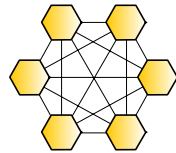


Zachman Framework²™

ENTERPRISE

Engineering and Manufacturing

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The Zachman Enterprise Framework²™ Page 1 of 1

	WHAT	HOW	WHERE	WHO	WHEN	WHY	
SCOPE	Inventory Identification e.g. Inventory Types	Process Identification e.g. Process Types	Network Identification e.g. Network Types	Organization Identification e.g. Organization Types	Timing Identification e.g. Timing Types	Motivation Identification e.g. Motivation Types	STRATEGISTS
BUSINESS	Inventory Definition e.g. Business Entity Business Relationship	Process Definition e.g. Business Transform Business Input	Network Definition e.g. Business Location Business Connection	Organization Definition e.g. Business Role Business Work	Timing Definition e.g. Business Cycle Business Moment	Motivation Definition e.g. Business End Business Means	EXECUTIVE LEADERS
SYSTEM	Inventory Representation e.g. System Entity System Relationship	Process Representation e.g. System Transform System Input	Network Representation e.g. System Location System Connection	Organization Representation e.g. System Role System Work	Timing Representation e.g. System Cycle System Moment	Motivation Representation e.g. System End System Means	ARCHITECTS
TECHNOLOGY	Inventory Specification e.g. Technology Entity Technology Relationship	Process Specification e.g. Technology Transform Technology Input	Network Specification e.g. Technology Location Technology Connection	Organization Specification e.g. Technology Role Technology Work	Timing Specification e.g. Technology Cycle Technology Moment	Motivation Specification e.g. Technology End Technology Means	ENGINEERS
COMPONENT	Inventory Configuration e.g. Component Entity Component Relationship	Process Configuration e.g. Component Transform Component Input	Network Configuration e.g. Component Location Component Connection	Organization Configuration e.g. Component Role Component Work	Timing Configuration e.g. Component Cycle Component Moment	Motivation Configuration e.g. Component End Component Means	TECHNICIANS
OPERATIONS	Inventory Instantiation e.g. Operations Entity Operations Relationship	Process Instantiation e.g. Operations Transform Operations Input	Network Instantiation e.g. Operations Location Operations Connection	Organization Instantiation e.g. Operations Role Operations Work	Timing Instantiation e.g. Operations Cycle Operations Moment	Motivation Instantiation e.g. Operations End Operations Means	WORKERS
	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	Version 2.01

THE ENTERPRISE

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Agenda

- I. Why Zachman Framework²™ Standards ?
- II. Introduction to Changes
 - A. New Framework Graphic
 - B. Language Support
 - C. Reestablish the Forgotten (Implementation) Relationships
- III. What Hasn't Changed?
 - A. The Underlying Theory
 - B. The Classification Concepts
 - C. The Normalized Structure of Descriptions
 - D. The Framework Is an Enterprise Ontology
- IV. Internet Standards Support (10/31/07)
 - A. Graphic Navigation
 - B. Hyperlinks to Historic Materials and Dictionary Definitions
 - C. Framework Graphic Printing Capability
 - D. Official Zachman Framework-related Certifications
 - E. Access to the other three Meta Framework Standards
- V. What's Next?
 - A. Certifiable Elaborations
 - B. Licensing
 - C. Certification (Individuals, Methodologies, Tools, Curriculum, etc.)
- VI. Conclusions

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Why Framework Standards?

- A. CLARIFICATION
More precise expression of the Framework Classification concepts.
- B. ENTERPRISE ORIENTATION
As opposed to a systems or technology orientation.
- C. CONSISTENCY
Semantic consistency in global communications.
Conceptual consistency within the meta structures.
- D. DIFFERENTIATION
Unique vocabulary (to the extent possible) for each of the four Framework meta structures.
- E. ELABORATION
Authorized facility for publishing certified elaborations (customized versions of the Framework graphic that do not compromise the concepts of the Framework Classification)
- F. CERTIFICATION
Authorized facility for publishing education, methodology, tool and personal certifications (those curricula, methods, tools, architects, etc.) that have been evaluated and declared Framework compliant.

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Original Framework Graphic

ENTERPRISE ARCHITECTURE - A FRAMEWORK TM

	DATA <i>What</i>	FUNCTION <i>How</i>	NETWORK <i>Where</i>	PEOPLE <i>Who</i>	TIME <i>When</i>	MOTIVATION <i>Why</i>	
SCOPE (CONTEXTUAL) <i>Planner</i>	List of Things Important to the Business 	List of Processes the Business Performs 	List of Locations in which the Business Operates 	List of Organizations Important to the Business 	List of Events/Cycles Significant to the Business 	List of Business Goals/Strategies 	SCOPE (CONTEXTUAL) <i>Planner</i>
BUSINESS MODEL (CONCEPTUAL) <i>Owner</i>	e.g. Semantic Model Ent = Business Entity Rein = Business Relationship	e.g. Business Process Model Proc. = Business Process I/O = Business Resources	e.g. Business Logistics System Node = Business Location Link = Business Linkage	e.g. Work Flow Model People = Organization Unit Work = Work Product	e.g. Master Schedule Time = Business Event Cycle = Business Cycle	e.g. Business Plan End = Business Objective Means = Business Strategy	BUSINESS MODEL (CONCEPTUAL) <i>Owner</i>
SYSTEM MODEL (LOGICAL) <i>Designer</i>	e.g. Logical Data Model Ent = Data Entity Rein = Data Relationship	e.g. Application Architecture Proc. = Application Function I/O = User Views	e.g. Distributed System Architecture Node = I/S Function (Processor, Storage, etc) Link = Line Characteristics	e.g. Human Interface Architecture People = Role Work = Deliverable	e.g. Processing Structure Time = System Event Cycle = Processing Cycle	e.g. Business Rule Model End = Structural Assertion Means = Action Assertion	SYSTEM MODEL (LOGICAL) <i>Designer</i>
TECHNOLOGY MODEL (PHYSICAL) <i>Builder</i>	e.g. Physical Data Model Ent = Segment/Table/etc. Rein = Pointer/Key/etc.	e.g. System Design Proc. = Computer Function I/O = Data Elements/Sets	e.g. Technology Architecture Node = Hardware/Systems Software Link = Line Specifications	e.g. Presentation Architecture People = User Work = Screen Format	e.g. Control Structure Time = Execute Cycle = Component Cycle	e.g. Rule Design End = Condition Means = Action	TECHNOLOGY MODEL (PHYSICAL) <i>Builder</i>
DETAILED REPRESENTATIONS (OUT-OF-CONTEXT) <i>Sub-Contractor</i>	e.g. Data Definition Ent = Field Rein = Address	e.g. Program Proc. = Language Statement I/O = Control Block	e.g. Network Architecture Node = Address Link = Protocol	e.g. Security Architecture People = Identity Work = Job	e.g. Timing Definition Time = Interrupt Cycle = Machine Cycle	e.g. Rule Specification End = Sub-condition Means = Step	DETAILED REPRESENTATIONS (OUT-OF-CONTEXT) <i>Sub-Contractor</i>
FUNCTIONING ENTERPRISE	e.g. DATA	e.g. FUNCTION	e.g. NETWORK	e.g. ORGANIZATION	e.g. SCHEDULE	e.g. STRATEGY	FUNCTIONING ENTERPRISE

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ZACHMAN FRAMEWORK² TM FOR ENTERPRISES

INTERROGATIVE PERSPECTIVES	WHAT	HOW	WHERE	WHO	WHEN	WHY	TARGET CONTRIBUTORS
SCOPE							STRATEGISTS
BUSINESS							EXECUTIVE LEADERS
SYSTEM							ARCHITECTS
TECHNOLOGY							ENGINEERS
COMPONENT							TECHNICIANS
OPERATIONS	The (REAL) Enterprise (instances)						WORKERS
AUDIENCE PERSPECTIVES	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	TARGET DOMAIN
FUNCTIONING ENTERPRISE	e.g. DATA	e.g. FUNCTION	e.g. NETWORK	e.g. ORGANIZATION	e.g. SCHEDULE	e.g. STRATEGY	FUNCTIONING ENTERPRISE

Row 6 equal to all other Rows to resolve Confusion between instances and abstractions.

