State of Enterprise Architecture

2024

z Bizzdesign

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Executive summary

Robust enterprise architecture capabilities are vital as we navigate a time of rapid technological and economic change.

We surveyed more than 500 enterprise architects and their colleagues to find out the impact that their enterprise architecture function is having on the organization.

Among other things, we discovered:

- Most enterprise architecture teams struggle to deliver business outcomes. When they succeed, they are more likely to see an increase in their enterprise architecture budget.
- Organizations with a more mature enterprise architecture capability see more people across the organization engaging with their work.
- Leading enterprise architecture functions are much more likely to achieve positive business and IT outcomes. They also cope better with planned and unplanned change.
- Mature enterprise architecture capabilities help to identify redundant, obsolete, and duplicate applications and reduce the risk of removing them. This helps to unlock resources for new investment priorities, such as cybersecurity.

Our study invited organizations to assess their enterprise architecture maturity. In this report, we compare the achievements of leaders (the top 25 percent) and laggards (the bottom 25 percent). This is the fourth edition of this research.

02
Introduction

Recent years have seen global conflict, more frequent extreme weather events, an increased focus on technology sustainability, and the rapid ascent of generative artificial intelligence. Now more than ever, organizations need to be able to adapt, and their IT is a vital enabler for change.

Robust enterprise architecture capabilities that support change are essential if organizations are to thrive—and perhaps survive—in uncertain times.

Between January and March 2024, we invited enterprise architecture professionals and their colleagues to tell us about the state of enterprise architecture in their organizations. More than 500 took part, sharing their insights into the maturity and effectiveness of their enterprise architecture capabilities.

These are the questions we set out to answer:

- How mature are the enterprise architecture practices of today?
- Are those practices making a difference to IT and business change initiatives?
- Can enterprise architecture teams help to unlock resources for innovation?
- How engaged are stakeholders across the organization with the enterprise architecture outputs?

The survey is now in its fourth year, and we once again extend our thanks to those who participated. We donated for each completed questionnaire.

Note: Most charts show rounded percentages so responses don't always add up to 100 percent. Where answers exceed 100 percent, multiple answer options were allowed.

03
Key findings

Most enterprise architecture teams still struggle to provide business outcomes

Only 29.5 percent of respondents fully agreed that their enterprise architecture practice delivered business outcomes such as better business insights, identification of innovation opportunities, improved customer experience, and faster time to market.

29.5%

Improving the enterprise architecture process and its adoption is the top priority

Asked to identify their top three improvement priorities to increase enterprise architecture's impact at their organization, 'Improve our enterprise architecture development process and its adoption' came first with 53 percent of respondents. It was followed by 'Improve the communication of enterprise architecture's value to the business' at 46 percent.

53%

Stakeholder engagement is higher among enterprise architecture maturity leaders

Enterprise architecture maturity leaders are nearly twice as successful at increasing stakeholder engagement compared to laggards. The rate of declining or no engagement is 2.7x higher for laggards than leaders.

1.9x

Enterprise architecture information is still difficult to find and collaborate on

Forty-five percent disagree or somewhat disagree that stakeholders across the business can easily find the enterprise architecture information and insights they need, and work with colleagues using collaboration tooling.

45%

Solution architects and enterprise architects use different tools

Only 44 percent of solution architects are using the same tools as their enterprise architects.

44%

Eliminating application redundancy can deliver significant savings

We asked respondents what percentage of their IT budget they think they could save by rationalizing duplicated and redundant applications. More than half believe they can save between 11 and 30 percent.

53%

Many organizations don't know where to make the cuts

A third of organizations have poor or very poor visibility into duplicated, obsolete, and redundant applications across their IT estate.

34%

04

How mature is the enterprise architecture function?

We asked respondents to assess their enterprise architecture maturity by choosing the extent to which they agree with the following statements:

- The mission and value of our enterprise architecture function are understood and valued across the organization.
- Our enterprise architecture development process is well-defined, understood, and executed.
- Our enterprise architecture deliverables are current and relevant to support and drive change.
- We have sufficiently trained and business-knowledgeable enterprise architecture practitioners.
- Our enterprise architecture helps align IT investments with long-term strategy to reduce risk and deliver business value outcomes.
- We use an enterprise architecture management tool that supports governed, collaborative design, adherence to industry standards, and powerful analysis.
- Stakeholders across the business can easily find the enterprise architecture information and insights they need and collaborate with colleagues via a web-based portal.

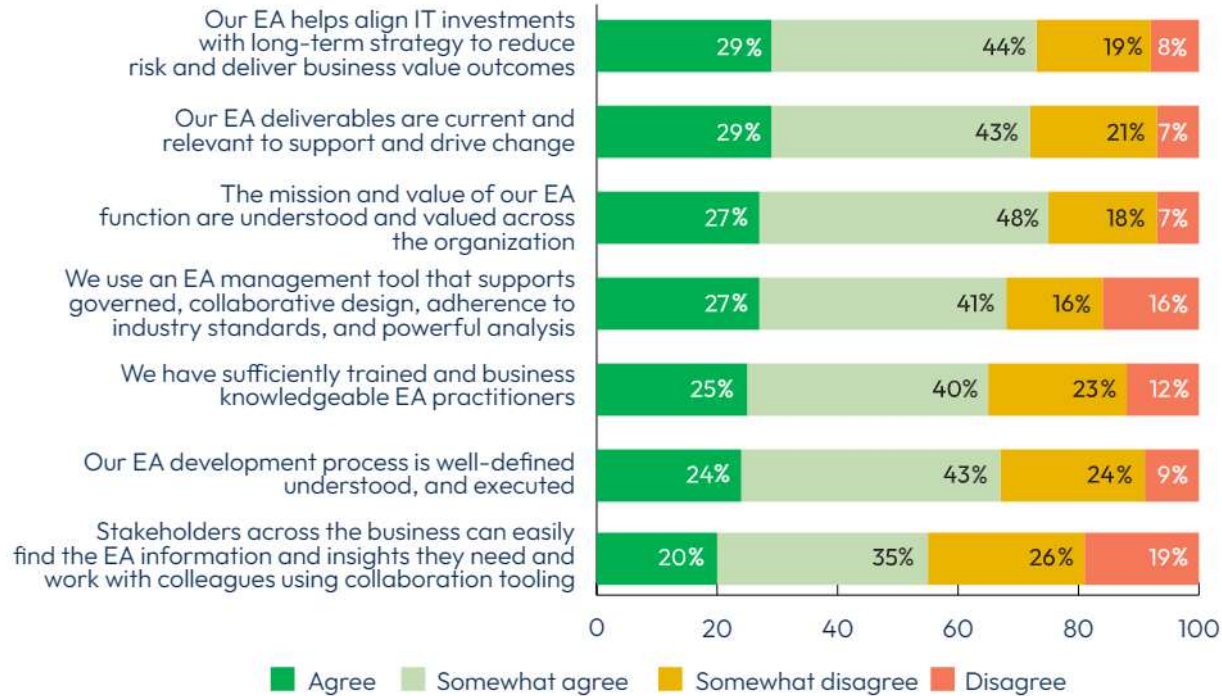The results are shown in Figure 1.

Assess your own enterprise architecture maturity
with our 5 step self-assessment tool

Our research shows that enterprise architecture information is still difficult to find and collaborate on. Only 20 percent of organizations fully agree that stakeholders across the business can easily find the enterprise architecture information and insights they need and collaborate with colleagues using a web-based portal. Forty-fix percent disagree or somewhat disagree.

We assigned a score to the answers and calculated an average across all the scores, so we could identify which organizations had the highest maturity overall. We call the top quarter the leaders and the bottom quarter the laggards. In this report, we'll reveal some of the significant differences between them.

Fig. 1   **Our respondents assessed their organization's enterprise architecture maturity by choosing the extent to which they agreed with seven statements. n=476**

Statement	Agree	Somewhat agree	Somewhat disagree	Disagree
Our EA helps align IT investments with long-term strategy to reduce risk and deliver business value outcomes	29%	44%	19%	8%
Our EA deliverables are current and relevant to support and drive change	29%	43%	21%	7%
The mission and value of our EA function are understood and valued across the organization	27%	48%	18%	7%
We use an EA management tool that supports governed, collaborative design, adherence to industry standards, and powerful analysis	27%	41%	16%	16%
We have sufficiently trained and business knowledgeable EA practitioners	25%	40%	23%	12%
Our EA development process is well-defined understood, and executed	24%	43%	24%	9%
Stakeholders across the business can easily find the EA information and insights they need and work with colleagues using collaboration tooling	20%	35%	26%	19%

■ Agree ■ Somewhat agree ■ Somewhat disagree ■ Disagree

05

Enterprise architecture benefits and outcomes

We asked people about the business and IT benefits they get from their enterprise architecture capabilities.

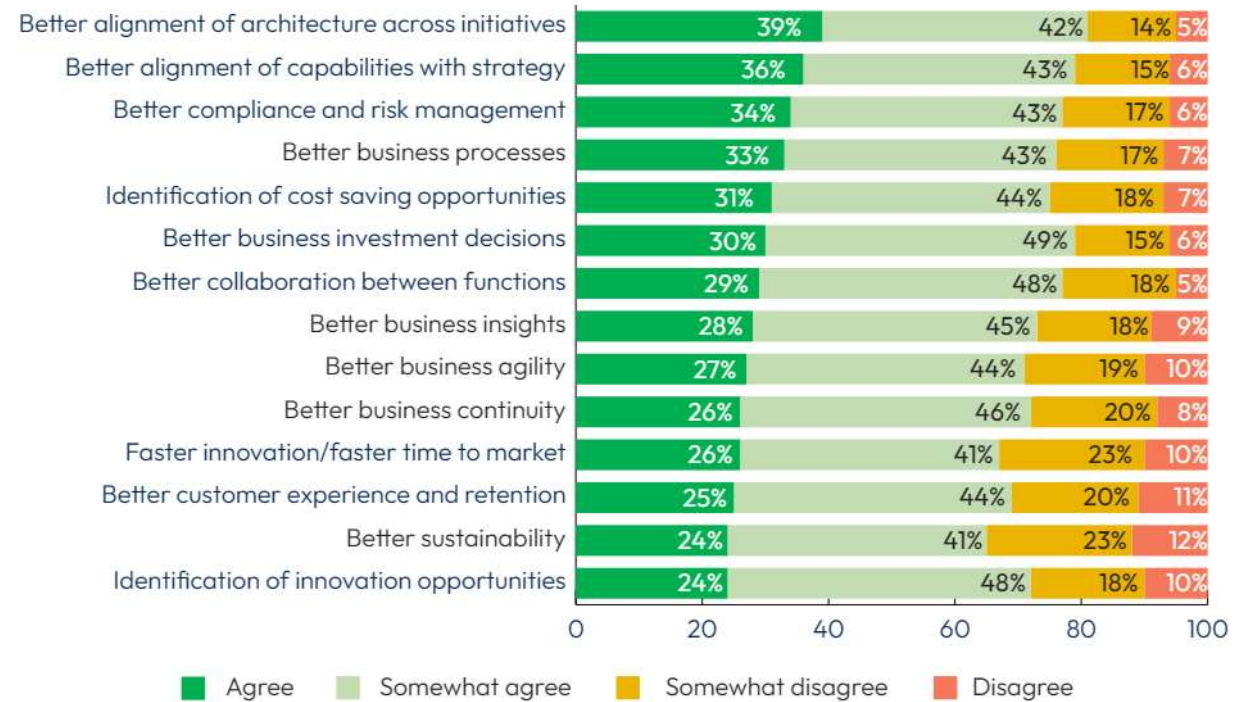## Enterprise architecture leaders achieve business benefits

The top three business outcomes that enterprise architecture supports are:

- Better alignment of architecture across initiatives (39 percent fully agreed)
- Better alignment of capabilities with strategy (35 percent)
- Better compliance and risk management (34 percent)

