

Elevating an Enterprise Architect's Strategic Impact in Transforming the Business

Six recommendations to develop your strategic edge



Based on the 2017 *The Role of the Enterprise Architect Study* Conducted by Architecture and Governance Magazine, Sponsored by Planview

Presented by



Executive Summary

As part of an ongoing focus around enterprise architecture, an online survey was commissioned by Planview and conducted by Architecture and Governance Magazine in November 2017 on “The Role of the Enterprise Architect.” The findings reveal that enterprise architects are uniquely qualified to be a vital link between business strategy and IT, enabling their organizations to digitally transform all functions and deliver innovative products and services. Indeed, they are increasingly being judged on their ability to contribute to business objectives. Yet many remain ensconced in the traditional aspects of the job, risking enterprise architecture being perceived as irrelevant or simply a lower-level IT utility.

The purpose of this survey was to determine how many enterprise architects are assuming this strategic mantle and working more closely with their line-of-business counterparts to advance strategy.

The survey had four main areas of inquiry for the 200+ architects who responded including:

- Where they report in the organization
- Who else in the business they interact with
- What enterprise architecture teams spend their time on
- How closely they work with the Project/Program Management Office (PMO)

The results are clear: Enterprise architects who are more strategic – across all geographies, industries, and organization sizes – are delivering greater value to the business than their more technical colleagues. The key findings show:

66% of enterprise architects are major contributors to “Achieving IT Strategy” while 38% are major contributors to “Achieving Company Strategy”

44% of strategic enterprise architects report into the C-level having greater impact on the business overall

Strategic enterprise architects are 13% more likely to share information with business teams contributing to the business outcomes, not just IT benefits

1/3 of respondents recognize the relationship with the PMO as critical

40% are responsible for project portfolios signaling a need for better and collaboration with PMO leaders and business stakeholders

Strategic enterprise architect teams are 21% more likely to spend some or most of their time on business architecture, compared to technical enterprise architects

This report segments the many different types of enterprise architects that responded into two groups:

- **Strategic enterprise architects:** Those survey respondents who consider they make a significant or major contribution to their corporate strategy.
- **Technical enterprise architects:** Those survey respondents who state they only have a minor impact on corporate strategy.

This report demonstrates the expanded scope of the enterprise architects’ role and how this is leading to better outcomes tied to realizing company strategy. The study results reveal six ways that enterprise architects can develop their strategic edge and elevate their impact on the business.

Efforts Align Toward Advancing Business Strategy

As seen in the chart below, survey respondents are major contributors to IT-related benefits, such as “Achieving IT Strategy” (66%), “Technology standards and adherence” (59%), and “Optimized application portfolio” (51%).

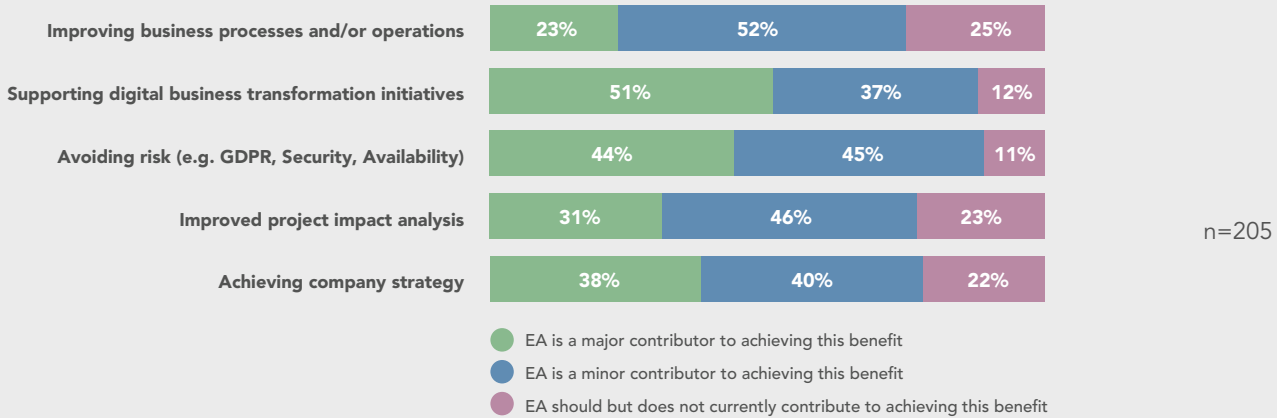
As for business-related benefits, survey respondents were major contributors to “Supporting digital business transformation initiatives” (51%) and “Avoiding risk” (44%). However, a significant percentage of respondents indicated they did not contribute AT ALL to business-related benefits, including “Project risk analysis” (23%), “Achieving company

