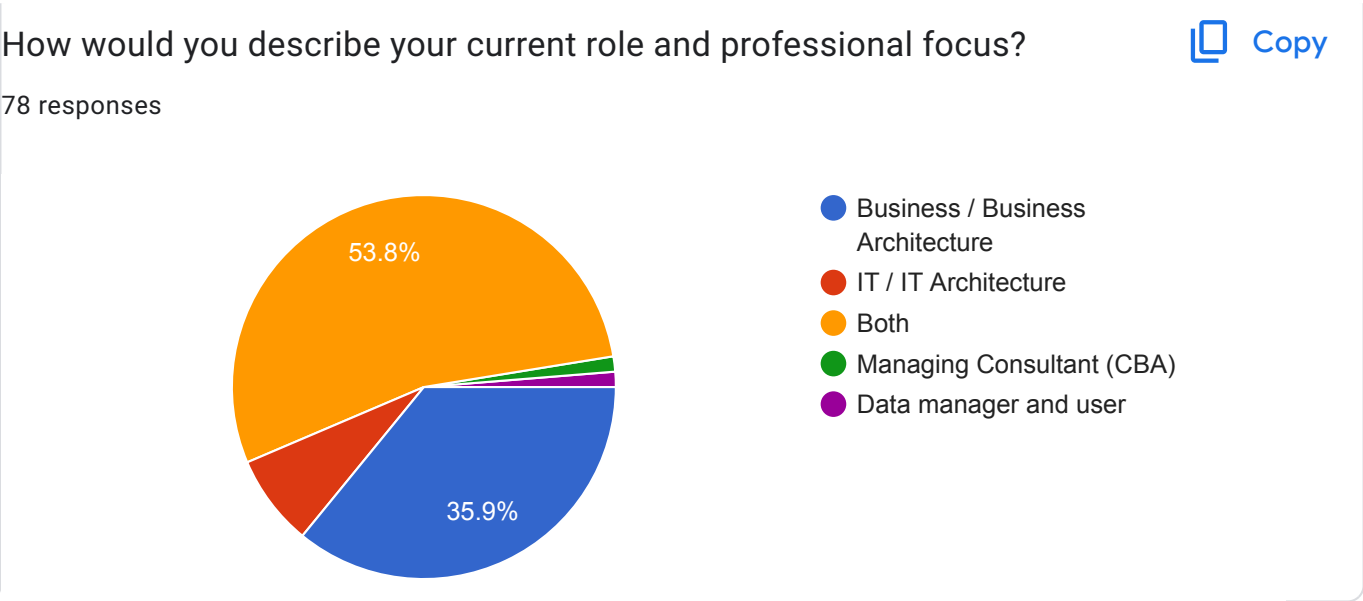


Object Management Group - Business / IT Architecture Integration - Request For Information

78 responses

[Publish analytics](#)

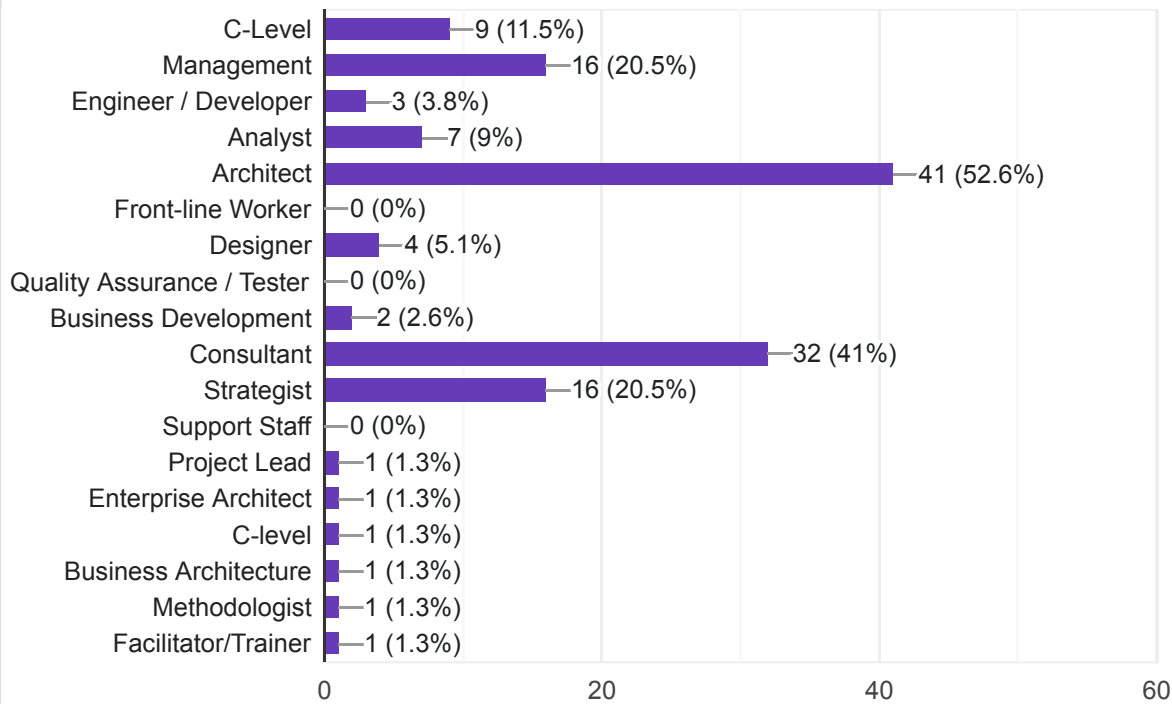
General Background



What is your current title / role?



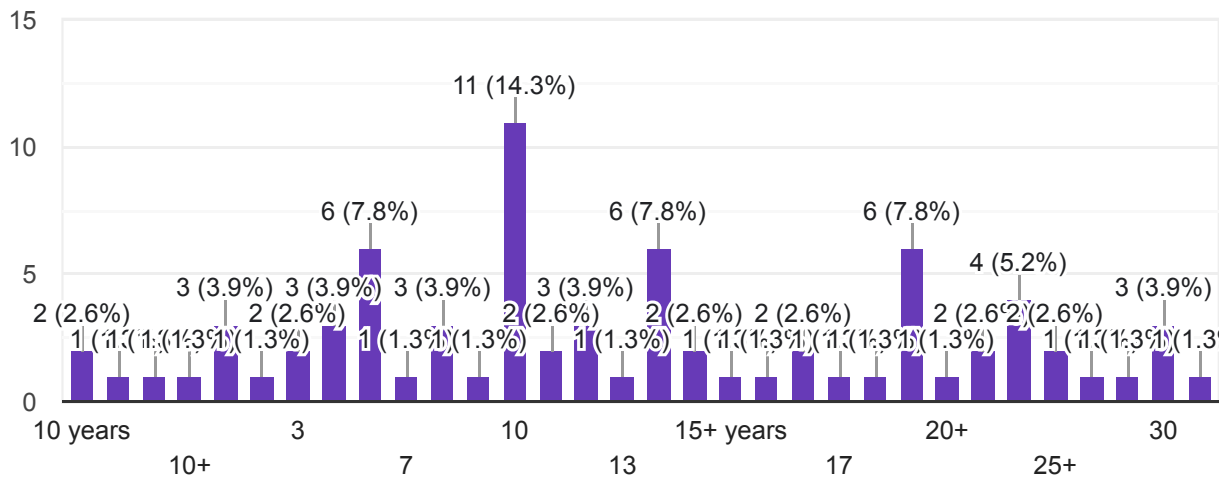
78 responses



How many years have you been in this role?



