



## Jean-François DAVID Stratégiste

IBM France 1967-1995  
1992-95 Directeur R&D IBM Conseil

Depuis 1995: Consultant  
Veille stratégique et organisationnelle  
Enseignant à

**Dauphine MIB, MBC, MCT,**

HEC/MBA & eMBA, ESCP, Collège de l'X, MBA Varsovie, ....

*Business models, Marketing planning, IT Governance, OM, Consulting,...*

Expert APM, CJD, AFNET, ...

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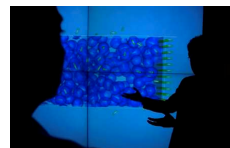
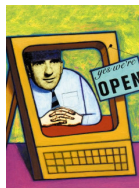
[freejfd.blogspot.com](http://freejfd.blogspot.com)



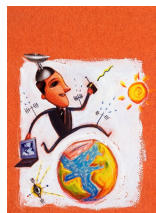
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## Relation dialectique Stratégie / S.I - T. I



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## Key technologies





Microprocessors



Storage



Communications



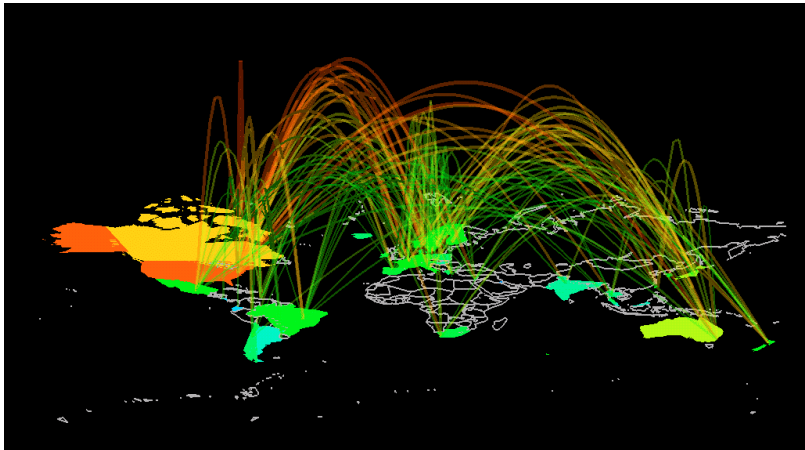
M/M interfaces

**FAST & CONTINUOUS PROCESS**  
*but unequal*

Source: IBM France

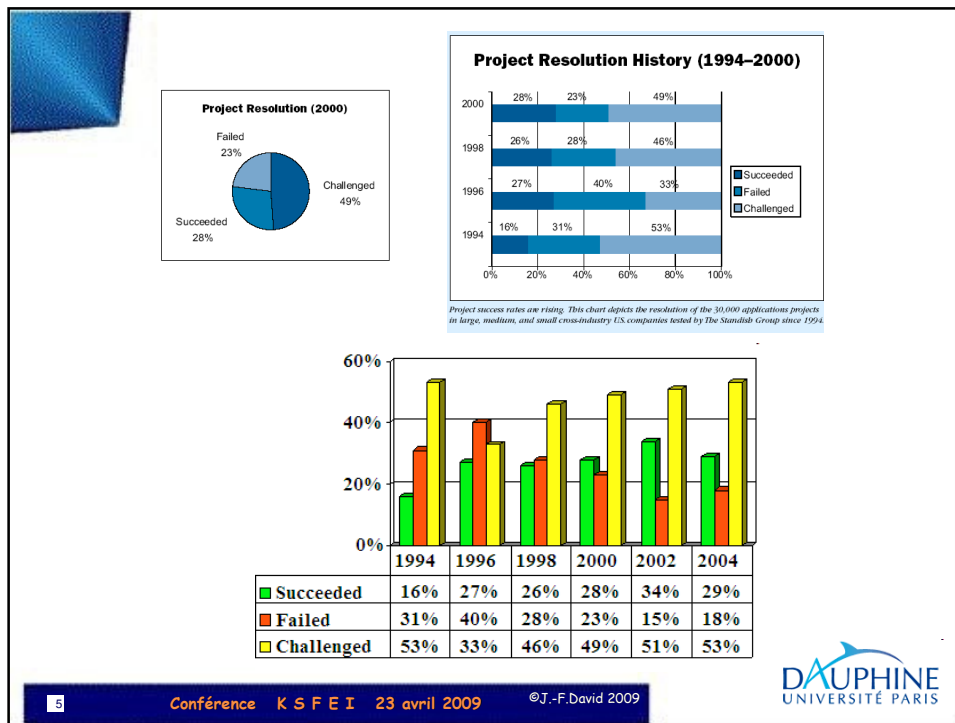
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**Harvard Business Review**

 May 2003

# IT Doesn't Matter

by Nicholas G. Carr

*As information technology's power and ubiquity have grown, its strategic importance has diminished. The way you approach IT investment and management will need to change dramatically.*



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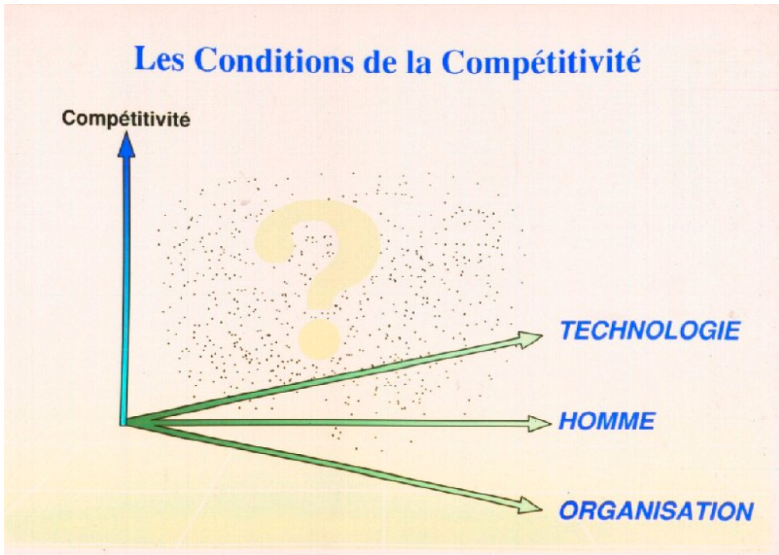
## Les processus au cœur de l'alignement

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### Les Conditions de la Compétitivité

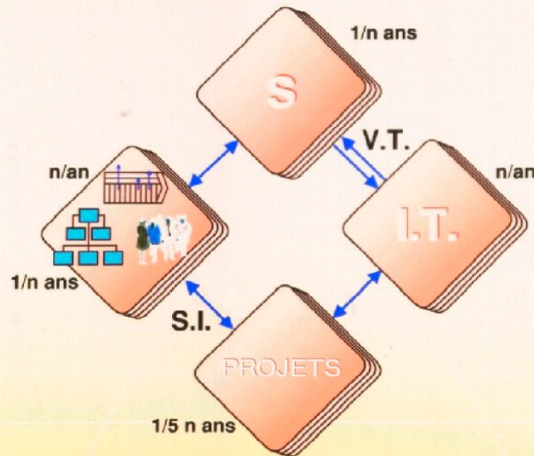


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## L'Alignement Dynamique



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## Alignement (89) IBM France

| Impact des Processus orientés CLIENT sur les indicateurs stratégiques | Differ | SALES       |              |            |          |       | Fulfillment |     |      |       |          | CE    |         |           |         |              |      |          |
|-----------------------------------------------------------------------|--------|-------------|--------------|------------|----------|-------|-------------|-----|------|-------|----------|-------|---------|-----------|---------|--------------|------|----------|
|                                                                       |        | SpecialBids | Announcement | Promotions | Channels | Sales | IFF         | DES | Acuc | CE/DP | Contract | Order | Backlog | Inventory | Billing | Acc. Receiv. | C.E. | S. Parts |
| Growth                                                                |        |             |              |            |          |       |             |     |      |       |          |       |         |           |         |              |      |          |
| Hard Revenue growth                                                   |        | 5           | 5            | 5          | 4        | 5     | 4           | 5   | 4    | 5     | 2        | 2     | 2       | 4         | 1       | 5            | 5    |          |
| Soft " " " "                                                          |        | 4           | 5            | 5          | 3        | 5     | 3           | 5   | 5    | 5     | 2        | 2     | 2       | 1         | 1       | 1            | 5    |          |
| Services " " " "                                                      |        | 4           | 4            | 5          | 4        | 5     | 1           | 5   | 2    | 5     | 1        | 3     | 1       | 1         | 1       | 2            | 2    |          |
| " " " "                                                               |        | 4           | 4            | 5          | 4        | 5     | 1           | 3   | 5    | 0     | 3        | 3     | 3       | 3         | 2       | 2            | 2    |          |
| " " " "                                                               |        | 5           | 4            | 4          | 4        | 5     | 5           | 5   | 2    | 2     | 3        | 3     | 3       | 3         | 2       | 2            | 2    |          |
| " " " "                                                               |        | 4           | 4            | 5          | 0        | 0     | 0           | 0   | 0    | 0     | 4        |       |         |           |         |              |      |          |
| Partnership                                                           |        |             |              |            |          |       |             |     |      |       |          |       |         |           |         |              |      |          |
| NI Share/Industry                                                     |        | 3           | 3            | 3          | 4        | 3     | 3           | 3   | 4    | 0     | 2        | 1     | 1       | 2         | 1       | 1            | 1    |          |
| " " Soft                                                              |        | 0           | 0            | 0          | 4        | 0     | 2           | 0   | 4    | 5     | 2        | 1     | 1       | 1         | 1       | 1            | 1    |          |
| Services/Tot revenue                                                  |        | 0           | 4            | 4          | 4        | 0     | 6           | 0   | 0    | 5     | 2        | 1     | 1       | 2         | 1       | 2            | 1    |          |
| " " " "                                                               |        | 5           | 5            | 5          | 5        | 0     | 0           | 3   | 3    | 3     | 1        | 2     | 3       | 2         | 2       |              |      |          |
| Productivity                                                          |        |             |              |            |          |       |             |     |      |       |          |       |         |           |         |              |      |          |
| Indirect/Tot manpower                                                 |        | 3           | 1            | 1          | 1        | 4     | 1           | 1   | 1    | 3     | 5        | 4     | 4       | 2         | 3       | 4            | 4    | 3        |
| Indirects/Revenue                                                     |        | 3           | 1            | 1          | 1        | 4     | 1           | 1   | 1    | 3     | 5        | 4     | 4       | 2         | 3       | 4            | 4    | 3        |
| NP. Expenses/Rau                                                      |        | 3           | 1            | 1          | 4        | 5     | 2           | 1   | 2    | 1     | 4        | 4     | 4       | 2         | 3       | 4            | 4    | 3        |
| Customer Satisfaction                                                 |        |             |              |            |          |       |             |     |      |       |          |       |         |           |         |              |      |          |
| Customer sat                                                          |        | 5           | 3            | 3          | 1        | 5     | 2           | 5   | 5    | 5     | 5        | 1     | 4       | 5         | 4       | 5            | 5    | 4        |
| Simplification                                                        |        |             |              |            |          |       |             |     |      |       |          |       |         |           |         |              |      |          |
| Workload                                                              |        | 5           | 5            | 2          | 0        | 5     | 0           | 1   | 0    | 1     | 0        | 2     | 4       | 4         | 4       | 5            | 3    | 3        |
| Non operational time                                                  |        | 5           | 0            | 3          | 4        | 0     | 0           | 2   | 2    | 1     | 3        | 3     | 2       | 0         | 2       | 2            | 2    | 2        |
| React out req /OE                                                     |        |             |              |            |          | 3     | 3           | 3   | 3    | 3     | 4        | 0     | 0       | 5         | 5       | 5            | 3    | 2        |
| Reac OE/ Shipping                                                     |        |             |              |            |          | 3     | 3           | 3   | 3    | 3     | 4        | 0     | 0       | 5         | 5       | 5            | 3    | 2        |
| Profit                                                                |        |             |              |            |          |       |             |     |      |       |          |       |         |           |         |              |      |          |
| Net Result/revenue                                                    |        | 5           | 3            | 4          | 3        | 5     | 4           | 4   | 4    | 4     | 3        | 1     | 2       | 2         | 2       | 5            | 5    | 1        |
| Assets Turnover rate                                                  |        | 4           | 4            | 4          | 4        | 4     | 3           |     |      |       | 1        | 2     | 4       | 2         |         | 5            | 3    |          |
| Morale                                                                |        |             |              |            |          |       |             |     |      |       |          |       |         |           |         |              |      |          |
| Morale index                                                          |        | 3           | 4            | 3          | 3        | 4     | 2           | 1   | 1    | 2     | 2        | 2     | 1       | 2         | 1       | 1            | 2    | 2        |