strategy” (22%), or “Improving business processes and/or operations” (25%).

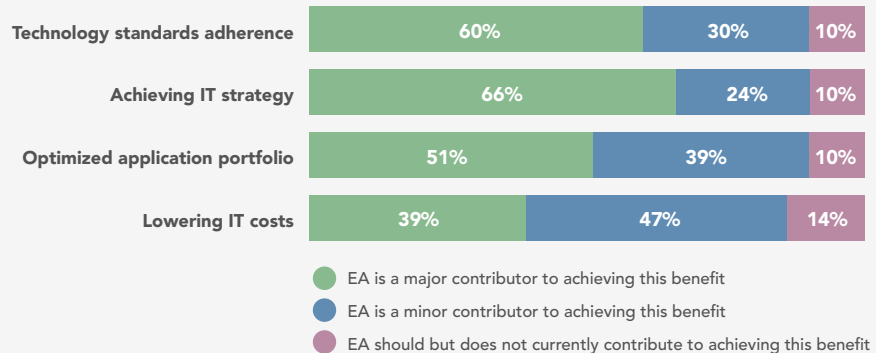
With the shift towards digital business and digital transformation, technology has become even more integral into how companies operate today. This indicates that there is a business need for enterprise architects to become more involved in strategic initiatives.

With the current focus on IT-related benefits, it’s no wonder why business managers and executives often struggle to understand the value enterprise architecture brings to their organizations.

