

**SAP LEAD ENTERPRISE ARCHITECT
DEVELOPMENT (LEAD) PROGRAM**

DEVELOP YOUR SKILLS TO BECOME
A LEADING ENTERPRISE ARCHITECT

THE BEST-RUN BUSINESSES RUN SAP™



THE VIEW ON ENTERPRISE ARCHITECTURE

Today, more organisations facing aggressive market challenges share the same opinion: to be more focused, responsive and flexible while staying robust in reacting to market changes, companies have to understand their business architecture and processes better and in more detail; they also have to be able to change them quicker. Enterprise Architecture represents an organisation's key assets and is essential for optimisation, innovation and transformation.

The way a company invents, controls, provides and develops its core competencies, and in the process its products and services, depends on its core architectural setup. How well this can be managed and adapt to market changes in today's turbulent market is not only a matter of important, but extremely critical. In terms of Performance and Value management, the management of a company's

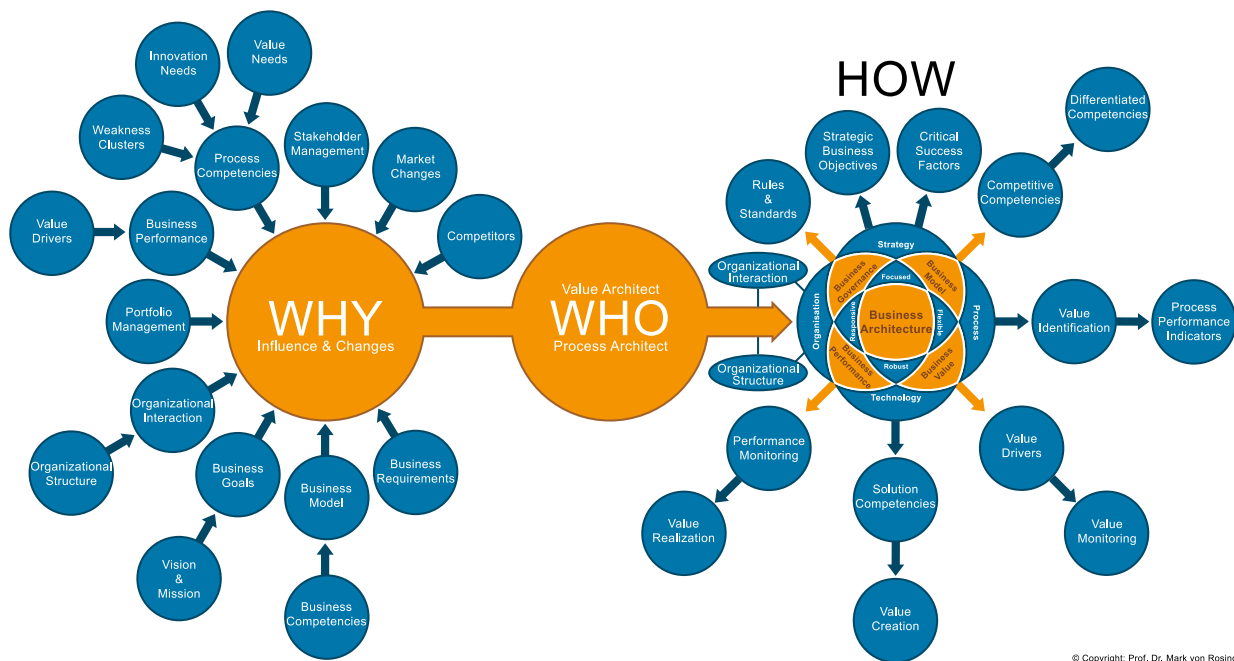
In the past, however, Enterprise Architecture engagements have neglected this too much and therefore many of these initiatives have been too focused on technology without achieving the needed business performance and value creation. Sascha Kuhlmann, Director Enterprise Architecture, SAP Business Transformation Services sums it up pretty well: "Today Enterprise Architecture is one of the most important

topics for creating process performance and value creation. This unique Enterprise Architecture development-coaching and education provides participants not only with the knowledge, TOGAF methods and tools to develop the needed skills of an Enterprise Architect, but also builds competences like business modelling, process modelling, performance management and value management. All essential in order to lead in today's market."

