

# Enterprise Architecture At Work Modelling Communication And Analysis

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[Knowledge Sharing in the Integrated Enterprise](#) - Peter Bernus  
2006-03-09

Enterprise Architects, in their endeavor to achieve Enterprise Integration, have limited guidance on how best to use Enterprise Models and Modeling Tools to support their practice. It is widely recognized that the practice of engineering enterprises needs a number of models, but how to maintain the relation between these models with ease is still a problem. Model interoperability is an issue on multiple counts: - How to interchange models between enterprise modeling tools? - How to maintain the interdependencies between models - whether they describe the enterprise on the same level (but from different points of view), or from the same point of view (but on different levels of abstraction and granularity)? - How to maintain a coherent and evolving set of enterprise models in support of continuous change processes? - How to use and reuse enterprise models as a knowledge resource? The answers to these questions are of great importance to anyone who is implementing ISO9001:2000 requirements, whether through using enterprise architecture practice or not - although it can be argued that a well executed architecture practice should satisfy ISO9001 without additional

effort. This volume attacks the problem on three fronts: 1. Authors working in international standardisation and tool development as well as in enterprise modeling research present the latest developments in semantic integration; 2. Authors who are practitioners of, or conducting active research in, enterprise architecting methodologies give an account on the latest developments and strategic directions in architecture frameworks and methodologies; 3. Authors who use or develop information integration infrastructures present best practice and future trends of this aspect of enterprise integration. Chapters of this book include contributions to the International Conference on Enterprise Integration and Modelling Technology (ICEIMT'04), and those presented at the Design of Information Infrastructure Systems for Manufacturing (DIISM'04) Workshop. While DIISM is traditionally oriented at supporting manufacturing practice, the results have a far greater domain of applicability.

**Architecture Principles** - Danny Greefhorst 2011-04-29

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.

[Enterprise Architecture A to Z](#) - Daniel Minoli 2008-06-19

Driven by the need and desire to reduce costs, organizations are faced with a set of decisions that require analytical scrutiny. Enterprise Architecture A to Z: Frameworks, Business Process Modeling, SOA, and Infrastructure Technology examines cost-saving trends in architecture planning, administration, and management. To establish a framework for discussion, this book begins by evaluating the role of Enterprise Architecture Planning and Service-Oriented Architecture (SOA) modeling. It provides an extensive review of the most widely deployed architecture framework models. In particular, the book discusses The Open Group Architecture Framework (TOGAF) and the Zachman Architectural Framework (ZAF) in detail, as well as formal architecture standards and all four layers of these models: the business architecture, the information architecture, the solution architecture, and the

technology architecture. The first part of the text focuses on the upper layers of the architecture framework, while the second part focuses on the technology architecture. In this second section, the author presents an assessment of storage technologies and networking and addresses regulatory and security issues. Additional coverage includes high-speed communication mechanisms such as Ethernet, WAN and Internet communication technologies, broadband communications, and chargeback models. Daniel Minoli has written a number of columns and books on the high-tech industry and has many years of technical hands-on and managerial experience at top financial companies and telecom/networking providers. He brings a wealth of knowledge and practical experience to these pages. By reviewing the strategies in this book, CIOs, CTOs, and senior managers are empowered by a set of progressive approaches to designing state-of-the-art IT data centers.

**Enterprise Information Systems** - Slimane Hammoudi 2014-07-24

This book contains substantially extended and revised versions of the best papers from the 15th International Conference on Enterprise Information Systems, ICEIS 2013, held in Angers, France, in July 2013. The 29 full and two invited papers included in this volume were carefully reviewed and selected from 321 submissions. They reflect state-of-the-art research focusing mainly on real-world applications and highlight the benefits of information systems and technology for industry and services, thus connecting academia with the world of real enterprises. The topics covered are: databases and information systems integration, artificial intelligence and decision support systems, information systems analysis and specification, software agents and Internet computing, human-computer interaction, and enterprise architecture.

