

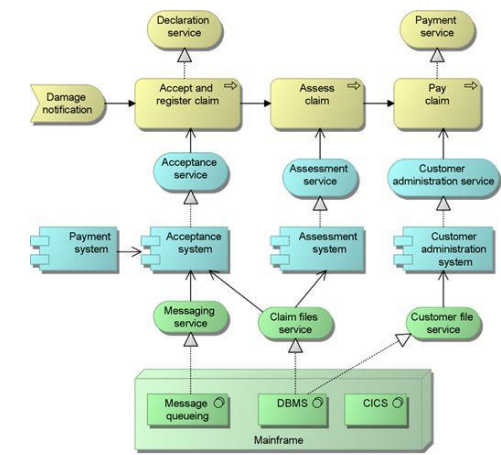
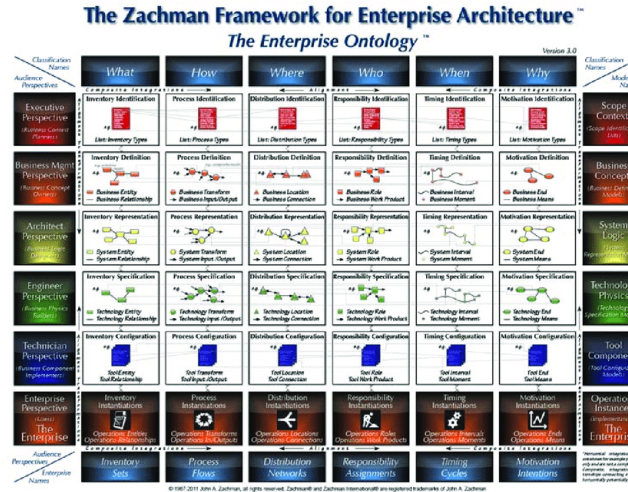
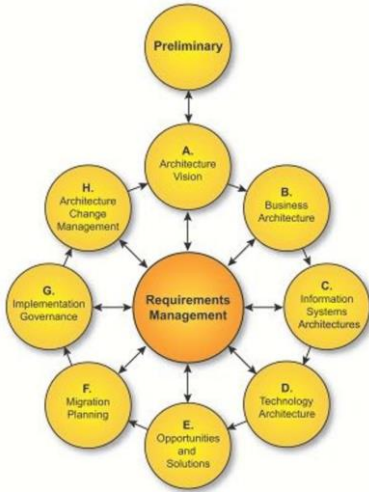
# ENTERPRISE ARCHITECTURE: MYTHS AND REALITY

Svyatoslav Kotusev  
*Enterprise Architecture Researcher*

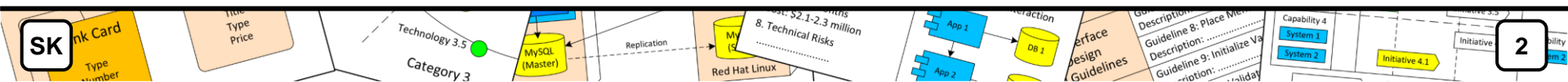
© Svyatoslav Kotusev 2023. All rights reserved.  
Visit <http://kotusev.com> for more information.

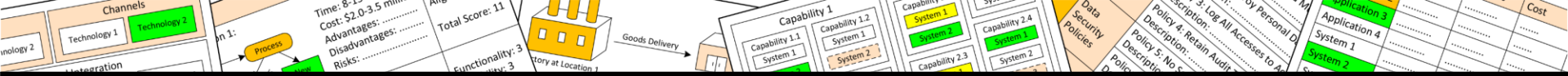
# Enterprise Architecture Is Full of Myths

Googling for “enterprise architecture” will yield mostly TOGAF, Zachman, ArchiMate and other weird concepts



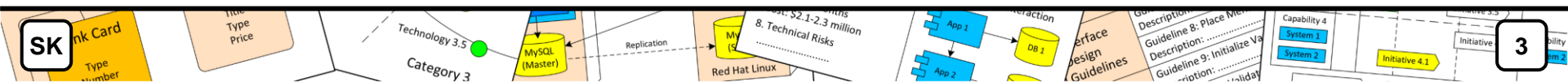
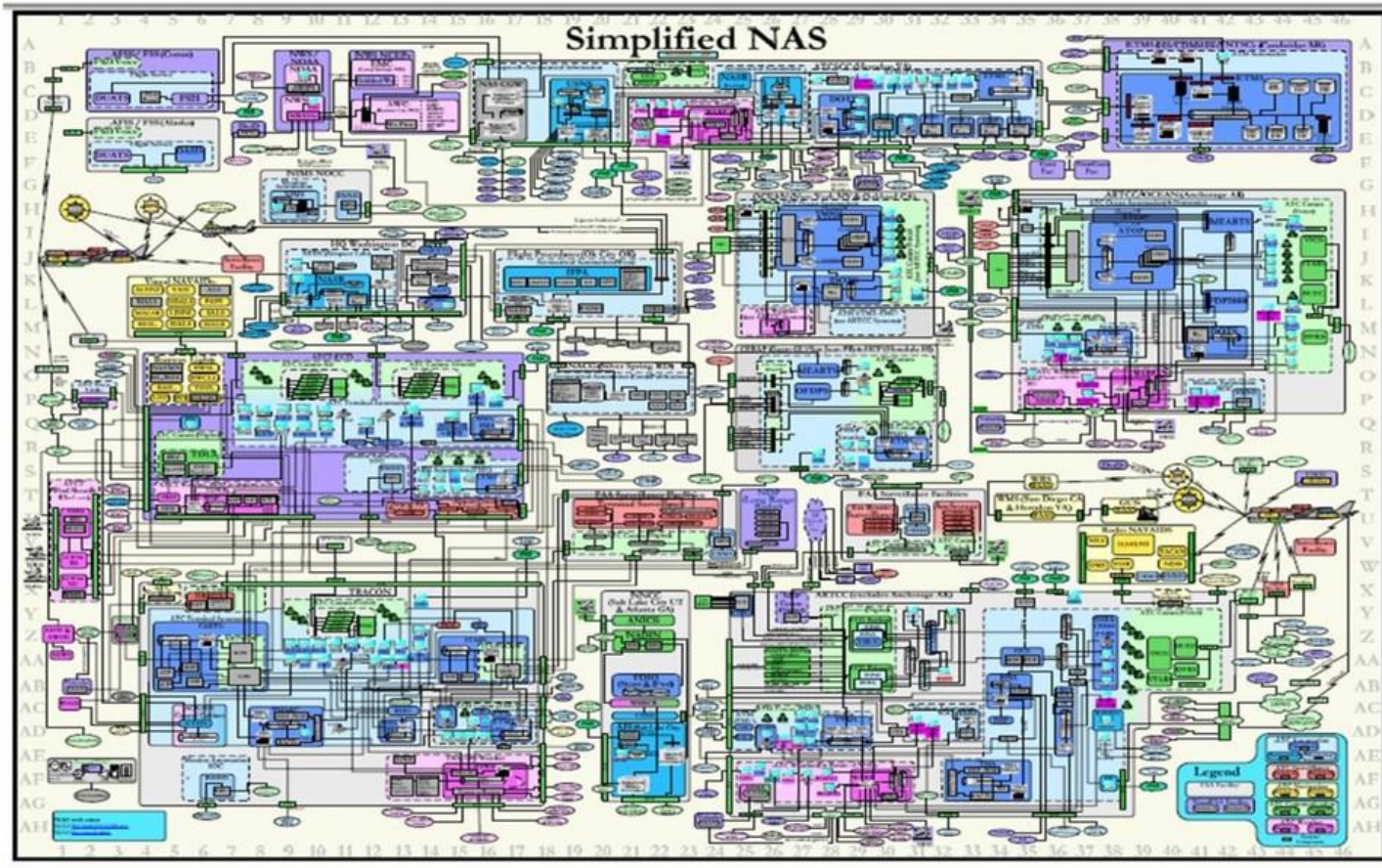
In reality, enterprise architecture practices have nothing to do with these concepts