Characteristics of Framework Rows

INTERROGATIVE PERSPECTIVE →	WHAT	HOW	WHERE	WHO	Perspective		TARGET CONTRIBUTORS ↓
SCOPE						Scope	STRATEGISTS
BUSINESS						Business	EXECUTIVE LEADERS
SYSTEM						System	ARCHITECTS
TECH-NOLOGY						Technology	ENGINEERS
COMPONENT						Component	TECHNICIANS
OPERATIONS						Operations	WORKERS
↑ AUDIENCE PERSPECTIVES	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	← TARGET DOMAINS

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Characteristics of Framework Rows

Contributors	HOW	WHERE	WHO	WHEN	WHY	TARGET CONTRIBUTORS ↓
Strategists						STRATEGISTS
Executive Business Leaders						EXECUTIVE LEADERS
Architects						ARCHITECTS
Engineers						ENGINEERS
Technicians						TECHNICIANS
Workers						WORKERS
↑ AUDIENCE PERSPECTIVES	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION ← TARGET DOMAINS

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ENTERPRISE ARCHITECTURE - A FRAMEWORK TM

	DATA <small>What</small>	FUNCTION <small>How</small>	NETWORK <small>Where</small>	PEOPLE <small>Who</small>	TIME <small>When</small>	MOTIVATION <small>Why</small>	
SCOPE	List of Things Important	List of Processes the	List of Locations in which	List of Organizations	List of Events/Cycles	List of Business	SCOPE
INTERROGATIVE PERSPECTIVES	WHAT	HOW	WHERE	WHO	WHEN	WHY	TARGET CONTRIBUTORS
SCOPE							STRATEGISTS <i>Planner</i>
BUSINESS							EXECUTIVE LEADERS <i>Owner</i>
SYSTEM							ARCHITECTS <i>Designer</i>
TECH-NOLOGY							ENGINEERS <i>Builder</i>
COMPONENT							TECHNICIANS <i>Sub-Contractor</i>
OPERATIONS	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	WORKERS

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ZACHMAN FRAMEWORK² TM FOR ENTERPRISES

INTERROGATIVE PERSPECTIVES	WHAT	HOW	WHERE	WHO	WHEN	WHY	TARGET CONTRIBUTORS
SCOPE							STRATEGISTS
BUSINESS							EXECUTIVE LEADERS
SYSTEM							ARCHITECTS
TECH-NOLOGY							ENGINEERS
COMPONENT							TECHNICIANS
OPERATIONS	THE ENTERPRISE						WORKERS
AUDIENCE PERSPECTIVES	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	TARGET DOMAINS

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ENTERPRISE ARCHITECTURE - A FRAMEWORK TM

	DATA <i>What</i>	FUNCTION <i>How</i>	NETWORK <i>Where</i>	PEOPLE <i>Who</i>	TIME <i>When</i>	MOTIVATION <i>Why</i>	
SCOPE (CONTEXTUAL)	List of Things Important to the Business 	List of Processes the Business Performs 	List of Locations in which the Business Operates 	List of Organizations Important to the Business 	List of Events/Cycles Significant to the Business 	List of Business Goals/Strategies 	SCOPE (CONTEXTUAL)
<i>Planner</i>	ENTITY = Class of Business Thing 	Process = Class of Business Process 	Node = Major Business Location 	People = Major Organization Unit 	Time = Major Business Event/Cycle 	Ends/Mean = Major Business Goal/Strategy 	<i>Planner</i>
BUSINESS MODEL (CONCEPTUAL)							BUSINESS MODEL (CONCEPTUAL)

All of the Cell instance examples (the "e.g.'s") have been removed. Each Cell now has an absolute name based on the Framework schema.

<i>Designer</i>	Ent = Data Entity Rein = Data Relationship	Proc. = Application Function I/O = User Views	Node = I/S Function (Processor, Storage, etc) Link = Line Characteristics	People = Role Work = Deliverable	Time = System Event Cycle = Processing Cycle	End = Structural Assertion Means = Action Assertion	<i>Designer</i>
TECHNOLOGY MODEL (PHYSICAL)							TECHNOLOGY MODEL (PHYSICAL)
<i>Builder</i>	Ent = Segment/Table/etc. Rein = Pointer/Key/etc.	Proc. = Computer Function I/O = Data Elements/Sets	Node = Hardware/Systems Software Link = Line Specifications	People = User Work = Screen Format	Time = Execute Cycle = Component Cycle	End = Condition Means = Action	<i>Builder</i>
DETAILED REPRESENTATIONS (OUT-OF-CONTEXT)							DETAILED REPRESENTATIONS (OUT-OF-CONTEXT)
<i>Sub-Contractor</i>	Ent = Field Rein = Address	Proc. = Language Statement I/O = Control Block	Node = Address Link = Protocol	People = Identity Work = Job	Time = Interrupt Cycle = Machine Cycle	End = Sub-condition Means = Step	<i>Sub-Contractor</i>
FUNCTIONING ENTERPRISE							FUNCTIONING ENTERPRISE

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The Zachman Enterprise Framework ² TM							
	WHAT	HOW	WHERE	WHO	WHEN	WHY	
SCOPE	Inventory Identification e.g. 	Process Identification e.g. 	Network Identification e.g. 	Organization Identification e.g. 	Timing Identification e.g. 	Motivation Identification e.g. 	STRATEGISTS
BUSINESS	Inventory Definition e.g. 	Process Definition e.g. 	Network Definition e.g. 	Organization Definition e.g. 	Timing Definition e.g. 	Motivation Definition e.g. 	EXECUTIVE LEADERS
SYSTEM	Inventory Representation e.g. 	Process Representation e.g. 	Network Representation e.g. 	Organization Representation e.g. 	Timing Representation e.g. 	Motivation Representation e.g. 	ARCHITECTS
TECHNOLOGY	Inventory Specification e.g. 	Process Specification e.g. 	Network Specification e.g. 	Organization Specification e.g. 	Timing Specification e.g. 	Motivation Specification e.g. 	ENGINEERS
COMPONENT	Inventory Configuration e.g. 	Process Configuration e.g. 	Network Configuration e.g. 	Organization Configuration e.g. 	Timing Configuration e.g. 	Motivation Configuration e.g. 	TECHNICIANS
OPERATIONS	Inventory Instantiation e.g. 	Process Instantiation e.g. 	Network Instantiation e.g. 	Organization Instantiation e.g. 	Timing Instantiation e.g. 	Motivation Instantiation e.g. 	WORKERS
	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	Version 2.01

Characteristics of Framework Rows

INTERROGATIVE PERSPECTIVE →	WHAT	HOW	Action		WHO	WHEN	WHY	TARGET CONTRIBUTORS ↓
SCOPE			Identify					STRATEGISTS
BUSINESS			Define					EXECUTIVE LEADERS
SYSTEM			Represent					ARCHITECTS
TECHNOLOGY			Specify					ENGINEERS
COMPONENT			Configure					TECHNICIANS
OPERATIONS			Instantiate					WORKERS
↑ AUDIENCE PERSPECTIVES	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	← TARGET DOMAINS	

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	WHAT	HOW	WHERE	WHO	WHEN	WHY	
SCOPE	Inventory Identification e.g. 	Process Identification 	Network Identification e.g. 	Organization Identification e.g. 	Timing Identification e.g. 	Motivation Identification e.g. 	STRATEGISTS
BUSINESS	Inventory Types Inventory Definition e.g. 	Process Types Process Definition e.g. 	Network Types Network Definition e.g. 	Organization Types Organization Definition e.g. 	Timing Types Timing Definition e.g. 	Motivation Types Motivation Definition e.g. 	EXECUTIVE LEADERS
SYSTEM	Inventory Representation System Entity System Relationship 	Process Representation System Transform System Input 	Network Representation System Location System Connection 	Organization Representation System Role System Work 	Timing Representation System Cycle System Moment 	Network Representation System End System Means 	ARCHITECTS
TECHNOLOGY	Inventory Specification Technology Entity Technology Relationship 	Process Specification Technology Transform Technology Input 	Network Specification Technology Location Technology Connection 	Organization Specification Technology Role Technology Work 	Timing Specification Technology Cycle Technology Moment 	Motivation Specification Technology End Technology Means 	ENGINEERS
COMPONENT	Inventory Configuration Component Entity Component Relationship 	Process Configuration Component Transform Component Input 	Network Configuration Component Location Component Connection 	Organization Configuration Component Role Component Work 	Timing Configuration Component Cycle Component Moment 	Motivation Configuration Component End Component Means 	TECHNICIANS
OPERATIONS	Inventory Instantiation Operations Entity Operations Relationship 	Process Instantiation Operations Transform Operations Input 	Network Instantiation Operations Location Operations Connection 	Organization Instantiation Operations Role Operations Work 	Timing Instantiation Operations Cycle Operations Moment 	Motivation Instantiation Operations End Operations Means 	WORKERS
	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	

