

Enterprise Architecture in Modern Business Transformation

Fajrillah^{1*}, Jam'an Amandi², May Handri³, Junaidi Hasan⁴, Juliani⁵
Program Studi Manajemen, Fakultas Ilmu Sosial dan Humaniora, Universitas IBBI
Medan, Sumatera Utara, Indonesia

Corresponding Author: - Fajrillah^{1*}
Program Studi Manajemen, Fakultas Ilmu Sosial dan Humaniora, Universitas IBBI
Orcid ID: <https://orcid.org/0000-0003-4569-9751>

Abstract:- This document presents a comprehensive overview of enterprise architecture tailored for the digital era. It explores the crucial role enterprise architecture plays in the digital age, delves into the challenge's organizations encounter when formulating and executing a successful enterprise architecture, and suggests optimal approaches to address these challenges. In today's dynamic digital landscape, businesses confront unprecedented challenges as they strive to remain competitive and relevant in an ever-evolving market. Enterprise architecture serves as a pivotal tool for companies seeking to navigate these challenges and accomplish their strategic objectives. However, the process of developing and implementing an effective enterprise architecture is intricate and challenging. To provide a holistic understanding of this critical theme, a diverse array of academic and business sources, including case studies, empirical research, and expert opinions, is employed. The conclusion of the document offers guidance for businesses aiming to establish and leverage effective enterprise architecture in the digital age.

Keywords:- *Agile Mindset, Digital Transformation, Enterprise, IT.*

I. INTRODUCTION

In the contemporary digital landscape, enterprise architecture takes on a critical role in effectively managing dynamic digital environments and facilitating business evolution. The purpose of this study is to explore enhancements to traditional enterprise architecture, aiming to improve its capacity to drive digital transformation and prevent businesses from falling behind in a competitive market. Enterprise architecture serves as a blueprint that details how individuals, processes, and technologies can collaboratively contribute to an organization's goals, vision, and strategy. Its main objectives are to optimize IT alignment with business needs, ensure information availability for decision-making, maintain operational oversight, and establish a well-structured roadmap for the advancement of the enterprise IT infrastructure. Enterprise architecture models describe strategies for building and

utilizing enterprise architecture systems, offering guidance, principles, and best practices (Chillingworth, 2023).

In order to remain competitive in the market, organizations need to embrace the digital landscape and undertake digital transformation. Digital transformation involves the incorporation of digital technologies across all aspects of business, resulting in substantial alterations to operational methods and the delivery of value to customers. Key technologies like cloud computing, big data, the Internet of Things (IoT), artificial intelligence (AI), and blockchain are instrumental in steering this transformative process. To realize digital transformation, organizations can adopt strategies that encompass digital initiatives, instigate cultural shifts, prioritize customer-centric approaches, and foster innovation (Gartner, 2022). The Intel case study illustrates the company's adaptation of its current enterprise architecture to enable digital transformation, yielding positive outcomes. Intel pursued a strategic approach that encompassed the formulation of a digital strategy, the construction and implementation of a new architecture, and the integration of this architecture into the organization's operational framework. Each phase of the strategy was executed through a systematic three-step process. As highlighted by Kaushik and Aeron, the results included enhancements in decision-making, agility, innovation, and customer satisfaction. Establishing a transparent enterprise architecture and populating it with comprehensive data instills the confidence to proactively navigate towards a digitally transformed future (Kharade et al., 2017).

In the current dynamic and intricate landscape, change is marked by discontinuity, unpredictability, and a pace that outstrips the ability to respond effectively. In the context of this hypercompetitive environment, strategic positions that are defensible or resources that are valuable, scarce, inimitable, and irreplaceable no longer guarantee a sustainable competitive advantage. The strategy in such an environment revolves around cultivating a series of temporary advantages through a semi-structured strategic process, facilitating dynamic strategic repositioning. Competitive advantages are increasingly found in the dynamic capacity to identify and capitalize on emerging opportunities, coupled with the ability to swiftly reconfigure the organization in response to evolving circumstances. In

less dynamic markets, this dynamic capability manifests as "detailed analytical routines heavily reliant on existing knowledge," while high-velocity markets necessitate "simple experimental routines grounded in new knowledge tailored for the situation."