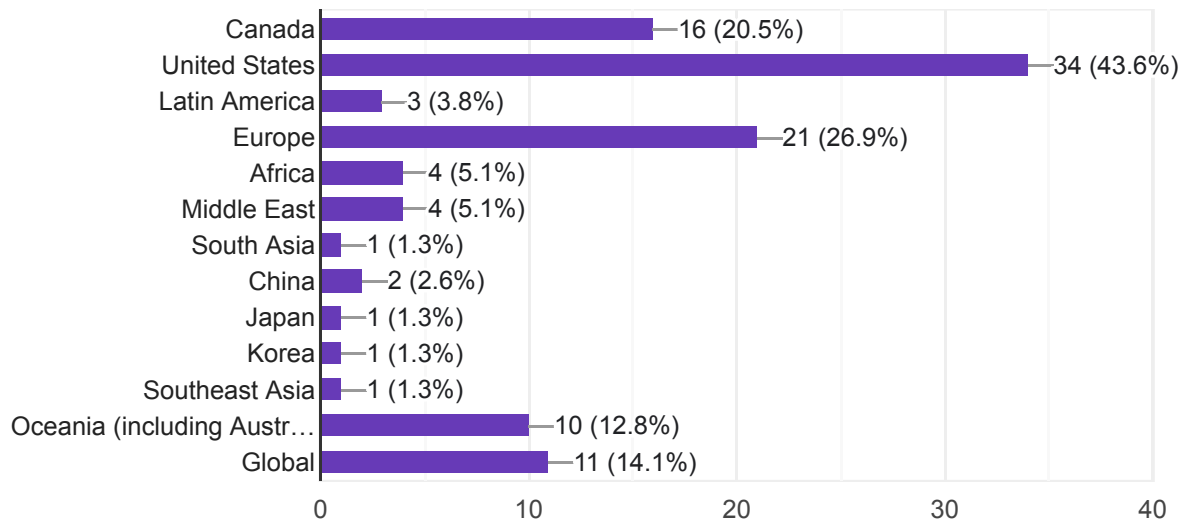
77 responses



Where does your company primarily operate?

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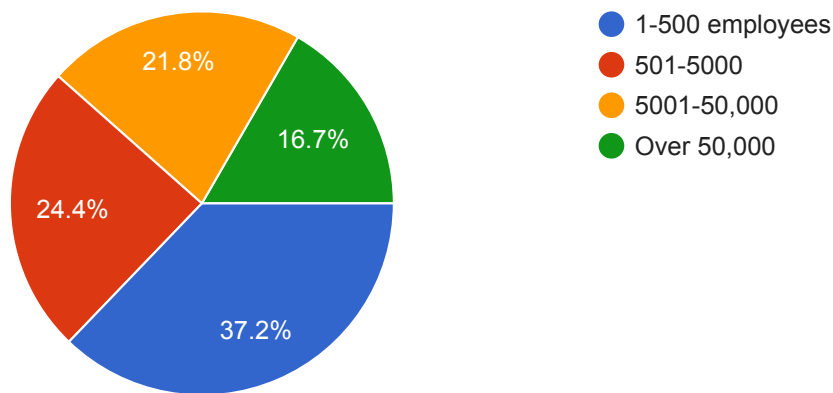
78 responses



What is the size of your company?

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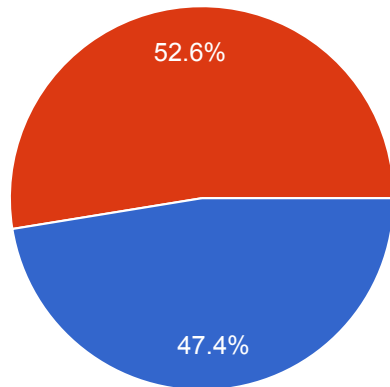
78 responses



Is your company primarily a provider of technology or expertise around business and IT architecture, or primarily a consumer of technology and expertise around same?



78 responses



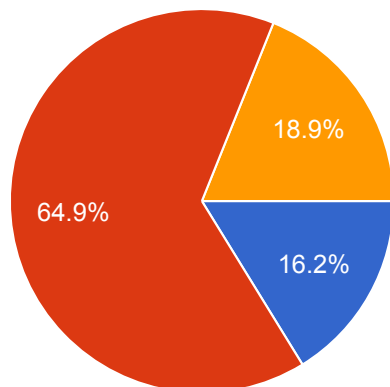
- My company primarily provides technologies and/or expertise to others
- My company primarily uses technologies and/or expertise from others to improve our internal business and IT

Technology and Services Providers

How would you describe your company's primary focus?



37 responses



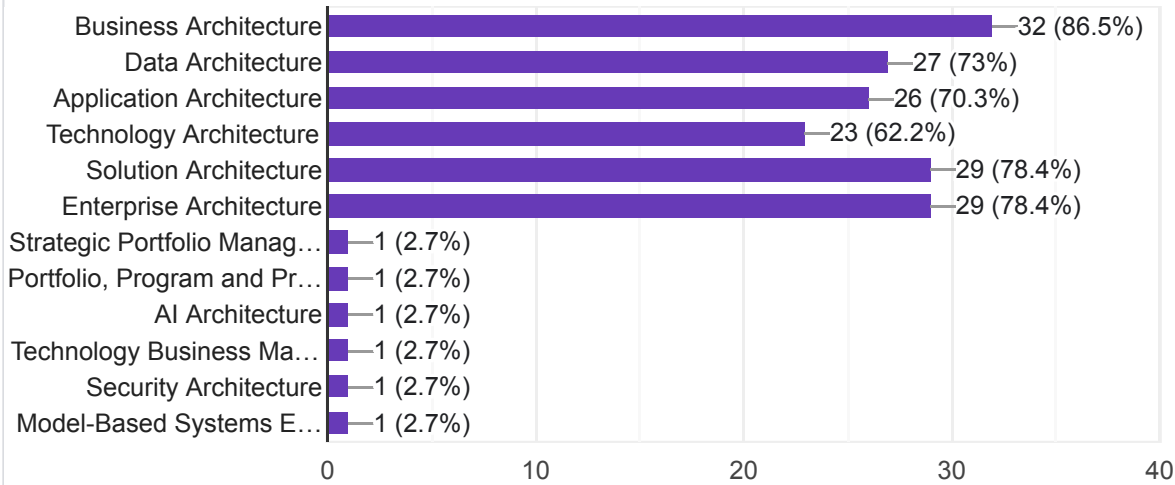
- Tool Vendor
- Consulting Services
- Both



Of the following categories, which does your company provide support for?