The Zachman Enterprise Framework²™

	WHAT	HOW	WHERE	WHO	WHEN	WHY	
SCOPE	Inventory Identification e.g. 	Process Identification e.g. 	Network Identification e.g. 	Organization Identification e.g. 	Timing Identification e.g. 	Motivation Identification e.g. 	STRATEGISTS
BUSINESS	Inventory Definition e.g. 	Process Definition e.g. 	Network Definition e.g. 	Organization Definition e.g. 	Timing Definition e.g. 	Motivation Definition e.g. 	EXECUTIVE LEADERS
SYSTEM	Inventory Representation e.g. 	Process Representation e.g. 	Network Representation e.g. 	Organization Representation e.g. 	Timing Representation e.g. 	Motivation Representation e.g. 	ARCHITECTS
TECHNOLOGY	Inventory Specification e.g. 	Process Specification e.g. 	Network Specification e.g. 	Organization Specification e.g. 	Timing Specification e.g. 	Motivation Specification e.g. 	ENGINEERS
COMPONENT	Inventory Configuration e.g. 	Process Configuration e.g. 	Network Configuration e.g. 	Organization Configuration e.g. 	Timing Configuration e.g. 	Motivation Configuration e.g. 	TECHNICIANS
OPERATIONS	Inventory Instantiation e.g. 	Process Instantiation e.g. 	Network Instantiation e.g. 	Organization Instantiation e.g. 	Timing Instantiation e.g. 	Motivation Instantiation e.g. 	WORKERS
	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	Version 2.01

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http://standards.offline.com:8555/cocoon-2.1.7/mount/framework_v29b/protected/Admin/current/framework?form=freelance&colour=&icons=&... 1/26/2008

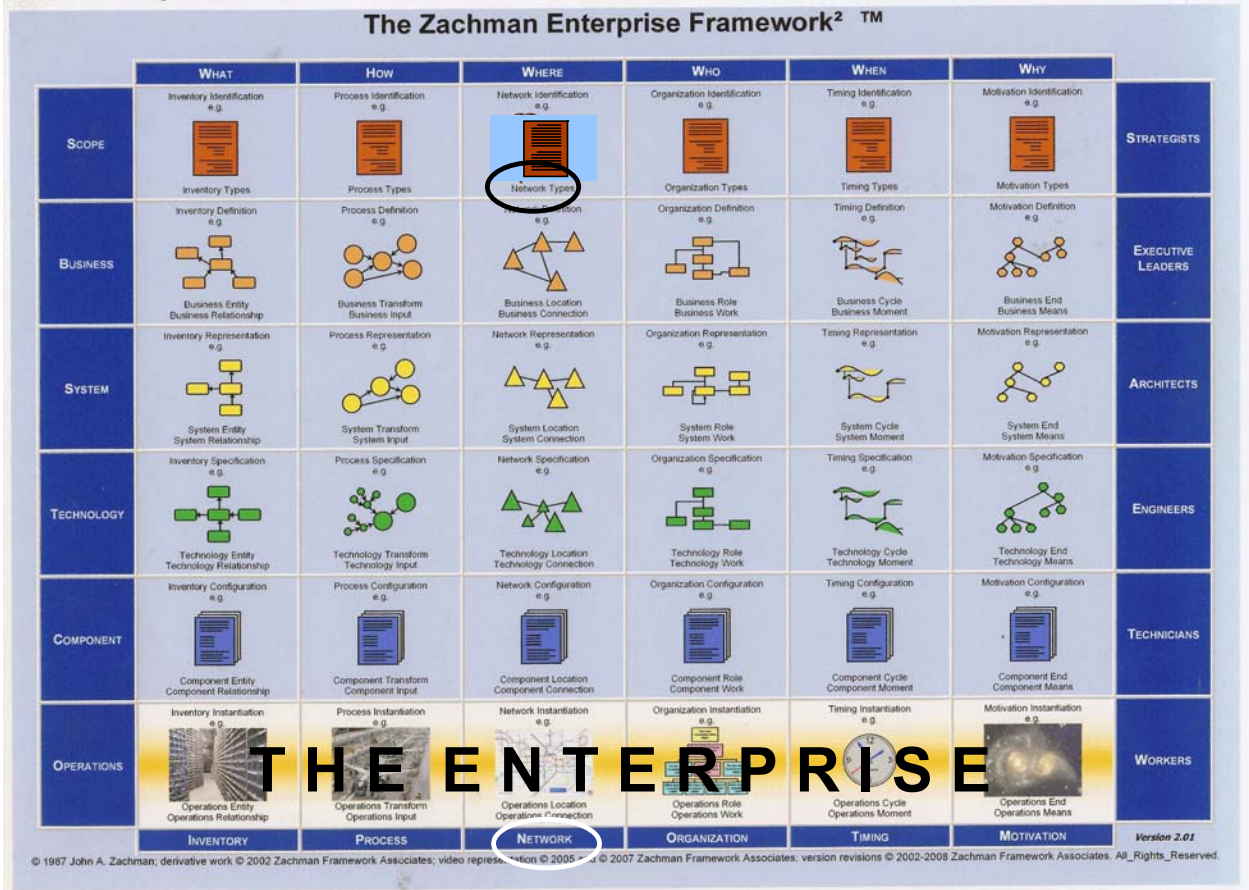
The Zachman Enterprise Framework²™

	WHAT	HOW	WHERE	WHO	WHEN	WHY	
SCOPE	Inventory Identification e.g. 	Process Identification e.g. 	Network Identification e.g. 	Organization Identification e.g. 	Timing Identification e.g. 	Motivation Identification e.g. 	STRATEGISTS
BUSINESS	Inventory Definition e.g. 	Process Definition e.g. 	Network Definition e.g. 	Organization Definition e.g. 	Timing Definition e.g. 	Motivation Definition e.g. 	EXECUTIVE LEADERS
SYSTEM	Inventory Representation e.g. 	Process Representation e.g. 	Network Representation e.g. 	Organization Representation e.g. 	Timing Representation e.g. 	Motivation Representation e.g. 	ARCHITECTS
TECHNOLOGY	Inventory Specification e.g. 	Process Specification e.g. 	Network Specification e.g. 	Organization Specification e.g. 	Timing Specification e.g. 	Motivation Specification e.g. 	ENGINEERS
COMPONENT	Inventory Configuration e.g. 	Process Configuration e.g. 	Network Configuration e.g. 	Organization Configuration e.g. 	Timing Configuration e.g. 	Motivation Configuration e.g. 	TECHNICIANS
OPERATIONS	Inventory Instantiation e.g. 	Process Instantiation e.g. 	Network Instantiation e.g. 	Organization Instantiation e.g. 	Timing Instantiation e.g. 	Motivation Instantiation e.g. 	WORKERS
	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	Version 2.01

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<http://standards.offline.com:8555/cocoon-2.1.7/mount/framework/v29b/protected/Admin/current/framework?form=freelance&colour=&icons=&...> 1/26/2008

Characteristics of Framework Rows

	INTERROGATIVE PERSPECTIVE →	WHAT	HOW	Format	WHO	WHEN	WHY	TARGET CONTRIBUTORS ↓
				Lists				STRATEGISTS
				Constructs				EXECUTIVE LEADERS
				Models				ARCHITECTS
				Drawings				ENGINEERS
				Listings				TECHNICIANS
				Activities				WORKERS
↑ AUDIENCE PERSPECTIVES		INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	← TARGET DOMAINS

Characteristics of Framework Rows

INTERROGATIVE PERSPECTIVE	Model Type		WHERE	WHO	WHEN	WHY	TARGET CONTRIBUTORS ↓
SCOPE	Boundary						STRATEGISTS
BUSINESS	Semantic						EXECUTIVE LEADERS
SYSTEM	Schematic						ARCHITECTS
TECH-NOLOGY	Blueprint						ENGINEERS
COMPONENT	Instruction						TECHNICIANS
OPERATIONS	Execution						WORKERS
↑ AUDIENCE PERSPECTIVES	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	← TARGET DOMAINS

