

ADDENDUM A to the Chief Enterprise Architect Practitioner's Guide

Section 2: TOGAF ADM & CEA Role and Deliverables

This addendum expands Section 2.2 of the CEA Practitioner's Guide.

For each ADM phase it details: the CEA's specific role, key activities, deliverables, stakeholder engagement, governance actions, and practical guidance.

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Abstract

This addendum expands Section 2.2 of the *Chief Enterprise Architect Practitioner's Guide* by providing a detailed, phase-by-phase examination of the TOGAF Architecture Development Method (ADM) **from the perspective of the Chief Enterprise Architect**. While the main guide offers a high-level overview, this document delivers deeper operational guidance, outlining the CEA's strategic role, key activities, deliverables, stakeholder engagements, and governance actions across all ADM phases. It serves as a practical reference for CEAs who must apply TOGAF in real-world, enterprise-scale environments and require actionable detail beyond the conceptual framework.

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Introduction to This Addendum

The TOGAF Architecture Development Method (ADM) is the procedural core of enterprise architecture practice. While the main Practitioner's Guide provides a structured overview of each ADM phase, this addendum goes significantly deeper — examining in detail what the Chief Enterprise Architect personally does in each phase, what the EA team produces, how stakeholders are engaged, and what governance mechanisms apply.

This addendum is organized to mirror the ADM cycle: from the Preliminary Phase through to Phase H (Architecture Change Management), with Requirements Management addressed as a continuous discipline. For each phase, the following structure is applied:

- Phase purpose and the CEA's strategic role
- Detailed activities — what the CEA and team actually do
- Deliverables — a complete list with descriptions of each artifact
- Stakeholder engagement — who is involved and how
- Governance actions — how the phase connects to governance mechanisms
- Practical guidance — real-world considerations, common pitfalls, and success factors

How to Use This Addendum

This document is designed to be used as a working reference — consulted phase by phase as the CEA initiates and progresses through architecture engagements. It is not intended to be read linearly in a single sitting. Bookmark the phase sections most relevant to your current engagement and return to others as your work progresses.

The ADM is iterative and cyclical, not linear. In practice, a CEA may run multiple simultaneous ADM cycles at different scopes — an enterprise-level cycle spanning years and domain-level cycles spanning quarters. This addendum treats each phase as it would be experienced in a full enterprise-level ADM engagement, noting where lighter-weight application is appropriate.

ADM Phase Overview

Phase	Name	CEA's Primary Role	Key Question Answered
Preliminary	Establishing Architecture Capability	Architect of the EA practice itself	Are we set up to do architecture effectively?

Phase	Name	CEA's Primary Role	Key Question Answered
A	Architecture Vision	Strategic visionary and executive sponsor	What are we trying to achieve and why?
B	Business Architecture	Business capability strategist	What does the business need to do differently?
C	Information Systems Architecture	Information and application strategist	What data and systems are needed to support the business?
D	Technology Architecture	Technology platform strategist	What platforms and infrastructure underpin our systems?
E	Opportunities and Solutions	Transformation program architect	What needs to change and in what order?
F	Migration Planning	Investment and delivery planner	How do we sequence and fund the transformation?
G	Implementation Governance	Architecture authority and guardian	Are we building what we agreed to build?
H	Architecture Change Management	Architecture steward and cycle initiator	Is the architecture still fit for purpose?
RM	Requirements Management	Requirements authority	Are business requirements being consistently translated into architecture?

Preliminary Phase

Establishing the Architecture Capability

Setting the conditions for enterprise architecture success

A.1 Phase Purpose and CEA's Strategic Role

The Preliminary Phase is perhaps the most consequential phase of the entire ADM cycle, yet it is frequently underestimated or skipped entirely by organizations eager to produce visible architecture outputs. Its purpose is to establish the conditions under which architecture work can be done effectively — the 'architecture for doing architecture.'

The CEA is uniquely responsible for leading this phase personally. No other role in the organization has both the authority and the perspective needed to define how the EA practice will operate, what governance will look like, and what standards will govern architectural decision-making. The outputs of the Preliminary Phase define the rules of the game for all subsequent architecture work.

CEA's Strategic Role

In the Preliminary Phase, the CEA is the architect of the architecture practice itself. Think of this as building the instrument you will use to play the music — get the instrument wrong and even the best musician will produce poor results. The CEA must resist pressure to skip this phase and jump straight to producing architecture artifacts.

A.2 Detailed Activities

A.2.1 Defining the Organizational Scope and Context

The CEA begins by clearly defining the boundaries and context of the enterprise architecture engagement. In a large multinational, this is non-trivial — the 'enterprise' may span legal entities, geographies, regulatory regimes, and dramatically different operating models.

- Define the legal, organizational, and geographic boundaries of the enterprise architecture scope
- Identify subsidiary organizations, joint ventures, and third-party relationships that fall within scope
- Understand the strategic context — the business model, competitive environment, and strategic priorities driving the architecture initiative

- Map the existing IT governance landscape — what governance bodies exist, how decisions are currently made, and where architecture authority currently resides
- Identify existing architecture assets — what has been done before, what is reusable, and what must be replaced or updated

A.2.2 Developing and Ratifying Architecture Principles

Architecture Principles are the most enduring output of the Preliminary Phase. They serve as the constitution of the architecture practice — the foundational rules that all subsequent architecture decisions must respect. The CEA leads their development but must ensure they are co-created with senior business and IT stakeholders to secure genuine buy-in.

The development process typically involves:

- Drafting an initial set of candidate principles based on the organization's strategic context, business model, and known technology priorities
- Workshopping candidate principles with a cross-functional group of senior stakeholders — business unit leaders, the CIO, CTO, CISO, and CDO
- Iterating on wording, rationale, and implications until stakeholders can genuinely commit to the principles
- Ratifying principles through the appropriate governance body — typically the senior IT leadership committee or the CEO's direct reports
- Publishing and communicating principles organization-wide with clear guidance on how they apply to technology decisions

Principle Quality Standard

A principle that cannot be violated by a real decision you face is not a principle — it is a platitude. Every principle the CEA proposes should be tested against actual or anticipated architecture decisions. If the principle does not change the outcome of at least some decisions, it is redundant. A good set of principles creates genuine tension that forces explicit trade-off discussions.

A.2.3 Establishing the Architecture Capability

The CEA defines the EA operating model — the organizational design, roles, processes, tools, and governance mechanisms that will enable architecture to function at enterprise scale. This is elaborated in detail in Chapter 4 of the main guide, but the Preliminary Phase is where these decisions are made and documented.

