

ENTERPRISE ARCHITECTURE CONFERENCE EUROPE 2001

NAVIGATING THROUGH DANGEROUS WATERS – LEVERAGING
DIGITAL INNOVATION, ADAPTIVE ARCHITECTURE, AND
ENTERPRISE PROGRAMME MANAGEMENT

11-13 June 2001
London, UK

conference co-chairs
Richard Buchanan
Vice President, Enterprise
Architecture Strategies
META Group

Brian Burke
Vice President International,
Enterprise Architecture
Strategies
META Group

keynote speakers
John A Zachman
Zachman International

Victor Garland
CIO, Aer Lingus

Roger Burlton
Process Renewal Group

A unique conference, which integrates the disciplines of business strategy development, enterprise architecture, and enterprise programme management.

- ▶ Create highly innovative business models, process models and value delivery mechanisms that leverage adaptive technology solutions.
- ▶ Engineer-in the ability to adapt to radically new market and competitive conditions, while engineering out everything that inhibits change.
- ▶ Execute technical investment programmes in a clear-eyed, thoughtful fashion – controlling risk and maximising the efficient use of increasingly scarce resources.

Don't miss this rare opportunity to network with business strategists, CIOs, chief architects and programme managers from around the world, and to benefit from the insights and experiences of many of Europe's most influential companies.

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case studies include

- ▶ ABN AMRO Bank NV
- ▶ Aer Lingus
- ▶ The Danfoss Group
- ▶ Dutch Tax Authority
- ▶ Novo Nordisk IT A/S
- ▶ PSA Peugeot-Citroën
- ▶ UK Government

INTRODUCTION FROM THE CHAIRS

Both public and private sector organisations around the world are scrambling to respond to new, unsettling macro-economic, environmental and regulatory challenges. The weakening economy is forcing many CEOs and Boards to take radical steps to retrench their strategies and re-think investment programmes – including programmes for technology development. Governments are faced with the surging demand for citizen access to information – E-government – and they are struggling with the security and privacy issues this implies.



RICHARD BUCHANAN,
VICE PRESIDENT,
ENTERPRISE ARCHITECTURE
STRATEGIES – META GROUP



BRIAN BURKE,
VICE PRESIDENT INTERNATIONAL,
ENTERPRISE ARCHITECTURE
STRATEGIES – META GROUP

These and other issues are driving organisations to re-evaluate and refresh their visioning, planning and implementation mechanisms and to re-assess their control and management processes. Enterprise Architecture represents the most pragmatic and holistic mechanism for grappling with these waves of change, and the maturity of the architecture effort is proving to be a leading indicator of business health and organisational sustainability.

Who Should Attend

- ▶ Chief Architects responsible for translating business strategic vision into pragmatic IT delivery programmes
- ▶ Senior Business Strategists, Chief Operating Officers and LOB managers who demand efficient, pragmatic investment programmes and want to insure cross-functional integration.
- ▶ IT implementers, Project and Programme Managers and Systems Quality Engineers responsible for adhering to architecture guidelines and interested in influencing standard setting activities.

Whether you are responsible for business or IT success, this conference will provide you with pragmatic tools for thinking, models and frameworks for analysis and decision making, and insight into the real world best practices.

What You Will Learn

This is the only international event completely dedicated to the concept of adaptive enterprise architecture. The conference includes full-day pre-conference workshop, as well as general sessions with world-class practitioners, commentators, and technology providers.

WORKSHOP: THE CORE IDEAS OF ADAPTIVE ENTERPRISE ARCHITECTURE

Jumpstart your architecture efforts and eliminate the barriers to success by attending this rapid fire, highly interactive workshop conducted by META Group. You will learn how to define and implement enterprise architecture as a sustainable, creative strategy driven process which emphasises not only 'how' to create adaptive computing systems, but identifying 'what' needs to be architected to deliver true business strategic value.

