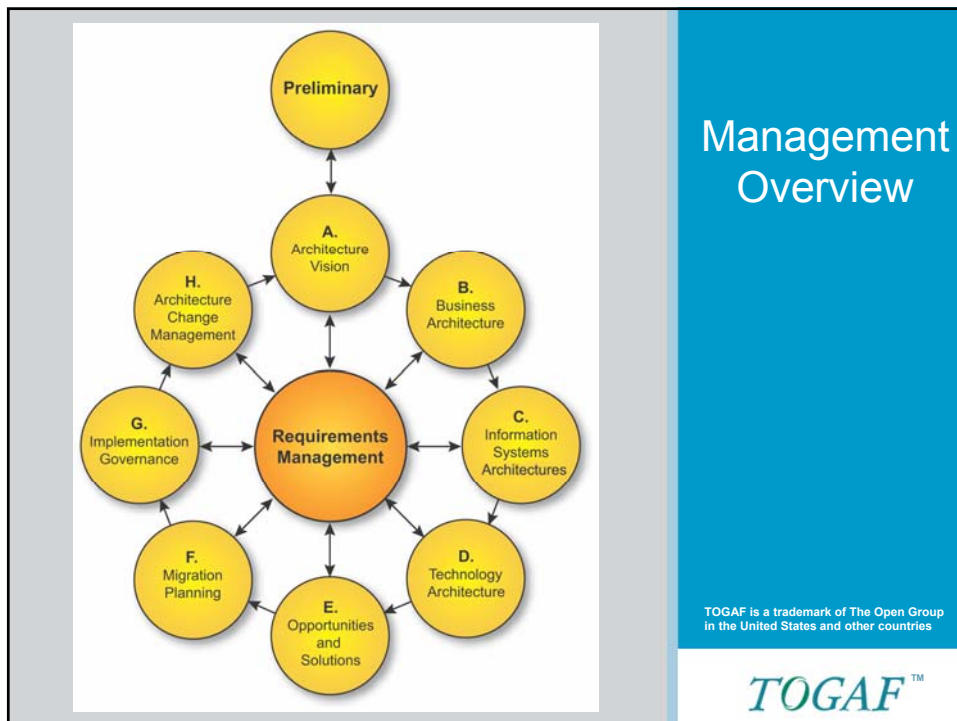


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Module Objectives

- To provide a management overview of TOGAF 9
 - The Open Group
 - The Architecture Forum
 - Why enterprise architecture
 - Why a framework
 - TOGAF 9
 - TOGAF 9 Certification
 - Summary

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Outline

- The Open Group
- The Architecture Forum
- Why Enterprise Architecture
- Why a Framework
- TOGAF 9
- TOGAF 9 Certification
- Summary

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About The Open Group

Global Operation
Cross-Industry
Vendor Neutral
Technology Neutral

Brings the key constituencies together in an open process

Operates the industry's premier certification service

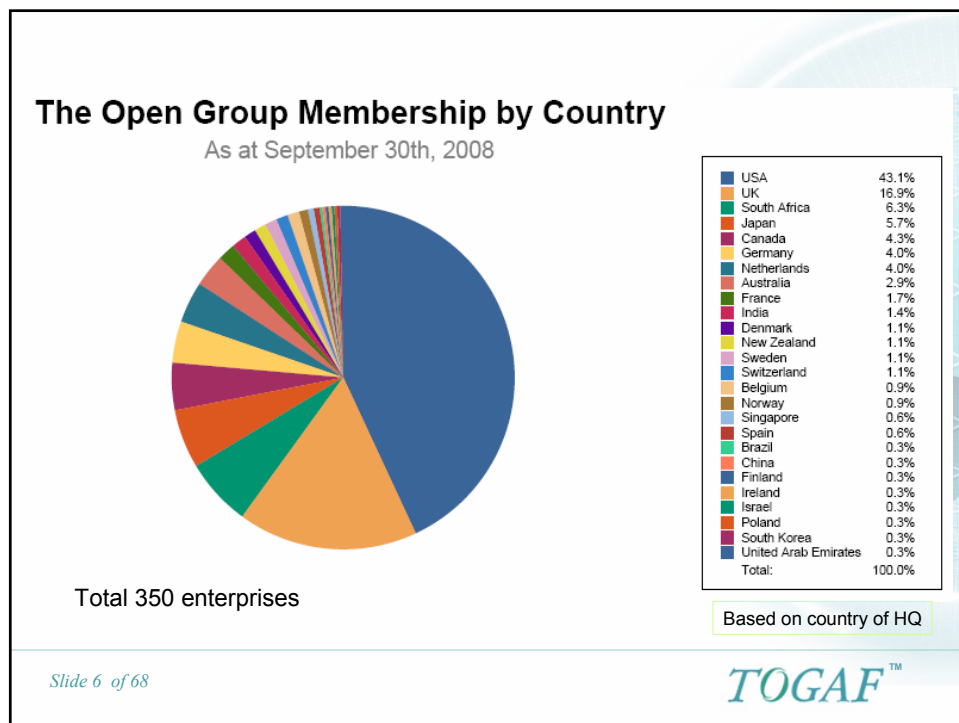
Industry Consortium
Not-for-profit operations
Established >20 years
~350 member organizations

Locations:
Boston
Johannesburg
Paris (France)
Reading (UK)
San Francisco
Tokyo
~50 staff

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What is the shared vision of The Open Group?

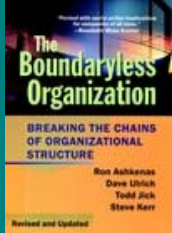
The Open Group's Platinum Members



Capgemini
hp
HSBC
IBM
NEC
SAP
Sun

Boundaryless Information Flow™

- achieved through **global interoperability**
- in a secure, reliable and timely manner



The Boundaryless Organization
BREAKING THE CHAINS OF ORGANIZATIONAL STRUCTURE
Ron Ashkenas
Dave Ulrich
Todd Jick
Steve Kerr
Revised and Updated

Boundaryless does not mean there are no boundaries – it means that boundaries are permeable to enable business.

Vision

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How Important...

- Not having Boundaryless Information Flow where systems interoperate, i.e. easily exchange information and use that information to improve operations, is causing organizations real pain *
 - 100s of millions in lost opportunities
 - Billions spent to make systems interoperate or to recover from mistakes
 - *The risks are not only financial but deal with lost lives*
 - Hospitals, 911/999 systems, Critical infrastructure, Air Traffic Control...

* respondents to survey taken at conference

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What is The Open Group's role?

