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This textbook provides a hands-on introduction to enterprise architecture management. It guides the reader through the applications of methods and tools to typical business problems by presenting enterprise architecture frameworks and by sharing experiences from industry. The structure of the book represents the typical stages of the journey of an enterprise architect. Chapter 1 addresses the central question of what to achieve with the introduction of an enterprise architecture. Chapter 2 then introduces concepts and visualizations for business architecture that help with understanding the business. In chapter 3 the development of an application architecture is outlined, which provides transparency on information systems and their business context. Next, chapter 4 presents visual tools to analyze, improve and eventually optimize the application landscape. Chapter 5 discusses both traditional organizational as well as collaborative approaches to enterprise architecture management. Eventually, several established enterprise architecture frameworks like TOGAF, Zachmann, ArchiMate, and IAF are described in chapter 6. The book concludes with a summary and an outlook on future research potential in chapter 7. Based on their experiences through several years of teaching, the authors introduce students step-by-step to enterprise architecture development and management. Their book is intended as a guide for master classes at universities and includes lots of exercises and references for further reading.

To provide a uniform representation for Architecture descriptions, the ArchiMate Enterprise Architecture modelling language has been developed. It offers an integrated architectural approach that describes and visualizes the different architecture domains and their underlying relations and dependencies. This specification contains the formal definition of ArchiMate® as a visual de-

sign language with adequate concepts for specifying inter-related architectures, and specific viewpoints for selected stakeholders. This is complemented by some considerations regarding language extension mechanisms, analysis, and methodological support. Key Features ArchiMate is simple but comprehensive enough to provide a good structuring mechanism for architecture domains, layers, and aspects ArchiMate incorporates modern ideas of the Service Orientation? paradigm Although it intentionally resembles the Unified Modelling Language (UML), the ArchiMate modelling notation is intuitive and much lighter than currently proposed by UML 2.0 The two enterprise architecture standards of The Open Group TOGAF and ArchiMate complement each other and can be used well in combination Tool support for the ArchiMate language is already commercially available

This research-oriented book presents key contributions on architecting the digital transformation. It includes the following main sections covering 20 chapters: · Digital Transformation · Digital Business · Digital Architecture · Decision Support · Digital Applications Focusing on digital architectures for smart digital products and services, it is a valuable resource for researchers, doctoral students, postgraduates, graduates, undergraduates, academics and practitioners interested in digital transformation.

Third edition of the much praised introduction and in-depth book that teaches the leading enterprise architecture modeling language ArchiMate 3. Includes explanations for many subjects that are modeled, such as SOA/API, ESB, Bitcoin/blockchain, Infrastructure as Code, etc. Also contains a BPMN primer. With 380 diagrams.

For trainers free additional material of this book is available. This can be found under the "Training Material" tab. Log in with your trainer account to access the material. TOGAF is a framework - a detailed method and a set of supporting tools - for developing an

enterprise architecture, developed by members of The Open Group Architecture Forum. TOGAF Version 9.1 is a maintenance update to TOGAF 9, addressing comments raised since the introduction of TOGAF 9 in 2009. It retains the major features and structure of TOGAF 9, thereby preserving existing investment in TOGAF, and adds further detail and clarification to what is already proven. It may be used freely by any organization wishing to develop an enterprise architecture for use within that organization (subject to the Conditions of Use). This Book is divided into seven parts: Part I - Introduction This part provides a high-level introduction to the key concepts of enterprise architecture and in particular the TOGAF approach. It contains the definitions of terms used throughout TOGAF and release notes detailing the changes between this version and the previous version of TOGAF. Part II - Architecture Development Method This is the core of TOGAF. It describes the TOGAF Architecture Development Method (ADM) a step-by-step approach to developing an enterprise architecture. Part III - ADM Guidelines & Techniques This part contains a collection of guidelines and techniques available for use in applying TOGAF and the TOGAF ADM. Part IV - Architecture Content Framework This part describes the TOGAF content framework, including a structured metamodel for architectural artifacts, the use of reusable architecture building blocks, and an overview of typical architecture deliverables. Part V - Enterprise Continuum & Tools This part discusses appropriate taxonomies and tools to categorize and store the outputs of architecture activity within an enterprise. Part VI - TOGAF Reference Models This part provides a selection of architectural reference models, which includes the TOGAF Foundation Architecture, and the Integrated Information Infrastructure Reference Model (III-RM). Part VII Architecture Capability Framework This section looks at roles, Governance, compliance skills and much more practical guidance

