The advent of digital technology is fundamentally shifting the way that federal government agencies approach strategic transformation. Major change initiatives are increasingly technology-enabled or technology-driven, more technically involved and integrated, and taking place at a faster pace than ever before. Further, disruptive digital trends are occurring as agencies are recognizing the need to address deferred investments and maintenance that have been on hold due to shifting priorities or budget constraints.

Without the right techniques and tools to align disparate change activities to an integrated end state, agencies lose their ability to effectively execute new strategies. They end up making investments in misaligned solutions that do not realize the expected business benefits, generating additional complexity and risk, and driving up costs.

**Digital-first government rises in priority**

“The Nexus of Forces—the convergence of mobile, social, cloud and information—has become the platform for digital business. Digital business is the creation of new business designs by blurring the digital and physical worlds.”

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**Mistaken identity of enterprise architecture**

Enterprise architecture is a strategic planning process that translates an agency’s mission and strategy into effective enterprise change. Yet agencies frequently focus their enterprise architectures on technical standards enforcement and technology specialization, and as a result, IT leaders struggle with effecting the changes required to refocus the enterprise architecture (EA) on the business issues. Mistaking enterprise architecture for enterprise IT architecture, some agencies lack the enterprise architecture capability and skills required to design and maintain reliable, cost-effective, secure and innovative business platforms (e.g., application, data and technology) that are integrated with business needs.

Other common pitfalls include:

- **By just “doing EA” or supporting the basic domains, like technology, process and data, agencies are unable to see how they need to respond to business trends, emerging technology and disruptive forces.**
- **EA must be pragmatic in its approach and practical in its application. It must be a steward, coach and mentor in the service delivery lifecycle, not just a policeman manning a checkpoint.**
- **To be effective and successful, teams must be enablers of business agility, allowing their organizations to adopt and adapt new technologies while maintaining the integrity of core solutions.**

**Realizing business benefits**

EY’s approach to enterprise architecture provides a set of techniques to actively manage the business so that it can take full advantage of opportunities afforded by new technologies, partnerships, legislative change or other industry factors. By providing transparency across traditionally sliced and opaque organizational assets, government leaders can drive performance improvement across business functions, optimize the use of resources and focus attention where it is most needed. Additionally, the strategic perspective offered by our approach allows agencies to more effectively capitalize on technology and overcome historical IT constraints on business agility.

### What challenges can architecture solve?

**Department**
- Need a simple, standard way to communicate strategy and get business units marching to the same beat.
- Channel strategy is all over the place and not seeing the returns on investments.
- Demonstrate use of technology to improve operations.

**CIO**
- Multiple IT projects running over budget with mixed messages as to why.
- Move business onto more predictive analytics.
- Consolidating financial data takes too long and requires too much manual intervention.

**CHD**
- Can’t get business units bought in to IT strategy.
- Promote innovation in the business, but don’t know where to start.
- Need to standardize applications to reduce cost, but have no visibility of how the business operates.

### Value delivered

**Design-driven architecture**
- Promote digital innovation through unified design-driven and business-outcome-driven architecture.
- Design business models to support what customers value, want and need.
- Drive blueprints and roadmaps to address business and technology needs.

**Increased architecture value**
- Shared business and technical capabilities across the organization.
- Common technology domain architecture models and reuse.
- Improved governance, risk and compliance.
- More agile and responsive organizational technology infrastructures.

**Reduced TCO of existing and future systems**
- Simplified, standardized and socialized enterprise application landscape.
- Reduced risk in future business solutions.
- Truly aligned business and technology investments is a critical aspect of EY’s enterprise architecture approach.

**Faster time to market**
- Leverage digital ecosystem/technology to be a business leader.
- Rapidly adopt to global market and economic changes.
- Shows cumulative progress toward the client’s objectives.
Enterprise Architecture for US Government & Public Sector

Translating strategy to execution

**Vision**
- Define desired outcomes
- Understand value, performance and motivation
- Provide business context for strategic objectives

**Objectives**
- Identify the critical business capabilities to support the strategies
- Understand business requirements

**Drivers**
- Perform activities within the defined operating model in accordance with roles and responsibilities
- Design consistent processes to show how capabilities are orchestrated to achieve outcomes

**Blueprint**
- Use strategic applications and sunset others
- Cost-effective, reliable and adaptable infrastructure
- Strategic use of trusted data
- Adopt best methods to deliver speed and quality

**Roadmap**
- Evaluate portfolio based on selected industry value driver criteria
- Define options and initiatives to address architecture gaps
- Prioritize and sequence initiatives with available resources and budget plans
- Develop roadmap to show how strategy is executed and when goal is achieved

**Governance**
- One-governance model provides clear direction, focus and executive commitment
- Socialize, obtain consensus, measure and monitor

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**Why?**
- Benefits of EA for improving decision making and execution of strategy

**What?**
- Understanding of current state and target state

**Who?**
- Roles and responsibilities involved in the process

**How and with what?**
- Process, Technology, Governance

**Where?**
- Information (Data), Operating model, Application, Technology

**When?**
- Current state, Target state, Roadmap

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**Solution delivery**

**Why?**
- Assess business and IT portfolio for value

**What?**
- Demand analysis, current state, target state

**Who?**
- Business, IT, and governance

**How and with what?**
- Portfolio value, technology

**Where?**
- Information (Data), Operating model, Application, Technology

**When?**
- Current state, Target state, Roadmap

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**Sample catalog of services**

**Business Models and Value Pathways**
- Recognizing and innovating change at macro-enterprise/industry-sector level
- Aligning people, processes and systems to support business

**Design for Transformational Programs**
- Managing core foundational function reference architectures (i.e., assets and capabilities supporting change)

**Solution Delivery**
- Vendor-agnostic approach to define, design and deliver options in accordance with requirements, standards and principles

**Design Authority**
- Create and govern adherence to standards, principles and patterns while maintaining solution architecture alignment with enterprise architecture

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**Technology Consulting**

- Extensive experience with multiple architecture frameworks (e.g., DoDAF, TOGAF, FEAF, Zachman)
- Recognized as a leader in Gartner’s inaugural Magic Quadrant (MQ) for Enterprise Architecture Consultancies

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**Our team**

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**EY’s key differentiators include:**
- Strong business architecture foundation in our approach that leverages EY’s deep business acumen
- Award-winning architecture practices with proven capability
- Recognized as a leader in Gartner’s inaugural Magic Quadrant (MQ) for Enterprise Architecture Consultancies
- Extensive experience with multiple architecture frameworks (e.g., DoDAF, TOGAF, FEAF, Zachman)
- Leading member of The Open Group; hold leadership positions in key industry roles
- IT system and vendor independence