

Gartner Enterprise Architecture Foundation Seminar 2008

Learn the Essentials of Planning and Building
an Adaptive Enterprise Architecture



3 – 4 DECEMBER 2008, RADISSON SAS HOTEL, AMSTERDAM
gartner.com/eu/eafsamsterdam

GARTNER SEMINAR LEADERS



Philip Allega
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Brian Burke
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Gartner
Enterprise Architecture
Foundation
Seminar 2008

WHAT YOU WILL LEARN

- Facilitate future changes in business processes
- Demonstrate the value of EA to senior management and increase your credibility
- Improve your leverage with valuable IT resources
- Enable successful alignment of business and IT change
- Implement key disciplines for enterprise-level planning and EA
- Establish key organizational roles and responsibilities
- Build governance processes that give the EA program teeth
- Integrate EA with related disciplines like enterprise program and portfolio management
- Applying EA in a federated organization

WHO SHOULD ATTEND

No previous EA knowledge is required. This seminar will provide an in-depth view of the basics for CIOs, senior IT management, chief architects, directors of enterprise program management, business strategists, and business managers reliant on IT for success.

A Unique, Two-day Learning Experience

Learn the Fundamentals of Developing a World-class EA Program

Rapid response to new business initiatives, increased technical complexity and heightened time and budget constraints continue to place unprecedented pressure on organizations. Delivering on the larger business vision requires an approach to change based on a holistic, overall business perspective. In this two-day seminar, you'll learn a disciplined process - from planning to implementation - that focuses on the enterprise as a holistic system of systems and delivers the agility, speed and integration your business needs.

3 Ways a Gartner "Seminar" Is Different and How You Will Benefit

1 Classroom-style setting. You'll dive deep into the subject of EA in a small and intimate classroom-style setting limited to no more than 50 participants. You'll be able to freely share detailed experiences with your peers and enjoy face time with the two expert Gartner EA analysts leading the seminar.

2 Focus on the basics. The seminar is designed to ensure everyone who attends learns key fundamentals of EA. Even if you've already begun your EA journey, come for a valuable refresher - you'll learn new strategies and winning best practices you can apply immediately.

3 Deeper learning experience. The seminar is a flexible, highly interactive class you can stop at any time to ask a question or make a comment. Built into the session is time to figure out exactly how to apply the concepts, frameworks and processes of EA in your organization. Hands-on exercises and focused attention help make this a richly rewarding experience that truly meets your specific needs.

"This seminar is a great overview of how to start, sell and maintain these processes within an organization."

Sr Director, IT, Timberland

"Very valuable in clarifying the driving strategies behind EA."

Group IT director,
Al Rostamani Group

"Enabled me to take EA forward into the organization and sell it."

BPD Manager,
Gas de France ESS

"Reinforced a number of things we currently do and stimulated new thoughts."

Futures Manager,
Norwich Union



DAY ONE: FOUNDATIONS

Objective: To enable you to successfully integrate business and IT strategy

08.00 Registration

09.00 Introduction and Agenda

• Positioning Enterprise Architecture

To provide value to the organization, enterprise architecture (EA) must contribute to the goals of all stakeholders. One of the challenges that enterprise architects face is the sheer complexity of EA. To be successful, enterprise architects must employ strong processes and organize the deliverables using robust frameworks.

- How does EA contribute to the CEO and CIO agendas?
- Understanding the EA process and framework
- Managing EA stakeholders

• Break

• Organize the EA Program

Many poorly run development projects lack upfront planning, and the same is true of many poorly run EA initiatives. Before we start defining the EA, we must do some basic blocking and tackling to define program scope, objectives and governance structures among other things. Often, a good starting point is an architecture program maturity assessment, which helps to define program improvement goals.

- Creating the EA program charter
- Understanding EA program maturity
- Planning for EA program improvements

• Seminar Exercise

12.00 Lunch

• Develop the Business Context

EA is primarily driven by business strategy, but often business strategies are not stated in a way that is directly implementable. The business context helps bridge that gap by identifying the changes that must take place to implement a strategy, and then by linking those changes back to the strategy that drives them.

- Identifying environmental trends
- Understanding business strategies
- Determining change requirements for processes, information, technology and solutions

• Seminar Exercise

• Develop EA Principles

Strategy tells us what we will do; principles tell us how we will do it. EA principles provide guidance to improve the consistency of decision making across the enterprise. These principles become a key element in driving IT investment decisions within the governance process for the enterprise, as well as the IT investment planning process.

- Understanding and positioning principles
- What are the sources for principles?
- How to define relevant principles to guide business, information, solution and technology architecture development

• Break

• Develop the Technical Architecture Viewpoint

Modeling the future-state architecture provides both a mechanism to add more concrete detail to what will change, and to resolve differing perspectives on change before it is implemented. IT organizations planning technical architecture will increasingly do more than just adopt standards for technical components; they will also define models for combining those technical components from multiple technology areas for use in effective and repeatable ways. Technical services (shared multicomponent subsystems) and technical patterns (end-to-end, application-class-specific designs and service-level bundles) are two specific multicomponent models that show increasing levels of reuse and complexity reduction for planning infrastructure.

- Understanding the basics of EA future-state modeling
- How to define technology standards and combine them into technical patterns
- Defining and documenting reusable technical services

• Develop the Information Architecture Viewpoint

Information is a strategic asset and, if managed effectively, it can be a key differentiator in the marketplace. At the same time, the explosive growth of uncontrolled, unmanaged information can be a serious business liability. Understanding and modeling the future-state information architecture can mitigate the risk of increasing complexity and duplication of information.

