

Focus. Connect. Lead.

Conference Summary Report: Enterprise Architecture

The theme of this year's Gartner Symposium/ITxpo was **Focus. Connect. Lead.** A nexus of four disruptive technologies — social, mobile, cloud and information — is revolutionizing business, changing the enterprise ecosystem and placing greater demands on decision-makers to drive value and deliver positive business outcomes. More than ever, IT leaders must acquire a new ability to **focus** on the issues that matter, **connect** people and ideas and **lead** with creativity and confidence.



Contents

Message from the track manager	2
Audience highlights	2
Key take-aways	3
Things to watch out for	5
What attendees asked about	5
Mark your calendar	6
Sponsors	7

This summary report takes a high-level view of the concepts, strategies and leadership skills designed to help attendees of the Enterprise Architecture track deliver the right business outcomes in this new era of disruption. We have highlighted critical take-aways and hot-topic areas that should be on your radar in the coming months, and have provided a brief summary of the key concerns related to enterprise architecture that attendees raised on-site.



Philip Allega
Managing Vice President

Message from Enterprise Architecture Track Manager Philip Allega

A nexus of converging forces — social, mobile, cloud and information — is building upon and transforming user behavior while creating new business opportunities for your organization. Leading EA practitioners are responding by providing actionable and diagnostic deliverables to help senior management make timely decisions about the impacts of these forces. At this year's Gartner Symposium/ITxpo, we not only discussed the technologies underlying the nexus but also focused on the effect these technologies are having on the business model, and the new business capabilities that will be required. EA practitioners are clearly influencing the choices being made as the organization decides how, when and where to engage in any disruption. But are they getting it right? Are they truly helping the business deliver the outcomes their organization is counting on? This central concern was the heart of this year's track theme: business-outcome-driven enterprise architecture. From one-on-one sessions with attendees to conversations in the halls, the question shared by all was "What does it mean to engage in enterprise architecture as a business-outcome-driven activity?" Just as we emphasized to attendees that every budget is an IT budget, we also pointed out that there's no such thing as an IT project. How does this equate for enterprise architects? It means there has to be clear transparency with choices that are made deep within the technological state of the organization, through to business functions, processes, capabilities and ultimately business outcomes. It's not good enough to talk about the change or the benefit to just the IT organization. It's imperative that enterprise architects communicate how their efforts are driving business outcomes — outcomes that reduce costs, increase profits and improve operational results.

Audience highlights

1,600+ CIOs **350+ sessions**
4,100+ total attendees 370 Sym Club members
(attended three or more consecutive years)
140 solution providers
1,200+ organizations
120 Gartner analysts

“I always leave Gartner Symposium/ITxpo smarter than I was when I arrived. I feel like I get a window into the future here.”

T. Davis-Muffett,
Director, Public Sector,
NetApp

Key take-aways

Business-outcome-driven EA

The value of EA is not in simply “doing EA,” but in how it can help evolve the business and enable senior executives to respond to business threats and opportunities. EA practitioners must shift their focus to create actionable and measurable deliverables that address specific business outcomes and work with other business and IT disciplines to leverage these efforts. Your task: to ensure everything you do in EA is linked to a business outcome.

EA deliverables

Gartner has categorized five types of deliverables that can help EA practitioners drive business outcomes and deliver business value:

Measurable deliverables specifically measure the direct impact of EA on the business. Currently, less than 44% of EA organizations worldwide have defined metrics. And even fewer are focusing metrics on business outcomes.

Actionable deliverables drive change and must have a direct relationship to business outcomes and stakeholder requirements. Easily measured, they present senior IT or business executives with a decision to be made or a specific action to be taken that moves the business toward a future state.

Diagnostic deliverables include models, requirements and analysis tools that are designed to enable IT and business leaders to understand the impact of different decisions made in response to business disruption or business opportunity. Diagnostic deliverables combine different views of a problem or opportunity to address a specific need.

Enabling deliverables are composed of information that is collected; they provide input to diagnostic deliverables representing the business, people, processes, information and technology. For years, these have been considered the primary deliverables of EA.

Operational deliverables are the artifacts that EA practitioners use to help them define, communicate and run their EA program. These deliverables are largely focused on defining what EA practitioners “do,” and on positioning EA goals and governance structures.

Missed a session or want to see those “aha” moments again?

