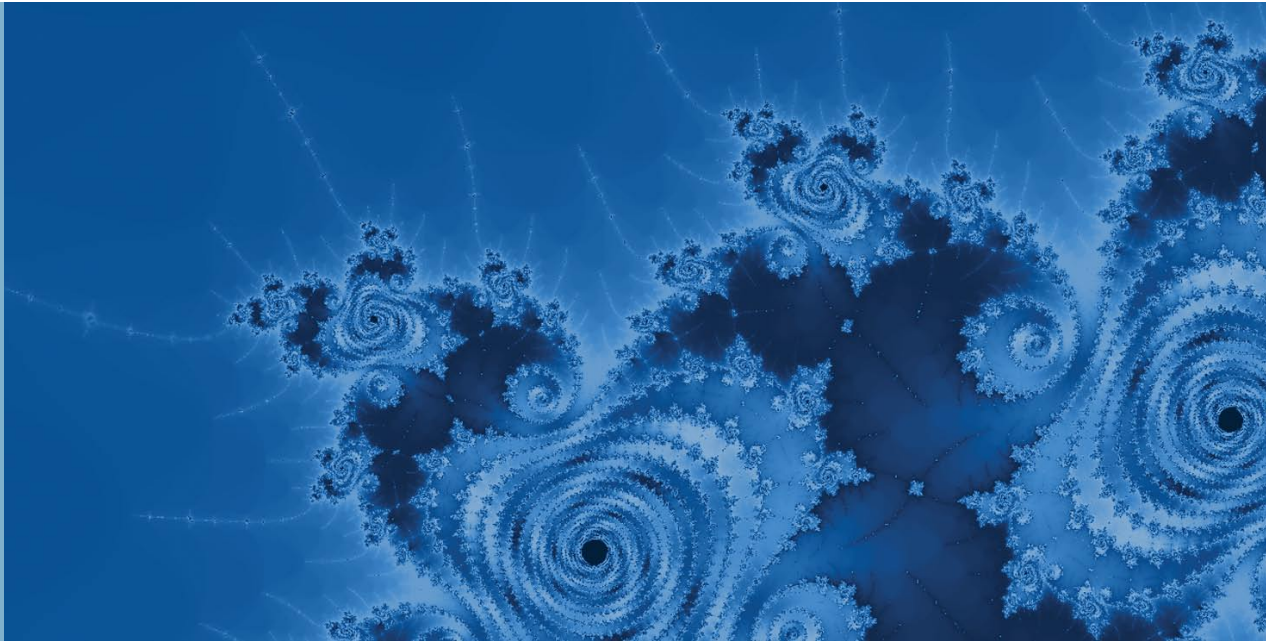


# Enterprise Architecture Program



Key Initiative Overview

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This overview provides a high-level description of the Enterprise Architecture Program Key Initiative. IT leaders can use this guide to understand what they need to do to prepare for this initiative.



## Analysis

Enterprise architecture (EA) is a strategic planning process that translates an enterprise's business vision and strategy into effective enterprise change.

The EA program institutes a collaborative, shared planning process. EA teams work with business and IT stakeholders to define a future-state vision in terms of requirements, principles and models. They then compare the future-state vision to the current state, identify gaps and plan investments to fill them. EA is not IT-focused, but business-driven and comprehensive. The future-state vision helps coordinate the analysis of—and develop a plan to harmonize—required changes in business functions and processes, information and data provisioning, technology capabilities and application solutions. An effective EA program will help align IT investments with long-term strategy, reduce risk, deliver higher-quality information and engineer adaptive solutions and technical services.

### Consider these factors to determine your readiness

EA planners must charter the program and ensure that senior leaders support it. They must also establish program milestones, plan ongoing refinements and devise strategies to tackle hurdles such as how to:

- Assess EA program maturity, and improve it.
- Define EA in a useful way.
- Explain the business benefits of the EA program.
- Gain credibility and build momentum by picking “low-hanging fruit” projects.
- Use EA to improve the quality of information for decision making.

