

TOGAF

Version 9 Enterprise Edition

Module 15 Phase A Architecture Vision

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Module Objectives

The objectives of this module are to understand:

- The objectives of Phase A, Architecture Vision
- The approach for the phase
- What it consists of
- What inputs are needed for it
- What the outputs are



Architecture Vision – Objectives

The objectives of Phase A are to:

- Obtain management commitment
- Define and organize an architecture development cycle
- Validate business principles, goals, and drivers
- Define, scope, and prioritize architectural tasks
- Identify stakeholders, their concerns, and objectives
- Define business requirements and constraints

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Architecture Vision – Objectives

- Describe appropriate solutions
- Articulate an Architecture Vision
- Create a comprehensive plan
- Obtain formal go-ahead
- Understand influence on, and from, parallel architectural development

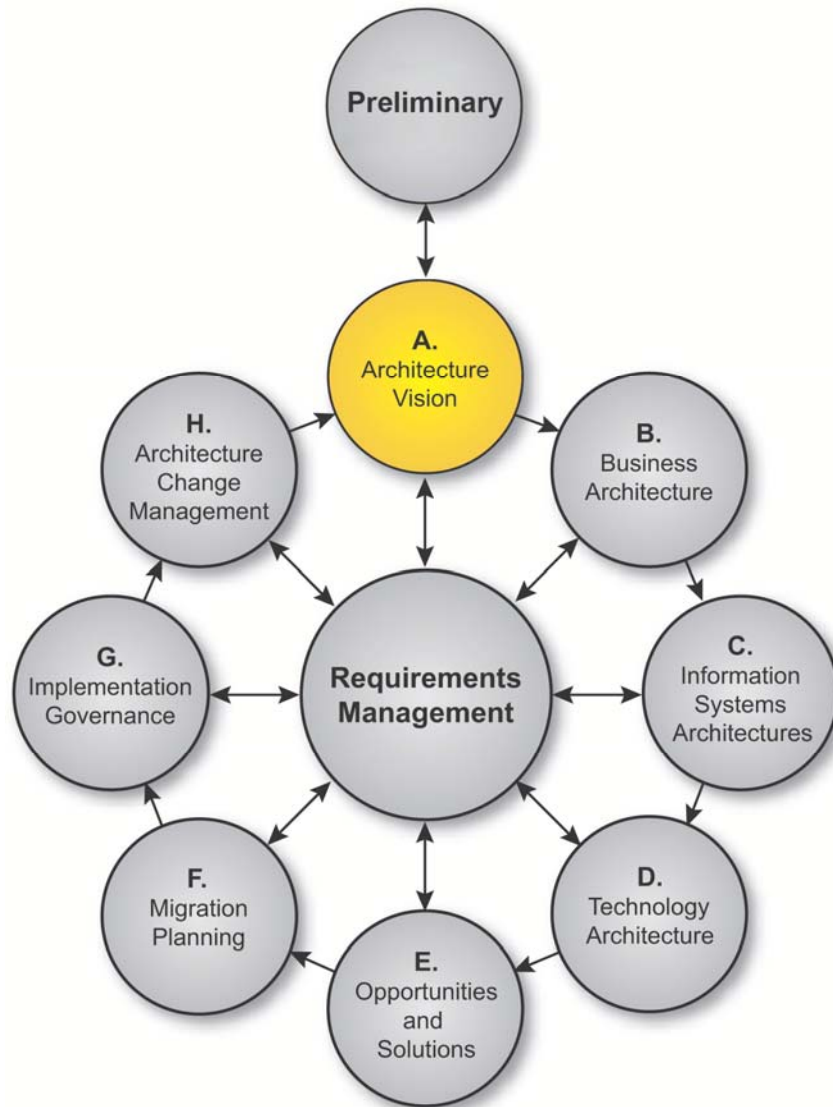


Approach

- 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

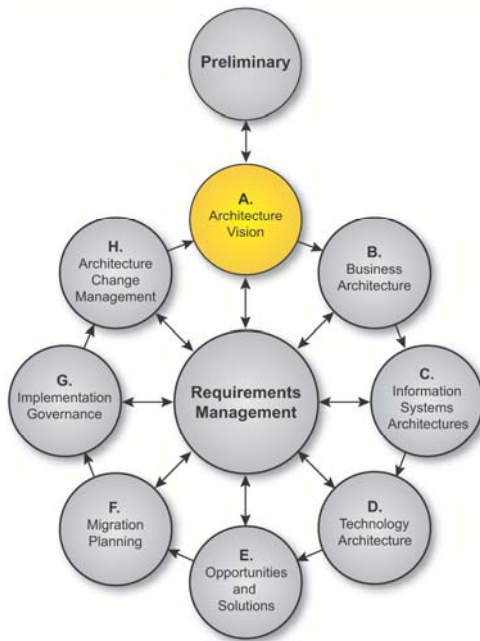


Request for Architecture Work

- Sponsors
- Organization's mission statement
- Business goals and changes
- Strategic plans of the business
- Time limits
- Changes in 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 EA plans & Statement of Architecture Work; secure approval



