

# TOGAF

*Version 9 Enterprise Edition*

## Module 3 Introduction to the Architecture Development Method

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# Module Objectives

The objectives of this module are to describe:

- The TOGAF ADM
- Its relationship to other parts of TOGAF
- The phases of the ADM
- How and why to adapt the ADM
- How to scope an architecture activity
- The need for an integration framework



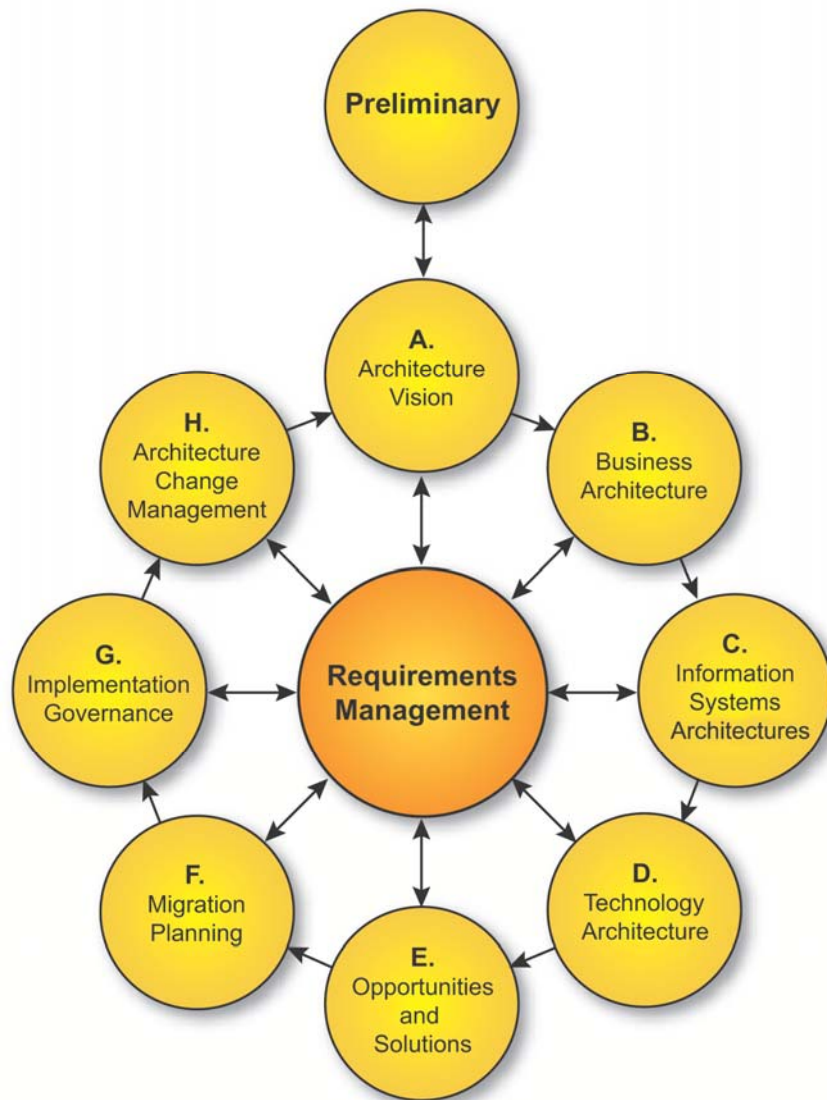
# What is the TOGAF ADM?

