Measurement of Enterprise Coherence by means of the GEA C-index – A First Investigation

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Abstract— **Enterprise coherence governance supports enterprises to stay more coherent under dynamic circumstances. A metric for enterprise coherence would support governance and understanding correlations between coherence and enterprise's performance and/or viability. The eECA tool that is associated with the General Enterprise Architecting (GEA) framework for enterprise coherence governance has the ability to measure enterprise coherence governance. Metrics for enterprise coherence itself were not found in literature. In this paper, the GEA C-index is proposed as a tool to measure enterprise coherence. First measurements conducted with the tool strengthens the hypothesis that coherence within enterprises is unsatisfactory on average, especially at the design level of the organization. This paper aims to contribute to metrics and quantitative approaches to assess the quality of enterprise related models.**

Keywords: Architecture Governance, Enterprise Architecture, Enterprise Coherence, General Enterprise Architecting, GEA, Quantification of Coherence, GEA C-index

I. INTRODUCTION

An organization, being a type of system, is subject to systemic dynamics [1]. Viability is considered to be an important, and fundamental, concept in enterprises [2, 3]. Viability relies on the control of key parameters to ensure continued existence, and requires a balance among the axes change, design, and control, with feedback mechanisms between goals and operations at each level of recursion [4]. This has lead to a variety of governance models for organizations, e.g. the Viable System Method (VSM) [5] and Complex System Governance (CSG) [6], including models that focus on the agility of organization development, e.g. the Scaled Agile Framework (SAFe) [7]. Good governance values include e.g. transparency of decision-making, broad participation in decision-making and policy formulation, delivery of reasoned decisions, reviewability of decisions, accountability of decision-makers and respect for proportionality in decision-making [8]. A key reason for strategic failures is the lack of coherence and consistency [9]. General Enterprise Architecting (GEA) [10] takes enterprise coherence as starting point and is developed to improve governance of enterprise coherence. A metric for enterprise coherence would support governance and understanding correlations between coherence and enterprise's performance and/or viability. The eECA tool that is associated with the General Enterprise Architecting (GEA) framework for enterprise coherence governance has the ability to measure enterprise coherence governance. Metrics for enterprise coherence itself were not found in literature. In this paper, the GEA C-index is proposed as a tool to measure enterprise coherence.

The next section presents related work. Section III elaborates in some more detail the GEA framework. The research design with problem statement, research questions and methodology is presented in Section IV. The experiment is presented in Section V, followed by conclusions and discussion in Section VI. Areas for further study are indicated in Section VII.

II. RELATED WORK

Enterprise Architecture (EA) is involved in defining the construction of the enterprise related to its context and strategy. In this endeavor EA needs to balance between a large number of concerns, on a large number of aspects, for a large number of stakeholders, and create coherent views on the enterprise and on related decisions. EA has the ability to make explicit how decisions from different enterprise domains (e.g. business, application, technology) relate to each other [11]. Enterprise architecture is to achieve coherence (alignment) between desirable business objectives or outcomes and IT resources of an enterprise, and to identify and govern the changes to the IT landscape in order to achieve coherence between business objectives or outcomes as well as to enable new business objectives and foster new business opportunities [12]. There is indeed 'very much consensus' that EA contributes on 'Alignment' [13]. Alignment indeed is a broadly recognized concern [14]. EA demonstrates its value in organizational alignment, information availability, resource portfolio optimization, and resource complementarity [15]. While architecture frameworks (e.g. TOGAF [16]), architecture language (e.g. ArchiMate [17]), and architecture tooling, aid in creation of coherent views, the General Enterprise Architecting (GEA) framework [10], has specifically been created with enterprise coherence in mind. We see terms 'coherence' and 'alignment' used interchangeably, however we will stick in this paper to the earlier coined term 'enterprise coherence' [10]. The GEA method comprises a vision, processes, products, competences, means, governance and methodology, that are used to guide the development of an enterprise with a focus on coherence [10, 18-22].

