

Enterprise Architecture Primer for 2020

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Initiatives: [Enterprise Architecture](#)

Digital transformation and optimization will continue as organizations respond to uncertainty and opportunity. To help business and IT executives, enterprise architecture and technology innovation leaders must develop the internal management consulting capabilities and skill sets required.

Scope

This initiative guides organizations seeking to deliver high-impact, business-outcome-driven EA advice in a complex, changing and competitive digital business environment.

Topics covered within this initiative include:

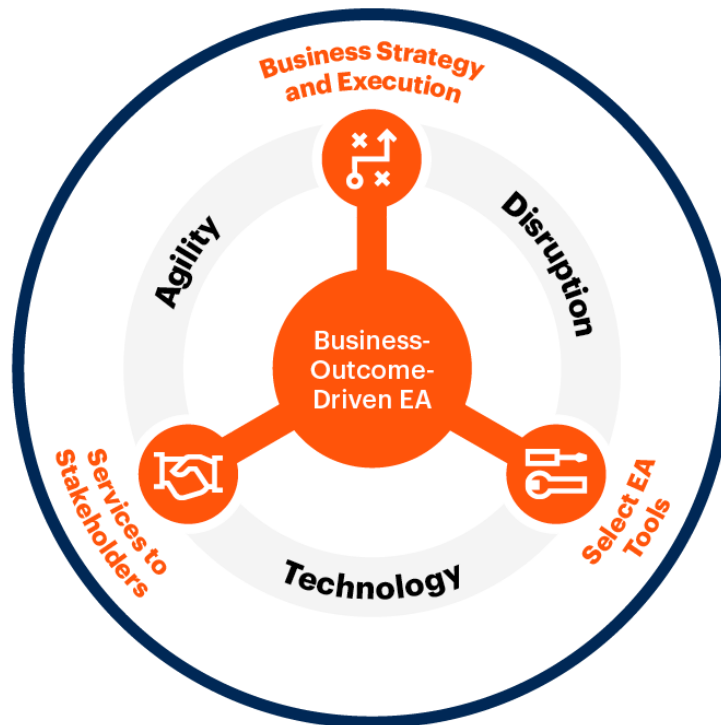
- **Contribute to business strategy and execution:** EA helps organizations formulate business strategy, and develop business and operating models, and leads the enterprise responses to disruptive forces — changes to markets, customers, supply chains and technology.
- **Provide enterprise architecture services to stakeholders:** EA helps business and IT leaders make smart investment decisions by providing context and support to help teams collaborate, building better flexibility, agility, and autonomy in decision making, and enabling faster speed to value and time to market.
- **Select tools to support the EA discipline:** EA tools are constantly evolving, and the right selection and use of EA tools are critical to supporting business transformation and optimization efforts.

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Analysis

Figure 1. Enterprise Architecture Overview

Enterprise Architecture



Source: Gartner

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Today, business leaders are focused on growth and innovation, but also on meeting the challenges of increasing uncertainty. They need help finding their “techquilibrium” — the balance between traditional and digital business.¹ To succeed, business leaders need guidance and support from enterprise architects to help plan, design, facilitate, innovate, orchestrate, navigate and operationalize the digital organization. Specifically, they need help:

1. Growing digital revenue, optimizing costs and mitigating risks.
2. Balancing the growth and innovation agenda, while building organizational agility and resilience.
3. Leveraging technology to transform and to optimize business and operating models.

To demonstrate business value, enterprise architects must continue to remain business-outcome focused. To evolve, and to advance to the next level of capability and maturity, enterprise architects must focus on:

1. Business design — the creation of business and operating models that are customer-focused, agile and adaptive
2. The shift from project to product — supporting agile delivery, with short, execution-oriented cycles of analysis and feedback

3. Disruptions caused by changes to markets, customers, supply chains and technology
4. The identification of, investment in, and operationalization of new and emerging technologies

To enable this expanded focus, organizations must position EA as a form of internal management consultancy. This means designing and delivering services to the organization from which value is derived. These services must be designed to allow business and IT leaders to make smarter decisions within the decision processes they are engaged. To succeed, enterprise architects must shift their approach to emphasize the business and the behavioral competencies needed to build relationships, and to encourage, facilitate, coach and mentor individuals and teams. These skills are necessary to provide guidance and advice that business and IT executives need to shape business direction and strategy and to solve business problems.

