Develop an enterprise architecture vision

Envision target state enterprise architecture and sell it to your stakeholders to secure approval and funding for your EA engagement.
Introduction

Develop a high-level vision of the target state architecture, achieve stakeholder agreement, and obtain approval and funding to execute the associated enterprise architecture (EA) engagement.

This research is designed for organizations that:

<table>
<thead>
<tr>
<th>Yes</th>
<th>Plan to hire an external service provider to deliver EA services.</th>
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<tbody>
<tr>
<td>Yes</td>
<td>Embark on a green-field implementation of enterprise architecture, i.e. the first ever execution of EA management practices.</td>
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<tr>
<td>Yes</td>
<td>Need to execute a business-transformation initiative (e.g. a merger, a Business/IT strategy revamp) that requires significant EA effort.</td>
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<td>Yes</td>
<td>Plan to execute a new iteration of the Manage Enterprise Architecture process.</td>
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<td>Yes</td>
<td>Want to implement TOGAF 9, Architecture Development Method (ADM).</td>
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<tr>
<td>Yes</td>
<td>Want to implement the APO03.01 Develop the enterprise architecture vision management practice of COBIT 5.</td>
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This research will help you:

<table>
<thead>
<tr>
<th>Yes</th>
<th>Right-size the proven, COBIT- and TOGAF-aligned approach to developing an EA vision by tailoring it to specifics of your situation.</th>
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<tbody>
<tr>
<td>Yes</td>
<td>Analyze business needs and context factors that shape your EA engagement.</td>
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<tr>
<td>Yes</td>
<td>Envision and describe target state enterprise architecture.</td>
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<td>Yes</td>
<td>Assess enterprise capabilities required to execute the EA engagement, achieve and operate the target state, and manage the associated risks.</td>
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<tr>
<td>Yes</td>
<td>Secure approvals for EA engagement.</td>
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Executive Summary

Situation
• To be successful, every EA engagement (i.e. execution of the Manage enterprise architecture process) requires stakeholder agreement on the scope and direction of the EA work.

Complication
• EA engagements funded through non-discretionary budgets must be “sold” to stakeholders to get budgeted.
• EA engagements typically deal with both IT and business stakeholders, who frequently have conflicting priorities and different visions of the ideal target state of the enterprise.
• Target state EA needs to be compliant with multiple constraints and be achievable and operational with the capabilities the enterprise has or is planning to develop.

Plan of action: Follow a proven five-stage approach to develop an EA vision, secure stakeholder buy-in and get funding for your EA engagement.
• Adapt the approach to fit your situation. Decide if this EA engagement will be treated as a project or as a process. Identify and analyze your EA stakeholders, and develop a strategy to effectively engage them. Decide on the degree of formality and the level of detail you employ to develop an EA vision document.
• Analyze business needs and context factors: business drivers, constraints, architecture principles, architecture requirements, stakeholder concerns and EA deliverables to be produced to address them. Define the scope of the EA engagement in terms of breadth, depth, time period, and coverage of EA domains.
• Envision and describe target state. Draw initial draft high-level architectural models of baseline and target architectures. Assess high-priority business capabilities. Define the target state architecture value propositions and measures.
• Assess enterprise capabilities and risks. Assess your organization’s IT and EA capabilities required to achieve and then operate the target state. Perform business transformation readiness assessment. Analyze and plan responses to business transformation risks associated with the achievement of the target state.
• Secure approvals for EA engagement. Market and sell the EA Vision to your EA stakeholders. Develop a Statement of Architecture Work and secure approval that authorizes the EA engagement.
Info-Tech is just a phone call away to assist you with developing an EA vision

Info-Tech Assisted Implementation. Our analysts will guide you through successful EA vision development.

1. **Arrange to speak with a Consulting Analyst.** Apply our research advice to your specific organizational needs.

2. **Complete a critical activity with a Consulting Analyst.** Collaborate with the Analyst as you work through an activity, complete a Tool or Template, interpret results, and plan next steps.

3. **Compare your results with those of others.** Benefit from lessons learned. A Consulting Analyst will review completed deliverables and experiences of other clients to suggest improvements and help you avoid pitfalls.

This bell signifies when you’ve reached an IAI point!
Info-Tech is ready to assist with developing an EA vision

**Recommended Info-Tech Assisted Implementations**

1. **Adapt the approach to fit your situation.**

   Decide if your EA engagement should be treated as a project or a process. Develop a strategy to effectively engage your EA stakeholders. Decide on the degree of formality and the level of detail you employ to develop an EA vision. Right-size your EA vision development activities and steps to adequately address the enterprise’s needs and specifics.

2. **Analyze business needs and context factors.**

   Determine business drivers, constraints, architecture principles, initial architecture requirements, stakeholder concerns and EA deliverables and models to be produced to address these concerns. Define the scope of the EA engagement.

3. **Envision and describe target state.**

   Draw initial draft high-level architectural models of baseline and target architectures. Define the target state architecture value propositions and value and performance measures.

4. **Assess enterprise capabilities and risks.**

   Assess your organization’s capabilities required to execute the EA engagement, achieve and operate the envisioned target state. Identify business transformation risks associated with the achievement of the target state and plan responses.

5. **Secure approvals for EA engagement.**

   Market and sell the EA Vision to your EA stakeholders. Develop a Statement of Architecture Work and secure approval that authorizes the EA engagement.
This blueprint focuses on the following EA management practice: *Develop an enterprise architecture vision*

Info-Tech’s EA management process model is aligned with COBIT 5 APO03 and TOGAF 9 ADM. Refer to **Appendix A** for mappings.
# EA vision development prevents many of the typical EA mistakes

## EA engagements frequently fail due to making the same mistakes over and over again.

<table>
<thead>
<tr>
<th>Avoid this…</th>
<th>Do this instead…</th>
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| • Focus on technology. | Focus on the business:  
  • Identify and confirm business drivers for EA work.  
  • Identify and confirm constraints for your EA work.  
  • Capture the initial set of architecture requirements to determine and register stakeholder needs and priorities. |
| • Create artifacts that are shelved and not used. | • Determine stakeholder concerns for the EA work and deliverables to be produced to address the concerns. |
| • Address wrong breadth, depth, time period, or coverage of EA domains. | • Define the scope of the EA effort in terms of breadth, depth, time period, and coverage of EA domains. |
| • Embark on an EA effort without sufficient EA capability. | • Assess your organization’s EA capability required to execute the EA engagement. |
| • Design target state architectures that your organization cannot achieve or operate. | • Assess your organization’s IT capabilities required to achieve and then operate the envisioned target state.  
  • Perform business transformation readiness assessment to gauge the organization’s readiness to undergo change. |
| • No shared understanding on scope and outcome of EA work. | • Market and sell your EA Vision to your EA stakeholders. |
| • Lack of EA budget, resources. No official approval/authorization. | • Develop a Statement of Architecture Work and secure approval that authorizes the EA engagement. |
Stakeholder buy-in and approval of EA scope and target state vision is key to EA success

Develop and socialize an EA vision to secure stakeholder buy-in and executive approval of EA work.

Recent Info-Tech research found that organizations who have ongoing executive support for EA realize greater benefits from their EA initiatives.

"For enterprise architecture to really fulfill its true potential, business engagement is an imperative, it's an absolutely essential success factor. There could be some success without it, but much more muted than it could have been."