CONFERENCE: LEVERAGING DIGITAL INNOVATION, ADAPTABLE ARCHITECTURE AND ENTERPRISE PROGRAMME MANAGEMENT

Informative, thought provoking keynote presentations will be supplemented by breakout sessions as well as networking and vendor sponsored activities. Sessions will be organised across three general tracks:

TRACK 1: Aligning Business Strategy, Architecture and Technology Implementation

TRACK 2: Pragmatic Problem Solving For Architects and IT Professionals

TRACK 3: Enterprise Architecture and Business Management

CONFERENCE CO-PRODUCERS



META Group is a leading research and consulting firm, focusing on information technology and business transformation strategies. Delivering objective, consistent, and actionable guidance, META Group enables organisations to innovate more rapidly and effectively. Our unique collaborative models help clients succeed by building speed, agility, and value into their IT and business systems and processes. Connect with <http://www.metagroup.com> for more details.



IRM UK is an international organisation that specialises in strategic IT training for IT & business professionals and managers. Our presenters have superior technical knowledge, teaching skills and a wide range of practical business experience. They are some of the most influential technologists, methodologists and original thinkers in IT and business today.

Noted for the participation of top level decision makers from both the corporate, user and vendor communities, and the lucid analysis of critical strategic and management issues, our events are condensed and rigorous combining technical explanations with management advice and discussions of future directions. Our world class speakers include Roger Burlton, Larry English, Mike Ferguson, Peter Hruschka, David Marco, Suzanne Robertson and John Zachman.

We are also running the following major conferences in London from 29-31 October 2001:

- **INFORMATION QUALITY IMPROVEMENT**
- **META DATA**
- **DAMA INTERNATIONAL**

For further detail on our events visit www.irmuk.co.uk

AGENDA

Monday, 11th June 2001

- 8:30 – 9:30 Registration
- 9:30 – 17:00 **Workshop: The Core Ideas Of Adaptive Enterprise Architecture**
- Richard Buchanan, Vice President, META Group
 - Brian Burke, Vice President International, META Group
 - Bjorn Tuft, Vice President International, META Group
- 17:00 – 18:00 Cocktail Reception & Exhibits

Tuesday, 12th June 2001

- | | Track 1:
Aligning Business Strategy, Architecture and Technology Implementation | Track 2:
Pragmatic Problem Solving For Architects and IT Professionals | Track 3:
Enterprise Architecture and Business Management |
|---------------|---|---|--|
| 8:00 – 9:00 | Registration | | |
| 9:00 – 10:15 | Chair Address: The Evolution of Enterprise Architecture | | |
| | <ul style="list-style-type: none"> • Richard Buchanan, Vice President, META Group • Brian Burke, Vice President International, META Group | | |
| 10:15 – 10:45 | Break and Exhibits | | |
| 10:45 – 12:00 | Innovation Economics: Using Dynamic Planning to Transform the Adaptive Enterprise | Case Study: Architecture & Implementation of the UK Government Gateway | Case Study: Architecture Practices at the Dutch Tax Authority |
| | <ul style="list-style-type: none"> • Brian Burke, Vice President Intl., META Group • Bjorn Tuft, Vice President Intl., META Group | <ul style="list-style-type: none"> • Philip Teale, Architectural Consultant, Microsoft | <ul style="list-style-type: none"> • Allard Krings, Senior Advisor Strategy & Technology, Dutch Tax Authority |
| 12:00 – 13:30 | Lunch and Exhibits | | |
| 13:30 – 14:45 | Keynote: Flying High with Architecture | | |
| | <ul style="list-style-type: none"> • Victor Garland, CIO, Aer Lingus | | |
| 14:50 – 16:00 | Case Study: Defining Architecture in a Diverse Manufacturing Business | Architecture, Tool to Survive | Integration Applications for Successful E-Business |
| | <ul style="list-style-type: none"> • Henrik Benthien, IT Chief Architect, The Danfoss Group | <ul style="list-style-type: none"> • prof. dr. Daan Rijsenbrij, Corporate Scientific Officer, Cap Gemini Ernst & Young | <ul style="list-style-type: none"> • Ayman Awada, Technical Director Europe, CrossWorlds Software |
| 16:00 – 16:30 | Break and Exhibits | | |
| 16:30 – 17:00 | Guru Panel: Architecture as Change Vehicle | | |
| 17:00 – 18:45 | Cocktail Reception & Exhibits | | |