This title is the Study Guide for the TOGAF® Business Architecture Part 1 Examination. It gives an overview of every learning objective for the TOGAF Business Architecture Syllabus and in-depth coverage on preparing and taking the TOGAF Business Architecture Part 1 Examination. It is specifically designed to help individuals prepare for certification. This Study Guide is excellent material for:

- Individuals who require knowledge and understanding of TOGAF Business Architecture techniques;
- Professionals who are working in roles associated with an architecture project such as those responsible for planning, execution, development, delivery, and operation;
- Architects who are looking to achieve the TOGAF Business Architecture Level 1 credential;
- Architects who want to specialize in development of a Business Architecture based on the TOGAF Standard, Version 9.2;

It covers the following topics:

- Business Modeling
- Business Capabilities
- Value Streams
- Information Mapping
- TOGAF Business Scenarios and how to apply them in development of a Business Architecture based on the TOGAF Standard, Version 9.2.

A prior knowledge of Enterprise Architecture is advantageous but not required. While reading this Study Guide, the reader should also refer to the TOGAF Standard, Version 9.2 documentation (manual), available as hard copy and eBook, from [www.vanharen.net](http://www.vanharen.net) and online booksellers, and also available online at [www.opengroup.org](http://www.opengroup.org).

This book offers a selection of the best papers presented at the annual international scientific conference "Digital Transformation in Industry: Trends, Management, Strategies (DTI2021)," held by the Institute of Economics, Ural Branch of the Russian Academy of Sciences, in Ekaterinburg (Russia) on October 29, 2021. The book focuses on the idea of introduction mechanisms for digitization processes and on highlighting successful digital transformation strategies in all sectors of industry. Key topics include the development of a cyber-physical production system for Industry 4.0; digital design technologies for enhancing the competitiveness of products and companies; digital twin-driven product manufacturing and services; and the effects of the industrial digital transformation on society and the environment. With regard to implementing IT and other technological innovations, lessons learned in developed and developing economies, as well as small and large enterprises, are included. Given its scope, the book offers a valuable asset for researchers and managers of industrial organizations alike. This book constitutes the refereed proceedings of the 15th Inter-

national Workshop on Enterprise and Organizational Modeling and Simulation, EOMAS 2019, held in Rome, Italy, in June 2019. The main focus of EOMAS is on the role, importance, and application of modeling and simulation within the extended organizational and enterprise context. The 12 full papers presented in this volume were carefully reviewed and selected from 25 submissions. They were organized in topical sections on conceptual modeling, enterprise engineering, and formal methods.

Enterprise-architectuur wint steeds meer aan belang. Het is niet alleen de toenemende complexiteit in IT en de alsmaar groeiende behoefte aan informatie, maar ook de complexere manieren van zaken doen die organisaties noopt om op samenhang te sturen. In steeds meer organisaties zijn dan ook architecten werkzaam, niet alleen in de IT, maar ook in de business. Langzamerhand wordt het vakgebied enterprise-architectuur volwassen. Eén van de verschijnselen is het ontstaan van aanpakken, methoden en talen om enterprise-architectuur te classificeren, te beschrijven en te implementeren. De praktijk wijst uit dat het niet gemakkelijk is om de meest geschikte aanpak of methode te kiezen. Aanpakken en methoden zijn niet vergelijkbaar en eerder complementair dan elkaar uitsluitend. Het lijkt alsof je appels en peren vergelijkt. Daarnaast is iedere organisatie weer anders en hangt het van de manier en volwassenheid van het bedrijven van enterprise-architectuur af, welke methode daar het beste bij past. Dit alles maakt het kiezen van dé enterprise-architectuurmethode voor een organisatie tot een hachelijke aangelegenheid. Bij dit boek is separaat (gratis, via internet) verkrijgbaar:

- Alle afbeeldingen in het boek, in Powerpoint formaat. Klik op de knop Training Material bij het boek op onze website.

An enterprise architecture tries to describe and control an organisation's structure, processes, applications, systems and techniques in an integrated way. The unambiguous specification and description of components and their relationships in such an architecture requires a coherent architecture modelling language. Lankhorst and his co-authors present such an enterprise modelling language that captures the complexity of architectural domains and their relations and allows the construction of integrated enterprise architecture models. They provide architects with concrete instruments that improve their architectural practice. As this is not enough, they additionally present techniques and heuristics for communicating with all relevant stakeholders about

these architectures. Since an architecture model is useful not only for providing insight into the current or future situation but can also be used to evaluate the transition from 'as-is' to 'to-be', the authors also describe analysis methods for assessing both the qualitative impact of changes to an architecture and the quantitative aspects of architectures, such as performance and cost issues. The modelling language presented has been proven in practice in many real-life case studies and has been adopted by The Open Group as an international standard. So this book is an ideal companion for enterprise IT or business architects in industry as well as for computer or management science students studying the field of enterprise architecture.

