Stage Planning a Business-Outcome-Driven Enterprise Architecture

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Enterprise architecture and technology innovation leaders recognize the need to focus on business outcomes but lack a structured approach to guide both project and digital product execution. Creating a stage plan will provide the structure to guide, mature and build a world-class EA capability.

Key Challenges

■ Enterprise architects are required to develop the enterprise architecture (EA) by targeting a limited set of business outcomes for each iteration to ensure a focused and pragmatic approach to EA.

■ Enterprise architects are challenged to clearly frame the deliverables that are linked to the target business outcomes to guide and focus EA development.

■ EA development planning must concentrate exclusively on the deliverables required to address the target business outcomes.

Recommendations

EA and technology innovation leaders responsible for enterprise architecture must:

■ Develop EA by adopting a pragmatic business-outcome-driven approach to ensure pragmatic execution that is focused on business priorities.

■ Streamline EA deliverables by ensuring they are linked to business outcomes and stakeholder issues to ensure orphaned deliverables are not developed.

■ Create a stage plan to develop the EA in cycles by detailing the tasks and dependencies for the deliverables in each iteration.

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Introduction

Enterprise architecture (EA) is a journey, not a destination. Each stage of the journey must be planned pragmatically and focused on a limited set of target business outcomes. Increasingly,
organizations are focusing on addressing digital business transformation and optimization opportunities, balancing the need to innovate while simultaneously renovating the core of the IT estate, and integrating with partners in the business ecosystem.

The shift from project to product is underway at many organizations, and enterprise architects need to serve the needs of both in a flexible, agile manner. The challenges enterprise architects face are to select a target set of business outcomes to focus on and to effectively plan the next stage in the journey. Many EA teams leverage EA frameworks, but generic frameworks describe a broad view of all the change that is required for a theoretically ideal EA. The challenge is that adopting and executing a broad EA framework approach is almost always too large and complex a task, and never gets completed. For guidance on integrating the stage plan structure with specific EA frameworks, see Note 1.

To be successful, enterprise architects must recognize that EA will develop in a series of iterations — each one focused on building the subset of the framework that addresses a specific set of target business outcomes. Gartner introduced the concept of business-outcome-driven EA in 2012. Since then, it has been broadly accepted by EA practitioners (see Figure 1).

Figure 1. EA Has Emerged From the Trough of Disillusionment and Evolved

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The Evolution of Business-Outcome-Driven EA

- **2002**: TOGAF 8 Enterprise Edition
- **2012**: Business-Outcome-Driven EA
- **2015**: Bimodal EA
- **2016**: EA as an Internal Management Consultancy

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DoD = Department of Defense
Source: Gartner (May 2019)
ID: 385425
In this research, we provide practical advice and detailed steps on how to mature an organization’s EA program by shifting from a framework- and process-centric EA to a business-outcome-driven EA approach that focuses on both project and product.

Analysis

Execute a Business-Outcome-Driven EA

Organizations can increase the business value and impact of their EA efforts by developing a stage plan that is focused on delivering targeted business outcomes (see Figure 2).

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-term or long-term time frame. Business outcomes may be focused on growing revenue, optimizing costs and/or mitigating risk.

To be successful, enterprise architects must collaborate with business leaders and product managers/owners to select the highest-impact outcomes that the organization seeks to address to drive business direction and strategy (see “Use EA to Ensure Your Agile Development Succeeds” and “From Project to Product Management: The Role of EA Governance and Assurance in Agile Development”). The best way to ensure that a business outcome is targeted to meet business leaders’ and product owners’ needs is by mapping it to the critical strategic questions that senior executives are asking.

The goal of focusing EA on disruptions and targeted business outcomes first is to:

- Link all EA and IT efforts to business direction and strategy.
- Focus EA efforts on delivering stakeholder value on an ongoing and consistent basis.
- Simplify EA development and execution.
The focus on targeted business outcomes shifts the EA value proposition and thinking away from “what enterprise architects do” and moves it toward “how enterprise architects enable and drive business change.” This enables enterprise architects to take a pragmatic approach to developing EA.

