



PAPCAR

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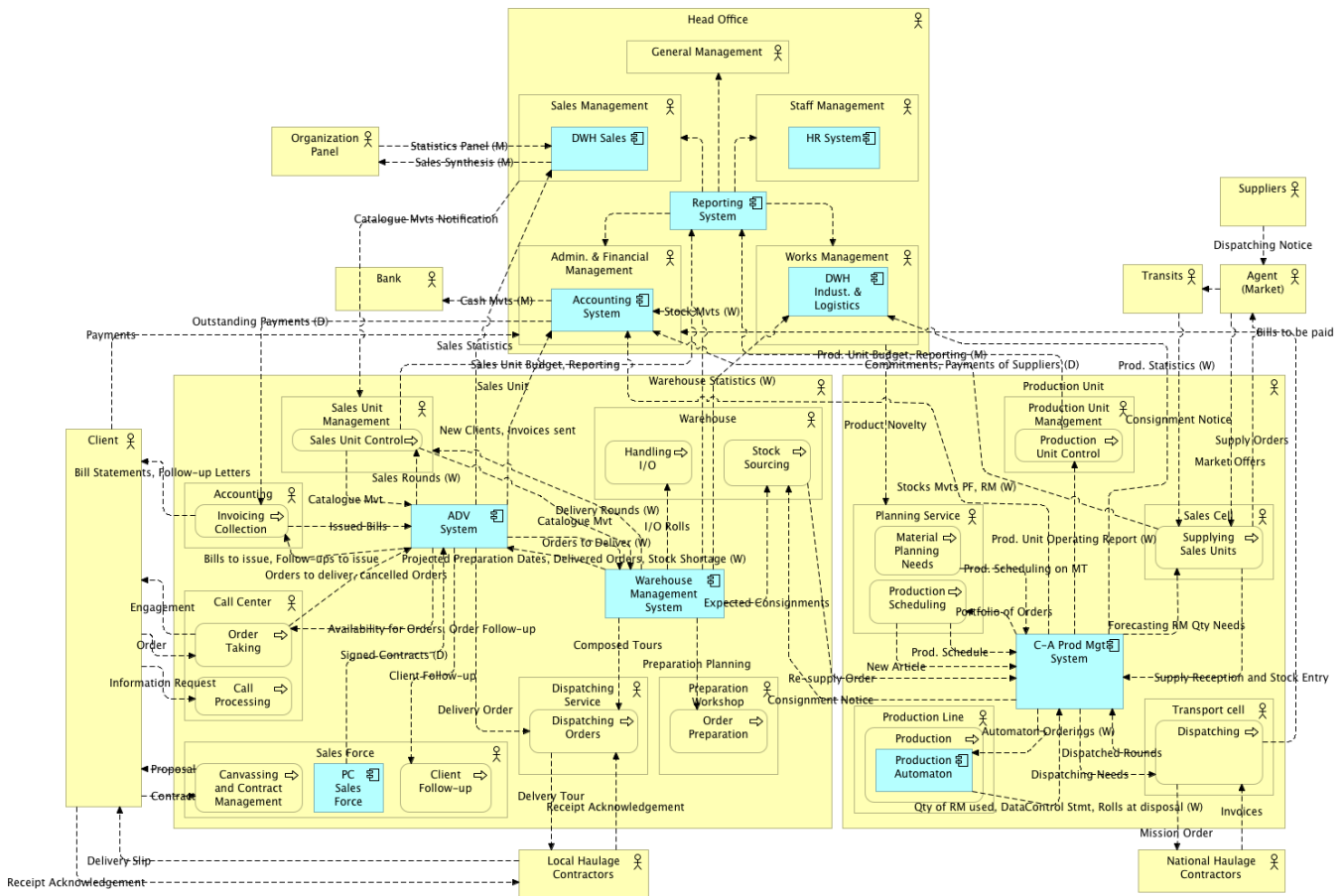
Purpose

This model contains all of the elements from all ArchiMate layers and extensions. It is a good starting point if you want to learn the principles of the ArchiMate language.

Views

PAPCAR Application Map

Total viewpoint



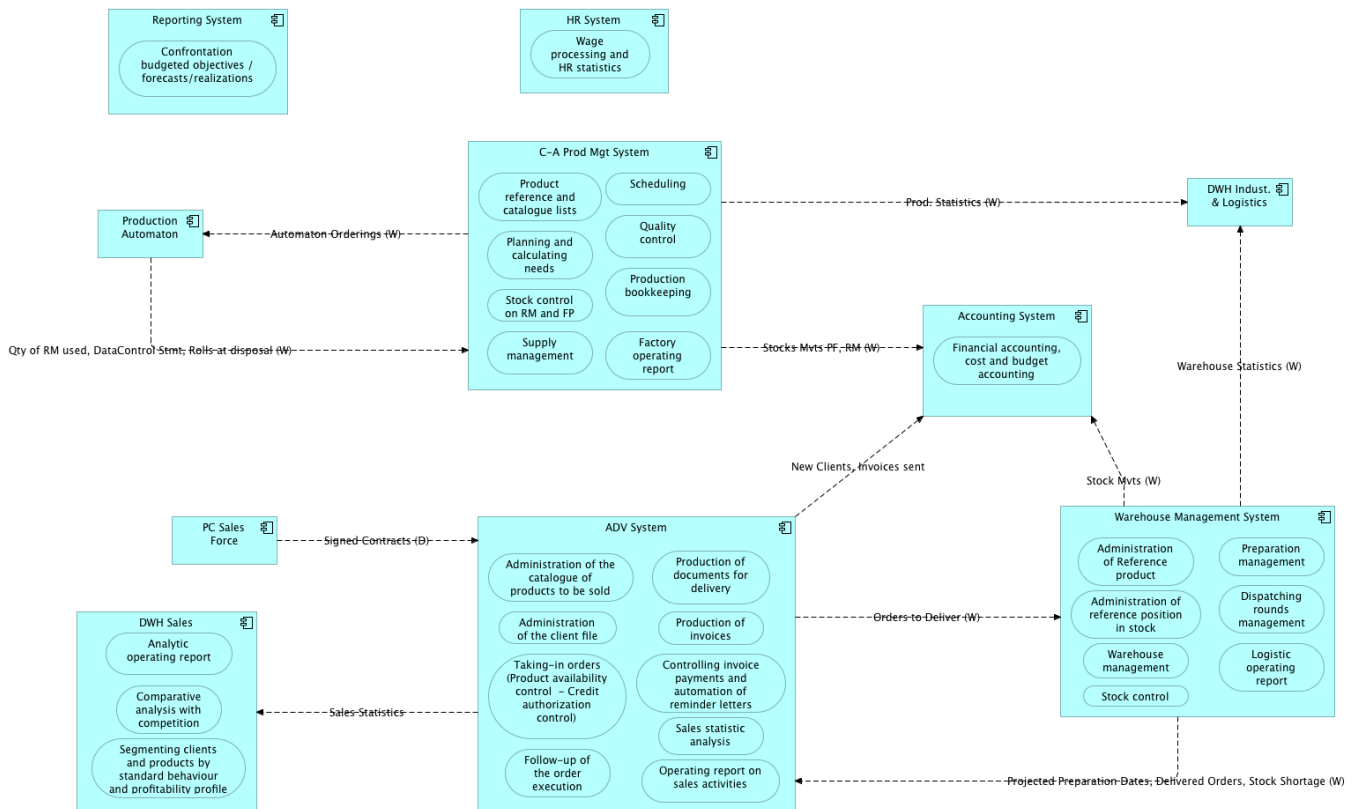
Elements

Element	Type
Accounting	Business Actor
Accounting System	Application Component
Admin. & Financial Management	Business Actor
ADV System	Application Component
Agent (Market)	Business Actor
Bank	Business Actor
C-A Prod Mgt System	Application Component
Call Center	Business Actor
Call Processing	Business Process
Canvassing and Contract Management	Business Process
Client	Business Actor
Client Follow-up	Business Process
Dispatching	Business Process
Dispatching Orders	Business Process
Dispatching Service	Business Actor
DWH Indust. & Logistics	Application Component

Element	Type
DWH Sales	Application Component
General Management	Business Actor
Handling I/O	Business Process
Head Office	Business Actor
HR System	Application Component
Invoicing Collection	Business Process
Local Haulage Contractors	Business Actor
Material Planning Needs	Business Process
National Haulage Contractors	Business Actor
Order Preparation	Business Process
Order Taking	Business Process
Organization Panel	Business Actor
PC Sales Force	Application Component
Planning Service	Business Actor
Preparation Workshop	Business Actor
Production	Business Process
Production Automaton	Application Component
Production Line	Business Actor
Production Scheduling	Business Process
Production Unit	Business Actor
Production Unit Control	Business Process
Production Unit Management	Business Actor
Reporting System	Application Component
Sales Cell	Business Actor
Sales Force	Business Actor
Sales Management	Business Actor
Sales Unit	Business Actor
Sales Unit Control	Business Process
Sales Unit Management	Business Actor
Staff Management	Business Actor
Stock Sourcing	Business Process
Suppliers	Business Actor
Supplying Sales Units	Business Process
Transits	Business Actor
Transport cell	Business Actor
Warehouse	Business Actor
Warehouse Management System	Application Component
Works Management	Business Actor

PAPCAR Applications

Total viewpoint



Elements

Element	Type
Accounting System	Application Component
Administration of reference position in stock	Application Service
Administration of Reference product	Application Service
Administration of the catalogue of products to be	Application Service
Administration of the client file	Application Service
ADV System	Application Component
Analytic operating report	Application Service
C-A Prod Mgt System	Application Component
Comparative analysis with competition	Application Service
Confrontation budgeted objectives	Application Service
Controlling invoice payments and automation of	Application Service
Dispatching rounds management	Application Service
DWH Indust. & Logistics	Application Component
DWH Sales	Application Component
Factory operating report	Application Service
Financial accounting, cost and budget accounting	Application Service
Follow-up of the order execution process	Application Service
HR System	Application Component
Logistic operating report	Application Service
Operating report on sales activities	Application Service

Element	Type
PC Sales Force	Application Component
Planning and calculating needs	Application Service
Preparation management	Application Service
Product reference and catalogue lists	Application Service
Production Automaton	Application Component
Production bookkeeping	Application Service
Production of documents for delivery	Application Service
Production of invoices	Application Service
Quality control	Application Service
Reporting System	Application Component
Sales statistic analysis	Application Service
Scheduling	Application Service
Segmenting clients and products by standard	Application Service
Stock control	Application Service
Stock control on RM and FP	Application Service
Supply management	Application Service
Taking-in orders (Product availability control -	Application Service
Wage processing and HR statistics	Application Service
Warehouse management	Application Service
Warehouse Management System	Application Component

PAPCAR existing Information System

Total viewpoint

Business View

PAPCAR
Goals and
Processes

PAPCAR
Organization

PAPCAR Main
Functional
Processes

PAPCAR
Serve Client
Demand

PAPCAR
Handling Order
Procedure

Information View

PAPCAR Major
Information Services
Families

Application View

PAPCAR
Application
Map

PAPCAR
Applications

Documentation

As for most firms born before the generalized usage of information technologies, the already existing information system does not come from an overall conception that would have aimed all in all at the optimal support of operational activities and the pertinent support of management activities and that would have anticipated the organisational transformations expected in the medium and longer term. On the contrary, the information system in place grew by the adjunction in time of computer applications conceived and put in place in a purely pragmatic approach to search for efficiency. The first cartography presented in "PAPCAR Application cartography" situates the different computer applications put in place within PAPCAR units and that support together the information system of PAPCAR.