Solution architecture is concerned with the design and definition of (information technology) solutions so they can be subsequently implemented, used, operated and supported securely and efficiently. The solution exists to operate business processes in order to achieve business objectives, meet a business need and deliver business value. Solution architecture is concerned with engaging with the originating business function looking for the solution to create a solution vision and design a solution that meets their needs, subject to a range of constraints such as cost and affordability, time to deliver and organisational standards. The solution must exist as a coherent whole. Solutions must be designed consistently across the solution landscape and make optimum use of appropriate technologies. Solution architecture must focus on creating usable and useful solutions. Solution architecture must have a standard reliable approach to business engagements and the design of solution that emerge from them. Solution architecture must work collaboratively with other information technology functions - other architecture roles, business analysis and service management - to ensure continuity along the solution delivery journey. Effective solution architecture involves:

- Have a depth and breadth of solution delivery and technical experience to be able to identify solution design options quickly-
- Being able to understand the detail of the solution while maintaining a view of the wider (and higher) context of the business need for the solution and being able to explain both these views of sets of information-
- Being able to communicate effectively with all parties - technical and business - involved in the solution design and delivery journey, assist with decision-making, be realistic and make appropriate compromises and design choices in order to create the best

solution design-Being able to apply technology appropriately and with selective innovation (and the desire to constantly acquire new knowledge and ways of applying technology)-Being involved in the solution delivery journey along its entire length-Being able to be the solution advocate and subject matter expert This book is aimed at a variety of potential readers: -Existing solution architects who want to have a more theoretical and a broader understanding of their role-Existing or new managers of solution architecture functions who want to create a high-performing practice within their organisations and who want to articulate the benefits and value solution architect can contribute to the information technology function and the wider business and the potential it can offer to the business organisation-Managers of information technology functions who want to understand what solution architecture is, where it fits into the wider architecture context and disciplines and solution delivery and operation and the value it can contribute to both the information technology function and the wider business-Other information technology architects who want to understand how the architecture disciplines can work together to deliver value-Business analysts and managers of business analysis functions who want to understand how they can work more closely with the solution architecture function in order to provide the business with a better overall service-Other information technology personnel who want to move into solution architecture and who want to understand what it is-Consulting organisations and individuals who want to develop and offer value-adding solution architecture services

The TOGAF 9 certification program is a knowledge-based certification program. It has two levels, leading to certification for TOGAF 9 Foundation and TOGAF 9 Certified, respectively. The purpose of certification to TOGAF 9 Certified is to provide validation that, in addition to the knowledge and comprehension of TOGAF 9 Foundation level, the Candidate is able to analyze and apply this knowledge. The learning objectives at this level therefore focus on application and analysis in addition to knowledge and comprehension. This Study Guide supports students in preparation for the TOGAF 9 Part 2 Examination, leading to TOGAF 9 Certified.

This book covers the following main topics: A) information and knowledge management; B) organizational models and information systems; C) software and systems modeling; D) software systems, architectures, applications and tools; E) multimedia sys-

tems and applications; F) computer networks, mobility and pervasive systems; G) intelligent and decision support systems; H) big data analytics and applications; I) human-computer interaction; J) ethics, computers and security; K) health informatics; L) information technologies in education; M) information technologies in radio communications; N) technologies for biomedical applications. This book is composed by a selection of articles from The 2022 World Conference on Information Systems and Technologies (WorldCIST'22), held between April 12 and 14, in Budva, Montenegro. WorldCIST is a global forum for researchers and practitioners to present and discuss recent results and innovations, current trends, professional experiences, and challenges of modern information systems and technologies research, together with their technological development and applications.

This is the official Open Group Pocket Guide for TOGAF Version 9 Enterprise Edition. This pocket guide is published by Van Haren Publishing on behalf of The Open Group. TOGAF, The Open Group Architectural Framework is a fast growing, worldwide accepted standard that can help organisations build their own Enterprise Architecture in a standardised way. This book explains why the in's and out's of TOGAF in a concise manner. This book explains how TOGAF can help to make an Enterprise Architecture. Enterprise Architecture is an approach that can help management to understand this growing complexity.