BUSINESS-RELATED BENEFITS



IT-RELATED BENEFITS

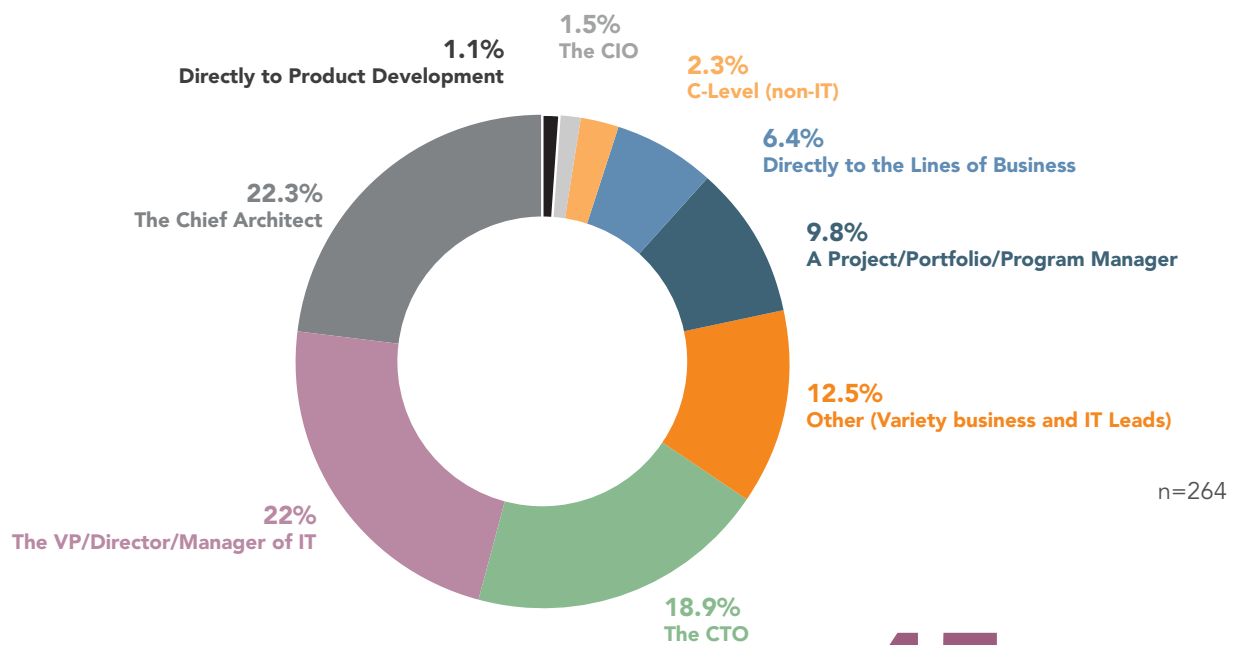


A Strategic Approach Opens the Door to the C-Suite

Despite the “transformation” and “change” language around enterprise architecture, many enterprise architects are not delivering at the strategic level. The survey results show that only about 20% of respondents report into the C-level in their organizations.

However, 45% of strategic enterprise architects report into the C-level. While these architects are having a greater impact on the business, enterprise architecture in general is either invisible – or just seen as a focused IT-focused initiative.

TO WHOM IN YOUR ORGANIZATION DO YOU REPORT TO?



45%
of Strategic Enterprise Architects report into the C-level

To be strategic in the decision-making process, enterprise architecture initiatives must be based on active engagement with executives and business leaders on real business challenges. This is where enterprise architects can help, bring together an understanding of the organization’s strategy and business model, with the opportunities for transformation.

Strategic EAs Interact More with Business Teams

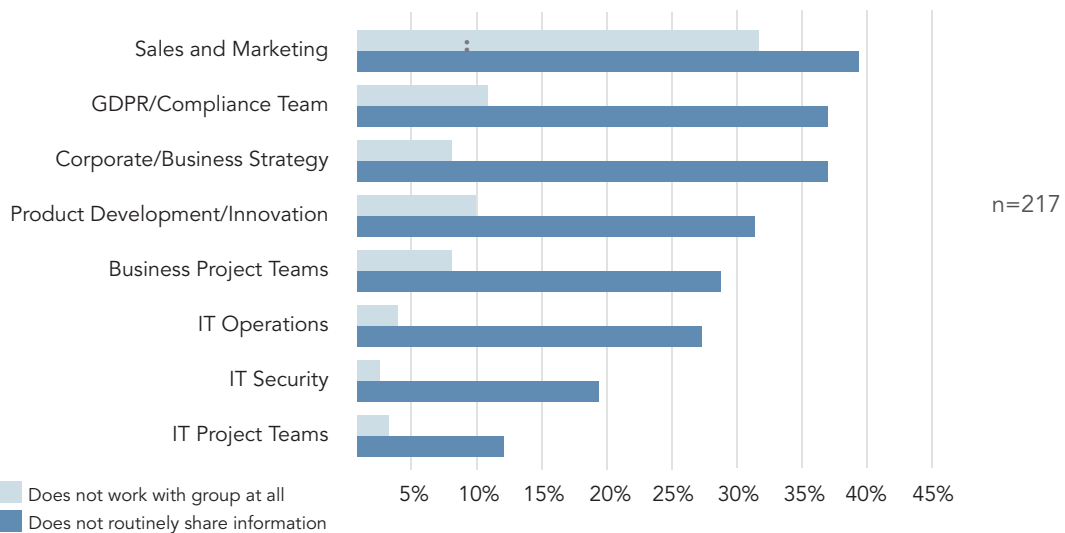
Predictably, enterprise architects work most closely and share information with colleagues in IT-related disciplines (between 71.5% and 87%). They are less likely to collaborate or share information with counterparts in more business-centric disciplines (between 28% and 64%).

In contrast, strategic enterprise architects are 13% more likely to share information with business teams than technical enterprise architects. The biggest information sharing differences between strategic enterprise architects and technical enterprise architects are with business project, product development/innovation, and corporate/strategy teams.