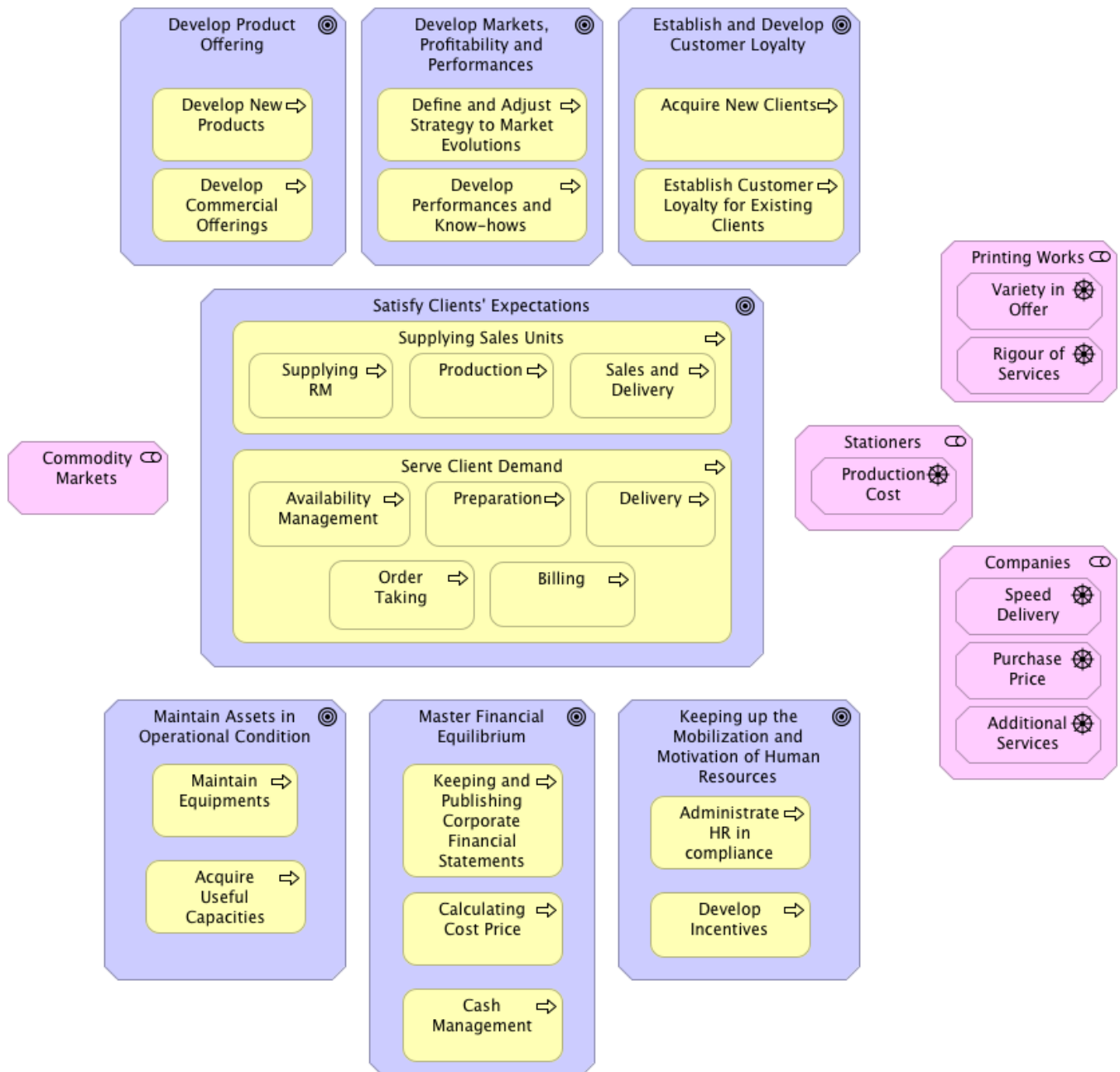
We will first examine the content and usefulness of this system, we will identify the limits and wants within the present organisational context, and then we shall develop the different possible evolution scenarios, as to be able, in a first place, to overcome the daily problems met, as to anticipate in a second place a more strategic focus on medium and long term.

As to describe and manipulate the different components of the Information System (IS), we shall follow the "Urbanism" canvas put forward by city planning practitioners and that tries and answer the following questions:

- To what jobs and what stakes does the IS contribute?
- By what informational services does the IS contribute to the setting up of an organization capable of answering these stakes?
- What definitions and management rules are placed out and conveyed through these services?
- By what means are elaborations regarding technologies as well as in what overall applicative architecture are these services actually delivered?
- What is the infrastructure that allows services to ensure the performing, availability and required security levels?

PAPCAR Goals and Processes

Total viewpoint



Documentation

At a first level (in purple colour on the diagram) the company puts up its organisation goals, by setting forth the more general -or strategic- process in view of the expectations of the market and to which it must elaborate an answer, in the framework of an organisation that will have to:

- Answer the clientele's expectations by creating value (goods and services production process),
- Ensure the viability and development of the firm (management and development process),
- Ensure in-house cohesion by constituting a platform having activities opposite the other processes and in charge of managing the resources and functions within statutory reach (support process).

Each process identifies itself to an operational purpose bearing stakes materialized by performance factors, in terms of effectiveness, efficiency, reliability, risk prevention or even wanted flexibility. Each process is in that matter the centre of activity exercises, for which the processes and resources allocated determine the organizing capacity as to answer these stakes.

At a second level (in yellow on the diagram) appear the processes called 'functional', and that show as much contributions to added value, in terms of capacity and know-how that PAPCAR intends mastering in the realisation of strategic processes.

Separating processes shows the determination of bringing the organisation of their functioning up to be self-sufficient, same for the resources respectively given to them. Therefore the process « serve client demands » is free to organizing itself independently from the process « supplying SU »: specific performance objectives, no joint coordination structure but at the most synergies to look for in a game of agreed interactions.

Any activity (component of a process) can when it comes to it, be the centre of some organisation and self-sufficient resources. On the contrary, the choice of not doing so encourages considering the overall organisation process without isolating one of some of the activities composing it. In this way, the chosen representation does not leave any room in the present strategy for self-organisation or even to farm out a delivery or preparation activity. In effect, if the in-house organisation of the 'preparation' and 'delivery' are actually independent, they fall within the coordination scope that the process « serve client's demands » constitutes.

See

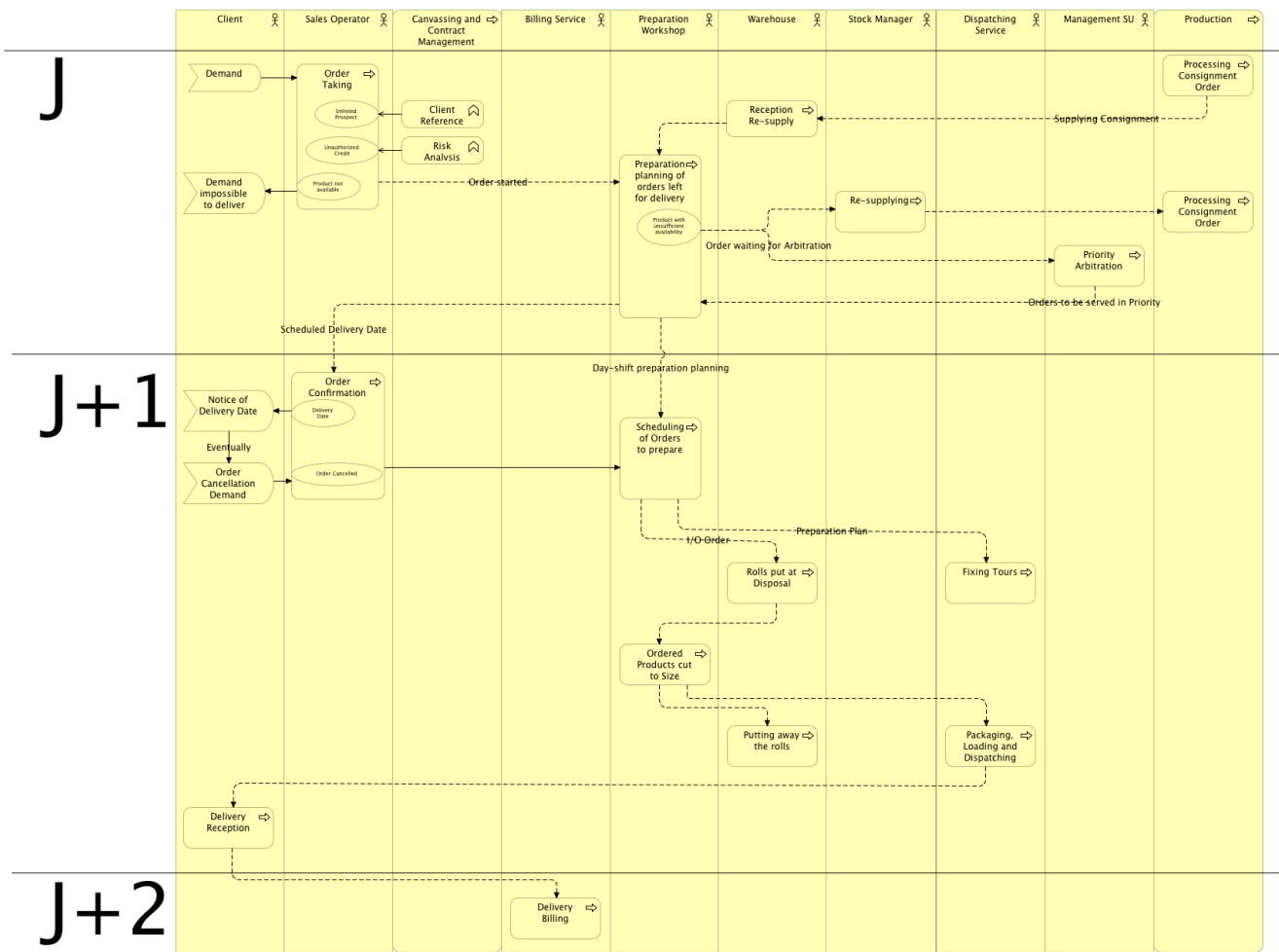
Elements

Element	Type
Acquire New Clients	Business Process
Acquire Useful Capacities	Business Process
Additional Services	Driver
Administrate HR in compliance	Business Process

Element	Type
Availability Management	Business Process
Billing	Business Process
Calculating Cost Price	Business Process
Cash Management	Business Process
Commodity Markets	Stakeholder
Companies	Stakeholder
Define and Adjust Strategy to Market Evolutions	Business Process
Delivery	Business Process
Develop Commercial Offerings	Business Process
Develop Incentives	Business Process
Develop Markets, Profitability and Performances	Goal
Develop New Products	Business Process
Develop Performances and Know-hows	Business Process
Develop Product Offering	Goal
Establish and Develop Customer Loyalty	Goal
Establish Customer Loyalty for Existing Clients	Business Process
Keeping and Publishing Corporate Financial	Business Process
Keeping up the Mobilization and Motivation of	Goal
Maintain Assets in Operational Condition	Goal
Maintain Equipments	Business Process
Master Financial Equilibrium	Goal
Order Taking	Business Process
Preparation	Business Process
Printing Works	Stakeholder
Production	Business Process
Production Cost	Driver
Purchase Price	Driver
Rigour of Services	Driver
Sales and Delivery	Business Process
Satisfy Clients' Expectations	Goal
Serve Client Demand	Business Process
Speed Delivery	Driver
Stationers	Stakeholder
Supplying RM	Business Process
Supplying Sales Units	Business Process
Variety in Offer	Driver

PAPCAR Handling Order Procedure

Total viewpoint



Documentation

This « activity diagram » turns explicit the principles or management rules, describing the stream of activities operated from one originator event, in this case, the client's demand going as far as the normal expected result, in this case the invoicing of the delivered order. This operational representation shows concretely in what way do the actors of an organisation intervene within the framework of the process described as to respond to one business event. The description of the process is therefore detailed into the different activities.

