

## EARLY-BIRD SAVINGS

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# Gartner Enterprise Architecture Summit 2010

April 14 – 16 • Las Vegas, NV • [gartner.com/us/ea](http://gartner.com/us/ea)

## ARCHITECTING INNOVATION Next-Generation EA Business Architecture Business/IT Alignment Governance

### The Vanguard of EA Transformation

#### GUEST KEYNOTES



**Gary Hamel**  
Director  
Management Lab



**Jeff Gibson**  
Vice President  
The Table Group

#### CONFERENCE CO-CHAIRS



**Philip Allegra**  
Vice President  
Gartner Research



**Brian Burke**  
Vice President  
Gartner Research

Access ground-breaking research on the approaches, tools and techniques that make EA a transformative discipline.

A GARTNER FOR IT LEADERS SUMMIT

**Gartner.**  
Enterprise Architecture  
Summit 2010

# Summit Overview

## Who should attend

- Enterprise architects
- Application, solution, business and technical architects
- IT strategy and planning heads
- Business strategists and planners
- CIOs and senior IT management
- Software development/integration executives
- Business and systems analysts
- Consultants
- Business innovators and IT innovation teams

Innovation. Managing change.  
Unifying business and IT.  
Redefining the business ecosystem.

## Enterprise architecture is rapidly transforming

For many organizations, traditional approaches to EA are no longer relevant. Those at the vanguard are taking entirely new approaches, to harmonize business and IT. The problem isn't about architecting IT alone. It's about architecting the business within a larger business ecosystem.

You have to keep up with this changing landscape, and the efficient and comprehensive place to do this is at the Gartner Enterprise Architecture Summit. You'll acquire the tools and techniques to differentiate EA from being just another IT discipline, focus on redefining the relationship between IT and business, and get your bearings on how EA is changing and where its transformation can lead you and your organization for the better.

No other conference covers so many dimensions of EA, including the latest advances, from hybrid thinking and Pattern-Based Strategy™ to architecting the hyperconnected enterprise from the "outside in." What's more, you'll have a keener understanding of the overlap between EA and related disciplines such as enterprise information management and master data management.

“Everything you need to make EA part of your enterprise's DNA.”

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## What's new at the summit

Position yourself as a forward-thinking leader and prepare your organization for new opportunities with our ground-breaking research on:

- Pattern-Based Strategy™
- Architecture for hyperconnected enterprises
- How to develop a portfolio of strategies
- Business and IT unification: why, when and how
- Hybrid thinking: examining EA for IT, EA for strategy and innovation, and hybrid thinking for IT and business
- How information shareability enables hybrid thinking

# Benefits of Attending

Prove your value. Find out how enterprise architecture can make a critical difference to your organization's business model.

## Your return on investment

### Advance your organization and yourself

- Address disruptive technologies and manage innovation.
- Understand and keep pace with application portfolio management, SOA, business process management and other shifting trends.
- Optimize costs to achieve a steady state and plan for the future.
- Know how to reposition your IT assets strategically.
- Understand which new business models and approaches will let you identify opportunities, recognize threats and respond to challenges quickly.
- Create an organization that forecasts and absorbs change, and reports results accurately.
- Look beyond technology management and understand the emerging innovations occurring in EA.
- Determine which EA approach best supports your business and its goals.

### A transformative experience

The Gartner Enterprise Architecture Summit is the gathering place for new and established enterprise architects, strategists, planners and innovators. It stands alone as a dynamic experience that fosters engagement and idea generation.

More than just casual conversation, your ongoing interaction with attendees and analysts on-site helps you process breakthrough ideas and information with shared insight and immediacy.

Newly expanded networking opportunities offer you a not-to-be missed opportunity to meet and mingle with your peers by affiliation—professional role, industry or experience level—and problem-solve based on what you can learn from the experiences of others.

## Hot topics

- Linking EA and business strategies
- Determining which EA approach supports your business goals
- Defining the business, information, technical and solution architecture
- Creating effective EA road maps and migration plans
- Measuring and communicating the business value of EA
- Implementing best practices for application and technology portfolio management
- Keeping pace with trends that impact EA, including application portfolio management, SOA and cloud computing
- Architecting solutions that keep IT operating costs low
- Outside-in: architecting the hyperconnected enterprise
- Master data management and enterprise information architecture



# Keynote Sessions



**Gary Hamel**  
Director  
Management Lab



**Jeff Gibson**  
Vice President  
The Table Group



**Nicholas Gall**  
Vice President  
Distinguished Analyst  
Gartner Research



**Andy Kyte**  
Vice President  
Gartner Fellow  
Gartner Research

## Guest keynotes

### Innovating Your Way to Competitive Advantage and Growth

In a world filled with new, ultra-low-cost competitors, ever-more powerful customers and hypercompetitive markets, innovation is the only way to out-perform the industry average. Based on 20 years of ground-breaking research and a score of high-profile assignments in some of the world's most respected companies, Hamel demonstrates how to unlock the innovation potential of every employee, dramatically multiply the return on innovation investment and manage the day-to-day tension between innovation and operational efficiency.

### The Five Dysfunctions of a Team

Based on Patrick Lencioni's best-selling book, Gibson uncovers the natural human tendencies that derail teams and lead to politics and confusion in so many organizations. He reveals the five key characteristics of world-class teams and shows leaders how to bring about genuine trust, unfiltered discussion, steadfast commitment to decisions, peer-to-peer accountability and an unwavering drive to results.

