

TOGAF 9.2 Transformation & Architecture Toolkit

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Preliminary Phase

1. Organizational Model for Enterprise Architecture

What it is for:

Defines how the Enterprise Architecture capability is organized, including organizational scope, roles, responsibilities, governance, constraints, skills, and support.

Official TOGAF reference:

[TOGAF 9.2 — Organizational Model for Enterprise Architecture / Phase guidance](#)

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Element	Definition
Purpose of EA	
Function	
Scope of Organizations	
Architecture Teams	
Roles	
Responsibilities	
Skills / Competencies	
Governance	
Reporting Relationships	
Budget / Resources	
Architecture Processes	
Constraints	
Maturity	

Example

Element	Definition
Purpose	Establish and govern enterprise architecture supporting transformation

Element	Definition
Scope	Corporate business, information, applications and technology
Architecture Teams	Enterprise Architecture, Solution Architecture
Roles	Chief/Lead Architect, Domain Architects, Architecture Board
Responsibilities	Architecture development, standards, governance, compliance
Skills	Business, data, application, technology, security
Governance	Architecture Board
Constraints	Limited architecture resources
Maturity	Developing

2. Architecture Principles

What it is for:

Defines fundamental rules that guide architecture decisions.

TOGAF provides a formal template consisting of **Name, Statement, Rationale, and Implications**.

Official reference:

[TOGAF 9.2 — Architecture Principles](#)

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Name	Statement	Rationale	Implications

Example

Name	Statement	Rationale	Implications
Business First	Architecture decisions shall support defined business objectives	Prevent technology-driven decisions	Business objectives must be established before solution selection
Reuse Before Build	Existing capabilities shall be reused where appropriate	Reduce duplication and cost	Existing capabilities must be assessed before new development
Standardize Before Digitize	Business processes should be standardized before automation	Avoid automating unnecessary variation	Process redesign precedes solution configuration

3. Architecture Capability Assessment

What it is for:

Assesses the organization's ability to develop and govern architecture.

Empty template

Capability Area	Current State	Target State	Gap	Action
Governance				
Architecture process				
Skills				
Tools				
Repository				
Compliance				

Example

Capability Area	Current State	Target State	Gap	Action
Governance	Informal	Formal	High	Establish Architecture Board
Architecture process	Ad hoc	ADM-based	High	Adopt ADM
Skills	Limited	Defined	Medium	Develop skills framework
Repository	Distributed	Centralized	High	Establish repository

Phase A — Architecture Vision

TOGAF identifies the Architecture Vision, Statement of Architecture Work, Communications Plan, Capability Assessment, Business Scenario, and high-level architecture views among the principal Phase A outputs.

4. Statement of Architecture Work

What it is for:

Defines the architecture engagement: scope, objectives, approach, deliverables, resources, schedule, governance, and approval.

This is one of the most important formal TOGAF deliverables.

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Section	Content
Architecture Project	
Project Background	
Objectives	
Scope	
Out of Scope	

Section	Content
Architecture Domains	
Architecture Principles	
Stakeholders	
Architecture Approach	
Deliverables	
Activities	
Resources	
Schedule	
Governance	
Performance Measures	
Risks	
Constraints	
Assumptions	
Approval	

Example

Section	Content
Architecture Project	Service Modernization
Objective	Define target architecture supporting standardized digital service delivery
Scope	Business, Data, Application, Technology
Out of Scope	Unrelated corporate systems
Approach	TOGAF ADM
Deliverables	Architecture Vision, Architecture Definition Document, Requirements Specification, Roadmap
Governance	Architecture Board + Steering Committee
Schedule	16 weeks
Approval	Executive Sponsor

TOGAF specifically describes the Statement of Architecture Work as documenting the architecture project description/scope and architecture project plan and schedule.

5. Architecture Vision

What it is for:

Provides the high-level description of the desired architecture, its business value, scope, and major changes.

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Element	Description
Problem Description	
Business Drivers	
Business Goals	
Objectives	
Stakeholders	
Key Concerns	
Scope	
Constraints	
High-Level Requirements	
Baseline Architecture	
Target Architecture	
Business Value	
Risks	
Opportunities	
Approval	

Example

Element	Description
Problem	Fragmented and manual service processes
Driver	Improve service delivery
Objective	Standardize and digitize service processes
Scope	Intake, processing, communication and supporting systems
Target	Integrated digital service model
Business Value	Faster processing, improved transparency, reduced manual effort

6. Business Scenario

What it is for:

A technique for discovering and documenting business requirements and demonstrating how architecture responds to a real business need.

