

See inside:
Agenda at a glance

Gartner Enterprise Architecture Summit 2009

Moving Beyond Crisis to Resurgence

Keynote speakers



Joshua Cooper Ramo
Author, *The Age of the Unthinkable*; Managing Director, Kissinger Associates



Don Sull
Author, *The Upside of Turbulence*; Professor, London Business School

Three tracks focused on the critical aspects every enterprise architect should understand and master:

- A. The Essential Architect
- B. The Business Driver
- C. The Emerging Innovator

Gartner
Enterprise
Architecture
Summit 2009

Early-bird savings
Register by August 14 and save \$200.

October 7 – 9
Orlando, FL
gartner.com/us/ea

Summit Overview

A message from the conference chairs

There's no time to waste.

Dear Colleague:

It's a new game with new rules. And even though your organization is managing costs in the downturn, you still may run the risk of being left behind. The next wave of change is coming. Will you be on top of it or following in its wake?

Get ready to refocus for the future. Make the move from crisis to resurgence. Attend the Gartner Enterprise Architecture Summit, from October 7 – 9, 2009, in Orlando, FL.

As an enterprise architect, you can have a real and profound impact on growth. Despite economic uncertainty, a unique opening exists to strengthen and refine your organization's EA efforts. But the window of opportunity is limited. Now's the time to plan and prepare for the next generation of your business and for how your industry will operate in its next phase. By seizing the advantage, you'll help secure your organization's position at the forefront of the recovery.

We realize that the actions you take today will help set your organization's course for tomorrow. That's why at this year's summit our team of analysts is prepared to deliver exactly what you need to increase your value and effectiveness as soon as you return to the office.

Expect a wealth of actionable analysis, tools, tactics, strategies and case studies to help you:

- Exploit EA to drive your business forward.
- Identify the EA skill sets and talents that are a must-have for today's "new normal."
- Optimize costs to achieve a steady state and plan for the future.
- Start to reposition your IT assets strategically.
- Know which new business models and approaches will make you more nimble in identifying opportunities, sensing threats and responding to challenges in a rapidly evolving environment.
- Create an organization that forecasts and absorbs change, and reports accurately.
- Look beyond technology management and understand the emerging innovation occurring in EA right now.
- Determine which EA approach best supports your business and its goals.

Regardless of the maturity of your EA efforts, the summit addresses your specific needs. Our three-track agenda delivers both foundational and master-level content, designed to help reinforce real-world skills, identify the capabilities you need to move forward and dispel the legacy thinking that says EA is simply limited to technology management. It's not.

And to see why, be sure to turn to page 9 for detailed information on the 2009 agenda. Then visit gartner.com/us/ea where you'll find drill-down detail on the more than 30 in-depth sessions we'll deliver across three intensive days of high-powered learning and interaction.

We hope you'll join us and the entire Gartner EA team in Orlando this October.

Sincerely,

Philip Allega
Research Vice President
Summit Co-Chair

Brian Burke
Research Vice President
Summit Co-Chair

P.S. Register today for the Gartner Enterprise Architecture Summit. It's your next best step to positioning your organization for recovery and resurgence. Visit gartner.com/us/ea or call 1 866 405 2511.

We're on LinkedIn! 

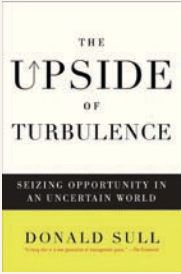
Connect with us and EA colleagues globally via our Gartner Enterprise Architecture (Xchange) networking group on LinkedIn: <http://www.linkedin.com/groups?gid=113414>.

2 Save \$200 when you register by August 14.

Guest Keynote Speakers

Expand your bandwidth. Meet the experts.

The Upside of Turbulence



The Economist identified his theory of active inertia as an idea that shaped business management over the past century, and Fortune listed him among the 10 new management gurus.

His publications include several best-selling Harvard Business Review articles, and the award-winning books *Why Good Companies Go Bad* and *Made in China*, as well as his upcoming book, *The Upside of Turbulence*.



