



# LUND UNIVERSITY

## Enterprise Architecture as a Way of Synchronizing Enterprise Resource Planning Systems and Business Processes

Henningsson, Stefan; Holst, Philip; Johansson, Björn

*Published in:*  
AMCIS 2009 Proceedings. Paper 229.

2009

[Link to publication](#)

*Citation for published version (APA):*  
Henningsson, S., Holst, P., & Johansson, B. (2009). Enterprise Architecture as a Way of Synchronizing Enterprise Resource Planning Systems and Business Processes. In *AMCIS 2009 Proceedings. Paper 229*. Americas Conference on Information Systems (AMCIS).

*Total number of authors:*  
3

### General rights

Unless other specific re-use rights are stated the following general rights apply:  
Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal

Read more about Creative commons licenses: <https://creativecommons.org/licenses/>

### Take down policy

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

LUND UNIVERSITY

PO Box 117  
221 00 Lund  
+46 46-222 00 00

*Americas Conference on Information Systems (AMCIS)*

*AMCIS 2009 Proceedings*

---

Association for Information Systems

*Year 2009*

---

Enterprise Architecture as a Way of  
Synchronizing Enterprise Resource  
Planning Systems and Business Processes

Bjorn Johansson  
Copenhagen Business School

Philip Holst  
Copenhagen Business School

Stefan Henningsson  
Copenhagen Business School

## **Enterprise Architecture as a Way of Synchronizing Enterprise Resource Planning Systems and Business Processes**

*Björn Johansson, Philip Holst, Stefan Henningsson*

Center for Applied ICT, Copenhagen Business School, Copenhagen, Denmark.

### **Abstract:**

A major question for contemporary organizations is how to support business processes with ICT. One way to do so is by the adoption of a standardized software package such as enterprise resource planning (ERP) systems. However, this demands that either the system is adjusted to existing business processes or that the business processes are adjusted to the system's inherited processes, often described as an alignment problem. This paper suggests that instead of alignment, organization-technology synchronization would be better, since an organization's business processes as well as the technology used is continuously evolving. The question is then how synchronization could be achieved and if any tools exist that could support this. Our suggestion is that enterprise architecture (EA) could be seen as a tool to increase organization-technology synchronization. We investigated a role based approach for developing ERP systems and analyze how it is related to EA approaches. The conclusion from this is that EA definitely could be a way of supporting synchronization. However, more research is needed to support the statement.