



construct of any bank will be of significant benefit to the industry. When compared to an increasing number of proprietary designs, a dedicated industry standard, like BIAN, provides the following main benefits: • It enables the more efficient and effective development and integration of software solutions for and between banks; • It significantly lowers the overall integration costs; • It improves the operational efficiency within and between banks and provides the opportunity for greater solution and capability re-use within and among banks; • It supports the current need for more industry integration and collaboration through the usage of (open) APIs; • It supports the adoption of more flexible business service sourcing models and enhances the evolution and adoption of shared third party business services; • It supports FinTechs and RegTechs to gain an easy insight in the complex financial services industry structure. This book is intended for those enterprise, business and solution architects in the financial services industry (FSI) who are interested in applying the BIAN Industry Standard in their organization. It will provide readers with in-depth knowledge to help them understand the full construct of BIAN artifacts, how to apply them and how they can contribute to help the BIAN standard fulfill their (organization's) needs. The authors of the book expect the readers to have an in-depth knowledge of IT architectural principles and methodologies.

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).

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.

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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.

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.

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.

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.

Emily is feeling rebellious. Emily – the embodiment of many young business people the authors have worked with on system projects – faces a wall of "you don't understand how complex it is". She is told: "You do not have enough experience to make changes", "Best we keep going with the current work the way it is", and "We will think about improvements later." Emily becomes disillusioned and disempowered. Emily's Rebellion presents a new method of removing the complexity from business processes and information systems called the 'Transaction Pattern'. Emily has learned about Service Design and loves it, but she needs a way to bridge the gap between her customer-focused service blueprint and the technical-minded developers. The Transaction Pattern is Emily's bridge. It breaks down a service design into transactions and then into a generic pattern of phases and tasks that commonly recur. This structured approach, based on the pattern, readily specifies business requirements for system development and process implementation. Emily's Rebellion seeks to embolden people like Emily who are required to inhabit the space between the everyday operations of their business and technology 'improvement' and digitization projects. You can effect change today with simple steps – it does not have to be so complex. Walk with Emily as she discovers a new path to get better business outcomes from IT projects.

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.

Agile Practice Guide – First Edition has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

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.

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 new core guidance from OGC describes why, when and how to use project, programme and portfolio office (P3O) models. It describes what a P3O is, defining the two key types of P3O and goes on to answer the question: "why have P3Os and what value-add do they bring to the organisation?" It also includes business cases, funding models for set-up and ongoing costs and performance measures. The book looks at the lifecycle of a P3O and describes the use of a project based approach to scoping and setting up a suitable P3O model within an organisation. And it includes checklists for start-up, continuous improvement, and reviving and closing down temporary offices.

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.

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