

Enterprise Architecture As Strategy Creating A Foundation For Business Execution

bull; Written by expert practitioners who have hands-on experience solving real-world problems for large corporations bull; Helps enterprise architects make sense of data, systems, software, services, product lines, methodologies, and much more bull; Provides explanation of theory and implementation with real-world business examples to support key points

TOGAF is a framework - a detailed method and a set of supporting tools - for developing an enterprise architecture, developed by members of The Open Group Architecture Forum. TOGAF Version 9.1 is a maintenance update to TOGAF 9, addressing comments raised since the introduction of TOGAF 9 in 2009. It retains the major features and structure of TOGAF 9, thereby preserving existing investment in TOGAF, and adds further detail and clarification to what is already proven. It may be used freely by any organization wishing to develop an enterprise architecture for use within that organization (subject to the Conditions of Use). This Book is divided into seven parts: Part I - Introduction This part provides a high-level introduction to the key concepts of enterprise architecture and in particular the TOGAF approach. It contains the definitions of terms used throughout TOGAF and release notes detailing the changes between this version and the previous version of TOGAF. Part II - Architecture Development Method This is the core of TOGAF. It describes the TOGAF Architecture Development Method (ADM) – a step-by-step approach to developing an enterprise architecture. Part III - ADM Guidelines & Techniques This part contains a collection of guidelines and techniques available for use in applying TOGAF and the TOGAF ADM. Part IV - Architecture Content Framework This part describes the TOGAF content framework, including a structured metamodel for architectural artifacts, the use of re-usable architecture building blocks, and an overview of typical architecture deliverables. Part V - Enterprise Continuum & Tools This part discusses appropriate taxonomies and tools to categorize and store the outputs of architecture activity within an enterprise. Part VI - TOGAF Reference Models This part provides a selection of architectural reference models, which includes the TOGAF Foundation Architecture, and the Integrated Information Infrastructure Reference Model (III-RM). Part VII Architecture Capability Framework This section looks at roles, Governance, compliance skills and much more practical guidance

This book gathers together a critical body of knowledge on what enterprise architecture (EA) is and how it can be used to better organize the functions of systems across an enterprise for an effective business-IT alignment. The chapters provide a solid foundation for a cross-disciplinary professional practice.

The Principle Based Enterprise Architecture (PBEA) Method is a proven approach for implementing an enterprise-wide architecture practice in large- and medium-sized technology organizations. The method begins with a set of architecture objectives linked to concepts that matter to the business. It then lays out how to build technology platforms from components we call assets and how to manage those assets over time, through the calculation and management of technical debt. The PBEA method is a pragmatic approach to enterprise technology architecture which is based on the fundamental tenet that technology is never perfect, compromises must be made, and one of the most valuable functions an enterprise architecture group can provide for a company is a method for managing those compromises. We call the cost of these compromises "technical debt". It is essentially the difference between what we should have spent on technology and what we did spend. The PBEA method grew from the experience of watching how large technology organizations function (or do not function as the case may be). You will learn about such essential topics as: Best practices for building, managing, and ultimately evolving an enterprise architecture. Defining principles and golden rules to guide the high-quality creation of the building blocks of products and platforms (assets). Calculating technical debt and assessing the business risk associated with carrying that debt. Identifying and managing the actions required to pay off technical debt and mitigate any associated business risk. If you have witnessed products and platforms 'collapsing under the burden of technical debt', then this book is for you. If you have seen technology organizations fail to learn from their mistakes, then this book is also for you. If you have been involved in the development of products where Version 2 required almost a rewrite of Version 1 or worked in technology organizations that spend an excessive portion of their budget on maintenance, then the PBEA method may provide both insight and benefit. Or if you are an enterprise architect and have witnessed one or more Enterprise Architecture functions get eliminated because they were seen as 'too ivory tower' and too distant from the customer, then this book will provide you with a concrete, fact-based approach for building an enterprise architecture function that is fully aligned with business objectives and that delivers real measurable benefit to the corporation.

