COURSEWARE

Courseware based on the TOGAF® EA - Foundation - Revised Edition

Courseware based on the

TOGAF® EA - Foundation

-

Revised Edition

Colophon

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Publisher about the Courseware

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The Courseware was created by experts from the industry who served as the author(s) for this publication. The input for the material is based on existing publications and the experience and expertise of the author(s).

The material has been revised by trainers who also have experience working with the material. The objective of the courseware is to provide maximum support to the trainer and to the student, during his or her training.

Direct reference to advised literature is also regularly covered in the slides so that students can find additional information concerning a particular topic. Although the courseware is complete, the possibility that the trainer deviates from the structure of the sheets or chooses to not refer to all the slides or commands does exist.

The student always has the possibility to cover these topics and go through them in their own time. It is recommended to follow the structure of the courseware and publications for maximum exam preparation. The courseware and the recommended literature are the perfect combination to learn and understand the theory.

Other publications BY Van Haren Publishing

Van Haren Publishing (VHP) specializes in titles on Best Practices, methods, frameworks and standards within four domains:

- IT Management
- Architecture (Enterprise and IT)
- Business Management and
- Project Management

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Topics are (per domain):

IT Management	IT Service Management	FitSM, ISM®, ISO/IEC20000, IT4IT®, ITIL®, VerISM®, SAF, TRIM, XLA®
	Data Management	Data literacy, Data visualization, DMBOK
	IT Asset Management	HAM, ITAM, SAM
	IT Security Management	BIO, ISO/IEC27001, NIS2
	Test Management	CTAP
	Application Management	ASL
	Other	eCF, IT-CMF, Scrum
Project Management	Project Management	Half Double, ICB, ISO/IEC21500, P3.express, PM2, PMBOK Guide, Praxis, PRINCE2
	Agile	Agile, Agile PM
	Other	PMO
Business Management	Operations Management	Lean, Lean Six Sigma, OBM, OMC, RASCI
	Contract Management	CATS CM, CATS RVM, IACCM World
	Business Information Management	BiSL, DID
	Artificial Intelligence	AI, Generative AI
	Outsourcing	OPBOK
Enterprise Architecture	Enterprise Architecture	BIAN, TOGAF
	Modeling	ArchiMate, BPMN
	Software Architecture	ISAQB
	Other	Open Agile Architecture

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Table of content

Self-Reflection of understanding Diagram

'What you do not measure, you cannot control.'' – Tom Peters

Fill in this diagram to self-evaluate your understanding of the material. This is an evaluation of how well you know the material and how well you understand it. In order to pass the exam successfully you should be aiming to reach the higher end of Level 3. If you really want to become a pro, then you should be aiming for Level 4. Your overall level of understanding will naturally follow the learning curve. So, it's important to keep track of where you are at each point of the training and address any areas of difficulty.

Based on where you are within the Self-Reflection of Understanding diagram you can evaluate the progress of your own training.

Level of Understanding	*Before Training (Pre-knowledge)*	*Training Part 1 (1st Half)*	*raining Part 2 (2nd Half)*	*After studying / reading the book*	*After exercises and the Practice exam*
Level 4 ***I can explain the*** ***content and apply it .***					
Level 3 I get it! ***I am right where I am supposed to be.***					Ready for the exam!
Level 2 ***I almost have it but could use more practice.***					
Level 1 ***I am learning but don't quite get it yet.***					

(Self-Reflection of Understanding Diagram)

Write down the problem areas that you are still having difficulty with so that you can consolidate them yourself, or with your trainer. After you have had a look at these, then you should evaluate to see if you now have a better understanding of where you actually are on the learning curve.

Troubleshooting

Problem areas:	***Topic:***
Part 1	
Part 2	
You have gone through the book and studied.	
You have answered the questions and done the practice exam.	

Timetable Foundation

This is a schedule for a two day course – approximate timings:

Day 1		Day 2	
8:00	Module 00	8:00	Module 09
8:30	Module 01	8:30	Module 10
9:00	Module 02	9:00	Module 11
10:00	Module 03	10:00	Module 12
11:00	Module 04	11:00	Module 13
12:00	Lunch	12:00	Lunch
13:30	Module 05	13:30	Module 14
15:00	Module 06	15:00	Module 15
16:30	Module 07	16:30	Module 16
18:00	End of day	18:00	End of day

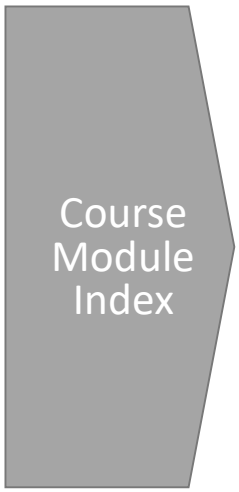
This is a schedule for a three day course – approximate timings:

Day 1		Day 2		Day 3	
8:00	Module 00	8:00	Module 06	8:00	Module 12
8:30	Module 01	9:30	Module 07	9:30	Module 13
10:00	Module 02	11:00	Lunch	11:00	Lunch
11:30	Lunch	12:30	Module 08	12:30	Module 14
13:00	Module 03	14:00	Module 09	14:00	Module 15
14:30	Module 04	15:00	Module 10	15:00	Module 16
16:00	Module 05	16:00	Module 11	16:00	End of day
17:30	End of day	17:00	End of day		

This is a schedule for a four day course – approximate timings:

Day 1		Day 2		Day 3		Day 4	
8:00	Module 00	8:00	Module 06	8:00	Module 11	8:00	Module 16
8:30	Module 01	10:00	Module 07	10:00	Module 12	9:30	Revision/Study
10:15	Module 02	11:00	Lunch	11:00	Lunch	11:00	Lunch
12:00	Lunch	12:30	Module 08	12:30	Module 13	12:30	Case Study end
13:30	Module 04	15:30	Module 10	14:00	Module 14	17:00	End of day
15:15	Module 05	17:00	End of day	15:30	Module 15		
17:30	End of day	17:00	End of day	17:00	End of day		

Course Module Index



This TOGAF® EA Training course is being run by "affiliate" in association with Mundo Cognito Ltd. and is accredited by The Open Group.

