

La Chaîne Documentaire

Un projet en association avec
l'ABD / Association Belge de Documentation et
Technofutur Tic

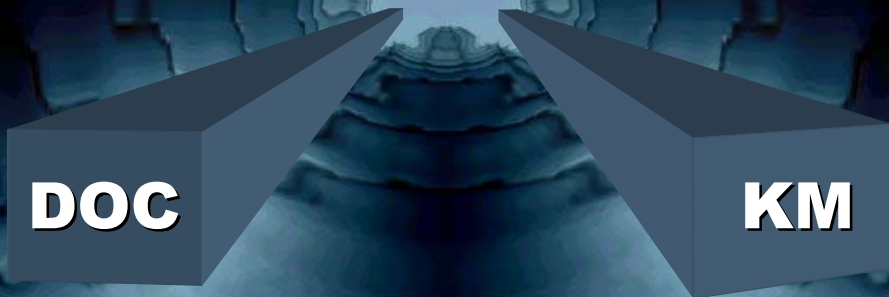


FBC>s Master Class 1989-2006

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Table of content ...



Un double fil rouge dont un très gros pour faire un large tour : document, donnée brute, donnée riche, information, connaissance.

La « **doc** » un très vieux souci ! Et c'est pas fini : cela « empire » !

Des raisons pour la centralisation ... et puis il faut en sortir : « non pas semer n'importe quoi et à tout vent », mais en choisissant les contenus et les vents porteurs constants.

La pièce dans laquelle on joue change tout le temps. Elle s'étend et cela va de plus en plus vite !

Tout est basé sur la communication :

- relations humaines en affaires
- relations électroniques « humaines » (les outils de collaboration), ou automatiques et comment reproduire la « même réalité » ?

Un moyen d'aller plus loin dans le **KM** automatisé ? Oui, c'est possible ...

Questions ? Réponses !

Deux fils rouge !

1

Le Nom de la Rose

d'Umberto Eco (1980), un brillant **sémiologue** (1) qui écrit beaucoup et très bien. En bref, une intrigue de l'An 1327 aussi connue par le film de J-J Annaud avec Sean Connery.

Il met en évidence le pouvoir de la déduction et de la dialectique à la manière de Sherlock Holmes qui conduisait ainsi ses enquêtes (documentation, expériences, intuition et ... chance ... voir le cas de la **serendipité** (2) ou serendipity en anglais).

2

La chaîne documentaire ...

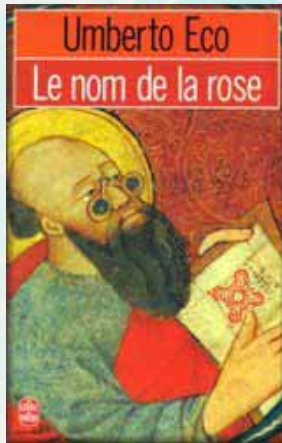
... **au long** des processus « enchaînés » et **où** l'on crée la valeur avec de la connaissance échangée, appliquée et entretenue.

Ainsi parle-t-on maintenant de la **KVC** ou Knowledge Value Chain !

(1) La **sémiologie** est la science des signes

(2) Le « bienheureux malheur » qui amène à la découverte de ce que l'on ne recherchait pas !

Deux fils rouge !



Le Nom de la Rose

1

La technique de Eco est simple: il raconte des histoires dans ses histoires. Tout y est « intriqué » pour le plaisir de l'esprit. En même temps, on restitue une TRES probable réalité.

Une cascade de **contextualisations** !

MAIS, cette histoire met en évidence que si l'on **tue** quelques fois **pour savoir**, on tue aussi **pour que l'on ne sache pas** !

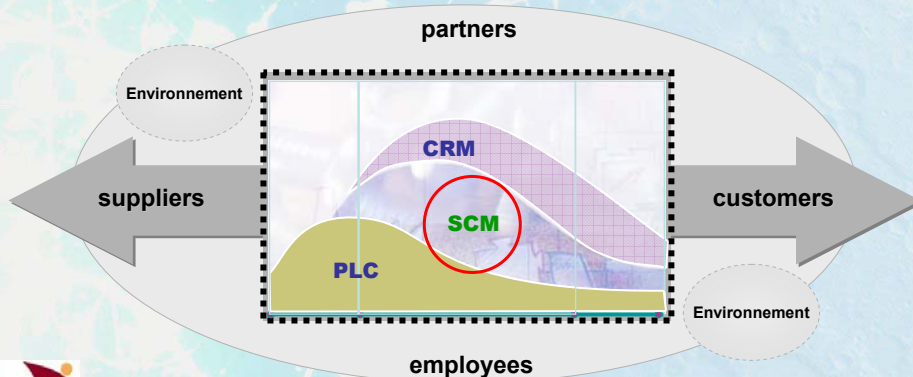
Sans compter les **erreurs** de transcription qui pourraient, à l'occasion, devenir des vérités historiques ! Ou faire l'objet de bonnes blagues ... mais la contextualisation aurait pu invalider l'écriture erronée ...!

Deux fils rouge !

La chaîne documentaire ...

2

Un gros, **très gros** fil rouge ... on y reviendra un peu plus tard : dans ce schéma simplifié, tous les acteurs et programmes d'assistance / de support doivent être « alimentés ». Ce programme devrait nous permettre d'indexer nos efforts pour plus de savoir(s) ...



La Documentation

Un très vieux « souci » . Exemples :

Vers -3300, en Mésopotamie, les percepteurs des impôts (déjà !) figuraient, avec de l'argile, ce qu'ils avaient « reçu » .

Vers -2800, on dessinait dans les grottes du Côté des Alpes italiennes. De l'art ? Peut-être, mais il y avait aussi des cartes et des parcellaires. Un cadastre ?

Au environ de -2500, à Ebla, dans l'actuelle Syrie, des tablettes cunéiformes enregistrent les ordonnances royales.

Entre -1782 et -1759, on y organise des dépôts d'archives. Etc. ...

... l'évidence que les grandes civilisations ont toutes voulu démarrer l'enregistrement de données pour les organiser et pouvoir récupérer des renseignements utiles ...

