Enterprise Architecture and Technology
Innovation Leadership Vision for 2017
This presentation is a critical tool to ensure corporate and personal success by highlighting major trends affecting the EA and technology innovation role and major related challenges and by providing practical advice and best practices to overcome these challenges and successfully deliver the expected business outcomes.

This Leadership Vision is one of seven similar role visions helping IT leaders to be successful in the digital age:

- Enterprise Architecture and Technology Innovation Leadership Vision for 2017
- Infrastructure and Operations (I&O) Leadership Vision for 2017
- Sourcing and Vendor Management Leadership Vision for 2017
- Data and Analytics Leadership Vision for 2017
- Applications Leadership Vision for 2017
- Security and Risk Leadership Vision for 2017
- Program and Portfolio Management Leadership Vision for 2017

EA leaders can leverage this research and the PowerPoint presentation to understand and act on:

- The major trends impacting their business and their role, as well as the major challenges they need to overcome in the short term, midterm and long term
- The reasons why their role is becoming increasingly critical
- How leading organizations are successfully overcoming these sourcing challenges
- Best practices for delivering business value and outcomes

EA leaders who are Gartner clients can leverage such research material or part of it to raise the quality of their own team, better influence the other IT leaders, and communicate the value of the EA and technology innovation organization to the higher ranks of the organization and other stakeholders.
All of the IT world's wildest dreams have come true in terms of the senior leadership believing in digitalization as an exciting, but also mandatory, path to competitiveness and safety. The challenge is now to adapt teams and structures, technologies, processes, principles, products, and cultures to exploit this era effectively.

As digital business strategy becomes a focus for senior business executives, it becomes a key concern of CIOs and IT organizations. CIOs are challenged to create IT organizations that can be business-agile, innovation-focused and business-outcome-driven, and can reliably and cost-effectively provide IT services. However, CIOs have struggled with this challenge, with 26% of IT spend now outside of IT and growing rapidly, and the rise of "chief digital officers" who come largely from the marketing department. To avoid commoditization and obscurity, CIOs must transform their IT organization and develop the ability to lead, or at least strongly support, digital strategy.

EA should play a critical role in digital business strategy. Business-outcome-driven EA is primarily about enabling business change and innovation, and ensuring the organization takes the opportunities of innovative new technologies. Digital business increases the opportunity for enterprise architects to adopt the role of "innovator," understand and track new digital business technologies, and show where in the business design they fit and how they can transform what the organization does. With this in mind, and much set to change, enterprise architects can employ seven best practices today to help the organization navigate digital business opportunities and threats.

For more details on this research, see:

- "2015 CIO Survey and CEO Survey: As CEOs Commit to Digital, CIOs Must Flip Their Leadership to Deliver"
Enterprise Architecture and Technology Innovation Leadership Vision for 2017

New Expectations Demand a New Type of CIO Advisor

In addition to their basic CIO duties, 39% of CIOs are responsible for digital business strategy, 34% add innovation and 22% add enterprise change.

According to the 2016 Gartner CIO Agenda Survey, 39% of CIOs are responsible for digital business strategy in addition to their CIO responsibilities, while 34% add innovation to their basic CIO duties, and 22% add responsibility for enterprise change (10% are responsible for all three). With more of a C-level leadership role than a senior-level management role, today's CIOs must develop a deeper understanding of the levers that influence business performance so that they can proactively engage with their business colleagues on how to respond to digital business opportunities and threats. To do so, they need a key EA advisor to help with the following:

Options to consider when developing the digital business and IT strategies. These are crucial for CIOs to share when discussing business model innovation and digital business strategy with the senior leadership team.

Visibility into issues, especially those that affect execution, to enable prioritization of CIO time, attention and resources. This is also important so that CIOs can alert their business colleagues to key execution challenges, and proactively identify responses. CIOs need visibility into enterprise strengths and weaknesses and how business capabilities and processes should combine with information and technology.

