

ADM



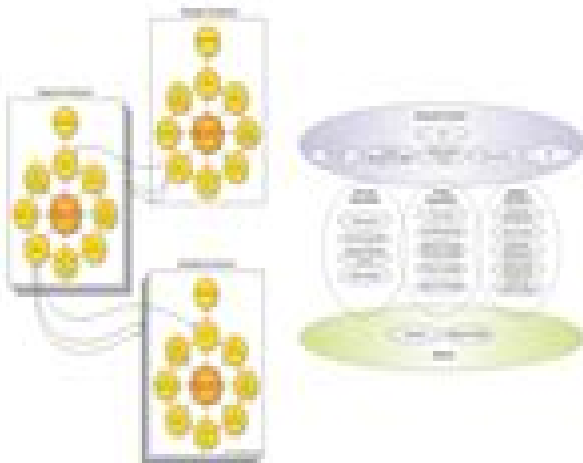
Architecture Content Framework



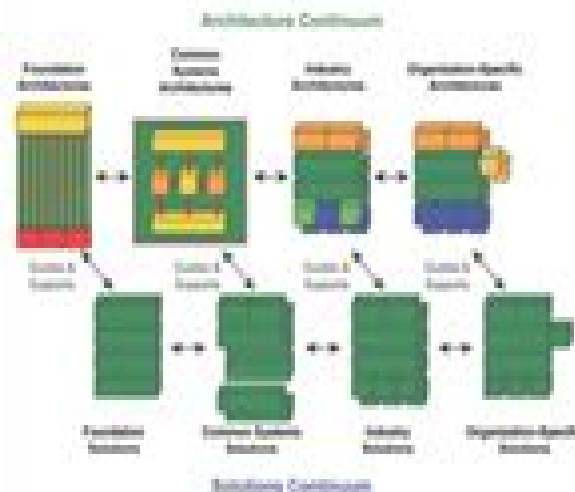
Reference Models



ADM Guidelines & Techniques



Enterprise Continuum



Architecture Capability Framework



Togaf Self Study Guide

Andrew Josey, Rachel Harrison



Togaf Self Study Guide:

TOGAF® 9 Certified Study Guide - 2nd Edition Rachel Harrison,2020-06-11 The TOGAF 9 certification program is a knowledge based certification program It has two levels leading to certification for TOGAF 9 Foundation and TOGAF 9 Certified respectively The purpose of certification to TOGAF 9 Certified is to provide validation that in addition to the knowledge and comprehension of TOGAF 9 Foundation level the Candidate is able to analyze and apply this knowledge The learning objectives at this level therefore focus on application and analysis in addition to knowledge and comprehension This Study Guide supports students in preparation for the TOGAF 9 Part 2 Examination leading to TOGAF 9 Certified

TOGAF® 9 Certified Study Guide - 4th Edition Rachel Harrison,2018-04-26 The TOGAF 9 certification program is a knowledge based certification program It has two levels leading to certification for TOGAF 9 Foundation and TOGAF 9 Certified respectively The purpose of certification to TOGAF 9 Certified is to provide validation that in addition to the knowledge and comprehension of TOGAF 9 Foundation level the Candidate is able to analyze and apply this knowledge The learning objectives at this level therefore focus on application and analysis in addition to knowledge and comprehension This Study Guide supports students in preparation for the TOGAF 9 Part 2 Examination leading to TOGAF 9 Certified This fourth edition is based on Version 3 of The Open Group Certification for People Conformance Requirements Multi Level and is aligned with the TOGAF Standard Version 9 2 It gives an overview of every learning objective for the TOGAF 9 Certified Syllabus beyond the Foundation level

TOGAF® 9 Certified Study Guide - 3rd Edition Rachel Harrison,2016-01-01 For trainers free additional material of this book is available This can be found under the Training Material tab Log in with your trainer account to access the material The TOGAF 9 certification program is a knowledge based certification program It has two levels leading to certification for TOGAF 9 Foundation and TOGAF 9 Certified respectively The purpose of certification to TOGAF 9 Certified is to provide validation that in addition to the knowledge and comprehension of TOGAF 9 Foundation level the Candidate is able to analyze and apply this knowledge The learning objectives at this level therefore focus on application and analysis in addition to knowledge and comprehension This Study Guide supports students in preparation for the TOGAF 9 Part 2 Examination leading to TOGAF 9 Certified This third edition contains minor updates to remove references to the TOGAF 8 9 Advanced Bridge Examination¹ and also adds four bonus practice examination questions to Appendix B It gives an overview of every learning objective for the TOGAF 9 Certified Syllabus beyond the Foundation level

