

## Initial Response

Enterprise IT (EIT) is frequently characterised by a multi-layered hierarchical architectural model that connects the organization to the delivery of its products and services (IEEE Computer Society, 2017). The EIT Body of knowledge (ETIBOK) strongly links EIT to the concepts of Enterprise Architecture (EA) which provides guidelines, best practices and frameworks for all the EIT components, among other things.

Ziemann (2022: 26) states that

“It is not possible to have no architecture: It is a common misunderstanding that only elaborate complex systems have an architecture. As the definitions above clarify, every system has an architecture, even if the architecture is not explicitly described via an architecture model.”

Since every system has an architecture per se, even if it is not documented or setup alongside a framework, industry standard, or according to best practices, it can be argued whether the adoption of EIT is the single most significant change that can happen to a company. Naturally, the adoption will bring many advantages, such as streamlining, transparency, increase in efficiency, structure, and security. However, every business is different from each other, which means, there are many aspects which could be the most significant change for a company.

The academic community has shared key success factors for small and medium-sized enterprises (SMEs). These factors, validated through empirical testing and outlined in international literature, include capital structure, financial control, management experience, strategic planning, owners' skills, human resource quality, founder age, marketing policy, market type, business sector, and economic environment (Rodrigues et al., 2021).

To conclude, there are several factors which need to be taken into account to assess the most significant change that can happen to any SME. Certainly the adoption of EIT will lead to more structure and less chaos, however external factors such as the legislative system or internal factors e.g. leadership can have an equally or higher significant effect to an SME.

**Word Count:** 312

## References:

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Ziemann, J. (2022). *Fundamentals of Enterprise Architecture Management*. Springer Nature.

Rodrigues, M., Franco, M., Silva, R. and Oliveira, C. (2021). Success Factors of SMEs: Empirical Study Guided by Dynamic Capabilities and Resources-Based View. *Sustainability*, [online] 13(21), p.12301. doi:<https://doi.org/10.3390/su132112301>.

Barkhatov, V., Pletnev, D. and Campa, A. (2016). Key Success Factors and Barriers for Small Businesses: Comparative Analysis. *Procedia - Social and Behavioral Sciences*, 221, pp.29–38. doi:<https://doi.org/10.1016/j.sbspro.2016.05.087>.

## Peer Response 1

David, thanks for sharing the story about the adoption of EIT with regards to a company in the Asian finance market.

It is refreshing to see a successful journey where a company was able to leverage the benefits of cloud services and make effective use of its scale. However, there are many companies who underestimated the costs of cloud solutions. It is estimated that the speed of cloud growth in observed companies is as much as 20 to 30 percent each year. This requires companies to be sensitive to cost developments (McKinsey & Company, 2022). Hence it is crucial to refrain from generalising cloud solutions as more cost effective compared to on-premises solutions and look at every case individually.

Furthermore, the stage of cloud computing in banking is still in an early phase and is yet to be proven of providing more effectiveness to its industry. A second factor which needs to be considered is cyber security, Cheng et al. (2022) have found that on average, the use of cloud services involves a higher operational risk for non-state-owned banks. Their study was looking at Chinese banks and includes data over the period 2008-2019.

Overall, your post has a clear structure but could be improved by the application of critical writing.

**Word count:** 211

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Cheng, M., Qu, Y., Jiang, C. and Zhao, C. (2022). Is cloud computing the digital solution to the future of banking? *Journal of Financial Stability*, 63, p.101073. doi:<https://doi.org/10.1016/j.jfs.2022.101073>.

## Peer Response 2

Thank you, Mark, for sharing your insightful thoughts.

You have conclusively demonstrated the importance of a holistic corporate strategy in conjunction with Enterprise IT using the example of Portsmouth Hospitals University NHS Trust. I agree with your statement, that Enterprise IT is not considered as solely looking at hardware and software but to be put it in a larger perspective from a company's point of view. This also brings the issue of silos into play, where an organisation risks achieving high performance, sustainability, lack of internal collaboration and missing out on synergy effects (de Waal et al., 2019). It is interesting to see how the company has recognised its need for the improvement in strategic thinking to the IT implementation.

It seems that Portsmouth Hospitals University NHS Trust is not the only hospital dealing with fragmented IT systems. Hence Jeremy Hunt, the UK chancellor, has committed £3.4 billion in funding to facilitate digital transformation within the NHS as a key component of efforts to enhance productivity across the public sector (GOV.UK, 2024).

Overall, I acknowledge your critical writing as you laid out the facts about the Digital Maturity Assessment and the work that has been done since then, while there is still a long way to go for the company.

**Word count:** 210

### References:

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## Summary Post

The initial response highlights the importance of Enterprise IT (EIT) in connecting an organisation to the delivery of its products and services through a hierarchical architectural model (IEEE Computer Society, 2017). It points out that every system has an architecture, even if it is not setup according to a specific framework, nor documented. The adoption of EIT can lead to several advantages such as streamlining, transparency, efficiency, structure, and security (Ziemann, 2022). However, the importance of the most significant change for a company can vary depending on factors like capital structure, financial control, management experience, and market type among others (Rodrigues et al., 2021).

The peer response, written by the authors well respected fellow student, adds to the discussion by focusing the attention on the need for a structured approach in EIT management for companies to benefit from it. It correctly concludes, that a systems architecture can only be improved when it is documented (Van den Berg et al., 2019). Furthermore, it brings up the impact of digitalisation on organisational change and the importance of developing new business models to meet customer needs (Bulkina & Kripyki, 2022). Additionally, parameters like the continuous development of EIT, high costs of IT projects, and the need for documented systems are highlighted as crucial for a company's success.

Overall, both responses underscore the significance of EIT in driving organisational success and agree that it is an important factor. Furthermore, they also highlight the various factors that can influence the most significant change for a company. The peer response adds value by questioning the initial post critically and broadening the spectrum of the authors thoughts.

**Word Count:** 270

## References:

IEEE Computer Society (2017) *EITBOK - What is Enterprise IT?*. EITBOK. Available from: [http://eitbokwiki.org/What\\_is\\_Enterprise\\_IT%3F](http://eitbokwiki.org/What_is_Enterprise_IT%3F) [Accessed 04 May 2024].

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Bulkina, I., & Kripyki, A. (2022) The role of global digitalisation in the strategic development of the enterprise. *Economic Studies* 31(3): 81-85. Available from: <http://repository.hneu.edu.ua/bitstream/123456789/27488/1/Bulkina%20I..pdf> [Accessed 19 May 2024].