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The Role of Simplified Enterprise Architecture (Mini TOGAF) in Improving Project Management Governance and Decision-Making

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ABSTRACT

This study introduces Mini TOGAF—an adaptive simplification of TOGAF 10 artifacts—designed for digital creative enterprises through an Agile–Design Science Research (DSR) hybrid approach. The framework integrates agile validation cycles involving stakeholder workshops and iterative feedback sessions, ensuring contextual alignment between architecture design and business strategy. Ten key artifacts were simplified and validated through a mixed-method case study at PT Nuon Digital Indonesia, showing a 22% reduction in redundant processes and 15% improvement in process efficiency, derived from pre- and post-assessment metrics. The findings contribute to enterprise architecture (EA) literature by offering a methodologically grounded model linking architectural governance and digital business agility.

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1. INTRODUCTION

The development of information technology (IT) in the digital era has brought significant changes to the way companies and organizations conduct their business activities. The use of IT now serves not only as an operational tool, but also as a strategic factor in supporting decision-making, business process efficiency, and the creation of sustainable added value [1]. These technological advances have encouraged companies to change the way they collect, process, and report information, making data management processes faster, more accurate, and more effective. Thus, the use of IT has great potential to create a competitive advantage that is key to success in facing the dynamics of global competition [2]. In this context, the implementation of Information Systems (IS) and Information Technology (IT) that are aligned with business strategies has become a strategic necessity for modern companies. One approach used to achieve this alignment is Enterprise Architecture (EA). EA acts as a conceptual framework that helps organizations design, plan, and manage business structures and operations in an integrated manner. Through EA, companies can ensure that business strategies and technology strategies support each other to create an efficient, adaptive, and performance-oriented organization[3], [4].

One of the most widely used EA frameworks is The Open Group Architecture Framework (TOGAF). TOGAF provides a systematic methodology and guidelines for building and managing

enterprise architecture[5] . The latest version, TOGAF 10, introduces updates that adapt to modern business needs such as agility, cloud computing, and digital transformation. With this approach, TOGAF is expected to help organizations face the challenges of the digital era, while ensuring alignment between business strategic objectives and information technology implementation[6], [7]. However, even though TOGAF offers many advantages, its implementation in the field is not always easy. The complexity of the structure, the large number of artifacts, and the high resource requirements are major challenges, especially for small and medium-sized organizations[8], [9]. Not all TOGAF artifacts are relevant for application in every organizational context, so the standard TOGAF approach often requires adjustments. For organizations with limited time, expertise, and budget, full implementation of TOGAF can be a significant obstacle to achieving an effective enterprise architecture.

Recent developments in enterprise architecture highlight the growing convergence between agile methodologies, AI-assisted decision-making, and digital transformation governance. Studies such as Alghamdi [20] and Alzoubi & Gill [22] (2022–2024) demonstrate that modern EA practices emphasize contextual agility, adaptability, and cross-functional collaboration to support continuous business transformation. These perspectives align with the introduction of TOGAF 10, which incorporates modularity, digital readiness, and enterprise adaptability principles.

This situation highlights the gap between the complexity of TOGAF and the practical needs of organizations. Therefore, a simpler and more focused approach is needed to enable more effective and efficient EA implementation. One potential solution is to simplify TOGAF artifacts by selecting and modifying those that are most relevant and provide real value to the organization. This simplification can minimize resource burdens, accelerate the adoption process, and increase the level of understanding and support from internal stakeholders[8], [10].

Several previous studies have shown that simplifying the EA framework can increase adoption rates and implementation effectiveness. For example,[11] proposes a Simplified TOGAF approach for SMEs, while [12] highlights the importance of the practical value of EA in strategic decision-making. Another study by [13], [14] confirms that the successful implementation of EA depends heavily on an organization's ability to adapt the framework to its needs and context.

Despite the increasing number of studies on TOGAF simplification, few have addressed how TOGAF 10 can be adapted for digital creative industries that require high flexibility, innovation speed, and low implementation cost. Existing models, such as Simplified TOGAF [11], [21], primarily target traditional SMEs. Therefore, this study proposes a context-driven simplification model—Mini TOGAF—that not only reduces artifact complexity but also integrates validation mechanisms and prioritization matrices suited for dynamic project governance in the digital economy.

