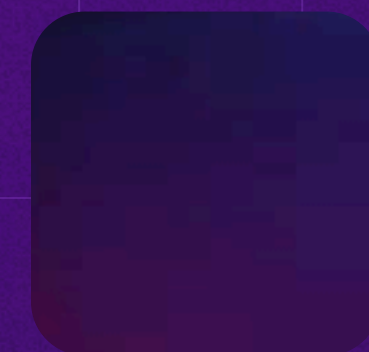


# Four Business Outcomes: Expert Advice for **Introducing Enterprise Architecture**

How to Frame the  
Value of EA for Non-EAs



# Why Is Communicating the Value of EA So Challenging?



Regardless of the specific challenges you have to tackle or the sector you're working in, Enterprise Architecture is about people.

Systems don't talk to each other.  
Businesses don't talk to each other.  
Processes don't talk to each other.  
People talk to each other.

- Niek de Visscher, CEO at DI Blue

**Connect, communicate, collaborate.** Enterprise Architects need to be able to do all three effectively to be successful in their organizations.

Unfortunately, with Enterprise Architecture's origins in IT, these three Cs don't come as naturally as they need to. Many architects still lead conversations with the technicalities of EA and an operational IT-focused approach that fails to engage others in the organization. This failure to engage means that EA's value is often unclear and misunderstood.

EAs need to be able to frame the value of EA for non-EAs by drilling up to the business outcomes that the wider organization understands.

In this guide, EAs will find cheat sheets for framing EA's value in four outcomes that will **deliver clear value and impact** to key stakeholders such as the CIO, CTO, and COO.

**1- Higher IT Cost Efficiency**

**2- Improved IT Transparency**

**3- Improved Business-IT Alignment**

**4- Faster Compliance and Governance**

# How to Introduce EA and Its Value



How you communicate is key. You must speak the language of the people you are working with! You need to be the bridge builder and provide solutions to their problems. Get to know their business and strategy and what's happening in their domain. This is not traditionally the role of the EA, but it needs to be.

- Ole-Jakob Rosenvold, Architect

With this guide in hand, here are some key principles for successfully introducing the value of EA:

## **Begin With Business Outcomes**

Start conversations with stakeholders by leading with the outcomes modern EA makes possible.

## **Know Your Stakeholders' Needs**

Engage stakeholders by understanding the vital overlap between their priorities and the insights EA can provide them.

## **Lead With Questions That Matter**

Put aside frameworks and models. Instead, highlight and discuss the critical questions EA can help answer for a given stakeholder.

The important thing to focus on is to go beyond EA techniques and terminology. Anchoring conversations in cost, efficiency, transparency, risk and governance will pave the way to **'a-ha moments'** with stakeholders, regardless of where they sit in the organization.

# 4 Business Outcomes to Highlight When Introducing EA

1 

## Driving IT Cost Efficiency

Trimming the fat in the application and IT portfolio, spotting overlaps and inefficiencies.

2 

## Improving IT Transparency

Understanding how and where applications and IT infrastructure support the business' most critical focus areas.

3 

## Improving Business-IT Alignment

Help business teams understand the IT infrastructure and resources that can help them hit their goals.

4 

## Faster Compliance, Improved Governance, Better IT Risk Visibility

Replacing manual processes with automation, working towards "always-on" compliance instead of one-off audit prep.

# Outcome 1

## Driving IT

### Cost Efficiency



Our goal was to reduce the amount of effort needed to get information on our applications. It requires about a month's worth of time for one person—about €20,000—so Ardoq already pays off because we get the information in just one click.

- Stihl



Enterprise Architecture offers the possibility of smarter, data-driven IT cost control, where spends are smarter without compromising or impacting an organization's critical functions.

Strategic cost management is more than offering lower IT costs but also the insight to reallocate regained resource to initiatives or infrastructure that create value.



**Architects should be able to position EA as the crucial bridge between a financial perspective and a business's actual operational needs.**

## Key Questions EA Will Answer

When introducing EA, show stakeholders how EA provides answers to key business questions. Here are some examples related to IT cost efficiency..

