

External Business Environment

(Economy, technology, society, demography, legislation, regulation, competitors, partners, suppliers, customers, etc.)

Strategic Planning

Goal: Articulate the desired future course of action for business and IT

Question: How is the business environment changing and what should we do to react to these changes?

Focus: Long-term and mid-term future

Instances: Single, or several in 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. fiscal years, budgeting cycles, 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 and KPIs, balanced scorecards (BSCs) and strategy maps, business motivation models (BMMs), high-level strategic business plans and more detailed programs of work

Content: Development of rules and directions for business and IT and their explicit documentation 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 portfolio of IT investments

Technology Optimization

Goal: Improve the overall quality of the corporate IT landscape

Question: What is wrong with the current IT landscape and what should we do to improve it?

Focus: Current situation with some future outlook

Instances: Single, or several in 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 existing IT landscape, update of Standards, maintenance of Landscapes and formulation of rationalization proposals

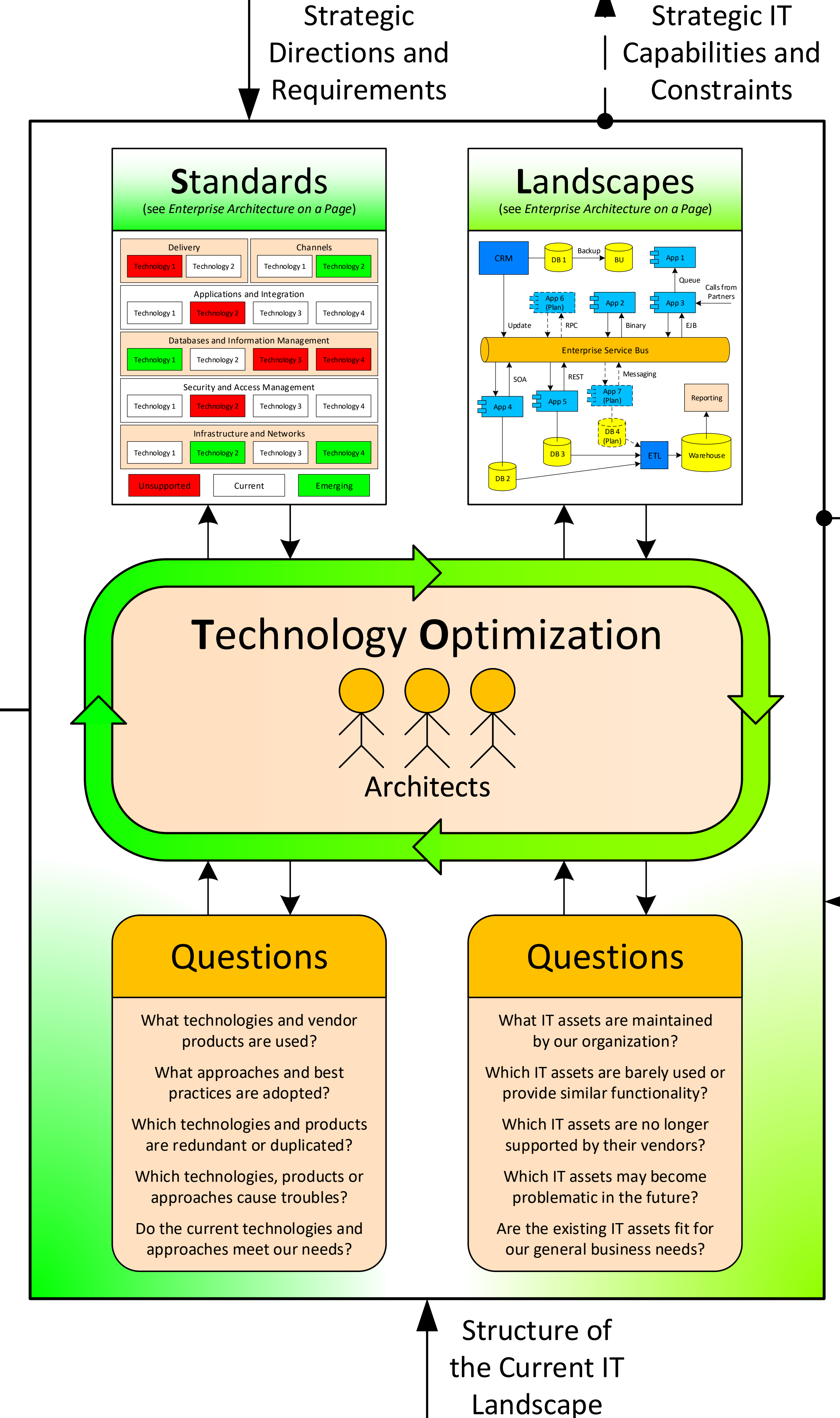
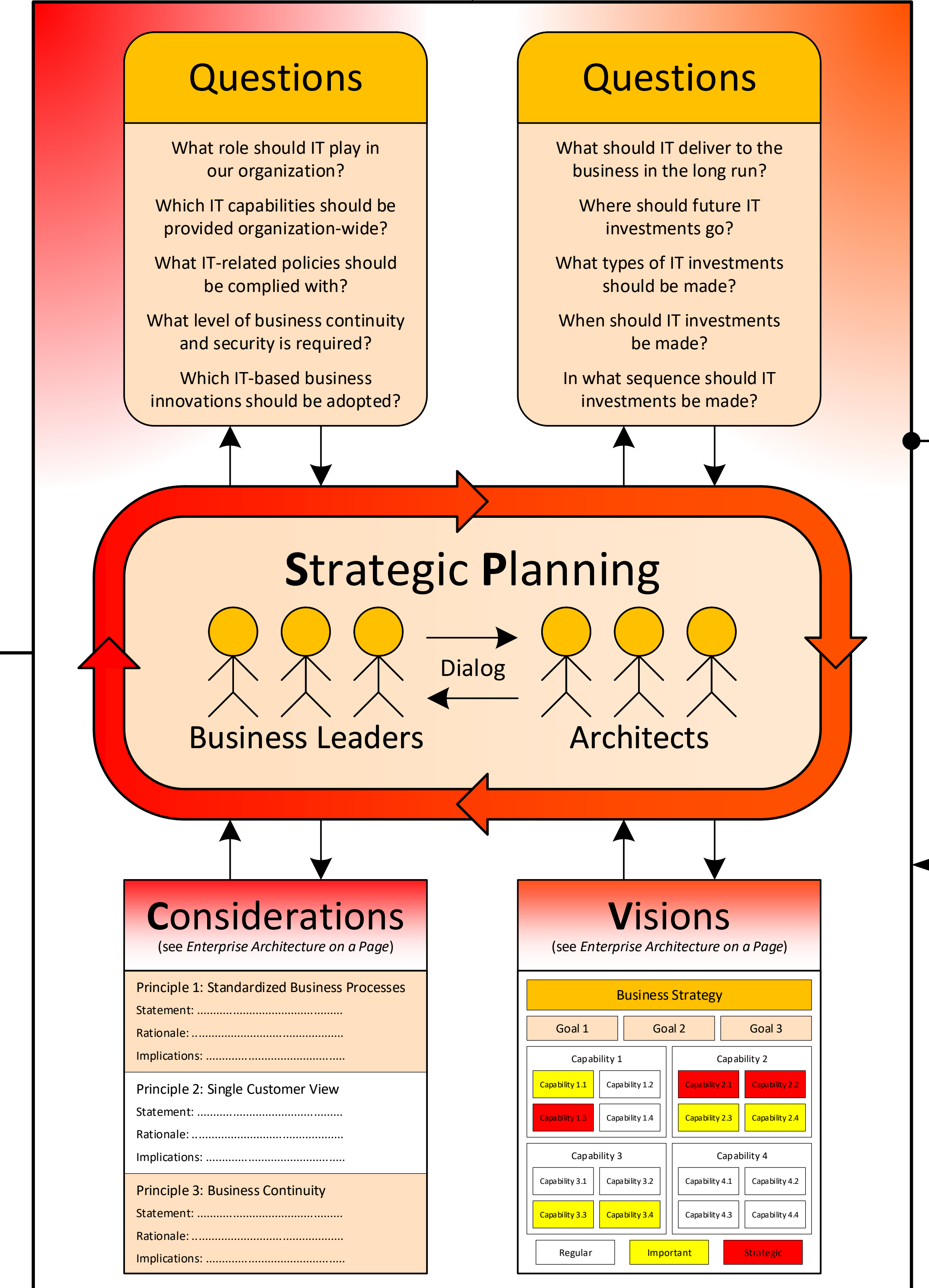
Activities: Numerous informal discussions and periodical formal approvals