Enterprise architecture should act as a means to steer enterprise transformations, while in particular enabling senior management to govern the enterprise's coherence. As such, enterprise architecture can be regarded as the appropriate means to make enterprise coherence explicit, and controllable/manageable, or at least influenceable. Within GEA, enterprise coherence is defined as 'the extent to which all relevant aspects of an enterprise are connected, in such a way that these connections facilitate an enterprise obtaining/meeting its desired results' [10]. Based on this definition, GEA constructs an Enterprise Coherence

Framework (ECF) [10] (see Fig. 1) that consists of a series of cohesive elements and cohesive relationships, which together define the playing field for an enterprise's coherence. In the GEA method, enterprise coherence is distinguished according to coherence at the level of purpose, at the level of design, and between the level of purpose and design. In that way the connections on the level of design facilitate the enterprise meeting its results. The objective of this paper is to quantify enterprise coherence and in line with this how close these connections should be.

GEA postulates that coherence of an enterprise relates to its performance: "The overall performance of an enterprise is positively influenced by proper coherence among the key aspects of the enterprise, including business processes, organizational culture, product portfolio, human resources, information systems and IT support" [10]. Stated otherwise, without proper coherence, enterprise performance is negatively influenced. GEA states that "Since achieving, and/or maintaining enterprise coherence seems to be an important capability in the realm of enterprise performance, there is a potential positive correlation with the performance of an enterprise, and there is a reason to govern enterprise coherence" [10]. Coherent decision making on business issues is one of the key elements of GEA (see e.g. [18]). Enterprises with low coherence will be characterized by e.g. a strategy not supported by EA, a lack of synchronization and a decrease in effectiveness and efficiency, whereas enterprises with high coherence will have EA integrated in organizational strategy, frequent synchronization, and high effectiveness and efficiency [10]. Application of the GEA method within an enterprise increases its governance capacity, and its coherence permanently. An organization with low coherence may consider various routes for improvement [10]. An organization with low coherence may depend on the prevailing culture consider various routes for improvement.

An organization whose culture can be characterized as 'think before you start' will first develop the EA vision in depth before applying it. An organization characterized by the adage 'start before you think' will immediately apply EA through trial and error [10].

By making the definition of the cohesive GEA elements (see section III) explicit in a specific enterprise, a coherence dashboard results in terms of which one can gain insight in the 'state of coherence' while also being able to assess the impact of potential/ongoing transformations. This then enables a deliberate governance of enterprise coherence during/ driving transformations.

GEA delivered earlier a way of measurement for governing enterprise coherence, namely through the so-called Enterprise Coherence-governance Assessment (ECA). The ECA had a follow-up in an extended, more comprehensive assessment, the extended-ECA (eECA). eECA is focused on the governance of coherence in the enterprise, and consists of 50 questions, that are taken together with context information to come to an assessment report and presentation. Context information can be formed by e.g. the result of interviews. The tool delivers e.g. organizational positioning by use of a spider diagram, quadrant diagram, and maturity matrix. The eECA spider diagram shows a maturity score on the use of enterprise coherence governance, in terms of the EA-vision, -processes, -methodology, -products, -means, and -people. The eECA quadrant diagram shows the level of EA within an enterprise against the extent to which the governance of enterprise coherence has been made explicit. The results of the answers of the 50 rating questions are also reflected in a weighted, not normalized score and showed in an eECA maturity matrix. This model is composed of two axes, the horizontal axis represents the EA maturity levels and the vertical axis represents the set of GEA components. However, the eECA measures enterprise coherence governance but not enterprise coherence itself. Measuring coherence as a result of enterprise coherence governance is the goal of the so-called GEA C-index described in this paper.

III. GEA ENTERPRISE COHERENCE FRAMEWORK

Because we use the coherent GEA elements to make coherence within an organization explicit, we start with a brief explanation of the GEA Enterprise Coherence Framework (ECF).

