

# QualiWare 6.0 Release Notes

Kuno Brodersen



# Introduction to QualiWare 6.0



- Modeling platform QLM 6.0 (QLM 5.3)
  - QualiWare Excellence Manager
  - QualiWare Enterprise Architecture
  - QualiWare Analytics
  - QualiWare Enterprise Publisher
  - QualiWare CaseMaker
- New modeling areas
  - Enterprise Design
  - Enterprise Investment
  - Viable System Model
  - EA3, OIO
  - BPTA

# Introduction to QualiWare 6.0



- Collaboration platform
  - QEF
  - QIS Repository Administrator
  - QualiWare Enterprise Publisher
  - Social Behavior Warehouse
  - Compliance, Audit & Improvement
  - QualiWare Document Manager
  - QualiWare Connector for Share Point
- Delivery
  - On Premise
  - QualiCloud

# Introduction to QualiWare 6.0



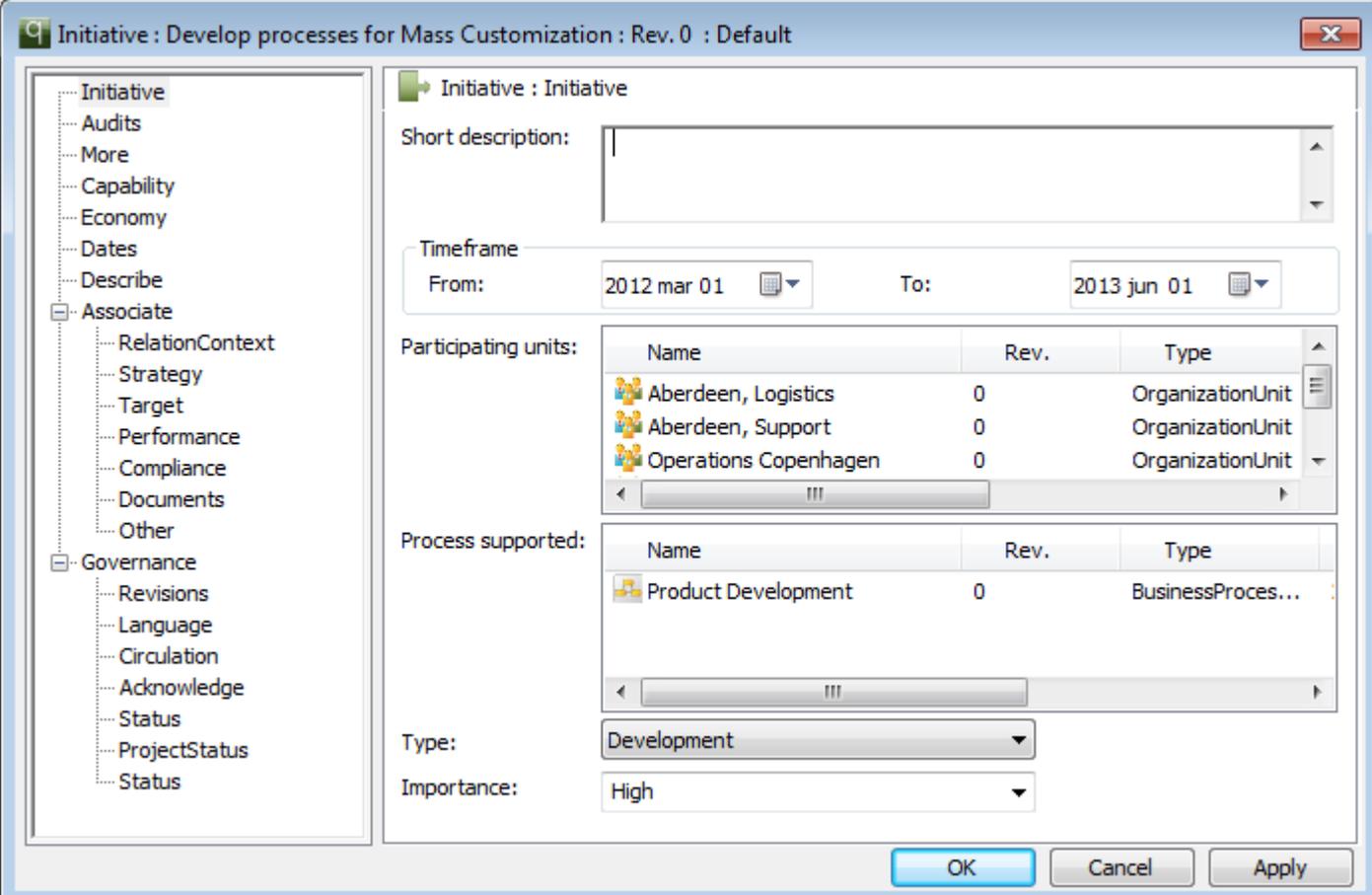
- Center of Excellence
  - EA3 training and certification
  - BPTA training and certification
  - Enterprise Investment training and certification
- Articles, White papers, Webinars
  - Enterprise Design
  - Enterprise Investment
  - Enterprise Road Mapping
  - EA3 Cube 2.0, FEAF-II, OIOEA 2.0, QEAF

# QualiWare Lifecycle Manager 6.0



- General changes:
  - Hierarchy dialogs
  - "Associate" sub-dialog changed
  - New "Governance" sub-dialog
  - Flexible property label for some symbols
  - ModelPresentation. Design a story in QLM, tell it on the web.
  - Make space: Ctrl+shift + mouse drag

# New dialog structure



Initiative : Develop processes for Mass Customization : Rev. 0 : Default

- Initiative
- Audits
- More
- Capability
- Economy
- Dates
- Describe
- Associate
  - RelationContext
  - Strategy
  - Target
  - Performance
  - Compliance
  - Documents
  - Other
- Governance
  - Revisions
  - Language
  - Circulation
  - Acknowledge
  - Status
  - ProjectStatus
  - Status

Initiative : Initiative

Short description:

Timeframe

From: 2012 mar 01  To: 2013 jun 01

Participating units:

Name	Rev.	Type
Aberdeen, Logistics	0	OrganizationUnit
Aberdeen, Support	0	OrganizationUnit
Operations Copenhagen	0	OrganizationUnit

Process supported:

Name	Rev.	Type
Product Development	0	BusinessProces...

