

Business Architecture Guild Body Of Knowledge Handbook 2

We are entering an entirely new phase of BPM – the era of “BPM Everywhere” or BPME. BPME represents the strategy for leveraging, not simply surviving but fully exploiting the wave of disruption facing every business over the next 5 years and beyond. Without question, one of the single most disruptive events in the last decade was the introduction of the smartphone. Consider for a moment how great of an impact this has had on the relationship between businesses and their customers. Not even the emergence of the Web and Internet-based “digital native” business models can compare with the level of intimacy now available with your customers. In the era of the Internet of Things where smart homes, appliances, cars, phones, virtually imaginable devices are all connected, BPM must, and will, be everywhere. As Peter Whibley discusses in “The Internet of Things Will Be Invisible,” by 2025 there are expected to be more than 26 billion or more connected devices. In the chapter “Digital Prescriptive Maintenance: Disrupting Manufacturing through IoT, Big Data, and Dynamic Case Management,” Dr. Setrag Khoshafian introduces the “4 Vs” of “thing” data, specifically “Volume, Velocity, Variety and Value.” From monitors and remote sensors, to appliances and vehicles, to tens of billions of other “things,” connected devices are generating meaningful and informative data that would easily overwhelm any human being, but collectively they present critical context about processes and the state of operations. “Big Data” has never been so large, nor presented such an acute role within enterprises and the processes that drive them. BPME as well as traditional BPM methods can already be found at the center of this. Its role will grow exponentially. Emergent factors such as process mining (see chapter “Mining the Swarm” by Keith Swenson, et al.) will be critical for uncovering engagement patterns and the need for process management platforms to coordinate interaction and control of smart devices. It is intelligent BPM that is expanding the window of what can be automated, by enabling adaptable automation. The mobile strategies in far too many organizations seem to be the building of apps that presume that customers will use their smartphones like mini laptops. This avoids the fact that we now have a level of intimacy with our customer we've never had before. As discussed in the chapter “BPM to Go – Supporting Business Processes in a Mobile and Sensing World,” our customers are carrying around a device that offers a range of capabilities unlike any laptop. A smartphone produces volumes of meaningful data about our customers (think about the “4Vs”) and is able to interact with that customer in ways that a laptop never can. The growing ubiquity of connectivity always within reach combined with new services and capabilities such as mobile banking is a key part of driving constantly-changing expectations. Yet digital disruption is not limited to mobile devices, and is in fact disrupting everywhere BPM is otherwise found, and why BPM everywhere is becoming the new normal.

Strategy to Reality brings together a vast number of perspectives and experiences, offering business leaders the straight talk necessary to clarify, simplify, and humanize business architecture with Whynde Kuehn's practical and actionable approach. Whynde Kuehn's vision can be summed up in one word: big. She loves climbing mountains—physical and metaphorical—and her most successful summit can be found in Business Architecture, an aspect of business development that she has pioneered, explored, and mastered. She is a passionate guide for business architecture leaders and practitioners around the world who are motivated to achieve goals, implement effective strategies, and provide measurable results. Her approach can be implemented by organizations of any size: from an NGO, government organization, or Fortune 500 company, to a non-profit or startup. Within Strategy to Reality, Whynde Kuehn offers a well-informed, holistic view that can transform and reshape the world. She arms Business Architecture Practitioners and Strategy Execution Leaders with the in-house training and tools they need to close the gap between strategy and successful execution. Whynde believes that every organization needs to build their own capacity for continuous change, and it is her goal that they reach their goals, while gaining the “vision” they need to see the clearest course of action and to weave it all together. It is Whynde Kuehn's goal to help the leaders of today and tomorrow build better organizations and unlock new ways of executing strategies, increasing collaboration, and creating value, growth, and profits. Those who seek to be a catalyst for change in their company, who relentlessly seek ways to do things better, and who always ask, “Why?” and “What if?” will find the strategies they need to enact that change in Strategy to Reality.

Business analysis is a crucial discipline for organisational success. It is a broad field and has matured into a profession with its own unique career roadmap. This practical guide explores the business analyst role including typical responsibilities and necessary skills. It signposts useful tools and commonly used methodologies and techniques. A visual career roadmap for business analysts is also included, along with case studies and interviews with practising business analysts.

In Legacy Systems: Transformation Strategies, leading IT and business architecture consultant William Ulrich presents a step-by-step, phased roadmap to legacy transformation that maximizes business value, while minimizing cost, disruption, and risk. Transformation strategies, organizing disciplines, techniques, and tools reduce the risks of deploying the component-based architectures you need to stay competitive while maximizing the business value of core systems that work.