Just as the image of the « processing for client demand, from order-taking to billing » another workflow could define the « processing for a client's complaint, from complaint reception to settling the dispute », or even the « processing for order cancellation ». At this point, the process appears as a body of « organized procedures » to be able to face every event.

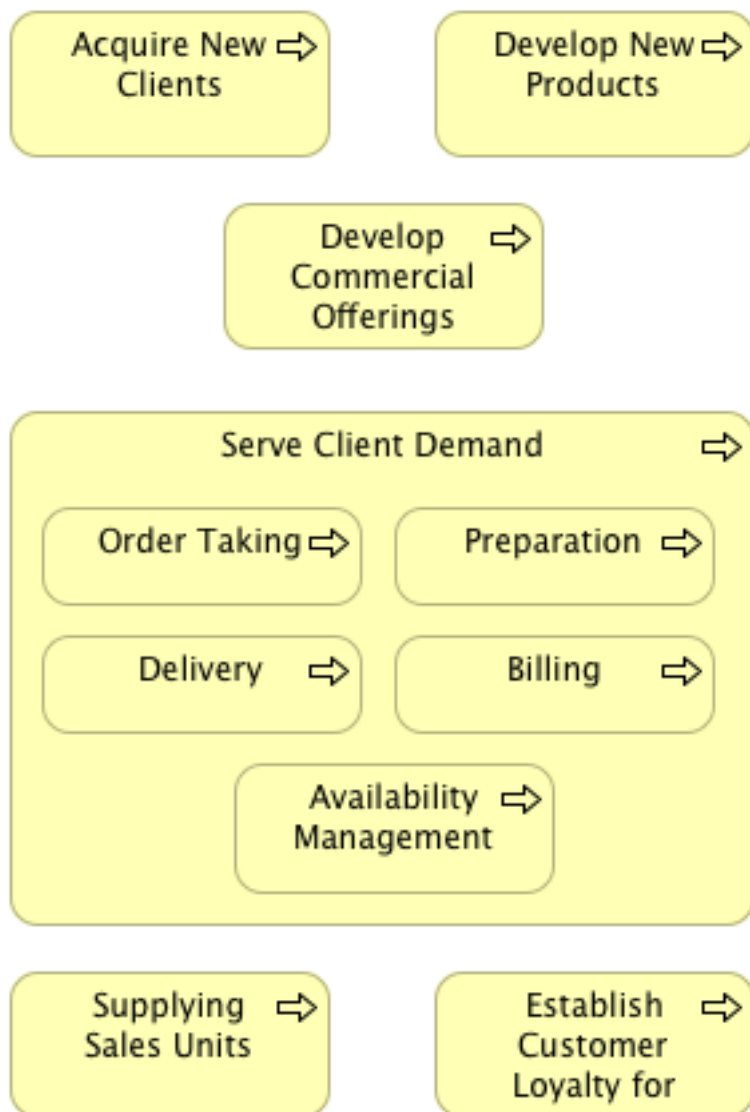
Elements

Element	Type
Billing Service	Business Actor
Canvassing and Contract Management	Business Process

Element	Type
Client	Business Actor
Client Reference	Business Function
Delivery Billing	Business Process
Delivery Date	Value
Delivery Reception	Business Process
Demand	Business Event
Demand impossible to deliver	Business Event
Dispatching Service	Business Actor
Fixing Tours	Business Process
Management SU	Business Actor
Notice of Delivery Date	Business Event
Order Cancellation Demand	Business Event
Order Cancelled	Value
Order Confirmation	Business Process
Order Taking	Business Process
Ordered Products cut to Size	Business Process
Packaging, Loading and Dispatching	Business Process
Preparation planning of orders left for delivery	Business Process
Preparation Workshop	Business Actor
Priority Arbitration	Business Process
Processing Consignment Order	Business Process
Product not available	Value
Product with insufficient availability	Value
Production	Business Process
Putting away the rolls	Business Process
Re-supplying	Business Process
Reception Re-supply	Business Process
Risk Analysis	Business Function
Rolls put at Disposal	Business Process
Sales Operator	Business Actor
Scheduling of Orders to prepare	Business Process
Stock Manager	Business Actor
Unauthorized Credit	Value
Unlisted Prospect	Value
Warehouse	Business Actor

PAPCAR Main Functional Processes

Total viewpoint



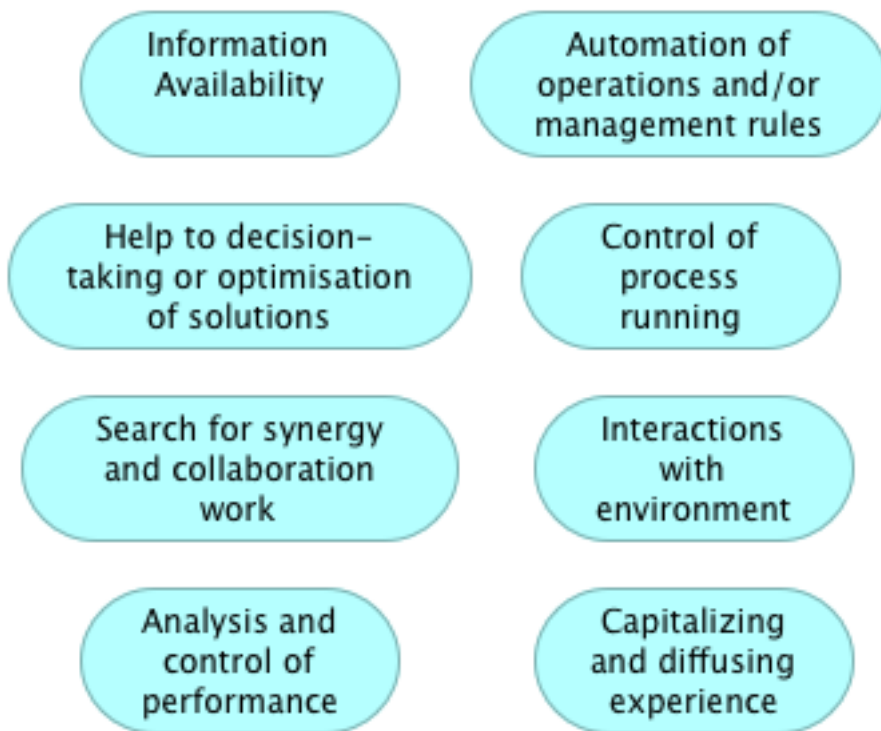
Elements

Element	Type
Acquire New Clients	Business Process
Availability Management	Business Process
Billing	Business Process
Delivery	Business Process
Develop Commercial Offerings	Business Process
Develop New Products	Business Process
Establish Customer Loyalty for Existing Clients	Business Process
Order Taking	Business Process
Preparation	Business Process
Serve Client Demand	Business Process
Supplying Sales Units	Business Process



PAPCAR Major Information Services Families

Total viewpoint

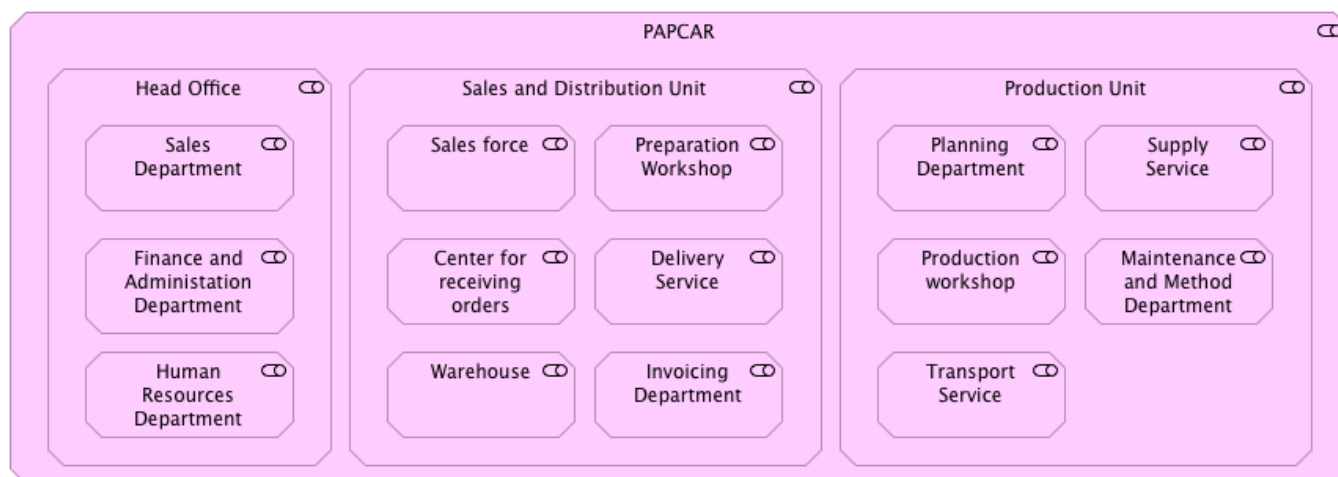


Elements

Element	Type
Analysis and control of performance	Application Service
Automation of operations and/or management	Application Service
Capitalizing and diffusing experience	Application Service
Control of process running	Application Service
Help to decision-taking or optimisation of	Application Service
Information Availability	Application Service
Interactions with environment	Application Service
Search for synergy and collaboration work	Application Service

