WHICH COMES FIRST, STRATEGY OR ARCHITECTURE?

By Tanaia Parker and Tyson Brooks

Abstract
This article discusses the “chicken or the egg” dilemma between business strategy and enterprise architecture. Presenting the use of strategy as an influencer in determining the enterprise architecture approach, the article progresses by discussing how enterprise architecture may be used to execute strategy and inform the strategic management process. For every enterprise architect working within either the public or private sector, strategic alignment of the enterprise architecture approach should be made as important a priority as the strategic alignment of the enterprise architecture artifacts themselves. In this article, we stand on the premise that an organization’s strategic foundation should serve as the guiding principle for all business management disciplines including the development and maintenance of enterprise architecture. However, we also make painstakingly clear that effective strategy formulation and execution cannot occur without a reliable and actionable enterprise architecture.

Keywords
strategy, strategic planning, business strategy, business, enterprise architecture, strategic alignment, execution management, business performance model, BPM

INTRODUCTION
Imagine this...you are the chief architect directed by management to develop your organization’s enterprise architecture. You understand that the executive management team intends to use the enterprise architecture as both a decision-making sounding board as well as a guide for executing the strategic directions set. There are a number of frameworks and methodologies in industry that you could use to determine your enterprise architecture development approach. However, you are pondering a very basic question...should you first seek to understand the strategic foundation of the organization (namely, the business drivers and factors determining how the business will operate) before determining the enterprise architecture approach or should you initiate development of the enterprise architecture using a business-based enterprise architecture methodology with the understanding that the ensuing strategies will be informed by the enterprise architecture that you develop. Basically, your question is...which should come first...the business strategy or enterprise architecture?

What is Business Strategy?
Although in a purely business sense, business strategy refers to the actions taken by an organization to achieve a particular outcome, within the context of this enterprise architecture discussion, business strategy will refer to the factors which drive why and how a business operates. Examples include: (1) the drivers behind the organization’s existence; (2) who the organization serves; (3) the critical success factors, and (4) the “modus operandi” (MO) of the organization. In recent times in the evolving world of enterprise architecture, we have seen more emphasis being placed on the business strategy of an enterprise versus mainly the technology used by the enterprise. With this new, and welcomed, emphasis comes the questions of “where” and “how” the strategic elements of an organization are to be incorporated into enterprise architecture.
Historically speaking, strategy has always been the center of the strategic management disciplines of strategic planning and strategic execution. From a strategic planning standpoint, strategy is used to determine an organization’s approach to achieving its vision, strategic goals and objectives. From a strategic execution standpoint, an organization’s strategy should serve as a sounding board for business decisions but also as a guide for how other business transformation initiatives are executed (for example, business process engineering, portfolio management, human capital management and enterprise architecture). It is the latter types of initiatives (which are not typically considered strategic management disciplines) where we have not seen business strategy at the center of the approaches. In fact, business strategy is rarely considered a driver in the development of these initiatives. For example, within business process reengineering, business process efficiency is usually the guiding principle. Within portfolio management, investment performance is usually the guiding principle. Within human capital management, the needs and capabilities of an organization’s people are usually the guiding principle. Within enterprise architecture, compliance and/or efficient IT management is most often the guiding principle. In this article, we suggest placing business strategy in the center of such business management initiatives – more specifically, in the center of enterprise architecture initiatives as depicted in Figure 1.

WHAT IS ENTERPRISE ARCHITECTURE?

Understanding that the audience for this article, most likely, has a general idea of what enterprise architecture is, we do not intend to re-hash the definition of enterprise architecture. However, a common understanding of what enterprise architecture represents in this article is critical to setting the stage for the remainder of this discussion. To that end, we leverage a simple version of one popular enterprise architecture definition which we believe transcends most others. ..an enterprise architecture serves as a blueprint of an organization that depicts the as-is (current), to-be (future) and transition (intermediate) states.

Historically, the determination of an enterprise architecture approach has been based on the guidelines of a pre-determined framework and/or methodology (which is often an industry hybrid) combined with tool and artifact selections customized to align with the organization’s intended use of the enterprise architecture. In general, we do not disagree with this formula. However, we do question how a “strategically-aligned” enterprise architecture (which is, generally, the goal of most enterprise architecture efforts) can result from such a formula. Determining the enterprise architecture approach without first understanding the strategic underpinnings of the organization makes the mere development of the enterprise architecture a higher priority than the development of a truly, strategically-aligned enterprise architecture. The strategically-aligned enterprise architecture is not just the enterprise architecture that includes strategic elements within the set of artifacts stored within the repository, nor is a strategically-aligned enterprise architecture one that simply shows “line of sight” between the strategic goals and objectives of an organization and its investments. A strategically-aligned enterprise architecture is one in which the strategic foundation of an organization stands at the center of enterprise architecture development, maintenance and use.