TOGAF® Enterprise Architecture Foundation Study Guide ASHISH TANDON,2025-10-16 The audience for this book includes Individuals who require an understanding of the TOGAF Enterprise Architecture Framework Professionals working in roles associated with enterprise and business architecture Individuals who wish to take the TOGAF Enterprise Architecture Part 1 Exam Professionals to achieve TOGAF Enterprise Architecture Foundation qualification Professionals who need to prepare for TOGAF Enterprise Architecture Practitioner qualification IT professionals developers project managers business

consultants and individuals who want to become an architect and pursue enterprise architecture practice Architects who want to achieve a recognized TOGAF enterprise architecture qualification Enterprise architecture knowledge is helpful but not necessary This book covers Concepts of Enterprise Architecture Definitions and the TOGAF Standard Introduction to the Architecture Development Method ADM Introduction to the Architecture Development Method Techniques and applying the ADM Architecture content and key outputs Architecture Governance contributes to the development of the architecture

TOGAF® 9 Foundation Study Guide - 4th Edition Andrew Josey,Rachel Harrison,2018-04-26 This document is a Study Guide for the TOGAF 9 Foundation qualification This fourth edition is based on Version 3 of The Open Group Certification for People Conformance Requirements Multi Level and is aligned with the TOGAF Standard Version 9 2 It gives an overview of every learning objective for the TOGAF 9 Foundation Syllabus and in depth coverage on preparing and taking the TOGAF 9 Part 1 Examination It is specifically designed to help individuals prepare for certification The audience for this Study Guide is Individuals who require a basic understanding of the TOGAF 9 framework Professionals who are working in roles associated with an architecture project such as those responsible for planning execution development delivery and operation Architects who are looking for a first introduction to the TOGAF 9 framework Architects who want to achieve Level 2 certification in a stepwise manner A prior knowledge of Enterprise Architecture is advantageous but not required While reading this Study Guide the reader should also refer to the TOGAF Standard Version 9 2 This document contains a set of test yourself questions and two 40 question Practice Tests for the TOGAF 9 Part 1 Examination **TOGAF® Business**

Architecture Level 1 Study Guide Andrew Josey,Steve Else,2019-07-09 This title is the Study Guide for the TOGAF Business Architecture Part 1 Examination It gives an overview of every learning objective for the TOGAF Business Architecture Syllabus and in depth coverage on preparing and taking the TOGAF Business Architecture Part 1 Examination It is specifically designed to help individuals prepare for certification This Study Guide is excellent material for Individuals who require knowledge and understanding of TOGAF Business Architecture techniques Professionals who are working in roles associated with an architecture project such as those responsible for planning execution development delivery and operation Architects who are looking to achieve the TOGAF Business Architecture Level 1 credential Architects who want to specialize in development of a Business Architecture based on the TOGAF Standard Version 9 2 It covers the following topics Business Modeling Business Capabilities Value Streams Information Mapping TOGAF Business Scenarios and how to apply them in development of a Business Architecture based on the TOGAF Standard Version 9 2 A prior knowledge of Enterprise Architecture is advantageous but not required While reading this Study Guide the reader should also refer to the TOGAF Standard Version 9 2 documentation manual available as hard copy and eBook from www.vanharen.net and online booksellers and also available online at www.opengroup.org **The TOGAF® Business Architecture Foundation Study**

Guide Andrew Josey,The Open Group,2023-04-10 The TOGAF Standard a standard of The Open Group is a proven Enterprise

