

企業架構

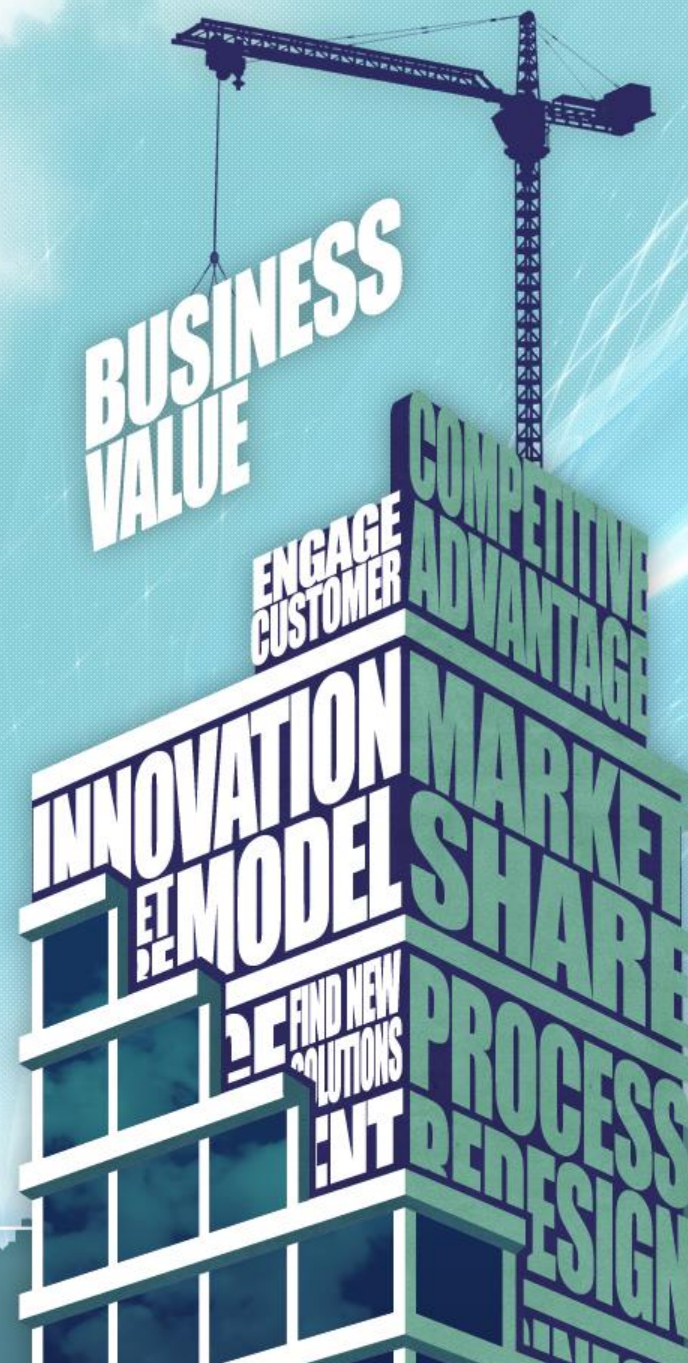
全球發展趨勢與應用

Enterprise Architecture
Global Trends And Applications

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PROFILE

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中國文化大學 資訊管理研究所(在職專班) 所長 (Director)

中國文化大學 資訊管理研究所 副教授 (Associate Professor)

華岡興業基金會 執行董事 (Executive Director)

台灣大專校院推廣教育協會 理事長 (Vice President)

中華民國資訊服務協會 常務監事 (Managing Supervisor)

中華永續教育協會 秘書長 (Secretary Director)

電腦教育協會 理事 (Board Member)

美國開放群組(Open Group)-企業架構師(Enterprise Architect)

國際電腦稽核協會(ISACA)-國際企業資訊治理師(CGIEIT)

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國立台灣大學 資訊管理研究所 博士

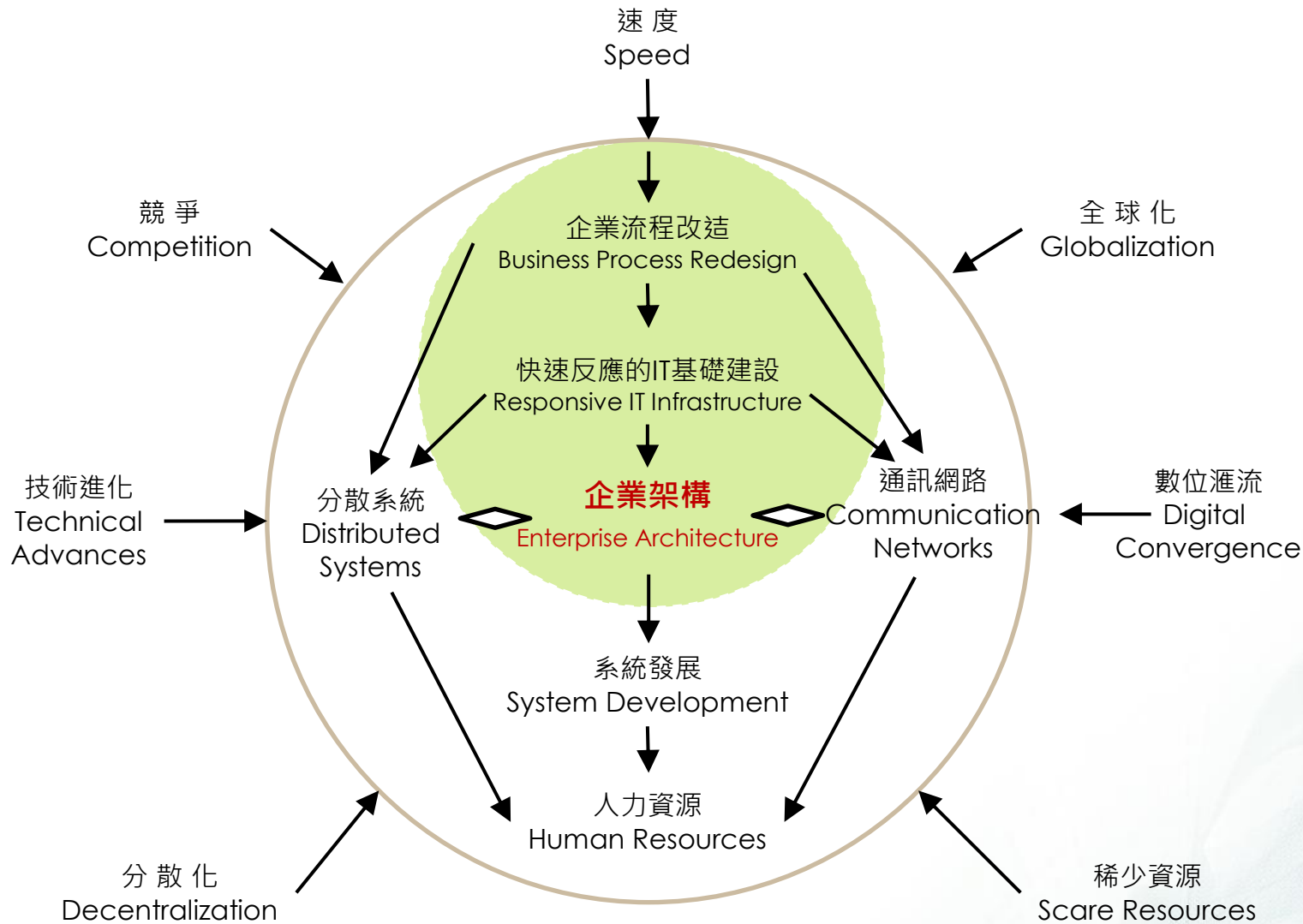
國立交通大學 資訊管理研究所 碩士





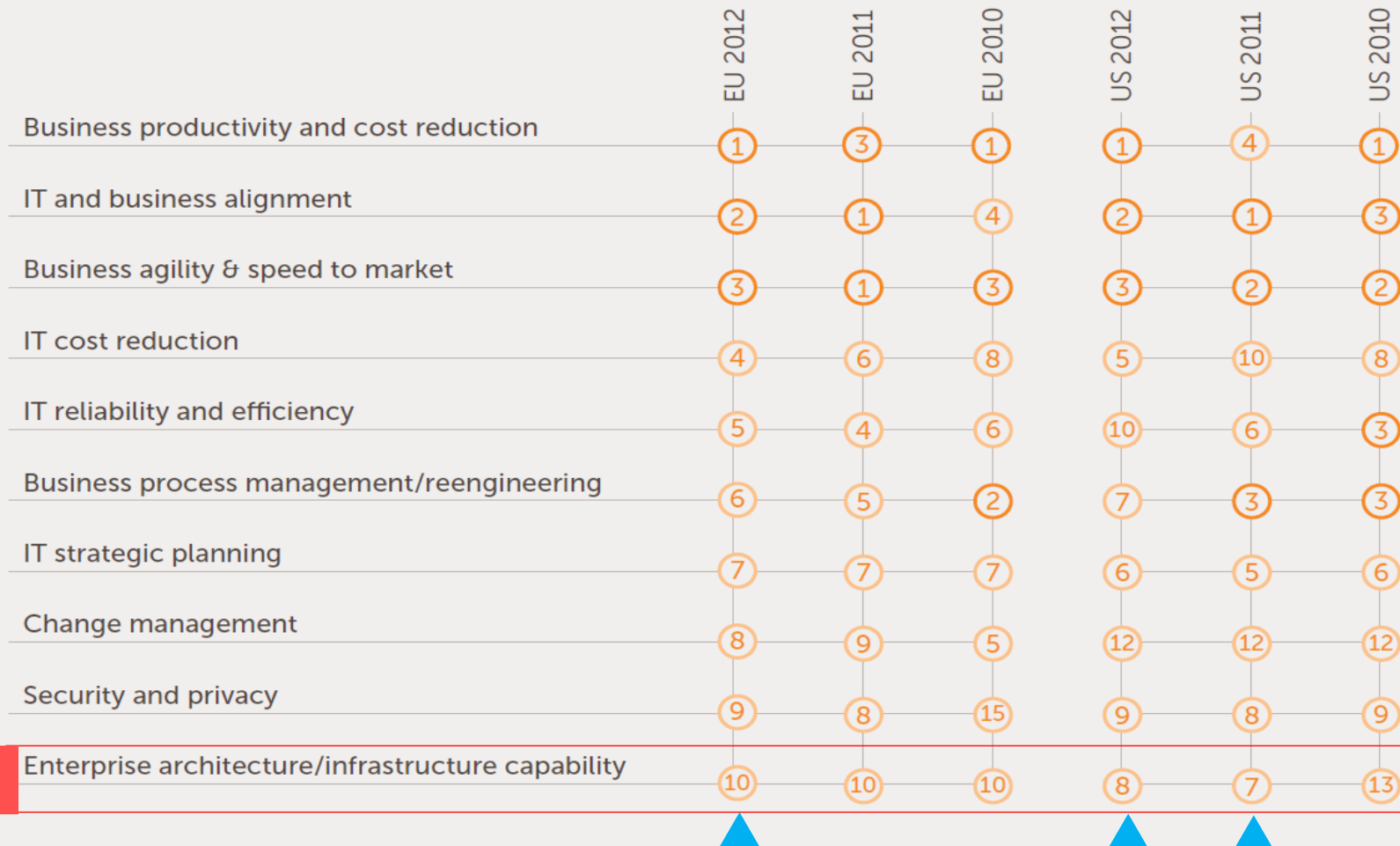
EA

資訊高階主管關切議題的調查



資訊高階主管關切議題的調查

Top IT management concerns



This paper presents the major findings based on survey responses from 501 organizations (195 U.S. and 306 European (mainly West Europe)) in mid to end 2012. Including the other continents 758 organizations were involved.

Source: European key IT and Management Issues & Trends for 2013

Table 5: What are your top five management priorities?

2012	2013
Aligning IT & business goals	Aligning IT & business goals
Controlling costs	Business continuity/risk management
Business continuity/risk management	Controlling costs
Improving internal customer (user) satisfaction	Enterprise architecture
Process improvement	Process improvement

IS 2010: Curriculum Guidelines for in MIS

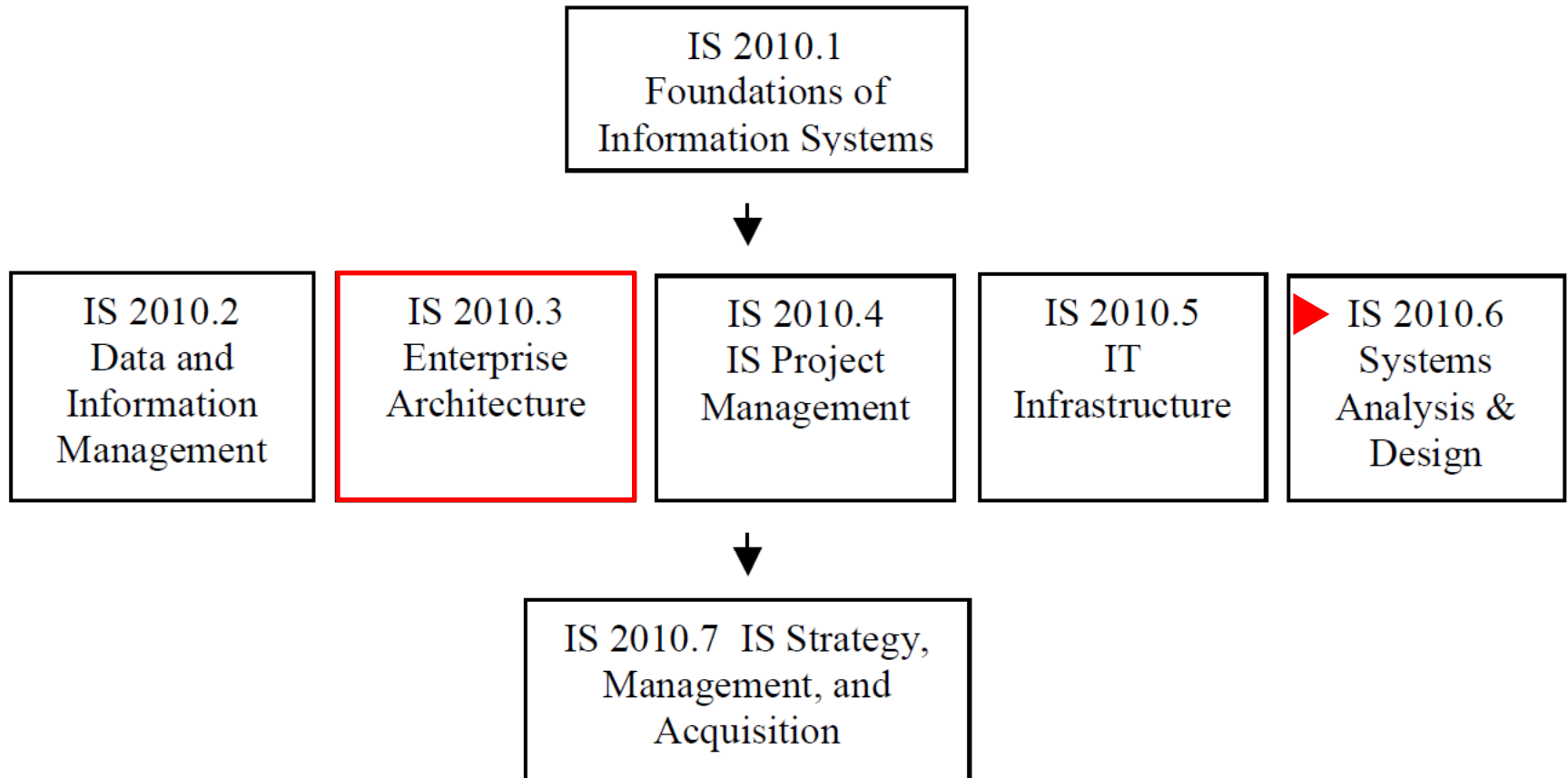


Figure 7: IS 2010 Core Courses

Curriculum Guidelines for Undergraduate Degree Programs in MIS

Structure of the IS Model Curriculum: Information Systems specific courses

Career Track:	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
Core IS Courses:																		A = Application Developer
Foundations of IS	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	B = Business Analyst
Enterprise Architecture	○	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	C = Business Process Analyst
IS Strategy, Management and Acquisition	○	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	D = Database Administrator
Data and Information Management	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	E = Database Analyst
Systems Analysis & Design	●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	F = e-Business Manager
IT Infrastructure	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	G = ERP Specialist
IT Project Management	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	H = Information Auditing and Compliance Specialist
																		I = IT Architect
Elective IS Courses:																		J = IT Asset Manager
Application Development	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	K = IT Consultant
Business Process Management		●	●			○	○	○		○	●				○			L = IT Operations Manager
Collaborative Computing						○									○		○	M = IT Security and Risk Manager
Data Mining / Business Intelligence		●		●	●	○	○	○	○	○	○	○	○	○	○	○	○	N = Network Administrator
Enterprise Systems		●	●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	O = Project Manager
Human-Computer Interaction	●					○	○				○					●		P = User Interface Designer
Information Search and Retrieval		○		○	●								○				●	Q = Web Content Manager
IT Audit and Controls	○		●	○	○	○	○	○	○	○	○	○	○	○	○	○	○	
IT Security and Risk Management	○			○	○	○	○	○	○	○	○	○	○	○	○	○	○	
Knowledge Management		●		○		○	○			○								
Social Informatics												○			○			

Key:

● = Significant Coverage

○ = Some Coverage

Blank Cell = Not Required

Figure 6: Structure of the IS 2010 Model Curriculum

Salary Level of EA, USA

SALARY 2013 SURVEY

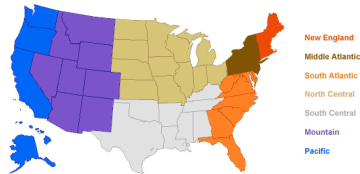
Title: Enterprise architect

National Base: 64

Profile Base: 64

In 2013, a typical person employed as a Enterprise architect could expect to earn an average compensation of \$128,810.

