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Using the Business Ontology and Enterprise Standards to Transform Three Leading Organizations

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ABSTRACT

This case story covers the exciting journey of three growth organizations and how they applied the Global University Alliance developed Business Ontology and various enterprise standards to innovate and transform their organization. The paper does so by firstly elaborating on the theory, then it introduces the three organizations, discussed the challenges and issues at hand. Followed by a discussion of their journey and the solution description. Various details about the journey and how enterprise standards where used will be shared, including how these standards assisted these organizations in rethinking their business model, the operating model which effected both the value, revenue and service model as well as the performance and cost model. The case concludes with detailed lessons learned and how the business ontology and standards helped the organizations changed.

KEYWORDS

Apply Enterprise Standards, Back Office Consolidation, Business Governance, Business Model, Business Ontology, Business Process Management, Enterprise Optimization, Enterprise Semantics, Innovation & Transformation, Knowledge Sharing, Mergers & Acquisition, Meta Model, Operating Model, Organizational Capabilities, Professional Services Administration, Shared Service Operations, Strategic Choices, Strategic Position, Value Lifecycle

1. A DISCUSSION ON THE THEORY APPLIED

We understand that case studies are a good way to learn from the knowledge gained and the experiences had by others. This is not a new phenomenon or concept; it is the basic reason of why so many organizations want their employees to work together, collaborate, and create the right circumstances for them to share knowledge. We have found that people not only learned more, but also gained the ability to apply some of these practices within their own organizations. It is also out of that reason we take the time to document the journey discussed in this paper. Although the time needed to document and compare these experiences and concepts can be daunting task in itself, we publish this case story to share our experiences using the business ontology in combination with various enterprise standards. We will therefore first describe the theory and concepts used from the Business Ontology, and then list the standards that we used.

From the Business Ontology developed by the Global University Alliance (GUA), we both used:

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- The business ontology meta objects. (von Rosing & Laurier, 2015; von Rosing & von Scheel, 2016)
- The clearly defined definitions in terms of the existing taxonomy (von Rosing & Laurier, 2015; von Rosing & von Scheel, 2016)
- The semantic relationships of the meta objects and thereby the meta models (von Rosing & Laurier, 2015)
- Working in layers (von Rosing & von Scheel, 2015)
- Association between meta objects and layers (von Rosing & von Scheel, 2016)
- Relationships between meta objects and artefacts i.e. models (von Rosing & Laurier, 2015; von Rosing, Urquhart, & Zachman, 2015)

To ensure that we have a common understanding and the right way of thinking across the three organizations discussed in this paper, we used the following publications:

1. An Introduction to the Business Ontology (von Rosing & Laurier, 2015)
2. Using the Business Ontology to develop Enterprise Standards (von Rosing & von Scheel, 2016).
3. The Value of Ontology (von Rosing, Laurier & Polovina, 2015)
4. Using a Business Ontology for Structuring Artefacts: Example - Northern Health" (von Rosing, Urquhart & Zachman, 2015).
5. Using the Business Ontology to develop a Role Ontology (von Rosing and Zachman, 2016).
6. The relationship between Ontology and Modelling concepts: Example Role Oriented Modelling (Hove, von Scheel, Arzumanyan, Zachman, 2016).
7. Applying Ontology and Standards for Strategy focused execution: Example SAL Heavylift (Okpurughre, von Rosing, & Grube, 2016).
8. Applying Ontology and Standards to develop Smart Applications: Example Dutch Railway (Bach, von Rosing, & von Scheel, 2016).

In order to not reinvent the wheel, we decided very early in the process that we wanted to apply existing market standards. In doing so, we wanted to make sure that the standards we used were built on best practices, industry practices and leading practices from other organizations. Not just something that only a few organizations or people had previously agreed on within the standards organizations. We decided to use the enterprise standards body LEADing Practice that built their enterprise standards based on the business ontology and studied patterns i.e. practices. In addition to that we applied standards from the software standards body Object Management Group (OMG), the engineering standards body Institute of Electrical and Electronics Engineers (IEEE) as well as ISO (International Organization for Standardization).

For your reference we will list the specific standards with their official specifications that we have used during the execution of this project.

From the enterprise standard body LEADing Practice, we used the following:

- Stakeholder Reference Content (ID number: LEAD-ES20002EX)
- Requirement Modelling Reference Content (ID number: LEAD-ES20003PG)
- Value Chain Reference Content (ID number: LEAD-ES20022PGBC)
- Business Model Reference Content (ID number: LEAD-ES20004BC)
- Competency Modelling Reference Content (ID number: LEAD-ES20013BC)
- Capability Modelling Reference Content (ID number: LEAD-ES20017ALL)
- Revenue Model Reference Content (ID number: LEAD-ES20006BC)
- Value Model Reference Content (ID number: LEAD-ES20007BCPG)
- Service Model Reference Content (ID number: LEAD-ES20008BCBS)
- Performance Model Reference Content (ID number: LEAD-ES20009BCPG)

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