In the realm of global competition and collaboration, the demand is for interconnected business ecosystems that seamlessly integrate specialized capabilities in a non-linear fashion, eliminating constraints of time and distance. Simultaneously, the impact of information technology is profound for both organizations and society on a grand scale: unparalleled computing power, boundless virtual space, and pervasive connectivity offer vast potential for enhancing enterprise efficiency, increasing adaptability, and fostering entirely new business models. To navigate the substantial complexity arising from the integration of business and information technology, Enterprise Architecture (EA) is proposed as a discipline. Its role is to ensure a cohesive structure, unveil the underlying organizational systems, and facilitate adaptability to change.

While enterprise architecture has been recommended for overseeing enterprise transformation, it has been observed that many EA frameworks lack the necessary modeling and analysis capabilities to support adaptation in rapidly changing environments. Traditionally, enterprise architecture has emphasized the standardization and integration of processes, rather than prioritizing continuous adaptation to the evolving landscapes of business, information, social dynamics, and technology.

In the contemporary business landscape, characterized by dynamic changes and the swift evolution of information technology (IT) capabilities, along with the emergence of phenomena like the Internet of Things (IoT), cyber-physical systems (CPS), machine learning, and self-organizing systems, enterprises are faced with both new opportunities and challenges. This dynamic environment offers enterprises fresh avenues to structure their business models, practices, processes, customer communication, service delivery, product development, and more. These organizational shifts are frequently deliberated in the context of concepts such as digital transformation (DT) and enterprise digitalization. In a broad sense, as articulated by Kotler, P., Kartajaya, H., & Setiawan, I. (2019), digital transformation refers to the transition from the conventional (often physical) creation and delivery of customer value, along with the associated operational procedures, to the extensive utilization of digital technologies that enhance or substitute traditional products with intelligent, interconnected products. Despite the new opportunities that companies may discover through this transformation, they also encounter challenges. Digital transformation can impact various facets of a company, including organizational structure, business processes, information systems, and infrastructure, collectively constituting an Enterprise Architecture (EA). EA management, as a discipline, aims to ensure the harmonious alignment among these aspects by adopting a comprehensive perspective that encompasses the entirety of EA.

Concerning models that encompass these elements, there is a tendency for the quality and comprehensiveness of information to decrease when moving from the upper to the lower layers. Typically, the upper tiers of architecture models contain more thorough and current information. However, gathering and maintaining information about specific IT services and applications at the lower levels can be challenging. The entire set of IT solutions and applications utilized by a company to support its functions and operations is commonly referred to as enterprise IT (E-IT). Sometimes, this segment is labeled as the Enterprise Information System (EIS) and may involve diverse ERP components [5]. Furthermore, the integration of smart and connected products introduces a surge in data at the lower level, facilitated by Cyber-Physical Systems (CPS) and the Internet of Things (IoT). CPS and IoT generate data through numerous communicating entities, typically IT components embedded in products, denoted as product IT (P-IT). Notably, companies in manufacturing and sectors where IT components play a significant role in product value creation are discovering numerous opportunities arising from the seamless, real-time integration of physical and IT systems. Analyzing enterprise architecture in real-time using data from these sources has historically been challenging due to limitations in IT capabilities (constraints on data collection volume, variety, and speed) and the prevailing perception that P-IT and EA are distinct entities. While advancements in big data address the first challenge [4], the second challenge necessitates finding integrated approaches to manage E-IT and P-IT, encompassing both managerial and operational considerations. Despite significant research in the fields of EA and various P-IT variants in the past decade, there has been limited effort to integrate them, i.e., incorporate P-IT into Enterprise Architecture Management (EAM) considerations. Similar gaps are evident in enterprise modeling techniques used to represent different facets of EA and support EAM. Consequently, it is evident in industrial practice that digital transformation can manifest in diverse forms and present a range of challenges. Numerous instances exist of successful new startups that have effectively embraced the wave of digitalization.

Conversely, there is evidence indicating that conventional enterprises with well-established IT architectures encounter greater difficulty in embracing and harnessing digitalization to propel their business forward in the present era. Further insights are required to better understand which methods and approaches can effectively underpin the practical implementation of digital transformation in various industries.

