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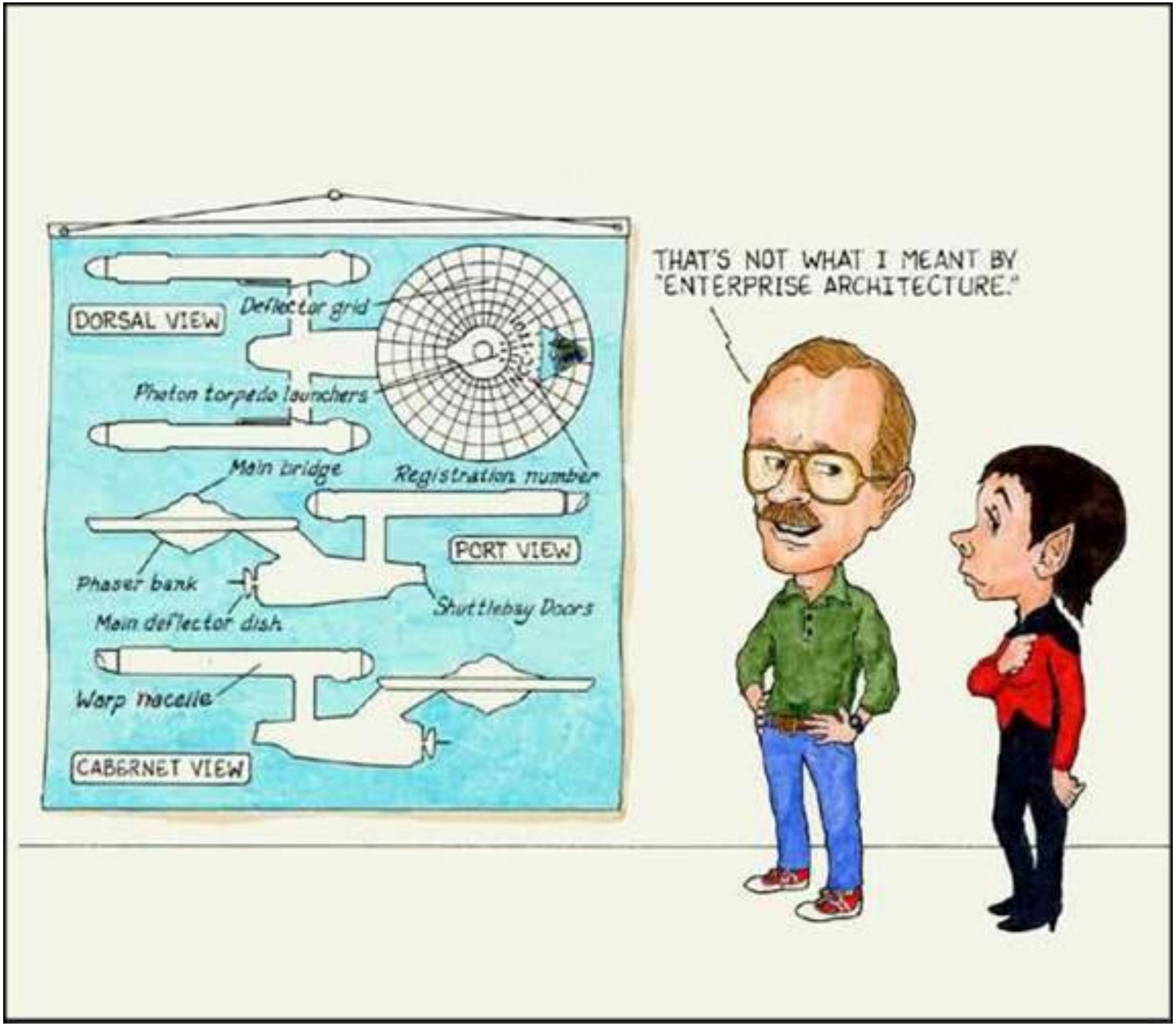
Software Engineering in Industrial Practice
Enterprise Architecture

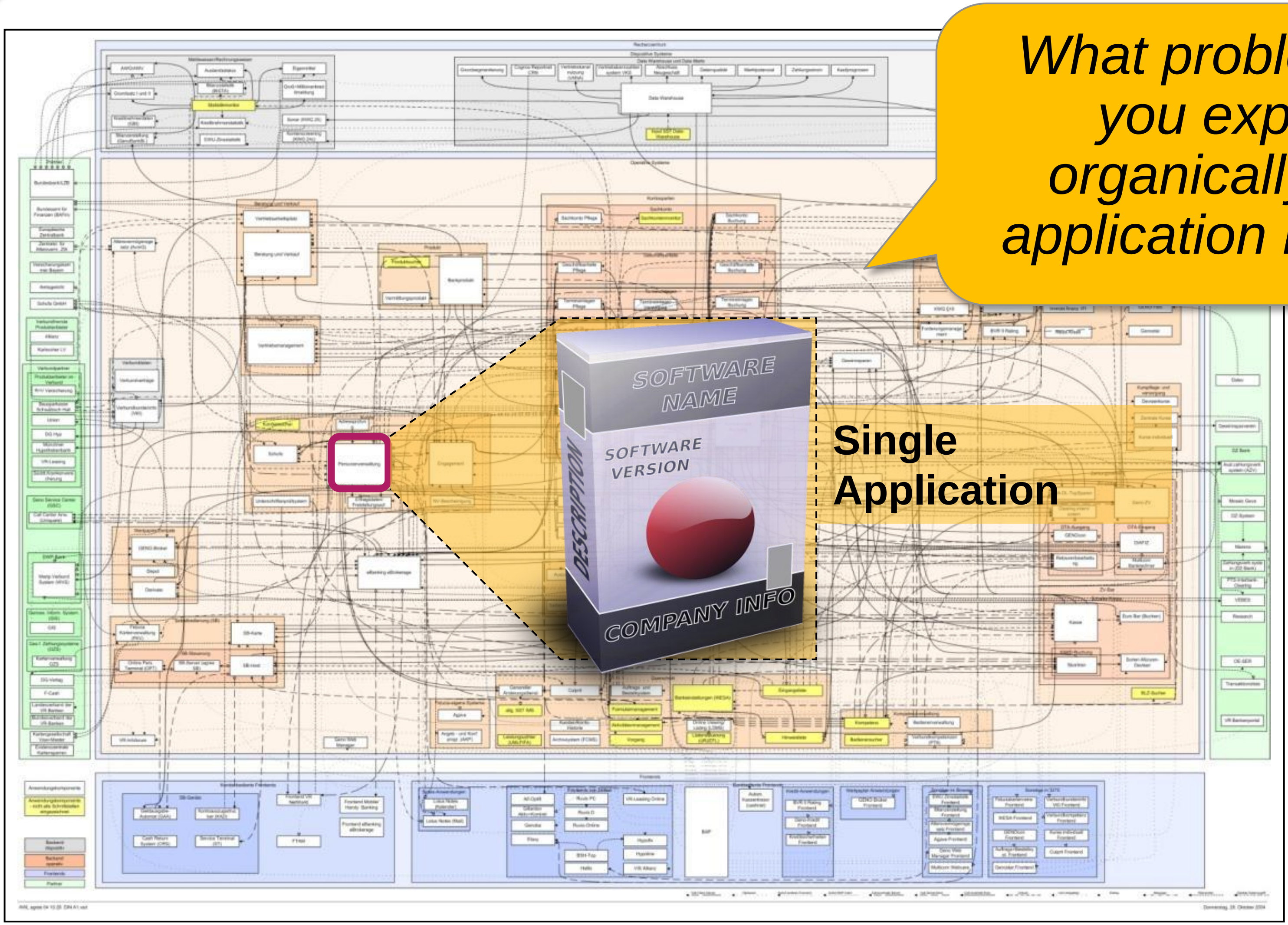
February 12th, 2016
Dr. Martin Girschick
TU Darmstadt WS2015/2016

People matter, results count.



http://richardmalcolm.com.au/2014/10/16/what-is-enterprise-architecture/

From Single Applications to an Application Landscape



Single Application

What problems would you expect in a organically evolved application landscape?

Feedback during lecture: http://www.yourpart.eu/p/seiip

Megacity

www.t-migge.science-explorer.de

Feedback during lecture: http://www.yourpart.eu/p/seiip

Challenges and constraints of application landscapes are similar to those in urban planning.

Growth

- Like an organism: growth from a nucleus.
- Growth is driven by local optimization
- Initially not designed for the current size.

Historical center

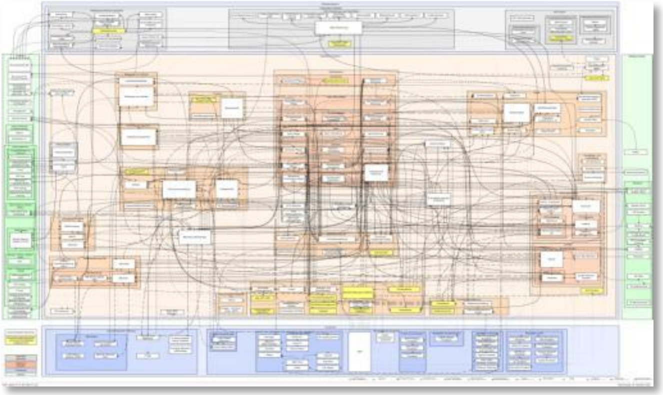
- The center has been a smaller city of it’s own, designed for a smaller amount of people
  - Smaller infrastructure such as roads, etc
- Application landscapes derive from monolithic systems

Always on

- Cities are always “in use”, which makes it difficult to transform them – so are application landscapes.

Many different stakeholders

- Contain functionality for many, sometimes contradictious purposes, which makes mediation necessary



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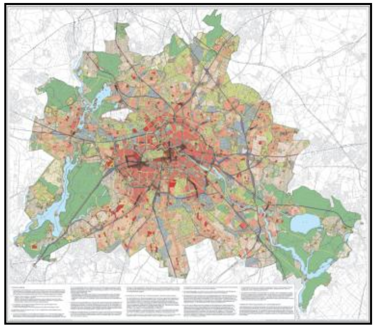
We know from urban development the various planning tools for different objectives

Space utilization strategies/spacial investment control

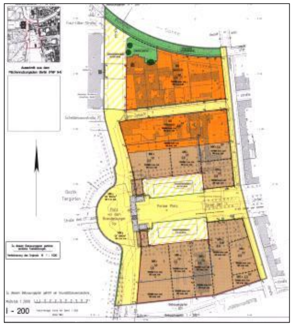


Space utilization plan

Guides for subject areas such as working, living, supply and disposal

Urban development plan

Type of development (residential building, office building, etc.), specifications (height, amount of open space, etc.)



Development plan

Layout of streets, supply and disposal structures, etc.

Infrastructure plan

Strategic Operative

Agenda

- Enterprise Architecture - overview
- **Enterprise architecture management in a nutshell**
- Quasar Enterprise – business architecture
- Quasar Enterprise – ideal application landscape
- Quasar Enterprise – managed evolution

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What is an Enterprise Architecture Framework?

From Wikipedia (https://en.wikipedia.org/wiki/Enterprise_architecture_framework) :

- *An **enterprise architecture framework** (**EA framework**) defines how to create and use an enterprise architecture.*
- *An architecture framework provides principles and practices for creating and using the architecture description of a system.*
- *It structures architects' thinking by dividing the architecture description into domains, layers or views, and offers models … for documenting each view.*

- *Wikipedia lists more than 40 frameworks, for example TOAF, Zachman and IAF*

- The Integrated Architecture Framework (IAF) was developed by Capgemini in 1993 and still maintained and enhanced by Capgemini.
- It provides a content framework and meta model to relate information within an enterprise architecture.

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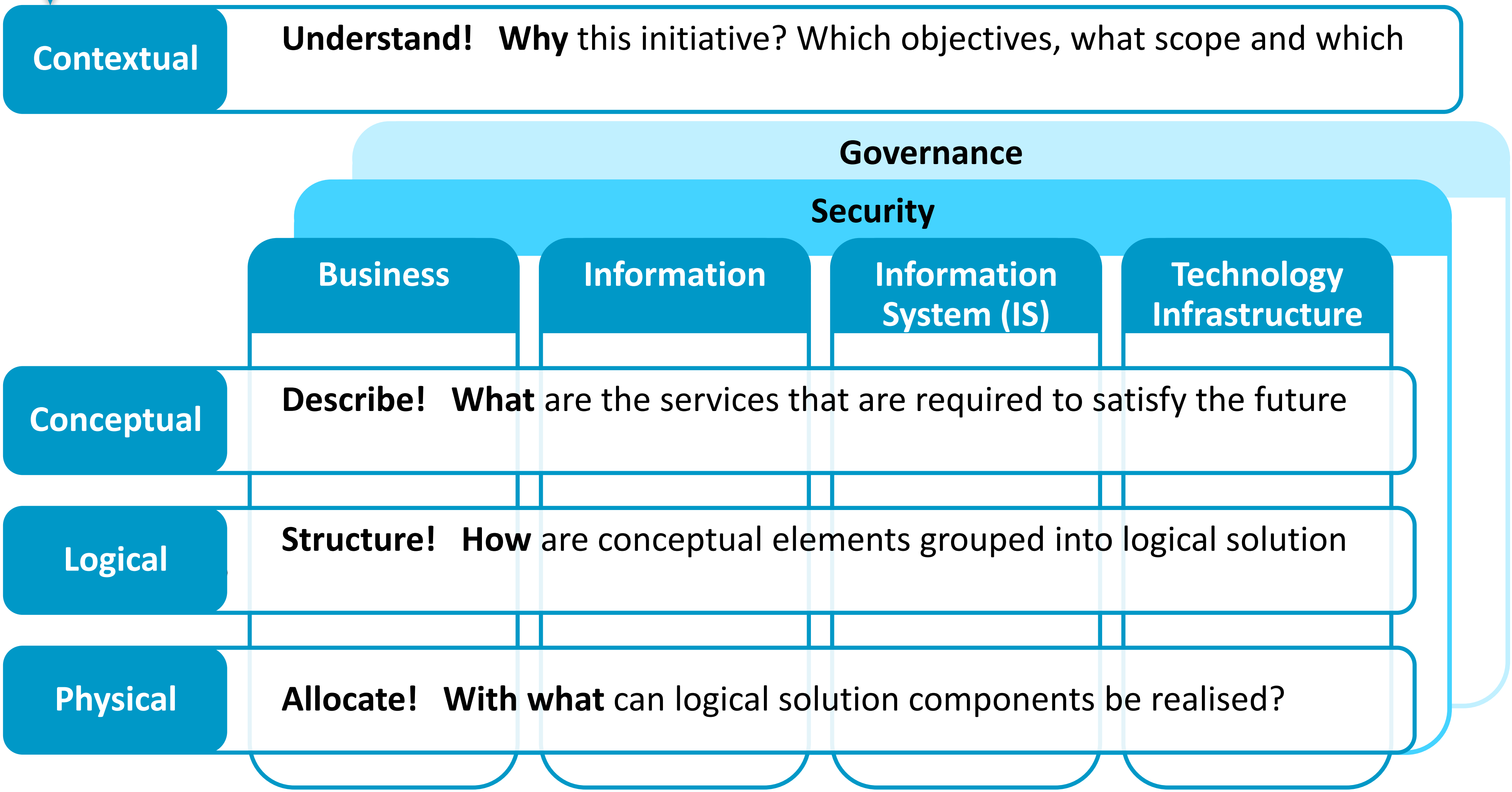
IAF Abstraction Levels: Why? What? How? With what?



Contextual

Understand! Why this initiative? Which objectives, what scope and which

Governance

Security

Business

Information

Information System (IS)

Technology Infrastructure

Conceptual

Describe! What are the services that are required to satisfy the future

Logical

Structure! How are conceptual elements grouped into logical solution

Physical

Allocate! With what can logical solution components be realised?

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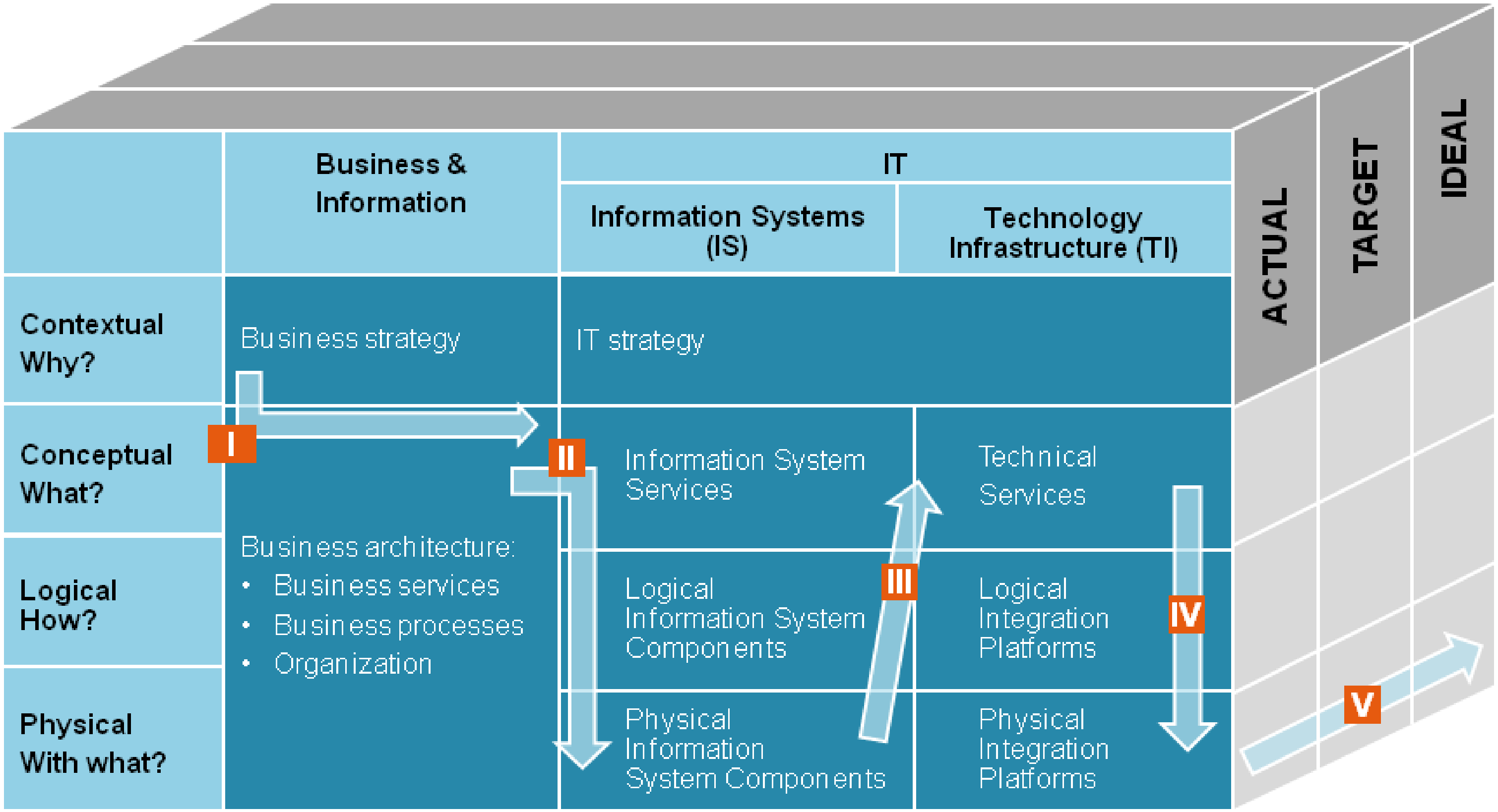
IAF & Quasar Enterprise



