Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com

csdmnow blueprint

Establishing a Common Enterprise Data Model Through Organizational Architecture, Location Architecture, Workforce Architecture, Capability Architecture, Product Architecture, Service Architecture, and Technology Architecture

Enterprise Discovery Framework™

Author

Geoffry Benjamin Schlick

Organization

csdmnow.com a Dataloci LLC company

Version: Version 1.2 csdmnow Blueprint – Enterprise Discovery Framework™

Date 06/01/2026

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com

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Published by: Dataloci LLC – csdmnow.com
Document Information and Version Control

Enterprise Discovery Framework™

Document Details

Attribute	Value
Document Title	**Enterprise Discovery Framework™**
Framework Version	**1.2 Draft**
Document Status	**Working Draft**
Author	**Geoffry Benjamin Schlick**
Organization	**Dataloci LLC**
Published By	**csdmnow**
Copyright Owner	**Dataloci LLC**
Original Publication Date	**06/02/2026**
Last Updated	**06/02/2026**
Classification	**Public Release Candidate**

Framework Purpose

The Enterprise Discovery Framework™ establishes a structured methodology for understanding, governing, and maintaining enterprise data across organizational, location, workforce, capability, product, service, application, asset, and technology domains.

The framework extends traditional technology discovery practices by introducing a business-first approach to enterprise architecture, governance, and platform implementation. The objective is to establish a common enterprise operating model capable of supporting strategic decision-making, operational excellence, security, compliance, and digital transformation initiatives.

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Version History

Version	Date	Author	Description
0.1	January 2026	Geoffry Benjamin Schlick	Initial concept and outline
0.5	February 2026	Geoffry Benjamin Schlick	Added Organizational and Location Architecture domains
0.8	March 2026	Geoffry Benjamin Schlick	Introduced Enterprise Discovery methodology
1.0	April 2026	Geoffry Benjamin Schlick	Initial framework publication
1.1	May 2026	Geoffry Benjamin Schlick	Added Workforce, Capability, Product, and Service Architecture domains
1.2	June 2026	Geoffry Benjamin Schlick	Added governance framework, implementation strategy, enterprise domain ownership model, formal references, and version control, added preface, removed abstract

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Framework Governance

The Enterprise Discovery Framework™ is maintained by Dataloci LLC and published through csdmnow. Framework enhancements, corrections, and future releases are governed through a controlled version management process.

Major releases introduce new domains, governance models, methodologies, or significant architectural changes.

Minor releases introduce clarifications, supporting examples, reference models, diagrams, implementation guidance, and non-substantive updates.

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Review and Approval

Role	Name	Status
Framework Author	**Geoffry Benjamin Schlick**	**Approved**
Publisher	**Dataloci LLC**	**Approved**
Framework Status	**Working Draft**	**In Progress**

Future releases may introduce additional reviewers, contributors, advisory board members, or framework-steering committee participants.

Change Control Policy

Changes to the Enterprise Discovery Framework™ shall be documented and maintained within the Version History section of this document.

Changes may include:

- Enterprise domain additions
- Governance model enhancements
- Reference architecture updates
- Diagram revisions
- Terminology updates
- Framework clarifications
- ServiceNow alignment updates
- Industry standard alignment updates

Substantive modifications affecting framework principles, domain definitions, governance structures, or methodology shall require a major version release.

Intended Audience

The Enterprise Discovery Framework™ is intended for**:**

- Chief Executive Officers (CEO)

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- Chief Information Officers (CIO)
- Chief Technology Officers (CTO)
- Chief Information Security Officers (CISO)
- Enterprise Architects
- Business Architects
- ServiceNow Architects
- CMDB Managers
- IT Asset Management Professionals
- IT Operations Management Professionals
- Strategic Portfolio Management Professionals
- Governance and Risk Leaders
- Digital Transformation Leaders

The framework is designed to provide a common language and operating model that bridges executive leadership, enterprise architecture, business operations, and technology management disciplines.

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Preface

Modern organizations invest significant resources in technology platforms, digital transformation initiatives, automation programs, cybersecurity capabilities, enterprise architecture practices, and operational improvement efforts. Despite these investments, many organizations continue to struggle with a fundamental challenge: they lack a common understanding of themselves.

Enterprise systems are frequently implemented before organizational structures are defined. Governance processes are established before ownership is understood. Applications are deployed before capabilities are documented. Assets are acquired before accountability is assigned. Discovery initiatives are launched before the organization understands what it is attempting to discover.

As a result, organizations often find themselves managing fragmented views of the enterprise. Human Resources maintains one perspective of the workforce. Finance maintains another perspective of the business. Information Technology maintains a perspective centered on applications and infrastructure. Operations maintains a perspective focused on service delivery. Executive leadership attempts to make strategic decisions based upon information that is frequently disconnected across these domains.

This challenge is not unique to technology. It is an enterprise problem.

The concepts presented within this framework originated from a simple observation made repeatedly across organizations of varying size, industry, and maturity: successful enterprise platforms are not built upon technology alone. They are built upon a shared understanding of organizational structure, locations, workforce relationships, capabilities, products, services, applications, assets, and technologies. Without this foundation, automation often amplifies existing organizational inconsistencies rather than resolving them.

Throughout the history of management, organizations have sought methods to better understand and govern their operations. Adam Smith's observations regarding specialization, labor, and economic value established many of the foundational principles that continue to influence organizational design today. Modern frameworks such as ITIL, enterprise architecture methodologies, governance frameworks, and digital operating models have further advanced our understanding of how organizations create and deliver value. Yet despite these advancements, many enterprises continue to struggle with establishing a common representation of the organization itself.

The Enterprise Discovery Framework™ was developed to address this challenge.

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Enterprise Discovery is not a replacement for existing frameworks. It does not seek to replace enterprise architecture, ITIL, governance methodologies, or industry standards. Rather, it provides a structured approach for identifying, governing, and maintaining the foundational enterprise data required for those frameworks to function effectively.

The framework begins with the premise that every organization, regardless of industry, geography, or mission, can be understood through a common set of foundational domains. Organizations establish accountability through organizational structures. They operate within locations. They employ a workforce. They perform capabilities. They deliver products and services. They rely upon applications, assets, and technologies to execute their mission. Together, these domains form the enterprise operating model.

The objective of Enterprise Discovery is to establish a governed understanding of these domains before attempting to automate, integrate, secure, optimize, or transform them.

Purpose of the Framework

The purpose of the Enterprise Discovery Framework™ is to provide organizations with a repeatable methodology for defining, governing, and maintaining the enterprise data required to support operational, strategic, financial, security, compliance, and technology initiatives.

The framework establishes a common language that can be shared across executive leadership, enterprise architecture, business operations, information technology, cybersecurity, facilities management, human resources, finance, and other organizational functions. By establishing a common understanding of the enterprise, organizations can improve decision-making, reduce duplication, strengthen governance, and increase the effectiveness of digital transformation efforts.

How to Use This Document

This document is organized as a progression from organizational theory and enterprise foundations through practical implementation guidance.

The early chapters establish the historical, organizational, and architectural principles upon which the framework is based. Subsequent chapters introduce the enterprise data domains that collectively describe how organizations operate. Later sections provide governance guidance, ownership models, implementation considerations, and recommendations for applying the framework within enterprise platforms such as ServiceNow, Remedy, Halo, and Freshworks.

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Readers new to the framework are encouraged to review the document sequentially. Practitioners implementing specific portions of the framework may use individual domains and reference models independently as needed.

While examples throughout this document frequently reference the ServiceNow platform, the Enterprise Discovery Framework™ is intended to be platform-agnostic. The principles, governance models, and enterprise domains described herein may be applied to any organization seeking to establish a governed enterprise operating model and a trusted representation of enterprise data.

Ultimately, Enterprise Discovery is founded upon a simple belief:

Organizations must first understand themselves before they can successfully transform themselves.

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Enterprise Discovery: Establishing a Foundation for ServiceNow Through Organizational Architecture and Data Governance

Introduction

Organizations have spent centuries refining methods for creating, delivering, and supporting products and services. Long before the existence of information technology, business leaders sought to understand how labor, resources, ownership, and governance could be organized to maximize efficiency and value creation. These concepts were documented extensively by economists, philosophers, and management theorists whose observations continue to influence modern enterprises.

Among the earliest and most influential works was Adam Smith's *The Wealth of Nations*, published in 1776. Smith's discussion of specialization, division of labor, production, and market economics established a framework for understanding how organizations function as interconnected systems of people, processes, and resources. Although written centuries before the emergence of computers, many of the organizational principles described by Smith remain visible within today's enterprises. Modern organizations continue to divide responsibilities among specialized functions, establish ownership structures, manage resources, and coordinate activities across business units to deliver products and services to customers.

As organizations grew in complexity, additional frameworks emerged to help standardize the management of services and operational processes. Information Technology Infrastructure Library (ITIL) expanded these concepts into the technology domain by emphasizing service delivery, governance, ownership, accountability, and continual improvement. ITIL introduced a structured approach for aligning technology investments with business outcomes and established many of the service management principles that remain widely adopted throughout industries.

The ServiceNow platform represents a technological evolution of these organizational and service management concepts. While often perceived as a collection of applications for Information Technology Service Management (ITSM), Information Technology Operations Management (ITOM), Information Technology Asset Management (ITAM), Strategic Portfolio Management (SPM), Security Operations, Human Resources, and other business functions, ServiceNow is fundamentally an enterprise data platform. The platform's ability to automate workflows, establish relationships, measure outcomes, and provide operational visibility is dependent upon a common understanding of the organization it serves.

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ServiceNow formalized this concept through the Common Service Data Model (CSDM), a framework intended to create a standardized representation of enterprise structure, business capabilities, services, applications, infrastructure, and supporting resources. The CSDM attempts to model the same organizational relationships that have existed within enterprises for generations, providing a logical architecture that allows disparate business functions to operate from a shared source of information.

Despite the maturity of the platform, many ServiceNow implementations continue to focus heavily on technical deployment activities while overlooking the organizational architecture required to support them. Infrastructure discovery, integrations, cloud management, asset imports, and application onboarding frequently receive significant investment, while foundational enterprise data receives comparatively little attention. The result is often a technically successful implementation that struggles to deliver strategic business value because the relationships between organizational entities, services, assets, and technologies remain undefined or poorly governed.

This paper proposes an enterprise interpretation of Discovery that extends beyond traditional infrastructure identification activities. Discovery is presented as *the* collaborative process through which an organization defines, governs, and maintains the data models required to represent how the enterprise operates. Rather than viewing Discovery solely as the process of scanning networks and identifying devices, Discovery should be understood as the enterprise-wide process of identifying, defining, governing, and maintaining the foundational data required to operate the platform. Under this definition, infrastructure discovery becomes only one component of a much larger organizational initiative focused on establishing visibility into the structure, ownership, services, assets, and technologies that collectively enable business operations.

The discussion begins with the organizational foundations that underpin modern enterprises, progresses through the architectural concepts represented within the Common Service Data Model, and ultimately demonstrates why successful ServiceNow implementations require an enterprise discovery strategy that extends far beyond traditional network and infrastructure discovery capabilities.

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Enterprise Discovery Principles

The Enterprise Discovery Framework™ is founded upon a set of principles that guide the governance, implementation, maintenance, and continuous improvement of enterprise data. These principles establish the philosophical foundation of the framework and provide a common set of beliefs that apply across every domain, regardless of industry, organizational size, technology platform, or business function.

The principles described within this chapter are intended to guide executive leadership, enterprise architects, governance teams, platform owners, and operational stakeholders as they establish and maintain a trusted representation of the enterprise.

Principle 1: The Enterprise Must Be Understood Before It Can Be Transformed

Organizations frequently pursue transformation initiatives before establishing a shared understanding of how the enterprise operates. Applications are implemented, processes are automated, technologies are integrated, and governance models are introduced without first defining organizational structures, ownership relationships, capabilities, services, applications, assets, and technologies.

Enterprise Discovery begins with understanding. Transformation should occur only after the organization has established a trusted representation of itself.

Principle 2: Organizational Accountability Precedes Technology

Technology exists to support the enterprise, not define it. Every application, service, asset, and technology investment must ultimately support an accountable business function, organizational unit, or executive objective.

Organizational structures establish accountability. Technology enables execution.

The organizational model must therefore be established before attempting to define ownership of applications, services, assets, or technologies.

Principle 3: Enterprise Data Is a Strategic Asset

Enterprise data is among the most valuable assets an organization possesses. Decisions regarding strategy, operations, security, compliance, finance, workforce management, and technology investments are dependent upon accurate and trustworthy information.

Enterprise data should be governed with the same rigor applied to financial assets, intellectual property, and critical business processes.

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Organizations that treat data as a byproduct of technology implementations frequently struggle to establish trust in the information used to make strategic decisions.

Principle 4: Governance Is More Important Than Automation

Automation is frequently viewed as the objective of digital transformation initiatives. However, automation without governance often accelerates organizational inconsistencies rather than resolving them.

Poorly governed data can be integrated, synchronized, and automated at scale, resulting in widespread inaccuracies and operational risk.

Enterprise Discovery prioritizes governance before automation. Processes should be governed before they are automated. Ownership should be established before data is synchronized. Accountability should be assigned before workflows are implemented.

Principle 5: Discovery Extends Beyond Technology

Traditional discovery initiatives often focus exclusively on technical assets, infrastructure, applications, and network devices. While these activities provide valuable operational insight, they represent only a portion of the enterprise.

Enterprise Discovery expands the concept of discovery to include organizational structures, locations, workforce relationships, capabilities, products, services, applications, assets, and technologies.

The objective is not simply to discover technology. The objective is to discover the enterprise.

Principle 6: Authoritative Sources Must Be Identified

Every enterprise domain requires an authoritative source of information.

Human Resources systems may serve as the authoritative source for workforce information. Financial systems may serve as the authoritative source for cost and accounting information. Enterprise Architecture repositories may serve as the authoritative source for capability definitions. Asset repositories may serve as the authoritative source for technology ownership.

Without clearly defined authoritative sources, organizations create duplicate records, conflicting information, and competing interpretations of enterprise data.

Enterprise Discovery requires that authoritative sources be identified and governed before data collection and integration activities begin.

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Principle 7: Ownership Must Be Established Before Data Collection

Many organizations collect significant amounts of information without establishing who is responsible for maintaining it. As a result, records become stale, ownership becomes unclear, and governance deteriorates over time.

Every enterprise domain should have clearly defined ownership, stewardship, and accountability responsibilities.

Data without ownership eventually becomes data without trust.

Principle 8: Technology Must Align to Business Outcomes

Technology investments should be evaluated according to the business outcomes they enable.

Applications support services. Services support products. Products support capabilities. Capabilities support organizational objectives.

Enterprise Discovery establishes traceability across these relationships to ensure that technology investments remain aligned with business priorities and strategic goals.

Technology should not exist in isolation from the enterprise it serves.

Principle 9: Enterprise Architecture Is an Organizational Discipline

Enterprise Architecture is often perceived as a technology function. In reality, Enterprise Architecture is an organizational discipline that spans business operations, governance, workforce management, locations, capabilities, products, services, applications, assets, and technologies.

Enterprise Discovery adopts a holistic perspective that recognizes the enterprise as an interconnected system of organizational, operational, and technological relationships.

Successful enterprise architecture requires participation from the entire organization, not solely the technology organization.

Principle 10: The Enterprise Operating Model Must Be Governed

An enterprise operating model is not a one-time project or implementation activity. Organizational structures evolve. Workforce relationships change. Applications are replaced. Services are introduced. Technologies mature.

As the enterprise changes, the enterprise operating model must evolve with it.

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Governance provides the mechanism through which these changes can be managed consistently and responsibly.

Enterprise Discovery therefore emphasizes continuous stewardship, ownership, accountability, and governance as fundamental requirements for maintaining a trusted representation of the enterprise.

Conclusion

The Enterprise Discovery Principles establish the foundation upon which the remainder of this framework is built. Every domain, governance model, implementation activity, workshop, maturity assessment, and operational process described within subsequent chapters should align with these principles.

Collectively, they reinforce a central belief of the Enterprise Discovery Framework™:

Organizations must first understand themselves before they can successfully transform themselves.

Part I

Enterprise Discovery Foundations

Part I establishes the historical, organizational, architectural, and governance concepts that form the basis of the Enterprise Discovery Framework™.

The chapters within this section introduce the evolution of enterprise management, the Common Service Data Model, foundational enterprise architectures, and the principles that support Enterprise Discovery as an organizational discipline.

Readers are encouraged to review these chapters sequentially, as they establish the concepts and terminology referenced throughout the remainder of the framework.

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Chapter 1: Organizational Architecture and the Evolution of Enterprise Management

The ability to effectively manage an enterprise has long depended upon an organization's capacity to define structure, establish accountability, and coordinate resources toward common objectives. Although modern technology has dramatically altered the tools available to business leaders, the fundamental principles governing organizational management have remained remarkably consistent throughout history. Enterprises continue to rely upon clearly defined responsibilities, ownership structures, operational processes, and supporting resources to produce value for customers and stakeholders.

Adam Smith's observations regarding specialization and the division of labor provided one of the earliest frameworks for understanding how organizations achieve efficiency at scale. Smith recognized that productivity increases when responsibilities are divided among individuals and groups that develop expertise within specific domains. Over time, these specialized functions evolved into the organizational structures commonly found within modern enterprises. Executive leadership establishes strategic direction, business units align resources toward organizational objectives, departments execute specialized functions, and individual contributors perform activities that collectively support the delivery of products and services.

As organizations expanded in size and complexity, the need for formal governance became increasingly important. Enterprises required mechanisms to identify ownership, define responsibilities, allocate resources, and establish accountability across numerous organizational functions. The resulting structures became recognizable components of modern business operations, including executive offices, business units, departments, teams, cost centers, physical locations, vendors, and customers. While the terminology and reporting relationships may differ between organizations, the underlying objective remains the same: to create an operational model capable of coordinating people, processes, and resources in pursuit of business outcomes.

The emergence of information technology introduced new challenges to organizational management. Technology assets became increasingly critical to business operations, yet many organizations struggled to establish clear relationships between technology investments and the business capabilities they supported. Servers, databases, networks, and applications were frequently managed as isolated technical components rather than as integrated elements of broader business services. This separation often resulted in limited visibility into ownership, accountability, cost, risk, and operational impact.

Frameworks such as Information Technology Infrastructure Library (ITIL) emerged to address this challenge by promoting a service-oriented view of technology management.

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Rather than focusing exclusively on technical components, ITIL encouraged organizations to understand technology as an enabler of business services. This shift introduced concepts such as service ownership, service consumers, service providers, value streams, governance, and continual improvement. The objective was not merely to manage technology more effectively, but to establish a direct relationship between technology investments and business outcomes.

The influence of these principles can be observed throughout modern enterprise architecture practices. Organizations increasingly seek to understand how strategic objectives are supported by business capabilities, how business capabilities are enabled by services, how services depend upon applications, and how applications ultimately rely upon infrastructure. This layered view of the enterprise provides decision-makers with greater visibility into operational dependencies, financial investments, organizational responsibilities, and areas of risk.

The ServiceNow platform was developed within this broader context. Although often introduced as a collection of workflow applications, ServiceNow is fundamentally designed to model the enterprise itself. The platform's effectiveness depends upon its ability to represent organizational structures, operational processes, services, applications, assets, and technologies within a common framework. Every workflow, automation, report, dashboard, and decision-making process ultimately depends upon the accuracy and completeness of this underlying data model.

This concept becomes particularly important when considering enterprise-scale implementations. Organizations frequently approach ServiceNow through the lens of a specific application, such as IT Service Management, IT Operations Management, Human Resources Service Delivery, Security Operations, or Strategic Portfolio Management. While these implementations may address immediate business needs, they often fail to recognize that each application relies upon a common set of organizational constructs. Business Units own Departments. Departments manage personnel. Personnel belong to groups. Groups support services. Services are enabled by applications. Applications consume infrastructure. Infrastructure exists within physical and logical locations. These relationships transcend individual applications and collectively form the operational model of the enterprise.

Consequently, the most successful ServiceNow implementations begin not with technology discovery, workflow automation, or application configuration, but with an understanding of organizational architecture. Before an enterprise can effectively manage services, applications, assets, vulnerabilities, incidents, projects, or operational events, it

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must first establish a consistent representation of the organization itself. This representation becomes the foundation upon which all subsequent platform capabilities are built.

The Common Service Data Model represents ServiceNow's attempt to formalize this understanding. Rather than creating a framework solely for technology management, the CSDM provides a standardized method for describing how organizations operate and how technology supports those operations. It serves as a bridge between traditional organizational theory, modern service management practices, and the digital systems used to manage contemporary enterprises.

Understanding this relationship is essential to developing an effective enterprise discovery strategy. Discovery is not merely the identification of technical assets. Discovery is the organizational process of defining and maintaining a shared understanding of the enterprise, including its structures, capabilities, services, applications, assets, and supporting technologies. Infrastructure discovery becomes valuable only when it contributes to this broader understanding. Without organizational context, discovered technology remains little more than an inventory of components. With organizational context, those same components become meaningful representations of business operations, ownership, accountability, cost, and risk.

The next chapter examines the Common Service Data Model in greater detail and explores how ServiceNow translates centuries of organizational and management theory into a practical enterprise data architecture capable of supporting modern digital transformation initiatives.

Chapter 2: The Common Service Data Model as an Enterprise Operating Model

The concepts discussed in the previous chapter establish an important observation: organizations are not collections of technologies. Organizations are collections of people, responsibilities, resources, and capabilities organized to achieve strategic objectives. Technology exists to support those objectives, but technology itself does not define the enterprise. The structure of the enterprise is defined by its organizational architecture.

This distinction is important because many digital transformation initiatives begin by focusing on technology rather than the organization the technology is intended to support. New applications are implemented, integrations are developed, infrastructure is discovered, and workflows are automated without first establishing a common understanding of how the enterprise itself operates. The result is often a collection of disconnected systems that accurately represent individual technologies while failing to represent the organization as a whole.

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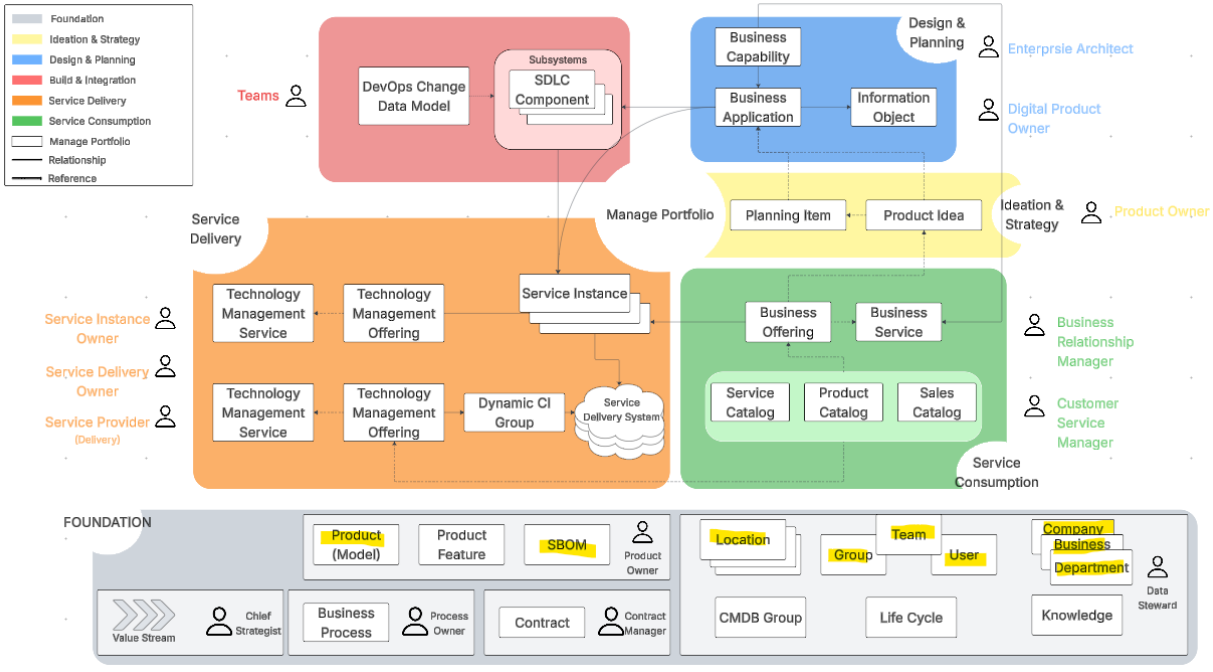
The Common Service Data Model provides a framework for addressing this challenge. While frequently associated with Configuration Management Databases and technology management, the CSDM is fundamentally an enterprise operating model. It provides a standardized method for representing how organizations are structured, how responsibilities are distributed, how services are delivered, and how resources are governed. Before technology can be associated with the business, the business itself must be defined.

Before examining organizational structures in detail, it is useful to view the CSDM itself. Figure W presents the CSDM 5.0 domain model and highlights the foundational tables that serve as the starting point for enterprise discovery and governance. Although many practitioners initially focus on the service, application, and technology domains, the model begins with foundational organizational constructs. These foundational elements establish ownership, accountability, governance, and business context for everything that follows.

Figure W



The foundation domain represents the enterprise itself. It captures the organizational entities, business units, departments, groups, users, locations, and related structures that define how the organization operates. These records provide the context necessary to understand who owns services, who manages applications, who is responsible for technology assets, and how value flows throughout the enterprise. Without this

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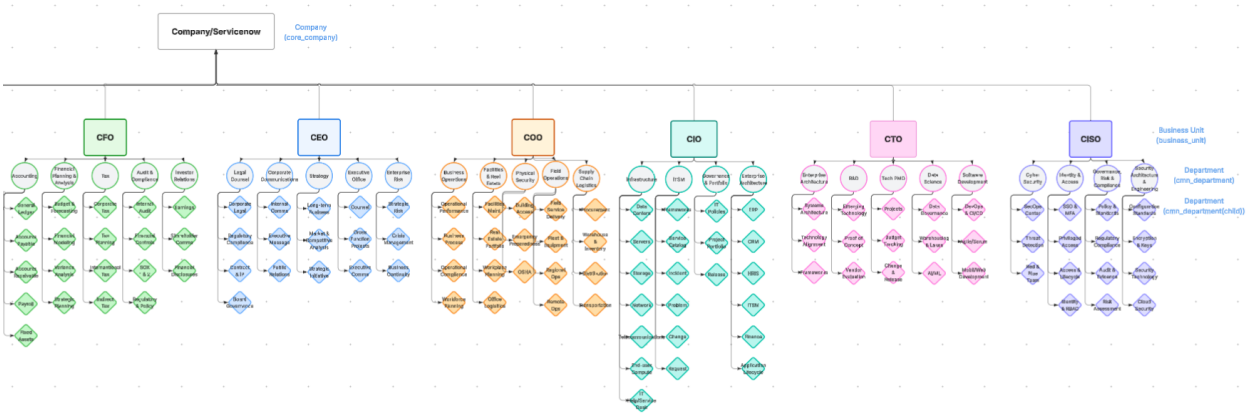
foundation, the remaining domains become disconnected collections of technical information with limited business meaning.

The prominence of the foundation domain within CSDM reinforces an important principle: enterprise architecture begins with understanding the organization before understanding the technology. The model intentionally establishes organizational context first because every service, application, product, and technical component ultimately exists to support a business function, capability, or objective.

Figure X illustrates a generic organizational hierarchy representative of many modern enterprises. At the highest level exists the company, which serves as the governing entity responsible for establishing strategic direction, allocating resources, and defining organizational objectives. Beneath the company are executive-led business units that represent major areas of responsibility within the organization. These executive functions commonly include Finance, Operations, Human Resources, Technology, Information Technology, Security, Revenue, Marketing, Legal, and Executive Administration. Although the titles and reporting relationships may vary between organizations, the purpose remains consistent: to establish accountability for distinct areas of the enterprise.

Figure X



Each executive function is further divided into departments responsible for specialized capabilities. The Chief Financial Officer may oversee accounting, financial planning, taxation, audit, compliance, and investor relations. The Chief Human Resources Officer may oversee recruiting, employee relations, workforce development, organizational change management, and human resource operations. The Chief Information Officer may oversee infrastructure, service management, governance, enterprise architecture, and technology operations. Similar patterns exist throughout the organization, with each

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department contributing specific capabilities required to support broader business objectives.

This hierarchy reflects the same organizational principles described by Adam Smith nearly two and a half centuries ago. The division of labor remains a foundational characteristic of successful enterprises because specialization improves efficiency, accountability, and expertise. Modern organizations continue to distribute responsibilities among specialized groups, each contributing a distinct capability necessary for the production of goods, delivery of services, or execution of organizational strategy.

Organizational and Location Architecture

The organizational hierarchy establishes accountability, ownership, governance, and responsibility throughout the enterprise. It identifies who is responsible for performing work and delivering outcomes. However, organizations do not operate solely through reporting structures. Every employee, asset, facility, service, application, and customer interaction exists within a physical or logical location. Consequently, a complete representation of the enterprise requires both an organizational hierarchy and a location hierarchy.

While the organizational hierarchy defines responsibility, the location hierarchy defines operational presence. The organization describes who performs work; the location hierarchy describes where that work occurs. Together, these structures provide a multidimensional view of the enterprise that supports governance, workforce management, service delivery, facilities management, asset management, and technology operations.

Figure Y - The Location hierarchy begins with broad geographic regions and progressively decomposes into increasingly specific operational areas. Regions contain countries, countries contain states or provinces, states contain cities, and cities may contain campuses, buildings, floors, rooms, or other operational spaces. Like the organizational hierarchy, each level inherits context from its parent while providing additional specificity.

Figure Y

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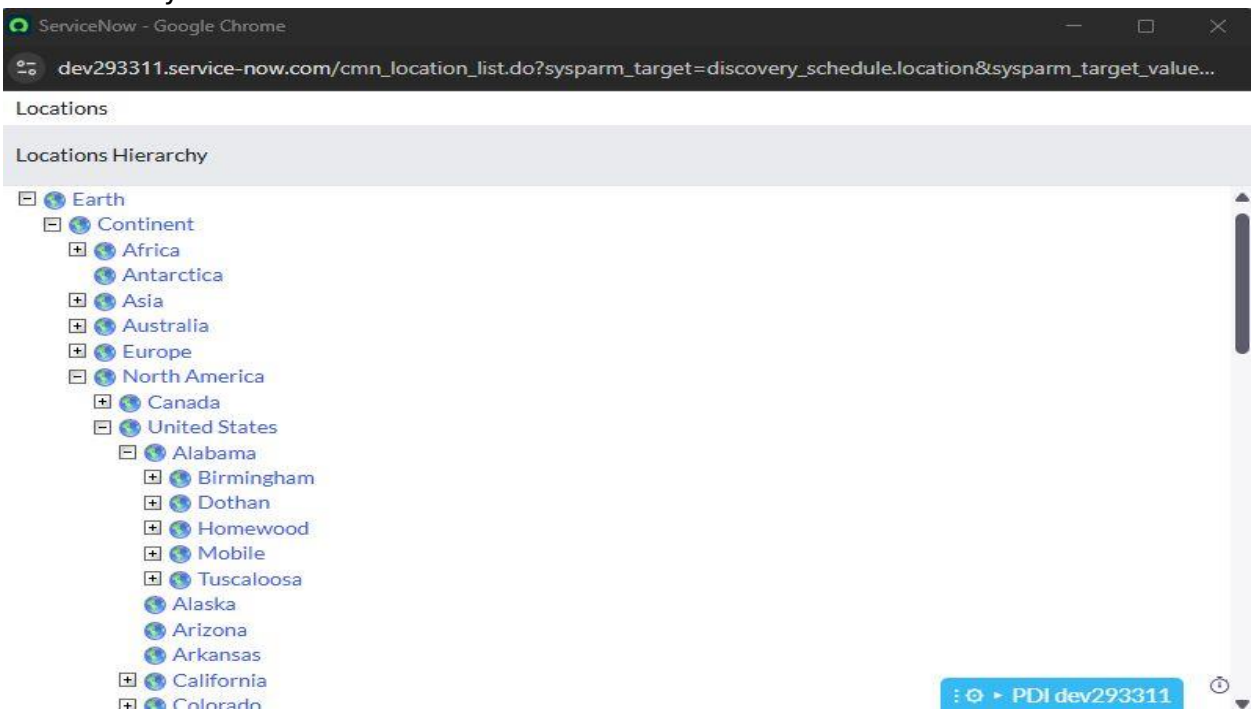

Figure YY represents the underlying data model used to manage Location.