Enterprise architects act as internal management consultants to analyze using methods (such as the capability model, value network model, customer journey map and ecosystem model) to understand the changes required to achieve the target business outcomes and propose initiatives to realize them (see “Predicts 2019: Enterprise Architecture Evolves Into an Internal Management Consultancy”). Once a stage plan is created with a defined focus on targeted business outcomes, the EA team can work on effectively executing the stage plan through the EA delivery cycle, which ultimately focuses on organizational investment in both projects and products (see Figure 3).
Stage Planning: Focus on Target, Frame and Plan

Thinking in terms of stage planning guides EA practitioners through the following practical steps:

**Target:** Clearly identify the highest-priority target business outcomes that EA efforts will address in the next iteration, based on understanding the disruptive opportunities and threats impacting your business and business strategy.

**Frame:** Streamline EA development and efforts to create only the most valuable deliverables that directly address the highest-priority business outcomes, and also address the questions and concerns of specific stakeholders.

**Plan:** Decompose the deliverables to identify the tasks, dependencies and resources required to create those deliverables.

Figure 3. EA Stage Planning

Develop EA Iteratively, Targeting a Limited Set of Business Outcomes for Each Iteration

EA practitioners must start with the end in mind — that is, by defining a set of target business outcomes to address and streamlining an EA effort. Business outcomes can be targeted by identifying the most critical business disruptions and opportunities to address. These may be
positive or negative, internal or external to the organization, and simply represent a change in the business environment or context.

Organizations respond to business disruptions by planning and altering the trajectory of business execution. The role of modern EA is twofold. Its first objective is to collaborate with business leaders and product owners to help the organization formulate technology-enabled and/or data-driven business strategy and models. And its second role is to architect changes to the trajectory of business execution, with a laser focus on addressing business disruptions and aligning business capabilities in order to achieve target business outcomes at the line of business (LOB), business unit and enterprise level.

A business outcome provides a focal point for focusing change in the business direction and strategy. Businesses are constantly facing disruption and having to adjust strategy. They are changing, as are the business environment and goals. Without a focal point, enterprise architects are doomed to be overtaken by business disruptions and lag behind shifting business goals and objectives.

To be successful, EA practitioners must create a stage plan for their efforts that is unique to the organization, rather than just blindly following and executing a standard and generic EA framework. A stage plan is the execution of an iteration of EA efforts with a focus on targeted business outcomes.

A target business outcome always addresses at least one business disruption (opportunities and threats) — they must go hand in hand. You can’t have a target business outcome without a business disruption (so you know what you will be addressing). However, there can be business disruptions without target business outcomes. These business disruptions should not be addressed because they don’t impact the value proposition of the business and its ability to grow revenue, optimize costs and mitigate risks.

What we find most valuable is for EA practitioners to focus their efforts on business outcomes that link with the business vision and strategy because these outcomes provide a target for the change in the trajectory of business execution. Increasingly, enterprise architects are focused on leveraging new and emerging technologies to create innovative opportunities that business leaders, product owners and agile development teams may not have considered. In these cases, enterprise architects may be ahead of business strategy — in fact, they may be driving a technology-enabled business strategy and models. Target business outcomes are typically stated as an observable change in a key business performance metric and a target time frame (see Figure 4).
As noted in the examples, some business outcomes are strategic and transformational in nature (capture 25% of the German wind power generation market), while others are tactical and required to grow the business (shorten the sales cycle). Some of the examples are threats (drop in customer retention), while others are opportunities (reduce workplace injuries). Some of the examples are driven by future-state business capabilities and a target future-state architecture (the German wind power generation market and the customer design forum). Others are driven by deficiencies in the current-state business capabilities and architecture (replace finance systems and reduce technology complexity) that are required to maintain operations, contain costs, and eliminate digital slums and orphaned products (see “8 Best Practices for Creating High-Impact Business Capability Models” and “Toolkit: Workshop for Constructing an Initial Business Capability Model”).

EA teams must focus on the business outcomes that will address the most significant disruptions the organization is facing (for example, integrating business capabilities after a merger, expanding into new geographies or harmonizing business processes across the organization) (see “Toolkit: Business Outcome Statements Deliver Value to Your Business and Guidance for EA”).

