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*Version 9.1 Enterprise Edition*

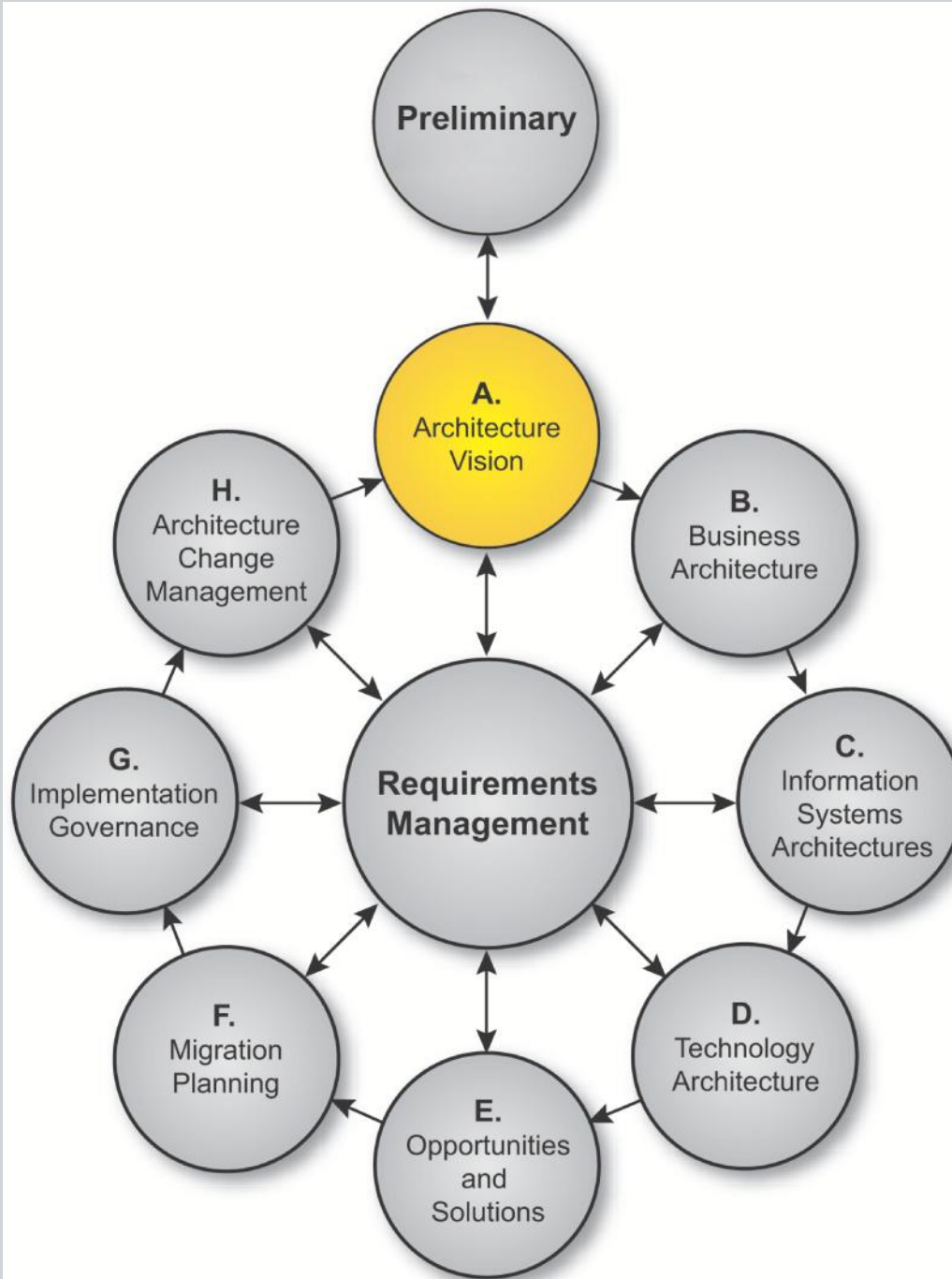
## Module 15 Phase A Architecture Vision

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# Phase A: Architecture Vision



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# Module Objectives

The objectives of this module are to understand Phase A:

- Objectives
- Approach
- Steps
- Inputs
- Outputs

# Architecture Vision – Objectives

- Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed enterprise architecture
- Obtain approval for a Statement of Architecture Work that defines a program of works to develop and deploy the architecture outlined in the Architecture Vision