II. RESEARCH METHODS

The systematic literature review (SLR) undertaken for this research followed the methodology commonly employed in information systems (IS) literature reviews. A four-phase approach was implemented to differentiate the body of knowledge pertinent to this review from other literature not aligned with the analysis's purpose. The scientific literature search in this study aimed to retrieve

credible academic peer-reviewed content from reputable sources of scientific knowledge, utilizing databases and scientific literature search engines such as Scopus, SpringerLink, ScienceDirect, and IEEExplore. As part of the literature, acknowledged publications from a substantial community of practitioners in the Enterprise Architecture (EA) field were included in this study. Consequently, The Open Group's EA standards were considered a pertinent knowledge source in line with the project's interests and objectives. The inclusion of MIS Quarterly Executive, recognized for its practice-based research and the highest number of recent publications in the context of digital transformation, contributed valuable insights to this SLR knowledge pool. The preliminary findings addressing RQ1 identified specific constructs that warrant consideration in the traditional approach to conducting EA efforts in the context of digital transformation:

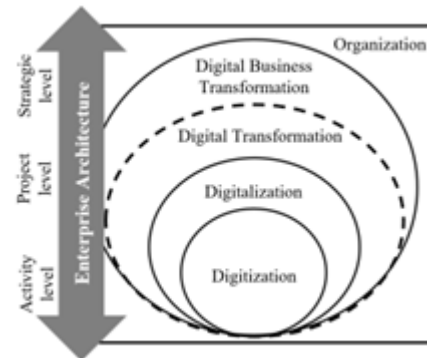
III. RESULTS AND DISCUSSION

A. Enterprise Architecture for Digital Transformation

According to Syam & Muhammad (2023), "Digital transformation can encompass a spectrum, ranging from IT modernization (e.g., cloud computing) and digital optimization to the innovation of novel digital business models." In essence, it refers to initiatives or activities leveraging emerging digital technologies for significant enhancements in business processes, impacting various facets of customers' lives. On the other hand, digital business transformation is described as "the utilization of digital technologies and associated capabilities to create robust new digital business models." This involves employing technology strategically to orchestrate changes and adjustments to an organization's business processes and strategies, aligning them with evolving customer needs and dynamic market demands. Fauziyyah (2022) characterizes digitalization as "the application of digital technologies to revolutionize business models, generating new revenue streams and value-creating opportunities; it entails the shift toward digital business." In practice, digitalization explores how digital technologies enable the execution of tasks traditionally associated with human activities in everyday settings. Finally, digitization involves the conversion of analog resources to digital format, such as the transformation of physical documents from paper to a digital medium.

As illustrated in Figure 1, the conceptual model depicts the scope of the aforementioned terms within the organizational context and their breadth in relation to Enterprise Architecture (EA). Adopting a bottom-up perspective, digitalization is implemented at the enterprise's lowest level, where activities like information digitalization offer novel ways for the organization to access and share data across its business units. EA provides a systematic approach to delineate these technological mechanisms in response to business requirements. Meanwhile, digitization initiatives focus on executing projects and utilizing technology to automate, optimize, or modernize the company's business operations and processes. Consequently, the foundational elements of architecture and solutions

ensure the coherent integration of these intricate relationships, yielding improved or novel service capabilities.



Gambar 1: Digital Transformation and Enterprise Architecture

Nonetheless, there exists an indistinct differentiation between digital business transformation and digital transformation, given that both concepts involve significant alterations to business models through the utilization and leveraging of digital technologies. Consequently, in this research, these terms are collectively considered as digital transformation (DT). The inclusive interpretation encompasses both within the context of the entire business or organization, encapsulating the assimilation of digitalization projects aimed at transforming internal business processes and strategies. Above all, it emphasizes the enterprise's growth and impactful outreach facilitated by digital capabilities.

B. Agility and Architectural Evolution

Existing Enterprise Architecture (EA) mechanisms are designed to chart intricate structures within organizations presumed to operate at a uniform pace. However, the reviewed study underscores the significance of agility with respect to multi-level velocity across the architecture, essential for the successful execution of digital transformation initiatives. In contrast, EA adheres to a waterfall mechanism, while Digital Transformation favors an agile approach (Wakil et al., 2022). Specifically, the lifecycle phases embraced by EA involve development-maintenance documentation, whereas agile follows a development-use-maintenance documentation sequence. Notably, concepts like Minimum Viable Architecture and Sacrifice Architecture advocate for experimentation, fostering a rapid cycle of ongoing innovation within organizations and aligning with the fundamental business agility principles inherent in digital transformation endeavors. As a result, proposed enhancements and adjustments to current EA approaches include the formulation of effective adaptive operating models. Consequently, the expansion of such a model should facilitate guided and incremental change across multiple dimensions of an architecture without a predetermined end state, emphasizing the concept of an evolutionary architecture.

