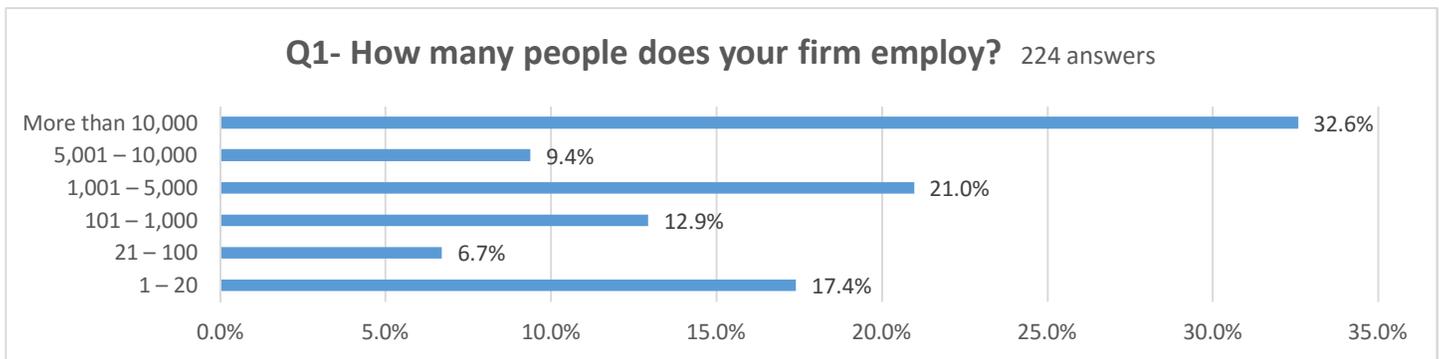




2016 Business Architecture Survey

Thematrix, Business Architecture Associates and Benchmark (IRIS Business Architect) are proud to make available their first annual Business Architecture Survey in time for BBC 2016. A key finding from this survey, according to Larry Smith, Partner at Thematrix, is that “Consultants play an important role and contribute to the development of Business Architecture with knowledge and experience” particularly for the 38% of respondents that have yet to establish the discipline, and the 35% of companies reporting they are still learning.

Digital transformation is the dominant purpose for companies to engage in business architecture. As pointed out by Robert Kost from Thematrix, “business architecture is uniquely suited for digital transformation because it is a way of aligning both business and IT with common objectives, using a language that both can understand and share.” The pain and gain issues were largely centered on the need for executive sponsorship plus greater knowledge and practice of Business Architecture. William Ulrich, Partner at Business Architecture Associates, commented that “the poll results are largely consistent with our experience from training hundreds of business professionals across a wide variety of industries.”



Many respondents are from large companies (over 10,000 employee) working in Financial Institutions or Banks and several other industries. Often, they are employing a large (10+) dedicated staff dedicated to business architecture, although their footprint into their organization involves less than 50 people working too often in silos. According to Daniel Lambert, Vice-President at Benchmark, “to increase the odds of having success with their business architecture practice, business architects from various business units/departments need to work collaboratively in developing a comprehensive business architecture model that is accessible to all relevant business and IT stakeholders.”

In this first annual report, we endeavor to understand the state of the business architecture practice and the benefits achieved to date. From October 4 to October 18 of this year, a 13-question survey was fielded and 224 responses collected. On top of our report about the general findings, additional reports about the following sub-categories are also available on request:

- Organizations with over 5,000 employees
- Consultants
- Financial Services, Banking (other than Insurance)
- Computer, Software, Technology & Internet
- Insurance
- Government
- Manufacturing, Oil & Gas and Defense
- Education & Non-Profit
- Healthcare, Life Sciences & Pharmaceutical
- Retail, Wholesale & Distribution

Request any of these reports by sending an email to info@biz-architect.com. Access the report with the general findings and 13 diagrams here: <http://biz-architect.com/business-architect-survey/>.