### Sample Business Disruptions and Outcomes

<table>
<thead>
<tr>
<th>Business Disruption</th>
<th>Target Business Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>The German government will spend €100 million on renewable energy incentives.</td>
<td>Capture 25% of the German wind power generation market in 36 months.</td>
</tr>
<tr>
<td>Social media is enabling near-neighbor organizations to engage customers in product</td>
<td>Create a design forum to enable customers to participate in product design within six months.</td>
</tr>
<tr>
<td>design.</td>
<td></td>
</tr>
<tr>
<td>Unsafe work practices cause injuries in 8% of the workers in our factories annually.</td>
<td>Reduce workplace injuries to 2% annually within 24 months.</td>
</tr>
<tr>
<td>The sales cycle is 15% longer than the industry average because of internal process</td>
<td>Streamline sales processes to shorten the sales cycle by 30% in 12 months.</td>
</tr>
<tr>
<td>complexity.</td>
<td></td>
</tr>
<tr>
<td>Customer retention has dropped to 75% because of competitors’ superior customer</td>
<td>Increase customer retention to 85% in 12 months.</td>
</tr>
<tr>
<td>service.</td>
<td></td>
</tr>
<tr>
<td>Aging financial systems are at a high risk of failure, with serious operational risks.</td>
<td>Replace finance systems within 18 months without additional capital expenditure.</td>
</tr>
<tr>
<td>IT complexity is increasing costs and inhibiting organizational agility.</td>
<td>Reduce the number of products in the IT portfolio by 20% and IT support costs by 10% within 12 months.</td>
</tr>
<tr>
<td>A mandated 20% budget reduction in computing technology spend is imposed over the next 12</td>
<td>Technology support resources are reduced by 10% over the next 12 months.</td>
</tr>
<tr>
<td>months.</td>
<td></td>
</tr>
<tr>
<td>Solution design work is suboptimal, as projects design each solution from scratch.</td>
<td>Define technical patterns that are leveraged by 60% of projects within 12 months.</td>
</tr>
</tbody>
</table>

Source: Gartner (May 2019)
ID: 365425
The first step is to identify the major business disruptions that the organization is facing, and then determine what business outcomes are required to address those disruptions. And finally, determine what new or changed business capabilities are required to achieve the business outcome (see Figure 5). It is important to document the context of the business by describing the business strategy and direction, the major disruptions, the business capabilities, and the target business outcomes. Much of this work will likely be done by, or in collaboration with, business leaders, product owner/managers and corporate strategic planners (see “Better Digital Business by Design With the Business Architecture Landscape”).

Figure 5. Relate Disruptions to Business Outcomes to Business Capabilities

EA teams will also need to address business outcomes that may not be priorities for senior business managers or corporate strategic planners (for example, defining governance and standards for data management and maintaining the existing technology portfolio). Although these IT-driven business outcomes may not be major concerns to senior business managers, they do have a business impact and are relevant for change projects, digital products and EA. We must consider these EA-sourced target business outcomes as part of the scope of EA (see “Rethink EA Governance, Assurance and Review Boards in the Digital Business Era”).

The matrix shown in Figure 6 is a useful tool for identifying and prioritizing the business outcomes that the EA team intends to address from a project and product perspective. This matrix helps the team contemplate the possible architecture dimensions and planning horizons that the organization...
must focus on in the holistic business, including future, current and reference states, as well as the business, information, technology, and solution domains and dimensions.

The future state (also called target state) is driven by business-change initiatives addressing business disruptions that are strategic or tactical. The current state addresses deficiencies in the existing portfolios, and the reference state provides guidance to projects and digital products through governance, principles and standards that are applied to any change that is occurring in the organization. Using this matrix, the chief enterprise architect must consider business leaders’ and product owners'/managers’ highest-priority business outcomes, and the more modest business outcomes the EA team needs to address that are within its scope. The combined list of business-driven and EA-driven business outcomes sets the boundaries of the mandate for the EA team.