Social BPM

Capability Management in Digital Enterprises

The Art and Practice of Business Transformation

Operating Model Canvas

Architecting the Business for Consistency and Alignment

Joint Conferences XII Communicative Strategies of the Information Society and XX Professional Culture of the Specialist of the Future

Unlock your product management potential and achieve breakthrough performance for your products and company! If you're looking for an effective and proven approach to product management - one that recognizes that the majority of product managers enter the field with little or no training and must learn through trial and error - this is the book for you. Take Charge Product Management guides you step-by-step along the product management path with tips, tactics, and tools to make you and your products more successful. Whether you're a new or experienced product manager, or a seasoned executive leading a team of product managers, this hands-on guide arms you with best practices to optimize your time and effectiveness and increase your value. About the Author Greg Geracie is a recognized thought leader in the field of product management and the President of Actuation Consulting, the world's leading product management consulting and training organization. Actuation Consulting is a global provider of product management consulting, training, and advisory services to many of world's most well-known organizations. Greg is the author of two global best sellers Take Charge Product Management and The Guide to the Product Management and Marketing Body of Knowledge. He is also an adjunct professor at DePaul University's College of Computing and Digital Media where he teaches graduate and undergraduate courses on high-tech and digital product management. Greg is a former board member of the Business Architecture Guild where he contributed to the most recent version of the BIZBOK Guide. As an industry expert, Greg has also been asked to contribute his product management expertise to a growing list of professional bodies of knowledge, including the Institute of Electrical and Electronics Engineers (IEEE) first ITBOK and the latest BABOK Guide. Greg is currently a member of the IEEE's Information Technology Committee.

Setting the Standard for Product Management and Marketing Many of the leading voices in the product management profession collaborated closely with working product managers to develop The Guide to the Product Management and Marketing Body of Knowledge (the ProdBOK(r) Guide). This effort was enhanced by project management, user experience, and business analyst thought leaders who further defined and optimized several essential working relationships that improve product manager effectiveness. As a result of this groundbreaking collaboration within the product management community and across the adjoining professions, the ProdBOK Guide provides the most comprehensive view of product management and marketing as they apply to a wide range of goods and services. The resulting standard provides product managers with essential knowledge to improve the practice of product management and deliver organizational results. This edition of the ProdBOK Guide: Introduces a product management lifecycle for goods and services Encompasses and defines traditional product development processes such as waterfall, as well as newer approaches that fall under the Agile umbrella Illustrates the various inputs and outputs that product managers should consider at each phase of the product management lifecycle Highlights how to optimize the working relationship between product management professionals and

our counterparts in the project, program, portfolio management, user experience, and business analyst communities Describes essential tools that product managers should be aware of and utilize as they work to create value for their Organizations The ProdBOK Guide represents an industry-wide effort to establish a standard for the practice of product management. The book was sponsored by the Association of International Product Marketing and Management (AIPMM). Founded in 1998, AIPMM aims to help professionals like you attain a higher level of knowledge and enhance the results you bring to your organizations every day. About the Authors Greg Geracie is a recognized product management thought leader and the president of Actuation Consulting, a global provider of product management training, consulting, and advisory services to some of the world's most well-known organizations. Greg is the author of the global best seller Take Charge Product Management and led the development of the ProdBOK Guide as editor-in-chief. He is also an adjunct professor at DePaul University in Chicago, Illinois. Steven D. Eppinger is professor of management science and innovation at the Massachusetts Institute of Technology (MIT) Sloan School of Management. Professor Eppinger teaches MIT's executive programs in product development and complex project management. He has co-authored a leading textbook, Product Design and Development (5th edition, 2012, McGraw-Hill), which is used by hundreds of universities around the world

Business processes are the production lines of the new economy. When they fail us, our products and services fail our customers, and our business fails its owners. The more businesses change, the more they must concern themselves with their stakeholder relationships and manage their processes so that technologies and organization designs have a common business purpose. This book shows you how to deliver integral processes and helps you build a fully process-managed enterprise. The Process Management Framework provides the strategic guidance and tactical steps to make the switch. Encompassing eight phases, the Framework migrates organizational and process transformation through strategy, design, realization, and actual operations. For each phase, this book provides detailed descriptions of the steps, their inputs, outputs, guides, and enablers, as well as the tricks, traps, and best practices learned by experienced practitioners. It also covers the related disciplines of managing programs, risk, quality, projects, and human change, and how process management is the key to ensure a fit among all these areas. For those of you about to embark on a process journey, this book provides a compelling call to action, a guide for management, and an invaluable reference. Learn the concepts and transform your business! See why process management is an inevitable trend that won't go away. Understand why relationship management needs effective processes to work. Define your stakeholders and determine their needs. Discover what other organizations have done to manage processes successfully. Explore a complete framework for managing business, process, and human change. Apply your knowledge to manage process projects effectively and efficiently. Learn what to do and what to avoid in every step. Develop processes to align technology, organization, and facility transformation. Gain cross-organizational acceptance of process and personal change. Anticipate objections and proactively manage stakeholder concerns.

Build a Business Architecture Framework to enable your organization to grow and gracefully accommodate change. The practical approach described in this book can help you as a business architect, analyst, or manager, create reusable, adaptable, and manageable knowledge of your organization. Apply the full lifecycle from business strategy through implementation, and identify the required

knowledge domains. Convert business strategy into usable and effective business designs which optimize investment decisions. Articulate what domain knowledge (the dots) needs to be collected, how these are connected, and which combinations provide the greatest opportunity if corrected. The book covers the main business architecture stages of ‘Define the Business’, ‘Design the Business’, ‘Build the Business’, and ‘Operate the Business’. Build models of the external ecosystem, business stakeholders, business information, business processes, business capabilities, change prioritization, and performance management systems to support your change journey. This book is an essential companion guide for new business architects and analysts, and a valuable reference for experienced architects to enhance their practice.