## Gartner keynotes

### Introducing Hybrid Thinking

Hybrid thinking is a new discipline for transformation, innovation and strategy (TIS). While many EA initiatives aspire to tackle TIS challenges with business leadership, few have realized their aspirations, despite decades of effort. Accordingly, a new discipline is needed—one that combines the analytical mastery of architects with the intuitive originality of design thinkers. This new discipline is hybrid thinking.

- Why is EA still trapped in IT?
- Why has design thinking captured the C-suite?
- How will hybrid thinking harmonize the skills and tools of diverse disciplines?

### Applications Overhaul: Standardize, Rationalize, Consolidate and Modernize

Enterprises have long suffered from bloated application portfolios brought on by mergers, rapid expansion, globalization and competing business unit demands. The resulting cost and complexity is no longer tenable. A drastic application overhaul is required to eliminate redundancy, standardize business processes, consolidate solutions, and establish platforms for tomorrow's agile and growing business environment. We reveal what CIOs and IT leaders need to know to deliver business value from application overhauls.

# Meet the Analysts

## Gartner expertise in action

For over 25 years, Gartner analysts have been the trusted advisors to many of the world's largest and most demanding organizations. Gartner analysts continually draw from the real-life challenges and solutions experienced by more than 60,000 clients across the globe.

**Focus areas:** changing nature of enterprise; architecture; EA as strategy; business-IT integration



**Philip Allega**  
Vice President  
Conference Co-Chair

**Focus areas:** enterprise architecture



**R. Scott Bittler**  
Vice President

**Focus areas:** enterprise architecture



**Richard Buchanan**  
Managing Vice President

**Focus areas:** enterprise architecture



**Brian Burke**  
Vice President  
Conference Co-Chair

**Focus areas:** enterprise business architecture; EA performance management and metrics; emerging technology trends; managed diversity



**Betsy Burton**  
Vice President  
Distinguished Analyst

**Focus areas:** open source; Web services; enterprise architecture



**Nicholas Gall**  
Vice President  
Distinguished Analyst

**Focus areas:** business intelligence



**Bill Hostmann**  
Vice President  
Distinguished Analyst

**Focus areas:** IT modernization; IT strategy; application strategy; application governance



**Andy Kyte**  
Vice President  
Gartner Fellow

**Focus areas:** enterprise content management; records management; compliance; intellectual capital and property



**Debra Logan**  
Vice President  
Distinguished Analyst

**Focus areas:** enterprise architecture



**David Newman**  
Vice President

**Focus areas:** enterprise architecture; business-IT integration; technical architecture



**Bruce Robertson**  
Vice President

**Focus areas:** enterprise architecture



**Julie Short**  
Director

## Gartner analyst team keynote

### Open Research Meeting: Key Predictions for EA in the Next Decade

Gartner Open Research Meetings are lively affairs, with exchanges of ideas and perspectives. In this special session, we invite you to participate in an open discussion with Gartner analysts and other delegates as we discuss predictions for EA in the next decade.

# Agenda Tracks

## Why Gartner

Gartner produces the world's leading technology conferences for CIOs, IT leaders, and senior executives. Gartner events equip you with the knowledge, insight and advice you need to create the most effective technology strategy and become more successful in your role. Get immediate answers to your pressing challenges through:

- Direct access to the world's leading technology research—stimulating presentations, interactive workshops and one-on-one meetings with Gartner analysts
- Networking and interaction with decision makers from organizations spanning every industry and government sector, through our analyst-user roundtable meetings
- Real-life end-user case studies and global best practices
- The latest product demonstrations, hands-on experience and in-depth discussions with product experts from today's leading technology providers and those driving the innovations of tomorrow

Whether you're a Gartner client or not, attending any of our 70-plus global events is simply the most cost-effective and time-efficient way to stay on top of what's current, grow your leadership skills, expand your professional network and accelerate your success.

## The next phase of business is coming. Be prepared.

Discover practical knowledge every enterprise architect must master, see how EA manages and works with disruptive technological innovations, and determine which leading-edge changes you must embrace for future success.

### A

#### Pragmatic Architecture

To build an EA discipline within your organization you need to lay a strong foundation. Enterprise architects are often considered general problem solvers and, as such, require a kit of practical tools that work every day. This track brings together the knowledge and insight practitioners must fully understand to bring value to their organization. Topics covered will include:

- Building EA competency
- Setting scope and focus with the EA charter
- Creating a business context for all EA viewpoints

### B

#### The Opportunity Space

Challenged to stay on top of an ever-changing enterprise, enterprise architects are faced with myriad problems to solve. This track explores the current issues facing EA practitioners from the latest business issues to technology trends to key touch points with other critical management disciplines. Topics covered will include:

- Optimizing cost allocations
- SOA, business intelligence and EA
- Master data management and enterprise information architecture

### C

#### The Vanguard

This track examines the ground-breaking innovations occurring in enterprise architecture and business strategy that will become de rigueur for many organizations in the not-too-distant future. Those at the vanguard are already using Pattern-Based Strategy, redefining the relationship between business and IT, and introducing hybrid thinking as a new strategic discipline for strategists, innovators and planners to drive organizational transformation. Topics covered will include:

- Business and IT unification, hybrid thinking, Pattern-Based Strategy and EA
- Outside-in: architecting the hyperconnected enterprise
- Network architecture

# Summit Highlights

## Gain big-picture perspective

Realize substantial return on your conference investment with these one-of-kind conference features:

### Gartner analyst sessions

Independent and objective analysis from Gartner Research, the world's leading IT research and advisory team. Trusted actionable insight is our trademark.