**ArchiMate® 2.0 Specification** - The Open Group 1970-01-01

ArchiMate®, an Open Group Standard, is an open and independent modeling language for Enterprise Architecture that is supported by different tool vendors and consulting firms. ArchiMate provides instruments to enable enterprise architects to describe, analyze, and visualize the relationships among business domains in an unambiguous way. This book provides the official specification of ArchiMate 2.0 from

The Open Group. ArchiMate 2.0 is an upwards-compatible evolution from ArchiMate 1.0 adding new features, as well as addressing usage feedback. The ArchiMate 2.0 Standard supports modeling throughout the TOGAF® Architecture Development Method (ADM). The intended audience is threefold: Enterprise Architecture practitioners, such as architects (e.g., application, information, process, infrastructure, and, obviously, enterprise architects), senior and operational management, project leaders, and anyone committed to work within the reference framework defined by the Enterprise Architecture. Those who intend to implement ArchiMate in a software tool; they will find a complete and detailed description of the language in this book. The academic community, on which we rely for amending and improving the language based on state-of-the-art research results in the architecture field.

Responsible Design, Implementation and Use of Information and Communication Technology - Marié Hattingh 2020-04-06

This two-volume set constitutes the proceedings of the 19th IFIP WG 6.11 Conference on e-Business, e-Services, and e-Society, I3E 2020, held in Skukuza, South Africa, in April 2020.\* The total of 80 full and 7 short papers presented in these volumes were carefully reviewed and selected from 191 submissions. The papers are organized in the following topical sections: Part I: block chain; fourth industrial revolution; eBusiness; business processes; big data and machine learning; and ICT and education Part II: eGovernment; eHealth; security; social media; knowledge and knowledge management; ICT and gender equality and development; information systems for governance; and user experience and usability \*Due to the global COVID-19 pandemic and the consequential worldwide imposed travel restrictions and lockdown, the I3E 2020 conference event scheduled to take place in Skukuza, South Africa, was unfortunately cancelled.

*Modeling Enterprise Architecture with TOGAF* - Philippe Desfray 2014-08-04

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 for Strategic Management of Modern IT Solutions** - Tiko Iyamu 2022-03-16

The popularity of enterprise architecture (EA) has increased in the last two decades, in both business and academic domains. Despite the cumulative interest from all sectors, the implementation and practice of EA have been entangled with numerous challenges and complexities. Consequently, some organisations continue to theorise the concept, which has ramifications on practice and return on investment (ROI). This has led to many studies that have been conducted, to understand the complexities impacting the implementation and practice of EA in organisations. Yet, the trajectory of some convolutions remains mystery in many quarters. This attributes to the struggle to articulate the value of EA in many environments. Hence many organisations find it difficult to apply EA for strategic management of modern information technology (IT) solutions. Enterprise Architecture for Strategic Management of Modern IT Solutions provides guidance on how to employ EA in

deploying and managing IT solutions from pragmatic and implementable strategies' perspectives. Until now, implementation and practice of EA have been slow, despite its growing popularity and interest from all sectors. The author employs sociotechnical theories such as actor-network theory (ANT) and structuration theory (ST) as lenses to examine and explain why and how challenges and complexities exist and derail the implementation or practice of EA in organisations. By doing so, this serves to enable practitioners and readers to gain fresh insights on why the challenges exist and how they can be addressed in creating collaborative capabilities for business enhancement, sustainability, and competitiveness. The book provides detailed insights on how to apply EA for organisational purposes, from three main fronts. First, it explains the implications that lack of understanding of EA have on organisational activities and processes. Second, it examines the challenges and complexities that hinder the implementation and practice of EA in organisations. Third, it proposes models and frameworks on how EA can be applied for strategic management of modern IT solutions in organisations. Written for postgraduates, researchers, academics, and professionals in the fields of EA, IT, and information systems, this book provides a valuable resource that will enable and enhance implementation and practice of EA including future studies.

The Practice of Enterprise Modeling - Jolita Ralyté 2015-10-27

This volume constitutes the proceedings of the 8th IFIP WG 8.1 Conference on the Practice of Enterprise Modeling held in November 2015 in Valencia, Spain. The PoEM conference series started in 2008 and aims to provide a forum sharing knowledge and experiences between the academic community and practitioners from industry and the public sector. The 23 short papers accepted were carefully reviewed and selected from 72 submissions and are organized in eight sections on Evolving Enterprises, Securing Enterprises, Making Empirical Studies, Investigating Enterprise Methods, Acquiring User Information, Managing Risks and Threats, Engineering Methods, and Making Decisions in Enterprises.