### Conduct your enterprise architecture program in six phases

Gartner recommends that chief architects and their teams establish and evolve the EA program using six major phases. The phases may vary depending on the problems you are trying to solve and the decisions you are trying to make:

- **Strategize and plan:** Gain agreement on the major problems to be solved; charter the EA program; and develop a future-state description comprising the requirements, principles and models.
- **Assess current state:** Identify your current level of strategic and EA maturity; gather existing documents that describe your business and technology capabilities, practices, formal process models, data and systems.
- **Assess competencies:** Identify budgetary, staffing and other requirements to prepare the business for the analysis of strategy. Review the established budgeting mechanisms and processes used in the business and strategic-planning organizations, and consider refining them.
- **Gain approval:** Leveraging the charter from phase one, provide business and IT executives with a formal plan, and bring business and IT experts together for a shared strategic-planning exercise. Develop the requirements, and assess the results.
- **Implement:** Analyze the findings from strategic-planning and EA efforts to prioritize the gaps to be filled. Develop investment plans using business cases that emerged from EA efforts. Present the findings to stakeholders and leaders to get investment plans approved.
- **Operate and evolve:** Improve and refine your efforts. Over time, the future state will be articulated in greater detail.

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# Read More From Gartner About Enterprise Architecture Programs

The following is just a sampling of the research and tools Gartner clients have access to every day.

## Strategize and plan

### **The CFO's Essential Guide to Enterprise Architecture**

ID: G00167209

CFO concerns and enterprise architecture issues align in many areas, but a lack of dialogue between the two parties often prevents the synthesis of results. Enterprise architects and CFOs will find a more-collaborative relationship to be mutually beneficial.

### **Five Best Practices for Building the Enterprise Architecture Team**

ID: G00164979

One of the greatest challenges faced by chief architects is to facilitate, engage, inspire and coordinate people from across the enterprise to work as a team. Failure in this critical activity can doom an EA initiative.

### **Enterprise Architecture Research Index: Integrating Enterprise Architecture With Business Strategy**

ID: G00166041

This research index presents Gartner's considerable published research on improving the business strategy alignment of enterprise architecture work, with specific focus on the business context and common requirements vision definition.

## Assess current state

### **Five Questions the CIO Should Be Asking About Enterprise Architecture**

ID: G00167384

In the current economic climate, an effective enterprise architecture program is a necessity, not a luxury. These five questions will help CIOs ensure that the EA initiative is on track to deliver business value.

### **Toolkit: Basic Enterprise Architecture Metrics**

ID: G00146170

This sample template shows how a retail bank captured and organized the metrics it used to communicate enterprise architecture compliance and effectiveness.

### **Toolkit: Business Issues for EA and Your Enterprise Personality Assessment**

ID: G00170393

This tool uses the Gartner Enterprise Personality Profile to provide guidance on critical enterprise architecture issues. Factoring organizational culture into the guidance increases the chances of EA success.

## Assess competencies

### Enterprise Architecture Research Index: Enterprise Architecture Case Studies

ID: G00165931

Case studies can be extremely useful in understanding how research is applied and best practices are implemented in reality.

### Thirteen Worst Enterprise Architecture Practices

ID: G00164424

To keep EA efforts on the path toward success, it is as important for EA teams to understand the “worst practices” as it is the “best practices” for supporting EA. We outline some of the worst practices and provide action for how clients can avoid these situations.

### Pattern-Based Strategy Will Have a Profound Impact on the Practice of EA

ID: G00169889

Pattern-Based Strategy™ will change the scope, focus and mind-set of enterprise architects.

## Gain approval

### What the C-Suite Needs to Know About EA, and What the EA Team Needs to Know About the C-Suite

ID: G00167784

Enterprise architecture is a powerful tool for business leaders. A best-in-class EA program is an invaluable tool to drive efficiency and cost optimization in the enterprise, as well as to ensure that investment drives future growth. This research collection explains why.

### Five Ways CIOs Can Use Enterprise Architecture to Increase the Business Relevance of IT

ID: G00167455

CIOs are under increased pressure from business leaders to show the business relevance and value of IT. Leading CIOs are using the EA process as a key to transforming IT and addressing this challenge.

### Why Do Enterprise Architecture?

ID: G00167677

Many EA stakeholders keep asking, “Why are we doing EA?” This research provides simple answers for effectively communicating EA’s purpose and value to different constituencies in IT and the business.

