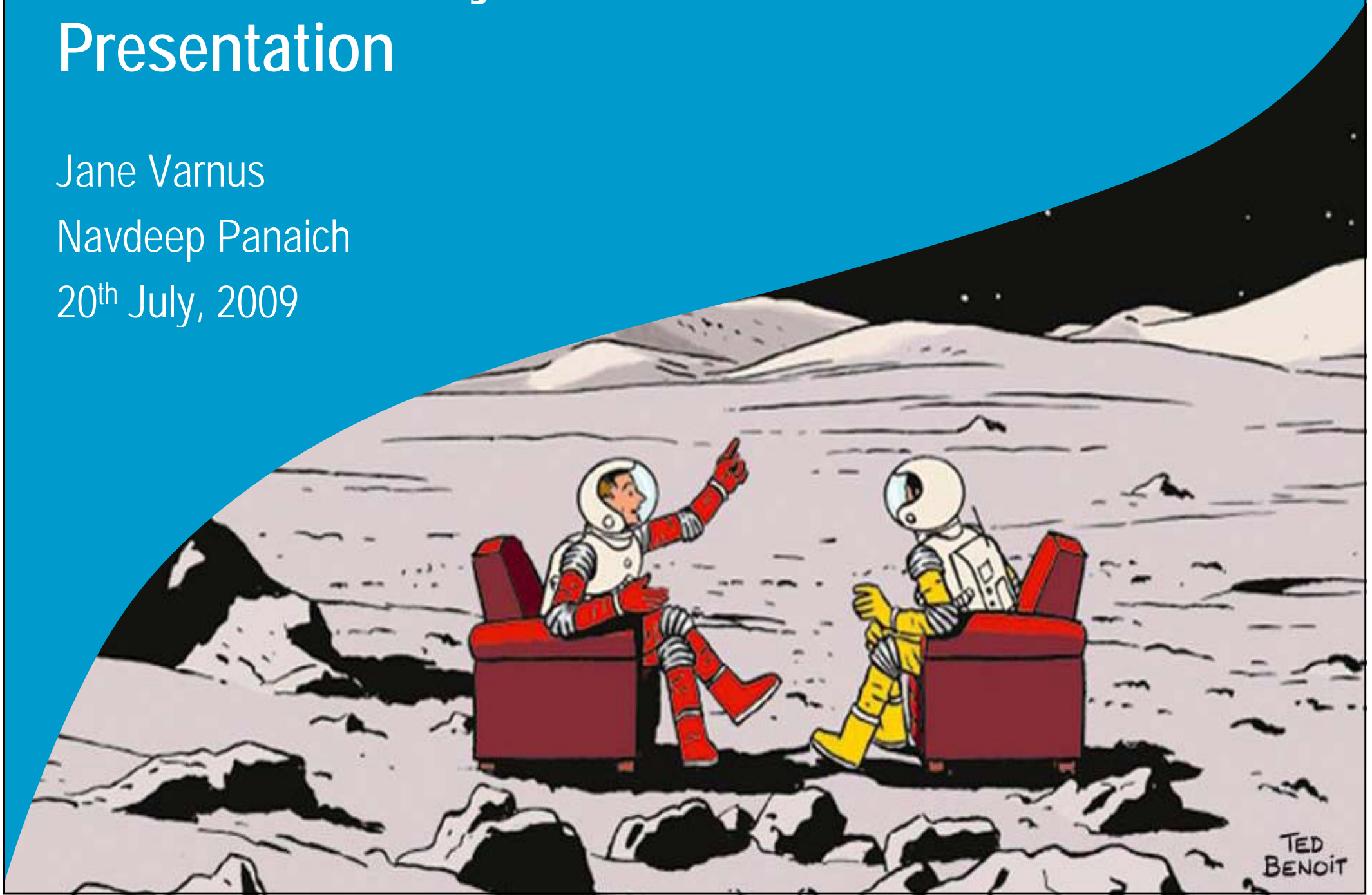# TOGAF 9 Survey Results Presentation

Jane Varnus

Navdeep Panaich

20th July, 2009

Contents

- Organization Demographics

- Scope & Mandate

- Drivers & Benefits

- EA Frameworks

- EA Practice Capability & Maturity

Building upon the Release of TOGAF 9

The Open Group now wishes to:

- Refine and prioritise the TOGAF development plans
- Refine the Strategy being developed for the Forum
- Provide data to the TOGAF Adoption Strategies working group

We therefore need to understand:

- How TOGAF is being adopted by Open Group Architecture Forum members
- Whether any patterns describe how TOGAF adoption relates to the larger context of the members' various business endeavours
- Any additional approaches to the Architecture "Problem Space", other than TOGAF, which are used by our members

Section

- **Organization Demographics**

- Scope & Mandate

- Drivers & Benefits

- EA Frameworks

- EA Practice Capability & Maturity

Profile of Respondents who undertook the Survey

EA Practitioners Worldwide

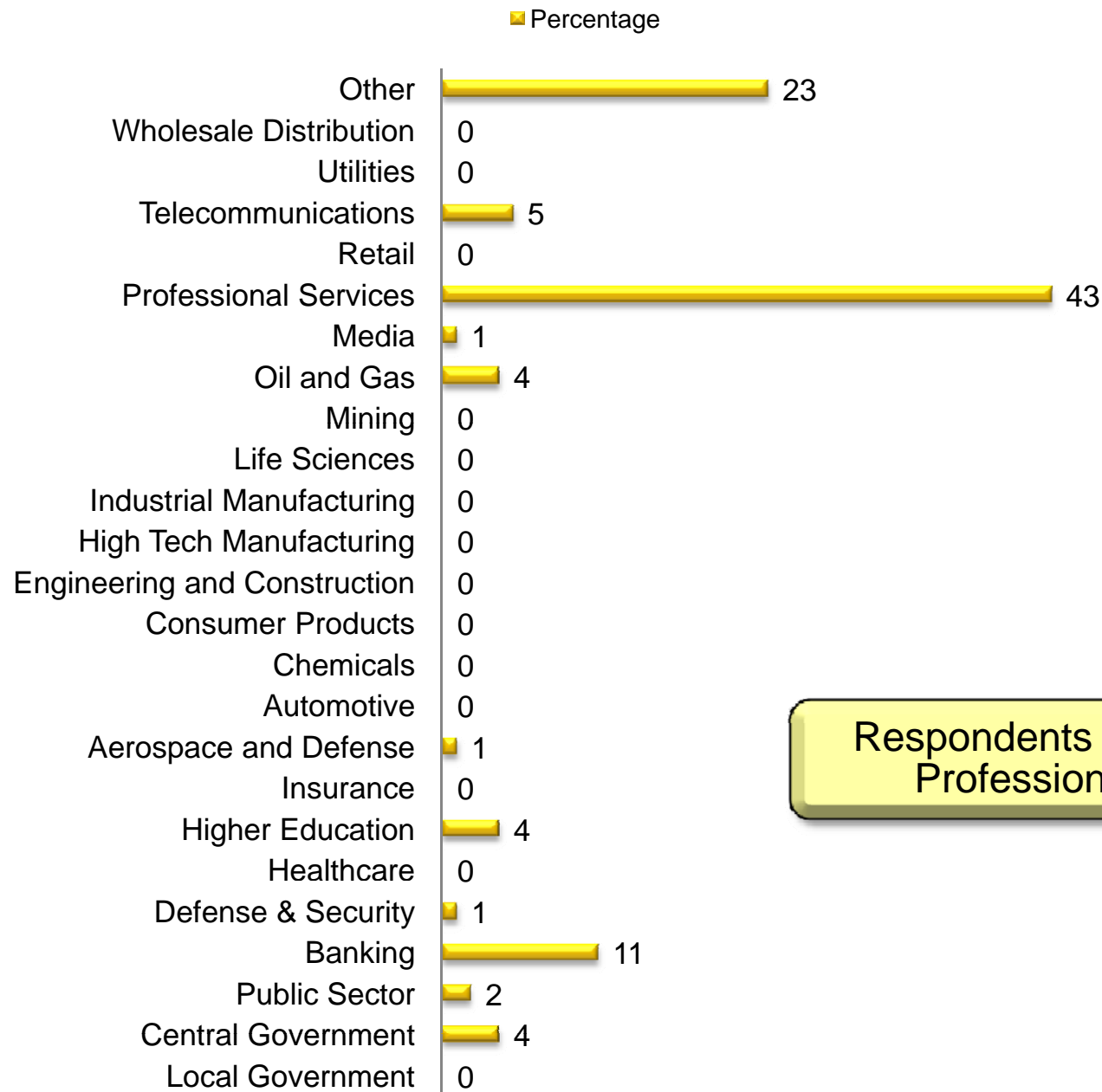**Infosys Survey
(173 valid respondents)**

**Forrester Survey
(179 respondents)**

**Open Group
Architecture Forum
Membership**

200+ Companies

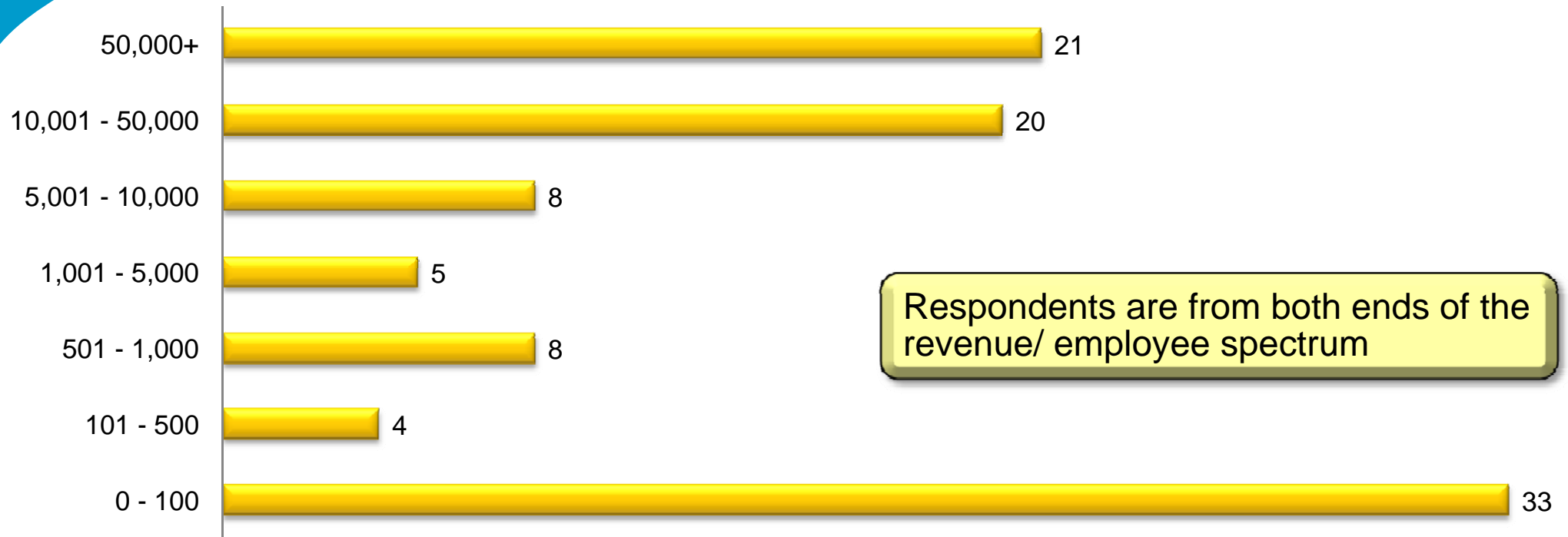**from which 94
people responded**

What is the (primary) industry of your organization?

Respondents are primarily from the Professional Services sector

How many employees are there in your organization?

Percentage

Employees	Percentage
50,000+	21
10,001 - 50,000	20
5,001 - 10,000	8
1,001 - 5,000	5
501 - 1,000	8
101 - 500	4
0 - 100	33

Respondents are from both ends of the revenue/ employee spectrum

What is the annual revenue of your organization (in US dollars)?

Percentage

Revenue	Percentage
> $1B	43
$101M - $1B	13
$11M - $100M	14
0 - $10M	30
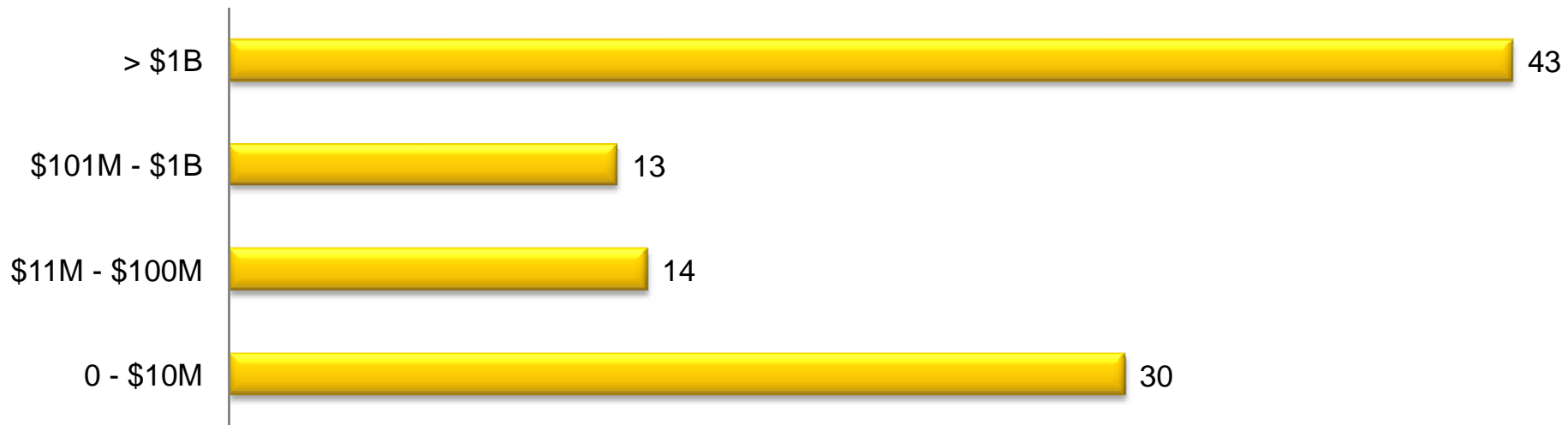
How many employees are there within your IT department (including outsourced IT suppliers directly assigned to your organization)?

■ Percentage

5,000+	23
1,001 - 5,000	13
501 - 1,000	8
101 - 500	10
51 - 100	8
11 - 50	8
0 - 10	30
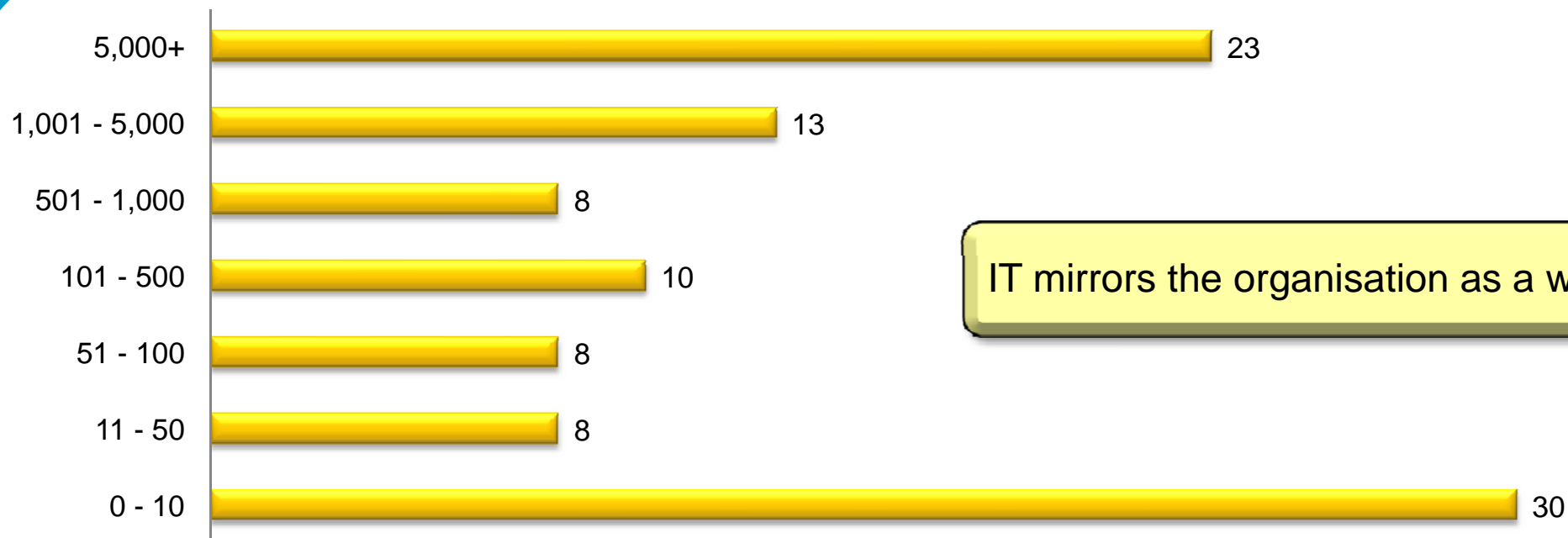
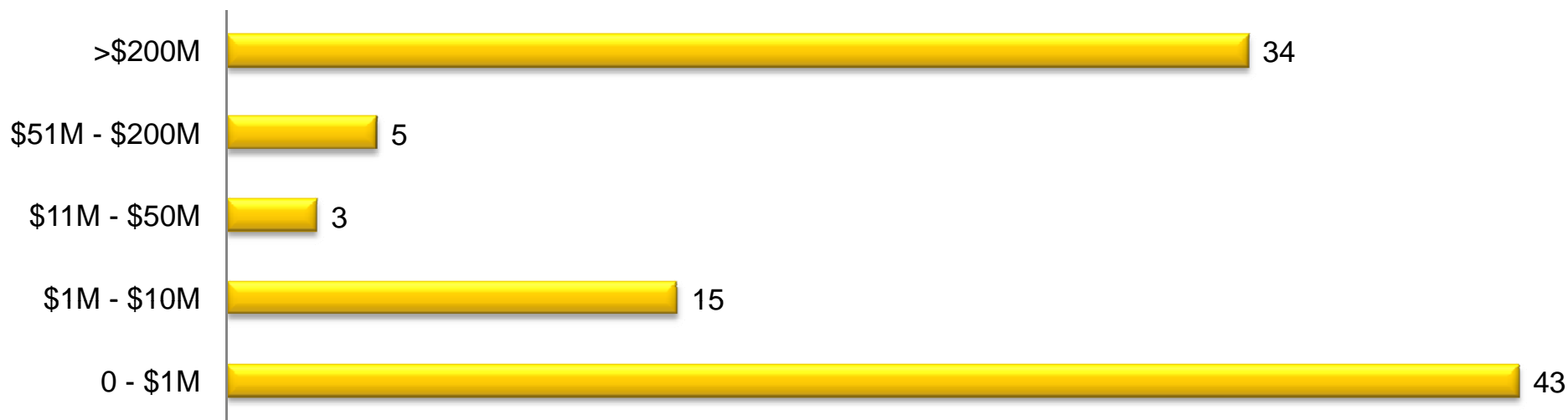IT mirrors the organisation as a whole

What is the annual IT budget of your organization (in US dollars)?

■ Percentage

>$200M	34
$51M - $200M	5
$11M - $50M	3
$1M - $10M	15
0 - $1M	43

How many architects work in your organization?