- Pallab Saha, National University of Singapore

Source: Info-Tech Research Group, N = 97
Develop an EA vision to achieve stakeholder agreement on target state and obtain approval to proceed

<table>
<thead>
<tr>
<th>Purpose</th>
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<tbody>
<tr>
<td>Develop a high-level vision of the capabilities and business value to be delivered as a result of achievement of the proposed target state architecture, achieve stakeholder agreement, and obtain approval to execute the associated EA engagement.</td>
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<tr>
<th>Triggering events</th>
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<tr>
<td>• An external service provider is contracted to deliver EA services.</td>
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<td>• A business-transformation initiative is (planned to be) executed (e.g. a merger, a Business/IT strategy revamp) that requires significant EA effort.</td>
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<tr>
<td>• A new iteration of the Manage Enterprise Architecture process is (planned to be) executed.</td>
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<tr>
<th>Key Inputs</th>
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<tr>
<td>• Architecture requirements</td>
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<tr>
<td>• Business drivers and constraints</td>
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<tr>
<td>• Architecture principles</td>
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<tr>
<td>• Business and IT strategies</td>
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</table>

<table>
<thead>
<tr>
<th>Key Outputs</th>
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<tbody>
<tr>
<td><strong>EA Vision Document</strong></td>
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<tr>
<td><strong>Statement of Architecture Work</strong></td>
</tr>
<tr>
<td><strong>Stakeholder Management Summary Table</strong></td>
</tr>
<tr>
<td><strong>Architecture Definition Document (Initial draft)</strong></td>
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To develop an EA vision, follow a proven five-stage approach and right-size it to fit your situation

Info-Tech’s approach to developing an EA vision is aligned with COBIT 5 and TOGAF 9 ADM, and provides additional practical advice, tools, and templates.

<table>
<thead>
<tr>
<th>Adapt the approach to fit your situation</th>
<th>Analyze business needs and context factors</th>
<th>Envision and describe target state</th>
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<tbody>
<tr>
<td>1. Decide if the envisioned EA engagement will be treated as a project or as a process.</td>
<td>5. Identify and confirm business drivers for EA work.</td>
<td>11. Draw initial draft high-level architectural models of baseline and target architectures.</td>
<td>17. Assess your organization’s IT capabilities required to achieve and then operate the envisioned target state.</td>
<td>21. Market and sell the EA Vision to your EA stakeholders.</td>
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<td>2. Identify and analyze your EA stakeholders, and develop a strategy to effectively engage them.</td>
<td>6. Identify and confirm constraints applicable to your EA work.</td>
<td>12. Create a value chain diagram to identify primary business capabilities.</td>
<td>18. Assess your organization’s EA capability required to execute the EA engagement.</td>
<td>22. Develop a Statement of Architecture Work and secure approval that authorizes the EA engagement.</td>
</tr>
<tr>
<td>3. Create an EA Vision document to facilitate stakeholder agreement on scope and direction of EA engagement.</td>
<td>7. Locate, elaborate, and confirm architecture principles to enable effective decision-making and constrain EA work.</td>
<td>13. Create high-level baseline and target state business capability maps of the in-scope enterprise.</td>
<td>19. Perform business transformation readiness assessment to gauge the organization’s readiness to undergo change.</td>
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<td>4. Decide on the degree of formality and the level of detail you employ to develop an EA vision.</td>
<td>8. Capture the initial set of architecture requirements.</td>
<td>14. Perform a high-level assessment of high-priority business capabilities.</td>
<td>20. Identify business transformation risks associated with the achievement of the target state and plan responses.</td>
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<tr>
<td>9. Determine stakeholder concerns for the EA work and deliverables to be produced to address these concerns.</td>
<td>10. Define the scope of the EA effort in terms of breadth, depth, time period, and coverage of EA domains.</td>
<td>15. Draw a conceptual-level view of the target application/technology environment.</td>
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<tr>
<td>11. Draw initial draft high-level architectural models of baseline and target architectures.</td>
<td>16. Define the target state architecture value propositions and value and performance measures.</td>
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Use the upper-right corner anchor icon to maintain the big picture context

The five circles represent the five management practices that comprise the Manage enterprise architecture process.

This blueprint provides actionable advice on the first EA management practice (highlighted): Develop an enterprise architecture vision.

The chevrons represent the five-stage approach introduced in the previous slide, with the current step being highlighted*

* For example, the second chevron is highlighted. This indicates that current stage is: Stage 2, Analyze business needs and context factors.
Adapt the approach to fit your situation

What’s in this section:

• Decide if the envisioned EA engagement will be treated as a project or as a process.
• Identify and analyze your EA stakeholders, and develop a strategy to effectively engage them.
• Create an EA Vision document to facilitate stakeholder agreement on scope and direction of EA engagement.
• Decide on the degree of formality and the level of detail you employ to develop an EA vision.

Sections:

Adapt the approach to fit your situation.
• Analyze business needs and context factors.
• Envision and describe target state.
• Assess enterprise capabilities and risks.
• Secure approvals for EA engagement.
Decide if the envisioned EA engagement will be treated as a project or as a process

1.1

**EA is a process, i.e. a continual, routine operation, and should be treated as such. However, certain EA engagements can be managed as projects.**

<table>
<thead>
<tr>
<th>The PMBOK definition of project *</th>
<th>Process: Manage enterprise architecture</th>
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<tbody>
<tr>
<td>A project is a temporary group activity designed to produce a unique product, service or result.</td>
<td>Manage enterprise architecture is a process that iterates through the enclosed management practices to continually:</td>
</tr>
<tr>
<td>• A project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources.</td>
<td>• Update architectural deliverables so that they adequately reflect the typically uncertain and frequently changing vision of the target state of the enterprise.</td>
</tr>
<tr>
<td>• And a project is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal.</td>
<td>• Provide other EA services.</td>
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</table>

* Source: Project Management Institute, *What is Project Management?*

**Step 1.1.1 (recommended step, bold font style):** Decide if this EA engagement should be treated as a project.

**Info-Tech Insight**

**Generally, treat EA as a process.** On the exception basis, manage the following EA engagements as projects:

• An external service provider is contracted to provide EA services.

• A green-field implementation of enterprise architecture, i.e. the first ever execution of EA management practices.

• A business-transformation initiative is (planned to be) executed (e.g. a merger) that requires significant EA effort that can’t be funded through the operational (non-discretionary) EA/IT budget.

**Step 1.1.2 (optional step, italic font style):** If you have decided this EA engagement will be treated as a project:

• Apply your organization’s PM framework to manage the EA engagement.

• Assign a Project Manager to manage the EA engagement.

• Clearly define the scope of the EA engagement and scope management procedures, and document them in the EA Vision document, as explained further in this blueprint.
Identify and analyze your EA stakeholders, and develop a strategy to effectively engage them

1.2

Use Info-Tech’s *Stakeholder Analysis Template* and treat this artifact as internal and confidential (do not share it with the stakeholders).

**Step 1.2.1:** Identify stakeholders who might be affected by, have influence over, or have interest in your EA work. Ensure you identify key influencers outside the formal reporting chain of the organization.

**Step 1.2.2:** Draw stakeholder power map. This will help with prioritizing the amount of time spent with each stakeholder and the level of involvement required to manage their concerns.

**Step 1.2.3:** Identify supporters and resistors of your EA work and develop a strategy for working with each.

**Step 1.2.4:** Identify alliances at various levels of management to overcome weak relationships.

**Step 1.2.5:** Determine stakeholder social styles and prepare your personalization strategy for effective communication.

**Step 1.2.6:** Create stakeholder analysis summary to serve as a reference point for the duration of the EA work to influence your stakeholder management decisions. Do not share it with the stakeholders.

“All stakeholders have names, that’s the only place where they are equal. Understand that lines of power aren’t always obvious. There could be a stakeholder three levels deep that has more control over how the enterprise develops than someone who directly reports to the CEO. Start by looking inside lines of business that are relevant to the overall vision of the enterprise from the CEO’s perspective.”

- Nick Malik, Enterprise Strategy Architect, Microsoft Corporation

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**Info-Tech Insight**

Be sure to think beyond the traditional silos of stakeholders and identify the people in your organization who could potentially have strong influence in hindering or helping your work. Engage these stakeholders early on.
Create an EA Vision document to facilitate stakeholder agreement on scope and direction of EA engagement

At the bare minimum, the EA Vision document must define the high-level vision of target state enterprise architecture and the EA engagement scope.