- The ADM forms the core of TOGAF
- The result of contributions from many architecture practitioners
- It is specifically designed to address enterprise's business and IT needs by providing:
  - A set of architecture views (business, data, application, technology)
  - Guidelines on tools for architecture development
  - A set of recommended deliverables
  - Links to practical case studies
  - A method for managing requirements





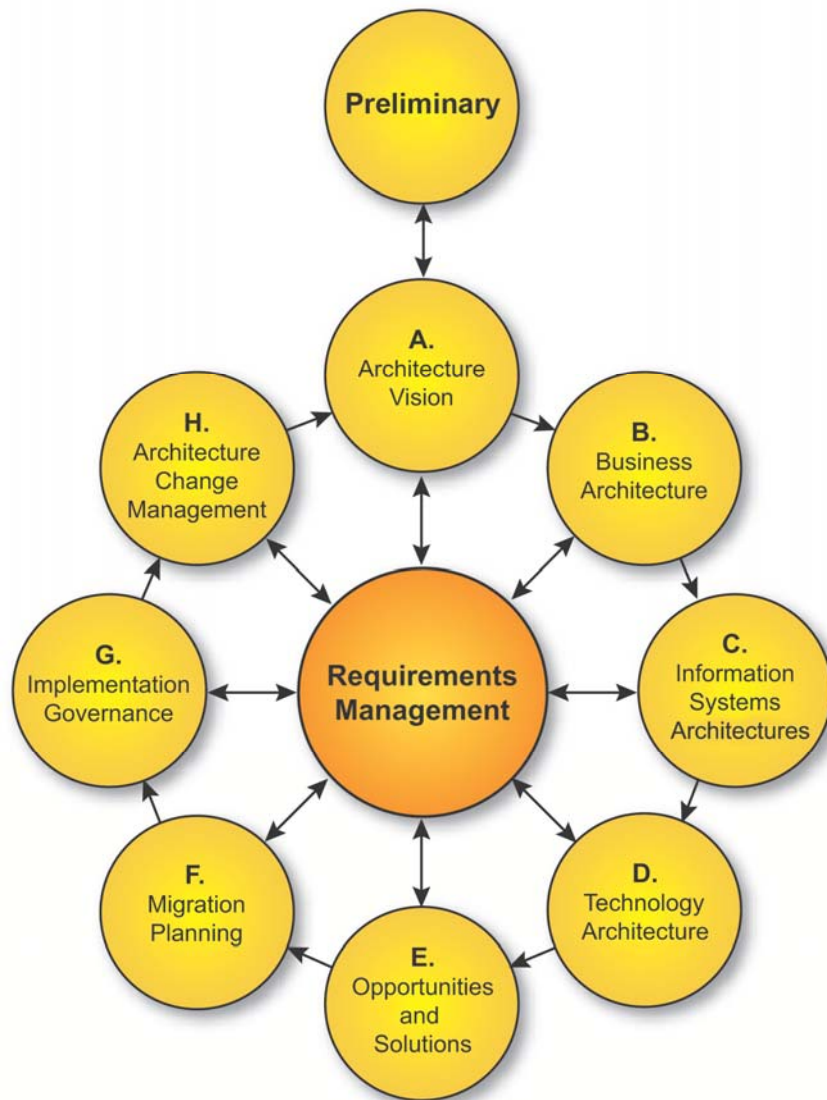
# Architecture Development Method – Process



- The ADM is an iterative process:
  - Over the whole process
  - Between phases
  - Within phases
- For each iteration, re-consider:
  - Scope
  - Detail
  - Schedules, milestones



# Architecture Development Method – Process



- Consider assets from:
  - Previous iterations
  - Marketplace, according to availability, competence, and value:
    - Other frameworks
    - Systems models
    - Vertical Industry models



# Relationship to other Parts of TOGAF

The ADM forms the core

It is supported by the other main parts of TOGAF:

- **ADM Guidelines and Techniques**
  - Set of guidelines, templates, checklists
- **Architecture Content Framework**
- **The Enterprise Continuum**
  - Framework and context for architecture assets including descriptions, models and patterns
- **TOGAF Reference Models**
- **The Architecture Capability Framework**



Ph

Prepare the organization for a successful architecture project

Set the scope, constraints and expectations for a TOGAF project; create the Architecture Vision; validate the business context; create the Statement of Architecture Work

Provide continual monitoring and a change management process to ensure that the architecture responds to the needs of the enterprise