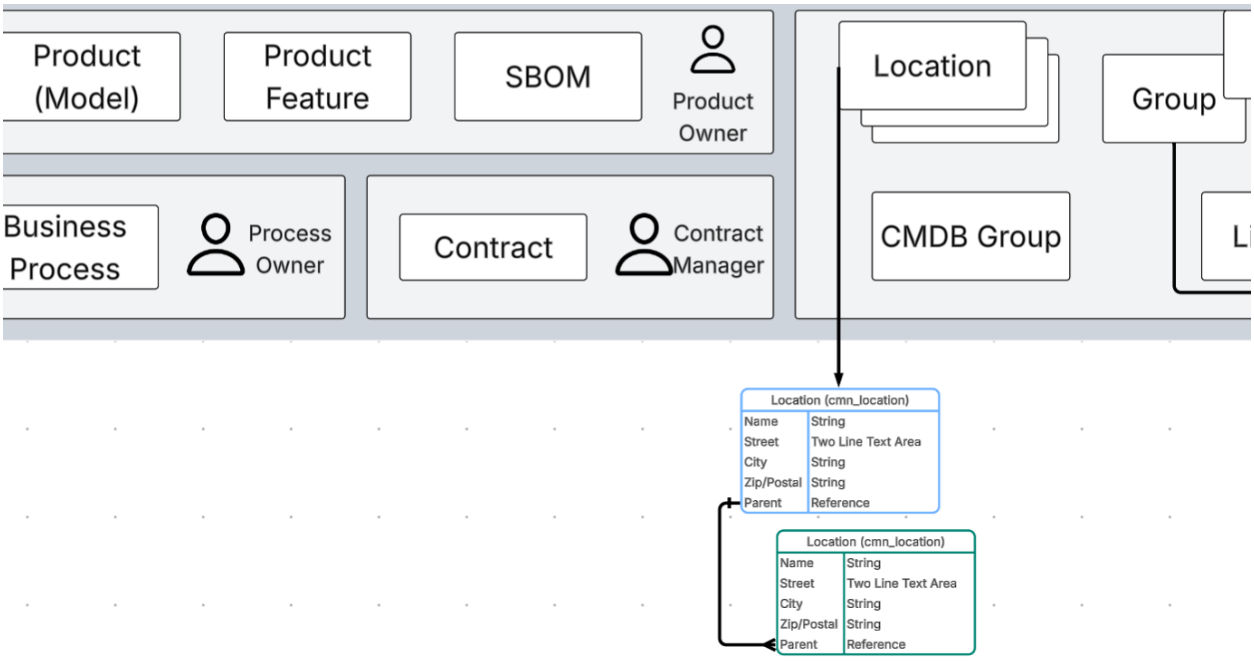

Figure Z - Unlike traditional address management systems, the location hierarchy functions as a strategic enterprise construct. Locations become reference points for personnel, assets, facilities, services, applications, vendors, customers, and technology resources. By

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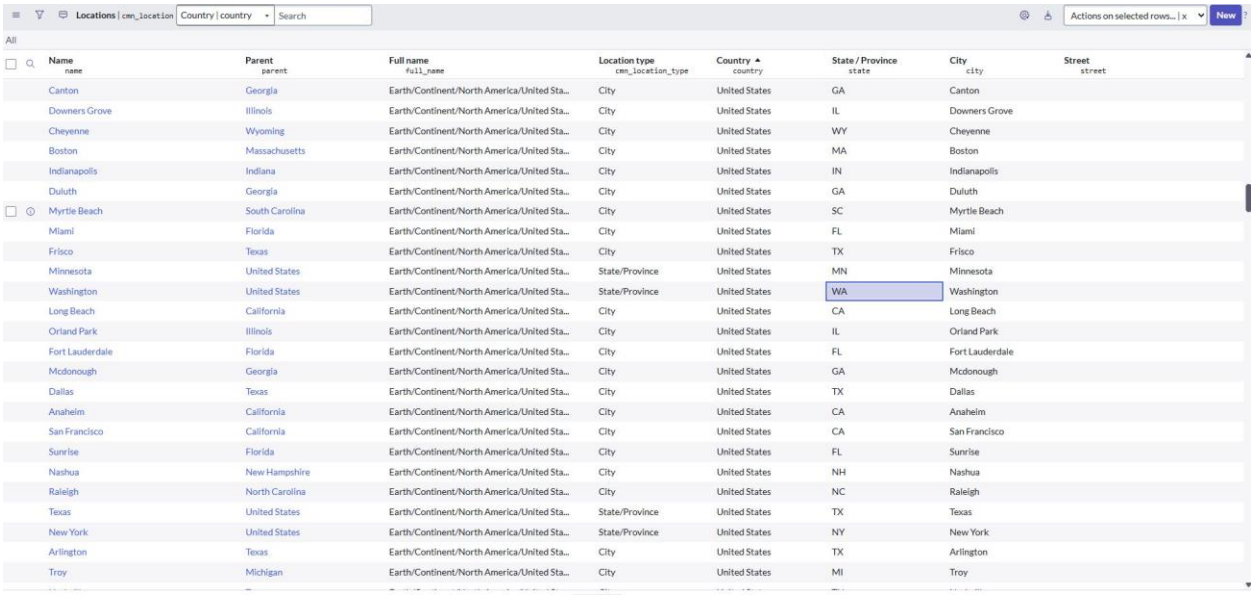
establishing a governed location model, organizations create a common geographic framework that can be leveraged consistently across the enterprise.

Figure Z



Name (name)	Parent (parent)	Full name (full_name)	Location type (cmn_location_type)	Country (country)	State / Province (state)	City (city)	Street (street)
Canton	Georgia	Earth/Continent/North America/United Sta...	City	United States	GA	Canton	
Downers Grove	Illinois	Earth/Continent/North America/United Sta...	City	United States	IL	Downers Grove	
Cheyenne	Wyoming	Earth/Continent/North America/United Sta...	City	United States	WY	Cheyenne	
Boston	Massachusetts	Earth/Continent/North America/United Sta...	City	United States	MA	Boston	
Indianapolis	Indiana	Earth/Continent/North America/United Sta...	City	United States	IN	Indianapolis	
Duluth	Georgia	Earth/Continent/North America/United Sta...	City	United States	GA	Duluth	
Myrtle Beach	South Carolina	Earth/Continent/North America/United Sta...	City	United States	SC	Myrtle Beach	
Miami	Florida	Earth/Continent/North America/United Sta...	City	United States	FL	Miami	
Frisco	Texas	Earth/Continent/North America/United Sta...	City	United States	TX	Frisco	
Minnesota	United States	Earth/Continent/North America/United Sta...	State/Province	United States	MN	Minnesota	
Washington	United States	Earth/Continent/North America/United Sta...	State/Province	United States	WA	Washington	
Long Beach	California	Earth/Continent/North America/United Sta...	City	United States	CA	Long Beach	
Orland Park	Illinois	Earth/Continent/North America/United Sta...	City	United States	IL	Orland Park	
Fort Lauderdale	Florida	Earth/Continent/North America/United Sta...	City	United States	FL	Fort Lauderdale	
Mcdonough	Georgia	Earth/Continent/North America/United Sta...	City	United States	GA	Mcdonough	
Dallas	Texas	Earth/Continent/North America/United Sta...	City	United States	TX	Dallas	
Anaheim	California	Earth/Continent/North America/United Sta...	City	United States	CA	Anaheim	
San Francisco	California	Earth/Continent/North America/United Sta...	City	United States	CA	San Francisco	
Sunrise	Florida	Earth/Continent/North America/United Sta...	City	United States	FL	Sunrise	
Nashua	New Hampshire	Earth/Continent/North America/United Sta...	City	United States	NH	Nashua	
Raleigh	North Carolina	Earth/Continent/North America/United Sta...	City	United States	NC	Raleigh	
Texas	United States	Earth/Continent/North America/United Sta...	State/Province	United States	TX	Texas	
New York	United States	Earth/Continent/North America/United Sta...	State/Province	United States	NY	New York	
Arlington	Texas	Earth/Continent/North America/United Sta...	City	United States	TX	Arlington	
Troy	Michigan	Earth/Continent/North America/United Sta...	City	United States	MI	Troy	

Figure ZZ outlines how organizations utilize location data from a delivery perspective using a hospital merger as an example. Both entities have many Parent Hospital locations and several ancillary care facilities; each providing a specific Product and/or Service. This information is critical to define *Where* services take place and their impact across the organization.

Figure ZZ

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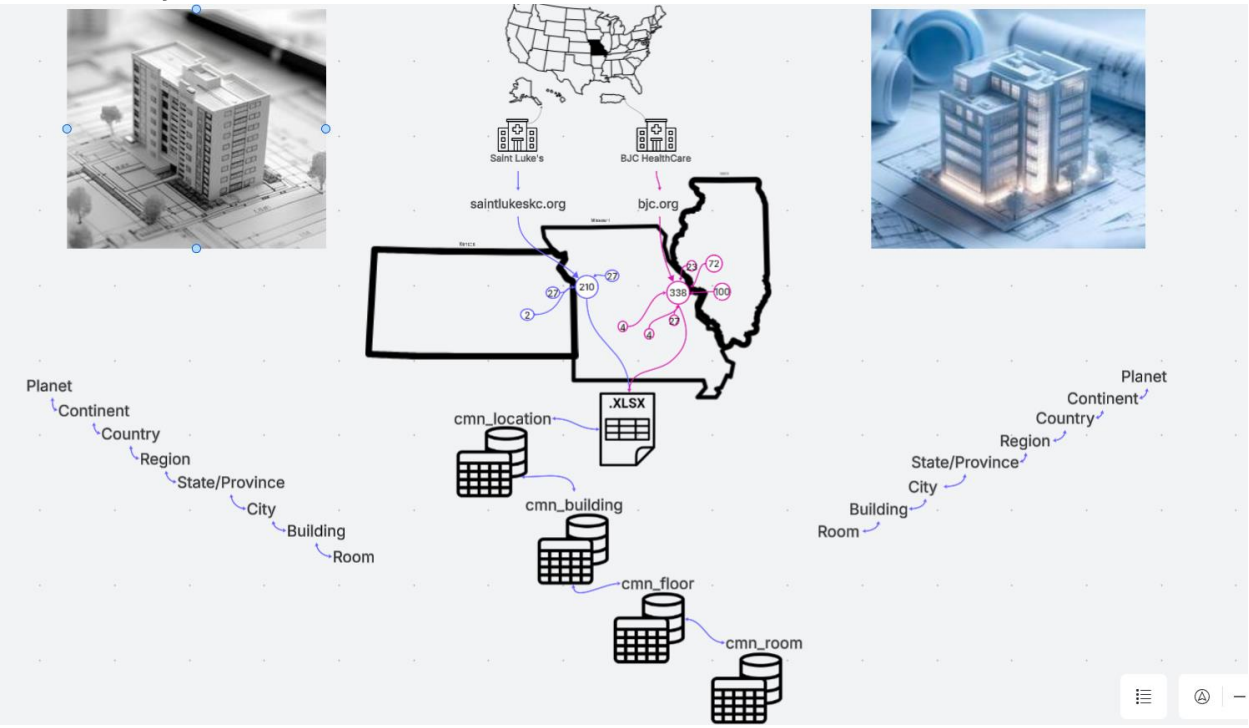

ITIL extends these concepts by introducing a service-oriented perspective. While organizational structures establish accountability and location structures establish operational presence, services establish value delivery. Departments do not exist solely to perform tasks, nor do locations exist solely to house resources. Together, they enable the capabilities required to deliver products and services to customers, employees, partners, and stakeholders.

Human Resources delivers workforce-related services. Finance delivers financial services. Information Technology delivers technology services. Operations delivers the capabilities required to execute the organization's mission. Regardless of industry, every enterprise can ultimately be viewed as a collection of interconnected service providers working together toward common objectives. Organizational structures determine who is responsible for those services, while location structures provide context for where those services are delivered and supported.

The significance of these foundational structures extends far beyond management theory. Every strategic initiative undertaken by the organization ultimately depends upon them. Budgets are allocated through organizational hierarchies. Personnel are assigned through organizational hierarchies. Governance is established through organizational hierarchies. Services are owned through organizational hierarchies. Likewise, facilities, assets, personnel, customers, suppliers, and operational resources exist within location hierarchies that provide geographic and operational context. Together, these structures

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establish the framework through which the enterprise understands ownership, accountability, service delivery, and operational execution.

The relationship between organizational and location architectures represents one of the most fundamental concepts within enterprise management. The organizational hierarchy identifies who is responsible for performing work. The location hierarchy identifies where that work is performed. Neither structure is sufficient independently. Organizational structures without locations lack operational context. Location structures without organizational ownership lack accountability. Only when both dimensions are established can the enterprise create a complete representation of how it operates.

This observation forms the foundation of enterprise discovery. Discovery does not begin with infrastructure, applications, assets, or technical components. Discovery begins with understanding the enterprise itself. An organization must first define its governing structures, business units, departments, locations, ownership models, and operational boundaries before it can effectively associate technology with business outcomes. Without this context, technology remains disconnected from accountability and value creation. With this context, technology becomes part of a broader enterprise architecture that can be governed, measured, and continuously improved.

The Common Service Data Model provides a standardized framework for formalizing this understanding. By establishing consistent organizational and location architectures, the enterprise creates a foundation upon which capabilities, products, services, applications, assets, and technologies can subsequently be associated. Only after these foundational dimensions have been defined can the platform accurately represent how value is created, delivered, and supported throughout the organization.

The next chapter expands upon this foundation by examining how organizational structures and locations enable business capabilities, products, and services. These operational constructs represent the mechanisms through which organizations transform resources, expertise, and governance into measurable value for customers and stakeholders.

Chapter 3: Enterprise Capabilities, Products, and Services

> The previous chapter introduced the enterprise operating model and its foundational organizational and location architectures. These figures represent the mature state of the enterprise and the relationships that ultimately exist between organizational structures, locations, services, applications, and technologies. The chapters that follow examine how those relationships are established, beginning with the capabilities that enable the organization to create and deliver value.

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The organizational and location architectures introduced in the previous chapter establish the foundational structures through which the enterprise operates. Together, these architectures define accountability, governance, ownership, and operational context throughout the organization. The organizational hierarchy identifies who is responsible for performing work, while the location hierarchy identifies where that work is performed. Although these structures provide a framework for understanding the enterprise, they do not fully explain how value is created. To understand the purpose of an organization, it is necessary to examine the capabilities, products, and services that emerge from these foundational architectures.

Every department within an organization exists to perform one or more functions that contribute to broader organizational objectives. These functions are executed by people, processes, and resources operating within specific locations. Whether performed within a corporate headquarters, manufacturing facility, hospital, retail store, warehouse, datacenter, or remote workforce environment, these activities collectively support the mission of the enterprise. Accounting departments manage financial records, reporting, and compliance. Human Resources departments manage recruiting, workforce development, employee relations, and organizational readiness. Information Technology departments manage infrastructure, applications, support processes, and technology governance. Legal departments manage contracts, litigation, intellectual property, and regulatory obligations. Regardless of industry, these functional responsibilities represent the operational activities necessary for the organization to execute its strategy.

When these functions are consistently performed and governed, they become organizational capabilities. A capability represents the organization's ability to reliably perform a particular activity in support of business objectives. Recruiting is a capability. Financial forecasting is a capability. Contract management is a capability. Cybersecurity is a capability. Enterprise architecture is a capability. Capabilities are not tied to specific individuals, technologies, applications, or reporting structures. Rather, they represent enduring organizational competencies that enable the enterprise to operate and create value.

The distinction between organizational structures and capabilities is often subtle. In many enterprises, departments are established specifically to perform and govern a set of related capabilities. An Infrastructure department exists because infrastructure management is a required organizational capability. A Recruiting department exists because talent acquisition is a required organizational capability. An Enterprise Architecture department exists because enterprise architecture is a required organizational capability. A Physical Security department exists because physical security

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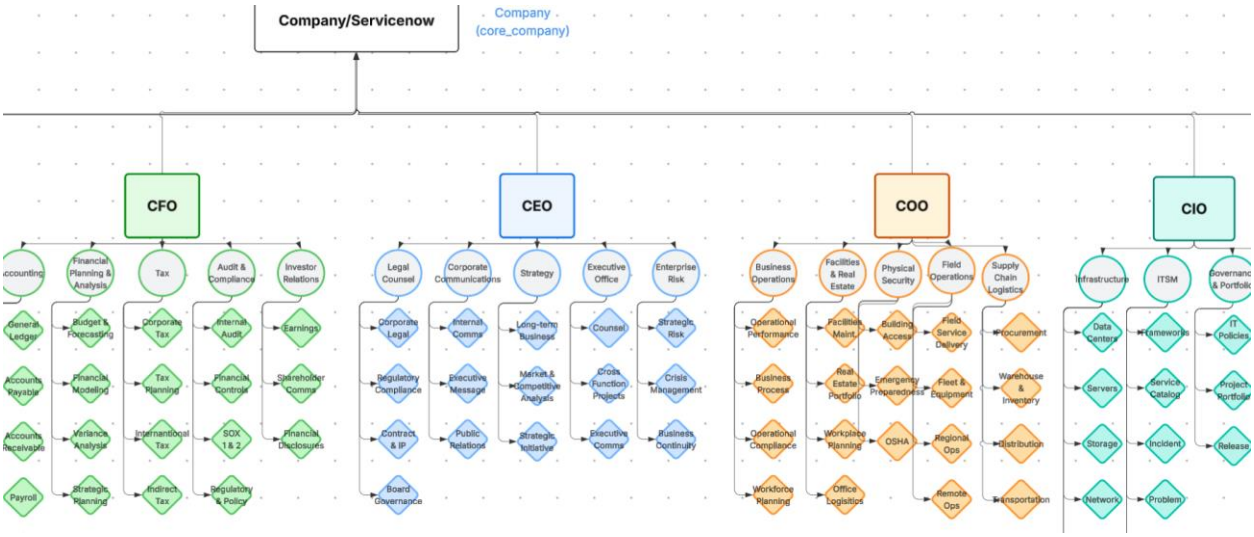
is a required organizational capability. Consequently, organizational hierarchies frequently provide an effective starting point for identifying and documenting enterprise capabilities.

Figure A illustrates this relationship. While the organizational hierarchy establishes accountability through executive leadership, business units, and departments, the same structure can be viewed through the lens of capability management. In this view, departments become representations of the specialized capabilities required for the enterprise to function. The organizational hierarchy answers the question of who is responsible for performing the work, while the capability model answers the question of what the organization is capable of doing.

Figure A



This relationship reinforces an important observation. Capabilities often remain stable even when organizational structures evolve. Departments may be reorganized, executive leadership may change, locations may expand or consolidate, and technology platforms may be replaced, yet the underlying capabilities frequently remain necessary. An organization that manufactures products will continue to require procurement, logistics, workforce management, financial management, and customer engagement regardless of how responsibilities are distributed across business units. For this reason, capabilities provide one of the most stable and enduring representations of the enterprise.

The collection of capabilities across the organization ultimately enables the creation and delivery of products and services. This relationship forms the foundation of nearly every modern business model. Organizations invest in people, facilities, processes, technology, intellectual property, and operational infrastructure to establish capabilities. Those capabilities are then leveraged to create products or deliver services that generate value for customers, employees, partners, shareholders, or the public.

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The distinction between products and services is important. Products are typically tangible or digital offerings that can be delivered, consumed, or purchased. Services represent ongoing capabilities provided to consumers to enable desired outcomes. A software company may develop a customer relationship management platform as a product while simultaneously providing implementation, support, and training services. A hospital provides healthcare services supported by numerous clinical and administrative capabilities operating across hospitals, clinics, laboratories, and medical offices. A retailer delivers products through stores, distribution centers, and supply chain networks supported by merchandising, logistics, and customer service capabilities. A government agency delivers public services through a combination of administrative, operational, and regulatory functions distributed across multiple locations. In every case, organizational capabilities serve as the foundation upon which value is created.

Products and services are therefore not delivered through organizational structures alone. They emerge from the interaction between organizational capabilities and the locations through which those capabilities are executed. Organizational structures establish ownership and accountability. Locations provide operational presence. Capabilities define what the organization is able to do. Together, these elements enable the delivery of products and services that fulfill the mission of the enterprise.

This relationship closely aligns with the service-oriented principles introduced by ITIL. ITIL emphasizes that organizations exist to co-create value with consumers through services. The focus shifts away from individual activities and technologies and toward outcomes. Customers do not purchase servers, databases, networks, or software platforms. They purchase products and services that enable specific outcomes. Employees do not interact directly with organizational charts or location hierarchies. They consume services that allow them to perform their responsibilities and contribute to organizational objectives. Executives do not invest in technology for its own sake. They invest in capabilities that improve organizational performance and support strategic goals.

Understanding this progression from organizational and location architecture to capability, and from capability to product or service, is critical to developing an effective enterprise operating model. Too often organizations focus on implementing technology before clearly defining the capabilities they are attempting to enable. The result is a collection of applications that automate individual activities while providing limited visibility into broader business outcomes. By contrast, organizations that begin with capabilities establish a framework through which investments, priorities, governance decisions, and technology initiatives can be aligned to measurable business objectives.

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This capability-centric view of the enterprise provides a bridge between business architecture and technology architecture. Executive leadership establishes strategic objectives. Organizational structures establish accountability. Location structures establish operational context. Capabilities define what the organization must be able to do. Products and services define how value is delivered. Technology is then introduced to enable, automate, support, and scale those capabilities. This sequence establishes a logical progression from strategy to operations and ultimately to technical implementation.

The Common Service Data Model reflects this progression by providing a structured method for representing the relationships between organizational entities, locations, capabilities, products, and services. Before applications, assets, infrastructure, or technical components can be effectively managed, the organization must first understand what capabilities it provides, what products and services it delivers, and how those offerings contribute to business value. Only then can technology be properly associated with the outcomes it is intended to support.

Understanding the relationship between organizational structures, locations, capabilities, products, and services provides the foundation for representing the enterprise within a digital platform. Before applications, assets, infrastructure, and technology relationships can be effectively managed, organizations must first establish a common model of how value is created and delivered. The next chapter examines how the ServiceNow platform enables organizations to formalize this understanding through a shared enterprise data model and how Enterprise Discovery serves as the collaborative process used to define, govern, and maintain that model.

Chapter 4: Enterprise Discovery and the ServiceNow Platform

The preceding chapters established that successful organizations are built upon clearly defined organizational structures, location structures, capabilities, products, and services. Together, these foundational elements create the operating model through which the enterprise governs resources, delivers value, and executes its mission. Organizational structures establish accountability and ownership. Location structures establish operational presence. Capabilities define what the organization is able to do. Products and services represent how value is delivered to customers, employees, partners, and stakeholders. Collectively, these concepts form the foundation of the enterprise and provide the context necessary for understanding how the organization functions.

The challenge facing modern organizations is not merely defining these concepts conceptually, but establishing a consistent and maintainable representation of them within the systems used to manage the enterprise. As organizations grow in size and complexity,

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maintaining a common understanding of organizational structures, locations, capabilities, services, applications, assets, and technologies becomes increasingly difficult. Information is frequently distributed across numerous systems, spreadsheets, organizational charts, asset repositories, architecture diagrams, and operational processes. The result is often a fragmented understanding of the enterprise, where individual departments maintain visibility into their areas of responsibility while lacking a complete view of how those responsibilities contribute to broader organizational objectives.

This challenge is precisely what the ServiceNow platform attempts to address.

Although ServiceNow is frequently implemented through individual products such as Information Technology Service Management (ITSM), Information Technology Operations Management (ITOM), Information Technology Asset Management (ITAM), Strategic Portfolio Management (SPM), Human Resources Service Delivery (HRSD), Security Operations, Integrated Risk Management, and numerous other applications, these offerings ultimately rely upon a common understanding of the enterprise. Each application consumes organizational data, references ownership structures, interacts with services, and depends upon relationships that extend beyond the boundaries of any single module.

The Common Service Data Model was introduced to provide a standardized framework for representing these relationships. However, the successful implementation of the CSDM requires considerably more than technical configuration. It requires the organization to establish a shared understanding of its operating model and to formalize that understanding through governed data structures. This activity forms the basis of what can be described as Enterprise Discovery.

Enterprise Discovery is the collaborative process through which an organization identifies, defines, governs, and maintains the organizational, location, capability, product, service, application, asset, and technology relationships that collectively describe how the enterprise functions. Unlike traditional discovery activities that focus primarily on identifying technical components, Enterprise Discovery focuses on establishing a complete representation of the business itself. Technology becomes one component of a larger model rather than the starting point of the discussion.

This distinction is significant because many ServiceNow implementations begin with technical onboarding activities. Infrastructure discovery schedules are configured. Integration requirements are identified. Configuration items are imported. Cloud resources are synchronized. Asset inventories are loaded. Applications are onboarded. While these activities often produce large quantities of data, they do not necessarily produce

understanding. Without an established enterprise model, imported records frequently lack ownership, accountability, business context, service relationships, location alignment, and governance structures. The result is a technically populated platform that struggles to provide strategic value.

A mature Enterprise Discovery strategy therefore begins with collaboration rather than technology. Organizational leaders, enterprise architects, platform owners, configuration managers, asset managers, service owners, facilities managers, application owners, and operational stakeholders must collectively establish a common understanding of the enterprise. Organizational structures must be defined. Location hierarchies must be governed. Capabilities must be identified. Products and services must be documented. Ownership models must be established. Application portfolios must be rationalized. Technology standards must be maintained. These activities create the framework through which all subsequent platform capabilities operate.

The objective of Enterprise Discovery is not the creation of a Configuration Management Database, asset repository, service catalog, application inventory, or architecture diagram. These artifacts are byproducts of a broader effort to establish a shared enterprise model. The organization must first understand who performs work, where work is performed, what capabilities exist, what products and services are delivered, and how value is created. Only then can applications, assets, infrastructure, and technologies be meaningfully associated with the business outcomes they support.

Within ServiceNow, this responsibility is often distributed across multiple disciplines. Platform teams manage application configuration and governance. Configuration Management Database teams establish data standards, ownership models, and relationship structures. Information Technology Operations Management teams provide visibility into infrastructure and operational dependencies. Information Technology Asset Management teams establish lifecycle, ownership, financial, contractual, and inventory accountability. Strategic Portfolio Management teams align investments and initiatives to organizational priorities. Enterprise Architecture teams align capabilities, services, applications, and technologies with strategic objectives. Although each discipline maintains a unique focus, all contribute to a shared representation of the enterprise.

Consequently, Enterprise Discovery should not be viewed as the responsibility of a single application, module, or organizational function. It is a collaborative activity that requires participation from multiple disciplines. The CMDB cannot establish ownership without organizational governance. Asset Management cannot establish accountability without defined organizational and location structures. IT Operations cannot establish meaningful

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service relationships without understanding business services, applications, and operational dependencies. Strategic Portfolio Management cannot align investments without understanding capabilities, products, and services. Enterprise Architecture cannot align technology decisions to business objectives without an accurate representation of the enterprise. Each discipline contributes a portion of the enterprise model, but no individual discipline can construct the model independently.

This perspective fundamentally changes how ServiceNow implementations are approached. Rather than treating ITSM, ITOM, ITAM, Security Operations, Strategic Portfolio Management, Enterprise Architecture, and other platform capabilities as independent initiatives, organizations begin to recognize them as contributors to a common enterprise model. The objective is no longer to populate individual applications or satisfy isolated implementation requirements. The objective is to establish a trusted representation of the enterprise capable of supporting operational, financial, strategic, architectural, and governance decisions across the organization.

The value of this approach becomes increasingly apparent as organizations mature their ServiceNow implementations. Once organizational structures, locations, capabilities, products, services, applications, assets, and technologies are represented within a common model, information can flow naturally between business and technical domains. Decisions regarding risk, investment, compliance, operations, service delivery, workforce planning, facilities management, asset management, and strategic planning can be evaluated using a shared understanding of the enterprise. The platform evolves from a collection of workflow applications into a system capable of representing and governing the organization itself.

The ServiceNow platform therefore serves a purpose that extends beyond workflow automation and operational efficiency. It provides the framework through which an enterprise can establish, maintain, and govern a shared representation of itself. This representation becomes the foundation upon which every subsequent application, process, integration, and automation initiative depends.

The next chapter examines the foundational enterprise data domains that enable Enterprise Discovery. These domains include organizational structures, location hierarchies, ownership models, products, services, applications, assets, and related governance constructs that collectively establish the enterprise data model upon which the ServiceNow platform operates.

Chapter 5: The Enterprise Data Domain Model

Domain 1: Organizational Architecture

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The preceding chapters established that organizations create value through a combination of organizational structures, locations, capabilities, products, and services. Collectively, these elements form the operating model of the enterprise. While understanding these concepts is important, successful enterprise management requires more than conceptual understanding. Organizations must establish authoritative representations of these structures and define ownership models responsible for maintaining them over time.

The first and arguably most important enterprise domain is Organizational Architecture. Organizational Architecture defines how accountability, authority, governance, and responsibility are distributed throughout the enterprise. It establishes the framework through which strategic objectives are communicated, resources are allocated, decisions are made, and operational activities are executed. Every other enterprise domain ultimately depends upon the organizational structures established within this domain.

Organizational Architecture begins at the highest level of the enterprise with the company. The company represents the legal entity responsible for governing the organization and establishing its strategic direction. Beneath the company are business units that represent major functional areas of responsibility. These business units are commonly aligned to executive leadership positions such as Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, Chief Information Officer, Chief Technology Officer, Chief Human Resources Officer, Chief Revenue Officer, Chief Marketing Officer, Chief Legal Officer, and Chief Information Security Officer. While naming conventions vary between organizations, the objective remains consistent: to establish clear ownership and accountability for major operational functions.

Business units are further decomposed into departments responsible for governing specific capabilities. As discussed in previous chapters, many departments exist because a corresponding organizational capability must be performed and maintained. Infrastructure departments govern infrastructure management capabilities. Recruiting departments govern talent acquisition capabilities. Enterprise Architecture departments govern architecture capabilities. Service Management departments govern service delivery capabilities. These departmental structures establish operational accountability while simultaneously serving as an effective mechanism for identifying enterprise capabilities.

One of the most common challenges encountered during enterprise transformation initiatives is the assumption that organizational structures already exist in a usable form. In reality, many organizations maintain multiple conflicting representations of their organizational hierarchy. Human Resources systems maintain one version. Financial systems maintain another. Identity management systems maintain a third. Individual

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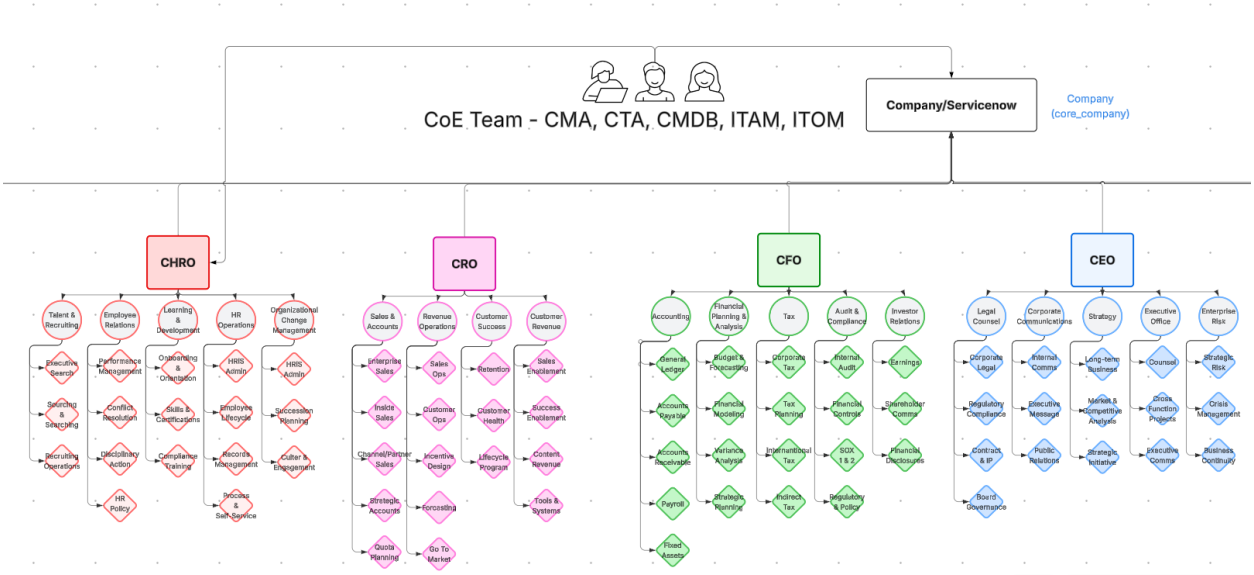
business units often maintain independent organizational charts that differ from official records. As a result, ownership becomes fragmented and accountability becomes difficult to establish consistently across the enterprise.

This challenge becomes particularly significant within enterprise platforms such as ServiceNow. Every service requires an owner. Every application requires an owner. Every asset requires accountability. Every technology platform requires support groups. Every project requires sponsorship. Every operational process requires governance. These relationships cannot be established reliably if the underlying organizational structures remain undefined or inconsistent. Figure B represents the organizational “Team” used to define and manage the organizational structure within the platform.

