

enterprise architecture as strategy creating a foundation for business execution

Enterprise Architecture as Strategy Creating a Foundation for Business Execution

Enterprise architecture as strategy creating a foundation for business execution is more than just a buzzword in today's fast-evolving corporate landscape. It represents a disciplined approach to aligning an organization's technology, processes, and people with its overall business goals. When done right, enterprise architecture (EA) becomes the invisible backbone that supports seamless execution, agility, and sustainable growth. This article explores how effective enterprise architecture can serve as a strategic tool, bridging the gap between high-level business vision and practical execution on the ground.

Understanding Enterprise Architecture as a Strategic Framework

At its core, enterprise architecture is about creating a comprehensive blueprint of an organization's structure, information systems, technologies, and workflows. But when we talk about enterprise architecture as strategy creating a foundation for business execution, the emphasis shifts from mere documentation to active alignment and enablement.

Rather than being a static artifact, EA should be a dynamic framework that guides decision-making, investment priorities, and operational improvements. This strategic perspective ensures that every component, from IT infrastructure to business processes, works in harmony to achieve the company's objectives.

The Role of Enterprise Architecture in Bridging Business and IT

One of the most common challenges organizations face is the disconnect between business leaders and IT departments. Business strategies often fail during implementation due to misaligned technology efforts or unclear governance. Enterprise architecture acts as the translator and mediator, transforming business requirements into technical specifications and vice versa.

By adopting EA as a strategic foundation, companies can foster better communication, reduce redundancies, and ensure that technology initiatives directly support business goals. This alignment helps eliminate costly rework and accelerates time-to-market for new products or services.

How Enterprise Architecture Supports Effective

Business Execution

Enterprise architecture is not just about planning; it's fundamentally about execution. A well-designed EA provides the roadmap and the guardrails that enable organizations to execute strategies effectively.

Creating Clarity and Transparency

When enterprise architecture is integrated into strategic planning, it offers a clear visualization of how various business units, processes, and IT assets interconnect. This transparency helps leaders identify bottlenecks, overlaps, or gaps that might hinder execution.

For example, if a company plans to launch a new digital platform, the EA blueprint will clarify which legacy systems need upgrading or integration, what data flows are critical, and where security considerations lie. This clarity reduces surprises and ensures smoother project delivery.

Enabling Agility and Adaptability

In a business environment characterized by rapid change, agility is paramount. Enterprise architecture provides a modular and flexible structure that allows organizations to pivot quickly when market conditions or customer demands shift.

By having a well-documented and strategically aligned EA, businesses can assess the impact of changes on their operations and IT landscape swiftly. This capability means that companies can implement innovations or corrective actions without disrupting ongoing activities.

Supporting Risk Management and Compliance

Enterprise architecture also plays a critical role in risk mitigation and regulatory compliance. A comprehensive EA framework maps out data governance policies, security controls, and compliance requirements across the enterprise.

This mapping ensures that as businesses execute their strategies, they remain compliant with industry standards and legal mandates. It also enables proactive identification and management of risks related to technology or process failures.

Key Components of Enterprise Architecture as a Foundation for Execution

To leverage enterprise architecture as a strategic foundation, organizations must focus on several essential components that drive business execution.

Business Architecture

This defines the organization's strategy, governance, organization structure, and key business processes. It ensures that the architecture reflects and supports business goals, customer needs, and market demands.

Information Architecture

Information architecture deals with data management, flow, and analytics. Effective EA ensures that accurate and timely information is available for decision-making, which is crucial for executing strategies efficiently.

Application Architecture

This layer describes the software applications and services that support business functions. Aligning applications with business processes minimizes redundancies and enhances operational efficiency.

Technology Architecture

This component covers the underlying IT infrastructure, including hardware, networks, and platforms. A robust technology architecture provides the scalability and reliability necessary for business execution.

Best Practices for Implementing Enterprise Architecture as Strategy

Successfully embedding enterprise architecture as a strategic foundation requires careful planning and continuous management. Here are some practical tips:

- **Engage Stakeholders Early:** Involve business leaders, IT teams, and end-users from the outset to ensure the architecture reflects real needs.
- **Focus on Business Outcomes:** Align every architectural decision with measurable business objectives rather than technology trends alone.
- **Adopt Agile EA Practices:** Use iterative development and feedback loops to keep the architecture relevant as business priorities evolve.
- **Invest in Tools and Frameworks:** Leverage EA modeling tools and industry frameworks like TOGAF to standardize and streamline architecture efforts.

