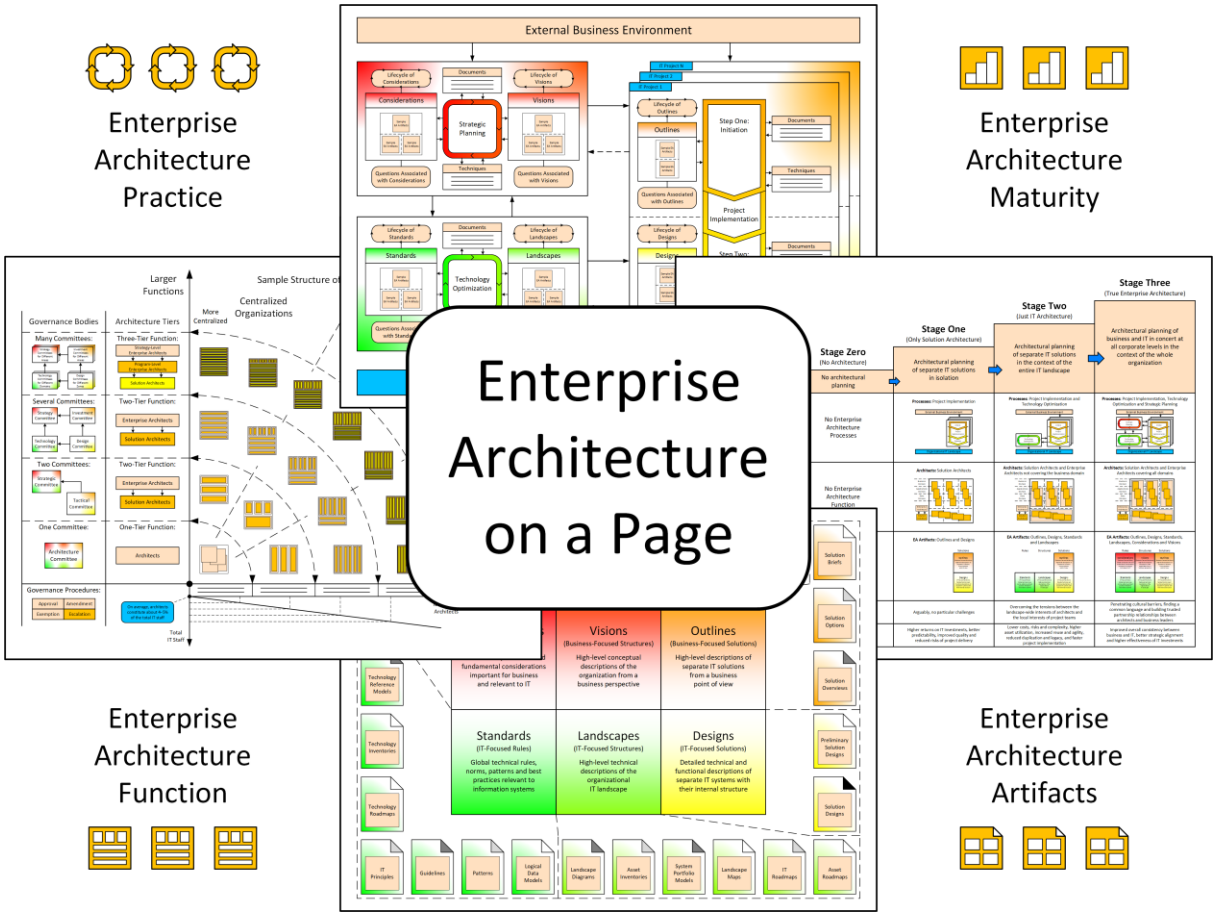
Enterprise Architecture on a Page Framework

(The first evidence-based EA framework that simply makes sense)