« Je pense, donc j'archive »

Marie-Anne Chabin



La Documentation

Plus tard, dans nos contrées, l'Église va fortement contribuer à la conservation des archives : après la chute de l'Empire Romain, c'est la seule grande organisation cultivée (refuge du savoir livresque) et structurée (hiérarchie et règles) avec les monastères (les moines copistes) qui reçoivent, par ailleurs, des donations.

Le prix du savoir ... ou de l'ignorance ... à combler ou à entretenir ...

Plus d'organisation quand Philippe Auguste, en 1194, est vaincu par l'Angleterre. Les documents qu'il transportait un peu trop hasardeusement sont perdus. Alors, décide-t-il, les archives ne pourront plus circuler. Elles seront centralisées à Paris (Le Trésor des Chartes). Cette manière de faire servira de modèle à beaucoup d'autres. A commencer par les seigneurs locaux ...

Sondage SOFRES / 1000 personnes (octobre 2001) :
jusqu'à 3 réponses autorisées

Archives

= mémoire (80%)

= histoire (67%)

= savoir (33%)

Marginalement = « secret », « vérité »

Un bond
dans le
temps !



Because of the e-Business, enterprises require extended solutions and become more virtual.

Therefore, they need real-time accurate information on networked process models and dynamic prospective solutions to enforce their knowledge and core competencies.

From document | e-document to KM | Knowledge Management

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Une vieille légende hindoue raconte qu'il y eut un temps où tous les hommes étaient des dieux. Mais ils abusèrent tellement de leur **divinité** que Brahma, le maître des dieux, décida de leur ôter le pouvoir divin et de le cacher à un endroit où il leur serait impossible de le retrouver.

Le grand problème fut donc de lui trouver une cachette.

...IT ??

Lorsque les dieux mineurs furent convoqués à un conseil pour résoudre ce problème, ils proposèrent ceci: "Enterrons la divinité de l'homme dans la terre". Mais Brahma répondit: "Non, cela ne suffit pas, car l'homme creusera et la trouvera". Alors les dieux répliquèrent: "Dans ce cas, jetons la divinité dans le plus profond des océans". Mais répondit à nouveau: "Non, car tôt ou tard, l'homme explorera les profondeurs de tous les océans, et il est certain qu'un jour, il la trouvera et la remontera à la surface".

Alors, les dieux mineurs conclurent: "Nous ne savons pas où la cacher car il ne semble pas exister, sur terre ou dans la mer, d'endroit que l'homme ne puisse atteindre un jour."

Alors Brahma dit: "Voici ce que nous ferons de la divinité de l'homme. Nous la cacherons au plus profond de lui-même, car c'est le seul endroit où il ne pensera jamais à chercher".

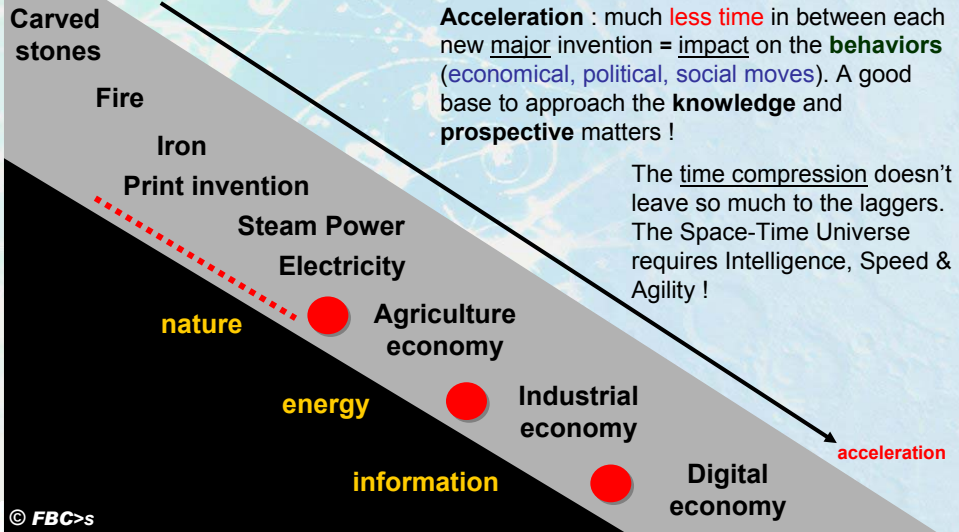
Depuis ce temps-là, conclut la légende, l'homme a fait le tour de la Terre, il a exploré, escaladé, plongé et creusé, à la recherche de quelque chose qui se trouve en lui.

+ Anaxagore, mort en -467

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The three « waves » of Alvin Toffler



Acceleration : much **less time** in between each new major invention = impact on the **behaviors** (economical, political, social moves). A good base to approach the **knowledge** and **prospective matters** !

The time compression doesn't leave so much to the laggards. The Space-Time Universe requires Intelligence, Speed & Agility !



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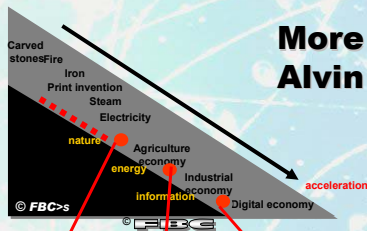
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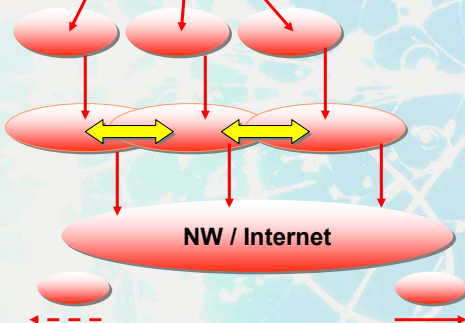
(*) time compression => more in less time !

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More as from the three « waves » of Alvin Toffler ...



To move from the mass production to the mass individualization with knowledge people who are meeting and dealing in so much different ways !



Information is scattered and separated

Information is progressively distributed. Some cross-knowledge is showing up !

Information is available everywhere and also in excess, mostly not validated ... It is at risk: it could be scattered again !



