IBM

IBM Global Services

An Introduction to IBM's Enterprise Architecture Consulting Method

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Contents

1 EA: helping enterprises guide and govern change towards their business & IT strategies

1.1 What is Enterprise Architecture?

IBM's Enterprise Architecture Consulting Method[1] defines Enterprise Architecture to be:

> **Enterprise Architecture:** "*The definition, maintenance and use of the architecture models, governance and transition initiatives needed to effectively co-ordinate semi-autonomous groups towards common business and/or IT goals*".

The following brief sections provide a more context to this definition:

- "EA: More than Just an Architecture" on page 2 illustrates the linkages between an EA and IT related project & program activities.

- "EA: Used "bottom up", but developed "top down"" on page 3 highlights how the EA must provide the planning linkage between strategy and implementation.

- "An enterprise's EA: developed using IBM's EA Consulting Method" on page 4 describes how IBMs' EA Consulting Method first creates and then helps an enterprise maintain its EA[2].

1.1.1 EA: More than Just an Architecture

IBM considers an EA to be much more than the collection of IT and other standards that must be adhered to by projects developing and implementing IT based business solutions. Enterprise Architecture is:
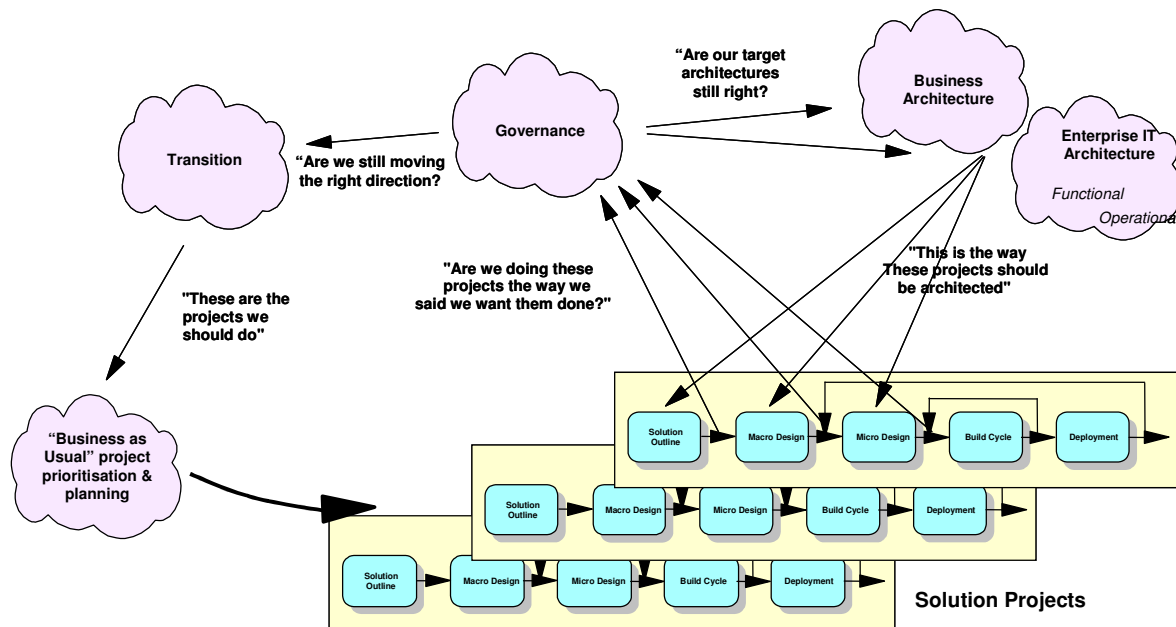
Figure 1: IBMs' Enterprise Architecture

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[1] Take care to understand the scope and definition of EA within your context – EA does not enjoy a universal definition. For example, to the US DoD it is…"*the structure of components, their interrelationships, and the principles and guidelines governing their design and evolution over time.*" [Reference 1]

[2] This approach to developing and exploiting an EA forms the foundation of all of IBM's EA consulting methods.

- **The Architecture**

  "This is the way our projects should be architected"

  An EA provides a specification of the business and IT models, standards and products that must be adopted by projects, including the overall business, application and infrastructure architectures that must be followed together with the principles and guidelines needed to ensure these standards are exploited properly. For more information see "The "Architecture" in Enterprise Architecture" on page 5.

- **Governance of Projects & Programs**

  "Are we doing these projects the way we said we wanted them done?

  An EA includes the governance structure and associated processes needed to ensure these enterprise wide specifications are adhered to or – when appropriate – exceptions allowed. For more information, see "Architectural Governance" on page 10.

- **Governance of the Architecture**

  "Are our target architectures still right?"
  "Are we still moving in the right direction?"

  An EA's architecture cannot be defined for a single moment in time - there needs to be a vision on how it's constituent parts will evolve over the short and long term and how, as a whole, it will change to meet the changing demands of the business – in other words: how is it to be kept vital and appropriate for the enterprise? For more information also see "Architectural Governance" on page 10.

- **Transition**

  "These are the projects we should do"

  An EA must include a collection of processes and tasks designed to support the selection and execution of the right projects to realize the EA's vision, in concert with the business-as-usual IT project prioritization planning processes. ("Transition" on page 13).

1.1.2 EA: Used "bottom up", but developed "top down"

Although the majority of this paper focuses on the "downstream" linkages between an Enterprise Architecture and IT (application or infrastructure) projects, the overall content and direction of the EA must be driven from the businesses strategic perspective:
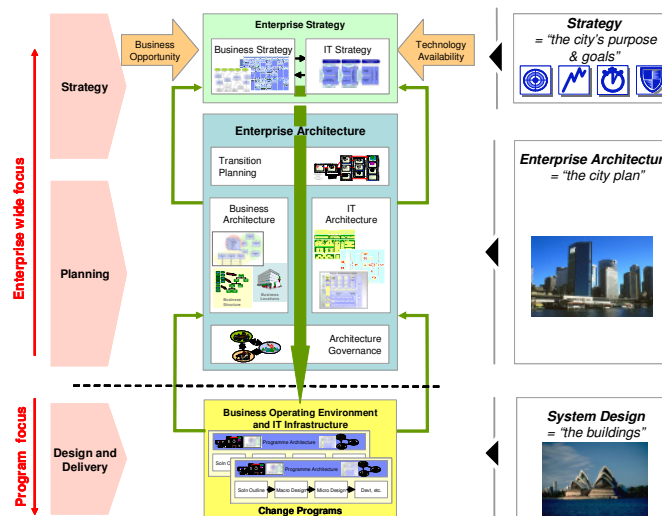

Figure 2: EA: the "Planning" between "Strategy" and "Delivery"

As Figure 2 shows, the development and maintenance of the EA has to be directly linked to the overall objectives of the business, through an understanding of the business strategy, while recognizing the opportunities to take advantage of new technologies and approaches to IT.

