

Business and Enterprise Architecture: Processes, Approaches and Challenges

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Enterprise Architecting (EA) is the process of developing enterprise Information Technology architecture. An EA focuses on a holistic and integrated view of the why, where, and who uses IT systems and how and what they are used for within an organization. An enterprise architect develops the strategy and enables the decisions for designing, developing, and deploying IT systems to support the business as well as to assess, select, and integrate the technology into the organization's infrastructure.

Session 1

The session starts out with the paper: *The Road to Success: Recommendations for the Design of Successful Business Process Modeling Initiatives*. Enterprises frequently face challenges when introducing process modeling to their organization. These range from a lack of strategic alignment to insufficient stakeholder participation leading to pitfalls, such as project failure or outcomes that do not meet predefined expectations. This paper presents findings from eight successful process modeling initiatives and consolidate them to a decision-support framework.

The second paper is *A Privacy-driven Enterprise Architecture Meta-Model for Supporting Compliance with the General Data Protection Regulation*. The processing of personal data has evolved into an integral component of businesses by providing several data-driven opportunities. Simultaneously, businesses struggle with the associated responsibility for privacy, as recent data scandals have shown. As a consequence, the European Commission has passed the General Data Protection Regulation (GDPR) to enhance the rights of citizens and the requirements on data protection. This paper argues that enterprise architecture (EA) models can be a key to compliance with the GDPR. Following an incremental research approach, the paper categorizes the major obligations resulting from the GDPR, derive essential

stakeholder concerns and outline necessary EA elements for capturing aspects of analytics, security and privacy in EA models.

The third paper, *Factors Influencing Communication and Collaboration in Enterprise Architecture Development*. This paper contributes to the field of EA by investigating the factors that influence communication and collaboration in EA development. Data was collected from 14 large organizations in various industries regarding their EA development. Adopting the grounded theory method, the paper identified 20 factors that influence communication and collaboration in EA development and further categorized them into social, technical, internal, and external factors. Moreover, the paper analyzes and theorizes the relationships between the factors to realize how they influence each other. Analyzing five organizational documents, the paper provides recommendations to improve communication and collaboration in EA development.