A clear grasp of where risks can be taken and radical new ideas considered, and where a more cautious and traditional approach is required. These insights provide the CIO and the rest of the enterprise with "guardrails" that allow for significant innovation, while not leaving the enterprise open to threats in the areas of cybersecurity and data loss.

For more details on this research, see:

- "The CIO's New Digital Business Advisor: A Resurgent EA Team"
- "Rethink EA as an Internal Management Consultancy to Rapidly Deliver Business Outcomes"
## Key Issues

1. **What are the major trends and challenges affecting how organizations leverage EA to drive technology and business innovation?**

2. **Why is it critical for organizations to leverage EA to drive technology-enabled innovation, today and in the future?**

3. **How do leading organizations deliver the highest value using EA to drive innovation?**

4. **What are the best practices for leveraging EA to drive technology-enabled business innovation?**

EA leaders focusing on technology innovation can leverage this research and the PowerPoint presentation to understand and act on:

- The major trends impacting their business and their role, as well as the major challenges they need to overcome in the short term, midterm and long term
- The reasons why their role is becoming increasingly critical
- How leading organizations are successfully overcoming these sourcing challenges
- Best practices for delivering business value and outcomes

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We select trends for inclusion in our top 10 list based on their potential to create disruption for people, businesses or the IT market. We use insights from analysts across Gartner and key research projects — including Hype Cycles, Predicts and Magic Quadrants — to identify and evaluate candidate trends. The trends’ disruptive potential is just beginning or rapidly expanding. Another criterion is the degree to which the trends are shifting or reaching critical tipping points, and are challenging conventional wisdom to such an extent that organizations need to look again at the trends and related technologies. Organizations must examine the potential impact of these trends, factor them into their strategic planning for 2016 and 2017, and adjust business models and operations appropriately. If they fail to do so, they will risk losing competitive advantage to organizations that do.

Our top 10 strategic technology trends for 2016 fall into three groupings that are mutually reinforcing with amplified disruptive characteristics. The digital mesh revolves around three key trends that are bringing the virtual and physical worlds together and driving the expansion of digital business. Smart machines involve three interlinked trends anchored on data science and smart algorithms that are extending digital business into algorithmic business. The new IT reality consists of four trends that address key areas in which technology architectures and platforms must change. This change is necessary to support the world of digital and autonomous business that the digital mesh and smart machines enable. Together, our top 10 trends are forcing changes to the strategies, processes and tools used by IT professionals to deal with the complexities of digital and algorithmic business.

For more details on this research, see:

- "Top 10 Strategic Technology Trends for 2016"
- "Using EA to Master Emerging and Strategic Trends Primer for 2016"
- "Leveraging Enterprise Architecture to Lead the Enterprise Response to Disruptive Technologies"
While leading EA practitioners are still delivering guidance to help guide and inform short-term investment decisions for both business and IT leaders, EA is evolving to become more strategic across both business and IT. With the advent of digital business, leading EA practitioners are already becoming empowered to drive enterprise change, deliver high-impact value and lead the business forward. In a recent survey, we find 70% of leading EA practitioners report that they are either responsible or accountable for the success of digital business. This shift puts enterprise architects at the front line of forming the digital business strategy and contributing to its execution.

For more details on this research, see:

- "Seven Best Practices for Using Enterprise Architecture to Power Digital Business"
- "Build a World-Class EA Capability Primer for 2016"
Digital business continues to drive leading enterprise architects to increase their focus on leading technology and digital business innovation, as well as on delivering business outcomes and execution (see "Follow the Leaders: Digital Business Is a Big Opportunity to Evolve Your EA Practice"). The merging of the digital and physical worlds with the addition of billions of connected "things" within and outside the bounds of businesses creating massive amounts of data is forcing enterprise architects to change their perspectives. This shift of perspective is from an introspective (inside-out) view of the organization's business, information, solution and technical architecture to a more outside-in-looking view of the business ecosystem, mesh of connections, macroeconomic forces in which the organization operates and the economic implications of changes in that environment.