Wednesday, 13th June 2001

- 9:00 – 10:45 **Keynote: Enterprise Architecture Straight from the Shoulder**
- John Zachman, Zachman International
- 10:45 – 11:00 Break
- | | | | |
|---------------|--|---|--|
| 11:00 – 12:10 | Building an Effective Enterprise CRM Strategy | Case Study: Architecture in Car Manufacturing | Re-Emergence of Enterprise Modelling |
| | <ul style="list-style-type: none"> • Bob Dibb, EMEA Marketing Manager, IBM Global Business Intelligence Solutions | <ul style="list-style-type: none"> • Dominique-Bernard Guillemet, Enterprise Technical Architecture Manager, PSA Peugeot-Citroën | <ul style="list-style-type: none"> • Bjorn Tuft, Vice President International, META Group |
| 12:10 – 13:30 | Lunch | | |
| 13:30 – 14:45 | Keynote: The Payoff from Architecture and Programme Management | | |
| | <ul style="list-style-type: none"> • Roger Burlton, Founder, Process Renewal Group | | |
| 14:50 – 16:00 | Case Study: Life Cycle Management of IT Investments | Case Study: Enterprise Architecture at ABN AMRO Bank | Design for Evolution |
| | <ul style="list-style-type: none"> • Thomas Braa Andersen, Senior Consultant, Strategic Management of IT, Novo Nordisk IT A/S | <ul style="list-style-type: none"> • Denis Hageman, SVP Corporate IT, Architecture and Standards, ABN AMRO Bank NV | <ul style="list-style-type: none"> • Chris Britton, Manager IT Architecture, Unisys |
| 16:00 – 16:15 | Break | | |
| 16:15 – 16:45 | Conference Wrap-Up | | |
| | <ul style="list-style-type: none"> • Brian Burke, Vice President International, META Group | | |

quotes from previous delegates

“Very good to find a conference that identifies with my problems and has practical experience of solutions.”

“Very good style/humour.”

“Lively, good examples – very clear and informative.”

“Reveals what ‘should be’ blindingly obvious to all of us but which often occurs more by luck than good judgement!”

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WORKSHOP

MONDAY 11 JUNE 2001

9:30 – 17:00 • Workshop 2001

The Core Ideas of Adaptive Enterprise Architecture

About the Workshop

- ▶ Creating a common architecture vision between lines of business and IT
- ▶ Demonstrating the value of enterprise architecture (EA) to senior management
- ▶ Realising key issues an EA must address
- ▶ Profiting from consistent best practices in EAs of the Global 2000
- ▶ Organising for successful EA
- ▶ Constructing an "adaptive architecture"
- ▶ Leveraging emerging technologies and impacting business strategy
- ▶ Customising EA approaches among organisations
- ▶ Mapping the maturity of EA processes
- ▶ Understanding the role of enterprise programme management

Workshop Outline

This full day workshop provides a comprehensive overview of state-of-the-art enterprise architecture processes, best practices and models. Agile Global 2000 companies recognise that enterprise architecture is a practical mechanism for bridging the gap between business strategy and technology implementation. Successful 21st century organisations create sustainable competitive advantage and promote business and IT innovation by exploiting three synergistic disciplines:

- business strategy/planning,
- enterprise architecture, and
- enterprise programme management.