SOME OF THE FINDINGS IN THE GENERAL SURVEY

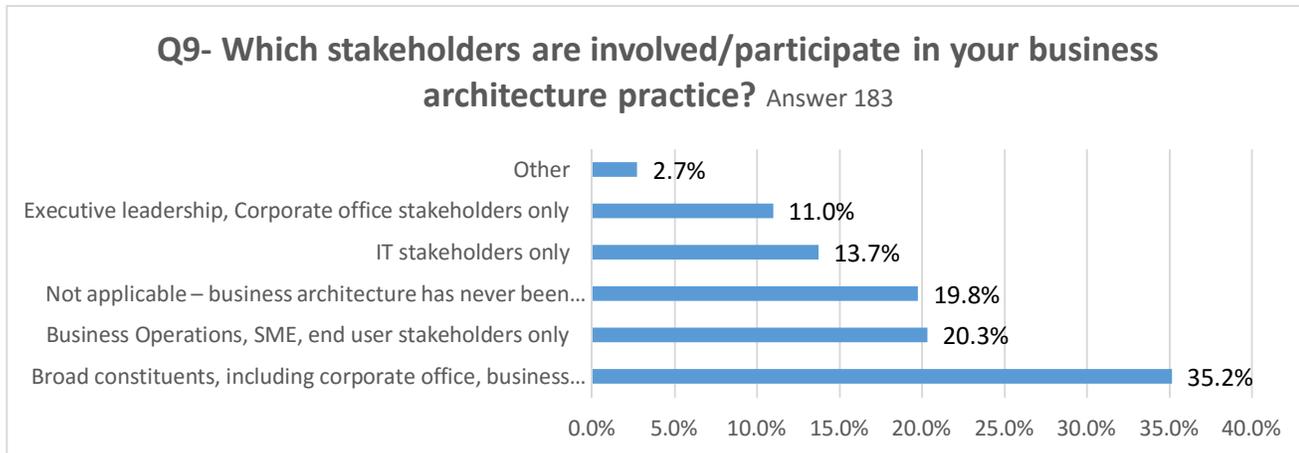
As shown in the Q1 diagram on the first page of this document, many Business Architects in our survey work in large companies. Among the 224 respondents, one-third (32.6%) are employed at large companies of 10,000 or more people. Nearly two-thirds (63.0%) are in companies with over 1,000 employees.

The Consulting category edged out as the top industry with 17% of respondents. Excluding Consultants, half (49%) of Business Architects are most prevalent in these 4 sectors:

- Financial Services, Banking (other than Insurance) 15.6%
- Computer, Software, Technology & Internet 12.5%
- Insurance 12.1%
- Government 8.5%

Each respondent identified an average of 4 different purposes for using business architecture in their business. Purposes can vary significantly, but Digital Transformation, Change Management and Customer Centric Business Modeling were consistently the top three. It is clear that “customer-oriented” change is at the heart of many business architecture practices.

As shown in Diagram Q9 above, Over one-third of respondents (35%) indicate that a broad constituent base participates in the business architecture practice, while 45% report distinct silos. 20% report that implementation has not yet occurred, which is consistent with the 35% of companies reporting they are still learning about business architecture.



Despite the predominance of large companies and diverse representation across the business, the total number of stakeholders remain small. 76% report that fewer than 10 stakeholders are involved.

Respondents indicated multiple pain points with 3 as the average. Topping the list was Executive participation and acceptance, and Knowledge about Business Architecture. The third most common involved Politics, disagreements and conflicts which might be expected for large companies in which there are challenges related to facilitating coordination and decision-making across business units, integrating with multiple disciplines, etc.

The inverse to the pain points is reflected in the “Lessons Learned” learned, insofar as the top 2 choices were Executive Sponsorship, Knowledge and Practice.

Access the report with the general findings and 13 diagrams here: <http://biz-architect.com/business-architect-survey/>.