When working with business teams, strategic enterprise architects are focused on strategy to deliver new products, transformed services, and customer experiences. They are better able to understand the bigger picture and impact the strategic growth and bottom-line objectives of the company.

Conversely, technical enterprise architects are focused on the “what” (such as assets) and often become disconnected from the business context. This leads to missed opportunities for advancing the organization’s ability to achieve strategic and financial goals.

WHICH OF THE FOLLOWING GROUPS IN YOUR ORGANIZATION DOES THE EA TEAM NOT WORK OR INTERACT WITH:



Despite having plenty of room for improvement the survey results show that EAs can pull away from tactical efforts by sharing more information with business and corporate strategy teams.

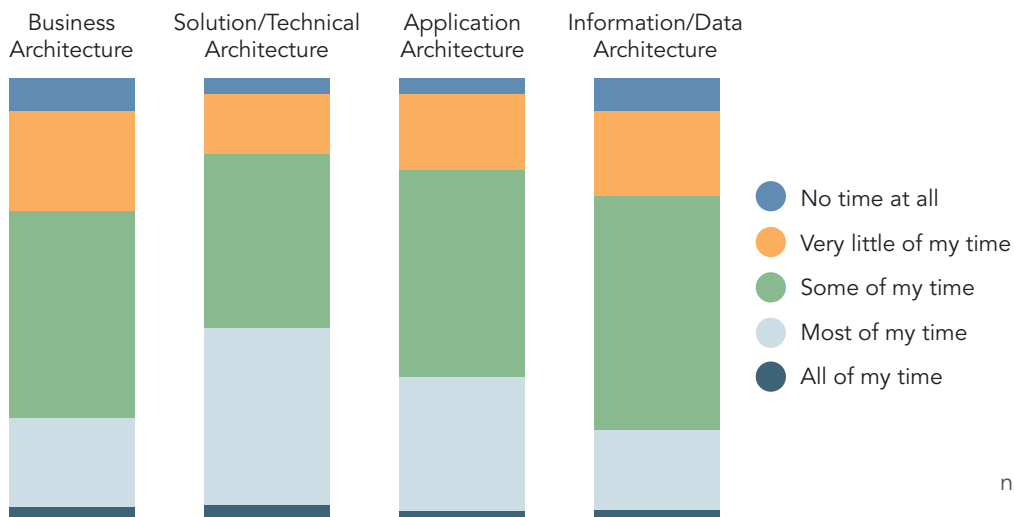
To advance strategic maturity, enterprise architects need to integrate with existing governance committees in order and use their governance structure to make budget and investment decisions.

By 2020, 55% of organizations will have a continuous, and integrated, business and IT strategy planning effort.¹

Focus More on Business Architecture

The respondent group spends most of its time in the solution and application architecture areas. Both business and information architecture get less attention in comparison. Strategic enterprise architects and technical enterprise architects teams are spending about the same amount of time on information architecture. This may be partly because business architecture is being run and managed outside of the IT group, while specialist data teams run information architecture.

INDICATE HOW MUCH TIME YOU AND/OR YOUR TEAM SPEND ON EACH OF THE FOLLOWING:



81% of strategic enterprise architects spend some or most of their time on business architecture, compared to only **60%** of technical enterprise architects.

According to Forrester’s The State Of EA 2018: From Programs To Ecosystems report², “Business concerns – specifically, enabling customer experience improvement and enabling business strategies – ranked higher in importance than in 2016. This shift suggests that EA programs will need new competencies, probably provided within a wider EA ecosystem to address these business concerns.”

