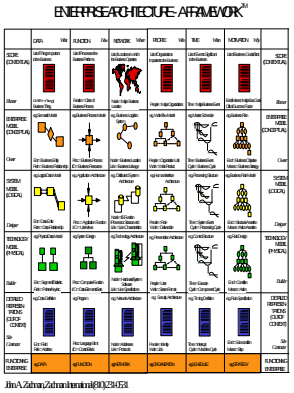
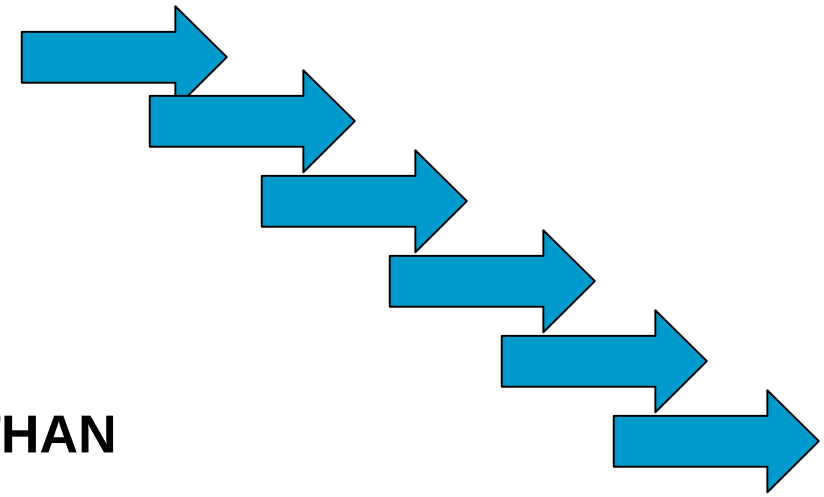
# *WHERETO FROM ZACHMAN*

## Enterprise Architecture Practitioners' conference

## October 2003






**VISH VISWANATHAN**

**Managing Consultant- CCANDC Solutions**

**Regional Partner- The Open Group (Australia/ New Zealand /ASEAN)**

**Vice Chair-Asia/Pacific Architecture Forum**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# SIGNIFICANCE OF EA TO AUSTRALASIA

## Global Needs for EA

- ✓ Rationalisation
- ✓ Integration
- ✓ Better ROI
- ✓ Alignment to business

Etc ,, Etc

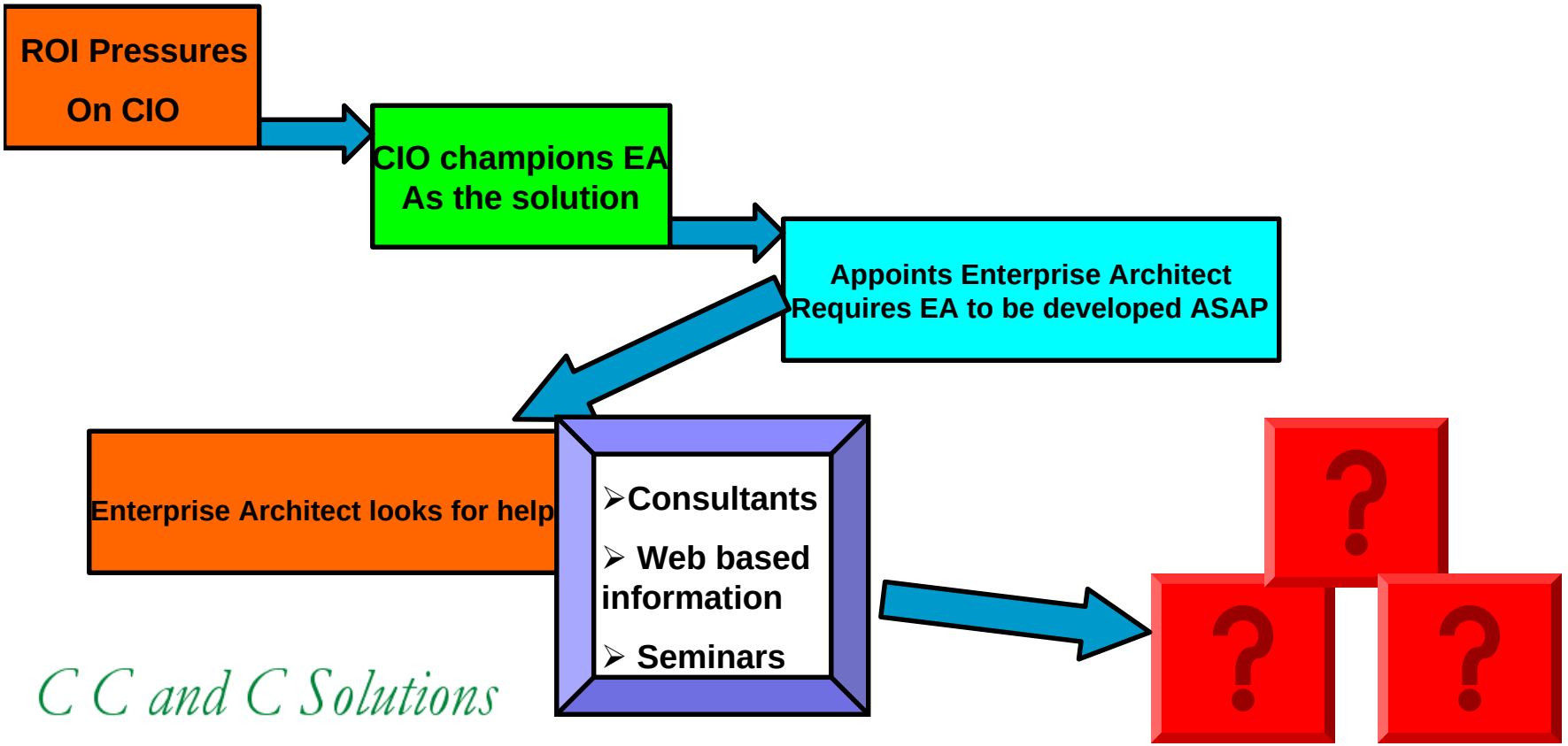
**Plus**

## Regional Needs for EA

(as dictated by the tyranny of distance)