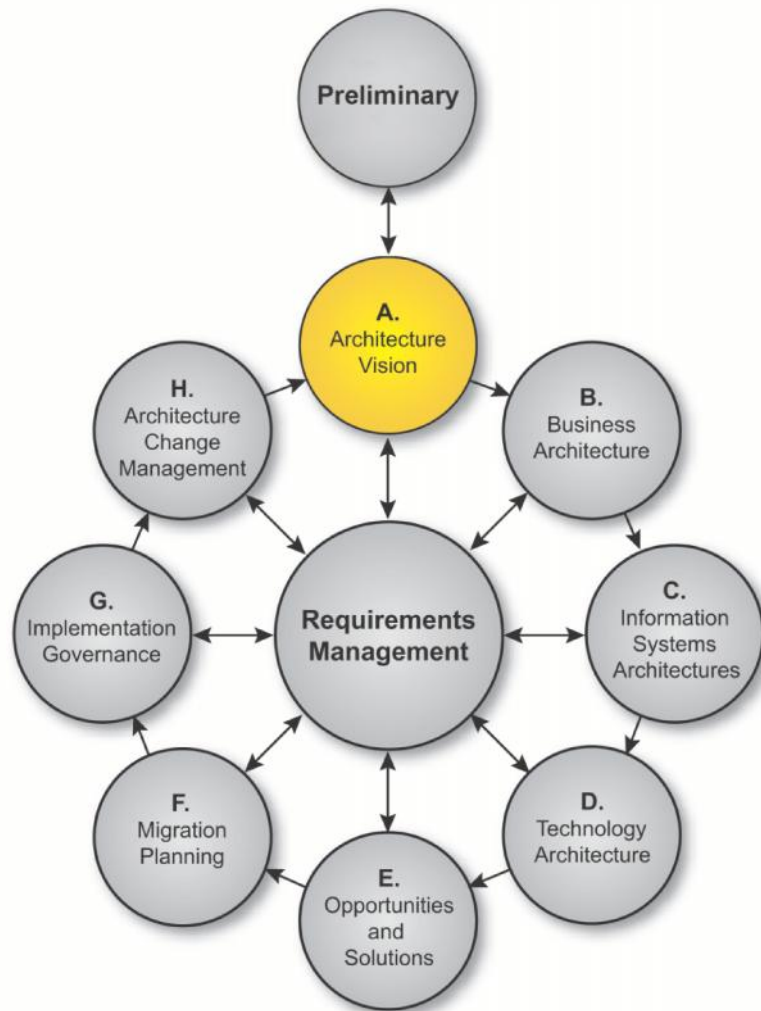
# Approach

- Phase A defines what is in and what is outside of the architecture effort, and the constraints
- Constraints are informed by principles, business goals and strategic drivers
- Creates the Architecture Vision document
  - Clarifying and agreeing the purpose of the architecture
  - Demonstrating how it will be achieved
  - A first-cut high-level description of the Baseline and Target architectures
  - The business scenarios technique can be used to develop the Architecture Vision





# Phase A: Inputs



- Request for Architecture Work (*see next slide*)
- Business principles, business goals and drivers
- Organization model for enterprise architecture
- Tailored Architecture Framework, including architecture principles
- Populated Architecture Repository

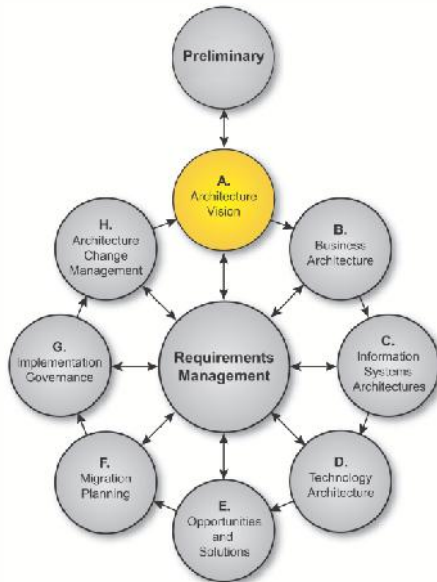


# Request for Architecture Work

- Organization Sponsors
- Organization's mission statement
- Business goals and changes
- Strategic plans of the business
- Time limits
- Changes in the business environment
- Organizational constraints
- Budget information, financial constraints
- External constraints, business constraints
- Current business system description
- Current architecture/IT system description
- Description of developing organization
- Description of resources developing organization has available



# Steps



1. Establish the architecture project

2. Identify stakeholders, concerns, and business requirements

3. Confirm business goals, drivers, and constraints

4. Evaluate business capabilities

5. Assess readiness for business transformation

6. Define Scope

7. Confirm and elaborate architecture principles, including business principles

8. Develop Architecture Vision

9. Define the Target Architecture value propositions and KPIs

10. Identify the business transformation risks and mitigation activities

11. Develop Statement of Architecture Work; secure approval



# Step 1: Establish the project

Conduct the necessary procedures to secure:

- Recognition of the project
- Endorsement of corporate management
- Support and commitment of line management

Refer to other management frameworks:

- Explain how this project relates to those frameworks



## Step 2: Identify stakeholders, concerns, and business requirements

- Here we must identify:
  - Candidate vision components and requirements
  - Candidate scope boundaries for the engagement
  - Stakeholder concerns, issues, and cultural factors
  - The concerns and viewpoints that are relevant to this project
  - The stakeholders that are involved with the project
  - The key roles and responsibilities within the project

Another key task will be to consider which architecture views and viewpoints need to be developed to satisfy the various stakeholder requirements.

