

Alignment in Enterprise Architecture

Investigating the Aspect of Alignment in Architectural Approaches

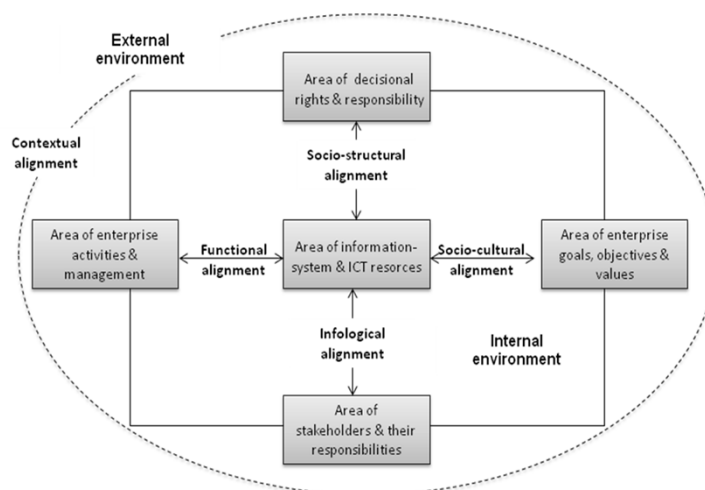
Introduction

- Globalization levels the playing field
- Command & Control gives way to resource-based view
- Enterprise Architecture
- Gradually developed by private and public organizations
- Frameworks offer no common ground

Purpose & Question

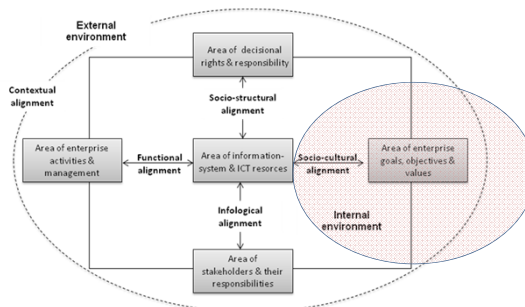
- Purpose of our study
- Featured frameworks
- Analysis based on alignment
- *How are the various forms and aspects of architectural alignment treated by the investigated approaches to Enterprise Architecture?*

Research model



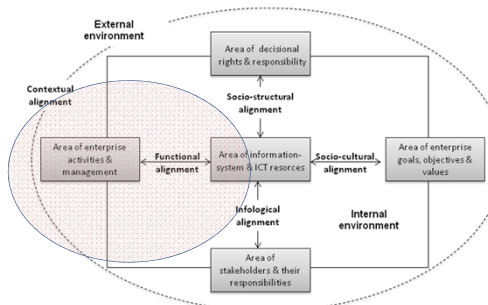
Socio-cultural alignment

- Goals dependent upon values and norms
- Stakeholder expectations (time) = Delivered contributions (time)
- Alignment expresses socio-cultural feasibility



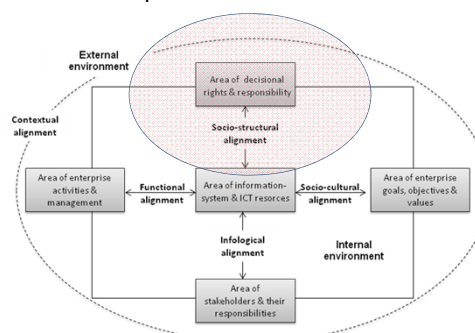
Functional alignment

- Enterprise activities require skills, tools and coordination
- Required information capabilities (time) = Available information capabilities (time)
- Alignment expresses coordinated development



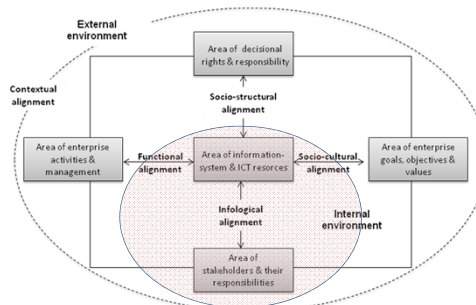
Socio-structural alignment

- Decisional rights & responsibilities established by design
- Established socio-structure = Accepted socio-structure
- Alignment expresses comprehension and acceptance from stakeholders



Infological alignment

- Stakeholders are a heterogenous crowd
- Required information = Provided information + extra information
- Alignment expresses clear and complete understanding between information and stakeholders



Analysis of approaches: Zachman

- **Socio-cultural**
 - (-) Relationship between IS & ICT and objectives
- **Functional**
 - (-) Business processes and information & ICT
- **Socio-structural**
 - (-) Relationship between responsibilities and IS & ICT
- **Infological**
 - (-) Information quality, availability, comparability et cetera

Analysis of approaches: TOGAF

- **Socio-cultural**
 - (-) Definition of “maximum enterprise benefits”
- **Functional**
 - (+) Alignment ensured by operational contracts
 - (-) Integration and implementation of services
- **Socio-structural**
 - (+) Based on governance contracts, IT responsibility et cetera
 - (-) Relationship between responsibilities and business objectives
- **Infological**
 - (-) Avoidance of information paradox

Analysis of approaches: GERAM

- **Socio-cultural**
 - (-) Focus on requirements of IT and business rather than objectives
- **Functional**
 - (+) Harmonization between required and requested IS services
 - (-) Implementation of models
- **Socio-structural**
 - (+) View of responsibilities & roles
 - (-) Harmonization of operations with the capabilities of IS & ICT
- **Infological**
 - (-) Relationship between stakeholders and IS & ICT
 - (-) Relationship between human capabilities and IS capabilities

Analysis of approaches: E2AF

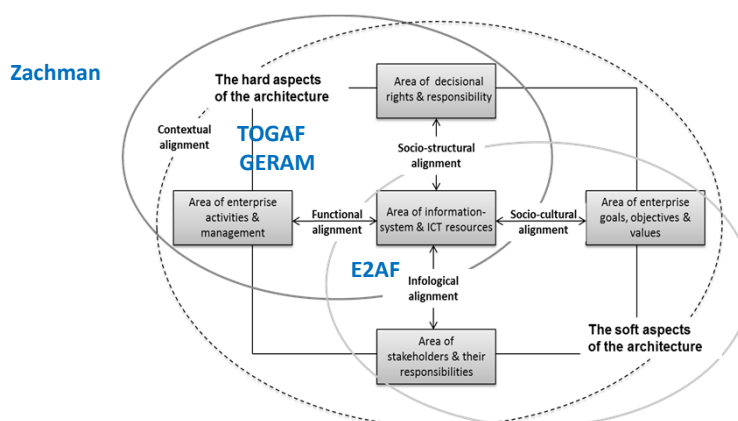
- **Socio-cultural**
 - (-) "Collective needs of the extended enterprise"
- **Functional**
 - (+) Alignment between business processes & IS
- **Socio-structure**
 - (+) Explicit consideration of stakeholder influence
- **Infological**
 - (+) Communication between internal and external stakeholders

Discussion

Approaches	Zachman	TOGAF	GERAM	E2AF
Functional alignment	Missing?	Covered	Covered	Covered
Socio-structural alignment	Missing?	Covered	Covered	Covered
Infological alignment	Missing?	Missing?	Missing?	Covered
Socio-cultural alignment	Missing?	Missing?	Missing?	Missing?

Conclusions

- How are the various forms and aspects of architectural alignment treated by the investigated approaches to Enterprise Architecture?



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