A New Era begins....

Architecting the Enterprise

Introduction to Enterprise Architecture
Welcome & Introduction To Best Practice Enterprise Architecture

TOGAF

Judith Jones
Customer members demand architecture standards …

Customer members select TAFIM as preferred starting point …

DoD Information Systems Agency (DISA) donate TAFIM as base …

TOGAF Published

TOGAF 7
Technical Edition

TOGAF 8
Enterprise Edition

TOGAF Version 9
Enterprise Edition

TOGAF Version 9.1
Enterprise Edition

Evolution
Evolution
Evolution
Evolution
Evolution
Production.....
Architecting the Enterprise experts have been actively leading the development of Best Practice Enterprise Architecture based on TOGAF for 20 years.

Architecting the Enterprise is a certified provider of TOGAF Professional Services.

Our people ...
- Managed development of TOGAF v 1-8
- TOGAF 8 major contributor & editor
- TOGAF 9 major contributor, research & development lead for 3 years
- Provided governance materials into TOGAF
- Authored white papers on use of TOGAF with DODAF, ITIL, OMG MDA, SOA, Cloud, FEA ...
- Leading TOGAF localization into French, German, Chinese, Japanese, Dutch, Spanish, Portuguese, Polish...
- Driving new developments and synergies for best practice Enterprise Architecture worldwide
- TOGAF 9.1 .....
Global Enterprise Architecture Community
How do we do this?

Best Practice People Certification

TOGAF

Commenced

January 2003 - 2011

Mar-2010
12,000+

Mar-2011
15,000+

TOGAF 9

Commenced January 2003 - 2011
Certified TOGAF 9 people

TOGAF® 9 Certification

- Certified
- Foundation
- Total

Source: The Open Group

Best Practice People Certification
January 2009
TOGAF 9
The Evolution of TOGAF Usage

TOGAF Version 9

- World Governments
- Energy, Oil & Gas Industries
- Defence Industries
- IT & Telecoms Industry
- Financial Services Industry
- Entertainment & Leisure Industry
- Aerospace Industry
- Retail Industry
- Health Industry
- Retail Industry
- Aerospace Industry
- Entertainment & Leisure Industry
- Financial Services Industry
- IT & Telecoms Industry
- Defence Industries
- Energy, Oil & Gas Industries
- World Governments
Why are all these organisations doing Enterprise Architecture?

What is Enterprise Architecture?
The enterprise goes **wrong** in at least three ways:

1. **Strategy isn’t always clear** enough to act upon. General statements about the importance of “leveraging synergies” or “getting close to the citizen” are difficult to implement. **So the company builds IT solutions rather than IT capabilities.**

2. Even if the strategy is clear enough to act upon, the company **implements it in a piecemeal, sequential process.** Each strategic initiative results in a separate IT solution, each implemented on different technology.

3. Because IT is always reacting to the latest strategic initiative, **IT is always a bottleneck.** IT never becomes an asset shaping future strategic opportunities.
Do we have the same approach to enterprises?

Every enterprise already has a Business Infrastructure and an IT Infrastructure

Some evolved

and some

just happened

Some are architected as solutions

Put them together...and...Enterprise Architecture that has evolved

Is it a Winchester House??????

Would you buy yours today?
Questions!

► How can we bring the Enterprise back under control?
► Can Enterprise Architecture be used as a strategy for business execution and business transformation?
► Can we use Enterprise Architecture to improve productivity?

Answers!

► If the Enterprise Architecture of an organization is properly re-structured, communicated and well understood by the organization’s managers & people ..... 
► We can improve, innovate, increase efficiency, and reduce costs....
► ...and we will explain how!
What should an Enterprise Architecture deliver?

- An architecture derived from Business Futures
- Delivering Business Outcomes
- Be understood and supported by senior management

For Example: Infrastructure and capabilities which respond at the speed of change in the enterprise’s markets

...eBay...the best recycling system in the world!!!
Best Practice
Enterprise Architecture

TOGAF

TOGAF ® 9.1
TOGAF builds and executes The Value Proposition

- Alignment of all the enterprise assets with the Business Model and Strategy
- Bring people and functions together to share skills, experience and knowledge
- Build a continuous Business evolution, improved quality of work output
- Improve Business flexibility and agility with clear structured framework, defined structure and standards
- Innovate and manage Business change
- Facilitate the introduction of new Capabilities and Technologies
- Deliver Information Solutions fully aligned with the business that become highly valuable assets
The TOGAF Language – critical success factor...