TOGAF specifically identifies Business Scenarios as an appropriate technique for discovering and documenting business requirements and articulating the Architecture Vision.

Empty template

Element	Description
Business Scenario	

Element	Description
Business Actor	
Situation	
Business Problem	
Business Environment	
Desired Outcome	
Business Process	
Business Service	
Information Required	
Requirements	
Measures	

Example

Element	Description
Business Scenario	Digital Service Request
Actor	Customer
Situation	Customer requires a municipal/service transaction
Problem	Submission and status tracking are largely manual
Desired Outcome	Digital submission and transparent status
Process	Submit → Validate → Review → Decide → Notify
Information	Customer, request, supporting documentation
Measure	Processing time / digital completion rate

7. Communications Plan

What it is for:

Defines how architecture information will be communicated to stakeholders, including what information is required, by whom, when, and through what mechanism.

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Stakeholder	Concern	Information Required	Communication	Frequency	Owner

Example

Stakeholder	Concern	Information Required	Communication	Frequency	Owner
Executive Sponsor	Outcomes	Status, risks, decisions	Executive briefing	Monthly	PM

Stakeholder	Concern	Information Required	Communication	Frequency	Owner
Business Owners	Process	Design decisions	Workshop	Biweekly	Business Architect
IT	Solution	Architecture decisions	Architecture review	Weekly	Solution Architect

Phase B — Business Architecture

TOGAF Phase B explicitly produces or updates Business Architecture and can include business functions, organization structures, goals, business services, capabilities, value streams, and related artifacts.

8. Business Architecture

What it is for:

Describes the baseline and target business environment.

Rather than inventing a separate “Business Architecture Assessment” as a formal TOGAF artifact, the assessment should be represented through the appropriate Architecture Definition Document, catalogs, matrices, diagrams, and gap analysis.

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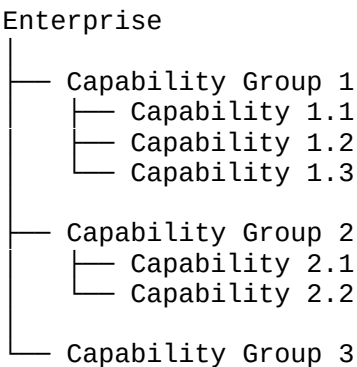
Area	Baseline	Target	Gap
Organization			
Business Goals			
Business Functions			
Business Services			
Capabilities			
Processes			
Information Needs			
Locations			
Standards / Rules			
Skills			

9. Business Capability Map

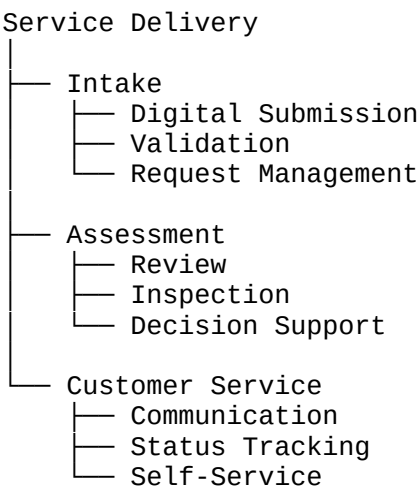
What it is for:

Shows the capabilities the organization possesses or needs to develop.

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Example



10. Organization Map

What it is for:

Shows organizational units, their relationships, and their relationship to business functions.

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Organization Unit	Function	Responsibility	Location	Related Capability

Example

Organization Unit	Function	Responsibility	Location	Related Capability
Service Operations	Intake	Receive requests	HQ	Intake
Review Team	Assessment	Review requests	Regional	Assessment
Management	Decision	Approvals	HQ	Decision

11. Business Service / Function Catalog

What it is for:

Catalogs the services and functions delivered by the business.

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Business Service	Business Function	Description	Owner	Supporting Capability

Example

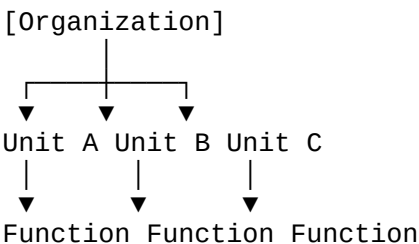
Business Service	Business Function	Description	Owner	Supporting Capability
Request Service	Intake	Receive requests	Service Owner	Digital Intake
Assessment Service	Review	Assess requests	Operations	Assessment
Decision Service	Approval	Make decisions	Management	Decision Management

12. Business Footprint Diagram

What it is for:

Provides a high-level view of people, locations and key business functions.

