



The TOGAF® Standard

10th Edition

Enterprise Agility and Digital Transformation

The
TOGAF®
Standard — *10th Edition*



The TOGAF® Standard, 10th Edition
Enterprise Agility and Digital Transformation

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The TOGAF® Standard, 10th Edition

Enterprise Agility and Digital Transformation

The
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The TOGAF® Standard, 10th Edition — Enterprise Agility and Digital Transformation

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Preface

The Open Group

The Open Group is a global consortium that enables the achievement of business objectives through technology standards. With more than 870 member organizations, we have a diverse membership that spans all sectors of the technology community — customers, systems and solutions suppliers, tool vendors, integrators and consultants, as well as academics and researchers.

The mission of The Open Group is to drive the creation of Boundaryless Information Flow™ achieved by:

- Working with customers to capture, understand, and address current and emerging requirements, establish policies, and share best practices
- Working with suppliers, consortia, and standards bodies to develop consensus and facilitate interoperability, to evolve and integrate specifications and open source technologies
- Offering a comprehensive set of services to enhance the operational efficiency of consortia
- Developing and operating the industry's premier certification service and encouraging procurement of certified products

Further information on The Open Group is available at www.opengroup.org.

The Open Group publishes a wide range of technical documentation, most of which is focused on development of Standards and Guides, but which also includes white papers, technical studies, certification and testing documentation, and business titles. Full details and a catalog are available at www.opengroup.org/library.

The TOGAF® Standard, a Standard of The Open Group

The TOGAF Standard is a proven enterprise methodology and framework used by the world's leading organizations to improve business efficiency.

This Document

This document is the Enterprise Agility and Digital Transformation TOGAF Series Guide Set. It contains two TOGAF Series Guides that have been developed and approved by The Open Group.

TOGAF® Series Guide: Enabling Enterprise Agility

The audience for this document is Enterprise Architects requiring information on how to adapt and use the TOGAF framework to support an Agile enterprise.

The high-level structure of this document is summarized as follows:

- **Chapter 1** provides an introduction to this document, including what is meant by agility, the role of Enterprise Architecture, and its relation to agility
- **Chapter 2** includes the terms and definitions for this document
- **Chapter 3** describes the TOGAF Architecture Development Method (ADM) and how that relates to agility
- **Chapter 4** looks at how architecture activities can be structured to support agility
- **Chapter 5** considers how to execute Enterprise Architecture in an Agile environment

TOGAF® Series Guide: Using the TOGAF® Standard in the Digital Enterprise

The audience for this document is those undertaking the roles of both Enterprise Architects and Digital Practitioners. For Digital Practitioners it communicates what architecture practices would help to grow their digital enterprise, and how to interact with the Enterprise Architecture community to get them. For those undertaking an Enterprise Architect role it provides guidance on supporting the digital enterprise.

A side benefit, therefore, of addressing two audiences, each with different cultures and approaches, is sharing information about each community to facilitate cooperation and productive engagements.

This document sets out to answer two overarching questions:

1. How do Enterprise Architecture and the TOGAF Standard enable the digital enterprise?
2. When and how to apply TOGAF methods and best practices to guide a digital enterprise through its stages of development, which the Digital Practitioner Body of Knowledge™ Standard refers to as the emergence mode?

The high-level structure of this document is as follows:

- **Chapter 6** provides a high-level introduction to this document in terms of how established Enterprise Architecture practices bring value to digital enterprises at all scales
- **Chapter 7** describes how Enterprise Architecture and the TOGAF® Standard bring valuable tools to digital enterprises of all sizes
- **Chapter 8** provides an alignment of terminology between the TOGAF Standard and the Digital Practitioner Body of Knowledge
- **Chapter 9** provides details on applying Enterprise Architecture and the TOGAF Standard to the contexts described in DPBoK™ Standard
- **Appendix A** lists Enterprise Architecture benefits
- **Appendix B** lists principles from the TOGAF Standard
- **Appendix C** shows how Enterprise Architecture services package TOGAF activities to deliver value on demand in two major categories: internal-centric and customer-centric

- Appendix D further illustrates the connections between the TOGAF Standard and the DPBoK Standard

About the TOGAF® Series Guides

The TOGAF® Series Guides contain guidance on how to use the TOGAF Standard and how to adapt it to fulfill specific needs.