- **Customers**
 - Articulate current and emerging requirements, establish policies, and share best practices
 - Provide feedback on deliverables
- **Suppliers**
 - Develop consensus to evolve and integrate specifications and open source technologies and deliver open standards
- **Other consortia and standards bodies**
 - Collaborate openly when it is in the best interest of their and our members or the industry generally, and share information freely
- **Staff**
 - Support the work of the members
 - Offer a comprehensive set of services to enhance the operational efficiency of other consortia; and
 - Develop and operate the industry's premier certification service and encouraging the market adoption of certified products and people

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Activities

- **Board work groups**
 - IT Architect Certification
 - IT Specialist Certification
- **Councils**
 - Customer Council, Supplier Council
- **Member Forums**
 - Architecture, ArchiMate®
 - Enterprise Management,
 - Real Time & Embedded,
 - Security and Identity Management, "Jericho" (de-perimeterisation)
- **Work Groups**
 - Business Architecture
 - Semantic Interoperability, including
 - Universal Data Element Framework (UDEP)
 - Service Oriented Architecture (SOA)
- **Technical Working Groups**
 - Platform, Base Working Group



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Forums/Work Areas of The Open Group

- Meeting points for Suppliers and Buyers
- Each Forum is effectively an autonomous consortium operating within The Open Group
 - Direction determined by members
 - Outputs approved by members
 - Must obey some rules to respect anti-trust legislation
- Forums initiate new areas of work, often in partnership with other Forums
 - ...leading to industry standards
 - ...leading to certification programs based on those standards

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How members work

- Mostly virtual
 - E-mail, teleconference, web conference
 - Collaboration infrastructure
 - Track activities for projects, forums etc
 - Quarterly Global Member Meetings
 - Local Member Meetings
- Key Deliverables
- Open Standards
 - Professional
 - Process and methodology
 - Software, technical
 - Certification of conformance to standards
 - Conferences and events – global and local

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Why “Customers” join

- We can build relationships with peers in our or other industries and share knowledge
- **We can talk to suppliers in a non-selling environment**
- We can influence the priorities being addressed by the industry
- **We have early access to the solutions being developed to address our urgent issues**
- We can track forums, work groups, projects and activities that are relevant to our enterprise

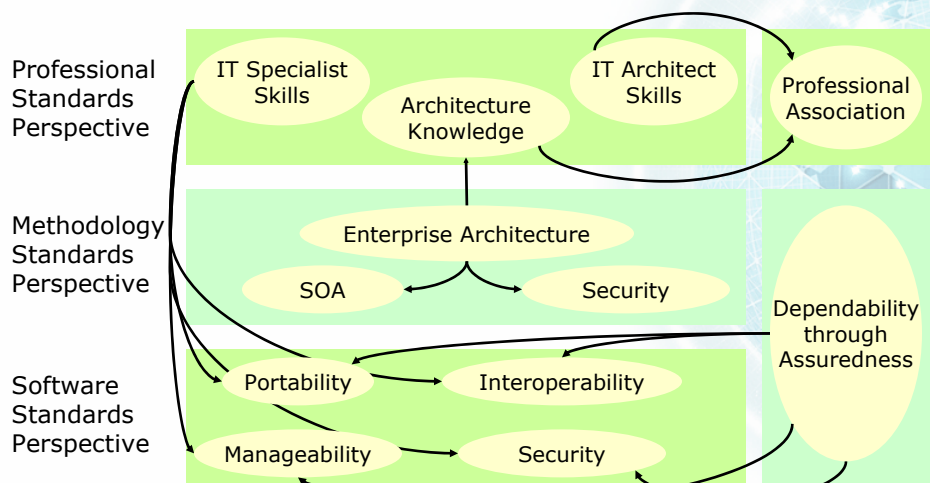


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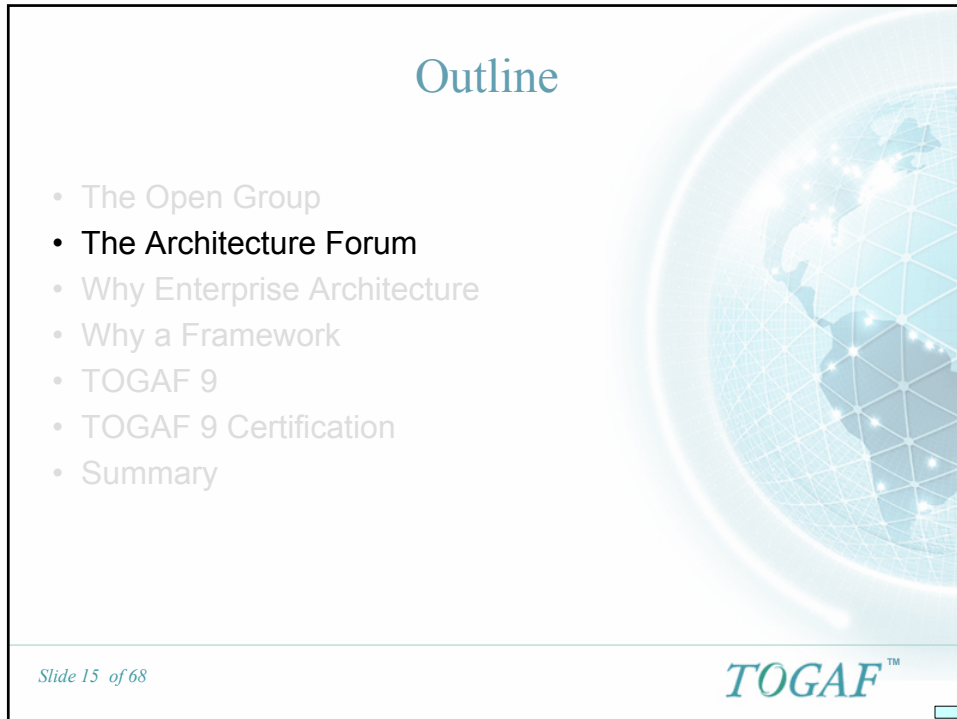
The Open Group Scorecard



Slide 14 of 68

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Slide 15: Outline

The slide features a light blue background with a faint globe graphic on the right side. The title "Outline" is centered at the top in a large, dark blue font. Below the title is a bulleted list of topics. The first item, "The Open Group", is in a lighter blue font, while the others are in a darker blue. At the bottom left, it says "Slide 15 of 68". At the bottom right is the TOGAF logo.

