

ENTERPRISE ARCHITECTURE CONFERENCE EUROPE 2005

13-15 June 2005
Radisson SAS
Portman Hotel
London, UK

case studies include

- ▶ The Boeing Company
- ▶ Marks & Spencer
- ▶ BBC
- ▶ Motorola
- ▶ Police Information Technology Organisation
- ▶ Vodafone UK
- ▶ ABN AMRO Real
- ▶ Nordea
- ▶ Winterthur Insurance
- ▶ ING
- ▶ Inland Revenue
- ▶ MetLife

MAXIMIZING THE BUSINESS VALUE OF ENTERPRISE ARCHITECTURE

For many organizations, Enterprise Architecture casts a powerful spotlight on the inadequacies of their legacy systems and processes. It becomes a catalyst for contentious debate about the need for profound changes in business strategy, organization structure, processes, and budgets. Enterprise architects must step up to the challenge of managing change proactively or risk being undercut by the fear it can spawn. This 6th 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 leading the pack in the new IT service delivery model.

- Choose from **two full day workshops and four conference tracks**
- Don't miss this rare opportunity to **learn from leading practitioners**
- Learn from the successes and failures of others - **case studies** are featured throughout the conference and there will be plenty of opportunity to **network** with other delegates and trade 'war stories' with them
- **Identify successful strategies** for maximising the impact of Enterprise Architecture within your organisation



Robert Rencher



John Zachman



Richard Buchanan



Brian Burke



Nick Gall



Martin Curley

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conference co-chairs

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

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

keynote speakers

John A Zachman
Zachman International

Robert Rencher,
The Boeing Company

Nick Gall,
META Group

Martin Curley,
Intel Corporation

INTRODUCTION FROM THE CHAIRS

ENTERPRISE ARCHITECTURE: PREPARING FOR CHANGE

In October 2004, in Bilbao, human chess players were matched against computers in team play. The humans did not fare well with only one win. While this technological superiority over chess masters may be great news for the programmers of chess playing computers, it is bad news for IT professionals generally. IT Managers will feel the pressure from their business counterparts to explain why if computers can beat humans at chess, they can't get the inventory system working right.

The answer is quite simple. Chess was originally invented in India around the 6th century AD. The game has changed only slightly since then with the advent of the queen in the 15th century and some minor movement adjustments in the 1800s. The rules of business, in the other hand, change on a daily basis. The problem that IT professionals face is no longer a lack of technology sophistication, but our processes and methods that support our systems are not sophisticated enough to support rapid business change. In fact, in most companies, IT is the single biggest inhibitor to business change.

Enterprise architecture is an IT management discipline that is essential to enabling change in business process, information and the systems that support them. Going forward, the challenge facing IT professionals will not be more

bandwidth, more processing power, or more storage. The challenge will be to architect and deploy IT systems in a way that enables business change. Leading companies are demonstrating their ability to become sense and respond organizations, reacting to business change at an ever increasing pace. These companies are employing leadership disciplines to transform their IT organisations to become contributing partners in a dynamic business environment:



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 programmes
- ▶ Senior Business Strategists, Chief Operating Officers and LOB managers who demand optimal 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 of the most agile organisations on earth.

Group Discounts Available:

3-4 Delegates 10%, 5-9 Delegates 20%, 10 plus Delegates 25%

What You Will Learn

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

Two Workshops to Choose From!

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: KEY ISSUES IN ARCHITECTURE MANAGEMENT

More than 70% of companies have an active enterprise architecture programme, some of which are very mature. This workshop is geared for practitioners of enterprise architecture that have moved beyond the basics, and are dealing with the leading edge issues in the field.

This META Group facilitated workshop will leverage the knowledge capital of all the participants to define the key challenges for EA, examine alternative solution strategies and determine the leading practices in EA today.

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 MANAGEMENT FORUM

TRACK 2: APPLIED ENTERPRISE ARCHITECTURE

TRACK 3: ENTERPRISE ARCHITECTURE TOOLS & TECHNIQUES

TRACK 4: META GROUP BEST PRACTICE FOCUS SERIES

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 John Zachman, Roger Burlton, Larry English, Graeme Simson, Peter Aiken, Suzanne Robertson, Len Silverston and Clive Finkelstein.