	Business & Information	IT	
		Information Systems (IS)	Technology Infrastructure (TI)
Contextual Why?	Business strategy	IT strategy	
Conceptual What?	Business architecture: • Business services • Business processes • Organization	Information System Services	Technical Services
Logical How?		Logical Information System Components	Logical Integration Platforms
Physical With what?		Physical Information System Components	Physical Integration Platforms

I From the strategy to the business architecture

II From the business architecture to the ideal application landscape

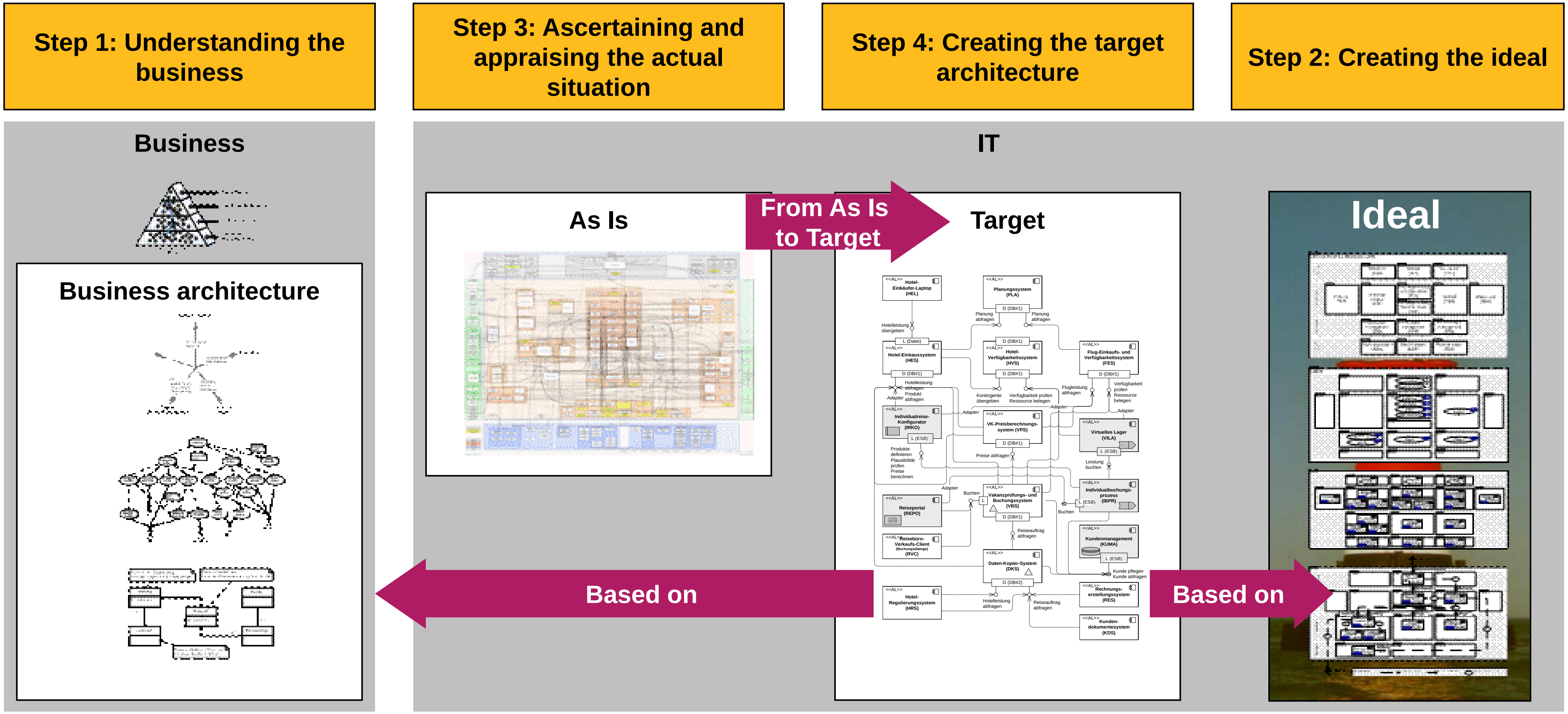
III Integration

IV Integration platforms

V Evolution

Quasar 3.0
(Chapter 9)

The Quasar Enterprise Approach in a Nutshell



Step 1: Understanding the business

Step 3: Ascertaining and appraising the actual situation

Step 4: Creating the target architecture

Step 2: Creating the ideal

Business

Business architecture

IT

As Is

From As Is to Target

Target

Ideal

Based on

Based on

<<AL>> Hotel-Einkäufer-Laptop (HEL)
<<AL>> Planungssystem (PLA)
D (DB#1)
Planung abfragen
Planung abfragen
Hotelleistung übergeben
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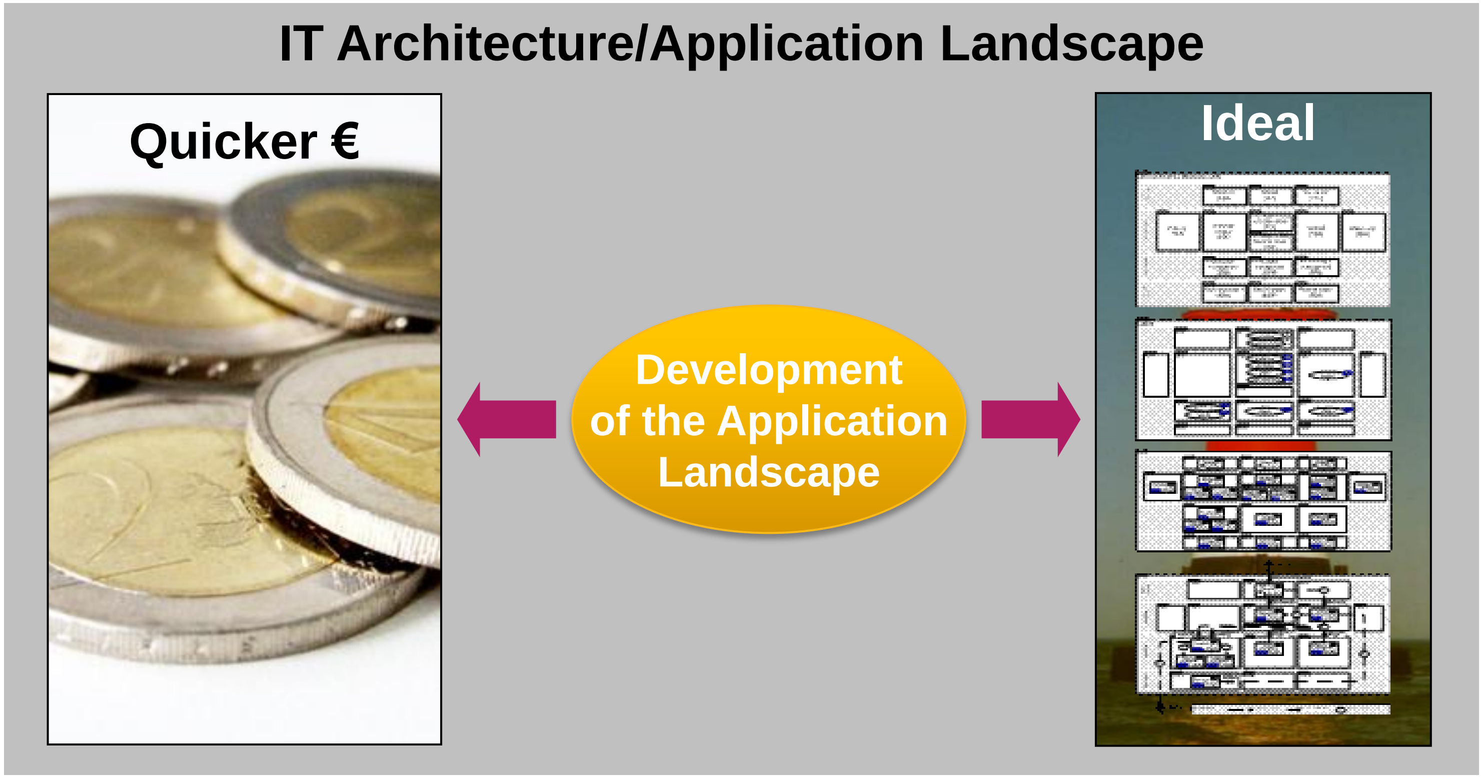
Business and ideal represent two poles - the application landscape must satisfy both as best as possible

Overview of the drivers in the design of an AL



IT Architecture/Application Landscape

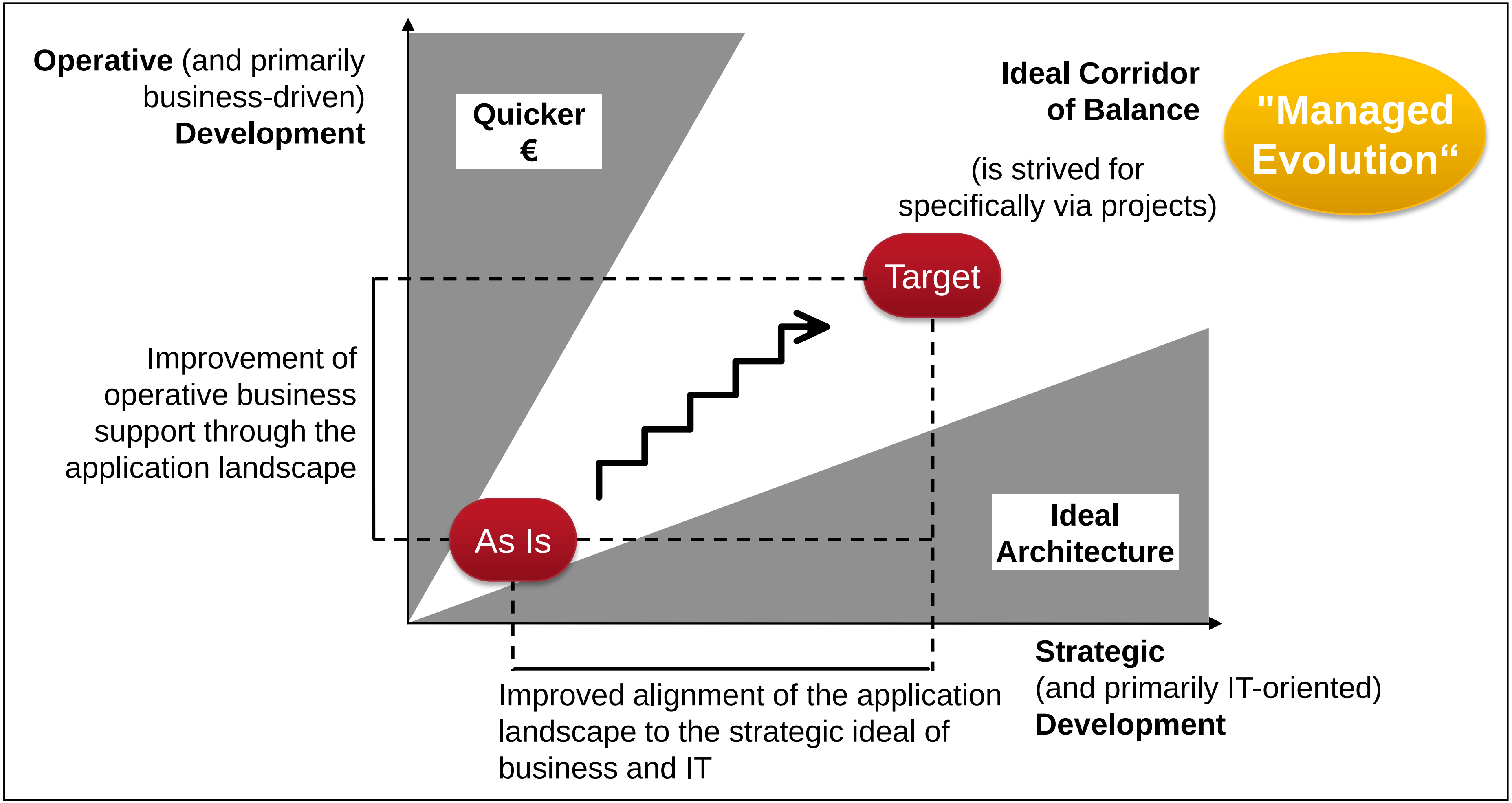
Quicker €

Development of the Application Landscape

Ideal

The architect plans the development of the application landscape as a balance between these two requirements

Overview of the drivers in the design of an AL


Operative (and primarily business-driven) **Development**
Quicker €
Ideal Corridor of Balance
(is strived for specifically via projects)
"Managed Evolution“
Target
Improvement of operative business support through the application landscape
As Is
Ideal Architecture
Strategic (and primarily IT-oriented) **Development**
Improved alignment of the application landscape to the strategic ideal of business and IT

Feedback during lecture: http://www.yourpart.eu/p/seiip

The most important paradigm for designing application landscapes is service oriented architecture.

What is SOA?

Understanding of SOA

Variant A

- ***Specific technology (such as web services)***
- ***Software engineering concepts that form the basis for technologies such as web services***

No new term is necessary here:

- **Component, interface and operation are well-known and defined terms**

Variant B: Paradigm

- ***In order to first structure the business of a company,***
- ***In order to then derive from the business corporate architecture the architecture of the IT application landscape***

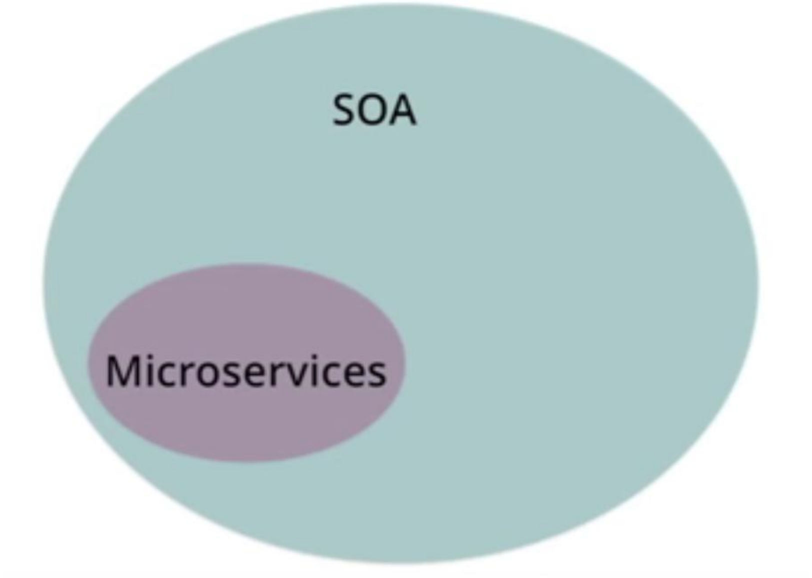
This understanding of SOA is used from here on in

Feedback during lecture: http://www.yourpart.eu/p/seiip

SOA versus Microservice Architectures

- Microservices are hyped at the moment
- Some people say, it‘s the same as SOA
- It all depends on the definition!

- Some key aspects
  - Homogenic vs. Heterogenic architectures
  - More automation, continous deployment
  - What is a better fit for a company and its processses



- See https://www.youtube.com/watch?v=wgdBVIX9ifA&feature=youtu.be&t=13m10s for a reasonable explanation of the differences (I recommend watching the whole video)

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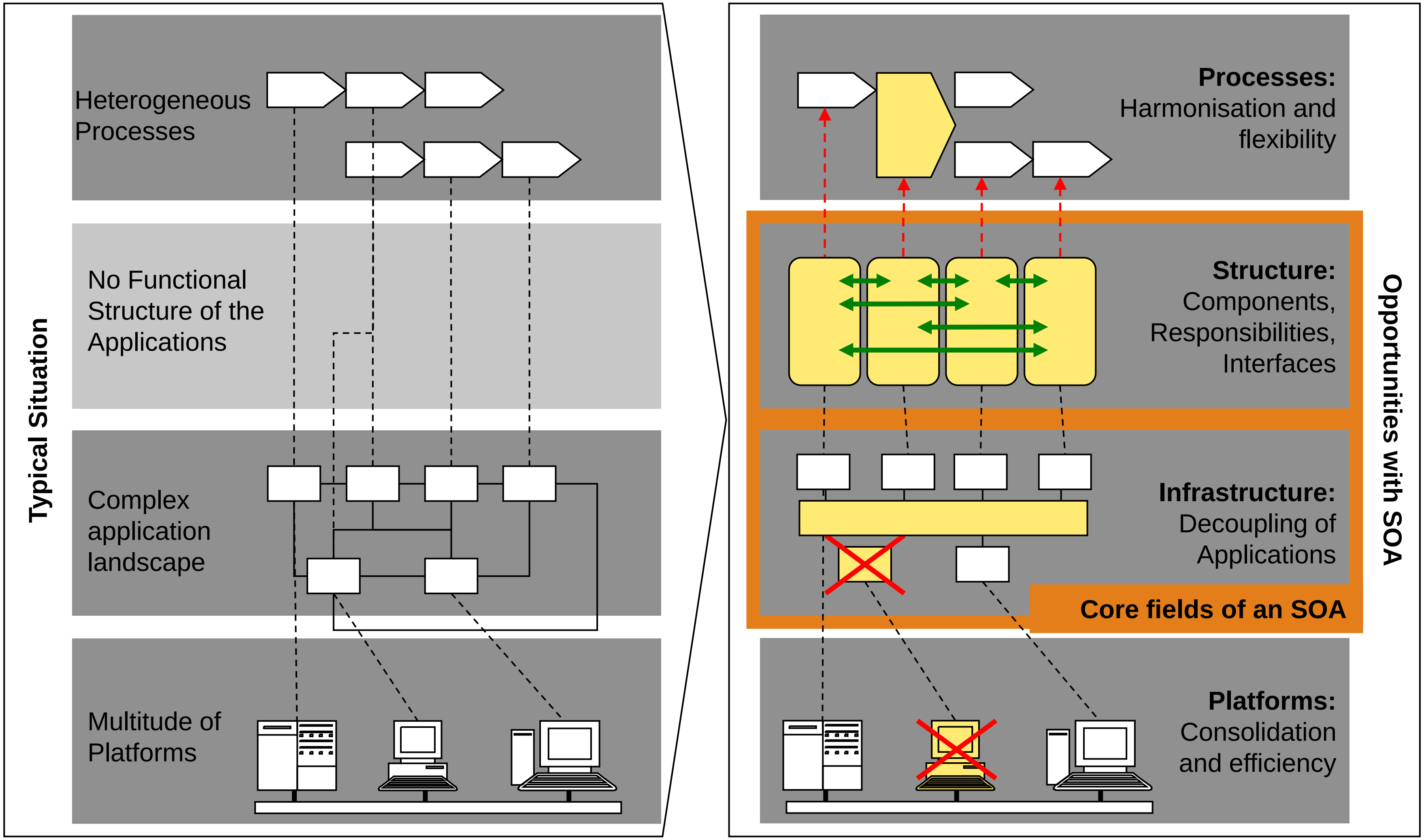
Service-oriented architecture is the approach for continued development of the application landscape