Develop Business Architecture  
Develop baseline and target architectures and analyze the gaps

Develop Information Systems Architectures  
Develop baseline and target architectures and analyze the gaps

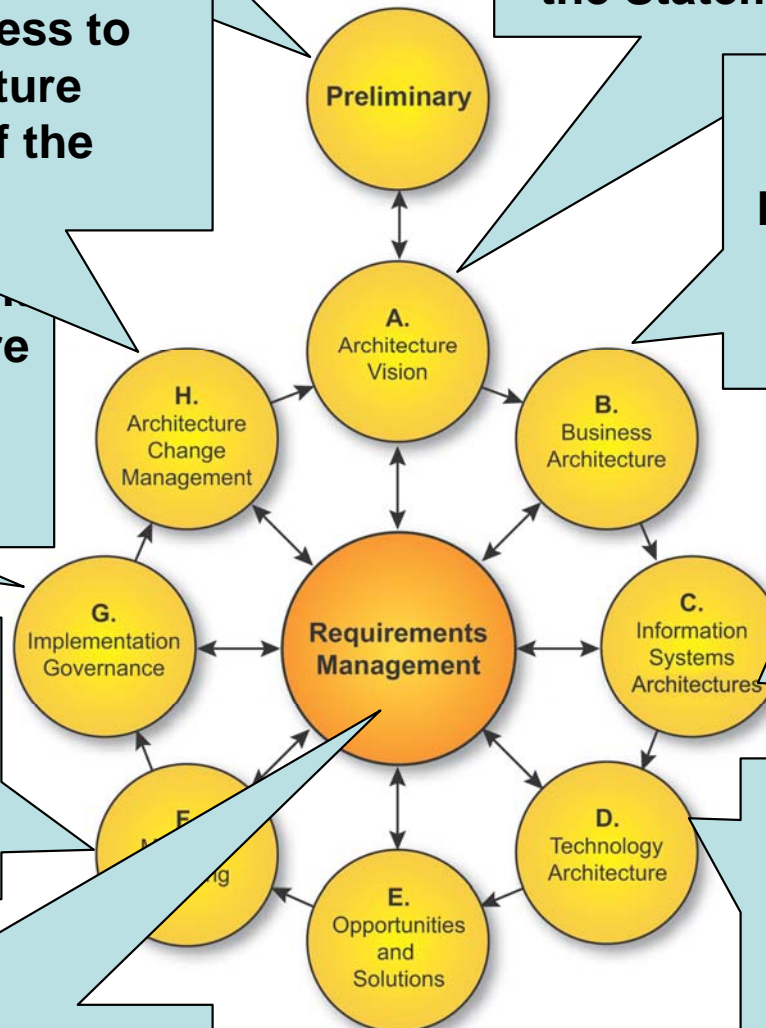
Develop Technology Architecture

Develop baseline and target architectures and analyze the gaps

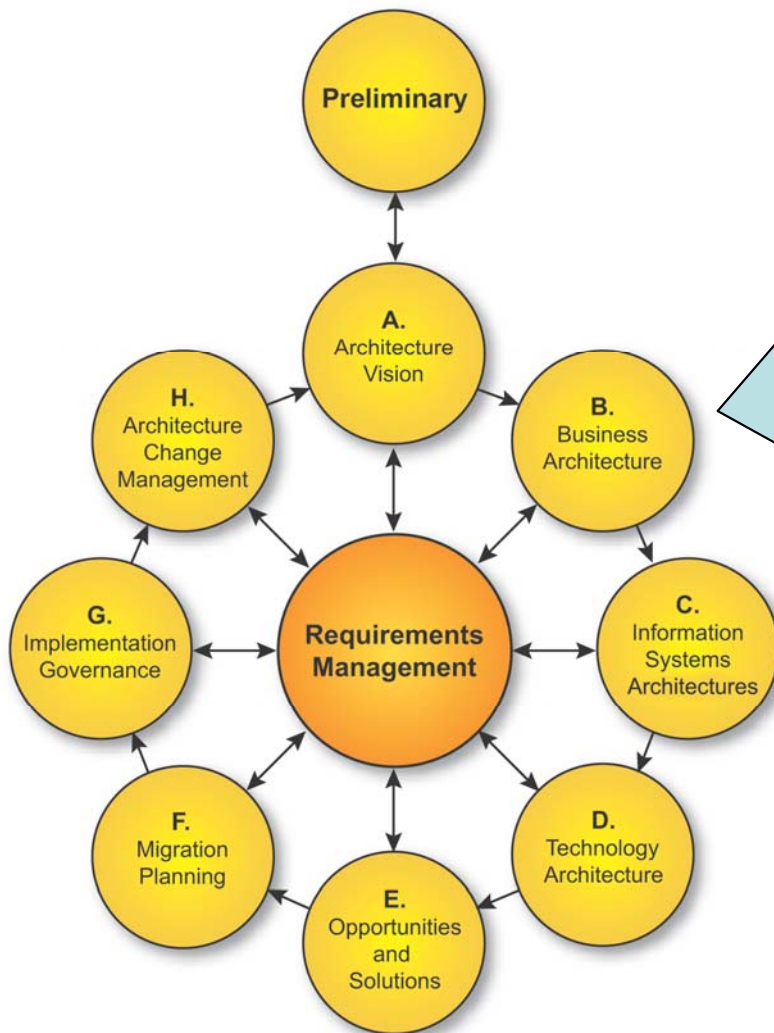
Perform initial implementation planning; identify major implementation projects

Ensure that every stage of a TOGAF project is based on and validates business requirements

Analyze costs, benefits and risks; develop detailed Implementation and Migration Plan



# ADM Phase Steps Example



The order of the steps should be adapted to the situation.

In particular you should determine whether it is appropriate to do the **Baseline Business Architecture** or **Target Business Architecture** development first

## Phase B Steps

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

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TOGAF™



# ADM Inputs and Outputs

- TOGAF defines a number of input and output deliverables for each phase
  - These are suggestions and need not be followed exactly
  - Output of an early phase may be modified in a later phase
  - Version numbers are used to manage the output
  - A convention is used to illustrate the evolution of deliverables
    - 0.1 – a high level outline deliverable
    - 1.0 – a formally reviewed detailed deliverable



# Adapting the ADM

- Generic methodology intended for variable:
  - Geographies
  - Vertical sectors
  - Industry types
- Usable with deliverables of other frameworks such as Zachman, DODAF, ...
- It is usual to modify or extend the ADM to suit specific needs



