



Wolfgang Keller, Rolf Knoll

TOGAF 10th Edition Quickstart Guide

for IT Enterprise Architects



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1. Introduction

TOGAF, the Open Group Architecture Framework, is a widely recognized framework for Enterprise Architecture (EA) and hence also for IT Enterprise Architecture (ITEA) globally.

However, like many IT frameworks, TOGAF 10th Edition [TOGAF10] isn't a plug-and-play solution. Comprising several pages across the Fundamental Volumes and Series Guides, it's an extensive read, especially for those unfamiliar with TOGAF. Moreover, while TOGAF offers a blueprint of **WHAT** to do, it often leaves the **HOW** open-ended. So, if you're new to the role of IT Enterprise Architect and are handed a TOGAF 10th Edition manual, it may be overwhelming without supplemental knowledge or resources. This is, where this book comes in to help. This book takes the typical tasks of an IT Enterprise Architect and gives you pointers to where you can find useful material in TOGAF 10th edition that helps you complete your tasks.

The current iteration, TOGAF 10th Edition, released in April 2022, has experienced significant revisions when compared to Version 9.2 and its predecessors. It has been divided into six "Fundamental Volumes" with an additional 23 "Series Guides" providing substantial content for creating and managing Enterprise Architectures. For those familiar with its evolution, TOGAF 10th Edition can still be traced back to its predecessors. For a historical overview starting from TOGAF 7 (2001), consult our detailed table depicted in Figure 2-4. The core content, primarily the ADM (Architecture Development Method), remains its main selling point.

TOGAF offers invaluable checklists and extensive meta-models that support a lot of IT Enterprise Architecture. More industry-specific resources can be found in the "TOGAF Library". However,

also TOGAF isn't a hundred percent cookbook for IT Enterprise Architecture. Even with TOGAF, critical thinking remains essential.

1.1 This Book is Tailored for Two Main Reader Groups

For Experienced EA Professionals unfamiliar with TOGAF's depth: This book offers a swift overview of TOGAF 10th Edition's layout and identifies potential areas where the framework might fall short in addressing daily IT Enterprise Architecture tasks. For these readers, this guide serves as a concise reference. If TOGAF 9.X is already in your repertoire, you'll notice that while TOGAF 10th Edition has been enhanced in architectural development, its capabilities in IT Enterprise Architecture Management (EAM) remain consistent with prior versions.

For Those New to IT Enterprise Architecture and Exploring TOGAF: This book provides an introductory perspective on what TOGAF offers and its limitations. It outlines a process framework for daily architectural tasks, emphasizing the aspects supported by TOGAF 10th Edition. This book simplifies the understanding of TOGAF's benefits without the need to sift through all of its hundreds of pages.

If you're a seasoned TOGAF expert, please note this book might not cater directly to your expertise.

A short note on TOGAF certification: Having worked through this short book you will have learned that TOGAF certification can be useful to prove that you did work through TOGAF and that you understood the documents. For a list of possible TOGAF certifications see <https://www.opengroup.org/certifications/togaf-certification-portfolio> (verified 2023-10-24).

1.2 If You Own a TOGAF 9.X Version of this Book

If you have the TOGAF 9.X version of this book, the key takeaway is that while TOGAF 10th Edition maintains a structural resemblance to versions 9.0 through 9.2 (published between 2009 and 2018), there have been notable editorial changes. The primary book has been segmented into six “Fundamental Volumes”, and much of its content has been shifted to a collection termed “Series Guides”. For a comprehensive list of content relocations, please refer to Figure 2-4. The team also worked on improving the consistency of much of the content. While version 9.2 has been a bigger leap on the content side, the 10th Edition of TOGAF is a lot about making the whole work easier to access.

For a detailed account of the modifications, it’s recommended to read the Open Group’s white paper titled “**An Introduction to the TOGAF® Standard, 10th Edition**”, which enumerates all detail changes. Due to copyright restrictions, we haven’t reprinted that document here, but it can be accessed at [this link](https://pubs.opengroup.org/architecture/w212/)¹ (Verified on 2023-10-13).

1.3 Your Feedback is Valued

This book might spark discussions, especially among seasoned TOGAF practitioners or those who advocate for TOGAF as a universal solution for IT Enterprise Architecture.