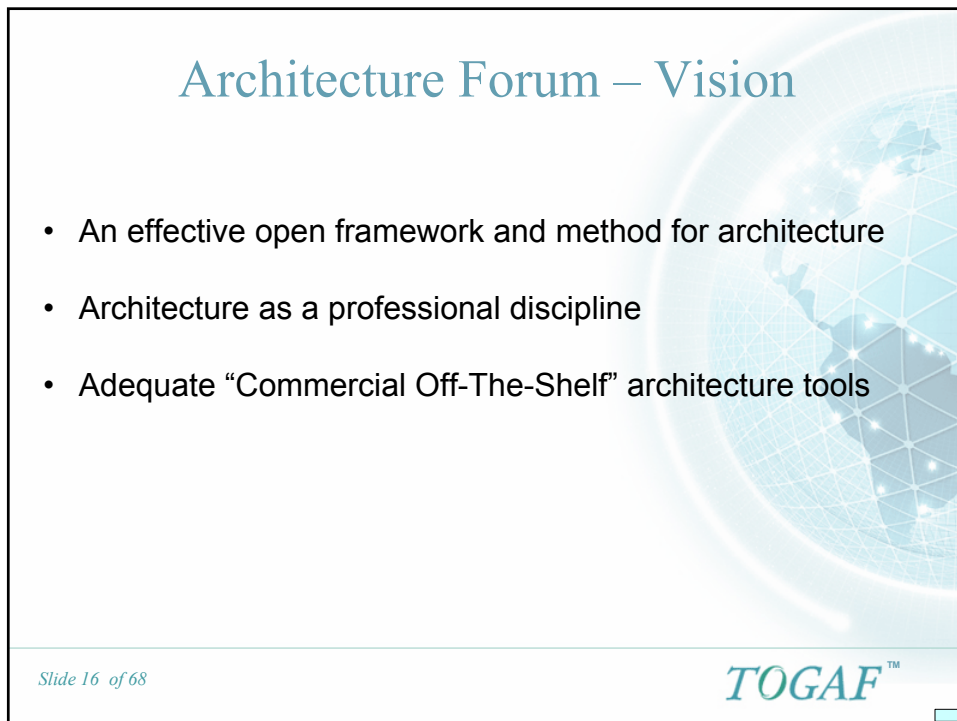
Outline

- The Open Group
- **The Architecture Forum**
- Why Enterprise Architecture
- Why a Framework
- TOGAF 9
- TOGAF 9 Certification
- Summary

Slide 15 of 68

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Slide 16: Architecture Forum – Vision

The slide features a light blue background with a faint globe graphic on the right side. The title "Architecture Forum – Vision" is centered at the top in a large, dark blue font. Below the title is a bulleted list of three items in a dark blue font. At the bottom left, it says "Slide 16 of 68". At the bottom right is the TOGAF logo.

Architecture Forum – Vision

- An effective open framework and method for architecture
- Architecture as a professional discipline
- Adequate “Commercial Off-The-Shelf” architecture tools

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Stakeholders and Value

- Customer Architects
 - reduced time, cost, risk
- Tools Vendors
 - bigger market, bigger market share
- IT Solution Vendors
 - greater cost-efficiency
- Integrators
 - greater cost-efficiency, better service
- Academic /Research Organizations
 - funding support

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Outline

- The Open Group
- The Architecture Forum
- **Why Enterprise Architecture**
- Why a Framework
- TOGAF 9
- TOGAF 9 Certification
- Summary

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What is an Enterprise?

- Collection of organizations that share a common set of goals
 - Government agency
 - Part of a corporation
 - Corporation
- Large corporations may comprise multiple enterprises
- May be an “extended enterprise” including partners, suppliers and customers

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What is an Architecture?



- An Architecture is the fundamental organization of something, embodied in:
 - its components,
 - their relationships to each other and the environment,
 - and the principles governing its design and evolution.

Adapted from ANSI/IEEE Standard 1471-2000

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What is Enterprise Architecture?



[1] MIT Center for Information Systems Research

[2] SearchCIO.com

Enterprise Architecture is:

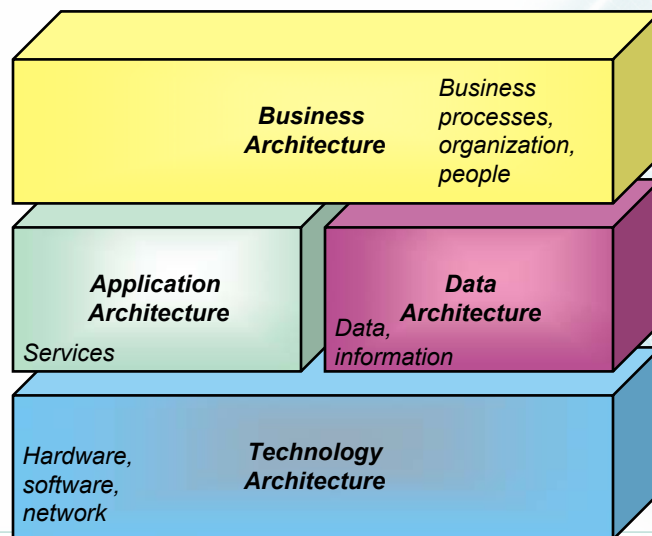
- The organizing logic for business processes and IT infrastructure reflecting the integration and standardization requirements of the firm's operating model.[1]
- A conceptual blueprint that defines the structure and operation of an organization. The intent of an enterprise architecture is to determine how an organization can most effectively achieve its current and future objectives. [2]

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Architecture Types



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Why Enterprise Architecture?

- Effective management and exploitation of information through IT is key to business success
- Good information management = competitive advantage
- Current IT systems do not really meet the needs of business
 - Fragmented, duplicated
 - Poorly understood
 - Not responsive to change
- Investment in Information Technology
 - Focussed on system maintenance
 - Tactical developments rather than a strategic plan

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Why Enterprise Architecture?

- Two key reasons why you need an enterprise architecture:
 - Critical to business survival and success
 - Enables managed innovation within the enterprise

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Pressure to develop Enterprise Architecture

- Laws and regulations
 - Clinger-Cohen Act (US Information Technology Management Reform Act 1996)
 - EU Directives on the Award of Public Contracts
 - Sarbanes-Oxley
- More extended enterprises
- More co-operative IT operations
- Greater publicity to failures
- Increase in litigation
- Audit requirements

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Business Benefits of Enterprise Architecture

- It helps an organization achieve its business strategy
- Faster time to market for new innovations and capabilities
- More consistent business processes and information across business units
- More reliability and security, less risk

Source: "Why Enterprise Architecture Matters?", The Open Group White Paper, W076

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IT Benefits of Enterprise Architecture

- Better traceability of IT costs
- Lower IT costs – design, buy, operate, support, change
- Faster design and development
- Less complexity
- Less IT risk

Source: "Why Enterprise Architecture Matters?", The Open Group White Paper, W076

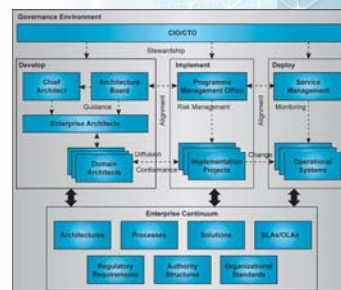
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The Importance of Governance

- An Enterprise Architecture is only as good as the decision making framework that is established around it → "governance" framework
- The Governance Framework depends on
 - Clear authority structure
 - The right participants



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What do we mean by Governance?

- The way in which decisions are made
- Who is responsible?
- Who is involved?
- Who is accountable?