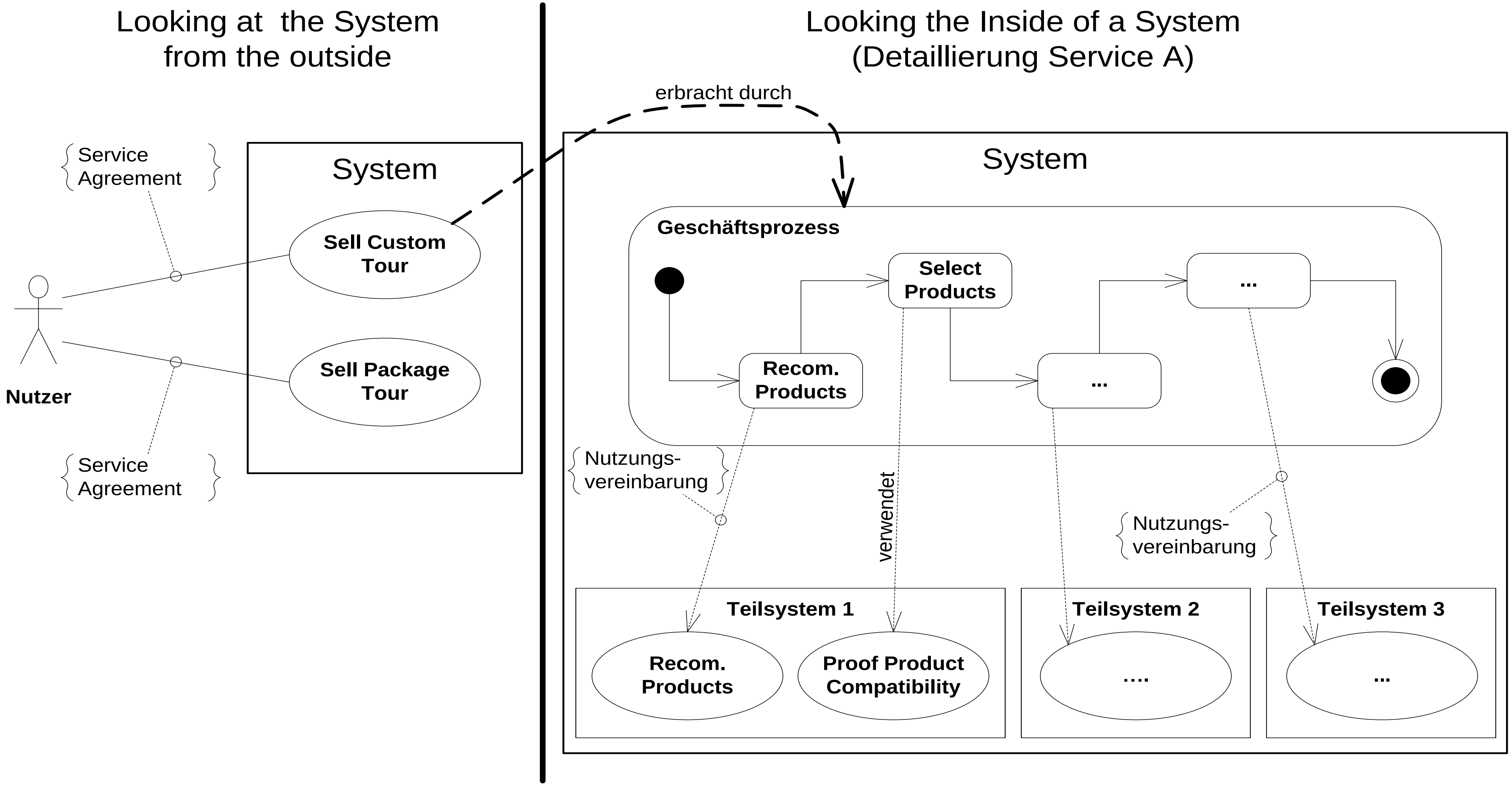
Service orientation: Bridge between business and IT


Typical Situation
Heterogeneous Processes
No Functional Structure of the Applications
Complex application landscape
Multitude of Platforms
Processes:
Harmonisation and flexibility
Structure:
Components, Responsibilities, Interfaces
Infrastructure:
Decoupling of Applications
Core fields of an SOA
Platforms:
Consolidation and efficiency
Opportunities with SOA

Feedback during lecture: http://www.yourpart.eu/p/seiip

What is a service actually? Strict concentration on the definition of the system service to be provided

Service orientation: External view of a system



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Business services as modules of the business architecture form the ideal model for application services of the SOA

Service orientation: Business services and application services

Business services

- represent functionality that has a direct business significance (e.g. transfer of money for banks)
- are used in a uniquely defined way (e.g. with money transfer form OR via online banking (but not on demand))
- result in clearly defined reactions and effects (e.g. acknowledgement, debiting of one account and crediting of the other)
- are within the context of contractual obligations and usage (e.g. to balance an overdrawn account or to credit the target account after a short time)
- are offered outwards at the boundaries of the organization (e.g. in a bank branch or also by a main bank or an appropriate department internal to the bank)

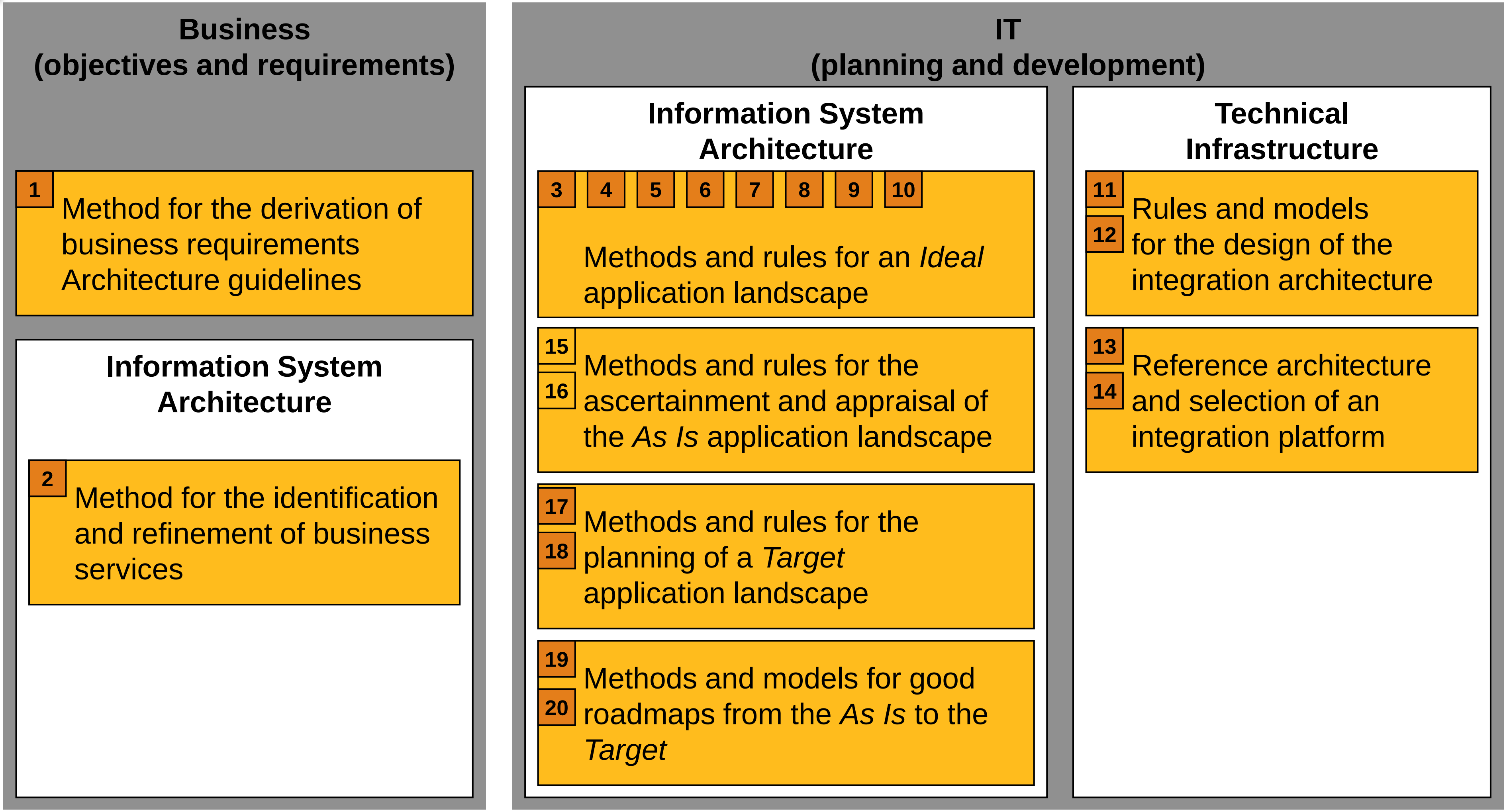
Application services of the SOA

- are based on the ideal conceptions of the business services
- represent business services where IT support is sensible
- are offered by components of the application landscape

Feedback during lecture: http://www.yourpart.eu/p/seiip

Quasar Enterprise provides proven method modules for this service-oriented development

Motivation: Overview of the Quasar Enterprise modules



Business (objectives and requirements)

1 Method for the derivation of business requirements Architecture guidelines

Information System Architecture

2 Method for the identification and refinement of business services

IT (planning and development)

Information System Architecture

3 4 5 6 7 8 9 10 Methods and rules for an *Ideal* application landscape

15 16 Methods and rules for the ascertainment and appraisal of the *As Is* application landscape

17 18 Methods and rules for the planning of a *Target* application landscape

19 20 Methods and models for good roadmaps from the *As Is* to the *Target*

Technical Infrastructure

11 12 Rules and models for the design of the integration architecture

13 14 Reference architecture and selection of an integration platform

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- Quasar Enterprise – managed evolution

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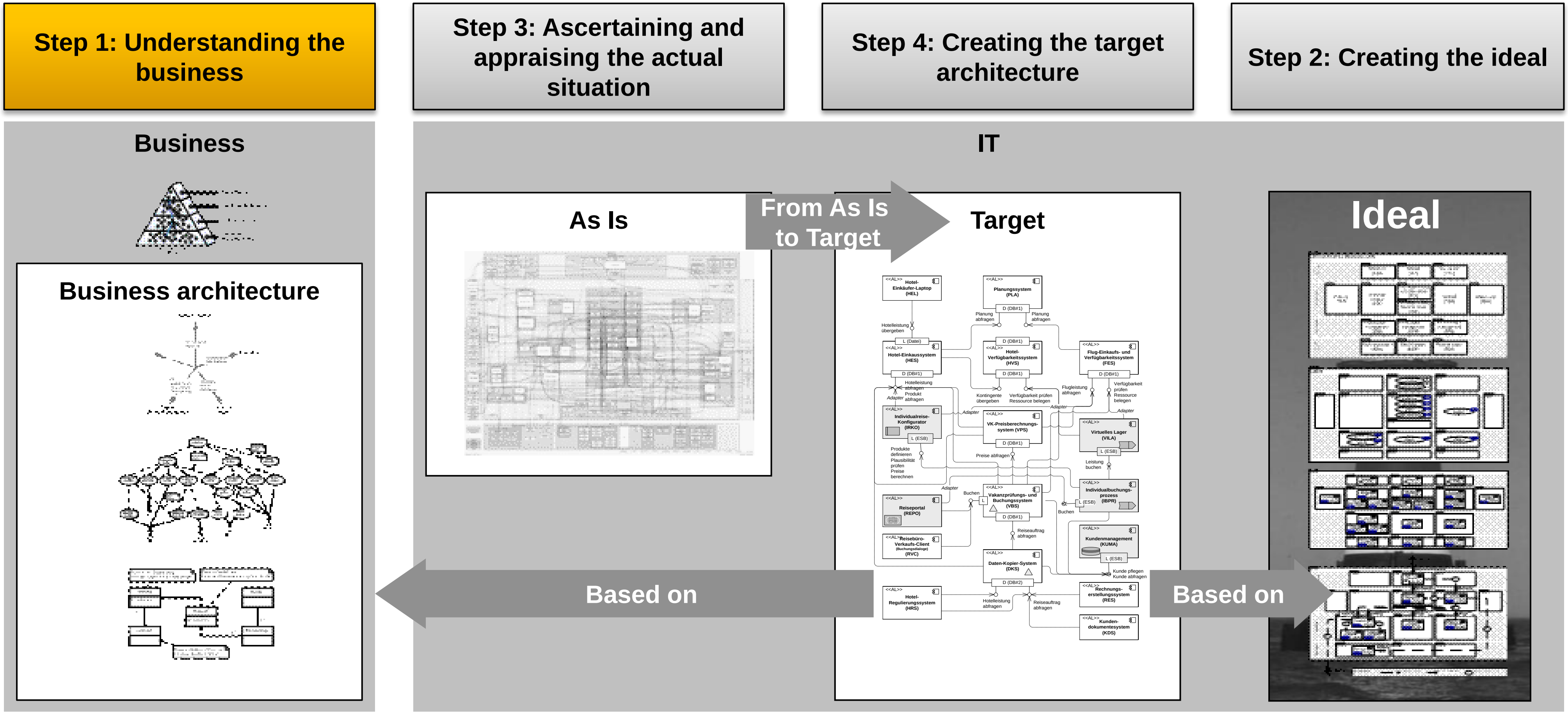
The development of corporate architectures is based on the business and on the ideal



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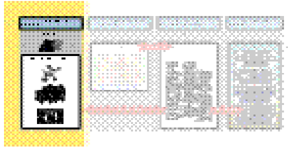
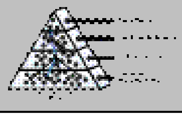
The architect must first understand the business for the service-oriented design of an application landscape

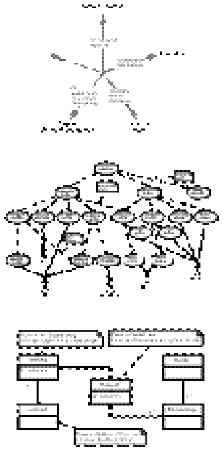


Step 1: Understanding the business

Business



Business architecture



The architect derives the architecture guidelines from the business objectives and requirements.

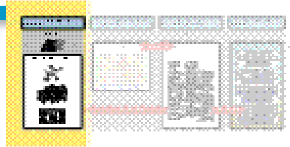
The IT architect identifies and appraises the relevant business dimensions.

The architect identifies and refines the business services as the basis for a genuine SOA …

… and determines the associated business objects

Business objectives and architecture guidelines – why does a company do what it does?

The business architecture



Identify business objectives:

Identify business objectives in the business strategy.

Derive business requirements:

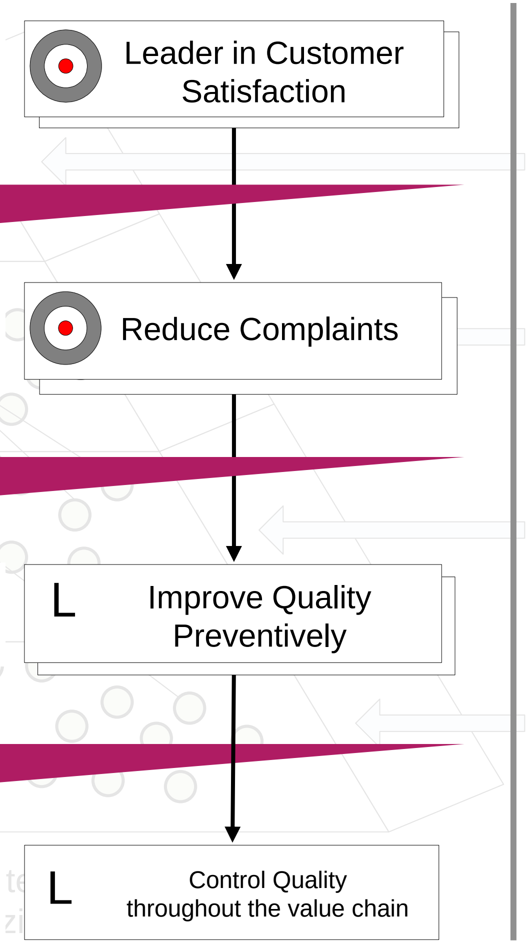
Identify derived objectives.

Derive architecture guidelines:

Derive architecture guidelines and agree with the business.

Detail Architecture Guidelines:

Detail agreed guidelines.


Leader in Customer Satisfaction
Reduce Complaints
L
Improve Quality Preventively
L
Control Quality throughout the value chain

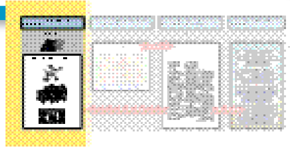
Ascertain to which decision rules a company is to trade

Ascertain how a company needs to modify the actual situation to achieve the (business) objectives.

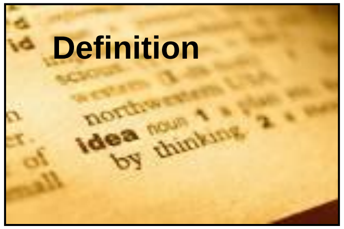
Define objectives and limiting framework conditions for the future business architecture.

Define specific activities for the design of the business architecture.

