R101

SABSA Matrices 2018

Release Notes: Analysis of Changes in 2018

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Report

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Contents

Preface

The SABSA Institute

The SABSA Institute is the professional member and certification body for Enterprise Security Architects of all specialisms and at all career levels. It governs the on-going development and management of SABSA® intellectual property and the associated certification and education programs worldwide.

The SABSA Institute envisions a globally connected world of the future, leveraging the power of digital technologies, enabled in the management of information risk, information assurance, and information security through the adoption of SABSA as the framework and methodology of first choice for commercial, industrial, educational, government, military, and charitable enterprises, regardless of industry sector, nationality, size, or socio-economic status, and leading to enhancements in social well-being and economic success.

Further information on The SABSA Institute can be found at www.sabsa.org.

This Document

This Report is an update to the SABSA Matrix™ and the SABSA Management Matrix™ in 2018 and an analysis of the changes made in that update.

The intended audience for this Report is as follows:

- Enterprise architects;
- Security architects;
- Solution architects;
- IT domain architects;
- Security designers;
- Solution designers;
- Operational security service delivery managers;
- Risk managers;
- ….

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- David Lynas, Chief Education Officer, The SABSA Institute <david.lynas@sabsainstitute.org>;
- John J. Czaplewski, Editor in Chief, The SABSA Institute, <john.czaplewski@sabsainstitute.org>;
- Maurice Smit, Deputy Chief Architect, The SABSA Institute, <maurice.smit@sabsainstitute.org>.

Referenced Documents

The following documents are referenced in this Report:

(Please note that the links below are good at the time of writing but cannot be guaranteed for the future.)

[1] *SABSA Blue Book: Enterprise Security Architecture: A Business-Driven Approach (John Sherwood, Andy Clark, & David Lynas, 2005). ISBN13: 978-1-57820-318-5.*

[2] *ISO 7498-2:1989: Information Processing Systems – Open Systems Interconnection – Basic Reference Model – Part 2: Security Architecture.*

[3] *"SALSA: A Method of Developing the Enterprise Security Architecture and Strategy"; John Sherwood, COMPSEC 96, London, October 1996.*

[4] *"SALSA: A Method of Developing the Enterprise Security Architecture and Strategy"; Computers & Security, Volume 15 No. 6, 1996.*

[5] *The Concise Definition of The Zachman Framework by: John A. Zachman; 2008. See https://www.zachman.com/about-the-zachman-framework.*

1 Introduction

1.1 Rationale for this Work

The SABSA Matrix™ and its counterpart, the SABSA Management Matrix™, have become iconic pieces of the SABSA Framework™. These artefacts have evolved over time as SABSA Thinking™ has matured and responded to changes in the market environment and demands from the SABSA Community. From time to time there is a need to update these artefacts and republish them so as to provide the latest versions for public consumption.

This document provides a review of the changes to the SABSA Matrices in the 2018 edition and a rationale for each of those changes. It also traces the historical evolution of SABSA terminology since the first publication in late 1996.

Making such updates is not without its hazards. It means that much of the existing training course material requires updating to reflect these changes. The changed material is deeply embedded across hundreds of slides of SABSA Training Courses™, as well as across previous white papers and other publications. The SABSA Institute Academic Board is responsible for maintaining the integrity of these materials, along with examination questions that might also be affected. The Academic Board will apply all due diligence to making the updates consistent across all materials, but readers are advised that this process takes some time and there may be occasions where some items are out of synchronisation for a short time. Nevertheless, this document describes the definitive official versions of the SABSA Matrices at the time of publication.

1.2 SABSA Layering™

The original SABSA Security Architecture Model™ published in 1996 did not include the SABSA Matrix concept. The model was a layered stack that was based on the core concepts of security services, security mechanisms, and security management as described in the OSI Security Architecture document ISO 7498-2:1989. (See Figure 1). This original layered model was published at COMPSEC 96 in London and later that year in the Elsevier journal *Computers and Security* (See Table 1).

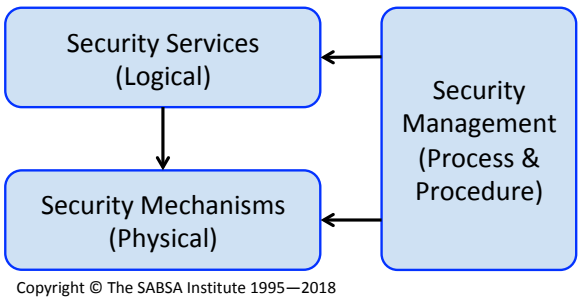

Figure 1: SABSA Core Conceptual Relationships from ISO 7498-2

Table 1: Evolution of SABSA Layering Terminology

1996	1998	2003	2009	2018	Rationale for Changes in 2018
Business Requirements	Contextual Business View	CONTEXTUAL ARCHITECTURE	CONTEXTUAL ARCHITECTURE	CONTEXTUAL ARCHITECTURE	No change
Major Security Strategies	Conceptual Architect's View	CONCEPTUAL ARCHITECTURE	CONCEPTUAL ARCHITECTURE	CONCEPTUAL ARCHITECTURE	No change
Security Services	Logical Designer's View	LOGICAL ARCHITECTURE	LOGICAL ARCHITECTURE	LOGICAL ARCHITECTURE	No change
Security Mechanisms	Physical Builder's View	PHYSICAL ARCHITECTURE	PHYSICAL ARCHITECTURE	PHYSICAL ARCHITECTURE	No change
Security Products & Technologies	Component Tradesman's View	COMPONENT ARCHITECTURE	COMPONENT ARCHITECTURE	COMPONENT ARCHITECTURE	No change
Security Management	Operational Facilities Manager's View	OPERATIONAL ARCHITECTURE	SERVICE MANAGEMENT ARCHITECTURE	MANAGEMENT ARCHITECTURE	Change of title to reflect the de-emphasising of ITIL language and a move to a more generalised application of SABSA across all aspects of the Enterprise.

Table 1 traces the evolution of terminology applied to SABSA Layering starting with the original 1996 SALSA publication[1]. The change in terminology in 1998 reflects the alignment with The Zachman Framework® language, later consolidated in 2005 with the publication of the 'Blue Book'[2]. The changes in 2009 reflect the alignment with ITIL® terminology. The 2018 changes show a movement in SABSA Thinking™ away from the heavy ITIL focus and towards a more general view of enterprise risk.

The iconic colour code for the SABSA layers emerged in 2003 when The SABSA Institute began to compile slide materials for public presentations and ultimately for the launch of the SABSA Training and Certification programme in 2007. This colour code has become a recognisable brand in its own right and will be maintained in future releases of the framework.

[1] For copyright and trademark reasons the original name of the framework (SALSA) was changed to SABSA in 1997.

[2] Sherwood, John, Andrew Clark, and David Lynas. *Enterprise Security Architecture: A Business-Driven Approach*. Boca Raton: CRC Press, Taylor & Francis Group, LLC. 2005.

2 Evolution of The SABSA Matrices

The SABSA Matrix™ was first constructed in 1998 to align the SABSA Architecture Model with The Zachman Framework. Zachman uses six basic questions to analyse the various layers of the Zachman Enterprise Architecture Framework™ into a series of vertical columns. These questions are, in Zachman sequence: What, How, Where, Who, When and Why. The questions are taken from Rudyard Kipling's poem '*Six Honest Serving Men*' (but Kipling's sequencing is different for poetic reasons). In adopting this analysis for SABSA the order of the questions was changed again to reflect the emphasis on risk, and hence the 'Why' column appears second after the 'What' column in SABSA. Zachman has experimented with various sequences in successive versions, but the SABSA sequence remains unchanged. SABSA also added descriptive terms to each column: Assets, Motivation, Process, People, Location and Time, reflecting the nature and meaning of the six Zachman columns.