# Stakeholder Map

Stakeholder	Key Concerns	Class	Catalogs, Matrices and Diagrams
CxO	The high-level drivers, goals and objectives of the organization, and how these are translated into an effective process and IT architecture to advance the business	Keep Satisfied	Business Footprint diagram Goal/Objective/Service diagram Organization Decomposition diagram
Program Management Office	Prioritizing, funding, and aligning change activity. An understanding of project content and technical dependencies adds a further dimension of richness to portfolio management and decision making.	Keep Satisfied	Project Context diagram Business Footprint diagram Application Communication diagram Functional Decomposition diagram
HR	The roles and Actors that support the functions, applications, and technology of the organization. HR are important stakeholders in ensuring that the correct roles and actors are represented.	Keep Informed	Organization Decomposition diagram Organization/Actor catalog Location catalog



## Step 3: Confirm business goals, drivers and constraints

Identify the business goals and strategic drivers of the organization.

- If these have been defined elsewhere ensure that the definitions are current, and clarify any areas of ambiguity.
- Otherwise, define the goals and secure their endorsement by management.

Define any constraints that must be dealt with.



## Step 4: Evaluate business capabilities

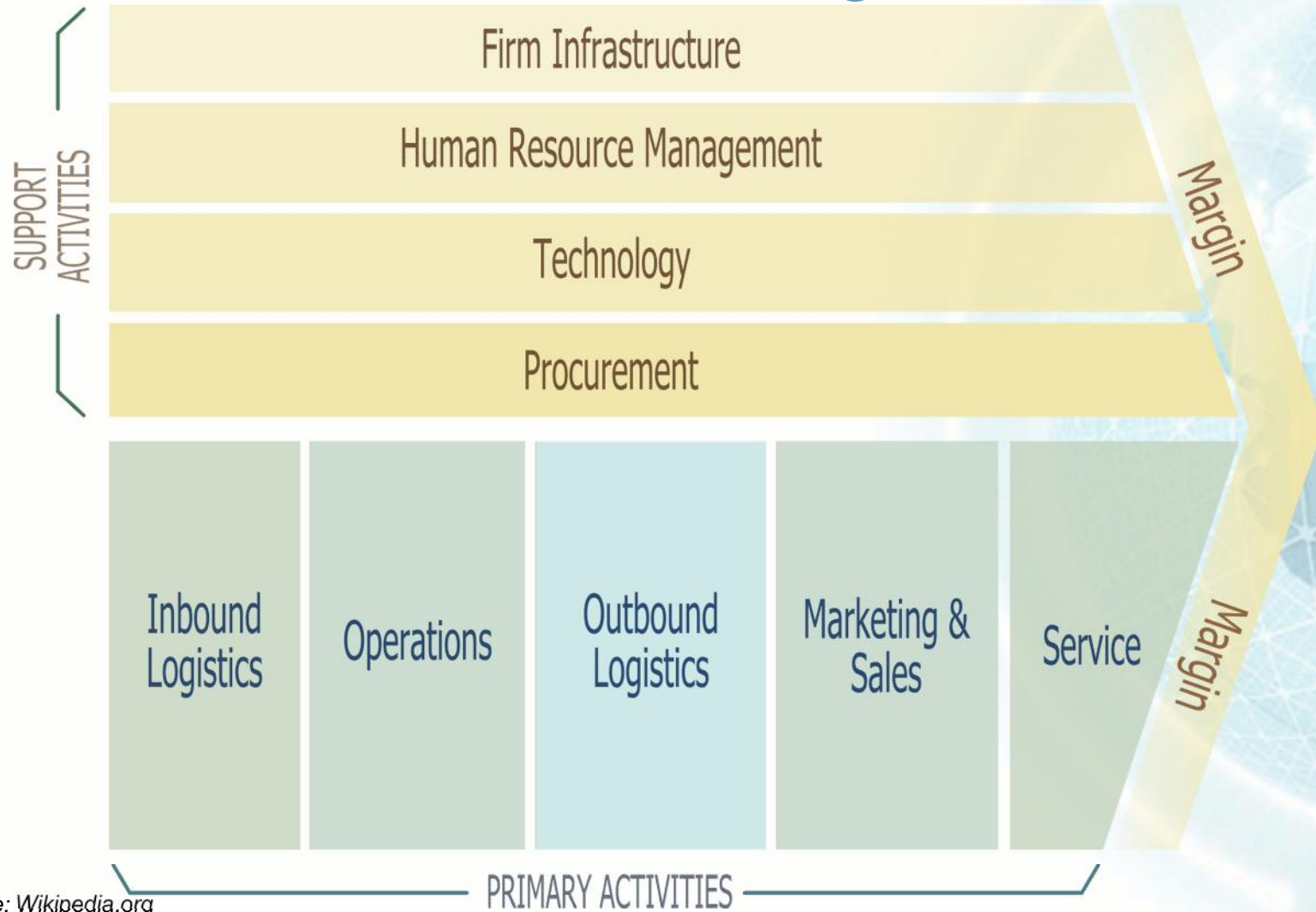
In this step we:

