Indonesian Journal of Enterprise Architecture
P-ISSN: 3035-6410; E-ISSN: 3035-6402
Journal Homepage: http://journal.lontaradigitech.com/IJEA

Designing Enterprise Architecture Using the TOGAF ADM Framework in a Food Manufacturing Company

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ARTICLE INFO

Keywords: Enterprise Architecture, TOGAF ADM Framework, Food Manufacturing Company

Received: Jan 12, 2025
Accepted: Feb 23, 2025
Published: Feb 28, 2025

ABSTRACT

PT. Indofood CBP Sukses Makmur is a leading food manufacturing company in Indonesia, widely recognized for its instant noodle products. In line with rapid technological advancements and the growing complexity of business operations, the integration of information technology (IT) has become a vital necessity for the company. To ensure the effective planning and alignment of IT strategies with business goals, a structured framework is essential. This study aims to design an enterprise architecture for PT. Indofood CBP Sukses Makmur using the TOGAF (The Open Group Architecture Framework) with a focus on the Architecture Development Method (ADM). The research follows several key phases within TOGAF ADM, including Preliminary, Architecture Vision, Business Architecture, Information Systems Architecture, and Technology Architecture. Emphasis is placed on the business architecture phase to capture the core operational processes and strategic needs of the company. The outcome of this research is a tailored enterprise architecture model that enables PT. Indofood CBP Sukses Makmur to optimize its IT resources, support digital transformation initiatives, and align technology deployment with business objectives. The results demonstrate how TOGAF ADM can guide comprehensive enterprise planning, ensure consistency across departments, and provide a clear roadmap for future IT development. Ultimately, the implementation of this model is expected to enhance the efficiency, agility, and competitiveness of PT. Indofood CBP Sukses Makmur within the food manufacturing industry.

1. INTRODUCTION

How far is technology currently applied to companies? Speaking of transformation, the enormous potential is still led by Information Technology, especially in the aspect of Education in order to achieve learning objectives (Fitriawati & Sudirham, n.d.). The driving factor for the utilization of information systems in business is the increasing need, especially the improvement of business functions that are being carried out. The role of information systems (IS) is one of the most important to support business processes in every company. One of them is PT Indofood Sukses Makmur Tbk (Yunis & Surendro, 2015).

PT Indofood CBP (Consumer Branded Product) located in Jakarta, Indonesia is the largest food and beverage company in Indonesia. Over the past few decades, Indofood has developed into a total solutions company in the food industry, with operations covering all stages of the food production process, from the production and processing of raw materials to the final product on the retailer's shelf (Agus et al., 2020). Known as a producer of various types of food and beverages, PT Indofood Sukses Makmur Tbk has become a successful company in exporting its products outside Asia, such as Australia and Europe.

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In an era of uncertainty filled with cybersecurity threats that are getting more sophisticated every day, using the best risk management solution seems to be a must for the continuation and growth of the company. Thanks to the technology in the digital risk management solution, companies are better protected from various forms of threats that lurk. The company itself also strives to minimize the risks of its business decisions. Good risk management and good public information help reduce investment risk and uncertainty faced by investors on the other hand it also helps in controlling management activities (Ardianto & Rivandi, 2018).

To minimize unwanted things, good information system planning is needed which can be seen from the perspective of different systems, such as business architecture, data architecture and application architecture used. This alignment can only be known if managing the information system with enterprise architecture (Yunis & Surendro, 2015). A system developed with knowledge will have clear value.

EA (Enterprise Architecture) can be said to be an approach structure that describes all the requirements for a system so that more complex systems can be designed and developed to be simpler. Enterprise architecture design cannot be separated from the need to use a framework when modeling (Anugerah & Abadi, 2022). Enterprise architecture can help organizations describe and describe the desired target conditions of the enterprise and make improvements to the target conditions from the current state of the enterprise, both in terms of business processes, procedures, standards, and instructions for making these improvements (Rahmayanti et al., 2017b)

The design of EA (Enterprise Architecture) can be said to be a process of designing business architecture, information technology and data architecture that is integrated as a whole with the aim of supporting the organization's business strategy. One of the goals is to create harmony between business and information technology for the needs of a company or organization, in its own application it cannot be separated from how a company designs the enterprise architecture (Yunis & Surendro, 2015). So it can be concluded that enterprise architecture explains how organizations or companies that design systems are supported by business and technology needs to implement the vision and mission to achieve targeted goals.