Template



Phase C — Data Architecture

TOGAF treats Data Architecture as a formal architecture domain within Phase C.

13. Data Entity / Data Component Catalog

What it is for:

Identifies major data entities and their ownership, sources and use.

Empty template

Data Entity	Description	Owner	Source	Consumers	Classification

Example

Data Entity	Description	Owner	Source	Consumers	Classification
Customer	Customer information	Business	CRM	Service systems	Personal
Request	Service request	Service Owner	Portal	Case system	Internal
Inspection	Inspection information	Operations	Inspection system	Decision system	Internal

14. Data Entity / Business Function Matrix

What it is for:

Shows which business functions create, use, update or otherwise interact with information.

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Data Entity / Function	Function A	Function B	Function C
Entity A			
Entity B			
Entity C			

Example

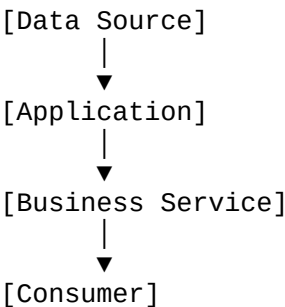
Data Entity / Function	Intake	Review	Decision
Customer	C/R	R	R
Request	C/R	U	R
Inspection		C/R	R

15. Data Dissemination Diagram

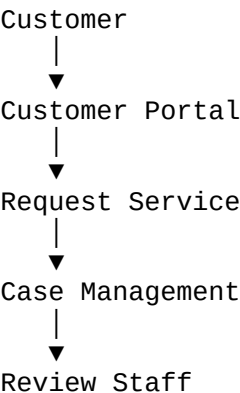
What it is for:

Shows how information moves between applications, business services and information entities.

Empty structure



Example



Phase C — Application Architecture

16. Application Portfolio Catalog

What it is for:

Inventories applications and their business role, ownership, lifecycle and strategic direction.

Empty template

Application	Description	Business Owner	Technical Owner	Lifecycle	Criticality	Strategic Direction

Application	Description	Business Owner	Technical Owner	Lifecycle	Criticality	Strategic Direction

Example

Application	Description	Business Owner	Lifecycle	Criticality	Direction
Legacy Case System	Request processing	Operations	Legacy	High	Replace
Customer Portal	Digital intake	Service	Current	High	Expand
Reporting System	Reporting	Management	Current	Medium	Integrate

17. Application / Function Matrix

What it is for:

Shows which applications support which business functions.

Empty template

Application / Function	Function A	Function B	Function C
Application A			
Application B			
Application C			

Example

Application / Function	Intake	Review	Reporting
Portal	✓		
Case System	✓	✓	
BI Platform			✓

18. Application / Data Matrix

What it is for:

Shows which applications create, read, update or delete major data entities.

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Application / Data	Entity A	Entity B	Entity C
Application A			
Application B			
Application C			

Example

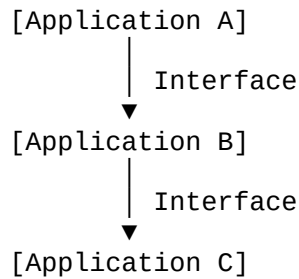
Application / Data	Customer	Request	Inspection
Portal	C/R	C/R	
Case System	R/U	C/R/U	R
Inspection System		R	C/R/U

19. Application Communication Diagram

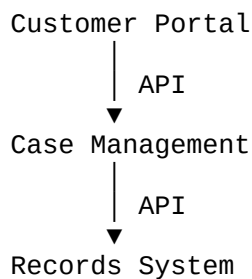
What it is for:

Shows how application components interact and exchange information.

Template



Example



Phase D — Technology Architecture

TOGAF Phase D includes formal Technology Architecture catalogs, matrices and diagrams, including the Technology Standards Catalog, Technology Portfolio Catalog, Application/Technology Matrix, Platform Decomposition Diagram, Processing Diagram, and Network and Communications Diagram.

20. Technology Standards Catalog

What it is for:

Documents technology standards that constrain or guide the architecture.

Empty template

Standard	Category	Version	Status	Applicable To	Owner

Example

Standard	Category	Version	Status	Applicable To	Owner
REST API	Integration	Current	Approved	Integration	Architecture
TLS	Security	Current	Mandatory	Communications	Security
OAuth	Identity	Current	Approved	APIs	IAM

21. Technology Portfolio Catalog

What it is for:

Inventories technology components and their lifecycle.