### Analyst one-on-ones

Meet face-to-face with Gartner analysts for 30 minutes of personalized advice on the EA topic of your choice.

### Analyst-user roundtables

Tap into sound advice for uncertain times. Facilitated by Gartner analysts, these highly informative sessions offer the chance to learn directly from other participants' experience. Participation limited to 12 attendees per session.

### Summit orientation

Join the Gartner EA analyst team at this open and interactive event orientation—a great way to learn more about the event, meet the analysts and network with your conference peers.

### Solution provider sessions and case studies

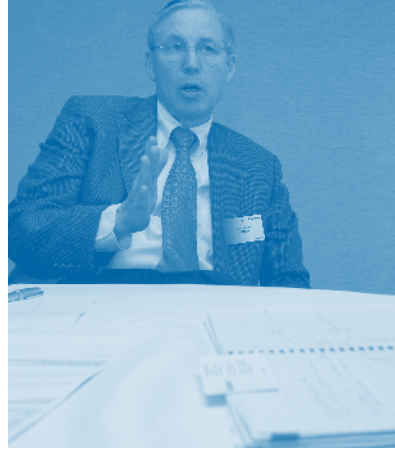
Leading providers share best practices, strategy and offerings. End users share lessons learned from real-world EA initiatives.

### Solution Provider Showcase

Kick-start your own vendor research, meet with company reps to discuss your EA challenges and create a shortlist of providers and solutions.

### End-user case study sessions

Take an inside look at the challenges and pitfalls many organizations face in the development and advancement of their EA initiatives.



“Leave with a plan for how to move forward—one you and your organization can believe in.”

# Agenda at a Glance

## Build your own customized agenda online

Use our convenient Agenda Builder to custom-create your own conference curriculum prior to the event. Complete details at [gartner.com/us/ea](http://gartner.com/us/ea).

“The place to find perspective on the power of EA transformation.”

### Wednesday, April 14

9:00 a.m.	Registration			
11:00 a.m.	T1. Meet the Analysts and Summit Orientation <i>Gartner EA Analyst Team</i>			
12:45 p.m.	<b>K1a. Gartner Keynote</b> Opening Remarks and Welcome Address <i>Brian Burke, Philip Allega</i>			
1:00 p.m.	<b>K1b. Gartner Keynote</b> Introducing Hybrid Thinking <i>Nicholas Gall</i>			
	<b>Track A</b> Pragmatic Architecture	<b>Track B</b> The Opportunity Space	<b>Track C</b> The Vanguard	<b>Analyst-User Roundtables</b>
2:15 p.m.	A1. Clarifying Enterprise Business Architecture for Enterprise Architects <i>Philip Allega</i>	B1. Architecting for Participation: How Information-Sharing Overcomes Information Silos <i>David Newman</i>	C1. Tomorrow's Challenge Today: A Look at EA From the Outside In <i>Brian Burke</i>	AUR1. Best Practices in Building and Growing a Great EA Team <i>Richard Buchanan</i>
3:30 p.m.	A2. Determine the Right EA Approach to Support Your Business <i>Julie Short</i>	B2. Enterprise Information Management 2010 <i>Debra Logan</i>	C2. BI Architecture: From the Tactical to the Strategic <i>Bill Hostmann</i>	AUR2. Best Practices in Selecting an EA Tool <i>Philip Allega</i>
4:45 p.m.	<b>K2. Guest Keynote</b> Innovating Your Way to Competitive Advantage and Growth <i>Gary Hamel, Director, Management Lab</i>			
5:45 p.m.	Solution Showcase Reception			

### Thursday, April 15

7:00 a.m.	Registration			
7:00 a.m.	Networking Breakfast			
8:00 a.m.	<b>K3. Guest Keynote</b> The Five Dysfunctions of a Team <i>Jeff Gibson, Vice President, The Table Group</i>			
9:15 a.m.	A3. Critical Visualizations for Communicating EA to Senior Management <i>Philip Allega</i>	B3. Developers vs. Architects <i>Nicholas Gall</i>	C3. Use Business Capabilities to Elevate EA to Business Leaders <i>Betsy Burton</i>	AUR3. Best Practices in EA Governance <i>Julie Short</i>
10:30 a.m.	Solution Provider Session Architecting for the Cloud. What, When, Why and How			
11:30 a.m.	Attendee Lunch and Solution Showcase Dessert Reception			
1:30 p.m.	A4. Delivering Value Now: A Pragmatic Approach to Enterprise Architecture <i>Brian Burke</i>	B4. Improving Solution Portfolio Planning: Lessons Learned From Successful Application Portfolio Management <i>Bruce Robertson</i>	C4. Case Study: Doing IT Right First Time (British Telecom) <i>JP Rangaswami, British Telecom</i>	AUR4. Best Practices in Information Management <i>David Newman</i>
2:30 p.m.	A5. Case Study: Making Architecture Real (Ford Motor Company) <i>Eric Karsten, Ford Motor Company</i>	B5. Applications: Functional Requirements Are Only Half the Story <i>Andy Kyte</i>	C5. Business and IT Unification: The Wall Is Tumbling Down <i>Philip Allega, Betsy Burton</i>	AUR5. Best Practices in Managing Innovation <i>Brian Burke</i>
3:45 p.m.	Solution Provider Session How to Improve Business and IT Collaboration Through Modeling			
3:45 p.m.	Solution Provider Session Building a Sustainable Approach to Application Retirement and Optimization			
4:30 p.m.	<b>K4a. Gartner Keynote</b> Introducing the Gartner IT Market Clock to Inform IT Investment and Divestment Decisions <i>Philip Allega</i>			
5:00 p.m.	<b>K4b. Gartner Keynote</b> Applications Overhaul: Standardize, Rationalize, Consolidate and Modernize <i>Andy Kyte</i>			
6:00 p.m.	Solution Showcase Reception			

