

A photograph of the Chicago skyline at night, with illuminated skyscrapers and their reflections on the water. The image is framed by a dark blue border at the top and bottom, with a red triangle pointing right on the left side of each border.

BiZZdesign

Building Strong Organizations

Training Guide BiZZdesign Academy

2010- 2011

Building Strong Organizations

The implementation of processes to improve business performance shouldn't be seen as a one-time, one-solution deal. Similarly, it is unlikely that the launch of Enterprise Architecture within an organization occurs by simply installing an architecture tool. Actually, this applies to all fields where methods, tools, procedures and best practices form an integral whole. Taking full ownership of this expertise is what precisely enables one to manage these instruments within an organization or while practicing consultancy. You become a professional in designing, improving, organizing and managing a business, mapping the interplay between process, organization and IT.

This brochure provides a comprehensive list of the courses available in our fields of expertise. Get training in, and perform better with:

- Enterprise Architecture Management
- Business Requirements Management
- Design, analysis and improvement of business processes
- Business Process Management
- Business Process Implementation
- Governance and Risk Management

The applicability of the methods and concepts is presented during the trainings through frequent use of examples and real situations. You gain insight to and practice with tools that effectively make these methods and concepts more useful. During in-company trainings you can contribute to this by sharing your own experiences.

BiZZdesign Academy continuously works together with clients, universities, technical institutes and national research institutes to improve its offering. The courses are guaranteed to be innovative, up-to-date and applicable.

BiZZdesign Academy is highly valued by course participants as well as corporations. A few thousand participants have already been trained! BiZZdesign Academy is certified in training courses for ArchiMate®, TOGAF™, business performance improvement through processes, Business Process Engineering, Lean/Six Sigma and GripManager®. BiZZdesign Academy has also published several books covering the abovementioned topics. Would you like to know more? Feel free to visit our website. There you will find registration information, articles and additional background information. Please do not hesitate to contact us for additional information!

Investing in training is always a good choice. A successfully completed training increases the impact you have on your organization and strengthens your position. Would you like to continue studying? The certifications from BiZZdesign Academy are an entry ticket to several technical institutes and university certification courses.

I hope to have the pleasure of meeting you (again) at one of our trainings.

Henry Franken, director BiZZdesign



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Course Structure BiZZdesign

Training Program Topics

BiZZdesign offers practical and applicable trainings on the following subjects:

- Enterprise Architecture Management
- Business Requirements Management
- Design, analysis and improvement of business processes
- Business Process Management
- Business Process Implementation
- Governance en Risk Management

This guide focuses on the field of Enterprise Architecture Management. For detailed information of the other subject areas, please contact BiZZdesign Academy.

The courses from BiZZdesign are designed for the participant to become more acquainted with and able to handle these abovementioned subjects so that these fields can effectively be implemented and managed within your organization. Each of these topics is covered in more detail in this course guide.

Course Program Structure

Each of the different training courses consist of four complementary sequential components. Namely, *master classes* (awareness courses), *foundation trainings* (introductory trainings), *practitioners trainings* (vocational trainings) and a final *masters course* (certification). All training courses can be held either as open trainings or in-company (please see section Practical Information for more).

BiZZdesign does not currently offer all of these components for all course topics. In case of interest, we most certainly will refer you to another training specialist or arrange the purchase of the training.

Master Classes

Master classes provide a short overview of the particular field, typically either a half or a whole day, and make participants aware of the issues around the chosen subject. These classes are therefore meant to increase awareness for those participating in the course. BiZZdesign can offer master classes on any of the mentioned master classes, where the exact content is determined based on the target group, keeping the desired goals in mind. Master classes are always held by experienced trainers and usually form the initiation of a change or training path.

Information on master classes are not provided in detail in this training course guide. The content and structure of the master class can be determined during a consultation.

Foundation Trainings

The second component of the training consists of the foundation trainings. These trainings offer participants an introduction to the chosen specialization, with attention to relevant methods, techniques and tools. Often several foundation trainings are offered per vocation, each with their own variations. It is therefore possible, in many cases, to combine foundation trainings.

Practitioners trainings

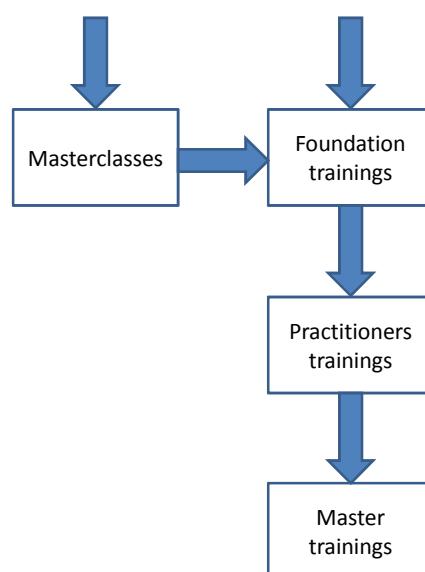
The third component of the training program consists of practitioners trainings. These trainings deliver, based on the foundation training, the necessary knowledge and skills for the different disciplines and roles (process designer, architect, etc.). In most cases, these trainings are concluded with an exam.

Master Trainings

The fourth component of the training program consists of master trainings including certifications. Certifications denote, as it were, the conclusion of the practitioner's training course in which the participant shows that he or she can independently apply the learned material in practice. The certifications also serve as feedback for the participant, in which, through coaching and reviews, the trainer evaluates the grasp the participant has on the methods and tools. The certificate indicates that the participant can apply the learned material in practice. It is therefore of great value for not only the participant but also the customer organization.

Overview Structure of Training Program

The following diagram illustrates the structure and flow possibilities of the various training courses:



Method

During the training courses several methods are presented to keep the courses varied and inspiring, allowing for optimal learning of the knowledge and skills gained. Group assignments, individual assignments, practical case studies and hands-on exercises enrich and support the presentations given during the trainings. Participants are not only able to but are also encouraged to share their own experiences and cases. Homework is also assigned during the practitioners training course to be completed between training days. These assignments are then discussed on the scheduled training days. Practitioners training courses are usually concluded with a (short) exam.

Enterprise Architecture

Responding quickly and flexibly to changing customer needs and company goals is of vital importance to companies. The consequential changes in strategic goals, principles, products, processes, organization, applications and infrastructure are large and need to be taken into consideration well in advance. Increasingly, organizational architecture is used for strategy and design. This encompasses companywide interdependent (enterprise) architectures instead of isolated technological architectures. Enterprise architecture is a description of, among others, products, services, processes, organization, data, applications and technology in which business aspects and IT aspects are integrated.

Why has enterprise architecture only recently gotten so much attention? There are several reasons for this:

- Organizations appear to find it more difficult to be capable of change because 'everything is interconnected'. An understanding of the connection is missing: where do the mutual connections lie? Which ones need to be changed or broken down?
- Organizations seek possibilities to rationalize the application landscape. There are too many varying but mutually overlapping applications active. How can one rationalize responsibly?
- Investing in new IT is cumbersome and difficult to motivate because alignment with the business is missing. Thus the positive effect on the strategy and business management of the organization cannot be demonstrated. Apart from the fact that IT also needs regular maintenance and updating, the value of this type of investment must be demonstrated in promoting activity and increasing the power and flexibility of the organization.
- Many organizations chose to outsource a variety of general and technical services, IT services, and sometimes entire primary business processes. In practice, these outsourced implementations appear to be difficult to control. Service level agreements are not met and there is uncertainty in the contact points between customer and supplier. These points are in respect to several business and IT aspects, with business processes as the primary switch.
- Last but not least, another reason is the quest for and implementation of service oriented architectures. In the future, the components (processes, organization and IT) within an organization will work more closely together by offering each other services. Decoupling by means of services increases flexibility. New products and services can quickly be created with processes that make use of a library with available services.
- The implementation of a service can be maintained without a business process being aware of it. There are more intended benefits. But how do you start with a library service? What is the structure, characterization and coherence? Enterprise architecture can play an important role in resolving these issues.

Architecture arises from a reflection of interests. An architectural viewpoint conforms to the wishes of the stakeholder, that often represents and manages an aspect or a particular business domain. A viewpoint describes which architectural domains are relevant to the stakeholder and how these domains should be visualized and can be connected with an architectural domain (for example an application domain) or a cross-section of several domains regarding a particular aspect (for example the maintenance of a design principle).

By looking at enterprise architecture in such a way these so-called views, visualizations of (a part of) the architecture in accordance with a viewpoint, come to be. Even though views and architectural models are separated in domains and cross-sectioned, these domains and cross-sections have substantial mutual relationships and the results should be presented in functional relatedness. Decision making should be based on the analysis and impact-of-change on all domains, not on isolated views of one domain.

With enterprise architecture, business change can be prepared for and driven, the impact-of-change can be analyzed in advance, and a grip on a flexible alignment of IT and business can be realized. Examples of architectural viewpoints in the enterprise architecture and business process paths of today are products and services, business functions, processes, organization, data, applications and technology. The architectures guide in the improvement of the lifecycle of business management. They are also co-factors involved, in line with the strategy, mission and goals of the business which depict the relationship with the agreed upon design principles. In addition, it also provides guidelines for how impact-of-change can be assessed and managed.