- **Promote Governance and Communication:** Establish clear governance structures and communication channels to maintain alignment and transparency.

The Impact of Enterprise Architecture on Digital Transformation

Digital transformation is a top priority for many organizations, and enterprise architecture as strategy creating a foundation for business execution plays a pivotal role in this journey. EA provides the blueprint that orchestrates the integration of new digital technologies with existing operations, ensuring that transformation initiatives are scalable, secure, and aligned with business goals.

Through enterprise architecture, companies can identify digital gaps, optimize customer experiences, and create new business models—all while managing complexity and reducing risks.

Driving Innovation through Strategic Architecture

When EA is embedded in strategic planning, it opens up opportunities for innovation. By understanding the full ecosystem—processes, data, and technology—organizations can pinpoint where emerging technologies like artificial intelligence, cloud computing, or blockchain can create competitive advantages.

This strategic foresight ensures that innovation efforts are not isolated experiments but integral parts of the company's growth trajectory.

Real-World Examples of Enterprise Architecture Enabling Business Success

Several leading companies have demonstrated how enterprise architecture as strategy creating a foundation for business execution can drive meaningful results:

- **Financial Services:** Banks use EA to streamline compliance workflows, integrate legacy systems with fintech solutions, and enhance customer digital experiences.
- **Healthcare:** Providers leverage EA to manage patient data securely, automate clinical processes, and implement telehealth platforms efficiently.
- **Manufacturing:** Manufacturers adopt EA to optimize supply chains, enable predictive maintenance through IoT, and support Industry 4.0 initiatives.

These examples highlight how enterprise architecture, when treated as a strategic asset, directly contributes to operational excellence and competitive differentiation.

Enterprise architecture as strategy creating a foundation for business execution is not a one-time project but a continuous journey. It requires commitment, collaboration, and a mindset that views architecture as a living, evolving enabler of business success. By weaving enterprise architecture into the fabric of strategic planning and execution, organizations set themselves up for resilience, innovation, and long-term growth in an increasingly complex world.

Frequently Asked Questions

What is enterprise architecture as strategy?

Enterprise architecture as strategy is a disciplined approach to designing and aligning an organization's IT infrastructure and business processes to support and drive its overall business strategy and objectives.

How does enterprise architecture create a foundation for business execution?

Enterprise architecture creates a foundation for business execution by providing a clear blueprint of the organization's processes, technology, and information systems, ensuring that all components are aligned and integrated to support efficient and effective business operations.

Why is aligning enterprise architecture with business strategy important?

Aligning enterprise architecture with business strategy ensures that IT investments and initiatives directly support business goals, leading to improved agility, reduced costs, and enhanced ability to respond to market changes.

What are the key components of enterprise architecture as strategy?

Key components include business architecture, information architecture, application architecture, and technology architecture, all designed to work cohesively to support strategic business objectives.

How can enterprise architecture improve decision-making in business execution?

Enterprise architecture provides a holistic view of the organization's processes and systems, enabling leaders to make informed decisions based on comprehensive insights and alignment with strategic goals.

What role does enterprise architecture play in digital transformation?

Enterprise architecture serves as a roadmap for digital transformation by identifying the necessary technology and process changes required to achieve strategic business outcomes and ensuring these changes are implemented cohesively.

How does enterprise architecture help in managing business complexity?

Enterprise architecture helps manage complexity by breaking down the organization into manageable components, standardizing processes, and establishing clear relationships between business functions and IT systems.

What are common challenges in implementing enterprise architecture as strategy?

Common challenges include resistance to change, lack of executive support, insufficient communication, and difficulties in aligning diverse business units and IT teams.

How can organizations measure the success of enterprise architecture initiatives?

Success can be measured through improved alignment between IT and business goals, increased operational efficiency, faster time-to-market for new products or services, and enhanced agility in responding to market changes.