The Arrival of Business Architecture

Advanced Methodologies and Technologies in Business Operations and Management

Data Management: a gentle introduction

Internet of Things, Process of Everything

The IT Professional's Merger and Acquisition Handbook

The Turning Point: A Novel about Agile Architects Building a Digital Foundation

The journey from strategy to operating success depends on creating an organization that can deliver the chosen strategy. This book, explaining the Operating Model Canvas, shows you how to do this. It teaches you how to define the main work processes, choose an organization structure, develop a high-level blueprint of the IT systems, decide where to locate and how to lay out floor plans, set up relationships with suppliers and design a management system and scorecard with which to run the new organization. The Operating Model Canvas helps you to create a target operating model aligned to your strategy. The book contains more than 20 examples ranging from large multi-nationals to government departments to small charities and from an operating model for a business to an operating model for a department of five people. The book describes more than 15 tools, including new tools such as the value chain map, the organization model and the high-level IT blueprint. Most importantly, the book contains two fully worked examples showing how the tools can be used to develop a new operating model. This book should be on the desk of every consultant, every strategist, every leader of transformation, every functional business partner, every business or enterprise architect, every Lean expert or business improvement champion, in fact everyone who wants to help their organization be successful. Additional content can be found on the website for the Operational Model

Canvas: www.operatingmodelcanvas.com

This book presents a comprehensive overview of enterprise architecture management with a specific focus on the business aspects. While recent approaches to enterprise architecture management have dealt mainly with aspects of information technology, this book covers all areas of business architecture from business motivation and models to business execution. The book provides examples of how architectural thinking can be applied in these areas, thus combining different perspectives into a consistent whole. In-depth experiences from end-user organizations help readers to understand the abstract concepts of business architecture management and to form blueprints for their own professional approach. Business architecture professionals, researchers, and others working in the field of strategic business management will benefit from this comprehensive volume and its hands-on examples of successful business architecture management practices. ?

This book demonstrates the significance of domain-specific conceptual modeling through new research and development approaches that are manifested in each of the chapters. They include novel modelling methods and tools that emphasize the recent results accomplished and their adequacy to assess specific aspects of a domain. Each chapter offers detailed instructions on how to build models in a particular domain, such as product-service engineering, enterprise engineering, digital business ecosystems, and enterprise modelling and capability management. All chapters are enriched with case studies, related information, and tool implementations. The tools are based on the ADOxx metamodelling platform and are provided free of charge via OMiLAB. Furthermore, the book emphasizes possible future developments and potential research directions. The collection of works presented here will benefit experts and practitioners from academia and industry alike, including members of the conceptual modeling community as well as lecturers and students. Business Process Change: A Business Process Management Guide for Managers and Process Professionals, Fourth Edition, provides a balanced view of the field of business process change. Bestselling author and renowned expert in the field Paul Harmon offers concepts, methods, cases for all aspects, and phases of successful business process improvement.

Students and professionals alike will benefit from the comprehensive coverage and customizable, integrated approach to broad business process management that focuses on improving efficiency and productivity. In this updated Edition, particular attention is paid to the impact of disruptive technology on business and the need for agile transformation. Covers Business Process Management Systems and the integration of process redesign and Six Sigma Explores how different process elements fit together, including the human aspects of process redesign Presents best-practice methodologies that can be applied and tailored to an organization's specific needs Offers invaluable, detailed case studies demonstrating how these key methods are implemented

Software Architecture for Business

Masterclass Enterprise Architecture Management

The TOGAF® Standard, 10th Edition - Business Architecture

Building Big

Version 3.0

Profiting From Process

Every major enterprise has a significant installed base of existing software systems that reflect the tangled IT architectures that result from decades of patches and failed replacements. Most of these systems were designed to support business architectures that have changed dramatically. At best, these systems hinder agility and competitiveness and, at worst, can bring critical business functions to a halt. Architecture-Driven Modernization (ADM) restores the value of entrenched systems by capturing and retooling various aspects of existing application environments, allowing old infrastructures to deliver renewed value and align effectively with enterprise strategies and business architectures. Information Systems Transformation provides a practical guide to organizations seeking ways to understand and leverage existing systems as part of their information management strategies. It includes an introduction to ADM disciplines, tools, and standards as well as a series of scenarios outlining how ADM is applied to various initiatives. Drawing upon lessons learned from real modernization projects, it distills the theory and explains principles, processes, and best practices for every industry. Acts as a one-stop shopping reference and complete guide for implementing various

modernization models in myriad industries and departments Every concept is illustrated with real-life examples from various modernization projects, allowing you to immediately apply tested solutions and see results Authored by the Co-chair of the Object Management Group (OMG) Architecture-Driven Modernization (ADM) Task Force, which sets definitive systems modernization standards for the entire IT industry A web site supports the book with up to date coverage of evolving ADM Specifications, Tutorials, and Whitepapers, allowing you to remain up to date on modernization topics as they develop

Focusses on the connections between the planning and design problems and the solutions that are finally reached when building bridges, tunnels, skyscrapers, domes, and dams.