It is encouraging to see enterprise architecture supporting business outcomes like these in so many organizations. However, it is a concern that less than a quarter of respondents agreed that their enterprise architecture program helps to improve sustainability or identify innovation opportunities. Both outcomes are essential for future-proofing the organization.
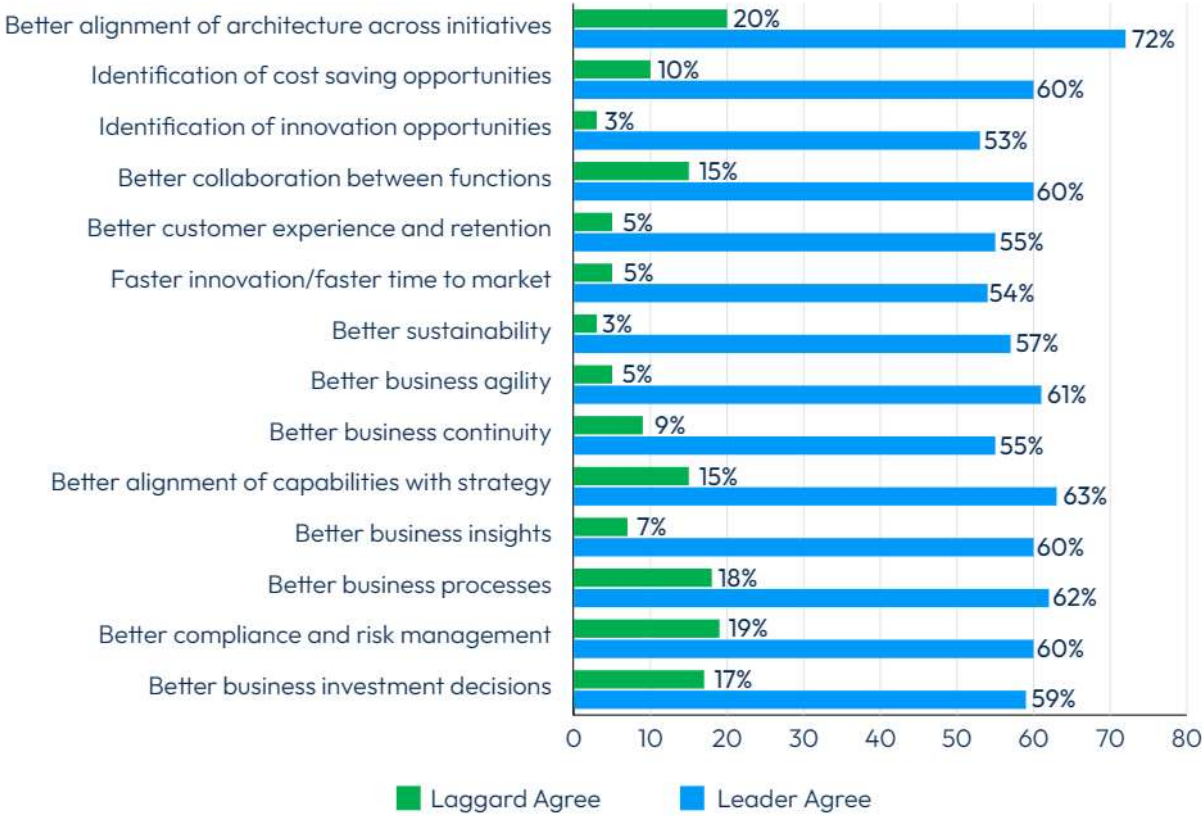
Most enterprise architecture teams still struggle to provide business outcomes. Across the outcomes we asked about, an average of 29.5% of organizations fully agreed they achieved them.

Fig. 2   Which business outcomes does your enterprise architecture program support? n=439

Outcome	Agree	Somewhat agree	Somewhat disagree	Disagree
Better alignment of architecture across initiatives	39%	42%	14%	5%
Better alignment of capabilities with strategy	36%	43%	15%	6%
Better compliance and risk management	34%	43%	17%	6%
Better business processes	33%	43%	17%	7%
Identification of cost saving opportunities	31%	44%	18%	7%
Better business investment decisions	30%	49%	15%	6%
Better collaboration between functions	29%	48%	18%	5%
Better business insights	28%	45%	18%	9%
Better business agility	27%	44%	19%	10%
Better business continuity	26%	46%	20%	8%
Faster innovation/faster time to market	26%	41%	23%	10%
Better customer experience and retention	25%	44%	20%	11%
Better sustainability	24%	41%	23%	12%
Identification of innovation opportunities	24%	48%	18%	10%

Legend: ■ Agree   ■ Somewhat agree   ■ Somewhat disagree   ■ Disagree

There was a strong correlation between enterprise architecture maturity and business outcomes, as Figure 3 shows. While more than half of leaders agreed that the business outcomes were supported by their enterprise architecture program, less than 20 percent of laggards did.

Fig. 3 More mature enterprise architecture practices deliver better business outcomes. We asked: Does your enterprise architecture program support these business outcomes? Many more leaders than laggards agree that it does.

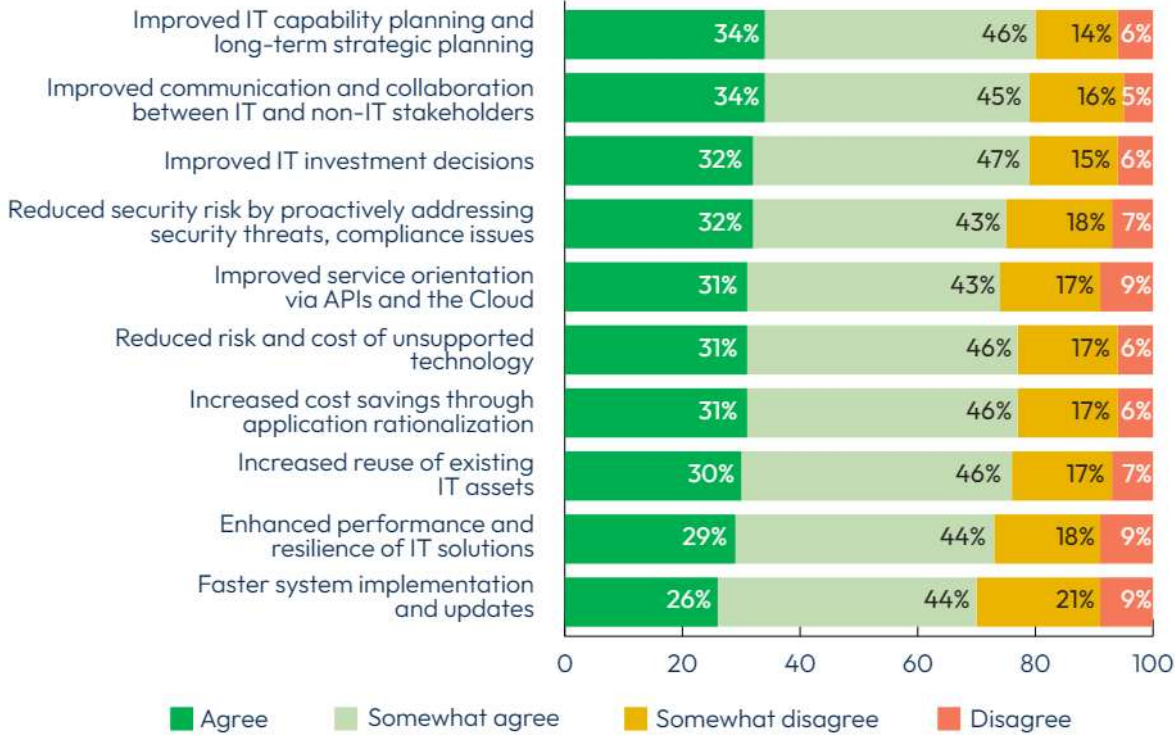| Business outcome	Laggard Agree	Leader Agree
Better alignment of architecture across initiatives	20%	72%
Identification of cost saving opportunities	10%	60%
Identification of innovation opportunities	3%	53%
Better collaboration between functions	15%	60%
Better customer experience and retention	5%	55%
Faster innovation/faster time to market	5%	54%
Better sustainability	3%	57%
Better business agility	5%	61%
Better business continuity	9%	55%
Better alignment of capabilities with strategy	15%	63%
Better business insights	7%	60%
Better business processes	18%	62%
Better compliance and risk management	19%	60%
Better business investment decisions	17%	59%

■ Laggard Agree   ■ Leader Agree

Enterprise architecture leaders achieve IT benefits

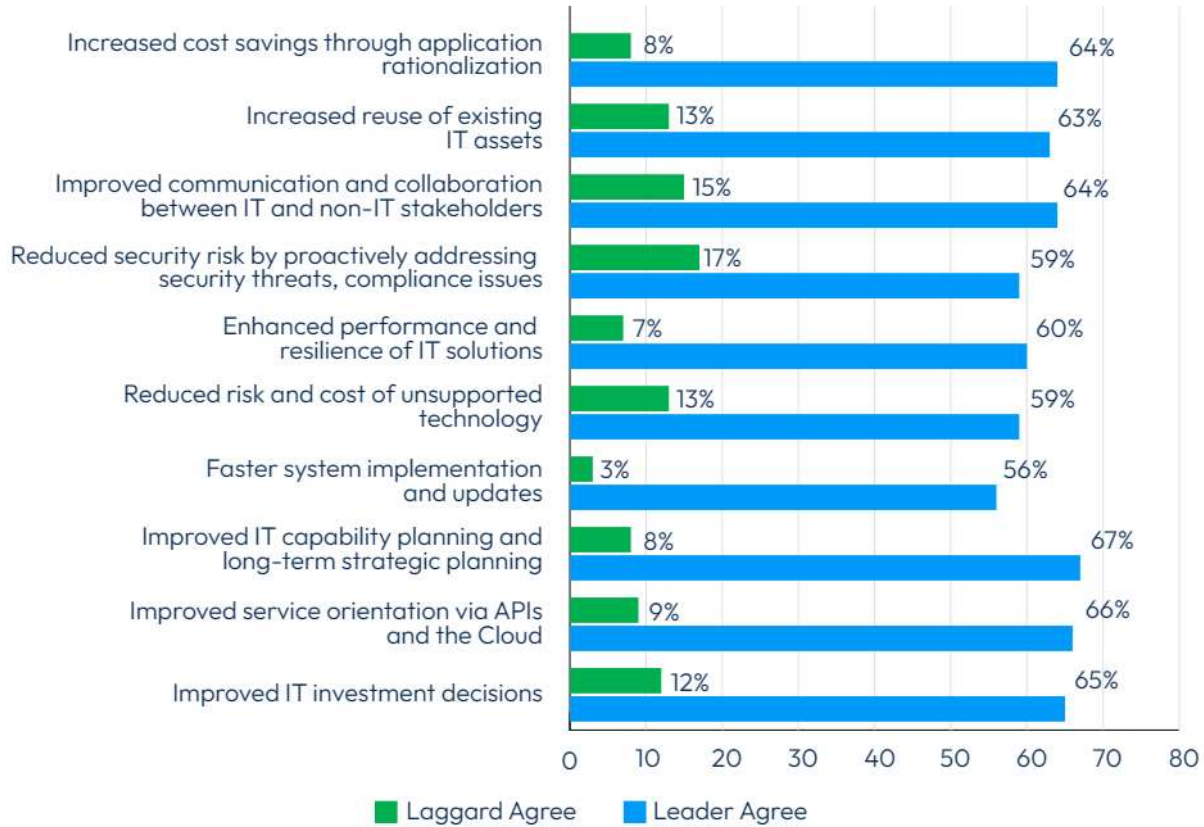The biggest IT benefits delivered by enterprise architecture are:
- Improved IT capability planning and long-term strategic planning
- Improved communication and collaboration between IT and non-IT stakeholders
- Improved IT investment decisions

Fig. 4   Does your enterprise architecture program deliver these IT benefits? n=434

	Agree	Somewhat agree	Somewhat disagree	Disagree
Improved IT capability planning and long-term strategic planning	34%	46%	14%	6%
Improved communication and collaboration between IT and non-IT stakeholders	34%	45%	16%	5%
Improved IT investment decisions	32%	47%	15%	6%
Reduced security risk by proactively addressing security threats, compliance issues	32%	43%	18%	7%
Improved service orientation via APIs and the Cloud	31%	43%	17%	9%
Reduced risk and cost of unsupported technology	31%	46%	17%	6%
Increased cost savings through application rationalization	31%	46%	17%	6%
Increased reuse of existing IT assets	30%	46%	17%	7%
Enhanced performance and resilience of IT solutions	29%	44%	18%	9%
Faster system implementation and updates	26%	44%	21%	9%

Again, the ability to realize benefits from the enterprise architecture program was closely linked to how mature that program was. As Figure 5 shows, many more leaders than laggards agree that their enterprise architecture program delivers IT benefits.