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Helping Words to help Classify by Row

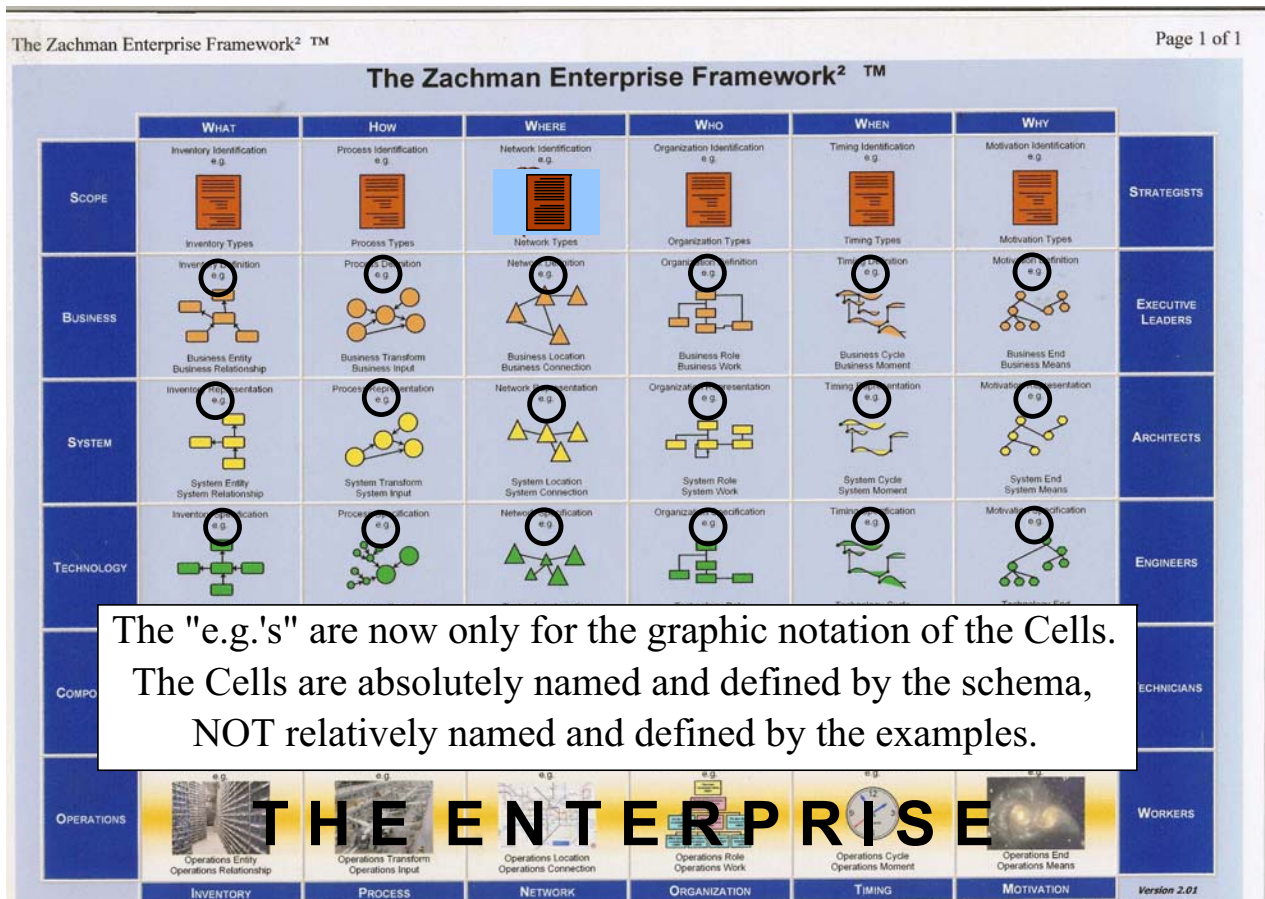
Originators	Model Type	Format	Action	Perspectives	Outcome		
SCOPE Strategists'	Boundary	Lists	Identify	Scope	Context		
BUSINESS Executive Leaders'	Semantic	Constructs	Define	Business	Concepts		
SYSTEM Architects'	Schematic	Models	Represent	System	Logic		
TECH-NOLOGY Engineers'	Blueprint	Drawings	Specify	Technology	Physics		
COMPONENT Technicians'	Instruction	Listings	Configure	Component	Elements		
OPERATIONS Workers'	Execution	Activities	Instantiate	Operations	Reality		
↑ AUDIENCE PERSPECTIVES	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	← TARGET DOMAINS

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Helping Words to help Classify by Column





































AUDIENCE PERSPECTIVE	WHAT	HOW	WHERE	WHO	WHEN	WHY	TARGET CONTRIBUTORS
Model Objective	Normalization	Optimization	Transportation	Allocation	Coordination	Aspiration	STRATEGISTS
Mechanism	Counting	Tuning	Provisioning	Managing	Scheduling	Measuring	EXECUTIVE LEADERS
Enterprise Objective	Integrity	Quality	Capacity	Accountability	Stability	Credibility	ARCHITECTS
Critical Success Factors	Control	Yield	Resilience	Performance	Response	Attainment	ENGINEERS
Enterprise	Inventory	Process	Network	Organization	Timing	Motivation	TECHNICIANS
AUDIENCE PERSPECTIVES	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	TARGET DOMAINS

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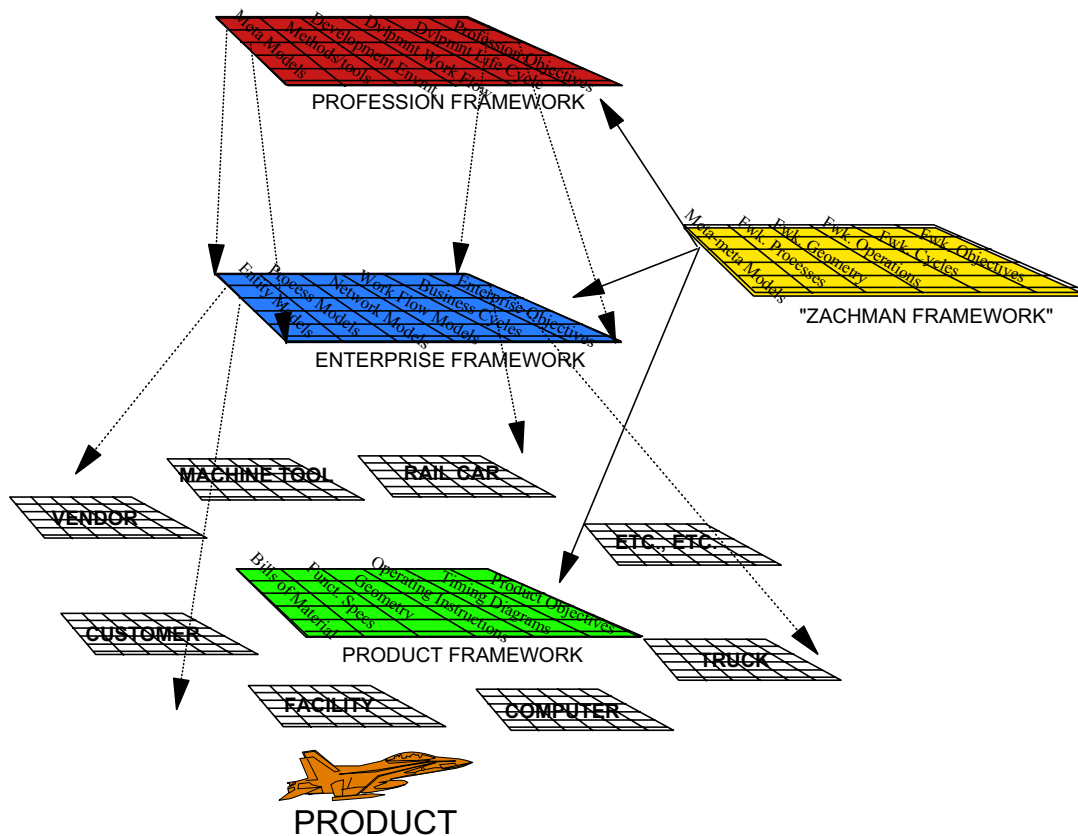
The Zachman Enterprise Framework²™