The role of enterprise architect is expanding to not just focus on delivering business outcomes with EA, but also to include leading innovation by analyzing the impact of emerging technologies on the business model and future business designs, such as IoT, smart machines, digital humanism, digital platforms and blockchain (see "How Vanguard Enterprise Architects Lead Technology Innovation"). Much of this is a reflection of the fact that organizations are becoming more open and porous, and open with increasingly dynamic partners, suppliers, customers and competitors (see "Architect Digital Business to Maximize the Value of Dynamic Economic Agents").

By re-examining the role of the organization within the context of the larger business ecosystem, enterprise architects are helping their business and IT leaders rethink and reshape the organization's value in creating activities and value exchanges with other people, businesses and things (see "Digital Business Disruption Drives New Focus for Enterprise Architecture on Technology Innovation"), as well as guiding immediate and practical investment decisions.

For more details on this research, see:

- "Hype Cycle for Enterprise Architecture, 2016"
- "Hype Cycle for Enterprise Architecture, 2015"
To survive and thrive in the digital economy, enterprise architects focused on technology innovation must continue to work with their CIOs and business leaders to look for emerging technologies that can help create competitive advantage, generate value, overcome legal and regulatory hurdles, reduce operating costs, and enable transformational business models. Gartner’s Emerging Technologies Hype Cycle provides a high-level view of important emerging trends that organizations must track, as well as the specific technologies that must be monitored.

This year, three trends stand out at a high level: perceptual smart machine age, immersive experiences and the platform revolution.

Enterprise architects focused on technology innovation must evaluate these high-level trends and the featured technologies and their potential impact (value and risk) on their business. In addition to the potential impact on their business, these trends provide a significant opportunity for EA leaders to help senior business and IT leaders on how to respond to the digital business opportunities and threats by creating signature-ready actionable and diagnostic deliverables that guide investment decisions.

For more details on this research, see:

- "Hype Cycle for Emerging Technologies, 2016"
- "Hype Cycle for Emerging Technologies, 2015"
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The resurgence and repositioning of EA have been due, in large part, to a shift among leading EA teams to a laserlike focus on business outcomes. Business-outcome-driven EA teams that are responding to the challenges of digital business are shifting their focus beyond the IT organization and even the enterprise to a more holistic perspective that crosses the business ecosystem. This entails the following:

- Understanding the business ecosystem and the world of possible customers, constituencies, partners and stakeholders. This broader perspective takes in the disruptions far beyond the immediate scope of the organization (for example, new technologies and competitors), that could drive change and innovation.

- Scanning the world of the possible by studying cases of startup technology companies at the "bleeding edge" that are adopting disruptive technologies; tracking what's hot in new business designs and technology; and researching what academics and business luminaries are saying about business and technology trends.

- Creating scenarios for the future — not just assuming there is a single roadmap and future state.

- Applying managed-diversity principles to outlying information, processes, capabilities and technologies. A managed-diversity approach to EA tries to balance the need for standards that control costs and risks, with the need for a diversity of solutions to increase innovation, business growth and competitive advantage.

- Enabling the distribution of decision rights for many traditional architecture matters, thereby bringing decisions closer to the customer, citizen or market. EA manages this by defining the guardrails that ensure security for the business, while allowing decision-making freedom as to how things are designed and developed within them.

For more details on this research, see:

- "The CIO's New Digital Business Advisor: A Resurgent EA Team"
Effective EA teams focus on actionable deliverables that address CIOs' and business leaders' key needs for strategic options and visibility into execution issues. They also provide guidelines for putting technology and information to the best use, and guardrails that clarify where the enterprise has flexibility, and where it needs to comply with tighter principles (for example, in security and privacy). The figure on the slide highlights some of the key EA deliverables that help CIOs and business leaders bridge the gap between strategic business opportunities and threats, and the corresponding challenges in execution:

- Enterprise architecture is a discipline for proactively and holistically leading enterprise responses to disruptive forces by identifying and analyzing the execution of change toward desired business vision and outcomes.
- EA delivers value by presenting business and IT leaders with signature-ready recommendations for adjusting policies and projects to achieve targeted business outcomes that capitalize on relevant business disruptions.
- EA is used to steer decision making toward the evolution of the future-state architecture.
- The scope of the enterprise architecture includes the people, processes, information and technology of the enterprise, and their relationships to one another and to the external environment.