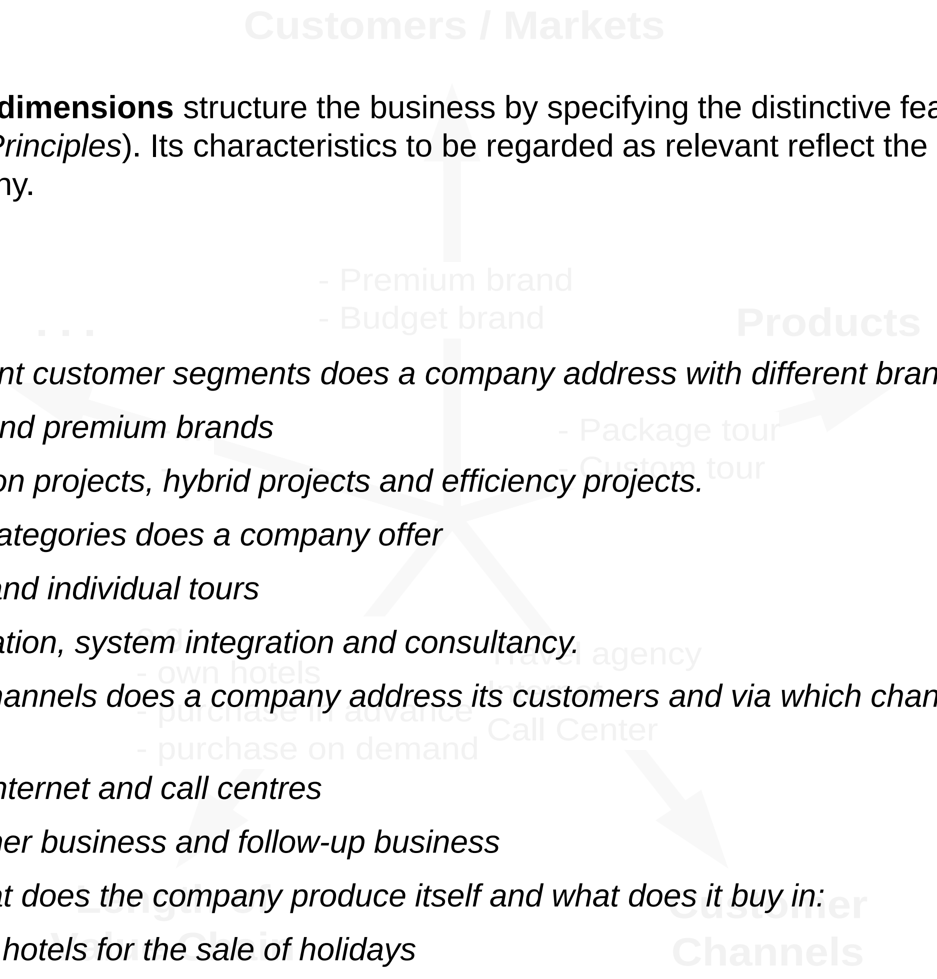
Business dimensions – What are the customers, products, etc. of a company?



The business architecture



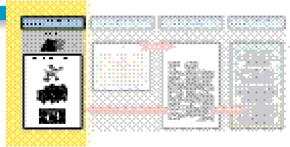
Business dimensions structure the business by specifying the distinctive features of a business (the *Business Principles*). Its characteristics to be regarded as relevant reflect the business objectives of the company.



Examples of business dimensions:

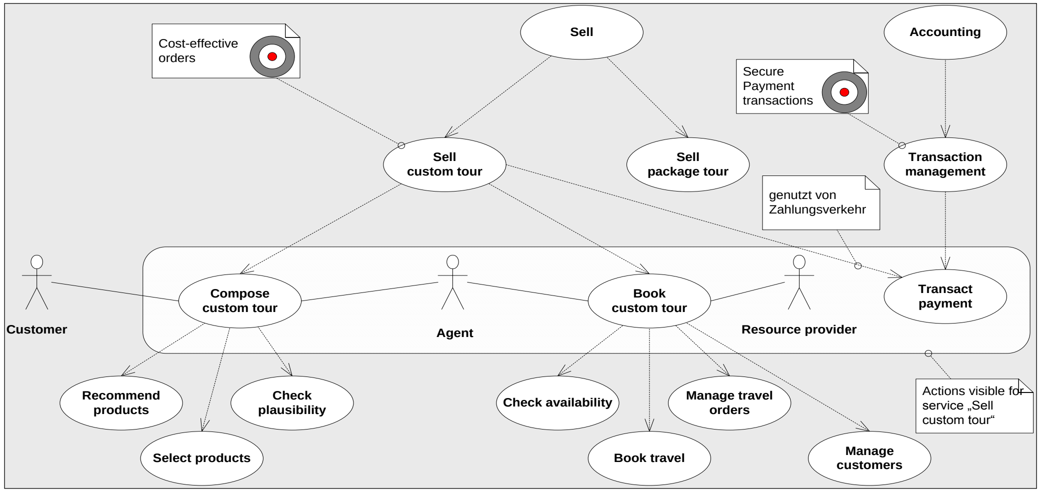
- ***Customers/brands:*** *Which different customer segments does a company address with different brands*
  - *Travel industry: Cheap brands and premium brands*
  - *IT service provider: Differentiation projects, hybrid projects and efficiency projects.*
- ***Products:*** *Which (main) product categories does a company offer*
  - *Travel industry: Package tours and individual tours*
  - *IT service provider: System creation, system integration and consultancy.*
- ***Customer channels:*** *Via which channels does a company address its customers and via which channels does a company sell its products*
  - *Travel industry: Travel agents, Internet and call centres*
  - *IT service provider: New customer business and follow-up business*
- ***Part of the value-add chain:*** *What does the company produce itself and what does it buy in:*
  - *Travel industry: Own airline and hotels for the sale of holidays*
  - *IT service provider: Integration of software systems using own products.*

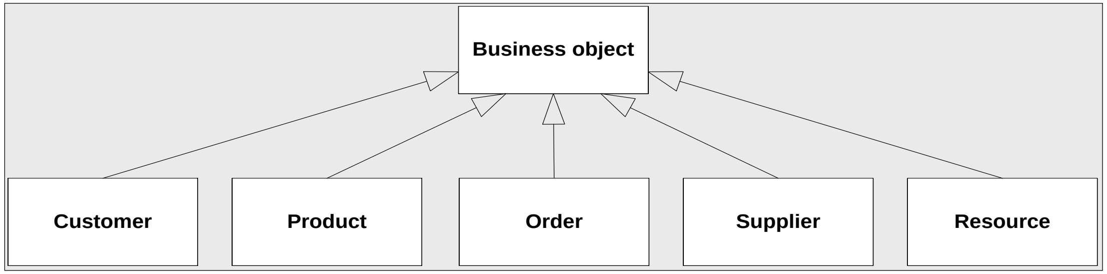
Business services as the basis for a genuine SOA and associated business objects.



The business architecture

1 2





2

Identification of Business Services

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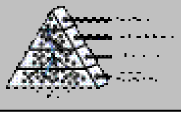

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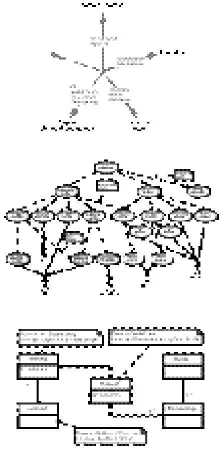
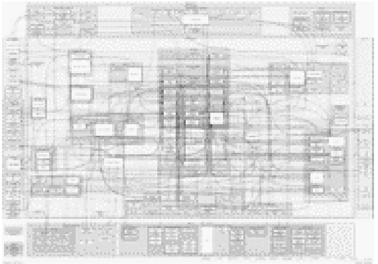


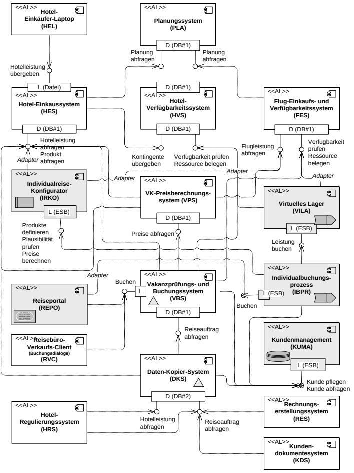
IT

As Is



From As Is to Target

Target



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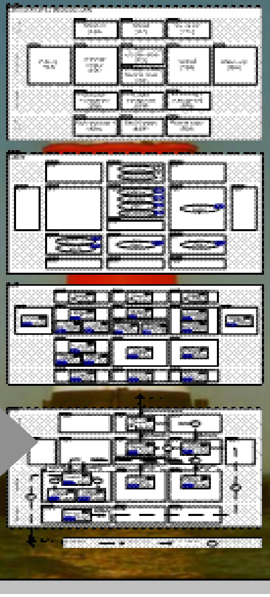
Ideal



Based on

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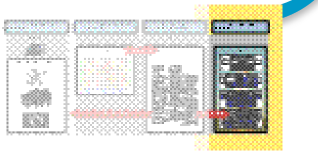
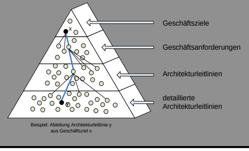
If architects understand the business, they begin to develop an ideal picture of the application landscape

Ideal application landscape



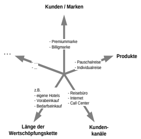
1 2

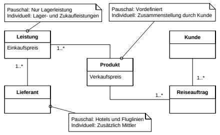
Business



Beispiel: Ableitung Architekturleitlinie y aus Geschäftsziel x

Business Architecture




Pauschal: Nur Lagerleistung
Individuell: Lager- und Zukaufleistungen
Pauschal: Vordefiniert
Individuell: Zusammenstellung durch Kunde
Leistung
Einkaufspreis
Produkt
Verkaufspreis
Kunde
Lieferant
Reiseauftrag
1..*
1..*
1..*
1..*
Pauschal: Hotels und Fluglinien
Individuell: Zusätzlich Mittler

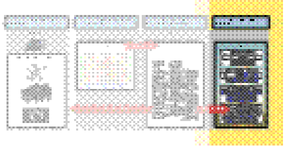
IT

?

Feedback during lecture: http://www.yourpart.eu/p/seiip

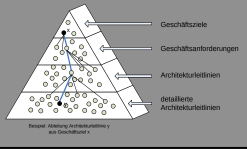
The architect structures the application landscape in the form of domains

Ideal application landscape

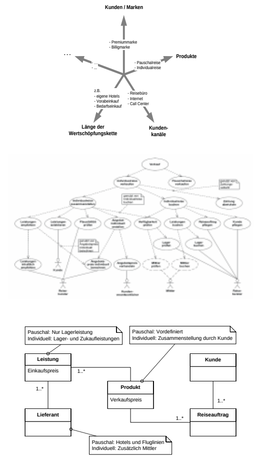


1 2 3

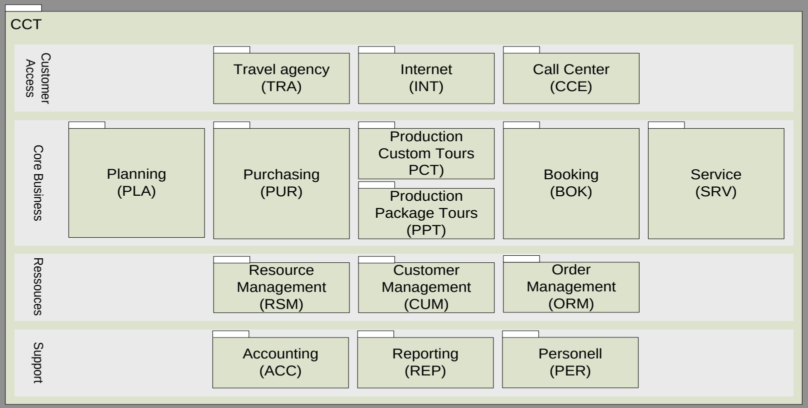
Business


Geschäftsziele
Geschäftsanforderungen
Architekturleitlinien
detaillierte Architekturleitlinien
Beispiel: Ableitung Architekturleitlinie y aus Geschäftsziel x

Business Architecture



IT


CCT

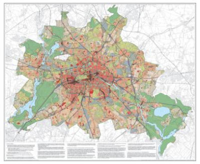
Customer Access: Travel agency (TRA), Internet (INT), Call Center (CCE)

Core Business: Planning (PLA), Purchasing (PUR), Production Custom Tours PCT), Production Package Tours (PPT), Booking (BOK), Service (SRV)

Ressouces: Resource Management (RSM), Customer Management (CUM), Order Management (ORM)

Support: Accounting (ACC), Reporting (REP), Personell (PER)

Land utilization plan

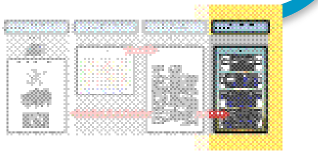


3 Finding domains

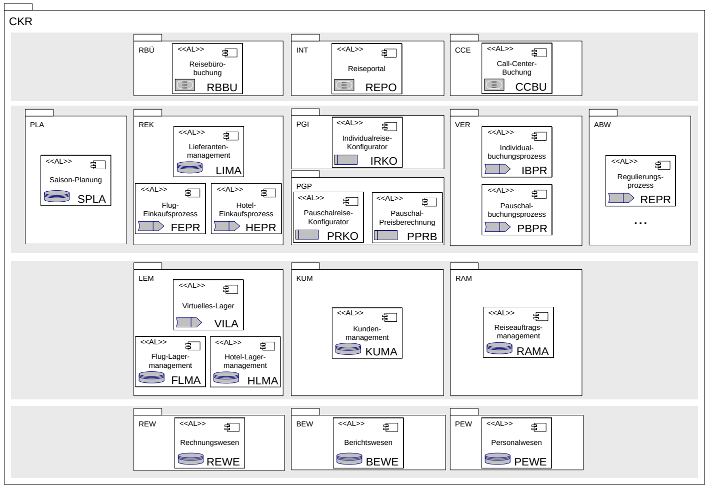
Feedback during lecture: http://www.yourpart.eu/p/seiip

Domains form an ideal regulation framework for the components of an application landscape

Domain map – the space utilization plan



- Domains group the components of an application landscape according to functional considerations
- Domains are used for communication between specialist departments and IT, especially when the issue is responsibility
- For the architect, domains are an important tool in the planning and evolution of application landscapes
- The domain section provides the architect important criteria for the design of AL components, their interfaces and coupling
- Domains are always oriented towards the business of the company. Sales and partner management are examples.



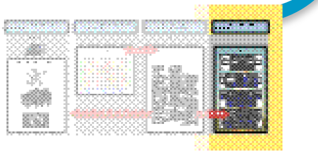
There are approximate rule-of-thumb values for the number of domains and AL components

Size of the AL	Domain Depth	Number of Domains	Number of AL Components
Small	1	<10	<30
Mid-sized	1-2	10-30	30-100
Large	2-3	30-100	100-1.000
Very large	¤3	>100	>1.000

Feedback during lecture: http://www.yourpart.eu/p/seiip

Ideally, a good domain model satisfies an array of structuring criteria

Domain map – the space utilization plan



1 Minimality

There are few domains on the uppermost level. These are divided further into subdomains where required.

2 Similar processing

From a functional viewpoint, a delineated tasks block is defined by the domains in which shared rules and procedures exist

3 Loose coupling

The number of dependencies between domains is minimal

4 Process orientation

Business processes do not switch back and forth between domains whilst running

5 Stability

Domains are, up to a point, stabile compared to variation/enhancement of business processes

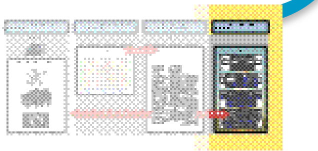
6 Usage profile

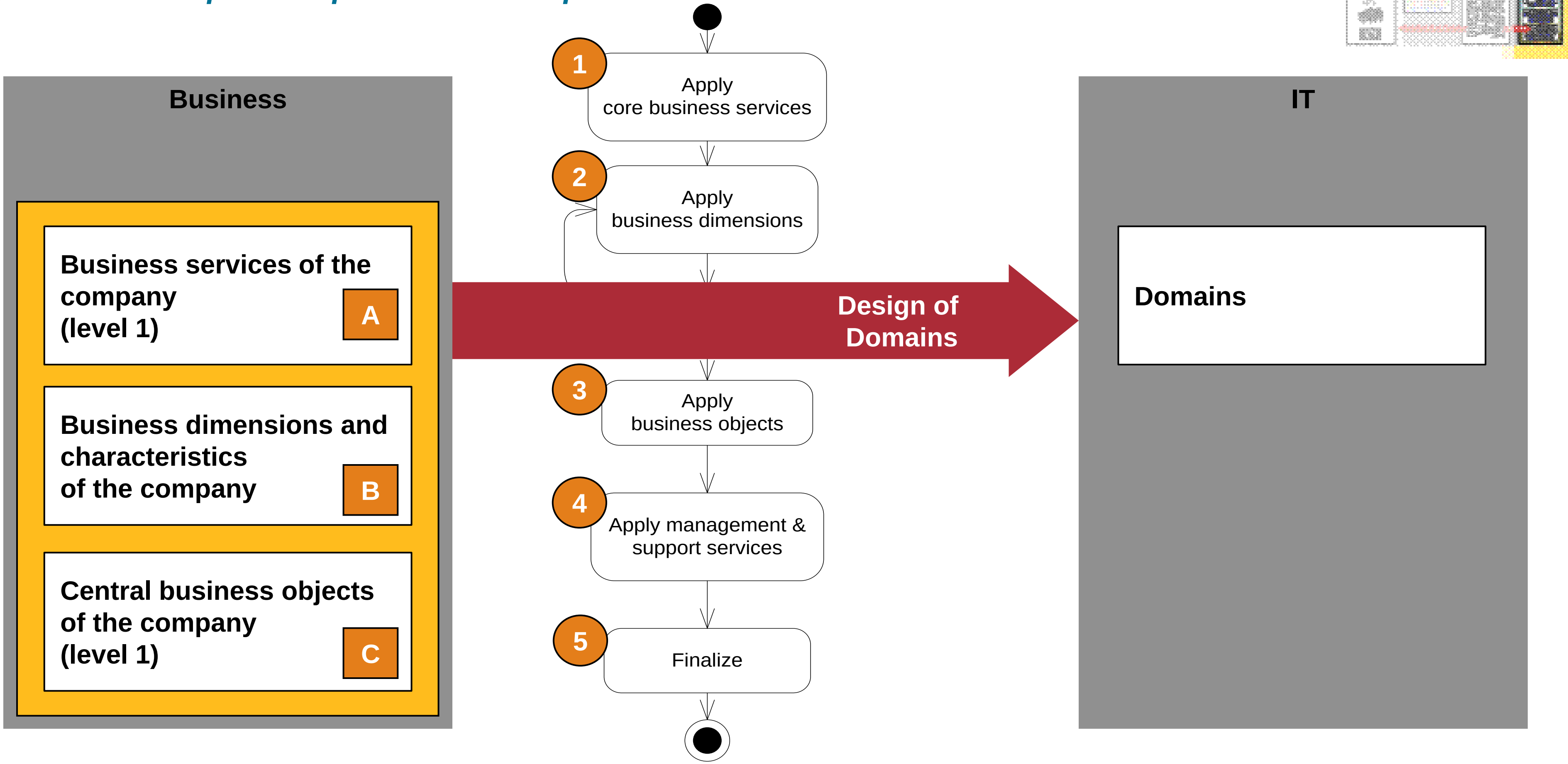
The domain offers more than just one service, or the service is used by more than one domain

Feedback during lecture: http://www.yourpart.eu/p/seiip

Method of designing application landscape domains

Domain map – the space utilization plan





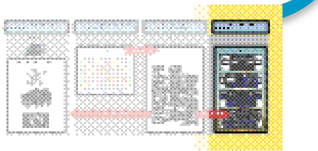
Business
Business services of the company (level 1)
A
Business dimensions and characteristics of the company
B
Central business objects of the company (level 1)
C
1
Apply core business services
2
Apply business dimensions
Design of Domains
3
Apply business objects
4
Apply management & support services
5
Finalize
IT
Domains

The following slides describe the method in simplified form for CKR.