**Figure 6. Selecting Target Business Outcomes**

*Focus on the Subset of EA That Addresses the Desired Business Outcomes*

Identify Success Measures

Once the target business outcomes for EA efforts have been identified, the next step is to identify the metrics that will be required to address your organization’s specific target business outcomes. These must be measurable (for example, a 10% increase in customer retention and 20% decrease in sales cycle time), so your organization knows when it is successful. If metrics for target business outcomes have not been identified by product owners or corporate strategists, then enterprise...
architects must challenge and possibly work with them to create those measures (see “Leading Indicators Are a Critical Tool for Digital Business”).

To measure the value and impact of EA on target business outcomes, EA practitioners must focus on the actionable deliverables that are created and measure the first-order effects of those deliverables (whether they were actioned). EA practitioners can also lay some claim to the second-order effects of actionable deliverables — whether the recommended actions achieved the target business outcomes (see “EA Business-Value Metrics You Must Have Today”).

Projects and digital products that are guided by EA principles, roadmaps, guidance and standards (reference-state architecture) can also be measured directly and indirectly (see Figure 7). The direct measure of the impact of standards is the number of exceptions or waivers that are granted during the architecture assurance process (see “Must-Have Critical Project Assurance Metrics for Enterprise Architecture”). The indirect measure of the impact of standards is the business outcomes, such as the:

- Reduction of nonstandard business processes
- Reduction of redundant data and the subsequent reduction in errors and costs
- Reduction of duplicate technologies and the subsequent reduction in costs
- Reduction of duplicate applications and the subsequent reduction in costs

![Figure 7. Measuring the Direct and Indirect Impact of EA](image)

### Measuring the Direct and Indirect Impact of EA

<table>
<thead>
<tr>
<th>Target Business Outcome</th>
<th>Indirect Impact</th>
<th>Direct Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capture 25% of the German wind power generation market in 36 months.</td>
<td></td>
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<td>Create a design forum to enable customers to participate in product design within six months.</td>
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<tr>
<td>Reduce the number of products in the IT portfolio by 20% and IT support costs by 10% within 12 months.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase compliance with defined standards to 75% within 12 months.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Define the technical patterns that are leveraged by 60% of projects within 12 months.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Gartner (May 2019)
ID: 385425
Recommended Actions:

- Develop EA in iterations, demonstrating the business value of EA with each iteration.
- Focus EA on the highest-value business outcomes for each iteration.
- Develop success measures and ensure that the EA team’s contribution to business outcomes is clearly identified.

Frame the Deliverables and Link Them to the Target Business Outcomes to Guide and Focus EA Development

An EA framework is simply a way of organizing and structuring information about the enterprise’s business, information, solution and technology. In other words, it is a collection of objects with attributes that have relationships to other objects. The challenge is that generic industry frameworks were introduced with the approach that EA practitioners should “fill them out” by creating and collecting incredible volumes of artifact, objects, attributes and relationships. What organizations found is that they created a large volume of EA artifacts that have no relationship to the business direction and vision, providing little or little no business value. Enterprise architects must view EA frameworks less as a construct to order deliverables and more as a canvas to create the future state. EA requires creativity.

The majority of EA practitioners have realized that they need to customize their own frameworks to help organize and structure information about the enterprise to address business outcomes and enable business transformation and optimization. EA tools generally support customization to enable EA practitioners to modify the tool to meet their framework definition (see “Determine the Critical Capabilities That Distinguish EA Tool Offerings” and “Magic Quadrant for Enterprise Architecture Tools”).

EA practitioners can define a narrow set of target business outcomes and focus their framework definition on these outcomes. By stage planning EA efforts based on target business outcomes, customizing a framework for any iteration should be only as large and complex as is required (just enough and just in time) to create the actionable deliverables that enable future-state business capabilities. These, in turn, drive the targeted business outcomes.

Although looking at a generalized approach to EA and EA frameworks in the abstract can be daunting, they do provide an excellent starting point for planning a business-outcome-driven EA. By supporting and propagating EA with a focus on business outcomes, a framework can be customized to answer certain specific questions about the future state. The narrower focus sets you free to exploit any framework in a pragmatic way to address the organization’s most important business outcomes in a timely and agile manner.

