

ENTERPRISE ARCHITECTURE CONFERENCE EUROPE 2003

AT THE CROSSROADS SURVIVING THE SHAKEOUT IN THE INFORMATION AGE

Many companies have hit the wall in cost reduction. Having eliminated the fat, business leaders are forced to decide between attempting to save their way to prosperity by cutting into the meat of customer value delivered, or invest in efficient innovation through process and information to optimise value creation. Leading companies are employing enterprise architecture practices to capitalise on the opportunities offered by this economic slowdown.

This 4th Annual Enterprise Architecture Conference is the premier event in enterprise architecture globally, attracting speakers and delegates from around the world. Please join us as we engage practitioners from leading companies and thought leaders in the field, to uncover the successful strategies for maximising information value, growing through the downturn and positioning to dominate in the future

case studies include

- ▶ BMW
- ▶ GlaxoSmithKline
- ▶ KLM
- ▶ Legal & General
- ▶ Lloyds TSB
- ▶ Merck & Co
- ▶ Royal & Sun Alliance
- ▶ South Australian Water Corp
- ▶ Swiss Mobiliar Insurance Company
- ▶ The Open University
- ▶ UK Government

conference co-chairs

Richard Buchanan
VP & Director, Enterprise Planning
& Architecture Strategies
META Group

Brian Burke
VP Intl, Enterprise Planning & Architecture
Strategies
META Group



RICHARD BUCHANAN



BRIAN BURKE



DALE KUTNICK



DANIEL LANGE



JOHN ZACHMAN

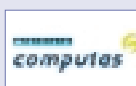
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keynote speakers

John A Zachman
Zachman International

Dale Kutnick
META Group

Daniel Lange
BMW Group

Simon Freeman
Office of the e-Envoy

INTRODUCTION FROM THE CHAIRS

AT THE CROSSROADS, SURVIVING THE SHAKEOUT IN THE INFORMATION AGE

During the 1930s, at the height of the industrial age, the great depression was a Darwinian event that changed the face of industries forever. The great depression caused a shakeout that occurred eliminating many players that were riding the wave of investment without having the business efficiency to survive the downturn. While the downturn of 2000 hasn't matched the great depression (yet), there are parallels that can be drawn in predicting which companies will survive the information age shakeout.

In the automotive industry during 1924 there were 108 companies manufacturing automobiles in the United States, and by 1927 there were only 44 companies left. 1929 was the last great year of the automobile boom, with production at a peak of 5.3M units, a level that would not be surpassed again for 20 years. The shakeout that had been pressing for 5 years occurred with the great depression, when auto production went from 5.3M units to less than 2.4M units, a 55% drop in a single year. By 1936, the 'big three' (Ford, Chrysler and GM) held 90% of the US car market.

What differentiating strategies did these survivors employ that enabled them to endure the downturn and dominate the upturn? Quite simply, they produced what consumers wanted using innovative and efficient methods, by leveraging assembly line production methods, standardising on components, and structuring innovation. Those companies that perished were employing methods of craftsmanship, rather than production.

Today we are at the crossroads of the information age. Those companies that choose the path of craftsmanship in IT will fail, and those companies that choose the path of efficient production will succeed. Enterprise architecture is the design activity that enables IT organisations to move from one-off craftsmanship to assembly line production of information products that meet the customers' requirements in the most efficient way.

In fact, the companies that survived and thrived succeeding the great depression were those companies that were not only efficient, but also innovative. These two qualities are not mutually exclusive. The key to being both efficient and innovative lies in having efficient innovation processes and to direct them with a singularity of purpose to the innovations that are most valued by their customers.



**RICHARD BUCHANAN, VP
& DIRECTOR, ENTERPRISE
PLANNING & ARCHITECTURE
STRATEGIES – META GROUP**



**BRIAN BURKE, VP INTL,
ENTERPRISE PLANNING &
ARCHITECTURE STRATEGIES
– META GROUP**

Who Should Attend

- ▶ CIOs and Chief Architects responsible for translating business strategic vision into pragmatic IT delivery programs
- ▶ Senior Business Strategists, Chief Operating Officers and LOB managers who demand efficient, pragmatic investment programs and want to insure cross-functional integration.
- ▶ IT implementers, Project and Program 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 of the most agile organisations on earth.

What You Will Learn

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

WORKSHOP 1: THE CORE CONCEPTS 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.