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Outline

- The Open Group
- The Architecture Forum
- Why Enterprise Architecture
- **Why a Framework**
- TOGAF 9
- TOGAF 9 Certification
- Summary

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What is an Architecture Framework?

- An **architecture framework** is a toolkit which can be used for developing a broad range of different architectures.
- It should describe a method for designing an information system in terms of a set of building blocks, and for showing how the building blocks fit together.
- It should contain a set of tools and provide a common vocabulary.
- It should also include a list of recommended standards and compliant products that can be used to implement the building blocks.

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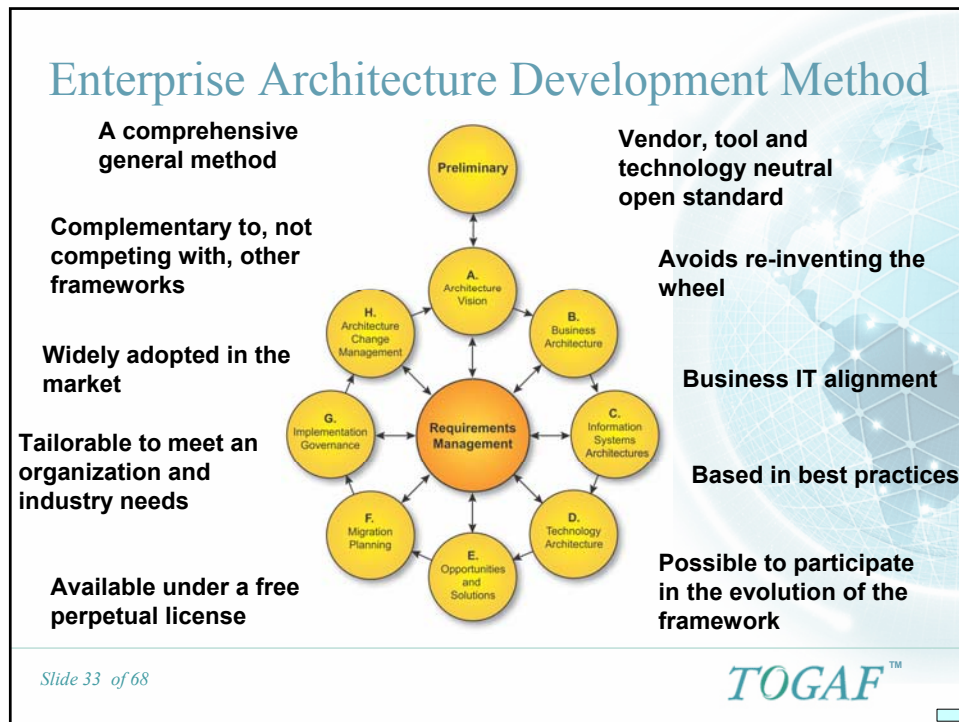
The Value of a Framework

- Provides a practical starting point for an Architecture Project
 - Avoids the initial panic when the scale of the task becomes apparent
 - Systematic – “Codified common sense”
 - Captures what others have found to work in real life
 - Contains a Baseline set of resources for reuse

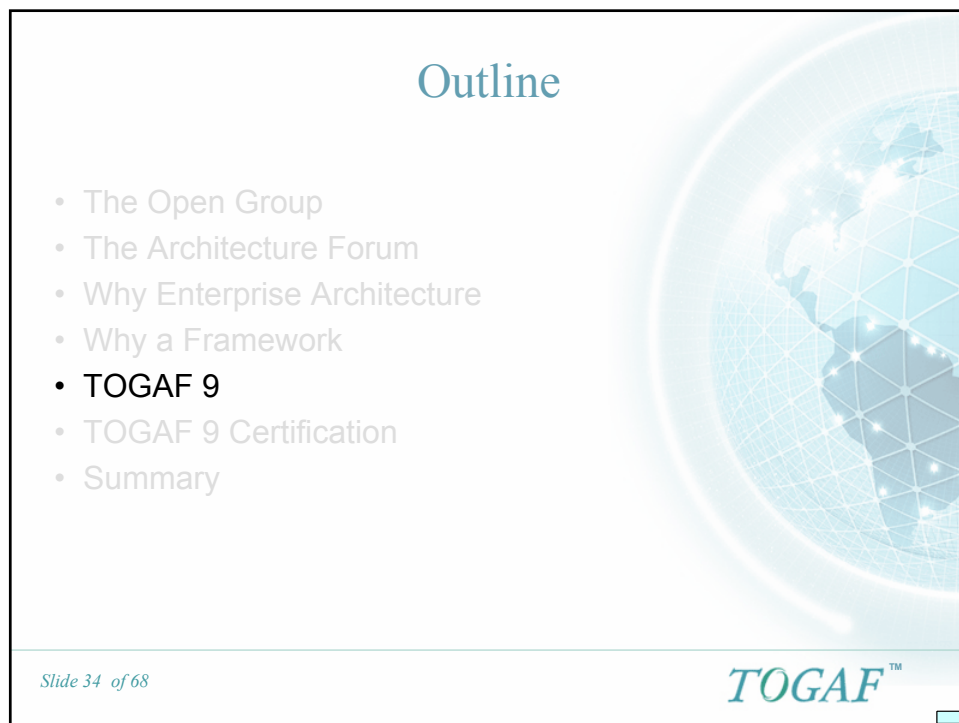
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TOGAF Origins

- A customer initiative
- A framework, not an architecture
 - A generic framework for developing architectures to meet different business needs
 - Not a “one-size-fits-all” architecture
- Originally based on TAFIM (U.S. DoD)

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TOGAF Development

1994	Requirement	Proof of need
1995	TOGAF Version 1	Proof of concept
1996	TOGAF Version 2	Proof of application
1997	TOGAF Version 3	Relevance to practical architectures (building blocks)
1998	TOGAF Version 4	Enterprise Continuum (TOGAF in context)
1999	TOGAF Version 5	Business Scenarios (architecture requirements)

