



# Organizational Challenges of Enterprise Architecture Adoption

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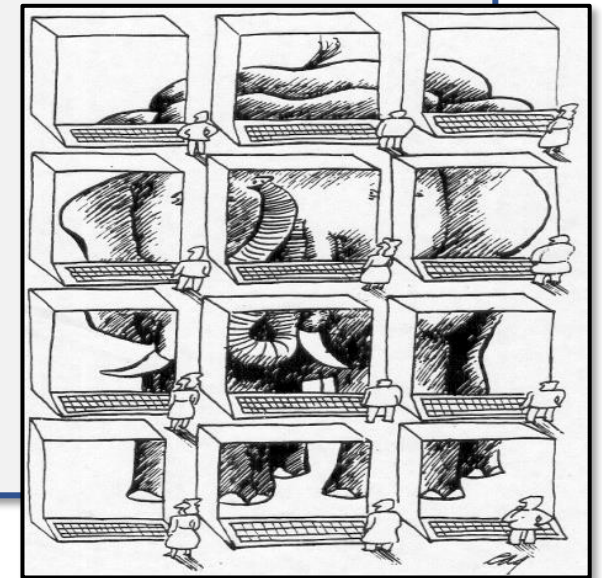
## Enterprise Architecture:

- ❑ Holistic approach to align **business strategy, information, and information technology (IT)** to a common goal (*Niemi and Pekkola 2017*).
- ❑ EA can be assumed as a **Digital Transformation strategy** (*Ajer and Olsen 2018*) rather than just a modeling activity.



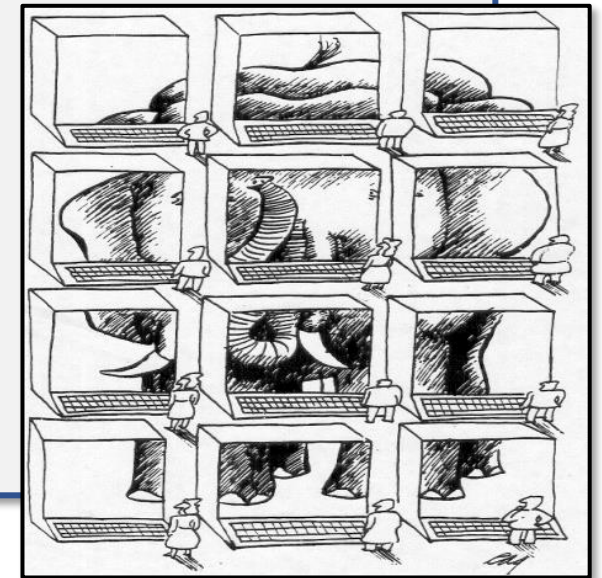
## Why does an organization need an EA?

- ❑ To **get an overview** (map) of the **business' processes, systems, technology, structures and capabilities**.
- ❑ To provide a strategic context for the **evolution of the IT system** in response to the constantly changing needs of the business environment.



## Why does an organization need an EA?

- ❑ To achieve **competitive advantage**.
- ❑ Create **business value from IT**
- ❑ Bridging the **gap** between **Business and IT**
- ❑ Enhance the relationships between IT and the business
- ❑ Enhance IT agility to support business changes



# Theoretical Background

- **Dialectic Perspective**
- **Organizational Influence Process**
- **Institutional Theory (*Legitimacy*)**