PAPCAR Organization

Total viewpoint



Documentation

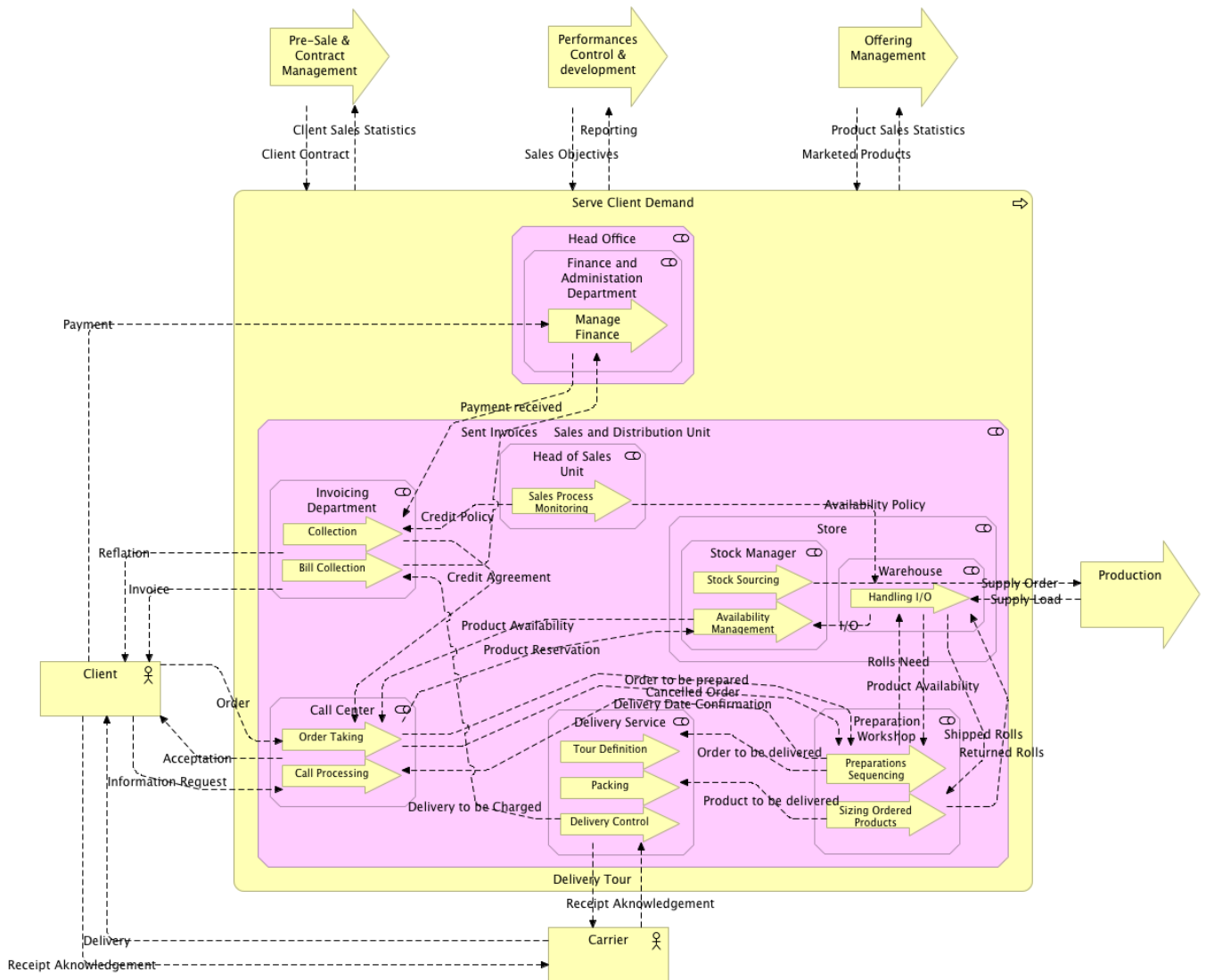
PAPCAR's activity is shared out into several units:

Elements

Element	Type
Center for receiving orders	Stakeholder
Delivery Service	Stakeholder
Finance and Administration Department	Stakeholder
Head Office	Stakeholder
Human Resources Department	Stakeholder
Invoicing Department	Stakeholder
Maintenance and Method Department	Stakeholder
PAPCAR	Stakeholder
Planning Department	Stakeholder
Preparation Workshop	Stakeholder
Production Unit	Stakeholder
Production workshop	Stakeholder
Sales and Distribution Unit	Stakeholder
Sales Department	Stakeholder
Sales force	Stakeholder
Supply Service	Stakeholder
Transport Service	Stakeholder
Warehouse	Stakeholder

PAPCAR Serve Client Demand

Total viewpoint



Documentation

This "Collaboration diagram" illustrates the current organisational configuration of the process «serve the client's demand ». There, are presented the actors in the organisation and the activities they are responsible for as to answer the flow of client demands.

Elements

Element	Type
Availability Management	Business Process
Bill Collection	Business Process
Call Center	Stakeholder
Call Processing	Business Process
Carrier	Business Actor
Client	Business Actor
Collection	Business Process

Element	Type
Delivery Control	Business Process
Delivery Service	Stakeholder
Finance and Administration Department	Stakeholder
Handling I/O	Business Process
Head of Sales Unit	Stakeholder
Head Office	Stakeholder
Invoicing Department	Stakeholder
Manage Finance	Business Process
Offering Management	Business Process
Order Taking	Business Process
Packing	Business Process
Performances Control & development	Business Process
Pre-Sale & Contract Management	Business Process
Preparation Workshop	Stakeholder
Preparations Sequencing	Business Process
Production	Business Process
Sales and Distribution Unit	Stakeholder
Sales Process Monitoring	Business Process
Serve Client Demand	Business Process
Sizing Ordered Products	Business Process
Stock Manager	Stakeholder
Stock Sourcing	Business Process
Store	Stakeholder
Tour Definition	Business Process
Warehouse	Stakeholder

Business Layer

Business Actors

Accounting

Type	Business Actor
-------------	----------------

Admin. & Financial Management

Type	Business Actor
-------------	----------------

Agent (Market)

Type	Business Actor
-------------	----------------

Bank

Type	Business Actor
-------------	----------------

Billing Service

Type	Business Actor
-------------	----------------

Call Center

Type	Business Actor
-------------	----------------

Carrier

Type	Business Actor
-------------	----------------

Client

Type	Business Actor
-------------	----------------

Dispatching Service

Type	Business Actor
-------------	----------------

General Management

Type	Business Actor
-------------	----------------

Head Office

Type	Business Actor
-------------	----------------

Local Haulage Contractors

Type	Business Actor
-------------	----------------

Management SU

Type	Business Actor
-------------	----------------

National Haulage Contractors

Type	Business Actor
-------------	----------------

Organization Panel

Type	Business Actor
-------------	----------------

Planning Service

Type	Business Actor
-------------	----------------

Preparation Workshop

Type	Business Actor
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Production Line

Type	Business Actor
-------------	----------------

Production Unit

Type	Business Actor
-------------	----------------

Production Unit Management

Type	Business Actor
-------------	----------------

Sales Cell

Type	Business Actor
-------------	----------------

Sales Force

Type	Business Actor
-------------	----------------

Sales Management

Type	Business Actor
-------------	----------------

Sales Operator

Type	Business Actor
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Sales Unit

Type	Business Actor
-------------	----------------

Sales Unit Management

Type	Business Actor
-------------	----------------

Staff Management

Type	Business Actor
-------------	----------------

Stock Manager

Type	Business Actor
-------------	----------------

Suppliers

Type	Business Actor
-------------	----------------

Transits

Type	Business Actor
-------------	----------------

Transport cell

Type	Business Actor
-------------	----------------

Warehouse

Type	Business Actor
-------------	----------------

Works Management

Type	Business Actor
-------------	----------------

Business Functions

Client Reference

Type	Business Function
-------------	-------------------

Risk Analysis

Type	Business Function
-------------	-------------------

Business Processes

Acquire New Clients

Type	Business Process
Mission	Listing and negotiating the sales conditions offered to new clients
Performance Factor	Transformation rate of canvassing actions - Mark-up rate re-calculated for listing

Acquire Useful Capacities

Type	Business Process
-------------	------------------

Administrate HR in compliance

Type	Business Process
-------------	------------------

Availability Management

Type	Business Process
-------------	------------------

Mission	Keep up the availability of products to be sold and put at disposal the preparation of ordered products
Performance Factor	Immediate availability rate of products - Productivity and handling costs

Bill Collection

Type	Business Process
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Billing

Type	Business Process
Mission	Establishing invoices and statements for the collection of delivered orders
Performance Factor	Delay and collection rate for sent invoices

Calculating Cost Price

Type	Business Process
-------------	------------------

Call Processing

Type	Business Process
-------------	------------------

Canvassing and Contract Management

Type	Business Process
-------------	------------------

Cash Management

Type	Business Process
-------------	------------------

Client Follow-up

Type	Business Process
-------------	------------------

Collection

Type	Business Process
-------------	------------------

Define and Adjust Strategy to Market Evolutions

Type	Business Process
-------------	------------------

Delivery

Type	Business Process
Mission	Making parcels and organizing the delivery dispatching of client orders
Performance Factor	Respect of wished delays - Production cost for deliveries

Delivery Billing

Type	Business Process
-------------	------------------

Delivery Control

Type	Business Process
-------------	------------------

Delivery Reception

Type	Business Process
-------------	------------------

Demand

Type	Business Event
-------------	----------------

Demand impossible to deliver

Type	Business Event
-------------	----------------

Develop Commercial Offerings

Type	Business Process
Mission	Managing the catalogue of products for sales and fix a price
Performance Factor	Coverage of market expectations - Profitability of distributed products - Rotation of distributed products

Develop Incentives

Type	Business Process
-------------	------------------

Develop New Products

Type	Business Process
Mission	Putting in production products using evolutions of materials, techniques, shades as to preserve its technical asset.
Performance Factor	Innovation effort - Ahead on competition - Satisfaction of client expectations (printers)

Innovation effort - Ahead on competition - Satisfaction of client expectations (printers)

Develop Performances and Know-hows

Type	Business Process
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Dispatching

Type	Business Process
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Dispatching Orders

Type	Business Process
-------------	------------------

Establish Customer Loyalty for Existing Clients

Type	Business Process
Mission	Keep up the satisfaction of clients
Performance Factor	Satisfaction rate of client needs - Allowance rate accepted for customer loyalty

Fixing Tours

Type	Business Process
-------------	------------------

Handling I/O

Type	Business Process
-------------	------------------

Invoicing Collection

Type	Business Process
-------------	------------------

Keeping and Publishing Corporate Financial Statements

Type	Business Process
-------------	------------------

Maintain Equipments

Type	Business Process
-------------	------------------

Manage Finance

Type	Business Process
-------------	------------------

Material Planning Needs

Type	Business Process
-------------	------------------

Notice of Delivery Date

Type	Business Event
-------------	----------------

Offering Management

Type	Business Process
-------------	------------------

Order Cancellation Demand

Type	Business Event
-------------	----------------

Order Confirmation

Type	Business Process
-------------	------------------

Order Preparation

Type	Business Process
-------------	------------------

Order Taking

Type	Business Process
Mission	Qualify and take delivery commitments in response to client demand
Performance Factor	Demands transformation rate - Respect of told delays