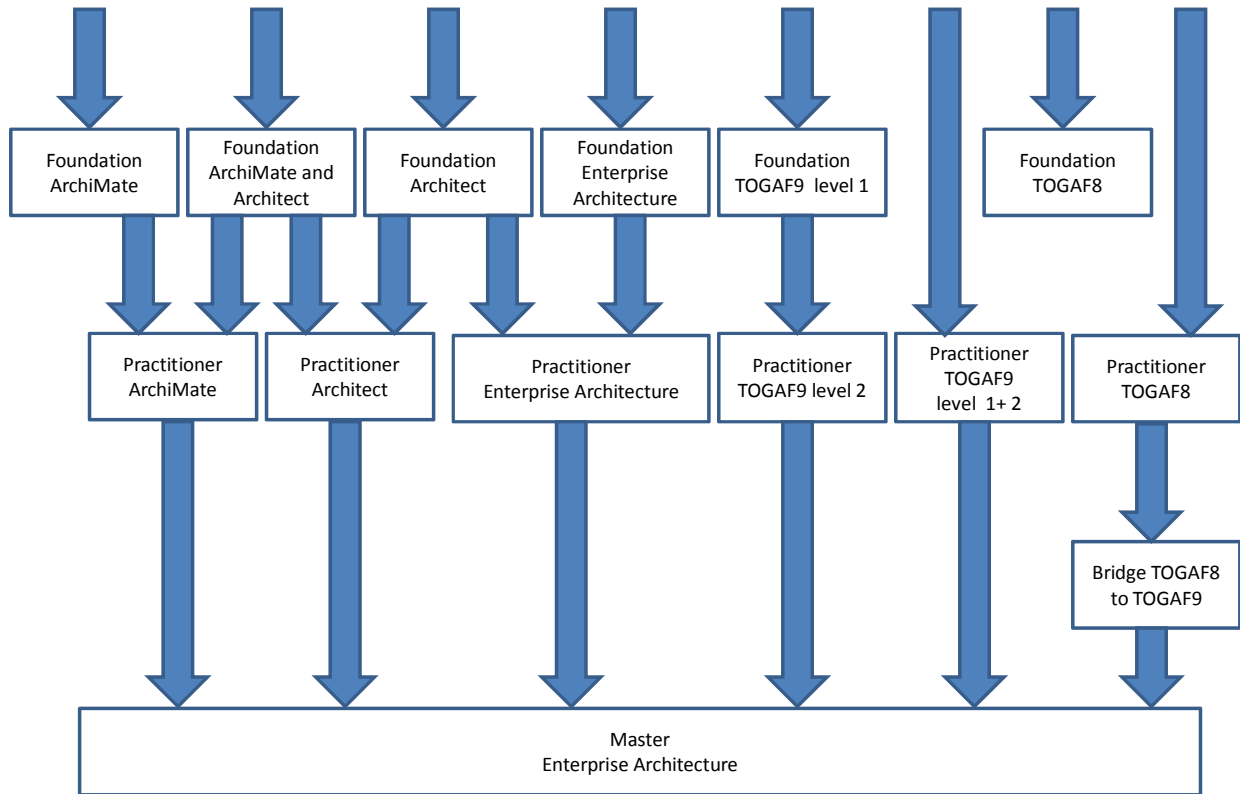
To effectively shape communication, planning and decision making with the help of architectures, insight into and visualization of the connection between architectural domains is of great importance. For that very reason it is possible to inform the different stakeholders about the planned investments and changes. It is also possible to estimate and communicate the impact of change. Architectures do not always remain the same but must be maintained and adjusted. Above all, an understanding in the mutual interdependencies is essential.

Business development architecture is pressured by short-term thinking. Often the architectural decisions are aimed for the long-term and sometimes obstruct tangible design solutions in the short-term. Some examples are infrastructure, information services, or security aspects. In a specific design project with a short time-to-market, stringent architecture constraints would be viewed as a nuisance. In the long term, however, the entire organization benefits from, for example, an infrastructural choice that reduces the total cost of ownership or a security service that functions unambiguously.

In short, a company's mission benefits from a clear architecture that is easily understood by the various stakeholders. The visualization hereof helps directors, clients, designers and users in effective communication, planning and decision making. In this way new projects gain direction and a provide clear picture of the situational scope.

Possible training paths

The various foundation and vocational trainings for Enterprise Architecture can be combined as follows:



Master classes Enterprise Architecture

Master classes provide, usually in a half or whole day training session, an overview of the Enterprise Architecture field and give insight into the issues that are at play within enterprise architecture. Master classes are meant to create awareness for the participants. Possible topics of a master class Enterprise Architecture are:

- An overview of Enterprise Architecture
- The value of Enterprise Architecture
- TOGAF
- ArchiMate
- Tools for Enterprise Architecture
- Enterprise Architecture and Business Process Management

It is also possible to cover other topics of enterprise architecture. For more information on this please contact BiZZdesign.

Foundation training ArchiMate

Introduction

Business architecture, or 'enterprise architecture', is comprised of a consistent set of principles, methods and models for the design and realization of processes, information services, technical infrastructure and organizational design. Within companies there are several types of architectural domains such as business-, process-, application-, information- and technical architectures. The language ArchiMate, the standard at The Open Group, provides an integration between domains together with architectural and visualization techniques. With these architectural and visualization techniques that map the connections and relationship between the varying domains, ArchiMate provides the enterprise architect with unique tools to support and improve the architectural process.

Such instruments must also assist the architect in communicating with other stakeholders, such as managers and software developers.

Goal

After completion of the training:

- You will have background knowledge of ArchiMate
- You will have knowledge and experience with the ArchiMate-language for the modeling and defining of architectures
- You will have knowledge and experience with the ArchiMate-language and the techniques for visualizing architectures

Contents

- Causes of ArchiMate development
- The meta-model of ArchiMate
- Concepts of Enterprise Architecture
- Concepts of Application Architecture
- Concepts of Technology Architecture
- The relationships between architecture domains
- Modeling with ArchiMate
- Views and viewpoints
- Visualization of architectures
- Tool support for ArchiMate

Target Group

This training is meant for those that wish to learn more generally about ArchiMate, or for those that wish to begin using ArchiMate. It is suitable for business-, enterprise-, and IT- architects, IT-managers, consultants and project managers.

Course design

With the use of presentations and exercises the participant will become acquainted with ArchiMate.

Prerequisites

None

Additional Information

This is a one day course and can be combined with the foundation training Architect and/or the foundation training TOGAF. Additionally there are certification trainings for ArchiMate. See practitioners training for more information.

Foundation training Architect

Introduction

The use of a good and flexible tool for enterprise architecture is of great added value to enterprise architecture developments in organizations. Additionally, it increases the acceptance of architecture implementation and the architects supporting these endeavors. Aspects such as quality, ambiguity, consistency, management and rapidity will especially benefit from the implementation of a tool, resulting in a great improvement for the organization and the architect. Enterprise architecture tools are aimed at, among others, the capturing, visualizing and analyzing of the connection between architectural domains and services, impact of change analyses, etc. BiZZdesign Architect is a frequently used tool for the capturing, visualizing and analyzing of enterprise architecture. Architect makes use of the modeling language ArchiMate for these purposes.

Goal

After completion of the training the participant has:

- An overview of the modeling language ArchiMate for describing architectures
- The knowledge and skills of the support that BiZZdesign Architect provides for modeling, visualizing and analyzing enterprise architecture

Contents

- An overview of ArchiMate-concepts for architecture
- Modeling in BiZZdesign Architect
- Viewpoints and views in Architect
- Visualizing enterprise architecture in Architect
- Analyzing enterprise architecture in Architect
- Documenting enterprise architecture in Architect
- Publishing from Architect
- Collaborating with Architect

Target Group

This training is meant for those that wish to begin using BiZZdesign Architect. Persons interested usually are business-, enterprise- and IT- architects, as well as IT-managers, consultants and project managers.

Course design

Through the use of presentations and practice exercises the participant will learn how to use BiZZdesign Architect.

Prerequisites

None.

Additional information

This is a two day course and can suitably be combined with the foundation training ArchiMate and/or the foundation training TOGAF.

Foundation training ArchiMate and Architect

This three day training combines the foundation trainings ArchiMate and Architect. For course contents and descriptions please refer to the sections of the abovementioned trainings.

Foundation TOGAF 9 (level 1)

Introduction

The Open Group Architecture Framework, TOGAF, is a detailed method with supporting techniques for the development of enterprise architecture (see www.opengroup.org/architecture). It describes the process of acceptance, production, use and maintenance of enterprise architecture. TOGAF is used worldwide by a large number of architects to design architecture fit for their organization. This training pursues the subject of TOGAF version 9 for two days. In order to be registered as a TOGAF 9 level 1 certified architect with The Open Group, a successful multiple choice exam must be completed.

Goals

After completion of the course the participant has:

- An overview of the different aspects of TOGAF
- Knowledge of the different aspects of TOGAF, particularly the Architecture Development Method, Foundation Architecture and the Enterprise Continuum
- Insight into the relationship between TOGAF and other architectural frameworks
- Insight into the relationship between TOGAF and ArchiMate
- Insight in tool support for TOGAF

Course Contents

- Introduction to TOGAF
- TOGAF components
- The ADM-process
- ADM components
- The Enterprise Continuum
- Foundation Architecture
- TOGAF and ArchiMate
- TOGAF and other architectural frameworks
- TOGAF and tool support

Target Group

This training is meant for those that wish to gain knowledge from TOGAF 9, or for those that wish to apply TOGAF 9 to their daily work. It is also appropriate for those that wish to be TOGAF 9 certified. It is of interest to business-, enterprise- and IT-architects, as well as consultants.

Course structure

Through the use of presentations and practice exercises the participant will be familiarized with TOGAF.

Prerequisites

None

Additional Information

This is a two day training that can be complemented by continuing with the TOGAF 9 level 2 training. This training goes well in combination with the foundation training ArchiMate. It is also possible to follow a combined TOGAF/ArchiMate training.

Foundation training TOGAF 8

Introduction

The Open Group Architecture Framework, TOGAF, is a detailed method with supporting techniques for the development of enterprise architecture (see www.opengroup.org/architecture). It describes the process of acceptance, production, use and maintenance of enterprise architecture. TOGAF is used worldwide through a large number of architects to design architecture fit for their organization.

Goal

After completion of the course the participant has:

- An overview and knowledgebase of the different aspects of TOGAF.
- Insight into the relationship between TOGAF and other architectural frameworks
- Insight into the relationship between TOGAF and ArchiMate
- Insight in tool support for TOGAF

Course Contents

- Introduction to TOGAF
- TOGAF components
- The ADM-process
- The Enterprise Continuum
- Foundation Architecture
- TOGAF and ArchiMate
- TOGAF and tool support

Target Group

This training is meant for those that wish to obtain a good overview of TOGAF. Therefore it is of interest to business-, enterprise- and IT-architects as well as consultants and project managers.

Course Structure

With the use of presentations and practice exercises the participant will be familiarized with TOGAF.

Prerequisites

None.

