Policies

External	National Privacy Policies	Policy 1: Personal Data Must Be Stored Onshore Description: .....
		Policy 2: Destroy Personal Data When Not Needed Description: .....
	Sarbanes-Oxley Policies	Policy 3: Log All Accesses to Accounting Systems Description: .....
		Policy 4: Retain Audit Trails and Emails for 5 Years Description: .....
Internal	Data Security Policies	Policy 5: No Sensitive Data on Mobile Devices Description: .....
		Policy 6: Store Credit Cards in Encrypted Formats Description: .....
	Data Exchange Policies	Policy 7: Do Not Share Key Data with Third Parties Description: .....
		Policy 8: Share Client Data with Trusted Partners Description: .....
	Cloud Hosting Policies	Policy 9: Use Only the PCI DSS Compliant Cloud Description: .....
		Policy 10: Do Not Store Health Data in the Cloud Description: .....

Overarching organizational norms typically of a restrictive nature providing compulsory prescriptions in certain areas

Principles

Principle 1: Standardized Business Processes
Statement: .....
Rationale: .....
Implications: .....

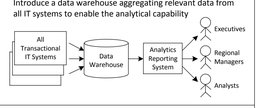
Principle 2: Single Customer View
Statement: .....
Rationale: .....
Implications: .....

Principle 3: Business Continuity
Statement: .....
Rationale: .....
Implications: .....

Global high-level guidelines influencing all decision-making and planning in an organization

Direction Statements

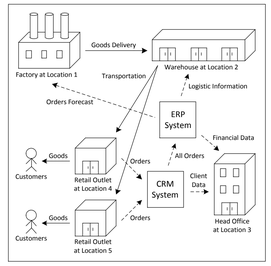
1. Current Business Strategy
.....
2. Identified IT Capability Gaps
Inability to provide a timely and comprehensive trends analysis to relevant business stakeholders
3. Recommended Strategic Direction for IT
Introduce a data warehouse aggregating relevant data from all IT systems to enable the analytical capability



4. Anticipated Outcomes
.....

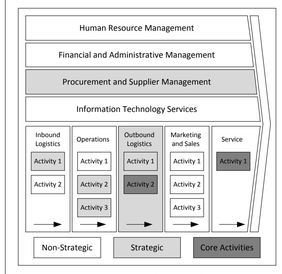
Conceptual messages communicating major organization-wide decisions with far-reaching consequences

Context Diagrams



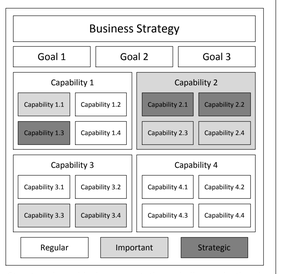
High-level graphical descriptions of the current operational flows of an organization

Value Chains



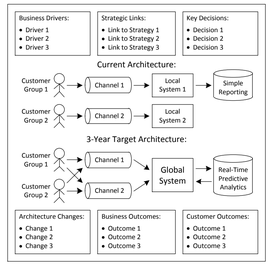
Structured graphical representations of the added value chain of an organization

Business Capability Models



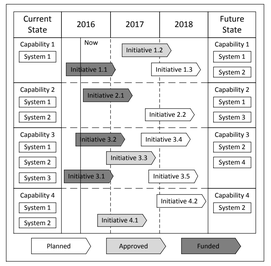
Structured graphical representations of all organizational business capabilities, their relationship and hierarchy

Target States



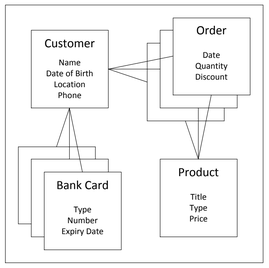
High-level graphical descriptions of the desired long-term future state of an organization

Roadmaps



Structured graphical views of all planned IT initiatives in specific business areas having direct business value

Conceptual Data Models



Abstract definitions of the main data entities critical for the business of an organization and their relationship

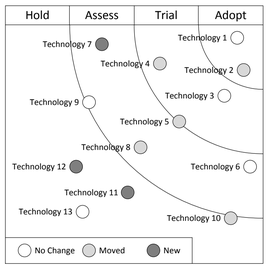
Initiative Proposals

1. Initiative Summary
.....
2. Goals and Objectives
.....
3. Anticipated Benefits
.....
4. Scope and Stakeholders
.....
5. Solution Sketch