HOW STRATEGY INFLUENCES ENTERPRISE ARCHITECTURE

As previously mentioned, strategy represents the underlying, driving forces and MO of an organization. Given this, all business decisions
should reflect the strategy’s influence. Within the realm of enterprise architecture, the business strategy should not only serve as supporting artifacts but also influence the need for enterprise architecture (i.e., the “why”) which then drives out the “who” (audience), “what” (content) and “how” (methodology) questions relevant to an enterprise architecture approach (see Table 1 below). Together, these elements provide the requirements for how the enterprise architecture will be developed, used and maintained.

<table>
<thead>
<tr>
<th>How Does Strategy Influence EA?</th>
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<tr>
<td><strong>Why:</strong> Defines Why EA Exists</td>
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<td><strong>Who:</strong> Defines Who the EA Is Being Built For</td>
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<td><strong>What:</strong> Defines the EA Content</td>
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<td><strong>How:</strong> Defines the EA Governance Structure</td>
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Table 1. How Strategy Influences EA

**WHAT DOES STRATEGY HAVE TO DO WITH ENTERPRISE ARCHITECTURE?**

“Strategy” relates to a plan, method or series of maneuvers (or stratagems) for obtaining a specific goal or result (Random House Unabridged Dictionary, 2006). Consequently, all initiatives (not just the strategic initiatives) taken on by an organization must align with the strategy set forth at the outset. This means ensuring that operational plans/tactics clearly support the strategic direction of the organization while ensuring that the plans for execution are laid out so that the strategic implementers (e.g., business managers, administrative assistants, machine operators, business developers, human resources, IT managers, etc.) know exactly what their part is in executing the plan. Now, how does all of this relate to enterprise architecture? Well, separate from ensuring that the strategic elements of an organization are represented in enterprise artifacts (the details of which are outside the scope of this article), the strategic foundation of an enterprise should also drive what we call the “Why, Who, What, and How” of the enterprise architecture approach (see Figure 2 on the next page). Below, each of these perspectives is discussed in more detail.

**The Strategic “Why” of Enterprise Architecture**

The strategic “why” of enterprise architecture takes into consideration the reasons an organization exists and translates these reasons into drivers for pursuing an enterprise architecture. As we touched upon previously, the discipline of enterprise architecture is maturing to a point beyond IT investment management to include supporting the business of an organization as a whole. To this end, it is critical for organizations to understand exactly why an enterprise architecture initiative is needed by the organization to support its mission. The key point here in answering the strategic “why” question is that the business driver for developing and enterprise architecture is put directly into the context of the business purpose versus being confined to an IT management, process improvement or data management box.

This level of reasoning is considered within the strategic realm because the answer to the “why” question will help to determine the enterprise architecture methodology, framework, artifacts, maintenance and execution approach. In other words, the answer to the “why” question will help to determine the plan, method and/or series of maneuvers (i.e., strategy) for obtaining an enterprise architecture that not only meets the needs of the organization but also be developed in such a fashion that the maintenance of the enterprise architecture will be integrated into business operations.
Figure 2. The Why, Who, What, and How of Business and Enterprise Architecture Strategy

The Strategic “Who” of Enterprise Architecture
The strategic “who” of enterprise architecture has to do with the stakeholders of the organization as well as the intended audience of the resulting enterprise architecture. Too often we forget that there are individuals and external groups beyond our direct customer’s base that must be considered when business decisions are made. Giving adequate attention to the “who” question will not only ensure that the business covers all bases as it pursues accomplishing its mission but from an enterprise architecture perspective, it will also define the criteria and sets the boundaries for the types of artifacts to be developed, the transition strategy detail and framework leveraged. In other words, the answer to the strategy “who” question will enable you to develop an enterprise architecture that speaks the language of your targeted audience versus the creator of a framework.