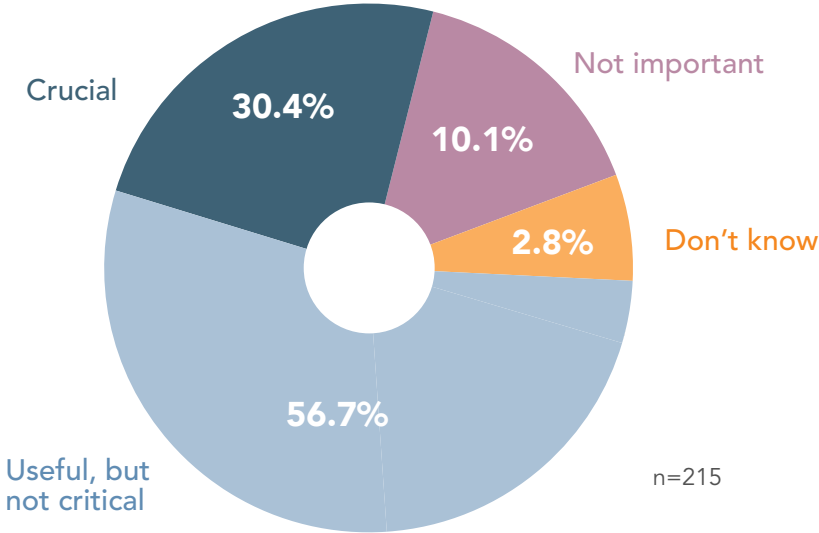
Rethink Your Relationship with the PMO

More strategic EAs identify a greater importance and criticality on the relationship between enterprise architecture and PMO than do the technical enterprise architects. Only one-third of respondents recognize the relationship as critical, and a further 10% indicate it is not seen as important.

This is significant because lack of cooperation can result in projects that are delayed, don't achieve objectives, waste resources, and fail to deliver business results, leading to a more fragmented enterprise. It also risks other parts of an organization assuming the authority to drive and manage change (e.g., the corporate strategy group) – with both the enterprise architecture group and the PMO being relegated to tactical delivery functions.

As the owners of the existing and future state architecture, enterprise architects who work with the PMO can help them choose the right projects and programs to scope and work on, prioritize them, and use existing technology assets to reduce technical debt and reduce time to value. Better execution of strategically focused projects positively impacts the bottom line.

HOW IS THE RELATIONSHIP BETWEEN ENTERPRISE ARCHITECTURE AND PROJECT PORTFOLIO MANAGEMENT PERCEIVED AT YOUR ORGANIZATION?



Based on this survey there is a chasm when it comes to understanding this value with only 30.4% of respondents recognizing the relationship with the PMO as critical, and a further 10.1% suggesting it is not seen as important.

Improve Business-Related Portfolios and Technology Use

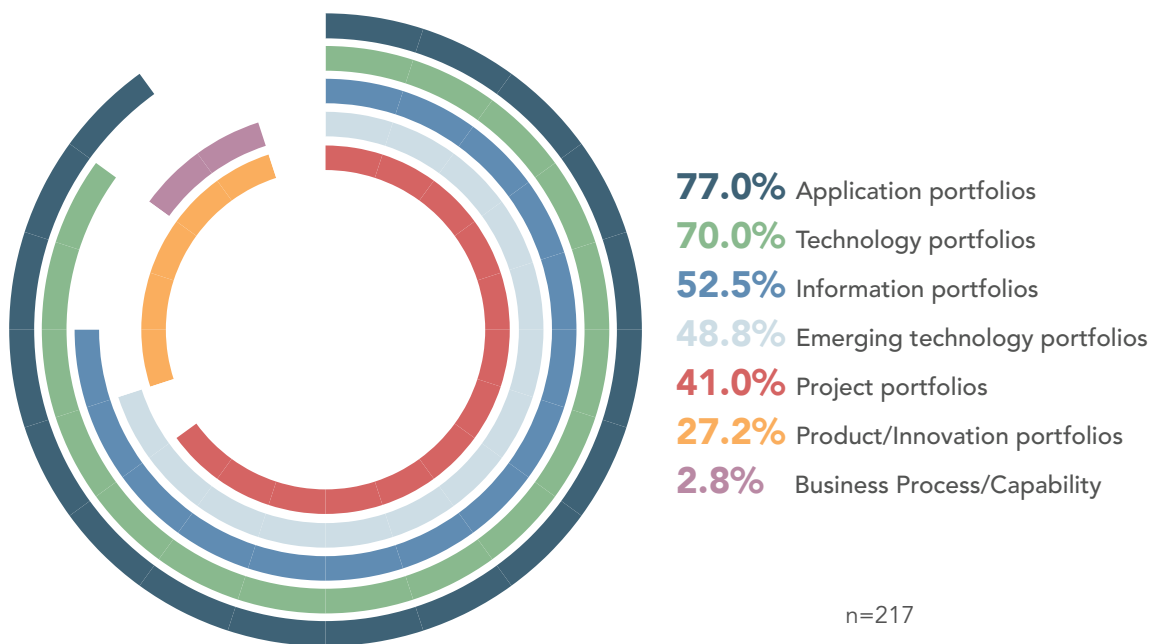
The survey found no statistical difference between the strategic enterprise architects and technical enterprise architects regarding the types of portfolios they manage and the tools they use. To keep advancing their relevance to the business, enterprise architects must evolve in both areas.

