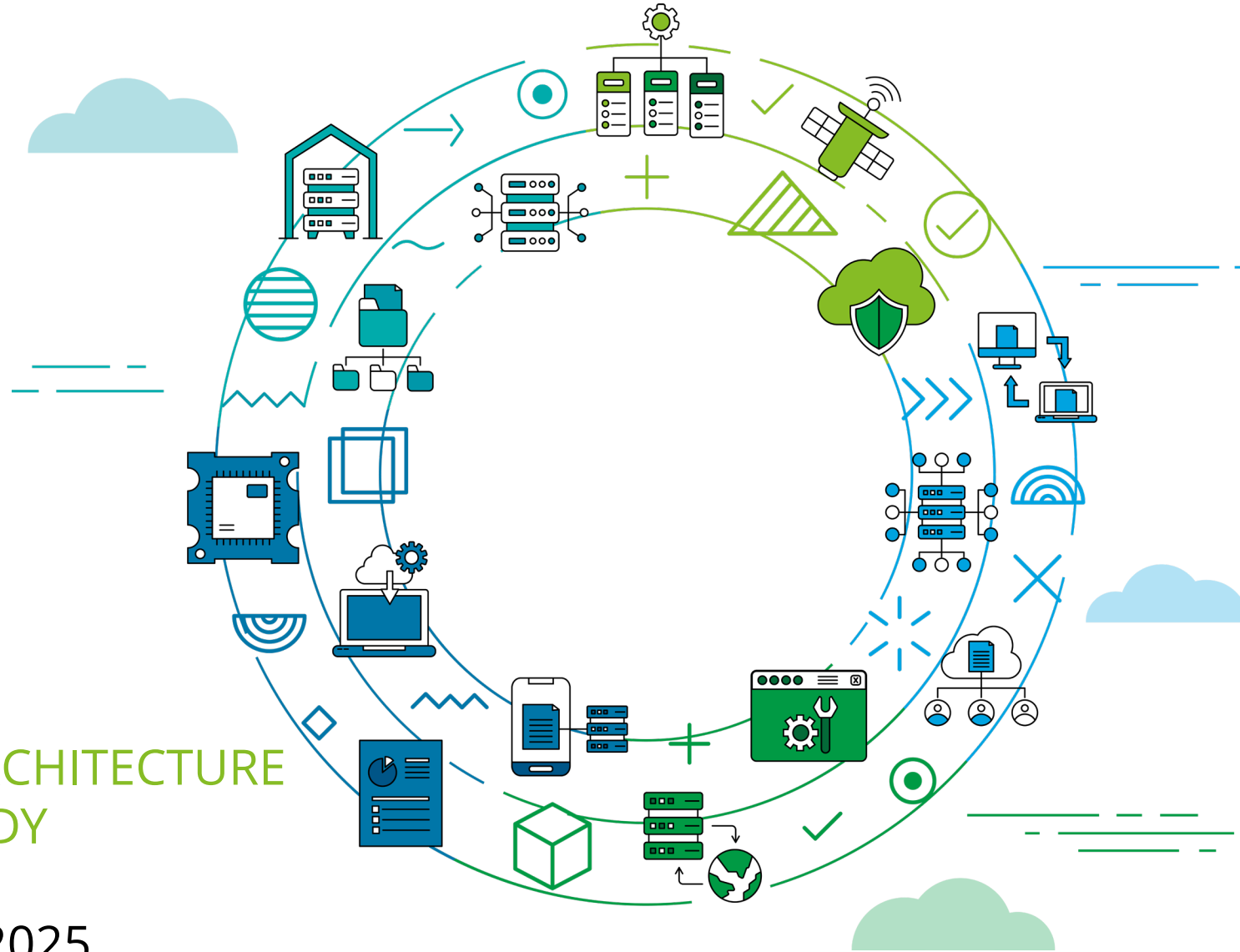


ENTERPRISE ARCHITECTURE MATURITY STUDY

EUROPE 2024-2025



- INTRODUCTION
- SUMMARY RESULTS
- DETAILED RESULTS

- SCOPE & VISION
- TALENT
- OPERATING MODEL
- METHODOLOGIES & STANDARDS
- ARCHITECTURE ASSETS



INTRODUCTION

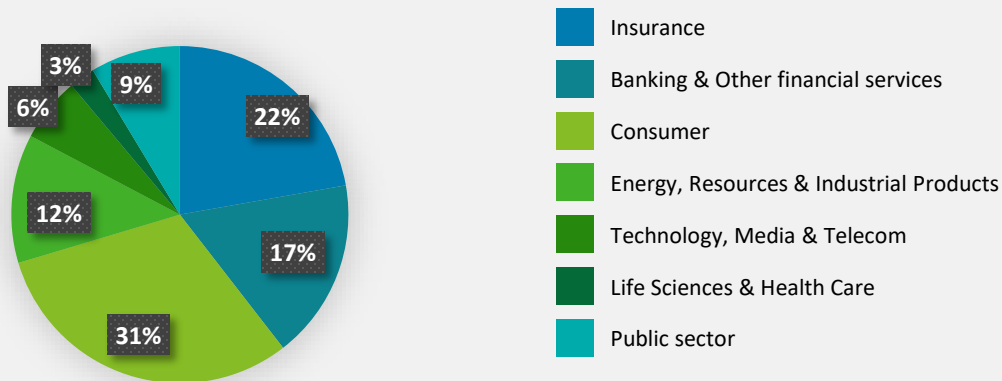


Introduction

European maturity study overview



Industry split *



* Industry split is not available for Austria

Geographic distribution



Introduction

Methodology, goal and approach

The **Enterprise Architecture (EA) Maturity Study** was conducted to assess the current state and future expectations of EA practices across various industries and **19 countries across Europe**. The study utilised a comprehensive survey methodology, gathering **quantitative** and **qualitative** data from over **120 respondents** to provide a holistic view of **EA maturity** across **five key areas** of questions (Scope & Vision, Talent, Operating Model, Methodology & Standards, Architecture Assets)

The **primary aim** of the study was to **understand** how organisations are **evolving their EA functions** to meet the demands of an ever-changing business environment. This includes examining the **integration of EA** into strategic **decision-making**, the adoption of **agile** and **green IT** practices, and the **professionalisation** of **EA roles and responsibilities**

4 stages of the study:

1 Survey design

Elaboration of a comprehensive and detailed survey that covers each aspect of the maturity of architectural functions

3 Result analysis

Understand the main trends and their expected evolution in the next 3 years, based on the gathered results



1



2



3



4

2 Companies' answers

Companies' self-assessment on each survey question regarding their current and 3 years horizon perspectives
(second half of 2024)

4 Results presentation

A general summary containing all the main trends observed and for each topic and question, a detailed presentation with the industry split indication

Introduction

Questionnaire content

A total of 38 questions grouped in 5 themes:

The study aimed to:

- Assess the maturity of the architecture practice.
- Explore the trends and challenges of Enterprise Architecture in specific industry sectors.

The study provides companies with:

- An understanding of their positioning in relation to companies in the same sector of activity.
- Information to position the company in relation to European peers.



1 Scope & Vision



2 Talent



3 Operating Model



4 Methodologies & Standards



5 Architecture Assets

SUMMARY RESULTS

1. There is a shared ambition for more independence and strategic impact ...
2. ... in an ever-changing environment, where agility and green practices are no longer options, but imperatives ...
3. ... while considering resources and budget constraints.
4. To succeed, talents and their careers must be properly managed and supported ...
5. ... architecture internal organisation needs to be improved ...
6. ... architecture practice tools and frameworks need to be modernised ...
7. ... architectural governance needs to be enhanced, to guarantee achievement of the objectives.

