

Top 8 TOGAF® Deliverables

You Need to Make Your EA Project Succeed

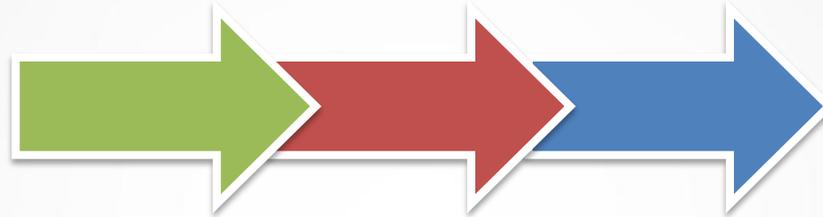
THE *Open* GROUP
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HOW DO YOU MEASURE THE SUCCESS OF AN ENTERPRISE ARCHITECTURE PROJECT?



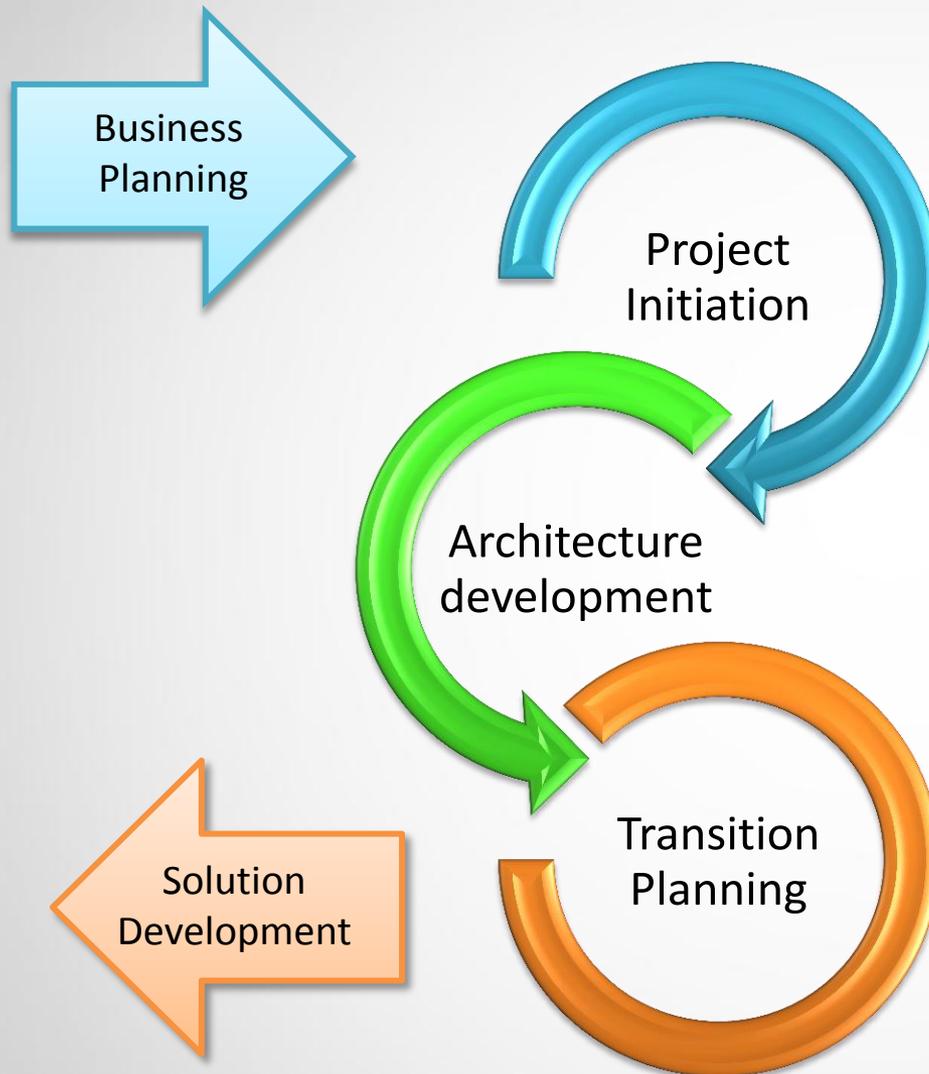
Through measuring the success of implementation projects that use the architecture...