Donald Sull
Professor, London
Business School
Author, *The Upside of
Turbulence*

Sull has three degrees from Harvard, where he taught entrepreneurship. He worked as a consultant with McKinsey & Company, and as a management investor with the leveraged buyout firm Clayton, Dubilier & Rice.

The Age of the Unthinkable: Why the New World Disorder Constantly Surprises Us and What We Can Do About It

Managing Director at Kissinger Associates and author of *The Age of the Unthinkable*, Joshua Cooper Ramo has been called “one of China’s leading foreign-born scholars” by The World Economic Forum. Questioning conventional thinking, Ramo puts forth a radical new model for thriving in a world of unexpected change. Prior to entering the strategic advisory business, Ramo was an award-winning journalist and the youngest-ever foreign editor of Time magazine. Among his nearly two-dozen Time cover stories were the 1997 Man of the Year profile of Andy Grove and an award-winning profile of Kofi Annan. In his most recent book, *The Age of the Unthinkable: Why the New World Disorder Constantly Surprises Us and What We Can Do About It* (March 2009),

Ramo argues that we are now in the midst of unprecedented change—instead of relying on our traditional models and institutions of the past, we must adapt to these changes with innovative solutions and creative problem-solving ideas to face the global challenges ahead. Forbes called it “a poignant, informed and optimistic book.”



Joshua Cooper Ramo
Managing Director,
Kissinger Associates
Author, *The Age of the
Unthinkable*

“Keynotes provided inspiration and were extremely engaging. Lots of real-world take-aways I can use.”



EA & BPM: What's Love Got to Do With IT?

Architecture and business process management are complementary efforts. When viewed improperly, EA and BPM clash and create friction. What makes the difference between success and failure? This brief keynote will provide a transition between these two critical areas, and as Gartner analysts from both of these disciplines offer advice on how strengthening the relationship of the enterprise's process and architecture efforts yields greater results.

Elise Olding, Research Director; Jim Sinur, Research Vice President; Philip Allega, Research Vice President and Summit Co-Chair; Brian Burke, Research Vice President and Summit Co-Chair

Competing in the New Economy: Mastering Pattern-Based Sensitivity

In a hyper-connected, global business economy, the operational focus on automating our business just doesn't work anymore. We must be designing business patterns to reflect the new economy and to respond to exceptions and weak signals of change. Here we introduce a new way to develop strategic scenarios and guide shorter-term operational decisions by dynamically adjusting the enterprise to take advantage of four unique investment areas.

Betsy Burton, Research Vice President and Distinguished Analyst

Bringing Innovation Back to EA: The New Strategic Business Capabilities Hype Cycle

At the highest level, IT enables whole new business competencies and capabilities for organizations. Some 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. We present the concepts, drivers and risks in a hype cycle your CEO needs to understand.

- What are the biggest strategic value creating capabilities IT enables for modern business?
- Which capabilities are maturing and are lower risk?
- What new capabilities are evolving?
- How do we select the right option at the right time?

Mark Raskino, Research Vice President and Gartner Fellow

Sign Up for the Gartner Enterprise Architecture Insider:

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The Gartner Enterprise Architecture Insider is a monthly e-mail newsletter offering complimentary access to role-based content focused on enterprise architecture. Each monthly newsletter showcases insight from Gartner research along with industry data and best practices from Gartner Events.

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Sign up today: gartnerinfo.com/eventsinsider. See our other role-based newsletters for the latest Gartner insight on all your key initiatives.

“Good meeting of the minds and thought-provoking presentations.”

Meet the Gartner Analysts

For more than 25 years, Gartner analysts have been the trusted advisors to many of the world's largest and most demanding organizations. Gartner analysts draw constantly from the real-life challenges and solutions experienced by more than 45,000 clients across the globe.



Philip Allega
Research
Vice President and
Summit Co-Chair
San Antonio, Texas

Focus Area

- The changing nature of enterprise architecture
- Enterprise architecture as strategy
- Business and IT integration



R. Scott Bittler
Research
Vice President
Wilmington,
North Carolina

Focus Area

- EA for the C-suite
- EA styles/approaches
- EA organization and governance



Anthony Bradley
Managing
Vice President
San Antonio, Texas

Focus Area

- Application development and integration
- Web services



Richard Buchanan
Managing
Vice President
Peterborough,
New Hampshire

Focus Area

- Enterprise architecture



Brian Burke
Research
Vice President and
Summit Co-Chair
Egham, Surrey, U.K.