Additional Resources

Enterprise Architecture as Strategy: Creating a Foundation for Business Execution

Enterprise architecture as strategy creating a foundation for business execution is increasingly recognized as a critical approach for organizations aiming to align their technological capabilities with overarching business goals. In an era marked by rapid digital transformation and evolving market demands, enterprise architecture (EA) is no longer just an IT framework but a strategic discipline that drives business agility, innovation, and competitive advantage. This article delves into how adopting enterprise architecture as a strategic tool establishes a robust foundation for business execution, enabling organizations to navigate complexity and deliver value effectively.

Understanding Enterprise Architecture as Strategy

Enterprise architecture traditionally referred to the documentation and design of an organization's IT systems and infrastructure. However, contemporary perspectives have expanded its scope, positioning EA as an essential mechanism for strategic planning and decision-making. By integrating business processes, information systems, technology infrastructure, and organizational capabilities,

enterprise architecture provides a comprehensive blueprint that guides transformation efforts and operational execution.

One of the key reasons enterprise architecture as strategy creating a foundation for business execution has gained traction is its ability to bridge the gap between business objectives and IT capabilities. This alignment ensures that technology investments and initiatives directly support strategic priorities, minimizing wasted resources and enhancing return on investment.

The Role of Enterprise Architecture in Business Execution

Enterprise architecture serves as a foundational element that informs how businesses execute their strategies. It enables leaders to visualize the current state of their organization, identify gaps or inefficiencies, and design future states that are aligned with long-term goals. This holistic insight facilitates informed decision-making and prioritization of initiatives that drive business performance.

Moreover, EA frameworks often encompass governance models that standardize processes across departments, fostering consistency and reducing operational risks. By establishing clear standards and protocols, enterprise architecture enhances agility, allowing businesses to respond swiftly to market changes without compromising stability.

Key Components of Enterprise Architecture as a Strategic Foundation

To effectively use enterprise architecture as strategy creating a foundation for business execution, organizations typically focus on several core components:

Business Architecture

This component defines the organization's business strategy, governance, organization structure, and key business processes. It links strategic objectives with operational execution, ensuring that every process supports overarching business goals.

Information Architecture

Information is a vital asset for any modern enterprise. Information architecture governs how data is collected, managed, and utilized, providing insights that drive decision-making. Effective data governance within EA enhances data quality, security, and accessibility.

Application Architecture

This layer outlines the software applications and their interactions within the enterprise ecosystem. Streamlining application portfolios through EA reduces redundancies, facilitates integration, and supports scalable solutions.

Technology Architecture

Technology architecture focuses on the IT infrastructure, including hardware, networks, and platforms. Aligning technology choices with business needs ensures that systems are reliable, secure, and capable of supporting future growth.

Benefits of Using Enterprise Architecture as a Strategic Tool

Adopting enterprise architecture as a strategy creates multiple advantages that directly impact business execution:

- **Enhanced Alignment:** Ensures IT initiatives are in sync with business priorities, reducing miscommunication and conflicting goals.
- **Improved Agility:** Provides a flexible framework that supports rapid adaptation to market shifts and technological advancements.
- **Cost Efficiency:** Identifies and eliminates redundant processes and technologies, optimizing spending and resource allocation.
- **Risk Mitigation:** Establishes governance and standards that reduce operational risks and improve compliance with industry regulations.
- **Better Decision-Making:** Offers a clear overview of capabilities and dependencies, enabling strategic investments and innovation.

Comparing Enterprise Architecture Frameworks

Several EA frameworks are widely used in practice, each with unique features supporting strategic alignment:

1. **The Open Group Architecture Framework (TOGAF):** Focuses on a detailed methodology and tools to design, plan, implement, and govern enterprise architectures.
2. **Zachman Framework:** Provides a structured, taxonomy-based approach, emphasizing different perspectives and stakeholder concerns.
3. **Federal Enterprise Architecture Framework (FEAF):** Often used in government sectors, it promotes standardization and integration across federal agencies.

Selecting the right framework depends on organizational context, complexity, and strategic objectives. However, all aim to support enterprise architecture as strategy creating a foundation for business execution by offering structured ways to align IT and business domains.