Workflow Driven approach



Publish & Subscribe approach





Architecture Deliverables

- Principles, Goals, Drivers
- Architecture Principles
- Architecture Vision
- Statement of Architecture Work

- Architecture Definition Document
- Architecture Requirements Specification

- Transition Architecture
- Implementation and Migration Plan

<http://www.togaf.info>

A screenshot of a web browser displaying the TOGAF website. The browser's address bar shows "www.togaf.info". The website header features a large green "O" logo and the text "The Open Group Conference" in a green serif font. Below this, it says "San Francisco, USA January 30 - February 3, 2012". A photograph of the Transamerica Pyramid is visible on the right. A banner below the header reads "TOGAF® Version 9.1 Now Available!". The main content area contains a paragraph stating "TOGAF Version 9.1 is now available as a perfect bound, soft cover book." followed by a list of links. On the left side of the content area, there is a small image of the TOGAF 9.1 book cover, which features a globe and the text "TOGAF SERIES TOGAF® Version 9.1".

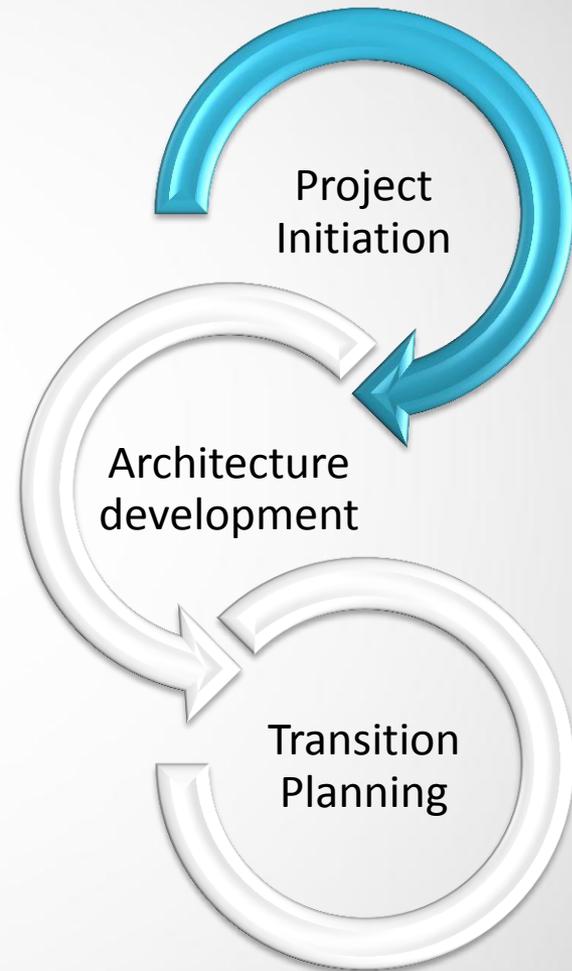
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- Architecture initiative starts with the identification of a need by someone in business (or IT) and send to the architecture team as a request for assistance.
- The architecture team will then have to perform a few tasks to translate this “need” into a business case.
- The business case then defined well enough to convince a manager in the organisation to act as project sponsor.

