

### Policies

<b>External</b>	<p><b>National Privacy Policies</b> Policy 1: Personal Data Must Be Stored Onshore Description: .....</p> <p>Policy 2: Destroy Personal Data When Not Needed Description: .....</p> <p><b>Sarbanes-Oxley Policies</b> Policy 3: Log All Accesses to Accounting Systems Description: .....</p> <p>Policy 4: Retain Audit Trails and Emails for 5 Years Description: .....</p>
<b>Internal</b>	<p><b>Data Security Policies</b> Policy 5: No Sensitive Data on Mobile Devices Description: .....</p> <p>Policy 6: Store Credit Cards in Encrypted Formats Description: .....</p> <p>Policy 7: Do Not Share Key Data with Third Parties Description: .....</p> <p><b>Data Exchange Policies</b> Policy 8: Share Client Data with Trusted Partners Description: .....</p> <p>Policy 9: Use Only the PCI DSS Compliant Cloud Description: .....</p> <p><b>Cloud Hosting Policies</b> Policy 10: Do Not Store Health Data in the Cloud Description: .....</p>

Overarching organizational norms typically of a restrictive nature providing compulsory prescriptions in certain areas

### Principles

**Principle 1: Standardized Business Processes**  
Statement: .....

Rationale: .....

Implications: .....

**Principle 2: Single Customer View**  
Statement: .....

Rationale: .....

Implications: .....

**Principle 3: Business Continuity**  
Statement: .....

Rationale: .....

Implications: .....

Global high-level guidelines influencing all decision-making and planning in an organization

### Direction Statements

- Current Business Strategy**  
Description: .....
- Identified IT Capability Gaps**  
The inability to provide a timely and comprehensive trends analysis to the relevant business stakeholders
- Recommended Strategic Direction for IT**  
Introduce a warehouse aggregating the necessary data from all IT systems to enable the analytical capability

- Anticipated Outcomes**  
Description: .....

Conceptual messages communicating major organization-wide decisions with far-reaching consequences

### Context Diagrams

High-level graphical descriptions of the current operational flows of an organization

### Value Chains

Structured graphical representations of the added value chain of an organization

### Business Capability Models

Structured graphical representations of all organizational business capabilities, their relationship and hierarchy

### Target States

High-level graphical descriptions of the desired long-term future state of an organization

### Roadmaps

Current State	2021	2022	2023	Future State
Capability 1 System 1	Initiative 1.1	Initiative 1.2	Initiative 1.3	Capability 1 System 1
Capability 2 System 1	Initiative 2.1	Initiative 2.2	Initiative 2.3	Capability 2 System 1
Capability 3 System 1	Initiative 3.1	Initiative 3.2	Initiative 3.3	Capability 3 System 1
Capability 4 System 1	Initiative 4.1	Initiative 4.2	Initiative 4.3	Capability 4 System 1

Structured graphical views of all planned IT initiatives in specific business areas having direct business value

### Conceptual Data Models

Abstract definitions of the main data entities critical for the business of an organization and their relationship

### Analytical Reports

Hold	Assess	Trial	Adopt
Technology 1.3	Technology 1.2	Technology 1.1	Technology 1.4
Technology 1.4	Technology 2.1	Technology 2.2	Technology 2.3
Technology 2.3	Technology 2.2	Technology 3.1	Technology 3.2
Technology 3.1	Technology 3.4	Technology 3.3	Technology 3.5

Executive-level analyses of relevant technology trends and their potential impact on the business of an organization

### IT Principles

<b>Applications</b>	<p>IT Principle 1: Prefer Open Source Solutions Description: .....</p> <p>IT Principle 2: Log All Main Operations Description: .....</p> <p>IT Principle 3: Use Scalable Storage Description: .....</p>
<b>Data</b>	<p>IT Principle 4: Backup All Permanent Data Description: .....</p> <p>IT Principle 5: Use Middleware for Integration Description: .....</p> <p>IT Principle 6: Avoid Binary Integration Protocols Description: .....</p>
<b>Integration</b>	<p>IT Principle 7: Host in the Cloud Description: .....</p> <p>IT Principle 8: Dedicated Server for Each System Description: .....</p>
<b>Infrastructure</b>	<p>IT Principle 9: Place Public Systems in DMZ Description: .....</p> <p>IT Principle 10: Secure by Default Description: .....</p>

