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BUSINESS PROCESS MANAGEMENT IN PRACTICE 2006

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**Je souhaite m'inscrire au SEMINAIRE sur l'ENTERPRISE ARCHITECTURE,
les 30,31 mai & 1 juin 2006 à PARIS¹, à la maison des Polytechniciens, 12 rue de Poitiers – Paris 7e**

I would like to register for the BPM Seminar, in PARIS, on May 30,31 & June 1

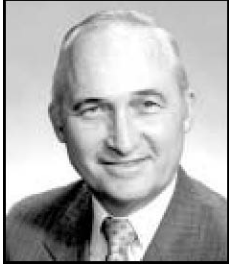
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Special "Club Urba-EA" member registration fees

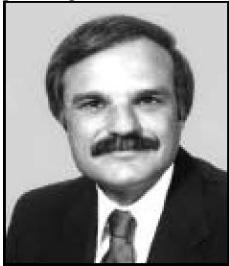
¹ Pour garantir la qualité et la fidélité de cette prestation de haut niveau, le séminaire sera entièrement tenu en langue anglaise.
In order to guarantee the quality and accuracy of this high-level conference, this seminar will be entirely held in the English language

IMPLEMENTING & MANAGING ENTERPRISE ARCHITECTURE

When will the time be “right” for enterprise architecture?



John Zachman authored the Framework in the 80's and conducts seminars worldwide on its use and implementation. The Zachman Framework is widely accepted as the definitive work in this field. John Zachman now operates Zachman International, an information systems planning and education consulting



practice.
Samuel Holcman a recognized expert in the research and application of business process engineering and enterprise architecture. He is widely recognized as an informative and visionary speaker whose implementation successes lend credibility and value to the content he provides. Mr. Holcman is president of ZIFA.

The zachman framework

As technology extends its reach into every facet of the enterprise, information practitioners recognize the growing importance of enterprise architecture to the continued success and growth of the organization. Enterprise architecture shows the business as it is today, depicts it as it would like to be in the future, and provides a “blueprint” for getting there.

The Zachman Framework for Enterprise Architecture establish a common vocabulary and set of perspectives – a framework – for defining and describing today's complex enterprise systems.

The Zachman Framework has become the model around which major organizations worldwide view and communicate their enterprise information infrastructure.

Based on the Zachman Framework for Enterprise Architecture, this 3-day seminar & workshop includes a step-by-step guide and workplan to achieve a workable architecture!

Enterprise Architecture is more critical than ever. Explicit representations of the business are an absolute imperative for an orderly business transformation. It aligns the activities of the information systems organization with the mission, goals, and strategic intent of the business

Organizations understand how to manage change in complex, highly dynamic environments realize that explicit representations are imperatives to managing change: The time for Enterprise Architecture is now!

SEMINAR & WORKSHOP OVERVIEW

You will learn **what** to do, **how** to do it, and **how long** it will take. In addition to understanding the concepts and issues, this workshop includes:

How to develop and manage an Enterprise Architecture:

The Zachman Framework for Enterprise Architecture

What needs to be done:

The Quick Start Implementation Plan

The timeframe required to implement enterprise architecture:

Your Working Plan

In this workshop, you will obtain an understanding of how to implement enterprise architecture in your organization. The Zachman Framework provides a tool by which all participants can view the enterprise from

their own perspectives and easily understand how their roles impact, or are impacted by, others.

Who should attend ?

This seminar is essential for: Senior Vice Presidents, Directors, Chief Information Officers, Chief Technology Officers, Business Strategists, IS Strategists, Technology Strategists, Enterprise Architects, Technology Architects, Information Architects

SEMINAR & WORKSHOP OUTLINE

Enterprise Architecture and the Business
The Zachman Framework
Assumptions, Discontinuities, and Resistance to Change
Architecture Realized
Planning for Enterprise Architecture
Developing the Enterprise Architecture Models
Understanding the Enterprise through Analysis
What Enterprises are Actually Doing-A Sampling of Real Architecture Models
Doing the Work
Ongoing Enterprise Architecture Activities

BUSINESS PROCESS MANAGEMENT IN PRACTICE

Building a Process-Centric Organization and Managing Process Management



Roger T. Burlton is the founder of Process Renewal Group and author of the widely-read book *Business Process Management: Profiting from Process*. He is considered a global industry leader in the introduction of innovative yet practical approaches for process and organizational change. He is regarded as a realistic practitioner and exceptional speaker and facilitator. Mr. Burlton has chaired several high-profile conferences on Advanced Business and Information Management around the world. To date, he has conducted over five hundred seminars and has presented to over twenty thousand professionals. His various business process seminars are the longest running and best known series in the world and can be found on many continents and in a number of languages. Roger has recently become a member of the executive board of BPTrends.com, the world's most respected source of BPM knowledge.

