TOGAF®9.1 is an Architecture Framework which has been developed by the Open Group to provide the methods and tools for assisting in the acceptance, production, use and maintenance of an Enterprise Architecture.
This guide has been designed to give a quick and simple pictorial introduction to TOGAF®9. TOGAF® is a registered trademark of The Open Group.

<table>
<thead>
<tr>
<th>CONTENTS</th>
<th>TOGAF®9.1 in Pictures</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADM: Architecture Development Method</td>
<td>4</td>
</tr>
<tr>
<td>Preliminary Phase</td>
<td>5</td>
</tr>
<tr>
<td>Phase A</td>
<td>6</td>
</tr>
<tr>
<td>Phase B</td>
<td>7</td>
</tr>
<tr>
<td>Phase C</td>
<td>8</td>
</tr>
<tr>
<td>Phase D</td>
<td>9</td>
</tr>
<tr>
<td>Phase E</td>
<td>10</td>
</tr>
<tr>
<td>Phase F</td>
<td>11</td>
</tr>
<tr>
<td>Phase G</td>
<td>12</td>
</tr>
<tr>
<td>Phase H</td>
<td>13</td>
</tr>
<tr>
<td>Requirements Management</td>
<td>14</td>
</tr>
<tr>
<td>Guidelines for Adapting the ADM Process</td>
<td>15</td>
</tr>
<tr>
<td>Techniques for Architecture Development</td>
<td>15</td>
</tr>
<tr>
<td>Technique: Stakeholder Analysis</td>
<td>16</td>
</tr>
<tr>
<td>Technique: Business Scenarios</td>
<td>17</td>
</tr>
<tr>
<td>Technique: Capability Based Planning</td>
<td>18</td>
</tr>
<tr>
<td>Technique: Architecture Partitioning</td>
<td>19</td>
</tr>
<tr>
<td>Architecture Content Framework</td>
<td>20</td>
</tr>
<tr>
<td>Content Metamodel</td>
<td>21</td>
</tr>
<tr>
<td>Content Metamodel: Broken Down</td>
<td>22</td>
</tr>
<tr>
<td>Viewpoints and Views</td>
<td>23</td>
</tr>
<tr>
<td>Enterprise Continuum</td>
<td>24</td>
</tr>
<tr>
<td>Architecture Continuum</td>
<td>25</td>
</tr>
<tr>
<td>Solutions Continuum</td>
<td>26</td>
</tr>
<tr>
<td>TRM: Technical Reference Model</td>
<td>27</td>
</tr>
<tr>
<td>IIIRM: Integrated Information Infrastructure</td>
<td>28</td>
</tr>
<tr>
<td>Architecture Capability Framework</td>
<td>29</td>
</tr>
<tr>
<td>Architecture Governance</td>
<td>30</td>
</tr>
<tr>
<td>Architecture Compliance Levels</td>
<td>31</td>
</tr>
<tr>
<td>Architecture Skills Framework</td>
<td>32</td>
</tr>
<tr>
<td>Summary of TOGAF®9</td>
<td>33</td>
</tr>
</tbody>
</table>
The ADM is the core of TOGAF®. It uses a step-by-step approach to create a method for developing Enterprise Architecture and helping to establish a framework.

The ADM is an iterative process, not only as the whole process but also between and within phases.
PRE:INPUTS
- Architecture Principles
- Organizational model for EA
- Tailored Architecture Framework

PRE:STEPS
- Scope the enterprise organizations impacted
- Identify and establish architecture principles
- Select and tailor architecture framework(s)
- Confirm governance and support frameworks
- Define and establish enterprise architecture team and organization
- Implement Architecture Tools

PRE:OUTPUTS
- Architecture Principles
- Business Principles, Business Goals, and Business Drivers
- Organizational model for EA
- Request for Architecture Work
- Tailored Architecture Framework
PHASEA
Architecture Vision