- 1** What are the biggest cost drivers within the business, and how can EA help to address these through technology optimization or process improvement?
- 2** Which applications can be removed from the organization with minimal impact and what are the potential savings?
- 3** How well do applications satisfy technical and business requirements?
- 4** What areas of the organization have the highest application function overlap?
- 5** What metrics and reporting should be put in place to track the progress and demonstrate the success of cost-reduction initiatives?



## STIHL'S SUCCESS STORY

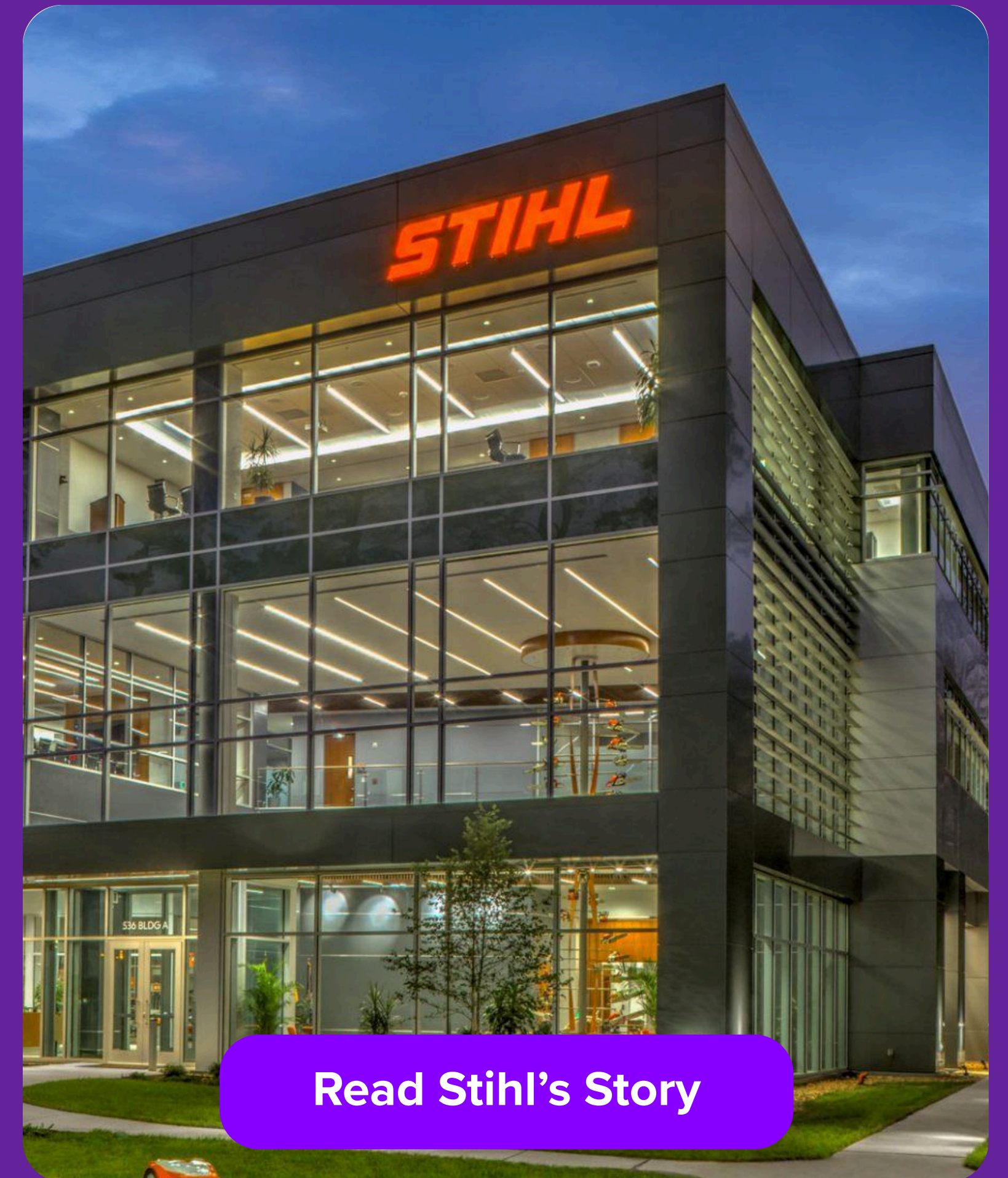
**Industry:** Motorized Tools  
**Location:** Germany  
**Size:** 20,000+ employees