Architecture methodology and framework used by the world's leading organizations to improve business efficiency The TOGAF Certification Program has enabled more than 100 000 Enterprise Architects and trainers around the globe to demonstrate their proven knowledge of the framework and method This is the book you need to prepare for the TOGAF Business Architecture Foundation qualification This edition is aligned to the TOGAF Standard 10th Edition It includes an overview of every learning outcome included in the TOGAF Business Architecture Syllabus and in depth coverage on preparing and taking the TOGAF Business Architecture Foundation examination It includes Key Learning Points exercises and challenging Test Yourself questions for each part of the syllabus together with a Test Yourself examination paper that you can use to test your readiness to take the official TOGAF Business Architecture Foundation examination The audience for this Study Guide is Individuals such as those responsible for business planning who wish to apply the TOGAF Business Architecture approach in their working environment Individuals needing to gain competencies in TOGAF Business Architecture techniques Individuals who wish to become qualified as part of their own professional development A prior knowledge of Enterprise Architecture is advantageous but not required Topics covered include An introduction to TOGAF certification and the TOGAF Business Architecture Foundation qualification including the TOGAF Business Architecture Foundation examination The concepts of Enterprise Architecture and the TOGAF Standard this includes the TOGAF Architecture Development Method ADM the contents of the TOGAF framework and the TOGAF Library The key terminology of TOGAF Business Architecture An introduction to the TOGAF ADM including the objectives of the ADM phases and how to adapt and scope the ADM for use How business modeling relates to the TOGAF Standard the impact and benefits of business models and examples of different representations of business models How to define business capabilities how they can be modeled and how to map them to other business perspectives Value streams and value stream mapping the benefits the different approaches to value stream analysis the relationship to other Business Architecture concepts and how to apply value streams How to apply information mapping when developing a Business Architecture How to apply organization mapping when developing a Business Architecture How to apply the TOGAF Business Scenario method How a Business Architecture is developed with the TOGAF ADM

TOGAF Version 9 Foundation Study Guide Rachel Harrison, 2015-01-01

Study Guide for Preparing for the TOGAF 9 Part 1 Examination This document is a Study Guide for TOGAF 9 Foundation It gives an overview of every learning objective for the TOGAF 9 Foundation Syllabus and in depth coverage on preparing and taking the TOGAF 9 Part 1 Examination It is specifically designed to help individuals prepare for certification The audience for this Study Guide is Individuals who require a basic understanding of TOGAF 9 Professionals who are working in roles associated with an architecture project such as those responsible for planning execution development delivery and operation Architects who are looking for a first introduction to TOGAF 9 Architects who want to achieve Level 2 certification in a stepwise manner and have not previously qualified as TOGAF 8 Certified

The TOGAF® Enterprise Architecture

Foundation Study Guide Andrew Josey, The Open Group, 2023-04-10 The TOGAF Standard a standard of The Open Group is a proven Enterprise Architecture methodology and framework used by the world's leading organizations to improve business efficiency The TOGAF Certification Program has enabled more than 100 000 Enterprise Architects and trainers around the globe to demonstrate their proven knowledge of the framework and method This is the book you need to prepare for the TOGAF Enterprise Architecture Foundation qualification This edition is aligned to the TOGAF Standard 10th Edition It includes an overview of every learning outcome included in the TOGAF Enterprise Architecture Level 1 Syllabus and in depth coverage on preparing and taking the TOGAF Enterprise Architecture Part 1 examination It includes Key Learning Points and challenging Test Yourself questions for each part of the syllabus together with a Test Yourself examination paper that you can use to test your readiness to take the official TOGAF Enterprise Architecture Part 1 examination The audience for this Study Guide is Individuals who need a basic understanding of a proven Enterprise Architecture methodology Professionals who work for or join an organization applying the TOGAF Standard Individuals who need to start to learn the TOGAF method Individuals who want to achieve the TOGAF Enterprise Architecture Practitioner qualification in a stepwise manner or other certifications and certification credentials from The Open Group where this certification is a prerequisite A prior knowledge of Enterprise Architecture is advantageous but not required Topics covered include An introduction to TOGAF certification and the TOGAF Enterprise Architecture Foundation qualification including the TOGAF Enterprise Architecture Part 1 examination The concepts of Enterprise Architecture and the TOGAF Standard The key terminology of the TOGAF Standard The Architecture Development Method ADM cycle and the objectives of each phase and how to adapt and scope the ADM for use The techniques available to support the ADM Applying the ADM including iteration partitioning and application in a digital enterprise How Architecture Governance contributes to architecture development Architecture content the outputs produced while executing the ADM

