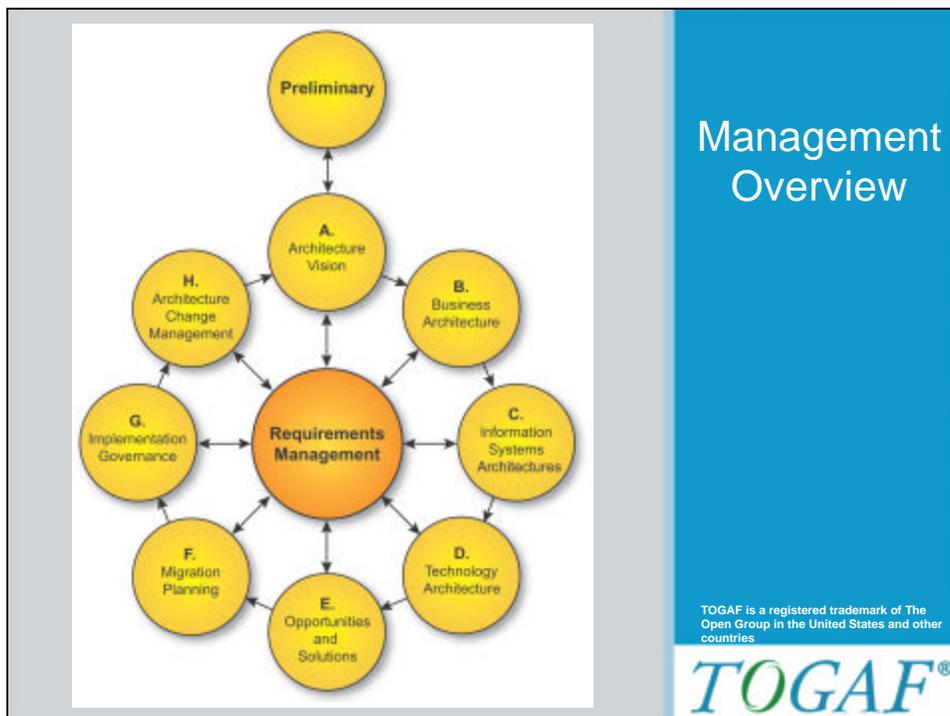


# TOGAF Standard Courseware V9 Edition



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## TOGAF Standard Courseware V9 Edition

### Module Objectives

- To provide a management overview of TOGAF 9
  - The Open Group
  - The Architecture Forum
  - Why enterprise architecture
  - Why a framework
  - TOGAF 9
  - TOGAF 9 Certification
  - Summary

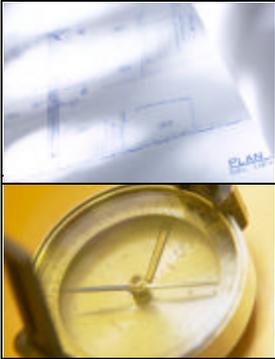
*Slide 3 of 67*



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### Agenda

- The Open Group
- The Architecture Forum
- Why Enterprise Architecture
- Why a Framework
- TOGAF 9
- TOGAF 9 Certification
- Summary



*Slide 4 of 67*



## TOGAF Standard Courseware V9 Edition

### About The Open Group

Global Operation  
Cross-Industry  
Vendor Neutral  
Technology Neutral

Beijing  
Boston  
Johannesburg  
Paris (France)  
Reading (UK)  
San Francisco  
Tokyo  
~50 staff

Brings the key constituencies together in an open process

Industry Consortium  
Not-for-profit operations  
Established >20 years  
~350 member organizations

Operates the industry's premier certification service

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### What is the shared vision of The Open Group?

Boundaryless Information Flow™

- achieved through global interoperability
- in a secure, reliable and timely manner

Boundaryless does not mean there are no boundaries – it means that boundaries are permeable to enable business.

**Vision**

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### How Important...

- Not having Boundaryless Information Flow where systems interoperate, i.e. easily exchange information and use that information to improve operations, is causing organizations real pain \*
  - 100s of millions in lost opportunities
  - Billions spent to make systems interoperate or to recover from mistakes
  - *The risks are not only financial but deal with lost lives*
    - *Hospitals, 911/999 systems, Critical infrastructure, Air Traffic Control...*

\* respondents to survey taken at Open Group conference

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### What is The Open Group's role?

- **Customers**
  - Articulate current and emerging requirements, establish policies, and share best practices
  - Provide feedback on deliverables
- **Suppliers**
  - Develop consensus to evolve and integrate specifications and open source technologies and deliver open standards
- **Other consortia and standards bodies**
  - Collaborate openly when it is in the best interest of their and our members or the industry generally, and share information freely
- **Staff**
  - Support the work of the members
  - Offer a comprehensive set of services to enhance the operational efficiency of other consortia; and
  - Develop and operate the industry's premier certification service and encouraging the market adoption of certified products and people

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## TOGAF Standard Courseware V9 Edition

### Activities

- Board work groups
  - IT Architect Certification
  - IT Specialist Certification
- Councils
  - Customer Council, Supplier Council
- Member Forums
  - Architecture ArchiMate®
  - Enterprise Management, Platform
  - Real Time & Embedded, Security and Identity Management
  - Trusted Technology Forum, Jericho Forum
- Work Groups
  - Business Architecture
  - Cloud Computing
  - Quantum Lifecycle
  - Semantic Interoperability, including Universal Data (UDEF)
  - Service Oriented Architecture (SOA)



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### Forums/Work Areas of The Open Group

