

# Survey



## Infosys Enterprise Architecture Survey 2005

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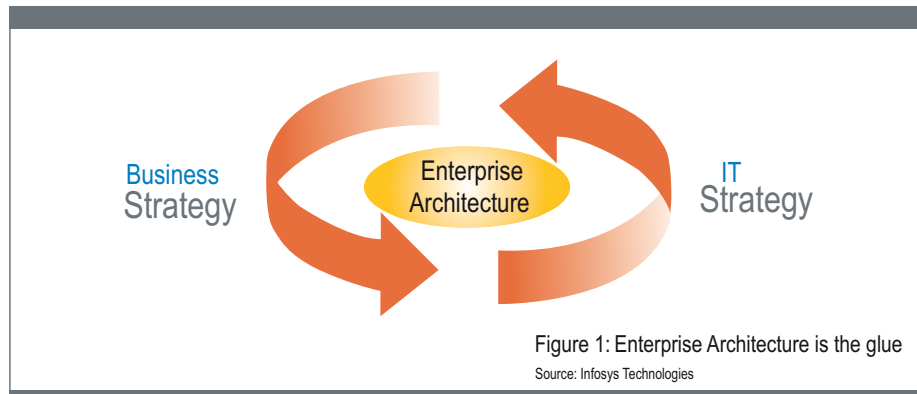
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## Enterprise Architecture – The State of the Art

Enterprise Architecture (EA), the holistic view of an enterprise's processes, information and information technology assets, as a vehicle for aligning business and IT in a structured, more efficient and sustainable manner, has attracted significant attention over the last few years.

Enterprise Architecture provides the tight cohesion and loose coupling between the Business and IT strategies. It is the “glue” that allows both Business and IT strategy to enable and drive each other. Therefore, effective enterprise architecture is one of the key means to achieving competitive advantage through Information Technology.



Today's CEOs know that the effective management and exploitation of information through IT is one important factor to business success. Innovation is critical, especially in today's rapidly changing technology and business landscape. Having a technology architecture that supports the IT Strategy and provides the flexibility to achieve the right balance between IT efficiency and business innovation is a keystone to business adaptability and growth.

This report presents the results of an electronic survey conducted in September and October 2005 among IT decision makers and enterprise architects in large companies. It gathers information provided by 45 CIOs, Enterprise Architects and Heads of Enterprise Architecture about the key concerns, approaches, focus areas, and key success factors for an Enterprise Architecture (EA) practice.<sup>1</sup>

## Enterprise Architecture has established itself

Infosys aimed to analyse the key concerns impacting enterprise architecture programs, and how architecture teams meet and overcome them. In particular, the survey investigated:

- what are the key drivers and objectives of enterprise architecture efforts;
- what EA teams are currently focusing on;
- how do they approach their tasks, and what do they deliver;
- how an enterprise architecture program is structured, and how it is embedded into the organization;
- And finally, how it measures and tracks its success.

A look at the drivers revealed a surprise: The top concern of architecture has become [IT cost reduction](#). This means that while three to four years ago, architecture groups were considered a cost overhead themselves and suffered direly in cost cutting exercises, they are now recognized as a key enabler of IT cost management. [Enablement of business change](#) and the much-quoted [Business-IT alignment](#) were also high on the concern agenda.

On the activity side, significant emphasis is being given to [integration](#) – in its en-vogue flavour of Service Oriented Architecture (SOA). A renewed focus on information is also identified through work on [data architecture](#). In the battle to reduce operational and maintenance cost, enterprise architecture is bearing fruit through [infrastructure consolidation](#) and [application portfolio rationalization](#) for the CIO.

<sup>1</sup> The survey methodology is described in Appendix A.

Most respondents are spending most of their EA effort on **technical** and **application architecture** (more than 57%). With an evolving role of EA as the interface between business and IT, a shift towards a business architecture focus is expected. EA programs continue to **develop standards** and **plan architecture**; however, they also get involved with project work, which might distract them from the big picture. Project architecture **reviews** are more prevalent which helps enacting architectural governance.

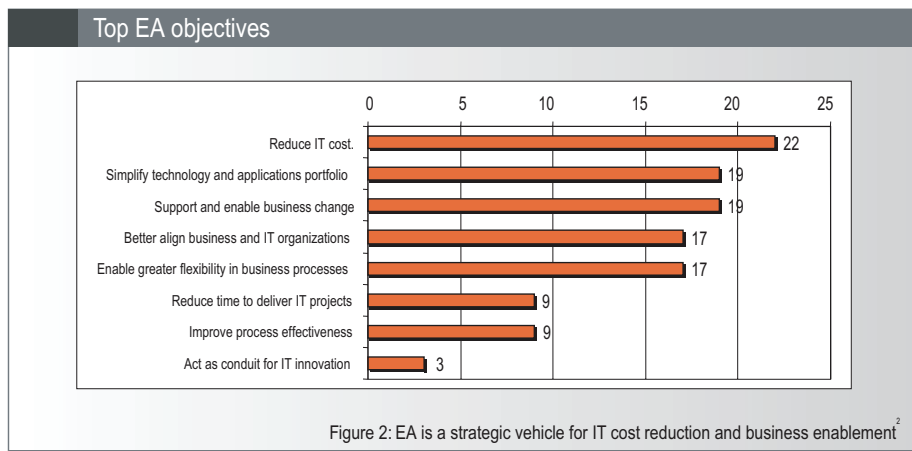
Most EA teams are **reporting into the CIO**, but many are still at lower levels of the IT organization. This will continue to hamper the influence of their program, especially once they start expanding their scope into business architecture. **60% of respondents have a full-time architecture function**, but 27% execute EA as a part-time job of Line-of-Business architects, and **13% have no formalized EA function** at all. These laggards will catch up quickly now.

A large number of architecture organizations are **tracking their contribution to business value** – and therefore can better justify their existence. However, only 22% are assessing their acceptance within the organization, and an alarmingly high number of 42% are not collecting and reporting any metrics. A focused assessment programme should enable these teams to direct their spending more effectively, and to optimise their contribution to the overall organization.

All in all, enterprise architecture seems to have arrived in the main stream. It is accepted in most organizations as a key component of the overall IT operating model that can enable both business value creation through IT, as well as efficient IT management.

## Enterprise Architecture is becoming a key element of a value oriented IT strategy

The top objective of enterprise architecture among our respondents is IT cost reduction. Where a few years ago, architecture was widely considered overhead cost – and therefore an exquisite target for ensanguined attacks of the CFO’s entourage – organizations now recognize that intelligent cost containment can be attained through architecture and standardization. Instead of cutting investments, CIOs need to bring order and structure to their complex IT landscapes. This path is recognized and appreciated within organizations. The simplification of technology and application portfolios is ranked next in importance to cost reduction.