One significant difference between SABSA and Zachman is that whereas early versions of Zachman were in the form of five layers and six columns, SABSA had a sixth layer that was originally named Security Management. (See Table 1). When the SABSA Matrix was created in 1998 this layer was renamed the Operational Security Architecture. Zachman does not embrace this idea of operations. In 2005 when the 'Blue Book' was published this additional layer was broken out and treated with an overlay of the main Matrix to analyse Operational Security Architecture at all of the other five layers. We had seen from the beginning in 1996 that Security Management was applicable at all these layers. Thus it made sense to create a second Matrix to explore that analysis. The 'Blue Book' (pages 41-43) uses the titles 'SABSA Matrix' and 'Operational Security Architecture Matrix' for the two structures.

In 2009 the SABSA team made a major overhaul of both the original SABSA Matrix and the Operational Security Architecture Matrix to align the terminology with ITIL language and introduce the concept of Service Management to replace Operations. At the same time the team made changes to define the SABSA Matrix as the place to list architectural artefacts and the Service Management Matrix as the place to define service management activities. The separation was not perfect on that version but the principle was established. Now, in the latest 2018 version, careful separation can be seen between artefacts and management activities, although some of the artefacts describe the management activities to be carried out.

One of the driving forces behind the 2018 update has been to reflect the changes in SABSA Thinking™ that have broadened the applicability of SABSA to all aspects of enterprise architecture. Thus in some places the terminology has been modified to create this broader vision of applicability. Some of the imperfections in the 2009 Matrices have also been smoothed out.

3 The SABSA Matrices 2018

3.1 Matrix Design Principles

The following principles are applied in constructing the SABSA Matrices. Understanding these principles will assist users to apply the Matrices to their architectural work.

1. **Business Driven**: Security architecture should result in the creation of security systems, practices and services that enable business success. Any so-called security that does not contribute to business success should be questioned as to its value. The business-driven focus of SABSA is articulated in the Matrices in the top row – the Contextual Architecture.

2. **Risk Driven**: The levels and type of security should be proportional to the perceived business risk. SABSA views risk in the same way as ISO 31000. That is, risk is concerned with uncertainty of outcome of events and the effect on business objectives. Some event outcomes have a positive effect on business objectives (opportunities) and others have a negative effect (threats). The purpose of security is to enable opportunities and mitigate threats so as to optimise business performance. The SABSA Matrices address risk in the Motivation column. (Why do we do this?)

3. **Value Driven**: The central objective (or perhaps the central critical success factor) of any business is to maximise business value. This value may be financial revenue, financial capital value, brand value, public service value, social value, economic value, health & safety value, or any combination of these (and possibly others). This shows up in the SABSA Architecture Matrix in the cell Contextual/Assets.

   The purpose of security is to protect existing business value and promote the creation of new business value. Every business has its own definition of value and has a highest-level process known as the Value Chain to create this value. The Value Chain is a meta-process in the cell Architecture/Contextual/Process.

4. **Process Driven**: SABSA approaches security architecture development as a process that addresses a variety of time horizons (strategic: long term; tactical: medium term, operational: day-to-day activities and business continuity: planning for unpredictable events). SABSA also engages a variety of stakeholders and has a defined lifecycle. Being compliant with SABSA means following the SABSA processes. SABSA does not prescribe the outcomes of those processes, i.e. the details of specific controls/enablers or security procedures.

   These aspects of SABSA are located in the Process column of the Architecture Matrix with associated cells in both the People column and the Time column. The Management Matrix describes many detailed activities that comprise these processes.

5. **Layered Traceability:** SABSA uses a security architectural model that is a series of layers. The top layer describes the business context and is focused on elaborating Principles 1, 2 and 3. The lower layers expand on this set of security requirements through a top-down analysis and decomposition of the business into a series of capabilities, processes, services, technologies and management procedures. As one moves down through the layers, security requirements are inherited from above to

the next layer down and reinterpreted at that lower layer. This inheritance is fully traceable in the SABSA model, both upwards and downwards.

Both the Architecture Matrix and the Management Matrix are structured on this layered model.

6. **Completeness**: Downwards traceability through the Matrices from the highest level to the lower levels demonstrates that every requirement stated at the highest business level is covered in the technical and procedural detail of the lower level architecture layers.
7. **Justification:** Upwards traceability means that every detail in the lower layers of the Matrices can be traced back up through the layers and connected to a requirement stated at the highest business layer. If there is no business justification for some aspect of the architecture then it probably should not be included.
8. **Architecture Design Artefacts**: The SABSA Architecture Matrix defines those documented artefacts that are produced as a result of security architecture work.
9. **Management Activities**: The SABSA Management Matrix defines the activities by which artefacts are produced and by which those artefacts are applied to business operations.
10. **Dual Level Detail**: Each cell of the Matrices is defined at two levels of detail. There is a cell title and cell content.
11. **Table Views**: In this document the purpose is to explain the changes in the Matrices updated from the previous 2009 version to the current 2018 version. In order to show this there are various partial table views which compare the two versions in detail. The list of table views is in section 3.2 below, followed by the views themselves. Each view contains a set of release notes to explain the details of the changes (or in some cases to note that there is no change).

3.2 Table Views

The Matrices are shown in Tables 2 and 3 (the full views). There is then a series of tables numbered 4 to 20 that analyse the changes made from 2009 to the 2018 version (partial views). The list of these tables is as follows:

Table 2	SABSA Architecture Matrix 2018
Table 3	SABSA Management Matrix 2018
Table 4	SABSA Architecture Matrix Assets View: 2018 Release Notes
Table 5	SABSA Management Matrix Assets View: 2018 Release Notes
Table 6	SABSA Architecture Matrix Motivation View: 2018 Release Notes
Table 7	SABSA Management Matrix Motivation View: 2018 Release Notes
Table 8	SABSA Architecture Matrix Process View: 2018 Release Notes
Table 9	SABSA Management Matrix Process View: 2018 Release Notes
Table 10	SABSA Architecture Matrix People View: 2018 Release Notes
Table 11	SABSA Management Matrix People View: 2018 Release Notes
Table 12	SABSA Architecture Matrix Location View: 2018 Release Notes
Table 13	SABSA Management Matrix Location View: 2018 Release Notes
Table 14	SABSA Architecture Matrix Time View: 2018 Release Notes
Table 15	SABSA Management Matrix Time View: 2018 Release Notes
Table 16	SABSA Architecture Matrix Contextual & Conceptual View: 2018 Release Notes
Table 17	SABSA Management Matrix Contextual & Conceptual View: 2018 Release Notes
Table 18	SABSA Architecture Matrix Logical, Physical & Component View: 2018 Release Notes
Table 19	SABSA Management Matrix Logical, Physical & Component View: 2018 Release Notes
Table 20	SABSA Architecture Matrix Management View: 2018 Release Notes

