# TOGAF 9.2 - Transforming Business

## The Open Group EA Forum

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# Agenda

- Introduction...*The evolution of the TOGAF Standard*

- The Structure of the TOGAF® Standard, Version 9.2...*What has changed*

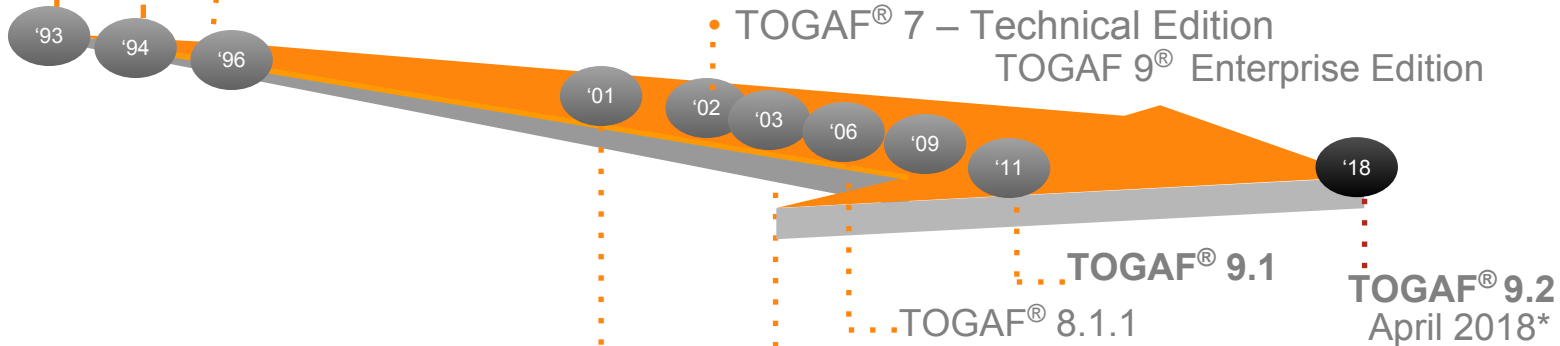- The Architecture Development Method, Vision and Business Architecture...

- Conclusion

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# Introduction...*The Evolution of the TOGAF ® Standard*

The roadmap over time

# The Evolution of the TOGAF® Standard

- Customer members demand architecture standards …
  - Customer members select TAFIM as preferred starting point…
    - DoD Information Systems Agency (DISA) donate TAFIM as base
    - The TOGAF® standard first published
      - TOGAF® 7 – Technical Edition
      - TOGAF 9® Enterprise Edition