- Seek to understand the capabilities and desires of the business
- Identify options to realize those capabilities
- Assess the implications for the organization's architecture capability
- Create an initial picture of the new capability that will be required
- Document the results in a Capability Assessment





# Value Chain Diagram



Source: Wikipedia.org

## Step 5: Assess readiness for business transformation

This assessment is based upon the determination and rating of a series of readiness factors

These results are then used to:

- shape the scope of the architecture,
- identify activities required within the architecture project, and to
- identify risk areas to be addressed



# Step 6: Define the Scope

Define:

- Breadth of coverage
- Level of detail
- The partitioning characteristics of the architecture
- Domains to be covered
- Schedule project milestones
- Identify Enterprise Continuum assets for use:
  - Created from previous ADM cycles
  - Existing reference frameworks, models, and so on...



## Step 7: Confirm and elaborate architecture principles, including business principles

Ensure that any existing definitions are current, and clarify any areas of ambiguity.

If principles do not exist, go to the body responsible for architecture governance and together define the principles. Secure their endorsement by management.



## Step 8: Develop Architecture Vision

Create a high-level view of the Baseline and Target Architectures.

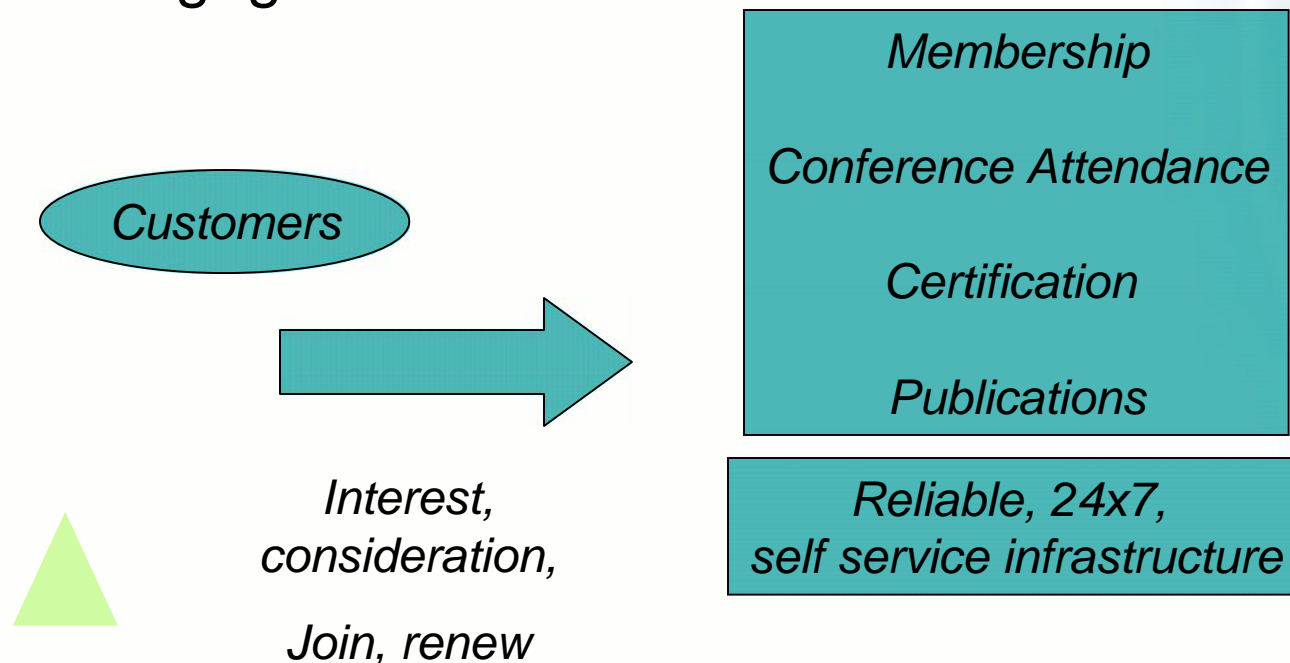
- Informal techniques are often used e.g. a simple solution concept diagram can illustrate the main components of the solution and its advantages.
- Business scenarios are useful here for discovering and documenting business requirements.
- The result is the first, very high-level definition of the baseline and target environments, from a business, IS and technology perspective.
- This should be stored in the Architecture Repository.





