



Enterprise Architecture Conference Europe 2008

Enabling Business and IT Coherence

Enterprise Architecture is a maturing discipline that is becoming essential for successful change in large organisations. It provides a 'Big Picture' view of the different elements of a business and how they are related, helping business and IT functions to jointly understand, plan and successfully deliver change. It enables more informed debates on how to improve performance, maximise the value of investments, exploit innovation, and develop or rationalise businesses and information systems.

Recognising that there is no 'one-size-fits-all' approach to this emerging field, the European Enterprise Architecture Conference provides a broad, practical perspective on EA, and typically attracts a wide range of speakers and delegates from round the world.

- Choose from 7 pre-conference seminars and 4 conference tracks.
- Explore what it takes to be a responsive business with agile processes, systems and technologies.
- Evaluate what works best in different business environments, and what doesn't, through practical case studies and examples from Global 2000 companies and major public services.
- Gain renewed inspiration and fresh insights into the latest EA thinking and innovations.
- Share ideas and experiences through networking with others in similar situations.

Conference Chair and Keynotes:



John Zachman
Zachman International



Professor David
Robertson
IMD International



Jeff Scott
Forrester Research



David Sprott
Everware-CBDi

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9th Annual Conference

9-11 June 2008

Radisson SAS
Portman Hotel
London, UK

Case Studies include:

- ▲ Reuters
- ▲ ABN AMRO
- ▲ HBOS
- ▲ Ministry of Defence
- ▲ Lloyds TSB
- ▲ John Lewis
- ▲ The Home Office
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- ▲ UWV (Dutch Social Security)
- ▲ Guy's and St Thomas Hospital
- ▲ British Energy
- ▲ NASA
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Who Should Attend

- ▶ Enterprise Architecture practitioners
- ▶ CIOs and Chief Architects responsible for translating business strategic vision into IT-enabled delivery programmes and creating more flexible IT systems
- ▶ Senior Business Strategists, Chief Operating Officers and Business Managers who want to create more agile organizations, ensure cross-functional integration, and optimise their investment in assets and change programmes
- ▶ 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 real world best practices.

The event is structured to accommodate delegates at all levels and in all types of organizations. You will find sessions that address the issues that you are facing, whether you are just getting started in architecture, re-appraising your approach, or working to tune your performance.

Group Booking Discounts: 3-4 delegates 10%, 5-9 delegates 20%, 10 plus delegates 25%

Pre-conference seminars

The pre-conference day offers a uniquely varied range of in-depth learning sessions, run by experienced practitioners and leaders in their field.

- ▶ For a general interactive EA learning experience, covering a wide range of introductory topics and best practices, attend the full-day EA Fundamentals seminar, run by John Good and Simon Jewell.

To learn more about specific topics, you can attend any two of the following half-day sessions, described in more detail on pages 4-5.

- ▶ The key foundational topic of the Zachman Framework, including the latest thinking on how to work with this important construct is covered in the pair of tutorial seminars being run by John Zachman and Stan Locke
- ▶ The relationship between Enterprise Architecture (EA), Service-Oriented Architecture (SOA) and Business Process Management (BPM) and how to integrate these three disciplines is covered in Paul Allen's seminar
- ▶ Techniques for working with business processes are explained in Alec Sharp's seminar
- ▶ Practical uses of EA are demonstrated in each of the seminars being run by Mike Rosen and Bob Jarvis

Conference

As part of the conference proceedings, thought-provoking and inspiring keynote sessions will be supplemented by breakout sessions from experts and practitioners, presenting new ideas and real-world success stories. There will also be networking opportunities and vendor-sponsored sessions that demonstrate their contribution to the field.

The tracks are as follows:

Track 1: Unifying Business and IT Architecture:

The sessions in this track are about moving towards more holistic approaches to EA, encompassing Business Architecture; and its relationship with IS/IT architecture.

Track 2: Reshaping the IT Landscape:

This track covers sessions on using EA, often in conjunction with SOA, to rationalize applications and data architectures and reshape systems for improved agility.

Track 3: Organization, Content and Delivery:

This track is concerned with the practicalities of an EA programme - roles and responsibilities, production and use of EA deliverables, and gaining commitment.

Track 4: Sponsor Insights

This track provides a range of sessions to enable our sponsors to share the benefit of their varied experiences with you.

Exhibits 10-11 June 2008:

This is an ideal opportunity for delegates to network with leading vendors/consultancies in the area of Enterprise Architecture. Exhibit Hours are as follows:

10 June	11 June
10:15-10:45	10:00-10:30
12:45-14:00	12:30-13:45
16:00-16:30	15:45-16:15
17:30-19:00	

- *Perfect event if one wants to feel the pulse of EA. Excellent learning and networking forum.*

Amitabh Apte, Enterprise Architecture Group, SITA

- *I will be back!*

Jonas Reimer, Quality Engineer, Volvo

- *Great Conference – especially the Tutorials and Keynotes.*

Jan Christiansen, Chief Information Officer, NSB AS

- *The Conference was very good and had a fantastic time catching up with so many great names in the industry.*

Gleuto Serafim, Infrastructure Solutions Architect, Tecala Australia

- *This was my first step on a long journey – but I now know what direction I should be going in!*

