

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)



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"It is quite perplexing that those from whom we have benefited the most aren't those who have tried to help us (say with "advice") but rather those who have actively tried - but eventually failed - to harm us."

- *Nassim Nicholas Taleb*

"A consistency proof for [any] system can be carried out only by means of modes of inference that are not formalized in the system itself."

- *Kurt Gödel*

"Reality is created by the mind.
We can change our reality by changing our mind."

- *Plato*


"But he who neither thinks for himself nor learns from others, is a failure as a man."

- *Hesiod*

"The only constant is change."

- *Heraclitus*


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Keywords

agile, agility, resilient, resiliency, robust, robustness, antifragility, antifragile, enterprise architecture, it architecture, architecture governance, architecture principles, enterprise engineering, public sector, independent software vendor, organisational design

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Accelerating in a world of chaos

by using Enterprise Architecture with the concept Antifragility

René Bliekendaal

Abstract

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1. Introduction

Speed of change

Only constant is change

The world of Volatility, Uncertainty, Complexity and Ambiguity (VUCA) (Bennett & Lemoine, 2014) requires a new approach. Disintermediation, globalisation, market upheaval, disruption, and technological advance all combine to produce an effect that is difficult to mitigate, impossible to predict, and arduous to detect (O'Reilly, 2019, p. 885).

The challenge

In this thesis, the researcher defines how and with which Enterprise Architecture (EA) concepts EA can be used to steer an Independent Software Vendor (ISV) towards being antifragile in the Public Sector Market.

or

In this thesis, the researcher defines how the enterprise architecture function can be used to steer an isv towards being antifragile in the public sector market.

Research combined social sciences, philanthropy, information and communication technology, business studies, philosophy,

But using the lens of the Systems Theory, methods, theories and others are also applicable on other systems. Example a method for a software system could also be applicable for an organisational system.

1.1. Context

The researcher is working as a Chief Architect for an ISV specialised in delivering software and services to the local governments in The Netherlands, such as the municipalities, the provinces, and the regional water authorities. The local governments embraced the digital transformation, and because of this the pace of change is increasing rapidly (**NEEDS REF**).

1.2. Structure of the thesis

In chapter 1 the context of the research is set, the core concepts of EA and antifragility are introduced together with the contextual boundaries of ISV and the Public Sector Market. The chapter 1 is closed with a problem statement and the belonging research questions.

In chapter 2 based on literature the theoretical background is given on the research. The contextual boundaries of ISV and the Public Sector market are defined. The concepts of EA, antifragile, and other relevant concepts such as "system", "organisation", and "stressor" are researched and defined in detail. Chapter 3 explains the used methodology for the research.

1.3. Introduction of the contextual boundary of "Public Sector"

Remark. Needs a formal introduction.

There is a difference in delivering products and services to the public sector and the private sector. The expected values are different in the public sector than that of the private sector. The top five private sector core values are Profitability, Accountability, Expertise, Reliability, and Effectiveness, while the top five public sector core values are Accountability, Effectiveness, Intercorruptibility, Reliability, and Lawfulness (van der Wal et al., 2008). Profitability is only a value for the private sector. It does not exist as a value for the public sector. The public sector demands or even initiates changes without noticing the needed investments to execute these changes.

1.4. Introduction of the contextual boundary of "Independent Software Vendor"

Remark. Needs a full introduction.

1.5. Introduction of the concept "Enterprise Architecture"

Enterprise Architecture (EA) is a discipline for proactively and holistically leading enterprise responses to disruptive forces by identifying and analysing the execution of change toward desired business vision and outcomes. EA delivers value by presenting business and IT leaders with signature-ready recommendations for adjusting policies and projects to achieve targeted business outcomes that capitalise on relevant business disruptions (Gartner, n.d.-a).

White (2018) states that the organisation's business requirements guide EA — it helps layout how information, business and technology flow together. EA has become a priority for businesses trying to keep up with new technologies such as the cloud, Internet of Things (IoT), machine learning and other emerging trends that will prompt digital transformation.