- Define the EA organizational structure — centralized, federated, or hub-and-spoke
- Establish architect roles, responsibilities, and reporting relationships

- Define the architecture process model — which ADM phases and artifacts will be applied
- Select and configure the Architecture Repository platform (LeanIX, Ardoq, Bizzdesign, etc.)
- Define the Architecture Governance Framework — ARB structure, review processes, compliance criteria
- Establish the Architecture Community of Practice — membership, cadence, and purpose

A.2.4 Tailoring the Architecture Framework

TOGAF explicitly requires that organizations tailor the framework to their specific context. The CEA makes explicit, documented decisions about which TOGAF components to adopt as-is, which to adapt, and which to replace with alternative approaches. These decisions are recorded in the Tailored Architecture Framework document.

Common tailoring decisions include:

- Which ADM phases to apply — some organizations skip Phase D (Technology Architecture) at enterprise level and address it at domain level
- Which artifacts to produce — a pragmatic CEA selects the minimum viable artifact set rather than producing every artifact in the TOGAF Content Framework
- How to integrate with existing frameworks — how TOGAF phases map to agile delivery cycles, ITIL processes, or project governance gates
- What modeling notation to use — ArchiMate for formal models, draw.io for informal views, C4 Model for technical architecture

A.3 Deliverables

Deliverable	Description	Primary Owner	Key Stakeholders
Architecture Principles Document	A formally ratified set of 10–20 principles governing all architecture decisions, each with name, statement, rationale, implications, and metrics	CEA	C-suite, CIO, CTO, senior business leaders
Tailored Architecture Framework	Documents which TOGAF components are adopted, adapted, or replaced; defines	CEA + EA Practice Manager	EA team, CIO

Deliverable	Description	Primary Owner	Key Stakeholders
	the organization's specific architecture method		
Architecture Governance Framework	Defines the ARB structure, decision rights, review processes, compliance criteria, and waiver process	CEA + EA Practice Manager	CIO, audit, delivery leadership
Architecture Repository Structure	The logical and physical design of the Architecture Repository — categories, metamodel, access controls, and tooling configuration	EA Practice Manager	EA team, IT operations
EA Operating Model Document	Defines EA organization design, roles, responsibilities, processes, rituals, and performance management approach	CEA	CIO, HR, business unit CIOs
Stakeholder Management Plan	Identifies key architecture stakeholders, their concerns, and the engagement approach for ongoing architecture communication	CEA + Deputy EA	CEA, EA leadership team
Architecture Skills Assessment	Assessment of the current architecture team's skills against requirements, identifying gaps and development priorities	CEA + HR	CEA, HR, CIO

A.4 Stakeholder Engagement

The Preliminary Phase requires the CEA to engage at the highest levels of the organization. The stakeholders who must be won over in this phase are the same stakeholders who will determine whether the EA practice has the authority and resources to be effective.

Stakeholder	Their Concern	CEA Engagement Approach
CEO / COO	Will architecture enable or impede the business strategy?	One-to-one briefing; frame architecture as a strategic enabler; tie principles to business priorities

Stakeholder	Their Concern	CEA Engagement Approach
CIO	How will the EA practice integrate with IT governance and delivery?	Co-design the governance framework; agree reporting relationships and decision rights
CTO	Will architecture constrain technology innovation?	Involve in Technology Radar design; establish innovation sandbox principles
CFO	What will this cost and how is value measured?	Present EA value proposition with clear metrics; propose EA investment envelope
Business Unit Leaders	Will architecture slow down my projects?	Explain governance as risk management, not bureaucracy; demonstrate quick wins
CISO	How is security architecture integrated?	Establish Security Architecture Lead role; integrate SABSA with TOGAF ADM
Delivery / Program Leadership	How does architecture governance affect project timelines?	Design lightweight, tiered governance; establish fast-track review for low-risk decisions

Common Pitfall

The Preliminary Phase is often skipped or compressed because it produces no visible technology architecture. CEAs who yield to this pressure create a fragile EA practice built on informal authority and undefined processes. When the first significant governance dispute arises — and it will — an EA practice without a formally ratified governance framework has no mechanism to resolve it.

Phase A

Architecture Vision

Defining what success looks like before any design begins

B.1 Phase Purpose and CEA's Strategic Role

Phase A is the starting gun for each ADM cycle. It scopes the work, secures executive commitment, and produces the high-level target picture that all subsequent phases will elaborate. Every ADM cycle — whether enterprise-wide or domain-specific — begins with Phase A.

The CEA's role in Phase A is that of strategic visionary and executive sponsor-builder. The CEA must synthesize business strategy into an architectural direction that is ambitious enough to be worth pursuing, credible enough to secure commitment, and concrete enough to guide the work ahead. Phase A outputs are the primary communication tools between the EA practice and the executive level of the organization.

B.2 Detailed Activities

B.2.1 Establishing the Architecture Project

Phase A begins by formally establishing the architecture engagement as a managed piece of work. The CEA defines the scope, objectives, constraints, and success criteria that will govern the engagement.

- Define the scope of the architecture engagement — which business domains, geographies, and technology areas are in scope
- Identify the business drivers and strategic imperatives triggering the architecture work
- Define the time horizon — what period does the target architecture cover?
- Identify constraints — regulatory requirements, budget envelopes, existing contractual commitments, technology lock-ins
- Define success criteria — how will the organization know that the architecture engagement has delivered value?
- Obtain formal mandate from the appropriate executive sponsor — typically the CIO, CTO, or CEO depending on scope

B.2.2 Stakeholder Identification and Concern Mapping

TOGAF's stakeholder management approach is one of its most practically valuable elements. The CEA uses a structured process to identify all parties with a legitimate interest in the architecture, map their specific concerns, and plan the architecture views that will address those concerns.

The Stakeholder Map is a living document maintained throughout the ADM cycle. At Phase A it is drafted; in subsequent phases it is refined as new stakeholders are identified and concerns evolve.

- Identify all stakeholders — from board members to project teams — who have a concern the architecture must address
- For each stakeholder, document their primary concern in their own language (not architecture jargon)
- Identify which architecture viewpoints and views will address each concern
- Plan the communication and engagement approach for each stakeholder group
- Identify potential sources of resistance to the architecture direction and plan mitigation approaches

B.2.3 Assessing Business Transformation Readiness

Before developing an ambitious Architecture Vision, the CEA must honestly assess whether the organization is ready to execute the transformation the vision implies. TOGAF provides a Business Transformation Readiness Assessment technique that evaluates factors such as:

- Leadership commitment — is there genuine executive will to make the changes the architecture requires?
- Funding commitment — is capital allocated or allocatable for the transformation?
- Program capability — does the organization have the program management capability to deliver the change?
- Enterprise capacity for change — how much change can the organization absorb simultaneously?
- Technology capability — does the organization have the technical skills to build and operate the target architecture?