Steve Rees, Architect, SAS

- *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

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

Gert Eijkelboom, De Nederlandsche Bank



Monday 9 June: PRE-CONFERENCE SEMINARS				
08:30-09:30	Registration			
09:30-17:30	EA Fundamentals - Practical Steps to Delivering Value, John Good and Simon Jewell, Serco Consulting			
09:30-13:00	Introduction to the Zachman Framework for Enterprise Architecture, John Zachman, Zachman International			
09:30-13:00	EA by Example, Michael Rosen, Cutter Consortium			
09:30-13:00	Joined up EA and SOA, Paul Allen, Everware-CBDi International			
14:00-17:30	Does the Zachman Classification Actually Work? You be the Judge! Stan Locke, Zachman Framework Associates			
14:00-17:30	Enterprise Architecture – What You can Do With it Once You've Got It! Bob Jarvis, Systems Advisers Ltd			
14:00-17:30	Business Processes for Enterprise Architects – Discovery, Definition, and Exploitation, Alec Sharp, Clariteq Systems Consulting Ltd			
17:30-18:45	Drinks Reception			
Tuesday 10 June: CONFERENCE DAY 1 & EXHIBITS				
	Track 1: Unifying Business and IT Architecture	Track 2: Reshaping the IT Landscape	Track 3: Organization, Content and Delivery	Track 4: Sponsor Insights
08:00-09:00	Registration			
09:00-09:15	Introduction from the Chair: John Zachman			
09:15-10:15	KEYNOTE: Enterprise Architecture: What to tell the Management Team, Professor David Robertson, IMD International			
10:15-10:45	Break and Exhibits			
10:45-11:45	Breaking Enterprise Architecture out of IT Chris Potts, Dominic Barrow	Facing the Integration Challenge on a Merger or Acquisition from an Enterprise Data Architecture Perspective Helen Townsend & Toni McDerment, Reuters	Architecture Roles and Responsibilities in an Outsourced Context: How to stay in Control Denis Hageman, ABN AMRO	Modelling Tool Support for Rapid Delivery of EA Clive Finkelstein, Information Engineering Services (on behalf of Sparx Systems)
11:45-12:45	Business Architecture - The Enterprise Architecture Success Factor John Kenney, Semeron Corporation	Building Information Services for the Process Centric Enterprise Mike Ferguson, Intelligent Business Strategies Ltd	Gaining Commitment to the EA Effort Martin Sykes, Microsoft	Enterprise Architecture for Enterprise Planning Alan Burnett, Telelogic
12:45-14:00	Lunch and Exhibits			
14:00-15:00	KEYNOTE: The EA Innovator, Jeff Scott, Forrester Research			
15:00-16:00	From the Office of the CIO to the Planet Mars: EA is more than Aligning IT; a Case Study in Strategic Alignment Bob Stauffer & Lawrence Helm, Information Dynamics	Managing Application/Service Landscapes in a Federated Environment Colin Smart, HBOS	EA at John Lewis - What a Prototyping Approach has Delivered Marion Eastmond, John Lewis	Service Oriented Architecture: Making the Breakthrough Khan Busby, Accenture
16:00-16:30	Break and Exhibits			
16:30-17:30	Aligned, Coherent and Achievable: Resolving the Complexity of Today's Change Portfolios Anthony Gollidge, Detica & John Wailing, Home Office	SOA and IT Services Management: Coincidence, Confluence or Confusion Michael Rosen, Cutter Consortium	The ArchiMate Modelling Language Marc Lankhorst, Telematica Instituut	Governance versus Guidance Ceri Williams, Glue Ltd
17:30-19:00	Drinks Reception and Exhibits			
Wednesday 11 June: CONFERENCE DAY 2 & EXHIBITS				
09:00-10:00	KEYNOTE: Zachman Enterprise Framework2™ John Zachman, Zachman International		PANEL: Strategies for Managing and Coordinating the Architecture Function Moderator: Sally Bean, Independent Consultant	
10:00-10:30	Break and Exhibits			
10:30-11:30	Joining up the Architecture: Lessons along the Way Adrian Apthorp, DHL	What might Architecture, Design and Implementation Models look like? Stan Locke, Zachman Framework Associates	Light and Agile Enterprise Architecture Management (EAM) in Small and Midsize Enterprises Thomas Mannmeusel, ADVA AG Optical Networking	The 4 Stages of the EA Journey - Some Lessons Learnt - Best Practices Daljit Banger, White Knight Management
11:30-12:30	Business Rules and Decisioning in Enterprise Architectures: Ron Ross, Business Rule Solutions	EA and Web 2.0: Does Architecture Matter? Simon Field, Office for National Statistics	The Use of Tooling and Methods to Achieve Business-IT alignment Charles Dekker, UWV (Dutch Social Security)	Architecting the Enterprise Session TBC Visit www.irmuk.co.uk/eac2008
12:30-13:45	Lunch and Exhibits			
13:45-14:45	KEYNOTE: EA and SOA - From Rhetoric to Realization, David Sprott, Everware-CBDi International			
14:45-15:45	Weathering the Perfect Storm with Enterprise Architecture Alix Cheema, Lloyds TSB	Towards a Pragmatic Implementation of SOA Alistair Shearin, Guy's and St Thomas Hospital	Mind the Gap! – Integrating Process, Data, and Requirements Modeling Alec Sharp, Clariteq Systems Consulting Ltd	Effective EAM Using Control, Planning and Process: Case Studies David Ferré, alfabet AG
15:45-16:15	Break and Exhibits			
16:15-17:15	Developing the Benefits Case for EA, using a Service-Based Approach Graham Meaden, Celestial Consulting	The use of Handbooks for the Governance of Service Oriented Architectures John Keefe, MOD & Lou Mahanty, Serco Consulting	Enterprise Architecture, Knowledge Before Action Nigel Hughes, British Energy	From Mainframe to a Service Oriented Architecture in a Distributed System Pim van der Horst, KAS BANK on behalf of BluePhoenix Solutions
17:15-17:30	Conference Wrap-up - Conference Chair			

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09:30 – 17:30

EA FUNDAMENTALS - PRACTICAL STEPS TO DELIVERING VALUE



John Good and Simon Jewell, Serco Consulting

This full-day seminar covers the introductory fundamentals of EA. Answering the key questions of why do EA, what is EA, and how to be successful at EA, it is aimed that those who wish to get started or re-think their approach, and those who need to understand EA in order to manage it successfully.



The seminar will use a mixed learning environment of presentation, group working and discussion. Presentation will be used to convey key topics and introduce points for discussion. Attendees will be encouraged to discuss their own questions and issues in smaller groups and present these for wider discussion. It is an objective that each person takes away at least one action point for making an improvement in their business. The slide pack will contain additional material expanding on the day's topics.

The key topics to be presented and discussed will include:

- Why do EA: What motivates undertaking an EA effort? What benefits might be targeted? Who are your stakeholders?
- Delivering EA: Introduction to EA and what it is; 6-steps to getting started; Finding the real need - delivering value fast; How to sustain the effort and the benefits.
- Managing EA: Governance; Quality assurance; EA roles and team; the wider community.
- An EA toolkit: Frameworks, methods and resources; Tools and the repository, making it easy for people to find and use EA products; Developing capability over time.
- EA maturity: Where are you and where do you need to be, by when?
- Next steps: What will you do after the conference?

Over 60 organizations have already benefited from this seminar, now in its 3rd year. Last year a delegate commented: - "As good an attempt at covering EA as is possible in one day!"

