

# Business Architecture The Art And Practice Of Business Transformation

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*Designed for Digital* - Jeanne W. Ross 2021-09-21

Practical advice for redesigning "big, old" companies for digital success, with examples from Amazon, BNY Mellon, LEGO, Philips, USAA, and many other global organizations. Most established companies have deployed such digital technologies as the cloud, mobile apps, the internet of things, and artificial intelligence. But few established companies are designed for digital. This book offers an essential guide for retooling organizations for digital success. In the digital economy, rapid pace of change in technology capabilities and customer desires means that business strategy must be fluid. As a result, the authors explain, business design has become a critical management responsibility. Effective business design enables a company to quickly pivot in response to new competitive threats and opportunities. Most leaders today, however, rely on organizational structure to implement strategy, unaware that structure inhibits, rather than enables, agility. In companies that are designed for digital, people, processes, data, and technology are synchronized to identify and deliver innovative customer solutions--and redefine strategy. Digital design, not strategy, is what separates winners from losers in the digital economy. *Designed for Digital* offers practical advice on digital transformation, with examples that include Amazon, BNY Mellon, DBS Bank, LEGO, Philips, Schneider Electric, USAA, and many other global organizations. Drawing on five years of research and in-depth case studies, the book is an essential guide for companies that want to disrupt rather than be disrupted in the new digital landscape.

**Legacy Systems** - William M. Ulrich 2002

In *Legacy Systems: Transformation Strategies*, leading IT and business architecture consultant William Ulrich presents a step-by-step, phased roadmap to legacy transformation that maximizes business value, while minimizing cost, disruption, and risk. Transformation strategies, organizing disciplines, techniques, and tools reduce the risks of deploying the component-based architectures you need to stay competitive while maximizing the business value of core systems that work.

*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.

**Business and Dynamic Change** - Keith D. Swenson 2019-10-23

The chapters in this book are contributed by visionaries who see the need for business leaders to define their organizations to be agile and robust in the face of external changes. The goal is to build something knowing that it will be changed; so that you have no need to go back to the metaphorical drawing board for every market condition change. In his Foreword, Keith Swenson asks you, "Consider what it means to say that the business will adapt in the face of external changes. The business architecture is not simply a model that specifies how to run the business for now and the next few years. The people making the architecture cannot know the pressures that will be faced. Instead, it must support leaders and executives within the organization to make consistently good decisions on how to adapt their practices. The architecture is not a plan that anticipates all the decisions; instead it embodies a set of core guiding principles that enable decision-making." Understand that the term "business" used this way is not limited to for-profit enterprises but includes all forms of organizations that have a strategic need to accomplish goals. Pragmatically speaking, business architecture is the conceptual understanding that people have on why particular choices were made in forming the organization in a particular way. This book will help you understand your options and how to relate them to your own organization.

*Visualising Business Transformation* - Jonathan Whelan 2020-01-24

Business transformation typically involves a wide range of visualisation techniques, from the templates and diagrams used by managers to make better strategic choices, to the experience maps used by designers to understand customer needs, the technical models used by architects to propose possible solutions, and the pictorial representations used by change managers to engage stakeholder groups in dialogue. Up until now these approaches have always been dealt with in

isolation, in the literature as well as in practice. This is surprising, because although they can look very different, and tend to be produced by distinct groups of people, they are all modelling different aspects of the same thing. Visualising Business Transformation draws them together for the first time into a coherent whole, so that readers from any background can expand their repertoire and understand the context and rationale for each technique across the transformation lifecycle. The book will appeal to a broad spectrum of readers involved in change, whether that is by creating change models themselves (strategists, architects, designers, engineers, business analysts, developers, illustrators, graphic facilitators, etc.), interpreting and using them (sponsors, business change managers, portfolio/programme/project managers, communicators, change champions, etc.), or supporting those involved in change indirectly (trainers, coaches, mentors, higher education establishments and professional training facilities).

*Knowledge Architectures* - Denise Bedford 2020-12-30

Knowledge Architectures reviews traditional approaches to managing information and explains why they need to adapt to support 21st-century information management and discovery. Exploring the rapidly changing environment in which information is being managed and accessed, the book considers how to use knowledge architectures, the basic structures and designs that underlie all of the parts of an effective information system, to best advantage. Drawing on 40 years of work with a variety of organizations, Bedford explains that failure to understand the structure behind any given system can be the difference between an effective solution and a significant and costly failure. Demonstrating that the information user environment has shifted significantly in the past 20 years, the book explains that end users now expect designs and behaviors that are much closer to the way they think, work, and act. Acknowledging how important it is that those responsible for developing an information or knowledge management system understand knowledge structures, the book goes beyond a traditional library science perspective and uses case studies to help translate the abstract and theoretical to the practical and concrete. Explaining the structures in a simple and intuitive way and providing examples that clearly illustrate the challenges faced by a range of different organizations, Knowledge Architectures is essential reading for those studying and working in library and information science, data science, systems development, database design, and search system architecture and engineering.