## Implement

### Enterprise Architecture Research Index: Enterprise Solution Architecture

ID: G00165990

Gartner has published considerable research on enterprise solution architecture. This research index presents a simple way to understand and then navigate as needed to the research that is focused on more-specific ESA issues.

### EA and ITIL: The Business Architecture of IT

ID: G00170791

Enterprise architecture and Information Technology Infrastructure Library efforts often seem disconnected; however, when they are well-integrated, they become more effective at improving IT and the enterprise.

### Chiquita Brands: Synchronizing the Supply Chain at Speed

ID: G00167008

Chiquita Brands is a leading international marketer and distributor of fresh fruits, vegetables and other food products. The company has 26,000 full-time employees with 2007 revenue of \$4 billion. Chiquita is investing in developing value-added products, expanding consumption and driving growth in higher-margin distribution channels and profitable geographies. The company operates several supply chains focused on bananas, salads, healthy snacks and other foods

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## Operate and evolve

### **Predicts 2010: Major Changes in Store for Enterprise Architecture**

ID: G00172857

Accelerating rates of change will have a profound impact on traditional enterprise architecture, as stakeholder interests become more divisive, interdependencies more complex and behaviors more chaotic. These trends are reflected in our EA predictions for 2010 and beyond.

### **Enterprise Architecture Research Index: Enterprise Architecture Performance Management**

ID: G00165845

Measuring the impact of enterprise architecture is critical. This research index provides links to Gartner research on EA performance management that will help architects determine the right metrics program that will measure the impact of EA and demonstrate the value of EA investments.

### **Using Benchmarking to Drive EA Progress**

ID: G00167460

Enterprise architects may receive resistance when moving from the conceptual to the logical future state because it is time-consuming and implies change. Benchmarking can be used to cost-justify progressing with enterprise architecture.

# Strategic Insights on Key Initiatives

All your initiatives are important, but some are mission-critical. Key Initiatives organize the vast Gartner resources around the projects and programs at the top of your list, helping you achieve demonstrable business results efficiently and cost-effectively.

Our 650 analysts engage in 260,000 one-to-one interactions each year with 60,000 clients from 10,000 organizations worldwide. Every day, clients tell us what they do to support their key decisions and processes for the initiatives that matter most to them. We apply that knowledge to deliver targeted insight and valuable tools just in time, from strategic planning through implementation and benefits realization. Our solutions evolve with our clients' changing needs, but our commitment to quality never changes.

Key Initiatives address significant business opportunities and threats, and typically have defined objectives, substantial financial implications, and high organizational visibility. They can involve multiple projects, but are typically implemented by a designated team with clear roles and responsibilities, and defined performance objectives. It's our solemn mission to guide your key decisions and processes so you achieve the highest possible returns at the lowest possible risk.

So which initiatives will make or break you this year? Don't worry, we've got you covered.

## Key Initiatives

Application Development

Application Governance

Application Integration

Application Overhaul

BPM Technology and Tools

Business Continuity Management

Business Intelligence

Competency Center

Business Process Program  
Management

Cloud Computing

Compliance

Corporate Performance Management

CRM

Customer Experience Management

Data Center Modernization  
and Consolidation

Data Management and  
Integration Maturity

Enterprise Architecture Program

Enterprise Architecture Stakeholder  
Engagement

Enterprise Social Software

ERP

Identity and Access Management

Information Governance

Infrastructure Application and  
Data Protection

Information Security  
Program Management

IT Cost Optimization

IT Governance

ITIL and Process Improvement

IT Risk Management

Master Data Management

Microsoft Windows 7 and Office

Mobile Enterprise Strategy

Negotiating Vendor Contracts

Outsourcing

PMO

Portal Strategy

SharePoint for ECM

SOA and Application Architecture

Strategic Planning

Supply Chain Management

Vendor Management

Virtualization

VoIP, Unified Communications and  
Collaboration

### Three ways to learn more about how Gartner can help you move your Key Initiatives forward:

- Contact your account executive.
- Attend a webinar: [gartner.com/webinars](http://gartner.com/webinars).
- View additional resources: [gartner.com/ea](http://gartner.com/ea).