WORKSHOP 2: ARCHITECTURE PROGRAMME MATURITY ASSESSMENT

IT organisations must continually assess architecture maturity to identify opportunities for improvement and eliminate barriers to success. META Group analysts will demonstrate how to assess key performance indicators, measure program performance over time, prioritise architecture investments to generate the greatest return, and implement a structured planning process to attain improvement goals.

CONFERENCE:

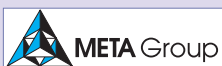
As part of the conference proceeding, informative, thought provoking keynote presentations will be supplemented by breakout sessions as well as networking and vendor sponsored activities. Sessions will be organised across the following general tracks:

TRACK 1: ARCHITECTURE IN THE REAL WORLD.

TRACK 2: ARCHITECTURE AROUND THE WORLD.

TRACK 3: ARCHITECTURE TOOLS AND TECHNIQUES.

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.



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, Chris Date, Chris Potts, David Marco, Suzanne Robertson and John Zachman.

We are also running the following 3 major co-located conferences in London from 27-29 October 2003:

- INFORMATION QUALITY
- META DATA MANAGEMENT
- DAMA INTERNATIONAL

MORE INFORMATION www.irmuk.co.uk

AGENDA

Monday 9th June 2003 Workshops

8:30-9:30	Registration
9:30-17:30	Full Day Workshop: The Core Concepts of Adaptive Enterprise Architecture, Richard Buchanan, META Group Full Day Workshop: Architecture Programme Maturity Assessment, Brian Burke, META Group
17:30-18:45	Cocktail Reception and Exhibits

Tuesday 10th June 2003, Conference Day 1

	TRACK ONE ARCHITECTURE IN THE REAL WORLD	TRACK TWO ARCHITECTURE AROUND THE WORLD	TRACK THREE ARCHITECTURE TOOLS & TECHNIQUES
8:00-9:00	Registration		
9:00-9:30	Chair Address: What's Next for IT, Brian Burke & Richard Buchanan, META Group		
9:30-10:30	Keynote: Driving IT Value in a Cost Constrained Environment, Dale Kutnick, META Group		
10:30-11:00	Break and Exhibits		
11:00-12:00	Enterprise Architecture in Academia David Christmas, The Open University	Enterprise Shared Data Architecture: A Roadmap to Realisation David Grube & Shiraz Kassam, Merck & Co	Architecture – The New Business Imperative Mark McGregor, MEGA International
12:00-13:15	Lunch & Exhibits		
13:15-14:30	Keynote: Connecting Services across Government, Simon Freeman, Office of the e-Envoy		
14:35-15:35	What Colour is Your Architecture Today? Anthony Chrumka, CMG	A Measurable, Service Oriented Approach to IT Architecture Martin Sykes, GlaxoSmithKline	System Architect: Enterprise-wide Modelling in a Single Tool Dave Harrison, Popkin Software
15:35-16:05	Break and Exhibits		
16:05-17:05	Guru Panel – Best Practices for Enterprise Architects Today <i>Brian Burke, John Zachman, Dale Kutnick, Simon Freeman, Daniel Lange, Richard Buchanan & Willie Appel</i>		
17:05-18:45	Cocktail Reception and Exhibits		

Wednesday 11th June 2003, Conference Day 2

9:00-11:00	Keynote: Straight from the Shoulder <i>John Zachman, Zachman International</i>	Round Table: Key Issues in Enterprise Architecture Facilitator: <i>Willie Appel, META Group</i>
11:00-11:15	Break	
11:15-12:15	Are you Building a Dry Stone Wall Nigel Austin, Royal & Sun Alliance	Something for Nothing... Grazyna M Witkowska, South Australian Water Corporation
12:15-13:15	Lunch	
13:15-14:30	Keynote: From Strategy to Architecture, Daniel Lange, BMW & Brian Burke, META Group	
14:30-15:30	Delivering Even More for Even Less John Wells, Legal & General	Enabling Enterprise Architecture through Enterprise Wide Messaging Services Hans Zwitzer & Marc Schuurung, KLM
15:30-15:45	Break	
15:45-16:45	Developing Enterprise Architecture in Practice Trevor Bedeman, Lloyds TSB	How to Sell Enterprise Architecture? Experiences in Agile Architecture Dr. Andreas Dietzsch, Swiss Mobiliar
16:45-17:15	Conference Wrap-up	

quotes from previous delegates

"An impressive event in order to benchmark thoughts and position with regards to the whole architecture area."