The lack of perceived value and collaboration between enterprise architecture teams and the PMO can also be seen in the portfolio-related survey results. Enterprise architects are working mostly on IT-related portfolios and ignoring or poorly addressing business-related portfolios. In addition, about 40% say they are responsible for project portfolios, signaling potential turf wars with the PMO which can lead to potentially mismanaged projects, poor communication, and collaboration among the groups.

Failure to connect and manage business and IT portfolios together is not just an issue for enterprise architects: It is also a major problem for the business. For example, moving forward on a new system without understanding the impact to existing architectures (people, information, process, technology, performance) introduces heightened risk for any organization.

This is where enterprise architects can bridge the gaps and deliver value with business colleagues who are constantly wrestling with the complexities and risks inherent in digital transformation and other change programs.

WHICH OF THE FOLLOWING TYPES OF PORTFOLIOS DO YOU MANAGE AS PART OF YOUR EA EFFORTS?



Use of Traditional Enterprise Architecture Tools

Despite working more with business teams, strategic enterprise architects are still using traditional enterprise architecture tools and selection criteria. The framework and modeling-based capabilities of these traditional tools are necessary for technical EAs, but do not sufficiently address the emerging needs and purview of the strategic enterprise architect.

For example, to better share information, the enterprise architecture teams and PMO teams require synchronized data sources across their respective software tools. To work with strategy and customer-facing teams from across their organizations, EAs need the ability to quickly pull together virtual teams and collaborate with them. These teams must have access to outputs and decision-making analytics that are easy to understand and available in the formats and modes they need.

In particular, the right tools will help EAs give executives sound advice on how to achieve their desired state business and operating models. The goal is to prioritize work and resources in a way that adds the new capabilities required to realize the future business and operating models.

According to Gartner ⁴, to prove value and advance EA tool success EAs must overcome three hurdles:

Help executives make the best decisions by answering questions such as these in a business context:

- What new or enhanced processes are required?
- Do we need new skills to enable or mature our capabilities?
- Do we need to partner, or can we do it all?
- What technology should we invest in to give us the new or enhanced capabilities to enable the desired business and operating model?
- Do we need to buy something new or can we leverage technology we already have?
- How long will it take? What is the risk? How much will it cost?
- How will the changes impact short and long-term revenue?

Hurdle #1

Matching EA tool with end-user needs

Hurdle #2

Complete and accurate Information in the EA tool to provide insights with data quality

Hurdle #3

Defining the right value proposition(s) for continued investment

Six Ways to Develop Your Strategic Edge

This survey identifies six key actions that are enabling strategic enterprise architects to deliver more business value. EA leaders who focus on these areas are more likely to become vital contributors to digital transformation initiatives and business results. EAs must:



1

Prioritize Business Outcomes

The greater the concentration towards alignment with business outcomes (the products, technologies, services, locations, applications, and other assets needed to achieve strategy) rather than IT-driven architecture, the better the results will be. In addition, spending more time on business architecture and business-related portfolios will enable enterprise architects to support the corporate strategy. Delivering better outcomes also creates a more architecturally sound transformation program portfolio.