Table 2: SABSA Architecture Matrix™ 2018

	ASSETS (What)	MOTIVATION (Why)	PROCESS (How)	PEOPLE (Who)	LOCATION (Where)	TIME (When)
CONTEXTUAL ARCHITECTURE	Business Goals & Decisions	Business Risk	Business Meta-Processes	Business Governance	Business Geography	Business Time Dependence
	Business Value; Taxonomy of Business Assets, including Goals & Objectives , Success Factors, Targets	Opportunities & Threats Inventory	Business Value Chain; Business Capabilities	Organisational Structure & the Extended Enterprise	Inventory of Buildings, Sites, Territories, Jurisdictions, etc.	Time dependencies of Business Goals and Value Creation
CONCEPTUAL ARCHITECTURE	Business Value & Knowledge Strategy	Risk Management Strategy & Objectives	Strategies for Process Assurance	Security & Risk Governance; Trust Framework	Domain Framework	Time Management Framework
	Business Attributes Taxonomy & Profile (with integrated performance targets)	Enablement & Control Objectives; Policy Architecture; Risk Categories; Risk Management Strategies; Risk Architecture; Risk Modelling Framework; Assurance Framework.	Inventory of all Operational Processes (IT, industrial, & manual); Process Mapping Framework; Architectural Strategies for IT used in process support.	Owners, Custodians and Users; Service Providers & Customers; Trust Modelling Framework	Security Domain Concepts & Framework	Through-Life Risk Management Framework; Attribute Performance Targets
LOGICAL ARCHITECTURE	Information Assets	Risk Management Policies	Process Maps & Services	Trust Relationships	Domain Maps	Calendar & Timetable
	Inventory of Information Assets; Information Model of the Business	Risk Models; Domain Policies; Assurance Criteria (populated Assurance Framework).	Information Flows; Functional Transformations; Service Oriented Architecture; Services Catalogue; Application Functionality and Services	Domain Authorities; Entity Schema; Privilege Profiles; Trust Relationship Models	Domain Definitions; Inter-domain Associations & Interactions	Start Times, Lifetimes & Deadlines
PHYSICAL ARCHITECTURE	Data Assets	Risk Management Practices	Process Mechanisms	Human Interface	Infrastructure	Processing Schedule
	Data Dictionary & Data Storage Devices Inventory	Risk Management Rules & Procedures; Risk Metadata	Working Procedures; Application Software; Middleware; Systems; Security Mechanisms; Process Control Points	User Interface to Business Systems; Identity & Access Control Systems	Workspaces; Host Platforms, Layout of Devices & Networks	Timing & Sequencing of Processes and Sessions
COMPONENT ARCHITECTURE	Component Assets	Risk Management Components & Standards	Process Components & Standards	Human Entities: Components & Standards	Locator Components & Standards	Step Timing & Sequencing Components and Standards
	Products and Tools, including Data Repositories and Processors	Risk Analysis Tools; Risk Registers; Risk Monitoring and Reporting Tools	Tools and Protocols for Process Delivery; Application Products	Identities; Job Descriptions; Roles; Functions; Actions & Access Control Lists	Nodes, Addresses and other Locators; Component Configuration	Time Schedules; Clocks, Timers & Interrupts
MANAGEMENT ARCHITECTURE	Delivery and Continuity Management	Operational Risk Management	Process Delivery Management	Governance, Relationship & Personnel Management	Environment Management	Time & Performance Management
	Assurance of Operational Excellence & Continuity	Risk Assessment; Risk Monitoring & Reporting; Risk Treatment	Management & Support of Systems, Applications & Services	Management & Support of Enterprise-wide and Extended Enterprise Relationships	Management of Buildings, Sites, Platforms & Networks	Management of Calendar and Timetable

Table 3: SABSA Management Matrix™ 2018

	ASSETS (What)	MOTIVATION (Why)	PROCESS (How)	PEOPLE (Who)	LOCATION (Where)	TIME (When)
MANAGEMENT ARCHITECTURE	Delivery and Continuity Management	Operational Risk Management	Process Delivery Management	Governance, Relationship & Personnel Management	Environment Management	Time & Performance Management
	Assurance of Operational Excellence & Continuity	Risk Assessment; Risk Monitoring & Reporting; Risk Treatment	Management & Support of Systems, Applications & Services	Management & Support of Enterprise-wide and Extended Enterprise Relationships	Management of Buildings, Sites, Platforms & Networks	Management of Calendar and Timetable
	The row above is a repeat of Layer 6 of the main SABSA Matrix. The five rows below are an exploded overlay of how this Layer 6 relates to each of these other Layers					
CONTEXTUAL ARCHITECTURE	Business Driver Development	Business Risk Assessment	Capability Management	Relationship Management	Supply Chain Management	Performance Management
	Business Benchmarking & Identification of Business Drivers	Analysis of Internal & External Risk Factors	Managing Processes and Capabilities for Providing Value to Stakeholders	Managing Suppliers, Service Providers, Customers; Business Partners & Employees. Contract Management	Demand & Supply Management (upstream and downstream); Deployment & Consumption	Defining Business-Driven Performance Targets
CONCEPTUAL ARCHITECTURE	Proxy Asset Development	Developing Risk Objectives	Delivery Planning	Role Management	Business Portfolio Management	Service Level Definition
	Defining Business Attributes Profile with Performance Criteria, KPIs & KRIs	Maintaining Risk Modelling Framework; Risk Analysis on Business Attributes Profile	SLA Planning; BCP; Financial Planning; Transition Planning. Planning and Maintaining the Inventory of Processes and Services Catalogue	Maintaining Trust Modelling Framework; Defining Roles, Responsibilities, Liabilities & Cultural Values	Planning & Maintaining the Business Footprint: Points of Supply and Access	Managing Performance Criteria and Targets; Abstracting Attribute Performance Targets
LOGICAL ARCHITECTURE	Logical Asset Management	Policy Management	Delivery Management	Enterprise-wide User Management	Service Catalogue Management	Evaluation Management
	Knowledge Management; Release & Deployment Management	Risk Modelling; Management of Policy Development & Maintenance. Policy Publication & Compliance Management	SLA Management; Supply Chain Management; BCM; Financial Management; Transition Management	Trust Modelling; Identity & Access Management; Management of User Privileges, Account Administration & Provisioning	Configuration (CMDB) Management; Capacity Planning; Availability Management	Monitoring & Reporting Performance against KPIs and KRIs
PHYSICAL ARCHITECTURE	Physical Asset Management	Risk Data Management	Operations Management	User Support	Resources Management	Performance Data Collection
	Change Management; Platform & Data Storage Management	Risk Procedure Management; Risk Metadata Management	Job, Incident, Event, and Disaster Recovery Management	Service Desk, Problem, and Request Management	Physical & Environmental Security Management; Real Estate and Facilities Management	Business Systems Monitoring Procedure Management
COMPONENT ARCHITECTURE	Component Management	Risk Management Components	Component Deployment	Personnel Component Management	Component Environment Management	Monitoring Components
	Product & Component Standards Management	Risk Analysis, Monitoring & Reporting Components, Systems and Standards Management	Product & Component Selection, Procurement. Project and Standards Management	Recruitment, Disciplinary, Training & Awareness Delivery. Component and Standards Management	Physical and Environmental Security Component and Standards Management	Analysis, Monitoring & Reporting Component and Standards Management

Table 4: SABSA Architecture Matrix™ Assets View: 2018 Release Notes

	2009	2018	Rationale for Changes in 2018
	ASSETS (What)	ASSETS (What)	No change
CONTEXTUAL ARCHITECTURE	Business Decisions	Business Goals & Decisions	Goals are the fore-runners of decisions.
	Taxonomy of Business Assets, including Goals & Objectives	Business Value; Taxonomy of Business Assets, including Goals & Objectives , Success Factors, Targets	SABSA has evolved to treat Business Value as the highest level asset. The type of value depends on the nature of the Enterprise. The new wording reflects that change of focus.
CONCEPTUAL ARCHITECTURE	Business Knowledge & Risk Strategy	Business Value & Knowledge Strategy	Correction to positioning of Risk Strategy - transferred to Why Column.
	Business Attributes Profile	Business Attributes Taxonomy & Profile (with integrated performance targets)	Although the performance targets are part of the Time column of the Matrix, it is essential to understand that they are an integral part of the full Business Attributes Profile.
LOGICAL ARCHITECTURE	Information Assets	Information Assets	No change
	Inventory of Information Assets	Inventory of Information Assets; Information Model of the Business	The additional wording emphasises the fact that SABSA creates logical models of the real business.
PHYSICAL ARCHITECTURE	Data Assets	Data Assets	No change
	Data Dictionary & Data Inventory	Data Dictionary & Data Storage Devices Inventory	The wording more accurately reflects the physical nature of data and its existence on physical storage devices.
COMPONENT ARCHITECTURE	ICT Components	Component Assets	SABSA has moved away from a purely IT focus to a more general, enterprise-wide, business risk focus.
	ICT Products, including Data Repositories and Processors	Products and Tools, including Data Repositories and Processors	The removal of the term 'ICT' reflects the change of focus towards general business risk management.
MANAGEMENT ARCHITECTURE	Service Delivery Management	Delivery and Continuity Management	Since 2009 SABSA has evolved away for the intense ITIL 'service' focus that was part of that release.
	Assurance of Operational Continuity & Excellence	Assurance of Operational Excellence & Continuity	A small change reflects the priority order of the terms.