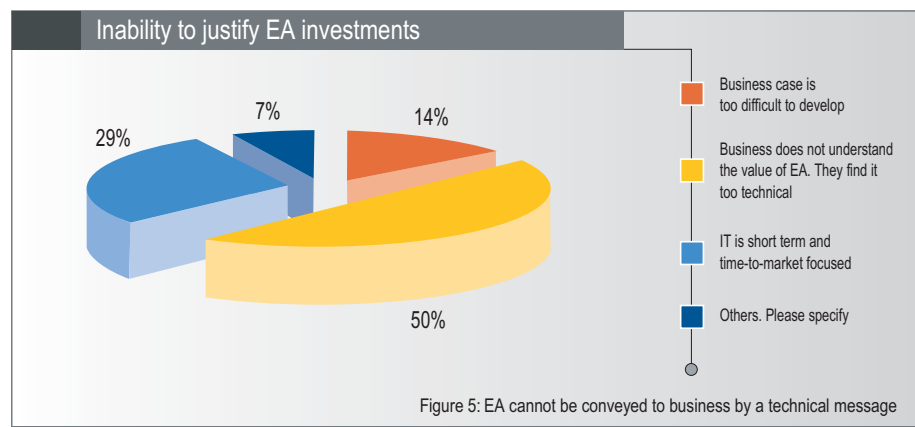
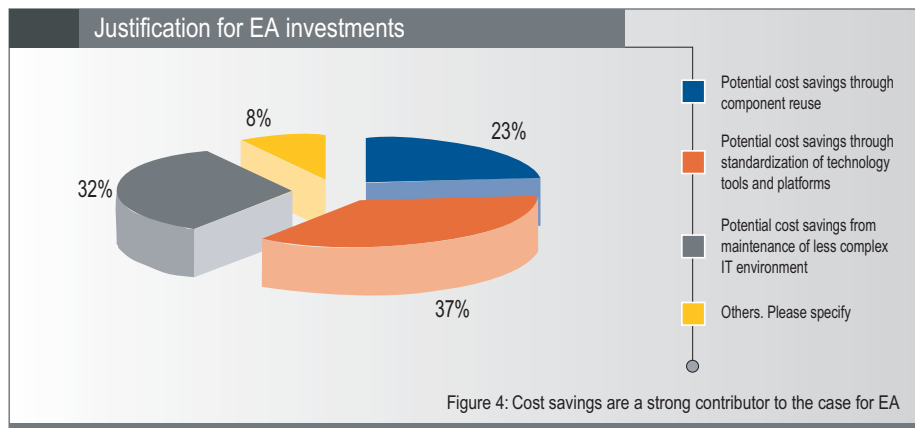
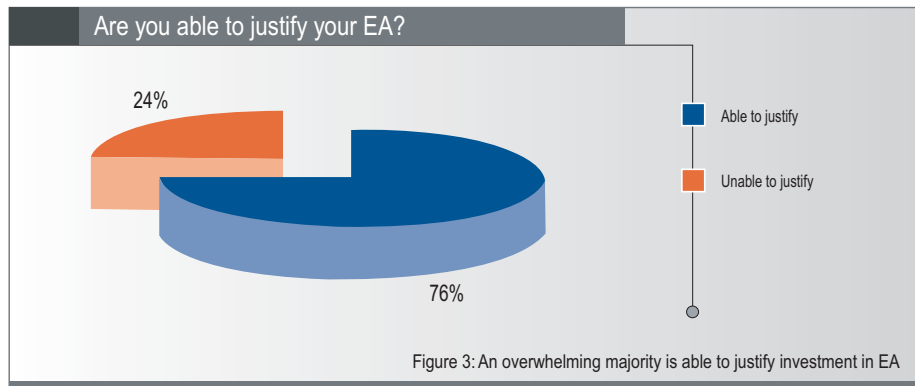


The contribution of IT to business value generation is appreciated; the contribution to business change and process agility rank along with the long-quoted alignment of business and IT organization.

So, has enterprise architecture arrived then? Some doubt may arise. Our survey strongly addressed the architecture community; its self-perception may not be completely congruent with the view of the outside world.

<sup>2</sup> These items represent the top 8 of 25 proposed objectives.

To further explore this aspect, participants were asked if they were able to justify investment into enterprise architecture, and what reasoning this justification is founded on.



An overwhelming majority - 76% stated their ability to justify enterprise architecture. This justification is largely built on IT cost reduction by standardization, complexity reduction and reuse.

However, if a case *cannot* be built, 50% of all respondents attributed it to a lack of understanding of EA from the business side, and the fact that they would find it too technical.

This perception can have multiple reasons: First, the enterprise architecture function might be in its early stages, and may still focus largely on infrastructure and technology. In that case, there is still room for improvement in EA scope and capability.

On the other hand, the team may actually be trying to convey too technical a message. Unfortunately that does not work as well. Business does not need technology in itself. Business needs solutions to business problems and technology as a strong enabler.

This links back to Figure 2: “IT Innovation” is probably the last thing a business person would be interested in. However, the EA function should consider using IT innovation to enable business innovation and position that as the message to business.

The results represent only the “Top 8” of 25 potential architecture objectives. All other objectives did not get more than one vote.

## Enterprise Architecture creates strategies, roadmaps and standards to enable integration and cost containment

What are enterprise architecture teams doing? Which areas are they focusing on and what output are they producing?

While most surveys identify the “hot topics” from a perspective of the overall IT organization, this survey asked the enterprise architects and arrived pretty much at the same topics. This suggests that enterprise architecture groups are aligned with the needs of the overall enterprise.

The survey also aimed to determine whether enterprise architecture continues to be technically focused or it is moving towards more business process orientation. The respondents concurred that technology architecture still holds the biggest portion of the time budgets. A further analysis of architectural principles confirmed a lack of support for business-IT linkage.

Another key deliverable – quoted by 76% of respondents - is IT strategy. This suggests that CIOs are looking at their architecture groups to define, plan and develop the capabilities of IT on a longer term and more strategic level.

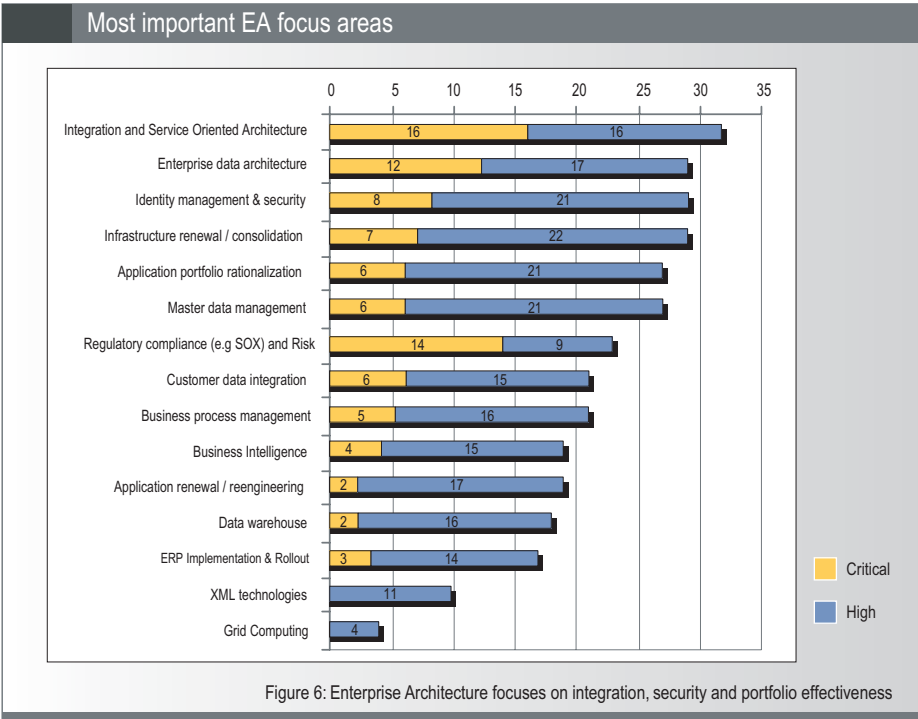
## Enterprise Architecture teams are focusing on integration, security and the overall application landscape

Architecture enables and drives integration. This dictum is represented in the top two activities of EA teams – integration and data architecture.

The first is the self-evident application integration. The later is a less obvious one, but even more important to achieve these targets: Data architecture creates *semantic interoperability*. It is critical to avoiding misunderstandings and data inconsistencies when integrating systems. As information continues to be the core asset of IT, the drive to better understand, classify and co-relate enterprise data is being championed by EA. Master data management and customer data integration are within the same context as well.