We are also running the following two major conferences in London during 2005:

- Business Process Management Conference Europe, 9-11 May 2005
- Data Management and Information Quality Conference 2005, 7-10 November 2005

Visit www.irmuk.co.uk

AGENDA

Group discounts available:
contact IRM for details

Monday 13 June 2005 Workshops

08:30-09:30	Registration	
09:30-17:30	TUTORIAL 1: THE CORE CONCEPTS OF ADAPTIVE ENTERPRISE ARCHITECTURE Richard Buchanan & Willie Appel, META Group	TUTORIAL 2: KEY ISSUES IN ARCHITECTURE MANAGEMENT Brian Burke & Philip Allega, META Group
17:30-18:45	Drinks Reception	

Tuesday 14 June 2005 Conference and Exhibits

	Track 1 : Architecture Management Forum	Track 2: Applied Enterprise Architecture	Track 3: Enterprise Architecture Tools and Techniques	Track 4: META Group Best Practice Focus Series
08:00-09:00	Registration			
09:00-09:15	INTRODUCTION FROM THE CHAIRS: Brian Burke & Richard Buchanan, META Group			
09:15-10:30	KEYNOTE: ARCHITECTING THE SERVICE ORIENTED ENTERPRISE Nick Gall, META Group			
10:30-11:00	Breaks & Exhibits			
11:00-12:00	The Business Case for Architecture Adrian Grigoriu, Vodafone UK	The Processes of Enterprise Architecture Ian Gardiner-Smith, Winterthur Insurance	The Integration Hub – Cost Effective Approach to EA in the Inland Revenue Allan Edwards, Inland Revenue & Stewart Hayden, Independent Consultant	Certifying Enterprise Architects: A Marketplace Review Philip Allega, META Group
12:00-13:15	Lunch & Exhibits			
13:15-14:30	KEYNOTE: ENTERPRISE ARCHITECTURE: AN ARCHITECTURE FOR BUSINESS TRANSITIONING TO MANAGED SOLUTIONS Robert Rencher, The Boeing Company			
14:35-15:35	"A Dream to Reality", Moving Towards a Federated Architecture with EAF4PS Chris Mendes, PITO & Symon Cusack, Popkin Software	Structured Approach to Enterprise Architecture based on SOA Denis Hageman, ABN AMRO Real	EA: Tying together Frameworks, Models, Architectures and Tools Michael Platt, Microsoft Ltd	Managing IT in a Federated Organization Brian Burke, META Group
15:35-16:05	Breaks & Exhibits			
16:05-16:35	WORKSHOP FINDINGS: BEST PRACTICES IN ARCHITECTURE MANAGEMENT: Brian Burke, META Group			
16:35-17:05	GURU PANEL: John Zachman, Richard Buchanan, Robert Rencher, Nick Gall & Martin Curley			
17:05-18:45	Drinks Reception and Exhibits			

Wednesday 15 June 2005 Conference and Exhibits

09:00-10:30	KEYNOTE: ENTERPRISE ARCHITECTURE STRATEGY: DEFINING THE BUILD SEQUENCE John Zachman, Zachman International		FEATURED PRESENTATION: THE INNER GAME OF ENTERPRISE ARCHITECTURE Sally Bean & Peter Haine, Independent Consultants	
10:30-11:00	Break and Exhibits			
11:00-12:00	Building an Enterprise Architecture Practice in a Large Organisation that has Outsourced Technology John Good, BBC	Enterprise Architecture, Service Oriented Architecture, and Knowledge Management at Motorola Joe Danielewicz, Motorola	The Rise of Enterprise Architecture Martin Owen, Popkin Software	The Revival of Leadership Richard Buchanan, META Group
12:00-13:15	Lunch and Exhibits			
13:15-14:30	KEYNOTE: BUSINESS VALUE OF IT AND HOW TO MANAGE A PORTFOLIO, Martin Curley, Intel Corporation			
14:30-15:30	Strategic Architecture in a Rapidly-Changing Retail Environment Nick Rozanski & Michael Hirt, Marks and Spencer	Extensible Architecture Framework: Concept and Application Martin Op 't Land, CAP Gemini & Frank Baldinger, ING	Session to be confirmed Visit www.irmuk.co.uk/eac2005 for details	IT Governance: The Cornerstone for EA Success Willie Appel, META Group
15:30-16:00	Break and Exhibits			
16:00-17:00	Building Enterprise Architecture Based on a Business Process Approach Carsten Christiansen, Nordea	One MetLife: Utilizing Enterprise Architecture and Portfolio Management to Achieve a Seamless Customer Experience James August, MetLife	Session to be confirmed Visit www.irmuk.co.uk/eac2005 for details	The Architect's Toolkit Philip Allega, META Group
17:00-17:15	CONFERENCE WRAP-UP – Brian Burke, META Group			

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

Lawrence Telfer, Solutions Architect, Northern Rock plc

"My first time attending an EA conference, and will be coming back. This conference has helped me understand the whole Enterprise Architecture from a business prospect."