# Solution Concept Diagram

- A high-level representation of the solution envisaged
- A *pencil sketch* of the expected solution at the outset of the engagement



## Step 9: Define the Target Architecture value propositions and KPIs

- Develop the business case for the architectures and changes required
- Produce the value proposition for each of the stakeholder groupings
- Assess and define the procurement requirements
- Review and agree the value propositions with the sponsors and stakeholders
- Define the performance metrics
- Assess the business risk
- Incorporate the outputs in the Statement of Architecture Work



## Step 10: Identify the business transformation risks and mitigation activities

- Identify the risks associated with the Architecture Vision, assess the initial level of risk and its potential frequency. There are two levels of risk to consider:
  - Initial Level of Risk: Risk categorization prior to determining and implementing mitigating actions
  - Residual Level of Risk: Risk categorization after implementation of mitigating actions (if any)
- Assign a mitigation strategy for each risk. These should be considered for inclusion within the Statement of Architecture Work



# Step 11: Develop Statement of Architecture Work; Secure approval

Assess the work products that are required to be produced against the set of business performance requirements.

Activities will include:

- Identify new work products that need to be changed
- Provide direction on which existing work products, including building blocks, need to be changed. Ensure that all dependencies are coordinated
- Identify the impact of change on other work products
- Choose which architecture domains to develop, depending on purpose, focus, scope, constraints

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# Step 11: Develop Statement of Architecture Work; Secure approval

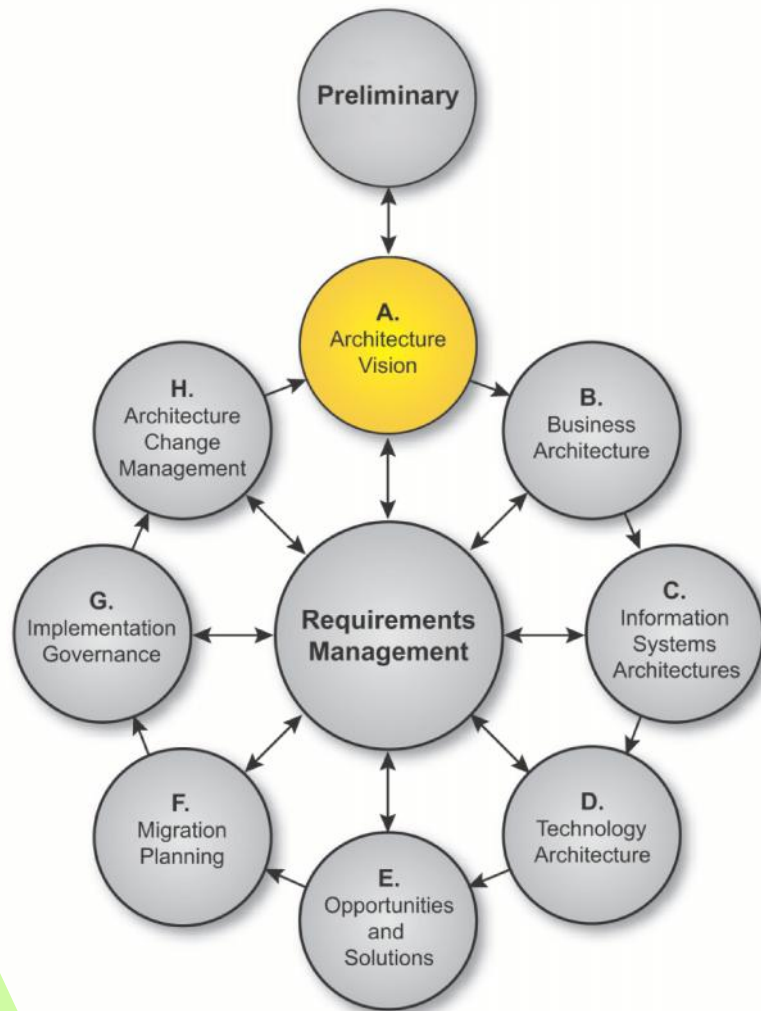
- Assess the resource requirements
- Estimate the resources needed, develop a roadmap and schedule for the proposed development and document in the Statement of Architecture Work
- Define the performance metrics
- Develop the specific enterprise architecture Communications Plan
- Review and agree the plans with the sponsors, and secure formal approval of the Statement of Architecture Work under the appropriate governance procedures
- Gain sponsor's sign-off



# Statement of Architecture Work

- Title
- Architecture project request and background
- Architecture project description and scope
- Overview of Architecture vision
- Change of scope procedures
- Roles, responsibilities and deliverables
- Acceptance criteria and procedures
- Architecture project plan and schedule
- Approvals