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some new laws to talk about



In the "ITed" business, mostly automated and digitalized, we expect that in the future virtually all industrial I/O products and processes would have significantly expanded embedded intelligence and connectivity.

Three new laws of the "digital age" are generally accepted as governing the spread of technology :

- Moore and the processor power : 2X / 18 months
- Gilder and the bandwidth : 3x / 12 months
- Metcalfe (Ethernet) and the network value = (number of node)² while the cost per user remains the same or reduce.

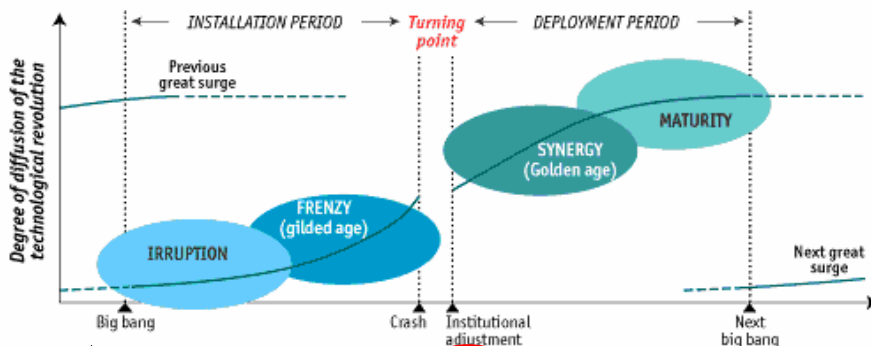
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the **technology life** has an « existence » ...

The life and times of a technology

Recurring phases of each great surge

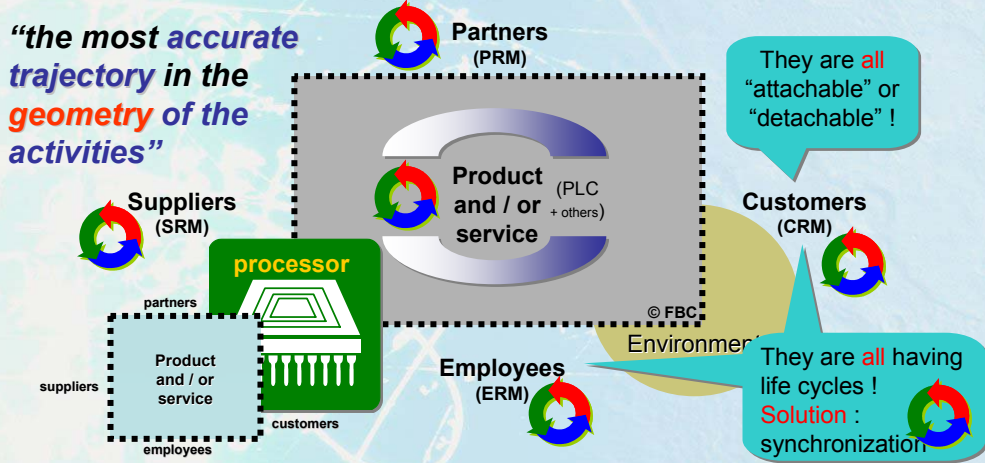
It would interesting to go deeper in some other aspects :
product centric organization, the interrelated **life cycles**, the correlated **R&D, PLC, SCM, CRM** ...



Source: Carlota Perez
An existence because of the **Time**

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... and many life cycles ... including the "doc" life cycle !
 The (very simplified) background of the **socio-technological** life



Business management means ... synchronize the very large number of life cycles along the enterprise strategy within the space-time universe expanding geometry ! = new collection of data and arrangement for a much better mining and assistance to the decision process !

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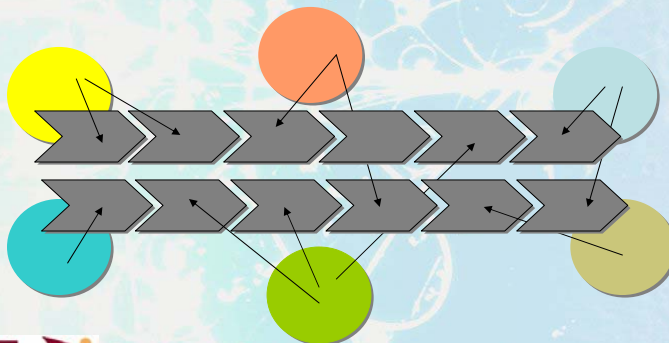
The e-Business + models

ITCD business model

Next waves

Process-driven virtual organization and inside / outside support.

Need to select the type of the centered enterprise + find the right leader and the best integrating system.



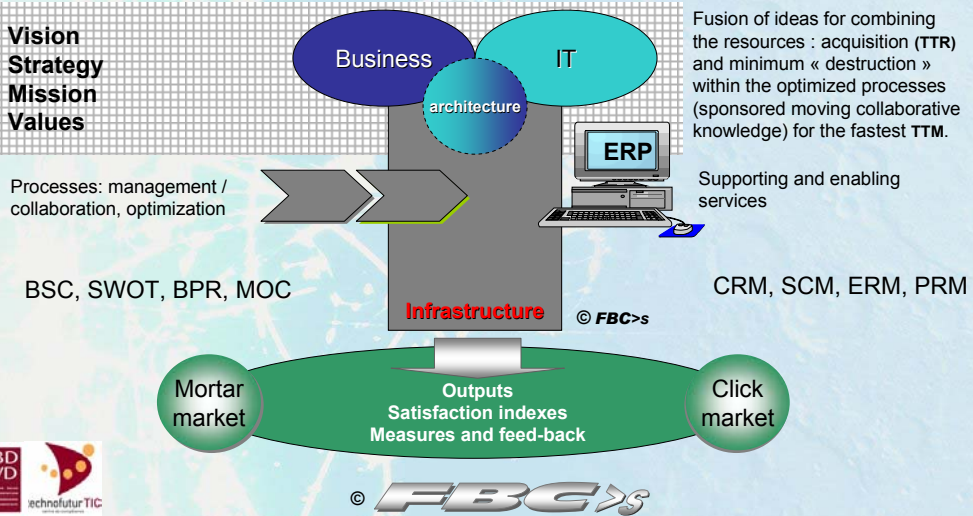
We need to share this "space".
 At all time. Face-to-face or via some performing tools.
 To make it possible, the "space" must be full of rich data !
 How do we build and get them updated ... at all time ?