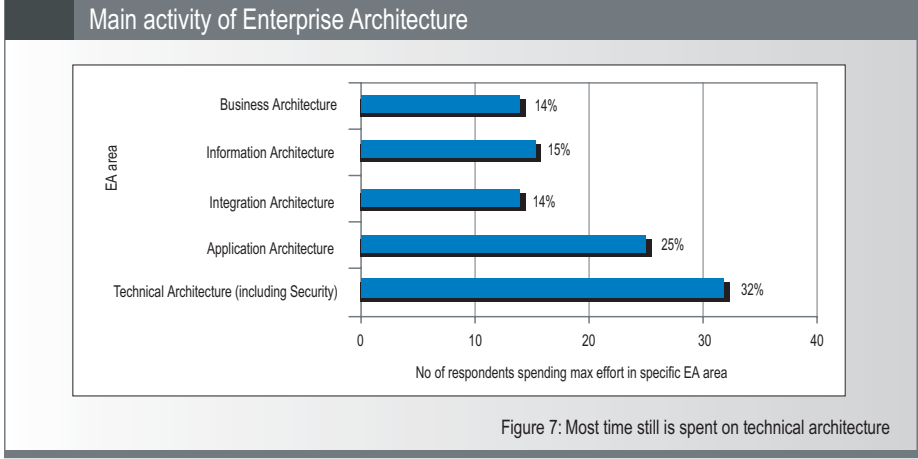
The need for infrastructure renewal and application portfolio rationalization stems from the burgeoning application landscapes of diverse technologies and platforms.

The need for regulatory compliance support is externally imposed and therefore is frequently nominated as “critical”. It also reflects a continuing trend on improved predictability and risk management.

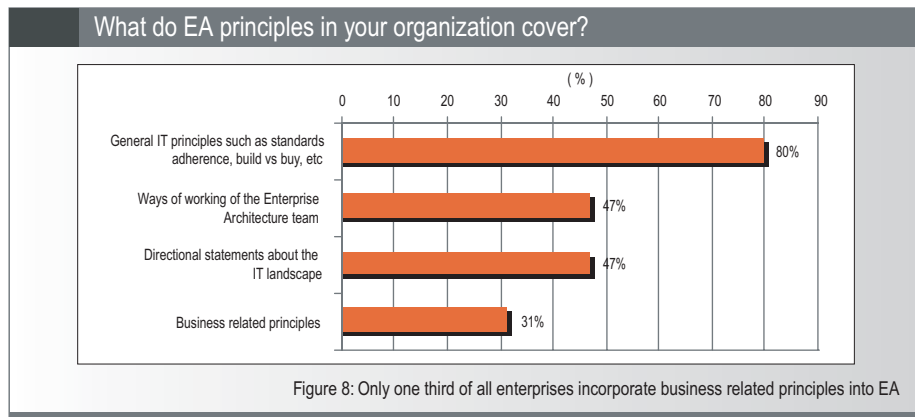


### Enterprise Architecture teams spend most of their time on technologies and applications

As mentioned above, the majority of architecture teams still spend most of their time on technical and application architecture.



Currently, business architecture appears to take a backseat to technology architecture. This is also indicated by the types of EA principles, which go beyond IT in less than one third of the enterprises surveyed.

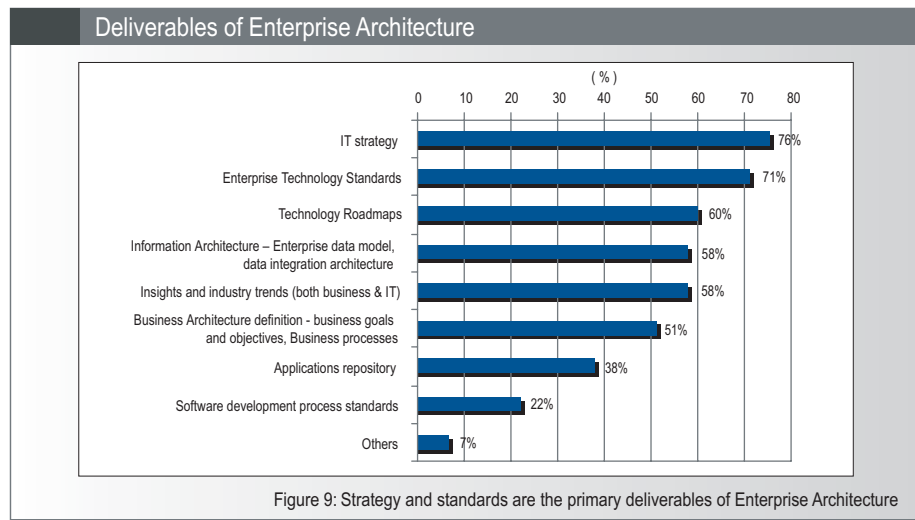


### IT strategy, technology standards and roadmaps are the key deliverables of EA

IT Strategy is architecture driven - 76% of enterprise architecture teams consider it as their deliverable – which does not mean that they are the only contributors, but clearly shows their influence and more importantly their ownership of the process.

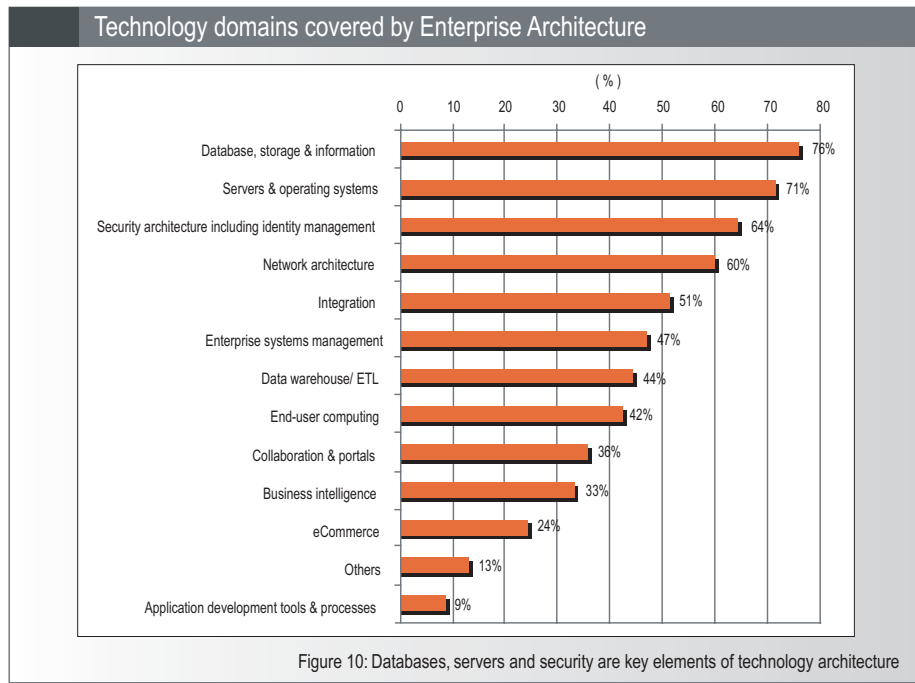
The next two items – technology standards and roadmaps – reaffirm the dominant role of technology architecture.

While software development processes usually are not a responsibility of enterprise architecture (in only 22% of the cases), EA groups need to maintain a strong relationship to those departments driving them. To make architectural governance effective, it is required to implement project reviews at key milestones into the project lifecycle.



## Databases, server platforms, security and infrastructure are planned centrally

As highlighted earlier, technology architecture is the key area of enterprise architecture in most companies. The basic platform decisions are governed centrally – storage & databases, servers & operating systems and network architecture. Standardization of these commodities is an excellent starting point for virtualisation and for further reduction of cost.



Higher level services are not governed in the same manner – losing out on significant benefits, which remain untapped. For integration, standardizing on a common platform is a prerequisite for business process agility and improving time to market. Enterprise-wide boundary-less access to information for controls and decision making is simplified significantly by standardizing data warehousing and by introducing information hubs.