# Myth 1: EA Is a Comprehensive Plan

Overarching master plan of business and IT

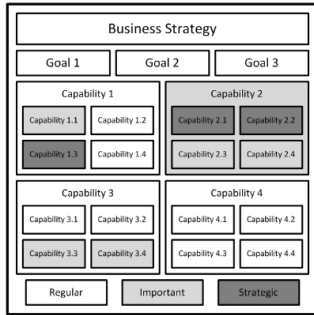


# Reality 1: EA Is a Set of Documents

## Principles

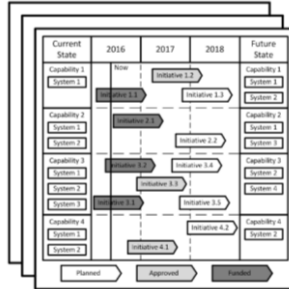
<p><b>Principle 1: Standardized Business Processes</b></p> <p>Statement: .....</p> <p>Rationale: .....</p> <p>Implications: .....</p>
<p><b>Principle 2: Single Customer View</b></p> <p>Statement: .....</p> <p>Rationale: .....</p> <p>Implications: .....</p>
<p><b>Principle 3: Business Continuity</b></p> <p>Statement: .....</p> <p>Rationale: .....</p> <p>Implications: .....</p>

## Business Capability Map

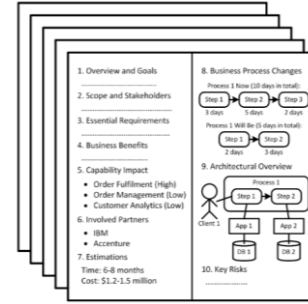


Different documents for different decisions for different people at different levels

## Investment Roadmaps

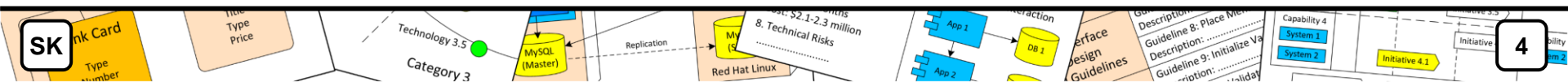
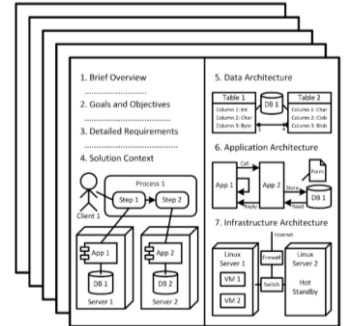