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Technology Component	Type	Owner	Lifecycle	Status	Strategic Direction

Example

Technology Component	Type	Owner	Lifecycle	Status	Direction
Integration Platform	Platform	IT	Current	Active	Expand
Legacy Server	Infrastructure	IT	Obsolete	At Risk	Retire
Identity Platform	Security	IAM	Current	Active	Retain

22. Application / Technology Matrix

What it is for:

Shows the relationship between applications and the technology components supporting them.

Empty template

Application / Technology	Technology A	Technology B	Technology C
Application A			
Application B			
Application C			

Example

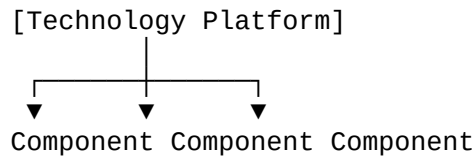
Application / Technology	Cloud Platform	Integration Platform	IAM
Portal	✓	✓	✓
Case System	✓	✓	✓
Reporting	✓		✓

23. Platform Decomposition Diagram

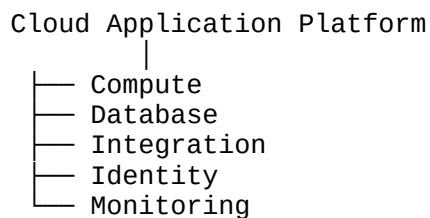
What it is for:

Shows the technology platforms and their constituent components.

Template



Example

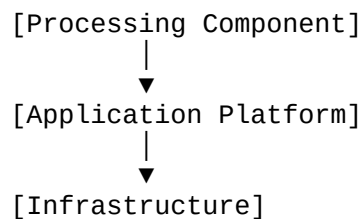


24. Processing Diagram

What it is for:

Shows how processing is distributed across technology components.

Template

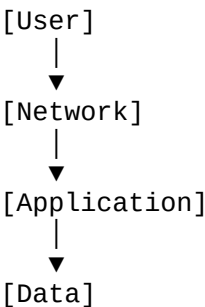


25. Network and Communications Diagram

What it is for:

Shows network nodes, communication paths and relevant technology infrastructure.

Template



Phase E — Opportunities & Solutions

TOGAF specifically identifies the Implementation Factor Assessment and Deduction Matrix, Consolidated Gaps, Solutions and Dependencies Assessment, Architecture Roadmap, Transition Architectures, and Implementation and Migration Plan among the Phase E outputs.

26. Implementation Factor Assessment & Deduction Matrix

What it is for:

Records factors that affect implementation and migration decisions and converts those factors into implications and actions.

Empty template

Implementation Factor	Assessment	Impact	Deduction	Action

Example

Implementation Factor	Assessment	Impact	Deduction	Action
SME availability	Limited	High	Decisions may be delayed	Reserve SME capacity
Legacy dependency	Significant	High	Transition required	Develop interim architecture
Procurement timeline	Fixed	High	Selection must occur early	Align procurement schedule

This is an actual TOGAF artifact, not a project-management invention.

27. Consolidated Gaps, Solutions and Dependencies Assessment

What it is for:

Brings together the gaps identified across Business, Data, Application and Technology Architecture and connects them to proposed solutions and dependencies.

Empty template

Gap	Architecture Domain	Proposed Solution	Dependency	Impact	Priority

Example

Gap	Domain	Proposed Solution	Dependency	Impact	Priority
Manual intake	Business	Digital intake	Process redesign	High	High
Fragmented data	Data	Integration	Data ownership	High	High
Legacy workflow	Application	Workflow platform	Procurement	High	High
Point-to-point integration	Technology	Integration platform	Target architecture	Medium	Medium

28. Business Value Assessment Technique

What it is for:

Evaluates potential initiatives according to business value and risk to help prioritize implementation.

Empty template

Initiative	Business Value	Risk	Effort	Strategic Fit	Priority

Example

Initiative	Business Value	Risk	Effort	Strategic Fit	Priority
Digital Intake	High	Medium	Medium	High	1
Integration	High	High	High	High	2
Reporting	Medium	Low	Low	Medium	3

Phase F — Migration Planning

29. Architecture Roadmap

What it is for:

Provides the sequence of architecture change and the work packages required to reach the target architecture.