The lack of standardization of portal and collaboration tools is surprising, as a core objective of portals is to provide a central access point of information and business process access. However, it might reflect the reality of enterprises, where portals have been mushrooming in various business units without a central consolidated strategy.

Only 24% of all companies still treat eCommerce as a separate technology stream – and that is beneficial. Specialized eCommerce applications have given way to a strategy of channel independence. It also reflects the fact that these applications introduced some years ago created expensive and hard-to-maintain information islands which are now being integrated back into the overall system landscape.

## Enterprise Architecture implementation requires improvement

In general, architecture teams are not proactive enough in rolling out and enforcing architecture and that success is not measured effectively.

Architecture is not rolled out with the objective of compliance. Too often, it is just made available on a website – where it is left to collect dust. 60% of all enterprises do not push information to its target group at all. This limits impact on the business and IT groups tremendously.

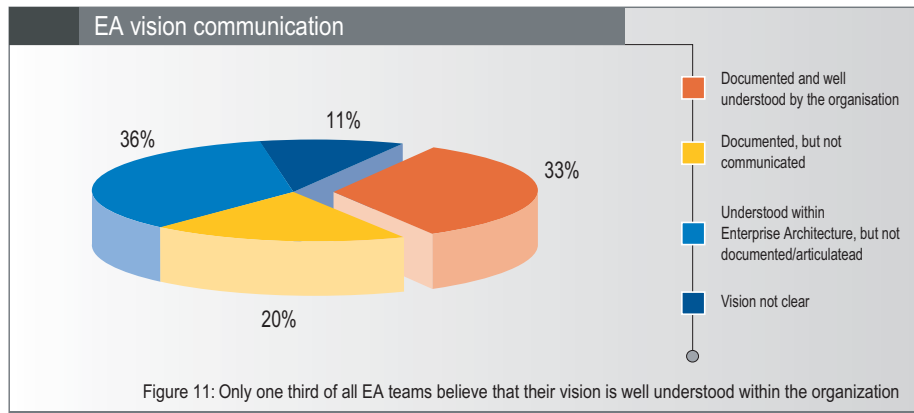
Effective architecture governance does not take place in many companies. 36% do not even review project architectures, and 51% do not impose penalties for projects which ignore the strategy and standards.

On top of that, 42% of all architecture groups do not measure their work at all – and less than one quarter goes back to their stakeholder community to find out if their output is used at all.

Architecture governance appears to be weak. Many enterprise architects tend to have a background in technology, rather than in management; and the need for strong communication also takes many teams out of their comfort zone.

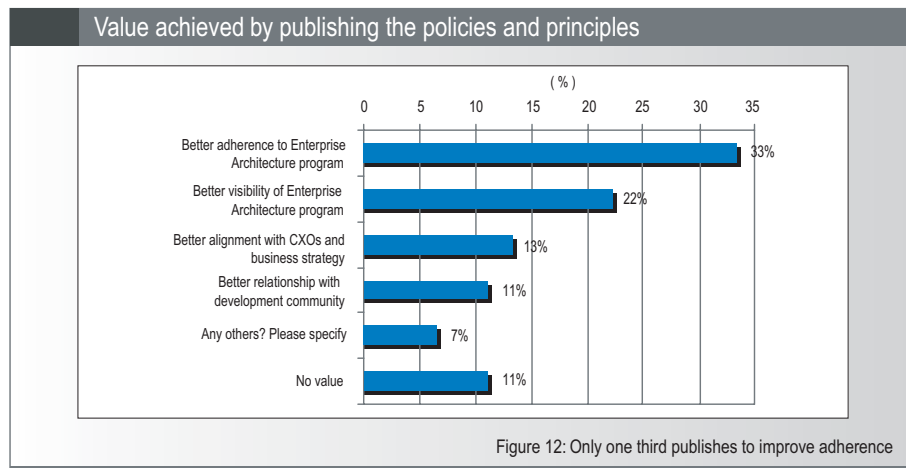
## Communication of Enterprise Architecture needs to become more proactive

Only one third of all enterprise architecture teams believe that their vision is well understood throughout the organization. But what is the value of their deliverables if their target group does not understand and therefore cannot implement it?



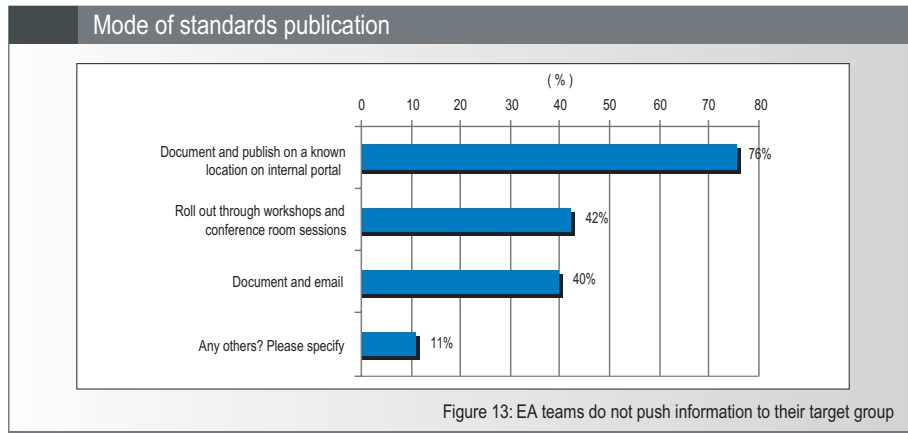
Enterprise Architecture is a key element of IT governance, and therefore has to be rolled out effectively to achieve compliance. However, when asked about the value perceived from publishing architectural policies and principles only one third of all respondents considered adherence to be the main value of communicating enterprise architecture.

Another 55% tried to raise their own visibility, align themselves with CXOs or business, wanted to improve their relationship with the business community or had other goals. And 11% did not believe in the value of communicating at all. Apparently, the importance of architecture rollout is hugely underestimated.



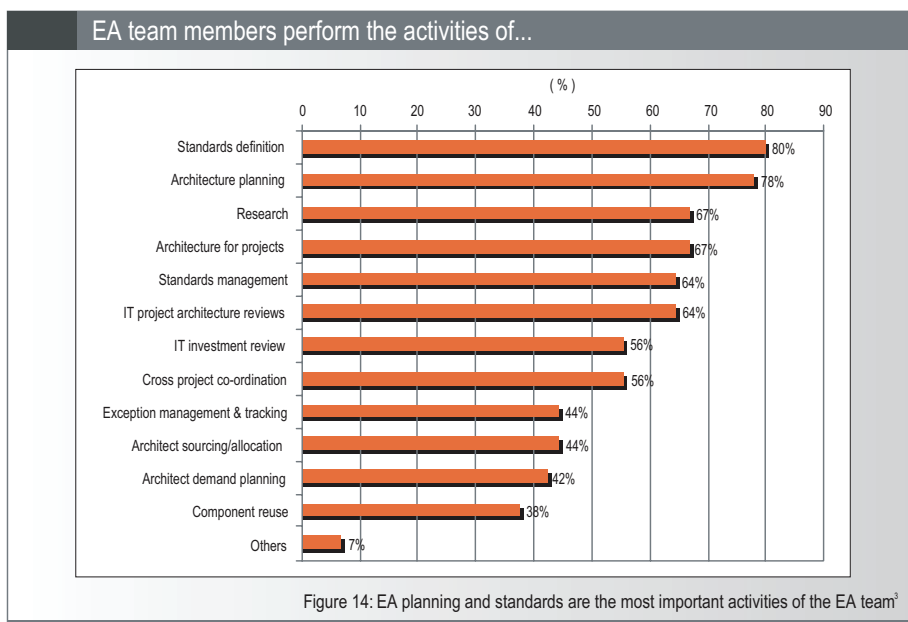
Communication is an apparent gap in many enterprise architecture teams – 24% of them do not publish their work at all. However, those EA teams that do publish their knowledge and deliverables have leveraged EA web sites or portals.