Putting capability management into practice requires both a solid theoretical foundation and realistic approaches. This book introduces a development methodology that integrates business and information system development and run-time adjustment based on the concept of capability by presenting the main findings of the CaaS project - the Capability-Driven Development (CDD) methodology, the architecture and components of the CDD environment, examples of real-world applications of CDD, and aspects of CDD usage for creating business value and new opportunities. Capability thinking characterizes an organizational mindset, putting capabilities at the center of the business model and information systems development. It is expected to help organizations and in particular digital enterprises to increase flexibility and agility in adapting to changes in their economic and regulatory environments. Capability management denotes the principles of how capability thinking should be implemented in an organization and the organizational means. This book is intended for anyone who wants to explore the opportunities for developing and managing context-dependent business capabilities and the supporting business services. It does not require a detailed understanding of specific development methods and tools, although some background knowledge and experience in information system development is advisable. The individual chapters have been written by leading researchers in the field of information systems development, enterprise modeling and capability management, as well as practitioners and industrial experts from these fields.

Organizations today exist in an environment of unprecedented change. They do so against a

backdrop of a global, competitive marketplace, the fast-paced enablement of technology, amplified regulation and accelerating organizational complexity. Many organizations are addressing change in a sub-optimal way and they are operating without a clear view of where their operational risks lie. It is these dynamics that are leading organizations to recognise and embrace Business Architecture. Despite this environment, Business Architecture can be a difficult 'sell' - it is often perceived to be abstract and lacking in tangible delivery. To succeed, Business Architecture must be pragmatic and, to be sustainable, it must focus on achieving long-term value and, at the same time, recognise the shorter-term tactical needs of the organisation. With these challenges in mind, this book provides a practical guide on how to employ Business Architecture and how to build a balanced proposition that delivers value to a broad range of stakeholders. As the book states, Business Architecture should not be practised in isolation, nor should it be thought of as a one-off process; it needs to be woven into the fabric of the organization. And so the authors illustrate the opportunities for weaving the Business Architecture Practice into this fabric through the various stakeholders and life cycles that exist, both formally and informally, within an organization. Whilst recognizing best practice, this book explores a new, inspirational level of Business Architecture whilst acknowledging that the best way to realize the vision is one step at a time.

DOMAIN-SPECIFIC CONCEPTUAL MODELING

Business Architecture Management

Legacy Systems

Business Architecture

Modelling, Communication and Analysis

Encyclopedia of Information Science and Technology, Fourth Edition

In recent years, our world has experienced a profound shift and progression in available computing and knowledge sharing innovations. These emerging advancements have developed at a rapid pace, disseminating into and affecting numerous aspects of contemporary society. This has created a pivotal need for an innovative compendium encompassing the latest trends, concepts, and issues surrounding this relevant discipline area. During the past 15 years, the Encyclopedia of Information Science and Technology has become recognized as one of the landmark sources of the latest knowledge and discoveries in this discipline. The Encyclopedia of Information Science and

Technology, Fourth Edition is a 10-volume set which includes 705 original and previously unpublished research articles covering a full range of perspectives, applications, and techniques contributed by thousands of experts and researchers from around the globe. This authoritative encyclopedia is an all-encompassing, well-established reference source that is ideally designed to disseminate the most forward-thinking and diverse research findings. With critical perspectives on the impact of information science management and new technologies in modern settings, including but not limited to computer science, education, healthcare, government, engineering, business, and natural and physical sciences, it is a pivotal and relevant source of knowledge that will benefit every professional within the field of information science and technology and is an invaluable addition to every academic and corporate library.

The overall objective of this book is to show that data management is an exciting and valuable capability that is worth time and effort. More specifically it aims to achieve the following goals: 1. To give a “gentle” introduction to the field of DM by explaining and illustrating its core concepts, based on a mix of theory, practical frameworks such as TOGAF, ArchiMate, and DMBOK, as well as results from real-world assignments. 2. To offer guidance on how to build an effective DM capability in an organization. This is illustrated by various use cases, linked to the previously mentioned theoretical exploration as well as the stories of practitioners in the field. The primary target groups are: busy professionals who “are actively involved with managing data”. The book is also aimed at (Bachelor’s/ Master’s) students with an interest in data management. The book is industry-agnostic and should be applicable in different industries such as government, finance, telecommunications etc. Typical roles for which this book is intended: data governance office/ council, data owners, data stewards, people involved with data governance (data governance board), enterprise architects, data architects, process managers, business analysts and IT analysts. The book is divided into three main parts: theory, practice, and closing remarks. Furthermore, the chapters are as short and to the point as possible and also make a clear distinction between the main text and the examples. If the reader is already familiar with the topic of a chapter, he/she can easily skip it and move on to the next.

Ontologies have become increasingly important as the use of knowledge graphs, machine learning, natural language processing (NLP), and the amount of data generated on a daily basis has exploded. As of 2014, 90% of the data in the digital universe was generated in the two years prior, and the volume of data was projected to grow from 3.2 zettabytes to 40 zettabytes in the next six years. The very real issues that government, research, and commercial organizations are facing in order to sift through this amount of information to support decision-making alone mandate increasing automation. Yet, the data profiling, NLP, and learning algorithms that are ground-zero for data integration, manipulation, and search provide less than satisfactory results unless they utilize terms with unambiguous semantics,

such as those found in ontologies and well-formed rule sets. Ontologies can provide a rich "schema" for the knowledge graphs underlying these technologies as well as the terminological and semantic basis for dramatic improvements in results. Many ontology projects fail, however, due at least in part to a lack of discipline in the development process. This book, motivated by the Ontology 101 tutorial given for many years at what was originally the Semantic Technology Conference (SemTech) and then later from a semester-long university class, is designed to provide the foundations for ontology engineering. The book can serve as a course textbook or a primer for all those interested in ontologies.

