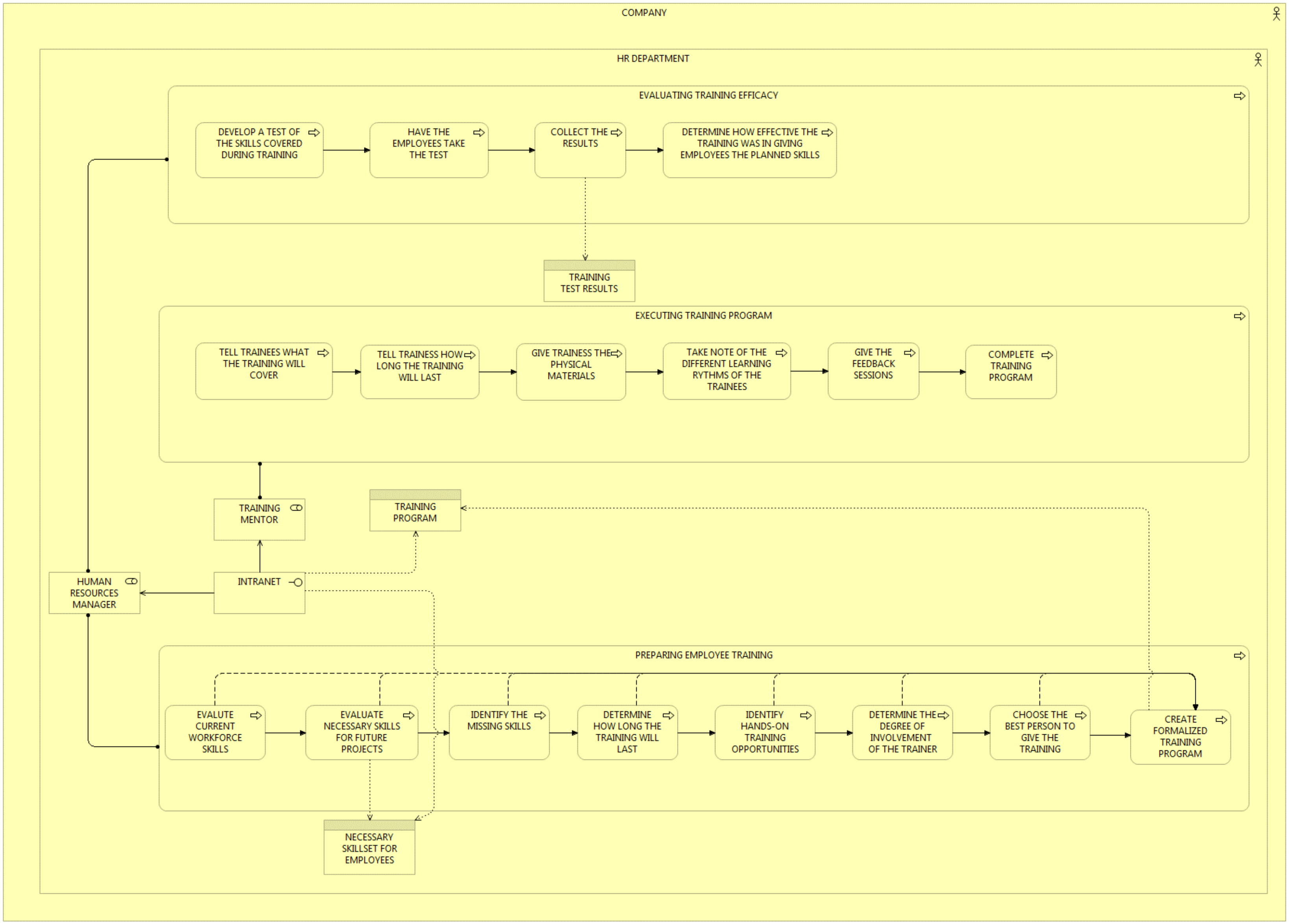
Business Co-Operation Viewpoint 4



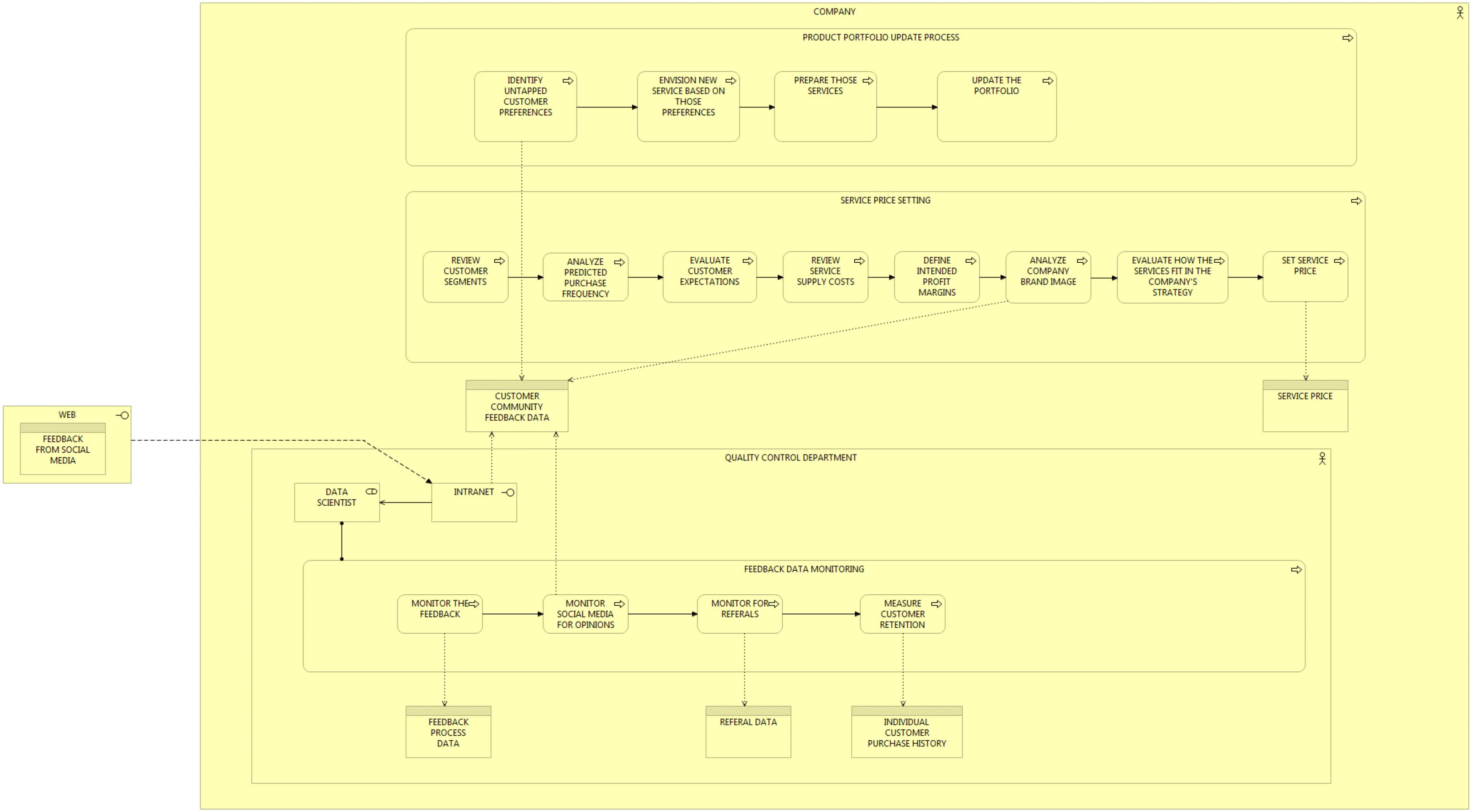
Business Co-Operation Viewpoint 5



Business Co-Operation Viewpoint 6

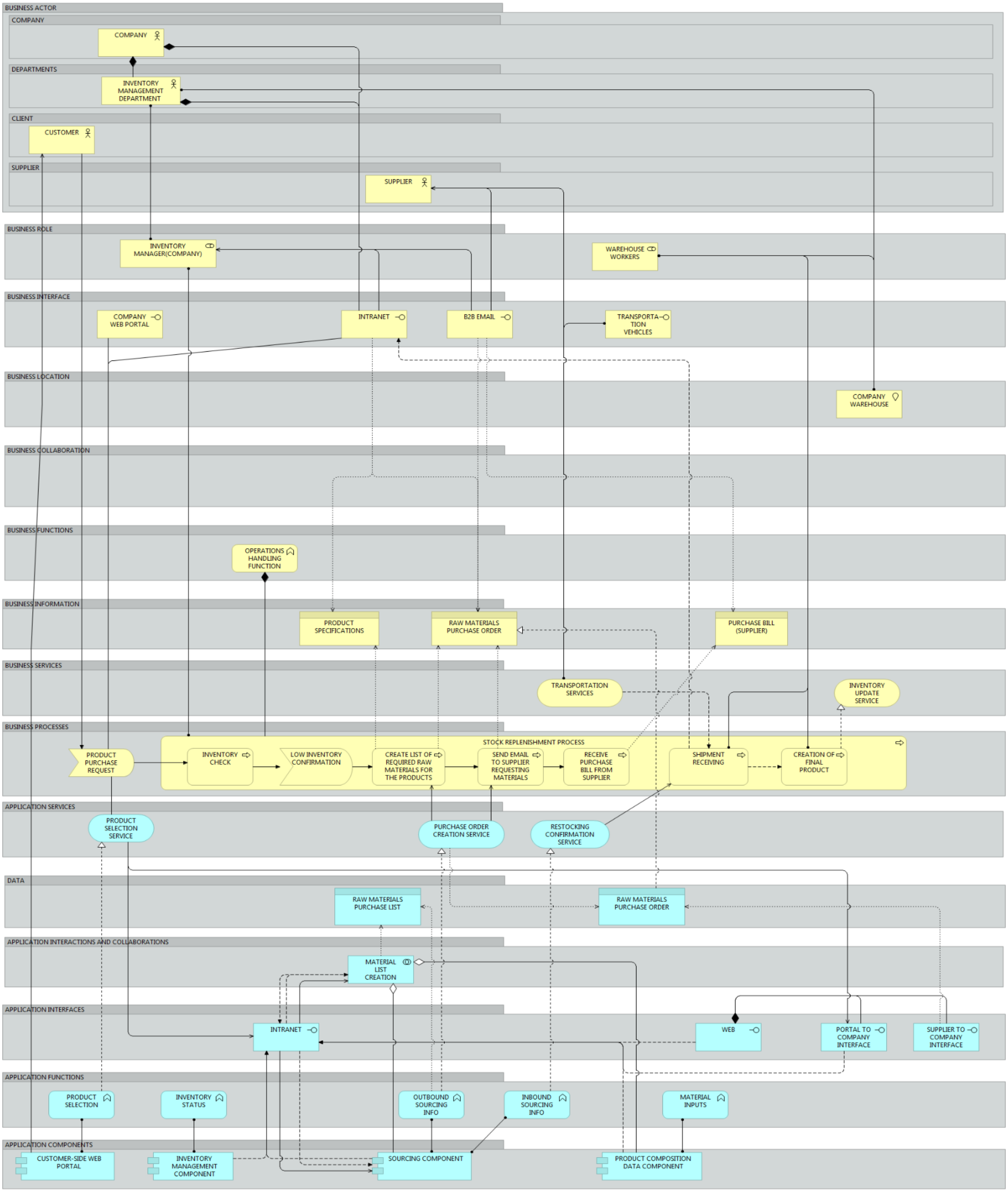


Business Co-Operation Viewpoint 7

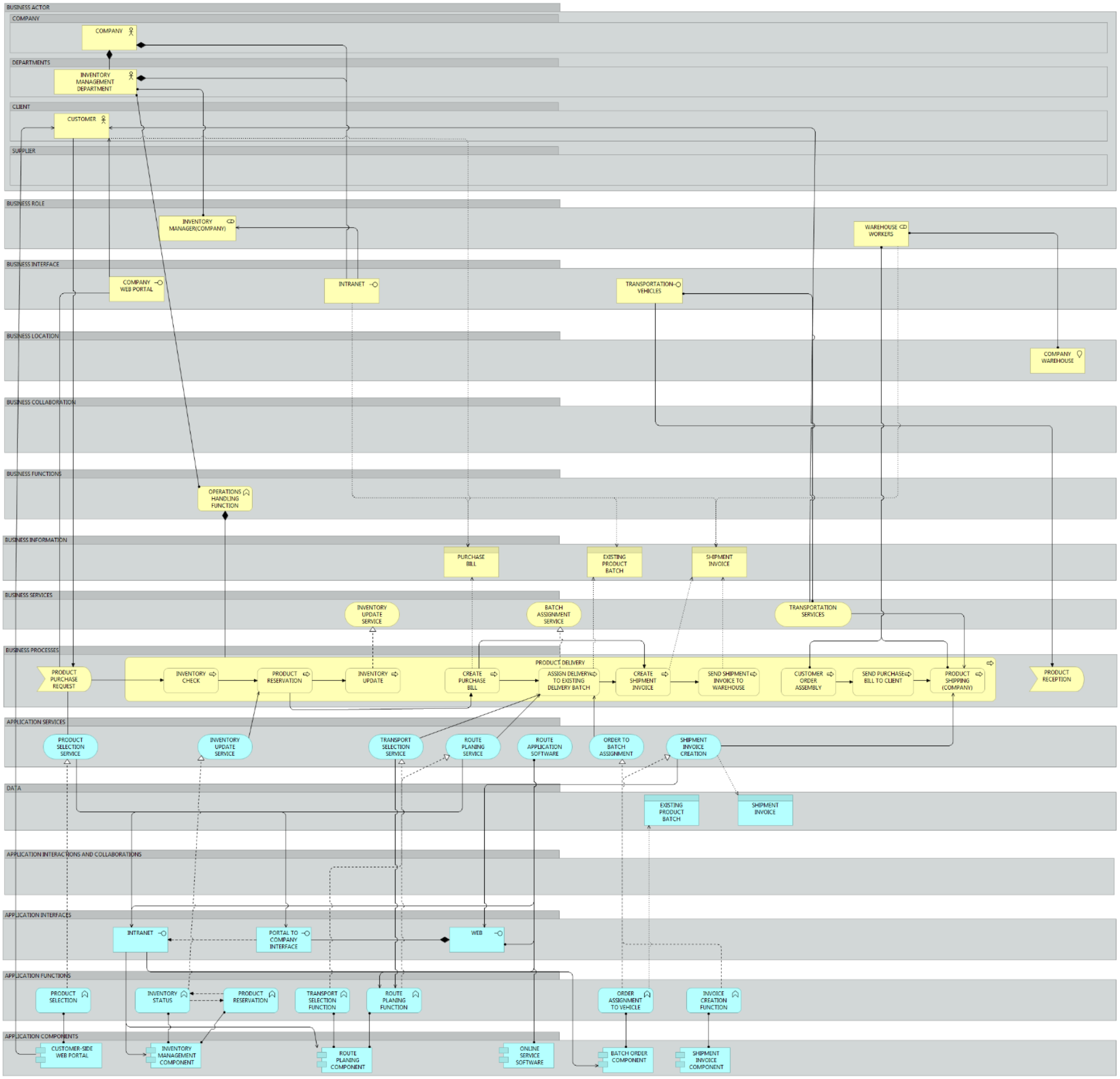


Layered Viewpoints

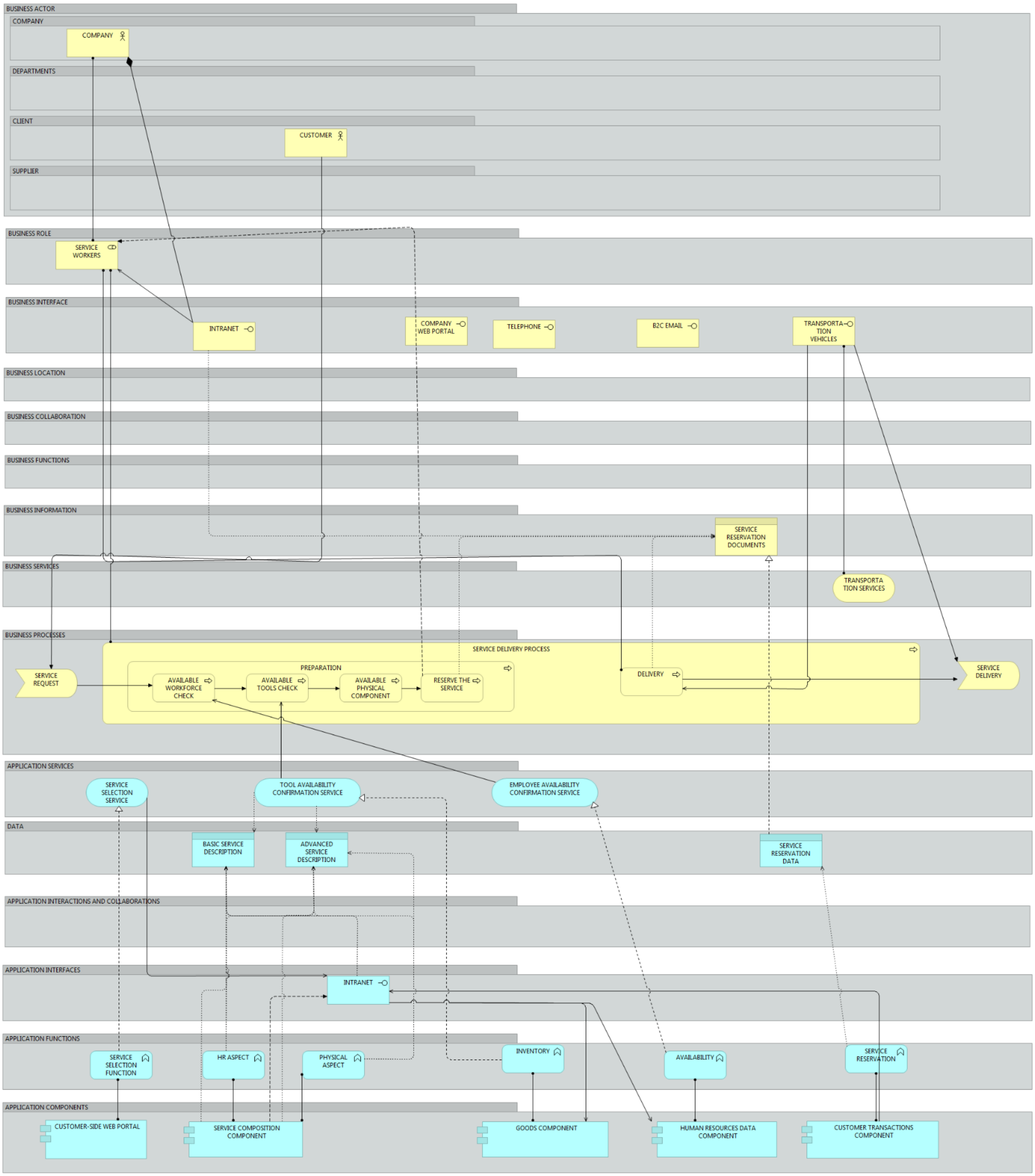
Stock Replenishment Model (Layered Viewpoint)