However, even if a web site is available, that is not sufficient for achieving compliance, as the site may not be meeting the expectations of the stakeholder group in terms of ease of use. Nevertheless, proactive marketing of architecture does not happen in almost 60% of cases.



### If we build it, they will come

An architecture team has a limited range of options for ensuring actual implementation of architectural standards. By and large, they can review what projects are doing, or they can do it themselves.

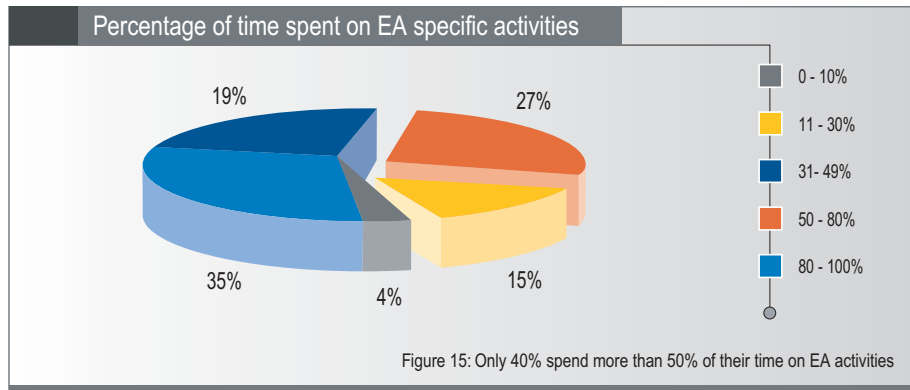


While 80% of all architecture teams are setting standards, only 64% are actually reviewing the architectures proposed by projects.

The enterprise architecture team appears to provide project architecture services in a large number of cases (67%). While this certainly is a way of aligning these projects, our experience suggests that this should be limited to a consultation mode. Otherwise, there is significant risk of distracting these architects from their overall strategic planning task.

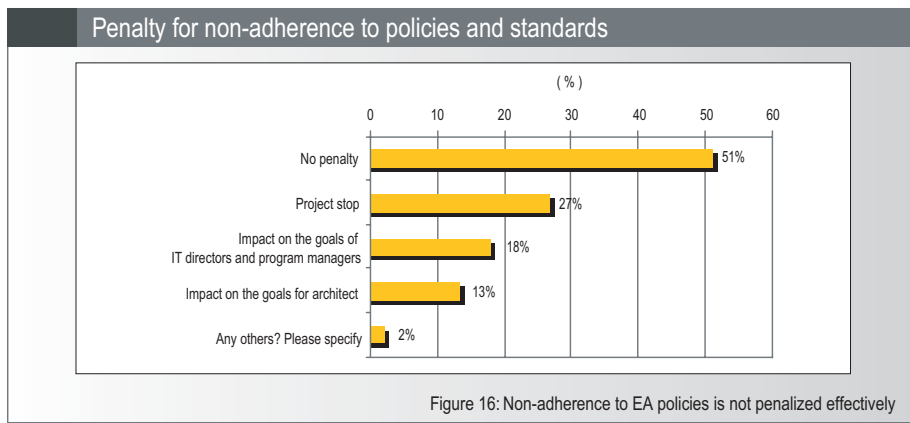
<sup>3</sup> A detailed definition of activities can be found in Appendix B: Activities of Enterprise Architecture Teams.

Only 40% of the full-time enterprise architecture teams are spending at least half of their time on enterprise architecture. There is a significant risk that these teams neglect the long-term planning over the short-term need; this needs to be monitored closely and addressed if necessary.



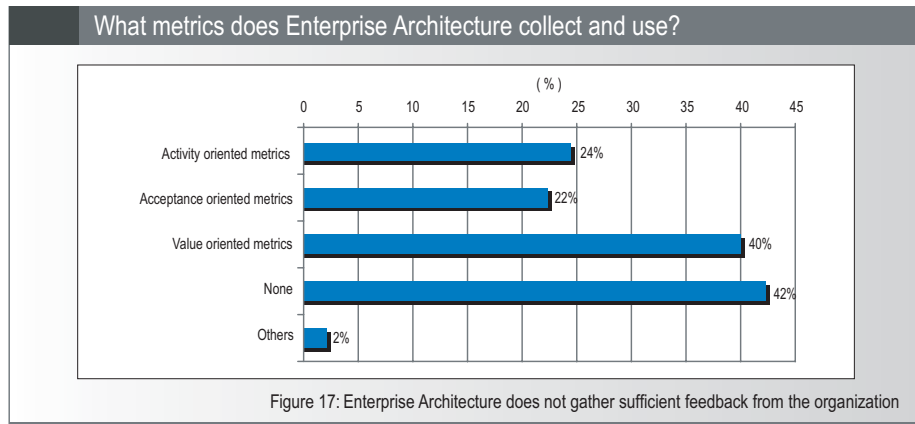
Active exception management is a necessity to minimize and administer the number of exceptions. EA teams should also leverage these exceptions as input for potential updates to the architecture. Currently, only 44% of all respondents are performing this activity.

Non-adherence to standards too often comes without risk; half of the respondents have not implemented any form of penalties. The “project stop” approach is of limited efficiency. EA teams do not have the authority to stop projects from going into production due to architecture misalignment especially if they are critical to the business. The usage of incentive schemes that are linked to architect and IT management appraisals is still immature.



## Too many architecture teams do not measure success effectively

If you can't measure it, you can't improve. Nevertheless, 42% of all enterprise architecture teams do not have any metrics in place which help them steer the group effectively.



As discussed above, enterprise architecture depends on buy-in within the organization. Understanding to what extent enterprise architecture is accepted as a guideline for IT management and software development is a necessary evil – it requires taking customer feedback and/or regular surveys. But it is an indispensable tool for managing EA adoption. Only 22% of the respondents measure this dimension.

The output of the team is tracked in 24% of the organizations. So only one fourth of all teams can say what they have done over the year in terms of standards defined, projects reviewed etc. – which is a potential risk when budgeting season starts.

40% of all EA groups are assessing the business value they influence. That's good, but a word of caution: Business oriented metrics, especially on the benefit side, tend to be much “softer” and influenced by contribution of multiple factors.

All in all, there is significant room for improvement in measuring both the activities and the contribution of enterprise architecture to the overall success of the enterprise.

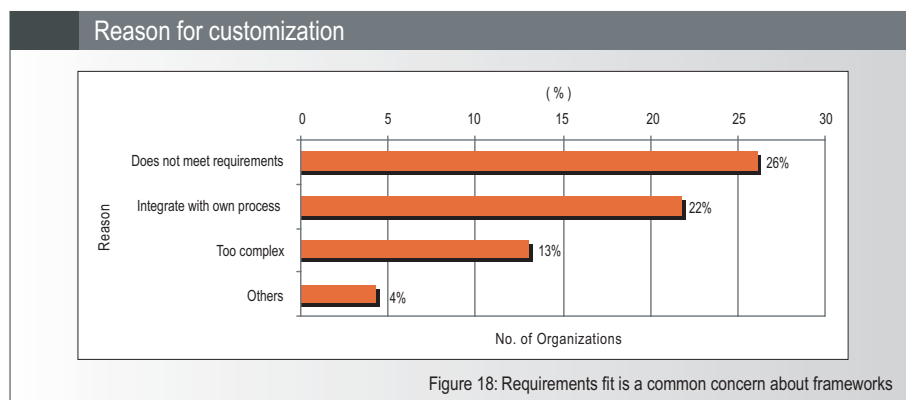
## Architecture is still defined in an ad-hoc way

All too often, the architecture group does not leverage available frameworks and tools in the market. This increases their effort for defining and maintaining the architecture.

