

TOGAF 9.1 ADM Steps Reference

TOGAF®

Version 9.1 Enterprise Edition

THE *Open* GROUP

Preliminary Phase

1. Scope the enterprise organizations impacted
2. Confirm governance and support frameworks
3. Define and establish enterprise architecture team and organization
4. Identify and establish architecture principles
5. Tailor TOGAF and, if any, other selected architecture frameworks
6. Implement architecture tools

Phase A: Architecture Vision

1. Establish the architecture project
2. Identify stakeholders, concerns, and business requirements
3. Confirm and elaborate business goals, business 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

Phase B: Business Architecture

Phase C: Information Systems Architectures

Phase D: Technology Architecture

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

Phase E: Opportunities and Solutions

1. Determine/confirm key corporate change attributes
2. Determine business constraints for implementation
3. Review and consolidate gap analysis results from Phases B to D
4. Review consolidated requirements across related business functions
5. Consolidate and reconcile interoperability requirements
6. Refine and validate dependencies
7. Confirm readiness and risk for business transformation
8. Formulate Implementation and Migration Strategy
9. Identify and group major work packages
10. Identify Transition Architectures
11. Create Architecture Roadmap & Implementation and Migration Plan

Phase F: Migration Planning

1. Confirm management framework interactions for Implementation and Migration Plan
2. Assign a business value to each work package
3. Estimate resource requirements, project timings, and availability/delivery vehicle
4. Prioritize the migration projects through the conduct of a cost/benefit assessment and risk validation
5. Confirm Architecture Roadmap and update Architecture Definition Document
6. Complete the Implementation and Migration Plan
7. Complete the development cycle and document lessons learned

Phase G: Implementation Governance

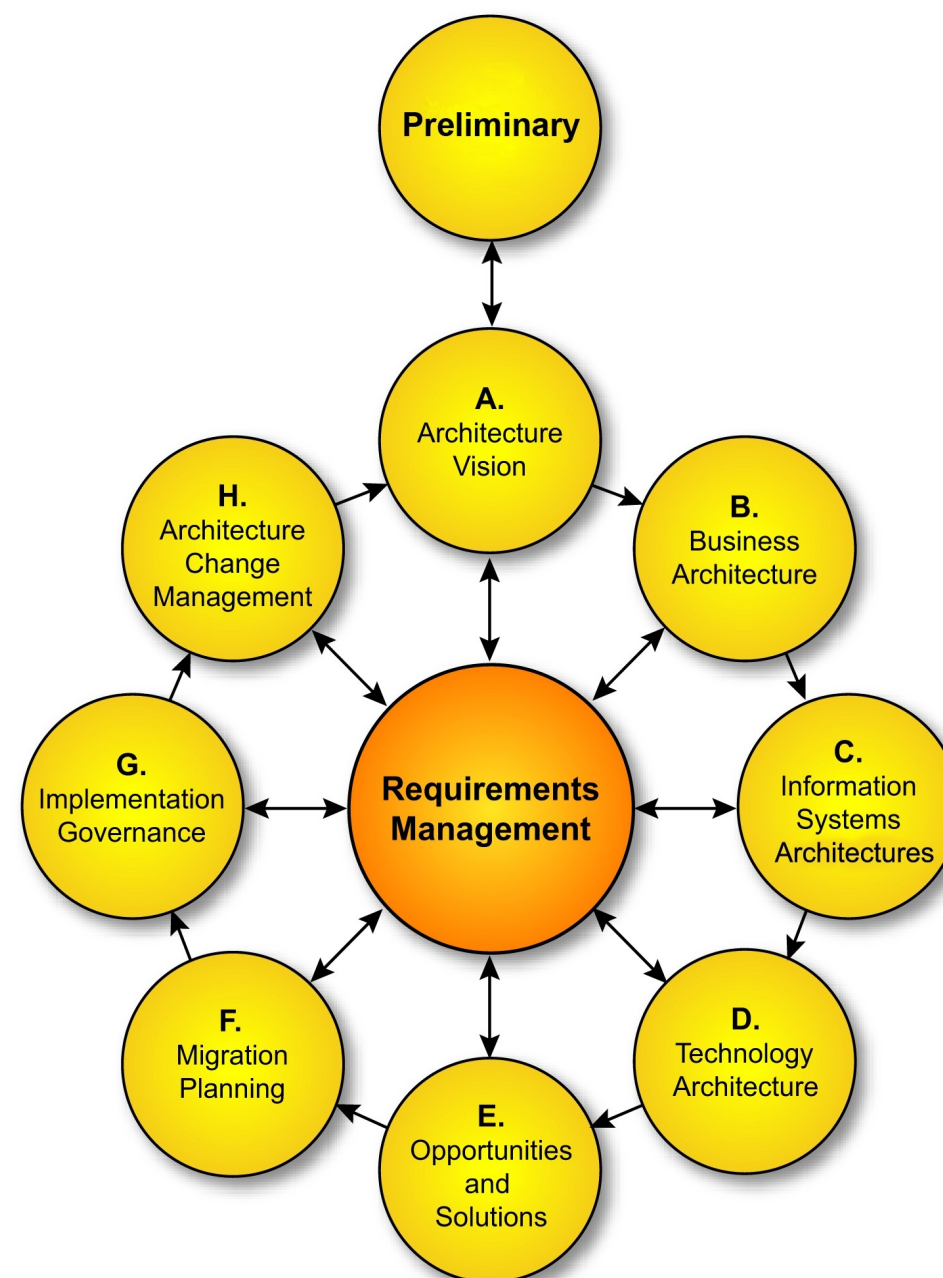
1. Confirm scope and priorities for deployment with development management
2. Identify deployment resources and skills
3. Guide development of solutions deployment
4. Perform enterprise architecture compliance reviews
5. Implement business and IT operations
6. Perform post-implementation review and close the implementation