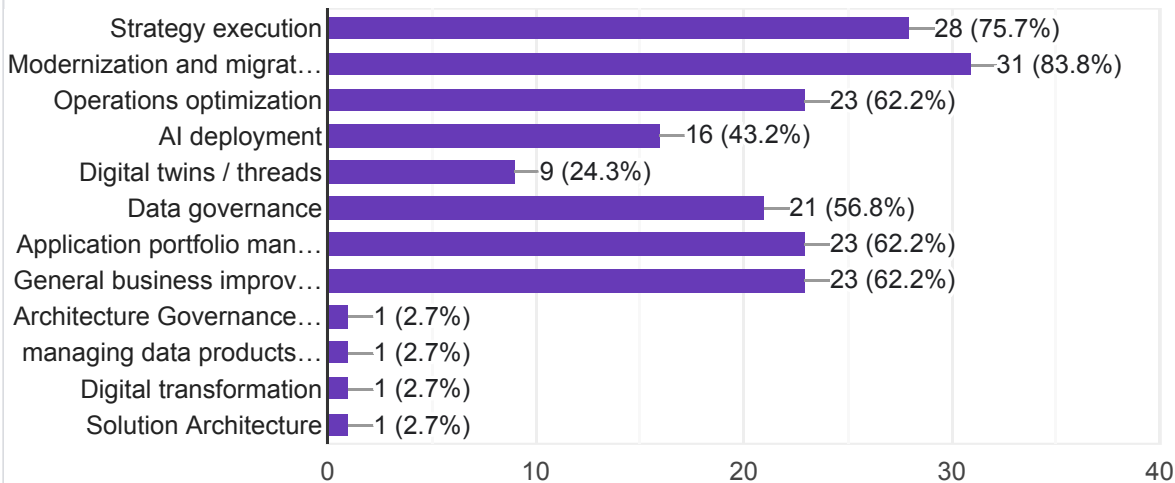
37 responses



For what purpose are your customers using your services and/or tools?



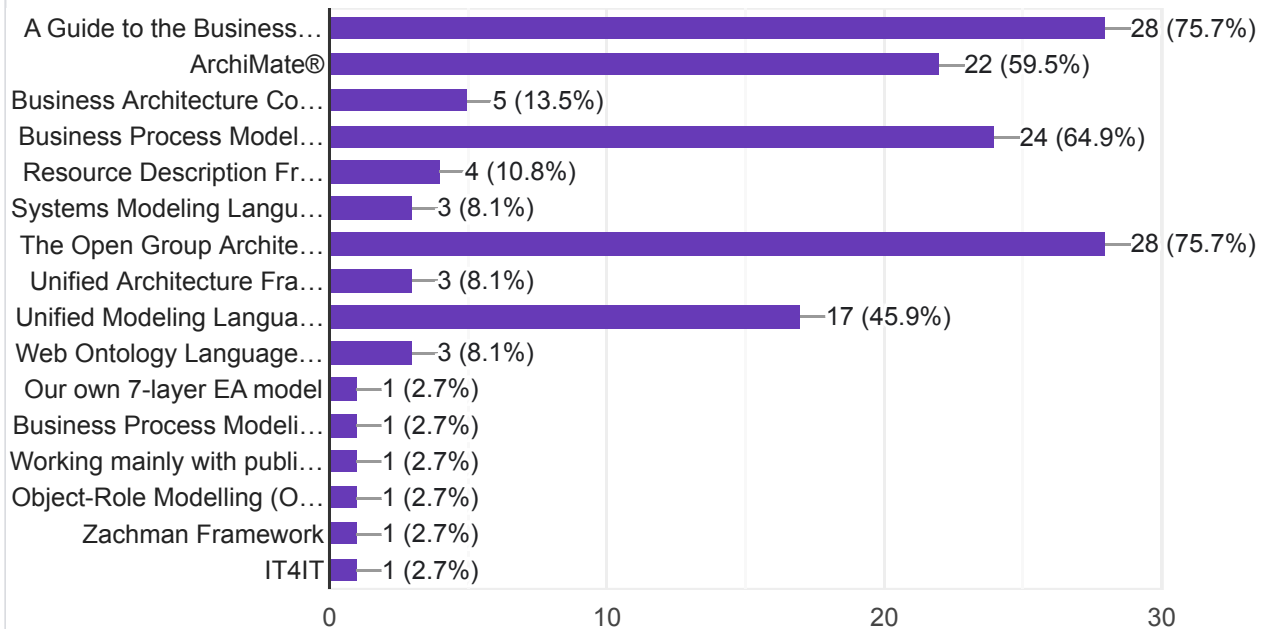
37 responses



Which of the following approaches or standards do your tools and/or services support?



37 responses



Do you find that your clients and customers are seeking insights into cross-impacts between their business and IT deployment?

31 responses

Yes

Most customers do **not** readily understand that IT strategies cannot be defined and executed without correlating with the business strategy, esp. capability maps and process specifications.

IT is hungry to understand the business requirements more than ever but the business struggles to understand the need for architecture.

Definitely. Business says they don't care but showing them what their requirements actually mean for IT makes them go: Oh wow, now I understand. This really helps.

The main focus it to be the interface between the organisation (business operations) and IT. This is to ensure the right business outcomes rather than what IT assume what the business

needs, or deliver what they want, which often is not necessarily fit for purpose for the organisation

Yes. Many clients are increasingly interested in understanding the cross-impacts between business and IT deployments, particularly how technology choices influence business processes and vice versa. They often seek insights to improve decision-making, reduce risks, and ensure that IT investments are directly supporting business objectives.

Yes, for example, in digital manufacturing. This includes assessing how much more efficient processes will be with greater IT and digitalisation.

We are looking into insights regarding organizations that are still IT focused where there is confusion regarding IT Strategy, IT Governance, and Business Strategy. There is also confusion regarding the alignment of Business Architecture, Lean, COBIT, and ITSM (ITIL).

Not usually

I understand "IT deployment" to be related to the installation of software and hardware (possibly in the cloud) and this is NOT a concern I deal with, though is important for business continuity planning generally. I am more concerned with IT development - design of software and data to meet business needs. Here business use cases and competency questions are important, and cross-impact is especially important as data resources are becoming shared though the use of enterprise knowledge graphs or enterprise-specific LLMs.

Yes absolutely. The traceability and alignment between business operations and technology enablement is a constant need we aim to address with our tooling

Definitely, specifically interesting is business capability based planning

With nowadays pressure on cost / operational excellence, yes

IT investment prioritization models require a common taxonomy between business and IT to align cost, impact and outcomes.

How IT can support research processes

Yes .usually they want to know the impact of certain business capabilities on IT

Yes, what we often see is that without clear visibility into these cross-impacts, organisations struggle with misaligned priorities, duplicate investments, or even disruption to business

operations. For example, when a client considers phasing out an application, we can immediately show which processes, departments, and strategic initiatives are impacted

Yes, they do.