ArchiMate® 2 Certification Study Guide Andrew Josey, Bill Estrem, 2016-01-01 This title is a Study Guide preparing for the ArchiMate 2 Part 1 and 2 Examinations It gives an overview of every learning objective for the ArchiMate certification syllabus and in depth coverage on preparing and taking the ArchiMate 2 Examinations It is specifically designed to help individuals prepare for certification This Study Guide is excellent material for Individuals who require a basic understanding of the ArchiMate modeling language Professionals who are working in roles associated with an architecture project and who need to understand architecture artefacts developed using the ArchiMate modelling language Individuals who want to achieve a recognized qualification to demonstrate their knowledge of the ArchiMate modelling language A prior knowledge of Enterprise Architecture and architecture modelling is advantageous but not required While reading this Study Guide the reader should refer to the ArchiMate Version 2.1 Specification manual available as hard copy and eBook from www.vanharen.net and online booksellers and also available online at www.opengroup.org

Mastering TOGAF: A Step-by-Step Guide to Enterprise Architecture Excellence Frank J.

Howler,2025-03-16 In a rapidly evolving digital world organizations need a structured approach to align IT with business goals effectively Mastering TOGAF is the definitive guide for professionals seeking to navigate the complexities of enterprise architecture with confidence and precision This book breaks down The Open Group Architecture Framework TOGAF into an easy to follow step by step methodology providing practical insights and realworld applications Whether you re a beginner looking to understand the fundamentals or an experienced architect aiming to refine your skills this book delivers actionable strategies to design implement and manage a robust enterprise architecture Inside you ll discover A clear and structured breakdown of the TOGAF framework including the Architecture Development Method ADM Best practices for aligning business strategy with IT architecture Practical case studies and real world examples to enhance understanding Proven techniques for risk management governance and architecture integration Guidance on navigating TOGAF certification and applying your knowledge in profes sional settings Packed with expert insights and practical guidance Mastering TOGAF empowers IT leaders architects and business strategists to drive efficiency scalability and innovation Take control of your enterprise architecture journey today unlock the full potential of TOGAF and lead your organization to success *The TOGAF® Standard, 10th Edition - Leader's Guide* The Open Group,2022-04-26 This document is a TOGAF Series Guide The TOGAF Leader s Guide to Establishing and Evolving an EA Capability It has been developed and approved by The Open Group and is part of the TOGAF Standard 10th Edition Written for the Enterprise Architecture Capability Leader the person who is tasked to lead the effort to establish or evolve an Enterprise Architecture Capability the Leader s Guide presents advice on establishing an Enterprise Architecture Capability that aligns to a set of requirements and expectations that are specific to each enterprise It proposes an approach for the standing up and enhancement of an enterprise s Enterprise Architecture Capability based upon established best practices This approach follows a configured path through the TOGAF Architecture Development Method ADM This document Introduces key topics of concern Defines the terms related to the topic Shows the terms that are related to an EA Capability Discusses what the Leader needs to know Describes what the Leader should do with this knowledge It covers the following topics An introduction to the topic including an assessment of the state of EA definitions and key concepts used in the Guide A narrative that is a companion to the TOGAF ADM that leads the reader through a series of topics and related steps to assist in stepping back from the current operational context to seek a broader perspective How to adopt an EA Capability including the preparation and initiation activities required to establish or enhance the EA Capability A mapping of how the TOGAF ADM can be used for architecting and establishing an EA Capability **The TOGAF® Standard, 10th Edition - Leader's Guide - 2025 Update** The Open Group,2025-06-30 html body data pb style KICU1C7 This document is a TOGAF Series Guide The TOGAF Leader s Guide to Establishing and Evolving an EA Capability It has been developed and approved by The Open Group and is part of the TOGAF Standard 10th Edition Written for the Enterprise Architecture Capability Leader the person who is tasked to lead the effort to establish or

