

# A Method for Business-IT Alignment of Legacy Systems

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**Keywords:** Enterprise Architecture, Information Systems, Alignment, Model Transformation, Legacy Code, Tools.

**Abstract:** The separate evolution of the business side of the information system and its IT side leads to inconsistent enterprise architectures. The consequences are unpredictable and costly evolutions of software systems, delayed answers to strategic decisions requirements. Numerous contributions emerged to answer the Business-IT alignment problem but they do not completely fit to legacy systems because either they are top-down or they focus on the strategic alignment or they require seamless models like the BPM-SOA alignment. We propose a method to tackle the challenge of legacy architectures alignment from a practical point of view. This method includes: (i) meta-models (business process, functional and application), (ii) a top-down and bottom-up process to feed the models and (iii) an implemented tool chain based on model transformations and weaving. Our objective is to establish and maintain a consistency link between the legacy software architecture models and the enterprise business models. This link makes them aligned and the mismatches can be revealed (*as-is*) and avoided in the future state of the system (*to-be*). We experiment the method on a real case study.

## 1 INTRODUCTION

Organisations face the crucial challenge to react quickly to their environment changes, i.e. to respond to the market competition, to respect new law obligations, to improve the return on invest or the business quality. Applying the strategic decisions that grasp these challenges, implies to control the whole business organisation and its underlying Information System (IS). In particular, it is necessary to measure the impact of the decisions on the IS evolution. The discipline to steer the evolution of IS is Enterprise Architecture (EA) (Lankhorst, 2013) and its representation describes the current state of a business (*as-is*) and a desired state of a business (*to-be*) (Clark et al., 2012).

An Information System is perceived by its stakeholders according to two viewpoints: Information Technology (IT) and Business. Both viewpoint include strategic (scope, governance, competences) and operational elements (architectures, processes and skills) (Henderson and Venkatraman, 1993). Business and IT co-evolve in the enterprise according to strategic decisions or operational constraints. Keeping Business and IT consistent is of prime concern to achieve essential business objectives. Business-IT and architecture alignment are EA subjects that address these issues (Henderson and Venkatraman, 1993; Ullah and Lai, 2013).

Maintaining legacy systems, *i.e.* the current state of the IT, besides new architectures or new business rules, is a mandatory but costly activity. Our motivation is to help decision makers to capture the alignment of legacy systems with the related business models in order to underline the cross effects of IT or business evolutions. Numerous contributions emerged to answer the Business-IT alignment problem but alignment of legacy systems remains an ongoing concern (Chan and Reich, 2007; Clark et al., 2012). Our objective is to establish and maintain a tight link between the applications of the legacy system and the business models of the enterprise. This link makes them aligned and the mismatches can be revealed (*as-is*) and avoided in the future state of the system (*to-be*). This is an operational approach.

We propose a *method* to tackle the alignment of legacy systems in a pragmatic way. It consists in gradually (i) building models from the business side, (ii) extracting models from the IT side and (iii) relating the models consistently. Our alignment process is two-way: a bottom-up approach computes the architectural model from the IT applications and a top-down approach establishes the business process model. At the meeting point, the effective alignment is a concrete mapping between models. Our method focuses on the functional integration of the alignment (Henderson and Venkatraman, 1993), the

strategic aspects are not considered here.

We propose EA meta-models at different abstraction layers (application, functional and business process). The meta-model ontologies are inspired by the main EA frameworks and we designed meta-model inter-relationships in order to support alignment. In legacy systems, there must be a way to feed the models by mining the existing information sources (code, models, documents). EA proposes principles and guidelines to achieve viewpoint alignment but practitioners require a *tool chain* that helps to build an alignment. Our method is equipped with models and weaving transformations to mechanize the tool chain.

The article is structured as follows. Section 2 introduces the context of the work whereas Section 3 overviews our method. In Section 4 we overview the proposed meta-models. Section 5 is devoted to the two-way process and details the different technologies to establish inter-model relationships. Section 6 illustrates our method and its tool support on a Mutual Insurance company case study, showing the method applicability. We introduce metrics to evaluate the concrete mapping. Last, Section 7 concludes the article and draws some perspectives.