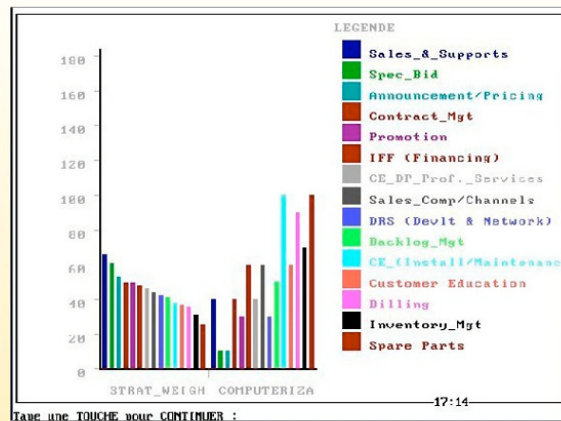
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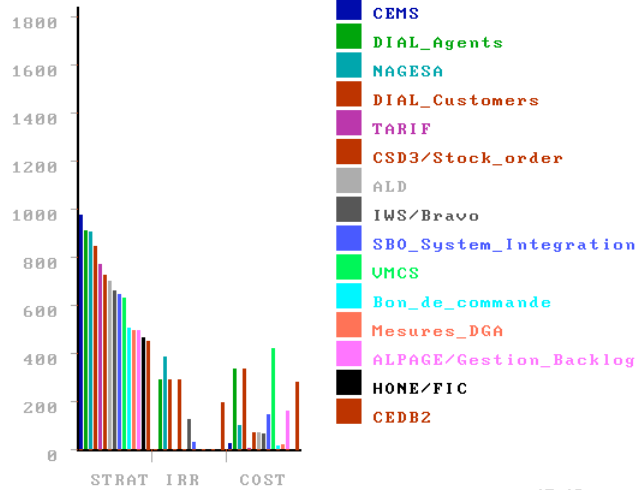


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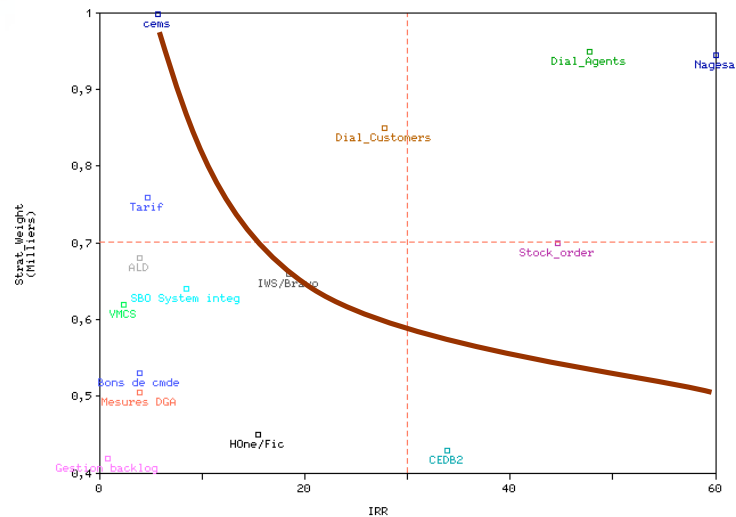
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## Priorité des projets

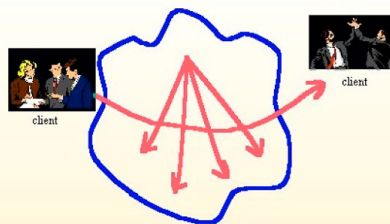


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## Structures,..... Processus,.....



"Les organisations ne sont pas faites pour servir le client mais pour préserver l'ordre intérieur.  
Pour le client, non seulement la structure interne ne lui est que peu d'utilité, mais de plus elle sert souvent de barrière.  
L'organisation est verticale, le service au client est horizontal"

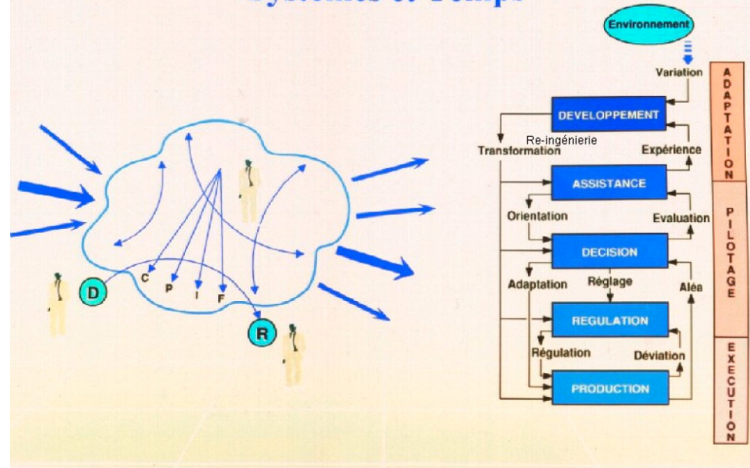
G.Fischer, CEO, Motorola

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## Systèmes et Temps

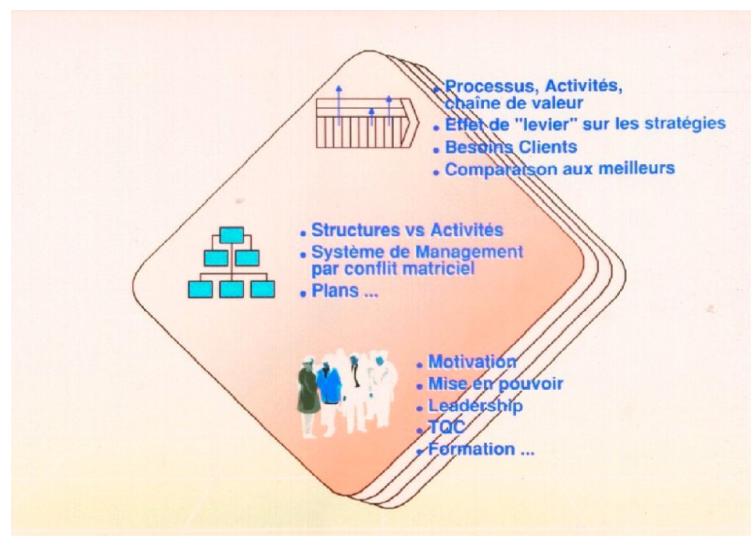


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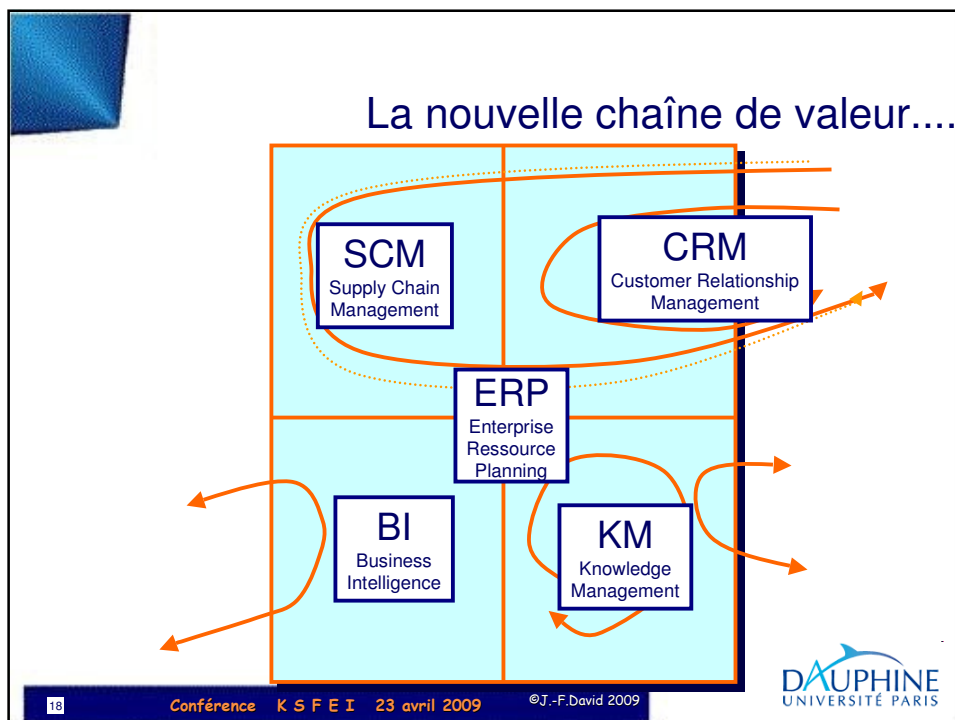
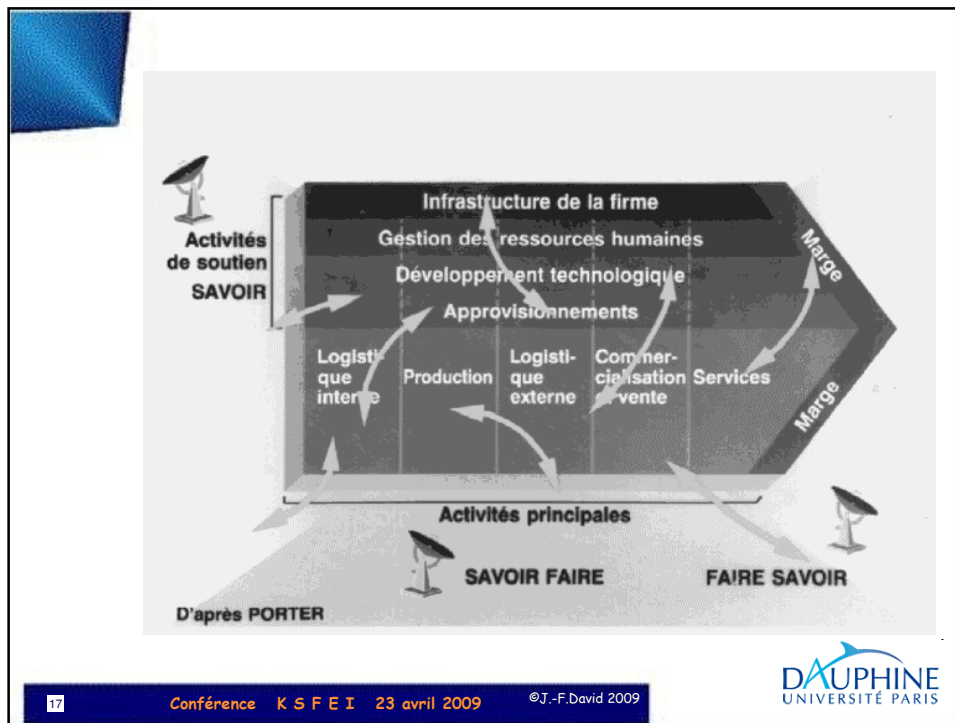