Leading EA practitioners are focusing information collection and analysis exclusively on the information that is required to address the target business outcomes. When framing EA efforts, EA practitioners need to include only the information and relationships that are required as input into EA diagnostics. All other information is extraneous. Avoid collecting other information simply “because we don’t know” or “because it is there.”
Once you define the framework for your EA deliverables, it is important to understand that not all EA deliverables are equal. Rather, there are five types of EA deliverables (see Figure 8):

- **Measurable** — Deliverables that directly measure the impact of EA on the business.
- **Actionable** — Signature-ready deliverables that directly drive or guide change by initiating digital products or 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 results 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.

**Figure 8. EA Deliverable Types**

<table>
<thead>
<tr>
<th>EA Deliverable Types</th>
<th>Projects Initiated</th>
<th>Project Exceptions</th>
<th>Business Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measurable</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actionable</td>
<td>Business Change Roadmaps</td>
<td>Project Inception Documents</td>
<td>Reference Documents</td>
</tr>
<tr>
<td>Diagnostic</td>
<td>Analysis Tools and Methods</td>
<td>Future-State Models</td>
<td></td>
</tr>
<tr>
<td>Enabling</td>
<td>Current-State Models</td>
<td>Future Requirements</td>
<td></td>
</tr>
<tr>
<td>Operational</td>
<td>Communication</td>
<td>Governance</td>
<td>Resources</td>
</tr>
</tbody>
</table>

Source: Gartner (May 2019)
ID: 365425
Link Information Chain Dependencies

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. Enterprise architects must focus on helping formulate a technology-enabled business strategy and providing direction, but projects and digital product management (agile development) are the things that implement change. Therefore, the only change that enterprise architects make is through the actionable and diagnostic deliverables that guide and inform the execution of projects.

All deliverables — except operational deliverables — must have a direct information linkage to targeted business outcomes and changed business capabilities. Operational deliverables must be linked to stakeholders’ concerns and the competencies required by the EA program (see “Define a Value Proposition for a Winning Business-Outcome-Driven EA Program” and “Storytelling for Enterprise Architecture: How to Influence and Persuade Leaders of EA Value in Decision Making”).

A direct and auditable linkage of deliverables to business outcomes is important in creating a streamlined EA program. All deliverables must have an output that links directly to targeted business outcomes (actionable and measurable deliverables) or provides input to another deliverable that links to targeted business outcomes (diagnostic and enabling deliverables). The requirement for a direct linkage to a business outcome and business capabilities ensures that enterprise architects don’t start down the path of creating deliverables that have no business value (see Figure 9).
By focusing on targeting, framing and planning deliverables before delivering the EA that impacts projects and products, we take a similar approach to the one commonly used in project management and digital product management. This approach entails creating a deliverables breakdown structure before creating a work breakdown structure. The intent is to ensure a clear understanding of the specific deliverables that are required and their dependencies, before focusing on the activities that are required to create those deliverables.

**Identify Business Outcomes and Measurable Deliverables**

Earlier in this research, we described how to:
1. Identify the target business disruptions
2. Target business outcomes
3. Determine key metrics for business outcomes
4. Understand EA’s contribution to those outcomes

Having a clear understanding of the target business outcomes and measures is a prerequisite to defining the EA framework deliverables.

Identify Actionable Deliverables

Actionable deliverables must have a direct and measurable impact on the target business outcomes that have been identified. Actionable deliverables that do not should be questioned. When deliverables are not linked to a specific business outcome, one of two things happens. Either (1) a target business outcome is missing (for example, “reduce costs” is often not identified by an explicit goal of the organization) or (2) the deliverable is not linked to target business outcomes.

Actionable deliverables initiate and guide change across the organization. Enterprise architects are not typically responsible for implementing change in organizations. Change is implemented by project and product teams. The role of EA is twofold. First, recommend project initiation through project inception documents and to direct projects through EA principles and standards and guidelines (see “Rethink EA Governance, Assurance and Review Boards in the Digital Business Era”). Second, to help digital product owners/managers and agile development teams through a community of practice (CoP), define the enterprise’s minimum viable architecture (MVA) (see “From Project to Product Management: The Role of EA Governance and Assurance in Agile Development”).