Information Technology plays an important role in achieving faster business efficiency, the information needed by stakeholders is accurate, transparent and reliable information. Information can come from two directions, namely the flow of information from the organization to the community and vice versa, the benchmark for achieving good business governance can be simply and effectively done with a scientific approach, one of which uses the TOGAF ADM framework as a reference (Ade Supriatna, 2015).

The Open Group Architecture Framework (TOGAF) is a framework developed in 1995 that is often used in building enterprise architecture created by “The Open Group”. TOGAF provides a methodology that supports the production, acceptance, maintenance and use of enterprise architecture (Fikri et al., 2020). TOGAF ADM is one of the frameworks that can be used to design EA (Enterprise Architecture). This framework provides systematic and structured guidelines for designing business architectures that can be applied to various types of business organizations. According to (Arifin, 2021) He stated that designing using TOGAF ADM can help in designing a business architecture that suits the needs of the company and can make it easier to develop new systems.

In TOGAF there is an Architecture Development Method or ADM which is a key element, which provides a precise description of the enterprise architecture development process. ADM (Architecture Development Method) is an important function that allows companies to perform demand management, for example determining business requirements, information systems, and technology architecture in a way that is aligned with business goals and requirements with an iterative, dynamic and sustainable nature (Fauzi & Handoko, 2018)

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ADM (Architecture Development Method) consists of several steps needed in building enterprise architecture, namely preliminary phases, architecture vision, business architecture, information systems architectures, technology architecture, opportunities and solutions, migration planning, implementation governance, architecture change management, phase requirements management. TOGAF ADM presents a clear vision and principles on the topic of how to develop enterprise architecture, principles as well as measures of the success of an organization's enterprise architecture knowledge (Rahmayanti et al., 2017).

Previous research conducted (Siregar & Tambotoh, 2022) entitled "Enterprise Information System Planning Using TOGAF ADM at PT Cipta Retail Prakarsa" which discusses the implementation of information systems in retail, where this retail company does not yet have an IT master plan which results in inaccurate data. Another study was conducted by (Aripin et al., 2023) entitled "Analysis and Design of Enterprise Architecture using the TOGAF ADM Framework in the Information Technology Function at PT Industri Telekomunikasi Indonesia" which discusses the existing state of enterprise architecture and makes recommendations for enterprise architecture plans to be used in the information technology function of PT INTI.

The main purpose of TOGAF is to improve the efficiency of business organizations by providing methods for several possible stages. The proper use of TOGAF in IT management can be obtained through analyzing and measuring company conditions so that business strategies and organizational technology strategies can be aligned to achieve maximum results for the organization or company (Hermanto, A., & Supangat, 2018).

Therefore, we will discuss the design of Enterprise Architecture using the TOGAF ADM framework method at PT Indofood CBP Sukses Makmur. In this paper we will explain the steps of developing a business architecture that is in accordance with the TOGAF ADM framework and how the business architecture design helps PT. Indofood CBP Sukses Makmur in optimizing its resources to achieve its business goals.

2. METHOD

The TOGAF ADM framework is used as an approach in designing enterprise architecture information systems at PT Indofood CBP Sukses Makmur. The research begins with data collection through literature study and online observation of the company's official website, to understand the background and characteristics of the organization. After that, an initial analysis and identification of the company's vision, mission, goals, and organizational structure was carried out to obtain an overview of current conditions.

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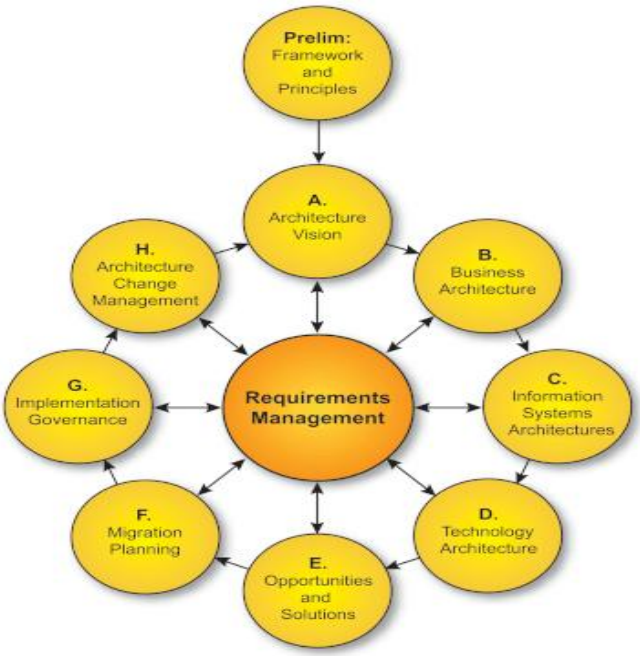

Fig 1. ADM Phase

The enterprise architecture design process uses the four main phases of TOGAF ADM. The first phase, Preliminary, establishes the scope and approach of the architecture by involving stakeholder identification, team formation, and determination of the architecture vision and goals. The second phase, Architecture Vision (Phase A), aims to develop an architecture vision based on business and stakeholder needs, as well as establish success factors and an overview of enterprise architecture.