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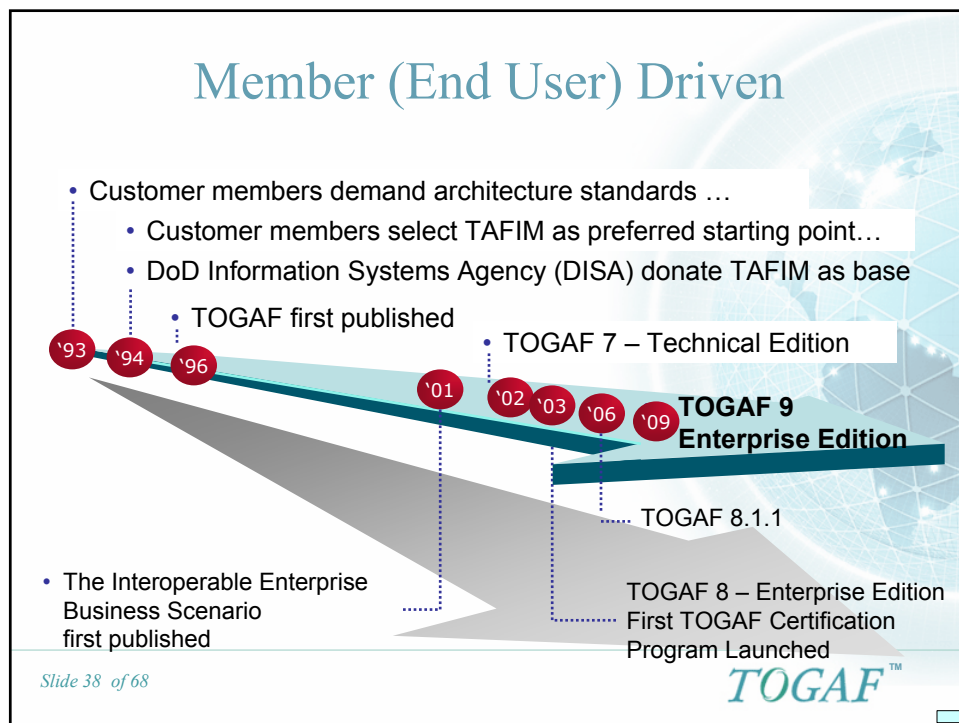
TOGAF Development

2000	TOGAF Version 6	Architecture Views (IEEE Std 1471)
2001	TOGAF Version 7	Architecture Principles; Compliance Reviews
2002	TOGAF Version 8	Extension to Enterprise Architecture
2003	TOGAF Version 8.1	Requirements Management; Governance; Maturity Models; Skills Framework
2006	TOGAF Version 8.1.1	Technical Corrigendum 1 applied
2009	TOGAF Version 9	Evolutionary restructure; Architecture Content Framework

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TOGAF Scope

- TOGAF emphasizes business goals as architecture drivers, and provides a repository of best practice, including:
 - **TOGAF Architecture Development Method (ADM)**
 - **ADM Guidelines & Techniques**
 - **TOGAF Architecture Content Framework**
 - **Enterprise Continuum**
 - **TOGAF Reference Models**
 - **TOGAF Capability Framework**

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TOGAF 9 Goals







- Long-term:
 - An industry standard, generic enterprise architecture method....
 -usable on its own or in conjunction with frameworks having products relevant/specific to particular sectors.
 - Several frameworks have mind share:
 - Zachman, Spewak, DoD Framework, FEAF, TEAF, ...
 - Almost all focus on products, not method
 - TOGAF and.... (not TOGAF or....)
- Version 9:
 - An evolution from TOGAF 8.1.1. Closer alignment with the business. Restructuring for ease of use. Overall structure and core method for enterprise architecture that can be filled out in future years.

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TOGAF 9 Components

 <p>ADM</p>	<p>Architecture Content Framework</p> 	<p>Reference Models</p> 
<p>ADM Guidelines & Techniques</p> 	<p>Enterprise Continuum</p> 	<p>Architecture Capability Framework</p> 

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TOGAF 9 Specification

Part I - Introduction
Preface, Executive Overview, Core Concepts, Definitions and Release Notes
Part II - Architecture Development Method
Introduction to ADM
ADM Phase Narratives
Part III - ADM Guidelines and Techniques
Guidelines for Adapting the ADM Process
Techniques for Architecture Development
Part IV - Architecture Content Framework
Architecture Content Metamodel
Architectural Artifacts
Architecture Deliverables
Building Blocks
Part V - Enterprise Continuum and Tools
Enterprise Continuum
Architecture Partitioning
Architecture Repository
Tools for Architecture Development
Part VI - TOGAF Reference Models
Foundation Architecture: Technical Reference Model
Integrated Information Infrastructure Reference Model
Part VII - Architecture Capability Framework
Architecture Board
Architecture Compliance
Architecture Contracts
Architecture Governance
Architecture Maturity Models
Architecture Skills Framework

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TOGAF 9 Components

- Architecture Development Method (ADM)
 - An iterative sequence of steps to develop an enterprise-wide architecture
- ADM Guidelines and Techniques
 - Guidelines and techniques to support the application of the ADM
- Architecture Content Framework
 - A detailed model of architectural work products, including deliverables, artifacts within deliverables, and the Architecture Building Blocks (ABBs) that deliverables represent.

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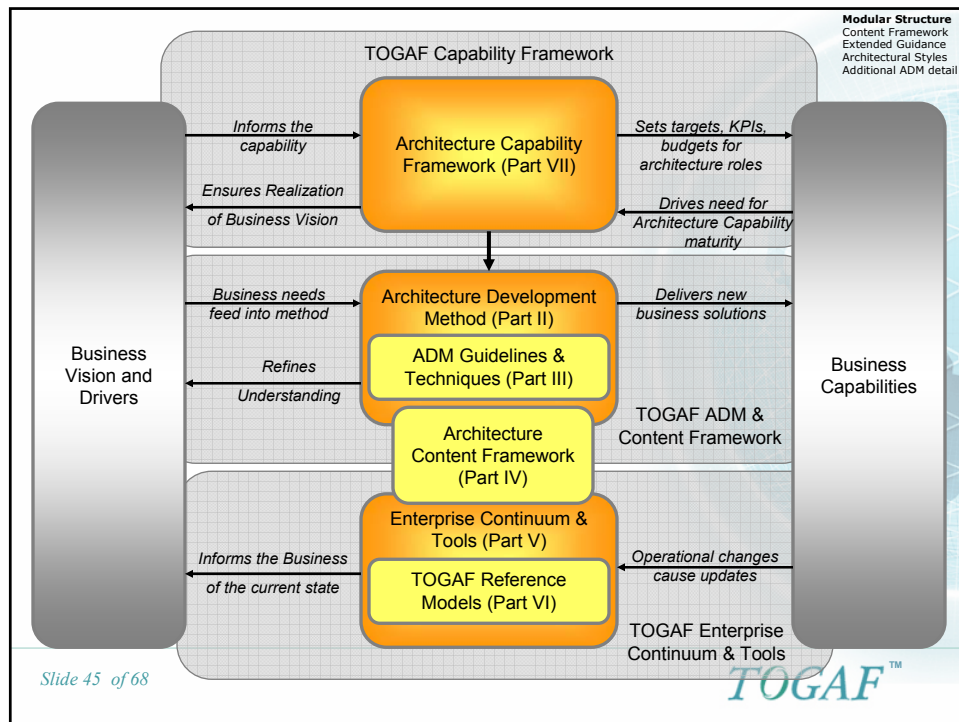
TOGAF 9 Components

- The Enterprise Continuum
 - A model for structuring a virtual repository and methods for classifying architecture and solution artifacts
- TOGAF Reference Models:
 - The TOGAF **Technical Reference Model** (TRM)
 - The **Integrated Information Infrastructure Model** (III-RM).
- The Architecture Capability Framework
 - A structured definition of the organizations, skills, roles and responsibilities to establish and operate an Enterprise Architecture.