- ✓ Heavy reliance on remote overseas vendors for products
- ✓ Combination of US, European and Japanese standards
- ✓ Package dependency
- ✓ Several local home-made innovations

# CURRENT STATE OF PLAY OF EA IN AUSTRALASIA

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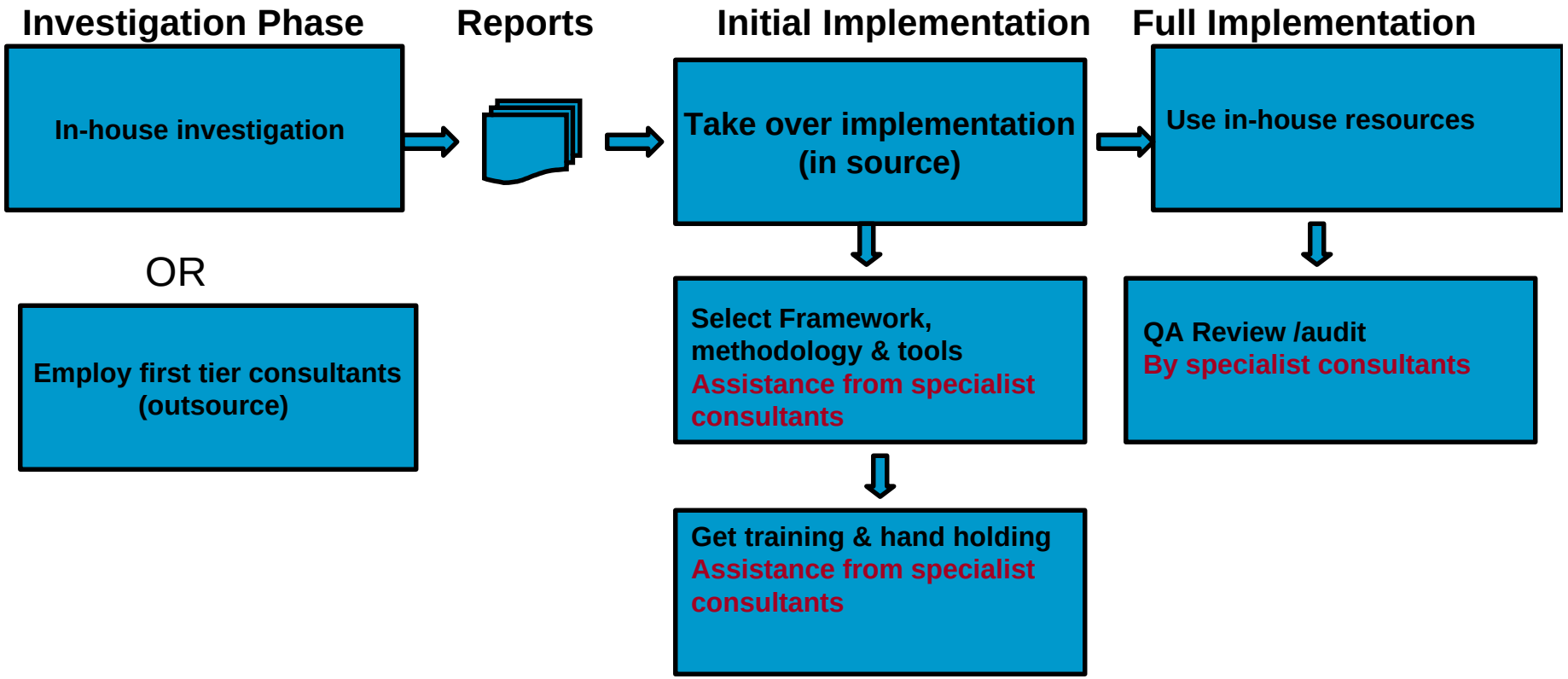
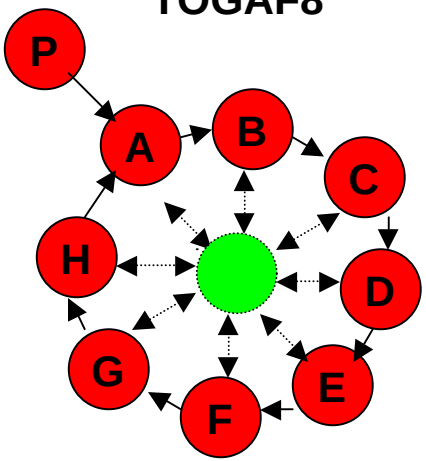
# TYPICAL EA PROJECT START UP PROCESS

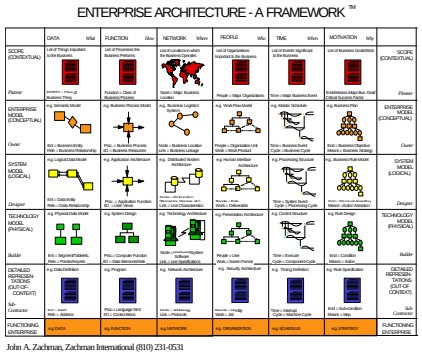


# Practical Enterprise Architecture implementation using a hybrid approach

## TOGAF8




## ZACHMAN FRAMEWORK



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# A WELL KNOWN HIGH LEVEL FRAMEWORK……

➢**ZACHMAN FRAMEWORK ------ STRENGTHS**

- **De-facto standard for classifying the Enterprise architectural artifacts**
- **Logical structure for analysing and presenting artifacts from a management perspective**
- **Draws parallels from the well understood Engineering or Construction paradigm**
- **Widely recognised as a management tool for checking architectural completeness and maturity**