An Introduction to Enterprise Architecture is the culmination of several decades of experience that I have gained through work initially as an information technology manager and then as a consultant to executives in the public and private sectors. I wrote this book for three major reasons: (1) to help move business and technology planning from a systems and process-level view to a more strategy-driven enterprise-level view, (2) to promote and explain the emerging profession of EA, and (3) to provide the first textbook on the subject of EA, which is suitable for graduate and undergraduate levels of study. To date, other books on EA have been practitioner books not specifically oriented toward a student who may be learning the subject with little to no previous exposure. Therefore, this book contains references to related academic research and industry best practices, as well as my own observations about potential future practices and the direction of this emerging profession.

A guide to the Agile Results system, a systematic way to achieve both short- and long-term results that can be applied to all aspects of life.

Software services are established as a programming concept, but their impact on the overall architecture of enterprise IT and business operations is not well-understood. This has led to problems in deploying SOA, and some disillusionment. The SOA Source Book adds to this a collection of reference material for SOA. It is an invaluable resource for enterprise architects working with SOA. The SOA Source Book will help enterprise architects to use SOA effectively. It explains: What SOA is How to evaluate SOA features in business terms How to model SOA How to use The Open Group Architecture Framework (TOGAF™) for SOA SOA governance This book explains how TOGAF can help to make an Enterprise Architecture. Enterprise Architecture is an approach that can help management to understand this growing complexity.

You've probably been hearing about Agile, Enterprise Architecture and Innovation Management for some time which isn't surprising as they are all important disciplines in their own right. If you've not been exposed to any of these or not used these together, then this book is here to help. There are differing levels of content in this book, and we've chosen to either describe a topic and why it is relevant or deep dive into the topic when we think it's necessary. This book will not attempt to show you how to do enterprise architecture or innovation management but provides a tool kit of techniques that our clients have found beneficial over the past 20 years. Many people and teams can benefit most from this book, but we took the liberty to assume the following:- You're looking at supporting some form of innovation in your organization. Whether you're a business owner, architect, line of business manager, process owner or have some other role, you would like to understand how to capture innovation.- You may have used enterprise architecture in the past but couldn't appreciate, extract or demonstrate the value of it within your organization.- You've had some success and you're looking to grow your innovation management and/or enterprise architecture practice.- You want to try combining agile techniques with enterprise architecture best practices to achieve better agility.- You want to use innovation management and enterprise architecture in conjunction with each other but are unsure of the benefits or approach.- You would like to see how enterprise architecture could be more closely aligned to project delivery.

Enterprise Business Architecture is the business of alignment. In the real world, your enterprise's strategic goals are thwarted by a long list of things: economic turmoil, increasing complexity, rapid business

and technological change, cut-throat competition, ever rising costs, strategy confusion, chronic project failures, and the vexing phenomenon known as the Business-IT gap. These forces throw your enterprise's strategic goals and strategic outcomes out of alignment. Unfortunately, there are no forces at work to naturally bring an enterprise back into alignment. There are no silver bullets. This is why Enterprise Business Architecture is important, because: Enterprise Business Architecture is the only enterprise-scoped function dedicated to bringing all the parts of the enterprise into alignment with IT and enterprise strategy. The primary function of enterprise business architecture is to create alignment: by aligning business strategy with IT risks and opportunities; by aligning the strategic IT plan with the strategic business plan; by aligning business and IT tactical plans; by creating a value adding enterprise reference architecture; by aligning IT project, program, and change management plans with IT strategic and tactical plans and the reference architecture. Of course, to do this the enterprise business architect requires the right tools and techniques. The mission of The Art of Enterprise Architecture for Business Architects is to put the tools and techniques of enterprise business architecture into the hands of business architects so that they can: understand their business; create strategic alignment in their organizations; take a leadership role in their organizations, and help create organizations that generate value for clients, shareholders, stakeholders, and employees.