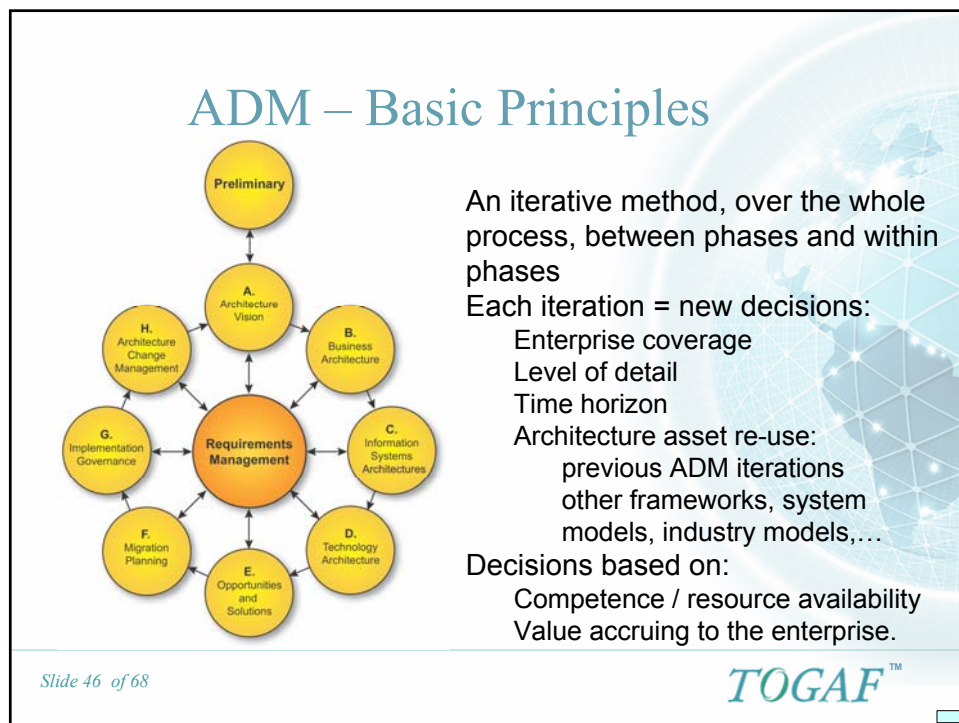
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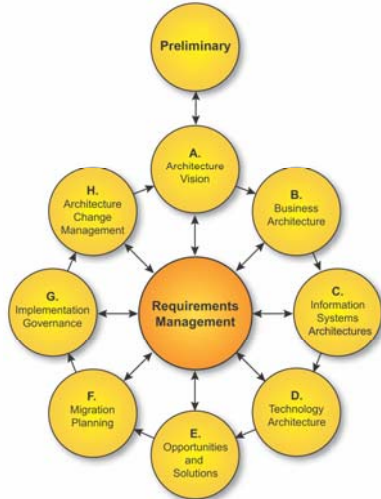


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ADM – Basic Principles



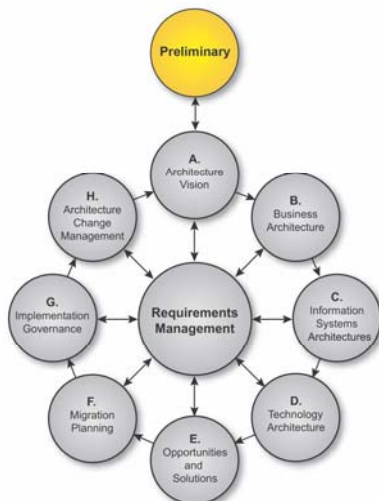
Every phase is validated against and validates the current requirements of the business

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Preliminary Phase



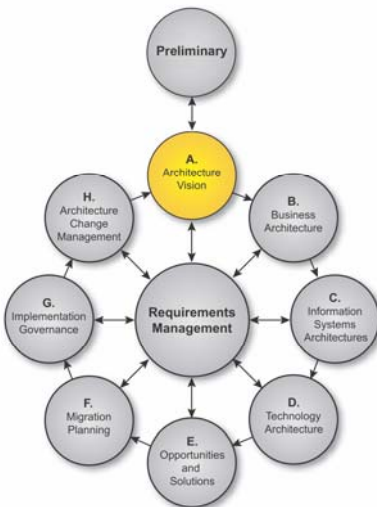
- This phase prepares the organisation for undertaking successful enterprise architecture projects
 - Understand business environment
 - High level management commitment
 - Agreement on scope
 - Establish principles
 - Establish governance structure
 - Agree method to be adopted

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Phase A Architecture Vision

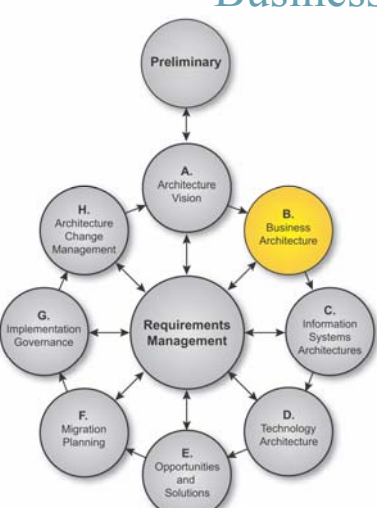


- Initiates one iteration of the architecture process
 - Sets scope, constraints, expectations
 - Required at the start of every architecture cycle
- Create the Architecture Vision
- Validates business context
- Creates Statement of Architecture work

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Phase B Business Architecture

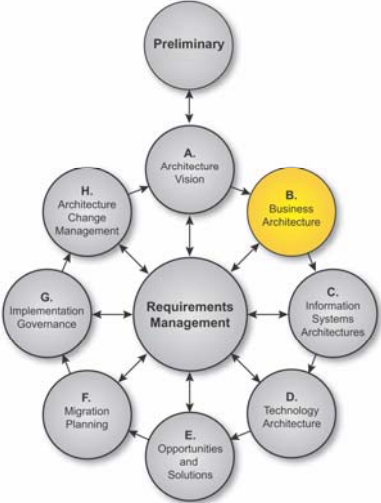


- The fundamental organization of a business, embodied in
 - its business processes and people,
 - their relationships
 - to each other and the environment,
 - and the principles governing its design and evolution
- Shows how the organization meets its business goals

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Business Architecture - Contents



The diagram illustrates the components of Business Architecture. At the center is a circle labeled 'Requirements Management'. Surrounding it are eight circles: 'Preliminary' at the top, 'A. Architecture Vision' below it, 'B. Business Architecture' to the right (highlighted in yellow), 'C. Information Systems Architectures' below B, 'D. Technology Architecture' below C, 'E. Opportunities and Solutions' below D, 'F. Migration Planning' below E, and 'G. Implementation Governance' below F. Arrows connect 'Requirements Management' to all surrounding circles. Additionally, 'Preliminary' is connected to 'A. Architecture Vision', and 'A. Architecture Vision' is connected to 'B. Business Architecture'.