Raj Kumar, Demand Analysis, GlaxoSmithKline

"Useful to see many different approaches & interpretations of EA. Excellent Keynotes, Venue & Admin excellent."

Chris Eland, Developer, Consumers' Association

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

Dave Pons, IS Strategist, RSPB

"Good opportunity to 'benchmark' others experience with ours. Well organised, aligned with today's and tomorrow's issues."

Gert Eijkelboom, De Nederlandsche Bank

"This is an excellent conference, and I would want to attend it next year. Extremely informative and useful for organisation implementing EA."

David Kwok, Assistant CIO for EA, Ministry of Defence, Singapore

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WORKSHOPS MONDAY 13 JUNE, 2005 09:30 – 17:30

09:30 – 17:30

The Core Concepts of Adaptive Enterprise Architecture

Richard Buchanan, META Group
Willie Appel, 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 programme management. Attendees will 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 programme management
- ▶ Drive high-value IT via enterprise architecture during changing times

09:30 – 17:30

Key Issues in Architecture Management

Brian Burke, META Group
Philip Allega, META Group



Workshop Outline

Enterprise Architecture teams are struggling with a host of new approaches and techniques such as Service Oriented Architectures, Model Oriented Architecture, and Demand Driven IT. The business is also shifting focus from pure cost containment to now undertake some long overdue investments. Innovation is back on the table as companies once again are investing in technology to gain competitive advantage.

This is your workshop. The key issues to be explored will be determined by the workshop participants. Interaction is a must, and the opportunity to leverage the experiences of other practitioners is vast. Findings from the session will be presented to the general audience.

Benefits of Attending

- ▶ Determine the key issues that EA practitioners are facing globally
- ▶ Gain insight into the successful strategies that other practitioners are employing
- ▶ Build your professional network in this highly interactive workshop
- ▶ Develop insight into the real adoption issues that early adopter organizations are facing.

Candidate Topics Include:

- ▶ Governing enterprise architecture in a federated organization
- ▶ Delivering just enough architecture, just in time
- ▶ Managing the overall IT investment portfolio

1 ON 1 META GROUP ANALYST MEETINGS • 14 & 15 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.

Exhibit 14–15 June 2005:

This is an ideal opportunity for delegates to network with leading vendors in the area of Enterprise Architecture. Exhibit hours are as follow:

14 June	15 June
10:30 – 11:00	10:30 – 11:00
12:00 – 13:15	12:00 – 13:15
15:35 – 16:05	15:30 – 16:00
17:05 – 18:45	

For the latest exhibitor information visit
www.irmuk.co.uk/eac2005

“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 Waddell, 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

Visit www.irmuk.co.uk/eac2005 for speaker biographical information

www.irmuk.co.uk/eac2005

09:00 – 09:15 Introduction from the Chairs

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

As the pendulum swings back and companies once again begin to see IT as a source of advantage, enterprise architects have found their voice and are promoting the core values of EA: business agility, extensibility, cost reduction and reuse. No longer are enterprise architects a lonely voice in the wilderness, rather they are supported by both IT vendors and business managers. Now that enterprise architecture has gained traction, the challenge for practitioners is to deliver on the promise.

- Embracing the opportunity for enterprise architecture
- Setting realistic expectations for enterprise architecture
- Balancing short term opportunity with the long view

09:15 – 10:30 Keynote:

Architecting the Service Oriented Enterprise

Nick Gall, Senior Vice President and Principal Analyst, META Group



Service Oriented Architecture (SOA) is the most widely discussed (and debated) concept since Client/Server. While SOA began as the architectural foundation underlying Web services back in 2000, it has broadened in depth and scope to encompass all aspects of Information Technology including Enterprise Architecture. SOA is fundamentally a set of emerging architectural principles for designing complex systems that are general purpose, federated, extensible, and interoperable. Such service oriented "systems of systems" (which include not only technology systems, but organizations and processes) are the key to accelerating innovative change.