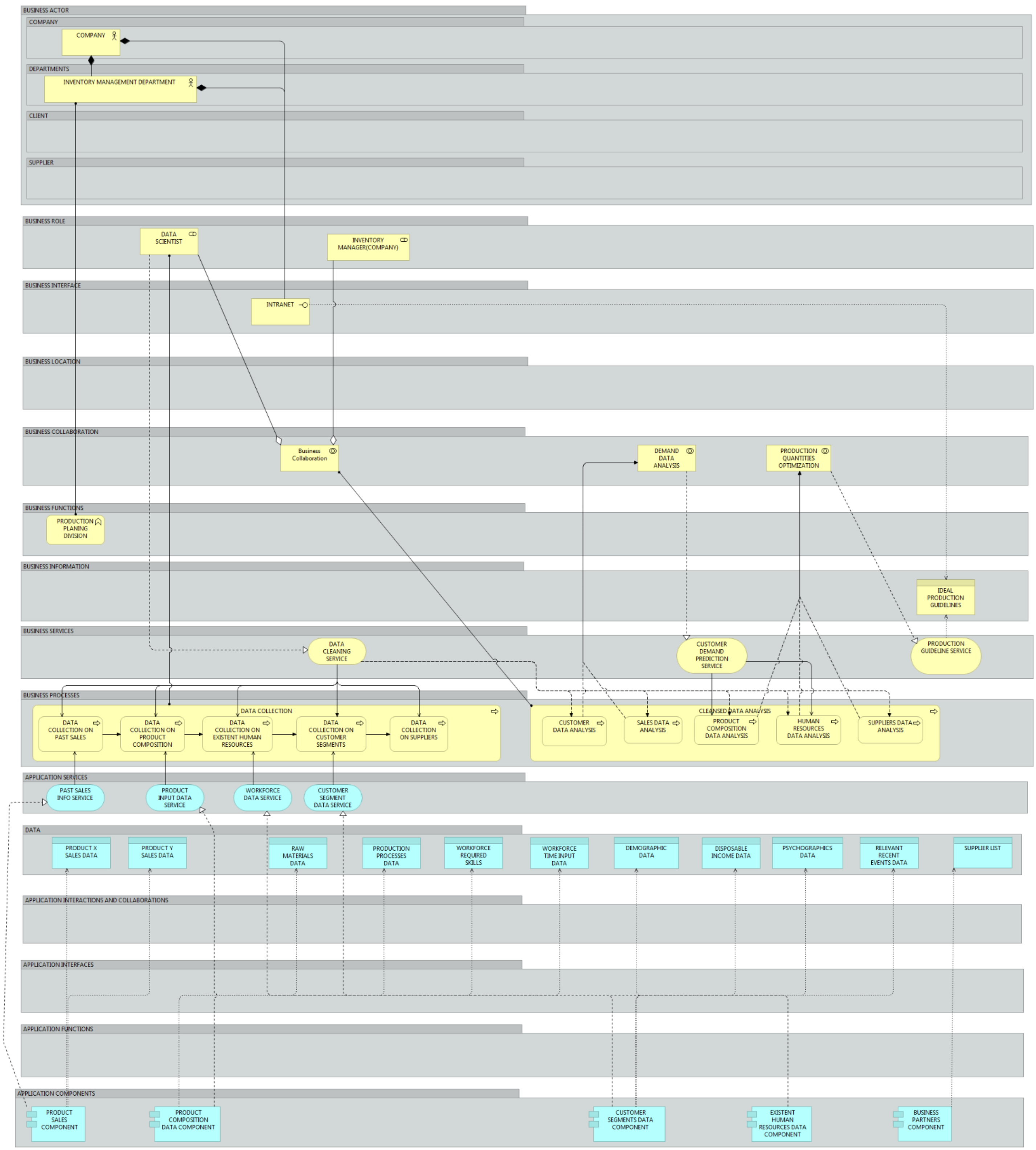
Product Delivery Model (Layered Viewpoint)



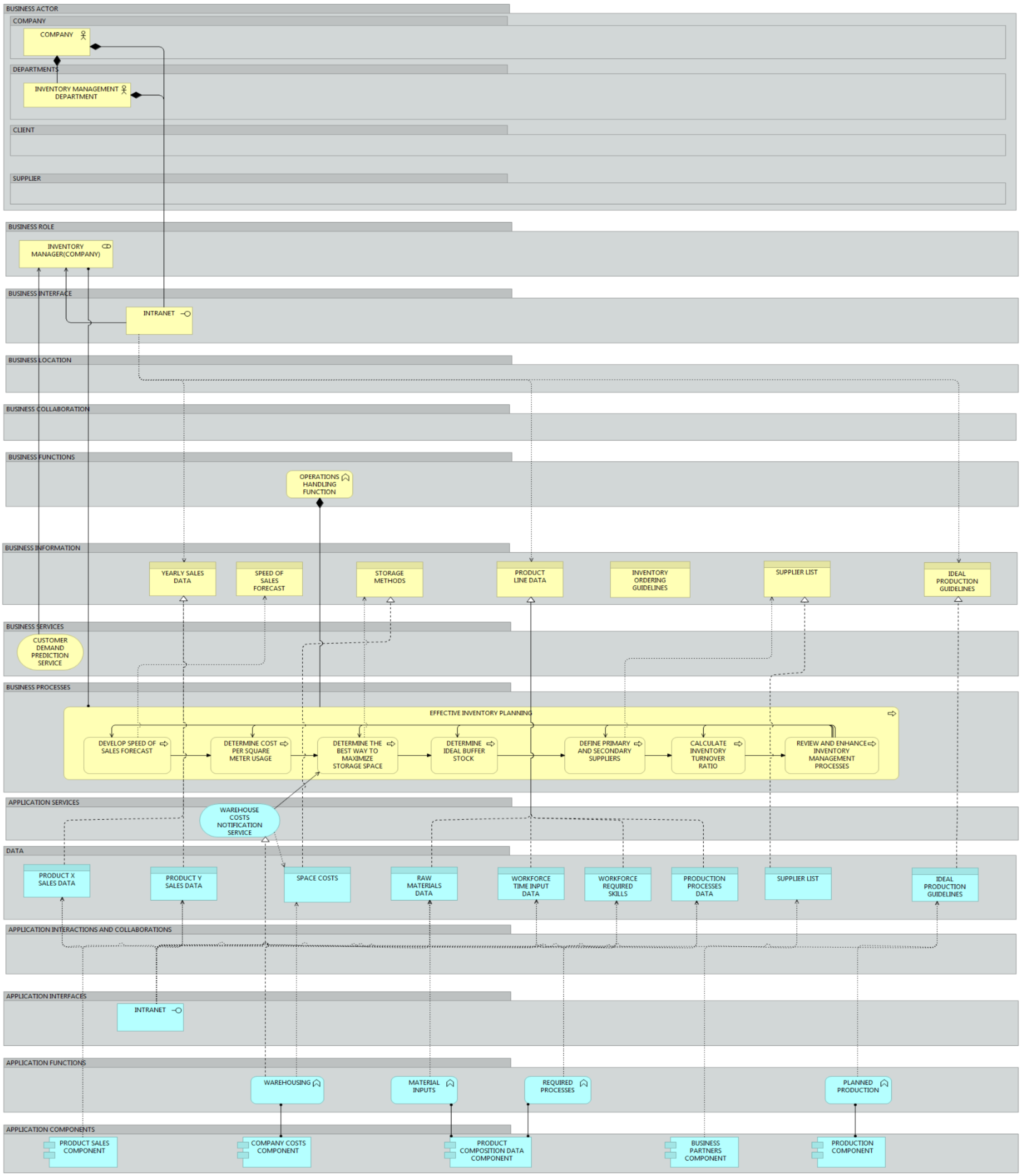
Service Delivery Model (Layered Viewpoint)



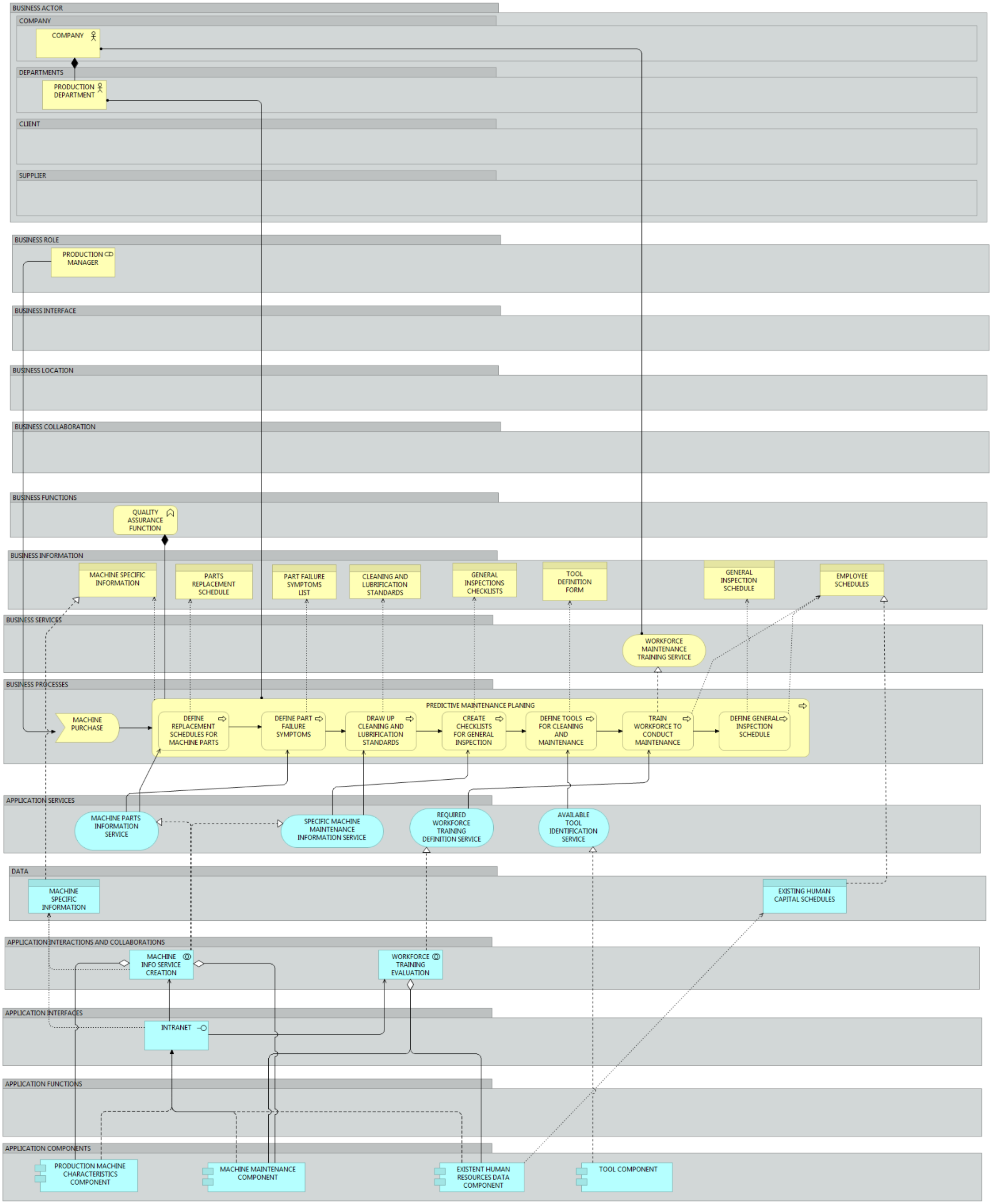
Production Planning Model (Layered Viewpoint)



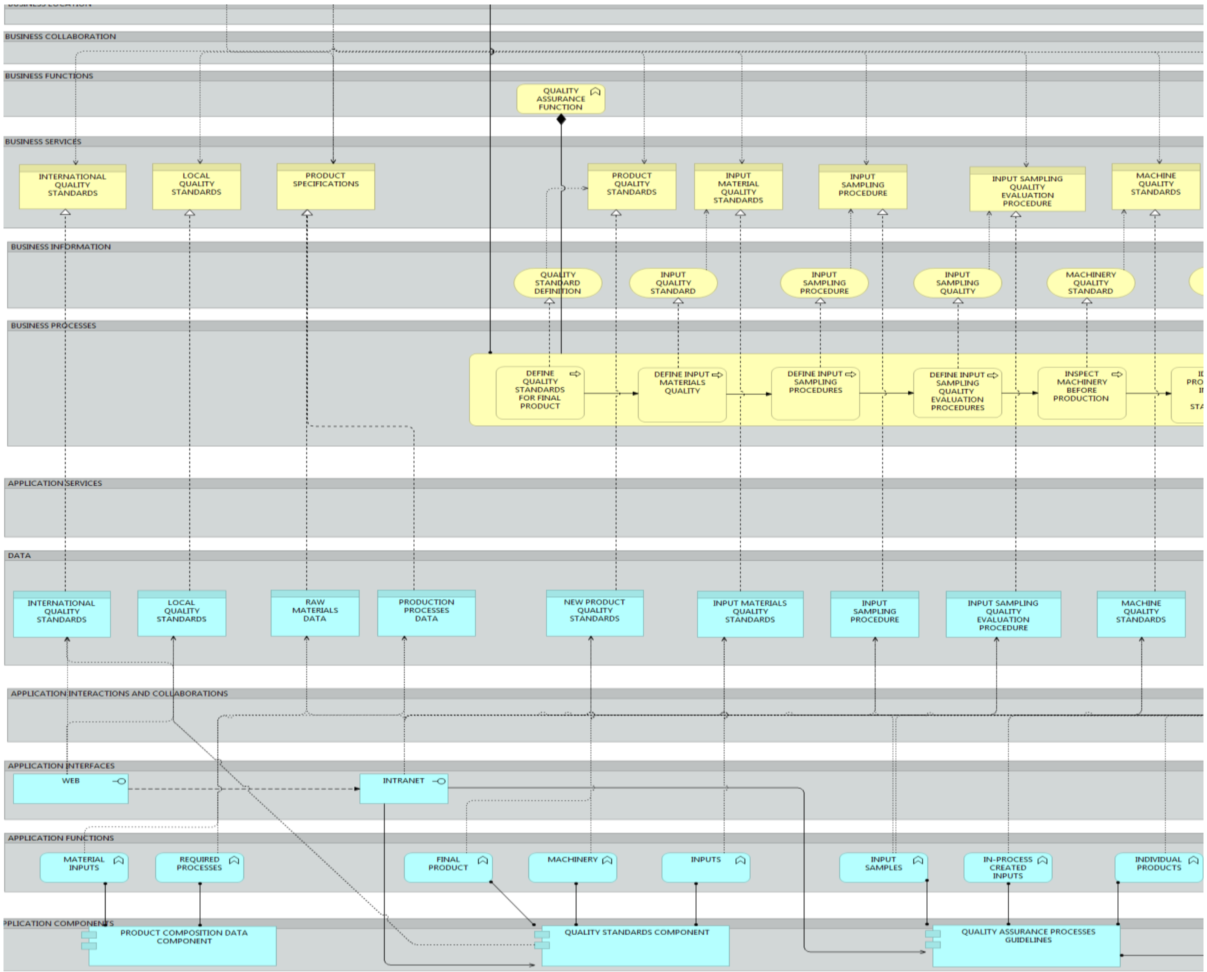
Effective Inventory Planning Model (Layered Viewpoint)



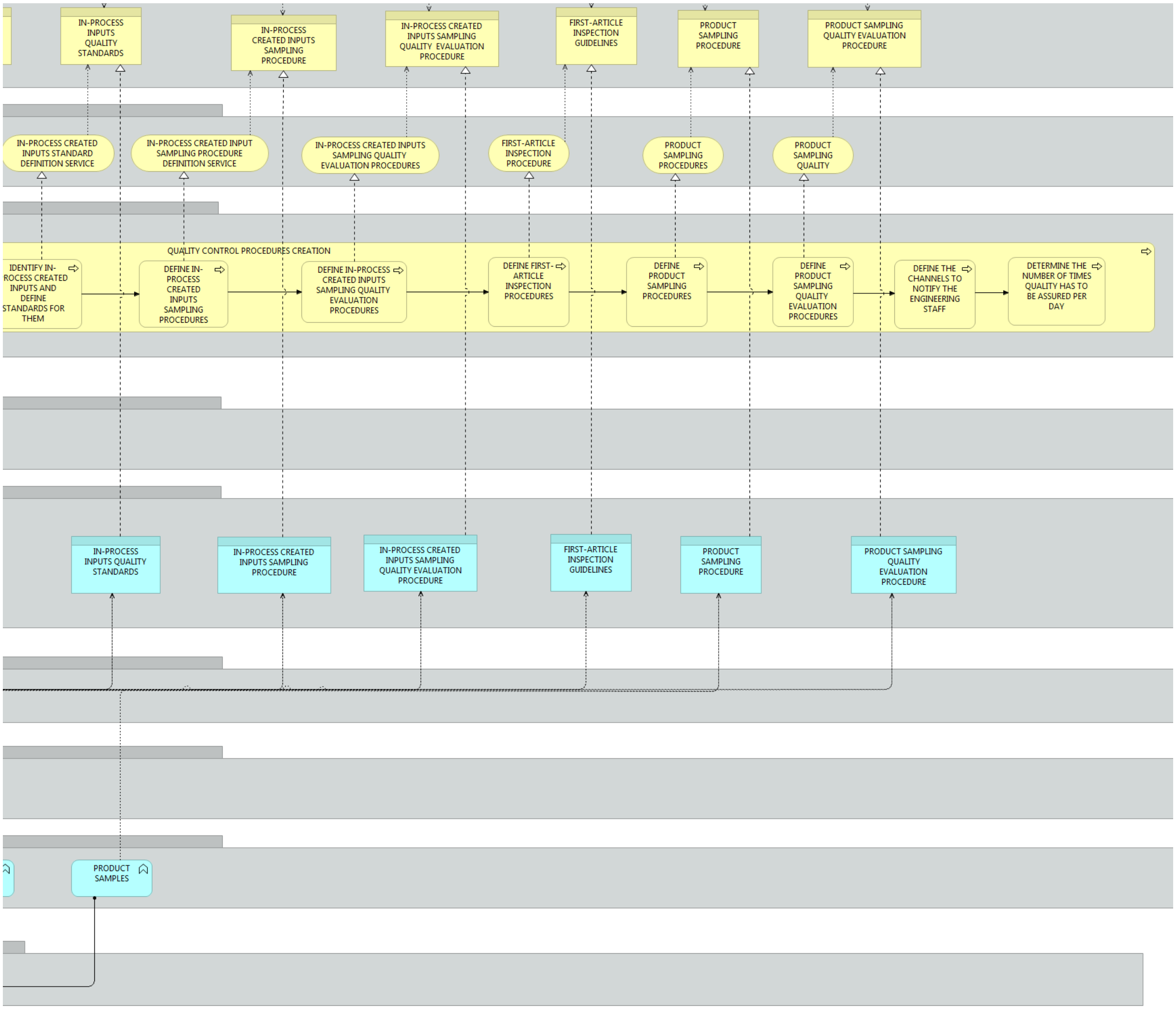
Machine Maintenance Model (Layered Viewpoint)