➢**ZACHMAN FRAMEWORK ------ WEAKNESSES**

- **No processes for implementation**
- **Difficult to implement in total**
- **No ready examples or checklists**
- **Extent of coverage of the cells unclear**

# A DISCIPLINED PROCESS……

➢ **TOGAF – STRENGTHS**

- **Focuses on implementation cycle (ADM) and processes**
- **Rich in the technical architecture area**
- **Resources base provide a lot of reference materials**

➢ **TOGAF – WEAKNESSES**

- **Top three layers need to be strengthened**
- **No standard templates across all domains(for Building blocks etc)**
- **No reusable (ready made) artifacts**

## and AN EASY –TO-USE TOOL ……

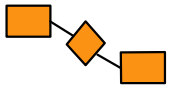
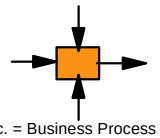
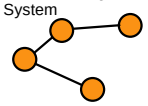
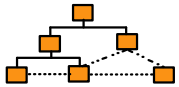
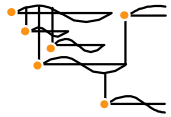
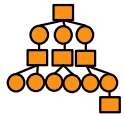
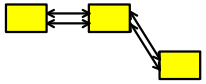
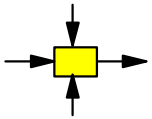
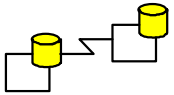
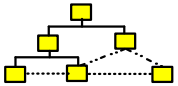
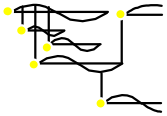
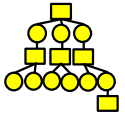
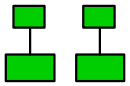
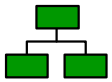
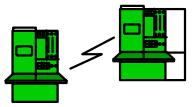
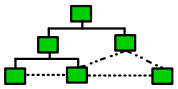
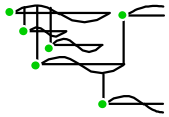
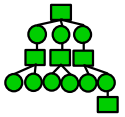
### ➢ SYSTEM ARCHITECT—STRENGTHS

- Supports both TOGAF and Zachman
- Can be extended to facilitate a hybrid approach
- Has a variety of built-in models
- Easy to learn

### ➢ SYSTEM ARCHITECT—WEAKNESSES

- Support for each framework as is
- No EA processes or start up “Shell”
- No end-to-end EA Examples

# Simplified mapping of EA layers onto Zachman Framework

| | DATA *What* | FUNCTION *How* | NETWORK *Where* | PEOPLE *Who* | TIME *When* | MOTIVATION *Why* | |
|---|---|---|---|---|---|---|---|
| SCOPE (CONTEXTUAL)<br>*Planner* | List of Things Important to the Business<br> <br>ENTITY = Class of Business Thing | List of Processes the Business Performs<br> <br>Function = Class of Business Process | List of Locations in which the Business Operates<br> <br>Node = Major Business Location | List of Organizations Important to the Business<br> <br>People = Major Organizations | List of Events Significant to the Business<br> <br>Time = Major Business Event | List of Business Goals/Strat<br> <br>Ends/Means=Major Bus. Goal/ Critical Success Factor | SCOPE (CONTEXTUAL)<br>*Planner* |
| ENTERPRISE MODEL (CONCEPTUAL)<br>*Owner* | e.g. Semantic Model<br>  <br>Ent = Business Entity<br>Reln = Business Relationship | e.g. Business Process Model<br>  <br>Proc. = Business Process<br>I/O = Business Resources | e.g. Business Logistics System<br>  <br>Node = Business Location<br>Link = Business Linkage | e.g. Work Flow Model<br>  <br>People = Organization Unit<br>Work = Work Product | e.g. Master Schedule<br>  <br>Time = Business Event<br>Cycle = Business Cycle | e.g. Business Plan<br>  <br>End = Business Objective<br>Means = Business Strategy | ENTERPRISE MODEL (CONCEPTUAL)<br>*Owner* |
| SYSTEM MODEL (LOGICAL)<br>*Designer* | e.g. Logical Data Model<br>  <br>Ent = Data Entity<br>Reln = Data Relationship | e.g. Application Architecture<br>  <br>Proc .= Application Function<br>I/O = User Views | e.g. Distributed System Architecture<br>  <br>Node = I/S Function (Processor, Storage, etc)<br>Link = Line Characteristics | e.g. Human Interface Architecture<br>  <br>People = Role<br>Work = Deliverable | e.g. Processing Structure<br>  <br>Time = System Event<br>Cycle = Processing Cycle | e.g., Business Rule Model<br>  <br>End = Structural Assertion<br>Means =Action Assertion | SYSTEM MODEL (LOGICAL)<br>*Designer* |
| TECHNOLOGY MODEL (PHYSICAL)<br>*Builder* | e.g. Physical Data Model<br>  <br>Ent = Segment/Table/etc.<br>Reln = Pointer/Key/etc. | e.g. System Design<br>  <br>Proc.= Computer Function<br>I/O = Data Elements/Sets | e.g. Technology Architecture<br>  <br>Node = Hardware/System Software<br>Link = Line Specifications | e.g. Presentation Architecture<br>  <br>People = User<br>Work = Screen Format | e.g. Control Structure<br>  <br>Time = Execute<br>Cycle = Component Cycle | e.g. Rule Design<br>  <br>End = Condition<br>Means = Action | TECHNOLOGY MODEL (PHYSICAL)<br>*Builder* |
| DETAILED REPRESEN-TATIONS (OUT-OF-CONTEXT)<br>*Sub-Contractor* | e.g. Data Definition<br> <br>Ent = Field<br>Reln = Address | e.g. Program<br> <br>Proc.= Language Stmt<br>I/O = Control Block | e.g. Network Architecture<br> <br>Node = Addresses<br>Link = Protocols | e.g. Security Architecture<br> <br>People = Identity<br>Work = Job | e.g. Timing Definition<br> <br>Time = Interrupt<br>Cycle = Machine Cycle | e.g. Rule Specification<br> <br>End = Sub-condition<br>Means = Step | DETAILED REPRESEN-TATIONS (OUT-OF CONTEXT)<br>*Sub-Contractor* |
| FUNCTIONING ENTERPRISE | e.g. DATA | e.g. FUNCTION | e.g. NETWORK | e.g. ORGANIZATION | e.g. SCHEDULE | e.g. STRATEGY | FUNCTIONING ENTERPRISE |