6. Preliminary Estimations
Time: 6-12 months
Cost: $1.5-3.0 million

Very early idea-level descriptions of proposed IT initiatives and their justifications

Analytical Reports



Executive-level analyses of relevant technology trends and their potential impact on the business of an organization

Options Assessments

Option	Score
Solution 1: Time: 8-13 months; Cost: $2.0-3.5 million; Advantages: .....; Disadvantages: .....; Risks:	Functionality: 5; Feasibility: 2; Alignment: 4; Total Score: 11
Solution 2: Time: 4-7 months; Cost: $1.0-1.7 million; Advantages: .....; Disadvantages: .....; Risks:	Functionality: 3; Feasibility: 3; Alignment: 1; Total Score: 7
Solution 3: Time: 3-5 months; Cost: $0.7-1.3 million; Advantages: .....; Disadvantages: .....; Risks:	Functionality: 2; Feasibility: 5; Alignment: 2; Total Score: 9

Lists of high-level implementation options for specific IT initiatives with their pros and cons

IT Principles

Applications	IT Principle 1: Prefer Open Source Solutions Description: .....
	IT Principle 2: Log All Main Operations Description: .....
Data	IT Principle 3: Use Scalable Storage Description: .....
	IT Principle 4: Backup All Permanent Data Description: .....
Integration	IT Principle 5: Use Middleware for Integration Description: .....
	IT Principle 6: Avoid Binary Integration Protocols Description: .....
Infrastructure	IT Principle 7: Host in the Cloud Description: .....
	IT Principle 8: Dedicated Server for Each System Description: .....
Security	IT Principle 9: Place Public Systems in DMZ Description: .....
	IT Principle 10: Secure by Default Description: .....

Global high-level IT-specific guidelines influencing all IT-related decisions and plans in an organization

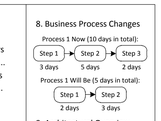
Solution Overviews

1. Overview and Goals
.....
2. Scope and Stakeholders
.....
3. Essential Requirements
.....
4. Business Benefits
.....
5. Capability Impact
- Order Fulfilment (High)
- Order Management (Low)
- Customer Analytics (Low)

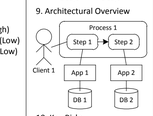
6. Involved Partners
- IBM
- Accenture

7. Estimations
Time: 6-8 months
Cost: $1.2-1.5 million

8. Business Process Changes



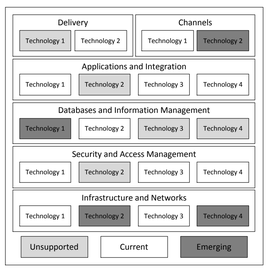
9. Architectural Overview



10. Key Risks
.....

High-level descriptions of specific proposed IT solutions understandable to business leaders

Technology Reference Models



Structured graphical representations of all technologies used in an organization

Preliminary Solution Designs

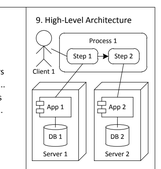
1. Brief Overview
.....
2. Goals and Objectives
.....
3. Scope and Stakeholders
.....
4. Business Requirements
.....
5. Involved Partners
- IBM
- Accenture

6. Key Technologies
- Java EE Platform
- IBM BPM and DB2

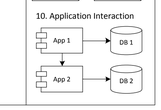
7. Accurate Estimations
Time: 8-9 months
Cost: $2.1-2.3 million

8. Technical Risks
.....

9. High-Level Architecture



10. Application Interaction



Preliminary high-level technical and functional designs of specific approved IT solutions

What Artifacts Describe?

Generic ← → Specific

Rules	Structures	Changes

How Artifacts Describe?