## Solution Overviews



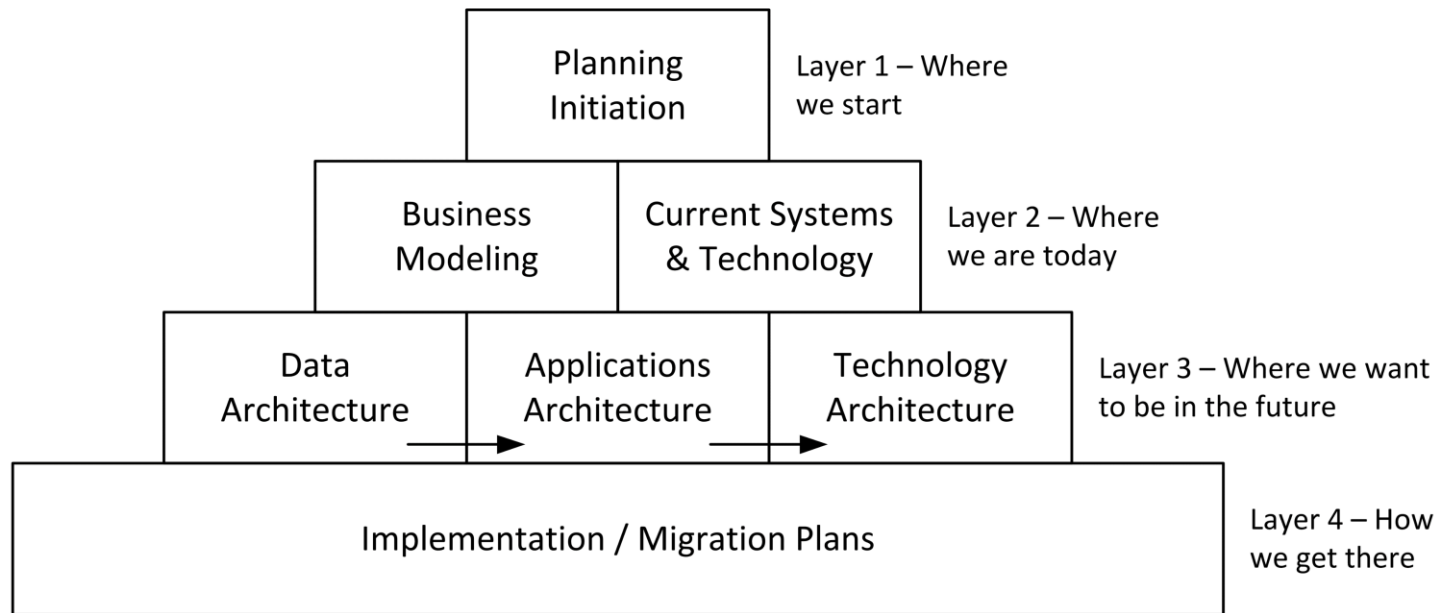
No comprehensive master plans

## Solution Designs

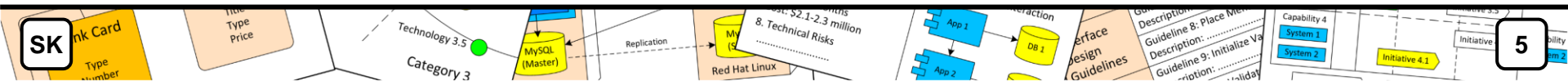


# Myth 2: EA Is a Planning Project

Enterprise architecture is a finite, step-wise planning project

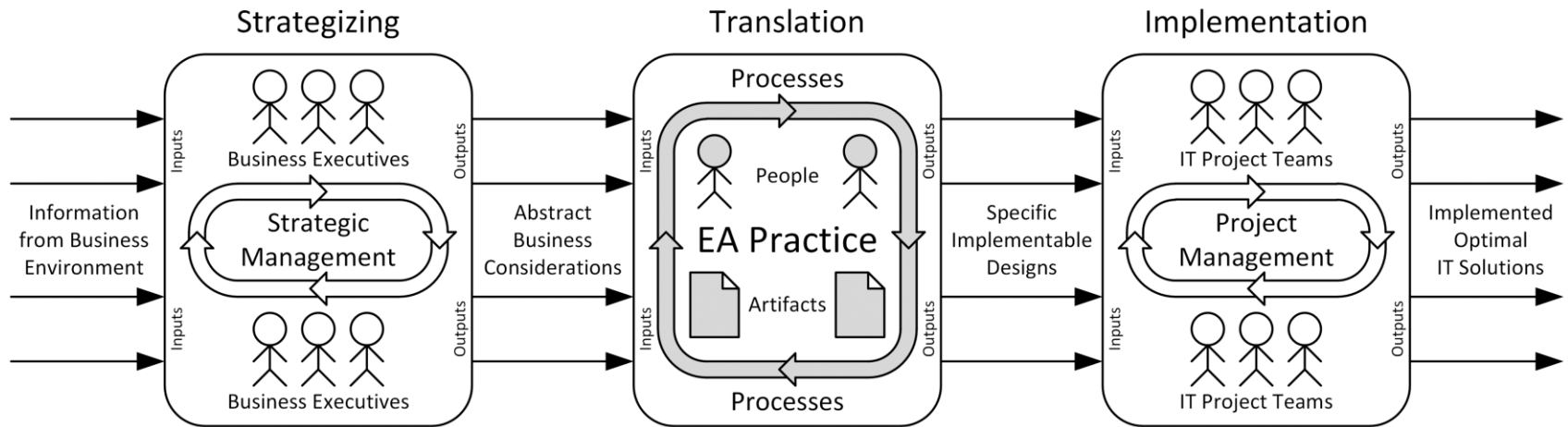


A plan is created and then implemented



# Reality 2: EA Is a Continuous Practice

Enterprise architecture is a continuous practice of translating business drivers into IT projects



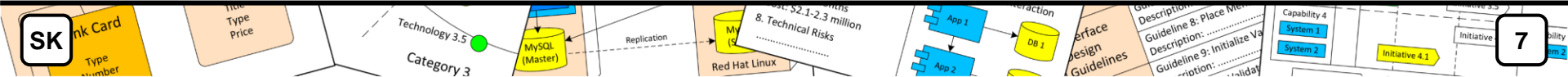
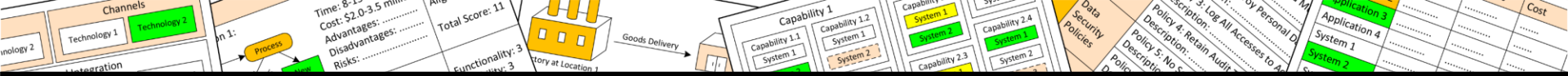
Plans are continually adjusted based on changing circumstances

# Myth 3: EA Is the Work of Architects

The architect designs the landscape

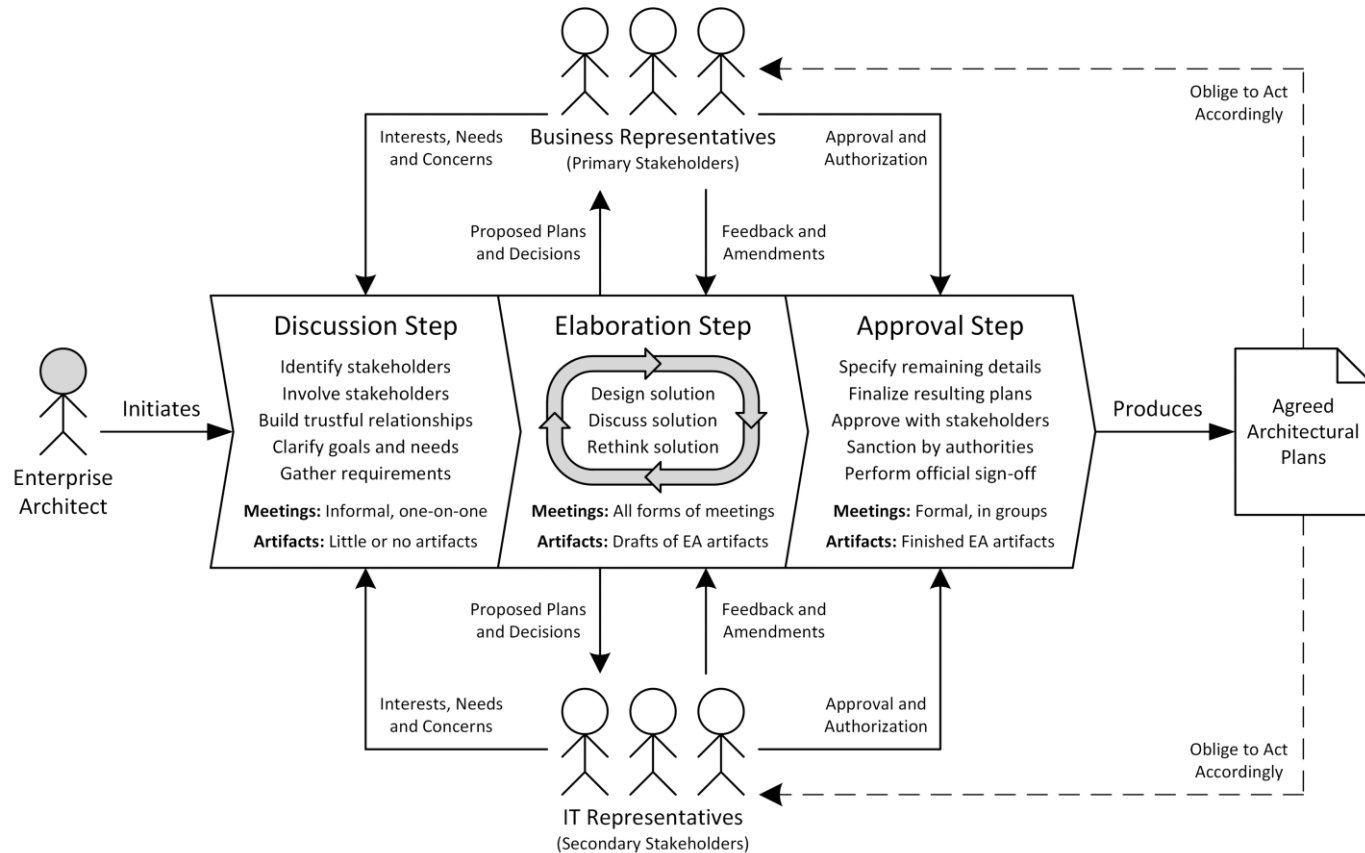
The architect knows how things should be