The next phase, Business Architecture (Phase B), focuses on mapping business activities such as production, distribution, marketing, and finance, to understand the relationship between functions in achieving company goals. Meanwhile, Information Architecture (Phase C) describes data structures and applications, including the identification of business entities, attributes, and data relationships to ensure effective information management to support operations.

Finally, the Technology Architecture (Phase D) phase defines the technology infrastructure needed to support the company's applications and information systems. This was followed by Opportunities and Solutions (Phase E), where Indofood CBP evaluated and implemented solutions from the architecture modeling results. These stages ensure that the designed architecture not only supports the company's business strategy, but is also able to adapt to future opportunities and challenges.

3. RESULTS AND DISCUSSION

3.1. What: The business data

At TIX.ID, the information needed is ticket information, flight schedule information and cinema film information. Cinema is an entertainment location that has a lot of interest also developed in the millennial environment. One of the places that people in metropolitan areas visit to relax after a day or weeks of activities is the cinema. Nowadays, there are cinema entertainment venues everywhere, and sometimes, everyone is crowded. Cinema managers are starting to use information technology to perform various business functions as information technology becomes more sophisticated. This

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activity can be done using a laptop or computer connected to a wired internet network or a mobile phone connected to the same provider network that allows wireless internet access.

Before we enter the pleminary phase we must first identify the 5W+1H (what, who, why, when where and how) as described in Table 1, namely:

Table 1. Identification 5W+1H

Driver	Object and Description
What	• Implementasi TOGAF ADM to manage Indofood CBP's enterprise architecture. • Object architecture, including business architecture, data architecture, application architecture, and technology architecture. • The development process, such as requirement identification, analysis, design, and implementation of appropriate architecture solutions.
Who	• Tim arsitek perusahaan Indofood CBP yang bertanggung jawab untuk mengelola dan mengembangkan arsitektur perusahaan. • Pemangku kepentingan bisnis, seperti eksekutif perusahaan, manajer departemen, dan tim fungsional yang terlibat dalam pengambilan keputusan arsitektur. • Pemangku kepentingan TI, termasuk tim pengembangan aplikasi, ahli teknologi, dan pengelola infrastruktur. • Indofood CBP's enterprise architects team responsible for managing and developing the enterprise architecture. • Business stakeholders, such as corporate executives, department managers, and functional teams involved in making architecture decisions. • IT stakeholders, including application development teams, technologists, and infrastructure managers.
Why	• The implementation of TOGAF ADM is done to manage enterprise architecture in a structured and documented way. • The goal is to identify business needs, design appropriate solutions, manage risks, and ensure alignment between business strategy and information technology.
When (Kapan)	• TOGAF ADM is implemented on an ongoing basis within Indofood CBP in accordance with the changing business needs and evolution of the company.

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	• The stages and activities in TOGAF ADM are executed at times relevant to the business plan and ongoing projects.
Where	• The TOGAF ADM implementation took place across the Indofood CBP company, involving various departments and business units. • The process takes place in a corporate environment and involves collaboration between the architect team, business stakeholders, and IT stakeholders.
How	• TOGAF ADM implementation is done using the methodology, framework, and tools provided by TOGAF. • The process involves steps such as requirements analysis, architecture modeling, implementation planning, and continuous evaluation. • Through the collaboration of a team of architects, business stakeholders, and IT stakeholders, Indofood CBP company applied TOGAF ADM to manage and develop their enterprise architecture.

The first stage is the preliminary phase by determining the scope of the company that will be used as an object. This phase includes preparatory activities for the development of architectural skills, including TOGAF customization and defining architectural principles using the principle catalog. Principle catalog is a list of business principles that explain how the best solution for the company starts from planning business architecture, data, applications and technology. The purpose of this step is to make everyone involved confident that this approach can make the architecture process successful. Table 1 is the principle catalog based on TOGAF ADM.