- TOGAF specification establishes a common language for communication between architects using Business English Language

- Adapting to business terminology used by customers and suppliers in a global market is essential

- A major role for TOGAF

- Mapping to other languages support this endeavour ... French, German, Chinese, Japanese, Polish, Dutch published

- ...Awaiting Brazilian, Latin American Spanish....

Just another 100+ languages to go...
The Journey....TOGAF Architecture Development Method

- **A** Architecture Vision
- **B** Business Architecture
- **C** Information System Architectures
- **D** Technology Architecture
- **E** Opportunities & Solutions
- **F** Migration Planning
- **G** Implementation Governance
- **H** Architecture Change Management
- **WIN**
- **Preliminary**
- **Develop**
- **Consolidate**
- **Transform**

WIN
Best Practice Domains of Architecture

Enterprise Architecture
- Business Architecture: How the business is organized to meet its objectives
- Applications Architecture
- Data Architecture
- Technology Architecture: How the technology fits together

Baseline “As Is” Target “To Be”
The Enterprise Architecture Domains & Content

Architecture Domains

- Business Architecture
- Application Architecture
- Data Architecture
- Technology Architecture
Business Architecture

Business Architecture defines the Business Context and Implementation To deliver the Business Products and Services
BPM is part of the Business Architecture

- Business process modeling is a core EA activity.
- Business architects are part of the Enterprise Architecture capability
- The Business Architecture is tightly linked to Business Process Management (BPM).
- Business Architecture defines the functions, roles and actors
- Business Architecture focuses on the business products and services
- BPM may rely on Service Oriented Architecture (SOA).
- BPM is an evolution of Enterprise Application Integration (EAI) and middleware products
Information is data in a business context
The Diversity of Information and Data Architecture

Data Architecture will bring these together

Data structures for...Multiple languages, measures, currencies..
...definitions, sizes, capacities....

Order Entry
- Data
  - Programs

Call Center
- Data
  - Programs

Inventory
- Data
  - Programs

New
Purchased
Legacy
Data Architecture Re-use

- Common design patterns
- Common process models
- Common data models
- Common object models
- Shared database
- Component software reuse
Application Architecture

Application structure processes the data in specific business contexts
Then we create.......the Enterprise Architecture

Aaahhh!!!
Help!!!
Now who do I call?
Application Architecture

“To dust away the cobwebs”
An Application Architecture, at the conceptual level, gives us a set of well-defined and modularized applications.

These are the capabilities of the organization to activate.

Integrated through a set of common databases with no redundancies to fully supports the future business challenges of the integrated enterprise.

The Application Architecture must be used as a communication tool between Business Process owners and IT every time an application or database is being discussed and/or planned.

The Application Architecture gives the scope and boundaries of each application and database, in conjunction with Business Architecture.
Application Architecture

The Application and Services Web

Challenge...

Defining the Cloud Application Services
Security, Capability, Understanding, Knowledge, Skills
The IT infrastructure services that provide the environment to deliver the business outcomes.
Technology Architecture

- Technology-related entities may include platforms, information appliances, software applications or parts, information access and storage, networking.

- The Technology Architecture establishes the evolving blueprint that guides all aspects of the enterprise’s technology life cycle.

- The Technology Architecture defines the activities, purchase, creation, modification, integration, deployment, operation, and retirement of the IT infrastructure and supported applications.

- The Technology Architecture facilitates both technical management and engineering best practices in use within the enterprise.

- The Technology Architecture is primarily concerned with enterprise-wide IT integration issues, the technology-related entities and relationships that need to be managed across the enterprise.

The Technology Architecture is described in a vendor-independent manner.
Enterprise Technology Architecture

- **Technical Reference models**
- **Integration Reference models**
- **Service Orientated Reference models**
- **Cloud Reference models**

**User Interface**
- Development Tools
- Programming Language
  - TPM
  - ORB
  - MOM
- Directory
- DBMS
- Security
- Network
- Operating System

**And the rest........ And you!**

- **CISCO**
- **IBM**
- **HP**

**AtE Hong Kong**
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Best Practice Domains of Architecture

- **Technology Architecture**: How the technology fits together.
- **Business Architecture**: How the business is organized to meet its objectives.
- **Data Architecture**: How information systems support the objectives of the business.
- **Applications Architecture**.