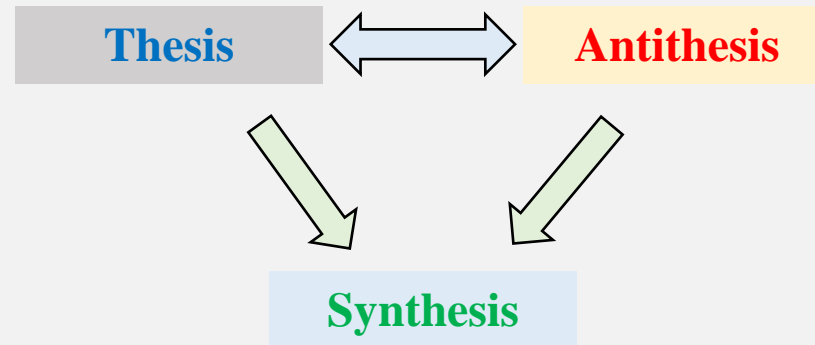
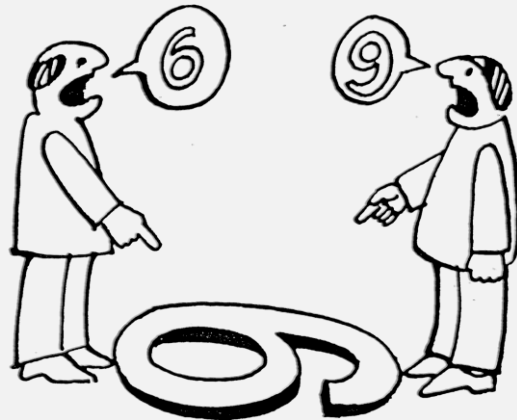




# Dialectic Perspective



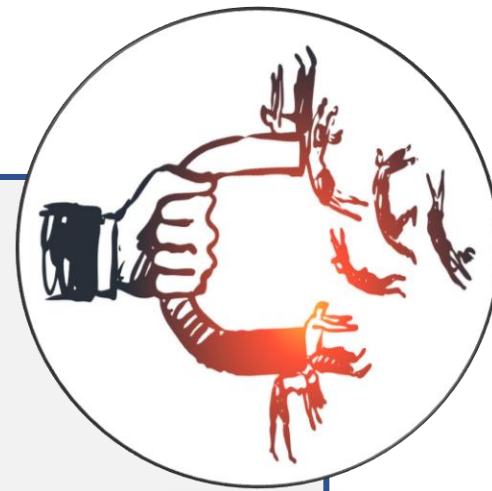
*Stability and change* are results of the balance of power between two opposing organizational actors