Type: Development

Importance: High

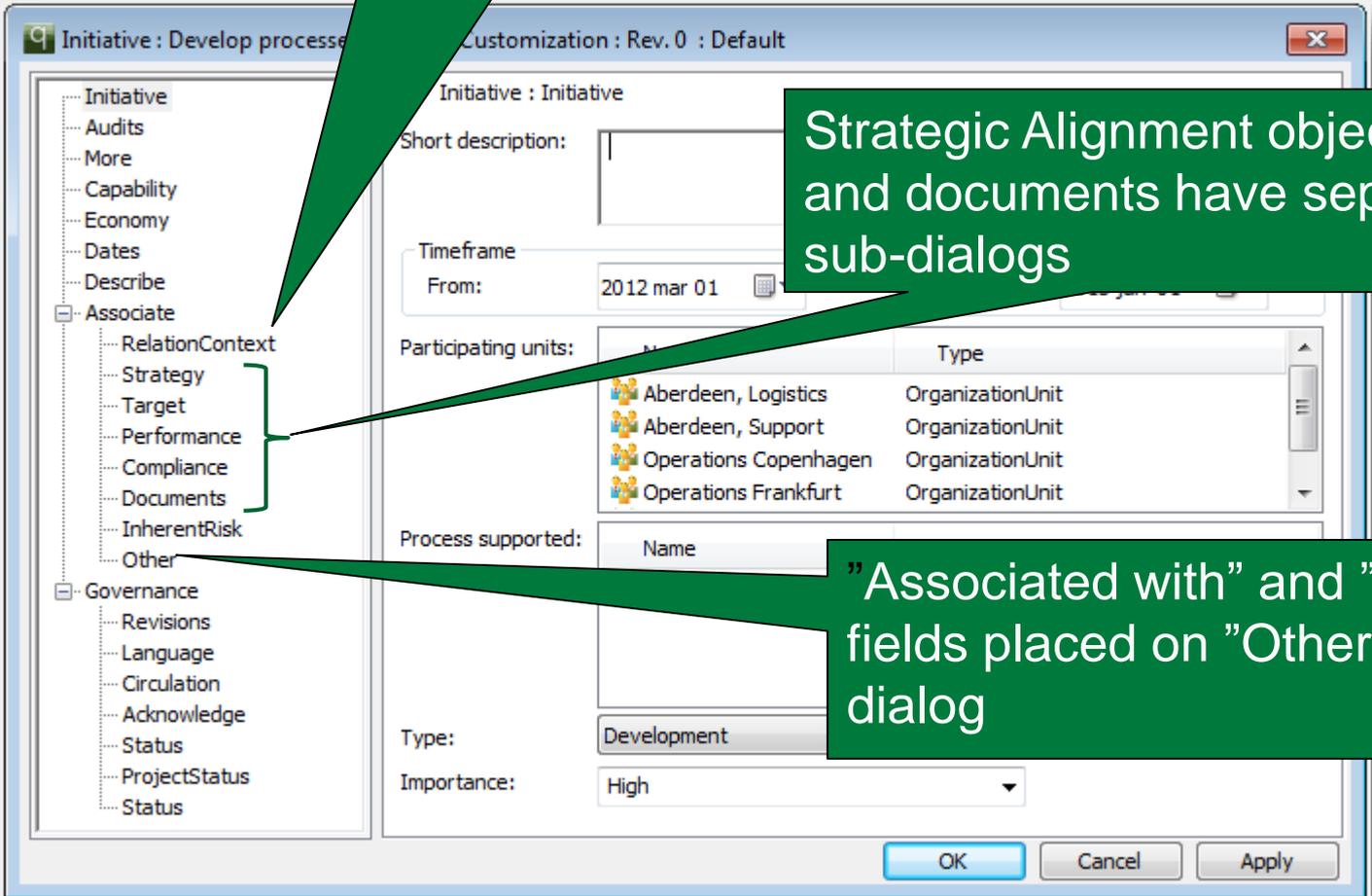
OK Cancel Apply

# New dialog structure

New sub-dialog for object context

Strategic Alignment objects and documents have separate sub-dialogs

“Associated with” and “Category” fields placed on “Other” sub-dialog

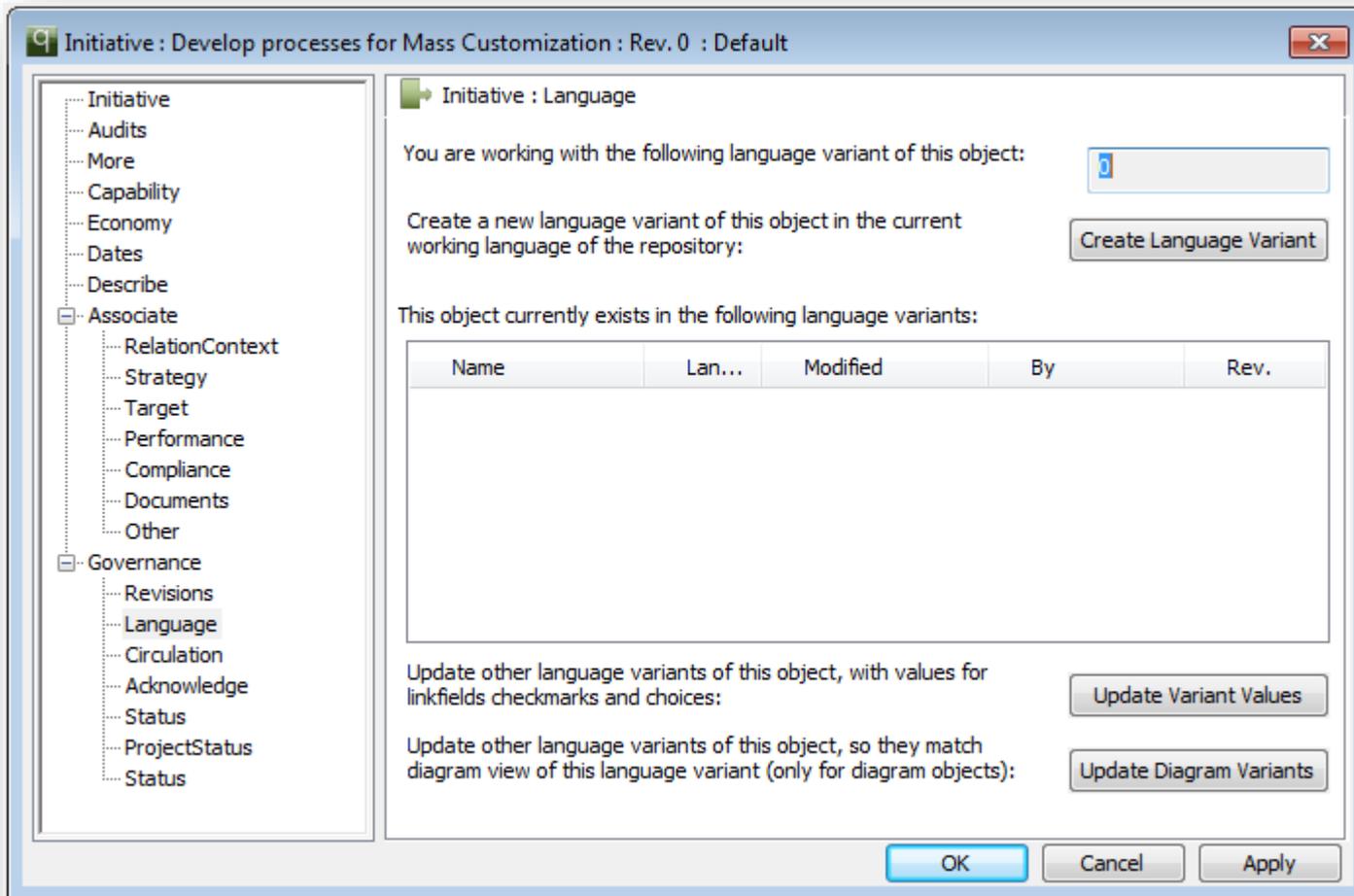


The screenshot shows a dialog box titled "Initiative : Develop processes" with a subtitle "Customization : Rev. 0 : Default". On the left is a tree view with categories: Initiative, Audits, More, Capability, Economy, Dates, Describe, Associate, and Governance. Under "Associate", there are sub-items: RelationContext, Strategy, Target, Performance, Compliance, Documents, InherentRisk, and Other. A bracket groups Strategy, Target, Performance, and Compliance. Under "Governance", there are sub-items: Revisions, Language, Circulation, Acknowledge, Status, ProjectStatus, and Status. The main area of the dialog contains form fields: "Short description:", "Timeframe" (From: 2012 mar 01), "Participating units:" (a table with 2 columns: Name and Type), "Process supported:" (a table with 1 column: Name), "Type:" (Development), and "Importance:" (High). At the bottom are "OK", "Cancel", and "Apply" buttons.

Name	Type
Aberdeen, Logistics	OrganizationUnit
Aberdeen, Support	OrganizationUnit
Operations Copenhagen	OrganizationUnit
Operations Frankfurt	OrganizationUnit