Table 2. Principle Catalog

PRINCIPLE	RESULT
Consistency and Standardization	Created a standardized and structured architecture at Indofood. This helps ensure that the components of the architecture operate in a cohesive and well-integrated manner.
Business Orientation	Understanding business objectives and organizational needs in architecture development. In the context of Indofood, this principle encourages every architecture decision to be based on business benefits, improved operational efficiency, and achievement of the company's strategic goals.
Technology Innovation	Directing Indofood to adopt a simple architecture approach and separate into well-defined modules. This helps reduce complexity and allows for easier changes and customization in the future.
Simplicity and Modularity	The importance of the ability of systems and solutions to operate together effectively. Strong integration and good interoperability improve operational efficiency

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	and collaboration between various architecture components.
Continuous Development	Encourage Indofood to consider aspects of sustainability and environmental impact in the development of its enterprise architecture. This may include the use of green technology, energy efficiency and other environmentally friendly strategies to achieve sustainable goals.

3.2. Phase A: Architecture Vision

Architecture Vision is the initial phase of the enterprise architecture development cycle, it includes scoping, identifying stakeholders, creating an architecture vision, and applying for approval to start architecture development. PT Indofood CBP has a vision of "Leading Consumer Goods Manufacturer". Pt Indofood CBP's business processes are divided into two, namely the main activities that will always be carried out by PT Indofood CBP, and supporting activities. So, the results of the value chain analysis are as follows.

Fig 2. Value Chain Analysis

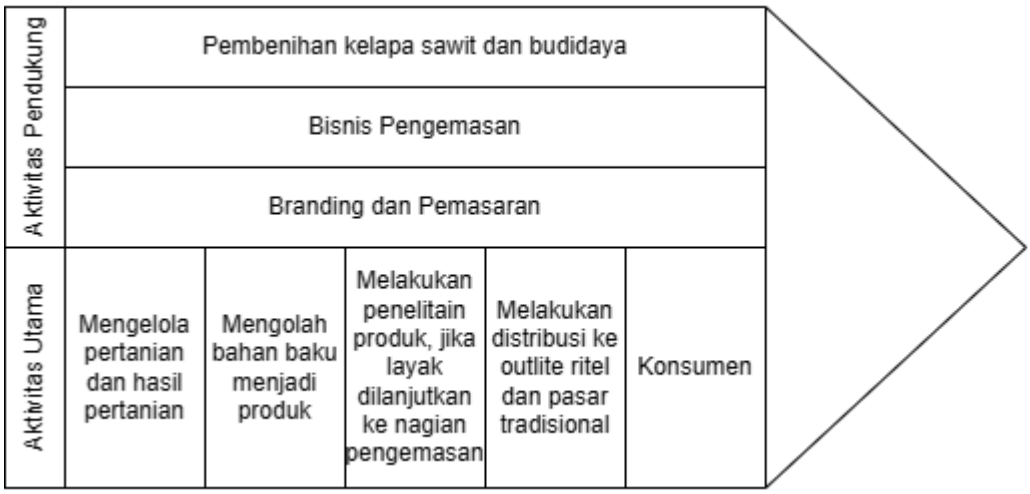

Figure 2, the analysis above in the main activity section explains managing agriculture and agricultural products, raw materials to become products, conducting product research, distributing to outlite so that consumers.

So that the supporting activities explain about oil palm seeding and cultivation, packaging business, to branding and marketing.

3.3. Phase B: Business Architecture

Business Architecture is the second phase at this stage, this stage describes the analysis of the conditions of PT Indofood CBP by making a flowchart of ongoing business activities. The flowchart of business activities can be seen as in Figure 3.

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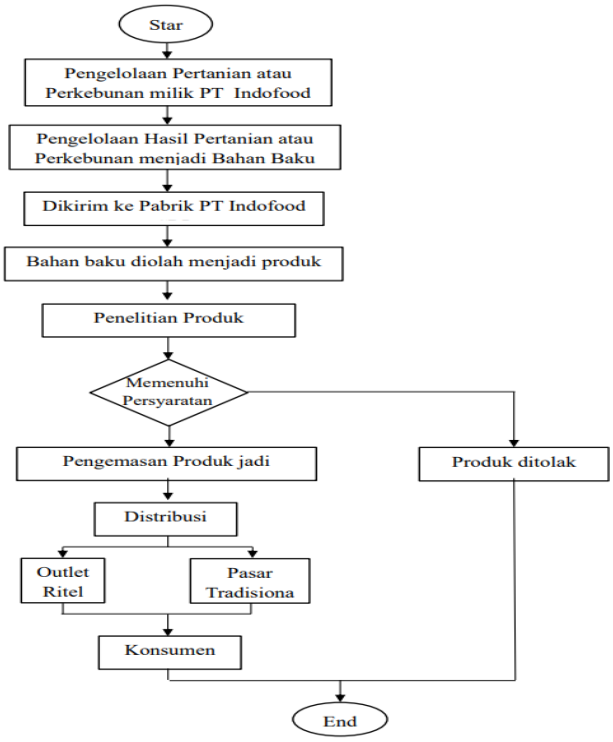
Fig 3. Flowchart Activity