Challenges in Implementing Enterprise Architecture for Strategy Execution

While the benefits are substantial, organizations frequently encounter challenges when leveraging enterprise architecture as a strategic foundation:

- **Resistance to Change:** Cultural inertia and siloed departments may hinder EA adoption, requiring strong leadership and change management.
- **Complexity of Integration:** Aligning diverse systems and processes across business units can be technically and organizationally complex.
- **Resource Constraints:** Developing and maintaining an effective EA program demands skilled personnel and investment, which may strain budgets.
- **Keeping Pace with Innovation:** Rapid technological changes necessitate continuous updates to the enterprise architecture, challenging sustainability.

Addressing these obstacles requires a clear vision, executive sponsorship, and ongoing collaboration between IT and business stakeholders.

Metrics to Measure the Impact of Enterprise Architecture on Business Execution

Quantifying the success of enterprise architecture initiatives can be difficult but is essential for demonstrating value. Common performance indicators include:

- Time-to-market improvements for new products or services
- Reduction in operational costs attributed to process optimization
- Percentage of IT projects aligned with strategic goals
- Customer satisfaction and engagement metrics driven by digital capabilities
- Compliance adherence and risk reduction statistics

Tracking these metrics supports continuous improvement and validates enterprise architecture as strategy creating a foundation for business execution.

Future Trends: Enterprise Architecture in a Digital-First World

The evolution of digital technologies such as cloud computing, artificial intelligence, and the Internet of Things is reshaping how enterprise architecture supports business strategy. Modern EA practices increasingly emphasize:

- **Agile and Adaptive Architectures:** Integrating agile methodologies to enable iterative development and faster response times.
- **Business-Driven Architecture:** Prioritizing business outcomes and customer experience as core drivers.
- **Increased Automation:** Leveraging AI and machine learning to automate governance, compliance, and architecture modeling.
- **Focus on Ecosystem Integration:** Expanding beyond organizational boundaries to include partners, suppliers, and customers.

These trends reinforce the strategic importance of enterprise architecture as a foundation for effective business execution in complex, dynamic environments.

Enterprise architecture as strategy creating a foundation for business execution is no longer an abstract concept but a practical necessity. Organizations that embrace EA as a strategic discipline position themselves to optimize resources, accelerate innovation, and maintain resilience amid disruption. As the business landscape continues to evolve, enterprise architecture will remain a pivotal enabler of sustained success and operational excellence.

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Enterprise Architecture as Strategy Jeanne W. Ross, Peter Weill, David Robertson, 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.

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Concept of Enterprise Architecture from Theory to Practice Tiko Iyamu, 2023-12-06 Even though the

field of enterprise architecture (EA) has matured, many organisations still struggle with its development and implementation, particularly those organisations involved in continuous transformational cycles and subjected to different environmental trends. This book is intended to assist organisations in getting a grip on the factors influencing EA implementation and gaining a deeper understanding of why things happen the way they do in the practice of EA. It is a comprehensive and definitive resource that is useful to both business professionals and academics. The book presents an approach for the development, implementation, or institutionalisation of EA that is independent of any method or other architecture frameworks. It can be applied directly using a realistic selection of organizational variables. The approach has two distinctive features that support EA, even in complex environments: From both technical and non-technical perspectives, it identifies influencing factors and how they manifest in the practice of EA in an organization. It offers linear and practical mechanisms for developing and implementing EA to fortify the practice of the concept in an organisation. This approach represents a significant contribution to EA. Starting with descriptions for EA, the book offers deepened models and frameworks for the development and implementation of EA at the domain level. It also covers factors upon which a model is built for the institutionalisation of the concept. Additionally, the book discusses the implications of EA for sponsors, architects, and other stakeholders responsible for EA development, implementation, and institutionalisation.

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enterprise architecture as strategy creating a foundation for business execution: *Computer and Information Science 2010* Roger Lee, 2010-09-16 The 9th ACIS/IEEE International Conference on Computer Science and Information Science, held in Kaminoyama, Japan on August 18-20 is aimed at bringing together researchers and scientists, businessmen and entrepreneurs, teachers and students to discuss the numerous fields of computer science, and to share ideas and information in a meaningful way. This publication captures 18 of the conference's most promising papers, and we impatiently await the important contributions that we know these authors will bring to the field. In chapter 1, Taewan Gu et al. propose a method of software reliability estimation based on IEEE Std. 1633 which is adaptive in the face of frequent changes to software requirements, and show why the adaptive approach is necessary when software requirements are changed frequently through a case study. In chapter 2, Keisuke Matsuno et al. investigate the capacity of incremental learning in chaotic neural networks, varying both the refractory parameter and the learning parameter with network size. This approach is investigated through simulations, which find that capacity can be increased in greater than direct proportion to size. In chapter 3, Hongwei Zeng and

Huaikou Miao extend the classical labeled transition system models to make both abstraction and compositional reasoning applicable to deadlock detection for parallel composition of components, and propose a compositional abstraction refinement approach.