But, in addition to this "top down" development approach, an EA must make sure that the business and IT plan together – and hence EA embraces architecture in both the business and IT domains – a "side to side" integration.

1.1.3   An enterprise's EA: developed using IBM's EA Consulting Method

All these aspects – the manner in which an EA is developed "top-to-bottom"; with "side-to-side" linkages; while being used "bottom up" (architecture, governance and transition) is evident in the way IBM helps its clients develop their EA, using IBM's Enterprise Architecture Consulting Method. As will all IBM's methods[3], the EA consulting method develops of a number of EA work products, organized according to a number of distinct domains or "neighborhoods":
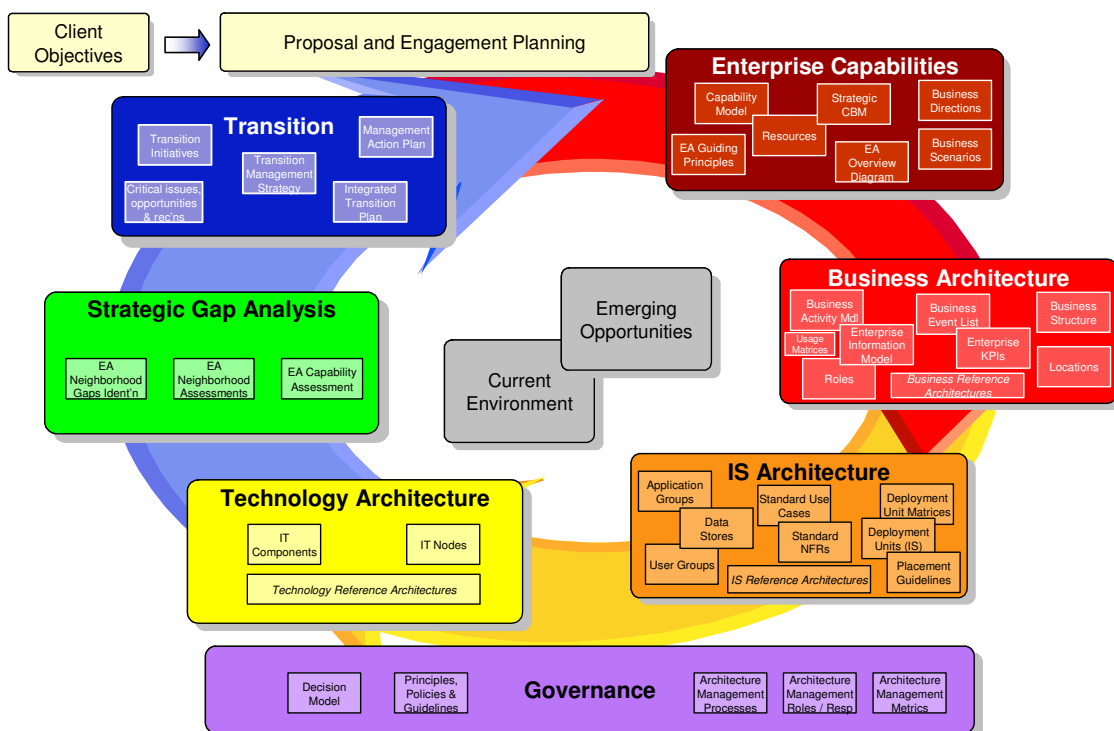

Figure 3: IBMs' Enterprise Architecture method

Typically, an IBM EA development consulting engagement will create these deliverables in a tailored manner, partially sequential (such as a flow around this circle) and partially iterative (refining the IS architecture in the light of constraints imposed by the optimum Technology Architecture). In detail:

EA: (1) Driven by strategy…

So that the EA is focused on delivering the right plan for the enterprise, it must be based on a detailed understanding of the **Enterprise Capabilities**[4] the enterprise has decided it needs to achieve its business objectives. The definition of these capabilities may either be established during the creation of the EA, or may already be available as part of a defined business strategy.

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[3] Ensuring a high degree of integration across IBM's methods – facilitating, for example, a strong interlock between the development of an EA (via the EA Consulting Method) and its use (via one of IBM's Project Lifecycle Delivery Methods)
[4] The color-coding of each neighborhood's name in these sections is intended to link the text to the diagram in Figure 3.

…(2) With an architectural heart…

The EA must define several sets of building blocks that are designed to meet these enterprise capabilities, and which are then used by multiple (often independent) business and IT projects. In broad terms, these building blocks are either associated with the overall **Business Architecture** or the **IT Architecture** - with a further distinction in the IT domain between the business dependant (or **Information Systems, IS) Architecture** and the business independent (or **Technology) Architecture**.

…(3) Whose use is governed…

In order to ensure the EA is used appropriately, it is necessary to design and implement an architecture **Governance** mechanism, based on number of well-defined architecture management processes owned and executed by an Architecture Management Team. To work well, governance must ensure solution projects use the EA appropriately (which does not mean slavishly), as well as keeping the EA itself current and vibrant.

…and (4) which informs the business

Most IT oriented projects are triggered by a direct business need, and are prioritized and scheduled accordingly. Additionally, an EA will, via a **Strategic Gap Analysis**[5] identify the crucial areas of existing business structure and IT investments that must be enhanced to conform with the EA and therefore meet the businesses objectives – contained within a set of **Transition Initiatives**.

1.2 The "Architecture" in Enterprise Architecture

Section 1.1.2 highlighted how a successful Enterprise Architecture links the enterprise's business strategy to its IT investments by ensuring a tight integration between the Business, IS and Technology architectures. Each of these areas must describe integrated sets of "building blocks", selected and deployed for use by the enterprise as a whole. These permitted building blocks must be:

- The "right set" – their selection being based on the need for the enterprise to achieve its overall business objectives,

- Made available so that projects can use them (indeed, may be *required* to use them) in the design, development and deployment of IT based business systems.

- Interlocked between the business architecture (for example defining permitted business roles, information entities or business events) and the IT Architecture (where they define things like permitted applications, user groups and IT hardware and software technologies).

A common approach found in many organizations to managing, publishing and using this complex collection of inter-dependent building blocks is to represent the architectural content of an enterprise architecture in an **architecture framework**.