**Fig. 5   Leaders outperform laggards in IT benefits. n=434**

Increased cost savings through application rationalization — Laggard Agree 8%, Leader Agree 64%
Increased reuse of existing IT assets — Laggard Agree 13%, Leader Agree 63%
Improved communication and collaboration between IT and non-IT stakeholders — Laggard Agree 15%, Leader Agree 64%
Reduced security risk by proactively addressing security threats, compliance issues — Laggard Agree 17%, Leader Agree 59%
Enhanced performance and resilience of IT solutions — Laggard Agree 7%, Leader Agree 60%
Reduced risk and cost of unsupported technology — Laggard Agree 13%, Leader Agree 59%
Faster system implementation and updates — Laggard Agree 3%, Leader Agree 56%
Improved IT capability planning and long-term strategic planning — Laggard Agree 8%, Leader Agree 67%
Improved service orientation via APIs and the Cloud — Laggard Agree 9%, Leader Agree 66%
Improved IT investment decisions — Laggard Agree 12%, Leader Agree 65%

Legend: ■ Laggard Agree   ■ Leader Agree

06

Enterprise architecture data is spread across multiple systems

Our survey revealed how enterprise architecture data is spread across many tools and systems. Only a quarter of organizations have their enterprise architecture data created and mastered in a single source.

Forty-two percent of respondents admitted that their enterprise architecture data was disconnected, while 33 percent said their data was increasingly connected by integrating different sources (see Figure 6).

Fig. 6   Enterprise architecture data is spread across multiple systems for three-quarters of organizations. n=421
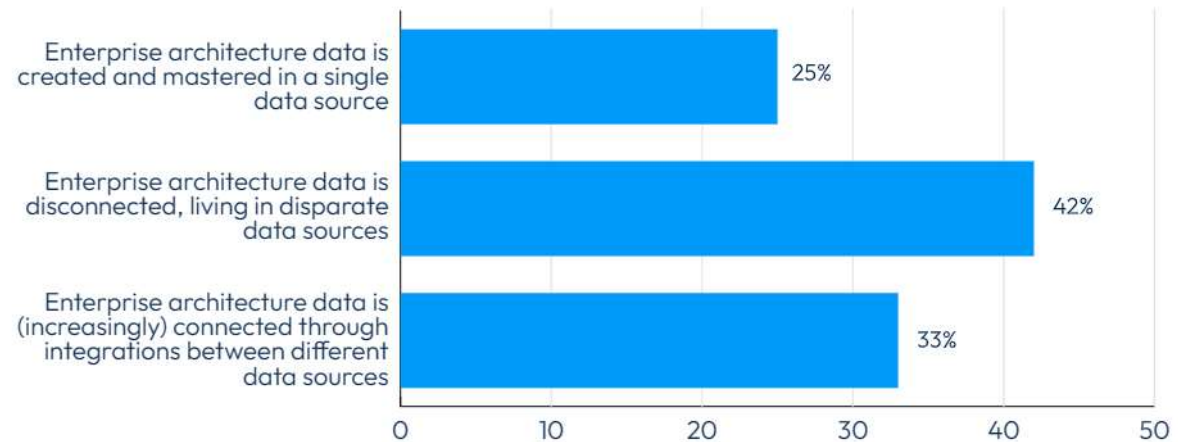
It's vital that enterprise architects can work well with the solution architects who implement technology projects and change initiatives. Their work brings the enterprise architects' transformation vision into being.

However, our study found that only 44 percent of solution architects are using the same tools as their enterprise architects (see Figure 7).

Half of the solution architects use Visio, and 44 percent use PowerPoint. Other solutions enjoying widespread support are Lucidchart, diagrams.net, and Sparx.

Twelve percent of respondents chose the Other category and named tools including draw.io (2 percent), Miro and Archi (1 percent each), and other Microsoft Office tools (1 percent). In total, respondents who selected Other named 24 tools, with many of them not shared by any other respondents to our survey.

Tools appear to be highly fragmented, both between solution architects and enterprise architects, and also within the solution architecture community.

Fig. 7   Which tools do solution architects use? Only 44 percent use the same tools as the enterprise architects. n=425, multiple responses allowed.
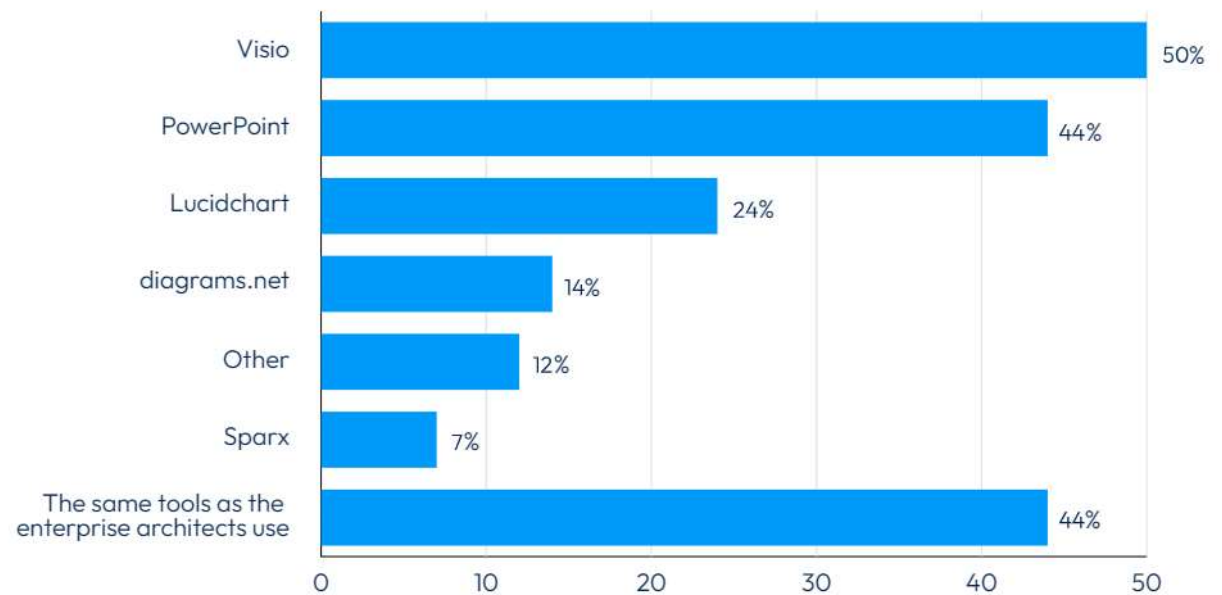
Solution and enterprise architects
Why solution and enterprise architects need to collaborate – better together

07
Investing in IT and enterprise architecture

How does enterprise architecture investment compare with IT investment, and how can enterprise architecture teams secure higher budgets?

Investment in IT is outpacing investment in enterprise architecture

Increases in enterprise architecture funding are lagging slightly behind increases in IT budgets (see Figure 8). IT budgets increased at 39 percent of organizations over the previous 12 months, but enterprise architecture budgets only increased at 33 percent of organizations. While this might indicate the enterprise architecture function is scaling effectively to cover more IT without additional resources at some organizations, others should make sure that they can manage any increase in complexity in the IT estate.

The good news is that fewer organizations are cutting their investment in enterprise architecture compared to their investment in IT.

Selecting the right enterprise architecture tool
Bizzdesign Buyer's Guide

Buyers Guide for Enterprise Architecture Tool
Reasons to move away from homegrown tools

When we asked how organizations expect their IT budgets to change over the next 12 months, the results were almost identical to the answers given for the changes seen in the previous 12 months. Six percent expect big cuts, 19 percent expect a milder decrease, and 29 percent expect budgets to remain stable. Thirty percent expect budgets to somewhat increase, and eight percent expect them to increase a lot.

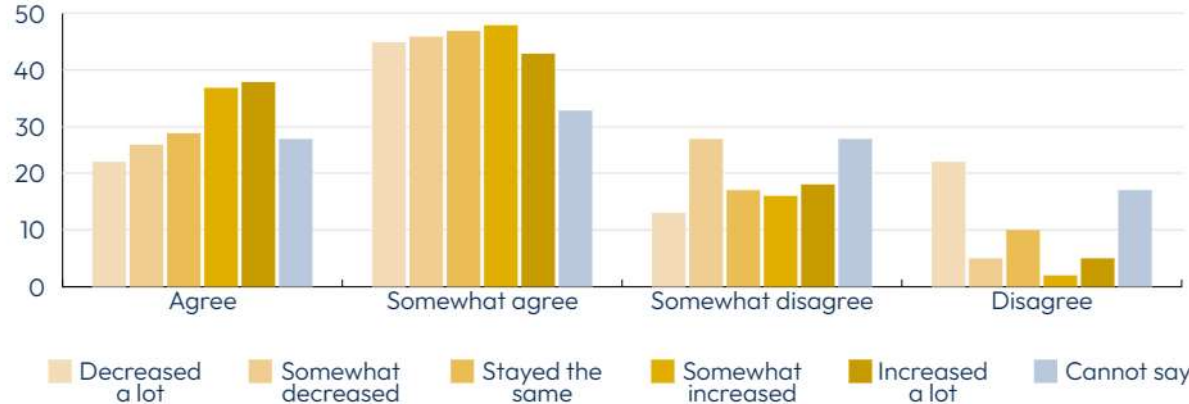Fig. 8   IT and enterprise architecture budget changes compared. n=518

Legend:
- 🟩 How have your budgets for enterprise architecture changed over the last 12 months?
- 🟨 How has your IT budget changed over the last 12 months?
- 🟦 How do you expect your IT budget to change over the next 12 months?

Category	EA last 12 months (green)	IT last 12 months (yellow)	IT next 12 months (blue)
Increase a lot	8%	8%	8%
Somewhat increase	25%	31%	30%
Stay the same	38%	29%	29%
Somewhat decrease	13%	17%	19%
Decrease a lot	5%	6%	6%
Cannot say	10%	9%	8%

Enterprise architecture investment is driven by business value

Why do organizations invest in enterprise architecture? It's not enough for the mission and value of enterprise architecture to be understood and valued across the organization. Our data shows no correlation between that and how enterprise architecture budgets changed over the last 12 months.

However, when enterprise architecture reduces risk and delivers business value outcomes, organizations are more likely to invest in it.

Fig. 9   Organizations are more likely to invest in enterprise architecture when it delivers business value outcomes and helps to reduce risk.

Legend: Decreased a lot | Somewhat decreased | Stayed the same | Somewhat increased | Increased a lot | Cannot say

08

Achieving business agility

To compete successfully, businesses need to be responsive to changes in the marketplace, the economy, and technologies. IT is a critical enabler for change.

IT investors beat competitors on change

We saw a link between IT budgets and how agile organizations can be. The organizations that have increased their IT budgets over the last year correlates significantly with organizations that consider they regularly out-change their competitors and industry peers (see Figure 10).

Fig. 10   IT investors beat competitors on regularly out-changing competitors and industry peers.