Enterprise Architecture as Strategy Creating a Foundation for Business Execution Harvard Business Press

The journey from strategy to operating success depends on creating an organization that can deliver the chosen strategy. This book, explaining the Operating Model Canvas, shows you how to do this. It teaches you how to define the main work processes, choose an organization structure, develop a high-level blueprint of the IT systems, decide where to locate and how to lay out floor plans, set up relationships with suppliers and design a management system and scorecard with which to run the new organization. The Operating Model Canvas helps you to create a target operating model aligned to your strategy. The book contains more than 20 examples ranging from large multi-nationals to government departments to small charities and from an operating model for a business to an operating model for a department of five people. The book describes more than 15 tools, including new tools such as the value chain map, the organization model and the high-level IT blueprint. Most importantly, the book contains two fully worked examples showing how the tools can be used to develop a new operating model. This book should be on the desk of every consultant, every strategist, every leader of transformation, every functional business partner, every business or enterprise architect, every Lean expert or business improvement champion, in fact everyone who wants to help their organization be successful. Additional content can be found on the website for the Operational Model Canvas: www.operatingmodelcanvas.com

Models are used in all kinds of engineering disciplines to abstract from the various details of the modelled entity in order to focus on a specific aspect. Like a blueprint in civil engineering, a software architecture provides an abstraction from the full software system's complexity. It allows software designers to get an overview on the system under development and to analyze its properties. In this sense, models are the foundation needed for software development to become a true engineering discipline. Especially when reasoning on a software system's extra-functional properties, its software architecture carries the necessary information for early, design-time analyses. These analyses take the software architecture as input and can be used to direct the design process by allowing a systematic evaluation of different design alternatives. For example, they can be used to cancel out decisions which would lead to architecture - signs whose implementation would not comply with extra-functional requirements like performance or reliability constraints. Besides such quality attributes directly visible to the end user, internal quality attributes, e.g., maintainability, also highly depend on the system's architecture. In addition to the above-mentioned technical aspects of software architecture models, non-technical aspects, especially project management-related activities, require an explicit software architecture model. The models are used as input for cost estimations, time-, deadline-, and resource planning for the development teams. They serve the project management activities of planning, executing, and controlling, which are necessary to deliver high-quality software systems in time and within the budget.

This book presents an approach to enterprise architecture, which enables corporations to achieve their business objectives faster. Focusing on the governance of IT in the organization, it provides tangible tools, advice and strategies for implementing and designing the architectural process within a corporation that will make a major contribution in driving the business forward and achieve its goals.

This effective study guide offers comprehensive coverage of topics comprising the enterprise architecture body of knowledge. The book provides detailed coverage and lays out actionable methodologies and best practices to create and maintain successful EA models, artifacts and building blocks. It helps prepare readers to take any of the various EA certification exams and academic courses in enterprise architecture. This highly effective self-study guide offers comprehensive coverage of all topics in the enterprise architecture body of knowledge. Written by a team of experienced academics, practitioners, and professionals, the book takes a holistic look at the practice of enterprise architecture. You will get actionable methodologies and best practices and learn how to develop, deploy, and maintain successful enterprise architecture models, artifacts, and building blocks. Designed to help you prepare for certification, the Certified Enterprise Architect All-in-One Exam Guide also serves as an essential on-the-job reference. Coverage includes: • Enterprise architecture foundation concepts • Planning the enterprise architecture • Enterprise architecture development, governance, and maintenance • Defense frameworks • Viewpoints and views • The Zachman Framework • The Open Group Architecture Framework (TOGAF) • The Common Approach to Federal Enterprise Architecture • FEAF2 • Comparison of frameworks • Case Study integrated throughout the text • And much more

A critical part of any company's successful strategic planning is the creation of an Enterprise Business Architecture (EBA) with its formal linkages. Strategic research and analysis firms have recognized the importance of an integrated enterprise architecture and they have frequently reported on its increasing value to successful companies. Enterpr

This is the only book on holistic (organization-wide) enterprise architecture (EA) that integrates strategic, business, and technology planning. The approach includes detailed information on EA governance, implementation, and use, including an example case study, a new chapter on solution architecture methods, and a new chapter on the use of EA to support organizational restructuring as part of mergers and acquisitions. Written in plain language, this book is recommended for executives, managers, and staff in large, complex public and private sector organizations that are too silo'd and/or have highly dynamic operating environments. No prior knowledge on the subject is needed.

