

Making Leaders Successful Every Day

FORRESTER®

Trends & Emerging Strategies In Business Architecture

Jeff Scott, Senior Analyst

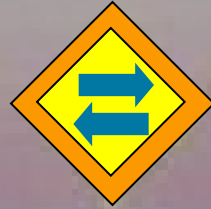
OMG Business Architecture Information Day

September 22, 2010

The Forrester logo is a dark green oval with the word "FORRESTER" in white, uppercase, serif font. A registered trademark symbol (®) is located at the top right of the word. The logo is positioned in the bottom right corner of the slide, overlapping a horizontal green bar that spans the width of the slide.

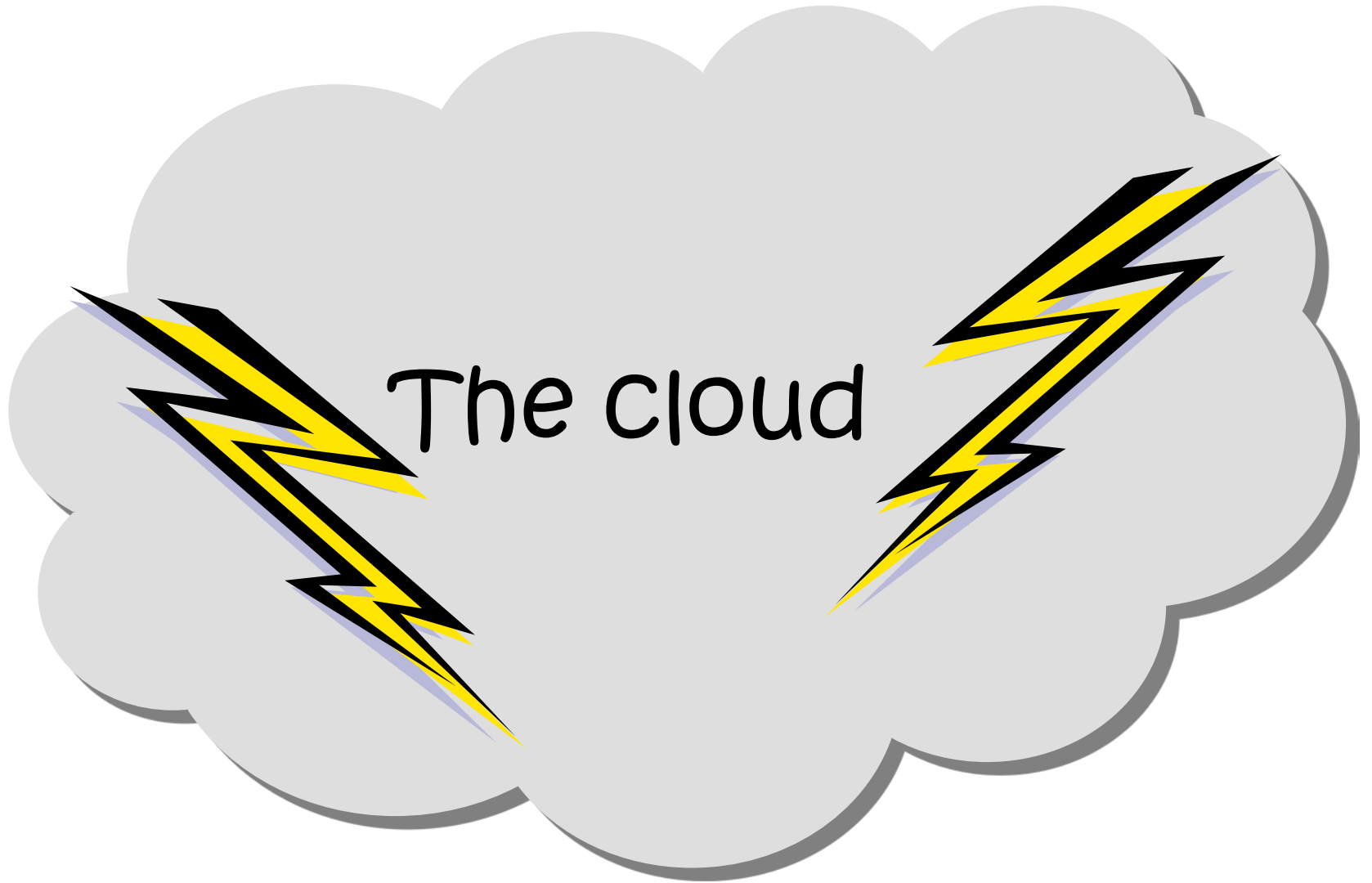
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A new direction for EA