Topics

This initiative enables enterprise architects to become proactive in identifying and addressing issues, impediments and challenges blocking the development, advancement and maturity of their evolving practices. They will become part of multidisciplinary or fusion teams. They will become high-impact, high-value, and business-outcome-driven enablers of digital transformation and optimization initiatives.

Gartner will help enterprise architects' structure and optimize their EA discipline and efforts to deliver value to decision makers; including the construction of valuable, interesting and actionable deliverables. Gartner will help enterprise architects' sort through the evolving and growing array of EA tools and services that are becoming increasingly important to making smart decisions in a complex, changing and competitive business environment.

Our research centers on the following topics:

Contribute to Business Strategy and Execution

Enterprise architects must help business leaders with digital business design, by formulating, translating and executing digital business strategy. They must help the organization define its structure and operations from a business, process and technology perspective. In addition, they must enable the organization to see a clear line-of-sight linkage between business strategy and specific execution changes to capabilities, processes, information, solutions and technologies.

Questions Your Peers Are Asking

- How do we deliver a world-class EA capability that drives digital business?
- What's the value of business architecture and where does it fit within the organization?
- How do we contribute to business and operating model development, business strategy formulation, investment decision making and strategy execution?

- How do we scope and focus the EA discipline to lead responses to disruptive forces such as technology innovation?
- How can we effectively facilitate business change and drive targeted business outcomes to support ongoing business transformation and optimization efforts?

Recommended Content

 Some recommended content may not be available as part of your current Gartner subscription.

- [“Leadership Vision for 2020: Enterprise Architecture and Technology Innovation Leader”](#)
- [“Better Digital Business by Design With the Business Architecture Landscape”](#)
- [“Follow 5 Steps to Architect Your Enterprise Operating Model”](#)
- [“Toolkit: Construct Business Architecture Deliverables That Deliver Value to Business Leaders”](#)
- [“Leading IT’s Digital Transformation \(Heineken\)”](#)
- [“Continuous Strategic Decision Making \(Educational Testing Service\)”](#)
- [“Ignition Guide to Creating a Business Capability Model”](#)

Planned Research

- Improving enterprise architecture’s management of innovation
- Enterprise architecture use of agile and lean techniques
- Enterprise architecture roadmap creation: Guidance and approaches
- Enterprise architects and digital business model guidance and advice
- Reintroducing business architecture for distributed digital delivery models
- Driving cultural change to sustain digital transformation
- Business architecture as a coach and mentor

Provide Enterprise Architecture Services to Stakeholders

Enterprise architects must work closely with business and IT leaders, project and product teams. They must reposition the EA practice, their competencies and skill sets, and the way they work to focus on internal management consultancy which offers guidance, advice, analysis and tools needed to support strategic decision making and execution.

Questions Your Peers Are Asking

- How can we demonstrate the value proposition of enterprise architecture?
- How does EA evolve and position itself as a form of internal management consultancy to deliver services to business and IT leaders in the world of both projects and products?
- How do enterprise architects differentiate themselves from other domain architects, such as business, information, solutions and technical architects?
- How does the EA operating and delivery model change in the world of lean, agile and DevOps?
- What does EA governance and assurance look like in the world of lean, agile and DevOps?

Recommended Content

🔑 Some recommended content may not be available as part of your current Gartner subscription.

- [“Enterprise Architecture Must Evolve Into an Internal Management Consultancy”](#)
- [“Use EA to Ensure Your Agile Development Succeeds”](#)
- [“Product Management of EA Activities \(adidas\)”](#)
- [“Enterprise Architecture Adapted for Product Lines \(The Hanover\)”](#)
- [“Adapting Enterprise Architecture for Agile at Scale”](#)
- [“Rethink EA Governance, Assurance and Review Boards in the Digital Business Era”](#)
- [“From Project to Product Management: The Role of EA Governance and Assurance in Agile Development”](#)

Planned Research

- Creating value propositions to help motivate and/or justify business-outcome-driven EA programs
- Guidance and best practices for supporting agile product efforts
- Predictions for enterprise architecture for 2021 and beyond
- Recommended best practices for value stream mapping
- Ignition guide for rebooting the enterprise architecture function
- Repositioning EA to shape digital business strategy
- The 2021 EA Hype Cycle

Select Tools to Support the EA Discipline

The EA tools market is changing rapidly and the selection and use of tools are key to EA success. Targeted primarily at supporting EA practitioners and stakeholders, EA tools augment high-impact, business-outcome-driven EA programs — helping to make EA a strategic planning discipline that delivers targeted business outcomes. Selecting the wrong EA tool can cause business strategy, transformation and modernization efforts to fail.