John A. Zachman, Zachman International (810) 231-0531

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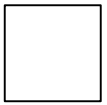
***Architectural vision***



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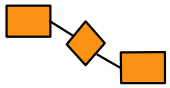
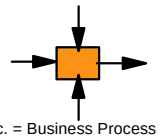
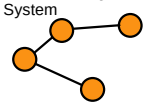
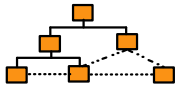
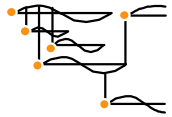
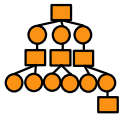
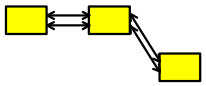
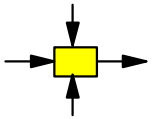
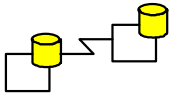
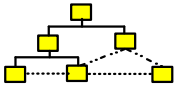
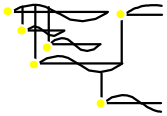
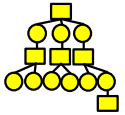
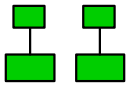
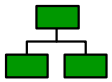
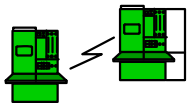
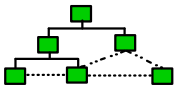
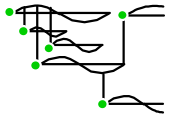
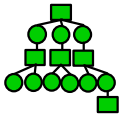
| ENTERPRISE MODEL (CONCEPTUAL) *Owner* | e.g. Semantic Model  Ent = Business Entity Reln = Business Relationship | e.g. Business Process Model  Proc. = Business Process I/O = Business Resources | e.g. Business Logistics System  Node = Business Location Link = Business Linkage | e.g. Work Flow Model  People = Organization Unit Work = Work Product | e.g. Master Schedule  Time = Business Event Cycle = Business Cycle | e.g. Business Plan  End = Business Objective Means = Business Strategy | ENTERPRISE MODEL (CONCEPTUAL) *Owner* |
| SYSTEM MODEL (LOGICAL) *Designer* | e.g. Logical Data Model  Ent = Data Entity Reln = Data Relationship | e.g. Application Architecture  Proc .= Application Function I/O = User Views | e.g. Distributed System Architecture  Node = I/S Function (Processor, Storage, etc) Link = Line Characteristics | e.g. Human Interface Architecture  People = Role Work = Deliverable | e.g. Processing Structure  Time = System Event Cycle = Processing Cycle | e.g., Business Rule Model  End = Structural Assertion Means =Action Assertion | SYSTEM MODEL (LOGICAL) *Designer* |
| TECHNOLOGY MODEL (PHYSICAL) *Builder* | e.g. Physical Data Model  Ent = Segment/Table/etc. Reln = Pointer/Key/etc. | e.g. System Design  Proc.= Computer Function I/O = Data Elements/Sets | e.g. Technology Architecture  Node = Hardware/System Software Link = Line Specifications | e.g. Presentation Architecture  People = User Work = Screen Format | e.g. Control Structure  Time = Execute Cycle = Component Cycle | e.g. Rule Design  End = Condition Means = Action | TECHNOLOGY MODEL (PHYSICAL) *Builder* |
| DETAILED REPRESEN-TATIONS (OUT-OF-CONTEXT) *Sub-Contractor* | e.g. Data Definition Ent = Field Reln = Address | e.g. Program Proc.= Language Stmt I/O = Control Block | e.g. Network Architecture Node = Addresses Link = Protocols | e.g. Security Architecture People = Identity Work = Job | e.g. Timing Definition Time = Interrupt Cycle = Machine Cycle | e.g. Rule Specification End = Sub-condition Means = Step | DETAILED REPRESEN-TATIONS (OUT-OF CONTEXT) *Sub-Contractor* |
| FUNCTIONING ENTERPRISE | e.g. DATA | e.g. FUNCTION | e.g. NETWORK | e.g. ORGANIZATION | e.g. SCHEDULE | e.g. STRATEGY | FUNCTIONING ENTERPRISE |

John A. Zachman, Zachman International (810) 231-0531

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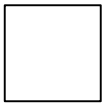
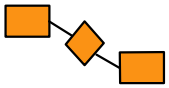
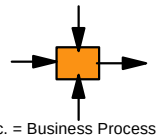
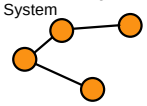
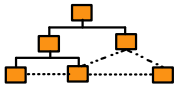
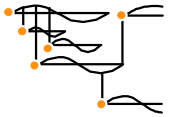
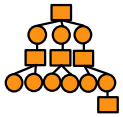
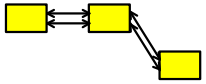
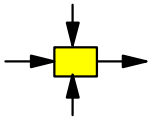
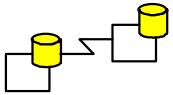
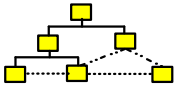
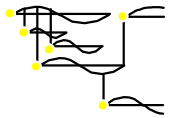
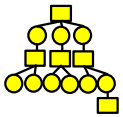
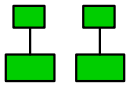
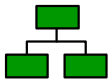
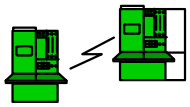
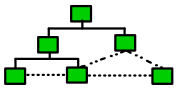
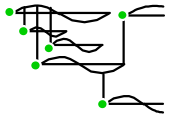
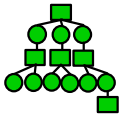
**Business Architecture**