Step 1: Establish the project

Conduct the enterprise-specific procedures to secure:

- Enterprise-wide recognition
- 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
 - 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 Matrix

Stakeholder	Involvement	Class	Relevant Viewpoints
CxO	This stakeholder group is interested in 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 Goal/Objective/Service Model Organization Chart
Program Management Office	This stakeholder group is interested in 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	Roadmaps Business Footprint Application Communication Functional Decomposition
HR	Key features of the enterprise architecture are 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 Chart Organization/Actor/Location



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

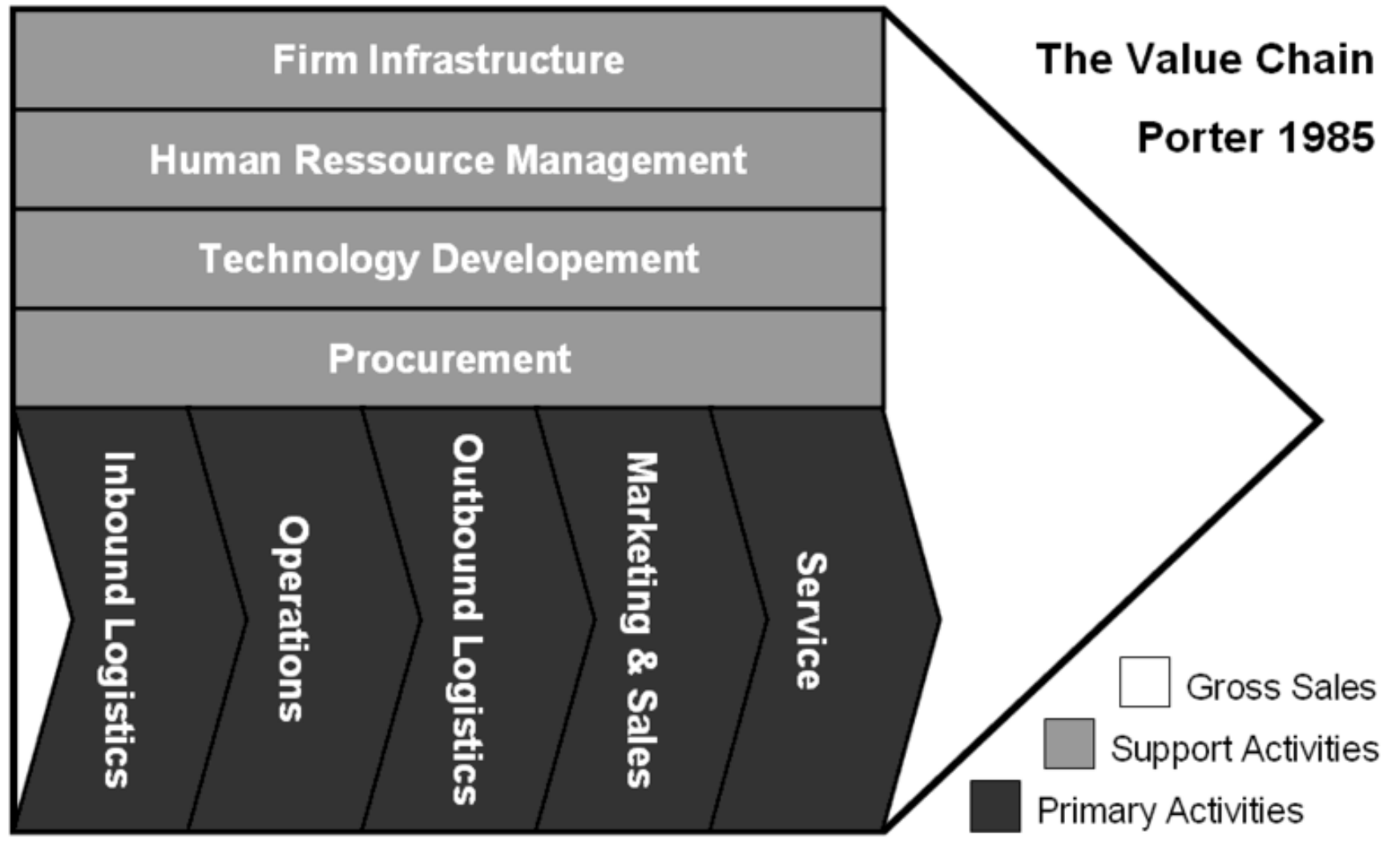
In this step we:

- seek to understand the capabilities and desires of the business
- identify options to realize those capabilities.
- assess the implications for the organization's technology capability
- create an initial picture of the new IT capability that will be required

The results of the assessment are documented 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

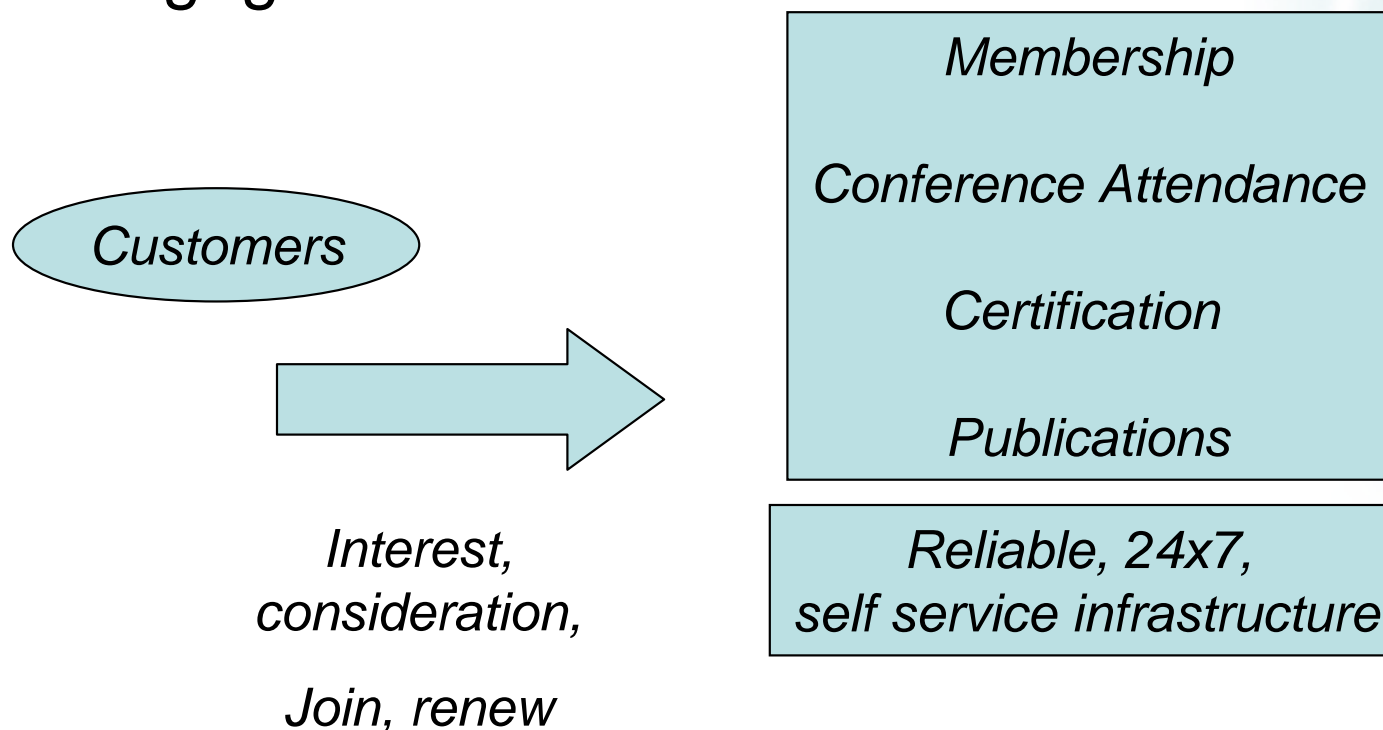
Create a high-level view of the Baseline and Target Architectures.