Empty template

Work Package	Description	Business Value	Dependencies	Architecture Component	Transition Architecture

Example

Work Package	Description	Business Value	Dependencies	Architecture Component	Transition
WP-01	Process standardization	High	Business agreement	Business	TA-1
WP-02	Digital intake	High	WP-01	Application	TA-2
WP-03	Integration	High	WP-02	Technology/Data	TA-2
WP-04	Legacy retirement	Medium	WP-02/03	Application	Target

TOGAF specifically describes the Architecture Roadmap as including the work package portfolio, dependencies, business value, implementation factors, impacts, Transition Architectures and implementation recommendations.

30. Transition Architecture

What it is for:

Describes an architecturally significant intermediate state between the baseline and target architectures.

Empty template

State	Business Architecture	Data Architecture	Application Architecture	Technology Architecture	Major Changes
Baseline					
Transition 1					
Transition 2					
Target					

Example

State	Business	Data	Applications	Technology	Major Changes
Baseline	Manual	Fragmented	Legacy	Legacy	Current state
Transition 1	Standardized	Improved	Legacy + new	Existing	Process redesign

State	Business	Data	Applications	Technology	Major Changes
Transition 2	Digital	Integrated	New platform	Modern	Platform implementation
Target	Integrated	Governed	Target portfolio	Target platform	Transformation complete

31. Implementation and Migration Plan

What it is for:

Translates the Architecture Roadmap into the detailed implementation and migration approach.

Empty template

Work Package	Activities	Sequence	Dependency	Resource	Timing	Status

Example

Work Package	Activities	Sequence	Dependency	Resource	Timing
Process redesign	Workshops, validation	1	SME availability	Business	Q1
Configuration	Platform configuration	2	Process design	Vendor	Q2
Data migration	Mapping, cleansing, migration	3	Data design	Data team	Q2
Testing	SIT/UAT	4	Configuration	QA/Business	Q3
Deployment	Cutover	5	Testing	PM/IT	Q3

Phase G — Implementation Governance

TOGAF Phase G explicitly includes Implementation Governance Model, Architecture Contract, Compliance Assessment, Change Requests, and architecture-compliant implementation.

32. Implementation Governance Model

What it is for:

Defines how architecture compliance and implementation governance will operate.

Empty template

Governance Element	Definition
Governance Scope	
Governance Bodies	
Decision Rights	
Compliance Process	

Governance Element	Definition
Review Points	
Escalation	
Reporting	
Exceptions	
Responsibilities	

Example

Governance Element	Definition
Scope	Target architecture implementation
Governance Body	Architecture Board
Decision Rights	Architecture compliance and exceptions
Review Points	Design, build, deployment
Escalation	Architecture Board → Steering Committee
Exceptions	Formal dispensation

33. Architecture Contract

What it is for:

Defines the responsibilities and commitments between architecture and implementation parties.

Empty template

Commitment	Responsible Party	Acceptance Criteria	Review Point	Status

Example

Commitment	Responsible Party	Acceptance Criteria	Review Point
Implement approved architecture	Delivery Vendor	Compliance assessment	Build
Meet security standards	Vendor/IT	Security testing	Pre-production
Follow integration standards	Vendor	Interface testing	SIT

34. Compliance Assessment

What it is for:

Determines whether an implementation conforms to the approved architecture, principles, standards and requirements.

Empty template

Architecture Requirement	Expected	Evidence	Compliance	Exception	Action

Example

Requirement	Expected	Evidence	Compliance	Exception	Action
Standard workflow	Approved process	Configuration	Yes		
Security standard	RBAC	Security design	Yes		
OOTB approach	No unjustified customization	Customization report	No	Custom code	Architecture review

Phase H — Architecture Change Management

35. Change Request

What it is for:

Documents a proposed change that may affect the architecture.

Empty template

Field	Description
Change Request ID	
Description	
Reason	
Business Impact	
Architecture Impact	
Requirements Impact	
Cost Impact	
Schedule Impact	
Risk Impact	
Decision	
Decision Authority	

Example

Field	Description
Change	New regulatory reporting requirement
Reason	Regulatory change
Business Impact	High
Architecture Impact	Medium
Requirements Impact	High
Cost	Additional development
Schedule	+4 weeks
Decision	Approved

36. Architecture Change Management

What it is for:

Determines whether environmental, business, technology, regulatory or organizational changes require modification of the architecture.