### Friday, April 16

7:00 a.m.	Registration			
7:00 a.m.	Breakfast			
7:45 a.m.	A6. Defining the Technical Architecture <i>R. Scott Bittler</i>	B6. Using Performance Management to Demonstrate Business Value of EA <i>Betsy Burton</i>	C6. How Information Shareability Enables Hybrid Thinking <i>David Newman</i>	AUR6. Best Practices in Defining EA Services as Capabilities for Customers <i>Bruce Robertson</i>
8:55 a.m.	A7. Enterprise Architects as Innovation Agents: An OnStar Case Study <i>Sanjay Khungar, OnStar</i>	B7. Case Study: The New EA: Catching a Clue <i>Carl E. Engel, Chief Architect, Enterprise Architecture Council, Franchise Tax Board, State of California</i>	C7. Case Study: Procter & Gamble Taking Off With Decision Cockpits <i>Terry McFadden, Procter &amp; Gamble</i>	
9:35 a.m.	A8. Effective EA Governance <i>Julie Short</i>	B8. Business Capabilities Modeling Case Study/Workshop: Gartner & Canadian Tire <i>Ken Dschankilic, Enterprise Business Architect, Canadian Tire Corporation; Betsy Burton</i>	C8. The Adaptive Life Cycle of Complex Adaptive Systems <i>Nicholas Gall</i>	AUR7. Business Capabilities Modeling <i>Betsy Burton</i>
10:30 a.m.	A9. Creating EA Road Maps and Migration Plans <i>R. Scott Bittler</i>	B9. Where Do Clouds Fit in Your EA? <i>Bruce Robertson</i>	C9. Practical Use of EA to Support Pattern-Based Strategy <i>Betsy Burton</i>	AUR8. Best Practices in Communication, Persuasion and Interpersonal Skills <i>Betsy Burton</i>
11:40 a.m.	<b>K5. Gartner Keynote</b> Open Research Meeting: Key Predictions for EA in the Next Decade <i>Gartner Analyst Team</i>			

Agenda as of January 18, 2010



## Track sessions

Track sessions are packed with prescriptive advice that maps directly to published Gartner research, toolkits and templates.

**The result:** easy access to source information once you're back on the job.



# Session Descriptions

## Keynotes

### **K1a. Gartner Keynote: Opening Remarks and Welcome Address**

*Brian Burke, Vice President and Conference Co-Chair*

*Phillip Allega, Vice President and Conference Co-Chair*

### **K1b. Gartner Keynote: Introducing Hybrid Thinking**

While many EA initiatives have aspired to tackle challenges of transformation, innovation and strategy with business leadership, few have realized their aspirations—despite decades of effort. Accordingly, a new discipline is needed—one that combines the analytical mastery of architects with the intuitive originality of design thinkers. This new discipline is hybrid thinking.

- Why is EA still trapped in IT?
- Why has design thinking captured the C-suite?
- How will hybrid thinking harmonize the skills and tools of diverse disciplines?

*Nicholas Gall, Vice President and Distinguished Analyst*

### **K2. Gartner Keynote: Innovating Your Way to Competitive Advantage and Growth**

In a world filled with new, ultralow-cost competitors, evermore-powerful customers and hypercompetitive markets, innovation is the only way to outperform the industry average. Based on 20 years of ground-breaking research and a score of high-profile assignments in some of the world's most respected companies, author and business strategist Gary Hamel can show you and your colleagues how to:

- Unlock the innovation potential of every employee.
- Build a portfolio of high-impact, game-changing strategies.
- Dramatically multiply the returns on innovation investment.
- Build management systems that keep everyone focused on innovation.
- Manage the day-to-day tension between innovation and operational efficiency.

*Gary Hamel, Bestselling Author and Business Strategist*

### **K3. Guest Keynote: The Five Dysfunctions of a Team**

Based on Patrick Lencioni's bestselling book, *The Five Dysfunctions of a Team*, Jeff Gibson, vice president of consulting at Lencioni's firm, uncovers the natural human tendencies that derail teams and lead to politics and confusion in so many organizations. He makes the point that if you can get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time. Jeff reveals the five key characteristics of world-class teams and shows leaders how to bring about genuine trust, unfiltered discussion, steadfast commitment to decisions, peer-to-peer accountability and unwavering drive to results.