# Governing the ADM

- The ADM, whether adapted or used as is, is a key process to be managed and governed
- The Architecture Board should be satisfied that the method is being applied correctly
- The management of all architectural artifacts, governance and related process should be supported by a controlled environment such as a repository





# Governance Repository

- Reference Data
- Process Status
- Audit Information



# Reasons to constrain the Scope of Architectural Activity

- The organizational authority of the team producing the architecture
- The objectives and stakeholder concerns to be addressed within the architecture
- The availability of people, finance, and other resources



# Scoping the Architecture Activity

- There are four dimensions in which scope may be limited:
  - Enterprise scope or focus
  - Architecture domains
  - Vertical scope (level of detail)
  - Time periods (Project Schedule)





# Architecture Integration

- There is a need to provide an integration framework that sits above individual architectures:
  - To allow the architect to understand how components fit into the framework
  - To derive the architectural models that focus on enterprise-level capabilities
  - To define the conformance standards that enable the integration of components for maximum leverage and re-use
- An “Enterprise framework” – a Content Framework, or a Meta-architecture framework



# Summary

- The ADM is a comprehensive, general method
- It recommends a sequence for various phases and steps involved in developing an architecture
- It is an iterative method
- It draws on the other parts of TOGAF for assets and processes
- It can be used with other deliverables from other frameworks