Table 5: SABSA Management Matrix™ Assets View: Release Notes 2018

	2009	2018	Rationale for Changes in 2018
	ASSETS (What)	ASSETS (What)	No change
MANAGEMENT ARCHITECTURE	Service Delivery Management	Delivery and Continuity Management	Since 2009 SABSA has evolved away for the intense ITIL 'service' focus that was part of that release.
	Assurance of Operational Continuity & Excellence	Assurance of Operational Excellence & Continuity	A small change reflects the priority order of the terms.
	The row above is a repeat of Layer 6 of the main SABSA Matrix. The five rows below are an exploded overlay of how this Layer 6 relates to each of these other Layers		
CONTEXTUAL ARCHITECTURE	Business Driver Development	Business Driver Development	No change
	Business Benchmarking & Identification of Business Drivers	Business Benchmarking & Identification of Business Drivers	No change
CONCEPTUAL ARCHITECTURE	Proxy Asset Development	Proxy Asset Development	No change
	Defining Business Attributes Profile with Performance Criteria, KPIs & KRIs	Defining Business Attributes Profile with Performance Criteria, KPIs & KRIs	No change
LOGICAL ARCHITECTURE	Asset Management	Logical Asset Management	Emphasising the logical nature of the assets at this layer as distinct from physical assets.
	Knowledge Management; Release & Deployment Management; Test & Validation Management	Knowledge Management; Release & Deployment Management	Simplification of the wording to allow for a wider interpretation of the cell. The previous wording has proved to be confusing.
PHYSICAL ARCHITECTURE	Asset Security & Protection	Physical Asset Management	Emphasising the physical nature of assets at this layer as distinct form logical assets.
	Change Management; Software & Data Integrity Protection	Change Management; Platform & Data Storage Management	Improving the generality of the wording.
COMPONENT ARCHITECTURE	Tool Protection	Component Management	Components are more than Tools, although Tools are components. This wording is more general.
	Product & Tool Security & Integrity; Product & Tool Maintenance	Product & Component Standards Management	A more generalised wording providing wider interpretation.

Table 6: SABSA Architecture Matrix™ Motivation View: 2018 Release Notes

	2009	2018	Rationale for Changes in 2018
	MOTIVATION (Why)	MOTIVATION (Why)	No change
CONTEXTUAL ARCHITECTURE	Business Risk	Business Risk	No change
	Opportunities & Threats Inventory	Opportunities & Threats Inventory	No change
CONCEPTUAL ARCHITECTURE	Risk Management Objectives	Risk Management Strategy & Objectives	Correction to positioning of Risk Strategy - transferred to Why Column. ~~No change~~
	Enablement & Control Objectives; Policy Architecture	Enablement & Control Objectives; Policy Architecture; Risk Categories; Risk Management Strategies; Risk Architecture; Risk Modelling Framework; Assurance Framework.	More detailed description of the concepts needed for end-to-end, through-life, risk management. Added Assurance Framework
LOGICAL ARCHITECTURE	Risk Management Policies	Risk Management Policies	No change
	Domain Policies	Risk Models; Domain Policies; Assurance Criteria (populated Assurance Framework).	Risk Models and Assurance Criteria included as logical descriptions of risk that drives policy making.
PHYSICAL ARCHITECTURE	Risk Management Practices	Risk Management Practices	No change
	Risk Management Rules & Procedures	Risk Management Rules & Procedures; Risk Metadata	Including Risk Metadata as a data type require for management.
COMPONENT ARCHITECTURE	Risk Management Tools & Standards	Risk Management Components & Standards	'Components' is more generalised term. Not all components are tools.
	Risk Analysis Tools; Risk Registers; Risk Monitoring and Reporting Tools	Risk Analysis Tools; Risk Registers; Risk Monitoring and Reporting Tools	No change
MANAGEMENT ARCHITECTURE	Operational Risk Management	Operational Risk Management	No change
	Risk Assessment; Risk Monitoring & Reporting; Risk Treatment	Risk Assessment; Risk Monitoring & Reporting; Risk Treatment	No change

Table 7: SABSA Management Matrix™ Motivation View: 2018 Release Notes

	2009	2018	Rationale for Changes in 2018
	MOTIVATION (Why)	MOTIVATION (Why)	No change
MANAGEMENT ARCHITECTURE	Operational Risk Management	Operational Risk Management	No change
	Risk Assessment; Risk Monitoring & Reporting; Risk Treatment	Risk Assessment; Risk Monitoring & Reporting; Risk Treatment	No change
	The row above is a repeat of Layer 6 of the main SABSA Matrix. The five rows below are an exploded overlay of how this Layer 6 relates to each of these other Layers		
CONTEXTUAL ARCHITECTURE	Business Risk Assessment	Business Risk Assessment	No change
	Analysis of Internal & External Risk Factors	Analysis of Internal & External Risk Factors	No change
CONCEPTUAL ARCHITECTURE	Developing ORM Objectives	Developing Risk Objectives	More generalised view of Risk.
	Risk Analysis on Business Attributes Proxy Assets	Maintaining Risk Modelling Framework; Risk Analysis on Business Attributes Profile	Including maintenance of Risk Modelling Framework and changing the emphasis of the risk analysis to the entire BAP
LOGICAL ARCHITECTURE	Policy Management	Policy Management	No change
	Policy Development; Policy Compliance Auditing	Risk Modelling; Management of Policy Development & Maintenance. Policy Publication & Compliance Management	More generalised description of Policy Management.
PHYSICAL ARCHITECTURE	Operational Risk Data Collection	Risk Data Management	More generalised view of Risk.
	Operational Risk Management Architecture	Risk Procedure Management; Risk Metadata Management	A more precise description of the management activities in the cell.
COMPONENT ARCHITECTURE	ORM Tools	Risk Management Components	'Components' is more generalised term. Not all components are tools. Also generalised Risk term.
	ORM Analysis, Monitoring and Reporting Tools & Display Systems	Risk Analysis, Monitoring & Reporting Components, Systems and Standards Management	More generalised view of Risk.

Table 8: SABSA Architecture Matrix™ Process View: 2018 Release Notes

	2009	2018	Rationale for Changes in 2018
	PROCESS (How)	PROCESS (How)	No change
CONTEXTUAL ARCHITECTURE	Business Processes	Business Meta-Processes	No change
	Inventory of Operational Processes	Business Value Chain; Business Capabilities	Moving SABSA to using Business Value as the top level asset. The process for creating value is the Business Value Chain (after Porter) together with a number of high-level capabilities. This is the highest level process but other processes are needed to support it. The value chain (including its capabilities) is the process-of-processes (hence meta-process). The value type depends upon the Enterprise type. Some processes and capabilities are of a manual or industrial type. Not all are directly IT related.
CONCEPTUAL ARCHITECTURE	Strategies for Process Assurance	Strategies for Process Assurance	No change
	Process Mapping Framework; Architectural Strategies for ICT	Inventory of all Operational Processes (IT, industrial, & manual); Process Mapping Framework; Architectural Strategies for IT used in process support.	Repositioning the Inventory of Processes from the Contextual Layer to the Conceptual Layer. The inventory is a knowledge management tool for contributing to process assurance.
LOGICAL ARCHITECTURE	Process Maps & Services	Process Maps & Services	No change
	Information Flows; Functional Transformations; Service Oriented Architecture	Information Flows; Functional Transformations; Service Oriented Architecture; Services Catalogue; Application Functionality and Services	Making clear the different existences of Applications across three layers: Logical, Physical and Component. (Here: Application Functions and Services)
PHYSICAL ARCHITECTURE	Process Mechanisms	Process Mechanisms	No change
	Applications; Middleware; Systems; Security Mechanisms	Working Procedures; Application Software; Middleware; Systems; Security Mechanisms; Process Control Points	Generalising the processes to include all working procedures whether or not IT related. Making clear the different existences of Applications across three layers: Logical, Physical and Component. (Here: Application Software - generic)
COMPONENT ARCHITECTURE	Process Tools & Standards	Process Components & Standards	'Components' is more generalised term. Not all components are tools.
	Tools and Protocols for Process Delivery	Tools and Protocols for Process Delivery; Application Products	Making clear the different existences of Applications across three layers: Logical, Physical and Component. (Here: Application Products - specific)
MANAGEMENT ARCHITECTURE	Process Delivery Management	Process Delivery Management	No change
	Management & Support of Systems, Applications & Services	Management & Support of Systems, Applications & Services	No change