09:30 – 13:00

INTRODUCTION TO THE ZACHMAN FRAMEWORK FOR ENTERPRISE ARCHITECTURE



John Zachman, President, Zachman International

This seminar is a brief introduction to the background, rationale and logic of the Zachman Framework for Enterprise Architecture. It will first explore some definitive reasons for the appearance of the Zachman Framework on the scene several years ago. It will then provide an overview of the basic logic of the Framework itself which is derived from the precedent established in the older disciplines of Architecture and Construction; Engineering and Manufacturing. The Framework defines the set of descriptive representations that are required to create a

complex object (like an Enterprise) and serve as the basis for changing the object instance (the Enterprise) after it is created. The seminar will also address the implications of producing and of not producing the identified set of descriptive representations in the course of accommodating current demand from the Enterprise. It will show the importance of ensuring that long term fundamentals and building blocks are addressed and retained into the future.

09:30 – 13:00

EA BY EXAMPLE



Michael Rosen, Director, Enterprise Architecture, Cutter Consortium

EA means different things to different people. One of the most common questions is "What does EA look like?". This seminar uses a self-service portal application to illustrate the complete range of EA artefacts including business architecture, information architecture, application architecture, and technology architecture, at both the enterprise and project level. Then, it describes the relationship of the artefacts to each other and to other aspects of EA including portfolio management, repositories and governance.

- What are the artefacts of EA?
- What is the difference between enterprise and project artefacts?
- How do they relate to other EA activities?

09:30 – 13:00

JOINED UP EA AND SOA



Paul Allen, Principal Consultant, Everware-CBD International

This interactive seminar uses practical examples and case studies to provide guidance on making EA and SOA work effectively together in holistic fashion.

Delegates will explore how successful organizations recognize service orientation as a very real business phenomenon and employ services as the conduit that fosters business-IT alignment and enables a seamless journey through EA to solution delivery. A highlight of this approach is that the solution must achieve measurable business value and business process improvement, increasingly using BPM to expedite the process. We therefore examine how to employ a deliverable driven – as opposed to a task driven – delivery process. This is very important for consistency of work and for measurability through specification: "you can't control what you can't manage, and you can't manage what you can't specify."

- Why SOA is a key enabler of successful EA from a business, as well as a technical, viewpoint
- Why this is a major cultural change and how to approach it
- What steps to take to join up your BPM projects, architectural initiatives and solution delivery projects
- How to improve business processes using existing IT assets in terms of services
- Where to apply the approach, using example case studies

14:00 – 17:30

DOES THE ZACHMAN CLASSIFICATION ACTUALLY WORK? YOU BE THE JUDGE!



Stan Locke, Managing Director, Zachman Framework Associates

In response to the many requests from the 2007 conference for examples, this seminar uses the new Zachman Enterprise Framework terminology as applied to a number of situational cases to illustrate how the classification helps in understanding and making changes to the enterprise. As we work through the cases we will illustrate the answers to the following questions.

- How have the new standards clarified the meanings of the cell definitions?
- How do the new generic answers to the basic questions help the business to become more actively engaged in enterprise architecture?
- How does the refinement of the column metamodel terms make it easier to build robust models?
- Are there other frameworks which can provide context for enterprise architecture?

This tutorial will help delegates understand the basic connection between the classification template and the real world implementation of the business enterprise. Please note that John Zachman's morning tutorial or previous attendance at one of his courses is a pre-requisite for this session.

14:00 – 17:30

ENTERPRISE ARCHITECTURE – WHAT YOU CAN DO WITH IT ONCE YOU'VE GOT IT!



Bob Jarvis, Managing Director and Principal Consultant, Systems Advisers Ltd

Many organisations embark on the building of their Enterprise Architecture with high hopes, aiming to create a stable reference point against which their systems, business processes and organisational structures may be improved to meet the objectives and goals of the enterprise. In many cases the results have been excellent; in others they have been disappointing.

The reasons for success or failure are well known and are not "rocket science". Building an Enterprise Architecture is a task that requires clear objectives, good planning and a disciplined yet flexible approach. It is important to achieve a critical mass of relevant, "joined up" information early on, from which reliable conclusions can be drawn.

This session describes typical scenarios where the EA can provide real value – these include business process re-engineering, business service definition, project portfolio planning and service-oriented application design – all starting from a kernel EA which is developed progressively to meet evolving business objectives and priorities.

The session is illustrated by case studies from the financial and healthcare industries.

Areas covered:

- A brief description of the enterprise architecture method and modelling techniques used

- Definition and examples of the notions of Stable and Agile Structures, the Minimum Essential Model and Progressive EA Development
- Explanation of the particular sub-sets of the EA used for common business and technical tasks showing the use of common information in an iterative, progressive way
- Presentation of examples and case studies
- A discussion of Business Patterns and how they may be used to initiate the building of an EA

14:00 – 17:30

BUSINESS PROCESSES FOR ENTERPRISE ARCHITECTS – DISCOVERY, DEFINITION AND EXPLOITATION



Alec Sharp, Senior Consultant, Clariteq Systems Consulting Ltd

Business processes are an important component of an Enterprise Architecture, being the essence of what an enterprise does and how it delivers value. Properly used, they provide a powerful and relevant framework for demonstrating how architectural components, such as data or applications, support or impede the creation of value.

The fly in the ointment is that so many organisations struggle when working with business processes. From the outset, they fail to properly identify their true, end-to-end business processes, and it's all downhill from there.

This seminar will introduce proven techniques for working with business processes, and is packed with practical frameworks and tips to get you off to a successful start. The emphasis is on techniques that are especially valuable for architects, especially how to discover processes, but also introducing business process concepts, scoping and assessing processes, and illustrating process implications to business and IT communities.

Specifics include:

- What people think a process is, what a business process really is
- Why a bottom-up technique for process discovery can be more effective than top-down ones
- Simple yet effective techniques and guidelines for identifying your real business processes
- Frameworks that work for and against process orientation
- How to make processes visible and the need for improvement compelling yet blame-free
- Proven presentation techniques for getting management attention
- Why process modelling begins before you begin process modelling
- How process modelling is different than other kinds of modelling, and the methods that work

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

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

09:00 – 09:15

INTRODUCTION FROM THE CHAIR

John Zachman, President, Zachman International

09:15 – 10:15 KEYNOTE

Enterprise Architecture: What to Tell the Management Team



Professor David Robertson, IMD International

If you had one hour with the management team of your company to talk about enterprise architecture, what would you say? How would you convince them of the importance of the topic? What would you ask them to do to support your architecture efforts? In this talk, Professor Robertson will use material from his book *Enterprise Architecture as Strategy: Creating a Foundation for Business Execution* (co-authored with Jeanne Ross and Peter Weill from MIT) to show why enterprise architecture is a top management issue, and what management should do to transform their company's architecture. Using data from a survey of over 150 companies and case examples from leading companies such as ING DIRECT, Toyota, and Johnson & Johnson, Robertson will show why architecture is often a barrier to strategy execution, and how companies can design and implement a new architecture that improves agility, lowers costs, and increases profitability and growth.