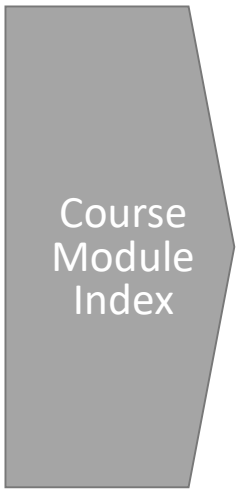
Module 01/16

TOGAF® EA Training - Foundation

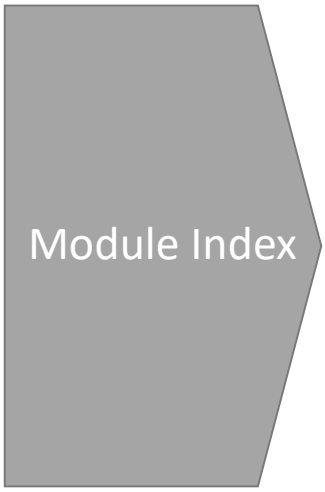
TOGAF® Standard, 10th Edition

Module 01
Overview

Course Module Index

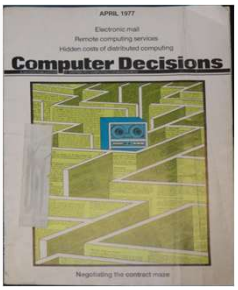


Module Index



Where did EA come from? – 01/02

'Formal' EA can be traced from:
1967 - John Zachman article
1969 - Sal Catalano & Dewey Walker
- need for two phases:
1. Customization
   A two week survey to find Asset Management issues …
      Is there access to enterprise-wide, coherent data to support enterprise-wide decision making?
2. Definition
      This was not defined!

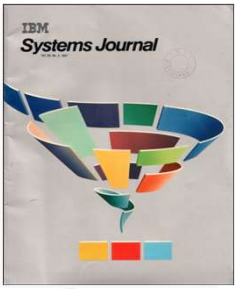


John Zachman

Companies need
   A plan
   A long-term strategy to support the rapid growth of technology

Modern EA
   Extends this thinking to the entire business
   Ensuring business is aligned with digital

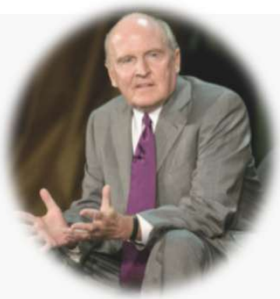
EA focuses on bringing legacy processes and applications together to form an integrated environment.



The roots of 'formal' EA can be traced to thinking by two IBM employees, Sal Catalano and Dewey Walker. This was published in 1969 editions of Computer Decisions Magazine under the titles "Where Do We Go from Here with MIS?", and "Next in MIS: 'Data Managed' System Design".
Dewey further developed his thinking to the need for two phases - Customization and Definition. Customization was a two week survey to see if there were any Asset Management issues - if an enterprise was leaking assets then probably management did not have access to enterprise-wide, coherent data to support enterprise-wide decision making.
However, based on this seminal thinking, and as a response to the increase of business technology, John Zachman published an article in IBM Systems Journal Volume 25, Number 3, beginning on page 276,in 1987 which became the root of EA thinking.
Companies understood they would need both a plan and a long-term strategy to support the rapid growth of technology - that remains true today.
Modern EA extends this thinking to the entire business, thus ensuring business is aligned with digital transformation strategies and technological growth. EA attains substantial traction in large businesses addressing digital transformation - it focuses on bringing legacy processes and applications together to form an integrated environment.

Where did EA come from? – 02/02

Boundaryless Information Flow™
From a notion articulated by John Francis Welch Jr. (November 19, 1935 – March 1, 2020), Chairman and CEO of General Electric, 1981-2001



… is an organization behavior
Boundaryless
Defined as one which
Removed the barriers between traditional functions
Supported finding great ideas
Was anywhere within the organization
Or from outside the organization
Shared with everyone within the company

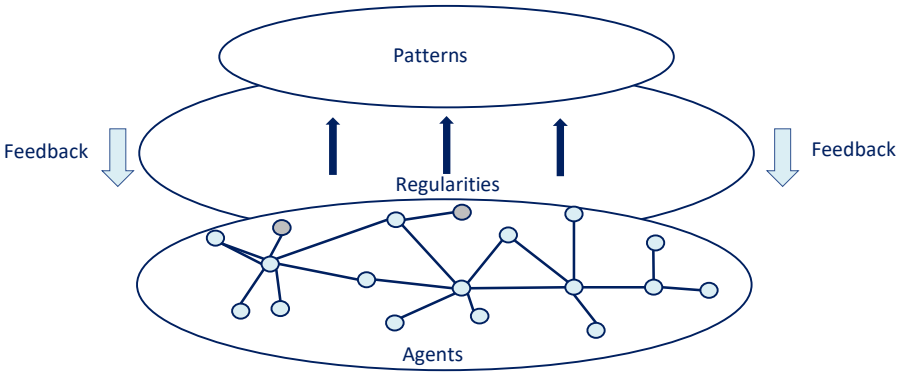
"Jack Welch's approach to breaking down silos still works …"
- September 2015 - Harvard Business Review