Version 1.1

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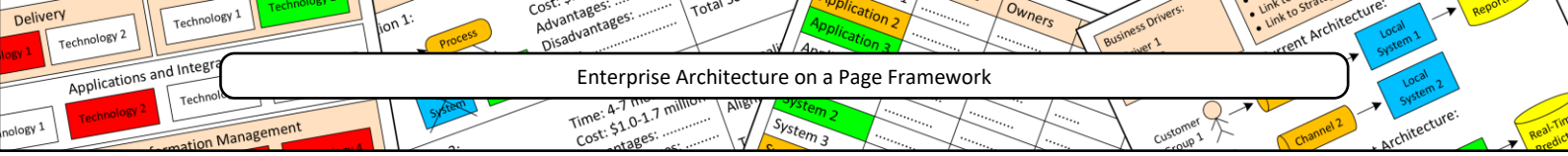


Introduction

Enterprise Architecture on a Page is a radically new, no-nonsense enterprise architecture (EA) framework intended to offer reasonable research-based guidance on the subject for aspiring and experienced practitioners. The central idea of the framework is to condense each of the essential aspects of enterprise architecture *on a single page* to enable their quick comprehension, easy discussion and swift dissemination. It distills the general patterns of successful EA practices while leaving out numerous details that are *always* specific to organizations. The framework is freely available for everyone at https://eaonapage.com.

Background

The framework originated from persistent industry studies conducted by the author since 2013 as a reaction to the unmerited predominance of nonsensical EA frameworks, such as TOGAF, Zachman, FEAF and DoDAF, in the EA discourse. All these frameworks gained prominence through successful marketing efforts, but none of them reflects anyone's genuine EA best practices or has any systematic connection to organizational reality. In these circumstances, the dire need for a realistic EA framework became apparent.

Scope

Of manifold meanings in which the term "enterprise architecture" is used today, the framework refers specifically to an *organizational practice of joint enterprise-wide business and IT planning* and covers various aspects of this practice. Namely, the following elements are in scope of the framework:

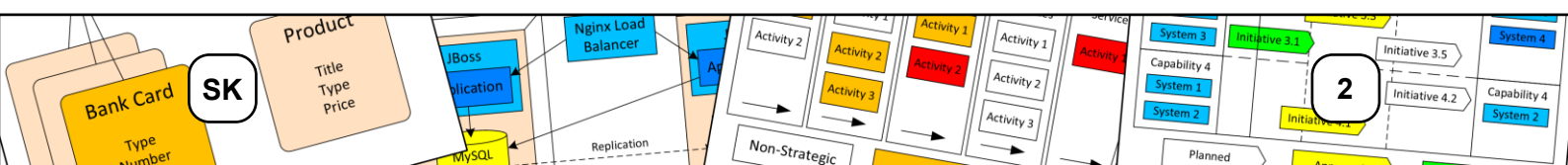
- Activities carried out for business and IT planning and their participants
- Documents, instruments and techniques enabling business and IT planning
- Organizational arrangements necessary to conduct business and IT planning

At the same time, the following elements are *not* in scope:

- Enterprise technologies relevant to large organizations and their business
- Structuring and layering of the organizational business and IT landscape
- Detailed technical planning and implementation of individual IT solutions