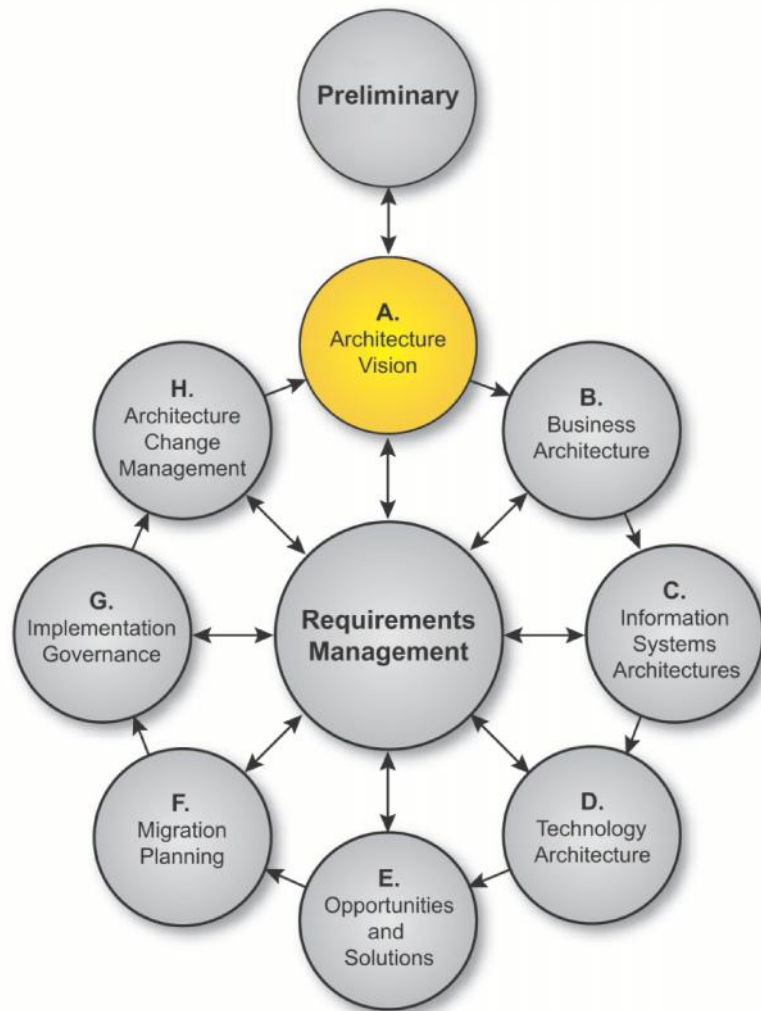
# Phase A: Outputs



- Approved Statement of Architecture Work including:
  - Project description and scope
  - Overview of Architecture Vision
  - Project plan and Schedule
- Refined statements of business principles, goals, and drivers
- Architecture principles including business principles

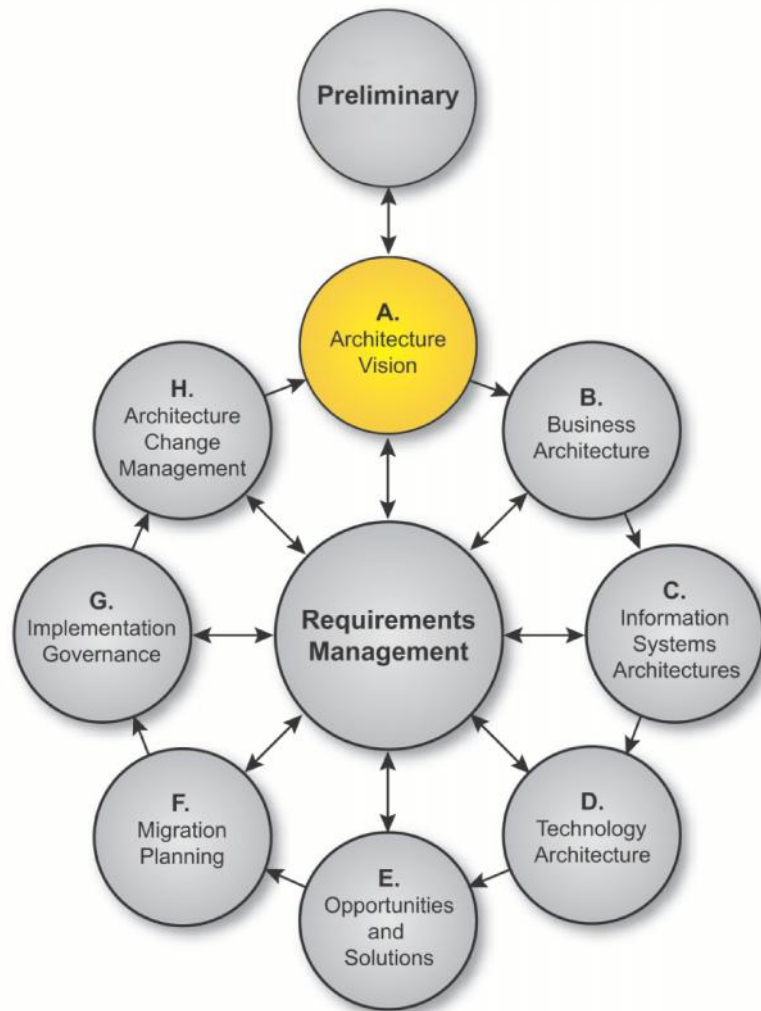
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# Phase A: Outputs