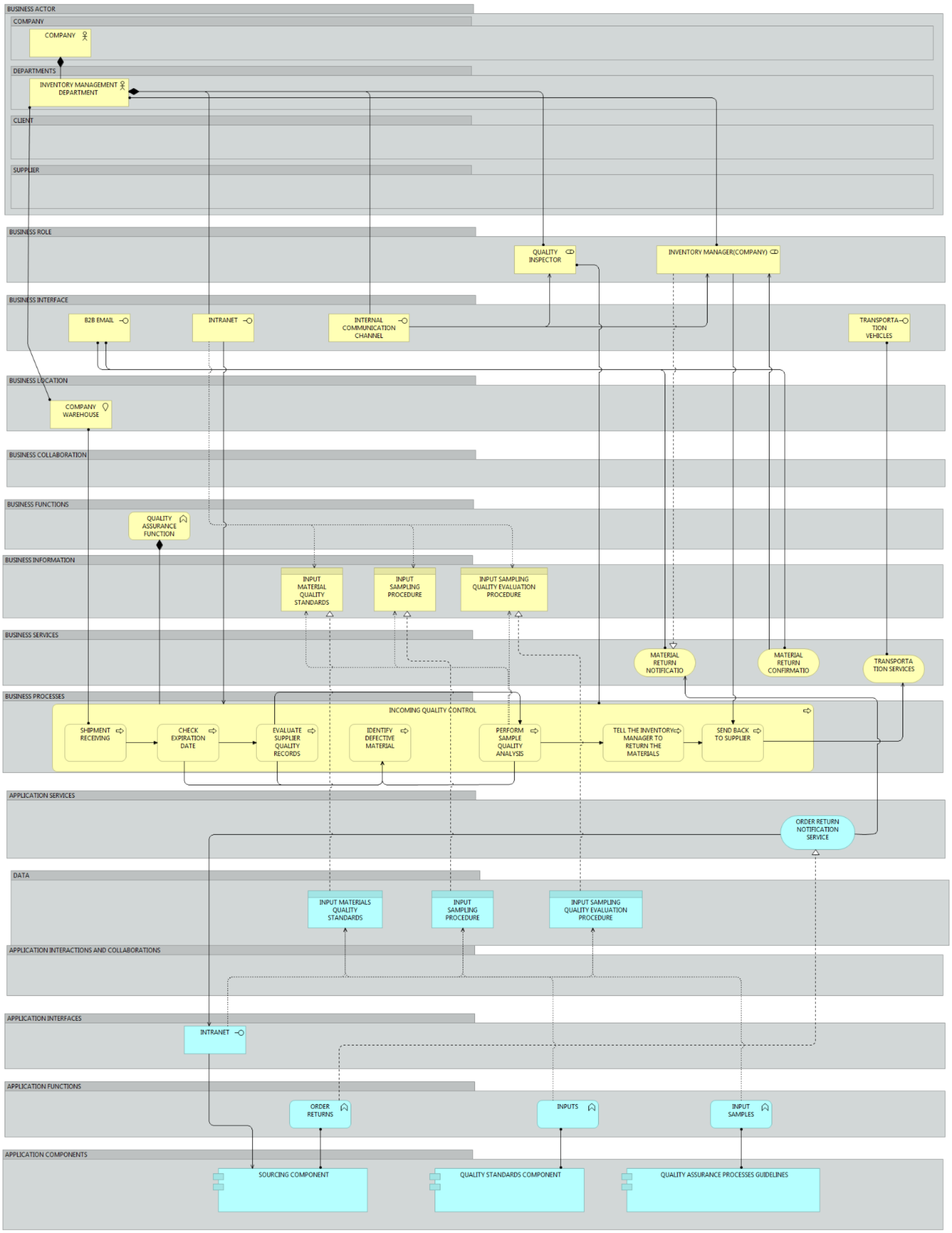
Quality Control Steps Definition Model Part 1 (Layered Viewpoint)



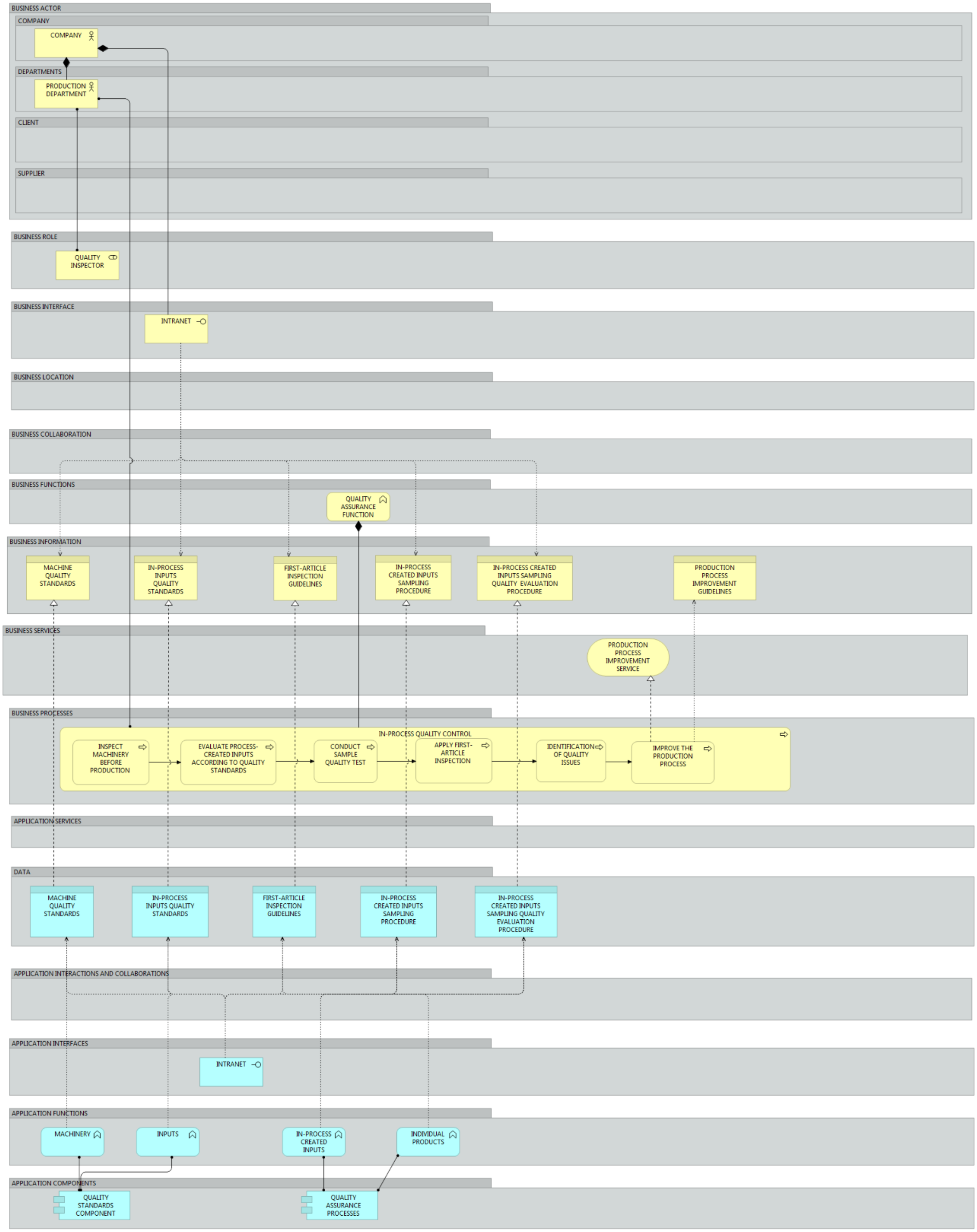
Quality Control Steps Definition Model Part 2 (Layered Viewpoint)



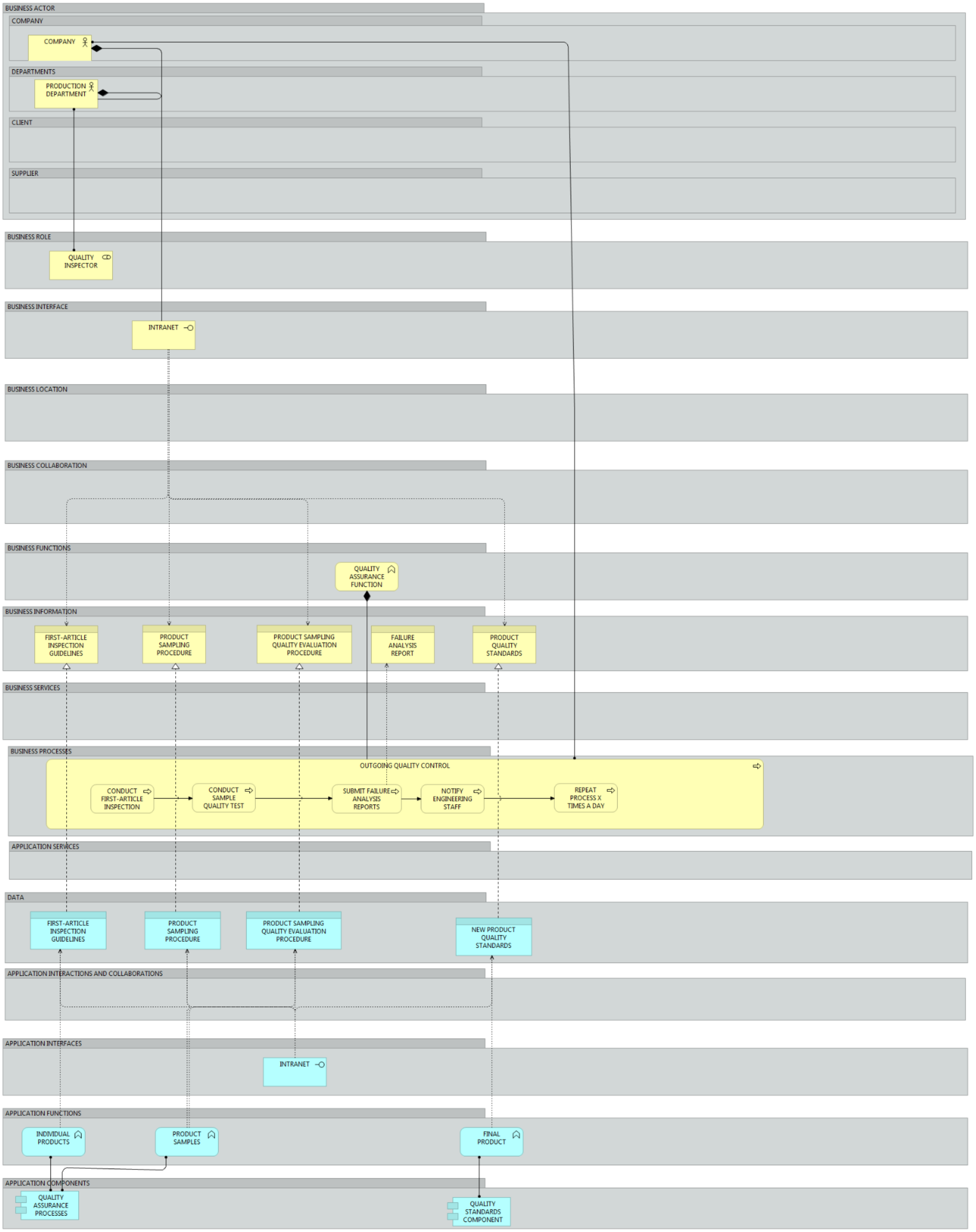
Incoming Quality Control Model (Layered Viewpoint)



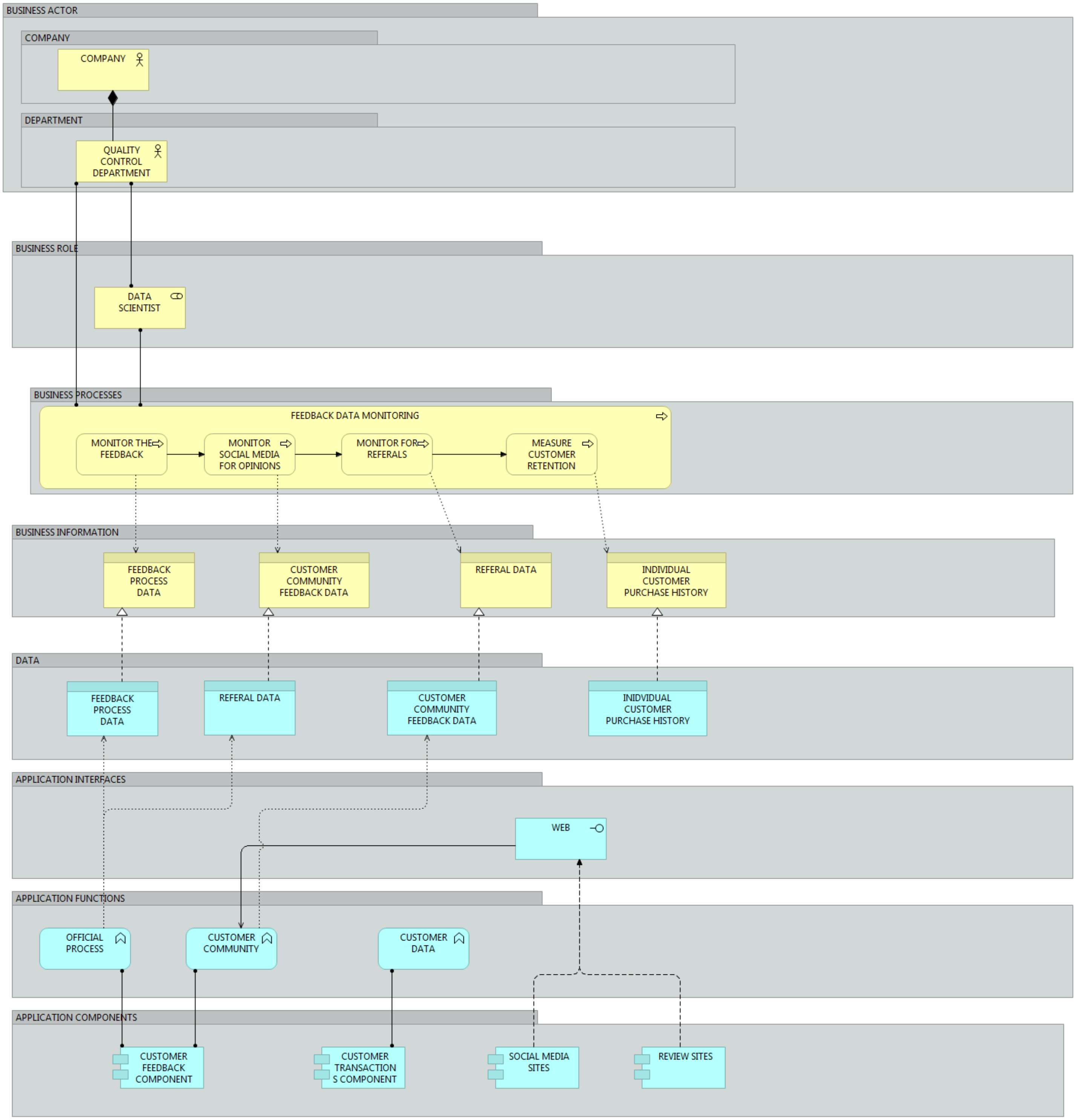
In-Process Quality Control Model (Layered Viewpoint)



Out-Going Quality Control Model (Layered Viewpoint)

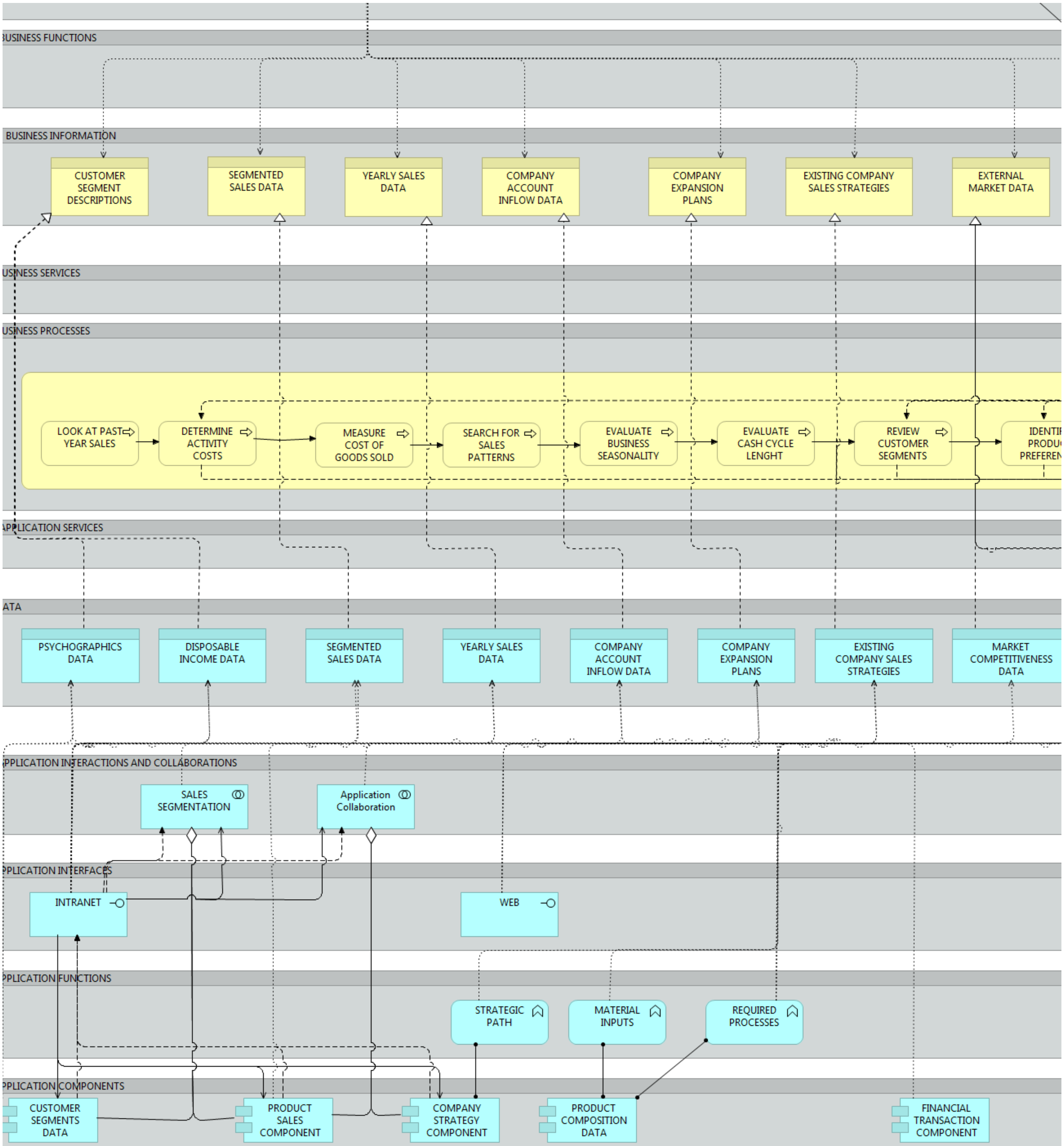


Feedback Monitoring Model (Layered Viewpoint)