Readiness Gap Management

When the readiness assessment reveals significant gaps, the CEA must decide whether to adjust the Architecture Vision to match organizational capability, or to include capability-building as an explicit element of the roadmap. An Architecture Vision that assumes readiness that does not exist will fail at implementation. Honesty in this assessment is a mark of a mature CEA.

B.2.4 Developing the Architecture Vision

The Architecture Vision is the CEA's signature deliverable from Phase A. It must communicate the target architecture state clearly enough that C-suite stakeholders can make genuine commitment decisions, while remaining at a level of abstraction that does not foreclose important design choices that belong in later phases.

A well-structured Architecture Vision contains:

1. Executive Summary — the business case for the architecture initiative in one page
2. Business Context — the strategic drivers, business model description, and key challenges the architecture must address
3. Architecture Goals — the specific architectural outcomes to be achieved, expressed as measurable statements
4. High-Level Target Architecture — a set of conceptual diagrams showing the target state across business, data, application, and technology domains
5. Key Architecture Decisions — the most significant architectural choices already made and their rationale
6. Benefits Realization — how the architecture will create business value, with indicative metrics
7. Risk Summary — the major risks associated with the architecture direction and their proposed mitigations
8. Roadmap Outline — a high-level sequence of change showing the major waves of transformation

B.3 Deliverables

Deliverable	Description	Format / Length	Primary Owner
Statement of Architecture Work	The formal charter for the architecture engagement: scope, objectives, constraints, success criteria, resource requirements, and governance approach	3–8 page document; formally signed off by executive sponsor	CEA
Architecture Vision Document	The high-level target architecture narrative covering all four domains (business, data, application, technology)	10–20 pages + diagrams; C-suite accessible language	CEA + Deputy EA



Deliverable	Description	Format / Length	Primary Owner
	with conceptual diagrams and strategic rationale		
Stakeholder Map and Concern Register	Structured register of all stakeholders, their concerns, the views that address their concerns, and the communication plan	Spreadsheet or repository artifact; regularly updated	Deputy EA
Business Transformation Readiness Assessment	Scored assessment of organizational readiness across leadership, funding, capability, and capacity dimensions, with gap analysis and mitigation plan	4–6 page report with scoring matrix	CEA + Business Architecture Lead
Approved Architecture Principles (confirmation)	Confirmation that existing principles are appropriate for this engagement, or updates/additions required for this specific scope	Addendum to Principles document if updates required	CEA
Architecture Vision Presentation	Executive-facing slide deck summarizing the Architecture Vision for C-suite and board communication	12–20 slides; visual emphasis	CEA

Phase B

Business Architecture

Translating business strategy into a capability and operating model blueprint

C.1 Phase Purpose and CEA's Strategic Role

Phase B is where enterprise architecture earns its 'business' credentials. It develops the Business Architecture — a rigorous description of what the organization does (capabilities), how it creates value (value streams), how it is organized to do so (operating model), and what processes execute the work. Without a strong Business Architecture, all subsequent technology architecture is built on unstable foundations.

The CEA's role in Phase B is that of a business strategist working in architectural language. The CEA must be credible enough to engage business leaders as peers — not as a technologist asking business questions, but as a co-designer of the future operating model. This requires the CEA to deeply understand the business model, value chain, and strategic intent before any architecture modeling begins.

In most large organizations, the CEA delegates the detailed execution of Phase B to the Business Architecture Lead, while maintaining close oversight of the key design decisions and stakeholder engagements that will shape the business capability model and operating model design.

C.2 Detailed Activities

C.2.1 Developing the Business Capability Model

The Business Capability Model (BCM) is the foundational artifact of Phase B and arguably the most important single artifact in the entire EA practice. A well-constructed BCM provides a stable, business-language view of what the organization must be able to do — independent of how it is organized, who performs the work, or what systems support it.

The CEA oversees the BCM development process, which typically unfolds in three stages:

- **Scoping and Level 1 Definition** — the CEA works with senior business leaders to define the top-level capability domains (typically 8–15 Level 1 capabilities). This is done in facilitated workshops where business leaders, not architects, define the language.
- **Detailed Decomposition** — the Business Architecture Lead works with subject matter experts in each domain to decompose Level 1 capabilities into Level 2 groups and Level 3 individual capabilities.

- **Assessment and Heat Mapping** — each capability is assessed for strategic importance and current performance. The result is a heat map that makes investment priorities visually obvious.

Capability assessment dimensions used by the CEA:

- **Strategic Differentiation** — how much does this capability differentiate the organization from competitors? (High / Medium / Low)
- **Current Performance** — how well does the organization perform this capability today? (Strong / Adequate / Weak)
- **Investment Priority** — given the above, what level of investment does this capability warrant? (Invest / Maintain / Tolerate / Divest)

BCM Construction Principle

The Business Capability Model must be owned by the business, not by the EA team. The CEA's role is to facilitate its construction and maintain its integrity as an architectural asset — not to define what the business does. CEAs who build capability models in isolation and present them to the business for approval consistently fail to achieve the buy-in that makes the BCM a useful decision-making tool.

C.2.2 Mapping Value Streams

Value streams describe how the organization creates value for its customers and stakeholders. Unlike business processes (which describe how work is done), value streams describe the sequence of value-adding activities from a triggering event to the delivery of an outcome that a customer values.

- Identify the organization's primary value streams — typically 5–15 end-to-end flows
- Map value stream stages and the business capabilities that execute each stage
- Identify value stream participants — internal roles and external parties involved
- Assess value stream performance — where are the bottlenecks, failures, and opportunities?
- Link value streams to strategic priorities — which value streams are most critical to the business strategy?

C.2.3 Documenting the Business Architecture Baseline (As-Is)

Before designing the target architecture, the CEA's team documents the current state of the business architecture with sufficient fidelity to identify gaps and change requirements. This

is not a full business process analysis — it is an architectural view of the current business landscape.

- Organization model — the current organizational structure and its relationship to business capabilities
- Business service catalog — the services the organization provides to customers and other stakeholders
- Actor and role catalog — the roles that participate in key business processes and value streams
- Business process catalog — the key business processes, their owners, and their relationships to capabilities
- Business interaction model — how different parts of the organization interact to deliver value

C.2.4 Designing the Target Business Architecture (To-Be)

The target Business Architecture describes how the business will operate in the future state. The CEA oversees the design process, ensuring that architectural choices are traceable to business strategy and that the target model is realistically achievable.