- Why modularity is the key to rapid and efficient innovation
- How traditional approaches to modularizing complex have fallen short
- How emerging service-oriented, network-oriented, model-oriented, and process-oriented approaches to modularity are turning conventional wisdom on its head

11:00 – 12:00: CONCURRENT SESSIONS

Track 1: The Business Case for Architecture

Adrian Grigoriu, Senior Manager, Emerging Technologies, Vodafone UK

Historically companies built their organisation and deployed customer services tactically in response to market demand. This happened at the expense of increasing complexity of the system, in a "spaghetti"-like manner, increased duplication and as such slower decision making and business change, longer time to market and higher costs. Industry research suggests projects brought under architectural control generally aim for savings of more than 15%. Evidence of the benefits of Enterprise Architecture existed within the Vodafone Group from different projects with benefits estimated between 10-30%. But how can you quantify the benefits of an architecture using the terminology the business knows and understands? This is crucial in building the business case for your Enterprise Architecture proposal and getting it approved. This presentation will discuss:

- Formula revealing the benefits of an architecture relative to the non-architecture case
- The NPV and payback calculation for a hypothetical case
- A financial spreadsheet model to help you build the business case for an architecture

Track 2: The Processes of Enterprise Architecture

Ian Gardiner-Smith, Director IT Strategy & Enterprise Architecture, Winterthur Insurance

One of the greatest challenges to enterprise architects is finding appropriate ways to steer the changes in architecture required within their organisations to build and sustain a long-lived architecture. This steering requires more than just sound target business and architectures; it requires a STRATEGY to set the goals for the architecture, a set of INSTRUMENTS that describe the architecture, the PEOPLE and organisational structures required to achieve the goals and the PROCESSES to define how the goals will be reached.

The proposed presentation describes how Winterthur Insurance are combining the principles of the ITIL process library, the CMMI maturity models and adding some spice of their own in driving forward architecture in this world class insurance company.

- Strategy
- Instruments
- People
- Schedule
- Process

Track 3: The Integration Hub – Cost Effective Approach to EA in the Inland Revenue

Allan Edwards, Business Architect, Inland Revenue & Stewart Hayden, Independent Consultant

By early 2004 Inland Revenue had implemented an Enterprise Architecture model supporting governance of enterprise change management (from early ideas through to implemented projects).

However, 2004 was a year of major change. The merger with Customs & Excise commenced, we transitioned to a new IT partner, and a new Chairman and CIO arrived. These changes necessitated a re-assessment of priorities, and a new campaign of 'selling' the Enterprise Architecture (within the organisation and to our new IT partner). Successful promotion of the model created further challenges. Greater planning, rigour and management control of ongoing development and maintenance was required. Best practice techniques from iterative software development were adapted in order to meet these challenges and take ARC (Architecture for Revenue & Customs) forward.

- Governance of change (Business & IT)
- Cost effectiveness (delivering despite limited resources)
- Selling (and continually re-selling) the value
- Managing the Enterprise Architecture project

Track 4: Certifying Enterprise Architects: A Marketplace Review

Philip Allega, META Group

The role of the Enterprise Architect goes largely overlooked when it comes to certification efforts. Currently, there is not a single, unified, globally recognised certification program for Enterprise Architects. With the globalisation of EA programs led by non-U.S. companies today, certification that values experience and is recognised globally is critical for non-U.S. employers. Given that technical architecture consistently ranks in the top 5 priorities of Global 2000 (G2000) companies, enterprise architects are of strategic importance to CIOs. Maintaining an adequate supply of architects requires planning, training, and regular review of the overall talent base, to determine who may be ready to move up to this role. Certification beyond courseware alone is required.

Key Benefits:

- Understand the drivers for Enterprise Architect Certification
- Review the content of a proper certification programme
- Examine the market positioning of today's enterprise architect certification organizations

13:15 – 14:30 Keynote:

Enterprise Architecture: An Architecture for Business Transitioning to Managed Solutions

Robert Rencher, Sr Systems Engineer, The Boeing Company



Enterprise Architecture is now the focus of enabling airlines to move towards Managed Solutions. Managed Solutions is a service orientated architecture used to transition airlines from relying upon applications to using services that are managed and measured towards solving critical business challenges that result in increased safety and higher profit margins.