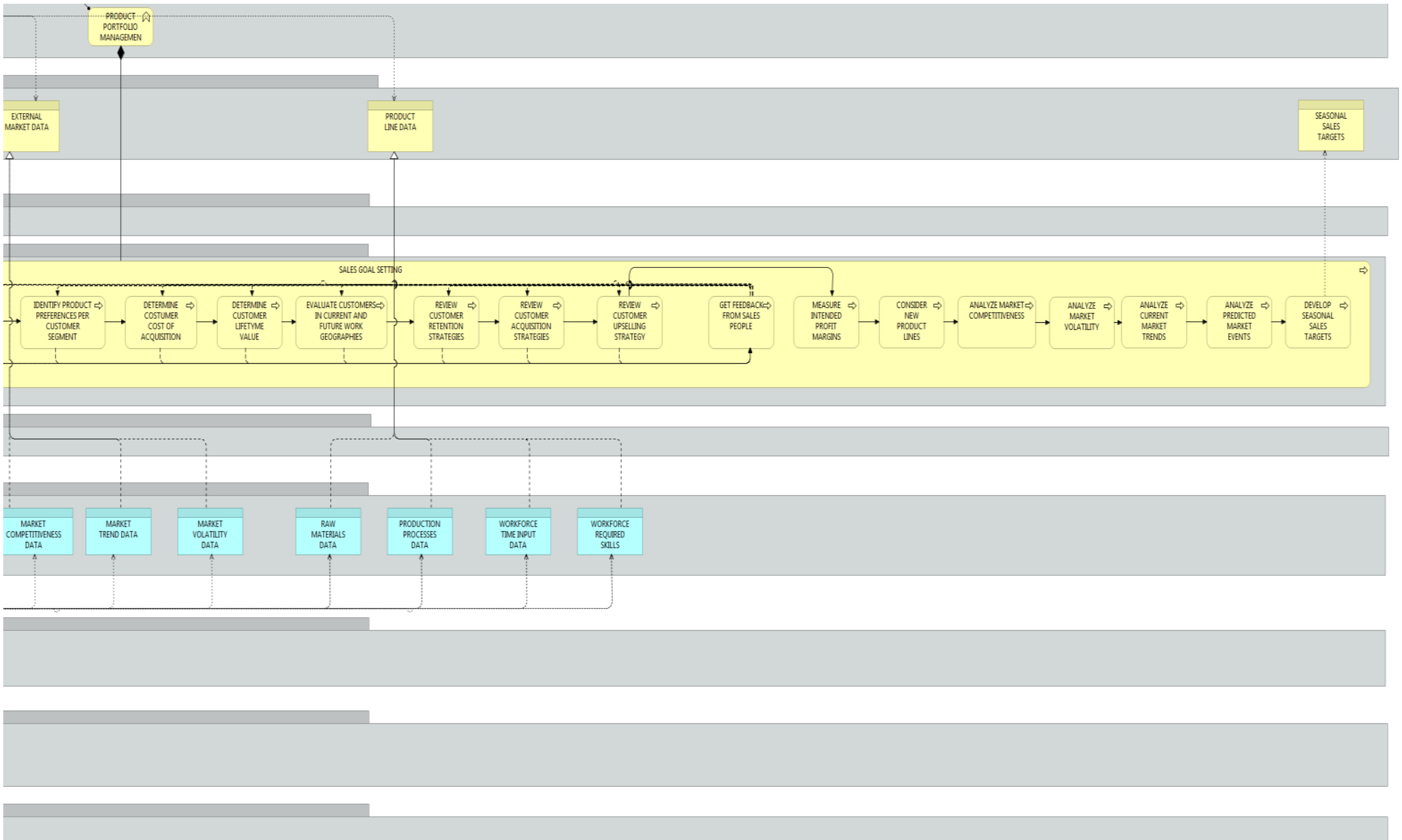


Price Setting Model (Layered Viewpoint)

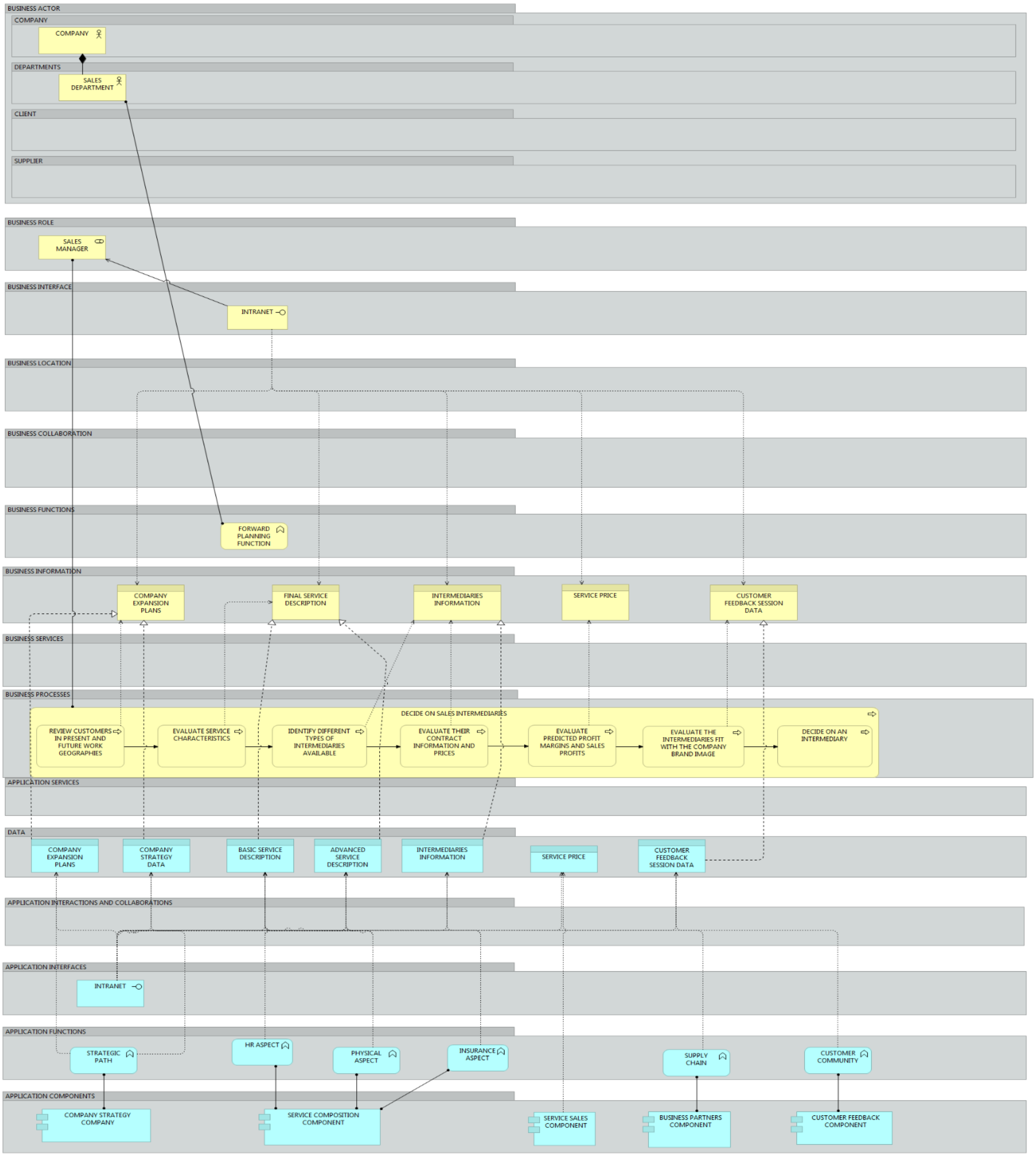
Sales Goals Setting Model Part 1 (Layered Viewpoint)



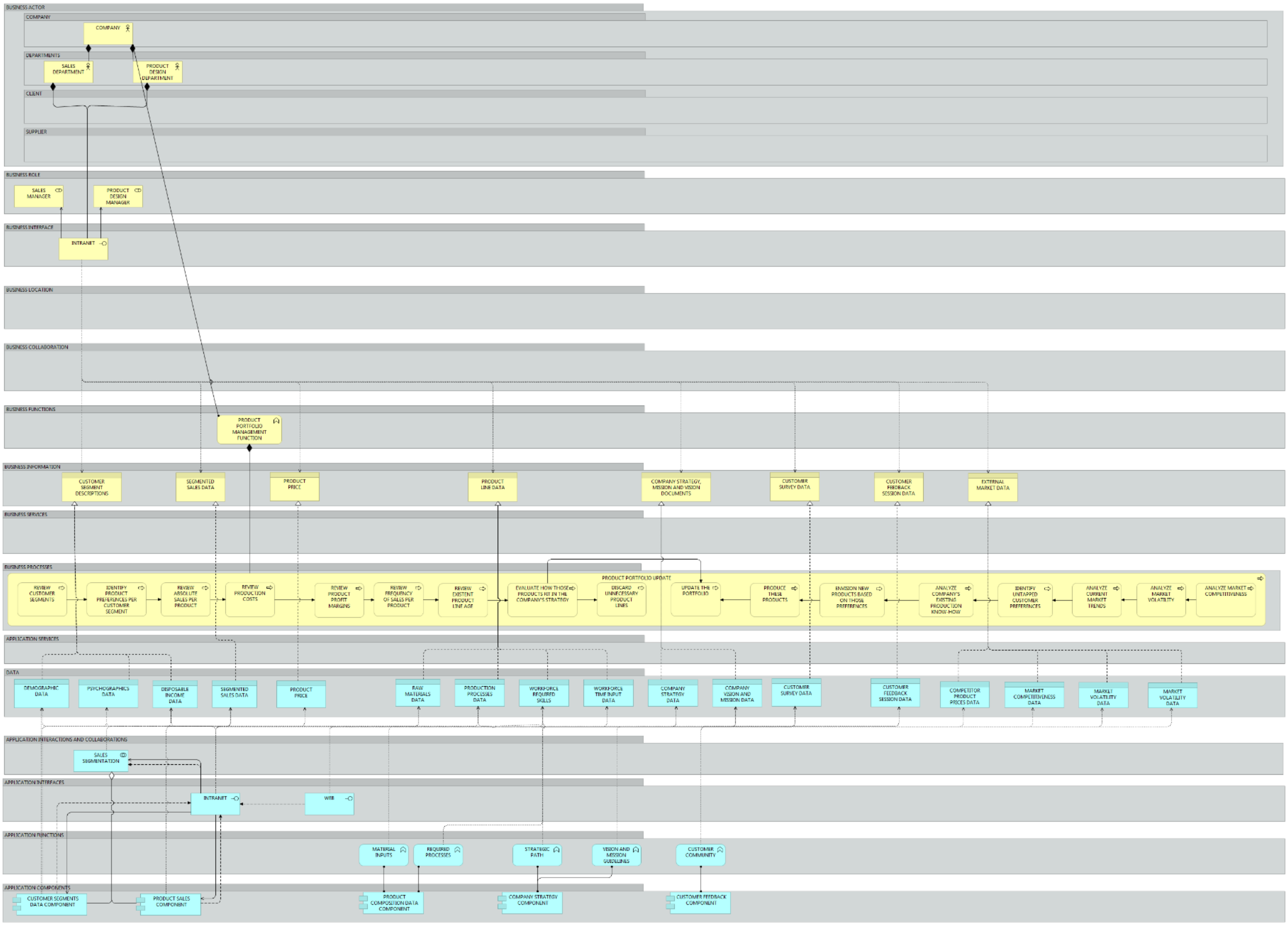
Sales Goals Setting Model Part 2 (Layered Viewpoint)



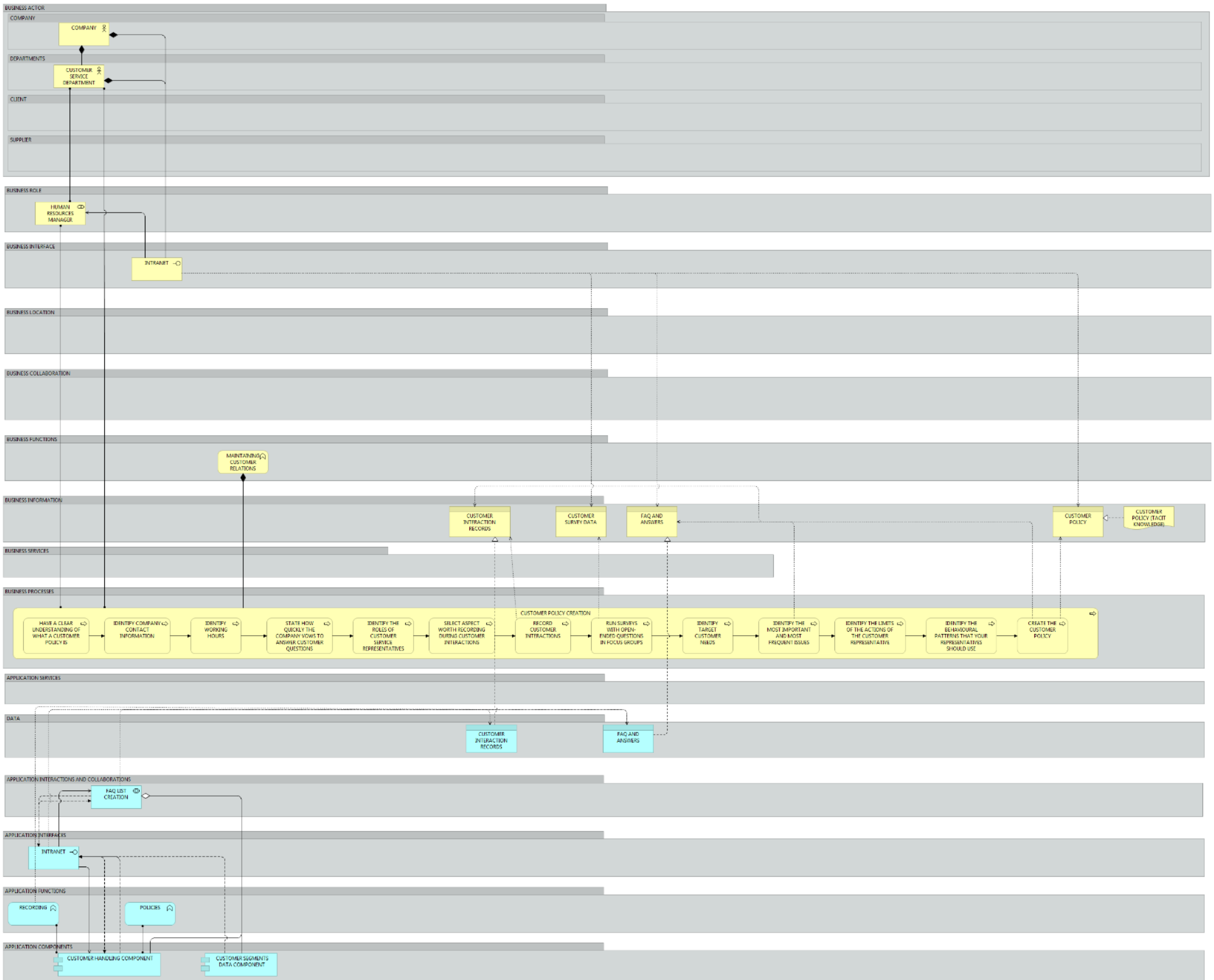
Intermediary Choosing Model (Layered Viewpoint)