Table 9: SABSA Management Matrix™ Process View: Release Notes 2018

	2009	2018	Rationale for Changes in 2018
	PROCESS (How)	PROCESS (How)	No change
MANAGEMENT ARCHITECTURE	Process Delivery Management	Process Delivery Management	No change
	Management & Support of Systems, Applications & Services	Management & Support of Systems, Applications & Services	No change
	The row above is a repeat of Layer 6 of the main SABSA Matrix. The five rows below are an exploded overlay of how this Layer 6 relates to each of these other Layers		
CONTEXTUAL ARCHITECTURE	Service Management	Capability Management	More generalised focus on Capabilities rather than Services, moving away from 2009 ITIL alignment
	Managing Service Capabilities for Providing Value to Customers	Managing Processes and Capabilities for Providing Value to Stakeholders	More generalised focus on Capabilities rather than Services and broadening the Value Proposition to all Stakeholders
CONCEPTUAL ARCHITECTURE	Service Delivery Planning	Delivery Planning	More generalised view, moving away from the 2009 ITIL alignment..
	SLA Planning; BCP; Financial Planning & ROI; Transition Planning	SLA Planning; BCP; Financial Planning; Transition Planning. Planning and Maintaining the Inventory of Processes and Services Catalogue	Addition of the Inventory of Processes and Services Catalogue
LOGICAL ARCHITECTURE	Service Delivery Management	Delivery Management	Removal of the word 'Service' to make more generally applicable
	SLA Management; Supplier Management; BCM; Cost Management; Transition Management	SLA Management; Supply Chain Management; BCM; Financial Management; Transition Management	Addition of Supply Chain Management and generalising 'cost' to' financial'.
PHYSICAL ARCHITECTURE	Operations Management	Operations Management	No change
	Job Scheduling; Incident & Event Management; Disaster Recovery	Job, Incident, Event, and Disaster Recovery Management	A more precise description of the management activities in the cell.
COMPONENT ARCHITECTURE	Tool Deployment	Component Deployment	'Components' is more generalised term. Not all components are tools.
	Product & Tool Selection and Procurement; Project Management	Product & Component Selection, Procurement. Project and Standards Management	'Components' is more generalised term. Not all components are tools.

Table 10: SABSA Architecture Matrix™ People View: Release Notes 2018

	2009	2018	Rationale for Changes in 2018
	PEOPLE (Who)	PEOPLE (Who)	No change
CONTEXTUAL ARCHITECTURE	Business Governance	Business Governance	No change
	Organisational Structure & the Extended Enterprise	Organisational Structure & the Extended Enterprise	No change
CONCEPTUAL ARCHITECTURE	Roles & Responsibilities	Security & Risk Governance; Trust Framework	Grater focus on governance and trust
	Owners, Custodians and Users; Service Providers & Customers	Owners, Custodians and Users; Service Providers & Customers; Trust Modelling Framework	Promoting the concept of the trust modelling framework from the logical level to give consistency across the columns.
LOGICAL ARCHITECTURE	Entity & Trust Framework	Trust Relationships	Removal of trust framework to next level up and focus here on models of trust relationships within that conceptual framework.
	Entity Schema; Trust Models; Privilege Profiles	Domain Authorities; Entity Schema; Privilege Profiles; Trust Relationship Models	Inclusion of domain authorities and Trust Relationship Models
PHYSICAL ARCHITECTURE	Human Interface	Human Interface	No change
	User Interface to ICT Systems; Access Control Systems	User Interface to Business Systems; Identity & Access Control Systems	Generalising the 'people' to include all human resources whether or not IT related.
COMPONENT ARCHITECTURE	Personnel Management Tools & Standards	Human Entities: Components & Standards	'Components' is more generalised term. Not all components are tools. In this case human components are identified
	Identities; Job Descriptions; Roles; Functions; Actions & Access Control Lists	Identities; Job Descriptions; Roles; Functions; Actions & Access Control Lists	No change
MANAGEMENT ARCHITECTURE	Personnel Management	Governance, Relationship & Personnel Management	Expanding to include governance and management of all relationships
	Account Provisioning; User Support Management	Management & Support of Enterprise-wide and Extended Enterprise Relationships	A more generalised description of managing relationships of all types and not only those related to IT.

Table 11: SABSA Management Matrix™ People View: Release Notes 2018

	2009	2018	Rationale for Changes in 2018
	PEOPLE (Who)	PEOPLE (Who)	No change
MANAGEMENT ARCHITECTURE	Personnel Management	Governance, Relationship & Personnel Management	Extending to governance and management of all relationships
	Account Provisioning; User Support Management	Management & Support of Enterprise-wide and Extended Enterprise Relationships	A more generalised description of managing relationships of all types and not only those related to IT.
	The row above is a repeat of Layer 6 of the main SABSA Matrix. The five rows below are an exploded overlay of how this Layer 6 relates to each of these other Layers		
CONTEXTUAL ARCHITECTURE	Relationship Management	Relationship Management	No change
	Managing Service Providers and Service Customers. Contract Management	Managing Suppliers, Service Providers, Customers; Business Partners & Employees. Contract Management	Extending the scope of relationships to be managed
CONCEPTUAL ARCHITECTURE	Service Management Roles	Role Management	More generalised view, moving away from the 2009 ITIL alignment..
	Defining Roles, Responsibilities, Liabilities & Cultural Values	Maintaining Trust Modelling Framework; Defining Roles, Responsibilities, Liabilities & Cultural Values	Maintaining the Trust Modelling Framework
LOGICAL ARCHITECTURE	Service Customer Support	Enterprise-wide User Management	Removal of the word 'Service' and extending across the entire enterprise user community to make more generally applicable
	Access Management; User Privileges, Account Administration & Provisioning	Identity & Access Management; Management of User Privileges, Account Administration & Provisioning	Addition of Supply Chain Management and generalising 'cost' to' financial'.
PHYSICAL ARCHITECTURE	User Support	User Support	No change
	Service Desk; Problem Management; Request Management	Service Desk, Problem, and Request Management	A more precise description of the management activities in the cell.
COMPONENT ARCHITECTURE	Personnel Deployment	Personnel Component Management	'Components' is more generalised term. Not all components are tools.
	Recruitment Process; Disciplinary Process Training & Awareness Tools	Recruitment, Disciplinary, Training & Awareness Delivery. Component and Standards Management	'Components' is more generalised term. Not all components are tools.

Table 12: SABSA Architecture Matrix™ Location View: Release Notes 2018

	2009	2018	Rationale for Changes in 2018
	LOCATION (Where)	LOCATION (Where)	No change
CONTEXTUAL ARCHITECTURE	Business Geography	Business Geography	No change
	Inventory of Buildings, Sites, Territories, Jurisdictions, etc.	Inventory of Buildings, Sites, Territories, Jurisdictions, etc.	No change
CONCEPTUAL ARCHITECTURE	Domain Framework	Domain Framework	No change
	Security Domain Concepts & Framework	Security Domain Concepts & Framework	No change
LOGICAL ARCHITECTURE	Domain Maps	Domain Maps	No change
	Domain Definitions; Inter-domain associations & interactions	Domain Definitions; Inter-domain Associations & Interactions	Capitalisation of terms for consistency.
PHYSICAL ARCHITECTURE	ICT Infrastructure	Infrastructure	Removal of ICT to generalise the cell to all infrastructure, whether or not IT related
	Host Platforms, Layout & Networks	Workspaces; Host Platforms, Layout of Devices & Networks	Generalising the infrastructure to include all human workspaces, whether or not IT related.
COMPONENT ARCHITECTURE	Locator Tools & Standards	Locator Components & Standards	'Components' is more generalised term. Not all components are tools.
	Nodes, Addresses and other Locators	Nodes, Addresses and other Locators; Component Configuration	Inclusion of physical configuration of components.
MANAGEMENT ARCHITECTURE	Management of Environment	Environment Management	Rephrasing to gain constancy across columns.
	Management of Buildings, Sites, Platforms & Networks	Management of Buildings, Sites, Platforms & Networks	No change