Most commonly, architectural frameworks are documented as a collection of architectural layers - each layer supporting the needs of the one above, with the top one directly supporting the capabilities needed by the business strategy. An example of this is illustrated in Figure 4:

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[5] Although the WPs defined in this neighborhood suggest an IT centric approach, many EA engagements are set up to identify non-IT "gaps", such as the need for improvement in business organization or process. It is fair to say, however, that the majority of EA engagements do focus on the IT aspects of an Enterprise's "as is" to "to be" gap.
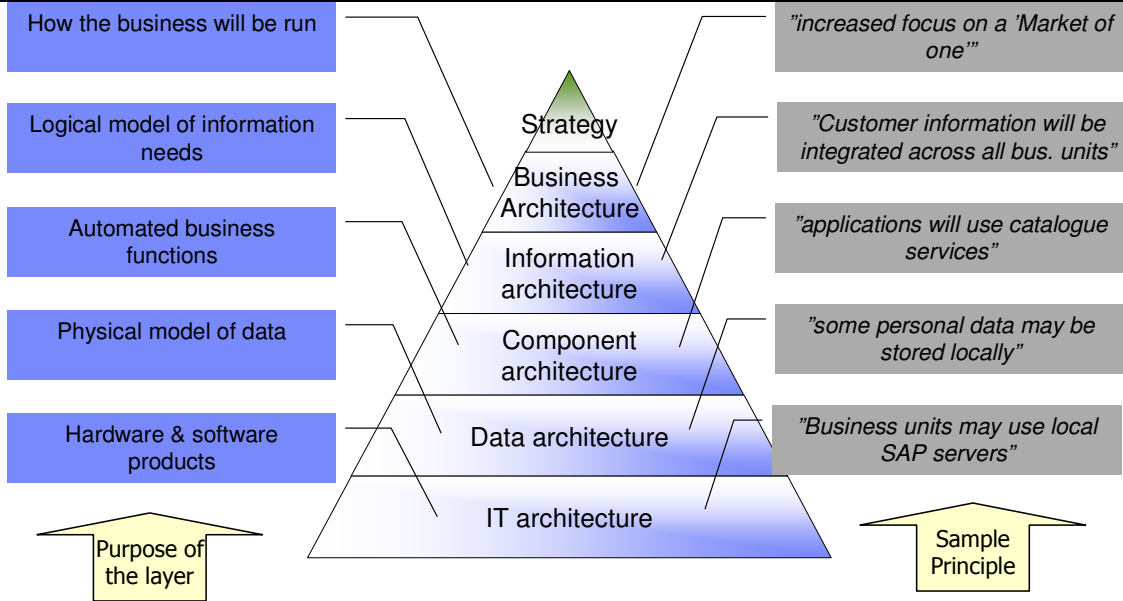
Figure 4: The elements in an Enterprise Architecture

In reality, however, there are many cross-linkages between the different parts within each layer of the architecture[6] and one dimensional frameworks such as this may prove to be too simplistic. But the overall notion of layering remains popular since - when used appropriately - is a powerful means of separating different concerns for different audiences. This is why IBM's architecture framework retains a layered structure, while introducing the additional dimension of "architectural aspects":
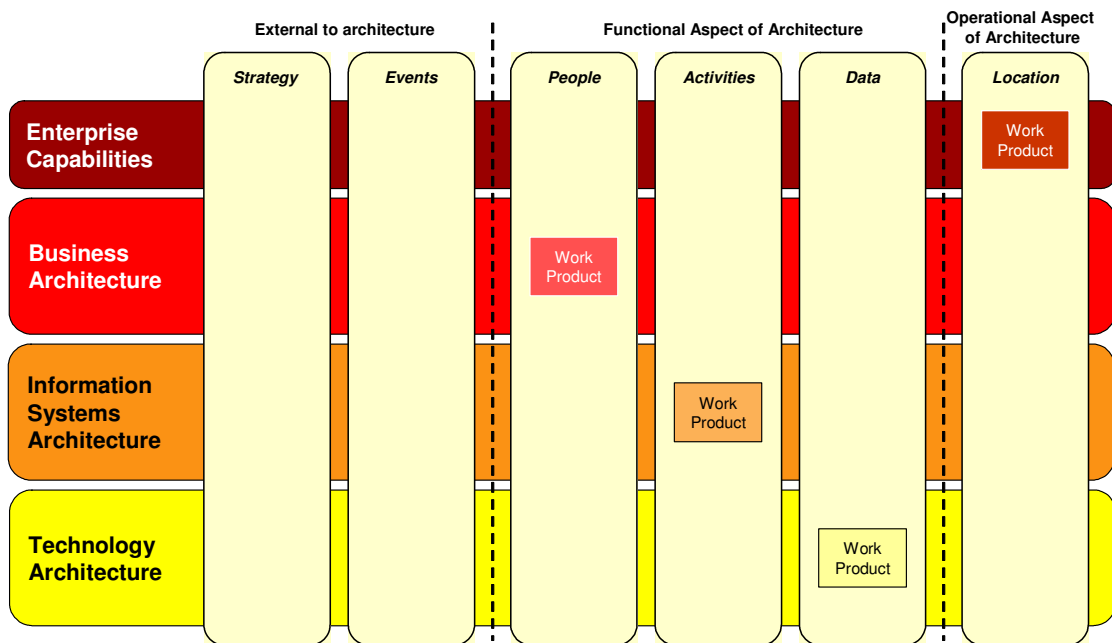
Figure 5: Inter-dependencies between business and IT architectures

This separation provides a convenient structure for describing the content of an EA architecture, since the intersections between layers and aspects can, in the main, be thought of as separate work products:

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[6] Which is why IBMs' EA Method is centered on a defined collection of work products, and uses the notion of Work Product Dependency Diagrams to illustrate this degree of inter-dependency.

1.2.1 Enterprise Business Architecture

An Enterprise Architecture must define an enterprise wide, overarching collection of business oriented elements (building blocks) that should be adhered to whenever a project - IT or otherwise – (re)designs a business system. These elements must define:

- The enterprise's **business activities** that the enterprise will adopt, together with…

- An enterprise wide description of the enterprise's **business information** that these activities will create, use and manage.

- The **Business Organization** and **Business Roles** required to execute these processes.

- The **Locations** (whether real buildings or virtual locations) needed by the organization.

IBM's EA consulting method enables an enterprise to describe these building blocks in one of two ways (often complementary rather than alternatives):

- using a classical approach based on separate modeling of activities, information and roles,

- or a component based approach in which these resources are associated with business components, satisfying the needs of the business through offered and required services.

Importantly, in order to provide the maximum value to the enterprise, this business architecture should:

- Be integrated with the enterprise's business strategy – hence the inclusion in IBM's EA framework of the "enterprise capabilities" layer: linking a definition of the things the business must be able to do with the structured descriptions of the various resources captured in the BA

- Extend beyond the enterprise - the scope covered by each Business Architecture aspect (i.e. sets of building blocks) may encompass building blocks representing resources outside of the enterprise: covering partnerships, suppliers, competitors and customers, as demanded by the capabilities the enterprise has decided it needs to implement its business strategy.

1.2.2 Enterprise IT Architecture

Many business sponsored projects will include elements aimed at implementing (or maintaining or enhancing) the enterprise's envisioned ("to be") IT infrastructure. Equally, IT oriented projects may be directly sponsored, usually from within the IS organization, in order to enhance the effectiveness or efficiency of existing business systems. In all cases, the EA must define the collection of permitted IT oriented building blocks from which IT systems are built. In other words:

- The enterprise IT Architecture defines the *constraints* or *standards* under which all IT projects must work when designing and delivering IT based business solutions.

