qualiware
Enabling positive change

Release notes for QualiWare 6.1

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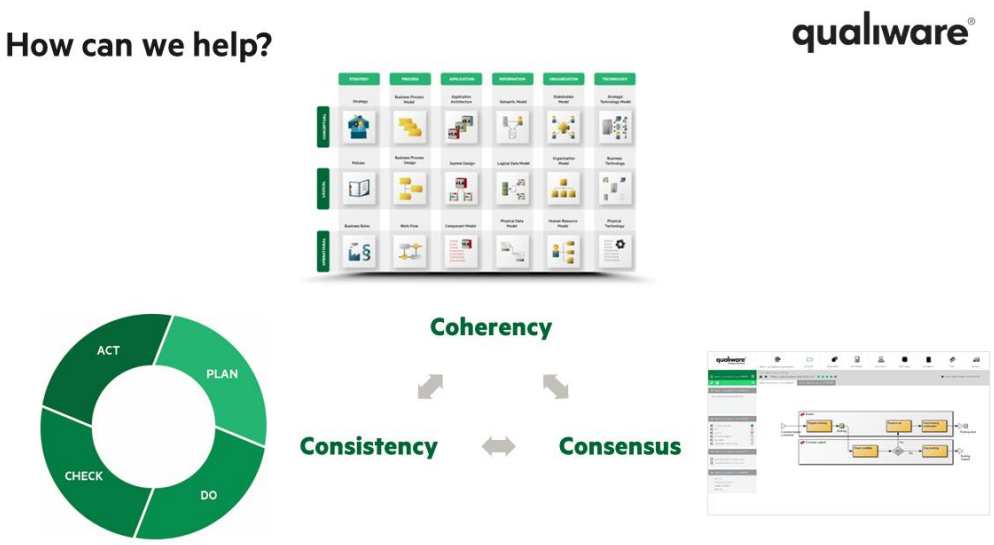
Introduction

To stay competitive, businesses need to react rapidly to market dynamics. Decision making and implementation of required transformations is made difficult by the complexity in business and the fact that for most people change is viewed negatively.

Coherent knowledge about the business must be captured, managed and analysed. Consensus is required among all relevant stakeholders and employees to ensure successful implementation of transformation initiatives. Consistency in the change process must be maintained across the organization. All information communicated must be transparent, relevant and easily accessible for everybody.

QualiWare enables positive change by providing tools, services and methods that ensure coherency, consensus and consistency, and we support the agile and innovative company in handling complex knowledge, maintained by multiple persons with different backgrounds, in a continuous process.



Over the last couple of years and especially in the last year, as the world economy has shown signs of improvement, QualiWare has identified five major trends that have impacted our operations and our product strategy:

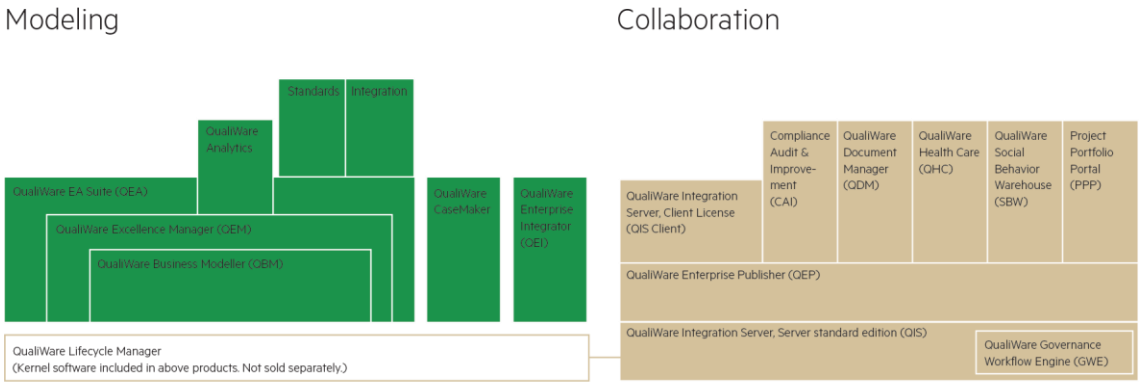
1. Customers wish to combine the Business Strategy, Business Architecture, Enterprise Architecture and Compliance initiatives and put more emphasis on the actual business outcome of the initiative. They wish to build and govern complete, coherent and executable models.
2. Customers wish to manage the investment and optimize the efficiency in the space covering business process, application and information architectures.
3. Customers wish to ensure consistent and successful implementation of transformation initiatives through collaboration and by creating consensus among employees.

4. Customers wish to uncover opportunities and reveal the need for improvements by evaluating the behavior and performance of the organization, and become more competitive by making informed decisions.
5. Driven by outside forces such as social, mobile, cloud, Internet of Things and big data, customers wish to deliver real business outcomes via innovation leveraging their Enterprise Architecture initiative.

Product overview

The QualiWare product suite is organized to support our marketing message, thus we are providing technology to support "coherency, consensus and consistency". Coherency is supported primarily by our QualiWare modeling platform, consensus is supported by our collaboration platform, and consistency is supported by our server product.

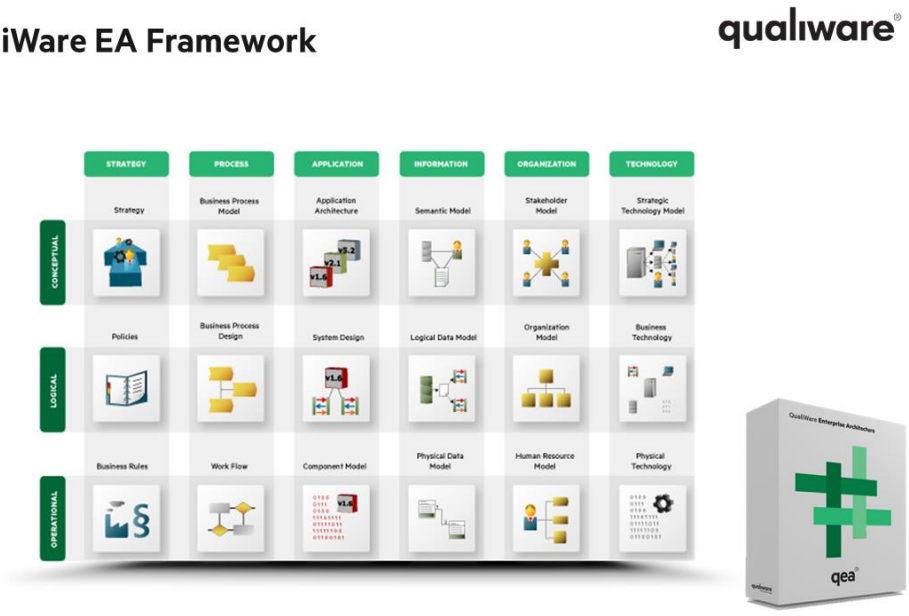
This is an illustration of the QualiWare Product Suite. The packages are explained below.



The modeling product is called **QualiWare Lifecycle Manager** (QLM). It exists in three variations:

- **QualiWare Business Modeler** (QBM) is used for strategic planning, process modeling, organization and stakeholder modeling, business object modeling and has special features to support modeling workshops.
- **QualiWare Excellence Manager** (QEM) includes a full QBM and supports Governance, Risk and Compliance (GRC) work and a more robust approach implementing change and supporting project or continuous initiatives such as:
  - Compliance work in general (e.g. legislation or industry standards)
  - Risk Management (e.g. Sarbanes-Oxley)
  - Quality Management (e.g. ISO 9001 or industry standards)
  - Environmental Management (e.g. ISO 14001)
  - Business Process Management
  - Business Excellence (e.g. EFQM or Malcolm Baldrige)
- **QualiWare Enterprise Architecture** (QEA) includes a full QEM and QBM and supports:

- Enterprise Architecture. All perspectives are supported: Strategy, Process, Application, Information, Organization and Technology/Infrastructure.
- Service Oriented Architecture
- UML
- Information Management /Information Engineering/SASD
- Infrastructure Management
- Product Architecture



QualiWare Analytics

In a world where companies face new challenges every day, where the competitive capabilities are constantly being tested and where the inability to adapt often results in stagnation and major losses, it has become vital to emphasize the strategic decision making and drive results.

The pace in which the competitive environment changes in the modern world requires that companies spend a high amount of resources in an attempt to plan through the uncertainty, an objective that can easily become difficult to accomplish. Usually this is a result of insufficient data and performance measurement and communication gaps within the organization.

The QualiWare Analytics product has been designed to help companies embrace this challenging environment and enable positive change in the company, internally as well as externally.

QualiWare Analytics can be used to:

- Establish a strong sense of coherence throughout the company by providing a context of organizational performance.
- Enable an organizational consensus, not only regarding organizational structure but even more importantly through the communication of accurate performance measurements, goals and objectives.

- Secure a high level of consistency through the easily accessible and interpretable measurement data and charts, thus ensuring a consistent organizational monitoring and decision making process.

Whether it is a need for collecting the right data, creating smart charts that everyone can understand or a need for accurately defining key performance indicators and display them in a balanced scorecard, QualiWare Analytics can satisfy your demands.

By implementing approaches and methods to organizational analytics, companies will be able to react decisively and consistently to any challenge, thus delivering measureable results in the face of uncertainty.

QualiWare Analytics is targeted at the management level and experts in the organization working with analysis, decisions, KPIs and management information dashboards.

QualiWare Analytics captures performance information from various data sources and relates it to the models. It allows the user to build structures of performance indicators and map these structures to relevant models such as business processes, information systems, organization or strategic goals and objectives. QualiWare Analytics integrates with data warehouses, BI systems, databases, files and includes four new diagram types:

- Balanced Scorecards
- Performance Diagrams
- Business Charts
- Dashboards

QualiWare Analytics may also be used by other areas in QualiWare that report data in chart format; Quality Audit and Improvement, Risk Management, Portfolio Management etc.

The customization tools consist of two components:

- **QualiWare CaseMaker** which supports advanced metamodeling.

- CaseMaker includes the ability to create and modify the three dimensions of a metamodel; the information metamodel, the presentation metamodel and the dynamic metamodel. The Information metamodel defines the templates (aka classes or metaobjects) and their relationships. This model is made graphically. The presentation metamodel defines the look and feel of the template i.e. what symbol is used for the template and what dialog is used to allow the user to modify the properties. Symbol design and dialog design are also designed graphically in CaseMaker. The dynamic metamodel is defined using the built-in domain specific language, the QualiWare Command Language, which may create code for every event triggered by the user of the modeling tool.
- QualiWare CaseMaker is the ultimate tool for metamodel development. It includes debugger and profiler as well as a point-and-click interface code generator for interfacing with table based external content such as SQL tables or spreadsheet data.
- CaseMaker is using the same configuration and revision features as the rest of the product suite, so it is possible to have a professional release management around the development of metamodels.
- Ever since the first release of QualiWare Lifecycle Manager in 1992, QualiWare CaseMaker has had an important competitive advantage and has positioned QualiWare as the provider of the most flexible tools in the market. With CaseMaker we are able to quickly create modeling support for new methodologies or tailor the tool for customers. Several large customers have purchased CaseMaker for their own long term metamodel development and maintenance.

- **Interfaces**, which is a long list of integration features available to the customers. There are three different types of interfaces:
  - Generic interfaces that use a standard format such as XPDL, BPEL etc. to transfer information between the QualiWare repository and 3rd party products.
  - Hub based integration, where a common API to a hub provides for a long list of connectors with different target systems.
  - Point-to-point interfaces that integrate the QualiWare repository with a specific target system.

Standards fall into several categories. QualiWare 6.1 supports the following standards:

- EA Frameworks and architectural standards
  - QualiWare EA Framework
  - EA3 Cube
  - Enterprise Design Framework (EDML)
  - TOGAF
  - Zachman
  - IAF
  - OIO
  - FEAF
  - DNDAF
  - UPDM
  - SysML
  - Archimate

TOGAF 9

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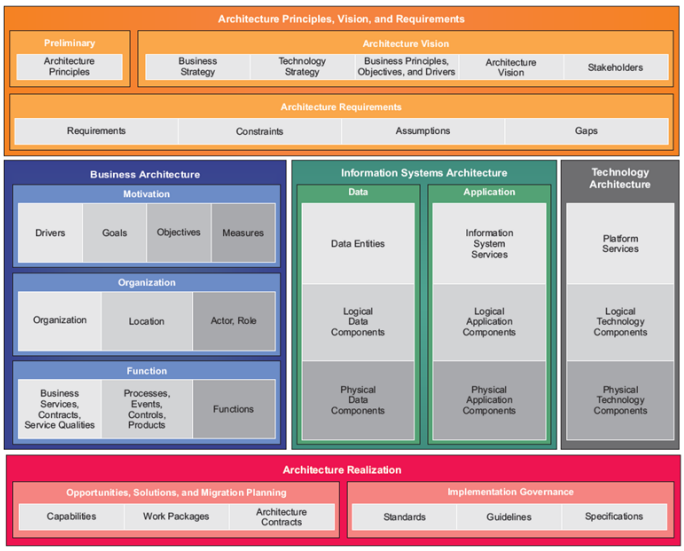

OIO (Danish Government Standard)

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- Modeling standards
  - Rummler-Brache
  - BP Trends (Burlton)
  - BPMN
  - UML
  - SA/SD
  - EDML
  - IDEF
  - Yourdon/DeMarco

QualiWare Enterprise Integrator (QEI) is a server side functionality that generates static HTML pages from the content in the QualiWare Repository. QualiWare Enterprise Integrator may be set up to automatically update web pages affected by the changes made to the QualiWare database/repository, making sure that the information presented on the intranet is synchronized with the database.

The generated HTML may be offloaded to a portable device such as a DVD or USB key, and may be viewed in a browser without access to the web-server.

The **QualiWare Integration Server** (QIS) is an SOA (Service Oriented Architecture) based model/application server that allows access to and manipulation of repository content from multiple clients including QLM, web-browsers and 3rd party systems. This comprehensive QualiWare solution plays a natural role in the modern SOA environment as a single focal point for Enterprise Architecture, Business Architecture, Compliance systems and its related information and can easily integrate with orchestration engines, work flow engines, Business Intelligence solutions and ERP systems via the web services layer available as part of the QIS product. This means that a business can have its architects doing what they do best; i.e., defining the architectures and the transformation plans for them. It also means that the operational people in the organization can be engaged in capturing and representing architecture related information without even knowing they are looking at architecture. And this solution also permits integration with the applications/systems of the business so that real operational information can be collected, and operational results can be assessed against the current state architectures.

Information in the repository may be accessed in QIS via web services or via .net remoting. QIS includes an SQL-like query language, which may be used to query and analyze large amounts of complex information and relationships. The query addresses the metamodel structure thus hiding the complexity of the physical database from the user. In large corporations this flexibility in both the metamodel and the querying features may be used to build corporate wide semantic models integrating information from a variety of sources such as ERP systems, business intelligence systems, data warehouse, document management systems, content management systems and other modeling tools, and to allow reporting and analysis of the highly complex information

QualiWare Enterprise Publisher (QEP) and **QualiWare QIS Client** (QIS Client) working on top of QualiWare Integration Server (QIS) enables web based collaboration and maintenance of knowledge content in the repository. QEP manages the presentation of information (read-only) on the web, while the QIS Client enables creation and update of objects and relationships from the web. This platform supports collaborative decision making, social collaboration, social analytics and delegation of responsibilities for information sharing. It enables a culture designed for change and motivates employees to use their social relations to improve business performance.

The QualiWare Enterprise Publisher and various QualiWare products working on top of this technology have been designed with the younger generation's way of communicating in mind. This entire portfolio of web-based collaboration products share fundamental features with social communities such as Facebook and LinkedIn. There is an individual area that reflects the user requirements, the user role and user access rights. Special features allows for a role based meta model and personal targeted information, so users are presented with a relevant and not too

complex web based front end. This personalized approach ensures that the end-user always has a positive experience when browsing the enterprise repository.

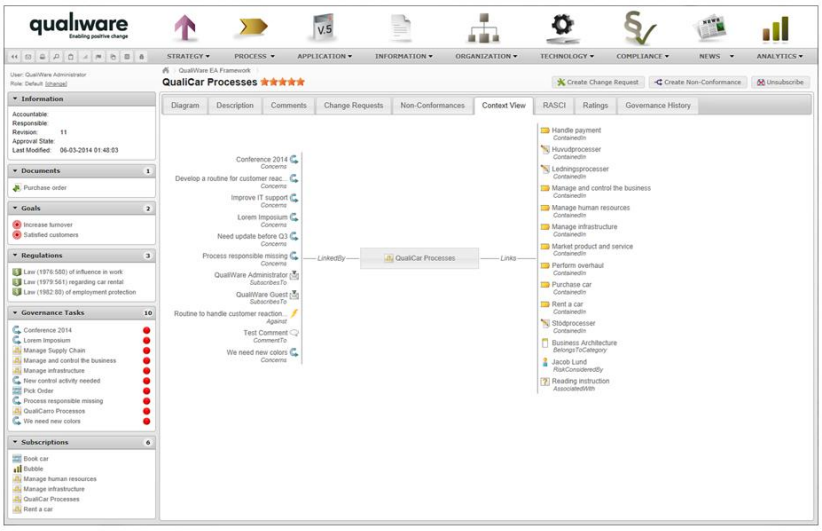
The actual models and knowledge content is presented in a shared area acting as a 'wall' for the object. This wall includes all aspects of the artifact in focus and acts as a navigation path to other objects in the landscape.

QualiWare Enterprise Publisher and QIS Client act as a collaboration platform that includes social features such as:

- rating of objects
- commenting, submitting change requests or other feedback
- using an embedded secure chat feature to discus and share work with connected colleagues
- accessing personal governance tasks controlled by the QualiWare Governance Workflow Engine
- analyzing object context landscapes and change impact
- creating new revisions of objects, sending changes into circulation or approving finalized object work
- subscribing to areas of interest
- evaluating KPI's and performance statistics related to a focus area
- assess social analytics and run diagnostics on the social behavior of the users of the enterprise repository content

QualiWare Enterprise Publisher and QIS Client enables modern consensus based management thus embracing the 'next practices' for organizational change defined by Gartner; Social BPM, Extreme Collaboration and Organizational Liquidity.

Context landscape, impact analysis



QualiWare Enterprise Publisher and QIS Client integrate with QualiWare Governance Workflow Engine and QualiWare Social Behavior Warehouse and may be extended with more specific features via the QualiWare Compliance, Audit and Improvement (CAI) product and QualiWare Document Manager (QDM).

It makes EA artifacts, corporate knowledge, models and other types of content available for employees everywhere at any time. It supports responsive design and mobile devices.

QualiWare Document Manager (QDM) is a full web based document management system, which we position as an option for organizations that need an integrated document management system in their compliance system or organizations that need document management as part of their QualiWare project portal.

QualiWare Governance Workflow Engine (GWE) is the perfect tool to provide consistency and compliance in the way complex knowledge is shared across the enterprise and also maintained by a large number of people over a long period of time.

QualiWare Governance Workflow Engine enables collaboration by automating sharing of enterprise artifacts during its entire lifecycle and by notifying relevant stakeholders whenever their attention is required.

The engine will control:

- all object state changes
- all communication between knowledge stakeholders
- all notifications to employees who have a pending governance task
- all escalations in case of overdue tasks
- all collaboration between employees participating in content development and improvement
- validation of content and compliance with rules and standards
- validation of SLA’s embedded in the governance workflows

Governance workflows are designed in QualiWare Lifecycle Manager and executed during run time by a high performing scalable work flow engine integrated with all object access in the entire QualiWare product portfolio.

Different artifact types require different governance workflows, so where a Business Process may follow a traditional change cycle, an artifact such as a Change Request, a Risk or a Non-Conformance may require a very different handling.

Based on definitions of users, roles and access rights in Active Directory and QualiWare administration modules the actions required to move an object from one stage to another are assigned to the correct individual.

When a person playing a specific role (persona) accesses an EA artifact from any device the definitions product features required to perform a certain task will be made available to the user. This dynamic configuration of functionality in the web-front end ensures a friendly user experience, and makes it easy to collaborate and share knowledge.

The QualiWare Governance Workflow Engine continuously gathers information about all object lifecycles, state change, user activities etc. And because it is integrated with QualiWare Enterprise Publisher, QualiWare Analytics and QualiWare Social Behavior Warehouse, it plays a vital role in securing enterprise wide consistency and continual improvement in the business performance and EA maturity.

QualiWare Social Behavior Warehouse (SBW) combines social analytics with Enterprise Architecture and Business Process Management. QualiWare Social Behavior Warehouse captures the behavior of the organization by registering all activities performed on knowledge stored in the enterprise repository or related systems. This vast amount of data is analyzed, enriched and made available via charts and reports in QualiWare Analytics, in the QualiWare web-based pivot analyzer or any preferred company BI-tool.