'93 '94 '96 '01 '02 '03 '06 '09 '11 '18

**TOGAF® 9.1**

TOGAF® 8.1.1

**TOGAF® 9.2**
April 2018*

The Interoperable Enterprise
Business Scenario
first published

TOGAF 8® – Enterprise Edition
First TOGAF® Standard Certification
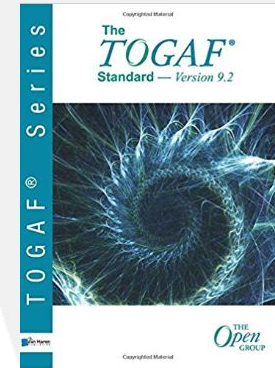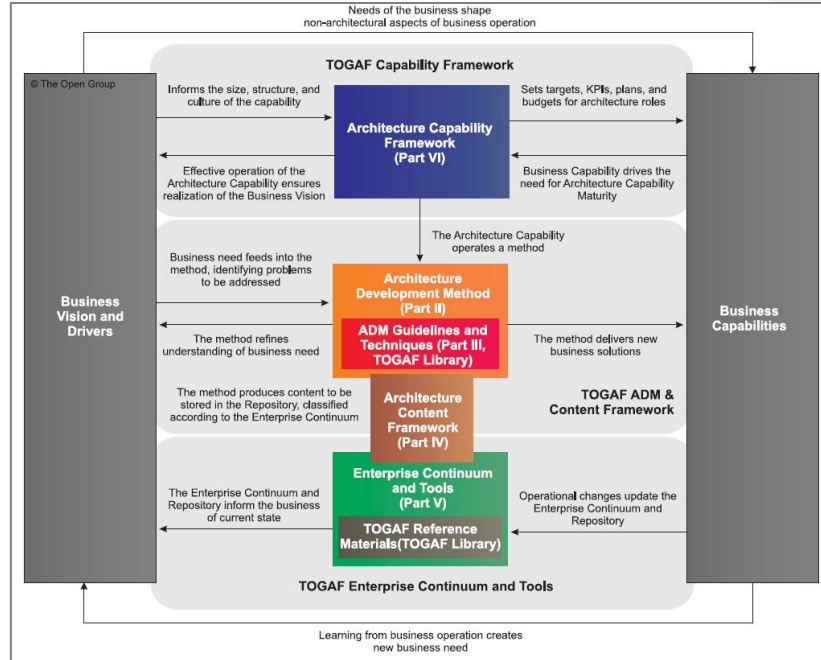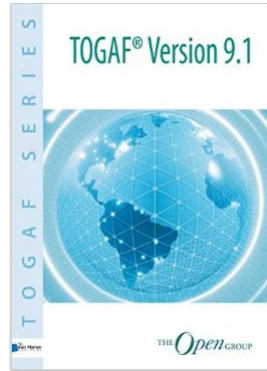Program Launched

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# The TOGAF® Standard, Version 9.2

...What has changed?

# Structure of the TOGAF® Standard, Version 9.2

Part VI from version 9.1 (TOGAF Reference Models) has been extracted into two free-standing
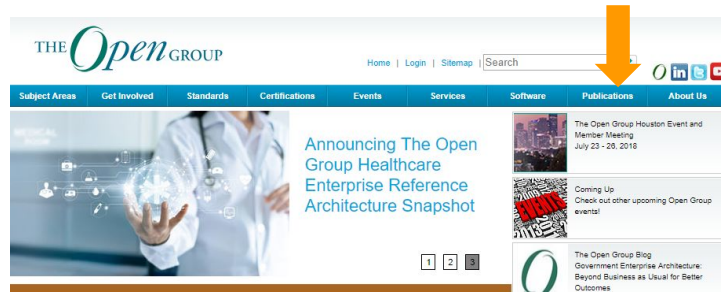


...in the TOGAF Library

# The role and structure of the TOGAF® Library

Where resources within the Library apply to the deployment of the TOGAF ADM and make explicit reference to "anchor points"...



This is the online version of the TOGAF® Library — a structured library of resources that support the TOGAF standard. The TOGAF Library is maintained under the governance of The Open Group Architecture Forum.

## Section 1. Foundation Documents
Broadly applicable information relating to the subject of the TOGAF framework or Enterprise Architecture

## Section 2. Generic Guidance and Techniques
Information describing architecture styles and how the TOGAF framework and Enterprise Architecture can be adapted to exploit the characteristics of a more specific context

## Section 3. Industry-Specific Guidance and Techniques
Information describing how the TOGAF framework and Enterprise Architecture can be applied to meet the specific needs of a vertical industry segment

## Section 4. Organization-Specific Guidance and Techniques
Information describing how the TOGAF framework and Enterprise Architecture have been applied to meet the needs of specific enterprises

...they are classified within the Library as Dependent documents.

# The TOGAF® Library

Being a member of The Open Group gives organizations early access to the latest information and developments regarding open standards and...

### Internal Version
### (Forum Members Only)

- Captures dependencies between components of the library
- Used to assess the impact of the proposed changes to the TOGAF Standard on its ecosystem

### Public Version

- Direct link from the home page of the The Open Group website
- Easy way to locate resources to help in the practical use of the TOGAF Standard

...best practices, and enables them to participate in Forums and Work Groups.