1.6. Introduction of the concept of "Antifragility"

Taleb (2008) describes a black swan as an event that 1) is so rare that even the possibility that it might occur is unknown, 2) has a catastrophic impact when it does occur, and

3) is explained in hindsight as if it were actually predictable. For extremely rare events, Taleb argues that the standard tools of probability and prediction, such as the normal distribution, do not apply since they depend on large population and past sample sizes that are never available for rare events by definition. Extrapolating, using statistics based on observations of past events is not helpful for predicting black swans, and might even make us more vulnerable to them. In his book *Antifragile*, Taleb (2013) states that the way to survive a black swan event is to be antifragile.

Most people answer that the opposite of fragile is robust, resilient, solid, or something of the sort. However, the resilient, robust (and company) are items that neither break nor improve, so you would not need to write anything on them — have you ever seen a package with robust in thick green letters stamped on it? Logically, the exact opposite of a fragile parcel would be a package on which one has written, please mishandle or please handle carelessly. Its contents would not just be unbreakable but would benefit from shocks and a wide array of trauma (Taleb, 2013).

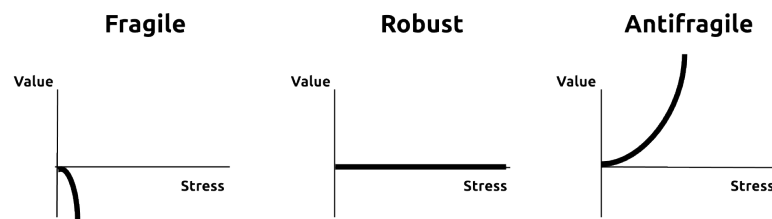


Figure 1.1.: EAAL: Triad (Botjes, 2020)

1.7. Problem statement

1.8. Research questions

1.8.1. Main research question

EA facilitates an organisation in assessing the impact of change and making recommendations for target states that support business objectives. EA guides an organisation in changing. EA can help organisations in changing into a state of antifragility. However, what are the success factors of enterprise architecture to accomplish antifragility?

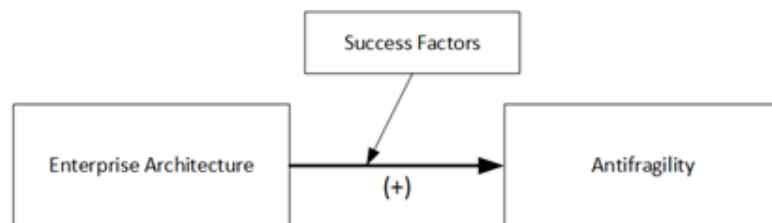


Figure 1.2.: Research Model

What are, for an Independent Software Vendor, the success factors of Enterprise Architecture for antifragility in the public sector market?

1.8.2. Sub-questions

1. Sub-question 1
2. Sub-question 2

2. Theoretical background

2.1. What is a system?

Remark. Place standard definitions at this spot of the thesis.

2.1.1. Open vs Closed systems

Complex adaptive system (CAS)

Quote from AMS011: (Turner & Baker, 2019)

"The whole is different from the sum of its parts and their interactions" [61] (p.77) Though emergence, the whole cannot be reduced to the original parts, the whole is considered a new entity or unit. The whole is "qualitatively different from their parts ... The cannot be meaningfully compared-they are different" [61] (system holism)

CAS is going against the second law of thermodynamics.

2.1.2. Linear and non-linear systems

2.1.3. Complexity Theory

Quote from AMS011:

The interactions within organisations are complex and can be explained better through the lens of complexity theory and CAS than by the other theoretical system approaches (Turner & Baker, 2019, p. 15).

Consider the concept of the Platonic fold, [7] which tells us that the act of modeling the world simplifies it to the point where any decisions made based on that model are misinformed due to details omitted for the sake of hiding complexity. This is also called 'Hidden Intelligence Syndrome' [8]. When humans build complex systems, they tend to fail, often catastrophically, because of Platonic folding. The solution to the Platonic fold requires accepting complexity as something we can neither predict nor control, along with accepting the limitations of modeling and risk management. Instead of pursuing correctness in these areas, we should aim to build systems that are antifragile to fluctuations in the VUCA elements (i.e., the system becomes stronger as the business environment warps and changes with time). (O'Reilly, 2019, p. 885)

Remark. Must elaborate more on this.

2.1.4. Viable Systems Model

Viable Systems Model (VSM)

2.1.5. Organisation as a System

2.1.6. To be worked upon

- Senge (systems theory)
- Cynefone (systems theory)
- Seneca's Barbell (Hydra's Body) (Antifragile)
- Diversity is a thing of reality and needed.