There is a need for a multi-dimensional approach to Enterprise Architecture to address business needs.



Summary

1 – There is a shared ambition for more independence and strategic impact ...



More visibility and decision-making power for more impact and consistency.

To increase their decision-making power, architects seek to:

- Be more present with the business lines to capture ideas as they emerge and address them holistically rather than only from the IT perspective.
- Communicate and further explain the added value of architecture.
- Develop an organizational structure that enables architects to be present and effective across various strategic topics.
- Actively participate in strategic projects and major transformations (over 80% of architects are planning to be more involved) to ensure projects follow a unified strategy to achieve consistency and efficiency.
- Increase visibility of initiatives to EA (only 35% of organisations have full visibility).
- Improve staffing internally and externally (40% of companies report issues with architects' availability).



Greater Independence of architecture teams to address all aspects of architectural topics.

The objectives sought by the companies surveyed are the following:

- Legitimately cover all architecture layers, including business architecture and data architecture; while focusing more on low-level assets, like solution or integration architecture diagrams.
- Respond more meaningfully to business needs by approaching initiatives holistically.
- Organise the teams so that they are present and competent on the various architectural topics.
- Ensure that architecture teams are externally attached to the IT organisation to ensure a more independent perspective and offer their services in a more advisory manner.
- Empower architecture teams with budget autonomy to facilitate quick and effective decision-making.

A majority of architects stressed the importance of being supported by strong sponsors when setting IT priorities to ensure that architecture runs smoothly.

+36%

Compared to today, the proportion of architects who anticipate having decision-making authority is expected to double over the next three years, rising from 36% to 72%.

42%

of EA teams expect to have budgetary autonomy in three years' time.

Summary

2 - ... in an ever-changing environment, where agility and green practices are no longer options, but imperatives ...



A need to integrate the architecture function into agile practices.

The study highlights the willingness of participants to:

- Actively collaborate on **agile projects** as part of the agile team.
- Ensure the maintenance of **principles and guidelines** while adapting to the changing needs of projects.
- Ensure that the **architecture can adapt and evolve** in alignment with both the projects and the organisation.

The need to **consolidate governance and strengthen architecture orientations** through principles, patterns and accelerators was raised.



Align Enterprise Architecture with Green IT principles.

Integrating GreenIT and IT for Green into the architecture strategy.

The integration of Green IT concerns into the EA Framework is still in its early stages and companies will need to quickly consider how to address this issue.

This is not only to incorporate the full range of ESG guidelines but also to help the Business align with local policies and regulatory requirements at the EU level, which are expected to evolve in the coming years.

Integrating Green IT into enterprise architecture will ensure that **new systems** comply with established requirements and enable **governance** based on data regarding the carbon footprint of technological platforms.



of architect teams expect to be integrated in agile teams in the next 3 years.



of EA teams have already integrated Green IT in their methodological framework.

Summary

3 - ... while considering resource and budget constraints.



Budgetary growth still very low, with over 67% of clients expecting no change in 3 years.

The current situation:

- EA's value is often underestimated, leading to insufficient funding for ongoing development and innovation.
- Quantifying EA's ROI remains a challenge, making it difficult to justify increased budget allocation.

Necessary Focus in the next three years:

- **Stronger Value Communication:** EA teams must get better at showcasing their value using clear metrics and linking their work to business goals.
- **New Funding Avenues:** Exploring alternative funding models (e.g., cross-charging, innovation funds) will be crucial.
- **Continuous Advocacy:** EA leaders must consistently champion their function's importance and advocate for necessary resources.



A general lack of resources is one of the top factors harming the achievement of objectives.

The current situation:

- Only 45% of EA teams report having enough staff, indicating a widespread challenge in meeting current demands.
- Beyond staffing, EA initiatives are hampered by a pervasive lack of resources, including budget and tooling, which limits their effectiveness.

Expectations for the future:

- **89%** of respondents envision a "correctly sized team" in the next 3 years.
- **Streamlining for Efficiency:** Beyond simply increasing headcount, architects are prioritising the streamlining of roles, responsibilities, and objectives.



Despite the increasing importance of EA, budgetary growth remains limited with an average increase of only 3% in IT budgets, making it tough to keep up with rising costs and invest in resources.



Although less than half of the respondents currently report having a correctly sized team, there is optimism for the future. In fact, 89% of respondents, 44% more than today, expect to have a team of the appropriate size within the next three years.

Summary

4 - To succeed, talents and their careers must be properly managed and supported ...



Professionalise training plans to retain and build skills.

One of the actions to remediate the lack of resources, is to professionalise the architecture training path, with a twofold objective:

- Train architects on the latest technologies and improve their skills and knowledge.
- Retrain in-house experts to retain and increase architectural capacity and compensate for the lack of resources available on the market.

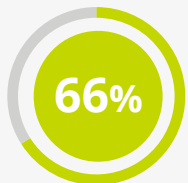


Differentiated sourcing strategy are needed to fill architecture roles.

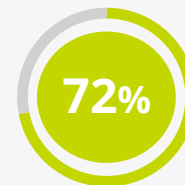
Companies are adopting a differentiated sourcing strategy to meet business and technical needs by focusing on both internal and external resources and beyond, increasing headcount, prioritising the streamlining of roles, responsibilities, career paths and objectives .

Internally, the emphasis is on developing business expertise and leveraging internal knowledge. Externally, companies are utilising consulting firms and specialised institutions for specific expertise and efficiency.

In the next three years, there is a projected shift towards increased sourcing from consulting firms and universities, while reliance on internal resources is expected to decrease. This balanced approach optimises talent acquisition for architecture roles.



More than half of companies express a desire to enhance their training programs, with 66% planning to implement a specific training plan for architects within the next three years.



Currently, architect resourcing involves a combination of internal & external strategies. 72% of respondents report sourcing architects from consulting firms to address one-off needs, tap into specific expertise, or bolster the capacity of their architecture teams.

5 - ... architecture internal organisation needs to be improved ...



Governance to ensure the overall coherence of the Information System.

A formal definition of the roles and responsibilities of architects...

aligns all stakeholders, clarifies expectations, improves efficiency, motivation, and engagement, and reduces conflict situations for all teams to function smoothly and successfully.

Continuous improvement of governance and architecture committees

A mostly centralised organisation with a trend toward a hybrid model to improve flexibility, autonomy, and efficiency while maintaining overall consistency.

Strengthening decision-sharing and monitoring

The Architecture Decision Record strengthens formalisation, transparency and alignment of decisions (+26%).



Systematically integrate security aspects into architectural guidelines to better secure the Information System.

Separation of responsibilities in security architecture.

Architecture and security teams are often organisationally separated, with collaboration limited to adherence to the investigation process.



of companies have clearly defined the roles and responsibilities of architects.



of teams report integrating security architecture into their scope.

Summary

6 - ... architecture practice tools and frameworks need to be modernised ...



A strong presence of technological standards.

The TOGAF architecture approach is very relevant.

Adoption of technological standards for greater efficiency.

Technology standards are chosen to:

- Standardise internal solutions: avoid customisation, reduce the diversity of the Information System, ensure better alignment between teams and between systems.
- Facilitate the onboarding of experts through the sharing of technical support.
- Ensure interoperability with partners.



Equip architecture teams to support decision-making and gain efficiency.