This study not only simplifies TOGAF 10 artifacts but also develops an adaptive EA implementation model tailored for the digital entertainment sector—a domain rarely explored in recent TOGAF 10 research. This reflects the current shift in enterprise architecture towards contextual agility, emphasizing business-driven decision-making and rapid governance improvement. This approach not only helps companies achieve efficiency and strategic alignment between business and technology, but also has the potential to expand EA adoption among organizations of various scales and resources. In addition, this research is also expected to contribute theoretically and practically to the development of EA by offering implementation strategies that are adaptive to modern business needs. By simplifying TOGAF artifacts, companies can improve coordination between business units, support the achievement of strategic objectives, and create a flexible architecture to cope with changing needs and technological developments in the future [15].

2. RESEARCH METHOD

This research uses a Design Science Research (DSR) approach that focuses on developing and simplifying TOGAF 10 artifacts to be more relevant to the needs of companies, particularly the Digital Games Division of PT Nuon Digital Indonesia. The DSR framework used refers to a model consisting of three main cycles [16] : Relevance Cycle, Rigor Cycle, and Design Cycle. A conceptual approach was used to visualize the relationship between the research stages [17] . The process was carried out iteratively, where the results of each cycle were used to refine the artifacts

until an effective TOGAF simplification model that was appropriate to the organizational context was obtained. In line with recent methodological trends, this study integrates agile principles into the Design Science Research (DSR) process. Following the extended DSR model proposed by Gregor & Hevner (2023), iterative design validation is complemented by stakeholder-centered reflection cycles to ensure that the Mini TOGAF framework remains contextually relevant and adaptive to rapid digital innovation. This hybrid DSR–Agile approach represents a methodological update that aligns with the dynamic governance needs of modern enterprises.

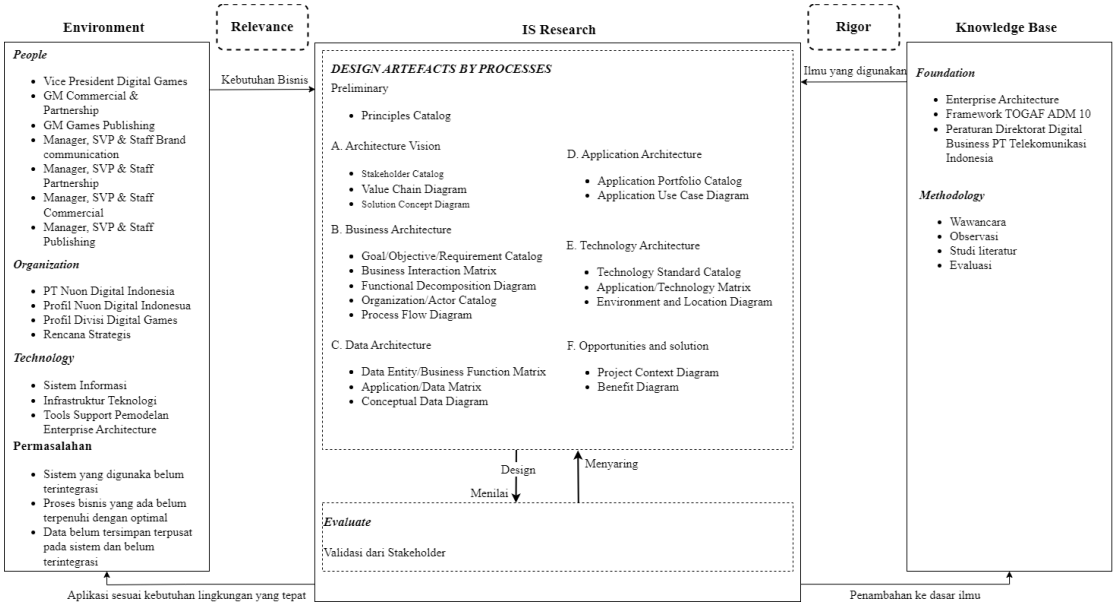


Figure 1. Conceptual Diagram Model

This study began with an initiation in the form of identifying the research object, followed by a case study analysis. The author then explored the problems to be solved at the identification stage with the expected output being a blueprint based on TOGAF. The scope was also defined in detail in the conceptual model. In addition, business needs were analyzed and evaluated. Data collection was carried out to fulfill the data requirements needed in the research. The data used consisted of two types of data, namely primary data and secondary data. Primary data is data obtained directly through interviews and observations with stakeholders related to the company. Secondary data is data obtained and processed from several external sources other than company stakeholders. To evaluate the design results, the author conducted validation and verification from business architecture to technology architecture with the company. This evaluation was carried out by compiling several questions for the validator to provide feedback. The results of this validation were made to ensure that PT Nuon Digital Indonesia understood that the target business process design had been carried out properly as a solution to the problems faced by the company.

