Chapter I
Characterization of Service Orientation and the Adaptive Complex Enterprise

ABSTRACT

We begin with a characterization of service challenges and a conceptualization of a complex service enterprise as a collection of organizations and sub-organizations. Each organization is in turn in an internal cycle of adaptation characterized by BioS - Business value achieved through an Information infrastructure enabled Operations to deliver on Service Strategy. The overview of this conceptualization is illustrated in the Figure 1 and Figure 2. The questions addressed are as follows:

- How can we characterize service enterprises and their challenges?
- What are the challenges of externally-driven services organizations?
- How can we characterize and address the differences from more traditional industrial-age organizations?
- How can we conceptualize a more adaptive performance-driven service enterprise?
- What are the parts of the underlying framework for improvement?

The car manufacturing enterprise is used to quickly introduce and illustrate important concepts such as agility, innovation, resilience, effectiveness, sense and
respond, vertical and horizontal alignment. In addition we characterize influences on a complex Business-IT system:

- Service delivery challenges due to Routine and non-Routine services
- Multiple stakeholders
- Chaos due to change, variation, and service layers
- Vertical BioS alignment as well as horizontal customer-provider alignment
- Trends and the Strategic role of IT
- Changing the business versus running the business
- Underlying Enterprise Architectures (EA) and Related Methods

We conclude with the Scope and parts of the Adaptive Complex Enterprise (ACE) framework.
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