Additional Information

This is a one day course that can easily be combined with the foundation training ArchiMate and/ or the foundation training Architect. TOGAF certification courses are also available. (For more information please refer to the practitioners training section.)

Foundation training Enterprise Architecture

Introduction

Recently, enterprise architecture has attracted much attention. Meanwhile, every consultancy firm in the field of processes, organization and IT have formed an opinion about it. Enterprise architecture describes, among others, products, services, processes, organization, data, applications and technology in which business aspects and IT aspects are integrated. This foundation training gives an overview of the discipline of enterprise architecture, relevant frameworks, languages and tools.

Goal

After completion of this course:

- You will have an overview of the discipline of enterprise architecture
- You will have an overview of the use and need of enterprise architecture
- You will have general knowledge of ArchiMate, TOGAF and other relevant frameworks
- You will gain insight to the possibilities the supporting tools can offer

Course Content

- Insight to the enterprise architecture concept
- A general overview of current architectural frameworks
- General knowledge of the ArchiMate modelling language for depicting architectures
- General knowledge of TOGAF
- The added value of using enterprise architecture tools

Target Group

This training is ideal for those that wish to gain general insight in the enterprise architecture discipline.

Course Structure

With the use of presentations and practice exercises the participant will be familiarized with this discipline.

Prerequisites

None

Additional information

This is a one day course and can be combined with the foundation training ArchiMate and/or the foundation training TOGAF and/or the foundation training Architect.

Practitioner ArchiMate

Introduction

Enterprise architecture consists of a set of principles, methods and models for the design and realization of processes, information services, technical infrastructure and organizational design. Within the world of business different architectural domains exist, such as business-, process-, application-, information- and technological architectures. The language ArchiMate, the standard within The Open Group, brings about the integration between domains with architectural visualisation techniques. Along with these techniques bringing forth the connection and relations between the differing domains, ArchiMate provides the enterprise architect with unique tools for the support and improvement of the architectural process. In this two day practitioners course, concluded by a short exam, you will learn in detail about ArchiMate. Registration as an ArchiMate certified architect through The Open group (with successful completion of the exam) is included with this training.

Goal

After completing the training you will:

- Have solid background knowledge of ArchiMate
- Have knowledge of and experience with the ArchiMate language for modelling and describing architectures
- Have knowledge and experience with the ArchiMate language and techniques for visualizing architectures

Course Contents

- Background in the developments of ArchiMate
- The ArchiMate meta model
- Concepts of enterprise architecture
- Concepts of application architecture
- Concepts of technology architecture
- Relationships between architectural domains
- Modeling with ArchiMate
- Views and viewpoints
- Visualization of architectures
- Tool support for ArchiMate
- ArchiMate and TOGAF
- ArchiMate and other modeling languages

Target Group

This training is meant for those that are going to be working with ArchiMate. This includes, among others, business-, enterprise- and IT-architects, as well as consultants and project managers

Course Structure

With the use of presentations and exercises the participant will be familiarized with ArchiMate.

Prerequisites

Foundation training ArchiMate

Additional Information

This is a two day course. The course goes well in combination with the practitioners training TOGAF. It is also possible to follow a combined TOGAF/ArchiMate practitioners course.

Practitioner TOGAF 9 (level 2)

Introduction

The Open Group Architecture Framework, TOGAF, is a detailed method for the development of enterprise architecture with the use of useful techniques. It describes the process of acceptance, production, use and maintenance of enterprise architecture. TOGAF is used worldwide by many architects in order to design a fitting architecture for the enterprise. During this practitioners training you will study TOGAF version 9 in detail for three days. After completion of the course you will be registered as a certified TOGAF 8 architect. In order to obtain an TOGAF 9 level 2 certification from The Open Group, a successful completion of a multiple chose open book exam is necessary.

Goal

After completing the training you will:

- Have a good overview of the different aspects of TOGAF
- Have gained detailed knowledge of the different aspects of TOGAF, specifically the Architecture Development Method, the Foundation Architecture and the Enterprise Continuum
- Have insight in the relationship of TOGAF to other architectural frameworks
- Gain insight in the relationship between TOGAF and ArchiMate
- Have knowledge of the tool support available for TOGAF

Course Contents

- Introduction to TOGAF
- Aspects of TOGAF
- The ADM process
- Aspects of ADM
- The enterprise continuum
- The Foundation Architecture
- TOGAF and ArchiMate
- TOGAF and other architectural frameworks
- TOGAF and tool support.

Target group

This training is ideal for those that wish to utilize TOGAF 9 for daily tasks, or for those that certification of importance is. It is of interest for business-, enterprise- and IT-architects as well as consultants.

Course structure

With the use of presentations and exercises the participant will be familiarized with TOGAF.

Prerequisites

Foundation training TOGAF 9 level 1

Additional information

This is a three day training. During the training you will receive a copy of the TOGAF book. The training is suitable to be combined with the practitioners training ArchiMate. It is also possible to follow a combined TOGAF/ArchiMate practitioners course.

Practitioner TOGAF 9 complete (level 1 and 2)

Introduction

The Open Group Architecture Framework, TOGAF, is a detailed method for supporting the development of enterprise architecture (Please refer to www.opengroup.org/architecture for more information.). It describes the process of acceptance, production, use and maintenance of enterprise architecture. TOGAF is used worldwide by many architects to develop a fitting architecture for the enterprise. In this 5 day practitioners training you will study TOGAF version 9 in detail. After successful completion of the course you will be registered as a TOGAF 8 certified architect. In order to become a registered TOGAF 9 level 1 and 2 certified architect at The Open Group, you must first successfully complete a multiple choice exam.

Goal

After completion of this course you will:

- Have a good overview of the different aspects of TOGAF
- Have gained detailed knowledge of the different aspects of TOGAF, specifically the Architecture Development Method, the Foundation Architecture and the Enterprise Continuum
- Have insight in the relationship of TOGAF to other architectural frameworks
- Gain insight in the relationship between TOGAF and ArchiMate
- Have knowledge of the tool support available for TOGAF

Course Contents

- Introduction to TOGAF
- Aspects of TOGAF
- The ADM process
- Aspects of ADM
- The enterprise continuum
- The Foundation Architecture
- TOGAF and ArchiMate
- TOGAF and other architectural frameworks
- TOGAF and tool support

Target Group

This training is ideal for those that wish to utilize TOGAF 9 for daily tasks, or for those that certification of importance is. It is of interest for business-, enterprise- and IT-architects as well as consultants.

Course Structure

With the use of presentations and exercises the participant will be familiarized with TOGAF.

Prerequisites

None

Additional Information

This is a three day training. During the training you will receive a copy of the TOGAF book. The training is suitable to be combined with the practitioners training ArchiMate. It is also possible to follow a combined level 1 and level 2 TOGAF training.

Bridge TOGAF 8 to TOGAF 9

Introduction

The Open Group Architecture Framework, TOGAF, is a detailed method for supporting the development of enterprise architecture (Please refer to www.opengroup.org/architecture for more information.). It describes the process of acceptance, production, use and maintenance of enterprise architecture. TOGAF is used worldwide by many architects to develop a fitting architecture for the enterprise. It is possible for TOGAF 8 certified architects to study TOGAF version 9 in detail through this course. In order to be registered by The Open Group as a TOGAF 9 level 2 certified architect, you must first successfully complete a multiple choice exam.

Goal

After completion of this course you will:

- Have a good overview of the different aspects of TOGAF
- Have gained detailed knowledge of the different aspects of TOGAF, specifically the Architecture Development Method, the Foundation Architecture and the Enterprise Continuum
- Have insight in the relationship of TOGAF to other architectural frameworks
- Gain insight in the relationship between TOGAF and ArchiMate
- Have knowledge of the tool support available for TOGAF

Course Contents

- Introduction to TOGAF
- Aspects of TOGAF
- The ADM process
- Aspects of ADM
- The enterprise continuum
- The Foundation Architecture
- TOGAF and ArchiMate
- TOGAF and other architectural frameworks
- TOGAF and tool support

Target Group

This training is ideal for those that wish to utilize TOGAF 9 for daily tasks, or for those that certification of importance is. It is of interest for business-, enterprise- and IT-architects as well as consultants.

Course Structure

With the use of presentations and exercises the participant will be familiarized with TOGAF.

Prerequisites

Participants should be TOGAF 8 certified.

Additional Information

This training is given in two days (usually in a Block). During this training you will receive a copy of the TOGAF book. The training is suitable to be combined with the practitioners training ArchiMate. It is also possible to participate in a combined TOGAF/ArchiMate practitioners training.

Practitioner TOGAF 8

Introduction

The Open Group Architecture Framework, TOGAF, is a detailed method for supporting the development of enterprise architecture (Please refer to www.opengroup.org/architecture for more information.). It describes the process of acceptance, production, use and maintenance of enterprise architecture. TOGAF is used worldwide by many architects to develop a fitting architecture for the enterprise. During this practitioners training you will study TOGAF version 8 in detail. This course is concluded with a small exam. Registration as a TOGAF certified architect by The Open Group is included in this training. Certification is granted if there are no absences as well as a satisfactory exam score.

Goal

After completion of this course you will:

- Have a good overview of the different aspects of TOGAF
- Have gained detailed knowledge of the different aspects of TOGAF, specifically the Architecture Development Method, the Foundation Architecture and the Enterprise Continuum
- Have insight in the relationship of TOGAF to other architectural frameworks
- Gain insight in the relationship between TOGAF and ArchiMate
- Have knowledge of the tool support available for TOGAF

Course Contents

- Introduction to TOGAF
- Aspects of TOGAF
- The ADM process
- Aspects of ADM
- The enterprise continuum
- The Foundation Architecture
- TOGAF and ArchiMate
- TOGAF and other architectural frameworks
- TOGAF and tool support

Target Group

This training is ideal for those that wish to utilize TOGAF 9 for daily tasks, or for those that certification of importance is. It is of interest for business-, enterprise- and IT-architects as well as consultants.

Course Structure

With the use of presentations and exercises the participant will be familiarized with TOGAF.

Prerequisites

None

Additional Information

This training is given in four days (usually in two blocks of two days). During this training you will receive a copy of the TOGAF book. The training is suitable to be combined with the practitioners training ArchiMate. It is also possible to participate in a combined TOGAF/ArchiMate practitioners training.