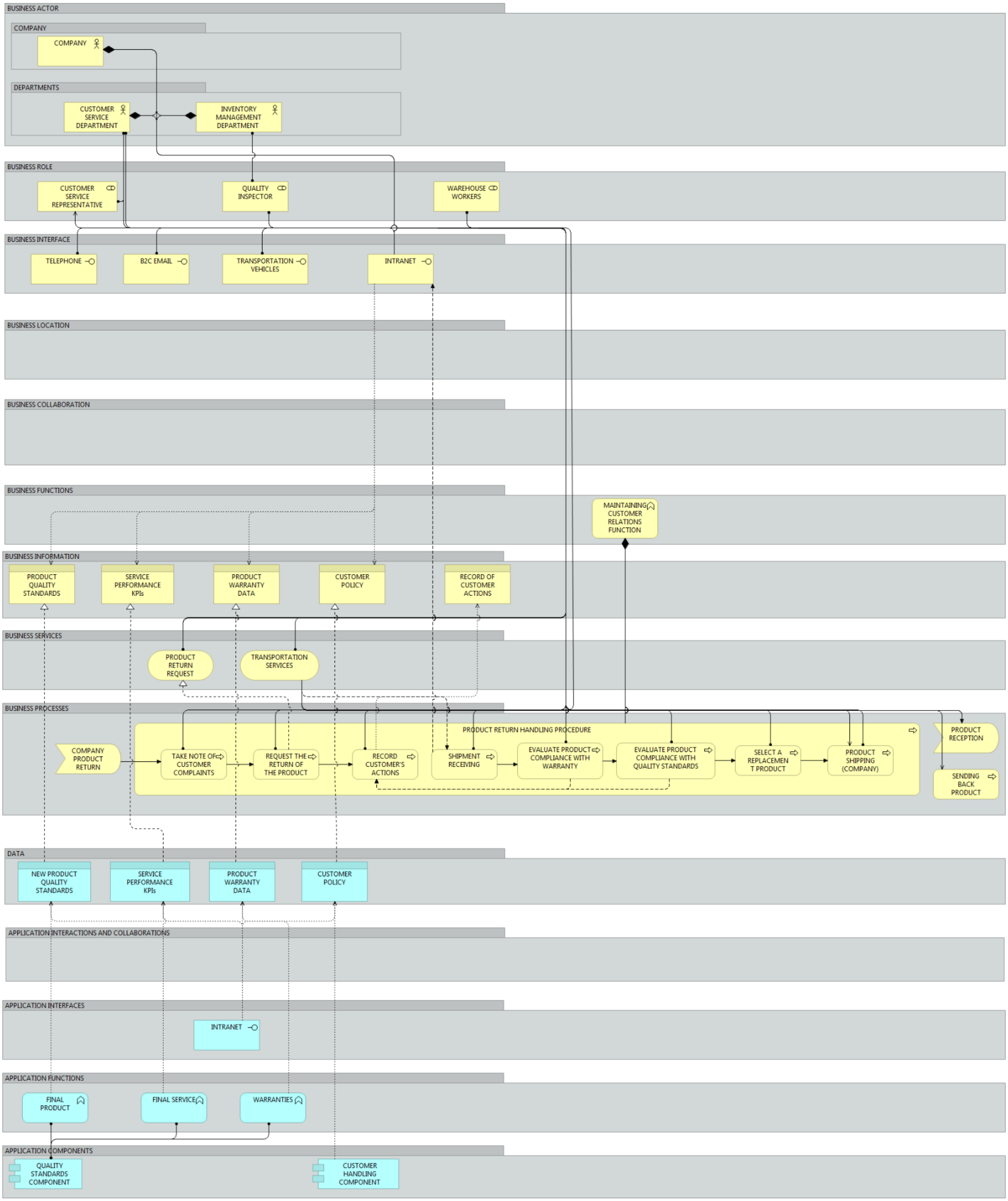
Product Portfolio Management Model (Layered Viewpoint)



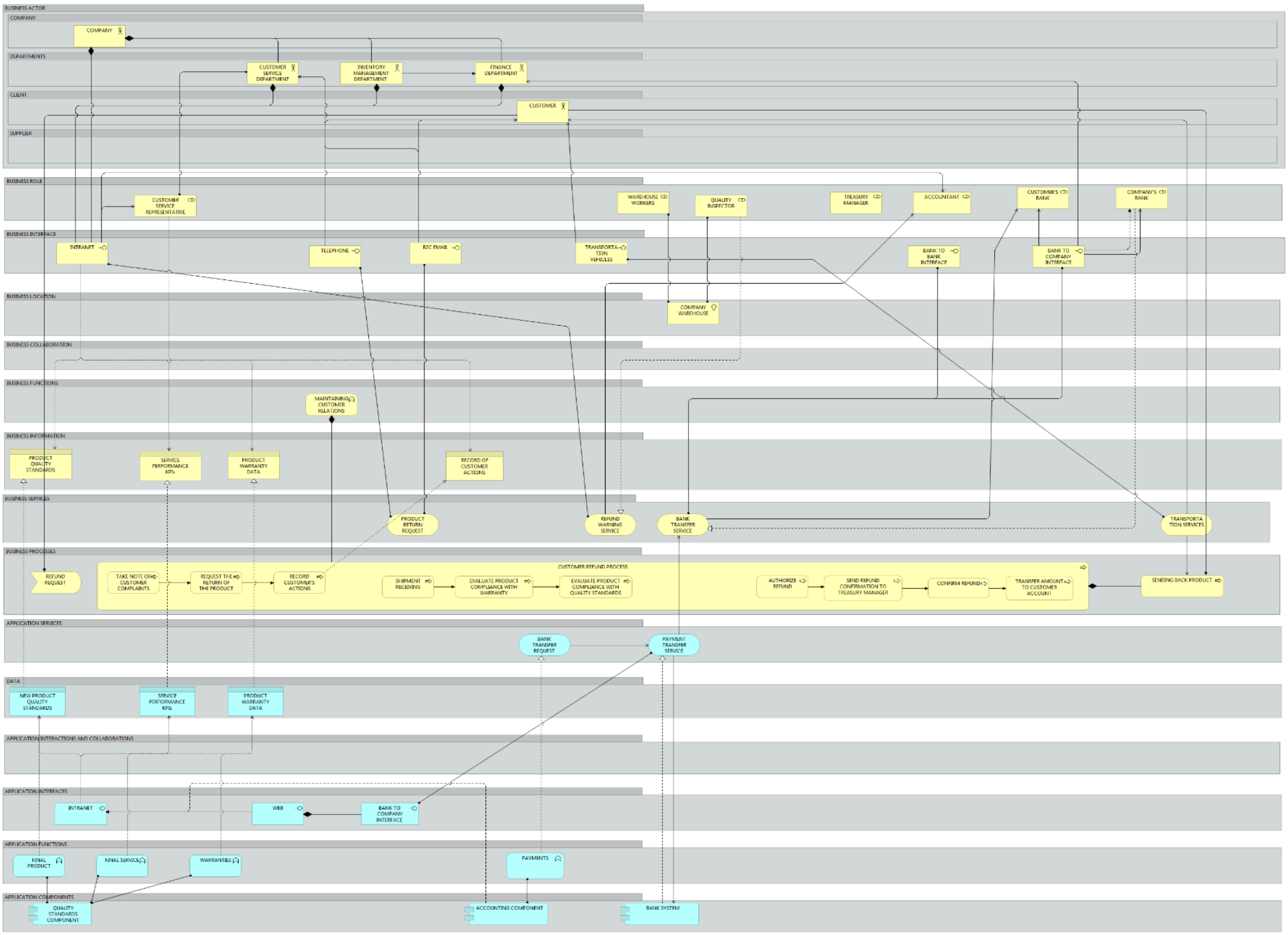
Customer Policy Creation Model (Layered Viewpoint)



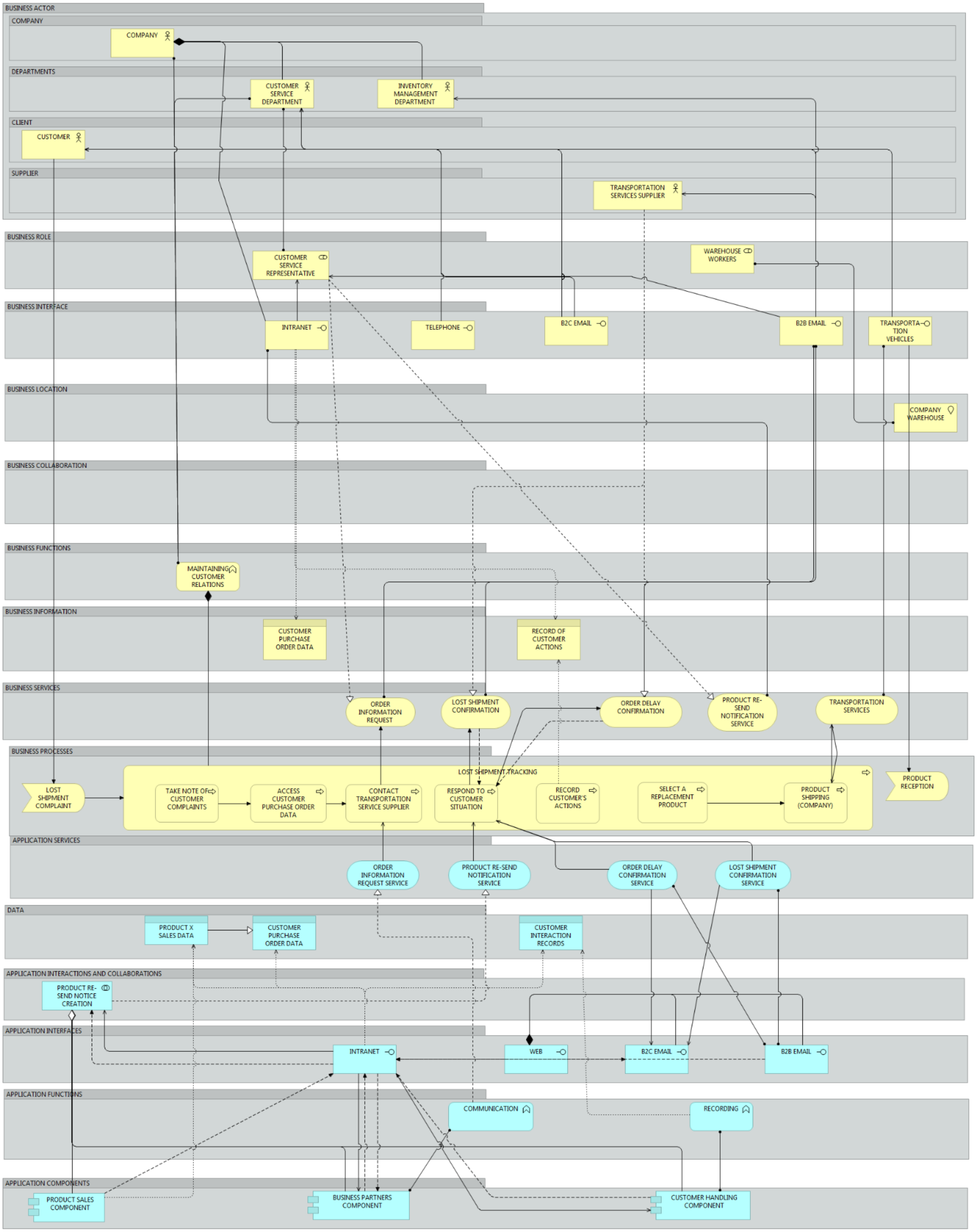
Product Returns Model Product Returns Model (Layered Viewpoint)



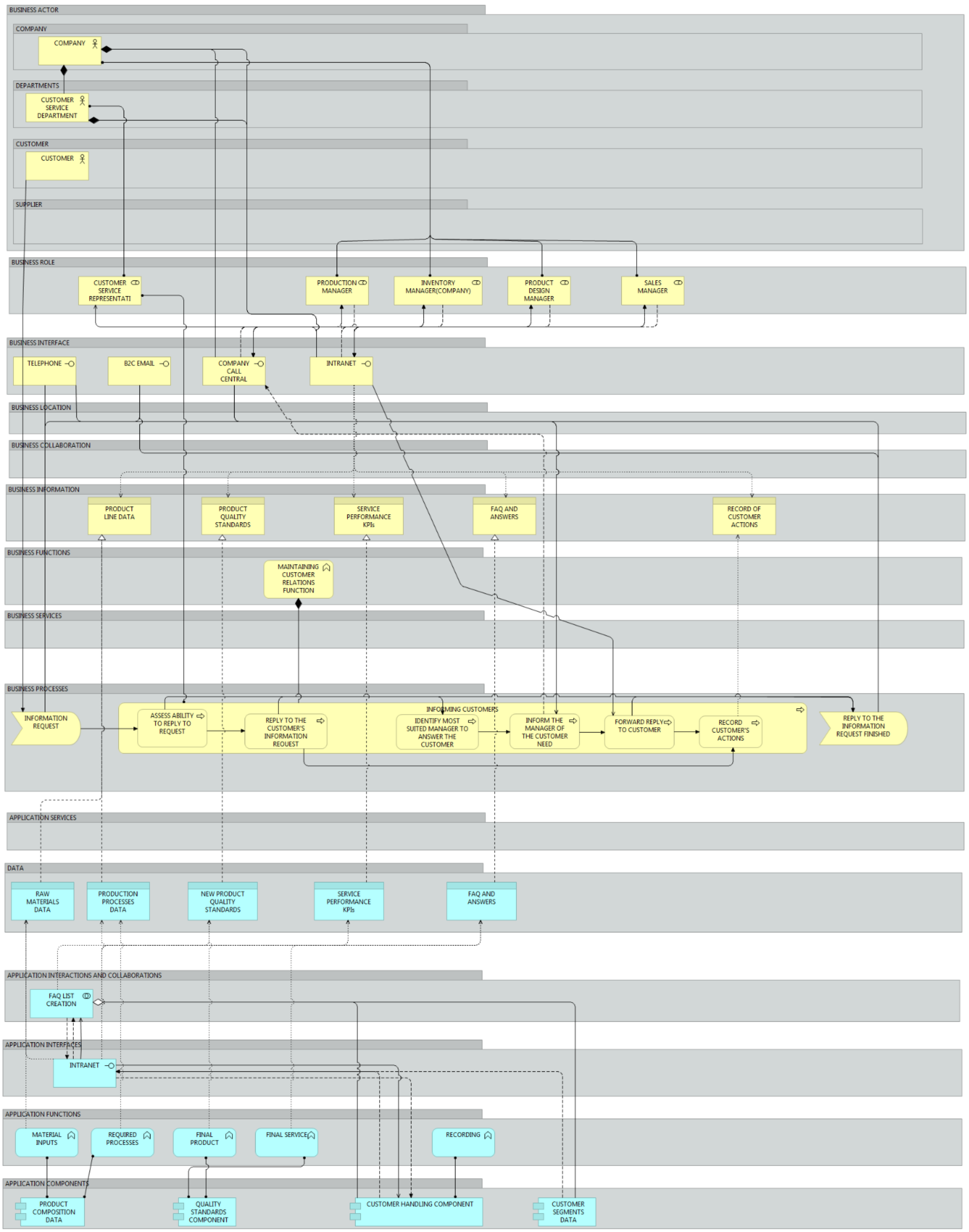
Customer Refunds Model (Layered Viewpoint)



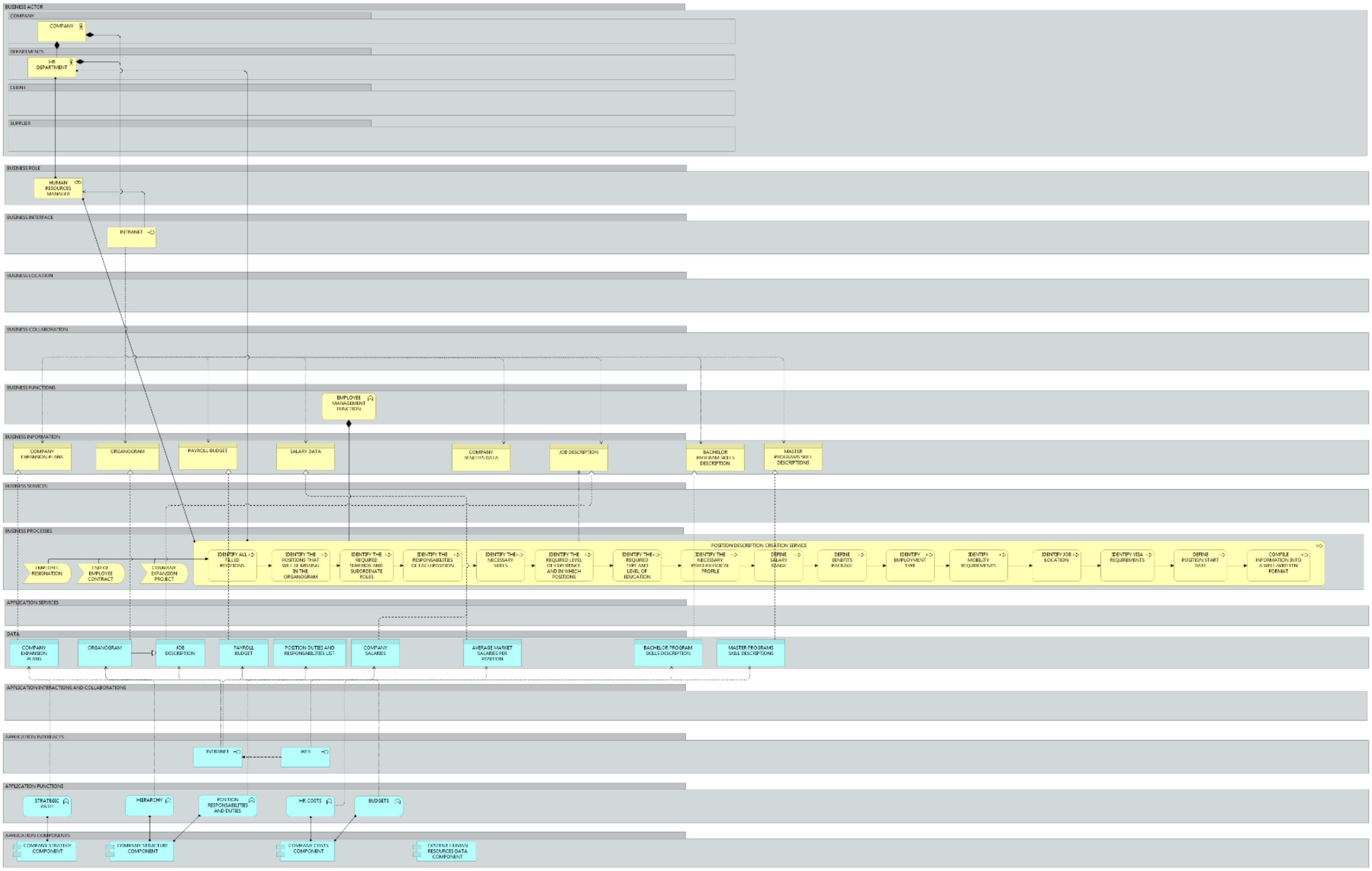
Lost Shipment Tracking Model (Layered Viewpoint)