Legend:
- Decreased a lot
- Somewhat decreased
- Stayed the same
- Somewhat increased
- Increased a lot
- Cannot say
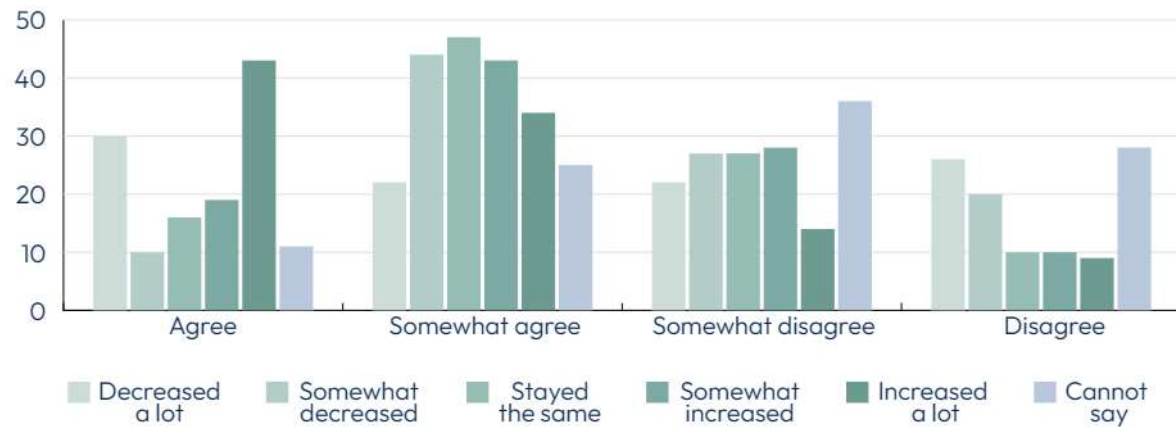
Enterprise architecture enables business agility

We asked businesses to assess their business agility by telling us how much they agree with the following statements:

- Business agility is baked into our organization's DNA
- We continually and systematically research and anticipate change
- We cope well with unplanned change
- We execute planned changes well
- We regularly out-change our competitors and industry peers

As Figure 11 shows, enterprise architecture leaders rate themselves much more highly on these business agility metrics than laggards. It makes sense: Having robust processes and tools for managing enterprise architecture makes it easier to understand the impact of change on IT, so organizations can better anticipate change, deliver change, and respond to unplanned change.

Fig. 11   Enterprise architecture maturity strongly correlates with business agility
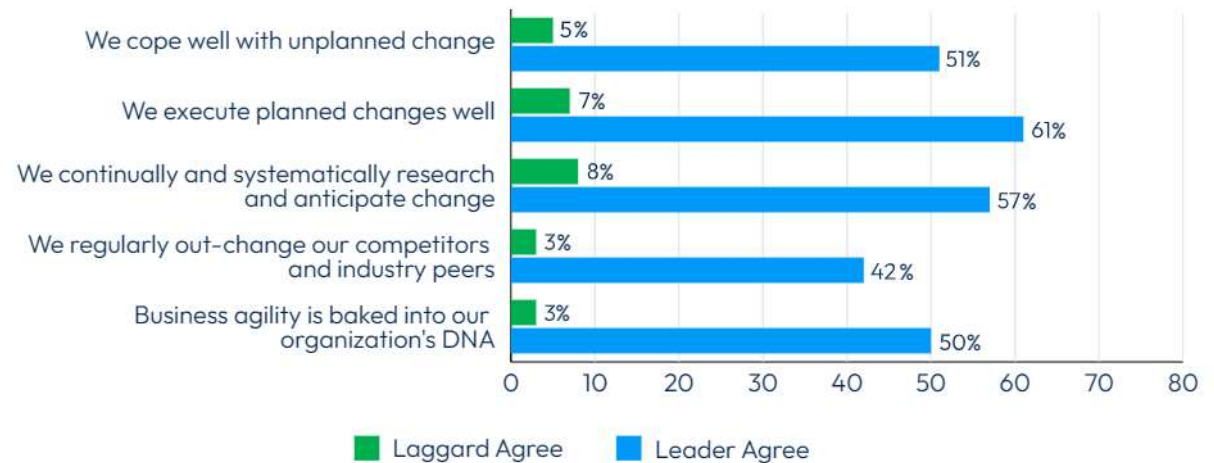
Creating an agile enterprise architecture management capability
Access our six steps **Guide**.

09

Unlocking resources for innovation

We wanted to find out how the enterprise architecture function can help to release resources for innovation. Our survey asked about the innovation priorities, how easy it is to identify redundant applications, and how easy it is to see their integrations so they can be easily removed. Enterprise architecture leaders are better able to realize savings.
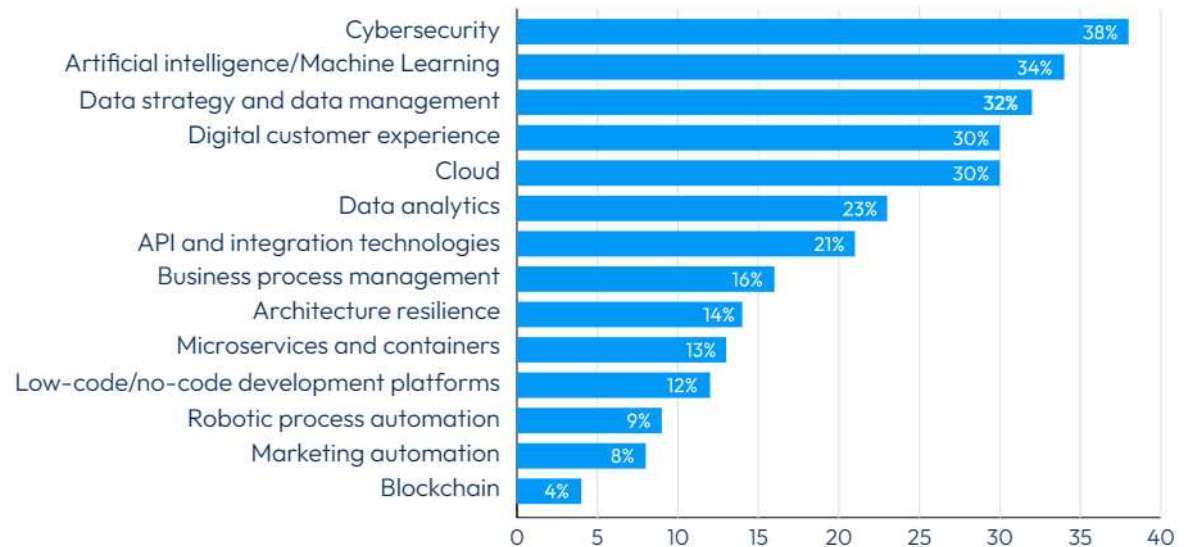
Cybersecurity leads innovation priorities

The top three innovation priorities (see Figure 12) are:
- Cybersecurity (selected by 38 percent of organizations)
- Artificial intelligence (34 percent)
- Data strategy and data management (32 percent)

Blockchain was prioritized by the fewest organizations (4 percent).

Fig. 12   What are your organization's top three innovation priorities? n=424

Priority	Percentage
Cybersecurity	38%
Artificial intelligence/Machine Learning	34%
Data strategy and data management	32%
Digital customer experience	30%
Cloud	30%
Data analytics	23%
API and integration technologies	21%
Business process management	16%
Architecture resilience	14%
Microservices and containers	13%
Low-code/no-code development platforms	12%
Robotic process automation	9%
Marketing automation	8%
Blockchain	4%

Huge savings to be made by removing redundant applications

Many organizations will find it hard to meet their technology needs, with 25 percent of survey respondents expecting IT budget cuts and only 38 percent expecting an increase.

Doing more with less has long been a theme in IT. We wanted to find out whether good enterprise architecture practices can help.

We asked respondents what percentage of their IT budget they think they could save by rationalizing duplicated and redundant applications (see Figure 13).

The potential savings are significant. Only 13 percent thought the savings would be less than 5 percent. About a third thought they could save between 11 percent and 20 percent, and 17 percent thought they could save between 21 percent and 30 percent.

Surprisingly, 15 percent thought they could save more than 31 percent, and 8 percent of organizations estimate they could save more than 41 percent of their IT budget.

Fig. 13   How much of your IT budget could you save by rationalizing applications? n=275

Estimated percentage savings in IT budget	What percentage of respondents think they could achieve them
0-10%	30%
11-20%	36%
21-30%	17%
31-40%	7%
41-50%	5%
51-60%	2%
61-70%	1%

Guide to Application Portfolio Management with EA Tools

Many organizations don't know where to make the cuts

It's one thing to identify the savings potential. How easy is it to actually make the cuts?

A third of organizations (34 percent) admit they have poor or very poor visibility into duplicated, obsolete, and redundant applications across their IT estate (see Figure 14).

This makes it hard for them to identify where savings can be made through application consolidation or through decommissioning apps that are no longer needed. Resources may be wasted sustaining applications that are no longer needed.

Fig. 14 How would you describe your visibility into duplicated, obsolete, and redundant applications across your IT estate? n=501
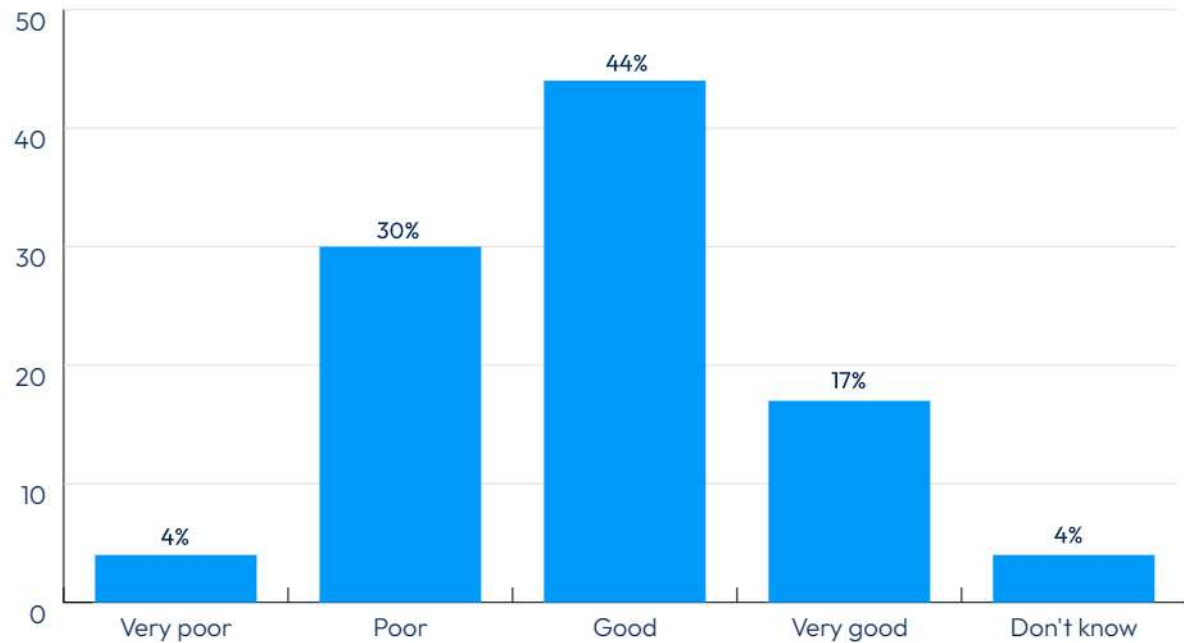
Enterprise architecture helps to uncover savings opportunities

Organizations that rate themselves highly on a number of enterprise architecture maturity metrics can better identify applications that can be decommissioned.

For example, those who agreed that their enterprise architecture development process was well-defined, understood and executed correlated positively with those who had good or very good visibility into their duplicated, obsolete, and redundant applications (see Figure 15).

Fig. 15   Organizations with a well-defined and understood enterprise architecture process have better visibility into their duplicated, obsolete or redundant applications

Legend: Very poor | Poor | Good | Very good | Don't know
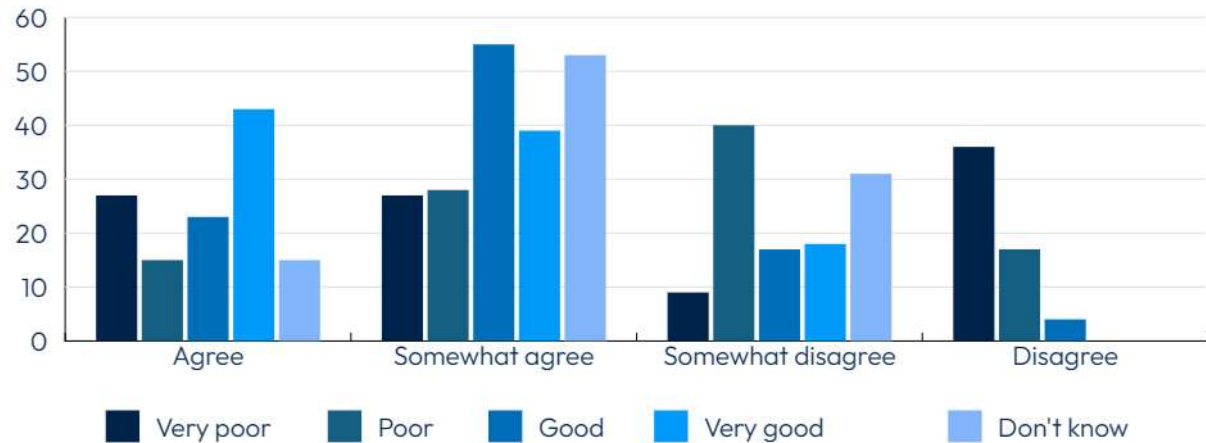
There was also a significant correlation between those who had good visibility and those who used an enterprise architecture management tool that supports governed, collaborative design, adherence to industry standards, and powerful analysis (see Figure 16).