That compensation figure includes salary and bonus.



How do you compare?	2013 Total	2012 Total	Increase or Decrease
Average of Enterprise architect fitting this profile	\$128,810	\$124,875	3.2%
National average for Enterprise architect	\$128,810	\$124,875	3.2%

Job description for Enterprise architect

Creates, maintains and evolves the enterprise architecture framework so that it is aligned with and supports an organization's business strategy. Tasks focus on defining data relationships, mapping information flows and implementing business processes, applications, data and technology in order to respond to changing business needs. Requires both technology and business competencies.

Technology salaries – London

ARCHITECTURE & DEVELOPMENT	2012	2013	Change
Enterprise Architect	£74,500 - £127,750	£76,250 - £130,500	2.2%
Technical Architect	£75,250 - £115,250	£77,000 - £117,750	2.2%
Infrastructure Architect	£74,250 - £102,750	£76,000 - £105,250	2.4%
Data Architect	£73,750 - £105,750	£75,500 - £108,500	2.5%
Solutions Architect	£55,500 - £94,750	£56,750 - £96,750	2.2%
Development Manager	£84,750 - £119,250	£86,750 - £121,750	2.2%
Lead Developer	£56,500 - £115,000	£58,000 - £118,250	2.8%
Software Developer	£34,750 - £85,500	£35,500 - £88,000	2.7%
Database/Business Intelligence Developer	£43,750 - £66,250	£45,750 - £69,250	4.5%
Quantitative Developer	£65,000 - £121,500	£68,000 - £127,500	4.8%

Salary Level of EA, Taiwan

TECHNOLOGY

Salary tables

TAIWAN 2013 SALARY & EMPLOYMENT FORECAST



EUROPEAN CHAMBER OF COMMERCE TAIWAN
歐洲在台商務協會

Presented in association with The European Chamber of Commerce Taiwan

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DEVELOPMENT, DESIGN & ARCHITECTURE

Experience	3 to 5 Years	5 to 10 Years	10 to 15 Years	More than 15 years
Salary	NT\$'000	NT\$'000	NT\$'000	NT\$'000
Analyst Programmer	540-660	660-780	840-1,080	-
Lead Analyst Programmer	-	840-960	1,080-1,320	-
Architect – Applications, Solutions, Systems, Data	-	960-1,320	1,320-1,560	-
Enterprise Architect	-	960-1,320	1,320-1,560	1,560-2,400
Application Development Manager	-	960-1,320	1,440-1,680	1,680-2,160

HARVEY NASH CIO SURVEY 2013

ABOUT THE PARTICIPANTS

2,029

NUMBER OF PARTICIPANTS

\$103_{BN}

COMBINED IT SPEND

MAJORITY OF CIOs HAVE 'GLOBAL' RESPONSIBILITY

'CEO' MOST COMMON REPORTING LINE

TALENT MANAGEMENT

71%

MOBILE SKILLS HOTTEST GROWTH (UP 11% THIS YEAR)

Enterprise architecture and business analysis skills in most demand (4 in 10 CIOs will hire these roles in 2013)

90% of CIOs are 'concerned' with retaining best talent

INFLUENCE

70% THINK ROLE OF CIO IS BECOMING MORE STRATEGIC, BUT

ONE IN FIVE CIOs (22%) BELIEVE THEY HAVE 'LOST' CONTROL OVER SOME TECHNOLOGY ASSETS

CIOs RECOGNISE THAT 'INFLUENCE' AND 'CONTROL' ARE QUITE DIFFERENT THINGS (IN THE COLLABORATION AGE)

HARVEY NASH CIO SURVEY 2013

Exhibit 2: % CIOs indicating skills shortages – broken down by technology skills

	2011	2012	2013	% change '11-'13
Big data	N/A	N/A	25%	N/A
Mobile solutions	14%	21%	25%	11%
Security and resilience	13%	17%	21%	8%
Social media	11%	15%	19%	8%
Technical architecture	28%	29%	35%	7%
Enterprise architecture	34%	35%	39%	5%
Business analysis	35%	34%	39%	4%
Service management	12%	12%	16%	4%
Development	19%	20%	22%	3%
Testing	17%	17%	20%	3%
Compliance	7%	8%	9%	2%
Business relationship management	21%	22%	22%	1%
Project management	30%	29%	31%	1%
Outsourcing	8%	8%	9%	1%
IT strategy	19%	20%	20%	1%
Change management	22%	20%	23%	1%
ERP	10%	11%	11%	1%

Building the Talent to Hunt and Harvest



A person with long brown hair, wearing a yellow t-shirt and black arm sleeves, stands with their back to the camera, looking at a chalkboard. The chalkboard is filled with handwritten mathematical equations in white chalk. The person's right hand is raised to their head, suggesting they are thinking or confused. The text "The definition of enterprise architecture" is overlaid on the right side of the image in white and yellow.

The definition of
enterprise architecture



ENTERPRISE

ARCHITECTURE

**BUSINESS
VALUE**

OPEN NEW MARKETS

ENGAGE CUSTOMERS

FIND NEW
SOLUTIONS

CHANGE

BUSINESS MODELS

企業架構 (Enterprise Architecture)

一個涵蓋業務及IT的全面性企業藍圖的整體規劃與設計方法

A framework of **planning method** for developing a **integrated blueprint** of business and IT systems and operation.

- ◆ 可以幫助企業建立一個全新的營運模式，對齊(alignment)企業策略
- ◆ 促進營運流程的再工程，提昇效能、降低成本、提高市場價值
- ◆ 協助企業分析現存問題，產生具全面性的改進方案及轉移方案
- ◆ 建立統合性的系統及營運的框架，以發展無縫的營運體系
- ◆ 提昇IT投資的回報、治理及健全系統化的效益及避免風險

CITY PLAN / Blueprint

Legend:

-  Signal Lights - 62
-  Sanitary Sewer Manholes - 4,500
-  Sanitary Sewer Manholes - 4,500
-  Storm Sewer Manholes - 2,000
-  Street Lights - 2,100