Today, applications are developed and deployed to address niche challenges. As applications are deployed the impact to existing business process and exchange of information has been the burden of the organization acquiring the application. The Managed Solutions approach identifies and improves strategic business functions that are of high value to the airline.

The transition towards Managed Solutions requires a level of readiness in order to be successful in realizing the value. An Airline Capability Assessment has been developed to help the airlines measure their state of readiness and help those responsible for the Managed Solutions understand the capability of the airlines. The Airline Capability Assessment examines five domains consisting of Business Strategy, Organizational Integration, Business Process Integration, Information Integration and Information Technology.

- Enterprise Architecture, Architecture for Business
- Transitioning Applications to Managed Solutions
- Airline Capability Assessment

14:35 – 15:35: CONCURRENT SESSIONS

Track 1: "A Dream to Reality", Moving Towards a Federated Architecture with EAF4PS

Chris Mendes, Information Architect, PITO & Symon Cusack, Consultant, Popkin Software

This presentation will focus on the "lessons learned" from delivering the two independent demonstrators i.e. Popkin System Architect and Unisys Adaptive, which have proved that EA is not an idealistic/theoretical exercise, but an achievable aim. The presentation will demonstrate how EA will add benefits and value, not only in addressing the above objectives, but through its practical application in every day business and delivery of information systems. Using a Framework Taxonomy, the EAF4PS vision is to enable the Police Service (43 UK Forces, 8 Scottish Forces, British Transport and PITO) to have total visibility of all national and local artefacts, so that any opportunities for collaboration between organisations can be maximised. The challenge for both business and PITO ICT is how to capitalise on these benefits, and the presentation will offer a way forward which will enable the Police Service to collaborate with PITO and across Forces in sharing architecture through appropriately tuned governance. The common standards framework, which is built from the Zachman Enterprise Architecture Framework (ZEA) specification, supports the EAF4PS strategy by incorporating processes for convergence to a single National standard and in particular procedures for:-

- Creating and maintaining partial artifact designs (known as "slivers" in the ZEA), which will enable specialisations at National and Local force levels
- Applying Technical Design Authority through governance rules/principles, so that these partial artifact designs can be amalgamated, or where appropriate reused by others in their artifact design

Track 2: Structured Approach to Enterprise Architecture based on SOA

Denis Hageman, Chief Architect, ABN AMRO Real

To address significant business changes in the commercial and management areas, the Brazilian Business Unit of the ABN AMRO Group has developed a structured approach to facilitate an evolutionary migration to an agile IT environment. The approach allows also an evolutionary exit strategy out of the current legacy technologies. The approach is based on a model that includes all viewpoints from business strategy to infrastructure technology and applies a set of guidelines and principles derived from Service Oriented Architectures, which is the corporate standard within the group. It includes a current state assessment that supports the migration planning to the future architecture. Concrete implementation examples support the validity of the approach. The presentation describes the:

- ABN Amro Corporate Architecture model and its application in practice
- Current state Architecture assessment and the applied tooling
- Quick wins for the business
- Service integration approach - winning over colleagues and overcoming scepticism
- Progress to date - what we have delivered
- Future plans

Track 3: EA: Tying together Frameworks, Models, Architectures and Tools

Michael Platt, Architect, Microsoft Ltd

How do we work from business requirements to running code when stakeholders may span the organization? How can we incorporate the best practices of service orientation when so few of our developers fully understand the concepts? How can we manage the complexity of building solutions when business analysts, application architects, systems architects, developers, sysops, and DBAs all speak in their own idiomatic "language"? This session explores how a combination of Architectures, models, abstractions, patterns, domain-specific languages, frameworks, and tools can be used to bridge this complexity gap, foster communication and deliver systems more quickly and efficiently.

- Enterprise Architecture
- Frameworks
- Service Oriented Architecture
- Patterns
- Models

Track 4: Managing IT in a Federated Organization

Brian Burke, META Group

Complex organizations with multiple lines of business typically resemble a federation of tribes at war, and suffer from redundancy, inefficiency and misalignment. Group-level IT organizations are often charged with sorting out the mess, but typically lack the governance structures, tools and methods to drive the optimization of IT management disciplines across the enterprise. Central IT management must employ specialized methods and tools while opening lines of communication to better align and optimize investments across the group.