About This Seminar

This seminar provides a comprehensive up-to-the-minute examination of the state of the art and latest trends in the rapidly evolving practice of BPM. It addresses innovations in day-to-day ways of managing processes as assets of the enterprise. It focuses on maintaining the critical role that processes play in the alignment of the strategic objectives of the organization with what people do every day. It will provide you with a set of reusable and scalable methods, models and techniques. The seminar is geared to those with process experience who want to know what's new, as well as to those seeking to learn a set of pragmatic best practices packaged into a reusable BPM Framework as an overarching management discipline. The facilitated workshop sessions are highly interactive and ensure peer-to-peer learning with the other attendees.

What Makes This Seminar Unique

This seminar is unique in that it is built on lessons learned, both good and bad, from real companies, real processes and real projects. It provides you with the latest practices to deal with real and tough issues. It exposes what successful process-managed organizations have learned about what works and what does not. It shows how real change management addresses all aspects of change concurrently. It is logical. It is practical. It is comprehensive. It makes sense. It works!

The seminar's working sessions allow participants to practice key techniques in small workgroups. It is continuously updated with the newest lessons learned and consistently attracts experienced professionals and managers from a variety of industries providing significant opportunity for interaction and knowledge-sharing

Who should attend ?

- **This seminar is essential for:** Strategic Planners, Business Process Stewards, Owners and Managers, Business and Systems Analysts, Requirements Specialists, Business Executives and Managers, TQM, Lean and Six Sigma Team members, IT Leaders, Program Managers and Project Managers, Change Agents who must influence cultural and behavioral transformation, HR Professionals dealing with the introduction of new competencies and organization designs

SEMINAR & WORKSHOP OUTLINE

The Building Blocks of BPM

Enterprise Strategic Intent and Stakeholder Analysis: The Why of BPM

Workshop: What are your stakeholders' requirements?

Process Architecture and Prioritization

Workshop: What is your processes architecture?

Process Organization Strategy and Measurement Systems

Incorporating Information, Knowledge and Business Rules

Aligning Enterprise Capabilities with Processes and Establishing a Program of Change

Workshop: What are your priority processes for renewal?

Define the Process Project

Workshop: Scoping the Process Change Project

Understand the Process: Modeling the Current Process

Workshop: Building the first Level Process Model

Understand the Process: Measuring the Current Process

Workshop: Measuring the Current Process

Understand the Process: Analyzing the Process

Workshop: Analyzing the Process

Renewing the Process

Workshop: What is the new design for your process?

Human Change Management: Perceptions and Politics

Workshop: What are your Stakeholders' Concerns and how will you communicate to mitigate them?

Building a BPM Support Service

Summary

12 Steps to SOA

Techniques to Guarantee Success

David S. Linthicum



David S. Linthicum is an internationally known EAI, B2B, Web services, and SOA expert. In his career, David has formed many of the ideas for modern distributed computing including EAI (Enterprise Application Integration) and B2B application integration, approaches and technology in wide use today. In the last 2 years, David has focused on strategies and enabling technology around creating and building SOAs.

Service Oriented Architecture, or SOA, is the modern notion of connecting systems together at service levels, thus enhancing their value and promoting reuse. Indeed, enterprises are racing to enable their existing applications to externalize services, as well as building the appropriate integration infrastructure around it.

So, what's a SOA? In short, a SOA is a strategic framework of technology that allows all interesting systems, inside and outside of an organization, to expose and access well defined services, that may be furthermore abstracted to orchestration layers and composite applications.

Truth-be-told, while we've understood the value of SOA for some time now, the concept is still new to most

enterprises. Not until the advent of web services have we had a widely accepted standard and enabling technology that allows us to access all types of systems through a common services interface. In fact, we may be at a point in time where more is understood about the technology than the ways in which it fits into the enterprise. Organizations seem to adopt Web services without thought of strategic fit and function. Adoption is only half the battle.

To address strategic concerns, many enterprises are attempting to figure out how to best leverage SOA within their firewalls, as well as between organizations that are, or should be, part of their business processes. In other words, both understanding the enabling technology and putting it to good use. This seminar will attempt to take the mystery out of that process.

About the Seminar

Many may understand the notion of SOA, but very few have any idea how to get there. Truth-be-told, there is no hard and fast rule as to how one builds an SOA in their organization. Clearly, SOA is a situational thing and your mileage may vary.

However, some common patterns are emerging which may provide a step-by-step guide toward implementing an SOA, either in the fast track (revolutionary) or the slow track (evolutionary)—as long as you're on the right track.

The steps are:

1. Understand your business objectives and define success.
2. Define your problem domain.
3. Understand all application semantics in your domain.
4. Understand all services available in your domain.
5. Understand all information sources and sinks available in your domain.
6. Understand all processes in your domain.
7. Identify and catalog all services and processes outside of the domain you must leverage (services and simple information).
8. Define new services and information bound to those services.
9. Define new processes, as well as services and information bound to those processes.
10. Select your technology set.
11. Deploy SOA technology.
12. Test and evaluate.