- Meeting points for Suppliers and Buyers
- Each Forum is effectively an autonomous consortium operating within The Open Group
  - Direction determined by members
  - Outputs approved by members
  - Must obey some rules to respect anti-trust legislation
- Forums initiate new areas of work, often in partnership with other Forums
  - ...leading to industry standards
  - ...leading to certification programs based on those standards

*Slide 10 of 67*



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### How members work

- Mostly virtual
  - E-mail, teleconference, web conference
- Collaboration infrastructure
  - Track activities for projects, forums etc
- Quarterly Global Member Meetings
- Local Member Meetings

**Key Deliverables**

- Open Standards
  - Professional
  - Process and methodology
  - Software, technical
- Certification of conformance to standards
- Conferences and events – global and local

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### Why “Customers” join

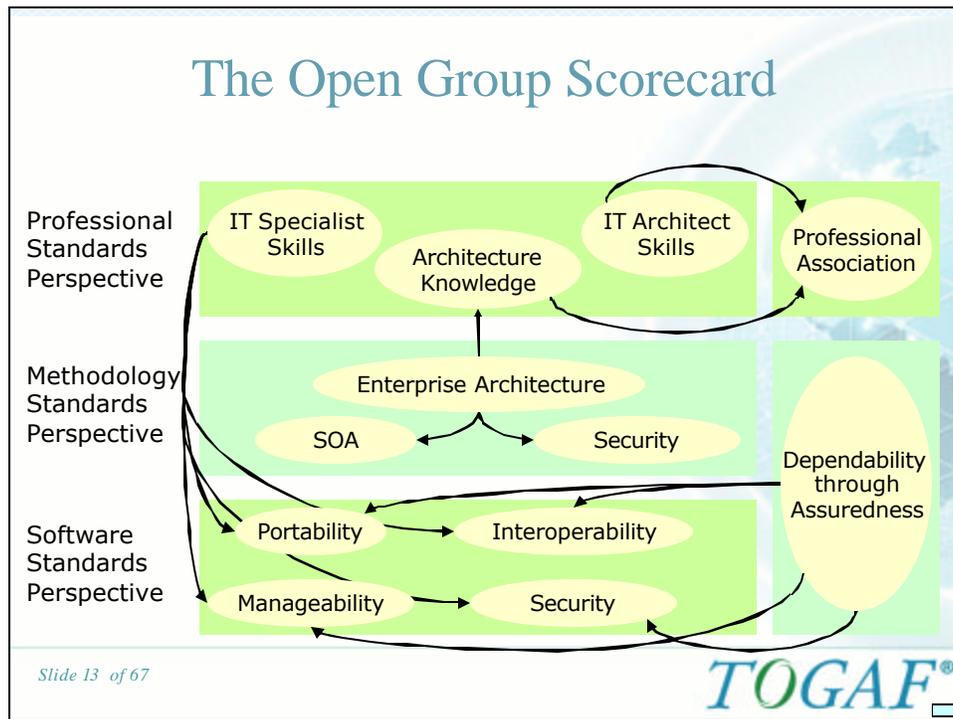
- We can build relationships with peers in our or other industries and share knowledge
- **We can talk to suppliers in a non-selling environment**
- We can influence the priorities being addressed by the industry
- **We have early access to the solutions being developed to address our urgent issues**
- We can track forums, work groups, projects and activities that are relevant to our enterprise



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### Architecture Forum – Vision

- An effective open framework and method for architecture
- Architecture as a professional discipline
- Adequate “Commercial Off-The-Shelf” architecture tools

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### Stakeholders and Value

- Customer Architects
  - reduced time, cost, risk
- Tools Vendors
  - bigger market, bigger market share
- IT Solution Vendors
  - greater cost-efficiency
- Integrators
  - greater cost-efficiency, better service
- Academic /Research Organizations
  - funding support

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## TOGAF Standard Courseware V9 Edition

### Agenda

- The Open Group
- The Architecture Forum
- **Why Enterprise Architecture**
- Why a Framework
- TOGAF 9
- TOGAF 9 Certification
- Summary



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### What is an Enterprise?

- A collection of organizations that share a common set of goals
  - Government agency
  - Part of a corporation
  - Corporation
- Large corporations may comprise multiple enterprises
- May be an “extended enterprise” including partners, suppliers and customers

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### What is an Architecture?



- An Architecture is the fundamental organization of something, embodied in:
  - its components,
  - their relationships to each other and the environment,
  - and the principles governing its design and evolution.

Adapted from ANSI/IEEE Standard 1471-2000

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### What is Enterprise Architecture?



#### Enterprise Architecture is:

- The organizing logic for business processes and IT infrastructure reflecting the integration and standardization requirements of the firm's operating model.[1]
- A conceptual blueprint that defines the structure and operation of an organization. The intent of an enterprise architecture is to determine how an organization can most effectively achieve its current and future objectives. [2]