evolve an Enterprise Architecture Capability the Leader's Guide presents advice on establishing an Enterprise Architecture Capability that aligns to a set of requirements and expectations that are specific to each enterprise. It proposes an approach for the standing up and enhancement of an enterprise's Enterprise Architecture Capability based upon established best practices. This approach follows a configured path through the TOGAF Architecture Development Method (ADM). This document introduces key topics of concern, defines the terms related to the topic, shows the terms that are related to an EA Capability, discusses what the Leader needs to know, describes what the Leader should do with this knowledge. It covers the following topics: An introduction to the topic including an assessment of the state of EA definitions and key concepts used in the Guide; A narrative that is a companion to the TOGAF ADM that leads the reader through a series of topics and related steps to assist in stepping back from the current operational context to seek a broader perspective; How to adopt an EA Capability including the preparation and initiation activities required to establish or enhance the EA Capability; A mapping of how the TOGAF ADM can be used for architecting and establishing an EA Capability; Reactions from other readers; A quality hard copy of the TOGAF method easier to read than endless HTML docs or huge PDFs. The TOGAF framework has become the de facto standard for developing Enterprise Architectures. A good one-stop shop guide and toolsets for getting your Enterprise Architecture right. A lot of thought, experience, and funding have gone into this, and the results are well worth the price you pay for the book, and the actual accreditation should you or your organization wish to go down that route. Amazon Comment: it still is the best documented Enterprise Architecture method publicly available. The book is of high quality binding and will endure browsing through the pages for a long time. Amazon Comment: **TOGAF® 9 Certified Study Guide - 3rd Edition**

Rachel Harrison, 2013-11-04. The TOGAF 9 certification program is a knowledge-based certification program. It has two levels leading to certification for TOGAF 9 Foundation and TOGAF 9 Certified respectively. The purpose of certification to TOGAF 9 Certified is to provide validation that in addition to the knowledge and comprehension of TOGAF 9 Foundation level, the Candidate is able to analyze and apply this knowledge. The learning objectives at this level therefore focus on application and analysis in addition to knowledge and comprehension. This Study Guide supports students in preparation for the TOGAF 9 Part 2 Examination leading to TOGAF 9 Certified. This third edition contains minor updates to remove references to the TOGAF 8.9 Advanced Bridge Examination¹ and also adds four bonus practice examination questions to Appendix B. It gives an overview of every learning objective for the TOGAF 9 Certified Syllabus beyond the Foundation level. **Google Cloud**

Certified Professional Cloud Architect Study Guide Dan Sullivan, 2022-03-22. An indispensable guide to the newest version of the Google Certified Professional Cloud Architect certification. The newly revised Second Edition of the Google Cloud Certified Professional Cloud Architect Study Guide delivers a proven and effective roadmap to success on the latest Professional Cloud Architect accreditation exam from Google. You'll learn the skills you need to excel on the test and in the field with coverage of every exam objective and competency including focus areas of the latest exam such as Kubernetes.

Anthos and multi cloud architectures The book explores the design analysis development operations and migration components of the job with intuitively organized lessons that align with the real world job responsibilities of a Google Cloud professional and with the PCA exam topics Architects need more than the ability to recall facts about cloud services they need to be able to reason about design decisions This study guide is unique in how it helps you learn to think like an architect understand requirements assess constraints choose appropriate architecture patterns and consider the operational characteristics of the systems you design Review questions and practice exams use scenario based questions like those on the certification exam to build the test taking skills you will need In addition to comprehensive material on compute resources storage systems networks security legal and regulatory compliance reliability design technical and business processes and more you ll get The chance to begin or advance your career as an in demand Google Cloud IT professional Invaluable opportunities to develop and practice the skills you ll need as a Google Cloud Architect Access to the Sybex online learning center with chapter review questions full length practice exams hundreds of electronic flashcards and a glossary of key terms The ideal resource for anyone preparing for the Professional Cloud Architect certification from Google Google Cloud Certified Professional Cloud Architect Study Guide 2nd Edition is also a must read resource for aspiring and practicing cloud professionals seeking to expand or improve their technical skillset and improve their effectiveness in the field