With QualiWare Social Behavior Warehouse a company is able to assess business outcome and provide diagnostics information. Using this technology, businesses can make sure that their organization is using the EA to create a competitive advantage. QualiWare Social Behavior Warehouse is an essential tool in management’s decision making process.

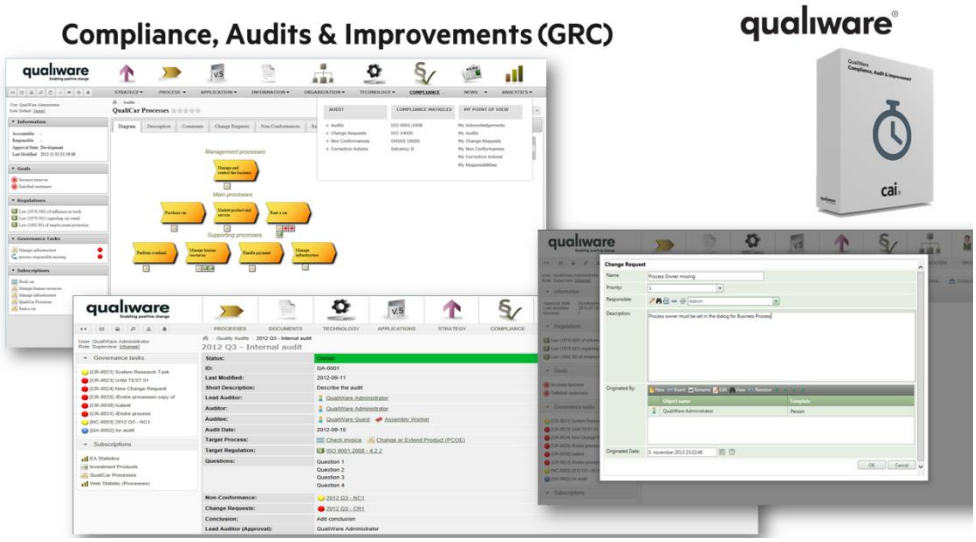
Enabling positive change requires a strong focus on Consensus and Collaboration in decision making, and a high degree of de-centralized maintenance and sharing of corporate knowledge. Successful implementation of corporate strategy and the required business transformations is essential for businesses operating in a globally dynamic market; the ability to react rapidly on such market dynamics may mean success or failure to the business. With QualiWare Social Analytics Warehouse top management is able to uncover threats to the business agility and identify actions needed to correct the weak spots in the organization.

This product will provide management with answers to questions such as:

- What parts of the EA/BPM knowledge is used by the organization
- Are the EA deliverables made operational, actionable and measureable
- Where do we use the EA/BPM knowledge – mobile, web, thick client
- How active are different parts of the organization
- How often do employees use core process models to guide them in the day to day operations
- What is the agility of the company
- How much time is needed from when a business model is approved until it has penetrated the business
- And much more.

QualiWare Social Behavior Warehouse integrates with QualiWare Enterprise Publisher, QualiWare Governance Workflow Engine and QualiWare Analytics and scales to form a complete intelligent collaboration platform for large enterprises operating in a global environment.

The **Compliance, Audit & Improvement** (CAI) is a web based solution deployed on our QIS server platform and extends existing features in this area. It assists managers in planning and executing audits and to work structured with continual business improvement.



The **QualiWare Health Care** (QHC)* solution gives you the flexibility required to build a customizable quality control system complete with instructional templates, directions, and feedback. In addition to fulfilling legal mandates, the QualiWare HealthCare quality control system also offers valuable benefits to your most important work-related areas.

QualiWare Health Care quality control system can:

- Record measurements from control devices
- Report, register and follow up on error reports concerning medical procedures
- Report deviations, including unintended incidents
- Help employees learn and develop core competencies

*QHC is not yet available in version 6.1.

Release Information

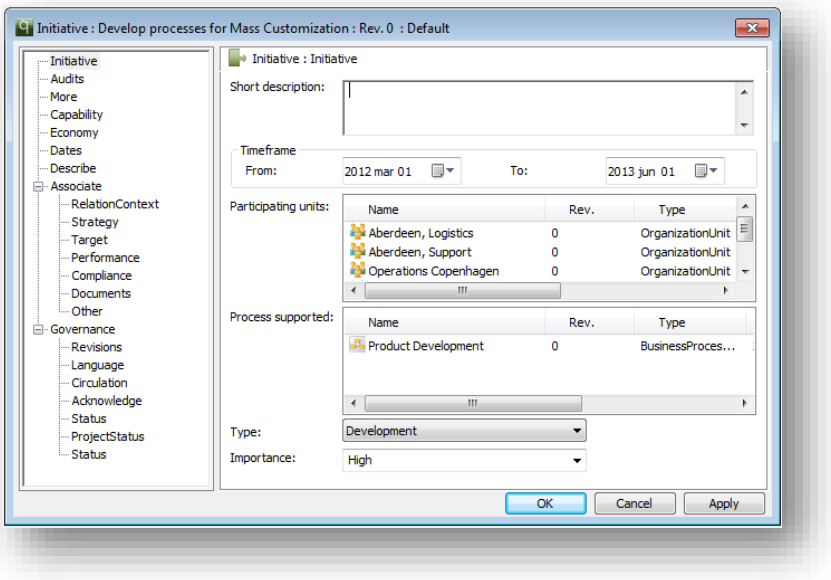
This section contains release information for all products in QualiWare 6.1. Please note that the features of the new QLM 5.3 release are identical to the features of QLM 6.1 except for the dependency of QIS. QLM 5.3 is a two-layer client-server solution where the QLM client communicates directly with the database. QLM 6.1 is a three-layer client-server architecture that requires a QIS server to be present. All products in the "collaboration" part of the QualiWare product suite requires QIS. Please look for the "(6.1, 5.3)" to see if the features is available in both 5.3 and 6.1 or just 6.1.

QualiWare Lifecycle Manager (QLM) – General changes (6.1, 5.3)

These new features are valid for all three variants of QLM: QualiWare Business Modeler (QBM), QualiWare Excellence Manager (QEM) and QualiWare Enterprise Architecture (QEA).

New Dialog Layout

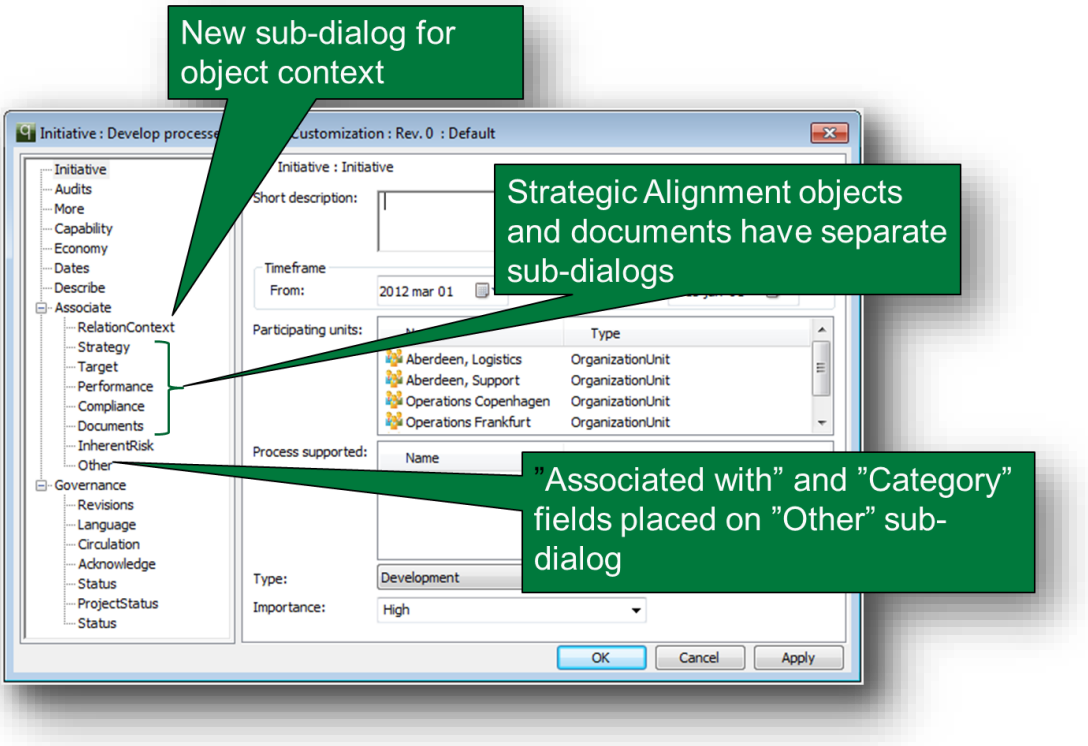
The sometimes large number of tabs (sub-dialogs) in an object dialog have been the cause of confusion to end-users for many years. In this release of QLM we have introduced a new way to show properties of an object in hierarchically organized sub-dialogs. This means that sub-dialogs concerning the same topic may be grouped under a "sub-dialog-group" with a relevant name. In the hierarchy a group dialog will have a plus sign in front of it, so the end-user can open the hierarchy to find the grouped sub-dialogs. (See picture below)



Associate sub-dialog changed

The Associate sub-dialog has been split up into several new sub-dialogs:

1. The RelationContext sub-dialog gives a verbal report of the relations pointing to the object.
2. The Strategy sub-dialog holds the "Strategic Alignment" field. This field is intended to show relations to objects defining the strategic decisions. For backward compatibility reasons the field still enables links to the same large number of strategy oriented templates as previously, but some of the templates now belong in other sub-dialogs and fields, as explained below.
3. The Target sub-dialog holds links to what Object Management Group (OMG) calls "Ends" oriented objects. These templates are currently Goals and Objectives.
4. The Performance sub-dialog holds links to objects that define or visualize the actual results to be achieved by the business. The templates are KeyPerformanceIndicator and PerformanceIndicator
5. The Compliance sub-dialog holds links to objects that must be complied with. The templates are Regulation, Requirement, BusinessRule and Policy.
6. The Document sub-dialog holds links to ExternalDocument objects or Document objects that have relevance for the object in focus.
7. The InherentRisk sub-dialog is used to describe the general risk assessment for the object in focus, and to establish links from Risk objects.
8. The Other sub-dialog holds the two remaining fields from the previous Associate-dialog; the AssociatedWith field and the Category field

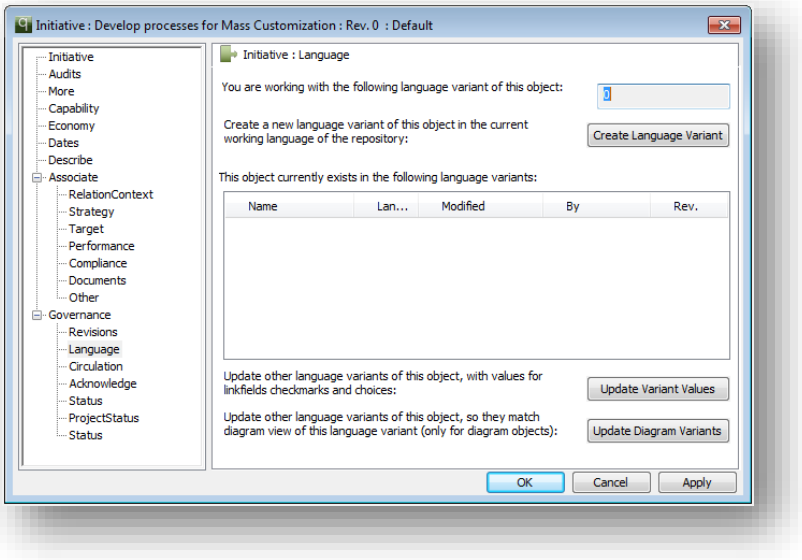


New Governance group dialog

The Governance group of sub-dialogs includes some of the well-known sub-dialogs such as “Revisions”, “Circulation” and “ProjectStatus”. These sub-dialogs are unchanged.

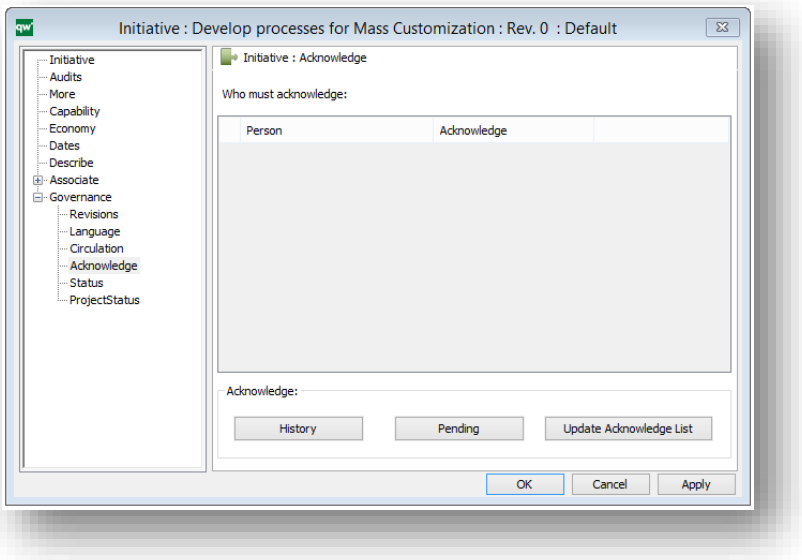
The new Language sub-dialog helps the user manage language variants of the object. From the dialog, it is possible:

- to create a new language variant,
- to see all language variants of the object
- to transfer content from one language variant to another
- to synchronize the diagram ‘geography’ between language variants

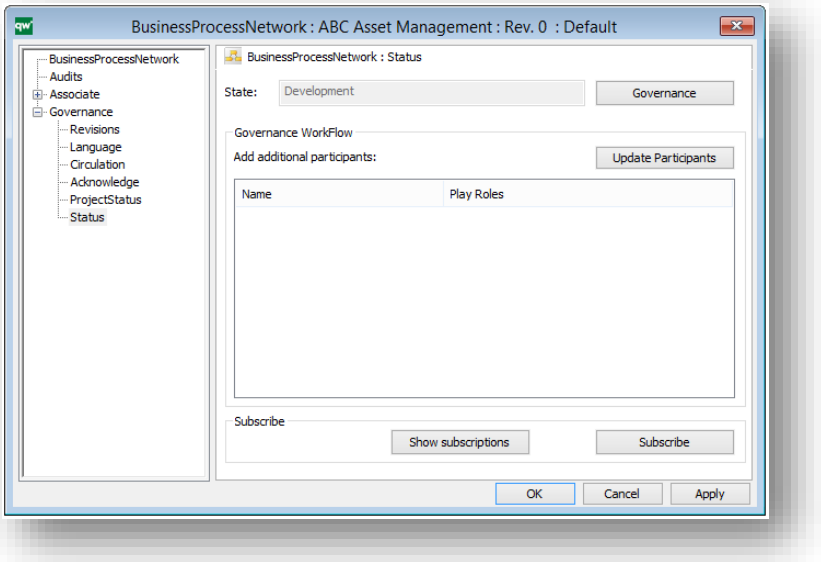


When a new version of an object is published and end-users have been notified, sometimes there is a need for a formal acknowledgement by the end-user that he or she has read the changed object. The new Acknowledge sub dialog (version 6.1 only) allows the user to inspect who must acknowledge and to follow up on the users.

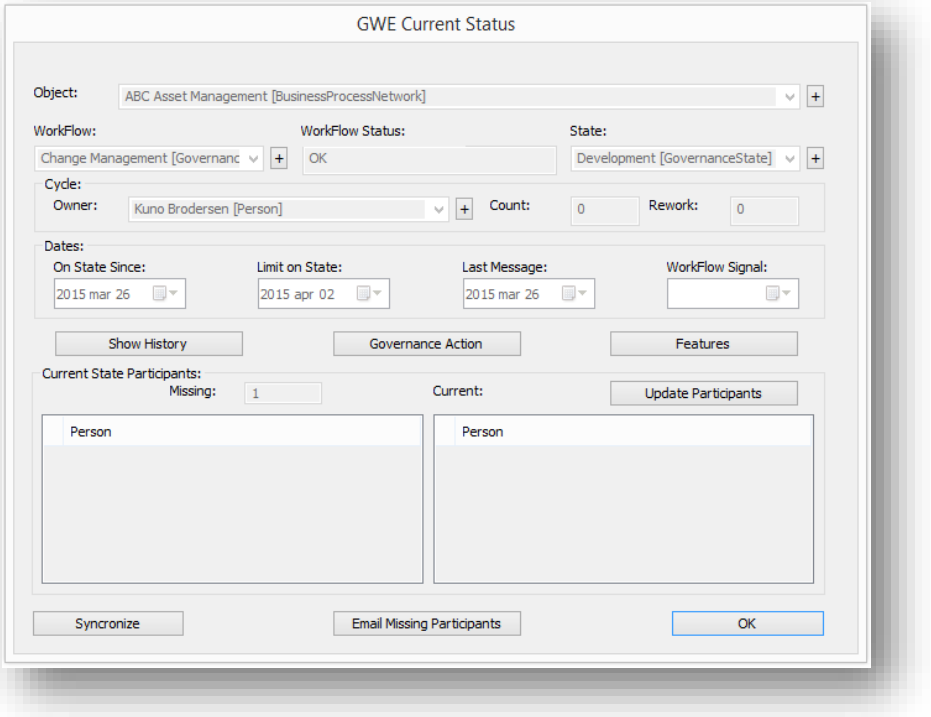
The definition of “which objects must be acknowledged by which users” happens in an AcknowledgeList object. This object type works similar to the subscription definition, so when the owner of an object inspects the Acknowledge sub-dialog for the object, the list of end-users who must acknowledge is fetched from all the AcknowledgeList objects, and the actual status on end-user’s each acknowledgement is fetched from the GoveranceWorkflowEngine.



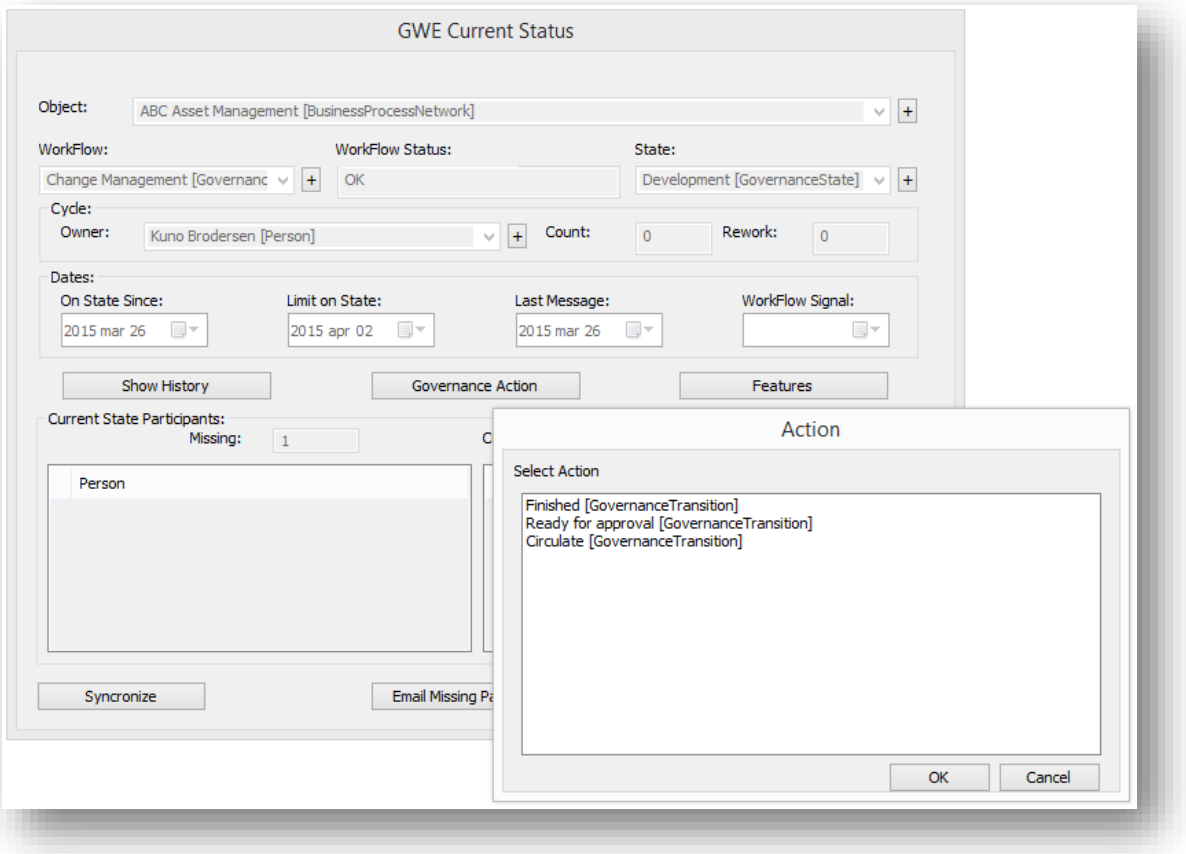
In QualiWare 6.1 (6.1 only) the object status can be controlled by the Governance Workflow Engine. A Governance Workflow may be specified to handle objects of a specific template, which automatically will change the standard Status sub-dialog to a new dialog that communicates with the Governance Workflow Engine to resolve an objects current state.