In order to embrace agile and adaptable work methodologies, organizations undertaking digital transformation initiatives must contemplate alterations in roles and responsibilities across various business units. Implementing these changes necessitates consistency, considering systematic shifts in processes, technology, and data. Grasping such interconnections poses a challenge, particularly within the intricate design of Enterprise Architecture (EA), where considerations such as culture and social cohesion also demand attention. Digital transformation transcends conventional architectural principles, propelling organizations into novel operational paradigms and, notably, fostering collaboration. EA methodologies need to assimilate the emerging digital transformation-driven culture throughout the enterprise and decipher the intricate relationships among actors, technologies, data, and business processes.

A crucial requirement for both Digital Transformation (DT) initiatives and Enterprise Architecture (EA) approaches is the seamless adoption of architecture. In the execution of DT projects, the EA approach needs to be modular and cross-functional, incorporating distributed business processes that enhance interoperability within and between ecosystems. These specialized ecosystems function as standalone, self-organizing systems that, when combined, generate value. According to Tyoso (2016), "Modularity is about decomposing a system into loosely coupled parts," with a system encompassing entities spanning human, social, and technical realms. Consequently, implementing digital transformation initiatives through a modularized architecture yields an enterprise that is not only flexible, adaptable, and agile but also resilient to change, all while sustaining the delivery of value to customers.

C. The Importance of Business Data

There's a popular saying that "data is the new oil," underscoring the importance of understanding the data driving your organization. Once you've identified the most critical applications, addressed any pressing issues, and enhanced business processes, the focus shifts to the data aspect. This typically involves delving into two distinct levels of detail concurrently. Emphasizing the significance of meeting stakeholders' needs is paramount. To avoid falling into the ivory tower fallacy, it is crucial to prioritize power generation, ensuring the availability of high-quality data, and delivering tangible business value.

D. Removal of Operational Interference

As an enterprise architect, ongoing operational issues can divert your attention from strategic projects. Managing urgent requests for business support, dealing with operating system updates, unexpected technology crises, or participating in cost reduction initiatives may make it challenging to maintain a broader perspective. To avoid getting caught in this constant cycle (Rosado, 2019), it's crucial to proactively identify and address these issues before they escalate into disruptive challenges. For instance, changes to operating systems or databases might lead to disruptions if the potential impact on applications is unclear. However, with a clear understanding of the key technologies

supporting your critical business applications, you can take preventive measures. Likewise, a comprehensive awareness of your application portfolio landscape allows for more effective handling of urgent business support requests. Having all the necessary information at your disposal (Sabitha et al., 2021) enables swift action and prevents others from claiming potential savings.

E. Core Contributor to Digital Transformation

In the realm of digital transformation, the role of the enterprise architect (EA) holds significant importance. Both organizational leaders and practitioners in enterprise architecture are likely to feel uneasy if the management of enterprise architecture is not executed efficiently. A key contributing factor to the crucial role of enterprise architecture in digital transformation is the growing emphasis on transparency and the alignment of business and IT. The challenges of continuous transformation, essential for organizational survival, become formidable without a clear understanding of an organization's data, applications, and business capabilities. EAs are expected to demonstrate that their primary focus extends beyond the development of models and frameworks, encompassing the generation of business value and the enhancement of operational efficiency (Westmoreland, 2022).

Effectively prioritizing the identification of critical data objects, applications, and business capabilities that drive the business is paramount in efficient enterprise architecture. This information serves as the foundation for constructing communication tools that stakeholders in both the enterprise and IT can leverage to identify potential improvements and address operational challenges. Moreover, EAs bear the responsibility of proactively recognizing and resolving operational challenges that may divert attention from strategic initiatives (Algabri et al., 2021). This entails staying abreast of the latest technological developments and taking a proactive stance in anticipating potential issues before they manifest. In essence, the EA function is indispensable within the framework of digital transformation. EAs are tasked with prioritizing transparency and alignment between business and information technology while showcasing their value to the organization through the enhancement of operational efficiency and the delivery of business value. By adeptly managing enterprise architecture and addressing operational challenges, EAs play a pivotal role in helping organizations navigate the complexities of continuous transformation, ensuring their resilience in the rapidly evolving digital landscape (Babar & Yu, 2015).

