

Enterprise Architecture As Strategy

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.

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 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 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.

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.

Cloud Enterprise Architecture examines enterprise architecture (EA) in the context of the surging popularity of Cloud computing. It explains the different kinds of desired transformations the architectural blocks of EA undergo in light of this strategically significant convergence. Chapters cover each of the contributing architectures of EA—business, information,

application, integration, security, and technology—illustrating the current and impending implications of the Cloud on each. Discussing the implications of the Cloud paradigm on EA, the book details the perceptible and positive changes that will affect EA design, governance, strategy, management, and sustenance. The author ties these topics together with chapters on Cloud integration and composition architecture. He also examines the Enterprise Cloud, Federated Clouds, and the vision to establish the InterCloud. Laying out a comprehensive strategy for planning and executing Cloud-inspired transformations, the book: Explains how the Cloud changes and affects enterprise architecture design, governance, strategy, management, and sustenance Presents helpful information on next-generation Cloud computing Describes additional architectural types such as enterprise-scale integration, security, management, and governance architectures This book is an ideal resource for enterprise architects, Cloud evangelists and enthusiasts, and Cloud application and service architects. Cloud center administrators, Cloud business executives, managers, and analysts will also find the book helpful and inspirational while formulating appropriate mechanisms and schemes for sound modernization and migration of traditional applications to Cloud infrastructures and platforms.

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.

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 a valuable addition to the reading list of executives, managers, and staff in business, government, and other sectors who seek to keep their enterprises agile and efficient as they manage change, implement new business processes and supporting technologies, and pursue important strategic goals"--Provided by publisher.

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.

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.

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

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.

"Regardless of the type of architecture, architecture itself is an organized accumulation of knowledge within a particular domain. While we generally conceive of its representation as a set of diagrams, containing specific notations and taxonomies of symbols and glossary terms, an architecture may actually be represented using anything that can be arranged in a pattern to record information. The earliest forms of architecture relate to architecting buildings, monuments, military disciplines, organized religion, music, storytelling, and various other forms within the arts. These early forms of architecture of course predate computer related architectures by thousands of years. That said, it is worth noting that there are a number of common elements among architectures irrespective of their relative age, such as forms of standardization, reusable structures, the accumulation of knowledge, and providing a context for understanding something. Needless to say, anyone can be an architect in a topic in which they have a deep understanding and appreciation of. While one obvious difference among architects is the amount and variety of pertinent experience, the less obvious difference is the degree to which an architect recognizes the potential forms of standardization, reusable structures, accumulation of knowledge, relationships among the components, and use of architecture as an accelerator to more rapidly understand the context and scope of a particular topic or to rapidly convey it to another. Architectures as a result must be easy to understand"--

The Enterprise Architecture Management (EAM) discipline deals with the alignment of business and information systems architectures. While EAM has long been regarded as a discipline for IT managers, this book takes a different stance: It explains how top executives can use EAM to leverage their strategic planning and controlling processes, as well as how it can contribute to their sustainable competitive advantage. Based on the analysis of best practices from eight leading European companies from various industries, the book presents the crucial elements of successful EAM. It outlines what executives need to do in terms of governance, processes, methodologies, and culture in order to bring their management to the next level. Beyond this, the book points out how EAM could develop in the next decade, thus allowing today's managers to prepare for the future architecture management.

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.

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.

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

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 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 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.

Electronic enterprise is the road map to well-planned evolution of enterprise complexity with business and system strategies integration through standardized architectures of IT components. This work provides a vision for IT leaders with practical solutions for IT implementation.

This IBM® Redbooks® publication explains how to combine business process management (BPM) and Enterprise Architecture (EA) for better business outcomes. This book provides a unique synergistic approach to BPM and EA, based on a firm understanding of the life cycles of the enterprise and the establishment of appropriate collaboration and governance processes. When carried out together, BPM provides the business context, understanding, and metrics, and EA provides the discipline to translate business vision and strategy into architectural change. Both are needed for sustainable continuous improvement. This book provides thought leadership and direction on the topic of BPM and EA synergies. Although technical in nature, it is not a typical IBM Redbooks publication. The book provides guidance and direction on how to collaborate effectively across tribal boundaries rather than technical details about IBM software products. The primary audience for this book is leaders and architects who need to understand how to effectively combine BPM and EA to drive, as a key differentiator, continuous improvement and transformational change with enterprise scope.