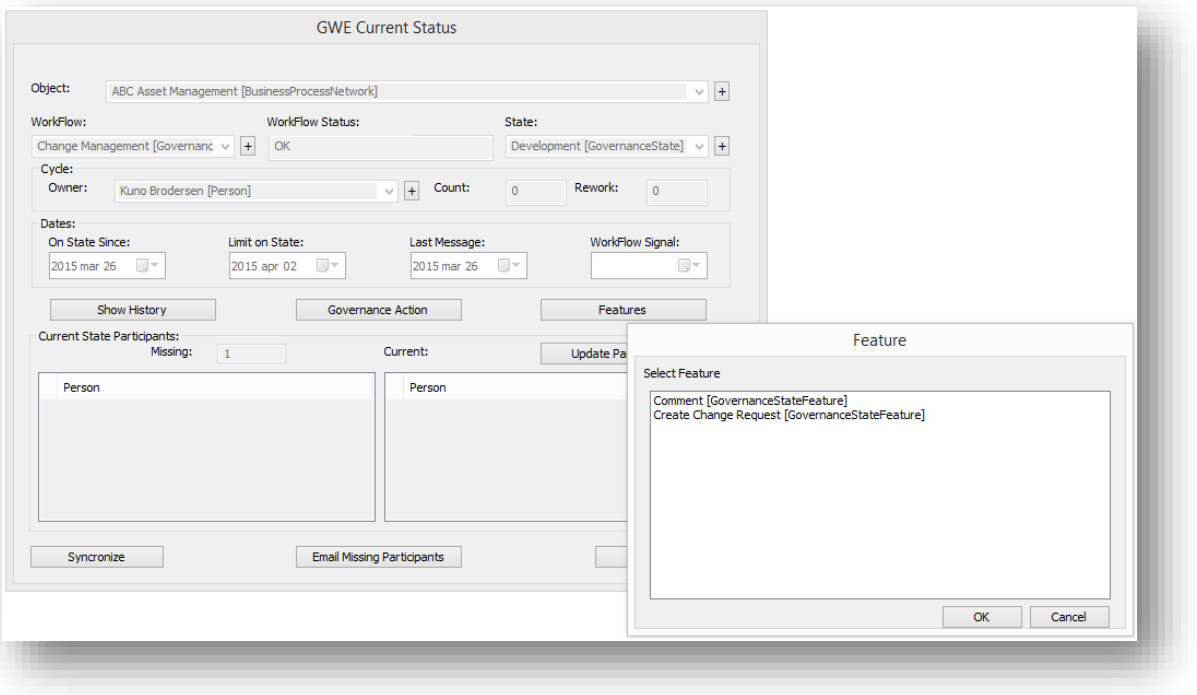
To investigate the object state further, click the Governance button to open the workflow engine dialog that gives access to properties and features related to this specific object's control by the engine.



The Governance Action allows the user to change the object state to the next valid state in the Governance Workflow



The Features button allows the user to activate any predefined feature attached to this object in the current state AND the role and access of the current user.



The Show History button will show the change log for this object including who changed the state, to what, when etc.

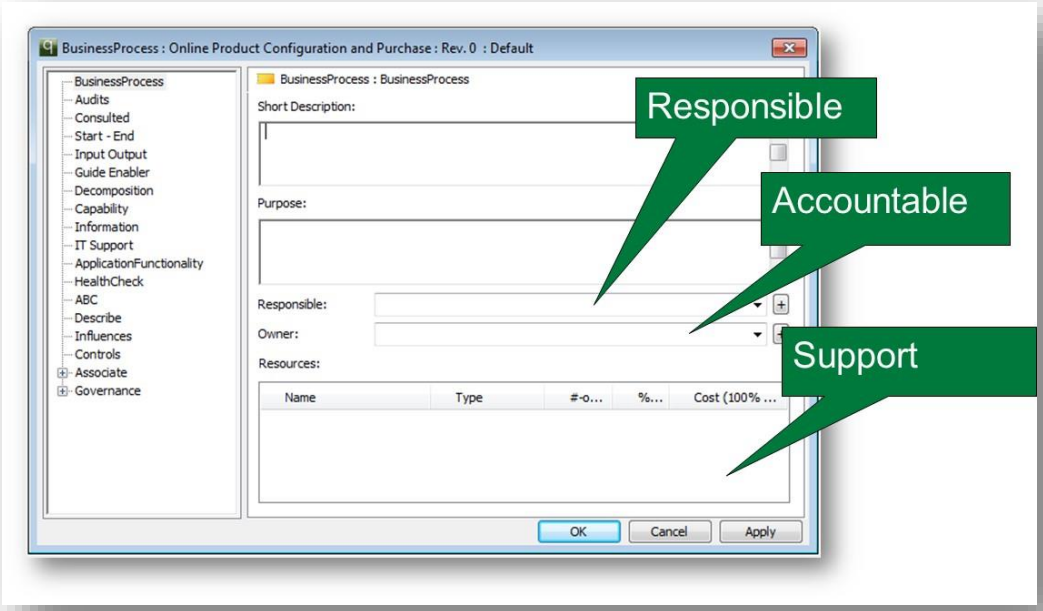
Read more about the Governance Workflow Engine later in the document.

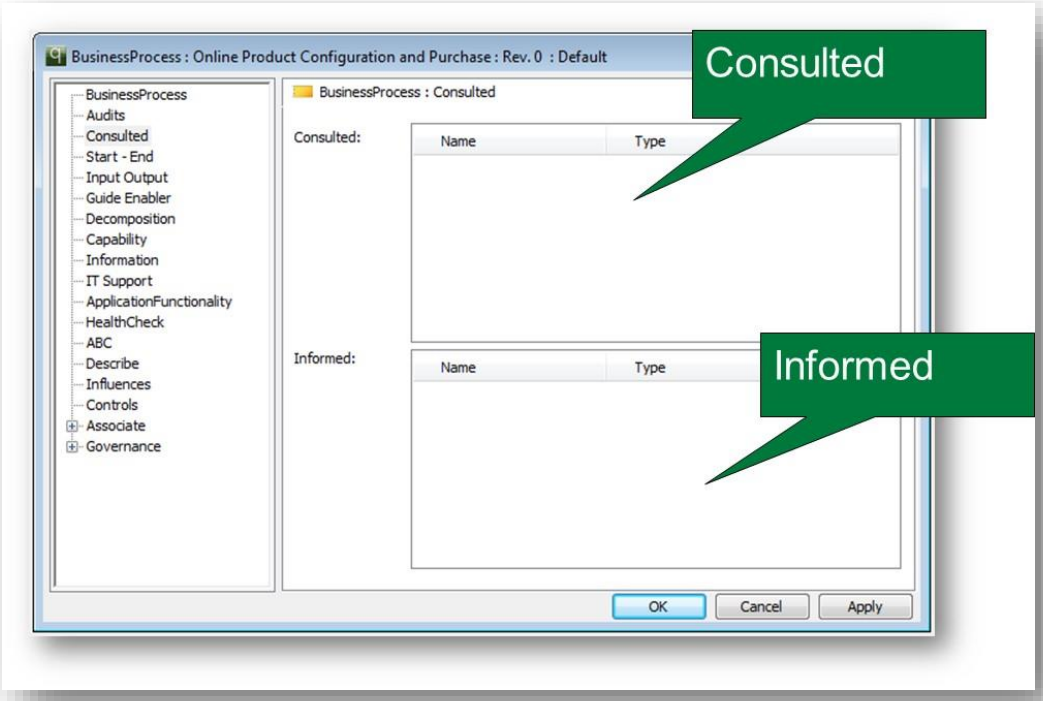
New Responsibility method (RASCI)

A new method for the definition of ownership and responsibilities has been defined in the release. The method is called RASCI and is internationally accepted and understood. RASCI stands for: Responsible, Accountable, Support, Consulted and Informed. These terms are defined as follows:

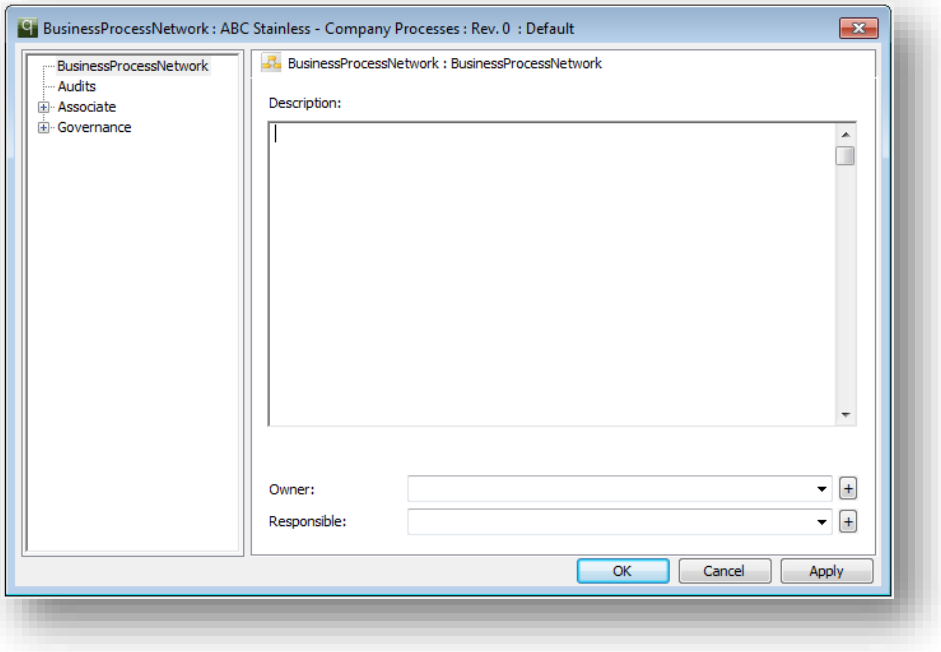
- Responsible: Those responsible for the task, allocation of resources (Support) and who ensures that it is done as per the *accountable.*
- Accountable: The one ultimately answerable for the correct and thorough completion of the deliverable or task, and the one who delegates the work to those *responsible*. 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. This means those people who actually perform the task. (The same as you would link to in the HasActors field in the Role object in a WorkFlowDiagram).
- 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.

In BusinessProcess or other similar templates the RASCI would be supported by one field for each role:



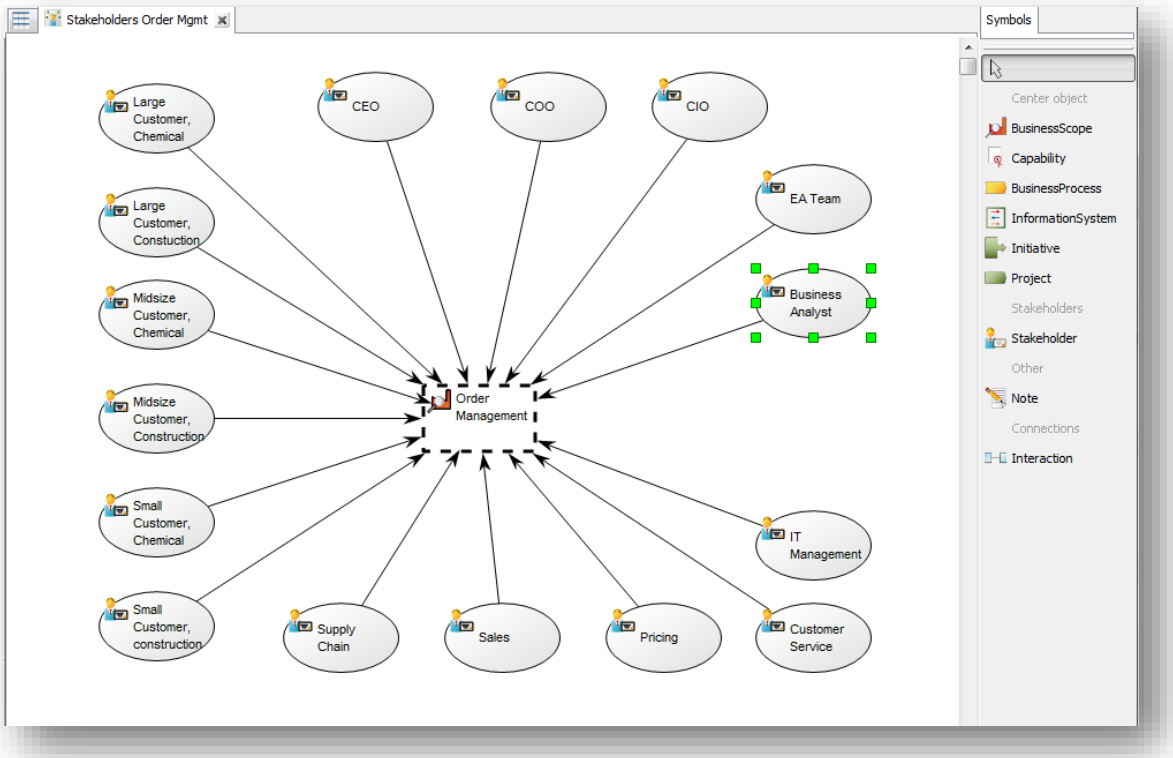


Most diagram types have Accountable or Owner (OwnedBy) field.
Many diagram types also have a Responsible (HasResponsible) field.



Changes to StakeholderModel

The StakeholdeModel has been changed to support more symbols. The symbol menu has greyed out headings, which makes it easier for the end-user to choose the right symbol.



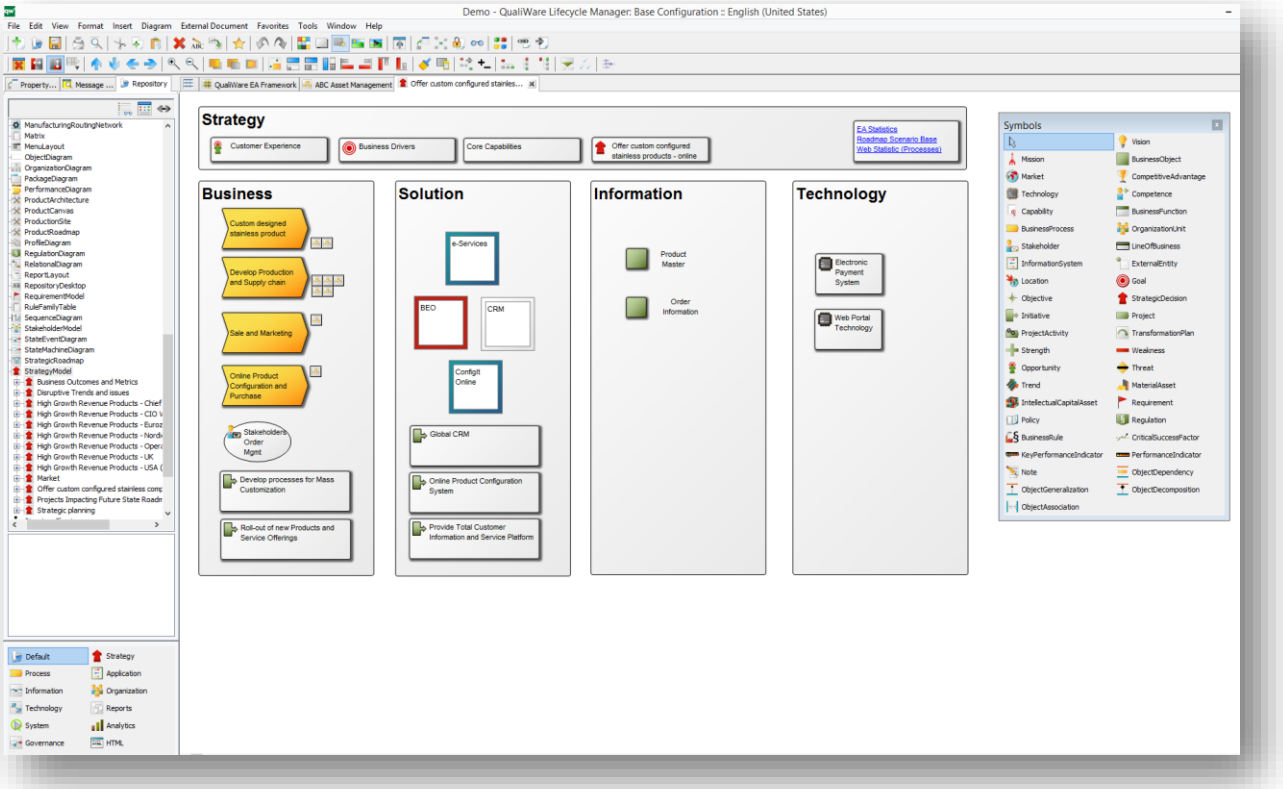
Changes to OrganizationDiagram

The Position symbol in the OrganizationDiagram now has an alternative symbol.

Changes to StrategyModel

The StrategyModel is often used to build composite models that cover high-level abstraction of the entire business or a view of the business required by the C-level for decision-making.

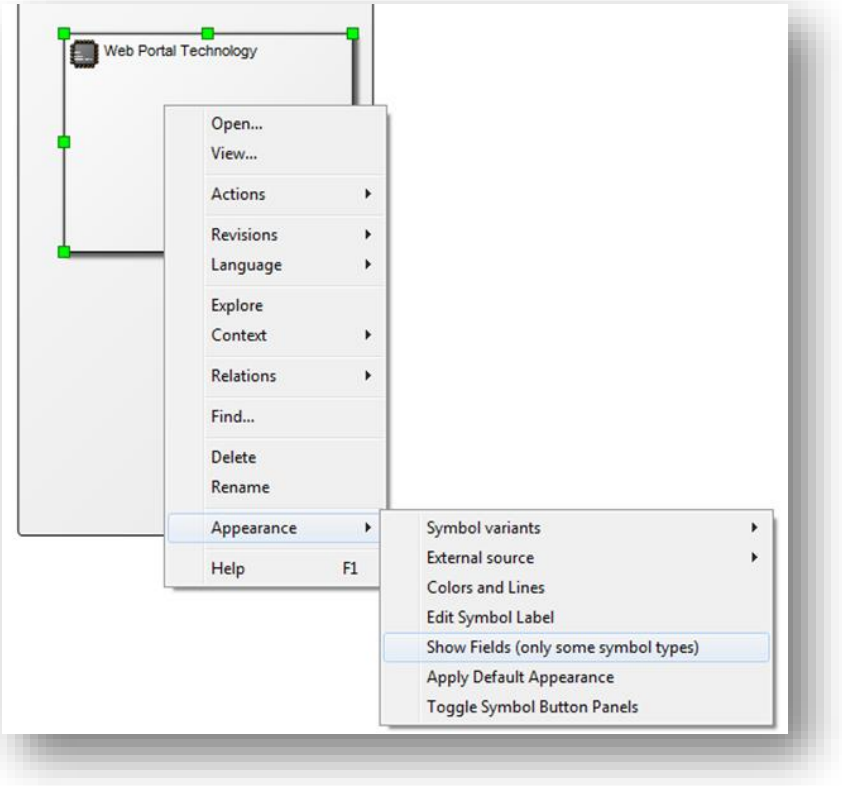
The StrategyModel now has more symbols to support the views. The LineOfBusiness symbol is a new template in this release, and is used to relate parts of the business to a specific line-of-business.