Official Google Cloud Certified Professional Cloud Architect Study Guide Dan Sullivan, 2019-10-10 Sybex's proven Study Guide format teaches Google Cloud Architect job skills and prepares you for this important new Cloud exam The Google Cloud Certified Professional Cloud Architect Study Guide is the essential resource for anyone preparing for this highly sought after professional level certification Clear and accurate chapters cover 100% of exam objectives helping you gain the knowledge and confidence to succeed on exam day A pre book assessment quiz helps you evaluate your skills while chapter review questions emphasize critical points of learning Detailed explanations of crucial topics include analyzing and defining technical and business processes migration planning and designing storage systems networks and compute resources Written by Dan Sullivan a well known author and software architect specializing in analytics machine learning and cloud computing this invaluable study guide includes access to the Sybex interactive online learning environment which includes complete practice tests electronic flash cards a searchable glossary and more Providing services suitable for a wide range of applications particularly in high growth areas of analytics and machine learning Google Cloud is rapidly gaining market share in the cloud computing world Organizations are seeking certified IT professionals with the ability to deploy and operate infrastructure services and networks in the Google Cloud Take your career to the next level by validating your skills and earning certification Design and plan cloud solution architecture Manage and provision cloud infrastructure Ensure legal compliance and security standards Understand options for implementing hybrid clouds Develop solutions that meet reliability business and technical requirements The Google Cloud Certified Professional Cloud Architect Study Guide is a must have for

IT professionals preparing for certification to deploy and manage Google cloud services *CompTIA CySA+ Study Guide* Mike Chapple, David Seidl, 2017-04-24 NOTE The name of the exam has changed from CSA to CySA However the CS0 001 exam objectives are exactly the same After the book was printed with CSA in the title CompTIA changed the name to CySA We have corrected the title to CySA in subsequent book printings but earlier printings that were sold may still show CSA in the title Please rest assured that the book content is 100% the same Prepare yourself for the newest CompTIA certification The CompTIA Cybersecurity Analyst CySA Study Guide provides 100% coverage of all exam objectives for the new CySA certification The CySA certification validates a candidate's skills to configure and use threat detection tools perform data analysis identify vulnerabilities with a goal of securing and protecting organizations systems Focus your review for the CySA with Sybex and benefit from real world examples drawn from experts hands on labs insight on how to create your own cybersecurity toolkit and end of chapter review questions help you gauge your understanding each step of the way You also gain access to the Sybex interactive learning environment that includes electronic flashcards a searchable glossary and hundreds of bonus practice questions This study guide provides the guidance and knowledge you need to demonstrate your skill set in cybersecurity Key exam topics include Threat management Vulnerability management Cyber incident response Security architecture and toolsets **400+ Architecture Trainer Interview Questions And Answers Guide (expert Edition) - Complete Study & Preparation Ebook** CloudRoar Consulting services, 101-01-01 Prepare for the Zscaler Certified Administrator exam with 350 questions and answers covering cloud security firewall policies access control traffic inspection logging and best practices Each question provides practical examples and detailed explanations to ensure exam readiness Ideal for cloud security engineers and administrators Zscaler Certified Administrator Cloud Security Firewall Policies Access Control Traffic Inspection Logging Best Practices Exam Preparation Career Growth Professional Development IT Security Cloud Engineering IT Skills IT Certifications FEAC Certified Enterprise Architect CEA Study Guide Prakash Rao, Beryl Bellman, Dr Ann Reedy, 2011-08-11 Accompanying CD ROM includes CEA oriented practicums practice exams for the FEAC FEAF and DoDAF programs and a list of study questions major documentation for the FEAF and DoDAF programs and e book for studying on the go Business Process Management: Current Applications and the Challenges of Adoption Renata Gabryelczyk, Tomislav Hernaus, 2020-01-01 Business Process Management BPM has been evolving for over 25 years in information systems research management science and organizational practice Vom Brocke Mendling 2018 The earliest characteristics of BPM concentrated around process analysis improvement and control in a less strict manner that required reengineering Elzinga Horak Lee Bruner 1995 More mature approaches observed since the year 2000 have been promoting the so called process thinking i.e. managing an organization from a process based point of view These approaches emphasize that process and team work oriented organizational structures should be aligned with other management systems Process management should be holistic by its nature so as to cover an entire organization Although BPM researchers stressed the