■ Percentage

Range	Percentage
100+	31
51 - 100	8
21 - 50	8
6 - 20	29
5	14
2	6
1	4
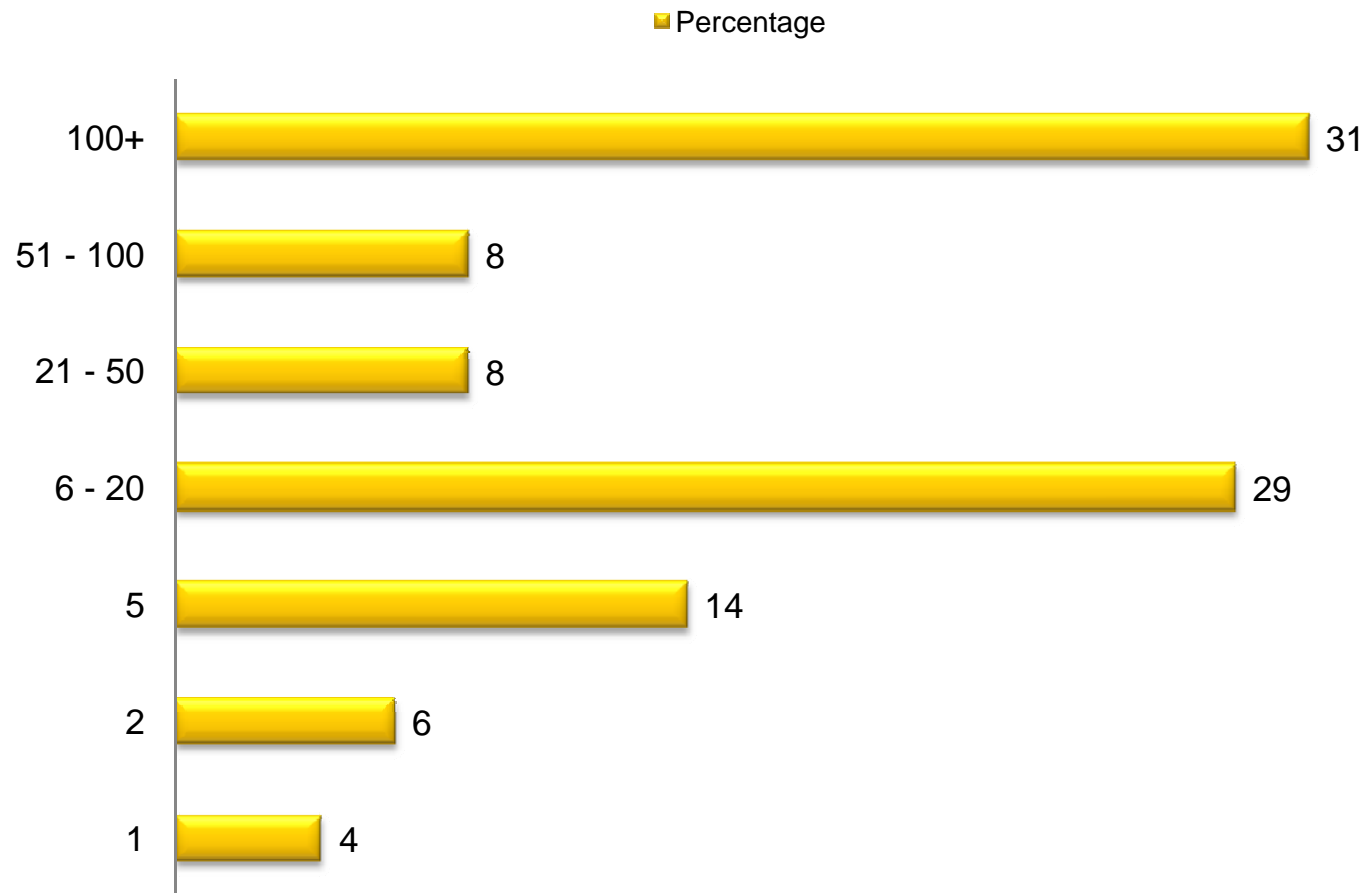
- Employee figures reflect the IT budget figures

- Consistent with the Infosys 2008/2009 Survey which reported:
  - EA staff up to a maximum of 50 in large companies
  - EA staff tends to be 2-4% of IT staff

The role of an Enterprise Architect is becoming mainstream

Where is the head office of your organization located?

■ Percentage

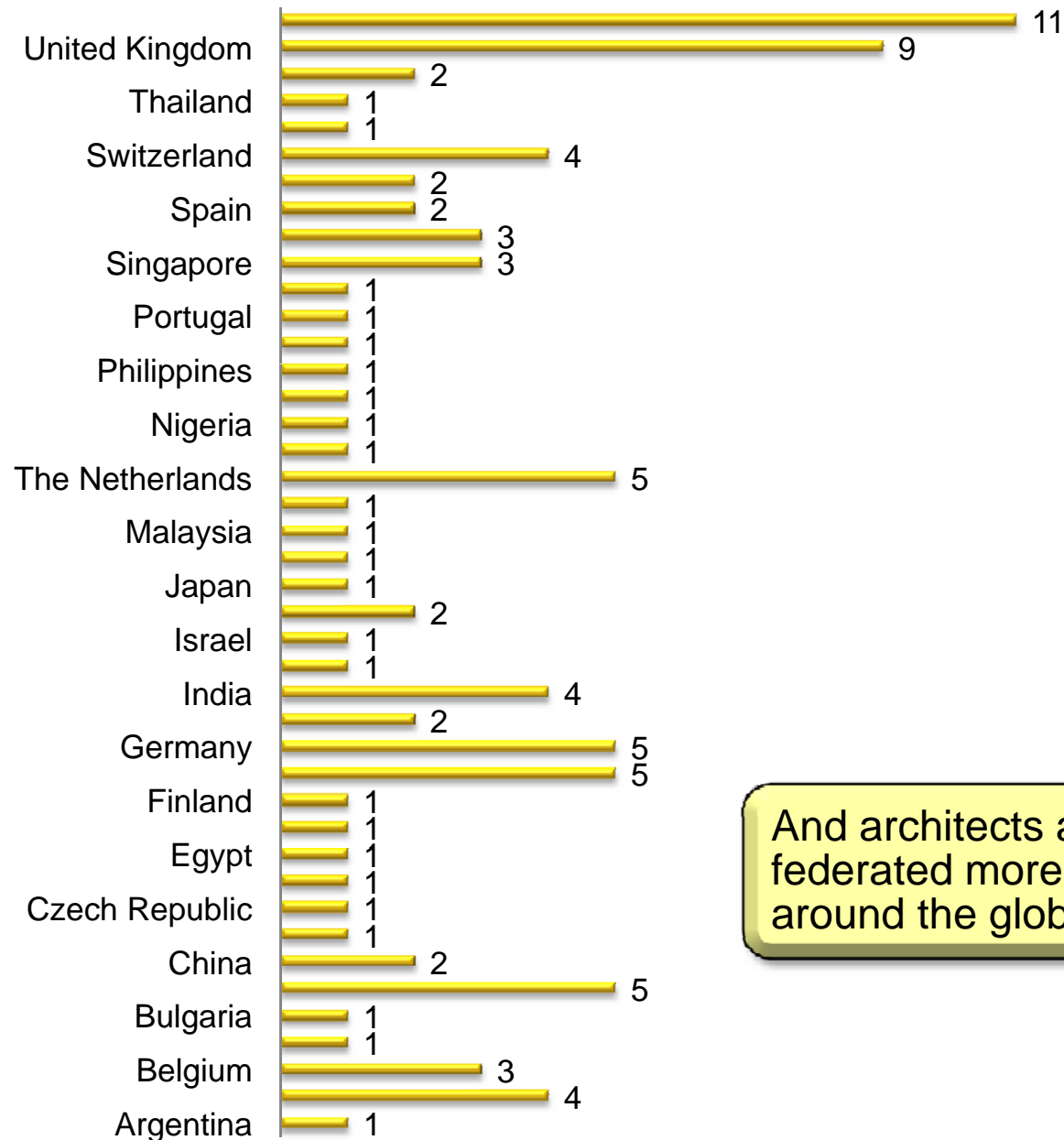| Country	Percentage
Uruguay	1
United States of America	31
United Kingdom	16
Switzerland	4
Sweden	3
South Africa	9
Singapore	1
New Zealand	1
The Netherlands	6
Italy	1
Germany	5
France	5
Columbia	3
China	1
Canada	9
Belgium	1
Australia	1

Head Offices (managing Enterprise Architecture practices) are located around the globe

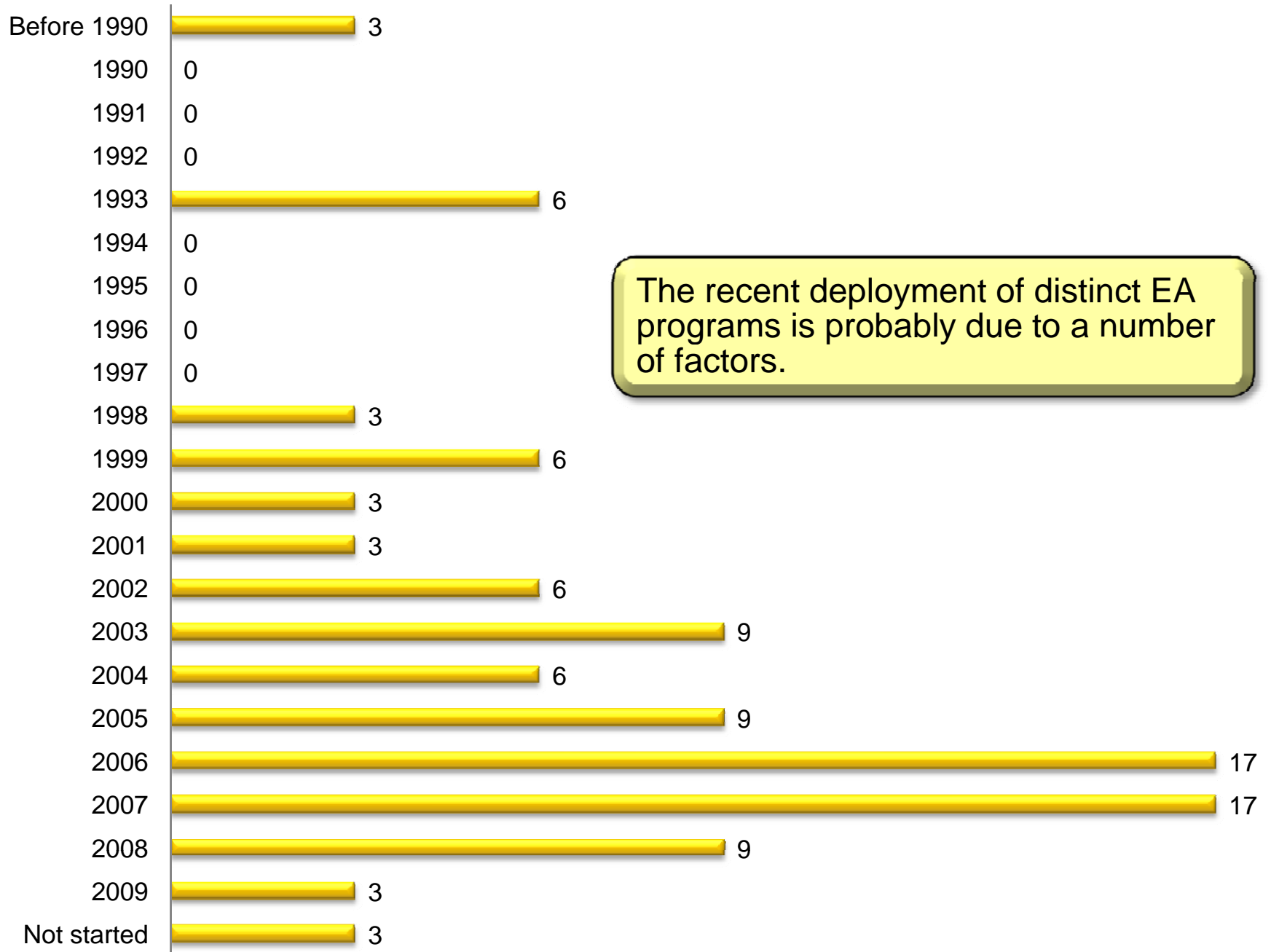# Please select the countries where architects are based in your organization

■ Percentage

Country	Percentage
(United States)	11
United Kingdom	9
(Turkey)	2
Thailand	1
(Sweden)	1
Switzerland	4
(Sri Lanka)	2
Spain	2
(South Africa)	3
Singapore	3
(Russia)	1
Portugal	1
(Poland)	1
Philippines	1
(Norway)	1
Nigeria	1
(New Zealand)	1
The Netherlands	5
(Mexico)	1
Malaysia	1
(Luxembourg)	1
Japan	1
(Italy)	2
Israel	1
(Ireland)	1
India	4
(Hungary)	2
Germany	5
(France)	5
Finland	1
(Estonia)	1
Egypt	1
(Denmark)	1
Czech Republic	1
(Canada)	1
China	2
(Brazil)	5
Bulgaria	1
(Austria)	1
Belgium	3
(Australia)	4
Argentina	1

> And architects are distributed/ federated more widely and evenly around the global

In which year did your organization begin its (current) Enterprise Architecture program?

■ Percentage

| Year	Percentage
Before 1990	3
1990	0
1991	0
1992	0
1993	6
1994	0
1995	0
1996	0
1997	0
1998	3
1999	6
2000	3
2001	3
2002	6
2003	9
2004	6
2005	9
2006	17
2007	17
2008	9
2009	3
Not started	3

The recent deployment of distinct EA programs is probably due to a number of factors.

Section

- Organization Demographic Data
- Scope & Mandate
- Drivers & Benefits
- EA Frameworks
- EA Practice Capability & Maturity

How are architects funded within your organization?

■ Percentage

Funded by cross-charging to change activity — 36

Centrally funded — 64
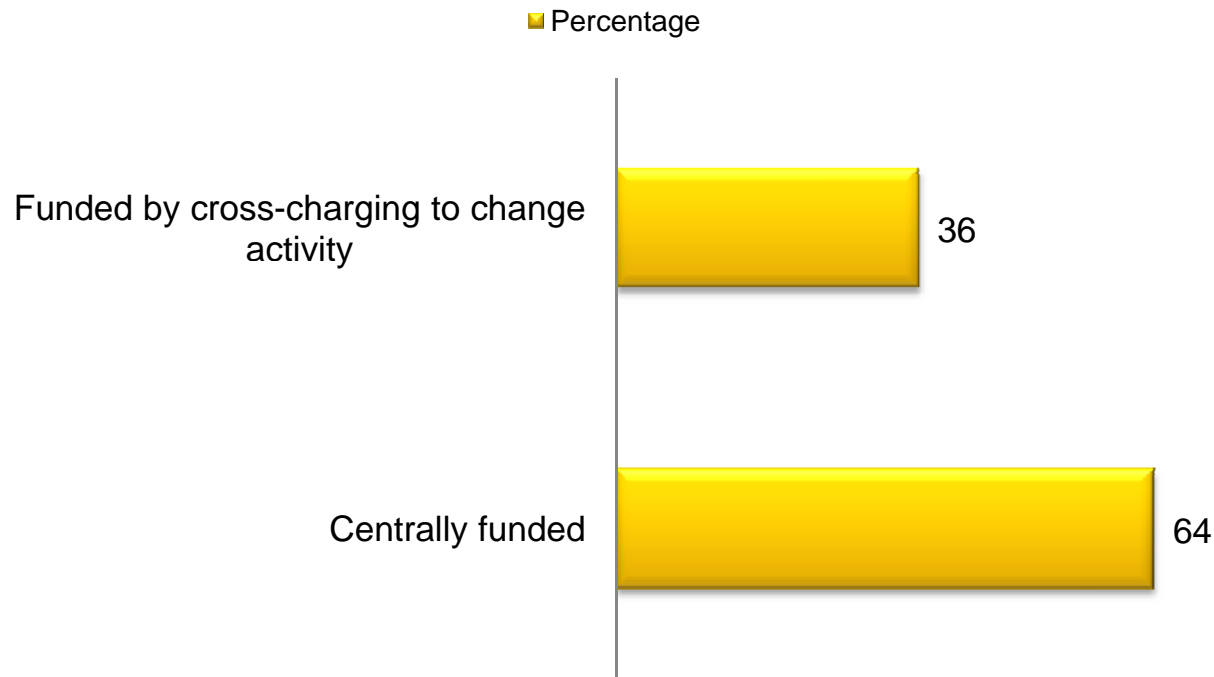
- Centrally funded models are more popular than cross-charging models by a ratio of 2:1

- Consistent with the Infosys 2008/2009 Survey which reported:
    - 59% of organisations fund EA from a separate budget
    - 12% impose a corporate tax on to all units
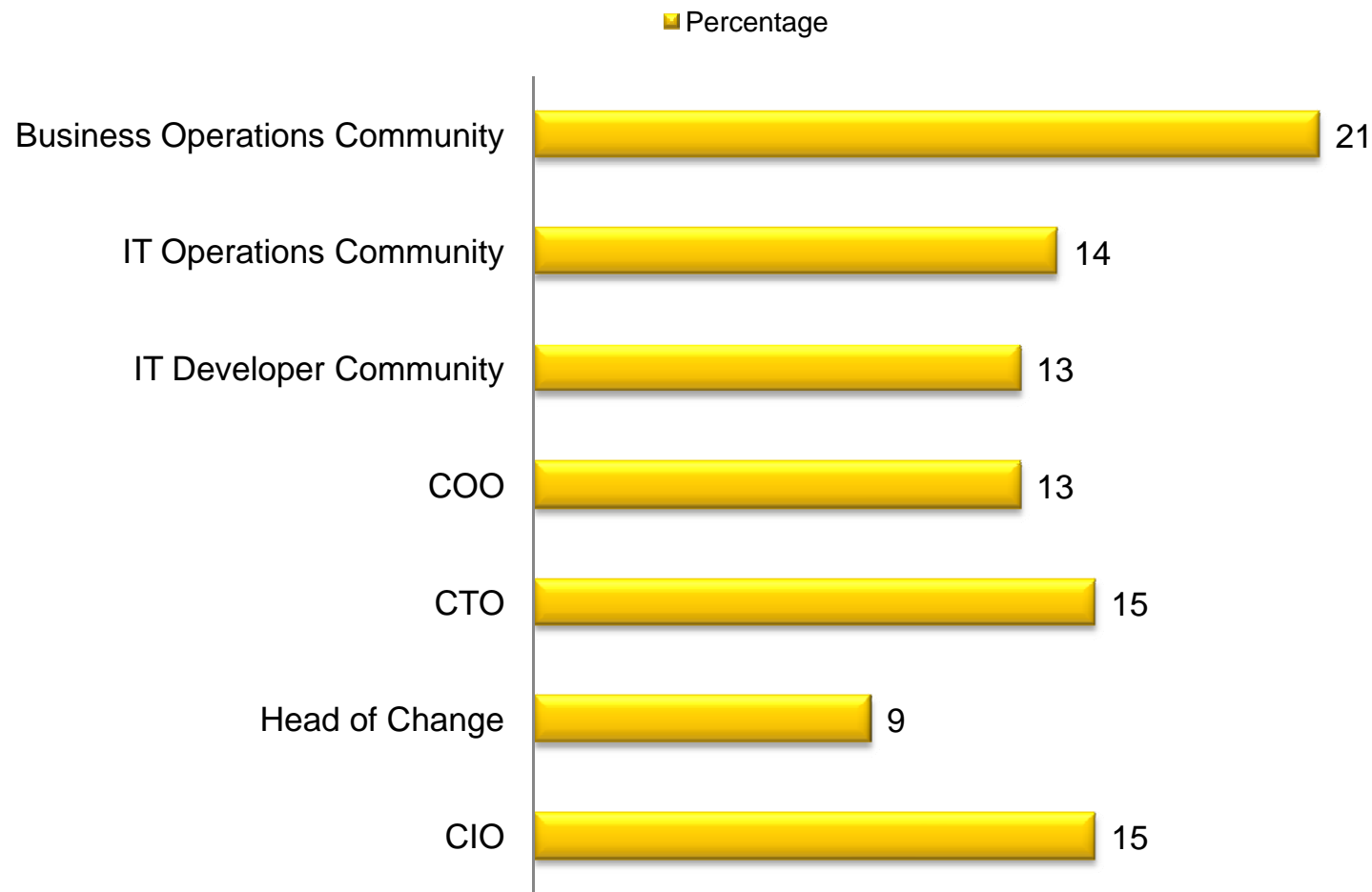   - 29% charge architects to projects

Who is considered to be the primary stakeholder (or sponsor) for enterprise architecture within your organization?