Business ↑ IT

Business-Focused / IT-Focused

Enterprise Architecture

Considerations

Content: Global conceptual rules and fundamental considerations important for business and relevant for IT
Format: Expressed in simple intuitive formats, often as brief written statements
Represent: Overarching organizational context for information systems planning
Focus: Do not focus on specific points in time or focus on the long-term future
Usage: Developed collaboratively by senior business leaders and architects and then used to influence all architectural decisions
Lifecycle: Developed once and then updated according to the ongoing changes in the business environment
Purpose: Help achieve the agreement on basic principles, values, directions and aims
Benefits: Improved overall consistency between business and IT

Visions

Content: High-level conceptual descriptions of an organization from the business perspective
Format: Expressed in brief informal formats, often as simple one-page diagrams
Represent: Shared views of an organization and its future agreed by business and IT
Focus: Often focus on the long-term future up to 3-5 years ahead
Usage: Developed collaboratively by senior business leaders and architects and then used to guide IT investments, identify, prioritize and launch new IT initiatives
Lifecycle: Developed once and then updated according to the ongoing changes in strategic business priorities
Purpose: Help achieve the alignment between IT investments and long-term business outcomes
Benefits: Improved strategic effectiveness of IT investments

Outlines

Content: High-level descriptions of specific IT initiatives understandable to business leaders
Format: Expressed as a mix of textual descriptions and simple diagrams
Represent: Benefit, time and price tags for proposed IT initiatives
Focus: Usually focus on the mid-term future up to 1-2 years ahead
Usage: Developed collaboratively by architects and business leaders and then used to evaluate, approve and fund specific IT initiatives
Lifecycle: Developed at the early stages of IT initiatives to support decision-making and then archived
Purpose: Help estimate the overall business impact and value of proposed IT initiatives
Benefits: Improved efficiency and ROI of IT investments

Language: Technology-neutral business language
Domains: Business domain and often other relevant domains at a high level
Format: Brief, largely informal and include only the most essential information
Stakeholders: Business leaders and architects
Role: Communication interfaces between business and IT
Purpose: Help business leaders manage IT

Standards

Content: Global technical rules, standards, patterns and best practices relevant for IT systems
Format: Can be expressed in various formats, often using strict notations
Represent: Proven reusable means for IT systems implementation
Focus: Do not focus on specific points in time or focus on the current state
Usage: Developed collaboratively by architects and technical subject-matter experts and used to shape architectures of all IT initiatives
Lifecycle: Developed on an as-necessary basis and updated according to the ongoing technology progress
Purpose: Help achieve technical consistency, technological homogeneity and regulatory compliance
Benefits: Faster initiative delivery, reduced costs, risks and complexity

Landscapes

Content: High-level technical descriptions of the organizational IT landscape
Format: Expressed in strict formats, often as complex one-page diagrams using formal modeling notations
Represent: Knowledge base of reference materials on the IT landscape
Focus: Often focus on the current state
Usage: Developed and maintained by architects and used to rationalize the IT landscape, manage the lifecycle of IT assets and plan new IT initiatives
Lifecycle: Developed on an as-necessary basis and updated according to the ongoing evolution of the IT landscape
Purpose: Help understand, analyze and modify the structure of the IT landscape
Benefits: Increased reuse and agility, reduced duplication and legacy

Designs

Content: Detailed technical and functional descriptions of specific IT projects actionable for project teams
Format: Expressed as a mix of text, tables and complex diagrams, can be voluminous and often use formal modeling notations
Represent: Communication interfaces between architects and project teams
Focus: Usually focus on the short-term future up to 1 year ahead
Usage: Developed collaboratively by architects, project teams and business representatives and then used by project teams to implement IT projects
Lifecycle: Developed at the later stages of IT initiatives to support implementation and then archived
Purpose: Help implement approved IT projects according to business and architectural requirements
Benefits: Improved quality of the project delivery

Language: Technical IT-specific language
Domains: Various technical domains and sometimes also business domain
Format: Can be voluminous, formal and include comprehensive details
Stakeholders: Architects and other IT specialists
Role: Internal IT tools invisible to business
Purpose: Help architects organize IT

Describe: Broad global rules defining an organization or its divisions
Scope: Very wide, often cover an entire organization
Format: Often textual
Question: How do we work or want to work?
Lifecycle: Permanent, created once and then periodically updated
Role: Basis for all other planning decisions
Purpose: Help achieve consistency and homogeneity of all planning decisions

Describe: High-level structures of an organization or its parts
Scope: Wide, often cover large parts of an organization
Format: Usually graphical
Question: What approximately do we have or want to have?
Lifecycle: Permanent, created once and then continuously updated
Role: High-level "maps" facilitating decision-making
Purpose: Help understand what changes are desirable and how to implement them