Boundaryless Information Flow™ From a notion articulated by John Francis Welch Jr. (November 19, 1935 – March 1, 2020), Chairman and CEO of General Electric, 1981-2001 Jack Welch instilled an organization behavior which he called "boundaryless", defined as one which removed the barriers between traditional functions, and supported finding great ideas, anywhere within the organization, or from outside the organization, and sharing them with everyone within the company.
A 2015 article in Harvard Business argues that "Jack Welch's approach to breaking down silos still works", citing examples of engineering companies who have discovered for themselves that "fragmented, geographically dispersed" patterns of organization make it "very difficult ... to coordinate efforts across functions, keep everyone focused on the cost and delivery goals and get people to reach consensus".

Why Enterprise Architecture? – 01/03

The universe is full of systems, weather systems, immune systems, social systems, tax systems etc. . . . these systems are complex, and constantly adapting to their environment.

Interactions between individual entities at the lower level create patterns observable at the higher level which, in turn, impact on the interactions between individual entities.



A complex adaptive systems does not have to be perfect in order to thrive. It only has to be slightly better than its competitors. Any energy used on being better than that is wasted energy. Once it has reached the state of being good enough it will, every time, trade off increased efficiency, in favour of greater effectiveness.

Complex Adaptive Systems and Complexity Theory, Peter Fryer

○ https://www.researchgate.net/profile/Robert-Winter-4/publication/44939495_Complexity_Levels_of_Representing_Dynamics_in_EA_Planning/links/0046352f5041ba2022000000/Complexity-Levels-of-Representing-Dynamics-in-EA-Planning.pdf ○ https://ieeexplore.ieee.org/document/8536112

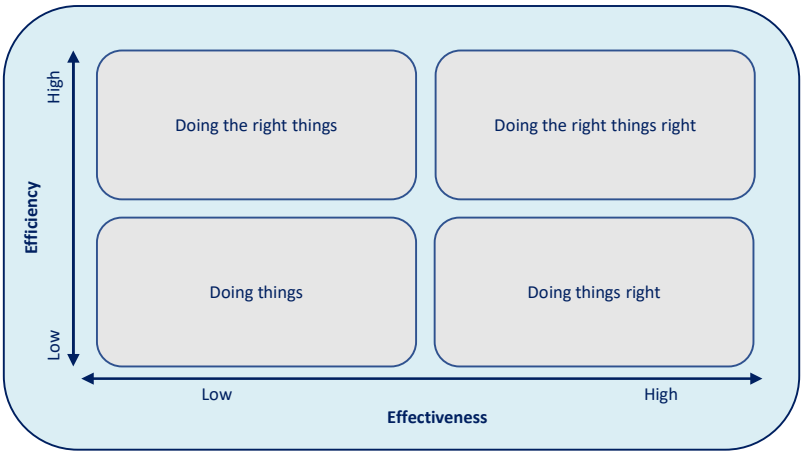
○ A Systemic Perspective to Managing Complexity with Enterprise Architecture : Pallab Saha : ISBN13: 9781466645189

○ https://www.scitepress.org/Papers/2021/104757/104757.pdf

Why Enterprise Architecture? – 02/03

- Max output for min input
- Considers the present state
- Consistent method
- Focus on process

Image courtesy of Oriental Outpost-https://www.orientaloutpost.com



- Compare measured vs. desired output
- Considers the long term
- Innovative ways of working
- Focuses on result

You can give a man a fish . . .

Why Enterprise Architecture? – 03/03

Why enterprise architecture?

Situations constantly arise that require a response

The decision-making should be as agile as possible

The business has an asset that supports decision making

An Enterprise Architecture is a properly indexed repository of business knowledge

Enterprise Architecture supports analysis and development of decision options

The Enterprise Architecture repository provides a framework which can capture the quantitative outcomes of decisions

Situations constantly arise that require a response. The decision-making process needs to be as agile as possible so that an appropriate response can be both adopted rapidly and executed efficiently.
The business, with a well-structured, content-rich and properly maintained Enterprise Architecture, has an asset that supports decision-making.
An Enterprise Architecture is a properly indexed repository of business knowledge . . . the power to make ‘good’ and rapid business decision is greatly enhanced.
Enterprise Architecture supports analysis and development of decision options and assists in the assessment of the business and/or technical impacts. The Enterprise Architecture repository provides a framework which can capture the quantitative outcomes of decisions.

How did the TOGAF® Standard evolve? – 01/04

Committee of Sponsoring Organizations (COSO) 1985
sponsored the National Commission on Fraudulent Financial Reporting (the Treadway Commission). 1992, September, released the Internal Control— Integrated Framework report
Re-published with minor amendments in 1994
A common definition of internal control
A framework against which internal control systems may be assessed and improved.