Two experts in enterprise architecting lay out a holistic approach to creating a blueprint for future enterprise transformation. Every enterprise evolves continuously, driven by changing needs or new opportunities. Most often this happens gradually, with small adjustments to strategy, organization, processes, or infrastructure. But sometimes enterprises need to go beyond minor fixes and transform themselves, in response to a disruptive event or dramatically changing circumstances—a merger, for example, or a new competitor. In this book, enterprise architecting experts Deborah Nightingale and Donna Rhodes offer a framework for enterprise transformation. Successful transformation, they believe, starts with a holistic approach, taking into consideration all facets of the enterprise and its environment rather than focusing solely on one factor—information technology, for example, or organizational structure. This is architecting the future enterprise: creating a blueprint for what the enterprise will look like after the transformation. Nightingale and Rhodes introduce the ARIES (Architecting Innovative Enterprise Strategy) framework, including a ten enterprise element model and an architecting process model, and show how to apply it, from start to finish. They explain how to create a holistic vision for the future enterprise and how to generate concepts and alternative architectures; they describe techniques for evaluating possible architectures, tools for implementation planning, and strategies for communicating with stakeholders. Nightingale and Rhodes offer real-world examples throughout, drawing on their work at MIT, with an extensive case study of enterprise transformation at a medical device manufacturer. An appendix offers two additional architecting projects. Seven Architecting Imperatives • Make architecting the initial activity in transformation. • Develop a comprehensive understanding of the enterprise landscape. • Understand what stakeholders value and how that may change in the future. • Use multiple perspectives to see the whole enterprise. • Create an architecting team suited to the transformation challenges. • Engage all levels of leadership in transformation. • Architect for the enterprise's changing world.

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.

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.

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.

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.

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

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.

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. This book shows its readers how to achieve the goal of genuine IT governance. The key here is the successful development of enterprise architecture as the necessary foundation. With its capacity to span and integrate business procedures, IT applications and IT infrastructure, enterprise architecture opens these areas up to analysis and makes them rich sources of critical data. Enterprise architecture thereby rises to the status of a crucial management information system for the CIO. The focused analysis of the architecture (its current and future states) illuminates the path to concrete IT development planning and the cost-effective and beneficial deployment of IT. Profit from the author's firsthand experience - proven approaches firmly based in enterprise reality.

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.

All institutions require a framework of governance, comprising a mission to be accomplished with clear rules and recognized conventions to guide its accomplishment. This book sets the governance of companies - corporate

governance - in a wider framework so that it can be appreciated as part of a long tradition and of a system that affects our lives at all levels and in most places. Corporate governance is no longer optional for businessmen - it is vital - and the events which have led to this and the approaches taken by different countries are explained by Adrian Davies. He goes on to develop a working model for introducing a system of corporate governance, as well as detailing the process of installing and maintaining it. As the title suggests, *A Strategic Approach to Corporate Governance* explores the link between corporate governance and business strategy, and examines the role of the board of directors in providing leadership to both processes. Moving beyond the Cadbury, Greenbury and Hampel Codes, this book outlines a stakeholder approach to corporate governance which complements the financially-focused Codes. As Sir Adrian Cadbury says in his Foreword: 'Openness and accountability are the governance watchwords and ethical standards are the basis on which lasting governance systems are built. These are the lessons we have all learnt from the work which has been done worldwide on the governance of companies. Adrian Davies' book will, with advantage, help to spread corporate experience in this field to a wider range of organisations.'