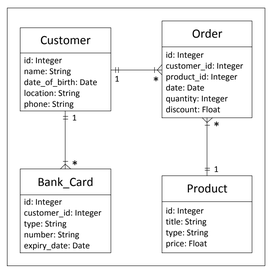
Describe: Specific proposed incremental changes to an organization
Scope: Narrow, limited to separate IT initiatives or projects
Format: Mix of textual and graphical
Question: What exactly are we going to change right now?
Lifecycle: Temporary, created for specific purposes and then discarded
Role: Tactical plans of an organization
Purpose: Help plan separate changes in detail

Guidelines

Server Deployment Standards	Guideline 1: Run Applications as OS Services Description: .....
	Guideline 2: Store Deployment Packages in VCS Description: .....
Network Protocol Standards	Guideline 3: Avoid Using UDP Multicast Description: .....
	Guideline 4: Prefer REST Over SOAP Description: .....
Data Encryption Standards	Guideline 5: Use 256-Bit Encryption Keys Description: .....
	Guideline 6: Store MD5 Hashes of Passwords Description: .....
Interface Design Guidelines	Guideline 7: Use Web-Safe Colours Description: .....
	Guideline 8: Place Menu in the Top Right Corner Description: .....
Secure Coding Guidelines	Guideline 9: Initialize Variables to Safe Defaults Description: .....
	Guideline 10: Validate All Incoming Data Description: .....

IT-specific implementation-level prescriptions applicable in narrow technology-specific areas or domains

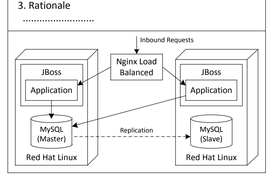
Logical Data Models



Logical or even physical platform-specific definitions of the key data entities and their relationship

Patterns

1. Description: Simple Failover Cluster
.....
2. Applicability
.....
3. Rationale
.....



Generic reusable solutions to commonly occurring problems in the design of IT systems

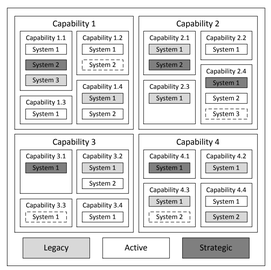
Inventories

Asset	Purpose	Owners	Cost	Problems
Application 1	.....	.....	.....	.....
Application 2	.....	.....	.....	.....
Application 3	.....	.....	.....	.....
Application 4	.....	.....	.....	.....
System 1	.....	.....	.....	.....
System 2	.....	.....	.....	.....
System 3	.....	.....	.....	.....
System 4	.....	.....	.....	.....
System 5	.....	.....	.....	.....
Database 1	.....	.....	.....	.....
Database 2	.....	.....	.....	.....
Database 3	.....	.....	.....	.....
Database 4	.....	.....	.....	.....

Decommission | Reuse | Invest

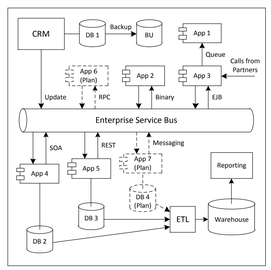
Structured catalogs of currently available IT assets describing their essential properties and features

Enterprise System Portfolios



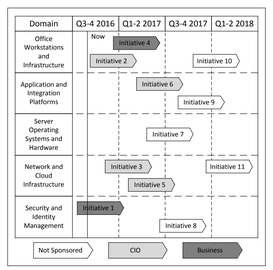
Structured high-level mappings of all essential IT systems to relevant business capabilities

Landscape Diagrams



Technical "boxes and arrows" schemes of different scopes and granularities describing the organizational IT landscape

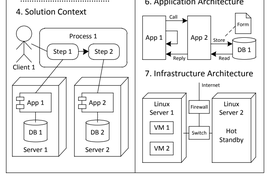
IT Roadmaps



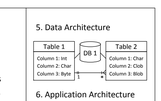
Structured graphical views of all planned IT initiatives of a purely technical nature having no visible business impact

Solution Designs

1. Brief Overview
.....
2. Goals and Objectives
.....
3. Detailed Requirements
.....
4. Solution Context



5. Data Architecture



6. Application Architecture

7. Infrastructure Architecture

Detailed technical and functional specifications of approved IT solutions actionable for project teams

Essential (Used in the majority of EA practices) | Common (Used in 25-50% of EA practices) | Uncommon (Used in 10-25% of EA practices)