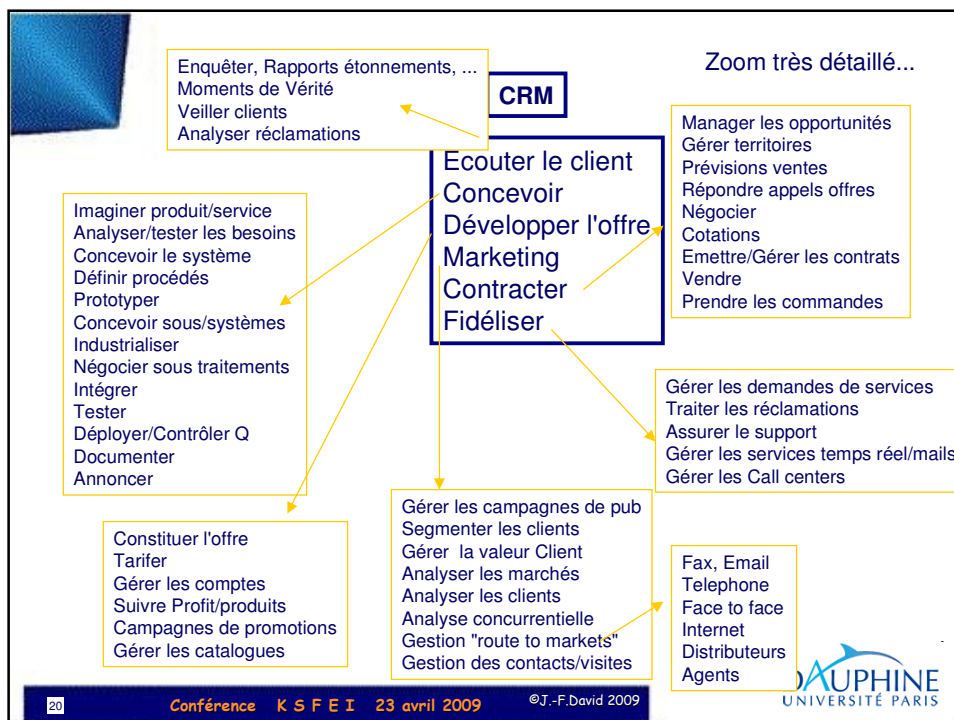
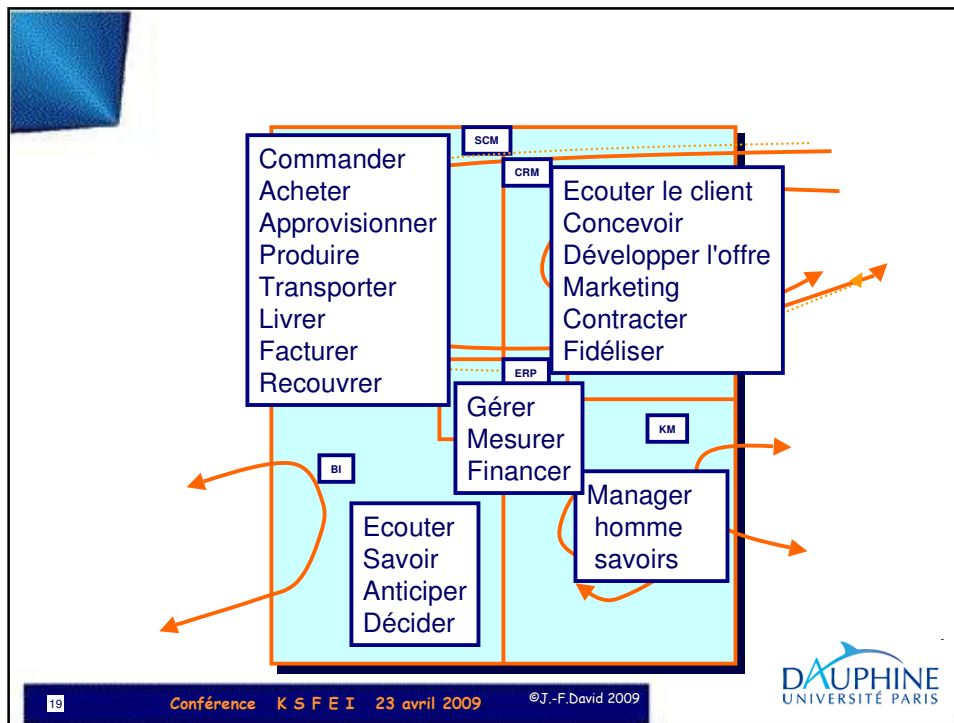
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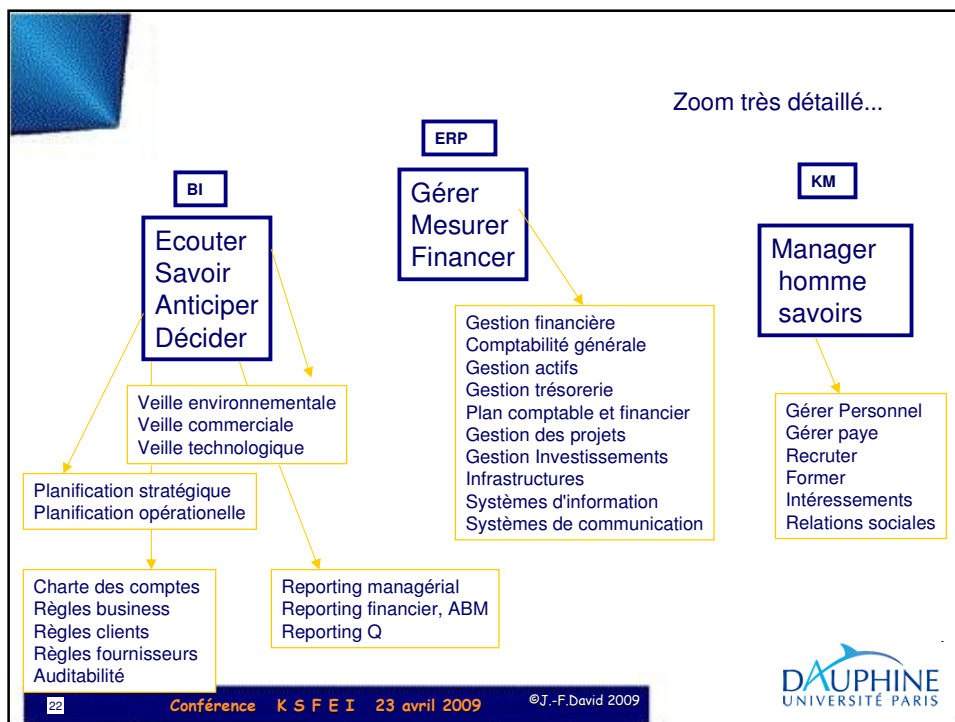
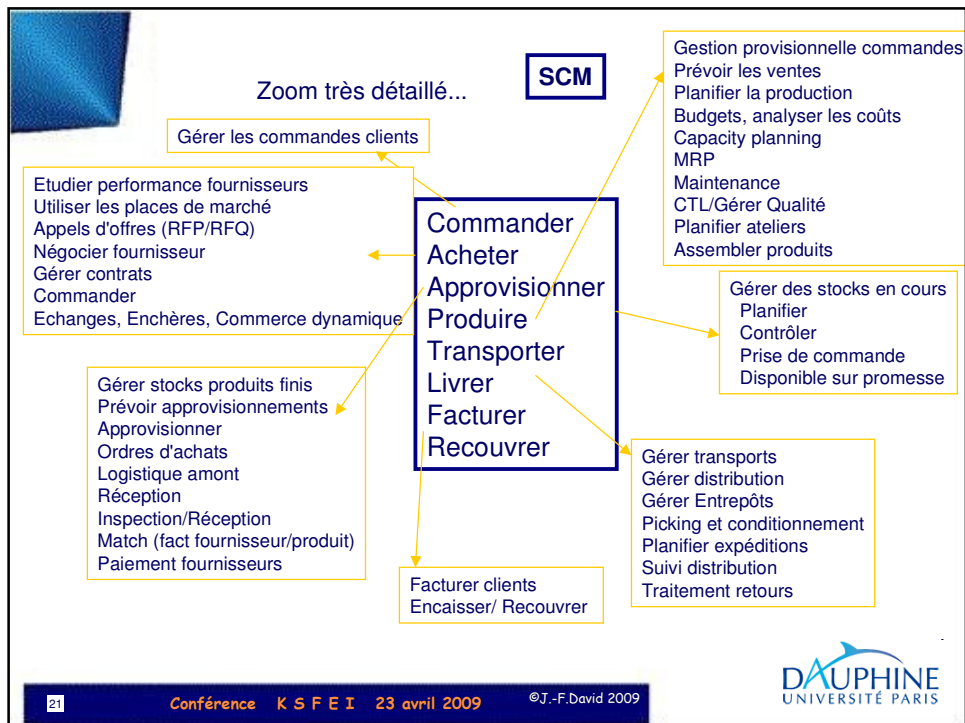
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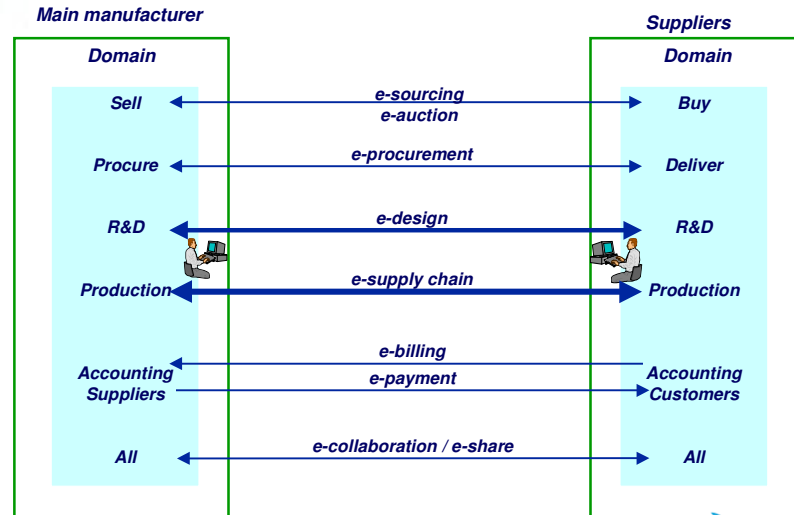
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## PROCESSUS ETENDUS....