Practitioner Enterprise Architecture Management

Introduction

During this six day professional Enterprise Architecture training, a follow up to the Foundation Training Enterprise Architecture, the field of enterprise architecture is covered more in depth. Topics such as working with architecture, languages and frameworks for architecture, business architecture, application architecture, technical architecture, the analysis of architecture, maturity levels, tool support for enterprise architecture, governance and architecture, SOA etc. are covered during this training. Presentations, case studies, and exercises are used during the training to enable you to quickly learn about the field.

Goal

After completion of this course you will:

- Have an overview of the field of enterprise
- Have an overview of the usefulness and necessity of enterprise architecture
- Have a knowledge of ArchiMate, TOGAF and other relevant frameworks
- Be able to implement tools to give form to and analyze enterprise architecture

Course Content

- Business case for enterprise architecture
- The architectural process
- Setting up an architectural practice
- Maturity levels in architecture
- Project- and reference architectures
- Communicating architectures
- Governance and architectures
- Viewpoints and views
- Modelling and analyzing architectural principles
- Modelling and analyzing business architectures
- Modelling and analyzing application architectures
- Modelling and analyzing technical architectures
- ArchiMate and TOGAF
- Frameworks and tools for enterprise architectures.

Target Group

This training is ideal for those that wish start with enterprise architecture. It is of interest for business-, enterprise- and IT-architects as well as consultants and project managers.

Course structure

With the use of presentations and exercises the participant will be familiarized with enterprise architecture.

Prerequisites

Foundation Enterprise Architecture or Foundation ArchiMate. Foundation Architect.

Additional Information

This is a 6 day training (usually divided into three blocks of two days). During the training you will receive an Enterprise Architecture Handbook. The training is suitable to be combined with the practitioners training ArchiMate. It is also possible to follow a combined practitioners TOGAF/ArchiMate training.

Practitioner Architect

Introduction

The use of a good and flexible tool for enterprise architecture is of great added value for the implementation of enterprise architecture within organizations. It also increases the acceptance of architecture and architects within an organization. Specifically aspects such as quality, unambiguity, consistency, management and speed result in a large improvement for the organization and architect with the use of such a tool. Enterprise architecture tools are aimed at capturing, visualizing and analyzing enterprise architecture. Architect uses the modeling language ArchiMate for this purpose.

Goal

After completion of this course you will:

- Have the knowledge and skills of the support that BiZZdesign Architect offers for modeling, visualizing and analyzing enterprise architecture
- Knowledge and skills for configuring BiZZdesign Architect

Course Contents

- Overview of the ArchiMate concepts for the describing of architectures
- Modeling in BiZZdesign Architect
- Viewpoints and views in Architect
- Visualizing enterprise architecture in Architect
- Analyzing enterprise architecture in Architect
- Queries in Architect
- Working with Architect
- Repository
- Configuring Architect: profiles and viewpoints
- Importing and exporting data

Target Group

This training is meant for those that are going to work with BiZZdesign Architect and those that wish to learn more about the use of this tool. It is of interest to business-, enterprise- and IT-architects, as well as software administrators

Course Structure

With the use of presentation and (hands-on) exercises, the participant will learn about the use of the tool BiZZdesign Architect.

Prerequisites

Foundation training Architect and foundation training ArchiMate

Additional Information

This training is a two day course. This training is suitable to be combined with the practitioners training ArchiMate and/or the practitioners training TOGAF.

Master Enterprise Architecture Management

Introduction

The various practitioners trainings of Enterprise Architecture can be concluded at a master level with an individual certification path. Certification is essentially the final exam of the training, whereby a participant shows that he or she can independently apply the learned material in practice. Additionally, the trainer gives feedback via coaching and reviews on the handling of the methods and tools by the participant. The certificate indicates that the participant can use the learned material in practice and is therefore of added value to not only the participant but also the customer organization.

Goal

The goal of this course is to guide and coach the participant in applying the learned material from the practitioners trainings to enterprise architecture in practice.

Course Contents

The participant carries out an assignment related to the contents of the previously completed practitioners training. Before, during and after the assignment meetings are held between the participant and the trainer about the approach and execution of the project. The most important deliverables of the project (project description, action plan, modeling, reporting etc.) are also reviewed by the trainer. Based on this information the participant receives tips for improvements. When necessary personal coaching for individual participants (or a group of participants) can take place. For example, the supervisor can assist the participant in choosing further steps and the right approach. In this way, the participant is assisted in applying the methodology and tools needed to reach a better project result.

After carrying out the above described certification path, the completion of certification takes place. Based on the completed project suggestions are made (if necessary) to enable further growth. The participant will receive proof of certification and will be logged in the registry of certified architects of BiZZdesign.

Target Group

Anyone that has completed a practitioners training in enterprise architecture and wishes to apply this, with supervision, in practice. The project can, for example, have to do with (applying and handling) TOGAF, ArchiMate, BiZZdesign Architect or enterprise architecture in general.

Course Content

See introduction.

Prerequisites

Any of the practitioners trainings covering enterprise architecture.

Additional information

Time investment and costs strongly depend on the intended practical assignment. For an estimate please contact BiZZdesign Academy.

Business Requirements Management

Organizational changes are in many cases large, difficult and complex. There are many stakeholders involved in these changes and every stakeholder has his or her own needs and wishes. Changes are related to all aspects of an organization, from services, processes and IT to technical infrastructure. Due to this it is becoming increasingly difficult to create solutions and requirements that satisfy the complex and often vague needs of all stakeholders. This leads to incorrect and conflicting requirements and results in through the roof costs and delays projects.

With Business Requirements Management (BRM) these issues can be addressed. BRM is involved in analyzing the changing needs of organizations. BRM focuses on identifying the various stakeholders, their needs (in terms of goals), the relation between these goals, the business requirements and securing these requirements within the organization. Through specifying goals it becomes easier to identify the right requirements that are necessary to achieve the desired change. This approach creates a smaller change of forgetting or misinterpreting requirements. If requirements need to be identified or altered later in the process then the costs will increase. Through clearly identifying the stakeholder's needs, it is possible to identify and solve conflicting needs between the various stakeholders. Identifying conflicts when it's too late leads to delays and higher costs because parts of the solution have already been achieved and much unnecessary or wrong work has been done.

An increasing amount of organizations are using enterprise architecture to gain insight in the structure and impact of change of their business processes and information services. However this requires a clear link between the requirements process and the architecture process. A good link between the requirements and architecture processes has several advantages. This combination can easily show that the architectural choices comply with the various demands of the stakeholders. The achievement of architecture in projects is made easier through BRM. Because models are already defined in terms of goals and requirements these requirements can be utilized in the projects that are responsible for achieving the architecture. This allows the experts within these projects to already have a handle on setting up detailed requirements and solutions. Another advantage of combining BRM with architecture is the achievement of a powerful form of traceability. Goals and requirements can be traced back to the organizational parts needed to achieve requirements. In this way, it is easy to analyze what the effects of changed goals and requirements are. It is also possible to perform 'bottom up' analyses to determine which goals and requirements are underlying, for example, in a certain system. This traceability also assists in the analysis of changes within the architecture; it is immediately clear which goals and stakeholders are involved in these changes.

Training combination options:

The various foundation and practitioners trainings in Requirements Engineering can be combined as follows:



Masterclasses Business Requirements Management

Master classes provide a good overview in a short amount of time (usually a half or whole day) in the field of Business Requirements Management, and make the participants aware of the issues involved in this subject. Master classes are thus also meant to shed new light on the awareness the participants already have on the subject. Possible topics for a Requirements Management master class are:

- Overview Requirements management
- Tools for Requirements management
- Enterprise Architecture and Requirements management

Other topics are also possible. Please contact BiZZdesign Academy for more information.

Foundation Business Requirements Management

Introduction

Business requirements management! We know that it is important, but do we practice it? And do we do that well?

Organizational changes are often difficult and complex. There are many stakeholders involved, that individually strive for attaining their own interests and goals. An analysis of hereof results mostly in long and complex lists of requirements. Moreover there is a lack of insight into the consistency and completeness of these lists. Incomplete, incorrect and changed requirements belong to the most important causes of failed IT projects.

BiZZdesign ensures that you get and keep a grip on your business requirements. For this we have developed a practical approach for BRM, consisting of a method, visual modeling language, analysis techniques and tooling.

Goal

After completion the participant has:

- Insight in how the relevant goals and business requirements can be determined
- Insight in determining the overlapping and conflicting requirements
- Insight in detecting forgotten and hidden requirements
- Insight in how to translate stakeholder goals to requirements for business processes and information services
- Insight in process architecture alignment with process requirements
- Insight in achieving requirements traceability
- Knowledge of the support that BiZZdesign Architect offers for requirements modeling

Course Contents

- Designing the process for business requirements management
- Creating alignment between this process and the architecture process
- Determining the scope of an organizational change
- Performing a stakeholder analysis
- Translating goals and principles to requirements in the organization
- Further translating these requirements to elements in the enterprise architecture that achieve the requirements
- Using an ArchiMate extension for recording stake holders, needs, goals, principles, requirements, and their relation with enterprise architecture
- Possible analyses of the resulting models, such as impact of change and completeness
- Using BiZZdesign Architect for making and analyzing models

Target Group

This training is meant for those that wish to generally know what requirements management is about or that would like to begin working with the BiZZdesign requirements management method and tools.

Course Structure

An overview is provided with presentations and exercises.

Prerequisites

None

Additional information

The training is a total of two days.