Complete and improve the reliability of the company's architecture documentation to enable better informed decisions:

- Facilitate the knowledge of environments and targets already defined.
- Cover all layers of architecture from business to IT and data.
- Capitalise on and share knowledge to better control impact.

Optimise the management and allocation of architecture resources using ITSM (IT Service Management) tooling.

44% of companies will have a formal procedure equipped by an ITSM.



of architects base their work on technological standards.



of architects will integrate all layers of enterprise architecture, including applications and data.

Summary

7 - ... architectural governance needs to be enhanced, to guarantee achievement of the objectives.



This is a necessary step for EA functions to enhance architecture governance.

The enhancement of architecture governance is leveraging several important points:

- **Defining & measuring business and financial KPIs** to support ongoing measurements. Half of the respondents indicate to focus on defining, implementing and measuring business and financial value metrics for the EA function in the next three years.
- improving the **quality of documentation**.
- **facilitating communication** with management.
- **demonstrating the value** that architecture brings to the organisation.



Become a part of strategy business cases to signal the value-driven role of the EA function.

The projected increase in **collaboration and participation** of the EA function in **strategic business cases and decision-making processes** are signalling a future where EA functions will play a more central and value-driven role in the company.

For this step, an ongoing assessment of the EA function is necessary to get an external view of the achievements of objectives.



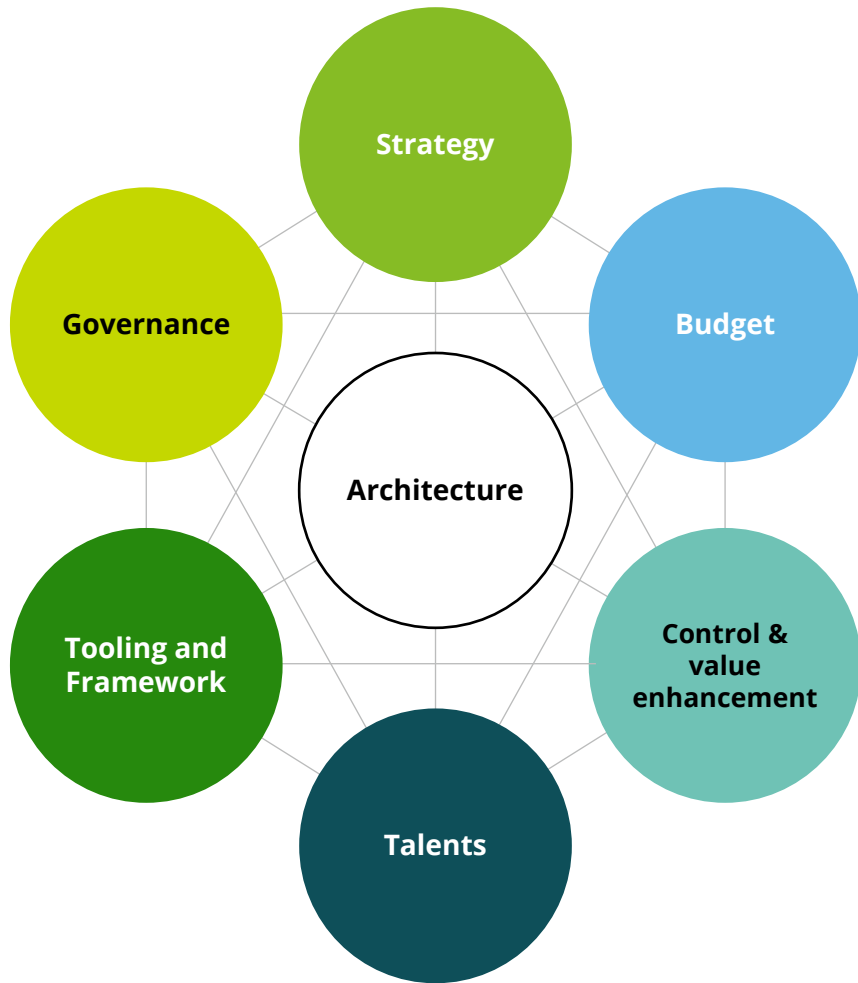
Enhancing architecture governance is a key area for improvement for many respondents, with 41% aiming to establish enhanced governance bodies within the next three years.



The percentage of architects who envision being part of strategic business cases is expected to increase to 89% in the next three years, compared to the current 47% involved today.

Summary

There is a need for a multi-dimensional approach to EA to address business needs.



Increased Strategic Impact:

EA functions are expected to gain more visibility and decision-making power, enhancing their ability to influence business outcomes.

Agility and Green IT:

There is a strong trend towards integrating EA into agile practices and aligning with green IT principles.

Resource and Budget Management:

Despite the growing importance of EA, budgetary constraints remain a challenge. Organisations are exploring new funding models and advocating for better resource allocation.

Talent Management:

Professionalising EA roles through targeted training and differentiated sourcing strategies is crucial for meeting future demands.

Governance and Tools:

Strengthening governance structures and modernising EA tools and frameworks are essential for maintaining coherence and efficiency in EA practices.

DETAILED RESULTS



Detailed Results

Reading Guide: Explanation of the Slide Framework for Questionnaire Results

1 Scope & Vision 1.1 – How is the enterprise architecture function positioned within the organisation?

The EA function is typically integrated within the IT organisation.
In the next 3 years, the relevance of the EA function will significantly increase across organisations.



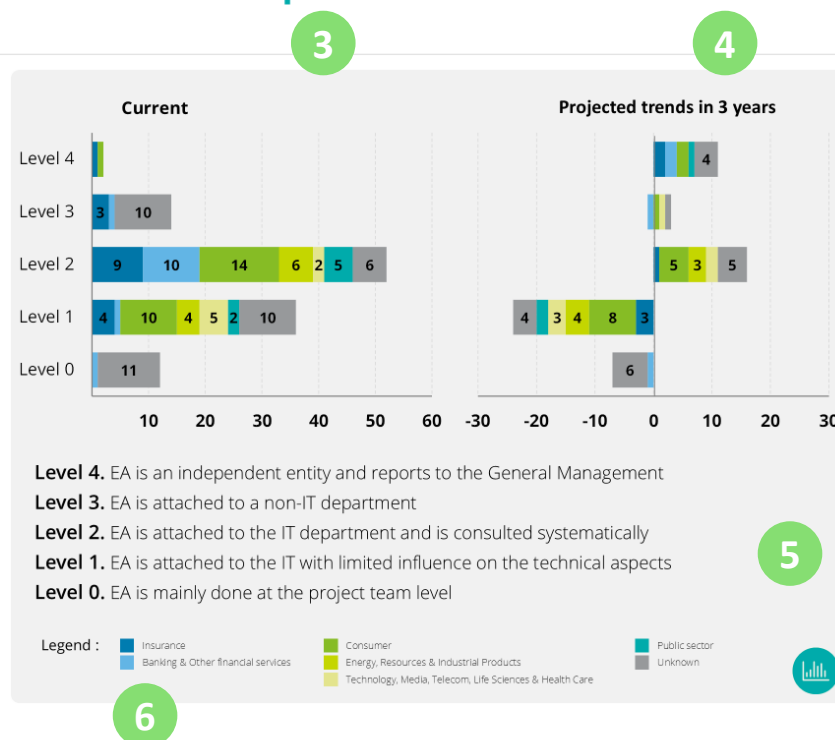
The increasing organisational autonomy of the EA function is a sign of the growing relevance of enterprise architecture management.