Putting capability management into practice requires both a solid theoretical foundation and realistic approaches. This book introduces a development methodology that integrates business and information system development and run-time adjustment based on the concept of capability by presenting the main findings of the CaaS project - the Capability-Driven Development (CDD) methodology, the architecture and components of the CDD environment, examples of real-world applications of CDD, and aspects of CDD usage for creating business value and new opportunities. Capability thinking characterizes an organizational mindset, putting capabilities at the center of the business model and information systems development. It is expected to help organizations and in particular digital enterprises to increase flexibility and agility in adapting to changes in their economic and regulatory environments. Capability management denotes the principles of how capability thinking should be implemented in an organization and the organizational means. This book is intended for anyone who

wants to explore the opportunities for developing and managing context-dependent business capabilities and the supporting business services. It does not require a detailed understanding of specific development methods and tools, although some background knowledge and experience in information system development is advisable. The individual chapters have been written by leading researchers in the field of information systems development, enterprise modeling and capability management, as well as practitioners and industrial experts from these fields.

This book constitutes the refereed proceedings of the 31st International Conference on Advanced Information Systems Engineering, CAiSE 2019, held in Rome, Italy, in June 2019. The 41 full papers presented in this volume were carefully reviewed and selected from 206 submissions. The book also contains one invited talk in full paper length. The papers were organized in topical sections named: information system engineering; requirements and modeling; data modeling and analysis; business process modeling and engineering; information system security; and learning and mining in information systems. Abstracts on the CAiSE 2019 tutorials can be found in the back matter of the volume.

The overall objective of this book is to show that data management is an exciting and valuable capability that is worth time and effort. More specifically it aims to achieve the following goals: 1. To give a "gentle" introduction to the field of DM by explaining and illustrating its core concepts, based on a mix of theory, practical frameworks such as TOGAF, ArchiMate, and DMBOK, as well as results from real-world assignments. 2. To offer guidance on how to build an effective DM capability in an organization. This is illustrated by various use cases, linked to the previously mentioned theoretical exploration as well as the stories of practitioners in the field. The primary target groups are: busy professionals who "are actively involved with managing data". The book is also aimed at (Bachelor's/ Master's) students with an interest in data management. The book is industry-agnostic and should be applicable in different industries such as government, finance, telecommunications etc. Typical roles for which this book is intended: data governance office/ council, data owners, data stewards, people involved with data governance (data governance board), enterprise architects, data architects, process managers, business analysts and IT analysts. The book is divided into three main parts: theory, practice, and closing remarks. Furthermore, the chapters are as



short and to the point as possible and also make a clear distinction between the main text and the examples. If the reader is already familiar with the topic of a chapter, he/she can easily skip it and move on to the next.

This book captures and communicates the wealth of architecture experience Capgemini has gathered as a member of The Open Group – a vendor- and technology-neutral consortium formed by major industry players – in developing, deploying, and using its “Integrated Architecture Framework” (IAF) since its origination in 1993. Today, many elements of IAF have been incorporated into the new version 9 of TOGAF, the related Open Group standard. The authors, all working on and with IAF for many years, here provide a full reference to IAF and a guide on how to apply it. In addition, they describe in detail the relations between IAF and the architecture standards TOGAF and Archimate and other development or process frameworks like ITIL, CMMI, and RUP. Their presentation is targeted at architects, project managers, and process analysts who have either considered or are already working with IAF – they will find many roadmaps, case studies, checklists, and tips and advice for their daily work.

Software services are established as a programming concept, but their impact on the overall architecture of enterprise IT and business operations is not well-understood. This has led to problems in deploying SOA, and some disillusionment. The SOA Source Book adds to this a collection of reference material for SOA. It is an invaluable resource for enterprise architects working with SOA. The SOA Source Book will help enterprise architects to use SOA effectively. It explains: What SOA is How to evaluate SOA features in business terms How to model SOA How to use The Open Group Architecture Framework (TOGAF™) for SOA SOA governance This book explains how TOGAF can help to make an Enterprise Architecture. Enterprise Architecture is an approach that can help management to understand this growing complexity.

For trainers free additional material of this book is available. This can be found under the "Training Material" tab. Log in with your trainer account to access the material. Voor trainers is er gratis extra materiaal bij dit boek beschikbaar. Dit is te vinden onder het tabblad Training Material . Log in met uw trainersaccount om het materiaal te raadplegen. Enterprise-architectuur wint steeds meer aan belang. Het is niet alleen de toenemende complexiteit in IT en de alsmaar groeiende behoefte aan informatie, maar ook de

complexere manieren van zaken doen die organisaties noopt om op samenhang te sturen. In steeds meer organisaties zijn dan ook architecten werkzaam, niet alleen in de IT, maar ook in de business. Langzamerhand wordt het vakgebied enterprise-architectuur volwassen. Eén van de verschijnselen is het ontstaan van aanpakken, methoden en talen om enterprise-architectuur te classificeren, te beschrijven en te implementeren. De praktijk wijst uit dat het niet gemakkelijk is om de meest geschikte aanpak of methode te kiezen. Aanpakken en methoden zijn niet vergelijkbaar en eerder complementair dan elkaar uitsluitend. Het lijkt alsof je appels en peren vergelijkt. Daarnaast is iedere organisatie weer anders en hangt het van de manier en volwassenheid van het bedrijven van enterprise-architectuur af, welke methode daar het beste bij past. Dit alles maakt het kiezen van dé enterprise-architectuurmethode voor een organisatie tot een hachelijke aangelegenheid.