2.2. Antifragile

Antifragile loves both randomness and uncertainty.

- Randomness
- Variability
- Hormesis / Mithridatisation (by taleb) / Antidotum Mithridatium

It is important to realize that the degree of fragility of a system is often a function of its internal structure. The ability of a system to change under stress is governed by the interconnectedness of its parts, how strongly they are tied to each other, and how much change ripples through the system (O'Reilly, 2019, p. 886).

"Define antifragility as a property of a system" (Jaaron & Backhouse, 2014). Kastner (2017) created a framework for designing an antifragile organisation: Antifragile Organisation Design Framework. The framework consists out of 4 main principles:

- **Self Organisation.** Decentralisation can be seen as a strategy for organisational survival (Brafman & Beckstrom, 2007).
- **Ownership.** Result based and 'Skin in the game'.
- **Diversity of cells and organisational learning.**
- **DNA - Shared purpose, values and culture.**

Decentralised Systems, using self organising capabilities might not only survive disruptions but could even prosper (Brafman & Beckstrom, 2007). The only real difference with Complex Adaptive System and antifragile of Taleb (2013) is that with antifragile stressors, disruptions, errors, volatility, randomness, chaos and uncertainty are seen as

'desired events' in order to strengthen and evolve the system (Jaaron & Backhouse, 2014).

To build an antifragile system there are three main concepts to follow (Russo & Ciancarini, 2017).

- Since antifragile means to benefit more than to lose (positive asymmetry), the first step is to reduce possible losses.
- The second step is to avoid disastrous scenarios by hedging correctly risks.
- The last step is to embed adaptive fault tolerance.

Some authors propose also a fault injection approach, to increase the numbers of errors to enhance the learning capabilities (Russo & Ciancarini, 2017).

Remark. This is the method of Antidotum Mithridatum (Taleb, 2013).

2.2.1. Volatile, uncertain, complex, and ambiguous

Volatile, uncertain, complex, and ambiguous.

2.2.2. Relation between antifragile, fragile, robust, resilient, and agile

antifragile with fragile, robust, resilient, and agile.

2.2.3. Resilience

Martin-Breen and Anderies (2011, p. 5-7) distinguishes three types of resilience:

- **Engineering Resilience.** Bounce back faster after stress, enduring greater stresses, and being disturbed less by a given amount of stress.
- **Systems Resilience.** Maintaining system function in the event of a disturbance. Systems resilience has been applied in governance and management, where it is often called robustness.
- **Resilience in Complex Adaptive Systems.** The ability to withstand, recover from, and reorganise in response to crisis. The function is maintained by the system structure may not be. The main differentiator is the adaptive capacity or adaptability of the system.

Remark. for systems resilience Kastner loc 327 contains three references that have to be used for reference on robustness.

Three key systems properties contribute to its resilience (Martin-Breen & Anderies, 2011, p. 9):

- Diversity and Redundancy
- Modular Networks

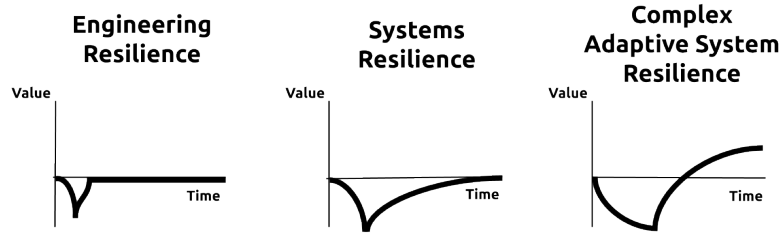


Figure 2.1.: EAAL: Three types of resilience (Botjes, 2020)

- Responsive, regulatory feedbacks.

For resilience one not only needs to answer the questions "Resilience of what?" and "Resilience to what?", but also "Resilience for whom?" (Lebel et al., 2006, p. 21). One can apply basic critical systems design principles to spot ways to maintain any system's function in the event of a crisis (Martin-Breen & Anderies, 2011, p. 10):

- Maintain a diversity of mechanisms to provide identical functions.
- Make sure networks (social or otherwise) are modular enough so damage or "infection" of one portion does not immediately propagate to all others.
- Maintain or establish feedbacks to, in the simplest case, establish fail0safe mechanisms in case of malfunction.

One can maximize efficiency over all of these variables; however, such optimisation assumes full working knowledge of the system.