Lawrence Telfer, Solutions Architect, Northern Rock plc

"Extremely thought provoking and very useful. Now to sell it to the rest of the organisation!"

Dave Pons, IS Strategist, RSPB

"Well organised and informative."

Phil Bryant, Consignia

"A very worthwhile few days."

Sean Fay, IS Architect, Dept of Social Community & Family Affairs

"Very relevant and enlightening"

Ian Martin, IT Development Manager, Countrywide Assured plc

"Money well spent!"

Alta Theron, Business Analyst, Development Bank of Southern Africa

"Enjoyable and informative."

Andy Waddel, CRM Infrastructure Architect, BSKYB

"Good opportunity to meet / hear experts plus also hear and discuss the same sort of issues with delegates from other companies"

Damon Evans, Program Manager, Ford Motor Company Ltd.

"Good content, very clear and high on energy!"

Pieter Janssen, Programme Manager CIO Office, KLM

"Useful messages, well organised and competently delivered."

Simon Parker, Infrastructure Architect, Dept of Social Security

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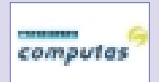
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WORKSHOPS MONDAY 9 JUNE 2003

9:30 – 17:30 • Workshop The Core Concepts of Adaptive Enterprise Architecture

Richard Buchanan, VP & Director of Enterprise Planning & Architecture Strategies, META Group

Workshop Outline

Successful 21st century organisations create a sustainable competitive advantage and promote business and IT innovation by exploiting three synergistic disciplines: (1) enterprise strategy/planning, (2) enterprise architecture and (3) enterprise program management. Gain insight from a comprehensive overview of state-of-the-art enterprise architecture processes, best practices and models.

Review the relationships and synergies between these three core enterprise disciplines. Hear numerous examples that demonstrate how successful companies pursue these three core disciplines. Learn how to explain the value of this work to senior business and IT decision-makers.

Benefits of Attending

- ▶ Build the foundational knowledge necessary to maximise your conference attendance
- ▶ Gain insight into the business and technology value of adaptive enterprise architecture
- ▶ Translate business vision and strategy into IT principles and models and building stakeholder support
- ▶ Examine proven models and frameworks for modelling business, information and technology architectures
- ▶ Best practices followed by successful adaptive enterprises in evolving their architectures
- ▶ Implement enterprise architecture through enterprise program management
- ▶ Drive high-value IT via enterprise architecture during changing times

Richard 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 modeling. Prior to joining META Group in November 1996, Richard 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 that, 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.

9:30 – 17:30 • Workshop Architecture Programme Maturity Assessment

Brian Burke, VP Intl Enterprise of Planning & Architecture Strategies, META Group

Workshop Outline

Leading architecture programs implement continuous improvement methods for enterprise architecture (EA), resulting in predictable progress in program effectiveness over time. This workshop is designed to assess the maturity of your company's architecture programme. An understanding of current programme maturity is the first step toward accelerating architecture programme improvement.

The best practices and activities of architecturally mature, and effective organisations have been codified into this assessment, and META Group's knowledge base provides workshop participants with the information to contrast their maturity against Global 2000 organisations.

Benefits of Attending

- ▶ Compare your architecture practices with the best practices of Global 2000 companies
- ▶ Baseline EA program effectiveness
- ▶ Identifying the key constraints that inhibit architecture success
- ▶ Focusing architecture program development efforts on the highest value activities
- ▶ Determining the target architecture program maturity for the next iteration of the continuous improvement cycle
- ▶ Understand the key indicators of architecture success

Brian Burke is a global thought leader in IT strategy and enterprise architecture. Brian's groundbreaking work in the development of federated architectures has been implemented in hundreds of organisations in both the public and private sectors. He is also a prominent researcher and speaker in the areas of IT portfolio management, IT organisational structures, and business/IT alignment. Brian has a broad and diverse background in technology and strategy, gained over 18 years in the industry. Prior to joining META Group in 1998, he held senior management positions with responsibility for the development of IT strategy and architecture and the implementation of emerging technologies, including Internet, knowledge management, data warehouse, groupware, client/server, and LAN/desktop technology.

1 on 1 Meta Group Analyst Meetings • 10 & 11 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.