Legend: Percentage

Category	Percentage
Other	31
COO	8
CTO	27
Head of Change	0
CIO	34
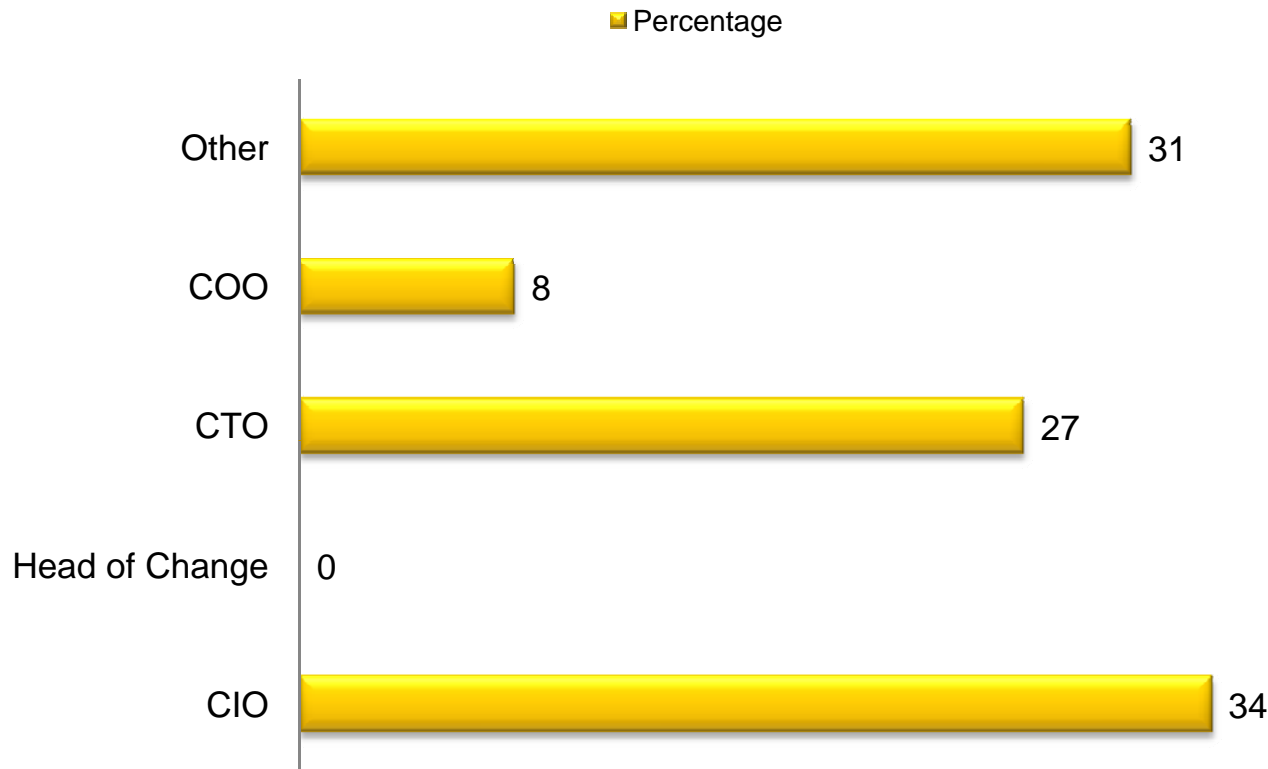
- The Others category included 7 CEOs and a vice-chancellor of education

- Consistent with the Infosys 2008/2009 Survey which reported:
  - 16% of all architecture teams already report to a person outside of IT – the CEO, head of strategy, the CFO or even board of directors

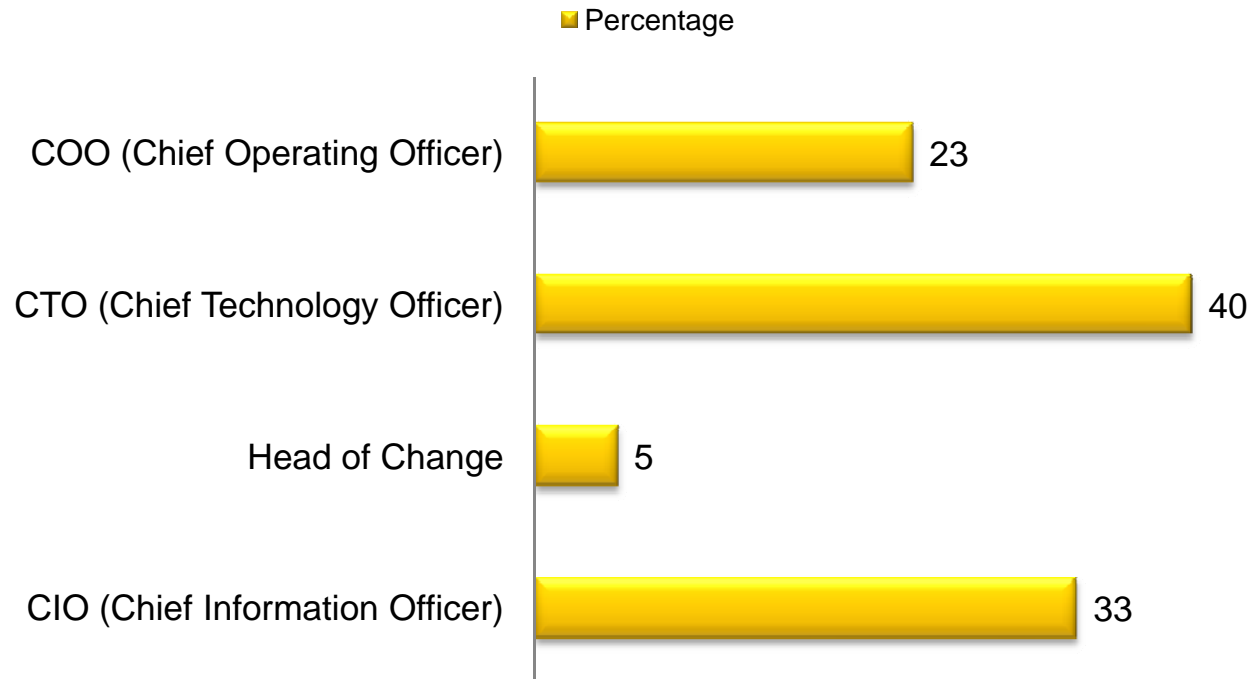*The ownership of enterprise architecture is moving towards the business*

Which other roles are considered to be important stakeholders for Enterprise Architecture?

■ Percentage

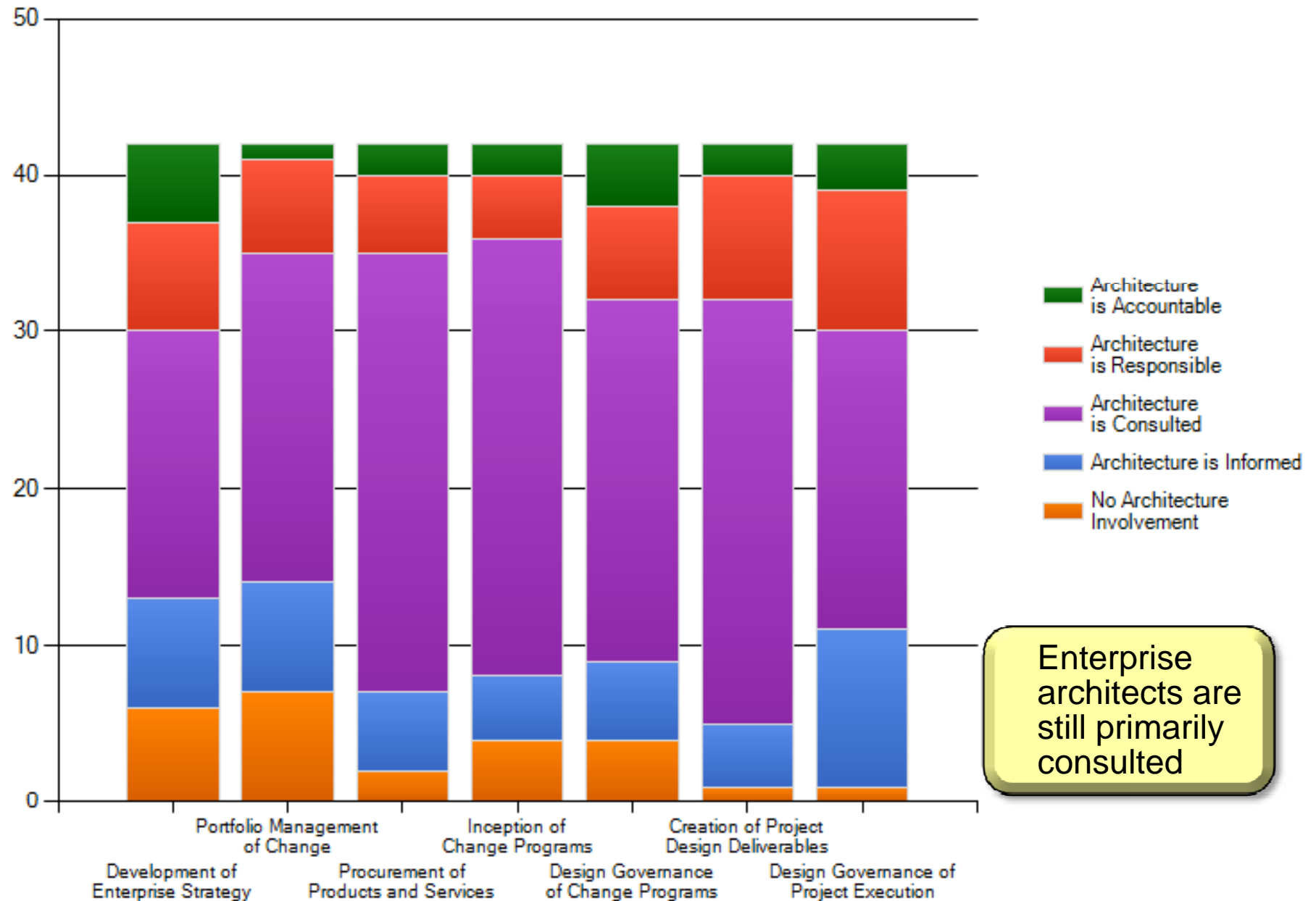| Role	Percentage
Business Operations Community	21
IT Operations Community	14
IT Developer Community	13
COO	13
CTO	15
Head of Change	9
CIO	15

Other business stakeholders are emerging as key stakeholders

The alignment of the business and IT is strengthened

What is the ultimate reporting line for architects within your organization?

■ Percentage

Reporting Line	Percentage
COO (Chief Operating Officer)	23
CTO (Chief Technology Officer)	40
Head of Change	5
CIO (Chief Information Officer)	33

EA is still considered to be within IT and thus reports primarily to CTOs or CIOs, regardless of sponsorship

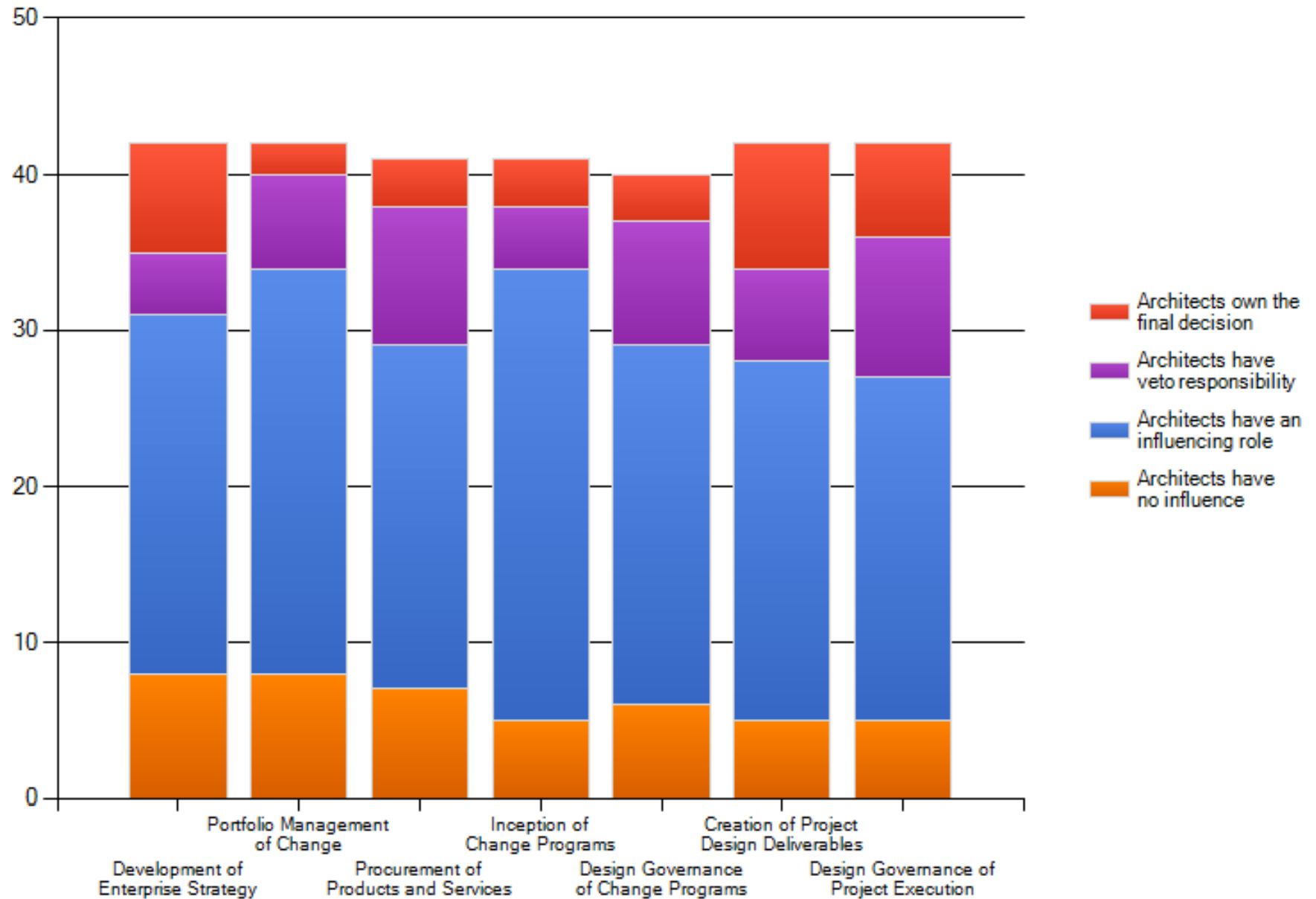# What is the level of involvement that Enterprise Architects have at the following levels?

Legend:
- Architecture is Accountable
- Architecture is Responsible
- Architecture is Consulted
- Architecture is Informed
- No Architecture Involvement

Categories:
- Development of Enterprise Strategy
- Portfolio Management of Change
- Procurement of Products and Services
- Inception of Change Programs
- Design Governance of Change Programs
- Creation of Project Design Deliverables
- Design Governance of Project Execution

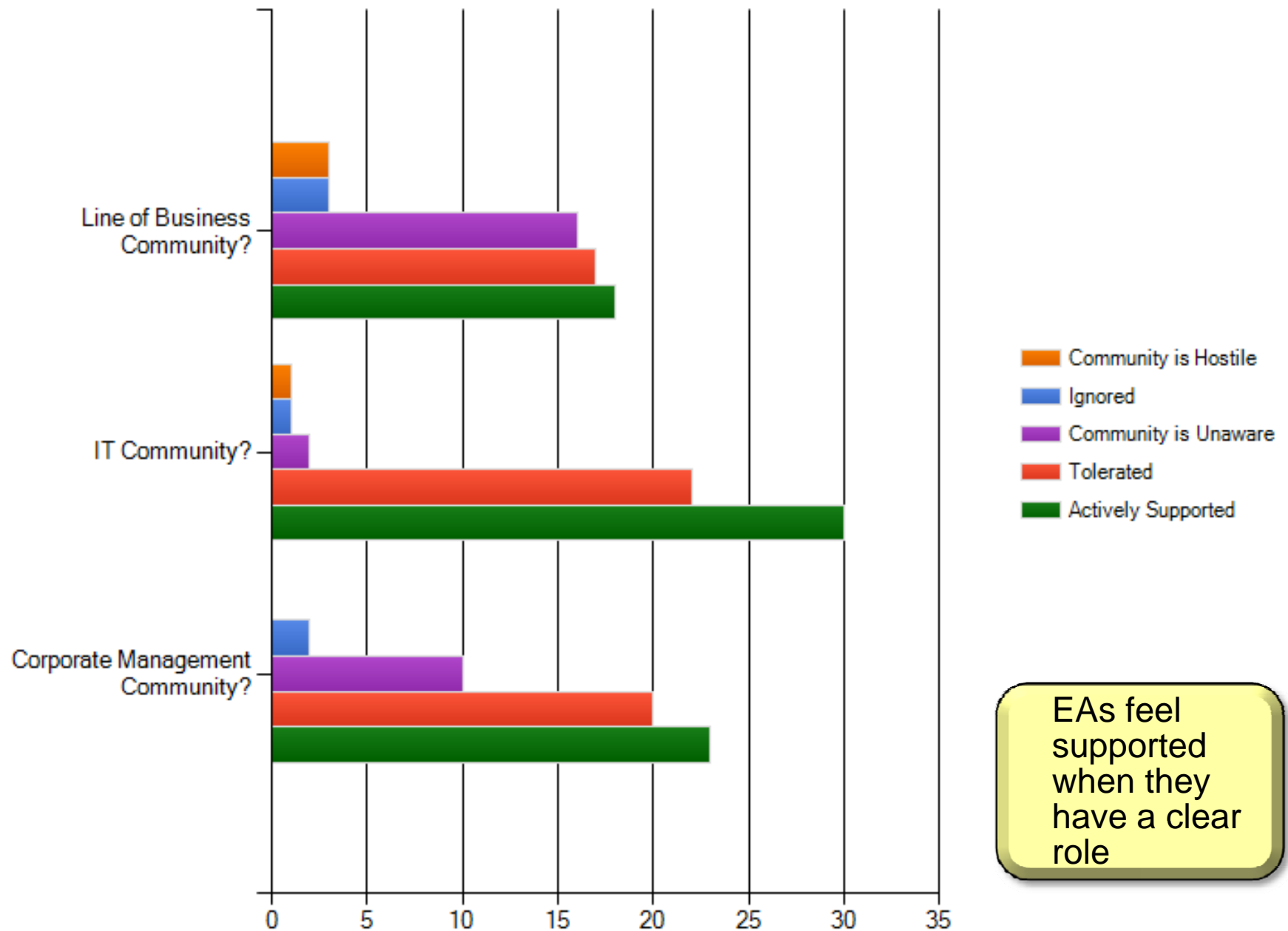Enterprise architects are still primarily consulted

EA s should be consulted, responsible or accountable in these areas

What is the level of influence that Enterprise Architects have at the following levels?

Legend:
- Architects own the final decision
- Architects have veto responsibility
- Architects have an influencing role
- Architects have no influence

Categories: Development of Enterprise Strategy, Portfolio Management of Change, Procurement of Products and Services, Inception of Change Programs, Design Governance of Change Programs, Creation of Project Design Deliverables, Design Governance of Project Execution

EAs still have low levels of authority in final decision making

To what degree is Enterprise Architecture supported by the..