Feedback, both from seasoned and budding IT Enterprise Architecture professionals, is encouraged. This edition aims to streamline readers’ understanding of TOGAF and validate their perceptions of IT Enterprise Architecture Management. Your suggestions for enhancement are always welcome.

¹<https://pubs.opengroup.org/architecture/w212/>

2. What is IT Enterprise Architecture

Just as with building architecture, numerous definitions exist for IT Enterprise Architecture. In this chapter, we'll explore several pathways to understanding IT Enterprise Architecture, delving deeper into a pragmatic approach that perceives an IT Enterprise Architect as a vital assistant to the CIO. This CIO is responsible, among other duties, for the strategic planning of the enterprise's IT assets. We'll term this the "Pragmatic Business Approach". As we detail the roles of an Enterprise Architect as the primary aide to the CIO, this approach will become clearer.

We also discuss two other approaches:

- **The IT-Architecture Approach:** Rooted primarily in IT systems architecture, this approach has evolved from solution architects managing system clusters or entire IT landscapes. Both the Zachman Framework and TOGAF have drawn significant influences from this perspective.
- **The Academic Approach:** This method first inquires, "What is the architecture of an enterprise?" It then delves into methods for modeling an enterprise, constructing meta-models, evolving these meta-models, and other related topics. The primary focus here is on comprehensively modeling an enterprise.

In this chapter, we'll elucidate these three approaches and position TOGAF 10th Edition in relation to their perspectives. In the segment on the Pragmatic Business Approach, we'll introduce a set of high-level tasks, which will later illustrate which tasks TOGAF 10th Edition supports and which it doesn't.

2.1 The Pragmatic Business Approach to IT Enterprise Architecture

The Pragmatic Business Approach begins by questioning how to optimize the IT resources of an enterprise. This notion is often termed “IT / Business Alignment” in more scholarly circles. Achieving this alignment isn’t deterministic; its pursuit varies based on an organization’s maturity.

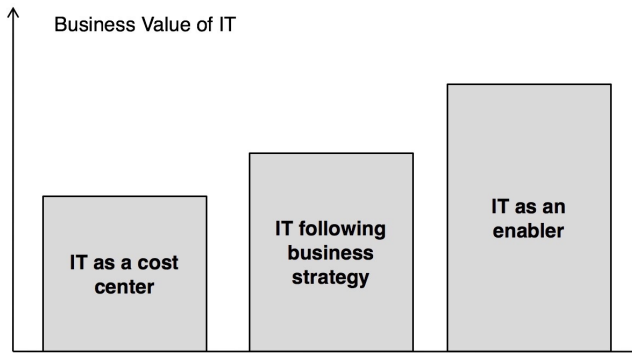


Figure 2-1: Levels of IT / Business Alignment.

A CIO office typically has a predictable set of tasks to manage the valuable IT resources of an enterprise. The extent of implementation depends on IT’s significance to the enterprise:

- Enterprises dealing with commodity goods and not considering IT as a strategic factor might have a simplified CIO office, if any.
- A large-scale business with an extensive IT budget will likely encompass all the functions we’ll describe below, if not more.

Within a typical CIO office, one might find the task blocks depicted

in Figure 2. Only a couple of these pertain directly to IT Enterprise Architecture.



Figure 2-2: Task blocks for a CIO Office. Dark-shaded topics are not the subject of EAM and will not be covered in this book.

Here's a breakdown:

- **IT Strategy:** Designing a strategy for managing the enterprise's IT resources.
- **Project Portfolio Management:** This is about balancing budgets and demands, leading to a list of implementations for the year.
- **IT Enterprise Architecture:** Discussed in section 2.2.
- **IT Audit:** Crucial for most enterprises today, the standard today is COBIT.
- **IT Security:** Critical for ensuring an enterprise's reputation, integrity, and safety.
- **Provider Management:** Pertains to outsourced tasks, except core management tasks, as described here.

The book will predominantly focus on IT Strategy and IT Enterprise Architecture. Often, the IT Enterprise Architect aids the CIO in

defining the enterprise’s IT Strategy. Regardless, both Enterprise and IT Strategies significantly influence an IT Enterprise Architect. The elements of IT Enterprise Architectural work are discussed in section 2.2. This structure serves as a foundation for chapters 3 to 7, explaining TOGAF’s role in supporting an IT Enterprise Architect.