The architect is the smartest guy around here



# Reality 3: EA Is a Collective Work

Architectural planning is always a cooperative exercise

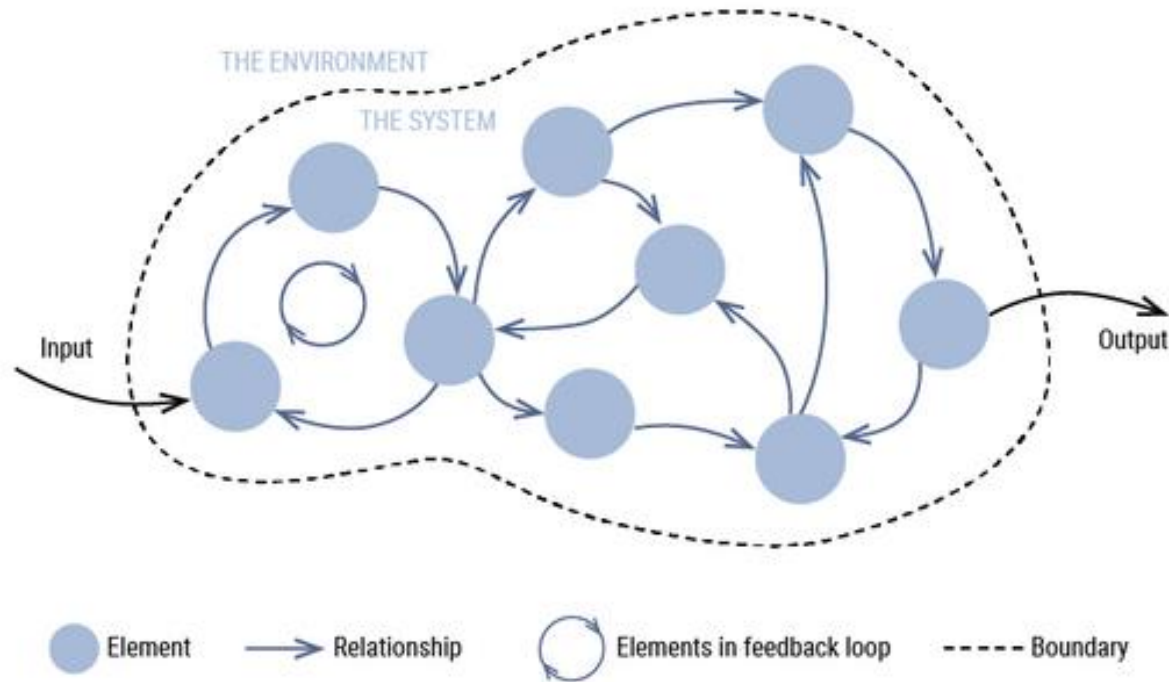




# Myth 4: EA Is About Systems Thinking

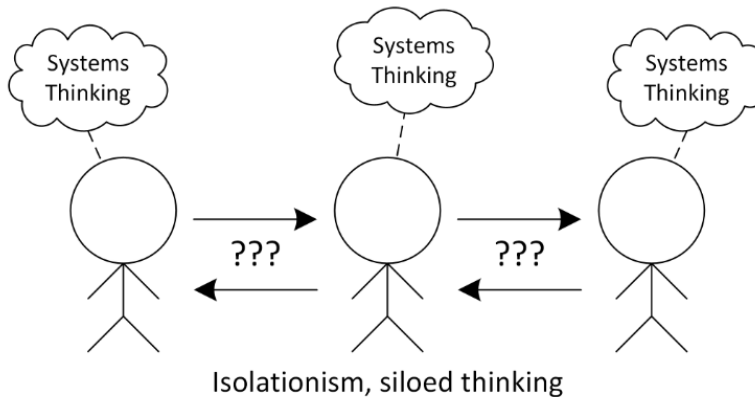
## Systems Thinking:

“The whole is greater than the sum of the parts”

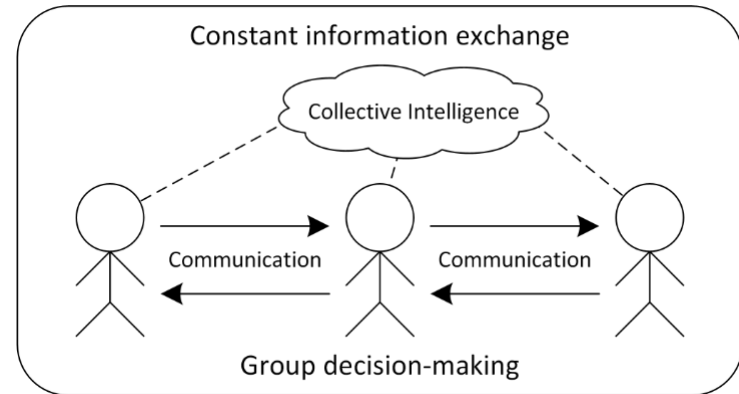


# Reality 4: EA Is About Communication

Any individual thinking is fruitless as it does not lead to organizational action