- 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 EA plans and 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 co-ordinated
- 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 EA plans and 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

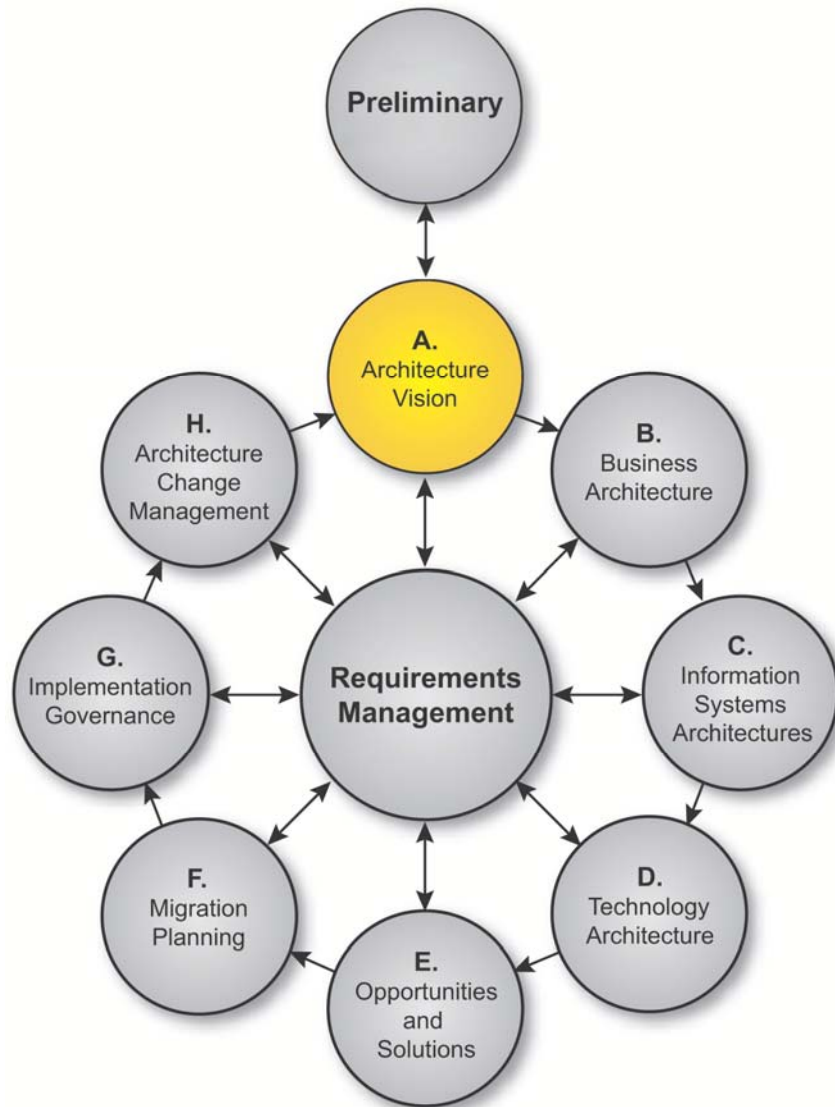


Statement of Architecture Work

- Title
- Project request and background
- Project description and scope
- Architecture vision
- Managerial approach
- Change of scope procedures
- Roles, responsibilities and deliverables
- Acceptance criteria and procedures
- Project plan and schedule
- Support of the enterprise continuum
- Signature approvals



Phase A: Outputs



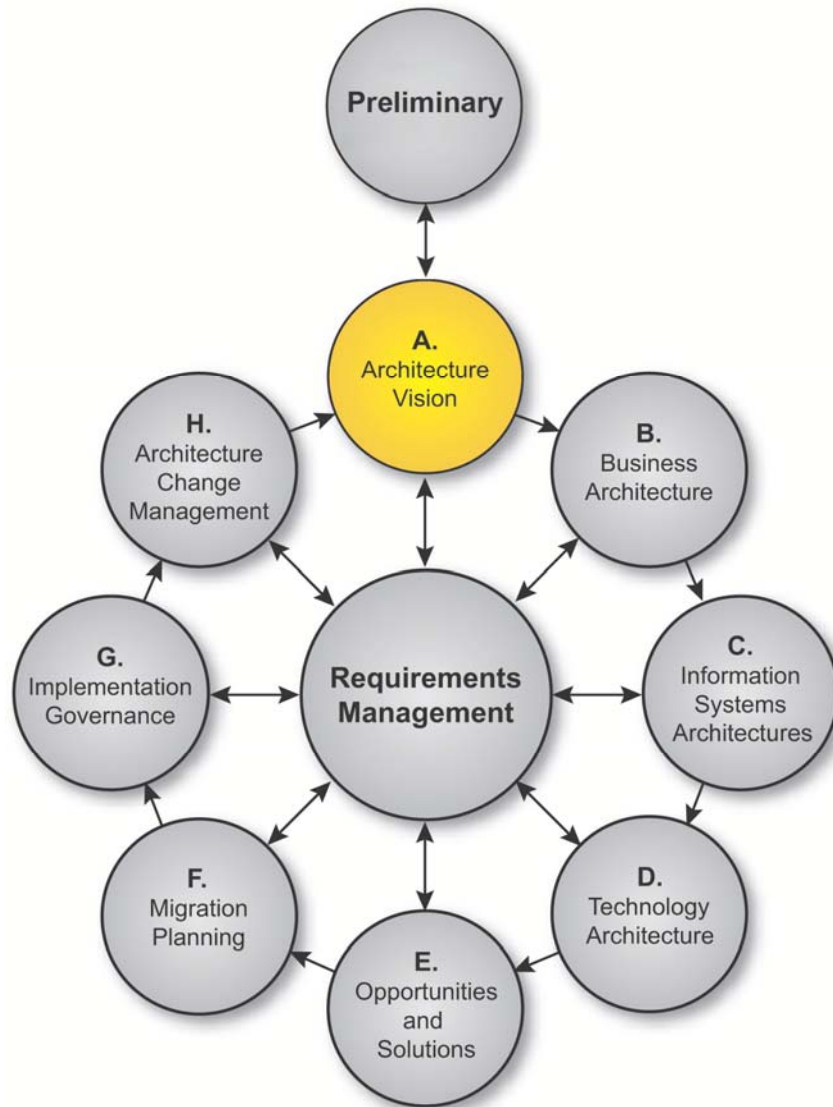
- Approved Statement of Architecture Work including:
 - Scope and constraints
 - Plan for the architecture work
- Refined statements of business principles, goals, and drivers
- Architecture principles including business principles