An EA Vision document may include the following sections:
• Business drivers.
• Constraints.
• Architecture principles.
• **Scope of EA engagement.**
• EA requirements.
• EA stakeholders, stakeholder concerns, planned EA deliverables and models.
• Baseline state enterprise architecture summary.
• Business capability assessment.
• **Target state enterprise architecture vision.**
• Target state value propositions and measures.
• IT capability assessment.
• EA capability assessment.
• Business transformation readiness assessment.
• Business transformation risk assessment summary.
• Approvals.

EA Vision document is used to:
• Communicate scope, vision, and context of the EA engagement to stakeholders.
• Facilitate shared understanding and agreement among stakeholders on the scope and the outcome of the enterprise architecture engagement.
• Structure and direct further enterprise architecture effort.

Use Info-Tech’s *Enterprise Architecture Vision Template* to create an Enterprise Architecture Vision document.

Continue reading this blueprint for detailed guidance on how to create an EA Vision document. The following sections explain recommended activities and provide step-by-step instructions mapped directly to EA Vision document sections:
• Analyze business needs and context factors.
• Envision and describe target state.
• Assess enterprise capabilities and risks.

**Info-Tech Insight**

Involve your EA stakeholders in developing and reviewing the evolving content of the EA Vision document to ensure early buy-in and timely approval.
Decide on the degree of formality and the level of detail you employ to develop an EA vision

Step 1.4.1: Right-size your EA vision development activities and steps to adequately address the enterprise’s needs and specifics. Tailor the following aspects to adequately address the scope and goals within the context of organizational culture, established procedures, and the importance of the EA engagement and the associated business transformation initiative:

- The level of detail addressed by developing an EA vision.
- The degree of formality, order and timing of the activities outlined in this blueprint.

The diagram below reflects the level of detail and the degree of formality of EA vision development recommended for sample initiatives.

Step 1.4.2: Use Info-Tech’s EA Vision Risk & Complexity Assessment Tool to obtain a recommendation on how to right-size EA vision development to fit your situation.
Use *Info-Tech’s EA Vision Risk & Complexity Assessment tool* to right-size EA Vision development

1.4.2

- **Answer a series of questions to provide information on risk and complexity** of the EA engagement in the context of your organization’s specifics.
- **The tool will provide guidance on which activities/steps are recommended to be executed** while developing an EA vision. Use it to navigate this blueprint and right-size the *Develop an enterprise architecture vision* management practice to your situation.

This blueprint uses the following **terminology and numbering scheme** for consistency and referenceability, which enables the EA Vision Risk & Complexity Assessment tool to reference specific activities and steps:

- **Process**: Manage Enterprise Architecture.
  - **Management practice**: 1. Develop an enterprise architecture vision.
    - **Activity**: 1.4
      - **Step**: 1.4.1

- **Recommended steps** are underlined and bolded, e.g. **Step 1.4.1**.
- **Steps that may be omitted** depending on the situation are underlined and italicized, e.g. **Step 1.4.2**. Info-Tech’s *EA Vision Risk & Complexity Assessment Tool*’s output reflects Info-Tech’s advice on whether these steps should be executed, based on the particulars of your situation.
## Info-Tech Assisted Implementation: Adapt the approach to fit your situation

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<tr>
<th>Prior to the IAI:</th>
<th>During the IAI:</th>
<th>IAI Value &amp; Outcome:</th>
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</thead>
</table>
| • Gather any available information (e.g. opinions, plans) about the EA engagement. | **Info-Tech Consulting Analyst will discuss with you:**  
• Should the envisioned EA engagement be treated as a project or as a process?  
• Analyze your EA stakeholders, and developing a strategy to effectively engage them.  
• The purpose of an EA Vision document.  
• Customizing the proven approach to developing an EA vision to your situation. | • Understanding of the implications of managing EA as a project vs. a process.  
• Reasoned advice whether the EA engagement should be treated as a project or a process, based on your situation.  
• A plan to analyze your stakeholders and come up with an approach to managing them, using Info-Tech’s tools.  
• Understand the purpose of an EA vision document and where to get detailed guidance on it.  
• Recommendation on the degree of formality and level of detail of your EA vision development. |

**Your action plan will encompass:**

- EA engagement approach.  
- Stakeholder management.  
- EA vision development approach.  
- Degree of formality and level of details of the EA vision document.

Arrange a call now by emailing AssistedImplementation@infotech.com
Analyze business needs and context factors

What’s in this section:
• Identify and confirm business drivers for EA work.
• Identify and confirm constraints.
• Locate and confirm architecture principles.
• Capture the initial set of architecture requirements.
• Determine stakeholder concerns and EA deliverables to be produced to address them.
• Define the scope of the EA effort in terms of breadth, depth, time period, and coverage of EA domains.

Sections:
• Adapt the approach to fit your situation.
• Analyze business needs and context factors.
• Envision and describe target state.
• Assess enterprise capabilities and risks.
• Secure approvals for EA engagement.
Identify and confirm business drivers for EA work to align EA effort with business priorities

1.5

Look for transformational drivers, i.e. events, conditions, decisions, which require the business to transform and rely on EA as a vehicle to plan and help execute the transformation. Without change, you don’t need EA.

Business drivers (in the context of EA vision development) are external/internal events, changing external conditions, and internal business decisions that demand business transformations, which call for EA work.

Sample business drivers:
• Operational cost optimization.
• Acquisition of XYZ Company.
• Centralization of common functions.
• Offshore outsourcing of HR department.
• Recent changes in product licensing regulations.

“Look at the core business capabilities and how they are measured. These capabilities will be the first that are subject to change. Speak to the leaders of these capability areas and identify what is driving that change. They’ll give you more insight than any other strategic planning document.”

- Brian Cameron, Professor and Executive Director, Center for Enterprise Architecture, Founder FEAPo

Step 1.5.1: Interview your key stakeholders to identify business drivers that drive business transformation, which calls for EA work. Specifically, investigate the areas where the business needs to be transformed.

Step 1.5.2: Look within the following sources to identify documented business drivers:
• Business strategy.
• Business mission.
• Business vision.
• Business goals.
• Strategic roadmap.

Identify and confirm constraints applicable to your EA work to ensure compliance with policies and regulations

1.6

Look for both engagement-specific and enterprise-level constraints. The latter may be documented and published.

**Constraints**, in the context of EA vision development, are restricting conditions limiting the organization’s options to approach and conduct the EA engagement.

**Sample engagement-specific constraints:**
- Budget: Cost of the EA Engagement must be under $250,000.
- Schedule: The EA engagement must be completed by May 1, 2014.
- Human Resources: The identified EA engagement working committee members are assigned to the EA engagement at 60%. These members must not spend more than 24 hours per week on the EA engagement.

**Sample enterprise-level constraints:**
- All projects must follow the enterprise PM framework and obtain PMO approval at the project lifecycle gates (applicable, if the EA engagement is managed like a project).
- HIPPA compliance (applicable for EA work in US healthcare industry).

**Step 1.6.1:** Interview EA stakeholders to identify:
- Constraints specific to this EA engagement.
- Enterprise-level constraints applicable to the EA engagement.

**Step 1.6.2:** Look within the following sources to identify documented enterprise-level constraints:
- Enterprise/business policies.
- Enterprise/business principles.
- Enterprise/business standards.
- Enterprise/business guidelines.

**Step 1.6.3:** Document identified constraints in *EA Vision Document, section 3. Constraints.*

**Architecture principles** represent constraints that are specific to enterprise architecture and solution design and are discussed in this blueprint separately from other constraints.
Locate, elaborate, and confirm architecture principles to enable effective decision-making and constrain EA work

1.7

Ensure the existing definitions of the principles are current. Clarify any areas of ambiguity and secure corporate management’s endorsement.

Architecture principles are rules that inform and restrict architecture and solution design. Architecture principles are developed with the intent of being long lasting and rarely modified.

Architecture principles are informed and constrained by business principles. Business principles provide a basis for harmonizing decision-making across an organization and are a key element of enterprise governance. Business principles can also exist at the business unit level.

An example of an architecture principle:

- **Name**: Business Continuity.
- **Statement**: Business operations must be maintained in spite of system interruptions.
- **Rationale**: As system operations proliferate, we become more dependent on them. This stresses the importance of business continuity throughout their design and use.
- **Implications**: Recoverability, availability, redundancy, and maintainability must be addressed.