10:45 – 11:45 CONCURRENT SESSIONS

Track 1: Breaking Enterprise Architecture out of IT

Chris Potts, Director, Dominic Barrow

In organizations where Enterprise Architecture (EA) is IT-centric, its real potential to drive value creation remains largely untapped. There comes a time in EA's maturity when realizing its true value means visibly breaking it out of the domain of its birth. It has to shatter the - often self-perpetuating - illusion amongst executives that EA is predominantly about technology, and technology-enabled processes, and engage with them in collaboratively exploiting the full extent of its promise. From his hands-on work with industry-leading companies in the UK and around the world, Chris will explore strategies for making EA an enterprise-centric and value-creating competency rather than a technology-centric one. What do these strategies mean for the established EA orthodoxies? Be ready for some unusual and challenging messages!

- The promise of Enterprise Architecture
- Enterprise versus Capital (why versus what)
- The self-perpetuating EA illusion
- Breaking EA out of IT
- Real stories & strategies: successes and failures

CASE STUDY

Track 2: Facing the Integration Challenge on a Merger or Acquisition from an Enterprise Data Architecture Perspective

Helen Townsend & Toni McDerment, Enterprise Data Architects, Reuters

Reuters is a global information company providing indispensable information tailored for professionals in the financial services, media and corporate markets. The organisation has evolved over many years and has an acquisitive nature resulting in a diversified data and technical environment. We are constantly being tasked with introducing a newly

acquired company's data assets and technology into the corporate fold. From a data architecture perspective, this session aims to share our experiences of the integration challenge in terms of:

- The different approaches taken depending upon the nature of the merger or acquisition
- The use of established Enterprise Architecture frameworks
- The tools and practices used for supporting the integration thinking
- Managing relationships across the different architecture disciplines

CASE STUDY

Track 3: Architecture Roles and Responsibilities in an Outsourced Context: How to stay in Control

Denis Hageman, Head of Strategy and Architecture IT Group Functions, ABN AMRO

When ABN-AMRO decided to outsource most of its systems development in 2005, it was clear that Business and IT Architects would work both within the retained ABN-AMRO organisation and with the outsourcing companies. As a major part of the work, in particular related to application maintenance, was done in India, it was also necessary to think about what work would be done onshore and what offshore. This presentation will focus on the approach chosen and the lessons learnt. Mistakes made in an earlier outsource wave in 2002, strongly influenced the new approach. It will go into detail about the roles and responsibilities for designing and maintaining the architecture. In addition, some of the models and tooling to create a common knowledge base across the organization will be presented.

Track 4: Modelling Tool Support for Rapid Delivery of EA

Clive Finkelstein, MD, Information Engineering Services, (on behalf of Sparx Systems)

There is an explosion today in the use of Enterprise Architecture within Government, Defence and Commercial Organizations. Business-driven methods identify high reusability business processes that use common shared data as an integrated resource. Data is updated once and becomes immediately available to all shared systems. This leads to improved cost effectiveness of business processes ... with dramatic cost savings. Rapid-delivery methods are based on Strategic Business Plans that are used to develop a Strategic Data Model. Project Plans are derived as an Enterprise Architecture Portfolio Plan (EAPP), to manage the rapid delivery of priority reusable business activities or business processes into production. This derivation of Project Plans from data models is based on the support by modelling tools for Entity Dependency Analysis (EDA). EDA also enables Project Maps to be derived from data models. These are used as a Do-It-Yourself (DIY) Construction Kit for the Enterprise, to manage the rapid delivery of derived priority reusable processes into production in 3-month increments. This session includes a short demo on new Zachman Framework support added to V7.0 of Sparx Systems Enterprise Architect modelling tool for Data Model Analysis using EDA to derive Project Plans and Project Maps.

11:45 – 12:45 CONCURRENT SESSIONS

Track 1: Business Architecture - The Enterprise Architecture Success Factor

John Kenney, Business Architecture Consultant, Semeron Corporation

Organizations seeking enterprise-wide alignment of their business needs and technology solutions are

exploiting the business architecture components of enterprise architecture to specify their future and its achievement. They realize business architecture has become the critical success factor to producing relevant and complete enterprise architectures. Referencing a major case study, this presentation will describe what constitutes business architecture, its formulation and documentation and linkages to other enterprise architecture components to ensure business/technology alignment and integration that satisfies organizational goals and objectives.

- How failure to address business architecture severely inhibits organizations' ability to deploy technology solutions that change their business dynamics and performance.
- How business architecture uses strategic management, scenario planning, business analysis, organization design and portfolio management, plus proven industry models, to describe organizations future concepts, future requirements, current status and transformation roadmaps.
- How a business architecture framework ensures collaboration between technology specialists and practitioners and business executives and subject matter experts through joint responsibility for tasks performed and deliverables produced.
- How business requirements and technology solutions are continuously aligned and integrated via managed connections between the business architecture and appropriate enterprise architecture components.

Track 2: Building Information Services for the Process-Centric Enterprise

Mike Ferguson, Managing Director, Intelligent Business Strategies Ltd

As companies adopt business process management in an enterprise service oriented architecture (SOA), they find themselves deploying new 'composite' applications that bring together application services from multiple underlying applications to perform specific process activities. However the problem that arises with these modern deployments is that companies are finding that the information needed to perform each specific process activity is not necessarily integrated and not all in one place. What companies are realising therefore is that composite applications need access to 'information services' for on-demand integration of data required for the process activity. This session looks at Information Services in depth and why they are becoming increasingly important in modern day enterprise architecture.

- What are information services?
- Why do we need them?
- Composite applications and information services
- How do you design information services?
- Technologies for development of information services
- Managing information services in an enterprise architecture
- Integrating information services with ESB, process management, portals, wikis and mashups

Track 3: Gaining Commitment to the EA Effort

Martin Sykes, Senior Programme Manager, Microsoft

Defining the Enterprise Architecture for IT in an organisation as large and complex as Microsoft requires effective communication to gain and keep

the commitment from many stakeholders. This session will review the process used with many clients and internally with MS IT to create 1 page 'big picture' communications that help to gain commitment from EA stakeholders. This draws on many different techniques and brings them together in a holistic process that allows architects to get their message across to the often non-technical stakeholders who control funds and resources. In 2007 Microsoft's internal EA team created the communications to position a new architecture for internal systems using the software + services concept. This activity will be used as the key example during the session. Attendees will take away a clear understanding of the process and how it can be applied in their own organisations.

