

# TOGAF

*Version 9 Enterprise Edition*

## Module 24 Phase E Opportunities and Solutions

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**TONEX**

# Module Objectives

The objectives of this module are to understand:

- The objectives of Phase E, Opportunities and Solutions
  - Which is the first phase directly concerned with implementation
- What it consists of
- What inputs are needed for it
- What the outputs are



# Objectives

- To review the target business objectives and capabilities, consolidate the gaps from Phases B to D, and organize groups of building blocks to address these capabilities
- To confirm the enterprise's capability for undergoing change
- To derive a series of Transition Architectures
- To generate and gain consensus on an outline Implementation and Migration Strategy



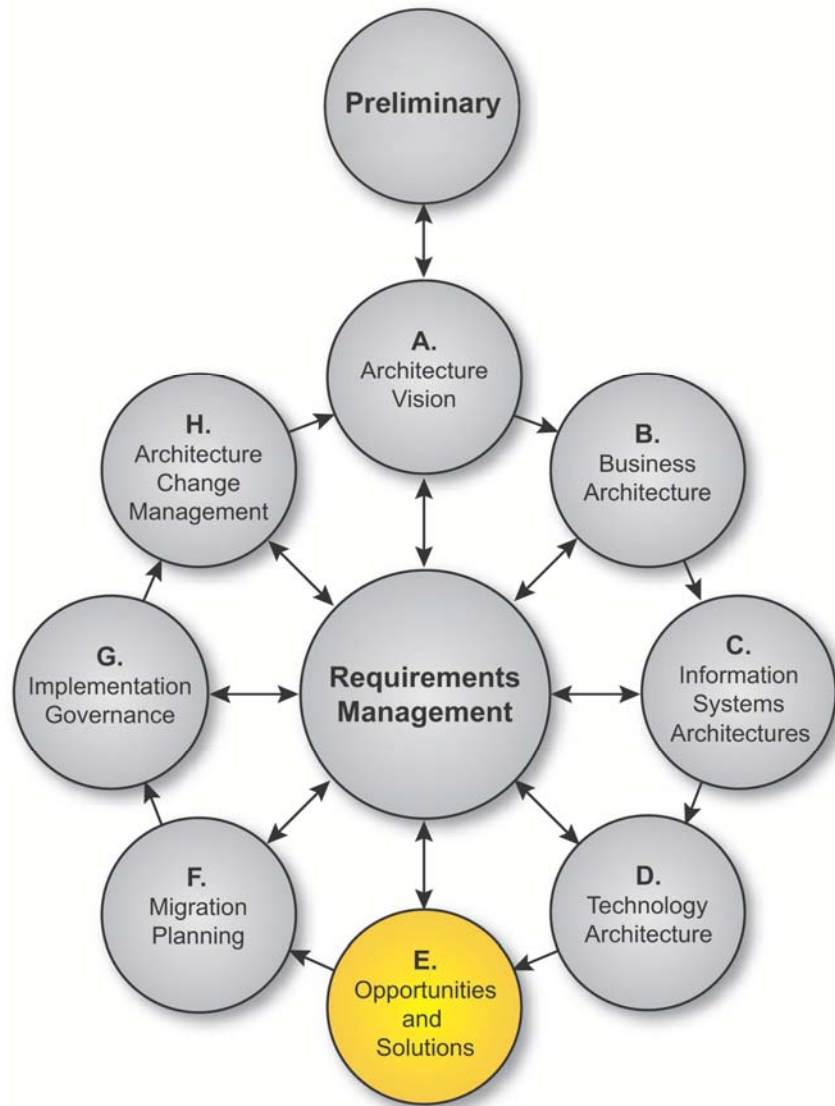


# Approach

- This is the first phase concerning implementation
- A collaborative effort between key enterprise stakeholders from business and IT
- This phase identifies:
  - Parameters of change
  - Major phases
  - Major work packages or projects using gap analysis results from Phases B through D
  - New business opportunities discovered in previous phases