For more details on this research, see:

- "The CIO's New Digital Business Advisor: A Resurgent EA Team"
- "Predicts 2016: Five Key Trends Driving Enterprise Architecture Into the Future"

For background on the evolution and definition of EA, see:

- "Hype Cycle for Enterprise Architecture, 2012"
The multidisciplinary EA team provides a holistic view from diverse viewpoints, including business, information, solutions and technology:

- **Business architecture** focuses on creating deliverables that guide people, processes and organizational change in response to disruptive forces (economic, societal, political, market, technology, cultural and competitive), toward desired business outcomes. It is crucial when developing a digital business strategy, due to the need for innovative thinking on potential business models and new business capabilities.

- **Information architecture** identifies the information (often more extensive than the data in the organization's systems) needed to support the business model. Importantly, it also explores opportunities from integrating new sources of information to drive business growth and gain competitive advantage.

- **Solution architecture** refers to the EA activities of creating deliverables that guide managing a portfolio of solutions in response to disruptive forces, and achieving targeted business outcomes. Solutions include systems (for example, applications, technologies, processes and information), shared infrastructure services and shared application services.

- **Technology architecture** defines the technologies used by the organization and how they fit together, along with the supporting standards and policies.

As digitalization increases, EA will provide crucial support to CIOs in answering the following questions:

- In addition to these more traditional viewpoints, the growth of digital business is driving enterprise architects to take on critical activities associated with emerging technology and business trends, such as big data, IoT, mobility, security, cloud and operational technology (OT). The most effective enterprise architects understand and embrace the aspects that make these technology trends unique, and they provide overall EA guidance.

For more details on this research, see:

- "Hype Cycle for Enterprise Architecture, 2016"
- "The Distinction Between Enterprise Architecture and Application Architecture Makes a Difference to Business Outcomes"
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Regardless of the specific framework or combination of frameworks being used, organizations can increase the business value and impact from their EA efforts by developing a stage plan that is focused on business outcomes. A business outcome is a statement of a specific business benefit result that is measurable, achievable within a specified time frame, and in support of the business strategy and objectives. A business outcome is expressed as a change occurring within a specific short- or long-term time frame. The best way to ensure that a business outcome is targeted to meet business needs is to map it to the critical strategic questions that senior executives are asking.

The goal of focusing on business outcomes and disruptions is to refocus EA on delivering stakeholder value on an ongoing basis, while simplifying EA development. The focus on business outcomes shifts the thinking away from "what enterprise architects do" and moves it toward "delivering signature-ready deliverables that drive business change," thus enabling enterprise architects to take a pragmatic approach to developing EA. Once a stage plan is created, with a defined focus on business outcomes, the EA team can work on effectively executing the stage plan through the EA delivery cycle.

For more details on this research, see:

- "Stage Planning a Business-Outcome-Driven Enterprise Architecture"
- "Toolkit: Determine Your Business Vision for EA"
- "Toolkit: Business Outcome Statements Deliver Value to Your Business and Guidance for EA"
Leading EA practitioners are focusing information collection and analysis exclusively on the information that is required to address the targeted business outcomes. When framing EA efforts, EA practitioners need to include only the information and relationships that are required as input into the EA diagnostics. All other information is extraneous; the collection of other information simply "because it is there" should be avoided.

Gartner has identified five types of EA deliverables:

- **Measurable** — Deliverables that directly measure the impact of EA on the business.
- **Actionable** — Signature-ready deliverables that directly drive or guide change by initiating projects or providing direction to change projects. These deliverables are supported by diagnostic deliverables that help to illuminate why action should be taken.
- **Diagnostic** — Deliverables that provide the details and result of analysis. Diagnostic deliverables are most often the analysis tools and methods applied to enabling deliverables to address specific issues and opportunities.
- **Enabling** — Deliverables that are composed of information that is collected, providing input to diagnostic deliverables.
- **Operational** — Deliverables that support the EA program but do not have a direct information linkage to actionable deliverables.