2 53% of respondents systematically consult the EA function.

This number is projected to rise to 68% within the next 3 year, highlighting the anticipated development of the EA function. Organizations and their units should leverage the advantages of consulting their EA function to ensure a more effective approach.

An independent entity for the EA function shows the second highest increase of more than 10 % in addition to consulting involvement.

This shows the companies' willingness to build the EA function independently and in a more advisory manner regardless of where the entity is located.



- 1 **Question** as it appeared in the questionnaire
- 2 **Detailed analysis** of the received answers
- 3 **Respondents' current positioning** (in absolute value)
- 4 **Difference** between 3 years from now and today (in absolute value)
 - + If positive, an upward trend is expected
 - If negative, a downward trend is expected
- 5 **Maturity levels:** List of possible answers to the question
- 6 **Legend:** Industries according to their representation in the study

SCOPE & VISION

- Identify the importance of the role of the Architecture function in an organisation



1. Scope & Vision

1.1 – How is the enterprise architecture function positioned within the organisation?

The EA function is typically integrated within the IT organisation.

In the next 3 years, the relevance of the EA function will significantly increase.



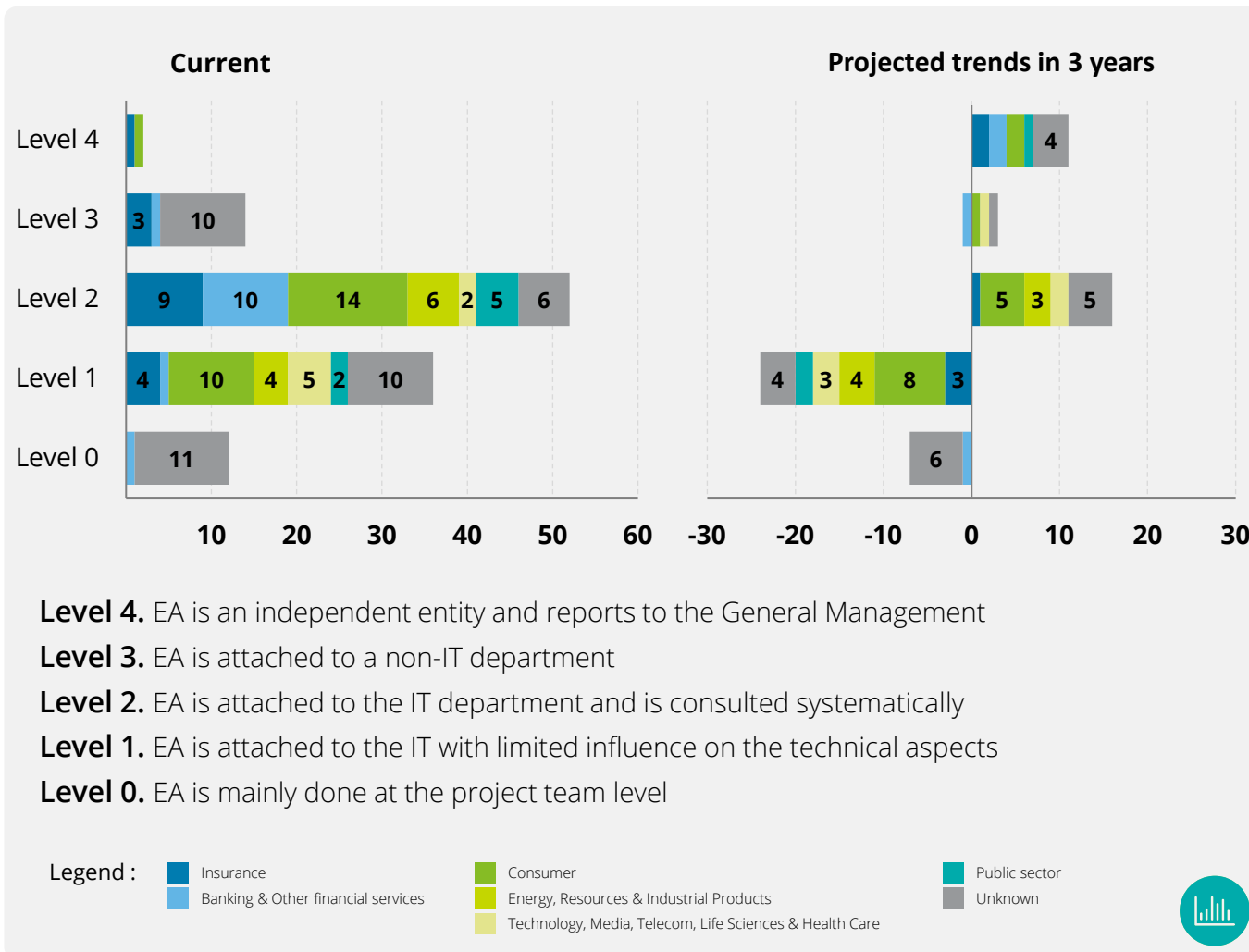
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53% of respondents systematically consult the EA function.

This number is projected to rise to 68% within the next 3 year, highlighting the anticipated development of the EA function. Organizations and their units should leverage the advantages of consulting their EA function to ensure a more effective approach.

EA as an independent entity shows the second highest increase of more than 10%, following from the greatest increase for EA attached to the IT department and consulted.

This shows the companies' willingness to build the EA function independently and in a more advisory manner regardless of where the entity is located.



1. Scope & Vision

1.2 – What is the scope of the Enterprise Architecture function?

Most companies currently focus on the lower levels of EA like application and technical architecture.

However, the business, data and organisational level will increase in relevance.