The question of “who” is considered within the strategic realm because the response to this question determines the requirements for how the enterprise architecture has to be presented (i.e., informs the strategy for enterprise architecture development). Will the enterprise architecture be made up of Business Process Model Notation (BPMN) models that are contained in a repository with a high-tech portal front end that will be appreciated by semi-technical individuals? Or, will the enterprise architecture be designed to be accessible by the aging workforce who rejects PDA technology and wants the typewriter back yet still needs to understand their place in executing the business plan (yes, this represents one of my clients!).

The Strategic “What” of Enterprise Architecture
The strategic “what” of enterprise architecture speaks to the specific offerings and value proposition of the organization as well as the offerings and value proposition of the enterprise architecture. The offerings and value proposition of the organization is usually an easier question to answer than that of enterprise architecture. The organizational value proposition usually represents the products and services provided to the organization with some undercurrent of its area of differentiation. The enterprise architecture value proposition question, on the other hand, has to do with the specific “helps” and/or resources the enterprise architecture provides. Discussions about the enterprise architecture value proposition have flooded industry recently with questions ranging from whether the value of enterprise architecture
can truly be determined to complicated calculations of return on investment. The truth is that the enterprise architecture value proposition can only be defined within the context of the organization's answer to the strategic “why” question. The question of “what” is considered within the strategic realm because the response to this question is truly the strategic plan for the enterprise architecture.

The Strategic “How” of Enterprise Architecture
The strategic “how” speaks to the “operating model” of both the business itself as well as enterprise architecture development and maintenance efforts. As we learned from the work of Jeanne Ross et al. (2006) in “Enterprise Architecture as Strategy”, enterprise architecture reflects the requirements of an organization’s operating model. With an operating model serving as a depiction of how a business is organized and run, the answer to the “how” question with respect to enterprise architecture drives what policies, procedures, guiding principles, practices and governance structure will be needed for the organization's enterprise architecture initiative. Furthermore, the maintenance of the enterprise architecture needs to be an integrated facet of the business thereby designed to align with the operating model of the business. If the organization operates within a fast-paced environment characterized by iterative improvements and collaborative consensus, then your enterprise architecture should be developed to support this type of operating model. Otherwise, it will not deliver maximum value.

The question of “how” is considered within the strategic realm because the operating model itself (i.e., how the business and/or the enterprise architecture will be managed) is a strategic decision all in itself.

HOW ARCHITECTURE EXECUTES STRATEGY
Enterprise architecture provides organizations the means for delivering continuous improvement for decision-making, transition strategies and measurements of business systems performance to meet the mission of the organization. Where enterprise architecture typically exists as a dynamic process of current, future and transition state representations (which provides actionable insight to organizations about where it currently stands and how it will transition from its current state to a desired future state), business strategy serves as the guiding principles for enterprise architecture development and use as well as stakeholder interactions with the enterprise architecture and determination of the artifacts maintained within the enterprise architecture. Both strategy and enterprise architecture must be approached together to effectively guide and manage the enterprise.

Considering the statements above, it should be obvious, then, that enterprise architectures play a central role in executing strategy. The enterprise architecture provides the link between the strategic goals of the organization and the enabling capabilities needed to provide services to its customers. The enterprise architecture process captures the business requirements and transforms them into solutions that can be understood by executives, senior managers and other staff required to execute the solutions. Additionally, the enterprise architecture should provide a firm understanding of what the organization requires today and provide the guidance (or roadmap) for how the future architecture may alter those needs. The existing enterprise architecture interprets current needs, which usually leads to strategy development, and lays out a preliminary sketch of future requirement needs while remaining responsive to change. The existing enterprise architecture also determines the most operationally sound, technically feasible, and cost effective program investments which support the strategic initiatives within the organization. The balance among the present architecture, customer needs, future flexibility, and cost are the domain for strategy development in most organizations.

The Role of Enterprise Architecture in Strategy Execution
Enterprise architecture plays a key role in executing strategy in that it provides actionable insight into an organization’s business model. An enterprise architecture should highlight capabilities from both an individual operations perspective as well as from a collective, interoperation perspective. Therefore, an organization’s existing enterprise architecture should make clear the boundaries for how the organization’s infrastructure can be manipulated to execute strategy, as is shown in Figure 3.
Weill et al. (2002) suggest that infrastructure capability is an important metric in understanding how IT can enable or constrain business initiatives. The significant distinction of enterprise architecture is in its focus on the capabilities to support the organization from the assemblage of strategy and its function as an informer to the formulation of strategic and business initiatives for the organization.