# Phase E: Inputs

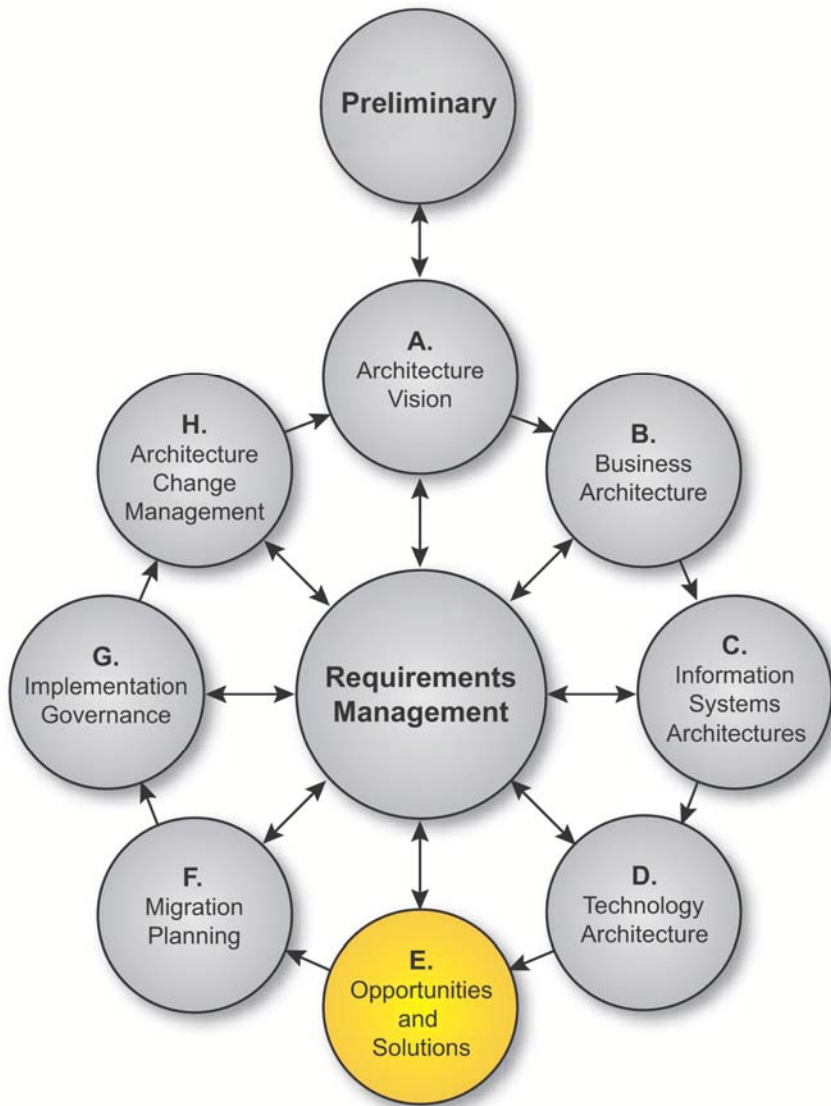


- Product Information
- Request for Architecture Work
- Capability Assessment
- Communications Plan
- Planning Methodologies
- Organization model for enterprise architecture
- Tailored Architecture Framework

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# Phase E: Inputs

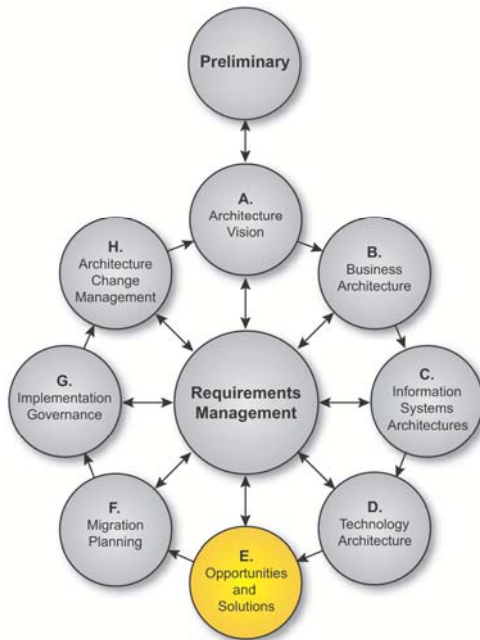


- Statement of Architecture Work
- Architecture Vision
- Architecture Repository
- Draft Architecture Definition Document
- Draft Architecture Requirements Specification
- Change Requests for existing programs and projects