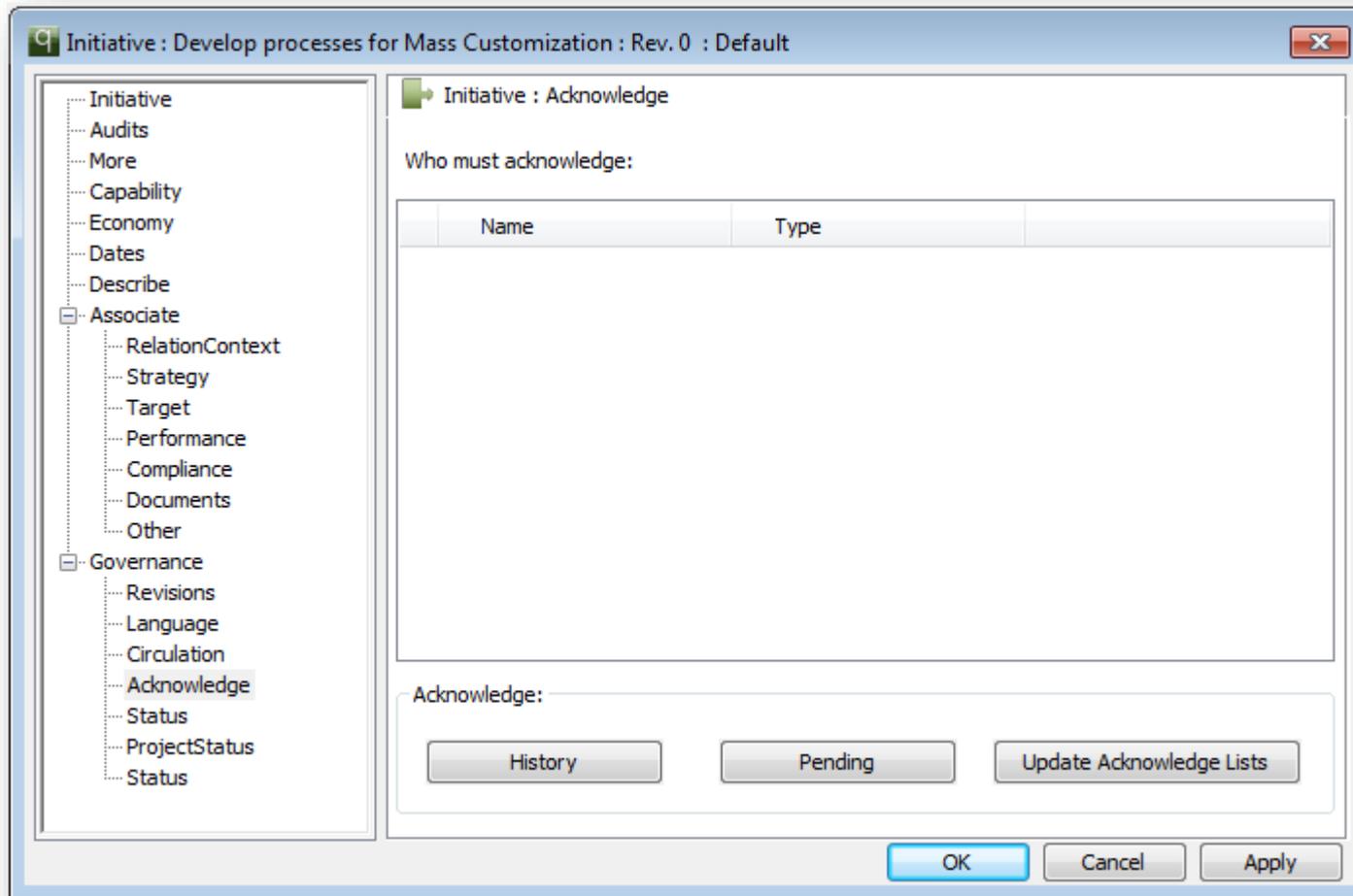
# New dialog structure

New "Language" sub-dialog help the user manage language variants of this object



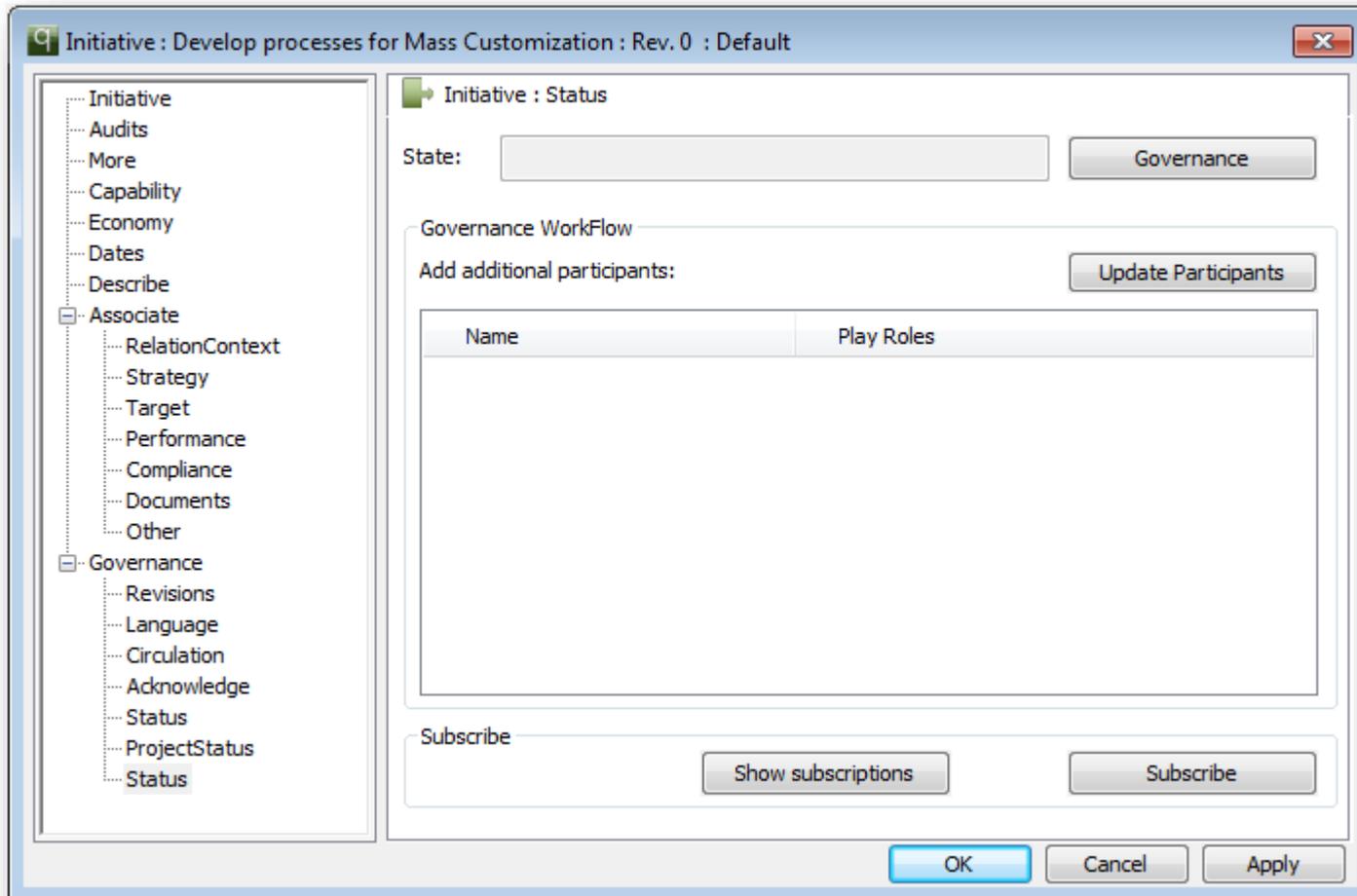
# New dialog structure

New "Acknowledge" sub-dialog help the user manage acknowledges of this object

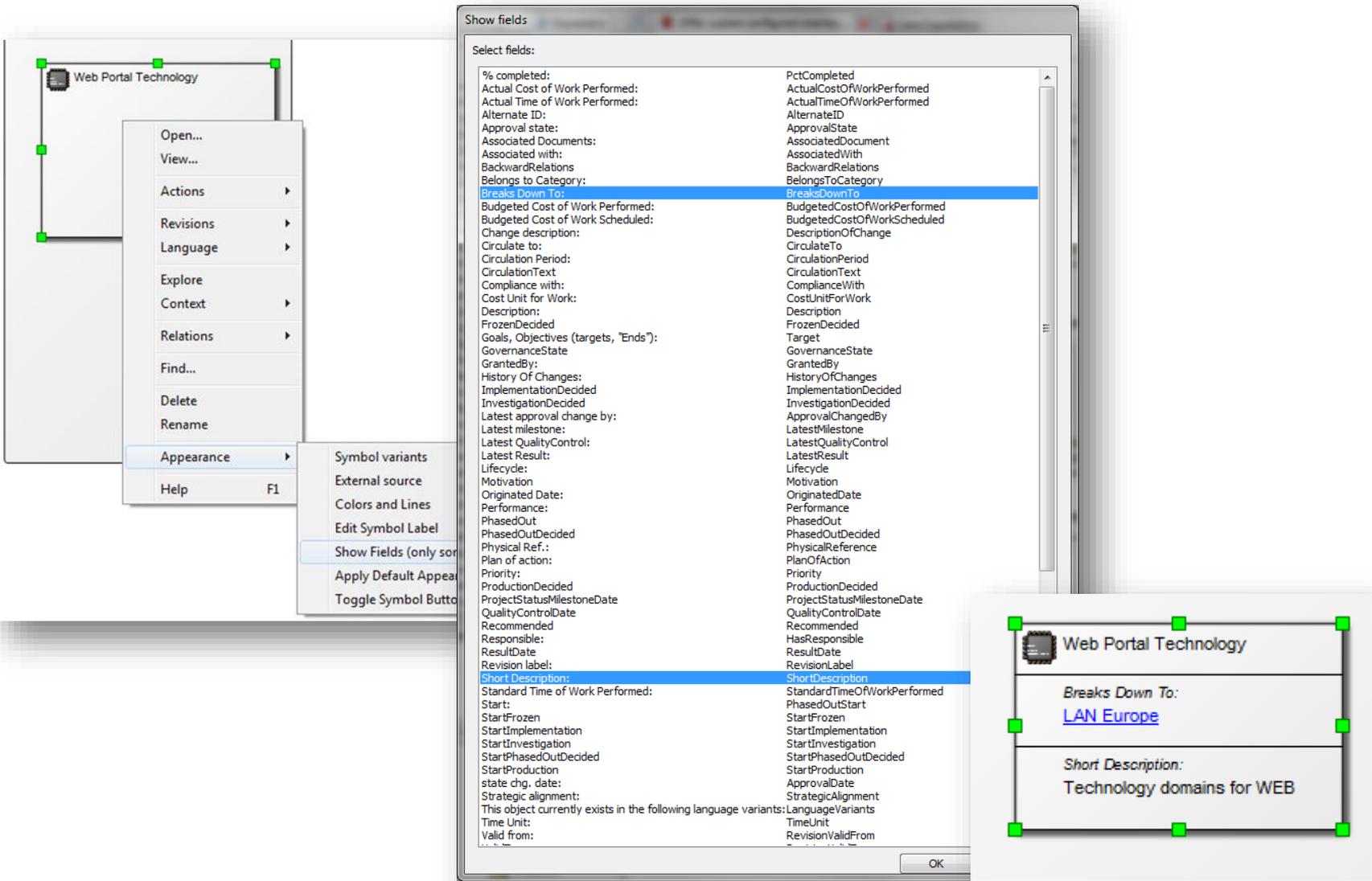


# New dialog structure

”Status” sub-dialog changed when object is under governance control by Governance Workflow Engine



# Flexible property label



Web Portal Technology

- Open...
- View...
- Actions
- Revisions
- Language
- Explore
- Context
- Relations
- Find...
- Delete
- Rename
- Appearance
- Help F1

Symbol variants

External source

Colors and Lines

Edit Symbol Label

Show Fields (only sorted)

Apply Default Appearance

Toggle Symbol Button

Show fields

Select fields:

% completed:	PctCompleted
Actual Cost of Work Performed:	ActualCostOfWorkPerformed
Actual Time of Work Performed:	ActualTimeOfWorkPerformed
Alternate ID:	AlternateID
Approval state:	ApprovalState
Associated Documents:	AssociatedDocument
Associated with:	AssociatedWith
Backward Relations:	BackwardRelations
Belongs to Category:	BelongsToCategory
Breaks Down To:	BreaksDownTo
Budgeted Cost of Work Performed:	BudgetedCostOfWorkPerformed
Budgeted Cost of Work Scheduled:	BudgetedCostOfWorkScheduled
Change description:	DescriptionOfChange
Circulate to:	CirculateTo
Circulation Period:	CirculationPeriod
Circulation Text:	CirculationText
Compliance with:	ComplianceWith
Cost Unit for Work:	CostUnitForWork
Description:	Description
Frozen Decided:	FrozenDecided
Goals, Objectives (targets, 'Ends'):	Target
Governance State:	GovernanceState
Granted By:	GrantedBy
History Of Changes:	HistoryOfChanges
Implementation Decided:	ImplementationDecided
Investigation Decided:	InvestigationDecided
Latest approval change by:	ApprovalChangedBy
Latest milestone:	LatestMilestone
Latest Quality Control:	LatestQualityControl
Latest Result:	LatestResult
Lifecycle:	Lifecycle
Motivation:	Motivation
Originated Date:	OriginatedDate
Performance:	Performance
Phased Out:	PhasedOut
Phased Out Decided:	PhasedOutDecided
Physical Ref.:	PhysicalReference
Plan of action:	PlanOfAction
Priority:	Priority
Production Decided:	ProductionDecided
Project Status Milestone Date:	ProjectStatusMilestoneDate
Quality Control Date:	QualityControlDate
Recommended:	Recommended
Responsible:	HasResponsible
Result Date:	ResultDate
Revision label:	RevisionLabel
Short Description:	ShortDescription
Standard Time of Work Performed:	StandardTimeOfWorkPerformed
Start:	PhasedOutStart
Start Frozen:	StartFrozen
Start Implementation:	StartImplementation
Start Investigation:	StartInvestigation
Start Phased Out Decided:	StartPhasedOutDecided
Start Production:	StartProductionDecided
state chg. date:	ApprovalDate
Strategic alignment:	StrategicAlignment
This object currently exists in the following language variants:	LanguageVariants
Time Unit:	TimeUnit
Valid from:	RevisionValidFrom

OK

Web Portal Technology

Breaks Down To:  
[LAN Europe](#)

Short Description:  
Technology domains for WEB

# Model presentation

ModelPresentation : Core Capabilities : Rev. 0 : Default

ModelPresentation : ModelPresentation

Relevant for:

Name	Rev.	Type
Core Capabilities	0	BusinessCapabil... 20

- ModelPresentation
  - Audits
  - Describe
  - Attributes
  - Associate
  - Governance

### Core Capabilities

Diagram Description Delivering Outcome

Outcome: Increase Sales( 4/4 )

1: Core Capabilities...

2: Outcome: Deliver Mass Customiz...

3: Outcome: Increase Customer Sat...

4: Outcome: Increase Sales...

Operate Business Administration

- Manage Assets
- Manage People
- Manage Companies and Divisions
- Manage Finances
- Manage Technologies
- Manage Facilities

Market Objects

- Create Collateral
- Media Advertising
- Product Design
- Market Study and Strategy
- Customer Requirements and Research
- Online Product Catalog

Sell Products

- Create Quotes
- Process Orders
- Manage Contracts
- Manage Customers
- Determine Pricing
- Develop Strategic Plans

Procure Raw Material

- Manage Suppliers
- Determine Raw Material Demand
- Develop Suppliers
- Negotiate Contracts
- Manage Inventory

Process Material

- Develop Products
- Determine Material Demand
- Determine Capacity
- Manufacture Products

Transport Product

- Manage Trucks
- Determine Routes
- Manage Third Party Providers

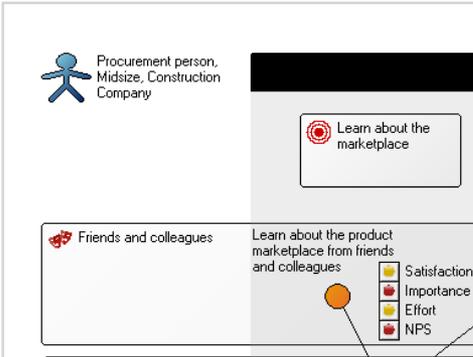
Contacts

# Model presentation



## Order Management, Midsize Customer, Online, Retail

Diagram
Description
Model Presentation



**Order Management, Midsize Customer, Online, Retail**

◀ ◀ ▶ ▶ ▶ ▶
Repeat
No repeat

**Persona:** Procurement person, Midsize, Construction Company

**Profile:** Customer

**Age:** 28-45

**Occupation:** Procurement person, Procurement manager

**Character:** Hard working, experienced, profit oriented

**Brand association:**

**Environmental attitude:** Environmental aware on limited resources and suppliers manufacturing process

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Quisque interdum, magna eget malesuada auctor, lectus elit faucibus turpis, eget fringilla nulla massa nec purus. Morbi fermentum rutrum mauris et consectetur. Fusce vitae leo feugiat, cursus lacus id, venenatis erat. Pellentesque id ultrices ligula. Suspendisse in dictum leo. Aliquam et ornare lorem. Integer malesuada libero ut mauris tincidunt pulvinar. Praesent tincidunt sed nibh id gravida. Proin non enim sed quam convallis malesuada. Proin vitae blandit massa. Praesent cursus suscipit tristique.

Mauris fringilla malesuada egestas. Donec sollicitudin commodo hendrerit. Morbi non tempor sem. Suspendisse sit amet porta justo. Nam a adipiscing ligula. Curabitur rhoncus, ipsum nec ultrices sollicitudin, odio ligula aliquam justo, at mollis augue elit non sem. Duis tempor orci libero, sodales ultrices mauris dictum quis. Pellentesque imperdiet sit amet lacus sed posuere. Nullam leo tortor, laoreet vel euismod eu, varius non quam.

Nullam fermentum, sapien quis vehicula ultrices, neque tortor convallis eros, vitae rutrum neque orci sed tortor. Interdum et malesuada fames ac ante ipsum primis in faucibus. Praesent sagittis sed diam sed dictum. Integer quis risus aliquam, consectetur ligula a, pretium dolor. Duis in mauris libero. Maecenas dapibus libero in ante tincidunt, et sagittis odio euismod. Maecenas et sagittis ipsum. Cras tempus at leo faucibus lacinia.

Nunc turpis ipsum, facilisis vitae augue ac, ultrices mollis nisi. Cras et aliquet purus, eget pulvinar purus. Suspendisse ut vehicula mauris. Nunc congue, quam vel molestie blandit, erat risus feugiat tellus, sed vestibulum orci dui quis libero. Vivamus convallis vehicula molestie. Vestibulum vitae risus varius, posuere nunc tincidunt, fermentum magna. Donec pellentesque sit amet nulla consequat porta. Nulla consectetur scelerisque mattis.

Contact

# QualiWare Excellence Manager

- QMS Excellence is a special configuration of QualiWare Excellence Manager for process based management systems
- Well defined responsibility (RASCI)
- Changes to StakeholderModel
- Changes to Organization Diagram
- New Audit Program template
- Changes to QualityAudit
- Predefined governance processes
- Predefined reports and social analytics
- Predefined web user interface

- **Responsible:** Those responsible for the task, allocation of resources (Support) and who ensure that it is done as per the *accountable*.
- **Accountable:** The one ultimately answerable for the correct and thorough completion of the deliverable or task, and the one who delegates the work to those *responsible*. In other words, an *accountable* must sign off (approve) on work that *responsible* provides.
- **Support:** Resources allocated to *responsible*. Unlike *consulted*, who may provide input to the task, *support* help complete the task. (Det vil sige den/dem, der udfører opgaven – svarer til HasActors på Role)

- Consulted: Those whose opinions are sought, typically subject matter experts; and with whom there is two-way communication
- Informed: Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.