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# The TOGAF® Series Guides

The TOGAF® Series Guides contain detailed guidance on how to use the TOGAF framework, and are...

- Using the TOGAF® framework to define and govern service-oriented architectures
- The TOGAF® technical reference model (TRM)
- Business Scenarios
- Value Streams
- The TOGAF Integrated Information Infrastructure Reference Model (III-RM)
- The TOGAF® Leader's guide to establishing and evolving an EA capability
- A practitioners' approach to developing enterprise architecture following the TOGAF® ADM
- Architecture Project Management

The
TOGAF®
Standard — Version 9.2

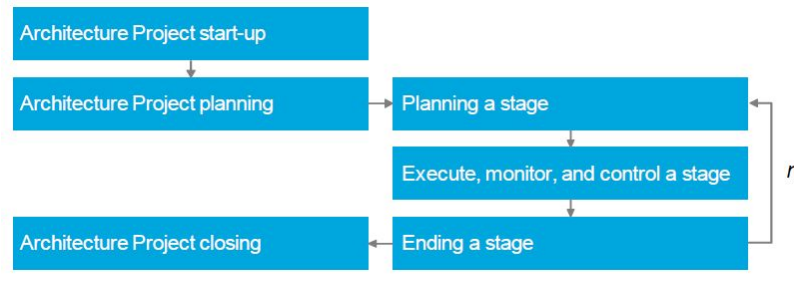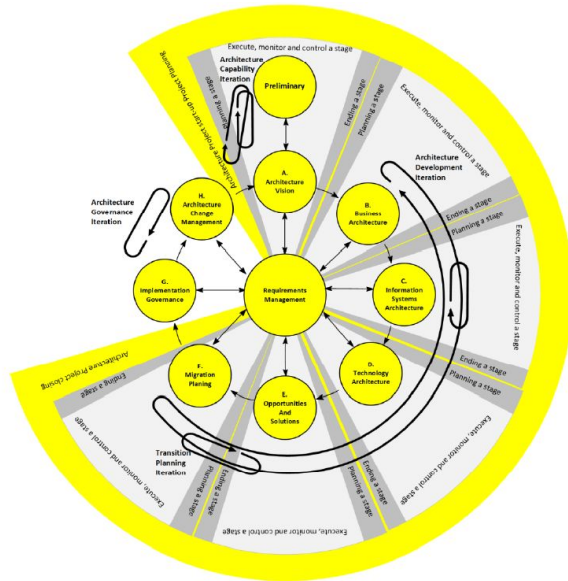...expected to be the most rapidly developing part of the TOGAF documentation set.

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# Series Guide: Architecture Project Management

This series guide provides Architecture Project Teams with an overall view and detailed guidance on...



...what processes, tools, and techniques of PRINCE2® or PMBOK® can be applied alongside the TOGAF ADM for project planning, monitoring, and control.

# Series Guide: Value Streams

This series guide provides guidance on how to to identify, define, model, and map a value stream to...

| Define Position | Communicate Position | Assess Responses | Interview Candidates | Onboard Employee |
|---|---|---|---|---|

**Program Mgmt.**
- Program/Human Resource Matching

**HR Mgmt.**
- Competency Mgmt.

**Policy Mgmt.**
- Policy Dissemination

**HR Mgmt.**
- Employee Supply and Demand Mgmt.
- Position Advertising

**Finance Mgmt.**
- Labor Funding

**HR Mgmt.**
- Employee Supply and Demand Mgmt.
- Skills Assessment

**HR Mgmt.**
- Benefits Management
- Terms Management
- Compensation Mgmt.

**Agreement Mgmt.**
- Agreement Structuring

**HR Mgmt.**
- Onboard Tracking

**Asset Mgmt.**
- Asset Allocation

**Facilities Mgmt.**
- Space Allocation

**Security Mgmt.**
- Employee Background and ID

**Information Mgmt.**
- Employee Information Mgmt.

...other key components of an enterprise's Business Architecture.