- Balancing centralization vs. decentralization - finding the right level of centralization
- Driving consistency and alignment through governance, processes and tools
- Managing the real issues: End user empowerment, cost and control sharing, while mitigating competing/conflicting interests across multiple lines of business

16:05 – 16:35 Workshop Findings: Best Practices in Architecture Management

Brian Burke, Vice President International, META Group

The findings from the Architecture Management Workshop will be presented to the general audience.

16:35 – 17:05 Guru Panel:

Moderated by: Brian Burke, Vice President International, META Group

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

John Zachman, Zachman International
Richard Buchanan, META Group
Robert Rencher, The Boeing Company
Nick Gall, META Group
Martin Curley, Intel Corporation

Wednesday 15 June, 2005

09:00-10:30 Keynote:

Enterprise Architecture Strategy: Defining the Build Sequence

John Zachman, President, Zachman International



Thousands of years of history establish that architecture is fundamental to accommodating complexity and managing change and yet those of us in the information community seem to be searching for some kind of technological magic to accommodate rapid expansion of enterprise complexity and dramatic escalation of the enterprise rate of change. There is no "silver bullet!" Actual work will have to take place. The framework for enterprise architecture defines the set of descriptive representations that constitute architecture for an enterprise. This presentation briefly sketches out the basic logic of the framework and then shows how to define the build sequence of subsystems in three-month increments to end up with an enterprise-wide, coherent, integrated implementation. This presentation is not for the faint of heart or for anyone who is looking for a "quick fix" or an "easy out!"

- Overview of the logic of the framework for enterprise architecture
- Description of the set of models that constitutes the knowledgebase of the enterprise
- Enterprise architecture strategy - defining the build sequence
- Renewed challenge - show me the models!

09:00 – 10:30 Featured Presentation:

The Inner Game of Enterprise Architecture

Sally Bean, Peter Haine, Independent Consultants

Enterprise Architecture is an emerging craft, rather than a fully-fledged profession. It's rather like tennis - you need innate talent as well as learned skills in order to be successful. How do large global organisations select people with the right talents and develop the necessary skills and experience to meet the challenges of enterprise architecture in a world of increasing complexity?

Peter Haine and Sally Bean have wide experience of enterprise architecture and recently collaborated on a development programme for a major global pharmaceutical company. They will explain the motivation for this project, outline the competency model and development activities they devised and speak

of some of the practical problems of delivering this in a global, multi-site organisation.

- Why enterprise architects are hard to find
- Career ladder and career development plan for architecture
- Core competencies of an effective enterprise architect
- Approaches to developing competency
- Measuring the effectiveness of enterprise architecture

11:00 – 12:00: CONCURRENT SESSIONS

Track 1: Building an Enterprise Architecture Practice in a Large Organisation that has Outsourced Technology

John Good, Principal Technical Architect, Technology Strategy, BBC

The assertion that Enterprise Architecture and technology outsourcing don't go together needs to be tested. This presentation offers practitioner experience and discussion of the challenges and opportunities that arise when building an Enterprise Architecture practice within a large organisation and at the same time outsourcing technology into a managed services environment. Topics under discussion include:-

- Driving the benefits of EA into the business at a time of disruptive organisational change;
- Designing EA concepts into the outsourcing negotiations and into the contract;
- Building an EA that delivers solutions as managed services;
- Building a joint architecture practice that works for both the business and the outsource suppliers.
- Maximising the opportunity for using EA to help manage instability.

Track 2: Enterprise Architecture, Service Oriented Architecture, and Knowledge Management at Motorola

Joe Danielewicz, Enterprise Data Architect, Motorola

The presentation will outline Motorola's Enterprise Architecture describing the principles, framework, and showing some architecture model examples. We go on to show how information systems create meaning. Next, we describe Service Oriented Architecture with examples of EII and web services. We conclude by describing Knowledge Management at Motorola and how Enterprise Architecture helps to integrate these concepts.

- Motorola's Enterprise Architecture
- How Information Systems Create Meaning
- Service Oriented Architecture (SOA)
- Architecture & Knowledge Management

Track 3: The Rise of Enterprise Architecture

Martin Owen, Consultancy Director - International, Popkin Software

Enterprise architecture is evolving rapidly from the realm of IT into the boardroom as more organisations look to EA to provide them with the knowledge they need to make strategic, operational and technical decisions. Architecture is influencing strategic areas such as technology investment strategies, portfolio management, IT architecture and decision support.