*The Interface* - John Harwood 2011-11-15

In February 1956 the president of IBM, Thomas Watson Jr., hired the industrial designer and architect Eliot F. Noyes, charging him with reinventing IBM's corporate image, from stationery and curtains to products such as typewriters and computers and to laboratory and administration buildings. What followed—a story told in full for the first time in John Harwood's *The Interface*—remade IBM in a way that would also transform the relationships between design, computer science, and corporate culture. IBM's program assembled a cast of leading figures in American design: Noyes, Charles Eames, Paul Rand, George Nelson, and Edgar Kaufmann Jr. *The Interface* offers a detailed account of the key role these designers played in shaping both the computer and the multinational corporation. Harwood describes a surprising inverse effect: the influence of computer and corporation on the theory and practice of design. Here we see how, in the period stretching from the "invention" of the computer during World War II to the appearance of the personal computer in the mid-1970s, disciplines once well outside the realm of architectural design—information and management theory, cybernetics, ergonomics, computer science—became integral aspects of design. As

the first critical history of the industrial design of the computer, of Eliot Noyes's career, and of some of the most important work of the Office of Charles and Ray Eames, *The Interface* supplies a crucial chapter in the story of architecture and design in postwar America—and an invaluable perspective on the computer and corporate cultures of today.

*Enterprise DevOps for Architects* - Jeroen Mulder 2021-11-11

An architect's guide to designing, implementing, and integrating DevOps in the enterprise Key Features Design a DevOps architecture that is aligned with the overall enterprise architecture Design systems that are ready for AI/ops and make the move toward NoOps Architect and implement DevSecOps pipelines, securing the DevOps enterprise Book Description Digital transformation is the new paradigm in enterprises, but the big question remains: is the enterprise ready for transformation using native technology embedded in Agile/DevOps? With this book, you'll see how to design, implement, and integrate DevOps in the enterprise architecture while keeping the Ops team on board and remaining resilient. The focus of the book is not to introduce the hundreds of different tools that are available for implementing DevOps, but instead to show you how to create a successful DevOps architecture. This book provides an architectural overview of DevOps, AI/ops, and DevSecOps – the three domains that drive and accelerate digital transformation. Complete with step-by-step explanations of essential concepts, practical examples, and self-assessment questions, this DevOps book will help you to successfully integrate DevOps into enterprise architecture. You'll learn what AI/ops is and what value it can bring to an enterprise. Lastly, you will learn how to integrate security principles such as zero-trust and industry security frameworks into DevOps with DevSecOps. By the end of this DevOps book, you'll be able to develop robust DevOps architectures, know which toolsets you can use for your DevOps implementation, and have a deeper understanding of next-level DevOps by implementing Site Reliability Engineering (SRE). What you will learn Create DevOps architecture and integrate it with the enterprise architecture Discover how DevOps can add value to the quality of IT delivery Explore strategies to scale DevOps for an enterprise Architect SRE for an enterprise as next-level DevOps Understand AI/ops and what value it can bring to an enterprise Create your AI/ops architecture and integrate it into DevOps Create your DevSecOps architecture and integrate it with the existing DevOps setup Apply zero-trust principles and industry security frameworks to DevOps Who this book is for This book is for enterprise architects and consultants who want to design DevOps systems for the enterprise. It provides an architectural overview of DevOps, AI/ops, and DevSecOps. If you're looking to learn about the implementation of various tools within the DevOps toolchain in detail, this book is not for you.

**Interactive Granular Computations in Networks and Systems Engineering: A Practical Perspective** - Andrzej Jankowski 2017-06-25

The book outlines selected projects conducted under the supervision of the author. Moreover, it discusses significant relations between Interactive Granular Computing (IGrC) and numerous dynamically developing scientific domains worldwide, along with features characteristic of the author's approach to IGrC. The results presented are a continuation and elaboration of various aspects of Wisdom Technology, initiated and developed in cooperation with Professor Andrzej Skowron. Based on the empirical findings from these projects, the author explores the following areas: (a) understanding the causes of the theory and practice gap problem (TPGP) in complex systems engineering (CSE); (b) generalizing computing models of complex adaptive systems (CAS) (in particular, natural computing models)