## 2 BUSINESS-IT ALIGNMENT

According to Campbell, "*Alignment is the business and IT working together to reach a common goal.*" as quoted by Chan et al. (Chan and Reich, 2007). No standard definitions exist because alignment covers numerous dimensions (people, culture, organisation, relation, quality...) (Ullah and Lai, 2013). As an example, the GRAAL method (Lankhorst, 2013) distinguishes a three dimensional world: the social dimension (the world of business), the physical dimension (the world of computers and networks) and the symbolic dimension (the world of software applications). To achieve an alignment, the GRAAL method suggests different approaches. The alignment of the software with people requires a meaningful matching between the software interface symbols and their understanding by the involved people. The alignment of software with the business processes requires to align the services provided by the software with the services required by the processes. *Our work mainly focuses on this last approach.*

Enterprise Architecture (EA) (Lankhorst, 2013) provides adequate frameworks to identify the Business-IT alignment issue. EA blueprints denote the abstraction layers captured by an architectural vision. In the EA context the alignment targets the concepts to be linked between the selected layers. Com-

mon EA representations mix viewpoints and layering in a single frame where the business viewpoint drives the high-level layers and the IT viewpoint is concerned with the low-level layers. As an example, Figure 1 illustrates a five-layers stack of models.

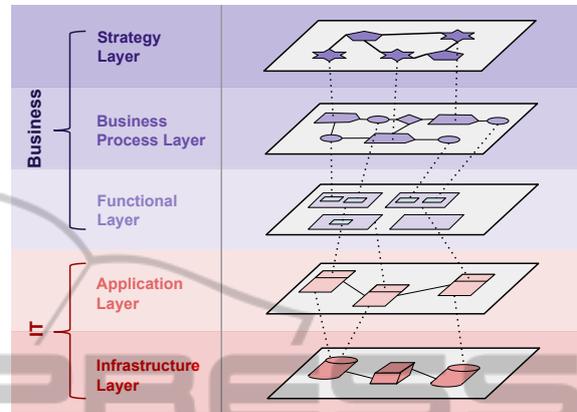


Figure 1: Information System layers and an ideal alignment.

**Strategic.** The strategic layer is the positioning of the enterprise: its organisational goals and success factors, products/services, targeted market.

**Business Process.** The business process layer refers to the organisation structure represented by process, activity and actors.

**Functional.** This layer organises the functionalities from business services in nested blocks called *Zone, District* and *Plot* (Longépé, 2003).

**Application.** The application layer is used to model software components and services with their interrelationships.

**Technical.** The infrastructure layer represents all resources for the storage, communication and execution; for instance database, servers, networks.

The dashed lines between the layers represent an "ideal" alignment where the low-level IT concepts are aligned to high-level business concepts. It is qualified as "ideal" because alignment is not simply the matter of abstraction (*e.g.* traceability). Moreover, business concepts are not fully comparable with IT concepts. The nature of the links established for an alignment differ according to the considered works. In TOGAF (The Open Group, 2011) and ArchiMate (The Open Group, 2013), the link is defined from business services to application services. In many other works (DISIC, 2012; Saat et al., 2010) the links are described between Activity (or Task) and Application Service. In practice, we have to adapt and instantiate these general conceptual frameworks.

Several related approaches focus on the very high-level, as mentioned in (Wieringa et al., 2003) or

(Schief et al., 2012). These approaches are not equipped with tools. Other proposals are bound to specific EA frameworks, e.g. BPM/SOA (Choi et al., 2013; De Castro et al., 2011) or a specific method or framework e.g. LEAP (Clark et al., 2012), SEAM (Wegmann et al., 2007), Archimate (Fritscher and Pigneur, 2011) or the Service-Oriented Strategic Alignment Model (SOSAM) (Cuenca et al., 2014) where the alignment definition is built around the service paradigm. Due to the semantic proximity, the business (process) model matches with the IT (service) architecture but the assumption is strong since few legacy systems are service oriented. We found few related approaches take into account legacy systems. Hunold et al. use patterns to extract architectural information in order to re-engineer legacy applications (Hunold et al., 2009) but alignment is missing. EA languages are currently exclusively top-down (Clark et al., 2012), which excludes legacy systems. Clark et al. promote a synthetic approach but it is not related to legacy systems. Wieringa et al. (Wieringa et al., 2003) propose an analytic framework to application architecture design, given a business context and an operational framework but no tool support was mentioned.

