

Jörg Ziemann

Fundamentals of Enterprise Architecture Management

Foundations for Steering
the Enterprise-Wide Digital System



Springer

Contents

1 EAM in a Nutshell	1
1.1 The Idea of EAM	1
1.2 Complexity Management as Core EAM Goal	6
1.3 EAM Needs to Balance Local and Global Interests	15
1.4 EAM and Digitalization	18
1.5 First Synopsis of EAM Goals	20
1.6 Essential EAM Standards and Literature	21
2 Enterprise Architecture in a Nutshell	23
2.1 Basic Terms	23
2.2 Typical Layers of EA Frameworks	32
2.3 System Complexity Revisited	37
2.4 Core Principles for Architecting Socio-Technical Systems	40
2.5 Parameters of the Enterprise-Wide Digital Ecosystem	43
3 Strategic and Tactical Context of EAM	61
3.1 Introduction and Basic Terms	61
3.2 Parameters of Business Strategy and Operations	68
3.3 Parameters of Enterprise Architecture Management	72
3.4 Structure and Capabilities of the IT Organization	85
3.5 Capabilities in the Vicinity of EAM	98
4 EAM Implementation	109
4.1 EAM Goals Revisited	110
4.2 EAM Process Framework	114
4.3 EAM Artifacts	126
4.4 EAM Tools	143
4.5 EAM Organization and Roles	147
4.6 EAM Processes and Capabilities	154

5 EAM Evaluation	169
5.1 Introduction	169
5.2 Evaluating Individual Systems	176
5.3 Evaluating the Enterprise Architecture	185
5.4 Evaluating Enterprise Architecture Management	194
5.5 Chapter Summary	203
References	205