by constructing an interactive granular computing (IGrC) model of networks of interrelated interacting complex granules (c-granules), belonging to a single agent and/or to a group of agents; (c) developing methodologies based on the IGrC model to minimize the negative consequences of the TPGP. The book introduces approaches to the above issues, using the proposed IGrC model. In particular, the IGrC model refers to the key mechanisms used to control the processes related to the implementation of CSE projects. One of the main aims was to develop a mechanism of IGrC control over computations that model a project's implementation processes to maximize the chances of its success, while at the same time minimizing the emerging risks. In this regard, the IGrC control is usually performed by means of properly selected and enforced (among project participants) project principles. These principles constitute examples of c-granules, expressed by complex vague concepts (represented by c-granules too). The c-granules evolve with time (in particular, the meaning of the concepts is also subject of change). This methodology is illustrated using project principles applied by the author during the implementation of the POLTAX, AlgoTradix, Merix, and Excavio projects outlined in the book.

**Launching an Enterprise Business Architecture Practice: A Playbook for Getting Started** -

Leading the Transformation - Gary Gruver 2015-08-01

Leading the Transformation is executive guide, providing a clear framework for improving development and delivery. Instead of the traditional Agile and DevOps approaches that focus on improving the effectiveness of teams, this book targets the coordination of work across teams in large organizations—an improvement that executives are uniquely positioned to lead.

**THE STRATEGY JOURNEY** - Julie Choo 2020-12-07

How to navigate your strategy journey in business using a five model framework and methodology that teaches you to play 'SMART' and 'win' in the game of business and career ascension.

*The Art of Business Value* - Mark Schwartz 2016-04-07

"Do you really understand what business value is? Information technology can and should deliver business value. But the Agile literature has paid scant attention to what business value means—and how to know whether or not you are delivering it. This problem becomes ever more critical as you push value delivery toward autonomous teams and away from requirements “tossed over the wall” by business stakeholders. An empowered team needs to understand its goal! Playful and thought-provoking, *The Art of Business Value* explores what business value means, why it matters, and how it should affect your software development and delivery practices. More than any other IT delivery approach, DevOps (and Agile thinking in general) makes business value a central concern. This book examines the role of business value in software and makes a compelling case for why a clear understanding of business value will change the way you deliver software. This book will make you think deeply about not only what it means to deliver value but also the relationship of the IT organization to the rest of the enterprise. It will give you the language to discuss value with the business, methods to cut through bureaucracy and strategies for incorporating Agile teams and culture into the enterprise. Most of all, this book will startle you into new ways of thinking about the cutting-edge of Agile practice and where it may lead."

*Digital @ Scale* - Anand Swaminathan 2017-06-02

A blueprint for reinventing the core of your business Value in the next phase of

the digital era will go to those companies that don't just try digital but also scale it. *Digital@Scale* examines what it takes for companies to break through the gravitational pull of their legacy organizations and capture the full value of digital. Digging into more than fifty detailed case studies and years of McKinsey experience and data, the authors, along with a group of expert contributors, show how companies can move beyond incremental change to transform the business where the greatest value is generated—at its core. The authors provide practical insights into the three pillars of digital transformations that successfully scale: reinventing the business model, building out a business architecture from the customer back into the organization, and establishing an 'amoeba' IT and organizational foundation that learns and evolves. This is the ideal guide for all leaders who recognize the power and promise of a digital transformation.

*Enterprise Business Architecture* - Ralph Whittle 2016-04-19

A critical part of any company's successful strategic planning is the creation of an Enterprise Business Architecture (EBA) with its formal linkages. Strategic research and analysis firms have recognized the importance of an integrated enterprise architecture and they have frequently reported on its increasing value to successful companies. Enterpr

Business Architecture - William Ulrich 2010

**Emerging Trends in the Evolution of Service-Oriented and Enterprise Architectures**

- Eman El-Sheikh 2016-09-23

This book presents emerging trends in the evolution of service-oriented and enterprise architectures. New architectures and methods of both business and IT are integrating services to support mobility systems, Internet of Things, Ubiquitous Computing, collaborative and adaptive business processes, Big Data, and Cloud ecosystems. They inspire current and future digital strategies and create new opportunities for the digital transformation of next digital products and services. Services Oriented Architectures (SOA) and Enterprise Architectures (EA) have emerged as a useful framework for developing interoperable, large-scale systems, typically implementing various standards, like Web Services, REST, and Microservices. Managing the adaptation and evolution of such systems presents a great challenge. Service-Oriented Architecture enables flexibility through loose coupling, both between the services themselves and between the IT organizations that manage them. Enterprises evolve continuously by transforming and extending their services, processes and information systems. Enterprise Architectures provide a holistic blueprint to help define the structure and operation of an organization with the goal of determining how an organization can most effectively achieve its objectives. The book proposes several approaches to address the challenges of the service-oriented evolution of digital enterprise and software architectures.