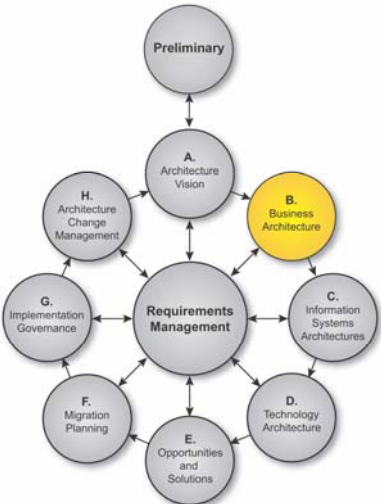
- Organization structure
- Business goals and objectives
- Business functions
- Business Services
- Business processes
- Business roles
- Correlation of organization and functions.

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Business Architecture - Steps



The diagram illustrates the components of Business Architecture, identical to the one in Slide 51. It shows the central 'Requirements Management' circle connected to 'Preliminary', 'A. Architecture Vision', 'B. Business Architecture' (highlighted), 'C. Information Systems Architectures', 'D. Technology Architecture', 'E. Opportunities and Solutions', 'F. Migration Planning', and 'G. Implementation Governance'. Arrows also connect 'Preliminary' to 'A. Architecture Vision' and 'A. Architecture Vision' to 'B. Business Architecture'.

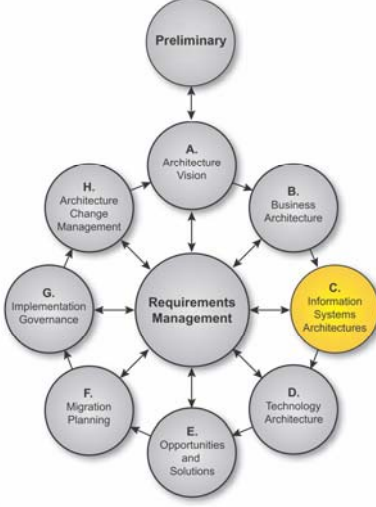
1. Select reference models, viewpoints and tools
2. Define Baseline Architecture Description
3. Define Target Architecture Description
4. Perform gap analysis
5. Define roadmap components
6. Conduct formal stakeholder review
7. Finalize the Architecture
8. Create Architecture Definition Document

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Phase C Information Systems Architectures



The diagram illustrates the TOGAF Phase C Information Systems Architectures process. It features a central 'Requirements Management' circle connected to eight surrounding circles: 'Preliminary' (top), 'A. Architecture Vision' (top-left), 'B. Business Architecture' (top-right), 'C. Information Systems Architectures' (right, highlighted in yellow), 'D. Technology Architecture' (bottom-right), 'E. Opportunities and Solutions' (bottom), 'F. Migration Planning' (bottom-left), and 'G. Implementation Governance' (left). Arrows indicate a clockwise flow from Preliminary through A, B, C, D, E, F, and G, with bidirectional arrows connecting the central Requirements Management circle to each of the eight surrounding circles.

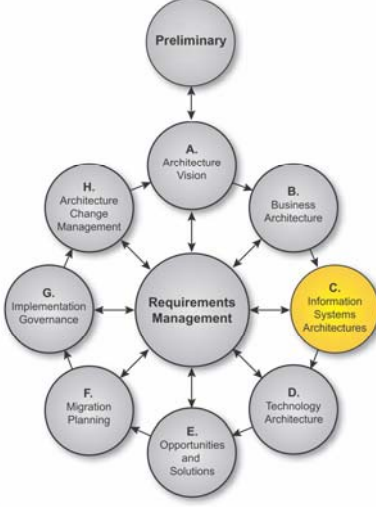
- The fundamental organization of an IT system, embodied in
 - The major types of information and application systems that process them
 - relationships to each other and the environment, and the principles governing its design and evolution
- Shows how the IT systems meets the business goals of the enterprise

Continued

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Data or Applications first ?



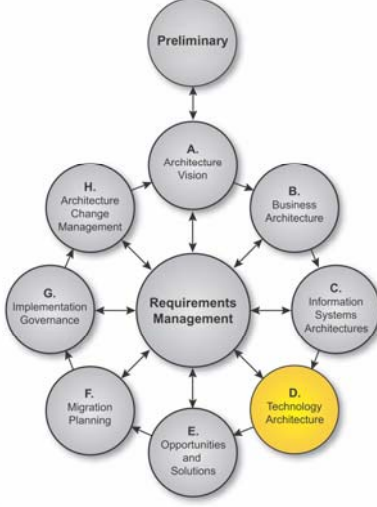
The diagram is identical to the one in Slide 53, showing the TOGAF Phase C Information Systems Architectures process with 'Requirements Management' at the center and eight surrounding circles (Preliminary, A. Architecture Vision, B. Business Architecture, C. Information Systems Architectures, D. Technology Architecture, E. Opportunities and Solutions, F. Migration Planning, G. Implementation Governance) connected by arrows. Circle C is highlighted in yellow.

- It is usually necessary to address both
 - Not always the case, depending on project scope and constraints
- May be developed in either order, or in parallel
 - Theory suggests Data Architecture comes first
 - Practical considerations may mean that starting with Application Systems may be more efficient
- There will need to be some iteration to ensure consistency

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Phase D Technology Architecture



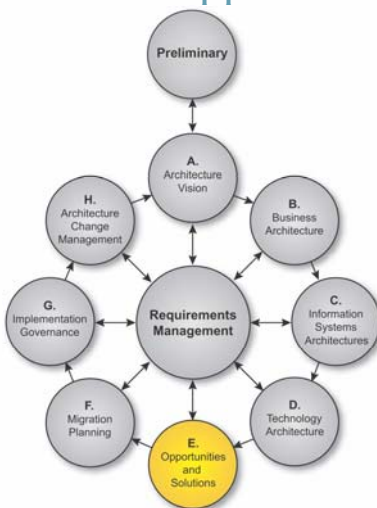
- The fundamental organization of an IT system, embodied in
 - its hardware, software and communications technology
 - their relationships to each other and the environment,
 - and the principles governing its design and evolution

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Phase E Opportunities and Solutions