# Simplified mapping of EA layers onto Zachman Framework

| | DATA *What* | FUNCTION *How* | NETWORK *Where* | PEOPLE *Who* | TIME *When* | MOTIVATION *Why* | |
|---|---|---|---|---|---|---|---|
| SCOPE (CONTEXTUAL) *Planner* | List of Things Important to the Business ENTITY = Class of Business Thing | List of Processes the Business Performs Function = Class of Business Process | List of Locations in which the Business Operates Node = Major Business Location | List of Organizations Important to the Business People = Major Organizations | List of Events Significant to the Business Time = Major Business Event | List of Business Goals/Strat Ends/Means=Major Bus. Goal/ Critical Success Factor | SCOPE (CONTEXTUAL) *Planner* |
| ENTERPRISE MODEL (CONCEPTUAL) *Owner* | e.g. Semantic Model  Ent = Business Entity Reln = Business Relationship | e.g. Business Process Model  Proc. = Business Process I/O = Business Resources | e.g. Business Logistics System  Node = Business Location Link = Business Linkage | e.g. Work Flow Model  People = Organization Unit Work = Work Product | e.g. Master Schedule  Time = Business Event Cycle = Business Cycle | e.g. Business Plan  End = Business Objective Means = Business Strategy | ENTERPRISE MODEL (CONCEPTUAL) *Owner* |
| SYSTEM MODEL (LOGICAL) *Designer* | e.g. Logical Data Model  Ent = Data Entity Reln = Data Relationship | e.g. Application Architecture  Proc .= Application Function I/O = User Views | e.g. Distributed System Architecture  Node = I/S Function (Processor, Storage, etc) Link = Line Characteristics | e.g. Human Interface Architecture  People = Role Work = Deliverable | e.g. Processing Structure  Time = System Event Cycle = Processing Cycle | e.g., Business Rule Model  End = Structural Assertion Means =Action Assertion | SYSTEM MODEL (LOGICAL) *Designer* |
| TECHNOLOGY MODEL (PHYSICAL) *Builder* | e.g. Physical Data Model  Ent = Segment/Table/etc. Reln = Pointer/Key/etc. | e.g. System Design  Proc.= Computer Function I/O = Data Elements/Sets | e.g. Technology Architecture  Node = Hardware/System Software Link = Line Specifications | e.g. Presentation Architecture  People = User Work = Screen Format | e.g. Control Structure  Time = Execute Cycle = Component Cycle | e.g. Rule Design  End = Condition Means = Action | TECHNOLOGY MODEL (PHYSICAL) *Builder* |
| DETAILED REPRESEN-TATIONS (OUT-OF-CONTEXT) *Sub-Contractor* | e.g. Data Definition Ent = Field Reln = Address | e.g. Program Proc.= Language Stmt I/O = Control Block | e.g. Network Architecture Node = Addresses Link = Protocols | e.g. Security Architecture People = Identity Work = Job | e.g. Timing Definition Time = Interrupt Cycle = Machine Cycle | e.g. Rule Specification End = Sub-condition Means = Step | DETAILED REPRESEN-TATIONS (OUT-OF CONTEXT) *Sub-Contractor* |
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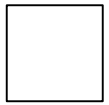
John A. Zachman, Zachman International (810) 231-0531

***IS (Data) Architecture***



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# Simplified mapping of EA layers onto Zachman Framework

| | DATA *What* | FUNCTION *How* | NETWORK *Where* | PEOPLE *Who* | TIME *When* | MOTIVATION *Why* | |
|---|---|---|---|---|---|---|---|
| SCOPE (CONTEXTUAL)<br>*Planner* | List of Things Important to the Business<br>ENTITY = Class of Business Thing | List of Processes the Business Performs<br>Function = Class of Business Process | List of Locations in which the Business Operates<br>Node = Major Business Location | List of Organizations Important to the Business<br>People = Major Organizations | List of Events Significant to the Business<br>Time = Major Business Event | List of Business Goals/Strat<br>Ends/Means=Major Bus. Goal/ Critical Success Factor | SCOPE (CONTEXTUAL)<br>*Planner* |
| ENTERPRISE MODEL (CONCEPTUAL)<br>*Owner* | e.g. Semantic Model<br>Ent = Business Entity<br>Reln = Business Relationship | e.g. Business Process Model<br>Proc. = Business Process<br>I/O = Business Resources | e.g. Business Logistics System<br>Node = Business Location<br>Link = Business Linkage | e.g. Work Flow Model<br>People = Organization Unit<br>Work = Work Product | e.g. Master Schedule<br>Time = Business Event<br>Cycle = Business Cycle | e.g. Business Plan<br>End = Business Objective<br>Means = Business Strategy | ENTERPRISE MODEL (CONCEPTUAL)<br>*Owner* |
| SYSTEM MODEL (LOGICAL)<br>*Designer* | e.g. Logical Data Model<br>Ent = Data Entity<br>Reln = Data Relationship | e.g. Application Architecture<br>Proc .= Application Function<br>I/O = User Views | e.g. Distributed System Architecture<br>Node = I/S Function (Processor, Storage, etc)<br>Link = Line Characteristics | e.g. Human Interface Architecture<br>People = Role<br>Work = Deliverable | e.g. Processing Structure<br>Time = System Event<br>Cycle = Processing Cycle | e.g., Business Rule Model<br>End = Structural Assertion<br>Means =Action Assertion | SYSTEM MODEL (LOGICAL)<br>*Designer* |
| TECHNOLOGY MODEL (PHYSICAL)<br>*Builder* | e.g. Physical Data Model<br>Ent = Segment/Table/etc.<br>Reln = Pointer/Key/etc. | e.g. System Design<br>Proc.= Computer Function<br>I/O = Data Elements/Sets | e.g. Technology Architecture<br>Node = Hardware/System Software<br>Link = Line Specifications | e.g. Presentation Architecture<br>People = User<br>Work = Screen Format | e.g. Control Structure<br>Time = Execute<br>Cycle = Component Cycle | e.g. Rule Design<br>End = Condition<br>Means = Action | TECHNOLOGY MODEL (PHYSICAL)<br>*Builder* |
| DETAILED REPRESEN-TATIONS (OUT-OF-CONTEXT)<br>*Sub-Contractor* | e.g. Data Definition<br>Ent = Field<br>Reln = Address | e.g. Program<br>Proc.= Language Stmt<br>I/O = Control Block | e.g. Network Architecture<br>Node = Addresses<br>Link = Protocols | e.g. Security Architecture<br>People = Identity<br>Work = Job | e.g. Timing Definition<br>Time = Interrupt<br>Cycle = Machine Cycle | e.g. Rule Specification<br>End = Sub-condition<br>Means = Step | DETAILED REPRESEN-TATIONS (OUT-OF CONTEXT)<br>*Sub-Contractor* |
| FUNCTIONING ENTERPRISE | e.g. DATA | e.g. FUNCTION | e.g. NETWORK | e.g. ORGANIZATION | e.g. SCHEDULE | e.g. STRATEGY | FUNCTIONING ENTERPRISE |