Baseline “As Is”  
Target “To Be”
The Enterprise Architect Joke....

**ENTREPRISE ARCHITECTURE MADE EASY**

What are the green, blue and yellow thingies? Servers? Applications? Components?

Part 1: Don’t mess with the gory details.

ARCHITECTURE OVERVIEW

ARCHITECTURE OVERVIEW

ARCHITECTURE OVERVIEW

rectangles

ARCHITECTURE OVERVIEW

ARCHITECTURE OVERVIEW
How does Enterprise Architecture fit with Strategic Systems Planning?
Strategic Planning

- Corporate Business Plan
  - Segment Business Plan
  - Segment Business Plan
  - Segment Business Plan

- Corporate Business Plan
  - Segment Business Plan
  - Segment Business Plan
  - Segment Business Plan

- Corporate Business Plan
  - Segment Business Plan
  - Segment Business Plan
  - Segment Business Plan

- Corporate Business Plan
  - Segment Business Plan
  - Segment Business Plan
  - Segment Business Plan

Breadth

Depth

Time
The Strategic Architecture establishes future needs, constrains the segment architectures.
The Segment Architecture provides the framework for “Value increments” to meet the needs of the business.
How does Enterprise Architecture fit with Strategic Systems Planning?
Developing Role of EA in Business Planning 2010

EA Involved in Strategic Planning

How is the Enterprise Architecture group involved in strategic business planning?

- The Enterprise Architecture team has access to the results of strategic planning: 17%
- The Enterprise Architecture team is informed formally on the results of strategic planning: 15%
- Representatives of the Enterprise Architecture team are passive participants in strategic planning meetings: 18%
- The Enterprise Architecture team does not have access to current strategy and business planning documents: 4%
- Representatives of the Enterprise Architecture team actively participate in strategic planning meetings: 46%

Source: Infosys Enterprise Architecture Survey 2010
Enterprise Architecture Effort 2010

- Business Architecture
  - % increasing
- Like Technology...

Source: Infosys Enterprise Architecture Survey 2010
Enterprise Architecture Deliverables 2010

Which of the following are key deliverables of the Enterprise Architecture group?

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A shared view on the required business capabilities in the future</td>
<td>44.7%</td>
</tr>
<tr>
<td>- Alignment of Business and IT near and long term strategies</td>
<td></td>
</tr>
<tr>
<td>Business Architecture definition - Business goals and objectives, Business</td>
<td>42.2%</td>
</tr>
<tr>
<td>- processes, organization structure</td>
<td></td>
</tr>
<tr>
<td>A shared view on the requirements towards IT as a whole in the future</td>
<td>20.5%</td>
</tr>
<tr>
<td>IT strategy</td>
<td>51.6%</td>
</tr>
<tr>
<td>Enterprise Technology standards and</td>
<td>38.5%</td>
</tr>
<tr>
<td>Technology Roadmaps, Blueprints</td>
<td>43.5%</td>
</tr>
<tr>
<td>Portfolio Management and Planning</td>
<td>18.0%</td>
</tr>
<tr>
<td>Applications Repository, Application Rata and</td>
<td>13.7%</td>
</tr>
<tr>
<td>Information Architecture - Enterprise Data Model, Data Integration</td>
<td>44.1%</td>
</tr>
<tr>
<td>Architecture</td>
<td></td>
</tr>
<tr>
<td>Software development process standards</td>
<td>32.3%</td>
</tr>
<tr>
<td>Research, insights and trends on the business the organization is in</td>
<td>14.9%</td>
</tr>
<tr>
<td>Research, insights and trends in IT</td>
<td>19.9%</td>
</tr>
</tbody>
</table>

Source: Infosys Enterprise Architecture Survey 2010

Progress
- 2008  Majority IT related
- 2010  Move to Business related
  - Business and IT Strategy
  - Business Architecture
How do we make it work with the business?