Although all the deliverables provide some value, only actionable deliverables have high value for business and IT stakeholders. The other deliverables are required as intermediate deliverables and support the actionable deliverables.

For more details, see:

- "Stage Planning a Business-Outcome-Driven Enterprise Architecture"
Business architecture continues to be of significant interest to many of our clients. It refers to the EA activities of creating deliverables that guide people, processes and organizational change in response to disruptive forces and toward desired business outcomes. In a survey of potential attendees for Gartner's Enterprise Architecture Summit, business architecture was rated among the top five topics of interest. In fact, over the past two years, Gartner has taken almost 1,000 inquiries on business architecture (including business capability modeling) and held more than 200 conference one-on-one meetings. Interestingly, the majority of this interest is from people in an "enterprise architecture" role. However, there is also significant interest from people in a CIO role, as well as applications, program and portfolio management, and even, infrastructure and operations.

There are many reasons for this interest, often depending on leadership and maturity. However, based on client inquiries and discussions, we know these reasons all boil down to a high level of interest in integrating business and technology strategy and investment planning in order to deliver business value and outcomes. Much of this interest is being fueled by the high-level interest in digital business and a recognition that organizational investments in business and technology are completely interdependent — a market recognition that business is about technology, and technology is about business.

It has become obvious to most organizations that they need business architecture in order to architect their enterprise — business and technology. Business architecture is a required part of EA, which defines the organization and its operations from a "business" perspective — for example, its business capabilities, ecosystem, processes, organizational model and cost model. Additionally, business architecture must not be considered as a stand-alone or stovepipe discipline, but rather as integral with the other key EA viewpoints (information, technology, solutions, security and economic architecture).

For more details on this area, see:

- "Enterprise Architecture Research Index: Business Architecture"
- "Business Architecture Is Not Optional for Business-Outcome-Driven EA"
Enterprise Architecture and Technology Innovation Leadership Vision for 2017

Key Issue

1. What are the major trends and challenges affecting how organizations leverage EA to drive technology and business innovation?

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"Digital" has captured the imagination of the business and IT world, with the majority of organizations claiming to have a "digital strategy." According to Gartner's CEO Survey, 52% of CEOs and senior executives responded that they have a digital business strategy. What is clear is that waves of innovation in almost every aspect of IT combine and compound one another, creating new opportunities for products, services and business models. Indeed, it's almost impossible to find an industry that hasn't already been disrupted by digital in some fashion or form.

As organizations evolve to take advantage of digital business, so the practice of enterprise architecture will evolve to support it. To understand these changes, and the implications for EA, Gartner undertook a survey of 492 IT professionals between January and March 2015. The survey focused on what EA leaders are doing with respect to digital business. We screened our respondents to ensure that they would be considered "leaders" in EA — in other words: (1) that they were directly involved in the practice of EA in their organizations; (2) that their EA maturity was above Level 3 [that is, "functioning"]; and (3) that their organizations had a perspective on digital business.

For more details on this research, see:

- "Follow the Leaders: Digital Business Is a Big Opportunity to Evolve Your EA Practice"
- "ITScore for Enterprise Architecture"
- "Toolkit: Develop a Vanguard Enterprise Architecture Team to Support Digital Business"
- "Determine Your Digital Business Architecture Building Blocks to Guide Investment Decisions"
Innovation is set to be one of the most important new capabilities for EA. In its current form, business-outcome-driven EA focuses primarily on the execution of strategy, while innovation is largely driven by the business in the form of its business strategy. As digital business becomes increasingly important (as the enterprise's operating model is digitalized), enterprise architects will need to understand and track innovative technologies, anchor them in the business model to assess their potential, and use rapid prototyping approaches to evolve innovations. The vanguard enterprise architect as innovator is, for the most part, an entirely new focus for EA. However, we believe, by 2016, 30% of organizations will establish a clear role distinction between foundational and vanguard enterprise architects (see "Predicts 2014: Enterprise Architect Role Headed for Dramatic Change").

