

*Isn't it nice, when things just work?*

On the first leg of our journey through the world of enterprise architecture (EA) and IT governance, I would like to offer a description of the main features that come into view, the landscape, the flora and fauna. This aim of this *guidebook* is to help us to better understand subsequent observations on the subjects of EA documentation, analysis, planning, implementation and control in the context of IT strategy and governance.

This chapter will provide us with definitions of the most common terms: What is EA? How does it differ from IT architecture? What is architecture management and what role is played by the IT architect? What is the relationship between IT strategy and IT governance? What are the relationships among EA management, portfolio management, requirements management, service management and program management? The defining of terms, the use of examples and the identification of lines of demarcation are to prepare us for a more detailed examination of the substantive issues.

**2.1****Enterprise Architecture (EA)**

Just like buildings, enterprises can be described in terms of their architecture. Sometimes this architecture is the result of planning, sometimes it simply arises. Sometimes there is an awareness of the architecture as such and attempts are made to exploit the potential it offers. Sometimes it is simply there.

**Using existing plans**

Virtually every enterprise with a sufficiently large IT division has access to plans: data models, business process models, component models, structure diagrams, network plans, inventory lists, infrastructure plans, hardware lists, function trees, etc. Even without IT, enterprises have plans: organizational charts, workplace descriptions, procedures, strategies, etc. Plans are necessary for setting up and operating complex systems. It is only with the help of plans that we can understand large systems. The combined IT that is used to support a large enterprise is a system that is comprised of a complex aggregation of systems. EA is

	comprised of an aggregation of plans – and many of these plans are already available to you today.
<b>You already have EA!</b>	This is exactly why you already have EA. But do you also use this architecture? Do you draw the connections from business process diagrams to component diagrams and infrastructure plans (e.g. in order to document the IT support of your business processes)? Do you analyze these relationships with regard to dependencies, costs and capacity utilization? Do you evaluate the quality of your applications environment for your business? Do you analyze your infrastructure landscape to ascertain redundancies and degrees of capacity utilization?
<b>Do you use your EA?</b>	And is this collection of plans that you have, this representation of the current state of your enterprise, good enough to be put to effective use? Are the plans sufficiently up to date and sufficiently comprehensive? Do they relate to one another? Are they syntactically and semantically aligned? Or does the collection look more like a disparate array of city and highway maps of a different scope, scale, date of issue, and origin?
<b>EA is not optional.</b>	EA is indeed not optional, it always exists. Sometimes it is well-planned and developed. Its viewers see a harmonized grid of streets, buildings and utility lines. Sometimes it arises more haphazardly. If they could venture a look, its viewers would see various districts undertaking to build streets, houses and utility lines more or less in oblivion to one another. Do you have any experience with such IT <i>Blaumilch Canals</i> ?
<b>EA scope is a matter of needs.</b>	Enterprises have different requirements when it comes to the breadth and depth of their architecture models. Small enterprises exhibiting little IT penetration (e.g. in the construction sector) tend to handle this task <i>on the fly</i> . Large corporations with a high degree of dependence on IT support require high-performance models and processes to secure EA development and maintenance.
<b>How urgent is the introduction of EA?</b>	The need to establish an EA process can be derived from the dynamics and complexity of the enterprise itself. Market developments, changes in business sectors, organizational adaptation, mergers and other major changes result in a high degree of volatility for an enterprise and its surroundings. This volatility generates requirements that are to be met by IT. These requirements make EA an indispensable instrument of analysis and control. The complexity of a given enterprise (e.g. based on its size, structure and geographic distribution) also generates such re-