2.2 Work Breakdown Structure for IT Enterprise Architecture

The tasks of IT Enterprise Architecture can be categorized into three primary blocks, as showcased in Figure 3:

- **Strategic Tasks:** These involve helping the CIO with IT Strategy and other tasks with a planning horizon of over 3-5 years.

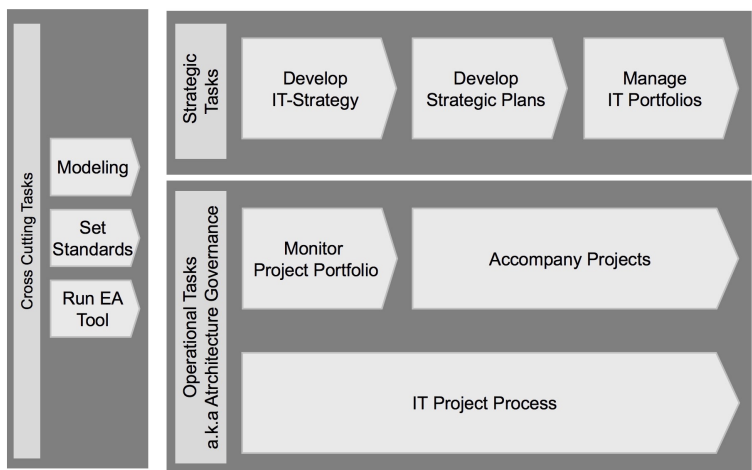


Figure 2-3: IT Enterprise Architects Process Map

- **Operational Tasks:** These comprise the daily duties of IT Enterprise Architects, ensuring strategies are communicated, applied, and implemented.
- **Basic Tasks:** To establish IT Enterprise Architecture, foundational elements are required. This involves setting up an EA tool, determining the right meta-model, and implementing standards.

The subsequent sections will elaborate on the tasks mentioned above. Chapters 3 to 7 will guide you through TOGAF's resources for accomplishing them.

2.3 The TOGAF Approach

To understand TOGAF's perspective on Enterprise Architecture, let's allow TOGAF to speak for itself:

The TOGAF standard (From TOGAF 10th Edition (Part 0; section 2.2; page 10))

The TOGAF Standard is an open, industry consensus framework for Enterprise Architecture. It is a foundational framework, which means that it applies to the development of **any kind of architecture in any context**. This foundational framework is supplemented by The Open Group TOGAF Library, an extensive and growing portfolio of guidance material, providing practical guidance in the application of the TOGAF framework in specific contexts.

The structure of the TOGAF Standard reflects the structure and content of an Architecture Capability within an enterprise

This is quite a shift from the 8.X version, where TOGAF was explicitly named to support IT architectures.

TOGAF as an EA Framework (From TOGAF 8.1. (Enterprise Edition))

TOGAF, in its Enterprise Edition, is primarily an architecture framework — a suite of methods and tools for crafting **diverse IT architectures**. It guides IT users in designing suitable architectures for their organizations and minimizes costs associated with planning, designing, and executing open systems solutions.

If you look at the below figure 2-4 The TOGAF Architecture Development Method (ADM) remains the core – a reliable approach to defining business needs and crafting architectures to fulfill them.

Source: TOGAF 8.1. [TOGAF8.1.1] (Also applicable to TOGAF 10th Edition)

We will look later at how TOGAF 10th edition supports the claim of developing also business-oriented Enterprise Architectures and not only IT-oriented ones. The ADM remains central to TOGAF, as evident from its evolution from Version 7 to 10.