Data Governance - Harkish Sen 2019-01-02

What is data governance? And what are the principles and techniques you can leverage as a business or IT professional to make data governance successful within your organization? *Data Governance* will answer these questions and provide you with insights and approaches to improve the “data fitness” of your organization. Gain control of your data and assign responsible parties to ensure the data remains well-understood and protected, by applying the content within this book's six chapters: · Chapter 1, Understanding Data Governance, looks at the broad definitions of data governance along with issues within data governance. · Chapter 2, Owning Data Governance, looks at Ownership, Wider Perspectives, and

Roles, and explores how transparent data governance can simplify the complexities of data ownership. · Chapter 3, Data Confidence, explores using tools (e.g., standards, strategies, and policies) to clearly align business objectives with realistic IT deliverables and produce meaningful outcomes. · Chapter 4, Getting Data Fit, covers the basic elements required to make data governance work for your specific organization. There are five steps required to achieve a basic level of data fitness and effective governance. · Chapter 5, Approach and Stakeholders, covers various ways to implement data governance to ensure there are clear milestones and trigger points for key stakeholders to approve each phase. A data scorecard is introduced as a tool to help guide an organization through the data governance process. · Chapter 6, A Case Study, concerns a fictitious company, D474, used to illustrate the various examples and scenarios for implementing data governance.

Digital Transformation of Enterprise Architecture - Vivek Kale 2019-07-08

"In this book, Vivek Kale makes an important contribution to the theory and practice of enterprise architecture ... this book captures the breadth and depth of information that a modern enterprise architecture must address to effectively support an agile enterprise. This book should have a place in every practicing architect's library." –John D. McDowall, Author of Complex Enterprise Architecture

Digital Transformation of Enterprise Architecture is the first book to propose Enterprise Architecture (EA) as the most important element (after Business Models) for digital transformation of enterprises. This book makes digital transformation more tangible by showing the rationale and typical technologies associated with it, and these technologies in turn reveal the essence of digital transformation. This book would be useful for analysts, designers and developers of future-ready agile application systems. This book proposes that it is the perennial quest for interoperability & portability, scalability, availability, etc., that has directed and driven the evolution of the IT/IS industry in the past 50 years. It is this very quest that has led to the emergence of technologies like service-oriented, cloud, and big data computing. In addition to the conventional attributes of EA like interoperability, scalability and availability, this book identifies additional attributes of mobility, ubiquity, security, analyticity, and usability. This pragmatic book: Identifies three parts effort for any digital transformation: Business Models, Enterprise Architectures and Enterprise Processes. Describes eight attributes of EA: interoperability, scalability, availability, mobility, ubiquity, security, analyticity, and usability. Explains the corresponding technologies of service-oriented, cloud, big data, context-aware, Internet of Things (IoT), blockchain, soft, and interactive computing. Briefs on auxiliary technologies like integration, virtualization, replication, spatio-temporal databases, embedded systems, cryptography, data mining, and interactive interfaces that are essential for digital transformation of enterprise architecture. Introduces interactive interfaces like voice, gaze, gesture and 3D interfaces. Provides an overview of blockchain computing, soft computing, and customer interaction systems. Digital Transformation of Enterprise Architecture proposes that to withstand the disruptive digital storms of the future, enterprises must bring about digital transformation, i.e. a transformation that affects an exponential change (amplification or attenuation) in any aspect of the constituent attributes of EA. It proposes that each of these technologies (service-oriented, cloud, big data, context-aware, IoT, blockchain, soft, and interactive computing) bring about digital transformation of the corresponding EA attribute viz. interoperability, scalability, availability, mobility, ubiquity, security,

analyticity, and usability.

A Handbook of Business Transformation Management Methodology - Axel Uhl 2016-04-08

This book provides an integrative Business Transformation Management Methodology, the BTM2, with an emphasis on the balance between the rational aspects of transformation and the often underestimated emotional readiness of employees to absorb and accept transformation initiatives. Comprising four phases - Envision, Engage, Transform, and Optimize - the methodology integrates expertise from areas such as strategy, risk, and project management. Covering the formal and informal structures and roles needed for a successful transformation, the authors cover a wide range of theory to help understand the phenomenon of transformation. A '360-degree' view on what business transformation means and how to manage it successfully, this handbook is suitable for business executives dealing with organizational change. A range of illustrative case studies ensure this is also a valuable resource for academics interested in change and transformation management.