- Defining information architecture
- Introducing the information architecture framework
- Modeling the future-state information architecture

• End-User Case Study

18.00 Networking Reception

DAY TWO: PLANNING AND RUNNING

Objective: To provide you with best practices for a successful EA initiative

08.00 Registration

08.30 Develop the Business Architecture Viewpoint

The development of the business architecture for an enterprise is becoming a central issue for improving business performance. No longer can an enterprise effectively undertake EA without including business architecture. This has a high payoff to the business.

Understanding practical modeling techniques for designing the future-state business architecture is a critical skill in the EA team.

- Defining business architecture
- Modeling the future-state business architecture

• Develop the Solution Architecture and the Enterprise Solution Architecture

In many organizations, technology-planning activities are splintered among per-project engineers, technology subject matter experts and enterprise architects, leading to disparate strategies. Unifying such activities – either into completely centralized approaches or more-complex, federated ones – yields significant delivery synergy within any organization. The solution architecture is the glue that binds the viewpoints of the designers of various aspects of the solution.

- Defining the solution architecture
- Introducing a solution architecture framework
- Reconciling the viewpoints of various constituents

• Break

• Making EA Actionable

EA has no intrinsic value. Starting or continuing an EA program for the sole purpose of obtaining a return on investment from this program is not advised. To yield a return, EA must be implemented. To be successful, enterprise architects must define the projects and migration plans for implementation.

- Closing the gaps
- Prioritizing projects
- The role of EA in the system development life cycle

• Defining EA Governance and Management

To be effective, EA must drive change. Often, that change will come about by constraining the choices of projects. Frequently, these constraints are resisted and even resented, so they must be managed through appropriate governance arrangements. Equally, however, architects have an important role to play in communicating the benefits of EA and facilitating agreement among disparate interests. Rarely are these crucial “soft” skills considered when architects are recruited.

- EA approval and review processes
- Understanding the skills and talents required by enterprise architects
- Understand the various EA stakeholder roles

• Managing EA in a Federated Environment

Group-level IT organizations are often charged with “sorting out the mess,” but typically lack the governance structures, tools and methods to drive the optimization of IT management disciplines across the enterprise. Central IT management must employ specialized methods and tools while opening lines of communication to better align and optimize investments across the group.

- How to balance centralization vs. decentralization – finding the right level of centralization
- How to drive consistency and alignment through governance, processes and tools
- How to manage the real issues: end-user empowerment, cost and control sharing, while mitigating competing or conflicting interests across multiple lines of business

12.00 Lunch

• Measuring the Value of EA

EA program value will not be accepted on faith – at least not for long. An EA measurement program will uncover EA's linkages to business and IT key performance indicators, and helps present a strong argument for the value of the program. EA's many stakeholders are a broad cross-section of the organization, and their interests are not homogeneous. To be successful, the EA program must understand, track and report on multiple levels to address each stakeholder constituency.

- Understanding the metrics landscape
- Defining key performance metrics that support the IT agenda
- Defining key performance metrics that support the business agenda

• Selling the Value of EA

Effective EA requires selling to a broad range of constituents. Although overlapping with communications, marketing and organization change management in many ways, selling EA is distinct in that it involves gaining commitment from these groups.

- Why enterprise architects need to be salespeople too
- Articulating the value of EA to various stakeholders
- Creating the communication plan

• Break

• Seminar Exercise

• Selecting EA Frameworks and Tools

For immature EA programs, frameworks and tools can be a distraction. But at some point, frameworks and tools are necessary to organize and manage EA artifacts. Frameworks differ markedly and focus on different aspects of EA, so choosing a framework can be difficult. The EA tool market is continuing to evolve and grow rapidly, with many acquisitions and new entrants.

- What frameworks are available, and how are they useful?
- What are EA tool selection best practices?

• Wrap-Up and Next Steps

16.00 Seminar Adjourns

How to Register

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Registration Rates

Seminar registration fee includes:

- Seminar attendance, documentation and planned functions.

Standard Price: €2,495 + VAT

Venue and Hotel Information

3-4 December 2008

Radisson SAS Hotel
Rusland, 17
Amsterdam
NL-1012 CK

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Upcoming events

Gartner is the leading provider of research and analysis on the global information technology industry. Our goal is to support organizations as they drive innovation and growth through the use of technology.

As in our research, our events help clients make informed technology and business decisions by providing in-depth analysis and actionable advice on virtually all aspects of technology.

Gartner Events 2008

Portals, Content & Collaboration Summit
10-11 September, London

Enterprise Architecture Summit
23-24 September, London

IT Security Summit
29 September – 1 October, London

Data Center Summit
21-23 October, Amsterdam

For further details on any of these events visit gartner.com/events

Gartner Symposium/ITxpo
3-7 November, Cannes

Gartner Strategie & Technologie Konferenz
2-3 December, Frankfurt

Gartner Events 2009
Business Intelligence Summit
20-22 January, The Hague

Customer Relationship Management Summit
4-5 March, London

Business Process Management Summit
23-25 February, London

Wireless & Mobile Summit
20-21 April, London

Enterprise Networking & Communications Summit
20-21 April, London

Outsourcing & IT Services Summit
15-17 June, London

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