Legend:
- Community is Hostile
- Ignored
- Community is Unaware
- Tolerated
- Actively Supported

Categories: Line of Business Community?, IT Community?, Corporate Management Community?

EAs feel supported when they have a clear role

EAs still need to work on communication within the organisation

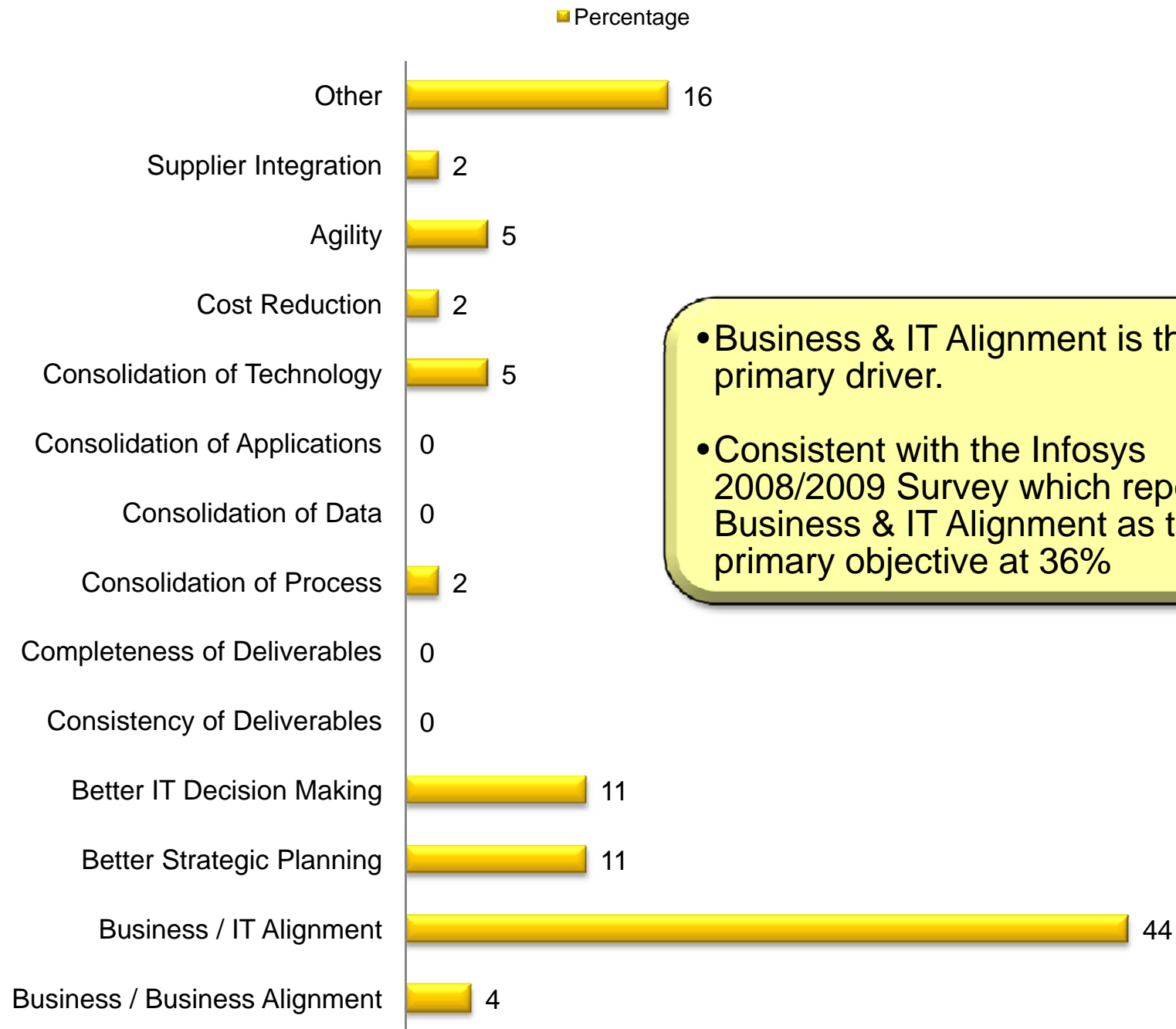# How far into the future is Enterprise Architecture used to support strategic planning?
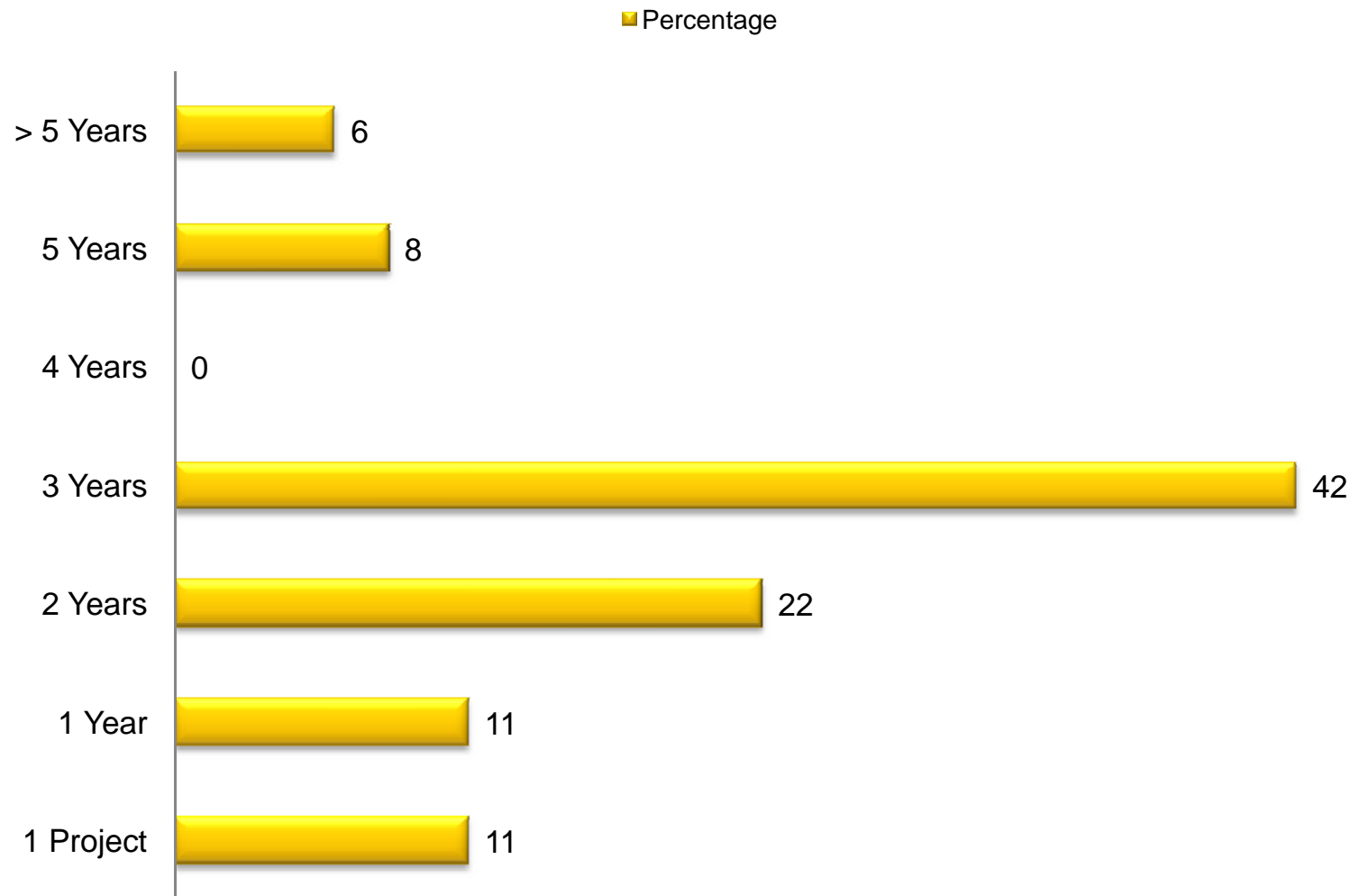
Even though technology strategies may be difficult to define for more than 3 years, the business may work on longer cycles

Section

- Organization Demographics

- Scope & Mandate

- Drivers & Benefits
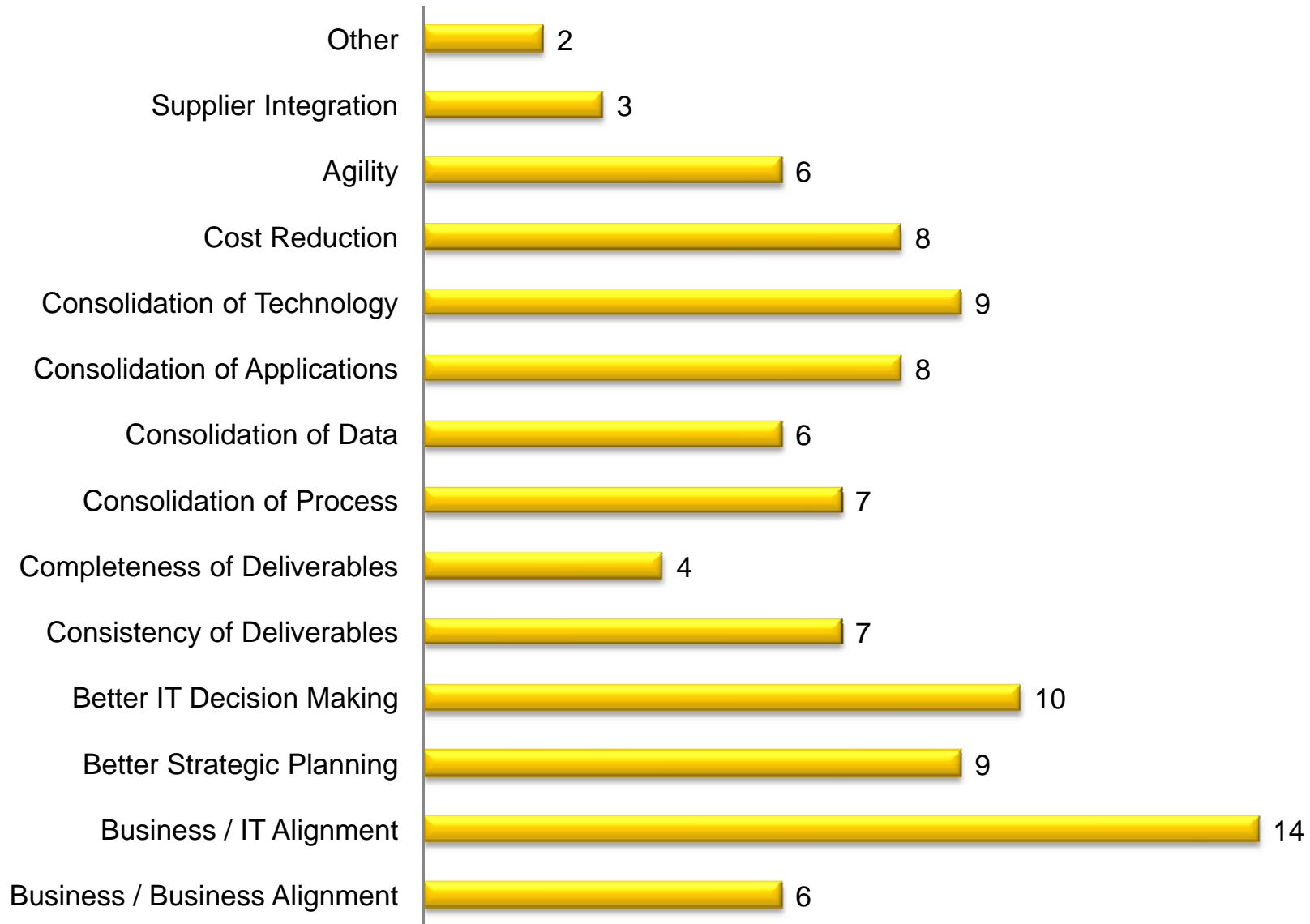
- EA Frameworks

- EA Practice Capability & Maturity

What is considered to be the primary driver for Enterprise Architecture within your organization?

■ Percentage

Category	Percentage
Other	16
Supplier Integration	2
Agility	5
Cost Reduction	2
Consolidation of Technology	5
Consolidation of Applications	0
Consolidation of Data	0
Consolidation of Process	2
Completeness of Deliverables	0
Consistency of Deliverables	0
Better IT Decision Making	11
Better Strategic Planning	11
Business / IT Alignment	44
Business / Business Alignment	4

- Business & IT Alignment is the primary driver.

- Consistent with the Infosys 2008/2009 Survey which reported Business & IT Alignment as the primary objective at 36%

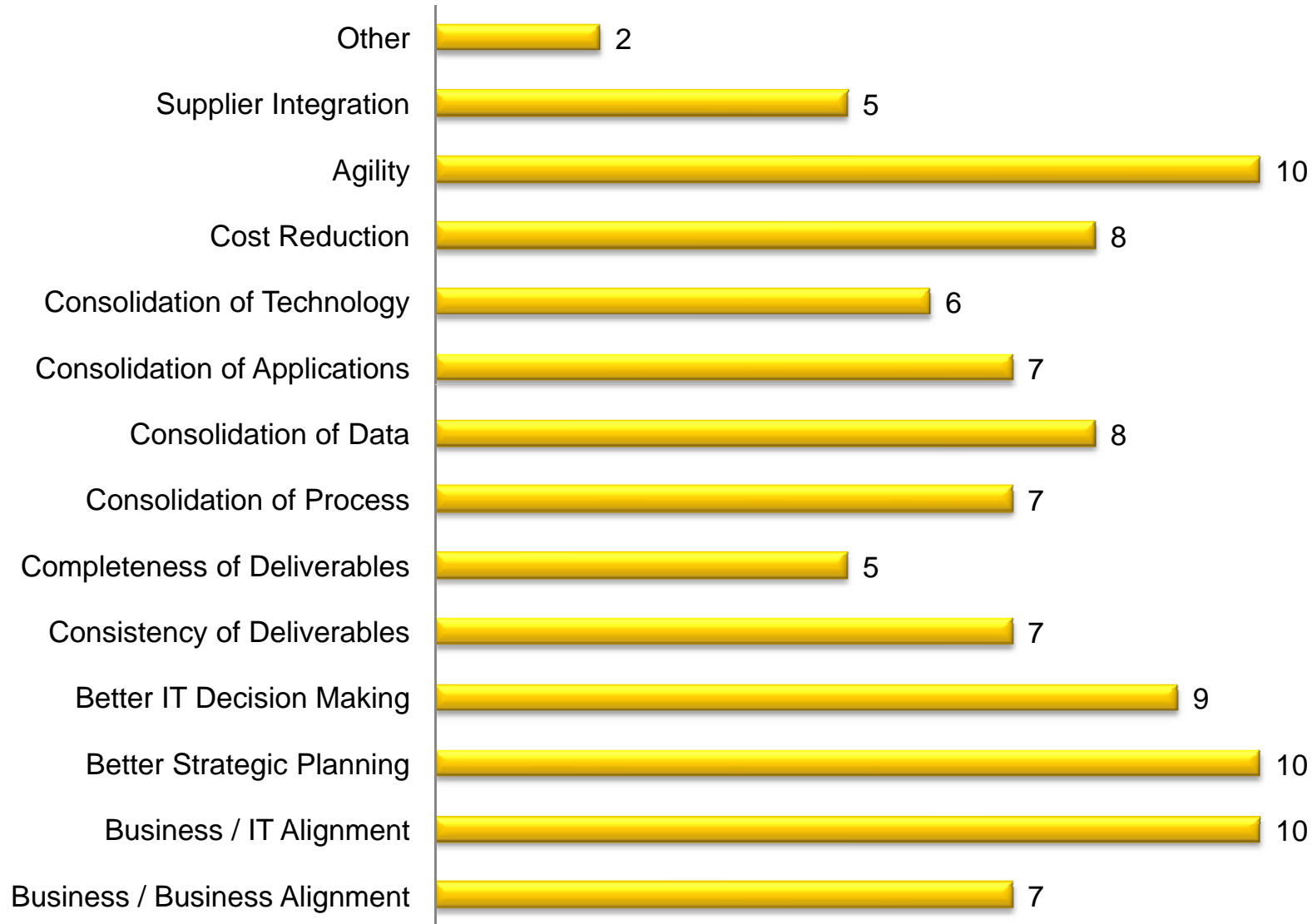# In what areas are you currently achieving benefit from the practice of Enterprise Architecture?

■ Percentage

Area	Percentage
Other	2
Supplier Integration	3
Agility	6
Cost Reduction	8
Consolidation of Technology	9
Consolidation of Applications	8
Consolidation of Data	6
Consolidation of Process	7
Completeness of Deliverables	4
Consistency of Deliverables	7
Better IT Decision Making	10
Better Strategic Planning	9
Business / IT Alignment	14
Business / Business Alignment	6

Benefits are realized across the board (i.e. all drivers)

What benefits are you seeking to achieve in future from the practice of Enterprise Architecture?

■ Percentage

Benefit	Percentage
Other	2
Supplier Integration	5
Agility	10
Cost Reduction	8
Consolidation of Technology	6
Consolidation of Applications	7
Consolidation of Data	8
Consolidation of Process	7
Completeness of Deliverables	5
Consistency of Deliverables	7
Better IT Decision Making	9
Better Strategic Planning	10
Business / IT Alignment	10
Business / Business Alignment	7

Need to leverage EA to gain more of the same benefits

What common issues are you currently using architecture to address?

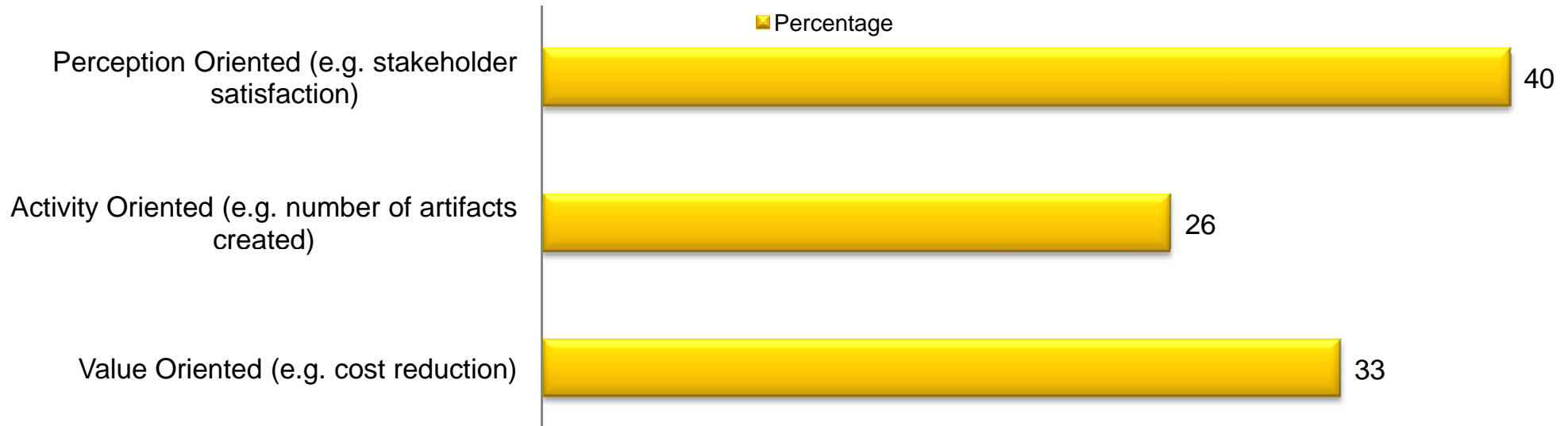| Issue	Value
Introduction of new products and services	~27
Service orientation of applications	~26
Application integration	~26
Continuous process improvement	~21
Business intelligence and decision making	~18
Collaboration with partners and suppliers	~16
Service orientation of business	~15
Improved customer experience	~15
Security	~14
ERP implementation	~12
Other	~40

EA also drives efficiency in the IT space

We need to articulate the benefits in business terms and industry acknowledged metrics

How many objective Key Performance Indicators are collected to measure the effectiveness of the Enterprise Architecture function?