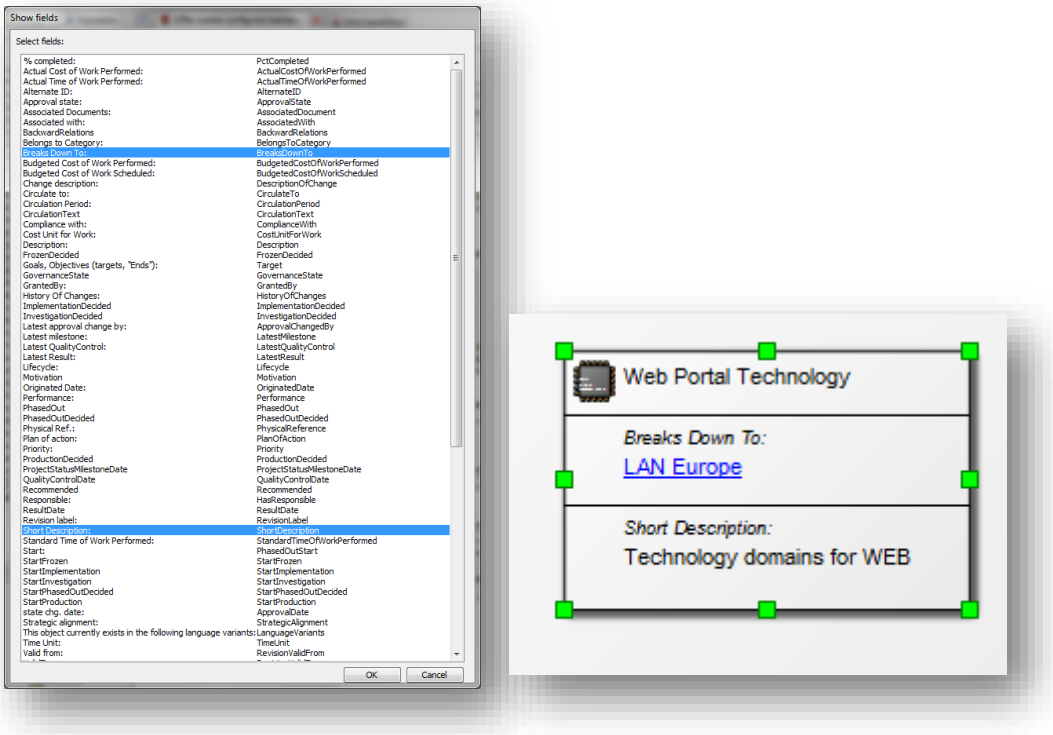
Flexible property label

Many symbols in the StrategyModel and other models has a new label feature. It is now possible to visualize a property of the object on the diagram.

Right click the symbol and select 'Appearance – Show Fields' from the menu.

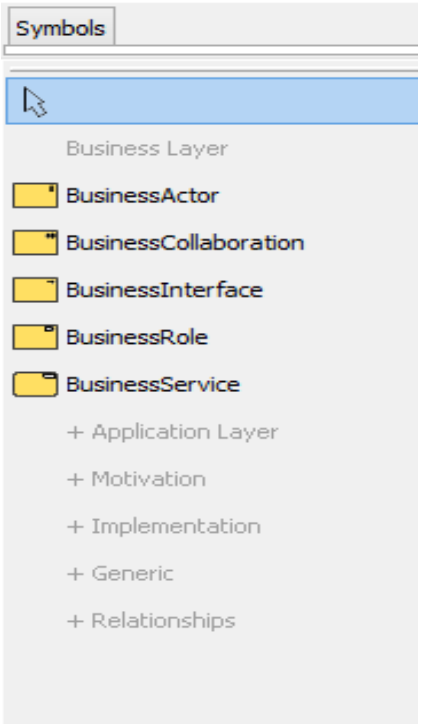


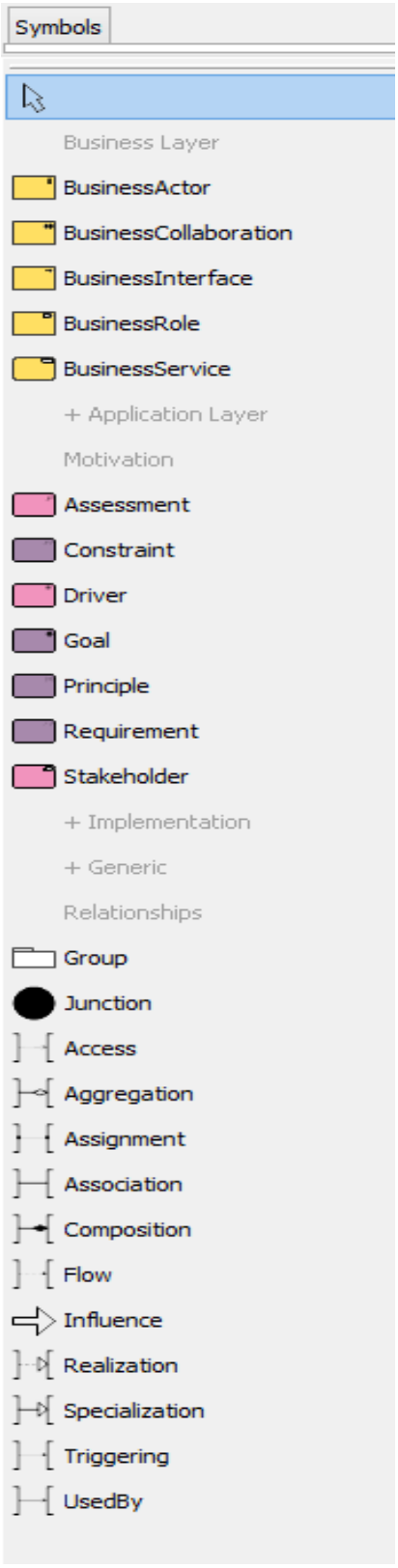
Select the relevant fields from the list and see the result in the diagram.



New fold-in/fold-out in symbol bar

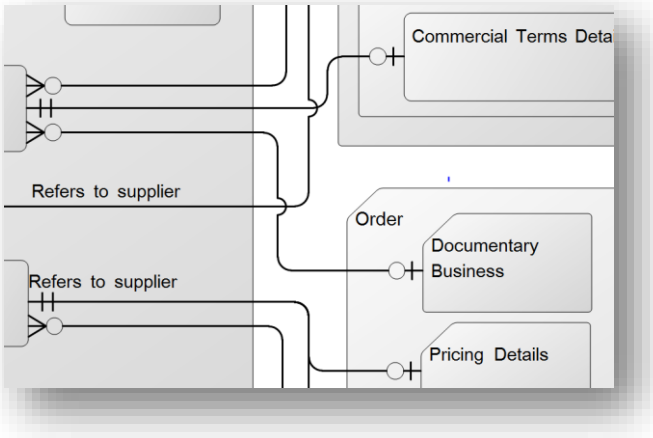
Some diagrams with many symbols in its graph syntax now support fold-in/fold-out of symbol groups in the symbol bar.





New Crossover option

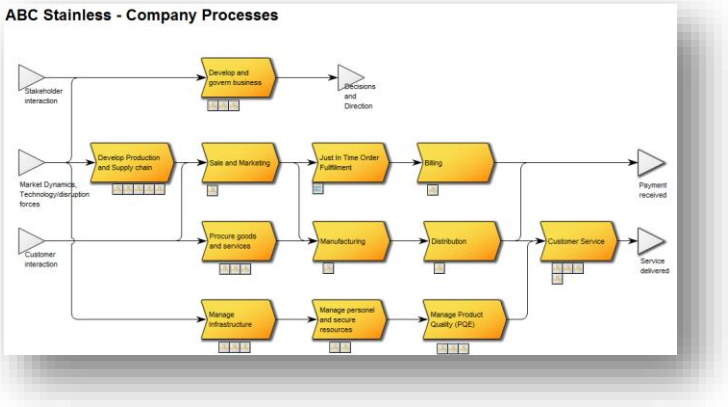
By setting a new system parameter called Crossover in the Tools menu, it is now possible to automatically show crossing lines with a crossover bridge.



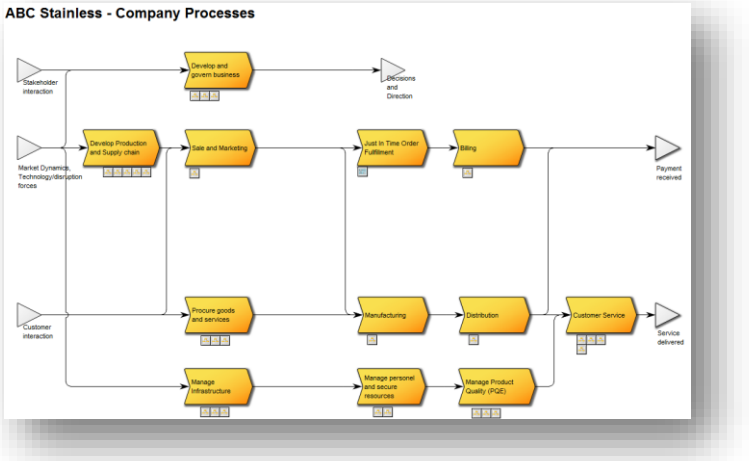
New "Make-space" key-macro

By pressing 'Ctrl+Shift+Alt' and dragging the mouse, it is now possible to create space either horizontally or vertically in the diagram.

Before:



After:

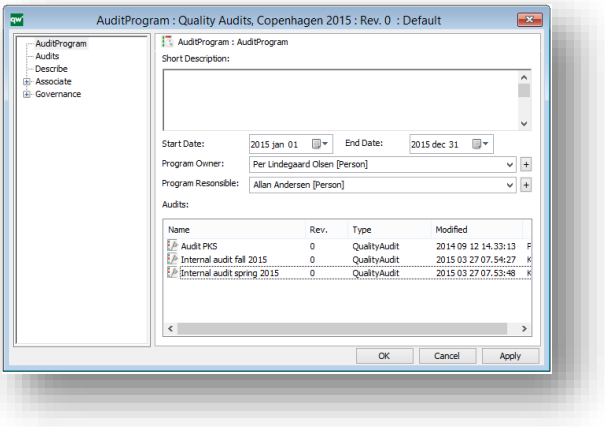


QualiWare Excellence Manager (6.1, 5.3)

In addition to all the new and changed features mentioned in the previous section the following changes apply to QEM (and therefore also QEA).

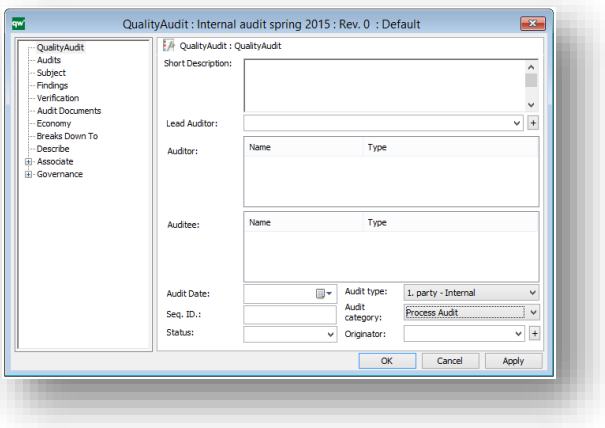
New AuditProgram template

A new template called AuditProgram allows you to plan all your audits for the coming period.



Changes to QualityAudit

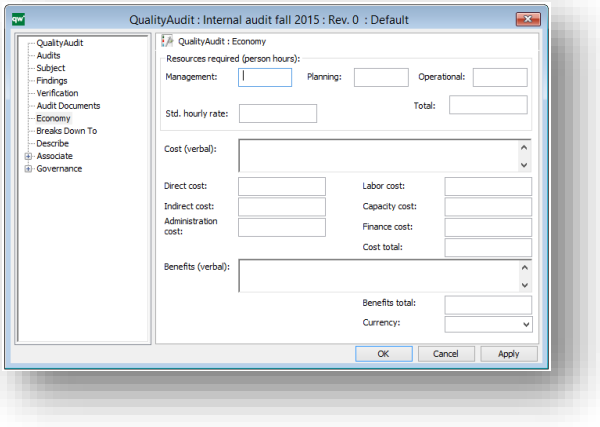
The QualityAudit template has been updated with several properties to support more advanced audit planning and execution.



A new field called "Audit type" allows you to specify this audit as First, Second or Third Party and distinguish between different categories of audits such as Process Audit, Program Audit, Compliance Audit, etc.

QualityAudit now includes a Verification sub-dialog that allows the auditor document the actual existence of assets etc.

QualityAudit also now includes a sub-dialog for handling of Economy aspects of the Audit.



The Economy sub-dialog allows you to specify the number of resources (management, planning or operational resources) used during this audit. The monetary cost may be defined in fields below, and benefits may be defined.

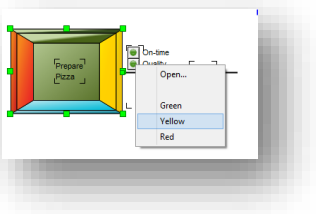
Increased support for BPTA (Burlton BPM)

More support for Roger Burlton and BPTrends Associate's BPM methods has been added in the new release. This includes the following features:

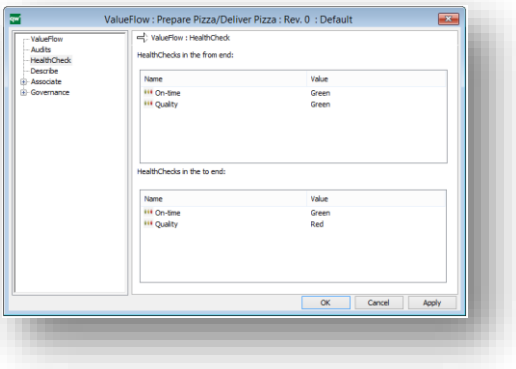
- HealthCheck
- New IGOE Symbol
- Guide and Enabler managed like Input and Output

HealthChecks are added to both the Symbols and the connections. This allows you to assess and visualize certain aspects of the process or the connection between processes. As the connections may have HealthChecks attached to either end of the connection, it is possible to have different assessments of the same HealthCheck in the two ends, indicating the there is a difference (gap) in the way the shift in responsibility is perceived.

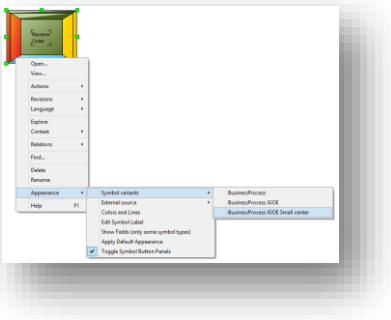
The value of a HealthCheck may be modified from the diagram by clicking the indicator symbol and selecting from the menu.

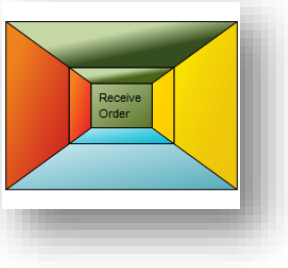


To create a new HealthCheck open the HealthCheck sub-dialog on the connection of the process and add a new or reuse an existing.

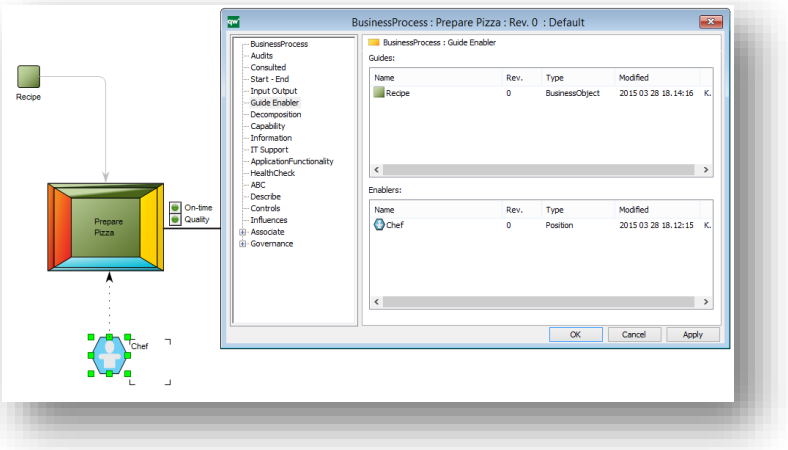


A new alternative IGOE symbol has been added to the BusinessProcess. Right click the symbol and select from the menu.





Guides and Enablers may now be defined graphically or in the sub-dialog.

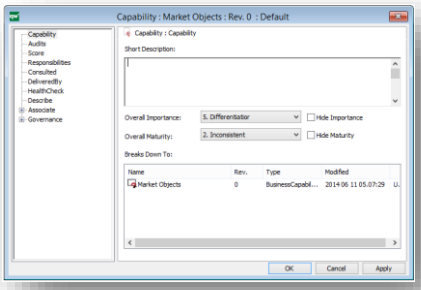


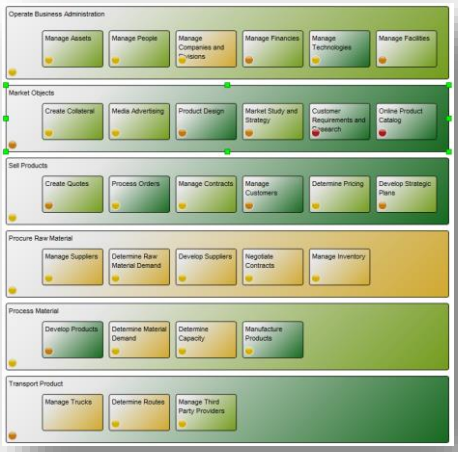
Capability Management

A new symbol has been defined for Capability and the number of properties that can be used to describe the Capability has been increased.

Specifically the classical two dimensions; Overall Importance and Overall Maturity has been included, and the value of those two fields will have an impact on the graphical appearance of the symbol with the Overall Maturity showing up as a

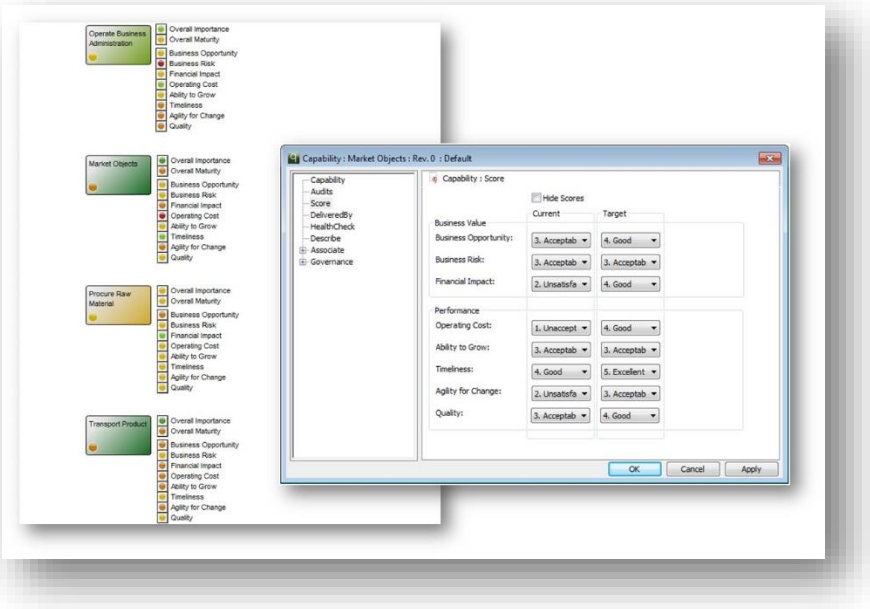
colored dot in the left bottom corner and the Overall Importance as a color to the Capability box in general.





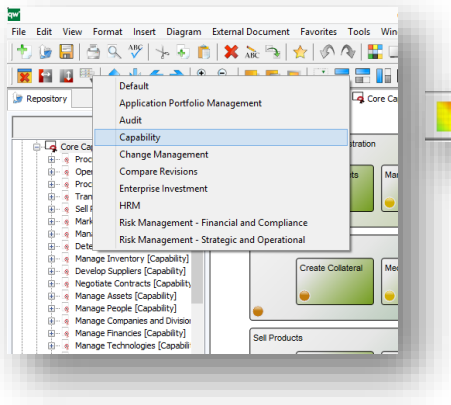
To support the strategic nature of capability modeling it is now possible to assess the current and desired target scores for eight dimensions of a Capability. The eight scores are organized as three scores related to the importance of the Capability and five scores related to the performance (or maturity) of the capability.

It is also possible to visualize the eight scores as colored buttons on the diagram. By clicking the button related to a specific score, you can change the value of the score.



A special toolbar for Capability Management has been added and is automatically available under the "Switch Toolbar" button in the second toolbar.

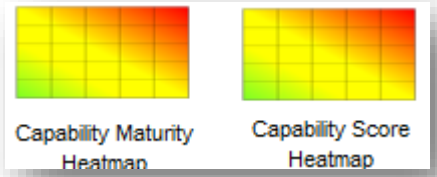
Select Capability to produce a wide range of analysis and features related to this topic.