BusinessProcess : Online Product Configuration and Purchase : Rev. 0 : Default

BusinessProcess : BusinessProcess

Short Description:

Purpose:

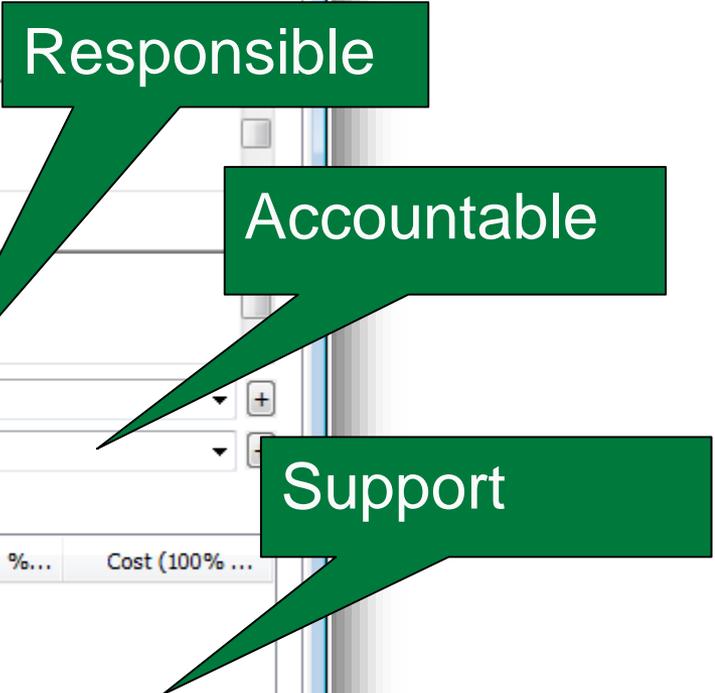
Responsible:

Owner:

Resources:

Name	Type	#-o...	%...	Cost (100% ...
------	------	--------	------	----------------

OK Cancel Apply



BusinessProcess : Online Product Configuration and Purchase : Rev. 0 : Default

BusinessProcess : Consulted

Consulted:

Name	Type
------	------

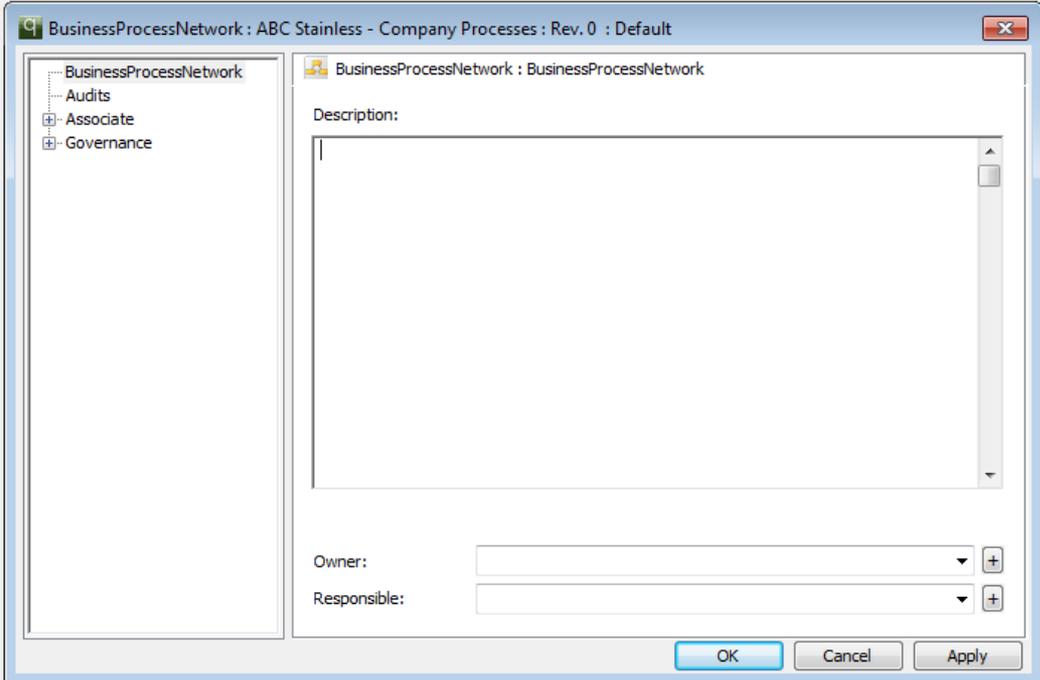
Informed:

Name	Type
------	------

OK Cancel Apply



- All diagram types have Accountable or Owner (OwnedBy) field.
- Many diagram types also have a Responsible (HasResponsible) field.



BusinessProcessNetwork : ABC Stainless - Company Processes : Rev. 0 : Default

BusinessProcessNetwork : BusinessProcessNetwork

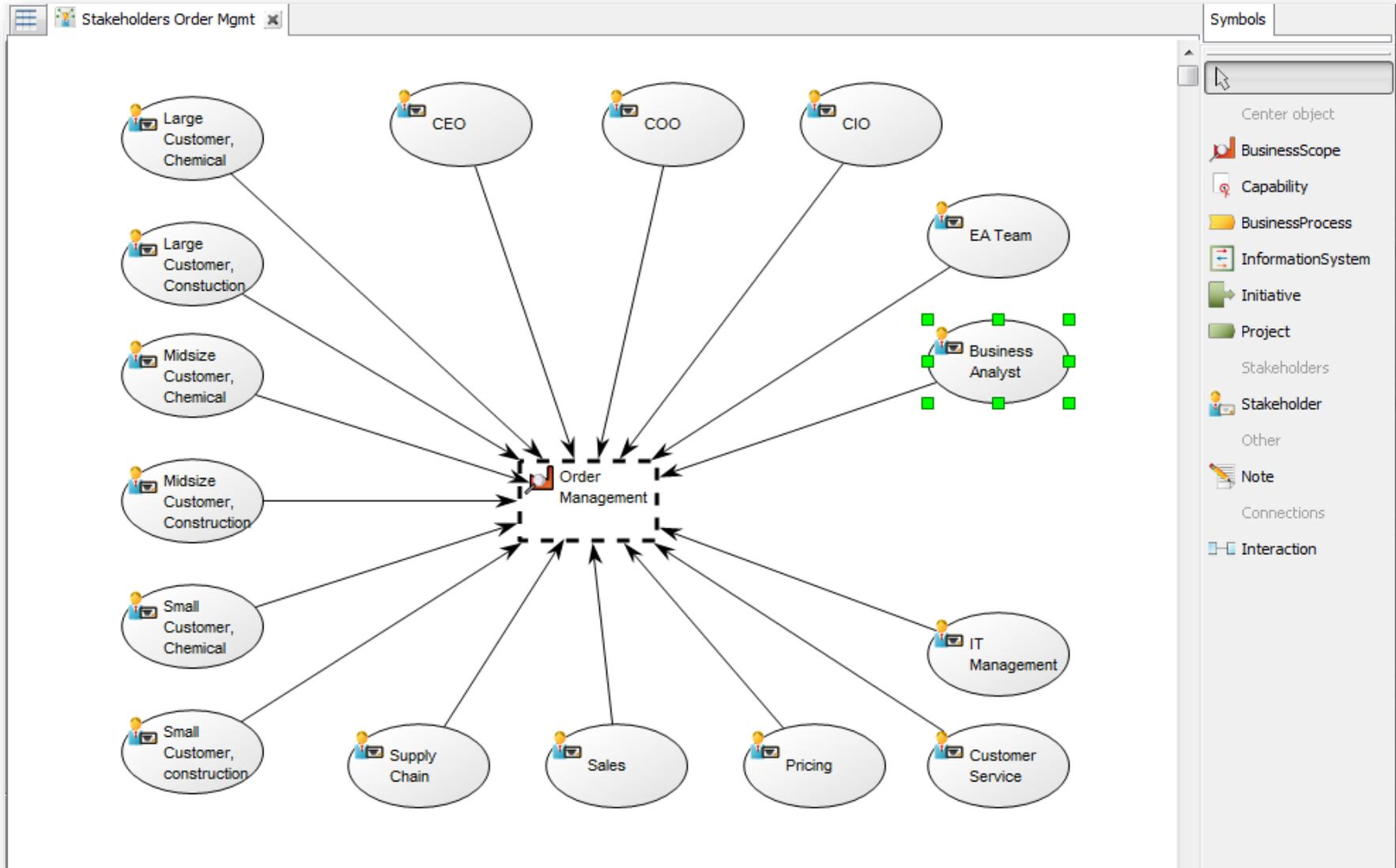
Description:

Owner:  +

Responsible:  +

OK Cancel Apply

# Changes to Stakeholder Model



# Organization Diagram

- New alternative symbol for Position



# More news in QualiWare Excellence Manager

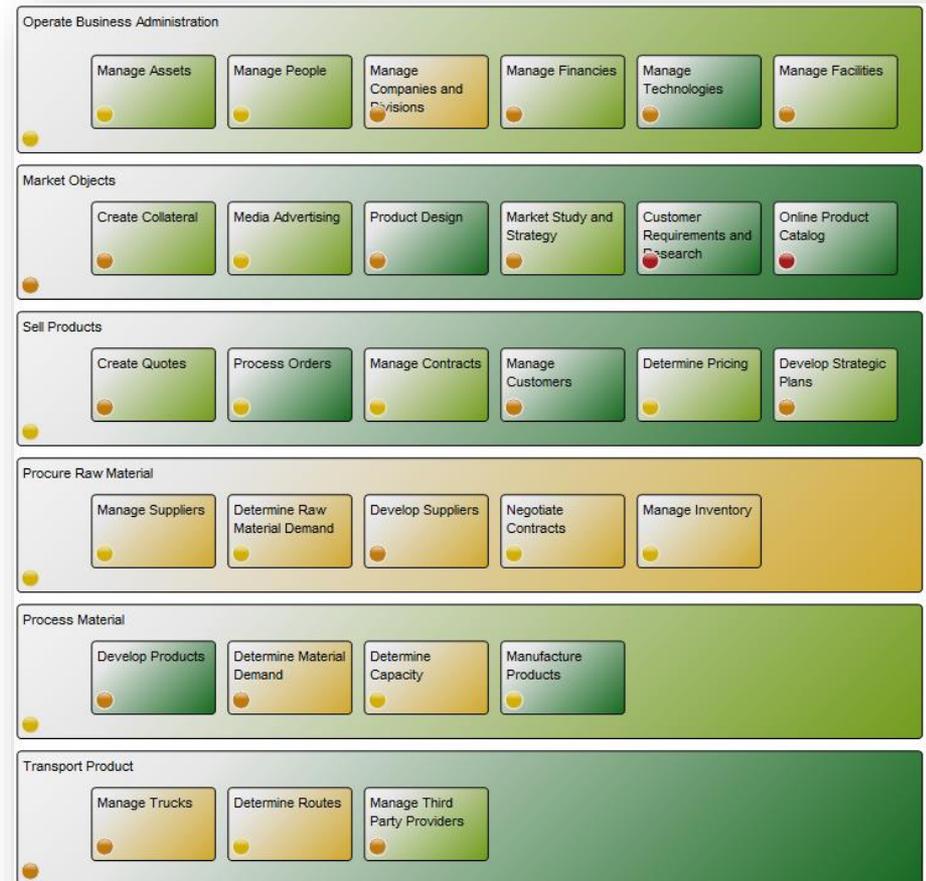


- Support for BPTA
  - HealthCheck is standard
  - New IGOE symbol
  - Several matrices predefined
  - Guide and Enablers managed like Input and Output
- Capability Management (see QEA)
- More support for financial aspects in Initiatives

# QualiWare Enterprise Architecture

# Capability management

- New symbols for BusinessCapability
  - Maturity and importance visible
  - Scores may be modified from diagram
  - Current and target scores may be defined



# Capability management

**Operate Business Administration**

- Overall Importance
- Overall Maturity
- Business Opportunity
- Business Risk
- Financial Impact
- Operating Cost
- Ability to Grow
- Timeliness
- Agility for Change
- Quality

**Market Objects**

- Overall Importance
- Overall Maturity
- Business Opportunity
- Business Risk
- Financial Impact
- Operating Cost
- Ability to Grow
- Timeliness
- Agility for Change
- Quality

**Procure Raw Material**

- Overall Importance
- Overall Maturity
- Business Opportunity
- Business Risk
- Financial Impact
- Operating Cost
- Ability to Grow
- Timeliness
- Agility for Change
- Quality

**Transport Product**

- Overall Importance
- Overall Maturity
- Business Opportunity
- Business Risk
- Financial Impact
- Operating Cost
- Ability to Grow
- Timeliness
- Agility for Change
- Quality

