

# Accelerating in a world of chaos

by using Enterprise Architecture with the concept Antifragility

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A thesis submitted in fulfilment of the requirements  
for the degree of Master of Enterprise IT Architecture (MSc)



Antwerp Management School

Belgium

July 6, 2021

# Acknowledgements

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# Accelerating in a world of chaos

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**J.R. Blikendaal**

## **Abstract**

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# Glossary

**antifragile** The ability to strive for and evolve under stress. 2, 3, 5, 6

**fragile** The quality or state of being easily broken or destroyed. 2, 3, 5, 6



# Abbreviations

**VUCA** Volatility, Uncertainty, Complexity and Ambiguity. 3, 6

# 1. Introduction

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## 1.1. Context

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## **1.2. Research questions**

### **1.2.1. Main research question**

What are, for an independent software vendor, the success factors of enterprise architecture for antifragility in the public sector market?

### **1.2.2. Sub-questions**

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## 2. Research Design

### 2.1. Research Model

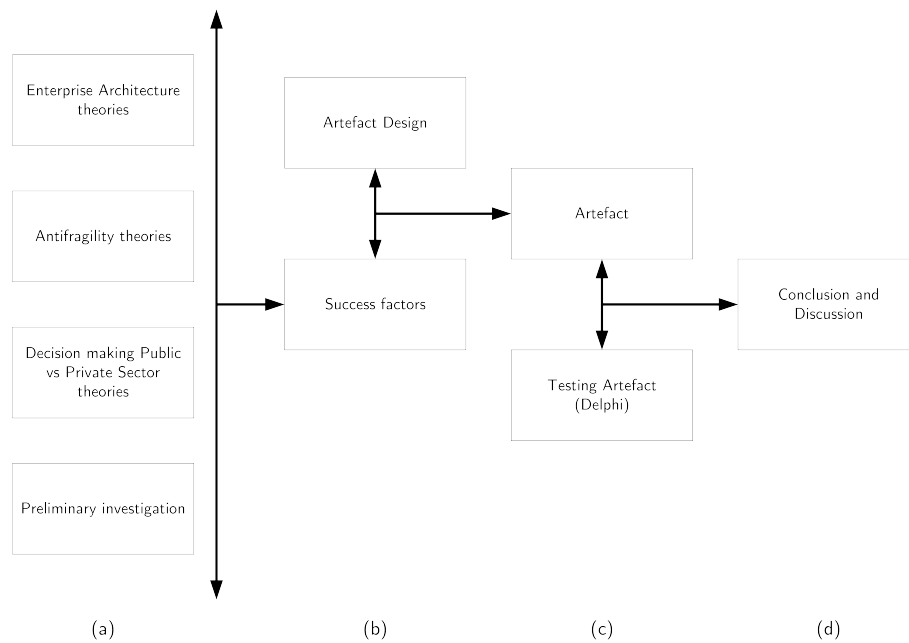


Figure 2.1.: Research Model

### 2.2. Delphi Group

For the Delphi Group participants see appendix B

What about the sample size? Normally Delphi is about 100+. What about this research. How large should the sample size be for a qualitative result?

## 2.3. Quality of the Research (old example text)

The research was qualitative. The information is based on qualitative information gathered by the researcher from employees of the organisation. However, with the research approach and transparency, the research can be validated, can be repeated, so it is reliable and reducible. With the use of managerial models and methods like Lean, Value Stream Mapping with supporting tools like NEN-ISO/IEC 25011 and ServQual got a nonbiased result.

- **The validity** of the research is dependent on the right use of the right models and the right methods. The researcher conducted research on which models, frameworks and tools to use. The results and the rationales around the choice of theories, models, frameworks and tools are stated in chapter 4. The sources used for determining the theories, models, frameworks and tools are from scientific and expert sources.
- **The reliability** is about the influence of possible errors. For the research, the researcher used methods like triangulation, and sources from scientific reports and expert literature. The number of interviews was too small for the right statistical outcome. To enlarge the reliability of the interviews, the researcher used the same framework of themes for his semi-structured interviews. The transcriptions are placed in the appendixes for transparency. The information gathered with the interviewees is compared with the other interviewees.
- **The repeatability** is about getting the same results when the research is conducted again. The researcher uses his research design and research approach, as stated. All the steps taken are put into the research design. If this research design is followed, the same results should follow.
- **The reducibility** is about the outcome of the research can be deducted step by step. By using the research model, and the structure of the thesis, every step is reducible.

