

Contents

1	Introduction	1
1.1	Background	1
1.2	Outline of the book	2
2	The Need for a New Instrument	5
2.1	Introduction	5
2.2	Enterprises and their challenges	6
2.2.1	Keep up or Perish	6
2.2.2	Shifting Powers in the Value Chain	7
2.2.3	Comply or Bust	8
2.2.4	Achieving Competitive Advantage	9
2.2.5	Making Technology the Business Differentiator	9
2.2.6	Excel or Outsource	10
2.3	Stakeholders and Their Concerns	10
2.3.1	Stakeholders Involved in a Transformation	11
2.3.2	Stakeholders Impacted by Transformation Results	12
2.3.3	Stakeholders Sponsoring a Transformation	13
2.3.4	Variety and Complexity in Dealing with Stakeholders	13
2.4	Traditional Approaches	14
2.4.1	Strategy as a Means to Focus Effort	14
2.4.2	Programmatic Steering of Change	16
2.5	Assessing Traditional Approaches	17
2.5.1	Putting Strategy into Action	17
2.5.2	Putting Programmatic Steering into Action	20
2.6	Requirements on Enterprise Architecture	21
2.7	Summary	23
2.8	Discussion Statements	24
3	Positioning Enterprise Architecture	25
3.1	A Historical Perspective on Enterprise Architecture	25
3.2	Governance Paradigm	27
3.3	Key Applications for Enterprise Architecture	30
3.4	Defining Enterprise Architecture	32
3.4.1	Definitions of Enterprise Architecture	32
3.4.2	Perspectives on the Role of Enterprise Architecture	33
3.4.3	Definition of Enterprise Architecture	34
3.4.4	Views in Enterprise Architectures	34
3.5	Key Concept of Enterprise Architecture	35
3.5.1	Stakeholders and Their Concerns	35
3.5.2	Principles	36

- 3.5.3 Models 37
- 3.5.4 Views 38
- 3.5.5 Frameworks 39
- 3.6 Benefits of Enterprise Architecture 40
 - 3.6.1 Uses of Architectural Descriptions 40
 - 3.6.2 Value of Enterprise Architecture 41
 - 3.6.3 Added Value over Classical Approaches 43
 - 3.6.4 Use it Wisely 43
- 3.7 Competencies of an Enterprise Architect 45
- 3.8 Summary 46
- 3.9 Discussion Statements 47

- 4 The Results of Enterprise Architecting 49**
 - 4.1 Introduction 49
 - 4.2 Example Enterprise Architecture: Pizzeria “Perla del Nord” 49
 - 4.2.1 Current Situation 50
 - 4.2.2 Intended Change 54
 - 4.2.3 Enterprise Architecture Results in the Pizzeria Case 58
 - 4.3 Quality of the Produced Results 62
 - 4.3.1 Possible Uses of Architecture Results 62
 - 4.3.2 From Intended Use to the Design of a Result 63
 - 4.3.3 A Deeper Understanding of the Quality of Results 64
 - 4.4 Enterprise Architecture Frameworks 65
 - 4.4.1 Tapscott & Caston’s Views 66
 - 4.4.2 The Integrated Architecture Framework 67
 - 4.4.3 The ArchiMate Framework 69
 - 4.4.4 The Zachman Framework 69
 - 4.4.5 The Open Group’s Architecture Framework 72
 - 4.5 Dimensions for Architecture Frameworks 73
 - 4.5.1 Subject Dimensions 74
 - 4.5.2 Purpose Dimensions 75
 - 4.5.3 Form Dimensions 75
 - 4.6 A Methodical Perspective on the Creation of Results 76
 - 4.7 The Call for a Unified Notation 78
 - 4.8 Summary 81
 - 4.9 Discussion Statements 83

- 5 The Process of Enterprise Architecting 85**
 - 5.1 Introduction 85
 - 5.2 The Core Process of Enterprise Architecting 85
 - 5.2.1 Creating Enterprise Architecture 86
 - 5.2.2 Applying/Using Enterprise Architecture 87
 - 5.2.3 Maintaining Enterprise Architecture Results 91
 - 5.3 Patterns for Enterprise Architecting 92
 - 5.3.1 Architecture Process Patterns and Architecture Schools 93
 - 5.3.2 Architecture Schools: Check the “Instruction for Use” 97

- 5.4 Architecture Effectiveness and Organizational Context 98
 - 5.4.1 Architecture Maturity Level of the Enterprise 99
 - 5.4.2 Assessing an Organization’s Architecture Effectiveness . . 101
 - 5.4.3 Assessing an Organization’s Culture and Management Style 104
- 5.5 Organizing the Architecture Function 104
 - 5.5.1 PLANning Activities 105
 - 5.5.2 LEARNing Activities 105
 - 5.5.3 ORGANIZing Architecture Activities 106
- 5.6 Summary 110
- 5.7 Discussion Statements 112

- 6 The Enterprise Architect 113**
 - 6.1 Introduction 113
 - 6.2 Relevant Competencies 114
 - 6.2.1 Professional Competencies 115
 - 6.2.2 Personal Competencies 115
 - 6.3 Responsibilities of an Enterprise Architect 117
 - 6.4 Personality Types 117
 - 6.5 Enterprise Architecture Teams 121
 - 6.6 Professional Development 123
 - 6.7 Summary 125
 - 6.8 Discussion Statements 125

- 7 Conclusion 127**
 - 7.1 Summary 127
 - 7.2 Open Issues 128
 - 7.2.1 The Need for Enterprise Architecture 129
 - 7.2.2 The Results of Enterprise Architecting 130
 - 7.2.3 The Process of Enterprise Architecture 133
 - 7.2.4 The Enterprise Architect 135
 - 7.3 Further Books Needed in the Master of Enterprise Architecture Program 136

- References 137**

- About the Authors 145**