*Jeff Gibson, Vice President, The Table Group*

#### **K4a. Introducing the Gartner IT Market Clock to Inform IT Investment and Divestment Decisions**

Enterprise architects help their organizations determine when to buy into technology assets, but few have mechanisms that help decide when to divest. When is the best time to upgrade, replace or change sourcing approaches or technologies? The Gartner IT Market Clock will help IT organizations evaluate and prioritize IT investments within any technology asset portfolio. This session will introduce the Market Clock to help enterprise architects and their IT organization:

- Build clearer business cases for technology divestment and re-investment.
- Form objective evaluations of technology risk.
- Determine when and where to exploit market forces for cost savings.

*Philip Allega, Vice President and Conference Co-Chair*

#### **K4b. Applications Overhaul: Standardize, Rationalize, Consolidate and Modernize**

Enterprises have long suffered from bloated application portfolios brought on by mergers, rapid expansion, globalization and competing business unit demands. The resulting cost and complexity is no longer tenable. A drastic application overhaul is required to eliminate redundancy, standardize business processes, consolidate solutions and establish platforms for tomorrow's agile and growing business environment. Learn what CIOs and IT leaders need to know to deliver business value from application overhauls.

- What are practical options and approaches for addressing the bloated application portfolio?
- How do you secure and sustain business buy-in, funding and executive sponsorship?
- How do you keep the lights on while executing a major application overhaul?

*Andy Kyte, Vice President and Gartner Fellow*

#### **K5. Gartner Keynote: Open Research Meeting—Key Predictions for EA in the Next Decade**

Gartner Open Research Meetings are lively affairs, with exchanges of ideas and perspectives. In this special session, we invite you to participate in an open discussion with Gartner analysts and other delegates as we discuss predictions for EA in the next decade.

*Gartner Analyst Team*

## **Track A: Pragmatic Architecture**

#### **A1. Clarifying Enterprise Business Architecture for Enterprise Architects**

Enterprise business architecture (EBA) is a hot topic because of its promise to help align IT and business, demonstrate business impact and deliver value from EA efforts. Public misperceptions about this viewpoint of EA abound. This session brings clarity to business context, EBA development, delivery, case studies and best practices. Learn to:

- Differentiate business context from business architecture.
- Learn the steps to developing business architecture.
- Discover what other organizations are doing with business architecture today.

*Philip Allega, Vice President and Conference Co-Chair*

# Session Descriptions

## **A2. Determine the Right EA Approach to Support Your Business**

There is no one way to support enterprise architecture; your decisions may be heavily influenced by your business landscape, people and politics, future-state vision and experience. In this presentation, learn about the different approaches to EA, including traditional, EA lite, federated, managed diversity and hybrid. The session also explores when to leverage the different approaches and how these decisions may evolve over time.

- What are the different approaches companies take to develop EA?
- What are the distinguishing characteristics for each approach?
- How can you determine the approach that is best for your organization?

*Julie Short, Director*

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## **A3. Critical Visualizations for Communicating EA to Senior Management**

Identifying standards and creating patterns and reference models is part and parcel of the daily work of enterprise architects. These artifacts must be placed into a context for investment decision makers to understand what's changing, to what degree, and when.

Learn to:

- Identify the key consumers of EA guidance and advice.
- Discover the focus of investment decision makers.
- Learn the critical visualization techniques to support EA success.

*Phillip Allega, Vice President and Conference Co-Chair*

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## **A4. Delivering Value Now: A Pragmatic Approach to Enterprise Architecture**

Many enterprise architecture programs fail to meet expectations; fail to make a real difference and ultimately cease to exist. They tried to go big, and ended up going home. Successful EA programs are built up, delivering incremental value through the process. The key is to focus on what EA stakeholders value, and not what pundits tell you.

- Why does EA fail in many organizations before it really gets started?
- What is wrong with the traditional approach to EA?
- How do you position EA to deliver real business value?

*Brian Burke, Vice President and Conference Co-Chair*

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## **A5. Case Study: Making Architecture Real (Ford Motor Company)**

As Ford looked at the benefits received from enterprise architecture in the areas of standardization, simplification and shared services, they decided to take these processes to the next level. EA has engaged with the infrastructure engineering community to utilize the products of EA to drive higher overall value. The case study will walk you through the process and artifacts that resulted in these improvements.

*Eric Karsten, Senior Manager, Enterprise Engineering/IT, Ford Motor Company*

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## **A6. Defining the Technical Architecture**

This session will describe the Gartner best practice approach to enterprise technical architecture (ETA) while describing and depicting key models: technical components, domains, services and patterns.

- Common ETA models: technical components and technical domains
- Best practice ETA models: technical services and technical patterns
- Best practices for getting the ETA people and process right

*R. Scott Bittler, Vice President*

### A7. Enterprise Architects as Innovation Agents: An OnStar Case Study

The role of enterprise architects as change agents in an organization is nothing new. Enterprise architects, with their broad business understanding, deep technical knowledge and cross-organization connections, are uniquely qualified to play a lead role in an organization's innovation activities. The OnStar enterprise architecture team has been part of the information technology organization since its inception almost 10 years ago. Enterprise architects link the business mission, strategy, and processes of the organization to its IT strategy and compose holistic solutions that address the business challenges of the enterprise. The presentation will:

- Explore the maturation journey of OnStar enterprise architecture.
- Delve into the disciplined practice used for technology innovation in the OnStar EA team and results achieved to date.
- Provide key learning on enterprise architects as innovation catalysts in the organization.