TOGAF Document Structure Evolution										
TOGAF 7 thru TOGAF 10										
Part	Chapter	TOGAF 7 Year: Dec. 2001	TOGAF 8 8.1, 8.1.1 and 8.1 Dec. 2002, 2009 and 2011	TOGAF 9 9.2 2018	TOGAF 10 2022	TOGAF 10 2022				
					Fundamental Volumes	Series Guides				
I	Introduction	x	x	x	x	TOGAF Standard Part 0 – Introduction and Core Concepts.pdf				
II	ADM (Architecture Development Method)	x	x	x	x	TOGAF Standard Part 1 – Architecture Development Method.pdf				
III	ADM Guidelines and Techniques			x	x	TOGAF Standard Part 2 – ADM Techniques.pdf; TOGAF Standard Part 3 – Applying the ADM.pdf				
	Applying Iteration to the ADM			x	x	Part 3 - Chapter 2				
	Applying the ADM at different Enterprise Levels			x	x	Part 3 - Chapter 3				
	Security Architecture and the ADM			x	moved ->	Part 3 - Chapter 9 plus Series Guide	TOGAF® Series Guide: Integrating Risk and Security within a TOGAF® Enterprise Architecture			
	Using TOGAF to define and Govern SOAs			x	moved ->		TOGAF® Series Guide - Using the TOGAF® Framework to Define and Govern Service-Oriented Architectures			
	Architecture Principles	see Part IV	see Part IV	x	x	Part 2 - Chapter 2				
	Stakeholder Management			x	x	Part 2 - Chapter 3				
	Architecture Patterns	see Part IV	see Part IV	x	x	Part 2 - Chapter 4				
	Business Scenarios		see Part IV	x	moved ->		TOGAF® Series Guide - Business Scenarios.pdf			
	Gap Analysis			x	x	Part 2 - Chapter 5				
	Migration Planning Techniques			x	x	Part 2 - Chapter 6				
	Interoperability Requirements			x	x	Part 2 - Chapter 7				
	Business Transformation Readiness			x	x	Part 2 - Chapter 8				
	Risk Management			x	x	moved ->	TOGAF® Series Guide: Integrating Risk and Security within a TOGAF® Enterprise Architecture			
	Capability Based Planning			x	x	moved ->	TOGAF® Series Guide - Business Capabilities, Version 2.pdf			
IV	Architecture Content Framework			x	x	TOGAF Standard Part 4 – Architecture Content.pdf				
V	Enterprise Continuum and Tools		see Part III	x	x	TOGAF Standard Part 4 – Architecture Content.pdf				
	Introduction		see Part III	x	x	Part 4 - Chapter 6				
	Enterprise Continuum		see Part III	x	x	Part 4 - Chapter 6				
	Architecture see Partitioning			x	x	not found				
	Architecture Repository			x	x	Part 4 - Chapter 7				
	Tools for Architecture Development		see Part IV	see Part IV	x	not found				
VI	Reference Models			x	moved ->		TOGAF® Series Guide - The TOGAF® Technical Reference Model (TRM).pdf			
	Foundation Architecture (TRM)		see Part III	see Part III	x	moved ->				
	I3-IRM		see Part III	x	moved ->		TOGAF® Series Guide - The TOGAF® Integrated Information Infrastructure Reference Model (I3-IRM).pdf			
VII	Architecture Capability Framework			x	x	TOGAF Standard Part 5 – Enterprise Architecture Capability Framework.pdf				
	Introduction			x	x	Part 5 - Chapter 1				
	Establishing an Architecture Capability			x	x	Part 5 - chapter 2 plus moved ->	TOGAF® Series Guide - Architecture Project Management.pdf; TOGAF® Series Guide - The TOGAF® Leader's Guide to Establishing and Evolving an EA Capability.pdf			
	Architecture Board		see Part IV	see Part IV	x	x	Part 5 - Chapter 4			
	Architecture Compliance		see Part IV	see Part IV	x	x	Part 5 - Chapter 6			
	Architecture Contracts		see Part IV	see Part IV	x	x	Part 5 - Chapter 5			
	Architecture Governance		see Part IV	see Part IV	x	x	Part 5 - Chapter 3			
	Architecture Maturity Models		see Part IV	see Part IV	x	moved ->	TOGAF® Series Guide - Architecture Maturity Models.pdf			
	Architecture Skills Framework		see Part IV	x	x	moved ->	TOGAF® Series Guide - Architecture Skills Framework.pdf			
moved -> means moved to a separate document										

Figure 2-4: Evolution of TOGAF from Version 7 to Version 10. Source: Own Research.

As the above figure is hard to use given the space available on a book page, we also provide it as a high-resolution PDF for download at [this link](#)¹ (verified 2023-10-26)

In conclusion, TOGAF has evolved from a (large-scale) project architecture framework to an enterprise-level architecture framework. Although it wasn't originally designed with an enterprise focus, its growth trajectory indicates a move in that direction. However, TOGAF's main goal isn't to compete with other enterprise frameworks but to distill their essence and provide a generic ADM adaptable to other frameworks.