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## Hoshin Kanri

- Measuring the business system as a whole
- Setting core objectives of the business
- Understanding the environmental situation in which the business operates
- Defining processes that make up the system, and their activities, goals, and metrics
- Providing resources to perform activities to achieve business objectives.



方針

Hoshin = a course, a policy, a plan, an aim

管理

Kanri = administration, management, control, charge of, care for

Hoshin = Policy Deployment

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## Tableau de Bord (ex: assurance)

| Tableau de bord de la Direction              |       |                                                                                                                                               |                                             |         |
|----------------------------------------------|-------|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|---------|
| Objectif Stratégique (Facteur Clé de Succès) | Poids | Indicateurs stratégiques, Métrique                                                                                                            | Spécificité                                 | Abbrégé |
| Equilibre Comptes                            | 9     | Sinistre/Cotisation<br>Taux frais généraux /CA<br>Liquidation provisions<br>Taux prod financier/ca, Actifs<br>Reassurance                     | 4 B/C<br>2 FG/ca<br>1 liqu<br>3 PF<br>1 Rea |         |
| Développement, Croissance CA                 | 5     | Nb Contrats +, Volume +<br>Nb Contrats -, Volume -<br>Nb Contrats / Sociétaires, taux cou<br>Taux pénétration<br>NB Nvx contrats et CA généré | 4 C+<br>3 C-<br>2,5 C/soc<br>2 Pen<br>2 NVX |         |
| Compétence des hommes                        | 7     | NB jours formation<br>Absentéisme<br>Taux succès visites<br>Taux erreur, Q interne                                                            | 3 form<br>1 abs<br>3 visi<br>4 QI           |         |
| Satisfaction client                          | 6     | Enquête sat client<br>Resiliations dues au client<br>Nb Réclam                                                                                | 4 SatCli<br>4 resi<br>2 Reclam              |         |
| Leadership                                   | 4     | Enquête image                                                                                                                                 | 4 ima                                       |         |

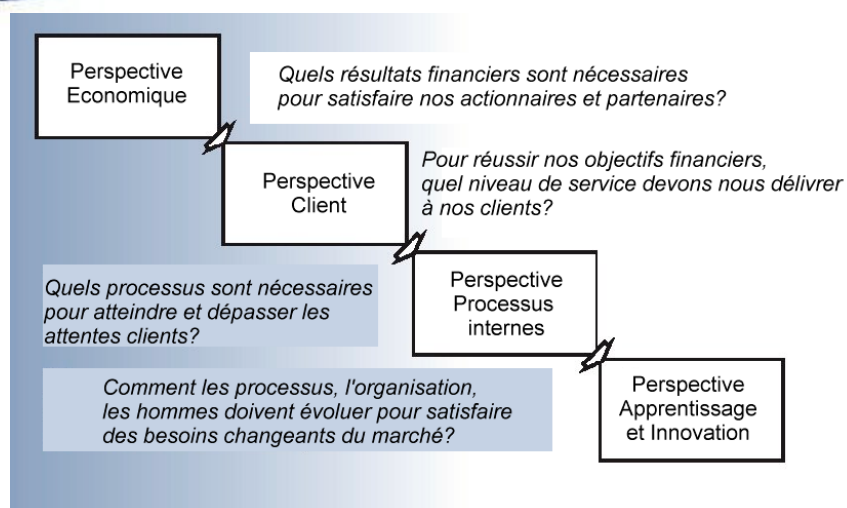
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## BALANCED SCORE CARD



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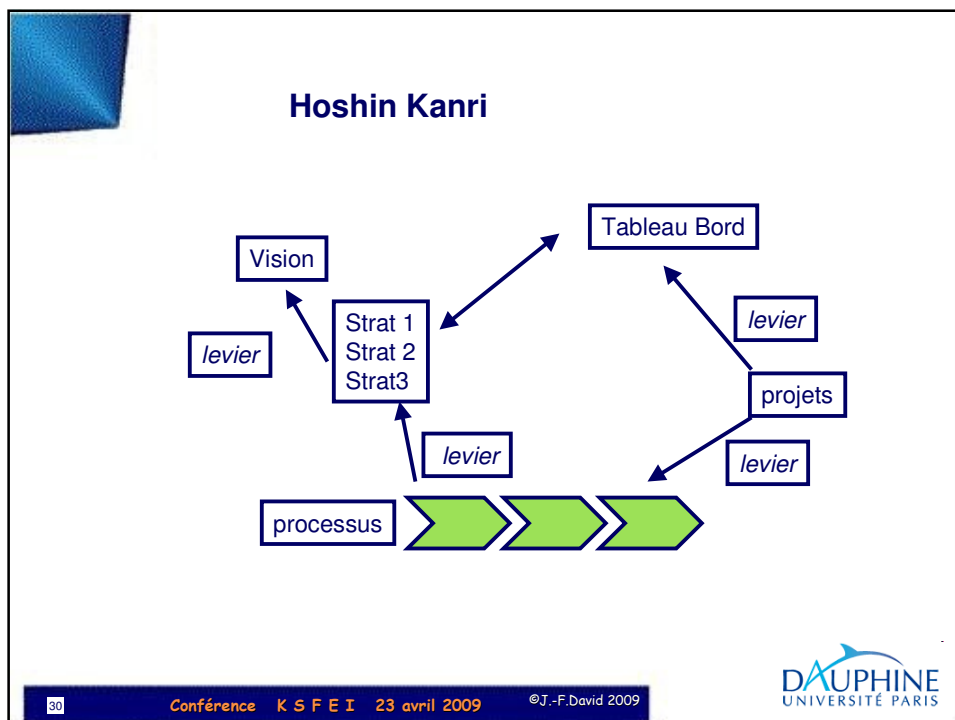
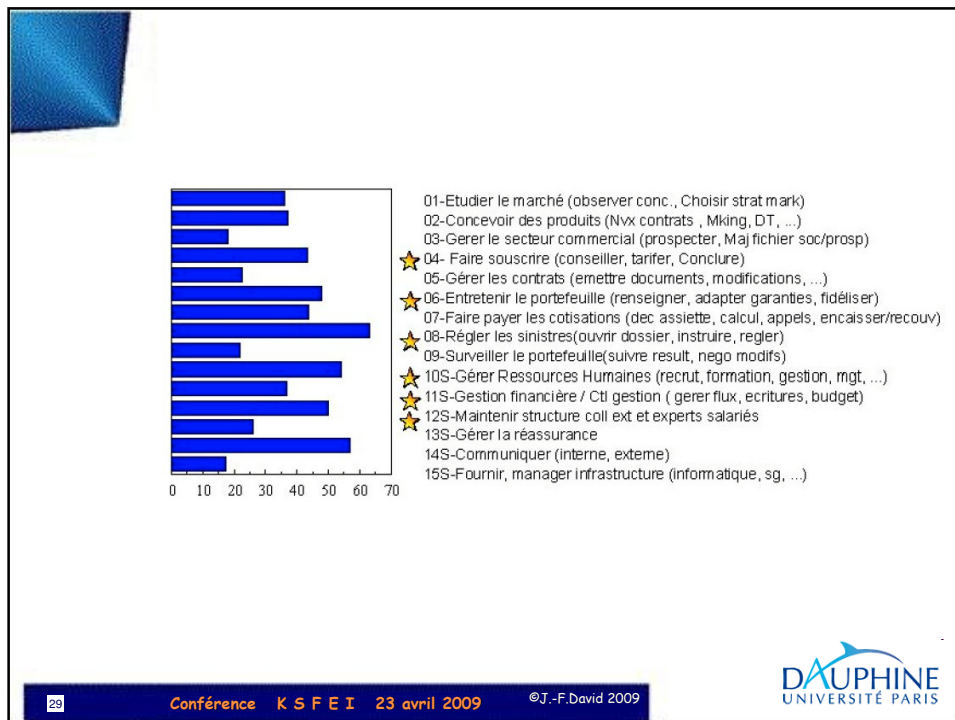
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### Chaîne de Valeur

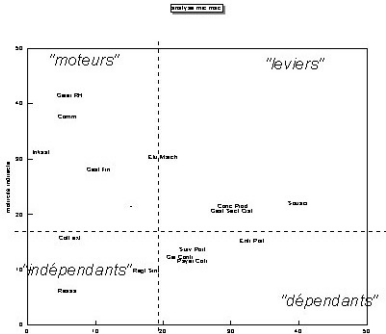
- DAVID 1995

## "Effet de levier" des processus sur les stratégies

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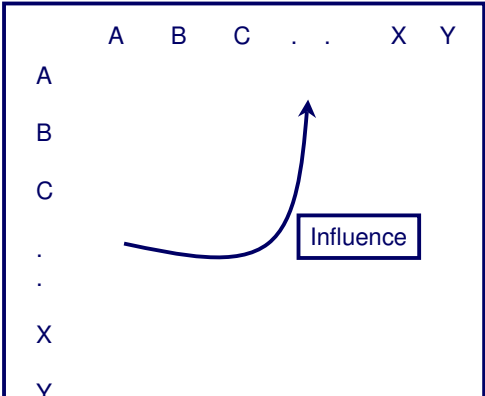
## Motricité - Indépendance des processus

[illegible]

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## MicMac (motricité / dépendance)

<http://www.3ie.fr/lipsor/plan.htm>



Somme horizontale: motricité

Somme verticale: dépendance

Moteurs    Leviers

|        |         |
|--------|---------|
| Indep. | Depend. |
|--------|---------|