Questions Your Peers Are Asking

- How can we assess and select EA tools?
- How can we differentiate the types of tools that support the EA discipline?
- What is the future of EA tools?
- How do we construct a value proposition for acquiring an EA tool?
- What use and business cases must I develop to justify the acquisition of an EA tool?

Recommended Content

🔑 Some recommended content may not be available as part of your current Gartner subscription.

- [“Magic Quadrant for Enterprise Architecture Tools”](#)
- [“Critical Capabilities for Enterprise Architecture Tools”](#)
- [“Understand the Eight Core Capabilities of an Enterprise Architecture Tool”](#)
- [“How to Develop a Winning Value Proposition for Buying Enterprise Architecture Tools”](#)
- [“Market Guide for Strategy and Innovation Roadmapping Tools”](#)
- [“Predicts 2020: Enterprise Architecture Enables the Intelligent Organization”](#)

Planned Research

- The enterprise architecture tools Magic Quadrant
- The Critical Capabilities for enterprise architecture tools
- The eight core capabilities of enterprise architecture tools
- Using EA tools effectively

Suggested First Steps

- [“Avoid the 13 Worst EA Practices and Ensure Your Success in the Digital Business Era”](#): Be vigilant and navigate away from practices that sink EA efforts.
- [“Leadership Vision for 2020: Enterprise Architecture and Technology Innovation Leader”](#): Use this slide deck to explain the role of EA in balancing the risks and benefits of digital business.
- [“IT Score for Enterprise Architecture & Technology Innovation”](#): Evaluate the maturity of your EA program to prioritize improvements and create an actionable plan to improve performance.
- [“Stage Planning a Business-Outcome-Driven Enterprise Architecture”](#): Adopt a structured approach by creating a stage plan to guide both project and digital product execution.
- [“8 Steps to Start or Restart a High-Impact, Business-Outcome-Driven EA Program”](#): Use an organized eight-step approach to build a high-impact, business-outcome-driven EA program.
- [“The Enterprise Architect’s First 100 Days”](#): What you do in your first 100 days as an enterprise architect — whether entry, lead, senior or chief — will be critical to your success.
- Attend the 2020 [Gartner Enterprise Architecture & Technology Innovation Summit](#) in Orlando, Florida on 18 May through 19 May, or in London on 10 June through 11 June.

Essential Reading

- [“Use 4 Enterprise Architecture Practices to Enable Digital Business Transformation”](#): As organizations transform to capture the opportunities of digital, use four practices to build collaboration.
- [“Leadership Vision for 2020: Enterprise Architecture and Technology Innovation Leader”](#): Use this slide deck to explain the role of EA in balancing the risks and benefits of digital business.
- [“Predicts 2020: Enterprise Architecture Enables the Intelligent Organization”](#): To achieve competitive advantage, EA and technology leaders must help create intelligent business and operating models underpinned by innovative technologies, data and analytics.
- [“Top Five Attributes of a World-Class EA Discipline”](#): To build a world-class EA capability, EA practitioners must adopt top five differentiating attributes.
- [“Hype Cycle for Enterprise Architecture, 2019”](#): Get educated about the promise of EA in supporting planning and delivery of business models, innovation, business architecture, design and planning.
- [“8 Steps to Start or Restart a High-Impact, Business-Outcome-Driven EA Program”](#): Use an organized eight-step approach to build a high-impact, business-outcome-driven EA program.
- [“Follow 5 Steps to Architect Your Enterprise Operating Model”](#): Organizations leverage digital technologies to optimize business models. Follow five steps to successfully transform your

operating model.