Table 13: SABSA Management Matrix™ Location View: Release Notes 2018

	2009	2018	Rationale for Changes in 2018
	LOCATION (Where)	LOCATION (Where)	No change
MANAGEMENT ARCHITECTURE	Management of Environment	Environment Management	Rephrasing to gain constancy across columns.
	Management of Buildings, Sites, Platforms & Networks	Management of Buildings, Sites, Platforms & Networks	No change
	The row above is a repeat of Layer 6 of the main SABSA Matrix. The five rows below are an exploded overlay of how this Layer 6 relates to each of these other Layers		
CONTEXTUAL ARCHITECTURE	Point-of-Supply Management	Supply Chain Management	Change to full Supply Chain
	Demand Management; Service Supply, Deployment & Consumption	Demand & Supply Management (upstream and downstream); Deployment & Consumption	Removal of the word 'Service' to move away from the 2009 ITIL focus. Emphasise the full supply chain both upstream and downstream.
CONCEPTUAL ARCHITECTURE	Service Portfolio	Business Portfolio Management	More generalised view, moving away from the 2009 ITIL alignment..
	Planning & Maintaining the Service Catalogue	Planning & Maintaining the Business Footprint: Points of Supply and Access	More generalised view, moving away from the 2009 ITIL alignment..
LOGICAL ARCHITECTURE	Service Catalogue Management	Service Catalogue Management	No change
	Configuration Management; Capacity Planning; Availability Management	Configuration (CMDB) Management; Capacity Planning; Availability Management	No change
PHYSICAL ARCHITECTURE	Service Resources Protection	Resources Management	More generalised view, de-focusing away from the 2009 ITIL alignment..
	Physical & Environmental Security Management	Physical & Environmental Security Management; Real Estate and Facilities Management	A more precise description of the management activities in the cell, including 'bricks and mortar' infrastructure management.
COMPONENT ARCHITECTURE	Security Management Tools	Component Environment Management	'Components' is more generalised term. Not all components are tools.
	Products & Tools for Managing Physical & Logical Security of Installations	Physical and Environmental Security Component and Standards Management	'Components' is more generalised term. Not all components are tools.

Table 14: SABSA Architecture Matrix™ Time View: Release Notes 2018

	2009	2018	Rationale for Changes in 2018
	TIME (When)	TIME (When)	No change
CONTEXTUAL ARCHITECTURE	Business Time Dependence	Business Time Dependence	No change
	Time dependencies of business objectives	Time dependencies of Business Goals and Value Creation	Inclusion of Value Creation as a central SABSA concept
CONCEPTUAL ARCHITECTURE	Time Management Framework	Time Management Framework	No change
	Through-Life Risk Management Framework	Through-Life Risk Management Framework; Attribute Performance Targets	Inclusion of the Business Attribute Performance Targets
LOGICAL ARCHITECTURE	Calendar & Timetable	Calendar & Timetable	No change
	Start Times, Lifetimes & Deadlines	Start Times, Lifetimes & Deadlines	No change
PHYSICAL ARCHITECTURE	Processing Schedule	Processing Schedule	No change
	Timing & Sequencing of Processes and Sessions	Timing & Sequencing of Processes and Sessions	No change
COMPONENT ARCHITECTURE	Step Timing & Sequencing Tools	Step Timing & Sequencing Components and Standards	'Components' is more generalised term. Not all components are tools.
	Time Schedules; Clocks, Timers & Interrupts	Time Schedules; Clocks, Timers & Interrupts	No change
MANAGEMENT ARCHITECTURE	Time & Performance Management	Time & Performance Management	No change
	Management of Calendar and Timetable	Management of Calendar and Timetable	No change

Table 15: SABSA Management Matrix™ Time View: Release Notes 2018

	2009	2018	Rationale for Changes in 2018
	TIME (When)	TIME (When)	No change
MANAGEMENT ARCHITECTURE	Time & Performance Management	Time & Performance Management	No change
	Management of Calendar and Timetable	Management of Calendar and Timetable	No change
	The row above is a repeat of Layer 6 of the main SABSA Matrix. The five rows below are an exploded overlay of how this Layer 6 relates to each of these other Layers		
CONTEXTUAL ARCHITECTURE	Performance Management	Performance Management	No change
	Defining Business-Driven Performance Targets	Defining Business-Driven Performance Targets	No change
CONCEPTUAL ARCHITECTURE	Service Level Definition	Service Level Definition	No change
	Managing Service Performance Criteria and Targets	Managing Performance Criteria and Targets; Abstracting Attribute Performance Targets	Including the activity of abstracting Attribute Performance Targets from Business Performance Targets
LOGICAL ARCHITECTURE	Evaluation Management	Evaluation Management	No change
	Monitoring & Reporting Performance against KPIs and KRIs	Monitoring & Reporting Performance against KPIs and KRIs	No change
PHYSICAL ARCHITECTURE	Service Performance Data Collection	Performance Data Collection	More generalised view, de-focusing away from the 2009 ITIL alignment..
	Systems and Service Monitoring Architecture	Business Systems Monitoring Procedure Management	More generalised view, de-focusing away from the 2009 ITIL alignment..
COMPONENT ARCHITECTURE	Service Monitoring Tools	Monitoring Components	Components' is more generalised term. Not all components are tools. Also removing the word 'service'
	Service Analysis, Monitoring and Reporting Tools & Display Systems	Analysis, Monitoring & Reporting Component and Standards Management	Components' is more generalised term. Not all components are tools. Also removing the ITIL focus on 'service'.

Table 16: SABSA Architecture Matrix™ Contextual & Conceptual Layer View: Release Notes 2018

	ASSETS (What)	MOTIVATION (Why)	PROCESS (How)	PEOPLE (Who)	LOCATION (Where)	TIME (When)
CONTEXTUAL ARCHITECTURE 2009	Business Decisions	Business Risk	Business Processes	Business Governance	Business Geography	Business Time Dependence
	Taxonomy of Business Assets, including Goals & Objectives	Opportunities & Threats Inventory	Inventory of Operational Processes	Organisational Structure & the Extended Enterprise	Inventory of Buildings, Sites, Territories, Jurisdictions, etc.	Time dependencies of business objectives
CONTEXTUAL ARCHITECTURE 2018	Business Goals & Decisions	Business Risk	Business Meta-Processes	Business Governance	Business Geography	Business Time Dependence
	Business Value; Taxonomy of Business Assets, including Goals & Objectives , Success Factors, Targets	Opportunities & Threats Inventory	Business Value Chain; Business Capabilities	Organisational Structure & the Extended Enterprise	Inventory of Buildings, Sites, Territories, Jurisdictions, etc.	Time dependencies of Business Goals and Value Creation
Rationale for changes in 2018	Goals are the fore-runners of decisions.	No change	No change	No change	No change	No change
	SABSA has evolved to treat Business Value as the highest level asset. The type of value depends on the nature of the Enterprise. The new wording reflects that change of focus.	No change	Moving SABSA to using Business Value as the top level asset. The process for creating value is the Business Value Chain (after Porter) together with a number of high-level capabilities. This is the highest level process but other processes are needed to support it. The value chain (including its capabilities) is the process-of-processes (hence meta-process). The value type depends upon the Enterprise type. Some processes and capabilities are of a manual or industrial type. Not all are directly IT related.	No change	No change	Inclusion of Value Creation as a central SABSA concept
CONCEPTUAL ARCHITECTURE 2009	Business Knowledge & Risk Strategy	Risk Management Objectives	Strategies for Process Assurance	Roles & Responsibilities	Domain Framework	Time Management Framework
	Business Attributes Profile	Enablement & Control Objectives; Policy Architecture	Process Mapping Framework; Architectural Strategies for ICT	Owners, Custodians and Users; Service Providers & Customers	Security Domain Concepts & Framework	Through-Life Risk Management Framework
CONCEPTUAL ARCHITECTURE 2018	Business Value & Knowledge Strategy	Risk Management Strategy & Objectives	Strategies for Process Assurance	Security & Risk Governance; Trust Framework	Domain Framework	Time Management Framework
	Business Attributes Taxonomy & Profile (with integrated performance targets)	Enablement & Control Objectives; Policy Architecture; Risk Categories; Risk Management Strategies; Risk Architecture; Risk Modelling Framework; Assurance Framework.	Inventory of all Operational Processes (IT, industrial, & manual); Process Mapping Framework; Architectural Strategies for IT used in process support.	Owners, Custodians and Users; Service Providers & Customers; Trust Modelling Framework	Security Domain Concepts & Framework	Through-Life Risk Management Framework; Attribute Performance Targets
Rationale for changes in 2018	Correction to positioning of Risk Strategy - transferred to Why Column. ~~No change~~	Correction to positioning of Risk Strategy - transferred to Why Column.	No change	Grater focus on governance and trust	No change	No change
	Although the performance targets are part of the Time column of the Matrix, it is essential to understand that they are an integral part of the full Business Attributes Profile.	More detailed description of the concepts needed for end-to-end, through-life, risk management. Added Assurance Framework	Repositioning the Inventory of Processes from the Contextual Layer to the Conceptual Layer. The inventory is a knowledge management tool for contributing to process assurance.	Promoting the concept of the Trust Modelling Framework from the logical level to give consistency across the columns.	No change	Inclusion of the Business Attribute Performance Targets