CONFERENCE

TUESDAY 10 JUNE 2003

9:00 – 9:30 • Chair Address



What's Next for IT

Brian Burke & Richard Buchanan
VP's, Enterprise Planning & Architecture
Strategies, META Group

The demands on IT organisations have undergone a dramatic shift from delivering speed at any cost, to now refocus almost exclusively on cost reduction. While this is a natural shift to meet the changed economic conditions, there is a real risk is over steering, resulting in IT service delivery degradation. Once that occurs, business management will be demanding improved quality from IT. The future demands will drive IT to a quality focus, and the need for Enterprise Architecture will become even more critical.

- ▶ Understanding the speed, cost and quality cycle
- ▶ Balancing risk in the equation
- ▶ Determining what's the next focus for your industry and company

9:30 – 10:30 • KEYNOTE



Driving IT Value in a Cost Constrained Environment

Dale Kutnick, Founder and Chairman, META Group

Cost will be the key driver in IT decision making for the foreseeable future. Senior IT managers must carefully balance cost against consequences to successfully position the IT organisation as a valued partner in the business. Leading-edge enterprises are investing carefully in new technologies that will enable better business agility, efficiency, and effectiveness. They are aggressively attacking cross-functional processes (internal and external) enabled by service-oriented architectures.

- ▶ Developing sense and respond capabilities demand driven IT that enable increasingly real-time decisions
- ▶ Integrating innovation into the culture of IT to drive superior performance and agility
- ▶ Leveraging services to integrate business activities, information, applications, infrastructure, operations, human resources, and external organisations
- ▶ Driving excellence and agility through enterprise architecture and enterprise program management

11:00 – 12:00

Enterprise Architectures in Academia

TRACK 1

David Christmas, The Open University

With 187,000 students, the Open University (OU) is the UK's largest university, and a global leader in distance education. However, the education marketplace is changing. Systems that reliably deliver a small portfolio of courses to large cohorts of students don't provide flexibility to address small, rapidly changing segments.

In May 2002, the OU started to redefine their enterprise architecture. An initial 8-week phase of work identified a number of "unhelpful patterns" that were constraining flexibility within the OU's processes and systems. A subsequent 8-week phase was completed, and the lessons learned will be discussed.

- ▶ Defining the governance model for managing the University's portfolio of ICT projects
- ▶ Creating architectural governance structure
- ▶ Developing Application and integration views of the architecture
- ▶ Planning the roadmap for migrating existing systems to the new architecture

11:00 – 12:00

Enterprise Shared Data Architecture: A Roadmap to Realisation

TRACK 2

David Grube, Data Architect, Merck & Co., Inc

Shiraz Kassam, Data Architect, Merck & Co., Inc.

This presentation focuses on an approach used to implement an enterprise sharing architecture within a large, multi-division, global pharmaceutical corporation.

- ▶ Demarcating a "hub and spoke" data architecture that allows an enterprise data model to evolve from divisional models over time to remain a viable and relevant corporate data sharing model
- ▶ Defining a scaleable data architecture business processes focused on defining data publication and subscription
- ▶ Discussion of a new business process called data planning, which drives the data portfolio and publication of data and information assets
- ▶ Identifying the roles and responsibilities necessary to sustain data sharing
- ▶ Creating and evolving the enterprise data model and metadata for data sharing

11:00 – 12:00

Architecture – The New Business Imperative

TRACK 3

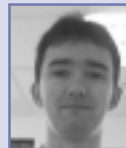
Mark McGregor, VP, Northern Europe, MEGA International

With the increased pace of change within business and the desire to move to a more services oriented approach, architecture has come to the fore. Whether we wish to implement a package solution, move to a Web Services based approach, or simply outsource business functions - one thing is for sure - we can't change what we can't see! Furthermore if we can't assess the impact of change across the whole enterprise then we cannot assess or manage risk.

An architected approach to business enables companies to assess and manage risks, make the timely business transformations, and deliver timely information to our line of business colleagues.

- ▶ Why an architected approach to business is vital
- ▶ Why it is a business problem and not a technical issue
- ▶ Choosing and using a standard approach to architecture
- ▶ Assembling an architecture kitbag

13:15 – 14:30 • KEYNOTE



Connecting Services across Government

Simon Freeman, Head of Connective Technologies, Office of the e-Envoy, UK

The UK has developed a tool kit of common infrastructure that is used to enable government departments to deliver quality services to its customers without constant reinvention of the wheel. The components provide an abstraction layer between the customer and the physical silo structure of Government enabling a joined up view for the first time.