Architecting the Future Enterprise - Deborah J. Nightingale 2015-02-13

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

Business Architecture - Jonathan Whelan 2016-04-15

Organizations today exist in an environment of unprecedented change. They do so against a backdrop of a global, competitive marketplace, the fast-paced enablement of technology, amplified regulation and accelerating organizational complexity. Many organizations are addressing change in a sub-optimal way and they are operating without a clear view of where their operational risks lie. It is these

dynamics that are leading organizations to recognise and embrace Business Architecture. Despite this environment, Business Architecture can be a difficult 'sell' - it is often perceived to be abstract and lacking in tangible delivery. To succeed, Business Architecture must be pragmatic and, to be sustainable, it must focus on achieving long-term value and, at the same time, recognise the shorter-term tactical needs of the organisation. With these challenges in mind, this book provides a practical guide on how to employ Business Architecture and how to build a balanced proposition that delivers value to a broad range of stakeholders. As the book states, Business Architecture should not be practised in isolation, nor should it be thought of as a one-off process; it needs to be woven into the fabric of the organization. And so the authors illustrate the opportunities for weaving the Business Architecture Practice into this fabric through the various stakeholders and life cycles that exist, both formally and informally, within an organization. Whilst recognizing best practice, this book explores a new, inspirational level of Business Architecture whilst acknowledging that the best way to realize the vision is one step at a time.

**Introduction to Business Architecture** - Chris Reynolds 2009

A guide to business architecture provides information on how to successfully create and maintain business models.

*The IT4ITM reference architecture, Version 2.0* - The Open Group 1970-01-01

The Open Group IT4IT Reference Architecture, Version 2.0, an Open Group Standard, provides a vendor-neutral, technology-agnostic, and industry-agnostic reference architecture for managing the business of IT. The Open Group IT4IT Reference Architecture standard comprises a reference architecture and a value chain-based operating model. The IT Value Chain has four value streams supported by a reference architecture to drive efficiency and agility. The four value streams are: Strategy to Portfolio Request to Fulfill Requirement to Deploy Detect to Correct Each IT Value Stream is centered on a key aspect of the service model, the essential data objects (information model), and functional components (functional model) that support it. Together, the four value streams play a vital role in helping IT control the service model as it advances through its lifecycle. The IT4IT Reference Architecture: Provides prescriptive guidance on the specification of and interaction with a consistent service model backbone (common data model/context) Supports real-world use-cases driven by the Digital Economy (e.g., Cloud-sourcing, Agile, DevOps, and service brokering) Embraces and complements existing process frameworks and methodologies (e.g., ITIL®, CoBIT®, SAFe, and TOGAF®) by taking a data-focused implementation model perspective, essentially specifying an information model across the entire value chain The audience for this standard is: IT Professionals who are responsible for delivering services in a way that is flexible, traceable, and cost-effective IT Professionals / Practitioners who are focused on instrumenting the IT management landscape IT Leaders who are concerned about their operating model Enterprise Architects who are responsible for IT business transformation Topics covered include: An introduction to the standard and the purpose of the IT4IT work Key terminology of the standard An introduction for executives and others introducing the IT Value Chain and IT4IT Reference Architecture concepts IT4IT Core, which defines the structure of the IT4IT standard as well as the process and document structure used by the IT4IT standard The Strategy to Portfolio (S2P) Value Stream The Requirement to Deploy (R2D) Value Stream The Request to Fulfill (R2F) Value Stream The Detect to Correct (D2C) Value Stream Background information on the standard.

**Chess and the Art of Enterprise Architecture** - Gerben Wierda 2015-01-01

Enterprise Architecture is the discipline of managing the complexities of the Business-IT landscape. It has been around since the 1980's, when for the first time computers were connected in networks, and the already serious (and unsolved) problem of the complexity of computer programs for relatively simple business needs turned into the huge problem of large networks of them in complex business landscapes. In spite of many 'best practices' and 'frameworks' that have been introduced, Enterprise Architecture is not a great success. After thirty years, we still have the same problems. Chaos is still everywhere. Projects still fail far too often. In this book, (hidden) assumptions behind the existing approaches to enterprise architecture are challenged, and a more realistic perspective that helps us battle the complexities and unpredictabilities of today's Business-IT landscapes is described. Practical suggestions about enterprise architecture governance and products, based on real-world experience with the described approach, complete the book. From general management to IT professionals, everyone who is confronted with the problem of managing Business-IT landscapes can profit from the insights this book offers. No specialist prior knowledge is required. Gerben Wierda is author of *Mastering ArchiMate*, and was, amongst other things, Lead Architect of the Judiciary in The Netherlands, Lead Architect of APG Asset Management, and is now Team Coordinator Architecture & Design at APG. He holds an M.Sc in Physics from the University of Groningen and an MBA from RSM Erasmus, Rotterdam.