2.4 TOGAF and Business Architecture

Beginning mostly with TOGAF 9.x and continuing with TOGAF 10th Edition TOGAF has expanded into the arena of Business Architecture. Business Architecture tasks can more likely be found in a CEO office and less likely in CIO offices. Still, IT Enterprise Architects should know the artifacts needed to describe Business Architecture. This section gives you a list of stuff that TOGAF provides as help for describing and designing business architectures. We assume that you have a basic knowledge of the respective concepts.

TOGAF and Developing a Business Architecture

The [TOGAF® Series Guide - A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF® ADM] gives you a ballpark view of how to describe or develop Business Architectures using TOGAF

¹http://www.objectarchitects.biz/2020-10-13_TOGAF_Evolution.pdf

TOGAF and Business Models

The [TOGAF® Series Guide - Business Models] lists the artifacts needed to describe a business using models. It would e.g. refer to the below more specialized artifacts we list in the following few sections:

TOGAF and Business Capabilities

The [TOGAF® Series Guide - Business Capabilities, Version 2] gives you an introduction to the use of capability models. It does not contain extensive capability models for particular industries. If you need a capability model for an industry you need to dig deeper into industry reference models the likes of BIAN for Banking or eTOM for the Telecommunications Industry.

TOGAF and Value Streams

Value Streams [TOGAF® Series Guide - Value Streams] like Capabilities are a means to capture aspects of a business and hence of a Business Architecture. Value stream mapping, a specific technique associated with value stream analysis, is commonly used to visualize the process from start to finish, helping teams to identify areas for improvement. This approach is particularly prevalent in lean management and operational excellence initiatives, where the goal is to streamline processes, reduce waste, and increase efficiency.

TOGAF and Business Scenarios

The [TOGAF® Series Guide - Business Scenarios] contains lists of common Business Scenario patterns and hints on how to work with them. Business scenarios are widely used in various business analysis activities, including requirements gathering, process modeling, risk management, and strategy development. They are

particularly useful for capturing the complexity of real-life business situations, providing a practical context for theoretical discussions, and helping to ensure that solutions are grounded in the realities of the business environment.

TOGAF and Information Mapping

In the context of business analysis, information mapping refers to the process of organizing, categorizing, and visually representing the relationships and flow of information within an organization. This practice aims to create a clear and structured representation of data, making it easier to understand, access, and utilize for various business purposes. TOGAF comprises a short series guide [TOGAF® Series Guide - Information Mapping] on the topic

TOGAF and Organization Mapping

In Business Analysis and hence Business Architecture, you need techniques to describe information about the organization forms of your enterprise. With the [TOGAF® Series Guide - Organization Mapping] TOGAF contains a brief intro to the topic.

3. TOGAF and IT Strategy

4. TOGAF and IT Portfolio Management

5. TOGAF and Developing Architectures

6. TOGAF and Architecture Governance

7. TOGAF and Basic Tasks

**8. What else will you find
in TOGAF?**

9. Wrap Up: TOGAF for You

9.1 A Collection of Useful Tools

Throughout this book, we've illustrated that TOGAF offers a rich assortment of methods and tools essential for any enterprise architect in their line of duty.

However, TOGAF is more of a compilation of invaluable resources than a holistic, pre-planned initiative. This has seen some improvements since version 9.2, but the observation remains partly true for TOGAF 10th Edition.

The Architecture Development Method appears quite “insular” – as does the Content Framework. Many other components are an aggregation of tools supplementing the ADM. This isn't a drawback! As inferred in our introduction and subsequently validated, TOGAF isn't merely an “IT Enterprise Architecture for Dummies” guide. It rigorously emphasizes developing architectures, whether individual systems, application clusters, or top-tier enterprise blueprints.

9.2 Two Strongest Points

The two areas in TOGAF that form the core of the framework are:

ADM: The Architecture Development Method is a mature and comprehensive method, checklist, and guide that you can employ when you want to design any part of your IT architecture.

Architecture Content Framework: This framework helps you organize your architectural artifacts, even if it doesn't guide you in creating all of them. The meta-model aspect offers an expansive library of meta-objects that you might consider when constructing a specific meta-model tailored to address the queries your management has for their Enterprise Architects concerning their enterprise.