- Why lack of commitment from stakeholders causes many architecture efforts fail
- Gaining that commitment from senior stakeholders
- Use of this approach by Microsoft Consulting and its internal EA team

Track 4: Enterprise Architecture for Enterprise Planning

Alan Burnett, Director of EA Professional Services, Telelogic

Historically, Enterprise Architecture (EA) deployments were thought to be complete with the modelling and reporting of an organisation's information and data. However, the real value of EA comes from what you can do with this information once it is captured. The success of EA programs within an organisation is based heavily on the critical decision support, impact analysis, and process improvement capabilities they provide. Enterprise Planning is an approach to EA that provides these capabilities, but also does it in a manner that enables organisations to use their architecture to better understand the impact, resources and risks associated with evolving from their current environment to a future state.

14:00 – 15:00 KEYNOTE

The EA Innovator



Jeff Scott, Senior Analyst, Forrester Research

Enterprise Architects are change agents. Their primary role is to direct the evolution of the organization toward a more synergistic and cohesive approach to technology and business process. Innovation is one of the most powerful, yet underutilized tools architects have to drive change. Caught up in framework and modeling details, architects are moving too slowly to keep up with the increasingly rapid changes in technology and business ideas. And innovation is not just about technology. Successful architects expand their vision of innovation beyond technology to include process, organization, and strategy innovation. Step out of your framework and learn how to encourage, support, and lead innovation efforts at your company. This session will jump start your innovative thinking with ideas, models, and examples for innovating NOW! While incremental change is good, innovation will accelerate our progress toward our strategic goals. Key Issues

- While managing today we are losing the future
- Why innovation is critical to EA's success
- Overcoming barriers to innovation
- Getting started – "What should I do now"

15:00 – 16:00 CONCURRENT SESSIONS

CASE STUDY

Track 1: From the Office of the CIO to the Planet Mars: EA is more than aligning IT; a Case Study in Strategic Alignment

Bob Stauffer, President, Lawrence Helm, Director of Government Operations, Information Dynamics

NASA's Vision for Space Exploration calls for retiring the Space Shuttle fleet in 2010, returning to the Moon by 2020, launching robotic precursors and eventually a manned mission to Mars.....and it will never happen without an integrated architecture. Using lessons learned from an EA program which evolved from the NASA CIO's Office to its Space Flight Program, we will discuss how NASA is converging long-sundered lines of business, NASA's organically grown "stovepipes," into the organization responsible for the next generation of space exploration. EA is commonly used to align systems and services to business strategy; learn how we used EA to align elements of the business itself: at the vision level, the business strategy level and the business process level. Some of the key topics we will cover include:

- Using EA as long-range strategic planning (multi-decade); IT rarely looks beyond 3-5 years.
- Case study: enabling human exploration of Mars in the next half century
- Use of architecture in scenario-based strategic planning
- Beyond IT: the relevance of EA to true long-term development
- "It's about the data": IT comes and goes; the data must persist (sometimes for decades)

CASE STUDY

Track 2: Managing Application/Service Landscapes in a Federated Environment

Colin Smart, Lead Architect Retail IT, HBOS

Consolidation and standardisation are being used to reduce overall operating costs within HBoS. The use of an application landscape to guide investment decisions has been a key lever to reduce diversity. The Federated operating model adds an extra challenge to landscape management as business and product realities can conflict with the aim of consolidation. During the journey from nothing to today we have found ways of managing the landscape, the conflicts and ways to live with the divisional differences while still maintaining the benefits of consolidation and standardisation, as well as raising the standard of architecture and the business buy-in. Some of the key discussion topics in this session will be:

- Challenges in creating the initial landscapes?
- How do we managing conflicting priorities/costs between divisional and organisational demands?
- What we would do differently?

CASE STUDY

Track 3: EA at John Lewis - What a Prototyping Approach has delivered

Marion Eastmond, Systems Architect, John Lewis

In the department store division of John Lewis, with few compliance requirements, little history of takeovers and an Information Engineering legacy of home-built integrated systems, it was initially difficult to justify an EA project. This presentation will show how taking a small scale, experimental, prototyping approach to developing an enterprise architecture has allowed us to demonstrate the value of EA, firstly to the IT Director and subsequently to business planners, IT management and application developers, and also to better understand the potential value, ourselves.

- The opportunity: our rationale for embarking on EA
- The challenge: would the effort to document EA give business value?
- The approach: what we've built so far, who's used it and the benefits gained
- What's helped and hindered us?
- What next?

Track 4: Service Oriented Architecture: Making the Breakthrough

Khan Busby, Director of Enterprise Architecture Services, Accenture

For many organizations, the move to a Service-Oriented Architecture (SOA) is a long-term goal that remains frustratingly out of reach. In many cases, IT leaders are keenly aware of the benefits that SOA could deliver by enabling simpler systems that are cheaper to run, can be modified more easily, and integrate more readily with other platforms. They also see the wider advantages to the business in greater agility and flexibility, leading to faster speed-to-market. But, despite some promising pilots and proofs of concept, it remains difficult to roll out SOA across the broader organization. Why? Our research and experience shows that many companies have hit a critical barrier in their efforts to migrate to SOA. Having launched the initial deployment on a tactical basis in specific business units, they now face a step-change in effort and investment to escalate SOA to the enterprise level. However, a failure to make this step presents real long-term risks to the business – not least that the organization's drive towards SOA may lose momentum, resulting in major missed opportunities in terms of flexibility and competitiveness. Based on Accenture's extensive client experience, this presentation will outline six key issues that organizations must typically address to move past initial SOA implementations toward a truly industrialized implementation, and toward achieving a permanent step-change in organizational flexibility, responsiveness and cost.

