Trip Report

The annual Gartner Enterprise Architecture Summit was held on 21 – 22 May 2014, at the Park Plaza Westminster Bridge Hotel in London, UK. This report summarizes and provides highlights from the event.

Overview

At the Gartner Enterprise Architecture Summit 2014 in London 21-22 May, more than 400 enterprise architects learned how creating a holistic digital strategy now is critical to future business success — and how EAs play a central role in leading that strategy. Attendees heard first-hand how becoming more agile, innovative and focused on business outcomes can help drive organizational change and pave the way for digital business transformation.

During the two-day Summit, attendees heard the latest Gartner Research insights, exchanged ideas with their peers during roundtables, interacted with Gartner analysts in one-on-one sessions, and learned how other practitioners have approached their own EA initiatives during end-user case studies presented by Serco Group plc, Shell and Thomson Reuters.

Conference highlights also included an inspiring and rousing keynote by Eddie Obeng, TED speaker and Henley Business School professor, who shared tips on how to accelerate change delivery and overcoming resistance to change from business and legacy owners.

Table of contents

2 Key take-aways
2 Attendee Snapshot
3 Keynote sessions
4 Top of mind concerns
4 Top 10 best-rated sessions
4 Top 10 most-attended sessions
5 Sponsors
5 Post-event resources
Key take-aways

We’d like to leave you with these key takeaways from the event:

- Rapid changes in the technology landscape interact with one another to drive disruption and create opportunities for new business outcomes that can radically change IT architectures and strategies. Anticipating the impact of these emerging technologies and disruptive forces is a key demand for EA leaders and CTOs.

- Focus the business architecture efforts on the higher-level and future-state definition of “what we should do” and “what needs to change” to deliver on execution.

- Understand and track technological disruptions that will have an impact on your industry, and then develop contextualized options graphs for highest impact disruptions.

- Create a smart machine exploratory initiative by determining where and when your enterprise should pursue smart machine strategies, then evaluate all areas of potential value added: Replace, assist, advise, extend, observe and help.

- Develop a metrics model showing the cause-and-effect relationships between business activities and financial results — the Gartner Business Performance Framework is a good place to start.

- Let use cases and business requirements drive the architecture — not vice versa. Being use-case driven trumps everything else.

- There is no panacea for improving the customer experience; it requires 1,000 minor improvements to get the desired result. Focus on one project at a time, but keep the big picture in perspective. Take a business model view of digital innovation for the greatest impact when reinventing processes.

- Identify the top three issues and opportunities for your business and bring forward signature-ready recommendations and diagnostic deliverables that address at least two of their specific issues and opportunities.
Keynote sessions

**Gartner Opening Keynote:**
*Delivering Business-Outcome-Driven EA in the Digital Business Economy*
Betsy Burton and Chris Howard

Digitalization is reinventing our industries and the way we work. Regardless of industry or size, organizations will need a strategy to support digitalized business processes, models and moments. In this opening analyst keynote, Gartner analysts discuss the growing need to enable a digitalized business and what enterprise architects can do to deliver business outcomes.

**Guest Keynote:**
*From Legacy to Next Generation Through Innovative Transformation*
Eddie Obeng

In this engaging guest keynote, Professor Eddie Obeng gave insight as to how the rules and tools for transformation differ from those for big change. He explored routes to initiating business or industry transformation as well as provided practical pointers on how to respond to disruption. Professor Obeng provided ways to accelerate transformation by both accelerating delivery and overcoming resistance to change from the business and legacy owners. He explained using frameworks, examples and stories for how to practically go about ensuring the delivery of the next generation of enterprises business models.

**Gartner Keynote:**
*Business-Outcome-Driven EA Responds to Disruptive and Emerging Trends*
David Cearley

Rapid changes in the technology landscape interact with one another to drive disruption and create opportunities for new business outcomes that can radically change IT architectures and strategies. In this Gartner keynote, Research Vice President and Fellow David Cearley advised that anticipating the impact of these emerging technologies and disruptive forces is a key demand for EA leaders and CTOs. He also discussed how technology trends are driving new business outcomes role of EA in tracking these trends.

**Gartner Closing Keynote:**
*Measuring and Monetizing Business Outcomes*
Michael Smith

In this keynote, Gartner Research Vice President and Distinguished Analyst Michael Smith focused on which business outcomes should enterprise architects focus on, and how these outcomes affect financial results. He shared with the audience the metrics most frequently used by business executives to measure performance and how to calculate the financial impact that improvement to these metrics will have.