Figure B



For this reason, Organizational Architecture should be treated as a governed enterprise domain rather than an administrative byproduct of another system. The organizational hierarchy serves as a foundational data model consumed by virtually every business function. Human Resources relies upon it for workforce management. Finance relies upon it for budgeting and cost allocation. Information Technology relies upon it for service ownership and operational support. Security relies upon it for accountability and risk management. Enterprise Architecture relies upon it for capability alignment and governance. The quality of these downstream activities is directly influenced by the quality of the organizational model itself. Figure C represents enterprise applications from a wholistic perspective. Although some applications do not appear to support the entire

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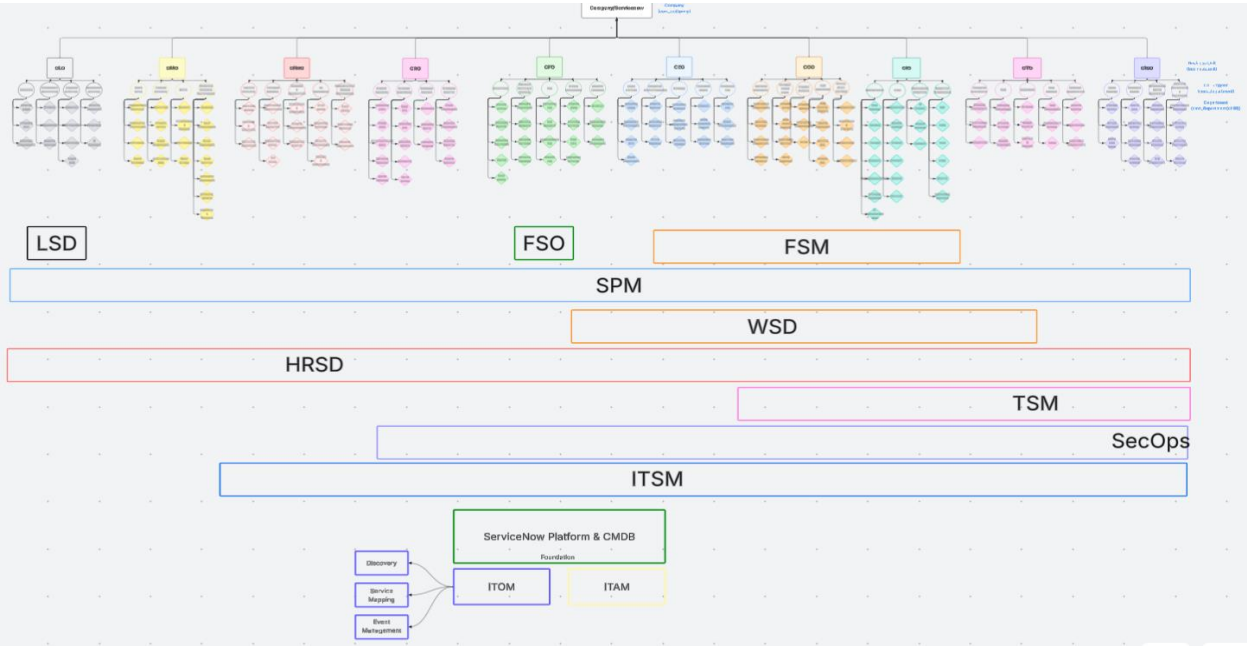
business, they do. The position of the supporting applications is intended to show ownership and the support structure from the underlying data model.

Figure C



Establishing a mature Organizational Architecture domain requires both executive sponsorship and operational stewardship. Executive leadership is responsible for defining the organizational model, approving business unit structures, establishing accountability boundaries, and governing organizational changes that impact the enterprise. Human Resources typically serves as the authoritative business owner for organizational hierarchy data because it manages workforce structures, reporting relationships, and leadership assignments. However, executive leadership must remain accountable for ensuring the organizational model accurately reflects how the enterprise operates.

Within ServiceNow, responsibility shifts from organizational definition to organizational enablement. The ServiceNow Platform team is responsible for maintaining the organizational data model within the platform and ensuring it supports enterprise processes. CMDB teams rely upon organizational structures to establish ownership of applications, services, infrastructure, and configuration items. IT Asset Management (ITAM) teams depend upon organizational data to assign accountability for hardware, software, contracts, and technology investments. IT Operations Management (ITOM) teams require accurate organizational relationships to support event management, operational ownership, escalation paths, and service health monitoring. Service owners, application owners, support groups, and assignment groups all derive their accountability from the organizational structures maintained within this domain.

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Because Organizational Architecture is consumed by multiple ServiceNow capabilities, governance should be shared across a cross-functional ownership model. Executive leadership defines the structure. Human Resources maintains workforce alignment. The ServiceNow Platform team governs implementation within the platform. CMDB teams ensure ownership relationships are accurately represented. ITAM teams validate accountability for technology assets. ITOM teams leverage organizational relationships to support operational processes. Enterprise Architecture provides oversight to ensure organizational structures remain aligned with capabilities, products, services, and strategic objectives.

The organization must also determine which systems serve as authoritative sources for companies, business units, departments, leadership structures, and reporting relationships. Governance processes must be established to manage organizational changes, mergers, acquisitions, reorganizations, and leadership transitions. Ownership must be clearly defined to ensure organizational data remains accurate and aligned with business operations. Without clearly assigned responsibilities, organizational data quickly becomes fragmented across systems, resulting in inconsistent ownership and reduced trust in enterprise information.

From an Enterprise Discovery perspective, Organizational Architecture represents the first domain that must be understood and governed. Before services can be associated with owners, before applications can be aligned to business functions, before assets can be assigned accountability, and before technology can be linked to business outcomes, the enterprise must first understand how it is organized. Without a governed organizational model, the remaining enterprise domains become disconnected collections of information with limited business context.

The significance of Organizational Architecture extends beyond reporting structures and management hierarchies. It establishes the accountability model through which the enterprise operates. Every capability, product, service, application, asset, and technology discussed throughout the remainder of this paper will ultimately trace ownership back to this foundational domain. Consequently, Organizational Architecture serves as the cornerstone upon which the broader enterprise data model is built. Figure C represents how capabilities are consolidated in ServiceNow applications which are mainly categorized, or follow, traditional organizational hierarchies. The intent is both, to integrate business unit/department capabilities into centralized ServiceNow applications for data management and consolidate capability/functions spread across the enterprise. Eventually, ServiceNow applications will be the only ones left. Figure D *The organizational structure categorizes “Departments” as the capabilities.

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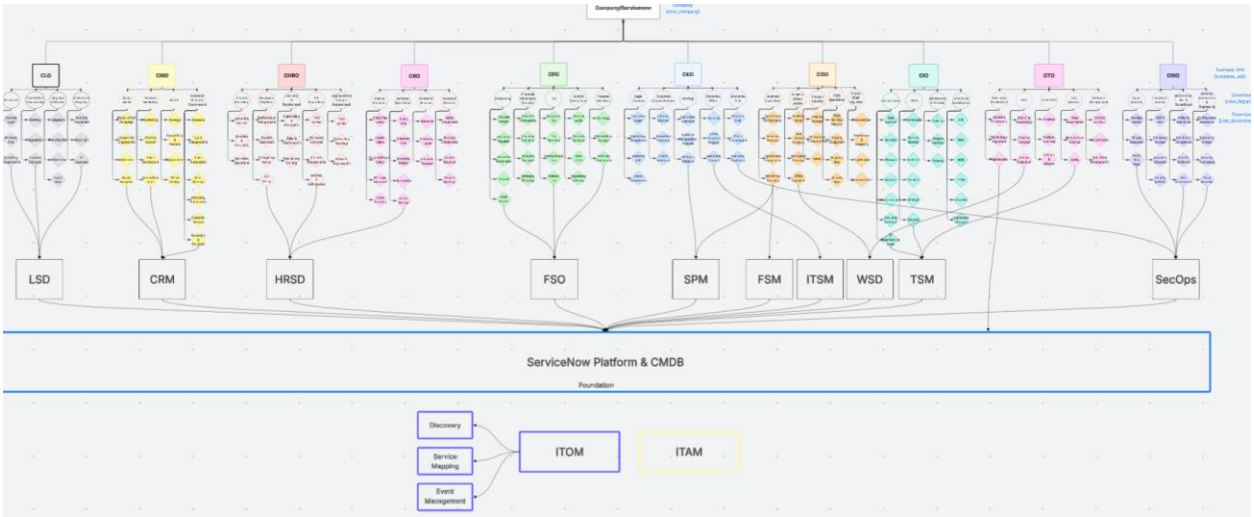
Figure D



The next section examines the Location Architecture domain, which complements Organizational Architecture by establishing the physical and logical context in which organizational activities are performed. Together, these domains provide the foundational dimensions required to represent the enterprise and govern the relationships that exist throughout the organization.

Domain 2: Location Architecture

While Organizational Architecture establishes accountability, ownership, governance, and responsibility throughout the enterprise, it does not establish where business activities occur. Every employee, asset, service, application, customer interaction, and operational process exists within a physical or logical location. Consequently, the second foundational enterprise domain is Location Architecture.

Location Architecture defines the geographic and operational structure of the enterprise. It establishes the framework through which organizations understand where resources reside, where services are delivered, where employees perform work, where customers receive value, and where technology supports business operations. If Organizational Architecture answers the question of who is responsible, Location Architecture answers the question of where those responsibilities are executed.

Most enterprises operate across multiple geographic regions and locations. These may include countries, states, provinces, cities, campuses, buildings, floors, rooms, datacenters, warehouses, manufacturing facilities, retail stores, hospitals, clinics, distribution centers, and remote work environments. Regardless of industry, organizations require a consistent method for representing these locations and their relationships to one

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another. Without a governed location hierarchy, the enterprise lacks a common understanding of its physical and operational footprint.

The importance of Location Architecture extends far beyond address management. Locations provide context for nearly every enterprise activity. Employees are assigned to locations. Departments operate from locations. Services are delivered through locations. Assets are deployed within locations. Applications support users operating at locations. Facilities are managed through locations. Regulatory requirements are often determined by location. Business continuity planning, disaster recovery, physical security, workforce management, and operational support all depend upon accurate location information.

One of the most common challenges organizations encounter is the existence of multiple, conflicting representations of location data. Facilities management systems often maintain one hierarchy. Human Resources systems maintain another. Asset management systems maintain a third. Real estate organizations may use different naming conventions than technology teams. Business units frequently create their own local definitions that differ from enterprise standards. As a result, a single facility may be represented differently across multiple systems, making reporting, ownership, and operational alignment increasingly difficult.

This challenge becomes particularly significant within ServiceNow because locations are consumed by numerous applications and processes. CMDB teams use locations to associate configuration items, infrastructure, and services with operational environments. IT Asset Management teams rely upon locations to track hardware assets, inventory, contracts, and technology investments. IT Operations Management teams utilize location information for service health monitoring, operational visibility, event management, and impact analysis. Workplace Services, Facilities Management, Human Resources, Security Operations, and Strategic Portfolio Management all depend upon accurate location structures to support their respective business functions.

For this reason, Location Architecture should be treated as a governed enterprise domain rather than a simple administrative table. The location hierarchy serves as foundational enterprise data consumed across numerous operational, financial, and strategic processes. Just as organizational structures provide accountability, location structures provide operational context. Together, these domains create a multidimensional representation of the enterprise. Figure E represents the core platform team, business, and logical “owner” of the Location Model. *My vary per organization.

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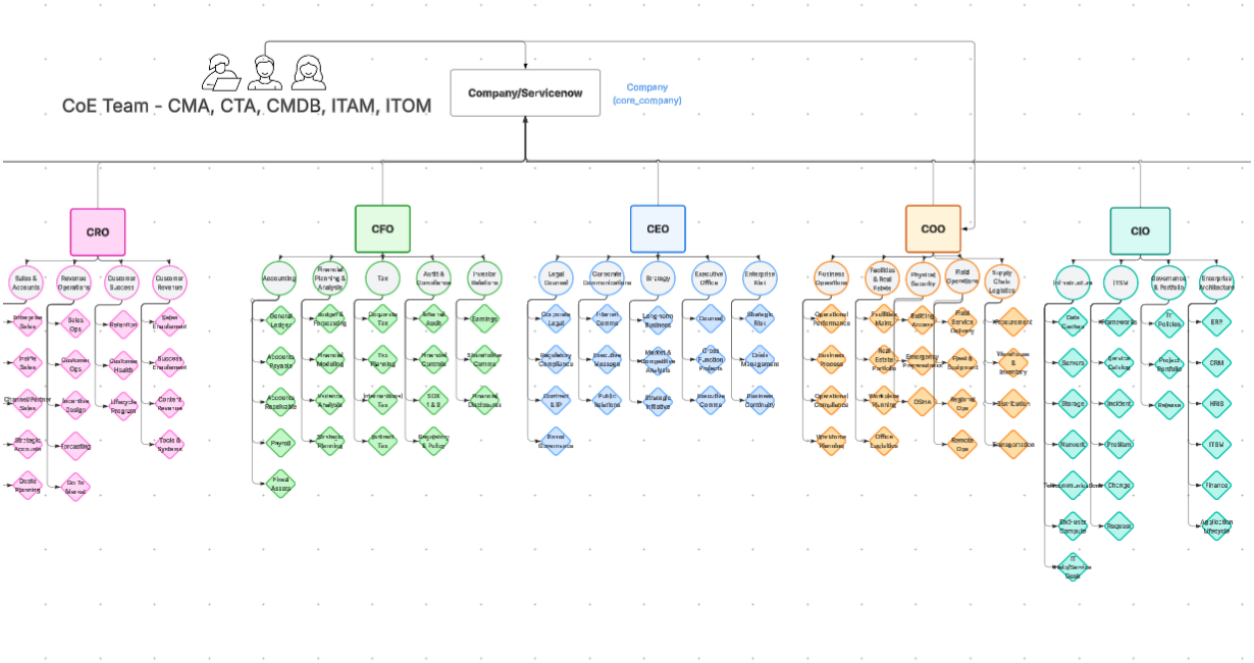
Figure E



Establishing a mature Location Architecture domain requires both executive sponsorship and operational stewardship. Executive leadership is responsible for defining how locations support the organization's operating model and approving major changes that impact the enterprise footprint. Facilities Management, Real Estate, or Corporate Services organizations typically serve as the authoritative business owners for location data because they manage physical facilities, leases, occupancy, and site planning. These organizations maintain responsibility for ensuring locations accurately represent the enterprise's operational environment.

Within ServiceNow, responsibility shifts from location ownership to location enablement. The ServiceNow Platform team maintains the location data model and ensures location structures support enterprise workflows and reporting requirements. CMDB teams rely upon locations to establish operational context for applications, services, and infrastructure. ITAM teams use location information to manage hardware inventories, software deployments, asset accountability, and technology lifecycle processes. ITOM teams leverage location relationships to understand operational dependencies, service impact, event correlation, and outage visibility. Enterprise Architecture teams use location information to align business operations, capabilities, and technology investments across the enterprise.

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Because Location Architecture is consumed by multiple ServiceNow capabilities, governance should be shared across a cross-functional ownership model. Facilities and Real Estate organizations maintain the authoritative hierarchy. The ServiceNow Platform team governs implementation within the platform. CMDB teams ensure location relationships are accurately represented across services and technologies. ITAM teams validate asset accountability and inventory alignment. ITOM teams leverage location context to support operational processes. Enterprise Architecture provides oversight to ensure location structures remain aligned with organizational, capability, service, and technology architectures.

The organization must also determine which systems serve as authoritative sources for regions, countries, campuses, buildings, and operational facilities. Governance processes must be established to manage new site creation, facility closures, acquisitions, divestitures, relocations, and naming standard changes. Ownership responsibilities must be clearly defined to ensure location data remains accurate and aligned with business operations. Without governance, location information quickly becomes fragmented across systems, reducing trust in enterprise reporting and limiting the effectiveness of downstream processes.

From an Enterprise Discovery perspective, Location Architecture represents the second foundational domain that must be understood and governed. Before assets can be assigned to facilities, before services can be associated with operational environments, before infrastructure can be mapped to business operations, and before technology investments can be aligned with enterprise objectives, the organization must first understand where those activities occur. Without a governed location model, the enterprise lacks the operational context necessary to understand how resources, services, and technologies support the business.

The significance of Location Architecture extends beyond physical addresses and facilities. It establishes the operational context through which the enterprise functions. Every capability, product, service, application, asset, and technology discussed throughout the remainder of this paper will ultimately exist within a location. Consequently, Location Architecture serves as the second foundational pillar of the enterprise data model, complementing Organizational Architecture and enabling a complete representation of the enterprise.

The next section examines Workforce Architecture, which builds upon Organizational and Location Architecture by defining the users, groups, roles, and relationships responsible for executing the capabilities, products, and services that drive organizational success.

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While Organizational Architecture establishes accountability and Location Architecture establishes operational context, neither domain directly identifies the individuals and groups responsible for executing the work of the enterprise. Organizations do not operate through business units, departments, and locations alone. They operate through people. Consequently, the third foundational enterprise domain is Workforce Architecture.

Workforce Architecture defines the structure of the enterprise workforce and establishes the relationships between users, groups, managers, teams, roles, and organizational entities. It provides the framework through which work is assigned, responsibilities are delegated, services are supported, approvals are granted, and operational activities are executed. If Organizational Architecture answers the question of who is accountable, and Location Architecture answers the question of where work occurs, Workforce Architecture answers the question of who performs the work.

The workforce represents one of the most dynamic components of the enterprise. Employees are hired, promoted, transferred, and separated. Contractors are onboarded and offboarded. Teams are created, merged, and reorganized. Reporting relationships change. Responsibilities evolve. Unlike organizational structures and locations, which often change gradually, workforce data is in a constant state of transition. Maintaining accurate workforce information therefore requires continuous governance and synchronization with authoritative systems.

At its core, Workforce Architecture consists of four primary components: users, groups, managers, and roles. Users represent individual personnel who perform work on behalf of the organization. Groups represent collections of users organized around a common responsibility or function. Managers establish reporting and accountability relationships. Roles define permissions and responsibilities within systems and processes. Together, these constructs form the operational workforce model that enables the enterprise to function.

The relationship between workforce structures and organizational structures is particularly important. Users belong to departments. Departments belong to business units. Business units belong to companies. Similarly, users are assigned to groups that support specific capabilities, services, applications, products, or operational functions. These relationships create traceability between individuals performing work and the broader organizational objectives they support.

Figure F demonstrates how Workforce Architecture aligns to Organizational Architecture without replacing it. Organizational structures establish accountability through companies,

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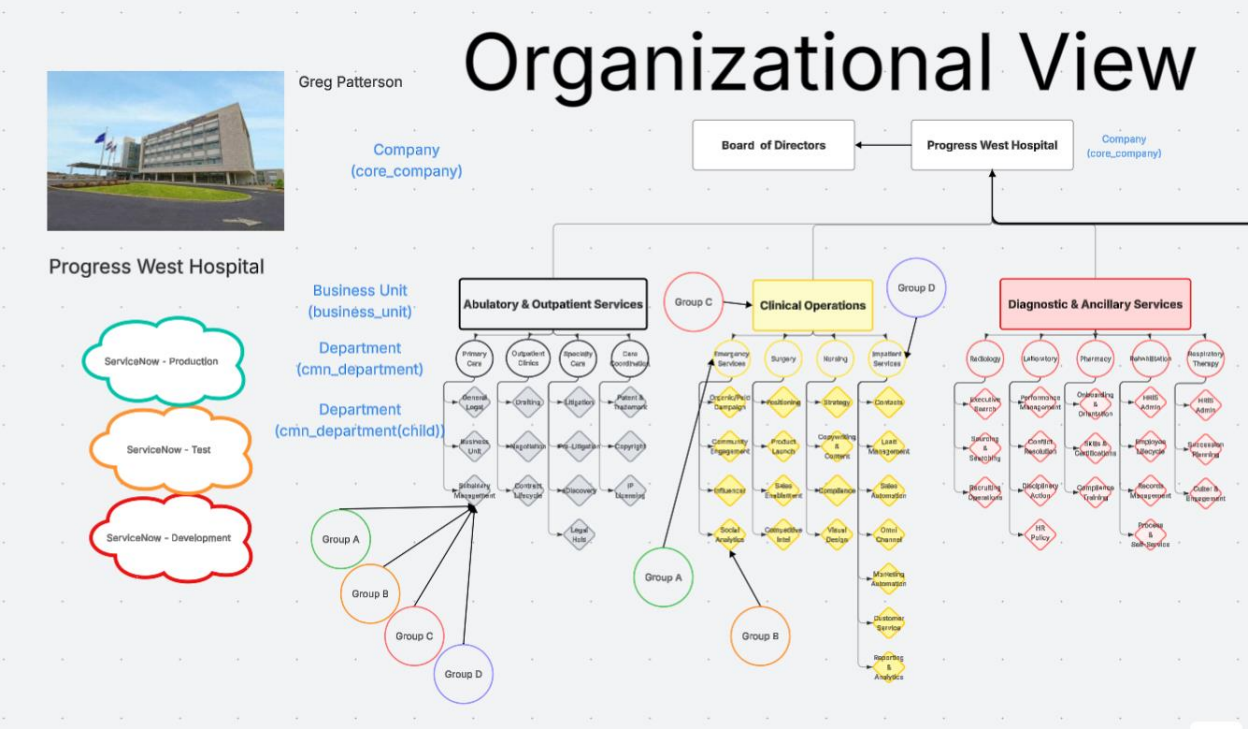
business units, and departments, while workforce groups provide the mechanism through which work is performed. Groups may support executive functions, business units, departments, services, applications, technologies, or operational responsibilities. Importantly, groups remain associated with the organizational hierarchy rather than becoming the organizational hierarchy itself.

Figure F



The relationship between Organizational Architecture and Workforce Architecture is intentionally flexible. Organizational structures establish accountability and reporting relationships, while workforce groups establish operational execution. A single department may be supported by multiple groups, and a single group may support multiple services, applications, or technologies. This flexibility allows the workforce model to evolve alongside operational requirements without requiring continual modification of the underlying organizational structure.

A common anti-pattern encountered during enterprise transformation initiatives is the attempt to use groups as a substitute for Organizational Architecture. In environments where organizational structures are poorly defined or inconsistently governed, developers, architects, administrators, and support teams often attempt to compensate by embedding organizational relationships directly into group hierarchies. Assignment groups become departments. Parent groups become business units. Security groups become

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organizational structures. Over time, groups evolve into a mixture of workforce, organizational, security, approval, reporting, and operational constructs.

While this approach may appear effective initially, it introduces significant long-term challenges. Organizational structures and workforce structures serve different purposes and operate at different rates of change. Organizational hierarchies establish accountability and governance for the enterprise. Workforce groups establish operational execution. Attempting to merge these architectures creates tightly coupled relationships that become increasingly difficult to maintain as the organization evolves.

The problem becomes particularly evident during reorganizations, mergers, acquisitions, leadership changes, or workforce realignments. Organizational structures may change to reflect new business priorities, while operational support groups often remain aligned to capabilities, services, technologies, or functional responsibilities. When Organizational Architecture and Workforce Architecture are combined into a single group hierarchy, every organizational change introduces the potential for operational disruption, reporting inconsistencies, broken ownership relationships, and excessive administrative overhead.

From a security perspective, the risks are even more significant. Security groups should be governed according to access requirements and business responsibilities. Organizational structures should be governed according to accountability and reporting relationships. Combining these concerns frequently results in excessive privilege inheritance, inconsistent access controls, and difficulty validating whether permissions accurately reflect business responsibilities. Rather than strengthening governance, the organization creates additional complexity and increases operational risk.

The same principle applies within enterprise platforms such as ServiceNow. Development, test, and production environments often rely upon workforce groups and security roles to govern access. These groups are designed to control operational responsibilities and platform permissions, not to serve as replacements for business units, departments, or organizational reporting structures. When organizational accountability is embedded within security or support groups, the platform becomes increasingly difficult to govern, audit, and maintain. Separating Organizational Architecture, Workforce Architecture, and Security Architecture enables each domain to evolve independently while preserving operational stability and strong security controls.

A mature enterprise architecture therefore maintains clear separation between Organizational Architecture, Workforce Architecture, and Security Architecture. Organizational Architecture defines accountability. Workforce Architecture defines operational execution. Security Architecture governs access. While these domains are

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related and often intersect, each should be managed independently through appropriate governance processes. This separation allows the enterprise to adapt to organizational change while maintaining operational stability, security controls, and data integrity across the platform.

Within ServiceNow, workforce structures serve as one of the most heavily consumed enterprise domains. Assignment groups route incidents, requests, changes, problems, and tasks. Support groups establish accountability for applications, services, and technologies. Managers participate in approval processes and governance activities. Users consume services, own assets, manage applications, and perform operational responsibilities. Virtually every workflow executed within the platform relies upon accurate workforce relationships.

For this reason, Workforce Architecture should be treated as a governed enterprise domain rather than a collection of user accounts and group memberships. The workforce model directly influences service delivery, operational performance, governance processes, reporting accuracy, and organizational accountability. Poor workforce governance often results in misrouted work, delayed approvals, inaccurate ownership assignments, excessive permissions, duplicated groups, and reduced trust in enterprise information.

Establishing a mature Workforce Architecture domain requires both executive sponsorship and operational stewardship. Human Resources typically serves as the authoritative business owner for workforce information because it manages employee records, reporting relationships, job functions, and employment status. Identity and Access Management teams often serve as stewards for user identities, authentication mechanisms, and access governance. Together, these organizations provide the authoritative sources required to maintain accurate workforce data.

Within ServiceNow, responsibility shifts from workforce ownership to workforce enablement. The ServiceNow Platform team governs how workforce data is represented and consumed throughout the platform. CMDB teams rely upon workforce structures to establish ownership of services, applications, infrastructure, and configuration items. IT Asset Management teams use workforce relationships to assign assets, establish accountability, and manage technology lifecycles. IT Operations Management teams depend upon workforce structures for escalation paths, operational ownership, event response, and service health management. Enterprise Architecture teams utilize workforce relationships to align organizational capabilities, products, services, applications, and technologies with accountable stakeholders.

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Because Workforce Architecture is consumed across numerous ServiceNow capabilities, governance should be shared across a cross-functional ownership model. Human Resources maintains workforce alignment. Identity Management governs user identities and access controls. The ServiceNow Platform team governs implementation within the platform. CMDB teams ensure ownership relationships are accurately represented. ITAM teams validate accountability for assigned assets and technology investments. ITOM teams leverage workforce structures to support operational processes. Enterprise Architecture provides oversight to ensure workforce relationships remain aligned with organizational, capability, service, application, and technology architectures.

The organization must also determine which systems serve as authoritative sources for employee information, reporting relationships, job functions, workforce status, group memberships, and management hierarchies. Governance processes must be established to manage onboarding, transfers, promotions, reorganizations, contractor management, and workforce departures. Ownership responsibilities must be clearly defined to ensure workforce information remains accurate and aligned with business operations.

From an Enterprise Discovery perspective, Workforce Architecture represents the domain that transforms enterprise structures into operational execution. Organizational Architecture defines accountability. Location Architecture defines operational context. Workforce Architecture identifies the individuals and teams responsible for carrying out the work of the enterprise. Without a governed workforce model, ownership becomes ambiguous, accountability becomes fragmented, and operational effectiveness declines.

The significance of Workforce Architecture extends far beyond user accounts and group memberships. It establishes the operational relationships that enable services to be delivered, applications to be supported, assets to be managed, and technologies to be governed. Every capability, product, service, application, asset, and technology discussed throughout the remainder of this paper ultimately depends upon people to perform work and make decisions. Consequently, Workforce Architecture serves as the third foundational pillar of the enterprise data model and provides the human element through which the organization executes its mission.

The next section examines Capability Architecture, which builds upon Organizational Architecture, Location Architecture, and Workforce Architecture by defining the competencies and functions the enterprise must perform to create value and achieve its strategic objectives.

Domain 4: Capability Architecture

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Organizational Architecture establishes accountability. Location Architecture establishes operational context. Workforce Architecture establishes the people and groups responsible for executing work. Together, these domains define who is responsible, where work occurs, and who performs it. However, they do not fully describe what the enterprise is capable of doing. Consequently, the fourth foundational enterprise domain is Capability Architecture.

Capability Architecture defines the competencies, functions, and activities the organization must perform to achieve its strategic objectives. It provides a stable representation of the enterprise that exists independently of reporting structures, leadership assignments, locations, technologies, and organizational changes. If Organizational Architecture answers who is accountable, Location Architecture answers where activities occur, and Workforce Architecture answers who performs the work, Capability Architecture answers what the organization is capable of doing.

Capabilities represent the enduring functions of the enterprise. Recruiting is a capability. Financial Planning is a capability. Enterprise Architecture is a capability. Cybersecurity is a capability. Procurement is a capability. Infrastructure Management is a capability. Unlike departments, teams, applications, or technologies, capabilities rarely disappear. The organizational structures supporting them may change, but the capability itself often remains necessary for the enterprise to function.

This distinction is critical because organizations frequently confuse capabilities with departments. Departments represent organizational ownership. Capabilities represent business functions. In many organizations, the two appear closely aligned because departments are established specifically to perform and govern particular capabilities. However, they should not be viewed as interchangeable. A capability may be owned by a department today and reassigned to another department tomorrow without changing the nature of the capability itself.

For example, Infrastructure Management may reside under a Chief Information Officer in one organization and under a Chief Technology Officer in another. Procurement may report to Finance in one enterprise and Operations in another. Cybersecurity may be governed independently by a Chief Information Security Officer or embedded within Information Technology. Although organizational ownership changes, the underlying capabilities remain constant.

This stability makes Capability Architecture one of the most valuable enterprise domains. Organizational structures evolve. Leadership changes. Mergers and acquisitions occur. Departments are consolidated or divided. Technology platforms are replaced. Yet

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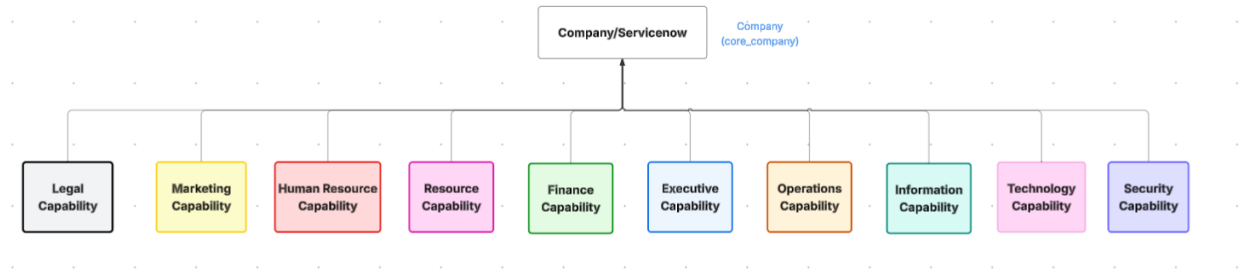
capabilities continue to provide a consistent representation of what the enterprise must be able to do. As a result, capabilities often serve as the bridge between strategic objectives and operational execution.

Figure G illustrates a capability view of the enterprise. Unlike the organizational hierarchy discussed in earlier chapters, which focuses on accountability and reporting relationships, the capability view focuses on functional competencies. Executive business units such as Finance, Human Resources, Information Technology, Operations, Marketing, Revenue, Legal, and Security can be decomposed into the capabilities required to perform their respective functions. This view provides a stable representation of enterprise operations regardless of organizational reporting structures. *I got lazy and didn't substitute the "capability" for the previous org structure, but you get the point?

Figure G



From a strategic perspective, capabilities provide a common language between business leaders and technology teams. Executives invest in capabilities rather than technologies. Boards of Directors evaluate organizational capabilities when assessing strategic risk. Enterprise architects align technology investments to capabilities. Service owners deliver services that support capabilities. Application owners manage applications that enable capabilities. Capabilities therefore serve as a foundational construct through which organizational strategy can be translated into operational execution.

Within ServiceNow, Capability Architecture becomes increasingly important as organizations mature their implementations. Strategic Portfolio Management relies upon capabilities to align investments and initiatives with business objectives. Enterprise Architecture uses capabilities to understand how products, services, applications, and technologies support organizational functions. Application Portfolio Management uses capabilities to evaluate application alignment and rationalization opportunities. Integrated Risk Management uses capabilities to assess operational and regulatory risk. Capabilities provide the business context through which these disciplines establish priorities and make decisions.

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One of the most common challenges organizations encounter is the tendency to model applications, technologies, or departments as capabilities. Application names are frequently mistaken for capabilities. Departments are frequently mistaken for capabilities. Projects are frequently mistaken for capabilities. While these entities may support or enable a capability, they should not define it. Capabilities should be expressed as enduring business functions rather than organizational structures or technical implementations.

For example:

- ServiceNow is not a capability.
- Incident Management is not a capability.
- The Service Management department is not a capability.

Rather:

- IT Service Management may represent a capability.
- Workforce Management may represent a capability.
- Financial Management may represent a capability.
- Supply Chain Management may represent a capability.

