



### Strategic Planning

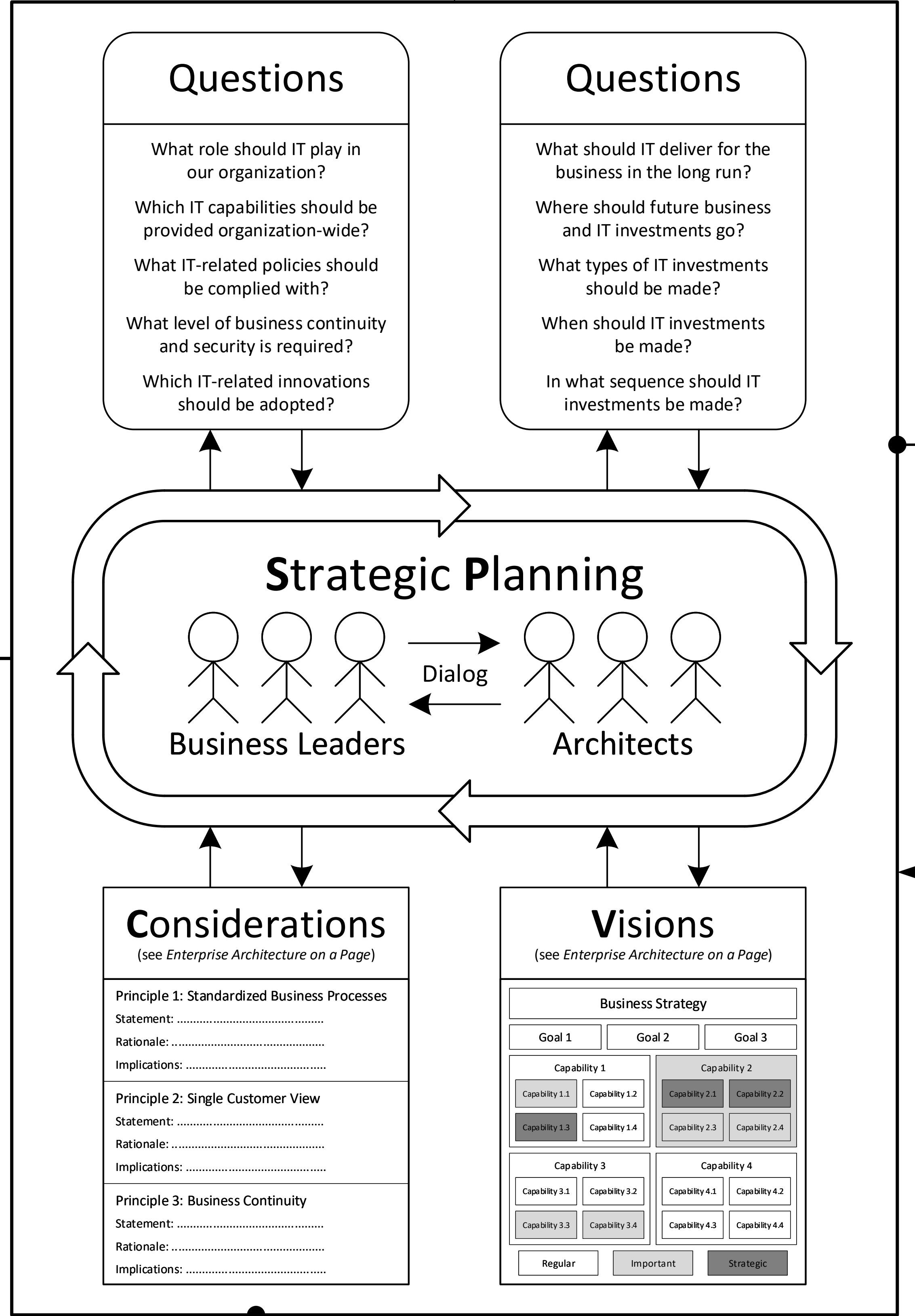
**Goal:** Articulate the long-term future course of action for business and IT  
**Question:** How is the business environment changing and what should we do to react on these changes?  
**Instances:** Single or several for highly decentralized organizations, e.g. one instance for each line of business

**Nature:** Continuous and largely unstructured  
**Integration:** Integrated with regular strategic management activities, e.g. environmental analysis, identification of competitive advantages and goals formulation  
**Timing:** Aligned to the annual business planning cycle, important business dates, periods and events, e.g. ends of the financial year, board meetings or updates of a business strategy

**Actors:** Business Leaders and Architects  
**EA Artifacts:** Considerations and Visions, e.g. Principles, Policies, Business Capability Models and Roadmaps (see *Enterprise Architecture on a Page*)  
**Other Documents:** Organizational mission and values, strategic goals, objectives, key performance indicators (KPIs) and balanced scorecards (BSCs) as well as high-level strategic business plans