Global high-level IT-specific guidelines influencing all IT-related decisions and plans in an organization

### Technology Reference Models

Structured graphical representations of all technologies used in an organization

### Guidelines

<b>Server Deployment Standards</b>	<p>Guideline 1: Run Applications as OS Services Description: .....</p> <p>Guideline 2: Store Deployment Packages in VCS Description: .....</p>
<b>Network Protocol Standards</b>	<p>Guideline 3: Avoid Using UDP Multicast Description: .....</p> <p>Guideline 4: Prefer REST Over SOAP Description: .....</p>
<b>Data Encryption Standards</b>	<p>Guideline 5: Use 256-Bit Encryption Keys Description: .....</p> <p>Guideline 6: Store MD5 Hashes of Passwords Description: .....</p>
<b>Interface Design Guidelines</b>	<p>Guideline 7: Use Web-Safe Colours Description: .....</p> <p>Guideline 8: Place Menu in the Top Right Corner Description: .....</p>
<b>Secure Coding Guidelines</b>	<p>Guideline 9: Initialize Variables to Safe Defaults Description: .....</p> <p>Guideline 10: Validate All Incoming Data Description: .....</p>

IT-specific implementation-level prescriptions applicable in narrow technology-specific areas or domains

### Logical Data Models

Logical or even physical platform-specific definitions of common data entities and their relationships

### Patterns

- Description: Simple Failover Cluster**  
Description: .....
- Applicability**  
Description: .....
- Rationale**  
Description: .....

Generic reusable solutions to commonly occurring problems in the design of IT systems

### Inventories

Asset	Purpose	Owners	Cost	Problems
Application 1	Application 2	Application 4	System 1	System 2
System 1	System 2	System 3	System 4	System 5
System 4	System 5	Database 1	Database 2	Database 3
Database 3	Database 4	System 1	System 2	System 3

Structured catalogs of currently available IT assets describing their essential properties and features

### Enterprise System Portfolios

Structured high-level mappings of all essential IT systems to relevant business capabilities

### Landscape Diagrams

Technical "boxes and arrows" schemes of different scopes and granularities describing the organizational IT landscape

### IT Roadmaps

Structured graphical views of all planned IT initiatives of a purely technical nature having no visible business impact

### Solution Designs

- Brief Overview**  
Description: .....
- Goals and Objectives**  
Description: .....
- Detailed Requirements**  
Description: .....
- Solution Context**  
Description: .....
- Data Architecture**  
Description: .....
- Application Architecture**  
Description: .....
- Infrastructure Architecture**  
Description: .....

Detailed technical and functional specifications of approved IT solutions actionable for project teams

## Enterprise Architecture

What EA Artifacts Describe?