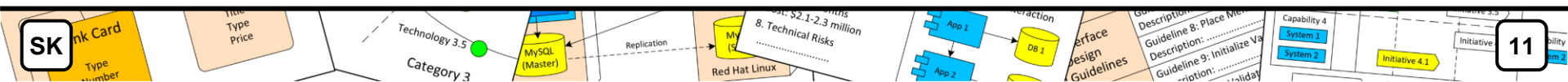
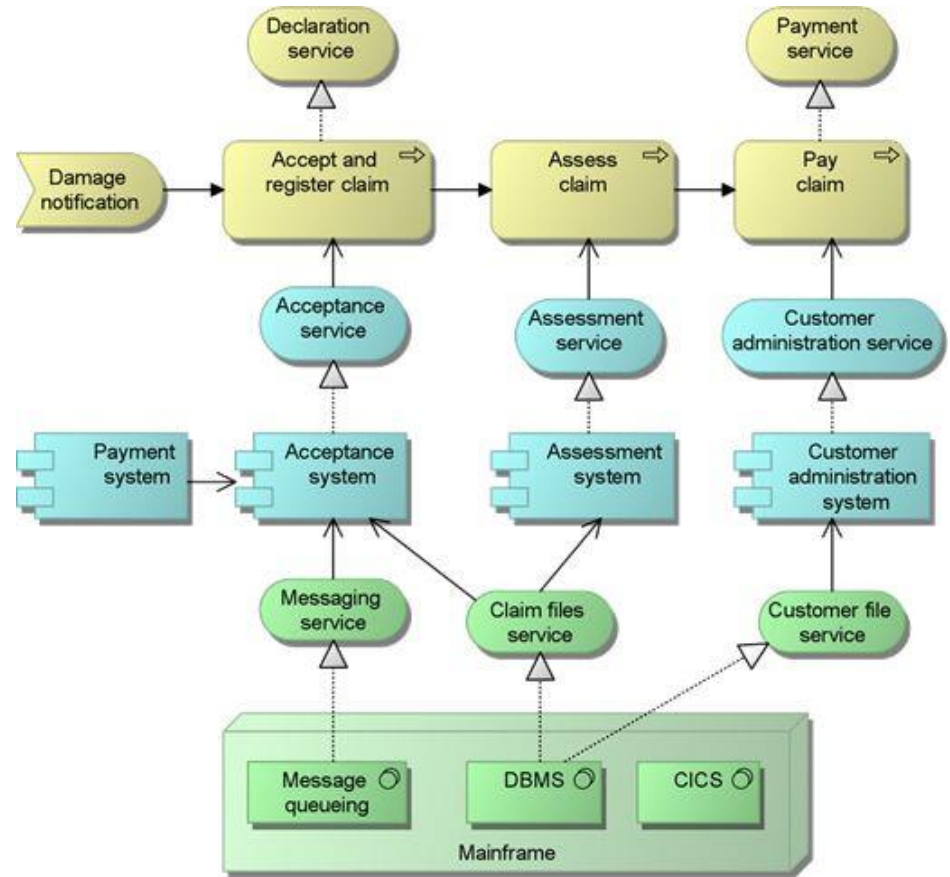
Organizational action requires collective decision-making based on communication



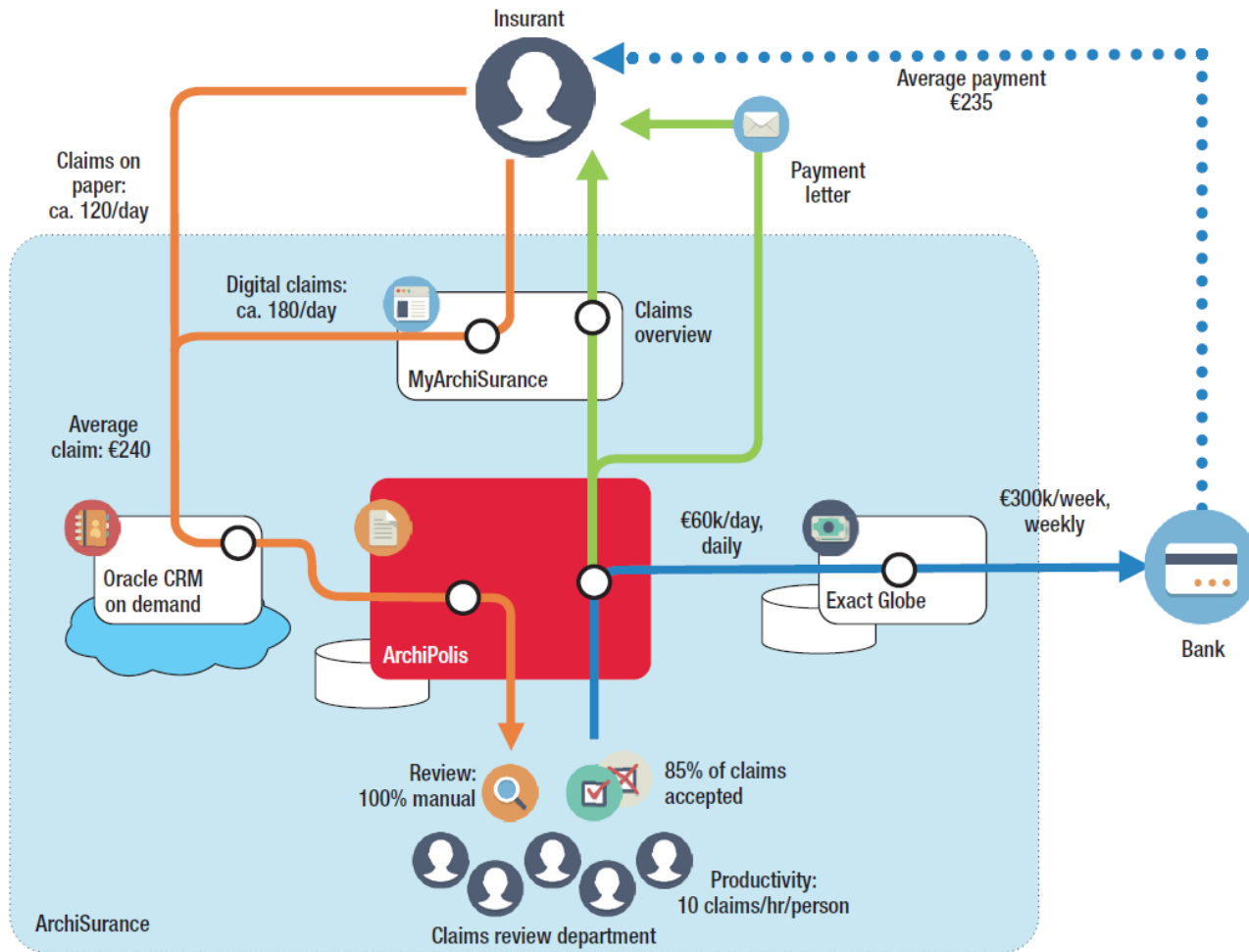
# Myth 5: EA Is About Proper Modeling

Correct modeling  
is essential

ArchiMate is the  
right language



# Reality 5: EA Is About Intuitive Pictures

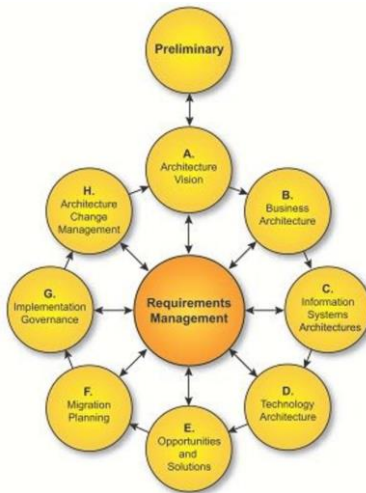


No formal models in ArchiMate

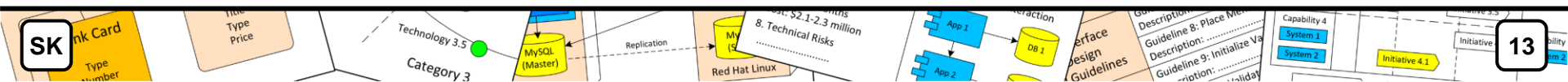
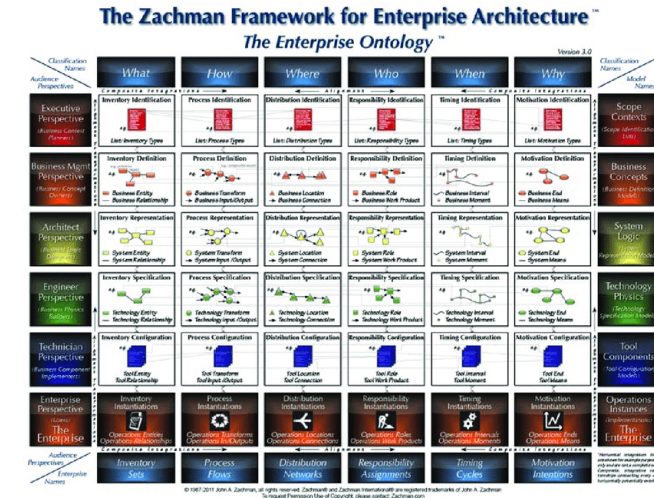
Simple diagrams work better