The ArchiMate® Specification, an Open Group Standard, defines an open and independent modeling language for Enterprise Architecture that is supported by different tool vendors and consulting firms. The ArchiMate language enables Enterprise Architects to describe, analyze, and visualize the relationships among business domains in an unambiguous way. This book is the official specification of the ArchiMate 3.0.1 modeling language from The Open Group. ArchiMate 3.0.1 is a minor update to ArchiMate 3.0, containing the set of corrections from ArchiMate 3.0 Technical Corrigendum No. 1 (U172). This addresses inconsistencies and errors identified since the publication of Version 3.0 in June 2016. The ArchiMate Specification supports modeling throughout the TOGAF® Architecture Development Method (ADM). New features in Version 3 include elements for modeling the enterprise at a strategic level, such as capability, resource, and outcome. It also includes support to model the physical world of materials and equipment. Furthermore, the consistency and structure of the language have been improved, definitions have been aligned with other standards, and its usability has been enhanced in various other ways. The intended audience is threefold: • Enterprise Architecture practitioners, such as architects (e.g., business, application, information, process, infrastructure, and, obviously, enterprise architects), senior and operational management, project leaders, and anyone committed to work within the reference framework defined by the Enterprise Architecture. • Those who intend to im-

plement the ArchiMate language in a software tool; they will find a complete and detailed description of the language in this book.

• The academic community, on which we rely for amending and improving the language, based on state-of-the-art research results in the Enterprise Architecture field.

Information Systems (IS) as a discipline draws on diverse areas including, technology, organisational theory, management and social science. The field is recognized as very broad and encompassing many themes and areas. However, the development of artefacts, or information systems development (ISD), in the broadest sense, is a central concern of the discipline. Significantly, ISD impacts on the organisational and societal contexts through the use of the artefacts constructed by the development. Today, that impact also needs to be evaluated in terms of its effects on the environment. Sustainable, or "green," IT is a catch-all term used to describe the development, manufacture, management, use and disposal of ICT in a way that minimizes damage to the environment. As a result, the term has many different meanings, depending on the role assumed in the life span of the ICT artefact. The theme of the proposed work is to critically examine the whole range of issues around ISD from the perspective of sustainability. Sustainable IT is an emerging theme in academic research and industry practice in response to an individual concern for the environment and the embryonic regulatory environments being enacted globally to address the environmental impact of ICT. In this work we intend to bring together in one volume the diverse research around the development of sustainable IS.

Enterprises, from small to large, evolve continuously. As a result, their structures are transformed and extended continuously. Without some means of control, such changes are bound to lead to an overly complex, uncoordinated and heterogeneous environment that is hard to manage and hard to adapt to future changes. Enterprise architecture principles provide a means to direct transformations of enterprises. As a consequence, architecture principles should be seen as the cornerstones of any architecture. In this book, Greefhorst and Proper focus on the role of architecture principles. They provide both a theoretical and a practical perspective on architecture principles. The theoretical perspective involves a brief survey of the general concept of principle as well as an analysis of different flavors of principles. Architecture principles are regarded as a specific class of normative principles that direct the

design of an enterprise, from the definition of its business to its supporting IT. The practical perspective on architecture principles is concerned with an approach to the formulation of architecture principles, as well as their actual use in organizations. To illustrate their use in practice, several real-life cases are discussed, an application of architecture principles in TOGAF is included, and a catalogue of example architecture principles is provided. With this broad coverage, the authors target students and researchers specializing in enterprise architecture or business information systems, as well as practitioners who want to understand the foundations underlying their practical daily work.

This is the official Pocket Guide for the TOGAF® Standard, Version 9.2, from The Open Group. It is published in hard copy and electronic formats by Van Haren Publishing. The TOGAF Standard, a standard of The Open Group, is a proven Enterprise Architecture methodology and framework used by the world's leading organizations to improve business efficiency. It is the most prominent and reliable Enterprise Architecture standard, ensuring consistent standards, methods, and communication among Enterprise Architecture professionals. Those professionals who are fluent in the TOGAF approach enjoy greater industry credibility, job effectiveness, and career opportunities. The TOGAF approach helps practitioners avoid being locked into proprietary methods, utilize resources more efficiently and effectively, and realize a greater return on investment.