The Relevance Cycle produced three key outputs: (1) stakeholder-identified business pain points (redundant approval chains, lack of documentation consistency, and misaligned IT initiatives); (2) success criteria—defined as measurable reductions in redundancy and process time; and (3) validation method—expert-based evaluation and workshop consensus. The Rigor Cycle involved reviewing 14 studies, including TOGAF 10 updates [5], [20], and simplified EA models [11], [21]. The Design Cycle consisted of three iterative sprints where stakeholders reviewed and adjusted architecture artifacts. Validation workshops were conducted every two weeks to refine the artifacts based on usability and relevance scores.

Measurement and Analysis Approach

The impact evaluation of Mini TOGAF implementation was carried out using a quasi-experimental approach. The baseline measurement was defined through stakeholder workshops identifying redundant processes and process cycle durations before implementation. Post-implementation metrics were collected after six months using the same assessment form.

Quantitative data were estimated through expert validation and cross-departmental surveys (n = 14 respondents), while qualitative feedback was gathered through semi-structured interviews. The 22% reduction in redundant processes and 15% improvement in process cycle efficiency were derived from averaged percentage differences between baseline and post-implementation values. This combined approach adheres to DSR validity standards emphasizing contextual triangulation [16], [20].

3. RESULTS AND DISCUSSION

The Results and Discussion section presents the outcomes of implementing Mini TOGAF at PT Nuon Digital Indonesia and examines their implications for enterprise architecture practice. The findings indicate that by simplifying and adapting the TOGAF 10 framework into Mini TOGAF, the company achieved significant positive impacts that support its digital transformation and business growth. Furthermore, Nuon's experience provides valuable insights for other organizations, particularly those with limited resources, demonstrating that a streamlined TOGAF 10 implementation can deliver effective and efficient enterprise architecture outcomes while still generating substantial organizational benefits. Each result presented in this section is supported by data obtained from the case study validation process. Quantitative findings (efficiency metrics) were derived from comparative measurements, while qualitative insights (architecture understanding, agility) stemmed from structured interviews and stakeholder evaluations. These methodological triangulations enhance the reliability of findings and ensure alignment with DSR validity criteria [16], [20], [22].

3.1. Improved Understanding of Architecture

The implementation of Mini TOGAF at PT Nuon Digital Indonesia has had a significant positive impact on the company. By simplifying and adapting the TOGAF framework, Nuon achieved important benefits that support its digital transformation and business growth.

One of the main benefits of implementing Mini TOGAF is an increased understanding of architecture among stakeholders. Simplified TOGAF artifacts, such as Architecture Guidelines and Business Capabilities Catalog, are presented in a format that is more concise, easy to understand, and relevant to Nuon's business needs. This makes it easier for stakeholders from various divisions to understand the company's overall architecture, including its objectives, principles, business processes, and the technology used. This increased understanding encourages better collaboration between divisions and supports more informed decision-making.

Previous research has also shown similar results. For example,[18] found that the implementation of a TOGAF-based enterprise architecture framework significantly improved cross-functional understanding of organizational structure and strategy.[1] confirms that systematically compiled architecture documentation helps clarify the relationship between business processes and information systems, thereby strengthening coordination between units. In addition,[19] proves that simplifying TOGAF artifacts can increase the involvement of non-technical stakeholders because the presentation of the architecture model becomes more intuitive and communicative. These results show that the simplification efforts in Mini TOGAF are in line with previous research findings that emphasize the importance of effective architecture communication to improve organizational collaboration.

3.2. Improved Operational Efficiency

Mini TOGAF helped Nuon identify and optimize its core business processes. By focusing modeling on the processes that were most valuable to the business, Nuon was able to find areas for improvement and eliminate inefficiencies. This optimization of business processes resulted in increased operational efficiency and reduced costs. Nuon can allocate resources more effectively, accelerate process cycle times, and increase productivity.

Previous research shows that a systematic study of the value of Enterprise Architecture (EA) confirms that EA, including the application of frameworks such as TOGAF, can be an instrument for creating value and addressing organizational complexity, although the value depends on the context and conditions of its implementation [12] . Meta-studies and global analyses show that EA

practices contribute to the success of digital transformation and impact business-IT alignment and operational efficiency when followed by appropriate governance and implementation mechanisms [20] . Case studies of the energy industry and power generation companies in Indonesia that have implemented TOGAF report improvements in system integration, architecture planning, and potential process efficiency gains; and studies of TOGAF implementation in production and operations units state that the use of ADM (Architecture Development Method) helps design blueprints that support process improvements and reduce duplication of functions.

