

Preface

Hundreds of books, white papers, and articles deal with Enterprise Architectures (EA). They address important questions and create inspiring views, some of which are referenced in this book. But they are unlikely to answer business people's or executives' questions about enterprise architecture management (EAM). The current documented body of knowledge in this domain focuses on engineering techniques such as modelling, patterns, reference architectures, tools, repositories and so on. But if we want to unleash EA's benefits, we need to better understand its management context; in other words, we need to value EAM as a top management topic.

If we therefore focus on *management*, this should appeal to all-business people. And the emphasis on *enterprise* architecture should catch the attention of the executive management, as EA describes and can help develop organisational capabilities and assets.

To test our views, we visited organisations of various sizes from different industries and countries. We wanted to see how they manage their enterprise architecture. We talked to people in business and technology departments, to C-level managers, project managers and enterprise architects. We sought out their best practices, lessons learnt, dos, and don'ts. In the process, we found that the EA challenges that businesses face have little to do with methodology or modelling. However, significant competitive advantage can be achieved:

- where the IT/IS landscape is consistent with the business strategy,
- if existing capabilities are re-used and developed in a goal-oriented way,
- when holistic thinking aligns business requirements and technology, and
- as soon as change-related management practices use a shared model to describe a future state.

This is where this book has a role to play: We describe how businesses can exploit EAM's full potential. The book deals with EAM from a non-technical, business-related perspective, and explores EAM's capacities by discussing its success components, chapter by chapter. We address the executives and decision-makers responsible for introducing or developing EAM. This book can serve as either reading matter or as a reference.

This book is the outcome of two organisations' joint efforts: PricewaterhouseCoopers (PwC) and EBS Business School. With more than 160,000 experts in 154 countries, PwC is one of the world's leading providers of assurance, tax, and business consulting services. EBS Business School is the oldest and one of most renowned business schools in Germany. Its Institute of Research on Information Systems (IRIS) conducts research on EAM, project portfolio management and IT/IS strategy. Consultants and researchers from both organisations and many countries have contributed to this book over a period of almost two years. We are grateful for the know-how, experience and research skills that they provided.

We would also like to thank the interviewees and their companies for granting us access to their views and practices and for providing feedback on our analyses, our colleagues at PwC Consulting and EBS for reviewing and commenting on the manuscripts, Ilse Evertse and her team of editors, those at Springer, and our partners for their patience and support.

We trust that you will enjoy this book and will find it inspiring. Feel free to contact us concerning EAM matters.

Frederik Ahlemann (frederik.ahlemann@ebs.edu)

Eric Stettiner (eric.stettiner@de.pwc.com)

Marcus Messerschmidt (marcus.messerschmidt@de.pwc.com)

Christine Legner (christine.legner@ebs.edu)



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Ahlemann, F.; Stettiner, E.; Messerschmidt, M.; Legner,
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