Capability : Market Objects : Rev. 0 : Default

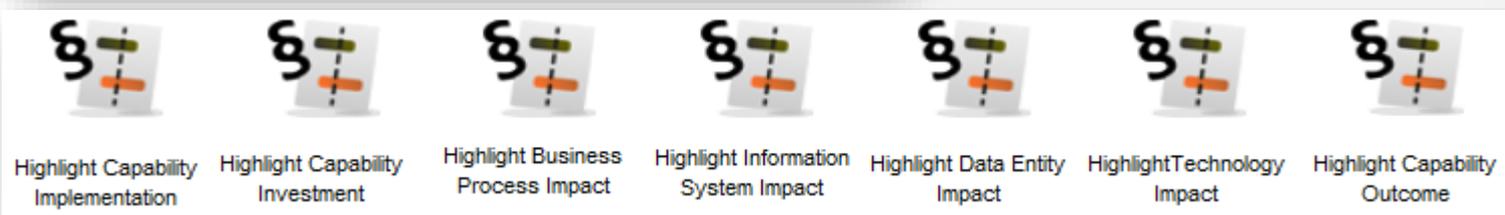
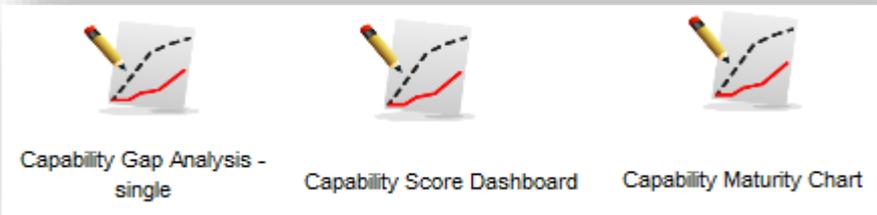
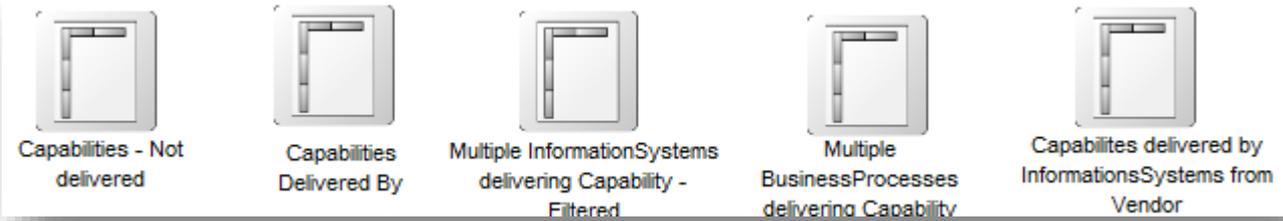
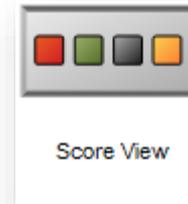
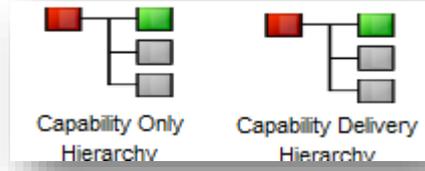
Capability : Score

Hide Scores

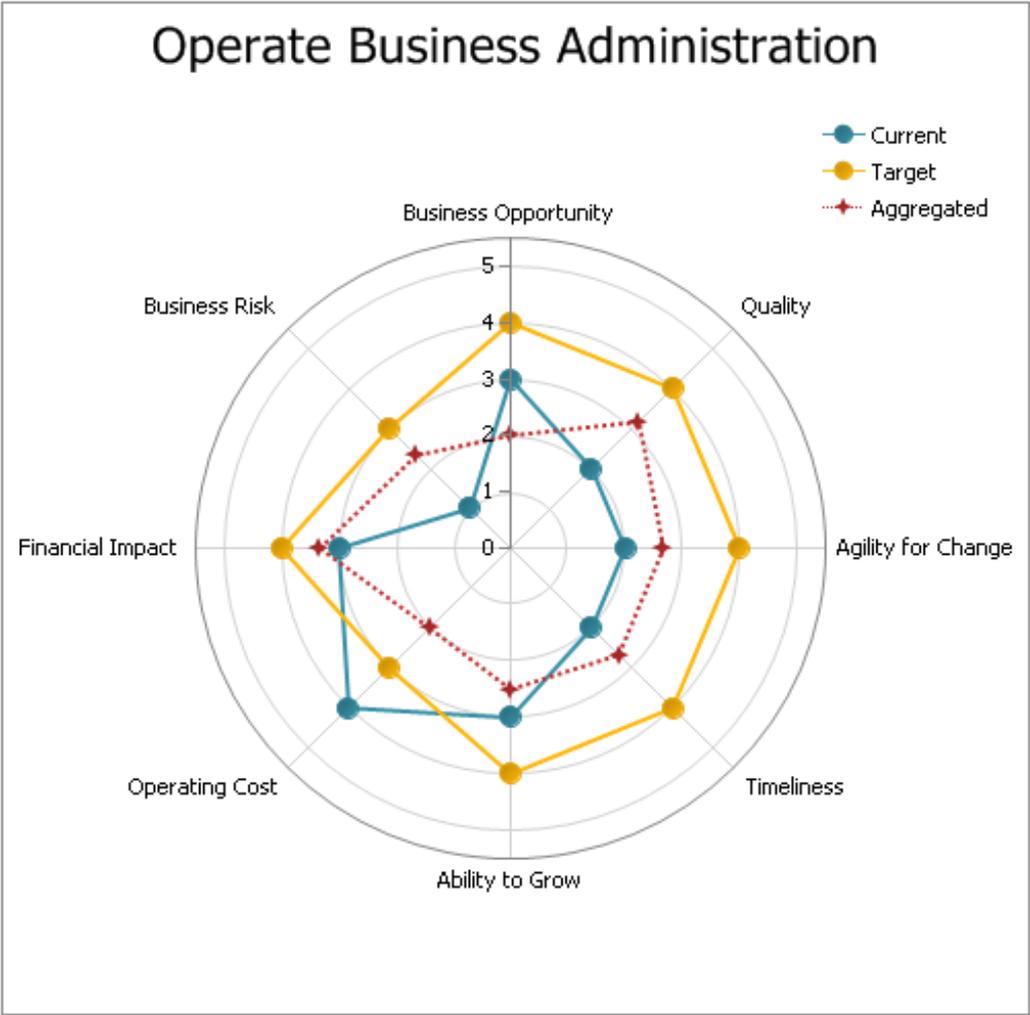
	Current	Target
Business Value		
Business Opportunity:	3. Acceptab	4. Good
Business Risk:	3. Acceptab	3. Acceptab
Financial Impact:	2. Unsatisfa	4. Good
Performance		
Operating Cost:	1. Unaccept	4. Good
Ability to Grow:	3. Acceptab	3. Acceptab
Timeliness:	4. Good	5. Excellent
Agility for Change:	2. Unsatisfa	3. Acceptab
Quality:	3. Acceptab	4. Good

OK Cancel Apply

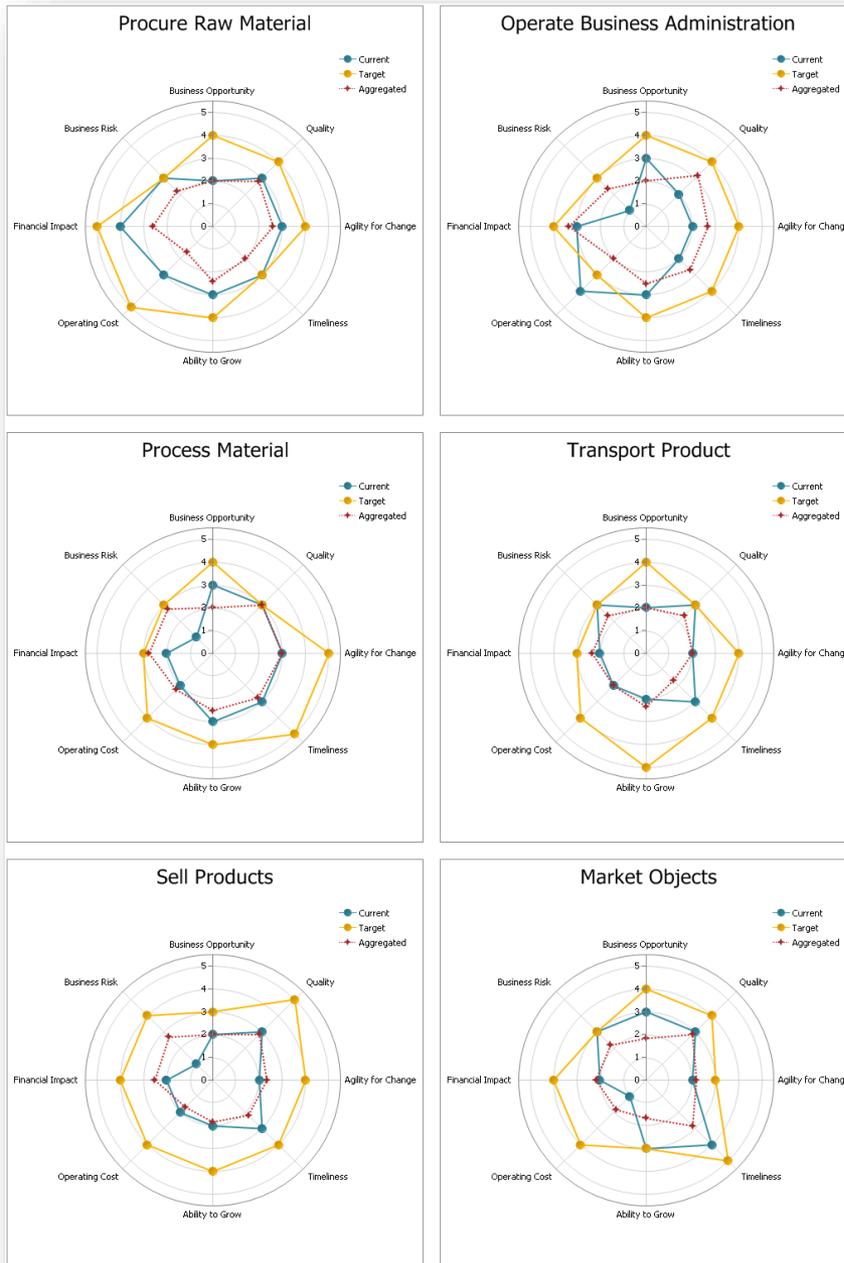
# Capability features available from toolbar