John A. Zachman, Zachman International (810) 231-0531

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***IS (Application) Architecture***

# Simplified mapping of EA layers onto Zachman Framework

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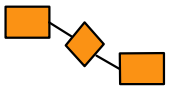
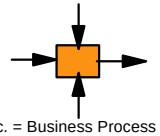
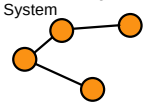
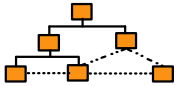
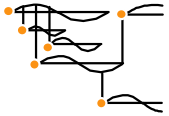
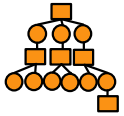
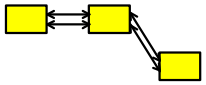
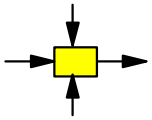
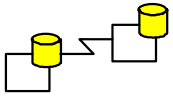
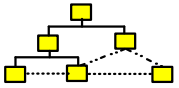
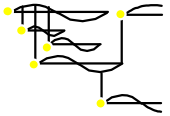
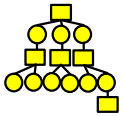
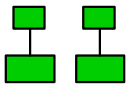
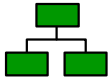
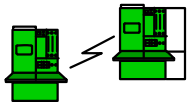
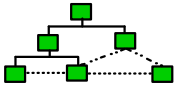
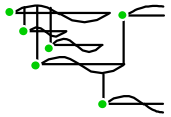
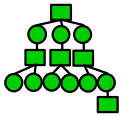
|---|---|---|---|---|---|---|---|
| SCOPE (CONTEXTUAL) *Planner* | List of Things Important to the Business ENTITY = Class of Business Thing | List of Processes the Business Performs Function = Class of Business Process | List of Locations in which the Business Operates Node = Major Business Location | List of Organizations Important to the Business People = Major Organizations | List of Events Significant to the Business Time = Major Business Event | List of Business Goals/Strat Ends/Means=Major Bus. Goal/ Critical Success Factor | SCOPE (CONTEXTUAL) *Planner* |
| ENTERPRISE MODEL (CONCEPTUAL) *Owner* | e.g. Semantic Model  Ent = Business Entity Reln = Business Relationship | e.g. Business Process Model  Proc. = Business Process I/O = Business Resources | e.g. Business Logistics System  Node = Business Location Link = Business Linkage | e.g. Work Flow Model  People = Organization Unit Work = Work Product | e.g. Master Schedule  Time = Business Event Cycle = Business Cycle | e.g. Business Plan  End = Business Objective Means = Business Strategy | ENTERPRISE MODEL (CONCEPTUAL) *Owner* |
| SYSTEM MODEL (LOGICAL) *Designer* | e.g. Logical Data Model  Ent = Data Entity Reln = Data Relationship | e.g. Application Architecture  Proc .= Application Function I/O = User Views | e.g. Distributed System Architecture  Node = I/S Function (Processor, Storage, etc) Link = Line Characteristics | e.g. Human Interface Architecture  People = Role Work = Deliverable | e.g. Processing Structure  Time = System Event Cycle = Processing Cycle | e.g., Business Rule Model  End = Structural Assertion Means =Action Assertion | SYSTEM MODEL (LOGICAL) *Designer* |
| TECHNOLOGY MODEL (PHYSICAL) *Builder* | e.g. Physical Data Model  Ent = Segment/Table/etc. Reln = Pointer/Key/etc. | e.g. System Design  Proc.= Computer Function I/O = Data Elements/Sets | e.g. Technology Architecture  Node = Hardware/System Software Link = Line Specifications | e.g. Presentation Architecture  People = User Work = Screen Format | e.g. Control Structure  Time = Execute Cycle = Component Cycle | e.g. Rule Design  End = Condition Means = Action | TECHNOLOGY MODEL (PHYSICAL) *Builder* |
| DETAILED REPRESEN-TATIONS (OUT-OF-CONTEXT) *Sub-Contractor* | e.g. Data Definition Ent = Field Reln = Address | e.g. Program Proc.= Language Stmt I/O = Control Block | e.g. Network Architecture Node = Addresses Link = Protocols | e.g. Security Architecture People = Identity Work = Job | e.g. Timing Definition Time = Interrupt Cycle = Machine Cycle | e.g. Rule Specification End = Sub-condition Means = Step | DETAILED REPRESEN-TATIONS (OUT-OF CONTEXT) *Sub-Contractor* |
| FUNCTIONING ENTERPRISE | e.g. DATA | e.g. FUNCTION | e.g. NETWORK | e.g. ORGANIZATION | e.g. SCHEDULE | e.g. STRATEGY | FUNCTIONING ENTERPRISE |