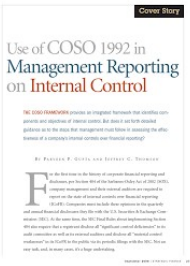


Image source: http://researchgate.net/

The Clinger–Cohen Act (CCA) 1996 [cf. The Open Group® foundation date]
United States information technology (IT)
Focusing on information resource planning
Implementing a capital planning and investment control
Rethinking and restructuring the way they do their work before investing

Images source: slideplayer.com

Committee of Sponsoring Organizations (COSO) 1985 sponsored the National Commission on Fraudulent Financial Reporting (the Treadway Commission).
The Commission was jointly sponsored and funded by five main professional accounting associations and institutes, under chairman James C. Treadway, Jr., former Commissioner of the U.S. Securities and Exchange Commission 1992, September, released the Internal Control— Integrated Framework report 1994 re-published with minor amendments A common definition of internal control A framework against which internal control systems may be assessed and improved.
2013 re-published with minor amendments The Clinger–Cohen Act (CCA) 1996 [cf. The Open Group® foundation date] United States information technology (IT).
Focusing information resource planning to support their strategic missions; Implementing a capital planning and investment control process that links to budget formulation and execution; and Rethinking and restructuring the way they do their work before investing in information systems.
The Act directed the development and maintenance of Information Technology Architectures by federal agencies to maximize the benefits of information technology (IT).

How did the TOGAF® Standard evolve – 02/04

Pressure in 1980s from Government – IT industry to control diversity

X™/Open Company, Ltd. 1984-1996
European UNIX® systems manufacturers consortium

Groupe Bull, ICL, Siemens, Olivetti, Nixdorf Computer, Philips, Ericsson

Open Software Foundation (OSF) 1988-1996
not-for-profit organization founded under the U.S. National Cooperative Research Act, 1984

Apollo Computer, Groupe Bull, Digital Equipment Corporation, Hewlett-Packard, IBM, Nixdorf Computer, and Siemens AG, Philips, Hitachi

The Open Group® LLC was incorporated in 1996 as the parent of X™/Open Company Limited (now The Open Group® Limited) and OSF

European UNIX® systems manufacturers consortium identify and promote open IT standards define a single spec for UNIX® OSs increase application interoperability reduce the cost of porting software Groupe Bull, ICL, Siemens, Olivetti, Nixdorf, Philips, Ericsson Open Software Foundation (OSF) 1988-1996 not-for-profit organization founded under the U.S. National Cooperative Research Act,1984 create an open standard for an implementation of the UNIX® operating system Apollo Computer, Groupe Bull, Digital Equipment Corporation, Hewlett-Packard, IBM, Nixdorf Computer, and Siemens AG, Philips, Hitachi The Open Group® LLC was incorporated in 1996 as the parent of X™/Open Company Limited (now The Open Group® Limited) and OSF certifying body for the UNIX® trademark publication of the Single UNIX® Specification the official definition of a UNIX® system develops and manages the TOGAF® standard Also e.g. ODBD, CDE, DCOM, DRDA, FACE™, Motif, OSIMM, SRM, CMPI, UDEF, FAIR™

How did the TOGAF® Standard evolve – 03/04

“a global consortium that enables the achievement of business through technology standards”

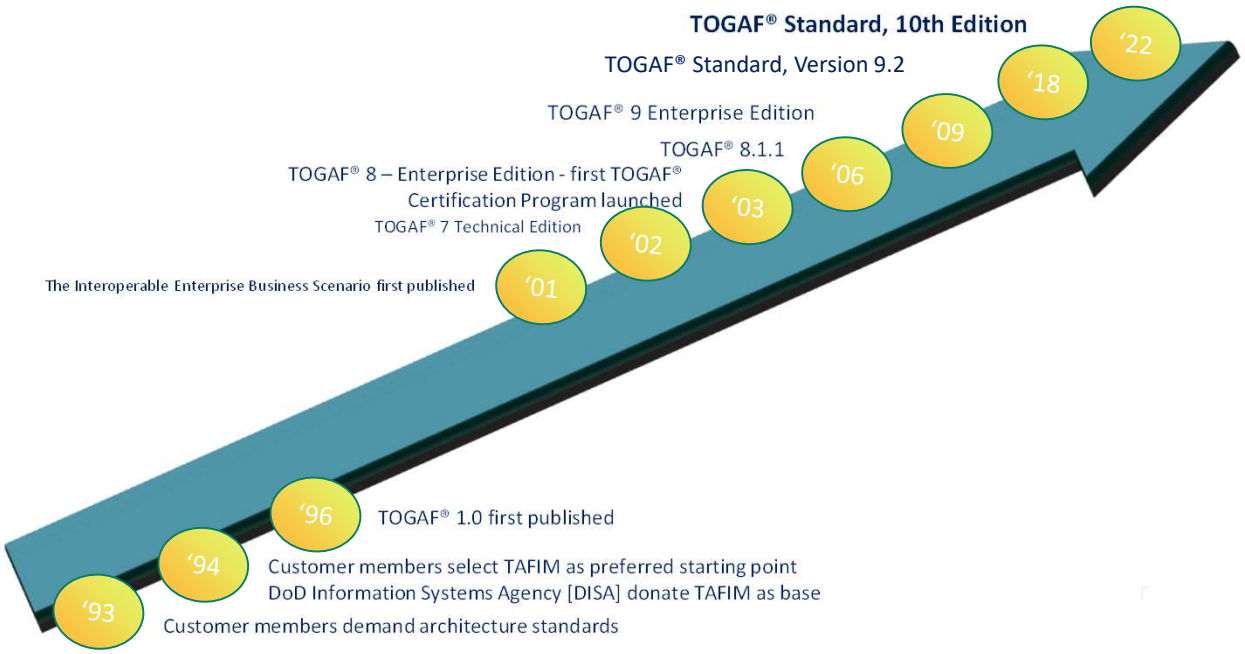
Vision:
Boundaryless Information Flow™

Open standard components that provide services in a customer's extended enterprise that:

Combine multiple sources of information
Securely deliver the information whenever and wherever it is needed, in the right context for the people or systems using that information.