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# Series Guide: Risk and Security

This series guide describes the broader concepts of Enterprise Risk Management and...
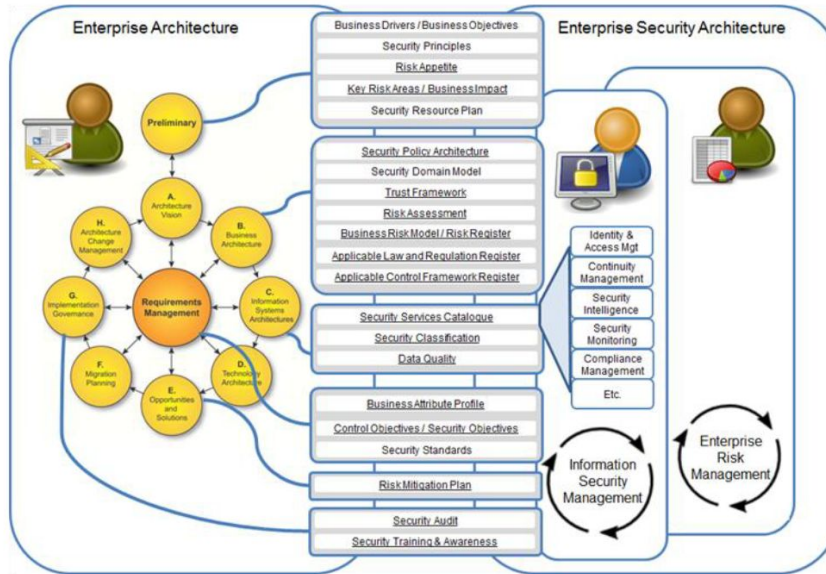


**Business Driven; supports the integration of two processes**

- Direct link from the home page of the The Open Group website
- Easy way to locate resources to help in the practical use of the TOGAF Standard

..Information Security Management and how to integrate them into the TOGAF standard.