John A. Zachman, Zachman International (810) 231-0531

***Technology Architecture***

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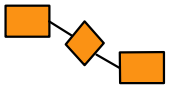
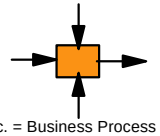
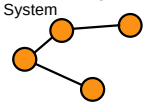
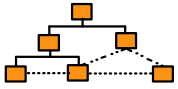
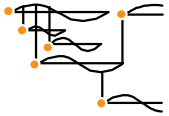
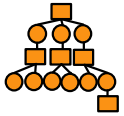
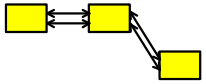
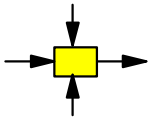
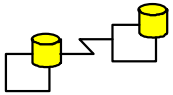
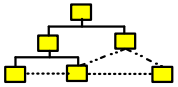
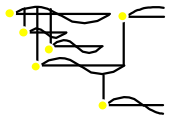
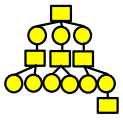
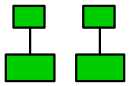
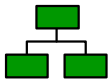
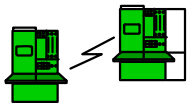
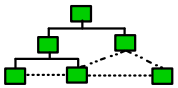
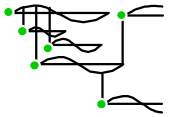
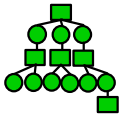
# COVERAGE OF ALL FOUR ARCHITECTURE LAYERS

| | DATA *What* | FUNCTION *How* | NETWORK *Where* | PEOPLE *Who* | TIME *When* | MOTIVATION *Why* | |
|---|---|---|---|---|---|---|---|
| SCOPE (CONTEXTUAL)<br>*Planner* | List of Things Important to the Business<br> <br>ENTITY = Class of Business Thing | List of Processes the Business Performs<br> <br>Function = Class of Business Process | List of Locations in which the Business Operates<br> <br>Node = Major Business Location | List of Organizations Important to the Business<br> <br>People = Major Organizations | List of Events Significant to the Business<br> <br>Time = Major Business Event | List of Business Goals/Strat<br> <br>Ends/Means=Major Bus. Goal/ Critical Success Factor | SCOPE (CONTEXTUAL)<br>*Planner* |
| ENTERPRISE MODEL (CONCEPTUAL)<br>*Owner* | e.g. Semantic Model<br>  <br>Ent = Business Entity<br>Reln = Business Relationship | e.g. Business Process Model<br>  <br>Proc. = Business Process<br>I/O = Business Resources | e.g. Business Logistics System<br>  <br>Node = Business Location<br>Link = Business Linkage | e.g. Work Flow Model<br>  <br>People = Organization Unit<br>Work = Work Product | e.g. Master Schedule<br>  <br>Time = Business Event<br>Cycle = Business Cycle | e.g. Business Plan<br>  <br>End = Business Objective<br>Means = Business Strategy | ENTERPRISE MODEL (CONCEPTUAL)<br>*Owner* |
| SYSTEM MODEL (LOGICAL)<br>*Designer* | e.g. Logical Data Model<br>  <br>Ent = Data Entity<br>Reln = Data Relationship | e.g. Application Architecture<br>  <br>Proc .= Application Function<br>I/O = User Views | e.g. Distributed System Architecture<br>  <br>Node = I/S Function (Processor, Storage, etc)<br>Link = Line Characteristics | e.g. Human Interface Architecture<br>  <br>People = Role<br>Work = Deliverable | e.g. Processing Structure<br>  <br>Time = System Event<br>Cycle = Processing Cycle | e.g., Business Rule Model<br>  <br>End = Structural Assertion<br>Means =Action Assertion | SYSTEM MODEL (LOGICAL)<br>*Designer* |
| TECHNOLOGY MODEL (PHYSICAL)<br>*Builder* | e.g. Physical Data Model<br>  <br>Ent = Segment/Table/etc.<br>Reln = Pointer/Key/etc. | e.g. System Design<br>  <br>Proc.= Computer Function<br>I/O = Data Elements/Sets | e.g. Technology Architecture<br>  <br>Node = Hardware/System Software<br>Link = Line Specifications | e.g. Presentation Architecture<br>  <br>People = User<br>Work = Screen Format | e.g. Control Structure<br>  <br>Time = Execute<br>Cycle = Component Cycle | e.g. Rule Design<br>  <br>End = Condition<br>Means = Action | TECHNOLOGY MODEL (PHYSICAL)<br>*Builder* |
| DETAILED REPRESEN-TATIONS (OUT-OF-CONTEXT)<br>*Sub-Contractor* | e.g. Data Definition<br> <br>Ent = Field<br>Reln = Address | e.g. Program<br> <br>Proc.= Language Stmt<br>I/O = Control Block | e.g. Network Architecture<br> <br>Node = Addresses<br>Link = Protocols | e.g. Security Architecture<br> <br>People = Identity<br>Work = Job | e.g. Timing Definition<br> <br>Time = Interrupt<br>Cycle = Machine Cycle | e.g. Rule Specification<br> <br>End = Sub-condition<br>Means = Step | DETAILED REPRESEN-TATIONS (OUT-OF CONTEXT)<br>*Sub-Contractor* |
| FUNCTIONING ENTERPRISE | e.g. DATA | e.g. FUNCTION | e.g. NETWORK | e.g. ORGANIZATION | e.g. SCHEDULE | e.g. STRATEGY | FUNCTIONING ENTERPRISE |