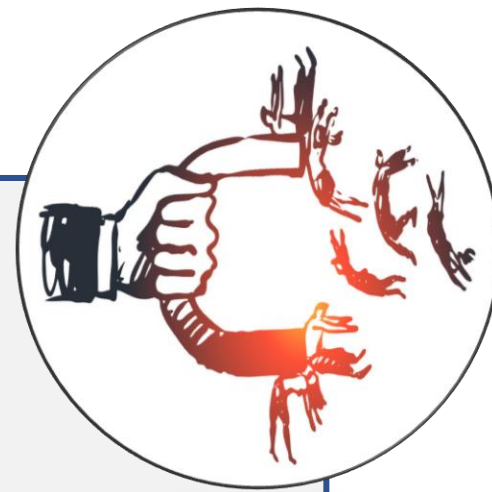
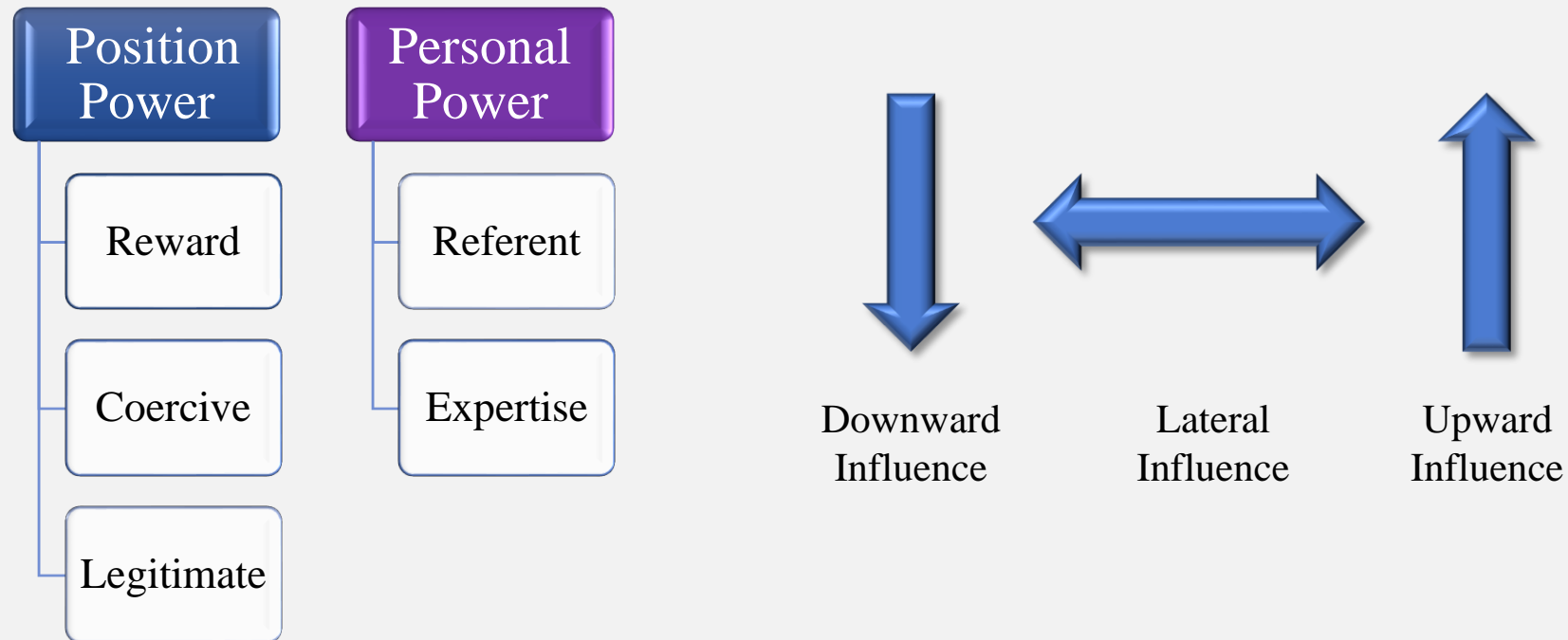
# Organizational Influence Process



*Power is the resource of force, while  
influence is the actual application of that.*

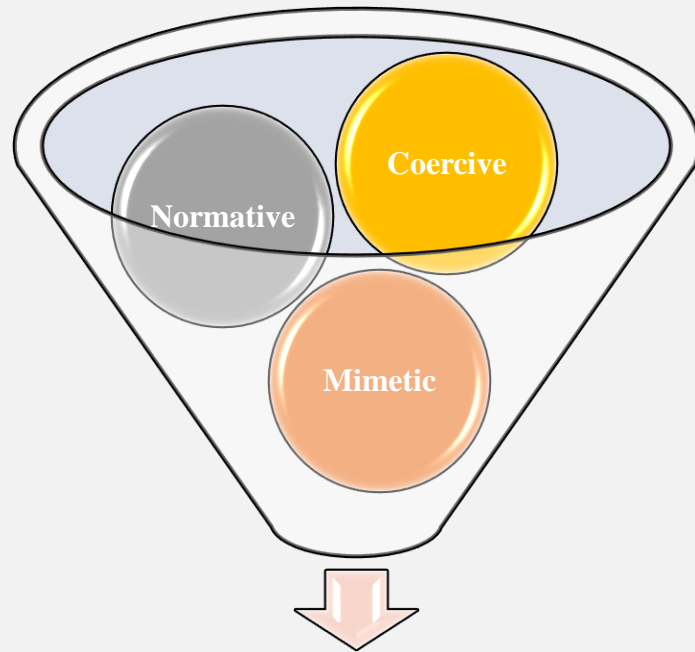


# Organizational Influence Process





# Institutional Theory



**These Pressures Provide Stability  
& Meaning to Social Life**

*Organizations and organizational actors seek to gain **legitimacy** in their environments in order to be accepted and ensure their long-term survival (Meyer and Rowan 1977).*



