



Transformer par les processus

Les processus, clé essentielle pour faire évoluer l'entreprise

Les plans de transformation des entreprises produisent bien souvent des résultats inférieurs aux espérances car ils se heurtent à la « réalité du terrain ». S'appuyant sur le fonctionnement réel de l'entreprise, l'approche processus permet une démarche de changement beaucoup plus naturelle, et constitue un outil efficace pour aider l'entreprise à atteindre ses objectifs.

Cet ouvrage propose une démarche complète et outillée de transformation d'une organisation. Étayé de nombreux conseils issus de l'expérience des auteurs, il permet de concilier de façon cohérente décisions stratégiques et exigences opérationnelles.

Pas à pas, à l'aide de cas pratiques et de nombreux exemples de livrables, le lecteur découvrira chaque étape d'un projet de transformation :

- Identification des processus de l'entreprise.
- Construction d'un projet d'organisation répondant aux objectifs de l'entreprise à travers une démarche originale : la méthode des 13 champs®.
- Préparation et conduite du changement.
- Gestion des enjeux « politiques » qui apparaissent inmanquablement.



Michel Raquin, consultant indépendant, a travaillé pendant 43 ans chez LCL, dans la fonction organisation, et a terminé son activité professionnelle comme responsable de l'organisation. Il préside le « Club des pilotes de processus », www.pilotesdeprocessus.org. Il est co-auteur de plusieurs livres et apporte aujourd'hui son expérience en intervenant au sein des entreprises ou en animant des actions de formation.

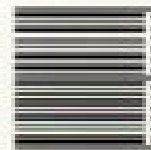


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Transformer Par Les Processus

Judd E. Hollander



Transformer Par Les Processus:

Business Process Transformation Varun Grover, M Lynne Markus, 2015-05-11 Featuring contributions from prominent thinkers and researchers this volume in the Advances in Management Information Systems series provides a rich set of conceptual empirical and introspective studies that epitomize fundamental knowledge in the area of Business Process Transformation Processes are interpreted broadly to include operational and managerial processes within and between organizations as well as those involved in knowledge generation Transformation includes radical and incremental change its conduct management and outcome The editors and contributing authors pay close attention to the role of IS organizations and information technologies in facilitating business process transformation Each chapter places major emphasis on clearly articulating the knowledge generated both theoretical and applied The book incorporates case studies and tables throughout and provides fundamental grounding for any stakeholder of business process transformation [Business Process Transformation](#) Chitra Sharma, 2015-05-19 This book presents a framework through transformation and explains how business goals can be translated into realistic plans that are tangible and yield real results in terms of the top line and the bottom line Process Transformation is like a tangram puzzle which has multiple solutions yet is essentially composed of seven tans that hold it together Based on practical experience and intensive research into existing material Process Tangram is a simple yet powerful framework that proposes Process Transformation as a program The seven tans are the transformation program itself triggers goals tools and techniques culture communication and success factors With its segregation into tans and division into core elements this framework makes it possible to use pick and choose to quickly and easily map an organization's specific requirements Change management and process modeling are covered in detail In addition the book approaches managed services as a model of service delivery which it explores as a case of process transformation This book will appeal to anyone engaged in business process transformation be it business process management professionals change managers sponsors program managers or line managers The book starts with the basics making it suitable even for students who want to make a career in business process management [Organizational Transformation and Process Reengineering](#) Johnson Edosomwan, 1995-08-01 Organizational Transformation and Process Engineering is the key to achieving success in the new customer driven market economy Organizations are going through tremendous changes creating environments where all employees can contribute their best where customer expectations are exceeded and where efficiency effectiveness productivity quality customer satisfaction and competitiveness are taken seriously as critical success factors Written to assist those companies and organizations striving to keep pace with the competitive atmosphere of the 90s this book provides all the essential tools techniques methodologies models and technologies for transformation and reengineering Broad and comprehensive in scope Organizational Transformation and Process Reengineering explains how to change not just one area but structures policies procedures processes and management systems any aspect of an organizational structure that no

longer responds to the current demands of the marketplace Years of research teaching consulting and practical work experience led Dr Edosomwan a leader in his field to put his unique and practical theories into a volume designed to help organizations overcome the impediments involved in process reengineering projects He outlines a step by step methodology for analyzing organizational structures the six R s of organizational transformation models that can be utilized in both public and private organizations tools and techniques for achieving reengineering goals implementation plans and key survival and success factors Handbook on Business Process Management and Digital Transformation Paul Grefen,Irene