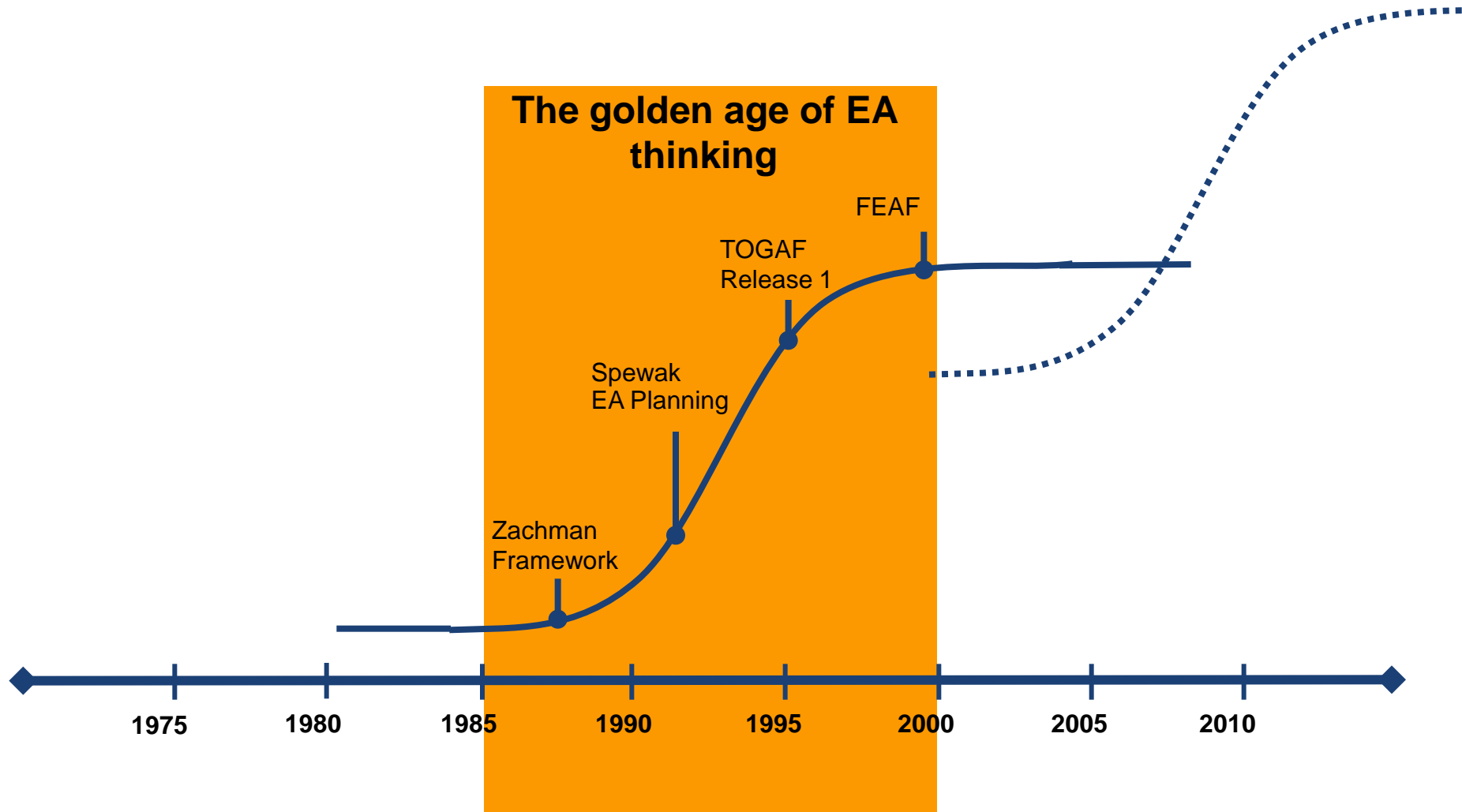
EA Mega-trends

EA disintermediation is growing



The cloud

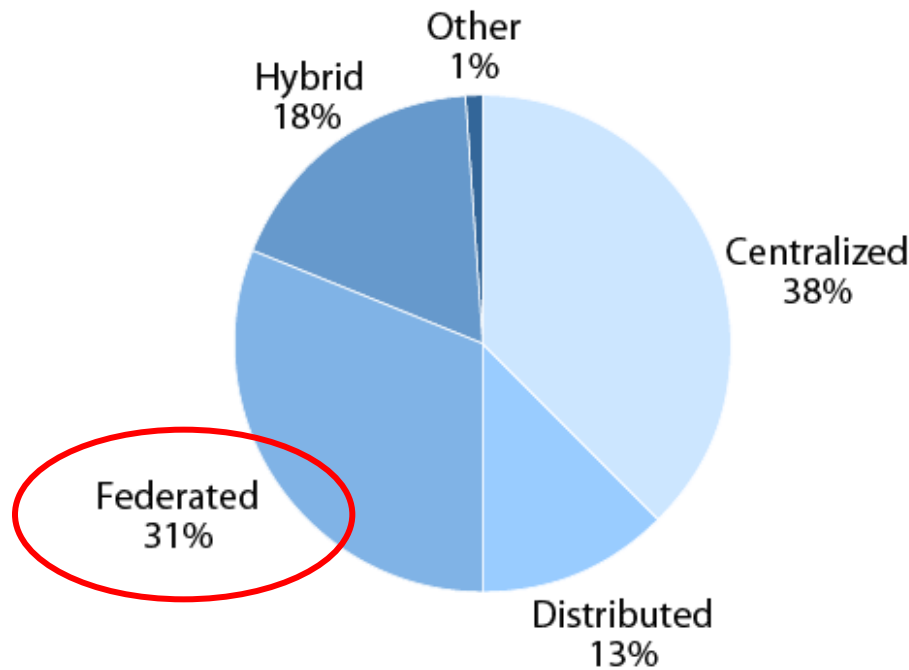
EA innovation has stalled



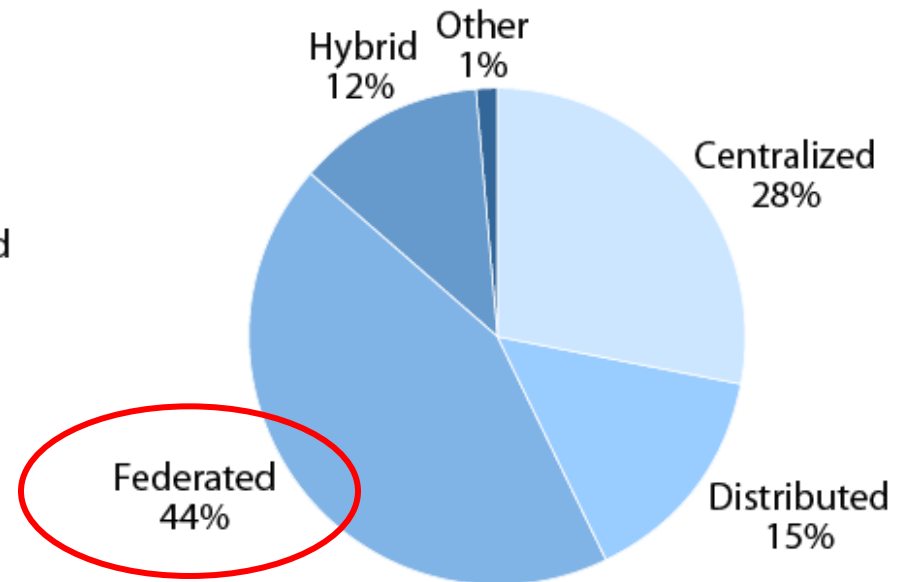
Business architecture trends

Architecture is getting closer to the business

“What is your IT’s organizational model?”