Handbook on Enterprise Architecture - Peter Bernus 2012-12-06

This handbook is about methods, tools and examples of how to architect an enterprise through considering all life cycle aspects of Enterprise Entities. It is based on ISO15704:2000, or the GERAM Framework. A wide audience is addressed, as the handbook covers methods and tools necessary to design or redesign enterprises, as well as those necessary to structure the implementation into manageable projects.

*Enterprise Architecture as Strategy* - Jeanne W. Ross 2006

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.

**The Practice of Enterprise Architecture** - Svyatoslav Kotusev  
2021-01-15

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.

*The Software Architect Elevator* - Gregor Hohpe 2020-04-08

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

**Cloud Enterprise Architecture** - Pethuru Raj 2012-10-24

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, Business-Process and Information Systems Modeling - Iris Reinhartz-Berger 2019-05-22

This book constitutes the proceedings of two events held at the CAiSE conference and relating to the areas of enterprise, business process and

information systems modeling: The 20th International Conference on Business Process Modeling, Development and Support, BPMDS 2019, and the 24th International Conference on Evaluation and Modeling Methods for Systems Analysis and Development, EMMSAD 2019. The conferences took place in Rome, Italy, in June 2019. The 7 full and 2 short papers accepted for BPMDS were carefully reviewed and selected from a total of 20 submissions; for EMMSAD 15 full papers were accepted from 38 submissions. The papers were organized in topical sections named as follows: BPMDS: large and complex business process modeling and development; execution and understandability of declarative process models; novel approaches in enterprise modeling; transformative business process modeling, development, and support. EMMSAD: foundations of modeling and method engineering; enterprise process and capability modeling; information systems and requirements modeling; domain-specific and ontology modeling; and evaluation of modeling approaches.

**Enterprise Architecture at Work** - Marc Lankhorst 2017-02-12  
Lankhorst and his co-authors present ArchiMate® 3.0, enterprise modelling language that captures the complexity of architectural domains and their relations and allows the construction of integrated enterprise architecture models. They provide architects with concrete instruments that improve their architectural practice. As this is not enough, they additionally present techniques and heuristics for communicating with all relevant stakeholders about these architectures. Since an architecture model is useful not only for providing insight into the current or future situation but can also be used to evaluate the transition from 'as-is' to 'to-be', the authors also describe analysis methods for assessing both the qualitative impact of changes to an architecture and the quantitative aspects of architectures, such as performance and cost issues. The modelling language presented has been proven in practice in many real-life case studies and has been adopted by The Open Group as an international standard. So this book is an ideal companion for enterprise IT or business architects in industry as well as for computer or management science students studying the field

of enterprise architecture. This fourth edition of the book has been completely reworked to be compatible with ArchiMate® 3.0, and it includes a new chapter relating this new version to other standards. New sections on capability analysis, risk analysis, and business architecture in general have also been introduced.

**Enterprise, Business-Process and Information Systems Modeling -**

Terry Halpin 2011-06-17

This book contains the refereed proceedings of the 12th International Conference on Business Process Modeling, Development and Support (BPMDS 2011) and the 16th International Conference on Exploring Modeling Methods for Systems Analysis and Design (EMMSAD 2011), held together with the 23rd International Conference on Advanced Information Systems Engineering (CAiSE 2011) in London, UK, in June 2011. The 22 papers accepted for BPMDS were selected from 61 submissions and cover a wide spectrum of issues related to business processes development, modeling, and support. They are grouped into sections on BPMDS in practice, business process improvement, business process flexibility, declarative process models, variety of modeling paradigms, business process modeling and support systems development, and interoperability and mobility. The 16 papers accepted for EMMSAD were chosen from 31 submissions and focus on exploring, evaluating, and enhancing current information modeling methods and methodologies. They are grouped in sections on workflow and process modeling extensions, requirements analysis and information systems development, requirements evolution and information systems evolution, data modeling languages and business rules, conceptual modeling practice, and enterprise architecture.