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ITCD business model

Today (or next) enterprise organization

Infrastructure : in the long term, it has to be considered as the key point for profiting from the eBiz potential !



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What the preceding slides did emphasize ...

”What managers are supposed to be master of”

Complexity reduction (we should say complication) / creative views on the evolution / resolution aptitudes ... are in there !

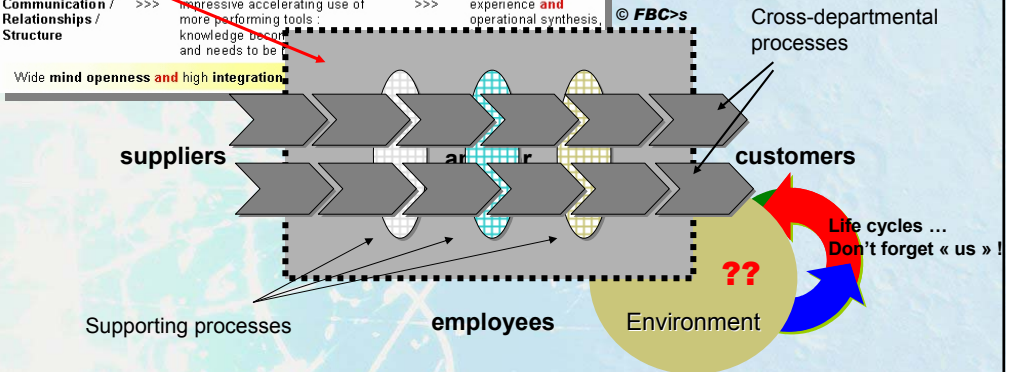
Technologies (product + organization)	>>>	booming variety (quantity and performances) : new vocabulary, concepts and measures	>>>	continuous training and revised culture
Processes / Systems	>>>	new technologies are pushing on processes that are becoming more abstract	>>>	imagination (fuzzy ideas) and creativity (raw ideas)
Communication / Relationships / Structure	>>>	impressive accelerating use of more performing tools : knowledge becomes hazardous and needs to be managed (risk)	>>>	experience and operational synthesis, innovation (finished ideas)

Wide mind openness **and** high integration capabilities are the keys for innovative solutions !

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- Technologies** (product + organization) >>> booming variety (quantity and performances) : new vocabulary, concepts and measures >>> continuous training and revised culture
- Processes / Systems** >>> new technologies are pushing on processes that are becoming more abstract >>> imagination (fuzzy ideas) and creativity (new ideas)
- Communication / Relationships / Structure** >>> progressive accelerating use of more performing tools : knowledge, experience and needs to be >>> experience and operational synthesis

Process-based Business Model



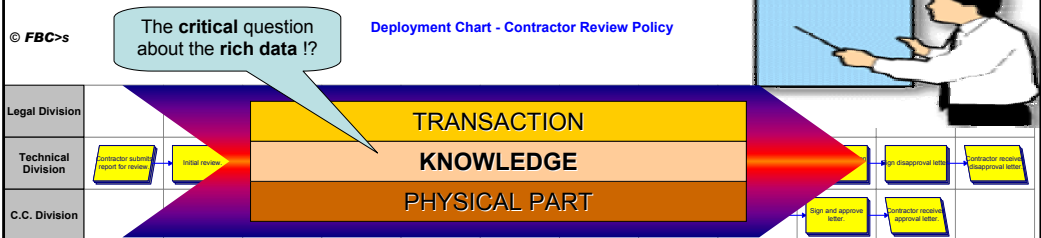
The processes contain the tasks coordination methodology.
 The **knowledge is in there** ! We'll talk more about processes within the PR/BPM chapter.



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Processes and their collateral flows

That isn't easy to work with diagrams and most of the time CAD (BE within SAP) or simulation programs are utilized for speed and less risks operations.



The process is like a mini enterprise !

And we'll need « more » to produce value !



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BPR / CMM :

Defined (« 1st level of Kn »)



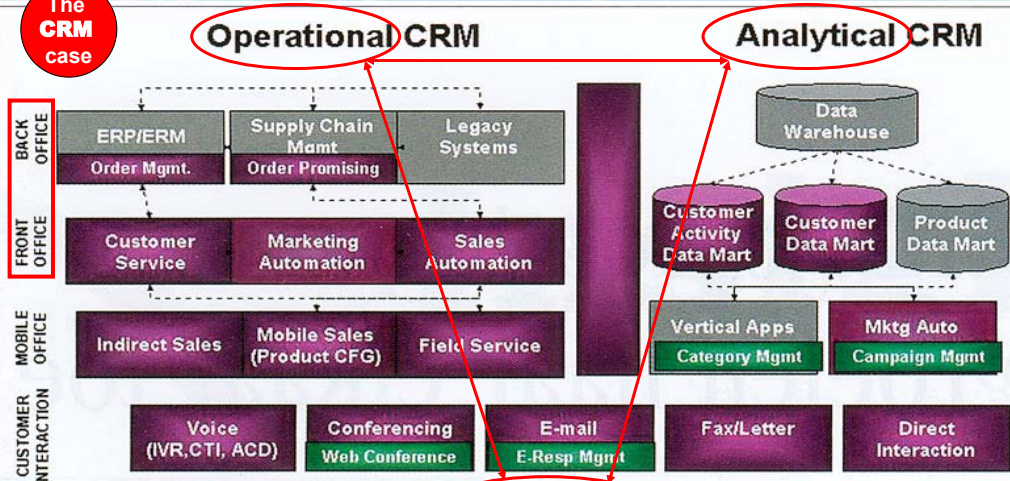
* Indexation for the "doc" stake holders !
Base, link, references, etc.