Remark. Enterprise architecture can be used to give this full working knowledge of the system.

The term resilience (including all three examined concepts) focuses on the avoidance of harmful stressors and failure; and uncertainty and volatility. Moreover, these are even constructed to reduce vulnerability as much as possible (Martin-Breen & Anderies, 2011).

Remark. add extra references from Kastner to this cite.

2.2.4. Antifragile Systems Design

Antifragile Systems Design (ASD) (O'Reilly, 2019, p. 886-888) requires an organization to move as one toward solving the problem of complexity, which means changing the perspective from "us vs. them" (IT vs. business) to simply "us" (business). Business leaders, business/ enterprise architects, and software architects all need to engage with the process to make it work. This requires a new approach from both architects and business leaders (O'Reilly, 2019, p. 886).

Remark. Bridge to Business & IT Alignment of COBIT/EGIT (De Haes et al., 2020)? Is this a condition before you can start with antifragile? Mention it high level but exclude the application of COBIT in the research.

Architects need to work with the business to describe the VUCA environment, translate the impacts on the software decomposition, and even assist in business level mitigations (O'Reilly, 2019, p. 886).

Remark. Is this only about software systems or also other systems like an organisation? Can it be generalised?

O'Reilly (2019, p. 886) states that the four important principles for the design of an antifragile system, as described by Hole (2016, p. 35-39), are of great importance for ASD.

1. **Modularity.** Consisting of separate, linked components.
2. **Weak Links.** A low level of interconnectedness between components.
3. **Redundancy.** The presence of more than one component to cope with failure.
4. **Diversity.** The ability to solve a problem in more than one way with different components.

The process of ASD consist out of four steps:

1. **VUCA Analysis.**
2. **System Decomposition - Flow First Design.**
3. **Design Testing.**
4. **Modified Failure Mode Effects Analysis (FMEA)**

Remark. Needs some extra explanation per item

Going forward, architects should consider the following actions (O'Reilly, 2019, p. 889):

- **Practice VUCA Analysis on the initiative's Business Model.**
- **Become an expert in system decomposition.**
- **Learn different methods for system decomposition.**
- **Learn to use modified FMEA to improve system designs.**

2.2.5. Residuality Theory

Resilient systems are, by definition, able to survive disruption and eventually regain function. Beyond resilience is the idea of antifragility – that systems actually learn from their exposure to stress and become stronger because of it (Taleb, 2013) (O'Reilly, 2020, p. 876). Residuality theory reveals a system as actually being made up of a stack of shadows which we cannot see without turning various lights on and off. We do this through a stressor analysis (O'Reilly, 2020, p. 877).

Remark. The stack of shadows is related to "the darkness principle" (Richardson, 2004, p. 78) from complexity science. This can be replaced with the original source!

Remark. Barry will be contacted for some elaboration on the subject of the residuality theory.

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2.3. Enterprise Architecture

White (2018) states that the organisations business requirements guide enterprise architecture — it helps layout how information, business and technology flow together. Enterprise architecture has become a priority for businesses trying to keep up with new technologies such as the cloud, IoT, machine learning and other emerging trends that will prompt digital transformation. While Gartner (n.d.-a) states that Enterprise Architecture is a discipline for proactively and holistically leading enterprise responses to disruptive forces by identifying and analysing the execution of change toward desired business vision and outcomes. EA delivers value by presenting business and IT leaders with signature-ready recommendations for adjusting policies and projects to achieve targeted business outcomes that capitalise on relevant business disruptions.

2.3.1. Three schools of Enterprise Architecture

There are three schools of Enterprise Architecture (Lapalme, 2012):

- **Enterprise IT Architecting.** Inputs are business strategy and objectives.
- **Enterprise Integrating.** It is grounded in systems thinking. It has a holistic view. The link between strategy and execution. Inputs are business strategy and objectives.
- **Enterprise Ecological Adaption.** Fostering organisational learning by designing all facets of the enterprise, including the relation to its environment.

Remark. Use the findings of (Botjes, 2020) to stress the importance of a learning organisation to be antifragile. With this the choice of the three schools is clear. It should be the third school.

