

# A Reassessment of Enterprise Architecture Implementation

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**Abstract.** Aside of day-to-day business in some organizations Enterprise Architecture (EA) seems to be successful while it is not in others that also have notations, models, methods, and even dedicated EA tools. In order to understand these differences we have analyzed the development of EA in six companies over the last eight years. Our analyses showed, that apart from formal structure and processes (i) training and education of architects and non-architects, (ii) improving architects' communication skills, (iii) intensifying EA representation in projects, and (iv) tool support (not replacements with tools), significantly contribute to long term EA success.

## 1 Introduction

Enterprise Architecture (EA) is a still developing discipline. It includes rich modeling approaches as well as procedure models and tools. Both contributions from practitioners [see e.g. 1] and research [see e.g. 2] are numerous and show both progress and growing maturity. From a research point of view the scope of EA and EA management seems to be well-defined by now [2], although terminology is still varying. For practitioners it seems to be a unique opportunity to get a grip on the ever growing complexity of their application landscapes.

Standardization efforts like TOGAF [3] offer means to establish EA processes. Corresponding efforts e.g. like CobIT [4] increase governance maturity and ensure well defined interfaces to related IT management fields—governance, IT strategy, business/IT alignment etc. However, although EA is spreading among practitioners, it still seems to be immature in practice. With all processes set up according to the standards and modeling and maintaining most artifacts as recommended by EA management approaches: does EA work and will it survive in any company? Some of the companies, which established EA and EA management processes in the past, are now facing obstacles when practicing EA and are struggling to redefine their EA management in a way making it more sustainable.

Therefore the research question in this contribution is: What are factor combinations for successful EA implementation beyond the mere notion of maturity? As a basis of our analysis we will employ a description framework which has been developed in the course of various practitioners' workshops over the last eight years. Based on this description framework we will analyze six cases and discuss why certain companies have been rather successful in implementing EA while others did not leverage

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*Service Science and Knowledge Innovation* Kecheng Liu, Stephen Richard Gulliver, Weizi Li, Changrui Yu, 2014-04-28 This book constitutes the refereed proceedings of the 15th IFIP WG 8 1 International Conference on Informatics and Semiotics in Organisations ICISO 2014 held in Shanghai China in May 2014 The 39 revised papers presented at the main conference were carefully reviewed and selected from 88 submissions Additionally 10 papers were selected for presentation at two workshops held in the framework of ICISO 2014 The papers have been organized in the following topical sections organizational semiotics theory and concepts organizational semiotics and applications finance and service science enterprise architecture modelling and simulation and decision making and knowledge management The last two sections contain papers from the Workshop on e Health the New Frontier of Service Science Innovation and the International