Aspect	Software engineering	Organizational change
General	<ul style="list-style-type: none"> - focus on organizational structure of SW development team - understanding of distribution of work and responsibility - improved management capability of risk assessment and pro-activity 	<ul style="list-style-type: none"> - understanding of organizational setting required to achieve common goals, often focus on self-managing teams - understanding of activities and workflow - capability of assessing risk for process derivation, proactive adjustment
Key process areas	<ul style="list-style-type: none"> - <i>organization process focus.</i> Assignment of task and responsibilities to project members - <i>organization process definition.</i> Definition of SW processes, aiming at improved process performance. Improved visibility and process measurement. - <i>training programs.</i> Provide team members with skills and knowledge. Includes identification of knowledge gaps and training needs. - <i>integrated SW management.</i> Integration of SW development and organizational processes according to organizational processes assets - <i>SW product engineering.</i> Alignment of development processes with SW engineering practices. - <i>intergroup coordination.</i> Establishment of communication mechanisms between groups for coordination of activities and work practices. - <i>peer review.</i> Identification and removal of software defects 	<ul style="list-style-type: none"> - <i>Organization process focus.</i> Determination of process team responsibilities, consideration of members core capabilities - <i>organization process definition.</i> Definition of organizational processes within built-in improvement capability and monitoring mechanisms. - <i>training programs.</i> Provide process team members with skills and knowledge, identification of knowledge gaps and training needs. - <i>integrated change management.</i> integration of change process and organizational processes according to process performance capabilities - <i>change mgmt practice.</i> Alignment of change activities with change Mgmt principles and practices. - <i>process coordination.</i> Establishment of coordination and communication mechanisms between different processes, development of IT-support for effective collaboration e.g. workflow technology. - <i>peer review.</i> Identification and removal of process pathologies for further improvements. Often performed in «quality circle» manner.

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The CRM case



SAP doc



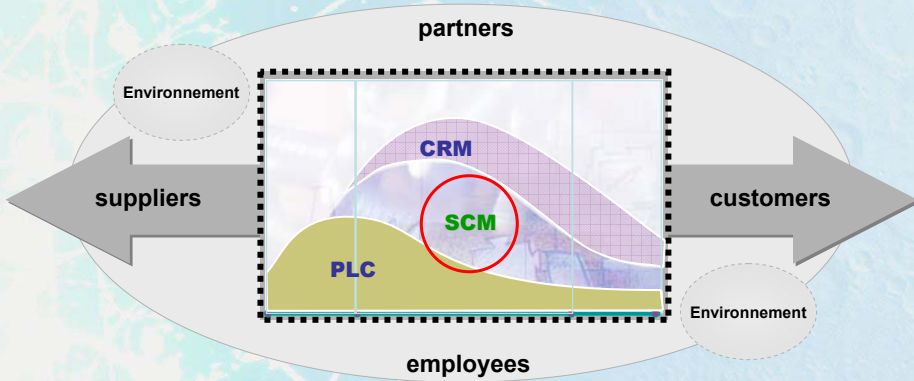
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Imagine a standard best practices-based fully automated system for all ...

« All » will deliver the same product !

The service (3R !) could make the difference !

And it has to be tailored within the processes ...

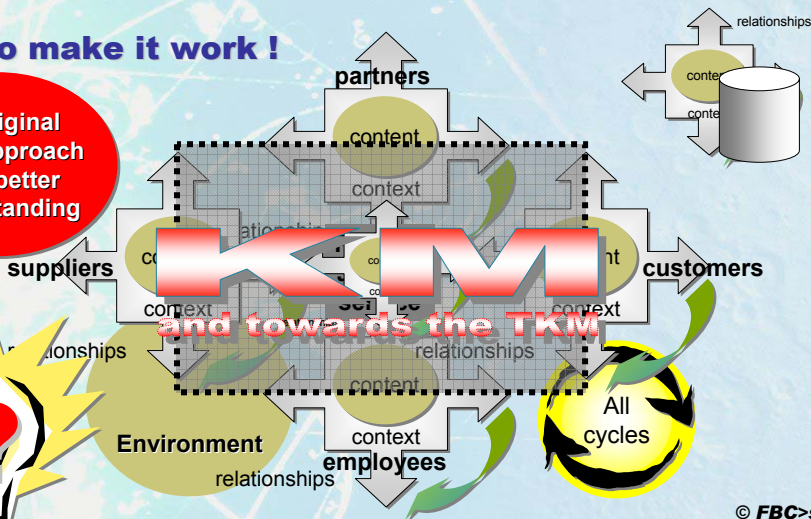


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KM to make it work !

An original triple approach for a better understanding



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KM to make it work ? We need clever people on board !



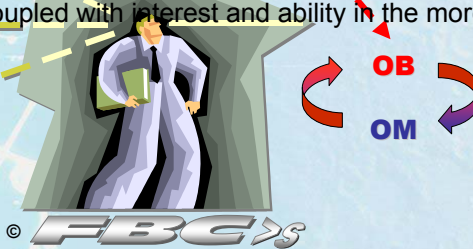
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Intelligence and Knowledge ...

in-tel-li-gent (in tel jnt) *adj.* [[L *intelligens* , prp. of *intelligere* : **1** having or using intelligence; rational **2** having or showing an alert mind or high intelligence; bright, perceptive, informed, clever, wise, etc. **3** designating a terminal capable of performing certain functions with the data, independently of the computer – **in-telli-gent-ly** *adv.* **SYN.--intelligent** implies the ability to learn or understand from experience or to respond successfully to a new experience; **clever** implies quickness in learning or understanding, but sometimes connotes a lack of thoroughness or depth; **alert** emphasizes quickness in sizing up a situation; **bright** and **smart** are **somewhat informal**, less precise equivalents for any of the preceding; **brilliant** implies an unusually high degree of intelligence; **intellectual** suggests keen intelligence coupled with interest and ability in the more advanced fields of knowledge.

(*) Excerpted from
The Complete Reference Collection,
1998. The Learning Company, Inc.



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The **2** knowledge

EXPLICIT

- **object-based** : words, numbers, formulae, business objects
- **rules-based** : rules, routines, procedures

The context is structured :
-employees are talking about facts
-in an objective way
-it's formally explicit (documented)
-the output is identifiable and ...
-... the internalization is possible

IMPLICIT / TACIT

- no codes
- visible in the action, in the results

The context is unstructured :
-people are guessing (conjecture),
-they act subjectively and ...
-... in an un-formal way
-they could do it shapelessly ...
-... tacitly ...