The GEA ECF is defined in terms of two connected levels of cohesive elements: the level of purpose and the level of design. At the level of purpose, the cohesive elements that have been identified, correspond to the commonly known concepts from strategy formulation: Mission, Vision, Core Values, Goals and Strategy. The cohesive elements at the design level are:

Perspective – an angle from which one wishes to govern/steer/influence enterprise transformations. The set of perspectives used in a specific enterprise depend very much on its formal and informal power structures. Both internally, and externally. Typical examples are culture, customer, products/services, business processes, information provision, finance, value chain, corporate governance, etc.

Core concept – a concept, within a perspective, that plays a key role in governing the organization from that perspective. Examples of core concepts within the perspective Finance are, for instance, "Financing" and "Budgeting".

Guiding statement – an internally agreed and published statement, which directs desirable behavior. They only have to express a desire and/or give direction. Guiding statements may therefore cover policy statements, (normative) principles [19] and objectives.

Core model – a high level view of a perspective, based on, and in line with, the guiding statements of the corresponding perspective.

Relevant relationship – a description of the connection between two guiding statements of different perspectives.

The presence of a well documented enterprise mission, vision, core values, goals and strategy are preconditions to be able to determine the content of the cohesive elements on the design level of the organization [22].
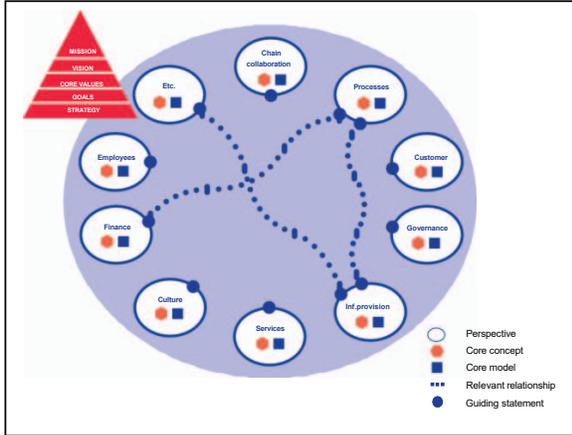
Fig. 1.   GEA Enterprise Coherence Framework

IV.   RESEARCH DESIGN

A.   Problem Statement

The research on how to design measurement of Enterprise Coherence is, like a lot of design science research [23], curiosity driven. As such it is inspired by Lord Kelvin's statement: "I often say that when you can measure what you are speaking about, and express it in numbers, you know something about it; but when you cannot measure it, when you cannot express it in numbers, your knowledge is of a meagre and unsatisfactory kind; it may be the beginning of knowledge, but you have scarcely in your thoughts advanced to the state of Science, whatever the matter may be" [24]. At the same time, many organizations still score low on both EA-application and EA-vision [25]. In an earlier study low scores were related to a lack of coherence governance, and a clear need for development of artefacts for this matter has been identified [10]. The already developed GEA artefacts were focused on the governance of coherence. Although e.g. the eECA as described has its usefulness, it is focused on the measurement of enterprise coherence governance, and not enterprise coherence itself. And, while multiple quantifications exist in modern EA (see e.g. [26]), a generic metric for enterprise coherence, that would allow e.g. for comparison between decisions, architectures within the enterprise, or even enterprises, is still lacking. Based on the principle 'what gets measured gets done' [27], lack of measurement presumably indicates that enterprise coherence gets overlooked within the average organization, which weakens governance. The presumption is that in spite of the developments on enterprise coherence governance, enterprises still lack on coherence, and that measurement of enterprise coherence will strengthen the need for moving towards enterprise coherence governance, and promotes transparency of decision-making, delivery of reasoned decisions, and respect for proportionality in decision-making. This in turn will drive good governance and viability of organizations.

B.   Research Question

It is assumed that enterprise coherence governance and being able to measure it leads to better enterprise coherence. However, to be able to demonstrate that relationship, requires measurement of, and therefore the ability to quantify, enterprise coherence. Our research question is therefore: how to quantify enterprise coherence?

This research question resulted in more detailed research questions:

- To what extent are cohesive elements present, specified, and available in the organization?

- To what extent are interrelationships of these elements recognized and addressed?

- What are the number of occurrences (instantiations) of these elements?

- What do aggregations (in terms of level of purpose and level of design) of elements say about coherence within the enterprise?