A:INPUTS
- Architecture Building Blocks
- Architecture Principles
- Architecture Vision
- Business Principles, Business Goals, and Business Drivers
- Organizational model for EA
- Request for Architecture Work
- Statement of Architecture Work
- Tailored Architecture Framework

A:STEPS
- Establish the architecture project
- Evaluate business capabilities
- Assess readiness for business transformation
- Develop architecture vision
- Define the target architecture value propositions and KPIs
- Develop enterprise architecture plans and Statement of Architecture Work; secure approval
- Identify stakeholders, concerns, and business requirements
- Confirm and elaborate business goals, business drivers and constraints
- Define scope
- Confirm and elaborate architecture principles, including business principles
- Identify the business transformation risks and mitigation activities

A:OUTPUTS
- Architecture Principles
- Business Principles, Business Goals, and Business Drivers
- Statement of Architecture Work
- Architecture Vision
- Communications Plan
- Capability Assessment
- Tailored Architecture Framework
PHASE B: Business Architecture

B: INPUTS
- Architecture Building Blocks
- Architecture principles
- Architecture Vision
- Business Principles, Business Goals and Business Drivers
- Request for Architecture Work
- Capability Assessment
- Communications Plan
- Organization model for EA
- Statement of Architecture Work
- Tailored Architecture Framework

B: STEPS

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

B: OUTPUTS
- Architecture Principles
- Architecture Requirements Specification
- Architecture Roadmap
- Business Principles, Business Goals and Business Drivers
- Statement of Architecture Work
**PHASEC**

Information Systems Architecture

**C:INPUTS**
- Architecture Building Blocks
- Architecture Definition Document
- Architecture Principles
- Architecture Requirements Specification
- Architecture Roadmap
- Architecture Vision
- Request for Architecture Work
- Capability Assessment
- Communications Plan
- Organization Model for EA
- Statement of Architecture Work
- Tailored Architecture Framework

**C:STEPS**

1. Select reference models, viewpoints and tools
2. Perform Gap Analysis
3. Define Roadmap Components
4. Finalize the Information Architecture
5. Create Architecture Definition Document
6. Develop Baseline Information Architecture Description
7. Develop Target Information Architecture Description
8. Resolve impacts across the Architecture Landscape
9. Conduct formal stakeholder review

**C:OUTPUTS**
- Architecture Definition Document
- Architecture Principles
- Architecture Requirements Specification
- Architecture Roadmap
- Statement of Architecture Work
PHASED
Technology Architecture

**D:INPUTS**
- Architecture Building Blocks
- Architecture Definition Document
- Architecture Principles
- Architecture Requirements Specification
- Architecture Roadmap
- Architecture Vision
- Capability Assessment
- Communications Plan
- Organizational model for EA
- Statement of Architecture Work
- Tailored Architecture Framework

**D:STEPS**

Select reference models, viewpoints and tools

Perform Gap Analysis

Define Roadmap Components

Finalize the Technology Architecture

Create Architecture Definition Document

Develop Baseline Technology Architecture Description

Develop Target Technology Architecture Description

Resolve impacts across the Architecture Landscape

Conduct formal stakeholder review

**D:OUTPUTS**
- Architecture Definition Document
- Architecture Principles
- Architecture Requirements Specification
- Architecture Roadmap
- Statement of Architecture Work
PHASE E
Opportunities and Solutions

E: INPUTS
- Architecture Definition Document
- Architecture Principles
- Architecture Roadmap
- Architecture Vision
- Capability Assessment
- Communications Plan
- Organizational model for EA
- Statement of Architecture Work
- Tailored Architecture Framework

E: STEPS
- Determine/confirm key corporate change attributes
- Review IT requirements from a functional perspective
- Consolidate and reconcile interoperability requirements
- Formulate high-level Implementation and Migration Strategy
- Identify and group major work packages
- Determine business constraints for implementation
- Review and consolidate gap analysis results from Phases B to D
- Refine and validate dependencies
- Confirm readiness and risk for business transformation
- Identify Transition Architectures
- Create portfolio and project charters and update the architectures