**Content:** Development of rules and directions for business and IT and their explicit reflection in Considerations and Visions  
**Activities:** Informal discussions, meetings, presentations and workshops as well as periodical formal approvals and sign-offs  
**Techniques:** SWOT and PEST analyses, Five Forces and other strategy frameworks

**Inputs:** Fundamental factors of the external business environment  
**Outputs:** High-level strategic plans for business and IT reflected in Considerations and Visions  
**Meaning:** Strategy-to-portfolio, i.e. convert an abstract business strategy into more specific suggestions regarding the desired IT investment portfolio



### Technology Optimization

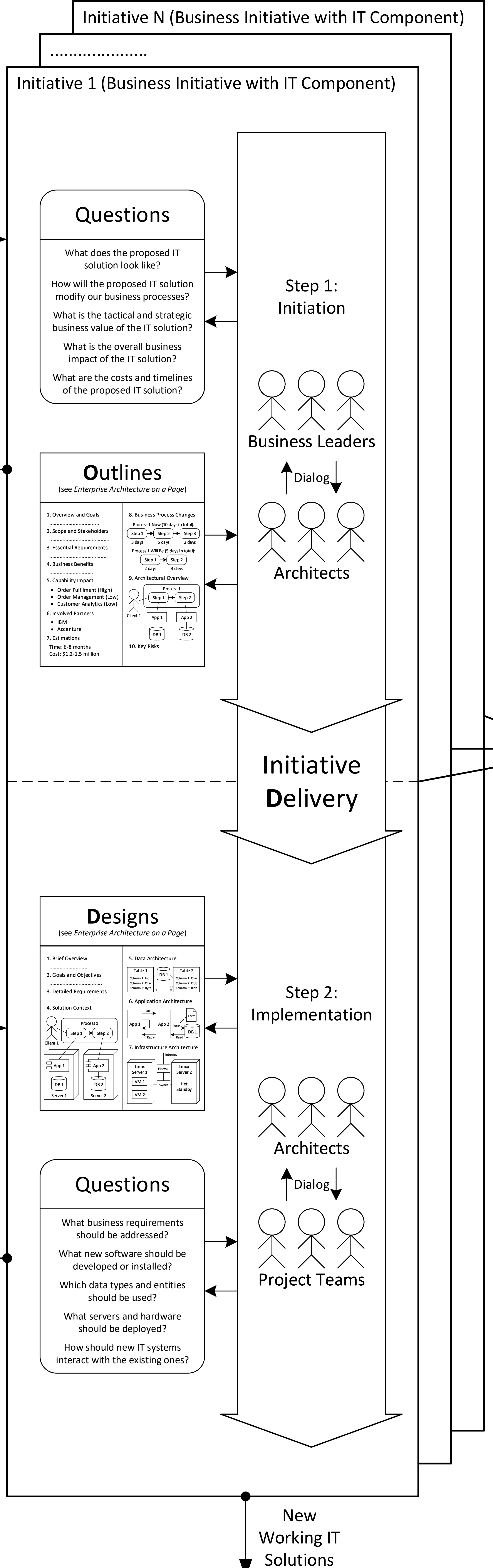
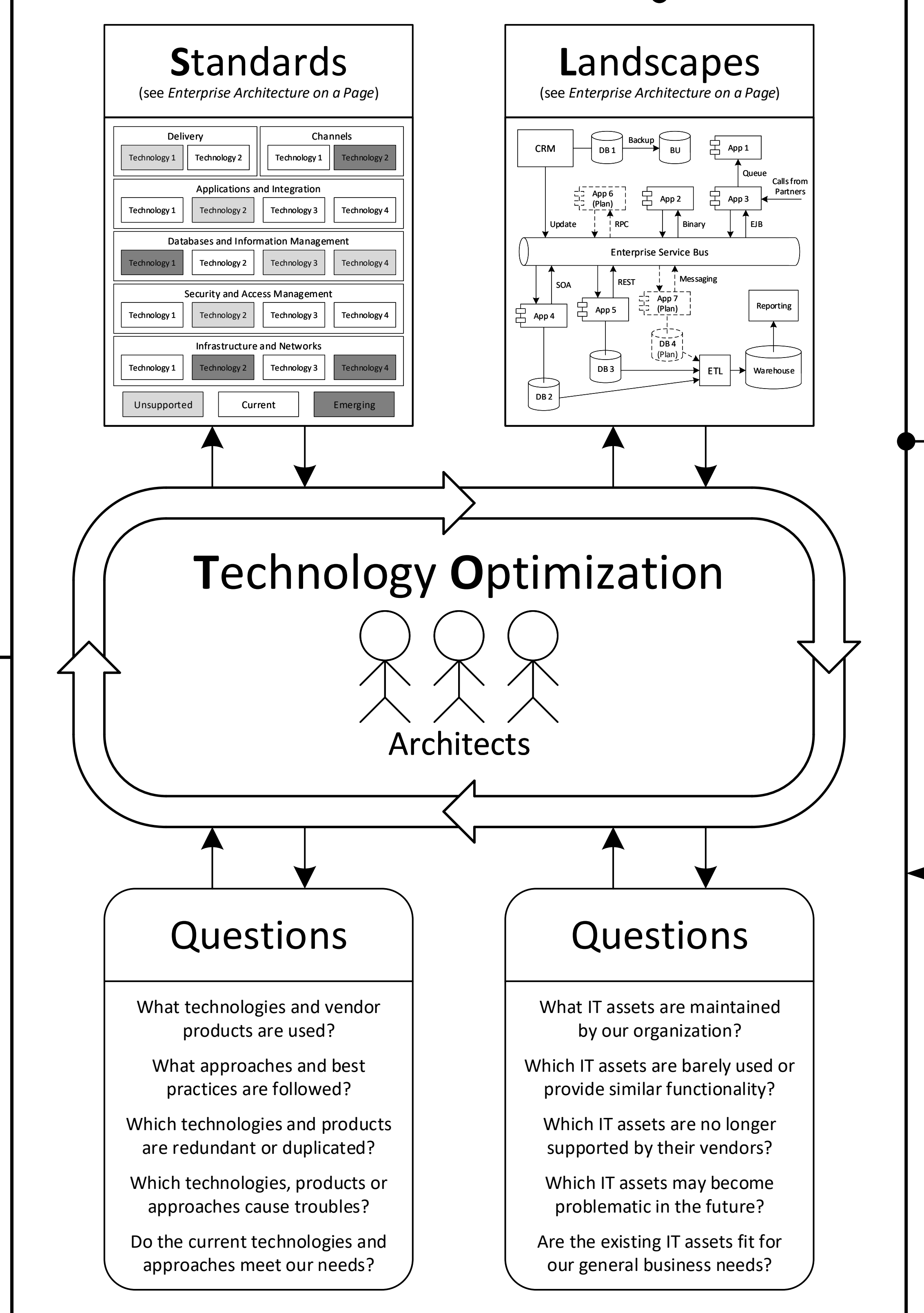
**Goal:** Improve the overall quality of the organizational IT landscape  
**Question:** What is wrong with the current IT landscape and what should we do to improve it?  
**Instances:** Single or several for highly decentralized organizations, e.g. one instance for each business division