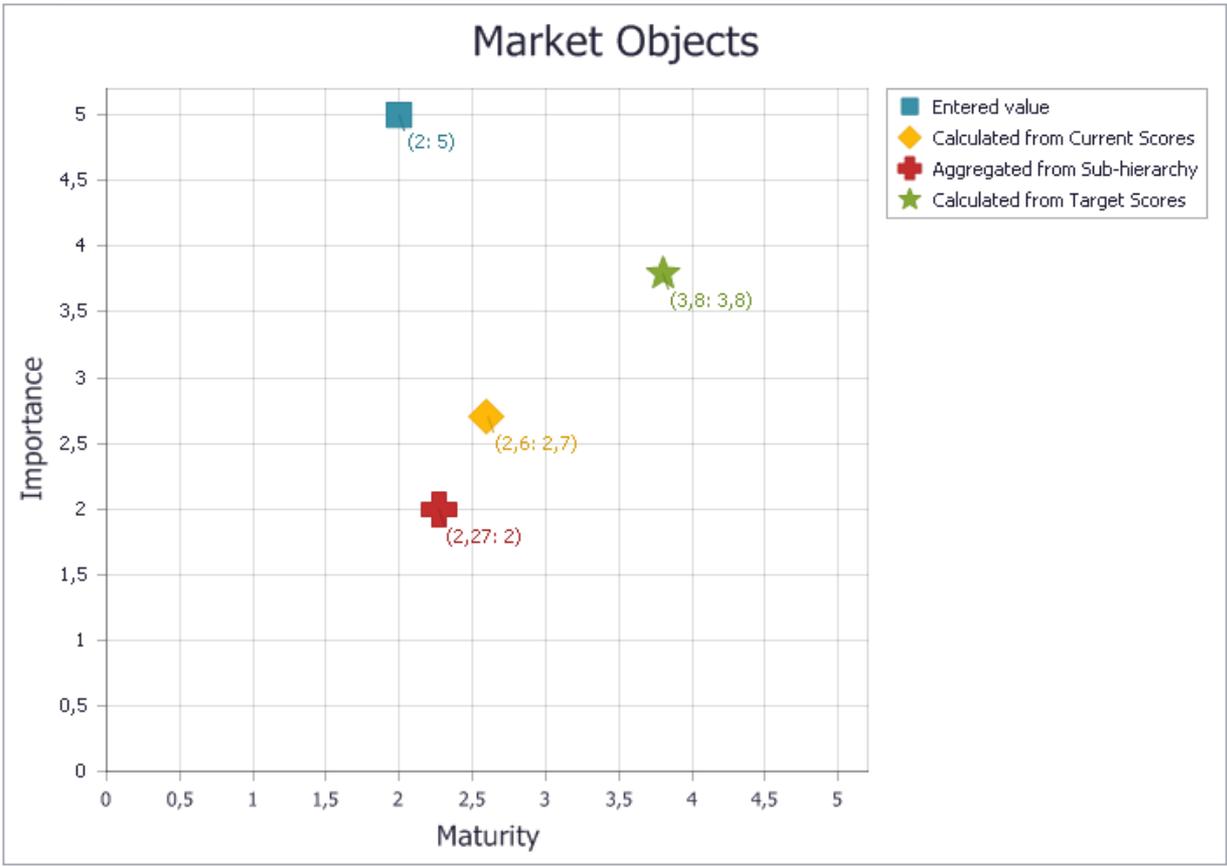
# Capability Gap Analysis - Single



# Capability Dashboard

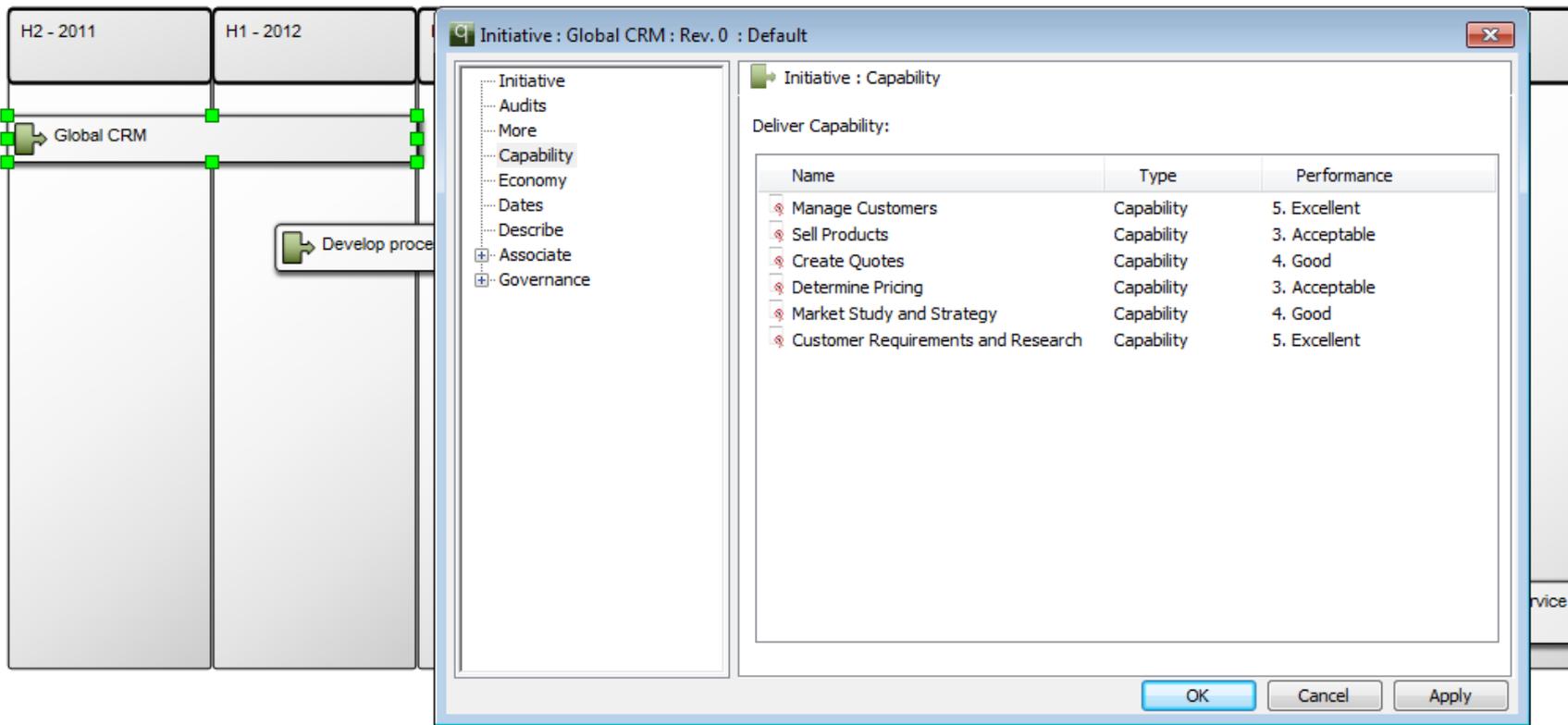


# Capability maturity



# Multiple templates can "Deliver Capability"

Offer custom configured stainless products - online



The screenshot displays a software interface with a project plan on the left and a configuration dialog on the right. The project plan shows a timeline from H2 - 2011 to H1 - 2012, with a 'Global CRM' initiative and a 'Develop process' task. The configuration dialog, titled 'Initiative : Global CRM : Rev. 0 : Default', shows a tree view of capabilities and a table of deliver capabilities.

Initiative : Global CRM : Rev. 0 : Default

- Initiative
- Audits
- More
- Capability
- Economy
- Dates
- Describe
- Associate
- Governance

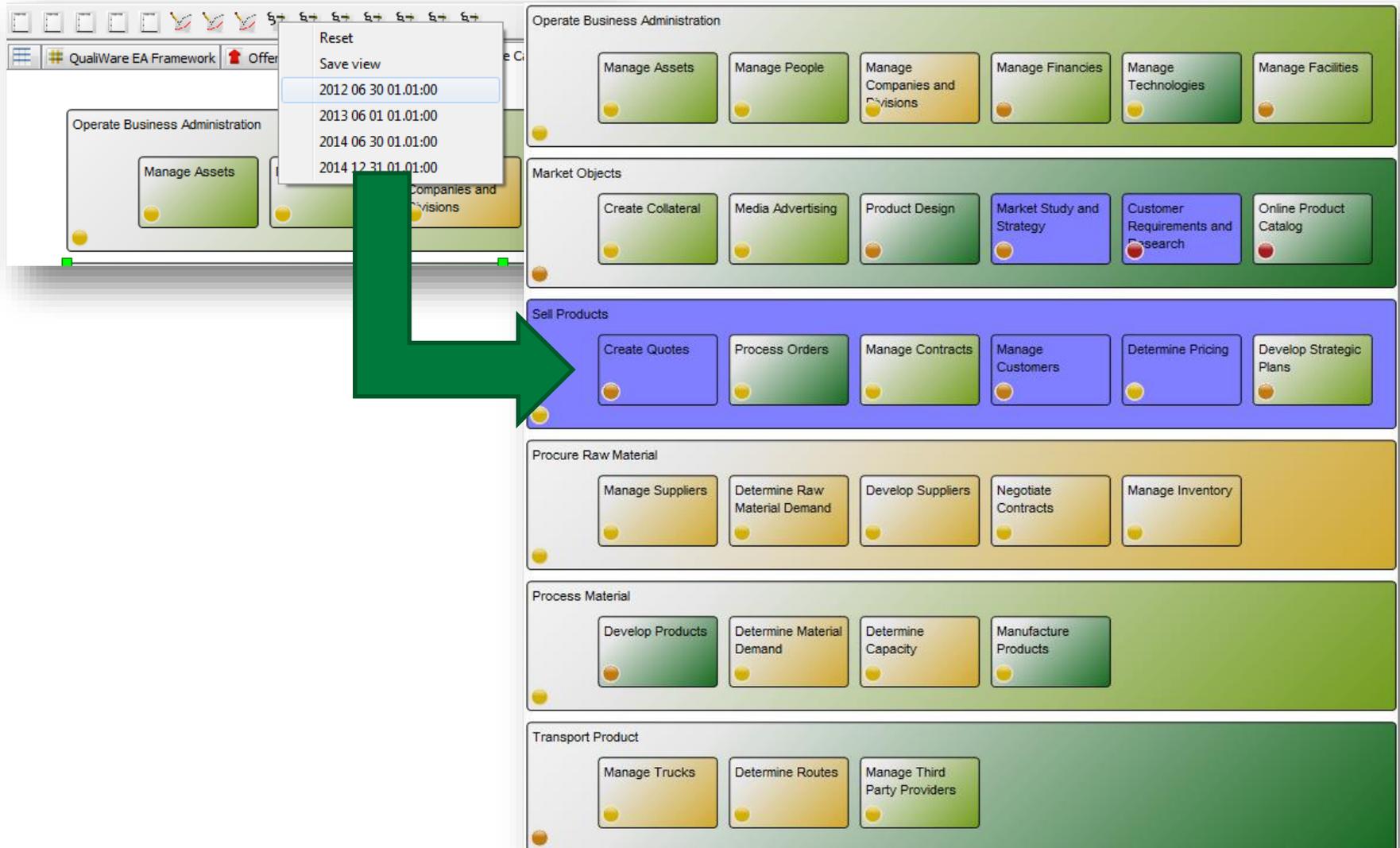
Initiative : Capability

Deliver Capability:

Name	Type	Performance
Manage Customers	Capability	5. Excellent
Sell Products	Capability	3. Acceptable
Create Quotes	Capability	4. Good
Determine Pricing	Capability	3. Acceptable
Market Study and Strategy	Capability	4. Good
Customer Requirements and Research	Capability	5. Excellent

OK Cancel Apply

# Highlighting: Capabilities implemented at time



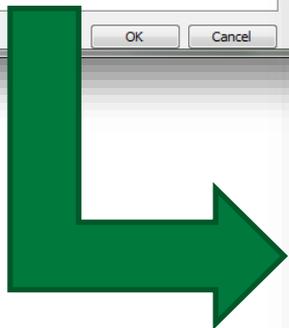
# Highlighting: Investments covering Capabilities

Highlight investments

Select investment initiatives

Name	Investment
Global CRM	2400000
Develop processes for Mass Customization	2500000
Online Product Configuration System	12000000
Provide Total Customer Information and Serv...	850000

OK Cancel



Operate Business Administration

- Manage Assets
- Manage People
- Manage Companies and Divisions
- Manage Financies
- Manage Technologies
- Manage Facilities

Market Objects

- Create Collateral
- Media Advertising
- Product Design
- Market Study and Strategy
- Customer Requirements and Research
- Online Product Catalog

Sell Products

- Create Quotes
- Process Orders
- Manage Contracts
- Manage Customers
- Determine Pricing
- Develop Strategic Plans

Procure Raw Material

- Manage Suppliers
- Determine Raw Material Demand
- Develop Suppliers
- Negotiate Contracts
- Manage Inventory

Process Material

- Develop Products
- Determine Material Demand
- Determine Capacity
- Manufacture Products

Transport Product

- Manage Trucks
- Determine Routes
- Manage Third Party Providers

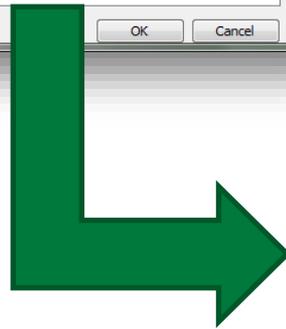
# Highlighting: Processes delivering Capabilities

Highlight Business Processes Impact

Select Business Processes delivering Capabilities

Name	Type	Modified	By	Access
Sale and Marketing	BusinessProcess	2014 06 09 02....	Kuno Brodersen	rwrww
Develop Production and...	BusinessProcess	2014 06 09 02....	Kuno Brodersen	rwrww
Online Product Configur...	BusinessProcess	2014 06 09 02....	Kuno Brodersen	rwrww
Custom designed stainl...	BusinessProcess	2014 06 09 02....	Kuno Brodersen	rwrww

OK Cancel



Operate Business Administration

Manage Assets    Manage People    Manage Companies and Divisions    Manage Financies    Manage Technologies    Manage Facilities

Market Objects

Create Collateral    Media Advertising    Product Design    Market Study and Strategy    Customer Requirements and Research    Online Product Catalog

Sell Products

Create Quotes    Process Orders    Manage Contracts    Manage Customers    Determine Pricing    Develop Strategic Plans

Procure Raw Material

Manage Suppliers    Determine Raw Material Demand    Develop Suppliers    Negotiate Contracts    Manage Inventory

Process Material

Develop Products    Determine Material Demand    Determine Capacity    Manufacture Products

Transport Product

Manage Trucks    Determine Routes    Manage Third Party Providers

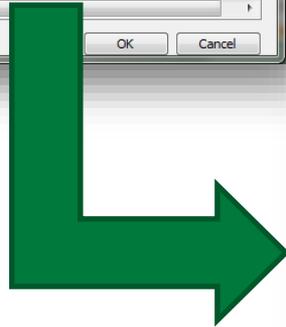
# Highlighting: Capabilities Impact on Business Outcome

Highlight Impact on Outcome

Select Outcome

Name	Type	Modified	By	A
● Increase Customer Satisfaction by 20% before 2018	Goal	2014 06 09 02:...	Kuno Brodersen	rwr...
● Increase sales by 25 % before 2018	Goal	2014 06 09 02:...	Kuno Brodersen	rwr...
● Deliver Mass-Customization of core products before ...	Goal	2014 06 09 02:...	Kuno Brodersen	rwr...