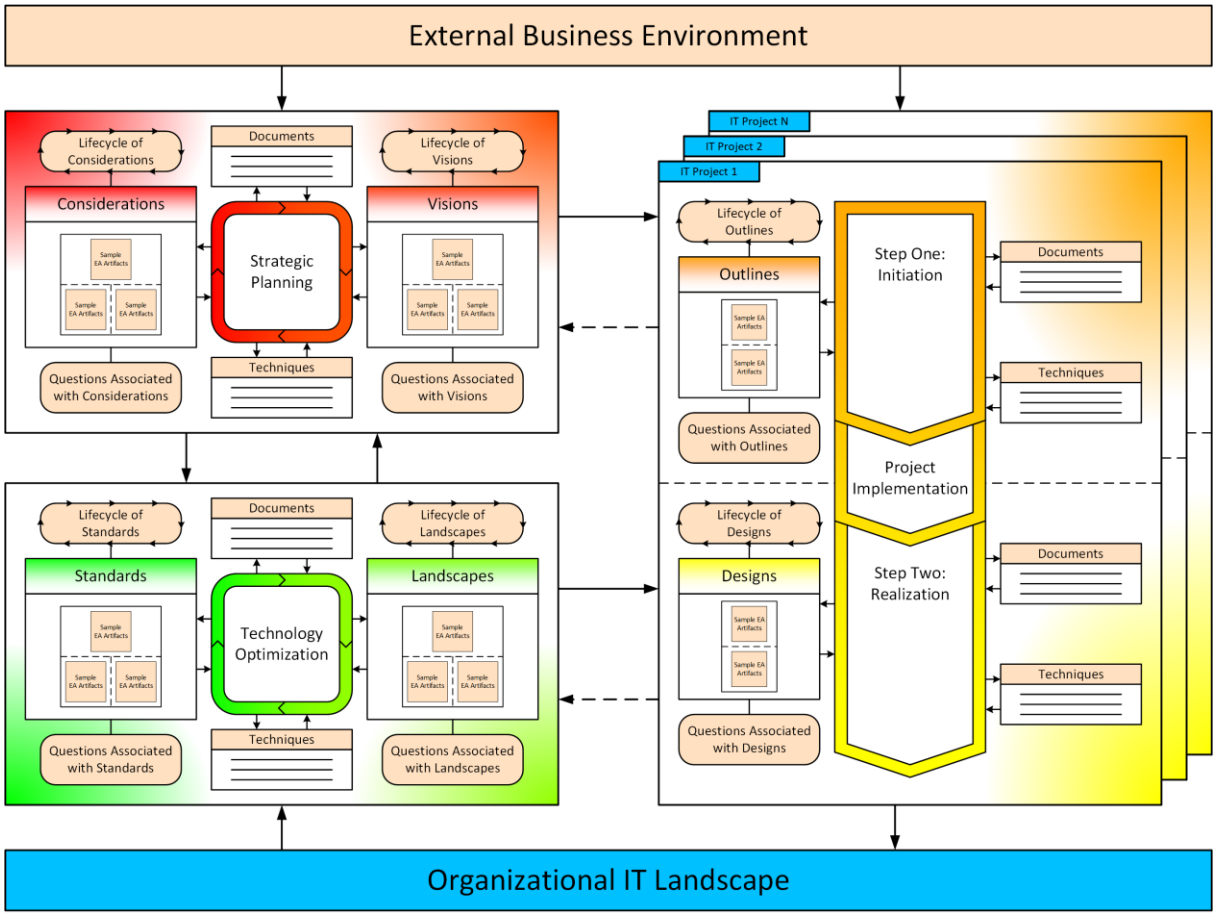
Components

Currently, the framework includes four components jointly covering all important facets of enterprise architecture: Enterprise Architecture Practice on a Page, Enterprise Architecture Function on a Page, Enterprise Architecture Artifacts on a Page and Enterprise Architecture Maturity on a Page.