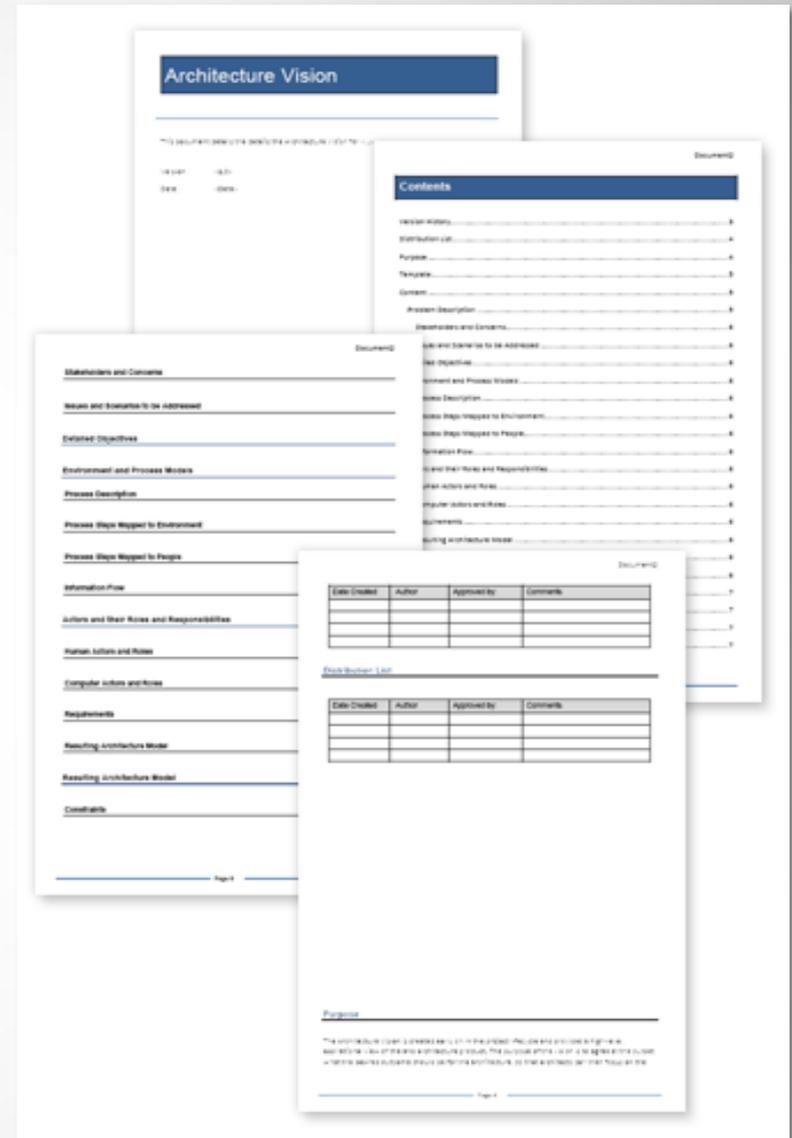


- Experience taught that it is essential for the architecture team to document their understanding of the business strategies and objectives to ensure that any architectural decision or direction can be linked to a business initiative.
- The business principles, business goals, and business drivers' template provides the right context, by describing the organization and industry drivers that are constraining or influencing the organizational strategy.



I normally use the Operating Model diagrams as described in Enterprise Architecture as Strategy (<http://www.imd.org/book/eas/>) as the basis of the Architecture Vision.

- The Architecture Vision is an **executive summary** of the aspirational view of the architecture end-state and is used as a communication document for executive sponsors of the project and senior management.
- The Architecture Vision *content is also added to the Statement of Architecture Work* as an executive summary to facilitate, at the outset, what the desired outcome should be for the architecture.



The image displays a multi-page document template for an Architecture Vision. The top page is the cover sheet, titled "Architecture Vision", with a header bar and a table for version control (Version, Date, Author, Status). Below the cover sheet is a "Contents" page listing sections such as Vision History, Distribution List, Purpose, Template, Context, Process Description, Stakeholders and Concerns, and various models (Business, Information, etc.). The main body of the document is a form with sections for Stakeholders and Concerns, Means and Objectives to be Addressed, Detailed Objectives, Environment and Process Models, Process Description, Process Maps, Information Flow, Actions and their Roles and Responsibilities, Human Actions and Roles, Computer Actions and Roles, Requirements, Resulting Architecture Model, and Constraints. Two tables are included: "Process History List" and "Requirements List", both with columns for Date Created, Author, Approved by, and Comments. The bottom page contains a "Purpose" section with a paragraph of text and a footer with "Page 4".