Figure 3. Architecture to Strategy Execution

The existing enterprise architecture of the organization provides the foundation for building the capabilities needed to execute strategy and supports the development and implementation of the business (or operating) model. The enterprise architecture, when viewed in parallel to the organizational infrastructure, can be defined in terms of (1) the business processes, people capabilities, applications, data, and technology which are central to the operations of the organization and involve the comprehension and aptitude required to effectively support the existence of the organization. The enterprise architecture embodies the configuration of technologies, business processes, and operations that not only build and sustain present and future business needs but is also the foundation of executing the organization strategy.

Often doubted by stakeholders, another role of enterprise architecture is demonstrated in its inherent ability to depict organizational transformation and agility through transition artifacts and showing how an organization will adapt to environmental changes. In today’s world, organizations’ business models must change more frequently than they did in the past.
to adapt to new market opportunities. Architectures are also expected to adapt and exhibit more versatility in technological changes. Organizations must have some level of technology attentiveness to support strategy which involves a genuine commitment to enterprise architecture within the organization. Executives and senior managers must maintain an awareness of the market and be able to identify technology innovations. These individuals need to keep abreast of both technological advances and better ways to operate in order to adequately inform strategy formulation within their respective organizations.

Successful strategy execution is a direct outcome of a clear alignment between business strategy and the enterprise architecture approach. To that end, enterprise architecture must serve the role of linking business strategy with the operational elements of an organization (namely, business processes and the technical architecture) as displayed in Figure 4. Specifically, this means that enterprise architecture must assist organizations in making clear choices about what internal capabilities are necessary and how best to position an organization given the existing infrastructure.

![Figure 4. From Business Strategy to Architecture](image)

**Enterprise Architecture as a Strategic Advantage**

The organizational capabilities identified through a strategically-aligned enterprise architecture provides the infrastructure necessary to effectively execute strategy. Leveraging technology to further enhance the alignment between strategy and architecture provides an operational advantage for most organizations. For example, Davis and Davidson (1991) state that by the year 2020, 80% percent of business profits and market values will come from the part of the enterprise that is built around the business of information. As market demand and customer needs change, architecture alignment to business strategies must keep pace. It is in such situations that efficient relationships are defined.
STRATEGIC ALIGNMENT, WHO CARES ANYWAY?

Strategic alignment addresses the problem of coordinating the relationship between the business domain and the information technology (IT) domain (Simonsen, 1999). Strategic alignment results in a clear identification of the advantages and patterns of events that create strategic value and produces monetary gains for the organization. Consequently, business operations and IT must reflect the strategy-architecture alignment. One of the biggest challenges for executives and senior managers is the misalignment of enterprise architecture with the organization’s business strategy. J. Varghese and P. Kurien (2004) state that “organizations often suffer from an artificial wall between the people with the problem (usually business management and users) and the people with the solution (individual front line staff and IT project teams)”. Therefore, as represented in Figure 5 below, the elements of strategy alignment and change involve a combination of business and technical architecture, human resources and overall direction. These elements together form a concrete platform for successful strategic execution.

![Diagram of Strategy Alignment and Change](image)

Figure 1: Foundation for Strategic Alignment and Change

As strategic change is about well-informed transition from one state to another, executives must first ensure that each of these foundational elements of strategic alignment and change are addressed. As these components are analyzed and structured, the needs of the organization are evaluated for comprehension. When the components reach an expected state of completeness, the alignment to strategic initiatives for the organization is presented for acceptance. Once accepted, the outcomes become the influence for the development of the organization’s business strategy.

Business and Technical Architecture

Typically, both the business architecture and the technical architecture are managed separately and thus become very difficult to combine into a common understanding (or view) of strategy. In order to get a consistent view, executives need to first understand and document the organization’s current architecture to cover the appropriate areas. The current architecture is important to the enterprise because it establishes (and verifies) what resources (including IT), direction and tasks are being used in line of businesses to support the achievement of existing strategic goals (Bernard, 2005). Once the architecture has been harmonized, then the aggregate of technology and data can help with the identification of patterns of customer needs, trends and future opportunities. Analytics, such as customers and sales and marketing data, should already be identified if the organization has performed this step and is delivering business intelligence (BI). Since these analytics roll into the overall architecture model, operational metrics should feed customer scorecards for determining customer satisfaction. Executives would certainly value an architecture that assists executives in understanding how the organization supports its customers and position in the marketplace.

