

# Survey



Findings from the  
Enterprise Architecture Survey 2008  
Executive Summary

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## Enterprise Architecture Expands its Role in Strategic Transformation

The role of Enterprise Architecture (EA) continues to evolve. When it started off in the 1980s (marked by John Zachman's path-breaking work), EA was an IT-centric function. Today, most companies use it to align IT with business.

In last year's survey, Infosys found indications that EA morphs into its next stage of evolution - into a tool to implement business strategy.<sup>1</sup> Enterprise architecture will be redefined to break out of its IT-centric role to govern the interaction of all units and assets in an organization. It aims at creating value through effective collaboration and co-creation with business partners and customers.

This year, we found further data supporting this trend. 22% of all Enterprise Architects state that their organizations have started using architectural approaches to implement its strategy (Fig. 1)

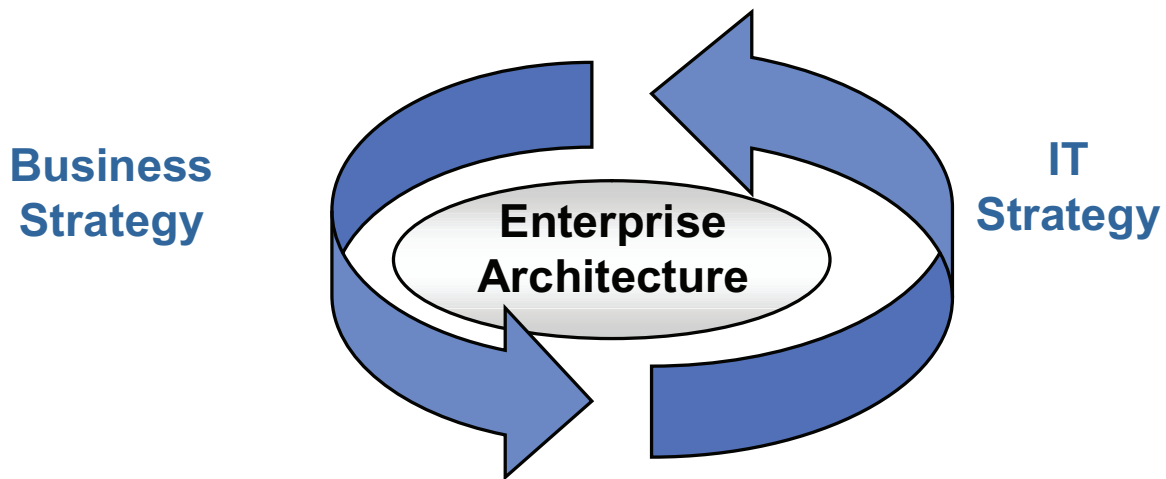


Figure 1: Enterprise Architecture's role in Strategic Planning

Source: Infosys Analysis

For the past three years, Infosys has conducted an annual survey of EA among CIOs, Chief Architects, and Business and IT Managers. It aims at understanding why and how Enterprise Architecture is done in organizations, which benefits it yields, and how it integrates with other organizational activities like strategic business planning, enterprise and IT governance. It reviews various trends in the field and yields insights into the future course of EA.

In 2008, Infosys invited IT leaders both from its client base and the global IT community to participate. 207 participated, yielding 207 responses from a cross-section of industry verticals, geographies and organizational sizes. They completed a web questionnaire of 24 detailed questions.

The full report and further information will be published on <http://www.infosys.com/ea> on 30 October 2008.

## Infosys Enterprise Architecture Survey 2008

Conclusions from the survey were drawn from the benefits that companies attribute to EA, the objectives they assign to it, its focus areas, and the role it plays in the organization. Key excerpts from the survey analysis and report follow:

### The results indicate that:

- Enterprise Architecture is enabling business transformation
- EA practices continue to mature with increasing use of metrics and processes
- Outsourcing of activities focused at Enterprise Architecture is an opportunity that most EA teams have not seriously considered

<sup>1</sup> Infosys Enterprise Architecture Survey 2007

## Enterprise Architecture Enables and Supports Organizational Transformation and Change Initiatives

Last year's survey had already indicated a significant involvement of Enterprise Architecture in strategic business planning. This trend continues: In 42% of the organizations, Enterprise Architects have an active role in strategic planning. This is a significant increase of 6% over last year's 36%. (Fig. 2)