Ordered Products cut to Size

Type	Business Process
-------------	------------------

Packaging, Loading and Dispatching

Type	Business Process
-------------	------------------

Packing

Type	Business Process
-------------	------------------

Performances Control & development

Type	Business Process
-------------	------------------

Pre-Sale & Contract Management

Type	Business Process
-------------	------------------

Preparation

Type	Business Process
Mission	Prepare orders for delivery
Performance Factor	Productivity and production cost for preparation - Respect of wished delays - Rolls transformation rate

Preparation planning of orders left for delivery

Type	Business Process
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Preparations Sequencing

Type	Business Process
-------------	------------------

Priority Arbitration

Type	Business Process
-------------	------------------

Processing Consignment Order

Type	Business Process
-------------	------------------

Production

Type	Business Process
-------------	------------------

Production Scheduling

Type	Business Process
-------------	------------------

Production Unit Control

Type	Business Process
-------------	------------------

Putting away the rolls

Type	Business Process
-------------	------------------

Re-supplying

Type	Business Process
-------------	------------------

Reception Re-supply

Type	Business Process
-------------	------------------

Rolls put at Disposal

Type	Business Process
-------------	------------------

Sales and Delivery

Type	Business Process
-------------	------------------

Sales Process Monitoring

Type	Business Process
-------------	------------------

Sales Unit Control

Type	Business Process
-------------	------------------

Scheduling of Orders to prepare

Type	Business Process
-------------	------------------

Serve Client Demand

Type	Business Process
Mission	Deliver client demands and collect sales proceeds
Performance Factor	Demand service rate - Respect of wished delays - Sales mark-up

Sizing Ordered Products

Type	Business Process
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Stock Sourcing

Type	Business Process
-------------	------------------

Supplying RM

Type	Business Process
-------------	------------------

Supplying Sales Units

Type	Business Process
Mission	Supply sales and distribution units in response to their demand
Performance Factor	Cost of materials - Production costs - Delays in supplying wanted products - Quality of products delivered

Tour Definition

Type	Business Process
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Business Products

Delivery Date

Type	Value
-------------	-------

Order Cancelled

Type	Value
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Product not available

Type	Value
-------------	-------

Product with insufficient availability

Type	Value
-------------	-------

Unauthorized Credit

Type	Value
-------------	-------

Unlisted Prospect

Type	Value
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Application Layer

Application Components

Accounting System

Type	Application Component
Technology put in place	Accounting software package for IBM AS 400 environment
Year of display	1985

Administration of reference position in stock

Type	Application Service
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Free fields

Administration of Reference product

Type	Application Service
-------------	---------------------

Identification of products and by in-house code (all sizes taken into account) and traceability of rolls by bar code

Administration of the catalogue of products to be sold

Type	Application Service
-------------	---------------------

Identification of products by combination, kinds, shades, size
Flat price for all clients
Discount prices on the duration of the promotion

Administration of the client file

Type	Application Service
-------------	---------------------

Local Identification and accounting reference
Rate of overall discount per client (all products taken into account)

ADV System

Type	Application Component
Technology put in place	Putting in place a software package in Client-server technology by Microsoft on the local network
Year of display	1995

Analysis and control of performance

Type	Application Service
-------------	---------------------

All what enables measuring and managing the effectiveness of processes (expected result), and their efficiency (costs and quality of the effective result), and to analyse the determining factors (cost drivers, performance drivers) through a regular cycle of schemes, controls and analysis.

Analytic operating report

Type	Application Service
-------------	---------------------

For sales units and margins on standard cost by SU
 Comparative analysis between SUs, in time, by variety of products and variety of client
 Multidimensional analysis engine *OLAP

Automation of operations and/or management rules

Type	Application Service
-------------	---------------------

It's the traditional IT service, applied to any operation, automation of some work or just a simple control. Automation can reach, today, the point of delegating to an automaton (intelligent agents) a detection « intelligent » function of analysis and decision.

C-A Prod Mgt System

Type	Application Component
Technology put in place	Computer-assisted production management Software package in IBM AS 400 environment
Year of display	1990

Global Logic type MRP 2

Capitalizing and diffusing experience

Type	Application Service
-------------	---------------------

All what enables highlighting and receiving lessons from experience. It's the domain of statistic analysis (or datamining) to discover the relations of cause and effect, filing of encountered cases (symptoms, diagnostics, company actions, results obtained) for a reutilisation by analogy (Case Base Reasoning), expertise modelling under the shape of programmable reasoning (expert systems), or simply forum organisation or FAQ archives around an open problematic.

Comparative analysis with competition

Type	Application Service
-------------	---------------------

Confrontation of in-house data and sectoral panel of orders given

Confrontation budgeted objectives /forecasts/realizations

Type	Application Service
-------------	---------------------

Analysis by responsibility centres (SUs, PUs)

Control of process running

Type	Application Service
-------------	---------------------

Extension of the search for productivity by the automation of the operational procedure progress. Designated by the term « Workflow » or « BPM - business process management », this service tends to accelerate the linking in decisions and tasks, automated or not, necessary to the production of a result, in reaction to certain events, under the constraint of delays, quality and traceability. In charge of supervising each event, its usefulness is even greater today when facing

traceability and security requirements, particularly in the finance field (LSF).

Controlling invoice payments and automation of reminder letters

Type	Application Service
-------------	---------------------

Stimulative rules parameterized according to the client trust status and amount of invoice

Dispatching rounds management

Type	Application Service
-------------	---------------------

- Round optimization
- Dispatch control

Batching by geographic sector

DWH Indust. & Logistics

Type	Application Component
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DWH Sales

Type	Application Component
Technology put in place	Specific development of a DATAWAREHOUSE environment (decision system)
Year of display	2000

Factory operating report

Type	Application Service
-------------	---------------------

Financial accounting, cost and budget accounting

Type	Application Service
-------------	---------------------

Global logistics type MRP 2

Follow-up of the order execution process

Type	Application Service
-------------	---------------------

Follow up of successive states (prepared, delivered, billed, put on sale)
Alert when exceeding deadline

Help to decision-taking or optimisation of solutions

Type	Application Service
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All that contributes to accompanying the decision cycle, from problem detection (surveillance agents), its understanding (context analysis, diagnostic), the research and evaluation of possible solutions (feasibility control, optimisation, simulation), to the control of its putting in place and of its effects.

HR System

Type	Application Component
Technology put in place	Wage processing software package and HRPM for IBM AS 400 environment
Year of display	1985

Information Availability

Type	Application Service
-------------	---------------------

First service family of the information system, mastering the « complex » chain of information from its acquisition or its elaboration till its restitution, as to put at the disposal of any of the actors of the process, the information useful to its action (DBMS, Datawarehouse).

Interactions with environment

Type	Application Service
-------------	---------------------

All about whom enables establishing a collaboration with environment (clients and suppliers for instance) regarding the search for synergies. It's the traditional domain of electronic data interchange (EDI) or even more recently B2B or B2C portals combining EDI, access to third party applications (Self-services and very soon Web-Services) and at last all working facilities through the Web (chat, forum, simultaneous work on files or on cooperative applications).

Logistic operating report

Type	Application Service
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Activity volumes and productivity ratios forecasted and realized

Operating report on sales activities

Type	Application Service
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Actual follow-up /sales objectives, mark-up, client portfolio

PC Sales Force

Type	Application Component
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Planning and calculating needs

Type	Application Service
-------------	---------------------

Preparation management

Type	Application Service
-------------	---------------------

- Works scheduling
- Production of E/S warehouse orders
- Control in works execution

Control on time spent

Product reference and catalogue lists

Type	Application Service
-------------	---------------------

Production Automaton

Type	Application Component
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Production bookkeeping

Type	Application Service
-------------	---------------------

Production of documents for delivery

Type	Application Service
-------------	---------------------

Valorized delivery slips

Production of invoices

Type	Application Service
-------------	---------------------

Automatic calculation and possibility of manual overload if necessary

Quality control

Type	Application Service
-------------	---------------------

Reporting System

Type	Application Component
Technology put in place	Consolidation from formatted Excel files
Year of display	1995

Sales statistic analysis

Type	Application Service
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Analysis of turnover and crossmargin per product, per client and per month (from a standard cost per product),

Scheduling

Type	Application Service
-------------	---------------------

Search for synergy and collaboration work

Type	Application Service
-------------	---------------------

It is all that allows gathering around a problem or decision the intervention of different actors or different point of views as to obtain a result. Pooling available information (databases, knowledge), communication facilities (e-mails, virtual meetings, videoconferences), and easiness in coordinating tasks necessary to the realisation of result (validation workflow, action scheme, « project management»); as many essential components to the new group dynamics of organisations.

Segmenting clients and products by standard behaviour and profitability

Type	Application Service
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Data analysis statistic
Data Mining

Stock control

Type	Application Service
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- Availability follow-up
- Launching of supply orders
- Follow-up of order realization
- Valorization of stocks

Activation from order site

Stock control on RM and FP

Type	Application Service
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Supply management

Type	Application Service
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Taking-in orders (Product availability control - Credit authorization control)

Type	Application Service
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Size availability of product, reference size (deduced by calculation for products of similar nature but of different size) (specific adaptation)

Wage processing and HR statistics

Type	Application Service
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Warehouse management

Type	Application Service
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- Scheduling of I/O orders
- I/O Control
- Stock list control

Use of bar code reading

Warehouse Management System

Type	Application Component
Technology put in place	Unix Software package in Client/Server technology
Year of display	1990

Technology Layer

Infrastructure Function

Type	Infrastructure Function
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Motivation

Additional Services

Type	Driver
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Call Center

Type	Stakeholder
-------------	-------------

Center for receiving orders

Type	Stakeholder
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Capable of dealing with some hundred daily phone calls, for order-taking but also for inquiries (10% of calls), request for information about the follow-up or confirmation of delivery dates (20%), or for complaints (10%) ; after having checked the identity of the caller, they start the order-taking process, or conduct requests by transmitting them most of the time to the services concerned (representatives, accounting, preparation or expedition workshops, Unit Manager).

The procedure seems today rudimentary: Only the orders from listed clients and that are not on the black list, are taken into account. Orders are accepted under the only condition that the presence in stock of the products asked is checked. In case of outage or stock level appearing to be low, the operator enquires by phone to the warehouse or preparation workshop as to be sure of the true availability, and if not, of the date of the forthcoming arrival of the product in question. Even though taken into account, the delivery date wished by the client cannot be guaranteed right away. The delivery date will be planned by the preparation workshop, depending on its production planning.

Commodity Markets

Type	Stakeholder
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Companies

Type	Stakeholder
-------------	-------------

Delivery Service

Type	Stakeholder
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In charge of grouping orders and setting up delivery rounds entrusted to lorry drivers under contract; the delivery slips, once returned countersigned by the clients, are given to the invoicing department so it can proceed to billing.