These permitted IT oriented building blocks fall into two categories:

- Those directly associated with the "business dependant" parts of the IT infrastructure – such as the automation of business functions and the digital provision of business information – referred to in IBM's EA framework as the "Information Systems (IS) Architecture".

- Those related to the underpinning IT systems needed to support the business applications – the business independent parts of IT such as transaction or database or management technologies – referred to as the "Technology Architecture".

Information Systems Architecture

For an IT project, developing (or enhancing) a business oriented IT solution, the EA's IS Architecture represents the context in which the project sits, by pre-defining the business level elements from which the IT solution will be built or interface with. Thus, the EA's IS Architecture should guide:

−   The definition of the business scope of the project, defined in terms of its functionality and its included business data.

−   The users (often defined as business roles) who will use the target system.

−   Its need to interface with other IT systems and business databases

To be effective, therefore, an exemplar IS architecture will define three sets of building blocks from which all projects must choose, in order to conform to the enterprise's overall "to be" vision of its IT landscape and infrastructure:

▪ **It is vital to ensure these are defined appropriately for <u>the whole enterprise</u>**
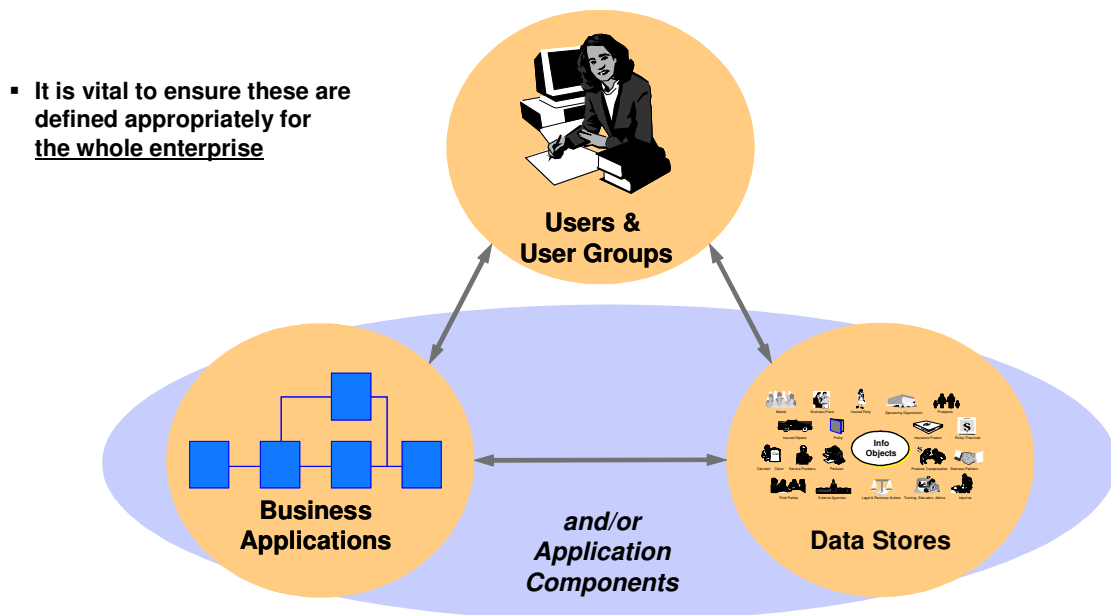
Figure 6: The elements in an Application Architecture

IBM's EA Consulting Method defines these things in one of two ways: via the "classic paradigm of function and data modeling, or via the component based paradigm. In either case, the EA will provide an enterprise wide description of the way in which IT systems are to support the enterprise's employees and all others who need to access its IT services:

•   A specification of the characteristics of the business users, as a collection of **User Groups.** When identifying the characteristics of a solution project's business users, it must identify the User Group category to which each type of user belongs.

Function and Data Modeling

•   An **Application Groups** model, that describes how the enterprise's full set of required business applications will inter-work to support the complete range of envisioned business processes. Therefore, when identifying how to architect a project's business functionality, a project must fit within this (high level) application model – in other words, the project's business purpose must be linked to an application[7] described in the application groups

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[7] Maybe part of an application, or possibly several applications.

model.

This application grouping can also be particularly important when identifying those external systems (applications) that the solution project must interface to in order to deliver its purpose.

- A definition of the **Data Stores** that will be needed to implement the enterprise's business information model and which will be created, used and managed by the applications defined in the AFM.

  Depending on circumstance, a solution project could be required to develop its business databases according to the structures defined by these data stores, or it could be required to interface with external data stores constructed according to the Data Stores Model – or both.
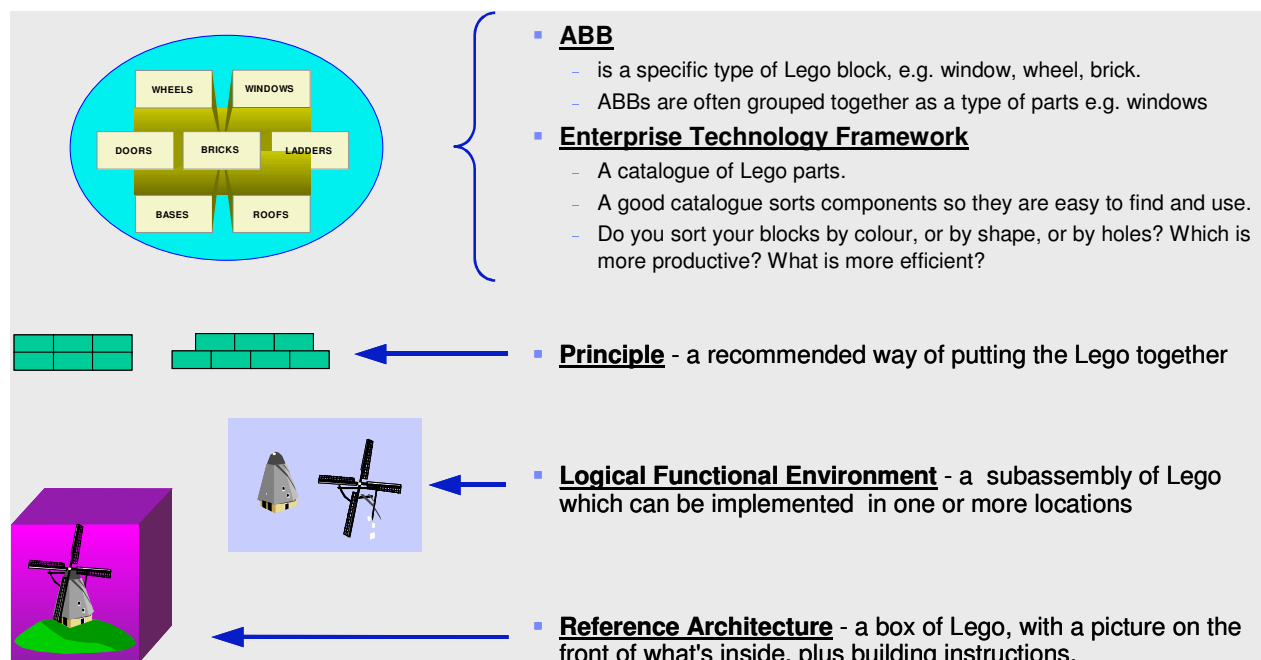
Component Modeling

- An **Enterprise Component Model,** that describes the enterprise's IS systems as an interacting collection of application components, each responsible for a specific set of services, usually providing (and controlling/permitting) access to business information

Technology Architecture

Whereas the IS Architecture can be used to define the external context and overall purpose of an IT based business system, the Technology Architecture describes the building blocks (and rules for their use) from which the underlying IT system will be constructed[8].