Boulevard Street
8,800

3 Water Towers

STREETS
250 Miles

Parks
2/3 Natural Areas

73 Parks
1,700 Acres
1/3 Active Use Areas

87 Lakes and Ponds

450 Cul-De-Sac's

16 Wells

Water Treatment Plant

Aquifer

Water Meters
15,075

Curb Stops
15,000

Catch Basins
2,975

Fire Hydrants
2,700

Water Lines
300 Miles

Sanitary Sewer Lines
250 Miles

Sidewalks and Trails
100 Miles

Gate Valves
7,500

Storm Sewer Lines
170 Miles

12'000
Sewer
Catch

5'812
Basins
Catch

300 Miles
Sewer Lines
Sanitary

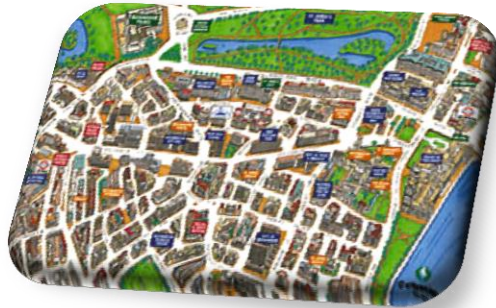
300 Miles

1'200
Basins
Catch

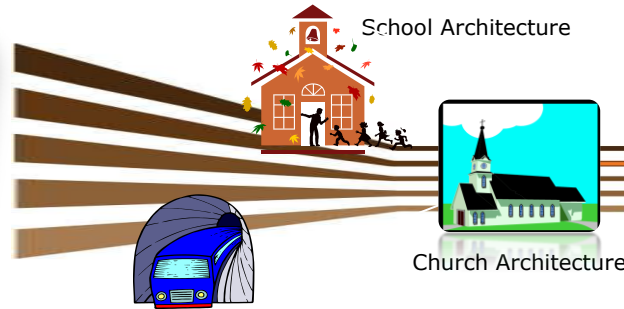
110 Miles
Sewer Lines
Storm

Aquifer

IT Architectures are similar to the architectures we find in everyday life



City Architecture

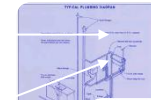


School Architecture

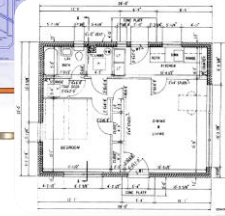
Church Architecture



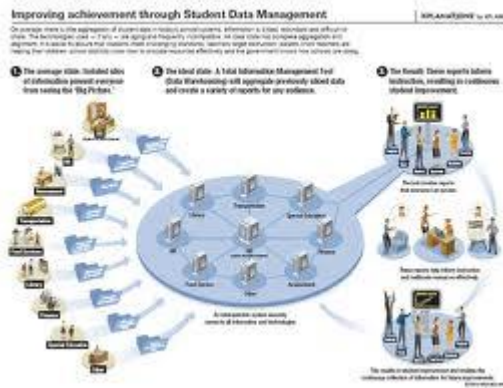
Transportation Architecture



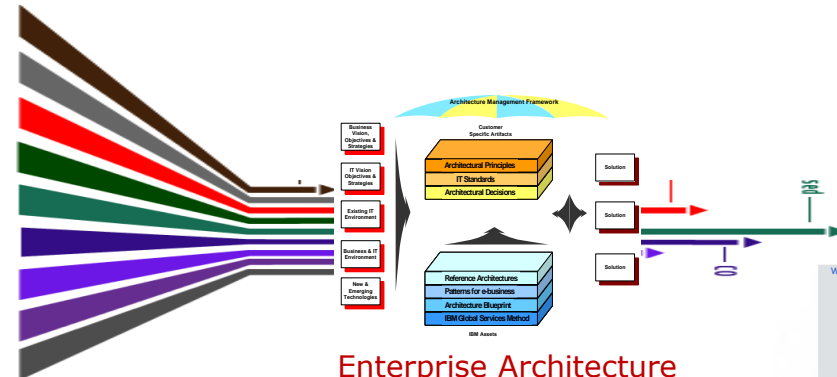
Plumbing Blueprint



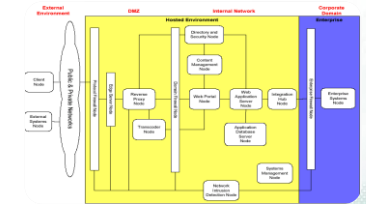
Floor plan



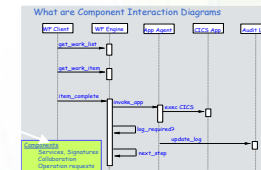
Enterprise System



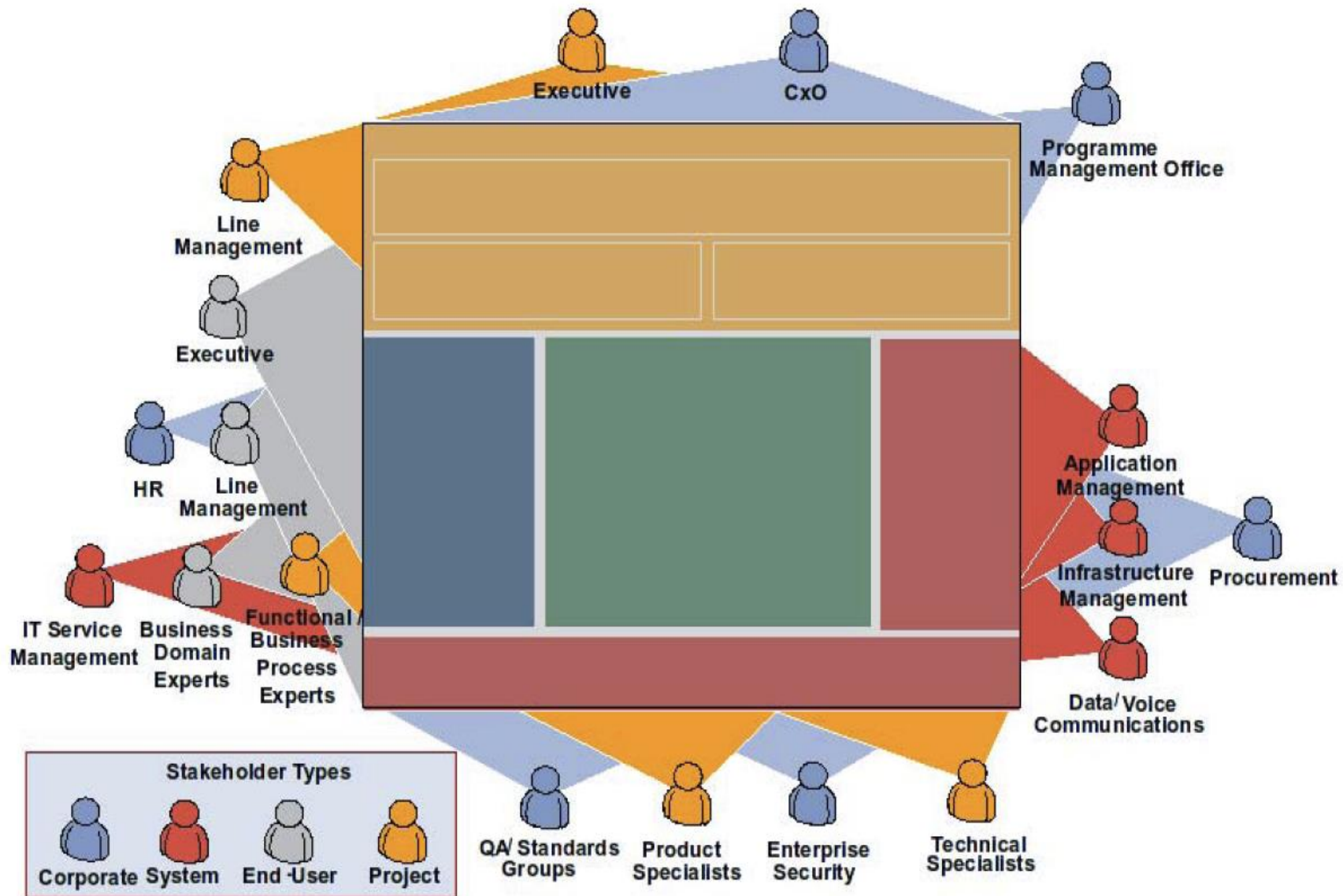
Enterprise Architecture



Operational Model



Component Interaction Diagram



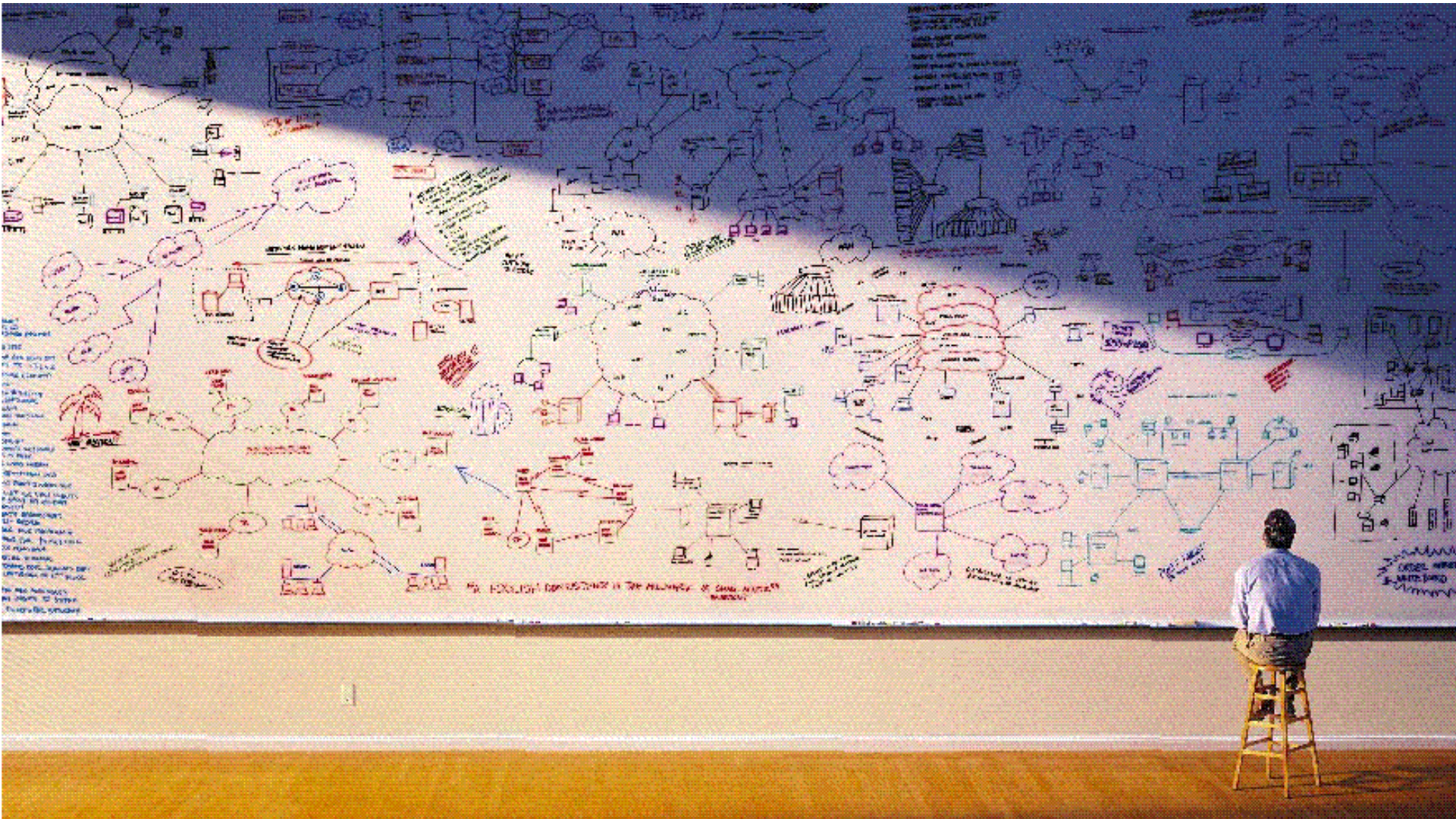
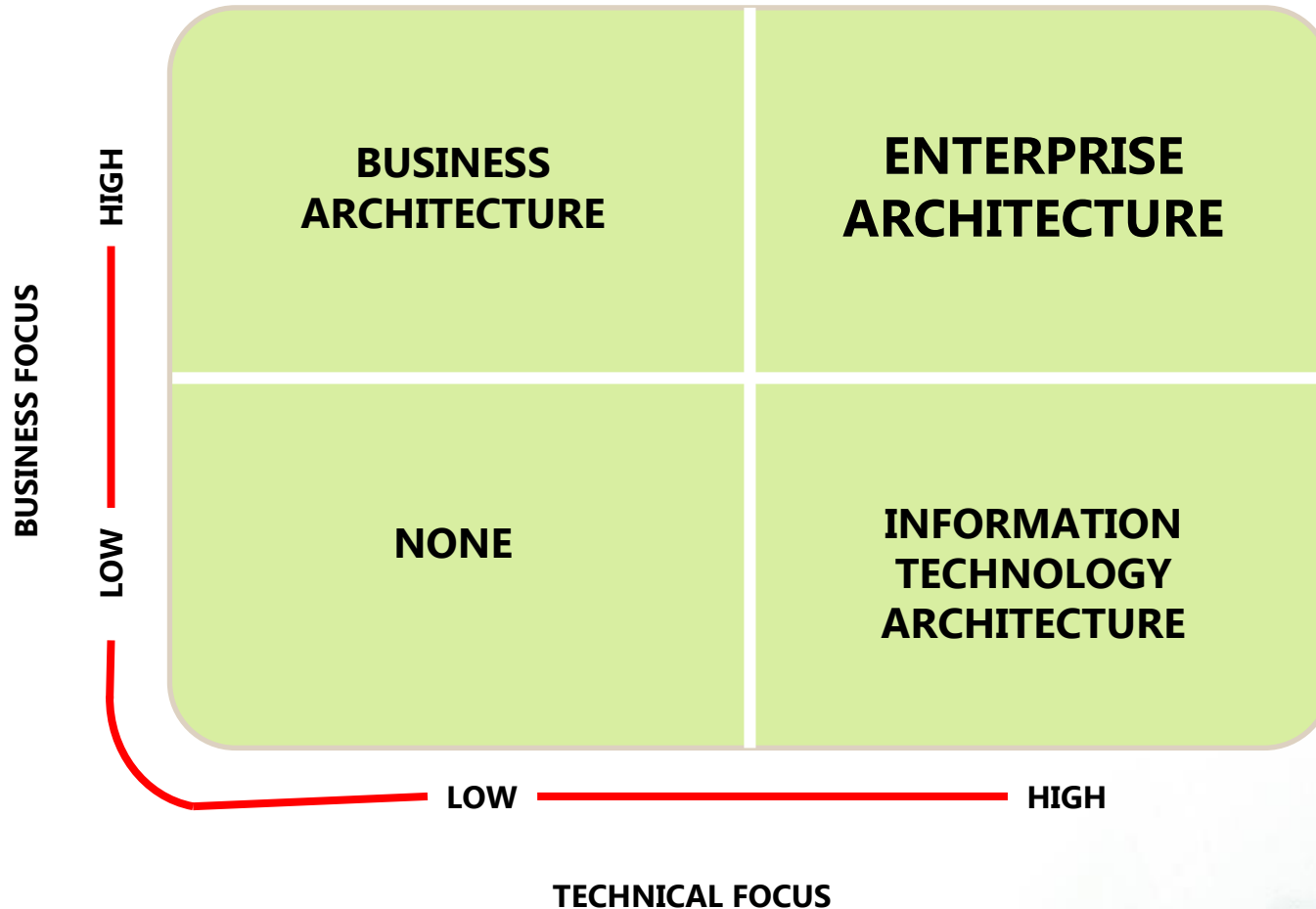


Table 3. Key EA challenges organizations are facing

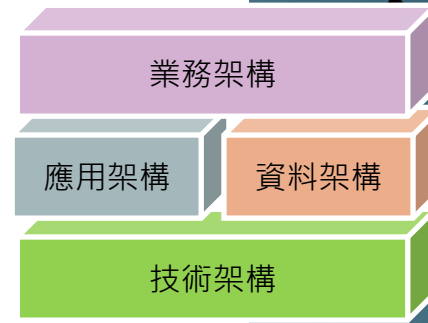
Team Organization	n	% of all
Huge effort of data collection	77	55.00%
Bad quality of EA model data (actuality, consistency, completeness, etc.)	77	55.00%
Insufficient tool support	48	34.29%
No management support	44	33.43%
Low return on investment	36	25.71%
Other	32	22.86%
No specific challenge	10	7.14%

Categories and Methods of ISP



EA

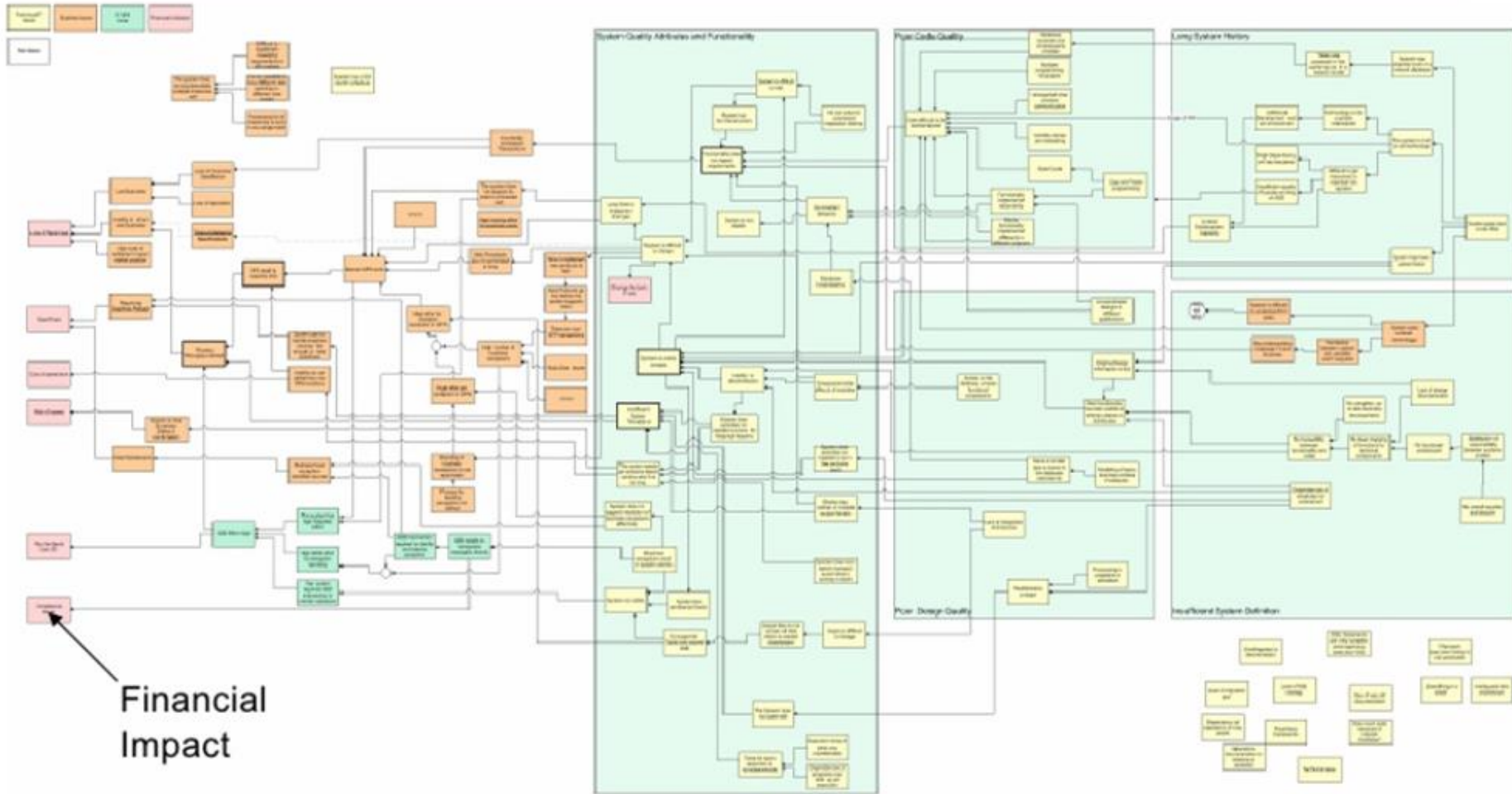
components



Architecture Type	Description
Business Architecture	The business strategy, governance, organization, and key business processes.
Data Architecture	The structure of an organization's logical and physical data assets and data management resources.
Application Architecture	A blueprint for the individual application systems to be deployed, their interactions, and their relationships to the core business processes of the organization.
Technology Architecture	The software and hardware capabilities that are required to support the deployment of business, data, and application services. This includes IT infrastructure, middleware, networks, communications, processing, and standards.

standards, infrastructure, middleware, networks, communications, processing, and

IT MODELING (SAMPLES)



Source: Infosys Technologies Ltd

Source: Infosys Technologies Ltd

Infobpm



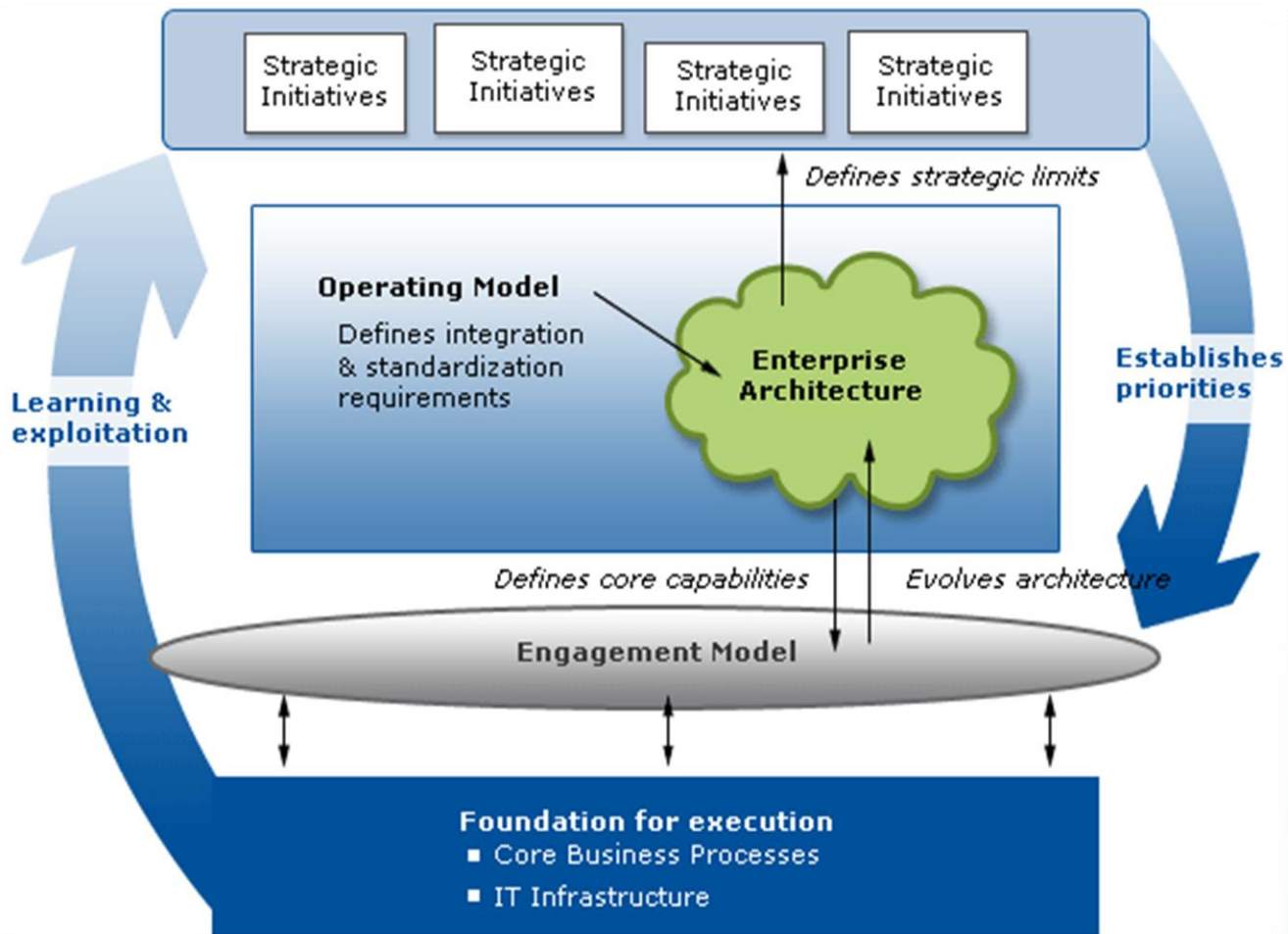
Enterprise Architecture: Strategic Role and Values

“ **By** 2010, companies that have not aligned their technology with their business strategy will *no longer be competitive* in their industries (80% probability).”

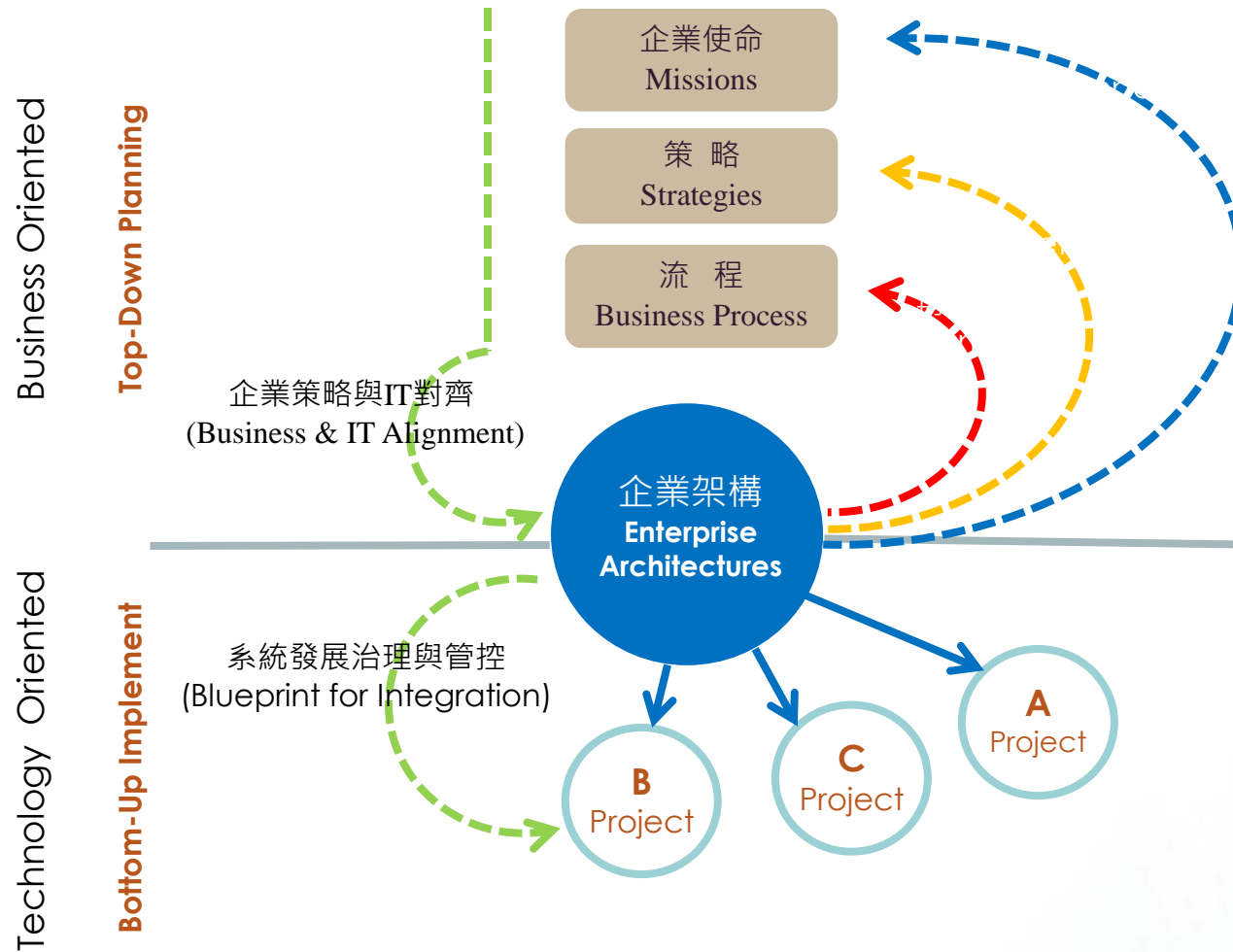
Gartner

“ *An architecture is business-driven* when it is derived from the business strategy. That means that you can show a clear cause-and-effect relationship between decisions about how technology will be used in the enterprise (the architecture) and some element of the business strategy.”

Enterprise Architecture as Strategy



Core functions of EA



我們不斷嚐試要將IT策略與組織策略對齊(鏈結)..

太好了!!



.....

geek & poke



.....

我從不知我們有企業策略!



他沒搞懂!