**Enterprise Architecture at Work -** Marc Lankhorst 2012-08-20

An enterprise architecture tries to describe and control an organisation's structure, processes, applications, systems and techniques in an integrated way. The unambiguous specification and description of components and their relationships in such an architecture requires a coherent architecture modelling language. Lankhorst and his co-authors present such an enterprise modelling language that captures the

complexity of architectural domains and their relations and allows the construction of integrated enterprise architecture models. They provide architects with concrete instruments that improve their architectural practice. As this is not enough, they additionally present techniques and heuristics for communicating with all relevant stakeholders about these architectures. Since an architecture model is useful not only for providing insight into the current or future situation but can also be used to evaluate the transition from 'as-is' to 'to-be', the authors also describe analysis methods for assessing both the qualitative impact of changes to an architecture and the quantitative aspects of architectures, such as performance and cost issues. The modelling language presented has been proven in practice in many real-life case studies and has been adopted by The Open Group as an international standard. So this book is an ideal companion for enterprise IT or business architects in industry as well as for computer or management science students studying the field of enterprise architecture.

**Building an Enterprise Architecture Practice -** Martin van den Berg 2007-01-15

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 Ontology - Jan Dietz 2006-05-16

If one thing catches the eye in almost all literature about (re)designing or (re)engineering of enterprises, it is the lack of a well-founded theory about their construction and operation. Often even the most basic notions like "action" or "process" are not precisely defined. Next, in order to master the diversity and the complexity of contemporary enterprises, theories are needed that separate the stable essence of an enterprise from the variable way in which it is realized and implemented. Such a theory and a matching methodology, which has passed the test of

practical experience, constitute the contents of this book. The enterprise ontology, as developed by Dietz, is the starting point for profoundly understanding the organization of an enterprise and subsequently for analyzing, (re)designing, and (re)engineering it. The approach covers numerous issues in an integrated way: business processes, in- and outsourcing, information systems, management control, staffing etc. Researchers and students in enterprise engineering or related fields will discover in this book a revolutionary new way of thinking about business and organization. In addition, it provides managers, business analysts, and enterprise information system designers for the first time with a solid and integrated insight into their daily work.

*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.

**Advances in Enterprise Engineering I** - Jan Dietz 2008-06-10

The expectation for the future of the 21st century enterprise is complexity and agility. In this digital age, business processes are scattered not only through the labyrinth of their own enterprises, but also across different enterprises, and even beyond the national boundaries. An evidence of this is the growing phenomenon of business process outsourcing. Increasing competition, higher customer demands, and emerging technologies require swift adaptation to the changes. To understand, design, and engineer a modern enterprise (or an enterprise network) and its interwoven business processes, an engineering and systematic approach based on sound and rigorous theories and methodologies is necessary. Along with that, a paradigmshift seems to be needed for addressing these issues adequately. An appealing candidate is

to look at an enterprise and its business processes as a social system. In its social setting, an enterprise and its business processes represent actors with certain authorities and assigned roles, who assume certain responsibilities in order to provide a service to its environment. The need for this paradigm shift along with the complexity and agility of modern enterprises, gives inspiration for the emerging discipline of Enterprise Engineering. For the study of this socio-technical phenomenon, the prominent tools of Modeling and Simulation play a significant role. Both (conceptual) modeling and simulation are widely used for understanding, analyzing, and engineering an enterprise (its organization and business processes).

**Trends in Enterprise Architecture Research** - Erik Proper  
2010-10-29

The 2010 Workshop on Trends in Enterprise Architecture Research (TEAR), held in Delft, The Netherlands, was the 5th one in an increasingly successful series of workshops, previously held in Hong Kong, Switzerland, Australia and Sweden. This year we received 15 papers. After an extensive review process by a distinguished international Program Committee, with each paper receiving at least three reviews, we accepted the 7 papers that appear in these proceedings. Congratulations to the successful authors! The discipline of enterprise architecture is commonly considered to have its birth in an academic article by John Zachman published by the research-oriented IBM Systems Journal. The growth of the discipline, however, took place mainly in the practitioner's cradle. In recent years, the industrial and governmental interest in enterprise architecture has increased dramatically. Meanwhile, there has been steady academic work in the area, but research on enterprise architecture has been taking place in relatively isolated communities. The main objective of this workshop was to bring these different communities of EA researchers together and to identify trends and major research challenges in EA research. This workshop provided a discussion forum where researchers and practitioners could meet and exchange experiences, problems and ideas related to EA.