Table 17: SABSA Management Matrix™ Contextual & Conceptual Layer View: Release Notes 2018

	ASSETS (What)	MOTIVATION (Why)	PROCESS (How)	PEOPLE (Who)	LOCATION (Where)	TIME (When)
CONTEXTUAL ARCHITECTURE 2009	Business Driver Development	Business Risk Assessment	Service Management	Relationship Management	Point-of-Supply Management	Performance Management
	Business Benchmarking & Identification of Business Drivers	Analysis of Internal & External Risk Factors	Managing Service Capabilities for Providing Value to Customers	Managing Service Providers and Service Customers. Contract Management	Demand Management; Service Supply, Deployment & Consumption	Defining Business-Driven Performance Targets
CONTEXTUAL ARCHITECTURE 2018	Business Driver Development	Business Risk Assessment	Capability Management	Relationship Management	Supply Chain Management	Performance Management
	Business Benchmarking & Identification of Business Drivers	Analysis of Internal & External Risk Factors	Managing Processes and Capabilities for Providing Value to Stakeholders	Managing Suppliers, Service Providers, Customers; Business Partners & Employees. Contract Management	Demand & Supply Management (upstream and downstream); Deployment & Consumption	Defining Business-Driven Performance Targets
Rationale for changes in 2018	No change	No change	More generalised focus on Capabilities rather than Services, moving away from 2009 ITIL alignment	No change	Change to full Supply Chain	No change
	No change	No change	More generalised focus on Capabilities rather than Services and broadening the Value Proposition to all Stakeholders	Extending the scope of relationships to be managed	Removal of the word 'Service' to move away from the 2009 ITIL focus. Emphasise the full supply chain both upstream and downstream.	No change
CONCEPTUAL ARCHITECTURE 2009	Proxy Asset Development	Developing ORM Objectives	Service Delivery Planning	Service Management Roles	Service Portfolio	Service Level Definition
	Defining Business Attributes Profile with Performance Criteria, KPIs & KRIs	Risk Analysis on Business Attributes Proxy Assets	SLA Planning; BCP; Financial Planning & ROI; Transition Planning	Defining Roles, Responsibilities, Liabilities & Cultural Values	Planning & Maintaining the Service Catalogue	Managing Service Performance Criteria and Targets
CONCEPTUAL ARCHITECTURE 2018	Proxy Asset Development	Developing Risk Objectives	Delivery Planning	Role Management	Business Portfolio Management	Service Level Definition
	Defining Business Attributes Profile with Performance Criteria, KPIs & KRIs	Risk Analysis on Business Attributes Proxy Assets	SLA Planning; BCP; Financial Planning; Transition Planning. Planning and Maintaining the Inventory of Processes and Services Catalogue	Defining Roles, Responsibilities, Liabilities & Cultural Values	Planning & Maintaining the Business Footprint: Points of Supply and Access	Managing Performance Criteria and Targets; Abstracting Attribute Performance Targets
Rationale for changes in 2018	No change	More generalised view of Risk.	More generalised view, moving away from the 2009 ITIL alignment..	More generalised view, moving away from the 2009 ITIL alignment..	More generalised view, moving away from the 2009 ITIL alignment..	No change
	No change	No change	Addition of the Inventory of Processes and Services Catalogue	No change	More generalised view, moving away from the 2009 ITIL alignment..	Including the activity of abstracting Attribute Performance Targets from Business Performance Targets

Table 18: SABSA Architecture Matrix™ Logical, Physical & Component Layer View: Release Notes 2018

	ASSETS (What)	MOTIVATION (Why)	PROCESS (How)	PEOPLE (Who)	LOCATION (Where)	TIME (When)
LOGICAL ARCHITECTURE 2009	Information Assets	Risk Management Policies	Process Maps & Services	Entity & Trust Framework	Domain Maps	Calendar & Timetable
	Inventory of Information Assets	Domain Policies	Information Flows; Functional Transformations; Service Oriented Architecture	Entity Schema; Trust Models; Privilege Profiles	Domain Definitions; Inter-domain associations & interactions	Start Times, Lifetimes & Deadlines
LOGICAL ARCHITECTURE 2018	Information Assets	Risk Management Policies	Process Maps & Services	Trust Relationships	Domain Maps	Calendar & Timetable
	Inventory of Information Assets; Information Model of the Business	Risk Models; Domain Policies; Assurance Criteria (populated Assurance Framework).	Information Flows; Functional Transformations; Service Oriented Architecture; Services Catalogue; Application Functionality and Services	Domain Authorities; Entity Schema; Privilege Profiles; Trust Relationship Models	Domain Definitions; Inter-domain Associations & Interactions	Start Times, Lifetimes & Deadlines
Rationale for changes in 2018	No change	No change	No change	Removal of trust framework to next level up and focus here on models of trust relationships within that conceptual framework.	No change	No change
	The additional wording emphasises the fact that SABSA creates logical models of the real business.	Risk Models and Assurance Criteria included as logical descriptions of risk that drives policy making.	Making clear the different existences of Applications across three layers: Logical, Physical and Component. (Here: Application Functions and Services)	Inclusion of domain authorities and trust relationship analysis	Capitalisation of terms for consistency.	No change
PHYSICAL ARCHITECTURE 2009	Data Assets	Risk Management Practices	Process Mechanisms	Human Interface	ICT Infrastructure	Processing Schedule
	Data Dictionary & Data Inventory	Risk Management Rules & Procedures	Applications; Middleware; Systems; Security Mechanisms	User Interface to ICT Systems; Access Control Systems	Host Platforms, Layout & Networks	Timing & Sequencing of Processes and Sessions
PHYSICAL ARCHITECTURE 2018	Data Assets	Risk Management Practices	Process Mechanisms	Human Interface	Infrastructure	Processing Schedule
	Data Dictionary & Data Storage Devices Inventory	Risk Management Rules & Procedures; Risk Metadata	Working Procedures; Application Software; Middleware; Systems; Security Mechanisms; Process Control Points	User Interface to Business Systems; Identity & Access Control Systems	Workspaces; Host Platforms, Layout of Devices & Networks	Timing & Sequencing of Processes and Sessions
Rationale for changes in 2018	No change	No change	No change	No change	Removal of ICT to generalise the cell to all infrastructure, whether or not IT related	No change
	The wording more accurately reflects the physical nature of data and its existence on physical storage devices.	Including Risk Metadata as a data type require for management.	Generalising the processes to include all working procedures whether or not IT related. Making clear the different existences of Applications across three layers: Logical, Physical and Component. (Here: Application Software - generic)	Generalising the 'people' to include all human resources whether or not IT related.	Generalising the infrastructure to include all human workspaces, whether or not IT related.	No change
COMPONENT ARCHITECTURE 2009	ICT Components	Risk Management Tools & Standards	Process Tools & Standards	Personnel Management Tools & Standards	Locator Tools & Standards	Step Timing & Sequencing Tools
	ICT Products, including Data Repositories and Processors	Risk Analysis Tools; Risk Registers; Risk Monitoring and Reporting Tools	Tools and Protocols for Process Delivery	Identities; Job Descriptions; Roles; Functions; Actions & Access Control Lists	Nodes, Addresses and other Locators	Time Schedules; Clocks, Timers & Interrupts
COMPONENT ARCHITECTURE 2018	Component Assets	Risk Management Components & Standards	Process Components & Standards	Human Entities: Components & Standards	Locator Components & Standards	Step Timing & Sequencing Components and Standards
	Products and Tools, including Data Repositories and Processors	Risk Analysis Tools; Risk Registers; Risk Monitoring and Reporting Tools	Tools and Protocols for Process Delivery; Application Products	Identities; Job Descriptions; Roles; Functions; Actions & Access Control Lists	Nodes, Addresses and other Locators; Component Configuration	Time Schedules; Clocks, Timers & Interrupts
Rationale for changes in 2018	SABSA has moved away from a purely IT focus to a more general, enterprise-wide, business risk focus.	'Components' is more generalised term. Not all components are tools.	'Components' is more generalised term. Not all components are tools.	'Components' is more generalised term. Not all components are tools. In this case human components are identified	'Components' is more generalised term. Not all components are tools.	'Components' is more generalised term. Not all components are tools.
	The removal of the term 'ICT' reflects the change of focus towards general business risk management.	No change	Making clear the different existences of Applications across three layers: Logical, Physical and Component. (Here: Application Products - specific)	No change	Inclusion of physical configuration of components.	No change