A Technology Architecture is most commonly presented as an Enterprise Technology Framework (ETF) – a "catalogue of parts" from which IT systems can be built, together with rules by which these parts can be put together. Typically, there are a number of elements in any such Technology Architecture that can be likened to the LEGO[tm] childrens' toy:

- **ABB**
  - is a specific type of Lego block, e.g. window, wheel, brick.
  - ABBs are often grouped together as a type of parts e.g. windows
- **Enterprise Technology Framework**
  - A catalogue of Lego parts.
  - A good catalogue sorts components so they are easy to find and use.
  - Do you sort your blocks by colour, or by shape, or by holes? Which is more productive? What is more efficient?

- **Principle** - a recommended way of putting the Lego together

- **Logical Functional Environment** - a subassembly of Lego which can be implemented in one or more locations

- **Reference Architecture** - a box of Lego, with a picture on the front of what's inside, plus building instructions.

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[8] A natural consequence of this is that the elements within an EA Application Architecture are much more "coarse grained" than those within an EA Technology Architecture.

Figure 7:The parts of an EA Technology Architecture

- The Technology Building Blocks themselves,. These building blocks represent the permitted technical and technology components from which IT systems may be built. These components must:

    - Be *specified*, in terms of what they can (and therefore cannot) be used to do, as well as being documented as one or more permitted *implementations*.

    - Cover all aspects of an IT system, including permitted hardware, systems software, middleware and applications software.

    Although still often found documented in textural or picture based formats, ETFs are usually far easier to use – and therefore more readily accepted – when deployed as system based repositories supported by front-end interactive tools, which, for example, allow the IT Architect responsible for the solution to interrogate the ETF to discover the appropriate implementation of the components required for their particular design. These tools and/or repositories are often developed specifically for the client, usually using either one of a range of commercial software engineering tools or, for example, as a Lotus NOTES database.

- Enterprise wide rules or **Principles, Policies and Guidelines** governing the way in which the ABBs are put together – thereby accelerating and reducing the risk associated with the solution design process, as well as simplifying operations, systems management and maintenance across multiple applications and IT systems.

- Standard patterns, describing pre-defined solution IT architectures that must be adopted for various types of business application. Depending on circumstance, these patterns may take several forms, including:

    - **Standard Nodes**, which describe various "standard builds" for all permitted hardware platforms (such as a "high performance workstation" or "small departmental server") and the permitted ways in which these can be deployed. These nodes may be constructed from specified building blocks (i.e. they are technology neutral) or particular implementations (in which case permitted ranges of non functional requirements such as workload or availability characteristics must be given for each technology set).

    - **Reference Architectures**, that describe complete IT systems (maybe with or without application level components) that must be tailored, combined and extended to directly match the requirements of a specific type of IT based business system.

1.3 Architectural Governance

The likelihood of IT projects adopting and adhering to the enterprise architecture "because they should" is, in may circumstances, probably very limited – particularly when the constraint of an EA could add cost or time (or both) to the project, although it would be expected to reduce the overall costs of the implemented solution to the enterprise as a whole.

It is therefore almost always necessary to implement some kind of control around which projects must operate in order to ensure they adhere (as appropriate) to the EA's architecture standards.

Equally, the probability of the EA's architects having the time to maintain the architecture, following its initial creation "because they should" is equally low.

In IBMs' view of EA, the control needed to ensure these (and other EA related) activities take place is best achieved via a Governance Framework, which facilitates an approach balancing the needs of the

enterprise with those of projects and programs, rather than a more prescriptive, direct control style. This Architecture Governance is achieved via:

> **An Architecture Management Team**, that includes representatives from all sides (business and IT, enterprise wide and project specific) to ensure projects' solution architectures conform to the enterprise architecture while also allowing variance from the EA whenever circumstances require it.

> **A set of Governance Processes**, well defined, understood and followed by the various elements within the Architecture Management Team.

1.3.1 Architecture Management Team

It is vital that those responsible for the implementation and vitality of the EA represent all of the architecture's stakeholders – and are therefore drawn from:

– the business *and* IT organizations
– the enterprise architecture *and* project areas.

IBMs' EA Method recommends that this can be best achieved via three separate groups who work in close co-operation, the inter-relationships between whom is best understood from Figure 8:
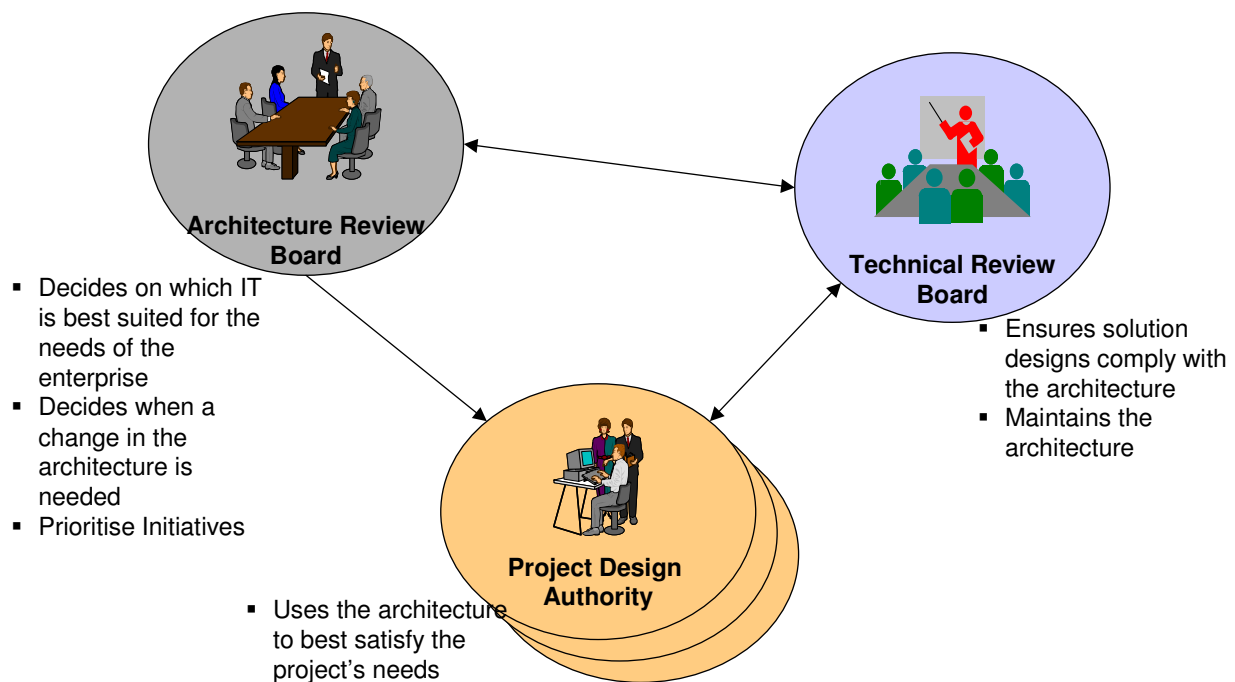