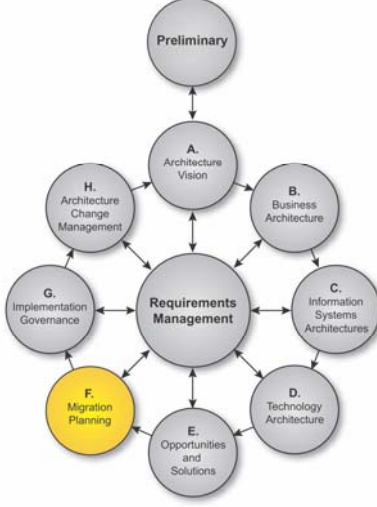
- Perform initial implementation planning
- Identify the major implementation projects
- Group projects into Transition Architectures
- Decide on approach
 - Make v Buy v Re-Use
 - Outsource
 - COTS
 - Open Source
- Assess priorities
- Identify dependencies

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Phase F Migration Planning



The diagram illustrates the TOGAF Architecture Change Management Cycle. It features a central circle labeled 'Requirements Management'. Surrounding this central circle are eight smaller circles, each representing a phase: 'Preliminary' at the top, 'A. Architecture Vision' at the top-right, 'B. Business Architecture' at the right, 'C. Information Systems Architectures' at the bottom-right, 'D. Technology Architecture' at the bottom, 'E. Opportunities and Solutions' at the bottom-left, 'F. Migration Planning' at the left (highlighted in yellow), 'G. Implementation Governance' at the top-left, and 'H. Architecture Change Management' at the top. Arrows indicate a clockwise flow from one phase to the next, with a return arrow from 'H' back to 'Preliminary'. Additionally, double-headed arrows connect 'Requirements Management' to each of the eight surrounding phase circles.

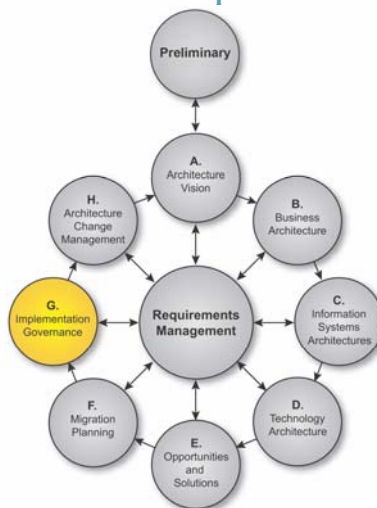
- For projects identified in Phase E perform
 - Cost/benefit analysis
 - Risk assessment
- Develop a detailed Implementation and Migration Plan

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Phase G Implementation Governance



The diagram illustrates the TOGAF Architecture Change Management Cycle, identical to the one in the previous slide. It features a central circle labeled 'Requirements Management'. Surrounding this central circle are eight smaller circles, each representing a phase: 'Preliminary' at the top, 'A. Architecture Vision' at the top-right, 'B. Business Architecture' at the right, 'C. Information Systems Architectures' at the bottom-right, 'D. Technology Architecture' at the bottom, 'E. Opportunities and Solutions' at the bottom-left, 'F. Migration Planning' at the left, 'G. Implementation Governance' at the top-left (highlighted in yellow), and 'H. Architecture Change Management' at the top. Arrows indicate a clockwise flow from one phase to the next, with a return arrow from 'H' back to 'Preliminary'. Additionally, double-headed arrows connect 'Requirements Management' to each of the eight surrounding phase circles.

- Provide architectural oversight for the implementation.
- Defines architecture constraints on implementation projects
- Architecture contract
- Monitors implementation work for conformance
- Produce a *Business Value Realization*.

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Phase H Architecture Change Management

- Provide continual monitoring and a change management process
- Ensures that changes to the architecture are managed in a cohesive and architected way
- Establishes and supports the Enterprise Architecture to provide flexibility to evolve rapidly in response to changes in the technology or business environment
- Monitors the business and capacity management.

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Outline

- The Open Group
- The Architecture Forum
- Why Enterprise Architecture
- Why a Framework
- TOGAF 9
- TOGAF 9 Certification
- Summary


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TOGAF Certification

Certification Level	Purpose
TOGAF 9 Foundation	To provide validation that the candidate has gained knowledge of the terminology and basic concepts of TOGAF 9 and understands the core principles of Enterprise Architecture and TOGAF
TOGAF 9 Certified	To provide validation that in addition to knowledge and comprehension, the candidate is able to analyze and apply knowledge of TOGAF




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TOGAF Foundation Target Audience

- Individuals who require a basic understanding of TOGAF 9
- Professionals who are working in roles associated with an architecture project such as those responsible for planning, execution, development, delivery and operation
- Architects who are looking for a first introduction to TOGAF 9
- Architects who want to achieve Level 2 certification in a stepwise approach.



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TOGAF Certified Target Audience

- Individuals who require a deeper understanding of TOGAF 9;
- Professionals who are working in an organization where TOGAF 9 has been adopted and who need to participate in architecture projects and initiatives;
- Architects who will be responsible for developing architecture artifacts;
- Architects who wish to introduce TOGAF 9 into an architecture practice;
- Architects who want to achieve a recognized qualification to demonstrate their detailed knowledge of TOGAF 9.

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Some Figures about TOGAF

- Developed by 300+ organisations worldwide involved in its development
 - Large IT users
 - IT vendors
 - System Integrators
 - Academics
- Used in major IT projects worldwide
 - IBM, EDS, HP, Sun, Infosys,
- Community of knowledgeable TOGAF practitioners
 - More than 7500 certified
- Supported by Architecture Tools

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TOGAF Standard Courseware V9 Edition

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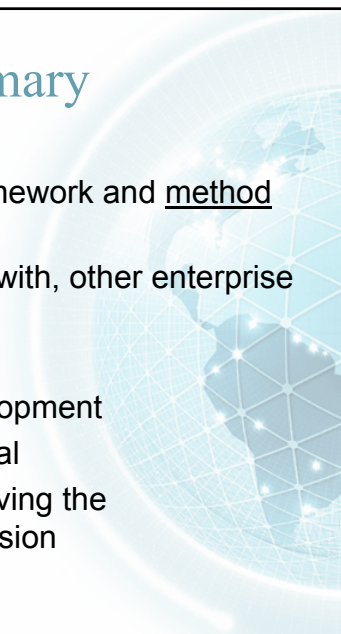
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TOGAF 9 Summary

- An effective, industry standard framework and method for enterprise architecture.
- Complementary to, not competing with, other enterprise frameworks
- A repository of best practice
 - “Demystifies” architecture development
- Vendor, tool, and technology neutral
- A framework and method for achieving the “Boundaryless Information Flow” vision

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For More Information . . .

- The TOGAF Web Site
 - <http://www.opengroup.org/togaf/>
- The Architecture Forum
 - <http://www.opengroup.org/architecture/>
- TOGAF Version 9 on-line
 - <http://www.opengroup.org/architecture/togaf9-doc/arch/>
- TOGAF Version 9 licensing and downloads
 - <http://www.opengroup.org/togaf/>

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