When identifying the actionable deliverables, enterprise architects must be clear in defining the changes that they are recommending. These specific directives are typically represented by a limited set of deliverables (such as project or product inception documents, business capability models, value streams and customer journey maps), program roadmaps, MVA or specific standards. In each of these cases, enterprise architects recommend that an action be taken by project and digital product teams that are implementing and executing change.

Identify Diagnostic Deliverables

Diagnostic deliverables are the result of combining enabling deliverables and using analytical tools to identify the specific actions to be taken. Selecting the correct diagnostic deliverables and analytical tools is critical to EA success.

Enterprise architects must have a comprehensive analytical toolkit, as well as the knowledge of how and when to apply the tools. EA diagnostics may include tools such as business capability modeling, application portfolio management, technology obsolescence models and many others (see “8 Best Practices for Creating High-Impact Business Capability Models,” “Toolkit: Workshop for Constructing an Initial Business Capability Model” and “Toolkit: How to Use Pace Layering With Business Capability Modeling to Prioritize Investment Decisions”). For example, business capability
models are generic tools that can be applied to gain a better understanding of a wide range of different business problems:

- They can be used after mergers to understand what duplication exists in business capabilities.
- They can be used in one-company initiatives to harmonize business processes and capabilities.
- They can be used as generic high-level industry models to highlight competitive differentiation.

Skilled enterprise architects have built a comprehensive set of diagnostic tools and are able to select the right tool for the job. A diagnostic deliverable must provide the logic and analysis that are the basis of the call for action in an actionable deliverable. All diagnostic tools require specific inputs, which become the requirements for the collection of enabling deliverables.

**Identify Enabling Deliverables**

Enabling deliverables are used as input to diagnostic deliverables. Therefore, having a clear understanding of the tools and techniques that will be used in diagnostics is critical to understanding the information that must feed into those tools. Only the information that is required by a diagnostic tool should be collected. For example, a current-state inventory of applications should include only the applications that are impacted by, or are required to support, the targeted business outcomes.

**Identify the Operational Deliverables**

Operational deliverables support the EA program, but they are not inputs to any actionable deliverable and, therefore, do not directly contribute to business outcomes. They are quite important to ensure that the EA program is correctly positioned for successfully supporting both projects and digital product management. Operational deliverables are focused on EA stakeholder issues and may include the EA iteration plan, the EA charter document, resource plans, governance and assurance structures, and communication plans. These deliverables (and possibly others) are required by stakeholders to initiate and maintain the EA program, and could be considered EA program infrastructure. Enterprise architects should look to EA stakeholders to understand what the required operational deliverables are, following the principle of not creating any deliverables that are not directly required to enable program success.

**Recommended Actions:**

- Start with the business outcomes and reverse-engineer the deliverables that will be required to address the target business outcomes.
- Link the deliverables by their dependencies in an information chain and ensure that there are no orphan deliverables that do not contribute to either the business outcome or stakeholder issues.
- Clearly define the different types of EA deliverables and the role each type plays in addressing business outcomes.
Focus Only on the Deliverables, Dependencies and Resources Required to Address the Target Business Outcomes

EA development occurs in multiple iterations, and each stage should be planned as either (1) a project with a distinct beginning and end or (2) definition of a new digital product. In both cases, the ending of an iteration is the delivery of an actionable deliverable that defines the minimum viable architecture for a new digital product development or provides a roadmap for change.

Often, enterprise architects start by focusing on the work they must do, rather than on what business outcomes they are trying to achieve. Before developing an EA plan, they must define the target business outcomes, and then define and customize the framework that enables them to deliver against the business outcomes. This includes linking product capabilities to business capabilities and targeted business outcomes. The deliverables framework can then be decomposed into a plan that includes specific tasks, which creates a work breakdown structure.

With respect to projects, this is accomplished by identifying the phases, activities, tasks and dependencies that are required to create the deliverables. Regarding digital products, this includes helping digital product teams define the enterprise’s minimum viable architecture, which will ensure the ability of the organization to scale digital product development using digital platforms.