**Nature:** Continuous and largely unstructured  
**Integration:** Not integrated with any regular processes or activities  
**Timing:** May be carried out independently without any systematic schedule, often on an as-necessary basis or even opportunistically, e.g. in the absence of other higher-priority activities

**Actors:** Architects alone  
**EA Artifacts:** Standards and Landscapes, e.g. Technology Reference Models, Guidelines, Landscape Diagrams and Inventories (see *Enterprise Architecture on a Page*)  
**Other Documents:** None

**Content:** Analysis of the current IT landscape, update of Standards and maintenance of Landscapes  
**Activities:** Numerous informal discussions and periodical formal approvals  
**Techniques:** Total cost of ownership (TCO) and architecture debt management

**Inputs:** Current structure of the organizational IT landscape  
**Outputs:** Technical rationalization suggestions reflected in Standards and Landscapes  
**Meaning:** Structure-to-rationalization, i.e. understand the current structure of the IT landscape and formulate the rationalization strategy to guide its future evolution



### Initiative Delivery

**Goal:** Deliver optimal business and IT solutions for specific needs  
**Question:** What is the best way to address the requested need and all the associated requirements?  
**Instances:** Multiple, one instance for each active initiative, e.g. project or program

**Nature:** Sequential with two inherent steps: Initiation and Implementation  
**Integration:** Integrated with regular project and program management activities, e.g. scoping, estimating, scheduling, budgeting and monitoring  
**Timing:** Linked to the established initiative delivery phases and gates, e.g. scope, evaluate, plan, build, test and deploy

**Step 1: Initiation**

**Actors:** Business Leaders and Architects  
**EA Artifacts:** Outlines, e.g. Solution Overviews and Options Assessments (see *Enterprise Architecture on a Page*)  
**Other Documents:** Business proposals and business cases

**Content:** Analysis of possible solution implementation options and their explicit reflection in Outlines  
**Activities:** Frequent discussions, presentations and approvals  
**Techniques:** Business process modeling, customer journey mapping, return-on-investment (ROI) and architecture debt estimation

**Step 2: Implementation**

**Actors:** Architects and Project Teams  
**EA Artifacts:** Designs, e.g. Solution Designs and Preliminary Solution Designs (see *Enterprise Architecture on a Page*)  
**Other Documents:** Business requirements and project management plans

**Content:** Development of Designs based on Outlines and then their actual technical implementation  
**Activities:** Daily collaborative work  
**Techniques:** User stories and MoSCoW requirements prioritization method

**Inputs:** Specific business, and sometimes technical, needs  
**Outputs:** New working IT solutions  
**Meaning:** Need-to-solution, i.e. convert a specific need into a concrete IT solution addressing this need in the most optimal manner