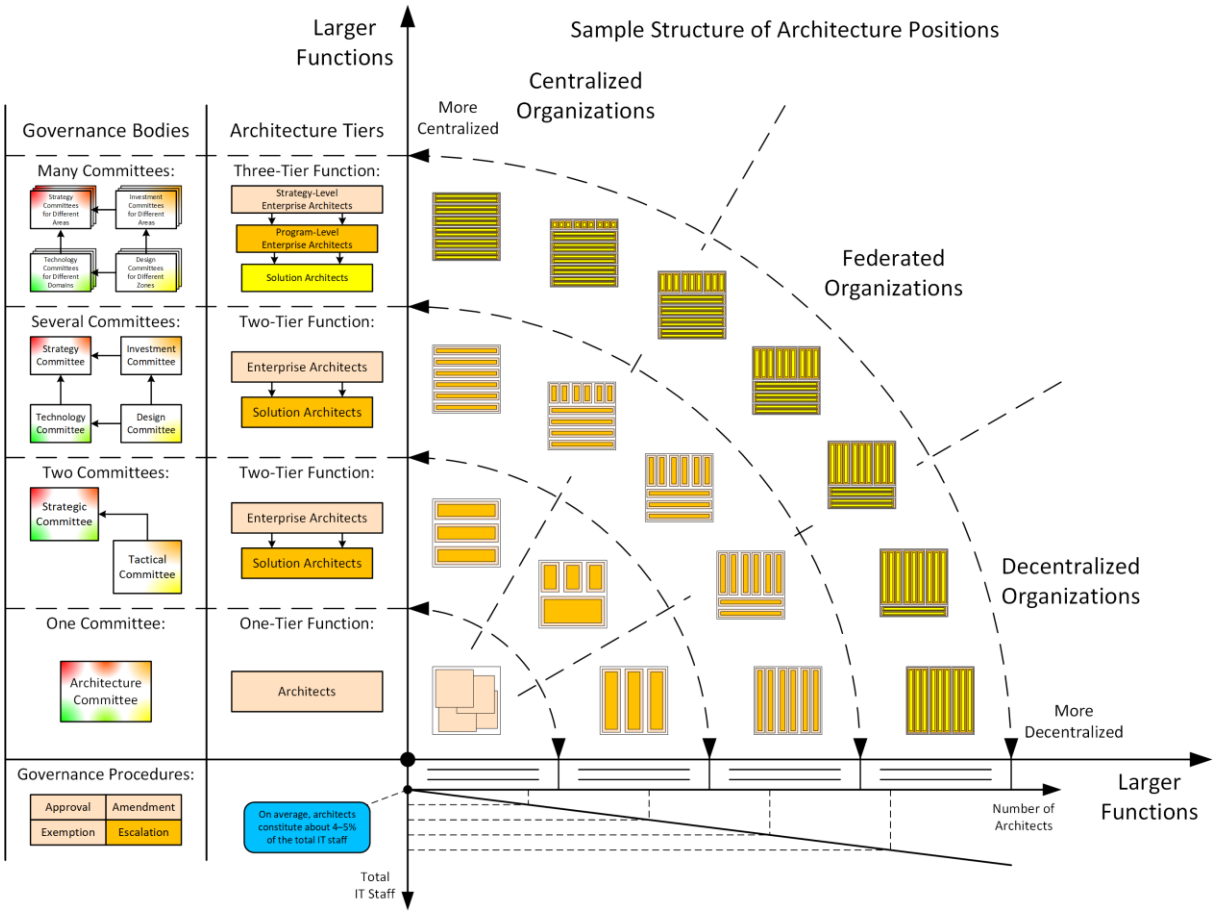
Enterprise Architecture Practice on a Page

Enterprise Architecture Practice on a Page is an aggregated one-page view of the processes constituting an EA practice with their interrelationships and properties, including their main goals and motives, necessary participants, underlying EA artifacts and documents, key activities and associated techniques, temporal nature and general meaning.