16:30 – 17:30 CONCURRENT SESSIONS

CASE STUDY

Track 1: Aligned, coherent and achievable: resolving the complexity of today's change portfolios

Anthony Golledge, Head of Enterprise Architecture, Government Division, Detica, John Wailing, Office of the CIO, Home Office

Organisations are undertaking portfolios of change programmes of unprecedented scale as they respond to today's performance challenges. Effective management demands a clear line-of-sight from the organisation's strategic goals to the outputs of individual programmes. However, that clarity is often obscured by the sheer scale and complexity of the portfolios and the web of dependencies they entail. With specific reference to Detica's work with the CIO of the UK Home Office to develop a information systems and technology strategy and architecture covering both the Home Office and its associated agencies, this presentation will describe how we can fuse the disciplines of enterprise architecture, portfolio management and benefits realisation into a change architecture for translating complex strategies into a coherent blueprint for change. The presentation will describe how Change Architecture was applied in the development of the Home Office strategy and consider future developments.

- The clarity gap between strategic goals and programme outputs

- The Change Architecture framework
- The framework in action: Change Architecture at the Home Office
- Future developments

Track 2: SOA and IT Services Management: Coincidence, Confluence or Confusion

Michael Rosen, Director, Enterprise Architecture, Cutter Consortium

IT Services Management (ITSM) uses best practices to manage the delivery of IT services to the business. In general, these services are things such as email, ERP availability, application uptime, help desk, etc. These are not the kind of 'business services' that we usually talk about in Service Oriented Architecture. So is the current interest in ITSM just a misunderstanding by some naive semi-technical marketeer, or is there more to it than that? Could we actually learn something from the reliable delivery of email that can be applied to SOA? This session will provide a brief overview of ITSM, discuss the problems facing organizations that have deployed SOA, and explore the opportunities to apply these best practices to our emerging SOA challenges.

- Overview of ITSM Services
- Challenges facing the SOA lifecycle
- How can ITSM concepts be applied to SOA?

Track 3: The ArchiMate Modelling Language

Marc Lankhorst, Telematica Instituut

ArchiMate is a modelling language for EA that allows you to create the 'big picture' of your infrastructure, applications, and business in one coherent architecture model. It offers a structured way of describing all these domains and their relations, and helps you to explain architectures in a much more precise way than the fuzzy pictures often used by architects. ArchiMate has been developed in cooperation with commercial and government organisations in the Netherlands and its value has been proven in numerous practical applications. It is rapidly gaining international adoption, as witnessed by the support offered by many IT consulting firms and EA tool vendors and by the joint efforts of The Open Group and the ArchiMate Foundation on the relationship between ArchiMate and TOGAF.

This presentation will cover the following key topics:

- The ArchiMate modelling language, an emerging standard for EA modelling
- How it provides a truly integrated view of business and IT
- How it improves the communication between architects and with stakeholders
- Applications of ArchiMate in practice
- The relationship between ArchiMate and TOGAF

Track 4: Governance versus Guidance

Ceri Williams, Principal Consultant, Glue

"Speak softly and carry a big stick" was the advice of Theodor Roosevelt for anyone wanting to exert influence over both friend and foe. In a time where IT departments are having to reposition themselves as partners to the business, where a transactional service provider model is giving way to collaboration, does the "big stick" have a role any more? What is the role of the rules and regulations that typify a traditional approach to Governance? A radically different approach to Governance is needed, one where influence is achieved by positioning as a trusted advisor rather than through law enforcement. The presentation will cover:

- Developing trust – what partnering really means
- How to avoid unwelcome interventions
- Setting reasonable expectations
- Closing the loop on non-compliance
- Results-focused Governance
- The law enforcers comfort zone
- Binding Governance with incentives and motivators
- Balancing Governance with Guidance

Wednesday 11 June 2008

09:00 – 10:00 KEYNOTE

Zachman Enterprise Framework2™

John Zachman, President, Zachman International



Although the ideas about Enterprise Architecture have been acknowledged for many years, there still remains a lack of common understanding as to what exactly constitutes "Enterprise Architecture." The recent re-launch of the Zachman Framework as Zachman Enterprise Framework2™ marked the establishment of the definition for Enterprise Architecture that is consistent with John Zachman's original proposition that the concept of Enterprise Architecture goes far beyond the present information systems (or, information technology) paradigm. The end object is to engineer and manufacture the ENTERPRISE not simply to build and run systems. This presentation will show how Architecture is Architecture and demonstrate how the re-launch as Zachman Enterprise Framework2™ reiterates and reinforces this ENTERPRISE Architecture orientation.

- What Architecture is NOT
- What Enterprise Architecture IS
- Zachman Framework2™
- Architecting is DIFFERENT from Implementing

09:00 – 10:00 PANEL

Strategies for Managing and Coordinating the Architecture Function

Moderator: Sally Bean, Independent Consultant

A panel of conference speakers and experts will debate the challenges organisations face when the architecture function is distributed across a virtual network of architects. For example, there may be a core EA group, business unit groups, and solution architects in project teams (who may be outsourced). This network also includes analysts, consultants, tool and technology vendors and other experts. What are the best ways of distributing responsibilities and enabling the right levels of cohesion and autonomy across this diverse community? How could we exploit the virtual network more effectively for business benefit?

10:30 – 11:30 CONCURRENT SESSIONS

CASE STUDY

Track 1: Joining up the Architecture: Lessons along the way

Adrian Apthorp, Head of Architecture, DHL Express Europe

This presentation will describe the experiences of bringing a major change programme to realisation through the application of Enterprise Architecture principles, moving from initial conceptual architecture to process and system design. The programme in

question involves business model redesign, as well as IT systems change and integration, across business units in 25+ European countries. The approach taken focuses on identifying and managing the key architectural aspects that drive business and IT design decisions. This builds on a capabilities-based framework laid down in the impact analysis and programme design phases. This session will focus on the following challenges and benefits in a programme setting:

- Aligning business and IT architecture
- Aligning business and IT design
- Identifying critical enablers and dependencies
- Enterprise architecture and portfolio management
- Aligning change in a federated environment

CASE STUDY

Track 2: What might Architecture, Design and Implementation Models look like?

Stan Locke, Managing Director, Zachman Framework Associates

Enterprise Architecture is sometimes simply seen as a way of developing solutions to requirements on a large scale, without always identifying underpinning components. A benefit of the Zachman Framework is that the classification approach makes it easier to identify components that can be fitted together in different ways in order to create an integrated solution that can handle a wide range of business complexities. The Framework allows us to organise enterprise knowledge into sets of concepts, designs, technologies, components and instances in which the identified pieces can be seen in the solution. The architecture then becomes an orderly way to manage the migration from the current state to the future state of the enterprise. This presentation will show how the Zachman Framework can help you to 'build out' the enterprise, using components that have been classified and abstracted in such a way that complex interrelationships are minimised and that the entire enterprise design can be examined from the emergent piece patterns and how they might interlock together.