In addition to these, we've enumerated numerous other beneficial resources available in TOGAF. Some of these were separated in TOGAF 9.2 into distinct documents [OpenG2017a, OpenG2017b, OpenG2017c], and they persist in TOGAF 10th Edition as various series guides. Refer to Chapter 2 - Figure 2-4 for a delineation of the transition in content from TOGAF 7, TOGAF 8, TOGAF 9.x to TOGAF 10th Edition.

9.3 TOGAF Certification

Around 2010, job advertisements showed a significant demand for individuals with TOGAF certification. This trend has since dwindled. A resurgence in demand can be anticipated once TOGAF 10th Edition has been in circulation for a while.

In 2023, there are many opportunities for TOGAF 10th Edition certification. However, the authors perceive that this hasn't been substantially reflected in job listings.

With TOGAF 10th Edition, there is an extension of the certification options. E.g. a focus on business architecture, or agility, or digitalization. For details follow this [link](https://www.opengroup.org/certifications/togaf-certification-portfolio)¹

In this book, we've highlighted that TOGAF 10th Edition doesn't primarily cater to strategic IT Enterprise Architecture Management. The current version of TOGAF excels at project architectures of varying scales and several other tasks of IT Enterprise Architecture.

¹<https://www.opengroup.org/certifications/togaf-certification-portfolio>

Like any certification, TOGAF certification first benefits those who offer the training and examinations. From the standpoint of HR departments and senior management — typically the recruiters of IT Enterprise Architects — it is questionable if they genuinely comprehend the distinction between Strategic IT Management and the type of (IT) Enterprise Architecture that the TOGAF ADM specializes in. Therefore, if the aim is to employ someone proficient in IT Enterprise Architecture Management, a TOGAF certification might only cover approximately half of the required expertise.

For many Enterprise Architects and IT Enterprise Architects, the TOGAF certification merely serves as another qualification. While the certificate attests one's ability to perform certain tasks, it doesn't necessarily vouch for proficiency. Nonetheless, if the majority of companies or regulatory bodies mandate it, aspiring professionals will pursue the certification as a prerequisite for certain positions.

9.4 Future

Predicting the future is always challenging, and relying solely on past trends can be misleading. The inaugural version of the TOGAF ADM was adapted from TAFIM 2.0 around 1995. The present-day ADM boasts an extensive history, yet could have a better foundation in strategic architecture management.

In 2009, the Capgemini IAF (Integrated Architecture Framework) was added to TOGAF due to Capgemini's substantial backing of the OpenGroup and TOGAF. Late 2011 saw the release of TOGAF 9.1 — a revision rather than a groundbreaking update.

TOGAF 9.2 followed in April 2018, largely refining TOGAF 9.1 moving the focus of TOGAF from pure IT Architecture towards Business Architecture including several Strategic Business Architecture modelling techniques. The main change with TOGAF 9.2. was the breakdown of TOGAF in a foundational part of the standard, which

forms a stable core, and the TOGAF series guides, which are flexible reference models and different usage scenarios.

TOGAF 10th Edition can be viewed as a further enhancement. Its expansive nature warranted a division into six Fundamental Volumes and refined that with new Series Guides. However, as indicated by the mapping in Figure 2-4, one can still trace back the contents of TOGAF 9.2 within TOGAF 10th Edition.

It remains uncertain which direction TOGAF will adopt in future Editions. You could speculate, that there will come some refinements of the Content Framework – especially an improved alignment of the metamodel and the artifacts. Another direction could be improved documentation of the usage of ADM in conjunction with other content-focused EA Frameworks like UAF and ArchiMate. Based on the restructuring you could guess that the core of TOGAF 10th Edition could be seen as stabilized. Major improvements will come as new series guides, describing more usage scenarios of ADM and more reference models.

Regardless, possessing knowledge of TOGAF is very useful, if you're tasked with shaping architectures in specific projects, irrespective of their scale.

10. Appendix

10.1 Colophon

This book was prepared using markua. This latest edition has undergone spell-checking and minor copy editing using ChatGPT and also Grammarly.

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10.3 Backlog

- currently no improvements pending - feel free to drop us feedback

History

2023-11-18 Minor edits after a proof read

2023-10-24 Edited the Intro / Abstract. Fixed Chapter 9 Bug

2023-10-20 Processed the additions by Rolf Knoll

2023-10-16 Extensive Spell Checks using Grammarly