Fig. 16   Organizations with good visibility into duplicated, obsolete and redundant applications more often use a mature enterprise architecture tool


Legend: Agree | Somewhat agree | Somewhat disagree | Disagree
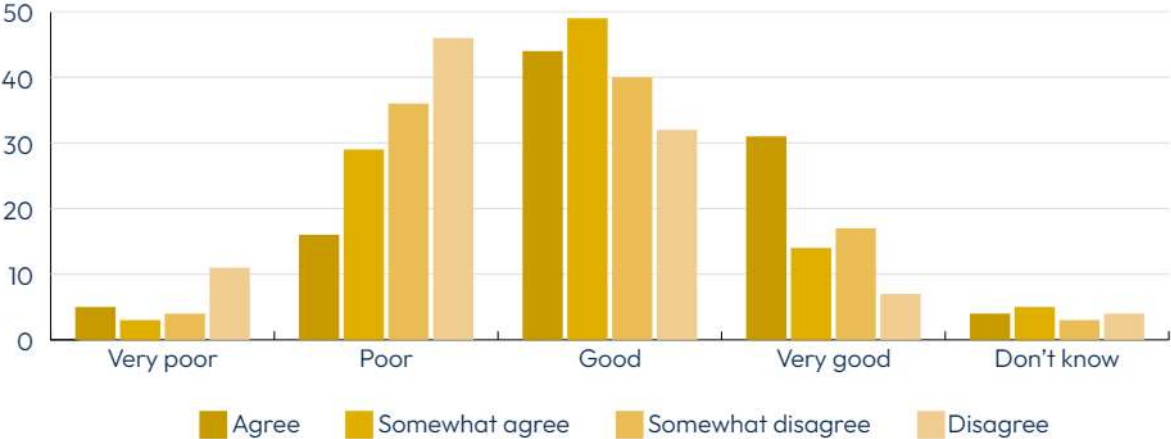
Many organizations don't understand the risks of removing applications

Forty-two percent of organizations have poor or very poor visibility of data flows and application links, making it potentially risky to remove an application.

These organizations may be keeping 'zombie' applications alive although they're redundant because the organization doesn't know what might break if the applications are removed.

Fig. 17   How good is your visibility into data flows and application links, so you can manage the risks of removing an application? n=501
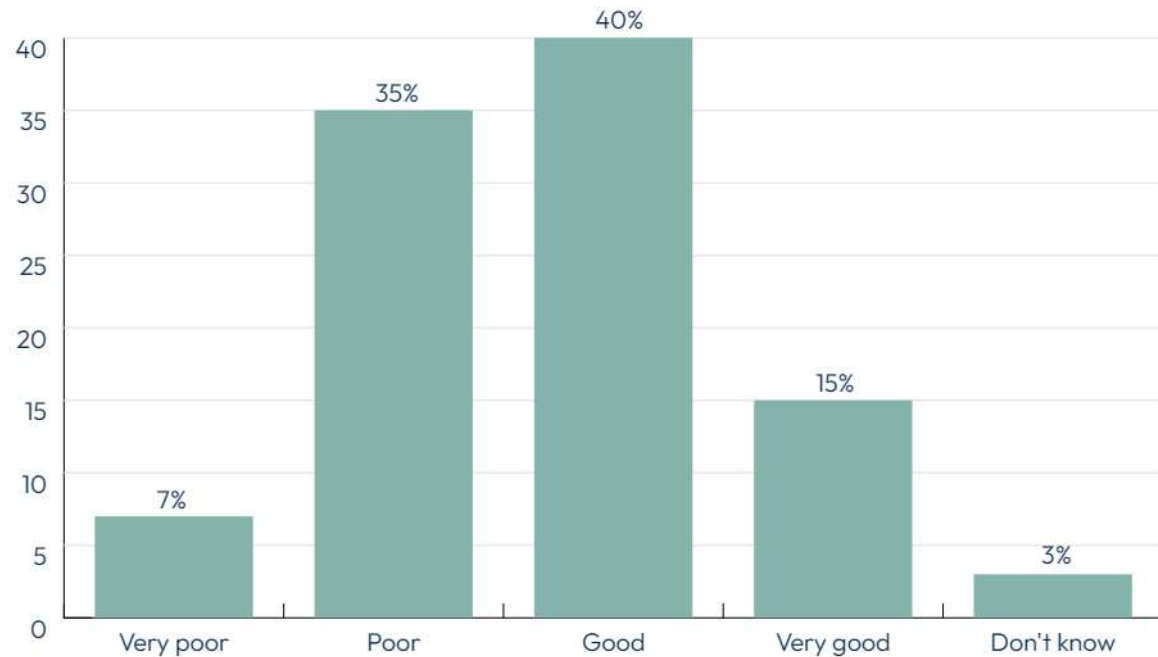
Enterprise architecture helps to understand the risks of removing applications

Enterprise architecture tools and processes can provide a good understanding of how applications are linked and how data flows between them, so that organizations can have greater confidence in removing redundant software.

Our survey found that those organizations that ranked their enterprise architecture maturity higher (by agreeing their enterprise architecture development process was well-defined, understood, and executed) correlated strongly with those who said their visibility into data flows and application links was good or very good (see Figure 18).

Fig. 18 Organizations with a well-defined and understood enterprise architecture process have better visibility into the risks of removing applications
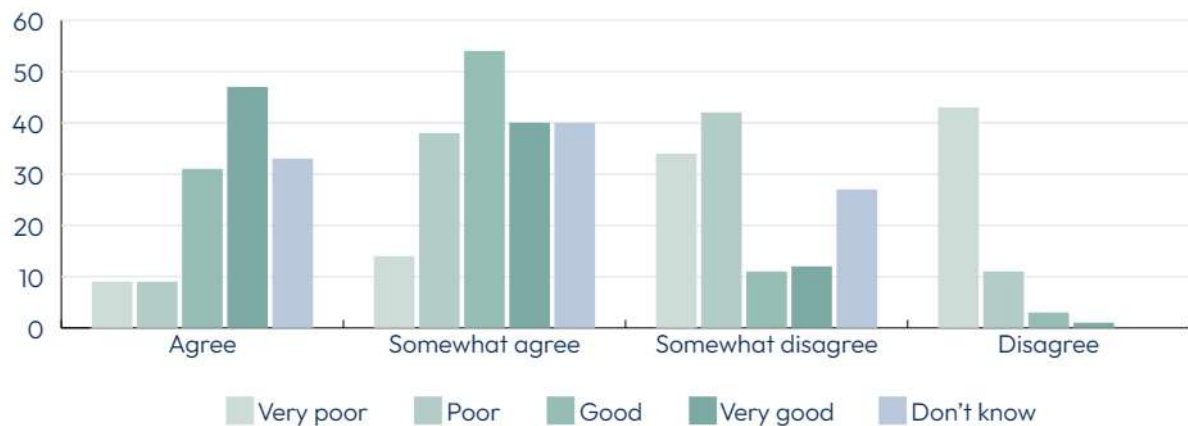
The cost of the cloud is driving a return to on-premises for some

While 56 percent of organizations are moving additional applications to the cloud, others are finding it expensive and are bringing applications back to on-premises IT.

Thirty-nine percent of organizations find the cloud expensive, and eight percent consider it very expensive (see Figure 19).

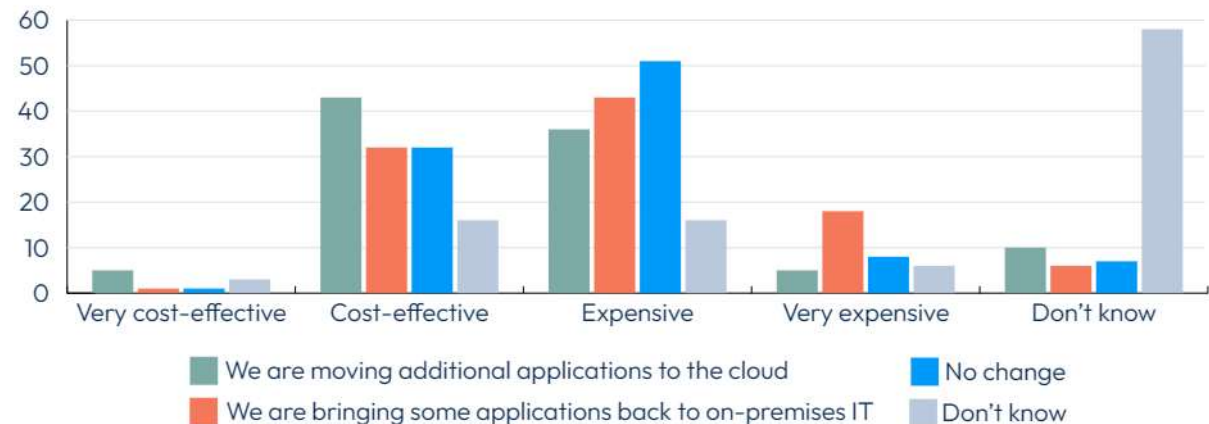Fig. 19   How do you rate the cost of cloud computing? n=501
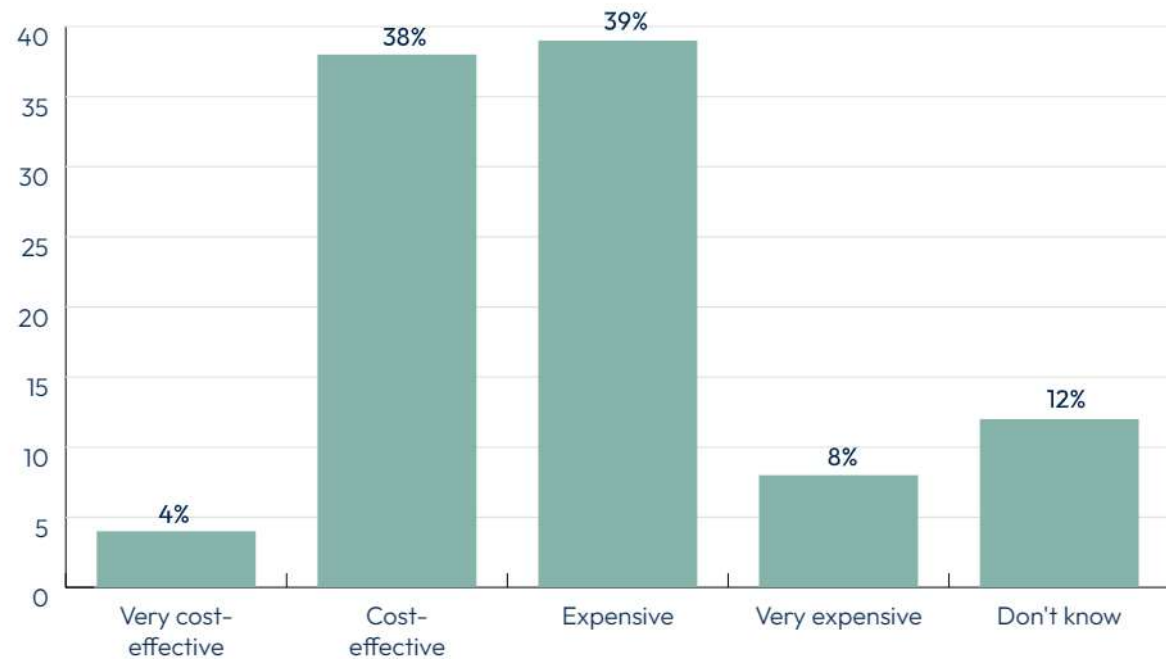
More than a fifth of organizations are now moving applications back from the cloud to on-premises IT (see Figure 20).