*Sanjay Khunger, Chief Technologist, OnStar Systems & Technology*

### A8. Effective EA Governance

Many organizations struggle to implement effective EA governance. Why is this? Because governance is not one-size-fits-all. It requires enterprise architects to focus on the important elements while understanding the organizational culture and maturity. This session will provide information on:

- Important considerations for implementing EA governance (strategy, organization, people)
- Using EA governance to empower and control simultaneously
- Why leadership is important for EA governance

*Julie Short, Director*

### A9. Creating EA Road Maps and Migration Plans

Beyond deciding on EA guidance, EA programs need to describe their plans well to key constituencies. Road maps and other models help describe EA goals as well as steps recommended to achieve them. This session will describe common road map and migration plan content and provide best practice examples.

- EA road map content
- EA road map examples
- EA road map best practices

*R. Scott Bittler, Vice President*

## Track B: The Opportunity Space

### B1. Architecting for Participation: How Information Sharing Overcomes Information Silos

The specialized practices of information management disciplines have led to a fundamental problem: siloed information management without holistic information design. Gartner offers a radically different approach. Enterprise information architecture focuses the fragmented disciplines on the goal of increasing information value through the network effect: information shareability based on consistency, usability and extensibility.

- What is holistic design and network effect of information shareability?
- How is the relationship between EIA and management disciplines such as EIM and MDM?
- Which best practices deliver the most results?

*David Newman, Vice President*

# Session Descriptions

## **B2. Enterprise Information Management 2010**

Organizations are showing more and more interest in the topic of enterprise information management (EIM). The benefits of holistic information management are clear: complete and trustworthy information allows business leaders to make better decisions, faster. The perils of fragmented information management—unnecessary cost, risk and loss of productivity—are equally clear. Some organizations are becoming more mature in their ability to manage information across the enterprise. This presentation will allow you to assess the “state of the art” of EIM and help you start or continue your own EIM journey.

- How can business determine which information assets should be shared in an EIM program?
- What organizational structures, roles and governance processes are needed to make EIM a reality?
- How mature is EIM as a discipline, and what best practices have emerged from existing EIM programs?

*Debra Logan, Vice President and Distinguished Analyst*

## **B3. Developers vs. Architects**

Most organizations have recognized the importance of “requirements management” in the development of applications to meet business needs, but very few have developed a requirements architecture that extends beyond the business functional requirements. If any attention is paid to the nonfunctional requirements, they tend to be centered around, “I want it fast and I want it cheap.” What role can enterprise architects play in articulating the compromises that may need to be made when defining nonfunctional requirements, and how can these attributes be managed through the life cycle of the application?

- What are nonfunctional requirements, and how should they be specified?
- How should the necessary trade-offs between nonfunctional requirements be negotiated?
- How should nonfunctional requirements be changed throughout the life of an application?

*Andy Kyte, Vice President and Gartner Fellow*

*Nicholas Gall, Vice President and Distinguished Analyst*

## **B4. Improving Solution Portfolio Planning: Lessons Learned From Successful Application Portfolio Management**

Businesses must plan for change, and nowhere is this more apparent than in upgrading existing assets over time. This asset side of portfolio management is most mature in application strategies, but should be extended as a best practice discipline into other areas such as shared infrastructure services. This session will describe best practices learned from successful implementations.

- Application portfolio management best practices
- Shared infrastructure portfolio management best practices
- Integrating solution portfolio management

*Bruce Robertson, Vice President*

### **B5. Applications: Functional Requirements Are Only Half The Story**

Most organizations have recognized the importance of requirements management in the development of applications to meet business needs, but very few have developed a requirements architecture that extends beyond the business functional requirements. If any attention is paid to the non-functional requirements, they tend to be centered around the idea of “I want it fast and I want it cheap.” What role can enterprise architects play in articulating the compromises that may need to be made when defining non-functional requirements, and how can these attributes be managed through the life cycle of the application?

- What are non-functional requirements and how should they be specified?
- How should the necessary trade-offs between non-functional requirements be negotiated?
- How should non-functional requirements be changed throughout the life of an application?

*Andy Kyte, Vice President and Gartner Fellow*

### **B6. Using Performance Management to Demonstrate Business Value of EA**

Now is the time to step up and proactively take on articulating the value of enterprise architecture to the enterprise. If your EA team has not fully delivered or communicated the value of EA, don't panic. Use today's business and economic turmoil to focus and refine EA efforts so they have a real and profound impact on business optimization, growth and transformation.

- How can EA performance management help bridge the gap between business and IT?
- How can performance management be leveraged to demonstrate the business value of EA?
- What specific steps/actions should become part of EA to support performance management?

*Betsy Burton, Vice President and Distinguished Analyst*

### **B7. Case Study: The New EA—Catching a Clue (Franchise Tax Board, State of California)**

After multiple leaders and various EA efforts, the Franchise Tax Board (FTB) needed to infuse new blood into its enterprise architecture program or jumpstart its enterprise architecture program. FTB needed a new approach to EA and they needed to see the value and benefit of the program. Executive buy-in, a collaborative approach and clear communication were needed if EA was to exist in the department. FTB's Chief Architect, Carl Engel, will take you on the journey from a nonexistent EA program to a fully functional enterprise architecture council. Partnering with vendors gained executive buy-in; a fresh, new collaborative approach to architecture advancement achieved quick success; and creative hands-on EA exercises created clear communication channels across the enterprise. In this case study, attendees will gain ideas and encouragement for both the new EA startups and the mature programs alike.