+multiplication  
matricielle

## Relation structures / processus, interfonctionnalité



- 01-Etudier le marché
- 02-Concevoir des produits
- 03-Gérer le secteur commercial
- 04-Faire souscrire
- 05-Gérer les contrats
- 06-Entretenir le portefeuille
- 07-Faire payer les cotisations
- 08-Régler les sinistres
- 09-Surveiller le portefeuille
- 10-Gérer Ressources Humaines
- 11-Gestion financière / Cti gestion
- 12-Structure coll ex/experts salariés
- 13-Gérer la réassurance
- 14-Communiquer
- 15-Fournir, manager infrastructure

| Co<br>m.D<br>H. | Mgr | Cau<br>x | C.H.<br>Mali<br>n | G.P.<br>ol | Gers<br>t<br>Sini | Ag.<br>Co<br>re | S.<br>Co<br>re | DR<br>H | Inf<br>or | SG | S.<br>Tec | Back<br>UG |
|-----------------|-----|----------|-------------------|------------|-------------------|-----------------|----------------|---------|-----------|----|-----------|------------|
| 5               | 7   | 10       |                   |            |                   |                 | 15             |         |           |    | 10        |            |
| 5               | 5   | 5        |                   |            |                   |                 |                |         |           |    | 50        | 10         |
| 2               | 2   | 30       | 20                | 10         |                   |                 | 30             |         | 10        |    | 2         |            |
| 2               | 8   | 40       | 10                | 20         |                   |                 | 20             |         |           |    | 10        |            |
| 2               | 2   | 5        | 20                | 20         |                   |                 | 20             |         | 20        |    | 10        | 20         |
| 2               | 10  | 20       | 50                | 20         |                   |                 | 10             |         | 10        |    | 10        | 10         |
| 2               | 5   | 10       | 10                | 5          |                   | 90              | 5              |         | 10        |    |           | 5          |
| 15              | 20  |          | 10                |            | 100               | 10              |                |         | 20        |    | 10        | 20         |
| 5               | 10  | 15       | 30                | 10         |                   |                 | 5              |         |           |    |           | 5          |
| 20              | 30  |          |                   |            |                   | 10              |                | 100     |           |    |           | 5          |
| 20              | 5   |          |                   |            |                   |                 |                |         |           |    |           |            |
| 8               |     |          |                   |            |                   |                 |                |         | 5         |    |           |            |
| 8               | 2   |          |                   | 5          | 10                |                 |                |         |           | 2  | 10        | 2          |
| 20              | 20  | 10       | 10                |            |                   |                 | 10             | 10      |           |    | 10        |            |
| 8               |     |          |                   |            |                   |                 |                |         | 30        | 30 |           |            |

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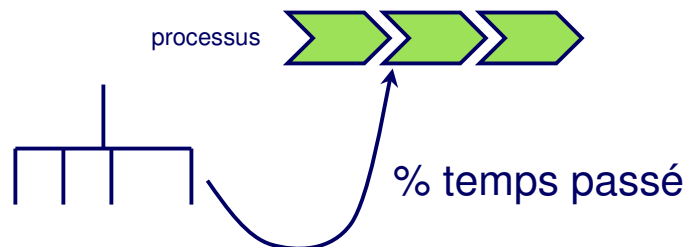
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## Prototype ABC

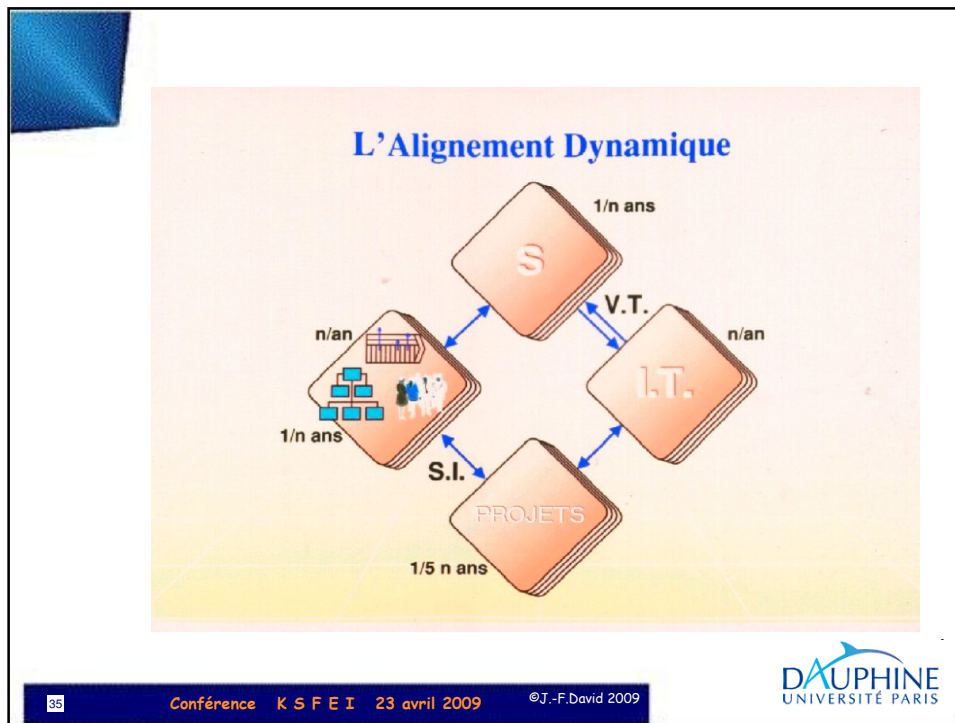


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### La gouvernance des Systèmes d'Information

Structure de relations et de processus visant à diriger et contrôler l'entreprise pour qu'elle atteigne ses objectifs en générant de la valeur, tout en trouvant le bon équilibre entre les risques et les avantages des Technologies de l'Information et de leurs processus.

#### *Dimensions:*

- Alignement stratégique
- Efficiency opérationnelle
- Management des risques
- Sécurité
- Continuité des opérations
- Management des changements
- Intégrité des systèmes
- Management des coûts
- Support règles Gouvernance
- Création de Valeur

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### Portfolio Mgt

ROI

Strategic Value versus ROI

Unilog  
management

Strategic Value Index

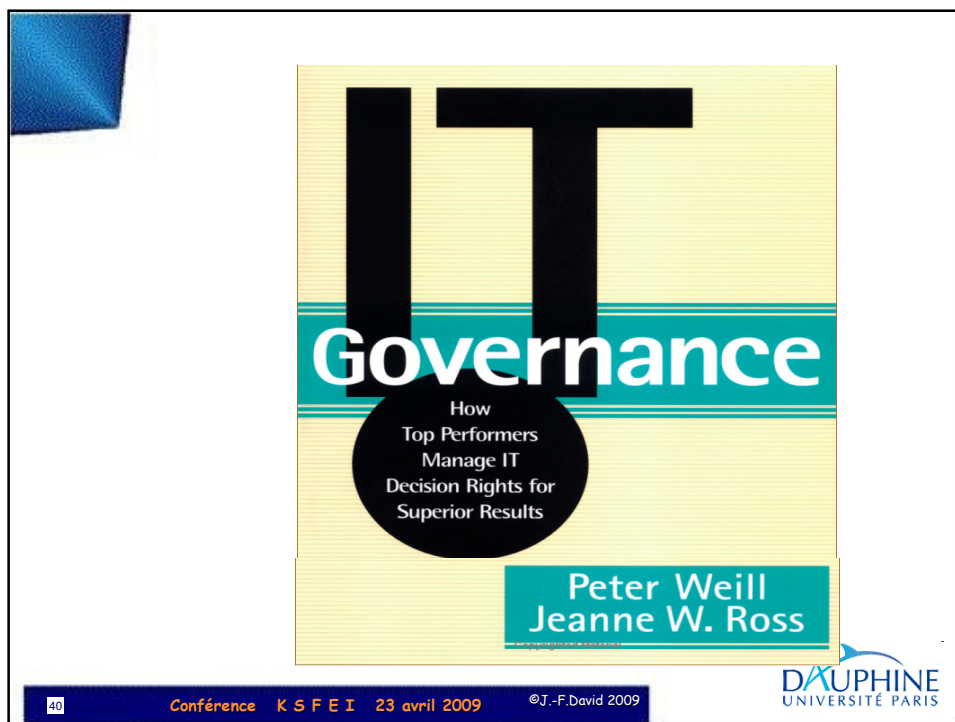
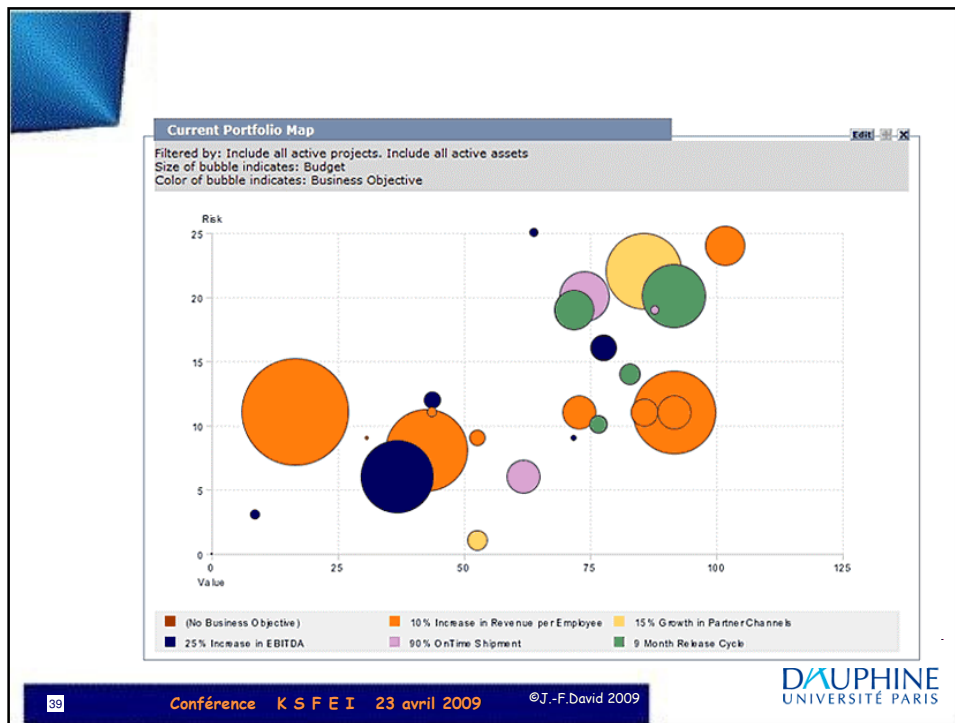
Colour = Risk  
Size of Bubble = Cost

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## Five major IT decisions need to be made

|                                         |                                                                                                                                                                                                                                                                                   |
|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>IT principles</b>                    | High level statements about how IT is used in the business                                                                                                                                                                                                                        |
| <b>IT architecture</b>                  | An integrated set of technical choices to guide the organization in satisfying business needs. The architecture is a set of policies and rules that govern the use of IT and plot a migration path to the way business will be done (includes data, technology, and applications) |
| <b>IT infrastructure strategies</b>     | Strategies for the base foundation of budgeted-for IT capability (both technical and human), shared throughout the firm as reliable services, and centrally coordinated (e.g., network, help desk, shared data)                                                                   |
| <b>Business application needs</b>       | Specifying the business need for purchased or internally developed IT applications                                                                                                                                                                                                |
| <b>IT investment and prioritization</b> | Decisions about how much and where to invest in IT including project approvals and justification techniques                                                                                                                                                                       |

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## IT Governance Archetypes

Decision rights or inputs to decisions for a particular IT domain are held by:

|                                                                                     |                          |                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <b>Business Monarchy</b> | A group of, or individual business executives (i.e., CxOs). Includes committees comprised of senior business executives (may include CIO). Excludes IT executives acting independently. |
|  | <b>IT Monarchy</b>       | Individuals or groups of IT executives                                                                                                                                                  |
|  | <b>Feudal</b>            | Business unit leaders, key process owners or their delegates                                                                                                                            |
|  | <b>Federal</b>           | Shared by C level executives and at least one other business group (e.g., CxO and BU leaders) – may also include IT executives. Equivalent of the center and states working together.   |
|  | <b>IT Duopoly</b>        | IT executives and one other group (e.g., CxO or BU leaders)                                                                                                                             |
|  | <b>Anarchy</b>           | Each individual user                                                                                                                                                                    |

Note: Some governance styles inspired by Tom Davenport, *Information Ecology*, Oxford University Press, 1997.