In this well received session, Richard Buchanan, Brian Burke and Bjorn Tuft will dissect the relationships between these three core enterprise disciplines and provides numerous examples, cases and models that demonstrate how successful companies organise for architecture and dynamic planning. Based on in-depth research with over 300 companies, the speakers will provide detailed recommendations for performing the analysis and making the key decisions required across this spectrum of activities and for communicating the value of this work to senior business and IT decision-makers.

What you will learn

- ▶ Gain insight into the business and technology value of adaptive enterprise architecture.
- ▶ Learn how an adaptive enterprise architecture helps companies manage investment risks and align with business goals.
- ▶ Focus on making enterprise architecture real – avoiding architecture 'shelf-ware' – via enterprise programme management.
- ▶ Bring home proven strategies and techniques that can immediately be put in place at your enterprise.

Featured Speakers

Richard Buchanan, Vice President, Enterprise Architecture Strategies • META Group

Mr. Buchanan is a world-renowned expert on enterprise architecture and IT strategy. With 15 years of experience as a practitioner and consultant to Global 2000 companies, he has published numerous articles on topics as diverse as integrated logistics, electronic commerce, component-based software development, competitive intelligence, and financial modelling. Prior to joining META Group in November 1996, Mr. Buchanan was the founder and principal of The Buchanan Group, an analysis and consulting firm responsible for enterprise architectural planning, market studies, competitive profiles, white papers, focus groups, scenario planning, and competitive war gaming. Prior to founding The Buchanan Group, he was an analyst in the Computing Strategy Service of Forrester Research. Mr. Buchanan's experience also includes work at Digital Equipment Corp., where he managed product research and competitive intelligence activities and was a key member of its global strategy planning team.

Brian Burke, Vice President International, Enterprise Architecture Strategies • META Group

Mr. Burke has a broad and diverse background in technology and strategy, gained over 15 years in the industry. Prior to joining META Group in October 1998, he was chief architect and director of the architecture office for the Workplace Safety and Insurance Board (WSIB) in Toronto. Mr. Burke's key focus is driving digital innovation strategy and business alignment to maximise the value contribution of IT. Being a technology innovator, he has held senior management positions with responsibility for the development of IT strategies and the implementation of emerging technologies, including Internet, knowledge management, data warehouse, groupware, client/server, and LAN/desktop technology.

Bjorn Tuft, Vice President International, Enterprise Architecture Strategies • META Group

Mr. Tuft is a leading expert on enterprise architecture, IT strategy, and business alignment, with more than 20 years of practical international experience. Prior to joining META Group in June 1999, he was consulting and integration services manager (Europe, Middle East, and Asia) at Dell. Previously, he held senior management positions at various companies, including AT&T (Europe, Middle East, and Asia), Digital Equipment, and Hewlett-Packard. Mr. Tuft also researched and promoted emerging network and object-oriented technologies on behalf of The Open Group, SPAG (Standard Promotion and Application Group), OSITOP (the premier user group in Europe), and EMUG (electronic messaging user group). As a business manager, he was formerly export manager at Rhone-Poulenc and consultant in franchising for a French restaurant company. Mr. Tuft received his M.B.A. from University of Economics and Business Administration (St. Gallen, Switzerland).

1 on 1 Meta Group Analyst Meetings 12 & 13 June

While many companies use similar approaches to develop the enterprise architecture, the speedbumps encountered while undertaking the effort are unique to each organisation. META Group Analysts are available to meet with conference delegates 1 on 1 to advise you on the unique enterprise architecture challenges facing your organisation. Use this valuable opportunity to gain insights from the analysts on how to overcome your specific architecture barriers, and mobilise the effort to success.