Feedback during lecture: http://www.yourpart.eu/p/seiip

Input from the business strategy: Core and supporting business services on level 1

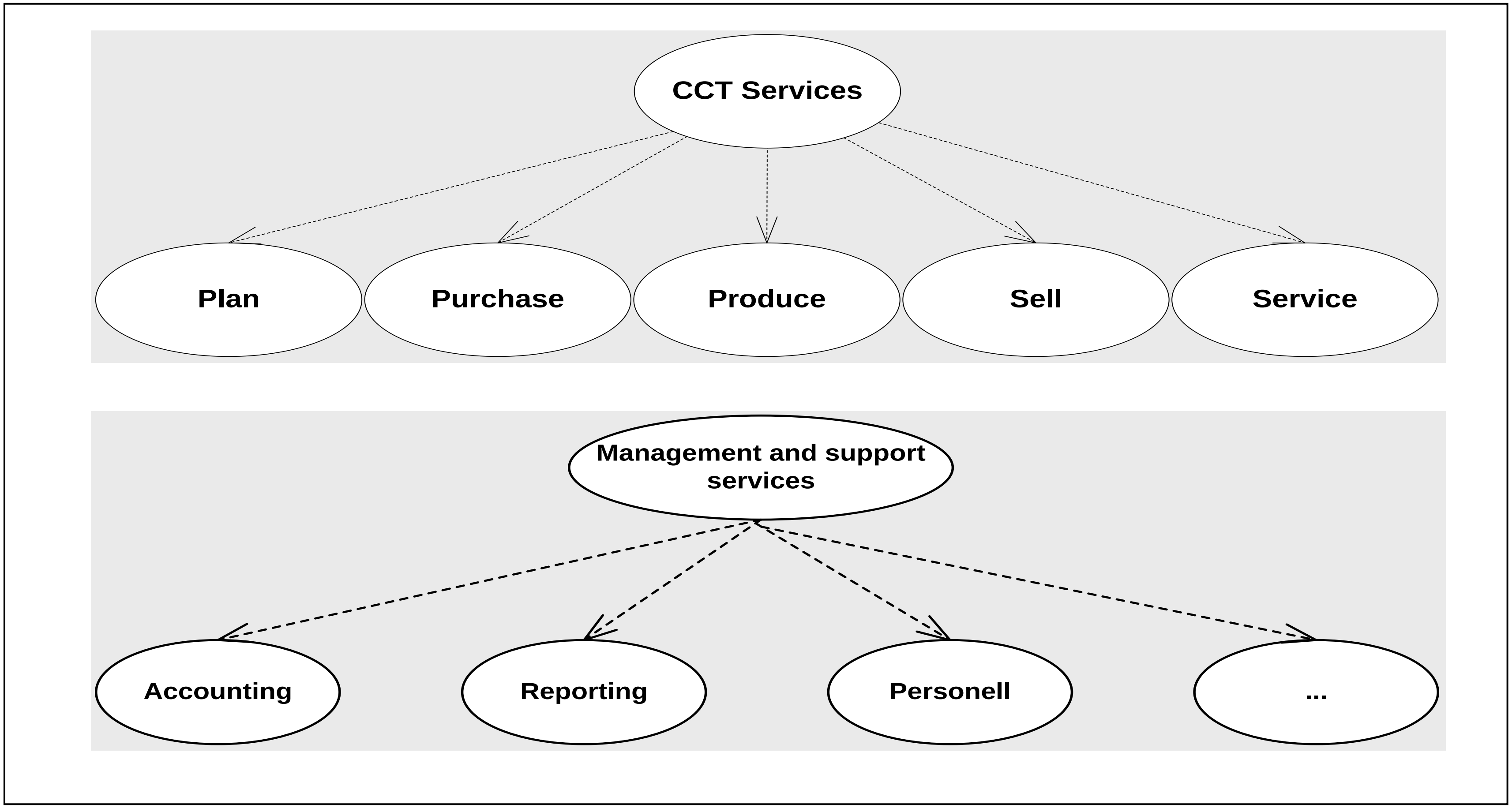
Domain map – the space utilization plan



A

B

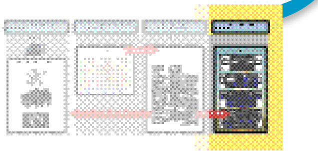
C



Feedback during lecture: http://www.yourpart.eu/p/seiip

Input from the business strategy: business dimensions

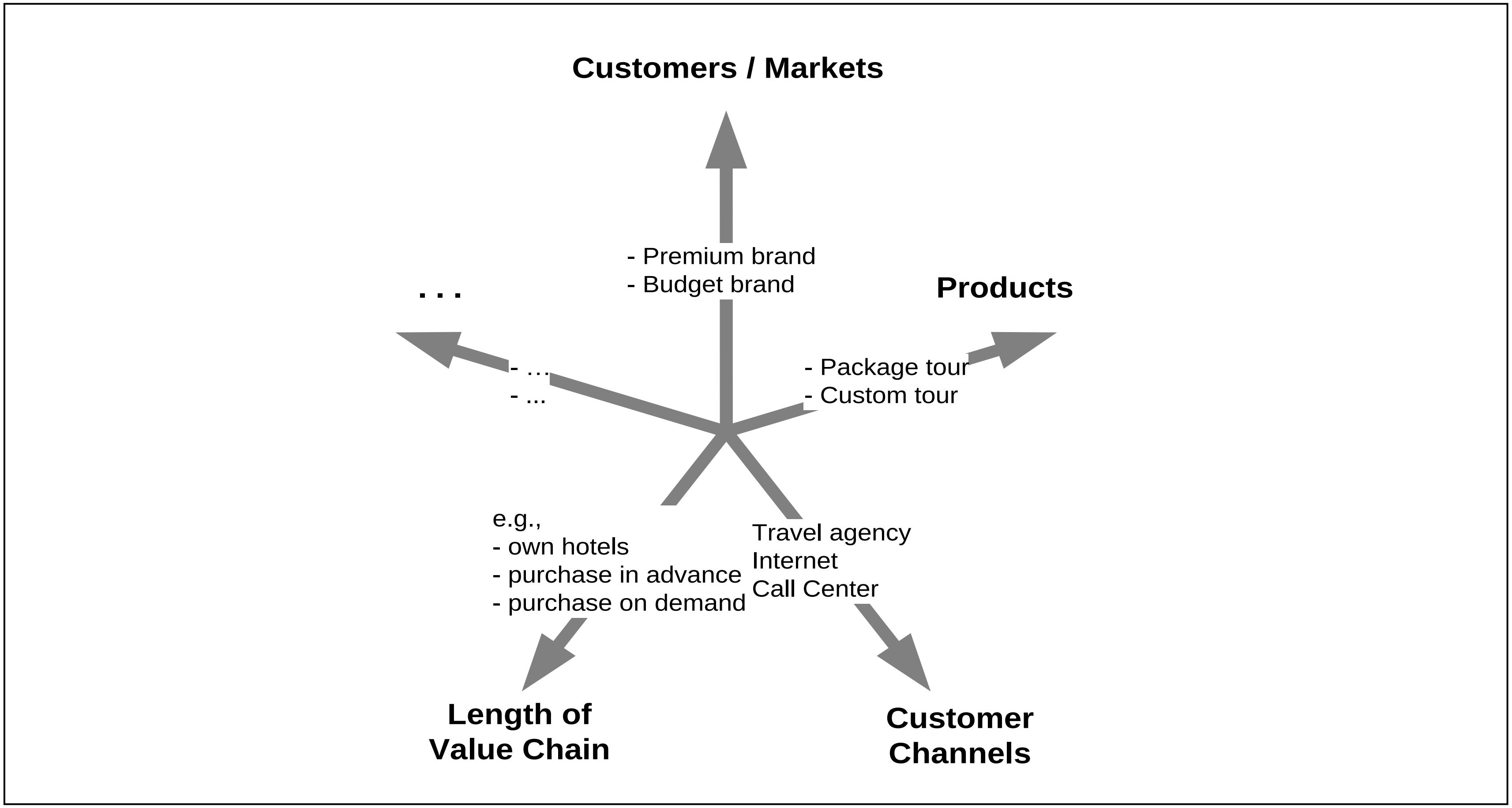
Domain map – the space utilization plan



A

B

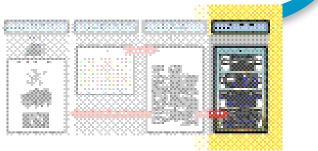
C



Feedback during lecture: http://www.yourpart.eu/p/seiip

Input from the business strategy: core business objects

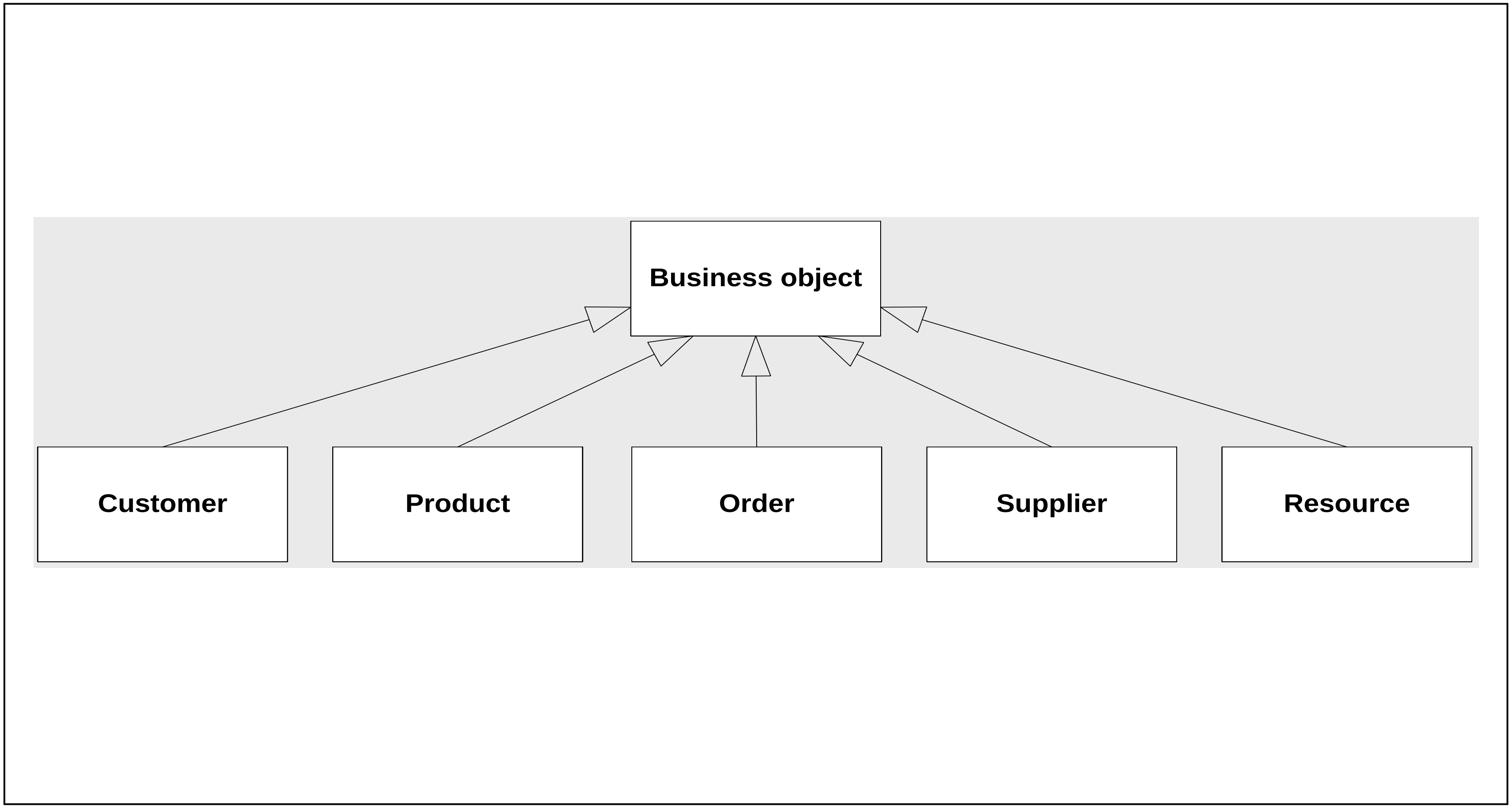
Domain map – the space utilization plan



A

B

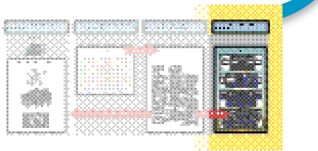
C

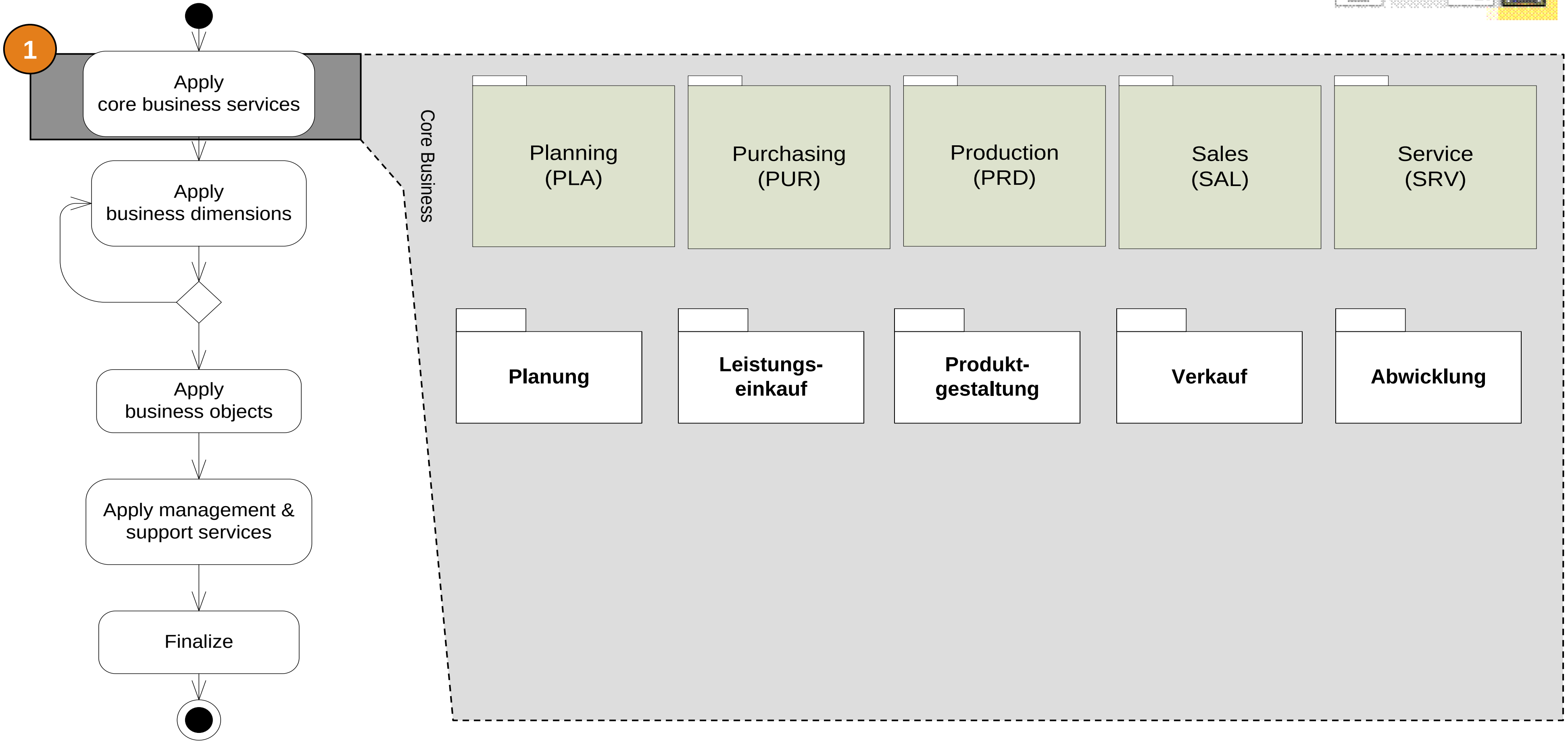


Feedback during lecture: http://www.yourpart.eu/p/seiip

Step 1: Core business services become domain candidates

Domain map – the space utilization plan

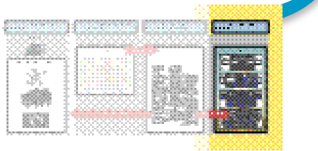


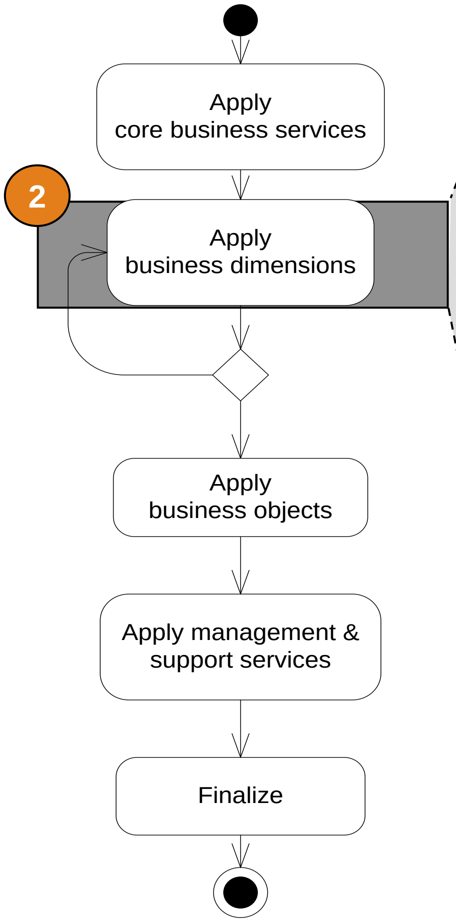


Feedback during lecture: http://www.yourpart.eu/p/seiip

Step 2: Domain candidates can be divided up along a business dimension

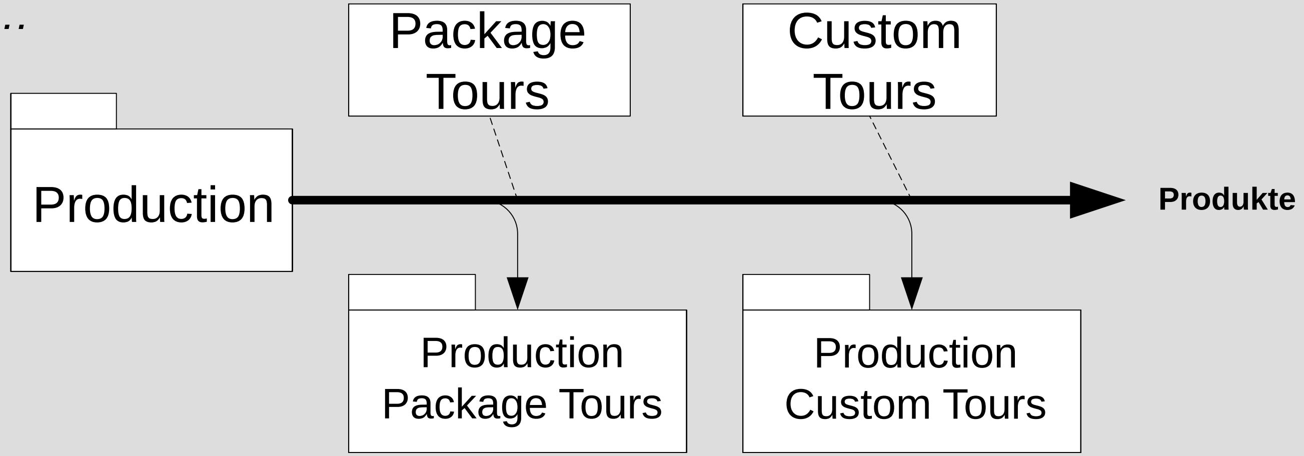
Domain map – the space utilization plan





Package tours differ significantly from individual tours:

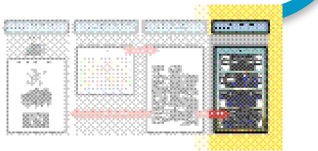
- *Package tours are fully priced, individual tours are not.*
- *Package tours are subject to fixed time periods (7 days, 14 days), individual tours are not.*
- *…*

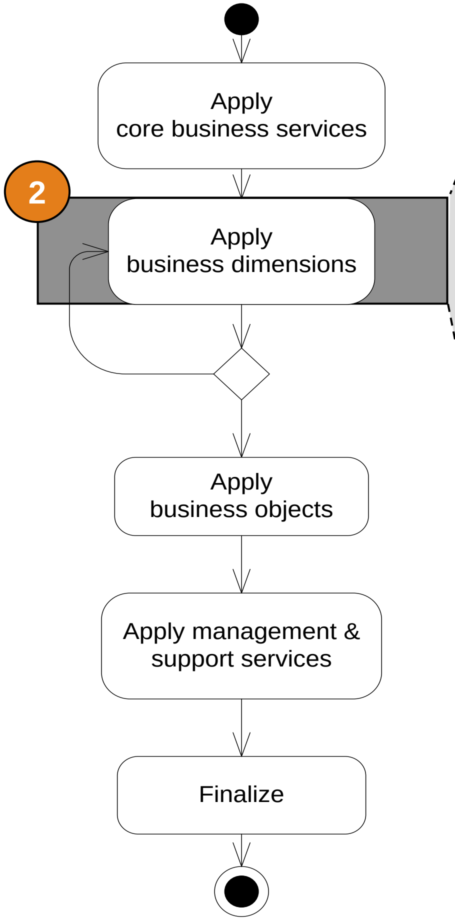


Feedback during lecture: http://www.yourpart.eu/p/seiip

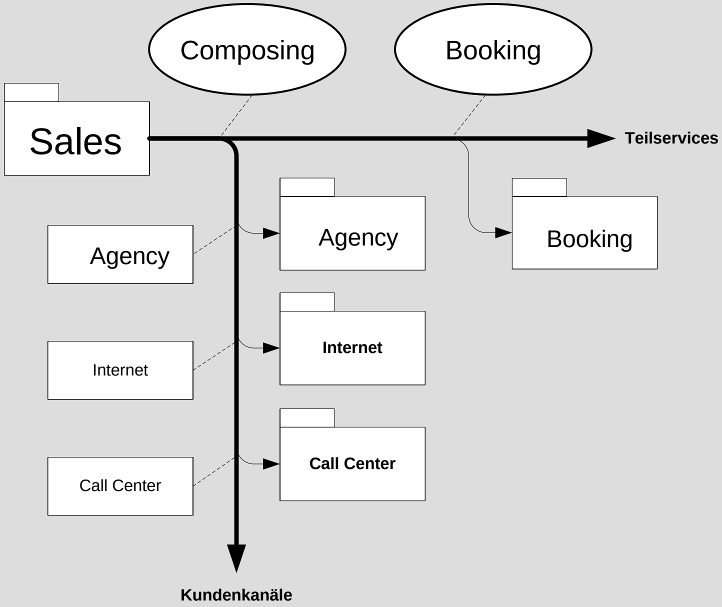
Step 2: Domain candidates can also be split over several dimensions

Domain map – the space utilization plan



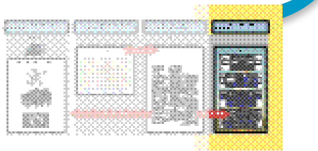


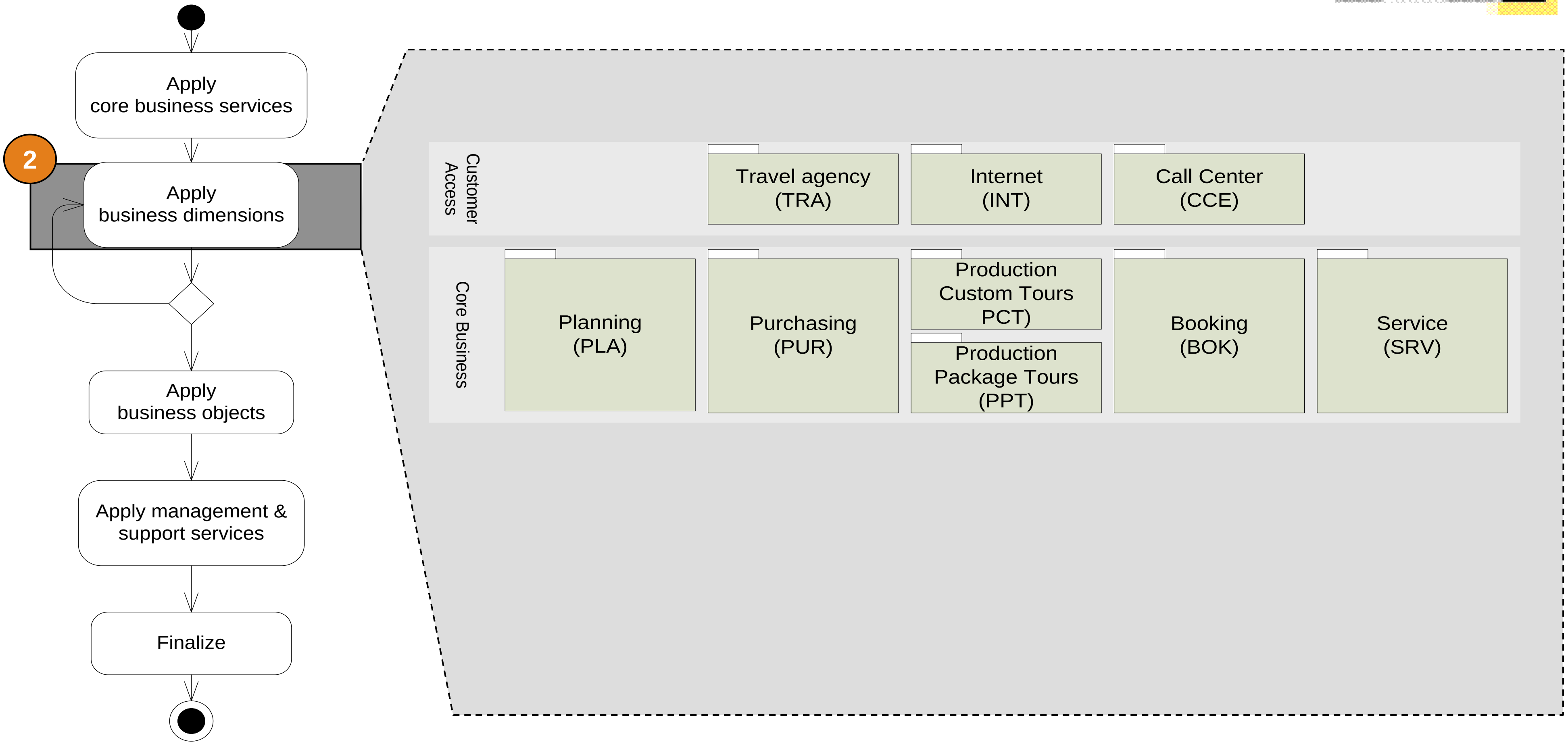
- The sale as a whole is comprised of the "put together itinerary" and "book trip" activities.
- The putting together of the itinerary is customer channel-specific. Selling in the travel agents is fundamentally different to Internet selling.



Step 2: Domains after refinement along the business dimensions

Domain map – the space utilization plan

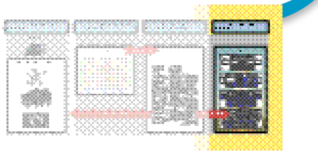


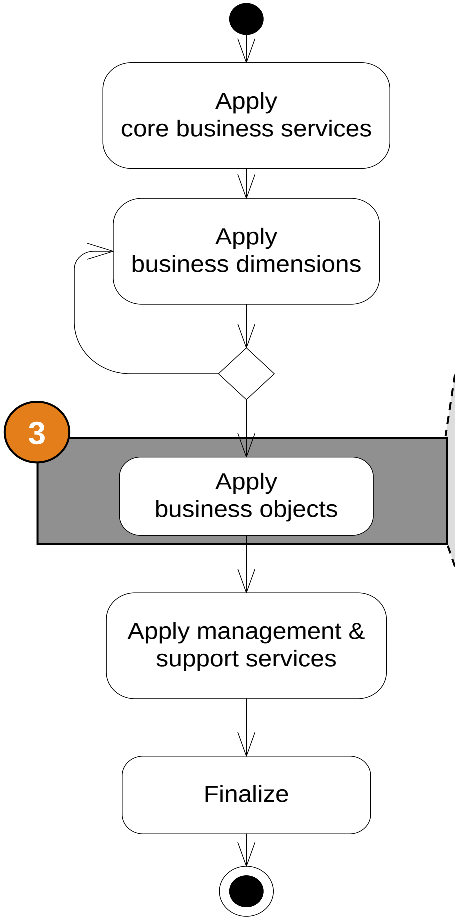


Feedback during lecture: http://www.yourpart.eu/p/seiip

Step 3: Top-level business objects used beyond domains become own domain candidates

Domain map – the space utilization plan





Apply core business services

Apply business dimensions

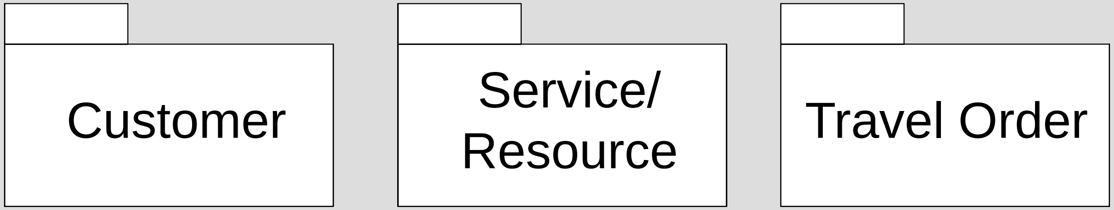
3

Apply business objects

Apply management & support services

Finalize

Business object	Written in
Customer	Travel agent applications, Internet portals, call centres, booking ✓
Product	Product design
Travel order	Booking, transaction ✓
Supplier	Purchasing
Service/Resource	Service purchasing, sales ✓



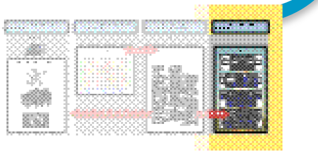
Customer

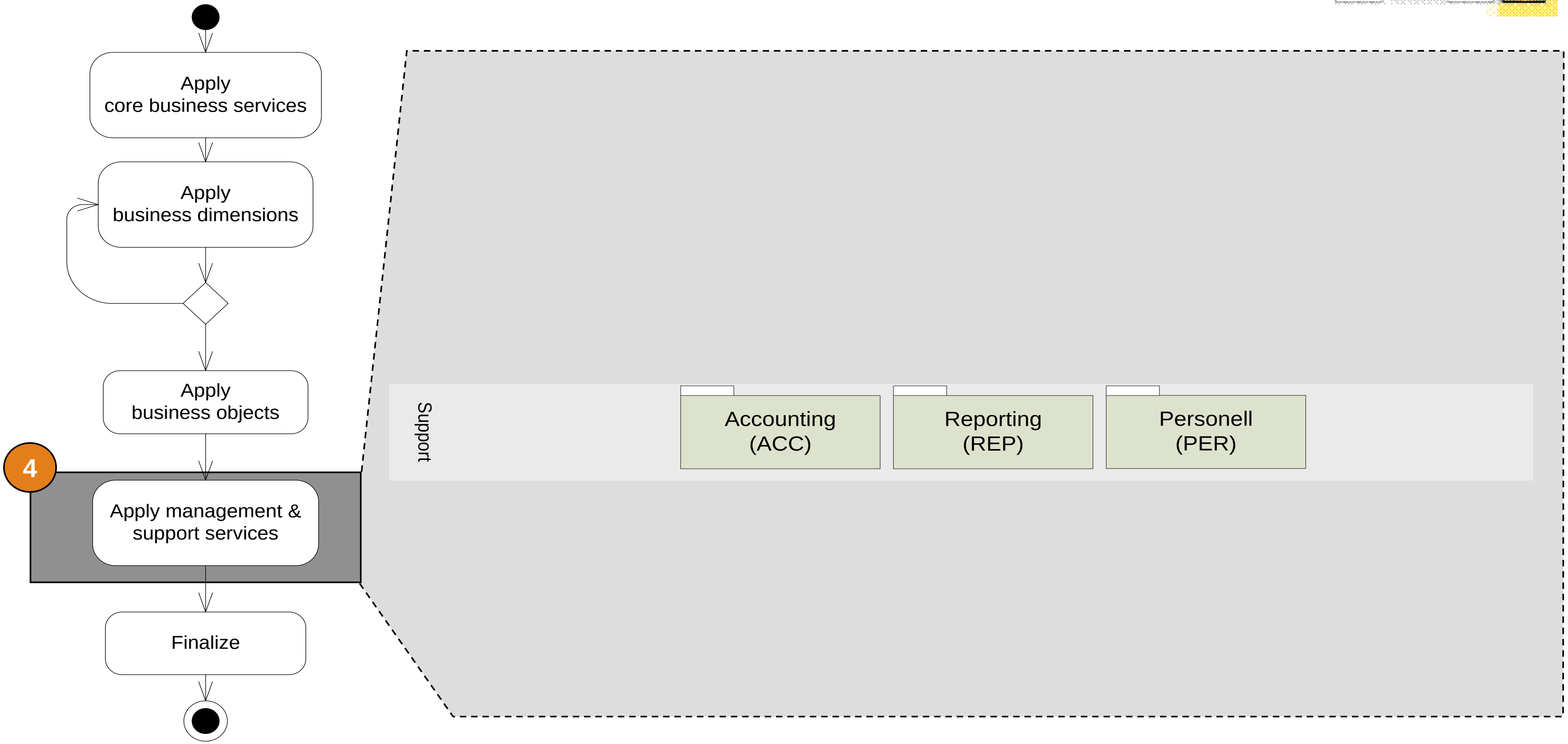
Service/ Resource

Travel Order

Step 4: Management and support processes become domain candidates

Domain map – the space utilization plan

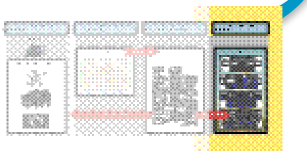


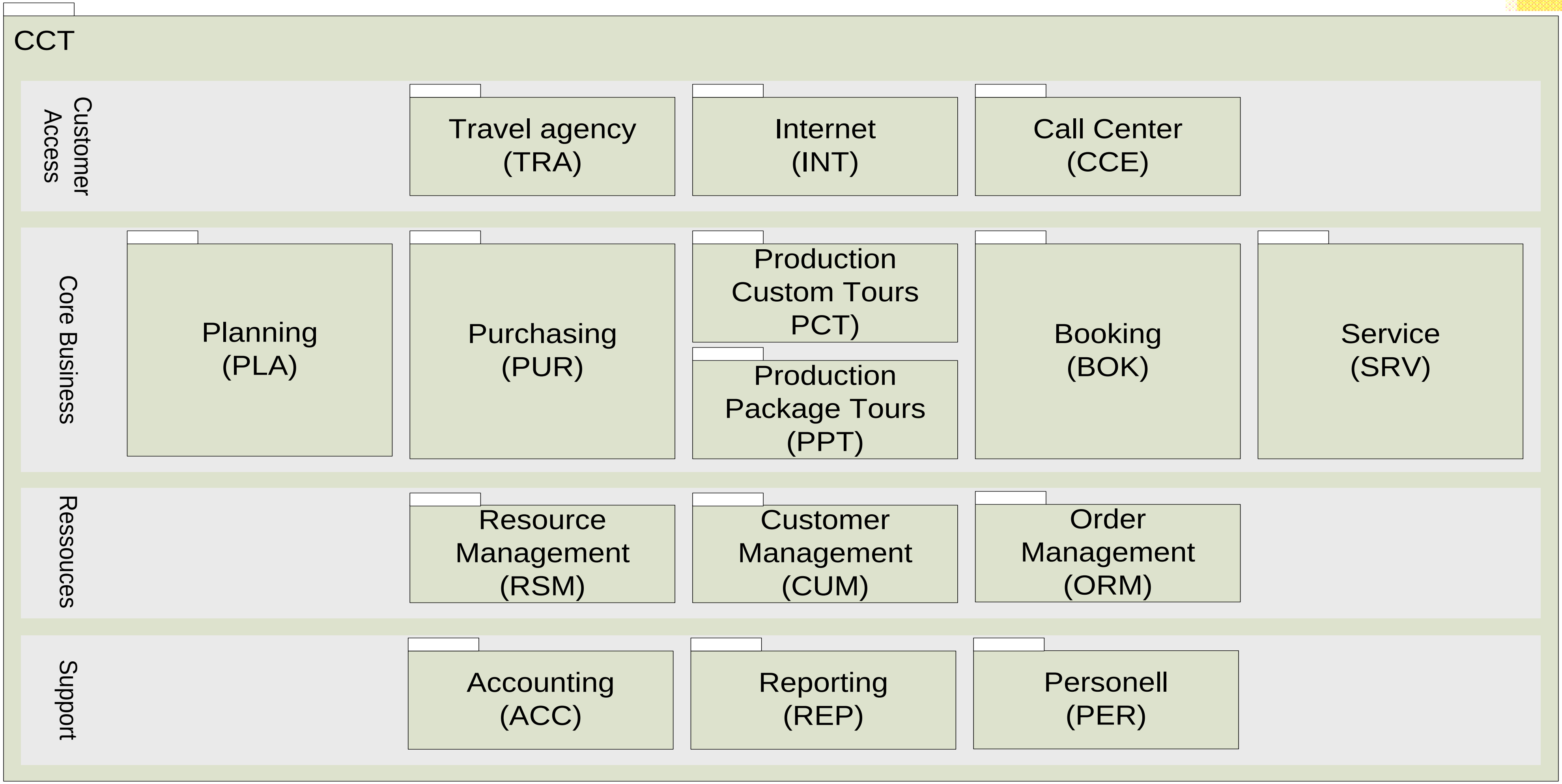


Feedback during lecture: http://www.yourpart.eu/p/seiip

Step 5: Final naming and sensible configuration of domains

Domain map – the space utilization plan

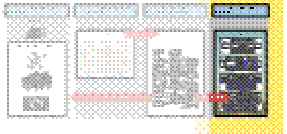




Feedback during lecture: http://www.yourpart.eu/p/seiip

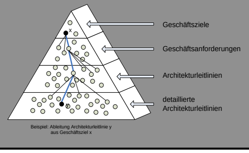
The architect identifies application services and assigns them to domains