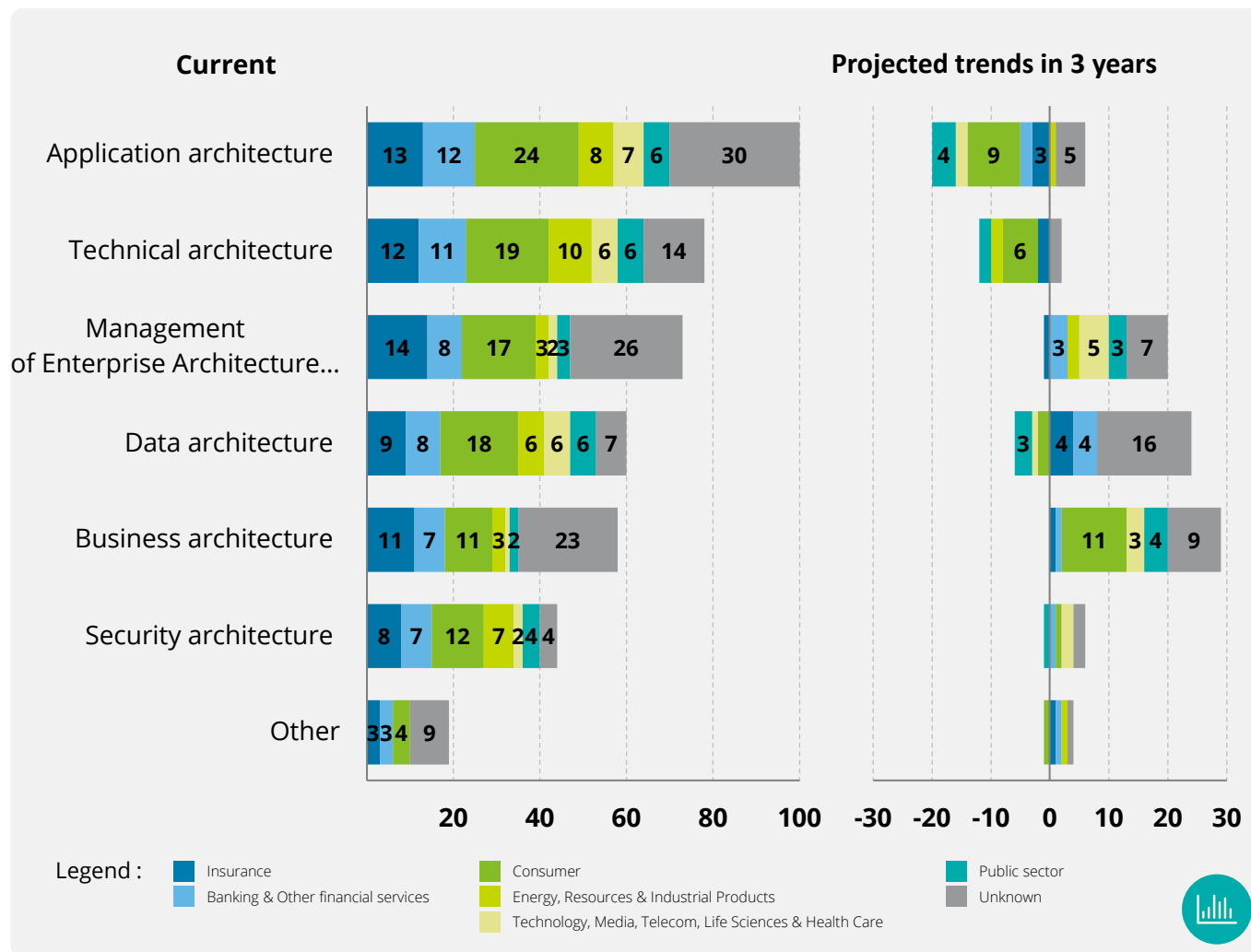


The expansion of the EA functions' scope shows that companies have started applying EA on a wider variety of topics and demonstrates trust in its potency to tackle problems.

51% of companies currently include Business architecture in EA's scope. This number will increase to 71% within the next 3 years.

This growth highlights the significance of collaboration between the EA function and the business, marking it as the most critical among surveyed architecture dimensions. Aligning the business view with technical domains is essential for EA success, making regular business architecture assessments imperative.

Additionally, the application architecture is the second most used domain. The continual improvement of these two domains are significant success factors and impact the other domains.



1. Scope & Vision

1.3 What is the mission of the EA function and its challenges?

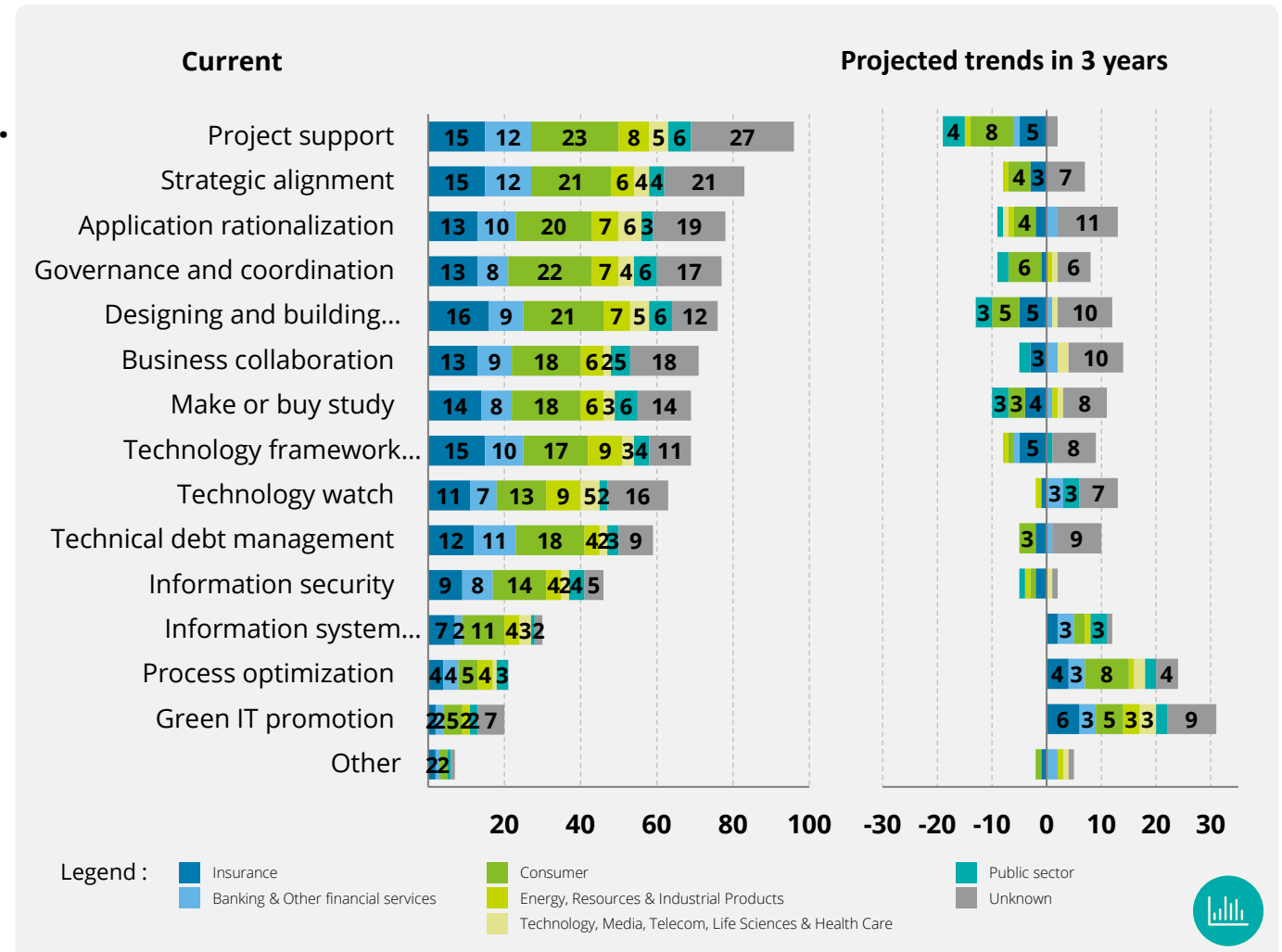
Traditional topics like project support, strategic alignment and governance are currently the main mission of the EA function.



The existing focus will remain unchanged, and extend to also include topics like green IT, process optimisation, information systems and business collaboration activities

Based on the survey, the EA function will continue to focus on project support, strategic alignment and application rationalisation.

In the next 3 years, we will witness an expansion of the EA mission towards new subjects like green IT, process optimisation, information security and business collaboration. This underlines the role of EA as a transformation partner in the company. A broad view of the company enables the opportunity to achieve the highest impact for the company and their employees.



1. Scope & Vision

1.4 – Is the vision of the evolution of the Enterprise Architecture function formalised in a roadmap?

About a third of respondents have not yet formalised the vision of the EA function in a roadmap.