The presentation covers the business goals as well as the technical history of the Government Gateway and web infrastructure as well as addressing the issues experienced in the delivery using cutting edge technology.

- ▶ Enabling citizen centric government services
- ▶ Overcoming the political roadblocks
- ▶ Architecting connectivity across government

14:35 – 15:35

What Colour is Your Architecture Today?

TRACK 1

Anthony Chrumka, Senior Management Consultant, CMG

When fashion changes you can simply throw out your old wardrobe and buy in a whole new set of clothes. Companies face a similar problem - they buy in their main databases and systems, and within a year or so the technology is out of date.

This presentation will explain how firms can remain cutting edge and simultaneously avoid expensive replacement costs by using enterprise application integration (EAI). Citing a recent collaboration with Towry Law, an Independent Financial Adviser (IFA), this presentation will discuss the compelling reasons as to why companies should integrate their systems:

- ▶ Exploiting new technologies (e.g. PDAs, Kiosks, iDTV) to remain competitive
- ▶ Widening distribution channels to exchange information with the increasing number of partners and suppliers
- ▶ Integrating systems in a post merger environment to allow authorised personnel access to critical information as soon as possible

CONFERENCE

14:35 – 15:35

TRACK 2

A Measurable, Service Oriented Approach to IT Architecture

Martin Sykes, Director, Global Applications Architecture, GlaxoSmithKline

GSK IT Architecture operates with a central architecture team and business unit specific teams, co-ordinated through an architecture council. This presentation will cover the major processes provided by the architecture community and describe the way in which these are managed as a set of services with defined metrics for each service.

- ▶ Creating a service oriented architecture
- ▶ Defining key metrics, measuring to success
- ▶ Understanding the basic process to create a service oriented architecture
- ▶ Following through from opportunity identification to implementation

14:35 – 15:35

TRACK 3

System Architect: Enterprise-wide Modelling in a Single Tool

Dave Harrison, Senior Consultant, Popkin Software

One of the key challenges architects face is the management of the artefacts of architecture. Using the Zachman Framework as a reference theme, this presentation will explain how System Architect manages and controls different industry standard modelling notations using a common interface. The focus will be to demonstrate how the links and overlaps of the differing modelling methods are handled and integrated in System Architect.

- ▶ The value of enterprise modelling
- ▶ How System Architect supports the use of multiple modelling methods and techniques
- ▶ What are the tradeoffs and linkages between alternative modelling areas
- ▶ How System Architect and the Zachman Framework interact

16:05 – 17:05 • Guru Panel

Best Practices for Enterprise Architects Today

Moderated by: Brian Burke, VP Intl, META Group

Delegates can pose questions for debate among this panel of expert practitioners, thought leaders and technology providers:

John Zachman, Dale Kutnick, Simon Freeman, Daniel Lange, Richard Buchanan and Willie Appel.

WEDNESDAY 11 JUNE, 2003

9:00 – 11:00 • KEYNOTE

Straight from the Shoulder



John Zachman, President, 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 nor for anyone who is looking for a "quick fix" or an "easy out". This is "Enterprise Architecture, Straight from the Shoulder!"

- ▶ Overview of the framework for enterprise architecture
- ▶ 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 what has to be done to rectify the problems of the past and set a proper course for the future

9:00 – 11:00

Round Table: Key Issues in Enterprise Architecture

Facilitator: Willie Appel, VP Intl, META Group

Join Willie Appel for a lively debate on some of the key issues facing architects today. At this 'round table' session we invite you to share your thoughts and experiences with other architecture practitioners on some of the most pressing issues in the field.

- ▶ Gaining support for architecture
- ▶ Demonstrating the values of architecture
- ▶ Managing the planning horizon
- ▶ How much architecture is enough

11:15 – 12:15

TRACK 1

Are You Building a Dry Stone Wall

Nigel Austin, Senior Programme Architect/Technical Architect, Royal & Sun Alliance Insurance plc

When building a dry stone wall, you take a look at what you've got and place it together carefully altering some stones as you go. To replace a stone is difficult. Fitting in modern bricks is also difficult. Enterprise architects struggle with similar challenges - integrating new applications into the collection of infrastructure, some of which are ancient artefacts. What are the goals for a modern architect that helps developers integrate applications quickly and efficiently? This presentation explains that components need to look the same externally to be easily integrated.

- ▶ Assessing the current state
- ▶ Integrating new components into the existing architecture
- ▶ Managing the seams - interfaces are the key to success

11:15 – 12:15

TRACK 2

Something for Nothing...