Develop Markets, Profitability and Performances

Type	Goal
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Develop Product Offering

Type	Goal
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Establish and Develop Customer Loyalty

Type	Goal
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Finance and Administration Department

Type	Stakeholder
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the Financial and administrative department centralizes cost and tax accounting, centralized cash management, as well as the consideration of investment dossiers.

Head of Sales Unit

Type	Stakeholder
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Head Office

Type	Stakeholder
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The Company's registered office, located in Paris, and where are the Head Office and the main functional Departments such as :

- the Sales department
- the Financial and administrative department
- the Works department
- the Human resources department

Human Resources Department

Type	Stakeholder
-------------	-------------

Centralizes payments, staff management, in-house communication, etc.

Invoicing Department

Type	Stakeholder
-------------	-------------

In charge of establishing invoices and sending reminder letters in case of delay in payment. Payments are sent directly to the financial department in charge of relations with banks. All disputes or delays are notified to the representative in charge of the concerned client account.

Keeping up the Mobilization and Motivation of Human Resources

Type	Goal
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Maintain Assets in Operational Condition

Type	Goal
-------------	------

Maintenance and Method Department

Type	Stakeholder
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In charge, on the one hand, of supervising the production setting of new products but also to supervise and coordinate the up-keep and fixing of the machines in case of dysfunction, in collaboration with the original suppliers or specialized providers.

Master Financial Equilibrium

Type	Goal
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PAPCAR

Type	Stakeholder
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PAPCAR produces paper for the purpose of writing, printing and graphic arts, and realizes a turnover close to 150 million Euros. Despite 15% of its turnover realized abroad within different interests, its sphere of activity is, today, essentially in France.

In this sector of products holding a standardized appearance, PAPCAR still holds a position of historic leader nationally speaking. The company faces however two main competitors in perpetual progression adopting more aggressive sales approaches, built on the fame of its brand for one of them, on good prices for the other:

- a distributor representing in France the main British and American brands,
- a subsidiary of a Deutsch company recently implemented in France, that distributes basic products within a market turned attractive by the growing consumption of companies.

THE PAPCAR OFFER

PAPCAR presents its proposition with two essential characteristics: « Variety in choice» and « Speed delivery ».

Variety in choice

PAPCAR offers with no restriction a variety in size cuts, some 5000 sorts of paper, resulting from combining various qualities of pulp, and variations of grammage and colours decided by production. 10 new sorts per year are added to the catalogue, little is taken out.

Within facts, only about a hundred of these articles stand the flow of regular demands and can be qualified of 'standards', the rest of the catalogue being for a more specific and occasional demand, generally liable to trends (particular warps) or even seasonal variations (colours).

The rolls of paper are produced from pulps supplied by international suppliers, and which, according to their origins, offer a strong diversity in fibres.

The fabrication proceeds in three steps:

- o transformation, thanks to chemical additives, of the suited pulp as to obtain the required quality,
- o addition of the necessary pigments for the required shade,
- o drying and rolling as to obtain an even-shaped roll (that would allow obtaining by cutting to shape some 400 reams of 500 A4 leaves).

Speed delivery

PAPCAR is the fruit of the merger of two companies complementary from a geographic point of view. This merger has preserved their major asset: proximity and capacity to deliver every client within a very short delay, from 48 hours to a week depending on availability.

Proximity leans on more than 20 sales units, in charge of distribution, from order-taking to delivery.

CLIENTELE

PAPCAR offers its services to 3 types of clientele: printing houses, stationer's and companies.

These few figures show the relative importance of each segment:

Number of clients (% of delivery places):

- 35 % of printing houses, 40 % of retailing stationers, 25% of companies.

Turnover realized (% of overall turnover):

- 45% of printing houses, 25% stationers, 30% companies.

Contribution to mark-up:

- 90% printing houses, -5 % stationers, 15 % companies.

National market share:

- printing houses 50 %, stationer's 30 %, companies 10 %.

Despite their different expectations, PAPCAR has put in place an organisation and some homogeneous techniques as to answer the needs of these populations:

- o By the wide range of its catalogue, PAPCAR is a key supplier for printing houses. These latter work under orders for companies and individuals that are looking for a capable project manager, beyond printing, to assist them with the design and editing of their works (PR brochures, catalogue, business cards, advertising leaflets, ...) and to give them advice regarding the choice of the most appropriate paper with the effects and budgets sought.

The printing houses' expectations depend on it: variety in offer, quality, shades and prices, and even more, the assurance of a reliable and quick supply. However, the advantage of the PAPCAR catalogue is now foiled by the advantage in price of competition regarding the most basic products, at the risk of being only used for marginal needs, where competition has no solid offer.

- o Stationer's, ordinary retailers, are basically vigilant on the profit margins they can take. Paper only constitutes a loss leader (reason for entering the shop), that allows the stationer once done with the demand, to attract the customer's attention on a book or any other product having a higher mark-up. That is why do they only make, most of the time, with just a selection of the most basic products (no more than 20) that they stock in small quantities and almost re-supply one by one. Besides these basic products, they have PAPCAR's general catalogue to satisfy if needed, any particular demand.

Low prices and speed in re-supplying determine the choice in suppliers. If PAPCAR has managed until now with its clients, the arrival of more competitive competitors does force it to erode its margins to such a point that this segment is today in the red.

- o A more strained competition turns the company market to be difficult but attractive because of the increasing volume in consumption of printers and photocopiers. The standardization of products gives more than their due to the highest bidder, even if it means changing suppliers for every order. As to compensate its price handicap, PAPCAR puts forward its service capacities:
 - Speed delivery service in less than 8 hours, against 48 hours at the best for its competitors, made possible by the proximity of its regional layouts;
 - Capacity of setting up and coordinating operations with printing houses by supporting them in their mass reprography operations, for in-house communication

or promotion.

As a synthesis, we will highlight the importance in this market of the balance between quality of service and cost control on markets where the development of customer loyalty is the only carrier of profitability on the long-term. PAPCAR has organized itself as to better answer, in its mind, this search for balance.

Planning Department

Type	Stakeholder
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In charge of short term programming (4 coming weeks) for the necessary production to cover the demands of the sales units, taking into account maintenance operations. It estimates elsewhere the supply needs in pulp on the medium term (12 months) as to give the supply service the leeway for optimizing its orders according to price trends. Given the work schedule, the delivery average delay for a demand from a sales unit is of 4 weeks.

Preparation Workshop

Type	Stakeholder
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Takes care of cutting in size the ordered products and handing them into the delivery service; it operates according to an optimized planning of works, aiming at minimizing off cuts and manipulations of the rolls between the workshop and the warehouse, according to the visibility of the order book, of the wished delivery dates indeed even urgent (companies) and of the capacity of postponing for a short while partial preparations.

Printing Works

Type	Stakeholder
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Production Cost

Type	Driver
-------------	--------

Production Unit

Type	Stakeholder
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One located not far from the Havre harbour, and the other near Bordeaux, are in charge of supplying the sales units with rolls, ready to be cut into shape. They are attached to the Works department and are mainly responsible for cost objectives, service delivered products in response to the demands coming from the sales units. Despite identical fabrication process, these units share out among them the product range: the first one, equipped with a recent and highly automated industrial tool, covers the upper part of the range (short runs), the second one, equipped with older but robust tools is in charge of the standard paper range (long run). Rolls produced are not kept in stock. They are delivered straight away to the sales units that have ordered them.

The activity of one production unit is shared out into 5 departments:

- The planning department
- The production workshop
- The transport service
- The supply service
- The maintenance and method department

Production workshop

Type	Stakeholder
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More or less automated depending on the factory, not comprising loading and adjustments when changing products, under control of technicians.

Purchase Price

Type	Driver
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Rigour of Services

Type	Driver
-------------	--------

Sales and Distribution Unit

Type	Stakeholder
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20 Sales and distribution units, laid out locally as to serve 3 to 5 departments, are in charge of canvassing and surveying, reception, delivery and billing orders. They report to Sales management that sets margin and expansion objectives as well as goals for the development of customer loyalty. In each units are a Local management and 6 activity poles:

- a sales force
- a centre for receiving orders
- a warehouse
- a preparation workshop
- a delivery service
- an invoicing department

Sales Department

Type	Stakeholder
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The Sales department is in charge of defining the price policy of products, to allocate sales objectives to sales units and to coordinate the negotiation of contracts with national major accounts.

Sales force

Type	Stakeholder
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Composed of 3 to 5 sales engineers, in charge of canvassing clients, negotiating contractual sales conditions (personalized discounts), dealing with commercial disputes and coordinating special operations on behalf of companies.

Satisfy Clients' Expectations

Type	Goal
-------------	------

Speed Delivery

Type	Driver
-------------	--------

Stationers

Type	Stakeholder
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Stock Manager

Type	Stakeholder
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Store

Type	Stakeholder
-------------	-------------

Supply Service

Type	Stakeholder
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In charge of administrating pulp supplies necessary to the needs of the unit; it now puts in orders to a wholesaler dealer, capable of intervening on market places with the main traders or international producers and capable of coordinating the deliveries all the way to the door of the factory's warehouse (with a delay of 2 to 4 months depending on the place of origin). Supplementary stocking capacities can, if needed, be used in the warehouses situated nearby the factory as to cover possible anticipated supplies (according to availabilities and the evolution of price indicated by the agent).

Transport Service

Type	Stakeholder
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In charge of coordinating the necessary transportations to the supplying of sales units.

Variety in Offer

Type	Driver
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Warehouse

Type	Stakeholder
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Able to contain 2000 rolls, in charge of managing supplying for the plants, as well as the handling (5 fork-lift truck operators) of the rolls from the warehouse to the preparation workshop (300 daily movements regarding going and leaving rolls); everyday, depending on the quantities left of each product, on the average delivery deadline (4 weeks), on the consumption statistics, and on the room left in the warehouse, the head of the warehouse decides of the supply needs with the production units.