Ideal application landscape

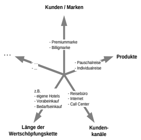


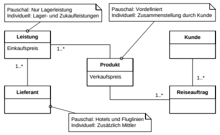
1 2 3 4

Business


Geschäftsziele
Geschäftsanforderungen
Architekturleitlinien
detaillierte Architekturleitlinien
Beispiel: Ableitung Architekturleitlinie y aus Geschäftsziel x

Business Architecture




Pauschal: Nur Lagerleistung
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1..*
1..*
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1..*
Pauschal: Hotels und Fluglinien
Individuell: Zusätzlich Mittler

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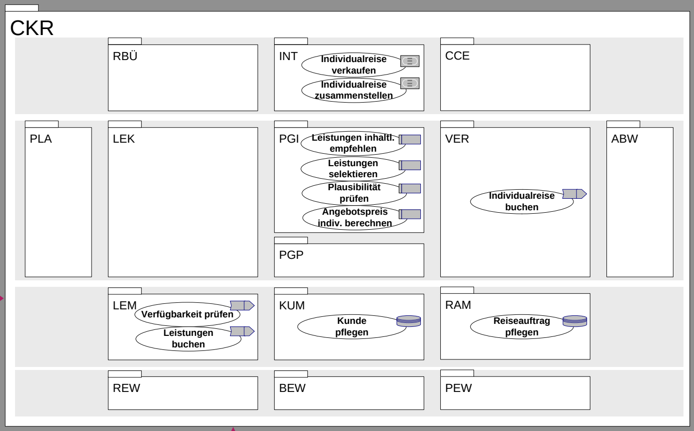
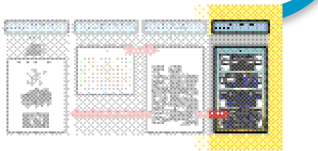


Urban development plan

4 Identification of Application Services

Application services and service actions

Application services – the urban development plan



Definition

Application services

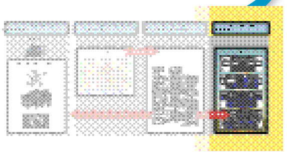
- An application service defines an information technology service rendered by a service provider for a service requester.
- The service provider is an application landscape or part thereof.
- The service requester can be a group of persons or part of a possibly different application landscape.
- Every application service is based on a contract. This specifies incoming and outgoing information. It defines the actions to be run as part of the service and their ordering if relevant for the service requester. It also specifies all relevant framework conditions.

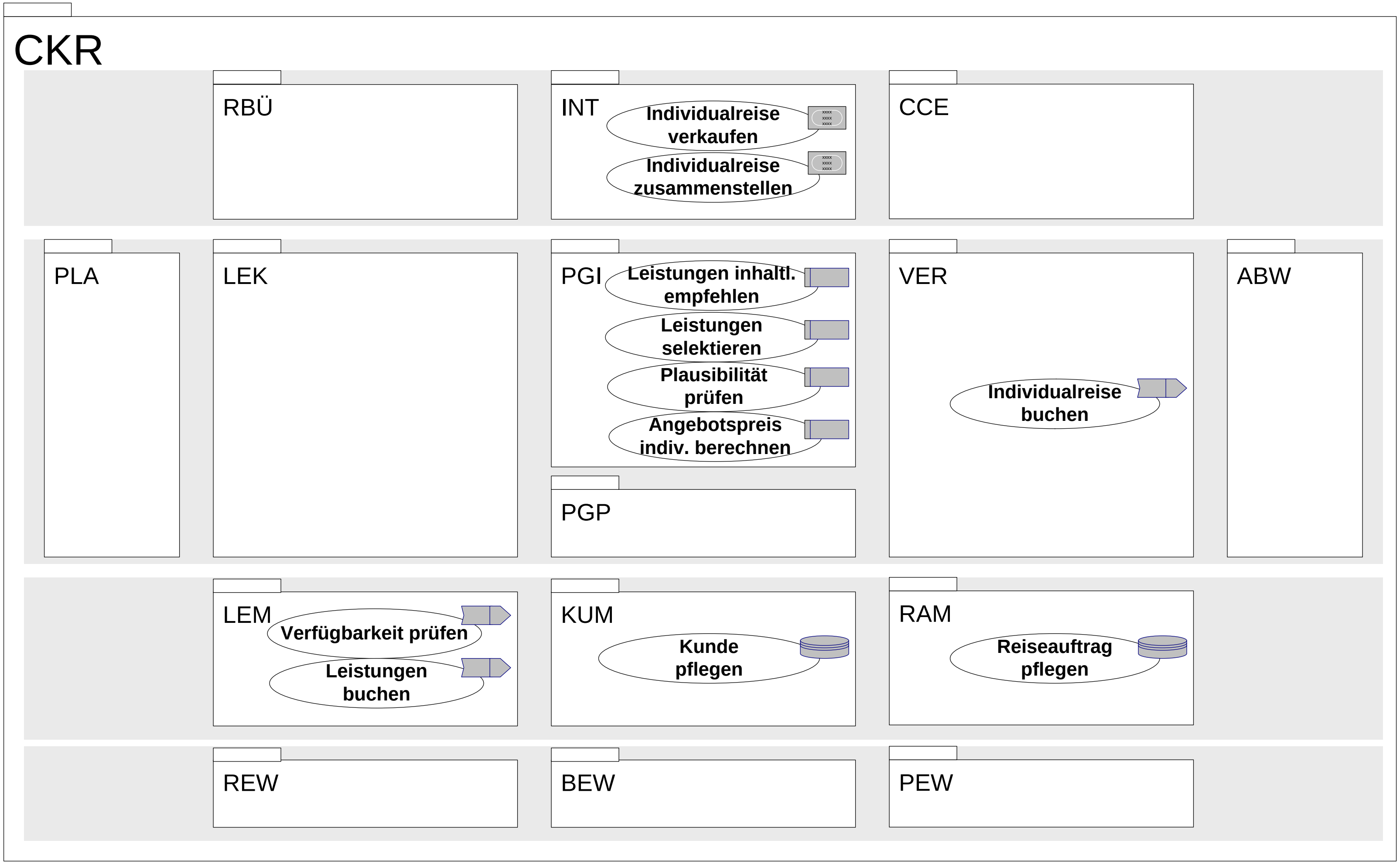
Service actions

- Actions are the steps when running an application service that are relevant to the service requester.

Integration of application services into domains

Application services – the urban development plan





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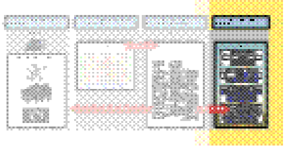
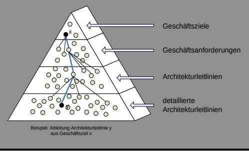
In the next step, the architect plans the development of domains with components

Ideal application landscape



1 2 3 4 5 6 7

Business



Geschäftsziele
Geschäftsanforderungen
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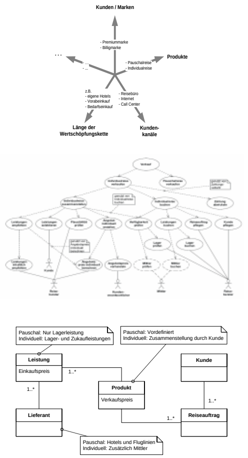
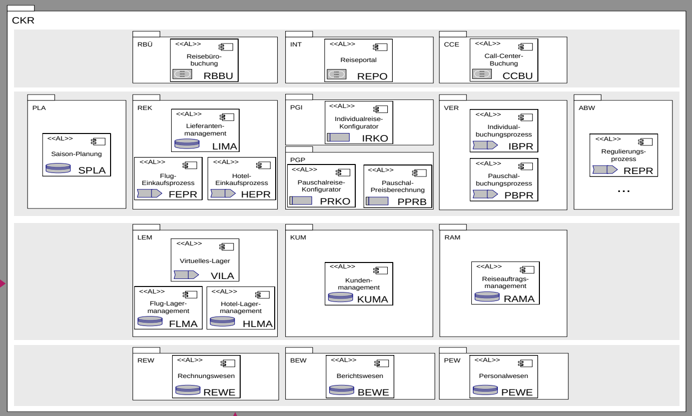
Business Architecture



IT



CKR

RBÜ
<<AL>> Reisebüro-buchung RBBU

INT
<<AL>> Reiseportal REPO

CCE
<<AL>> Call-Center-Buchung CCBU

PLA
<<AL>> Saison-Planung SPLA

REK
<<AL>> Lieferanten-management LIMA
<<AL>> Flug-Einkaufsprozess FEPR
<<AL>> Hotel-Einkaufsprozess HEPR

PGI
<<AL>> Individualreise-Konfigurator IRKO

PGP
<<AL>> Pauschalreise-Konfigurator PRKO
<<AL>> Pauschal-Preisberechnung PPRB

VER
<<AL>> Individual-buchungsprozess IBPR
<<AL>> Pauschal-buchungsprozess PBPR

ABW
<<AL>> Regulierungs-prozess REPR
…

LEM
<<AL>> Virtuelles-Lager VILA
<<AL>> Flug-Lager-management FLMA
<<AL>> Hotel-Lager-management HLMA

KUM
<<AL>> Kunden-management KUMA

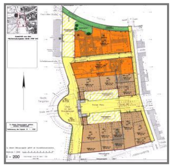
RAM
<<AL>> Reiseauftrags-management RAMA

REW
<<AL>> Rechnungswesen REWE

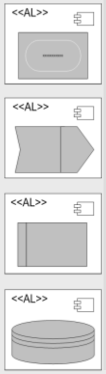
BEW
<<AL>> Berichtswesen BEWE

PEW
<<AL>> Personalwesen PEWE

Development plan



Categories

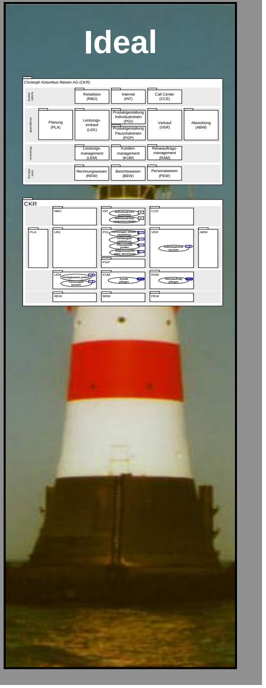


Interaction

Process

Function

Stock



5 Method: Design of components

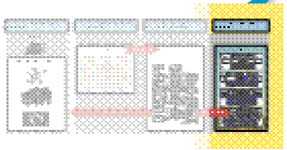
6 Rules: Design of components

7 Ref. architecture: Categorized application landscape

Feedback during lecture: http://www.yourpart.eu/p/seiip

AL components

Components in the AL – the development plan



Definition

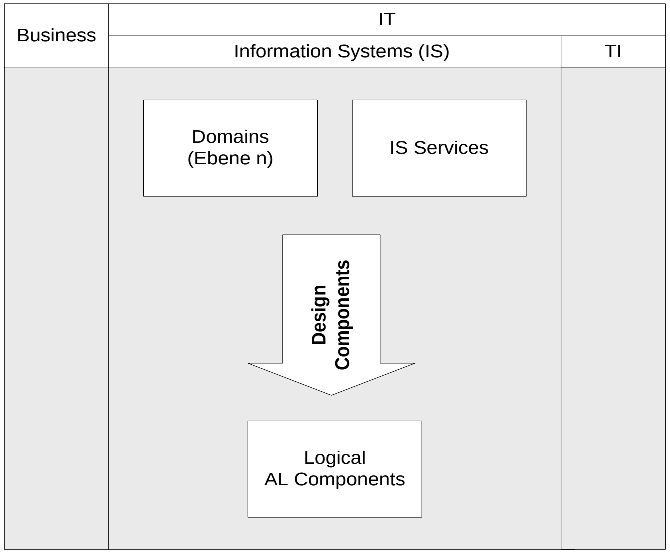
Application landscape component

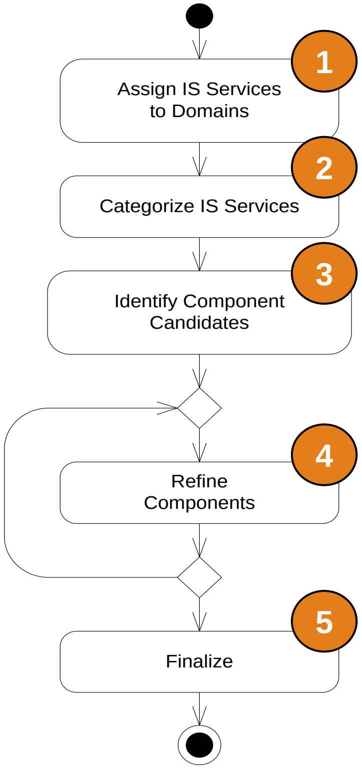
An application landscape component (AL component) is an enclosed unit within an application landscape with the following properties:

1. It implements application services of a company
2. It is comprehensive
3. It has explicit and well-defined interfaces for functions it offers
4. It has explicit and well-defined interfaces for functions it uses
5. It can be coupled with other AL components

Method for designing components

Components in the AL – the development plan





Application services are assigned to domains.

Application services are grouped according to categories Stock, Function, Process and Interaction

One component candidate each is created for the application services of a domain and of a category.

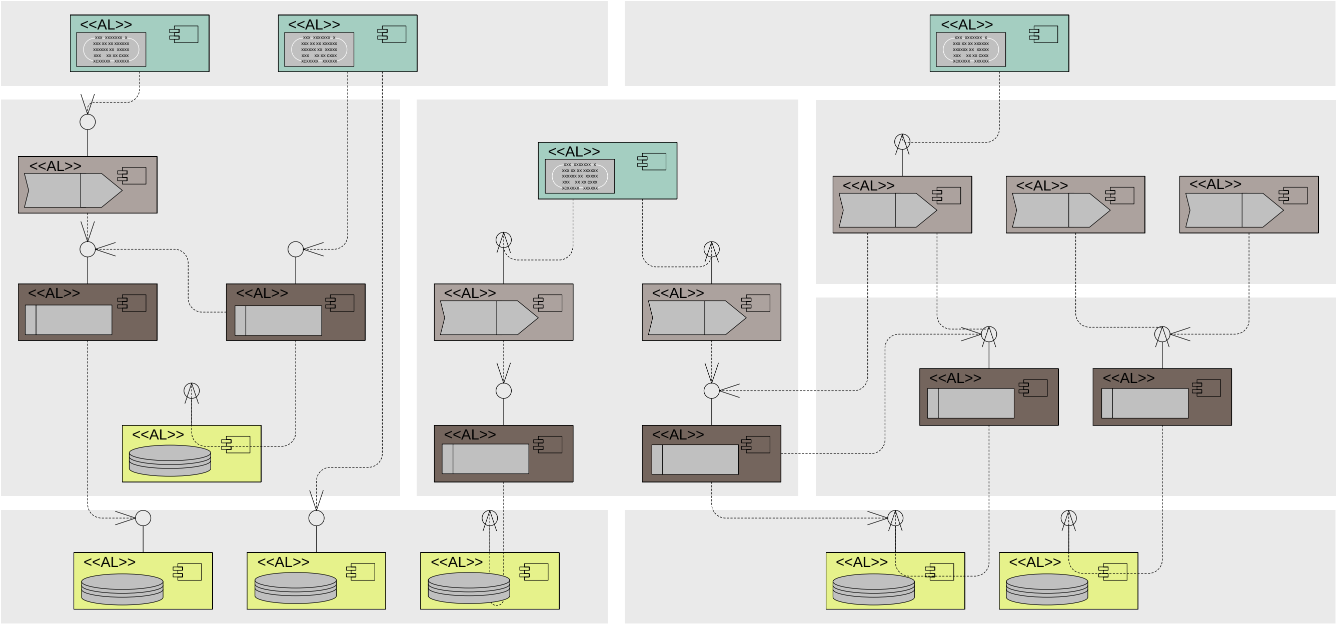
The component candidates are refined in accordance with the rules for the component design.

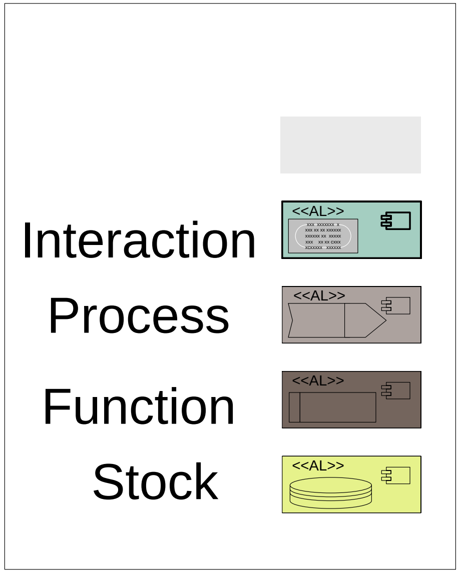
The physical components of the actual application landscape are used to check the component candidates for completeness and are adapted where necessary. They are then given names that are understood and accepted by those involved. They form the final components.