# Legitimacy

*‘Why do we need this?’ is a question, which shows the importance of legitimacy (Mäki-Lohiluoma et al.2016).*



## **Regulatory Legitimacy**

*Following the related legal and regulations existing within the domain (Scott 2014)*

## **Pragmatic Legitimacy**

*Following the self-interested calculations of an organization's actor (Suchman 1995)*

## **Normative Legitimacy**

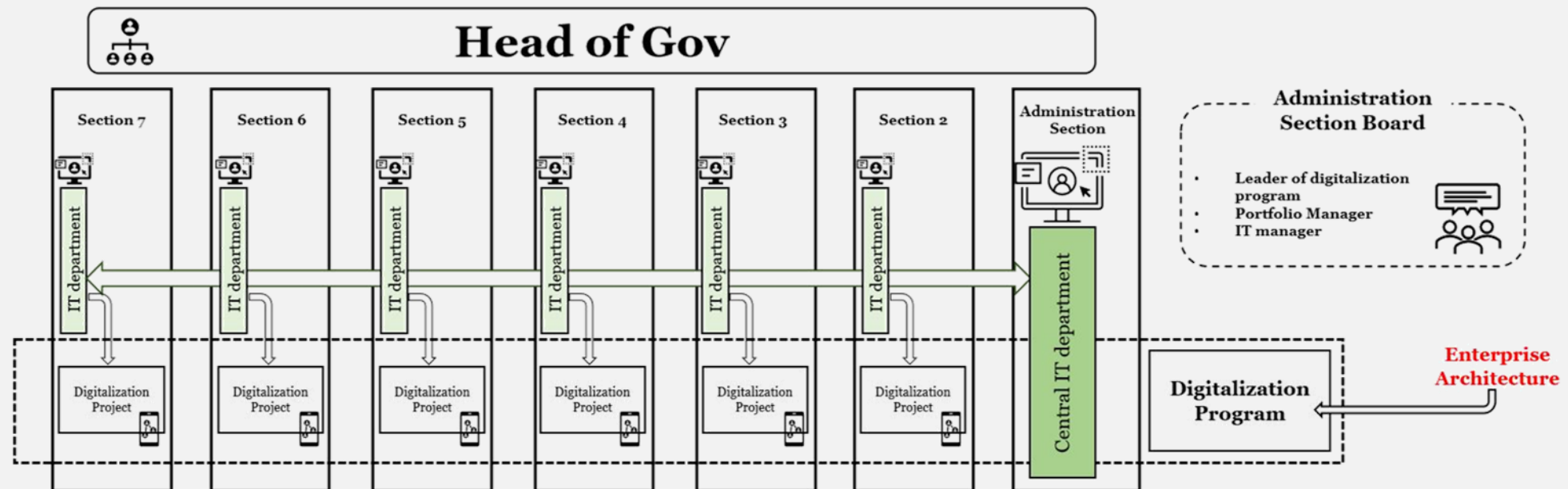
*Obtain through shared norms, values, and standards (Suchman 1995)*