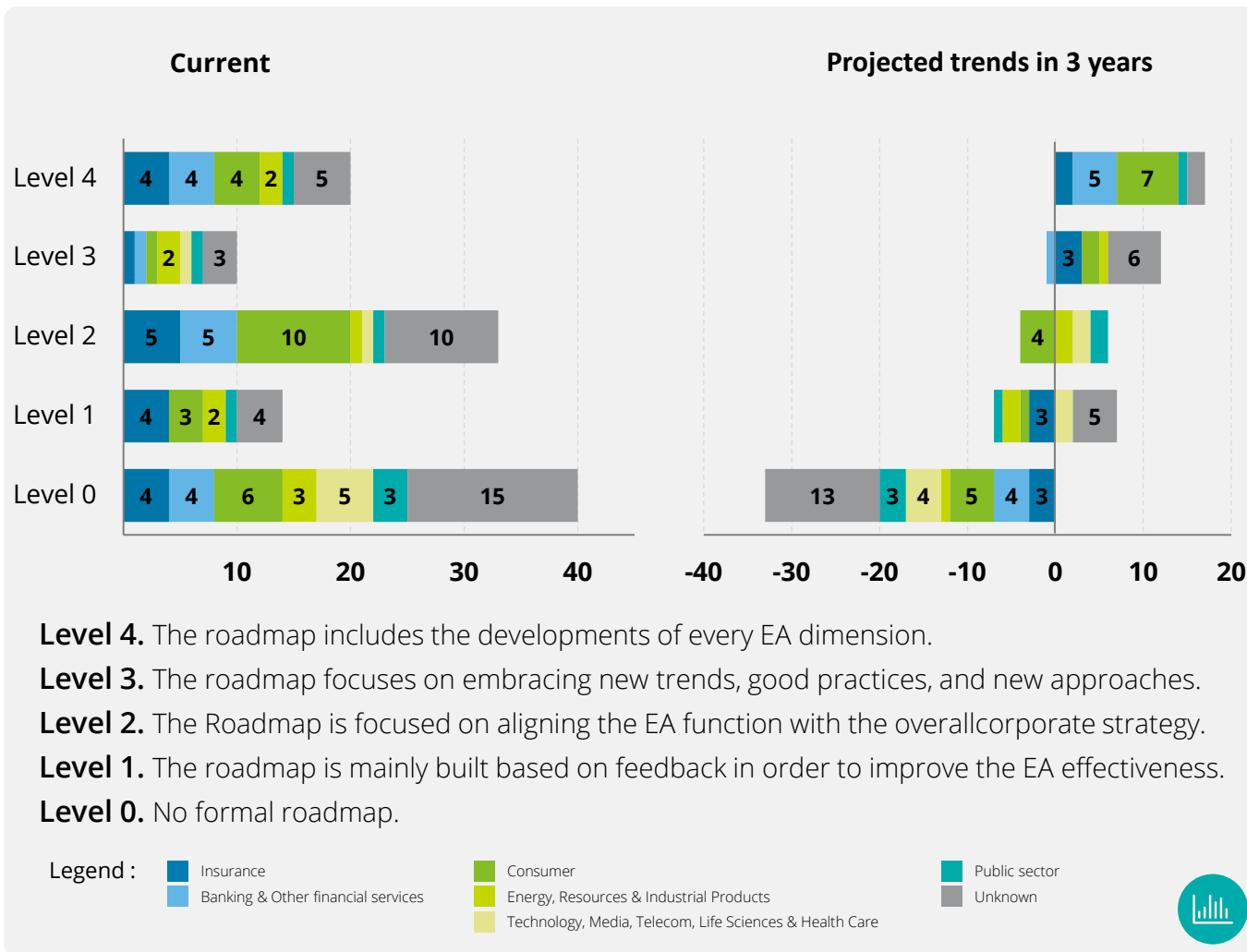
Most respondents plan on implementing roadmaps to focus on new best practices, align EA with the corporate strategy and develop EA functions.



The significant increase of roadmap usage and scope shows that companies will develop the EA function in a more organised and strategic manner.

A successful roadmap embraces new trends, good practices and new approaches for the organisation and should be one of the primary assets of an EA function. This would improve visibility of changes and future initiatives for the organisation.

50% of respondents currently use a roadmap in a limited way, e.g. for embracing new trends or aligning EA with the company's overall strategy. This number will increase to 62% within the next 3 years.



1. Scope & Vision

1.5 – How is the Enterprise Architecture function funded?

Most companies still fund the EA function via the general IT or project budget. However, most companies plan on funding EA at least partially via a specific budget.

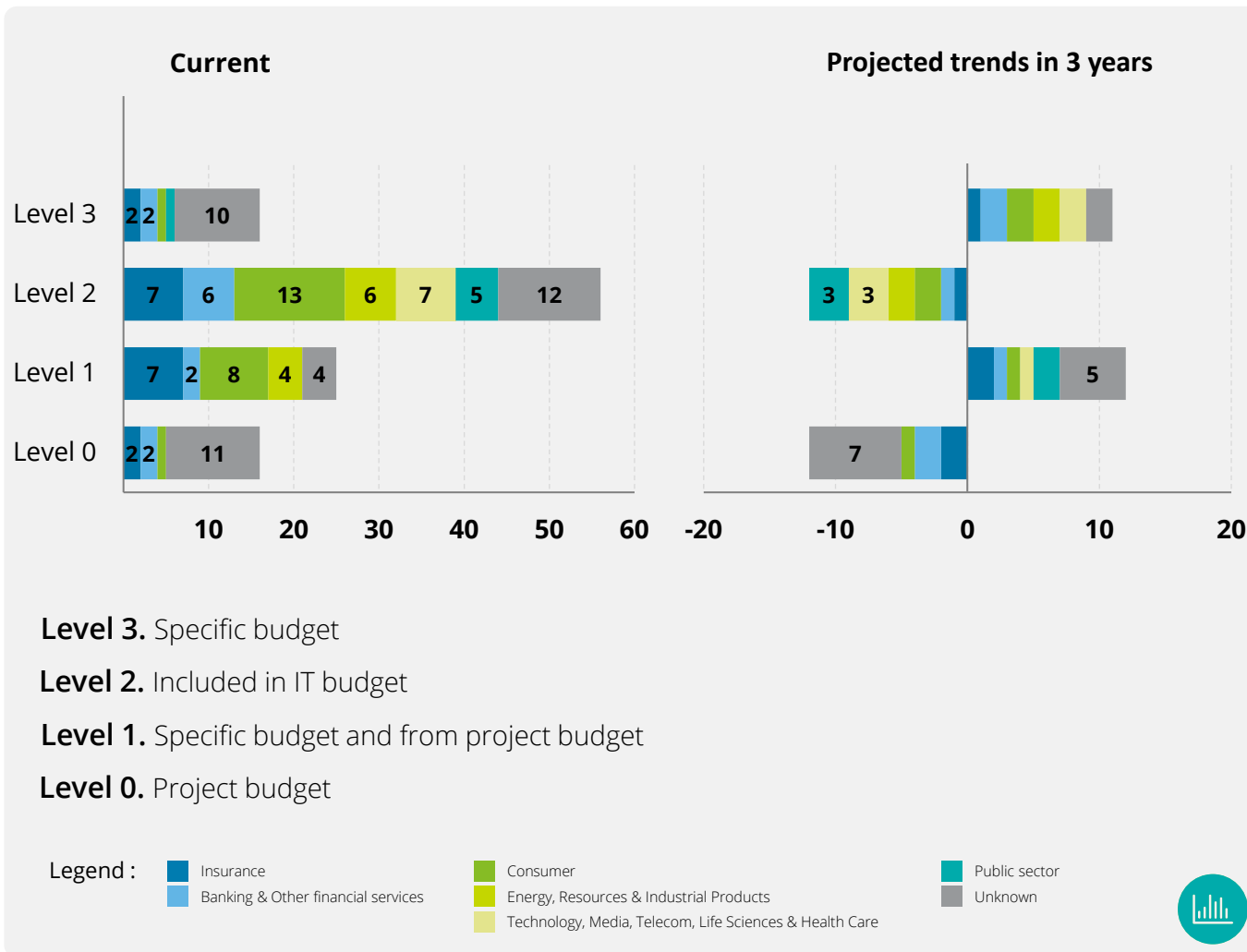


The increasing separation of funding from other budgets is consistent with the EA functions' increase in organisational autonomy.