Vanderfeesten,2024-08-06 Many organizations are currently undertaking digital transformation to improve their business processes and better achieve their goals This Handbook provides a comprehensive overview of contemporary trends and research at the point where business process management and digital transformation meet Presenting a multidisciplinary approach it demonstrates the close link between these two fields through engagement with theory and practice **Digital Transformation for the Process Industries** Osvaldo A. Bascur,2020-10-27 Imagine if your process manufacturing plants were running so well that your production safety environmental and profitability targets were being met so that your subject matter experts could focus on data driven business improvements Through proper use and analysis of your existing operations data your company can become an industry leader and reward your stakeholders Written in an engaging and easily understandable manner this book demonstrates a step by step process of how an organization can effectively utilize technology and make the necessary culture changes to achieve operational excellence You will see how several industry leading companies have used an effective real time data infrastructure for mission critical business use cases The book also addresses challenges involved such as effectively integrating operational OT data with business IT systems to enable a more proactive predictive management model for a fleet of process plants Some of the things you will take away Learn how a real time data infrastructure enables transformation of raw sensor data into contextualized information for operational insights and business process improvement Understand how reusing the same operational data for multiple use cases significantly impacts fleet management profitability and asset stewardship See how a simple digital unit template representing production flows can be repeatedly used to identify critical inefficiencies in plant operations Discover best practices of deploying real time situational awareness alerts and predictive analytics Realize how to transform your organization into a data driven culture for continuous sustainable improvement Find out how leading companies integrate operations data with business intelligence and predictive analytics tools in a corporate on premises or cloud enabled environment Learn how industry leading companies have imaginatively used a real time data infrastructure to improve yields reduce cycle times and slash operating costs This book is targeted for process industries production and operations leadership senior engineers IT management CIOs and service providers to those industries Academics will benefit from latest data analysis strategies This book guides readers to use the best results proven approaches to ensure operational excellence **Process Mining**

Workshops Andrea Delgado,Tijs Slaats,2025-03-27 This book constitutes the revised accepted papers of several workshops which were held in conjunction with the 6th International Conference on Process Mining ICPM 2024 held in Lyngby Denmark during October 2024 The 56 revised full papers presented in this book were carefully reviewed and selected from 126 submissions The papers presented in this volume stem from the following workshops 9th International Workshop on Process Querying Manipulation and Intelligence PQMI 3rd International Workshop on Education Meets Process Mining EduPM 3rd International Workshop on Collaboration Mining for Distributed Systems CoMinDS 5th International Workshop on Leveraging Machine Learning in Process Mining ML4PM 5th International Workshop on Event Data and Behavioral Analytics EdbA 7th International Workshop on Process Oriented Data Science for Healthcare PODS4H 1st International Workshop on Empirical Research in Process Mining ERPM 1st International Workshop on Generative Artificial Intelligence for Process Mining GenAI4PM 4th International Workshop on Stream Management Analytics for Process Mining SMA4PM 1st International Workshop on Process Mining for Sustainability PM4S

Navigating Digital Transformation Through Business Process Management Martínez-Falcó, Javier,Sánchez-García, Eduardo,Marco-Lajara, Bartolomé,2025-07-25 Emerging technologies including artificial intelligence AI blockchain and robotic processes are reshaping how companies approach process optimization Additionally Business Process Management BPM has become a fundamental pillar for organizations aiming to enhance operational efficiency optimize workflows and drive innovation It is a strategic enabler for businesses navigating digital transformation and the rapidly evolving technological landscape By implementing BPM businesses may enhance their competitiveness improve decision making and enable seamless digital transformation *Navigating Digital Transformation Through Business Process Management* bridges the gap between academic research and real world applications offering a combination of theoretical foundations and practical insights It features case studies illustrating successful BPM implementations challenges encountered and best practices for ensuring long term efficiency and agility Covering topics such as workforce adaptation predictive analytics and organizational creativity this book is an excellent resource for business leaders consultants executives IT managers operations managers professionals researchers scholars academicians and more

