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## Business Ecology Initiative & Service-Oriented Solution

Michael Poulin

### "All processes are services", says new book on BPM



By [Michael Poulin](#) on January 18, 2010 7:37 AM [Vote 0 Votes](#)

The new book "[Improving Enterprise Business Process Management Systems](#)", authored by Alexander Samarin, addresses the architectural and development framework covering different aspects of BPM starting with the BPM discipline and going via BMP software suites into BPM System solutions.

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The author believes into strong coupling between BPM and SOA, and, when defining term 'process', adds:  
*"some operations of a service can be implemented as a process, and a process includes services in its implementation."*  
 So, when you read about processes in this book, you may mean services.

One of the exceptional features of this book is an extended vocabulary defining basic terms. This gives the reader ability to agree with the author's terminology or establish appropriate translations instead of guessing what's what. This does not mean that you must agree with everything. For example, I do not share the definition of SOA as *"an architectural approach for constructing software-intensive systems"* or definition of an operation as a *"distinct function"* in all cases.

The book meticulously describes modern view on step-by-step approach and realisation of BPM systems. The latter is explained as a "portfolio of the business processes as well as practices and tools for governing the design, execution and evolution of this portfolio". Along this way, Alexander has constructed a nice symbolic language describing opinions of the stakeholders on the BPM system from the strategic, business and IT viewpoints. For example, if the stakeholders agree with the BPM architect on enterprise architecture, line management, business users, solution architecture and development while they allow the BPM architect to do whatever he/she wants in the area of management just to make the managers' life easier and the solution does not require to do anything extra in operational support, *"there is the synergy between the business and IT"*. However, if the top management says it does not know how to improve the BPM system and opinions of the stakeholders in all other areas - strategy, business and IT - are unknown, this situation is qualified as an opportunity for the BPM architect.

Another interesting topic discussed in the book is flexibility of BPM systems. Considering that a business process is inflexible by definition, i.e. it tends to maximise robustness and minimise changes because a change in the process' business logic results in another process, flexibility of process management is about flexibility in the management of the process supplies. To find how this problem is resolved, you need to read the book. Actually, it is not huge and very illustrative having 135 figures for 189 pages.

At the end, I would like to outline that the author has shared his rich experience in the BPM area and described 24 BPM patterns with recommendations when they may to be useful. I think the book worth reading, at least, for this information alone.

Tags: [Business](#), [business process](#), [Enterprise](#), [Management](#), [Process](#), [service](#), [SOA](#)

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Business and Technology ideas, concepts, methodologies and solutions leading to Service-Oriented Enterprise - the primary instrument for obtaining business objectives in fast changing environment



**Michael Poulin**

Michael Poulin is an enterprise-level solution architect working in the financial industry in the UK and USA.

He specializes in bridging between Business needs and Technology capabilities with orientation on business and technical efficiency, scalability, robustness and manageability. He writes about service orientation, application security and use of modern technologies for solving business problems. Michael contributes to OASIS SOA standards as an Independent Member; he is listed in International WHO's WHO of Information Technology (Historical Society) for 2001. [View more](#)

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Alexander Samarin | January 19, 2010 4:52 AM | [Reply](#)

Thanks Michael,

I would like to add a recent example about flexibility of processes from a tender for an MIS for a governmental agency. Some parameters of this tender:

- High level of flexibility explicitly required
- Budget 4,5 MCHF
- About 10 offers

Some contenders:

- Classic development – 17 MCHF
- ERP hidden under workflow – 4 MCHF
- BPM-based – 2,5 MCHF

The latter has demonstrated a simple prototype and that helped to win the tender. Of course, to calm down the internal IT department, the winner has to do an extra "feasibility" step -- quickly demonstrate a very advanced prototype, which works at the client's IT environment.

Thanks,  
AS

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'Navigating the SOA Standards Landscape, abstraction, active service, ADM, adopt changes, aggregate service, AIA, API, application, Application Integration Architecture, Architect, architect, architectural mission, architecture, Architecture, architercture, B-SOA, BAWG, BEI, Best Practice, bottom-up, BPM, Busienss, busienss case, Business, business, Business Architect, Business Architecture, business architecture, Business architecture, Business Architecture Working Group, business concerns, business data, Business Ecology, business efficiency, business model, business operational model, Business Platform Division, business process, Business Process Designer,

**business service**, Business service, Business SOA, business value, business view, Business-IT problem, capability, CBDI, CBM, choreography, Cloud, Cloud Computing, COBA, collaboration, Collaboration, collaboreation, commodity, component, composition, concept, Conciliator, consumer, cost, cost of ownership, cost of ownership, crisis, CRUD, culture, data ownership, **data service**, data store, **DDD**, decision logic, decomposition, design, Design Pattern, Domain, domain, Domain Aggregate, Domain Events, Domain Service-Oriented Modelling, DOSOM, DOSOSM, driver, Dynamic Process Edition, EA, EDA, efficiency, end-to-end, Enterprise, Enterprise Architect, Enterprise Architectural Framework, Enterprise Architecture, enterprise architecture, ERP, ESB, event, Event, execution context, Execution Context, expertise, failure, feature, Flexibilit, **flexibility**, functionality model, Gartner, Governance, governance, granularity, harmonization, Healthcare, IBM, identiy credential, IEEE 1471, Integration-Oriented Architecture, intent, interface, interface orientation, IOA, **IT**, IT Operation Support, ITIL, Ladder to SOE, leasable Cloud, lease, Loose coupling, Lost in Translation, Management, Manifesto, market, MDA, Michrosoft, model, Model-Driven Approach, modelling, Navigating the SOA Standards Landscape Around Architecture, navigation, **OASIS**, OASIS SOA RA, OASIS SOA RAF, OASIS SOA Reference Architecture Foundation, OASIS SOA RM, ODBC, **OMG**, OO, Open Group, Oracle, orchestration, participant, pattern, policy, **principle**, principle of separation of concerns, principles, priority, Private Cloud, process, Process, process-oriented, process-orineted, project, Provisioning, Pub/Sub, Public Cloud Busienss Requirements, QCon, RA, **Real World Effect**, Real World SOA, Reference Architecture, Reference Architecture Foundation for SOA, Reference Model, Registry, rent, rentable Cloud, Repository, reuse, RIA, RM, ROI, RPC, rules engine, RWE, SCA, scalability, security, **service**, Service, Service Autonomy, Service Composability, service contract, Service

Contract, service description, Service Description, Service Discoverability, Service Execution Context, **Service Orientation**, service orientation, Service Oriented Enterprise, Service Relative Autonomy, Service Reusability, Service Separation of Concerns, Service State Management, Service Statelessness, service-oriented, service-oriented eco-system, Service-Oriented Enterprise, service-oriented enterprise, service-oriented environment, ServiceContract, seven properties that differentiate emergent architecture from the traditional approach to EA, situational, SLA, SO, SO environment, SO Principles, **SOA**, SOA Manifesto, SOA standard, SOA-RAF, SoaML, SOBA, SOE, SOEA, solution SOA, SOMA, **standard**, study, Summit, T-SOA, Technical Architect, Technical Architects, Technical Architecture, technical capabilities, technology, Technology, The Open Group, TOGAF, TOGAF 9.0, UI, UI Mediator, use, Value Chain, Value Network, Value Networks, view, view model, viewpoint, VPEC-T, Web, Web Service, Web Services, WebSphere, WSDL,

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