Nearly half (47%) of surveyed companies currently fund the EA function through the IT budget. While this figure is expected to decrease by 11%, it will remain a significant funding source over the next 3 years.

The goal should be for survey participants to have a specific budget and to be partially financed through projects. This would make it possible for the EA function to grow and develop future-proof measures with more resources.

Currently, only 16% of respondents fund EA through a dedicated budget, expected to rise to 25% in 3 years. EA teams can succeed further by gaining independence from their organizational clients while staying involved in project activities essential to a company's transformation.



1. Scope & Vision

1.6 – What is the Enterprise Architecture budget?

Most companies currently use only a fraction of their IT budget for EA purposes. The data shows a clear trend towards a rising budget within the next 3 years.

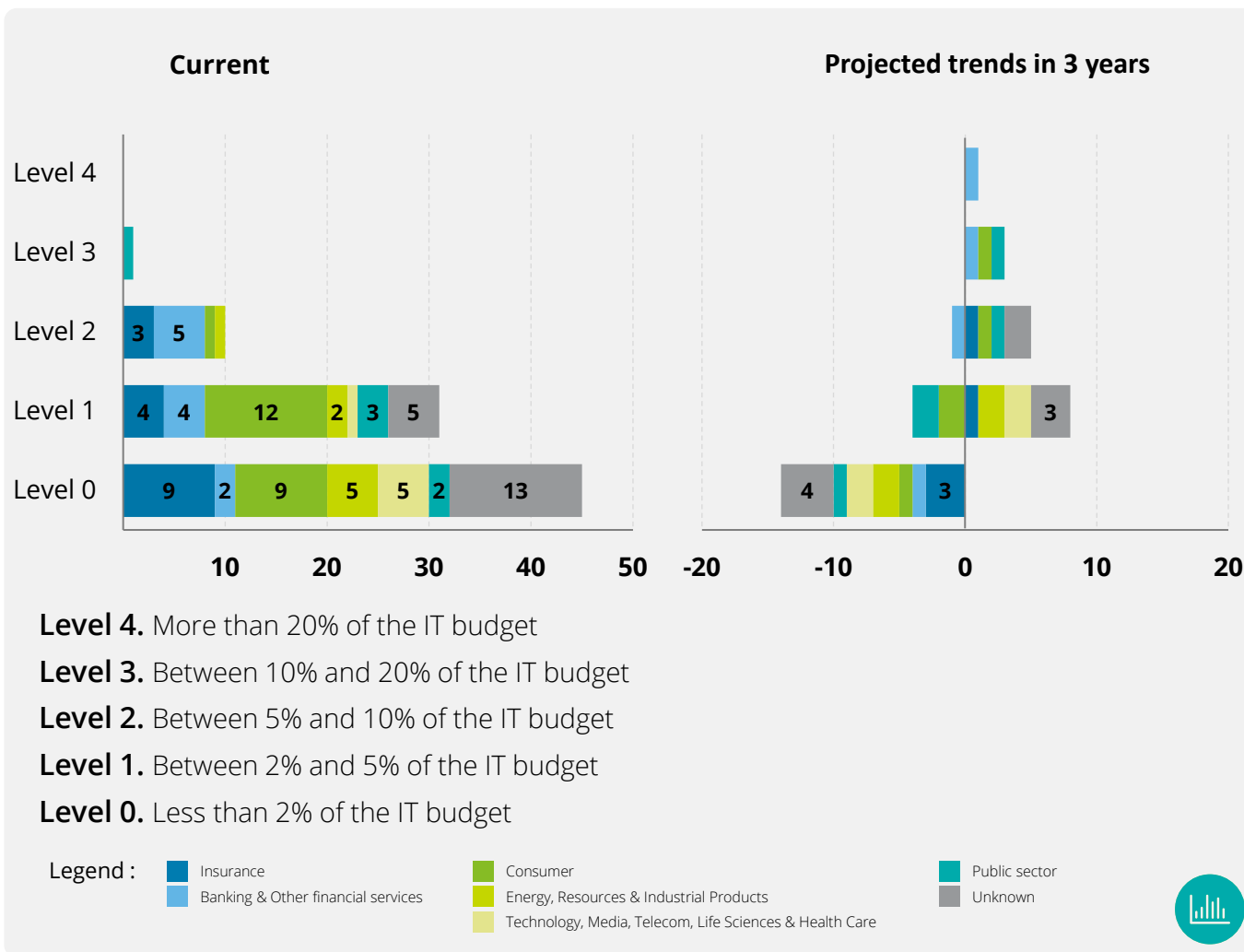


To fund their growing responsibilities, the budget of the EA departments will have to increase.

53% of companies currently spend less than 2% of their IT budget on Enterprise Architecture. This group will drop to 36% within the next 3 years.

In the next 3 years, 41% of companies, the largest group, are expected to allocate between 2% and 5% of their IT budget.

An increase in the budget will be essential as the responsibilities of the EA function continue to grow. This additional funding will enable EA leaders to concentrate on more strategically significant tasks and enhance collaboration with key projects.



Level 4. More than 20% of the IT budget

Level 3. Between 10% and 20% of the IT budget

Level 2. Between 5% and 10% of the IT budget

Level 1. Between 2% and 5% of the IT budget

Level 0. Less than 2% of the IT budget

1. Scope & Vision

1.7 – How often is the budget of the Enterprise Architecture function reviewed?

About a quarter of respondents review their EA budget less than once a year.