The purpose of this seminar is to provide a step-by-step guide for those who design and build SOAs. This seminar will walk them through all of the logical steps, including defining key artifacts and providing examples of those artifacts (e.g., design documents). In essence, this seminar serves as a meta-methodology of sorts, taking the mystery out of moving an organization to a more service-oriented and real-time state.

Who should Attend?

The seminar will be presented in such a way that both developers and architects will find the information useful, many examples will be included to make the information easier to understand. Prerequisites for this seminar would be a basic understanding of Web services, and development tools and technologies.

Seminar and Workshop Outline

Step 1: Understand your business objectives, and define success. Let's face it; we're running a business, and the technology you layer into that business should add value. In other words, make for a better bottom line. Thus, it's very important to define the business objectives up front, including what defines success. Pretty scary stuff for technologists, but absolutely essential if you're to create an SOA that benefits a business. If you find this difficult to define, perhaps you need to evaluate the need.

Step 2: Define your problem domain. You can't boil the ocean, thus you must define the scope of your SOA, within an enterprise. Most SOAs are best implemented in small steps, such as moving a single division, or portion of a division, to SOA, if needed, instead of an entire enterprise all at once. Small successes lead to larger, more strategic successes over time, and you need to establish the demarcation lines at the beginning of the project to provide better focus and understanding.

Step 3: Understand all application semantics in your domain. You can't deal with information you don't understand, including information bound to behavior (services). Thus, it is extremely important for you to identify all application semantics—metadata, if you will—that exist in your domain, thus allowing you to properly deal with that data.

Step 4: Understand all services available in your domain. Service interfaces are quirky. They differ greatly from application to application; custom or proprietary. What's more, many interfaces—despite what the application vendors or developers may claim—are not true service interfaces, and you need to know the difference. Services provide behavior as well as information, thus they are service-oriented. There are some services that just produce information; those are information-oriented and should not be included in this step. We are only interested in the former at this point.

Step 5: Understand all information sources and sinks available in your domain. Next, it's important to define those interfaces that just deal with simple information. They can do one of two things: Consume information (sink) or produce information (source).

Step 6: Understand all processes in your domain. You need to define and list all business processes that exist within your domain, either automated or not. This is important because, now that we know which services and information sources and sinks are available, we must define higher level mechanisms for interaction, including all high-level, mid-level, and low level processes. In many instance, these processes have yet to become automated, or, are only partially automated.

Step 7: Identify and catalog all services and processes outside of the domain you must leverage (services and simple information). In today's real time world, automation typically does not stop at the corporate firewall. You need to identify all of the outside interfaces that systems in your problem domains interact with, or, should interact with, to provide the maximum value. These can range from EDI interactions to modern Web services connections. We need to define these interfaces with the same amount of detail as defined above.

Step 8: Define new services, composite services, and information bound to those services. This is self explanatory. You must define all new services that are to make up your SOA. These will fall into one of three categories.

First are services exposed out of existing systems, or, **legacy services**, such as ERP, CRM, legacy, etc.. These types of services are defined for you, since the services are one-to-one representations of internal application functions or interfaces exposed as Web services (typically), to facilitate integration. You should note that we are calling these 'new services,' even though many are pre-existing, because now they are accessible by your SOA, exposing true services and not proprietary interfaces. Some of these may be established through a

simple upgrade of an enterprise application (ERP, CRM, ERP, etc.) to a service-oriented version (e.g., exposing existing behaviors as Web services).

The second type of services is **composite services**, which are services unto themselves that are made up of many different services. In many instances, these services are mere interfaces to many other services and don't add much, if any, additional functionality. These are complex services, since there are so many dependencies as well as information bound to composite services that you must understand before creating your SOA.

Finally, **scratch built services** are services that are built from the ground up to be a true service. These are typically newer applications and are more under your control and useful since you're building them with an SOA in mind, and thus designing them to provide services.

Step 9: Define new processes, as well as services and information bound to those processes. At this point we should understand most of what is needed to define new processes, as well as bind them to existing processes, and automate processes previously not automated. New processes should be defined that automate the interactions of services as well as information flows to automate a particular business event or sets of events.

Step 10: Select your technology set. Many technologies are available, including application servers, distributed objects, and integration servers. The choice of technology will likely be a mix of products and vendors that, together, meet the needs of your SOA. It is very rare for a single vendor to be able to solve all problems—not that that reality has ever kept vendors from making the claim that they can.

Step 11: Deploy SOA technology. This is the “just do it” step, meaning that you've understood everything that needs to be understood, defined new services and processes, selected the proper technology set, and now it's time to build the thing.

Step 12: Test and evaluate. To insure proper testing, a test plan will have to be put in place. While a detailed discussion of a test plan is beyond the scope of this seminar, it is really just a step-by-step procedure detailing how the SOA will be tested when completed. A test plan is particularly important because of the difficulty in testing an SOA solution. Most source and target systems are business-critical and therefore cannot be taken offline. As a result, testing these systems can be a bit tricky.