Implement successful and cost-effective enterprise architecture projects. This book provides a new approach to developing enterprise architecture based on the idea of emergent behaviors—where instead of micromanaging system implementation, the enterprise architecture effort establishes clear goals and leaves the details to the implementation teams. System development efforts are measured based on their contribution to achieving business goals instead of implementing specific (possibly outdated) requirements. Most enterprise architecture initiatives employ one of the existing system architecture frameworks such as Zachman or The Open Group Architecture Framework, but these are not well-suited for enterprise architecture in a modern, agile organization. The new approach presented in this book is based on the author's experience with large enterprise architecture efforts. The approach leverages research into complex adaptive systems and emergent behaviors, where a few simple rules result in complex and efficient enterprise behaviors. Simplifying the task of establishing and maintaining the enterprise architecture cuts the costs of building and maintaining the architecture and frees up those resources

for more productive pursuits. System implementers are given the freedom to rapidly adapt to changing user needs without the blessing of the enterprise modeling priesthood, and the architecture is transformed from a static pile of obscure models and documents into an operational framework that can be actively used to manage an enterprise's resources to better achieve business goals. The enterprise architect is free to stop focusing on building and maintaining models and start focusing on achieving business goals. What You'll Learn Refocus enterprise architecture on business needs by eliminating most of the enterprise-level models Delegate tasks to the development teams who do system implementation Document business goals, establish strategies for achieving those goals, and measure progress toward those goals Measure the results and gauge whether the enterprise architecture is achieving its goals Utilize appropriate modeling techniques that can be effectively used in an enterprise architecture Who This Book Is For Architecture practitioners and architecture managers: Practitioners are experienced architects who have used existing frameworks such as Zachman, and have experience with formal architecture modeling and/or model-based system engineering; managers are responsible for managing an enterprise architecture project and either have experience with enterprise architecture projects that were ineffective or are looking for a different approach that will be more cost-effective and allow for more organizational agility. Government program managers looking for a different approach to make enterprise architecture more relevant and easier to implement will also find this book of value.

Enterprise Architecture Planning (EAP) is a high-level blueprint for data, applications, and technology that is a cost-effective long-term solution. The authors give you a common-sense approach to EAP, supported by examples of architectures, procedures, checklists, and useful guidelines.

This is a story of reinvention. Jim Whitehurst, celebrated president and CEO of one of the world's most revolutionary software companies, tells first-hand his journey from traditional manager (Delta Air Lines, Boston Consulting Group) and "chief" problem solver to CEO of one of the most open organizational environments he'd ever encountered. This challenging transition, and what Whitehurst learned in the interim, has paved the way for a new way of managing—one this modern leader sees as the only way companies will successfully function in the future. Whitehurst says beyond embracing the technology that has so far disrupted entire industries, companies must now adapt their management and organizational design to better fit the Information Age. His mantra? "Adapt or die." Indeed, the successful company Whitehurst leads—the open source giant Red Hat—has become the organizational poster child for how to reboot, redesign, and reinvent an organization for a decentralized, digital age. Based on open source principles of transparency, participation, and collaboration, "open management" challenges conventional business ideas about what companies are, how they run, and how they make money. This book provides the blueprint for putting it into practice in your own firm. He covers challenges that have been missing from the conversation to date, among them: how to scale engagement; how to have healthy debates that net progress; and how to attract and keep the "Social Generation" of workers. Through a mix of vibrant stories, candid lessons, and tested processes, Whitehurst shows how Red Hat has blown the traditional operating model to pieces by emerging out of a pure bottom up culture and learning how to execute it at scale. And he explains what other companies are, and need to be doing to bring this open style into all facets of the organization. By showing how to apply open source methods to everything from structure, management, and strategy to a firm's customer and partner relationships, leaders and teams will now have the tools needed to reach a new level of work. And with that new level of work comes unparalleled success. The Open Organization is your new resource for doing business differently. Get ready to make traditional management thinking obsolete.