Human Resources

Every resource (i.e. manager, employee, line worker, etc.) within an organization must be involved with strategic alignment. Executives have a fundamental responsibility to communicate strategic initiatives to those who must then convert the initiatives into actionable plans. Executives and management must also ensure that the organization has the right resources with the right skills, the right attitude and have the right support to adequately perform their job of achieving to perform the organization’s strategic objectives. Management must motivate these resources through rewards and/or incentives. Unless resources have real enticement to implement the strategy, they will not commit to it and the alignment to strategy more than likely will fail.
Direction
Management’s ability to direct the organization through various projects and tasks should not be understated. Lack of clarity in the direction of the organization is a common obstacle to effective strategic alignment. Therefore, the direction must describe the measures that translate strategy into actions and be submitted to continuous managerial attention. Establishing clearly defined and reproducible organizational processes (i.e. strategy maps, SDLC, EA, etc.) are key for strategic alignment. These processes provide the organization with important collaboration points and allow management and employees to share the overall corporate view, interact with other team members and prove their worth to the organization on tactical efforts. Great care and effort must be put forth to reach all individuals and to increase the strategic awareness throughout the organization.

Successful strategy execution is supported by a coherent and reinforcing set of processes and organizational structures. Alignment amongst architecture, resources and direction adds value to the organization because individually and collectively they support the overall strategic direction instead of just tactical goals for the organization. These represent the cornerstone components for the success of strategic alignment and the foundation for developing strategic capabilities within the organization.

DEVELOPMENT OF STRATEGIC CAPABILITIES – AN ARCHITECTURE FORMULATION VIEW

The role of strategy in enterprise architecture has evolved from a focal point on the consolidation of various technologies to a focus on ensuring that all aspects of the business (technology and otherwise) directly supports the mission of the business. The execution of business strategy calls not only for an increased focus on architecture development to make the direction of an organization clear but it also requires that enterprise architecture makes certain that IT is in a position to effectively respond to ever increasing business needs. Organizations are beginning to understand that the best strategic planning efforts are not confined to what exists in their IT environments today but where the market and customer needs are driving them.

The foundation of any successful enterprise architecture initiative is not only to model the business, systems, and other infrastructure components within the environment but to also understand how they cooperatively function to deliver services for the organization to meet its strategic objectives. Enterprise architecture performs a powerful role in this endeavor in that it contains data and information that inform business strategy development. Through the insight provided by enterprise architecture, the strategy development process is able to better identify the strategic capabilities required to achieve the results sought.

The Adaptation of Strategy to Architecture – Execution Management
Informed strategic planning requires that organizations have a solid understanding of the external factors affecting the organization as well as its own, internal architecture capabilities. As organizations continue to move from mainframe applications toward distributed business systems to solve business problems, strategy provides a robust sounding board for developing an infrastructure that looks to drive, influence and control all aspects within the organizations enterprise architecture (see Figure 6 on the next page).

In order to ensure that business requirements remain the focal point for IT initiatives, a well-defined approach to enterprise architecture that centers around the business is needed. Taking a stance that enterprise architecture is not about technology, enterprise architecture should focus on the relationship between an organization’s make-up and how these components of an enterprise can be managed to deliver on the organization’s mission and strategic goals. Furthermore, enterprise architecture is about (1) aligning capabilities with mission and strategic direction, (2) developing and maintaining an actionable plan, and (3) presenting a decision-making sounding board that is relevant to all enterprise players (Parker, 2007).

Since strategy must be executed in order to reap benefits, the enterprise architecture must capture, produce and expose components and artifacts that support strategy implementation. Additionally, the enterprise architecture must depict change across the organization and improve the ability to associate costs with business value and benefits.
Execution must be performed by an organization to leverage many of the existing processes used to manage increasing customer and business changes. By linking strategy with sound execution management, an enterprise architecture helps organizations to achieve the desired goals and organizational progress while also delivering consistent metrics-driven results for success. By providing the organization with a consistent approach for managing business change as corporate strategy is driven forward, execution also delivers value by tracking incremental progress associated with.

A strategic vision is a desired endpoint. The hard work comes when an organization must identify the pathway and the milestones (i.e. through projects) needed to achieve the vision. Just because the organization established the vision this year, does not mean that business strategies must remain unchanged. In fact, good strategy execution requires that business strategies be dissected into actionable milestones with these milestones comprising the strategic roadmap for the organization to follow. Just as the market and business environment change, so must an organization’s strategic management infrastructure need to be flexible, agile and adaptable to accommodate the changes in the environment.