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TUESDAY 12 JUNE 2001

9:00 – 10:15 • Chair Address



The Evolution of Enterprise Architecture

Richard Buchanan, Vice President, Enterprise Architecture Strategies • META Group

Brian Burke, Vice President International, Enterprise Architecture Strategies • META Group

Refer to Workshop page for Speaker Biographies

Global 2000 IT organisations are faced with the dual challenge of addressing long-term business strategies while simultaneously responding to pressure to change and innovate. The underlying challenge is handling the impact of the complexity and depth of change on the organisation. To sustain effective e-business strategies, companies must manage this impact across their related business processes and partners – and understand the effect on information flows, supporting business system applications, and technology infrastructure. To establish and maintain an adaptive IT environment – while driving innovation throughout business processes, applications, information, and technology – a holistic enterprise architecture is an essential catalyst.

- ▶ Implement a unified process model for enterprise business, information/application and technology architecture planning
- ▶ Ensure objectives and goals are understood and dispersed across the enterprise by establishing a formal planning process
- ▶ Gain insight into how successful companies are extending their enterprise architecture efforts to include digital planning and programme management
- ▶ Understand how to integrate business and IT planning and architecture processes to exploit technology as a competitive weapon
- ▶ Bring home proven techniques and strategies to get your enterprise on track

10:45 – 12:00 TRACK 1 Innovation Economics: Using Dynamic Planning to Transform the Adaptive Enterprise

Brian Burke, Vice President International, META Group
Bjorn Tuft, Vice President International, META Group

During the next 3-5 years over 60% of Global 2000 enterprises will implement a three-tier strategy approach that provides innovation equilibrium to perform under current market conditions while continuing the dynamic transformation into an uncertain future state. This three-tier approach will be driven by (1) a dynamic planning cycle for short term, current market driven innovation, (2) a strategic planning cycle to ensure positioning for change drivers that impact a 1-3 year horizon, and (3) a paradigm pioneering cycle to position the enterprise for long term market and business process transformation. This presentation explores the components of a three-tier innovation process along with the concepts of innovation economics and the inform-perform-transform-measure (IPTM) lifecycle.

- ▶ Initiate a dynamic planning process for their enterprises
- ▶ Understand the importance of maintaining innovation equilibrium while transforming the enterprise
- ▶ Realise how to use a net process value (NPV) analysis tool to calculate the enterprise's innovation quotient
- ▶ Demonstrate how to use the IPTM framework to guide their enterprise's transformation initiatives

VISIT THE CONFERENCE WEBSITE
FOR SPEAKER BIOGRAPHICAL DETAILS AT
WWW.IRMUK.CO.UK/EAC2001

10:45 – 12:00 • CASE STUDY TRACK 2 Architecture & Implementation of The UK Government Gateway

Philip Teale, Architectural Consultant, Microsoft

This presentation focuses on the role of and implementation of a Service Hub as a key enterprise architectural component in a complex distributed environment. The implementation, which uses Microsoft Enterprise Server technology at the hub and interfaces to three large department enterprise systems, will be described along with lessons learned. It will describe:

- ▶ The challenge faced by the UK government in enabling public and business electronic interfacing with government departments and in integrating and interoperating between the departments.
- ▶ The requirements thus placed on the solution and the project challenges.
- ▶ The architectural principles applied in defining the solution, and the architectural components required and their interfaces.

10:45 – 12:00 • CASE STUDY TRACK 3 Architecture Practices at the Dutch Tax Authority

Allard Krings, Senior Advisor Strategy & Technology, Dutch Tax Authority

The Dutch Tax Authority has a very large (35,000 users) and complex IT infrastructure end set of applications. A staff of 3,000 develops, maintains and runs IT on a daily basis. Without a robust architecture process in place this would not be possible. This presentation will describe the architecture process itself and the lessons learned during the implementation and application of architecture at the Dutch Tax Authority.



13:30 – 14:45 • KEYNOTE Flying High with Architecture

Victor Garland, CIO, Aer Lingus

Architecture and planning is the cornerstone for the alignment of IT and business at Aer Lingus – doing the right things the right way. Architecture is the bridge between business strategy and successful implementation of an IT investment programme.