■ Percentage

Category	Percentage
20+	11
6 - 20	23
1 - 5	34
0	32
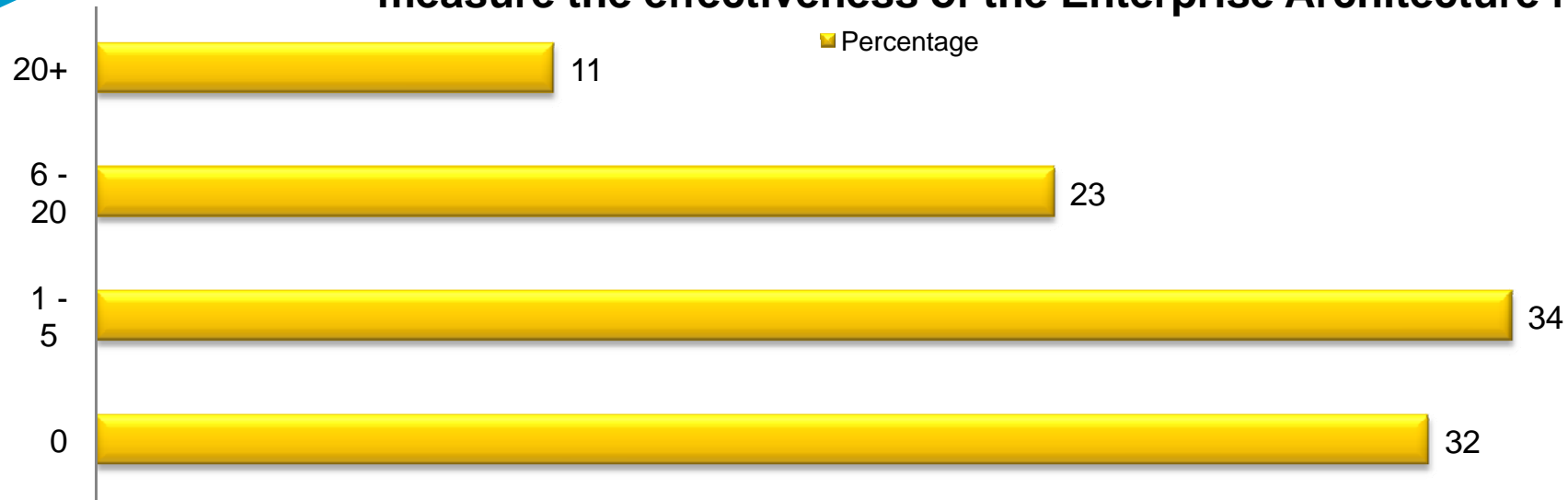
Infosys 2008/2009 Survey states that 71% of organisations collect some kind of metrics

What types of Key Performance Indicator are collected?

■ Percentage

Category	Percentage
Perception Oriented (e.g. stakeholder satisfaction)	40
Activity Oriented (e.g. number of artifacts created)	26
Value Oriented (e.g. cost reduction)	33

A lot more thought needs to be given to the metrics that actually measure value

Section

- Organization Demographics

- Scope & Mandate

- Drivers & Benefits

- EA Frameworks

- EA Practice Capability & Maturity

Has your organization standardized on the use of an Enterprise Architecture framework?

Percentage

Category	Value
A standard framework has been selected and integrated with core change processes	27
A preferred framework has been selected, but its use is ad hoc	44
Frameworks are selected and used on an ad hoc basis	27
No framework is in use	2
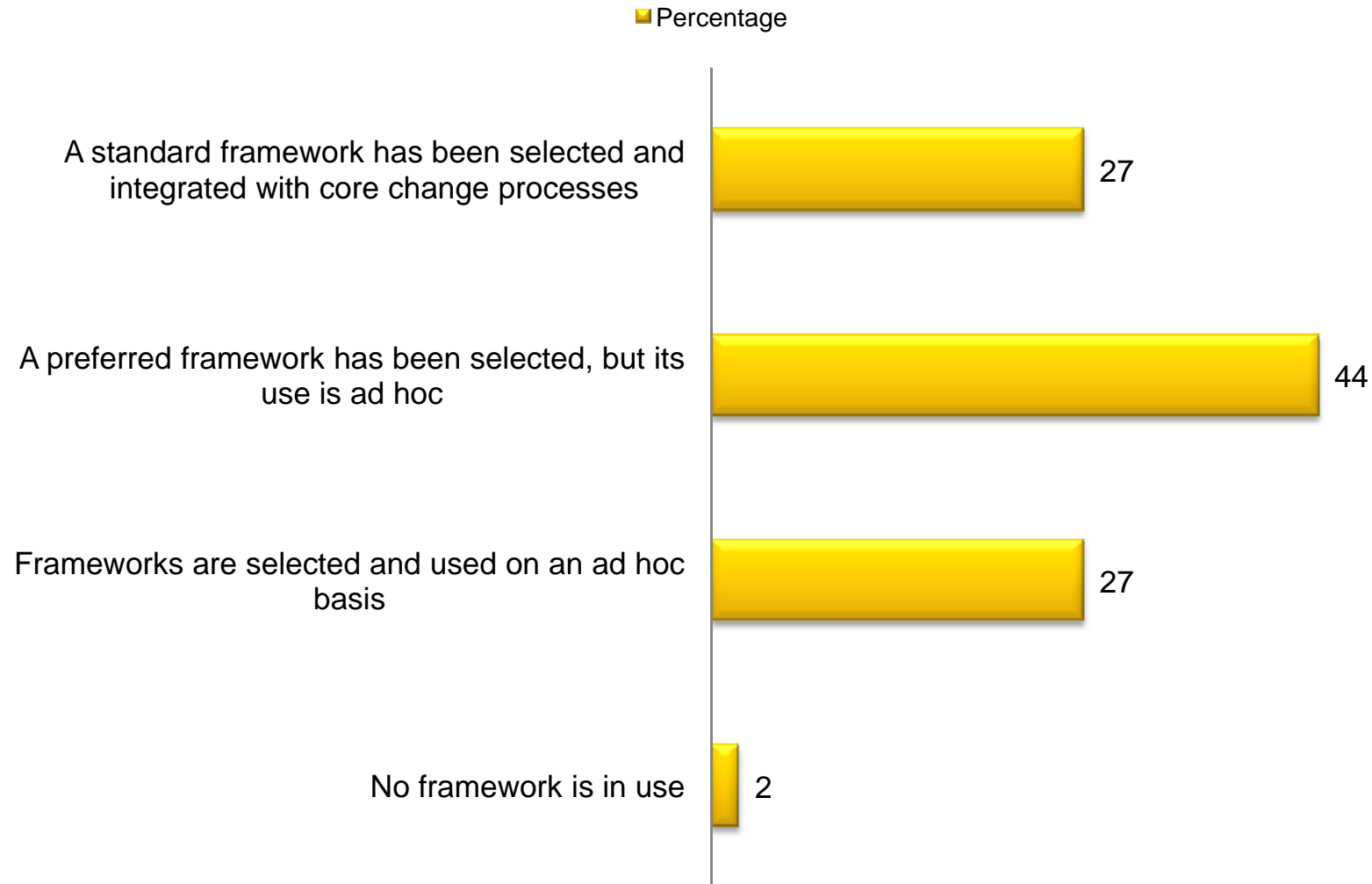
Forrester Jul 09 Report states that 66% of respondents (from their Dec 08 survey) used an EA framework.

The consistent use of the EA framework selected is not yet widespread
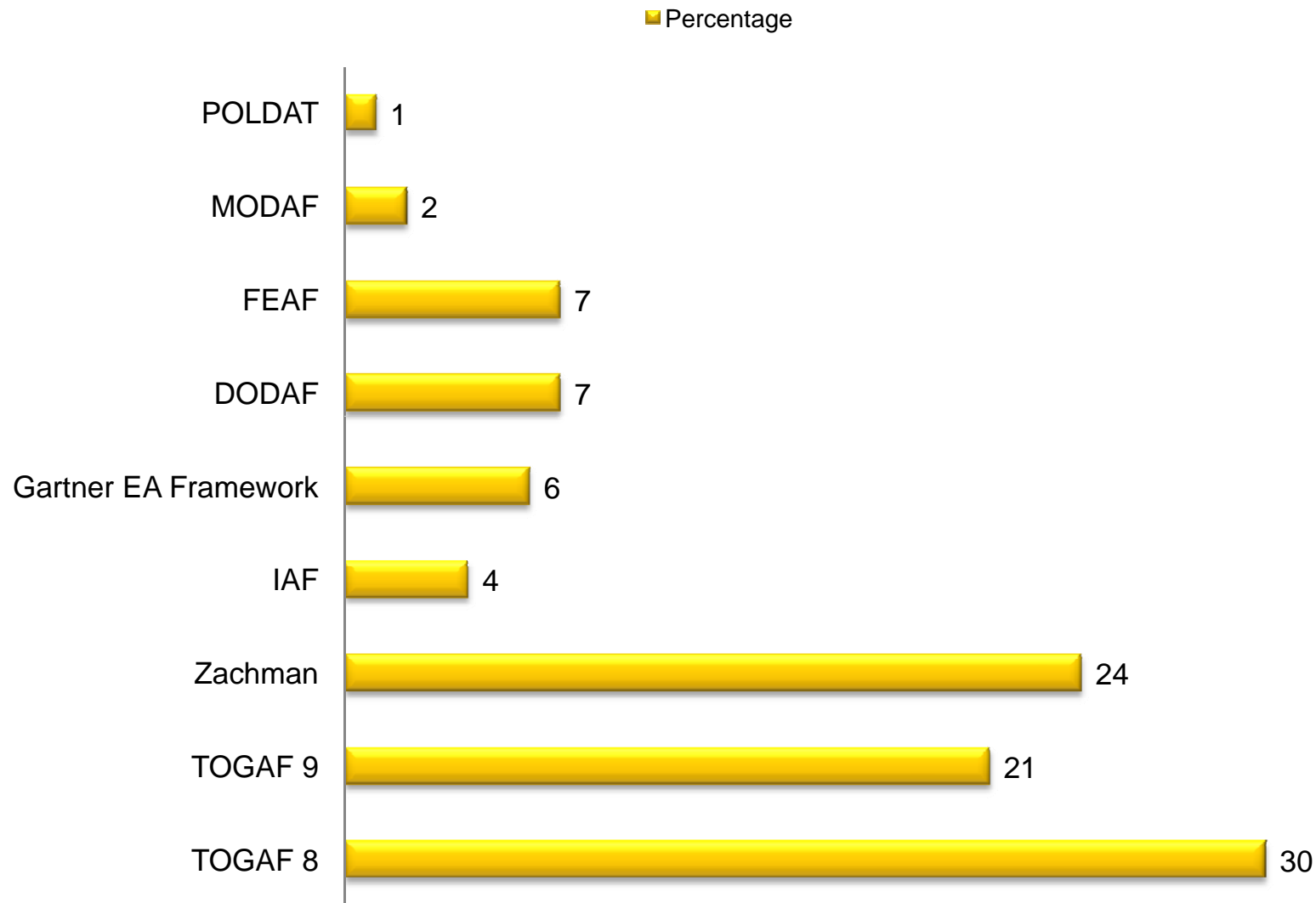
Which Enterprise Architecture framework(s) is your organization considering for usage?

■ Percentage

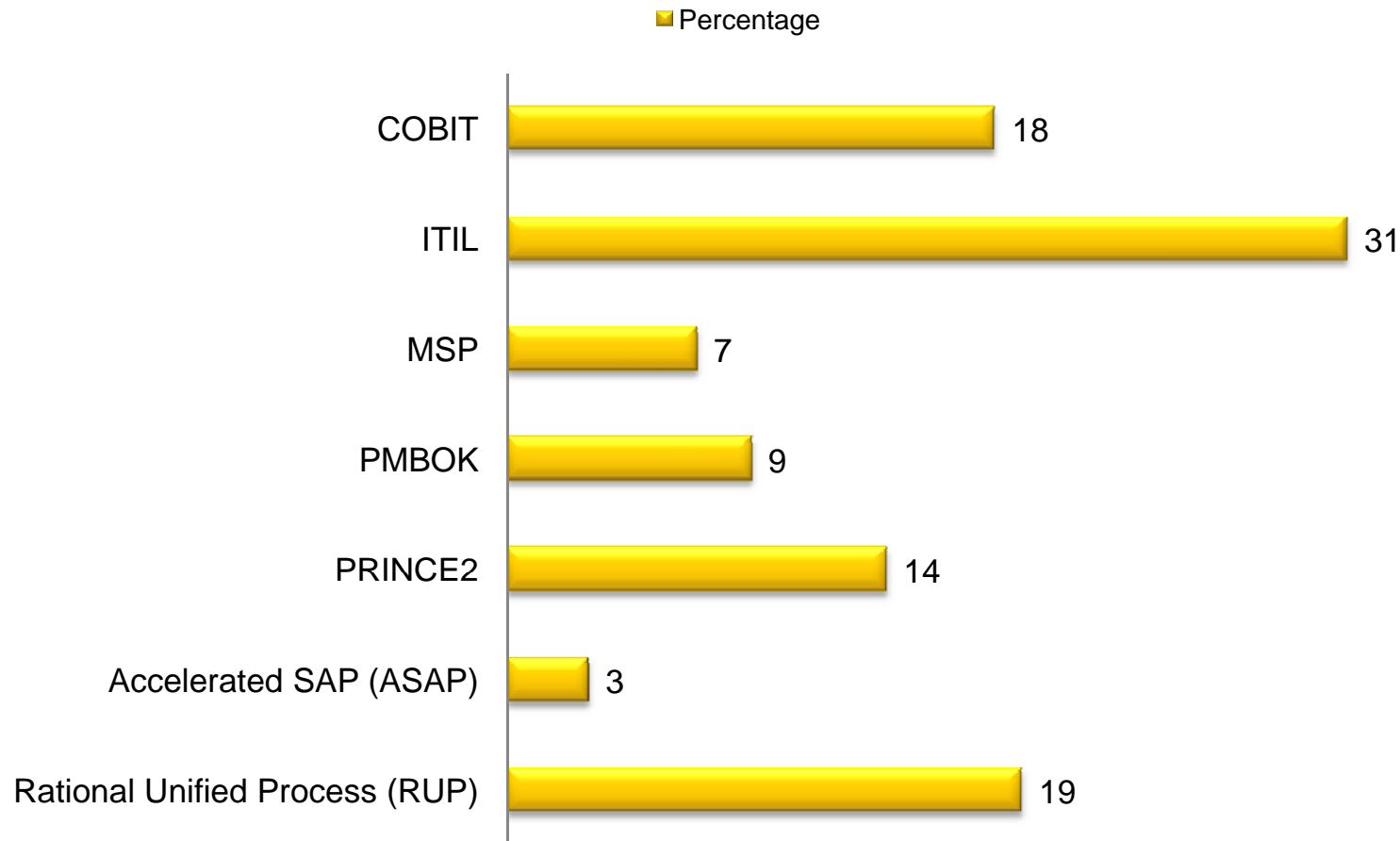| Framework	Percentage
POLDAT	1
MODAF	3
FEAF	7
DODAF	6
Gartner EA Framework	8
IAF	1
Zachman	14
TOGAF 9	42
TOGAF 8	10
Not considering a new framework	7
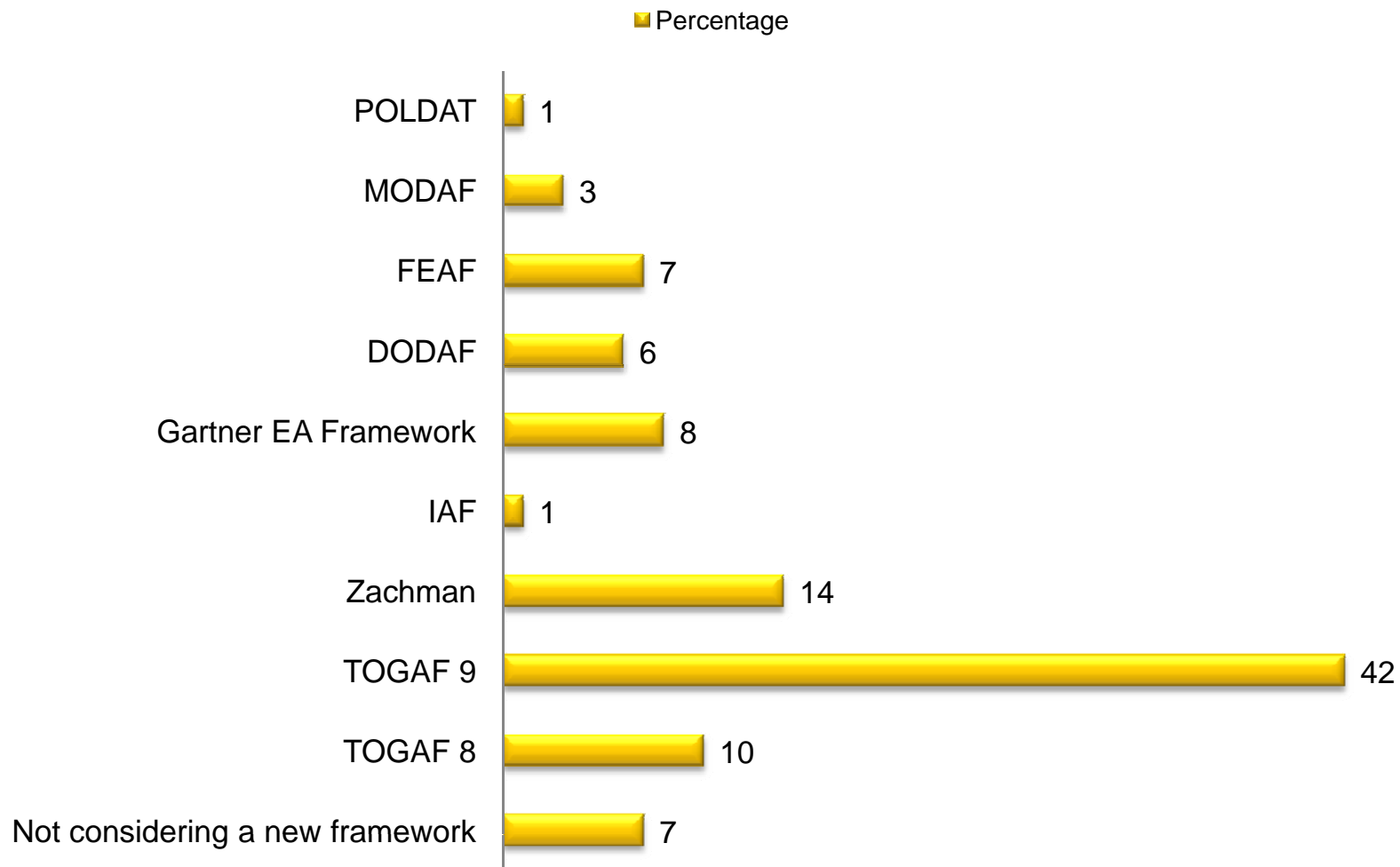
TOGAF 9 has stimulated a lot of interest in the industry

What is your organization's approach to customizing your selected enterprise architecture framework(s)?