2.3.2. Steering mechanisms

2.4. Independent Software Vendor

Definitions:

Gartner (n.d.-b) states that an ISV is software producer that is not owned or controlled by a hardware manufacturer; a company whose primary function is to distribute software. Hardware manufacturers that distribute software (such as IBM and Unisys) are not ISVs,

nor are users (such as banks) that may also sell software products. ISVs typically offer products that the primary vendor (i.e., IBM) does not offer, allowing clients of that vendor to round out their software needs. ISVs create price competition and also increase the pace of technology innovation in their markets.

Remark. online only the definition of Gartner is well known. Wiki adopted this definition. Are there other definitions in the literature? (todo)

2.5. Public Sector market

2.5.1. Differences with the Private Sector Market

2.6. What is a stressor?

"Stress is knowledge (and knowledge is stress)." (Taleb, 2013, p. 54)

3. Research Methodology

3.1. Research Model

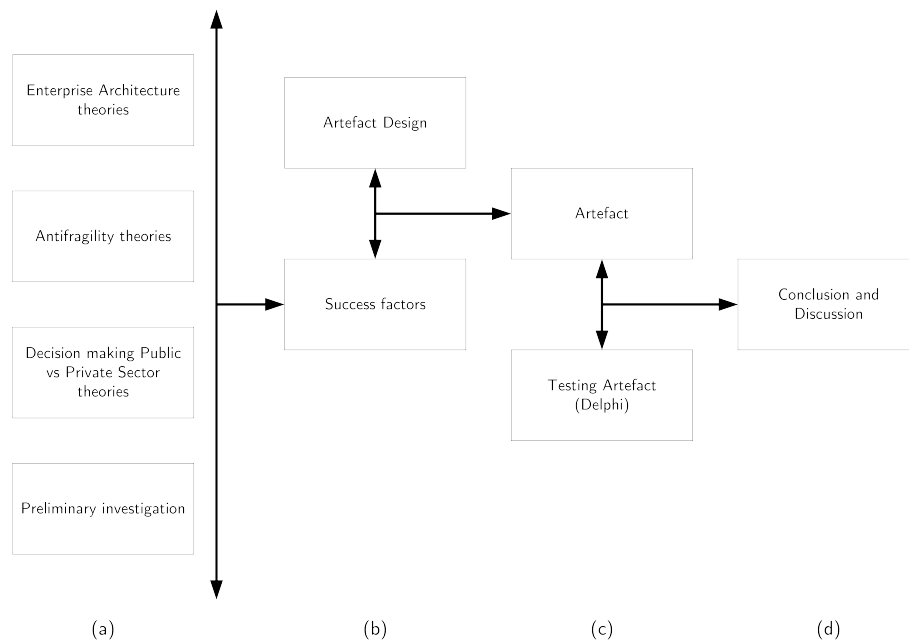


Figure 3.1.: Research Model

3.2. Delphi Method

For the Delphi Group participants see appendix D

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? Answer of sample size 12 to 18 (stated by promotor)

The result of the research of Diamond et al. (2014, p. 404) states a median of 75% to determin consensus.

Remark. After email conversation with Hans. I decided on 12 tot 18 participants.

3.3. 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.
- Think about Replication
- Recker types
- OpenScience
- Howto falsify?
- Rigourness

Open Science Open Access For Replication and transparency.


(Recker, 2013, p. 16)

Replicability

Falsification

Independence
Precision

The research is using the FAIR Principles¹

- **Findable.** The thesis, research and used datasets are containing keywords, links, and structures that can be indexed.
- **Accessible.** The thesis, research and used datasets are published on ... based on Open Access.
- **Interoperable**
- **Reusable.** The thesis, research and used datasets are published under the  CC-BY-SA 4.0 license. It is allowed that the thesis, research, and datasets are shared and are adapted (even commercially) as long as the original author is attributed and the possible derivate is published under the same license.

3.4. Literature research

For the literature research two methods are used. The first method is (foward and backward) snowballing already found literature. The second method is the use of scientific (online) libraries. The used libraries are:

- Web of Science
- Research Gate
- Google Scholar

A predefined collection of search strings is used for the search with scientific libraries.

3.4.1. Search strings

The following search strings are used for finding literature with the scientific libraries. Not only the full concept name is used but also the abbreviations (eg. Independent Software Vendor and ISV, Enterprise Architecture and EA).