PART 6: WE HAVE FINALLY REALIZED THAT IT AND BUSINESS HAVE TO BE ALIGNED

Impacts and Top Recommendations for Enterprise Architects to Help CIOs Develop a New Digital Strategy

Impacts	Top Recommendations
<p>Organizations look to grow and improve efficiency, creating new demands on EA.</p>	<ul style="list-style-type: none">• Adopt a business-outcome-driven approach, focusing on EA to execute business strategy and goals.• Show CIOs how EA can support their priorities and expectations.• Focus on outcomes, with a "just in time, just enough" approach.
<p>CIOs must hunt and harvest digital opportunities.</p>	<ul style="list-style-type: none">• Use EA proactively as a way to identify tech innovations and opportunities.• Develop business architecture to better represent strategy, goals and future-state capabilities.• Engage business executives in EA, and build collaborative relationships.
<p>New skills and approaches are needed to deliver business value.</p>	<ul style="list-style-type: none">• Evolve EA maturity with competencies to support hunting and harvesting (such as business and information architecture).• Re-engineer EA processes/deliverables, and support rapid strategic experiments.• Work with CIOs to show how EA supports areas of increasing business participation.

Source: Gartner (July 2013)

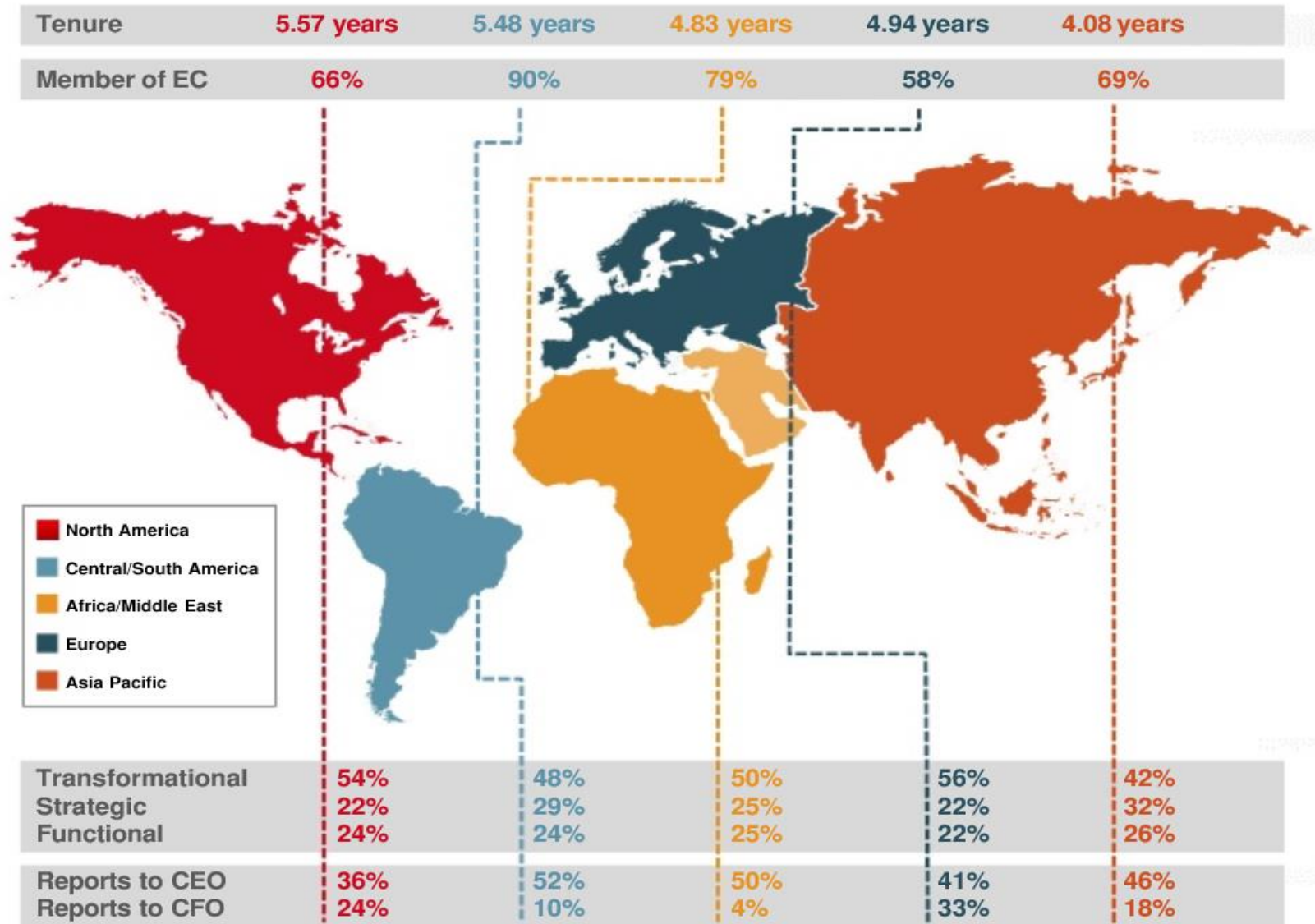
CIO's Moving from Functional to Strategic

State of the CIO : 2012 Global Update

		2011		2012		3-5 yrs.			
TRANSFORMATIONAL	Aligning IT initiatives with business goals	1	58%	1	60%	↑	4	38%	↓
	Implementing new systems and architecture	3	47%	3	49%	↑	8	31%	↓
	Cultivating the IT/business partnership	5	40%	4	43%	↑	6	36%	↓
	Leading change efforts	6	38%	6	38%		4	38%	
	Redesigning business processes	7	33%	8	27%	↓	7	33%	↑
FUNCTIONAL	Improving IT operations/systems performance	2	53%	2	53%		11	24%	↓
	Cost control/expense management	4	45%	5	42%	↓	13	15%	↓
	Managing IT crises	8	26%	7	28%	↑	15	5%	↓
	Negotiating with IT vendors	8	26%	8	27%	↑	14	10%	↓
	Security management	11	22%	11	23%	↑	12	16%	↓
BUSINESS STRATEGIST	Driving business innovation	10	25%	10	26%	↑	1	53%	↑
	Developing and refining business strategy	12	21%	12	22%	↑	3	40%	↑
	Identifying opportunities for competitive differentiation	13	17%	13	17%		2	43%	↑
	Developing new go-to-market strategies & technologies	14	9%	14	12%	↑	9	28%	↑
	Studying market trends/customer needs to identify commercial opps.	14	9%	15	9%		10	27%	↑

Source: State of the CIO Survey, CIO magazine, January 2012

Strategic Role More Prevalent in Emerging Markets



MARKETING

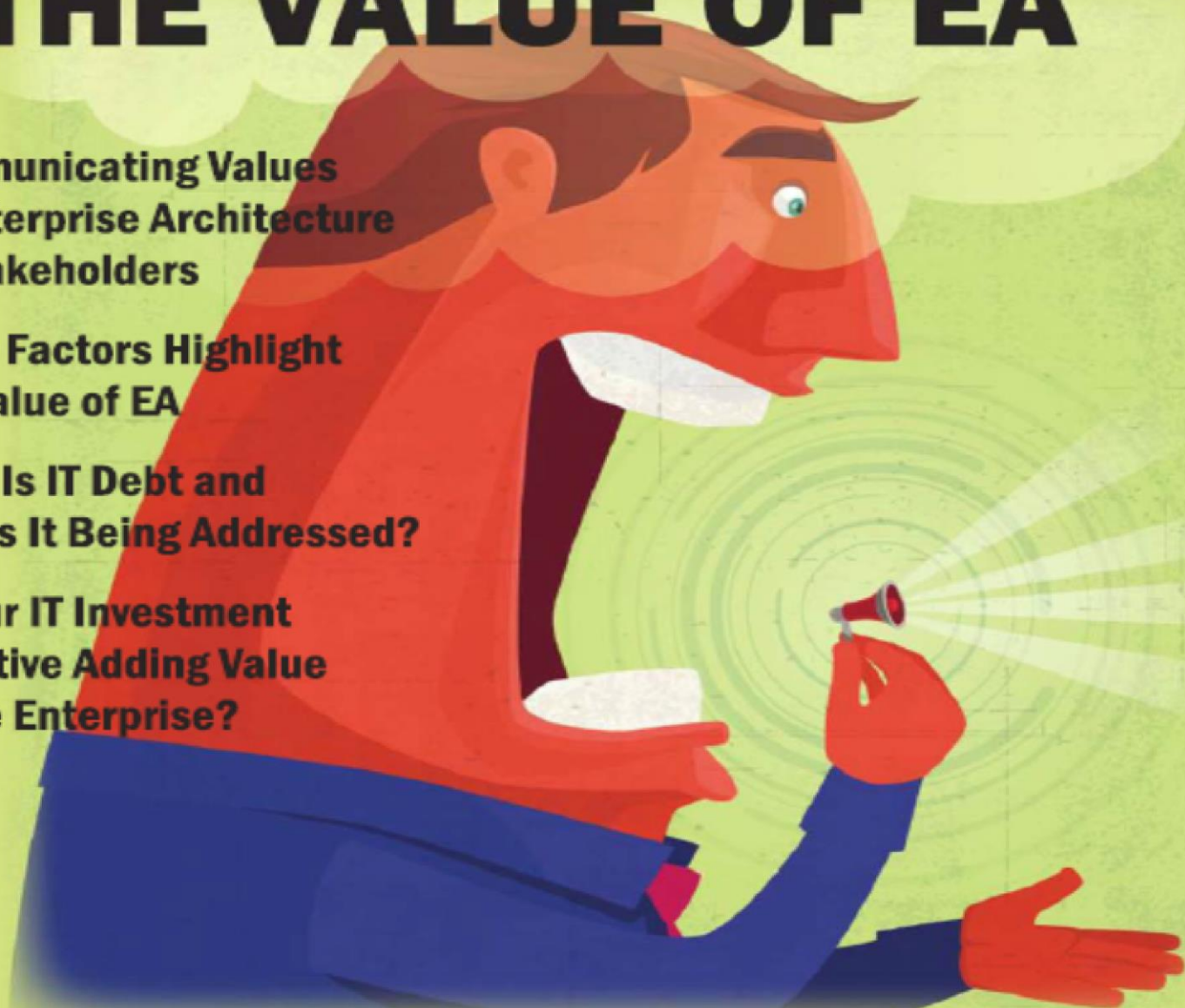
THE VALUE OF EA

**Communicating Values
of Enterprise Architecture
to Stakeholders**

**Many Factors Highlight
the Value of EA**

**What Is IT Debt and
How Is It Being Addressed?**

**Is Your IT Investment
Initiative Adding Value
to the Enterprise?**

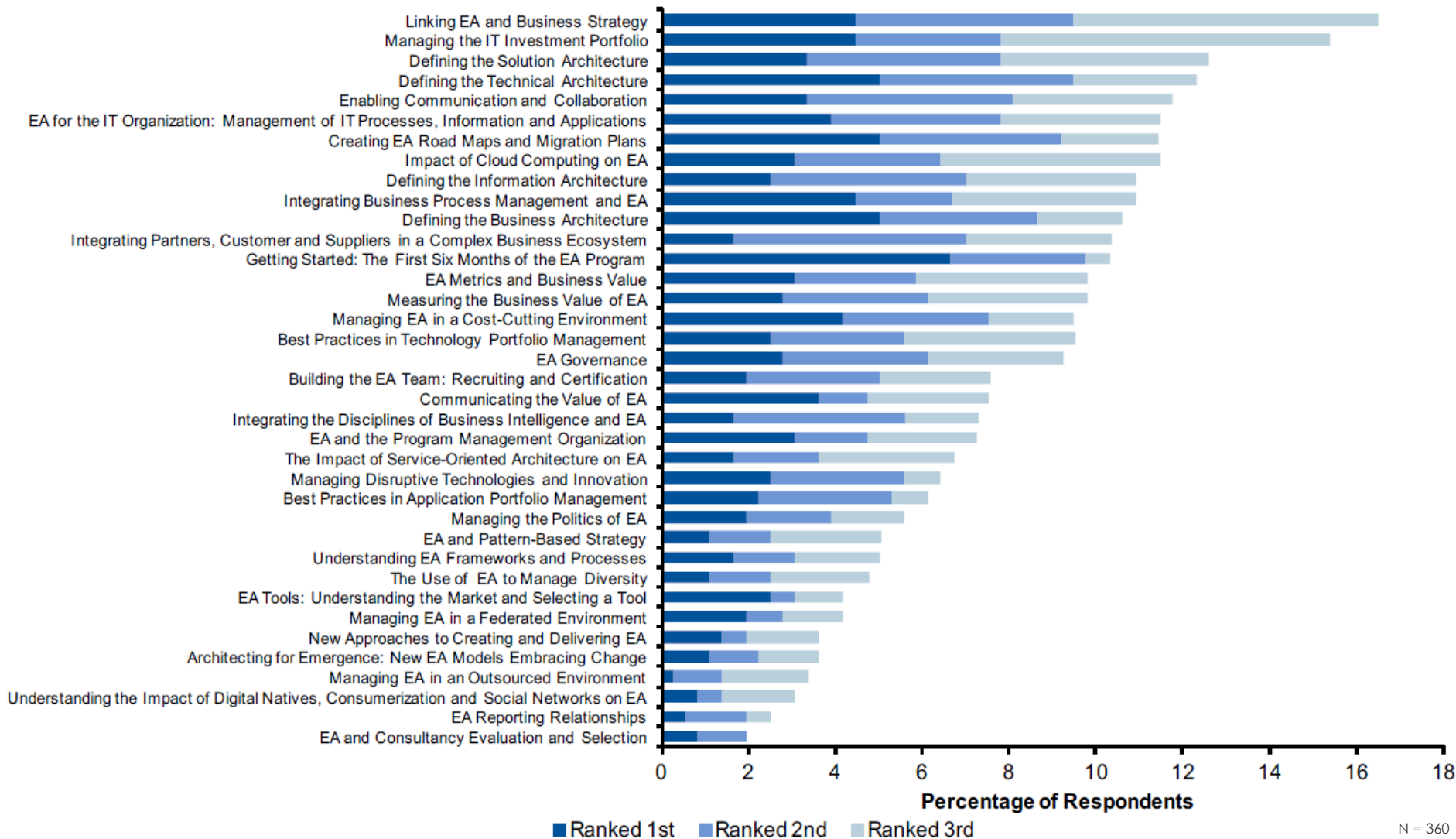


Why do I need an enterprise architecture?

- ◆ A more efficient business operation:
 - Lower business operation costs
 - More agile organization
 - Business capabilities shared across the organization
 - More flexible workforce
 - Improved business productivity
- ◆ A more efficient IT operation:
 - Lower software development, support, and maintenance costs
 - Improved interoperability and easier system and network management
 - Improved ability to address critical enterprise-wide issues like security
 - Easier upgrade and exchange of system components
- ◆ Better return on existing investment, reduced risk for future investment:
 - Reduced complexity in the business and IT
 - Maximum return on investment in existing business and IT infrastructure
 - The flexibility to make, buy, or out-source business and IT solutions
 - Reduced risk overall in new investments and their cost of ownership
- ◆ Faster, simpler, and cheaper procurement:
 - Buying decisions are simpler
 - maximizing procurement speed
 - The ability to procure heterogeneous, multi-vendor open systems
 - The ability to secure more economic capabilities

Gartner's 2011 Global Enterprise Architecture Survey: EA Frameworks Are Still Homemade and Hybrid

Gartner. Top Three Priorities for 2012-2013



Regulatory Drivers for Adoption of EA

There are a number of laws and regulations that have been drivers for the adoption and use of enterprise architecture in business:

The Clinger-Cohen Act

(US Information Technology Management Reform Act 1996). The US Information Technology Management Reform Act (Clinger-Cohen Act) is designed to improve the way the US Federal Government acquires and manages IT. It mandates the use of a formal enterprise architecture process for all US federal agencies.

The Sarbanes-Oxley Act

(US Public Company Accounting Reform and Investor Protection Act 2002)
The Sarbanes-Oxley Act was passed in response to a number of major corporate and accounting scandals involving prominent companies in the US (for example, Enron and Worldcom). Under the Act, companies must provide attestation of internal control assessment, including documentation of control procedures related to IT.

EU Directives on the Award of Public Contracts

Similarly within the European Union, there are EU Directives that require vendors involved in Public Contracts to show that they are using formal enterprise architecture processes within their businesses when supplying products and services.