- **Link to Strategy**
- **Business Model Innovation and Transformation**
- **Business Competency Development**
- **Process optimisation, measurement and monitoring**

is more important than ever.





© Copyright: Prof. Dr. Mark von Rosing

The skills needed to work with Enterprise Architecture have changed and go beyond information, application, data, security and infrastructure knowledge. Today, it is more about business alignment and enablement. The important question for companies today is not only how, but with whom can we handle all the Enterprise Architecture work and set-up that support the core critical competencies (CCCs) e.g. core competitive and core differentiated competencies of a business, and how can we adapt them to changing market conditions?

Some of the roles we see emerging in the market are:

■ Business Architect

The Business Architect today is responsible for the Business-IT alignment set-up, so there is a need to capture the overall business vision and business strategy as well as understanding the value architecture and process architecture. The strategic intent and motivation of the business is further refined into operational capabilities to identify optimisation, innovation and transformation opportunities. Together with a business analyst, the business architect lays out the first- to third-level business model competencies that create value. In collaboration with the process architect, the high-level process maps are identified, linking the organisation's

competencies to the business processes, the value drivers and application solutions.

■ Process Architect

The Process Architect is one of the key roles which adds as much detail as is required to meet the purpose of business process modelling. This detail could be time and cost information necessary for business process modelling and analysis, and technical information to speed up the transformation to automated business process execution. It is important to understand that what the Process Architect adds to the business process model is based on what has already been provided (for example, that the business analyst is using the same business process modelling tool).

■ Value Architect

The Value Architect is one of the key roles that helps identify, create and realise value. Aligning the value life cycle to the process life cycle and application life cycle in order to ensure value creation is a demanding task. This includes defining the business model and business competency value drivers on not only the business model, operational model and process, but also the application solutions. Defining a value architecture is therefore a demanding task, which has become the core competence needed in today's organisations.

"Today the market already talks about Business Architecture, Value and Process Architecture and, within the Process, about the creation of business performance and value architecture. However, the education to support our clients with the competence development needed has been lacking and has created a big gap between what is needed and what is available. The innovative roadmap that we at SAP Education have developed represents a fundamental change in how Enterprise Architects can develop the competencies they need. This is truly a unique opportunity to create the change needed and the value companies are looking for."

Angélique de Vries,
Managing Director SAP Nederland

"Missing value and performance perspective is probably one of the most common dilemmas and challenges companies face today, regardless of factors such as size, revenue, industry, region or business model. The decision to make large-scale investments in IT-enabled processes architecture as well as the complex challenges in ensuring that these investments are effective and ensuring they are efficiently transformed into the different application solutions to realise concrete business value needs to be managed. In far too many cases, this business value simply is not realised."

Jack Childs,
Global VP for Value Management, SAP

Upon successful completion of the program, each participant will be:

- TOGAF™ 9 (Level 1+2) certified
- SAP certified Value Architect
- SAP certified Enterprise Architect eXpert
- SAP certified Process Architect

Leading to SAP certified LEAD Enterprise Architect and based on the case study the Lead Enterprise Architect diploma

Target Audience:

Enterprise Architects
IT Architects
Technology Architects
Solution Architects
Process Experts
Business Analysts
Business Consultants

Prerequisites:

Experience in Enterprise Architecture or Business Process Modelling

Upon successful completion of the program, each participant will be:

- SAP certified Value Architect
 - SAP certified Process Architect
- Leading to SAP certified Business Architect

Target Audience:

Enterprise Architects
Process Experts
Business Analysts
Business Consultants

Prerequisites:

Experience in Business Process Management

The Lead Enterprise Architect and Business Architect programs offer you the improvement potential needed and thereby value, helping you solve your own business issues, challenges or pain points. These programs will help you develop your competencies on an Expert and Professional+ level.

The core curriculum

The LEAD Program consists of a core curriculum with an emphasis on Enterprise Architecture. The program provides profound knowledge of the SAP Enterprise Architecture Framework and its added value and prepares for TOGAF™ 9 certification (Level 1 + 2) and both builds and supports the SAP Certified Professional Enterprise Architect. In order to build a strong foundation, participants must select at least one of the following Business Architecture specialisation tracks: Value Architecture or Process Architecture. To become a Lead Enterprise Architect, participants must choose both specialisation tracks.