To that matter, the aim is to develop a fourth GEA artefact, that measures enterprise coherence itself. We will call this additional artefact the GEA C-index.

C.   Research Methodology

For the earlier design of the GEA theory and their artefacts the research methodology Design Science (DSRM) of Hevner et al [27], including the design science research methodology process (DSRM process) of Peffers et al [28] has been followed. DSRM consists of the following the steps:

1. Identify Problem & Motivate

2. Define Objectives of a Solution

3. Design & Development

4. Demonstration

5. Evaluation

6. Communication

We will use the DSRM process as well with this fourth GEA artefact, the GEA-C-index, where in this paper we will only touch upon the first step. This first step, Identify Problem & Motivate, is to define the research problem and justify the value of a solution. Next steps, and artefact evaluation based on Gregor et al's anatomy of a design theory [29] will be taken up as further study.

D.   Artefact

It has been chosen to develop the GEA C-index in a 'Minimal Viable Product' (MVP) [30] setup, to allow initial measurements. As the Design Science Methodology [23] suggests, the tool can be adapted gradually to fit new and larger contexts. Aim for the MVP is to express the level of enterprise coherence conform the definition within GEA, taking into account the 10 cohesive elements to make the coherence of an enterprise explicit. The first version of the GEA C-index tool takes the form of a survey, based on the fact that we are dealing with a 'what' type of research question, that the researcher has little control over actual events, and the degree of focus on contemporary events (as deduced with Case Study Methodology [31]). Coherence quantification is then based on the presumptions that 1) the respondents are experts in the domain of strategy and architecture and their answers therefore represent an expert opinion, and 2) expert opinions on the extent of implementation of GEA elements have linear correlation with enterprise coherence in reality. For that matter, the survey is primarily targeted at (enterprise) architects and managers, with an interest for enterprise

coherence. Furthermore, the survey form allows to follow the core aspects of the GEA framework, i.e. the distinction between level of purpose and level of design, the identified cohesive elements, the relationships between the cohesive elements and -based on empirical insights- the bandwidths in which the number of occurrences of these elements should move. The questionnaire has a total of 75 questions that cover the complete scope of GEA, and that can be subdivided in the following question categories, that correspond to the GEA cohesive elements, in order to proof the hypotheses:

- 16 questions on the level of purpose

- 19 questions of the level of design

- 9 questions on the coherence of the level of purpose

- 10 questions on the coherence of the level of design

- 7 questions on the coherence between level of purpose and level of design

- 14 questions on the quantities used within level of purpose and level of design

The quantities are derived from empirical research, and extracted from GEA cases [20, 22].The survey questions are presented in a Likert-3 interval scale [32], and made available through a mobile web application. Target group for the survey are stakeholders of the strategy and architecture function of the enterprise, primarily enterprise architects and senior management, for enterprises larger than ca. 500 employees. A scalable set of participants will be able to answer the questions at the same time without influencing each other.

E. Weighing

To aid quantification weights are added to the answers, so we come to an interval scale [32]. In line with the M-index of Meyer [33], weights were given to the answers of the questions as follows:

- 4 points for a score 'Yes'

- 2 points for a score 'Yes, but limited', or 'Partial'

- 0 points for a score 'No'

Rationale is to set at least an initial weighing, in order to have a starting point that acts as a base for gradually making improvements and arrive at more optimal weights by doing more experiments.

To calculate total coherence we ignored any weighing of question categories relative to each other, because the index should express a balanced result over all categories. At the same time, the small amount of data we worked with so far requires that we keep the model (in terms of weighing) as simple as possible.