# Steps



**1. Determine corporate change attributes**

**2. Determine business constraints for implementation**

**3. Review and consolidate gap analysis results from Phases B to D**

**4. Review IT requirements from a functional perspective**

**5. Consolidate and reconcile interoperability requirements**

**6. Refine and validate dependencies**

**7. Confirm readiness and risk for business transformation**

**8. Formulate high-level Implementation & Migration Strategy**

**9. Identify and group major work packages**

**10. Identify Transition Architectures**

**11. Create portfolio/project charters & update the architectures**



# Step 1: Determine corporate change attributes

This step has 3 sub-steps:

- Create an Implementation Factor Assessment and Deduction Matrix
- Assess Transition Capabilities of Corporate and Partner Organizations
- Assess Transition Capabilities of the Enterprise and IT Organization





# Step 2: Determine business constraints for implementation

This step has 3 sub-steps:

- Review Corporate Strategic Plan
- Review the Enterprise Architecture Maturity Assessment
- Review Corporate Line-of-Business Strategic Plans



# Step 3: Review and consolidate gap analysis results from Phases B to D

This step has 3 sub-steps:

- Create a Consolidated Gaps, Solutions, and Dependencies Matrix
- Review the Phase B, C, and D Gap Analysis Results
- Rationalize the Consolidated Gaps, Solutions, and Dependencies Matrix



# Step 4: Review IT requirements from a functional perspective

This step has 2 sub-steps:

- Assess the IT Requirements from a Functional Perspective
- Determine Issues Associated with Functional Integration





# Step 5: Consolidate and reconcile interoperability requirements

This step has 2 sub-steps:

- Consolidate Interoperability Requirements
- Reconcile Interoperability Requirements with Potential Solutions



# Step 6: Refine and validate dependencies

This step has 6 sub-steps:

- Assess Business Dependencies
- Assess Information Dependencies
- Assess Workflow Dependencies
- Assess IT Dependencies
- Assess Foundation Dependencies and Interim Capabilities
- Rationalize and Consolidate Dependencies



# Step 7: Confirm readiness and risk for business transformation

- The Business Transformation Readiness Assessment will have been conducted in Phase A.
- Now the architects should review the findings and determine their impact on the Transition Architecture.
- It is important to identify, classify, and mitigate risks associated with the transformation effort.





# Step 8: Formulate high-level Implementation and Migration Strategy

This step has 2 sub-steps:

1. Determine Overall Strategic Implementation Direction
2. Determine an Implementation Approach
  - Quick win (snapshots)
  - Achievable Targets
  - Value chain method (e.g. NASCIO methodology)



# Step 9: Identify and group major work packages

This step has 2 sub-steps:

- Identify Major Work Packages
  - Classify every current system
    - Mainstream Systems
    - Contain Systems
    - Replace Systems
- Analyze the Work Packages with Respect to Business Transformation



# Step 10: Identify Transition Architectures

This step has 2 sub-steps:

1. Identify Transition Architecture and Capability Increments
2. Group Portfolios and Projects into Increments





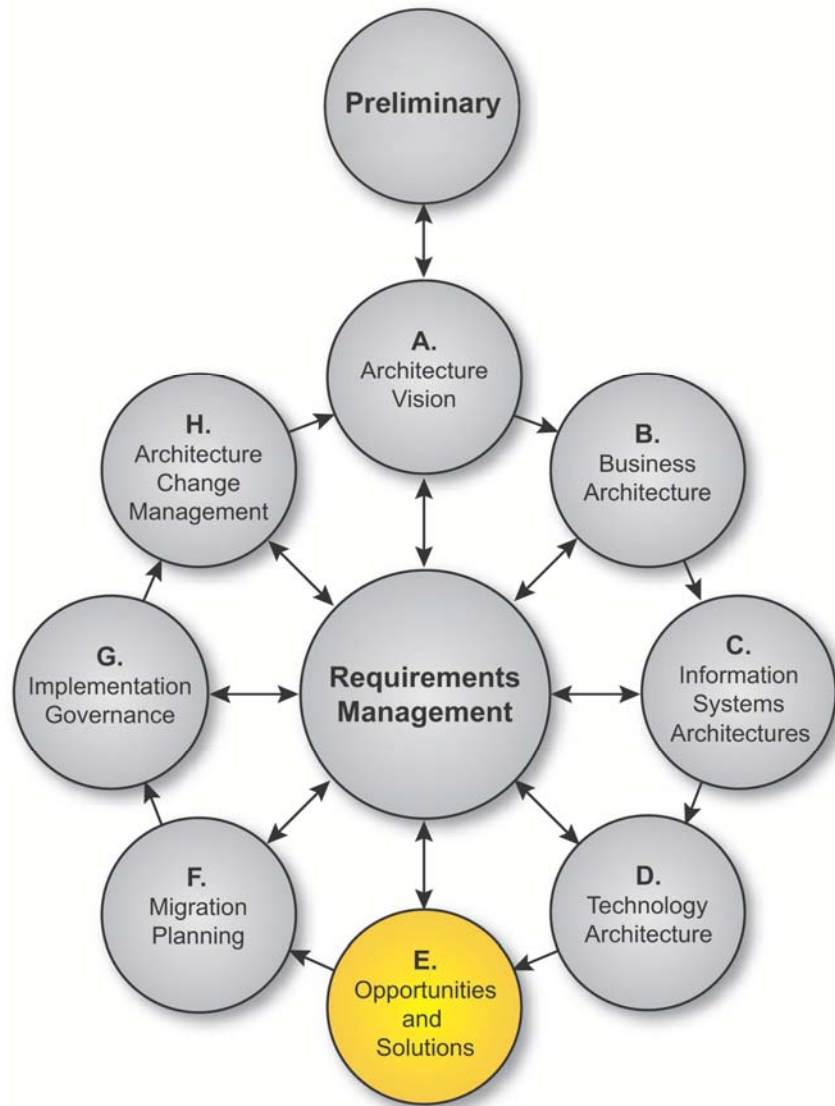
# Step 11: Create portfolio and project charters and update the architectures

This step has 4 sub-steps:

1. Create the Portfolio Charters
2. Create the Project Charters
3. Create the Transition Architectures
4. Conduct Overall Architecture Updates