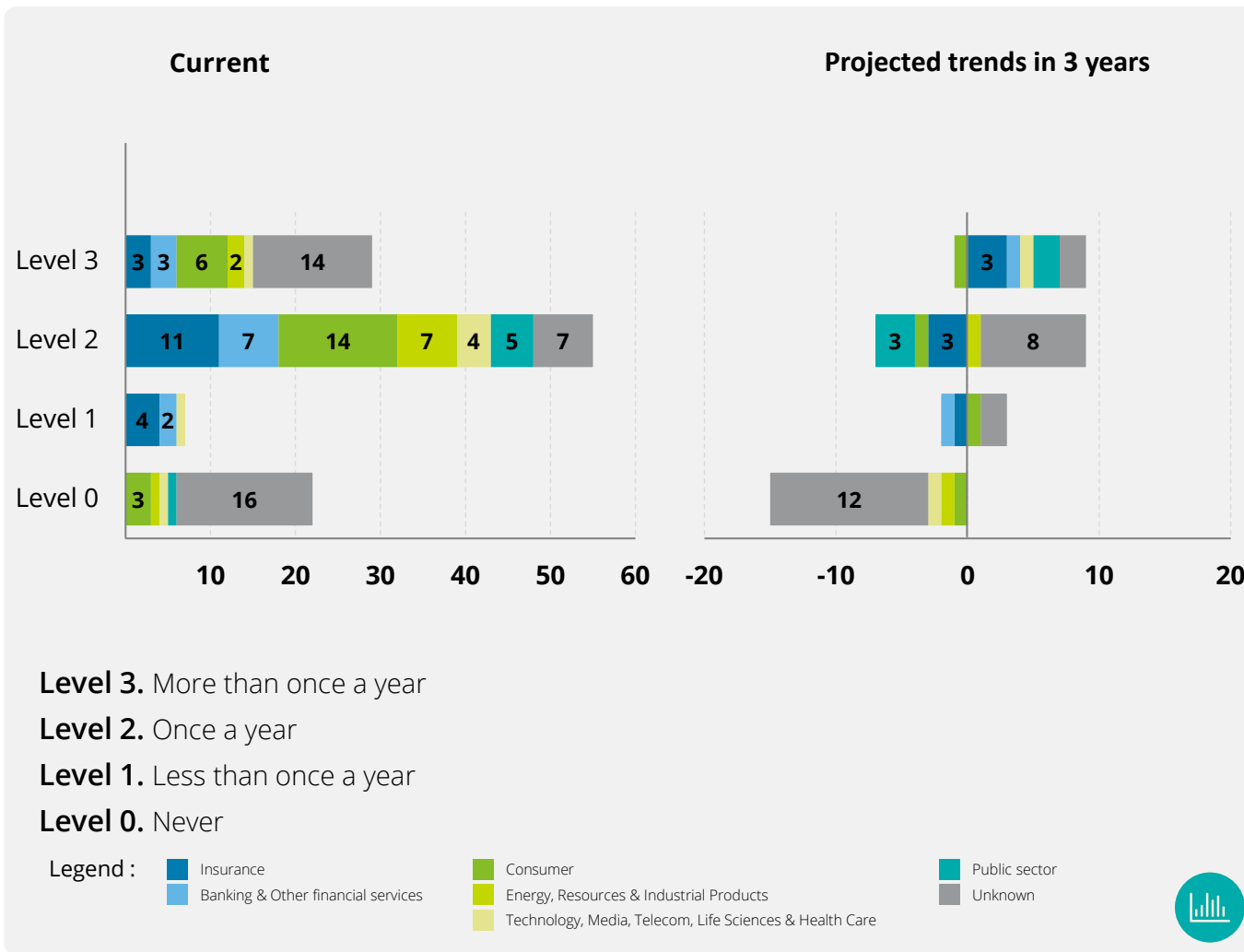


As the budget for EA function grows, the oversight of said budget must be adapted accordingly.

While currently around 22% of respondents claim to never review their EA budget, this number will decrease to 7% in the foreseeable future.

This is a good sign of evaluation. Regularly aligning and controlling the budget is a crucial part of managing the EA function. This allows activities to be planned and controlled more effectively. The resources used can be adapted to the requirements and needs of the company.

While already high at 26%, the number of companies reviewing their budget more than once a year will increase to 33% within the next 3 years.



1. Scope & Vision

1.8 - What is the Enterprise Architecture's level of knowledge / visibility of the company's strategic initiatives/programs?

A minority of companies currently grant full visibility of all initiatives within the EA function.

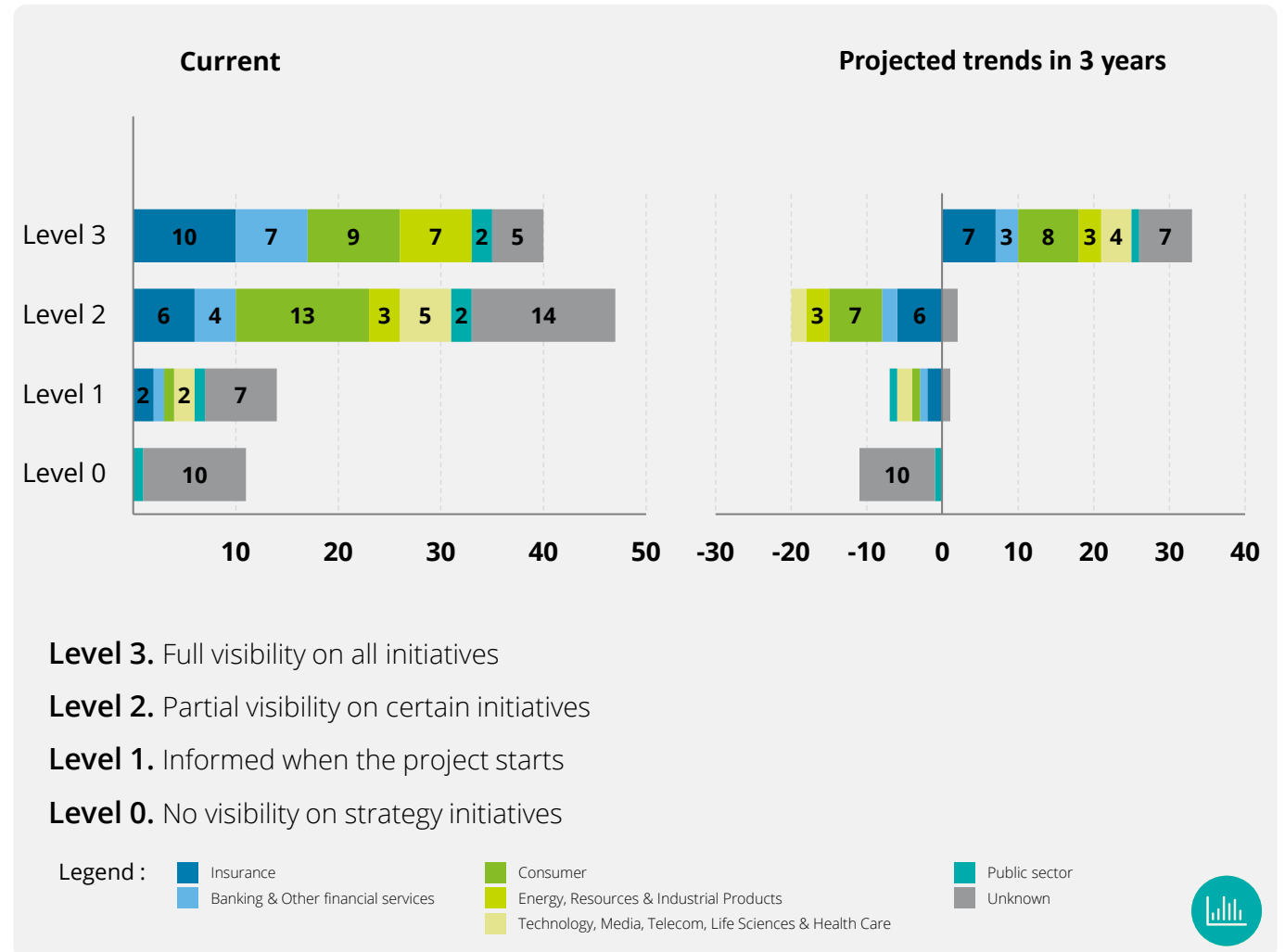
In the next 3 years this number will rise significantly.



To put their rising budget and increasing autonomy to good use, EA departments will extend their involvement in strategic initiatives and projects.

In only 35% of companies does the EA department have full visibility of all initiatives. However, this number will grow to 65% within the next 3 years.

As an EA function, gaining complete visibility into business-relevant actions is crucial for analysing and coordinating steps in technology-focused domains. This also includes the start of new programs or projects in the organisation. Accordingly, the number of companies that only inform the EA function when projects start will decrease from 12% to only 8% in the foreseeable future.



END