The TOGAF® Series Guides are expected to be the most rapidly developing part of the TOGAF Standard and are positioned as the guidance part of the standard. While the TOGAF Fundamental Content is expected to be long-lived and stable, guidance on the use of the TOGAF Standard can be industry, architectural style, purpose, and problem-specific. For example, the stakeholders, concerns, views, and supporting models required to support the transformation of an extended enterprise may be significantly different than those used to support the transition of an in-house IT environment to the cloud; both will use the Architecture Development Method (ADM), start with an Architecture Vision, and develop a Target Architecture on the way to an Implementation and Migration Plan. The TOGAF Fundamental Content remains the essential scaffolding across industry, domain, and style.

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See the Acknowledgements section for more information on contributions to this document. Please note that affiliations were current at the time of approval.

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TOGAF® Series Guide: Using the TOGAF® Standard in the Digital Enterprise

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Referenced Documents

The following documents are referenced in these TOGAF® Series Guides.

(Please note that the links below are good at the time of writing but cannot be guaranteed for the future.)

- [1] *The TOGAF® Standard, 10th Edition, a standard of The Open Group (C220)*, April 2022, published by The Open Group; refer to: www.opengroup.org/library/c220
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PART 1: Enabling Enterprise Agility

About this Document

The high-level structure of this document is as follows:

- **Chapter 1** provides an introduction to this document, including what is meant by agility, the role of Enterprise Architecture, and its relation to agility
- **Chapter 2** includes the terms and definitions for this document
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- **Chapter 5** considers how to execute Enterprise Architecture in an Agile environment

1. Introduction

This document describes in general terms how the TOGAF® Standard [1] can be adapted to support an “Agile enterprise”. It is written to be applicable to any Agile delivery method that follows the commonly accepted Agile approach of iterative development through a series of sprints. It will be supported by other standards, guides, white papers, and case studies from The Open Group, which will provide more detail about specific approaches.

1.1. What is Meant by Agility and Why is it Important?

Enterprise agility is a commonly used term but the exact definition differs among practitioners. The most common characteristics include:

- **Responsiveness to change:** a flexible approach that anticipates and explicitly plans for change, typically involving short iterations and the frequent reprioritization of activities
- **Value-driven:** activity is driven by delivering value; priorities are continually re-assessed to deliver high-value items first and work on intermediate products and documentation is minimized
- **Practical experimentation:** a preference for trying things out and learning from experience as opposed to extensive theoretical analysis, sometimes characterized as “fail fast”
- **Empowered, autonomous teams:** skilled, multi-disciplinary teams work closely together, taking responsibility for their own decisions and outputs
- **Customer communication and collaboration:** working closely with the customer and adapting to their needs; valuing collaboration and feedback over formalized documentation and contracts
- **Continuous improvement:** the internal drive to improve the way an organization performs
- **Respect for people:** people are put first, above process and tools – they are treated with respect; flexibility, knowledge transfer, and personal development are high priorities

Regardless of how the term enterprise agility is defined, it is important because it enables an enterprise to better react to change by being more customer and product-centric, more efficient, and better able to ensure regulatory compliance.

The term Agile is typically associated with the Agile Software Development Process derived from the Manifesto for Agile Software Development [2]. While Agile principles and techniques can be applied to adapt the TOGAF framework, enterprise agility is broader in context than Agile. Therefore, additional techniques are employed in adapting the TOGAF framework to an Agile enterprise.

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.

Enterprise Architecture is:

- 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

The TOGAF Standard is a framework for identifying and implementing change, and provides:

- A definition and description of a standard cycle of change, used to plan, develop, implement, govern, change, and sustain an architecture for an enterprise; see the TOGAF Architecture Development Method (ADM)
- A definition and description of the building blocks in an enterprise used to deliver business services and information systems (see the TOGAF Content Framework)
- A set of guidelines, techniques, and advice to create and maintain an effective Enterprise Architecture and deliver change through new Solution Architectures at all levels of scale, pace, and detail