At this point, it is not necessary to assign resources to those tasks. That work will be completed during the creation of the architecture iteration plan, as part of the operational deliverables. The objective of this step is to define the plan for creating the EA — not to determine task duration, resourcing requirements, costs and risks, or to start assigning EA resources to project or product teams. The product of this effort is a project plan or Gantt chart that details (see Figure 10):

- The deliverables — Milestones in tools such as Microsoft Project — identified in the deliverable framework
- The phases, activities and tasks that are required to create the deliverables
- The dependencies between the deliverables, tasks and activities
Many enterprise architects have had project planning experience in previous roles and can leverage that knowledge in defining the EA plan. Enterprise architects who do not have project planning experience must develop those skills.

**Identify Task Dependencies**

Each of the deliverables we have identified in the deliverables framework requires work effort to create, collect or analyze information. To define an EA delivery plan, the EA deliverables need to be decomposed into discrete activities and tasks, and organized into phases. Any dependencies between tasks must also be identified. Most often, the dependencies are due to one task requiring the output of a previous task. Because we have already decomposed the deliverables required to address the target business outcomes, we have also identified most of the dependencies between those deliverables (for example, enabling deliverables must be collected first to feed diagnostic deliverables). Following the linked information chain that we have identified in the deliverables framework will guide this work.

The operational deliverables do not have a direct linkage to business outcomes. Therefore, they are not dependent on the information chain we have defined in the deliverables breakdown structure. The operational deliverables will be created somewhat independently of the other deliverables, but they must be focused on addressing stakeholder (business leader and product owner/manager) issues for the specific business outcomes the EA team is targeting.
**Recommended Actions:**

- Decompose the deliverables framework to identify the activities and tasks that are necessary to create the deliverables.
- Identify the task dependencies, where a task’s completion is dependent on the output of another task.

**Case Study**

Senior management of a global consumer products company had set a goal to move from a local/regional operating model to a global operating model. The transformation would have an impact on business processes, information, infrastructure and applications, and IT would play a major role in the change program.

The EA team worked as part of the transformation team to describe the target operating model (TOM), which became the key business outcome they would target. By “starting with the endgame,” they were able to:

- Gain executive sponsorship and enlist their active support.
- Define a strong governance role within the responsible business units.
- Define a single architectural repository shared by both business and IT teams.
- Describe the target operating model (business outcome).
- Describe the current operating model (enabling deliverables).
- Identify gaps between the TOM and the current operating model (diagnostic deliverables).
- Create transition plans to the TOM (actionable deliverables).

The EA team reported a significant shift in its way of working once it moved from output-based to outcome-based measurement. There was a far clearer definition of the role and charter for EA, which resulted in a more pragmatic approach to defining the future-state architecture and creating the pathway to success.

**Gartner Recommended Reading**

*Some documents may not be available as part of your current Gartner subscription.*

- “8 Steps to Start or Restart a High-Impact, Business-Outcome-Driven EA Program”
- “Toolkit: Business Architecture Presentation and Speaker Notes”
- “Better Digital Business by Design With the Business Architecture Landscape”
“A Detailed Examination of the Elements of the Business Architecture Landscape”
“Leadership Vision for 2019: Enterprise Architecture and Technology Innovation Leader”
“Avoid the 13 Worst EA Practices and Navigate to EA Success”
“Toolkit: Determining the Scope, Focus and Work Allocation Mix for Your EA Program”
“Toolkit: How to Develop a One-Page Business Strategy”
“Create Roadmaps That Support Decision Making and Communicate Strategy Effectively”
“Best Practices for Delivering Targeted and High-Impact Reference Architectures”

Note 1 Important Note to All Users of Specific EA Frameworks and/or Methodologies
The stage plan structure, supporting a focus upon desired business outcomes, enables users of any framework or methodology to determine which deliverables are appropriate and relevant. The categorization schema of deliverables (for example, operational, enabling, diagnostic and actionable) will aid the enterprise architect in selecting only those deliverables within an existing, preferred framework, which will support the targeted business outcome. In turn, this helps the EA team remain focused upon both the prize (the business outcome) and the path (the stage-planned deliverables) that will take them there. This paper is not meant to be an EA framework, but a wireframe that allows practitioners a better chance of success by selecting only the deliverables relevant to supporting the business outcome. Successful enterprise architects will use this wireframe to map deliverables from their existing, preferred framework. This is not a substitute for another EA framework, rather a companion.
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