OK Cancel



Operate Business Administration

Manage Assets   Manage People   Manage Companies and Divisions   Manage Financies   Manage Technologies   Manage Facilities

Market Objects

Create Collateral   Media Advertising   Product Design   Market Study and Strategy   Customer Requirements and Research   Online Product Catalog

Sell Products

Create Quotes   Process Orders   Manage Contracts   Manage Customers   Determine Pricing   Develop Strategic Plans

Procure Raw Material

Manage Suppliers   Determine Raw Material Demand   Develop Suppliers   Negotiate Contracts   Manage Inventory

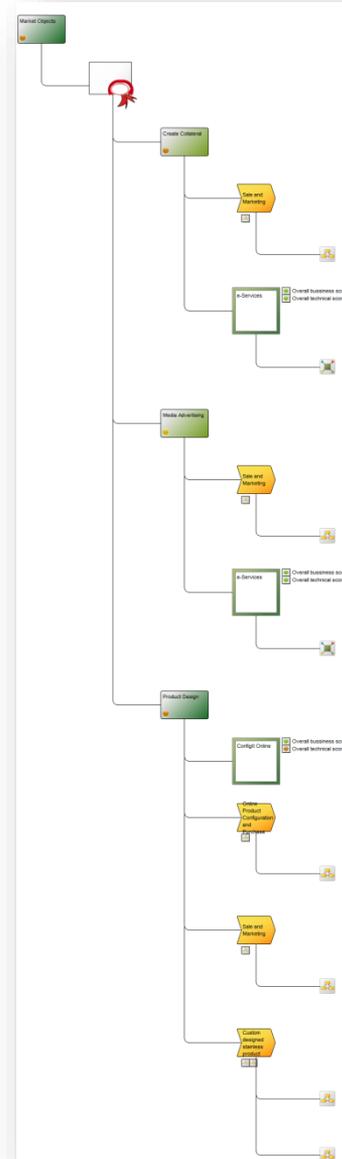
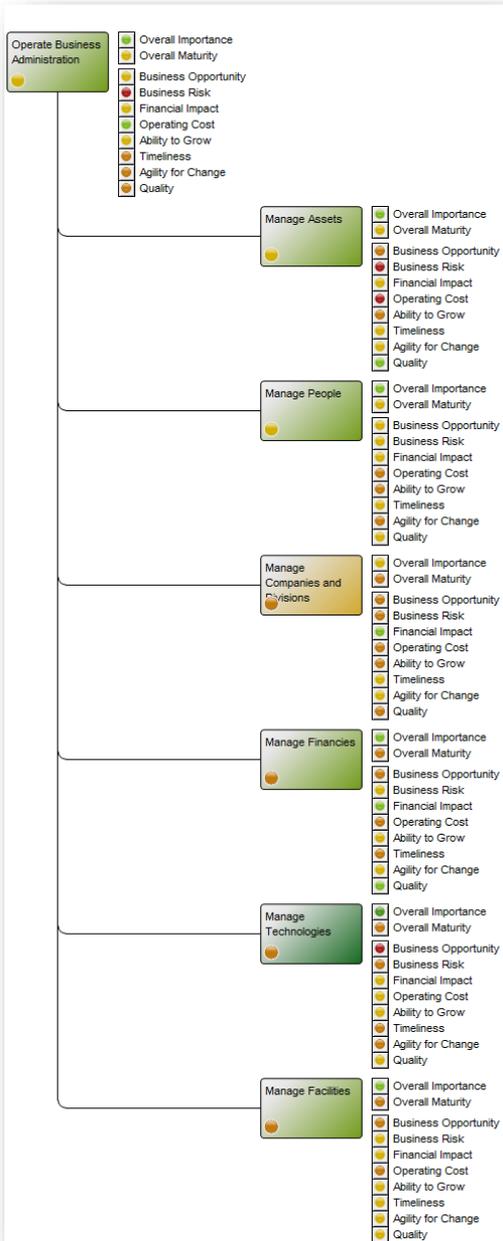
Process Material

Develop Products   Determine Material Demand   Determine Capacity   Manufacture Products