## Architecture does not leverage reference architectures

Only a small minority, 16% of all architecture groups, adopts reference architectures. The remaining 84% custom-develop their architectures which generates more effort as well as increases risk of leaving out important aspects. The reference architectures quoted were Zachman, TMF eTOM, and vendor proprietary frameworks.

64% of those who have adopted a framework found it had to be customized for better process fit or for 'lighter' usage.

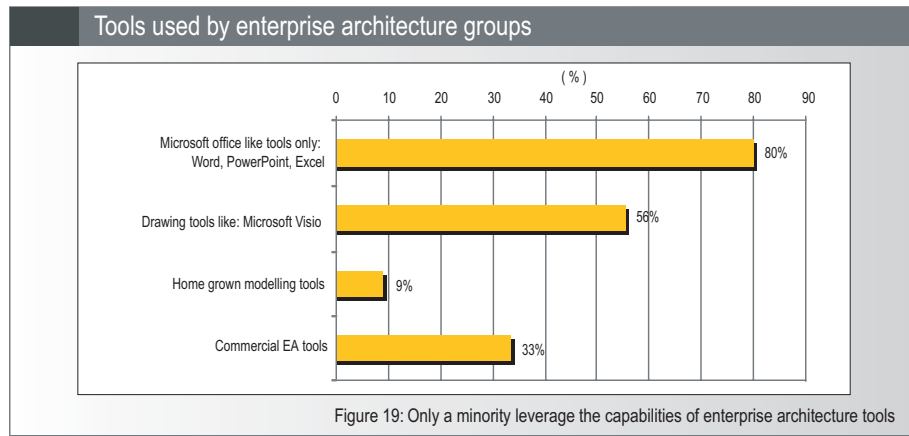


## Many companies do not use specialized EA tools

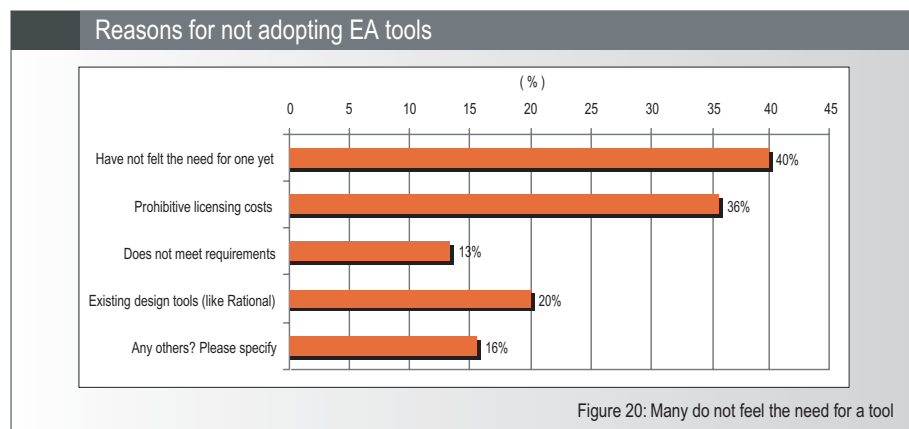
Only one third of all EA teams are using commercial enterprise architecture modelling tools. Others are relying on office tools like Microsoft Word and PowerPoint or simple drawing tools like Microsoft Visio.

Tools are mandatory once models become more complex. Furthermore, they allow maintaining the relationship between models based on an underlying meta model, and therefore help preserving consistency and improving impact and traceability analysis. They also provide direct support for several EA frameworks such as TOGAF.

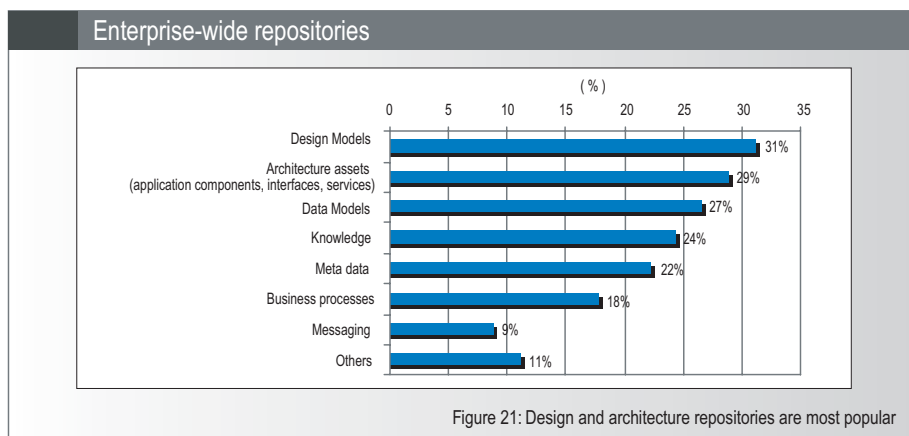
The most popular EA tools in our survey were Mega, Proforma, Popkin and Computas.



The most cited reasons for not using tools were that the need had not been felt yet, and the license costs were too high.



Enterprise wide repositories for design artefacts and architectural components/interfaces are common. These repositories allow us to identify existing assets and therefore are key for reuse.



## Enterprise architecture teams are full-time, report into the CIO and have their own budget

When trying to understand the way enterprise architecture teams are embedded into the organization, dimensions that were reviewed included

- team size
- reporting lines
- funding models

Our analysis indicates that most architecture teams are fulltime, quite often augmented by a team of additional architects from the lines of business. It is not possible to define the ideal team size as a percentage of the overall IT organization – due to varying roles and responsibilities as well a different IT organization structures. However, the majority of IT organizations have approximately a 2-5% enterprise architect ratio.

Reporting into the CIO is the most common reporting structure for an enterprise architecture team – however, it is only implemented in 36% of the cases. The reporting at lower levels, however, bears significant risk of not being influential enough to perform governance.

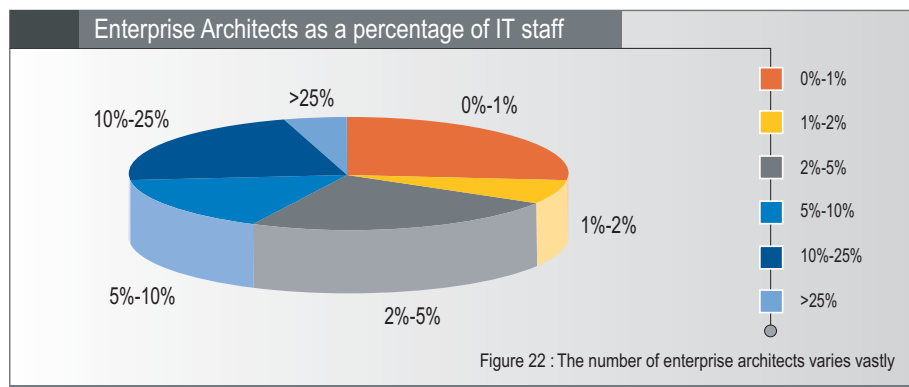
Most teams are funded by a separate dedicated budget. However, charge-backs to projects are a sensible extension of this scheme for consulting and review activities.

## Enterprise Architecture teams vary in size

How big should an enterprise architecture team be?

Simple numbers first: The respondent firms have 30,807 employees in IT and 1,189 enterprise architects. As a weighted average, the enterprise architect ratio is about 3.8%.

Looking at the numbers in more detail, it quickly becomes clear that the answer is much more complex than this. Answers ranged from 0.3% to a hard-to-believe 42.1%. There was one big company with 500 architects on 2700 IT employees – and removing it from the statistics dropped the average from 3.8% to 2.4%.