TOGAF Capability Based Planning
The Journey ...TOGAF Deliverables

- Architecture Vision
- Business Architecture
- Information System Architectures
- Technology Architecture
- Opportunities & Solutions
- Migration Plan
- Implementation Governance
- Change Management
- Operations Architectures
- Solutions
- Transition Architectures
- Enterprise Architecture Draft Version 1

SUCCESS New Assets
A place for Enterprise Architecture

- EA is an asset, an investment, not an expense!
- We do Architecture in order to do something we otherwise are unable to achieve

⇒ Alignment
⇒ Integration
⇒ Change
TOGAF and Other Frameworks

The Enterprise’s Processes

A. Architecture Vision
B. Business Architecture
C. Information System Architectures
D. Technology Architecture
E. Opportunities & Solutions
F. Migration Planning
G. Implementation Governance
H. Architecture Change Management

+ TOGAF maybe used with a wide variety of other Enterprise and IT Architecture Frameworks & Methods

FRAMEWORKS
- FEA
- DODAF
- Zachman
- MDA OASIS IT Industry

METHODS
- ITIL
- COBIT
- SDLC
  - Agile Dev.
  - XP
- RUP, OUM
- PRINCE
  - PMI
  - DSDM

FORWARDS
Start your Journey... With the certification kitbag

The Open Group
TOGAF Certification

Certified People
Certified Training
Certified EA Tools
Best Practices
Industry Standards
<table>
<thead>
<tr>
<th>Tip</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide the business leadership</td>
<td>Know where you are and where you are going!</td>
</tr>
<tr>
<td>Ensure that you have the resource and skills to manage buy-in</td>
<td></td>
</tr>
<tr>
<td>Establish the Architecture Metrics and Best Practice Standards</td>
<td>To be used</td>
</tr>
<tr>
<td>Leverage industry knowledge and best practice frameworks &amp; tools</td>
<td></td>
</tr>
<tr>
<td>Ensure your people are trained, competent, and professional</td>
<td></td>
</tr>
<tr>
<td>Use Enterprise Architecture Governance to manage Content change</td>
<td></td>
</tr>
<tr>
<td>Ensure there is ownership of the Enterprise Architecture</td>
<td></td>
</tr>
<tr>
<td>Manage the architecture costs and expectations</td>
<td></td>
</tr>
<tr>
<td>Control the Architecture and embed in your business process</td>
<td></td>
</tr>
<tr>
<td>Seek out best practice Reference Models and Metamodels for your Baseline</td>
<td></td>
</tr>
</tbody>
</table>
Global Industry Best Practice - TOGAF

- Customer members demand architecture standards ...
- Customer members select TAFIM as preferred starting point ...
- DoD Information Systems Agency (DISA) donate TAFIM as base ...

TOGAF Published

TOGAF 7 Technical Edition

TOGAF 8 Enterprise Edition

TOGAF Version 9 Enterprise Edition

TOGAF Version 9.1 Enterprise Edition
TOGAF® Version 9.1

The world's leading Architecture Framework just got better

TOGAF Version 9.1
Enterprise Edition
A revised version of the TOGAF specification, version 9.1, was released on 1st December 2011.

There are no new features in this version; it is intended to introduce a number of relatively minor corrections and improvements to TOGAF version 9, launched at the start of 2009.

TOGAF certification is against version 9 of the TOGAF specification, not against any sub-version.

From December 1st 2011, the examinations for TOGAF 9 certification will NOT test any feature that has been changed in version 9.1.

This means that the examination is equally fair for candidates who attended training courses based on version 9 and 9.1 of the TOGAF specification.
Why is there a new release?

- TOGAF version 9 represented a major update, with a multitude of new features. It has been incredibly successful.

- Moving from TOGAF 8 to TOGAF 9 was such a major change, it was inevitable that there would be some errors and inconsistencies.

- Extensive use of TOGAF has flushed these out.

- For the last two years a group of TOGAF experts has been processing a steady flow of requests for improvement.

- Architecting the Enterprise have been a core member of this team throughout the period.
What changes have been included?