# Myth 6: EA Is About EA Frameworks

Zachman provides the structure



TOGAF provides the process



# Reality 6: EA Frameworks Are Fads

In summary, the majority of our respondents use an EA management approach, which is individually developed, sometimes based on inputs gathered from existing frameworks. Reasons for the development of enterprise-specific EA management approaches are according to our respondents the individual way of thinking, which exists in most enterprises. Furthermore, the frameworks appear theoretical and impossible to implement.

- Emerged “out of the blue”
- Products of marketing
- No practical examples
- Do not resemble reality
- Represent worst practice

(Buckl, S., Ernst, A. M., Lankes, J., Matthes, F. and Schweda, C. M. (2009) “State of the Art in Enterprise Architecture Management”, Munich, Germany: Software Engineering for Business Information Systems (SEBIS), Technical University of Munich)

(Gaver, S. B. (2010) “Why Doesn't the Federal Enterprise Architecture Work?”, McLean, VA: Technology Matters)

Finally, this research culminated in a completely unexpected and unsettling conclusion: Enterprise Architecture within the federal government hasn't been working, and far more often than not hasn't delivered useful results. Moreover, significant parts of the federal EA program have been complete and utter failures.

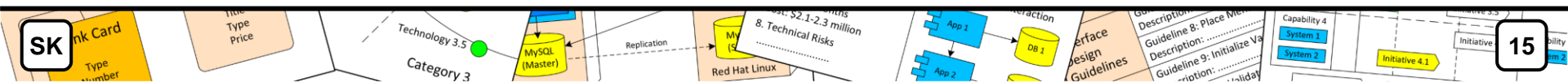
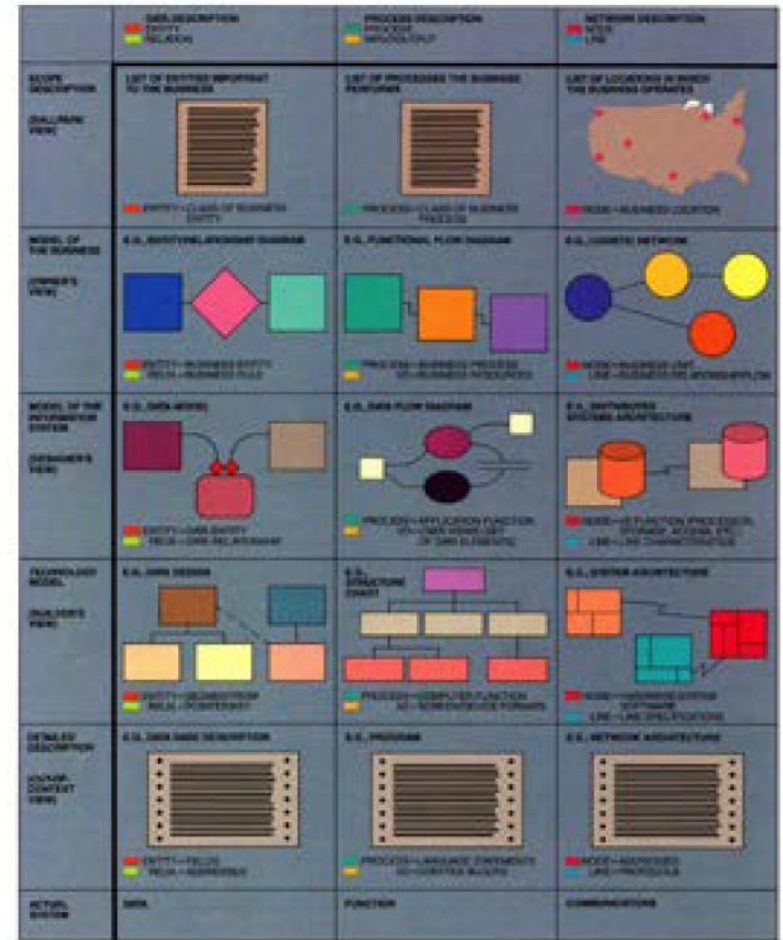
(GAO (2013) “DOD Business Systems Modernization: Further Actions Needed to Address Challenges and Improve Accountability” (#GAO-13-557), Washington, DC: Government Accountability Office)

Act's requirements	Status of DOD actions
Develop a business enterprise architecture	DOD continues to develop content for its business enterprise architecture, such as business rules, and is proceeding with efforts to extend the architecture to its components. However, even though DOD has spent more than 10 years and at least \$379 million on its business enterprise architecture, its ability to use the architecture to guide and constrain investments has been limited by, among other things, the lack of a detailed plan.
Develop an enterprise	The department's latest version of its transition plan included data on

# Myth 7: EA Was Invented by Zachman

Enterprise architecture was invented by John Zachman in 1987

The Zachman Framework provided the foundation for the EA discipline

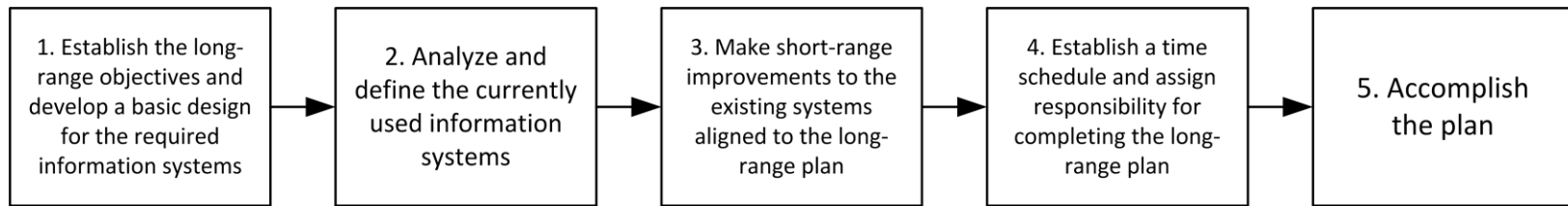


# Reality 7: EA Is As Old As IT Itself

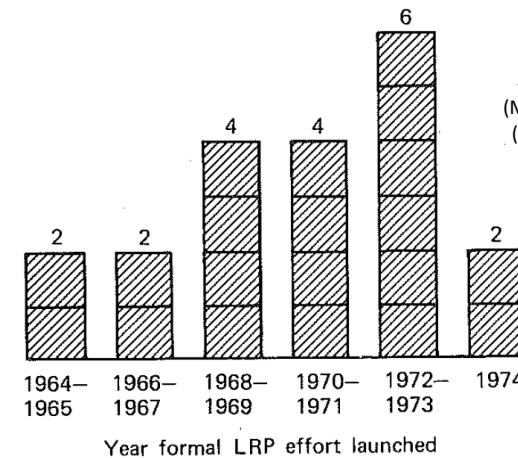
- 1951:
  - “Maestro of Technology” in LEO = Enterprise Architect
- 1962:
  - “Master Plan for Information Systems” in HBR