- Capability Assessment
- Tailored Architecture Framework
- Architecture Vision
- Draft Architecture Definition Document
- Communications Plan
- Additional content populating the Architecture Repository

# Summary



- Phase A is about project establishment
- It initiates an iteration of the architecture process
- It sets the scope, constraints and expectations for this iteration
- It validates the business context
- It creates the Statement of Architecture Work



# Summary

Phase A: Architecture Vision			
Objectives	Steps	Inputs	Outputs
<p>Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed enterprise architecture</p> <p>Obtain approval for a Statement of Architecture Work that defines a program of works to develop and deploy the architecture outlined in the Architecture Vision</p>	<p>Establish the architecture project</p> <p>Identify stakeholders, concerns, and business requirements</p> <p>Confirm and elaborate business goals, business drivers, and constraints</p> <p>Evaluate business capabilities</p> <p>Assess readiness for business transformation</p> <p>Define scope</p> <p>Confirm and elaborate architecture principles, including business principles</p> <p>Develop Architecture Vision</p> <p>Define the Target Architecture value propositions and KPIs</p> <p>Identify business transformation risks and mitigation activities</p> <p>Develop Statement of Architecture Work; secure approval</p>	<p>Request for Architecture Work</p> <p>Business principles, business goals, and business drivers</p> <p>Organizational Model for Enterprise Architecture</p> <p>Tailored Architecture Framework, including tailored architecture method, architecture content, architecture principles, configured and deployed tools</p> <p>Populated Architecture Repository; that is, existing architecture documentation (framework description, architecture descriptions, existing baseline descriptions, etc.)</p>	<p>Approved Statement of Architecture Work</p> <p>Refined statements of business principles, business goals, and business drivers</p> <p>Architecture principles</p> <p>Capability Assessment</p> <p>Tailored Architecture Framework</p> <p>Architecture Vision, including:</p> <ul style="list-style-type: none"> <li>* Refined key high-level stakeholder requirements</li> </ul> <p>Draft Architecture Definition Document, including (when in scope):</p> <ul style="list-style-type: none"> <li>* Baseline Business Architecture (high-level)</li> <li>* Baseline Data Architecture (high-level)</li> <li>* Baseline Application Architecture (high-level)</li> <li>* Baseline Technology Architecture (high-level)</li> <li>* Target Business Architecture (high-level)</li> <li>* Target Data Architecture (high-level)</li> <li>* Target Application Architecture (high-level)</li> <li>* Target Technology Architecture (high-level)</li> </ul> <p>Communications Plan</p> <p>Additional content populating the Architecture Repository</p>