Focus Area

- Enterprise architecture



Betsy Burton
Research
Vice President and
Distinguished Analyst
Davenport, California

Focus Area

- Enterprise business architecture
- Emerging technology trends
- Managed diversity
- EA performance management and metrics



Nicholas Gall
Research
Vice President and
Distinguished Analyst
Billerica, Massachusetts

Focus Area

- Open source
- Web services
- Enterprise architecture



Robert Handler
Research
Vice President and
Distinguished Analyst
San Diego, California

Focus Area

- Enterprise architecture



Andy Kyte
Research
Vice President and
Gartner Fellow
Egham, Surrey, U.K.

Focus Area

- IT modernization
- IT strategy
- Application strategy
- Application governance



Anne Lapkin
Research
Vice President
Bedford Hills,
New York

Focus Area

- Enterprise architecture



Mark Raskino
Research
Vice President and
Gartner Fellow
Egham, Surrey, U.K.

Focus Area

- Emerging business trends
- CEOs and IT
- Hype cycle
- CIO trends and directions

“A great opportunity to gather information not only on how EA could and should be implemented in my business, but how it is being put into practice through case studies and client sessions.”

Go One-on-One with Gartner.

Reserve your analyst One-on-One session. Sit down privately for 30 minutes with a Gartner analyst and get targeted advice on your EA concerns and issues.

Register today at gartner.com/us/ea or call 1 866 405 2511.

Make the Move From Crisis to Resurgence

Why attend?

Because at this critical point in the business cycle, we'll help you find opportunity in crisis. Our focus: ways to drive cost optimization while positioning your organization for a return to growth. You'll discover how to:

- **Align** business and EA strategies dynamically.
- **Define** the information, technical and solution architecture needed.
- **Contain** costs and gain efficiencies in a volatile business environment.
- **Measure** and communicate the value of EA.
- **Exploit EA** for the IT organization by managing IT processes, information and applications.
- **Create EA** road maps and migration plans.
- **Address** disruptive technologies and manage innovation.
- **Understand** the emerging roles of the enterprise architect given today's economy.
- **Keep pace** with social networking, business process management (BPM) and other shifting trends.

Plus, you'll see why it's so important to:

- Dispel the legacy thinking that EA is simply about technology management.
- Communicate to management how EA is helping drive the business.
- Know what is moving your business forward from a senior planning level and be clear about who's enacting that strategy on a day-to-day basis.
- Embrace the right skills to advance your EA efforts even further.

Who should attend?

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

Why Gartner?

Gartner produces the world's leading technology conferences for CIOs, IT leaders and senior executives—designed to 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-to-one meetings with Gartner analysts
- Networking and interactions with decision makers from organizations spanning every industry and government sector
- Real-life, end-user case studies and global best practices
- 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 or not you're a Gartner client, attending any of our 70+ global events is simply the most cost-effective and time-efficient way to stay on top of what's current, grow your leadership skills and accelerate your success.

What Makes Us Different?

Depth, objectivity and unrivaled expertise.

Nobody understands the intersection of business and technology better than Gartner. And nobody is more committed to providing the kind of pragmatic, actionable advice that delivers real, measurable results. Our research is drawn from thousands of client engagements across every industry—real-world experience and an independent point of view unmatched by other IT analysts. As a summit attendee, you can take full advantage of Gartner EA expertise. Experience two and a half days of open access to frank, fresh and objective thinking, and leave with a plan for your own EA initiatives that you and your organization can believe in.

Get all this at one event.

- **Customized content.** Get your specific needs met with customized content at both the foundational and masters levels.
- **Independent analysis.** Find it with one of the world's leading team of business and IT analysts. Trusted insight is their 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 just 12 attendees.
- **Power breakfasts.** Begin your day with newfound energy at these informal early-morning gatherings with Gartner analysts and your 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 representatives to discuss your EA challenges, and create a shortlist of providers and solutions.
- **Hospitality Suites.** A great way to network informally with your summit colleagues at the end of the day.