“a global consortium that enables the achievement of business through technology standards”
Vision: Boundaryless Information Flow™ a shorthand representation of “access to integrated information to support business process improvements” represents a desired state of an enterprise’s infrastructure and is specific to the business needs of the organization.
An infrastructure that provides Boundaryless Information Flow™ has open standard components that provide services in a customer's extended enterprise that: Combine multiple sources of information Securely deliver the information whenever and wherever it is needed, in the right context for the people or systems using that information.

How did The TOGAF® Standard evolve – 04/04



There were annual updates until circa 1999 when The Open Group® 'Customers' referred to were primarily the US Government's Department of Defense and its major corporate suppliers. Technical Architecture Framework for Information Management (TAFIM) was the 1990s reference model for enterprise architecture by and for the United States Department of Defense (DoD) a target common conceptual framework or reference model for an information system infrastructure and the specific applications that the information system must support.

Training Levels – 01/01

Level	Tag	Purpose
1	TOGAF® Foundation	To provide validation that the candidate has gained knowledge of the TOGAF® terminology, structure and basic concepts, and understands the core principles of Enterprise Architecture and the TOGAF® standard
2	TOGAF® Practitioner	To provide validation that in addition to knowledge and comprehension, the candidate is able to analyze and apply knowledge of the TOGAF® standard
		For detail of Duration etc. – see https://certification.opengroup.org/examinations/togaf

Exam pass needs ≥ 60% in each, resit only failed Tag after 1 month

Source: TOGAF® - Certification for People: Conformance Requirements (Multi-Level)

What is an Enterprise ? - 01/03

The TOGAF® Standard considers an "enterprise" to be any collection of organizations that have common goals

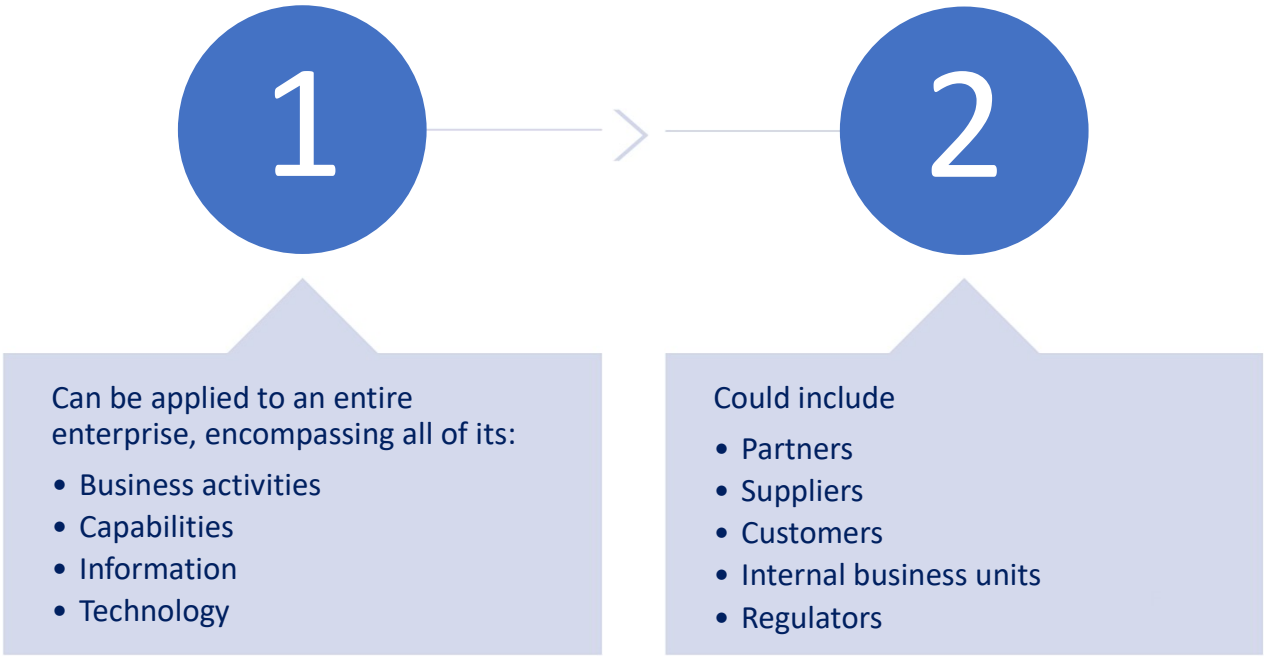
For example, an enterprise could be:

- A whole corporation or a division of a corporation
- A government agency or a single government department
- A chain of geographically distant organizations linked together by common ownership
- Groups of countries, governments, or governmental partnerships