A perfect alignment is never reached because the IS is subject to many factors of changes e.g. technology or laws evolution (Luftman et al., 1999). Also, a visual representation of the alignment problem is sometimes confusing: the one of Figure 1 suggests that we have the same concepts at different abstraction levels. However IT and business domains are not comparable since there are no architectural models that include both viewpoints but rather a mapping as depicted by the Figure 2.

### 3 OVERVIEW OF THE METHOD

The alignment method includes: the definition of the layers, the alignment model and an assisted process to fill the models and compute a mapping. Figure 2 illustrates our pragmatic approach: alignment is a convergence of both the business and the IT points of view. We refine the business strategy by modelling and we abstract the IT support by reverse engineering.

**EA Meta-models.** Our EA framework definition is a variant of the reference stack of Figure 1 with the following assumptions on the inputs: *the legacy code stands for the infrastructure layer and a collection of documents stands for the strategy layer*. We focus on the meta-models of the three intermediate layers: BPM stands for the Business Process Model, Fun

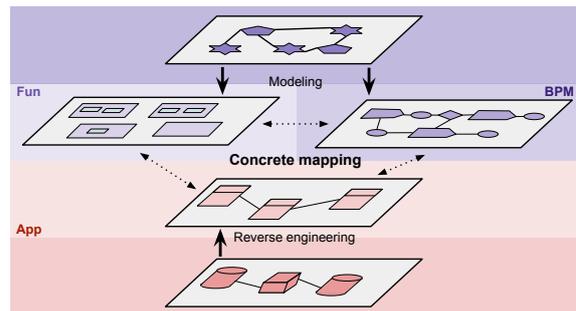


Figure 2: Our approach alignment of IS layers.

stands for the Functional meta-model and App stands for the Application meta-model. They are the core models of the concrete mapping, as illustrated by Figure 2. The definitions of the generic meta-models are detailed in Section 4.

**Model Alignment Process.** Whatever models are chosen, a major concern is to handle their interoperability. Aligning is to establish the relationships between the layer's models. The reference stack model of Figure 1 hides the heterogeneous EA practice maturity of enterprises: designing detailed business processes is more difficult than modeling macro-level functionalities. Many enterprises borrow only one representation, either Business Process or Functional. Consequently, in Section 5 we propose a pairwise relationship between the three central layers of Figure 2 instead of the "ideal" alignment of Figure 1. The alignment process is detailed in Section 6.

**Tool Chain.** Our method is guided by practical concerns: tools must drive the alignment. First, a bottom-up abstraction, supported by reverse engineering techniques, builds the App model from the source code. This step by step process is detailed in Section 6. Second, following a top-down approach, the business strategy information is analysed to build the BPM and the Fun models (see Section 6). The business analysts and the enterprise architects draw up these models by exploiting their knowledge about the enterprise organisation and activities. Third, the core alignment is implemented by a concrete mapping between these models according to the principles established in Section 5 and illustrated in Section 6.

### 4 META-MODELS FOR EA

Defining ontologies is often cumbersome. The three meta-models we define are a compromise between expressivity, genericity and simplicity. These qualities

enable one to apply the method to a broad diversity of applications but also to support large and complex IT systems. We define three core meta-models and interrelationships (Section 5) in order to achieve alignment. The business and functional models must be convenient to any enterprise organisation. The application model must be generic to capture the software concepts of various programming styles.

**A Generic Business Process Meta-model.** A Business Process is a collection of activities that take one or more inputs and create output values (Hammer and Champy, 2006). Our aim is to define a simple and generic meta-model compatible with common notations which describe business processes: BPMN, UML activity, and other OMG standards. A Process can be triggered by another process through a Transition. Processes are performed by Roles that define a behaviour played by one or more Actor (human, software or hardware). A process may be structured in a set of Sub-process and can be grouped in Partition or Sub-Partition. Furthermore, a process is composed of Activities which is a set of Task that operates DataObject. The sequence of transitions is triggered by Event (begin, intermediate or end) which generates a chain reaction in the process controlled by Condition.