All full-conference attendees receive free online streaming of available sessions from the event for one year! High-quality recordings feature synchronized video, audio and slides.

Visit gartnereventsondemand.com for more information.





Key take-aways

Enterprise context

Business-outcome-driven EA is an “outside-in” process that begins with the enterprise context and works inward. This sets it apart from traditional forms of EA, which are “inside-out,” beginning with a strong internal focus, often inside IT.

Organizations that don’t define the enterprise context — the foundation for integrating and aligning EA efforts with business strategy — will find it nearly impossible to link EA to positive business value outcomes. Enterprise context is the process of:

- Identifying internal and external environmental trends
- Articulating the business strategy
- Identifying requirements
- Creating principles
- Developing anchor models of the business

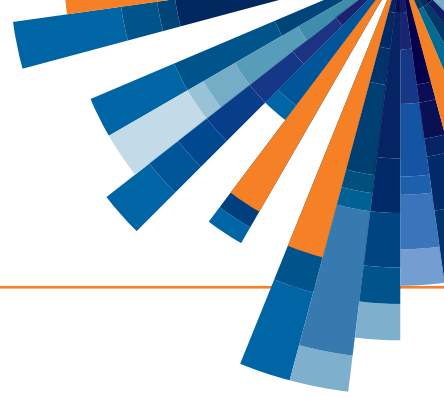
Best practices of leading EA programs

In our recent survey of worldwide EA practitioners, we identified the best practices of those companies that are leaders. Regardless of the framework or method they use to deliver value, they apply best practices based on these criteria:

- Linked to business strategy and driven by future-state vision(s)
- Leading and supporting business and technology change
- Outcome-oriented (creating actionable, measurable, diagnostic and enabling deliverables)
- Incremental, recursive, evolving and pragmatic
- Inclusive of and collaborative across business and IT
- Enterprise scope, including people, process, information and technology
- Measurable in terms of qualitative and quantitative value

“Gartner Symposium/ITxpo has provided a wealth of information and far exceeded my expectations as a first-time attendee.”

L. Jean, Data Center Manager, Triumph Group Inc.



Things to watch out for

The absence of technology

Leading enterprise architects should not only identify and communicate where a technology should be applied, but also communicate when the absence of technology is necessary. The absence of technology may occur when the business consciously says “I don’t need technology to engage in this activity.” Enterprise architects should also represent the essential risks and opportunities an organization needs to consider and be aware of.

Gartner research

Be sure to take note of recent Gartner research addressing how EA practitioners are delivering business-outcome-driven EA in the face of such technological disruptions as cloud, social, big data and mobile technologies. Among the latest research you’ll want to review are these notes (and be aware that there’s more to come in the months ahead): “Use EA Business-Outcome-Driven Analysis to Balance Business Cost Optimization With Revenue Growth” and “Use EA Business-Outcome-Driven Analysis to Identify Cost Optimization Opportunities.”

What attendees asked about

Business-outcome-driven enterprise architecture

Why is it important for EA to focus on business outcomes? How does this approach relate to EA frameworks? What’s the best way to identify the highest priority business outcomes? What types of deliverables address specific outcomes? What are some of the key measures of EA value?

The need to balance transformation, innovation and cost management

There were many discussions concerning innovation, transformation and cost. Enterprise architects who were focused on transformation and innovation were also very concerned about helping their organization understand the risk profile of efforts and initiatives already in place. By the end of 2012, Gartner will have three new pieces of research published on how cost optimization and cost cutting can help EAs deliver business outcomes.



Mark your calendar

Help shape Gartner Symposium/ITxpo 2013

Planning for Symposium/ITxpo 2013 is already under way, and your input is critical. If there is something you'd like to share with us regarding any aspect of the event — an idea or suggestion that may have occurred to you since you completed your evaluation form — please email daniel.winterbottom@gartner.com.

Thank you for your feedback, and we look forward to seeing you again next year at a global Gartner Symposium/ITxpo 2013 event:



Dubai, UAE
5 – 7 March
New location!



Cape Town, South Africa
16 – 18 September



Orlando, Florida
6 – 10 October
Takes place two weeks earlier next year!



Tokyo, Japan
16 – 18 October



Goa, India
21 – 23 October



Gold Coast, Australia
28 – 31 October



São Paulo, Brazil
4 – 6 November



Barcelona, Spain
11 – 14 November

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