Fig. 20   How are you changing your investment in the cloud? n=501

Category	Value
Don't know	6%
No change	17%
We are bringing some applications back to on-premises IT	21%
We are moving additional applications to the cloud	56%
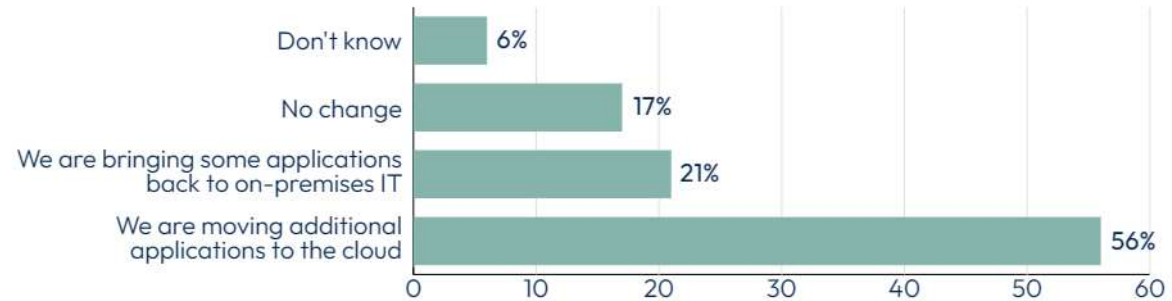
Our research shows there's a statistically significant relationship between those who say the cloud is expensive and those who are bringing some applications back to on-premises IT. The number of organizations deploying new applications in the cloud falls as the perceived cost increases. At the same time, more organizations who consider the cloud expensive are bringing applications in-house than those who consider the cloud cost-effective.

Fig. 21   There is a statistically significant relationship between 'How do you rate the cost of cloud computing?' and 'How are you changing your investment in the cloud?'

	Very cost-effective	Cost-effective	Expensive	Very expensive	Don't know
We are moving additional applications to the cloud	5	43	36	5	10
We are bringing some applications back to on-premises IT	1	32	43	18	6
No change	1	32	51	8	7
Don't know	3	16	16	6	58

10

Using enterprise architecture tools and outputs

Our survey asked organizations to tell us which systems they had integrated enterprise architecture with, which outputs they used, and who across the organization was consuming them.

We also asked whether stakeholder engagement was increasing—or declining—and what the top priorities were to improve the impact of the enterprise architecture function.

Enterprise architecture tools are frequently integrated with IT systems

Organizations told us which of their systems they have integrated with their enterprise architecture tools, as shown in Figure 22.

The most frequently integrated systems were:
- IT service management tools (44 percent)
- Business process models and platforms (42 percent)
- Configuration management databases (CMDB) (40 percent)

Fig. 22   Organizations most frequently report integration with IT service management tools, business process models and the configuration management database (CMDB). n=459
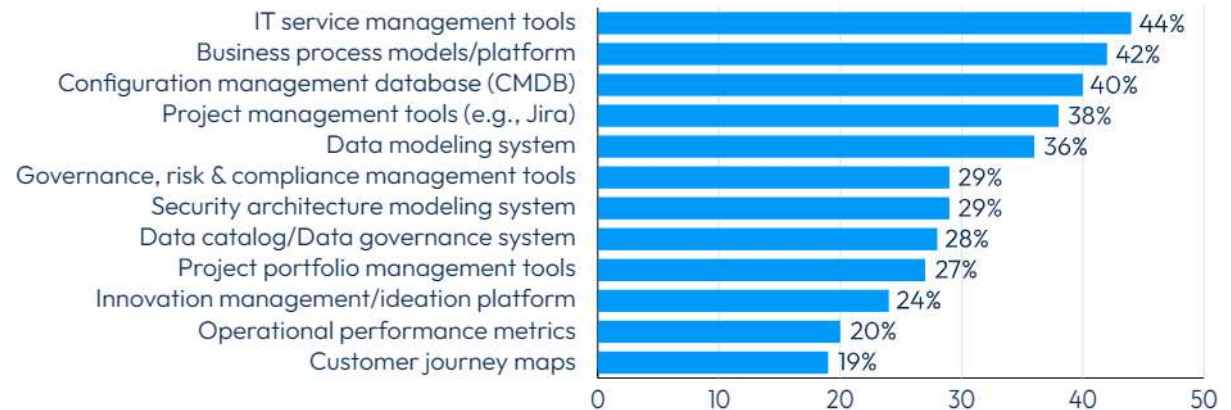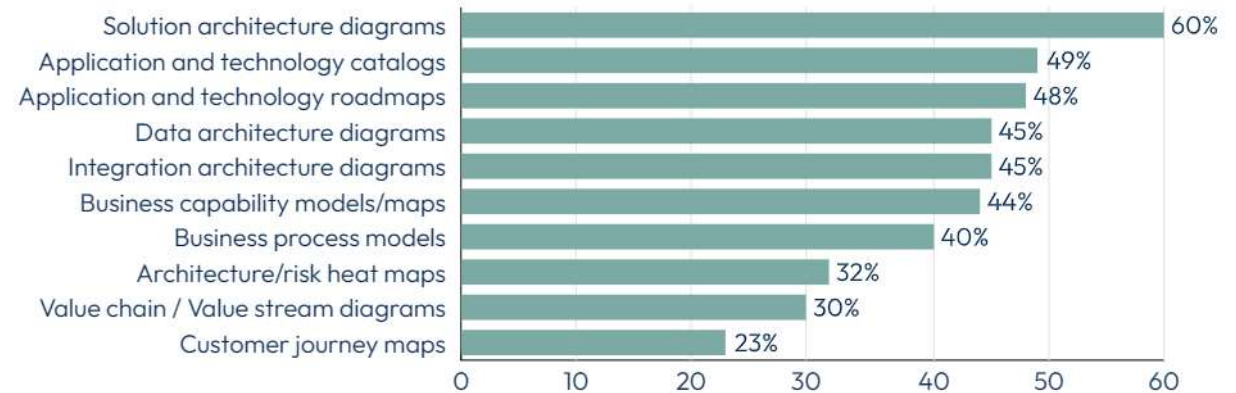
Solution architecture diagrams are the top enterprise architecture artifact

We asked what kinds of enterprise architecture artifacts and deliverables the organization is using to support business change initiatives.

It's interesting that even when asked about enterprise architecture assets, the top answer was solution architecture diagrams (see Figure 23). This was followed by application and technology catalogs, and application and technology roadmaps.

Fig. 23 Which enterprise architecture artifacts are being used to support business change? n=415

Artifact	%
Solution architecture diagrams	60%
Application and technology catalogs	49%
Application and technology roadmaps	48%
Data architecture diagrams	45%
Integration architecture diagrams	45%
Business capability models/maps	44%
Business process models	40%
Architecture/risk heat maps	32%
Value chain / Value stream diagrams	30%
Customer journey maps	23%

Enterprise Architecture Management:
Strategies for Effective Integration

Leaders see greater stakeholder engagement

For the enterprise architecture function to deliver business value, it needs to have the support of other departments and business leaders. We asked who uses enterprise architecture content (see Figure 24).

IT leaders show the strongest engagement, with 84 percent of them having steady or increasing engagement. The strongest growth is among security, risk, and compliance managers. In a third of organizations (33 percent), their engagement is increasing.

Worryingly, the lowest engagement is shown by C-level executives (excluding CIO/CTO) and board members. About a quarter of them (24 percent) have no engagement, and 11 percent have declining engagement. Nonetheless, 48 percent of them show steady engagement and 17 percent are increasing engagement, so many do appreciate the value of enterprise architecture.

Fig. 24 **Who uses enterprise architecture content (apart from enterprise architects) and is their engagement increasing or declining? n=450**

	Increasing engagement	Steady engagement (unchanged)	Declining engagement	No engagement / consumption
Security, risk, or compliance managers	33%	49%	8%	10%
IT leaders/CIO/CTO	32%	52%	9%	7%
Business analysts	27%	47%	14%	12%
Application developers	26%	49%	12%	13%
Digital managers/leaders	24%	50%	13%	13%
Business process managers	24%	46%	12%	18%
Project managers	23%	52%	13%	12%
Business transformation managers	22%	47%	13%	18%
Line-of-business managers	22%	47%	14%	17%
Product managers	21%	50%	15%	14%
C-level executives and board members	17%	48%	11%	24%

Legend:
- ■ Increasing engagement
- ■ Steady engagement (unchanged)
- ■ Declining engagement
- ■ No engagement / consumption

Guide to facilitating collaboration across the entire enterprise to the C-suite

# Mature enterprise architecture platforms enable better stakeholder engagement

There was a significant difference between how engagement is changing in leader and laggard organizations (see Figure 25). Taking an average across the roles and functions, leaders show increasing engagement in 38 percent of organizations, and declining or no engagement in just 15 percent. By comparison, only 20 percent of laggards see increasing engagement, and 41 percent see declining or no engagement.

Fig. 25 Leaders are seeing increasing engagement with enterprise architecture, while laggards are seeing declining engagement.

Increasing engagement:
38%

Leaders

No or declining engagement
15%

Increasing engagement:
20%

Laggards

No or declining Engagement
41%

We found a clear link between organizations that see increasing engagement with enterprise architecture and the maturity of the enterprise architecture platform. Figure 26 shows those who show increasing engagement with enterprise architecture and who agreed with the statement: 'We use an enterprise architecture management tool that supports governed, collaborative design, adherence to industry standards, and powerful analysis.'

Fig. 26   Teams with increasing stakeholder engagement tend to agree that they 'use an enterprise architecture management tool that supports governed, collaborative design, adherence to industry standards, and powerful analysis'.
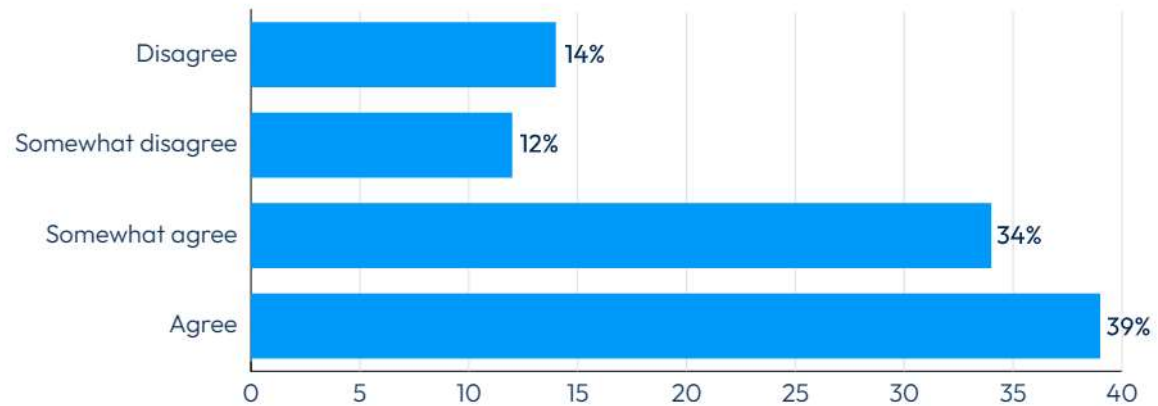
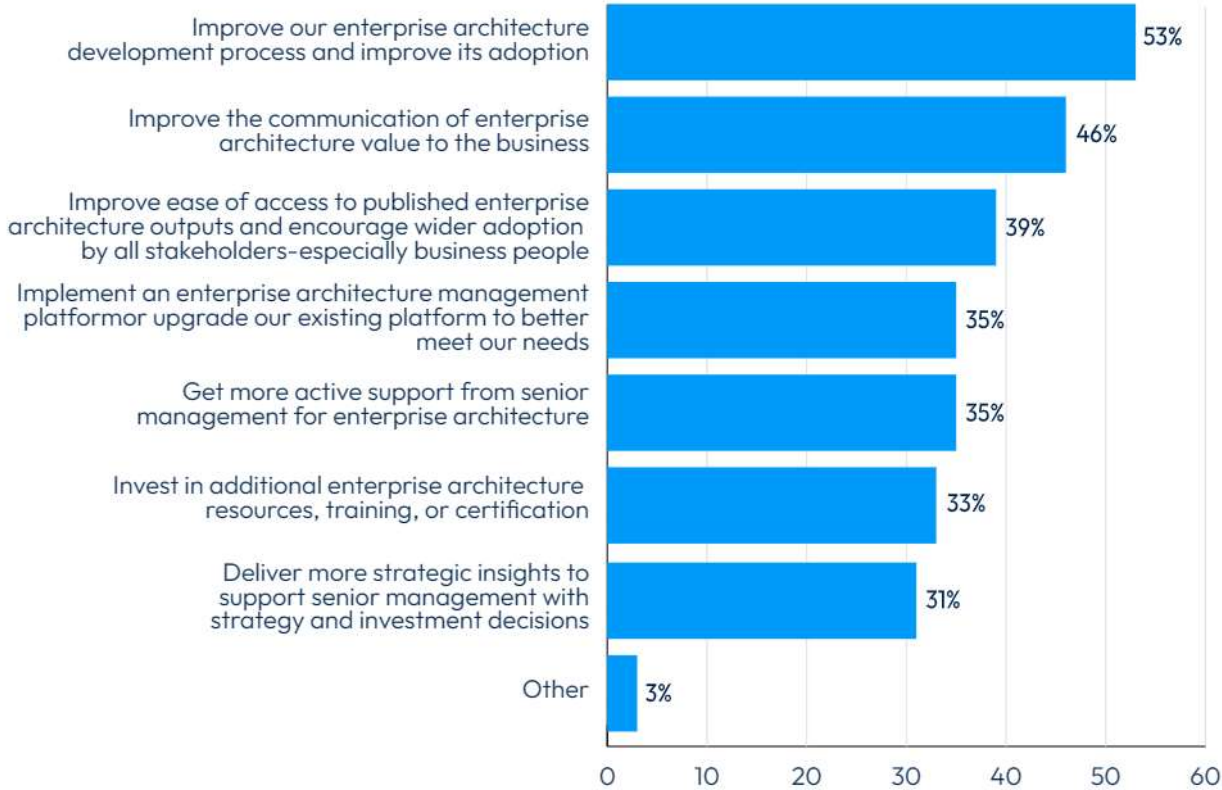# Top priorities to improve enterprise architecture's impact