**A Generic Functional Meta-model.** A functional model is a division of the Information System in functional blocks. This representation is inspired by the City Planning metaphor: the IS is comparable to a city which is composed of areas, services and exchanges. This city is subject to transformations and optimizations depending on the needs and the growth. A granularity level is defined by subBlock inside Block. The common decoupling hierarchy is *Zone*, *District* and *Plot* (Long  p  , 2003). Each block can handle DataObject and manipulates Functionality.

**A Generic Application Meta-model.** An application model depicts an abstract view of the applications of the IT infrastructure layer in the spirit of the works on software architecture, including component and service models. An Application is composed of Components which are reusable and replaceable elements providing Functions. A component is accessible by its Interface. component functions are exposed through Services and supply computations. We compare our App meta-model with the original Archimate meta-model and two meta-models from SOA technologies (Service Component Architecture (SCA) and Web Services Description Language (WSDL) 2.0).

The three meta-models for EA are implemented using the Eclipse Modeling Framework (EMF)<sup>1</sup> in order to provide method and user-friendly tools required by for EA stakeholders and by users from the business world or from IT world.

## 5 THE CORE OF THE ALIGNMENT PROCESS

The three meta-models are linked to perform an operational model alignment. Technical details to implement the model composition are discussed.

### EA Models Relationships

Figure 3 summarises the relationships between the business process, functional and application models. We have two kinds of links: processing and data links.

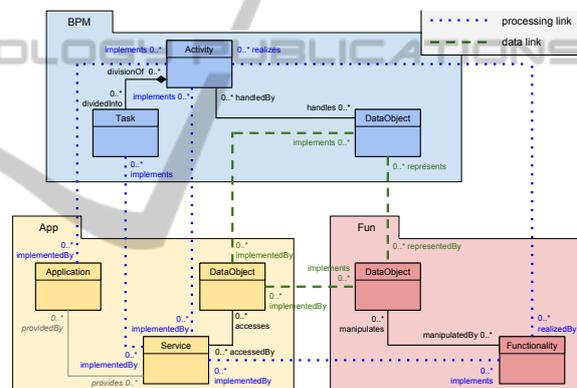


Figure 3: EA Meta-model Inter-relationship.

**Processing Link.** Each link maps one concept of one layer to another concept of a different layer. We use the following definitions:

- *Applications support the execution of certain activities (functionalities) of business processes* (Braun and Winter, 2005).
- *Application services can be used by business behaviour whereas application interfaces are used by business actor roles, i.e., there is a support relation between the application and business layers* (Lankhorst, 2013).

The Service of the application layer App is linked to the Activity from business process layer BPM and to the Functionality of the functional layer Fun. We add a third link between Service App and Task BPM because a fine granularity modeling uses tasks

<sup>1</sup><http://www.eclipse.org/emf/>

to detail the activities. For an application model with few details and without services, one can just link Application App to Activity BPM. Following the above definitions, Functionality Fun is linked to Activity BPM.

**Data Link.** All our generic EA meta-models have a DataObject concept; then three links are made between the three meta-models.

### Techniques for EA Mapping

In Model-Driven Engineering (MDE), model transformations enable to implement model mappings: composition, merging, weaving, extension, etc (Clavreul, 2011). In EA, Chen et al. used repositories to link existing data sources (Chen et al., 2013). We study four different approaches: extension, merging, weaving and annotation. In the first approach, the meta-model of one layer is extended with the concepts of another. In the second approach, the meta-models are merged in a single big model. In both case, the meta-model lose their consistency and moreover they can hardly evolve (lost of flexibility). Consequently we selected and experimented the last two methods: model weaving and annotation.

**Model Weaving.** The model weaving technique is the most flexible and non-intrusive one. *Model weaving specifies the links, and their associated semantics, between elements of sources and targets of two or more models or meta-models.* Model weaving involves the creation of an independent model which refers to the models to weave and the links between the considered model concepts. Weaving approaches are already experimented and developed in Eclipse Plug-ins with EMF technologies *e.g.*, Atlas Model Weaver (AMW) and Virtual EMF. AMW includes a transformation mechanism with ATL<sup>2</sup> to create an automatic weaving. Virtual EMF provides a visual assistant to edit two models from different meta-model and to create links between concepts with a *drag and drop*. Unfortunately, editors are no longer supported on recent Eclipse 4 versions. We build our own models weaving assistant editor based on the existing tools, adding some improvements and new features. It enables one to weave more than two models. Our editor interface has two main parts: the left part contains a tree-like view of the links created by weaving and the right part shows the different loaded models group by meta-model. A search box helps to browse

