





Table 2 - Tabular Comparison



Results clustered by themes, codes, and sub-codes (*extract*). Σ = Summation;  = Bank;  = Airport;

* indicates a significant difference uncovered between the Bank and the Airport.

(a) RQ1: on AK representation and communication

| | |  |  | Σ |
|--------------------------------------|---|---|---|----------|
| Theme-1 - RQ1.1 AK Elements | Elements | | | |
| | [1.1.1] <i>Design decisions are a central element</i> | n = 19 | n = 10 | n = 29 |
| | [1.1.2] <i>Standards and guidelines are a central element</i> | n = 15 | n = 12 | n = 27 |
| | [1.1.3] <i>Architecture principles are a central element</i> | n = 13 | n = 10 | n = 23 |
| | Impediments | | | |
| | [1.2.1] <i>Missing link between architecture levels</i> | n = 16 | n = 7 | n = 23 |
| Theme-2 - RQ1.2 AK Representation | [1.2.2] <i>Missing design decisions</i> | n = 9 | n = 9 | n = 18 |
| | [1.2.3] <i>Missing information about the context</i> | n = 5 | n = 2 | n = 7 |
| | Methods | | | |
| | [2.1.1] <i>Architecture description templates</i> | n = 45 | n = 18 | n = 63 |
| | [2.1.2] <i>Architecture diagrams</i> | n = 34 | n = 23 | n = 57 |
| | [2.1.3] <i>Policies*</i> | n = 4 | n = 19 | n = 23 |
| Theme-3 - RQ1.3 AK Communication | [2.1.4] <i>Guidelines and Standards</i> | n = 10 | n = 12 | n = 22 |
| | Standards | | | |
| | [2.2.1] <i>ArchiMate</i> | n = 34 | n = 19 | n = 53 |
| | [2.2.2] <i>TOGAF</i> | n = 14 | n = 12 | n = 26 |
| | Impediments | | | |
| | [2.3.1] <i>Knowledge is not captured consistently</i> | n = 19 | n = 9 | n = 28 |
| Theme-4 - RQ2 Sustainability | [2.3.2] <i>Need for more standards and guidelines</i> | n = 7 | n = 13 | n = 20 |
| | Methods | | | |
| | [3.1.1] <i>Corporate Repositories are a major communication channel</i> | n = 26 | n = 27 | n = 53 |
| | [3.1.2] <i>Face-to-face is used for communicating</i> | n = 30 | n = 15 | n = 45 |
| | [3.1.3] <i>The Architecture Review Board is a central element</i> | n = 13 | n = 8 | n = 21 |
| | Stakeholders | | | |
| Theme-5 - RQ2 Sustainability | [3.2.1] <i>Architects are the communication bridge</i> | n = 35 | n = 24 | n = 59 |
| | Impediments | | | |
| | [3.3.1] <i>Knowledge is like finding the needle-in-a-haystack</i> | n = 6 | n = 8 | n = 14 |
| | [3.3.2] <i>Tacit knowledge remains implicit</i> | n = 4 | n = 8 | n = 12 |

(b) RQ2: on carving sustainability into AK practice

| | |  |  | Σ |
|---------------------------------|--|---|---|----------|
| Theme-6 - RQ2 Sustainability | Definition | | | |
| | [4.1.1] <i>Unbalanced view on sustainability</i> | n = 21 | n = 20 | n = 41 |
| | [4.1.2] <i>Comparison with economic costs</i> | n = 13 | n = 9 | n = 22 |
| | Daily Work | | | |
| | [4.2.1] <i>Sustainability by intrinsic motivation*</i> | n = 19 | n = 4 | n = 23 |
| | [4.2.2] <i>Sustainability is addressed unconsciously*</i> | n = 11 | n = 0 | n = 11 |
| Theme-7 - RQ2 Sustainability | [4.2.3] <i>Sustainability is core task*</i> | n = 0 | n = 10 | n = 10 |
| | [4.2.4] <i>Usage of dashboards*</i> | n = 5 | n = 0 | n = 5 |
| | Where and How to inject? | | | |
| | [4.3.1] <i>Strategic level architecture; Top-down</i> | n = 10 | n = 20 | n = 30 |
| | [4.3.2] <i>Solution level architecture; Bottom-up</i> | n = 11 | n = 4 | n = 15 |
| | [4.3.3] <i>Architecture Description Templates</i> | n = 14 | n = 13 | n = 27 |
| Theme-8 - RQ2 Sustainability | Impediments | | | |
| | [4.4.1] <i>Missing awareness & enforcement about strategic targets</i> | n = 28 | n = 14 | n = 42 |
| | [4.4.2] <i>Missing guidance on how to implement sustainability</i> | n = 9 | n = 16 | n = 25 |
| | [4.4.3] <i>Lack of knowledge about sustainability</i> | n = 5 | n = 13 | n = 18 |
| | [4.4.4] <i>Missing KPIs & baseline</i> | n = 4 | n = 9 | n = 13 |