Architecture Review Board

- Decides on which IT is best suited for the needs of the enterprise
- Decides when a change in the architecture is needed
- Prioritise Initiatives

Technical Review Board

- Ensures solution designs comply with the architecture
- Maintains the architecture

Project Design Authority

- Uses the architecture to best satisfy the project's needs

Figure 8: EA Management Team

> **The Architecture Review Board (ARB)[9]**, who are responsible for the overall direction of the EA, together with the selection of key, strategic (cross-enterprise) technologies. Generally, the ARB is composed of senior business and IT representatives, together with several Enterprise architects.

> **The Technical Review Board (TRB)**, who are responsible for the day-to-day activities associated with the EA, including the responsibility to ensure solution projects

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[9] These names vary widely, depending on the cultural and political landscape of the enterprise. For example, the ARB may be variously called the Architecture Council, the Office of the Chief Architect, or the Architecture Management Board.

conform to the EA architecture, as well as the ongoing maintenance of the EA itself. The TRB is usually headed by a Chief Architect (Director of Architecture) who co-ordinates the activities of an Enterprise Architect team.

Design Authorities (DAs). Responsible for their particular project's or program's[10] specific solution architecture (or architectures). Staffed by business and IT architects, usually drawn from the business and IT organizations.

The work of these groups within the Architecture Management Team is similar to – but different from – the project management responsibilities of a Project Management or Governance Team. For example, while a DA is responsible for the development and adherence to a project's solution architecture, so a Project Office (PO) is responsible for the development and adherence to a project's development plan.

A vital success factor is that all three groups include representatives from the business as well as from IT, selected at an appropriate level for the responsibility of the group. For example:

- Business and IT executives staff the ARB (and therefore it meets infrequently). It makes enterprise wide decisions on the EA, as advised and guided by…

- The TRB, staffed by Business and IT Enterprise Architects. The TRB meets more frequently, either as part of the EA's maintenance process, or in support of the needs of multiple ongoing programs and projects, each of which is lead by…

- A DA, staffed by "Solution" Architects, with business, application and IT expertise as appropriate.

It is crucial to ensure the size of these bodies is appropriate for the needs of the enterprise – for example, an enterprise wide program's TRB may be composed of 10 or more Enterprise Architects, while a relatively small project may have a DA staffed part time by one IT Architect.

1.3.2 Governance Processes

These three groups – all of which have formally defined organizational structures and which include business as well as IT people – are jointly responsible for a number of EA Governance Processes:

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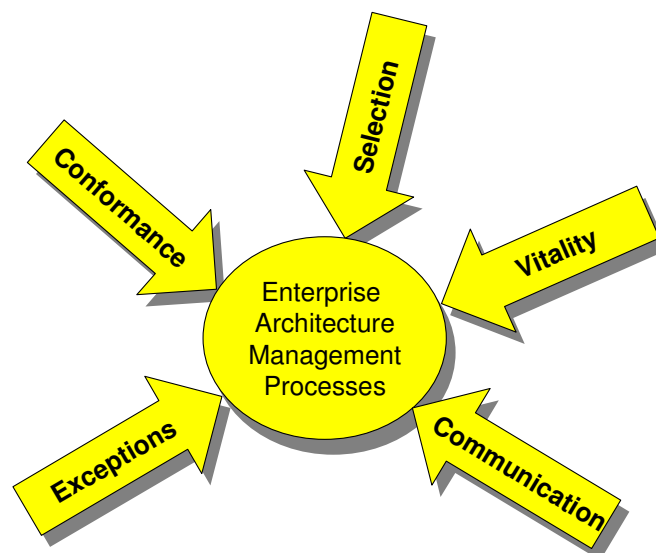
[10] Note that the Design Authority is separate from, although strongly linked to, the project management responsibilities for the program or project – this is often the responsibility of a "Project Office".

Conformance: Overall, the TRB works with each DA on a regular or ad-hoc basis, to ensure solution projects conform to the constraints of the EA - while still being able to meet the projects' business requirements. However…

Exception: …when there is a conflict between the projects needs and the EA – and when it cannot be resolved within the remit of the DA/TRB – there will need to be a higher level exception management process on which the ARB is required to "adjudicate". Working with the TRB and DA, the ARB decide whether the EA should be modified to accommodate the Project's requirements, whether the project is able to have an exception from the EA, or whether the project *must* revise it's architecture to conform with the existing EA.

Communication: In order to be effective, the EA must be understood by those who are required to use it. Hence the need for the right levels of communication from the ARB and TRB, to those involved in DAs – and in the other direction too, as may be required when the EA is in need of revision.

Vitality: Once an enterprise (whether assisted via IBM's EA method or not) has got an EA, it needs to keep it fresh and vital – reacting to changes in the businesses strategy as well as changes in technology. Therefore the professionals in the TRB will be required, on a regular basis, to review and enhance the EA. In all probability this will include the identification of new, or changes to existing "standards"…

Selection: …which will – particularly for those standards that are enterprise wide – need the involvement of the ARB in the product or technology selection process.

1.4 Transition

- "If you do not know where you are, a map will not help".
- "If you do not know where you are going, any road will do".

If the Enterprise Architecture described in section 1.2 is a little like the first of these – it is a map, designed to provide the underlying information that helps ensure a journey from A to B is successful; then an EA **Transition Plan** is all about the second saying - once you know where you want to be, then you need to know where you are and how to get there.

Once the "to be" EA architecture for an enterprise has been identified (whether completely or in part), it is possible to rely on existing project planning and prioritization processes for migration from the "as is" state, since the governance process (section 1.3) will ensure each new project adheres to the constraints of the EA.