Source: TOGAF® - Introduction and Core Concepts : Page 2 : §1.1

Level=1 : L.O.= 1.1a : Describe what an enterprise is.
Source: TOGAF® Standard – Introduction and Core Concepts : Page 2 : §1.1 The TOGAF® Standard considers an "enterprise" to be any collection of organizations that have common goals.
For example, an enterprise could be: A whole corporation or a division of a corporation A government agency or a single government department A chain of geographically distant organizations linked together by common ownership Groups of countries, governments, or governmental organizations (such as militaries) working together to create common or shareable deliverables or infrastructures Partnerships and alliances of businesses working together, such as a consortium or supply chain 1.1 Executive Overview This section provides an executive overview of Enterprise Architecture, the basic concepts of what it is (not just another name for IT Architecture), and why it is needed. It provides a summary of the benefits of establishing an Enterprise Architecture and adopting the TOGAF® approach to achieve that.
What is an enterprise? The TOGAF® Standard considers an "enterprise" to be any collection of organizations that have common goals.
For example, an enterprise could be: ○ A whole corporation or a division of a corporation ○ A government agency or a single government department ○ A chain of geographically distant organizations linked together by common ownership ○ Groups of countries, governments, or governmental organizations (such as militaries) working together to create common or shareable deliverables or infrastructures ... continued in Reference in Notes §1 above

What is an Enterprise ? - 02/03



Source: TOGAF® - Introduction and Core Concepts : Page 2 : §1.1

Level=1 : L.O.= 1.1a : Describe what an enterprise is.
Source: TOGAF® Standard – Introduction and Core Concepts : Page 2 : §1.1

Can be applied to an entire enterprise, encompassing all of its:
Business activities
Capabilities
Information
Technology
that make up the entire infrastructure and governance of the enterprise,
or to one or more specific areas of interest within the enterprise.
Will/may include
Partners
Suppliers
Customers
Internal business units
Regulators
In all cases, the architecture crosses multiple systems, and multiple functional groups within the enterprise.

1.1 Executive Overview
This section provides an executive overview of Enterprise Architecture, the basic concepts of what it is (not just another name for IT Architecture), and why it is needed. It provides a summary of the benefits of establishing an Enterprise Architecture and adopting the TOGAF® approach to achieve that.

What is an enterprise?
The TOGAF® Standard considers an "enterprise" to be any collection of organizations that have common goals.
For example, an enterprise could be:

... continued in Reference in Notes §1 above

What is an Enterprise ? - 03/03

The Enterprise operating model concept is useful to determine the nature and scope of the Enterprise Architecture within an organization

Many organizations may comprise multiple enterprises

These enterprises often have much in common with each other

Source: TOGAF® - Introduction and Core Concepts : Page 2 : §1.1

Level=1 : L.O.= 1.1a : Describe what an enterprise is.
Source: TOGAF® Standard – Introduction and Core Concepts : Page 2 : §1.1

The Enterprise operating model concept is useful to determine the nature and scope of the Enterprise Architecture within an organization
Many organizations may comprise multiple enterprises and may develop and maintain a number of independent Enterprise Architectures to address each one.
These enterprises often have much in common with each other including processes, functions, and their information systems, and there is often great potential for wider gain in the use of a common architecture framework. For example, a common framework can provide a basis for the development of common building blocks and solutions, and a shareable Architecture Repository for the integration and re-use of business models, designs, information, and data.

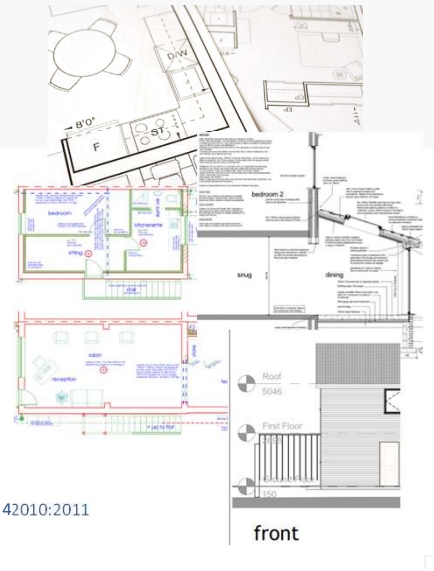
1.1 Executive Overview
This section provides an executive overview of Enterprise Architecture, the basic concepts of what it is (not just another name for IT Architecture), and why it is needed. It provides a summary of the benefits of establishing an Enterprise Architecture and adopting the TOGAF® approach to achieve that.
What is an enterprise?
The TOGAF® Standard considers an "enterprise" to be any collection of organizations that have common goals.
For example, an enterprise could be:
○ A whole corporation or a division of a corporation
○ A government agency or a single government department
○ A chain of geographically distant organizations linked together by common ownership
○ Groups of countries, governments, or governmental organizations (such as militaries) working together to create common or shareable deliverables or infrastructures
○ Partnerships and alliances of businesses working together, such as a consortium or supply chain

... continued in Reference in Notes §1 above

What is an Architecture ?

An Architecture is the fundamental concepts or properties of a system in its environment, embodied in:

- its elements
- their relationships to each other and the environment
- and the principles governing its design and evolution



Adapted from ISO/IEC/IEEE 42010:2011

ISO/IEC/IEEE 42010:2011 defines “architecture” as:
“The fundamental concepts or properties of a system in its environment embodied in its elements, relationships, and in the principles of its design and evolution.”
The TOGAF® Standard embraces but does not strictly adhere to ISO/IEC/IEEE 42010:2011 terminology. In addition to the ISO/IEC/IEEE 42010:2011 definition, the TOGAF® Standard adds a second definition depending on the context:
“The structure of components, their inter-relationships, and the principles and guidelines governing their design and evolution over time.”
ISO/IEC/IEEE 42010: 2011, Systems and Software Engineering — Architecture Description.
We will look later at “What is an Architecture Framework”

Purpose of Enterprise Architecture – 01/03

To optimize the utilization of resources across the enterprise

The effective management and exploitation of information and digital transformation are key factors to business success, and are indispensable means to achieving competitive advantage

A good Enterprise Architecture enables you to achieve the right balance between business transformation and continuous operational efficiency

Enterprise Architecture supports the needs of the organization to be met with an integrated strategy*

*Formulation of the strategy is one of the major responsibilities of the Board of Directors. We will consider this when we look at Governance in general.