Plus:

- 11 Gartner analysts on-site
- 36 sessions in three tracks
- Keynote addresses from today's breakthrough innovators and thought leaders
- Powerful peer-to-peer networking

See how Hot Topics like these impact your practice of EA:

- Cloud computing
- Managing in a cost-cutting environment
- Social networking
- Optimizing business processes
- Application portfolio management
- Enterprise business architecture
- Social software and knowledge management
- Dynamic BPM and SOA
- Application consolidation
- Collaboration strategic planning
- Managing innovation and disruptive technologies
- Application customization
- Emerging technologies and trends



Track Descriptions

Recovery. Resurgence. Growth.

No other IT function has the cross-organizational perspective that enterprise architects have. Looking across silos, you can readily identify opportunities to reuse, optimize and generate growth. Our three-track agenda is designed to help you deepen and expand that unique perspective so that you can position yourself as a forward-thinking leader, help realize the business's vision and prepare your organization for new opportunities in the coming recovery. At a time when it is absolutely vital to prove the value of every initiative, the Gartner Enterprise Architecture Summit will help you exploit EA's leverage to drive success now and in the future.

Three distinct tracks.

Three critical aspects every enterprise architect must address in today's "new normal."

A

The Essential Architect

The essential architect speaks directly to the heart of what being an architect is about: pragmatic, action-oriented and facilitating change in their business. It's not about the basics. It's about the foundational elements of what it takes to select, create and implement all viewpoints of enterprise architecture.

B

The Business Driver

This track focuses on how to apply enterprise architecture to drive business change now. Practitioners will discover the latest best practices for application and technology portfolio management, as well as how to exploit EA for the IT organization to better manage IT processes, information and applications across the enterprise.

C

The Emerging Innovator

Today's emerging innovator is tomorrow's EA leader—ready and willing to apply new approaches and styles of EA under varying business conditions. Be prepared to explore newly emerging trends in EA, as well as "anti-trends," including the revolt against frameworks, the need to scale back EA programs and how to avoid death by architecture.

Analyst/User Roundtables

Brainstorm with our analysts and your peers.

Our popular roundtable sessions offer the opportunity to explore today's top EA issues in an interactive and collaborative setting. Moderated by a Gartner analyst, each session focuses on a specific EA topic and is supported by field-tested research and real-life user experiences. You're invited to register for the Analyst/User Roundtables on-site at the Gartner One-on-One Reservation Desk. Attendance is limited to 12 attendees per session, so be sure to reserve your place early.



Build your own customized agenda online.

Use our convenient Agenda Builder tool to create your own individualized summit schedule prior to the event. Go to gartner.com/us/ea.

Agenda at a Glance

Wednesday, October 7

	Track A: The Essential Architect	Track B: The Business Driver	Track C: The Emerging Innovator
7:00 a.m.	Registration		
11:15 a.m.	K1a. Keynote: EA & BPM—What's Love Got to Do With IT? <i>Elise Olding, Research Director; Jim Sinur, Research Vice President; Philip Allega, Research Vice President and Summit Co-Chair; Brian Burke, Research Vice President and Summit Co-Chair</i>		
11:30 a.m.	K1b. Guest Keynote: The Upside of Turbulence, <i>Donald Sull, author and Professor of Strategy and Faculty Director of Executive Education, London Business School</i>		
12:30 p.m.	Attendee Lunch		
2:00 p.m.	A1. How to Develop an Enterprise Business Architecture <i>Betsy Burton, Research Vice President and Distinguished Analyst</i>	B1. What the C-Suite Needs to Know about EA <i>Anne Lapkin, Research Vice President</i>	C1. Financial Management: How Enterprise Architecture Underpins Current and Future-State Planning and Results <i>Philip Allega, Research Vice President and Summit Co-Chair</i>
3:15 p.m.	A2. Architecting Solution Portfolio Management: Best Practices <i>Bruce Robertson, Research Vice President</i>	B2. Dynamic BPM and SOA: Can Your Architecture Handle Designing for Change? <i>TBD</i>	C2. The Principles of Application Consolidation <i>Andy Kyte, Research Vice President and Gartner Fellow</i>
4:30 p.m.	K2. Keynote: Competing in the New Economy—Mastering Pattern-Based Sensitivity <i>Betsy Burton, Research Vice President and Distinguished Analyst</i>		
5:30 p.m.	Solution Provider Showcase Reception		