Applying Enterprise Architecture to Identify Strategic Capabilities
Identifying strategic capabilities through enterprise architecture requires a collaborative development process. By applying an understanding of market changes and customer needs to the business strategy development process, the creation of what is called a Business Performance Management (BPM) model is possible. A BPM provides an organization with a performance model driven by metrics that aligns the organization with the business, customer and market requirements it must meet. From this exercise, organizations can then determine which business processes/services (strategic capabilities) that are used to deliver the metrics which address the requirements. In turn, organizations can then determine which business processes/services need to be modified, added or removed. To begin the process, organizational business processes should be modeled into a business process model (BpM). Once the BpM has been created, simulations can be run against the BPM to determine how well the metrics have been adjusted to address the roadmap targets identified from the business strategy. Once the list of changes to business processes is identified, specific operations and systems are identified, prioritized and adjusted accordingly to the strategic direction of the organization. Change management and the associated timelines for implementing these “deltas” effectively represent the tactical roadmap, which is used to drive changes to develop the organizations enterprise architecture. Figure 7 on the next page provides a view of how these models align.
Strategy and Future Organizational Direction

Strategic execution is compounded by changing market conditions, trends, customer needs, mergers and acquisitions, and unnecessary IT purchases. The intricacy of developing strategy has a major impact on an organization's future manageability, and operations costs. IT environments are more expensive to manage, more difficult to operate, and can yield unpredictable results when strategy is introduced and not properly managed.

The future of an organization must still be planned for despite a dynamic and innovative environment. Similarly, organizations must continue to make the appropriate investments in strategy, architecture, internal culture, organization, and technology despite the changes that abound around them. The good news is that an intentional focus on effectively managing the strategy development and execution processes will allow enterprise architecture to emerge as both a strategic and change management agent for organizations seeking to rein in difficult-to-manage business and IT environments.

CLOSING THOUGHTS

Strategic changes lead to operational changes which ultimately lead to infrastructure changes (i.e., systems upgrades, network changes, security profiles) which all can occur continuously. Strategic change is a well-known challenge for organizations and will continue to confront executives as business becomes even more complex and dynamic. Without insight into an organization's environment or how elements within an organization relate to one another or how well the elements of an organization can adapt to foreseen adjustments, any move made by an organization is laden with risk.

If organizations are still pondering the basic question...which should come first- the business strategy or enterprise architecture then we believe the answer is simple — “business strategy”. By understanding these challenges, how can organizations get a fully accurate picture of the systems, applications, and other infrastructure components in the environment?

First, organizations must embrace sound business strategy development using enterprise architecture to continuously inform the process. Ultimately, through strategy, organizations want to select and implement the right projects and investments to support the organization’s mission and goals. This requires collaboration within the organization to ensure a clear understanding of business needs and objectives, and to ensure that proper enterprise architecture guidance is provided to support the business. Equipped with these key prerequisites, the enterprise architecture can provide the proper insight and infrastructure to support business needs, support the appropriate groups to lessen exceptions to standards and maintain insight of the architecture environment.

Second, it is important for organizations to understand that business strategy must influence the need for enterprise architecture
(i.e., “Why, Who, What, and How”) in executing strategy. The complexity of strategy execution can be reduced with a defined enterprise architecture structure. The execution of strategy is supported by standards and processes. While there is no magical solution for developing strategy, a strategy development process which leverages enterprise architecture can provide the insight and execution framework necessary to yield successful strategic planning results.

Finally, by intentionally pursuing strategy alignment in enterprise architecture, organizations will realize improvement in the development of systems, applications, and other infrastructure components which, in turn, will result in these components functioning collectively to achieve organizational goals. These elements will ensure that an organization embodies the foundation that is essential to the enterprise architecture’s ability to realize business benefits for the organization.

In closing, there is still a silence concerning the degree to which an organization’s strategic make-up should determine how enterprise architecture is approached. As practitioners within the enterprise architecture discipline, we should be more diligent in demonstrating the value of enterprise architecture without pushing a particular methodology, framework or tool. If we continue to look at enterprise architecture as an asset and resource whose very make-up must be defined by the strategic needs of the organization it is created for, then we will have significantly contributed to the maturation of the discipline.

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