The activity flowchart of PT Indofood CBP Sukses Makmur illustrates the company's operational flow from upstream to downstream that is integrated with each other. The process begins with cooperation between Indofood and farmers in managing agricultural or plantation products. These products will later become the main raw materials in the production process. After harvesting, the raw materials are sent to Indofood's factories to be processed into ready-to-sell products.

In the factory, production activities include not only processing of ingredients, but also research and quality control. Product samples are taken randomly and tested in the laboratory to ensure that each product meets the quality standards set by the company. All materials used are thoroughly processed to make the final product marketable. This stage is very important in maintaining the reputation and consumer confidence in Indofood products.

After the production process is complete, products that have passed the quality test are then packaged by an experienced workforce. Packaging is done quickly and neatly to maintain product quality until it reaches consumers. The next process is distribution, which is one of the crucial elements in Indofood's operations. With an extensive distribution network, the company is able to reach all parts of Indonesia, ensuring its products are available in both modern retail stores and traditional markets.

3.4. Phase C: Information System Architecture

The information system architecture phase designs information system architecture modeling. In the information system architecture phase, there are two architectures, namely application architecture and information architecture. Information architecture is used to design data for information systems while application architecture is related to the applications to be designed (Fikri et al., 2020).

The enterprise architect team works closely with business stakeholders to identify the information requirements needed in the company's operations. They conduct in-depth data modeling to understand

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the required data structure, including business entities, attributes, relationships, and inter-system data integration needs.

In this stage, the architect team also identifies the technology needs that support the implementation of the information system architecture. They analyze the hardware, software, network, and security infrastructure needed to run applications and manage data effectively.

Through the Phase C: Information System Architecture, Indofood CBP successfully developed an information system architecture that is integrated, efficient, and in line with their business objectives. This architecture includes in-depth data modeling, optimal application design, and selection of appropriate technology solutions. This enables the company to effectively manage and utilize their data to run their daily operations and achieve better business success.

3.4.1. Application Architecture

Application architecture focuses more on how to plan application needs for the organization. Application architecture is compiled using an application portfolio catalog (Oktalia et al., 2019). The enterprise architect team works with business stakeholders to identify the applications needed to run the company's operations. They conduct in-depth analysis of business processes, user needs, and systems in use to accurately gather application requirements.

Table 3. Application Portfolio Catalog

Applications	**Fungtion**
Production Applications	Used to plan, supervise, and control the production process at Indofood CBP's factories, including monitoring production activities, setting schedules, and managing raw material inventory.
Warehouse Management Applications	Used to manage inventory and product delivery in Indofood CBP's warehouses. Functions include stock control, tracking of incoming and outgoing goods, and storage optimization.
Sales and Distribution Applications	To manage the sales and distribution of Indofood CBP products, including customer ordering, product delivery, and delivery route management.
Customer Management Applications	To assist in the management of customer information, such as customer database, complaint handling, and customer service improvement.
Finance and Accounting Applications	To manage the company's financial activities, including payments, financial reporting, and budget management.

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Supply Chain Management Applications	The application supports the coordination and integration of activities along Indofood CBP's supply chain, including ordering, shipping, and delivery monitoring.