■ Percentage

Customize and integrate with other processes and frameworks — 57

Customize to meet organizational requirements (standalone) — 33

Use the framework with no customization — 10
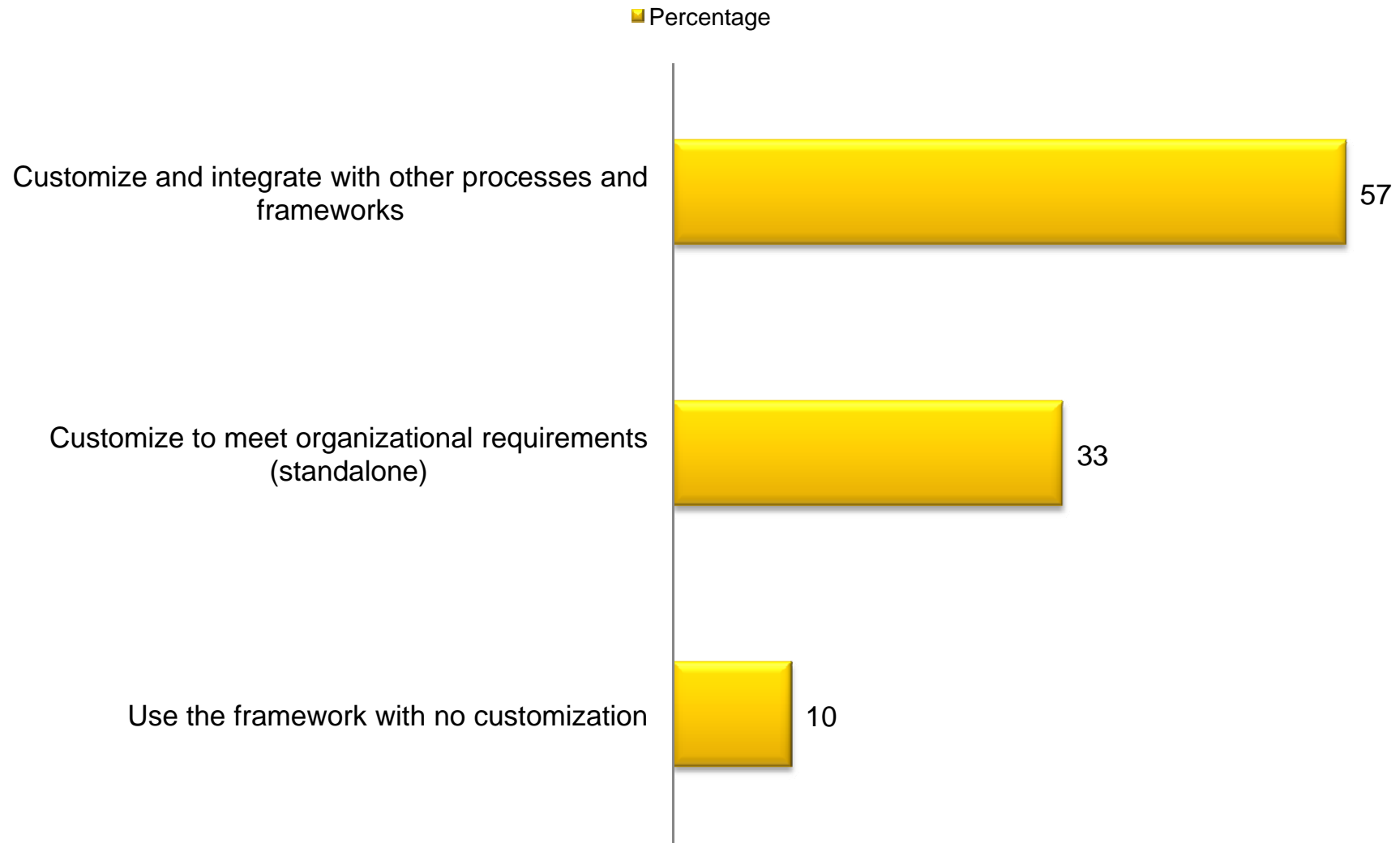
Infosys 2008/2009 Survey states that 71% of organisations customise their EA frameworks

Which other non-architecture frameworks need to be integrated with Enterprise Architecture within your organization?

Legend: ■ Percentage

- COBIT — 18
- ITIL — 31
- MSP — 7
- PMBOK — 9
- PRINCE2 — 14
- Accelerated SAP (ASAP) — 3
- Rational Unified Process (RUP) — 19

A growing recognition exists that the EA framework needs to be integrated with other management and IT frameworks

This integration adds to the challenge of EA framework adoption

How mature do you believe your chosen architecture framework(s) are in addressing the following areas?
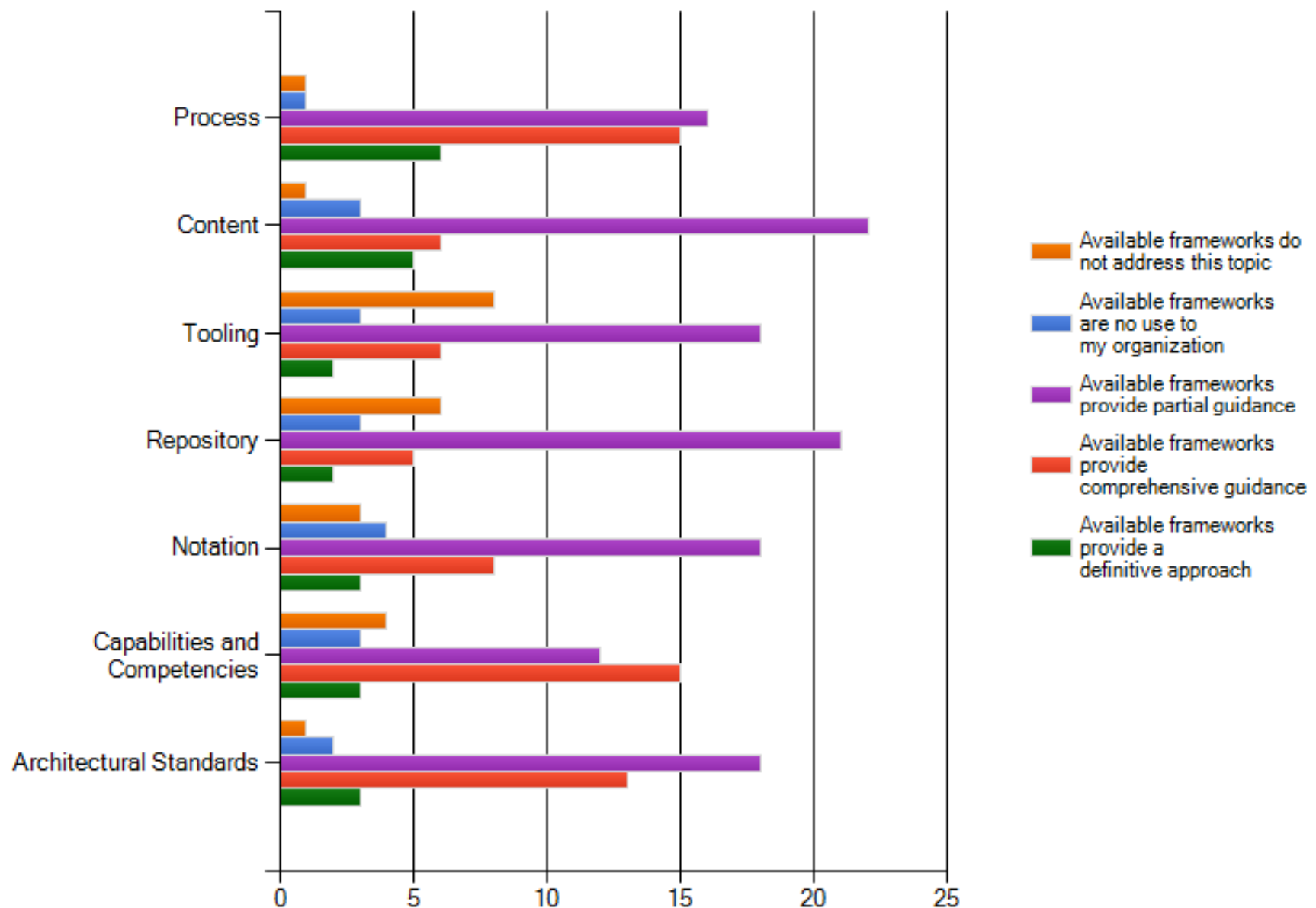
Results reflect reality where EA frameworks are comprehensive but not prescriptive

How mature do you believe TOGAF 9 is in addressing the following areas?
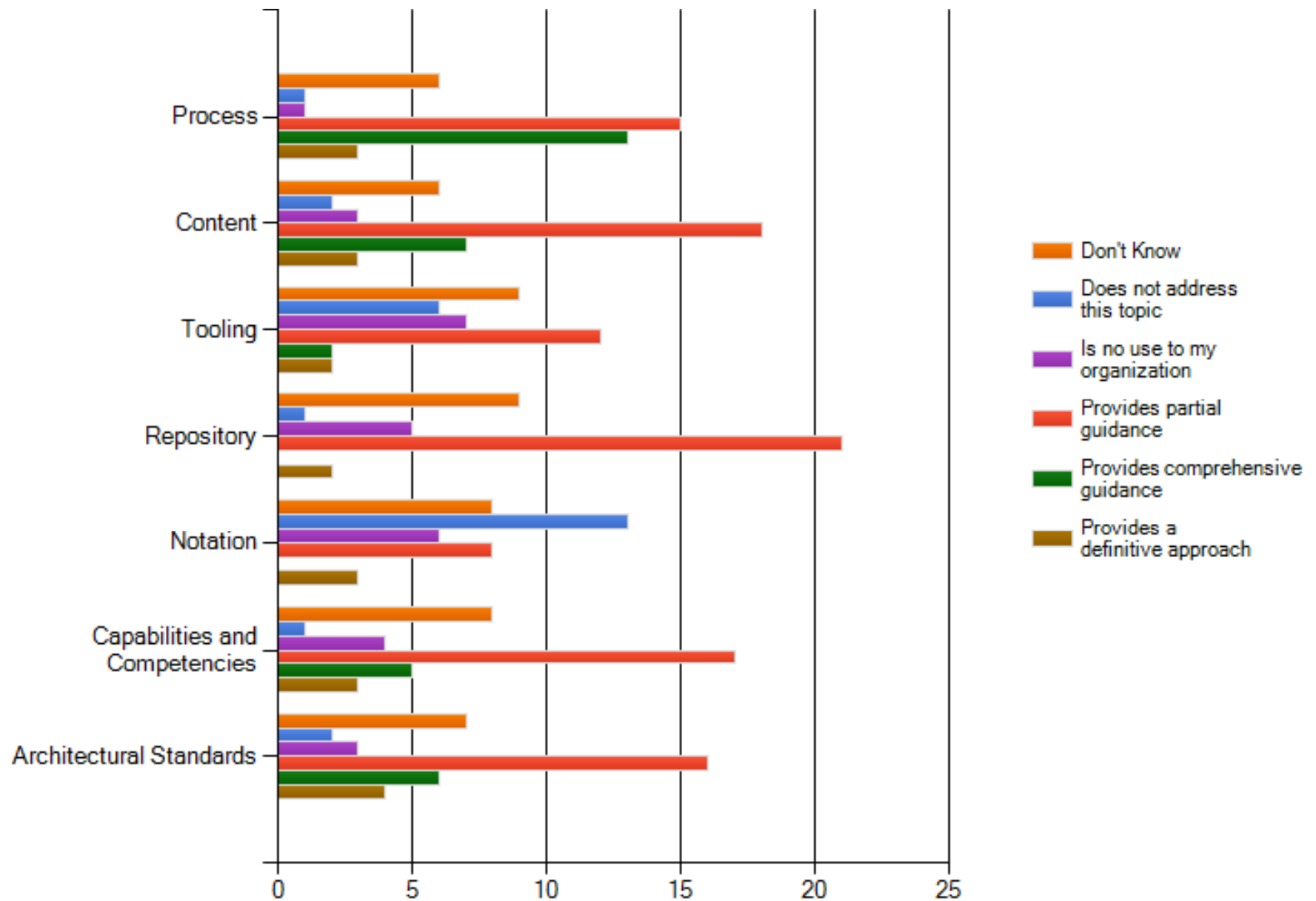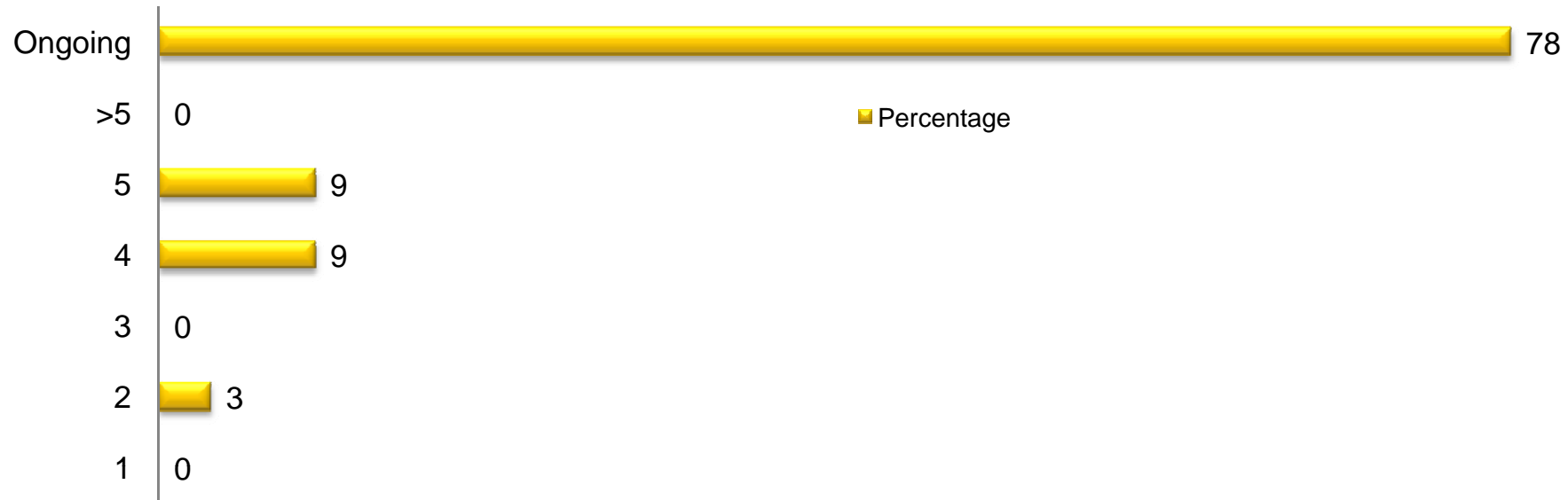
Insufficient experience and knowledge to exploit TOGAF 9

Section

- Organization Demographics

- Scope & Mandate

- Drivers & Benefits

- Frameworks

- EA Practice Capability & Maturity

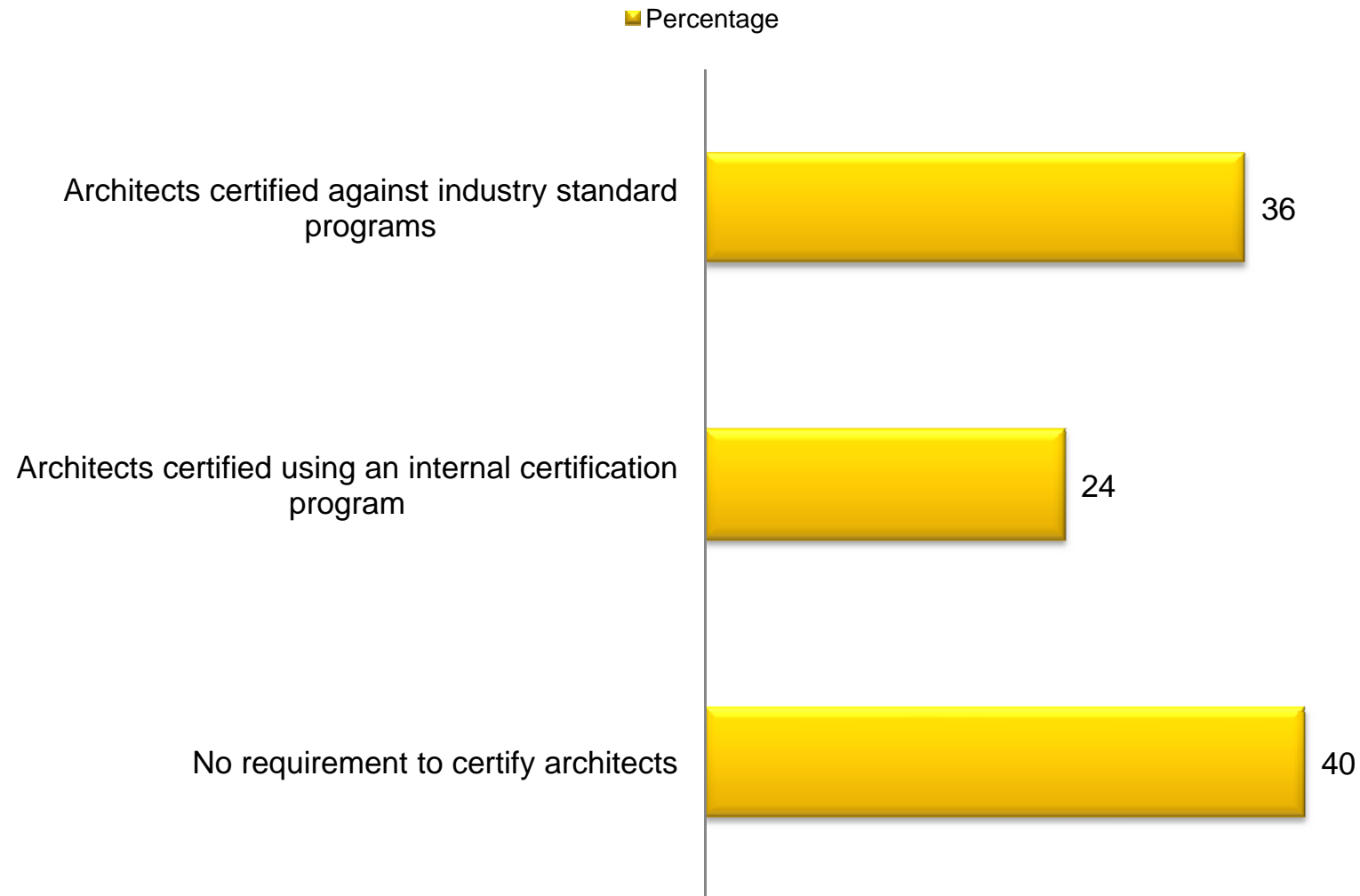# How many phases were required to fully adopt your architecture framework?

Phases	Percentage
Ongoing	78
>5	0
5	9
4	9
3	0
2	3
1	0

What timeframe was required to complete your adoption program?

Timeframe	Percentage
Unkown /..	68
>3 years	0
2-3 years	6
1-2 years	13
6-12 months	13
<6 months	0

Most organisations are currently in the midst of deploying their chosen framework

What percentage of architects within your organization are currently certified?