The chapters in this book are contributed by visionaries who see the need for business leaders to define their organizations to be agile and robust in the face of external changes. The goal is to build something knowing that it will be changed; so that you have no need to go back to the metaphorical drawing board for every market condition change. In his Foreword, Keith Swenson asks you, "Consider what it means to say that the business will adapt in the face of external changes. The business architecture is not simply a model that specifies how to run the business for now and the next few years. The people making the architecture cannot know the pressures that will be faced. Instead, it must support leaders and executives within the organization to make consistently good decisions on how to adapt their practices. The architecture is not a plan that anticipates all the decisions; instead it embodies a set of core guiding principles that enable decision-making." Understand that the term "business" used this way is not limited to for-profit enterprises but includes all forms of organizations that have a strategic need to accomplish goals. Pragmatically speaking, business architecture is the conceptual understanding that people have on why particular choices were made in forming the organization in a particular way. This book will help you understand your options and how to relate them to your own organization.

Advances in Enterprise Engineering XII

Business Process Management

Advances in Conceptual Modeling

Balancing theory and practice

A Practical Guide

Lankhorst and his co-authors present ArchiMate® 3.0, enterprise modelling language that captures the complexity of architectural domains and their relations and allows the construction of integrated enterprise architecture models. They provide architects with concrete instruments that improve their architectural practice. As this is not enough, they additionally present

techniques and heuristics for communicating with all relevant stakeholders about these architectures. Since an architecture model is useful not only for providing insight into the current or future situation but can also be used to evaluate the transition from 'as?is' to 'to?be', the authors also describe analysis methods for assessing both the qualitative impact of changes to an architecture and the quantitative aspects of architectures, such as performance and cost issues. The modelling language presented has been proven in practice in many real?life case studies and has been adopted by The Open Group as an international standard. So this book is an ideal companion for enterprise IT or business architects in industry as well as for computer or management science students studying the field of enterprise architecture. This fourth edition of the book has been completely reworked to be compatible with ArchiMate® 3.0, and it includes a new chapter relating this new version to other standards. New sections on capability analysis, risk analysis, and business architecture in general have also been introduced.

Maybe you heard someone mention business architecture in a passing conversation or in a planning meeting? Perhaps you've heard stories of a financial services company in Scandinavia, government agencies in the UK, a bank in the Netherlands, a global shipping company, or a major U.S. airline using business architecture to enact strategic change or drive business transformation. Or perhaps in-house strategy, transformation, planning, product, or customer experience teams have suggested you adopt or support in-house business architecture efforts. The business architecture drumbeat is steadily growing louder, yet you still cannot figure out what people are talking about. Well, the wait is over. The Business Architecture Quick Guide will help you sort through the noise and disinformation, focus on the benefits, and take the next steps. The Quick Guide has a singularly focused purpose: to demystify business architecture for those business professionals likely to benefit from it the most. The Quick Guide represents the collective experiences of a worldwide community of practice, courtesy of the Business Architecture Guild(R), and not just another opinion piece or the musings of a single individual. Look no further for the answers on business architecture; they are right here in this "little big book for game changers." The Quick Guide will point you to a wealth of additional resources that will enable you to take the next steps and begin to reap the benefits that other organizations are already achieving. Either way, you will no longer be left out of the discussion and ready to take action the next time the topic of business architecture enters the conversation.

This book constitutes the proceedings of the 8th Enterprise Engineering Working Conference, EEWC 2018, held in Luxembourg, Luxembourg, in May/June 2018. EEWC aims at addressing the challenges that modern and complex enterprises are facing in a rapidly changing world. The participants of the working conference share a belief that dealing with these challenges requires rigorous and scientific solutions, focusing on the design and engineering of enterprises. The goal of EEWC is to stimulate interaction between the different stakeholders, scientists as well as practitioners, interested in making Enterprise Engineering a reality. The 9 full papers and 3 short papers presented in this volume were carefully reviewed and selected from 24 submissions.

They were organized in topical sections named: on architecture; on security and blockchain; on DEMO; and on teaching. Little did Kathleen, Chief Architect at ArchiSurance, know, as she walked into a meeting with the CIO, just how much her job was going to change. Her intention had been to get approval for some new ideas she'd had to strengthen their Enterprise Architecture, after having slowly lost a grip on it during the merger. During the meeting, however, it becomes apparent that the transformation of the organization to become more digital has caused chaos, and not only for her team. It is clear, despite all good intentions, that the transformation is failing. By the end of the meeting, she has agreed to help turn the situation around. After leading the initial reset of the Digital Transformation, Kathleen is suddenly the owner of the implementation. What follows is a journey of the typical problems faced by companies as they make decisions to deploy digital technologies. Kathleen proceeds to solve one problem after the other using guidance from the open digital standards of The Open Group to lay the foundation for deploying quality digital technology solutions at a faster pace.