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Implications of Information and Digital Technologies for Development Wallace Chigona, Salah Kabanda, Lisa F. Seymour, 2024-07-31 This book constitutes the refereed proceedings of the 18th IFIP WG 9.4 International Conference on Implications of Information and Digital Technologies for Development, ICT4D 2024, which was held in Cape Town, South Africa, during May 20-22, 2024. The 48 full papers and 4 short papers presented were carefully reviewed and selected from 107 submissions. They are organized in topical sections as follows: Part I - Artificial Intelligence, Inequalities, and Human Rights; Digital Inclusion through e-Government; Giving Voice to Marginalised Perspectives in IS Research; Human-Computer Interaction for Ethical Value Exchange and Social Inclusion; ICT Curriculum and Education; ICT in Displacement and Conflict Zones: Ideas, Disconnects, & Innovations; Research in Indigenous African Languages; Smart Collaborations & Crowdsourcing; Technology & Social Justice. Part II - Diverse and Inclusive Digital Transformation; Information and Computer Security; General Track; Philosophical, Theoretical and Methodological Approaches to Researching ICT4D.

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Navigating Digital Transformation in Management Richard Busulwa, 2022-10-31 Navigating Digital Transformation in Management provides a thorough introduction to the implications of digital transformation for leaders and managers. The book clearly outlines what new or enhanced roles and activities digital transformation requires of them. The book takes a practical approach and shapes an actionable guide that students can take with them into their future careers as managers themselves. With core theoretical grounding, the book explains how the digital transformation imperative requires all organizations to continuously undertake digital business transformation to adapt to ongoing digital disruption and to effectively compete as digital businesses. The book discusses the critical roles managers need to play in establishing, facilitating, and accelerating the day-to-day activities required to build and continuously upgrade these capabilities. Drawing on cutting edge research, this textbook: Explains how digital technology advancements drive digital disruption and why digital business transformation and operating as a digital business are critical to organization survival Unpacks the different digital business capabilities required to effectively compete as a digital business Considers the new or digitally enhanced competencies required of leaders, managers, and their supporting professionals to effectively play their roles in digital transformation Discusses how leaders, managers, and their supporting professionals can keep up with digital technology advancements Unpacks key digital technology advancements, providing a plain language understanding of what they are, how they work, and their implications for organizations Enriched with pedagogical features to support understanding and reinforce learning, such as reflective questions, learning summaries, and case studies, and supported by a suite of instructor materials, this textbook is an ideal choice for teachers that want to enable their information systems, information technology, and digital business students to compete and thrive in the contemporary business environment.

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Business/IT Fusion Peter Hinssen, Jeroen Derynck, 2009 Business/IT Fusion - How to move beyond alignment and transform IT in your organization is a business book authored by Peter Hinssen. It discusses an approach to IT management that moves beyond the classic model of business/IT alignment: alignment focused on the collaboration between business and IT, Hinssen suggests that the future evolution in IT lies in the convergence of the two parties: integrating IT into the business rather than treating it as a supplier. The work is presented as a guidebook to IT 2.0

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Enterprise Architecture for Global Companies in a Digital IT Era Yoshimasa Masuda, Murlikrishna Viswanathan, 2025-08-22 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 covering Big Data and AI such as Generative AI, unstructured data analytics and HCI-AI, etc., 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, while involving AI and Design Thinking approach. 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, and knowledge management on digital platforms, while involving the new models' introduction with Design Thinking approach covering AI and Digital Transformation process. In turn, the third part (Chapters 4-9) demonstrates the application and benefits of AIDAF and related models involving the above new ones for AI and Digital Transformation process, as shown in more than six 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)

enterprise architecture as strategy creating a foundation for business execution: 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