Source: TOGAF® - Introduction and Core Concepts : Page 2 : §1.1

19/248

Level=1 : L.O.= 1.2a : Explain the purpose of Enterprise Architecture.
Source: TOGAF® Standard – Introduction and Core Concepts : Page 2 : §1.1

To optimize the utilisation of resources across the enterprise.
Usually by consolidating the often fragmented legacy of processes (both manual and automated) into an appropriately integrated environment that is responsive to change and supportive of the delivery of the Business Strategy*.
The effective management and exploitation of information and digital transformation are key factors to business success and an indispensable means to achieving competitive advantage.
An Enterprise Architecture addresses this need by providing a strategic context for the evolution and reach of digital capability in response to the constantly changing needs of the business environment.
A good Enterprise Architecture enables you to achieve the right balance between business transformation and continuous operational efficiency.
It allows individual business units to innovate safely in their pursuit of evolving business goals and competitive advantage.
Enterprise Architecture supports the need of the organization, and this is addressed by an integrated strategy which permits the closest possible synergies across the enterprise and beyond.

1.1 Executive Overview
This section provides an executive overview of Enter prise Architecture, the basic concepts of what it is (not just another name for IT Architecture), and why it is needed. It provides a summary of the benefits of establishing an Enterprise Architecture and adopting the TOGAF® approach to achieve that.
What is an enterprise?
The TOGAF® Standard considers an "enterprise" to be any collection of organizations that have common goals.
For example, an enterprise could be:
○ A whole corporation or a division of a corporation

... continued in Reference in Notes §1 above

Purpose of Enterprise Architecture – 02/03

Most global privacy legislation demands that processes around personal data are fully documented

The creation of this basic documentation arises from the changed fundamental considerations, and this is now crucial

Note:
Most of the legislation mandates the creation of the Privacy Impact Assessment for every process – the only tenable basis for this is a properly articulated and documented Enterprise Architecture.

Source: TOGAF® - Introduction and Core Concepts : Page 2 : §1.1

Level=1 : L.O.= 1.2a : Explain the purpose of Enterprise Architecture.
Source: TOGAF® Standard – Introduction and Core Concepts : Page 2 : §1.1

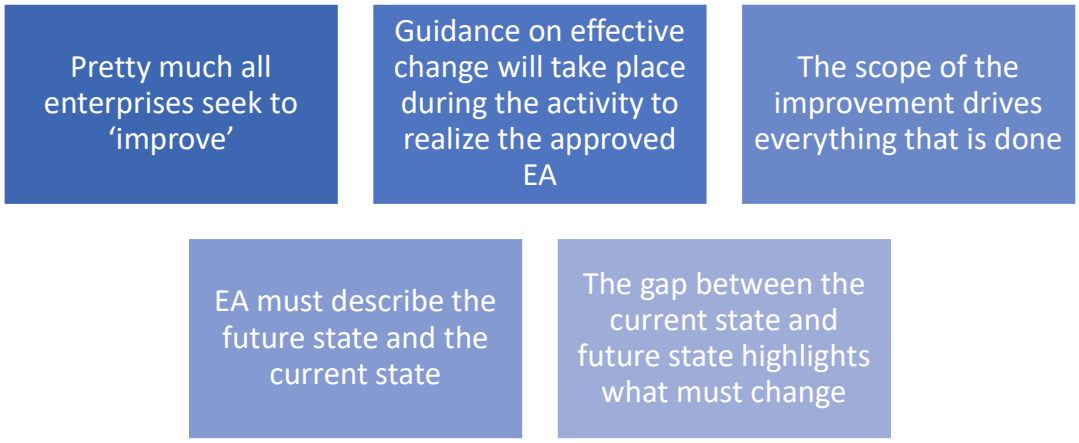
Most global privacy legislation demands that processes around personal data are fully documented in a way that can be easily understood by untrained readers — such as the data subjects and judges and lawyers. The penalties for failing to have this can be very significant.
Clearly the creation of this basic documentation arises from the changed fundamental considerations and this is now crucial.
Note:
Most of the legislation mandates the creation of the Privacy Impact Assessment for every process – the only tenable basis for this is a properly articulated and documented Enterprise Architecture.