Clients need to understand the business impact of architectural options / decisions. IT groups need to understand the impacts of business strategy on IT strategy.

Yes. There's a realization that IT investments must be aligned to business needs and strategy, not the other way round.

This is nascent, at best.

Yes, most technology purchasing decisions require an ROI attachment to assess business value.

IT Strategy alignment with Business Strategy; Application Mapping to Capability Model

Structure their data for AI readiness

Clients are struggling to improve business outcomes, and often searching for IT solutions without fully understanding the business outcomes impacts

Yes, customers are always looking IT changes impact the business and vice versa. Primarily this focus is on adopting new technology, reducing technical debt and aligning this to business value and managing an increasingly complex application landscape to support global capabilities.

The ability to describe business has wallowed for decades. Everyone is seeking, not very effectively, cross impacts. My clients will use a business description 'language' to clearly articulate business from strategic to operational and from manual to automated.

Yes

Do your tools and/or services support business architecture / IT architecture alignment and/or mapping?

33 responses

Yes

Yes -- we emphasize the alignment between infrastructure, systems, information, processes, and capabilities.

Yes, from strategy to execution

Service-oriented architecture

Message-driven architecture

Only to the extent of ensuring that IT Programs and Projects have strong alignment to business strategy in business cases, project management plans, benefits management etc. However, the IT architecture future state models that I often see (using IT architecture methodologies) tend to lack the business architecture layer of value stream mapping, and therefore have a disconnect with capability and information.

Definitely. Business_IT Alignment is a key part of my role

Yes, being able to align the business to the proposed solution and IT to how the solution is delivered is critical

Yes. I have worked with business and IT architecture alignment using standard modeling notations such as ArchiMate (for enterprise architecture views), BPMN (for business process modeling), and UML (for system and application design). These tools and methods have allowed me to map business requirements to IT solutions, ensuring traceability, consistency, and alignment between strategic objectives and technical implementations

Yes, we do architecture analysis and mapping for a sustainable architecture.

I have been using the Higher Education Reference Model (available to EDUCAUSE Members) that currently has a Application and Technology Reference model in addition to a Business Capability and Data Model.

Yes -- using an enterprise architecture stack to guide clients to do that

Alignment of semantic data models/products with business goals/motivation, business processes, applications, projects, organizations, products etc.

Yes we do. We provide multiple levels of mapping between business architecture constructs (primarily Capabilities and ValueStreams) and process, data and technology architectures

Yes, I always use business and IT architecture as the real transformation tool.

Not well

We are at the beginning

IT investment considerations must connect a capability model (Business Lens) of some type with a related technology stack in order to understand cost, roadmaps, resource demand, interdependencies and outcomes.

LeanIX

Yes, that's exactly where our focus lies. Our consultancy/tool is designed to bring business and IT architecture together in one collaborative platform. We help organisations map business capabilities, processes, and strategic objectives, and then connect those directly to applications, data, and technology.

Yes, they do.

Alignment via a flexible configuration module

The most common tools are Word, Excel and PowerPoint. However, diagrams (in Visio or Miro) also assist. These diagrams are sometimes ArchiMate and UML/ORM. A lot of mapping is between architectural decisions and requirements.

Yes. There is often a direct link between elements of the business architecture and the IT architecture

We find that starting from a (business) value proposition to identify and shape IT interventions works best for us. The depth of business architecture analysis varies by client.

Yes, we have tools in the plan, build, and run domains, and they all use the same central data model, the CSDM. This data model is cross-mapped to many industry standards, including TOGAF, IT4IT, BPM, BIZBOK, and many others.

architecture consulting, software development for business value

Yes, our tool highlights the alignment between business architecture and IT architecture. This could be in the form of capability maps aligned to technology, processes and their supporting

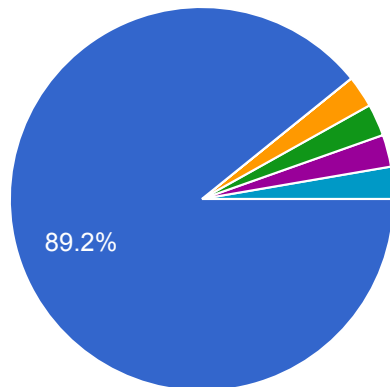
applications, IT and Business led strategies and how they're delivered across multiple project, cost savings through modeling current state and future state and general business optimization.

My tools and services support unambiguous business description and perspectives into that description that support many existing methodologies

Do you see value in a standard crafted to facilitate alignment between business architecture and IT architecture?

 Copy

37 responses



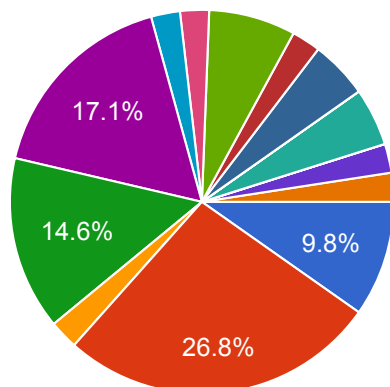
- Yes
- No
- Yes, but it should also include management lense beyond tr...
- Question is unclear - I do see value but in an existing stand...
- I guess it depends on the scope of the standard. Much of this i...
- The question is too narrow and ossified

Consumer of Technologies and Expertise

What is your company's primary industry?

 Copy

41 responses



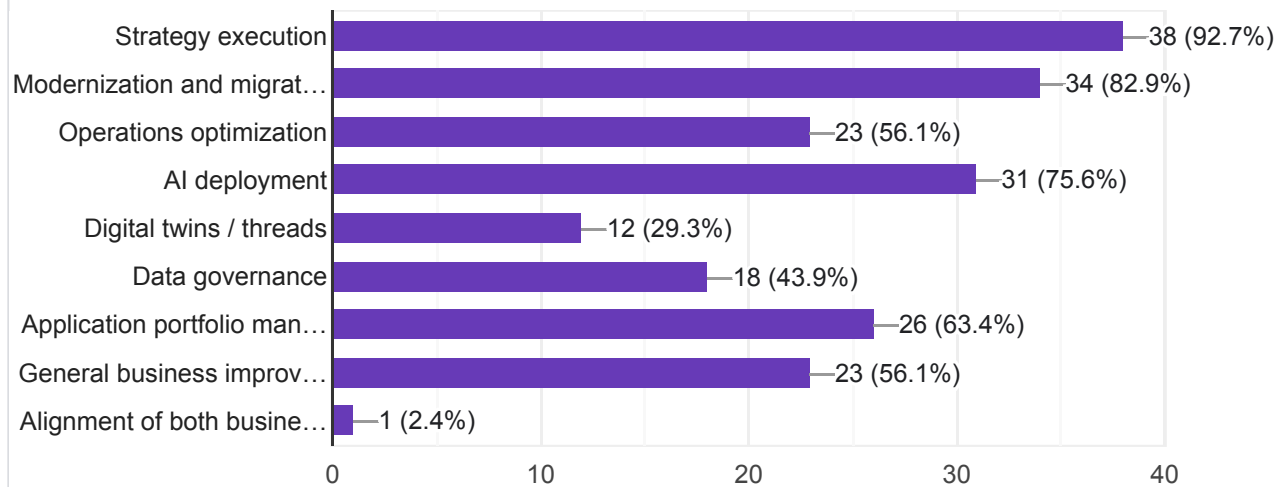
- Manufacturing
- Financial Services / Insurance
- Technology (Software and Ha...)
- Transportation
- Government / Defense
- Education
- Retail
- NGOs / Non-profits

▲ 1/2 ▼

Which of the following are your areas of interest in the context of business and IT architecture?