	WHAT	HOW	WHERE	WHO	WHEN	WHY	
SCOPE	Inventory Identification e.g.  Inventory Types	Process Identification e.g.  Process Types	Network Identification e.g.  Network Types	Organization Identification e.g.  Organization Types	Timing Identification e.g.  Timing Types	Motivation Identification e.g.  Motivation Types	STRATEGISTS
BUSINESS	Inventory Definition e.g.  Business Entity Business Relationship	Process Definition e.g.  Business Transform Business Input	Network Definition e.g.  Business Location Business Connection	Organization Definition e.g.  Business Role Business Work	Timing Definition e.g.  Business Cycle Business Moment	Motivation Definition e.g.  Business End Business Means	EXECUTIVE LEADERS
SYSTEM	Inventory Representation e.g.  System Entity System Relationship	Process Representation e.g.  System Transform System Input	Network Representation e.g.  System Location System Connection	Organization Representation e.g.  System Role System Work	Timing Representation e.g.  System Cycle System Moment	Motivation Representation e.g.  System End System Means	ARCHITECTS
TECHNOLOGY	Inventory Specification e.g.  Technology Entity Technology Relationship	Process Specification e.g.  Technology Transform Technology Input	Network Specification e.g.  Technology Location Technology Connection	Organization Specification e.g.  Technology Role Technology Work	Timing Specification e.g.  Technology Cycle Technology Moment	Motivation Specification e.g.  Technology End Technology Means	ENGINEERS
COMPONENT	Inventory Configuration e.g.  Component Entity Component Relationship	Process Configuration e.g.  Component Transform Component Input	Network Configuration e.g.  Component Location Component Connection	Organization Configuration e.g.  Component Role Component Work	Timing Configuration e.g.  Component Cycle Component Moment	Motivation Configuration e.g.  Component End Component Means	TECHNICIANS
OPERATIONS	Inventory Instantiation e.g.  Operations Entity Operations Relationship	Process Instantiation e.g.  Operations Transform Operations Input	Network Instantiation e.g.  Operations Location Operations Connection	Organization Instantiation e.g.  Operations Role Operations Work	Timing Instantiation e.g.  Operations Cycle Operations Moment	Motivation Instantiation e.g.  Operations End Operations Means	WORKERS
	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	Version 2.01

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The Total Picture



The Knowledge Base of the Enterprise

ZACHMAN FRAMEWORK²™ FOR PROFESSIONS

INTERROGATIVE PERSPECTIVES →	WHAT	HOW	WHERE	WHO	WHEN	WHY	TARGET CONTRIBUTORS ↓
PRINCIPLES	COLLECTION IDENTIFICATION PRINCIPLES COLLECTION	METHOD IDENTIFICATION METHODS	NETWORK* IDENTIFICATION PRINCIPLES NETWORK*	ORGANIZATION IDENTIFICATION PRINCIPLES ORGANIZATION	TIMING* IDENTIFICATION PRINCIPLES TIMING*	MOTIVATION IDENTIFICATION PRINCIPLES MOTIVATION	THOUGHT LEADERS
PRIMITIVES	COLLECTION DEFINITION PRIMITIVE RELATIONSHIP PRIMITIVE END PRIMITIVE MEANS	METHOD DEFINITION METHOD TRANSFORM METHOD INPUT	NETWORK* DEFINITION NETWORK* LOCATION NETWORK* CONNECTION	ORGANIZATION DEFINITION PRIMITIVE ROLE PRIMITIVE WORK	TIMING* DEFINITION PRIMITIVE CYCLE PRIMITIVE MOMENT	MOTIVATION DEFINITION MOTIVATION REPRESENTATION PRIMITIVE END PRIMITIVE MEANS	ARCHITECTS
STANDARDS	COLLECTION REPRESENTATION STANDARDS ENTITY STANDARDS RELATIONSHIP	METHOD REPRESENTATION STANDARDS TRANSFORM STANDARDS INPUT	NETWORK* REPRESENTATION NETWORK* LOCATION NETWORK* CONNECTION	ORGANIZATION REPRESENTATION ORGANIZATION ROLE ORGANIZATION WORK	TIMING* REPRESENTATION STANDARDS CYCLE STANDARDS MOMENT	MOTIVATION REPRESENTATION STANDARDS END STANDARDS MEANS	METHODOLOGISTS
TEMPLATES	COLLECTION SPECIFICATION TEMPLATE ENTITY TEMPLATE RELATIONSHIP	METHOD SPECIFICATION TEMPLATE TRANSFORM TEMPLATE INPUT	NETWORK* SPECIFICATION TEMPLATE LOCATION TEMPLATE CONNECTION	ORGANIZATION SPECIFICATION TEMPLATE ROLE TEMPLATE WORK	TIMING* SPECIFICATION TEMPLATE CYCLE TEMPLATE MOMENT	MOTIVATION SPECIFICATION TEMPLATE END TEMPLATE MEANS	TECHNOLOGISTS
ARTIFACTS	COLLECTION CONFIGURATION TOOLING ENTITY TOOLING RELATIONSHIP	METHOD CONFIGURATION TOOLING TRANSFORM TOOLING INPUT	NETWORK* CONFIGURATION TOOLING LOCATION TOOLING CONNECTION	ORGANIZATION CONFIGURATION TOOLING ROLE TOOLING WORK	TIMING* CONFIGURATION TOOLING CYCLE TOOLING MOMENT	MOTIVATION CONFIGURATION TOOLING END TOOLING MEANS	SPECIALISTS
PRACTICES	COLLECTION INSTANTIATION PRACTICE ENTITY PRACTICE RELATIONSHIP	METHOD INSTANTIATION PRACTICE TRANSFORM PRACTICE INPUT	NETWORK* INSTANTIATION PRACTICE LOCATION PRACTICE CONNECTION	ORGANIZATION INSTANTIATION PRACTICE ROLE PRACTICE WORK	TIMING* INSTANTIATION PRACTICE CYCLE PRACTICE MOMENT	MOTIVATION INSTANTIATION PRACTICE END PRACTICE MEANS	PROFESSIONALS
AUDIENCE PERSPECTIVES ↑	COLLECTION	METHOD	PLACEMENT	COMMUNITY	PHASE	RATIONALE	TARGET DOMAINS ←

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ZACHMAN FRAMEWORK²™ FOR PRODUCTS

INTERROGATIVE PERSPECTIVES →	WHAT	HOW	WHERE	WHO	WHEN	WHY	TARGET CONTRIBUTORS ↓
OPPORTUNITY	MATERIAL IDENTIFICATION OPPORTUNITY MATERIAL	FUNCTIONALITY IDENTIFICATION FUNCTIONALITY	GEOMETRY IDENTIFICATION OPPORTUNITY GEOMETRY	USER IDENTIFICATION OPPORTUNITY USERS	TIMING IDENTIFICATION OPPORTUNITY TIMING*	PURPOSE IDENTIFICATION OPPORTUNITY PURPOSE	INVENTORS
REQUIREMENTS	MATERIAL DEFINITION REQUIREMENT RELATIONSHIP REQUIREMENT END REQUIREMENT MEANS	FUNCTIONALITY DEFINITION FUNCTIONALITY TRANSFORM FUNCTIONALITY INPUT	GEOMETRY DEFINITION GEOMETRY LOCATION GEOMETRY CONNECTION	USER DEFINITION REQUIREMENT ROLE REQUIREMENT WORK	TIMING DEFINITION REQUIREMENT CYCLE REQUIREMENT MOMENT	PURPOSE DEFINITION REQUIREMENT END REQUIREMENT MEANS	CUSTOMERS
DESIGN	MATERIAL REPRESENTATION DESIGN ENTITY DESIGN RELATIONSHIP	FUNCTIONALITY REPRESENTATION DESIGN TRANSFORM DESIGN INPUT	GEOMETRY REPRESENTATION DESIGN LOCATION DESIGN CONNECTION	USER REPRESENTATION DESIGN ROLE DESIGN WORK	TIMING REPRESENTATION DESIGN CYCLE DESIGN MOMENT	PURPOSE REPRESENTATION DESIGN END DESIGN MEANS	ENGINEERS
PLAN	MATERIAL SPECIFICATION PLANNED ENTITY PLANNED RELATIONSHIP	FUNCTIONALITY SPECIFICATION PLANNED TRANSFORM PLANNED INPUT	GEOMETRY SPECIFICATION PLANNED LOCATION PLANNED CONNECTION	USER SPECIFICATION PLANNED ROLE PLANNED WORK	TIMING SPECIFICATION PLANNED CYCLE PLANNED MOMENT	PURPOSE SPECIFICATION PLANNED END PLANNED MEANS	BUILDERS
ASSEMBLIES	MATERIAL CONFIGURATION PART ENTITY PART RELATIONSHIP	FUNCTIONALITY CONFIGURATION PART COMPONENT PART OUTCOME	GEOMETRY CONFIGURATION PART LOCATION PART CONNECTION	USER CONFIGURATION PART ROLE PART WORK	TIMING CONFIGURATION PART CYCLE PART MOMENT	PURPOSE CONFIGURATION PART END PART MEANS	CRAFTSMEN
USES	MATERIAL INSTANTIATION COMPONENT ENTITY COMPONENT RELATIONSHIP	FUNCTIONALITY INSTANTIATION COMPONENT TRANSFORM COMPONENT INPUT	GEOMETRY INSTANTIATION COMPONENT LOCATION COMPONENT CONNECTION	USER INSTANTIATION COMPONENT ROLE COMPONENT WORK	TIMING INSTANTIATION COMPONENT CYCLE COMPONENT MOMENT	PURPOSE INSTANTIATION COMPONENT END COMPONENT MEANS	CONSUMERS
AUDIENCE PERSPECTIVES ↑	MATERIAL	FUNCTIONALITY	GEOMETRY	USER	TIMING*	PURPOSE	TARGET DOMAINS ←