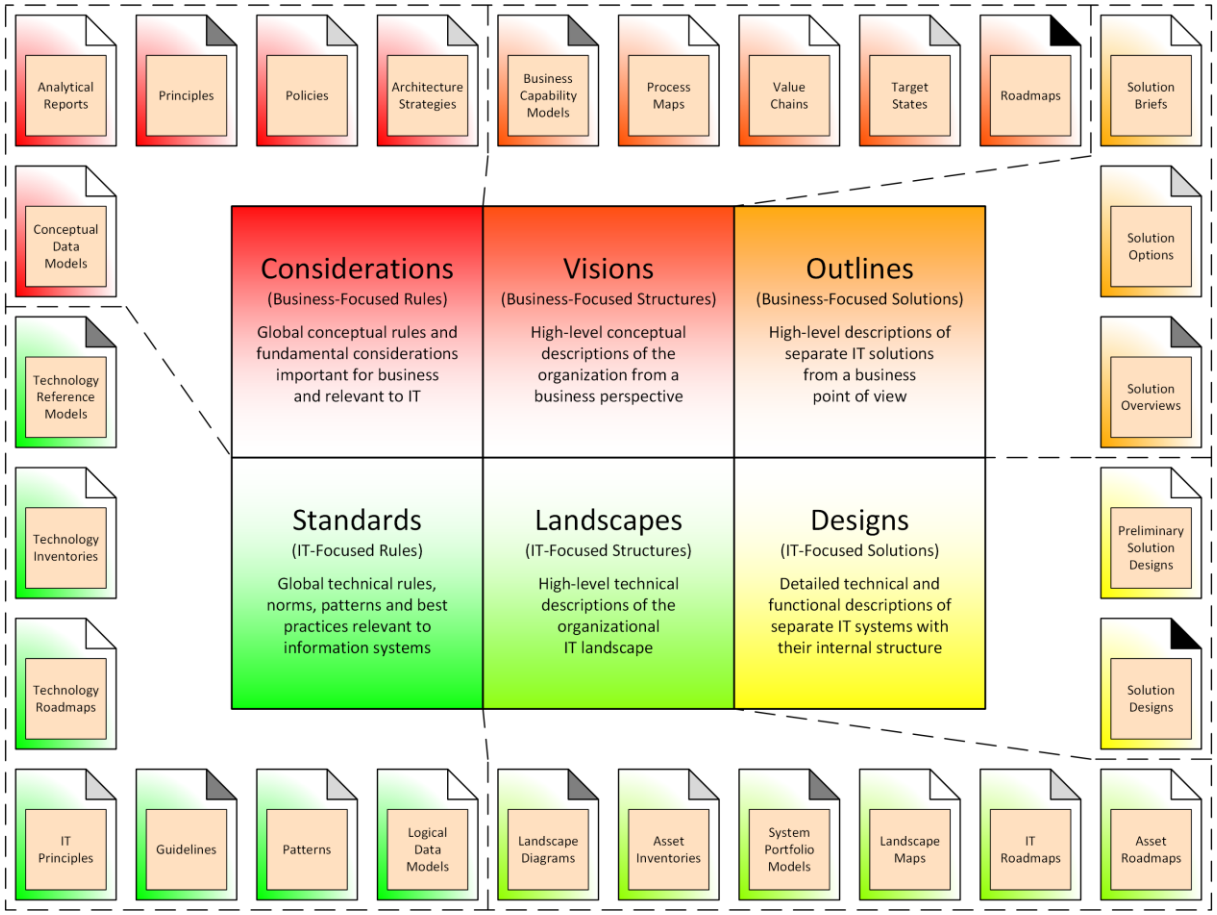
Enterprise Architecture Function on a Page

Enterprise Architecture Function on a Page is an aggregated one-page view of architecture functions in organizations with their positions and governance bodies, including their possible configuration options, their quantitative dependence on the size of organizations and their structural alignment with the business structure of organizations.



Enterprise Architecture Artifacts on a Page

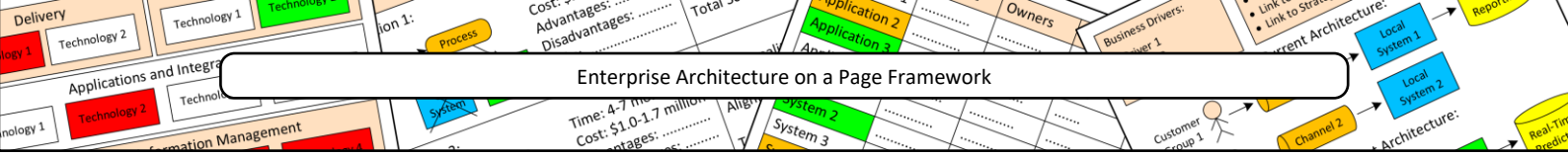
Enterprise Architecture Artifacts on a Page is an aggregated one-page view of popular EA artifacts used in organizations with their most essential properties, including their informational content, representation format, high-level structure, overall meaning, typical usage, temporal lifecycle, general role, key purpose and associated benefits.