Concepts, Methods and Adoxx Tools

Data Management at Scale

Business Process Management Workshops

Business and Dynamic Change

8th Enterprise Engineering Working Conference, EEWC 2018, Luxembourg, Luxembourg, May 28 – June 1, 2018, Proceedings Guide to the Software Engineering Body of Knowledge (Swebok(r))

Best Practices for Knowledge Workers describes ACM in the current era of digitization, Internet of Things (IoT), artificial intelligence (AI), intelligent BPMS and BPM Everywhere. You will learn how support of adaptive, data-driven processes empowers knowledge workers to know in real-time what is happening at the edge points, and to take actions through the combination of rule-driven guidance and their own know-how. It is not a traditionally-automated system but intelligent automation, where technology doesn't merely replace human decision-making but extends the reach of the knowledge worker; making IoT data actionable. As Sandy Kemsley points out in her foreword: As adaptive case management (ACM) systems mature, we are moving beyond simple systems that allow knowledge workers to define ad hoc processes, to creating more intelligent systems that support and guide them. Knowledge workers still need to dynamically add information, define activities and collaborate with others in order to get their work done, but those are now just the table stakes in a world of big data and intelligent agents. To drive innovation and maintain operational efficiencies, we need to augment case work – typically seen as relying primarily on human intelligence – with machine intelligence. In other words, we need intelligent ACM. Highly predictable work is easy to support using traditional programming techniques, while unpredictable work cannot be accurately scripted in advance, and thus requires the involvement of the knowledge workers themselves. The core element of Adaptive Case Management (ACM) is the support for real-time decision-making by knowledge workers. In award-winning case studies covering industries as diverse as law enforcement, transportation, insurance, banking, state services, and healthcare, you will find instructive examples for how to transform your own organization.

This important book follows these ground-breaking best-sellers on ACM; Thriving on Adaptability, Empowering Knowledge Workers, Taming the Unpredictable, How Knowledge Workers Get Things Done, and Mastering the Unpredictable and provides important papers by thought-leaders in this field, together with practical examples, detailed ACM case studies and product reviews. This book constitutes the refereed proceedings of five workshops symposia, held at the 37th International Conference on Conceptual Modeling, ER 2018, in Xi'an, China, in October 2018. The 42 papers promote and disseminate research on theories of concepts underlying conceptual modeling, methods and tools for developing and communicating conceptual models, techniques for transforming conceptual models into effective implementations, and the impact of conceptual modeling techniques on databases, business strategies and information systems. The following workshops are included in this volume: Emp-ER: Empirical Methods in Conceptual Modeling, MoBiD: Modeling and Management of Big Data, MREBA: Conceptual Modeling in Requirements and Business Analysis, QMMQ: Quality of Models and Models of Quality, SCME: Conceptual Modeling Education.

Business Process Management and Workflow are, by their very nature, social activities. The collaboration and communication patterns that are now increasingly referred to as "social computing" were also fundamental to the BPM and workflow models of the early 1990s. Yet it has been the recent explosion of social computing and accompanying success of social production, from Linux to Wikipedia, and Facebook to Twitter, which have had the most dramatic impact on collaboration in business environments. Today we see the transformation of both the look and feel of BPM technologies along the lines of social media, as well as the increasing adoption of social tools and techniques democratizing process development and design. It is along these two trend lines; the evolution of system interfaces and the increased engagement of stakeholders in process improvement, that Social BPM has taken shape.

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About This Book

This book, "Managing Digital: Concepts and Practices", is intended to guide a practitioner through the journey of building a digital-first viewpoint and the skills needed to thrive in the digital-first world. As such, this book is a bit of an experiment for The Open Group; it isn't structured as a traditional standard or guide. Instead, it is structured to show the key issues and skills needed at each stage of the digital journey, starting with the basics of a small digital project, eventually building to the concerns of a large enterprise. So, feel free to digest this book in stages — the section Introduction for the student is a good guide. The book is intended for both academic and industry training purposes. This book seeks to provide guidance for both new entrants into the digital workforce and experienced practitioners seeking to update their understanding on how all the various themes and

components of IT management fit together in the new world. About The Open Group Press The Open Group Press is an imprint of The Open Group for advancing knowledge of information technology by publishing works from individual authors within The Open Group membership that are relevant to advancing The Open Group mission of Boundaryless Information Flow™. The key focus of The Open Group Press is to publish high-quality monographs, as well as introductory technology books intended for the general public, and act as a complement to The Open Group Standards, Guides, and White Papers. The views and opinions expressed in this book are those of the author, and do not necessarily reflect the consensus position of The Open Group members or staff.