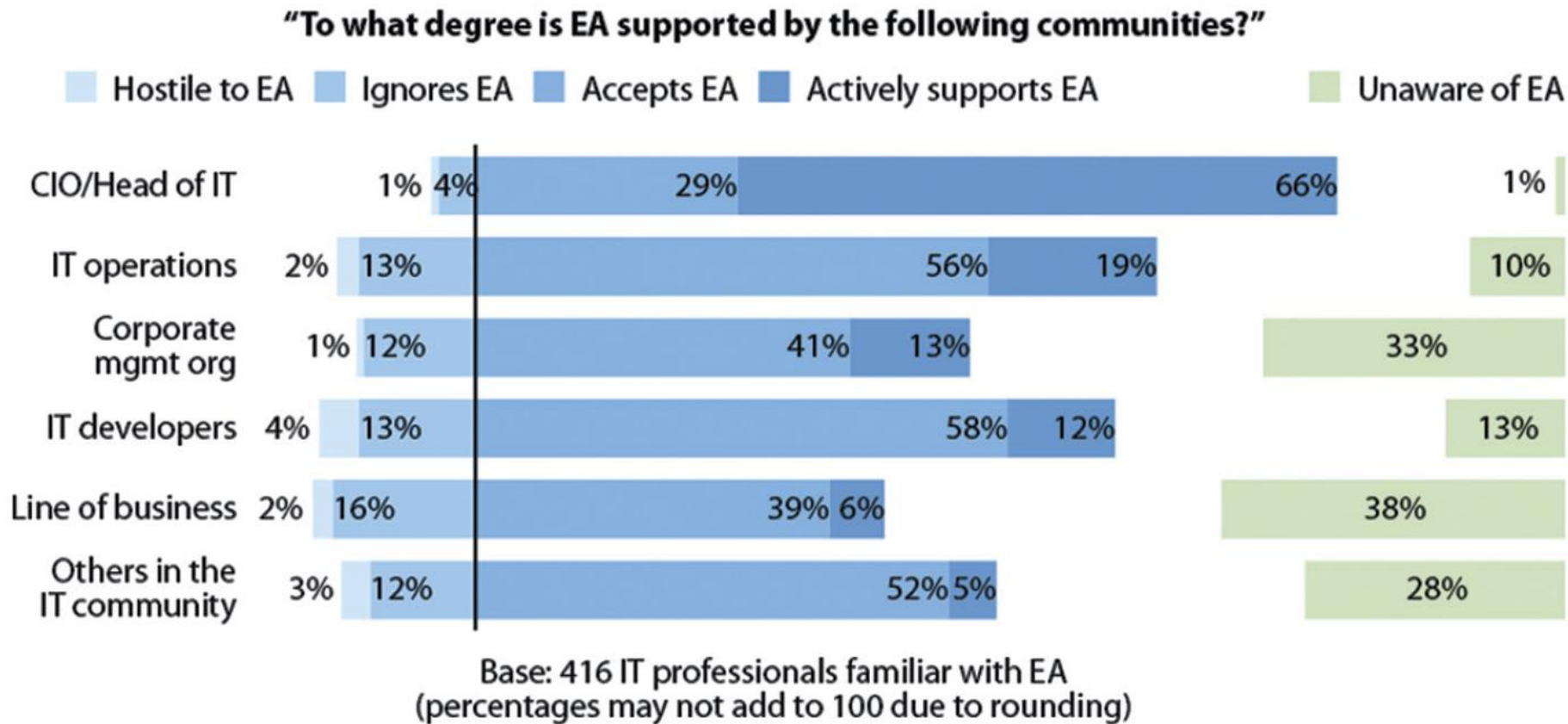


Enterprise Architecture Global Overview



EA專案的主要支持者的調查

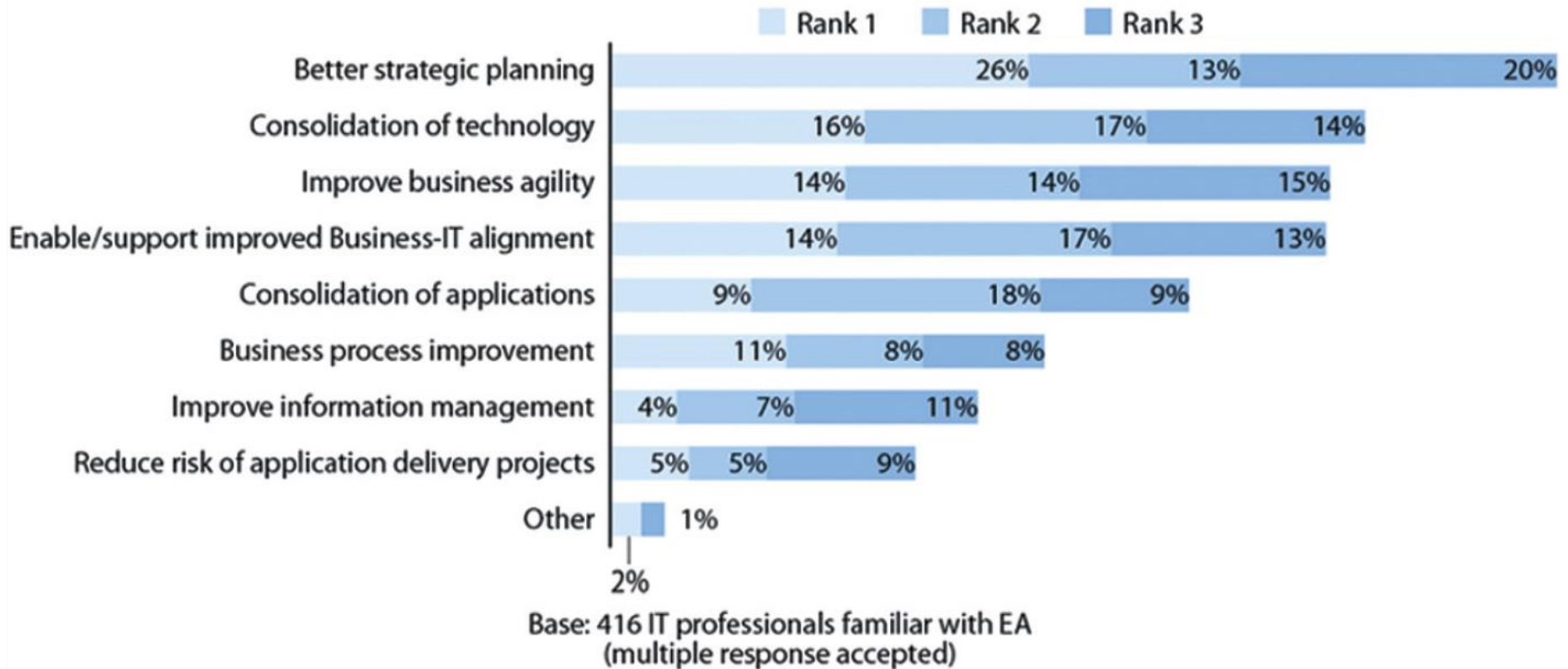
Figure 1: Support for the EA program comes from IT & corporate business management



EA 專案的主要驅動力及動念之調查

Figure 2: Primary drivers for EA programs: better planning, consolidation, agility

“Rank the top 3 primary drivers for Enterprise Architecture within your organization.”

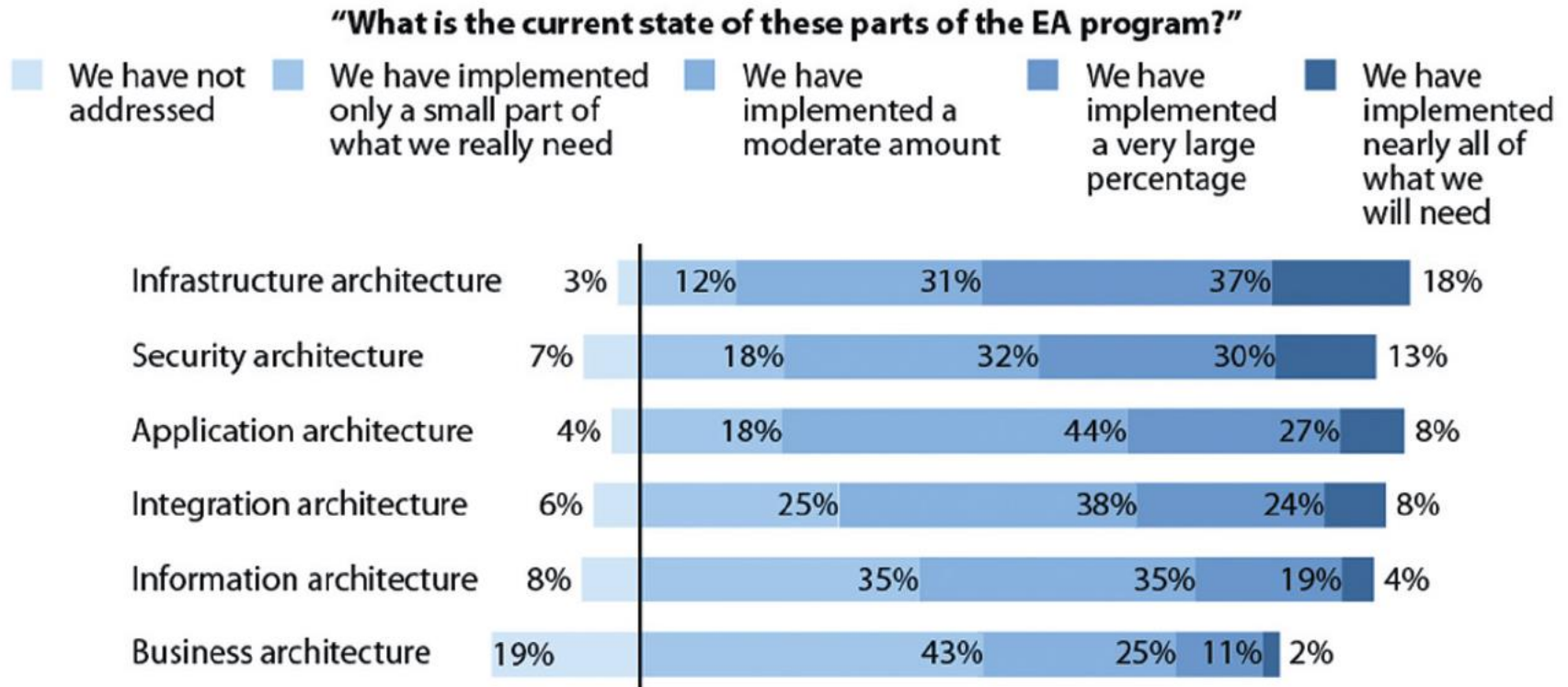


Source: September 2009 Global Annual State of Enterprise Architecture Online Survey, Forrester Research

Source: September 2009 Global Annual State of Enterprise Architecture Online Survey, Forrester Research
Enterprise Architecture & Governance Magazine, vol. 6 No. 1

EA專案中包含的架構的調查

Figure 4: Infrastructure & application architectures are the most complete, business is least



Base: 416 IT professionals familiar with EA
(percentages may not add to 100 due to rounding,
multiple responses accepted)

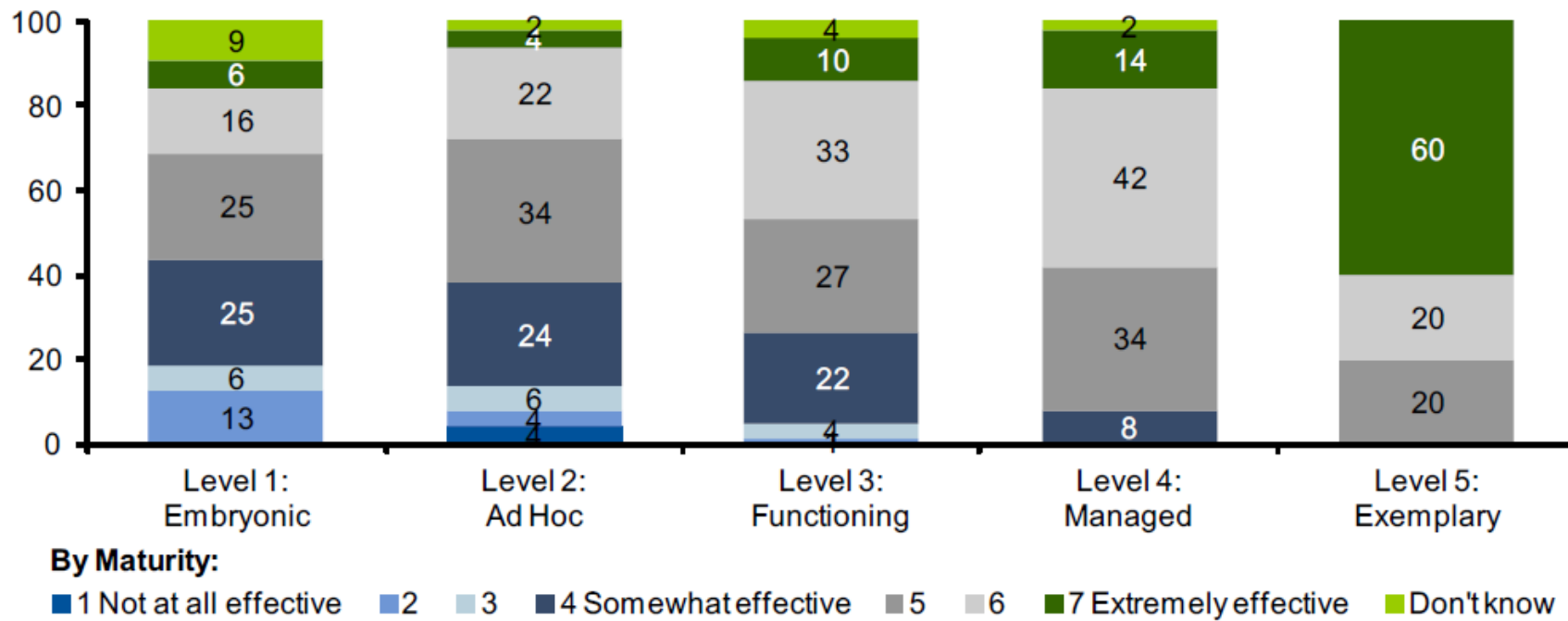
Source: September 2009 Global Annual State of Enterprise Architecture Online Survey, Forrester Research

source: September 2009 Global Annual State of Enterprise Architecture Online Survey, Forrester Research

Gartner's 2011 Global Enterprise Architecture Survey: EA Frameworks Are Still Homemade and Hybrid

Effectiveness of EA Framework

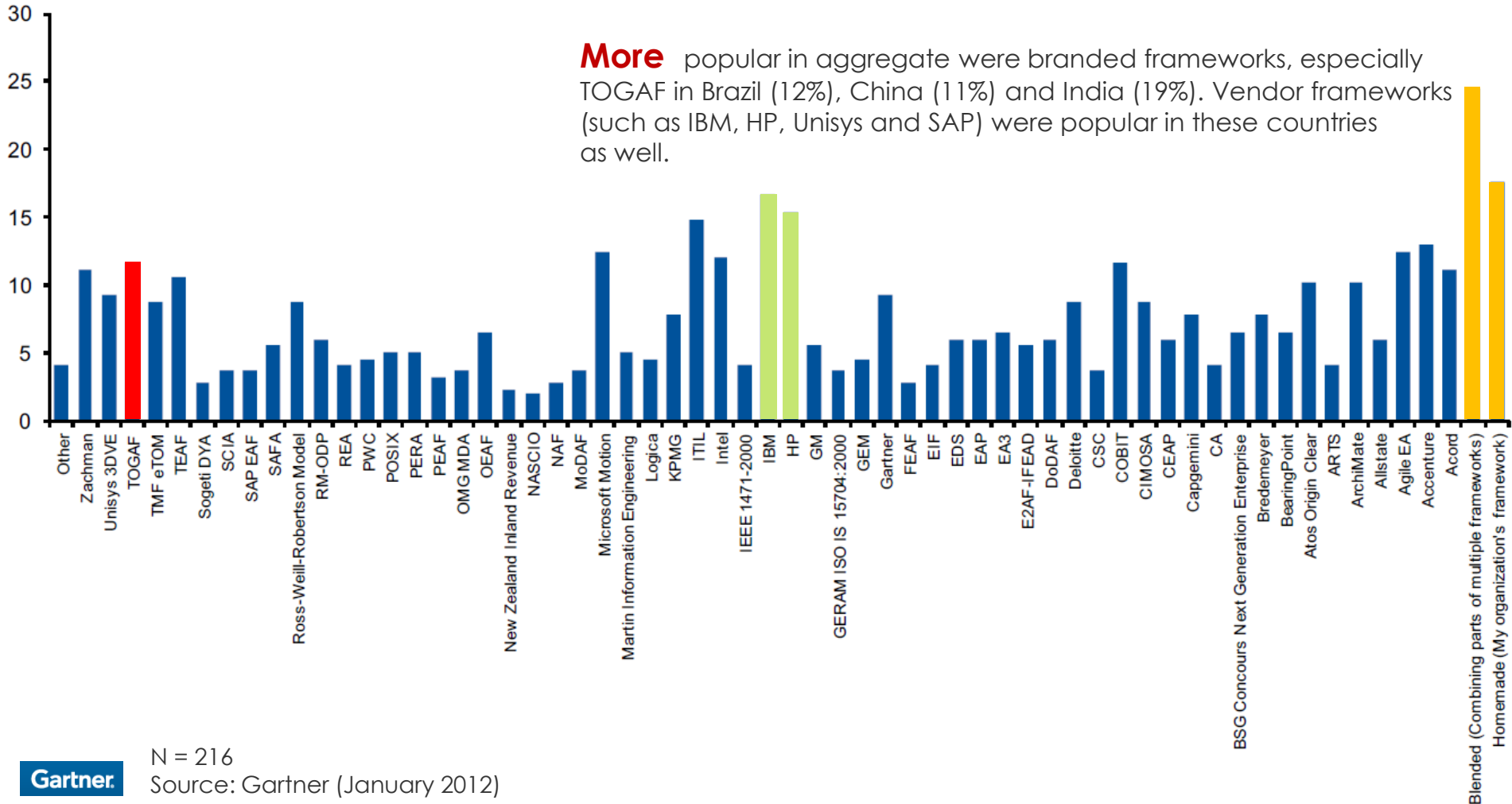
Percentage of Respondents



Gartner's 2011 Global Enterprise Architecture Survey: EA Frameworks Are Still Homemade and Hybrid