Enterprise Architecture Maturity on a Page

Enterprise Architecture Maturity on a Page is an aggregated one-page view of the maturity of an EA practice with its different stages and their essential properties, including their constituting processes, existing architecture positions, established governance arrangements, mastered EA artifacts, associated challenges and realized benefits.

	Stage Zero (No Architecture)	**Stage One** (Only Solution Architecture)	**Stage Two** (Just IT Architecture)	**Stage Three** (True Enterprise Architecture)
	No architectural planning	Architectural planning of separate IT solutions in isolation	Architectural planning of separate IT solutions in the context of the entire IT landscape	Architectural planning of business and IT in concert at all corporate levels in the context of the whole organization
Enterprise Architecture Processes (See *Enterprise Architecture Practice on a Page*)	No Enterprise Architecture Processes	**Processes:** Project Implementation	**Processes:** Project Implementation and Technology Optimization	**Processes:** Project Implementation, Technology Optimization and Strategic Planning
Enterprise Architecture Function (See *Enterprise Architecture Function on a Page*)	No Enterprise Architecture Function	**Architects:** Solution Architects	**Architects:** Solution Architects and Enterprise Architects not covering the business domain	**Architects:** Solution Architects and Enterprise Architects covering all domains
Enterprise Architecture Artifacts (See *Enterprise Architecture Artifacts on a Page*)	No Enterprise Architecture Artifacts	**EA Artifacts:** Outlines and Designs	**EA Artifacts:** Outlines, Designs, Standards and Landscapes	**EA Artifacts:** Outlines, Designs, Standards, Landscapes, Considerations and Visions
Associated Challenges	———	Arguably, no particular challenges	Overcoming the tensions between the landscape-wide interests of architects and the local interests of project teams	Penetrating cultural barriers, finding a common language and building trusted partnership relationships between architects and business leaders
Realized Benefits	———	Higher returns on IT investments, better predictability, improved quality and reduced risks of project delivery	Lower costs, risks and complexity, higher asset utilization, increased reuse and agility, reduced duplication and legacy, and faster project implementation	Improved overall consistency between business and IT, better strategic alignment and higher effectiveness of IT investments



Features

The framework has a number of distinctive features that set it apart from all other existing EA frameworks:

- **Evidence-based** — the framework is rooted in extensive empirical data gathered over a long period of time, in total, from more than a hundred diverse organizations practicing enterprise architecture
- **Scientifically validated** — most components of the framework were published, in some form or the other, in reputable academic journals after undergoing rigorous peer-review processes
- **Descriptive, not prescriptive** — the framework captures how organizations practicing enterprise architecture *actually* work, rather than merely fantasizing about how they *should* work
- **Situationally oriented** — the framework readily acknowledges the great variety of organizations and their needs and, where relevant, presents *full ranges* of viable options instead of universal one-size-fits-all models
- **Theoretical and practical** — the framework provides high-level conceptual generalizations immediately translatable into concrete organization-specific roles, activities and documents
- **Highly intuitive** — the framework is intendedly self-explanatory and does not require much specialized education, at least for practitioners acquainted with the basics of enterprise architecture
- **Clearly formulated** — the framework means precisely what it says and avoids vagueness, elusive explanations, statements that require subsequent interpretation and elements that are not what they seem