*Carl E. Engel, Chief Architect, Enterprise Architecture Council, Franchise Tax Board, State of California*

### **B8. Business Capabilities Modeling Case Study/Workshop: Gartner & Canadian Tire**

As a follow-up to the “Use Business Capabilities To Elevate EA to Business Leaders” session, this presentation by Gartner and Canadian Tire uses real-world examples to create a high-level business capability map to drill down deeper. This session provides:

- A brief overview of what business capabilities are and how they represents business
- Case study examples from Canadian Tire
- A short workshop exercise to help you develop a business capability map

*Ken Dschankilic, Enterprise Business Architect, Canadian Tire Corporation*  
*Betsy Burton, Vice President and Distinguished Analyst*

# Session Descriptions

## **B9. Where Do Clouds Fit in Your EA?**

There is great hype and confusion about the cloud computing paradigm and what particular cloud services might offer (or be offered by) enterprises. EA must define a view of the cloud. Gartner research has documented both hits and misses for cloud uptake, and EA teams must leverage these realities to focus the cloud phenomenon into valuable enterprise uses. This session will describe:

- Cloud computing models—public, private and in between
- Cloud computing successes—cases of direct business value delivered
- Cloud computing failures—cases of risk revealed and to be avoided

*Bruce Robertson, Vice President*

## Track C: The Vanguard

### **C1. Tomorrow's Challenge Today: A Look at EA From the Outside In**

Traditional top-down and internally focused EA initiatives are becoming irrelevant in today's hyperconnected business ecosystem. A radically different approach to EA is required to remain a player in a highly adaptive environment where no one is in control. The old frameworks of EA are dead, and entirely new models are required.

- How do you decompose the business ecosystem?
- What is emergent strategy and why is it playing a bigger role in EA?
- How is optimization point analysis driving EA governance?

*Brian Burke, Vice President and Conference Co-Chair*

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### **C2. BI Architecture: From the Tactical to the Strategic**

Based on the new Gartner BI, analytics and PM framework, this session will present different BI architecture options. Attendees will be able to match the different architectures to the levels of BI maturity as well as be able to identify the strengths/weaknesses and evolution/optimization options of each.

- What are the basic BI architecture components and patterns?
- Which architecture patterns are most appropriate for different levels of BI maturity?
- What are the strengths/weaknesses and evolution/optimization options for the major architectures?

*Bill Hostmann, Vice President and Distinguished Analyst*

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### **C3. Use Business Capabilities to Elevate EA to Business Leaders**

Integrating EA with business strategy and vision is critical for the success of your business and for demonstrating the value of EA to the business. One vehicle for communicating and uniting EA, IT and business efforts is a high-level business capability map, as well as the ability to drill down to deeper levels of analysis.

- What are business capabilities and how do they represent business?
- How can EA teams develop business capability diagrams at different levels?
- How can business capability diagrams uncover business threats and opportunities?

*Betsy Burton, Vice President and Distinguished Analyst*

#### **C4. Case Study: Doing IT Right the First Time (British Telecom)**

Doing IT right the first time means looking at the real experience your company returns to its customers—not a satisfaction score or a measure of how the company performed. What really happens to the customer, and what are the experiences and consequences of it? To do things right the first time, companies have to look at the whole delivery chain, end-to-end, and take a customer-centric—not product-centric—view of what is being delivered. This means not just keeping our promise to the customer, but also making the service so simple and intuitive that the customer has no need to come back with questions or to report problems. Implementing this requires that all elements of the organization are aligned behind the real customer experience. This eliminates internal SLAs and supplier contracts based solely on their contribution and takes responsibility for the whole customer experience, whether we control all elements or not. This leads to unified teams aligning behind a single goal. At BT, this method has reduced waste, increased productivity, simplified processes, improved alignment around real customer needs, reduced complaints and made our customers happier.

*JP Rangaswami, Chief Scientist, British Telecom*

#### **C5. Business and IT Unification: The Wall Is Tumbling Down**

Artificial organizational barriers separate IT and the business. Convergence of operational technology (OT) and IT, blending business and IT strategy, merging of CIO and COO roles—these phenomena are changing the way in which senior executives think about this man-made divide. Historically separate, these walls are coming down. Who will stay disconnected? Who will unite? Governance, roles, people skills and expectations will change dramatically in the coming decade.

- Explore the historical reasons for this unnatural divide.
- View the leading indicators blurring the lines.
- Identify tools, techniques and best practices for IT and business union.

*Phillip Allegra, Vice President and Conference Co-Chair*  
*Betsy Burton, Vice President and Distinguished Analyst*

#### **C6. How Information Shareability Enables Hybrid Thinking**

To embed hybrid thinking into their culture, organizations must find better ways of empowering individuals to more rapidly and easily share ideas and insights across boundaries. This session describes how information shareability can overcome information silos and leverage new sources to spark innovation and growth.

- What causes information silos and how does this affect innovation?
- What is the blueprint for achieving information shareability?
- How do information sharing environments support hybrid thinking?

*David Newman, Vice President*

#### **C7. Case Study: Procter & Gamble Taking Off With Decision Cockpits**

Having the latest data is critical to making business decisions. Procter & Gamble's Terry McFadden provides his perspective on holistic design, including business process, information, application and technology, and how he helped transform the way P&G's leadership gets and use information. With the introduction of the revolutionary decision cockpits, P&G is able to combine multiple reports providing a one-stop shop for all the latest data—enterprise architecture at its best.