need for system thinking at that time published literature distinguished two perspectives of looking at BPM the organizational perspective and the technological perspective of BPM From the organizational perspective authors focused on a number of key factors i e process governance a process based organizational structure concept customer orientation of internal and external processes managing an organization based on process outputs building process relations and improving process maturity throughout the customer value chain as well as through strategically aligning process initiatives to organizational objectives From the technological perspective the key factors of interest to authors referred to as BPMS Business Process Management System include IT methods techniques and tools that support the designing implementation modeling and simulation of business processes and are considered to be an extension of classical workflow systems or an environment for designing management support IT systems e g ERP class systems An integrated and interdisciplinary approach was proposed in the framework of six core BPM elements required for the holistic and sustainable use of process management Rosemann Vom Brocke 2010 These include strategic alignment governance methods information technology people and culture In this sense technology is only one of six closely interrelated elements Currently there are two distinct directions in the evolution of BPM traditional BPM and digital BPM The former encompasses methods techniques and systems that traditionally lead to increased organizational efficiency and to improved process effectiveness and flexibility Although studies on BPM have been continuously evolving some research gaps still remain open The traditional understanding of process management seems particularly vital to organizations in developing economies which sometimes follow practices and models that were designed and tested in highly developed countries but should also be committed to drawing on their own experience and understanding of their local business environment Gabryelczyk Roztocki 2018 Research on BPM in this traditional focus is still needed to better document implement and improve idiosyncratic business processes in the context of an organization environment culture and country This is also confirmed by research conducted under the JEMI Special Issue on Business Process Management Besides the traditionally shaped approach to BPM organizations increasingly treat BPM as a driver of organizational innovation and as an essential part of the digital transformation Vom Brocke Schmiedel 2015 New digital technologies such as social media digital platforms big data and advanced data analytics blockchains robotics etc enable development and growth in a constantly changing environment To take advantage of these opportunities in the digital world organizations require new BPM competences and capabilities However digital disruption creates quite a challenge for the BPM research community How can BPM capabilities be developed in order to achieve adaptability growth flexibility and agility How can BPM foster innovations within and throughout organizations These are just some of the issues for future BPM related research Threads associated with employing BPM for digital transformation have been included in a proposed Special Issue on BPM This Special Issue on BPM consists of six articles including contributions from invited authors from three transition economies Croatia Slovakia and Poland All of the papers focus on applications of

the process approach to management or directly to the adoption of Business Process Management. The majority of articles relate to the traditional BPM thread although the indicated BPM alliances with other concepts such as Knowledge Management, Change Management and Project Management are worthy of note. Only one article addresses the topic of BPM in the context of digital transformation. The nature and structure of these articles may be indicative of the current motivational factors and process maturity levels of organizations adopting ordinary and/or advanced BPM practices. When analyzing the content of individual articles we pay attention to the factors underlying BPM adoption. We understand the primary motivation to be the expected benefits from BPM. Therefore we can assume this Special Issue to be a contribution to BPM development in the form of the indicating motivation and triggers for BPM adoption.

The first paper by Jerzy Aukstol and Magdalena Chomuszko proposes a process based approach to construct a Data Control Framework for Standard Audit File for Tax (SAF-T). The process approach is used to redesign the internal financial control processes and procedures of an organization to meet the new requirements of a fiscal audit. The process approach combined with risk management and quality management is therefore a tool supporting entrepreneurs adapting to new regulations imposed on them by their external environment, particularly those of tax authorities. Therefore in this case the main motivation for adopting elements of BPM was the impact of external environment factors.

The paper by Ana Marija Stjepi, Lucija Ivan i and Dalia Su a Vugec focuses on the link between Business Process Management and digital transformation. The authors have developed a theoretical framework for the emerging role of BPM in digitalization and as a guide for researchers and practitioners conducting digital transformation initiatives in organizations. The results obtained in the article prove that the set goals and expected benefits of digital transformation can be achieved by a rethink and improvement of the processes with a particular focus on end-to-end customer processes through supply chain management. Based on this article we can conclude that one of the main motivational factors for BPM adoption is a desire to obtain the benefits of digital transformation.