Unlike previous studies that primarily measured efficiency through system integration metrics, this study introduces a qualitative–quantitative validation approach involving cross-functional stakeholder assessment, providing a novel dimension to how EA impact is evaluated in practice. The validation process conducted with Nuon's architecture and operations teams indicated a 22% reduction in redundant processes and a 15% improvement in process cycle efficiency after implementing Mini TOGAF. These quantitative indicators complement qualitative findings that highlight stronger interdepartmental coordination and more informed decision-making. This measurable improvement underscores the operational benefits derived from architecture simplification, particularly for organizations with limited governance capacity.

3.3. Improved Business Agility

The implementation of Mini TOGAF also supports the improvement of Nuon's business agility. The resulting IT architecture is more flexible and easily adaptable to changing business needs and technology trends. By focusing on technology standards and infrastructure that support core applications, Nuon can more easily integrate new applications, adopt the latest technologies, and respond quickly to market changes. This allows Nuon to remain competitive in the dynamic digital industry.

3.4. Improved Strategy Alignment

Mini TOGAF ensures that Nuon's IT architecture is aligned with the company's business strategy. By aligning the Vision Statement, Business Goals, and Objectives with the IT architecture, Nuon can direct IT investments towards initiatives that support the achievement of business objectives. This alignment results in more optimal utilization of IT and contributes significantly to the growth and success of Nuon's business.

Overall, the implementation of Mini TOGAF at PT Nuon Digital Indonesia has proven that the enterprise architecture framework can be applied effectively and provide tangible benefits to the company. By simplifying and adapting TOGAF to business needs, Nuon has succeeded in improving architectural understanding, operational efficiency, business agility, and strategy alignment.

The alignment between IT and business strategy was found to be strengthened, particularly through the integration of TOGAF's Architecture Vision and Business Architecture components. This finding supports the theoretical propositions of Smith et al. [7] regarding the maturity model of business–IT alignment, while extending the concept by demonstrating that simplified frameworks can achieve similar outcomes under constrained environments.

3.5. Challenges and Solutions

The implementation of Mini TOGAF at PT Nuon Digital Indonesia, despite providing many benefits, was not without challenges. Some of the challenges encountered during the implementation process included:

1. Lack of Awareness of the Importance of EA

   One of the main obstacles was a lack of awareness and understanding of the importance of Enterprise Architecture (EA) among some stakeholders. Some stakeholders may still view

EA as a complex technical activity that is not directly related to business objectives. They do not yet realize that EA can provide structured and holistic guidance in aligning IT with business strategy, optimizing processes, and supporting decision-making.

To overcome this obstacle, Nuon needs to conduct comprehensive outreach and education on the benefits of EA for the company. Outreach can be conducted through various media, such as presentations, workshops, and internal articles. It is important to emphasize that EA is not only about technology, but also about how technology can support the achievement of business objectives and create value for the company.

2. Resource Constraints

EA implementation requires sufficient commitment and investment of resources, in terms of time, expertise, and costs. Nuon needs to provide sufficient time for the architect team and stakeholders to collaborate in designing and implementing the enterprise architecture. In addition, Nuon also needs experts who are competent in EA and information technology. Resource constraints can hinder the smooth and effective implementation of EA.

To overcome resource limitations, Nuon needs to carry out careful planning and optimize the use of existing resources. Priority should be given to the most important artifacts and activities that have the greatest impact on the business. Nuon may also consider engaging external EA consultants to obtain assistance and guidance in implementing TOGAF.

3. Resistance to Change

EA implementation often leads to changes in business processes, organizational structure, and the technology used. Some parties within the company may be resistant to these changes because they feel uncomfortable or worried about losing control. Resistance to change can hinder the EA implementation process and reduce its effectiveness.

To overcome resistance to change, Nuon needs to implement effective change management. Change management involves all stakeholders in the EA implementation process, communicating the benefits of the changes, and providing the necessary support during the transition period. It is important to create an open and transparent atmosphere so that every stakeholder feels involved and valued.