(Mason, R. O. (2004) “The Legacy of LEO: Lessons Learned from an English Tea and Cake Company’s Pioneering Efforts in Information Systems”, Journal of the Association for Information Systems, Vol. 5, No. 5, pp. 183-219)

(Evans, M. K. and Hague, L. R. (1962) “Master Plan for Information Systems”, Harvard Business Review, Vol. 40, No. 1, pp. 92-103)



- 1960s:
  - First architecture functions



(McLean, E. R. and Soden, J. V. (1977) Strategic Planning for MIS, New York, NY: Wiley)





# My Research in Enterprise Architecture

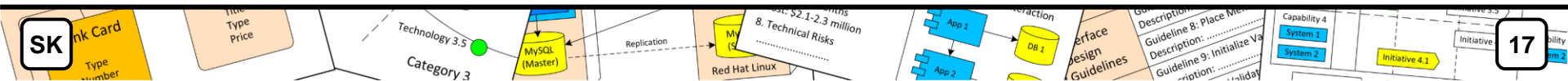
---

## ■ Research Process:

- Conducted since 2013
- More than 3000 publications
- More than 200 interviews
- More than 50 companies
- Various aspects of EA practices

## ■ Research Outcomes:

- Book “The Practice of Enterprise Architecture”
- More than 50 articles
- Other helpful materials

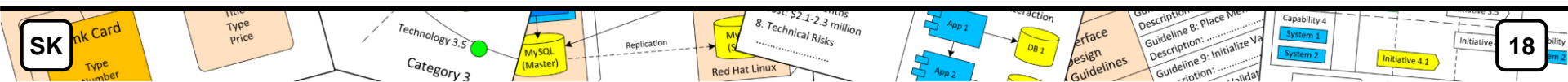
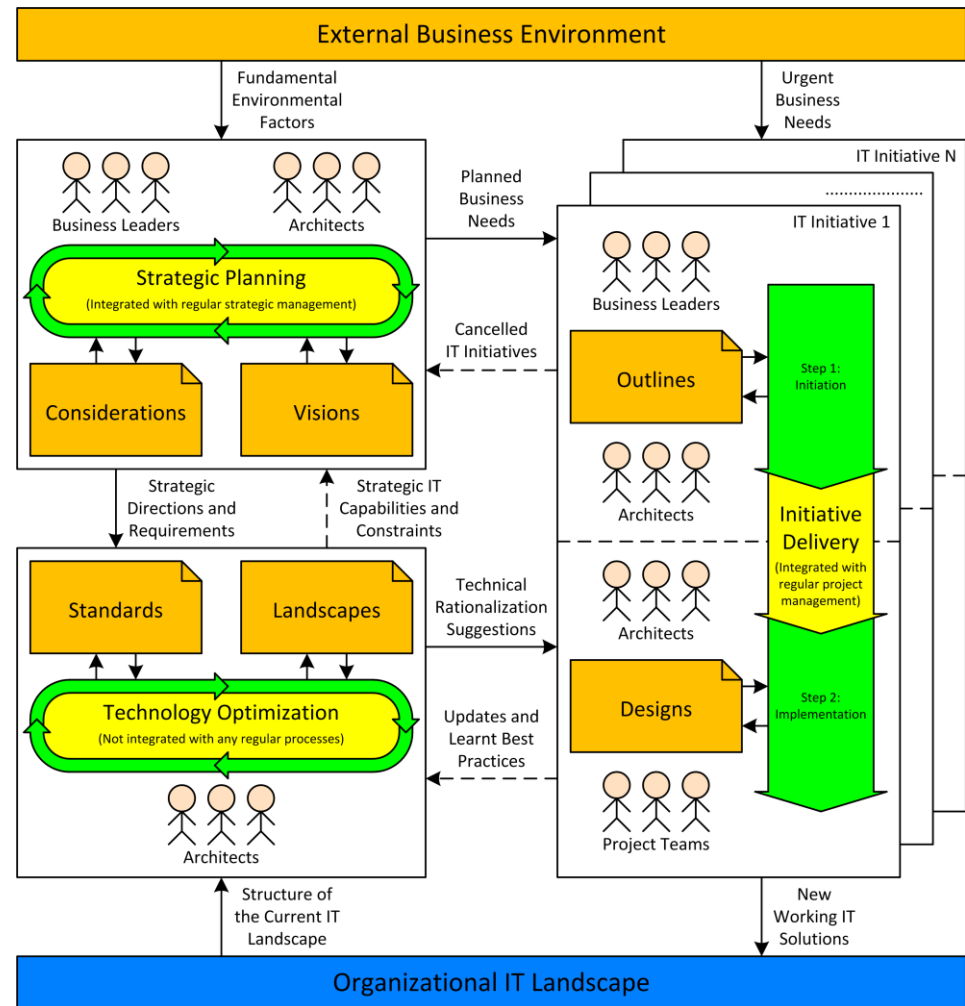