Relations

Composition relation

Type	Composition relation
Source	Supplying Sales Units
Target	Supplying RM

Composition relation

Type	Composition relation
Source	Supplying Sales Units
Target	Production

Composition relation

Type	Composition relation
Source	Supplying Sales Units
Target	Sales and Delivery

Composition relation

Type	Composition relation
Source	Serve Client Demand
Target	Availability Management

Composition relation

Type	Composition relation
Source	Serve Client Demand
Target	Preparation

Composition relation

Type	Composition relation
Source	Serve Client Demand
Target	Delivery

Composition relation

Type	Composition relation
Source	Serve Client Demand
Target	Order Taking

Composition relation

Type	Composition relation
Source	Serve Client Demand
Target	Billing

Aggregation relation

Type	Aggregation relation
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Source	PAPCAR
Target	Head Office

Aggregation relation

Type	Aggregation relation
Source	Head Office
Target	Sales Department

Aggregation relation

Type	Aggregation relation
Source	Head Office
Target	Finance and Administration Department

Aggregation relation

Type	Aggregation relation
Source	Head Office
Target	Human Resources Department

Aggregation relation

Type	Aggregation relation
Source	PAPCAR
Target	Sales and Distribution Unit

Aggregation relation

Type	Aggregation relation
Source	Sales and Distribution Unit
Target	Sales force

Aggregation relation

Type	Aggregation relation
Source	Sales and Distribution Unit
Target	Center for receiving orders

Aggregation relation

Type	Aggregation relation
Source	Sales and Distribution Unit
Target	Preparation Workshop

Aggregation relation

Type	Aggregation relation
Source	Sales and Distribution Unit
Target	Delivery Service

Aggregation relation

Type	Aggregation relation
Source	Sales and Distribution Unit
Target	Invoicing Department

Aggregation relation

Type	Aggregation relation
Source	PAPCAR
Target	Production Unit

Aggregation relation

Type	Aggregation relation
Source	Production Unit
Target	Planning Department

Aggregation relation

Type	Aggregation relation
Source	Production Unit
Target	Production workshop

Aggregation relation

Type	Aggregation relation
Source	Production Unit
Target	Transport Service

Aggregation relation

Type	Aggregation relation
Source	Production Unit
Target	Supply Service

Aggregation relation

Type	Aggregation relation
Source	Production Unit
Target	Maintenance and Method Department

Aggregation relation

Type	Aggregation relation
Source	Sales and Distribution Unit
Target	Head of Sales Unit

Aggregation relation

Type	Aggregation relation
Source	Sales and Distribution Unit
Target	Call Center

Composition relation

Type	Composition relation
Source	Sales and Distribution Unit
Target	Store

Composition relation

Type	Composition relation
Source	Store
Target	Stock Manager

Composition relation

Type	Composition relation
Source	Store
Target	Warehouse

Assignment relation

Type	Assignment relation
Source	Sales Operator
Target	Order Taking

Triggering relation

Type	Triggering relation
Source	Demand
Target	Order Taking

Composition relation

Type	Composition relation
Source	Canvassing and Contract Management
Target	Risk Analysis

Used By relation

Type	Used By relation
Source	Client Reference
Target	Order Taking

Used By relation

Type	Used By relation
Source	Risk Analysis
Target	Order Taking

Triggering relation

Type	Triggering relation
Source	Order Taking

Target	Demand impossible to deliver
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Composition relation

Type	Composition relation
Source	Production
Target	Processing Consignment Order

Flow relation

Type	Flow relation
Source	Reception Re-supply
Target	Preparation planning of orders left for delivery

Assignment relation

Type	Assignment relation
Source	Management SU
Target	Priority Arbitration

Flow relation

Type	Flow relation
Source	Preparation planning of orders left for delivery
Target	Re-supplying

Flow relation

Type	Flow relation
Source	Re-supplying
Target	Processing Consignment Order

Assignment relation

Type	Assignment relation
Source	Sales Operator
Target	Order Confirmation

Triggering relation

Type	Triggering relation
Source	Order Confirmation
Target	Notice of Delivery Date

Triggering relation

Type	Triggering relation
Source	Order Cancellation Demand
Target	Order Confirmation

Triggering relation

Type	Triggering relation
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Source	Order Confirmation
Target	Scheduling of Orders to prepare

Flow relation

Type	Flow relation
Source	Rolls put at Disposal
Target	Ordered Products cut to Size

Assignment relation

Type	Assignment relation
Source	Dispatching Service
Target	Fixing Tours

Assignment relation

Type	Assignment relation
Source	Dispatching Service
Target	Packaging, Loading and Dispatching

Flow relation

Type	Flow relation
Source	Ordered Products cut to Size
Target	Packaging, Loading and Dispatching

Flow relation

Type	Flow relation
Source	Ordered Products cut to Size
Target	Putting away the rolls

Assignment relation

Type	Assignment relation
Source	Billing Service
Target	Delivery Billing

Flow relation

Type	Flow relation
Source	Packaging, Loading and Dispatching
Target	Delivery Reception

Flow relation

Type	Flow relation
Source	Delivery Reception
Target	Delivery Billing

Assignment relation

Type	Assignment relation
Source	Preparation Workshop
Target	Preparation planning of orders left for delivery

Assignment relation

Type	Assignment relation
Source	Preparation Workshop
Target	Scheduling of Orders to prepare

Assignment relation

Type	Assignment relation
Source	Preparation Workshop
Target	Ordered Products cut to Size

Assignment relation

Type	Assignment relation
Source	Warehouse
Target	Putting away the rolls

Assignment relation

Type	Assignment relation
Source	Warehouse
Target	Rolls put at Disposal

Assignment relation

Type	Assignment relation
Source	Warehouse
Target	Reception Re-supply

Assignment relation

Type	Assignment relation
Source	Stock Manager
Target	Re-supplying

Composition relation

Type	Composition relation
Source	Head Office
Target	General Management

Composition relation

Type	Composition relation
Source	Head Office
Target	Sales Management

Composition relation

Type	Composition relation
Source	Head Office
Target	Staff Management

Composition relation

Type	Composition relation
Source	Head Office
Target	Works Management

Composition relation

Type	Composition relation
Source	Head Office
Target	Admin. & Financial Management

Composition relation

Type	Composition relation
Source	Sales Unit
Target	Sales Unit Management

Assignment relation

Type	Assignment relation
Source	Sales Unit Management
Target	Sales Unit Control

Composition relation

Type	Composition relation
Source	Sales Unit
Target	Accounting

Assignment relation

Type	Assignment relation
Source	Accounting
Target	Invoicing Collection

Flow relation

Type	Flow relation
Source	Reporting System
Target	Admin. & Financial Management

Flow relation

Type	Flow relation
Source	Reporting System

Target	Works Management
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Flow relation

Type	Flow relation
Source	Reporting System
Target	Staff Management

Flow relation

Type	Flow relation
Source	Reporting System
Target	General Management

Flow relation

Type	Flow relation
Source	Reporting System
Target	Sales Management

Composition relation

Type	Composition relation
Source	Sales Unit
Target	Call Center

Assignment relation

Type	Assignment relation
Source	Call Center
Target	Call Processing

Assignment relation

Type	Assignment relation
Source	Call Center
Target	Order Taking

Composition relation

Type	Composition relation
Source	Sales Unit
Target	Sales Force

Assignment relation

Type	Assignment relation
Source	Sales Force
Target	Canvassing and Contract Management

Assignment relation

Type	Assignment relation
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Source	Sales Force
Target	Client Follow-up

Composition relation

Type	Composition relation
Source	Production Unit
Target	Production Unit Management

Assignment relation

Type	Assignment relation
Source	Production Unit Management
Target	Production Unit Control

Composition relation

Type	Composition relation
Source	Production Unit
Target	Planning Service

Assignment relation

Type	Assignment relation
Source	Planning Service
Target	Material Planning Needs

Assignment relation

Type	Assignment relation
Source	Planning Service
Target	Production Scheduling

Composition relation

Type	Composition relation
Source	Production Unit
Target	Production Line

Composition relation

Type	Composition relation
Source	Production Unit
Target	Transport cell

Composition relation

Type	Composition relation
Source	Production Unit
Target	Sales Cell

Assignment relation

Type	Assignment relation
Source	Client
Target	Delivery Reception

Assignment relation

Type	Assignment relation
Source	Dispatching Service
Target	Dispatching Orders

Composition relation

Type	Composition relation
Source	Sales Unit
Target	Dispatching Service

Assignment relation

Type	Assignment relation
Source	Preparation Workshop
Target	Order Preparation

Composition relation

Type	Composition relation
Source	Sales Unit
Target	Preparation Workshop

Assignment relation

Type	Assignment relation
Source	Warehouse
Target	Stock Sourcing

Assignment relation

Type	Assignment relation
Source	Warehouse
Target	Handling I/O

Composition relation

Type	Composition relation
Source	Sales Unit
Target	Warehouse

Assignment relation

Type	Assignment relation
Source	Sales Cell
Target	Supplying Sales Units

Flow relation

Type	Flow relation
Source	Agent (Market)
Target	Transits

Assignment relation

Type	Assignment relation
Source	Production Line
Target	Production

Assignment relation

Type	Assignment relation
Source	Transport cell
Target	Dispatching

Assignment relation

Type	Assignment relation
Source	ADV System
Target	Administration of the catalogue of products to be sold

Assignment relation

Type	Assignment relation
Source	ADV System
Target	Administration of the client file

Assignment relation

Type	Assignment relation
Source	ADV System
	Taking-in orders (Product availability control - Credit authorization control)

Assignment relation

Type	Assignment relation
Source	ADV System
Target	Follow-up of the order execution process

Assignment relation

Type	Assignment relation
Source	ADV System
Target	Production of documents for delivery

Assignment relation

Type	Assignment relation
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Source	ADV System
Target	Production of invoices

Assignment relation

Type	Assignment relation
Source	ADV System
Target	Controlling invoice payments and automation of reminder letters

Assignment relation

Type	Assignment relation
Source	ADV System
Target	Sales statistic analysis

Assignment relation

Type	Assignment relation
Source	ADV System
Target	Operating report on sales activities

Assignment relation

Type	Assignment relation
Source	C-A Prod Mgt System
Target	Product reference and catalogue lists

Assignment relation

Type	Assignment relation
Source	C-A Prod Mgt System
Target	Planning and calculating needs

Assignment relation

Type	Assignment relation
Source	C-A Prod Mgt System
Target	Stock control on RM and FP

Assignment relation

Type	Assignment relation
Source	C-A Prod Mgt System
Target	Supply management

Assignment relation

Type	Assignment relation
Source	C-A Prod Mgt System
Target	Scheduling

Assignment relation

Type	Assignment relation
Source	C-A Prod Mgt System
Target	Quality control

Assignment relation

Type	Assignment relation
Source	C-A Prod Mgt System
Target	Production bookkeeping

Assignment relation

Type	Assignment relation
Source	C-A Prod Mgt System
Target	Factory operating report

Assignment relation

Type	Assignment relation
Source	DWH Sales
Target	Analytic operating report

Assignment relation

Type	Assignment relation
Source	DWH Sales
Target	Comparative analysis with competition

Assignment relation

Type	Assignment relation
Source	DWH Sales
Target	Segmenting clients and products by standard behaviour and profitability profile

Assignment relation

Type	Assignment relation
Source	Accounting System
Target	Financial accounting, cost and budget accounting

Assignment relation

Type	Assignment relation
Source	Reporting System
Target	Confrontation budgeted objectives /forecasts/realizations

Assignment relation

Type	Assignment relation
Source	HR System

Target	Wage processing and HR statistics
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Assignment relation

Type	Assignment relation
Source	Warehouse Management System
Target	Administration of Reference product

Assignment relation

Type	Assignment relation
Source	Warehouse Management System
Target	Administration of reference position in stock

Assignment relation

Type	Assignment relation
Source	Warehouse Management System
Target	Warehouse management

Assignment relation

Type	Assignment relation
Source	Warehouse Management System
Target	Stock control

Assignment relation

Type	Assignment relation
Source	Warehouse Management System
Target	Preparation management