Enterprise Architecture

Enterprise Architecture Antifragile	Search String 2
Search String 3	Search String 4

Antifragile

antifragile robust agile resilient	Search String 2
Search String 3	Search String 4

¹<https://www.go-fair.org/fair-principles/>

Independent Software Vendor

Independent Software Vendor antifragile	Independent Software vendor resilient
Independent Software Vendor Public Sector	Independent Software Vendor Enterprise Architecture

Public Sector

Difference public and private sector	Public Sector antifragile
Public Sector resilient	Search String 4

Enterprise Architecture & Antifragile

Search String 1	Search String 2
Search String 3	Search String 4

Enterprise Architect & Antifragility

Public Sector Market & Independent Software Vendor

3.4.2. Criteria for admission of literature

It is essential that the literature must help to develop the knowledge necessary to conduct the research. But before the literature can be used the quality of the literature must be evaluated. For evaluating the literature on the usability for this research the criteria accuracy, authority, objectivity, currency, and coverage is used¹.

3.5. Used infrastructure and tooling

For selecting the suitable instruments for the research, the Open Science Framework² is used. The Open Science Framework consists out of 4 stages in a research project. Those stages are: "Search and Discover, Design Study, Collect and Analyse, and Publish Reports." The Open Science Framework proposes specific infrastructure and tools per stage. The transparency in the used infrastructure and tools increases the quality of the research. It increases the replication factor, findability, accessibility, interoperability, and reusability.

3.5.1. Thesis creation

The student used his corporate laptop (Dell Latitude 7200 2-in-1³) with Windows 10 Professional installed for creating the thesis. The thesis is created with the markup

¹<https://libguides.library.cityu.edu.hk/litreview/evaluating-sources/>

²<https://www.cos.io/products/osf>

³<https://www.dell.com/en-us/work/shop/dell-laptops-and-notebooks/latitude-7200-2-in-1-laptop/spd/latitude-12-7200-2-in-1-laptop>

language \LaTeX ¹. The used typesetting environment is TexLive² with the document type of "Report" from KOMA-Script³. TexStudio⁴ is the used \LaTeX Editor. It supports syntax-highlighting, has an integrated viewer, reference checking and numerous wizards. For the creation and administration of references Bib \LaTeX ⁵ is used with the reference manager JabRef⁶ with the citation style of APA 7th Edition⁷ and with web browser integration. The files are stored on a personal Dropbox⁸ that is used by GitHub Desktop⁹ to synchronise with a public GitHub repository¹⁰. GitHub¹¹ is used for source control but also for reviewing and discussing the topics with the (Co-)Promotor and the planning of the master thesis project. The thesis source files are copied to an Amazon S3 Blob¹² for backup. The backup rotation is seven versions. Cloudberry Explorer Freeware for Amazon S3¹³ is used for backup. Grammarly¹⁴, with the paid subscription service, checks the thesis for spelling, grammar, style, and plagiarism. The used goals for Grammarly are audience=knowledgeable, formality=formal, and domain=academic. Microsoft Visio Professional¹⁵ is used to create figures. The GitHub repository contains all the sources.

3.5.2. Research administration

The research administration, which includes documentation containing privacy-sensitive information, like the name and contact information of the Delphi Group participants, is stored on a non-public GitHub Repository¹⁶. The private GitHub Repository is also for staging thesis parts that still need to be anonymised. For taking notes Leuchtturm1917¹⁷ Notebooks are used with mechanical pencils of Faber-Castell¹⁸ and pens from Sakura¹⁹ with long-lasting ink.

3.5.3. Research execution

For the execution of the research, Microsoft Excel²⁰ is used for the administration of the literature research. For the administration of the literature research, the following

¹<https://www.latex-project.org/>

²<https://www.tug.org/texlive/>

³<https://ctan.org/pkg/koma-script>

⁴<https://www.texstudio.org/>

⁵<https://ctan.org/pkg/biblatex/>

⁶<https://www.jabref.org/>

⁷<https://apastyle.apa.org/>

⁸<https://www.dropbox.com/>

⁹<https://desktop.github.com/>

¹⁰<https://github.com/JRBliekendaal/master-thesis>

¹¹<https://github.com/>

¹²<https://aws.amazon.com/s3/>

¹³<https://www.msp360.com/explorer/windows/amazon-s3.aspx>

¹⁴<https://www.grammarly.com>

¹⁵<https://www.microsoft.com/en-ww/microsoft-365/visio/>

¹⁶<https://github.com/JRBliekendaal/master-thesis-administration>

¹⁷<https://www.leuchtturm1917.us/notebook-classic.html>

¹⁸<https://www.fabercastell.com/products/tk-fine-vario-l-mechanical-pencil-10mm-135900>