# What EA Practices Look Like?

Three high-level processes

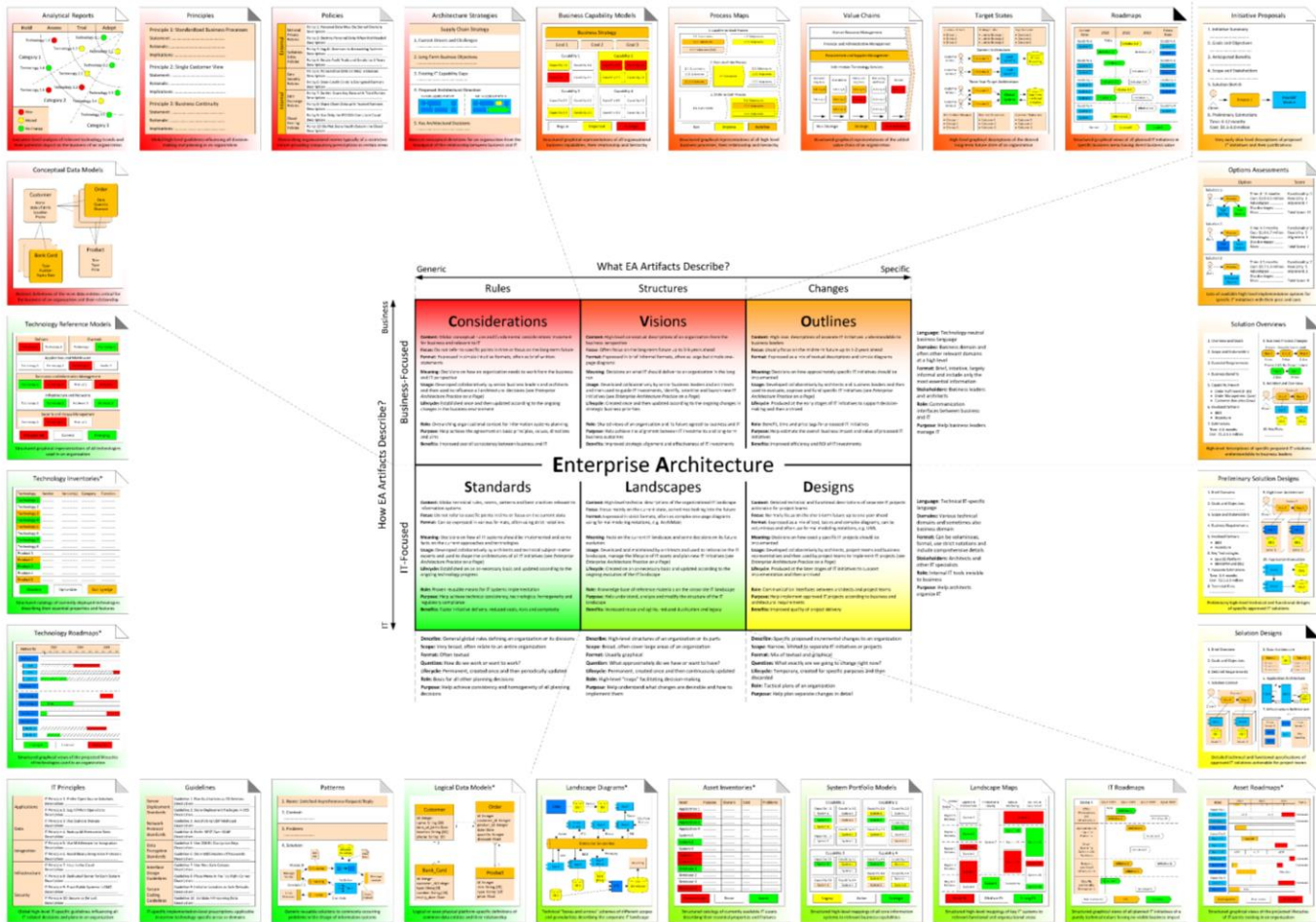
Three key groups of actors

Six general types of EA artifacts



# What EA Artifacts Are Used?

## Enterprise Architecture on a Page

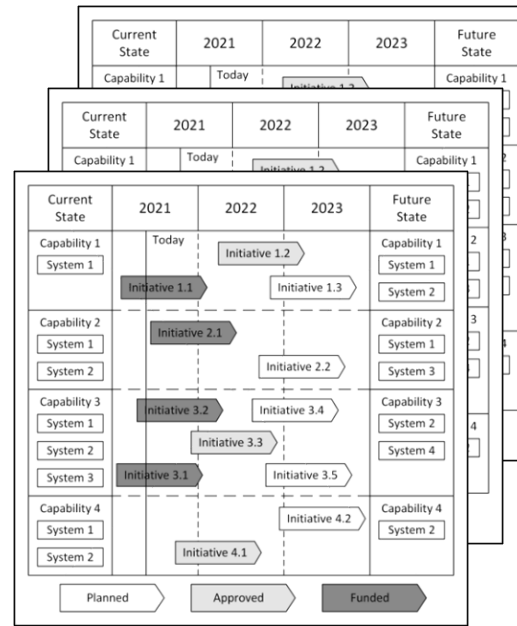


# Enterprise Architecture at Work

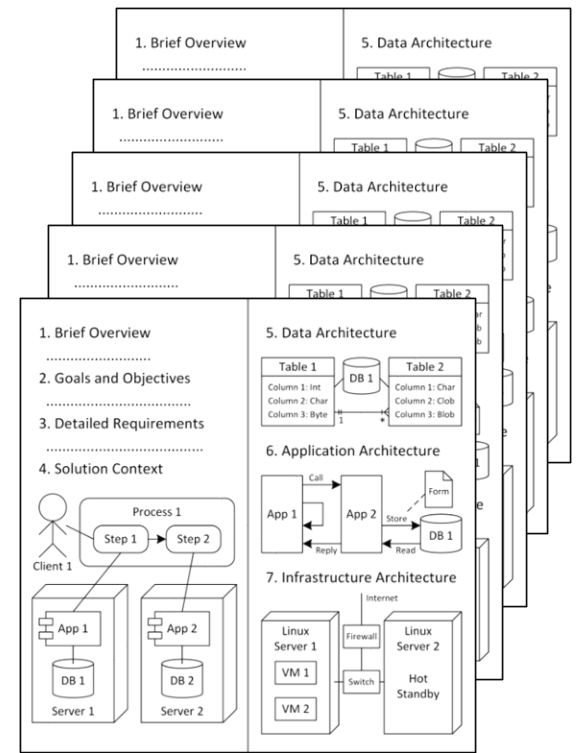
## Business Capability Model



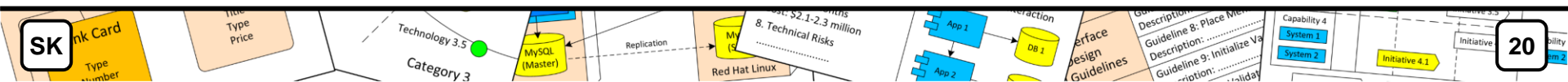
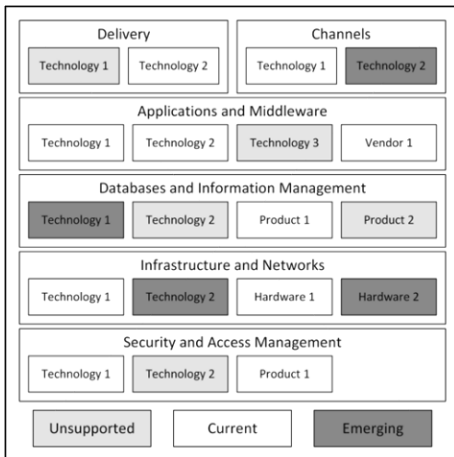
## IT Investment Roadmaps



## Detailed Solution Designs



## Technology Reference Model



# QUESTIONS?

Svyatoslav Kotusev  
Enterprise Architecture Researcher

© Svyatoslav Kotusev 2023. All rights reserved.  
Visit <http://kotusev.com> for more information.