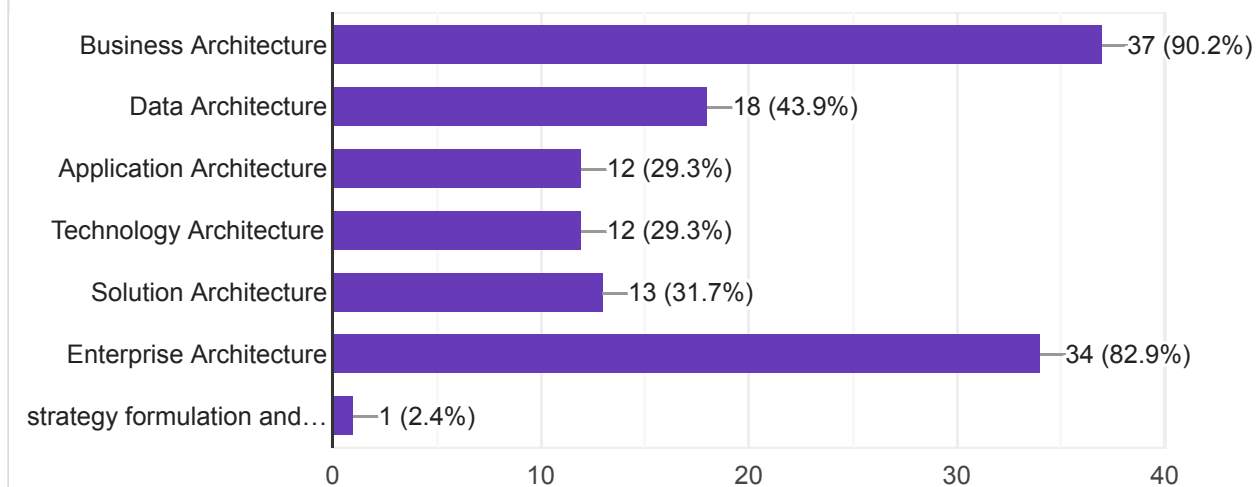
41 responses



What are your primary interests in these categories?



41 responses



What business and technology alignment pain points are you prioritizing and seeking to address?

41 responses

Converge current application landscape for the domain

Simplify processes

Build foundation for optimisation and prediction capabilities

Digital services

Having Clear and ongoing aligned documentation that autohighlight missalignment if there is one. each document delivered should be a shelfware, but consistently reviewed and updated

Capabilities, Value Streams, Strategy, IT Applications

responsible computing and ethical requirements, green computing

none

Large-scale aligned Business-IT transformations

"None"

How to convey, connect and display the connection of business architect to tech archit and why bus arch should be the first thing in any evaluation

Connection and shared language from strategic architecture to delivery architectures

Shared understanding of processes and services and the relationships to other metamodel elements

information and data

Spend in the reduction of technical debt is trumping spend in strategy execution

Business impact relating to technology trade offs

Strategic Disconnect: Gaps between enterprise architecture and business goals are being closed through capability modeling and value stream alignment.

Legacy Systems: Technical debt and outdated platforms are being modernized

Governance Bottlenecks

We are operating in a Feudal Model so visibility to the "State Architecture" is problematic.

capability based planning for aligning with IT project portfolio

Creating traceability of business context to our IT solutions. Shadow IT across our companies that is not documented and updated.

Aligning strategic investments in technical capabilities with company strategies and line of business investments

Capability and strategic platforms alignment

Inability to perceive dependencies (current) and inability to anticipate potential impacts

Mapping business capabilities to technology capabilities. Also having a clear definition of technology capabilities.

Translation from BA into EA

Psychology, Communication, Conceptual Implementation (Target Optimizing BizOps Interface)

Strategy to IT solution flow is based on technology assumptions and myopic.

Na

Speed and accuracy of building the frameworks and necessary connections to enable strategy to execution, transformation and wanted to have good well understood artifacts to produce to share with leadership and architecture teams of all levels.

Common understanding and goals

lack of business stakeholder engagement

Communication and understanding value between aligning IT to Business Strategy

Enterprise views aligned to technology; Reduce siloes across IT and Business; How will AI change architecture

Retiring legacy systems and speed to market with enhanced business capabilities.

Procurement alignment

Better management of technology investment and technology debt through improved analysis of business processes to determine if and when and how much of technology is needed to improve or advance the business processes.

Poor technology adoption, shadow IT
Tool and App sprawl, siloed initiatives
Suboptimal data management

M&A Integration improvement, internal efficiencies (via AI, or other technology).

Clarity on architecture requirements and models/components for business functions to ensure max value and impact, but also for clients to relate to these requirements in their everyday operations.

Modernization off of old platforms, mobile application build/development, standardization and MTTR.

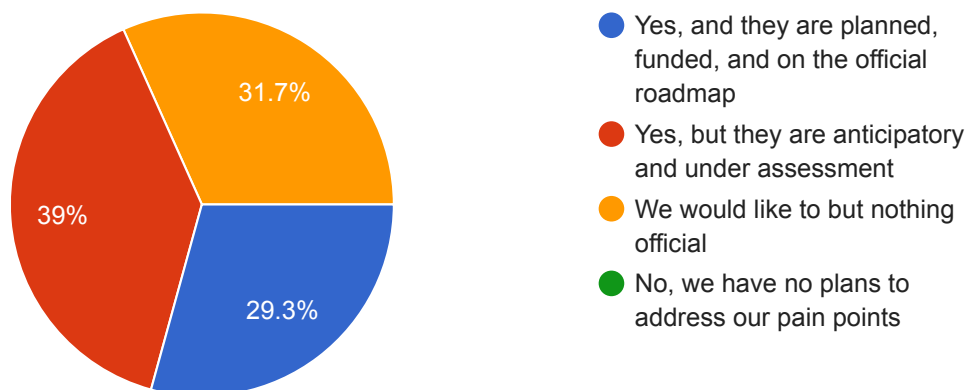
Helping c-suite & senior level leaders to understand how architecture can benefit the company by being involved throughout a strategy to execution infinity loop.

Portfolio and resource optimization

Do you have plans over the next 3-5 years for addressing these pain points?



41 responses



What business and technology alignment opportunities are you prioritizing and seeking to pursue?