Assessing Business Excellence presents a strategic framework for business excellence and total quality management and shows how you can be actively involved in continuous improvement by systematically reviewing your business activities and results against holistic business excellence frameworks. For all practitioners who seek to use total quality management to improve their organization's effectiveness, efficiency and responsiveness, this title is the essential route map to business excellence. From two leading expert authors comes a book where the most recognized quality award criteria are used to explore the concepts of business excellence and self-assessment. This book: * Introduces the major business excellence and total quality frameworks including The Malcolm Baldrige National Quality Award and the European Quality Award and ISO9000:2000 * Compares the frameworks and identifies their strengths and limitations * Introduces the self-assessment process * Explores the main approaches to self-assessment * Illustrates the practical benefits of self-assessment through case examples

Based on an extensive study of the actual industry best practices, this book provides a systematic conceptual description of an EA practice and offers practically actionable answers to the key questions related to enterprise architecture.

Does it seem you've formulated a rock-solid strategy, yet your firm still can't get ahead? If so, construct a solid foundation for business execution—an IT infrastructure and digitized business processes to automate your company's core capabilities. In Enterprise Architecture as Strategy: Creating a Foundation for Business Execution, authors Jeanne W. Ross, Peter Weill, and David C. Robertson show you how. The key? Make tough decisions about which processes you must execute well, then implement the IT systems needed to digitize those processes. Citing numerous companies worldwide, the authors show how constructing the right enterprise architecture enhances profitability and time to market, improves strategy execution, and even lowers IT costs. Though clear, engaging explanation, they demonstrate how to define your operating model—your vision of how your firm will survive and grow—and implement it through your enterprise architecture. Their counterintuitive but vital message: when it comes to executing your strategy, your enterprise architecture may matter far more than your strategy itself.

The book attempts to answer a few of the common questions related to Enterprise Architecture (EA) and SOA. What are the issues? What is EA? Why should an organization

consider EA? How to build the Enterprise Architecture and document it. What are the roadblocks, politics, governance, process and design method? How to measure the value delivered by EA and its maturity and how to select an Enterprise Architect? An innovative EA Framework, the associated metamodel and generic Enterprise Reference Maps (templates) for the business process, applications and infrastructure layers are proposed. The framework looks like a content page showing the chapters of a book or, in this case, the components of the Enterprise Architecture without actually describing them but showing how they fit into the whole. The book then identifies and summarises Best Practices in the Enterprise Architecture and SOA development, EA patterns, the integration to the mundane solution architecture, delivery checklists. The book is intended to be a document summarising why and how to build an Enterprise Architecture.

Presents current developments, issues, and trends in enterprise architecture (EA). Provides insights into the impact of effective EA on IT governance, IT portfolio management, and IT outsourcing.