Assignment relation

Type	Assignment relation
Source	Warehouse Management System
Target	Dispatching rounds management

Assignment relation

Type	Assignment relation
Source	Warehouse Management System
Target	Logistic operating report

Acceptation

Type	Flow relation
Source	Order Taking
Target	Client

Automaton Orderings (W)

Type	Flow relation
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Source	C-A Prod Mgt System
Target	Production Automaton

Availability for Orders, Order Follow-up

Type	Flow relation
Source	ADV System
Target	Order Taking

Availability Policy

Type	Flow relation
Source	Sales Process Monitoring
Target	Handling I/O

Bill Statements, Follow-up Letters

Type	Flow relation
Source	Invoicing Collection
Target	Client

Bills to be paid

Type	Flow relation
Source	Dispatching
Target	Admin. & Financial Management

Bills to issue, Follow-ups to issue

Type	Flow relation
Source	ADV System
Target	Invoicing Collection

Cancelled Order

Type	Flow relation
Source	Order Taking
Target	Preparations Sequencing

Cash Mvts (M)

Type	Flow relation
Source	Accounting System
Target	Bank

Catalogue Mvt

Type	Flow relation
Source	Sales Unit Control
Target	ADV System

Catalogue Mvt

Type	Flow relation
Source	Sales Unit Control
Target	Warehouse Management System

Catalogue Mvts Notification

Type	Flow relation
Source	Sales Management
Target	Sales Unit Management

Client Contract

Type	Flow relation
Source	Pre-Sale & Contract Management
Target	Serve Client Demand

Client Follow-up

Type	Flow relation
Source	ADV System
Target	Client Follow-up

Client Sales Statistics

Type	Flow relation
Source	Serve Client Demand
Target	Pre-Sale & Contract Management

Commitments, Payments of Suppliers (D)

Type	Flow relation
Source	Supplying Sales Units
Target	Accounting System

Composed Tours

Type	Flow relation
Source	Warehouse Management System
Target	Dispatching Orders

Consignment Notice

Type	Flow relation
Source	C-A Prod Mgt System
Target	Stock Sourcing

Consignment Notice

Type	Flow relation
Source	Transits
Target	Supplying Sales Units

Contract

Type	Flow relation
Source	Client
Target	Canvassing and Contract Management

Credit Agreement

Type	Flow relation
Source	Collection
Target	Order Taking

Credit Policy

Type	Flow relation
Source	Sales Process Monitoring
Target	Collection

Day-shift preparation planning

Type	Flow relation
Source	Preparation planning of orders left for delivery
Target	Scheduling of Orders to prepare

Delivery

Type	Flow relation
Source	Carrier
Target	Client

Delivery Date Confirmation

Type	Flow relation
Source	Preparations Sequencing
Target	Call Processing

Delivery Order

Type	Flow relation
Source	ADV System
Target	Dispatching Orders

Delivery Rounds (W)

Type	Flow relation
Source	Warehouse Management System
Target	Sales Unit Management

Delivery Slip

Type	Flow relation
Source	Local Haulage Contractors

Target	Client
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Delivery to be Charged

Type	Flow relation
Source	Delivery Control
Target	Bill Collection

Delivery Tour

Type	Flow relation
Source	Delivery Control
Target	Carrier

Delivery Tour

Type	Flow relation
Source	Dispatching Orders
Target	Local Haulage Contractors

Dispatched Rounds

Type	Flow relation
Source	Dispatching
Target	C-A Prod Mgt System

Dispatching Needs

Type	Flow relation
Source	C-A Prod Mgt System
Target	Dispatching

Dispatching Notice

Type	Flow relation
Source	Suppliers
Target	Agent (Market)

Engagement

Type	Flow relation
Source	Order Taking
Target	Client

Eventually

Type	Triggering relation
Source	Notice of Delivery Date
Target	Order Cancellation Demand

Expected Consignments

Type	Flow relation
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Source	Warehouse Management System
Target	Stock Sourcing

Forecasting RM Qty Needs

Type	Flow relation
Source	C-A Prod Mgt System
Target	Supplying Sales Units

I/O

Type	Flow relation
Source	Handling I/O
Target	Availability Management

I/O Order

Type	Flow relation
Source	Scheduling of Orders to prepare
Target	Rolls put at Disposal

I/O Rolls

Type	Flow relation
Source	Warehouse Management System
Target	Handling I/O

Information Request

Type	Flow relation
Source	Client
Target	Call Processing

Invoice

Type	Flow relation
Source	Bill Collection
Target	Client

Invoices

Type	Flow relation
Source	National Haulage Contractors
Target	Dispatching

Issued Bills

Type	Flow relation
Source	Invoicing Collection
Target	ADV System

Market Offers

Type	Flow relation
Source	Agent (Market)
Target	Supplying Sales Units

Marketed Products

Type	Flow relation
Source	Offering Management
Target	Serve Client Demand

Mission Order

Type	Flow relation
Source	Dispatching
Target	National Haulage Contractors

New Article

Type	Flow relation
Source	Production Scheduling
Target	C-A Prod Mgt System

New Clients, Invoices sent

Type	Flow relation
Source	ADV System
Target	Accounting System

Order

Type	Flow relation
Source	Client
Target	Order Taking

Order

Type	Flow relation
Source	Client
Target	Order Taking

Order started

Type	Flow relation
Source	Order Taking
Target	Preparation planning of orders left for delivery

Order to be delivered

Type	Flow relation
Source	Preparations Sequencing
Target	Tour Definition

Order to be prepared

Type	Flow relation
Source	Order Taking
Target	Preparations Sequencing

Order waiting for Arbitration

Type	Flow relation
Source	Preparation planning of orders left for delivery
Target	Priority Arbitration

Orders to be served in Priority

Type	Flow relation
Source	Priority Arbitration
Target	Preparation planning of orders left for delivery

Orders to Deliver (W)

Type	Flow relation
Source	ADV System
Target	Warehouse Management System

Orders to deliver, cancelled Orders

Type	Flow relation
Source	Order Taking
Target	ADV System

Outstanding Payments (D)

Type	Flow relation
Source	Accounting System
Target	Invoicing Collection

Payment

Type	Flow relation
Source	Client
Target	Manage Finance

Payment received

Type	Flow relation
Source	Manage Finance
Target	Collection

Payments

Type	Flow relation
Source	Client

Target	Admin. & Financial Management
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Portfolio of Orders

Type	Flow relation
Source	C-A Prod Mgt System
Target	Production Scheduling

Preparation Plan

Type	Flow relation
Source	Scheduling of Orders to prepare
Target	Fixing Tours

Preparation Planning

Type	Flow relation
Source	Warehouse Management System
Target	Order Preparation

Prod. Schedule

Type	Flow relation
Source	Production Scheduling
Target	C-A Prod Mgt System

Prod. Scheduling on MT

Type	Flow relation
Source	Material Planning Needs
Target	C-A Prod Mgt System

Prod. Statistics (W)

Type	Flow relation
Source	C-A Prod Mgt System
Target	DWH Indust. & Logistics

Prod. Unit Budget, Reporting (M)

Type	Flow relation
Source	Production Unit Control
Target	Reporting System

Prod. Unit Operating Report (W)

Type	Flow relation
Source	C-A Prod Mgt System
Target	Production Unit Control

Product Availability

Type	Flow relation
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Source	Availability Management
Target	Order Taking

Product Availability

Type	Flow relation
Source	Handling I/O
Target	Preparations Sequencing

Product Novelty

Type	Flow relation
Source	Works Management
Target	Planning Service

Product Reservation

Type	Flow relation
Source	Order Taking
Target	Availability Management

Product Sales Statistics

Type	Flow relation
Source	Serve Client Demand
Target	Offering Management

Product to be delivered

Type	Flow relation
Source	Sizing Ordered Products
Target	Packing

Projected Preparation Dates, Delivered Orders, Stock Shortage (W)

Type	Flow relation
Source	Warehouse Management System
Target	ADV System

Proposal

Type	Flow relation
Source	Canvassing and Contract Management
Target	Client

Qty of RM used, DataControl Stmt, Rolls at disposal (W)

Type	Flow relation
Source	Production Automaton
Target	C-A Prod Mgt System

Re-supply Order

Type	Flow relation
Source	Stock Sourcing
Target	C-A Prod Mgt System

Receipt Acknowledgement

Type	Flow relation
Source	Client
Target	Local Haulage Contractors

Receipt Acknowledgement

Type	Flow relation
Source	Local Haulage Contractors
Target	Dispatching Orders

Receipt Acknowledgement

Type	Flow relation
Source	Carrier
Target	Delivery Control

Receipt Acknowledgement

Type	Flow relation
Source	Client
Target	Carrier

Reflation

Type	Flow relation
Source	Collection
Target	Client

Reporting

Type	Flow relation
Source	Serve Client Demand
Target	Performances Control & development

Returned Rolls

Type	Flow relation
Source	Sizing Ordered Products
Target	Handling I/O

Rolls Need

Type	Flow relation
Source	Preparations Sequencing
Target	Handling I/O

Sales Objectives

Type	Flow relation
Source	Performances Control & development
Target	Serve Client Demand

Sales Rounds (W)

Type	Flow relation
Source	ADV System
Target	Sales Unit Control

Sales Statistics

Type	Flow relation
Source	ADV System
Target	DWH Sales

Sales Synthesis (M)

Type	Flow relation
Source	DWH Sales
Target	Organization Panel

Sales Unit Budget, Reporting

Type	Flow relation
Source	Sales Unit Control
Target	Reporting System

Scheduled Delivery Date

Type	Flow relation
Source	Preparation planning of orders left for delivery
Target	Order Confirmation

Sent Invoices

Type	Flow relation
Source	Bill Collection
Target	Manage Finance

Shipped Rolls

Type	Flow relation
Source	Handling I/O
Target	Sizing Ordered Products

Signed Contracts (D)

Type	Flow relation
Source	PC Sales Force

Target	ADV System
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Statistics Panel (M)

Type	Flow relation
Source	Organization Panel
Target	DWH Sales

Stock Mvts (W)

Type	Flow relation
Source	Warehouse Management System
Target	Accounting System

Stocks Mvts PF, RM (W)

Type	Flow relation
Source	C-A Prod Mgt System
Target	Accounting System

SU Budget Reporting (M)

Type	Flow relation
Source	Reporting System
Target	Sales Unit Control

Supply Load

Type	Flow relation
Source	Production
Target	Handling I/O

Supply Order

Type	Flow relation
Source	Stock Sourcing
Target	Production

Supply Orders

Type	Flow relation
Source	Supplying Sales Units
Target	Agent (Market)

Supply Reception and Stock Entry

Type	Flow relation
Source	Supplying Sales Units
Target	C-A Prod Mgt System

Supplying Consignment

Type	Flow relation
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Source	Processing Consignment Order
Target	Reception Re-supply

Warehouse Statistics (W)

Type	Flow relation
Source	Warehouse Management System
Target	DWH Indust. & Logistics