**Step 1.7.1**: Locate documents capturing architecture principles within your organization.

**Step 1.7.2**: If architecture principles don’t exist, notify the group responsible for EA governance in your organization and recommend the creation of architecture principles.

**Step 1.7.3**: Elaborate on these principles, ensuring they contain complete and accurate information:

- **Name**: Represents the essence of the rule and is easy to remember.
- **Statement**: Communicates the rule succinctly and unambiguously.
- **Rationale**: Describes the business benefits and reasoning for establishing the principle.
- **Implications**: Should highlight both business and IT requirements necessary to carry out the principle.

**Step 1.7.4**: Clarify and confirm principles with corporate management.

**Step 1.7.5**: Document or reference identified principles in EA Vision Document, section 4. Architecture principles.
Capture the initial set of architecture requirements to determine and register stakeholder needs and priorities

1.8

Architecture requirements will naturally evolve and should be progressively elaborated on, while performing other activities within this (Develop an enterprise architecture vision) and the other EA management practices.

**Step 1.8.1:** Interview key stakeholders to solicit initial, vision-level architecture requirements.

**Step 1.8.2:** Consider applying the business scenarios technique (at a high level to be elaborated on later) to discover initial architecture requirements in the context of business needs.

**Step 1.8.3:** Use your company’s Requirements Repository or a Requirements Specification template to capture the initial set of stakeholder requirements for enterprise architecture.

**Step 1.8.4:** Summarize most significant architecture requirements in *EA Vision Document, section 5. Architecture requirements.*

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**Info-Tech Insights**

1. **Use a Requirements Repository** (if there is one implemented in your organization) instead of a Requirements Specification template. Enterprise Architecture, by nature, deals with uncertainty and change. Automated repositories provide better support for changing requirements.

2. Stay at the level of architecturally significant requirements, leave the gathering of detailed requirements to Business Analysts (during solution implementation).

3. Consider tying architecture requirements back to business drivers. E.g.:
   - **Business Driver 1:** Lower cost by simplifying complexity.
     - **Architecture Requirement (AR) 1:** Use mainstream technology.
     - **AR 2:** Avoid vendor lock-in.
     - **AR 3:** Ensure compliance with industry standards.
Use business scenarios to gather architecture requirements in the context of business drivers

Business scenarios help derive characteristics of the target enterprise from the business’ perspective.

A business scenario is a narrative description of a business need or problem in a language that is understood by both the business and IT.

A business scenario typically includes the:
- Business problem driving the scenario.
- Business and technical environments.
- Business objectives in terms of specific, measurable, actionable, realistic, time-boxed (SMART) desired outcomes.
- Human actors: people involved in the business scenario.
- Computer systems that are used by people to achieve the desired outcomes.
- Execution steps (business process), roles and responsibilities of human actors.

See Appendix B for examples of business scenarios.

Determine stakeholder concerns for the EA work and deliverables to be produced to address these concerns

1.9

Understanding stakeholder concerns and which deliverables need to be developed is important in setting the scope of the EA engagement.

What is the difference between stakeholder concerns and architecture requirements?

**Architecture requirements** reflect stakeholders’ needs that support business drivers. If deemed in scope, architectural requirements have to be addressed by the target state enterprise architecture developed in the course of the EA work.

- Sample architecture requirement: *All customer-facing systems must provide a Web-based user interface.*

**Stakeholder concerns** represent what stakeholders need to know about the EA engagement, to be “kept in the loop”, i.e. to be properly informed on architectural and administrative decisions made in the course of the EA work.

- Sample stakeholder concern: *COO needs to know how business drivers and stakeholder requirements are translated into business architecture and enabling applications.*
- Relevant architecture deliverables: *Business capability maps, process diagrams, high-level application maps.*

**Step 1.9.1:** Interview stakeholders, ask them what and how often they should be updated on in regards to the EA engagement.

**Step 1.9.2:** Document stakeholder concerns in **EA Vision Document**, section 6. **Stakeholder concerns and architecture deliverables.**

**Step 1.9.3:** Define what deliverables and architecture models the EA engagement should produce to address the identified stakeholder concerns.

**Step 1.9.4:** Consider using the Zachman framework to choose architecture models to be created to address stakeholder concerns.

**Step 1.9.5:** Document identified deliverables in **EA Vision Document**, section 6. **Stakeholder concerns and architecture deliverables.**

**Info-Tech Insight**

Use your organization-specific terminology to define which deliverables the EA engagement will produce.
Consider using Zachman framework to choose EA models to be created to address stakeholder concerns

1.9.4

Start by identifying stakeholder’s perspective (row). Then identify the focus of stakeholder’s concern (column). At the intersection of the identified row and column you will find the suggested architectural model.

The suggested model will have to be customized to the constraints, the semantics, the vocabulary, the terms and facts of the stakeholder’s perspective (row).


Refer to Appendix C for a sample mapping organization-specific EA artifacts to the Zachman Framework.
Define the scope of the EA effort in terms of breadth, depth, time period, and coverage of EA domains

Include a concise definition of the EA engagement scope in your Architecture Vision document.

**Step 1.10.1**: Use Info-Tech’s *EA Scoping Template* to define scope of the EA engagement in terms of breadth, EA domains, depth, and time period.

- **Breadth.** Determine the focus of the enterprise architecture effort in terms of specific business units/functions/departments/capabilities or geographical areas.
  - Typically, for small- and medium-size businesses, the breadth of architecture work is the entire enterprise.
  - For large enterprises, it is often necessary to develop a number of architectures focused on specific business segments and/or geographies. In this federated model, an overarching enterprise architecture should be established to ensure interoperability and conformance to overarching architecture principles.
- **EA domains** (business, data, application, technology) that are appropriate to address stakeholder concerns and architecture requirements.
- **Depth.** Determine the appropriate level of detail to be captured, based on the intended use of the enterprise architecture and the decisions to be made based on it.
- **Time period** that the target state architecture aims at.

**Step 1.10.2**: Document the scope of EA engagement using the dimensions defined in the previous step, in *EA Vision Document*, section 7. *Scope of architecture engagement.*

While scoping the architecture, **consider the following constraints:**
- Stakeholder concerns and requirements to be addressed within the EA effort.
- The authority of the team producing the architecture.
- Staff and budget constraints.

“Select a scope in a friendlier part of the organization that is important to more than one key stakeholder group. Start somewhere with a high-likelihood of success, is moderately complex, and is highly visible to the rest of the organization. Most importantly, ensure you can show benefits in less than a year.”

- Brian Cameron, Professor and Executive Director, Center for Enterprise Architecture, Founder FEAPo
## Info-Tech Assisted Implementation: Analyze business needs and context factors

<table>
<thead>
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<td><strong>Info-Tech Consulting Analyst will discuss with you:</strong></td>
<td>At the conclusion of the IAI, you will have started identifying the following context factors:</td>
</tr>
<tr>
<td>• Identify stakeholders.</td>
<td>• Identifying and confirming business drivers and constraints for EA work.</td>
<td>• Business drivers and constraints for your EA engagement.</td>
</tr>
<tr>
<td>• Locate and study (if documented):</td>
<td>• Locate and confirm architecture principles.</td>
<td>• Architecture principles.</td>
</tr>
<tr>
<td>o Business strategy.</td>
<td>• Capturing the initial set of architecture requirements.</td>
<td>• Architecture requirements.</td>
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<tr>
<td>o Business mission.</td>
<td>• Determining stakeholder concerns and EA deliverables to be produced to</td>
<td>• Stakeholder concerns and EA deliverables to be produced to address them.</td>
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<tr>
<td>o Business vision.</td>
<td>address them.</td>
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<tr>
<td>o Business goals.</td>
<td>• Defining the scope of the EA effort in terms of breadth, depth, time</td>
<td>• Scope of the EA effort in terms of breadth, depth, time period, and coverage of EA domains.</td>
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<tr>
<td>o Strategic roadmap.</td>
<td>period, and coverage of EA domains.</td>
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<td>o Architecture principles.</td>
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<td><strong>Your action plan will encompass:</strong></td>
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<td>• Business drivers.</td>
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<td>• Constraints.</td>
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<td></td>
<td>• EA deliverables.</td>
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<td></td>
<td>• Scope of the EA effort</td>
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Arrange a call now by emailing [AssistedImplementation@infotech.com](mailto:AssistedImplementation@infotech.com)
Envision and describe target state

What's in this section:
• Draw initial draft high-level architectural models of baseline and target architectures.
  o Value chain diagram.
  o Business capability maps.
  o Conceptual-level view of the target application/technology environment
• Assess high-priority business capabilities.
• Define the target state architecture value propositions and measures.