Grazyna M Witkowska, Corporate Architect, South Australian Water Corporation

This case study follows the establishment of the Enterprise Architecture (EA) in South Australian Water Corporation. It describes the selected EA goals and how they were implemented in order to demonstrate EA's value in systems delivery and IT planning. It takes particular pride in describing how the initiative achieved "something for nothing" by drawing on collaborative techniques that enlisted the commitment, time and creativity of a diverse range of stakeholders. Reflecting on what happened and relating it to known collaborative techniques, such as participatory action research and dominant story phenomenon, the case study offers the audience generalised tools ready to be applied (with discretion) in their own specific work environments.

- ▶ Understanding and communicating the value of enterprise architecture
- ▶ Collaborating for success
- ▶ Employing these tools and techniques within your company

11:15 – 12:15

TRACK 3

The Zachman Framework in Three Dimensions: The Role of Business Processes as the Orchestrator

Roger Burlton, Founder, Process Renewal Group

Get out your 3-D glasses and buckle your seatbelts since this session will look at the Zachman framework from another point of view! Effective enterprise architectures cover the whole business: its processes, and reusable assets, including human, facility and IT types. Organisations have struggled with the complexity of this, and most organisations still do not do it well. By viewing the Framework in three dimensions companies can use a process based approach to align the other architectural models and infrastructural assets.

Using a 3-D approach driven by process enables infrastructure components to be reusable and assembled quickly into solutions. This approach frees builders from hand crafting unique components to suit each process at the expense of all the others, and the adaptability of the enterprise. This session will deal with the insidious role of process in synchronizing columnar relationships and in structuring each row of the Zachman Framework and will also introduce the revolutionary Adaptive 3-D™ approach to managing complexity.

- ▶ Understanding business complexity, versatility and adaptability
- ▶ Traversing the Zachman Framework from Strategy to Execution through Process
- ▶ Viewing the Framework in 3-D
- ▶ Sample 2-D and 3-D Architectural Models
- ▶ Architecting the real time enterprise
- ▶ The process advantage

CONFERENCE

13:15 – 14:30 • KEYNOTE



From Strategy to Architecture

Daniel Lange, IT Strategy, BMW
Brian Burke, VP INTL, META Group

Grand strategy often fails, due to a breakdown in execution. Execution is by its very nature dynamic, however often the actions taken do not lead to the strategic goal space. Do strategy and execution make an unholy alliance?

This discussion takes a light-hearted look at the linkage between strategy and execution at both the theoretic and practical levels as viewed by META Group and BMW. The debate over the value of longer-term planning versus the shorter-term reaction is never-ending, however by applying simple logic of risks and rewards we can begin to put the question of “how much strategy is enough?” in context.

- ▶ Strategy development at BMW, a pragmatic approach to the long view
- ▶ Making strategy real – A case study of strategy execution
- ▶ A case for planning – the benefits of aligning strategy and architecture

14:30 – 15:30

TRACK 1

Delivering Even More for Even Less

John Wells, Head of Systems Strategy, Legal and General

This presentation will show how Legal & General is using its Enterprise Architecture to manage its IT costs while at the same time deliver significant enhancements to its IT capabilities to support business growth and cost reduction. The presentation will cover the application of IT Portfolio Management as well as:

- ▶ Employing enterprise architecture as a cost reduction programme
- ▶ Defining strategy governance structures
- ▶ Aligning IT to the business strategies
- ▶ Rationalising IT assets
- ▶ Planning adaptive architectures

14:30 – 15:30

TRACK 2

Enabling Enterprise Architecture through Enterprise Wide Messaging Services

Hans Zwitzer, Manager, Strategy Architecture, KLM

Marc Schuurin, Partner@Accenture, Manager of the KLM/Accenture Partnership

KLM Royal Dutch Airlines started the Enterprise Architecture program in 1999. Strictly based on a business case, the program defined future KLM architecture capabilities through the linkage to the business divisions and architecture processes. The program defined and communicated architecture domains within the organisation, and organised architecture specialty workshops.

Through “Architecture in Action”, Enterprise Wide Messaging Services (EWMS) were delivered from August 2000 through March 2002. The project identified and implemented enterprise wide messaging services facilitating the integrated use of disparate business systems across the enterprise. EWMS identified common KLM messaging services, defined an architecture blueprint and selected the software products that provide the required functionality. EWMS recently enabled KLM to perform a big-bang switchover of its core operational flight system.