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for starting organizing and operating the entirety of your organization's architecture Chapter 1 Ready shows how to model and analyze your business operations assess their current status construct a future scenario compare it to the current structure analyze what you see and show the result in a city plan Chapter 2 Set deals with preparing for the implementation of the architecture with governance enterprise architecture organization staffing etc This is the organizing step before beginning the actual work Chapter 3 Go establishes how to implement a city plan in practice It deals with the practicalities of working as an enterprise architect and is called the running step The common thread through all aspects of the enterprise architect's work is the architect's mastery of a number of tools such as business models process models information models and matrices We address how to initiate the architecture process within the organization in such a way that the overarching enterprise architecture and architecture driven approach can be applied methodically and gradually improved **CMG '92, Reno**, 1992 Complex Enterprise Architecture John D. McDowall, 2019-02-07 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 for Global Companies in a Digital IT Era](#) Yoshimasa Masuda, Murlikrishna Viswanathan, 2019-01-24 This book investigates solutions incorporated by architecture boards in global enterprises to resolve issues and mitigate related architecture risks while also proposing and implementing an adaptive integrated digital architecture framework AIDAF and related models and approaches platforms which can be applied in companies to promote IT strategies using cloud mobile IT digital IT The book is divided into three main parts the first of which Chapters 1 2 addresses the background and motivation for AIDAF aligned with digital IT strategies The second part Chapter 3 provides an overview of strategic enterprise architecture EA frameworks for digital IT elaborates on the essential elements of EA frameworks in the digital IT era and advocates using AIDAF models for architecture assessment risk management knowledge management on digital platforms In turn the third part Chapters 4 7 demonstrates the application and benefits of AIDAF and related models as shown in three case studies I found this book to be a very nice contribution to the EA community of practice I can recommend this book as a textbook for digital IT strategists practitioners EA practitioners students in universities and graduate schools From the Foreword by Scott A Bernard In this new age of the digital information society it is necessary to advocate a new EA framework This book provides state of the art knowledge and practices about EA frameworks beneficial for IT practitioners IT strategists CIO IT architects and even students It serves as an introductory textbook for all who drive the information society in this era From the Foreword by Jun Murai [CISSP All-in-One Exam Guide, Eighth Edition](#) Shon Harris, Fernando Maymi, 2018-10-26 A new edition of Shon Harris bestselling exam prep guide fully updated for the new CISSP 2018 Common Body of Knowledge This effective self study guide fully prepares you for the challenging CISSP exam and offers 100% coverage of all exam domains This edition has been thoroughly revised to cover the new CISSP 2018 Common Body of Knowledge hot spot and drag and drop question formats and more CISSP All in One Exam Guide Eighth Edition features hands on exercises as well as Notes Tips and Cautions that provide real world insight and call out potentially harmful situations Each chapter features learning objectives exam tips and practice questions with in depth answer explanations Beyond exam prep the guide also serves as an ideal on the job reference for IT security professionals Fully updated to cover 2018 exam objectives and question formats Digital content includes access to the Total Tester test engine with 1500 practice questions and flashcards Serves as an essential on the job reference [Enterprise Architectures and Digital Administration](#) Ambrose Goikoetxea, 2007 This is the first book that addresses all three main activities in improving business and technology decisions the planning design and assessment of enterprise architectures EAs Emphasis is on medium and large size organizations in the private sector such as banks

airlines and auto industries and the public sector such as federal agencies local government organizations and military services in the Department of Defense The book addresses the challenges faced by EA builders through an organized presentation of the issues and a step by step approach The material is based on real life EA project experience and lessons learned over a decade working in multiple contractor multiple discipline teams and multiple agency environments

**Library & Information Science Abstracts** ,2004 *CISSP All-in-One Exam Guide, Seventh Edition* Shon

Harris,Fernando Maymi,2016-06-10 Completely revised and updated for the 2015 CISSP body of knowledge this new edition by Fernando Maym continues Shon Harris s bestselling legacy providing a comprehensive overhaul of the content that is the leading chosen resource for CISSP exam success and has made Harris the 1 name in IT security certification This bestselling self study guide fully prepares candidates for the challenging Certified Information Systems Security Professional exam and offers 100% coverage of all eight exam domains This edition has been thoroughly revised to cover the new CISSP 2015 Common Body of Knowledge including new hot spot and drag and drop question formats and more Each chapter features learning objectives exam tips practice questions and in depth explanations Beyond exam prep the guide also serves as an ideal on the job reference for IT security professionals *CISSP All in One Exam Guide Seventh Edition* provides real world insights and cautions that call out potentially harmful situations Fully updated to cover the 8 new domains in the 2015 CISSP body of knowledge Written by leading experts in IT security certification and training Features new hot spot and drag and drop question formats Electronic content includes 1400 updated practice exam questions *Imaging World* ,1999 [CISSP Bundle, Fourth Edition](#) Shon Harris,Fernando Maymi,Jonathan Ham,2018-12-24 Prepare for the 2018 CISSP exam with this up to date money saving study package Designed as a complete self study program this collection offers a wide variety of proven exam focused resources to use in preparation for the current edition of the CISSP exam The set bundles the eighth edition of Shon Harris bestselling *CISSP All in One Exam Guide* and *CISSP Practice Exams Fifth Edition* You will gain access to a variety of comprehensive resources to get ready for the challenging exam *CISSP Bundle Fourthe Edition* fully covers all eight exam domains and offers real world insights from the authors professional experiences More than 2500 accurate practice exam questions are provided along with in depth explanations of both the correct and incorrect answers The included Total Tester test engine provides full length timed simulated exams or customized quizzes that target selected chapters or exam objectives Presents 100% coverage of the 2018 CISSP Exam Includes special discount to Shon Harris Brand CISSP video training from Human Element Security Written by leading experts in IT security certification and training

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