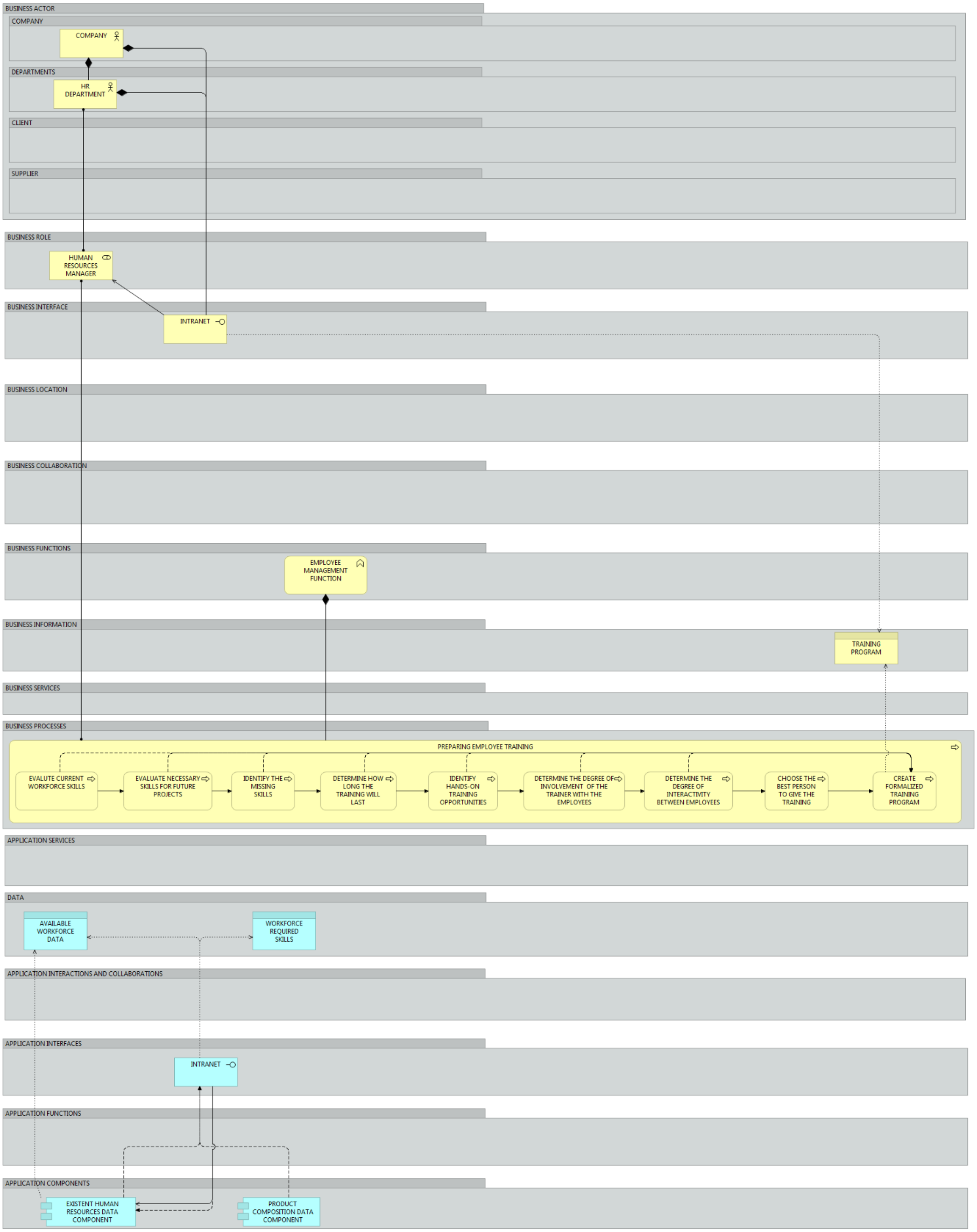
Informing Customers Model (Layered Viewpoint)



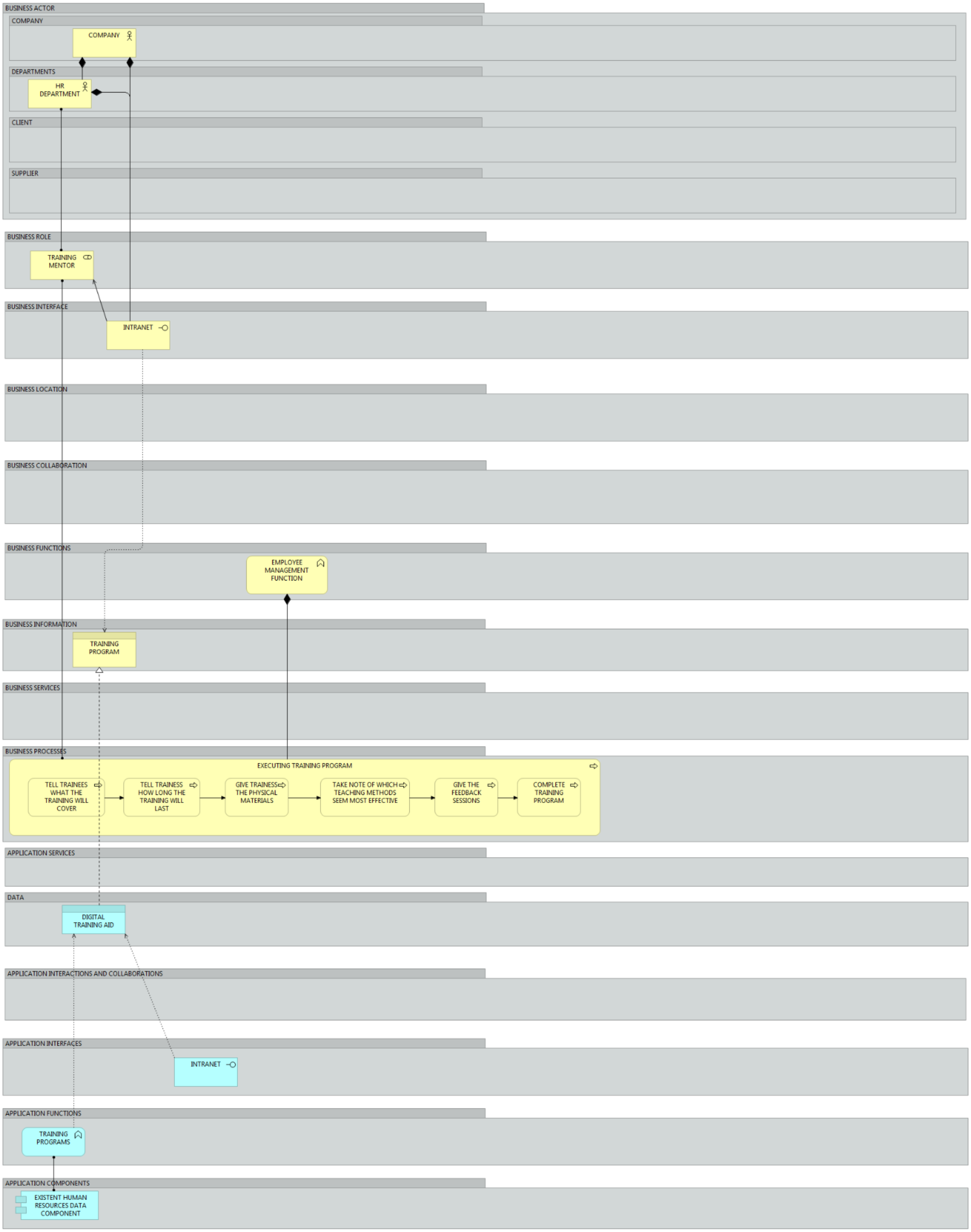
Position Description Creation Model (Layered Viewpoint)



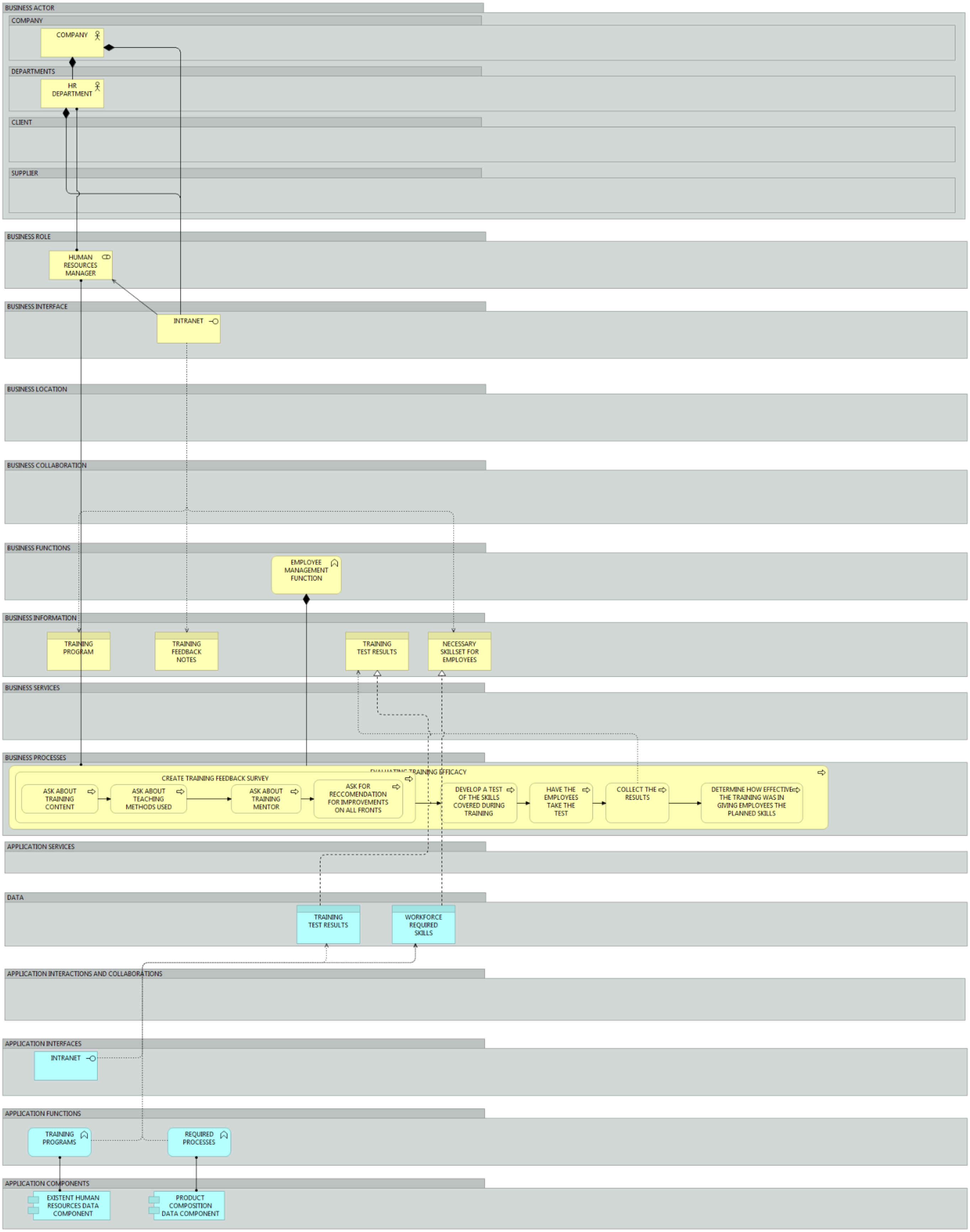
Employee Training Preparation Model (Layered Viewpoint)



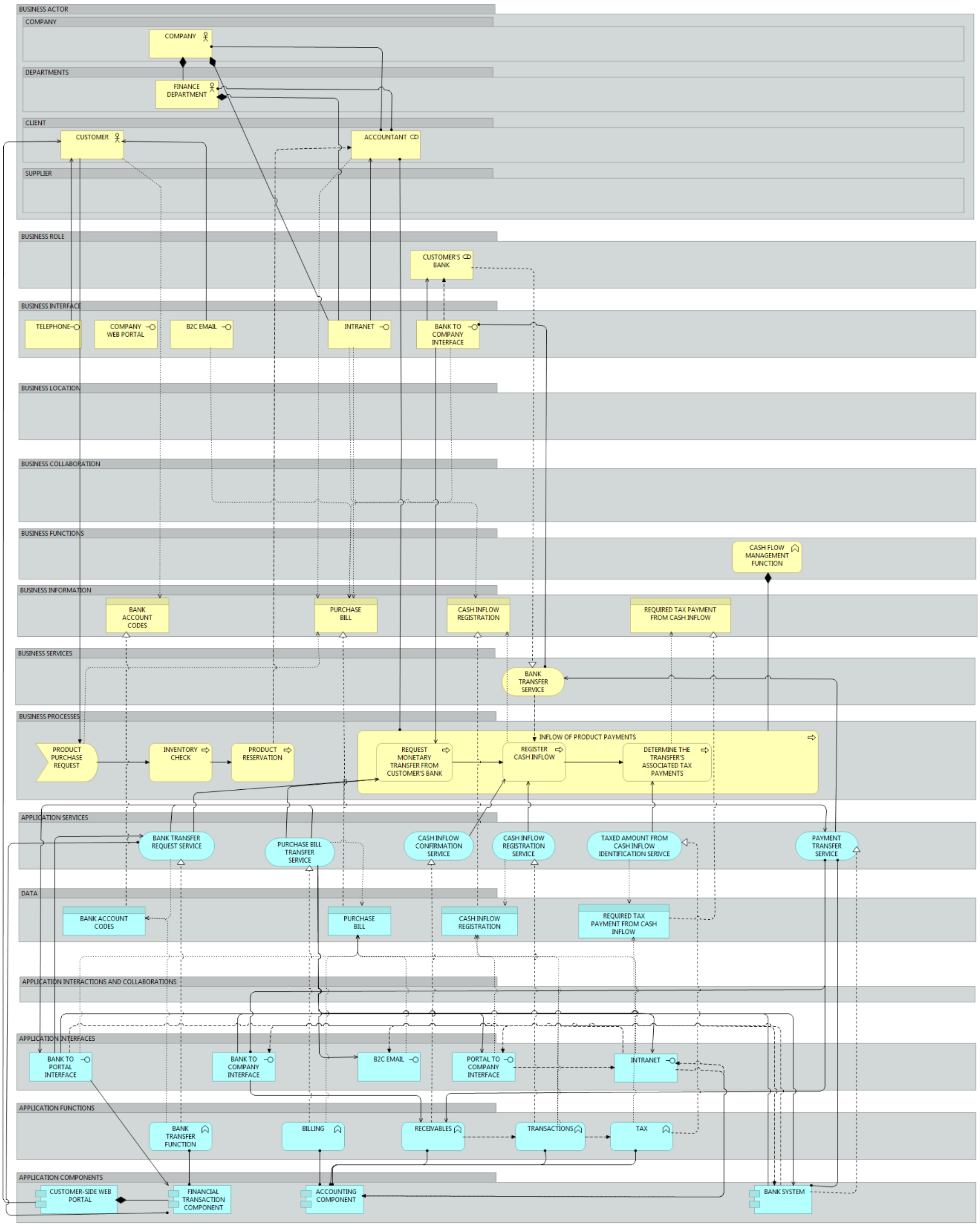
Employee Training Execution Model (Layered Viewpoint)



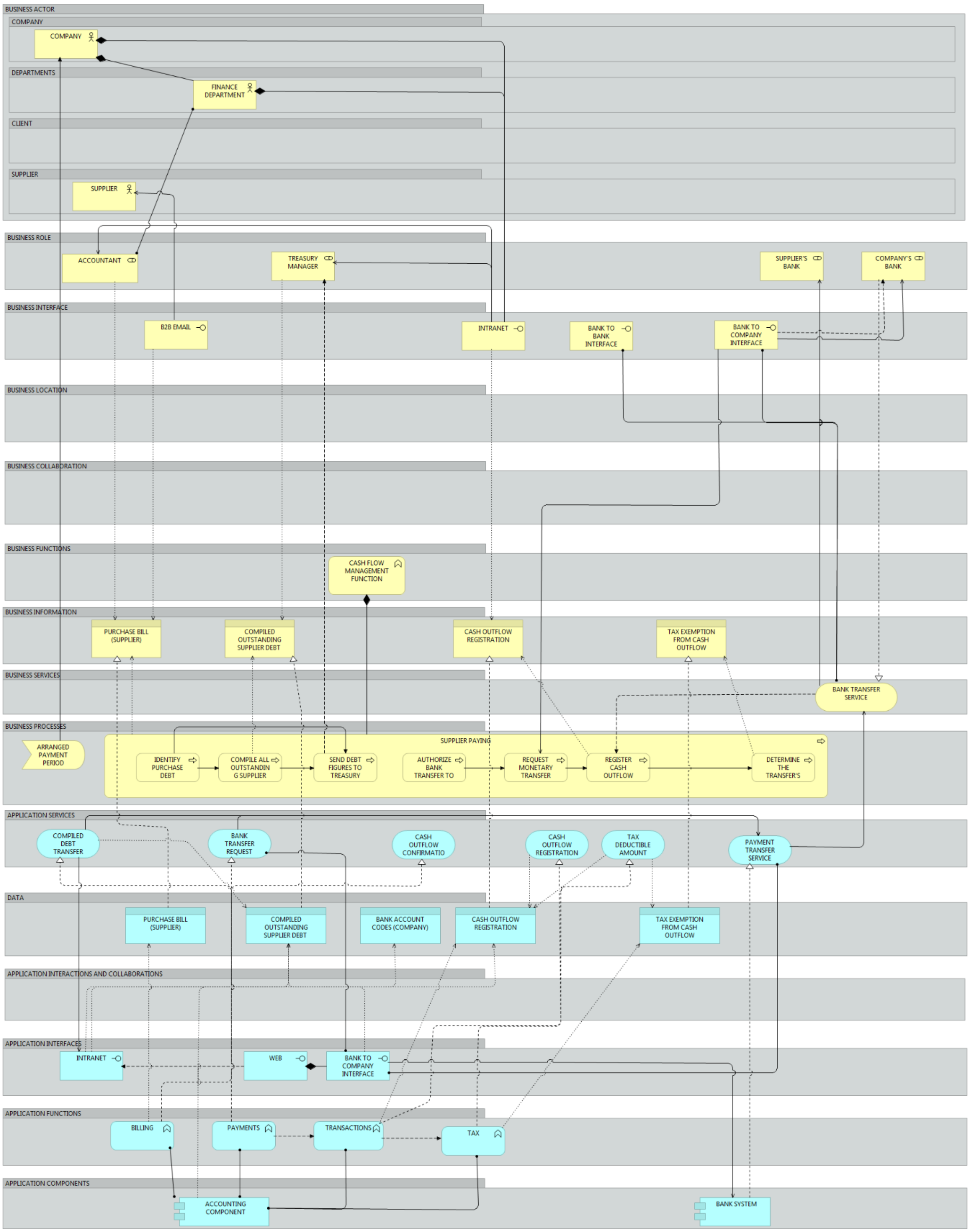
Employee Training Evaluation Model (Layered Viewpoint)