Sections:
Adapt the approach to fit your situation.
Analyze business needs and context factors.
Envision and describe target state.
Assess enterprise capabilities and risks.
Secure approvals for EA engagement.
Enterprise architecture **design** skills are required to envision target state of the enterprise

Creating the visuals that describe the envisioned target state is the easy part. Envisioning the target state, i.e. creating the high-level initial design of the target state of the enterprise is the crucially important step that requires specific EA knowledge and experience.

The focal point of an Enterprise Architect’s profession is the ability to:

1. Recognize a variety of possible target states that could address the business drivers while achieving different effectiveness and efficiency levels.
2. Compare different target state options, consider trade-offs.
3. Choose the target state option that addresses the business drivers in the most effective and efficient manner.

“Enterprise architects must embrace the systemic paradigm, as this views enterprises as living organisms (adaptive systems) and allows them to design architectures for emergence and flux, both inherent characteristics of all enterprises. A systemic paradigm ensures the target state always remains relevant.”

- Pallab Saha, National University of Singapore

EA design skills that are instrumental to this step include, but are not limited to:

- Knowledge of different approaches to identify, design, and implement required business capabilities.
- Architecture-level awareness of current technologies and technology trends.
- Grasp of Enterprise Architecture patterns, i.e. standardized, proven solutions to standardized problems.
- Knowledge of enterprise application integration approaches and patterns.
- Awareness of technology/infrastructure options, sourcing and ownership approaches, trends, and selection principles.
- Understanding of security considerations, implications, and frameworks.
Draw initial draft high-level architectural models of baseline and target architectures

Avoid jumping straight to application/technology architectural models. Start with business modeling, e.g. value chain diagram, business capability map.

- Focus on the target state and use existing blueprints for baseline state, if any.
- **Stay at the vision level.** Include only those components and relationships among them that are **significant for your key stakeholders** to understand the shortcomings of the baseline state and the preliminary target state architecture.
- These initial architectural models represent your Architecture Definition Document (ADD) version 0.1. Use your standard modeling tool to be able to elaborate on these models later.
- Consider creating **some of the models** specified in the **top 3 rows of the Zachman Framework**, to illustrate scope contexts, business concepts, and system logic.

Include these architecture models (accompanied with a narrative, if needed) in your EA Vision Document, sections 8. Baseline state enterprise architecture summary and 10. Target state enterprise architecture vision.

Activities 1.12, 1.13, and 1.15 discuss some of the architectural models that are typically drawn when creating an EA vision:

- Business value chain.
- Business capability maps.
- High-level view of the application/technology environment.


Refer to Appendix C for a sample mapping organization-specific EA artifacts to the Zachman Framework.
Understand the economic rationale of the business capabilities that are to be transformed or created in the target state.

Use Info-Tech’s *Business Modeling Template* to create a value chain diagram.

- Start by identifying **primary capabilities that contribute the most to value creation** at your organization, e.g., product/service development, marketing, sales, order fulfillment.
- **Sequence the identified primary capabilities** according to the order of their involvement in the value production.
- **Consider including supporting capabilities** (e.g., HR, Finance, Legal), but only if they are relevant to the business drivers and/or architecture requirements identified earlier.
- **Refine the diagram** based on conversations with business stakeholders.

### Sample value chain diagram.

**Primary capabilities**

- Design
- Manufacturing
- Revenue Generation
- Demand Fulfillment

**Supporting capabilities**

- Human Resources
- Sourcing
- Finance
Create high-level baseline and target state business capability maps of the in-scope enterprise

1.13

Design target-state business capabilities to address business drivers and stakeholder requirements identified earlier.

**Step 1.13.1**: Use Info-Tech’s Business Modeling Template to create a level 0 business capability map covering the entire in-scope enterprise. Work with your business stakeholders to refine the level 0 capability map.

**Step 1.13.2**: Consider creating level 1 capability maps (sub-capabilities/processes) for high-priority capabilities, i.e. capabilities that will be either transformed or created in the target state. Work with your business stakeholders to refine these capability maps.

*Info-Tech Insight*

While developing an EA vision, don’t spend any effort creating level 2 process flow diagrams.
Perform a high-level assessment of high-priority business capabilities

Work with your business stakeholders to understand the baseline and the desired target state of business capabilities to be transformed or created.

Summarize your findings in the *EA Vision Document*, section 9. *Business capability assessment*. Consider documenting the following:

- Business capability description.
- Baseline state summary
  - Business processes and actors (e.g. business units, roles) that currently realize the capability.
  - Key IT services/applications that currently enable the capability.
  - Current business capability performance level.
  - Issues and concerns.
- Target state summary
  - Business processes and actors (e.g. business units, roles) that will realize the target-state capability.
  - Key IT services/applications that will enable the target-state capability.
  - Target business capability performance level.
  - Impact on the business capability resulting from successful implementation of the target state architecture.

“This is your chance to focus on what the business will need to do differently or for the first time to achieve their business goals. These capabilities will drive and challenge the architecture. Architects need enough information about the capabilities to understand the architectural implications. Document in more than just words; also define capabilities pictorially. Describe key roles, business functions to be executed, information used, underlying technologies and desired outcomes. Vision statements and drivers help, but you need to gain more detail from the line of business executives and operations staff through the definition of these business capabilities.”

- Graham Patterson, President, Graham Patterson Consulting Ltd.
Draw a conceptual-level view of the target application/technology environment

Design the target application/technology environment to effectively and efficiently support the business capabilities identified earlier.

**Info-Tech Insight**

Whiteboard sketching can be enough, depending on your company culture, applicable policies and standards. However, if your organization uses a modeling tool to create architectural models, stick with it. You will be able to build on this draft at a later step, when it’s time to build more detailed architectural models.

Sample whiteboard sketch of an application/technology environment.
Define the target state architecture value propositions and value and performance measures

1.16

Value propositions are the key tool to sell the benefits of the proposed target state to stakeholders.

**Step 1.16.1**: Use section 11.1 of your *EA Vision Document* to capture **value propositions of the target state**. Review and agree on the value propositions with the sponsors and stakeholders concerned.

**Step 1.16.2**: Consider creating an **indicative business case** to illustrate costs and benefits of the proposed target state.

**Step 1.16.3**: Use sections 11.2 and 11.3 of your *EA Vision Document* to document value and performance measures.

- Determine **value measures** (lag indicators) to be able to gauge if the benefits of the target state have been realized.
- Determine **performance measures** (lead indicators) to be able to gauge if the organization is on the right track to achieve the target state as planned.
- Define **performance data collection frequency and responsibilities**, reporting schedule, approach, and review responsibilities.
- Review and agree on value and performance measures with the sponsors and stakeholders concerned.

**Info-Tech Insights**

1. The purpose of the indicative business case is to validate the architecture vision and obtain approval for the EA engagement only. Avoid using your indicative business case numbers as value/performance targets.
2. Make sure that **quality baseline data** exists. If it doesn’t, start collecting it immediately, before the benefits of the target state have started to kick in.
The business benefits must directly address the business drivers and the architecture requirements identified earlier.