- ▶ Making architecture real – the pragmatic application of messaging services
- ▶ Defining the architecture ‘blueprint’
- ▶ Selling success – how technology enables rapid business change

14:30 – 15:30

TRACK 3

The Bridge Between Business and Development

Suzanne Robertson, Principal & Founder, The Atlantic Systems Guild Ltd

Beyond simply describing what a product shall do, requirements have a ripple effect throughout business policies, product lifecycles, and architectures. By applying systems thinking principles, requirements can become a valuable business asset. Consistent communication methods accelerate the transfer of knowledge across organisational and geographical boundaries and minimising misunderstandings means faster planning and development. A common linguistic framework combines the right mixture of strategic, marketing, operational and technical skills at appropriate times and from appropriate viewpoints. This talk is about why requirements are valuable to a business and how to take advantage of that value. Topics to be covered are:

- ▶ Requirements as an investment
- ▶ Taking advantage of systems thinking
- ▶ Requirements as a communication mechanism
- ▶ Developing linguistic integrity

15:45 – 16:45

TRACK 1

Developing Enterprise Architecture in Practice

Trevor Bedeman, Head of Insurance Customer Data Management, Lloyds TSB Insurance

Enterprise architecture is a powerful new field. This is a case study of development in one company, demonstrating in practice how we are building up the function in LTSB Insurance, how we have developed a series of successful studies which have expanded in a logical way to cover the whole business, and how we have achieved business understanding and buy-in in practice.

Looking back at the first three years in an open and honest way, we discuss what has been learned from experience, and how we have developed and modified our approach. We also look at how and why in practice Lloyds TSB has modified the standard approaches to the field, in particular focusing on the high level rather than an excruciating level of detail! This presentation will relate what major gaps, next steps, and lessons learned – yesterday, today and tomorrow.

- ▶ Organising for enterprise architecture
- ▶ The first study: mapping and recommending
- ▶ Different approaches – functions, domains and processes
- ▶ Communicating to the business – concepts, knowledge and dialogue
- ▶ Establishing a key business function

15:45 – 16:45

TRACK 2

How to Sell Enterprise Architecture? Experiences in Agile Architecture

Dr. Andreas Dietzsch, Business Process Engineer, Swiss Mobiliar Insurance Company

The history of enterprise architecture in the Swiss Mobiliar starts in the mid 60s with focussing on hardware-oriented architectures. In the early nineties IBM's Insurance Application Architecture was used to achieve a consolidation of the conceptual data model. With a reorganisation program started in 1999, business processes came into architecture's scope. Today this scope has broadened to an enterprise wide approach. With this evolution today the question of how to ensure the architecture's appliance becomes more and more the centre of architecture management.

Beside the steps in the Mobiliar's architecture evolution the paper/presentation describes the actual architecture approach. It shows the architecture processes as well as the problems in selling such an approach to the organisation. The focus of the paper is on the solution for the problem of selling: Mobiliar's Agile Enterprise Architecture approach.

- ▶ Architecture's agility as pre-requisite for successful selling
- ▶ Processes for organisation of architecture
- ▶ Rules to architecture's agilisation

15:45 – 16:45

TRACK 3

Linking IT Governance and Enterprise Architecture

Stuart Macgregor, CEO, Real IRM Solutions (Pty) Ltd

COBIT (Control Objectives for Information and related Technology) is a breakthrough IT governance tool that helps CIOs (and business executives) understand and manage the risks and benefits associated with information processing and related information technologies. This presentation provides practical guidance on how to identify and manage the COBIT control practices that support enterprise architecture and how to combine COBIT, ITIL and other best practice content to develop a global IT governance framework.

- ▶ Defining IT Governance within the COBIT framework
- ▶ Designing an IT governance framework for multi-national (global) organisations
- ▶ Integrating IT Governance and Enterprise Architecture using COBIT and ITIL
- ▶ Modelling IT processes and applying the Zachman Framework
- ▶ Integrating IT Governance, Enterprise Architecture and IT Strategic Planning in order to overcome the limitations of conventional IT strategic planning approaches.

16:45 – 17:15 • Conference Wrap Up

Brian Burke, Vice President International, META Group

Conference Chair, Brian Burke, will provide you with an insightful summary of the key themes and concepts throughout the conference. A ‘Punch List’ of next steps will be provided for you to take back to the office.