Digital Transformation of the Chemical Process Industry Subir Bhattacharjee,Jimmy Yu,2025-07-25 Digital transformation is an approach to improve industrial processes by employing digital technologies This book describes the steps involved in planning and implementing a digital transformation process of chemical manufacturing organizations The book emphasizes that implementation of digital solutions requires a combination of information technology and data science and efficient workflows and often changes in organizational cultures Practical guidelines and relevant examples and case studies help clarify the digital transformation approach and in so doing make this book useful

Business Process Analysis in the Digital Transformation Era Tukino,Ahmad Fauzi,Baenil Huda,2024-05-05 Embark on a transformative journey into the heart of modern business practices with *Business Process Analysis in the Digital*

Transformation Era Through twelve insightful chapters this comprehensive guide navigates the intricate landscape of digital transformation offering practical insights and expert guidance for thriving in today's dynamic business environment In Chapter 1 readers are introduced to the fundamental concepts of digital transformation and its profound implications for organizational processes and strategies Delve deeper into the realm of Business Process Analysis in Chapter 2 where core principles and methodologies are explored to equip readers with the tools needed to navigate the complexities of digital transformation Chapter 3 sheds light on the role of technology in driving Digital Transformation in Business illuminating the ways in which organizations can leverage digital tools to stay ahead in a rapidly evolving marketplace Discover cutting edge Tools and Methods for Business Process Analysis in Chapter 4 as experts share practical techniques for optimizing workflows and enhancing efficiency in the digital era Chapter 5 invites readers to explore the art of Modeling and Simulating Digital Business Processes offering actionable strategies for designing and refining digital workflows for maximum impact Unlock the secrets of Digital Business Process Optimization in Chapter 6 where industry pioneers reveal innovative approaches for streamlining operations and driving sustainable growth In Chapter 7 delve into the world of Digital Business Process Automation and discover how automation technologies are revolutionizing traditional workflows to drive productivity and innovation Chapter 8 explores the importance of Business Process Integration in the Era of Digital Transformation highlighting the value of seamless collaboration and integration in achieving organizational success Explore the power of Big Data Analysis in Digital Business Processes in Chapter 9 as experts demonstrate how data driven insights can inform decision making and drive strategic growth initiatives Navigate the complex terrain of Security and Ethics in Digital Business Processes in Chapter 10 where critical considerations surrounding data security and ethical practices are explored in depth In Chapter 11 real world Case Studies and Implementation examples offer practical insights and inspiration drawn from successful digital transformation initiatives across various industries Finally peer into the future in Chapter 12 as experts ponder the Challenges and Future of Business Process Analysis in the Digital Transformation Era offering visionary perspectives on the evolving role of technology and its impact on business strategy and innovation With its comprehensive coverage and actionable insights Business Process Analysis in the Digital Transformation Era is an essential resource for business leaders analysts and practitioners seeking to thrive in the digital age

Business Process Management Arik Senderovich, Cristina Cabanillas, Irene Vanderfeesten, Hajo A. Reijers, 2025-08-30 This book constitutes the refereed proceedings of the 23rd International Conference on Business Process Management BPM 2025 which took place in Seville Spain in September 2025 The 30 full papers included in this book were carefully reviewed and selected from 132 submissions They were organized in topical sections on foundation engineering and management

Contemporary Quality Function Deployment For Product And Process Innovation: Towards Digital Transformation Of Customer And Product Information In A New Knowledge-based Approach Thomas Lager, 2019-08-19 In today's highly competitive industrial