Capture specific business results that the envisioned target state will enable or contribute to and tie them back to the relevant elements of the target state, e.g. business capabilities, underlying applications or services. Use the following pattern:

\[ \text{Business benefit} \quad + \quad \text{through} / \text{with} / \text{due to} / \text{thanks to} / \text{caused by} \quad + \quad \text{elements of the target state} \]

Examples:

- **Lower operational costs** due to integration and rationalization of the acquired company’s processes and systems, specifically ERP and CRM systems and related business and IT processes.
- **Increased revenue** through improved performance of the sales and marketing capabilities due to business process reengineering, and modernization of applications that support these capabilities, such as implementation of Social Media Management Platform (SMMP).
- **Improved customer satisfaction and decreased operational costs** through web-enablement of the customer enrollment and account management system.
Info-Tech Assisted Implementation: Envision and describe target state

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<tr>
<td>o Business drivers and constraints.</td>
<td>o Value chain diagram.</td>
<td>• Identified architectural models to be drawn at the EA vision development stage.</td>
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<td>o Architecture principles.</td>
<td>o Business capability maps.</td>
<td>• Drafted a list of value propositions of the target state of your enterprise.</td>
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<td>o Architecture requirements.</td>
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<tr>
<td>• Define the scope of the EA effort.</td>
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**Your action plan will encompass:**

- High-level target state of your enterprise.
- Architectural models to be built to communicate and “sell” the target state vision to your stakeholders.
- Value propositions.
- Value measures.
- Performance measures.

Arrange a call now by emailing **AssistedImplementation@infotech.com**
Assess enterprise capabilities and risks

What’s in this section:

• Assess your organization’s IT capabilities required to achieve and then operate the target state.
• Assess your organization’s EA capability required to execute the EA engagement.
• Perform business transformation readiness assessment to gauge the organization’s readiness to undergo change.
• Manage business transformation risks associated with the achievement of the target state.

Sections:

Adapt the approach to fit your situation.
Analyze business needs and context factors.
Envision and describe target state.
 Assess enterprise capabilities and risks.
Secure approvals for EA engagement.
Assess your organization’s IT capabilities required to achieve and then operate the envisioned target state

1.17

Your IT organization will have to build, acquire, implement, deliver, service, and support all elements realizing target-state enterprise architecture.

Step 1.17.1: Work with IT leads (e.g. CIO, VPs, Directors, Senior Managers) to identify and assess IT capabilities that are required to achieve and operate the envisioned target state of the enterprise.

Step 1.17.2: Consider using COBIT 5 Process Assessment Model (PAM) to assess current and plan target capability levels of the critical IT capabilities identified in the previous step.

Step 1.17.3: Summarize your findings in the EA Vision Document, section 12. IT capability assessment. Consider documenting the following:

- Prioritized list of critical IT capabilities, required to achieve and operate the envisioned target state of the enterprise.
  - Current and target capability levels.
  - Summary of capability gaps.
- Capability improvement plans and/or in-flight initiatives, if any.

Achieve agreement among IT Leads on the IT capability assessment results.

Step 1.17.4: Discuss IT capability gaps with the IT leads.

- Decide which IT capability gaps will be closed, and schedule follow-up meetings to be updated on their progress in designing and implementing IT capability improvement/outsourcing/procurement plans.
- Understand which IT capability gaps will not be closed and treat them as constraints for your EA work.

E.g. **There is no capability to build and support systems using .NET technologies, and your organization decides to keep it this way. This creates a new constraint for your architecture work: target state applications shall not be built using .NET technologies.**
Assess your organization’s EA capability required to execute the EA engagement

**Step 1.18.1**: Assess your organization’s current EA capability in the context of the envisioned EA engagement.

**Step 1.18.2**: Summarize your findings in the *EA Vision Document*, section 13. *EA capability assessment*, consider documenting the following:

- **EA management framework**, i.e. EA governance, EA management practices, interfaces with other IT functions (e.g. development, operations, procurement), EA organization, EA roles, and responsibilities in the context of the ability to execute the envisioned EA engagement.
- **EA staff capacity and competency**.
- **EA tools**:
  - Architecture Repository (a document management system for EA artifacts).
  - EA artifact and deliverable templates.
  - Potential reuse of existing assets in the EA engagement, e.g. building blocks, baseline state architecture models.
  - Opportunities to create re-usable assets during the EA engagement.
- **Summary of gaps**.
- **EA capability improvement plans and/or in-flight initiatives**, if any.

**Step 1.18.3**: If there are significant gaps, consider postponing the EA engagement and performing EA capability assessment and optimization. For guidance, refer to TOGAF 9, Part II - ADM (Architecture Development Method), Chapter 6. Preliminary Phase.

*TOGAF 9 ADM Cycle. Source: Open Group, TOGAF 9, Part II - ADM*
Perform business transformation readiness assessment to gauge the organization’s readiness to undergo change

1.19

Determine and analyze ratings for twelve readiness factors established by the Business Transformation Enablement Program (BTEP).

Assessing business transformation readiness helps identify potential issues and then deal with them to ensure successful business transformation.

**Step 1.19.1**: Use Info-Tech’s Business Transformation Readiness Assessment Tool to determine what factors will impact the business transformation associated with the migration from baseline to target state architecture. The set of factors include:

- Vision.
- Desire, Willingness, and Resolve.
- Need.
- Business case.
- Funding.
- Sponsorship and Leadership.
- Governance.
- Accountability.
- Workable Approach and Execution Model.
- IT Capacity to Execute.
- Enterprise Capacity to Execute.
- Enterprise Ability to Implement and Operate.

**Step 1.19.2**: Rate each readiness factor in terms of:

- Urgency.
- Readiness Status.
- Difficulty to Fix.

**Step 1.19.3**: Note any observations or issues that led to the rating of each readiness factor.


Identify business transformation risks associated with the achievement of the target state and plan responses

1.20

Make risk management an integral part of your enterprise architecture workflow.

*Step 1.20.1:* Use Info-Tech’s Risk Profile Tool to execute this activity.

*Step 1.20.2:* Identify the risks associated with the achievement of the target state enterprise architecture.

*Step 1.20.3:* For each identified risk, assess probability of occurrence and the level of potential impact. Calculate risk exposure as the product of risk probability and impact. Determine top 5 to 15 high-priority risks to be managed.

*Step 1.20.4:* Design mitigation and/or contingency actions for each risk. Assign accountabilities.

*Step 1.20.5:* Include a summary of your top 5 to 15 risks in the EA Vision Document, section 15. Business Transformation Risk Assessment Summary.

**Info-Tech Insights**

1. **Use your corporate risk management methodology** and tools to manage your business transformation risks associated with the achievement of the target state. If it doesn’t exist, use Info-Tech’s recommended approach and template.

2. **To identify risks,** look into the following aspects of your target state architecture:
   - Provision for **business continuity** while transforming to the target state. For example, the following initiatives may negatively impact business continuity:
     - **Business capability/process integration**, consolidation, and/or introduction.
     - **Data migration** and/or consolidation.
     - **Application rationalization**, replacement, and/or decommissioning.
     - **Infrastructure virtualization**, replacement, and/or outsourcing.
   - Dependency on **vendor reliability and performance**.
   - **Privacy and security**.
   - **Legislative compliance**.
## Info-Tech Assisted Implementation: Assess enterprise capabilities and risks

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<td>• Validated the list of the required IT capabilities and discussed the approach to assess them.</td>
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<tr>
<td>• Describe the target state.</td>
<td>• Assessing your organization’s EA capability required to execute the EA engagement.</td>
<td>• Discussed the current and required level of your EA capability and next steps to identify and close the gaps (if any).</td>
</tr>
<tr>
<td></td>
<td>• Performing business transformation readiness assessment to gauge the organization’s readiness to undergo change.</td>
<td>• Started on the business transformation readiness assessment and defined the next steps to complete it.</td>
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<tr>
<td></td>
<td>• Managing business transformation risks associated with the achievement of the target state.</td>
<td>• Identified some business transformation risks and discussed risk response options.</td>
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### Your action plan will encompass:

- Required IT capabilities.
- Required EA capability.
- Business transformation readiness.
- Business transformation risks.