Feedback during lecture: http://www.yourpart.eu/p/seiip

Reference architecture for application landscapes

Components in the AL – the development plan





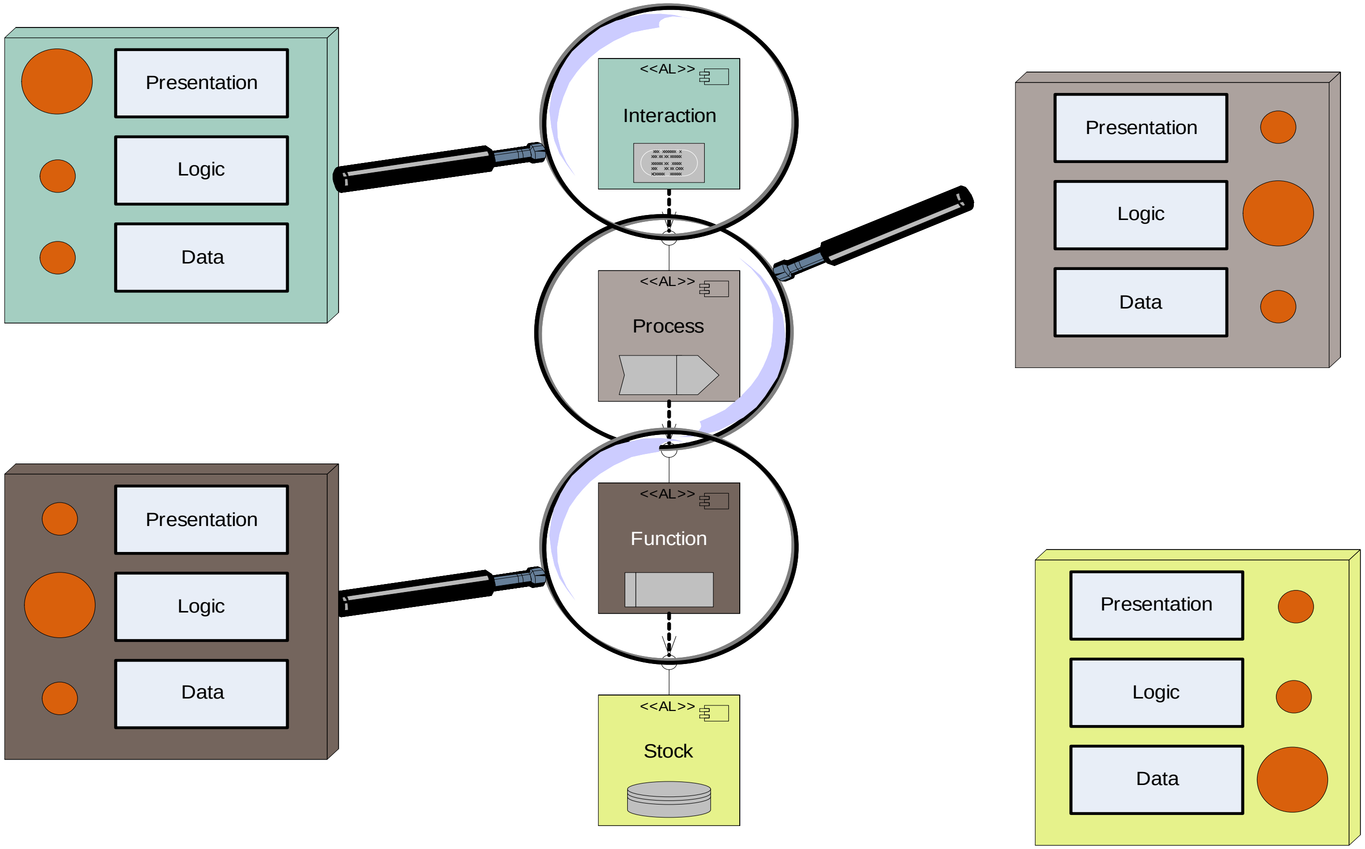
- AL components are assigned uniquely to domains
- The components are assigned uniquely to a category
- The component dependencies follow a layering in the sense that clear-cut call names apply in line with categories Interaction → Process → Function → Stock

The separation of the process logic of function and stock components is one of the most important architectural measures in designing application landscapes.

Feedback during lecture: http://www.yourpart.eu/p/seiip

Categories are not layers!

Components in the AL – the development plan



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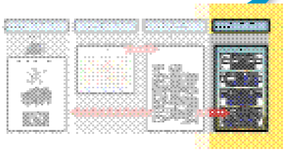
Rules for the design of components



Components in the AL – the development plan

Components

Components and domains

Components should be uniquely assigned to a domain

Functional components

Components should be formed according to functional criteria.

Category-free components

All operations of a component should be of precisely one category (Stock, Function, Process, Interaction).

Coupling in accordance with categories

AL components of different categories should only have couplings in accordance with the reference architecture of the categorized application landscape.

No cyclic couplings

The couplings between components should form an aligned acyclic graph.

Tight cohesion, low coupling

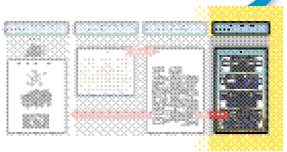
Components should be designed such that they have tight cohesion internally and have a low degree of coupling with each other.

Data sovereignty

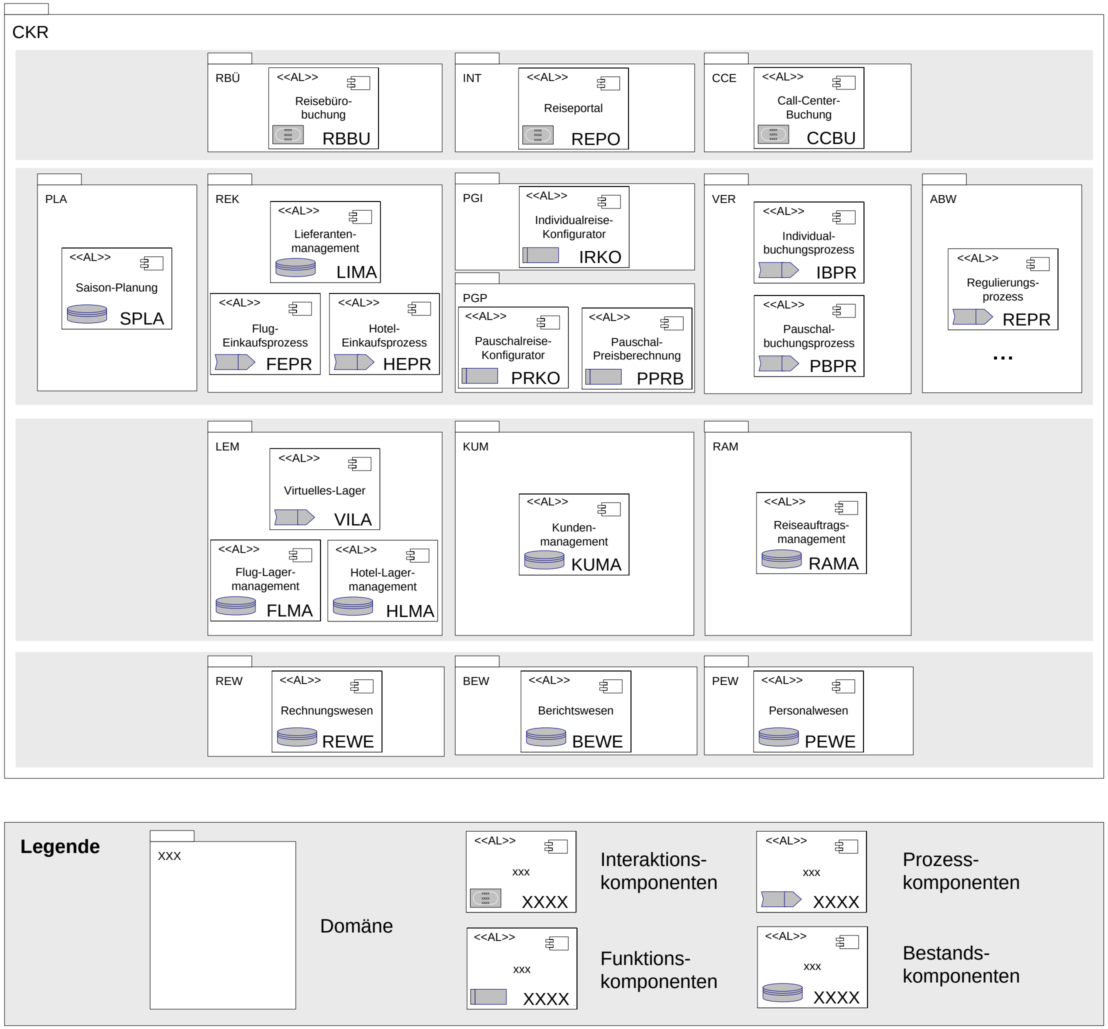
Stock components should have data sovereignty over the business objects.

Feedback during lecture: http://www.yourpart.eu/p/seiip

Development of domains with components



Components in the AL – the development plan



CKR

RBÜ <<AL>> Reisebüro-buchung RBBU

INT <<AL>> Reiseportal REPO

CCE <<AL>> Call-Center-Buchung CCBU

PLA <<AL>> Saison-Planung SPLA

REK <<AL>> Lieferanten-management LIMA <<AL>> Flug-Einkaufsprozess FEPR <<AL>> Hotel-Einkaufsprozess HEPR

PGI <<AL>> Individualreise-Konfigurator IRKO

PGP <<AL>> Pauschalreise-Konfigurator PRKO <<AL>> Pauschal-Preisberechnung PPRB

VER <<AL>> Individual-buchungsprozess IBPR <<AL>> Pauschal-buchungsprozess PBPR

ABW <<AL>> Regulierungs-prozess REPR …

LEM <<AL>> Virtuelles-Lager VILA <<AL>> Flug-Lager-management FLMA <<AL>> Hotel-Lager-management HLMA

KUM <<AL>> Kunden-management KUMA

RAM <<AL>> Reiseauftrags-management RAMA

REW <<AL>> Rechnungswesen REWE

BEW <<AL>> Berichtswesen BEWE

PEW <<AL>> Personalwesen PEWE

Legende

XXX Domäne

<<AL>> xxx XXXX Interaktions-komponenten

<<AL>> xxx XXXX Prozess-komponenten

<<AL>> xxx XXXX Funktions-komponenten

<<AL>> xxx XXXX Bestands-komponenten

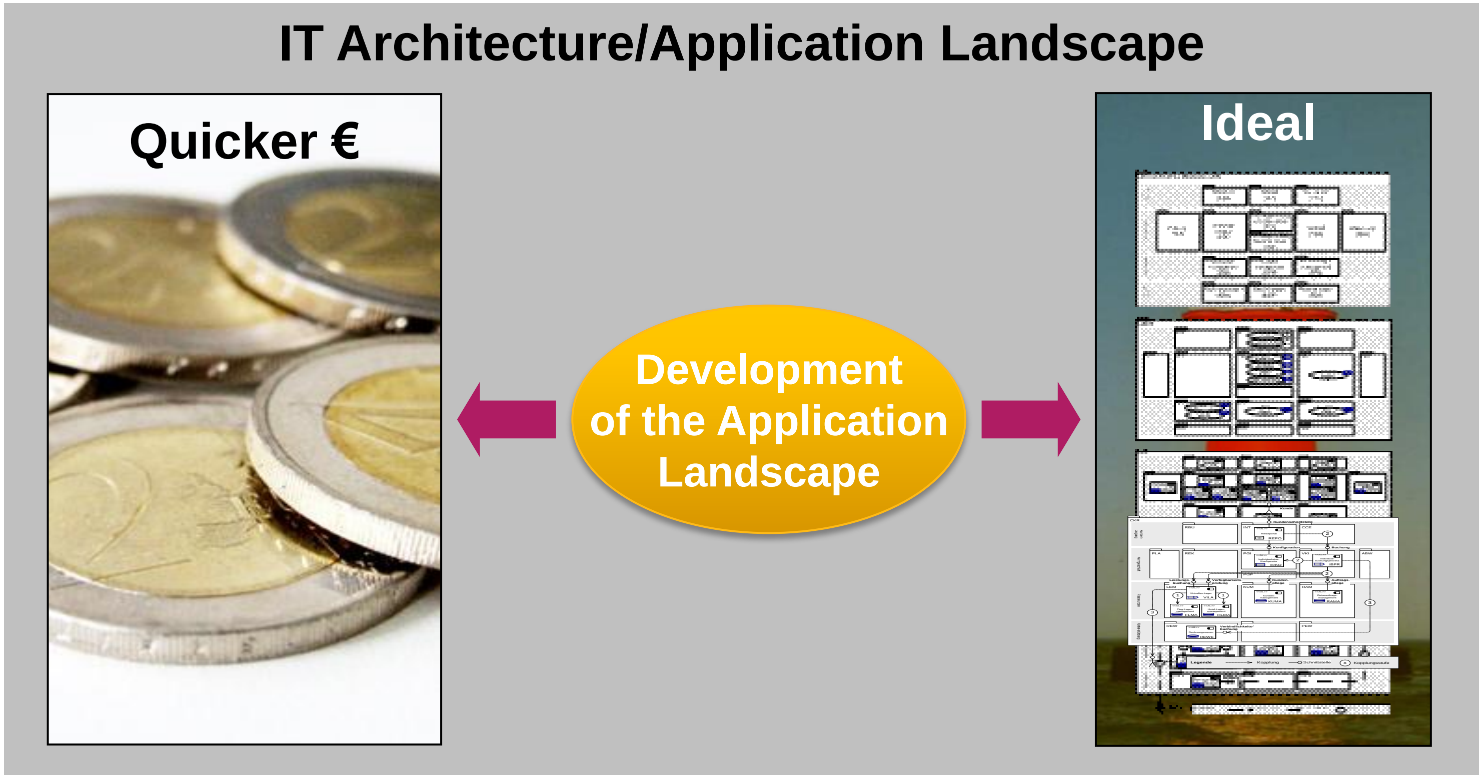
Agenda

- Enterprise Architecture - overview
- Enterprise architecture management in a nutshell
- Quasar Enterprise – business architecture
- Quasar Enterprise – ideal application landscape
- **Quasar Enterprise – managed evolution**

Feedback during lecture: http://www.yourpart.eu/p/seiip

Business and ideal represent two poles - the application landscape must satisfy both as best as possible

Overview of the drivers in the design of an AL



IT Architecture/Application Landscape

Quicker €

Development of the Application Landscape

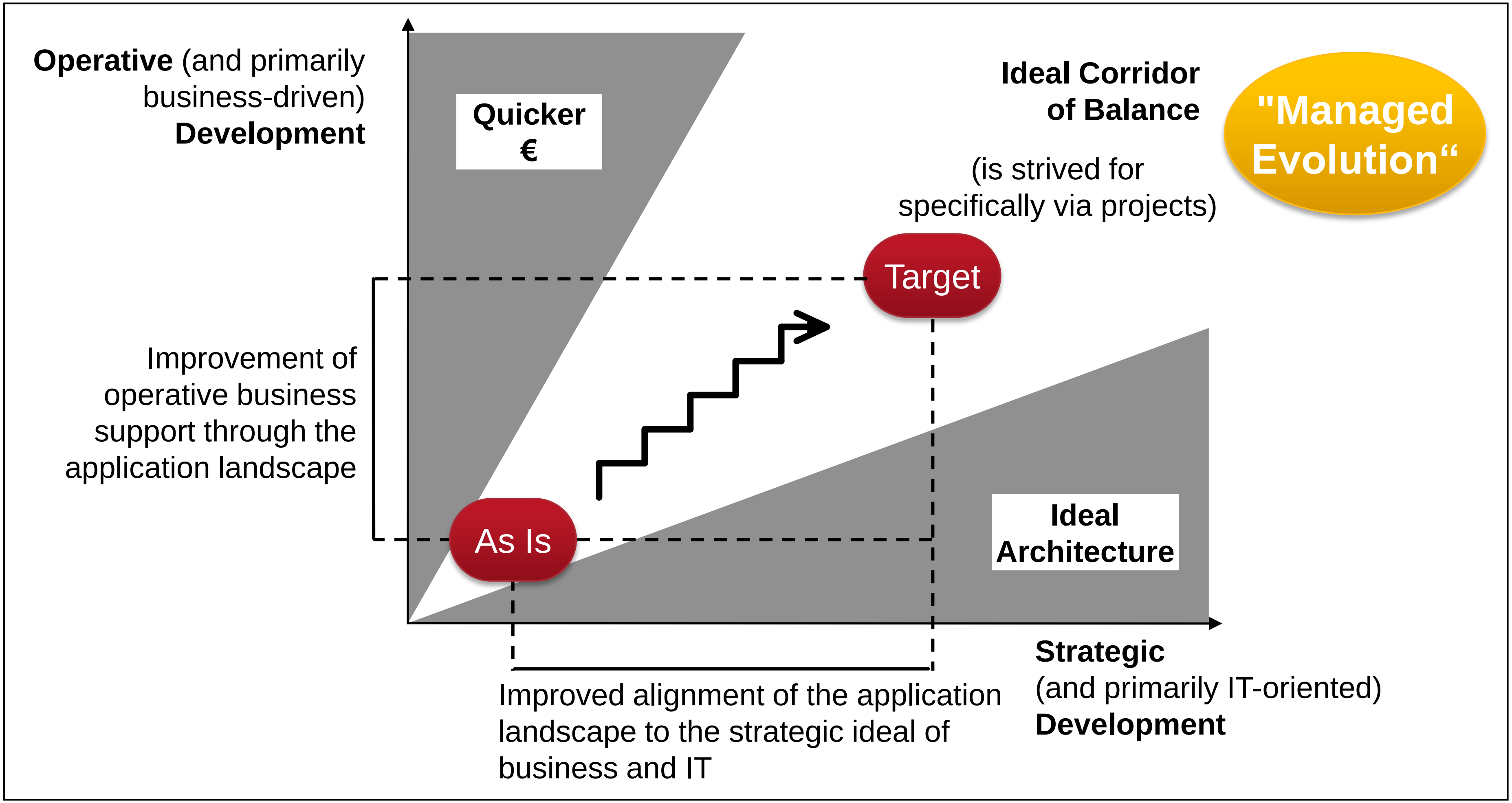
Ideal

Assessment of the actual application landscape in regard to the operative (and primarily business-driven) objectives and requirements.

Assessment of the actual application landscape in regard to the strategic (and primarily IT-driven) objectives in the form of the ideal and the platform strategy – quantitatively and qualitatively.

The architect plans the development of the application landscape as a balance between these two requirements

Overview of the drivers in the design of an AL



Operative (and primarily business-driven) **Development**
Quicker
€
Ideal Corridor of Balance
(is strived for specifically via projects)
"Managed Evolution“
Target
Improvement of operative business support through the application landscape
As Is
Ideal Architecture
Strategic (and primarily IT-oriented) **Development**
Improved alignment of the application landscape to the strategic ideal of business and IT

Feedback during lecture: http://www.yourpart.eu/p/seiip

References on Enterprise Architecture Management

IT-Unternehmens-architektur
Strategien, Betauungspläne, Prozesse
dpunkt.verlag

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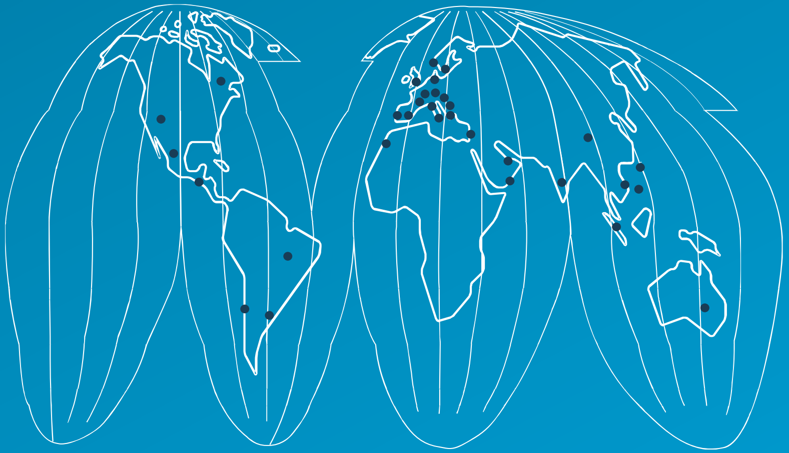

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Research and science live on the exchange of ideas, the clear arrangements are thereby useful

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