- Define the target operating model — how will the organization structure its capabilities in the future state?
- Identify capability changes — which capabilities need to be built, strengthened, restructured, or retired?
- Define the target value stream designs — how will value be created more effectively in the future state?
- Identify organizational implications — what changes to structure, roles, and processes are required?

C.2.5 Conducting Business Architecture Gap Analysis

The gap analysis compares the As-Is and To-Be business architectures to identify what needs to change. It produces a structured list of gaps — missing capabilities, underperforming capabilities, process re-designs, and organizational changes — that feed directly into Phase E (Opportunities and Solutions).

C.3 Deliverables

Deliverable	Description	Primary Owner
Business Capability Model (BCM)	A hierarchical map of all organizational capabilities, assessed for strategic importance and current performance, presented as an interactive heat map	Business Architecture Lead
Value Stream Catalog and Maps	Documentation of the organization's primary value streams with stage diagrams, capability mappings, and performance assessments	Business Architecture Lead
Business Architecture Baseline Document	Structured description of the current-state business architecture including organization model, service catalog, role catalog, and process catalog	Business Architecture Lead
Target Business Architecture Document	Description of the future-state business architecture including target operating model, capability investment plan, and redesigned value streams	Business Architecture Lead + CEA review
Business Architecture Gap Analysis	Structured comparison of As-Is and To-Be, producing a prioritized list of business change requirements that feed Phase E	Business Architecture Lead
Business Footprint Diagram	Visual representation of how the organization delivers its mission — showing business units, capabilities, information flows, and locations	Business Architecture Lead
Organization Map	Depicts the relationship between organizational units and the business capabilities they own or contribute to	Business Architecture Lead
Business Architecture Roadmap Components	Initial set of business change work packages that will feed into the integrated roadmap developed in Phases E and F	Business Architecture Lead + CEA

C.4 CEA Governance Actions in Phase B

- Chair or attend workshops with senior business leaders to validate the Business Capability Model
- Review and approve the target operating model design before it is socialized with the business

- Present the Business Architecture Gap Analysis to the ARB, identifying cross-cutting changes that require enterprise-level architectural decisions
- Ensure the Business Architecture is formally baselined in the Architecture Repository before Phase C begins
- Identify business architecture decisions that set constraints for Phase C and Phase D, and issue these as architecture guidance to domain and solution architects

Phase C

Information Systems Architecture

Defining the data and application landscape that serves the business

D.1 Phase Purpose and CEA's Strategic Role

Phase C develops the Information Systems Architecture — covering both Data Architecture and Application Architecture. It answers the question: what data and applications does the business need to support its capabilities and value streams? Phase C sits between the business domain and the technology domain, translating business requirements into information systems requirements.

In large organizations, Phase C is often the most politically charged phase of the ADM. Application portfolio rationalization — deciding which systems to invest in, which to replace, and which to retire — directly impacts business units, vendor relationships, and delivery roadmaps. The CEA must exercise both architectural judgment and organizational leadership to navigate these decisions.

The CEA typically delegates the detailed execution of Phase C to the Application Architecture Lead (for the application sub-phase) and the Data and Analytics Architecture Lead (for the data sub-phase), while taking personal ownership of the strategic portfolio decisions and key stakeholder engagements.

D.2 Data Architecture — Detailed Activities

D.2.1 Developing the Data Architecture Baseline

The Data Architecture Baseline documents the current state of the organization's data landscape with sufficient fidelity to identify structural data problems — duplication, inconsistency, poor quality, ungoverned flows — that must be addressed in the target architecture.

- Data entity catalog — the major business data entities (Customer, Product, Order, Asset, etc.) and their current definitions
- Data ownership map — who owns each major data entity and who is responsible for its quality
- Data flow inventory — how data moves between systems, business units, and external parties
- Data quality assessment — the current state of data quality for each major entity

- Master data management landscape — where master data is currently managed and how
- Regulatory data inventory — data assets subject to regulatory requirements (GDPR, PCI-DSS, HIPAA, etc.)

D.2.2 Developing the Target Data Architecture

The target Data Architecture describes how the organization will manage, govern, and exploit its data assets in the future state. The CEA sets the strategic direction for data architecture — cloud data platform, data mesh vs. data warehouse, federated vs. centralized governance — while the Data Architecture Lead develops the detailed design.

- Define the data architecture style — centralized data warehouse, data lakehouse, data mesh, or hybrid
- Define master data management target state — what will be managed as enterprise master data, how, and by whom
- Define data governance target state — data ownership, data stewardship, data quality processes
- Define data security and privacy architecture — how regulated and sensitive data will be protected
- Define the analytics and reporting architecture — how data will be made available for analytical consumption
- Define data integration standards — APIs, event streams, batch integration, and real-time data exchange patterns

Data Mesh Consideration

The data mesh architectural style — in which data ownership and governance are decentralized to domain teams — has significant implications for the CEA's governance model. In a data mesh organization, the CEA's role shifts from owning data architecture to defining the federated governance standards within which domain teams manage their own data products. This requires a fundamentally different governance design.

D.3 Application Architecture — Detailed Activities

D.3.1 Building the Application Portfolio

The Application Portfolio is the complete inventory of all applications in the enterprise, assessed against strategic and technical dimensions. In a large multinational, this may

encompass hundreds or thousands of applications — many of which are unknown to the central IT function.

The CEA oversees an application discovery and assessment process that typically involves:

- Application discovery — working with business units, IT teams, and financial systems to identify all applications in use, including shadow IT
- Capability mapping — mapping each application to the business capabilities it supports
- Strategic assessment — evaluating each application's strategic fit: does it support a differentiating capability? Is it aligned to the target architecture?
- Technical health assessment — evaluating each application's technical condition: age, supportability, integration complexity, technical debt level, vendor roadmap
- Portfolio classification — assigning each application a portfolio strategy using a model such as TIME (Tolerate, Invest, Migrate, Eliminate)

D.3.2 Defining the Target Application Architecture

The target Application Architecture describes the future-state application landscape — what will exist, what will not, and how applications will interact. Key design decisions the CEA must make or approve include:

- Core platform decisions — which ERP, CRM, HCM, and other enterprise platforms will be retained, replaced, or introduced?
- Build vs. buy vs. partner — for capability gaps, which approach will be taken for each?
- Integration architecture style — event-driven, API-first, microservices, or service-oriented — and the enterprise integration platform
- Application boundary design — how are applications scoped? Where are the boundaries between systems?
- Cloud deployment model — which applications will be SaaS, PaaS, or IaaS? What is the cloud platform strategy?
- API governance — how will APIs be designed, published, versioned, and governed?