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enterprise architecture as strategy creating a foundation for business execution: **Advanced Management Information Systems** Bernd Schenk, 2025-06-25 This is a textbook for advanced courses on Management Information Systems (MIS). It bridges the gap between theoretical frameworks and practical applications, offering insights into both foundational principles and emerging trends. Covering topics such as artificial intelligence, data analytics, enterprise architecture, and information systems governance, the book explores the multifaceted nature of MIS and its transformative impact on modern organizations. Each chapter integrates foundational IS research with the latest insights, applying these to case studies to ensure both relevance and

academic rigor. Topics include business-IT alignment, data-driven decision-making, and the ethical challenges of managing information systems in today's complex, interconnected world. Through a combination of theoretical models, practical frameworks, and real-world examples, this book equips readers with the tools needed to navigate the evolving MIS landscape. The book is designed for advanced learners, building upon foundational MIS concepts to provide deeper insights into the field. It is particularly valuable for students pursuing a bachelor's degree in Information Systems or related disciplines, as well as for those enrolled in master's programs focused on IS. Additionally, professionals looking to enhance their expertise will find this book a useful resource. Since it does not cover introductory topics in detail, a basic understanding of the field of information systems is recommended for fully engaging with the material.

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Adaptive Cloud Enterprise Architecture Asif Qumar Gill, 2015-06-08 This book presents a comprehensive and novel adaptive enterprise service systems approach to adapting, defining, operating, managing and supporting (ADOMS) the adaptive cloud enterprise architecture. The adaptive cloud enterprise architecture provides a platform for creating the service-centric agile enterprise. This book is intended for enterprise strategists, enterprise architects, domain architects, solution architects, researchers, and anyone who has an interest in the enterprise architecture and cloud computing disciplines.

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Enterprise Interoperability Martin Zelm, Marten van Sinderen, Luis Ferraira Pires, Guy Doumeingts, 2014-04-16 In a fast changing global economy governed by Enterprise Services and the Future Internet, enterprises and virtual factories will self-organize in distributed, interoperable, innovation Ecosystems where the issues of Enterprise Interoperability need to be solved in a multi-view of information, services and processes throughout Enterprise Networks. The book constitutes the proceedings of five workshops co-located with the Fifth IFIP Working Conference IWEI 2013. It contains the presented peer reviewed papers and summaries of the workshop discussions. Complementing the IWEI Conference program, the workshops aimed at exploiting new issues, challenges and solutions for Enterprise Interoperability and Manufacturing Eco Systems. The scope of the workshops spanned over a range of interoperability issues in Service Science and innovation, Model Driven Service Engineering Architectures, Service Modelling Languages, reference ontology for manufacturing, Case studies and tools particularly for SMEs, Business - IT alignment and related Standardization. Contents 1 - Model Driven Services Engineering Architecture (MDSEA): A Result of MSEE Project An Architecture for Service Modelling in Servitization Context: MDSEA, Y. Ducq. A Set of Templates for MDSEA, D. Chen. 2 - Interoperability to Support Business-IT Alignment Report Workshop 2, I.-S. Fan, V. Taratoukhine, M. Matzner. Interoperability as a Catalyst for Business Innovation, J.H.P. Eloff, M.M. Eloff, M.T. Dlamini, E. Ngassam, D. Ras. Process-Oriented Business Modeling - An Application in the Printing Industry, A. Malsbender, K. Ortbach, R. Plattfaut, M. Voigt, B. Niehaves. A Comparative Study of Modelling Methodologies Using a Concept of Process Consistency, E. Babkin, E. Potapova, Y. Zelenova. Maintenance Support throughout the Life-Cycle of High Value Manufacturing Products. Interoperability Issues, A. Fedotova, V. Taratoukhine, Y. Kupriyanov. Using Enterprise Architecture to Align Business Intelligence Initiatives, I.-S. Fan, S. Warner. Towards Enterprise Architecture Using Solution Architecture Models, V. Agievich, R. Gimranov, V. Taratoukhine, J. Becker. 3 - Standardisation for Interoperability in the Service-Oriented Enterprise Report Workshop 3, M. Zelm, D. Chen. Standardisation in Manufacturing Service Engineering, M. Zelm, G. Doumeingts. Service Modelling Language and Potentials for a New Standard, D. Chen. An Approach to Standardise a Service Life Cycle Management, M. Freitag, D. Kremer, M. Hirsch, M. Zelm. Open Business Model, Process and Service Innovation with VDML and ServiceML, A. J. Berre, H. De Man, Y. Lew, B. Elvesæter, B.M. Ursin-Holm. Reference Ontologies for Manufacturing, R. Young, N. Hastilow, M. Imran, N. Chungoora, Z. Usman, A.-F. Cutting-Decelle. Standardisation Tools for Negotiating Interoperability Solutions, T. Santos, C. Coutinho, A. Cretan, M. Beca, R. Jardim-Goncalves. 4 - Case