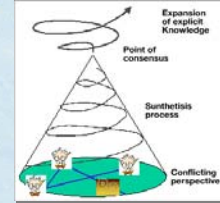
That's what the company tries to **extract** !

That is mostly belonging to the workers ...



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The knowledge cycle (1) (*)



« translation »

(*) The original Nonaka Matrix
See Nonaka and Takeuchi book :
"The knowledge creating company"



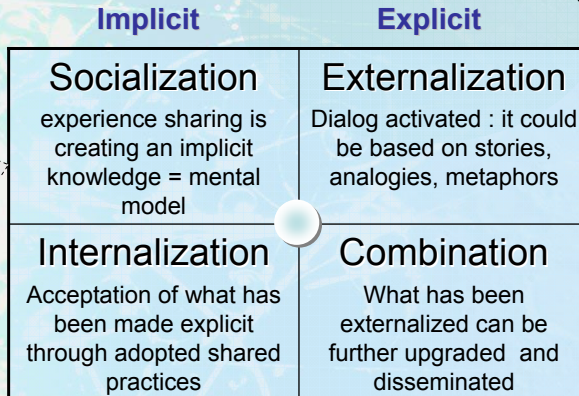
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The knowledge cycle (2) (*)

Holism could be applied everywhere at all time



I
Individuals intelligence in the companies



Story telling



Note : implicit = tacit

+

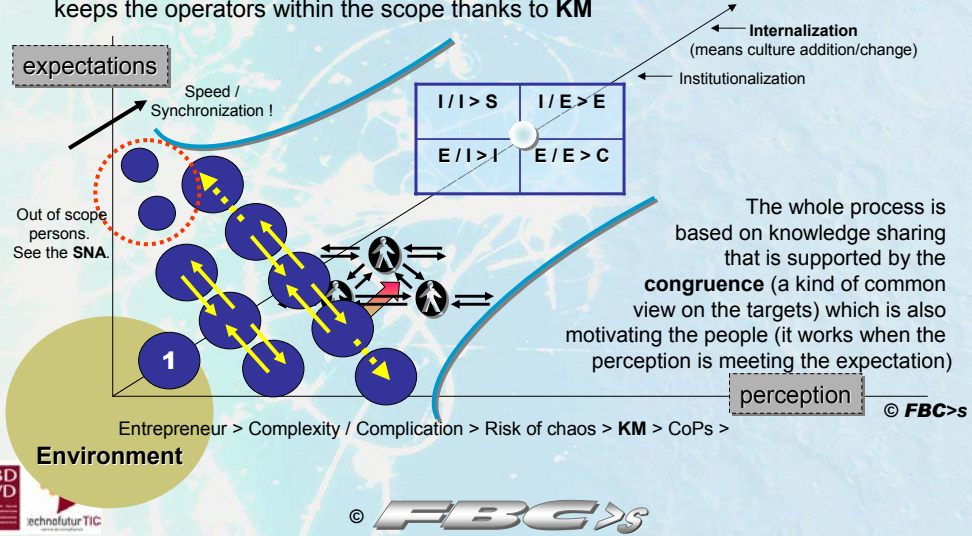
(*) As from Nonaka and Takeuchi :
The knowledge creating company



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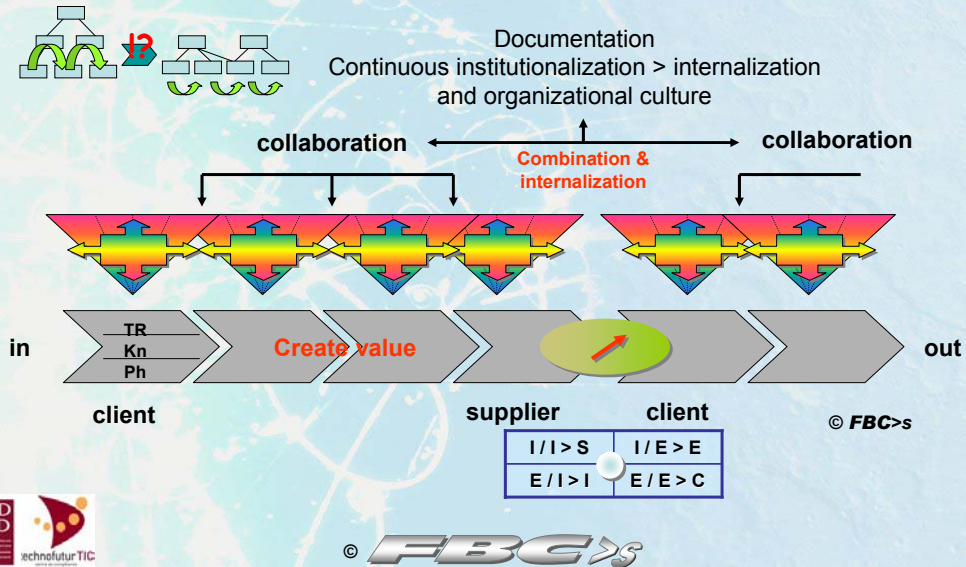
A simple view on the various evolutions ...

As from the start of the entrepreneur + addition of collaborators + organization that keeps the operators within the scope thanks to KM



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The CoPs / Communities of Practices (2)



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The dimensions and the potential of KM

Globalization is online and requires real-time people ...

Technologies (product + organization)	>>> booming variety (quantity and performances) : new vocabulary, concepts and measures	>>> continuous training and revised culture
Processes / Systems	>>> new technologies are pushing on processes that are becoming more abstract	>>> imagination (fuzzy ideas) and creativity (raw ideas)
Communication / Relationships / Structure	>>> impressive accelerating use of more performing tools : knowledge becomes hazardous and needs to be managed (risk)	>>> experience and operational synthesis, innovation (finished ideas)

Change is "moving Knowledge" (HR)

Knowledge sharing contributes to a friendly evolving culture

Wide **mind openness** **and** high **integration capabilities** are the keys for innovative solutions !

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Technologies: LC are shortening and need changing people. We have noticed various life cycles !