30 responses

We are having a centralised tool that we get information from across board

Capabilities, Value Streams, Strategy, IT Applications

sustainable solutions - promotion of sustainability goals through digitization

none

Digital sales, ecosystem integrations, AI-scale up

Modernizing our Architecture Review Board

Baselining and consolidating architecture reference assets and AI adoption

meta graphs and enterprise knowledge graphs

Being more intentional about aligning projects with strategy

Use of technology to empower customers

enterprise architecture and business goals are being closed through capability modeling and value stream alignment.

EA modernization, AI, Governance

one common tools for BA nad EA - connecting business and IT experts

Reducing the number of systems and aligning companies with similar business models on the same technology, new team created dedicated to internal AI innovation, shifting our internal organization within IT, adjusting organization in our companies for better transformation efforts that are business-driven in partnership with IT.

Seeking to map our business capabilities to technology that realizes them.

These seem like separate concerns at the moment.

Cynefin, Being at Full Potential and other "frameworks"/Methods

Strategy to IT project alignment, using business architecture as a bridge

Building a 'domain driven architecture' to develop preferred future state of business and IT architectures. Exploring foundational design and using key activities to define data products that will be built and used by the company and in some cases exposed to customers for updates and/or monetization.

Value Stream Orientation; Enterprise Data Model; Business Capabilities

Strategy around data

Application rationalisation

tech modernization is at the top

Become more agile and efficient at aligning business processes with existing technologies rather than business looking for a new technology at the start. Also look at where there are duplicate technologies in place and used by different areas in the organization that can be consolidated into a common technology to help reduce cost and create synergy across the organization.

IT as a strategic enabler - fit-for-purpose operating model

Adoption & value realization - driving and measuring adoption, rationalization

Making the most of data & AI - enterprise data platform

Consumer/patient digital experience

Best use of data for decision-making at different levels, from the program-level decisions to strategic enterprise.

Continued cloud migration, decomposition of legacy applications and servers into API's and containerized solutions. Data cleansing and analysis as well as continued security posture strengthening.

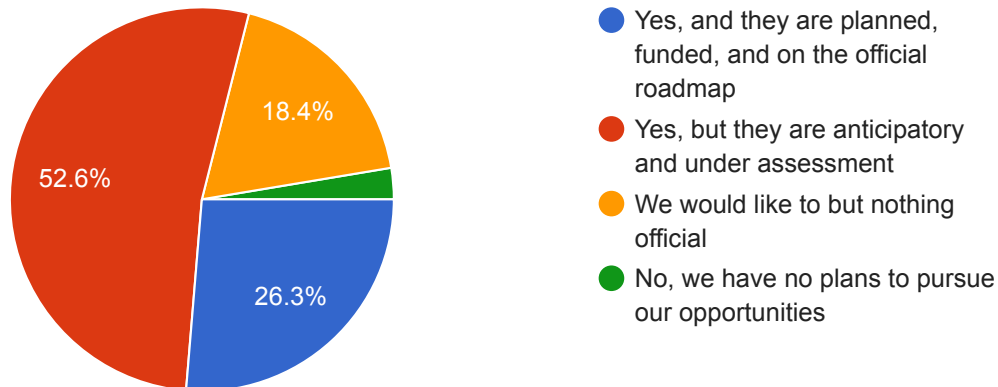
Not sure how to answer this question.

Modernization and transformation programs

Do you have plans over the next 3-5 years for addressing these opportunities?

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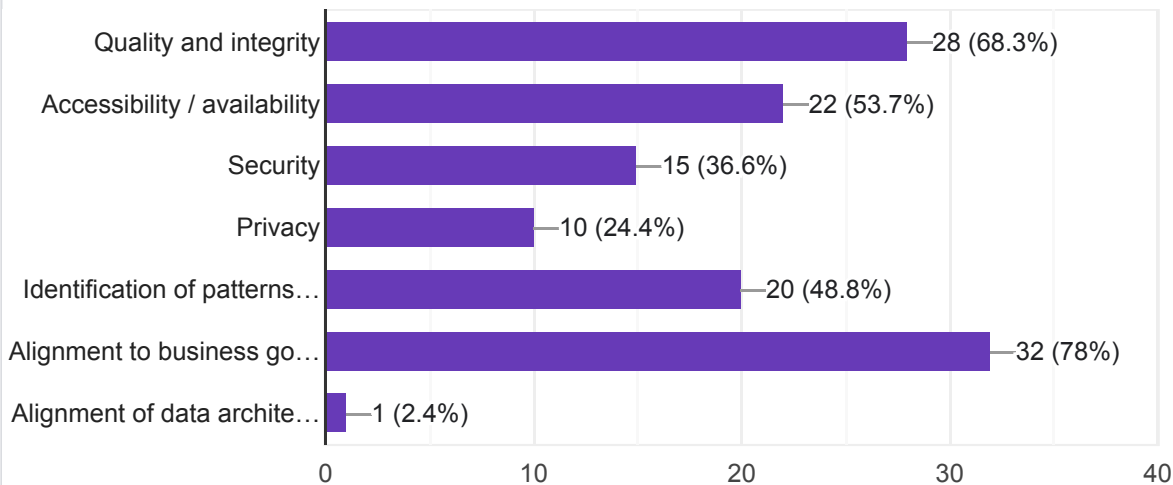
38 responses



Are there areas of improvement related to your data that you have identified?

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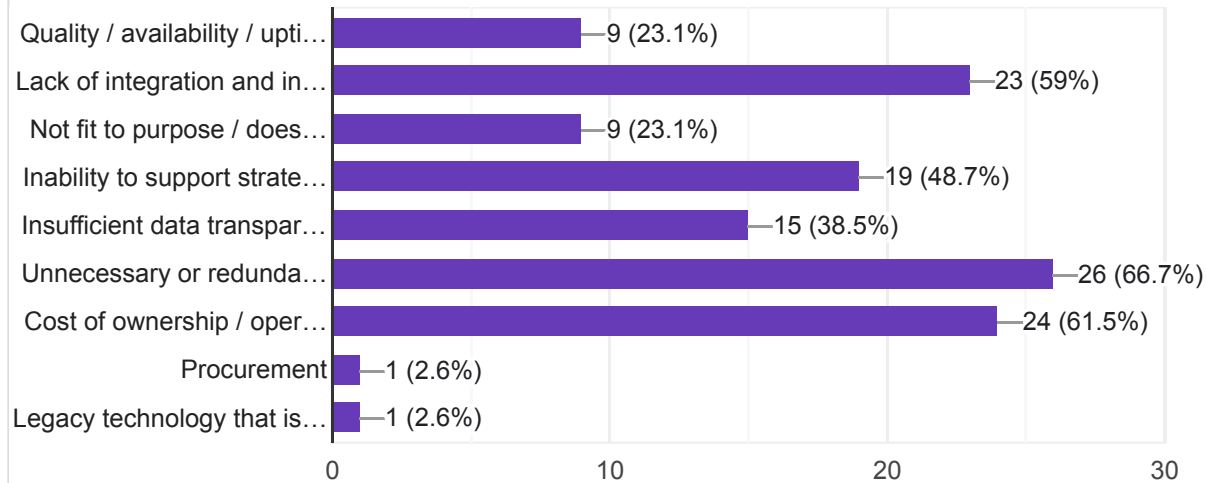
41 responses



What are your main IT issues or concerns with your application systems?