Portfolio Rationalization Leadership

Application portfolio rationalization is one of the highest-value activities in the entire EA practice — and one of the most politically contentious. The CEA must be prepared to make and defend recommendations to retire systems that business units have emotional attachment to, replace systems that vendors or internal IT teams have invested in, and resist pressure to invest in applications that do not align with the target architecture. This requires both analytical rigor and organizational courage.

D.4 Deliverables

Deliverable	Sub-phase	Description	Primary Owner
Data Entity and Component Catalog	Data	Complete register of major data entities, their definitions, owners, quality status, and regulatory classification	Data Architecture Lead
Data Architecture Baseline Document	Data	Structured description of the current data landscape including data flows, master data management state, and governance gaps	Data Architecture Lead
Target Data Architecture Document	Data	Design of the future-state data platform, governance model, master data management approach, and integration standards	Data Architecture Lead + CEA review
Data Lifecycle Diagram	Data	Visual model showing how key data entities are created, managed, used, archived, and deleted across the enterprise	Data Architecture Lead
Data Security and Privacy Architecture	Data	Definition of data classification, protection controls, and privacy-by-design patterns for regulated and sensitive data	Data Architecture Lead + Security Architecture Lead
Application Portfolio Catalog	Application	Complete, assessed inventory of all enterprise applications with capability mapping, portfolio classification (TIME), and strategic disposition	Application Architecture Lead
Target Application Architecture Document	Application	Design of the future-state application landscape including platform decisions, integration architecture, cloud strategy, and API governance model	Application Architecture Lead + CEA review
Application Communication Diagram	Application	Visual model of application interactions — data flows, APIs, integration patterns — in both current and target state	Application Architecture Lead

Deliverable	Sub-phase	Description	Primary Owner
Application Rationalization Plan	Application	Structured plan showing the disposition of each application — retain, replace, consolidate, retire — with business case and sequencing	Application Architecture Lead + CEA
IS Architecture Gap Analysis	Both	Structured gap analysis across data and application domains, identifying missing capabilities, rationalization opportunities, and integration gaps	Application Architecture Lead + Data Architecture Lead

Phase D

Technology Architecture

Defining the platforms and infrastructure that underpin everything

E.1 Phase Purpose and CEA's Strategic Role

Phase D develops the Technology Architecture — the definition of the physical technology landscape that will support the application and data architectures developed in Phase C. This includes infrastructure platforms, cloud services, networking, security infrastructure, and operations tooling.

The CEA's role in Phase D is that of technology platform strategist. The most consequential decisions in Phase D are strategic platform choices — which cloud providers to use, which infrastructure standards to adopt, and how to govern a potentially complex multi-cloud or hybrid environment. These choices have multi-year cost and capability implications and must be made with full understanding of the business and application architectures they must support.

The CEA typically delegates detailed Phase D execution to the Infrastructure and Cloud Architecture Lead, while personally owning cloud strategy decisions, major vendor relationship decisions, and technology standard-setting.

E.2 Detailed Activities

E.2.1 Developing the Technology Architecture Baseline

- Infrastructure inventory — servers, storage, networking, and data center assets
- Cloud landscape — current cloud platform usage, account structures, and cost profile
- Technology standards register — current approved, tolerated, and legacy technology standards
- Vendor landscape — technology vendors, contract terms, strategic relationships, and dependency risks
- Security infrastructure — current security tools, controls, and architecture
- Operations tooling — monitoring, alerting, ITSM, and automation tooling landscape

E.2.2 Defining Cloud Strategy

Cloud strategy is the most consequential technology architecture decision most CEAs face. The decision is not simply 'move to cloud' — it requires specific choices about cloud model, provider strategy, workload placement, and governance.

- Cloud model — public cloud, private cloud, hybrid cloud, or multi-cloud? What is the policy for each workload type?
- Provider strategy — single provider for simplicity, or multi-provider for resilience and best-of-breed? If multi-provider, how is complexity managed?
- Landing zone design — how is the cloud environment structured for governance, cost management, security, and operational consistency?
- Workload migration strategy — which workloads move to cloud and in what sequence? What is the migration approach for each category (lift-and-shift, re-platform, re-architect)?
- FinOps model — how will cloud costs be governed, allocated, and optimized?

E.2.3 Defining the Technology Standards Register

The Technology Standards Register — commonly visualized as a Technology Radar — is the CEA's primary tool for governing technology choices across the enterprise. In Phase D, the CEA formalizes the standards that will govern the technology architecture.

- Compute standards — approved server types, containerization platforms (Kubernetes), and serverless services
- Data platform standards — approved database platforms, data warehousing, streaming, and analytics services
- Networking standards — approved network architecture patterns, SD-WAN, CDN, and API gateway technologies
- Security standards — approved identity and access management, endpoint protection, SIEM, and encryption standards
- DevOps and operations standards — approved CI/CD, monitoring, logging, and infrastructure-as-code platforms

E.3 Deliverables

Deliverable	Description	Primary Owner
Technology Architecture Baseline Document	Structured description of the current infrastructure and platform landscape, including cloud usage, vendor relationships, and technical debt assessment	Infrastructure & Cloud Architecture Lead

Deliverable	Description	Primary Owner
Cloud Strategy Document	Defines the organization's cloud model, provider strategy, landing zone design, workload placement principles, and FinOps governance model	Infrastructure & Cloud Architecture Lead + CEA
Target Technology Architecture Document	Design of the future-state technology platform landscape, mapping technology components to the application and data architectures they support	Infrastructure & Cloud Architecture Lead + CEA review
Technology Standards Register (Technology Radar)	Formally ratified catalog of approved, trial, assessed, and deprecated technologies across all infrastructure domains	Infrastructure & Cloud Architecture Lead + CEA
Platform Decomposition Diagram	Visual model showing how technology platforms are structured, layered, and interconnected in the target architecture	Infrastructure & Cloud Architecture Lead
Environments and Locations Diagram	Shows how the technology architecture is distributed across physical locations, cloud regions, and data centers	Infrastructure & Cloud Architecture Lead
Technology Architecture Gap Analysis	Structured gap analysis identifying technology capabilities that must be acquired, built, or retired to realize the target technology architecture	Infrastructure & Cloud Architecture Lead
Vendor and Sourcing Assessment	Assessment of strategic vendor relationships, contract renewal implications, and sourcing recommendations implied by the target technology architecture	Infrastructure & Cloud Architecture Lead + CEA

Phase E

Opportunities and Solutions

Synthesizing architecture gaps into a coherent transformation program

F.1 Phase Purpose and CEA's Strategic Role

Phase E is the pivotal phase where the work of Phases B, C, and D is synthesized into a transformation program. It moves from 'what needs to change' (gap analysis) to 'how we will change it' (solution identification and sequencing). Phase E is where the Architecture Roadmap takes shape.