Modelling and architecture are taking hold as a best practice where well-planned IT systems development and process support can be aligned to business goals. When these goals are coupled with the objectives of enterprise architecture and system componentisation, such as service-oriented architectures (SOA), the need for modelling and architecture only increases. Today's trends in modelling and architecture offer a tremendous advantage to organisations in terms of best practices and experiences, implementations and full lifecycle sharing of artifacts.

- Explore the process and best practices of enterprise architecture to achieve project success
- Discuss 'actionable architecture' and how it provides an

enterprise platform for decision support with various stakeholder groups

- Examine the different uses of enterprise architecture, from portfolio management, technology investment strategies to IT architecture planning
- Outline the emergence of business process modelling (BPM) and service-oriented architectures (SOA) and their relationship to architecture

Track 4: The Revival of Leadership

Richard Buchanan, META Group

Halfway through the first decade of the 21st Century, Global 2000 organizations are committing themselves anew to thoughtful investment in Enterprise Architecture and strategy. They've absorbed the lessons of the past; slashing IT spending alone does not work, the IT and business communities must act as one, enterprise architecture and portfolio management must be unified. A coherent approach to strategy formulation and execution is now recognized as vital. As key leadership disciplines are integrated, narrowly focused enterprise technology architecture programs are going by the board buttressed by more mature business and information architecture efforts. As a consequence, enterprise architecture programs are expanding in both depth and breadth. The opportunities afforded by emerging Service Oriented Architecture approaches are a catalyst for rethinking the basic design of the enterprise. As financially sophisticated Portfolio Management and strategy formulation efforts mature, organizations are weaving together disparate decision making processes. This presentation explores enterprise architecture as an integral part of leading the 21st century ITO to success.

- What's driving this new leadership revival?
- What is the service logic behind an integrated approach to leadership?
- How will enterprise architecture processes evolve?
- What are the best practices for integrating decision-making processes in a dynamic environment?
- What skills must every business and IT professional master to lead their organizations in to the future?

13:15 – 14:30 Keynote:

Business Value of IT and How to Manage a Portfolio

Martin Curley, Director, IT Innovation, Intel Corporation



This presentation discusses an integrated approach to delivering business value from IT and addresses how multiple practices such as portfolio management and enterprise architecture practices can complement each other to help deliver a superior return from IT. In addition a capability maturity framework for optimizing the business value of IT is explained and practical examples of architecture changes which resulted in significant value are shared.

- Portfolio Management approaches to optimize IT value
- Stages of enterprise architecture maturity
- A Capability maturity model for optimizing IT value

14:30 – 15:30 CONCURRENT SESSIONS

Track 1: Strategic Architecture in a Rapidly-Changing Retail Environment

Nick Rozanski & Michael Hirt, Enterprise Technical Architects, Marks and Spencer

As the UK's leading retailer of clothes, food, home products and financial services, the only guarantee in Marks and Spencer is that things will change. Our business is heavily influenced by fashion, customer confidence, the economy and a host of other factors constantly challenging the drive to increase revenue and profitability.

At the heart of Marks and Spencer corporate IT is our 25-strong Strategy and Architecture Group, which acts as a key driver for realising business benefit through

technology innovation. The architects in this group have to create an effective IT strategy and architectural vision that can flex with the changes while still delivering the core benefits of lower cost of ownership, improved service and faster delivery.

This session talks about how the M&S IT Strategy and Architecture Group focuses technology leadership to a major retail enterprise. It focuses on:

- How we structure and organise ourselves and manage our relationships with a diverse stakeholder community;
- How we manage a wide-ranging technology portfolio while still maintaining the "big picture;"
- How we capture and document our short- and long-term business drivers;
- How we turn these business drivers into a strategic vision which delivers agility, reuse and business benefit;
- How we have applied our fundamental architectural principles to an organisation which has undergone major business change in the last year.