Phase H: Architecture Change Management

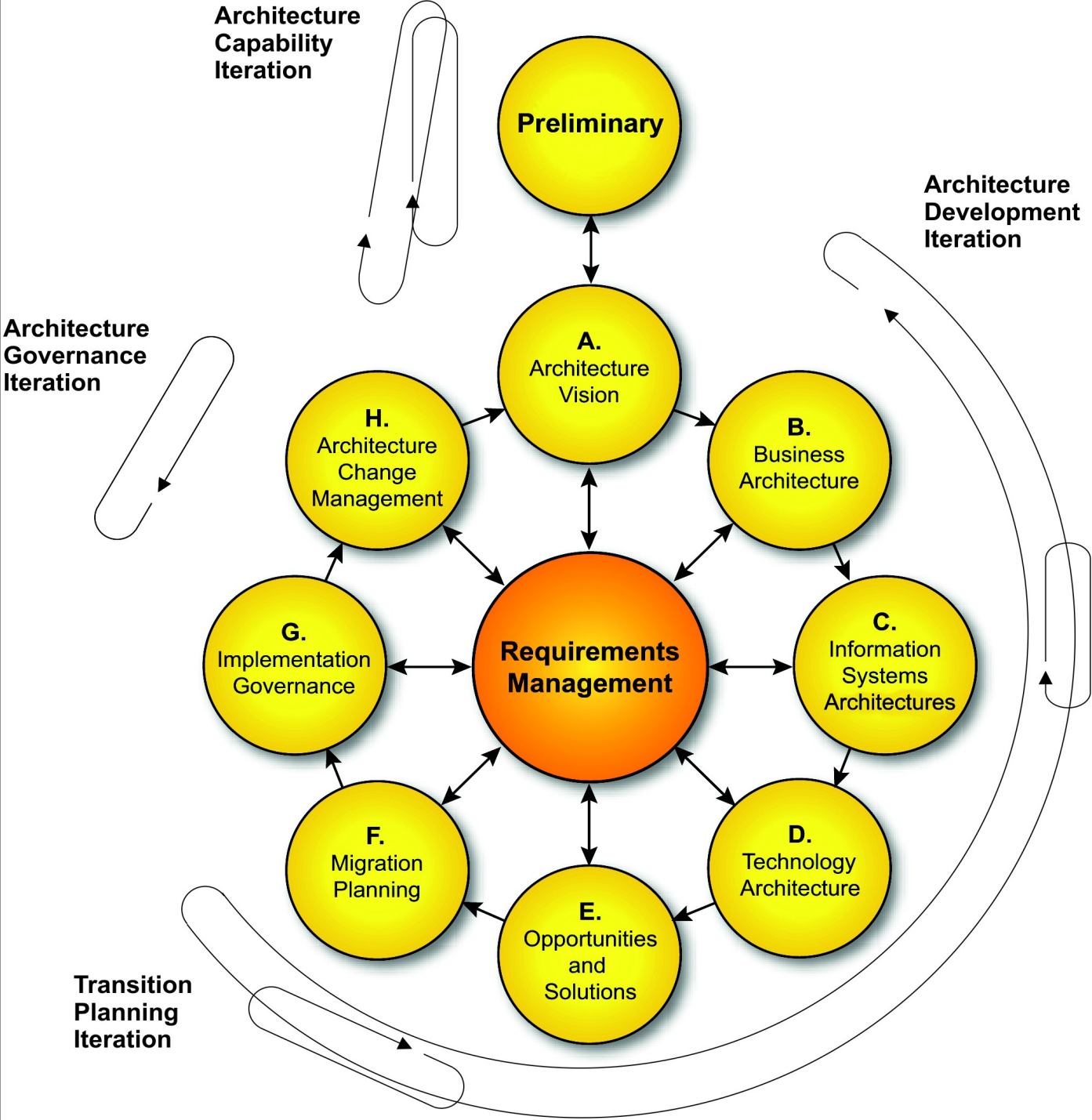
1. Establish value realization process
2. Deploy monitoring tools
3. Manage risks
4. Provide analysis for architecture change management
5. Develop change requirements to meet performance targets
6. Manage governance process
7. Activate the process to implement change