The key to business success in the future is agility – fast, effective responses to commercial opportunities and competitive threats. The mission of the Architecture and Planning group is to design an information technology environment that provides Aer Lingus with that agility.

- ▶ Building long-term sustainable profitable growth through investments
- ▶ Insuring IT investments deliver value for money in the context of the overall enterprise vision
- ▶ Aligning architecture compliance with the urgent demands of the business

14:50 – 16:00 • CASE STUDY TRACK 1 Defining Architecture in a Diverse Manufacturing Business

Henrik Benthien, IT Chief Architect, The Danfoss Group

Danfoss is Denmark's largest industrial Group with an annual turnover in 1999 of 1,978 EURm and about 20,000 employees. Danfoss is facing increasing challenges in today's dynamic business environment. Consolidations within Danfoss, its customers, suppliers, competitors, and sales channels are reshaping the business. E-Commerce, supply chain management, customer relationship management and other holistic management concepts must be exploited and supported by group wide IT solutions. Appropriate and innovative use of technology is essential in today's highly competitive environment.

IT architecture serves as a blueprint for the design of information systems, and for the computing, communications, and

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management infrastructure required to support these systems. The Danfoss IT architecture enables individual Divisions and Sales Companies to respond to specific business needs using common components, thus ensuring that information systems will be shared and managed on a corporate basis.

- ▶ Defining a federated architecture in a diverse manufacturing company
- ▶ Establishing governance for corporate level decision making
- ▶ Over communicating to the stakeholders

14:50 – 16:00

Architecture, Tool to Survive

TRACK 2

prof. dr. Daan Rijsenbrij, Corporate Scientific Officer, Cap Gemini Ernst & Young

Y2K and the upcoming Euro conversion are two small problems in IT – both pretty well defined and rather easy to solve. The really big problems are complexity, security, legacy, the overwhelming flood of new technologies and the need to really speed up application development. These problems are a factor of magnitude bigger and more difficult. Moreover it is a pity that they have no hard deadlines. According to advertisements it seems that architecture is the solution, the panacea to solve these problems and a whole variety of business challenges. Architecture looks like one of the latest hypes. In this lecture we will reflect upon the question "if architecture is the answer, what is the real question?"

Cap Gemini Ernst & Young is one of the leading solution integrators in the world in this fascinating era. More and more we see that packages, components, out-of-the-box solutions, patterns and ASP facilities are sewed together to a kind of IT patch work. To integrate the off-the-shelf solutions from vendors and to create an information infrastructure for customers with the proper IT effectiveness Cap Gemini Ernst & Young has to master both architecture and programme management to the very ultimate. This presentation will outline Cap Gemini Ernst & Young's approach to architecture and its installation of an internal certification programme ensuring that architects have an implicit responsibility for a flexible, future proof information infrastructure.

14:50 – 16:00

Integration Applications for Successful E-Business

TRACK 3

Ayman Awada, Technical Director Europe, CrossWorlds Software

As enterprises increasingly conduct business over the Internet, they face a growing number of business integration challenges and an increasingly competitive business environment, which can be exacerbated by factors like mergers and acquisitions, deregulation and the trend towards conducting business with partners over the Internet. For example, a seemingly simple task, such as processing a customer's order may become more difficult as companies make the move online. Processing a customer's order may require interaction among sales, manufacturing, logistics and accounting departments within one company and the customer service, manufacturing and accounting departments of others, each of which uses its own enterprise applications. CrossWorlds provides a comprehensive e-business platform both for integrating internal operations and extending these operations over the Internet. CrossWorlds' products help the Global 2000 and emerging businesses work more efficiently with customers and suppliers through unified, end-to-end business processes.