*Terry McFadden, Enterprise Architect, Procter & Gamble*

# Session Descriptions

## **C8. The Adaptive Life Cycle of Complex Adaptive Systems**

While many EA methodologies incorporate the concept of a life cycle, none of them include a life cycle for complex adaptive systems (CAS). Yet more and more of what EA is trying to architect is a CAS, e.g., the enterprise, an industry, an information-sharing environment, a business unit. The adaptive life cycle of a CAS is fundamentally different from that of a merely complicated system. Architects must take this into account when trying to coordinate such adaptive life cycles.

- What is the adaptive life cycle of a complex adaptive system?
- How do they apply to EA?
- What are some best practices of adaptive life cycle phases?

*Nicholas Gall, Vice President and Distinguished Analyst*

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## **C9. Practical Use of EA to Support Pattern-Based Strategy**

In a hyperconnected, global business economy, the operational focus on automating our business just doesn't work anymore. We must design our businesses to reflect, seek and exploit business patterns coming from people, processes and information within and external to our organizations. Here we introduce a new way to develop strategic business scenarios and guide shorter-term operational decisions by dynamically adjusting the enterprise to take advantage of four unique investment areas. This session will address:

- Trends: What trends are driving organizations to balance their investments in critical business activities?
- Elements: What are the activities and disciplines that are critical to support a Pattern-Based Strategy?
- Actions: How can organizations use the Gartner business pattern framework to support business transformation?

*Betsy Burton, Vice President and Distinguished Analyst*

## Tutorials

### **T1. Summit Orientation**

Join the Gartner EA analyst team at this open and interactive event orientation—a great way to learn more about the event, meet the analysts and network with your conference peers.

*Gartner Analyst Team*

## Analyst-User Roundtables

### **AUR1. Best Practices in Building and Growing a Great EA Team**

Analyst-user roundtables are a great forum for hearing what your industry peers are experiencing on issues similar to those you face. Gartner analysts kick off and moderate the sessions and will also add relevant research and user experiences to the discussion. Discussions will focus around the proposed topic.

*Richard Buchanan, Managing Vice President*

**AUR2. Best Practices in Selecting an EA Tool**

Analyst-user roundtables are a great forum for hearing what your industry peers are experiencing on issues similar to those you face. Gartner analysts kick off and moderate the sessions and will also add relevant research and user experiences to the discussion. Discussions will focus around the proposed topic.

*Philip Allega, Vice President and Conference Co-Chair*

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**AUR3. Best Practices in EA Governance**

**Analyst-user roundtables are a great forum for hearing what your industry peers are experiencing on issues similar to those you face. Gartner analysts kick off and moderate the sessions and will also add relevant research and user experiences to the discussion. Discussions will focus around the proposed topic.**

*Julie Short, Director*

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**AUR4. Best Practices in Information Management**

Analyst-user roundtables are a great forum for hearing what your industry peers are experiencing on issues similar to those you face. Gartner analysts kick off and moderate the sessions and will also add relevant research and user experiences to the discussion. Discussions will focus around the proposed topic.

*David Newman, Vice President*

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**AUR5. Best Practices in Managing Innovation**

Analyst-user roundtables are a great forum for hearing what your industry peers are experiencing on issues similar to those you face. Gartner analysts kick off and moderate the sessions and will also add relevant research and user experiences to the discussion. Discussions will focus around the proposed topic.

*Brian Burke, Vice President and Conference Co-Chair*

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**AUR6. Best Practices in Defining EA Services as Capabilities for Customers**

*Bruce Robertson, Vice President*

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**AUR7. Business Capabilities Modeling**

*Betsy Burton, Vice President and Distinguished Analyst*

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**AUR8. Best Practices in Communication, Persuasion and Interpersonal Skills**

Analyst-user roundtables are a great forum for hearing what your industry peers are experiencing on issues similar to those you face. Gartner analysts kick off and moderate the sessions and will also add relevant research and user experiences to the discussion. Discussions will focus around the proposed topic.

*Betsy Burton, Vice President and Distinguished Analyst*

# Solution Showcase

Consider all the options before making your important buying decisions. Our Solution Showcase is a great place where you can access the world's leading solution providers and discuss your EA challenges in detail.

- Become more informed on the latest products and services via turnkey exhibits.
- Engage a solution provider who can address your requirements.
- Walk away with a shortlist of vendors who meet your needs.

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**E-mail:** [us.registration@eventreg.com](mailto:us.registration@eventreg.com)

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The **Gartner Business Intelligence Summit** will provide you with insight and a complete set of best practices to ensure that BI, analytics and performance management drive your business growth and recovery in 2010.

### Hot topics

- Creating a successful BI strategy
- New BI business models and Pattern-Based Strategy™
- Data and content in the cloud
- BI competency center, and BI roles and organization
- Choosing and managing performance metrics
- Analytics and analytical applications
- The high-performing data warehouse
- Open-source BI and BI as a service
- Information infrastructure trends, EIM
- Data quality and data integration convergence
- Business activity monitoring and the rise of process-driven BI

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- 1 All three topics are hot CIO priorities
- 2 MDM and BI are core components of your information architecture
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- 4 You can evaluate all BI, MDM and EA vendors in one place
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