**Practice-Driven Research on Enterprise Transformation** - Frank Harmsen 2013-06-01

This volume constitutes the proceedings of the 6th Working Conference on Practice-Driven Research on Enterprise Transformation (PRET), held in Utrecht, The Netherlands, on June 6, 2013, co-located with the Enterprise Transformation Track of the 21st European Conference on Information Systems (ECIS). Successful enterprises have well-defined managerial responsibilities and understandable project priorities and enable their processes to be sufficiently agile, even improvisational and continuously changing. They do not solely rely on only mechanistic or purely organic processes and structures, but see enterprise transformation as a combination of deliberate and organic change. This year's papers represent this hybrid view. Moreover, most of them are based on practical cases, which will further contribute to our understanding of enterprise transformation. The eight papers presented in this volume were allocated to tracks on: practical experiences with methods and techniques; cases in enterprise transformation; and enterprise architecture in practice.

*Information Systems Transformation* - William M. Ulrich 2010

"Architecture-Driven Modernization (ADM) restores the value of entrenched systems by capturing and retooling various aspects of existing application environments, allowing old infrastructures to deliver renewed value and align effectively with enterprise strategies and business architectures. This book provides a practical guide to organizations seeking ways to understand and leverage existing systems as part of their information management strategies. It includes an introduction to ADM disciplines, tools, and standards as well as a series of scenarios outlining how ADM is applied to various initiatives. Drawing upon lessons learned from real modernization projects, it distills the theory and explains principles, processes, and best practices for every industry"--Resource description p.

*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)

**Transformation Design** - Wolfgang Jonas 2015-11-27

“Transformation design” is looking for new ways to change our behavior and society through new forms of innovation. The existing user-oriented approach of design must therefore be extended to one that is society-oriented. The concept of transformation is based on the anthropologist Karl Paul Polanyi and his book *The Great Transformation* (1944), which described the emergence of the now almost undisputed and globally widespread western market logic: the transformation of societies with markets into market societies, which he calls “dislodgment of the markets”. Meanwhile, leading think tanks are referring to Polanyi. They are calling for a new social contract and the “re-embedding” of the market into society. What are the possible instruments and contributions of design for this new “Great Transformation”? The variety of the above questions, answers, theories, methods, ideas, and projects suggests that “transformation design” is not in fact a discipline in itself, but that it will lead to a fruitful discourse. The book attempts to form an initial position in terms of this ambitious and ethical design perspective. It also seeks to inspire the international debate to push for a project of responsible design.

**Architecture and Patterns for IT Service Management, Resource Planning, and Governance** - Charles T. Betz 2011-09-23

IT in a World of Continuous Improvement -- Architecture Approach -- Patterns for the IT Processes -- Patterns for the IT Lifecycles -- APPENDIX A: Extended Definitions for the IT Architectural -- APPENDIX B: Fundamentals of Computing for the Business -- APPENDIX C: Production and Services -- REFERENCES -- INDEX.

**IT Architecture For Dummies** - Kalani Kirk Hausman 2010-11-01

A solid introduction to the practices, plans, and skills required for developing a smart system architecture Information architecture combines IT skills with business skills in order to align the IT structure of an organization with the mission, goals, and objectives of its business. This friendly introduction to IT architecture walks you through the myriad issues and complex decisions that many organizations face when setting up IT systems to work in sync with business procedures. Veteran IT professional and author Kirk Hausman explains the business value behind IT architecture and provides you with an action plan for implementing

IT architecture procedures in an organization. You'll explore the many challenges that organizations face as they attempt to use technology to enhance their business's productivity so that you can gain a solid understanding of the elements that are required to plan and create an architecture that meets specific business goals. Defines IT architecture as a blend of IT skills and business skills that focuses on business optimization, business architecture, performance management, and organizational structure Uncovers and examines every topic within IT architecture including network, system, data, services, application, and more Addresses the challenges that organizations face when attempting to use information technology to enable profitability and business continuity While companies look to technology more than ever to enhance productivity, you should look to *IT Architecture For Dummies* for guidance in this field.