climate and in times of limited company resources and a continual need to improve company performance in all areas the use of effective and efficient tools and development methodologies for research and development R D is one interesting avenue to follow Thus the question is not really whether they should be deployed or not but rather which methodologies and best practices should be used and why when and how they should be deployed Contemporary Quality Function Deployment for Product and Process Innovation Towards Digital Transformation of Customer and Product Information in a New Knowledge Based Approach introduces the reader to the industrial use of the Quality Function Development QFD methodology in product and process innovation Customer product and production data related to each product family will be digitized in the matrix structures used in this methodology and be made accessible more transparent and visible thus facilitating a holistic product information perspective Moreover using this information in the creation of Integrated Knowledge Platforms IKPs supporting more digitalized product and process innovation work processes will speed up product development and capture vital information to be used in your next generation product innovation projects From an overall company perspective the well proven ability of the QFD methodology to stimulate cross functional product innovation will guide product innovation towards a new knowledge based approach in its enhanced digital transformation and use of integrated customer product and production information Using the QFD methodology you will learn how to create a retrievable and accumulated digitized company knowledge base coupled with improved company communication You will get better decision support assisting in the development of better product specifications and resulting in better products and ultimately leading to improved customer satisfaction The adoption of the QFD tool and matrices in building such well structured knowledge based platforms IKPs related to individual products or product families is the heart of the matter and the hidden gem of QFD methodology use The book aims to serve as a manual introducing the methodology and how to use it offering a guiding framework and being a handbook for the methodology s industrial use for both newcomers and product developers Furthermore it offers new perspectives on a more efficient and effective use of the QFD methodology for the seasoned practitioner This book can also serve as a textbook for students in all disciplines of the natural sciences innovation management product design and engineering Each part of the book concludes with a number of questions that can be used as learning instruments in lecturing and for more advanced tutorials

Research and Technology Development on Superconducting Current Limiting Transformers Hellmann, Sebastian, 2020-01-10 **Process-Driven SOA** Carsten Hentrich, Uwe Zdun, 2016-04-19

Process Driven SOA Patterns for Aligning Business and IT supplies detailed guidance on how to design and build software architectures that follow the principles of business IT alignment It illustrates the design process using proven patterns that address complex business technical scenarios where integrated concepts of service oriented architecture SOA Business Process Management BPM and Event Driven Architecture EDA are required The book demonstrates that SOA is not limited to technical issues but instead is a holistic challenge where aspects of SOA EDA and BPM must be addressed together An

ideal guide for SOA solution architects designers developers managers and students about to enter the field the book Provides an accessible introduction to basic and more advanced concepts in process driven SOA Illustrates how to manage the complexities of business aligned IT architectures with detailed examples and industry cases Outlines a step by step design process using proven patterns to address complex business technical scenarios Integrates SOA BPM and EDA into practical patterns promoting SOA 2.0 Describing how to synchronize parallel enterprise processes the authors explain how to cope with the architectural and design decisions you are likely to encounter when designing and implementing process driven SOA systems The decisions are described in the form of software patterns to provide you with a practical guideline for addressing key problems using time tested solutions

Business Process Driven SOA Using BPMN and BPEL Kapil Pant, Matjaz B. Juric, 2008-08-28 Go from Business Process Modeling to Orchestration and Service Oriented Architecture with this book and eBook

Business Process Management: Current Applications and the Challenges of Adoption

Renata Gabryelczyk, Tomislav Hernaus, 2020-01-01 Business Process Management BPM has been evolving for over 25 years in information systems research management science and organizational practice Vom Brocke Mendling 2018 The earliest characteristics of BPM concentrated around process analysis improvement and control in a less strict manner that required reengineering Elzinga Horak Lee Bruner 1995 More mature approaches observed since the year 2000 have been promoting the so called process thinking i.e. managing an organization from a process based point of view These approaches emphasize that process and team work oriented organizational structures should be aligned with other management systems Process management should be holistic by its nature so as to cover an entire organization Although BPM researchers stressed the need for system thinking at that time published literature distinguished two perspectives of looking at BPM the organizational perspective and the technological perspective of BPM From the organizational perspective authors focused on a number of key factors i.e. process governance a process based organizational structure concept customer orientation of internal and external processes managing an organization based on process outputs building process relations and improving process maturity throughout the customer value chain as well as through strategically aligning process initiatives to organizational objectives From the technological perspective the key factors of interest to authors referred to as BPMS Business Process Management System include IT methods techniques and tools that support the designing implementation modeling and simulation of business processes and are considered to be an extension of classical workflow systems or an environment for designing management support IT systems e.g. ERP class systems An integrated and interdisciplinary approach was proposed in the framework of six core BPM elements required for the holistic and sustainable use of process management Rosemann Vom Brocke 2010 These include strategic alignment governance methods information technology people and culture In this sense technology is only one of six closely interrelated elements Currently there are two distinct directions in the evolution of BPM traditional BPM and digital BPM The former encompasses methods techniques and