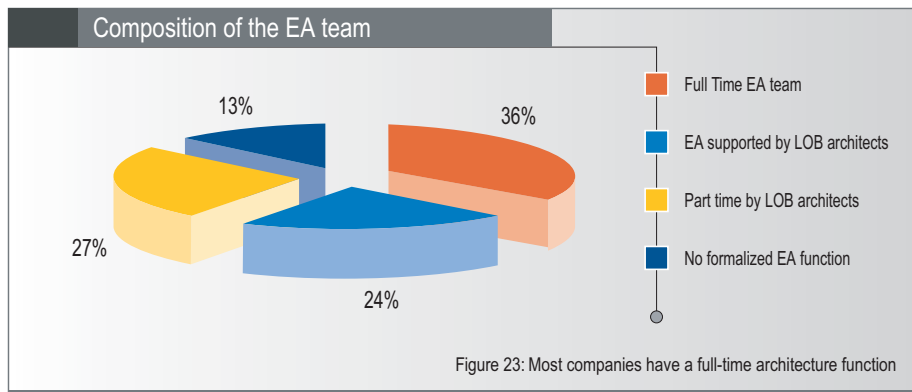


Based on these findings, percentage of IT employees does not appear to be a strong metric. And indeed: IT and Enterprise Architecture organizations are too diverse. The manufacturer which sources large parts of its IT services externally will retain its architecture team to control and guide its vendors – which then may be centralized and comparatively large. Another company with internal IT may leave the details to the business areas, and only maintain a very small central architecture group to coordinate and to define only a small set of rules for interaction. Furthermore, organizations with similar business models may be better benchmarks for each other as opposed to organizations across industry verticals and IT organization structures.

In our experience, the strength of architecture teams should be defined based on the volume of their tasks. If they have to review projects, estimate the number of reviews per year and calculate the resources need. If technology architecture is to be delivered, there must be specialists in the each of the technical domains. If a consulting model requires architects to support projects, estimate the need for FTEs based on the projects per year and the average effort.

## Too many companies still do not have a full-time architecture function

In 60% of all companies, enterprise architecture is performed by a team which is responsible for it full-time. In about one third of these, it is supported by Line of Business architects. According to our experience, this is a setup which is particularly favorable, as it creates a feeling of shared ownership, and reduces resistance in adopting enterprise architecture.

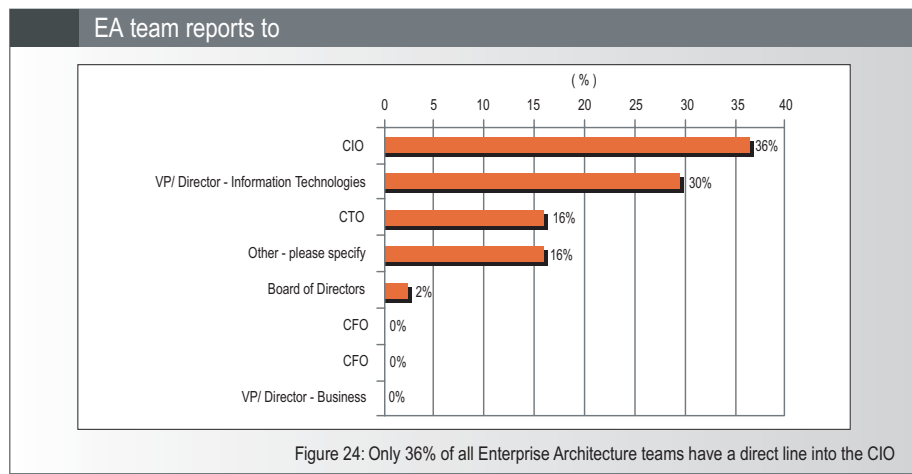


On the other hand, 40% either have no formal architecture function at all, or delegate it to Line of Business architects as a part-time role. Having a full-time enterprise architecture team is a necessity to enable IT to grow in a manageable fashion.

## Most architecture teams report into the CIO or a VP Technologies

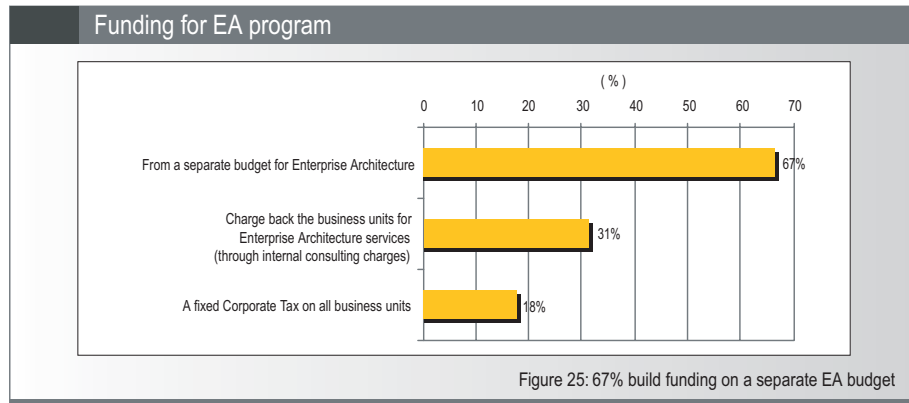
Most EA teams report into the CIO – but this only accounts for 36% of the respondents. The others are usually reporting into the hierarchy of the IT organization at lower levels.

This means that the organizational positioning of enterprise architecture has room for improvement. While the linkage to the information technology department is kind of a natural one, it is mandatory to create involvement and accountability at the level of business through a suitable steering committee – especially when trying to establish business architecture.

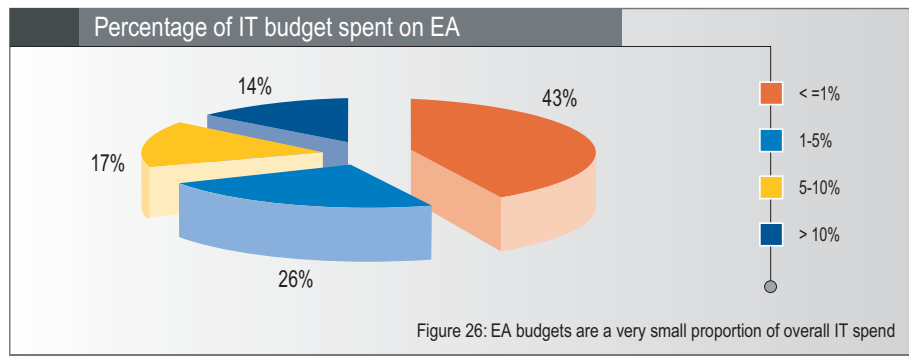


## Funding through a separate EA Budget is still the most common approach

While 67% of all respondents have a separate budget for enterprise architecture, an internal charge-back model is used in one third of the companies. This is an efficient approach to ensure that Enterprise Architecture resources are used by projects only to the amount which is mandated by the task.



The survey asked for the money spent on enterprise architecture as a percentage of development budget, and found that it usually is small proportion below 5% (the remaining cases tend to be smaller companies). Given the tremendous impact of enterprise architecture on the overall effectiveness of the IT organization, this money clearly is well invested.



## Conclusion

Infosys aimed to understand what are the key concerns impacting enterprise architecture programs, and how architecture teams meet and overcome them. In particular, the survey investigated

- what were the key drivers and objectives of enterprise architecture efforts;
- what EA teams are currently focusing on;
- how they approached their tasks, and what they delivered;
- how the EA function is structured, and how it is embedded into the organization;
- And finally how value is measured and success tracked.

In general, enterprise architecture has arrived in the main stream. It is accepted in most organizations as a key component of the overall IT operating model that can enable both business value creation through IT, as well as efficient IT management. However, architecture governance continues to be a weak area that requires more focus and effort.

## Appendix A: Survey Methodology

### Approach

This research was conducted as a web survey. Participants were identified by Infosys among its customers and by an agency among IT decision makers and enterprise architects of large end user companies.