EA Framework Currently Being Used

Percentage of Respondents

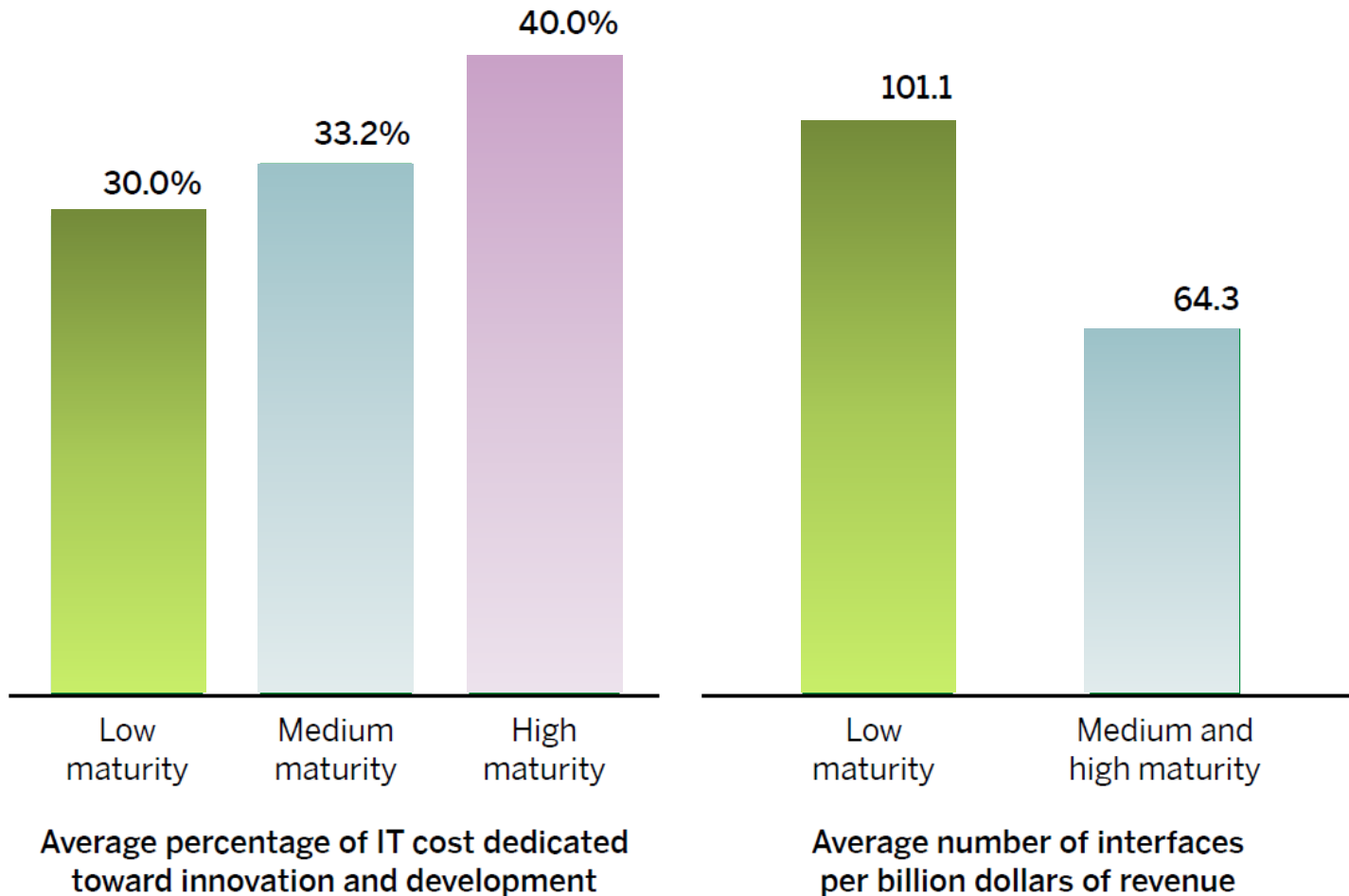


N = 216

Source: Gartner (January 2012)

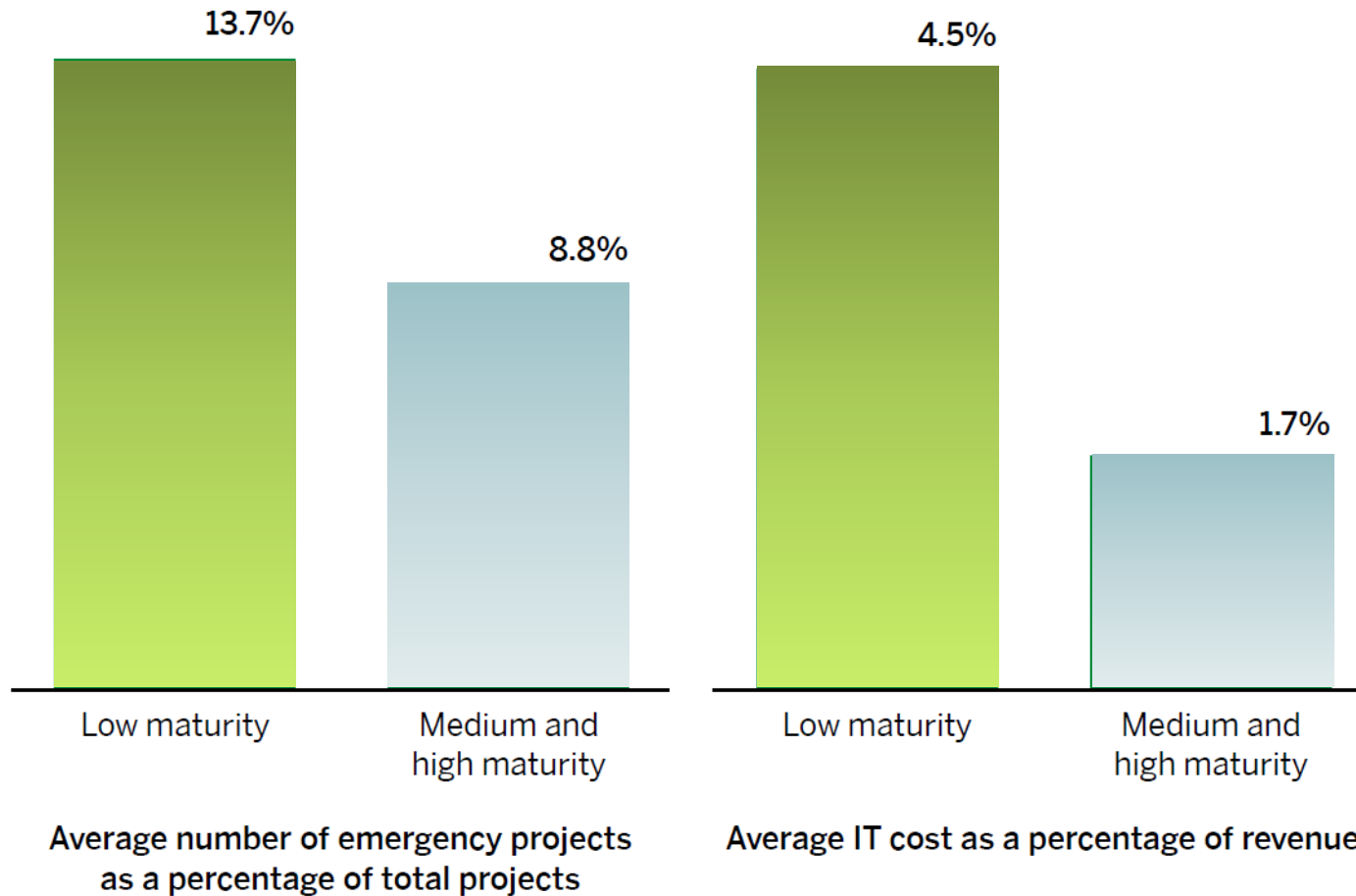
Building Effective Enterprise Architecture

Developing a Business Case and Road Map for Mature EA Practices to Maximize Value in IT Investments



Building Effective Enterprise Architecture

Developing a Business Case and Road Map for Mature EA Practices to Maximize Value in IT Investments

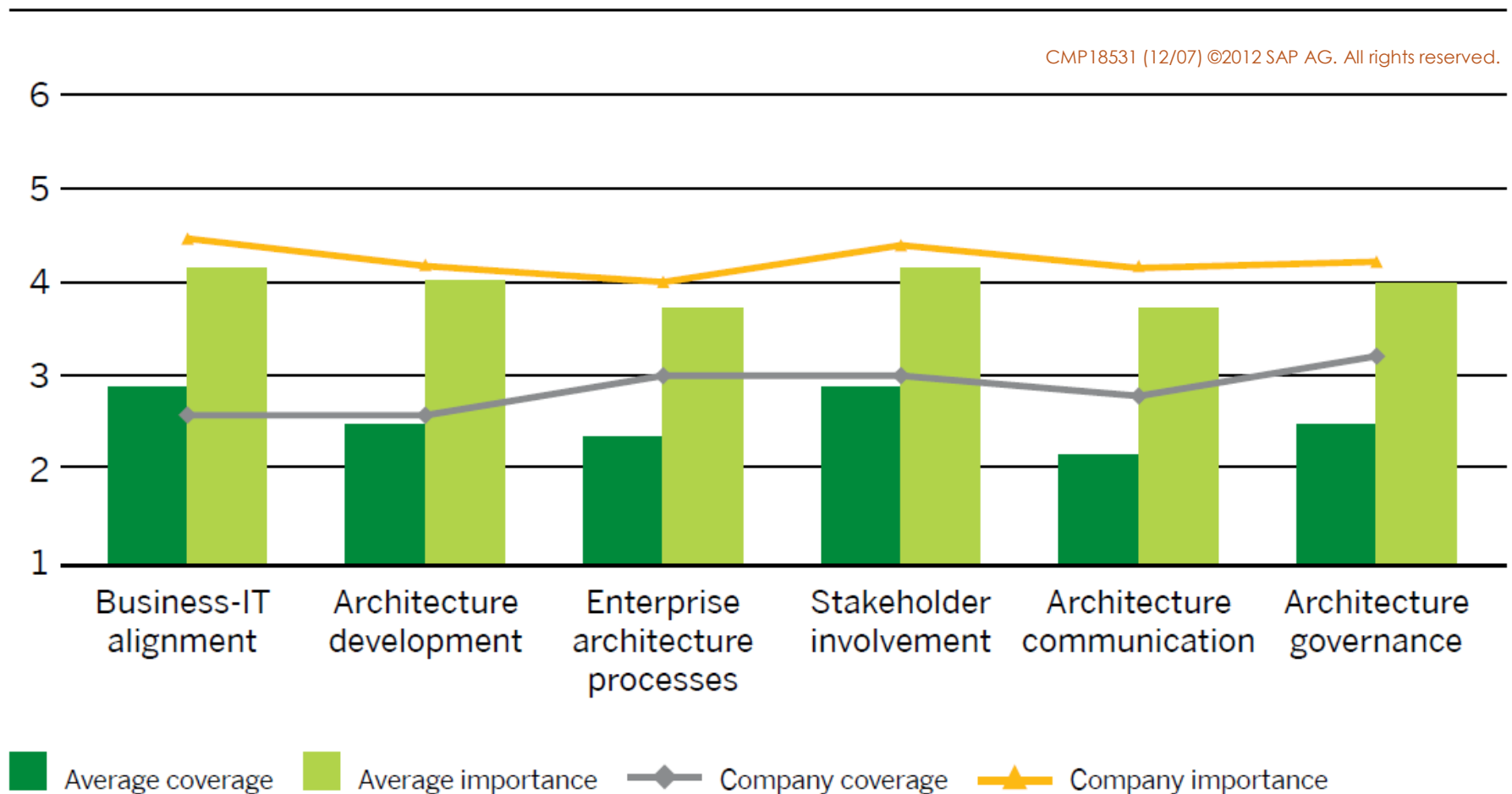


Building Effective Enterprise Architecture

Developing a Business Case and Road Map for Mature EA Practices to Maximize Value in IT Investments

Example of Average and Company-Specific Gaps in EA Best-Practice Maturity

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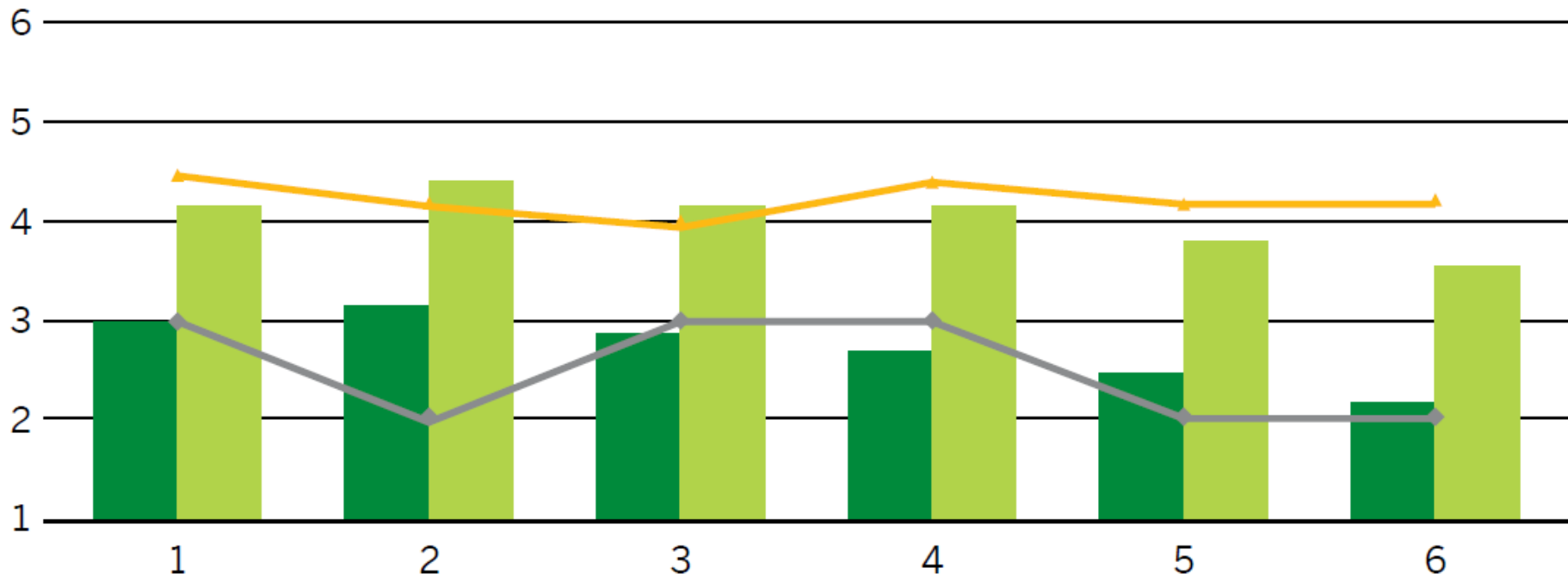


Building Effective Enterprise Architecture

Developing a Business Case and Road Map for Mature EA Practices to Maximize Value in IT Investments

Best-Practice Gaps in Alignment of Business and IT

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1 = No coverage; 5 = Full coverage

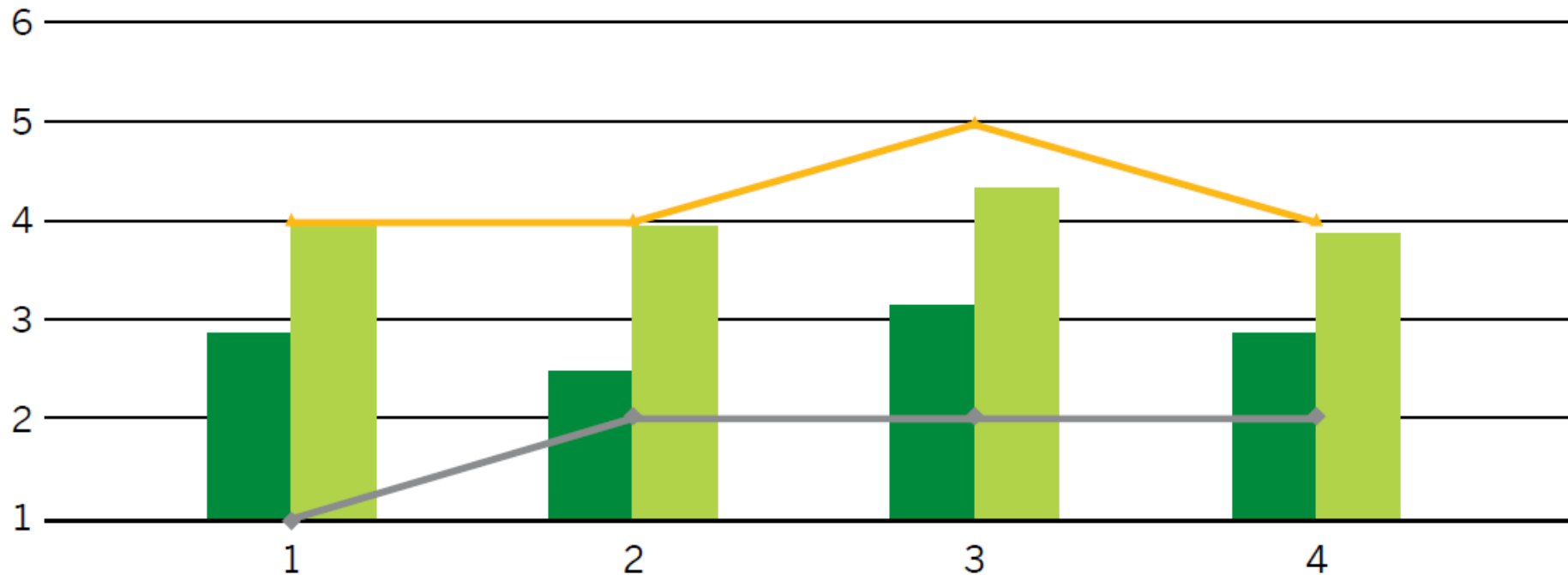
■ Average coverage ■ Average importance ◆ Company coverage ▲ Company importance

Building Effective Enterprise Architecture

Developing a Business Case and Road Map for Mature EA Practices to Maximize Value in IT Investments

Best-Practice Gaps in EA Stakeholder Involvement

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1 = No coverage; 5 = Full coverage

■ Average coverage ■ Average importance ◆ Company coverage ▲ Company importance

Key Findings

- Globally, understanding EA frameworks and processes ranks roughly 15th out of the 37 current priorities.
- Globally, 37% of organizations name "homemade" or "blended" as their primary framework.
- Globally, 89% of organizations rated their EA frameworks somewhat to extremely effective.

Recommendations

- Choose an EA framework, but which one isn't that important.
- Don't attempt to take a branded EA framework off the shelf and routinely apply it to your organization.
- Organically create EA artifacts based on the unique characteristics of your enterprise.

Historical Review



Core Concepts from...



-在60年代晚期, IBM的架構組負責人Dewey Walker 提出企業系統規劃 (Business Systems Planning -BSP).