Business Architecture Track - Value

The Value focused Business Architecture track focuses on Value creation and realisation fundamentals,

Strategic links, Stakeholder Management and Organisational Alignment.

Value Management is probably one of the most common dilemmas and challenges companies face today, regardless of factors such as size, revenue, industry, region or business model. The decision to make large-scale investments in IT-enabled processes as well as the complex challenges in ensuring that these investments are effective and ensuring they are efficiently transformed into the different competencies to realise concrete business value needs to be managed. In far too many cases, this business value simply is not realised.

This track tackles value planning, identification, creation and realisation with a connection not only between Business Model and one's processes,

but between the needed link of Value Management and Performance Management, and how this is enabled through the Enterprise Architecture set-up. This course will help you build a value-based business case enabled by technology and aligned with corporate priorities.

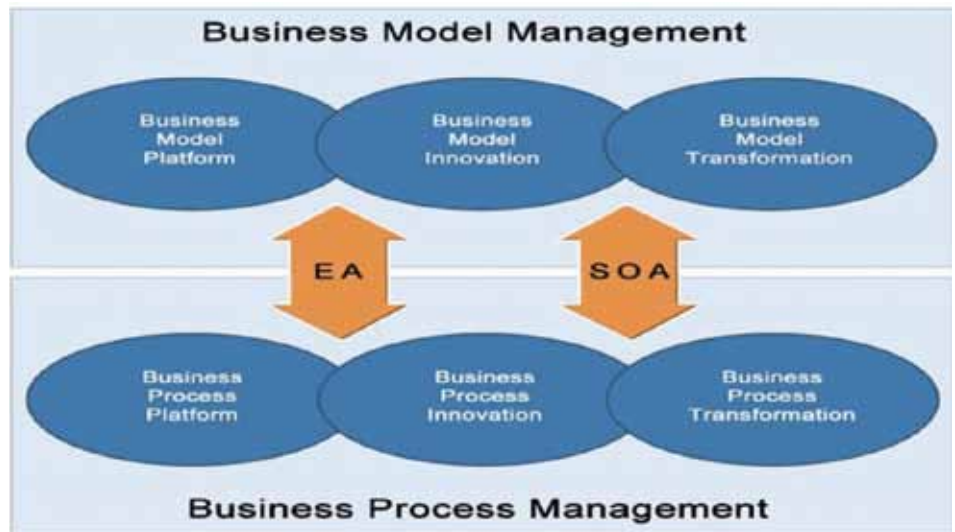
Identification of all stakeholders and interest groups, and how to deliver value can be learned. If you want to make a difference in your performance, participating in this course can be one of the best investments you can make. This is a pragmatic and valuable training program, which helps you to become more confident and competent in the alignment of roles and responsibilities, to address organisational and management structure requirements, and to align with business and process metrics.

Business Architecture Track - Process

Research studies and the popular press have identified a myriad of trends impacting today's business environment. From economic pressures and globalisation to increased price competitiveness, to more demanding financial markets, to the proliferation of technology; the list of issues facing companies and business executives is well known. But what can and should be done to deal with these phenomena?

A recent global study, involving more than 1,000 CEOs, to identify the most critical imperatives of success in today's economy showed that:

- Economic downturn necessitates improvement in architectural TOGAF phases A and B, specifically business model and business processes alignment
- Volatile business environments require frequent business architecture adjustment and thereby process changes
- Regulatory and compliance requirements in an architectural perspective increase the need for process transparency and consistency
- Globalisation and proliferation of networked business relationships increase architectural complexity, driving the need for more process visibility and management
- Business stakeholders are increasingly more technology-savvy and need a better understanding of the business architecture
- Technology can now support model-driven manipulation and composition of processes throughout the process life cycle
- Enterprise Architecture needs to be optimised, innovated and



transformed in a continuous process improvement initiative.

The top responses to tackling these changes and achieving differentiation, focus, responsiveness and efficiency are a clear endorsement of business fundamentals: strong, differentiated business models are critical for growth and profitability; an organisation's architecture must be able to respond rapidly to business changes, e.g. customer and marketplace changes; cost structures and business processes must be adapted in a flexible manner to maintain productivity and reduce risk.