“How is the architecture function organized in your firm?”



Base: 416 IT professionals familiar with EA
(percentages may not total 100 because of rounding)

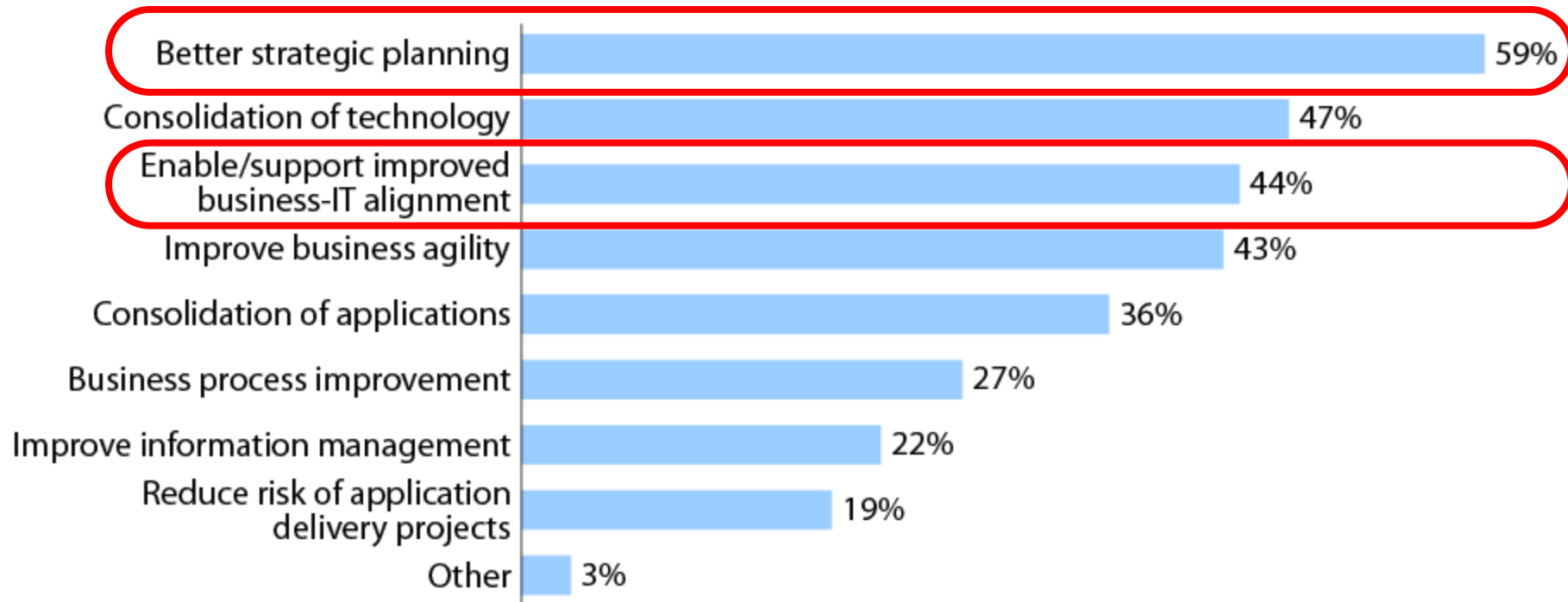
Source: September 2009 Global Annual State Of Enterprise Architecture Online Survey

December 2009 **“The State Of Enterprise Architecture 2010: Organization, Priorities, And Support”**

Better strategic planning is the top driver for a firm's EA program

“Rank the top three primary drivers for enterprise architecture within your organization.”

(Percentage of respondents who ranked each driver in the top three)



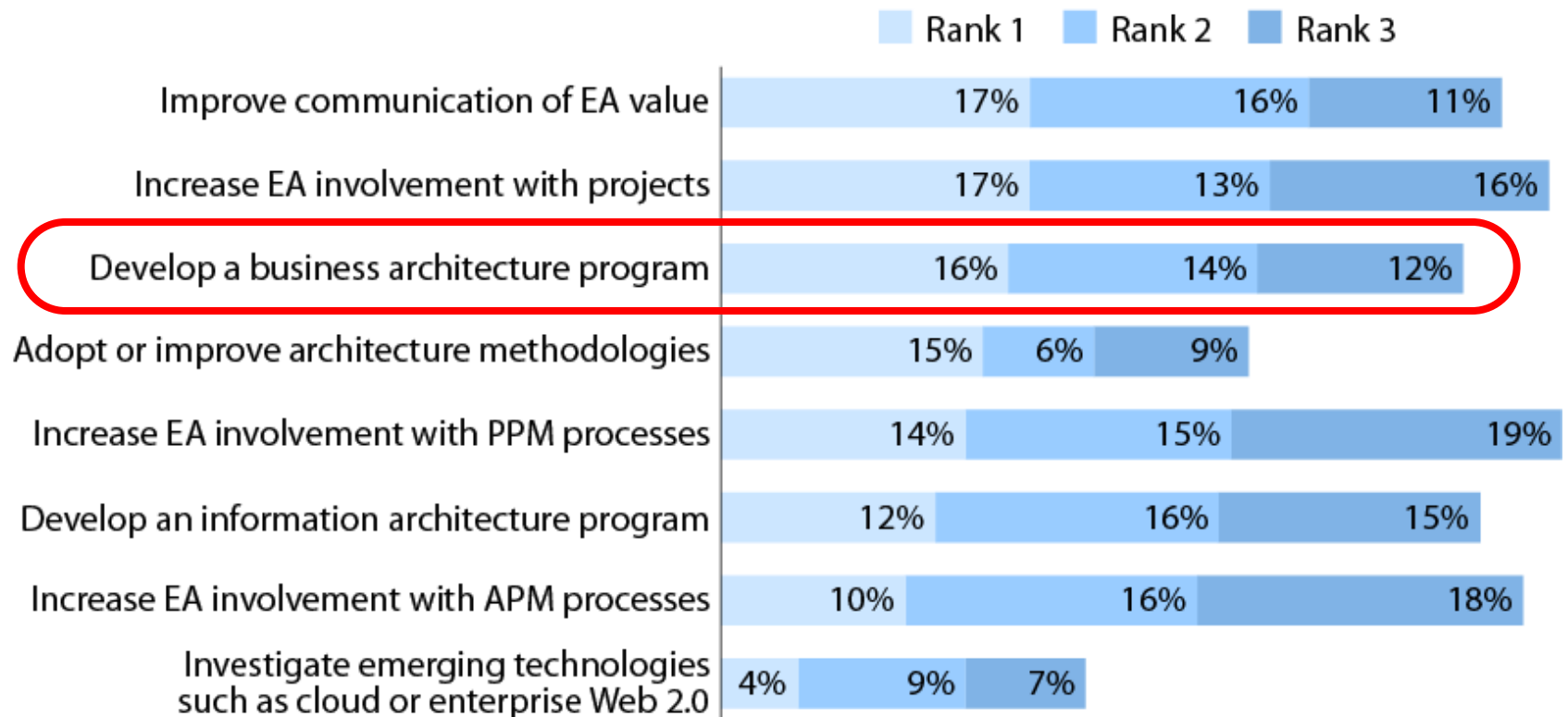
Base: 416 IT professionals familiar with EA