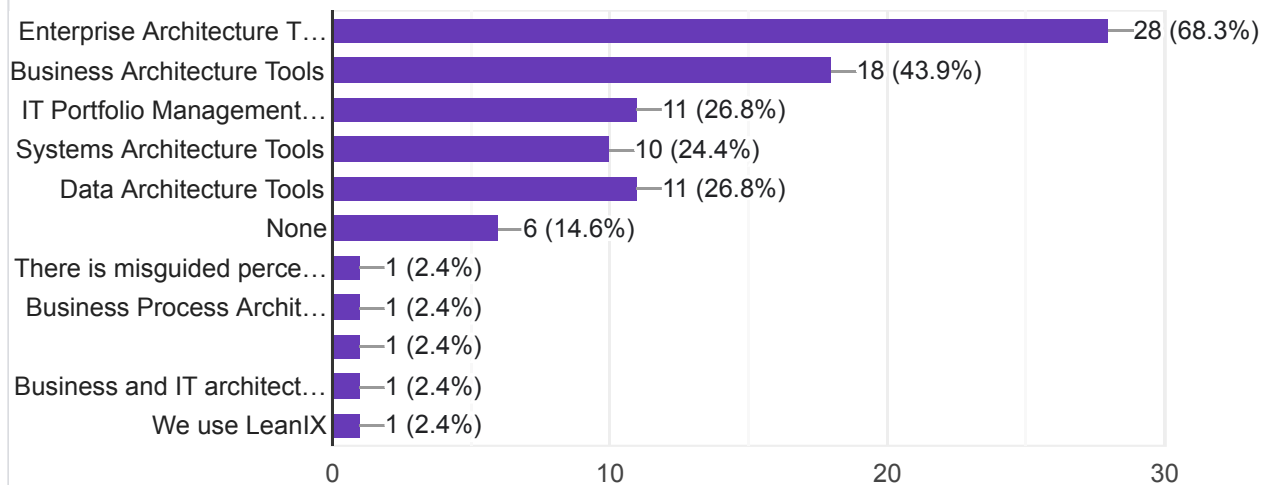
39 responses



Which of the following tools or technologies are you currently using or evaluating to assist with business and IT architecture alignment?



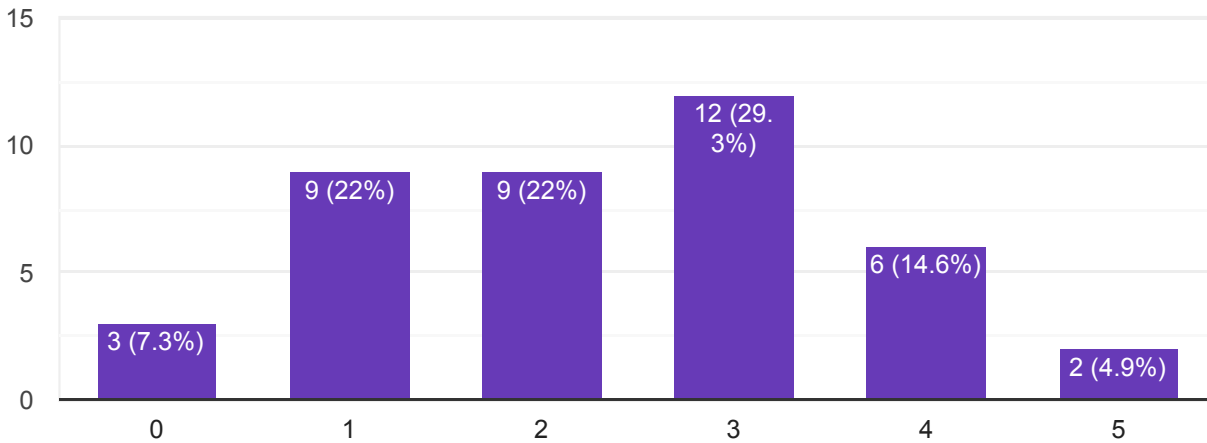
41 responses



How would you rate the extent to which these tools or technologies are deployed in your enterprise?



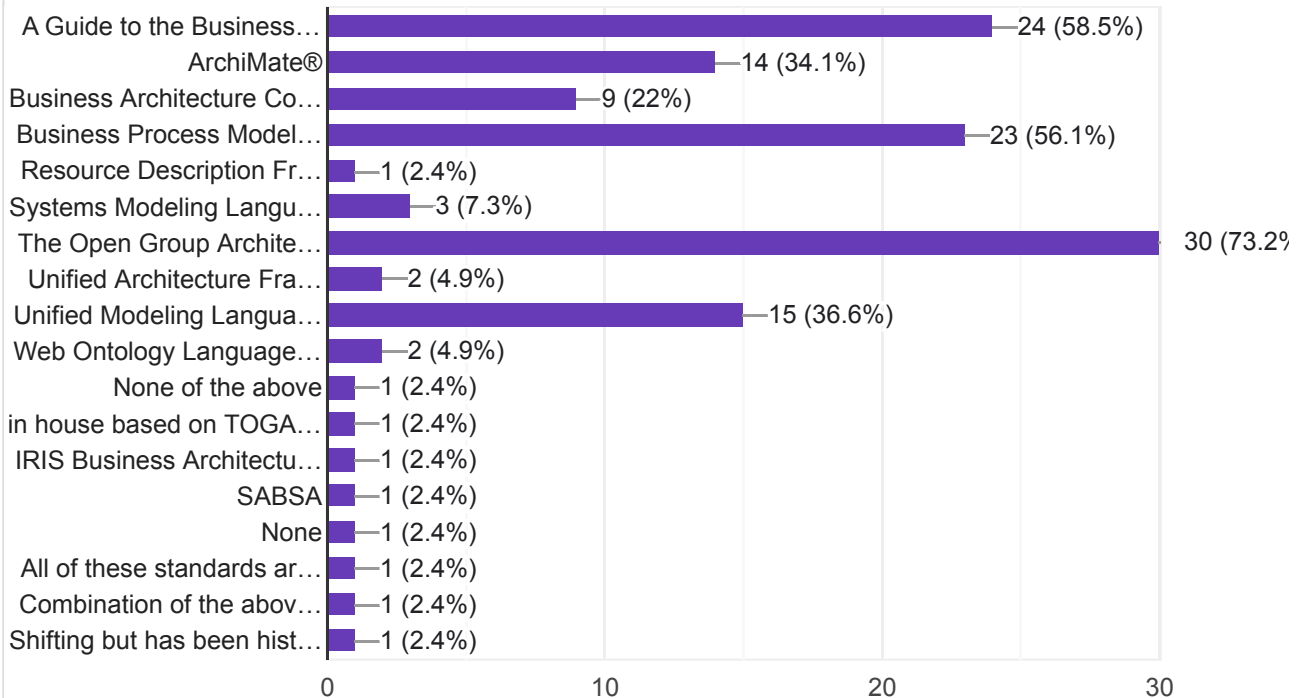
41 responses



Which of the following approaches or standards do you use in your enterprise?