Organizations told us that their top priorities for improving enterprise architecture's impact in the organization are:
- Improve our enterprise architecture development process and improve its adoption (53 percent).
- Improve the communication of enterprise architecture's value to the business (46 percent).
- Improve ease of access to published enterprise architecture outputs and encourage wider adoption by all stakeholders—especially businesspeople (39 percent).

About a third of organizations are still looking for more active support from senior management for enterprise architecture (see Figure 27). As our survey showed (see Figure 9), enterprise architecture investment is driven by reducing risk and delivering business value outcomes. To attract management support, enterprise architecture teams should focus on achieving and communicating business outcomes.

Some of the answers given as Other included integrating generative AI and achieving better alignment with the app team's design and development activities.

Fig. 27   What are your top three priorities to improve the impact of enterprise architecture? n=424

Priority	%
Improve our enterprise architecture development process and improve its adoption	53%
Improve the communication of enterprise architecture value to the business	46%
Improve ease of access to published enterprise architecture outputs and encourage wider adoption by all stakeholders-especially business people	39%
Implement an enterprise architecture management platformor upgrade our existing platform to better meet our needs	35%
Get more active support from senior management for enterprise architecture	35%
Invest in additional enterprise architecture resources, training, or certification	33%
Deliver more strategic insights to support senior management with strategy and investment decisions	31%
Other	3%

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Conclusion: The enterprise architecture maturity advantage

Our survey has shown that organizations with mature enterprise architecture functions enjoy several advantages:

- **Business outcomes:** Leaders are significantly more likely to fully agree that they achieve a range of business outcomes. They include better alignment of architecture across initiatives, better alignment of capabilities with strategy, and better business processes.

- **IT outcomes:** Leaders are also significantly more likely to fully agree that they achieve a range of IT outcomes. These include improved IT capability planning and long-term strategic planning; improved service orientation using application programming interfaces and the cloud; and better IT investment decisions.

- **Budget increases:** Where enterprise architecture helps to align IT investments with long-term strategy to reduce risk and deliver business value outcomes, enterprise architecture budgets are more likely to increase.

- **Business agility:** Leaders have much greater business agility. More of them say they cope well with unplanned change, execute planned changes well, and regularly out-change their competitors.

- **Savings opportunities:** Organizations with a well-defined, understood, and executed enterprise architecture process have a better understanding of duplicated, obsolete, and redundant applications. That visibility comes from having an enterprise architecture management tool that supports governed, collaborative design, adherence to industry standards, and powerful analysis.

- **Reduced risk:** Organizations that agreed their enterprise architecture development process was well-defined, understood, and executed correlated strongly with those who said their visibility into data flows and application links was good or very good. This visibility helps organizations to remove applications without the risk of unintended consequences.

- **Higher engagement:** Leaders see increasing engagement across all stakeholders in 38% of organizations, nearly double the increase seen in laggards.

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Assess your enterprise architecture maturity

Ready to improve your enterprise architecture maturity? Bizzdesign can help.

Our survey found that the top priority this year is for organizations to improve their enterprise architecture development process and its adoption. We've also uncovered the IT and business benefits that come from a more mature enterprise architecture function.

To help you evolve your enterprise architecture function, we provide several assessment instruments and a shared maturity model based on industry standards. We'll help you to identify your best opportunities for improvement.

Our assessment instruments include:

- **Success readiness assessment**: Does your enterprise architecture team have the necessary mandate, stakeholder involvement, business sponsorship, skills, and data?
- **General maturity assessment**: How does your organization perform on IT governance, enterprise architecture, and portfolio management?
- **Enterprise agility assessment**: What are your process, system, and business agility levels?
- **Goals, usage, and outcomes analysis**: What are your business goals? What outcomes do you need? How does using our platform help?

Assess your own enterprise architecture maturity with our 5 step self-assessment tool

Book a call with our experts to see how your unique challenges can be tackled with Bizzdesign
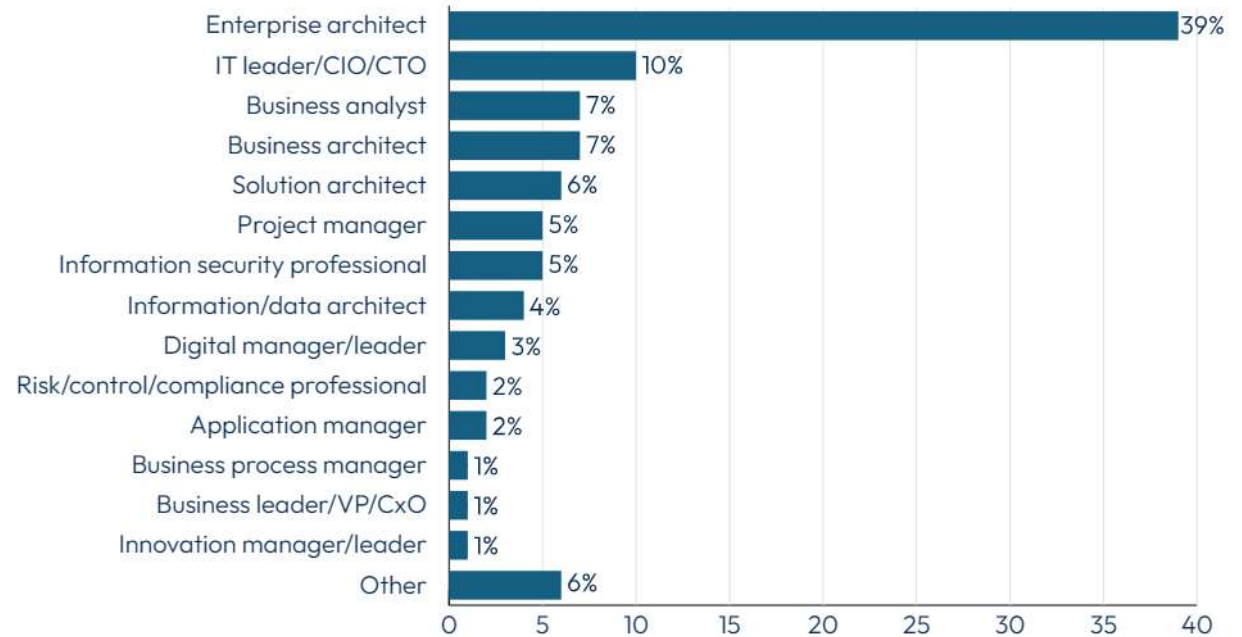
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Demographics

Roles

Our respondents were IT and business leaders in a variety of roles (see Figure 28). Thirty-nine percent were enterprise architects. Ten percent were IT leaders, CTOs, or CIOs. Seven percent were business analysts, and the same percentage were business architects.
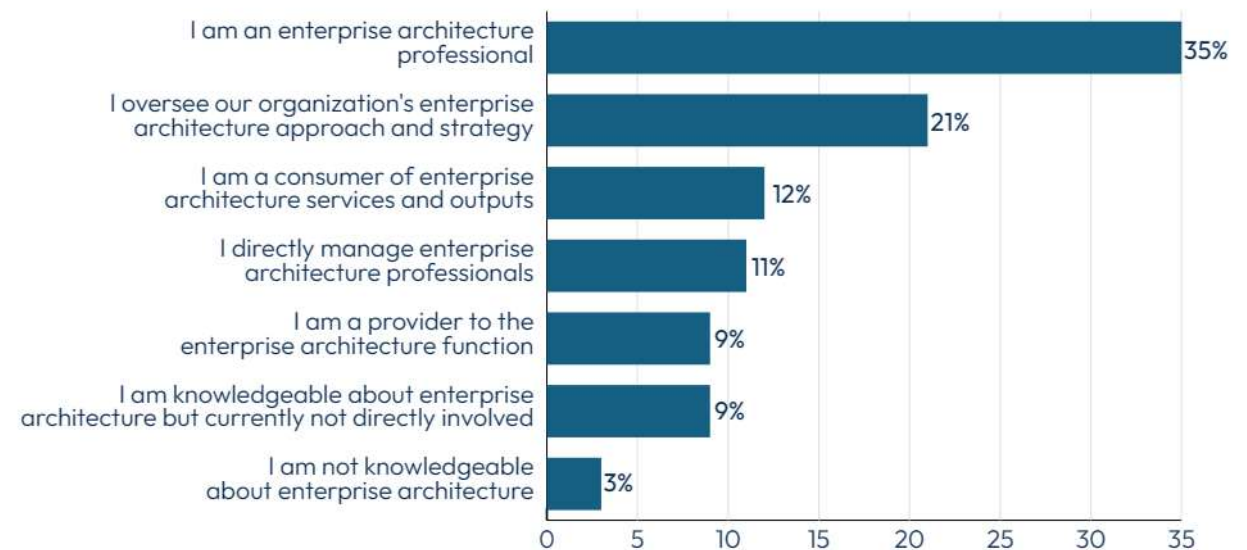
Fig. 28 Which of these functions best describes your job role? n=574

We also asked respondents to describe their involvement with enterprise architecture (see Figure 29). Any that said they had no knowledge of enterprise architecture were excluded from the rest of the survey.