Requirements Management

1. Identify/document requirements
2. Baseline requirements
3. Monitor baseline requirements
4. Identify changed requirement; remove, add, modify, and re-assess priorities
5. Identify changed requirement and record priorities; identify and resolve conflicts; generate requirements impact statements
6. Assess impact of changed requirement on current and previous ADM phases
7. Implement requirements arising from Phase H
8. Update the requirements repository
9. Implement change in the current phase
10. Assess and revise gap analysis for past phases



Applying Iteration to the ADM



		Architecture Development			Transition Planning		Architecture Governance	
TOGAF Phase		Iteration 1	Iteration 2	Iteration n	Iteration 1	Iteration n	Iteration 1	Iteration n
Preliminary		Informal	Informal	Informal				Light
Architecture Vision		Informal	Informal	Informal	Informal	Informal		Light
Business Architecture	Baseline	Core	Light	Core	Informal	Informal		Light
	Target	Informal	Core	Core	Informal	Informal		Light
Application Architecture	Baseline	Core	Light	Core	Informal	Informal		Light
	Target	Informal	Core	Core	Informal	Informal		Light
Data Architecture	Baseline	Core	Light	Core	Informal	Informal		Light
	Target	Informal	Core	Core	Informal	Informal		Light
Technology Architecture	Baseline	Core	Light	Core	Informal	Informal		Light
	Target	Informal	Core	Core	Informal	Informal		Light
Opportunities and Solutions		Light	Light	Light	Core	Core	Informal	Informal
Migration Planning		Light	Light	Light	Core	Core	Informal	Informal
Implementation Governance					Informal	Informal	Core	Core
Change Management		Informal	Informal	Informal	Informal	Informal	Core	Core

- Core: primary focus activity for the iteration
- Light: secondary focus activity for the iteration
- Informal: potential activity for the iteration, not formally mentioned in the method

Baseline First Architecture Definition

		Architecture Development			Transition Planning		Architecture Governance	
TOGAF Phase		Iteration 1	Iteration 2	Iteration n	Iteration 1	Iteration n	Iteration 1	Iteration n
Preliminary		Informal	Informal	Informal				Light
Architecture Vision		Informal	Informal	Informal	Informal	Informal		Light
Business Architecture	Baseline	Informal	Core	Core	Informal	Informal		Light
	Target	Core	Light	Core	Informal	Informal		Light
Application Architecture	Baseline	Informal	Core	Core	Informal	Informal		Light
	Target	Core	Light	Core	Informal	Informal		Light
Data Architecture	Baseline	Informal	Core	Core	Informal	Informal		Light
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Change Management		Informal	Informal	Informal	Informal	Informal	Core	Core

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Target First Architecture Definition