# Revised Core Content Meta Model



1. Location
2. Business Capability
3. Value Stream
4. Course of Action
5. Technology Service

# Architecture Content Framework

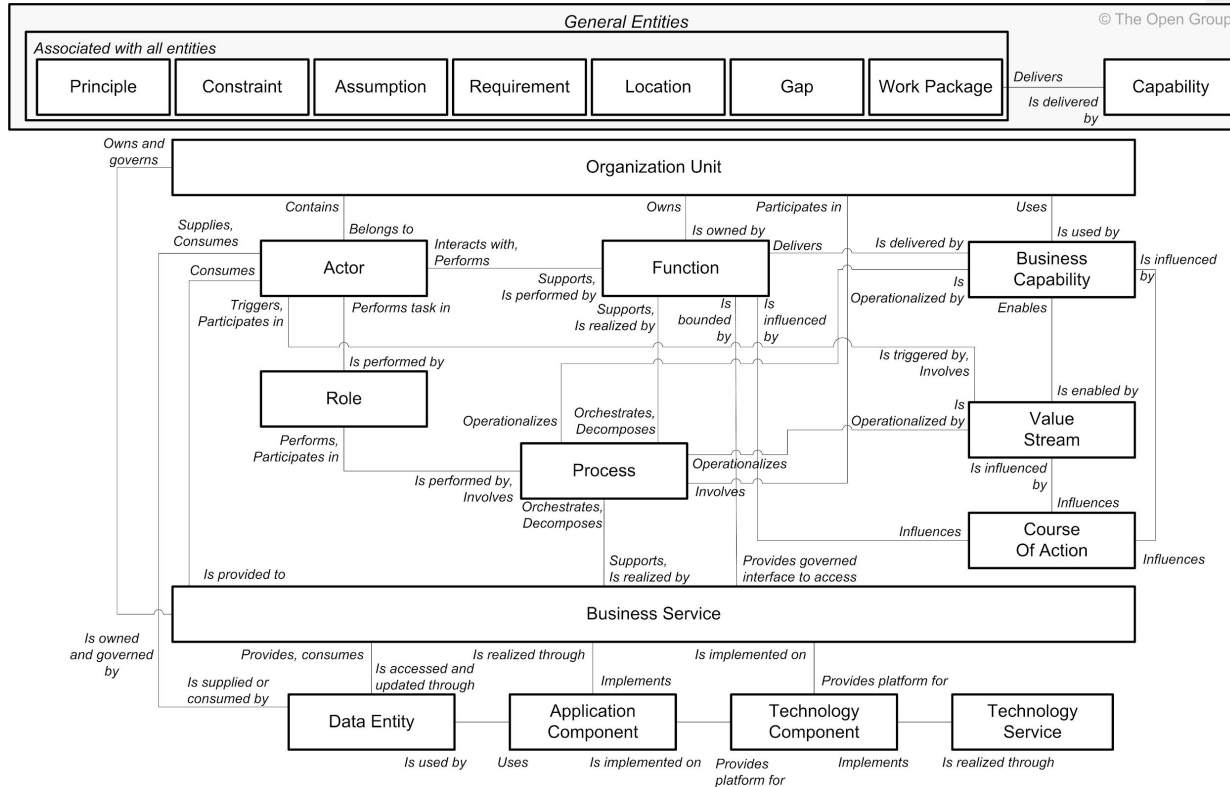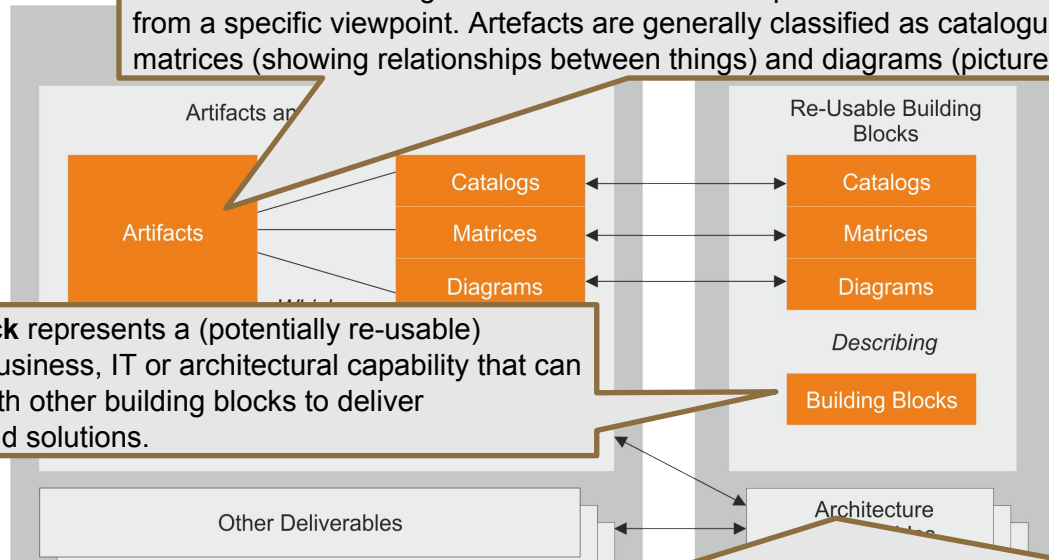An **artefact** is a more granular architectural work product that describes an architecture from a specific viewpoint. Artefacts are generally classified as catalogues (lists of things), matrices (showing relationships between things) and diagrams (pictures of things).

Artifacts an

Re-Usable Building Blocks

Artifacts

| Catalogs | | Catalogs |
| Matrices | | Matrices |
| Diagrams | | Diagrams |

*Describing*

A **building block** represents a (potentially re-usable) component of business, IT or architectural capability that can be combined with other building blocks to deliver architectures and solutions.

