



Gartner Enterprise Architecture Summit 2009

14 – 15 September 2009 | London, UK

The next wave is coming and your actions today will position you to be either on it or under it.

The volatility of today's economy and resulting turbulence in government, industry and markets requires a steady hand to steer the course for the management of information technology. Inextricably linked to business, IT investments today can enable or inhibit your positioning in changing industry models. At this critical point in the business cycle enterprise architects must move to drive cost optimization today, while repositioning for the inevitable return to growth tomorrow. Historically, recessions have been seminal periods where financial pressures create opportunities for entirely new business models to become established and grow.

The key question for all business leaders is: "What will my industry look like when economies return to growth?" Tomorrow's leaders will focus on both — cost optimization today while repositioning for tomorrow. In times when it is absolutely vital to prove the value

of every initiative, this event is about fully exploiting the leverage EA can give you to drive success now and in the future.

The Summit offered three tracks, focusing on novice content, advanced content and the overlap between EA and related disciplines such as business process management and so on. The program was made up of strategic keynotes, pioneering case studies and workshops. This Summit also provided top-tier networking and an exclusive opportunity to speak one-on-one with a Gartner analyst about the issues delegates are facing.

At the summit, 400 attendees from 35 countries discovered practical approaches and strategic insight into how Enterprise Architecture can help organizations efficiently support the challenges ahead, but also take advantage of the opportunities manifested in times of profound changes.

Summit Highlights

KEYNOTES

Opening Keynote: The New Strategic Business Capabilities Hype Cycle

Mark Raskino, VP & Gartner Fellow, Gartner

At the highest level, IT enables whole new business competencies and capabilities for organizations. Some of these can take 25 years or more to play out. Most cause disruptions and are a source of competitive advantage to business leaders who detect, nurture and exploit their formation at the right time. This presentation covered the concepts, drivers and risks in a hype cycle your CEO needs to know.

Enterprise Architecture has been passing through a period of introspection and may be worrying more about certification and which framework is best, than they are about the business outcomes from their body of work. It is time for EA to ask more of itself and that in fact the GREAT works of great architects are sorely needed right now.

The task of enterprise architects over the next 2 to 3 years will be to help business leaders identify, develop and instill the new strategic business capabilities that will help restore your business to full health in the post-recession world. If you are not instrumental in developing these capabilities, you will likely be sidelined. This is not a good time to be perceived as a highly paid passenger.

The Strategic Business Capabilities Hype Cycle isn't just a pipeline of new capabilities but it is more of a fire hose of opportunities. You need to be selectively aggressive in your adoption. You must choose which add most value and where they fit. Your role, as an enterprise analyst who will help to make your company a GREAT company over the next decade, is to take the lead in deciding how and where these new capabilities fit.

What we know for sure is that fitting any of these new large capabilities into an organization is a strategic change. As we turn the corner in 2009 and start the climb out of the 'great recession' CIOs will be expected to do more of what Garner Executive Programs Research calls working ON the business. This means changing and redefining the future shape of the enterprise and is contrasted with working IN the business — focused on IT operations and system changes that address the current year or current quarter business issues:

Key Takeaways:

- **IDENTIFY** your industry economic recovery scenarios.
- **REACQUAINT** yourselves with what's "core of core" in your business. Dump distractions. Reset.

- **DETERMINE** the 3 biggest opportunities for business growth over the next 5 years.
- **DECIDE** how IT could enable and accelerate growth in those areas by building new strategic business capabilities.
- **DEVELOP** visions of the future, which your CIO and other execs can take to board level.
- **SELL** work proactively with multiple stakeholders, to build up confidence and agreement on the vision.

Guest Keynote: The Upside of Turbulence

Don Sull, Professor of Strategy, London Business School

Leaders have traditionally been viewed as captains of industry, standing on the deck of a ship, peering deep into the horizon of the future, and setting a long-term course. Unfortunately, managing in today's volatile markets feels more like driving a race car in the fog hurtling forward into a turbulent future with limited visibility. Based on a 10 year research project, this presentation covered three themes.

First, turbulence does not equal the current downturn. Market volatility preceded the current recession, and will remain after the economy recovers.

Second, turbulence produces opportunities to create value as well as threats to

existing businesses.

Third, managers can take a series of steps to seize the upside of turbulence.