# Phase E Outputs

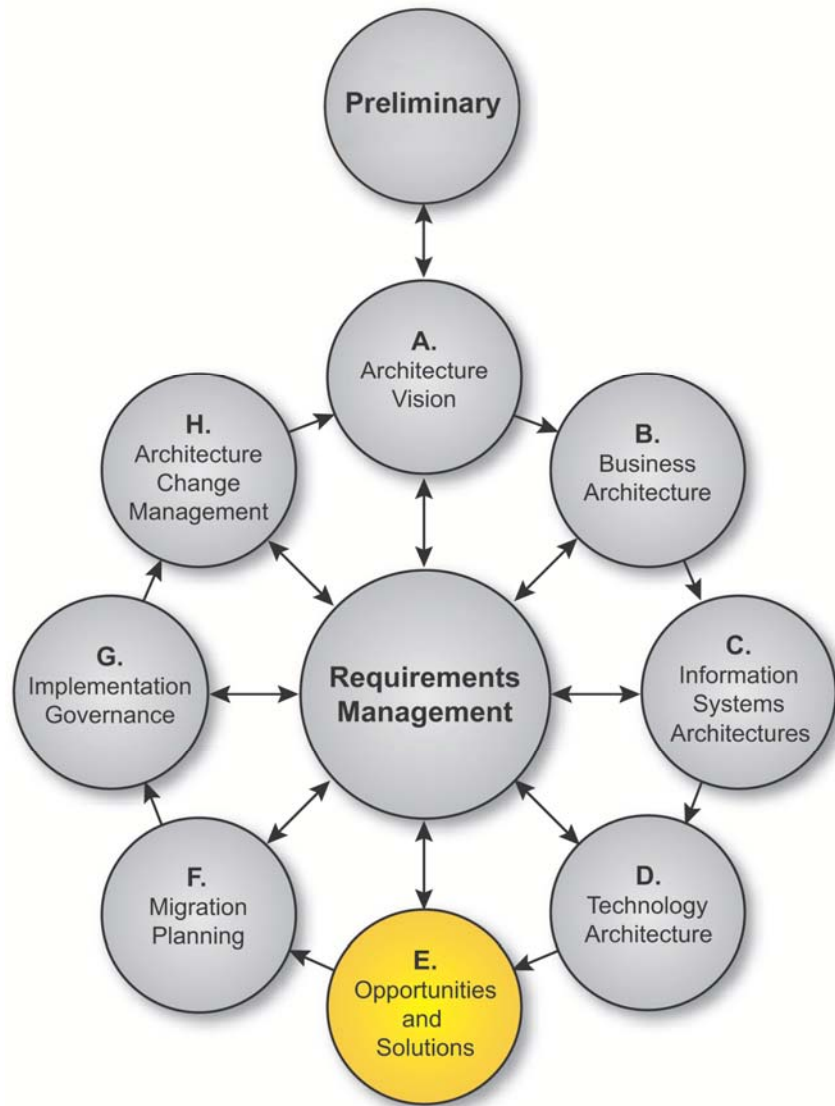


- Statement of Architecture Work
- Architecture Vision
- Draft Architecture Definition Document, including:
  - Identification of increments
  - Interoperability & co-existence requirements
  - Implementation & Migration Strategy
  - project list, project charters
- Draft Architecture Requirements Specification

Continued



# Phase E Outputs

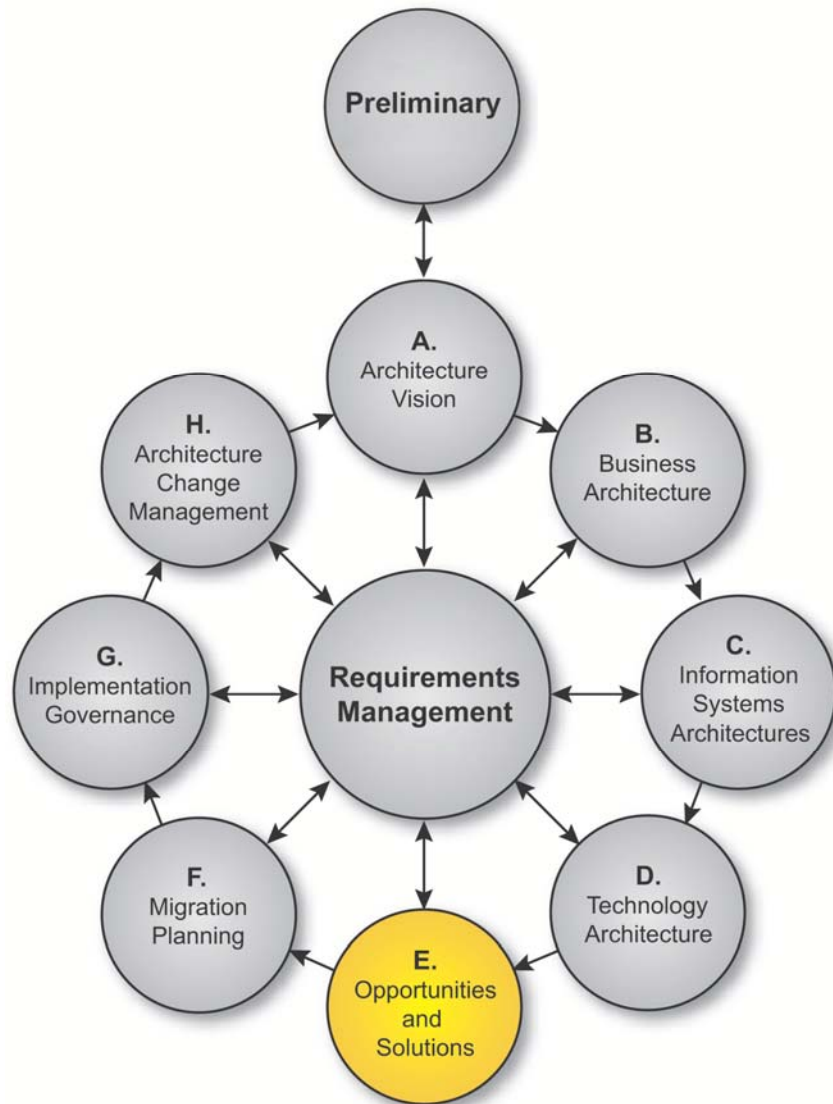


- Capability Assessment, including:
  - EA Maturity Profile
  - Transformation Readiness Report
- Transition Architectures, including:
  - Consolidated Gaps, Solutions, Dependencies Assessment
  - Risk Register
  - [Impact analysis](#)
  - Dependency Analysis Report
  - Implementation Factor Assessment & Deduction Matrix
- Implementation & Migration Plan





# Summary



- Phase E is the first phase concerned with implementation
- It identifies the parameters of change, the phases and necessary projects
- The output forms the basis of the Implementation Plan