<sup>2</sup>Open source language and engine transformation <http://www.eclipse.org/atl/>

quickly the concepts, especially for voluminous models. The editor is still limited: the created links have yet no conceptual meaning, they are generic and can store any kind of concept. To solve this problem we designed a constraint mechanism with concepts weaving at the meta-model level. For example, by loading Application and BPMN2 meta-models, we can create a specific link like ApplicationService2Task. During a manual weaving, this solution allows the user to achieve a structural validation in order to correct errors.

**Model Annotation.** Mia-Software<sup>3</sup> developed a small meta-model called MAnnotation inspired by Eannotation in the Ecore meta-model. The MAnnotatedElement interface provided by MAnnotation can be extended by any class from another meta-model. Each MAnnotatedElement have one or more MAnnotation, and each annotation can have several MTag. An annotation has attributes and links including the association references for coupling the MAnnotatedElement with another Object from any loaded model.

This mechanism allows one to describe alignment between our EA meta-models. To experiment with it, we extended classes of BPM, App and Fun meta-models to the MAnnotatedElement. At once, we can reference objects in our instance of EA meta-models. Creating annotation is very simple and the native EMF proxy resolver is compatible, therefore it is possible to navigate through different models by the MAnnotation. We implemented conformance rules, in order to prevent meaningless annotations, into the EMF editor *i.e.* which concept can be linked to each concept.

## 6 EA ALIGNMENT METHOD ILLUSTRATED

The experimentation is led on a real case study provided by a French Mutual Insurance company (MIC) which is deployed on the Information System of the company. Business processes and the legacy source code are provided.

**Business.** Despite the availability of a MEGA Enterprise Architecture<sup>4</sup> model of the business, we only got access to a HTML web portal, including the exported image of the diagrams. In this case, all diagrams are kind of business processes, there is no functional representation. This is a

<sup>3</sup><http://www.mia-software.com/>

<sup>4</sup><http://www.mega.com/en/solution/enterprise-architecture>

significant example of cultural diversity in business enterprise modeling. We applied manual and automatic transformations to fill our generic BPM model.

**IT.** The MIC case study is a complete source code written in Java. The input source code is large: 33,400 classes, about 3,400,000 code lines. A side-effect of the study was to evaluate the capability to handle large-scale systems.

Figure 4 shows the involved models and transformations performed during three main steps: (S1) building an application model by transformation, (S2) exploiting business strategy refinement and (S3) concrete mapping.

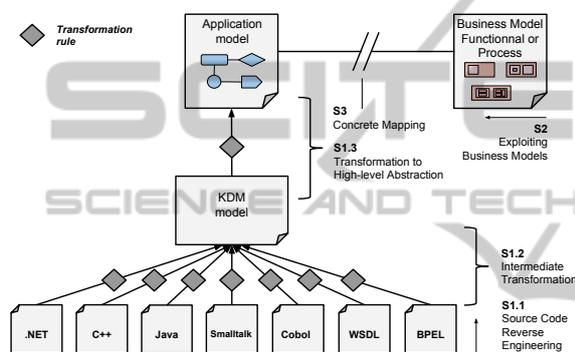


Figure 4: Transformation steps.

### Step 1: Building an Application Model by Transformation

The goal here is to retrieve an *application model* from the source code in order to align IT with the business. The distance between the programming language level and the application architecture level is too wide to be processed in a single transformation step. Therefore the application model is produced by a stepwise abstraction where three transformation sub-steps are necessary as depicted by the left side of Figure 4: (S1.1) a source code reverse engineering step, (S1.2) intermediate transformations step and (S1.3) an abstraction step. According to the Model-Driven Engineering (MDE), a *Platform-Specific Model (PSM)* combines the specifications in the PIM with the details which specify how a system uses a particular type of platform. while a *Platform Independent Model (PIM)* is a formal specification of the structure and the function of a system that abstracts away technical details.