Applications, services, departments, and technologies support the capability, but they do not define it.

A mature Capability Architecture therefore requires governance focused on stability and business alignment. Enterprise Architecture organizations typically serve as the primary stewards of capability models because they maintain visibility across business, application, service, and technology domains. Executive leadership remains accountable for defining strategic objectives and ensuring capabilities accurately represent how value is created within the enterprise.

Within ServiceNow, responsibility shifts from capability ownership to capability enablement. Strategic Portfolio Management teams align initiatives and investments to capabilities. Enterprise Architecture teams maintain capability hierarchies and relationships. CMDB teams leverage capabilities to establish business context for services and applications. IT Asset Management teams utilize capabilities to understand technology investments and ownership structures. IT Operations Management teams benefit from capability relationships when evaluating operational impact and service dependencies. Together, these disciplines contribute to a shared understanding of how the enterprise functions.

Because Capability Architecture spans organizational, operational, service, application, and technology domains, governance should be shared across a cross-functional ownership model. Executive leadership defines strategic priorities. Enterprise Architecture

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governs capability definitions. Portfolio Management aligns investments to capabilities. Service owners align service delivery. Application owners align technology enablement. Platform teams maintain implementation within enterprise systems such as ServiceNow. This governance structure ensures capabilities remain aligned with both business objectives and operational realities.

From an Enterprise Discovery perspective, Capability Architecture represents the first domain that fully transcends organizational structures. Organizational Architecture explains accountability. Location Architecture explains operational context. Workforce Architecture explains execution. Capability Architecture explains what the organization must be able to do in order to create value. Without a governed capability model, organizations struggle to align investments, services, applications, and technologies to measurable business outcomes.

The significance of Capability Architecture extends beyond planning and governance activities. It provides the foundation through which products, services, applications, assets, and technologies can be evaluated according to their contribution to business value. Every service delivered, every application implemented, every asset deployed, and every technology investment made should ultimately support one or more organizational capabilities. Consequently, Capability Architecture serves as the fourth foundational pillar of the enterprise data model and establishes the functional blueprint through which the organization achieves its mission.

The next section examines Product and Service Architecture, which builds upon Organizational Architecture, Location Architecture, Workforce Architecture, and Capability Architecture by defining how the enterprise delivers value to customers, employees, partners, and stakeholders.

Domain 5: Product and Service Architecture

Organizational Architecture establishes accountability. Location Architecture establishes operational context. Workforce Architecture establishes execution. Capability Architecture defines what the enterprise is able to do. Together, these domains explain how the organization is structured and how it functions. However, they do not fully explain why the organization exists. Consequently, the fifth foundational enterprise domain is Product and Service Architecture.

Product and Service Architecture defines how the enterprise delivers value to customers, employees, partners, regulators, shareholders, and stakeholders. It represents the tangible and intangible outcomes produced through the capabilities of the organization. If Organizational Architecture answers who is accountable, Location Architecture answers

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where activities occur, Workforce Architecture answers who performs the work, and Capability Architecture answers what the organization can do, Product and Service Architecture answers what value the organization delivers.

The concepts of products and services have existed long before modern enterprise systems. Adam Smith's discussion of labor specialization, production, and trade centered upon the creation of products and services exchanged within markets. Modern organizations continue to operate according to these same principles. Enterprises invest in people, facilities, capabilities, technologies, and resources to create offerings that provide value to others. These offerings ultimately define the purpose of the organization itself.

Products represent tangible or digital offerings that can be delivered, consumed, acquired, or purchased. Services represent ongoing capabilities delivered to consumers to enable desired outcomes. While the distinction between products and services is sometimes subtle, both represent mechanisms through which value is created and delivered. A software company may offer a software platform as a product while simultaneously providing implementation and support services. A hospital provides healthcare services while also delivering specific clinical programs and treatment offerings. A government agency provides public services designed to achieve policy and operational objectives. Regardless of industry, products and services serve as the primary vehicles through which value is exchanged.

One of the most common challenges organizations encounter is the tendency to define products and services from an internal perspective rather than from the perspective of the consumer. Departments often describe what they do rather than what value they provide. Technology teams frequently define products according to applications or infrastructure. Operational teams often define services according to internal processes. While these perspectives may be operationally useful, they rarely reflect how consumers experience value.

A mature Product and Service Architecture focuses on outcomes rather than activities. Consumers do not request servers, databases, network switches, or workflow applications. They request outcomes. Employees seek onboarding services. Patients seek healthcare services. Customers seek products that satisfy business or personal needs. Business leaders seek capabilities that improve organizational performance. Products and services therefore provide the mechanism through which enterprise capabilities are transformed into consumable outcomes.

This relationship establishes a direct connection between Capability Architecture and Product and Service Architecture. Capabilities define what the organization is able to do.

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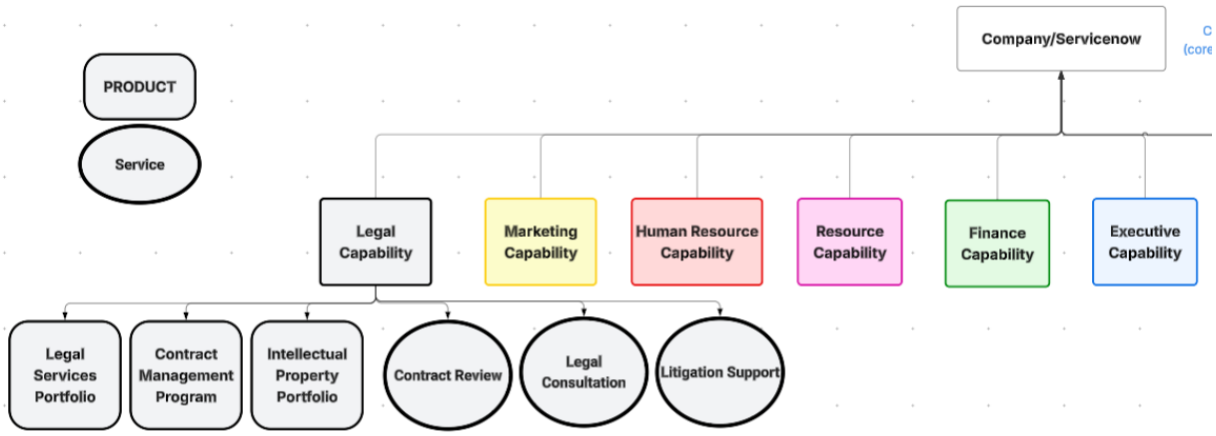
Products and services represent how those capabilities are delivered. Workforce Management capabilities enable Employee Onboarding services. Financial Management capabilities enable Budgeting and Financial Planning services. Infrastructure Management capabilities enable Hosting and Technology Platform services. Clinical capabilities enable Healthcare services. Supply Chain capabilities enable Distribution and Logistics services. Products and services therefore become the outward expression of organizational capabilities.

Figure G illustrates this progression. Organizational structures establish accountability for capabilities. Capabilities establish what the organization is able to perform. Products and services represent how those capabilities are delivered to consumers. This relationship creates a direct line of traceability from executive leadership and organizational ownership to measurable business value.

Figure G



Within ServiceNow, Product and Service Architecture serves as one of the most important domains within the Common Service Data Model. Business Services provide representations of value delivered to consumers. Technical Services represent supporting technology capabilities. Service Portfolios establish governance over service offerings. Service Owners establish accountability for service delivery. Product Managers govern product strategy and lifecycle management. Together, these constructs provide a framework for understanding how the organization creates and delivers value.

Strategic Portfolio Management relies upon products and services to align investments with business outcomes. Enterprise Architecture relies upon products and services to understand how capabilities are delivered. IT Service Management utilizes services to support operational delivery and service ownership. IT Operations Management utilizes service relationships to understand operational impact and health. Configuration

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Management relies upon services to establish relationships between business outcomes and supporting technologies. Consequently, Product and Service Architecture serves as a foundational domain consumed by nearly every major capability within the ServiceNow platform.

One of the most significant governance challenges organizations face is the proliferation of inconsistent service definitions. Multiple departments often create duplicate services. Similar offerings are described differently across business units. Service ownership becomes unclear. Product portfolios become fragmented. Technology services are frequently mistaken for business services. As a result, the enterprise struggles to establish a coherent understanding of the value it provides.

For this reason, Product and Service Architecture should be governed as an enterprise domain rather than maintained independently by individual departments. Executive leadership remains accountable for defining strategic offerings and value streams. Product owners govern product lifecycles and roadmaps. Service owners govern service delivery and performance. Enterprise Architecture provides oversight to ensure products and services remain aligned with organizational capabilities and strategic objectives. Platform teams enable the representation and management of these relationships within enterprise systems.

Within ServiceNow, responsibility shifts from ownership to enablement. Product managers define offerings and roadmaps. Service owners establish accountability and service delivery objectives. Enterprise Architecture aligns products and services with capabilities. CMDB teams establish relationships between services, applications, assets, and technologies. ITAM teams align technology investments with products and services. ITOM teams monitor operational health and service dependencies. Platform teams maintain the structures necessary to support governance and lifecycle management.

Because Product and Service Architecture intersects nearly every enterprise domain, governance should be shared across a cross-functional ownership model. Executive leadership defines strategic direction. Product managers govern offerings. Service owners govern delivery. Enterprise Architecture aligns business and technology perspectives. Platform teams maintain implementation. Operational teams support execution. This collaborative model ensures products and services remain aligned with organizational objectives while continuing to deliver measurable value.

From an Enterprise Discovery perspective, Product and Service Architecture represents the domain through which organizational value becomes visible. Organizational Architecture establishes accountability. Location Architecture establishes operational context.

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Workforce Architecture establishes execution. Capability Architecture establishes competency. Product and Service Architecture establishes value delivery. Without a governed understanding of products and services, organizations struggle to connect investments, operations, and technologies to meaningful business outcomes.

The significance of Product and Service Architecture extends far beyond service catalogs and product portfolios. It establishes the value model of the enterprise. Every application, asset, configuration item, technology platform, and operational process ultimately exists to support one or more products or services. Consequently, Product and Service Architecture serves as the fifth foundational pillar of the enterprise data model and provides the clearest representation of how the organization fulfills its mission and delivers value to those it serves.

The next section examines Application Architecture, which builds upon Organizational Architecture, Location Architecture, Workforce Architecture, Capability Architecture, and Product and Service Architecture by defining the software systems used to enable, automate, and scale the delivery of enterprise capabilities and services.

Domain 6: Application Architecture

Organizational Architecture establishes accountability. Location Architecture establishes operational context. Workforce Architecture establishes execution. Capability Architecture defines what the organization is able to do. Product and Service Architecture defines how value is delivered. Together, these domains explain how the enterprise is structured and how it creates value. However, they do not explain how modern organizations scale, automate, and support these activities. Consequently, the sixth foundational enterprise domain is Application Architecture.

Application Architecture defines the portfolio of software systems used to enable, automate, support, and scale enterprise capabilities, products, and services. It provides the framework through which organizations manage digital enablement and establish the relationships between business operations and technology investments. If Organizational Architecture answers who is accountable, Location Architecture answers where activities occur, Workforce Architecture answers who performs the work, Capability Architecture answers what the organization can do, and Product and Service Architecture answers what value is delivered, Application Architecture answers which systems enable that value.

Modern enterprises depend upon applications to execute nearly every business function. Human Resources organizations rely upon Human Capital Management platforms. Finance organizations rely upon Enterprise Resource Planning systems. Sales organizations rely upon Customer Relationship Management platforms. Operations

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organizations rely upon supply chain, logistics, and facilities applications. Information Technology organizations rely upon service management, monitoring, and automation platforms. Applications have become the primary mechanism through which organizational capabilities are executed and services are delivered.

One of the most common misconceptions within enterprise architecture is the assumption that applications represent business capabilities. While applications often support capabilities, they should not be confused with the capabilities themselves. Workforce Management remains a capability regardless of whether Workday, UKG, SAP SuccessFactors, or another platform is used to support it. Financial Management remains a capability regardless of which accounting platform is implemented. Applications enable capabilities, but they do not define them.

This distinction is critical because applications change significantly more frequently than capabilities, products, or services. Organizations routinely replace applications through modernization initiatives, mergers, acquisitions, vendor consolidations, and digital transformation programs. Capabilities often remain stable for decades. Applications may only remain in service for a fraction of that time. Consequently, Application Architecture must remain subordinate to the business architecture it supports.

Figure H illustrates this relationship. Organizational structures govern capabilities. Capabilities enable products and services. Applications provide the systems through which those products and services are delivered. This progression establishes traceability from executive accountability to business value and ultimately to the technologies that support enterprise operations.

Figure H

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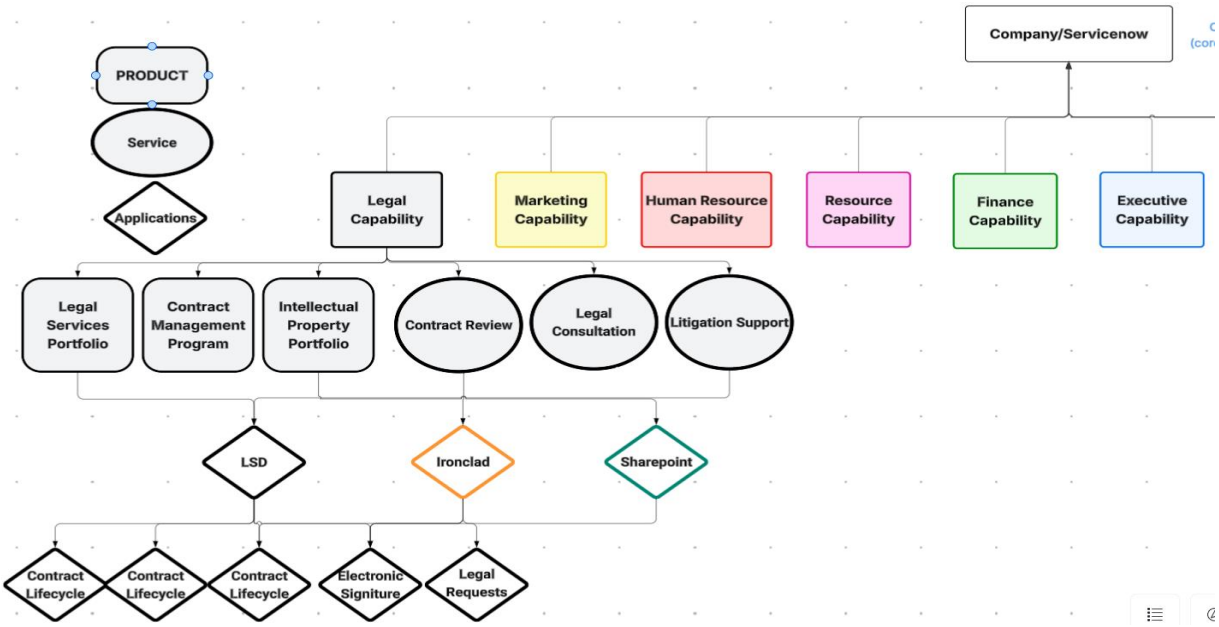

Application Architecture also provides one of the most important bridges between business stakeholders and technology stakeholders. Business leaders frequently describe products, services, and capabilities. Technology teams frequently describe applications, integrations, databases, and infrastructure. Application Architecture serves as the common layer that connects these perspectives and enables both groups to understand how technology investments support organizational objectives.

Within ServiceNow, Application Architecture serves as a foundational component of the Common Service Data Model. Business Applications provide representations of software systems that support organizational capabilities and services. Application portfolios establish governance over technology investments. Application owners establish accountability for application lifecycle management. Application rationalization initiatives evaluate application effectiveness, redundancy, risk, cost, and strategic alignment. Together, these constructs provide a framework for understanding how technology supports the enterprise.

Strategic Portfolio Management relies upon application portfolios to evaluate investments and prioritize initiatives. Enterprise Architecture utilizes application relationships to understand technology enablement and strategic alignment. IT Asset Management relies upon applications to manage software assets, licensing, and vendor relationships. Information Technology Operations Management relies upon applications to understand operational dependencies and service impact. Configuration Management utilizes application relationships to establish traceability between business outcomes and supporting technologies.

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One of the most significant governance challenges organizations face is application sprawl. Over time, departments independently acquire software solutions to address local business needs. Similar capabilities become supported by multiple applications. Duplicate functionality emerges. Ownership becomes unclear. Integration complexity increases. Licensing costs rise. Security and compliance risks multiply. The enterprise gradually loses visibility into how technology investments support business objectives.

For this reason, Application Architecture should be governed as an enterprise domain rather than managed solely at the departmental level. Executive leadership remains accountable for strategic technology investments. Application owners govern application lifecycles. Enterprise Architecture provides oversight and alignment with organizational capabilities. Information Security evaluates risk and compliance requirements. Platform teams maintain operational support. Together, these stakeholders establish governance processes necessary to maintain a healthy application portfolio.

Within ServiceNow, responsibility shifts from application ownership to application enablement and governance. Application owners define purpose, lifecycle status, support models, and ownership relationships. Enterprise Architecture aligns applications with capabilities, products, and services. ITAM teams govern software assets, contracts, and licensing. CMDB teams establish relationships between applications and supporting technologies. ITOM teams leverage application relationships to understand operational dependencies and service impact. Platform teams maintain the structures necessary to support enterprise-wide visibility and governance.

Because Application Architecture intersects every previously discussed domain, governance should be shared across a cross-functional ownership model. Executive leadership establishes priorities. Enterprise Architecture governs standards and alignment. Application owners govern operational lifecycle management. ITAM teams govern software accountability. Security teams govern risk. Platform teams govern implementation. This collaborative model ensures applications remain aligned with both business objectives and operational requirements.

From an Enterprise Discovery perspective, Application Architecture represents the first domain where business architecture and technology architecture formally converge. Organizational structures establish accountability. Capabilities establish purpose. Products and services establish value. Applications provide the systems through which that value is delivered. Without a governed application model, organizations struggle to understand how technology investments support business outcomes.

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The significance of Application Architecture extends far beyond software inventories and application portfolios. It establishes the digital enablement layer of the enterprise. Every product, service, capability, and operational process increasingly depends upon applications to execute and scale business operations. Consequently, Application Architecture serves as the sixth foundational pillar of the enterprise data model and provides the critical connection between business value and technology enablement.

Domain 7: Asset Architecture

One of the most common misconceptions encountered within enterprise environments is the assumption that Asset Management and Configuration Management describe fundamentally different types of enterprise resources. Traditional guidance frequently distinguishes assets as financial records and configuration items as operational records. While this distinction may be useful for certain management processes, it does not fully explain the nature of enterprise resources or how organizations discover and maintain information about them.

Within the Enterprise Discovery Framework™, assets and configuration items are viewed as different perspectives of the same enterprise reality. The distinction is not primarily what the resource is, but rather how information about the resource is discovered, observed, maintained, and governed throughout its lifecycle.

A person may be considered an enterprise asset. A patent may be considered an enterprise asset. A vehicle, warehouse shelf, medical device, software license, cloud subscription, building, or server may likewise be considered enterprise assets. What differentiates these resources is not their value to the organization, but the mechanisms through which information about them is collected and maintained.

For example, workforce information is typically maintained through Human Resources processes and systems. Employees are not commonly discoverable through network protocols, yet organizations continuously maintain authoritative information regarding employment status, reporting relationships, certifications, organizational assignments, and workforce lifecycle events. The workforce is therefore observable, even though the observation mechanism differs from traditional technology discovery.

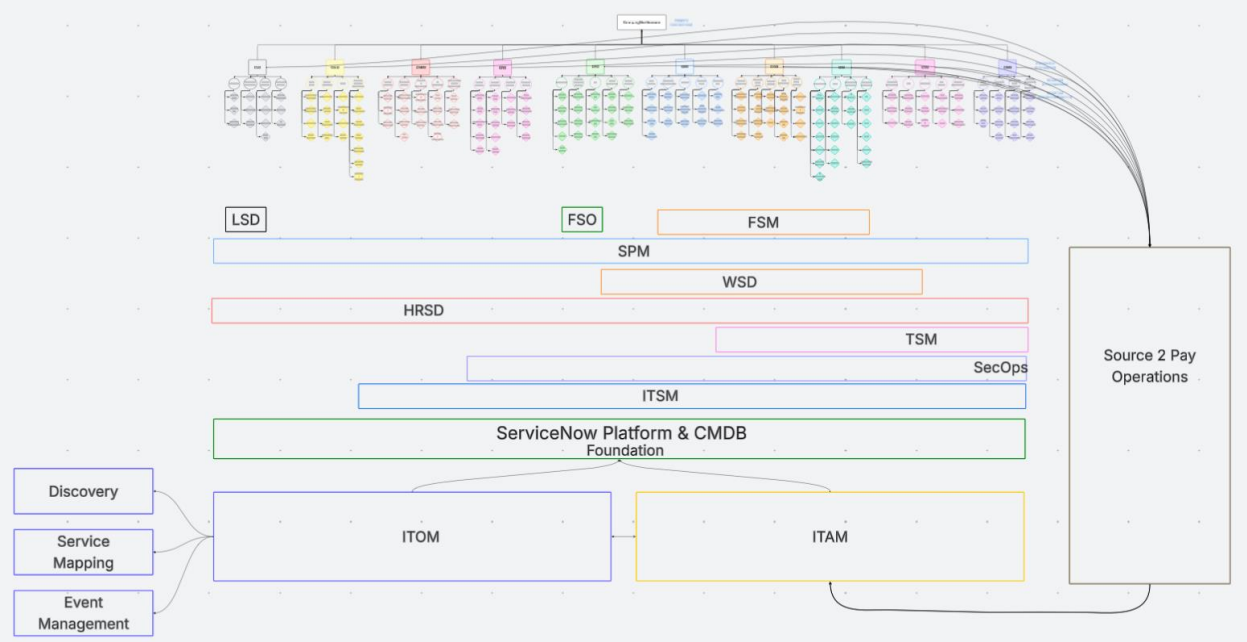
Similarly, warehouse inventory may not respond to network protocols such as SNMP, SSH, WMI, or cloud APIs. However, mature organizations frequently employ inventory management systems, barcode scanning, RFID technologies, automated storage systems, physical audits, and operational procedures to maintain accurate information regarding the location, status, ownership, and utilization of assets. These processes function as

discovery and monitoring mechanisms, even though they do not resemble traditional technology discovery.

This principle extends throughout the enterprise. Facilities organizations maintain information regarding buildings, rooms, storage areas, racks, shelves, and equipment locations. Human Resources organizations maintain workforce information. Procurement organizations maintain acquisition records. Enterprise Architecture organizations maintain capability and application portfolios. Technology organizations maintain infrastructure and operational services. Each function contributes information regarding enterprise resources through different forms of observation and governance.

Enterprise Discovery therefore adopts a broader definition of discovery. Discovery is not limited to technical protocols or automated network scanning. Discovery is the continuous process through which an organization observes, validates, maintains, and governs knowledge about itself. Figure I represents the total lifecycle of requesting Assets through Sourcing and Procurement operations regardless of requesting entity, defined and entered into the Asset Management process, and ultimately Discovered through traditional compute protocols. *Without a defined Source and Procurement team, the responsibility usually falls to the Asset Team.

Figure I



This distinction becomes particularly important when examining the lifecycle of technology assets. A server acquired through procurement initially exists as an asset. It may be tracked through purchasing systems, inventory repositories, warehouse management processes,

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and asset management practices. During this phase, information regarding ownership, cost, location, warranty, contract relationships, and lifecycle status is maintained through administrative and operational processes.

When that same server is deployed into the operational environment and connected to the enterprise network, additional observation mechanisms become available. Discovery tools, monitoring platforms, management agents, operating system protocols, cloud APIs, and operational telemetry provide continuous visibility into the technical state of the resource. ServiceNow Discovery may identify the device through its serial number and establish a relationship with an existing asset record. The asset and configuration item become associated representations of the same enterprise resource viewed through different management disciplines.

From that point forward, multiple authoritative sources contribute information regarding the resource. Asset Management continues to govern procurement, ownership, contracts, financial accountability, and lifecycle management. Configuration Management governs operational state, dependencies, relationships, service impact, and technical visibility. Both disciplines contribute to a common understanding of the resource.

The Enterprise Discovery Framework therefore views discovery as an enterprise capability rather than a technology capability. Every enterprise resource is discoverable. The difference lies not in whether discovery occurs, but in the mechanism through which observation is performed.

Organizational structures are discovered through governance processes. Locations are discovered through facilities management processes. Workforce information is discovered through Human Resources processes. Capabilities are discovered through enterprise architecture activities. Products and services are discovered through operational governance. Applications are discovered through portfolio management and technical observation. Assets are discovered through procurement, inventory, operational management, and lifecycle governance processes. Technologies are discovered through technical discovery and observability platforms.

From an Enterprise Discovery perspective, Asset Architecture serves as one of the most comprehensive domains within the enterprise operating model because it intersects with every other enterprise domain. Assets possess owners, locations, users, capabilities, products, services, applications, costs, contracts, and technologies. Consequently, Asset Architecture provides one of the richest sources of enterprise discovery data and serves as a critical mechanism for establishing traceability throughout the enterprise operating model.

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Enterprise Domain Relationships

The individual domains presented throughout the Enterprise Discovery Framework™ are intentionally introduced as independent architectural concepts. Organizational Architecture establishes accountability. Location Architecture establishes operational context. Workforce Architecture establishes execution. Capability Architecture defines what the organization is able to perform. Product and Service Architecture defines how value is delivered. Application Architecture defines the systems used to enable operations. Asset Architecture defines the resources acquired to support those systems. Technology Architecture defines the technical mechanisms used to implement and operate the enterprise (not yet depicted).

While each domain may be governed independently, none exist in isolation. Organizations do not operate as collections of disconnected domains. They operate as interconnected systems of accountability, responsibility, value creation, operational execution, and technology enablement. Understanding these relationships is essential to understanding Enterprise Discovery.

The purpose of Enterprise Discovery is not merely to discover individual enterprise objects. The purpose is to discover, maintain, and govern the relationships that exist between those objects. An application without an owner has limited value. A service without a supporting capability lacks organizational purpose. A technology platform without a supporting service cannot easily justify its existence. Enterprise Discovery seeks to establish and maintain these relationships across the enterprise operating model.

For this reason, the Enterprise Discovery Framework™ organizes enterprise domains into three primary architectural layers: Organizational Architecture, Business Architecture, and Operational Architecture.

Organizational Architecture Layer

The Organizational Architecture Layer defines accountability and responsibility throughout the enterprise. It establishes who performs work, where that work is performed, and who is accountable for outcomes.

This layer consists of:

- Organizational Architecture
- Location Architecture
- Workforce Architecture

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Together, these domains answer fundamental organizational questions:

- Who owns the function?
- Who performs the work?
- Where is the work performed?
- Who is accountable for results?
- Which organizational units participate in execution?

Without this layer, governance cannot be effectively established because ownership and accountability remain undefined.

Figure AH illustrates the Organizational Architecture Layer and the relationships between organizational structures, locations, and workforce resources.

Business Architecture Layer

The Business Architecture Layer defines how value is created and delivered by the organization.

This layer consists of:

- Capability Architecture
- Product Architecture
- Service Architecture

Together, these domains answer questions regarding enterprise value:

- What is the organization capable of doing?
- Which products organize and govern value delivery?
- Which services deliver value to customers, employees, partners, and stakeholders?
- How do organizational functions contribute to enterprise objectives?

Capabilities represent the fundamental abilities of the organization. Products organize and manage value streams. Services provide the operational mechanism through which value is delivered and consumed.

While organizational structures may change over time, capabilities, products, and services frequently remain stable. Consequently, this layer often serves as the bridge between executive strategy and operational execution.

Figure J illustrates the relationships between capabilities, products, and services within the enterprise operating model.

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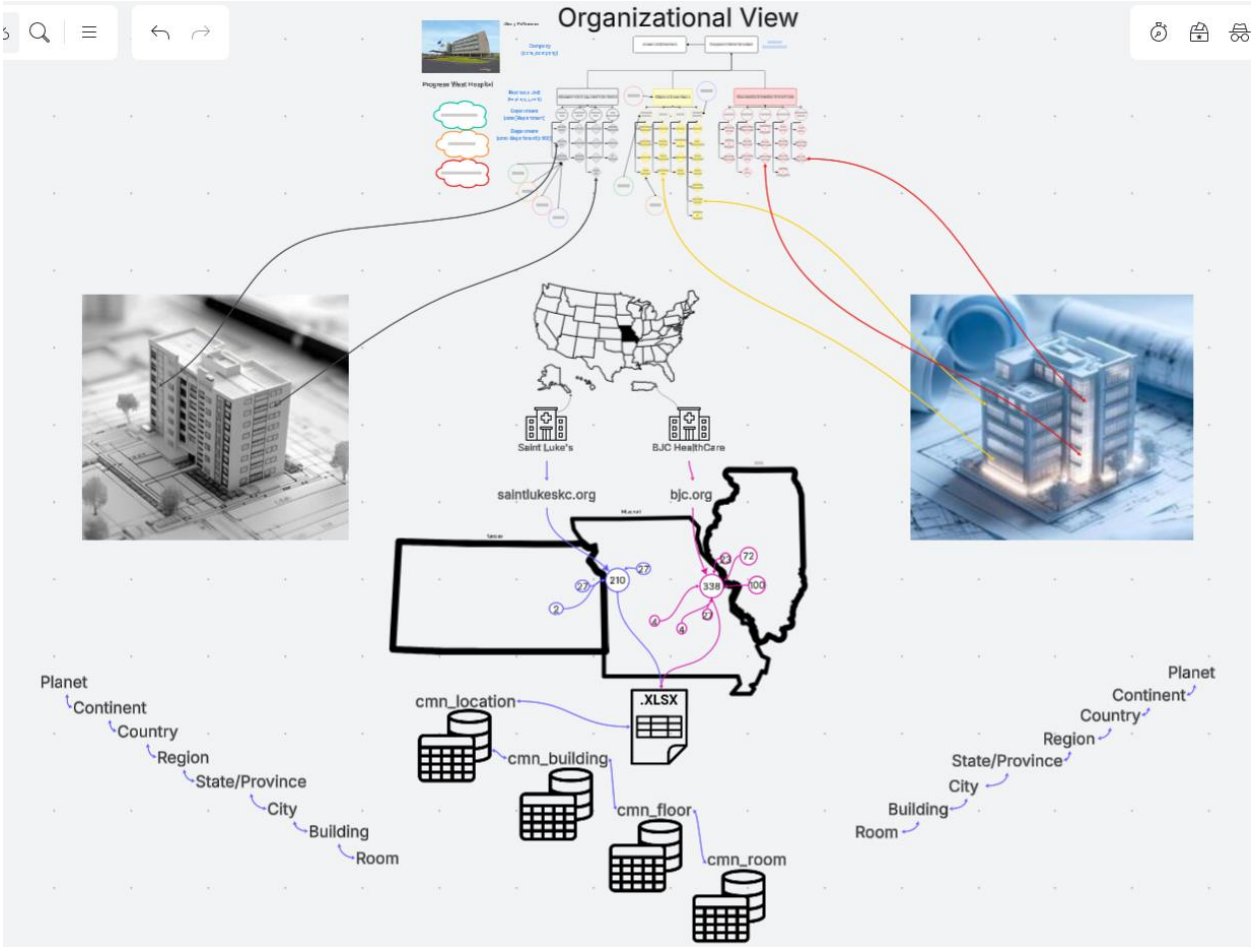
Figure J



Operational Architecture Layer

The Operational Architecture Layer defines the systems, resources, and technologies used to execute enterprise capabilities and deliver products and services.

This layer consists of:

- Application Architecture
- Asset Architecture
- Technology Architecture

Together, these domains answer operational questions:

- Which applications enable business operations?
- Which assets support those applications?
- Which technologies implement and operate those assets?