► Several areas of the specification have been substantially rewritten.
► The content hasn't changed, but the way it is described has been significantly improved.
► Some inconsistent use of terminology has been tightened up.
► A rigorous modelling exercise identified several areas where the flow of information between phases of the TOGAF ADM was not completely specified. This has been addressed.
► Version 9.1 of TOGAF includes a set of maintenance updates based on feedback received on version 9.
► A separate detailed document of the changes is available as from The Open Group as "TOGAF 9 Technical Corrigendum No. 1 (Document U112)."
What changes to TOGAF 9

- Material that has been removed:
  - Definitions of terms where usage by TOGAF is not distinctive from the common dictionary definition have been removed
  - The Building Blocks example has been removed
  - The Document Categorization Model has been removed
  - The Evaluation Criteria and Guidelines have been removed from Part V, Chapter 42
What changes to TOGAF 9

- Material that has been substantially revised:
  - The Phase E and F descriptions have been reworked to match the level of detail in other phases.
  - The concepts of levels/iterations/partitions have been clarified and made consistent. This includes a reorganization of material in Part III, Chapter 19 and Chapter 20, and Part V, Chapter 40.
  - The "Objectives" sections of the phases have been reworked to focus on actual objectives rather than techniques or a list of steps.
  - The SOA chapter (Part III, Chapter 22) has been updated to describe the latest SOA Work Group output.
  - Additional introductory text on architectural styles has been added in Part III, Chapter 18.
  - Changes have been made to the Security Architecture chapter (Part III, Chapter 21) for consistency with the ADM.
Areas where inconsistent use of terminology has been addressed:

- The usage of the terms "application" versus "system" has been reviewed and made consistent
- The uses of terminology for Transition Architecture/Roadmap/Implementation Strategy have been clarified and made consistent
- The possible artifacts (viewpoints) for each phase are now listed in the description of that phase, not just in Part IV, Chapter 35
- The terms "artefact" and "viewpoint" have been clarified and made consistent. This includes a restructuring of Part IV, Chapter 35
Changes to metamodel

- Corrections have been made to metamodel diagrams
- Corrections have been applied to aspects of the metamodel.

Part I: Introduction 35

- Duplicate text in several places has been replaced with an appropriate reference:
  - Gap Analysis in Phases B, C, and D now references Part III, Chapter 27
  - Requirements Management in several phases now references Part II, Section 17.2.2 in the Requirements Management phase
Changes to Artifacts

Some of the artifacts have been renamed to better reflect their usage:

- System/Data matrix becomes Application/Data matrix
- Class diagram has been replaced with Conceptual Data diagram and Logical Data diagram
- System/Organization matrix becomes Application/Organization matrix
- Role/System matrix becomes Role/Application matrix
- System/Function matrix becomes Application/Function matrix
- Process/System Realization diagram becomes Process/Application Realization diagram
- System Use-Case diagram becomes Application Use-Case diagram
- System/Technology matrix becomes Application/Technology matrix
Techniques changes

► Architecture Principles now divides them into two types only - Enterprise and Architecture. IT Principles are now seen as just part of Enterprise Principles

► The Stakeholder Map included in the Stakeholder Management chapter (Part III, Chapter 24) is now explicitly referred to as an example, the table has been highlighted to refer to Stakeholder Concerns, and the list of artifacts for each stakeholder updated

► The Business Scenarios chapter (Part III, Chapter 26) has been renamed to Business Scenarios and Business Goals to better reflect the contents of the chapter

► The relationship of the Enterprise Repository to the Architecture Repository is clarified in Part V, Chapter 41

► The chapter on Architecture Maturity Models (Part VII, Chapter 51) has been editorially revised for consistency and clarity
Thankyou

Wishing Hong Kong every success
On your journey
Who is using Enterprise Architecture?
What benefits have they achieved?

Intel, HP, Global Energy Company, Oil Company
UK Department of Works & Pensions
Intel: EA Evolution Created IT Value

**2003**
- Intel EA efforts launched
- Chief Architects assigned to data, applications, and technical domains
- Application architecture broken out to include solution architecture
- Centralize all Data Analysts
- Tackled EA Data problem
- EA Data model with Data quality
- ~$15M in reuse

**2004**
- Chief Business Architect and Business architecture group added
- Enterprise broken into 7 solution domains
- Solution principles and project architecture compliance scorecards established
- Industry recognized for meta data solution
- Bluebook published
- ~$15M in reuse

**2005**
- Architecture discipline unified as EA Practice
- Enterprise Architecture extends to IT (traditional)
- EA training extended across IT
- Business Modeling training
- Domain reference architecture published
- Business domain specific future state architectures developed
- ~$35M in reuse