Arrange a call now by emailing **AssistedImplementation@infotech.com**
Secure approvals for EA work

What’s in this section:
• Market and sell the EA Vision to your EA stakeholders.
• Develop a Statement of Architecture Work and secure approval that authorizes the EA engagement.

Sections:
• Adapt the approach to fit your situation.
• Analyze business needs and context factors.
• Envision and describe target state.
• Assess enterprise capabilities and risks.
• Secure approvals for EA engagement.
Market and sell your EA Vision to your EA stakeholders

1.21

Socialize the EA Vision Document among your EA stakeholders and achieve their buy-in and approval. This may require several iterations to address stakeholder feedback.

Step 1.21.1: To support the distribution of the EA Vision document, use Info-Tech’s EA Vision Communication Plan Template to create a communication plan before engaging with key EA stakeholders. Consider the following in your plan:
• Key stakeholders.
• Stakeholder concerns that are relevant to the EA Vision document (identified earlier).
• Relevant EA Vision Document sections.
• Presenters.
• Presentation timeframe.
• Media.

Step 1.21.2: Run your EA Vision document by potential supporters first, and solicit ideas on how to market it to the key stakeholders.

Step 1.21.3: Present the EA Vision document to your key stakeholders for the EA work. Secure stakeholder buy-in and approval.

Step 1.21.4: Depending on your corporate culture and politics, you should consider obtaining a formal sign-off. Many enterprise architects fail on this point. Marketing begins before you complete your EA vision. Along the way you’ll have a series of stakeholder meetings – give those meetings a meaningful name and explain their importance to stakeholders in their language. They’ll feel more invested in the initiative and will be inclined to give you quality materials.

- Nick Malik, Enterprise Strategy Architect, Microsoft Corporation

Info-Tech Insight

The critical step is to secure stakeholder buy-in and approval of your EA Vision Document, which may optionally be supported by an official sign-off. Creating and shelving an Architecture Vision document doesn’t add value.
Develop a Statement of Architecture Work and secure approval that authorizes the EA engagement

1.22

Use Statement of Architecture Work to get funding and secure resources to work on the envisioned EA engagement.


**Step 1.22.2**: Present the Statement of Architecture Work document to your key stakeholders for the enterprise architecture work (identified earlier). Obtain formal sign-off.

**Info-Tech Insights**

1. Think of your Statement of Architecture Work as a contract between the EA team and EA stakeholders.

2. Define a formal scope management process, include it into the Statement of Architecture Work, and follow it closely to prevent scope creep.

Info-Tech recommends including the following content in the Statement of Architecture Work document:

- Executive summary.
- Engagement scope (defined in the EA Vision document).
- Scope management procedure.
- Engagement deliverables.
- Engagement schedule.
- Engagement team structure.
- Engagement cost estimate.
- Assumptions.
- Sign-offs.

“The best thing you can do to gain approval is to prove you have demonstrated success. It is one thing to come up with the vision, but you have to show you can implement that vision. Prove this to stakeholders by pointing to past initiatives where you have demonstrated measurable success.”

- Brian Cameron, Professor and Executive Director, Center for Enterprise Architecture, Founder FEAPo
Info-Tech Assisted Implementation: Secure approvals for EA engagement

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<td>• Validated gap analysis.</td>
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<td>• Developing a Statement of Architecture Work and secure approval that authorizes the EA engagement.</td>
<td>• A decisive plan of action to address audit results.</td>
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<td>• Assess enterprise capabilities and risks.</td>
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<td>• Advice for putting the plan into action.</td>
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**Your action plan will encompass:**

- Securing stakeholder’s buy-in.
- Statement of Architecture Work.
- Obtaining approvals for the EA engagement.

Arrange a call now by emailing AssistedImplementation@infotech.com
Summary

Follow a proven five-stage approach to develop an EA vision, secure stakeholder buy-in and get funding for your EA engagement.

1. Adapt the approach to fit your situation. Decide if this EA engagement will be treated as a project or as a process. Identify and analyze your EA stakeholders, and develop a strategy to effectively engage them. Decide on the degree of formality and the level of detail you employ to develop an EA vision document.

2. Analyze business needs and context factors: business drivers, constraints, architecture principles, architecture requirements, stakeholder concerns and EA deliverables to be produced to address them. Define the scope of the EA engagement in terms of breadth, depth, time period, and coverage of EA domains.

3. Envision and describe target state. Draw initial draft high-level architectural models of baseline and target architectures. Assess high-priority business capabilities. Define the target state architecture value propositions and measures.

4. Assess enterprise capabilities and risks. Assess your organization’s IT and EA capabilities required to achieve and then operate the target state. Perform business transformation readiness assessment. Analyze and plan responses to business transformation risks associated with the achievement of the target state.

5. Secure approvals for EA engagement. Market and sell the EA Vision to your EA stakeholders. Develop a Statement of Architecture Work and secure approval that authorizes the EA engagement.

“An EA vision is the “North Star” that sets overall direction for EA. A coherent and well articulated vision demonstrates convergence of and clarity in thinking, accentuates the importance EA to enterprise success and amplifies the effectiveness of subsequent EA actions and activities.”

- Pallab Saha, National University of Singapore
Appendix A: Mapping to COBIT 5 and TOGAF 9.1
## Info-Tech’s approach mapping to COBIT 5 APO03.01 (page 1 of 2)

<table>
<thead>
<tr>
<th>COBIT 5: APO03 Manage Enterprise Architecture, APO03.01 Develop the enterprise architecture vision</th>
<th>Info-Tech’s Blueprint: Develop an enterprise architecture vision</th>
</tr>
</thead>
</table>
| 1. Identify the key stakeholders and their concerns/objectives, and define the key enterprise requirements to be addressed as well as the architecture views to be developed to satisfy the various stakeholder requirements. | 1.2 Identify and analyze your EA stakeholders, and develop a strategy to effectively engage them  
1.8 Capture the initial set of architecture requirements to determine and register stakeholder needs and priorities  
1.9 Determine stakeholder concerns for the EA work and deliverables to be produced to address these concerns |
| 2. Identify the enterprise goals and strategic drivers of the enterprise and define the constraints that must be dealt with, including enterprise-wide constraints and project-specific constraints. | 1.5 Identify and confirm business drivers for EA work to align EA effort with business priorities  
1.6 Identify and confirm constraints applicable to your EA work to ensure compliance with policies and regulations |
| 3. Align architecture objectives with strategic programme priorities. | 1.5 Identify and confirm business drivers for EA work to align EA effort with business priorities |
| 4. Understand the capabilities and desires of the business, then identify options to realise those capabilities. | 1.12 Create a value chain diagram to identify primary business capabilities  
1.13 Create high-level baseline and target state business capability maps of the in-scope enterprise  
1.14 Perform a high-level assessment of high-priority business capabilities |
| 5. Assess the enterprise’s readiness for change. | 1.9 Perform business transformation readiness assessment to gauge the organization’s readiness to undergo change |
| 6. Define what is inside and what is outside the scope of the baseline architecture and target architecture efforts | 1.10 Define the scope of the EA effort in terms of breadth, depth, time period, and coverage of EA domains |
## Info-Tech’s approach mapping to COBIT 5 APO03.01 (page 2 of 2)