## **Cultural-Cognitive Legitimacy**

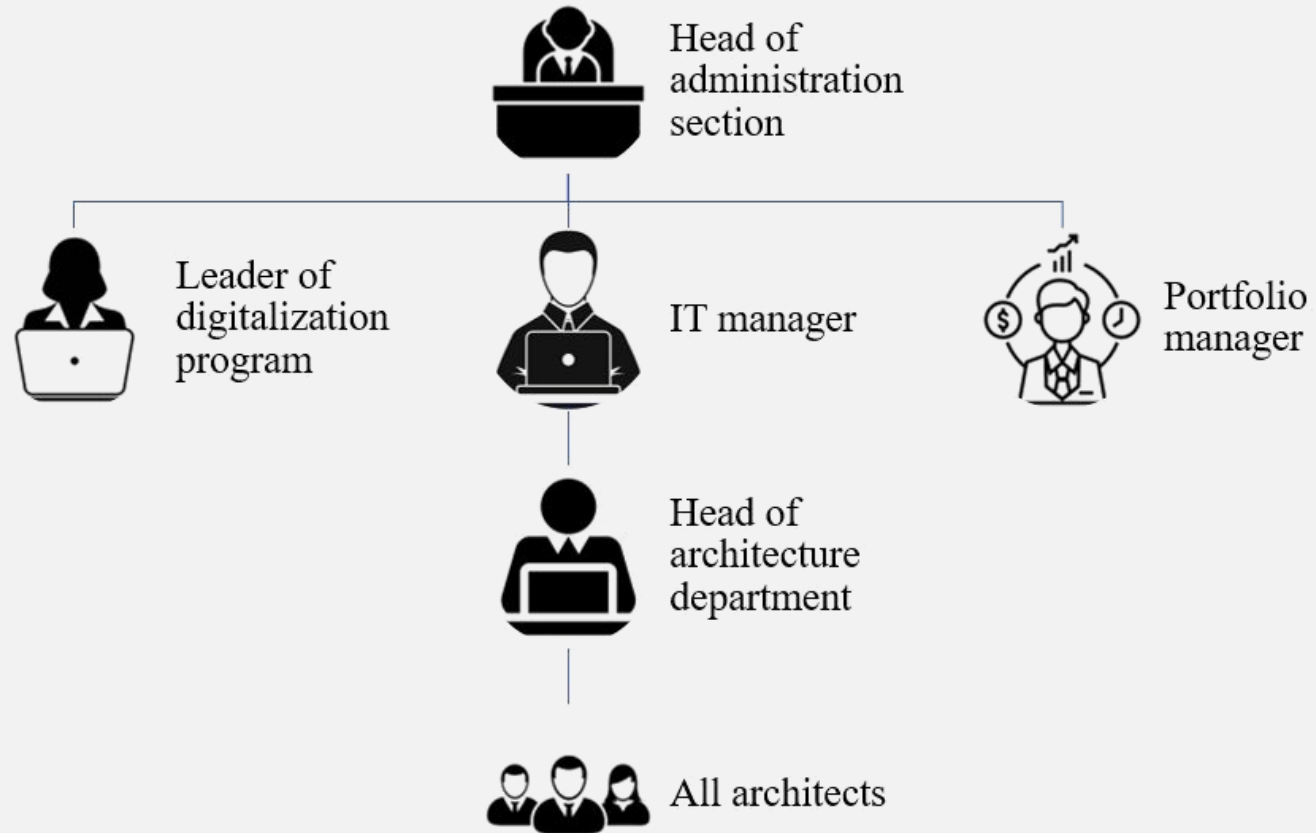
*Culturally accepted situation among the actors of social context (Suchman 1995)*

# Case Study

- ❑ *There are 7 sections; each one has its own IT department.*
- ❑ *The main IT department in the administration section supervised other IT department.*
- ❑ *Digitalization Program coordinates the digitalization projects in all sections.*



# Case Study





## **Empirical Findings**

- *14 Interviews lasting (80-150 minutes)*
- *Document analysis*

## Raised Issues



EA  
definition

EA adoption  
has stopped

**Why & How?**





# How do you define EA activities?



*Strategic activities, Close to management level, Start from business side*



*IT activities, Well established in the IT department, Help business goals*

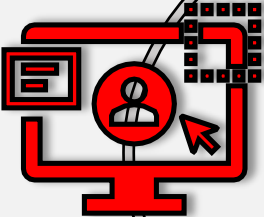


*Strategic activities connected to the project activities, align business goals & opportunities with IT capabilities*