This doesn't mean that efforts to manage base or foundational technology go away. For large parts of the organization's business model, stable and reliable processes and technologies are required. The challenge for vanguard enterprise architects will be to innovate, run experiments, create entirely new products and services, and integrate the best of these into the steady-state operations of the organization. Essentially, these are two quite different approaches to the same enterprise architecture.

For more details on this research, see:

- "Follow the Leaders: Digital Business Is a Big Opportunity to Evolve Your EA Practice"
- "How Vanguard Enterprise Architects Lead Technology Innovation"
- "Vanguard Enterprise Architects Will Lead Bimodal Mode 2 Innovations"
- "Digital Business Disruption Drives New Focus for Enterprise Architecture on Technology Innovation"
Enterprise architects who deliver the highest business value and outcomes are those who focus on understanding the major disruptive trends that affect their business and their business ecosystem. All organizations exist in an "ecosystem," or a collaborative network of complementary organizations, groups and customers. As organizations look to become more agile and flexible, to be responsive to their markets and innovate quickly, and to offer new combinations of products and services to their customers, they must draw on complementary organizations in their ecosystem. Enterprise architects can use business ecosystem modeling with these teams as they work to identify and develop innovative ideas:

- **Inside-Out** — Taking an internal perspective (inside-out) means EA is focused on guiding how people, processes, information and technology interact relative to delivering operational value indirectly to the business. This is the traditional focus in management, consolidation, standardization and simplification of assets to operating efficiently and effectively.

- **Outside-In** — Taking an outside-in perspective starts with a focus on the business outcomes needed to deliver business value to your customers, constituencies, partners and stakeholders, and then working inward to determine and guide changes to people, processes, information and technology to drive these outcomes. The focus is less on delivering services, and more on collaborating with, leading and empowering business and IT to deliver business outcomes in response to business disruptions (threats and opportunities).

- **Outside-Out** — Taking an outside-out perspective starts with an even broader focus beyond the enterprise and its known customers, partners and competitors, into the world of possible (unknown) customers, constituencies, partners and stakeholders. With this broad perspective, EA is focused on understanding the trends that could affect the business and its ecosystem, then working inward to determine and guide changes to people, processes, information and technology to drive these outcomes.

For more on this research, see:

- "Future of EA 2025: Evolving From Enterprise to Ecosystem"
- "Industry 2020: Enterprise Architecture That Abstracts Industry Boundaries"
- "Toolkit: Business Ecosystem Modeling"
To survive and thrive in digital business, EA practitioners must proactively scan the world of possible disruptive trends (technology, economic, societal, political, environmental and so on) that may affect their business. This approach includes a process of creating actionable deliverables across the four phases:

- **Ideate.** An ideation process in which disruptive trends are identified and examined through a structured method of identifying the major technology trends, understanding the capabilities of these trends, and determining the specific use cases that are impacting people and businesses at large.

- **Rationalize.** During this phase, the enterprise architect will interact with a deeper set of constituencies in the business and IT group to develop the future-state models. The outcome of this phase will be a set of business outcome statements and a decision to continue development in the business case phase, or to shelve the idea for the future.

- **Evaluate.** Having clarity on the business outcome and the high-level, future-state models, enterprise architects are in a position to evaluate the business opportunity, costs, risks and derivative impacts of undertaking a project to leverage the technology or trend. The result of this phase is a set of opportunity viability proposals that can be presented to senior management for a decision.

- **Transform.** To transform the business, enterprise architects must collect and prioritize innovation initiatives into a set of roadmaps that show the timing and interdependencies of the projects that are proposed. Enterprise architects must create signature-ready actionable deliverables that identify the new insights, decisions and recommendations that drive future investments and adoption.