Empty template

Change Trigger	Description	Architecture Impact	Urgency	Recommended Action	Decision

Example

Change Trigger	Description	Architecture Impact	Urgency	Recommended Action	Decision
Regulation	New privacy requirement	High	High	Update architecture	Approved
Technology	Platform retirement	High	Medium	Update roadmap	Approved
Business	Operating model change	Medium	Medium	Reassess Business Architecture	Pending

37. Benefits Realization — Supplemental Tool

This one requires an important distinction.

Benefits realization is highly relevant to transformation delivery, but the simple “Benefits Register” used above is not one of the core TOGAF 9.2 formal artifact names.

Therefore it should be retained as a supplemental transformation-management tool, rather than mislabeled as a TOGAF artifact.

Empty template

Benefit	KPI	Baseline	Target	Actual	Owner	Status

Example

Benefit	KPI	Baseline	Target	Actual	Owner	Status
Faster service	Processing time	20 days	14 days		Service Owner	
Reduced manual effort	Manual transactions	100%	50%		Operations	
Improved experience	Digital completion	20%	80%		Service Owner	

38. Supplemental Project-Delivery Tools

The following should not be presented as formal TOGAF artifacts. They are included because they are necessary to operate a real transformation program alongside the ADM.

Tool	Why Include It
RAID Log	Manage risks, assumptions, issues and dependencies
Integrated Project Schedule	Manage delivery sequencing
Decision Log	Preserve project decisions
Vendor Evaluation Matrix	Support procurement and solution selection
RACI	Clarify delivery responsibilities
Change Log	Manage project scope changes
Benefits Register	Track business outcomes
Readiness Assessment	Manage organizational implementation readiness
Training / Adoption Plan	Support operational transition

These sit **around the** ADM rather than pretending to be TOGAF artifacts.

39. Final TOGAF-Centered Toolkit

The clean structure is therefore:

PRELIMINARY

- Organizational Model for Enterprise Architecture
- Architecture Principles
- Capability Assessment

A – ARCHITECTURE VISION

- Statement of Architecture Work
- Architecture Vision

- Business Scenario
- Communications Plan

B – BUSINESS ARCHITECTURE

- Business Architecture
- Business Capability Map
- Organization Map
- Business Services / Functions
- Business Footprint Diagram

C – DATA ARCHITECTURE

- Data Entity Catalog
- Data / Function Matrix
- Data Dissemination Diagram
- Data Architecture

C – APPLICATION ARCHITECTURE

- Application Portfolio Catalog
- Application / Function Matrix
- Application / Data Matrix
- Application Communication Diagram
- Application Architecture

D – TECHNOLOGY ARCHITECTURE

- Technology Standards Catalog
- Technology Portfolio Catalog
- Application / Technology Matrix
- Platform Decomposition Diagram
- Processing Diagram
- Network & Communications Diagram
- Technology Architecture

E – OPPORTUNITIES & SOLUTIONS

- Implementation Factor Assessment & Deduction Matrix
- Consolidated Gaps, Solutions & Dependencies Assessment
- Business Value Assessment
- Architecture Roadmap

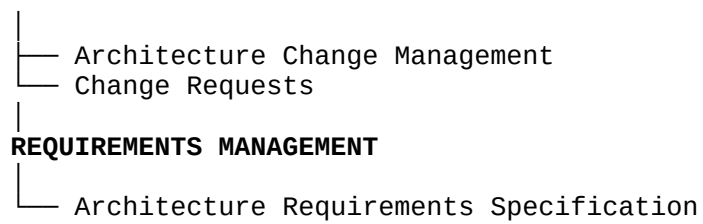
F – MIGRATION PLANNING

- Transition Architectures
- Architecture Roadmap
- Implementation & Migration Plan

G – IMPLEMENTATION GOVERNANCE

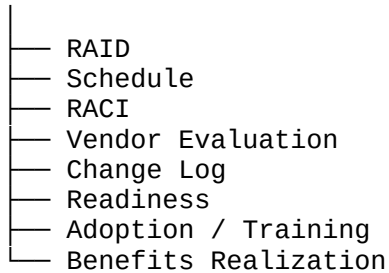
- Implementation Governance Model
- Architecture Contract
- Compliance Assessment
- Change Requests

H – CHANGE MANAGEMENT



And alongside it:

PROJECT / TRANSFORMATION MANAGEMENT



That separation is important: the first layer is the TOGAF architecture toolkit; the second is the practical project/transformation layer that operates alongside it.

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