- 80年代中期, Dewey Walker的學生John Zachman發表了一系列文章, 第一次提出以一個架構體系來聯結和整合企業系統. 他提出的體系被稱為 Zachman架構體系(Zachman Framework for Enterprise Architecture). 在以後的二十幾年裡, Zachman體系演變為今天的6x6結構



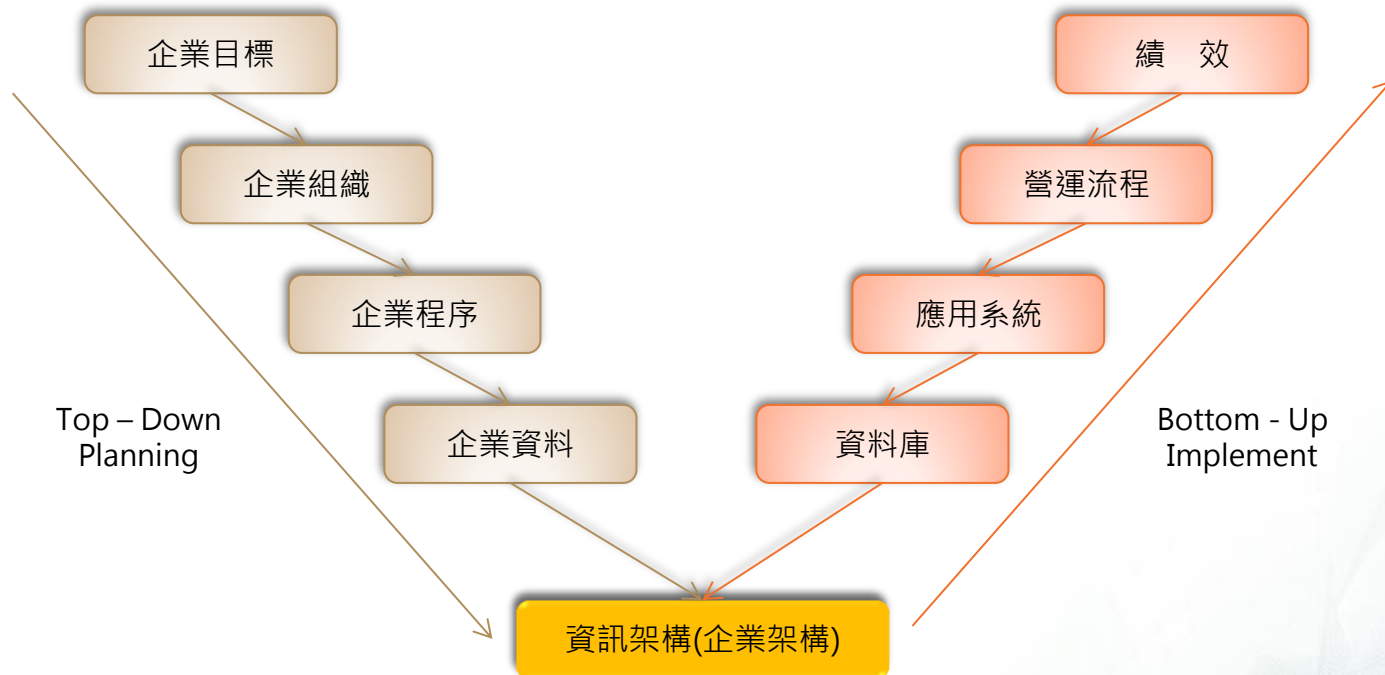
- Zachman的思路和體系啟迪了很多人和機構. 從八十年代晚期至今, 一系列架構體系被提出, 包括美國政府和國際標準組織分別提出的若干個.

BSP

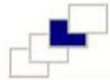
Business Systems Planning (1975)

基礎原則:

- 一． 整體組織觀點的建立(Establishment of Organization-Wide Perspective)。
- 二． 由上而下的規劃，由下而上的發展(Top-Down Planning， Bottom-Up Implement)
- 三． 資料-組織和系統-組織的獨立性(Data-Organization & System-Organization Independence)



THE ZACHMAN ENTERPRISE FRAMEWORK²™

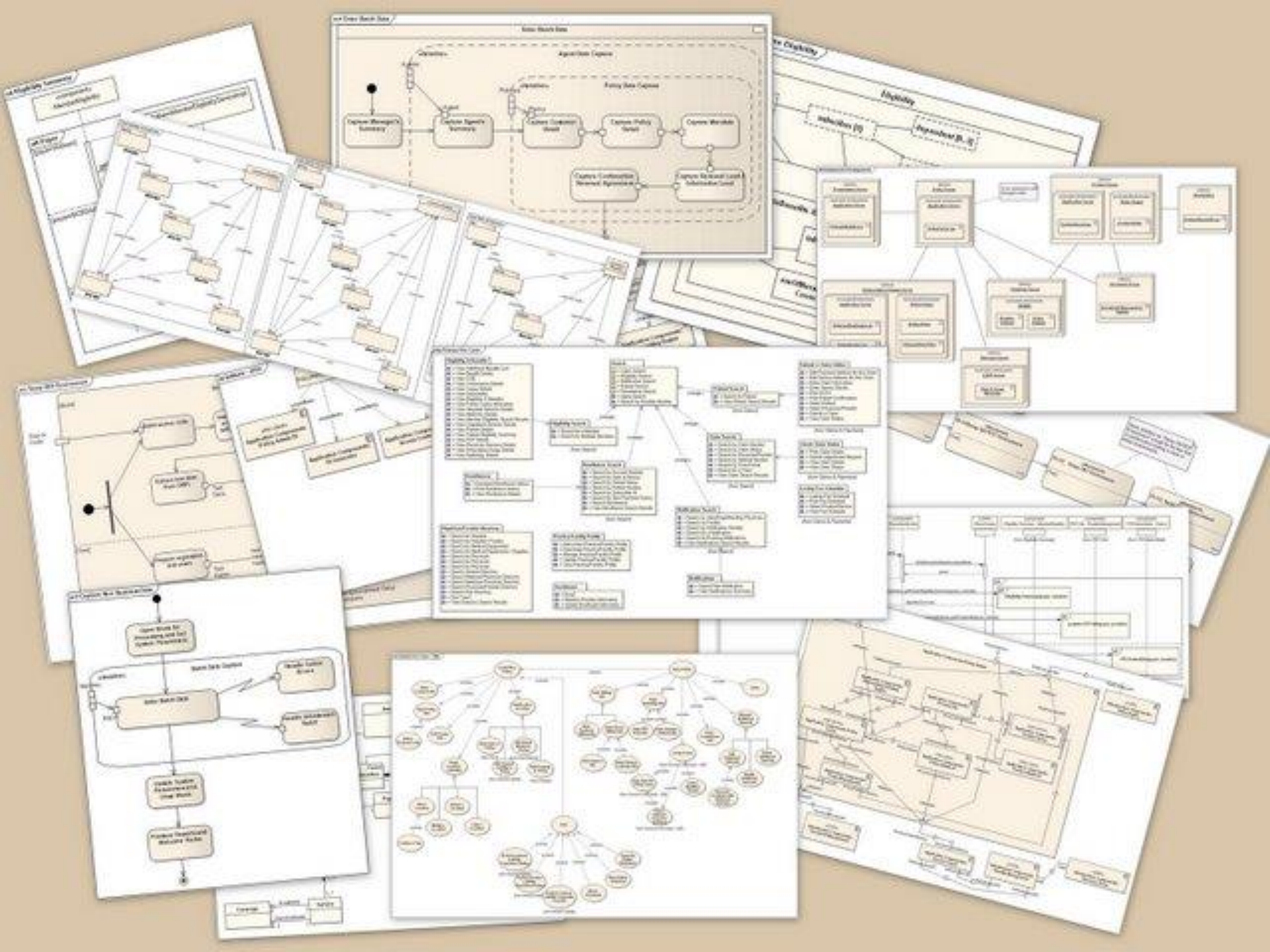


	WHAT	HOW	WHERE	WHO	WHEN	WHY	
SCOPE	Inventory Identification e.g. Inventory Types	Process Identification e.g. Process Types	Network Identification e.g. Network Types	Organization Identification e.g. Organization Types	Timing Identification e.g. Timing Types	Motivation Identification e.g. Motivation Types	STRATEGISTS
BUSINESS	Inventory Definition e.g. Business Entity Business Relationship	Process Definition e.g. Business Transform Business Input	Network Definition e.g. Business Location Business Connection	Organization Definition e.g. Business Role Business Work	Timing Definition e.g. Business Cycle Business Moment	Motivation Definition e.g. Business End Business Means	EXECUTIVE LEADERS
SYSTEM	Inventory Representation e.g. System Entity System Relationship	Process Representation e.g. System Transform System Input	Network Representation e.g. System Location System Connection	Organization Representation e.g. System Role System Work	Timing Representation e.g. System Cycle System Moment	Motivation Representation e.g. System End System Means	ARCHITECTS
TECHNOLOGY	Inventory Specification e.g. Technology Entity Technology Relationship	Process Specification e.g. Technology Transform Technology Input	Network Specification e.g. Technology Location Technology Connection	Organization Specification e.g. Technology Role Technology Work	Timing Specification e.g. Technology Cycle Technology Moment	Motivation Specification e.g. Technology End Technology Means	ENGINEERS
COMPONENT	Inventory Configuration e.g. Component Entity Component Relationship	Process Configuration e.g. Component Transform Component Input	Network Configuration e.g. Component Location Component Connection	Organization Configuration e.g. Component Role Component Work	Timing Configuration e.g. Component Cycle Component Moment	Motivation Configuration e.g. Component End Component Means	TECHNICIANS
OPERATIONS	Inventory Instantiation e.g. Operations Entity Operations Relationship	Process Instantiation e.g. Operations Transform Operations Input	Network Instantiation e.g. Operations Location Operations Connection	Organization Instantiation e.g. Operations Role Operations Work	Timing Instantiation e.g. Operations Cycle Operations Moment	Motivation Instantiation e.g. Operations End Operations Means	WORKERS
	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	Version 2.01

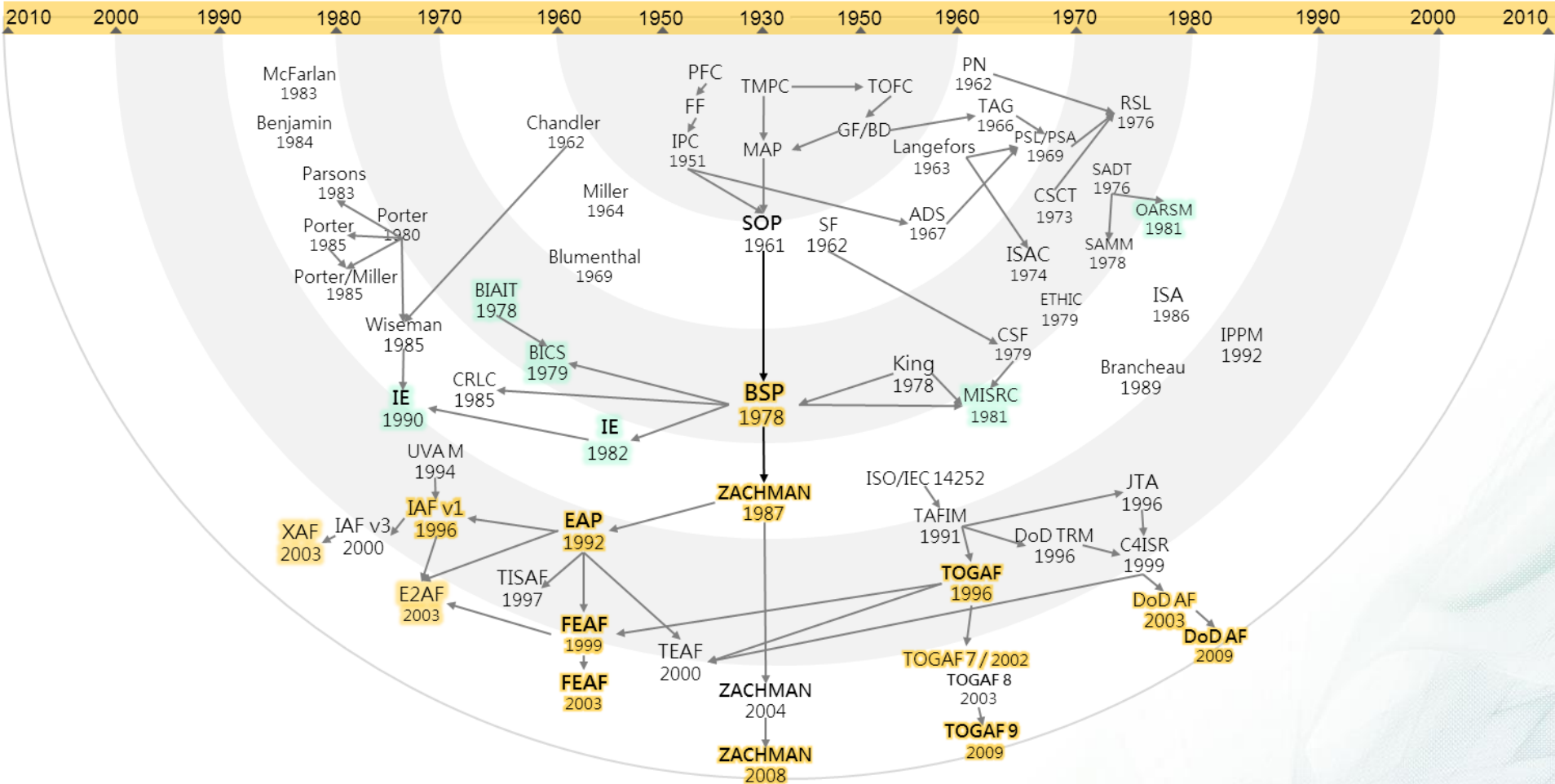
Released
October 2007

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Personal Use copies are available at www.ZachmanInternational.com/2standards.asp



Historical Review of Enterprise Architecture



主要的企業架構框架及方法



- ❑ FEAF : Federal Enterprise Architecture Framework
- ❑ Zachman Framework
- ❑ DoDAF: DoD Architecture Framework
- ❑ TOGAF: The Open Group Architecture Framework