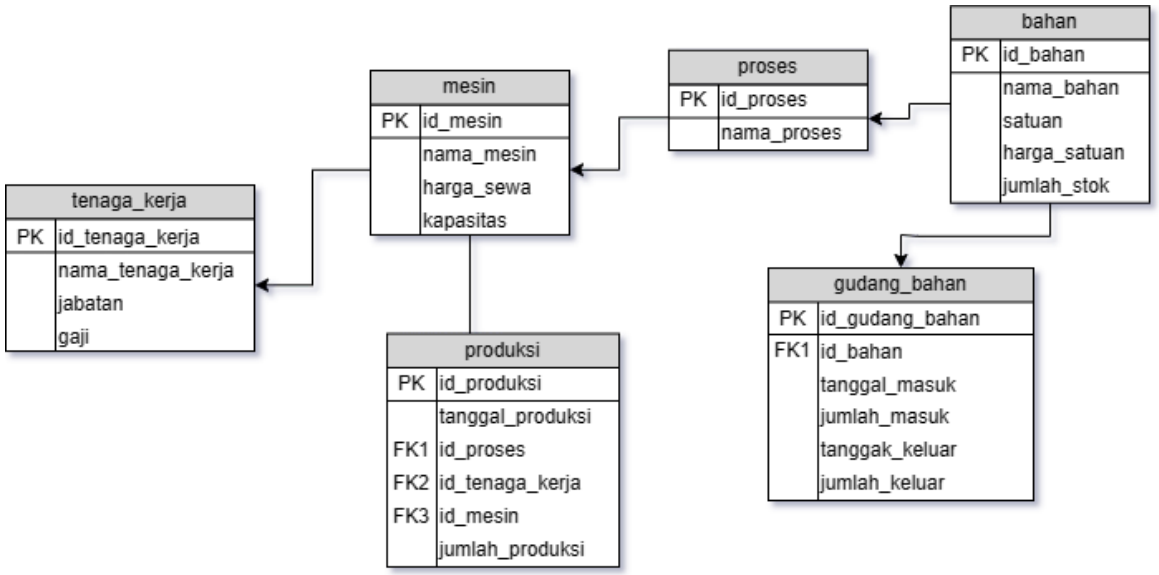
During the design process, the architectural team also considered the selection of appropriate technologies. They evaluated the available technologies and selected the ones that best suited the needs of the Indofood CBP company. This includes selecting the right platform, programming language, database, and development tools to support effective application implementation.

Through this Application Architecture stage, Indofood CBP company successfully developed an application architecture that suits their business needs. This architecture includes well-integrated applications, intuitive user interfaces, and the right technology. This enables the company to run their operations more efficiently, increase productivity, and support better achievement of business goals.

3.4.1.1. *Data Architecture*

Data architecture focuses more on how data is used to fulfill business functions, processes, and services. Data architecture is created by identifying all data components that will be used by the application to generate the information needed by the organization or company (Oktalia et al., 2019). The following in Figure 4 describes one example of the data architecture described at PT Indofood CBP Sukses Makmur.

Fig 4. Class Diagram PT. PT. Indofood CBP Sukses Makmur



3.5. Phase D: Technology Architecture

The technology architecture phase is about identifying the necessary technology architecture capable of implementing the information and application architecture requirements defined in the previous phase. The technology architecture phase creates an artifact environment and artifact locations, which are used to describe the presence or location of deployed technologies and the relationship between technologies and applications under baseline and target conditions. (Rahmayanti et al., 2017a).

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In this phase, the technical requirements for data processing are determined. In the determination, there are steps that must be used in order to meet the requirements. The first step is to identify candidate technologies that will be used to create a technology portfolio for the technology platforms in the application, including software and hardware.

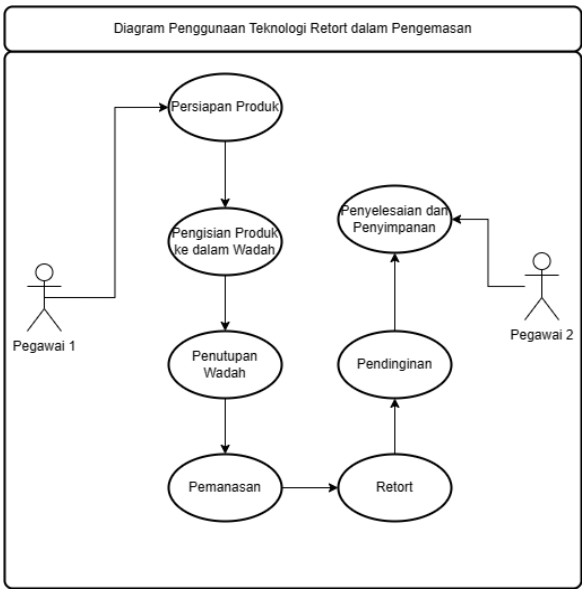
In running its business, PT Indofood CBP Sukses Makmur uses several technologies to support its business continuity. The technology that is used as support aims to maintain and improve the competitive process in the business line with other competitors. Some of the technologies used are as follows:

1. Packaging Retort

   Airtight packaging and high temperature heating that ensures food ingredients are safe, maintain quality, durable and undamaged as long as the packaging is in good condition is the definition of retort technology. Based on research conducted by (Triyannanto et al., 2020) it was found that retort packaging technology can extend product shelf life while maintaining physical and microbiological quality.