Knowledge in the Information Society

The Guide to the Product Management and Marketing Body of Knowledge

Innovation in Adaptive Case Management

The Business Architecture Quick Guide: A Brief Guide for Gamechangers

Strategy to Reality

BPM 2019 International Workshops, Vienna, Austria, September 1–6, 2019, Revised Selected Papers

This title is the Study Guide for the TOGAF® Business Architecture Part 1 Examination. It gives an overview of every learning objective for the TOGAF Business Architecture Syllabus and in-depth coverage on preparing and taking the TOGAF Business Architecture Part 1 Examination. It is specifically designed to help individuals prepare for certification. This Study Guide is excellent material for: • Individuals who require knowledge and understanding of TOGAF Business Architecture techniques; • Professionals who are working in roles associated with an architecture project such as those responsible for planning, execution, development, delivery, and operation; • Architects who are looking to achieve the TOGAF Business Architecture Level 1 credential; • Architects who want to specialize in development of a Business Architecture based on the TOGAF Standard, Version 9.2; It covers the following topics: • Business Modeling • Business Capabilities • Value Streams • Information Mapping • TOGAF Business Scenarios and how to apply them in development of a Business Architecture based on the TOGAF Standard, Version 9.2. A prior knowledge of Enterprise Architecture is advantageous but not required. While reading this Study Guide, the reader should also refer to the TOGAF Standard, Version 9.2 documentation (manual), available as hard copy and eBook, from www.vanharen.net and online booksellers, and also available online at www.opengroup.org.

This textbook provides a hands-on introduction to enterprise architecture management. It guides the reader through the applications of methods and tools to typical business problems by presenting enterprise architecture frameworks and by sharing experiences from industry. The structure of the book represents the typical stages of the journey of an enterprise architect. Chapter 1 addresses the central question of what to achieve with the introduction of an enterprise architecture. Chapter 2 then introduces concepts and visualizations for business architecture that help with understanding the business. In

chapter 3 the development of an application architecture is outlined, which provides transparency on information systems and their business context. Next, chapter 4 presents visual tools to analyze, improve and eventually optimize the application landscape. Chapter 5 discusses both traditional organizational as well as collaborative approaches to enterprise architecture management. Eventually, several established enterprise architecture frameworks like TOGAF, Zachmann, ArchiMate, and IAF are described in chapter 6. The book concludes with a summary and an outlook on future research potential in chapter 7. Based on their experiences through several years of teaching, the authors introduce students step-by-step to enterprise architecture development and management. Their book is intended as a guide for master classes at universities and includes lots of exercises and references for further reading.

This document is a compilation of TOGAF Series Guides addressing Business Architecture. It has been developed and approved by The Open Group and is part of the TOGAF Standard, 10th Edition. It consists of the following documents:

TOGAF® Series Guide: Business Models This document provides a basis for Enterprise Architects to understand and utilize business models, which describe the rationale of how an organization creates, delivers, and captures value. It covers the concept and purpose of business models and highlights the Business Model Canvas™ technique.

TOGAF® Series Guide: Business Capabilities, Version 2 This document answers key questions about what a business capability is, and how it is used to enhance business analysis and planning. It addresses how to provide the architect with a means to create a capability map and align it with other Business Architecture viewpoints in support of business planning processes.

TOGAF® Series Guide: Value Streams Value streams are one of the core elements of a Business Architecture. This document provides an architected approach to developing a business value model. It addresses how to identify, define, model, and map a value stream to other key components of an enterprise's Business Architecture.

TOGAF® Series Guide: Information Mapping This document describes how to develop an Information Map that articulates, characterizes, and visually represents information that is critical to the business. It provides architects with a framework to help understand what information matters most to a business before developing or proposing solutions.

TOGAF® Series Guide: Organization Mapping This document shows how organization mapping provides the organizational context to an Enterprise Architecture. While capability mapping exposes what a business does and value stream mapping exposes how it delivers value to specific stakeholders, the organization map identifies the business units or third parties that possess or use those capabilities, and which participate in the value streams.

TOGAF® Series Guide: Business Scenarios This document describes the Business Scenarios technique, which provides a mechanism to fully understand the requirements of information technology and align it with business needs. It shows how Business Scenarios can be used to develop resonating business requirements and how they support and enable the enterprise to achieve its business objectives.

Businesses consistently work on new projects, products, and workflows to remain competitive and successful in the modern business environment. To remain zealous, businesses must employ the most effective methods and tools in human resources, project management, and overall business plan execution as competitors work to succeed as well. Advanced Methodologies and Technologies in Business Operations and Management provides emerging research on business tools such as employee engagement, payout policies, and financial investing to promote operational success. While highlighting the challenges facing modern organizations, readers will learn how corporate social responsibility and utilizing artificial intelligence improve a company's culture and management. This book is an ideal resource for executives and managers, researchers, accountants, and financial investors seeking current research on business operations and management.

ER 2016 Workshops, AHA, MoBiD, MORE-BI, MReBA, QMMQ, SCME, and WM2SP, Gifu, Japan, November 14–17, 2016, Proceedings

Ontology Engineering

Take Charge Product Management

Making the Impossible Possible for Business Architects, Change Makers and Strategy Execution Leaders

Business Analyst

BPM Everywhere

In the Guide to the Software Engineering Body of Knowledge (SWEBOK(R) Guide), the IEEE Computer Society establishes a baseline for the body of knowledge for the field of software engineering, and the work supports the Society's responsibility to promote the advancement of both theory and practice in this field. It should be noted that the Guide does not purport to define the body of knowledge but rather to serve as a compendium and guide to the knowledge that has been developing and evolving over the past four decades. Now in Version 3.0, the Guide's 15 knowledge areas summarize generally accepted topics and list references for detailed information. The editors for Version 3.0 of the SWEBOK(R) Guide are Pierre Bourque (Ecole de technologie supérieure (ETS), Université du Québec) and Richard E. (Dick) Fairley (Software and Systems Engineering Associates (S2EA)).