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Information management and knowledge management: Knowledge ... a big step forward

Information Management	Knowledge Management
Based on an evolutive technology.	Based on a flexible adaptive culture (including technology).
Delivery and accessibility	Filtered values, synthesis, interpretation.
Assumption that information can be standardized, recorded and automated.	Human interface is required for dealing with the non standardized human emotions.
Manipulation of data that is excluding non profitable combinations.	Exchange of ideas that are sparking new ones.

People and culture are the keys to effective knowledge management and transfer because sharing knowledge is a social activity; you have to connect people who are **willing to share their tacit** knowledge. Once people start sharing with one another, it becomes a **reinforcing cycle**.

Moonja P. Kim, Chief of the Business Process Branch, US Army Research Center

Important to look at because most of the time IT targets on data and information (processing) and not on knowledge ...

However, both of them share information (more than data) for activating the system.

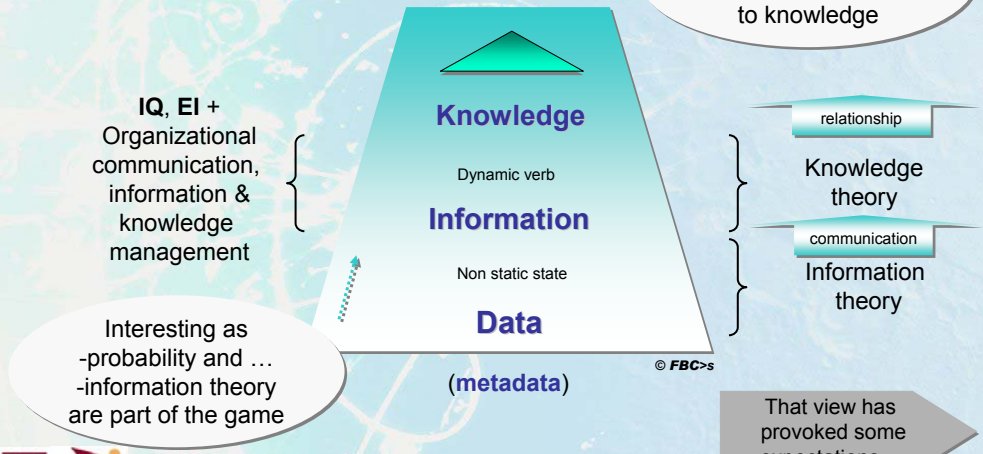


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The knowledge « hierarchy »

... is somewhat unknown !

Constructivism seems to be an appropriate approach to knowledge



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Information flows map

Working on that, is similar to what you are considering for building a KMS ...

It starts with the **data (raw)**
and their architecture.
It is followed by their organization for producing **information**
The information are handled through the system to the managers and their collaborators for producing value in the **business lines**
made of **intelligent processes**
containing the knowledge



Knowledge is a cultural construction and is depending on the type of organizational culture in which it will have to reconcile opposite view points (see also the ethical dilemma) such as individual >< team (more critical in US than in Japan), specific >< implicit, knowledge sharing >< knowledge retention, etc.

The **structured knowledge** becomes **science, expertise** ...

Is wisdom the next step ? ... too quickly / conveniently said !



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KM applications and technologies (*)

	Transactional	Analytical	Asset mgmt	Process	Developmental	Creat & Innov
KM applications Enabling Technologies	-Case-based reasoning -Help desk applications -Customer service apps -Order entry applications -Agent support applications	-DW -Data mining -BI -MIS -DSS -CRM -CI	-Intellectual -Docs mgmt -Knowledge valuation -Knowledge repositories -Content mgmt	-Benchmarking -BPR / BPM -QM and TQM -Process auto -Process qual -CMM, ISO, Six Sigma, ...	-Skills development -Staff compensation -Learning, training, coaching	-Collaboration -Communities -Forum -Network -Virtual teams -R&D -Expert teams -Multi d. teams
	A convenient MAP when you are discussing about the various KM applications to be implemented in your Cy					
	-Expert system -Cognitive tech -Semantic NW -Decision trees -Geospatial IS	-RDBMS -Neuronal computing -Data analysis and reporting tools	-Docs mgmt tools -Search engines -Knowledge maps -Library system	-Workflow management -Process modeling tools	-CBT/ Computer-based training -On-line training	-Groupware -emails -chat rooms -video confer. -simulation tech -search engine

Align it along the 3 CRM parts: analysis, operations, collaboration



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BI / Business Intelligence

BI is made of a set of tools to store, retrieve, model, analyze large amounts of information related to internal and external operations as from a **DW**, data mining tools, reporting and analysis functions, integration with the **ERP**.

Enterprise try to make people having an insight (read *KM life cycle* again) into the new market capture through these tools for building a picture of what the business is all about and developing new valuable products, managing their customers relationships, retain the best collaborators, etc.

Otherwise, the INTEGRATION we've been talking about won't function in a satisfactory manner: it means insufficient analysis, poor understanding and limited or un-adequate actions (back to the **SWOT** that will work in a much more efficient way when the company is well documented/informed).

BUT, an excess of information means overload. **KM** and **BI** are utilizing many tools in common and they have to converge to each other. Extracting the intelligence from the information gives substantial material to the enterprise for developing new services. What is making the difference (competitive advantage) is the action on the intelligence (**HUMINT**, military terminology).



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1- The pyramid of ages : the pappy boomerang !

In Europe, the first baby-boomers will retire in 2005 (people born in between 1945 and 1955). In France, that represents more than 5 millions persons. **They are part of many enterprises memory** and some sectors are already suffering from their departure !

Employers are invited to **plan and manage that near to come phenomenon** for avoiding the « for sure to occur » subsequent problems.

Think about what the **trade corporations and guilds** were doing with the apprentices and **replicate the system** as soon as you can with the soon-to-leave good guys !!! The new technologies are also available to make it easy and practical (e-learning + « real human » coaching). Actual managers recognize that the « old » work mates aren't rapid BUT they know a lot of good tricks that aren't taught at school. The enterprise can't afford losing that knowledge !!!

Example of the "old Joe" who is recalled for repairing the machine ...