Thursday, October 8

7:00 a.m.	Registration		
7:30 a.m.	PB1. Power Breakfast: Case Study—The Enterprise Architecture Educational Programs: What Is Needed and What Structure Should Such Programs Take? <i>Brian H. Cameron, PhD, Professor of Information Sciences and Technology, Pennsylvania State University</i>	PB2. Power Breakfast: Making the Most of Your First-Time Technical Architecture <i>Philip Allega, Research Vice President</i>	
8:30 a.m.	K3. Guest Keynote: The Age of Unthinkable—Why the New World Disorder Constantly Surprises Us and What We Can Do About It <i>Joshua Cooper Ramo, Managing Director, Kissinger Associates</i>		
9:45 a.m.	A3. How to Identify Clear, Actionable Enterprise Architecture Requirements <i>Philip Allega, Research Vice President and Summit Co-Chair</i>	B3. Application Customization: The Cost That Keeps On Costing <i>Andy Kyte, Research Vice President and Gartner Fellow</i>	C3. Alt+Shift+N: Managing Innovation and Disruptive Technologies <i>TBD</i>
11:00 a.m.	Solution Provider Sessions and Case Studies (Three concurrent sessions)		
12:00 p.m.	Attendee Lunch and Solution Showcase Dessert Reception		
1:30 p.m.	A4. Creating EA Road Maps and Migration Plans <i>Richard Buchanan, Managing Vice President</i>	B4. Case Study: User-Centric Enterprise Architecture <i>Andy Blumenthal, CTO, Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)</i>	C4. Architecting for Emergence: New EA Models Embracing Change <i>Bruce Robertson, Research Vice President</i>
2:45 p.m.	Solution Provider Sessions and Case Studies (Four concurrent sessions)		
4:00 p.m.	A5. The Top 10 Pitfalls of Enterprise Architecture Programs <i>Scott Bittler, Research Vice President</i>	B5. Workshop: Architecting the Next-Wave Business Model <i>Brian Burke, Research Vice President</i>	C5. Determine the Right EA Approach to Support Your Business <i>Betsy Burton, Research Vice President and Distinguished Analyst</i>
5:15 p.m.	K4. Keynote: Bringing Innovation Back to EA—The New Strategic Business Capabilities Hype Cycle <i>Mark Raskino, Research Vice President and Gartner Fellow</i>		
6:00 p.m.	Hospitality Suite Event		

Friday, October 9

7:30 a.m.	Registration		
7:30 a.m.	PB3. Power Breakfast: Are You Ready for the LEAP? Linked Enterprise Architecture Process <i>Robert Handler, Research Vice President and Distinguished Analyst</i>	PB4. Power Breakfast: Emerging Technologies and Trends 2009 <i>Mark Raskino, Research Vice President and Gartner Fellow</i>	
8:30 a.m.	A6. Information Management Practitioners: The Enemy Is Us <i>Scott Bittler, Research Vice President</i>	B6. Case Study: Strategic Architecture—A Path to the New Era of Business <i>Scott Dennull, Associate Director, Enterprise Architecture Dayton Power & Light</i>	C6. Enterprise Architects Beware: The Skills That Got You Here Will Not Take You Forward <i>Anne Lapkin, Research Vice President</i>
9:45 a.m.	Solution Provider Sessions and Case Studies		
10:30 a.m.	A7. Managing EA in a Cost-Cutting Environment <i>Brian Burke, Research Vice President</i>	B7. Case Study: How to Kick-Start Your Business Architecture Program <i>Ken Dschankilic, Enterprise Architect, Canadian Tire Corporation</i>	C7. Middle-Out EA Case Studies <i>Bruce Robertson, Research Vice President</i>
11:45 a.m.	K5. Gartner Closing Keynote: TBD		
12:00 p.m.	Gartner Closing Remarks <i>Brian Burke, Research Vice President and Summit Co-Chair; Philip Allega, Research Vice President and Summit Co-Chair</i>		

Agenda as of July 7, 2009, and subject to change. Visit gartner.com/us/ea for updates.