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## How do enterprises govern?

| Governance Archetype  | Decision Domain |          |                 |          |                              |          |                            |          |               |          |
|-----------------------|-----------------|----------|-----------------|----------|------------------------------|----------|----------------------------|----------|---------------|----------|
|                       | IT Principles   |          | IT Architecture |          | IT Infrastructure Strategies |          | Business Application Needs |          | IT Investment |          |
|                       | Input           | Decision | Input           | Decision | Input                        | Decision | Input                      | Decision | Input         | Decision |
| Business Monarchy     | 0               | 27       | 0               | 6        | 0                            | 7        | 1                          | 12       | 1             | 30       |
| IT Monarchy           | 1               | 18       | 20              | 73       | 10                           | 59       | 0                          | 8        | 0             | 9        |
| Feudal                | 0               | 3        | 0               | 0        | 1                            | 2        | 1                          | 18       | 0             | 3        |
| Federal               | 83              | 14       | 46              | 4        | 59                           | 6        | 81                         | 30       | 93            | 27       |
| Duopoly               | 15              | 36       | 34              | 15       | 30                           | 23       | 17                         | 27       | 6             | 30       |
| Anarchy               | 0               | 0        | 0               | 1        | 0                            | 1        | 0                          | 3        | 0             | 1        |
| No Data or Don't Know | 1               | 2        | 0               | 1        | 0                            | 2        | 0                          | 2        | 0             | 0        |

Most common pattern for all firms.

The numbers in each cell are percentages of the 256 enterprises studied in 23 countries. The columns add to 100%.

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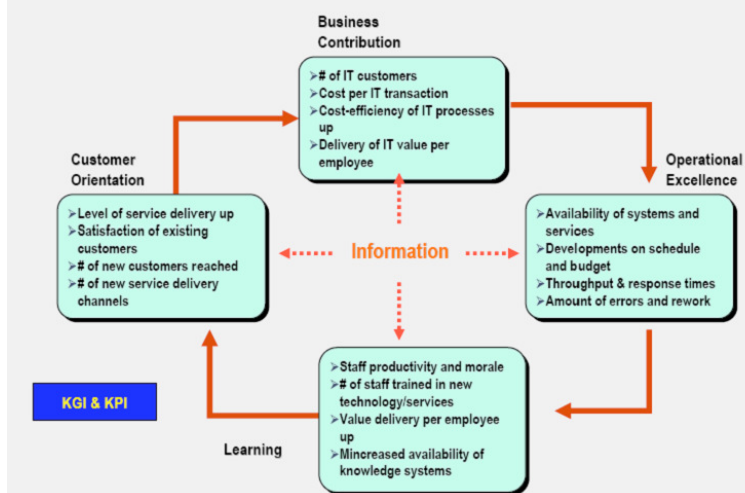
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## Goals: IT Balanced Scorecard



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"Viser l'excellence opérationnelle, mesurer pour progresser... focaliser, bien choisir ce que l'on fait"  
Jean-Pierre Corniou

**Qualité**  
Améliorer la qualité du service au quotidien en visant l'excellence opérationnelle

- Enquête de satisfaction utilisateurs : note globale  $\geq 3,2/5^*$
- Qualité d'exploitation : AQE  $\geq 152$  et pas plus d'un mois  $< 148$

**Livrer à l'heure des systèmes de qualité en alignement avec le business**

- Sur les projets majeurs DTSI :
  - Délai : 80 % des jalons projets négociés sont respectés
  - Productivité du développement : objectif de 1,02 Point Fonction/jxH
  - Développer les synergies avec Nissan : mesurer les actions engagées : 555 points (Scorecard Alliance)

**Performance**  
Accroître notre contribution à la performance business et à l'internationalisation du Groupe

- Contribution des S.I aux bénéfices clients  $\geq 60$  M Euros sur les périmètres AQC<sup>2</sup> + MQC<sup>3</sup>

Accroître notre performance et notre maîtrise économique

- TQC<sup>4</sup> 2004 = 21 M Euros d'actions de réduction du TQC

**Management**  
Développer nos compétences métier et notre professionnalisme

- UET en "progrès continu" : 1 action de progrès en cours et 2 diagnostics Radar
- Initiative et créativité : 3 ICP par personne en 2004
- Formation et parcours : 100 % des entretiens contiennent un volet formation et orientation documenté, en lien avec la cible métier.

\* En 2004, Renault utilisera la même échelle (sur 5) que NISSAN. Selon la loi de conversion : 3,2/5 = 2,8/4  
 1 - AQE : Mesure de la qualité de l'exploitation informatique  
 2 - AQC (Autre Que Construit) : Coût lié aux nouveaux systèmes d'information permettant des ruptures business  
 3 - MQC (Mieux Que Construit) : Coût lié à l'amélioration des fonctionnalités et de l'usage des systèmes d'information existants  
 4 - TQC (Tel Que Construit) : Coût lié au fonctionnement et à l'infrastructure des systèmes existants

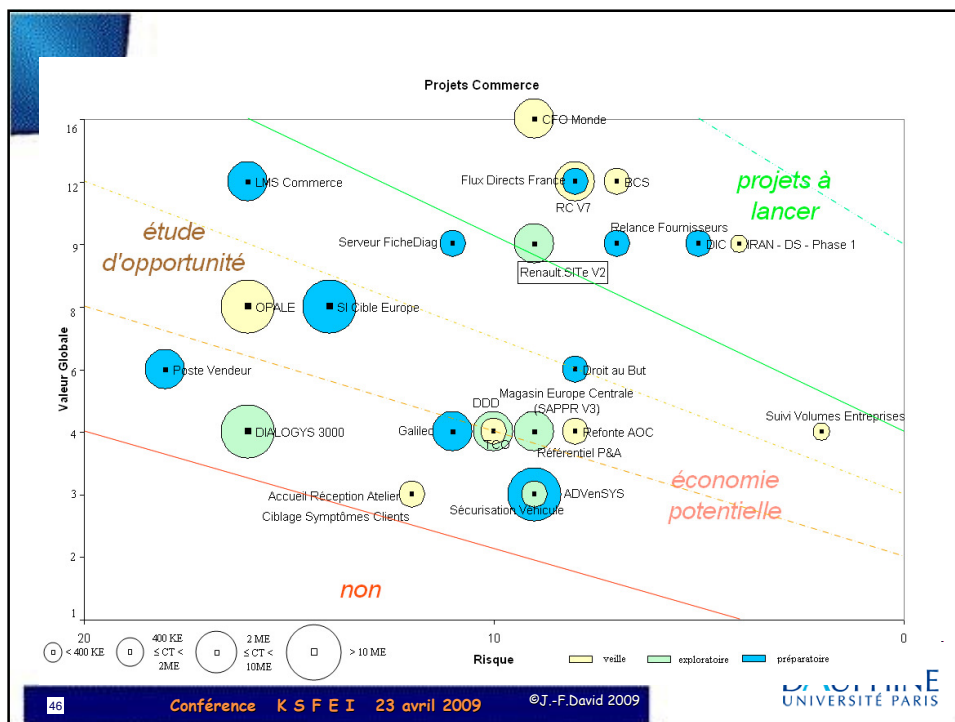
> Pour connaître les contributions de chaque Direction :  
<http://www.intra.renault.fr/dtsi/progres/>