These identified participants were asked to fill in a questionnaire of 24 questions which was hosted on the Infosys corporate web site. The volume of questions was limited to achieve wide participation. The time to fill in the questionnaire was estimated at 15 – 20 min.

A total number of 145 responses were received. They were reviewed and in case of inconsistent or incomplete answers or non-end-user companies, the entire response from the participant was left out of the analysis. The remaining 45 replies were analyzed and form the basis of this survey.

### Timing of Survey

The survey was prepared in August/September 2005 and conducted between September 8<sup>th</sup> and October 15<sup>th</sup> 2005.

### Survey Participant Profiles

#### Identification of Sample

The respondents were drawn from two groups:

1. Infosys customers who have existing EA teams
2. Participants with EA functions identified by a third party agency.

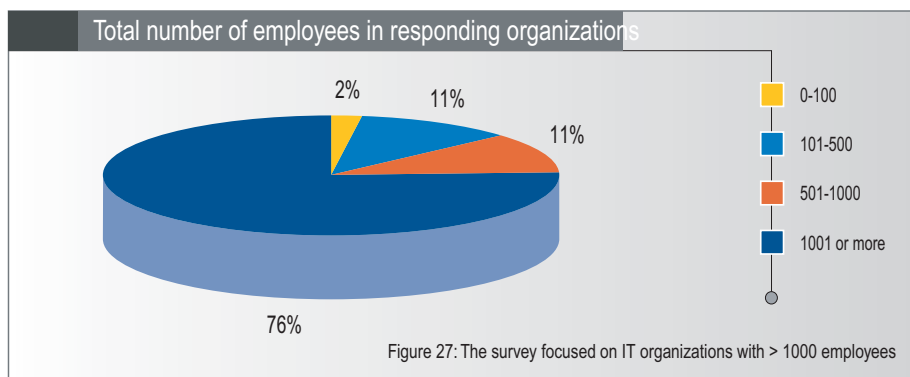
The total number of responses received was 145. Out of those, 100 had to be discarded because they did not meet the following filter criteria:

1. Consistency of data within a single response
2. Size of the IT organization and IT budget
3. Type of organization. Only end user corporations were considered; answers from consultancies were discarded.

The remaining 45 responses form the basis of this document.

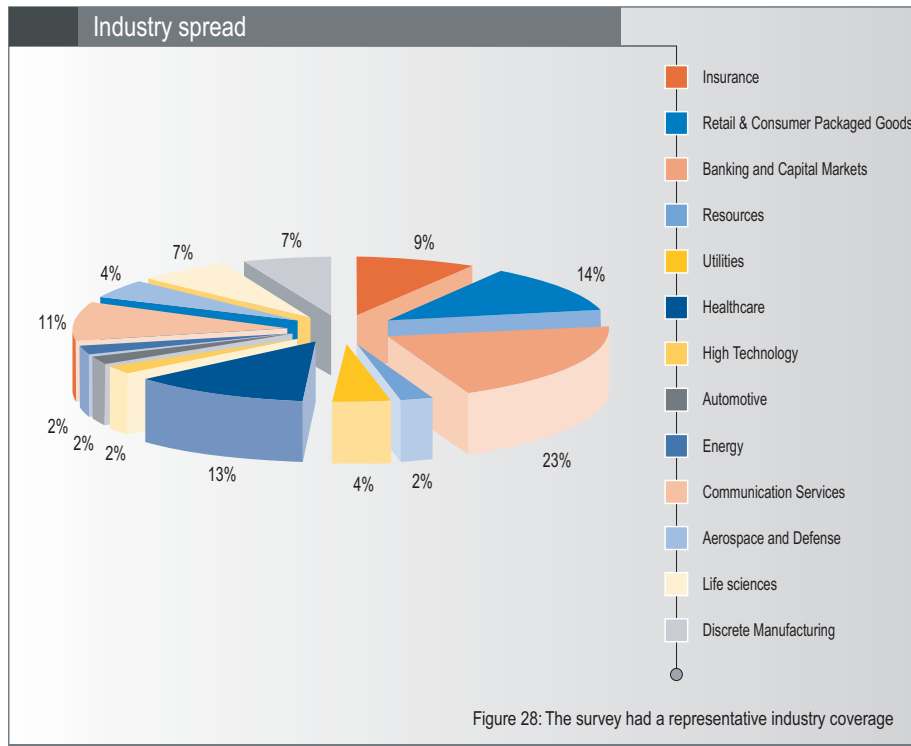
#### Company Size

Most organizations considered for this survey have 1000 or more employees.



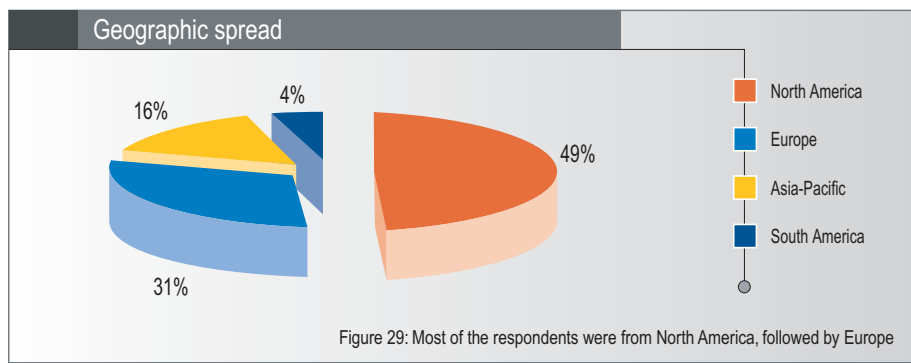
## Industries

The respondent organizations are distributed across industry sectors, with a strong response from Banking and Capital markets. This concentration corresponds with a certain focus within the Infosys client base, as well as the relatively high importance and maturity of the enterprise architecture function within this business area.



## Geographical Distribution

The greatest number of respondents is from North America, followed by Europe. This distribution by and large follows the size of the global IT markets.



## Appendix B: Activities of Enterprise Architecture Teams

Legend	Activity
<i>Enterprise Level Activities</i>	
Architecture planning	Developing and maintaining the current, future state, and intermediate architecture blue prints (technology strategies, application roadmaps and identification of new areas where EA can provide value to IT) in order to guide projects.
Standards definition	Defining, reviewing, gathering acceptance and publishing technology standards, policies, and guidelines
Standards management	Updating, reviewing and publishing existing standards, policies, and guidelines
Component reuse	Identifying, registering, promoting and tracking software assets reuse
IT investment review	Reviewing the business and technical value of an IT project proposal, including the go/no-go decision on the budget. Includes reviewing IT project proposals for potential component reuse and strategy / roadmap alignment
Research	Tracking industry trends, feasibility studies (also Proof Of Concept) for new technology, participation in external forums, publications in technical journals
<i>Project Related Activities</i>	
Exception management & tracking	Reviewing exceptions to technology standards to ensure that all compliant alternatives have been considered, and the exception has business justification.
IT project architecture reviews	Reviewing project architectural deliverables to ensure that the architecture is aligned with the transition architecture and promotes the future state as described in the architecture roadmap
Architect demand planning	Working with IT to determine the need for EA architects on IT projects.
Architect sourcing / allocation	Allocating EA architect resources to projects. Includes identification of resource constraints and sourcing options
Architecture and design definition for projects	Defining and documenting architecture and design for projects
Cross project co-ordination	Ensuring communication and resolving architectural dependencies across projects that are not necessarily from the same business unit. Providing the “big picture” view
Others	Any others (specify)



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

### About Infosys

Many of the world's most successful organizations rely on Infosys to deliver measurable business value. Infosys provides business consulting, technology, engineering and outsourcing services to help clients in over 30 countries build tomorrow's enterprise.

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