2

Deliver C-level Visibility

To deliver maximum value to the organization beyond the traditional IT structure, EAs need to be able to provide enterprise-wide visibility to the C-suite. Many CIOs now recognize that they can elevate their standing within the wider organization by focusing enterprise architecture on business-level issues. Enterprise architecture teams should place greater efforts on business imperatives and show their CIO how they can better partner with business leaders to achieve strategic goals.



3

Collaborate with Corporate Strategy, Business Product, and Project Teams

As the survey results show, strategic enterprise architects who work more with business product and project teams as well as corporate strategy teams deliver increased business benefits. Understanding the needs of these teams from the beginning and advising them in context with strategy will not only help achieve business objectives but also reduce time spent on IT-related governance issues.



4

Emphasize Business Architecture

Enterprise architects need to increase the breadth of portfolios they manage and support to help the business make more informed decisions. Only small numbers report that business processes and capabilities are part of the portfolios they manage. Enterprise architecture teams must place greater emphasis on the more business-focused aspects of architecture. In fact, strategic enterprise architects who report to C-level roles spend up to 50% of their time on business architecture-related activities.



5

Partner with the PMO

Today's organizations facing the pressure of driving digital transformation and innovation need for enterprise architects and PMO teams to work together to effectively move the business forward. Project execution is the realm of the PMO, yet too often their efforts fail to deliver business benefits. Enterprise architects are in a prime position to help the PMO assess projects against business strategy, choose the right ones, and execute them effectively to achieve business objectives – all while increasing the credibility of both functions in the eyes of executives.



6

Choose the Right Technology to Facilitate Executive Decisions

Enterprise architects who are striving to become more strategic need tools that support this mandate. Framework and modeling-based features don't necessarily help when trying to advise executives on what capabilities are needed to realize their desired business operating model. Enterprise architects need to capitalize on their unique ability to drive business change with tools that address the right consumers to enable them to integrate data, visualize linkages, and impacts, and deliver results and recommendations based on user role.

Conclusions

Be the enterprise architect your company needs to drive transformation and change. Take advantage of opportunities to engage with the business – don't relegate the more strategic aspects of enterprise architecture to disparate teams across the organization. This could lead to marginalized results in an area where enterprise architects should be providing value. Executives are expecting enterprise architects to contribute to business objectives, improve operations, and increase benefit realization for customers. Do so by broadening your strategic enterprise architecture viewpoint and efforts, up leveling the conversation to the C-suite, focusing on business outcomes, and deepening your skills in the six key recommendations.

The Planview Solution for Capability Technology Management

Planview's Capability and Technology Management solution enables EAs to capture, analyze, and communicate the state of a company's current application, technology, and business capability portfolio as well as plan a future portfolio that achieves strategic objectives.

The Capability and Technology Management solution within Planview Enterprise One combines core enterprise architecture features such as powerful modeling and visualization with dashboards, collaboration, ideation, strategic planning, and roadmapping.

The solution helps to:

- ✓ Define technology and capability roadmaps that drives corporate strategy
- ✓ Understand business capability gaps and mature the capability portfolio to execute strategy
- ✓ Make fully informed investment decisions to accelerate implementation of the roadmap
- ✓ De-risk the business impact of rapidly accelerating technology and application lifecycles
- ✓ Deliver a flexible, cost-effective application and technology portfolio optimized for business strategy and capabilities
- ✓ Collaborate, communicate, and engage with the broader organization to drive change and become more inclusive

To learn more about the Planview solution for Capability and Technology Management, how it can help you create a communication framework with the business, and integrate enterprise architecture, technology, and applications with the strategic objectives of your organization, visit [Planview.info/CTM-Demo](https://www.planview.com/CTM-Demo)

¹ Allega, P., Burton, B., Blosch, M., Santos, J., & Saul Brand, D. (2017). Predicts 2018: Scaling to Deliver Digital Business Strategy and Technology Innovation. Gartner. Retrieved from <https://www.gartner.com/doc/3836573/predicts--scaling-deliver-digital>.