Business Process Engineering

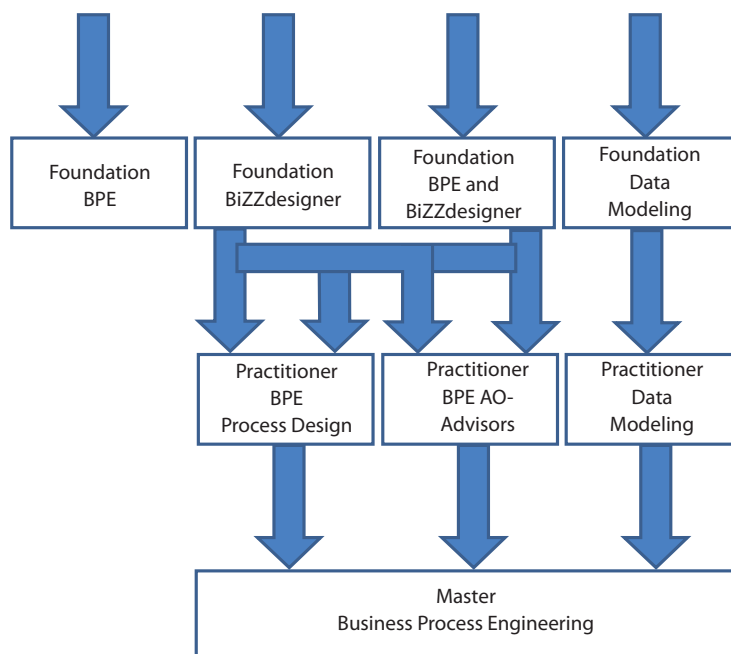
One of the primary tasks of designers, consultants and managers is the designing, improving, organizing and managing business processes, organizations and systems. This will hereinafter be named business process engineering (BPE). TO accomplish an effective BPE a uniform way of working and thinking is needed. This advances effectiveness and collaboration and creates reusability. For this, adequate methods, techniques and tools are necessary. BiZZdesign products facilitates thinking in processes and creates possibilities for a goal oriented approach and collaboration for BPE projects. The total process from drafting a business case, process vision, design, organization and management is supported.

The tool BiZZdesigner is successfully implemented at many organizations as *the* resource to manageably apply BPE. With the help of BiZZdesigner process designers, AO advisors and information analysts are able to map processes, analyze, report and publish. The best way to implement this tool is to use the guidelines of the BPE thought process.

BiZZdesigner is also ideal for relating information to process engineering issues. By capturing the data management in BiZZdesigner an overview is created making it possible to create an efficiently functioning data management system.

Training combination and continuation options:

The various foundation and practitioners trainings can be combined as follows:



Master classes Business Process Engineering

Master classes provide a good overview in a short amount of time (usually a half or whole day) in the field of Business Process Engineering, and make the participants aware of the issues involved in this subject. Master classes are thus also meant to shed new light on the awareness the participants already have on the subject. Possible topics for a Business Process Engineering master class are:

- Over view Business Process Engineering
- Designing processes
- Data modelling
- Tools for Business Process Engineering
- Enterprise Architecture and Business Process Engineering

Other topics are also possible. Please contact BiZZdesign Academy for more information.

Foundation Business Process Engineering

Introduction

The one day Foundation training BPE offers an introduction to and an overview of the approach for Business Process Engineering projects according to the BiZZdesign-method. This method is characterized by a systematic approach, expressed in step by step plans to innovate, analyze, (re) design and migrate business processes.

Goal

After completion of the course the participant has:

- Gained knowledge in the BiZZdesign method for BPE
- General knowledge of the various phases of a BPE project
- Overview of tooling options for BPE

Course contents

- What is BPE?
- BiZZdesign BPE method
 - Innovation
 - Analyses
 - (Re)Design
 - Migration
- Tools for BPE

Target Group

This training is ideally suited for those that wish to learn, in a short amount of time, about the possibilities of BPE and what the BiZZdesign methodology looks like.

Course Structure

In one day, through the use of presentations and group exercises the participant will be introduced to the most important aspects of BPE and the BiZZdesign methodology for BPE

Prerequisites

None

Additional Information

The training takes one day.

Foundation BiZZdesigner

The two-day Foundation training BiZZdesigner offers an introduction to modelling processes with the help of the tool BiZZdesigner. This tool supports the entire change process – from localizing the problem to implementation and realization of the re-design. BiZZdesigner is used for capturing, analyzing and communicating the processes. There are hands-on exercises, so that, once the training is complete, the participants can immediately start with BPE within their own organization.

Goal

After completion of the course the participant has:

- Knowledge of the support that BiZZdesign offers for modelling, visualizing and analyzing business processes
- The skills needed to independently capture processes with the use of BiZZdesigner, and how to document and report them

Course Contents

- Why make process models?
- Model business processes and organizations
 - Modelling concepts
 - Modelling approach: “How can I make a good process model?”
- Functionality BiZZdesigner – Modelling
- Functionality BiZZdesigner – Documentation
- Functionality BiZZdesigner – Reporting
- Functionality BiZZdesigner – Easy modelling analyses

Target group

This training is meant for anyone that wishes to gain knowledge and skills of BPE with the use of BiZZdesigner. Typical roles are process designer, process architects, business analysts, information analyst, administrative organization experts and process managers. Anyone wishing to participate in the training BPE practitioner or BPM practitioner needs to first follow this course.

Course Structure

Through the use of presentations and small cases with accompanying exercises the participant will be introduced to modelling processes with BiZZdesigner.

Prerequisites

None

Extra Information

This is a two day training.

Foundation BPE & BiZZdesigner

The two abovementioned trainings are well suited to be combined into a three day training. This way the participant is given an overview in the field of BPE, the BiZZdesign methodology for BPE and how this is supported by the tool BiZZdesigner.

Foundation Data Modelling

The two day Foundation Training Data Modelling offers an introduction to modelling data with the help of the tool BiZZdesigner. This training specifically looks at the modelling of data upkeep in BiZZdesigner, and how these can be connected to processes.

Goal

After completion of the course the participant has:

- Basic knowledge of the concepts that comprise a data model
- Knowledge of the support that BiZZdesigner offers for capturing data models
- The skills needed to report data models in a clear way

Course Contents

- Why make data models?
- Modelling Data:
 - Objects
 - Attributes
 - Relationships en cardinalities
- Functionality BiZZdesigner – Modelling data models
- Functionality BiZZdesigner – connection data model / process model
- Functionality BiZZdesigner – Reporting data models

Target Group

This training is suited for anyone interested in capturing data models with the goal of gaining awareness in the connection between data and the use of data in processes. This training is also the prerequisite to the Practitioner Data Modelling training.

Course Structure

Through the use of presentations and small cases with accompanying exercises, the participant will be introduced to modelling data in BiZZdesigner.

Prerequisites

None

Extra Information

This is a two day training.

Practitioner Business Process Engineering for process design

This six-day professional training Practitioner BPE for process design, a follow-up to the Foundation training, emphasizes the discipline of process design. It covers topics such as modelling and process organization, analyzing processes in the organization, designing and redesigning processes, implementing process design, process improvement techniques, etc. The BiZZdesign method is used as a guide in this. In three sessions of two days analysis, (re) design and migration approaches from this method shall be discussed.

During this training presentations, real examples and exercises (group and individual) are combined to allow the participant to learn the body of thought the fastest. Some trainings are completed with the use of the process modelling tool BiZZdesigner. Because the training is split into three sessions with intermittent periods of one month, the participants are also given homework. In the next session the assignments are discussed and sometimes even presented by the participants. This training gives the flexibility to ask questions, discuss personal cases and issues.

The candidates are also encouraged to be active and participate by sharing his or her own experiences.

The training is completed with an exam where the learned methodologies as well as skills are tested.

Goal

After completion the participant has:

- Knowledge of the methodological design of process analysis
- Knowledge of the methodological design of process (re)design
- Knowledge of the methodological support of the implementation of a process design
- Insight in the role that process models can play during changes of
- Skills to independently capture a process
- Skills to work independently to analyze a process
- Skills to work independently on (re)designing a process
- Skills to reach the abovementioned 3 goals with the use of BiZZdesigner
- Knowledge of the role of process architecture within the enterprise architecture of an organization
- Advanced knowledge of the modelling tool BiZZdesigner

Course Contents

- Process thinking
- Process analysis
 - Action Plan
 - Analysis goals
 - Capturing the process
 - Analyses with the help of process models
- Process Redesign
 - Action Plan
 - Impact analysis
 - Determining process essentials

- Creative techniques for idea generation
 - Decision support
- Migration of processes
 - Action plan
 - Role of the process designer in migration and implementation
 - Migration products
- Capturing control in processes
- Introduction to the quantitative analysis of processes
- Model for the target groups
- Process reviews
- Process architecture within the architecture of the organization
- Homework

Target Group

This training is meant for those that wish to further develop their skills in business process engineering. If you want to start with BPE in a methodological (and proven) approach, then this is the training not only helps but also your organization advance in the right direction.

Course Structure

The training consists of 6 days, divided into three two-day sessions. Between these sessions there is a time period of about one month. At the end of session 1 and 2 the participant gets a homework assignment. The participant will also take an exam during the last session. The total self study time is around 32 hours.

Prerequisites

Foundation training BiZZdesigner

Extra Information

The training is 6 days (divided into three blocks of two days)

Practitioner Business Process Engineering for AO-advisers

In many organizations AO advisers are responsible for transparent and clear capturing and publishing of processes, user manuals, tasks, responsibilities and competencies. The design of this whole that is called the “administrative body”, is very precise and requires a thorough and methodical approach.

In the theory around BPE and the BiZZdesign methodology for BPE a prominent role is set aside to capture processes and everything that is in connection with them. That is why this course is an excellent starting point for a methodological BPE approach for AO advisors.

Based on the BiZZdesign methodology for BPE and with the help of the tool BiZZdesigner the participant develops the knowledge and skills in the area of AO, process modelling, reviews and the writing of user guides.

In this training presentations, real examples and exercises (group as well as individual) are combined. Many assignments are completed with the use of the modelling tool BiZZdesigner. Because the training is split into two sessions with a month in between, the participants also get a homework assignment. Within this training the space is given to ask questions, share experiences and issues. The candidates are thus also asked to share these experiences with their peers.

The training is completed with an exam where the methodological knowledge, as well as the acquired skills is tested.

