

A Reassessment of Enterprise Architecture Implementation

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

1 Introduction

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

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

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

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