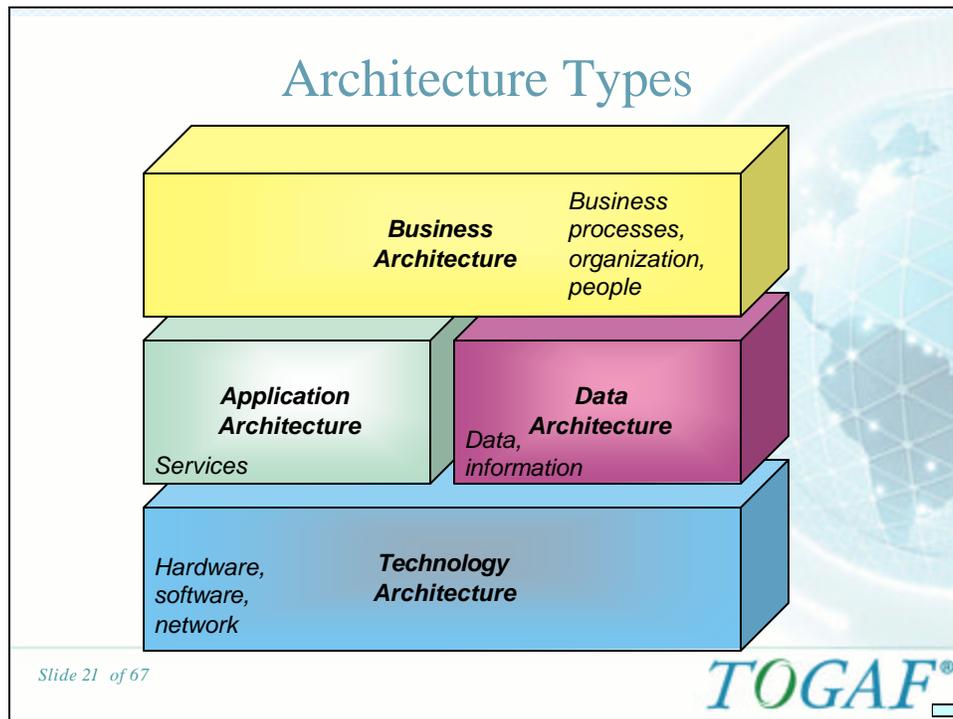
[1] MIT Center for Information Systems Research

[2] SearchCIO.com

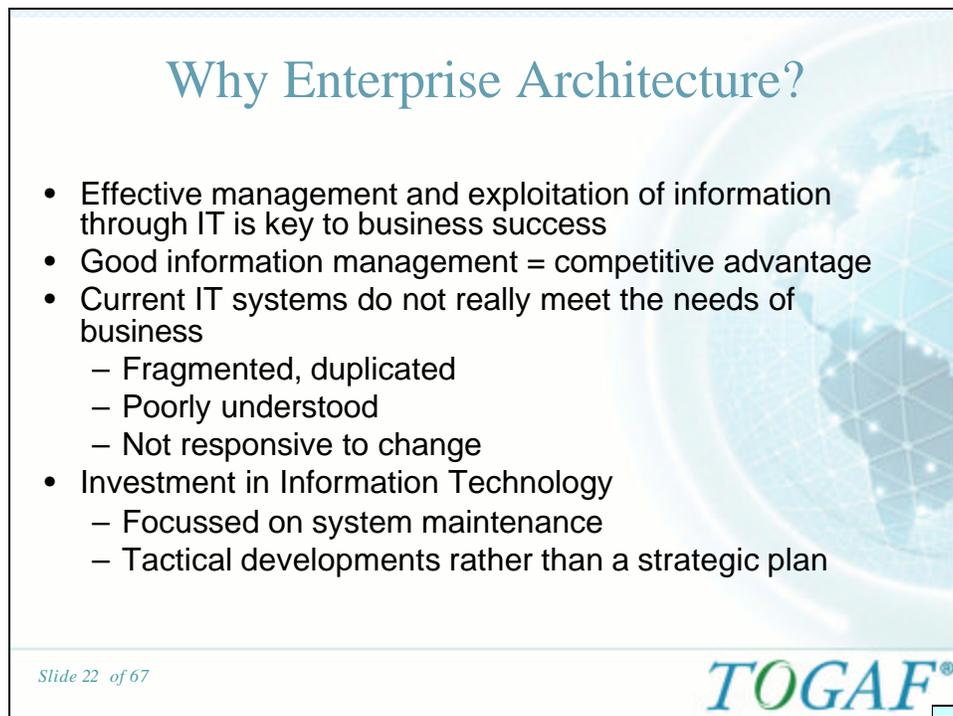
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### Why Enterprise Architecture?

- Two key reasons why you need an enterprise architecture:
  - Critical to business survival and success
  - Enables managed innovation within the enterprise

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### Pressure to develop Enterprise Architecture

- Laws and regulations
  - Clinger-Cohen Act (US Information Technology Management Reform Act 1996)
  - EU Directives on the Award of Public Contracts
  - Sarbanes-Oxley
- More extended enterprises
- More co-operative IT operations
- Greater publicity to failures
- Increase in litigation
- Audit requirements

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## Business Benefits of Enterprise Architecture

- It helps an organization achieve its business strategy
- Faster time to market for new innovations and capabilities
- More consistent business processes and information across business units
- More reliability and security, less risk

Source: "Why Enterprise Architecture Matters?", The Open Group White Paper, W076

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## IT Benefits of Enterprise Architecture

- Better traceability of IT costs
- Lower IT costs – design, buy, operate, support, change
- Faster design and development
- Less complexity
- Less IT risk

Source: "Why Enterprise Architecture Matters?", The Open Group White Paper, W076

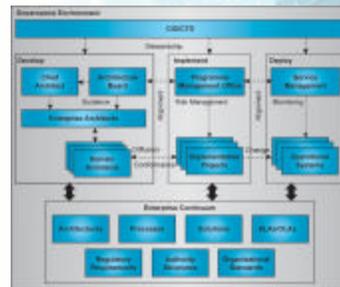
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### The Importance of Governance

- An Enterprise Architecture is only as good as the decision making framework that is established around it → "governance" framework
- The Governance Framework depends on
  - Clear authority structure
  - The right participants



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### What do we mean by Governance?

- The way in which decisions are made
- Who is responsible?
- Who is involved?
- Who is accountable?