systems that traditionally lead to increased organizational efficiency and to improved process effectiveness and flexibility. Although studies on BPM have been continuously evolving, some research gaps still remain open. The traditional understanding of process management seems particularly vital to organizations in developing economies which sometimes follow practices and models that were designed and tested in highly developed countries but should also be committed to drawing on their own experience and understanding of their local business environment (Gabryelczyk, Roztocki, 2018). Research on BPM in this traditional focus is still needed to better document, implement and improve idiosyncratic business processes in the context of an organization environment, culture and country. This is also confirmed by research conducted under the JEMI Special Issue on Business Process Management. Besides the traditionally shaped approach to BPM, organizations increasingly treat BPM as a driver of organizational innovation and as an essential part of the digital transformation (Vom Brocke, Schmiedel, 2015). New digital technologies such as social media, digital platforms, big data and advanced data analytics, blockchains, robotics etc. enable development and growth in a constantly changing environment. To take advantage of these opportunities in the digital world, organizations require new BPM competences and capabilities. However, digital disruption creates quite a challenge for the BPM research community. How can BPM capabilities be developed in order to achieve adaptability, growth, flexibility and agility? How can BPM foster innovations within and throughout organizations? These are just some of the issues for future BPM related research. Threads associated with employing BPM for digital transformation have been included in a proposed Special Issue on BPM. This Special Issue on BPM consists of six articles including contributions from invited authors from three transition economies: Croatia, Slovakia and Poland. All of the papers focus on applications of the process approach to management or directly to the adoption of Business Process Management. The majority of articles relate to the traditional BPM thread, although the indicated BPM alliances with other concepts such as Knowledge Management, Change Management and Project Management are worthy of note. Only one article addresses the topic of BPM in the context of digital transformation. The nature and structure of these articles may be indicative of the current motivational factors and process maturity levels of organizations adopting ordinary and/or advanced BPM practices. When analyzing the content of individual articles, we pay attention to the factors underlying BPM adoption. We understand the primary motivation to be the expected benefits from BPM. Therefore, we can assume this Special Issue to be a contribution to BPM development in the form of the indicating motivation and triggers for BPM adoption. The first paper by Jerzy Aukstol and Magdalena Chomuszko proposes a process based approach to construct a Data Control Framework for Standard Audit File for Tax (SAF-T). The process approach is used to redesign the internal financial control processes and procedures of an organization to meet the new requirements of a fiscal audit. The process approach combined with risk management and quality management is therefore a tool supporting entrepreneurs adapting to new regulations imposed on them by their external environment, particularly those of tax authorities. Therefore, in this case, the main motivation for adopting elements of

BPM was the impact of external environment factors The paper by Ana Marija Stjepi Lucija Ivan i and Dalia Su a Vugec focuses on the link between Business Process Management and digital transformation The authors have developed a theoretical framework for the emerging role of BPM in digitalization and as a guide for researchers and practitioners conducting digital transformation initiatives in organizations The results obtained in the article prove that the set goals and expected benefits of digital transformation can be achieved by a rethink and improvement of the processes with a particular focus on end to end customer processes through supply chain management Based on this article we can conclude that one of the main motivational factors for BPM adoption is a desire to obtain the benefits of digital transformation The article written by Miroslava Nyul sziov and Dana Pa ov takes up the issues of using and linking the process approach and BPM lifecycle with the designing of decision support systems The authors of this paper have developed an innovative system for decision support by implementing modeling analysis and improvement methods to the transportation process in the studied organization The forwarding company s case study presented in the paper also shows how BPM adoption began with a single main process that has been streamlined and automated Therefore the motivations for BPM adoption were not only operational relating to the optimization of the cost of the process but also managerial oriented on improving the decision making process The use of information technology allowed the full exploitation of the potential for process improvements The next paper by Olga Sobolewska is about incorporating the issues of BPM into the contemporary challenges of network organizations The author claims that the organization s orientation towards both business processes and knowledge management is a strong success factor for network cooperation The author argues that modern organizations should focus on managing knowledge oriented processes to become attractive to cooperation partners for network organizations In this article BPM adoption is of a strategic nature for the purposes of undertaking new forms of cooperation The paper by Hubert Bogumi has an interdisciplinary character and in a unique way shows the connections between the concepts of process management organizational change management and IT project management The author undertook the challenge of examining how problems for organizations managing IT projects facilitate in different ways the use of distinctive approaches to improve business processes The author emphasizes that the main difficulty is the fact that modern organizations most often use a hybrid approach with elements of both traditional project management and agile The need to create a work environment that takes into account the risk of unexpected system and business regression as well as a diagnosis of the causes and methods of its mitigation is the initial research result in this paper This article contributes to the development of BPM governance and integration of IT governance The motivational factors for BPM are multi faceted as is the scope of the article However their managerial and cultural character related to methods of communication and rules of cooperation in teams should be emphasized The article by Agnieszka Bitkowska concerns the integration of the concept of Knowledge Management and BPM The author restates in her article that the identification acquisition presentation and documentation