Percentage

Category	Value
81-100%	24
61-80%	9
41-60%	15
21-40%	12
1-20%	32
0%	9
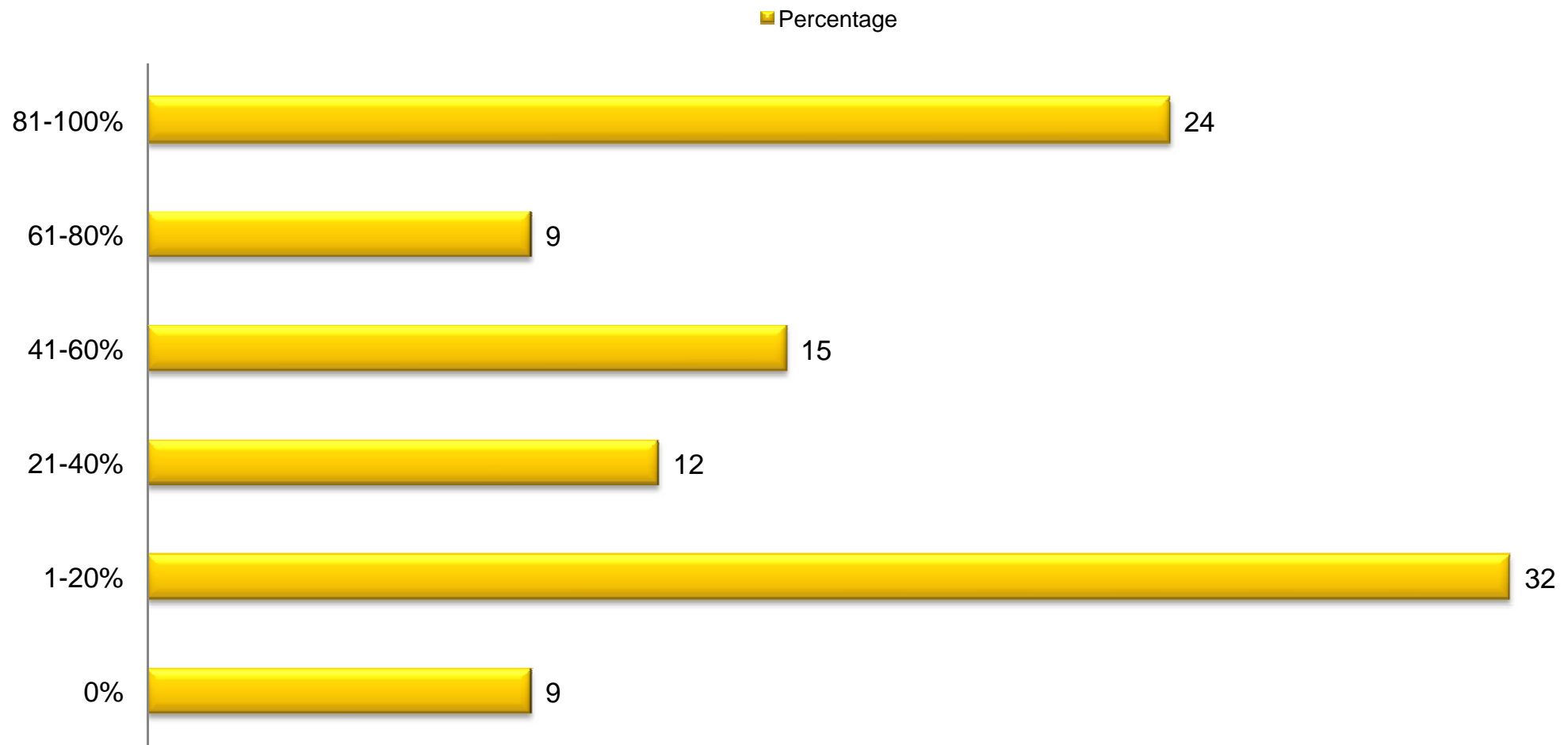
Architects within organisations are at different stages of certification

Who is responsible for ongoing development of the architecture capability?

■ Percentage

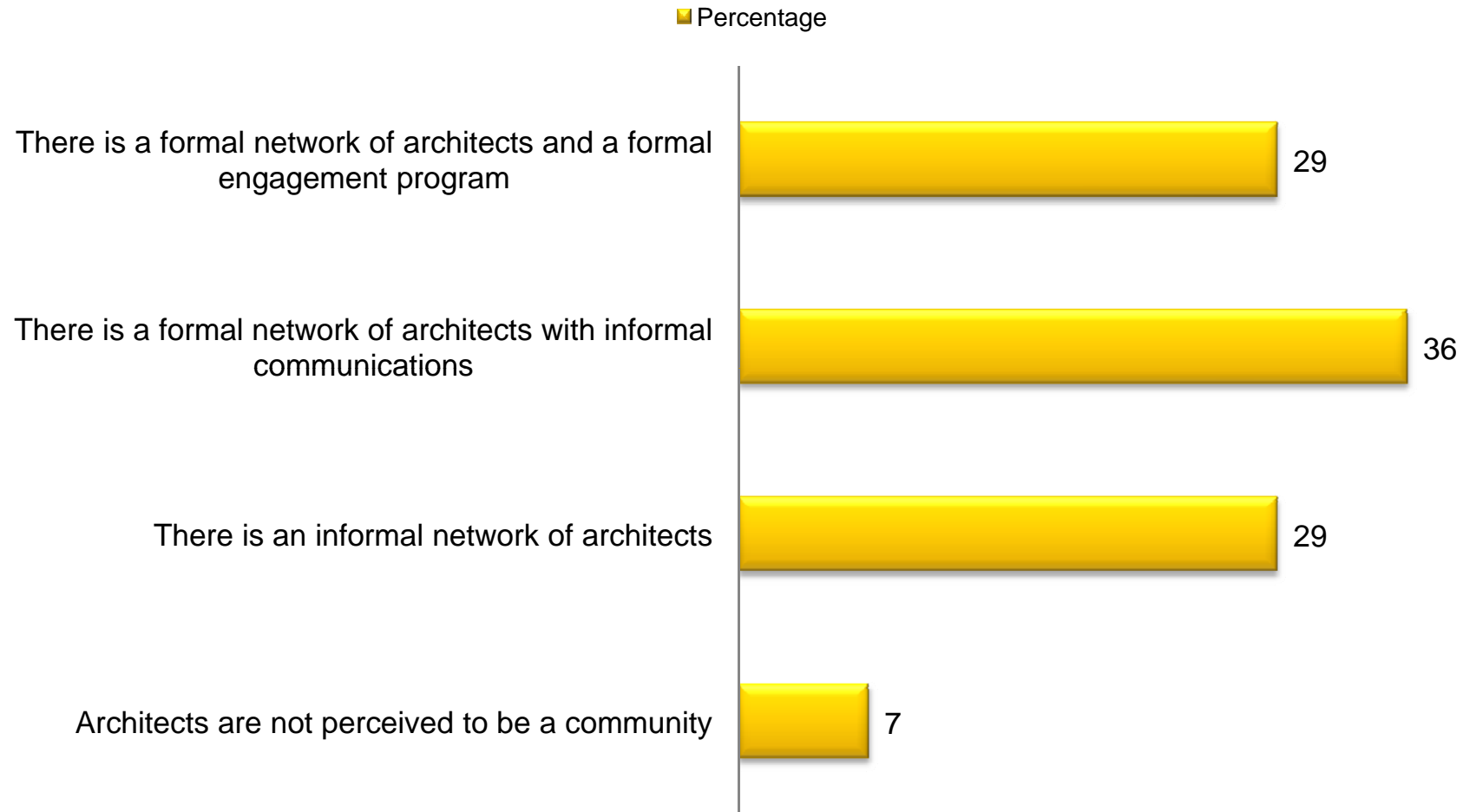|	
Ongoing Enterprise Architecture program	31
Architecture Steering Group	3
Sponsor for Architecture	14
Chief Architect	37
Informal development from within the team	14
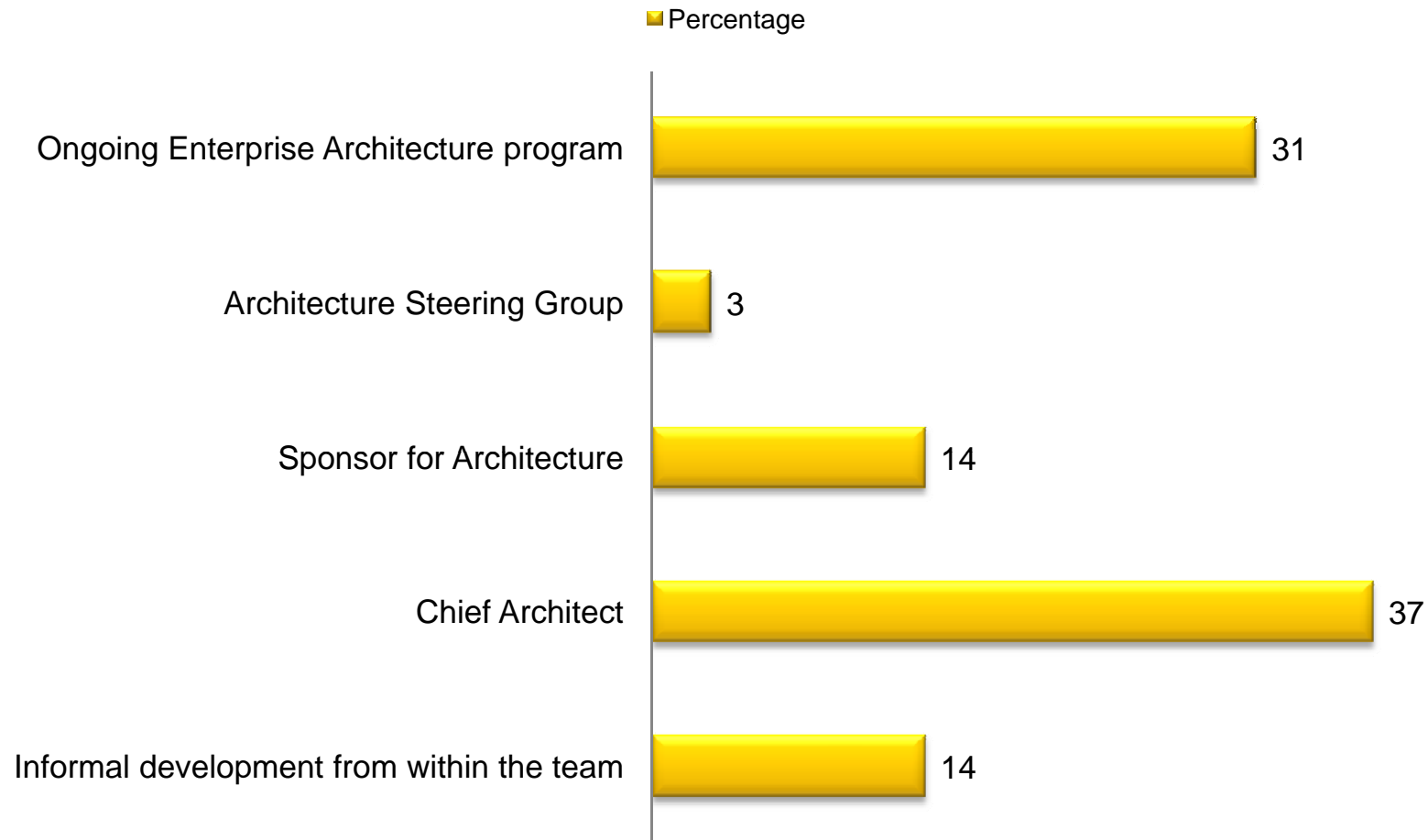
Two possible for the results could be:
1. For larger organisations, a program is used to initially launch an EA practice after which the Chief Architect has responsibility
2. For smaller organisations, the Chief Architect has responsibility from day one
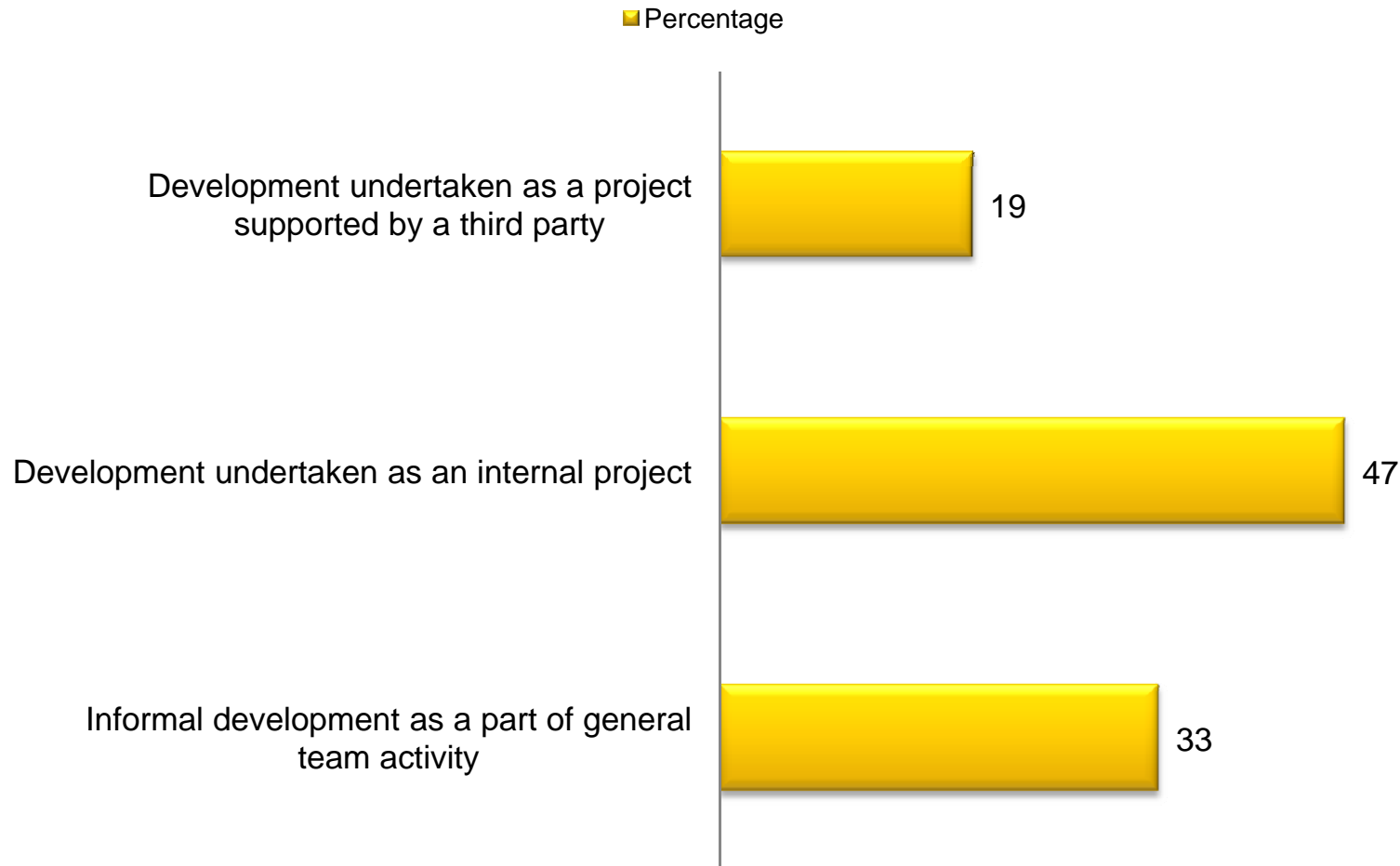
One size doesn't fit all

Which of the following options best describes your organization's approach to managing the community of architecture practitioners?

■ Percentage

Option	Percentage
There is a formal network of architects and a formal engagement program	29
There is a formal network of architects with informal communications	36
There is an informal network of architects	29
Architects are not perceived to be a community	7

Majority of EA practices have a formal structure although the communication style will vary
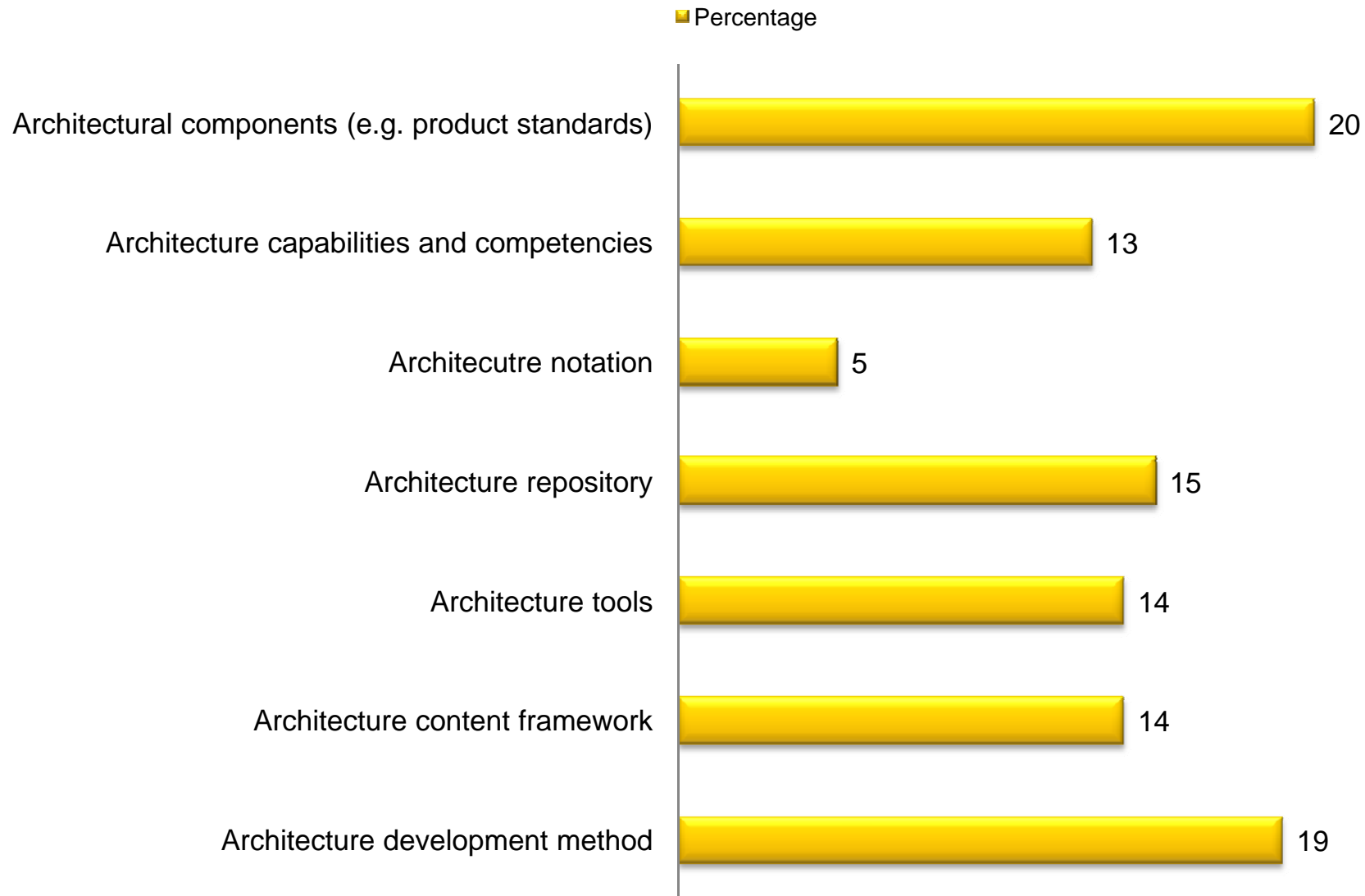
Both formal and informal networks are important for communication throughout an organisation

Which option best describes your organization's approach to developing an Enterprise Architecture capability?

■ Percentage

Development undertaken as a project supported by a third party	19
Development undertaken as an internal project	47
Informal development as a part of general team activity	33

Insight is that most EA capability development is in-house without assistance

Which aspects of Enterprise Architecture are standardized within your organization?