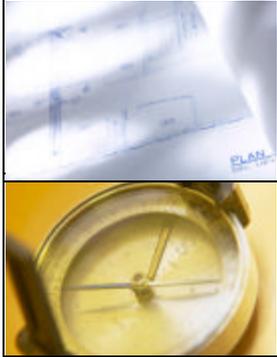
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## TOGAF Standard Courseware V9 Edition

### Agenda

- The Open Group
- The Architecture Forum
- Why Enterprise Architecture
- **Why a Framework**
- TOGAF 9
- TOGAF 9 Certification
- Summary



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### What is an Architecture Framework?

- An **architecture framework** is a toolkit which can be used for developing a broad range of different architectures.
- It should describe a method for designing an information system in terms of a set of building blocks, and for showing how the building blocks fit together.
- It should contain a set of tools and provide a common vocabulary.
- It should also include a list of recommended standards and compliant products that can be used to implement the building blocks.

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### The Value of a Framework

- Provides a practical starting point for an Architecture Project
  - Avoids the initial panic when the scale of the task becomes apparent
  - Systematic – “Codified common sense”
  - Captures what others have found to work in real life
  - Contains a Baseline set of resources for reuse

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### Enterprise Architecture Development Method

**A comprehensive general method**

**Vendor, tool and technology neutral open standard**

**Complementary to, not competing with, other frameworks**

**Avoids re-inventing the wheel**

**Widely adopted in the market**

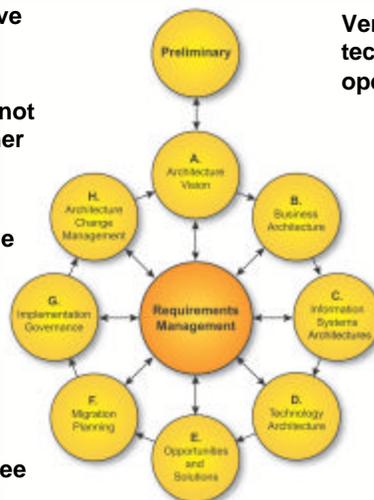
**Business IT alignment**

**Tailorable to meet an organization and industry needs**

**Based in best practices**

**Available under a free perpetual license**

**Possible to participate in the evolution of the framework**



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## TOGAF Standard Courseware V9 Edition

### Agenda

- The Open Group
- The Architecture Forum
- Why Enterprise Architecture
- Why a Framework
- **TOGAF 9**
- TOGAF 9 Certification
- Summary



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### TOGAF Origins

- A customer initiative
- A framework, not an architecture
  - A generic framework for developing architectures to meet different business needs
  - Not a “one-size-fits-all” architecture
- Originally based on TAFIM (U.S. DoD)

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## TOGAF Development

|      |                 |   |
|------|-----------------|---|
| 1994 | Requirement     | Proof of need   |
| 1995 | TOGAF Version 1 | Proof of concept  |
| 1996 | TOGAF Version 2 | Proof of application                                      |
| 1997 | TOGAF Version 3 | Relevance to practical architectures<br>(building blocks) |
| 1998 | TOGAF Version 4 | Enterprise Continuum (TOGAF in context)                   |
| 1999 | TOGAF Version 5 | Business Scenarios (architecture requirements)            |

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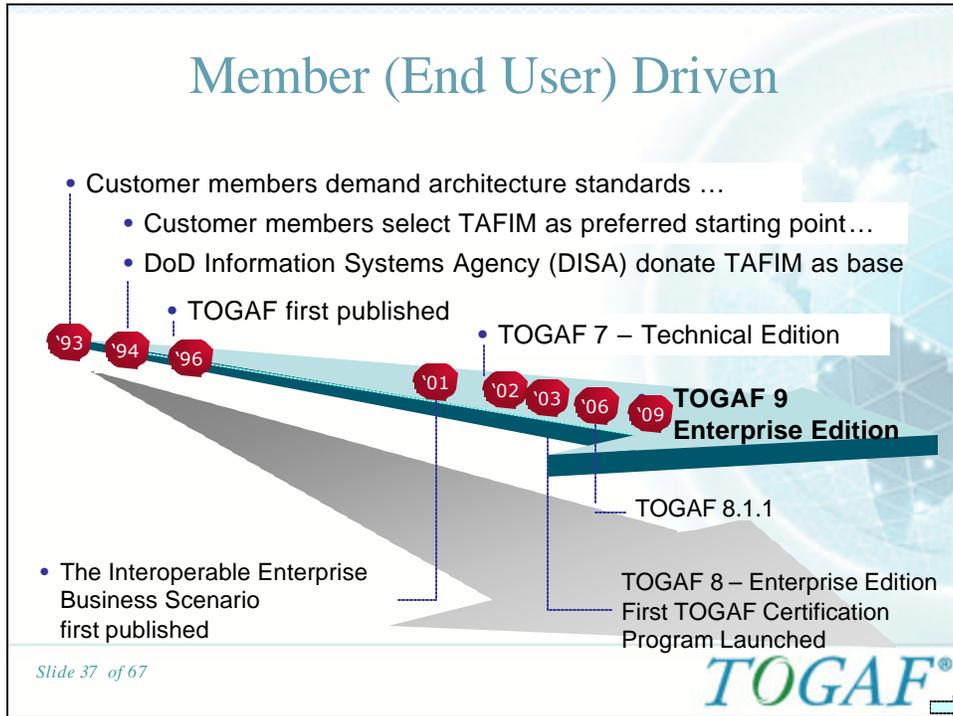
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## TOGAF Development