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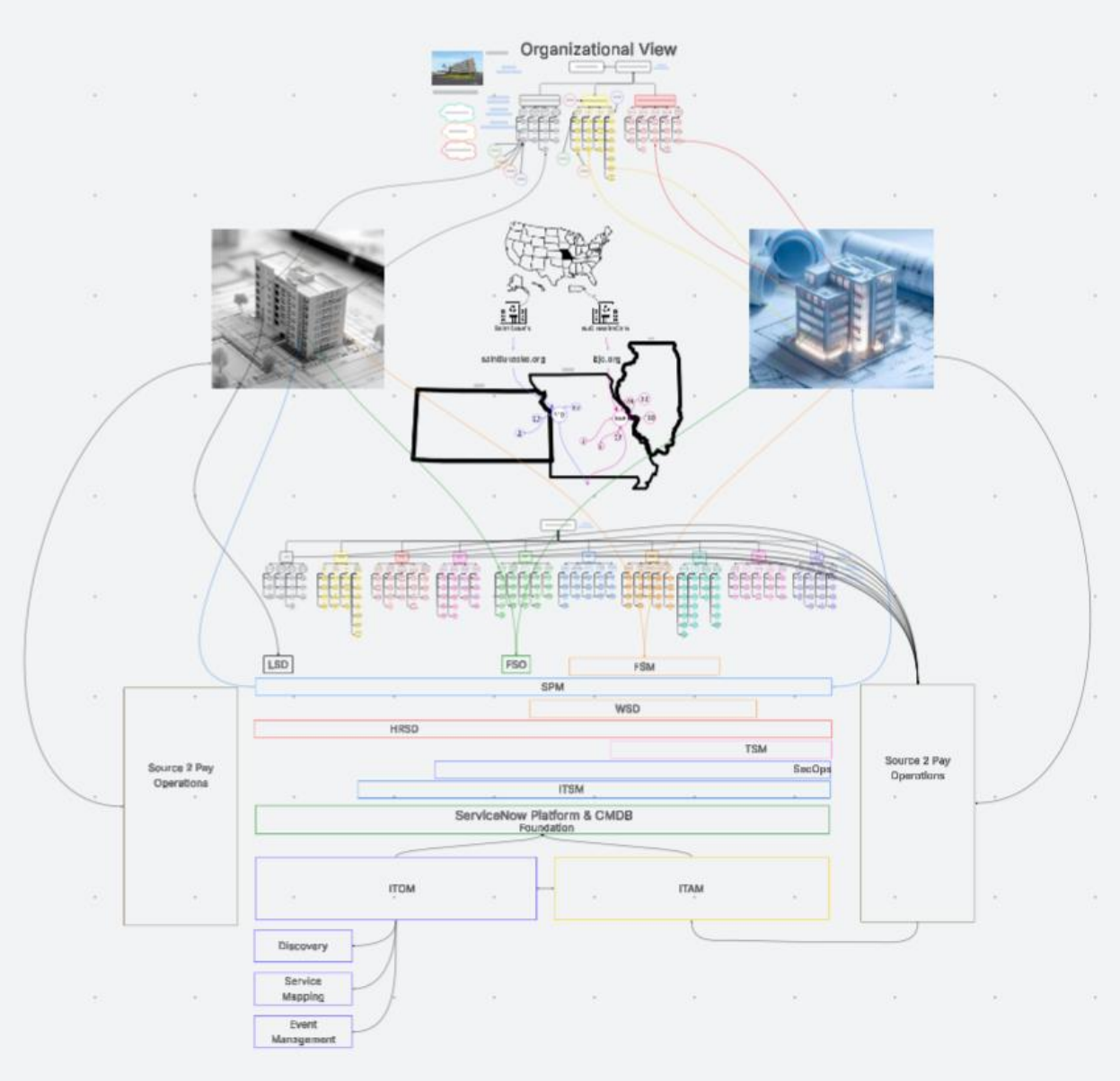
- How are products and services technically delivered?

Applications provide business functionality. Assets provide the resources necessary to support applications and operations. Technologies provide the infrastructure, platforms, engineering capabilities, and technical controls used to implement those assets.

Traditional discovery initiatives frequently focus exclusively on this layer. Enterprise Discovery recognizes its importance while also acknowledging that operational visibility alone does not provide sufficient context to understand the enterprise.

Figure K illustrates the relationships between applications, assets, and technologies.

Figure K



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The Enterprise Operating Model

When viewed collectively, these layers form the enterprise operating model.
Organizational structures establish accountability.
Locations establish operational presence.
Workforce resources execute activities.
Capabilities define organizational abilities.
Products organize value.
Services deliver value.
Applications enable execution.
Assets provide resources.
Technologies implement and operate those resources.

The resulting model provides a comprehensive representation of how organizations function.

The Enterprise Discovery Framework™ views these relationships as equally important to the domains themselves. Organizations frequently maintain inventories of applications, assets, services, and technologies while failing to establish the relationships that provide meaning and context. As a result, visibility remains fragmented and decision-making becomes increasingly difficult.

Enterprise Discovery therefore emphasizes relationship discovery in addition to object discovery. The objective is not merely to identify what exists, but to understand how enterprise resources interact to support organizational objectives.

Discovery Through Relationships

A recurring theme throughout this framework is that discovery extends beyond individual records, assets, applications, or technologies. Discovery becomes significantly more valuable when relationships are understood.

For example, a server may be discovered through technical protocols. However, understanding which asset record represents that server, which application it supports, which service consumes that application, which product governs that service, which capability the product enables, and which organizational unit owns that capability provides substantially greater value than the discovery of the server alone.

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Enterprise Discovery therefore seeks to continuously discover, validate, govern, and maintain both enterprise objects and the relationships that connect them.

These relationships transform isolated data into enterprise knowledge and provide the foundation upon which governance, architecture, automation, security, compliance, operations, and strategic decision-making depend.

The next domain, Technology Architecture, examines the technical platforms, infrastructure, cloud services, engineering capabilities, and operational controls used to implement and support the enterprise operating model.

Domain 8: Technology Architecture

Organizational Architecture establishes accountability. Location Architecture establishes operational context. Workforce Architecture establishes execution. Capability Architecture defines what the organization is capable of performing. Product and Service Architecture defines how value is delivered. Application Architecture defines the software systems used to support enterprise operations. Asset Architecture defines the resources acquired and governed throughout their lifecycle. Together, these domains provide a comprehensive representation of the enterprise operating model. The final foundational enterprise domain is Technology Architecture.

Technology Architecture defines the technical mechanisms used to implement, operate, monitor, secure, and sustain the enterprise. It establishes the infrastructure, platforms, engineering capabilities, technical services, security controls, integration patterns, and operational technologies that enable applications, assets, products, services, capabilities, and organizational objectives.

If Organizational Architecture answers who is accountable, Capability Architecture answers what the organization does, Product and Service Architecture answers how value is delivered, Application Architecture answers which systems enable operations, and Asset Architecture answers which resources have been acquired, Technology Architecture answers how those resources are technically implemented and operated.

Technology is often the starting point of traditional discovery initiatives. Servers are scanned. Network devices are inventoried. Cloud resources are enumerated. Applications are monitored. Databases are discovered. While these activities provide valuable operational visibility, Enterprise Discovery intentionally positions Technology Architecture as the final enterprise domain rather than the first.

This distinction reflects a fundamental principle of the Enterprise Discovery Framework™: technology exists to enable the enterprise, not define it.

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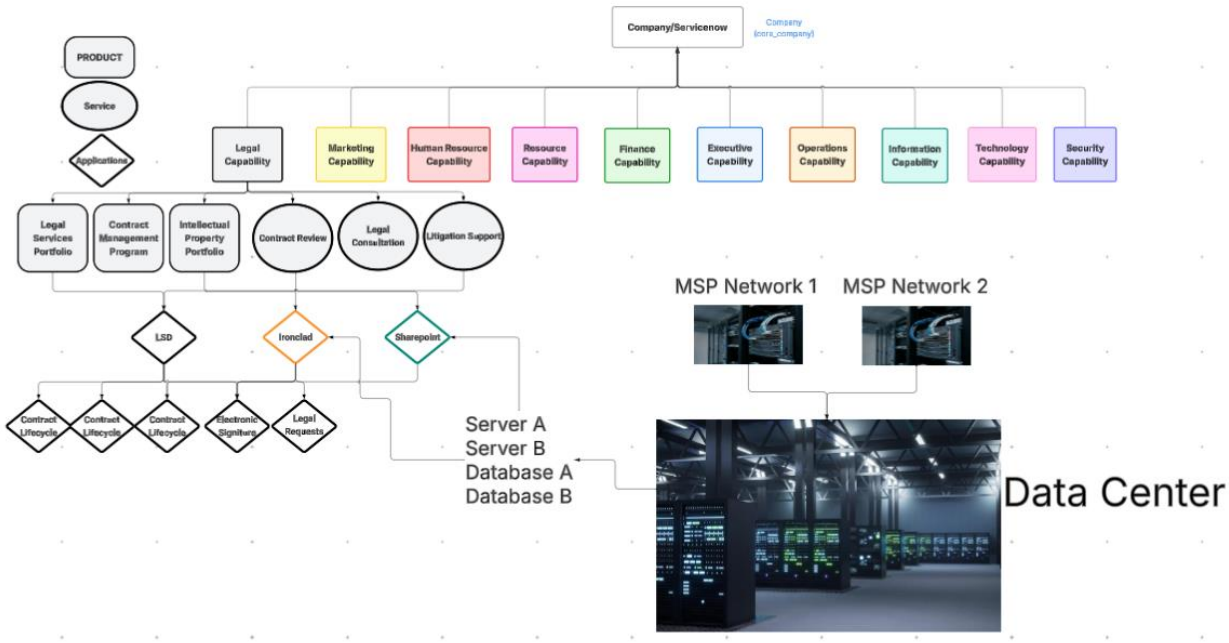
Technology Architecture represents the implementation layer of the enterprise operating model. It is where organizational objectives, business capabilities, products, services, applications, and assets are translated into operational reality. Every technology investment should ultimately support one or more enterprise outcomes.

Technology Architecture encompasses a broad collection of technical domains including infrastructure platforms, cloud services, networks, databases, storage platforms, identity services, cybersecurity controls, monitoring systems, integration platforms, middleware, engineering toolchains, artificial intelligence platforms, and operational technologies. While these technologies may differ significantly in purpose and implementation, they collectively provide the technical foundation upon which enterprise operations depend.

Figure L illustrates the relationship between Technology Architecture and the preceding enterprise domains. Technologies support assets. Assets support applications. Applications enable products and services. Products and services operationalize capabilities. Capabilities enable organizational objectives. This chain of relationships establishes traceability between technical investments and business outcomes.

Figure L



One of the most significant challenges organizations face is the tendency to view technology as an isolated discipline. Infrastructure teams manage infrastructure. Security teams manage security platforms. Cloud teams manage cloud services. Application teams

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manage applications. Enterprise Discovery seeks to eliminate these silos by establishing relationships between technologies and the enterprise functions they support.

For example, a cloud platform may host dozens of applications. Those applications may support multiple services. Those services may enable multiple products. Those products may contribute to multiple enterprise capabilities. Those capabilities may ultimately support strategic objectives owned by a specific business unit. Without these relationships, technology investments become increasingly difficult to govern, rationalize, secure, and optimize.

Technology Architecture therefore serves a critical governance function within the enterprise operating model. It provides visibility into how technical resources contribute to organizational success and establishes accountability for technical decisions. Technology Architecture enables organizations to answer questions such as:

- Which technologies support critical business services?
- Which applications depend upon a specific technology platform?
- Which organizational units rely upon a given technology capability?
- Which technologies present operational or security risk?
- Which technologies should be modernized, consolidated, or retired?

These questions cannot be answered through technical discovery alone. They require relationships between technology and every preceding enterprise domain.

Enterprise Discovery also expands the traditional concept of technology discovery. Technology discovery is often associated with network scanning, cloud enumeration, monitoring tools, management agents, and technical protocols. While these mechanisms remain important, they represent only a portion of the discovery process.

Technology Architecture is continuously observed through multiple forms of enterprise telemetry. Monitoring platforms observe availability and performance. Security platforms observe vulnerabilities and threats. Cloud platforms expose operational metadata through APIs. Infrastructure management systems maintain configuration information. Engineering teams maintain architectural documentation. Enterprise Discovery integrates these observation mechanisms into a broader enterprise context.

This perspective is particularly important within modern cloud and hybrid environments. Technologies are increasingly ephemeral, dynamic, and distributed. Virtual machines are created and destroyed automatically. Containers may exist for only minutes. Cloud resources scale continuously based upon demand. Traditional inventory-based approaches are insufficient for understanding these environments. Enterprise Discovery

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therefore emphasizes continuous observation, governance, and relationship management rather than static inventories.

Technology Architecture also serves as the primary integration point between Enterprise Discovery and traditional ServiceNow Discovery, Service Mapping, Event Management, Cloud Discovery, Observability, Vulnerability Management, and Security Operations capabilities. These technologies provide critical operational visibility and automation. However, their true value emerges when discovered technologies are connected to the broader enterprise operating model.

A discovered server becomes significantly more valuable when associated with an asset, an application, a service, a product, a capability, and an accountable organizational unit. Likewise, a security vulnerability becomes more meaningful when the organization understands which services, products, customers, and business functions may be impacted. Enterprise Discovery transforms technical information into enterprise knowledge by establishing these relationships.

From an Enterprise Discovery perspective, Technology Architecture represents the final domain of the enterprise operating model because it is the domain most dependent upon every domain that precedes it. Technology without context provides operational visibility. Technology connected to the enterprise operating model provides organizational understanding.

Consequently, Technology Architecture serves as the eighth foundational pillar of the Enterprise Discovery Framework™ and completes the enterprise domain model. Together, the Organizational, Location, Workforce, Capability, Product and Service, Application, Asset, and Technology domains provide a comprehensive representation of how organizations are structured, governed, operated, and enabled.

With the enterprise domain model established, the framework now transitions from understanding the enterprise to governing it. The next chapter introduces the Enterprise Discovery Governance Framework and examines the ownership, stewardship, accountability, and governance structures required to maintain a trusted representation of the enterprise over time.

Chapter 6 – Enterprise Discovery Governance Framework

The Enterprise Discovery Framework™ establishes a structured approach for understanding the enterprise through Organizational, Location, Workforce, Capability, Product and Service, Application, Asset, and Technology Architecture. Collectively, these domains

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provide a comprehensive representation of how the enterprise is structured, governed, operated, and enabled.

However, defining the enterprise is only the first challenge.

The greater challenge is maintaining that understanding over time.

Organizations continuously evolve. New business units are created. Departments are reorganized. Locations are opened and closed. Employees join and depart. Applications are implemented and retired. Assets are acquired and disposed of. Technologies are modernized and replaced. As the enterprise changes, the enterprise operating model must evolve with it.

Without governance, enterprise data gradually loses accuracy, ownership becomes unclear, and confidence in organizational information deteriorates. Records become duplicated. Organizational structures diverge from reality. Services lose ownership. Applications become orphaned. Assets become unmanaged. Technologies proliferate without accountability. The resulting enterprise model no longer reflects the organization it was intended to represent.

For this reason, governance serves as one of the foundational principles of Enterprise Discovery.

Governance provides the structure through which enterprise information is defined, maintained, validated, approved, and continuously improved. It establishes accountability for enterprise data and ensures that ownership, stewardship, and decision-making responsibilities are clearly understood across the organization.

Within the Enterprise Discovery Framework™, governance extends beyond technology management. Governance applies equally to organizational structures, locations, workforce information, capabilities, products, services, applications, assets, and technologies. Every enterprise domain requires ownership. Every enterprise domain requires stewardship. Every enterprise domain requires processes through which change can be evaluated and approved.

Enterprise Discovery therefore defines governance as the collection of organizational structures, decision-making processes, ownership models, stewardship responsibilities, and quality controls used to maintain a trusted representation of the enterprise.

The objective of governance is not to restrict change. The objective is to ensure that change occurs intentionally, consistently, and with appropriate accountability.

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Governance as an Enterprise Capability

Many organizations treat governance as a project activity performed during implementation initiatives. Governance committees are established during major projects and disbanded shortly after deployment. Documentation is created and eventually becomes outdated. Ownership models are defined but never operationalized.

Enterprise Discovery adopts a different perspective.
Governance is not a project activity.
Governance is an operational capability.

Just as organizations maintain financial controls, cybersecurity programs, legal oversight, and workforce management processes, they must also maintain governance processes for enterprise information. Governance must be continuous, repeatable, measurable, and integrated into normal business operations.

This perspective is particularly important because enterprise data frequently outlives the systems used to manage it. Applications may be replaced. Platforms may be upgraded. Organizational structures may evolve. Yet the enterprise itself continues to operate. Governance provides continuity across these changes and ensures that enterprise knowledge remains accurate over time.

The Purpose of Enterprise Discovery Governance

The Enterprise Discovery Governance Framework is designed to achieve five primary objectives:

1. Establish accountability for enterprise information.
2. Define ownership and stewardship responsibilities across enterprise domains.
3. Maintain data quality, consistency, and trust.
4. Enable controlled and auditable change.
5. Align enterprise information with organizational objectives.

These objectives serve as the foundation for all governance activities described throughout the remainder of this chapter.

Governance is therefore not simply concerned with maintaining records. Governance exists to preserve organizational understanding.

As organizations grow in size and complexity, the ability to maintain a trusted representation of the enterprise becomes increasingly valuable. Enterprise Discovery Governance provides the framework through which that understanding can be sustained.

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6.1 Governance Structures

Effective governance requires more than policies, procedures, and documentation. Governance requires clearly defined organizational structures capable of making decisions, resolving conflicts, assigning accountability, and maintaining enterprise information over time. Without formal governance structures, ownership becomes ambiguous, decisions become inconsistent, and enterprise data gradually diverges from organizational reality.

The Enterprise Discovery Framework™ recognizes that governance must exist at multiple levels of the organization. Executive leadership establishes strategic direction and accountability. Enterprise architecture functions define standards and enterprise relationships. Domain owners govern specific areas of responsibility. Operational teams maintain the day-to-day information required to sustain the enterprise operating model.

For this reason, Enterprise Discovery Governance is organized into a hierarchy of governance bodies and roles that collectively maintain the enterprise operating model.

Executive Sponsorship

Governance begins with executive sponsorship.

The enterprise operating model represents the structure through which the organization functions. Consequently, responsibility for governance cannot be delegated exclusively to Information Technology, Enterprise Architecture, Human Resources, Facilities Management, or any other individual department. Enterprise information spans the entire organization and therefore requires executive sponsorship capable of establishing enterprise-wide priorities and accountability.

Executive sponsors provide strategic direction, approve governance policies, resolve cross-organizational conflicts, allocate resources, and reinforce the importance of enterprise data as a strategic asset. Their role is not to manage enterprise information directly but to ensure governance remains aligned with organizational objectives.

Without executive sponsorship, governance initiatives frequently become isolated within individual departments and lose the authority required to maintain enterprise-wide consistency.

Enterprise Discovery Governance Board

The Enterprise Discovery Governance Board serves as the primary governing body responsible for maintaining the enterprise operating model.

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This board establishes enterprise standards, approves governance policies, resolves ownership disputes, reviews major changes to enterprise structures, and ensures alignment across organizational, operational, and technology domains.

The board should include representatives from multiple organizational functions including Enterprise Architecture, Information Technology, Human Resources, Facilities Management, Finance, Security, Operations, and other stakeholders responsible for maintaining enterprise information.

The purpose of the board is not to manage individual records. The purpose is to govern the enterprise model itself.

Typical responsibilities include:

- Establishing enterprise data standards.
- Defining ownership models.
- Approving governance policies.
- Reviewing enterprise architecture changes.
- Resolving cross-domain conflicts.
- Monitoring enterprise data quality.
- Prioritizing enterprise discovery initiatives.

The Enterprise Discovery Governance Board serves as the highest operational authority for maintaining the integrity of the enterprise operating model.

Enterprise Architecture Board

While the Enterprise Discovery Governance Board focuses on governance and accountability, the Enterprise Architecture Board focuses on enterprise structure and design.

The Enterprise Architecture Board evaluates proposed changes that impact organizational structures, capabilities, products, services, applications, assets, and technologies. It ensures that enterprise changes align with architectural principles, strategic objectives, and established governance standards.

Within the Enterprise Discovery Framework™, Enterprise Architecture serves as a stewardship function responsible for understanding relationships between enterprise domains and ensuring those relationships remain consistent over time.

The Enterprise Architecture Board therefore acts as a key advisor to the Enterprise Discovery Governance Board and provides architectural oversight for enterprise changes.

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Domain Owners

Each enterprise domain requires a designated owner.

Domain owners are accountable for the quality, accuracy, governance, and strategic direction of information within their respective domains. They establish standards, approve significant changes, and ensure that enterprise information remains aligned with organizational objectives.

Examples include:

- Organizational Architecture Owner
- Location Architecture Owner
- Workforce Architecture Owner
- Capability Architecture Owner
- Product and Service Architecture Owner
- Application Architecture Owner
- Asset Architecture Owner
- Technology Architecture Owner

Domain ownership should be assigned to the organizational function most capable of governing the information within that domain.

For example, Workforce Architecture may be governed by Human Resources. Location Architecture may be governed by Facilities Management. Asset Architecture may be governed by Asset Management or Procurement. Technology Architecture may be governed by Information Technology.

The specific ownership model may vary by organization; however, accountability must always be clearly defined.

Domain Stewards

Domain owners establish direction and accountability. Domain stewards execute governance activities.

Domain stewards maintain enterprise information, perform quality reviews, coordinate updates, validate changes, and support operational governance processes. They act as subject matter experts responsible for ensuring that enterprise information remains accurate and trustworthy.

While domain owners are accountable for governance outcomes, domain stewards are responsible for day-to-day governance execution.

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This distinction is critical because governance frequently fails when accountability and execution responsibilities are assigned to the same individuals without adequate operational support.

Data Custodians

Data custodians are responsible for maintaining the systems, platforms, integrations, and operational processes used to manage enterprise information.

Within ServiceNow environments, data custodians may include platform administrators, CMDB managers, IT Asset Management teams, integration teams, or application administrators.

Data custodians do not determine governance policy. Instead, they implement and support the technical capabilities required to execute governance decisions.

Their responsibilities frequently include:

- Platform administration.
- Integration management.
- Data synchronization.
- Discovery operations.
- Monitoring and observability.
- Technical quality controls.
- Reporting and analytics.

Data custodians provide the operational foundation that enables governance to function at scale.

Governance Through Shared Responsibility

One of the most common causes of governance failure is the assumption that governance belongs to a single team.

Enterprise Discovery rejects this assumption.

Governance is a shared responsibility that spans executive leadership, enterprise architecture, business operations, domain ownership, stewardship functions, and platform operations. No single team possesses sufficient organizational context to govern the enterprise independently.

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Successful governance occurs when accountability, stewardship, and operational execution are distributed appropriately across the organization while remaining aligned through common standards and governance structures.

The governance hierarchy established within this framework ensures that enterprise information remains both operationally manageable and strategically aligned.

With governance structures established, the next section examines ownership and stewardship models in greater detail and defines how accountability is assigned across enterprise domains.

6.2 Ownership and Stewardship Models

The governance structures described in the previous section establish the organizational bodies responsible for governing the enterprise operating model. However, governance structures alone do not ensure accountability. Effective governance requires clearly defined ownership and stewardship responsibilities that identify who is accountable for enterprise information, who maintains it, who approves changes, and who operates the systems used to manage it.

One of the most common causes of governance failure is the assumption that ownership, stewardship, and operational administration are interchangeable responsibilities. In practice, these functions represent distinct roles that serve different purposes within the enterprise operating model.

The Enterprise Discovery Framework™ therefore distinguishes between Owners, Stewards, and Custodians. Together, these roles establish a governance model capable of maintaining enterprise information throughout its lifecycle.

Ownership

Ownership represents accountability.

Owners are responsible for ensuring that enterprise information accurately reflects organizational reality and continues to support business objectives. Ownership includes decision-making authority, approval authority, strategic direction, prioritization, and accountability for outcomes.

Owners determine what information should exist, how it should be governed, and how it supports the objectives of the organization.

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Ownership cannot be delegated to technology teams simply because information is stored within a technology platform. Ownership must reside with the organizational function responsible for the information itself.

For example, Human Resources owns workforce information because Human Resources is responsible for managing workforce relationships. Facilities organizations own location information because they are responsible for managing physical locations. Enterprise Architecture organizations may own capability information because they define and govern enterprise capabilities.

Ownership is therefore established according to organizational accountability rather than system administration responsibilities.

Stewardship

Stewardship represents governance execution.

Stewards are responsible for maintaining the quality, consistency, completeness, and integrity of enterprise information. While owners establish direction and accountability, stewards ensure that governance policies are executed consistently throughout day-to-day operations.

Stewards frequently serve as subject matter experts within a particular domain and provide operational oversight for enterprise information.

Typical stewardship responsibilities include:

- Data quality reviews.
- Validation of proposed changes.
- Relationship management.
- Standards enforcement.
- Process coordination.
- Governance reporting.
- Issue resolution.

Stewards act as the operational guardians of enterprise information and frequently serve as the primary point of coordination between business stakeholders and technical teams.

Custodianship

Custodianship represents operational administration.

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Custodians are responsible for the platforms, tools, integrations, and technical processes used to manage enterprise information. They maintain the systems through which enterprise information is stored, synchronized, discovered, monitored, and reported.

Custodians do not determine governance policy. They implement and support governance decisions established by owners and stewards.

Typical custodianship responsibilities include:

- Platform administration.
- Integration management.
- Discovery operations.
- Monitoring and observability.
- Data synchronization.
- Security administration.
- Reporting and analytics support.

Within ServiceNow environments, custodians frequently include platform administrators, CMDB managers, IT Asset Management administrators, integration teams, and application administrators.

Custodians ensure that governance processes can operate effectively at scale but do not own the information being managed.

Separating Accountability from Administration

Many governance programs fail because ownership is assigned to the team that administers the platform rather than the team accountable for the information.

For example, a ServiceNow administrator may maintain the organizational hierarchy tables, but the administrator does not own the organizational structure of the enterprise. Likewise, an IT Asset Management administrator may manage asset records, but ownership of those assets frequently belongs to procurement, finance, logistics, operations, or other business functions.

The Enterprise Discovery Framework™ therefore separates accountability from administration.

Owners govern information.
Stewards maintain information quality.
Custodians maintain systems.
Each role is necessary. None of the roles should replace the others.

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Ownership Across Enterprise Domains

Every enterprise domain requires clearly defined ownership, stewardship, and custodianship.

Examples include:

Organizational Architecture

- Owner: Human Resources Leadership
- Steward: Organizational Design Team
- Custodian: ServiceNow Platform Team

Location Architecture

- Owner: Facilities Management
- Steward: Facilities Planning Team
- Custodian: Platform Administration Team

Workforce Architecture

- Owner: Human Resources
- Steward: Workforce Management Team
- Custodian: HR Systems Administration Team

Capability Architecture

- Owner: Enterprise Architecture
- Steward: Business Architecture Team
- Custodian: Enterprise Architecture Repository Administrators

Product and Service Architecture

- Owner: Product and Service Owners
- Steward: Service Portfolio Management Team
- Custodian: ServiceNow Administrators

Application Architecture

- Owner: Application Owners
- Steward: Enterprise Architecture Team
- Custodian: Application Portfolio Administrators

Asset Architecture

- Owner: Asset Management Organization
- Steward: Asset Governance Team
- Custodian: IT Asset Management Administrators

Technology Architecture

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- Owner: Technology Leadership
- Steward: Technology Architecture Team
- Custodian: Infrastructure and Platform Engineering Teams

While specific ownership assignments vary by organization, the governance model remains consistent.

Decision Rights and Approval Authority

Ownership also establishes decision rights.

Governance requires clear understanding of who may:

- Create enterprise records.
- Modify enterprise records.
- Approve structural changes.
- Define standards.
- Retire information.
- Resolve disputes.
- Approve exceptions.

Without clearly defined decision rights, governance becomes inconsistent and difficult to enforce.

The Enterprise Discovery Framework™ recommends that approval authority align with ownership while stewardship functions provide review and validation responsibilities.

This approach balances governance control with operational efficiency and reduces the likelihood of unauthorized or conflicting changes.

Governance Through Shared Accountability

Enterprise information rarely belongs to a single organizational function. Most enterprise domains intersect with multiple stakeholders and require collaboration between business leaders, architects, operational teams, and platform administrators.

For this reason, ownership should not be interpreted as exclusive control. Ownership establishes accountability, not isolation.

Successful governance occurs when owners, stewards, and custodians work together to maintain a shared understanding of the enterprise while fulfilling their respective responsibilities.

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This shared accountability model provides the foundation for cross-domain governance and enables the enterprise operating model to evolve while remaining accurate, governed, and trusted.

With ownership and stewardship responsibilities established, the next section examines how governance is performed across multiple enterprise domains and how organizations manage the relationships that exist between them.

6.3 Cross-Domain Governance

The enterprise domains defined within the Enterprise Discovery Framework™ are intentionally presented as individual domains to establish ownership, accountability, governance responsibilities, and domain-specific management practices. However, organizations do not operate through isolated domains. Organizational structures influence workforce assignments. Locations support workforce activities. Capabilities enable products and services. Applications support products and services. Assets support applications. Technologies enable assets. Every domain participates in a larger enterprise operating model.

Consequently, governance cannot be performed solely within individual domains.

While domain ownership establishes accountability, effective governance requires coordination across domain boundaries. The Enterprise Discovery Framework™ refers to this coordination as Cross-Domain Governance.

Cross-Domain Governance is the collection of processes, ownership models, governance structures, and decision-making mechanisms used to manage relationships between enterprise domains. It ensures that changes occurring within one domain are evaluated for their impact on other domains and that the enterprise operating model remains aligned as the organization evolves.

Governance Occurs at Domain Boundaries

One of the most important observations within Enterprise Discovery is that governance failures rarely occur within individual domains. Governance failures most commonly occur at the boundaries between domains.

For example, Human Resources may effectively govern workforce information while Enterprise Architecture effectively governs application information. However, governance issues frequently emerge when organizations attempt to determine:

- Which workforce resources support which applications.
- Which departments own specific services.

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- Which locations support operational capabilities.
- Which assets support critical business functions.
- Which technologies support regulated services.

The challenge is rarely the individual domain. The challenge is the relationship between domains.

Enterprise Discovery therefore places significant emphasis on governing enterprise relationships in addition to governing enterprise records.

Organizational and Workforce Governance

The relationship between Organizational Architecture and Workforce Architecture represents one of the most important governance relationships within the enterprise.

Organizational structures define accountability.

Workforce structures define execution.

When organizational structures change, workforce relationships are often impacted. Departments may be reorganized. Reporting structures may change. New business units may be established. Existing functions may be consolidated.

Without governance, workforce information quickly becomes misaligned with organizational reality.

Cross-domain governance ensures that organizational changes are reviewed for workforce impacts and that workforce information remains aligned with organizational accountability structures.

Organizational and Location Governance

Locations provide operational context for organizational functions.

Departments may operate from specific campuses, buildings, regions, or facilities. Conversely, individual locations may support multiple organizational functions.

Changes to organizational structures frequently impact location assignments, facility utilization, operational planning, and workforce distribution.

Cross-domain governance ensures that organizational and location changes remain synchronized and that accountability for physical operations remains clearly defined.

Capability, Product, and Service Governance

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Capability Architecture, Product Architecture, and Service Architecture collectively describe how the organization creates and delivers value.

Capabilities define what the organization is able to perform.

Products organize value delivery.

Services operationalize value delivery.

These domains are highly interdependent and frequently require joint governance.

For example, the introduction of a new product may require the creation of new services. The retirement of a service may impact multiple capabilities. The creation of a new capability may necessitate changes across product portfolios and service catalogs.

Cross-domain governance ensures that changes to one value domain are evaluated across all related value domains.

Product, Service, and Application Governance

Applications exist to support products and services.

Consequently, Application Architecture cannot be governed independently of Product and Service Architecture.

Organizations frequently discover applications that lack clearly defined service ownership. Similarly, products and services often depend upon applications that are poorly documented or governed.

Cross-domain governance establishes traceability between products, services, and applications and ensures that ownership remains aligned across these domains.

This relationship is particularly important during application rationalization, modernization, replacement, and retirement initiatives.

Application, Asset, and Technology Governance

Application Architecture, Asset Architecture, and Technology Architecture collectively define how enterprise capabilities are implemented and operated.

Applications consume assets.

Assets rely upon technologies.

Technologies enable applications.

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Traditional IT governance often focuses exclusively on these relationships. Enterprise Discovery expands this perspective by connecting operational resources to organizational objectives and business outcomes.

Cross-domain governance ensures that changes to technologies are evaluated for impacts to assets, applications, products, services, capabilities, and organizational functions.

This approach enables more informed decision-making regarding modernization, risk management, security, and operational planning.

Relationship Ownership

One of the most overlooked aspects of governance is ownership of relationships.

Organizations frequently establish ownership for records while failing to establish ownership for the relationships between those records.

For example:

- Who is responsible for maintaining application-to-service relationships?
- Who validates capability-to-product relationships?
- Who governs workforce-to-department assignments?
- Who approves asset-to-application associations?

The Enterprise Discovery Framework™ recommends that ownership of a relationship be shared by the owners of the participating domains, with stewardship responsibilities assigned to the governance team most capable of maintaining the relationship.

Relationship governance should be treated with the same level of importance as record governance.

Relationship Quality and Trust

The value of the enterprise operating model is directly related to the quality of its relationships.

Organizations may maintain accurate records while still lacking meaningful enterprise visibility if relationships between those records are incomplete, inaccurate, or unmanaged.

A discovered server provides operational visibility.

A server associated with an asset provides lifecycle visibility.

A server associated with an application provides operational context.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
A server associated with a service provides business context.

A server associated with a capability provides strategic context.

Enterprise Discovery therefore measures success not only through the quality of individual domains but also through the quality of the relationships that connect them.