E: OUTPUTS
- Architecture Requirements Specification
- Architecture Roadmap
- Capability Assessment
- Implementation and Migration Plan
- Transition Architecture
PHASE F
Migration Planning

F:INPUTS
- Architecture Principles
- Architecture Roadmap
- Architecture Vision
- Capability Assessment
- Communications Plan
- Organizational model for EA
- Statement of Architecture Work
- Tailored Architecture Framework

F:STEPS
1. Confirm management framework interactions for the Implementation Plan
2. Assign a business value to each project
3. Estimate resource requirements, project timing and availability/delivery vehicle
4. Prioritize the migration projects through the conduct of a cost/benefit assessment and risk validation
5. Confirm Transition Architecture increments/phases and update Architecture Definition Document
6. Generate the Architecture Implementation Roadmap (time-lined)
7. Establish the architecture evolution cycle and document lessons learned

F:OUTPUTS
- Architecture Building Blocks
- Architecture Contract
- Architecture Requirements Specification
- Architecture Roadmap
- Implementation and Migration Plan
- Request for Architecture Work
- Transition Architecture
PHASE\textsuperscript{G}
Implementation Governance

**G:INPUTS**
- Architecture Contract
- Architecture Definition Document
- Architecture Principles
- Architecture Roadmap
- Architecture Vision
- Implementation Governance model
- Organizational model for EA
- Request for Architecture Work
- Statement of Architecture Work
- Tailored Architecture Framework
- Transition Architecture

**G:STEPS**
- Confirm scope and priorities for deployment with development management
- Guide development of solutions deployment
- Perform enterprise architecture compliance reviews
- Identify deployment resources and skills
- Implement business and IT operations
- Perform post-implementation review and close the implementation

**G:OUTPUTS**
- Compliance Assessment
- Solution Building Blocks
**PHASE H**
Change Management

**H: INPUTS**
- Architecture Definition Document
- Architecture Principles
- Architecture Roadmap
- Architecture Vision
- Compliance Assessment
- Implementation Governance model
- Organizational model for EA
- Statement of Architecture Work
- Tailored Architecture Framework
- Transition Architecture

**H: STEPS**

1. Establish Value Realization process
2. Provide Analysis for Architecture Change Management
3. Develop Change Requirements to meet Performance Targets
4. Deploy Monitoring Tools
5. Manage Risks
6. Manage Governance Process
7. Activate the process to implement Change

**H: OUTPUTS**
- Architecture Building Blocks
- Requirements Impact Assessment
**RM: INPUTS**

- The Inputs to the Requirement Management process are the requirements-related outputs from each ADM phase.
- The first high-level requirements are produced as part of the Architecture Vision.

**RM: STEPS**

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

**RM: OUTPUTS**

- Changed Requirements
- Requirements Impact Assessment
GUIDELINES
for Adapting the ADM Process

Applying Iteration to the ADM
Using TOGAF to Define & Govern SOAs
Security Architecture and the ADM
Applying the ADM at Different Enterprise Levels

TECHNIQUES
for Architecture Development

Architecture Principles
Stakeholder Management
Risk Management
Architecture Patterns
Business Scenarios
Interoperability Requirements
Gap Analysis
Migration Planning Techniques
Business Transformation Readiness Assessment
 Capability-Based Planning
Win support from stakeholders.
TECHNIQUE
Business Scenarios

Method within a method to identify and articulate business requirements.
TECHNIQUE
Capability Based Planning

Capabilities of the enterprise.
TECHNIQUE
Architecture Partitioning

Break into bite-size chunks:
- Enterprise Scope
- Architecture Domains
- Level of Detail
- Project Schedules
Architectural Work Products

Deliverables, artifacts, building blocks and relationships
## MetaModel: Definition of Building Blocks and Relationships