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

Continuous Architecture provides a broad architectural perspective for continuous delivery, and describes a new architectural approach that supports and enables it. As the pace of innovation and software releases increases, IT departments are tasked to deliver value quickly and inexpensively to their business partners. With a focus on getting software into end-users hands faster, the ultimate goal of daily software updates is in sight to allow teams to ensure that they can release every change to the system simply and efficiently. This book presents an architectural approach to support modern application delivery methods and provide a broader architectural perspective, taking architectural concerns into account when deploying agile or continuous delivery approaches. The authors explain how to solve the challenges of implementing continuous delivery at the project and enterprise level, and the impact on IT processes including application testing, software deployment and software architecture. Covering the application of enterprise and software architecture concepts to the Agile and Continuous Delivery models Explains how to create an architecture that can evolve with applications Incorporates techniques including refactoring, architectural analysis, testing, and feedback-driven development Provides insight into incorporating modern software development when structuring teams and organizations

Technologists who want their ideas heard, understood, and funded are often told to speak the language of business—without really knowing what that is. This book's toolkit provides architects, product managers, technology managers, and executives with a shared language—in the form of repeatable, practical patterns and templates—to produce great technology strategies. Author Eben Hewitt developed 39 patterns over the course of a decade in his work as CTO, CIO, and chief architect for several global tech companies. With these proven tools, you can define, create, elaborate, refine, and communicate your architecture goals, plans, and approach in a way that executives can readily understand, approve, and execute. This book covers: Architecture and strategy: Adopt a strategic architectural mindset to make a meaningful material impact Creating your strategy: Define the components of your technology strategy using proven patterns Communicating the strategy: Convey your technology strategy in a compelling way to a variety of audiences Bringing it all together: Employ patterns individually or in clusters for specific problems; use the complete framework for a comprehensive strategy

The basis for an Enterprise Architecture IT project comes from the identification of the changes necessary to implement the enterprise or organisation's strategy, and the growing information needs arising from this, which increases the demand for the development of the IT system. The development of an IT system can be carried out using an urbanisation approach i.e. building an IT system using the metaphor of a city. This concept is based on the fact that in constructing or reorganising information systems, the reconstruction and modernisation involves permanent elements, as are found in a city. Although relatively new, this approach has been successfully employed in a number of projects over the past few years. The practical approach given in this book allows enterprises or organisations trying to safeguard the efficiency of their IT system, while minimising costs and risk, to implement the theory and put it into practice.

The prosperity and stability of any economic structure is reliant upon a foundation of secure systems that regulate the movement of money across the globe. These structures have become an integral part of contemporary society by reducing monetary risk and increasing financial security. *Regaining Global Stability After the Financial Crisis* is a critical scholarly publication that examines the after-effects of the economic slowdown and the steps that have been taken to overcome the consequences of the slowdown as well as strategies to reduce its impact on economies and societies. Highlighting a wide range of topics including economic convergence, risk management, and public policy for financial stability, this book is geared toward academicians, practitioners, students, managers, and professionals in the financial sector seeking current research on regaining a sense of safety and security after a time of economic crisis.

The author developed Lightweight Enterprise Architecture (LEA) to enable a quick alignment of technology to business strategy. LEA's simple and effective framework makes it useful to a wide audience of users throughout an enterprise, coordinating resources for business requirements and facilitating optimal adoption of technology. *Lightweight Enterprise Architecture* provides a methodology and philosophy that organizations can easily adopt, resulting in immediate value-add without the pitfalls of traditional architectural styles. This systematic approach uses the right balance of tools and techniques to help an enterprise successfully develop its architecture. The first section of the text focuses on how enterprises deploy architecture and how architecture is an evolving discipline. The second section introduces LEA, detailing a structure that supports architecture and benefits all stakeholders. The book concludes by explaining the approach needed to put the framework into practice, analyzing deployment issues and how the architecture is involved throughout the lifecycle of technology projects and systems. This innovative resource tool provides you with a simpler,

easily executable architecture, the ability to embrace a complex environment, and a framework to measure and control technology at the enterprise level.

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.

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