However, this carry-on-in-a-BAU[11]-manner is likely to be highly:

- **Ineffective**, since there may be aspects of the "to be" state that are not touched by the execution of business driven projects
- **Inefficient,** since there will be limited opportunity for otherwise independent business projects to share the benefit of a common requirement
- **Slow,** since the probability of addressing key gaps or executing low cost high value enhancements is dependent on coincidence or chance.

Therefore, in order to capitalize on the EA quickly, effectively and efficiently, it is important to:

- Review the enterprise's current conformance to the defined EA (via a **Strategic Gap Analysis**)

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[11] BAU: "Business as Usual"

- Decide on the most important steps to be taken in the journey towards the implementation of the EA (as a collection of **Transition Initiatives**).

1.4.1 Strategic Gap Analysis

In order to move to a well implemented EA. it is necessary to first understand the scale of the problem – in terms of the enterprise's existing conformance to the "to be" business processes, organization and supporting IT systems defined in the enterprise architecture, as well as the ability of the enterprise's IT projects to conform to the right architecture management processes:
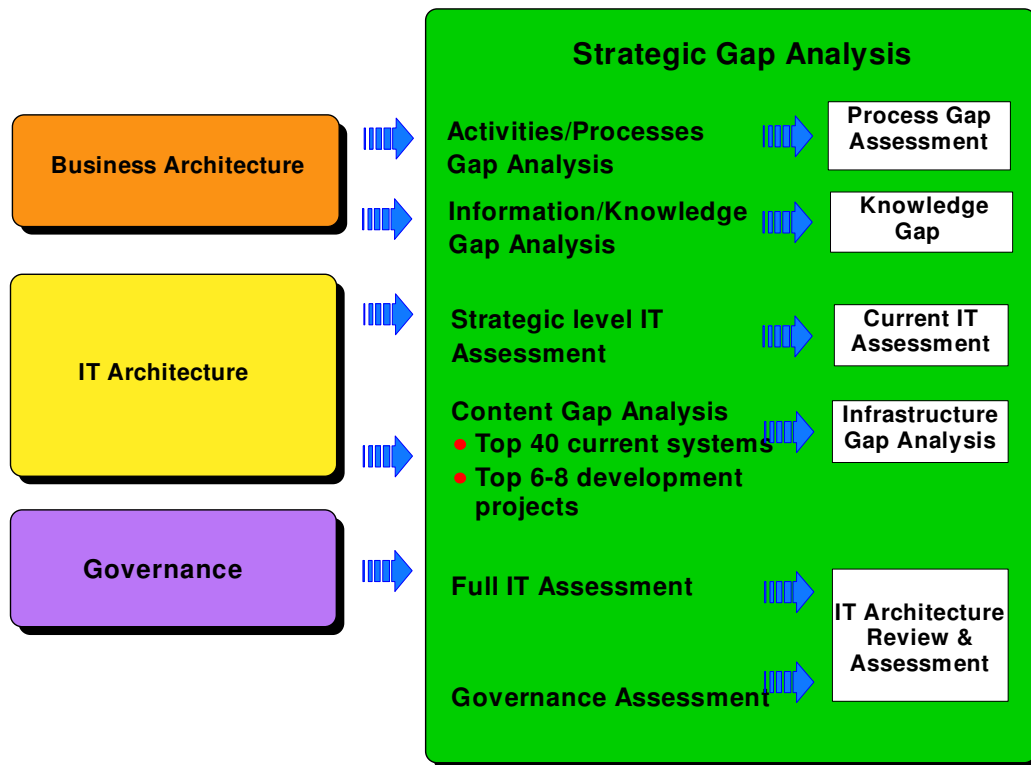

Figure 9: Analyzing the EA gap

Depending on the focus (either predefined ahead of time, for example during the development of the engagements Terms of Reference, or as a consequence of discovering the enterprise's gaps as the architecture has developed), the EA gap analysis may focus on the architecture (business or IT), and/or the manner in which the architecture of projects (IT and otherwise) is governed. Also, it is perfectly possible to conduct a gap analysis as part of an Architecture Assessment engagement, in which the client's ability to conform to his or her own architecture is assessed.

1.4.2 Transition Initiatives

In all events, the gap analysis will almost always identify "hot spots" associated with both the as-is (implemented) architecture and project governance processes, whether these are business or IT related. It will then be necessary to identify route maps (transition plans) for both:
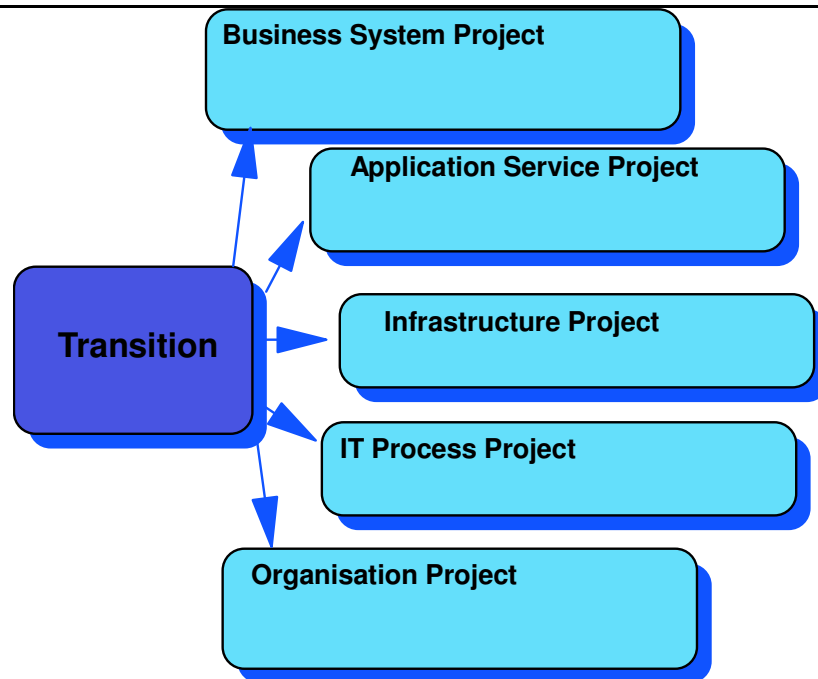
Figure 10: Possible types of Transition Project

Thus, it is common for an EA engagement to identify "architecture" related initiatives, whether these are to do with:

> **Business System Transition Initiatives**, recommending changes to the way in which the business operates (all aspects of the Business Architecture) – either to be more directly aligned with the required business capabilities, or to be more effective and efficient in their use of information technology (such as the exploitation of new IT based business channels).

> **Application Initiatives**, recommending a revision of the way in which the application portfolio is constructed to more closely align the needs of the business (such as the re-construction of "stove pipe" legacy applications into a more service oriented application structure).

> **Infrastructure Initiatives** that will enhance the capability and cost effectiveness of the IT systems supporting the business applications (such as the drive towards one standard database technology).

Or associated with governance and organization, such as:

> **IT process enhancements**, not only associated with architectural governance, but also the manner in which IT projects are run (such as the introduction of an integrated application development method).