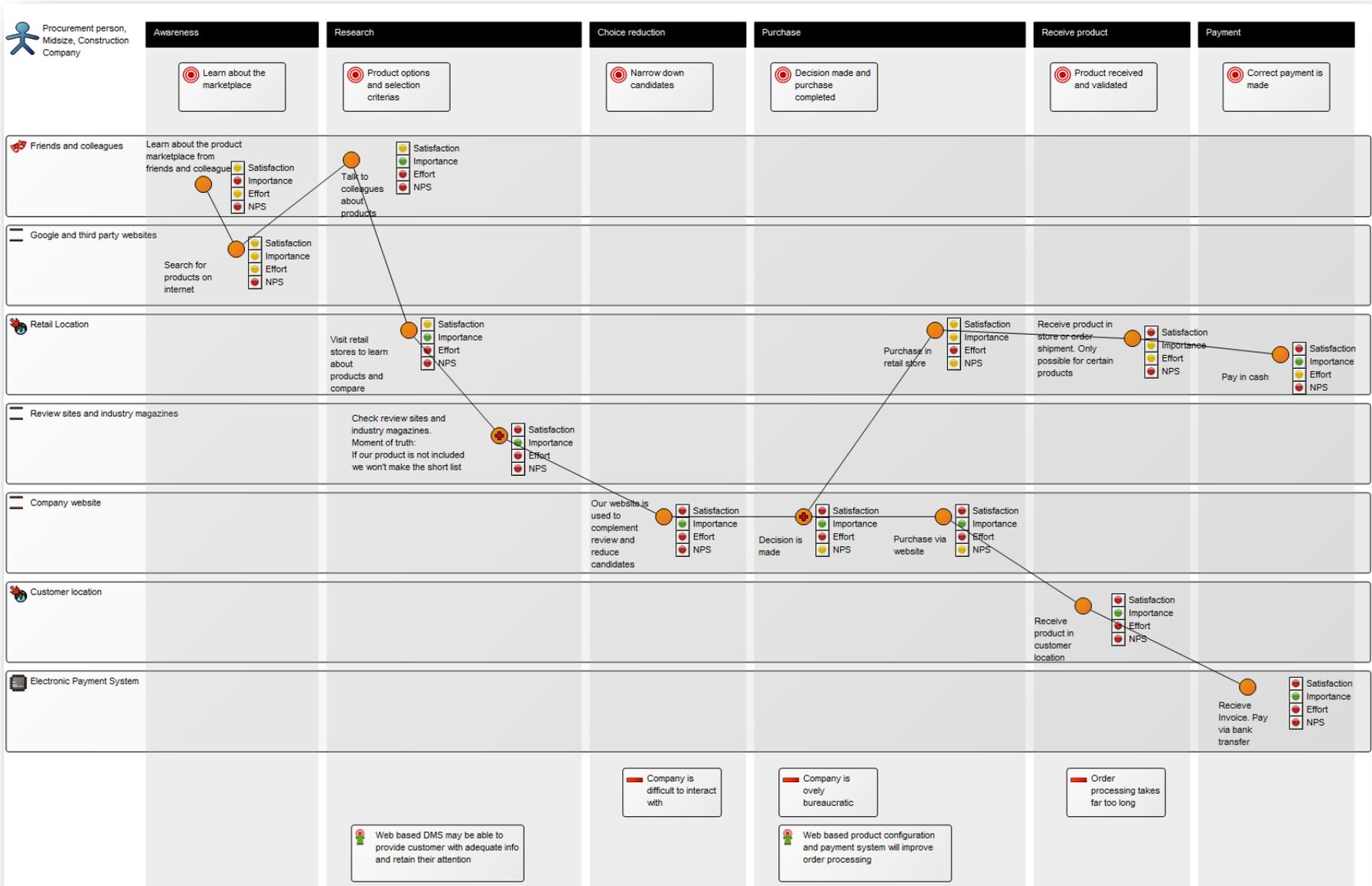
Transport Product

Manage Trucks   Determine Routes   Manage Third Party Providers

# Capability hierarchy

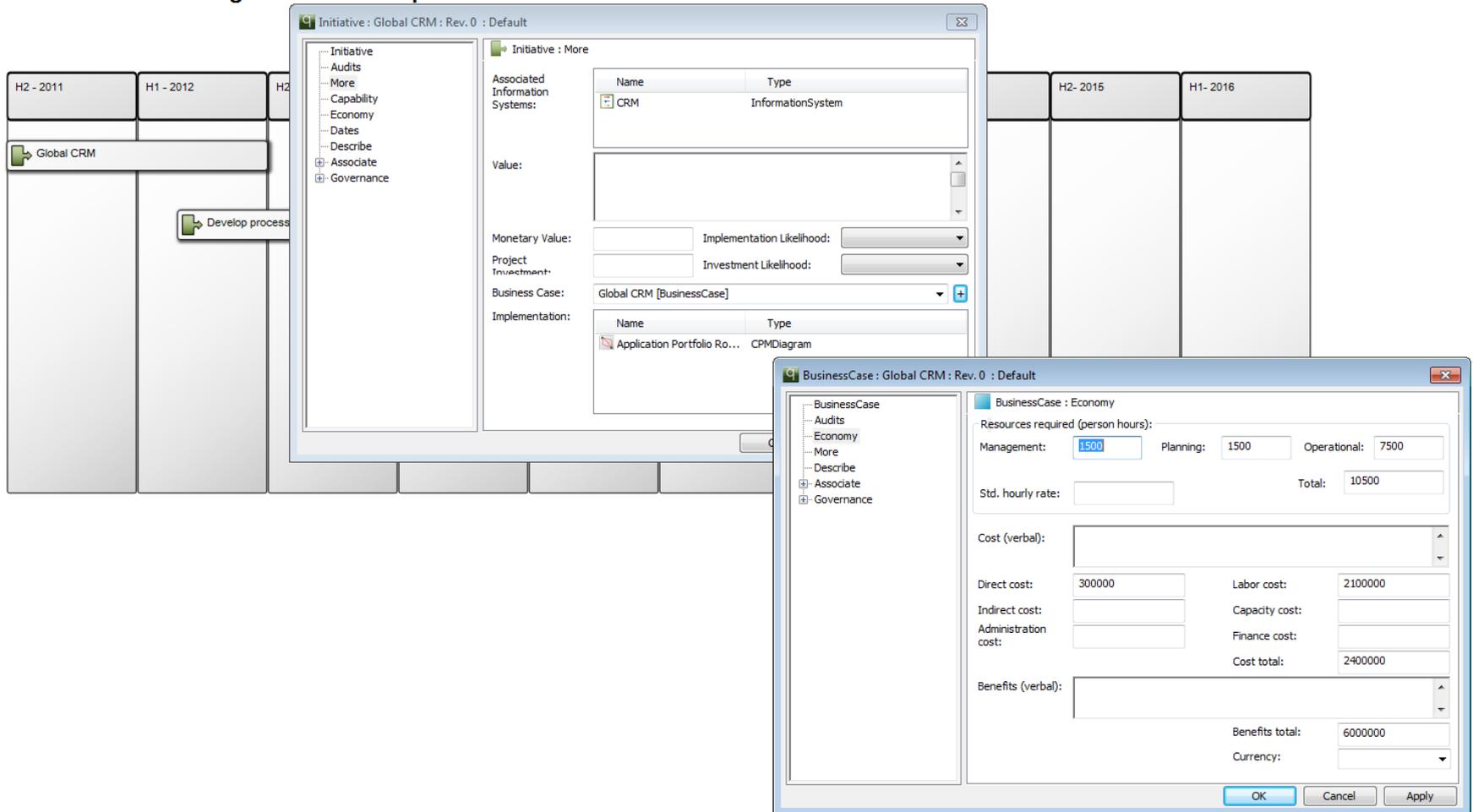


# Customer Journey Map



# Strategic Roadmap w. cost, effort aand time

## Offer custom configured stainless products - online

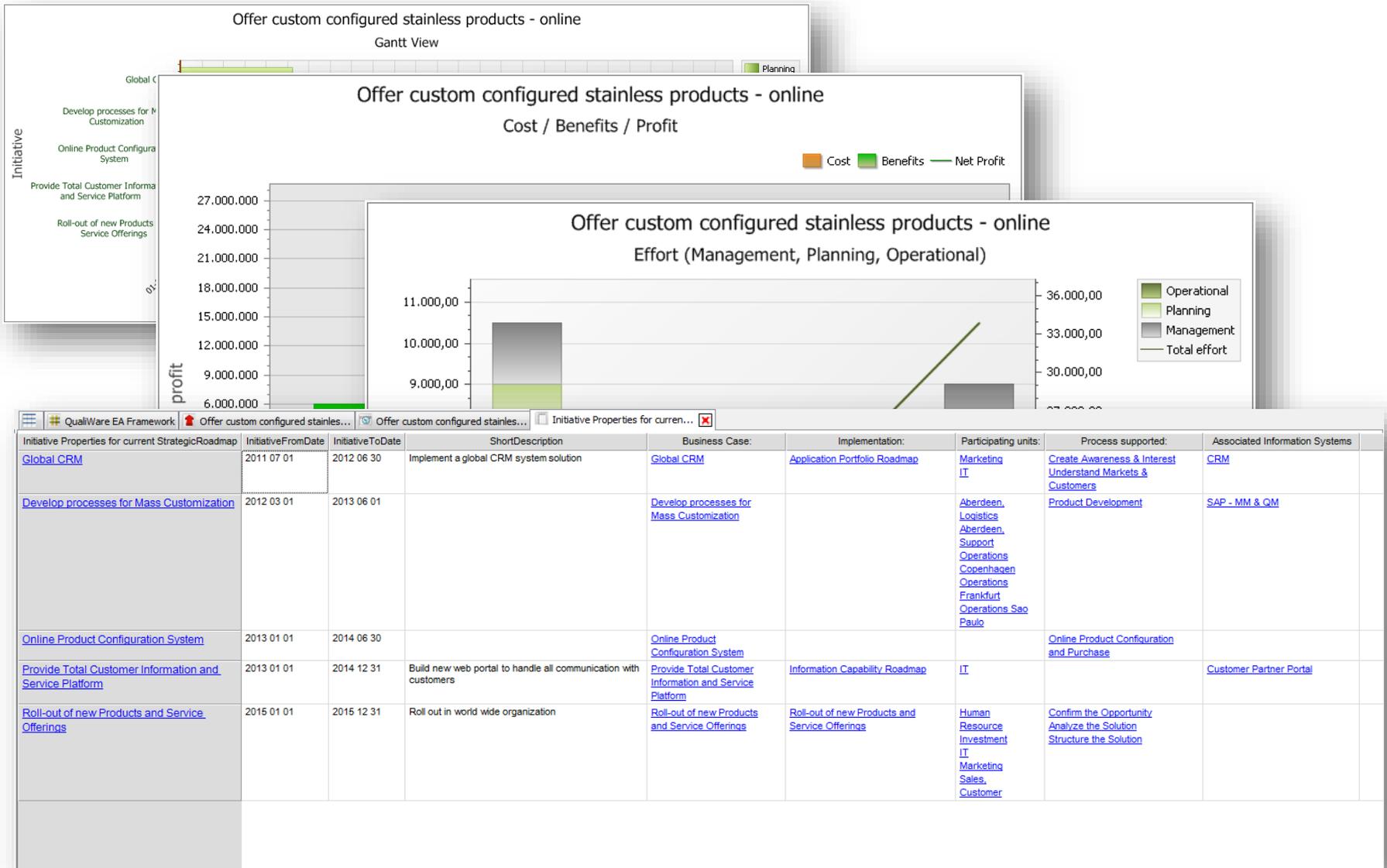


The screenshot displays the Qualiware software interface. On the left, a strategic roadmap grid shows time periods: H2 - 2011, H1 - 2012, H2, H2 - 2015, and H1 - 2016. A 'Global CRM' initiative is highlighted, with a 'Develop process' button. Two windows are open:

- Initiative : Global CRM : Rev. 0 : Default**
  - Left pane: Initiative tree (Audits, More, Capability, Economy, Dates, Describe, Associate, Governance).
  - Right pane:
    - Associated Information Systems: CRM (InformationSystem)
    - Value: [Empty text box]
    - Monetary Value: [Empty text box]
    - Project Investment: [Empty text box]
    - Business Case: Global CRM [BusinessCase]
    - Implementation: Application Portfolio Ro... (CPMDiagram)
- BusinessCase : Global CRM : Rev. 0 : Default**
  - Left pane: BusinessCase tree (Audits, Economy, More, Describe, Associate, Governance).
  - Right pane:
    - BusinessCase : Economy
    - Resources required (person hours):
 

Management:	1500	Planning:	1500	Operational:	7500	
					Total:	10500
    - Std. hourly rate: [Empty text box]
    - Cost (verbal): [Empty text box]
    - Direct cost: 300000
    - Indirect cost: [Empty text box]
    - Administration cost: [Empty text box]
    - Labor cost: 2100000
    - Capacity cost: [Empty text box]
    - Finance cost: [Empty text box]
    - Cost total: 2400000
    - Benefits (verbal): [Empty text box]
    - Benefits total: 6000000
    - Currency: [Empty dropdown menu]

# Predefined reports, matrices and analyses



# Enterprise Design

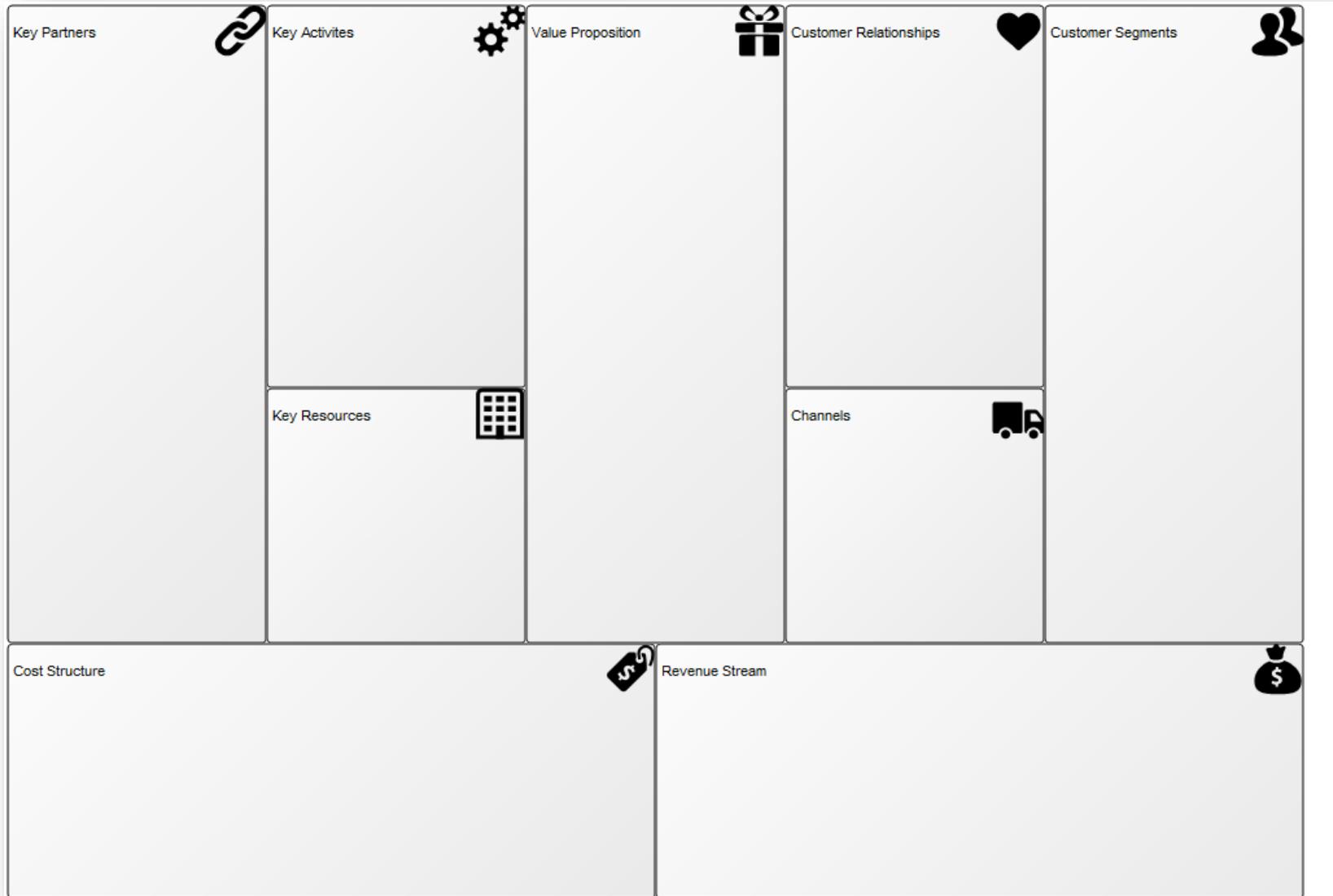
File Edit View Format Insert Diagram External Document Favorites Tools Window Help

Repository: ProDemo Mega Financial Processes | QualiWare EA Framework | Order Management, Midsize Custom... | Enterprise Design Framework

- AccountContextDiagram
- ActivityDiagram
- ApplicationArchitectureDiagram
- ApplicationFunctionalityContext
- ArchitectureFrameWork
- BalancedScorecardDiagram
- BrowserDiagram
- BusinessCapabilityModel
- BusinessChart
- BusinessDiagram
- BusinessExcellenceDiagram
- BusinessObjectModel
- BusinessProcessDiagram
- BusinessProcessNetwork
- ClassDiagram
- CommunicationDiagram
- ComponentDiagram
- CompositeStructureDiagram
- ConceptModel
- ConceptualDataModel
- ConfigurationDiagram
- ControlCoverageMap
- CPMDiagram
- CustomerJourneyMap
- Dashboard
- DataFlowDiagram
- DataMappingDiagram
- DataModelDiagram
- DataReplicationDiagram
- DecisionModel
- DeploymentDiagram
- DialogLayout
- DialogModel
- DocumentDesktop
- DocumentHeader
- DocumentStructure
- EnvironmentalImpactDiagram
- Firewall
- FreeHandDiagram
- GenericQuery
- GraphicalMatrix

Big Picture	 Identity	 Architecture	 Experience			
Anatomy	 Actors	 Touchpoints	 Services	 Content		
Frames	 Business	 People	 Function	 Structure		
Design space	 Communication	 Information	 Interaction	 Operation	 Organization	 Technology
Rendering	 Signs	 Things	 Places			

# Business Canvas



# Enterprise Investment



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Repository

- ArchitectureFrameWork
- BusinessExcellenceDiagram
- DecisionModel
- RegulationDiagram
- RequirementModel
- RuleFamilyTable
- StrategicRoadmap
  - New StrategicRoadmap
  - Offer Additional High-Growth Revenue
  - Offer custom configured stainless proc
    - Offer custom configured stainless [Initiative]
    - Develop processes for Mass Custo
    - H2 - 2011 [Timeframe]
    - H1 - 2012 [Timeframe]
    - H2 - 2012 [Timeframe]
    - H1 - 2013 [Timeframe]
    - H2 - 2013 [Timeframe]
    - Online Product Configuration Syste
    - H1 - 2014 [Timeframe]
    - H2 - 2014 [Timeframe]
    - H1 - 2015 [Timeframe]
    - H2 - 2015 [Timeframe]
    - Provide Total Customer Informatio
    - Roll-out of new Products and Servi
    - H1 - 2016 [Timeframe]
  - Offer custom designed stainless compc
- StrategyModel
- TransformationPlan

Dimension	Prevailing Culture			
Value Creation	Considered Always [11]	Considered Last [7]	Avoided [8]	Considered First [7]
Innovation Focus	None [8]	Market [11]	Technical [9]	Internal [10]
Investment Portfolio	Inventory [10]	Bottom-Up [6]	Non-Existent [9]	Top-Down [8]
Targeting	Outcomes [11]	Activities [15]	Outputs [4]	None [8]
Exploiting Assets & Services	Central [7]	Missing [9]	Peripheral [11]	Intended [10]
Investment Strategy	Random [4]	Strategic Goals [10]	Operational Goals [9]	Something Else [14]
Sponsorship	Accountable [9]	Nominal [17]	Absent [7]	Responsible [6]
Project Management	Delivering Change [9]	Time/Cost/Quality [13]	ROI Hypothesis [4]	Delivering Value [11]
Impact on Operating Costs	Important [10]	Ignored [7]	Interesting [8]	Critical [13]
Behavior Towards Projects	Controlling [9]	Influencing [13]	Undermining [7]	Not Interested [7]

# Other news for QualiWare Enterprise Architecture



- Support for EA3 Cube 2.0
- Support for Archimate 2.1