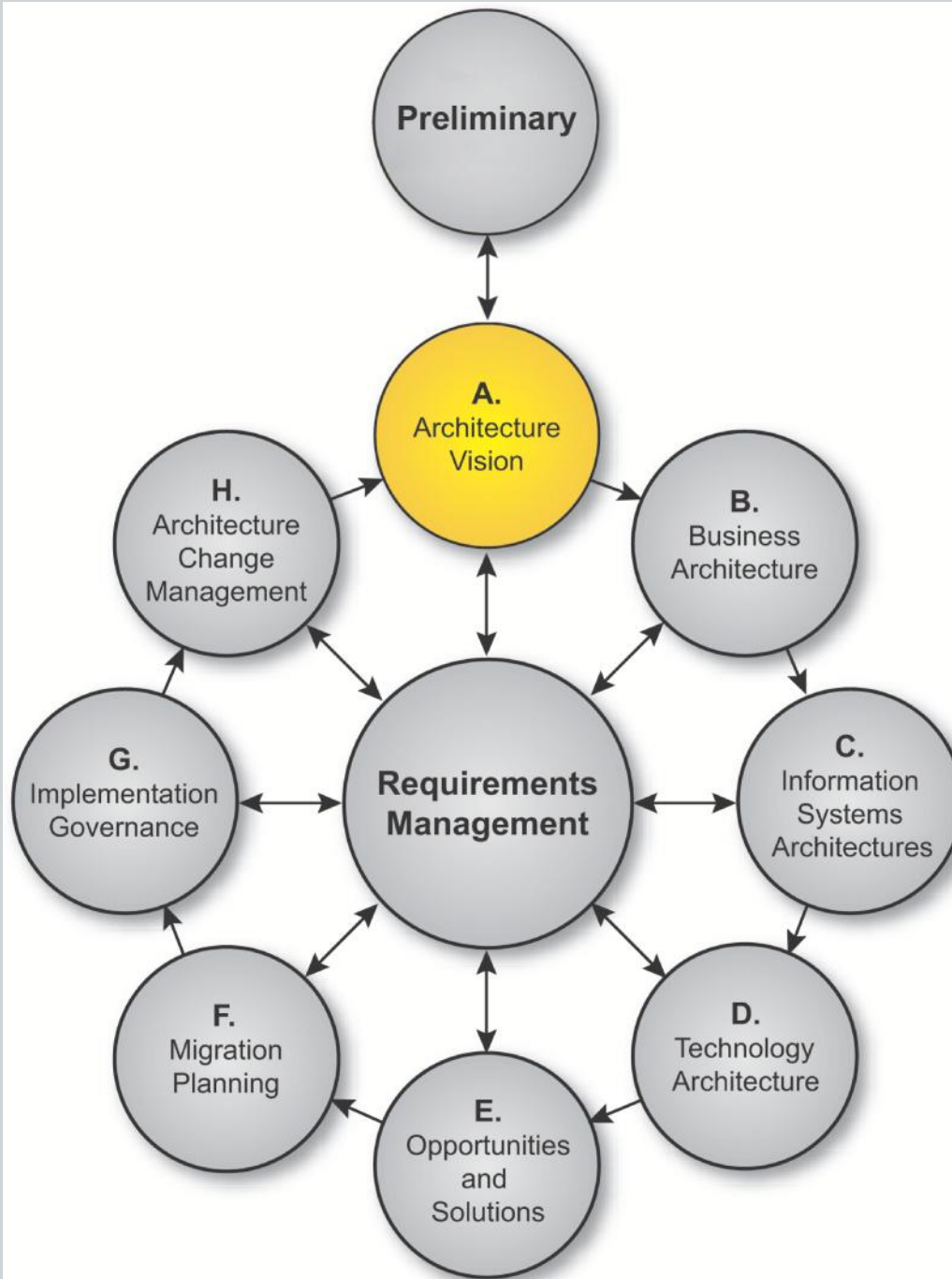
<b>Preliminary Phase</b> <ul style="list-style-type: none"><li>Principles catalog</li></ul>	<b>Phase A, Architecture Vision</b> <ul style="list-style-type: none"><li>Stakeholder Map Matrix</li><li>Solution Concept diagram</li><li>Value Chain diagram</li></ul>		
<b>Requirements Management</b> <ul style="list-style-type: none"><li>Requirements catalog</li></ul>			
<b>Phase B, Business Architecture</b> <ul style="list-style-type: none"><li>Organization/Actor catalog</li><li>Driver/Goal/Objective catalog</li><li>Role catalog</li><li>Business Service/Function catalog</li><li>Location catalog</li><li>Process/Event/Control/Product catalog</li><li>Contract/Measure catalog</li><li>Business Interaction matrix</li><li>Actor/Role matrix</li><li>Business Footprint diagram</li><li>Business Service/Information diagram</li><li>Functional Decomposition diagram</li><li>Product Lifecycle diagram</li><li>Goal/Objective/Service diagram</li><li>Business Use-Case diagram</li><li>Organization Decomposition diagram</li><li>Process Flow diagram</li><li>Event diagram</li></ul>	<b>Phase C, Data Architecture</b> <ul style="list-style-type: none"><li>Data Entity/Data Component catalog</li><li>Data Entity/Business Function matrix</li><li>Application/Data matrix</li><li>Logical Data diagram</li><li>Data Dissemination diagram</li><li>Data Security diagram</li><li>Class Hierarchy diagram</li><li>Data Migration diagram</li><li>Data Lifecycle diagram</li></ul>	<b>Phase C, Application Architecture</b> <ul style="list-style-type: none"><li>Application Portfolio catalog</li><li>Interface catalog</li><li>Application/Organization matrix</li><li>Role/Application matrix</li><li>Application/Function matrix</li><li>Application Interaction matrix</li><li>Application Communication diagram</li><li>Application and User Location diagram</li><li>Application Use-Case diagram</li><li>Enterprise Manageability diagram</li><li>Process/Application Realization diagram</li><li>Software Engineering diagram</li><li>Application Migration diagram</li><li>Software Distribution diagram</li></ul>	<b>Phase D, Technology Architecture</b> <ul style="list-style-type: none"><li>Technology Standards catalog</li><li>Technology Portfolio catalog</li><li>System/Technology matrix</li><li>Environments and Locations diagram</li><li>Platform Decomposition diagram</li><li>Processing diagram</li><li>Networked Computing/Hardware diagram</li><li>Communications Engineering diagram</li></ul>
<b>Phase E. Opportunities &amp; Solutions</b> <ul style="list-style-type: none"><li>Project Context diagram</li><li>Benefits diagram</li></ul>		<b>TOGAF 9 Artifacts</b>	



# Test Yourself Question

- Q. Complete the following sentence: Phase A Architecture Vision is intended to do all the following *except*:
- A Validate the business principles and goals of the organization
  - B Ensure that the architecture principles are correct
  - C Establish IT Governance
  - D Clarify and correct ambiguities in the architecture principles
  - E Define the specific architecture domains to be addressed

# Phase A: Architecture Vision



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