The evaluation of disruptive trends is iterative and re-entrant, depending on what opportunities, risks and new business models are uncovered along the way. Moreover, each of the elements of the process may continue in parallel. For more details on this research, see:

- "How Vanguard Enterprise Architects Lead Technology Innovation"
- "Leveraging Enterprise Architecture to Lead the Enterprise Response to Disruptive Technologies"
EA leaders at innovative enterprises will gain competitive advantage by learning and experimenting to find what works for it and its customers — including leveraging design thinking, with its focus on the customer; lean startup as an innovation engine; and agile to develop technology elements that work well in combination. This requires considerable flexibility in applying models, analyses and innovation processes, which will vary depending on the type of innovation. Leading EA practitioners leverage diverse approaches to help them use lean and experiment, including:

- **Design thinking** — This brings ideas and tools from the world of architecture and product design with a strong focus on human-centered design. It brings the customer perspective into the heart of the innovation process.

- **Lean startup** — This provides the iteration engine, building out a hypothesis for an innovation through multiple cycles.

- **Agile** — This keys into the lean startup cycle and builds out the supporting technology solution. In later cycles, and as an innovation scales, it works with other approaches, such as DevOps, to take the solution into core systems.

Design thinking, lean startup and agile are powerful approaches, with considerable flexibility. While there's a lot of great research in each area, they must be tailored to suit the needs of the organization. So, in a sense, each organization has to iteratively learn about the most suitable innovation approach.

For more details on this research, see:

- "Enterprise Architects Combine Design Thinking, Lean Startup and Agile to Drive Digital Innovation"
- "Rethink EA as an Internal Management Consultancy to Rapidly Deliver Business Outcomes"
Regardless of the organization's level of EA maturity, EA practitioners must identify and understand the business's economic and financial levers that are susceptible to digital transformation in order to effectively guide business and technology investment decisions. We defined "economic architecture" as "a discipline for driving an enterprise's business model through financial metrics and key performance indicators. It is a critical tool to plan, track and manage future-state value creation mechanisms."

Economic architecture enables business and IT leaders to better express the financial underpinnings and potential benefits of their digitalization initiatives and the impact of their investment decisions. By integrating the different economic architecture elements (income statements, balance sheets, market share and so on), coupled with microeconomic and macroeconomic trends, EA practitioners can illustrate and highlight a variety of business and technology investment scenarios from different financial perspectives, which should be attractive to business executives and boards of directors.

Armed with a broad understanding about this new viewpoint of EA, many EA practitioners, especially those who are new to the discipline, and those functioning with programs at lower levels of EA maturity (see "ITScore for Enterprise Architecture"), might find economic architecture to be a little overwhelming. They might also question its value proposition and, most importantly, wonder exactly how they will use it practically to create signature-ready and actionable recommendations to business and IT leaders that deliver higher business value.

For more details on this research, see:

- "Digital Business Success Will Be Driven by Economic Architecture"
- "EA Business Value Metrics You Must Have Today"
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Gartner Recommended Research

► "How Vanguard Enterprise Architects Lead Technology Innovation"
  Brian Burke, Betsy Burton, Mike J. Walker

► "Digital Business Disruption Drives New Focus for Enterprise Architecture on Technology Innovation"
  Brian Burke, Philip Allega

► "Vanguard Enterprise Architects Will Lead Bimodal Mode 2 Innovations"
  Mike J. Walker, Betsy Burton, Marcus Blosch

► "Use Open Innovation to Bring Talent and Capabilities Into the Business Ecosystem"
  Marcus Blosch, Betsy Burton

► "Architect Digital Business to Maximize the Value of Dynamic Economic Agents"
  Betsy Burton, Hank Barnes, Jake Sorofman, Marcus Blosch

► "Enterprise Architects Combine Design Thinking, Lean Startup and Agile to Drive Digital Innovation"
  Marcus Blosch, Neil Osmond, David Norton

► "Make Economic Architecture Practical for All Levels of Enterprise Architecture Maturity"
  Saul Brand, Betsy Burton, Marcus Blosch