Enterprises, from small to large, evolve continuously. As a result, their structures are transformed and extended continuously. Without some means of control, such changes are bound to lead to an overly complex, uncoordinated and heterogeneous environment that is hard to manage and hard to adapt to future changes. Enterprise architecture principles provide a means to direct transformations of enterprises. As a consequence, architecture principles should be seen as the cornerstones of any architecture. In this book, Greefhorst and Proper focus on the role of architecture principles. They provide both a theoretical and a practical perspective on architecture principles. The theoretical perspective involves a brief survey of the general concept of principle as well as an analysis of different flavors of principles. Architecture principles are regarded as a specific class of normative principles that direct the design of an enterprise, from the definition of its business to its supporting IT. The practical perspective on architecture principles is concerned with an approach to the formulation of architecture principles, as well as their actual use in organizations. To illustrate their use in practice, several real-life cases are discussed, an application of architecture principles in TOGAF is included, and a catalogue of example architecture principles is provided. With this broad coverage, the authors target students and researchers specializing in enterprise architecture or business information systems, as well as practitioners who want to understand the foundations underlying their practical daily work.

This book describes a methodology for architecting, designing, and constructing an enterprise that specifies what to do, but more importantly, how to it, and why you would want to do it that way! The methodological concepts, principles, conventions, and practices presented in this book have been developed and put into practice for over 25 years; and the results are dramatic and worthy of pursuit by any enterprise.

Enterprise architecture defines a firm's needs for standardized tasks, job roles, systems, infrastructure, and data in core business processes. This book explains enterprise architecture's vital role in enabling - or constraining - the execution of business strategy. It provides frameworks, case examples, and more.

Practical advice for redesigning "big, old" companies for digital success, with examples from Amazon, BNY Mellon, LEGO, Philips, USAA, and many other global organizations. Most established companies have deployed such digital technologies as the cloud, mobile apps, the internet of things, and artificial intelligence. But few established companies are designed for digital. This book offers an essential guide for retooling organizations for digital success. In the digital economy, rapid pace of change in technology capabilities and customer desires means that business strategy must be fluid. As a result, the authors explain, business design has become a critical management responsibility. Effective business design enables a company to quickly pivot in response to new competitive threats and opportunities. Most leaders today, however, rely on organizational structure to implement strategy, unaware that structure inhibits, rather than enables, agility. In companies that are designed for digital, people, processes, data, and technology are synchronized to identify and deliver innovative customer solutions--and redefine strategy. Digital design, not strategy, is what separates winners from losers in the digital economy. Designed for Digital offers practical advice on digital transformation, with examples that include Amazon, BNY Mellon, DBS Bank, LEGO, Philips, Schneider Electric, USAA, and many other global organizations. Drawing on five years of research and in-depth case studies, the book is an essential guide for companies that want to disrupt rather than be disrupted in the new digital landscape.

Over 300 pages of Enterprise Architecture definition, scope, design, benefits, governance, frameworks, practice creation, business case, maturity assessment, role, leadership, culture, business capabilities, business modeling and operating models, all chosen from blogs over a period of six years. Business, IT and people organization architecture, SOA, Cloud Computing and indeed strategy are found at the core of many posts. The posts often summed up the EA state of art, objectively assessed, or criticized the current methods or positions of various bodies, responded to fellow bloggers' challenges and commented on the opinions of the day. The book includes a few articles on SOA, the virtualization of the enterprise and the Cloud enterprise of the near future.

This book provides practical advice on how to develop an enterprise architecture practice. The authors developed different tools and models to support organizations in implementing and professionalizing an enterprise architecture function. Coverage applies these tools and models to a number of different organizations and, as a result, will help readers avoid potential pitfalls and achieve success with enterprise architecture.

Enterprise Architecture is the discipline of managing the complexities of the Business-IT landscape. It has been around since the 1980's, when for the first time computers were connected in networks, and the already serious (and unsolved) problem of the complexity of computer programs for relatively simple business needs turned into the huge problem of large networks of them in complex business landscapes. In spite of many 'best practices' and 'frameworks' that have been introduced, Enterprise Architecture is not a great success. After thirty years, we still have the same problems. Chaos is still everywhere. Projects still fail far too often. In this book, (hidden) assumptions behind the existing approaches to enterprise architecture are challenged, and a more realistic perspective that helps us battle the complexities and unpredictabilities of today's Business-IT landscapes is described. Practical suggestions about enterprise architecture governance and products, based on real-world experience with the described approach, complete the book. From general management to IT professionals, everyone who is confronted with

the problem of managing Business-IT landscapes can profit from the insights this book offers. No specialist prior knowledge is required. Gerben Wierda is author of Mastering ArchiMate, and was, amongst other things, Lead Architect of the Judiciary in The Netherlands, Lead Architect of APG Asset Management, and is now Team Coordinator Architecture & Design at APG. He holds an M.Sc in Physics from the University of Groningen and an MBA from RSM Erasmus, Rotterdam.