Techniques: Total cost of ownership (TCO) and architecture debt management

Inputs: Current structure of the organizational IT landscape

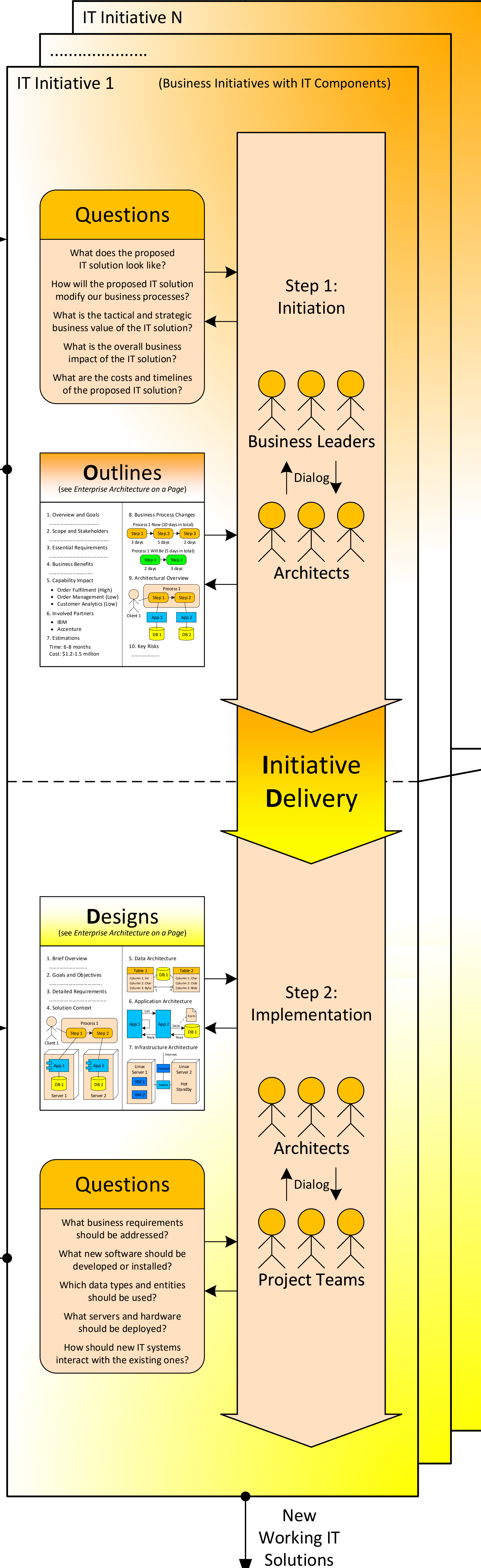
Outputs: Technical rationalization suggestions reflected in Standards and Landscapes

Meaning: Structure-to-rationalization, i.e. understand the current structure of the IT landscape and formulate the rationalization strategy to guide its future evolution



Organizational IT Landscape

(Existing applications, information systems, databases, integration platforms, network and server infrastructure, etc.)



Initiative Delivery

Goal: Deliver optimal IT solutions for specific needs

Question: What is the best way to address the requested need and all the associated requirements?

Focus: Short-term and immediate future

Instances: Multiple, one instance for each active IT 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, resourcing 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, their explicit documentation in Outlines and official endorsement

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, requirements traceability matrices and MoSCoW prioritization framework

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