- ▶ How companies today rely on integration to compete more successfully
- ▶ The multiple degrees of integration across the enterprise and beyond
- ▶ The role application integration plays in mergers and acquisitions, e-business and global business processes
- ▶ Integration approaches to date and the resulting business challenges
- ▶ Evaluation criteria for true application integration

16:30 – 17:00 GURU PANEL

Architecture as Change Vehicle

Moderators: Richard Buchanan & Brian Burke, META Group

WEDNESDAY 13 JUNE 2001



9:00 – 10:45 • KEYNOTE

Enterprise Architecture Straight From the Shoulder

John Zachman, Zachman International

There is no such thing as an Architecture Silver Bullet! Architecture is foundational for managing modern enterprises, learn how to develop a short, medium and long-term architecture action plan for making it a reality. This presentation is not for the faint of heart or for anyone who is looking for a 'quick fix' or an 'easy out.' This is Enterprise Architecture, Straight From the Shoulder!

- ▶ Identify short-term architecture alternatives
- ▶ Define precisely what it is about Information Technology that may be causing pain and frustration in the enterprise these days
- ▶ Find out precisely what has to be done to rectify the problems of the past and set a proper course for the future

11:00 – 12:10

Building an Effective Enterprise CRM Strategy

TRACK 1

Bob Dibb, EMEA Marketing Manager, IBM Global Business Intelligence Solutions

Every business enterprise around the world has an established method for client communication, and globally, companies deal with a multitude of clients from a wide range of industries. So why is it that of those companies that embrace CRM, 93% say it doesn't do what they wanted it to do?

- ▶ Why are so many getting it wrong?
- ▶ What are the essentials for effective CRM?
- ▶ What lessons can be learnt from successful implementations?

This presentation will look at advice, trends and statistics from some of the world's leading experts in this field. It will also present great success stories, from companies like Nissan, Ford Motor Corporation, Marriott hotels etc.

11:00 – 12:10 • CASE STUDY

Architecture in Car Manufacturing

TRACK 2

Dominique-Bernard Guillemet, Enterprise Technical Architecture Manager, PSA Peugeot-Citroën

This presentation will discuss the evolution of architecture structure at PSA Peugeot-Citroën from a practical project focused approach through the staffing and role of the Enterprise Architecture team. The discussion will highlight the definition of appropriate governance structures and how the EA organisation reflects the line of business structures while achieving the right mix of technological skills and project management experience. At PSA enterprise architecture validates the strategic vision of infrastructure development to:

- ▶ fulfil the business change requirements;
- ▶ design technical solutions for projects;
- ▶ monitor integration and coherence;
- ▶ analyse technical opportunities for infrastructure development; and
- ▶ anticipate project requirements.

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11:00 – 12:10

TRACK 3

Re-emergence of Enterprise Modelling

Bjorn Tuft, Vice President International, META Group

Enterprise modelling is a mechanism that increases the likelihood that stakeholders have accurate 'business context' information. This context is invaluable when decisions and courses of action are pursued consuming valuable resources (people, time and money in that order). The impact of not having accurate information may not be realised immediately thus exposing the enterprise to 'pockets of risk'. These pockets of risk (what you don't know you don't know) can seriously threaten an enterprise. Therefore, enterprise modelling can be viewed as a risk-mitigating activity and worthy of investment in the right models and tool-kit.

- ▶ Adopting a framework for understanding what models should be created
- ▶ Identifying a portfolio of models that will provide useful and usable information to various constituents
- ▶ Utilising taxonomy framework to identify the right tools and analysis to make the right investment – matching the tool investment to both modelling requirements and architecture process maturity

13:30 – 14:45 • KEYNOTE

The Payoff from Architecture and Programme Management



Roger Burlton, Founder, Process Renewal Group

For some time now, many thought leaders have advocated the use of Enterprise-level Architectures to define the current and future states of our

organisations' assets and capabilities. This knowledge is itself a very valuable asset which has helped map and communicate the intent and the impact of change. But why own a map if you don't really expect to go anywhere? The artefacts from architecture are useless if they are not actively used to manage the implementation programme. Architecture tells us what should be done and programme management must make sure it actually happens. To be useful, these must be ongoing and evolving processes, which pay-off day-to-day through better decision making and resource allocation and greater responsiveness.