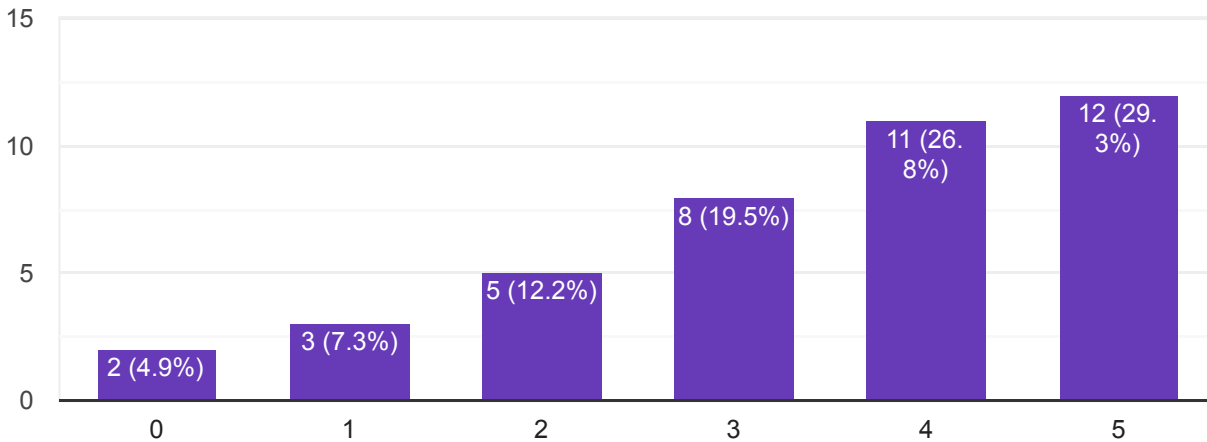
41 responses



How would you rate the extent to which Commercial Off The Shelf (COTS) business application systems (e.g. ERP systems, CRM systems) are deployed in your enterprise?



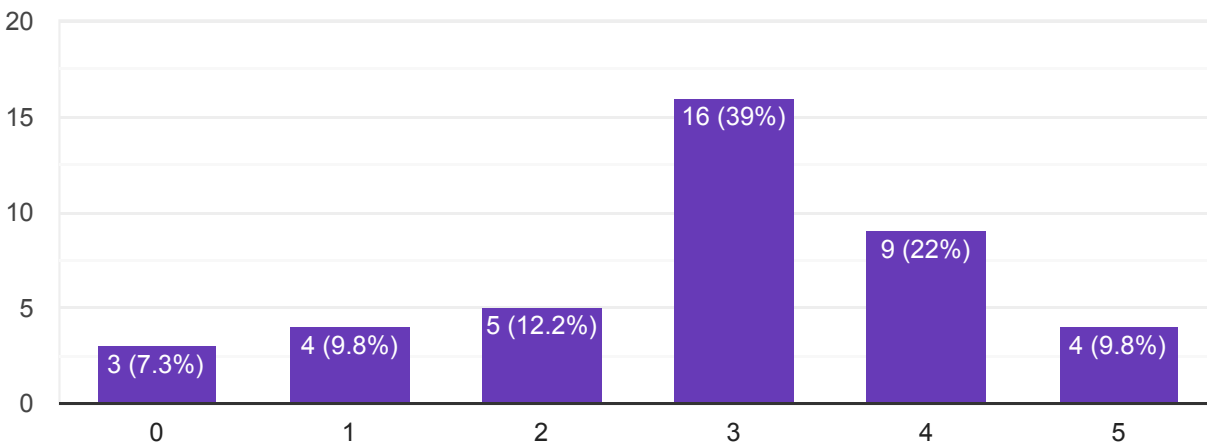
41 responses



To what degree are your COTS applications systems hosted on-premises, or in-cloud?



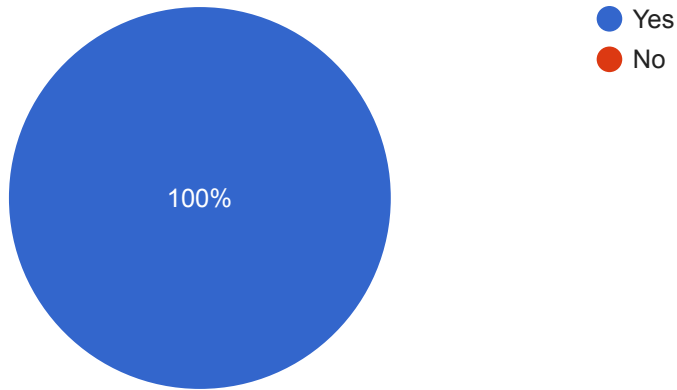
41 responses



Do you see value in an industry effort to standardize alignment between business architecture and IT architecture?

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41 responses

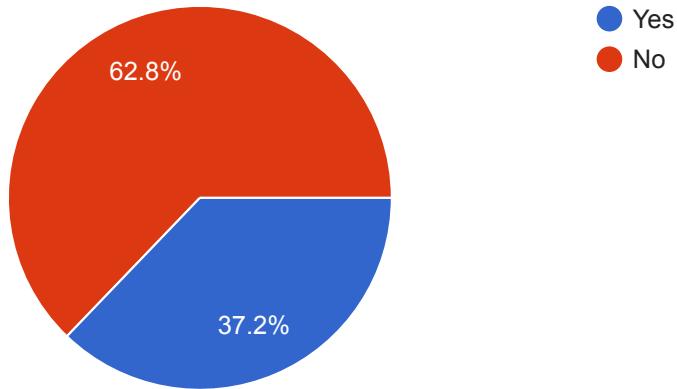


Final Steps

Are you officially representing your company in this response?

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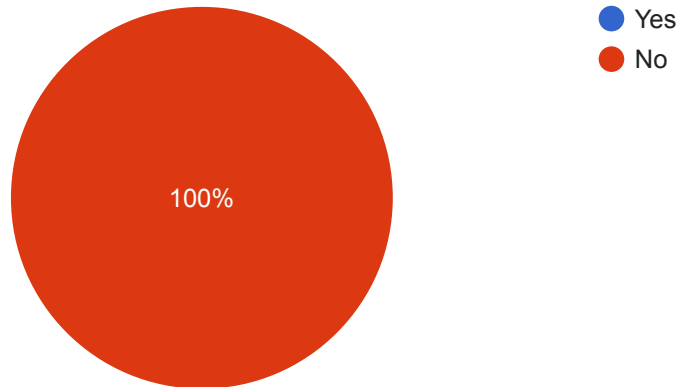
78 responses



Do any of your answers represent copyrighted material?



78 responses



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