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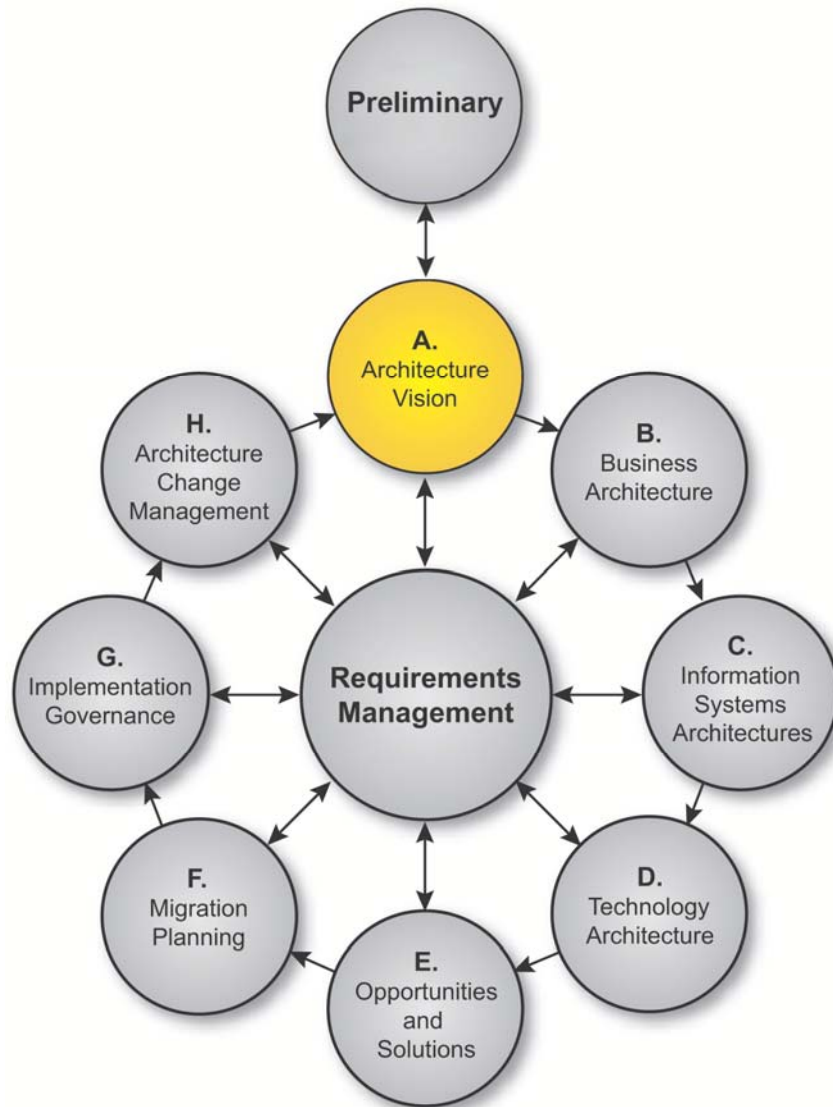


Phase A: Outputs

- Capability Assessment
- Tailored Architecture Framework
- Architecture Vision
- 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