Building Blocks

Other Deliverables

Architecture

A **deliverable** is a work product that is contractually specified and in turn formally reviewed, agreed, and signed off by the stakeholders. Deliverables represent the output of projects and will typically be archived at completion of a project, or transitioned into an Architecture Repository as a reference model, standard or snapshot of the Architecture Landscape at a point in time.

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# The Architecture Development Method

A. Architecture Vision
B. Business Architecture
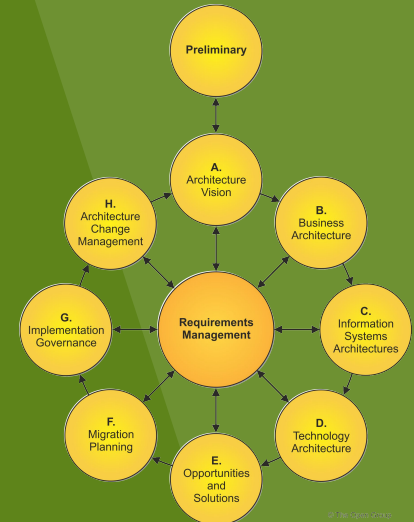
# Phase A: Architecture Vision Steps

Establish the architecture project → Identify stakeholders, concerns, and business requirements → Confirm and elaborate business goals, business drivers, and constraints → **(1)** Evaluate capabilities

↓

Develop the Architecture Vision **(2)** ← Confirm and elaborate architecture principles, including business principles ← Define the scope ← Assess readiness for business transformation

↓

Define the Target Architecture value propositions and KPIs → Identify the business transformation risks and mitigation activities → Develop Enterprise Architecture plans and the Statement of Architecture Work

1. Step renamed from "Evaluate Business Capabilities" to stress that the scope of activity relates to all enterprise capabilities
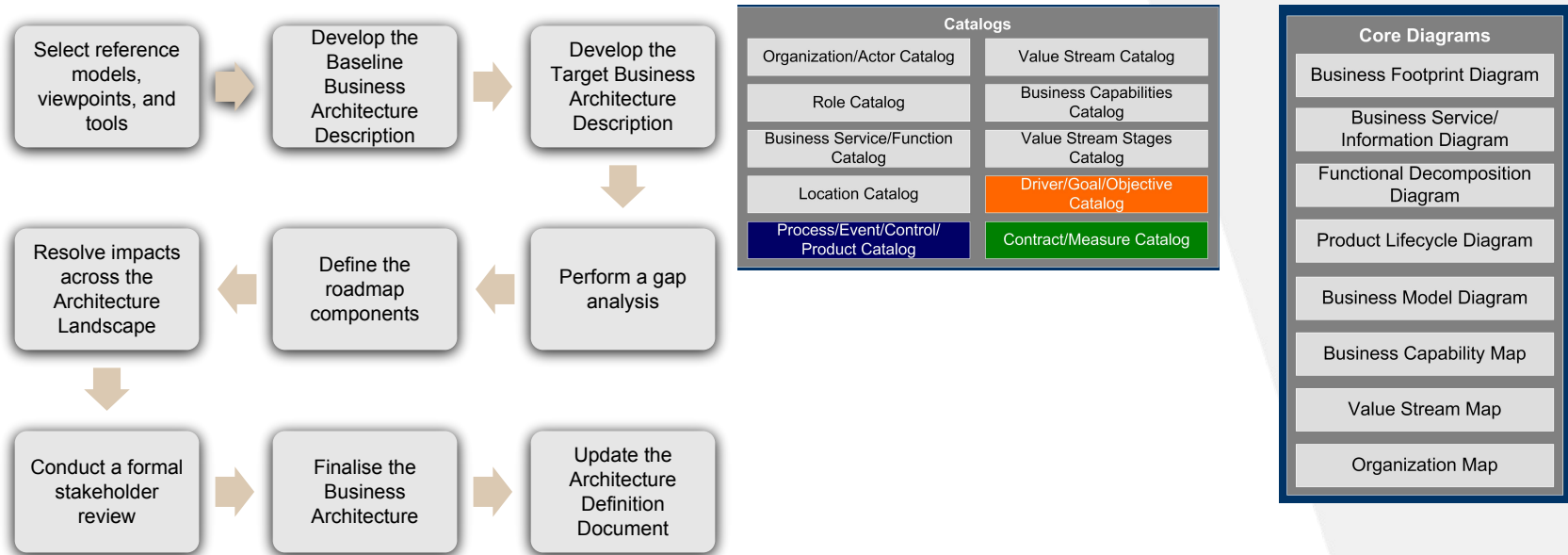2. Material added to stress the importance of developing the Architecture Vision within a "big picture"