   The following flowchat illustrates the use of retort technology for packaging:

Fig 4. Flowchart Packaging Retort



Full Name : Retort Technology

Category : Food Packaging Process

System User Unit : Admin operator

Status : Active

Usage : Working Hours

Hardware : Machine

Long Term Issue : The retort process can make bacteria that accelerate food spoilage die, so Indofood CBP chooses to use this technology in making its food products, especially in making Real Meat Empal Goreng.

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PT.Indofood CBP Sukses Makmur uses this technology to maintain food quality where texture, nutrition and taste are still maintained.

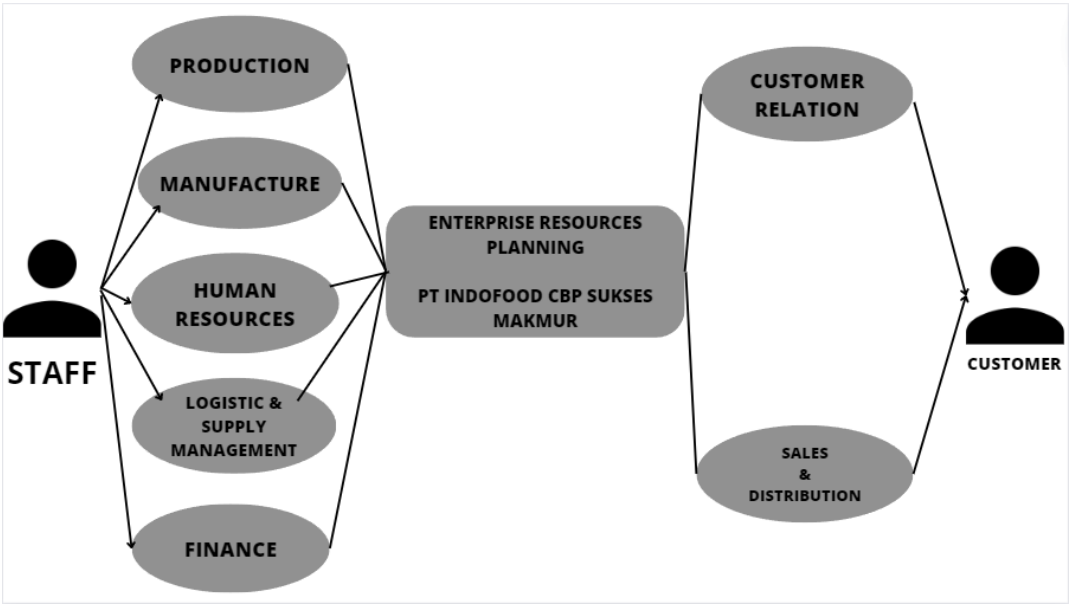
2. ERP System

ERP (enterprise Resource Planning) system is a software system designed to manage aspects of the company ranging from production to human resource issues. Quoted from the journal (Suryalena, n.d.) where O'Brien suggests that this ERP acts as a functional controller of the company in order to integrate and automate various internal business processes and systems information.

Based on research (Erlin et al., 2022) states that the application of ERP at PT Indofood CBP Sukses Makmur has an important role in the sustainability of PT Indofood, this is because the application of ERP supports PT Indofood in placing existing information so that it accelerates decision making.

The following is an architectural description of the ERP (enterprise Resource Planning) system used by PT Indofood CBP Sukses Makmur.

Fig 5. PT Indofood CBP Sukses Makmur ERP System



Full Name : SAP Software

Category : Information Management

System User Unit : Every Production Plans division

Status : Active

Usage : Working Hours

Long Term Issues : This makes it easier for PT Indofood to control company activities, both in obtaining good information, tactical and operational companies, especially in increasing competitive advantage.

In the context of Indofood CBP, this ERP System is used to coordinate and manage various business functions related to the production and distribution of food products. PT Indofood CBP Sukses Makmur chose to use SAP software as an ERP system to manage various aspects of business operations and management.