Example of the association of the **CAD** click generation with the brush-and-pencil-made designs developers... →

Sales levels need care BUT don't forget the pyramid of ages



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2- The pyramid of ages and assimilated problems

The downsizing craze and workforce mobility are re-profiling and destabilizing the knowledge resources.

The new technologies are bringing opportunities BUT the knowledge resources must be able to cope with.

The all-on-the-PC-based knowledge makes people fully dependent on it : what will the new-click-generation do in case of a long time out of service processing system ? Paperless factory ...and then what ...

The increase in "virtual" work requires new flexible mind pattern to adapt the organization and try to anticipate for reaching the "pool" position.

The globalization impose the integration of ALL competencies and capabilities. Are the enterprises employees and managers ready for that move ?

The customers are demanding more and won't wait too long for being serviced according the new standards ...especially at the time the products and services have a greater knowledge content !



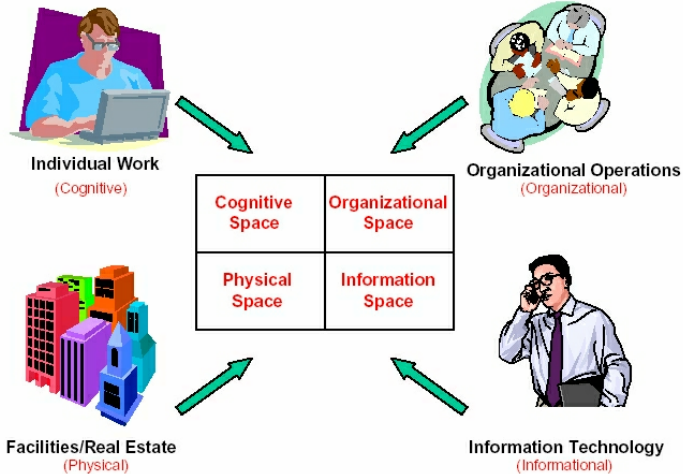
DOCUMENTATION to KM : a set of thoughts

KM at work in which place ?

THE DOCUMENT COMPANY
XEROX

An Integrating Concept ... The 4-space Model

Culture System Structure



Note: 4 Space Model is Xerox Copyrighted



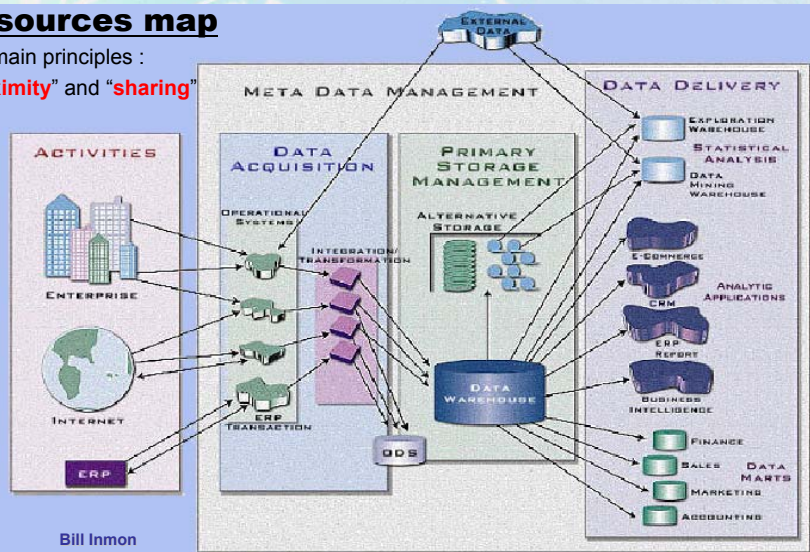
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Resources map

The main principles :

“proximity” and “sharing”



Bill Inmon

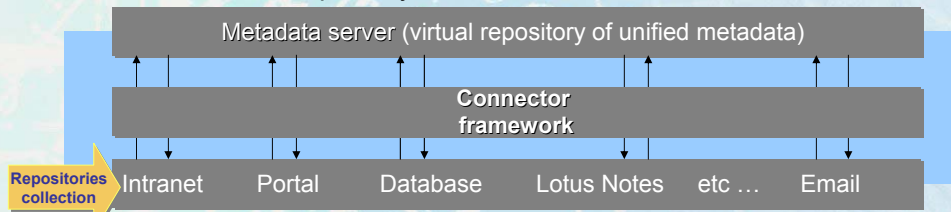


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A progressive solution could be a system that ... (2)

generates "rich" metadata from enterprise content contained in any repository or application (email servers, file shares, Intranet, portals, hard drives, DBMS, Lotus Notes, and other application repositories) and unifies it into one actionable metadata repository.



The rich metadata is derived dynamically and consists of the **semantic value of content and information**, the social activity around and its organizational context for delivering truly-relevant information on demand, complete with the security and scalability that enterprise need to keep pace with the growth of their structured and unstructured assets.

Et si rien de tout cela
ne donne des résultats,
changez de métier !
Sous toutes réserves,
nous vous en présentons
un nouveau ci-après !

TOI AUSSI DEVIENS UN DÉCIDEUR!



pas de panique !

Nous venons d'ouvrir une « pagaille » de portes et fenêtres ...
Mais nous avons prévu des suites ... à VITESSE PLUS REDUITE ...
... et TRES INTERACTIVES ...
Pour traiter de problématiques méthodologiques pratiques ...
Notamment, comment évaluer l'état de la connaissance dans l'entreprise ...
et entamer le changement pour construire une culture de l'échange ...
Le tout au long de la stratégie définie et à faire évoluer participativement ...
Pour réduire les cas de réinventions de la roue ... (premier niveau) ...
Susciter les innovations rapidement exploitables ... (1^{er} deuxième niveau) ...
Nous fuirons les modèles formels pour expliquer comment partir d'un
existant déjà productif et l'amener -intuitivement- à plus d'insertion dans
les nouvelles dimensions du marché global ... (2^{ème} deuxième niveau)

Pacific Building
14/1403, Willems Street
1210 Brussels – Belgium
Phone 322 230.9590
Email info@fbc-e.com
Site www.fbc-e.com
(still under progress)

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