The IT4ITTM Reference Architecture, Version 2.1 - The Open Group 2017-04-24

The Open Group IT4ITTM Reference Architecture, Version 2.1, an Open Group Standard, provides a vendor-neutral, technology-agnostic, and industry-agnostic reference architecture for managing the business of IT. The Open Group IT4IT Reference Architecture standard comprises a reference architecture and a value chain-based operating model. The IT Value Chain has four value streams supported by a reference architecture to drive efficiency and agility. The four value streams are: • Strategy to Portfolio • Request to Fulfill • Requirement to Deploy • Detect to Correct Each IT Value Stream is centered on a key aspect of the service model, the essential data objects (information model), and functional components (functional model) that support it. Together, the four value streams play a vital role in helping IT control the service model as it advances through its lifecycle. The IT4IT Reference Architecture: • Provides prescriptive guidance on the specification of and interaction with a consistent service model backbone (common data model/context) • Supports real-world use-cases driven by the Digital Economy (e.g., Cloud-sourcing, Agile, DevOps, and service brokering) • Embraces and complements existing process frameworks and methodologies (e.g., ITIL®, CoBIT®, SAFe, and TOGAF®) by taking a data-focused implementation model perspective, essentially specifying an information model across the entire value chain The audience for this standard is: • IT Professionals who are responsible for delivering services in a way that is flexible, traceable, and cost-effective • IT Professionals / Practitioners who are focused on instrumenting the IT management landscape • IT Leaders who are concerned about their operating model • Enterprise Architects who are responsible for IT business transformation Topics covered include: • An introduction to the standard and the purpose of the IT4IT work • Key terminology of the standard • An introduction for executives and others introducing the IT Value Chain and IT4IT Reference Architecture concepts • IT4IT Core, which defines the structure of the IT4IT standard as well as the process and document structure used by the IT4IT standard • The Strategy to Portfolio (S2P) Value Stream • The Requirement to Deploy (R2D) Value Stream • The Request to Fulfill (R2F) Value Stream • The Detect to Correct (D2C) Value Stream • Background information on the standard.

*The Business Architecture Quick Guide: A Brief Guide for Gamechangers* - Business Architecture Guild 2018

Maybe you heard someone mention business architecture in a passing conversation or in a planning meeting? Perhaps you've heard stories of a financial services company in Scandinavia, government agencies in the UK, a bank in the Netherlands, a global shipping company, or a major U.S. airline using business architecture to enact strategic change or drive business transformation. Or perhaps in-house

strategy, transformation, planning, product, or customer experience teams have suggested you adopt or support in-house business architecture efforts. The business architecture drumbeat is steadily growing louder, yet you still cannot figure out what people are talking about. Well, the wait is over. The Business Architecture Quick Guide will help you sort through the noise and disinformation, focus on the benefits, and take the next steps. The Quick Guide has a singularly focused purpose: to demystify business architecture for those business professionals likely to benefit from it the most. The Quick Guide represents the collective experiences of a worldwide community of practice, courtesy of the Business Architecture Guild(R), and not just another opinion piece or the musings of a single individual. Look no further for the answers on business architecture; they are right here in this "little big book for game changers." The Quick Guide will point you to a wealth of additional resources that will enable you to take the next steps and begin to reap the benefits that other organizations are already achieving. Either way, you will no longer be left out of the discussion and ready to take action the next time the topic of business architecture enters the conversation.

**The IT4IT™ Standard, Version 3.0** - The Open Group 2022-12-05

This publication is the specification of The Open Group IT4IT Standard, Version 3.0, a standard of The Open Group. It describes a reference architecture that can be used to manage the business of Information Technology (IT) and the associated end-to-end lifecycle management of Digital Products. It is intended to provide a prescriptive Target Architecture and clear guidance for the transformation of existing technology management practices for a faster, scalable, automated, and practical approach to deploying product-based investment models and providing an unprecedented level of operational control and measurable value. This foundational IT4IT Reference Architecture is independent of specific technologies, vendors, organization structures, process models, and methodologies. It can be mapped to any existing technology landscape. It is flexible enough to accommodate the continuing evolution of operational and management paradigms for technology. It addresses every Digital Product lifecycle phase from investment decision-making to end-of-life. The IT4IT Standard addresses a critical gap in the Digital Transformation toolkit: the need for a unifying architectural model that describes and connects the capabilities, value streams, functions, and operational data needed to manage a Digital Product Portfolio at scale. The IT4IT Standard provides an approach to making digital investment decisions and managing digital outcomes that is particularly useful for:

- C-level executives responsible for Digital Transformation, as a top-down view of digital value creation
- Product Managers and Product Marketing Managers whose portfolios include significant digital content, as a way to integrate marketing priorities with product delivery practices
- Governance, risk, and compliance practitioners, as a guide to controlling a modern digital landscape
- Enterprise and IT Architects, as a template for IT tool rationalization and for governing end-to-end technology management architectures
- Technology buyers, as the basis for Requests for Information (RFIs) and Requests for Proposals (RFPs) and as a template for evaluating product completeness
- Consultants and assessors, as a guide for evaluating current practice against a well-defined standard
- Technology vendors, as a guide for product design and customer integrations
- Technical support staff, as a guide for automating and scaling up support services to deal with modern technology deployment velocity