1.1 Executive Overview
This section provides an executive overview of Enterprise Architecture, the basic concepts of what it is (not just another name for IT Architecture), and why it is needed. It provides a summary of the benefits of establishing an Enterprise Architecture and adopting the TOGAF® approach to achieve that.
What is an enterprise?
The TOGAF® Standard considers an "enterprise" to be any collection of organizations that have common goals.
For example, an enterprise could be:
○ A whole corporation or a division of a corporation
○ A government agency or a single government department
○ A chain of geographically distant organizations linked together by common ownership
○ Groups of countries, governments, or governmental organizations (such as militaries) working together to create common or shareable deliverables or infrastructures
○ Partnerships and alliances of businesses working together, such as a consortium or supply chain
The term "Enterprise" in the context of "Enterprise Architecture" can be applied to either an

... continued in Reference in Notes §1 above

Purpose of Enterprise Architecture – 03/03

Elsewhere, these same 'purpose thoughts' are expressed from a slightly different viewpoint:



The above blocks highlight the conceptual scope of EA
This scope often leads to the assumption that EA is only used to answer the big questions
The scope of the system varies
All of the concepts remain the same

Source: TOGAF® - A Practitioners' Approach to Developing Enterprise Architecture Following the ADM : Page 8 : §3.1

Level=1 : L.O.= 1.2a : Explain the purpose of Enterprise Architecture.
Source: TOGAF® Standard – Introduction and Core Concepts : Page 2 : §1.1

Elsewhere, these same 'purpose thoughts' are expressed from a slightly different viewpoint:
Pretty much all enterprises seek to 'improve'.
Improvement can be:
shareholder value
agility for a private enterprise
mandate-based value proposition or efficiency for a public enterprise
simply an improvement of mission for a social enterprise
Guidance on effective change will take place during the activity to realize the approved EA.
During implementation, EA is used by the stakeholders to govern change.
The scope of the improvement drives everything that is done.
EA must describe the future state:
to enable the right people to understand what must be done
And also describe the current state
The gap between the current state and future state highlights what must change
A list of gaps makes obvious what must change and the implications of that change

The above bullets highlight the conceptual scope of EA:
This scope often leads to the assumption that EA is only used to answer the big questions
The scope of the system varies - the detailed description of elements and properties vary
All of the concepts remain the same

... continued in Reference in Notes §1 above

Why Enterprise Architecture is needed ? – 01/02

Why Enterprise Architecture is needed ?

The Open Group's® explanation for why Enterprise Architecture is needed to:

Optimize the fragmented legacy of processes (both manual and automated) into an integrated environment that is:

- Responsive to change
- Supportive of the delivery of the business strategy

The effective management and exploitation of information and Digital Transformation are:

- key factors to business success
- indispensable means to achieving competitive advantage
- provides a strategic context for the evolution/reach of digital capability
- facilitates response to the constantly changing needs of the business environment
- achieve the right balance between
- business transformation
- continuous operational efficiency
- processes are fully and understandably documented

Source: TOGAF® - Introduction and Core Concepts : Page 2 : §1.1

Level=1 : L.O.= 1.2a : Explain the purpose of Enterprise Architecture.
Source: TOGAF® Standard – Introduction and Core Concepts : Page 2 : §1.1

The Open Group's® explanation for why Enterprise Architecture is needed:
Effective management and exploitation of information through IT is key to business success
Good information management = competitive advantage
Current IT systems do not really meet the needs of business
Fragmented, duplicated
Poorly understood
Not responsive to change
Investment in Information Technology
Focussed on system maintenance
Tactical developments rather than a strategic plan

1.1 Executive Overview
Why is an Enterprise Architecture needed?
The purpose of Enterprise Architecture is to optimize across the enterprise the often fragmented legacy of processes (both manual and automated) into an integrated environment that is Responsive to change and supportive of the delivery of the business strategy.
The effective management and exploitation of information and Digital Transformation are key factors to business success, and indispensable means to achieving competitive advantage. An Enter prise Architecture addresses this need, by providing a strategic context for the evolution and reach of digital capability in response to the constantly changing needs of the business environment.

... continued in Reference in Notes §1 above

Why Enterprise Architecture is needed ? – 02/02

The TOGAF® Standard recognizes the need to recursively break down the Enterprise Architecture to more granular levels -
enabling a cross-cutting view across the TOGAF® domains:

- A description of the elements within an organization
- A framework (structure, approach and process) for managing change
- The practice of acting to manage and evolve the Enterprise Architecture

This provides a structured framework helping to assure the context and the value-add of Agile implementation.

Source: TOGAF® - Enabling Enterprise Agility : Page 9 : §1.2

Level=1 : L.O.= 1.2c : Explain the purpose of Enterprise Architecture.
See: TOGAF® Series Guide: Enabling Enterprise Agility : Page 9 : §1.2

The TOGAF® Standard recognizes the need to recursively break down the Enterprise Architecture to more granular levels.
These smaller pieces can then be more easily specified and implemented following an Agile approach, enabling a cross-cutting view across the TOGAF® domains:
A description of the elements within an organization, what they are meant to achieve, how they are arranged, how they perform in practice, and how they respond to change
A framework (structure, approach, and process) for managing change to those elements and their arrangement; to continuously adapt to organizational change in line with strategy (goals and objectives) and circumstances (specific requirements)
The practice of acting to manage and evolve the Enterprise Architecture at all levels of control, change, and pace

This provides a structured framework helping to assure the context and the value-add of Agile implementation.

1.2. What is the Role of Enterprise Architecture?
Enterprise Architecture provides a framework for change, linked to both strategic direction and business value. It provides a sufficient view of the organization to manage complexity, support continuous change, and manage the risk of unanticipated consequences.
○ A description of the elements within an organization, what they are meant to achieve, how they are
arranged, how they perform in practice, and how they respond to change
○ A framework (structure, approach, and process) for managing change to those elements and their arrangement; to continuously adapt to organizational change in line with strategy (goals and objectives) and circumstances (specific requirements)
○ The practice of acting to manage and evolve the Enterprise Architecture at all levels of control,,

... continued in Reference in Notes §1 above