The CEA's role in Phase E is that of a transformation program architect — someone who can see across all architecture domains simultaneously and design a coherent sequence of change that respects dependencies, manages risk, and delivers incremental business value. This is one of the most intellectually demanding aspects of the CEA role, requiring genuine mastery of all four architecture domains and a deep understanding of delivery complexity.

F.2 Detailed Activities

F.2.1 Consolidated Gap Analysis

Phase E begins with a comprehensive synthesis of the gap analyses produced in Phases B, C, and D. The CEA facilitates a structured review across all architecture leads to produce a single, integrated view of what must change.

- Consolidate business, data, application, and technology gaps into a single gap register
- Identify inter-domain dependencies — gaps that span multiple architecture domains
- Identify duplications — where the same underlying problem appears as gaps in multiple domains
- Prioritize gaps by business impact, architectural risk, and delivery feasibility

F.2.2 Identifying and Evaluating Solutions

For each significant gap, the CEA's team identifies and evaluates solution options. This involves build vs. buy vs. partner analysis, vendor evaluation, and architectural option assessment.

- Identify solution building blocks (SBBs) for each gap — the components that will realize the target architecture

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- Evaluate build vs. buy vs. partner for each significant capability gap
 - Assess architectural options where multiple solution approaches could address the same gap
 - Identify reusable architectural assets from the Enterprise Continuum that can be leveraged
 - Document the rationale for solution choices as Architecture Decision Records

F.2.3 Designing Transition Architectures

A transition architecture is an intermediate state of the enterprise architecture — a coherent, stable architecture that the organization will operate for a defined period between the current state and the target state. Well-designed transition architectures are essential in large transformations where the journey to the target state spans multiple years.

- Identify the natural 'rest stops' in the transformation journey — points where the architecture is stable and valuable
- Design each transition architecture as a coherent, operable state — not just a partially completed target
- Ensure each transition architecture delivers incremental business value — do not design transition states that are purely enabling with no visible business benefit
- Map work packages to transition architectures — which changes must be completed to realize each transition state?

F.2.4 Developing the Initial Architecture Roadmap

The Architecture Roadmap is the primary output of Phase E. It presents the sequence of work packages needed to transition from the current architecture to the target architecture, organized into waves or programs aligned to transition architectures.

- Sequence work packages by dependency, business value, and risk
- Group work packages into delivery programs and projects
- Assign indicative timelines to each wave of the roadmap
- Identify the key dependencies and constraints that govern sequencing
- Produce an initial investment estimate for each wave — rough order of magnitude at this stage

F.3 Deliverables

Deliverable	Description	Primary Owner
Consolidated Architecture Gap Analysis	Integrated gap register across all four architecture domains, with inter-domain dependencies identified and gaps prioritized by business impact	CEA + all architecture leads
Solution Building Block Catalog	Catalog of the solution components (build, buy, or partner) that will realize the target architecture, with evaluation rationale for each	Application Architecture Lead + domain leads
Transition Architecture Definitions	Detailed description of each transition architecture — the intermediate states the enterprise will occupy on the journey to the target state	CEA + all architecture leads
Initial Architecture Roadmap	Sequenced plan of work packages organized into waves and programs, with dependencies, timelines, and indicative investment ranges	CEA + EA Practice Manager
Architecture Decision Records (ADRs) — Phase E	Formal records of significant solution and sequencing decisions made in Phase E, including alternatives considered and consequences	CEA + domain architects
Implementation Factor Catalog	Assessment of factors affecting the Implementation and Migration Plan: risks, issues, assumptions, dependencies, and constraints	CEA + EA Practice Manager
Executive Roadmap Presentation	C-suite-accessible visual presentation of the Architecture Roadmap, with business value narrative for each wave	CEA

Phase F

Migration Planning

Translating the architecture roadmap into a fundable, deliverable plan

G.1 Phase Purpose and CEA's Strategic Role

Phase F translates the Architecture Roadmap into a detailed Implementation and Migration Plan — a document that is sufficiently concrete for investment decisions, portfolio management, and program initiation. Phase F is where architecture connects directly to the organization's financial planning and program governance processes.

The CEA's role in Phase F is that of an investment planner and delivery strategist. The CEA must be capable of communicating with the CFO in investment language, with the program management office (PMO) in delivery language, and with business leaders in outcomes language — simultaneously translating the architecture roadmap into terms that each audience can act on.

G.2 Detailed Activities

G.2.1 Prioritizing the Architecture Roadmap

The initial Architecture Roadmap from Phase E may contain more initiatives than the organization can fund or deliver. Phase F develops a prioritized, investment-aligned version that reflects realistic constraints.

- Apply a structured prioritization framework — scoring work packages against business value, strategic alignment, risk reduction, and delivery feasibility
- Identify 'must-do' items — regulatory requirements, technical debt that threatens operational continuity, or dependencies for other strategic programs
- Identify quick wins — high-value, low-cost items that can be delivered early to build momentum and credibility for the EA program
- Align the prioritized roadmap to the organization's annual and multi-year budget cycle

G.2.2 Conducting Transition Architecture Cost-Benefit Analysis

For each wave of the roadmap, the CEA's team develops a cost-benefit analysis that quantifies the investment required and the value created. This is the primary input to the CFO and investment committee approval process.

- Develop rough-order-of-magnitude cost estimates for each program — capital and operating expenditure
- Quantify business benefits — cost avoidance, revenue enablement, risk reduction, productivity improvement
- Calculate return on investment and payback period for each wave
- Assess the cost of inaction — what is the financial consequence of not making the investment?

G.2.3 Aligning with the Enterprise Portfolio

The Architecture Roadmap does not exist in isolation — it must be integrated with the organization's existing program portfolio, strategic initiatives, and capital planning process.