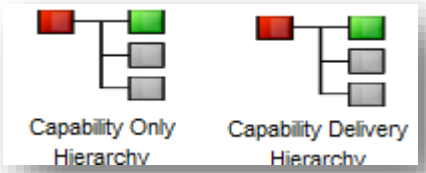


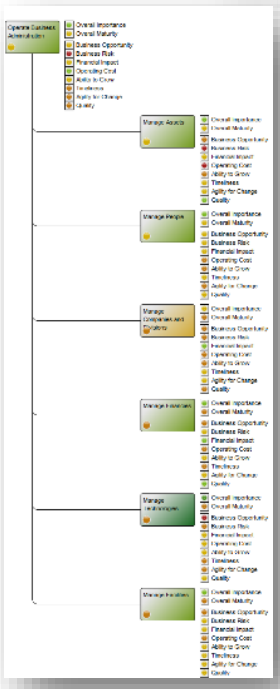
The Capability toolbar:

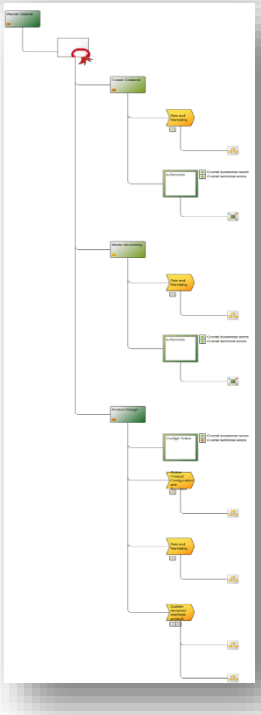
The following options are available in the Capability toolbar:

1) Create a Capability Maturity Heatmap showing all Capabilities in your BusinessCapabilityModel, distributed according to the Importance and Maturity axis
2) Create a Capability Score Heatmap showing all Capabilities in you BusinessCapabilityModel, distributed according to any combination of two of the Scores in the Capability.
3) Create a Capability Hierarchy showing the selected Capability as a root object and the decomposition deducted from the "BreaksDownTo" links in the Capability pointing to lower level BusinessCapabilityModels with next levels of Capabilities.
4) Create a Capability Delivery Hierarchy based on the same decomposition as in 3) but including all intermediate BusinessCapabilityModels in the hierarchy as well as all enterprise artifacts such as BusinessProcesses or InformationSystems delivering the Capabilities.

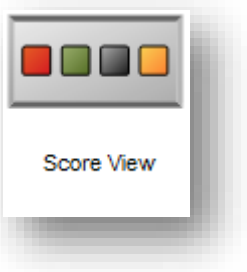




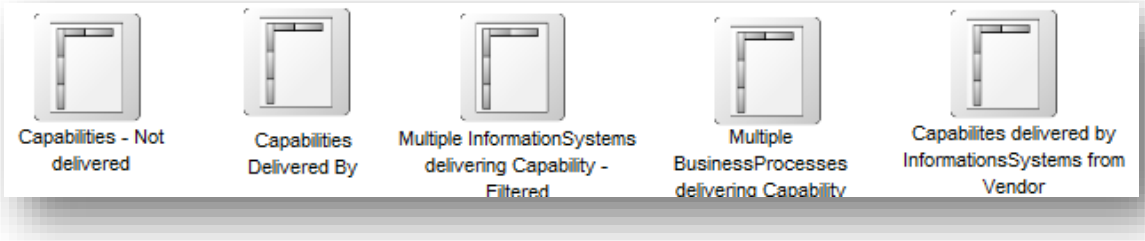




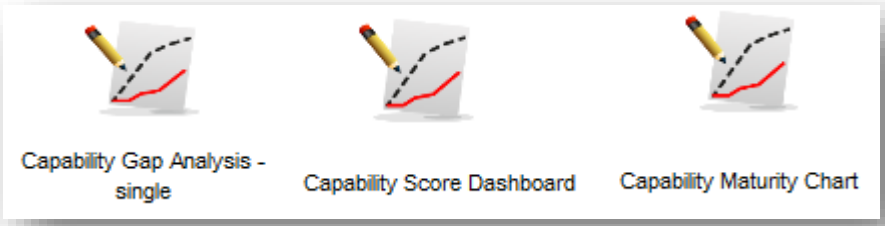
5) Change the Capability score buttons that may be shown or hidden in the model



6) Create matrices showing different aspects of Capabilities and their usage.

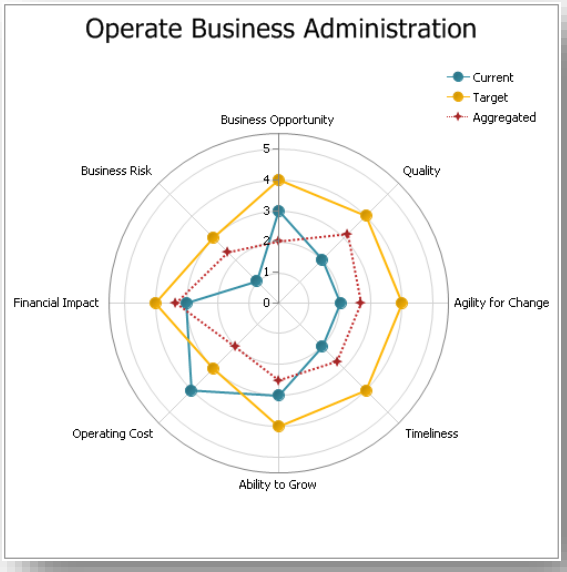


7) Create a Capability Gap Analysis for a single Capability, a Capability Score Dashboard or a Capability Maturity Chart.



The Capability Gap Analysis is a "radar chart" type of BusinessChart that is generated automatically using the features of QualiWare Analytics. It shows all eight scores for the Capability in three variants:

- The current assessment of the scores
- The desired target for the scores
- The aggregated value of the scores using the entire decomposition of the Capability as shown in bullet 3) as basis for the calculated value of each score.

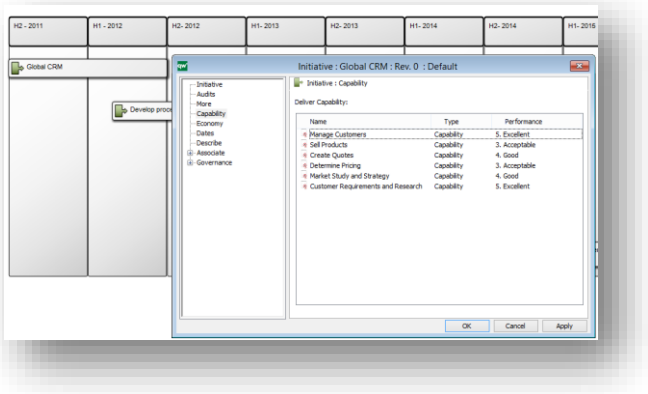


The Capability Score Dashboard is using the features of QualiWare Analytics to generate a DashBoard of multiple Capability Gap Analysis charts. The purpose of this DashBoard is to assemble a series of Capabilities to be handled together and present this in one easy accessible model.

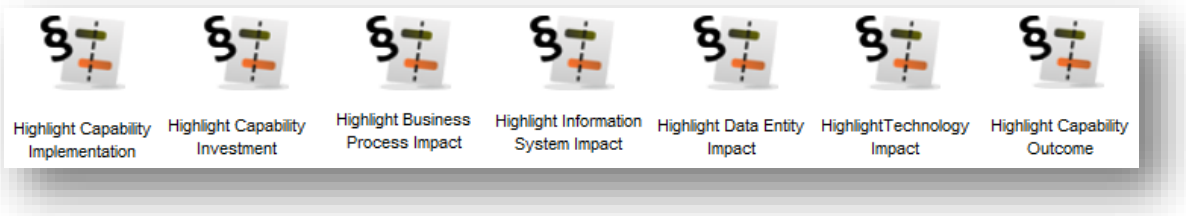
The Capability Maturity Chart shows the four values available directly or through calculations in a Capability for the Importance and Maturity. The values are: The overall values on the front tab of the Capability, and the three values calculated from the grouping of either the Current Scores, the Target Scores or the Aggregated Scores in the two dimensions – three scores for Importance and five scores for Maturity.

8) Multiple areas in an Enterprise Architecture may be involved in delivering a Capability. So if an enterprise plans to improve certain capabilities in order to grow its business or react to market dynamics in general, it is important for strategic decision makers to have a clear view of the parts of the business that delivers these capabilities, thus defining key focus areas in the business transformation.
This new release includes a set of analysis that evaluates the "DeliverCapability" relationship from selected templates to the Capabilities in the current BusinessCapabilityModel, and highlights these Capabilities. Out-of-box the following templates can deliver capabilities:
   - Initiative
   - Project
   - BusinessProcess
   - Activity
   - Service
   - InformationSystem
   - Class
   - DataEntity
   - TechnologyCapability
   - TechnologyComponent

   If an EA artifact delivers a capability, the relationship is established in the Capability sub-dialog. The performance of the object delivering a specific capability may be specified in the "Performance" column. This value is for documentation only, and it will not affect the Highlighting analysis.



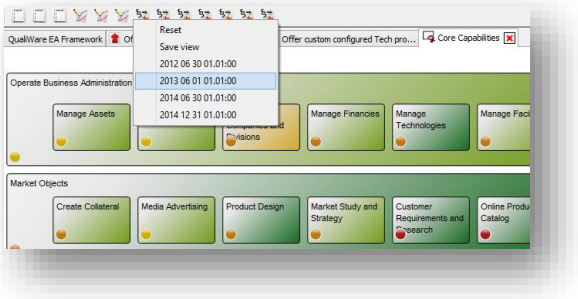
The Highlighting features include the following:



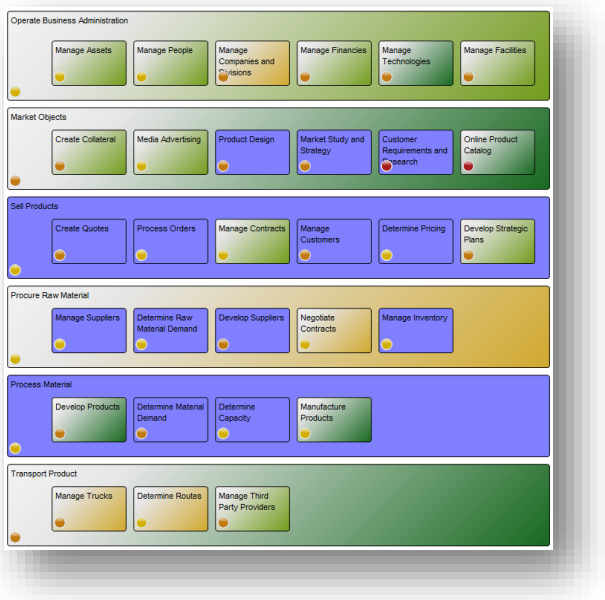
Since Capability modeling used this way is a strategic initiative focusing on strategic business transformations only certain EA artefacts relationships can be highlighted: Initiative, BusinessProcess, InformationSystem, DataEntity,

Class and TechnologyCapability. Also, the Capabilities relations with the strategic outcome in the form of Goals may be highlighted.

The Highlight Capability Implementation will analyse the strategic Initiatives that deliver Capabilities in the current model and organize the Initiatives according to End-dates.

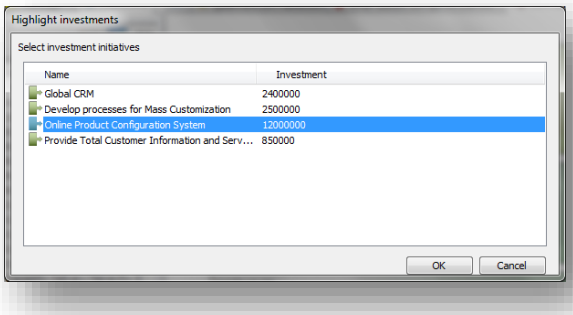


By selecting a specific end-date, all Capabilities delivered by Initiatives ending at that date or before will be highlighted, thus providing the management team with exact knowledge as to what improvements will be ready at a specific time.



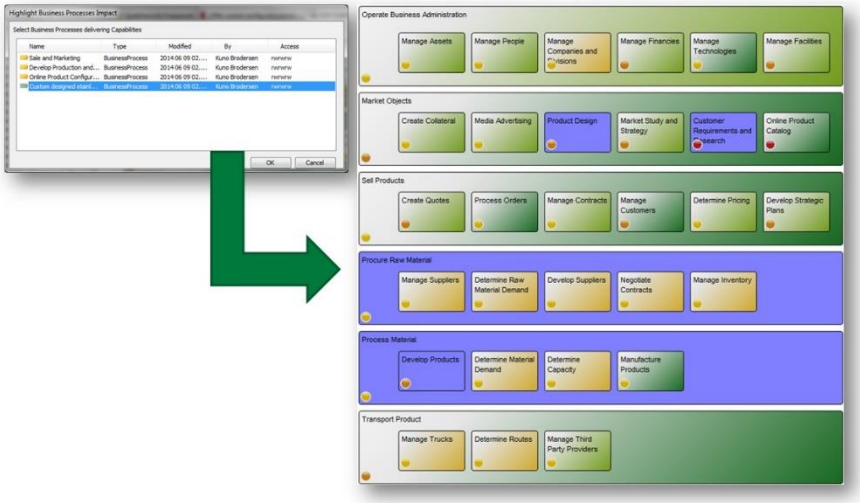
All highlighting features offer an option to save this highlighted view as a new diagram or to reset the view, which will remove the highlighting from the current diagram.

The feature Highlight Capability Investments also works from the Initiatives delivering Capabilities, but focuses on the investment made in the Initiative rather than the End-date. If the "Cost total" field in the Initiative has a value, this value is used otherwise this feature will look for "Cost total" at

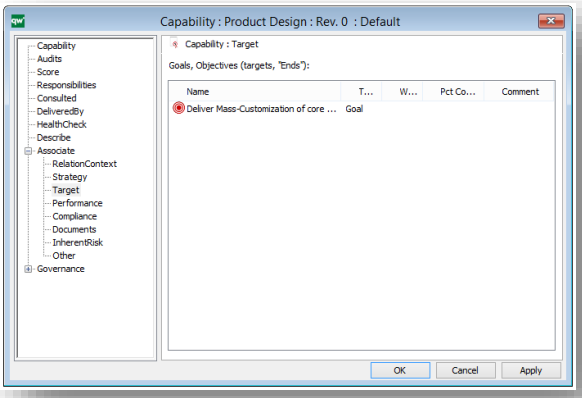


the related BusinessCase (optional).

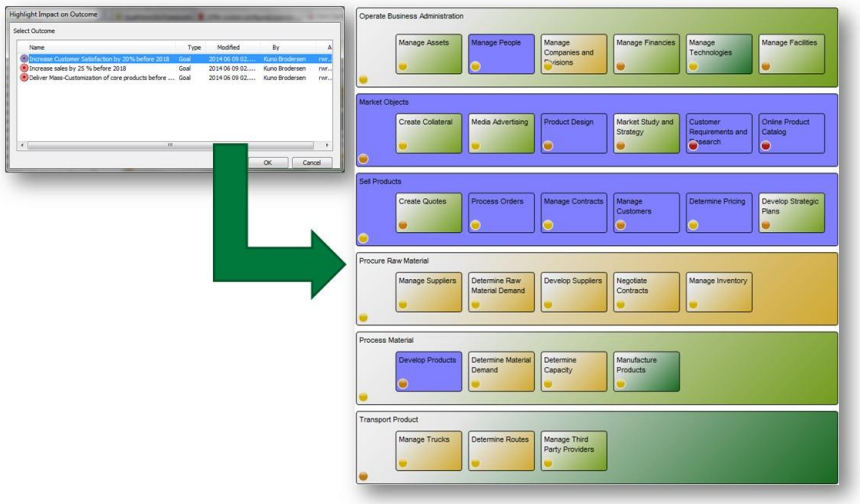
Highlight Business Process Impact, Highlight Information System Impact, Highlight Data Entity Impact and Highlight Technology Impact all works similarly: The user is presented with a list of objects that delivers Capabilities on the current diagram. The user may select one or more objects from the list, and the Capabilities delivered by the selected objects will be highlighted.



The Highlight Capability Outcome shows what Capabilities are involved in achieving the desired business outcome. The relationship to the relevant Goal must be established in the Target field of the Capability.



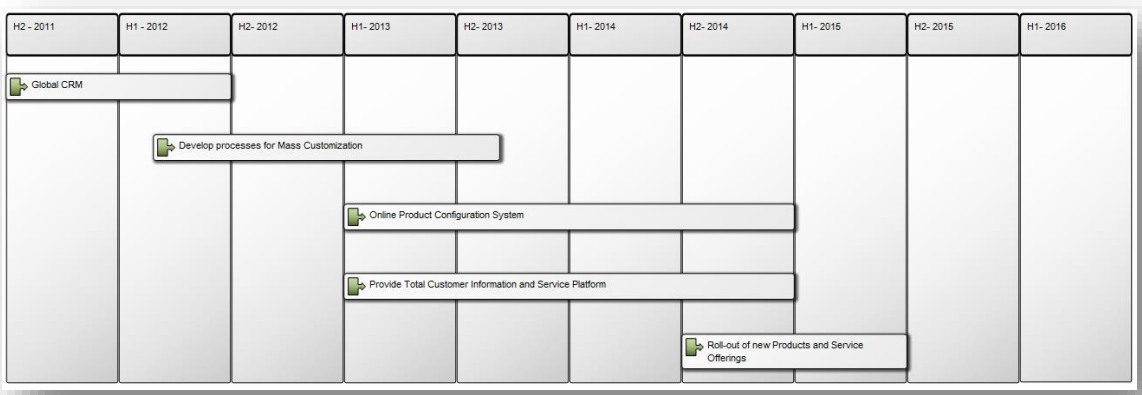
But apart from this change the feature functions as the previously described Capability Highlighting features.



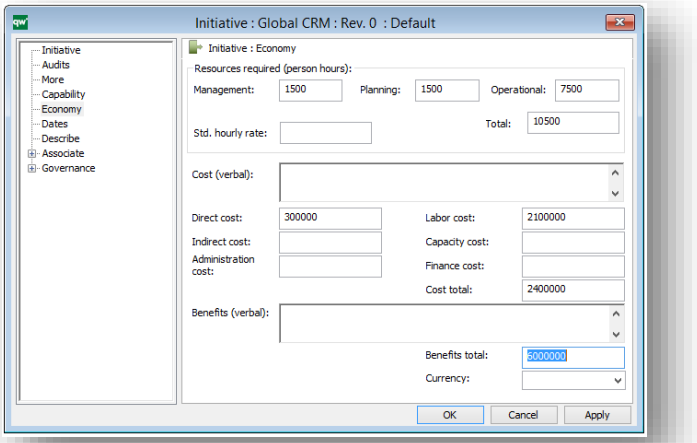
Strategic Roadmaps and Initiatives

When an enterprise is forced to react to market dynamics, this reaction often results in a series of Initiatives (or strategic programs) that will transform the enterprise into a desired state and deliver the expected business outcomes.

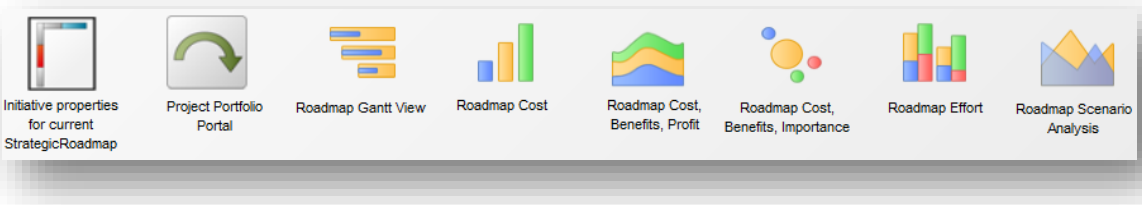
The series of Initiatives may be visualized in a StrategicRoadmap using only the Timeframes and the Initiatives in a Gantt-like layout.



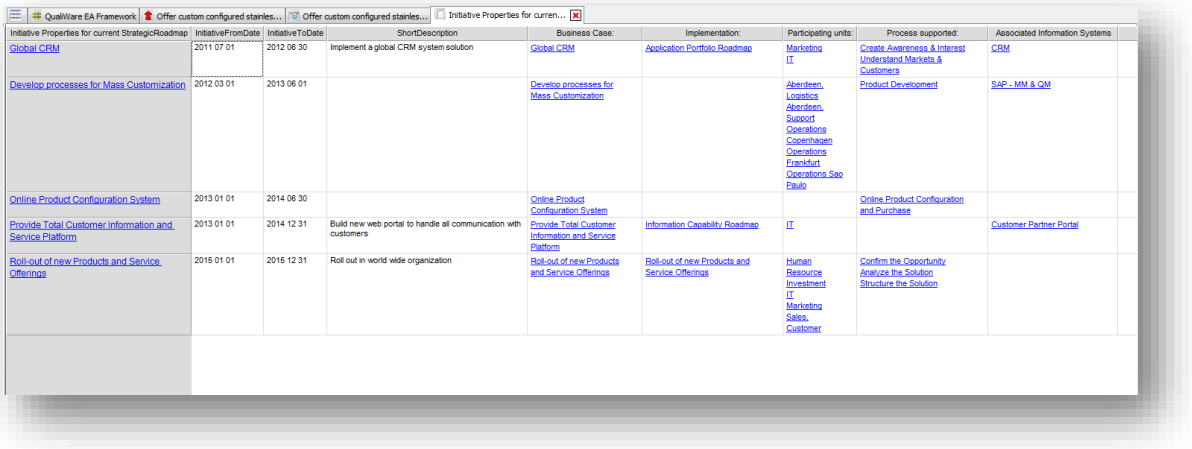
The Initiative holds two date fields, From and To, that show the overall timeframe for the Initiative, and also a series of cost/benefit and resource fields.