Goal

After completion the participant has:

- Knowledge of the methodological design of a process model
- Knowledge of the methodological support of the implementation of a process design
- Skills to work independently on the creation of a process
- Modelling
- Writing User Manuals
- Skills to independently analyse a process
- Based on tasks, responsibilities and needs
- Skills to support the two above-mentioned goals with the help of BiZZdesigner
- Skills to independently set up an administrative organization
- Advanced knowledge of the process modelling tool BiZZdesigner

Course Content

- Thinking in processes
- Process analysis
 - Action Plan
 - Analysis objectives
 - Capturing the process
 - Analysis with the use of process models
- Creating user manuals

- Migration of processes
 - Action Plan
 - Role of the AO advisor during migration and implementation
 - Migration products
- Capturing guidance in the processes
- Target Group oriented modelling
- Process reviews
- Homework assignment

Target Group

This training is meant for those that wish to develop further in the field of AO. Especially for those that wish to start with AO from a BPE perspective. This training also assures the further professionalization of the AO advisor.

Course Structure

The training consists of four course days divided into two sessions of two days with a month in between each session. At the end of the first session the participant is given a homework assignment. The participant also must prepare for a exam given during the last session. The total self study time is approximately 16 hours.

Prerequisites

Foundation training BiZZdesigner.

Extra Information

This training is 4 days.

Practitioner Data Modelling

During the four day practitioners training Data Modelling, a follow-up to the foundation training, the subject of data modelling is discussed in further detail. Guiding is the data-oriented design approach of BiZZdesign. This approach begins with the capturing of data that play a role in the organization (in order to complete processes, to deliver a product, etc.), and the connection between these data. Then the processes are evaluated: how can the processes be designed so that they connect in the best possible way with the data upkeep? In reality this approach designs an organization (in terms of processes, persons involved and information services), with the data as the starting point. During this training the approach is explained and practiced in detail.

During the training presentation, real examples and exercises (group and individual) are combined for the participant to quickly get a good grasp on this body of thought. Several assignments are completed with the help of BiZZdesigner. Because the training is divided into two sessions the participants are also given a homework assignment. In the second session the assignment is discussed. Within this training there is plenty of room to ask questions and share experiences and individual cases. The candidates are thus also asked to share these experiences with their peers.

The training is completed with an exam where the acquired methodological knowledge as well as skills are tested.

Goals

After completion the participant has:

- Method for methodologically creating a data model
- Knowledge of designing processes with data models as basis
- Insight in the role that data models can play during changes
- Skills to independently create a data model
- Skills to independently optimize the data model
- Skills to support the abovementioned goals through the use of BiZZdesigner
- Advanced knowledge of data modelling with BiZZdesigner

Course contents

- Data oriented modelling
 - Identify products and objects
 - Identify needed data
 - Identify involved actors
 - Identify data flow
 - Model data items and processes
- Impact analyses in relation to data use
- Capturing additional information in a data model
- Review data models
- Homework assignment

Target**Group**

This training is ideal for those that wish to further develop in the field of data modelling, and therefore also want to gain insight in the relationship between data modelling and related fields.

Course Structure

The training consists of four days, divided into two sessions of two days. At the end of session one a homework assignment is assigned. On the last day an exam will be given concluding the training. Some preparation time is needed for this. The total self study time is therefore around 16 hours.

Prerequisites

Foundation training Data Modelling.

Extra information

The training is a Total of 4 days.

Master Business Process Engineering

Participants of the training Practitioner Business Process Engineering for process design have gained much practical and applicable knowledge. However, real situations appear never to happen by the book. For this reason a participant can only call him/herself a 'BiZZdesign certified Business Process Engineer' after having already applied the knowledge gained from the BiZZdesign BPE methodology in practice. BiZZdesign offers a certification track for this.

During a certification track the participant actively initiates with a BPM challenge in his/her organization. A coach from BiZZdesign will give supervision during this time.

Goal

After completion the participant has:

- Proven to be able to apply the BiZZdesign methodology in practice
- Recognition in the form of a certificate

Course Contents

- Supervision (remote) by a coach from BiZZdesign
- The coach will deliver relevant knowledge and practical knowledge for guidance during the project
- Progress meetings during the entire project
- Assessment of the assignment and an accompanying final interview

Target Group

Those that wish to actively start with BPE within his or her organization after having completed the Practitioner training BPE. The certification process provides guidance and recognition.

Course Structure

The participant works individually on a project for which BiZZdesign will provide support.

Prerequisites

One of the practitioners trainings of BPE.

Extra Information

Time investment and costs are strongly dependent on the assignment. For an estimation you can contact BiZZdesign Academy. Completion of the certification process BPE will be in consultation with the participant and then completed in accordance. BiZZdesign will review the project prior to beginning to ensure the quality of the project. Upon successful completion of the certification process, the participant receives a certificate.

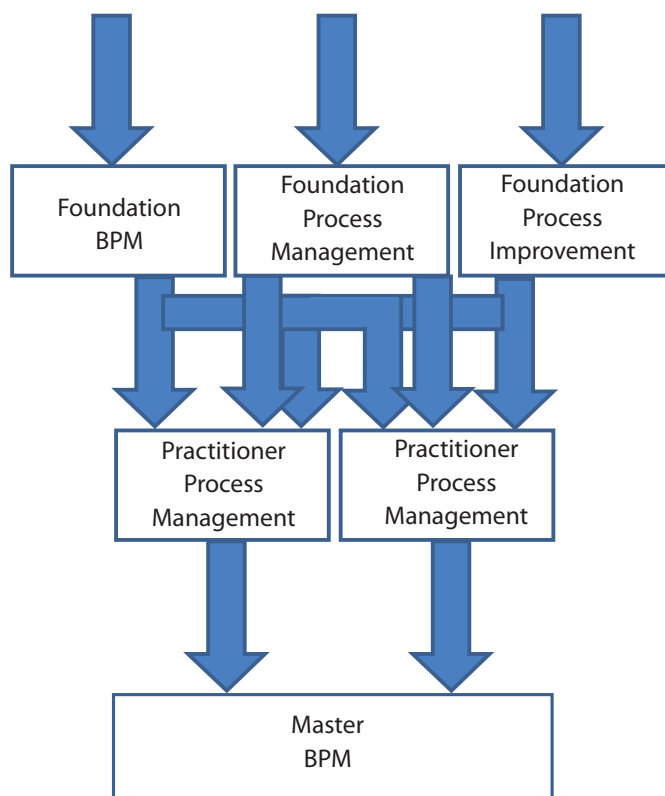
Business Process Management

More and more organizations are beginning with Business Process Management (BPM). They utilize it to improve results. But what is BPM? It is about guiding (strategic), designing (tactical) and implementing (operational) business processes. These business processes stand centrally in the organization and therefore also determine its success. Getting a good grip on the business processes can lead to a better result for the customer (quality!), a decrease in execution costs and an increase in process performance.

Companies that wish to begin with BPM need first need to take a step in adopting another way of thinking. Many organizations manage and think in terms of job descriptions, departments and products. BPM demands another point of view where the (business) processes form the basis. the first step is that employees will start thinking in processes. only after this can the steps be taken to improve and manage processes. Therefore: "Know what you do, do what you do well and if possible do it better..." Process thinking, process management, and process improvement are a central aspect in the BPM training of BiZZdesign.

Potential training pathways

The various foundation and practitioners trainings of Business Process Management can be combined as follows.



Master classes Business Process Management

Master classes give, in a short amount of time (typically in a half or whole day), a good overview of the field of Business Process Management, and make participants aware of the issues that are at play around this subject. Master classes are also meant to bring awareness to the participants. Possible subjects for a BPM master class are:

- Overview Business Process Management
- Improving processes
- Lean Six Sigma
- Tools for Business Process Management
- Business Process Management and Enterprise Architecture

Other subjects are also possible. Please contact BiZZdesign Academy for more information.

Foundation training Business Process Management

Introduction

During this foundation training Business Process Management (BPM) 'thinking in processes' is the central concept. Process thinking has many advantages which employees and organizations can profit from. During this training the possibilities to start with BPM are discussed.

The goal of BPM is to increase results. Here we can differentiate between different ambition levels: process management, process improvement, and process design. During the Foundation training these levels of ambition are introduced, where the focus lies on process management and improvement. The field of process design is separately described in the section about trainings in Business Process Engineering (BPE).

Process models form a central part of BPM. Therefore it will specifically be discussed how to make and use process models. The participants will also be introduced to BiZZdesigner, an instrument to map out processes.

Goal

After completion the participant has:

- Insight in the role processes play in organizations (process thinking)
- Insight in the most important methods and tools for process management
- Insight in the role of process models with BPM
- Basic skills in the use of BiZZdesigner

Course Contents

- Process thinking
- Methods for process management
- Methods for process improvement
 - Lean Management
 - Six Sigma
 - Theory of Constraint
- Modelling business processes in organizations
- Functionality BiZZdesigner - modelling

Target Group

This foundation training reaches a broad audience. This applies to managers, process designers, consultants, architects, project managers, AO experts and business model managers.

Course structure

Various methods will be alternated: presentations, practice exercises, completing cases. The training is as interactive as possible and participants are asked to share their own working experiences.

Prerequisites

None

Extra Information

This is a two day training.

Foundation training Process Management

Introduction

During this foundation training Process Management (BPM) is the main subject. The first step in this area is to set a foundation for 'thinking in processes'.

The goal of BPM is to improve results. Here we can differentiate between different ambition levels: process management, process improvement, and process design. During this Foundation training the we will focus on the first level: Process management, which also forms the basis for the other levels:

"Optimal management as a basis for managed optimization..."

We will discuss different approaches in terms of process management related tools. Also, a maturity model in the area of process management will be discussed.

Process models form a central part of process management. Therefore the making and use of process models will be discussed. The participants will be introduced to BiZZdesigner, a tool to map out processes.

Goal

After completion the participant has:

- Insight in how processes play a role in organizations (process thinking)
- Insight in the methods for process management
- Insight in the various maturity fazes for process management
- Insight in the most important techniques and tools for process management
- Insight in the role of process models for process management
- Basic skills in using BiZZdesigner

Course Contents

- Process thinking
- Methods for process management
- Techniques and instruments for process management
- Maturity Model Process Management
- Modelling business processes and organizations
- Functionality BiZZdesigner - Modelling

Target Group

This foundation training reaches a broad audience. This applies to managers, process designers, consultants, architects, project managers, AO experts and business model managers.

Course Structure

Various methods will be alternated: presentations, practice exercises, completing cases. The training is as interactive as possible and participants are asked to share their own working experiences.