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ZACHMAN FRAMEWORK²™ FOR CLASSIFICATION

INTERROGATIVE PERSPECTIVES →	WHAT	HOW	WHERE	WHO	WHEN	WHY	TARGET CONTRIBUTORS ↓
CONTEXT	SET IDENTIFICATION CONTEXT SETS	TRANSFORMATION IDENTIFICATION CONTEXT INFORMATIONS	PLACE IDENTIFICATION CONTEXT LOCATIONS*	PEOPLE IDENTIFICATION CONTEXT PEOPLE	TIMING IDENTIFICATION CONTEXT TIMEING	MOTIVATION IDENTIFICATION CONTEXT MOTIVATIONS	THEORISTS
CONCEPTS	SET* DEFINITION CONCEPTS CONCEPTS RELATIONSHIP	TRANSFORMATION DEFINITION CONCEPTS TRANSFORM CONCEPTS INPUT	PLACE DEFINITION CONCEPTS LOCATION CONCEPTS CONNECTION	PEOPLE DEFINITION CONCEPTS ROLE CONCEPTS WORK	TIMING DEFINITION CONCEPTS CYCLE CONCEPTS MOMENT	MOTIVATION DEFINITION CONCEPTS END CONCEPTS MEANS	OWNERS
LOGIC	SET* REPRESENTATION LOGIC ENTITY LOGIC RELATIONSHIP	TRANSFORMATION REPRESENTATION LOGIC TRANSFORM LOGIC INPUT	PLACE REPRESENTATION CONSTRUCTS LOCATION CONSTRUCTS CONNECTION	PEOPLE REPRESENTATION CONCEPTS ROLE CONCEPTS WORK	TIMING REPRESENTATION LOGIC CYCLE LOGIC MOMENT	MOTIVATION REPRESENTATION LOGIC END LOGIC MEANS	DESIGNERS
PHYSICS	SET* SPECIFICATION CONSTRUCTS ENTITY CONSTRUCTS RELATIONSHIP	TRANSFORMATION SPECIFICATION CONSTRUCTS TRANSFORM CONSTRUCTS INPUT	PLACE SPECIFICATION CONSTRUCTS LOCATION CONSTRUCTS CONNECTION	PEOPLE SPECIFICATION CONCEPTS ROLE CONCEPTS WORK	TIMING SPECIFICATION LOGIC CYCLE LOGIC MOMENT	MOTIVATION SPECIFICATION CONSTRUCTS END CONSTRUCTS MEANS	BUILDERS
PIECES	SET* CONFIGURATION ELEMENT ENTITY ELEMENT RELATIONSHIP	TRANSFORMATION CONFIGURATION ELEMENT TRANSFORM. ELEMENT INPUT	PLACE CONFIGURATION ELEMENT LOCATION ELEMENT CONNECTION	PEOPLE CONFIGURATION ELEMENT ROLE ELEMENT WORK	TIMING CONFIGURATION ELEMENT CYCLE ELEMENT MOMENT	MOTIVATION CONFIGURATION ELEMENT END ELEMENT MEANS	IMPLEMENTERS
CLASSES	SET* INSTANTIATION TARGET ENTITY TARGET RELATIONSHIP	TRANSFORMATION INSTANTIATION TARGET PROCESS TARGET OUTCOME	PLACE INSTANTIATION TARGET LOCATION TARGET CONNECTION	PEOPLE INSTANTIATION TARGET ROLE TARGET WORK	TIMING INSTANTIATION TARGET CYCLE TARGET MOMENT	MOTIVATION INSTANTIATION TARGET END TARGET MEANS	PARTICIPANTS
AUDIENCE PERSPECTIVES ↑	SET	TRANSFORMATION	POSITIONING	PEOPLE	TIMING*	REASON	TARGET DOMAINS ←

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Concluding Thoughts on Intro to Changes

- I. What has Changed?
 - A. Column Names - Communications Interrogatives and Enterprise Manifestations
 - B. Row Names - Audience/Contributor Roles
 - C. Cell Names - Removed e.g.'s. Absolute names based on Schema
 - D. Row 6 - Provision for Instances and Examples (to differentiate from Cell abstractions)
 - E. Meta Model relates every Row to Row 6 for traceability and alignment
 - F. Meta Entity Names - more precise and more business oriented
 - G. Cell graphic icons now have e.g.'s
 - H. Row 1 meta-entities are Mass Nouns (Column Names)
 - I. Modeling objectives by Row (Identification, Definition, etc.)
 - J. No adjectives used in the Framework graphic
 - K. Dictionary definition for every word
 - L. Helping words to classify by Row.
 - M. Helping words to classify by Column
 - N. Every Framework graphic is generated from the Repository metamodel (one authorized, consistent source for every Framework graphic (no unauthorized variations) ... however, with provision for "certified" local elaborations.
 - O. The Framework graphic can be printed in any form (slide, placemat, poster, etc. from the www.ZachmanInternational.com website.

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What has NOT changed

A. The Framework Theory

All descriptive representations can be expressed in terms of Things and Relationships (i.e. Thing-Relationship-Thing Models).

B. The logic of the Framework

1. A two dimensional classification system - a "schema".

a. Communications Interrogatives (What, How, Where, Who, When and Why)

b. Audience Perspectives (Scope, Business, System, Technologies, Components and Enterprise)

2. Each intersection (Cell) is a unique, independent variable (Class, Abstraction) - a "normalized" structure, one (meta) fact in one Cell

3. The Cell context defines the meaning of the Enterprise Models' words.

4. The two-dimensional schema is depicted in matrix form

C. Each "Primitive" Cell Model has two meta (meta, meta) entities a "Thing" and a "Relationship".

D. Comprehensive and Complete

The classification on both axes is comprehensive and complete - therefore, the intersections (Cells) have to be comprehensive and complete.

The Framework is a classification theory about the nature of an Enterprise and the kinds of "Things" (entities) that have existence in an Enterprise. Therefore, the Framework is an **ENTERPRISE ONTOLOGY**

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Reestablishing the Forgotten Implementation Relationships

1. Integration Relationships (Horizontal)

"The integration of all Cell models in a Row constitute the complete Enterprise model from the Row's Perspective" (1992 Systems Journal article)

2. Transformation Relationships (Vertical)

Meta entities are related to the Cell above and the Cell below (for "alignment") and meta entities of each Row are related to Row 6 (instances) for "traceability".

3. (For completeness) Meta entities are related to themselves within each Cell.

4. Tight integration between the four meta Frameworks

The Row 2 models of one Framework are the "meta" models of all the Cells of another Framework.

Three dimensional models are required to visualize the Integration and Transformation relationships - these are the **IMPLEMENTATION COMPOSITES**.