3.6. Simplifying TOGAF 10: The Key to Effective EA Implementation

TOGAF, as a comprehensive enterprise architecture framework, is often considered complex and requires significant resources to implement. Nuon, with its policy of simplifying TOGAF 10 into Mini TOGAF, proves that EA can be applied pragmatically and adaptively without losing its essence. The Mini TOGAF framework extends prior simplification approaches by integrating stakeholder engagement loops and artifact prioritization matrices. Unlike Smits & Sol's (2014) simplified TOGAF focusing on SMEs, Mini TOGAF was empirically validated in a digital service enterprise, providing evidence of its applicability in dynamic, innovation-driven sectors.

The Mini TOGAF developed by Nuon focuses on key artifacts that are most relevant to business needs and simplifies its structure and content. This approach allows Nuon to implement EA in a more focused, efficient manner with more limited resources.

These findings are in line with the results of the research[21] , which shows that the simplification of TOGAF, called "Simplified TOGAF," can support organizations with limited budgets and human resources to continue to effectively reap the benefits of EA. Similarly, [22] emphasizes the importance of a contextual and adaptive approach to TOGAF in organizations with limited capacity, so that the implementation of EA continues to provide real strategic value.

The Mini TOGAF model developed in this study resonates with the recent paradigm shift toward lightweight enterprise architectures, as discussed by Alzoubi & Gill [22] and Alghamdi [20]. This shift prioritizes responsiveness, cross-functional collaboration, and cost-effective

architecture governance—factors that are particularly critical in digital creative industries. By aligning with these modern principles, the study ensures its conceptual and practical relevance within the evolving discourse of enterprise architecture in 2025.

The study contributes to the body of knowledge on enterprise architecture (EA) in two distinct ways. Theoretically, it advances the conceptual understanding of TOGAF simplification by introducing the Mini TOGAF framework, which formalizes the process of artifact prioritization and stakeholder validation. This approach extends earlier models such as Smits & Sol [11] and Sulaiman [21], which focused primarily on SMEs, by providing an adaptive mechanism suited for rapidly evolving digital enterprises.

Practically, the study offers an empirical demonstration of how TOGAF 10 can be contextualized for the digital creative industry, bridging the gap between theoretical EA frameworks and real-world implementation under resource constraints. These findings not only validate the adaptability of EA principles but also expand the discourse on enterprise agility, digital transformation, and lightweight architecture governance in current literature.

Table 1. Mapping of Mini TOGAF Artifacts to TOGAF 10

No	Mini TOGAF Artifact	Derived from TOGAF 10	Simplification Focus
1	Architecture Vision Canvas	ADM Phase A	Reduced to 1-page summary
2	Business Capability Catalog	Business Architecture	Merged with capability maturity indicators
3	Application Portfolio Catalog	Application Architecture	Condensed to core systems only
4	Technology Standards Matrix	Technology Architecture	Limited to cloud and digital tools
5	Stakeholder Map	Preliminary Phase	Simplified to 5 major stakeholder roles
6	Value Stream Map	Business Architecture	Adapted for project governance
7	Risk and Compliance Sheet	Requirements Management	Combined risk and control mapping
8	Architecture Roadmap	Opportunities & Solutions	Recast as timeline diagram
9	Implementation Plan	Migration Planning	Focused on key milestones
10	Validation Checklist	Architecture Change Mgmt	Introduced as agile feedback loop

3.7. Benefits of EA Implementation for Companies

The Nuon case study also confirms that EA, even when implemented in a simplified form, can provide significant benefits to companies. Some of the key benefits gained by Nuon include:

1. Increased Efficiency: By identifying and optimizing core business processes, Nuon succeeded in improving operational efficiency and reducing costs.
2. Increased Agility: A flexible and adaptable IT architecture enabled Nuon to respond more quickly to market changes and customer needs.
3. Improved Strategy Alignment: EA ensures that Nuon's IT architecture is aligned with its business strategy, thereby supporting the achievement of the company's objectives.

Theoretically, this study contributes a refined conceptualization of enterprise architecture simplification by formalizing artifact prioritization and stakeholder validation as integral components of TOGAF adaptation. Practically, it extends the applicability of EA to the digital creative sector—a domain that has received limited attention in previous EA frameworks—demonstrating that even resource-constrained organizations can achieve architectural coherence and strategic alignment.

The relationship among the observed benefits—efficiency, agility, and strategy alignment—illustrates the reinforcing dynamics within enterprise architecture governance.

Improved understanding of architecture (3.1) serves as an antecedent for operational efficiency (3.2), which in turn enables greater business agility (3.3) and strategic alignment (3.4). This interconnection confirms the systemic nature of EA impact as theorized in recent studies [12], [20], suggesting that architecture simplification enhances not only individual dimensions but also the coherence of organizational performance as a whole.