Prerequisites

None

Extra information

This is a two day training.

Foundation training Process Improvement

Introduction

More and more organizations are starting with process improvement where specific processes from projects are selected for improvement. There are many methods to do this and this Foundation Training Process Improvement will introduce the most important methods and accompanying techniques.

The first part of the training lays the foundation for 'thinking in processes'. Here we can differentiate between three ambition levels: process management, process improvement, and process design. The level of process improvement will be discussed in further detail: which approaches are there, how do you choose the right one and which tools are needed.

Process models form a central aspect within BPM and process improvement. Therefore this training will focus on making and using process models. The participants will therefore also be introduced to BiZZdesigner, a tool used to map out processes.

Goal

After completion the participant has:

- Insight in how processes play a role in organizations (process thinking)
- Insight in the most important methods for process improvement
- Insight in the aspects so that choices can be made based on the various methods of process improvement
- Insight in the most important techniques and tools for process improvement
- Insight in the role of process models for process improvement
- Basic skills in using BiZZdesigner

Course Contents

- Process thinking
- Methods for process improvement
 - Lean Management
 - Six Sigma
 - Theory of Constraint
- Comparisons of methods for process improvement
- Techniques for process improvement
- Modelling business processes and organizations
- Functionality BiZZdesigner - Modelling

Target Group

This foundation training reaches a broad audience. This applies to managers, process designers, consultants, architects, project managers, AO experts and business model managers.

Course Structure

Various methods will be alternated: presentations, practice exercises, completing cases. The training is as interactive as possible and participants are asked to share their own working experiences.

Prerequisites

None

Extra information

This is a two day training.

Practitioner Process Management

Introduction

Business Process Management (BPM) is about improving results within organizations. Here we can differentiate between different ambition levels: process management, process improvement, and process design. Achieving success in this field requires craftsmanship; the craftsmanship of a Practitioner.

This training focuses on the application of process management. Which methods, approaches and techniques are there and how can they effectively be implemented in practice?

Process models form a central aspect of BPM. During the Practitioners Process Management training it will therefore specifically be discussed how to make and use process models. The participants will use BiZZdesigner for this, a tool for mapping out processes.

Goal

After completion the participant has:

- Insight in how processes play a role in organizations (process thinking)
- Insight in how to effectively introduce process thinking in the organization
- Insight in the most important methods and tools for process management and the application thereof
- Insight in the role of process models for BPM
- Skills in using BiZZdesigner

Course Contents

- Process thinking
- Methods for process management
 - Approach for process management
 - Techniques and approaches for process management
 - Applications of methods for process management
- Extensive practice and dialogue regarding the methods and approaches
- The implementation of process management in organizations
- Modelling business processes and organizations
- Functionality BiZZdesigner
 - Modelling
 - Reporting

Target Group

Organizations working with or wanting work with BPM need people that take the lead. Those people have a solid knowledge of this subject area and can therefore propagate this within the organization and achieve results in the area of process thinking, process management, process improvement and process design. The Practitioner BPM training from BiZZdesign is designed for these group of people. Depending on the company the target group is generally managers, senior process designer, (internal) consultants, architects and project managers.

Course Structure

The Practitioner training BPM is not only about understanding the methods and techniques, but in particular about applying and carrying them out. For participants this means that an active contribution of these topics to the course is expected.

Various methods will be combined and applied. Presentations, practice exercises and cases will be introduced by BiZZdesign. The training is as interactive as possible and participants are asked to share their own working experiences. Between the modules participants are also given a homework assignment.

Prerequisites

One of the following Foundation Trainings:

- BiZZdesign foundation training BPM and/or
- BiZZdesign foundation training Process management and/or
- BiZZdesign foundation training Process improvement and/or
- BiZZdesign foundation training BPE

Extra information

This is a 4 day training, divided into two modules of 2 days.

Practitioner Process Improvement

Introduction

Business Process Management (BPM) is about improving results within organizations. Here we can differentiate between different ambition levels: process management, process improvement, and process design. Achieving success in this field requires craftsmanship; the craftsmanship of a Practitioner.

This training focuses on the application of process improvement. Which methods, approaches and techniques are there and how can they effectively be implemented in practice?

Process models form a central aspect of BPM. During the Practitioners Process Improvement training it will therefore specifically be discussed how to make and use process models. The participants will use BiZZdesigner for this, a tool for mapping out and analyse processes.

Goal

After completion the participant has:

- Insight in how processes play a role in organizations (process thinking)
- Insight in the most important methods and tools for process management and the application thereof
- Insight in the role of process models for BPM
- Skills in using BiZZdesigner

Course Contents

- Process thinking in organizations
- Methods for process improvement
 - Origin and philosophy of Lean Management
 - Origin and philosophy of Six Sigma
 - Origin and philosophy of Theory of Constraint
 - Typical approaches of these methods
 - Typical techniques and tools with these methods
 - Choosing the appropriate method
- Applications of methods for process improvement
- Extensive practicing and dialogue in relation to the methods and approaches
- Implementation of process improvement at organizations
- Modelling business processes at organizations
- Functionality BiZZdesigner
 - Modelling
 - Analyzing
 - Reporting

Target Group

Organizations working with our wanting work with BPM; need people that take the lead. Those people have a solid knowledge of this subject area and can therefore propagate this within the organization and achieve results in the area of process thinking, process management, process improvement and process design. The Practitioner BPM training from BiZZdesign is designed for

these group of people. Depending on the company the target group is generally managers, senior process designer, (internal) consultants, architects and project managers.

Course Structure

The Practitioner training process improvement is not only about understanding the methods and techniques, but in particular about applying and carrying them out. For participants this means that an active contribution of these topics to the course is expected.

Various methods will be combined and applied. Presentations, practice exercises and cases will be introduced by BiZZdesign. The training is as interactive as possible and participants are asked to share their own working experiences. Between the modules participants are also given a homework assignment.

Prerequisites

One of the following Foundation Trainings:

- BiZZdesign foundation training BPM and/or
- BiZZdesign foundation training Process management and/or
- BiZZdesign foundation training Process improvement and/or
- BiZZdesign foundation training BPE

Extra information

This is a 4 day training, divided into two modules of 2 days.

Master Business Process Management

Introduction

Participants of one of the BPM Practitioner trainings (Business Process Management, and/or Improvement) become the pioneers of BPM organizations; they have all the knowledge in house needed to fulfil this role. Nevertheless, this is often tough in practice; every organization is different. Only after successfully applying of BPM can someone call themselves a true 'Business Process Management Master'. BiZZdesign offers a certification program for this.

During this program the participant actively starts a BPM project within their organization. A trainer of BiZZdesign will provide guidance at a distance during this time.

Goal

After completion the participant has:

- Proven to be able to apply BPM to (process management or process improvement) in the workspace
- Recognition in the form of a certificate
- Effective implementation of BPM within the organization

Course Contents

- Supervision (at a distance) by a trainer from BiZZdesign
- The trainer will provide relevant knowledge and real examples for guidance in the project
- Progress meetings during the project
- Evaluation of the assignment and accompanying final meeting

Target Group

Persons that actively wish to start with BPM at their organization after having completed one of the Practitioners trainings in BPM. The certification program offers supervision and recognition.

Course Structure

See below for more information

Prerequisites

A completed BiZZdesign BPM Practitioner training

Extra Information

Completion of the certification process BPE will be in consultation with the participant and then completed in accordance. BiZZdesign will review the project prior to beginning to ensure the quality of the project. Upon successful completion of the certification process, the participant receives a certificate.

Implementation

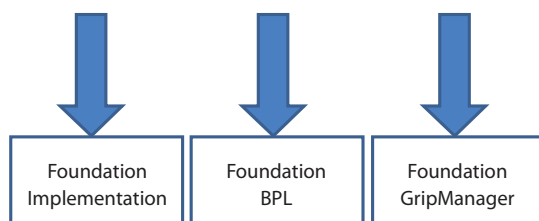
A completed process model of the current and new situation is not enough for the implementation and design of the business processes. A project plan also involves design and change of aspects such as commerce, organization, personnel, finance, information services, technique and office. Additionally implementation requires project management in aspects such as money, organization, time, information and quality. Thus a balance between a good design and an achievable implementation is needed.

To actually execute designs and described processes Business Process Execution Language (BPEL) is often used. A BPEL-document is a description of a business process and the integration between the connected applications based on a service oriented environment. By describing a process in BPEL it can directly be executed by the needed application, where a so called BPM-orchestrator has control over the process execution. In short, from design to realization with the click of a button. Additionally the XPD standard is often used to transfer process descriptions to other tools. The tool BiZZdesigner can directly export to BPEL and XPD, offering the possibility of directly linking a powerful tool for the design of processes to an executable environment. This export possibility supports a method that converts business processes step by step directly to BPEL-process descriptions that can be executed by a BPEL-orchestrator.

The foundation trainings for implementation help to apply these tasks to your own work, and supply you with the needed knowledge and skills.

Potential training pathways

The various foundation trainings of Implementation can be combined as follows.



Master classes Implementation

Master classes provide a good overview in a short amount of time (usually a half or whole day) in the field of Implementation, and make the participants aware of the issues involved in this subject. Master classes are thus also meant to shed new light on the awareness the participants already have on the subject. Possible topics for an Implementation master class are:

- Over view Implementation
- Grip on implementation
- From process design to process support
- BPEL and XPD

Other topics are also possible. Please contact BiZZdesign Academy for more information.

Foundation training GripManager

Introduction

In order to design a good implementation program, over view, guidance, and transparency are necessary. With the support of tooling, an implementation project can effectively be supported, making the use of the management skills of the (project) manager the most advantageous. For this, BiZZdesign has developed the GripManager.

The GripManager is an aid for designing and managing an implementation project. As the name already implies, the GripManager helps to keep a grip on one aspect of a change project, for example in relation to EA, BPM, or CMMI. The GripManager is based on a generic concept. This is advantageous because the GripManager can be configured and optimized to be used for various focus areas.