- Using principles (general rules and guidelines) in an architecture project is good practice.
- Defining or amending a set of principles during the project initiation phase provides the team and key sponsors with a mechanism to make decisions and design choices.
- It will only have an impact if the principles are widely distributed and used.

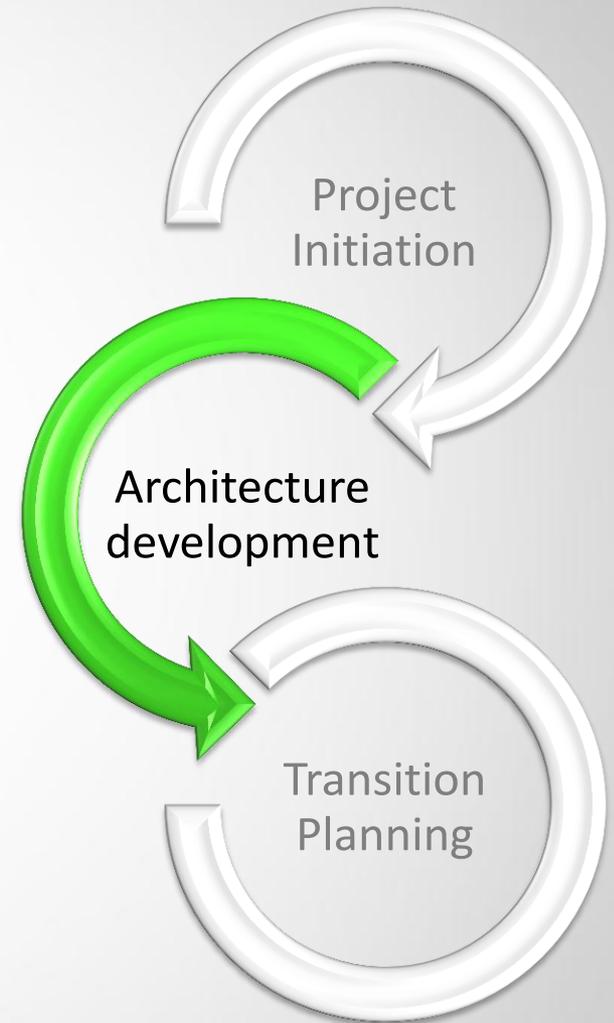


A good source for a starting set of principles is available as part of the TOGAF® 9.1 standard; see Chapter 23 (http://pubs.opengroup.org/architecture/togaf9-doc/arch/chap23.html#tag_23) for a set of generic architecture principles.

- The Statement of Architecture Work is a contract between the business planning / project sponsors and the architecture team.
- The scope of the project is also defined in this deliverable, as well as the change management procedures that must be used to amend the scope of work.
- Creating this deliverable allows the Enterprise Architecture professional leading the initiative to plan and manage resources properly.
- In organizations with formal project offices that require the team to submit project charters this document can be replaced by the organizational project documentation.

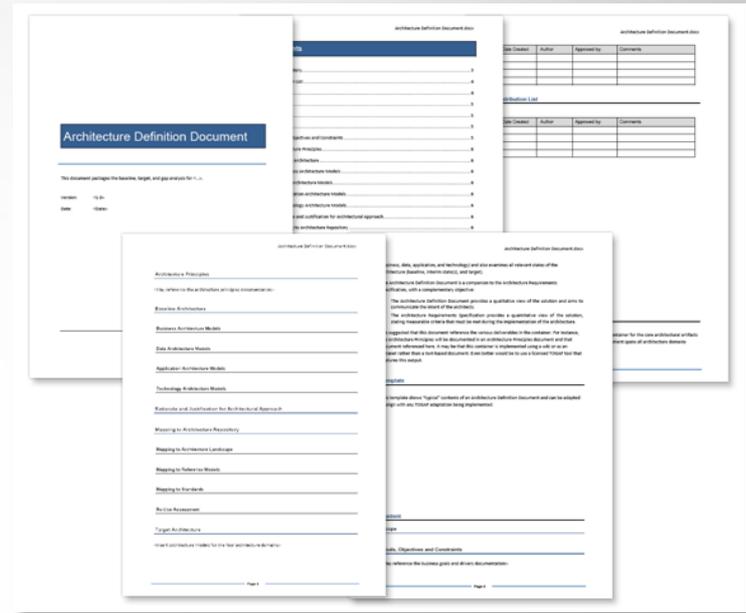
I believe this is the most important deliverable in the whole of this phase.