Track 2: Extensible Architecture Framework: Concept and Application

Martin Op 't Land, CAP Gemini & Frank Baldinger, Associate, ING Corporate IT

The Extensible Architecture Framework (xAF) is currently being developed by a Dutch working group consisting of consultancy and user companies, and lead by Delft University of Technology. The basic idea of xAF is that there is a root extensible framework, on the basis of which other (extensible) frameworks can be defined as extensions of this root framework. Theoretically, it is possible then to reformulate any existing architecture framework as a particular framework in a lattice of frameworks. This makes the xAF a universal basis for evaluating and comparing frameworks. The xAF has been tested extensively in a project at ING Corporate IT. It has been compared with ING's architecture framework and with other frameworks.

- Real world case studies
- Business implications of Enterprise Architecture
- Enterprise Architecture roadblocks and how to overcome them

Track 3

Session to be confirmed

Visit www.irmuk.co.uk/eac2005 for details

Track 4: IT Governance: The Cornerstone for EA Success

Willie Appel, META Group

In most organizations, "governance" is a nebulous term that has become emblematic with the era of domesticity, triviality, and self-absorption. The typical IT organization's (ITO) view of governance is a (tactical prioritization) committee (incorrectly) termed the "IT steering committee." To yield benefits, "governance" must be concretely turned into "governing" - it must be a set of pragmatic tools that are part of management best practices. Those tools exist, and good managers use them, though they often do not call them "governance" and might not even think of them as tools. In this presentation we will be looking at:

- Define IT Governance
- Explain how EA and IT Governance coexists
- Position the four P's of Governance
- Measure It Governance Maturity

16:00 – 17:00: CONCURRENT SESSIONS

Track 1: Building Enterprise Architecture Based on a Business Process Approach

Carsten Christiansen, Head of Enterprise Architecture Process, Nordea

Nordea is a Nordic bank and the result of a merger of four banks in four countries in 2000. The Enterprise Architecture process started in the spring of 2004 with a project based in

the IT organisation building the first EA iteration. The starting point was the existing IT architecture environment, and the approach was inspired by the META Group EA approach. The result was a set of Conceptual Architecture principles and a Common Requirements Vision. Through the last part of 2004 plans for building Domain Architectures covering all four architectures in the EA concept (Business, Information, Solution and Technology) have been made. The intention is to use a business process approach: during 2005 a number of EA-workshops will be arranged, each covering a group of related business processes. The intention is to cover all business areas of the bank in this way during 2005. The presentation will in details describe this process.

- Nordea – the organisation
- Background – the IT architecture organisation, earlier implementation of the META Group Adaptive Infrastructure concept
- Getting started – the first steps in the EA process
- Building domains based on business processes
- Lessons learned

Track 2: One MetLife: Utilizing Enterprise Architecture and Portfolio Management to Achieve a Seamless Customer Experience

James August, Chief Architect, MetLife

To continue to build towards a long-term sustainable advantage, MetLife must provide a seamless experience that sells or services the right product via the right channel to the right customer. But like many large corporations, MetLife has an extremely complex environment with legacy infrastructure and thousands of databases and applications. How to deliver the vision of "One MetLife" from so many disparate systems? MetLife is taking a dual approach: Portfolio Management, supported by Metadata, to rationalize the IT Application and Technology portfolios and an Enterprise Architecture program that creates the future state design of the common business language, shared interfaces, systems and processes. MetLife is using industry standards as the basis for building its data-centric service oriented architectures. Utilizing Unicorn and its associated insurance models, a semantic hub is being leveraged for future state integrations. This approach provides maximal impact with minimal cost and disruption.

- Business drivers for One MetLife
- Application and Technology Portfolio Rationalization
- Building the Business Value Chains
- Building the Enterprise Architecture for One MetLife
- Using semantics to relate the "as is" to enterprise architecture
- Implementing industry standards - ACORD, HR-XML, etc.

Track 3

Session to be confirmed

Visit www.irmuk.co.uk/eac2005 for details

Track 4: The Architect's Toolkit

Philip Allega, META Group

Enterprise Architects must define objectives, which must be satisfied to be successful. Along the journey to succeeding in EA objectives attainment, many tasks are performed. Many tools are used. What are the common tools used by successful enterprise architects? How is the determination of tool use made? Who are leaders in the space? This session will discuss these topics and how to use your architectural objectives to drive a tool decision..

- Making the most of the selection process
- Common tools used by most architecture teams
- Advanced modeling and repository tools used by EA teams
- Portfolio management tools used by EA teams

17:00-17:15 Conference Wrap-up

Brian Burke, META Group