This year's papers cover reports on the effectiveness of enterprise architecture, case studies, core concepts of enterprise architectures, architecture description languages, as well as papers on the software and IT aspects of enterprise architecture.

The paper by Vasilis Boucharas, Marlies van Steenberg, Slinger Jansen, and Sjaak Brinkkemper concerns a literature survey on the potential contribution of enterprise architecture to the achievement of business goals, while the paper by Ulrik Franke, Mathias Ekstedt, Robert Lagerstrom, Jan Saat and Robert Winter complements this from a more practical perspective by providing a survey on the usage of enterprise architecture in practice.

Enterprise Architecture at Work - Marc Lankhorst 2005-12-05

An enterprise architecture tries to describe and control an organisation's structure, processes, applications, systems and techniques in an integrated way. The unambiguous specification and description of components and their relationships in such an architecture requires a coherent architecture modelling language. Lankhorst and his co-authors present such an enterprise modelling language that captures the complexity of architectural domains and their relations and allows the construction of integrated enterprise architecture models. They provide architects with concrete instruments that improve their architectural practice. As this is not enough, they additionally present techniques and heuristics for communicating with all relevant stakeholders about these architectures. Since an architecture model is useful not only for providing insight into the current or future situation but can also be used to evaluate the transition from 'as-is' to 'to-be', the authors also describe analysis methods for assessing both the qualitative impact of changes to an architecture and the quantitative aspects of architectures, such as performance and cost issues. The modelling language and the other techniques presented have been proven in practice in many real-life case studies. So this book is an ideal companion for enterprise IT or business architects in industry as well as for computer or management science students studying the field of enterprise architecture.

TOGAF® Version 9.1 - The Open Group 2011-01-01

For trainers free additional material of this book is available. This can be found under the "Training Material" tab. Log in with your trainer account to access the material. 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

*Technology Strategy Patterns* - Eben Hewitt 2018-10-15

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

**SOA Source Book** - The Open Group 2009-04-04

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.

*Enterprise Architecture for Global Companies in a Digital IT Era* - Yoshimasa Masuda 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)

ArchiMate® 3.0.1 Specification - The Open Group 2017-09-28

The ArchiMate® Specification, an Open Group Standard, defines an open and independent modeling language for Enterprise Architecture that is supported by different tool vendors and consulting firms. The ArchiMate language enables Enterprise Architects to describe, analyze, and visualize the relationships among business domains in an unambiguous way. This book is the official specification of the ArchiMate 3.0.1 modeling language from The Open Group. ArchiMate 3.0.1 is a minor update to ArchiMate 3.0, containing the set of corrections from ArchiMate 3.0 Technical Corrigendum No. 1 (U172). This addresses inconsistencies and errors identified since the publication of Version 3.0

in June 2016. The ArchiMate Specification supports modeling throughout the TOGAF® Architecture Development Method (ADM). New features in Version 3 include elements for modeling the enterprise at a strategic level, such as capability, resource, and outcome. It also includes support to model the physical world of materials and equipment. Furthermore, the consistency and structure of the language have been improved, definitions have been aligned with other standards, and its usability has been enhanced in various other ways. The intended audience is threefold:

- Enterprise Architecture practitioners, such as architects (e.g., business, application, information, process, infrastructure, and, obviously, enterprise architects), senior and operational management, project leaders, and anyone committed to work within the reference framework defined by the Enterprise Architecture.
- Those who intend to implement the ArchiMate language in a software tool; they will find a complete and detailed description of the language in this book.
- The academic community, on which we rely for amending and improving the language, based on state-of-the-art research results in the Enterprise Architecture field.