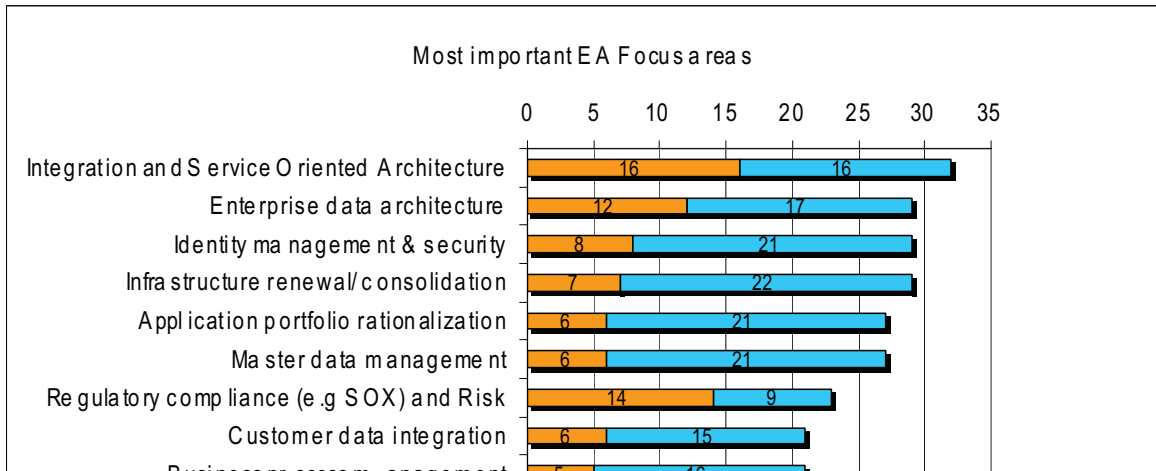


Figure 2: Enterprise Architecture's involvement in Organizational Change

Source: Infosys Analysis

EA is not only involved at the planning stage: In 22% of organizations, its tools and methods are already used for strategy implementation. In another 36% its role is to support organizational transformation through IT transformation – the classical business-IT alignment story.

## EA practices continue to mature with increasing use of Metrics and Processes

Enterprise Architecture metrics are increasingly being collected and used in organizations. During last year's survey it was noted that 44% of organizations collect no metrics; but during this year's survey, only 29% responded that they did not gather any metrics. This is a significant increase in metrics collection. (Fig. 3)

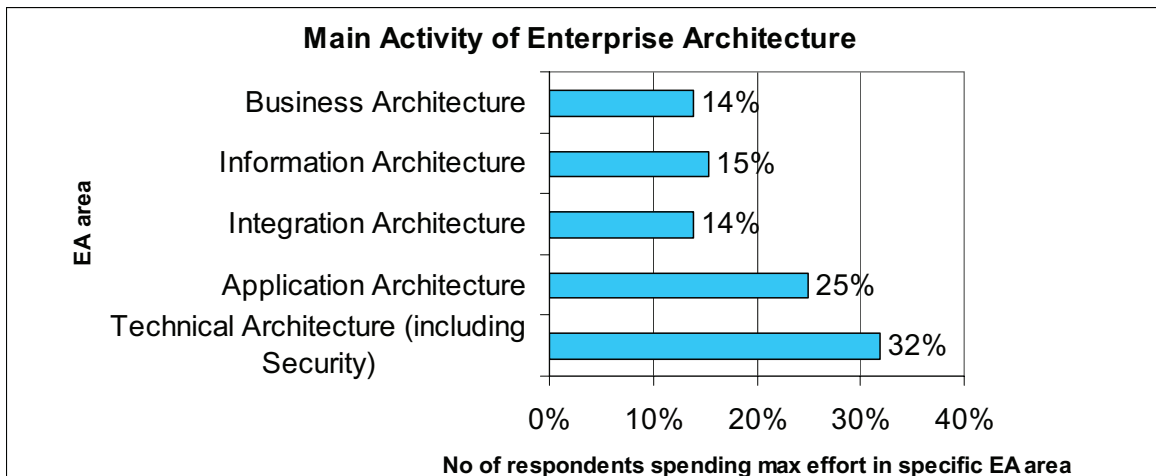


Figure 3: Metrics help Justifying EA Programs

Source: Infosys Analysis

The shift from activity-oriented to value-oriented metrics is notable for its ability to help measure benefits generated for business and IT.

The metrics collected are shared with the management when asked for and periodically in a 'dashboard' like fashion. This indicates clearly better communication of EA activities and benefits. (Fig. 4)