The grip manager is an intranet based solution, where the extent of 'grip' on a specific situation can be obtained. The subject area that grip must be obtained from is included in GripManager in the form of an overview map called the GripCard. In this GripCard the most important areas of the subject are included. These form the boxes of the GripCard. Each box is further broken down into items which give a more detailed view on which items need to be in order to 'have a grip' on that area. To be able to work effectively with the GripManager, it is necessary to know the layout and order well. This is the central aspect of this training.

Goal

After completion the participant has:

- Knowledge of the general layout and use of the GripManager
- Learned how the GripManager can be configured
- Been introduced to the review mechanism of the GripManager
- Made reports in the GripManager

Contents

- General layout GripManager
- Configuration GripManager
- Adding documentation
- Status overviews
- Questions, answers, and uploading burden of proof
- Ownership and status changes
- Reports
- Example applications

Target Group

This training is meant for those that was to gain insight in the functionality that the GripManager offers to support an implementation project, and those that want to start this type of project. It is handy for project managers, consultants and change managers.

Course Structure

With the use of presentations and exercises the participant is introduced to the possibilities of the BiZZdesign GripManager.

Prerequisites

None

Extra Information

This is a one day training.

Foundation training Implementation

Introduction

It is necessary that the workplace will actually execute their activities in accordance to the (new) process models. To achieve this, various methods and techniques used in this program will be explained. Also, the methods and techniques are applied using a number of practical cases.

In this foundation training the participant will get an overview of the various implementation aspects and be introduced to the Grip Manager. Also, the training provides an overview of the relevant standards such as BPEL and XPDL, and demonstrates how these standards are supported in BiZZdesigner.

Goal

After completion the participant has:

- Insight in the important aspects that play a role in the implementation process
- Knowledge of implementation methods
- Insight in the force field that occurs during implementation project
- Insight in how architecture and business processes can successfully be implemented
- Been introduced to the possibilities of BPEL- and XPDL-export function of BiZZdesigner
- Been introduced to the tool BiZZdesign GripManager

Course Contents

- What does an implementation project include?
- How is this related to the architecture development and process design?
- Implementation methods
- Practical resources for an implementation project
- How to deal with resistance
- Supporting an implementation project with BiZZdesign GripManager and the BPEL and XPDL-Functionality of BiZZdesigner

Target Group

This training is meant for those that want to learn more about the field of implementation and how this is connected to architecture and/or process design. It is ideal for (project) managers, interim-managers, consultants or organization advisors.

Course Structure

Through the use of presentations and exercises the participant is familiarized with the BiZZdesign methods and tools in the area of implementation.

Prerequisites

None.

Extra Information

The training is two days and can be combined with the foundation training GripManager, the foundation training BPEL and the foundation training BiZZdesigner.

Foundation training BPEL

Introduction

To execute designed and described processes the Business Process Execution Language (BPEL) is often used. By describing a process in BPEL it can directly be executed by the involved applications, where a so-called BPM orchestrator governs the execution of the processes. In short, from design to implementation with one press of the button. Process Models from BiZZdesigner can be exported to a BPEL description. The use of this functionality is extensively discussed during this training.

Goal

After completion the participant has:

- Knowledge of the BPEL- language and the applications thereof
- Knowledge and skills of the possibilities of the BPEL-export function in BiZZdesigner

Course Contents

- BPEL
- BPEL Functionality in BiZZdesigner

Target Group

This training is meant for those that wish to gain knowledge of BPEL and exporting from BiZZdesigner

Course Structure

With the use of presentations and exercises the participant is familiarized with BPEL and the BPEL-Export

Prerequisites

Foundation training BiZZdesigner

Extra Information

This is a two day training.

Governance

Governance means governing as much as it means managing. In many organizations governance is at play, for example corporate governance, business & IT governance and process governance. It is appropriate that in these areas more and more attention is being paid to governance, but how an organization addresses governance issues often remains unclear.

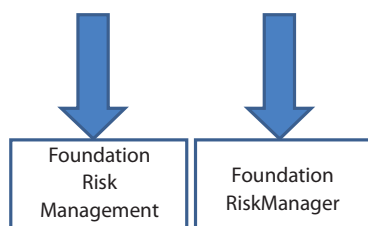
BiZZdesign is specialized in process governance and business & IT governance and utilizes the described managing of corporate governance as the framework and starting point. During the shaping of business & IT governance enterprise architecture plays an important role. During the shaping of process governance the GripManager and RiskManager are particularly used.

Risk management and compliance cover a wide area. Risk Management is focused on identifying and preventing risks. Compliance is designed to comply with certain rules and regulations. Compliance and risk management are in line with each other. You need to be in control.

The RiskManager® approach and solution from BiZZdesign is an effective instrument to structure and manage compliance and risk management. The RiskManager® uses the defined business processes, guidelines, risks and controls as a starting points and translates this into an approach and (optionally) a tool to demonstrate being in control.

Possible training paths

The various foundation trainings of Governance can be combined as follows.



Master classes Governance

Master classes provide a good overview in a short amount of time (usually a half or whole day) in the field of Requirements Management, and make the participants aware of the issues involved in this subject. Master classes are thus also meant to shed new light on the awareness the participants already have on the subject. Possible topics for a Governance master class are:

- Over view Governance
- Framework for Governance
- Risk Management

Other topics are also possible. For more information contact BiZZdesign Academy.

Foundation training Risk Management

Introduction

Risk Management involves taking stock of and evaluating risks at various levels (financial, material, personnel, etc.) and to take the administrative measures to increase the operational effectiveness and reduce the likelihood of damage / loss. Here risks are brought to an acceptable level that is consistent with the to be achieved company objectives. Risk management is also included in the regular process cycles, with risk measures in addition to usual performance and quality standards.

Goal

After completion the participant has:

- the basic principles and handling of risk management
- a COPAFIJTH-wide risk analysis and implementation of standards based on a structured approach
- identify the present administrative measures
- project-based actions to give shape to risk management
- Use results of risk assessment for next steps in design processes and process cycles

Course Content

- What is risk management
- Approach to risk management
- Frameworks for risk management (inter alia COBIT)
- Tools for risk management

Target Group

This training is meant for those that wish to gain knowledge in risk management.

Course Structure

With the use of presentations and exercises the participant is introduced to risk management.

Prerequisites

None

Extra Information

This is a one day training and can be combined with the Foundation training RiskManager.

Foundation training RiskManager

Introduction

Risk Management involves taking stock of and evaluating risks at various levels (financial, material, personnel, etc.) and to take the administrative measures to increase the operational effectiveness and reduce the likelihood of damage / loss. The RiskManager is an intranet-based tool to manage and control risks. In order to effectively work with RiskManager, it is necessary to have a firm grasp on the layout and function of the software. This is the main aspect of this training.

Goal

After completion the participant has:

- knowledge of the generic design and operation of the Risk Manager
- learned how the Risk Manager can be configured
- become acquainted with the review and monitoring mechanism of the Risk Manager
- published reports in the Risk Manager

Course Contents

- Basic structure Risk Manager
- Configuring Risk Manager
- Review and monitor tasks
- Upload proof
- Reporting
- Example applications

Target Group

This course is meant for those that wish to work with RiskManager.

Course Structure

Through the use of presentations and exercises the participant is introduced to the RiskManager

Prerequisites

None

Extra Information

This is a one day training that can be combined with the Foundation Training Risk Management.

Practical Information

Open or in-company

All trainings are offered as open trainings, where participants can register from various organizations. The course dates for planned trainings are posted on the BiZZdesign Academy website. If a specific training is not listed, please contact the Academy. Open trainings are given at the BiZZdesign location in Amersfoort.

All trainings can also be given in-company (with all participants from that company). A minimum of 6 persons per group is recommended. In-company trainings can be given at the BiZZdesign location in Amersfoort or onsite. Internationally training locations are subject to change and location notice will be given in advance. For further information please contact our Academy.

Registering for Trainings

To register for an open training please download and fill in the registration form from the BiZZdesign Academy website. The completed form can be sent to Academy@bizzdesign.nl. Registrations take place in the order of registration received. In the case that an insufficient amount of participants register, a new course date will be determined.

Customized Trainings

Besides the open and in-company training is also possible to follow customized trainings. The contents and structure of the training are then tailored to the needs of your organization. For more information contact BiZZdesign Academy.

Training location BiZZdesign

The open trainings are held at the training center of BiZZdesign in Amersfoort. It is also possible to have in-company and customized trainings at this location. For directions and location information please refer to the BiZZdesign website.

Number of Participants

The number of participants per training is minimum 6 and maximum 16. A maximum of 3 trainers will be present depending on the size of the class.

Training material

Participants receive course material (assignments, presentations, etc.) during the training. Where applicable relevant handbooks and publications are also provided. During several trainings software tools are used. For this participants need to bring their own laptops or have the option to rent a laptop from BiZZdesign.

Costs

A basic price per person per day includes lunch and course material, and is based on that the training is held at the training location in Amersfoort. It does not include the use of a computer (participants bring their own laptops). When more than 6 participants from the same organization attend a discount can be applied to the basic price. Additional charges may apply. See chart below for details.

Description	Price in Euros, excl. vat
<i>Basic price</i> per person per day for a training at course location (including catering) at BiZZdesign, Amersfoort.	€ 575
<i>Basic price</i> per person per day for an in-house training (location and catering organized by customer). Trainer travels to this location (with the Netherlands). Only applicable at a minimum of 6 participants.	€ 500
<i>Additional fee</i> per person per day if the course is organized and facilitated at a different location in The Netherlands by BiZZdesign.	€ 75
<i>Additional fee</i> per person per day if course laptops are facilitated by BiZZdesign.	€ 75
<i>Discount</i> if more than 6 trainees of the same organization participate: <ul style="list-style-type: none"> • no discount for the first 6 participants • 7 – 10 participants: per person per day (participants 7– 10) • 11 and more: per person per day (participants 11 and up) 	- € 75 € 150
<i>Training</i> for a group of 5 or less participants. This price includes the training itself and the preparation of the training.	€ 2.750
Customised training	On demand

Excluding foreign travel and lodging costs.

Cancelations

Full charges apply to cancellations made within 14 days of the scheduled course date. It is possible to replace the original participant with another participant from the same organization without extra charges.

Contact Information

If you have questions about trainings, registrations, availability, costs or location, please contact BiZZdesign Academy.

P.O. Box

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