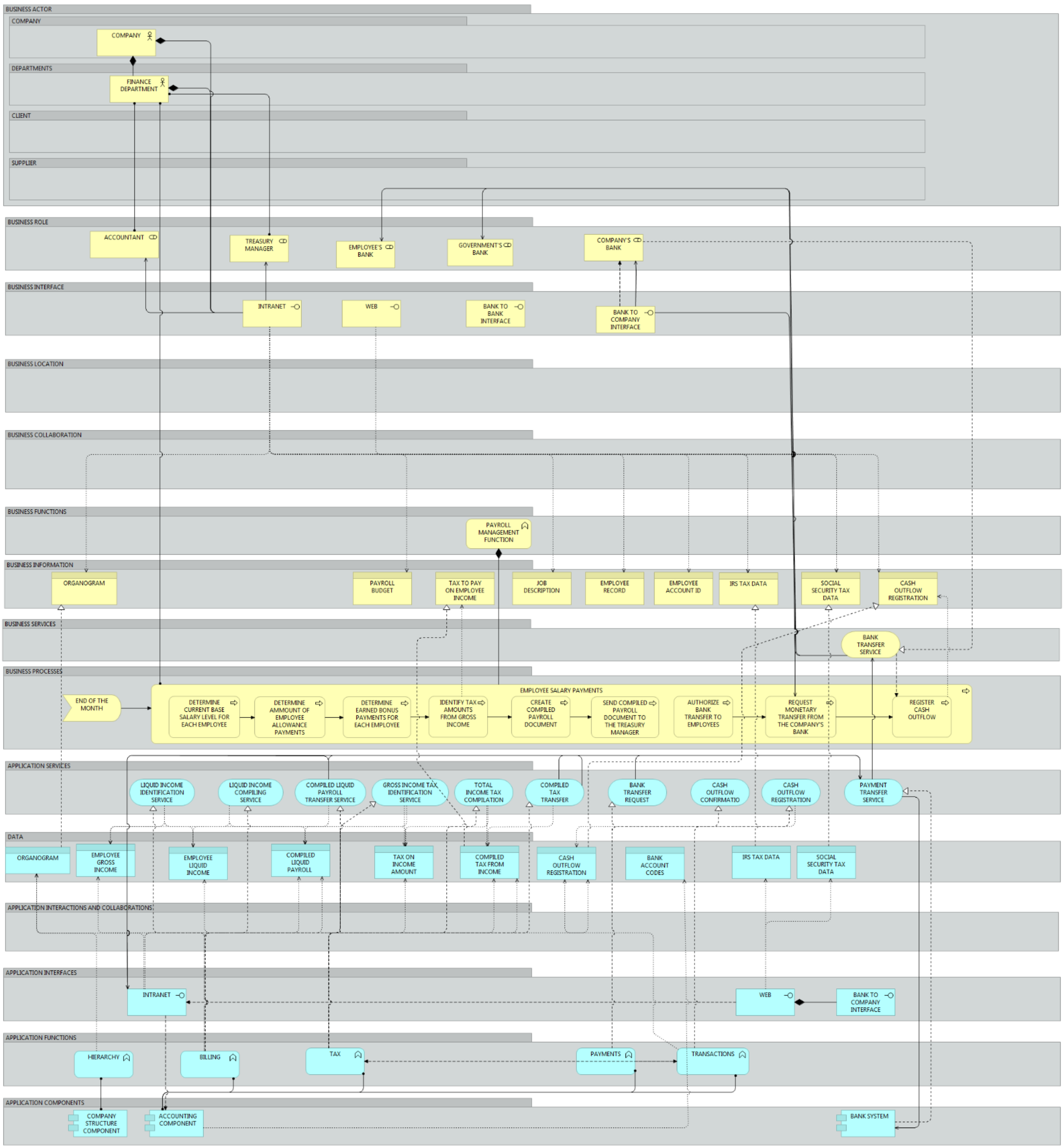
Client Payment Inflows Model (Layered Viewpoint)



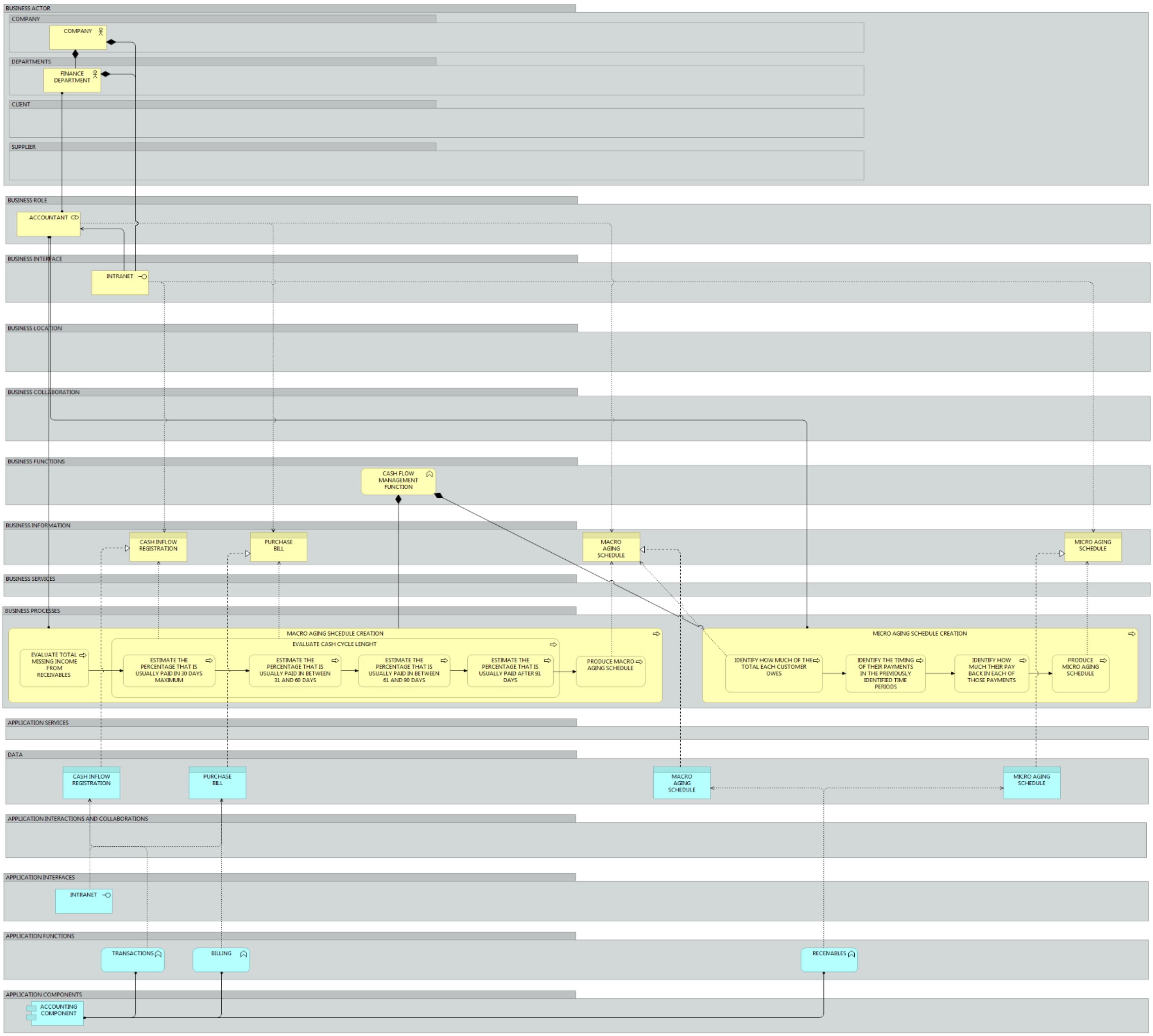
Supplier Payment Outflows Model (Layered Viewpoint)



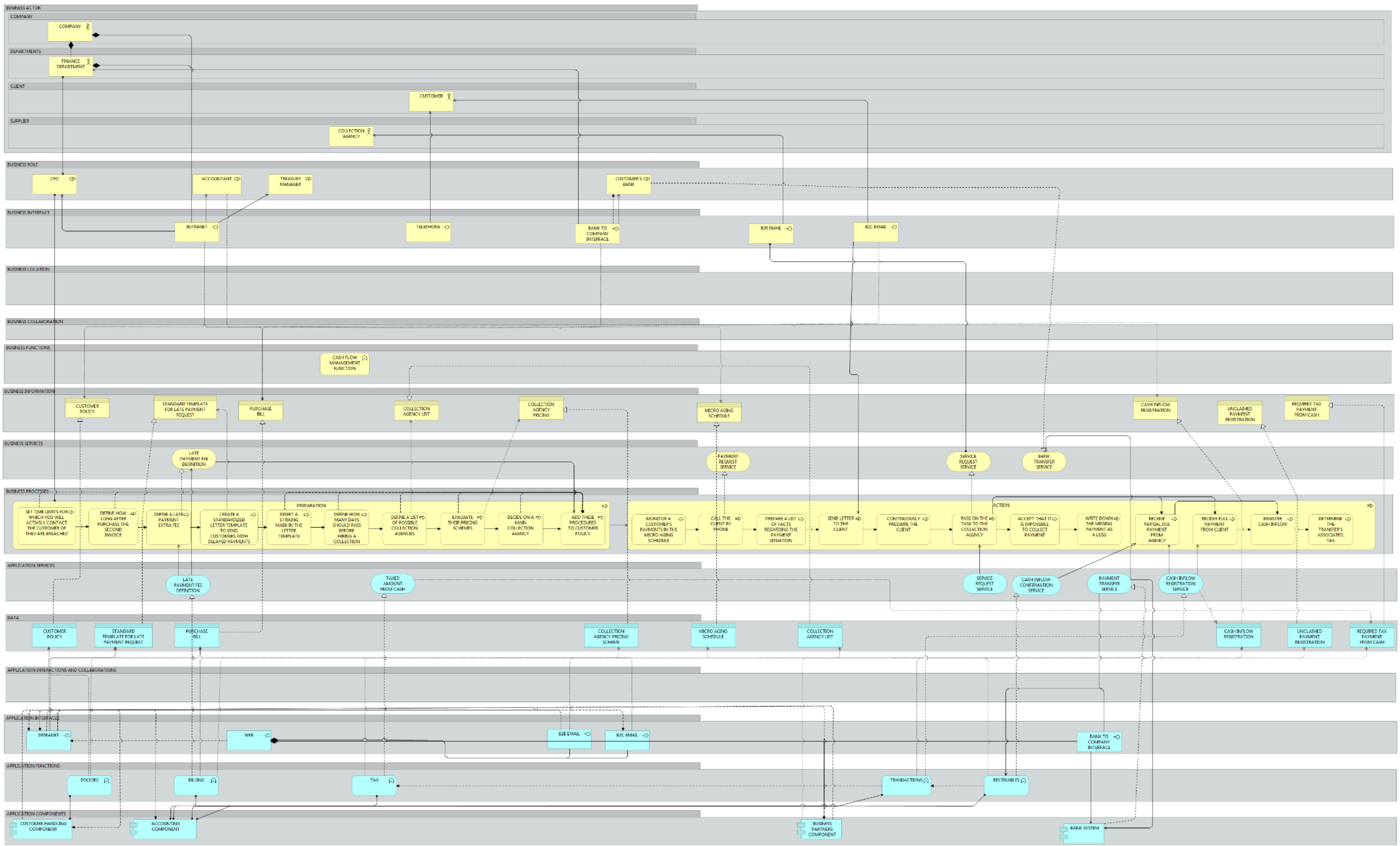
Employee Salary Payment Outflows Model (Layered Viewpoint)



Aging Schedules Creation Model (Layered Viewpoint)

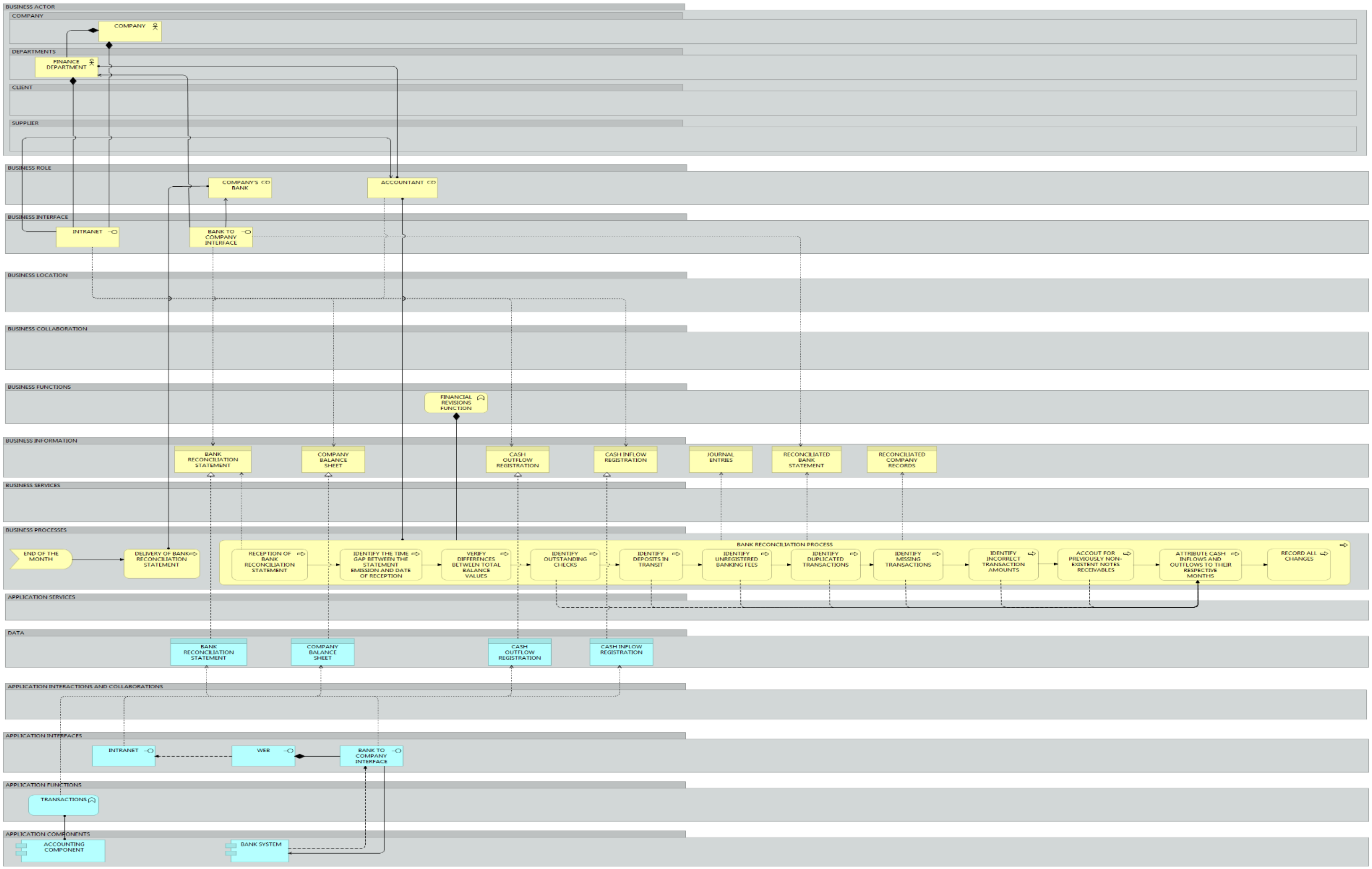


Payment Collection Model (Layered Viewpoint)



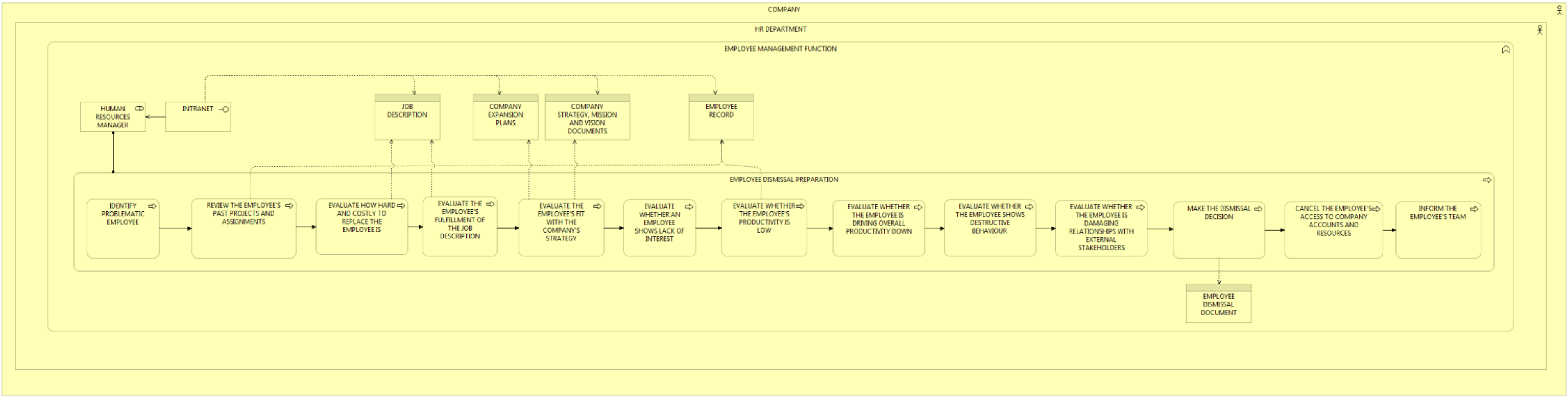
Budget Creation Model (Layered Viewpoint)

Bank Reconciliation Model (Layered Viewpoint)