FEA

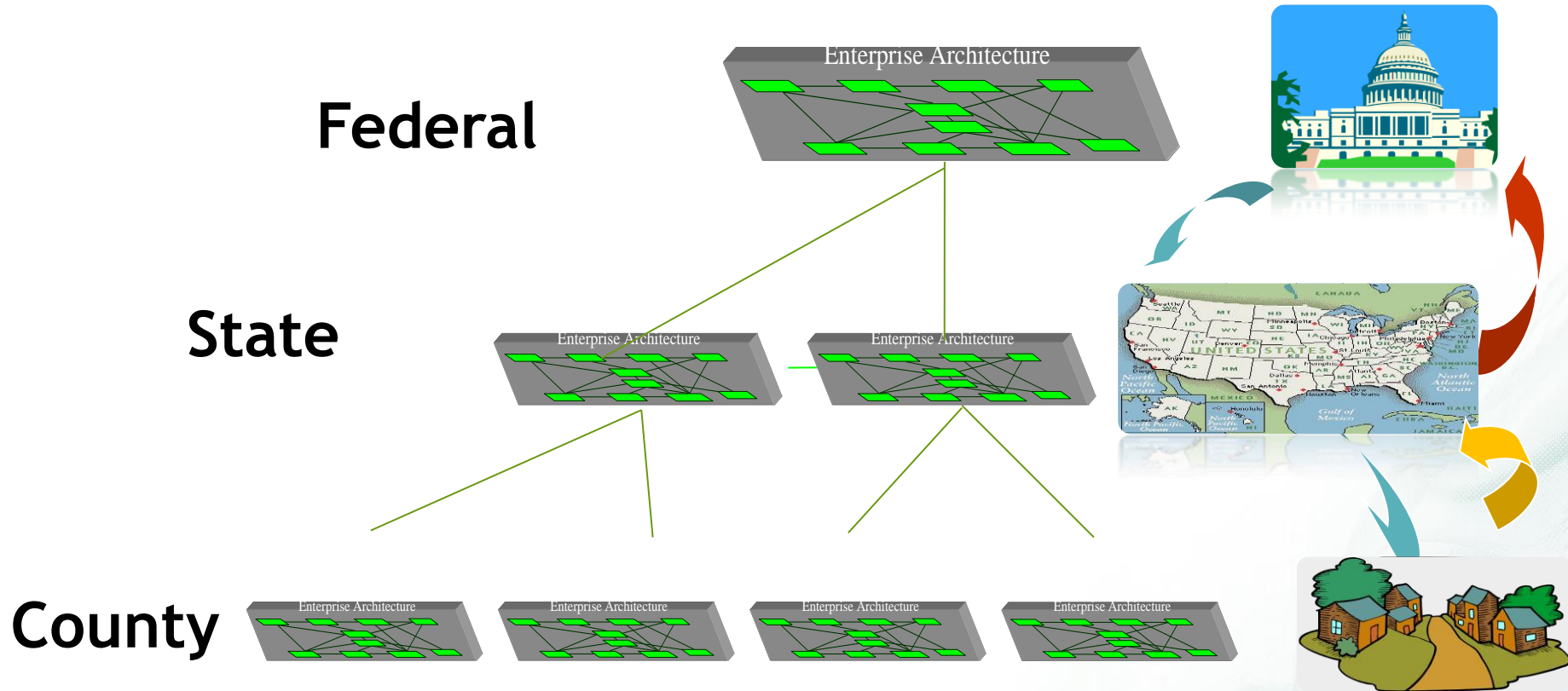
Federal Enterprise Architecture

聯邦企業架構

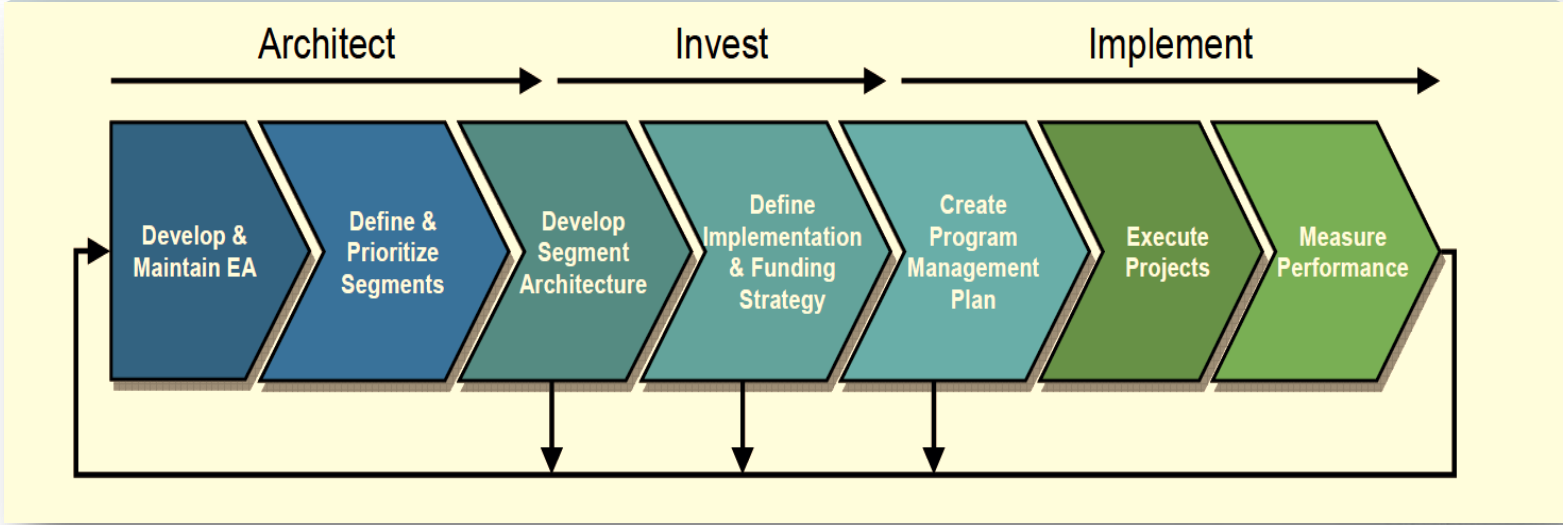
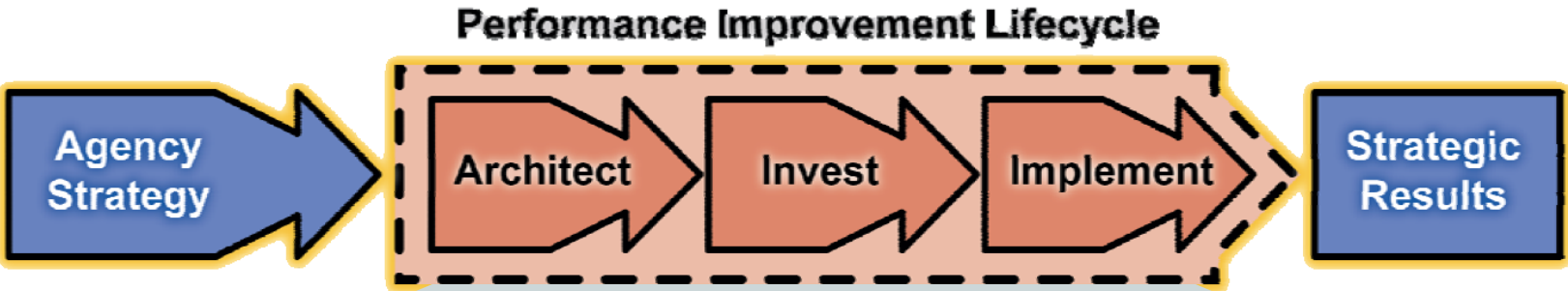


Inter - Enterprise Architecture

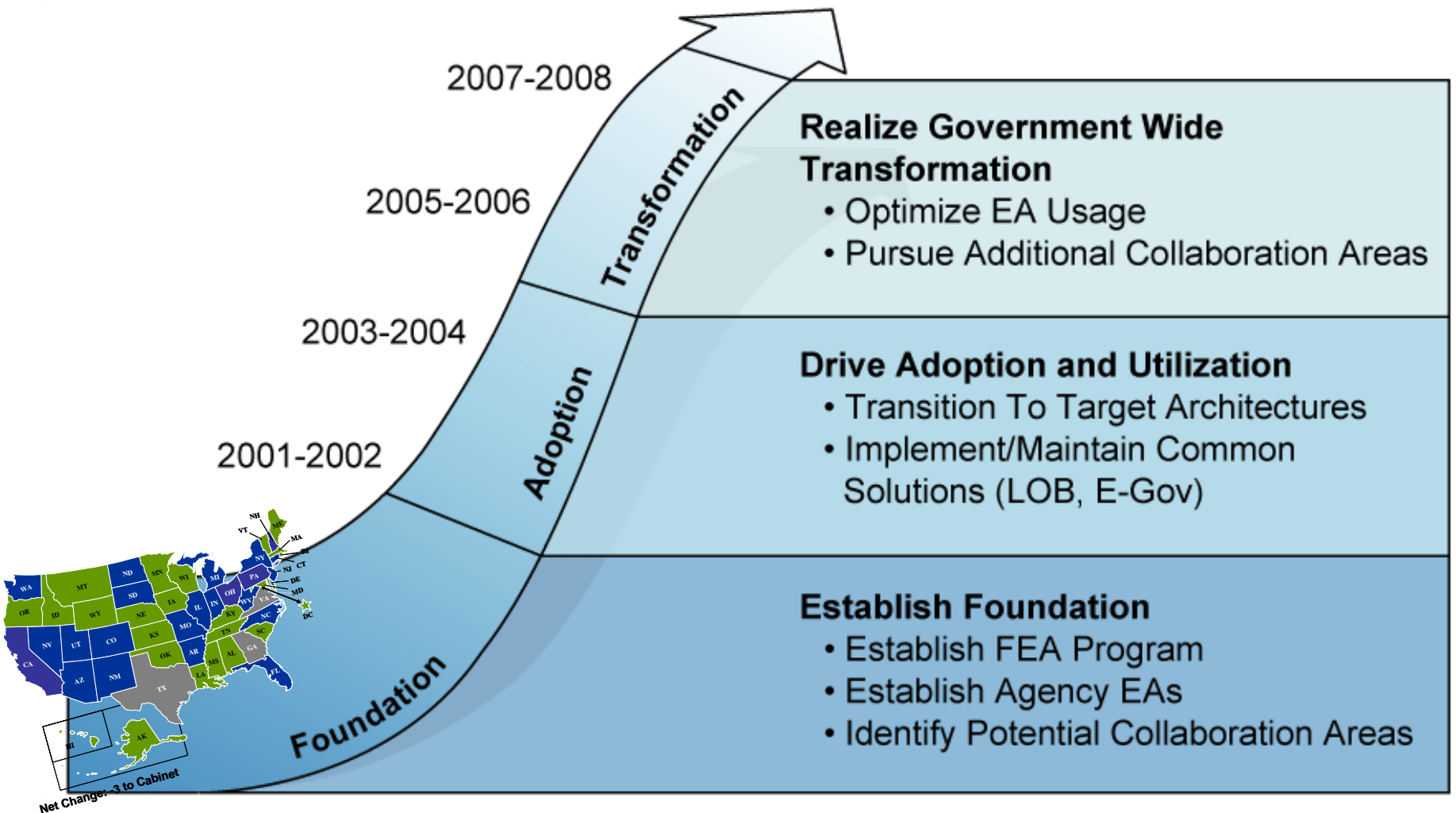
managing inter-enterprise operability



Performance Improvement Lifecycle



Direction for the states



TOGAF

The Open Group Architecture Framework

開放組織(企業)架構框架

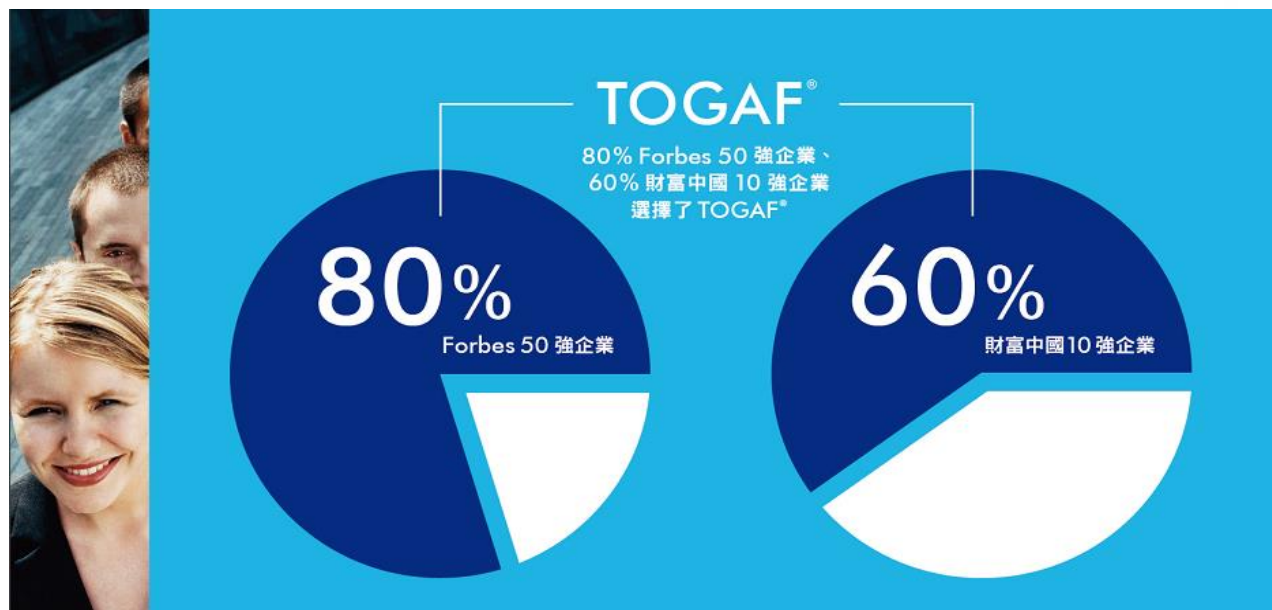


TOGAF® 企業架構框架概述

TOGAF®(The Open Group Architecture Framework, 開放群組企業架構框架), 是一個被世界領先組織廣泛應用, 並得到實務驗證的資訊整體規劃方法和框架, 用以建立企業架構、優化管理流程和制度、綜合營運的系統化設計, 進而為戰略、業務架構、IT 的整體規劃提供基礎框架及策略藍圖。

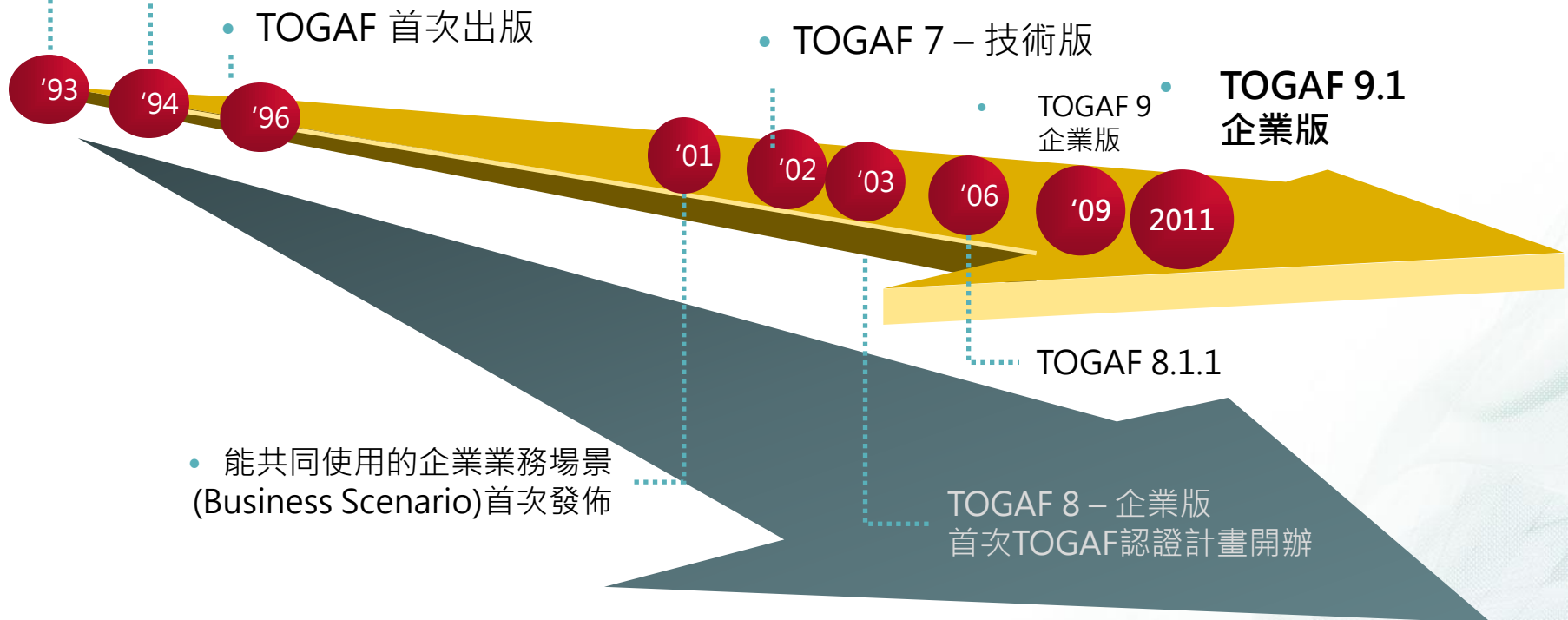
TOGAF® 成為國際廣泛支持的通用標準

TOGAF® 目前已被廣泛運用於世界 500 強企業, 80% 的 Forbes 50 強企業以及 60% 的財富中國 10 強企業皆支持與採用。同時獲得 HP、IBM、Kingdee、ORACLE、SAP 等國際知名企業的高度認同。Open Group 為開放性標準倡導組織, 因而其 TOGAF® 廣泛受到全球企業架構專業社群的支持, 成為企業架構師專業認證的國際標準之一。

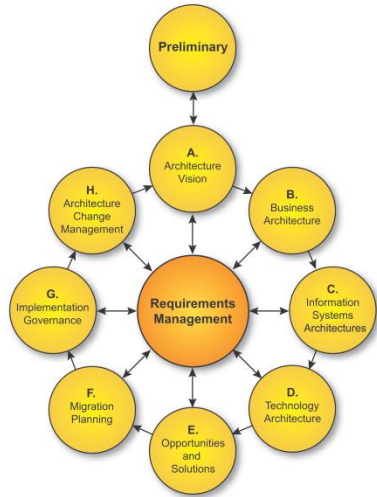


會員驅動的開放性演進

- 客戶會員要求架構標準...
 - 客戶會員選擇 TAFIM 為優先出發點...
 - 美國國防部資訊系統局(DISA)捐贈 TAFIM作為基礎

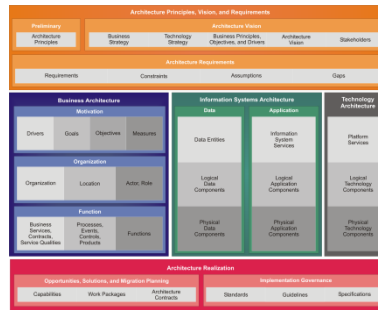


TOGAF 9 components

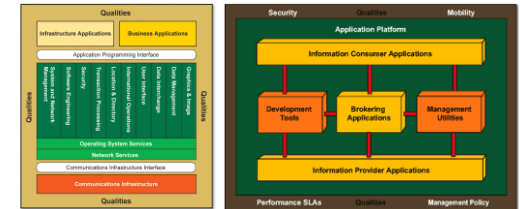


ADM

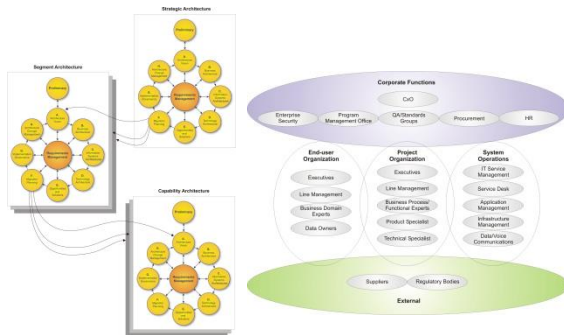
架構內容框架
Architecture Content Framework



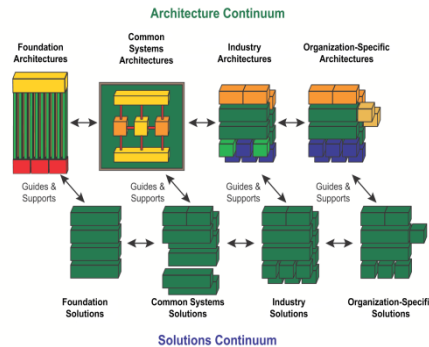
參考模型
TOGAF Reference Models



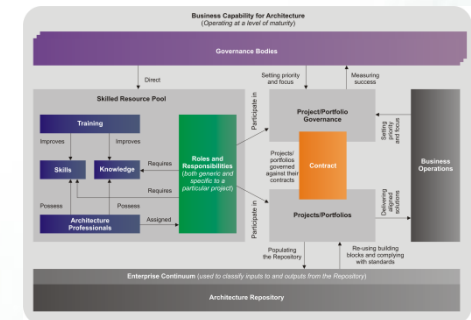
ADM 指引和技術
ADM Guidelines and Techniques



企業連續系列
The Enterprise Continuum



架構能力框架
Architecture Capability Framework





EA