What is striking about the CEOs' responses is the recognition that, in today's environment, the Enterprise Architecture must simultaneously achieve all three of these attributes to tackle the challenges they face. In the past, practical and technology limitations forced companies to build their Enterprise Architecture around only one of these attributes, keeping significant achievement of the others

an intense desire but impractical to implement. This has led to increasing attention to business processes, service enablement in combination with the enterprise architecture — but not as performed over the past 5-10 years. The focus on, for example, business processes is not only on their description and automation, but on their management as well. This interest stems from the need to streamline business operations, consolidate organisations, build operational efficiency and save costs - reflecting the fact that the process is the basic unit of business value within an organisation.

The new design, service enablement, automation and management of business processes within the Enterprise Architecture therefore warrant their own field of study, known as BPM (Business Process Management). A quote from Ann Rosenberg, the Global SAP FS GPMO BPM leader sums it up nicely: "BPM connected with SOA and Enterprise Architecture provides not only the tools

and infrastructure to define, simulate, service and enable business processes, but also the tools to implement business processes in such a way that the execution of the resulting software, service and architecture, can be managed from a business model perspective, all to create business value as never realised before.”

“We coach and work with you as a participant to create outstanding results. Just as an Olympic athlete works with a coach to win a gold medal. We, as your coach, will identify your weaknesses, develop your known and unknown strengths/potential, and help you grow. You will be pushed and challenged, and we will demand more from you in order to help you bring your Enterprise Architecture career to a new level.”

Arjan Visser, EA Certified, TOGAF Certified, Process Certified and one of the trainers/coaches of the LEAD Program.

“Our peak Enterprise Architecture performance coaching programs enable the participants to clearly discern what they do when at their best and to create a repeatable model for consistent peak performance within the following skills: Technology, Security, Process, Service, Business Case, Maturity Model, Business Architecture, Performance, and/or Value.”

Michael van den Dungen, EA Certified, TOGAF Certified and one of the trainers/coaches of the LEAD Program

“The real question is how this promise can be fulfilled and how the potential to deliver significant value can be realised. Professor Dr. Mark von Rosing from the IT University, Professor in BPM and Enterprise Architecture, emphasises that “BPM in connection with Enterprise Architecture is neither a technology nor an updated version of BPR, Six Sigma or Lean. It is an IT-enabled management discipline for the relationship between the business-value creation and how a company can manage its processes and its Enterprise Architecture is symbiotic. For each part of value the enterprise delivers to a customer, employee or shareholder, it has to manage their services, processes and enterprise architecture. The BPM and Enterprise Architecture roadmap that SAP has developed represents a fundamental change in how a company can create value and develop their business model. This is truly a unique possibility to create the needed value companies are looking for.”

SAP’s move from being functional object oriented to become process object oriented is one of the biggest moves and transformations SAP has been going through; to accelerate the connection not only between Business Model and one’s Business Processes, but between the needed link of Enterprise Architecture and the service-oriented Architecture. The level of concomitant interest around BPM connected with SOA and Enterprise Architecture has reached a crescendo. As an example, Gartner announced that these combined initiatives “win the ‘Triple Crown’ of saving money, saving time, and adding value.” Based on this evolution within process management, SOA and Enterprise

Architecture, a new anatomy in respect to mindset, methodology, governance, implementation tools, process design etc. is needed. To support this skills change, which is required according to this new anatomy, SAP Education is now offering the BPX specialisation track as part of the SAP LEAD Program.

Individual Performance Coaching*

The Individual Performance Coaching (IPC) is an integrated element of the Lead Enterprise Architect* Program and will take the participants on a journey of personal and professional development through all the different aspects of Value Architecture, Process Architecture and Enterprise Architecture. For each module consisting of 5 training days you will receive 0.5 days of additional IPC and an additional 2 days of coaching to support you in writing the Enterprise Architecture case.

(*IPC is available for participants taking part in the Enterprise Architect eXpert

“Today’s architects need to focus on business performance and value, which means focusing and combining BPM and enterprise-wide architecture management. The combination of those topics will help IT become an enabler for the business. The LEAD program is the first program worldwide to combine SAP’s best practices, own practice and best insight in that area.”