As the digital economy changes the rules of the game for enterprises, the role of software and IT architects is also transforming. Rather than focus on technical decisions alone, architects and senior technologists need to combine organizational and technical knowledge to effect change in their company's structure and processes. To accomplish that, they need to connect the IT engine room to the penthouse, where the business strategy is defined. In this guide, author Gregor Hohpe shares real-world advice and hard-learned lessons from actual IT transformations. His anecdotes help architects, senior developers, and other IT professionals prepare for a more complex but rewarding role in the enterprise. This book is ideal for: Software architects and senior developers looking to shape the company's technology direction or assist in an organizational transformation Enterprise architects and senior technologists searching for practical advice on how to navigate technical and organizational topics CTOs and senior technical architects who are devising an IT strategy that impacts the way the organization works IT managers who want to learn what's worked and what hasn't in large-scale transformation

Modeling Enterprise Architecture with TOGAF explains everything you need to know to effectively model enterprise architecture with The Open Group Architecture Framework (TOGAF), the leading EA standard. This solution-focused reference presents key techniques and illustrative examples to help you model enterprise architecture. This book describes the TOGAF standard and its structure, from the architecture transformation method to governance, and presents enterprise architecture modeling practices with plenty of examples of TOGAF deliverables in the context of a case study. Although widespread and growing quickly, enterprise architecture is delicate to manage across all its dimensions. Focusing on the architecture transformation method, TOGAF provides a wide framework, which covers the repository, governance, and a set of recognized best practices. The examples featured in this book were realized using the open source Modelio tool, which includes extensions for TOGAF. Includes intuitive summaries of the complex TOGAF standard to let you effectively model enterprise architecture Uses practical examples to illustrate ways to adapt TOGAF to the needs of your enterprise Provides model examples with Modelio, a free modeling tool, letting you exercise TOGAF modeling immediately using a dedicated tool Combines existing modeling standards with TOGAF

Enterprise architecture requires an understanding of all technologies, strategies, and data consumption throughout the enterprise. To this end, one must strive to always broaden knowledge of existing, as well as emerging trends and solutions. As a trade, this role demands an understanding beyond the specificities of technologies and vendor products

Ever-changing business needs have prompted large companies to rethink their enterprise IT. Today, businesses must allow interaction with their customers, partners, and employees at more touch points and at a depth never thought previously. At the same time, rapid advances in information technologies, like business digitization, cloud computing, and Web 2.0, demand fundamental changes in the enterprises' management practices. These changes have a drastic effect not only on IT and business, but also on policies, processes, and people. Many companies therefore embark on enterprise-wide transformation initiatives. The role of Enterprise Architecture (EA) is to architect and supervise this transformational journey. Unfortunately, today's EA is often a ponderous and detached exercise, with most of the EA initiatives failing to create visible impact. The enterprises need an EA that is agile and responsive to business dynamics. Collaborative Enterprise Architecture provides the innovative solutions today's enterprises require, informed by real-world experiences and experts' insights. This book, in its first part, provides a systematic compendium of the current best practices in EA, analyzes current ways of doing EA, and identifies its constraints and shortcomings. In the second part, it leaves the beaten tracks of EA by introducing Lean, Agile, and Enterprise 2.0 concepts to the traditional EA methods. This blended approach to EA focuses on practical aspects, with recommendations derived from real-world experiences. A truly thought provoking and pragmatic guide to manage EA, Collaborative Enterprise Architecture effectively merges the long-term oriented top-down approach with pragmatic bottom-up thinking, and that way offers real solutions to businesses undergoing enterprise-wide change. Covers the latest emerging technologies affecting business practice, including digitization, cloud computing, agile software development, and Web 2.0 Focuses on the practical implementation of EAM rather than theory, with recommendations based on real-world case studies Addresses changing business demands and practices, including Enterprise 2.0, open source, global sourcing, and more Takes an innovative approach to EAM, merging standard top-down and pragmatic, bottom-up strategies, offering real solutions to businesses undergoing enterprise-wide changes