A. Hexagon

B. Hexagon Row inside the Row above (Box within a box)

C. Hologram

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Integration Relationships

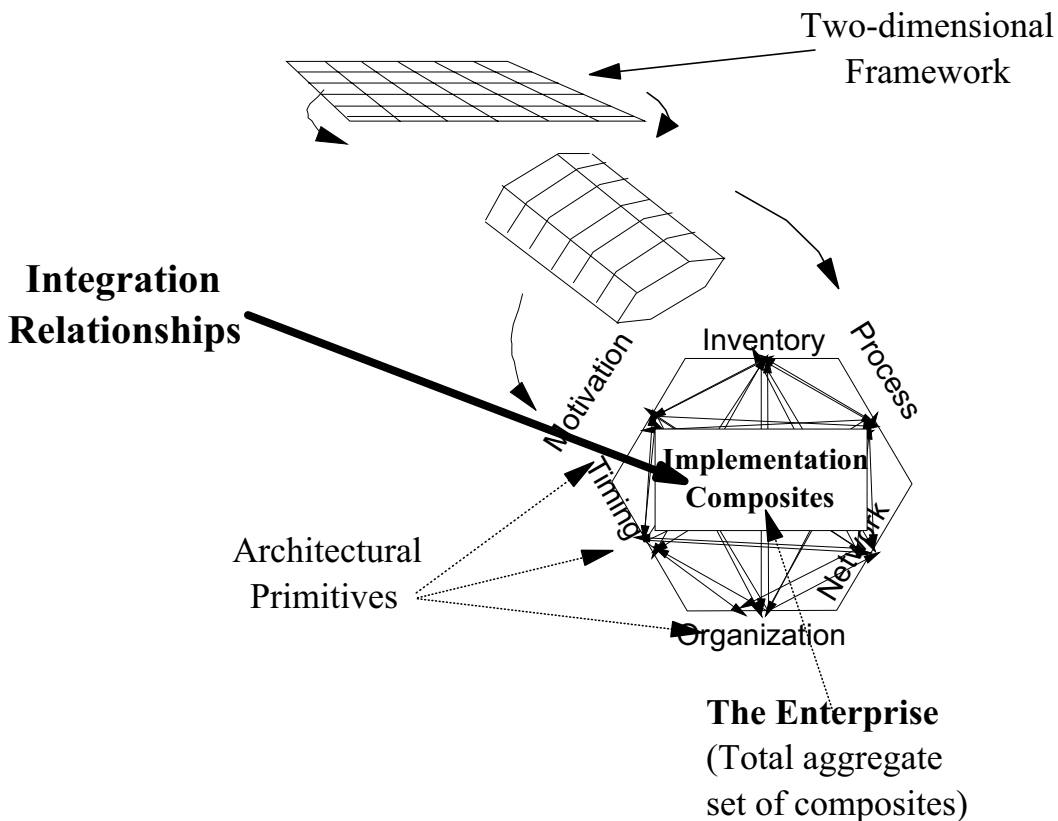
The Zachman Enterprise Framework² TM

	WHAT	HOW	WHERE	WHO	WHEN	WHY	
SCOPE	Inventory Identification e.g. Inventory Types	Process Identification e.g. Process Types	Network Identification e.g. Network Types	Organization Identification e.g. Organization Types	Timing Identification e.g. Timing Types	Motivation Identification e.g. Motivation Types	STRATEGISTS
BUSINESS	Inventory Definition e.g. Business Entity Business Relationship	Process Definition e.g. Business Transform Business Input	Network Definition e.g. Business Location Business Connection	Organization Definition e.g. Business Role Business Work	Timing Definition e.g. Business Cycle Business Moment	Motivation Definition e.g. Business End Business Means	EXECUTIVE LEADERS
SYSTEM	Inventory Representation e.g. System Entity System Relationship	Process Representation e.g. System Transform System Input	Network Representation e.g. System Location System Connection	Organization Representation e.g. System Role System Work	Timing Representation e.g. System Cycle System Moment	Motivation Representation e.g. System End System Means	ARCHITECTS
TECHNOLOGY	Inventory Specification e.g. Technology Entity Technology Relationship	Process Specification e.g. Technology Transform Technology Input	Network Specification e.g. Technology Location Technology Connection	Organization Specification e.g. Technology Role Technology Work	Timing Specification e.g. Technology Cycle Technology Moment	Motivation Specification e.g. Technology End Technology Means	ENGINEERS
COMPONENT	Inventory Configuration e.g. Component Entity Component Relationship	Process Configuration e.g. Component Transform Component Input	Network Configuration e.g. Component Location Component Connection	Organization Configuration e.g. Component Role Component Work	Timing Configuration e.g. Component Cycle Component Moment	Motivation Configuration e.g. Component End Component Means	TECHNICIANS
OPERATIONS	Inventory Instantiation e.g. Operations Entity Operations Relationship	Process Instantiation e.g. Operations Transform Operations Input	Network Instantiation e.g. Operations Location Operations Connection	Organization Instantiation e.g. Operations Role Operations Work	Timing Instantiation e.g. Operations Cycle Operations Moment	Motivation Instantiation e.g. Operations End Operations Means	WORKERS
	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	

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Integration Relationships



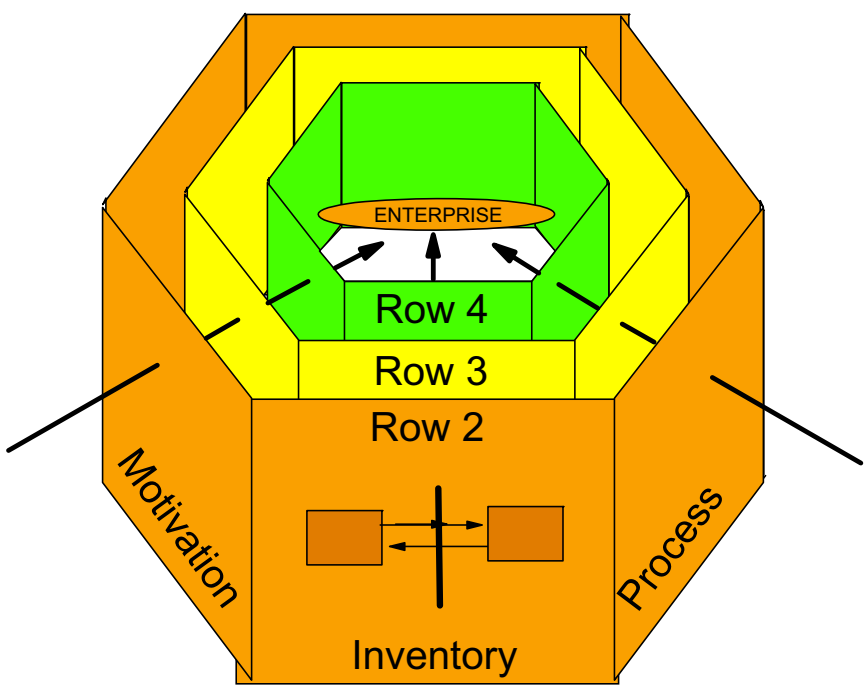
The Zachman Enterprise Framework²™

	WHAT	HOW	WHERE	WHO	WHEN	WHY	
SCOPE	Inventory Identification e.g. Inventory Types	Process Identification e.g. Process Types	Network Identification e.g. Network Types	Organization Identification e.g. Organization Types	Timing Identification e.g. Timing Types	Motivation Identification e.g. Motivation Types	STRATEGISTS
BUSINESS	Inventory Definition e.g. Business Entity Business Relationship	Process Definition e.g. Business Transformation Business Input	Network Definition e.g. Business Location Business Connection	Organization Definition e.g. Business Role Business Work	Timing Definition e.g. Business Cycle Business Moment	Motivation Definition e.g. Business End Business Means	EXECUTIVE LEADERS
SYSTEM	Inventory Representation e.g. System Entity System Relationship	Process Representation e.g. System Transformation System Input	Network Representation e.g. System Location System Connection	Organization Representation e.g. System Role System Work	Timing Representation e.g. System Cycle System Moment	Motivation Representation e.g. System End System Means	ARCHITECTS
TECHNOLOGY	Inventory Specification e.g. Technology Entity Technology Relationship	Process Specification e.g. Technology Transformation Technology Input	Network Specification e.g. Technology Location Technology Connection	Organization Specification e.g. Technology Role Technology Work	Timing Specification e.g. Technology Cycle Technology Moment	Motivation Specification e.g. Technology End Technology Means	ENGINEERS
COMPONENT	Inventory Configuration e.g. Component Entity Component Relationship	Process Configuration e.g. Component Transformation Component Input	Network Configuration e.g. Component Location Component Connection	Organization Configuration e.g. Component Role Component Work	Timing Configuration e.g. Component Cycle Component Moment	Motivation Configuration e.g. Component End Component Means	TECHNICIANS
OPERATIONS	Inventory Instantiation e.g. Operations Entity Operations Relationship	Process Instantiation e.g. Operations Transformation Operations Input	Network Instantiation e.g. Operations Location Operations Connection	Organization Instantiation e.g. Operations Role Operations Work	Timing Instantiation e.g. Operations Cycle Operations Moment	Motivation Instantiation e.g. Operations End Operations Means	WORKERS
	INVENTORY	PROCESS	NETWORK	ORGANIZATION	TIMING	MOTIVATION	Version 2.01