¹⁹<https://www.sakuraofamerica.com/product/pigma-micron/>

²⁰<https://www.microsoft.com/en-us/microsoft-365/excel>

headers are used: ID (for a unique ID per item), search terms used, scope, title, subtitle, author(s), year, type, BibL^AT_EX citation key, title relevance, abstract relevance, content relevance, found at, doi/isbn, url, date found, duplicate, date used, use for, and notes. Researchgate¹, Web of Science², and Google Scholar³ are the main sources for searching for literature. PaperPanda⁴ is used for hard to find literature. The literature administration is, together with the publicly available literature, stored in the repository of the master thesis. For non-public available literature, the administration contains the location where the literature is retrievable. All the literature is added to a bibL^AT_EX file for future reference. For traceability the entries in the bibL^AT_EX file contain the Unique ID in the notes field. JabRef is used to sort the references by using subgroups to support the workflow. The subgroups used are: "evaluate, rejected, and used." Only the literature in the subgroup used are transferred to the bibliography file of the thesis. This prevents cluttering. For working as paperless as possible all the literature, where possible, is in pdf or in ebook format. For reading Acrobat Reader DC⁵ is used for reading the PDF, and an Amazon Kindle Oasis⁶ for eBooks. With the Amazon Kindle the highlight feature is used. This is not stored on GitHub since the highlights are under copyright of the author(s).

For the execution of the Delphi Method, Meetingwizard⁷ is used for questionnaires and the analysis of the questionnaires. The license for using Meeting Wizard is supplied by the Antwerp Management School.

¹<https://www.researchgate.net/>

²<https://app.webofknowledge.com/>

³<https://scholar.google.com/>

⁴<https://paperpanda.app/>

⁵<https://get.adobe.com/reader/>

⁶<https://www.amazon.com/dp/B07L5GJD99>

⁷<https://www.meetingwizard.nl/>

4. VUCA and the Public Sector

- Idea is take the (notities van de overheid) and distil the plans.
- Take the background information of how the public sector in the Netherlands is organised (freedom of ... per governmental institutes. Law of Municipalities by Thorbecke
- Take a couple of interviews to verify. Three interviews for triangulation
 - Franc Weerwind. Mayor of Municipality of Almere (Municipality).
 - Nathan Ducastel. Director of VNG Realisatie (Governmental Agency
 - Maarten Hillenaar. Director of Centric Public Sector Solutions (ISV).
- Create conclusion on this part.

Remark. Also take iBestuur into account!!!

Statement of Franc Weerwind Mayor of Municipality of Almere:
Developments are too fast. The governments cannot follow it in this pace. The government needs the private sector to keep up with developments.
This needs certain collaboration instead of customer supplier relationship.
Pace of Stressors is increasing in time!.

Remark. Use the i-Strategy for a summary (Digitaleoverheid, n.d.)

Themes relevant for the government for 2021 until 2025.

1. I in het hart
2. Digitale weerbaarheid
3. ICT-landschap
4. Generieke voorzieningen
5. Informatiehuishouding
6. Data en Algoritmen
7. I-vakmanschap
8. Transparantie en inzicht

9. I-besturing

10. Markt en innovatie

Remark. Add English translation (not replacement because of citation.)

5. Analysis

6. Artefact

7. Validation

7.1. Delphi Round One

7.2. Delphi Round Two

7.3. Delphi Round Three

7.4. Delphi Round Four

7.5. Delphi Round Five

7.6. Delphi Round Six

7.7. Result of Delphi Rounds

8. Conclusion

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.

9. Discussion

9.1. Discussion on research

9.1.1. Public Sector

Is the public sector in The Netherlands the same as in the rest of the world? This needs further research and needs to be confirmed so that the outcome of this research is universally applicable.

9.1.2. Is the Public Sector different then the private sector?

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.

9.2. Discussion on research quality

9.2.1. Size of Delphi Group

Is the size of the delphi group large enough to determine....

10. Blocks of text that can be used

10.1. Validation through an artefact

Because there is not much known on the applicability of antifragile on Enterprise Architecture, the success factors need to be validated to be true. To validate, the researcher will create an artefact. The Delphi Research Method is used to validate the artefact. By validating the artefact, the researcher can ensure that the success factors are valid with some degree of certainty.