“Gartner EA Summit is a great way to meet architects from multiple industries and share experiences.” Henrik Stilling, IT Architect, Region Midtjylland
Top-of-mind concerns (what attendees asked about)

- What are the major technological innovations that must be on my planning horizon?
- What are vanguard enterprise architects, and how do I develop them?
- How do I measure the impact of enterprise architecture on the business?
- What are the roles of the business, information, solution and technical architect?
- How can effective governance models be used to balance stability and innovation?
- How can organizations fill the enterprise architecture skills gap?
- How can enterprise architects drive change?

Top 10 best-rated sessions

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<tr>
<th>No.</th>
<th>Title</th>
<th>Speaker/Authors</th>
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<tbody>
<tr>
<td>1.</td>
<td>To the Point: Business Capability Modeling</td>
<td>Betsy Burton, Gartner Research Vice President and Distinguished Analyst</td>
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<td>2.</td>
<td>Every Industry Will be Digitally Remastered</td>
<td>Mark Raskino, Gartner Research Vice President and Fellow</td>
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<td>3.</td>
<td>CEO Concerns 2014: Business Gets Digital</td>
<td>Mark Raskino, Gartner Research Vice President and Fellow</td>
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<td>4.</td>
<td>The Rise of Smart Machines and Their Disruptive Impacts</td>
<td>Tom Austin, Gartner Research Vice President and Fellow</td>
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<td>5.</td>
<td>Gamify: How Gamification Motivates People to Do Extraordinary Things</td>
<td>Brian Burke, Gartner Research Vice President and Conference Chair</td>
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<td>6.</td>
<td>Guest Keynote: From Legacy to Next Generation</td>
<td>Eddie Obeng, TED Speaker, Author and Henley Business School Professor</td>
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<td>7.</td>
<td>The Disruptive Impact of the Nexus of Forces</td>
<td>Chris Howard, Gartner Research Vice President and Distinguished Analyst</td>
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<td>8.</td>
<td>To the Point: The Architect and Key Vendor Partners</td>
<td>David Cearley, Gartner Research Vice President and Fellow</td>
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<td>9.</td>
<td>Applying Business Architecture to Lead Business Transformation</td>
<td>Betsy Burton, Gartner Research Vice President and Distinguished Analyst</td>
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<td>10.</td>
<td>Integrating Enterprise and Application Architecture</td>
<td>Cathleen Blanton, Gartner Research Vice President</td>
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Top 10 most-attended sessions

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<tr>
<td>1.</td>
<td>To the Point: Road Maps: When to use Them, When to Lose Them</td>
<td>Cathleen Blanton, Gartner Research Vice President</td>
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<td>2.</td>
<td>Applying Business Architecture to Lead Business Transformation</td>
<td>Betsy Burton, Gartner Research Vice President and Distinguished Analyst</td>
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<td>Cathleen Blanton, Gartner Research Vice President</td>
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<td>4.</td>
<td>EA on the Vanguard: Architecting Innovation</td>
<td>Brian Burke, Gartner Research Vice President and Conference Chair</td>
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<td>5.</td>
<td>Case Study: Business Outcome-Driven Enterprise Architecture at Shell</td>
<td>Ard deBruijne, IT Architecture Manager, Shell</td>
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<td>Gamify: How Gamification Motivates People to Do Extraordinary Things</td>
<td>Brian Burke, Gartner Research Vice President and Conference Chair</td>
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<td>7.</td>
<td>Information 2020: Beyond Big Data</td>
<td>Alexander Linden, Gartner Research Director</td>
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<td>8.</td>
<td>Tutorial: Use Business Outcomes to Drive Your EA Efforts From the Start</td>
<td>Marcus Blosch, Gartner Research Vice President</td>
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<td>To the Point: Business Capability Modeling</td>
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“In days of cost reductions attending conferences are difficult to justify, however the information I have gathered and further reading options far outweighs the cost.”

Teresa Carmichael, Infrastructure Architect, Nexen Petroleum UK Ltd

Post-event resources

Customizable post-event worksheet

Take a moment to complete your own post-event trip report, a valuable resource for future reference and a great way to share with colleagues what you learned. Click here to access the trip report worksheet.

Learn more with relevant research

Want to learn more about the topics that interest you most? Turn to the end of each session presentation for a list of related Gartner research notes. Select Gartner research is available on demand at gartner.com.