

# **Transitioning Towards Enterprise Architecture Management in a Software and Service Mobility Company: A Case Study**

## **About**

This paper presents a case study on implementing Enterprise Architecture Management (EAM) within a company shifting from hardware to software and services. The researchers developed a practical evaluation tool, a "fitting matrix," by conducting expert workshops and interviews to help the company choose the most suitable EAM strategy. This matrix systematically compares various EAM implementation models based on key success criteria.

## **Problem**

Companies today face rapid changes and growing complexity, making traditional management methods ineffective. While Enterprise Architecture Management (EAM) is a promising solution for creating a holistic organizational view, there's a lack of clear, practical guidance on how to select and implement the right EAM approach for a company's specific context.

## **Study Outcome**

- Developed a practical assessment tool called a "fitting matrix" to help organizations evaluate and select the best EAM implementation strategy.
- The study identified that a federated "Governance EAM" model, led by the Chief Information Officer (CIO), was the most suitable option for the specific company studied.
- The research confirms that there is no one-size-fits-all approach to EAM, highlighting the need for context-specific evaluation.
- Centralized EAM approaches were seen as potentially creating an "ivory tower syndrome," detached from business needs, whereas a federated model promotes better stakeholder integration.

## **Keywords**

Enterprise Architecture Management • Enterprise Architecture Implementation Methodology (EAIM)  
• Business-IT Alignment • Enterprise Architecture Frameworks • Change Management