This session will introduce some simple integrated approaches to determine evaluation criteria and to develop a set of aligned architectures and strategies. It will show how to use this knowledge as guidance in the defence of the organisation's vision and the allocation of resources to implement the vision. Taken together, these lessons learned will help define many of the attributes of an integrated programme management and architectural programme management process.

- ▶ Starting with business stakeholders to define evaluation criteria
- ▶ Using business process to align architectures
- ▶ Establishing a prioritised programme of transformation
- ▶ Allocating resources to initiatives with traceability
- ▶ Dealing with unplanned activities: defending the vision
- ▶ Monitoring progress and remaining flexible

14:50 – 16:00 • CASE STUDY

TRACK 1

Life Cycle Management Of IT Investments

Thomas Braa Andersen, Senior Consultant, Strategic Management of IT, Novo Nordisk IT A/S

Getting the best value out of the IT investments is crucial to all companies. Novo Nordisk, an international pharmaceutical company, has for a number of years managed the life cycles of its IT investment by means of an elaborate governance model comprising the IT project portfolio, the enterprise architecture, the applications and emerging technologies.

The governance model, which has gradually been built up over the years, makes use of elaborate reviewing methodologies. Coupled with a management review board, vested

with the power to approve and prioritise between IT projects, Novo Nordisk has an unparalleled control of and insight into its IT investments – arguably a first and necessary prerequisite for getting value from IT.

- ▶ Managing IT investments as a portfolio
- ▶ Creating effective decision making processes
- ▶ Positioning IT as a value driver

14:50 – 16:00 • CASE STUDY

TRACK 2

Enterprise Architecture at ABN AMRO Bank

Denis Hageman, SVP Corporate IT, Architecture and Standards, ABN AMRO Bank NV

During 1999/2000 ABN AMRO developed an Enterprise Architecture approach that currently is being implemented in its ICT organisations within the Strategic Business Units. This comprehensive approach covers all areas of ICT architecture and addresses middleware and CBD based development as well. The business drivers for Enterprise Architecture found their origin in Business/IT Strategy studies done in 1997/1998, in which timeframe Internet, E-commerce and Globalisation came up as important issues. The presentation will cover both organisation and process, and content aspects as well.

Subjects addressed are:

- ▶ Understanding business drivers for Enterprise Architecture
- ▶ Organising for development under architecture
- ▶ Establishing architecture governance and standardisation
- ▶ Defining service oriented architectures to enhance re-use and reduce complexity
- ▶ Leveraging architecture as management instrument

14:50 – 16:00

TRACK 3

Design for Evolution

Chris Britton, Manager IT Architecture, Unisys

The application life cycle is embedded deep in the IT industry's psyche. Applications are born, go through a rapid development phase, live a life under maintenance and then die, don't they? Unfortunately one of the consequences of greater integration is that new applications are bound to old applications, the newly born are hobbled to the dying. But we can't rewrite our way out of this dilemma – business does not stop long enough to give us that luxury. Furthermore if we do rewrite then when the new bigger application reaches the end of its life we will be left with the same dilemma but now on a monstrous scale. The glib answer from the industry to this dilemma is components and architecture. Is it? What are the alternatives? Why do applications die? Can they be resurrected?

- ▶ Understanding the problem: evolution not revolution.
- ▶ Defining component architectures for evolution.
- ▶ Putting evolutionary thinking into design methods.

16:15 – 16:45 • CONFERENCE WRAP-UP

Brian Burke, Vice President International, META Group

Brian will provide you with an insightful summary to The Enterprise Architecture Conference. A 'Punch List' of key themes discussed throughout the conference will be provided for you to take back to the office.

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