## 3. Chapter Template

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### 3.1. section title

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#### 3.1.1. subsection title

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#### **subsubsection title**

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**paragraph title** Lorem ipsum dolor sit amet, consectetur adipiscing elit. Ut purus elit, vestibulum ut, placerat ac, adipiscing vitae, felis. Curabitur dictum gravida mauris. Nam arcu libero, nonummy eget, consectetur id, vulputate a, magna. Donec vehicula augue eu neque. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Mauris ut leo. Cras viverra metus rhoncus sem. Nulla et lectus vestibulum urna fringilla ultrices. Phasellus eu tellus sit amet tortor gravida placerat. Integer sapien est, iaculis in, pretium quis, viverra ac, nunc. Praesent eget sem vel leo ultrices bibendum. Aenean faucibus. Morbi dolor nulla, malesuada eu, pulvinar at, mollis ac, nulla. Curabitur auctor semper nulla. Donec varius orci eget risus. Duis nibh mi, congue eu, accumsan eleifend, sagittis quis, diam. Duis eget orci sit amet orci dignissim rutrum.

What	When	Who	Why	How
X	1	1	2	3
Y	2	45	7	9
Z	0	0	1	7

Table 3.1.: Introduction Table

## 3.2. Building Blocks

### 3.2.1. table

### 3.2.2. Picture



Figure 3.1.: Placeholder

### 3.2.3. Glossary

```
\gls{antifragile} is not that \gls{fragile}
\Gls{antifragile} is not that \Gls{fragile}
\gls{fragile} is not that \gls{antifragile}
\Gls{fragile} is not that \Gls{antifragile}
```

Gives:

antifragile is not that fragile  
Antifragile is not that Fragile  
fragile is not that antifragile  
Fragile is not that Antifragile



### 3.2.4. Abbreviation

```
\acrfull{vuca}\  
\acrlong{vuca}\  
\acrshort{vuca}\  

```

Gives:

Volatility, Uncertainty, Complexity and Ambiguity (VUCA)  
Volatility, Uncertainty, Complexity and Ambiguity  
VUCA

### 3.2.5. Citing

```
\parencite{Bliek2017}  
\citeyear{Bliek2017}  
\citeauthor{Bliek2017}  
\parencite*{Bliek2017}  
\textcite{Bliek2017}
```

Gives:

(Bliekendaal, 2017)  
2017  
Bliekendaal  
(2017)  
Bliekendaal (2017)

# Bibliography

Bliekendaal, R. (2017). *The book without title*.

# Appendices

## A. Interview Participants

Who	Role	From
Christiaan Konstapel	Lead Enterprise Architect	Mileway
Y	2	tbd
Y	2	tbd

Table A.1.: Interview Participants

## B. Delphi Group Participants

Who	Role	From
Jan Ploeg	Enterprise Architect	Centric Netherlands B.V. (ISV)
Y	2	Other ISV
Y	2	Municipality
Y	2	VNG-Realisatie
Y	2	Logius
Z	0	Academic

Table B.1.: Delphi Group Participants

## C. Literature Selection

## D. Research Log

Date	What
24/11/20	Initial research subject proposal to AMS
25/11/20	Initial research subject proposal sent to Hans Mulder & Yuri Bobbert
30/11/20	First meeting with Hans Mulder to explore the subject
12/02/21	AMS Master Project Coaching
10/03/21	Second meeting with Hans Mulder. Definitive Area of Research selected. The success factors of EA for Business Agility/Resilience/antifragility
11/03/21	Elaborated with COO on antifragility
14/03/21	Started research on the concept of antifragility
03/04/21	One Pager on the concepts Enterprise Architecture, Public Sector, Independent Software Vendor, and Antifragility
04/04/21	Deskresearch on concepts
10/04/21	Reading Taleb
25/05/21	Third meeting with Hans Mulder
20/06/21	Creating 5 pager
20/06/21	Sent 5 pager presentation for review to Hans Mulder
20/06/21	Sent 5 pager presentation for review to Dienneke Schouten (COO) and Maarten Hillenaar (CEO)
20/06/21	Promotor suggestion Roland Ettema, Martin Op 't Land, Bas van Gils or Hans Mulder
20/06/21	Suggestion of Hans Mulder as promotor with Edzo Botjes as co-promotor
21/06/21	Requested Maarten Hillenaar as Sponsor, Dienneke Schouten as Second Reader, Jan Ploeg as participant in Delphi, Christiaan Konstapel as interviewee
24/06/21	Presentation of Five Pager at Master Project Coaching AMS
06/07/21	Meeting with Edzo Botjes to get acquainted
date	what
date	what
date	what
date	what
date	what
date	what
enddate	final version