Track 3: Light and Agile Enterprise Architecture Management (EAM) in Small and Midsize Enterprises

Dr. Thomas Mannmeusel, Senior VP Information Systems, ADVA AG Optical Networking

Managing complexity and aligning Information System strategy with the enterprise strategy are among the key issues tackled by EAM. Thus, EAM is typically being discussed and applied in the context of large corporations and enterprises. How about small and medium enterprises (SMEs)? The presentation will describe practical experiences of applying EAM in a globally acting and rapidly growing SME from the high-tech/electronics sector, considering typical constraints SMEs are facing. The session will focus on the following aspects: Key points and questions include:

- Do SMEs need EAM at all? What is the right maturity level?
- EA definition at ADVA AG Optical Networking. Which elements of EAM do we use and how?
- Avoiding ivory towers by embedding EAM properly into the organization
- How did we introduce EAM at ADVA Optical Networking AG
- ADVA's agile EAM process and benefits

Track 4: The 4 Stages of the EA Journey – Some Lessons Learnt – Best Practices

Daljit Banger, Practice Director, White Knight Management

Working with our clients we have observed 4 key stages in the Enterprise Architecture Journey, which are:

- Initiation – the early creation of the EA team with its roles and responsibilities resulting in the definition of objectives, selling the value proposition to the organisation etc.
- Re-enforcement – the expansion of stage one and the delivery of initial artefacts (principles, policies, practices, processes & some basic artefact portfolio management – what we at WKM refer to as the 5P's)
- Maturity – where the work in the stages above are matured, formalised through governance and embedded into the organisation.

The 4th Stage and a critical stage in the journey to deliver a successful Enterprise Architecture for an Organisation can be classed as the 3R's "recovery, re-alignment and refocus. The presentation will discuss experiences, share some best practices and patterns from past engagements with reference to the above stages and highlight a simple approach to turning around failing architecture function/teams within your organisation. We will also take the opportunity to introduce the community edition of the WKM Simple Enterprise Architecture Tool (S-EA-T) a mind map tool for Enterprise Architecture functions – a non UML EA tool.

11:30 – 12:30 CONCURRENT SESSIONS

Track 1: Business Rules and Decisioning in Enterprise Architectures: Smarter Business Processes, Smarter Governance and Smarter Compliance

Ronald G. Ross, Co-Founder and Principal, Business Rule Solutions, LLC, Executive Editor, www.BRCCommunity.com

Deployment of policy and rules into day-to-day business decisions should be timely, effective, selective, traceable, repeatable, and retractable. What do you need in your enterprise architecture to achieve that? In this presentation, Ron explains how business rules, enterprise decisioning and rule management are integral to achieving continuously smarter business processes. Unfortunately, in many companies today the deployment process is effectively broken – and not at all up to the challenges of doing business in a fast-paced, knowledge-centric, and globally connected world. Ron explains how your company can tune its enterprise architecture for smarter decisioning in highly pragmatic fashion. As added benefits, Ron also outlines how rule-based practices can be used to successfully rejuvenate systems and conduct legacy modernization at minimum risk to your company. He also explains how better deployment strategies will enable your company to thrive in a multi-channel world.

- Architectural imperatives for dealing with constant change and massive complexity
- Agile, high-fidelity deployment of business policy
- Scalable, traceable decisioning practices
- Rules of record – compliance that is architecturally built-in
- Why process and data initiatives are not enough

CASE STUDY

Track 2: EA and Web 2.0: Does Architecture Matter?

Simon Field, Chief Technology Officer, Office for National Statistics

Web 2.0 is offering businesses an increasingly rich set of integratable capabilities. With the pace of change continuing to accelerate, how can architectural practices keep up? Are business solutions becoming disposable commodities, rendering architecture an expensive and unnecessary brake on progress? Or do we need to define a "just enough" architecture to maintain our understanding of a world of connected systems and information continuously growing in complexity? Using ONS as a case study, Simon will show how Web 2.0 is affecting how the organization works, and how its boundaries are becoming blurred, particularly in relation to how we publish our outputs. With more and more falling outside our sphere of control, what are we left to architect?

CASE STUDY

Track 3: The use of tooling and methods to achieve Business-IT alignment

Charles Dekker, Director Business Services, UWV (Dutch Social Security)

EA tools and methodologies have been around for a number of years now, and a number of organisations are going beyond pilot implementations and beginning to roll these out on a broad scale. One of these forerunners is UWV, the Dutch Social Security Administration. This presentation will share their experiences with the audience from the perspective of Business-IT alignment. It will include:

- The interplay between business architecture, IT architecture, business process management and requirements management
- Lessons learnt
- Initial benefits achieved

Track 4: Architecting the Enterprise Session

TBC – visit www.irmuk.co.uk/eac2008 for further information

13:45 – 14:45 KEYNOTE

EA and SOA – From Rhetoric to Realization

David Sprott, CEO and Vice President, Everware-CBD International



Services represent the next stage in IT Architecture evolution and are increasingly becoming a core enterprise level strategy. Yet architectural practice is running behind reality. To prevent service anarchy there is an increasing urgency to upgrade the de facto enterprise architecture approach, not just to prevent chaos, but also to take advantage of new business opportunity. This presentation will argue the case for radical change, and will show how to use the service model to bring EA into the pivotal position between business and systems delivery, long promised but frequently under-delivered.

“Quite a lot of good arguments and ideas for EA.”
Geir Owe Wærsland,
Chief Engineer IT, Statoil

14:45 – 15:45 CONCURRENT SESSIONS

CASE STUDY

Track 1: Weathering the Perfect Storm with Enterprise Architecture

Alix Cheema, Head of Architecture & Design, Central Functions, Lloyds TSB

Business needs are like emerging weather fronts, with continual and often unpredictable changes, ranging from simple interest rate cuts, through aggressive sales activity in the market place, to the recent sub-prime credit fallout. The most deadly scenario is the perfect storm; where it is difficult to anticipate or respond to the complex set of coincident business and technical pressures. To weather these storms, we must stop trying to align IT with the business, and instead create business and IT fusion, where Enterprise Architecture and organisational design are aligned to pro-actively guide the business through difficult storms, and business and architecture evolve together. This presentation will describe the approach at a major UK financial services company, its successes, how it was developed and implemented, and its problems and how they were addressed:

- How do business, technology and organisation evolve together?
- How EA operates as a broad umbrella discipline, uniting multiple sub-disciplines
- How EA uses scale and views to meet the many needs of its diverse stakeholders whilst addressing innovation and risk
- How EA works in tandem with strategy planning, programme management, change management and IT to drive investment

CASE STUDY

Track 2: Towards a Pragmatic Implementation of SOA

Alistair Shearin, Director of Information Technology and Telecomms, Guy's and St Thomas Hospital

Guy's and St Thomas' NHS Foundation Trust is one of the largest hospitals in the UK, with an international reputation for excellence. Healthcare is an information intense activity, and a wide range of systems have been introduced over the years, often optimised for specific teams or specialisations. This proliferation leads to a fragmentation of data, making it impossible to take a holistic view of a given patient or process. To address this, Guy's and St Thomas' has adopted a strategy of integration at the systems, data and user interface layers. SOA principles are used to support the delivery of a comprehensive hospital wide information system utilising the existing, heterogeneous applications set, supported by additional developments to fill gaps in the applications portfolio. The presentation will outline the overall strategy, describe briefly the underpinning infrastructure, explain the logical applications architecture, the selection of the integration toolkit and delivery partners and the initial implementation plan, and will conclude with a brief look at some of the associated capability and governance developments.

Track 3: Mind the Gap! – Integrating Process, Data, and Requirements Modelling

Alec Sharp, Senior Consultant, Clariteq Systems Consulting Ltd

Having process, application, and data architectures is great, but what's the connection to the work of people building or acquiring systems? To encourage use of enterprise architectures, and also to support their bottom-up refinement via project-level work, EA must take a leadership role in promoting practical analysis techniques that integrate smoothly with

architectural perspectives. These techniques must be repeatable by analysts, understandable and relevant to business subject matter experts, and useful to designers and developers. They must also divide the problem space into a reasonable number of perspectives and progressive levels of detail, play well together, and be practical enough that we can achieve good results within our natural lifetimes.

This presentation will describe an integrated set of techniques that have worked well for all parties in projects of widely varying sizes and budgets. They have been refined over many years, so important guidelines and tips based on actual project experience will also be shared.

Key points and questions include:

- What are functional requirements and why are they so problematic to develop?
- Technique overload - usage-centred design, use cases, scenarios, agile methods, service or component specifications, contracts, etc. Are any or all of them useful and necessary?
- A simple framework incorporating workflow models, use cases, service specifications, and data models
- How can I avoid the "deep dive for detail," and take a controlled descent instead?
- Scope, concept, and specification (planner, owner, and designer) perspectives for each technique.
- Is there any way to get agile developers to feel good about architecture and modelling?

Track 4: Effective EAM Using Control, Planning and Process: Case Studies

David Ferré, Senior Product Manager, alfabet AG

Effective enterprise architecture management is achieving two high-level goals. Firstly, the IT delivered meets business requirements and secondly, the IT delivered is cost effective and also designed to achieve future, unknown goals – i.e. using flexible, standardized and agile architectures. Many techniques exist to support effective EAM, e.g. modelling process support, portfolio management, blue-printing. But without effective management, i.e. control, planning and process, these techniques alone will not deliver sustainable results. David Ferré uses case studies from clients such as T-Systems, Daimler and AXA to illustrate how to achieve sustainable EA management using the alfabet product planning/IT.

16:15 – 17:15 CONCURRENT SESSIONS

Track 1: Developing the Benefits Case for EA, using a Service-Based Approach

Graham Meaden, Director, Celestial Consulting

Defining quantitative success measures and benefits for an EA Practice presents a challenge due to the intangible nature of the strategy and planning capability it delivers. The primary challenge is to demonstrate a cause-and-effect relationship between actions taken by an EA Practice and improvements to organizational performance. This presentation demonstrates the approach recently taken by Celestial Consulting, working intensively with one of its clients to establish the business case for the building and operating of an EA Practice. The presentation walks through the following steps:

- Vision and mission formulation
- Stakeholder identification
- Service definition
- Service-level value proposition development and the aggregation of benefits into a systems thinking model demonstrating the cause-and-effect relationship between actions taken by an EA Practice and improvements to organizational performance.

CASE STUDY

Track 2: The use of Handbooks for the Governance of Service Oriented Architectures

John Keefe, MOD & Lou Mahanty, Serco Consulting

This presentation describes the use of the MOD SOA Handbook and its exposure to the wider MOD client. The handbook supports a portfolio of projects designed to demonstrate the effects and benefits of SOA and which will, if adopted on a wider scale, form the vanguard of a coherent defence-wide programme i.e. an incremental approach. It is intended to provide easy access to the latest guidance and information on SOA to MOD planners, desk officers, project teams, and those specifically responsible for ensuring best possible effect from available resources. It seeks to furnish just enough relevant detail from a rapidly developing and increasingly technical area of business to the reader. It is a "live" document and the intent is to keep it regularly updated. The key relevant aspects of the Handbook are:

- SOA is defined in a UK military context and linked to potential coalition operations with common allied nations.
- It emphasises the mandatory use of the MOD Architectural Framework (MODAF) for all MOD architectural design.
- It prescribes the use of web services and specifies mandatory use of specific widely accepted open source standards.
- It highlights the difficulties of SOA in the deployed military environments which are bandwidth restricted.
- It highlights the difficulties of web service security.

CASE STUDY

Track 3: Enterprise Architecture, knowledge before action

Nigel Hughes, Business Architect, British Energy

Enterprise Architecture has been a key enabler for British Energy's change programme. Prior to the change programme taking off, the business users often commented that they were being asked the same questions by different projects. Project teams commented that business users had difficulty committing time. EA has become a key enabler for our IT strategy. This presentation will discuss how the business burden has been reduced by EA and how it has brought project teams up to speed quickly. The session will include:

- Benefits of Enterprise Architecture
- Information about the means of examining and assessing the impact of changes
- What are the downsides and how we mitigated them?

CASE STUDY

Track 4: From Mainframe to a Service Orientated Architecture in a Distributed System

Pim van der Horst, Chief Information Officer, KAS BANK on behalf of BluePhoenix Solutions

- Moving away from the mainframe – the rationale
- Ensuring database agility – non-relational versus relational
- Migrating core business applications
- Benefits of new platform architecture

17:15 – 17:30 CONFERENCE WRAP-UP

John Zachman, Zachman International

EAC Enterprise Architecture Conference Europe 2008

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