Gartner Closing Keynote: Cloud Computing: How Your Architecture May Just Float Away

Daryl Plummer, Managing VP & Gartner Fellow

Cloud computing is a style of computing where service providers handle most of the work. The cloud is a model of service consumption and delivery. One of its basic premises is that someone else will do the work on behalf of consumers. It presupposes that an organization will be willing to outsource much of its work to service providers. This drives changes to architecture in the enterprise. When you no longer control anything, can you actually control your own architecture? What implications will this have on architecture and can an enterprise retain any degree of control and coordination?

Gartner defines “cloud computing” as a style of computing in which scalable and

elastic IT-related capabilities are provided “as a service” to external customers using Internet technologies. It heralds an evolution of business — no less influential than the era of e-business — in positive and negative ways. There are very real trends toward cloud platforms, and also toward massively scalable processing. Virtualization, service orientation and the Internet have converged to sponsor a phenomenon that enables individuals and businesses to choose how they will acquire or deliver IT services, with reduced emphasis on the constraints of traditional software and hardware licensing models. Services delivered through the “cloud” will foster an economy based on delivery and consumption of everything from storage to computation, to video, to finance deduction management. The Keynote defined cloud computing, exposed potential risks and opportunities, and examined the next evolution of business.

Practical Actions to Take:

1 Savings

Action: Compare your cost of capital expenses with cloud providers

Outcome: Determine potential savings or cost increases

2 Portfolio

Action: Find three workloads with which you can experiment

Outcome: Determine usage scenarios

3 Migrate

Action: Wrap existing applications to dump into the cloud

Outcome: Jump-start your efforts, but don't stop here

4 Use

Action: Consider cloud e-mail and collaboration

Outcome: Immediate impact and feedback

Key Takeaways:

- Be specific when talking about cloud computing.
- Always follow the word “cloud” with a subject like “services” or “platform.”
- Determine whether you will be a consumer or a provider of cloud services.
- Beware the limitations of private cloud computing.
- It is only a stepping stone to true cloud computing.
- Understand the attributes of cloud computing and craft RFPs according to those attributes, not to technologies.
- Buy what you want to get done (a service), not the technologies to do it.

Gartner Enterprise Architecture Summit KEY FINDINGS

✎ **The vast majority of vendors at the event** informally reported business growth with their EA tools, even through a period of global economic weakness. This is an indication that organizations are continuing to invest in the important discipline of enterprise architecture.

✎ **Judging from session attendance** choices and discussions with conference delegates, there is rising interest in enterprise business architecture as an aspect of a holistic enterprise architecture program. Indeed, we find that organizations are increasingly reaching outside the comfort zone of IT to also address business architecture as a way of drawing even closer to the business, addressing business to IT alignment, and improving business processes across the organizational structure.

✎ **There is a real focus on the value** proposition of EA. Teams are being (re) formed as companies are seeing where they can make a difference with EA, and existing teams are being refocused to achieve short-term changes within the organisation which bring value quicker to the organisation.

✎ **Vendors are stating there is a new** maturity coming from the delegates which was new to them and the types

of questions they were being asked was significantly different than the ones from last year.

✎ **Cloud computing is morphing the** architecture into one that must account for an expanded view of the Enterprise as a multi-company and multi-cultural entity.

✎ **EA practitioners (in Europe, at least)** are not just focused on enterprise technology architecture (ETA). They are also doing business and information architecture work at the enterprise level while focusing on architecting solution portfolios (such as applications and shared infrastructure). While most did not say they are mature in all areas, or even that they have done all of these things, many have done a lot more than just ETA work. In portfolio management, many have application portfolios yet are just beginning to see infrastructure portfolios or to map them to each other. Attendee interest in the EA tool vendors exhibiting at the conference also focused on linking data across disciplines, managing dependences, and thus enabling easier reporting of the impact of change. Since EA must focus on what is changing in the enterprise, it is not surprising that the portfolio aspect would also focus on managing change and reporting on change impact to key stakeholders.

✎ **Although not unexpected, enterprise** architects look at corporate blogging in very different ways, depending on their industry and what they want to achieve. Blogs are well on their way to becoming yet another channel they use to communicate the news they collect.

✎ **One of the most interesting issues** regarding social networking raised has to do with managing the different personas that people inhabit every day. When someone blogs publicly, are they writing for themselves, or as a representative of the company? Even on an ostensibly private blog it can be difficult to separate the professional and the private. Different employment relationships muddy the waters as well. When a freelancer or part time employee says something, does it matter less than when employees say it? The level of influence the enterprise will need to assert over these sometimes private/usually professional postings will differ by person, industry, role and company.