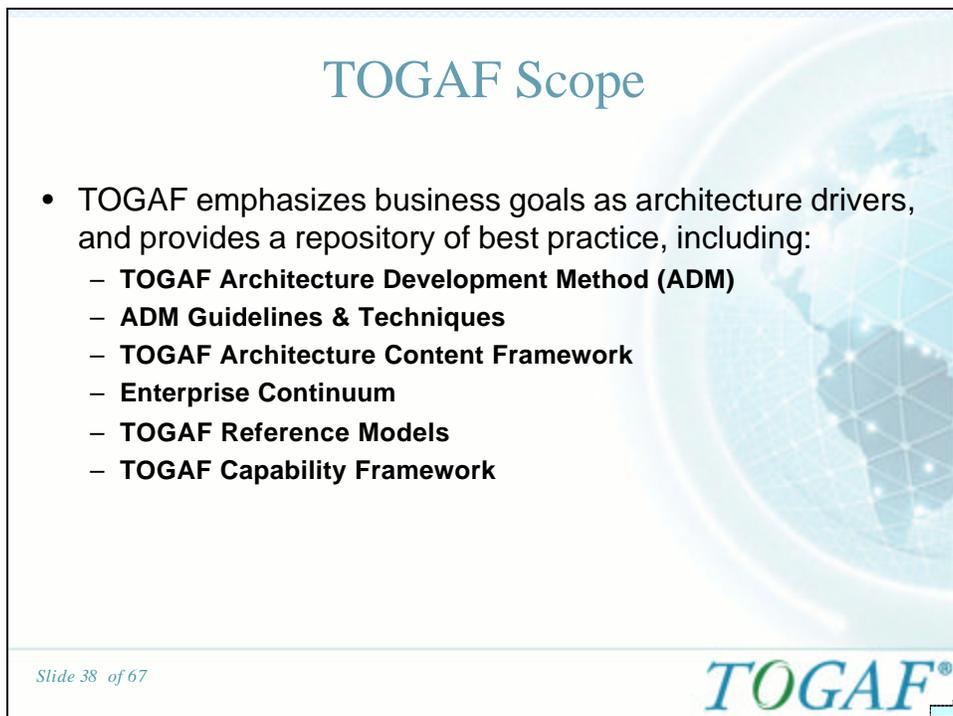
|      |                     |  |
|------|---------------------|--|
| 2000 | TOGAF Version 6     | Architecture Views (IEEE Std 1471)                                     |
| 2001 | TOGAF Version 7     | Architecture Principles; Compliance Reviews                            |
| 2002 | TOGAF Version 8     | Extension to Enterprise Architecture                                   |
| 2003 | TOGAF Version 8.1   | Requirements Management; Governance; Maturity Models; Skills Framework |
| 2006 | TOGAF Version 8.1.1 | Technical Corrigendum 1 applied  |
| 2009 | TOGAF Version 9     | Evolutionary restructure; Architecture Content Framework               |

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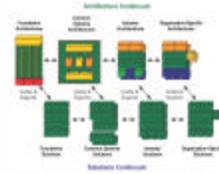
### TOGAF Goals

- Long-term:
  - An industry standard, generic enterprise architecture method....
  - ....usable on its own or in conjunction with frameworks having products relevant/specific to particular sectors.
    - Several frameworks have mind share:
      - Zachman, Spewak, DoD Framework, FEAF, TEAF, ...
    - Almost all focus on products, not method
    - TOGAF and.... (not TOGAF or....)
- Version 9:
  - An evolution from TOGAF 8.1.1. Closer alignment with the business. Restructuring for ease of use. Overall structure and core method for enterprise architecture that can be filled out in future years.

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### TOGAF 9 Components

|   |  |   |
|---|--|---|
|  <p style="text-align: center;"><b>ADM</b></p>                             |  <p style="text-align: center;"><b>Architecture Content Framework</b></p> |  <p style="text-align: center;"><b>Reference Models</b></p>                   |
|  <p style="text-align: center;"><b>ADM Guidelines &amp; Techniques</b></p> |  <p style="text-align: center;"><b>Enterprise Continuum</b></p>           |  <p style="text-align: center;"><b>Architecture Capability Framework</b></p> |

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# TOGAF 9 Specification

|   |
|---|
| <b>Part I - Introduction</b>  |
| Preface, Executive Overview, Core Concepts, Definitions and Release Notes |
| <b>Part II - Architecture Development Method</b>                          |
| Introduction to ADM   |
| ADM Phase Narratives  |
| <b>Part III - ADM Guidelines and Techniques</b>                           |
| Guidelines for Adapting the ADM Process                                   |
| Techniques for Architecture Development                                   |
| <b>Part IV - Architecture Content Framework</b>                           |
| Architecture Content Metamodel  |
| Architectural Artifacts   |
| Architecture Deliverables   |
| Building Blocks   |
| <b>Part V - Enterprise Continuum and Tools</b>                            |
| Enterprise Continuum  |
| Architecture Partitioning   |
| Architecture Repository   |
| Tools for Architecture Development  |
| <b>Part VI - TOGAF Reference Models</b>                                   |
| Foundation Architecture: Technical Reference Model                        |
| Integrated Information Infrastructure Reference Model                     |
| <b>Part VII - Architecture Capability Framework</b>                       |
| Architecture Board  |
| Architecture Compliance   |
| Architecture Contracts  |
| Architecture Governance   |
| Architecture Maturity Models  |
| Architecture Skills Framework   |

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# TOGAF 9 Components

- Architecture Development Method (ADM)
  - An iterative sequence of steps to develop an enterprise-wide architecture
- ADM Guidelines and Techniques
  - Guidelines and techniques to support the application of the ADM
- Architecture Content Framework
  - A detailed model of architectural work products, including deliverables, artifacts within deliverables, and the Architecture Building Blocks (ABBs) that deliverables represent.