Source: September 2009 Global Annual State Of Enterprise Architecture Online Survey

December 2009 “**The State Of Enterprise Architecture 2010: Organization, Priorities, And Support**”

Top three initiatives EA programs are prioritizing for 2010

“Considering the structure and content of your EA program itself, please rank the following themes in terms of priority for your architecture program for the next year.”

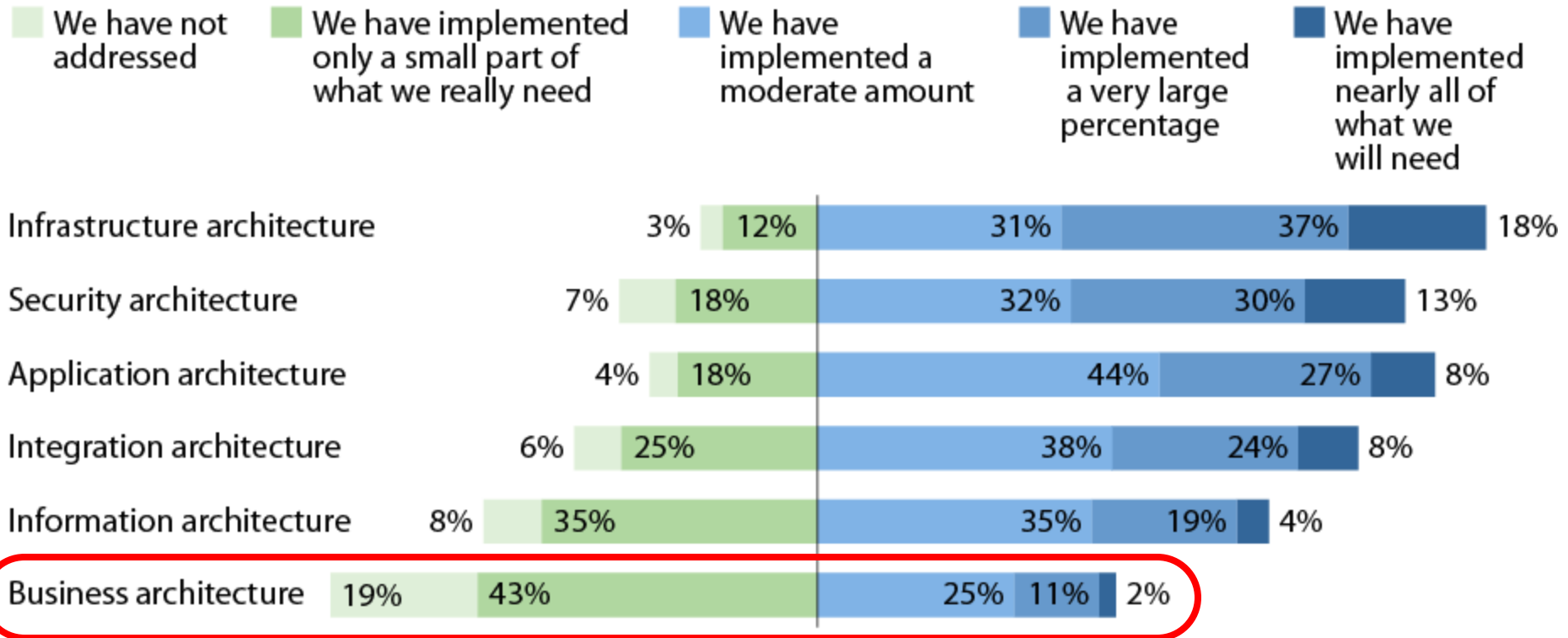


Base: 416 IT professionals familiar with EA

Source: September 2009 Global Annual State Of Enterprise Architecture Online Survey
December 2009 “**The State Of Enterprise Architecture 2010: Organization, Priorities, And Support**”

Business architecture opportunity is big

“What is the current state of these parts of the EA program?”