Organizations today exist in an environment of unprecedented change. They do so against a backdrop of a global, competitive marketplace, the fast-paced enablement of technology, amplified regulation and accelerating organizational complexity. Many organizations are addressing change in a sub-optimal way and they are operating without a clear view of where their operational risks lie. It is these dynamics that are leading organizations to recognise and embrace Business Architecture. Despite this environment, Business Architecture can be a difficult 'sell' - it is often perceived to be abstract and lacking in tangible delivery. To succeed, Business Architecture must be pragmatic and, to be sustainable, it must focus on achieving long-term value and, at the same time, recognise the shorter-term tactical needs of the organisation. With these challenges in mind, this book provides a practical guide on how to employ Business Architecture and how to build a balanced proposition that delivers value to a broad range of stakeholders. As the book states, Business Architecture should not be practised in isolation, nor should it be thought of as a one-off process; it needs to be woven into the fabric of the organization. And so the authors illustrate the opportunities for weaving the Business Architecture Practice into this fabric through the various stakeholders and life cycles that exist, both formally and informally, within an organization. Whilst recognizing best practice, this book explores a new, inspirational level of Business Architecture whilst acknowledging that the best way to realize the vision is one step at a time.

First Published in 1968. Routledge is an imprint of Taylor & Francis, an informa company.

The first Enterprise Architecture book that compares the 14 most popular Enterprise Architecture Frameworks in the world. A unique book for CIO's, Enterprise Architects and all others interested in EA.

Enterprise Architecture (EA) is an essential part of the fabric of a business; however, EA also transcends and transforms technology and moves it into the business space. Therefore, EA

needs to be discussed in an integrated, holistic, and comprehensive manner. Only such an integrated approach to EA can provide the foundation for a transformation that readies the business for the myriad enterprise-wide challenges it will face. Highly disruptive technologies such as Big Data, Machine Learning, and Mobile and Cloud Computing require a fine balance between their business and technical aspects as an organization moves forward with its digital transformation. This book focuses on preparing all organizations – large and small – and those wishing to move into them for the impact of leveraging these emerging, disruptive, and innovative technologies within the EA framework.

This book is positioned as a first in a series of books on enterprise architecture needed for a Master of Enterprise Architecture program, and is targeted both at university students and practitioners with a drive to increase their understanding of these fields. As an introductory book, this book aims to explore the concept of enterprise architecture. At first glance, writing such an introductory book might seem as a straight forward task of setting up a structure and filling in “the blanks.” However, writing this book turned out to be a pleasant journey of discovery. Based on our past experiences, each of us had a clear understanding of enterprise architecture, based on several years of experience and insight in the field. However, when we started writing this book, and each of us exposed our individual understandings, it became apparent that our understanding of the field differed in several ways. This prompted several discussions leading to an abundance of new insights. Without exception, these discussions took place in a pleasant and open atmosphere, fueled by our shared drive for understanding and increased insight.

We are now even more convinced than before, that the field of enterprise architecture is a true multi-disciplinary profession. In the resulting book, we would like to share our insights, while also hoping to continue our discussions, now also involving you as a reader. We also realize that the journey is still far from complete. While this introductory book provides an overview of the field of enterprise architecture from the perspective of our insights, many aspects need further refinement.

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