✎ **Leading Enterprise Architects Extending Beyond 4 Walls of Business:** The Hyperconnected World Is Here — Whether You Are Ready for It or Not. The business environment is heating up and volatility requires

Gartner Enterprise Architecture Summit KEY FINDINGS

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capabilities to buffer the storms and take advantage of opportunities that arise. Rather than emphasizing a "stand-alone", self sufficient enterprise, today's economic climate favors collaboration with business partners, suppliers, customers, regulators and others. Those organizations that are successful are those that are able to cooperate with others in loosely coupled, frequently changing relationships. These relationships will often include cooperation in business processes. They will certainly involve frequent, seamless exchanges of information. This changes the scope of the "enterprise" that one is architecting — as it is less focused on the internals within the metaphorical "four walls" of the business, and more on how information can be exchanged and cooperative processes be executed with other entities.

For enterprise architects, this is a significant shift in thinking. They will now need to think about deriving common standards for information sharing and process execution with other parties who have an equal say in the outcome. Rather than focus on the things that make the enterprise operate efficiently inside, they must focus on things that allow the enterprise to collaborate effectively with others. Focus on people, process and information across the extended network will compel enterprise architects to help business leaders identify and respond to new business patterns accordingly. This changes the legacy view that EA focuses upon the business of IT to one in which EA is focused upon the business of the business itself.

Leading EA Tools Providers must aggressively extend their competencies into the professional services arena

Discussions with several well known and respected EA Tools vendors highlighted a common challenge for this market. Many complex organizations struggle to leverage these sophisticated technologies and extend their value beyond the specialist IT staff who employ them. EA tools require inputs from the business community — business drivers, strategic themes, descriptions of markets, relevant "high level" technical requirements and

information/data descriptions — most of which can only be articulated by non-IT staff. Because many EA tool efforts are "Balkanized", and only visible within the IT organization, these required inputs are either missing, or they lack the required detail to build upon. While some EA Tools vendors provide consulting or other knowledge transfer that enables clients to learn how to capture and exploit this intelligence, these "professional service" capabilities are not particularly refined and they remain an after thought for many vendors.

Gartner predicts that EA tools providers will increasingly be required to develop enhanced professional service capabilities organically, or devise partnering and collaboration arrangements with professional services and advisory companies to flesh out their clients' strategic planning skills and competencies. As business improves and organizations turn their attention to growth scenarios, this new set of requirements may have a profound effect on the structure of the EA tools market.

The Elephant in The Room

At the EA summit in London the assembled architects continued to examine the broad remit of the architecture role. However, there was clear evidence that, compared to the previous year's event, there were more people interested in understanding techniques for dealing with the bloated applications portfolio. For a long time, bloatware has been the proverbial "Elephant in the room" in the relationship between IT and the rest of the business. Both IT specialists and business leaders are delighted to spend time, effort and money acquiring the "next" application, but few seem to want to get involved in retiring applications that have long passed their sell-by date. The net result is an applications portfolio that is far too large, too expensive to run and which is the enemy of agility and time to market. Both the presentation sessions around managing expensive applications and the user round tables on the topic of business alignment demonstrated that for many organizations the whole topic of managing the liabilities inherent in the bloated applications portfolio are forcing their way to the top of the EA agenda.



Leading the way

Architecting the Enterprise has been at the forefront of the move from IT to Enterprise Architectures. Founder Judith Jones plays a strategic role in the Open Group's Architecture Forum and has been heavily involved in the development of the TOGAF 9 framework.

Building the Enterprise Architecture Community

We provide training and consultancy in Enterprise Architecture and are proud to have trained and certified over 52% of all TOGAF practitioners. Our goal is to continue to develop this community and to provide leadership in Enterprise Architecture methods and standards.

All of our instructor-led workshops are delivered by fully certified TOGAF trainers who also have extensive industry experience. The same people are involved with our eLearning and webinar programmes to provide a personal mentoring service rather than just computer based training.

How we can help you with consultancy

Our professional services cover the entire Enterprise Architecture development and implementation lifecycle and include:

- setting up an Enterprise Architecture practice
- implementing TOGAF preliminary phases
- selecting and evaluating tools
- creating business scenarios
- mentoring Business Managers and IT Architects
- building Governance models
- assessing Enterprise Architecture maturity

For more information please visit:

www.architecting-the-enterprise.com

See You Next Year!

The Gartner Enterprise Architecture Summit 2010 will be held on September 13 – 14 at the Lancaster London Hotel, London.

We hope to see you again!



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