Base: 416 IT professionals familiar with EA
(percentages may not total 100 because of rounding)

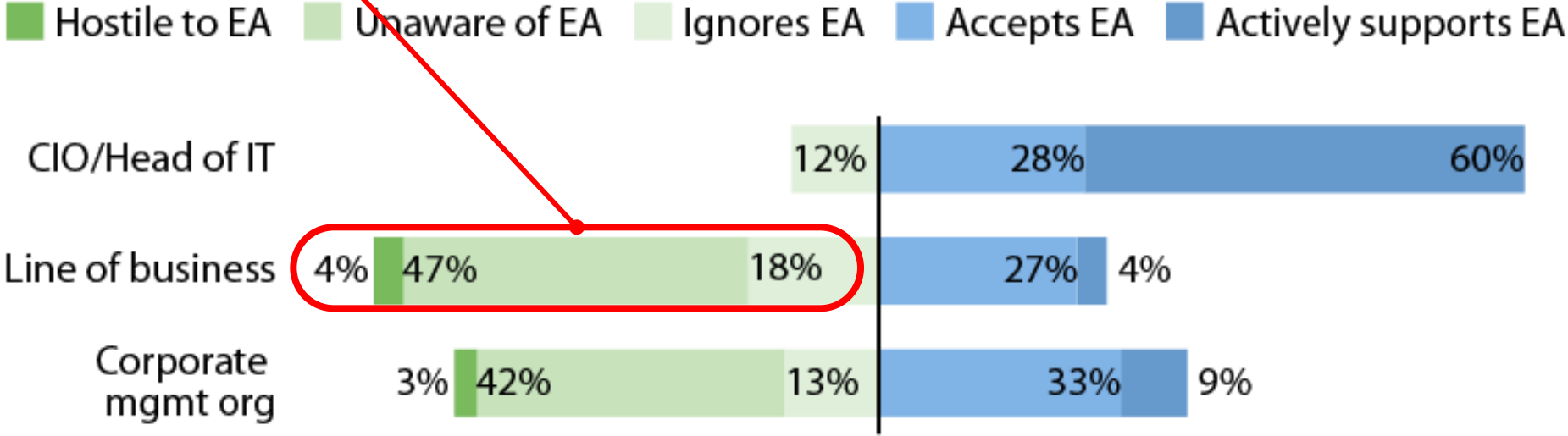
Source: September 2009 Global Annual State Of Enterprise Architecture Online Survey

December 2009 “**The State Of Enterprise Architecture 2010: Organization, Priorities, And Support**”

The correlation between business engagement and business architecture programs

“To what degree is EA supported by the following communities?”

Those who have not addressed business architecture



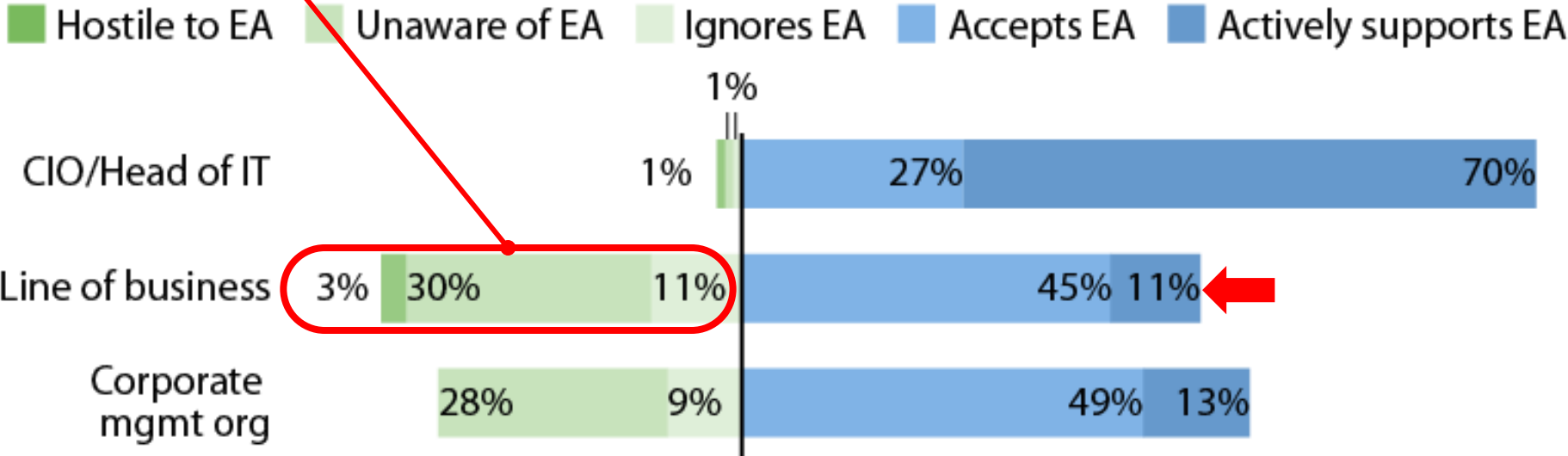
Base: 78 IT professionals who have not addressed business architecture

Source: September 2009 Global Annual State Of Enterprise Architecture Online Survey

The correlation between business engagement and business architecture programs

“To what degree is EA supported by the following communities?”

Those who have made progress with business architecture



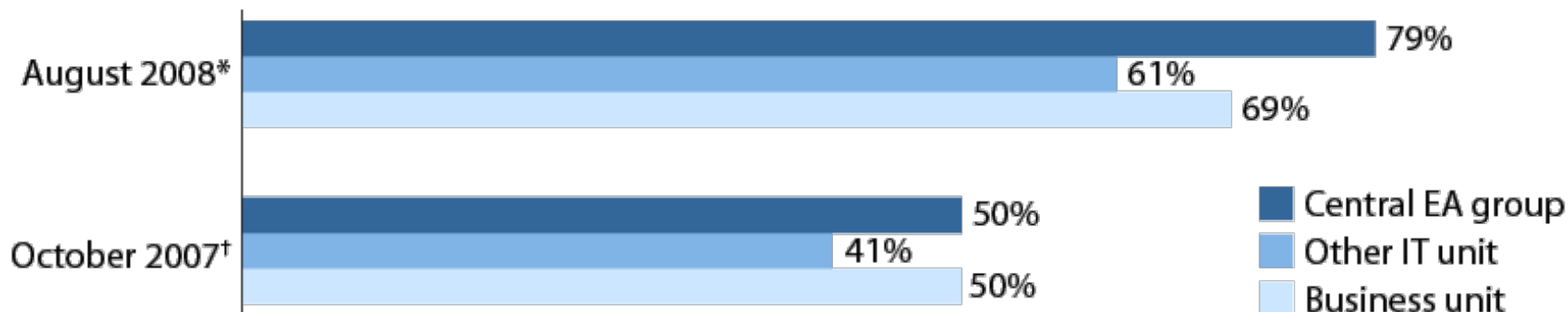
Base: 158 IT professionals who have made progress with business architecture

Source: September 2009 Global Annual State Of Enterprise Architecture Online Survey

Competition for business architecture leadership is expanding

36% percent of companies with business architects report having business architects in all three areas: EA, IT, and the business.