<table>
<thead>
<tr>
<th>COBIT 5: APO03 Manage Enterprise Architecture, APO03.01 (Develop the enterprise architecture vision)</th>
<th>Info-Tech’s Blueprint: Develop an enterprise architecture vision</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Confirm and elaborate architecture principles, including enterprise principles. Ensure that any existing definitions are current and clarify any areas of ambiguity.</td>
<td>1.7 Locate, elaborate, and confirm architecture principles to enable effective decision-making and constrain EA work</td>
</tr>
<tr>
<td>8. Understand the current enterprise strategic goals and objectives and work with the strategic planning process to ensure that IT-related enterprise architecture opportunities are leveraged in the development of the strategic plan.</td>
<td>1.5 Identify and confirm business drivers for EA work to align EA effort with business priorities</td>
</tr>
<tr>
<td>9. Based on stakeholder concerns, business capability requirements, scope, constraints and principles, create the architecture vision: a high-level view of the baseline and target architectures.</td>
<td>1.3 Create an EA Vision document to facilitate stakeholder agreement on scope and direction of EA engagement. 1.11 Draw initial draft high-level architectural models of baseline and target architectures</td>
</tr>
<tr>
<td>10. Define the target architecture value propositions, goals and metrics.</td>
<td>1.16 Define the target state architecture value propositions and value and performance measures</td>
</tr>
<tr>
<td>11. Identify the enterprise change risk associated with the architecture vision, assess the initial level of risk and develop a mitigation strategy for each significant risk.</td>
<td>1.20 Identify business transformation risks associated with the achievement of the target state and plan responses</td>
</tr>
<tr>
<td>12. Develop an enterprise architecture concept business case, outline plans and statement of architecture work, and secure approval to initiate a project aligned and integrated with the enterprise strategy.</td>
<td>1.21 Market and sell your EA Vision to your EA stakeholders 1.22 Develop a Statement of Architecture Work and secure approval that authorizes the EA engagement</td>
</tr>
</tbody>
</table>
## Info-Tech’s approach mapping to TOGAF 9.1 ADM Phase A (page 1 of 2)

<table>
<thead>
<tr>
<th>TOGAF 9.1, Part II: Architecture Development Method (ADM), Phase A (Architecture Vision)</th>
<th>Info-Tech’s Blueprint: Develop an enterprise architecture vision</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.4.1 Establish the Architecture Project</td>
<td>1.1 Decide if the envisioned EA engagement will be treated as a project or as a process</td>
</tr>
<tr>
<td>7.4.2 Identify Stakeholders, Concerns, and Business Requirements</td>
<td>1.2 Identify and analyze your EA stakeholders, and develop a strategy to effectively engage them &lt;br&gt; 1.8 Capture the initial set of architecture requirements to determine and register stakeholder needs and priorities &lt;br&gt; 1.9 Determine stakeholder concerns for the EA work and deliverables to be produced to address these concerns</td>
</tr>
<tr>
<td>7.4.3 Confirm and Elaborate Business Goals, Business Drivers, and Constraints</td>
<td>1.5 Identify and confirm business drivers for EA work to align EA effort with business priorities &lt;br&gt; 1.6 Identify and confirm constraints applicable to your EA work to ensure compliance with policies and regulations</td>
</tr>
<tr>
<td>7.4.4 Evaluate Business Capabilities</td>
<td>1.11 Draw initial draft high-level architectural models of baseline and target architectures &lt;br&gt; 1.12 Create a value chain diagram to identify primary business capabilities &lt;br&gt; 1.13 Create high-level baseline and target state business capability maps of the in-scope enterprise &lt;br&gt; 1.14 Perform a high-level assessment of high-priority business capabilities &lt;br&gt; 1.17 Assess your organization’s IT capabilities required to achieve and then operate the envisioned target state &lt;br&gt; 1.18 Assess your organization’s EA capability required to execute the EA engagement</td>
</tr>
</tbody>
</table>
## Info-Tech’s approach mapping to TOGAF 9.1 ADM Phase A (page 2 of 2)

<table>
<thead>
<tr>
<th>TOGAF 9.1, Part II: Architecture Development Method (ADM), Phase A (Architecture Vision)</th>
<th>Info-Tech’s Blueprint: Develop an enterprise architecture vision</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.4.5 Assess Readiness for Business Transformation</td>
<td>1.9 Perform business transformation readiness assessment to gauge the organization’s readiness to undergo change</td>
</tr>
<tr>
<td>7.4.6 Define Scope</td>
<td>1.10 Define the scope of the EA effort in terms of breadth, depth, time period, and coverage of EA domains</td>
</tr>
<tr>
<td>7.4.7 Confirm and Elaborate Architecture Principles, including Business Principles</td>
<td>1.7 Locate, elaborate, and confirm architecture principles to enable effective decision-making and constrain EA work</td>
</tr>
<tr>
<td>7.4.8 Develop Architecture Vision</td>
<td>1.3 Create an EA Vision document to facilitate stakeholder agreement on scope and direction of EA engagement. 1.11 Draw initial draft high-level architectural models of baseline and target architectures</td>
</tr>
<tr>
<td>7.4.9 Define the Target Architecture Value Proposition and KPIs</td>
<td>1.16 Define the target state architecture value propositions and value and performance measures</td>
</tr>
<tr>
<td>7.4.10 Identify the Business Transformation Risks and Mitigation Activities</td>
<td>1.20 Identify business transformation risks associated with the achievement of the target state and plan responses</td>
</tr>
<tr>
<td>7.4.11 Develop Statement of Architecture Work; Secure Approval</td>
<td>1.21 Market and sell your EA Vision to your EA stakeholders 1.22 Develop a Statement of Architecture Work and secure approval that authorizes the EA engagement</td>
</tr>
</tbody>
</table>
## COBIT 5 APO03.01 mapping to TOGAF 9.1 ADM Phase A (page 1 of 2)

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<thead>
<tr>
<th>COBIT 5: APO03 Manage Enterprise Architecture, APO03.01 (Develop the enterprise architecture vision)</th>
<th>TOGAF 9.1, Part II: Architecture Development Method (ADM), Phase A (Architecture Vision)</th>
</tr>
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<tbody>
<tr>
<td>1. Identify the key stakeholders and their concerns/objectives, and define the key enterprise requirements to be addressed as well as the architecture views to be developed to satisfy the various stakeholder requirements.</td>
<td>7.4.2 Identify Stakeholders, Concerns, and Business Requirements</td>
</tr>
<tr>
<td>2. Identify the enterprise goals and strategic drivers of the enterprise and define the constraints that must be dealt with, including enterprise-wide constraints and project-specific constraints.</td>
<td>7.4.3 Confirm and Elaborate Business Goals, Business Drivers, and Constraints</td>
</tr>
<tr>
<td>3. Align architecture objectives with strategic programme priorities.</td>
<td>7.4.1 Establish the Architecture Project</td>
</tr>
<tr>
<td>4. Understand the capabilities and desires of the business, then identify options to realise those capabilities.</td>
<td>7.4.4 Evaluate Business Capabilities</td>
</tr>
<tr>
<td>5. Assess the enterprise's readiness for change.</td>
<td>7.4.5 Assess Readiness for Business Transformation</td>
</tr>
<tr>
<td>6. Define what is inside and what is outside the scope of the baseline architecture and target architecture efforts, understanding that the baseline and target need not be described at the same level of detail.</td>
<td>7.4.6 Define Scope</td>
</tr>
<tr>
<td>COBIT 5: APO03 Manage Enterprise Architecture, APO03.01 (Develop the enterprise architecture vision)</td>
<td>TOGAF 9.1, Part II: Architecture Development Method (ADM), Phase A (Architecture Vision)</td>
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<td>12. Develop and enterprise architecture concept business case, outline plans and statement of architecture work, and secure approval to initiate a project aligned and integrated with the enterprise strategy.</td>
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</tr>
</tbody>
</table>
Appendix B: Sample business scenarios
Sample business scenarios

1. National Human Services Interoperable Architecture
   Business Model: Scenarios and Vignettes
   Prepared by: The John Hopkins University Applied Physics Laboratory

2. Generic Electronic Delivery Services Program
   Business Architecture
   Government of Ontario
   Business Scenarios: pp 61 – 73

3. Workers’ Compensation Board: eClaims
   New York State Business Scenarios
Appendix C: Sample application of the Zachman Framework
The Ontario Government has mapped their Standard Set of EA Framework Artifacts to the Zachman framework.

### Source:
GO-ITS Number 56, OPS Enterprise Architecture: Principles and Artefacts
The Ontario Government has mapped their Standard Set of EA Framework Artifacts to the Zachman framework.

Source: GO-ITS Number 56, OPS Enterprise Architecture: Principles and Artefacts