Andreas Elting, Global Lead for IT Architecture, Business Transformation Services, SAP

track in combination with the Value track, Process track or both (LEAD))

The Enterprise Architect coaching will include personal hands-on assistance. With IPC the participants will:

- Develop a higher level of knowledge
- Enhance their abilities and skills within aspects of Business Architecture, Process Architecture and Enterprise Architecture
- Gain a framework to enhance their ability
- Get help in solving project problems/challenges
- Develop their own mentoring and coaching skills

With its blend of practical sessions, coaching and mentoring, the Lead Enterprise Architecture Program is unique. It is also unique with its blend of topics covered in 7 modules over different phases, all at 3-7 week intervals with time for practice, individual development and performance coaching, which helps the participants to turn new knowledge into competencies.

Participants can get assistance with various subjects and:

- Develop Strategy for either their Business Architecture, Process Architecture and/or Enterprise Architecture
- Define input for a Business Case / Value Case
- Describe and develop their maturity in
 - EA technology subjects such as: IT systems, Software, End-user Focus, SOA, Meta Data and Processes
 - EA business subjects such as: Business Model, Governance, Performance, Value and Business

Processes

- Describe and develop their Framework and Method within Value Architecture, Process Architecture and/or Enterprise Architecture

Being successful as an Enterprise Architect can be learned. If you want to make a difference in your Enterprise Architecture and Business Architecture competencies, investing in this training and coaching program will bring you real value. We bring real-life, practical experience into the training room. Our team of highly skilled trainers and coaches delivers pragmatic, provocative and valuable training programs that help you become a more competent Enterprise Architect and Business Architect.

Unique proposition to the market

A case study is an important part of the LEAD Enterprise Architecture Program. What makes this program really unique is the innovative concept that - if two or more architects from your organisation are participating - they will have the opportunity to use their own data and work on a personalised case study for your company and thereby resolve major parts of your Business Process, Application, Data or Technology Architecture.

From the start of the SAP LEAD Program, you will begin reaping the benefits. Your perspective will change, you will contribute new ideas, and you will bring new methods to your professional environment – delivering greater value to your employer.

At the end of this program – depending on the specialisation track – you will have:

- A solid Enterprise Architecture case
- Double- or triple-qualified Enterprise Architects who effortlessly link business with IT
- Defined input for a business case and value case for your own organisation

Just what you need, to immediately take the next step.

Modular Format

SAP provides the LEAD Program also in modular format designed to meet the demands of busy architects who want to earn the Lead Enterprise Architect or Business Architect diploma without interrupting a challenging career.

Each modular track will prepare you for certification qualifying you as a Value Architect, Process Architect or Enterprise Architecture eXpert. While the combination of Value Architect and Process Architect certifications will lead to SAP certified Business Architect, all three certifications will lead to SAP certified Lead Enterprise Architect.

The additional Individual Performance Coaching will be available in case participants choose to take part in two tracks in parallel including the Enterprise Architect eXpert track. In all other cases it is replaced by mentoring during classroom sessions to guide your personal development need.

More information

If you would like more information on the SAP LEAD Program, please feel free to contact Karin van den Brand, Business Development Manager Education by mail karin.van.den.brand@sap.com or by telephone +31 6 222 16 409.

3801038 (10/06)

©2010 by SAP AG. All rights reserved. SAP, R/3, mySAP, mySAP.com, xApps, xApp, SAP NetWeaver, Duet, Business ByDesign, ByDesign, PartnerEdge, and other SAP products and services mentioned herein as well as their respective logos are trademarks or registered trademarks of SAP AG in Germany and in several other countries all over the world. All other product and service names mentioned are the trademarks of their respective companies. Data contained in this document serves informational purposes only. National product specifications may vary.

These materials are subject to change without notice. These materials are provided by SAP AG and its affiliated companies ("SAP Group") for informational purposes only, without representation or warranty of any kind, and SAP Group shall not be liable for errors or omissions with respect to the materials. The only warranties for SAP Group products and services are those that are set forth in the express warranty statements accompanying such products and services, if any. Nothing herein should be construed as constituting an additional warranty.

www.sap.nl

THE BEST-RUN BUSINESSES RUN SAP™