Open Agile Architecture™, a standard of The Open Group, offers an approach to architect at scale with agility. It provides guidance and best practices for Enterprise Architects seeking to transition into Agile and Digital contexts. Empowering an Enterprise to Succeed with its Digital-Agile Transformation Agile teams drive the enterprise's Digital Transformation by inventing new business models, delivering superior customer experiences, developing digital products, and architecting highly-automated operating systems. The Open Agile Architecture Standard was designed keeping the needs of all business stakeholders in mind: Business Leaders – to drive the enterprise's Digital and Agile change journey Enterprise Architects – to extend their scope of influence in an Agile at scale world Product Managers – to help transform customer experience, innovate products, and generate growth Product Owners – to accelerate their transformation from managing feature backlogs to steering value delivery Operations Managers – to enable them to

leverage Lean and automation to generate sustainable competitive advantages Software Engineers – to leverage the power of digital technologies to co-innovate with the business The more Agile the enterprise, the faster the learning cycles, and faster learning cycles translate to shorter time-to-market resulting in more agility. By adopting an Open Agile Architecture approach, your organization can capitalize on this accelerated learning cycle, meaning your Agile and Digital capabilities continuously and simultaneously co-create one another.

Corporations accumulate a lot of valuable data and knowledge over time, but storing and maintaining this data can be a logistic and financial headache for business leaders and IT specialists. Uncovering Essential Software Artifacts through Business Process Archaeology introduces an emerging method of software modernization used to effectively manage legacy systems and company operations supported by such systems. This book presents methods, techniques, and new trends on business process archeology as well as some industrial success stories. Business experts, professionals, and researchers working in the field of information and knowledge management will use this reference source to efficiently and effectively implement and utilize business knowledge.

Mastering ArchiMate is a book about the ArchiMate(r) Enterprise Architecture Modeling Language, which is an open standard and a Registered Trade Mark of The Open Group. This book gives an introduction to the language and then goes on to show you many different patterns for its use. From Business to Infrastructure, from Risk & Security to Application Exploitation and Maintenance. The first edition was published in 2012 and quickly became widely used. The Open Group even published a white paper "ArchiMate, Understanding the Basics" that was almost literally taken from the ArchiMate Basics chapter of the first edition of this book. This second edition has twice the diagrams in a book roughly one and a half times the pages of the first edition. There are several new subjects, like linking ArchiMate to BPMN. It has been updated to ArchiMate 2.1. Gerben Wierda (1961) is Lead Architect of APG Asset Management, one of the largest Fiduciary Managers in the world. He has overseen the construction of one of the largest single ArchiMate models in the world to date. He holds an M.Sc. in Physics from the University of Groningen and an MBA from RSM Erasmus, Rotterdam.

Van Haren Publishing is the world's leading publisher in best prac-

tice, methods and standards within IT Management, Project Management, Enterprise Architecture and Business Management. We are the official publisher for some of the world's leading organizations and their frameworks including: The Open Group [TOGAF], IPMA-NL, ITSqc [eSCM Models], GamingWorks [ABC of ICT], ASL BiSL Foundation, IAOP®, IACCM, CRP Henri Tudor and PMI NL. This catalogue will provide you with an overview of our most popular and upcoming titles, but also gives you a quality summary on internationally relevant frameworks. Van Haren Publishing is an independent, worldwide recognized publisher, well known for our extensive professional network (authors, reviewers and accreditation bodies of standards), flexibility and years of experience. We make content available in hard copy and digital formats, designed to suit your personal preference (iPad, Kindle and online), available through over 50 distribution partners (Amazon, Google Play, Barnes & Noble, Managementboek and Bol.com, etc.) and over 700 outlets worldwide. Free whitepapers are available in our eKnowledge, with a licence for our eLibrary you can download all our eBooks within your area of expertise and in our eShop you can place your order in your favorite media format: hard copy or eBook.

For trainers free additional material of this book is available. This can be found under the "Training Material" tab. Log in with your trainer account to access the material. This title is a Study Guide for TOGAF® 9 Foundation. It gives an overview of every learning objective for the TOGAF 9 Foundation Syllabus and in-depth coverage on preparing and taking the TOGAF 9 Part 1 Examination. It is specifically designed to help individuals prepare for certification. This Study Guide is excellent material for:- Individuals who require a basic understanding of TOGAF 9;- Professionals who are working in roles associated with an architecture project such as those responsible for planning, execution, development, delivery, and operation;- Architects who are looking for a first introduction to TOGAF 9;- Architects who want to achieve Level 2 certification in a stepwise manner and have not previously qualified as TOGAF 8 Certified. A prior knowledge of enterprise architecture is advantageous but not required. While reading this Study Guide, the reader should also refer to the TOGAF Version 9.1 documentation (manual), available as hard copy and eBook, from [www.vanharen.net](http://www.vanharen.net) and online booksellers, and also available online at [www.opengroup.org](http://www.opengroup.org).