V. EXPERIMENT

A. Hypotheses

Based on earlier research (see Section II) we still see little EA frameworks that have been created especially with enterprise coherence in mind. In the years following the introduction of GEA, annual measurements have been done on coherence governance since 2014 [25]. This lead to the idea that enterprise coherence itself is not measured. This will lead us to hypothesis 1. The availability of elements in the GEA

framework, and the ability to formulate questions on to what extent these are implemented in practice, led us to hypothesis 2. The annual measurements showed relatively low scores on enterprise coherence governance. We expect that with a low enterprise coherence governance, also enterprise coherence will be low. This led to our third hypothesis. We came therefore to the three following hypotheses:

1. Enterprise coherence is hardly measured within enterprises.

2. Enterprise coherence is measurable.

3. Measurement will show that enterprise coherence will be unsatisfactory on average.

B. Context

The resulting tool is then used in a first experimental setup. Setting of the experiment was a conference with participants of primarily (enterprise) architects and managers, with an interest in the phenomenon of enterprise coherence. Participants consist of 12 representatives for 10 organizations. The organizations were all Dutch, all above 500 employees, and all with an active enterprise architecture function (EA). The group can be regarded as sufficiently homogeneous in order to expect relative equal interpretation of the questions. The participants entered their answers on a (mobile) webpage, where all questions were presented one-by-one (see Appendix A). The participants were given sufficient time to answer the questions, i.e. although they could not leave it to collect background information, there was not a strict time limit. Participants went through the questionnaire individually, so no team work. The setting was made non-competitive, with the goal to gain insights in generic knowledge, not on individual organizations or difference between individual organizations. All participants had some knowledge on GEA, at least sufficient to understand the used terms (e.g. Level of Purpose, Level of Design, Perspective). Results were immediately aggregated, and the aggregated result was discussed with the participants. After the measurement, participants were given the opportunity to give feedback on the tool, and suggestions for improvements. This was done through an informal online survey and group discussion.

C. Results

Prior and after the survey, none of the participants mentioned to ever did an earlier measurement of enterprise coherence, nor mentioned that they knew of a way to do so.

All questions were answered by all participants. Maximum score was 300 points (75 questions times maximum score of 4 points). Scores per question were averaged over participants (see Appendix for complete table of values).

Resulting category scores were calculated by averaging the scores over the scores per question in that category. For communication purposes the GEA C-index has been decided to represent as a number between 0 and 10, and used as grade. This is based on the earlier explained weighing of the respondent's answers. Labeling of the grade with words is based on the Dutch Grading System [34]. This lead to the result shown in Table I.

TABLE I. SURVEY RESULTS PER CATEGORY

| Nr	Question Category	GEA C-Index	Label
1	Level of Purpose (LoP)	6.9	Satisfactory
2	Coherence of LoP	6.2	Satisfactory
3	Level of Design (LoD)	3.5	Very unsatisfactory
4	Coherence of LoD	1.9	Very poor
5	Coherence between LoP/LoD	4.3	Unsatisfactory
6	Quantities Bandwidth of Cohesive Elements	5.0	Almost satisfactory
	GEA C-Index over All Categories	*4.6*	*Unsatisfactory*

The results are shown in Fig. 2.
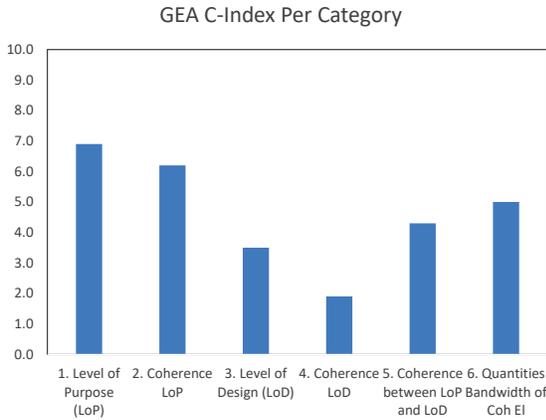
Fig. 2. Average Survey Results Per Category

Total GEA C-index (i.e. average score over all groups of questions) was 4.6, which we regard as that total enterprise coherence is unsatisfactory (see Table 1). As validation for the fact that we omitted the weighing's between question categories, the total average percentage was also calculated over all questions, disregarding the categorization. This resulted in 46.8%, which would correspond with a '4.6' as well (not in the table). This number is completely in line with the above result, and also points at an unsatisfactory enterprise coherence level.