	Generic		Specific
	Rules	Structures	Changes
<b>Business-Focused</b>	<h3>Considerations</h3> <p><b>Content:</b> Global conceptual rules and fundamental considerations important for business and relevant to IT <b>Focus:</b> Do not focus on specific points in time or focus on the long-term future <b>Format:</b> Expressed in simple intuitive formats, often as brief written statements <b>Meaning:</b> Decisions on how an organization needs to work from the business and IT perspective <b>Usage:</b> Developed collaboratively by senior business leaders and architects and then used to influence all architectural decisions (see <i>Enterprise Architecture Practice on a Page</i>) <b>Lifecycle:</b> Established once and then updated according to the ongoing changes in the business environment <b>Role:</b> Overarching organizational context for information systems planning <b>Purpose:</b> Help achieve the agreement on basic principles, values, directions and aims <b>Benefits:</b> Improved overall consistency between business and IT</p>	<h3>Visions</h3> <p><b>Content:</b> High-level conceptual descriptions of an organization from the business perspective <b>Focus:</b> Often focus on the long-term future up to 3-5 years ahead <b>Format:</b> Expressed in brief informal formats, often as simple one-page diagrams <b>Meaning:</b> Decisions on what IT should deliver to an organization in the long run <b>Usage:</b> Developed collaboratively by senior business leaders and architects and then used to guide IT investments, identify, prioritize and launch new IT initiatives (see <i>Enterprise Architecture Practice on a Page</i>) <b>Lifecycle:</b> Created once and then updated according to the ongoing changes in strategic business priorities <b>Role:</b> Shared views of an organization and its future agreed by business and IT <b>Purpose:</b> Help achieve the alignment between IT investments and long-term business outcomes <b>Benefits:</b> Improved strategic effectiveness of IT investments</p>	<h3>Outlines</h3> <p><b>Content:</b> High-level descriptions of separate IT initiatives understandable to business leaders <b>Focus:</b> Usually focus on the mid-term future up to 1-2 years ahead <b>Format:</b> Expressed as a mix of textual descriptions and simple diagrams <b>Meaning:</b> Decisions on how approximately specific IT initiatives should be implemented <b>Usage:</b> Developed collaboratively by architects and business leaders and then used to evaluate, approve and fund specific IT initiatives (see <i>Enterprise Architecture Practice on a Page</i>) <b>Lifecycle:</b> Produced at the early stages of IT initiatives to support decision-making and then archived <b>Role:</b> Benefit, time and price tags for proposed IT initiatives <b>Purpose:</b> Help estimate the overall business impact and value of proposed IT initiatives <b>Benefits:</b> Improved efficiency and ROI of IT investments</p>
<b>IT-Focused</b>	<h3>Standards</h3> <p><b>Content:</b> Global technical rules, standards, patterns and best practices relevant to IT systems <b>Focus:</b> Do not focus on specific points in time or focus on the current state <b>Format:</b> Can be expressed in various formats, often using strict notations <b>Meaning:</b> Decisions on how all IT systems should be implemented and some facts on the current approaches and technologies <b>Usage:</b> Developed collaboratively by architects and technical subject-matter experts and used to shape the architectures of all IT initiatives (see <i>Enterprise Architecture Practice on a Page</i>) <b>Lifecycle:</b> Established on an as-necessary basis and updated according to the ongoing technology progress <b>Role:</b> Proven reusable means for IT systems implementation <b>Purpose:</b> Help achieve technical consistency, technological homogeneity and regulatory compliance <b>Benefits:</b> Faster initiative delivery, reduced costs, risks and complexity</p>	<h3>Landscapes</h3> <p><b>Content:</b> High-level technical descriptions of the organizational IT landscape <b>Focus:</b> Often focus on the current state <b>Format:</b> Expressed in strict formats, often as complex one-page diagrams using formal modeling notations, e.g. ArchiMate <b>Meaning:</b> Facts on the current IT landscape and some decisions on its future evolution <b>Usage:</b> Developed and maintained by architects and used to rationalize the IT landscape, manage the lifecycle of IT assets and plan new IT initiatives (see <i>Enterprise Architecture Practice on a Page</i>) <b>Lifecycle:</b> Created on an as-necessary basis and updated according to the ongoing evolution of the IT landscape <b>Role:</b> Knowledge base of reference materials on the IT landscape <b>Purpose:</b> Help understand, analyze and modify the structure of the IT landscape <b>Benefits:</b> Increased reuse and agility, reduced duplication and legacy</p>	<h3>Designs</h3> <p><b>Content:</b> Detailed technical and functional descriptions of separate IT projects actionable for project teams <b>Focus:</b> Usually focus on the short-term future up to 1 year ahead <b>Format:</b> Expressed as a mix of text, tables and complex diagrams, can be voluminous and often use formal modeling notations, e.g. UML <b>Meaning:</b> Decisions on how exactly specific IT projects should be implemented <b>Usage:</b> Developed collaboratively by architects, project teams and business representatives and then used by project teams to implement IT projects (see <i>Enterprise Architecture Practice on a Page</i>) <b>Lifecycle:</b> Produced at the later stages of IT initiatives to support implementation and then archived <b>Role:</b> Communication interfaces between architects and project teams <b>Purpose:</b> Help implement approved IT projects according to business and architectural requirements <b>Benefits:</b> Improved quality of project delivery</p>

