

## Chapter VI

# The Practice of Participatory Enterprise Modelling: A Competency Perspective

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### Abstract

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*This chapter discusses competency aspects of participatory Enterprise Modelling. It presents the two main ways of working when it comes to involving stakeholders in the modelling process, the participatory and the non-participatory and then focuses on the participatory approach. The author describes the desired competencies of domain experts and method experts, two of the most crucial actors in the participatory modelling process. The author argues that in spite that competency is one of the most critical success factors in modelling it is an*

*overlooked topic in modelling research. The chapter is illustrated with interview quotes from an interview study that the author has carried out.*

## Introduction

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Enterprise Modelling (EM) is an activity where an *integrated* and *negotiated* model describing different aspects of an enterprise is created. An Enterprise Model consists of a number of related “sub-models”, each describing the enterprise from a particular perspective, e.g. processes, business rules, goals, actors and concepts/information/data.

Enterprise Modelling (EM), or Business Modelling, has for many years been a central theme in information systems engineering research. There are two main reasons for using EM (Persson and Stirna, 2001):

- 1) *Developing the business* – This entails developing business vision, strategies, redesigning the way the business operates, developing the supporting information systems, etc.
- 2) *Ensuring the quality of the business* – Here the focus is on two issues: 1) sharing the knowledge about the business, its vision, the way it operates and 2) ensuring the acceptance of business decisions through committing the stakeholders to the decisions made.

Examples of EM methods can be found in Bajec and Krisper (2005), Dobson, Blyth and Strens (1994), Castro, Kolp, Mylopoulos and Tropos (2001), Johannesson, Boman, Bubenko, and Wangler (1997), Willars et al (1993), Bubenko, Persson, and Stirna (2001), Bubenko (1993), F3 Consortium (1994), Fox, Chionglo and Fadel, (1993), Krogstie, et al (2000), Loucopoulos et al (1997), and Yu and Mylopoulos (1994).

Examples of application domains for EM can be found in Wangler, Persson, Johannesson, and Ekenberg (2003), Niehaves and Stirna. (2006), Stirna, Persson, and Aggestam (2006), Wangler and Persson (2002), Wangler, Persson and Söderström (2001), Gustas, Bubenko and Wangler (1995), and Kardasis et al (1998).

A large amount of research has been dedicated to the development of new modelling languages and to the refinement of existing ones, while their use in practice has attracted less attention.

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