² Barnett, Gordon, et al. "The State Of EA 2018: From Programs To Ecosystems." Forrester, 12 Apr. 2018, <https://www.forrester.com/report/The+State+Of+EA+2018+From+Programs+To+Ecosystems/-/E-RES143276>

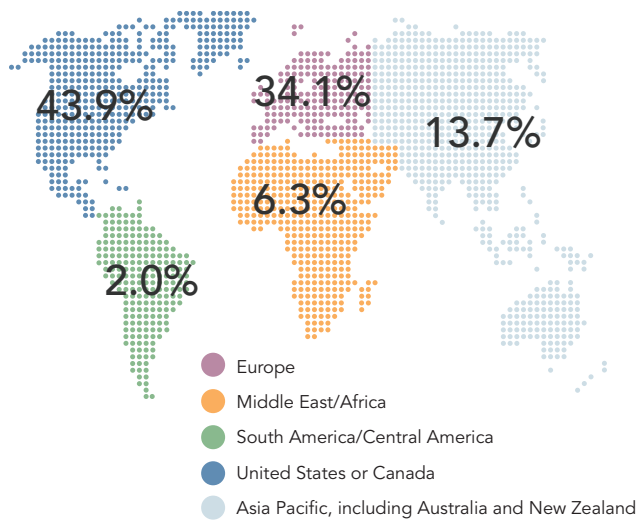
³ Geschickter, C. (2018). The Enterprise Architect as Transformation Partner: What Your CIO and CEO Need from You. In Presentation. (Gartner)

⁴ Cearley, D., Burke, B., Searle, S., & Walker, M. (2017). Top 10 Strategic Technology Trends for 2018. Gartner. Retrieved from <https://www.gartner.com/doc/3811368/top--strategic-technology-trends>.

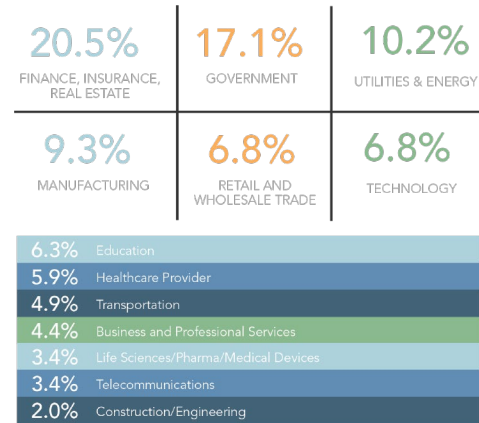
About the Survey

Planview in cooperation with Architecture & Governance Magazine undertook the survey to better understand the changing role of enterprise architects. The survey asked questions about how enterprise architects spend their time, who they report to, and how they are organized within their company. A total of 264 validated responses from enterprise architecture practitioners and managers in end-user organizations around the globe were captured in December 2017. The results provide views from a cross section of organization sizes, geographies, industry, and governmental bodies. A set of questions were analyzed to understand the differences between enterprise architects who contribute to achieving company strategy or are more technical contributors.

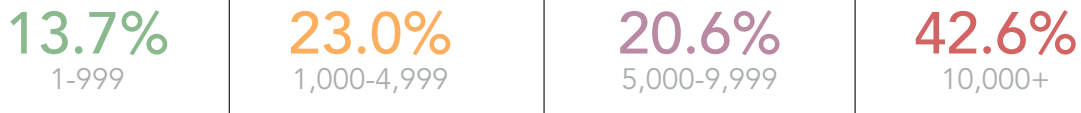
Location of study respondents



Industries represented in the study



A mix of company sizes were represented in the study



About Planview

As the global leader in work and resource management, Planview makes it easier for all organizations to achieve their business goals. We provide the industry's most comprehensive solutions designed for strategic planning, portfolio and resource management, product innovation, capability and technology management, Lean and Agile delivery, and collaborative work management. Our solutions span every class of work, resource, and organization to address the varying needs of diverse and distributed teams, departments, and enterprises. Headquartered in Austin, Texas, Planview's more than 700 employees serve 5,000 customers worldwide through a culture of innovative technology leadership, deep market expertise, and highly engaged communities. For more information, visit www.planview.com.