- [“Use EA to Ensure Your Agile Development Succeeds”](#): EA is relevant when doing agile development. Use this research to support agile teams.
- [“Enterprise Architects Combine Design Thinking, Lean Startup and Agile to Drive Digital Innovation”](#): Organization must learn and experiment to develop products, services and new ways of working. Use a combination of iterative, experimental methodologies to support digital innovation efforts.
- [“From Project to Product Management: The Role of EA Governance and Assurance in Agile Development”](#): Institute checks and balances as part of agile development to find the right mix between risk and agility.
- [“EA Business-Value Metrics You Must Have Today”](#): Here, we examine and provide examples of metrics enterprise architecture and technology innovation leaders must use to define and track the business value of EA.
- [“Best Practices for Delivering Targeted and High-Impact Roadmaps”](#): To demonstrate the benefits of roadmaps, ensure you’ve clearly defined the audience and reflected the business context and measurable outcomes.
- [“Best Practices for Modeling Business Ecosystems”](#): Business ecosystems form the core of many of the most successful business models. Use seven best practices to develop business ecosystem models.

Tools and Toolkits

- [“Toolkit: Determining Your Business Scope and Focus for Enterprise Architecture”](#): Communicate the value and impact of EA, given the allocation of work efforts today and the tasks planned for the future.
- [“Toolkit: Business Outcome Statements Deliver Value to Your Business and Guidance for EA”](#): Use a business outcome statement to deliver guidance to the organization, as well as to keep the organization focused on delivering business outcomes.
- [“Toolkit: Construct Business Architecture Deliverables That Deliver Value to Business Leaders”](#): Use this presentation and script to explore the different types of business architecture deliverables that guide technology investment and execution decisions.
- [“Toolkit: Workshop for Constructing an Initial Business Capability Model”](#): Conduct a workshop with stakeholders create a future-state business capability model.
- [“Toolkit: How to Profile Key Stakeholders to Gain Support for EA Programs in the Digital Era”](#): Increase your understanding and ability to collaborate and work with key business stakeholders.

- [“Toolkit: Storytelling Digital Innovation Decision Making to Influence and Persuade Business and IT Leaders of EA Advisory Role”](#): Develop a story that influences decision makers to use EA when considering digital innovation investment opportunities.
- [“Toolkit: How to Create an EA Charter, and Why”](#): Establish the basis for understanding the purpose for the EA team, across the organization and with management.
- [“Toolkit: Use a Customer Satisfaction Approach to Engage EA Partners”](#): Take a “customer satisfaction” approach to get insight into EA performance and expectations.
- [“Toolkit: How to Develop a One-Page Business Strategy”](#): Develop a simple, one-page business strategy of the organization’s strategy and its key components.
- [“Toolkit: How to Create Business Scenarios That Drive Digital Disruption Innovation”](#): This proven technique can be used to identify new opportunities, validate existing ones and discover entirely new digital business models.
- [“Toolkit: How Enterprise Architects Can Conduct Digital Disruption Innovation Workshops for Business and IT Leaders”](#): Create a workshop to educate business and IT leaders on vital insights they will need to prepare for the digital storm.
- [“Toolkit: How to Build an Emerging Technology Radar”](#): Construct an emerging technology radar to transform hype-driven investment decisions into a benefit-driven approach to prioritizing technology adoption.

Evidence

¹ [“Gartner Invest Analyst Insight: Key Take-Aways From Gartner’s 2019 IT Symposium/Xpo”](#) provides further information supporting the positions taken in this research.

Document Revision History

[Enterprise Architecture Primer for 2019 - 5 February 2019](#)

[Enterprise Architecture Primer for 2019 - 5 February 2019](#)

[Build a World-Class EA Discipline Primer for 2018 - 19 April 2018](#)

[Build a World-Class EA Capability Primer for 2017 - 23 January 2017](#)

[Build a World-Class EA Capability Primer for 2016 - 20 January 2016](#)

Recommended For You

[Ignition Guide to Rebooting the Enterprise Architecture Practice](#)

[Hype Cycle for Enterprise Architecture, 2019](#)

[Critical Capabilities for Enterprise Architecture Tools](#)

Magic Quadrant for Enterprise Architecture Tools

Gartner Peer Insights 'Voice of the Customer': Enterprise Architecture Tools

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