**S1.1 - Source Code Reverse Engineering.** Reverse engineering consists in analyzing the source code files of a set of programs in order to get a representation of

the code in a model (PSM). For this purpose, reverse engineering tools include a meta-model for each target programming language. In EA projects, the environment is heterogeneous; the reverse engineering tool should be able to cope with several languages like Java, C++, Smalltalk, Cobol, etc.

*Ex: Java Reverse Engineering with Modisco* The program from MIC case study is written in Java. The reverse engineering has been executed using the Modisco<sup>5</sup> tool including a Java meta-model. This tool discovers the Java model with the assistance of the Java development tools (JDT) which parses the source code and computes an Abstract Syntax Tree (AST).

**S1.2 - Intermediate Transformation.** This step targets to produce an instance of the Knowledge Discovery Meta-model (KDM)<sup>6</sup> intermediate model (PIM). KDM includes many layers to save different aspects of common programming languages and more generally it defines common concepts for software assets and their operational environments. We borrow only a part of KDM, mainly the code package which contains all the characteristics of the current programming language.

*Ex: Java Model to KDM Transformation* Modisco provides this transformation, but we faced the problem of scaling the size of the model. Indeed Modisco is not dedicated to the EA alignment problem and too much information was stored, so we had to write our own transformation using the Mia-transformation tool.

### S1.3 - Transformation to a High-level Abstraction.

The issue here is to transform the KDM model into our App model. App preserves only the architectural information to be aligned later with the business. It is necessary to build an algorithm or a set of rules to detect the different concepts from the application meta-model. This algorithm is more or less complex depending on the architecture used in the source code. Making such an abstraction is based on the inter-relationships described in Section 5.

*Ex: The KDM to Application Transformation* We wrote a Mia-transformation to obtain an application model containing the links between components, interfaces, services, functions and data objects. The source code of the MIC uses a specific file naming based on name prefixing. This naming policy identifies the software architecture role of different Java interfaces and classes. This unusual feature helps us to create a perfect transformation in a very short time.

<sup>5</sup>Modisco is an open source project supported by Mia-Software. <http://www.eclipse.org/MoDisco/>

<sup>6</sup>Used by the modernization community in mining tools. <http://www.omg.org/technology/kdm/>

Related approaches exist: De Castro et al. describe a top-down approach with transformation rules to generate a web service architecture from a business process model in (De Castro et al., 2011); Soltani et al. (Soltani and Benslimane, 2012) proposes an Automatic Model-Driven Service Identification (AMSI) to detect SOA services from high level business process, they annotate the BPM to perform transformation and generate automatically the target service. Conversely to these works, we handle any software architecture with any business representation.

## Step 2: Exploiting Business Information

As mentioned above, designing a business process model is a manually performed by business analysts. Here we propose two business related models for two different view points: functional and business processes. If these models already exist, we can create a transformation from the legacy models to our EA models. When starting from scratch, our meta-models stay good candidates thanks to their genericness.

**Business Information Extraction from the MEGA Reference.** A MEGA reference exists at the Mlc company but only a static HTML export was available. All the diagrams of business process models were saved as image files; it was then impossible to get a model with reverse engineering; we decided to make manual transcriptions from diagram in HTML website to our BPM meta-model. Table 1 illustrates a translation from the specific MEGA meta-model defined for the Mlc case to BPM concepts.

Table 1: The translation rules.

Mlc	BPM	Description
Pool	Partition	Groups a set of structural activities
Actor	Actor	Function or role in the company
Message	Sequence Flow	Order between activities
Process	Process	The highest level contain all activities
Procedure	Activity	Activities can compound activities
Operation	Task	Atomic activity - the finest level

## Step 3: Concrete Mapping

In the final step, the business process models resulting from Step 2 are coupled with the application model obtained at Step 1. We choose the most relevant composition method defined in Section 5 to implement the mapping.

**Business and Application Alignment.** We implemented the Mlc case study concrete mapping using our weaving editor. We did not translate all the MEGA diagrams: the business source for the alignment process was restricted to a specific functional area called Bank Address with its business processes. The goal of the alignment was to detect similar concepts present in both the application and the business process model *e.g.* the `Service` concept from App model and `Task` from the BPM model. We used the search facility implemented by our weaving editor to find naming correspondences.