■ Percentage

Aspect	Percentage
Architectural components (e.g. product standards)	20
Architecture capabilities and competencies	13
Architecutre notation	5
Architecture repository	15
Architecture tools	14
Architecture content framework	14
Architecture development method	19

Standardisation is consistently low across all EA components

Presumably, these results are due to the transitional state of EA practices

What is the approximate distribution of effort across the four architecture domains?
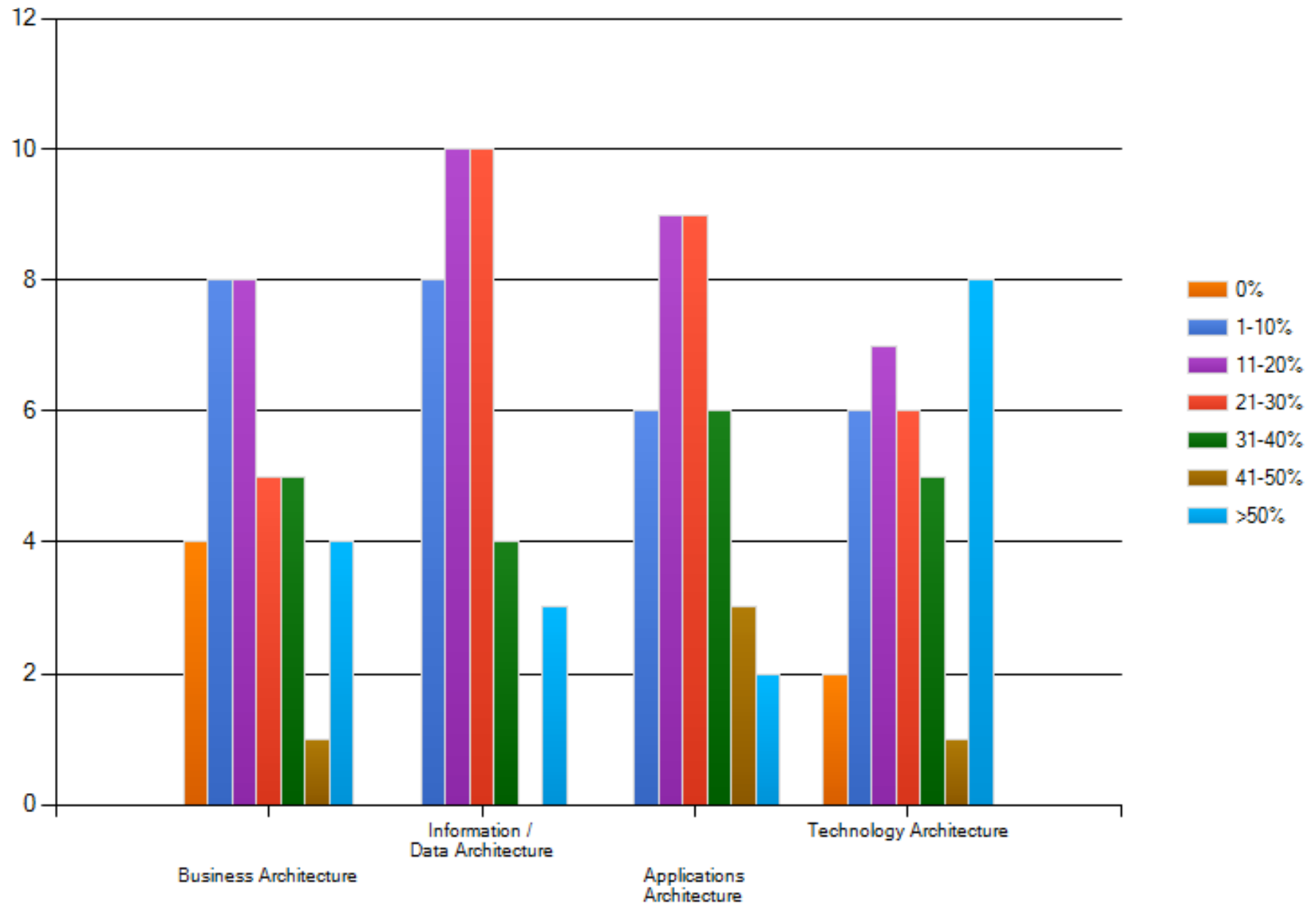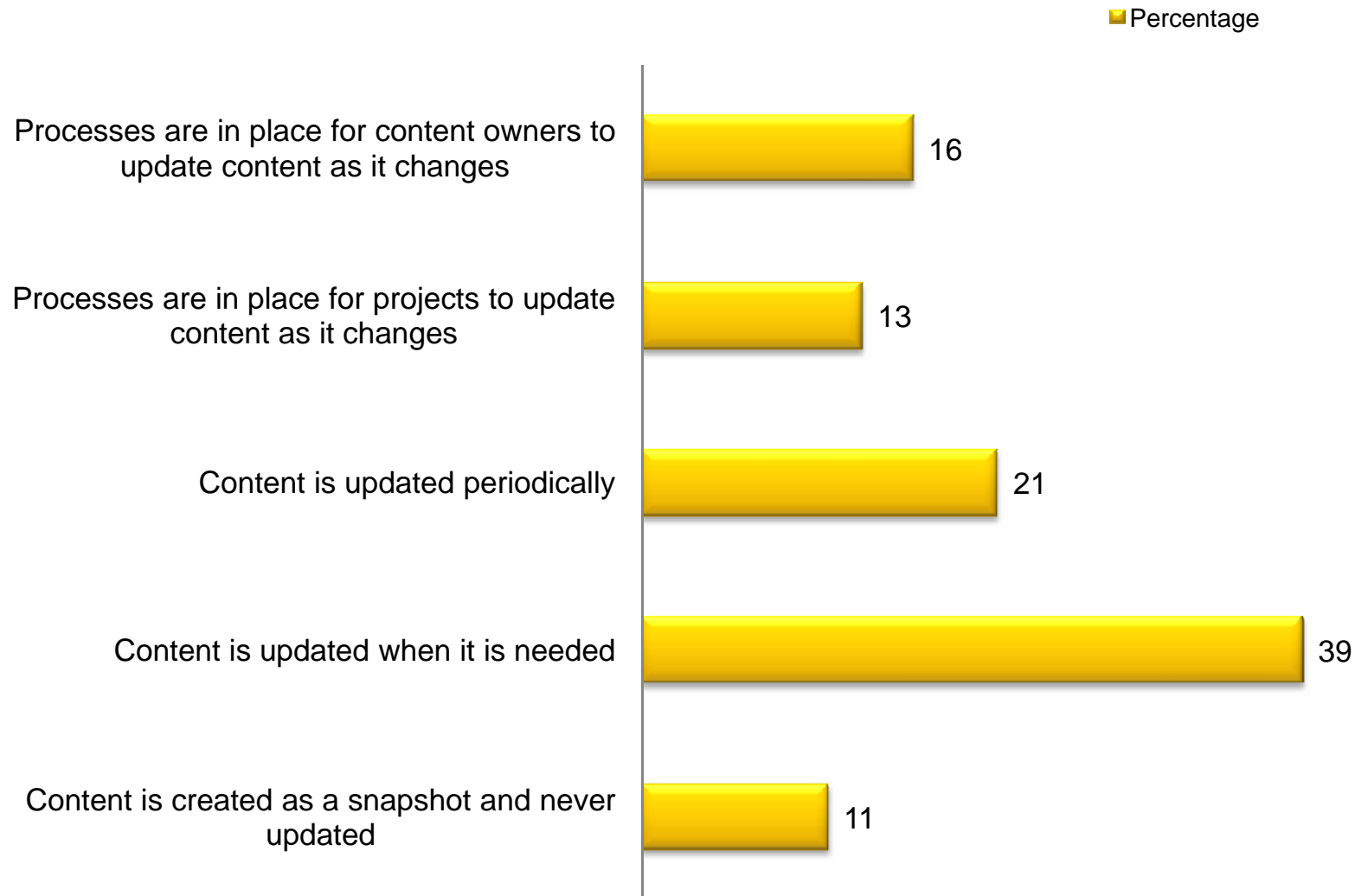
Distribution is random across all the architecture domains, which reflects an inconsistent EA framework deployment approach

What deliverables are created by architects within your organization?
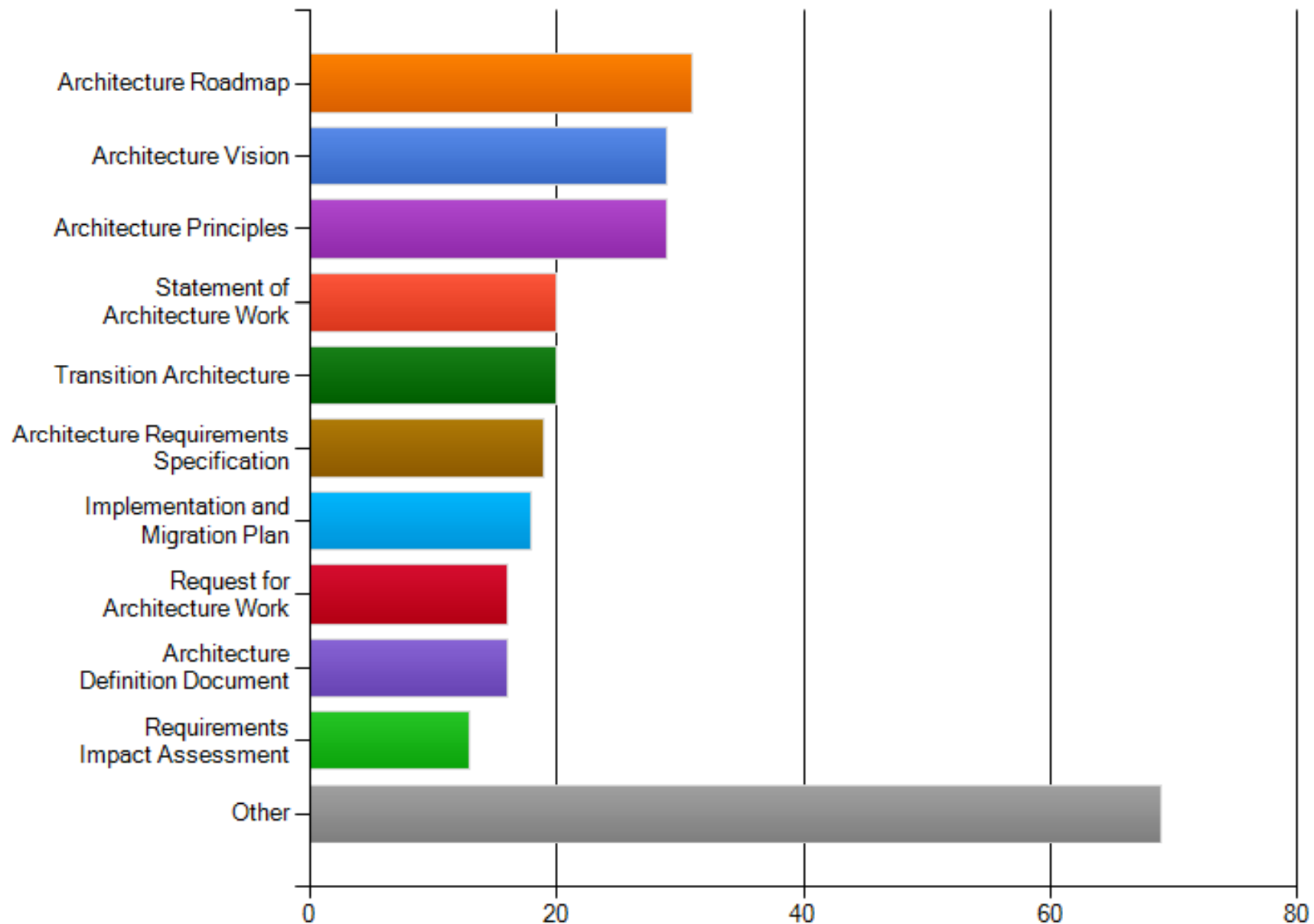
Not many EA practices have started to define the architecture in earnest

Which of the following options best characterizes your organization's attitude to updating architecture content?

Legend: ■ Percentage

- Processes are in place for content owners to update content as it changes — 16
- Processes are in place for projects to update content as it changes — 13
- Content is updated periodically — 21
- Content is updated when it is needed — 39
- Content is created as a snapshot and never updated — 11

Regardless of current IT capability, content creation/update processes are not being defined or followed
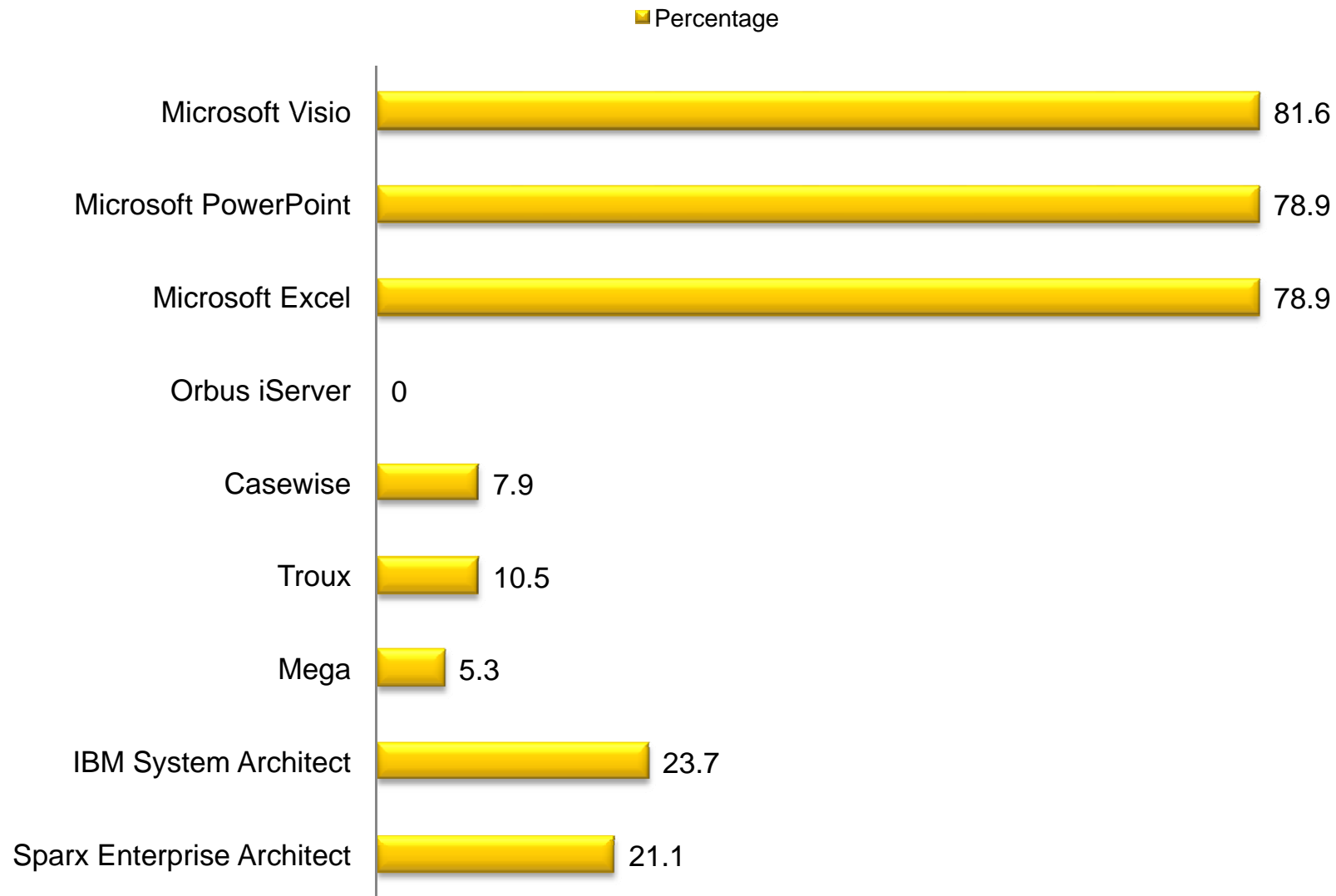
Maintenance of content is critical for EA maturity

In which areas does your organization have architectural standards?
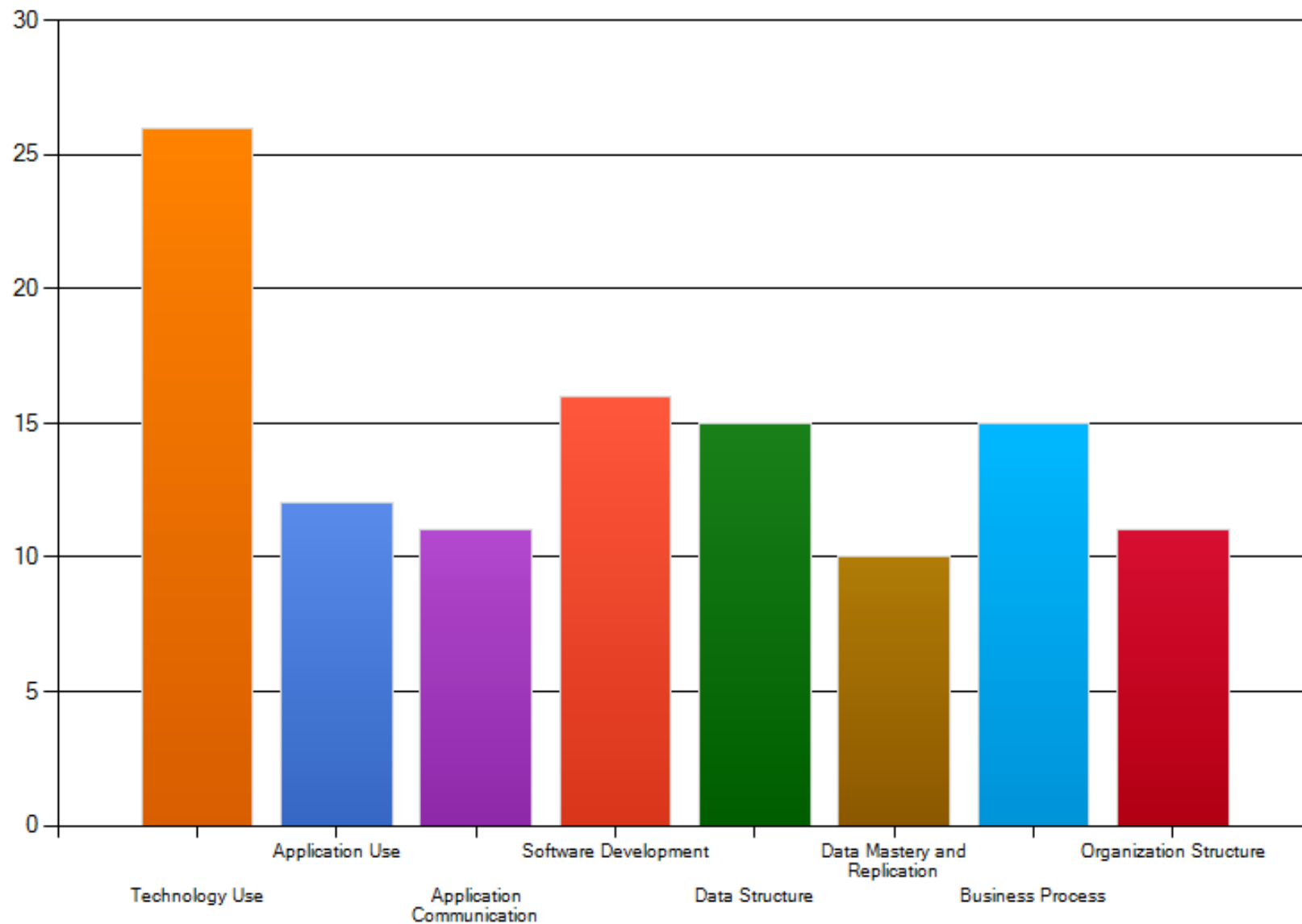
Architecture standards are starting to be defined in all domains but are predominantly more mature in the technology domain

Which Enterprise Architecture tools are deployed within your organization?

■ Percentage

Tool	Percentage
Microsoft Visio	81.6
Microsoft PowerPoint	78.9
Microsoft Excel	78.9
Orbus iServer	0
Casewise	7.9
Troux	10.5
Mega	5.3
IBM System Architect	23.7
Sparx Enterprise Architect	21.1

A correlation could exist between the use of standard desktop tools and the low maintenance of architecture content

Summary

We now understand:

- How TOGAF is being adopted by Open Group Architecture Forum members
- The patterns that describe how TOGAF adoption relates to the larger context of the members' various business endeavours
- Any additional approaches to the Architecture "Problem Space", other than TOGAF, which are used by our members
- Areas where we need more data

On this basis, we now wish to:

- Refine and prioritise the TOGAF development plans
- Refine the Strategy being developed for the Forum
- Provide data to the TOGAF Adoption Strategies working group