This book provides a snapshot of state-of-the-art interdisciplinary discussions in Russia about technology in the information society. New technologies are subject to original theoretical analysis, but there are also reflections on the practical experience of their application. The book covers a range of topics which includes human–technology interaction, education in digital reality, distance education due to COVID-19 quarantine measures, cognitive technologies, system analytics of information and communication technologies. The book collects contributions from philosophy, didactics, computer sciences, sociology, psychology, media studies, and law. It contains a selection of papers accepted for presentation at the XX International Conference «Professional Culture of the Specialist of the Future» (26–27 November 2020, St. Petersburg) and the XII International Conference «Communicative Strategies of the Information Society» (23–24 October 2020, St. Petersburg).

This book illustrates the role of software architecture and its application in business. The author describes enterprise architecture along with business architecture to show the role of software architecture in both areas. The place of software architecture in business is outlined from many perspectives in this context. The book outlines quality attributes and how managers can use software architecture to build high quality products. Topics include business

software architecture, dealing with qualities, achieving quality attributes, managing business qualities, software product line, Internet of Things (IOT), and Service Oriented Business Architecture. The book is intended to benefit students, researchers, software architects, and business architects. Provides quick and easy access to all the important aspects of software architecture in business; Highlights a wide variety of concepts of software architecture in a straightforward manner, for students, practitioners, or architects; Presents different applications of software architecture in business.

Business Architecture The Art and Practice of Business Transformation Meghan Kiffer Press The Business Architecture Quick Guide: A Brief Guide for Gamechangers

Enterprise Architecture at Work

Careers in Business Analysis

Information Systems Transformation

Business Process Change

ER 2018 Workshops Emp-ER, MoBiD, MREBA, QMMQ, SCME, Xi'an, China, October 22-25, 2018, Proceedings

Transformation Strategies

As data management and integration continue to evolve rapidly, storing all your data in one place, such as a data warehouse, is no longer scalable. In the very near future, data will need to be distributed and available for several technological solutions. With this practical book, you'll learn how to migrate your enterprise from a complex and tightly coupled data landscape to a more flexible architecture ready for the modern world of data consumption. Executives, data architects, analytics teams, and compliance and governance staff will learn how to build a modern scalable data landscape using the Scaled Architecture, which you can introduce incrementally without a large upfront investment. Author Pietheine Strengholt provides blueprints, principles, observations, best practices, and patterns to get you up to speed. Examine data management trends, including technological developments, regulatory requirements, and privacy concerns Go deep into the Scaled Architecture and learn how the pieces fit together Explore data governance and data security, master data management, self-service data marketplaces, and the importance of metadata

This book constitutes the refereed proceedings of seven workshops and a symposium, held at the 35th International Conference on Conceptual Modeling, ER 2016, in Gifu, Japan. The 19 revised full and 3 keynote papers were carefully reviewed and selected out of 52 submissions to the following events: Conceptual Modeling for Ambient Assistance and Healthy Ageing, AHA 2016; Modeling and Management of Big Data, MoBiD 2016; Modeling and Reasoning for Business Intelligence, MORE-BI 2016; Conceptual Modeling in Requirements and Business Analysis, MREBA 2016; Quality of Models and Models of Quality, QMMQ 2016; and the Symposium on Conceptual Modeling Education, SCME 2016; and Models and Modeling on Security and Privacy, WM2SP 2016.

This book constitutes revised papers from the twelve International Workshops held at the 17th International Conference on Business Process Management, BPM 2019, in Vienna, Austria, in September 2019: The third International Workshop on Artificial Intelligence for Business Process Management (AI4BPM) The third International Workshop on Business Processes Meet Internet-of-Things (BP-

Meet-IoT) The 15th International Workshop on Business Process Intelligence (BPI) The first International Workshop on Business Process Management in the era of Digital Innovation and Transformation (BPMInDIT) The 12th International Workshop on Social and Human Aspects of Business Process Management (BPMS2) The 7th International Workshop on Declarative, Decision and Hybrid approaches to processes (DEC2H) The second International Workshop on Methods for Interpretation of Industrial Event Logs (MIEL) The first International Workshop on Process Management in Digital Production (PM-DiPro) The second International Workshop on Process-Oriented Data Science for Healthcare (PODS4H) The fourth International Workshop on Process Querying (PQ) The second International Workshop on Security and Privacy-enhanced Business Process Management (SPBP) The first International Workshop on the Value and Quality of Enterprise Modelling (VEnMo) Each of the workshops discussed research still in progress and focused on aspects of business process management, either a particular technical aspect or a particular application domain. These proceedings present the work that was discussed during the workshops.

A Business Process Management Guide for Managers and Process Professionals

Work, Planning and Collaboration Under the Impact of Social Technology

TOGAF® Business Architecture Level 1 Study Guide

Managing Digital

Architecture-Driven Modernization Case Studies

Best Practices for Knowledge Workers