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Coherency Management Gary Doucet, Pallab Saha, Scott Bernard, 2009 The book introduces the idea of Coherency Management, and asserts that this is the primary outcome goal of an enterprise's architecture. With submissions from over 30 authors and co-authors, the book reinforces the idea that EA is being practiced in an ever-increasing variety of circumstances - from the tactical to the strategic, from the technical to the political, and with governance that ranges from sell to tell. The characteristics, usages, value statements, frameworks, rules, tools and countless other attributes of EA seem to be anything but orderly, definable, classifiable, and understandable as might be hoped given heritage of EA and the famous framework and seminal article on the subject by John Zachman over two decades ago. Notably, EA is viewed as an Enterprise Design and Management approach, adopted to build better enterprises, rather than a IT Design and Management approach limited to build better systems.

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Enterprise and Organizational Modeling and Simulation Robert Pergl, Eduard Babkin, Russell Lock, Pavel Malyzhenkov, Vojtěch Merunka, 2018-09-11 This book constitutes the refereed proceedings of the 14th International Workshop on Enterprise and Organizational Modeling and Simulation, EOMAS 2018, held in Tallinn, Estonia, in June 2018. The main focus of EOMAS is on the role, importance, and application of modeling and simulation within the extended organizational and enterprise context. The 11 full papers presented in this volume were carefully reviewed and selected from 22 submissions. They were organized in topical sections on conceptual modeling, enterprise engineering, and formal methods.

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Groupware: Design, Implementation, and Use Robert O. Briggs, Pedro Antunes, Gert-Jan de Vreede, Aaron S. Read, 2009-03-27 This book constitutes the refereed post-conference proceedings of the 14th International Workshop on Groupware: Design, Implementation, and Use, held in Omaha, Nebraska, USA, during September 14-18, 2008. The 30 papers presented were carefully reviewed and selected from numerous submission. The topics covered are groupware solutions, co-located groups, groupware for health care, collaborative systems development, collaborative emergency response, groupware approaches, patterns of collaboration, thinklets-based process design, mobile applications, knowledge and learning, groupware technologies, and collaborative modeling.

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Enterprise, Business-Process and Information Systems Modeling Iris Reinhartz-Berger, Jelena Zdravkovic, Jens Gulden, Rainer Schmidt, 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

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Managing Digital Charles Betz, 2018 About This Book This book, *Managing Digital: Concepts and Practices*, is intended to guide a practitioner through the journey of building a digital-first viewpoint and the skills needed to thrive in the digital-first world. As such, this book is a bit of an experiment for The Open Group; it isn't structured as a traditional standard or guide. Instead, it is structured to show the key issues and skills needed at each stage of the digital journey, starting with the basics of a small digital project, eventually building to the concerns of a large enterprise. So, feel free to digest this book in stages — the section Introduction for the student is a good guide. The book is intended for both academic and industry training purposes. This book seeks to provide guidance for both new entrants into the digital workforce and experienced practitioners seeking to update their understanding on how all the various themes and components of IT management fit together in the new world. About The Open Group Press The Open Group Press is an imprint of The Open Group for advancing knowledge of information technology by publishing works from individual authors within The Open Group membership that are relevant to advancing The Open Group mission of Boundaryless Information Flow™. The key focus of The Open Group Press is to publish high-quality monographs, as well as introductory technology books intended for the general public, and act as a complement to The Open Group Standards, Guides, and White Papers. The views and opinions expressed in this book are those of the author, and do not necessarily reflect the consensus position of The Open Group members or staff.

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