Governance as an Enterprise System

Cross-Domain Governance represents the mechanism through which the enterprise operating model functions as a unified system.

Without cross-domain governance, domains gradually evolve independently and organizational understanding becomes fragmented. With effective governance, organizational structures, workforce relationships, capabilities, products, services, applications, assets, and technologies remain aligned and collectively provide a trusted representation of the enterprise.

The objective of Enterprise Discovery is not simply to govern information. The objective is to govern organizational understanding.

As organizations mature, governance increasingly shifts from managing individual domains toward managing the relationships that exist between them. These relationships ultimately provide the context, traceability, and insight required to support strategic decision-making across the enterprise.

The next section examines Governance Metrics and Reporting and establishes the measurements used to evaluate governance effectiveness, domain health, ownership accountability, and enterprise data quality.

6.4 Governance Metrics and Reporting

The governance structures, ownership models, and cross-domain governance practices established throughout this chapter provide the foundation for maintaining a trusted representation of the enterprise. However, governance cannot be effectively managed through policies and organizational structures alone. Governance must be measurable.

Organizations routinely measure financial performance, operational performance, cybersecurity performance, customer satisfaction, and workforce productivity. Enterprise governance should be managed with the same level of discipline. Without meaningful metrics, organizations cannot determine whether governance activities are effective, whether enterprise information remains trustworthy, or whether governance investments are producing measurable outcomes.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
The Enterprise Discovery Framework™ therefore treats governance measurement as a core enterprise capability. Governance metrics provide visibility into the health of enterprise information, the effectiveness of governance processes, the performance of ownership models, and the maturity of the enterprise operating model.

The purpose of governance metrics is not to create additional reporting. The purpose is to provide organizational insight into the quality, reliability, and trustworthiness of enterprise information.

Measuring Governance Effectiveness

Governance effectiveness should be evaluated according to the organization's ability to maintain accurate, complete, governed, and trusted enterprise information over time.

A mature governance program should be capable of answering questions such as:

- Who owns this information?
- Is the information current?
- Is the information complete?
- Is the information accurate?
- Does the information support enterprise decision-making?
- Are relationships between domains maintained?
- Are governance processes being followed?
- Are changes being properly reviewed and approved?

If these questions cannot be consistently answered, governance improvements may be required regardless of how many governance policies or committees exist.

Governance effectiveness is ultimately measured by organizational trust in enterprise information.

Domain Health Metrics

Each enterprise domain should establish measurable indicators of health and governance performance.

Examples include:

Organizational Architecture

- Percentage of departments with assigned ownership.
- Percentage of organizational units reviewed annually.
- Percentage of workforce assignments aligned with organizational structures.

Location Architecture

Author: Geoffry Benjamin Schlick
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- Percentage of locations with assigned owners.
- Percentage of locations with complete hierarchy information.
- Percentage of locations reviewed annually.

Workforce Architecture

- Percentage of workforce records linked to organizational structures.
- Percentage of workforce records linked to locations.
- Percentage of workforce records updated through authoritative sources.

Capability Architecture

- Percentage of capabilities with assigned owners.
- Percentage of capabilities linked to products and services.
- Percentage of capabilities reviewed annually.

Product and Service Architecture

- Percentage of products with assigned owners.
- Percentage of services with assigned owners.
- Percentage of products linked to supporting services.

Application Architecture

- Percentage of applications with assigned owners.
- Percentage of applications linked to services.
- Percentage of applications reviewed annually.

Asset Architecture

- Percentage of assets with assigned owners.
- Percentage of assets associated with applications.
- Percentage of assets within lifecycle compliance standards.

Technology Architecture

- Percentage of technologies with assigned owners.
- Percentage of technologies linked to supporting assets.
- Percentage of technologies monitored through approved observation mechanisms.

These metrics provide visibility into the governance maturity of individual domains while supporting enterprise-wide governance objectives.

Ownership and Accountability Metrics

Ownership represents one of the most critical components of governance.

The Enterprise Discovery Framework™ recommends that ownership metrics be monitored across all domains.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
Examples include:

- Percentage of records with assigned owners.
- Percentage of records with assigned stewards.
- Percentage of records with identified custodians.
- Percentage of domains with documented governance structures.
- Percentage of governance exceptions with documented approval.

Ownership metrics help organizations identify areas where accountability remains undefined or governance responsibilities have not been fully established.

Relationship Quality Metrics

Enterprise Discovery places significant emphasis on relationships between domains.

As a result, governance measurement should extend beyond individual records to include relationship quality.

Examples include:

- Percentage of workforce records linked to departments.
- Percentage of services linked to products.
- Percentage of applications linked to services.
- Percentage of assets linked to applications.
- Percentage of technologies linked to assets.
- Percentage of enterprise relationships validated within governance review cycles.

Relationship quality frequently provides greater insight into enterprise maturity than record quality alone. Organizations may possess accurate records while lacking the relationships necessary to understand how the enterprise functions.

The quality of the enterprise operating model is directly influenced by the quality of these relationships.

Authoritative Source Coverage

One of the foundational principles of Enterprise Discovery is the identification and governance of authoritative sources.

Organizations should therefore measure authoritative source coverage across enterprise domains.

Examples include:

- Percentage of workforce information sourced from Human Resources systems.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com

- Percentage of organizational information sourced from approved governance processes.
- Percentage of asset information sourced from procurement or asset management systems.
- Percentage of technology information sourced from approved discovery and observability platforms.
- Percentage of enterprise domains with documented authoritative sources.

These metrics help organizations identify areas where information is maintained manually, duplicated across systems, or lacking clear ownership.

Governance Process Metrics

Governance activities themselves should also be measured.

Examples include:

- Number of governance reviews completed.
- Percentage of governance reviews completed on schedule.
- Number of governance exceptions approved.
- Number of governance exceptions unresolved.
- Average time required to approve governance changes.
- Average time required to resolve ownership conflicts.

These metrics provide visibility into governance operations and help identify process bottlenecks or organizational inefficiencies.

Enterprise Discovery Scorecards

Governance metrics are most effective when presented through standardized scorecards and dashboards.

Enterprise Discovery scorecards should provide visibility into:

- Domain health.
- Ownership coverage.
- Relationship quality.
- Authoritative source coverage.
- Governance process performance.
- Governance maturity.

The objective of governance reporting is not to generate additional documentation. The objective is to provide actionable information that enables leadership to improve governance effectiveness and maintain organizational trust in enterprise information.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com

Measuring Organizational Understanding

Traditional reporting often focuses on operational performance, technical performance, or financial performance. Enterprise Discovery introduces an additional perspective.

Enterprise Discovery measures organizational understanding.

A mature organization should be capable of understanding:

- Who performs work.
- Where work is performed.
- What capabilities exist.
- Which products and services deliver value.
- Which applications support operations.
- Which assets support applications.
- Which technologies enable the enterprise.

Governance metrics provide insight into how accurately and completely this understanding is represented within the enterprise operating model.

Governance Through Visibility

Governance cannot improve what it cannot measure.

Metrics provide visibility. Visibility enables accountability. Accountability enables improvement.

For this reason, governance metrics and reporting serve as a critical component of the Enterprise Discovery Governance Framework. They provide the mechanism through which organizations evaluate governance effectiveness, identify improvement opportunities, and maintain confidence in the enterprise operating model.

The next section examines Governance Maturity and introduces a structured model for evaluating the evolution of enterprise governance capabilities over time. *Measurement of ServiceNow's CMDB Health model is similar to what was previously discussed except these measurements are at a much "higher" level: Ownership, Stewardship, Relationship Integrity, Authoritative Source Coverage, Lifecycle Governance, and Domain Health.

Governance Maturity

Governance is not a binary condition. Organizations are not simply governed or ungoverned. Governance develops over time as organizational structures mature, ownership becomes established, relationships are defined, authoritative sources are identified, and enterprise information becomes increasingly trusted.

Author: Geoffry Benjamin Schlick
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The Enterprise Discovery Framework™ recognizes governance as a progressive organizational capability. As organizations mature, their ability to understand, govern, and maintain enterprise information improves. Governance becomes more consistent, decision-making becomes more informed, and the enterprise operating model becomes a more reliable representation of organizational reality.

For this reason, Enterprise Discovery introduces a Governance Maturity Model that enables organizations to evaluate their current governance capabilities and establish a roadmap for continuous improvement.

The purpose of governance maturity is not to achieve a particular score or certification. The purpose is to understand the current state of governance and identify opportunities to improve organizational understanding over time.

Level 1 – Reactive

At the Reactive level, governance activities occur primarily in response to operational issues, audits, compliance requirements, incidents, or project demands.

Information is frequently maintained within isolated systems and organizational functions. Ownership is unclear or undocumented. Governance processes are inconsistent and often depend upon individual knowledge rather than established standards.

Characteristics of a Reactive organization include:

- Undefined ownership.
- Inconsistent governance processes.
- Limited executive involvement.
- Manual maintenance activities.
- Fragmented information sources.
- Minimal relationship management.
- Low confidence in enterprise information.

Governance exists primarily as a response mechanism rather than a proactive organizational capability.

Level 2 – Defined

At the Defined level, governance structures begin to emerge.

Organizations establish ownership models, governance committees, review processes, and basic standards for maintaining enterprise information. Governance responsibilities become more visible and organizational awareness increases.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
Characteristics of a Defined organization include:

- Documented governance policies.
- Assigned ownership for key domains.
- Initial stewardship responsibilities.
- Formal governance meetings.
- Basic reporting and accountability.
- Defined authoritative sources for selected domains.

While governance exists, it is often limited to specific departments or initiatives and may not yet be consistently applied across the enterprise.

Level 3 – Managed

At the Managed level, governance becomes operationalized.

Ownership, stewardship, and custodianship responsibilities are clearly understood. Governance activities are performed consistently and integrated into normal business operations. Relationships between enterprise domains begin to receive formal governance attention.

Characteristics of a Managed organization include:

- Active governance boards.
- Defined ownership and stewardship models.
- Governance metrics and reporting.
- Cross-domain governance processes.
- Relationship management practices.
- Regular governance reviews.
- Increased trust in enterprise information.

Governance is no longer viewed as a project activity and becomes a repeatable operational capability.

Level 4 – Governed

At the Governed level, governance becomes embedded within organizational decision-making.

Enterprise information is treated as a strategic asset. Governance activities are integrated into planning, architecture, procurement, operational management, security, and organizational change processes. Domain ownership is consistently enforced and governance metrics are used to drive improvement.

Characteristics of a Governed organization include:

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- Enterprise-wide governance participation.
- Executive sponsorship and oversight.
- Established domain ownership.
- High relationship integrity.
- Strong authoritative source alignment.
- Measurable governance outcomes.
- Governance integrated into organizational processes.

The enterprise operating model becomes a trusted source of information used throughout the organization.

Level 5 – Enterprise Integrated

At the Enterprise Integrated level, governance extends beyond individual domains and focuses on enterprise-wide understanding.

Relationships between domains are continuously maintained. Governance decisions consider impacts across organizational, operational, and technology architectures. Enterprise information is actively used to support strategic planning, investment decisions, risk management, cybersecurity initiatives, operational improvements, and digital transformation efforts.

Characteristics of an Enterprise Integrated organization include:

- Enterprise-wide relationship governance.
- Cross-domain decision-making.
- Integrated architecture and governance functions.
- Comprehensive enterprise visibility.
- High organizational trust in enterprise information.
- Governance aligned to strategic objectives.
- Continuous improvement processes.

Governance becomes a core organizational capability that supports enterprise operations and executive decision-making.

Governance Maturity Dimensions

Governance maturity should not be evaluated solely according to process documentation or organizational structures. Enterprise Discovery recommends evaluating maturity across multiple dimensions.

These dimensions include:

Ownership

Author: Geoffry Benjamin Schlick
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- Are accountable owners defined?
- Are ownership responsibilities understood?

Stewardship

- Are governance activities actively maintained?
- Are stewardship responsibilities executed consistently?

Relationship Integrity

- Are relationships between domains defined and governed?
- Are relationship changes reviewed and validated?

Authoritative Source Coverage

- Have authoritative sources been identified?
- Are authoritative sources actively governed?

Lifecycle Governance

- Are enterprise objects governed throughout their lifecycle?
- Are retirement and archival processes defined?

Domain Health

- Is enterprise information accurate, complete, current, and trusted?

Together, these dimensions provide a comprehensive view of governance effectiveness and organizational maturity.

Maturity as a Continuous Journey

Governance maturity should not be viewed as a destination.

Organizations continuously evolve. New business models emerge. Technologies change. Organizational structures shift. Workforce relationships adapt. Governance must evolve alongside the enterprise.

As a result, organizations may demonstrate different maturity levels across different domains. Workforce governance may be highly mature while Application Architecture governance remains developing. Asset governance may be well established while Capability Architecture governance remains incomplete.

The objective is not perfection. The objective is continuous improvement.

Governance and Enterprise Discovery

The Enterprise Discovery Framework™ views governance maturity as a measure of organizational understanding.

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As governance matures, the organization becomes increasingly capable of understanding itself. Relationships become clearer. Accountability becomes more visible. Decisions become more informed. Enterprise information becomes more trusted.

Ultimately, governance maturity reflects the organization's ability to maintain a trusted representation of the enterprise and continuously align that representation with organizational reality.

With the Governance Framework established, the Enterprise Discovery Framework now transitions from governance to execution. The next chapter introduces the Enterprise Discovery Operating Model and examines how organizations operationalize Enterprise Discovery through workshops, processes, governance activities, and continuous improvement practices.

Chapter 7 – Enterprise Discovery Operating Model

The Enterprise Discovery Framework™ establishes a structured approach for understanding and governing the enterprise through Organizational, Location, Workforce, Capability, Product and Service, Application, Asset, and Technology Architecture. The preceding chapters introduced the enterprise domain model and the governance structures required to maintain it. Together, these concepts provide a comprehensive representation of how organizations operate.

However, understanding and governance alone do not produce results.

Organizations must establish repeatable processes through which enterprise information is discovered, validated, governed, and continuously maintained. Without operational processes, governance becomes theoretical and enterprise information gradually diverges from reality.

For this reason, the Enterprise Discovery Framework™ defines an operating model that transforms Enterprise Discovery from a conceptual framework into an organizational capability.

The Enterprise Discovery Operating Model establishes the people, processes, governance activities, workshops, review cycles, and continuous improvement mechanisms used to maintain a trusted representation of the enterprise.

The objective of the operating model is not to create additional administrative overhead. The objective is to integrate Enterprise Discovery into normal business operations so that enterprise information evolves alongside the organization itself.

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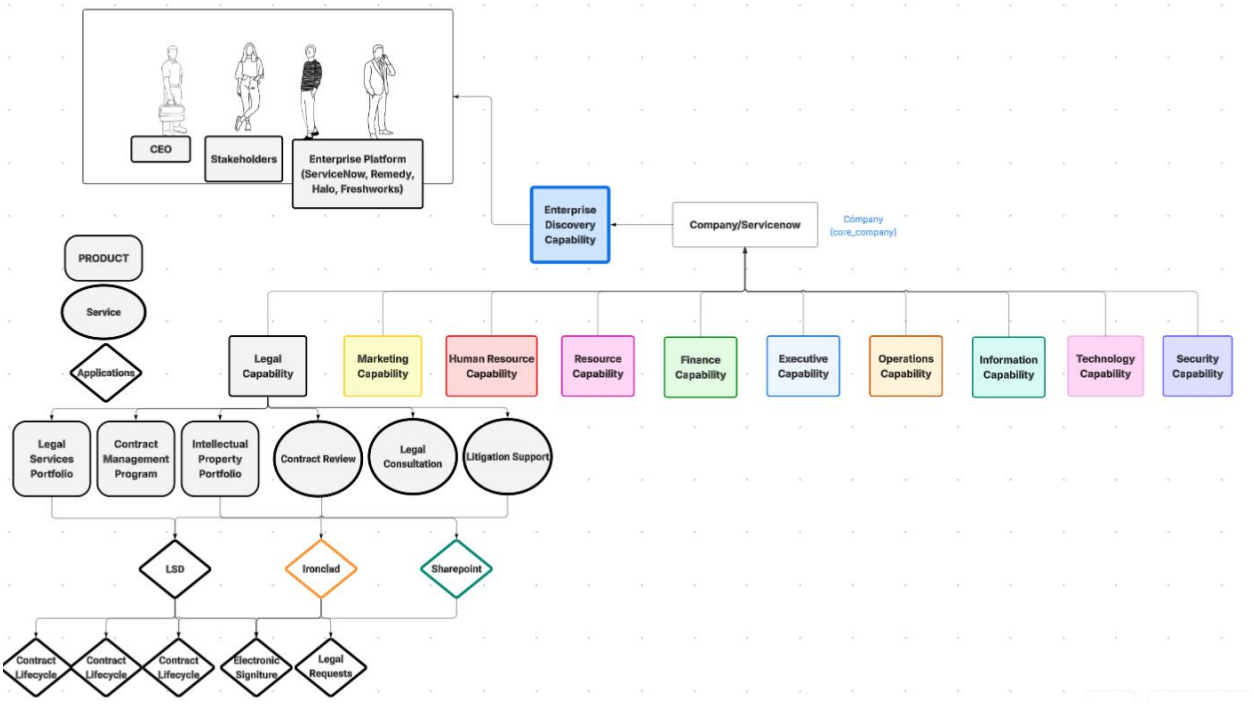
Enterprise Discovery as an Operational Capability

Traditional discovery initiatives are frequently treated as projects.

Organizations conduct application inventories, perform CMDB implementations, establish service catalogs, document organizational structures, or execute asset management initiatives. These activities often produce valuable information, but the information quickly becomes outdated when governance and operational processes are not established.

Enterprise Discovery adopts a different perspective.
Enterprise Discovery is not a project.
Enterprise Discovery is an operational capability.
Just as organizations continuously manage financial information, workforce information, cybersecurity controls, and operational processes, they must also continuously maintain their understanding of the enterprise. Figure L represents the previous Enterprise Discovery Team/Capability.

Figure L



This requires ongoing participation from executive leadership, enterprise architects, governance teams, business stakeholders, operational managers, and platform administrators.

Author: Geoffry Benjamin Schlick
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The Enterprise Discovery Operating Model provides the structure through which this participation occurs.

Operating Model Objectives

The Enterprise Discovery Operating Model is designed to achieve five primary objectives:

1. Establish a repeatable process for discovering enterprise information.
2. Maintain alignment between enterprise information and organizational reality.
3. Integrate governance into normal business operations.
4. Enable continuous improvement of the enterprise operating model.
5. Provide a trusted foundation for strategic, operational, financial, security, and technology decision-making.

These objectives guide the activities, workshops, governance processes, and review cycles described throughout the remainder of this chapter.

Enterprise Discovery Lifecycle

Enterprise Discovery is performed through a continuous lifecycle rather than a one-time implementation effort.

The lifecycle consists of five primary activities:

Discover

Identify organizational structures, locations, workforce relationships, capabilities, products, services, applications, assets, technologies, and supporting relationships.

Validate

Confirm ownership, accountability, authoritative sources, governance requirements, and relationship accuracy.

Govern

Review information through established governance structures and approval processes.

Operate

Utilize enterprise information to support business operations, architecture activities, operational management, security initiatives, and strategic decision-making.

Improve

Author: Geoffry Benjamin Schlick
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Continuously evaluate governance effectiveness, information quality, relationship integrity, and organizational alignment.

This lifecycle applies to every enterprise domain and provides the foundation for operational governance.

Enterprise Discovery Participants

Enterprise Discovery is inherently cross-functional.

No individual team possesses sufficient knowledge to discover and govern the enterprise independently. Consequently, the operating model requires participation from multiple organizational functions.

Typical participants include:

- Executive Leadership
- Enterprise Architects
- Business Architects
- Human Resources
- Facilities Management
- Finance and Procurement
- Product Owners
- Service Owners
- Application Owners
- Asset Managers
- Technology Leaders
- Security Organizations
- Platform Teams
- Governance Boards

Each participant contributes unique knowledge regarding specific enterprise domains and relationships.

Enterprise Discovery succeeds when these perspectives are brought together through structured governance and collaborative workshops.

The sections that follow describe the workshops, activities, governance processes, and operational practices used to execute Enterprise Discovery throughout the enterprise.

Chapter 8 – Enterprise Discovery Methodology

The Enterprise Discovery Framework™ establishes a structured approach for understanding, governing, and maintaining enterprise information across Organizational,

Author: Geoffry Benjamin Schlick
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Location, Workforce, Capability, Product and Service, Application, Asset, and Technology Architecture domains. Previous chapters introduced the enterprise operating model, governance framework, and operating model required to sustain Enterprise Discovery as an organizational capability.

This chapter introduces the Enterprise Discovery Methodology.

The Enterprise Discovery Methodology provides a repeatable implementation approach that organizations may use to establish, validate, govern, and operationalize the enterprise operating model. The methodology is designed to guide organizations from fragmented information and inconsistent governance practices toward a trusted representation of the enterprise.

The methodology recognizes a fundamental reality observed across organizations of all sizes and industries: organizations frequently attempt to implement technology platforms before establishing a shared understanding of the enterprise itself.

Applications are deployed before ownership is defined.

Assets are discovered before accountability is established.

Services are created before capabilities are documented.

Technologies are implemented before governance structures are operationalized.

Enterprise Discovery reverses this approach.

The methodology begins with organizational understanding and progressively expands toward operational and technology domains. Each phase builds upon the information, relationships, governance structures, and ownership models established in preceding phases.

The objective is not simply to collect information. The objective is to establish an enterprise operating model capable of supporting governance, decision-making, digital transformation, security, operational management, and continuous improvement.

Methodology Principles

The Enterprise Discovery Methodology is guided by several foundational principles:

- Organizational accountability precedes technology.
- Governance precedes automation.
- Ownership precedes integration.

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- Relationships are as important as records.
- Discovery extends beyond technology.
- Enterprise information must be continuously maintained.
- Enterprise understanding is the objective.

These principles ensure that Enterprise Discovery remains focused on organizational understanding rather than technology implementation alone.

Enterprise Discovery Implementation Phases

The methodology consists of ten implementation phases.

Each phase establishes a portion of the enterprise operating model while building upon information discovered during previous activities.

Phase 1 – Organizational Discovery
Phase 2 – Location Discovery
Phase 3 – Workforce Discovery
Phase 4 – Capability Discovery
Phase 5 – Product and Service Discovery
Phase 6 – Application Discovery
Phase 7 – Asset Discovery
Phase 8 – Technology Discovery
Phase 9 – Relationship Discovery
Phase 10 – Operationalization
While presented sequentially, organizations may execute phases iteratively based upon organizational priorities, governance maturity, available information, and implementation objectives.

The order remains intentional. Organizational understanding should be established before technology implementation whenever possible.

Enterprise Discovery Deliverables

Each phase produces one or more enterprise artifacts that contribute to the enterprise operating model.

Examples include:

- Organizational Hierarchies
- Location Hierarchies

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- Workforce Models
- Capability Maps
- Product Portfolios
- Service Portfolios
- Application Portfolios
- Asset Inventories
- Technology Inventories
- Relationship Maps
- Ownership Models
- Governance Structures

Collectively, these artifacts form the foundation of Enterprise Discovery and provide the information required to govern the enterprise effectively.

Methodology Outcomes

Successful execution of the Enterprise Discovery Methodology results in:

- A governed enterprise operating model.
- Defined ownership across enterprise domains.
- Documented authoritative sources.
- Established governance structures.
- Traceable relationships across enterprise domains.
- Improved organizational understanding.
- Enhanced decision-making capabilities.
- A trusted foundation for enterprise platforms and business initiatives.

The sections that follow describe each implementation phase, the workshops performed, the stakeholders involved, and the artifacts produced during execution.

Phase 1 – Organizational Discovery

Objective

Establish the organizational structures responsible for governing enterprise operations and define accountability across the enterprise.

Overview

Organizational Discovery serves as the foundation of the Enterprise Discovery Methodology. Before applications, assets, services, technologies, or operational processes can be effectively governed, the organization must first establish accountability. Organizational Architecture defines how accountability is structured throughout the enterprise and provides the framework upon which all subsequent domains depend.

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Participants

- Executive Leadership
- Human Resources
- Enterprise Architecture
- Finance
- Business Unit Leadership
- Governance Representatives

Workshops

- Organizational Hierarchy Workshop
- Ownership Workshop
- Governance Workshop

Activities

- Identify legal entities.
- Identify companies and subsidiaries.
- Define business units.
- Define departments.
- Establish organizational ownership.
- Validate reporting structures.
- Assign governance responsibilities.

Deliverables

- Organizational Hierarchy Model
- Organizational Ownership Model
- Governance Assignments
- Domain Ownership Matrix
- Organizational Reference Architecture

Success Criteria

- Companies, business units, and departments are defined.
- Organizational ownership is established.
- Governance responsibilities are assigned.
- Organizational structures align with enterprise objectives.
- Organizational accountability is documented and approved.

Related Domains

- Organizational Architecture
- Workforce Architecture
- Capability Architecture

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Key Principle

Without Organizational Discovery, ownership becomes difficult to establish and governance activities frequently fail due to unclear accountability.

Phase 2 – Location Discovery

Objective

Establish the physical and logical locations through which the organization operates and define the geographic framework that supports organizational accountability, workforce operations, asset management, and service delivery.

Overview

Location Discovery serves as the companion phase to Organizational Discovery. While Organizational Architecture defines accountability, Location Architecture defines where accountability exists within the enterprise.

Every organization operates within physical or logical locations. These locations may include countries, regions, campuses, buildings, facilities, warehouses, datacenters, retail locations, manufacturing sites, hospitals, offices, and operational areas. Together, they provide the geographic context necessary to understand where organizational functions, workforce activities, applications, assets, and technologies reside.

Location Discovery establishes the location hierarchy used throughout the enterprise operating model and provides the foundation for facilities management, workforce planning, asset management, operational governance, and technology deployment activities.

Participants

- Facilities Management
- Real Estate Management
- Human Resources
- Enterprise Architecture
- Security Organizations
- Operations Leadership
- Information Technology
- Governance Representatives

Workshops

- Location Hierarchy Workshop

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- Facilities Governance Workshop
- Geographic Ownership Workshop

Activities

- Identify countries, regions, and operational territories.
- Define campuses and facilities.
- Define buildings and operational locations.
- Establish parent-child location relationships.
- Assign location ownership.
- Validate location naming standards.
- Define location governance processes.
- Align locations with organizational structures.

Deliverables

- Location Hierarchy Model
- Geographic Ownership Model
- Campus and Building Inventory
- Location Governance Assignments
- Location Reference Architecture

Success Criteria

- Location hierarchies are defined and approved.
- Parent-child location relationships are established.
- Location ownership is assigned.
- Locations align with organizational structures.
- Governance responsibilities are documented.
- Location standards are established and approved.

Related Domains

- Organizational Architecture
- Workforce Architecture
- Asset Architecture
- Technology Architecture

Key Principle

Without Location Discovery, organizations lack the geographic context required to understand where operations occur, where assets are located, where workforce activities are performed, and where accountability is physically executed throughout the enterprise.

Phase 3 – Workforce Discovery

Author: Geoffry Benjamin Schlick
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Objective

Establish the workforce structures responsible for executing organizational functions and define the relationships between individuals, teams, groups, departments, locations, capabilities, products, services, applications, assets, and technologies.

Overview

Workforce Discovery extends the enterprise operating model beyond organizational accountability and physical locations by identifying the people responsible for executing enterprise activities.

While Organizational Architecture defines accountability and Location Architecture defines operational context, Workforce Architecture defines execution.

The workforce represents one of the most dynamic domains within the enterprise. Employees join and depart. Teams are formed and dissolved. Responsibilities shift. Contractors supplement organizational capabilities. Access requirements evolve. Despite these changes, organizations must maintain a trusted understanding of who performs work, who supports operations, and who is responsible for maintaining enterprise capabilities.

Workforce Discovery establishes the workforce model used throughout the enterprise operating model and provides the foundation for governance, security, operational management, support structures, workforce planning, and organizational accountability.

Participants

- Human Resources
- Organizational Leadership
- Enterprise Architecture
- Security Organizations
- Identity and Access Management Teams
- Department Managers
- Operations Leadership
- Governance Representatives

Workshops

- Workforce Architecture Workshop
- Team and Group Governance Workshop
- Organizational Assignment Workshop
- Workforce Ownership Workshop

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Activities

- Identify workforce populations.
- Identify employees, contractors, and external personnel.
- Define teams and operational work groups.
- Define support organizations.
- Align workforce resources to departments.
- Align workforce resources to locations.
- Establish workforce governance processes.
- Define ownership and management responsibilities.
- Validate workforce naming and management standards.

Deliverables

- Workforce Architecture Model
- Team and Group Hierarchy
- Workforce Ownership Model
- Organizational Assignment Matrix
- Workforce Governance Assignments

Success Criteria

- Workforce structures are documented and approved.
- Teams and groups are aligned to organizational structures.
- Workforce ownership and management responsibilities are assigned.
- Workforce records align with authoritative Human Resources sources.
- Governance responsibilities are documented.
- Workforce standards are established and approved.

Related Domains

- Organizational Architecture
- Location Architecture
- Capability Architecture
- Product and Service Architecture
- Application Architecture

Key Principle

Workforce Architecture should not be used to replace Organizational Architecture.

Organizations frequently attempt to represent organizational structures through user groups and parent-group hierarchies. While groups provide valuable mechanisms for workforce management, access control, operational support, and collaboration, they are not substitutes for organizational structures.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
Organizational structures establish accountability.

Workforce structures establish execution.

Maintaining a clear separation between these domains enables organizations to adapt workforce models, security controls, and operational teams without disrupting the accountability structures upon which enterprise governance depends.

Phase 4 – Capability Discovery

Objective

Identify and define the capabilities required for the organization to execute its mission, deliver value, and achieve strategic objectives.

Overview

Capability Discovery represents the transition from understanding how the organization is structured to understanding what the organization is capable of doing.

Organizational Architecture defines accountability. Location Architecture defines operational context. Workforce Architecture defines execution. Capability Architecture defines the abilities that enable the enterprise to fulfill its mission.

Capabilities represent stable descriptions of organizational functions independent of organizational structures, workforce assignments, technologies, applications, or operational processes. While departments may be reorganized, applications may be replaced, and technologies may evolve, the fundamental capabilities required to operate the enterprise frequently remain consistent over time.

For this reason, Capability Architecture serves as a critical bridge between Organizational Architecture and Product and Service Architecture. It provides a common language through which executives, architects, operational leaders, and technology teams can understand how the enterprise creates value.

Participants

- Executive Leadership
- Enterprise Architects
- Business Architects
- Business Unit Leadership
- Department Leadership
- Strategic Planning Organizations
- Product and Service Owners

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- Governance Representatives

Workshops

- Capability Identification Workshop
- Capability Mapping Workshop
- Strategic Alignment Workshop
- Capability Ownership Workshop

Activities

- Identify enterprise capabilities.
- Identify business unit capabilities.
- Define capability hierarchies.
- Align capabilities to organizational structures.
- Establish capability ownership.
- Validate capability definitions.
- Identify capability relationships.
- Align capabilities to strategic objectives.
- Establish governance responsibilities.

Deliverables

- Enterprise Capability Map
- Capability Hierarchy Model
- Capability Ownership Matrix
- Strategic Alignment Model
- Capability Governance Assignments

Success Criteria

- Enterprise capabilities are identified and documented.
- Capability ownership is assigned.
- Capability definitions are approved.
- Capability relationships are established.
- Capabilities align with strategic objectives.
- Governance responsibilities are documented.

Related Domains

- Organizational Architecture
- Workforce Architecture
- Product and Service Architecture
- Application Architecture

Key Principle

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
Capabilities describe what the organization does, not how it is organized.

Capabilities should remain relatively stable despite changes to organizational structures, leadership, workforce assignments, applications, technologies, or operational processes. By separating capabilities from organizational structures, organizations establish a durable representation of enterprise functions that can support strategic planning, governance, architecture, portfolio management, and digital transformation initiatives.

Capabilities provide the foundation upon which products, services, applications, assets, and technologies are ultimately organized and governed.

Phase 5 – Product and Service Discovery

Objective

Identify and define the products and services through which the organization creates, manages, delivers, and measures value.

Overview

Product and Service Discovery builds upon the organizational, location, workforce, and capability foundations established in previous phases. While Capability Discovery defines what the organization is capable of doing, Product and Service Discovery defines how those capabilities are organized and delivered to customers, employees, partners, regulators, and stakeholders.

Products and services represent the operational manifestation of enterprise capabilities. Products organize value streams, investments, ownership, and governance. Services provide the mechanism through which value is delivered and consumed.

Regardless of industry, every organization exists to deliver value. Commercial organizations deliver products and services to customers. Government organizations deliver public services. Healthcare organizations deliver healthcare services. Educational institutions deliver educational services. Internal business functions likewise deliver products and services to other areas of the enterprise.