The article written by Miroslava Nyul sziov and Dana Pa ov takes up the issues of using and linking the process approach and BPM lifecycle with the designing of decision support systems. The authors of this paper have developed an innovative system for decision support by implementing modeling analysis and improvement methods to the transportation process in the studied organization. The forwarding company's case study presented in the paper also shows how BPM adoption began with a single main process that has been streamlined and automated. Therefore the motivations for BPM adoption were not only operational relating to the optimization of the cost of the process but also managerial oriented on improving the decision making process. The use of information technology allowed the full exploitation of the potential for process improvements.

The next paper by Olga Sobolewska is about incorporating the issues of BPM into the contemporary challenges of network organizations. The author claims that the organization's orientation towards both business processes and knowledge management is a strong success factor for network cooperation. The author argues that modern organizations should focus on

managing knowledge oriented processes to become attractive to cooperation partners for network organizations In this article BPM adoption is of a strategic nature for the purposes of undertaking new forms of cooperation The paper by Hubert Bogumi has an interdisciplinary character and in a unique way shows the connections between the concepts of process management organizational change management and IT project management The author undertook the challenge of examining how problems for organizations managing IT projects facilitate in different ways the use of distinctive approaches to improve business processes The author emphasizes that the main difficulty is the fact that modern organizations most often use a hybrid approach with elements of both traditional project management and agile The need to create a work environment that takes into account the risk of unexpected system and business regression as well as a diagnosis of the causes and methods of its mitigation is the initial research result in this paper This article contributes to the development of BPM governance and integration of IT governance The motivational factors for BPM are multi faceted as is the scope of the article However their managerial and cultural character related to methods of communication and rules of cooperation in teams should be emphasized The article by Agnieszka Bitkowska concerns the integration of the concept of Knowledge Management and BPM The author restates in her article that the identification acquisition presentation and documentation of knowledge are not independent tasks but are implemented within business processes In this paper the correlations between BPM and Knowledge Management have been examined and the benefits and practical implications resulting from the integrated implementation of both concepts are emphasized In the case of this article BPM adoption can be a success factor for the implementation of Knowledge Management and the achievement of associated benefits Studying Business Process Management from the different angles presented in this Special Issue should enrich our understanding of current BPM practices and better realize future challenges especially those related to BPM development in the context of digital transformation and the integration of BPM with other management related concepts In addition the contribution made by the authors of this Special Issue allowed us to see various motivations and triggers for BPM adoption from operational to managerial strategic cultural and technological ones and those driven by the external environment We would like to thank the authors for their contribution to this Special Issue We would also like to thank all the reviewers for their valuable comments which helped the authors improve their articles significantly We are firmly convinced that the BPM research results presented in this Special Issue will help strengthen the existing body of BPM knowledge We recommend reading the related issue of the JEMI journal to the wider community of BPM researchers practitioners and enthusiasts Guest Editors Renata Gabryelczyk Tomislav Hernaus Acknowledgments The editorial work on this Special Issue was supported by the Polish National Science Centre Poland Grant No 2017 27 B HS4 01734 References Elzinga D J Horak T Lee C Y Bruner C 1995 Business process management Survey and methodology IEEE Transactions on Engineering Management 42 2 119 128 <http://dx.doi.org/10.1109/17.387274> Gabryelczyk R Roztocki N 2018 Business process management success framework for

transition economies *Information Systems Management* 35 3 234 253 <http://dx.doi.org/10.1080/10580530.2018.1477299>
<http://dx.doi.org/10.1080/10580530.2018.1477299> Rosemann M Vom Brocke J 2010 The six core elements of business process management In *Handbook on Business Process Management* 1 Cham Springer Vom Brocke J Mendling J Eds 2018 *Business Process Management Cases Digital Innovation and Business Transformation in Practice* Berlin Springer Vom Brocke J Schmiedel T Eds 2015 *BPM Driving Innovation in a Digital World* Cham Springer

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