A Field Guide to Digital Transformation - Thomas Erl 2021-10-15

A Field Guide to Digital Transformation is the definitive reference and tutorial for all IT professionals and decision-makers who want to understand digital transformation and successfully achieve it in their own organizations. Best-selling IT author Thomas Erl and long-time practitioner Amin Naserour combine comprehensive coverage of digital transformation as a field of practice, and detailed guidance for adopting digital transformation and executing projects from start to finish. Erl and Naserour present a complete tutorial on digital transformation concepts, tools, technologies and practices, organized into a proven industry framework for adoption. Next, they offer end-to-end coverage of the full project lifecycle, walking readers through planning, defining, designing, building, and governing digital transformation solutions. The authors highlight common risks, pitfalls, and adoption considerations, sharing practical insights into the organizational, cultural, technological, and operational impacts associated with digital transformation initiatives. Uniquely detailed and practical, this guide reflects the authors' deep experience driving value from digital transformation using technologies available right now.

**Managing Digital** - Charles Betz

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.

**Strategy to Reality** - Whynde Kuehn 2022-07-05

Strategy to Reality brings together a vast number of perspectives and experiences, offering business leaders the straight talk necessary to clarify, simplify, and humanize business architecture with Whynde Kuehn's practical and actionable approach. Whynde Kuehn's vision can be summed up in one word: big. She loves climbing mountains—physical and metaphorical—and her most successful summit can be found in Business Architecture, an aspect of business development that she has pioneered, explored, and mastered. She is a passionate guide for business architecture leaders and practitioners around the world who are motivated to achieve goals, implement effective strategies, and provide measurable results. Her approach can be implemented by organizations of any size: from an NGO, government organization, or Fortune 500 company, to a non-profit or startup. Within Strategy to Reality, Whynde Kuehn offers a well-informed, holistic view that can transform

and reshape the world. She arms Business Architecture Practitioners and Strategy Execution Leaders with the in-house training and tools they need to close the gap between strategy and successful execution. Whynde believes that every organization needs to build their own capacity for continuous change, and it is her goal that they reach their goals, while gaining the "vision" they need to see the clearest course of action and to weave it all together. It is Whynde Kuehn's goal to help the leaders of today and tomorrow build better organizations and unlock new ways of executing strategies, increasing collaboration, and creating value, growth, and profits. Those who seek to be a catalyst for change in their company, who relentlessly seek ways to do things better, and who always ask, "Why?" and "What if?" will find the strategies they need to enact that change in Strategy to Reality.

*Run Grow Transform* - Steven Bell 2017-07-27

Your customers want innovation and value, and they want it now. How can you apply Lean principles and practices throughout your enterprise to drive operational excellence, reduce costs while improving quality, enable efficient growth, and accelerate idea-to-value innovation? Shingo Prize-winning author Steve Bell and other thought leaders show you

*Law and Corporate Behaviour* - Christopher Hodges 2015-10-22

This book examines the theories and practice of how to control corporate behaviour through legal techniques. The principal theories examined are deterrence, economic rational acting, responsive regulation, and the findings of behavioural psychology. Leading examples of the various approaches are given in order to illustrate the models: private enforcement of law through litigation in the USA, public enforcement of competition law by the European Commission, and the recent reform of policies on public enforcement of regulatory law in the United Kingdom. Noting that behavioural psychology has as yet had only limited application in

legal and regulatory theory, the book then analyses various European regulatory structures where behavioural techniques can be seen or could be applied. Sectors examined include financial services, civil aviation, pharmaceuticals, and workplace health & safety. Key findings are that 'enforcement' has to focus on identifying the causes of non-compliance, so as to be able to support improved performance, rather than be based on fear motivating complete compliance. Systems in which reporting is essential for safety only function with a no-blame culture. The book concludes by proposing an holistic model for maximising compliance within large organisations, combining public regulatory and criminal controls with internal corporate systems and external influences by stakeholders, held together by a unified core of ethical principles. Hence, the book proposes a new theory of ethical regulation.

*Ethical Business Practice and Regulation* - Christopher Hodges 2018-01-11

This book explains the concepts of Ethical Business Practice (EBP) and Ethical Business Regulation (EBR), a new paradigm in compliance and enforcement based on behavioural science and ethics. EBR provides the basis for an effective relationship between a business and its regulators, resulting in better outcomes for both. EBR is attracting extensive attention from regulators and businesses around the world. The UK Government's 2017 Regulatory Futures Review draws on EBR as the foundation for its policy of 'regulatory self-assurance'. EBR draws on findings from behavioural science, responsive regulation, safety and business and integrity management to create a practical and holistic approach. Examples include the open culture that is essential for civil aviation safety, the Primary Authority agreements between regulators and national businesses, and feedback mechanisms provided by market vigilance systems and sectoral consumer ombudsmen. This book provides an essential blueprint for sustainable business and effective future regulation.