- Map architecture work packages to existing programs and projects — where can architecture requirements be embedded in work already planned?
- Identify conflicts between the architecture roadmap and other planned initiatives — competing resource demands, contradictory technology choices
- Align architecture timelines with business milestones — key business events (product launches, regulatory deadlines, market entry) that anchor specific architecture deliveries
- Present the aligned roadmap to the portfolio management office and investment committee for approval

G.3 Deliverables

Deliverable	Description	Primary Owner
Implementation and Migration Plan	The comprehensive delivery plan for the architecture transformation — programs, projects, sequencing, timelines, resource requirements, and dependencies	CEA + EA Practice Manager
Finalized Architecture Roadmap	The investment-aligned, prioritized version of the Architecture Roadmap, approved by the executive sponsor and investment committee	CEA
Transition Architecture Business Cases	Cost-benefit analysis and investment case for each wave of the roadmap, in a format suitable for CFO and investment committee review	CEA + Business Architecture Lead

Deliverable	Description	Primary Owner
Updated Architecture Definition Document	The consolidated architecture specification — incorporating outputs from Phases B, C, D, E, and F — that serves as the governing reference for implementation	Deputy EA + domain leads
Architecture Contract Templates	Draft Architecture Contracts for the first wave of implementation programs, defining architecture requirements and compliance criteria	CEA + EA Practice Manager
Portfolio Alignment Report	Documents how the Architecture Roadmap is aligned with the existing program portfolio and where conflicts have been resolved	EA Practice Manager

Phase G

Implementation Governance

Ensuring that what gets built matches what was designed

H.1 Phase Purpose and CEA's Strategic Role

Phase G is where the value of all the architecture work done in Phases A through F is either realized or lost. It governs the implementation of the architecture — ensuring that delivery programs build what the architecture specifies, in the manner the architecture requires, and that deviations are identified and managed before they compound into systemic technical debt.

The CEA's role in Phase G is that of architecture authority and guardian. The CEA must maintain the balance between architectural integrity and delivery pragmatism — enforcing standards where they matter while granting waivers where the cost of compliance outweighs the benefit. This requires both technical judgment and political skill, as Phase G regularly puts the CEA in direct tension with delivery teams and program sponsors under time and cost pressure.

Phase G as the Proof of Value

Phase G is where the EA practice is most visible to the rest of the organization. Architecture teams that govern well — providing fast, useful decisions, catching problems early, and demonstrably improving delivery outcomes — build lasting credibility. Architecture teams that govern poorly — either rubber-stamping everything or blocking delivery — undermine the EA practice's reputation for years.

H.2 Detailed Activities

H.2.1 Issuing Architecture Contracts

Architecture Contracts are the formal agreements between the EA function and delivery teams that define the architecture requirements a program must satisfy. The CEA or delegated domain architect issues an Architecture Contract at the initiation of each program or major project.

A well-structured Architecture Contract contains:

- The architecture standards, principles, and patterns the implementation must conform to

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- The specific architecture deliverables the implementation team must produce (Solution Architecture Document, ADRs, etc.)
 - The architecture review gates — defined points in the delivery lifecycle where architecture compliance will be assessed
 - The escalation path for architecture disputes — how unresolved disagreements between the delivery team and the EA function will be resolved
 - The waiver process — how the delivery team can request dispensation from a standard that creates undue delivery constraint

H.2.2 Conducting Architecture Compliance Reviews

Architecture Compliance Reviews are structured assessments of a delivery program's conformance with the approved architecture. They are conducted at defined project milestones — typically at design completion, build completion, and pre-deployment.

The review process:

- The delivery team submits a completed Solution Architecture Document and compliance checklist
- The assigned domain architect or solution architect reviews the submission against the Architecture Contract
- A formal review meeting is held where the delivery team presents the architecture and the EA function asks questions and raises concerns
- The outcome is documented as one of the TOGAF compliance levels (Compliant, Non-Conformant, Waiver Granted, etc.)
- Non-conformances are logged with a remediation plan and timeline
- Waivers are escalated to the appropriate ARB level for approval

H.2.3 Managing Architecture Waivers and Deviations

In practice, no large-scale architecture implementation proceeds without some deviation from the approved architecture. The CEA's job is not to prevent all deviations — it is to ensure that deviations are explicitly acknowledged, risk-assessed, and managed rather than accidentally accumulated.

- Establish a clear waiver request process — delivery teams submit a formal waiver request with the deviation described, the business justification, the risk assessment, and a remediation plan
- Triage waivers by risk — minor deviations from non-critical standards can be approved by domain architects; significant deviations from enterprise standards require ARB approval; fundamental deviations from architectural principles require CEA approval

- Track waivers in the Architecture Repository — the accumulated waiver register is a leading indicator of technical debt
- Review the waiver register quarterly — identify patterns that may signal that a standard needs to be updated rather than repeatedly waived

The Waiver Accumulation Risk

A high volume of waivers granted is not a sign of a flexible architecture practice — it is a warning signal. If the same standard is being waived repeatedly, one of three things is true: the standard is wrong and should be updated; the standard is right but is not being communicated effectively; or the governance process lacks the authority to enforce it. The CEA must regularly analyze waiver patterns and act on what they reveal.

H.3 Deliverables

Deliverable	Description	Primary Owner
Architecture Contracts	Formal agreements issued to each delivery program defining architecture requirements, review gates, and compliance criteria	CEA / Domain Architects
Architecture Compliance Assessment Reports	Formal records of compliance review outcomes for each assessed program, including conformance level, non-conformances identified, and remediation plans	Domain Architects / Solution Architects
Waiver Register	Centralized log of all architecture waivers requested, approved or denied, with deviation description, risk assessment, and remediation status	EA Practice Manager
Architecture Impact Assessments	Assessments of the architecture impact of program-initiated change requests that affect the approved architecture baseline	Domain Architects
Updated Architecture Repository	Continuous updates to the Architecture Repository reflecting the as-built architecture as implementations are delivered	EA Practice Manager + domain architects
Phase G Governance Report	Regular report to the ARB and executive sponsor showing compliance status,	EA Practice Manager + CEA

Deliverable	Description	Primary Owner
	waiver trends, and outstanding architectural risks across the implementation portfolio	

Phase H

Architecture Change Management

Keeping the architecture relevant as the world changes around it

I.1 Phase Purpose and CEA's Strategic Role

Phase H ensures that the enterprise architecture remains relevant and fit for purpose as the organization, its environment, and its technology landscape evolve. It is a continuous monitoring and assessment process — not a one-time review — that operates in the background while Phase G governs active implementations.

The CEA's role in Phase H is that of architecture steward and cycle initiator. The CEA must maintain a continuous watching brief on the factors that could make the current architecture obsolete — strategic business changes, technology disruption, regulatory shifts, competitive moves, and operational failures — and make timely decisions about when and how to initiate new architecture development cycles.