- Challenge:**
- Difficulty in coupling IT with business to drive change
  - Inefficient app lifecycle management



**60%** Savings in time spent on app lifecycle management

**50%** Reduction in time spent recording status of app landscape



[Read Stihl's Story](#)



*Management wants to see what tech is doing, but you have to come up with a high-level overview. It puts both business management and technical [teams] on the same page.*

**Heiko Bromberger**, Cloud and Data Governance at Stihl

# Outcome 2

## Improving IT Transparency

“

If you have done something in the spirit of aligning to business strategy, providing data and insights that [other teams] can take action on, to build the product, shop the product, to meet our customers needs, then we're doing our job as technologists. Don't ever take your eye off the ball of ensuring that what you're doing is tightly aligned to business strategy.

- Heidi Mattison, Chief Technology Officer at Cabinetworks Group





Enterprise Architecture delivers actionable IT transparency, illustrating how applications and infrastructure underpin what the business is able to do.

By visualizing these dependencies, EA enables data-driven decision-making, from strategic resource allocation to operational optimization. This clarity reduces risk, improves efficiency, and aligns IT investments with core business objectives.



**Architects should be able to position EA as a valuable advisory service that supplies data-backed transparency into how tangible how IT assets connect to and support the business.**

## Key Questions EA Will Answer

When introducing EA, show stakeholders how EA provides answers to key business questions. Here are some examples related to IT transparency.

- 1** What is the cost of running IT and how have these costs developed over time?
- 2** What is the cost of the application and server portfolio?
- 3** What infrastructure supports my application portfolio? What is the footprint for on-premise application hosting vs. cloud infrastructure services?
- 4** Who owns the critical systems in the organization and the related components? Which are being retired or implemented and are there migration plans in place?
- 5** Do all applications have clear lines of ownership and expertise?



# CABINETWORKS' SUCCESS STORY



<b>Industry:</b>	Manufacturing
<b>Location:</b>	USA
<b>Size:</b>	8000+ employees
<b>Challenge:</b>	<ul style="list-style-type: none"><li>• Complex workflows</li><li>• Slow integration</li><li>• App overload</li></ul>

**30** Apps rationalized

**\$800k** Annually saved by retiring unnecessary applications

**6-9<sub>mths</sub>** time to insights reduced.

Cabinetworks would have spent an additional 6-9 months identifying integration points without Ardoq.



[▶ Watch Cabinetworks' Showcase](#)



*Everything we do needs to be aligned to business strategy. Technology for technology's sake is not going to move the entire enterprise forward.*

**Heidi Mattison**, Chief Technology Officer at Cabinetworks Group



# Outcome 3

## Improving Business-IT Alignment



Now, by using capabilities...we invite the business owners to guide us instead of us explaining what we're doing.

- Jan-Joost van Walsum, Lead Enterprise Architect at UMCG





Enterprise Architecture facilitates stronger business-IT alignment by establishing a shared understanding of core business “capabilities.” By translating technical complexities into a common language, EA breaks down departmental silos and fosters transparent communication.

This capability-driven approach allows stakeholders to visualize how IT directly enables business outcomes, promoting collaborative decision-making.



**Architects should work to position EA as the framework for creating a unified view, ensuring IT investments directly support strategic business objectives and drive tangible value.**

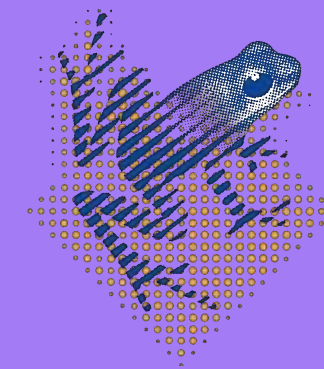
## Key Questions EA Will Answer

When introducing EA, show stakeholders how EA provides answers to key business questions. Here are some examples related to improving business-IT alignment.

- 1** What does the business do and what systems does it own? Do the most important capabilities have the right resources to succeed?
- 2** What is the cost of organizational units in terms of application ownership and consumption?
- 3** Who uses the applications within my organization, who is impacted if something goes down?
- 4** What are the core business objectives and strategic priorities? How do IT capabilities directly contribute to achieving these business goals?
- 5** What are the key performance indicators (KPIs) for both the business and IT, and how are they aligned?