Table 19: SABSA Management Matrix™ Logical, Physical & Component Layer View: Release Notes 2018

	ASSETS (What)	MOTIVATION (Why)	PROCESS (How)	PEOPLE (Who)	LOCATION (Where)	TIME (When)
LOGICAL ARCHITECTURE 2009	Asset Management	Policy Management	Service Delivery Management	Service Customer Support	Service Catalogue Management	Evaluation Management
	Knowledge Management; Release & Deployment Management; Test & Validation Management	Policy Development; Policy Compliance Auditing	SLA Management; Supplier Management; BCM ;Cost Management; Transition Management	Access Management; User Privileges, Account Administration & Provisioning	Configuration Management; Capacity Planning; Availability Management	Monitoring & Reporting Performance against KPIs and KRIs
LOGICAL ARCHITECTURE 2018	Logical Asset Management	Policy Management	Delivery Management	Enterprise-wide User Management	Service Catalogue Management	Evaluation Management
	Knowledge Management; Release & Deployment Management	Risk Modelling; Management of Policy Development & Maintenance. Policy Publication & Compliance Management	SLA Management; Supply Chain Management; BCM; Financial Management; Transition Management	Trust Modelling; Identity & Access Management; Management of User Privileges, Account Administration & Provisioning	Configuration (CMDB) Management; Capacity Planning; Availability Management	Monitoring & Reporting Performance against KPIs and KRIs
Rationale for changes in 2018	Emphasising the logical nature of the assets at this layer as distinct from physical assets.	More generalised view of Risk.	Removal of the word 'Service' to make more generally applicable	Removal of the word 'Service' and extending across the entire enterprise user community to make more generally applicable	No change	No change
	Simplification of the wording to allow for a wider interpretation of the cell. The previous wording has proved to be confusing.	Including maintenance of Risk Modelling Framework and changing the emphasis of the risk analysis to the entire BAP	Addition of Supply Chain Management and generalising 'cost' to' financial'.	Addition of Supply Chain Management and generalising 'cost' to' financial'.	No change	No change
PHYSICAL ARCHITECTURE 2009	Asset Security & Protection	Operational Risk Data Collection	Operations Management	User Support	Service Resources Protection	Service Performance Data Collection
	Change Management; Software & Data Integrity Protection	Operational Risk Management Architecture	Job Scheduling; Incident & Event Management; Disaster Recovery	Service Desk; Problem Management; Request Management	Physical & Environmental Security Management	Systems and Service Monitoring Architecture
PHYSICAL ARCHITECTURE 2018	Physical Asset Management	Risk Data Management	Operations Management	User Support	Resources Management	Performance Data Collection
	Change Management; Platform & Data Storage Management	Risk Procedure Management; Risk Metadata Management	Job, Incident, Event, and Disaster Recovery Management	Service Desk, Problem, and Request Management	Physical & Environmental Security Management; Real Estate and Facilities Management	Business Systems Monitoring Procedure Management
Rationale for changes in 2018	Emphasising the physical nature of assets at this layer as distinct form logical assets.	More generalised view of Risk.	No change	No change	More generalised view, de-focusing away from the 2009 ITIL alignment..	More generalised view, de-focusing away from the 2009 ITIL alignment..
	Improving the generality of the wording.	A more precise description of the management activities in the cell.	A more precise description of the management activities in the cell.	A more precise description of the management activities in the cell.	A more precise description of the management activities in the cell, including 'bricks and mortar' infrastructure management.	More generalised view, de-focusing away from the 2009 ITIL alignment..
COMPONENT ARCHITECTURE 2009	Tool Protection	ORM Tools	Tool Deployment	Personnel Deployment	Security Management Tools	Service Monitoring Tools
	Product & Tool Security & Integrity; Product & Tool Maintenance	ORM Analysis, Monitoring and Reporting Tools & Display Systems	Product & Tool Selection and Procurement; Project Management	Recruitment Process; Disciplinary Process Training & Awareness Tools	Products & Tools for Managing Physical & Logical Security of Installations	Service Analysis, Monitoring and Reporting Tools & Display Systems
COMPONENT ARCHITECTURE 2018	Component Management	Risk Management Components	Component Deployment	Personnel Component Management	Component Environment Management	Monitoring Components
	Product & Component Standards Management	Risk Analysis, Monitoring & Reporting Components, Systems and Standards Management	Product & Component Selection, Procurement. Project and Standards Management	Recruitment, Disciplinary, Training & Awareness Delivery. Component and Standards Management	Physical and Environmental Security Component and Standards Management	Analysis, Monitoring & Reporting Component and Standards Management
Rationale for changes in 2018	Components are more than Tools, although Tools are components. This wording is more general.	'Components' is more generalised term. Not all components are tools. Also generalised Risk term.	'Components' is more generalised term. Not all components are tools.	'Components' is more generalised term. Not all components are tools.	'Components' is more generalised term. Not all components are tools.	Components' is more generalised term. Not all components are tools. Also removing the word 'service'
	A more generalised wording providing wider interpretation.	More generalised view of Risk.	'Components' is more generalised term. Not all components are tools.	'Components' is more generalised term. Not all components are tools.	'Components' is more generalised term. Not all components are tools.	Components' is more generalised term. Not all components are tools. Also removing the ITIL focus on 'service'.

Table 20: SABSA Architecture Matrix™ Management Layer View: Release Notes 2018

	ASSETS (What)	MOTIVATION (Why)	PROCESS (How)	PEOPLE (Who)	LOCATION (Where)	TIME (When)
MANAGEMENT ARCHITECTURE 2009	Service Delivery Management	Operational Risk Management	Process Delivery Management	Personnel Management	Management of Environment	Time & Performance Management
	Assurance of Operational Continuity & Excellence	Risk Assessment; Risk Monitoring & Reporting; Risk Treatment	Management & Support of Systems, Applications & Services	Account Provisioning; User Support Management	Management of Buildings, Sites, Platforms & Networks	Management of Calendar and Timetable
MANAGEMENT ARCHITECTURE 2018	Delivery and Continuity Management	Operational Risk Management	Process Delivery Management	Governance, Relationship & Personnel Management	Environment Management	Time & Performance Management
	Assurance of Operational Excellence & Continuity	Risk Assessment; Risk Monitoring & Reporting; Risk Treatment	Management & Support of Systems, Applications & Services	Management & Support of Enterprise-wide and Extended Enterprise Relationships	Management of Buildings, Sites, Platforms & Networks	Management of Calendar and Timetable
Rationale for changes in 2018	Since 2009 SABSA has evolved away for the intense ITIL 'service' focus that was part of that release.	No change	No change	Expanding to include governance and management of all relationships	Rephrasing to gain constancy across columns.	No change
	A small change reflects the priority order of the terms.	No change	No change	A more generalised description of managing relationships of all types and not only those related to IT.	No change	No change