**FEAC Certified Enterprise Architect CEA Study Guide** - Prakash Rao  
2011-08-11

"The only official study guide to CEA--the #1 vendor-neutral enterprise architecture certification Written and authorized by the FEAC Institute, FEAC Certified Enterprise Architect CEA Study Guide offers complete coverage of all the material on the Certified Enterprise Architect exam. This book features hands-on projects using all major frameworks and methodologies and also serves as a highly practical resource for today's enterprise architect responsible for commissioning, overseeing, and performing architecture work in the federal, defense, and commercial sectors. FEAC Certified Enterprise Architect CEA Study Guide covers all objectives on the Certified Enterprise Architecture exam Includes CD-ROM with CEA-oriented Practicums and an e-book Helps you master the topics and skills required to pass the challenging CEA exam Serves as a comprehensive reference on all components of an enterprise architecture Covers the proprietary Department of Defense (DoD) Architecture

Framework 2.0 Contains realistic models that can be applied immediately by a practitioner regardless of the type of organization (government, civilian, commercial, etc.) Demystifies U.S. federal documentation to provide actionable methodologies and best practices to create and maintain successful EAs In-depth coverage: EA Basic Concepts; Enterprise Architecting; Planning the EA; Implementing the EA; Disseminating the EA; Maintaining the EA; Governing the EA; Using the EA; EA Modeling; EA in Government (FEA and FSAM); EA in Defense (DoDAF and Variants); EA in the Commercial Sector; EA Tools and Repositories; Case Study: Civilian Airport"--

The Enterprise Cloud - James Bond 2015-05-19

Despite the buzz surrounding the cloud computing, only a small percentage of organizations have actually deployed this new style of IT—so far. If you're planning your long-term cloud strategy, this practical book provides insider knowledge and actionable real-world lessons regarding planning, design, operations, security, and application transformation. This book teaches business and technology managers how to transition their organization's traditional IT to cloud computing. Rather than yet another book trying to sell or convince readers on the benefits of clouds, this book provides guidance, lessons learned, and best practices on how to design, deploy, operate, and secure an enterprise cloud based on real-world experience. Author James Bond provides useful guidance and best-practice checklists based on his field experience with real customers and cloud providers. You'll view cloud services from the perspective of a consumer and as an owner/operator of an enterprise private or hybrid cloud, and learn valuable lessons from successful and less-than-successful organization use-case scenarios. This is the information every CIO needs in order to make the business and technical decisions to finally execute on their journey to cloud computing. Get updated trends and definitions in cloud computing, deployment models, and for building or buying cloud services Discover challenges in cloud operations and management not foreseen by early adopters Use real-world lessons to plan and build an enterprise private or hybrid cloud Learn how to assess, port, and migrate legacy

applications to the cloud Identify security threats and vulnerabilities unique to the cloud Employ a cloud management system for your enterprise (private or multi-provider hybrid) cloud ecosystem Understand the challenges for becoming an IT service broker leveraging the power of the cloud

**Enterprise, Business-Process and Information Systems Modeling** - Selmin Nurcan 2020-05-28

This book contains the proceedings of two long-running events held along with the CAiSE conference relating to the areas of enterprise, business-process and information systems modeling: \* the 21st International Conference on Business Process Modeling, Development and Support, BPMDS 2020, and \* the 25th International Conference on Exploring Modeling Methods for Systems Analysis and Development, EMMSAD 2020. The conferences were planned to take place in Grenoble, France, during June 8–9, 2020. They were held virtually due to the COVID-19 pandemic. For BPMDS 13 full papers and 1 short paper were carefully reviewed and selected for publication from a total of 30 submissions; for EMMSAD 11 full papers and 4 short papers were accepted from 29 submissions. The papers were organized in topical sections named as follows: BPMDS: Business process execution and monitoring, BPM applications in industry and practice, planning and scheduling in business processes, process mining, process models and visualizations EMMSAD: Requirements and method engineering, enterprise and business modeling, software-related modeling, domain-specific modeling, evaluation-related research.

**A Systemic Perspective to Managing Complexity with Enterprise Architecture** - Saha, Pallab 2013-09-30

Organizational complexity is an unavoidable aspect of all businesses, even larger ones, which can hinder their ability to react to sudden or disruptive change. However, with the implementation of enterprise architecture (EA), businesses are able to provide their leaders with the resources needed to address any arising challenges. A Systemic Perspective to Managing Complexity with Enterprise Architecture highlights the current advances in utilizing enterprise architecture for

managing organizational complexity. By demonstrating the value and usefulness of EA, this book serves as a reference for business leaders, managers, engineers, enterprise architects, and many others interested in new research and approaches to business complexity.