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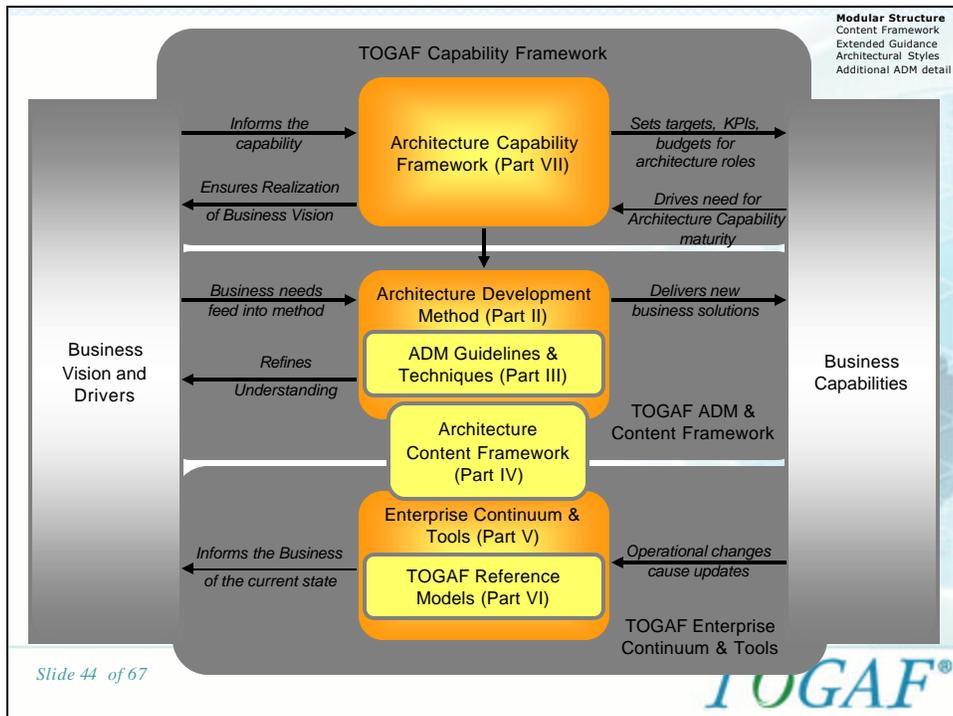
## TOGAF 9 Components

- The Enterprise Continuum
  - A model for structuring a virtual repository and methods for classifying architecture and solution artifacts
- TOGAF Reference Models:
  - The TOGAF **Technical Reference Model (TRM)**
  - The **Integrated Information Infrastructure Model (III-RM)**.
- The Architecture Capability Framework
  - A structured definition of the organizations, skills, roles and responsibilities to establish and operate an Enterprise Architecture.

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### ADM – Basic Principles

An iterative method, over the whole process, between phases and within phases

Each iteration = new decisions:

- Enterprise coverage
- Level of detail
- Time horizon

Architecture asset re-use:

- previous ADM iterations
- other frameworks, system models, industry models,...

Decisions based on:

- Competence / resource availability
- Value accruing to the enterprise.

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### ADM – Basic Principles

Every phase is validated against and validates the current requirements of the business

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## TOGAF Standard Courseware V9 Edition

### Preliminary Phase

- This phase prepares the organisation for undertaking successful enterprise architecture projects
  - Understand business environment
  - High level management commitment
  - Agreement on scope
  - Establish principles
  - Establish governance structure
  - Agree method to be adopted

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### Phase A Architecture Vision

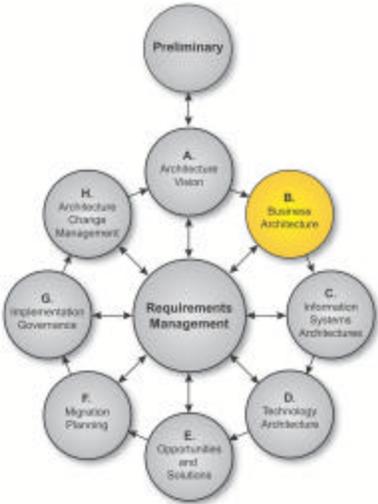
- Initiates one iteration of the architecture process
  - Sets scope, constraints, expectations
  - Required at the start of every architecture cycle
- Create the Architecture Vision
- Validates business context
- Creates Statement of Architecture work

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## Phase B Business Architecture



The diagram shows a central 'Requirements Management' circle connected to eight surrounding circles: 'Preliminary', 'A. Architecture Vision', 'B. Business Architecture', 'C. Information Systems Architectures', 'D. Technology Architecture', 'E. Opportunities and Solutions', 'F. Migration Planning', 'G. Implementation Governance', and 'H. Architecture Change Management'. 'B. Business Architecture' is highlighted in yellow.

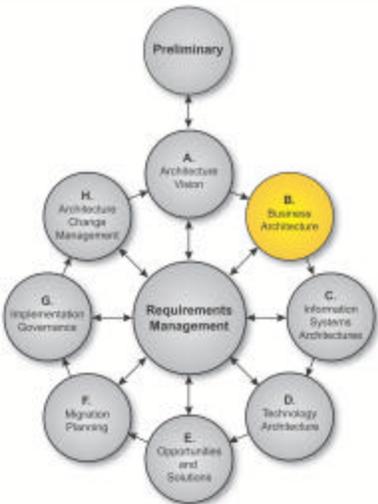
- The fundamental organization of a business, embodied in
  - its business processes and people,
  - their relationships
    - to each other and the environment,
  - and the principles governing its design and evolution
- Shows how the organization meets its business goals

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## Business Architecture - Contents



The diagram is identical to the one in Slide 49, showing the TOGAF Architecture Change Management process with 'B. Business Architecture' highlighted in yellow.