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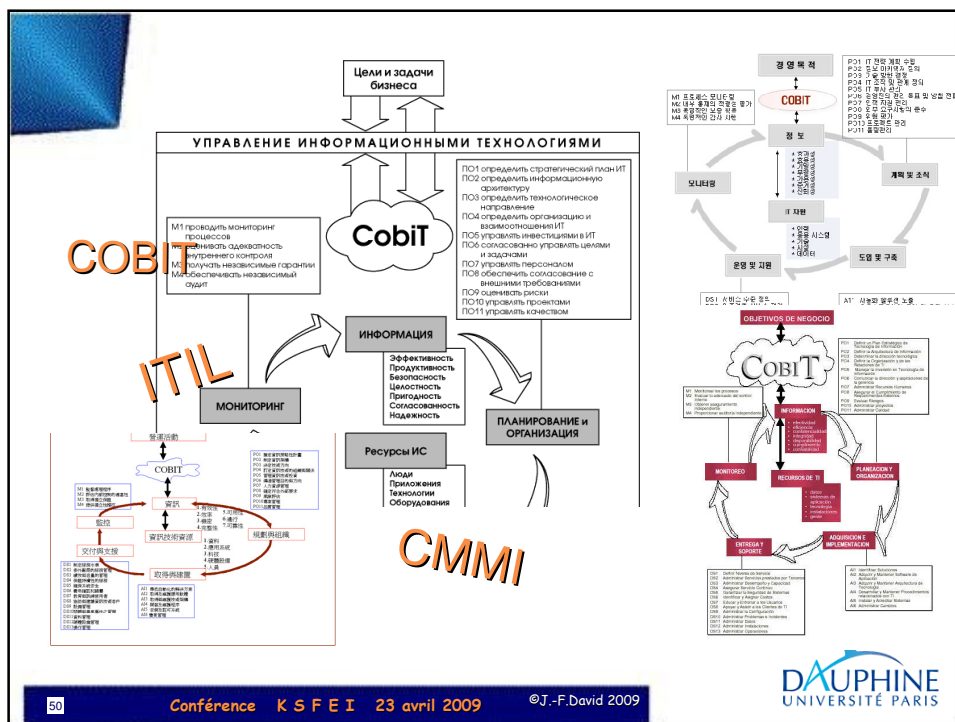
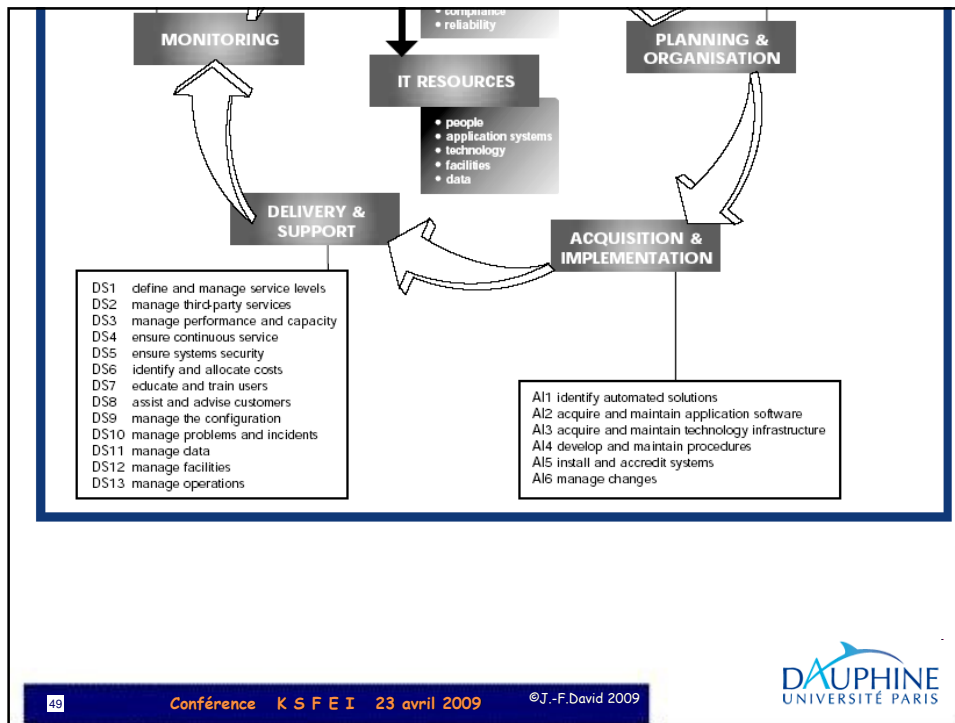
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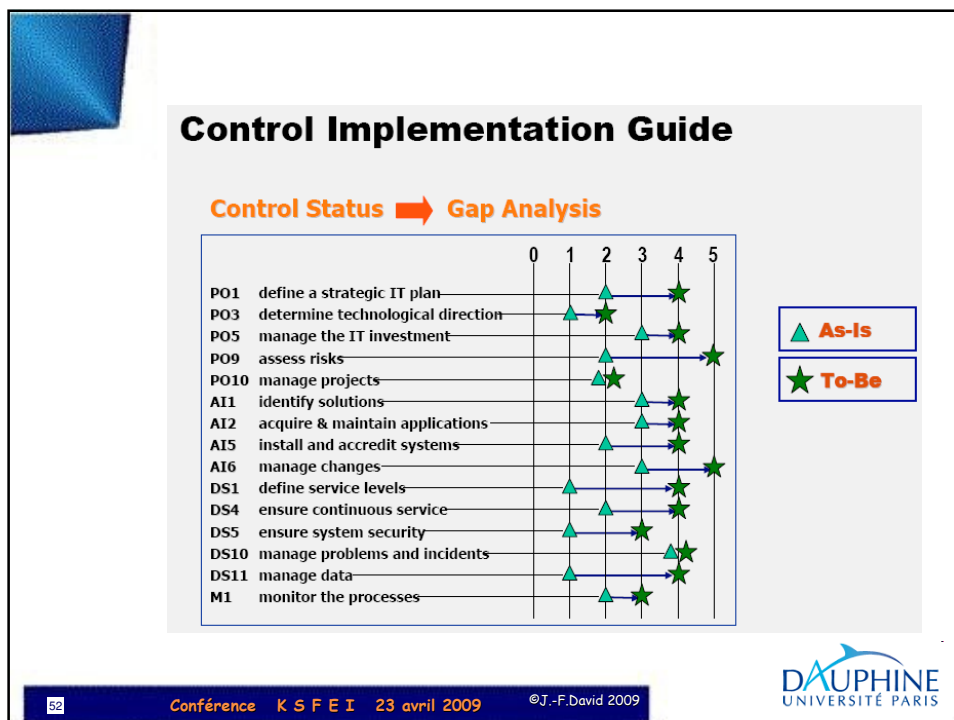
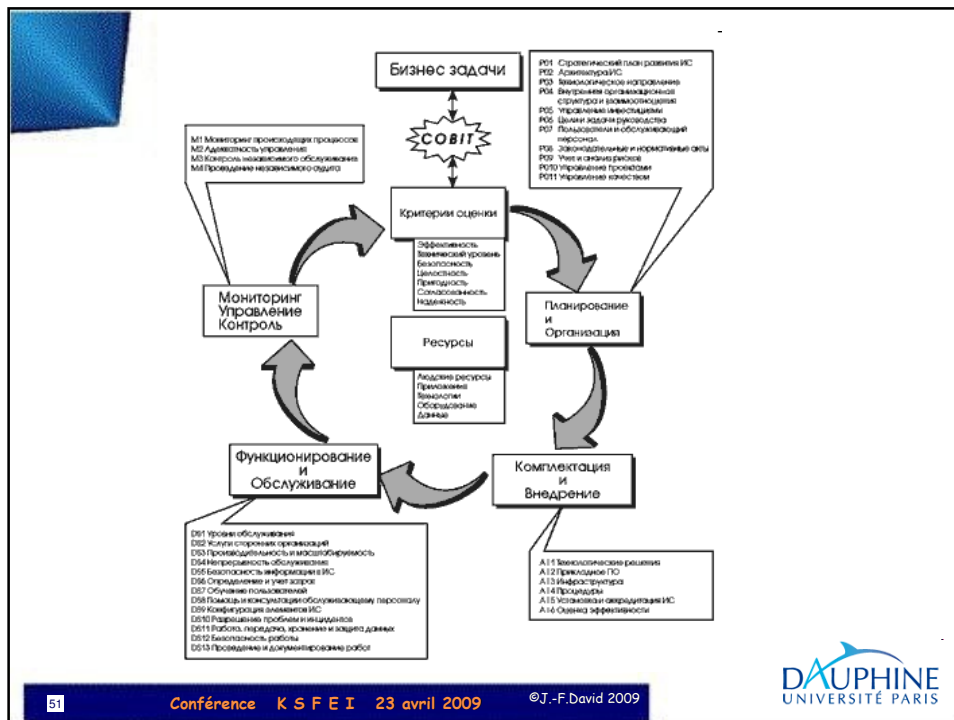
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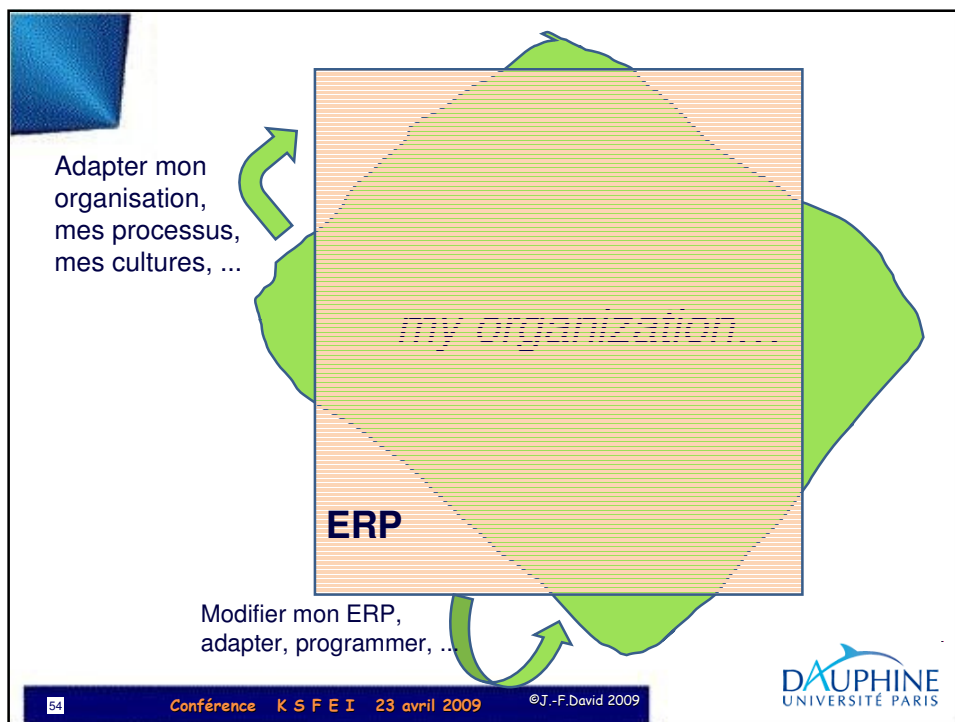
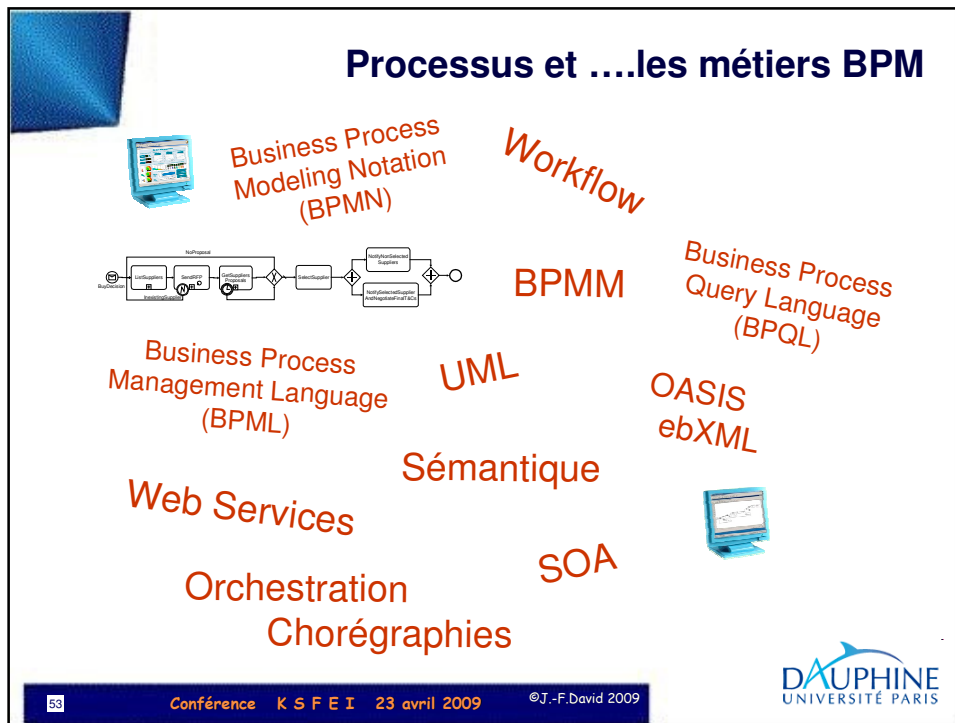
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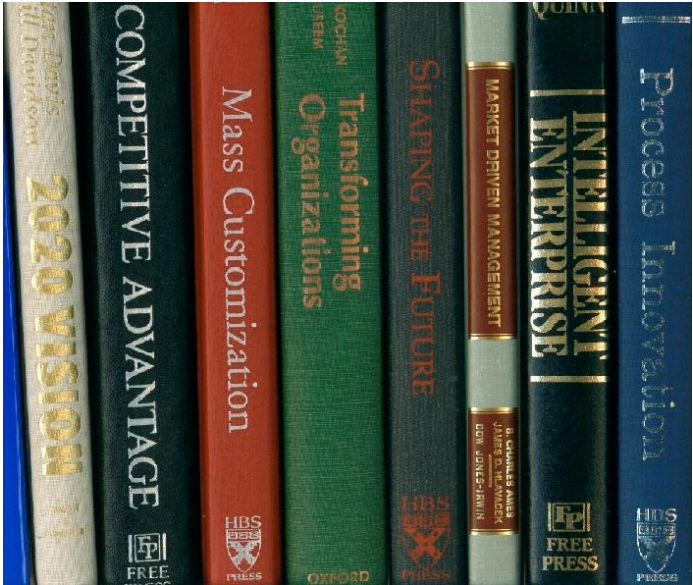