- Requirements elicitation and definition of the Baseline and Target architectures.
- The results of the analysis and design process are captured into an Architecture Definition Document, which is then shared with the stakeholders.
- Gap analysis is performed between the approved current and future architectures as defined on the project.
- The results are collected into an Architecture Requirements Document and augmented with other non-functional requirements.
- The results are used by stakeholders involved with procurement or the development of systems.



Architecture Definition

- The Architecture Definition Document provides a **qualitative view** of the Baseline and Target architecture description and aims **to communicate the intent of the architects**.
- It is the deliverable container for the core architectural views created during the architecture project.
- The views that are displayed in the Architecture Definition Document are defined in the *Project Initiation phase*, constructed during this phase and then captured in an **architecture repository**.



I find it easier to work with a viewpoint library and use it to create views in the repository. TOGAF® 9 or ArchiMate (http://www.opengroup.org/archimate/doc/ts_archimate/)

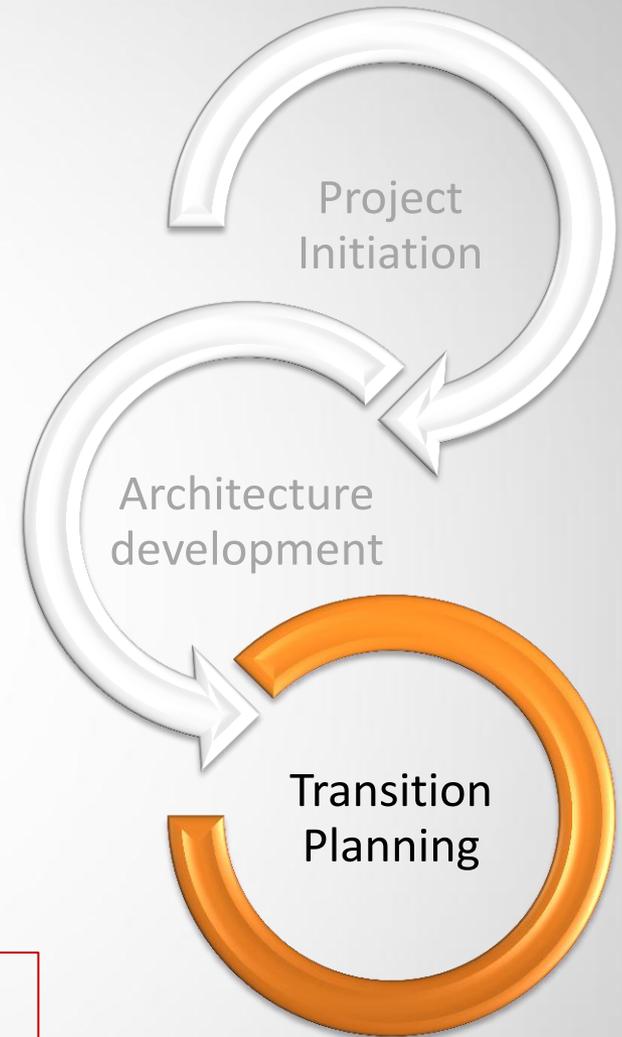
- The Architecture Requirements Specification provides a set of measurable criteria that must be met during the implementation of the architecture.
- This deliverable is designed to enable the stakeholders to design and construct solutions that are better aligned with the business requirements specified by senior management.



Very good requirements management template is available from :
(<http://www.volere.co.uk/template.htm>).