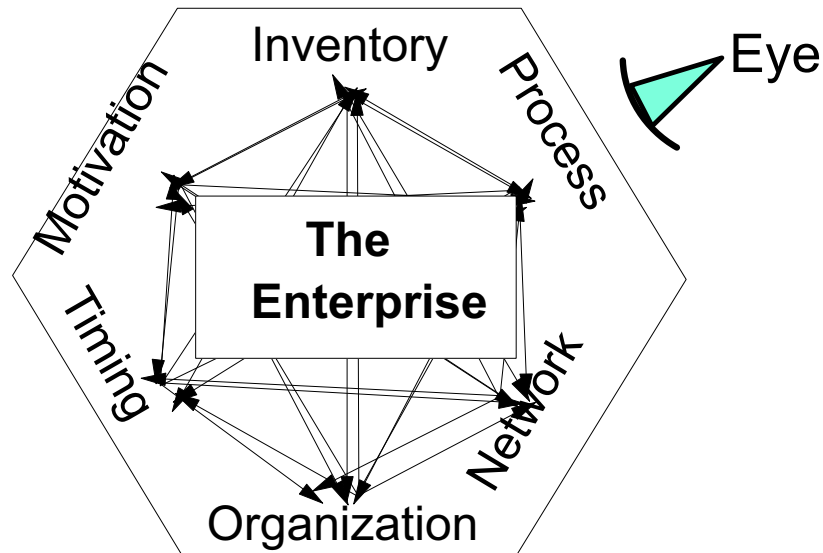
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Transformation Relationships (Vertical Alignment)



The Enterprise is like a hologram.



If you only look at the Enterprise through a single facet, you see everything relative to that facet.

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Internet Standards Support (10/31/07)

- A. Graphic Navigation (mouse clicks)
 - 1. To any Framework, any Column, Row, Cell, Primitive Component
 - 2. Horizontal ("integration") Relationships between Primitive Components for implementations
 - 3. Vertical ("transformation") Relationships between Primitive Components for alignment
- B. Hyperlinks to dictionary definitions for every term appearing in the Framework graphic
- C. Hyperlnks to historic material
 - 1. My first-cut Cell Definitions and Framework Standards that appear in my eBook, "The Zachman Framework: A Primer for Enterprise Engineering and Manufacturing"
 - 2. Previously published graphic representations of the Framework
- D. Framework graphic printing capability (slides, placemats, posters, etc.)
- E. Sample Models (no certified models presently in inventory)

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Internet Standards Support (10/31/07) cont.

- F. Access to ENTERPRISE Framework Standards plus access to KNOWLEDGE Framework Standards, PROFESSION Framework Standards and PRODUCT Framework Standards as they become available (presently in draft form)

- G. Official Zachman Framework-related Certifications
 - 1. For individuals
 - a. Education records (Education provided by Zachman or by Zachman-authorized Professionals)
 - b. Presentation materials
 - c. Work products
 - 2. Commercial Certifications
 - a. Method Certifications
 - b. Tool Certifications
 - c. Curriculum Certifications
 - d. Text Book Certifications
 - 3. Framework Metamodel Elaboration Certifications
(No certifications presently in inventory)

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What's Next

- A. Certification of Elaborations to the Framework Standards
 - 1. Allowable modifications to the Framework metamodel
 - a. Graphic icons (Remembering that there is some elegance to differentiating the Columns by icon shape, differentiating the Rows by icon color and retaining some universal interchangeability.)
 - b. Synonyms (or, local colloquialisms)
 - c. Sub-typing of the meta-entities (remembering the "Thing-Relationship-Thing structuring rules.)
 - d. Extensions to the metamodel (adding meta entities)
 - e. Remembering the "dumb-down" rule of elaborations
 - 2. Level of elaboration utilization
 - a. Unique to local Enterprise
 - b. Industry usage and acceptance
 - c. Global Standard (common to all)
 - 3. Any non-certified, unlicensed modification would be a violation of copyright laws

(Continued on next page)

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What's Next (cont)

B. Licensing

1. Personal Use License (some modest maintenance fee)

Provides access to:

- a. Enterprise Framework metamodel
- b. Enterprise Framework graphic print capability
- c. Internet graphic navigation (Frameworks, Columns, Rows, Cells, Primitive Components)
- d. Enterprise Framework Cell definitions
- e. Hyperlinked dictionary definitions of all Enterprise Framework terms
- f. Hyperlinks to historical materials
 1. First-cut Cell definitions in eBook
 2. Previously published Enterprise Framework graphics
- g. Certifications for Elaborations
- h. Certifications for Individuals
- i. Certifications for Methodologies
- j. Certifications for Tools
- k. Inventory of Sample Models

(Continued on next page)

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What's Next (cont)

B. Licensing (continued)

1. Personal Use Licensing (continued)

- l. Knowledge Framework Standards (as available)
- m. Profession Framework Standards (as available)
- n. Product Framework Standards (as available)

2. Student Discount for Personal use License

3. Education Publication License (for textbook or curriculum employment of the Framework graphic) NO CHARGE

4. Commercial License (for software deployment)

- a. Framework graphic as tool interface - \$100.00 US per customer copy
- b. Framework metamodel implementation - \$1,000.00 US per customer copy

(Continued on next page)

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What's Next (cont)

C. Certifications

1. Education Certifications - attendance at a Zachman-certified education offering recorded on the ZachmanInternational website
2. All other certifications are billed on a "time and materials" basis including:
 - a. Education Curriculum
 - b. Presentation Materials
 - c. Elaborations of the Framework Metamodel
 - d. Work Products
 - e. Methodologies
 - f. Tools
 - g. Articles
 - h. Books

(Continued on next page)

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What's Next (cont)

Note: You can minimize the time and materials costs for Certifications by utilizing the plethora of supporting resource materials to minimize a submission's conceptual divergence from the Framework principles including:

1. My eBook "The Zachman Framework: A Primer for Enterprise Engineering and manufacturing"
2. The 30 or so Zachman-authored articles
3. The half dozen or so Zachman-authorized articles
4. Zachman-authorized education
5. Framework Standards materials
 - a. The Cell Definitions
 - b. The Framework meta-model
6. Certified sample models (as they become available)
7. Etc., etc.

(Continued on next page)

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What's Next (cont)

D. Education offerings

In addition to the currently available Zachman-authorized education offerings including:

Enterprise Architecture Fundamentals - 2 days	Zachman
Enterprise Architecture Implementation Strategies - 2 days	Locke
Enterprise Architecture Planning Methodology - 3 days	Zachman & Holcman
Enterprise Architecture Integration Methodology - 5 days	Finkelstein

There will be a new seminar:

Enterprise Framework Standards and Modeling Workshop - 3 days	Zachman & Locke
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E. Tools pending certification:

1. Primitive Model Graphics Tool
2. Framework Model Repository
3. Generalized Enterprise Modeling Language and Primitive Model Generator

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Conclusions

The Zachman Framework itself has not changed. The classifications on both axes have been employed by humanity for thousands of years.

Within the last five years,
major contributions have been made to the Framework body of knowledge
and
major improvements have been made to the Framework language,

the ENTERPRISE ONTOLOGY.

Proposition: The Zachman Framework Standards including the horizontal, vertical and meta integrations as depicted in the three dimensional Architectural models constitute an Enterprise "scale model" and a sufficient, precise definition of Enterprise Architecture to be foundational for a Scientific Discipline -

ENTERPRISE ENGINEERING AND MANUFACTURING

which, I submit, is
THE ISSUE OF THE CENTURY

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