“Where are your business architects located?”



*Base: 168 companies with business architects

†Base: 126 companies with business architects
(multiple responses accepted.)

*Source: August 2008 Global Business Architecture Online Survey

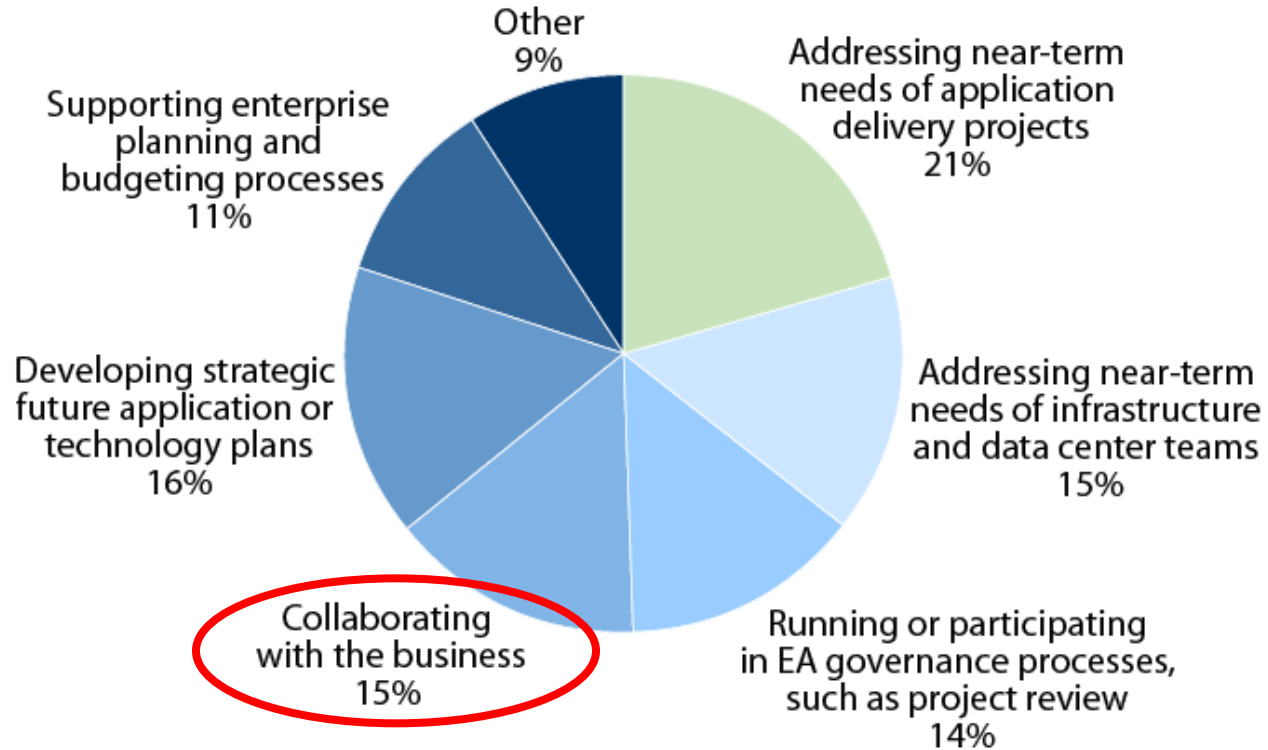
†Source: October 2007 US And UK Enterprise Architecture And Business Process Management Online Survey

Source: October 24, 2008, “The Up-And-Coming Business Architect”