Sixty-seven percent of respondents identified themselves as enterprise architecture professionals or their managers, or said they oversee their organization's enterprise architecture approach and strategy. Twelve percent consume enterprise architecture services and outputs, and 9 percent provide input to the enterprise architecture function.
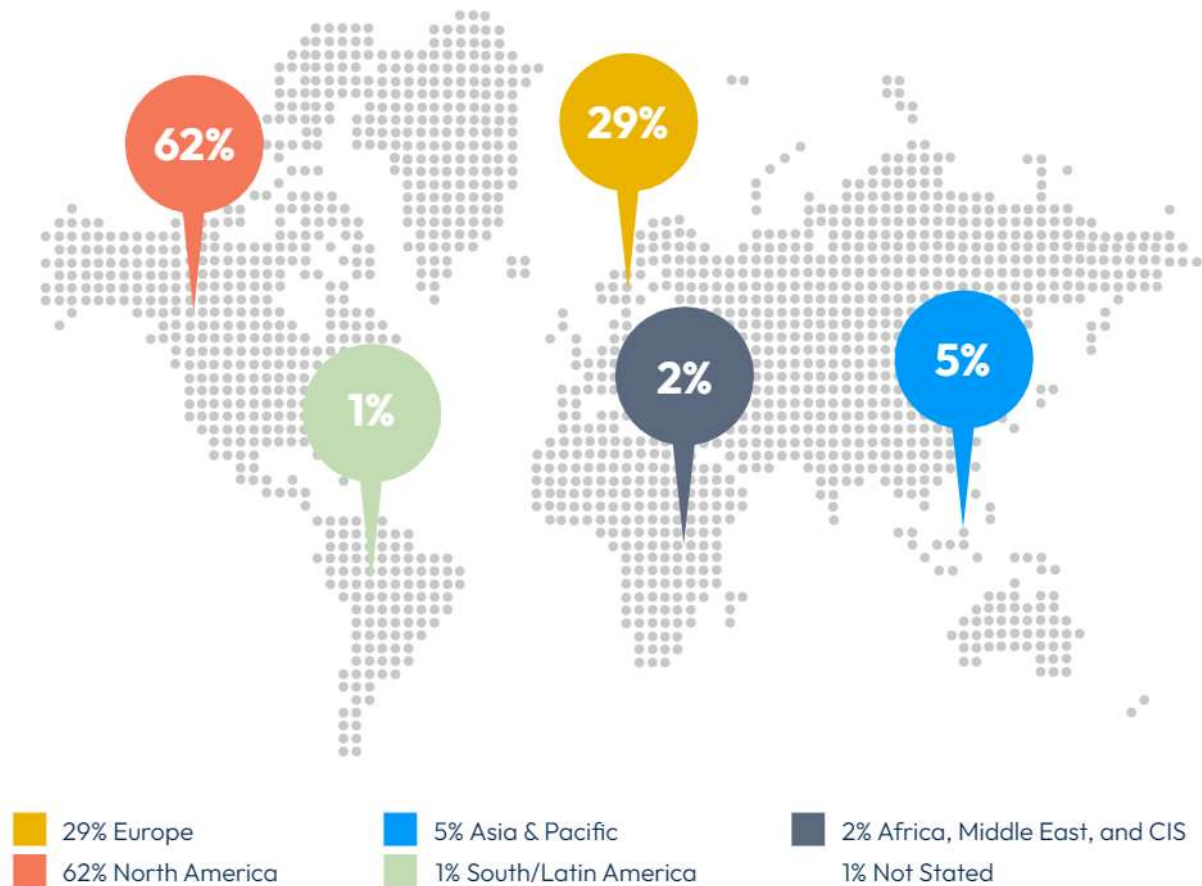
Fig. 29   How would you describe your involvement with Enterprise Architecture? n=574

Response	Percentage
I am an enterprise architecture professional	35%
I oversee our organization's enterprise architecture approach and strategy	21%
I am a consumer of enterprise architecture services and outputs	12%
I directly manage enterprise architecture professionals	11%
I am a provider to the enterprise architecture function	9%
I am knowledgeable about enterprise architecture but currently not directly involved	9%
I am not knowledgeable about enterprise architecture	3%

Geography

Sixty-two percent of respondents were headquartered in North America, 29 percent in Europe, and about nine percent from elsewhere. (Some respondents didn't say).
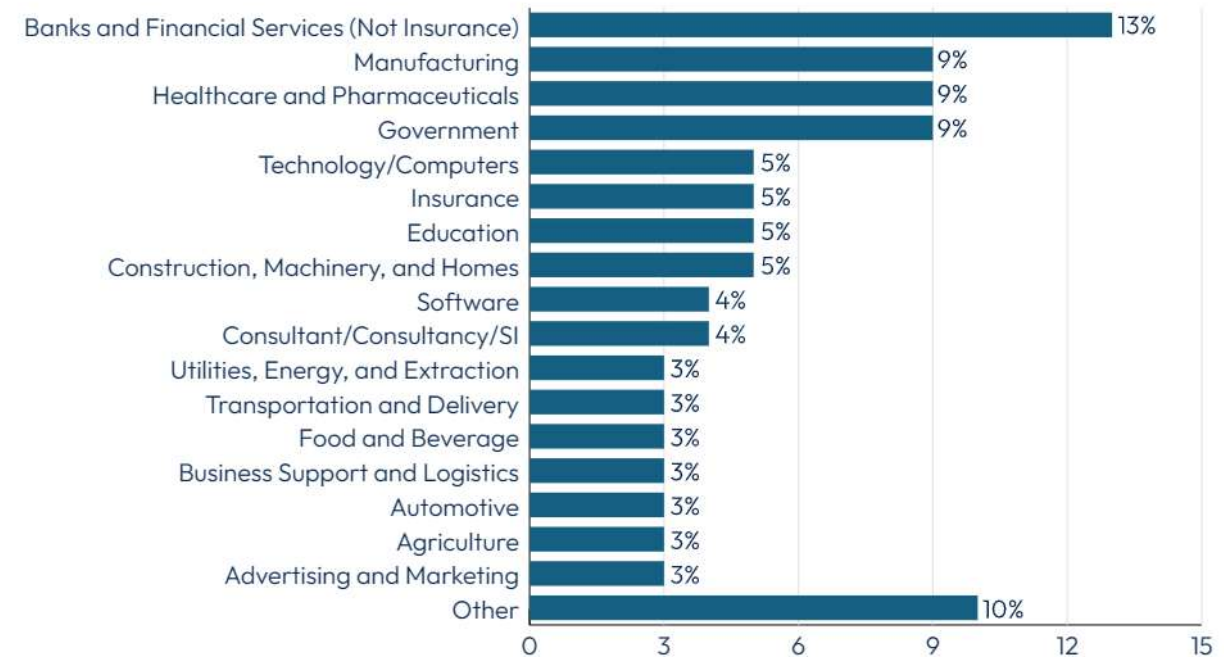
Fig. 30   Where are the companies of our respondents headquartered? n=441

🟨 29% Europe	🟦 5% Asia & Pacific	🔲 2% Africa, Middle East, and CIS
🟧 62% North America	🟩 1% South/Latin America	1% Not Stated

Industries

Our survey spanned a variety of sectors, from food to finance, agriculture to advertising, and transport to technology. See Figure 31.

Fig. 31   Which industries are our respondents in? n=441

| Industry	Percent
Banks and Financial Services (Not Insurance)	13%
Manufacturing	9%
Healthcare and Pharmaceuticals	9%
Government	9%
Technology/Computers	5%
Insurance	5%
Education	5%
Construction, Machinery, and Homes	5%
Software	4%
Consultant/Consultancy/SI	4%
Utilities, Energy, and Extraction	3%
Transportation and Delivery	3%
Food and Beverage	3%
Business Support and Logistics	3%
Automotive	3%
Agriculture	3%
Advertising and Marketing	3%
Other	10%

Where industries accounted for less than three percent of the sample size, we've combined them in the Other category. These industries were (in descending order):

- Telecommunications and internet
- Retail, consumer durables, electronics
- Real estate
- Entertainment, sports, and leisure
- Airlines and aerospace (including defense)
- Nonprofit
- Media, TV, and publishing

Organization Size

Twenty-nine percent of respondents were from organizations of between 1,001 and 5,000 people. Other respondents were fairly evenly spread across organizations of all sizes (see Figure 32).

Fig. 32   Survey respondents represented organizations of all sizes. n=441
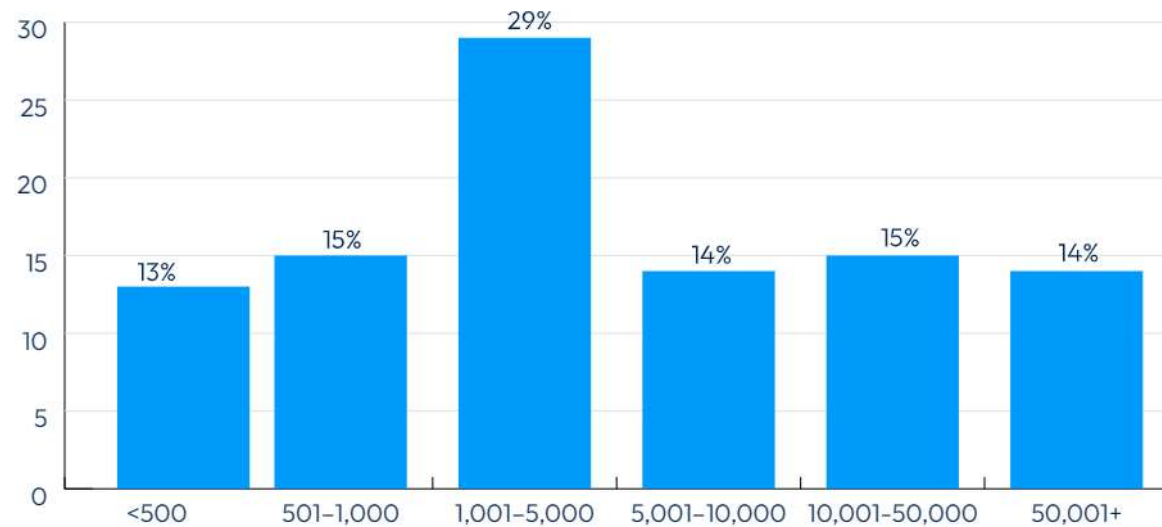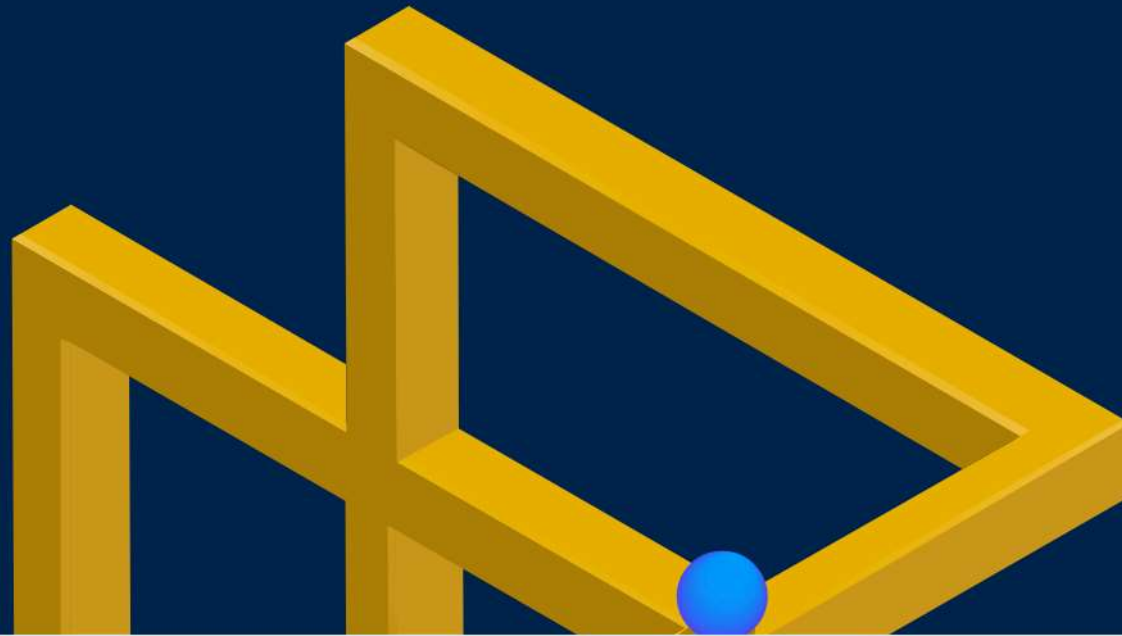
About Bizzdesign

Bizzdesign Horizzon is the leading business transformation and enterprise architecture platform that supports collaborative business transformation design and decision support, enabling enterprises to prioritize investments, manage the complexity of change, and align strategic roadmaps across silos. Horizzon supports open standards-based architecture modeling and design of current and future states. It provides a common language for business and IT stakeholders based on a single repository of reusable components. Horizzon enables visualization and model-based analysis capabilities to drive faster, more effective transformation decisions. Bizzdesign is a leader in the **Gartner Magic Quadrant for Enterprise Architecture Tools**, positioned highest for Completeness of Vision. For more information, visit **bizzdesign.com** or follow us on **X (Twitter)**, **Facebook**, and **LinkedIn**.