# UMCG'S SUCCESS STORY



umcg

<b>Industry:</b>	Healthcare
<b>Location:</b>	Netherlands
<b>Size:</b>	13,300 employees
<b>Challenge:</b>	<ul style="list-style-type: none"><li>• Lacked a common EA platform</li><li>• Operational silos</li><li>• Disconnected patient data</li></ul>

## Data-Driven Insights

Able to instantly visualize data to the level of detail needed for different stakeholders and their needs.

## Common Language

Using capabilities to qualify and work towards key strategic goals like societal impact and AI.

## Better Health Outcomes

Improved patient information flow, allowing physicians to make better judgements.



*We achieved a common language which was accessible for business as well as being useable for architects.*

**Jan-Joost van Walsum**, Lead Enterprise Architect at UMCG



[Read UMCG's Story](#)

# Outcome 4

## Faster Compliance, Better IT Risk Visibility



At the end of the day, the EA teams are not designing the business. The true architects of our business are the leadership team; they're the folks that live with the decisions that they make. We are enabling the true designers of Premier Tech to continue to have better data, better models, and better insights.

- Premier Tech





Enterprise Architecture enables continuous compliance and enhanced IT risk visibility by automating manual processes. By mapping dependencies and defining clear compliance rules, EA shifts from reactive audits to "always-on" monitoring.

This automation reduces the burden of one-off compliance efforts for multiple teams while providing real-time insights into potential risks.



**Architects should position EA as the foundation for building an agile, compliant IT environment, where risk management is integrated into daily operations.**

## Key Questions EA Will Answer

When introducing EA, show stakeholders how EA provides answers to key business questions. Here are some examples related to faster compliance and better IT risk visibility.

- 1** Where are the vulnerabilities in the tech portfolio? Who is impacted if something goes down?
- 2** Which IT assets are impacted by technical debt? What is the business impact and estimated cost of tolerating this technical debt?
- 3** Where in the business is confidential data used, who is responsible for those data entities and where are they physically stored?
- 4** What controls can be deployed to mitigate the risks, and by how much will they reduce exposure?
- 5** What policies and control frameworks are implemented, and how much progress has been made?



## SUCCESS STORY

**Industry:** Public Sector

**Location:** UK

**Size:** 18,200 employees

**Challenge:**

- Urgent need to meet internal audit deadlines
- Lack of control over data

**6mths**

To overcome disconnected data and meet tight internal audit deadline for GIAA and Freedom of Information Act.