Implications and impacts

EAs must spend more time with business staff

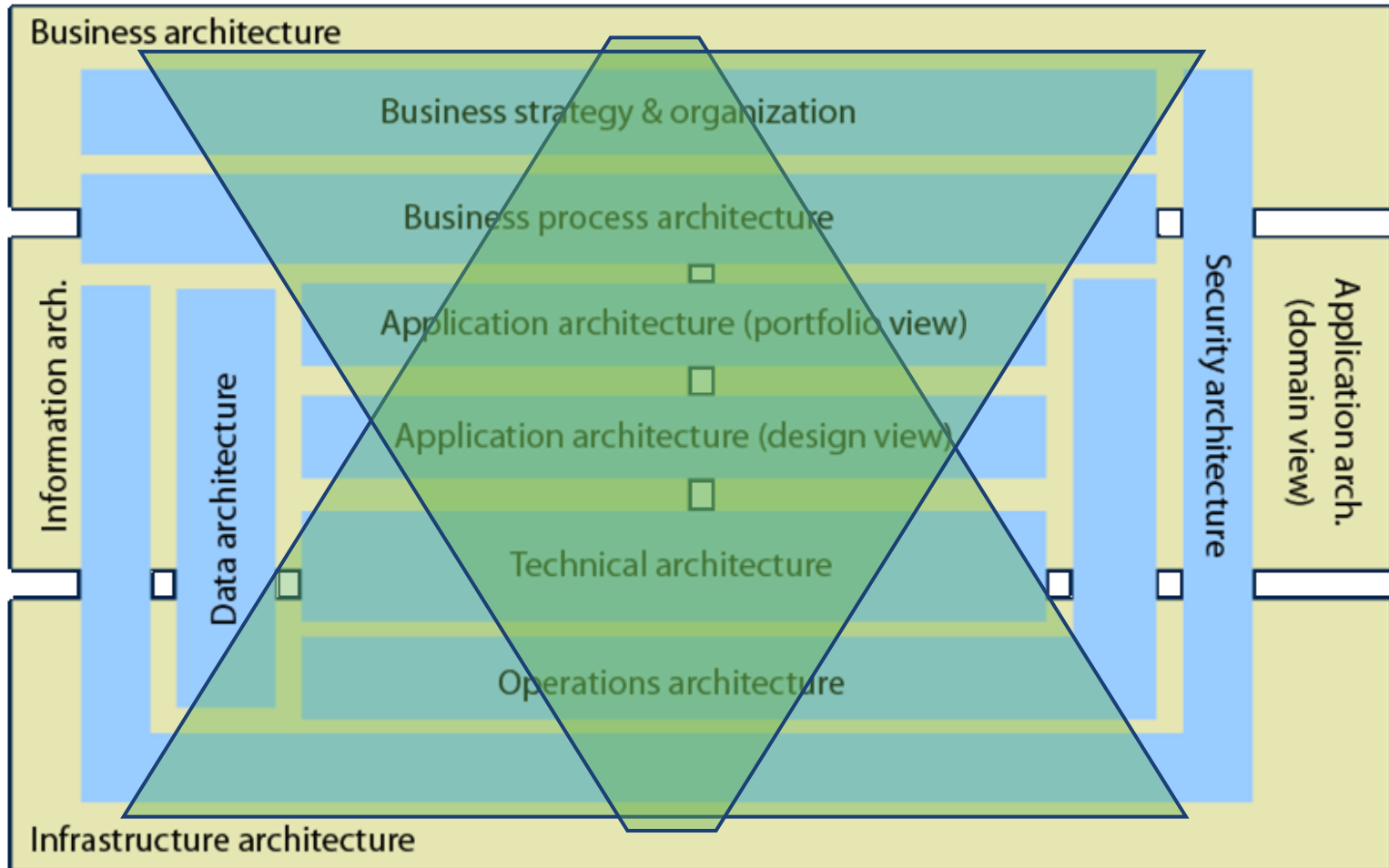
“Please indicate the percentage of time architects in the EA group spend on the following activities.”
(Percentages are the average indicated by respondents in each category)



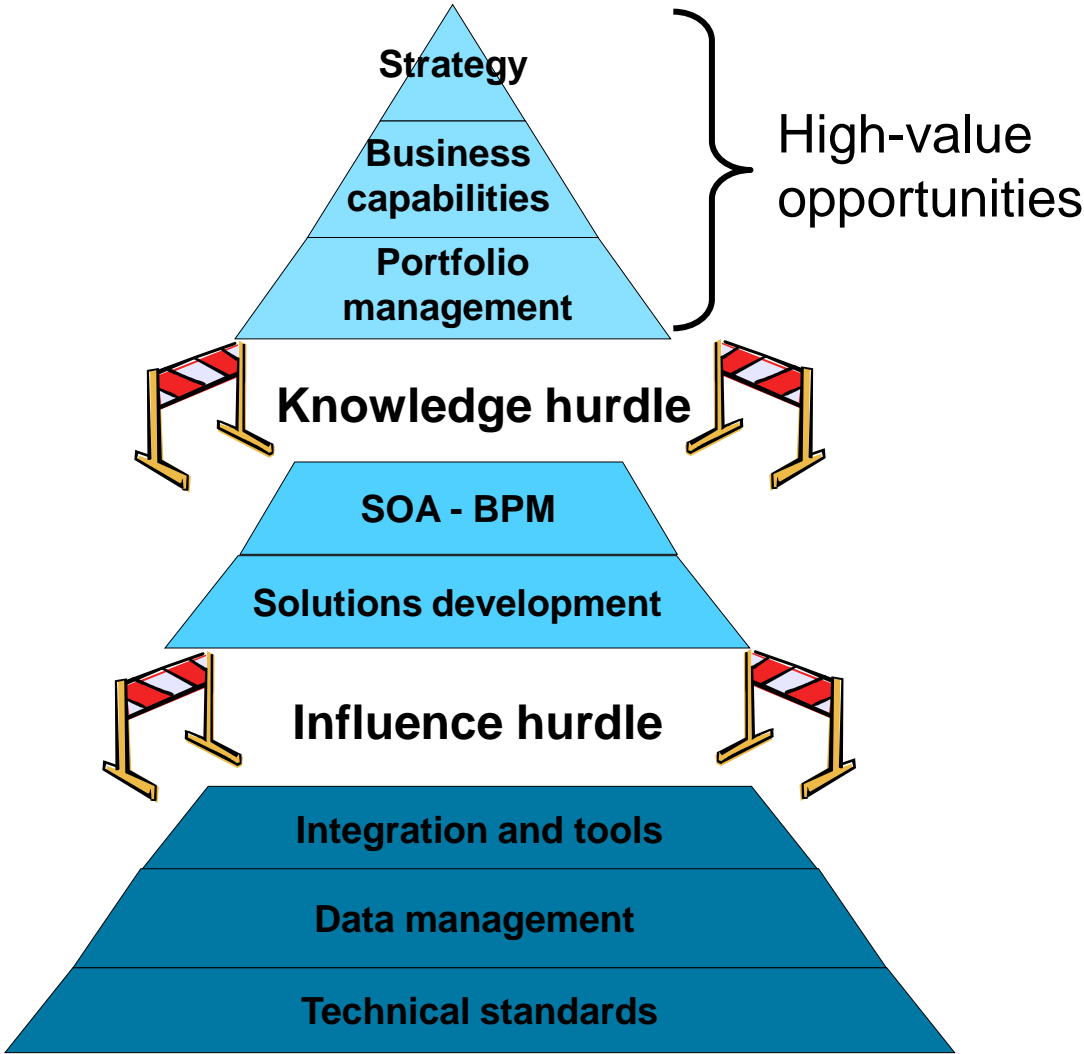
Base: 416 IT professionals familiar with EA