With these fields filled in, it is possible to run a set of analyses on the total StrategicRoadmap. However, this requires QualiWare Analytics to be installed. Note that these features are available from the StrategyModel as well. Select the "Switch toolbar" button and select Strategic Roadmap.



The “Initiative properties for current StrategicRoadmap” gathers a set of properties and presents these in a property matrix.

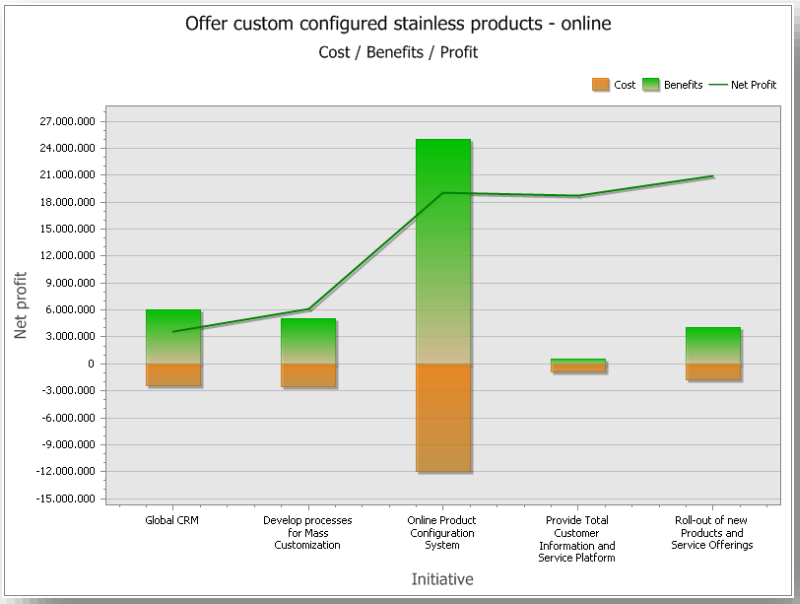


Initiative Properties for current StrategicRoadmap	InitiativeFromDate	InitiativeToDate	ShortDescription	Business Case:	Implementation:	Participating units:	Process supported:	Associated Information Systems
Global CRM	2011 07 01	2012 06 30	Implement a global CRM system solution	Global CRM	Application Portfolio Roadmap	Marketing IT	Create Awareness & Interest Understand Markets & Customers	CRM
Develop processes for Mass Customization	2012 03 01	2013 06 01		Develop processes for Mass Customization		Aberdeen, Logistics Aberdeen, Support Operations Copenhagen Operations Frankfurt Operations Sao Paulo	Product Development	SAP - MM & QM
Online Product Configuration System	2013 01 01	2014 06 30		Online Product Configuration System			Online Product Configuration and Purchase	
Provide Total Customer Information and Service Platform	2013 01 01	2014 12 31	Build new web portal to handle all communication with customers	Provide Total Customer Information and Service Platform	Information Capability Roadmap	IT		Customer Partner Portal
Roll-out of new Products and Service Offerings	2015 01 01	2015 12 31	Roll out in world wide organization	Roll-out of new Products and Service Offerings	Roll-out of new Products and Service Offerings	Human Resource Investment IT Marketing Sales, Customer	Confirm the Opportunity Analyze the Solution Structure the Solution	

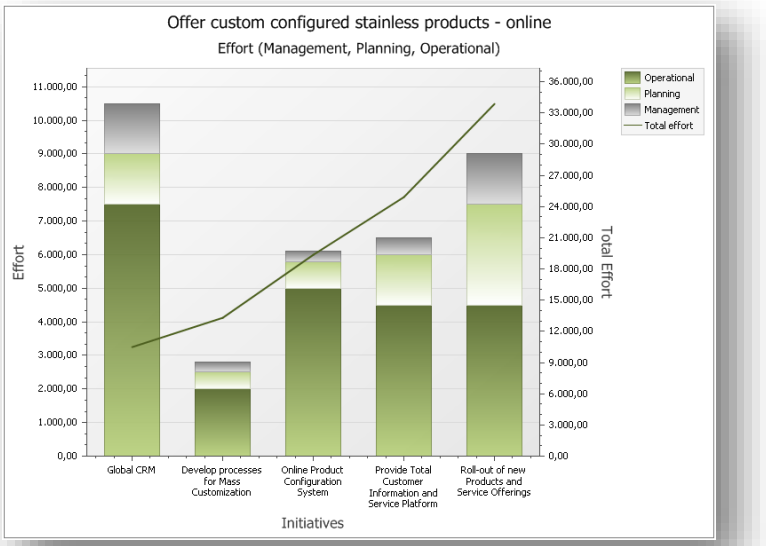
The “Project Portfolio Portal” jumps to the implementation models for this Initiative. This may include project WorkModels or CPMDiagrams.

The “Roadmap Gantt View” presents the Initiatives in a formal Gantt Chart.

The “Roadmap Cost”, “Roadmap Cost, Benefits, Profit” and “Roadmap Cost, Benefits, Importance” creates different BusinessCharts focusing on different aspects of cost and benefit for the initiatives in the roadmap.



The “Roadmap Effort” focuses on the three different categories of resources involved in the initiatives: Management Resources, Planning Resources and Operational Resources.



The “Roadmap Scenario Analysis” lets the user select from a list of PrivateWorkspaces and create a Dashboard, where the differences between alternative business transformation scenarios will be highlighted using the previous roadmap analyses.

Support for CustomerJourneyMaps

A general issue many enterprises are facing is how to make their enterprise architecture work more customer-oriented. To that purpose, QualiWare has developed a method and tool support for customer journey maps, and a wider support for the emerging discipline of enterprise design.

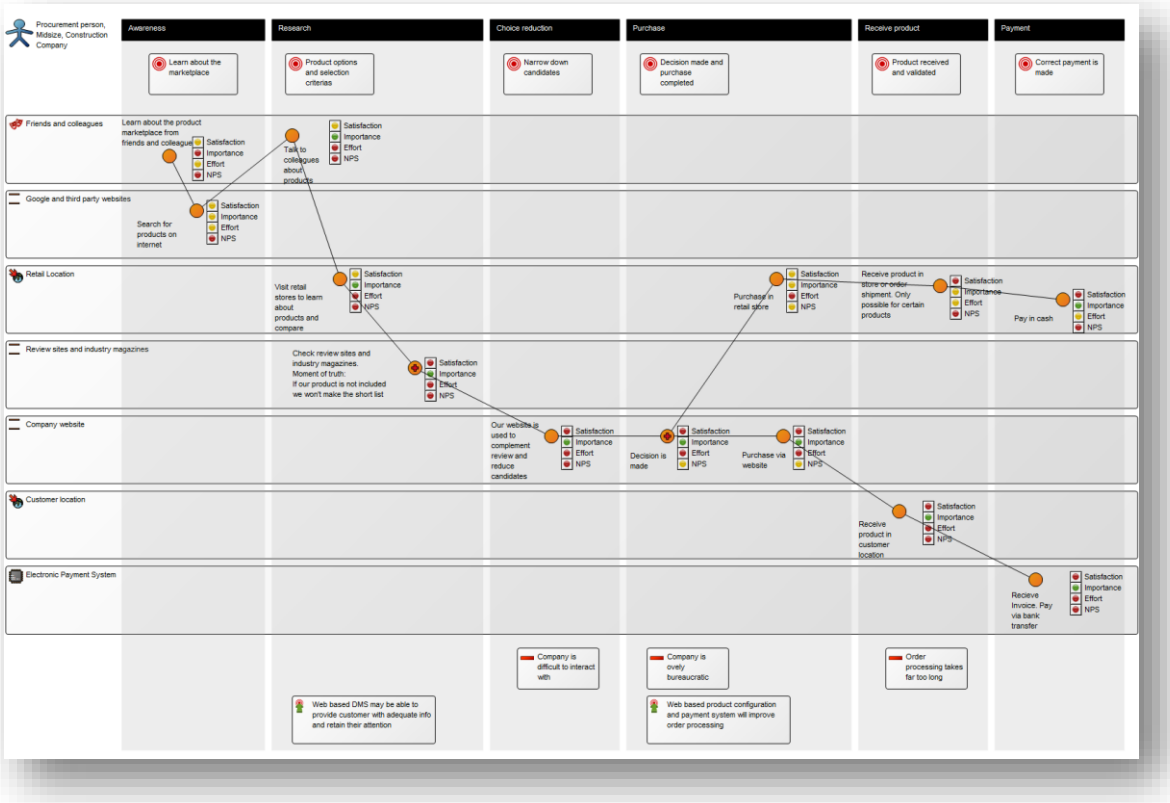
A CustomerJourneyMap has a Persona that defines who the customer is. The journey is built by a series of CustomerJourneyPhases (vertical columns) each defining the Goal for the Persona in the phase.

The horizontal rows are Roles, Channels, Markets, Technology, etc. through which the Persona interacts with the enterprise. Each interaction is called a TouchPoint, and for each TouchPoint, the emotional state of the Persona is assessed using four key aspects:

- Satisfaction. How satisfied is the Persona with this TouchPoint?
- Importance. How important is this TouchPoint to the Persona?
- Effort. What is the level of effort required by the Persona compared to the Persona's expectation?
- Net Promotor Score (NPS). How likely is the Persona to recommend the enterprise to friends and colleagues?

Below the bottom horizontal row, lessons learned in the form of Strengths, Weaknesses, Opportunities or Threats can be documented, thus guiding the enterprise in the right direction in its effort to "react rapidly to market dynamics". In other words the CustomerJourneyMaps should answer questions like; "How does

the customer view the enterprise?"; "What are the market dynamics we need to react to?", etc.

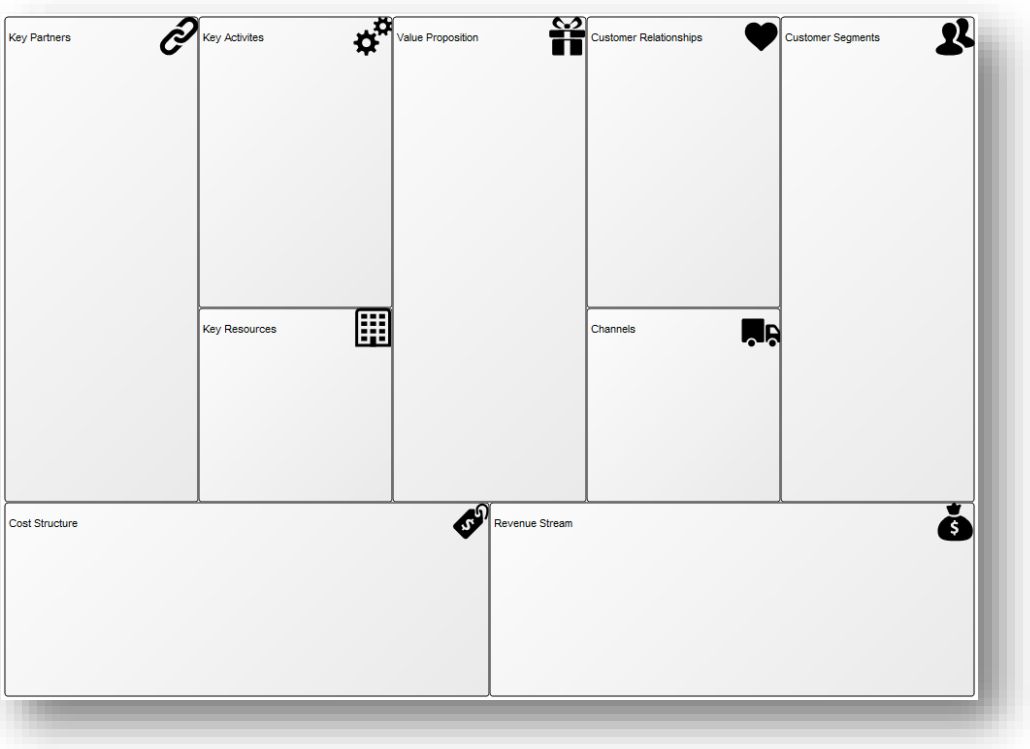


Support for BusinessCanvas

In order to support the increasing demand from users to be able to structure and discuss business models, this release includes a new diagram called BusinessCanvas. The intention is to allow the creation of business models and the symbols available are initially very simple. FrameCorkCell, Note and Connection. These allow you to build any organization of colored notes with connections. But by right-clicking the diagram surface and selecting "Action – Extended syntax" the symbolbar will change to include multiple business oriented symbols that will enable reuse or creation of EA artifacts in the business model.

If you prefer to use the Business Model canvas as defined by Alexander Osterwalder and Yves Pigneur in their book "Business Model Generation" you can import a predefined BusinessCanvas from "bpd\Business Model Canvas.exp".

When you work with this diagram type, remember you can create more space in the cells by using the "Make-space" macro described previously in this document.



New HierarchyView

HierarchyView is a new diagram type intended for graphical output from analyses. It is not intended for editing other than potentially collapsing and expanding sub-hierarchy structures.

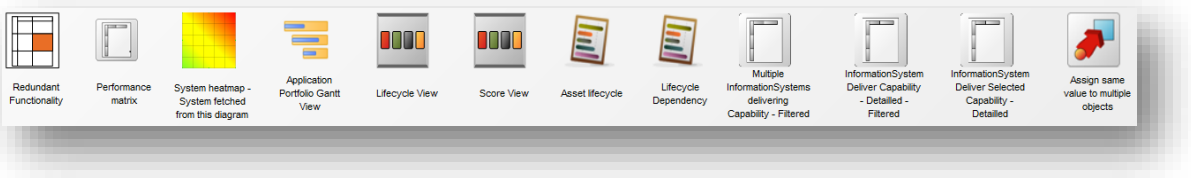
Several analysis features will result in the creation of a HierarchyView. See the description of Capability analysis previously described in this document.

QualiWare Enterprise Architecture (6.1, 5.3)

In addition to all the new and changed features mentioned in the previous sections, the following changes apply to QEA.

Support for Application Portfolio Management

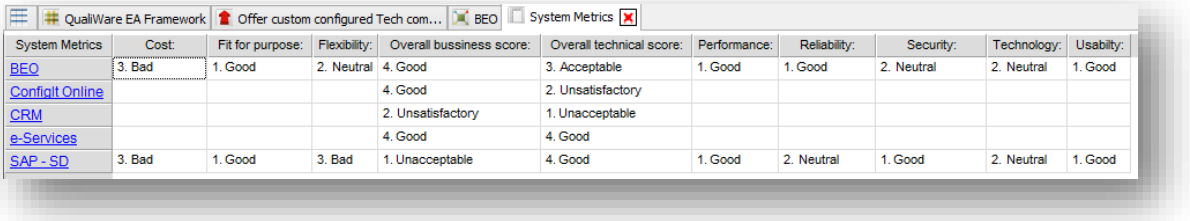
The core of Enterprise Architecture for many of our customers is the ability to manage investments and optimize the linkages between business process, application and information architectures. QualiWare has developed strong support for application portfolio management as well as application lifecycle management and optimizing the application support for business.



The toolbar is called "Application Portfolio Management" and is found under the "Switch toolbar" button.

1) Redundant Functionality
   This feature analyses all ApplicationFunctionality and lists the InformationSystem providing the functionality.

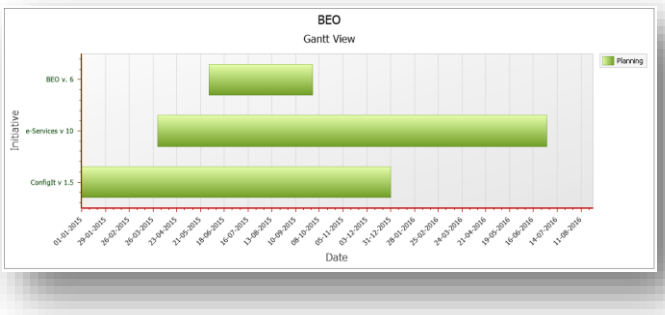
2) Performance Matrix
   This feature allows the user to select from a list of all InformationSystems and create a matrix report showing all performance scores for the systems.



System Metrics	Cost:	Fit for purpose:	Flexibility:	Overall bussiness score:	Overall technical score:	Performance:	Reliability:	Security:	Technology:	Usabilty:
BEO	3. Bad	1. Good	2. Neutral	4. Good	3. Acceptable	1. Good	1. Good	2. Neutral	2. Neutral	1. Good
ConfigIt Online				4. Good	2. Unsatisfactory					
CRM				2. Unsatisfactory	1. Unacceptable					
e-Services				4. Good	4. Good					
SAP - SD	3. Bad	1. Good	3. Bad	1. Unacceptable	4. Good	1. Good	2. Neutral	1. Good	2. Neutral	1. Good

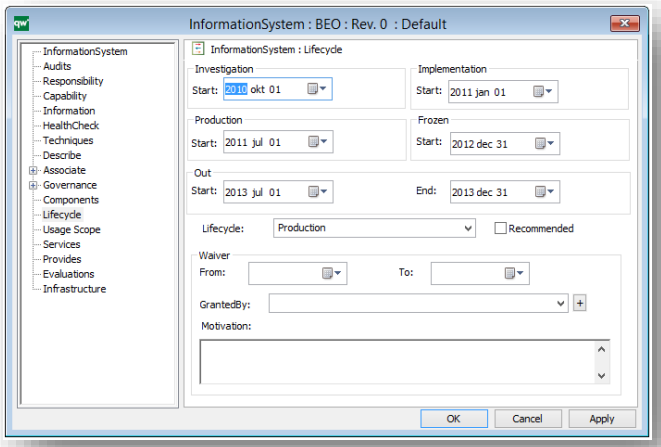
3) System Heatmap - System fetched from this diagram
   This feature creates a Heatmap using two user defined axis and places the InformationSystems according to their performance scores in those two dimensions.

4) Application Portfolio Gantt View
   This feature lists all the projects planned for the InformationSytems in the current diagram and creates a Gantt view of the projects.

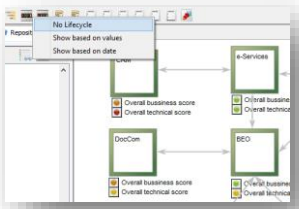


5) Lifecycle View

This feature uses the lifecycle information on the Lifecycle sub-dialog for the InformationSystems to color-code the symbols on the diagram.



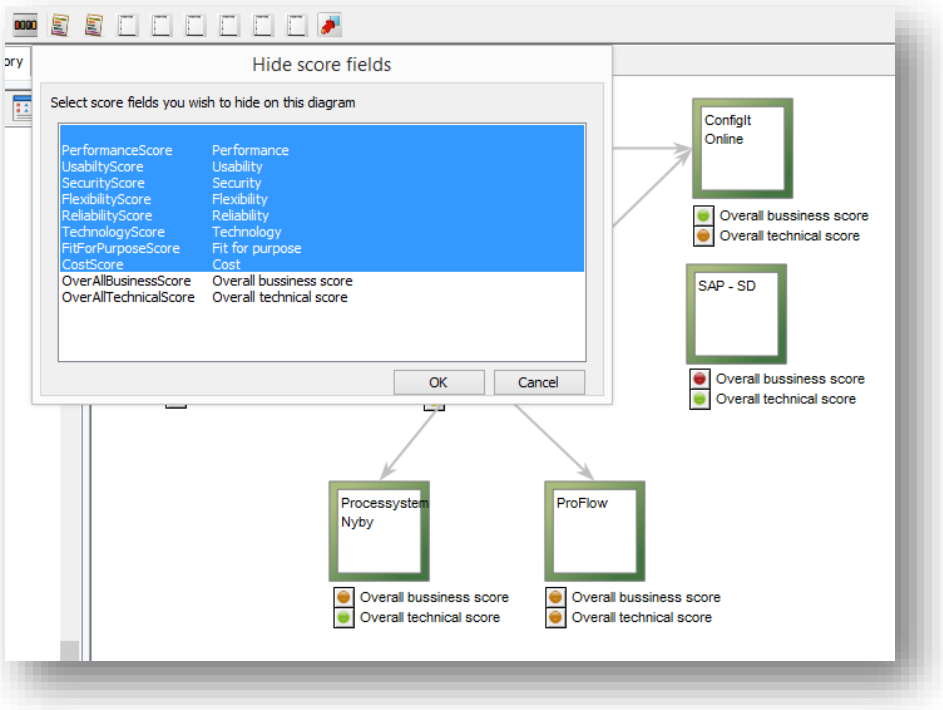
There are three options in the feature, and the colors of the InformationSystem symbols will vary depending on the choice.