**Up-to-Date IT Overview**

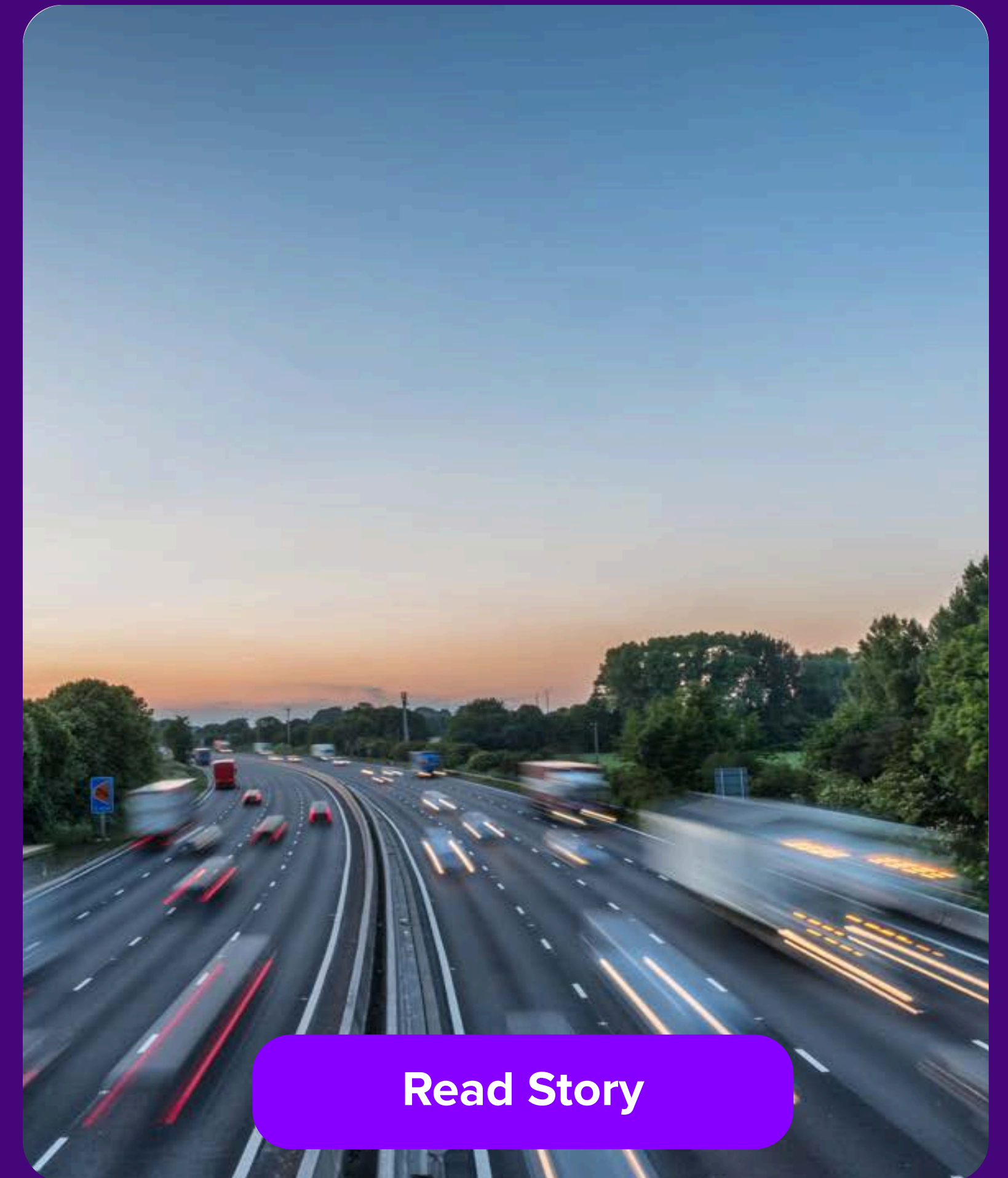
A critical need for them to be compliant with public sector requirements.

**Improved Transparency**

Able to quickly provide different stakeholders data-driven visualizations, and reports to meet their needs.



*For the first time, we have a data-driven chain between the business activities and the applications. We now understand how our IT service supports the business services.*



[Read Story](#)

# Don't Let EA's Value Be Obscured by EA

We know better than any the immense potential of Enterprise Architecture to transform organizations and ways of working. But it can only be possible when the cultural groundwork has been done by:

- **Beginning with business outcomes as detailed in this ebook.**
- **Knowing your stakeholders' needs, ways of working, and goals to understand how EA can provide value to them.**
- **Leading conversations with questions that EA can answer that matter to them, using the examples here as a starting point for inspiration.**

In addition to the outcomes covered in this guide, here are other resources we've developed to assist Enterprise Architects in establishing a successful practice.

- **5 Rules to Make Enterprise Architecture Work for Your Business:** A succinct ebook covering why traditional EA isn't working and what EA teams need to do to reframe their approach.
- **An Effective EA Practice Checklist:** Flip to the next page for a quick overview of everything an EA team should have in place to succeed.
- **Building Better Stakeholder Relationships:** Learn who your stakeholders are and what they care about.

# EA Fundamentals: Are You Set Up For Success?

Your success as an Enterprise Architect is dependant on many critical factors, from communication capabilities to choice of platform.

Here's our quick checklist to assess if you have foundational skills, processes, and tools in place.

## An Effective EA Practice Checklist

- Are your efforts aligned to the business' key priorities and strategy?
- Are you collaborative and working closely with business teams to understand their needs and get feedback?
- Are you able to translate EA concepts into business-relevant language?
- Are you fully leveraging automation to minimize time spent on data maintenance and governance?
- Are you able to supply stakeholders with reliable, accessible dashboards, reports, and visualizations to address their needs?
- Are you able to quantify and communicate the impact of EA in the organization?
- If you have an existing EA tool, is it flexible enough to model what matters to your organization and enable collaboration?



See the **data-driven EA platform** that will help you make EA work for your business.

[BOOK A DEMO](#)