**Strategic Enterprise Architecture Management** - Frederik Ahlemann  
2012-01-05

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.

**Trends in Enterprise Architecture Research and Practice-Driven Research on Enterprise Transformation** - Stephan Aier 2012-10-06

This volume constitutes the proceedings of the combined 7th International Workshop on Trends in Enterprise Architecture Research (TEAR 2012) and the 5th Working Conference on Practice-Driven Research on Enterprise Transformation (PRET-5), held in Barcelona, Spain, October 23-24, 2012, and co-located with The Open Group's Conference on Enterprise Architecture, Cloud Computing, and Security. Joining the forces of the two events with The Open Group Conference provided the unique opportunity for an intensive exchange between practitioners as well as for discussions on standardization efforts and academic research in the areas of enterprise transformation and enterprise architecture (EA). Based on careful reviews by at least three Program Committee members, 18 papers were chosen for inclusion in these proceedings. They were presented in six sessions on enterprise

architecture management (EAM) effectivity, languages for EA, EAM and the ability to change, advanced topics in EA, governing enterprise transformations, and EA applications.

**Beyond Databases, Architectures, and Structures** - Stanislaw Kozielski 2014-04-18

This book constitutes the refereed proceedings of the 10th IEEE International Conference Beyond Databases, Architectures, and Structures, BDAS 2014, held in Ustron, Poland, in May 2014. This book consists of 56 carefully revised selected papers that are assigned to 11 thematic groups: query languages, transactions and query optimization; data warehousing and big data; ontologies and semantic web; computational intelligence and data mining; collective intelligence, scheduling, and parallel processing; bioinformatics and biological data analysis; image analysis and multimedia mining; security of database systems; spatial data analysis; applications of database systems; Web and XML in database systems.

**Advances in Government Enterprise Architecture** - Saha, Pallab  
2008-11-30

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.

*Enterprise Architecture at Work* - Marc Lankhorst 2009-07-15

An enterprise architecture tries to describe and control an organisation's structure, processes, applications, systems and techniques in an integrated way. The unambiguous specification and description of components and their relationships in such an architecture requires a coherent architecture modelling language. Lankhorst and his co-authors present such an enterprise modelling language that captures the complexity of architectural domains and their relations and allows the construction of integrated enterprise architecture models. They provide architects with concrete instruments that improve their architectural practice. As this is not enough, they additionally present techniques and heuristics for communicating with all relevant stakeholders about these architectures. Since an architecture model is useful not only for

providing insight into the current or future situation but can also be used to evaluate the transition from 'as-is' to 'to-be', the authors also describe analysis methods for assessing both the qualitative impact of changes to an architecture and the quantitative aspects of architectures, such as performance and cost issues. The modelling language presented has been proven in practice in many real-life case studies and has been adopted by The Open Group as an international standard. So this book is an ideal companion for enterprise IT or business architects in industry as well as for computer or management science students studying the field of enterprise architecture.

### **Architectural Coordination of Enterprise Transformation -**

Henderik A. Proper 2018-04-05

Architectural coordination of enterprise transformation (ACET) integrates and aggregates local information and provides different viewpoints, such as financial, structural, or skill perspectives to the respective stakeholder groups, with the aim of creating a consensus and shared understanding of an enterprise transformation among the stakeholders. Its core purpose is to inform decision-makers with both local and enterprise-wide concerns so that the overall transformation goals can be successfully pursued, i.e. reducing inconsistencies and including local decisions in the overarching goals. This book consists of three major parts, framed by an introduction and a summary. To enable readers to gain a better understanding of the issues involved in real-world enterprise transformations as well as the possible role of architectural coordination and the associated challenges, Part I provides an analysis of status quo of corporate ACET practice. Part II then continues with an exploration of the challenges facing ACET from a theoretical perspective. Based on these challenges, Part III then presents a collection of components for a possible design theory for ACET. Instead

of an integrated method, this collection of components constitutes method fragments that can be arranged in different ways depending on the perspective taken, the actual enterprise architecture management approach, the enterprise transformation type and the transformation's context.

### **Enterprise Architecture -** Martin Op't Land 2008-12-03

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 realise 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.