The scores for cohesive elements on the level of purpose (e.g. mission, vision, core values) are satisfactory, both in terms of how well they are described and shared, and in recognition of the interrelationships between the elements. On the level of design however, cohesive elements are addressed poorly. Description and sharing of these elements is very unsatisfactory, and recognition of their interrelationships is even very poor. Also the connection to the level of purpose and vice versa can be regarded as unsatisfactory. The amount of used elements is on average almost satisfactory.

The informal survey pointed out that two-third of the participants thought the GEA C-index worthwhile taking up in the management dashboard. The general advice was to continue, and to do this in incremental improvement cycles.

VI. CONCLUSIONS AND DISCUSSION

Although the sample of participants is too small for pure quantitative analysis, the results of the experiment show indicative support to all three hypotheses.

The fact that none of the participants, in none of the discussions before and afterwards, responded to have measured enterprise coherence before supports hypothesis 1, that enterprise coherence is currently hardly measured within enterprises.

The survey and discussion on the GEA C-index tool to measure the enterprise coherence led to the informal conclusion that the index is sufficiently interesting to take up in a management dashboard. Furthermore the survey showed that the tool is sufficiently good for the current purpose with the advise to continue with it. The group was sufficiently representative for the target group of the GEA C-index. This strengthens the second hypothesis, that enterprise coherence (conform the definition of GEA) is measurable.

The results indicate unsatisfactory enterprise coherence for organizations within the target group. On the enterprise design level the indicative coherence is even poor. We argue that the results of the survey support the third hypothesis, that measurement will show that enterprise coherence will be unsatisfying on average.

Apparently many organizations still struggle to translate strategy into design. While the strategy part seems to be satisfactory, the design part lags dramatically. Since viability relies on design [4], lack of coherence in design threatens viability of an organization in particular. To translate the purpose of the enterprise to its design is a key function of EA, so this concise experiment indicates that EA is still unable to fulfill on its promise. In order to do so EA may need tools and techniques that target more directly the core of the issue, which we believe is in enterprise coherence.

As argued, lack of enterprise coherence undermines proper enterprise governance, and may result in poor performance. We therefore argue that we identified a serious and urgent problem, which will motivate the adoption of a solution for it.

VII. FURTHER STUDY

This experiment is part of a larger study to quantify enterprise coherence, and was aimed to add to the motivation of such a study. The quantification effort follows two paths: one directly from the GEA definition, and one more generic, but in line with the GEA definition. For the latter further study has been explained in an earlier paper [35]. For the first, the questionnaire will be performed on a bigger group. This will allow to say more about expected results in general, and may shed more light on the used weighing of the answers. Furthermore, the results of the GEA C-index will be compared with an enterprise performance and/or viability parameter, to understand possible correlation. Performance and/or viability parameters have to be identified yet. Finally, we were not able to put an indication to the accuracy of our results, due to the limitations of our first data set. In further study we will expect this to be possible.

TABLE II. AVG SCORES PER QUESTION CAT 1

ID	Question	Avg Score (%)
1	Is the mission expressed in writing?	92
2	Is the mission description accessible for everyone?	100
3	Does the mission comply with the mission definition?	50
4	Is the vision expressed in writing, in the form of vision statements?	63
5	Is the vision description accessible for everyone?	`92
6	Does the vision comply with the vision definition?	42
7	Are the core values expressed in writing?	92
8	Are the core values (also) expressed in full statements?	58
9	Are the core values accessible for everyone?	92
10	Do the core values comply with the core value definition?	33
11	Are the goals expressed in writing?	79
12	Is the description of the goals accessible for everyone?	100
13	Do the goals comply with the goal definition?	42
14	Is the strategy expressed in writing, in the form of strategy statements?	58
15	Are the strategy statements accessible for everyone?	83
16	Do the strategy statements comply with the strategy definition?	33