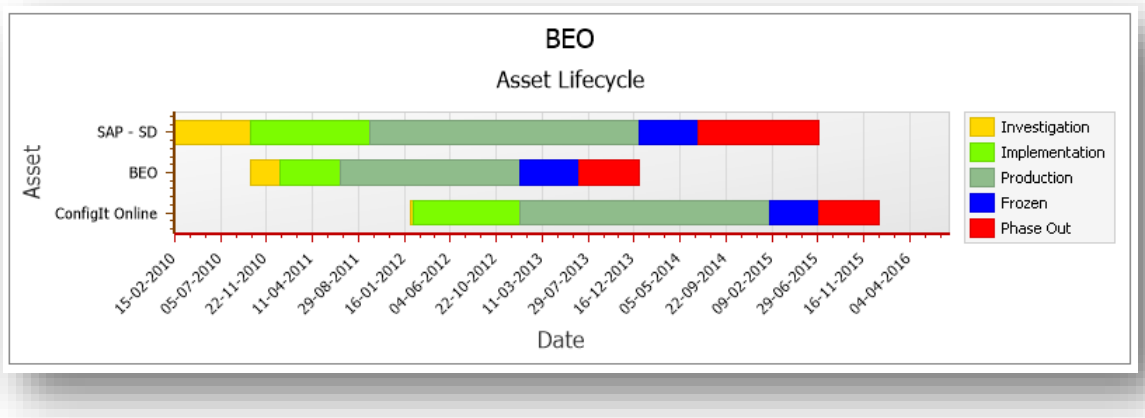
- "No Lifecycle" will remove all color-coding
- "Show based on values" will evaluate the value of the "Lifecycle" field in the dialog.
- "Show based on date" will use todays-date and find the relevant color according to the values in the date-field for each phase.

6) Score View

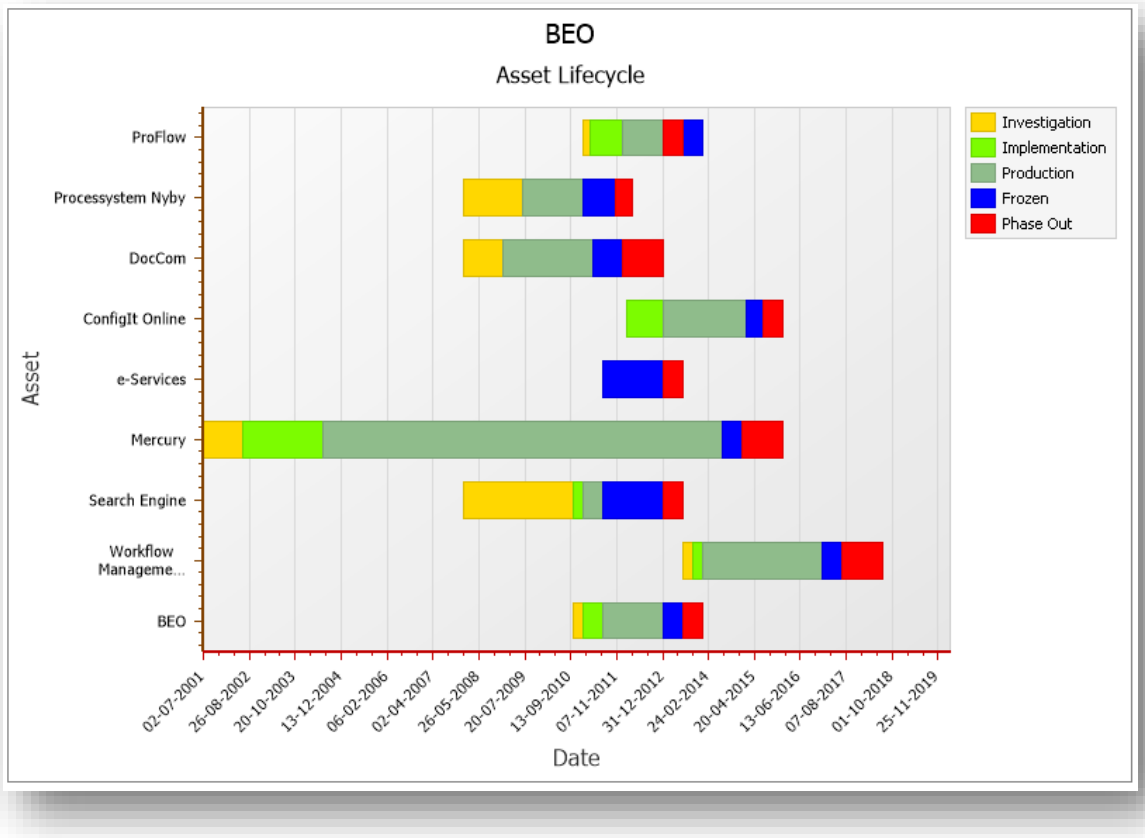
This feature allows you to visualize the scores for each InformationSystem using colored buttons. Select the scores you wish to hide and the Scores for each system will appear on the diagram.



7) Asset Lifecycle
This feature allows you to get a lifecycle view for selected InformationSystems.



8) Lifecycle Dependency
This feature takes the selected InformationSystem in the diagram and analyses the lifecycle for all systems related to this system and for all IT assets related to or from the InformationSystem such as Computers, TechnologyCapabilities, etc. This analysis will allow decision makers to make sure there are plans made for the first "phased-out" date for this IT area.



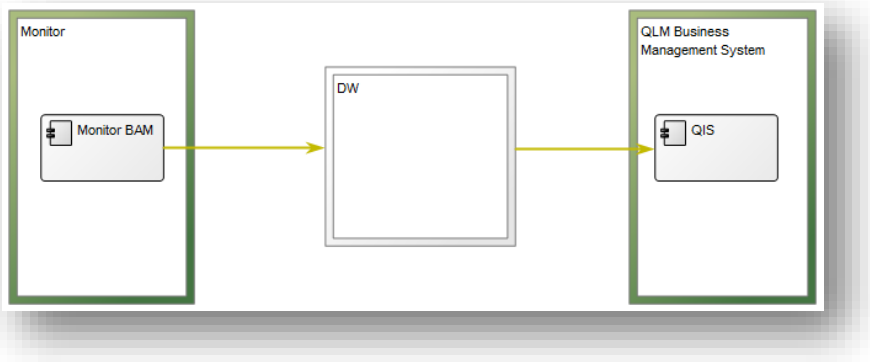
9) "Multiple InformationSystems delivering Capability – Filtered", "InformationSystem Deliver Capability - Detailed – Filtered" and "InformationSystem Deliver Selected Capability – Detailed" will create a

matrix report that analyses the relationships between InformationSystems and the Capability they deliver. Different forms of filters are available.

10) Assign same value to multiple objects
This feature allows you to assign the same value to multiple objects.

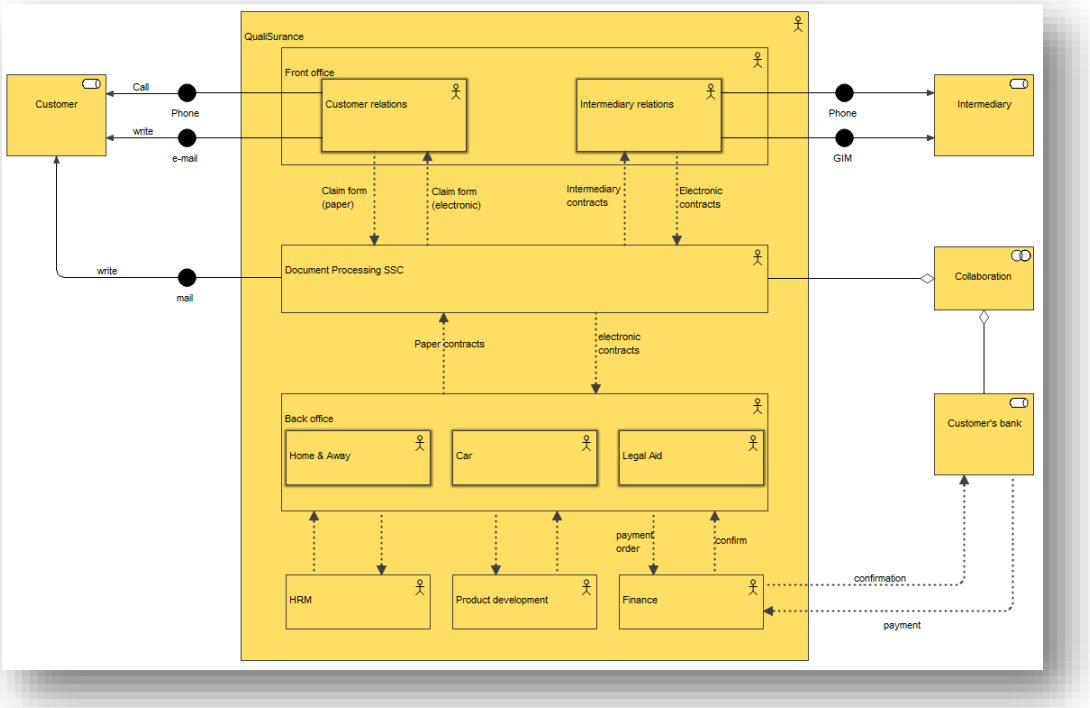
New IntegrationView

The IntegrationView allows the user to model sharing of information between InformationSystems and/or SystemComponents.

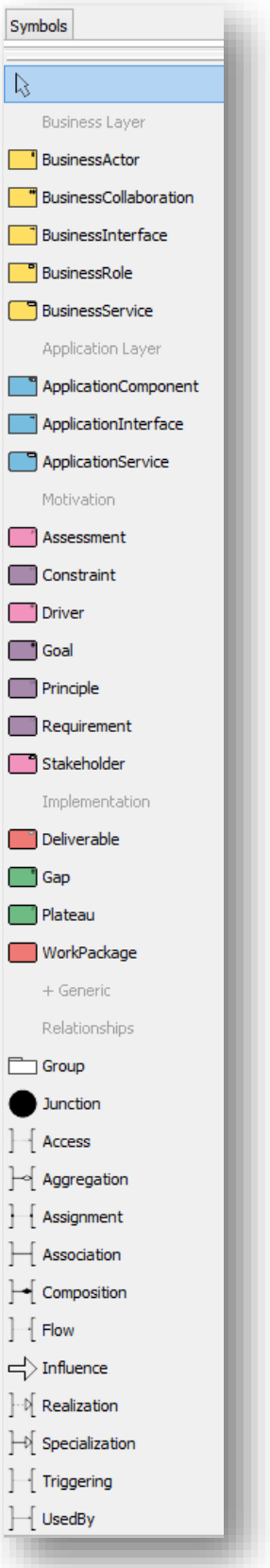


Support for Archimate 2.1

QualiWare has released its support for Archimate 2.1. All viewpoints are supported as well as all rules required by the method.



The symbol bar has been modified to help the users of Archimate to choose the relevant symbols.



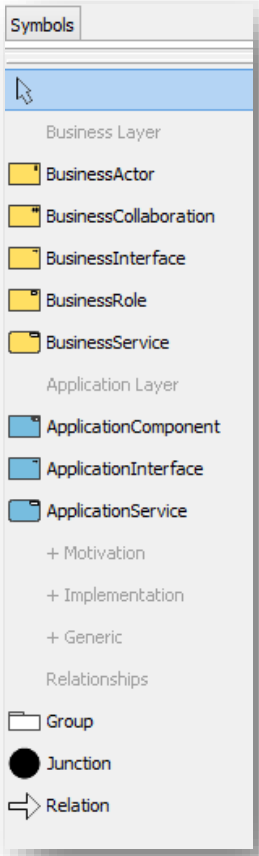
The groups are collapsible, so it is easier to focus on the group you're working with right now.

But even with collapsible symbol groups the most difficult part of Archimate is to know which relation to use in a certain situation.

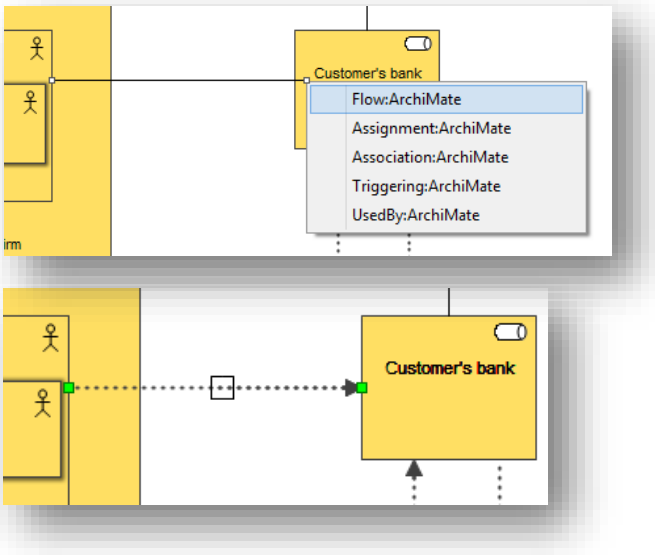
QualiWare has developed interactive support for the modeler that makes it much easier to select a valid relation.

Select from the Tool menu "Options – common diagram settings…" and check the UseGenericConnectionApproach checkbox.

When you click OK, QLM will analyse the Archimate relationship rules and change the symbol to only include one generic relation.

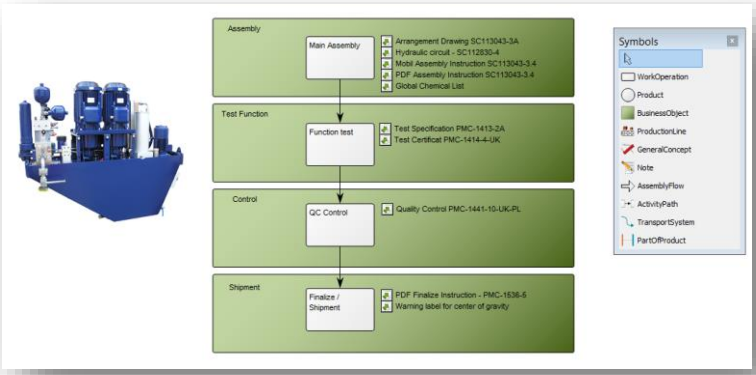


When you draw a connection between two symbols, QLM will analyse the Archimate rules engine to find the valid relations between the symbols. If there are more than one valid type of relation between the two symbols you will be presented with a small popup menu, from which you can select the correct relation.



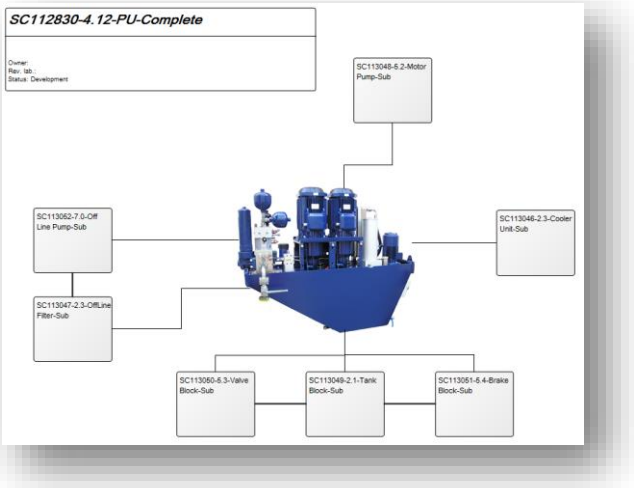
Changes to ManufacturingRoutingNetwork

More symbols have been included in the symbol bar for ManufacturingRoutingNetwork.



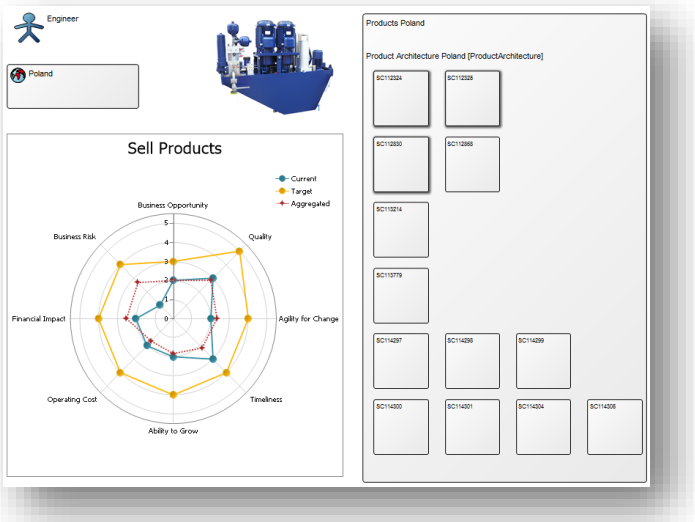
New ProductArchitecture

A new diagram type used to build high level product architecture.



New ProductCanvas

New diagram type used to assemble a business ecosystem view for a product. This canvas supports aspects such as Personas, Market definitions, Market Analysis and Product Architecture.

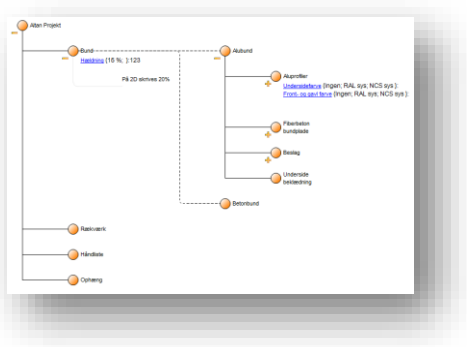


New ProductRoadmap

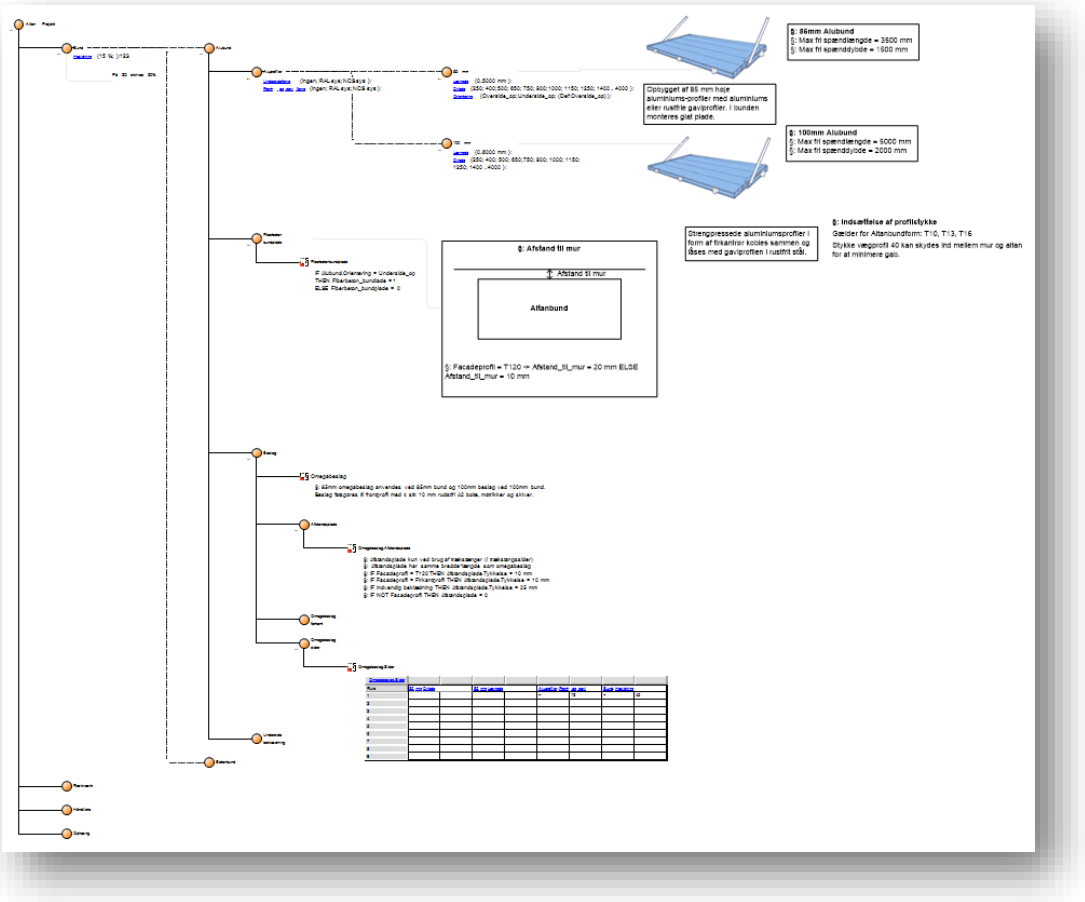
ProductRoadmap is a new diagram type used much like the StrategicRoadmap, to visualize the roadmap for developing and releasing new Products.

New ProductVariantMaster

ProductVariantMaster is a new diagram used to build product models following an object oriented technique. Products may be related in a hierarchical structure via part-of or kind-of relations. Product pictures may be included and product rules may be specified.



Product hierarchies may be folded out to include exactly the area in focus and each Product object may be broken down to a more detailed layer.