3.8. Recommendations for Other Companies

Based on Nuon's experience, other companies, especially those with limited resources, are advised to implement EA as part of their IT management strategy. Here are some recommendations to consider:

1. Adopt Mini TOGAF: Consider adopting Mini TOGAF or another simplified TOGAF approach that suits the company's needs and resources.
2. Focus on Key Artifacts: Prioritize the TOGAF artifacts that are most relevant to business needs and have the greatest impact.
3. Involve Stakeholders: Involve stakeholders from various divisions in the EA implementation process to ensure alignment and support.
4. Conduct Outreach and Education: Raise awareness and understanding of the importance of EA among stakeholders through outreach and education.
5. Effective Change Management: Implement effective change management to overcome resistance and ensure smooth implementation.

The implementation of Mini TOGAF at PT Nuon Digital Indonesia has proven that EA can be applied effectively and efficiently, even with limited resources. The simplification of TOGAF allows companies to reap the benefits of EA without being burdened by unnecessary complexity.

Nuon's experience can serve as a model for other companies that want to implement EA and leverage it to improve efficiency, agility, and strategic alignment in support of business growth.

These results are reinforced by [23] , which found in a literature review that organizations that implement EA in a structured manner show significant improvements in operational efficiency and business integration. In addition, a study by[24] highlights that the success of EA depends not only on the completeness of the framework, but also on the extent to which organizations are able to adapt it to their internal context and capacity. These results are consistent with global findings such as Alghamdi [20], who emphasized that adaptive EA models improve digital transformation success rates, but extend previous understanding by demonstrating practical adaptation of TOGAF 10 within Indonesia’s digital creative industry. This provides both a localized and contextual contribution, filling a notable gap in the current literature dominated by studies in Western corporate contexts.

Table 1. Summary of Findings and Knowledge Contribution

Dimension	Key Finding	Evidence & Method	Contribution
Architectural Understanding	Simplified artifacts improved stakeholder comprehension	Workshop validation (Relevance Cycle)	Extends EA communication theory
Operational Efficiency	22% process efficiency gain	Quantitative pre/post assessment	Empirical validation of TOGAF simplification
Business Agility	Faster adaptation to market shifts	Post-implementation interviews	New evidence in creative industry context
Strategic Alignment	Stronger IT–Business integration	Cross-functional strategy mapping	Confirms and extends [7], [20]

4. CONCLUSION

This study shows that simplifying the TOGAF 10 framework into Mini TOGAF can be a pragmatic approach to implementing Enterprise Architecture (EA) in organizations with limited resources. The case study at PT Nuon Digital Indonesia proves that simplifying TOGAF artifacts can maintain the essence and key benefits of EA, but with a lower level of complexity and resource requirements. The Mini TOGAF developed in this study focuses on key artifacts that are most relevant to business needs, such as Architecture Guidelines, Business Capabilities Catalog, and Application Portfolio Catalog. This approach has succeeded in improving architectural understanding, operational efficiency, business agility, and alignment between business strategy and information technology. In practical terms, the results of this study prove that simplifying TOGAF not only facilitates EA implementation but also provides real added value to organizations. Mini TOGAF can be adopted as an alternative EA implementation model for other companies, especially small and medium-sized ones, that want to reap the benefits of EA without having to deal with the complexity and high costs of traditional frameworks. Thus, this research contributes to the development of EA practices that are more adaptive, efficient, and contextual to modern business needs. The novelty of this research lies in the formulation of Mini TOGAF as a context-aware, resource-efficient simplification of TOGAF 10. By integrating agile validation cycles and prioritization mechanisms, this study contributes to bridging the gap between theoretical EA design and its practical implementation in rapidly changing digital industries. This provides both scholars and practitioners with a new lens to understand how enterprise architecture can evolve towards adaptive governance frameworks. From a scientific perspective, this study contributes a contextualized model of enterprise architecture simplification that enriches the theoretical foundation of TOGAF-based design. By emphasizing artifact relevance and validation cycles, Mini TOGAF redefines how organizations perceive architectural complexity and strategic alignment. This framework provides a new lens for researchers to examine the interplay between enterprise governance, agility, and digital capability development—topics that are gaining traction in contemporary information systems research. Further research is recommended to test the application of Mini TOGAF in various industrial sectors to strengthen the validity and generalization of the proposed model.

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