10.2. CAS System Theory/Complexity sciences

Quote from AMS011:

"The whole is different from the sum of its parts and their interactions" [61] (p.77) Though emergence, the whole cannot be reduced to the original parts, the whole is considered a new entity or unit. The whole is "qualitatively different from their parts ... The cannot be meaningfully compared-they are different" [61] (system holism)

10.3. Relevant Laws

- Second Law of Thermodynamics
- Conways Law
- Metcalfe's Law

10.4. Discussion on Frameworks like TOGAF

When the third of the three different schools of Enterprise Architecture, Enterprise Ecological Adaption (Lapalme, 2012), is more suitable for a antifragile enterprise architecture and the residuality theory of O'Reilly (2021, p. 809) is advocating Post-Structuralism, then what is still the added value for frameworks like TOGAF, FEAF,

Remark. reference is not oreilly 2020 but 2021!!!

11. Chapter Template

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.

11.1. section title

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11.1.1. subsection title

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subsubsection 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.

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.

11.2. Building Blocks

11.2.1. table

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

Table 11.1.: Introduction Table

11.2.2. Picture

11.2.3. Glossary

`\gls{antifragile}_is_not_that_\gls{fragile} \\`
`\Gls{antifragile}_is_not_that_\Gls{fragile} \\`



Figure 11.1.: Placeholder

```
\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

11.2.4. Abbreviation

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

```

Gives:

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

11.2.5. Citing

```
\parencite{Bliek2017}  
\parencite[p. 20]{Bliek2017}  
\citeyear{Bliek2017}  
\citeauthor{Bliek2017}  
\parencite*{Bliek2017}  
\textcite{Bliek2017}  
\parencite{Doe2100,Bliek2017}
```

Gives:
(Bliekendaal, 2017)
(Bliekendaal, 2017, p. 20)
2017
Bliekendaal
(2017)
Bliekendaal (2017)
(Bliekendaal, 2017; Doe, 2100)

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Glossary of Terms

agile The ability to adjust before failure happens. 7

ambiguous tbd. 7

antifragile The ability to strive for and evolve under stress. 1–3, 5, 7–9, 14, 27, 34

antifragility The state of being antifragile. 3, 4

complex tbd. 7

Failure Mode Effects Analysis is a Six Sigma technique that helps manage quality in a system by investigating how the system will cope with failure. 9, 34

fragile The quality of being easily broken or destroyed. 3, 7, 27

fragility The state of being fragile. 6

resilient The ability to recover from failure. 3, 7

robust The ability to resist failure. 3, 7

uncertain tbd. 7

volatile tbd. 7

Abbreviations

ASD Antifragile Systems Design. 8, 9

EA Enterprise Architecture. 1–4, 14

EAAL Extended Antifragile Attribute List. 3, 8

FMEA Failure Mode Effects Analysis. 9

IoT Internet of Things. 2

ISV Independent Software Vendor. 1, 2, 4, 10, 11, 15

VSM Viable Systems Model. 6

VUCA Volatility, Uncertainty, Complexity and Ambiguity. 1, 5, 9, 27

Appendices

A. Personal Motivation

Personal story

Why this subject

Road to this subject

Personal motivation

Personal goals

B. Overview of Laws

The research references to several laws. This appendice gives a small explanatory overview of these laws.

- 2nd Law of Thermodynamics
- Conways Law
- Metcalfe's Law
- Law of Municipalities

B.1. 2nd Law of Thermodynamics

The '2nd Law' was formulated after nineteenth century engineers noticed that heat cannot pass from a colder body to a warmer body by itself. It states that in any closed system the amount of order can never increase, only decrease over time. Another way of saying this is that entropy always increases.

B.2. Conways Law

B.3. Metcalfe's Law

B.4. Law of Municipalities

Thorbeckers Law!

C. Interview Participants

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

Table C.1.: Interview Participants

D. 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 D.1.: Delphi Group Participants

E. Literature Selection

F. 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
29/06/21	Created thesis LaTeX skeleton
06/07/21	Meeting with Edzo Botjes to get acquainted
06/07/21	Edzo Botjes accepted co-promotorship
date	what
date	what
date	what
enddate	final version