John A. Zachman, Zachman International (810) 231-0531

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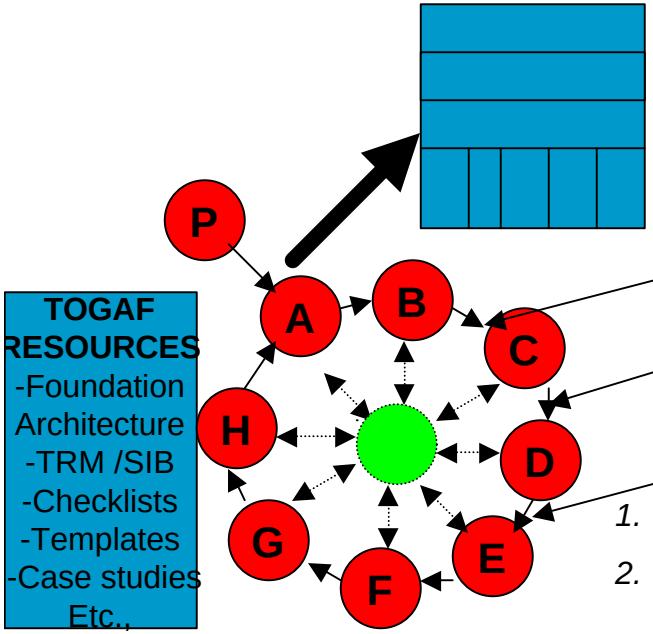
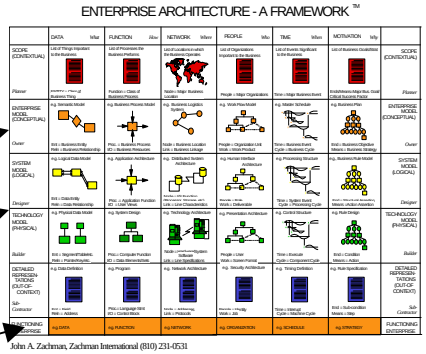
# PRACTICAL EA DEVELOPMENT PROCESS

**ENTERPRISE SPECIFIC ARCHITECTURE**




**TOGAF RESOURCES**
-Foundation Architecture
-TRM /SIB
-Checklists
-Templates
-Case studies
Etc.,

**ZACHMAN FRAMEWORK**




## *Steps towards Enterprise Architecture*

1. *TOGAF Phase P plus: Creation of the "EA shell" & initial management agreement*
2. *Snapshot study of current "architecture" & Concerns analysis to highlight the need for EA*
3. *Customise ADM / Customise Zachman cell checklists*
4. *Training of Architects and other key stake holders*
5. *TOGAF Phase A*
6. *TOGAF phases B/C/D: Complete Version 1 of Reference Models*
7. *Identify ,Create and store Building Blocks ( ABB/SBB)*
8. *Refer to relevant Zachman cells for completeness at the end of each phase*
9. *TOGAF ADM Phases E/F: Provide touch points to existing processes*
10. *Complete processes for phases G/H*

# A BRIEF LOOK AT THE ENHANCED TOOL

- Index
- TOGAF & Zachman linking
- Checklists
- Sample models
- Flexible objects

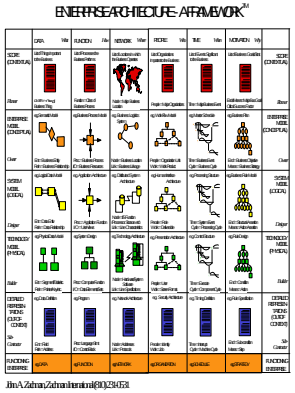
## ENHANCEMENTS UNDERWAY/ONGOING ……..

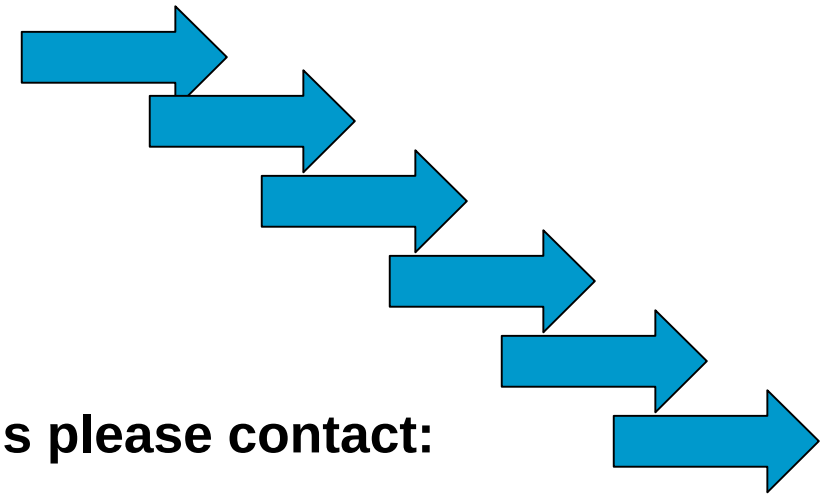
- Improve and add to standard templates / checklists
- ABB / SBB format standardisation
- End-to-end case studies
- Link into System Architect TOGAF  support modules
- Continued support for The Open Group's IIRM
- Link into other Architecture Forum deliverables ( Eg . MDA compliant ADM)

# *WHERETO FROM ZACHMAN*

## Enterprise Architecture Practitioners' conference

## October 2003






**For further details please contact:**

**VISH VISWANATHAN**

**vish@primus.com.au  vish.viswanathan@opengroup.org**

**Tel No: 61 2 94109855  or  61 412293336**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