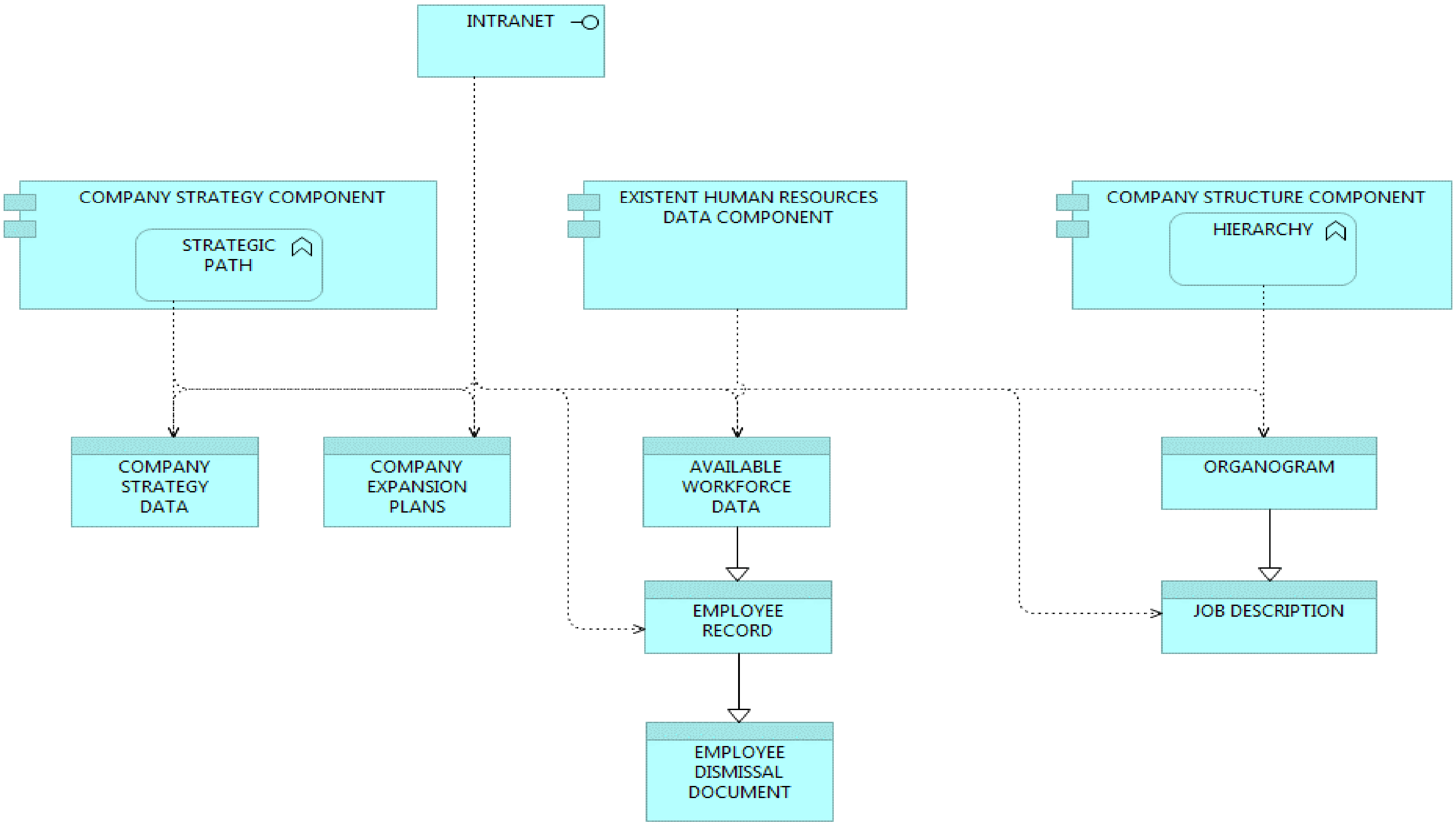


Appendix E- Models Requiring Additional Organizational Complexity

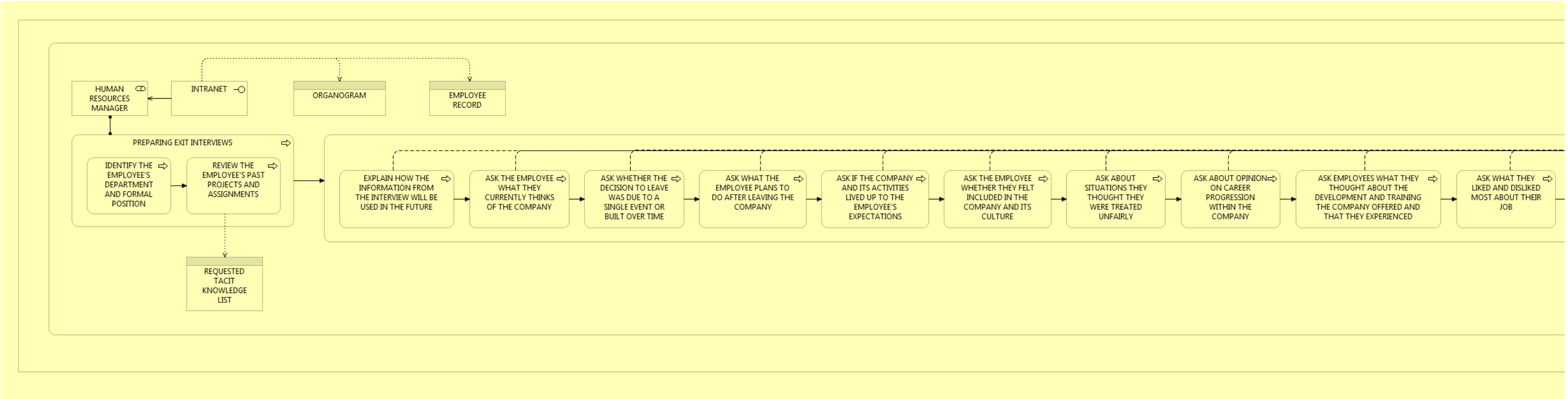
Employee Dismissal Model (Business View)



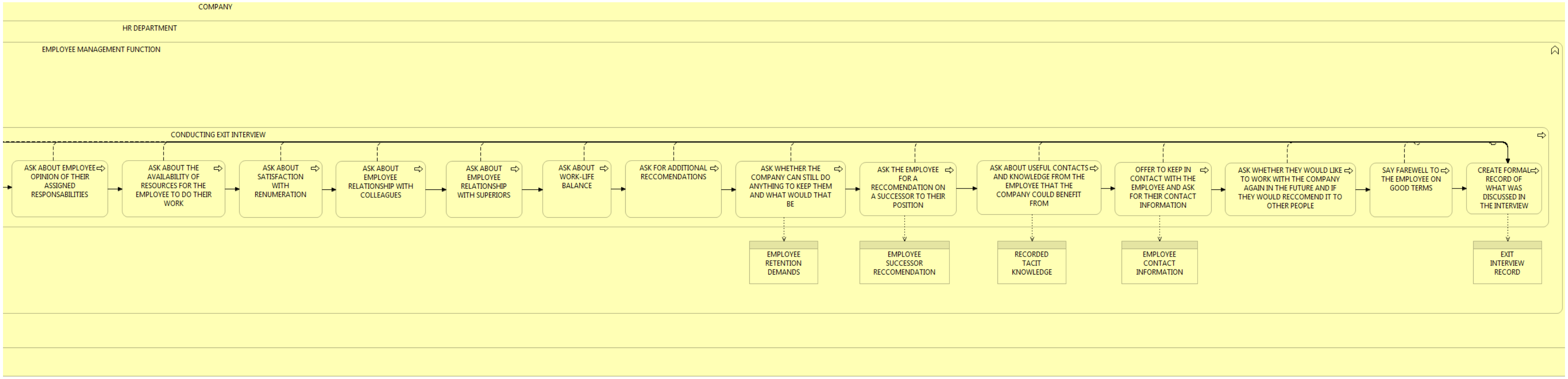
Employee Dismissal Model (Application View)



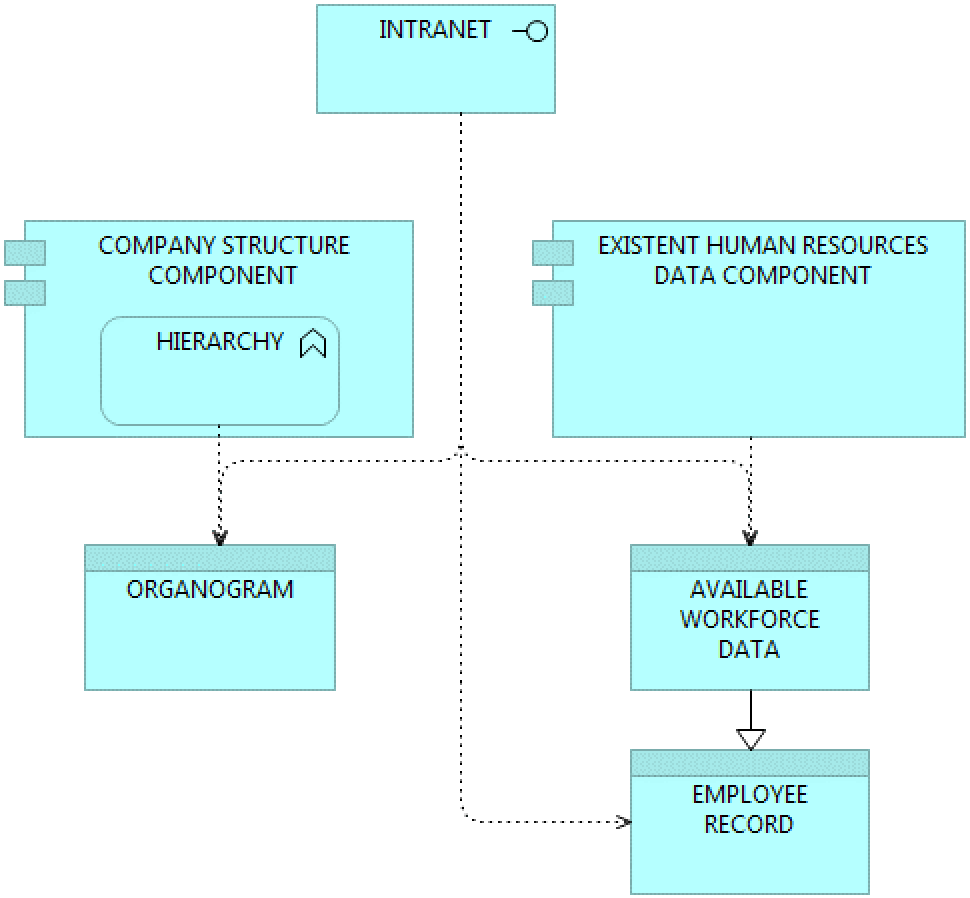
Exit Interview Model Part 1 (Business View)



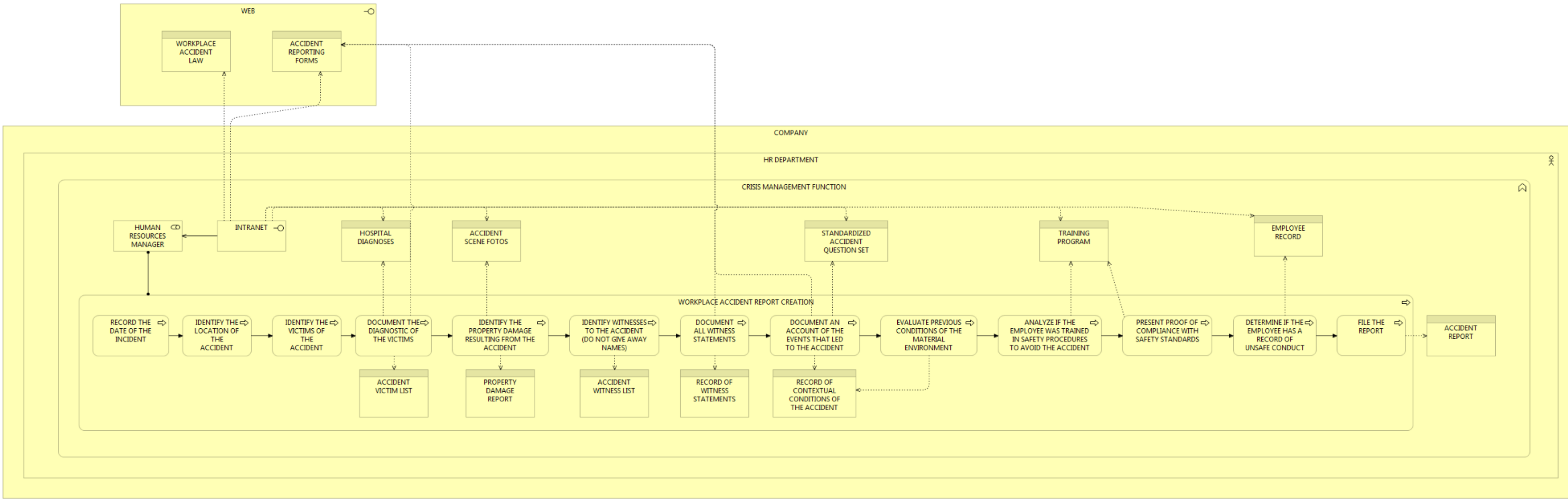
Exit Interview Model Part 2 (Business View)



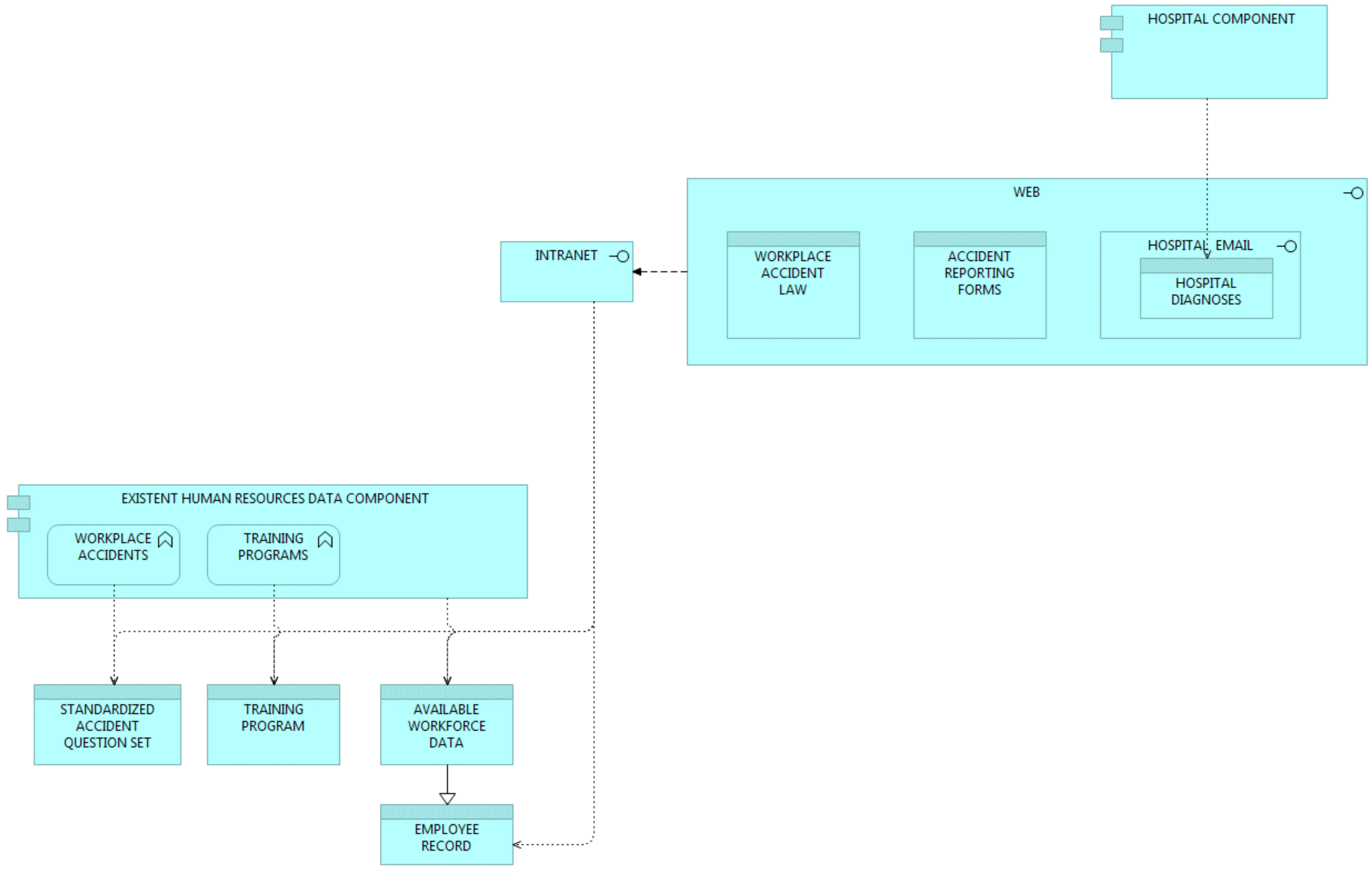
Exit Interview Model (Application View)



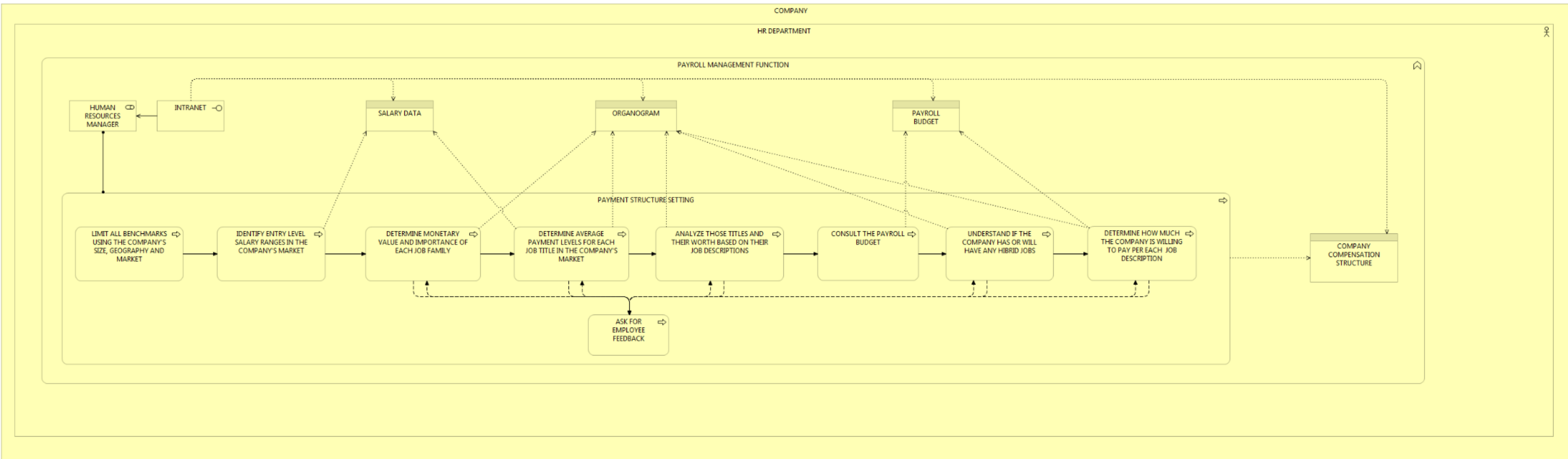
Workplace Accident Report Creation Model (Business View)



Workplace Accident Report Creation Model (Application View)



Compensation Structure Model (Business View)



Compensation Structure Model (Application View)