of knowledge are not independent tasks but are implemented within business processes In this paper the correlations between BPM and Knowledge Management have been examined and the benefits and practical implications resulting from the integrated implementation of both concepts are emphasized In the case of this article BPM adoption can be a success factor for the implementation of Knowledge Management and the achievement of associated benefits Studying Business Process Management from the different angles presented in this Special Issue should enrich our understanding of current BPM practices and better realize future challenges especially those related to BPM development in the context of digital transformation and the integration of BPM with other management related concepts In addition the contribution made by the authors of this Special Issue allowed us to see various motivations and triggers for BPM adoption from operational to managerial strategic cultural and technological ones and those driven by the external environment We would like to thank the authors for their contribution to this Special Issue We would also like to thank all the reviewers for their valuable comments which helped the authors improve their articles significantly We are firmly convinced that the BPM research results presented in this Special Issue will help strengthen the existing body of BPM knowledge We recommend reading the related issue of the JEMI journal to the wider community of BPM researchers practitioners and enthusiasts Guest Editors Renata Gabryelczyk Tomislav HERNÁUS Acknowledgments The editorial work on this Special Issue was supported by the Polish National Science Centre Poland Grant No 2017 27 B HS4 01734 References Elzinga D J Horak T Lee C Y Bruner C 1995 Business process management Survey and methodology IEEE Transactions on Engineering Management 42 2 119 128 <http://dx.doi.org/10.1109/17.387274> Gabryelczyk R Roztocki N 2018 Business process management success framework for transition economies Information Systems Management 35 3 234 253 <http://dx.doi.org/10.1080/10580530.2018.1477299> Rosemann M Vom Brocke J 2010 The six core elements of business process management In Handbook on Business Process Management 1 Cham Springer Vom Brocke J Mendling J Eds 2018 Business Process Management Cases Digital Innovation and Business Transformation in Practice Berlin Springer Vom Brocke J Schmiedel T Eds 2015 BPM Driving Innovation in a Digital World Cham Springer

Logistics Transformation:

Restarting a Stalled Process Victor Maccagnan, 2005 **The Ontology of Physics for Biology** Daniel L. Cook, John H. Gennari, Maxwell L. Neal, 2023-12-14 This book introduces semantic representations of multiscale multidomain physiological systems that link to qualitative reasoning and to quantitative analysis of biophysical processes in health and disease Two major public health problems diabetes and hypertension serve as use cases to illustrate the depth and rigor of such representations for logical inference and quantitative analysis Central to this approach is the Ontology of Physics for Biology OPB that formally represents the foundations of classical physics and engineering system dynamics that are the basis for our understanding of biomedical entities processes and functional relationships Furthermore we introduce OPB based software for annotating and abstracting available biosimulation models for reuse recombination and for archiving of physics based

biomedical knowledge We have formalized and leveraged physics based biological knowledge as a working view of physiology and biophysics from three distinct perspectives 1 biologists and biomedical investigators 2 biophysicists and bioengineers and 3 biomedical ontologists and informaticists We present a logical and intuitive semantics of classical physics as a tool for mediating and translating biophysical knowledge among biomedical domains Daniel L Cook MD PhD John H Gennari PhD Maxwell L Neal PhD **Development Document for Effluent Limitations Guidelines for the Electrical and Electronic Components Point Source Category** ,1980 **Electric Apparatus for Use with the Cottrell Precipitation Process** General Electric Company,1928 *Kinks and Short Cuts in Process Industries* Sidney Dale Kirkpatrick,1929

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Transformer Par Les Processus Introduction

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