Product and Service Discovery establishes the enterprise value model and provides a structured framework through which capabilities can be translated into measurable outcomes.

Participants

- Executive Leadership
- Enterprise Architects

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- Business Architects
- Product Owners
- Service Owners
- Business Unit Leadership
- Strategic Planning Organizations
- Portfolio Managers
- Governance Representatives

Workshops

- Product Portfolio Workshop
- Service Portfolio Workshop
- Value Stream Workshop
- Product and Service Ownership Workshop

Activities

- Identify enterprise products.
- Identify enterprise services.
- Define product portfolios.
- Define service portfolios.
- Establish product ownership.
- Establish service ownership.
- Align products and services to capabilities.
- Identify service consumers.
- Identify product consumers.
- Establish governance responsibilities.

Deliverables

- Product Portfolio Model
- Service Portfolio Model
- Product Ownership Matrix
- Service Ownership Matrix
- Product-to-Capability Relationships
- Service-to-Product Relationships
- Product and Service Governance Assignments

Success Criteria

- Products and services are identified and documented.
- Product and service ownership is assigned.
- Products align with enterprise capabilities.

Author: Geoffry Benjamin Schlick
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- Services align with products.
- Governance responsibilities are documented.
- Product and service portfolios are approved.

Related Domains

- Capability Architecture
- Organizational Architecture
- Workforce Architecture
- Application Architecture

Key Principle

Products organize value. Services deliver value.

Capabilities define what the organization is able to perform. Products provide a governance and investment structure through which capabilities are organized. Services provide the operational mechanism through which value is delivered and consumed.

Organizations frequently focus on applications, assets, and technologies before establishing a clear understanding of the products and services those resources are intended to support. Product and Service Discovery reverses this approach by establishing the enterprise value model before progressing into operational and technology domains.

Every application, asset, and technology should ultimately support one or more products or services. Consequently, Product and Service Discovery serves as the primary connection between enterprise strategy and operational execution and establishes the framework through which value delivery is governed across the enterprise.

Phase 6 – Application Discovery

Objective

Identify and define the applications used to enable, automate, support, and scale enterprise capabilities, products, and services.

Overview

Application Discovery represents the transition from business architecture to operational architecture.

Previous phases established the organizational structures, locations, workforce relationships, capabilities, products, and services that define how the enterprise operates and delivers value. Application Discovery identifies the software systems used to support

those activities and establishes the relationships between applications and the business functions they enable.

Applications are among the most visible enterprise assets and frequently serve as the primary mechanism through which users interact with enterprise processes and services. However, organizations often maintain extensive application portfolios without fully understanding ownership, business purpose, dependencies, lifecycle status, or strategic value.

Application Discovery establishes the application architecture required to understand how enterprise capabilities, products, and services are implemented and supported.

Participants

- Enterprise Architects
- Application Owners
- Product Owners
- Service Owners
- Information Technology Leadership
- Development Organizations
- Platform Engineering Teams
- Security Organizations
- Governance Representatives

Workshops

- Application Portfolio Workshop
- Application Ownership Workshop
- Application Rationalization Workshop
- Application Governance Workshop

Activities

- Identify enterprise applications.
- Define application portfolios.
- Establish application ownership.
- Identify application consumers.
- Identify application lifecycle status.
- Align applications to products and services.
- Align applications to capabilities.
- Identify application dependencies.
- Validate application governance processes.

Deliverables

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com

- Application Portfolio Model
- Application Ownership Matrix
- Application Lifecycle Model
- Application-to-Service Relationships
- Application-to-Capability Relationships
- Application Governance Assignments

Success Criteria

- Applications are identified and documented.
- Application ownership is assigned.
- Applications are aligned to products and services.
- Application lifecycle status is established.
- Governance responsibilities are documented.
- Application portfolios are reviewed and approved.

Related Domains

- Capability Architecture
- Product and Service Architecture
- Asset Architecture
- Technology Architecture

Key Principle

Applications enable value; they do not define value.

Organizations frequently focus on applications as the center of enterprise architecture. While applications play a critical role in enabling operations, they exist to support capabilities, products, and services rather than define them.

Applications should therefore be governed according to the business outcomes they enable rather than the technologies used to implement them. Every application should have a clearly defined purpose, owner, lifecycle status, and relationship to one or more enterprise capabilities, products, or services.

Application Discovery establishes these relationships and provides the visibility necessary to support governance, rationalization, modernization, operational management, cybersecurity, and strategic planning initiatives.

By the conclusion of this phase, the organization should possess a governed understanding of the software systems used throughout the enterprise and how those systems contribute to value delivery. This understanding serves as the foundation for Asset Discovery, which examines the resources acquired to support enterprise applications and operations.

Author: Geoffry Benjamin Schlick
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Phase 7 – Asset Discovery

Objective

Identify and define the resources acquired, managed, and governed by the enterprise to support organizational operations, capabilities, products, services, applications, and technologies.

Overview

Asset Discovery expands Enterprise Discovery beyond software systems and into the resources required to operate the enterprise. While Application Discovery identifies the systems used to support enterprise activities, Asset Discovery identifies the resources acquired to support those systems and the broader organizational mission.

Assets may include physical equipment, software licenses, cloud subscriptions, facilities, vehicles, inventory, intellectual property, operational equipment, workforce resources, and other enterprise investments. Asset Discovery establishes visibility into these resources and their relationship to the enterprise operating model.

Unlike traditional asset management initiatives that focus primarily on procurement and financial accountability, Enterprise Discovery views assets as observable enterprise resources that contribute to organizational objectives. Assets exist throughout every domain of the enterprise and frequently serve as the bridge between business operations and technology implementation.

Asset Discovery establishes the asset architecture required to understand ownership, utilization, lifecycle status, operational dependencies, and enterprise value.

Participants

- Asset Management
- Procurement Organizations
- Finance Organizations
- Enterprise Architects
- Facilities Management
- Operations Leadership
- Information Technology
- Inventory Management Teams
- Governance Representatives

Workshops

- Asset Portfolio Workshop

Author: Geoffry Benjamin Schlick
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- Asset Ownership Workshop
- Asset Lifecycle Workshop
- Asset Governance Workshop

Activities

- Identify enterprise assets.
- Establish asset classifications.
- Define asset ownership.
- Identify authoritative asset sources.
- Define asset lifecycle states.
- Align assets to applications.
- Align assets to locations.
- Align assets to organizational ownership structures.
- Establish governance responsibilities.

Deliverables

- Asset Portfolio Model
- Asset Classification Framework
- Asset Ownership Matrix
- Asset Lifecycle Model
- Asset-to-Application Relationships
- Asset Governance Assignments

Success Criteria

- Assets are identified and documented.
- Asset ownership is assigned.
- Asset classifications are established.
- Asset lifecycle states are defined.
- Asset relationships are documented.
- Governance responsibilities are assigned.
- Authoritative asset sources are identified and approved.

Related Domains

- Organizational Architecture
- Location Architecture
- Workforce Architecture
- Application Architecture
- Technology Architecture

Key Principle

Author: Geoffry Benjamin Schlick
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Every enterprise resource is discoverable. The difference lies not in whether discovery occurs, but in the mechanism through which observation is performed.

Traditional approaches frequently distinguish assets from configuration items based upon financial or operational perspectives. Enterprise Discovery adopts a broader view. Assets and configuration items often represent different perspectives of the same enterprise resource. The distinction is not the resource itself, but the methods through which information about that resource is discovered, maintained, and governed.

A warehouse inventory item may be discovered through barcode scanning. A facility may be discovered through facilities management processes. A workforce resource may be discovered through Human Resources systems. A server may be discovered through network protocols and observability platforms. Each resource is observable through different mechanisms.

Asset Discovery therefore focuses on establishing visibility into enterprise resources regardless of how information about those resources is obtained. The objective is to identify ownership, lifecycle status, operational purpose, and relationships to other enterprise domains.

By the conclusion of this phase, the organization should possess a governed understanding of the resources acquired to support enterprise operations and how those resources contribute to capabilities, products, services, applications, and organizational objectives. This understanding provides the foundation for Technology Discovery, which examines the technical platforms, infrastructure, observability mechanisms, and engineering capabilities used to implement and operate those resources.

Phase 8 – Technology Discovery

Objective

Identify and define the technologies used to implement, operate, secure, monitor, and sustain enterprise assets, applications, products, and services.

Overview

Technology Discovery represents the final domain discovery phase within the Enterprise Discovery Methodology. Previous phases established the organizational, location, workforce, capability, product and service, application, and asset architectures that collectively describe how the enterprise operates. Technology Discovery identifies the technical platforms and engineering capabilities used to enable those operations.

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Technology Architecture includes the infrastructure, cloud platforms, networks, databases, identity services, security controls, integration platforms, observability solutions, engineering toolchains, and operational technologies used throughout the enterprise. These technologies provide the technical foundation upon which enterprise applications, assets, products, and services depend.

Traditional discovery initiatives frequently begin with technology. Enterprise Discovery intentionally positions Technology Discovery near the conclusion of the methodology because technology exists to enable enterprise operations rather than define them. Understanding the enterprise before examining its technologies provides significantly greater context for governance, operational management, cybersecurity, modernization, and strategic decision-making.

Participants

- Enterprise Architects
- Technology Architects
- Infrastructure Engineering Teams
- Cloud Engineering Teams
- Network Engineering Teams
- Cybersecurity Organizations
- Platform Engineering Teams
- Operations Leadership
- Governance Representatives

Workshops

- Technology Portfolio Workshop
- Infrastructure Discovery Workshop
- Technology Governance Workshop
- Authoritative Source Workshop

Activities

- Identify enterprise technologies.
- Define technology portfolios.
- Establish technology ownership.
- Identify infrastructure platforms.
- Identify cloud platforms and services.
- Identify security technologies.
- Identify observability and monitoring platforms.
- Identify technology dependencies.

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- Define authoritative discovery and monitoring sources.
- Establish governance responsibilities.

Deliverables

- Technology Portfolio Model
- Technology Ownership Matrix
- Infrastructure Reference Architecture
- Technology-to-Asset Relationships
- Technology Governance Assignments
- Authoritative Source Inventory

Success Criteria

- Technologies are identified and documented.
- Technology ownership is assigned.
- Infrastructure and platform dependencies are documented.
- Authoritative discovery sources are identified.
- Governance responsibilities are assigned.
- Technology portfolios are reviewed and approved.
- Technology relationships are aligned to enterprise objectives.

Related Domains

- Application Architecture
- Asset Architecture
- Product and Service Architecture
- Capability Architecture

Key Principle

Technology enables the enterprise; it does not define the enterprise.

Organizations frequently focus on servers, databases, cloud platforms, networks, and security technologies as the primary representation of enterprise architecture. While these technologies are critical to enterprise operations, they derive their value from the capabilities, products, services, applications, and assets they support.

Technology Discovery therefore focuses not only on identifying technologies but also on understanding their purpose within the enterprise operating model. Every technology should support one or more assets. Every asset should support one or more applications. Every application should support one or more products or services. Every product or service should support one or more enterprise capabilities.

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Technology Discovery also establishes the authoritative observation mechanisms used throughout Enterprise Discovery. These mechanisms may include discovery platforms, monitoring solutions, cloud APIs, configuration management tools, security platforms, inventory systems, engineering repositories, and operational telemetry sources.

By the conclusion of this phase, the organization should possess a governed understanding of the technologies used throughout the enterprise and the observation mechanisms used to maintain visibility into those technologies. This understanding completes the enterprise domain model and establishes the foundation for Relationship Discovery, which focuses on identifying, validating, and governing the relationships that connect enterprise domains together.

Phase 9 – Relationship Discovery

Objective

Identify, validate, govern, and maintain the relationships that exist between enterprise domains and establish the traceability required to understand how the enterprise functions as an integrated system.

Overview

Relationship Discovery represents the culmination of the Enterprise Discovery Methodology.

The preceding phases focused on discovering and governing individual enterprise domains. Organizational Discovery established accountability. Location Discovery established operational context. Workforce Discovery established execution. Capability Discovery identified what the organization is capable of performing. Product and Service Discovery defined how value is delivered. Application Discovery identified the systems used to support operations. Asset Discovery identified enterprise resources. Technology Discovery identified the platforms used to implement and operate those resources.

Collectively, these phases establish the individual components of the enterprise operating model.

Relationship Discovery establishes the connections between them.

The Enterprise Discovery Framework™ recognizes that the true value of enterprise information is not derived from individual records alone. Value is derived from understanding how enterprise objects interact, depend upon one another, and collectively contribute to organizational objectives.

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Relationship Discovery transforms isolated information into enterprise knowledge.

Participants

- Enterprise Architects
- Business Architects
- Domain Owners
- Domain Stewards
- Application Owners
- Product Owners
- Service Owners
- Asset Managers
- Technology Architects
- Governance Representatives

Workshops

- Enterprise Relationship Workshop
- Ownership Validation Workshop
- Relationship Governance Workshop
- Enterprise Operating Model Workshop

Activities

- Identify relationships between enterprise domains.
- Validate relationship ownership.
- Define authoritative relationship sources.
- Establish relationship governance processes.
- Align relationships to enterprise objectives.
- Identify relationship gaps.
- Define relationship maintenance responsibilities.
- Validate cross-domain dependencies.
- Establish relationship review cycles.

Deliverables

- Enterprise Relationship Model
- Domain Relationship Matrix
- Relationship Ownership Matrix
- Enterprise Traceability Model
- Relationship Governance Assignments
- Enterprise Operating Model

Success Criteria

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- Relationships between enterprise domains are documented.
- Relationship ownership is assigned.
- Relationship governance processes are established.
- Relationship dependencies are validated.
- Authoritative relationship sources are identified.
- Enterprise traceability is established.
- Governance responsibilities are documented.

Related Domains

- Organizational Architecture
- Location Architecture
- Workforce Architecture
- Capability Architecture
- Product and Service Architecture
- Application Architecture
- Asset Architecture
- Technology Architecture

Key Principle

The value of Enterprise Discovery is realized through relationships, not records.

Organizations frequently invest significant effort identifying applications, assets, technologies, services, and organizational structures while failing to establish the relationships that provide meaning and context. As a result, enterprise information remains fragmented and decision-making becomes increasingly difficult.

Relationship Discovery addresses this challenge by establishing traceability throughout the enterprise operating model.

Examples include:

- Organizational Units ↔ Workforce
- Organizational Units ↔ Locations
- Capabilities ↔ Products
- Products ↔ Services
- Services ↔ Applications
- Applications ↔ Assets
- Assets ↔ Technologies

These relationships allow organizations to understand how value flows throughout the enterprise and how operational resources contribute to strategic objectives.

Author: Geoffry Benjamin Schlick
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Relationship Discovery also provides the foundation for governance, cybersecurity, operational resilience, impact analysis, modernization planning, risk management, and digital transformation initiatives.

A discovered server has operational value.
A server linked to an asset provides lifecycle value.
A server linked to an application provides operational context.
A server linked to a service provides business context.
A server linked to a capability provides strategic context.
Relationship Discovery enables organizations to move beyond inventory management and toward enterprise understanding.

By the conclusion of this phase, the organization should possess a governed representation of the relationships that connect enterprise domains together. These relationships establish the enterprise operating model and provide the context necessary to support informed decision-making across the organization.

Relationship Discovery represents the point at which Enterprise Discovery transitions from domain management to enterprise management. The enterprise is no longer understood as a collection of individual architectures but as an interconnected system of accountability, execution, value delivery, applications, assets, and technologies.

The next phase, Operationalization, establishes the governance, processes, reporting, and continuous improvement activities required to maintain the enterprise operating model and sustain Enterprise Discovery as an organizational capability.

Phase 10 – Operationalization

Objective

Establish the governance structures, operational processes, review cycles, reporting mechanisms, and continuous improvement activities required to sustain Enterprise Discovery as an organizational capability.

Overview

Operationalization represents the final phase of the Enterprise Discovery Methodology.

The previous phases established the enterprise operating model through the discovery of organizational structures, locations, workforce relationships, capabilities, products and services, applications, assets, technologies, and the relationships that connect them. Operationalization ensures that this information remains accurate, governed, and aligned with organizational reality over time.

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Enterprise Discovery is not intended to be a one-time initiative. Organizations continuously evolve through acquisitions, reorganizations, workforce changes, technology modernization efforts, new products, new services, and changing business objectives. As the enterprise evolves, the enterprise operating model must evolve alongside it.

Operationalization transforms Enterprise Discovery from a project into a sustainable enterprise capability.

Participants

- Executive Sponsors
- Enterprise Discovery Governance Board
- Enterprise Architecture
- Domain Owners
- Domain Stewards
- Data Custodians
- Platform Teams
- Security Organizations
- Operational Leadership

Workshops

- Governance Operationalization Workshop
- Ownership Review Workshop
- Enterprise Health Review Workshop
- Continuous Improvement Workshop

Activities

- Establish governance review cycles.
- Operationalize ownership and stewardship models.
- Implement governance reporting.
- Establish domain health reviews.
- Define relationship validation processes.
- Establish lifecycle governance processes.
- Define continuous improvement initiatives.
- Monitor governance effectiveness.
- Measure enterprise maturity.

Deliverables

- Enterprise Discovery Operating Procedures
- Governance Review Calendar
- Domain Ownership Matrix

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- Enterprise Health Dashboard
- Governance Metrics Framework
- Continuous Improvement Roadmap

Success Criteria

- Governance structures are operational.
- Ownership and stewardship responsibilities are active.
- Domain health metrics are reported regularly.
- Relationship integrity is reviewed and maintained.
- Governance review cycles are established.
- Continuous improvement processes are documented.
- Enterprise Discovery is integrated into normal business operations.

Related Domains

- All Enterprise Domains
- Governance Framework
- Enterprise Discovery Operating Model

Key Principle

Enterprise Discovery is not complete when implementation ends. Enterprise Discovery is successful when governance, ownership, stewardship, and continuous improvement become part of normal organizational operations.

Organizations frequently invest substantial effort creating enterprise inventories, architecture repositories, service catalogs, application portfolios, and asset repositories. These initiatives often deteriorate over time because sustainment processes are never established.

Operationalization ensures that enterprise information remains accurate, trusted, and aligned with organizational reality by embedding governance into daily operations. The objective is not simply to maintain records, but to maintain organizational understanding.

By the conclusion of this phase, Enterprise Discovery transitions from an implementation initiative into an enduring organizational capability capable of supporting governance, enterprise architecture, cybersecurity, operational management, digital transformation, and strategic decision-making.

The completion of Operationalization marks the successful implementation of the Enterprise Discovery Methodology and establishes the foundation for continuous governance, maturity advancement, and enterprise-wide adoption.

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Chapter 8 Summary

The Enterprise Discovery Methodology provides a structured and repeatable approach for establishing a trusted representation of the enterprise. While previous chapters introduced the enterprise domain model, governance framework, and operating model, this chapter focused on the practical activities required to discover, validate, govern, and operationalize enterprise information.

The methodology intentionally begins with Organizational Discovery and progresses through Location, Workforce, Capability, Product and Service, Application, Asset, Technology, and Relationship Discovery before concluding with Operationalization. This sequence reflects a core principle of the Enterprise Discovery Framework™: organizational understanding should precede technology implementation.

Each phase contributes a unique perspective to the enterprise operating model. Organizational Discovery establishes accountability. Location Discovery establishes operational context. Workforce Discovery establishes execution. Capability Discovery identifies what the organization is capable of performing. Product and Service Discovery defines how value is delivered. Application Discovery identifies the systems used to support enterprise operations. Asset Discovery identifies the resources acquired to support those operations. Technology Discovery identifies the platforms used to implement and sustain those resources. Relationship Discovery establishes the traceability required to understand how these domains function as an integrated enterprise system.

Collectively, these phases transform isolated information into enterprise knowledge. The resulting enterprise operating model provides visibility into how organizational structures, workforce resources, capabilities, products, services, applications, assets, and technologies contribute to enterprise objectives. This understanding enables more effective governance, architecture, cybersecurity, operational management, modernization, and strategic planning activities.

The final phase, Operationalization, ensures that Enterprise Discovery becomes a sustainable organizational capability rather than a one-time initiative. Through governance structures, ownership models, stewardship practices, review cycles, reporting mechanisms, and continuous improvement activities, organizations establish the processes necessary to maintain a trusted representation of the enterprise over time.

The Enterprise Discovery Methodology therefore serves as the implementation mechanism through which the Enterprise Discovery Framework™ is realized. It provides a practical path from fragmented information and disconnected processes toward an integrated enterprise

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operating model governed through accountability, ownership, stewardship, and continuous improvement.

With the methodology established, the framework now transitions from implementation to application. The next chapter examines Enterprise Discovery within the ServiceNow ecosystem and demonstrates how the principles, domains, governance structures, and methodologies presented throughout this framework can be implemented using the ServiceNow platform.

Chapter 9 – Enterprise Discovery within the ServiceNow Ecosystem

The Enterprise Discovery Framework™ establishes a platform-independent approach for understanding, governing, and maintaining enterprise information. Organizational structures, locations, workforce resources, capabilities, products, services, applications, assets, technologies, and their associated relationships exist regardless of the platforms used to manage them.

However, organizations require systems capable of storing, governing, maintaining, and operationalizing this information.

The ServiceNow platform provides one such ecosystem.

Through its data model, governance capabilities, workflow engine, automation framework, discovery technologies, portfolio management capabilities, and enterprise architecture functions, ServiceNow offers a comprehensive platform capable of supporting many of the principles described throughout this framework.

This chapter examines how Enterprise Discovery aligns with the ServiceNow ecosystem and demonstrates how ServiceNow applications can be used to implement and sustain the enterprise operating model.

The objective of this chapter is not to redefine Enterprise Discovery through the lens of ServiceNow. Rather, the objective is to illustrate how ServiceNow can operationalize the concepts, governance structures, ownership models, and enterprise domains introduced throughout this framework.

Enterprise Discovery and ServiceNow

Many ServiceNow implementations begin with a specific application.
Organizations implement Incident Management.
Change Management.
Discovery.
Asset Management.

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Strategic Portfolio Management.
Security Operations.
Human Resources Service Delivery.
Field Service Management.
Integrated Risk Management.
While each implementation may provide immediate value, organizations frequently struggle to establish consistency across applications because the underlying enterprise data model has not been defined.

The Enterprise Discovery Framework™ addresses this challenge by establishing enterprise understanding before platform implementation.

Within this approach, ServiceNow becomes a system used to manage enterprise information rather than the source of enterprise understanding itself.

The platform operationalizes the enterprise operating model. It does not define it.

ServiceNow as an Enterprise Platform

The ServiceNow platform is uniquely positioned to support Enterprise Discovery because it extends beyond traditional IT Service Management capabilities.

Modern ServiceNow implementations frequently support:

- Enterprise Architecture
- Strategic Portfolio Management
- Human Resources
- Customer Operations
- Security Operations
- Integrated Risk Management
- Information Technology Operations
- Asset Management
- Software Asset Management
- Hardware Asset Management
- Service Portfolio Management
- Workforce Management
- Custom Business Applications

Collectively, these capabilities provide organizations with a centralized platform capable of supporting enterprise-wide governance and operational visibility.

This breadth of functionality aligns closely with the enterprise operating model described throughout this framework.

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ServiceNow and Enterprise Domains

The enterprise domains introduced throughout Chapter 5 map naturally to ServiceNow data structures and applications.

Organizational Architecture may be represented through companies, business units, departments, cost centers, groups, users, and governance structures.

Location Architecture may be represented through countries, regions, campuses, buildings, and locations.

Workforce Architecture may be represented through users, groups, teams, roles, responsibilities, and workforce governance processes.

Capability Architecture may be represented through business capabilities and enterprise architecture functions.

Product and Service Architecture may be represented through product portfolios, service portfolios, business services, service offerings, and service governance models.

Application Architecture may be represented through application portfolios, application services, software models, lifecycle management processes, and enterprise architecture repositories.

Asset Architecture may be represented through hardware assets, software assets, consumable assets, contracts, entitlements, procurement records, and lifecycle governance processes.

Technology Architecture may be represented through configuration items, infrastructure services, cloud resources, discovery platforms, observability solutions, security technologies, and operational management capabilities.

These relationships enable ServiceNow to function as a supporting platform for Enterprise Discovery rather than a collection of independent applications.

The Common Service Data Model

The Common Service Data Model (CSDM) provides one of the strongest alignment points between Enterprise Discovery and the ServiceNow ecosystem.

As discussed in earlier chapters, CSDM represents more than a CMDB framework. It provides a logical operating model capable of connecting organizational structures, business capabilities, services, applications, assets, and technologies through a common set of relationships.

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Enterprise Discovery extends this concept beyond technology operations by incorporating organizational, location, workforce, governance, ownership, and enterprise architecture perspectives.

The result is a broader enterprise operating model capable of supporting both business and technology objectives.

Within this context, CSDM serves as an implementation framework that aligns naturally with Enterprise Discovery principles.

Discovery Beyond ServiceNow Discovery

One of the most important distinctions established throughout this framework is the difference between Enterprise Discovery and ServiceNow Discovery.

ServiceNow Discovery is a technology capability.

Enterprise Discovery is an organizational capability.

ServiceNow Discovery identifies infrastructure, devices, cloud resources, applications, and technical relationships through automated observation mechanisms.

Enterprise Discovery identifies organizational structures, locations, workforce resources, capabilities, products, services, applications, assets, technologies, ownership models, governance structures, and the relationships that connect them.

ServiceNow Discovery therefore represents one discovery mechanism within the broader Enterprise Discovery Framework.

Its value increases significantly when discovered technologies are connected to the enterprise operating model.

ServiceNow as a System of Systems

Organizations frequently maintain information across numerous authoritative systems.

Human Resources systems maintain workforce information.

Facilities systems maintain location information.

Procurement systems maintain asset information.

Enterprise Architecture repositories maintain capability information.

Monitoring platforms maintain operational information.

Cloud platforms maintain infrastructure information.

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Enterprise Discovery recognizes that no single platform should become the authoritative source for all enterprise information.

Instead, ServiceNow functions as a system of systems capable of aggregating, governing, relating, and operationalizing information from authoritative sources throughout the enterprise.

This perspective enables organizations to maintain governance while avoiding unnecessary duplication of enterprise information.

Operationalizing Enterprise Discovery

When implemented effectively, ServiceNow becomes a platform through which Enterprise Discovery can be operationalized.

Governance structures become workflows.

Ownership models become responsibilities.

Domain relationships become data relationships.

Discovery processes become integrations.

Review cycles become governance activities.

Enterprise information becomes actionable.

The result is a platform capable of supporting organizational understanding, operational management, cybersecurity, enterprise architecture, portfolio management, and strategic decision-making through a common enterprise operating model.

The sections that follow examine the specific ServiceNow applications, data models, governance practices, and implementation considerations that enable Enterprise Discovery within the ServiceNow ecosystem.

9.1 The ServiceNow Foundation Layer

The Enterprise Discovery Framework™ begins with Organizational Architecture, Location Architecture, and Workforce Architecture because these domains establish the accountability, operational context, and execution model of the enterprise. ServiceNow implementations should follow the same principle.

Many organizations begin their ServiceNow journey by implementing IT Service Management, Configuration Management, Discovery, Asset Management, Strategic Portfolio Management, Security Operations, or other applications before establishing the

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foundational data structures required to support those capabilities. While these implementations may provide immediate operational value, they frequently result in inconsistent ownership models, duplicate information, fragmented governance practices, and reduced enterprise visibility.

The ServiceNow Foundation Layer provides the organizational framework upon which all ServiceNow applications depend. It establishes the core enterprise structures that enable governance, accountability, reporting, security, operational management, portfolio management, and enterprise architecture activities throughout the platform.

The Foundation Layer serves as the enterprise representation of the organization and provides the context necessary to understand who owns information, where operations occur, who performs work, and how enterprise resources are governed.

Foundation Data as Enterprise Architecture

Foundation data should not be viewed as administrative configuration.

Foundation data is enterprise architecture.

The organizational structures, locations, workforce relationships, ownership models, vendors, contracts, and financial structures maintained within ServiceNow influence nearly every application and process operating within the platform.

Incident assignments depend upon organizational ownership.
Change approvals depend upon workforce relationships.
Asset accountability depends upon organizational and financial structures.
Application ownership depends upon organizational governance.
Service ownership depends upon workforce accountability.
Portfolio management depends upon organizational investment structures.

Without a governed foundation layer, downstream applications frequently inherit inconsistencies that become increasingly difficult to correct as platform adoption expands.

For this reason, Enterprise Discovery treats foundation data as one of the most critical architectural components within the ServiceNow ecosystem.

Organizational Foundation

The organizational foundation establishes accountability throughout the ServiceNow platform.

Typical organizational structures include:

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- Companies
- Subsidiaries
- Business Units
- Departments
- Cost Centers
- Organizational Ownership Models

These structures define who is accountable for enterprise operations and establish the governance framework through which applications, assets, services, and technologies are managed.

Organizational structures should reflect how the enterprise governs itself rather than how individual applications choose to represent information.

A governed organizational hierarchy enables consistent ownership assignments, reporting relationships, financial accountability, and operational governance throughout the platform.

Location Foundation

Location data provides the geographic context required to understand where enterprise operations occur.

Location hierarchies frequently include:

- Countries
- Regions
- States or Provinces
- Campuses
- Buildings
- Facilities
- Operational Locations

Location information supports workforce management, asset management, facilities operations, technology deployment, disaster recovery planning, cybersecurity initiatives, and operational reporting.

Within the Enterprise Discovery Framework™, Location Architecture serves as the companion architecture to Organizational Architecture. Organizational structures define accountability while locations define where accountability is executed throughout the enterprise.

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Together, these domains establish a comprehensive operational context for enterprise activities.

Workforce Foundation

Workforce information defines the individuals, teams, and groups responsible for executing enterprise operations.

Workforce structures commonly include:

- Users
- Employees
- Contractors
- Teams
- Support Organizations
- Assignment Groups
- Approval Groups

One of the most common implementation challenges encountered within ServiceNow environments is the tendency to use workforce structures as substitutes for organizational structures.

Groups are frequently used to represent departments.

Assignment structures are frequently used to represent reporting relationships.

Support teams are frequently used to represent organizational accountability.

These approaches often create governance challenges because workforce structures are designed to support execution while organizational structures are designed to establish accountability.

The Enterprise Discovery Framework™ recommends maintaining a clear separation between Organizational Architecture and Workforce Architecture while governing the relationships between them.

Financial Foundation

Financial structures establish accountability for investments, budgets, assets, contracts, services, and operational expenditures.

Examples include:

- Cost Centers
- Vendors

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com

- Suppliers
- Contracts
- Budget Structures
- Financial Ownership Models

These structures provide the financial context necessary to support Asset Management, Strategic Portfolio Management, Vendor Management, Procurement, and governance activities.

Financial structures also provide critical insight into organizational investments and enable traceability between enterprise resources and financial accountability.

Foundation Governance

The Foundation Layer should be governed with the same level of rigor applied to applications, assets, services, and technologies.

Changes to organizational structures, locations, workforce relationships, ownership assignments, and financial models frequently impact multiple ServiceNow applications simultaneously.

Consequently, governance responsibilities should be clearly defined for all foundation domains.

Ownership, stewardship, and custodianship models should be established for:

- Organizational Structures
- Locations
- Workforce Information
- Financial Structures
- Governance Relationships

Foundation governance ensures that enterprise information remains consistent and trusted throughout the ServiceNow ecosystem.

The Foundation Layer as the Enterprise Anchor

The ServiceNow Foundation Layer serves as the anchor of the enterprise operating model.

Capabilities, products, services, applications, assets, and technologies ultimately depend upon organizational accountability, operational context, workforce execution, and financial governance. Without these foundational structures, enterprise information becomes fragmented and difficult to govern.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
Enterprise Discovery therefore views the Foundation Layer not as a prerequisite activity completed during implementation, but as a continuously governed enterprise architecture that supports every ServiceNow application and business capability.

Organizations that invest in Foundation Architecture establish the accountability, governance, and operational context required to sustain enterprise-wide platform adoption. Organizations that neglect foundation architecture frequently encounter governance challenges that become increasingly difficult to resolve as the platform matures.

For this reason, the Foundation Layer serves as the starting point for Enterprise Discovery within the ServiceNow ecosystem and provides the framework upon which all subsequent platform capabilities are built.

9.2 The Common Service Data Model (CSDM) as the Enterprise Data Layer

The ServiceNow Foundation Layer establishes the organizational, location, workforce, and financial structures required to govern enterprise operations. These foundational structures provide accountability, operational context, workforce execution, and financial oversight. However, the Foundation Layer alone does not explain how enterprise capabilities, products, services, applications, assets, and technologies relate to one another.

The Common Service Data Model (CSDM) provides this missing relationship layer.

Within the ServiceNow ecosystem, CSDM serves as the logical framework through which enterprise objects are organized, related, governed, and operationalized. While often associated with Configuration Management Databases (CMDBs), Discovery, and IT Operations Management, the role of CSDM extends far beyond technical infrastructure management.