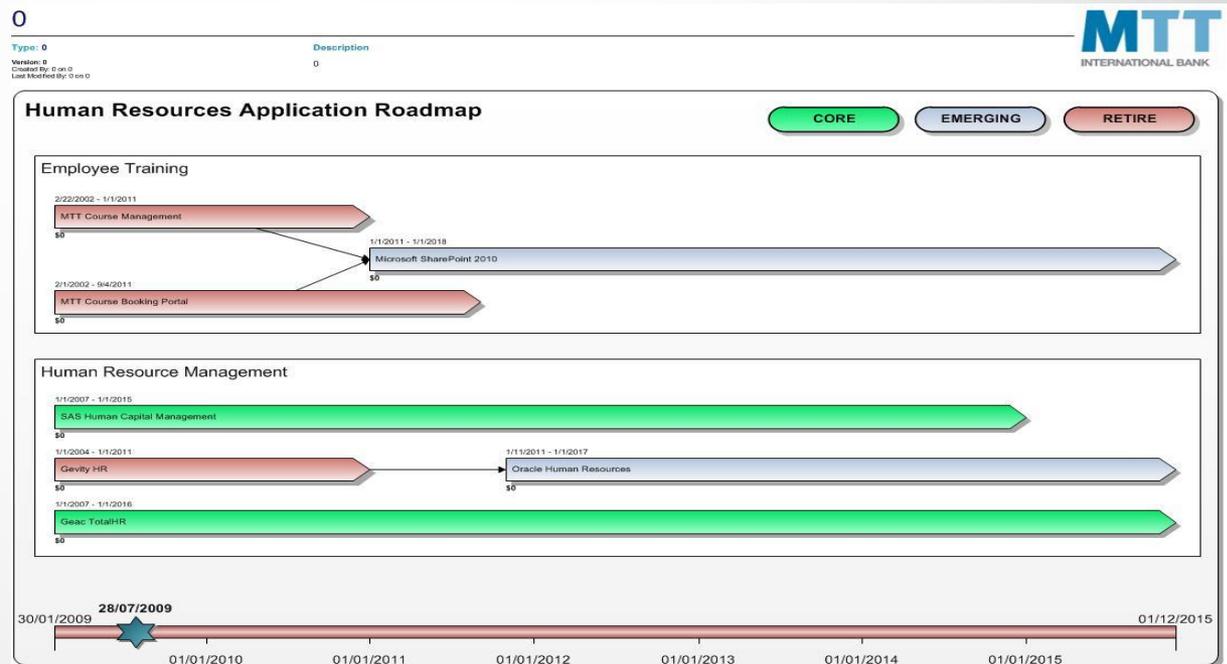
It was referenced in TOGAF® 8.1, but since disappeared from the references, there is however a small fee payable.

- The creation of implementation work packages that will move the organisation from the baseline to transition architecture and finally target architecture is a collaborative effort that requires the participation of key stakeholders from business and IT.
- A key focus is the creation of a viable Implementation and Migration Plan, in co-operation with the portfolio and project managers.



The Solution Development team must first implement the architecture before the organisation will receive the benefit of the architecture work.

- A Transition Architecture shows the enterprise at **incremental states**, reflecting periods of transition that sit between the Baseline and Target Architectures.
- Transition Architectures are used to **group individual work packages** and projects into managed portfolios and programs, illustrating the business value at each stage.



- The Implementation and Migration Plan provides a schedule for implementing the solution described by a Transition Architecture.
- The Implementation and Migration Plan includes timing, cost, resources, benefits, and milestones for the implementation.

This deliverable must be created as a general communication tool between the original project sponsor, the architecture team and the implementation team. Although the first draft must be created by the architecture team, the on-going updates will move to the project office if they are responsible for managing the solution implementation.



COBIT4.1 is a great governance framework that I can recommend for architecture teams who need to establish an governance environment to ensure compliance (<http://www.isaca.org/Knowledge-Center/COBIT/Pages/Overview.aspx>).