### Architecture Principles, Vision and Requirements

<table>
<thead>
<tr>
<th>Preliminary Architecture Principles</th>
<th>Architecture Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Strategy</td>
<td>Technology Strategy</td>
</tr>
<tr>
<td>Business Principles, Objectives, and Drivers</td>
<td>Architecture Vision</td>
</tr>
<tr>
<td>Requirements</td>
<td>Constraints</td>
</tr>
<tr>
<td>Assumptions</td>
<td>Gaps</td>
</tr>
</tbody>
</table>

### Business Architecture

- **Motivation**
  - Drivers
  - Goals
  - Objectives
  - Measures

- **Organization**
  - Organization Units
  - Locations
  - Actors, Roles

- **Function**
  - Business Services, Contracts, Service Qualities
  - Process, Events, Controls, Products
  - Functions

### Information Systems Architecture

- **Data**
  - Data Entities
  - Logical Data Components
  - Physical Data Components

- **Application**
  - Information System Services
  - Logical Application Components
  - Physical Application Components

### Technology Architecture

- Platform Services
- Logical Technology Components
- Physical Technology Components

### Architecture Realization

- **Opportunities, Solutions, and Migration Planning**
  - Capabilities
  - Work Packages
  - Architecture Contracts

- **Implementation Governance**
  - Standards
  - Guidelines
  - Specifications
Entities and their interactions

Select and customize...
VIEWPOINTS AND VIEWS

Viewpoints

View

Salesperson  Electrician  Builder

Stakeholder
Architecture Continuum

Foundation Architectures

Common Systems Architectures

Industry Architectures

Organisation Specific Architectures

Guides

Solutions Continuum

Foundation Solutions

Common Systems Solutions

Industry Solutions

Organisation Specific Solutions

Support
Search Progressively more General Architectures for Candidate Components

Adapt Architectures to Needs of Organization
Search Progressively more General Solutions for Candidate Components

Adapt Solutions to Needs of Organization
TRM
Technical Reference Model

A model and taxonomy of generic platform services
Integrated Information Infrastructure

Model for business applications and infrastructure applications
ARCHITECTURE
Capability Framework

Structured Definition
How to establish an Enterprise Architecture function
Who organizes
What skills and roles
ARCHITECTURE

Governance

Creation and monitoring of architectural components
ARCHITECTURE
Compliance Levels

Compliance of projects
Essential part of architecture governance
Formulate IT compliance strategy

Irrelevant

Compliant

Consistent

Fully Conformant

Compliant

Non-conformant
**ARCHITECTURE**

Skills Framework

**Define** roles, skills and experience  
**Measure** staff development right fit

<table>
<thead>
<tr>
<th>Roles</th>
<th>Enterprise Architecture Business</th>
<th>Program / Project Manager</th>
<th>IT Designer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architecture Views and Viewpoints Design</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Building Block Design</td>
<td>4</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Solutions Modeling</td>
<td>4</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Benefits Analysis</td>
<td>4</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Business Interworking</td>
<td>4</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Systems Behavior</td>
<td>3</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Project Management</td>
<td>3</td>
<td>4</td>
<td>2</td>
</tr>
</tbody>
</table>
SUMMARY of TOGAF®9

The Modules of TOGAF®9

The ADM
Steps to develop an Enterprise Architecture

ADM Guidelines and Techniques
Support application of the ADM

Architecture Content Framework
Detailed model of architectural work products

The Enterprise Continuum
Model for structuring a virtual repository, classification framework

TOGAF® Reference Models
Technical Reference Model; Integrated Information Infrastructure Reference Model

The Architecture Capability Framework
Structured definition or organizations, roles and responsibilities to establish and operate an Enterprise Architecture

MUCH MORE...
Get a Live Product Demonstration

For more information on TOGAF®9 and its application in the iServer TOGAF®9 Quick Start Solution, register for an iServer Demonstration at: http://orbussoftware.com/demo

A web demonstration is free and will only take an hour of your time!

One of our experienced process consultants can demonstrate the software to you using a repository based on the TOGAF®9 Framework.