## Experimentation Results and Evaluation

The Mlc case study enabled us to evaluate the applicability of our method on a complex and big size legacy systems. The Mlc was developed rigorously, improving the quality of the legacy information. The experimentation was performed on a computer with 4 cores CPU, 6 GB memory allocated to the JVM and SSD. At Step 1, Modisco took about 10 mins to compute the 1.4 GB XMI file. At Step 2, the initial ATL transformation did not terminate. Then we obtained a KDM model after about 2 hrs of execution with our own Mia-Transformation rules, the file sized 780 MB. At the last step, we executed our KDM to application model transformation with Mia-transformation. It returned a 2 MB App model, which was an abstraction of the initial KDM model. This abstraction improves the readability because only the pertinent information is kept. A better degree of automation and coverage could be reached if the source of MEGA was available because the links between `Service` and `Operation` were already defined in the MEGA diagrams.

At the end of the process, one can detect manually misalignments in the *as-is* system after the attempt to link the concepts between the layers. The next stage is to evaluate the quality of the alignment and to produce indicators to reveal misalignment or to measure other properties. We defined metrics to evaluate the alignment between concepts. We chose the Object Constraint Language (OCL) to implement the metric rules because EMF has an embedded engine to execute queries. As an example, Listing 1 computes the **NAE-BAM** rate *i.e.* the Number of Aligned Elements between the alignable concepts of BPM and App Models.

Listing 1: OCL Rule for NAE-BAM

```
context ApplicationLayer :
app :: Application . allInstances () -> select (
    mAnnotations . field . references . eClass () .
    instanceTypeName -> exists (s | s = 'bpm . Activity
' ) ) -> size ()
```

```

+ app::Service.allInstances()->select(mAnnotations
  .field.references.eClass().instanceTypeName->
  exists(s | s = 'bpm.Activity' or s = 'bpm.Task
  '))->size()
+ app::DataObject.allInstances()->select(
  mAnnotations.field.references.eClass().
  instanceTypeName->exists(s | s = 'bpm.
  DataObject'))->size()

```

Other criteria have been defined to measure alignment: coverage, consistency, coupling, conformance, ... Each criterion is supported by an analysis rule on OCL. In the alignment link we added a weight feature for measuring alignment based on specific criteria like cost maintenance, execution time, strategic priority, etc. These metrics help for re-factoring, re-architecting and improving the alignment. In this way, we introduce the threshold notion; if given level is exceeded a warning is thrown, appropriate actions should be executed. We plan to implement a dashboard with all metrics results, indicators and violations, e.g. plug-in for Sonar<sup>7</sup>.

## 7 CONCLUSION

Business-IT alignment remains an open challenge in Information System (IS) research. Industry faces this challenge during the maintenance and evolution of legacy systems. We contribute in a pragmatic approach with an operational method, to bring closer the business and the IT dimensions in order to link both dimensions and detect mismatches. First we defined two meta-models for the business domain (process and functional) and one for the IT domain (application) which are a data support for alignment. Second we described a top-down and bottom-up process to reconcile business and IT view of the IS. Last, we fully implemented EMF model and transformations to build an abstract model from software, and model composition (weaving or annotations) to trace Business and IT models alignment. The applicability of the method has been validated on real case study. Metrics enable to measure the alignment quality.

This work is the cornerstone of a long-term project to provide techniques and tools for IS maintenance and evolution. The first short-term perspective is to highlight misalignment and evaluate Business-IT alignment using various criteria: consistency, coupling, business coverage, cost maintenance, etc. We are currently working on the formalisation and validation of our set of metrics on the alignment quality. Besides, we have to improve the detection of candidate matching in our three meta-models in order to

<sup>7</sup><http://www.sonarqube.org/>

better assist the weaving designer. Language processing and patterns are candidate techniques, the idea is to define probabilistic criteria to compare model elements. We plan to compare the current alignment of the IS with the ones of its evolution scenarios, in order to deal with the cost of IS evolution.

Detailed information is available at [http://www.lina.sciences.univ-nantes.fr/aelos/download/iceis15\\_sub.pdf](http://www.lina.sciences.univ-nantes.fr/aelos/download/iceis15_sub.pdf)

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