The primary essential factor is the capacity for effective execution. The conventional approach of constructing an enterprise model in isolation is no longer sufficient in the rapidly evolving business landscape of today. Contemporary enterprise architects must evaluate existing systems and processes while foreseeing forthcoming challenges and opportunities. They need the capability to comprehend, organize, and analyze information that aids in troubleshooting the future enterprise landscape. Forward-thinking enterprise architects proactively suggest

and explore feasible solutions while maintaining an approachable and supportive demeanor, readily providing additional assistance until a resolution is achieved (Pattij et al., 2022). To effectively address the demands of digital transformation, a modern enterprise architect should embody five crucial characteristics:

- **Technological Proficiency:** In the era of digitalization, enterprise architects must possess a thorough understanding of emerging technologies and their potential impacts on organizations. Adeptness in technology is vital for enterprise architects, as they need to proactively acquire digital skills crucial for achieving digital transformation. Mastery in areas such as APIs, microservices, DevOps practices, and emerging database technologies is essential. Additionally, modern enterprise architects play a pivotal role in assessing whether proposed technologies or services will positively or negatively affect the organization.
- **Data-Driven Decision-Making:** As per Bjorn Goerke's prediction, "Data will become a strategic asset for adaptive companies," emphasizing that analytics will enable organizations to discern signals from distractions and focus on achieving business ROI. In today's business landscape, corporate architects are mandated to base all their decisions on data. Organizations can enhance their competitive advantage by prioritizing impactful tasks and making strategic investments when decisions are rooted in data, guiding thoughtful deliberations (Sonavane, 2021).
- **Evangelism:** An evangelistic enterprise architect is someone passionate about newly released software or services, effectively communicating the benefits of these innovations to their team. They select a crucial subject, such as cloud migration, DevOps, or microservices, and conduct thorough research to become a compelling advocate for the cause. Successful enterprise architects recognize the need for a mindset shift to thrive in digital transformation. While different businesses may have varying criteria for the ideal modern Vanguard enterprise architect, successful organizations ensure that EAs are not confined to the IT department and have a conducive working environment close to the corporate office. Collaborating with CXOs, enterprise architects can proactively raise the visibility of the EA department and provide reports that aid in designing and executing technical initiatives, ultimately generating business value from technology (Naikwadi, 2021).
- **Agile Mindset:** Agility is a crucial trait for high-performing enterprise architects. Modern EAs are well-versed in agile development methodologies like Scrum and Kanban, utilizing them to expedite software deployment timelines and achieve faster results. Shifting from an "Ivory Tower" mindset to a project manager mindset allows EAs to strategically map out systems, ensuring high project delivery rates, rapid results, and the production of reliable business-critical data while upholding essential requirements such as security, data privacy, and compliance.

IV. CONCLUSIONS

Enterprise architecture has been utilized by numerous businesses over the years, either to rejuvenate existing architectures or construct compelling new business structures, leveraging IT infrastructure as a pivotal element to establish a business environment that provides value to clients and differentiates them in a competitive market. In the contemporary digital era, the adoption of a new enterprise architecture becomes imperative to meet the requisites of digital transformation, given the escalating internet usage spurred by a proliferation of disruptive technologies. While much of the literature advocates for adaptive enterprise architectures fostering digital transformation, the specific adaptive capabilities inherent in modern enterprise architectures are not extensively elaborated in this paper. Any organization operating in the digital age should contemplate the implementation of a digital enterprise architecture, facilitating the integration of legacy and cutting-edge technologies and propelling the organization towards digital transformation.

The initial findings of this research highlight that the onset of the digital transformation era has introduced a fresh set of challenges to prevailing enterprise architecture practices. Key concepts such as architectural agility and evolution, architectural modularity, social alignment, corporate culture, and context-sensitive value creation models form a robust foundation for reconfiguring existing enterprise architecture approaches, paving the way for a clear trajectory toward effective digital transformation. Ongoing research endeavors involve the advanced exploration of enterprise architecture frameworks, methods, and techniques tailored for digital transformation (addressing RQ2) and their applicability across diverse industries, including manufacturing (addressing RQ3). Future efforts will focus on adapting conventional enterprise architecture practices to align with the requirements of digital services, covering aspects such as (1) customer journey and customer experience; (2) architecture agility and evolution; (3) architecture modularity (interoperability); and (4) social alignment and enterprise culture.

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