Category 2: Cohesive Elements on Level of Design

TABLE III. AVG SCORES PER QUESTION CAT 2

ID	Question	Avg Score (%)
17	Are the perspectives expressed in writing?	17
18	Are the perspectives written in the form of sentences?	17
19	Are the perspective descriptions accessible for everyone?	8
20	Do the perspective descriptions adhere to the perspective definition?	8
21	Are the core concepts expressed in writing?	58
22	Are the core concepts written in the form of sentences?	58
23	Are the core concept descriptions accessible for everyone?	42
24	Do the core concept descriptions adhere to the core concept definition?	8
25	Are the guiding statements expressed in writing?	92
26	Are the guiding statements written in the form of sentences?	79
27	Are the guiding statements categorized towards principles, objectives, and policy statements?	50
28	Do the guiding statements adhere to the respective guiding statement category definition?	21
29	Are the guiding statements accessible for everyone?	75
30	Are the core models visualized?	46
31	Are the core models accessible for everyone?	17
32	Do the core models adhere to the core model definition?	21

ID	Question	Avg Score (%)
33	Are the relevant relationships expressed in writing?	21
34	Are the relevant relationships accessible for everyone?	25
35	Do the relevant relationships adhere to the relevant relationship definition?	0

Category 3: Coherence Between Elements on Level of Purpose

TABLE IV. AVG SCORES PER QUESTION CAT 3

ID	Question	Avg Score (%)
36	Have the relationships between mission and vision statements been made explicit?	63
37	Are all mission elements related to one or more vision statements?	63
38	Are all vision statements related to one or more mission elements?	67
39	Are all core values related to mission and vision statements?	63
40	Are all goals related to mission, vision statements, and core values?	75
41	Are all relations between vision statements and goals productive?	54
42	Are all goals related to one or more strategy statements?	62
43	Are all strategy statements related to one or more goals?	67
44	Are all relationships between strategy statements and goals productive?	42

Category 4: Coherence Between Elements on Level of Design

TABLE V. AVG SCORES PER QUESTION CAT 4

ID	Question	Avg Score (%)
45	Is for every core concept the corresponding perspective known?	17
46	Does each perspective have one or more core concepts?	21
47	Are the core concepts well-balanced over the perspectives?	13
48	Is every guiding statement linked to at least one perspective?	37
49	Does each perspective have one or more guiding statements?	25
50	Are the guiding statement categories well-balanced over the perspectives?	8
51	Does each perspective have one or more relevant relationships?	25
52	Does each perspective have one or more core models?	13
53	Is the link to corresponding perspective(s) documented for each core model?	13
54	Is each core model in line with the guiding statements of the corresponding perspective(s)?	17

Category 5: Coherence Between Level of Purpose and Level of Design Elements

TABLE VI. AVG SCORES PER QUESTION CAT 5

ID	Question	Avg Score (%)
55	Is each principle linked to one or more core values?	42
56	Is each core value linked to one or more principles?	42
57	Is each objective linked to one or more goals?	25
58	Is each goal linked to one or more objective(s)?	67
59	Is each policy statement related to one or more vision statements and/or strategy statements?	50

60	Is each vision statement and/or strategy statement related to one or more policy statements?	50
61	Is each perspective, core concept, and guiding statement in line with the documention of the level of purpose?	25

Category 6: Quantities Bandwidth for the Cohesive Elements

TABLE VII.   Avg Scores Per Question Cat 6

62	Is the number of source documents between 3 and 25?	92
63	Is there one and only one mission?	100
64	Is the number of core values between 3 and 7?	92
65	Is the number of goals between 4 and 8?	50
66	Is the number of strategy statements between 4 and 10?	42
67	Is the standard deviation of goals vs strategy statements less or equal to 2?	17
68	Is the number of perspectives between 7 and 13?	42
69	Is the number of core concepts between 4 and 9 per perspective?	17
70	Is the number of guiding statements per identified enterprise between 200 and 400?	25
71	Is the number of core models between 1 and 5 per perspective?	42
72	Is the number of identified relevant relationships between 5 and 200?	58
73	Do principles cover between 10% and 25% of all guiding statements?	17
74	Do objectives cover between 30% and 45% of all guiding statements?	42
75	Do policy statements cover between 30% and 45% of all guiding statements?	67

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