> **IT organisation**, whether focused on something specific (such as architectural governance), or more fundamental (such as the merging of multiple IT departments across business units into one enterprise wide IT service).

These transition initiatives need to be fed into the standard, business-as-usual IT operating plan (see Figure 1) in order to become specific, detailed (cost-benefit assessed etc.) projects – and the IBM EM Method has a rigorous approach to ensuring they are considered in an holistic manner:

1. All identified **Transition Initiatives** are described and structured in a manner that highlights how they will work together to achieve the EA vision:
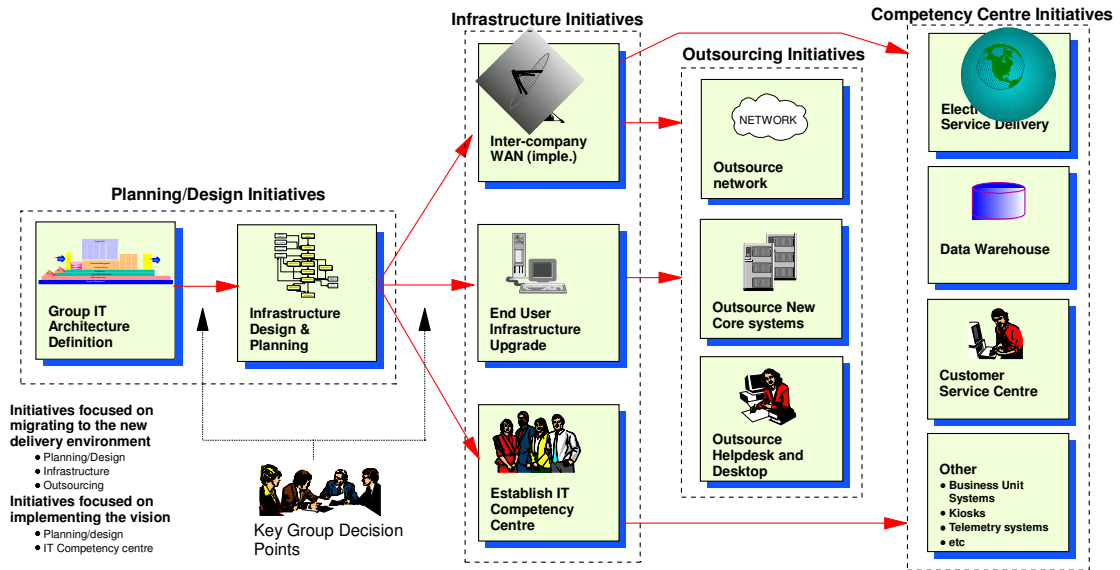

Figure 11: Transition Initiatives – working together

2. Those that will be implemented in the relatively near term (1 to 3 years) are further documented in a **Transition Strategy**, for which outline costs and quantified benefits must be defined, together with a detailed definition of how they will inter-link:
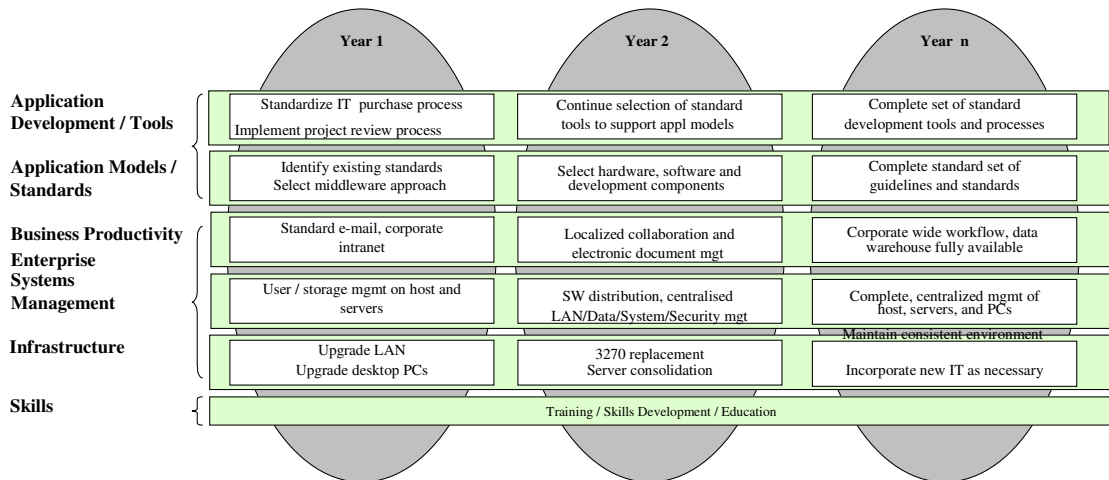
	Year 1	Year 2	Year n
Application Development / Tools	Standardize IT purchase process / Implement project review process	Continue selection of standard tools to support appl models	Complete set of standard development tools and processes
Application Models / Standards	Identify existing standards / Select middleware approach	Select hardware, software and development components	Complete standard set of guidelines and standards
Business Productivity	Standard e-mail, corporate intranet	Localized collaboration and electronic document mgt	Corporate wide workflow, data warehouse fully available
Enterprise Systems Management	User / storage mgt on host and servers	SW distribution, centralised LAN/Data/System/Security mgt	Complete, centralized mgt of host, servers, and PCs
Infrastructure	Upgrade LAN / Upgrade desktop PCs	3270 replacement / Server consolidation	Maintain consistent environment / Incorporate new IT as necessary
Skills	Training / Skills Development / Education		

Figure 12: Transition Strategy - inter-linked relationships

3. Those that make it into the annual Operating Plan are then fully documented as part of a 12 – 18 moth **Transition Plan**.

However, the development of an Enterprise Architecture and the identification of Transition projects in order to realize the EA vision are often not enough – the pressures of day-to-day working can mean that those who were involved in its development are then pulled back into their old ways as soon as the EA development engagement is concluded.

Therefore, a critical success factor for any newly created EA is to define and gain agreement (usually from the IT steering committee or IT board) to a short term, 6 week **Management Action Plan** that documents exactly what has to happen, "now", in order to ensure the success of the EA.

1.5 Summary

Turning this description of an Enterprise Architecture around – such that if it is possible for a Chief Architect to:

- Gain agreement across the enterprise, between the business units and the IT organization, to an **EA Management Action Plan…**

- …Then the Chief Architect will be able to sponsor and execute the **Transition Initiatives** needed to…

- …Close the gap identified by a **Strategic Gap Analysis** between the way things are done today and the…

- …Envisioned Enterprise **Business Architecture**, **IT Architecture** and their **Governance**, that together are…

- …Based on the Enterprise's required **Enterprise Capabilities**, then…

…there is a good chance that an enterprise's IT (and business) programs and projects will be aligned with the enterprise's business (and IT) strategies.