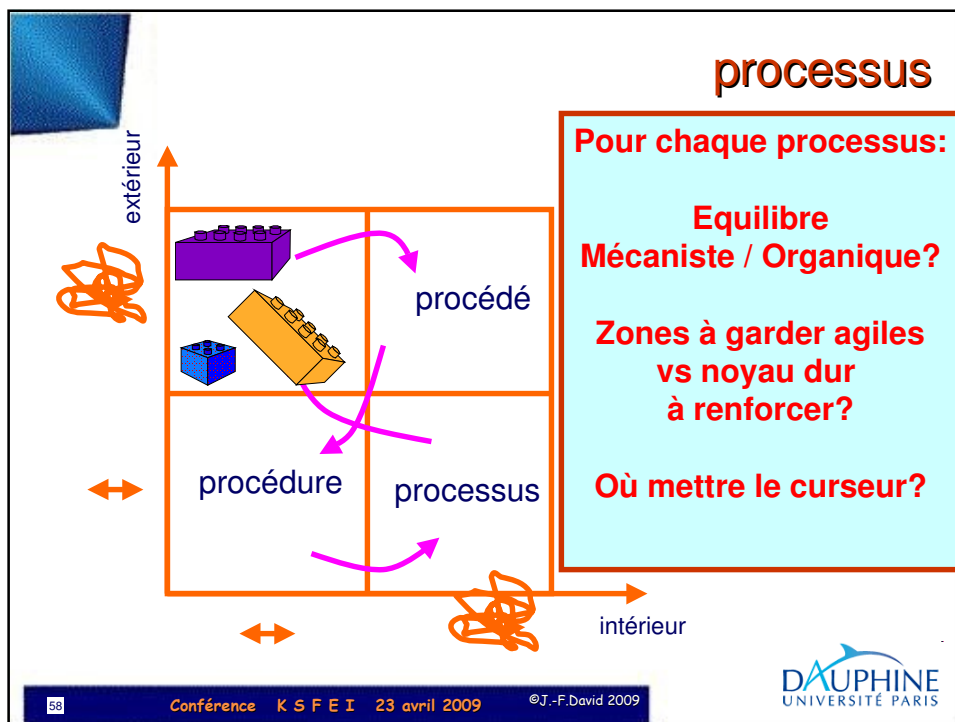
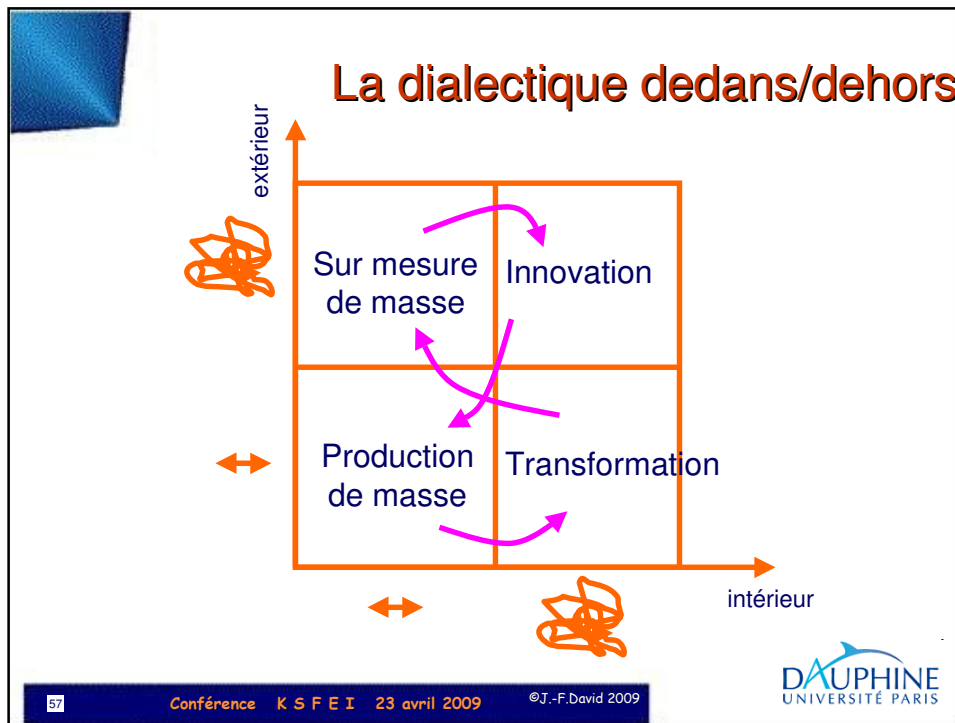


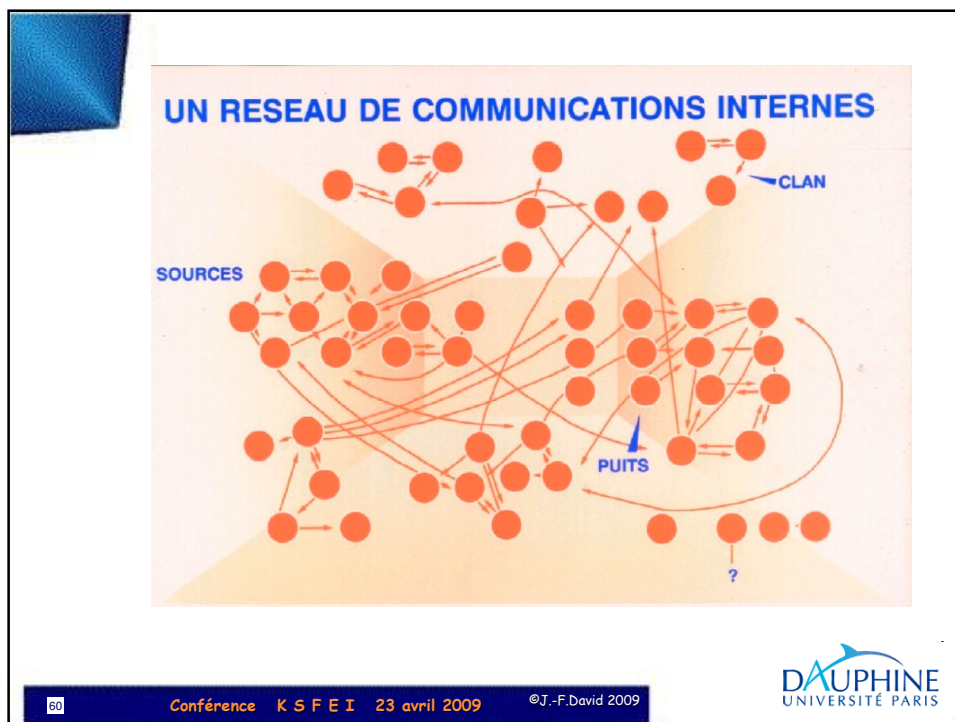
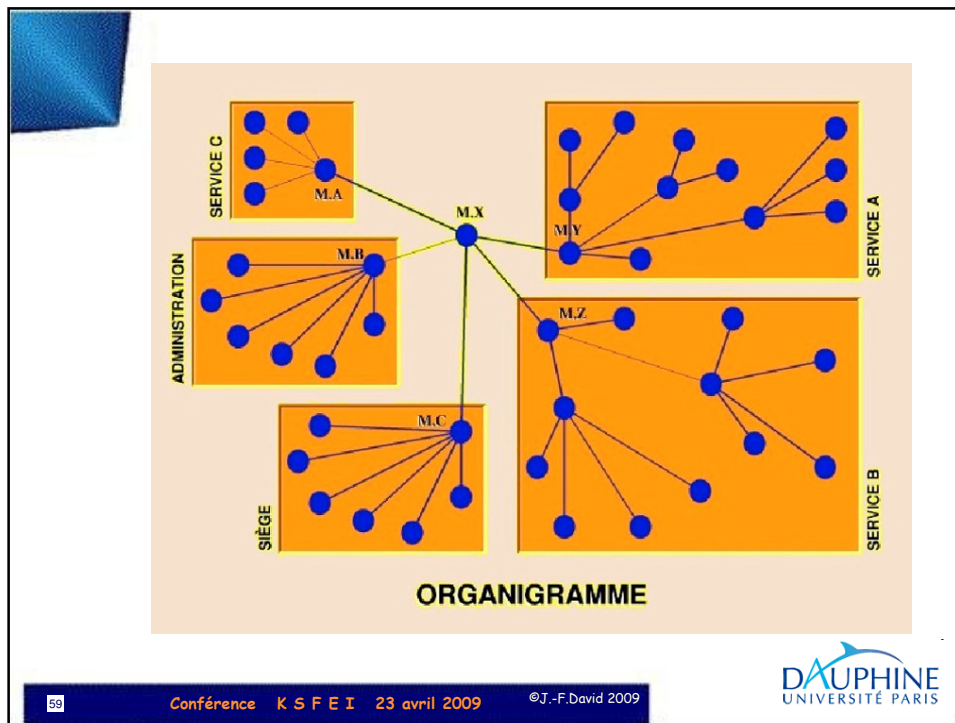
## Processus et équilibres?

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Zoom sur les systèmes et les technologies de l'information...

## Le rôle clé des processus....

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MANAGEMENT  
ET INFORMATIQUE  
collection dirigée par Nicolas Manson

### Processus, la voie de la performance *un modèle de maturité*

Club des Pilotes de Processus

hermes

Lavoisier

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