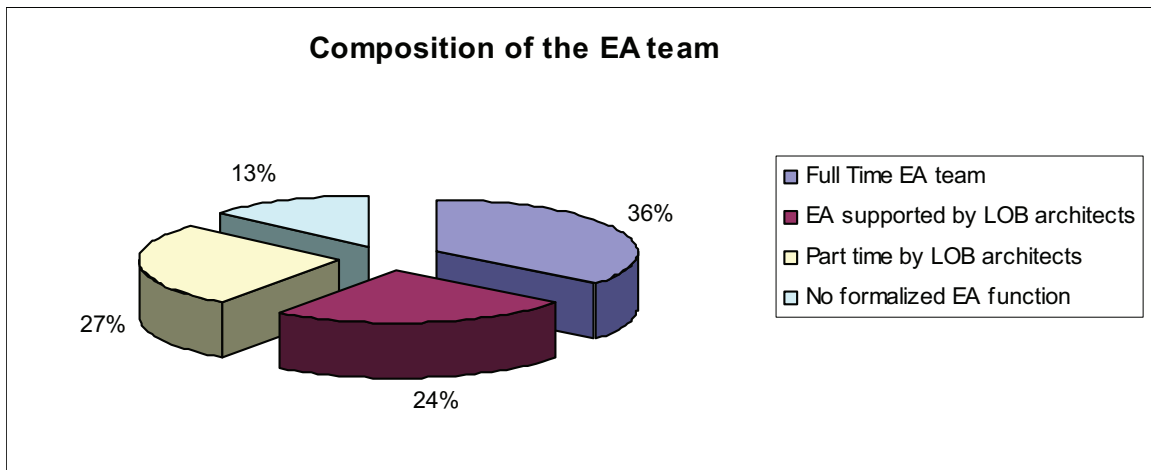


Figure 4: Collection of Metrics  
Source: Infosys Analysis

## Emerging Opportunity: Outsourcing of Enterprise Architecture activities

Only a very small percentage (4%) of respondents indicated that their firms saw a strong potential to outsource Enterprise Architecture to strategic vendors. Overall, about 6% of respondents indicated that Vendor Management activities of Enterprise Architecture could be outsourced while about 5% of respondents felt that Project Architecture Definition and Architecture Demand Planning could be outsourced.

A higher percentage of respondents – over 8% - from organizations with revenues of over \$10 Billion, indicated a strong potential to outsource EA. Management of IT standards on EA-specific activities stood out with over 15% of respondents indicating a high preference to outsource such activities to strategic partners. (Fig. 5)

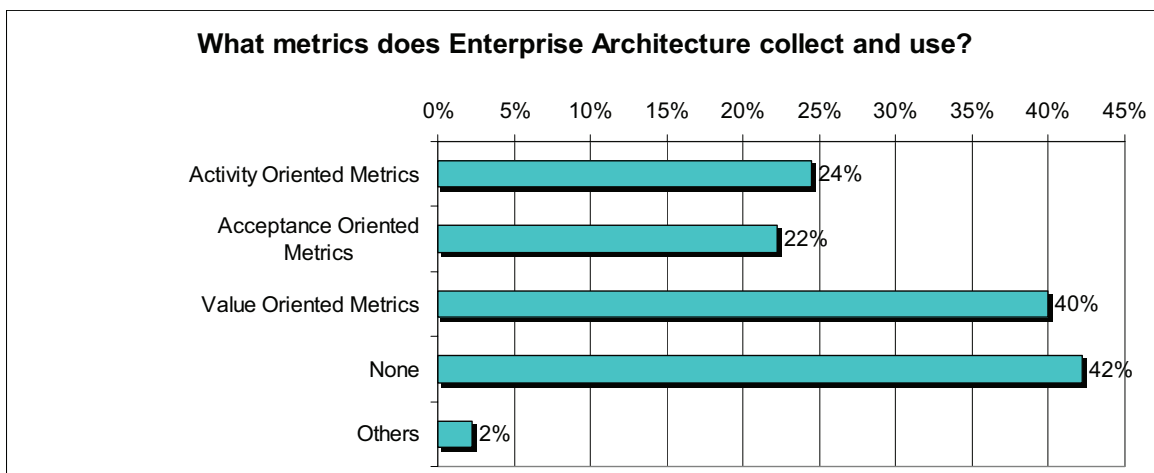


Figure 5: Strong Potential to Outsource (Organizations over \$10 Billion Revenue)  
Source: Infosys Analysis

The percentage of activities sourced to vendors is disproportionately small, as compared to the emerging trend in outsourcing other aspects of IT management and operations. Even among respondents, we noticed a minimal agreement on potential to outsource individual EA-specific activities.

Outsourcing of elements of the Enterprise Architecture function has a potential to grow in line with outsourcing of other IT services. The results are illustrative of the trend where Enterprise Architecture teams involved in larger initiatives supplement teams by engaging with trusted partners to take on operational activities. By outsourcing the *non-core* tasks, Enterprise Architects can focus on other strategic activities.

## Infosys Enterprise Architecture Survey Results

The executive summary and results of the survey will be available by 30 October 2008. The report will address:

- Objectives and benefits of EA
- Focus areas and activities of EA teams
- Acceptance and maturity of EA within organizations
- Benchmarks and best practices including usage of tools and frameworks
- Metrics and Enterprise Architecture business case
- Emerging trends including outsourcing



For more information, contact [askus@infosys.com](mailto:askus@infosys.com)

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