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3. Indofood CBP Website

PT Indofood CBP Sukses Makmur has its own website with its parent company, PT Indofood. The PT Indofood CBP website provides specific information about this food company. In general, the Indofood CBP website has a fairly complete structure and content, the following is an explanation of the content structure of the Indofood CBP website in general.

a) Home

This home section provides a brief overview of the company and presents important information.

b) Comapny

This section contains the company profile, vision and mission, company values and even the organizational structure is also presented in this section.

c) Brands

This section provides information about various food and beverage products produced by Indofood CBP. The information presented includes product categories, product descriptions, product overviews to nutritional information and the advantages of each product.

d) Packaging

This section explains an overview of packaging related to brand identity, overview, history and others.

e) Investor Relation

This section contains an explanation of corporate governance ranging from financial overviews, annual reports, dividends, shareholder structure and others.

f) News and Information

This section provides an up-to-date news, press releases and information about events and activities carried out by the company.

g) Carrers

This section will provide information about career opportunities, recruitment, and how to apply for a job at Indofood CBP

h) Contact

This section provides company contact information, such as the head office address, telephone number, email address or formular to contact Indofood CBP

That is the explanation of the website structure of PT Indofood CBP Sukses Makmur, which more details can be accessed at https://www.indofoodcbp.com/. The following is an overview of the Indofood CBP website architecture.

Fig 6. PT Indofood CBP Sukses Makmur Website

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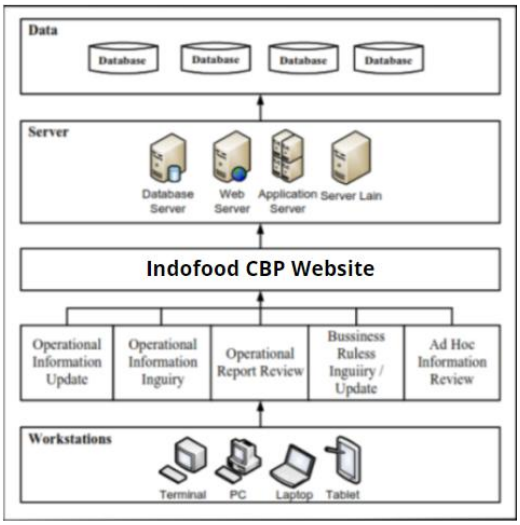

Full Name : indofoodcbp.com

Category : Indofood CBP Official Blog and Website

System User Unit : Admin operator

Status : Active

Usage : 24 hours

Long Term Issues : Facilitate the dissemination of information about company updates ranging from organizational structure updates to achievements that have been achieved.

3.6. Phase E: Opportunities and Solutions

At this stage, the focus is on benefiting from the company's structure. By identifying to find opportunities that can be utilized by the company to stand out from competitors. Then, the results of the analysis of gaps and solutions from the business structure, information systems, and technology are combined and reviewed.

The opportunity obtained through the development of an integrated information system is to provide convenience in carrying out activities related to the design, implementation and evaluation of training. This helps the institution in carrying out its main tasks and functions to achieve its vision and mission. The solutions that have been obtained are then organized in a table, then the table will be converted into Steps that will be used by the company to achieve the desired architectural goals (Fitriawati & Sudirham, n.d.).

In this process, the architect team also coordinates with other teams, such as application architects, technology architects, and business stakeholders, to ensure that the solutions developed are in accordance with the established architecture and can be implemented successfully.

Thus, through the Phase E: Opportunities and Solutions, Indofood CBP company can identify profitable business opportunities and develop the right solutions to capitalize on them. This helps the company improve competitiveness, optimize operations, and achieve long-term success.

In the case of PT Indofood CBP, which is engaged in market expansion by exploring opportunities to expand market reach with new customer segments or even new geographic areas. In expanding the market PT Indofood CBP must be able to develop its marketing strategy and distribution channels in order to reach these new markets. This could involve local preferences or advertising campaigns to increase brand awareness in the targeted geographical areas.

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4. CONCLUSIONS

TOGAF ADM (Architecture Development Method) is a framework used in the development of enterprise architecture. In the Preliminary Phase, Indofood made initial preparations for the development of the enterprise architecture. This involves identifying relevant stakeholders, business objectives, and the working environment that will influence the architecture development. The architecture vision was defined by understanding the business needs, challenges, and opportunities faced by Indofood.

The modeling and design of applications required to support business needs, including the selection of appropriate technologies for which information systems architecture planning is also carried out. The technology architecture that supports information systems is planned and designed. This involves selecting the right technology infrastructure, setting up security, and monitoring technology performance.

Overall, TOGAF ADM assisted Indofood in developing a consistent, standardized, and directed architecture to support the company's business needs. On the journey from the Preliminary Phase to the other five phases, Indofood gained a deep understanding of the architecture vision, business processes, information systems, technology architecture, and solutions that fit the company's needs. This enabled Indofood to achieve an effective architecture transformation and support the achievement of their business goals.

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Indonesian Journal of Enterprise Architecture
P-ISSN: 3035-6410; E-ISSN: 3035-6402
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