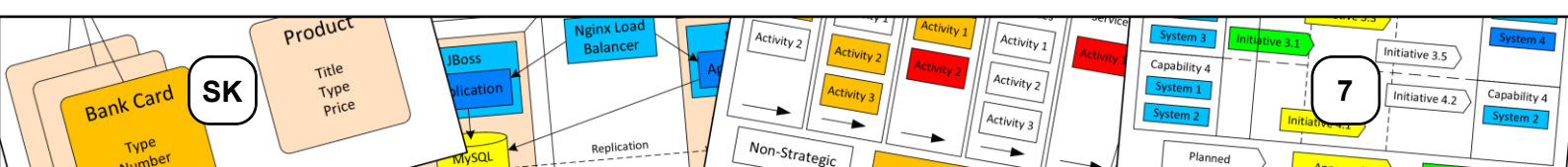
Usage

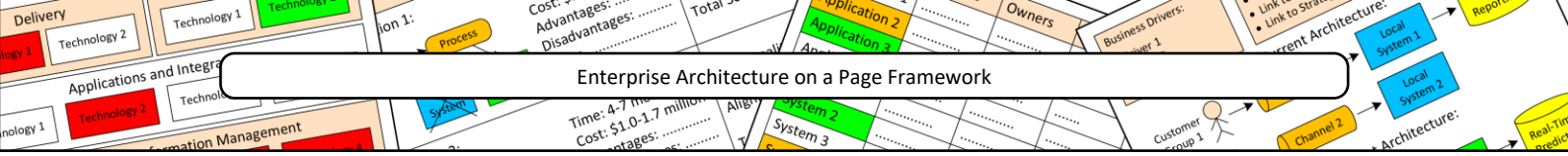
As there are no guaranteed approaches in the practice of enterprise architecture that can be applied "out of the box" to all organizations, the framework *cannot* prescribe exactly what needs to be done, but only inform regarding industry-tested approaches that are *likely* to work in specific contexts. The right ways of using the framework include, for example:

- Adapting the described EA-related processes to the peculiarities of your organization with its existing decision procedures
- Thinking about which of the presented EA artifacts you really need in light of their relative popularity in the industry
- Taking the matching structure of an architecture function as an initial basis, but adjusting this structure according to subsequent experience

By contrast, the *wrong* ways of using the framework include, for example:

- Trying to introduce all possible EA artifacts without understanding why they are created and how they will be used
- Sticking rigidly to the matching structure of an architecture function, irrespective of your experience and demands
- Strictly following the typical stages of maturity in every detail, rather than evolving your EA practice naturally





Resources

At the present moment, the most comprehensive and up-to-date description of the framework's core constituents is provided by the mutually complementary books *The Practice of Enterprise Architecture: A Modern Approach to Business and IT Alignment* and *Enterprise Architects: The Agents of Digital Transformation*.

Frequently Asked Questions (FAQ)

Q1: Why do we need yet another EA framework when we already have so many?

Because all the most widely known EA frameworks emerged on the wave of hype around enterprise architecture during the 2000s and presented nothing but sheer speculations about EA practices arbitrarily linked to reality, most of which turned out impractical. Today, these frameworks only spread dangerous *misinformation* about enterprise architecture and are promoted exclusively for enriching their trainers and affiliated parties.

Q2: Why is the framework better than TOGAF?

Because in just several pages, the framework crystallizes and integrates all the most significant aspects of enterprise architecture based on real-world observations, whereas TOGAF takes about 1800 pages of unintelligible text to propose tens of internally inconsistent models patently disconnected from reality.

Q3: Is the framework proven in practice?

By virtue of its descriptive nature, all the models constituting the framework come directly *from* practical experience of multiple organizations and, for this simple reason, can be considered proven in practice.

Q4: What organizations use the framework?

Because the framework summarizes the factual situation with enterprise architecture observed across the industry, it is "used" arguably by the *vast majority* of organizations, though certainly without explicitly referencing it or even being aware of its existence, similarly to people breathing oxygen without realizing it. At the same time, all other EA frameworks are always used only as *labels*, by paying lip service to them without doing what they prescribe.

Q5: Should we adopt the framework in our organization?

Because the framework represents the practices that actually work in the industry, you are likely to eventually end up working as the framework suggests *anyway*, even if you prefer to operate rhetorically under other labels, e.g. TOGAF. SK