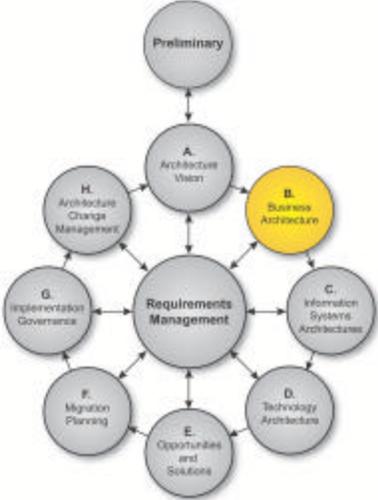
- Organization structure
- Business goals and objectives
- Business functions
- Business Services
- Business processes
- Business roles
- Correlation of organization and functions.

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## TOGAF Standard Courseware V9 Edition

### Business Architecture - Steps



The diagram shows a central 'Requirements Management' circle connected to eight surrounding circles: Preliminary, A. Architecture Vision, B. Business Architecture, C. Information Systems Architectures, D. Technology Architecture, E. Opportunities and Solutions, F. Migration Planning, G. Implementation Governance, and H. Architecture Change Management. Circle B is highlighted in yellow.

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

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### Phase C Information Systems Architectures



The diagram is identical to the one on Slide 51, but with circle C (Information Systems Architectures) highlighted in yellow.

- The fundamental organization of an IT system, embodied in
  - The major types of information and application systems that process them
  - relationships to each other and the environment, and the principles governing its design and evolution
- Shows how the IT systems meets the business goals of the enterprise

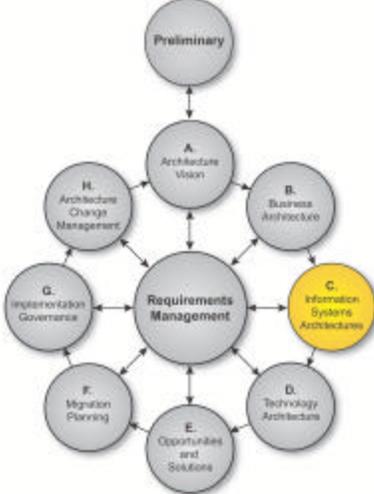
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### Data or Applications first ?



The diagram shows the TOGAF Architecture Development Method (ADM) cycle. At the center is 'Requirements Management'. Surrounding it are eight phases: A. Architecture Vision, B. Business Architecture, C. Information Systems Architectures (highlighted in yellow), D. Technology Architecture, E. Opportunities and Solutions, F. Migration Planning, G. Implementation Governance, and H. Architecture Change Management. Above the cycle is 'Preliminary'. Arrows indicate the flow and interrelationships between these components.

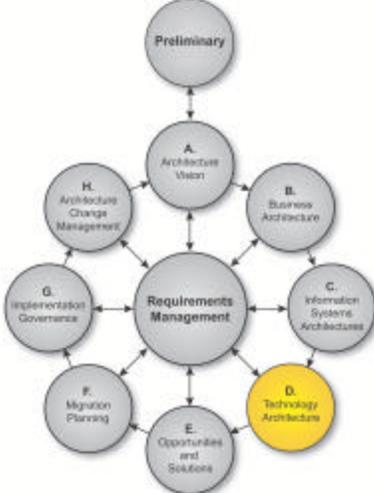
- It is usually necessary to address both
  - Not always the case, depending on project scope and constraints
- May be developed in either order, or in parallel
  - Theory suggests Data Architecture comes first
  - Practical considerations may mean that starting with Application Systems may be more efficient
- There will need to be some iteration to ensure consistency

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### Phase D Technology Architecture



The diagram shows the TOGAF Architecture Development Method (ADM) cycle. At the center is 'Requirements Management'. Surrounding it are eight phases: A. Architecture Vision, B. Business Architecture, C. Information Systems Architectures, D. Technology Architecture (highlighted in yellow), E. Opportunities and Solutions, F. Migration Planning, G. Implementation Governance, and H. Architecture Change Management. Above the cycle is 'Preliminary'. Arrows indicate the flow and interrelationships between these components.

- The fundamental organization of an IT system, embodied in
  - its hardware, software and communications technology
  - their relationships to each other and the environment,
  - and the principles governing its design and evolution

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## TOGAF Standard Courseware V9 Edition

### Phase E Opportunities and Solutions

- Perform initial implementation planning
- Identify the major implementation projects
- Group projects into Transition Architectures
- Decide on approach
  - Make v Buy v Re-Use
  - Outsource
  - COTS
  - Open Source
- Assess priorities
- Identify dependencies

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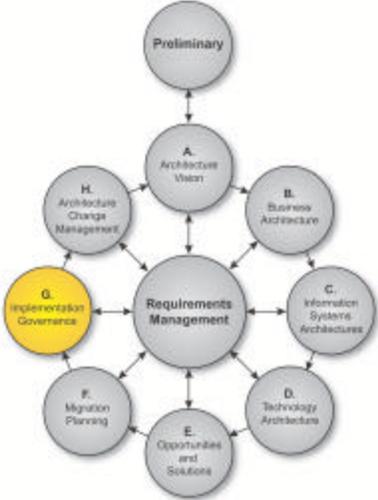
### Phase F Migration Planning