QualiWare Enterprise Publisher (6.1)

Compared to version 5.5 QualiWare Enterprise Publisher has undergone a dramatic change. A new integration framework between thin java script supporting clients and the web service layer in QIS has been developed. This means that it is possible to keep not just the model data, but also the publishing specifications as objects in the repository. In other words, it has become possible to configure the web platform from within QLM without any coding. Obviously, it is still possible to define and deploy new C#-scripts on the server and call them server-side from a web-client, but this will only be required in rare customer specific cases. Advanced client-side Java script development has become much safer and easier to debug because of this new development framework.

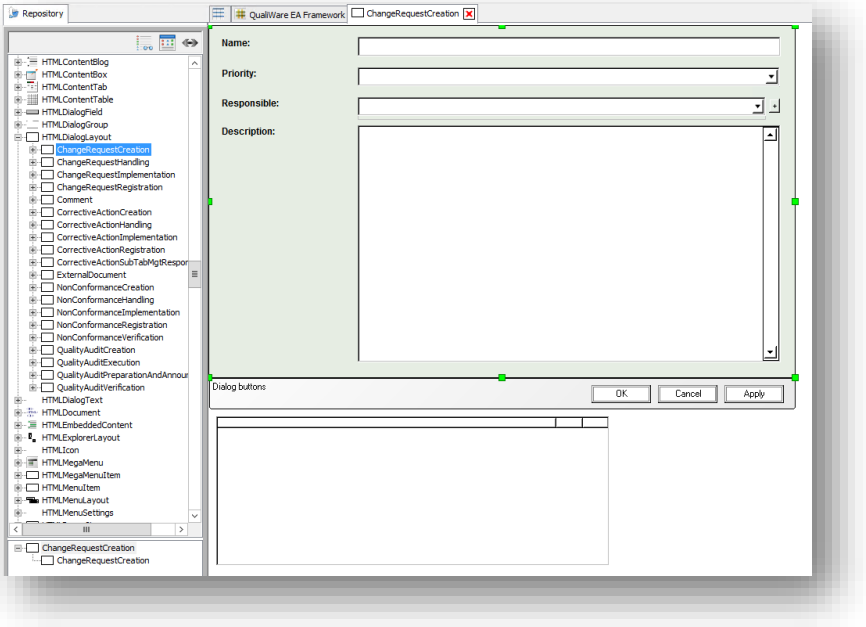
The good news is you do not see all this technology when you configure and run your web based model collaboration platform. In fact, you only need to focus on transforming and growing your business together with all you colleagues.

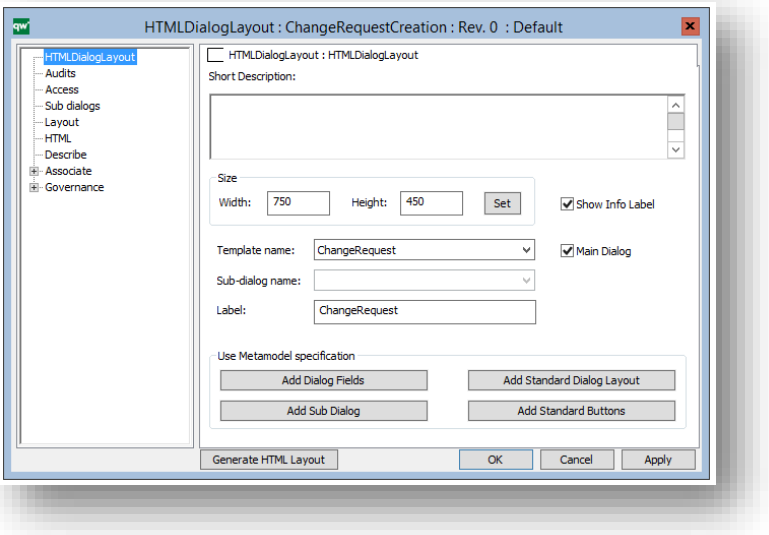
Please note that all features in this section apply to version 6.1 only, and there is no automatic conversion between your old publishing definitions and the QEP 6.1.

New Dialog Layout for Web forms

The new HTMLDialogLayout allows you to design easy-to-use web-forms. These forms may be referenced from the governance workflows, so only a minimal number of fields are shown for a specific user-role performing a specific action. The dialog layout feature may also be used to translate the web-forms using the standard language variant features of QLM.

The HTMLDialogLayout can include hidden fields that are important for the web-functionality, but should not be visible for the end-user. Also inter-field dependencies and mandatory attributes may be defined.



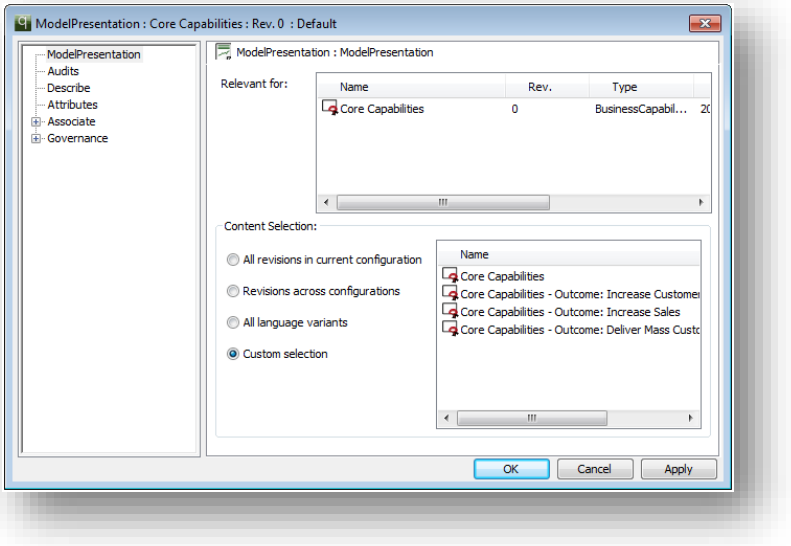


New publishing definition for QRV's

QueryResultViews has been improved so it is easier to define the content of a column.

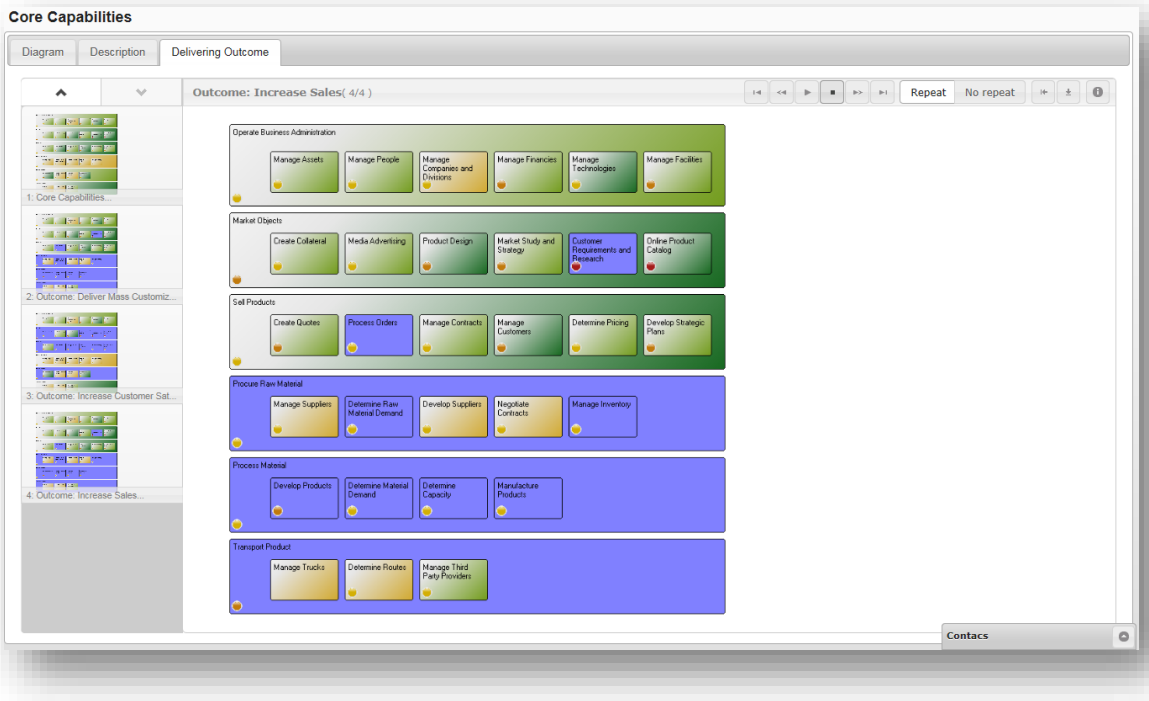
New ModelPresentation

The ModelPresentation is an attempt to make it easier for the end-user to understand the meaning of the model when viewing it from a web-browser The ModelPresentation consists of a series of models or model parts shown in a sequence on the web. The sequence may include pictures, sound, video or text to explain the view of the model.

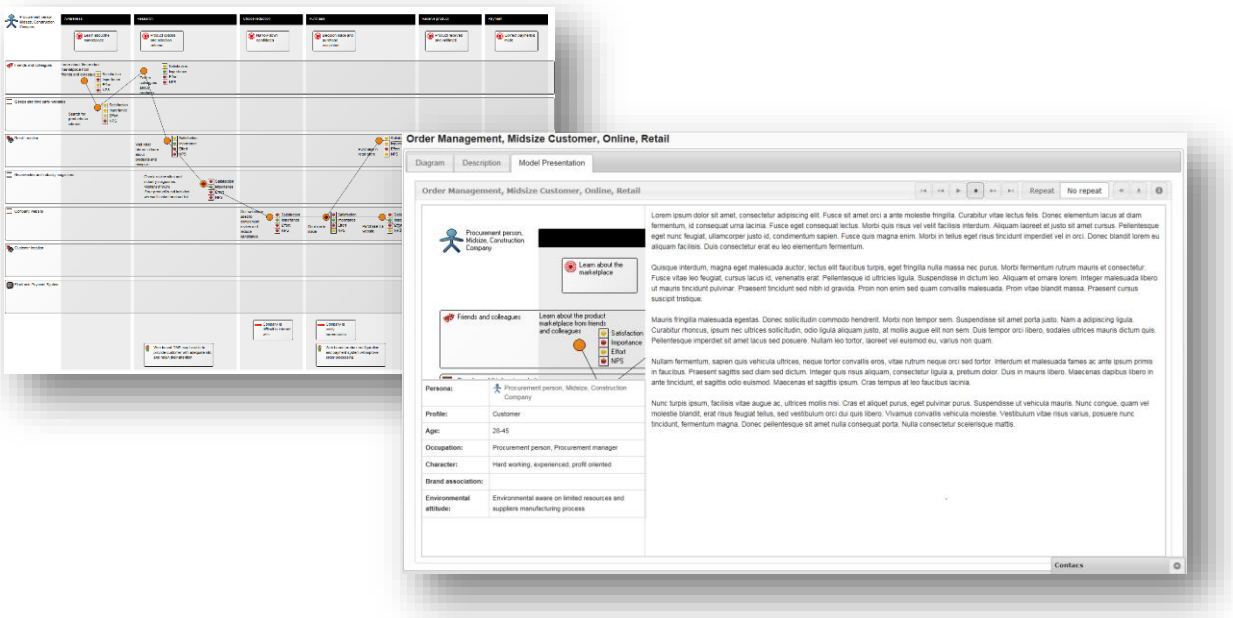


This example shows a definition of a ModelPresentation that fades through BusinessCapabilityModels in order to show what Capabilities achieve particular business outcomes.

Viewed from the web the presentation gives the user a standard set of "video control buttons", so it is possible to jump forward, backward, stop the automatic sequencing of pictures and so on.

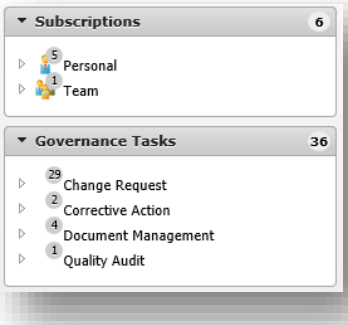


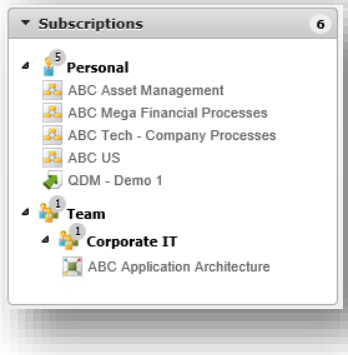
Another example of a ModelPresentation is the illustrated walkthrough of a diagram. Here it is a CustomerJourneyMap that shows the journey of a persona interacting with our enterprise. Each interaction is illustrated by a TouchPoint, and the ModelPresentation includes real life explanation, photos, etc. to illustrate the journey.



GovernanceTasks and Subscriptions in TreeView

As more and more governance workflows are being defined and more templates are put under the control of the GovernanceWorkflowEngine, the number of entries in the Subscription info box and the Governance Task info box increases. To make it easy to get a quick overview of these two info boxes a new TreeView user interface has been introduced. Each group in the TreeView has a small indicator with the number of entries in the group.

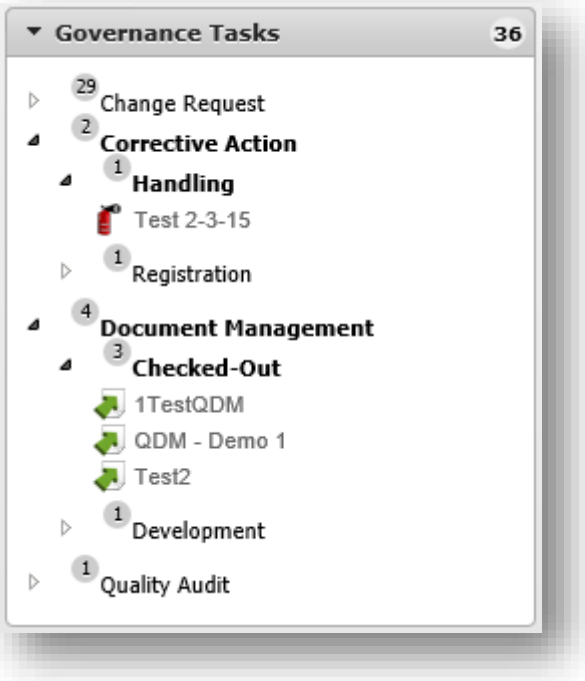




The Subscription is partitioned in two main areas: Your own personally defined subscriptions and the subscriptions defined by your managers.

Folding out a structure allows you to inspect the objects you managers have found to be important for you, and it allows you to select and navigate to the right object.

The Governance Task info box is organized according to the type of object in focus and the task you are expected to perform.



New Hyperlink format

A new type of hyperlink has been implemented to support a more efficient referencing mechanism. For compatibility reasons the old format is still supported. The hyperlink format is defined in web config.

Easy translation interface for labels on web

With objects being fetched directly from the repository at view time, translation of object data has never been easier. Just create a language variant in QLM and reference the correct language from the web. The data will automatically appear in the selected language – provided of course that it has been translated in QLM.

Even the dialogs, menus, etc. are now objects in QLM and may be translated using the same standard feature, however there are still some labels, buttons, headings, etc. that are defined in the HTML design, and these text strings may now be translated in a dedicated field in the web-publisher.

Double user authentication support

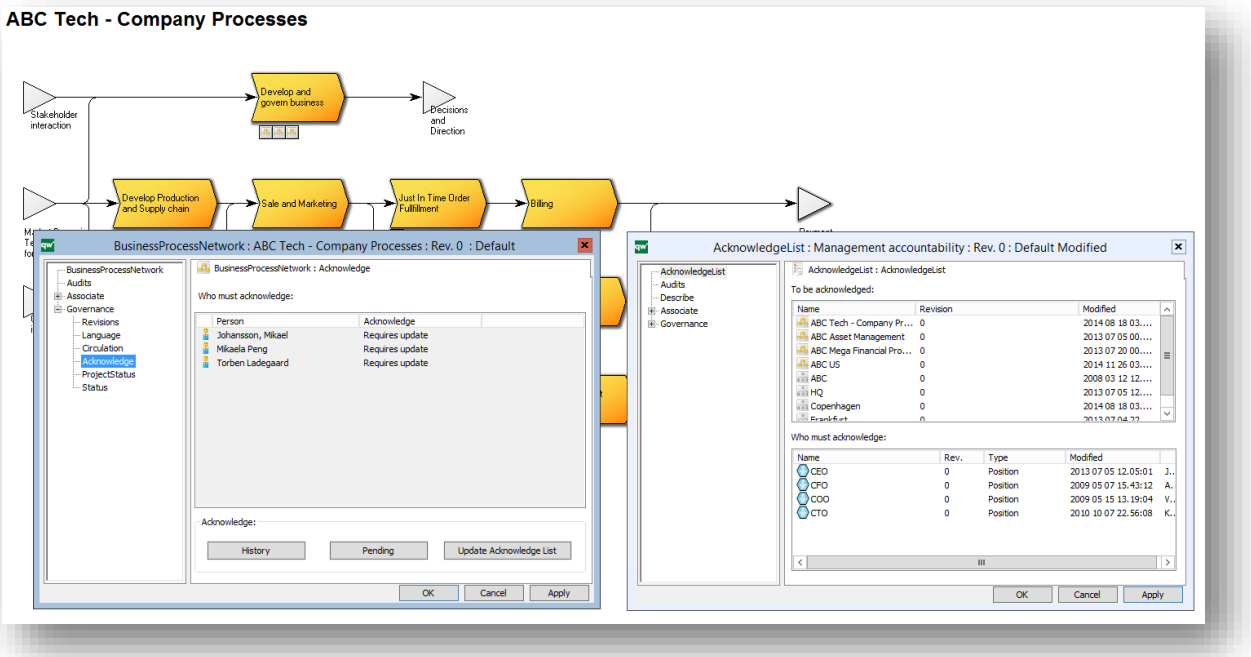
It is now possible to require an extra authentication from the user, before a certain action is executed. This feature resembles the extra entry of password when you authorize a payment in your net bank. Please note, that at this point it does not allow you to log in with another name or to change the session to another user.

The feature is controlled by the GWE, so you are able to set up this extra password request at any state change controlled by the workflow engine.

Compliance, Audit & Improvement (CAI)

New Acknowledgement functionality

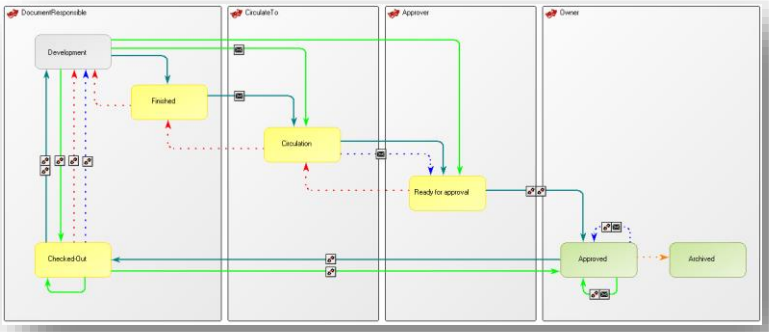
A new acknowledgement functionality allows you to define AcknowledgeList that specifies which objects need to be acknowledged by whom. When an object changes, the GWE will automatically create an entry in your governance task list, if you need to sign off on the changed object. Each object covered by an AcknowledgeList has an Acknowledge sub-dialog where the status of the required acknowledgement may be inspected.



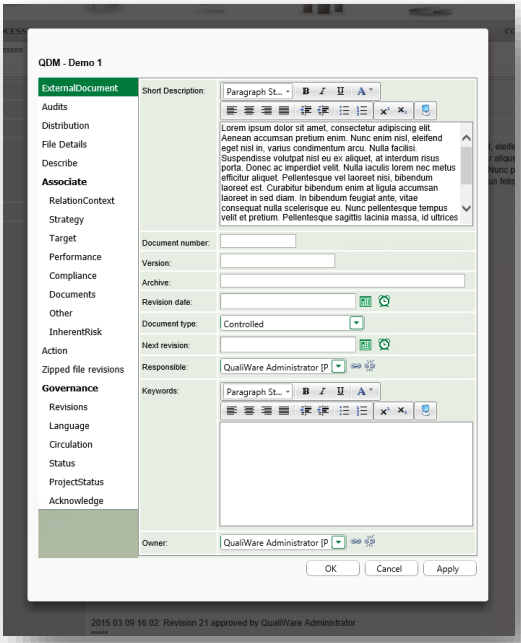
QualiWare Document Manager (6.1)

New governance workflow for QDM

A new GovernanceWorkflow has been defined for QDM. This flow includes the features for check-out/check-in of the document as well as the standard change management (develop-circulate-approve) flow for the document.



The document meta data is managed in an ExternalDocument template with an equivalent web-form for web-based document management.



When the document is accessed from the web, the standard features will appear as buttons in the governance area.