ArchiMate®, an Open Group Standard, is an open and independent modelling language for Enterprise Architecture that is supported by different tool vendors and consulting firms. ArchiMate provides instruments to enable enterprise architects to describe, analyze, and visualize the relationships among business domains in an unambiguous way. This book provides the official specification of ArchiMate 2.1 from The Open Group. ArchiMate 2.1 is a maintenance update to ArchiMate 2.0, addressing comments raised since the introduction of ArchiMate 2.0 in 2012. The ArchiMate 2.1 Standard supports modelling throughout the TOGAF® Architecture Development Method (ADM). The intended audience is threefold: Enterprise Architecture practitioners, such as architects (e.g. application, information, process, infrastructure, and, obviously, enterprise architects), senior and operational management, project leaders, and anyone committed to work within the reference framework defined by the Enterprise Architecture. Those who intend to implement ArchiMate in a software tool; they will find a complete and detailed description of the language in this book. The academic community, on which we rely for amending and improving the language, based on state-of-the-art research results in the enterprise architecture field.

A critical part of any company's successful strategic planning is the creation of an Enterprise Business Architecture (EBA) with its formal linkages. Strategic research and analysis firms have recognized the importance of an integrated enterprise architecture and they have frequently reported on its increasing value to successful companies. Enterpr

ArchiMate®, an Open Group Standard, is an open and independent modeling language for Enterprise Architecture that is supported by different tool vendors and consulting firms. The ArchiMate language enables Enterprise Architects to describe, analyze, and visualize the relationships among architecture domains in an unambiguous way. This Pocket Guide is based on the ArchiMate® 3.0.1 Specification. It gives a concise introduction to the ArchiMate language. What's more, it's authoritative with material derived from the official ArchiMate documentation. Topics covered include:

- A high-level introduction to the ArchiMate Specification and its relationship to Enterprise Architecture
- The high-level structure of the ArchiMate language, including an introduction to layering, and the ArchiMate Framework
- The Generic Metamodel for the language
- The relationships that the ArchiMate language

- includes to model the links between elements
- The Motivation Elements, which includes concepts such as goal, principle, and requirement
- The Strategy Elements, which includes concepts such as resource, capability, and course of action
- The Business Layer, which includes the modeling concepts relevant in the business domain
- The Application Layer, which includes modeling concepts relevant for software applications
- The Technology Layer, which includes modeling concepts relevant for system software applications and infrastructure
- The Physical Elements, which include concepts relevant for the modeling of physical concepts like machines and physical installations
- The relationships between different layers of the language
- The Implementation and Migration Elements, which include concepts to support modeling Enterprise Architecture-enabled transformation
- A summary of the major changes from ArchiMate 2.1 to ArchiMate 3
- A Glossary of terms

This volume constitutes the proceedings of the 7th IFIP WG 8.1 Conference on the Practice of Enterprise Modeling held in November 2014 in Manchester, UK. The focus of the PoEM conference series is on advances in the practice of enterprise modeling through a forum for sharing knowledge and experiences between the academic community and practitioners from industry and the public sector. The 16 full and four short papers accepted were carefully reviewed and selected from 39 submissions. They reflect different topics of enterprise modeling including business process modeling, enterprise architecture, investigation of enterprise modeling methods, requirements engineering, and specific aspects of enterprise modeling.

Note: This book is available in several languages: Brazilian Portuguese, English, Spanish, French. This is the official Open Group Pocket Guide for TOGAF Version 9.1 and is published in hard copy and electronic format by Van Haren Publishing on behalf of The Open Group. TOGAF®, an Open Group Standard, is a proven enterprise architecture methodology and framework used by the world's leading organizations to improve business efficiency. It is the most prominent and reliable enterprise architecture standard, ensuring consistent standards, methods, and communication among enterprise architecture professionals. Enterprise architecture professionals fluent in TOGAF standards enjoy greater industry credibility, job effectiveness, and career opportunities. TOGAF helps practitioners avoid being locked into proprietary methods,

utilize resources more efficiently and effectively, and realize a greater return on investment.