How EA Artifacts Describe?

Describe: General global rules defining an organization or its divisions  
Scope: Very broad, often relate to an entire organization  
Format: Often textual  
Question: How do we work or want to work?  
Lifecycle: Permanent, created once and then periodically updated  
Role: Basis for all other planning decisions  
Purpose: Help achieve consistency and homogeneity of all planning decisions

Describe: High-level structures of an organization or its parts  
Scope: Broad, often cover large areas of an organization  
Format: Usually graphical  
Question: What approximately do we have or want to have?  
Lifecycle: Permanent, created once and then continuously updated  
Role: High-level "maps" facilitating decision-making  
Purpose: Help understand what changes are desirable and how to implement them

Describe: Specific proposed incremental changes to an organization  
Scope: Narrow, limited to separate IT initiatives or projects  
Format: Mix of textual and graphical  
Question: What exactly are we going to change right now?  
Lifecycle: Temporary, created for specific purposes and then discarded  
Role: Tactical plans of an organization  
Purpose: Help plan separate changes in detail

### Initiative Proposals

- Initiative Summary**  
Description: .....
- Goals and Objectives**  
Description: .....
- Anticipated Benefits**  
Description: .....
- Scope and Stakeholders**  
Description: .....
- Solution Sketch**  
Description: .....
- Preliminary Estimations**  
Time: 6-12 months  
Cost: \$1.5-3.0 million

Very early idea-level descriptions of proposed IT initiatives and their justifications

### Options Assessments

Option	Score
Solution 1: Time: 8-13 months Cost: \$2.0-3.5 million Advantages: .....	Functionality: 5 Feasibility: 2 Alignment: 4 Disadvantages: .....
Solution 2: Time: 4-7 months Cost: \$1.0-1.7 million Advantages: .....	Functionality: 3 Feasibility: 3 Alignment: 1 Disadvantages: .....
Solution 3: Time: 3-5 months Cost: \$0.7-1.3 million Advantages: .....	Functionality: 2 Feasibility: 5 Alignment: 2 Disadvantages: .....

Lists of available high-level implementation options for specific IT initiatives with their pros and cons

### Solution Overviews

- Overview and Goals**  
Description: .....
- Scope and Stakeholders**  
Description: .....
- Essential Requirements**  
Description: .....
- Business Benefits**  
Description: .....
- Capability Impact**  
Description: .....
- Involved Partners**  
Description: .....
- Estimations**  
Time: 6-8 months  
Cost: \$3.2-4.5 million
- Business Process Changes**  
Description: .....
- Architectural Overview**  
Description: .....
- Key Risks**  
Description: .....

High-level descriptions of specific proposed IT solutions understandable to business leaders

### Preliminary Solution Designs

- Brief Overview**  
Description: .....
- Goals and Objectives**  
Description: .....
- Scope and Stakeholders**  
Description: .....
- Business Requirements**  
Description: .....
- Involved Partners**  
Description: .....
- Key Technologies**  
Description: .....
- Accurate Estimations**  
Time: 8-9 months  
Cost: \$2.3-2.8 million
- Technical Risks**  
Description: .....
- High-Level Architecture**  
Description: .....
- Application Interaction**  
Description: .....

Preliminary high-level technical and functional designs of specific approved IT solutions