**2006**
- Enterprise Architecture Principles and policies published
- Building codes published
- Governance Process revamped
- Business and Data cross alignment and training
- Adopt a common Intel Architecture development methodology (IADM)
- Combine innovation and research with the Enterprise Architecture practice
- ~$147M in reuse

Source: Gregg Wyant, Intel WW Lead Architect, EA Re-use Efforts
Enterprise Architecture Drives HP Further Innovation

**CEO Mark Hurd**

3 Year Objectives:

1. Align corporate strategy
2. Get the operating model (accountability) right
3. Ensure the right people to execute the operating model
4. Lower cost of IT to ~ 2% Rev
5. Consolidate (shadow) IT into one org in 90 days to improve accountability
6. Simplify (~6000 apps to 1600)

**CIO Randy Mott**

3 Year Objectives:

1. Portfolio management
2. Global data centers (consolidate systems and applications)
3. IT workforce effectiveness
4. World class IT (they are what they eat so they can sell it)
5. Enterprise Data Warehouse (master data and data mart consolidation). Eliminate 765 data marts.

Yielding higher value solutions:

- Architected solutions have 28% fewer lifetime incidents
- Architected solutions require 2x less labor for lifetime changes
- Architected solutions cost 7x less when moving to refreshed infrastructure

Micron: EA Evolution

2005
- Initial formation of EA group (iTAO)
- Initial set of architectural objectives established
- First IS-wide EA communication (SLF)
- Culture challenges EA adoption

2006
- Roadmap processes updated
- New technology evaluation process established
- Architectural review process established
- Researched formal EA frameworks
- First architects TOGAF certified
- Cultural challenges remain, but decreasing

2007
- TOGAF formally adopted
- TOGAF ADM first used
- >30 architects TOGAF certified
- Formal roadmap rationalization effort begins
- First EA maturity assessment
- IS-wide EA goals
- Exec recognition of program begins
- Outsourcing improves EA focus
- Culture starting to embrace EA

Source: Micron Case Study, APC, San Francisco Jan 2008
Global Energy Company

Overview
- Portfolio Costs Overruns
- $1 billion projects ...$100m loss

Challenge
- Balance the portfolio of assets, services etc to optimise business value &
- meet cost & risk constraints

Solution
- Applied Enterprise Architecture to Portfolio Management and informed the decision making to improve portfolio performance

Results

Significant savings - $25m in 6 months by automation and improving portfolio reporting capability
Improved data accuracy and reduced data duplication
Standardised across global operations
Oil Company

Overview
- Respond rapidly to business process change
- SOA Governance in Practice Centre of Excellence

Challenge
- Realize the benefits of SOA
- SOA evolution and maturity

Solution
- Aligned Project Management to service oriented approach
- Migration of SOA method to TOGAF
- Continual best practice assessment

Results
Re-useable assets
Consistency across disciplines
Reduces the learning curve
UK Department of Works & Pensions

Overview
- Provides benefits of over £124billion to UK citizens
- 100,000 staff; IT cost base £1billion per annum

Challenge
- Improve service quality, increase efficiency, reduce costs
- More agility in a network of providers

Solution
- Architectural Journey
- Architecture Profession & TOGAF 8 Best Practice

Results
2004 – Initial Reference Model, governance & IT
2007 – TOGAF as standard framework, aligned governance and IT culture moved towards business culture
2008 – Business Patterns, Tooling and Architecture process in place
2008 – Achieved EA Maturity level 3 in the IT areas
2009 – Move to TOGAF 9
2011 – Major Operational Changes made easier through Enterprise Architecture...experience the agility...
Global Financial Services Company

Overview
- 85 million customers in 50 countries
- 120,000 staff in banking, insurance & asset management

Challenge
- Reduce costs & operational risks
- Integrate requirements from many sources

Solution
- Industry Standard Architecture for integrated approach
- TOGAF for best practices and working with the business

Results
2007 – Created an EA Portal to manage & share over 200 artifacts
2007 – Provided structure for decision making
2008 – Built communications domain for global interworking
2008 – Major improvement in provision of solutions and skills
Thank you

Wishing Hong Kong every success

On your journey