From an Enterprise Discovery perspective, CSDM functions as the Enterprise Data Layer of the ServiceNow platform.

Beyond the Configuration Management Database

One of the most common misconceptions surrounding CSDM is the belief that it exists solely to support the CMDB.

While the CMDB is an important component of the ServiceNow ecosystem, the CMDB represents only one implementation of the broader CSDM model.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
The Enterprise Discovery Framework™ views CSDM as a logical enterprise operating model rather than a technical data model.

The purpose of CSDM is not simply to organize configuration items. Its purpose is to establish relationships between organizational structures, capabilities, products, services, applications, assets, technologies, and the operational activities that depend upon them.

In this context, the CMDB becomes one of many consumers of the Enterprise Data Layer rather than its sole purpose.

CSDM as an Enterprise Operating Model

The Enterprise Discovery Framework™ introduced the concept of enterprise domains as a means of understanding how organizations function.

These domains include:

- Organizational Architecture
- Location Architecture
- Workforce Architecture
- Capability Architecture
- Product and Service Architecture
- Application Architecture
- Asset Architecture
- Technology Architecture

Collectively, these domains describe how the enterprise is structured, governed, operated, and enabled.

CSDM provides the logical relationship model capable of connecting these domains within the ServiceNow ecosystem.

The result is a governed enterprise operating model that enables traceability from strategic objectives to operational technologies.

Enterprise Discovery and CSDM Alignment

The relationship between Enterprise Discovery and CSDM can be viewed as a progression of enterprise understanding.

Organizational structures establish accountability.

Capabilities define what the organization is capable of performing.

Products organize value.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
Services deliver value.

Applications enable value delivery.

Assets support applications.

Technologies implement and operate those assets.

This progression creates a continuous chain of enterprise relationships.

When represented through CSDM, organizations gain the ability to understand not only individual enterprise objects but also the relationships that connect them.

These relationships transform isolated information into enterprise knowledge.

CSDM and Relationship Management

A recurring theme throughout the Enterprise Discovery Framework™ is that the value of enterprise information is realized through relationships rather than records.

CSDM provides the relationship model necessary to support this objective.

For example, organizations frequently maintain:

- Organizational records.
- Application inventories.
- Asset inventories.
- Service catalogs.
- Technology repositories.

Individually, these records provide limited insight.

When relationships are established between them, organizations gain the ability to understand ownership, operational dependencies, business impact, lifecycle implications, risk exposure, and strategic alignment.

The true value of CSDM is therefore not the records it contains but the relationships it enables.

CSDM as a Governance Framework

CSDM also provides a governance framework for maintaining enterprise information.

Without a common model, individual ServiceNow applications frequently evolve independently.

Application teams develop application inventories.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
Asset teams develop asset inventories.

Service owners develop service catalogs.

Operations teams develop infrastructure inventories.

While each initiative may provide value, the absence of a common operating model frequently results in duplicated information, inconsistent ownership, conflicting definitions, and fragmented governance.

CSDM provides a common framework through which enterprise information can be governed consistently across the platform.

This governance capability aligns directly with the Enterprise Discovery Governance Framework introduced in Chapter 6.

CSDM as the Enterprise Relationship Layer

The Enterprise Discovery Framework™ views CSDM as the relationship layer that connects the Foundation Layer to the operational domains of the ServiceNow ecosystem.

The Foundation Layer establishes:

- Organizational Accountability
- Location Context
- Workforce Execution
- Financial Governance

CSDM establishes:

- Capability Relationships
- Product Relationships
- Service Relationships
- Application Relationships
- Asset Relationships
- Technology Relationships

Together, these layers provide a comprehensive representation of the enterprise operating model.

This relationship-centric perspective enables organizations to move beyond traditional configuration management and toward enterprise understanding.

The Role of CSDM in Enterprise Discovery

Enterprise Discovery seeks to answer fundamental organizational questions:

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com

- Who is accountable?
- Where does work occur?
- Who performs the work?
- What is the organization capable of doing?
- How is value delivered?
- Which applications support operations?
- Which assets support those applications?
- Which technologies enable those assets?

CSDM provides the structure necessary to connect these answers.

As a result, CSDM serves as one of the most important implementation mechanisms within the ServiceNow ecosystem and provides the logical model through which Enterprise Discovery can be operationalized.

The Enterprise Discovery Framework™ therefore views CSDM not as a CMDB initiative, but as the Enterprise Data Layer of the ServiceNow platform.

When combined with the Foundation Layer, governance structures, ownership models, and enterprise domain architecture introduced throughout this framework, CSDM enables organizations to establish a governed, traceable, and continuously maintained representation of the enterprise.

The next section examines Enterprise Architecture and Strategic Portfolio Management and explores how organizations can use the ServiceNow platform to govern capabilities, products, services, investments, and strategic objectives through a common enterprise operating model.

9.3 Enterprise Architecture and Strategic Portfolio Management

The Enterprise Discovery Framework™ establishes Organizational, Location, Workforce, Capability, Product and Service, Application, Asset, and Technology Architecture as the foundational domains of enterprise understanding. While these domains provide a representation of how the enterprise operates, organizations must also establish mechanisms for governing strategic objectives, investments, initiatives, capabilities, products, and services over time.

Within the ServiceNow ecosystem, Enterprise Architecture and Strategic Portfolio Management (SPM) provide many of the capabilities required to operationalize these governance activities.

Enterprise Architecture provides the structure necessary to understand the enterprise.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
Strategic Portfolio Management provides the structure necessary to manage change within the enterprise.

Together, these disciplines enable organizations to align strategic objectives, investments, capabilities, products, services, applications, and technologies through a common operating model.

Enterprise Architecture as Organizational Understanding

Enterprise Architecture serves as one of the primary consumers of Enterprise Discovery information.

Organizational structures establish accountability.

Capabilities define enterprise functions.

Products and services define value delivery.

Applications support operational execution.

Assets and technologies enable applications.

Enterprise Architecture provides the governance mechanisms required to understand how these domains interact and how organizational change impacts enterprise operations.

The Enterprise Discovery Framework™ views Enterprise Architecture as the discipline responsible for maintaining and governing the enterprise operating model.

Rather than focusing exclusively on technology architecture, Enterprise Architecture provides visibility into the relationships that exist across all enterprise domains.

Strategic Portfolio Management as Organizational Change

If Enterprise Architecture defines the current state of the enterprise, Strategic Portfolio Management governs the evolution of that state.

Organizations continuously introduce:

- New strategic objectives.
- New investments.
- New products.
- New services.
- New applications.
- New technologies.
- New organizational initiatives.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
Without governance, these activities frequently occur in isolation and gradually introduce fragmentation throughout the enterprise.

Strategic Portfolio Management provides the governance structures necessary to evaluate, prioritize, fund, and execute change while maintaining alignment with enterprise objectives.

Within the Enterprise Discovery Framework™, SPM serves as the organizational mechanism through which enterprise transformation occurs.

Strategic Objectives and Enterprise Strategy

One of the most important capabilities provided by Strategic Portfolio Management is the ability to establish traceability between enterprise objectives and operational execution.

Organizations frequently define strategic goals at the executive level without establishing visibility into how those goals are supported throughout the enterprise.

Enterprise Discovery addresses this challenge by creating relationships between:

- Strategic Objectives
- Enterprise Strategies
- Business Unit Strategies
- Capabilities
- Products
- Services
- Applications
- Assets
- Technologies

These relationships enable organizations to understand how enterprise investments contribute to strategic outcomes.

The result is improved decision-making, increased accountability, and greater visibility into enterprise transformation efforts.

Capability-Based Planning

Capability Architecture serves as one of the most important integration points between Enterprise Discovery and Strategic Portfolio Management.

Capabilities provide a stable representation of enterprise functions independent of organizational structures, workforce assignments, applications, and technologies.

As a result, capabilities provide an ideal framework for investment planning and portfolio governance.

Organizations can evaluate:

- Which capabilities are critical.
- Which capabilities require modernization.
- Which capabilities require additional investment.
- Which capabilities introduce risk.
- Which capabilities support strategic objectives.

Capability-based planning enables organizations to focus investments on business outcomes rather than individual technologies or projects.

Product and Service Portfolio Governance

Products and services represent the operational realization of enterprise capabilities.

Strategic Portfolio Management enables organizations to govern these portfolios through:

- Investment planning.
- Prioritization activities.
- Demand management.
- Portfolio analysis.
- Lifecycle management.
- Strategic alignment reviews.

Enterprise Discovery provides the underlying relationships necessary to understand how products and services contribute to enterprise objectives and how investments impact value delivery.

These relationships enable portfolio decisions to be made within the context of the broader enterprise operating model.

Application Portfolio Management

Application Architecture represents another critical integration point between Enterprise Discovery and Strategic Portfolio Management.

Organizations frequently maintain hundreds or thousands of applications with varying levels of ownership, governance, utilization, and business value.

Application Portfolio Management enables organizations to:

- Identify application owners.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com

- Evaluate application health.
- Assess application risk.
- Govern application lifecycles.
- Rationalize redundant applications.
- Prioritize modernization initiatives.

Enterprise Discovery enhances these activities by providing visibility into the capabilities, products, services, assets, and technologies supported by each application.

This traceability enables organizations to make informed decisions regarding application investments and lifecycle planning.

Enterprise Traceability

One of the most valuable outcomes of integrating Enterprise Discovery with Enterprise Architecture and Strategic Portfolio Management is enterprise traceability.

Organizations gain the ability to trace relationships across multiple levels of the enterprise.

Examples include:

- Strategic Objective → Capability
- Capability → Product
- Product → Service
- Service → Application
- Application → Asset
- Asset → Technology

These relationships enable organizations to understand how enterprise investments contribute to business outcomes and how operational changes may impact strategic objectives.

Enterprise traceability transforms disconnected information into actionable organizational intelligence.

Enterprise Architecture as a Continuous Capability

The Enterprise Discovery Framework™ does not view Enterprise Architecture as a one-time documentation exercise.

Similarly, Strategic Portfolio Management is not viewed as an annual planning activity.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
Both disciplines function as continuous organizational capabilities responsible for maintaining alignment between enterprise objectives, operational execution, and technology investments.

When supported by Enterprise Discovery, Enterprise Architecture and Strategic Portfolio Management become powerful mechanisms for understanding, governing, and transforming the enterprise through a common operating model.

The next section examines Service Management and Service Delivery and explores how Enterprise Discovery supports the governance, delivery, and continuous improvement of enterprise services throughout the ServiceNow ecosystem.

9.4 Service Management and Service Delivery

The Enterprise Discovery Framework™ establishes products and services as the primary mechanisms through which organizations create and deliver value. Capabilities define what the organization is capable of performing. Products organize value delivery. Services operationalize value delivery and provide the interface through which customers, employees, partners, regulators, and stakeholders consume enterprise capabilities.

Within the ServiceNow ecosystem, Service Management provides the operational framework required to govern, deliver, support, and continuously improve these services.

While Service Management is often associated with Information Technology, the principles of service delivery apply across all enterprise domains. Human Resources delivers workforce services. Facilities organizations deliver facility services. Finance organizations deliver financial services. Legal organizations deliver legal services. Information Technology delivers technology services. Enterprise Discovery recognizes these services as enterprise capabilities rather than technology-specific functions.

Service Management as Enterprise Value Delivery

The primary purpose of Service Management is to ensure that services consistently deliver value to their consumers.

Traditional implementations frequently focus on incidents, requests, changes, and operational workflows. While these processes remain important, they represent only a portion of the service delivery lifecycle.

Enterprise Discovery encourages organizations to begin with a more fundamental question:

What services does the organization provide?

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
Once services are identified, organizations can establish ownership, governance, operational processes, supporting applications, supporting assets, and supporting technologies.

This approach ensures that operational activities remain aligned with enterprise value delivery rather than becoming isolated process implementations.

Service Ownership and Accountability

One of the most common governance challenges encountered within Service Management environments is the absence of clearly defined service ownership.

Organizations frequently maintain extensive service catalogs while lacking accountability for service performance, service quality, service investment, and service lifecycle decisions.

Enterprise Discovery addresses this challenge through the ownership and stewardship models introduced in Chapter 6.

Every service should have:

- An Owner
- A Steward
- A Custodian

The service owner remains accountable for the service.

The service steward maintains service quality and governance.

The service custodian maintains the systems and processes required to support service delivery.

This governance model ensures that services remain aligned with organizational objectives while providing clear accountability throughout their lifecycle.

Service Portfolios and Service Governance

Service portfolios provide a structured mechanism for organizing and governing enterprise services.

A service portfolio enables organizations to:

- Define service ownership.
- Establish service lifecycles.
- Manage service investments.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com

- Evaluate service performance.
- Govern service changes.
- Prioritize service improvements.

Enterprise Discovery extends these activities by establishing relationships between services and the enterprise domains they support.

For example:

Service
↓
Product
↓
Capability
↓
Department
↓
Business Unit

This traceability enables organizations to understand how service decisions impact enterprise operations and strategic objectives.

Service Catalogs and Consumer Visibility

Service catalogs provide a consumer-facing representation of enterprise services.

Historically, service catalogs have been associated with IT service requests. However, Enterprise Discovery encourages organizations to view service catalogs as enterprise catalogs capable of representing services across multiple business domains.

Examples include:

- Human Resources Services
- Facilities Services
- Legal Services
- Financial Services
- Security Services
- Technology Services

A governed service catalog enables consumers to understand what services are available, who provides them, how they are requested, and how service performance is measured.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
Service catalogs therefore serve as an important mechanism for operationalizing Product and Service Architecture within the ServiceNow ecosystem.

Service Relationships and Enterprise Visibility

The true value of Service Management emerges when services are connected to the broader enterprise operating model.

Services should not exist in isolation.

Services should be connected to:

- Organizational Structures
- Capabilities
- Products
- Applications
- Assets
- Technologies

These relationships enable organizations to perform impact analysis, risk assessments, modernization planning, service rationalization, and strategic investment planning.

For example, understanding which applications support a service provides operational visibility. Understanding which capabilities depend upon that service provides business visibility. Understanding which strategic objectives depend upon those capabilities provides executive visibility.

Enterprise Discovery transforms services from operational records into enterprise knowledge.

Service Performance and Continuous Improvement

Service delivery is not static.

Consumer expectations evolve. Organizational priorities change. Technologies mature. New capabilities emerge. Consequently, services require continuous governance and improvement.

Service Management provides the operational processes necessary to monitor performance, evaluate service quality, manage risk, and identify improvement opportunities.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
Enterprise Discovery enhances these activities by providing context regarding ownership, organizational impact, capability alignment, product relationships, and operational dependencies.

This broader perspective enables organizations to improve services based upon enterprise outcomes rather than operational metrics alone.

Enterprise Service Management

The Enterprise Discovery Framework™ supports the evolution from traditional IT Service Management toward Enterprise Service Management.

This evolution recognizes that service delivery principles are applicable across the entire enterprise.

Organizations that successfully implement Enterprise Service Management establish a common operating model for delivering value regardless of organizational function.

The result is improved governance, improved visibility, improved accountability, and a more consistent experience for service consumers.

Service Management as an Enterprise Capability

Within the Enterprise Discovery Framework™, Service Management is viewed as an enterprise capability rather than an Information Technology capability.

Services represent the operational realization of enterprise value.

Service Management provides the governance, processes, ownership models, and operational controls necessary to deliver that value consistently and effectively.

When integrated with the enterprise operating model, Service Management becomes a powerful mechanism for connecting organizational objectives, capabilities, products, applications, assets, and technologies through a common framework focused on value delivery.

The next section examines Application Portfolio and Lifecycle Management and explores how Enterprise Discovery enables organizations to govern, rationalize, modernize, and manage application investments throughout the ServiceNow ecosystem.

9.5 Application Portfolio and Lifecycle Management

Applications serve as the operational systems through which enterprise capabilities, products, and services are delivered. They enable workforce productivity, automate

business processes, facilitate service delivery, support decision-making, and provide the technical functionality required to execute organizational objectives.

Within the ServiceNow ecosystem, Application Portfolio Management (APM) provides the governance framework required to understand, manage, rationalize, modernize, and sustain enterprise applications throughout their lifecycle.

The Enterprise Discovery Framework™ views Application Portfolio Management as one of the most important operational consumers of enterprise information because applications exist at the intersection of business architecture, operational architecture, and technology architecture.

Applications as Enterprise Investments

Applications should not be viewed solely as software systems.

Applications represent enterprise investments.

Organizations invest significant resources to acquire, develop, maintain, secure, support, integrate, modernize, and retire applications. These investments must be governed with the same level of discipline applied to financial assets, operational resources, and strategic initiatives.

Application Portfolio Management provides the visibility necessary to understand:

- Application ownership.
- Business purpose.
- Operational importance.
- Lifecycle status.
- Risk exposure.
- Technical health.
- Strategic alignment.

Enterprise Discovery enhances this understanding by connecting applications to the broader enterprise operating model.

Application Ownership and Accountability

One of the most common challenges within enterprise environments is unclear application ownership.

Applications frequently remain operational long after their original sponsors, developers, administrators, or business stakeholders have changed roles or departed the organization.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
Over time, applications may become orphaned, poorly governed, or disconnected from enterprise objectives.

Enterprise Discovery addresses this challenge through governance structures and ownership models.

Every application should have:

- An Application Owner
- An Application Steward
- An Application Custodian

Application ownership establishes accountability.

Application stewardship ensures governance and lifecycle oversight.

Application custodianship provides operational administration and technical support.

Together, these roles establish a sustainable governance model capable of supporting applications throughout their lifecycle.

Application Classification and Portfolio Governance

As application portfolios expand, organizations require structured methods for organizing and governing applications.

Enterprise Discovery recommends establishing application classification models that align with enterprise architecture principles.

Typical classifications may include:

- Application Category Groups
- Application Categories
- Business Applications
- Platform Applications
- Infrastructure Applications
- Custom Applications
- Commercial Applications

Application classifications provide organizational context while enabling governance, reporting, rationalization, and strategic planning activities.

These classifications should complement organizational structures rather than replace them.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
Application taxonomies describe application purpose.

Organizational structures describe accountability.

Maintaining this distinction improves governance and reduces ambiguity throughout the application portfolio.

Application Lifecycle Management

Applications continuously evolve throughout their lifecycle.

Typical lifecycle stages include:

- Proposed
- Planned
- Development
- Testing
- Production
- Sustainment
- Retirement

Application Lifecycle Management provides governance processes used to manage applications through these stages while ensuring alignment with enterprise objectives.

Enterprise Discovery extends lifecycle management by establishing visibility into the organizational, operational, and technology impacts associated with lifecycle decisions.

For example:

Application retirement may impact:

- Products
- Services
- Workforce activities
- Business capabilities
- Supporting technologies

Understanding these relationships enables organizations to make informed lifecycle decisions while minimizing operational disruption.

Application Rationalization

Many organizations accumulate extensive application portfolios over time.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
Acquisitions, departmental purchases, shadow IT initiatives, independent development efforts, and evolving business requirements frequently result in redundant or overlapping applications.

Application Rationalization provides a structured process for evaluating:

- Functional overlap.
- Business value.
- Technical health.
- Operational risk.
- Strategic alignment.
- Lifecycle status.

Enterprise Discovery improves rationalization efforts by providing visibility into the capabilities, products, services, assets, and technologies supported by each application.

This context enables organizations to evaluate applications based upon enterprise impact rather than technical characteristics alone.

Application Relationships and Enterprise Context

Applications rarely operate independently.

Applications support services.

Services support products.

Products support capabilities.

Capabilities support organizational objectives.

These relationships provide the context required to understand application importance within the enterprise.

For example:

Application
↓
Service
↓
Product
↓
Capability
↓

This traceability enables organizations to understand how application investments contribute to enterprise outcomes and how operational issues may impact strategic objectives.

Enterprise Discovery transforms application portfolios from software inventories into enterprise intelligence.

Application Modernization

Organizations continuously evaluate opportunities to improve application portfolios through modernization initiatives.

Examples include:

- Cloud migrations.
- Platform consolidations.
- Application replacements.
- Technical debt reduction.
- Security improvements.
- Process automation initiatives.

Application modernization should be governed through the enterprise operating model.

Applications should not be modernized solely because technologies become outdated. Modernization decisions should consider business value, operational dependencies, strategic objectives, and organizational priorities.

Enterprise Discovery provides the relationships necessary to evaluate modernization initiatives within their broader enterprise context.

Application Portfolio Management as Enterprise Governance

Within the Enterprise Discovery Framework™, Application Portfolio Management serves as more than an inventory management capability.

It provides the governance mechanisms necessary to align application investments with organizational objectives, operational requirements, service delivery expectations, and enterprise architecture principles.

When integrated with the Foundation Layer, CSDM, Enterprise Architecture, and Strategic Portfolio Management, Application Portfolio Management becomes a critical component of

the enterprise operating model and provides the visibility necessary to govern application investments throughout their lifecycle.

The next section examines Asset Management and Lifecycle Governance and explores how Enterprise Discovery enables organizations to govern the resources acquired to support enterprise operations, applications, products, and services.

9.6 Asset Management and Lifecycle Governance

Enterprise resources are acquired, managed, maintained, utilized, and ultimately retired throughout their lifecycle. These resources enable workforce productivity, support service delivery, sustain operational capabilities, and provide the foundation upon which applications and technologies operate.

Within the ServiceNow ecosystem, Asset Management provides the governance framework necessary to manage these resources throughout their lifecycle while maintaining accountability, financial visibility, operational awareness, and strategic alignment.

The Enterprise Discovery Framework™ views Asset Management as a critical enterprise capability because assets exist throughout every domain of the enterprise operating model. Assets are not limited to technology infrastructure. They represent the resources acquired to support organizational objectives.

Assets as Enterprise Resources

Traditional approaches often associate Asset Management exclusively with hardware procurement or software licensing. While these activities remain important, Enterprise Discovery adopts a broader perspective.

Assets represent enterprise resources.

Examples include:

- Hardware Assets
- Software Assets
- Cloud Subscriptions
- Facilities
- Vehicles
- Medical Equipment
- Manufacturing Equipment
- Inventory
- Intellectual Property
- Workforce Resources

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
Each asset contributes to the organization's ability to perform work, deliver services, and achieve strategic objectives.

Asset Management therefore extends beyond inventory tracking and becomes an enterprise governance capability.

Asset Ownership and Accountability

One of the primary objectives of Asset Management is establishing accountability.

Every asset should have a clearly defined owner responsible for ensuring the asset supports enterprise objectives and remains governed throughout its lifecycle.

The Enterprise Discovery Framework™ recommends assigning:

- Asset Owners
- Asset Stewards
- Asset Custodians

Asset owners maintain accountability.

Asset stewards maintain governance and lifecycle oversight.

Asset custodians maintain operational records, inventories, and supporting systems.

This governance model ensures that assets remain aligned with organizational objectives while supporting operational and financial management activities.

Asset Lifecycle Governance

Assets continuously transition through lifecycle states.

Typical lifecycle stages include:

- Requested
- Approved
- Procured
- Received
- Stored
- Deployed
- Operational
- Maintained
- Retired
- Disposed

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
Asset Lifecycle Governance provides the policies, controls, and governance mechanisms required to manage these transitions.

Enterprise Discovery emphasizes that lifecycle governance should not begin when an asset becomes operational.

Governance begins when the asset enters the enterprise.

Procurement activities, inventory management processes, warehouse operations, deployment activities, operational management, and retirement processes all contribute information regarding the asset throughout its lifecycle.

This perspective enables organizations to maintain visibility into enterprise resources long before they enter production environments.

Asset Discovery and Observability

A foundational principle of Enterprise Discovery is that every enterprise resource is discoverable.

The distinction lies not in whether discovery occurs, but in the mechanism through which observation is performed.

For example:

A warehouse asset may be observed through:

- Inventory systems
- Barcode scanning
- RFID technologies
- Warehouse management platforms

A workforce asset may be observed through:

- Human Resources systems
- Workforce management platforms
- Organizational governance processes

A technology asset may be observed through:

- Discovery platforms
- Monitoring solutions
- Management agents
- Cloud APIs

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
Enterprise Discovery recognizes all of these observation mechanisms as valid forms of discovery.

This broader perspective enables organizations to establish visibility across enterprise domains rather than limiting discovery to technical infrastructure alone.

Asset and Configuration Management

One of the most frequently debated topics within enterprise management is the relationship between assets and configuration items.

The Enterprise Discovery Framework™ views these concepts as complementary perspectives of the same enterprise resource.

Asset Management focuses on:

- Ownership
- Procurement
- Financial accountability
- Contracts
- Lifecycle governance
- Utilization

Configuration Management focuses on:

- Operational state
- Relationships
- Dependencies
- Service impact
- Technical visibility

Both disciplines describe the same enterprise reality from different management perspectives.

For example, a server may begin its lifecycle as a procured asset tracked through purchasing systems and inventory repositories. Once deployed into the operational environment, discovery platforms may identify the server and establish its configuration relationships.

The asset and configuration item become associated representations of the same enterprise resource.

Enterprise Discovery encourages organizations to govern both perspectives while maintaining traceability between them.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com

Asset Relationships and Enterprise Context

Assets derive meaning through their relationships to other enterprise domains.

Assets should be related to:

- Organizational Structures
- Locations
- Workforce Resources
- Applications
- Products
- Services
- Technologies

These relationships provide the context required to understand why assets exist and how they contribute to enterprise operations.

For example:

Asset
↓
Application
↓
Service
↓
Product
↓
Capability
↓
Organizational Objective

This traceability enables organizations to understand operational impact, financial exposure, service dependencies, and strategic value.

Hardware and Software Asset Management

Within the ServiceNow ecosystem, Hardware Asset Management (HAM) and Software Asset Management (SAM) provide specialized capabilities for governing technology assets.

These capabilities support:

- Procurement Governance
- Contract Management

Author: Geoffry Benjamin Schlick
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- License Management
- Compliance Monitoring
- Lifecycle Tracking
- Vendor Management
- Cost Optimization

Enterprise Discovery enhances these activities by connecting hardware and software assets to the broader enterprise operating model.

This enables organizations to understand not only what assets they possess, but also why those assets exist and what enterprise functions they support.

Asset Management as Enterprise Governance

The Enterprise Discovery Framework™ views Asset Management as a governance discipline rather than an inventory discipline.

Assets represent investments made to support enterprise objectives. Effective governance requires organizations to understand ownership, lifecycle status, utilization, operational dependencies, and strategic value.

When integrated with Organizational Architecture, Location Architecture, Workforce Architecture, Product and Service Architecture, Application Architecture, and Technology Architecture, Asset Management becomes a powerful mechanism for understanding how enterprise resources contribute to organizational success.

The next section examines IT Operations Management and Enterprise Discovery and explores how ServiceNow Discovery, Service Mapping, Event Management, Cloud Management, and Observability capabilities contribute to maintaining a continuously updated representation of the enterprise operating model.

9.7 IT Operations Management and Enterprise Discovery

The Enterprise Discovery Framework™ establishes Enterprise Discovery as the continuous process through which organizations observe, govern, and maintain an understanding of the enterprise operating model. While previous sections focused on organizational structures, capabilities, products, services, applications, assets, and governance processes, organizations must also maintain visibility into the operational environment that enables those functions.

Within the ServiceNow ecosystem, Information Technology Operations Management (ITOM) provides many of the capabilities required to observe, discover, monitor, map, and govern operational technologies throughout the enterprise.

Author: Geoffry Benjamin Schlick
Published by: Dataloci LLC – csdmnow.com
The Enterprise Discovery Framework™ views ITOM as a critical operational component of Enterprise Discovery because it provides the mechanisms through which organizations continuously observe portions of the enterprise operating model.

ITOM as an Observation Capability

Traditional discussions of IT Operations Management frequently focus on infrastructure management, monitoring, and operational support. Enterprise Discovery extends this perspective.

ITOM is an observation capability.
Organizations cannot govern what they cannot observe.
Discovery platforms identify infrastructure.
Monitoring platforms identify operational conditions.
Cloud APIs identify cloud resources.
Service Mapping identifies relationships.
Event Management identifies operational disruptions.
Observability platforms identify performance characteristics.

Collectively, these capabilities provide visibility into the operational environment and enable organizations to maintain an accurate understanding of technology architecture.

ServiceNow Discovery

ServiceNow Discovery provides automated identification of infrastructure and technology resources throughout the enterprise.

Discovery capabilities commonly identify:

- Servers
- Network Devices
- Databases
- Cloud Resources
- Virtual Infrastructure
- Storage Platforms
- Middleware Platforms
- Operating Systems

Discovery automates the collection of technical information and reduces the administrative burden associated with maintaining operational inventories.

However, Enterprise Discovery distinguishes between ServiceNow Discovery and Enterprise Discovery.

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Enterprise Discovery identifies enterprise relationships.

Discovery is therefore viewed as one contributor to the enterprise operating model rather than the operating model itself.

Service Mapping and Operational Context

Infrastructure visibility alone provides limited business value.

Organizations must understand how technology resources support applications, services, products, and enterprise capabilities.

Service Mapping addresses this challenge by identifying relationships between technology components and the services they support.

Examples include:

Server
↓
Application
↓
Application Service
↓
Business Service

Enterprise Discovery extends this perspective by connecting services to products, capabilities, organizational structures, and strategic objectives.

The result is a continuous chain of traceability that transforms technical information into enterprise understanding.

Event Management and Enterprise Awareness

Operational environments continuously generate events.

Examples include:

- Infrastructure Failures
- Application Failures
- Performance Issues
- Capacity Constraints
- Security Events
- Availability Issues

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Event Management provides mechanisms for collecting, correlating, prioritizing, and responding to these operational conditions.

Within Enterprise Discovery, Event Management serves as an enterprise awareness capability.

Events indicate changes occurring within the operational environment.

These changes may impact:

- Assets
- Applications
- Services
- Products
- Capabilities
- Organizational Objectives

When integrated with the enterprise operating model, Event Management enables organizations to understand operational disruptions within their broader business context.

Cloud Management and Dynamic Environments

Modern enterprises increasingly operate within dynamic cloud environments.

Infrastructure may be created, modified, scaled, and retired continuously.

Traditional inventory management approaches often struggle to maintain visibility within these environments.

Cloud Management capabilities provide mechanisms for observing:

- Cloud Infrastructure
- Cloud Services
- Platform Services
- Container Platforms
- Serverless Architectures
- Cloud Governance Controls

Enterprise Discovery relies upon these capabilities to maintain an accurate understanding of cloud technologies and their relationship to enterprise operations.

Observability and Continuous Discovery

Enterprise Discovery recognizes that discovery is not a one-time activity.
The enterprise continuously changes.

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Applications evolve.

Assets move.

Technologies are upgraded.

Workforce structures change.

Services expand.

Capabilities mature.

As a result, Enterprise Discovery requires continuous observation.

Observability platforms contribute to this objective by providing ongoing insight into:

- Performance
- Availability
- Utilization
- Dependencies
- Operational Health
- User Experience

These capabilities complement traditional discovery processes and help organizations maintain a current representation of enterprise operations.

Authoritative Observation Sources

One of the foundational principles established throughout this framework is the concept of authoritative sources.

Not all enterprise information should originate from Discovery.

Similarly, not all information should originate from manual processes.

Organizations should identify the most authoritative observation mechanism for each domain.

Examples include:

- Human Resources Systems for workforce information.
- Facilities Systems for location information.
- Procurement Systems for asset information.
- Discovery Platforms for infrastructure information.
- Monitoring Platforms for operational information.
- Cloud APIs for cloud resources.
- Enterprise Architecture Repositories for capability information.

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ITOM contributes authoritative operational information while participating within the broader enterprise governance model.

ITOM and the Enterprise Operating Model

The Enterprise Discovery Framework™ views ITOM as one of the most important operational contributors to the enterprise operating model.

Discovery identifies technology resources.
Service Mapping identifies operational relationships.
Event Management identifies operational conditions.
Observability platforms identify operational health.
Cloud Management identifies dynamic infrastructure.

Together, these capabilities provide the operational visibility necessary to maintain Technology Architecture and support Asset, Application, Service, Product, and Capability governance activities.

ITOM therefore functions as a continuous observation layer that enables Enterprise Discovery to maintain an accurate representation of enterprise operations over time.

ITOM as a Component of Enterprise Discovery

Enterprise Discovery is frequently mistaken for a technology initiative because many organizations first encounter discovery through ITOM capabilities.

The Enterprise Discovery Framework™ intentionally broadens this perspective.

ITOM provides visibility into technology operations.

Enterprise Discovery provides visibility into the enterprise.

When integrated with Foundation Architecture, CSDM, Enterprise Architecture, Strategic Portfolio Management, Service Management, Application Portfolio Management, and Asset Management, ITOM becomes a powerful mechanism for maintaining organizational understanding through continuous observation and operational awareness.

The next section examines Security, Risk, and Compliance and explores how Enterprise Discovery enables organizations to understand, govern, and protect enterprise operations through a common operating model.

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