I.2 Detailed Activities

I.2.1 Monitoring the Architecture Landscape

Phase H requires the CEA to maintain active intelligence across multiple dimensions:

- Business strategy monitoring — changes to corporate strategy, business model, market position, or competitive landscape that have architecture implications
- Technology landscape monitoring — new technologies entering the mainstream, existing technologies approaching end-of-life, vendor roadmap changes, cloud provider capability evolution
- Regulatory monitoring — new or evolving regulations that impose data residency, privacy, security, or operational requirements
- Architecture performance monitoring — operational metrics that reveal whether the implemented architecture is performing as intended (resilience, performance, cost, security posture)
- Technical debt monitoring — accumulation of architectural debt through waivers, tactical decisions, and implementation drift

I.2.2 Classifying and Responding to Change Drivers

When a change driver is identified, the CEA must classify its significance and determine the appropriate architectural response. TOGAF identifies three categories of architectural change:

Change Category	Description	CEA Response
Simplification	Minor changes that can be accommodated within the current architecture without triggering a new ADM cycle	Issue architecture guidance or update standards; no new ADM cycle required
Incremental Change	Moderate changes that require updates to one or more architecture domains but do not require a fundamental rethink	Initiate a focused ADM cycle for the affected domains; update the Architecture Repository and Roadmap
Re-architecting	Significant changes — a major strategic shift, disruptive technology, or fundamental capability gap — that require a full or substantially new ADM cycle	Initiate a new enterprise-level ADM cycle; brief executive sponsors; update the Architecture Vision

I.2.3 Maintaining the Architecture Repository

As implementations are delivered and the architecture evolves, the Architecture Repository must be kept current. An outdated repository is worse than no repository — it creates false confidence in an architecture that no longer reflects reality.

- Establish a regular cadence for Architecture Repository updates — ideally continuous, with quarterly formal reviews
- Define clear ownership for each element of the repository — who is responsible for keeping specific artifact types current
- Implement a drift detection process — compare the documented architecture against the actual deployed architecture on a regular basis
- Archive superseded architecture versions — maintain the history of architecture evolution for audit and learning purposes

I.3 Deliverables

Deliverable	Description	Primary Owner
Architecture Change Request Log	Register of all change drivers identified, assessed, and classified, with the CEA's response decision for each	CEA + EA Practice Manager
Updated Architecture Repository	Continuously updated repository reflecting the current as-built and target architecture states	EA Practice Manager
Technology Radar Updates	Periodic updates (bi-annually recommended) to the Technology Standards Register reflecting changes to the technology landscape	Infrastructure & Cloud Architecture Lead + CEA
Architecture Performance Report	Quarterly report assessing whether the implemented architecture is performing against the metrics defined in the Architecture Vision	EA Practice Manager + CEA
ADM Cycle Initiation Recommendation	When a re-architecting change driver is identified, a formal recommendation to executive sponsors to initiate a new ADM cycle, with scope and resource implications	CEA

Requirements Management

Continuous Requirements Governance

Ensuring business requirements are faithfully translated into architecture across the entire ADM cycle

J.1 Purpose and CEA's Role

Requirements Management is not a discrete phase in the ADM — it is a continuous process that sits at the center of the ADM wheel, flowing into and out of every phase. Its purpose is to ensure that architecture requirements originating from business drivers are identified, stored, fed into the appropriate ADM phases, and addressed consistently across the architecture.

The CEA's role in Requirements Management is that of requirements authority — ensuring that the architecture always remains grounded in genuine business need, that requirements are not lost or distorted as they flow through the architecture process, and that changes to requirements are formally assessed for their architecture impact.

J.2 Detailed Activities

J.2.1 Establishing the Requirements Repository

- Define the requirements classification scheme — how requirements will be categorized (business, data, application, technology; functional, non-functional, regulatory)
- Establish requirements traceability — how each architecture artifact can be traced back to the requirement that drove it
- Define the requirements lifecycle — how requirements move from initial identification through to architecture realization and verification
- Configure the requirements management tool — within the Architecture Repository or as a linked system (e.g., Jira, Azure DevOps, or a dedicated requirements management tool)

J.2.2 Managing Requirements Throughout the ADM

- Phase A — identify the high-level architecture requirements from business drivers and stakeholder concerns
- Phases B, C, D — elaborate requirements into domain-specific architecture requirements; identify conflicts and trade-offs between requirements

- Phase E — ensure that every gap and solution building block is traceable to one or more requirements
- Phase F — ensure that every work package in the Migration Plan is traceable to the requirements it addresses
- Phase G — verify that implementations satisfy the requirements they were designed to address
- Phase H — update requirements when business drivers change; assess the architecture impact of requirement changes

J.3 Deliverables

Deliverable	Description	Primary Owner
Architecture Requirements Specification	The structured register of all architecture requirements — business, data, application, and technology — with priority, source, and traceability to architecture artifacts	Deputy EA + domain leads
Requirements Traceability Matrix	Maps each requirement to the architecture artifacts, work packages, and delivery programs that address it	EA Practice Manager
Requirements Change Impact Assessment	When a business requirement changes, a formal assessment of the architecture impact — which artifacts, roadmap items, and in-flight implementations are affected	Domain Architects + CEA review

Addendum Summary: CEA Accountability Across the ADM

The following table provides a consolidated view of CEA accountability and key deliverables across all ADM phases, serving as a quick reference for planning and governance purposes.

Phase	CEA Personal Accountability	Delegated To	Key CEA Deliverable
Preliminary	Architecture principles, EA operating model, governance framework	EA Practice Manager (repository & tooling)	Architecture Principles Document, EA Operating Model
A — Vision	Architecture Vision, executive sponsorship, stakeholder engagement	Deputy EA (Stakeholder Map, SoAW drafting)	Architecture Vision Document, Executive Presentation
B — Business	Business capability model ratification, target operating model approval	Business Architecture Lead (detailed modeling)	BCM Heat Map, Target Operating Model sign-off
C — IS Architecture	Application portfolio strategy, data architecture direction	App Architecture Lead, Data Architecture Lead	Application Rationalization Plan, Cloud Data Strategy
D — Technology	Cloud strategy, technology standards, vendor strategy	Infrastructure & Cloud Architecture Lead	Cloud Strategy Document, Technology Radar
E — Opportunities	Integrated gap analysis, transition architecture design, roadmap	All architecture leads	Architecture Roadmap, Transition Architectures
F — Migration	Roadmap prioritization, investment cases, portfolio alignment	EA Practice Manager (plan coordination)	Finalized Roadmap, Architecture Contracts
G — Governance	Architecture contract authority, waiver decisions, ARB chair	Domain Architects (reviews), EA Practice Manager (tracking)	Compliance Reports, Waiver Register, Phase G Report
H — Change	Change driver assessment, ADM cycle initiation decisions	EA Practice Manager (repository updates)	Architecture Change Request Log, ADM Initiation Recommendation

Phase	CEA Personal Accountability	Delegated To	Key CEA Deliverable
Req. Management	Requirements authority, traceability governance	Domain Architects (domain requirements)	Requirements Specification, Traceability Matrix

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End of Addendum A — TOGAF ADM: CEA Role and Deliverables

Append to: Chief Enterprise Architect Practitioner's Guide, Version 1.0