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# Phase B: Business Architecture

New Business Architecture Artifacts include the Value Stream, Business Capabilities and...

```
Select reference     →    Develop the        →    Develop the
models,                   Baseline                Target Business
viewpoints, and           Business                Architecture
tools                     Architecture            Description
                          Description
                                                      ↓
Resolve impacts      ←    Define the         ←    Perform a gap
across the                roadmap                 analysis
Architecture              components
Landscape
     ↓
Conduct a formal     →    Finalise the       →    Update the
stakeholder               Business                Architecture
review                    Architecture            Definition
                                                  Document
```

## Catalogs

| | |
|---|---|
| Organization/Actor Catalog | Value Stream Catalog |
| Role Catalog | Business Capabilities Catalog |
| Business Service/Function Catalog | Value Stream Stages Catalog |
| Location Catalog | Driver/Goal/Objective Catalog |
| Process/Event/Control/ Product Catalog | Contract/Measure Catalog |

## Core Diagrams

| |
|---|
| Business Footprint Diagram |
| Business Service/ Information Diagram |
| Functional Decomposition Diagram |
| Product Lifecycle Diagram |
| Business Model Diagram |
| Business Capability Map |
| Value Stream Map |
| Organization Map |

.. Value Stream enrich the Business Architecture Phase

"Version 9.1 of the TOGAF standard is as widely adopted as it has become because it is, essentially, fit for purpose.

However, more detail on how to implement the standard is what the market has been asking for.

So, in direct response to practitioner feedback, we have taken the opportunity to improve the level of guidance and the document structure, as well as correct errors, and remove obsolete content.

At the same time, we have made some key enhancements in the TOGAF Standard, Version 9.2 in the Business Architecture, the Content Metamodel, and support for the TOGAF Library. We believe that these will all be welcome additions to the TOGAF Body of Knowledge."

Steve Nunn, President and CEO of The Open Group
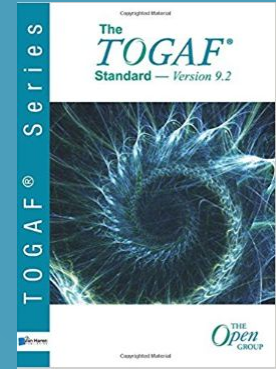
# Contact Details

Stuart Macgregor is the CEO of [Real IRM](#) and [The Open Group - South Africa](#). Through his personal achievements, he has gained the reputation of an Enterprise Architecture and IT Governance specialist, both in South Africa and internationally. He is openly obsessed with Enterprise Architecture with a definite business bias.

Stuart is a member of John Zachman's advisory committee. He has participated in the development of both COBIT® and TOGAF® over a number of years.  As the lead researcher, Stuart assisted the IT Governance Institute map COBIT to TOGAF® which was published by ISACA and The Open Group.  In the role of lead consultant, he has assisted numerous organizations establish their Enterprise Architecture practices and has also used COBIT to develop IT Governance frameworks for NYSE Top 100 companies.  Stuart participated in the COBIT 5 development workshops held in London and Washington.

He is TOGAF® 9.2 certified

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