The ArchiMate(R) Specification, a standard of The Open Group, defines an open and independent modeling language for Enterprise Architecture that is supported by different tool vendors and consulting firms. The ArchiMate language enables Enterprise Architects to describe, analyze, and visualize the relationships among business domains in an unambiguous way. This book is the official specification of the ArchiMate 3.1 modeling language from The Open Group. This edition of the standard includes a number of corrections, clarifications, and improvements to the previous edition, as well as several additions. The main changes between Version 3.0.1 and Version 3.1 of the ArchiMate Specification are listed below. In addition to these changes, various other minor improvements in definitions and other wording have been made:

- Introduced a new strategy element: value stream
- Added an optional directed notation for the association relationship
- Improved the organization of the metamodel and associated figures
- Further improved and formalized the derivation of relationships

The intended audience is threefold:

1. Enterprise Architecture practitioners, such as architects (e.g., business, application, information, process, infrastructure, and, obviously, enterprise architects), senior and operational management, project leaders, and anyone committed to work within the reference framework defined by the Enterprise Architecture.
2. Those who intend to implement the ArchiMate language in a software tool; they will find a complete and detailed description of the language in this book.

- The academic community, on which we rely for amending and improving the language, based on state-of-the-art research results in the Enterprise Architecture field.

This book investigates solutions incorporated by architecture boards in global enterprises to resolve issues and mitigate related architecture risks, while also proposing and implementing an adaptive integrated digital architecture framework (AIDAF) and related models and approaches/platforms, which can be applied in companies to promote IT strategies using cloud/mobile IT/digital IT. The book is divided into three main parts, the first of which (Chapters 1-2) addresses the background and motivation for AIDAF aligned with digital IT strategies. The second part (Chapter 3) provides an overview of strategic enterprise architecture (EA) frameworks for digital IT, elaborates on the essential elements of



EA frameworks in the digital IT era, and advocates using AIDAF, models for architecture assessment/risk management, knowledge management on digital platforms. In turn, the third part (Chapters 4-7) demonstrates the application and benefits of AIDAF and related models, as shown in three case studies. "I found this book to be a very nice contribution to the EA community of practice. I can recommend this book as a textbook for digital IT strategists/practitioners, EA practitioners, students in universities and graduate schools." (From the Foreword by Scott A. Bernard) "In this new age of the digital information society, it is necessary to advocate a new EA framework. This book provides state-of-the art knowledge and practices about EA frameworks beneficial for IT practitioners, IT strategists, CIO, IT architects, and even students. It serves as an introductory textbook for all who drive the information society in this era."(From the Foreword by Jun Murai)

Modeling Enterprise Architecture with TOGAF explains everything you need to know to effectively model enterprise architecture with The Open Group Architecture Framework (TOGAF), the leading EA standard. This solution-focused reference presents key techniques and illustrative examples to help you model enterprise architecture. This book describes the TOGAF standard and its structure, from the architecture transformation method to governance, and presents enterprise architecture modeling practices

with plenty of examples of TOGAF deliverables in the context of a case study. Although widespread and growing quickly, enterprise architecture is delicate to manage across all its dimensions. Focusing on the architecture transformation method, TOGAF provides a wide framework, which covers the repository, governance, and a set of recognized best practices. The examples featured in this book were realized using the open source Modelio tool, which includes extensions for TOGAF. Includes intuitive summaries of the complex TOGAF standard to let you effectively model enterprise architecture Uses practical examples to illustrate ways to adapt TOGAF to the needs of your enterprise Provides model examples with Modelio, a free modeling tool, letting you exercise TOGAF modeling immediately using a dedicated tool Combines existing modeling standards with TOGAF

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methods, utilize resources more efficiently and effectively, and realize a greater return on investment.

ArchiMate®, an Open Group Standard, is an open and independent modeling language for Enterprise Architecture that is supported by different tool vendors and consulting firms. ArchiMate provides instruments to enable enterprise architects to describe, analyze, and visualize the relationships among business domains in an unambiguous way. This book provides the official specification of ArchiMate 2.0 from The Open Group. ArchiMate 2.0 is an upwards-compatible evolution from ArchiMate 1.0 adding new features, as well as addressing usage feedback. The ArchiMate 2.0 Standard supports modeling throughout the TOGAF® Architecture Development Method (ADM). The intended audience is threefold: Enterprise Architecture practitioners, such as architects (e.g., application, information, process, infrastructure, and, obviously, enterprise architects), senior and operational management, project leaders, and anyone committed to work within the reference framework defined by the Enterprise Architecture. Those who intend to implement ArchiMate in a software tool; they will find a complete and detailed description of the language in this book. The academic community, on which we rely for amending and improving the language based on state-of-the-art research results in the architecture field.