Source: September 2009 Global Annual State Of Enterprise Architecture Online Survey
December 2009 **“The State Of Enterprise Architecture 2010: Organization, Priorities, And Support”**

Less focus on technology – more focus on strategy



A shifting focus is creating a knowledge challenge



Master new skills

| Era: | Mastery | Efficiency | Effectiveness | Innovation |
|------------------|------------------|-------------------|----------------------|-------------------|
| Objective | Make things work | Do things right | Do the right things | Create value |
| Know | Technology | Process | Goals | Business |
| Skill | Problem solving | Design | Analysis | Leading |

1950 — 1960 — 1970 — 1980 — 1990 — 2000 — 2010



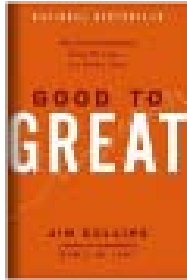
Business architecture best practices

Best practice #1 – Know who you want to be

Do you “really” want to be a business architect?



Best practice #2 - Acquire more business insight



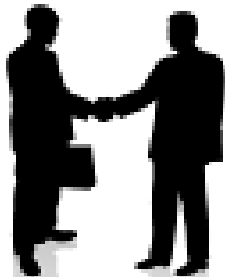
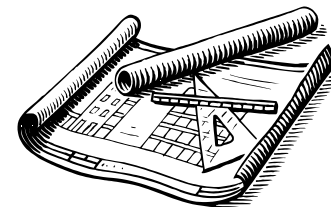
- Improve your business perspective — read!

- Find a business mentor.



- Create a consumer-focused EA practice.

- Create a business architecture for IT.

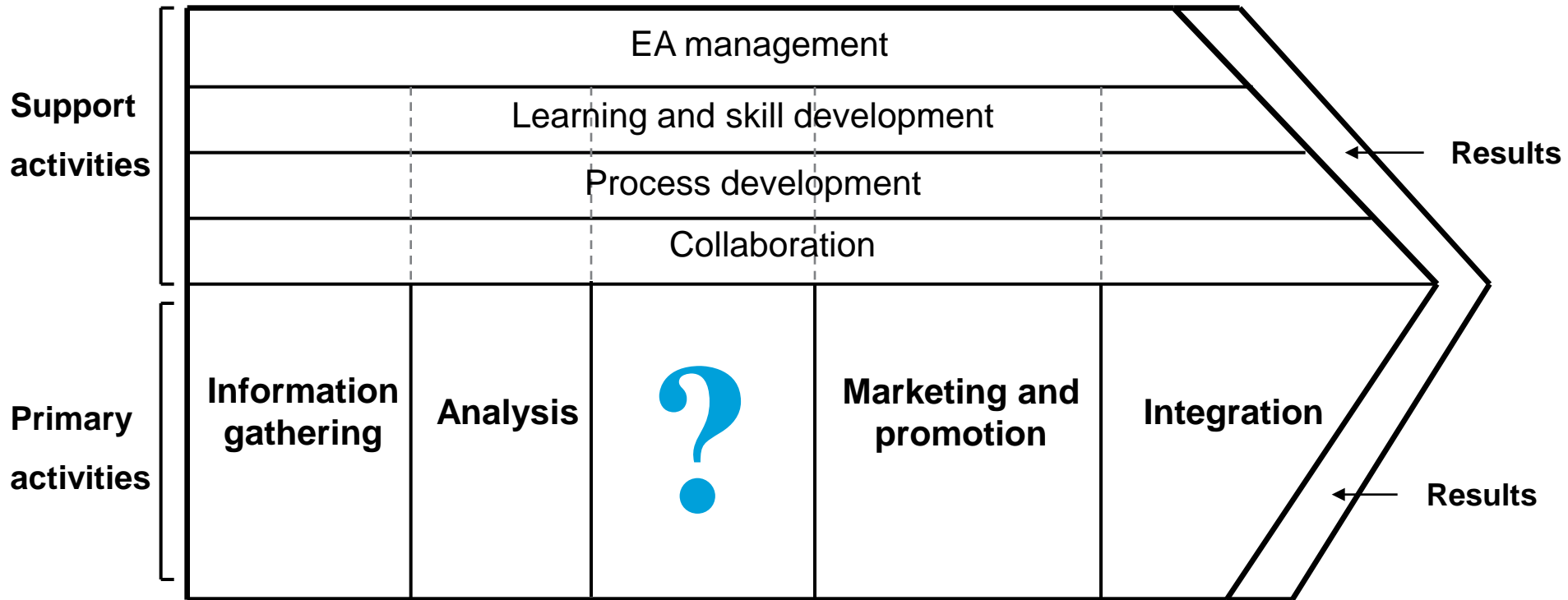


Best practice #3: know your BA goals

| Focus | | Goal | Typical stakeholders |
|-------|-------------------------|---|--|
| 7 | Business transformation | Create new business capabilities and/or leverage existing capabilities in new ways. | Senior executives and business strategists |
| 6 | Business effectiveness | Improve business' capability to serve its customers. | COO and line-of-business executives |
| 5 | Business efficiency | Achieve process improvement and reduced function overlap. | COO and business managers |
| 4 | Business-IT alignment | Improve goal, strategy, investment, and resource alignment between IT and business units. | CIO and business executives |
| 3 | IT effectiveness | Improve IT's core capabilities to serve the business needs. | CIO and IT executives |
| 2 | IT efficiency | Improve IT's cost performance through process improvement and technology standards. | IT managers |
| 1 | EA effectiveness | Improve EA performance though better understanding of business and IT goals and strategies. | Enterprise architects |

Best practice #4: know how you create value

An EA value chain



Best practice #5 - Just do it!



Stephen Spielberg
First film industry job – unpaid intern



J. K. Rowling
Author – Harry Potter series

Jay Leno
First job - car washer



Thank you

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