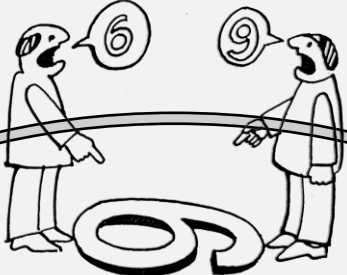
Definition Challenges



**Position Power  
Personal Power**



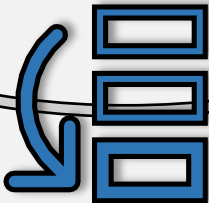
*Downward  
Influence*



*Lateral  
Influence*



**Position Power**



**Lack of Power**



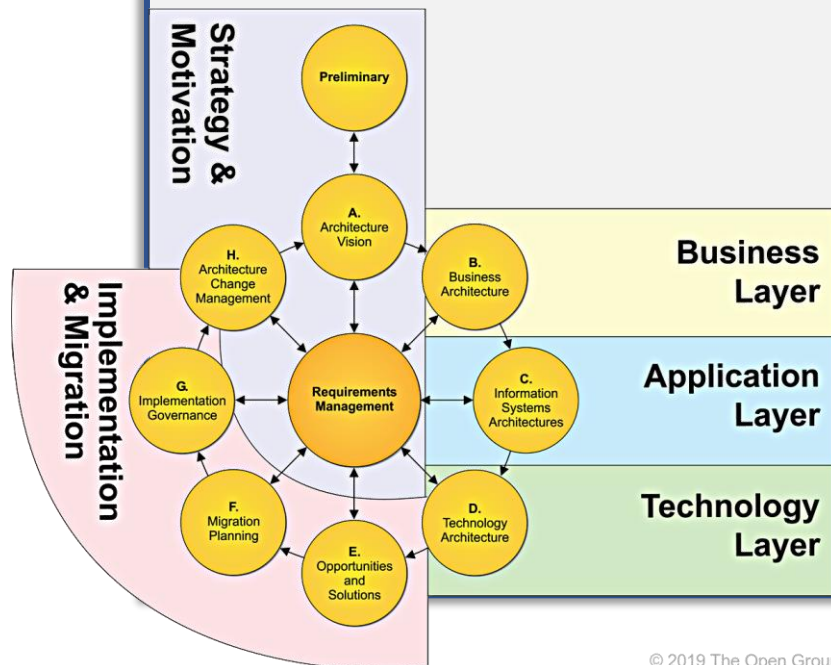
**Definition Challenges**

## Organizational Challenges of EA adoption:

### *Lack of:*

- *Shared understanding*
- *Stakeholders' engagement*
- *Financial and Management support*

## Architectural Principles



### Project Level

- ✓ *Accepted*
- ✓ *It is supported by the IT manager*
- ✓ *It is mandatory*

### Enterprise Level

- ✓ *Definition is in a debate*
- ✓ *No one consider the architectural activities*
- ✓ *It is a recommendation*

## Adoption Challenges

**Regulatory Legitimacy**

*Following the related legal and regulations existing within the domain (Scott 2014)*

**Pragmatic Legitimacy**

*Following the self-interested calculations of an organization's actor (Suchman 1995)*

**Normative Legitimacy**

*Obtain through shared norms, values, and standards (Suchman 1995)*

**Cultural-Cognitive Legitimacy**

*Culturally accepted situation among the actors of social context (Suchman 1995)*

**Lack of legitimacy is the  
root cause of organizational  
challenges for EA adoption**

**Architectural Principles****Project Level**

*Adequately legitimated*

**Enterprise Level**

*Suffers from a lack of  
adequate legitimacy*

**Adoption Challenges**

## To what extent architectural principles are legitimated?

- 1) Regulatory Legitimacy
- 2) Pragmatic Legitimacy
- 3) Normative Legitimacy
- 4) Cultural-Cognitive Legitimacy

### Project Level

- 1) *It is mandatory*
- 2) *???*
- 3) *Organizational Standards & Value*
- 4) *All project stakeholders agree on following the architectural principles*

### Enterprise Level

- 1) *It is a recommendation*
- 2) *Only enterprise architects*
- 3) *There is no organizational rule & standard*
- 4) *No one pays enough attention*

Adoption Challenges

It was my understanding of the case study. You are very welcome to add your idea to help me improve my study.