- For projects identified in Phase E perform
  - Cost/benefit analysis
  - Risk assessment
- Develop a detailed Implementation and Migration Plan

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## TOGAF Standard Courseware V9 Edition

### Phase G Implementation Governance



The diagram shows the TOGAF Architecture Change Management process. At the center is 'Requirements Management'. It is connected to 'Preliminary' (top), 'A. Architecture Vision' (top), 'B. Business Architecture' (right), 'C. Information Systems Architectures' (right), 'D. Technology Architecture' (right), 'E. Opportunities and Solutions' (bottom), 'F. Migration Planning' (bottom), and 'G. Implementation Governance' (left). 'G. Implementation Governance' is highlighted in yellow. 'H. Architecture Change Management' is also connected to 'A. Architecture Vision' and 'Requirements Management'.

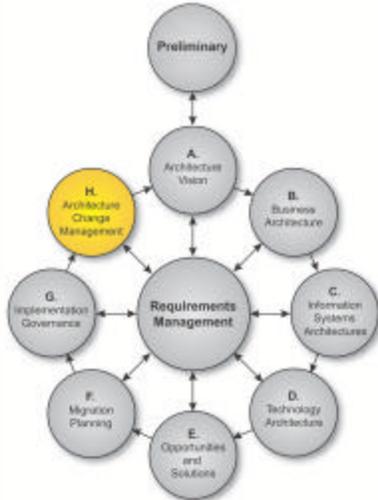
- Provide architectural oversight for the implementation.
- Defines architecture constraints on implementation projects
- Architecture contract
- Monitors implementation work for conformance
- Produce a *Business Value Realization*.

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### Phase H Architecture Change Management



The diagram shows the TOGAF Architecture Change Management process. At the center is 'Requirements Management'. It is connected to 'Preliminary' (top), 'A. Architecture Vision' (top), 'B. Business Architecture' (right), 'C. Information Systems Architectures' (right), 'D. Technology Architecture' (right), 'E. Opportunities and Solutions' (bottom), 'F. Migration Planning' (bottom), and 'G. Implementation Governance' (left). 'H. Architecture Change Management' is highlighted in yellow. 'H. Architecture Change Management' is also connected to 'A. Architecture Vision' and 'Requirements Management'.

- Provide continual monitoring and a change management process
- Ensures that changes to the architecture are managed in a cohesive and architected way
- Establishes and supports the Enterprise Architecture to provide flexibility to evolve rapidly in response to changes in the technology or business environment
- Monitors the business and capacity management.

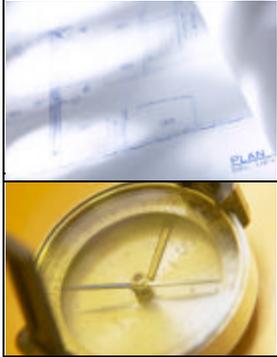
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## TOGAF Standard Courseware V9 Edition

### Agenda

- The Open Group
- The Architecture Forum
- Why Enterprise Architecture
- Why a Framework
- TOGAF 9
- **TOGAF 9 Certification**
- Summary



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### TOGAF Certification

| Certification Level | Purpose   |
|---------------------|---|
| TOGAF 9 Foundation  | To provide validation that the candidate has gained knowledge of the terminology and basic concepts of TOGAF 9 and understands the core principles of Enterprise Architecture and TOGAF |
| TOGAF 9 Certified   | To provide validation that in addition to knowledge and comprehension, the candidate is able to analyze and apply knowledge of TOGAF  |

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## TOGAF Standard Courseware V9 Edition

### TOGAF Foundation Target Audience

- Individuals who require a basic understanding of TOGAF 9
- Professionals who are working in roles associated with an architecture project such as those responsible for planning, execution, development, delivery and operation
- Architects who are looking for a first introduction to TOGAF 9
- Architects who want to achieve Level 2 certification in a stepwise approach.

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### TOGAF Certified Target Audience

- Individuals who require a deeper understanding of TOGAF 9;
- Professionals who are working in an organization where TOGAF 9 has been adopted and who need to participate in architecture projects and initiatives;
- Architects who will be responsible for developing architecture artifacts;
- Architects who wish to introduce TOGAF 9 into an architecture practice;
- Architects who want to achieve a recognized qualification to demonstrate their detailed knowledge of TOGAF 9.

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## TOGAF Standard Courseware V9 Edition

### Some Figures about TOGAF

- Developed by 300+ organisations worldwide involved in its development
  - Large IT users
  - IT vendors
  - System Integrators
  - Academics
- Used in major IT projects worldwide
  - IBM, EDS, HP, Sun, Infosys, .....
- Community of knowledgeable TOGAF practitioners
  - More than 15000 certified
- Supported by Architecture Tools

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## TOGAF Standard Courseware V9 Edition

### TOGAF 9 Summary

- An effective, industry standard framework and method for enterprise architecture.
- Complementary to, not competing with, other enterprise frameworks
- A repository of best practice
  - “Demystifies” architecture development
- Vendor, tool, and technology neutral
- A framework and method for achieving the “Boundaryless Information Flow” vision

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### For More Information . . .

- The TOGAF Web Site
  - <http://www.opengroup.org/togaf/>
- The Architecture Forum
  - <http://www.opengroup.org/architecture/>
- TOGAF Version 9 on-line
  - <http://www.opengroup.org/architecture/togaf9-doc/arch/>
- TOGAF Version 9 licensing and downloads
  - <http://www.opengroup.org/togaf/>

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