Session Descriptions

Keynotes

K1a. EA & BPM: What's Love Got to Do With IT?

Architecture and business process management are complementary efforts. When viewed improperly, EA and BPM clash and create friction. What makes the difference between success and failure? This brief keynote will provide a transition between these two critical areas. Gartner analysts from both of these disciplines offer advice on how strengthening the relationship between the enterprise's process and architecture efforts yields greater results.

*Elise Olding, Research Director; Jim Sinur, Research Vice President;
Philip Allega, Research Vice President and Summit Co-Chair;
Brian Burke, Research Vice President and Summit Co-Chair*

K1b. The Upside of Turbulence

Leaders have traditionally been viewed as industry captains, standing on the deck of a ship, peering deep into the horizon of the future to set a long-term course. Unfortunately, managing in today's volatile markets feels more like driving a race car in the fog—hurtling into a turbulent future with limited visibility. Based on a 10-year research project, this session covers 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 maximize the upside of turbulence.

*Donald Sull, Author; Professor of Strategy and Faculty Director of Executive Education,
London Business School*

K2. Competing in the New Economy: Mastering Pattern-Based Sensitivity

At the highest level, IT enables new business competencies and capabilities for organizations. Some 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. We present the concepts, drivers and risks in a hype cycle your CEO needs to know.

- What are the biggest strategic, value-creating capabilities that IT enables for modern business?
- Which capabilities are maturing and are lower risk?
- What new capabilities are evolving?
- How do we select the right option at the right time?

*Betsy Burton, Research Vice President and Distinguished Analyst;
Philip Allega, Research Vice President and Summit Co-Chair*

K3. The Age of the Unthinkable:

Why the New World Disorder Constantly Surprises Us and What We Can Do About It

Managing director at Kissinger Associates and author of *The Age of the Unthinkable*, Joshua Cooper Ramo has been called “one of China’s leading foreign-born scholars” by The World Economic Forum. Questioning conventional thinking, Ramo puts forth a radical new model for thriving in a world of unexpected change.

Prior to entering the strategic advisory business, Ramo was an award-winning journalist and the youngest-ever Foreign Editor of Time magazine. Among his nearly two-dozen Time cover stories were the 1997 Man of the Year profile of Andy Grove and an award-winning profile of Kofi Annan.

In his most recent book, *The Age of the Unthinkable: Why the New World Disorder Constantly Surprises Us and What We Can Do About It*, Ramo argues that we are now in the midst of unprecedented change—instead of relying on our traditional models and institutions of the past, we must adapt to these changes with innovative solutions and creative problem-solving ideas to face the global challenges ahead. Forbes called it “a poignant, informed and optimistic book.”

Joshua Cooper Ramo, Managing Director, Kissinger Associates

Session Descriptions

K4. Bringing Innovation Back to EA: The New Strategic Business Capabilities Hype Cycle

At the highest level, IT enables whole new business competencies and capabilities for organizations. Some 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. We present the concepts, drivers and risks in a hype cycle your CEO needs to understand.

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- Which capabilities are maturing and are lower risk?
- What new capabilities are evolving?
- How do we select the right option, at the right time?

Mark Raskino, Research Vice President and Gartner Fellow

Power Breakfasts

PB1. Case Study: The Enterprise Architecture Educational Programs—What Is Needed and What Structure Should Such Programs Take?

The College of Information Sciences and Technology (IST) at Penn State University is embarking on several ground-breaking educational initiatives in EA. Enterprise architecture is emerging as a critical discipline within industry, but higher education has been slow to create educational programs to address this growing area of importance. In response to feedback from corporate and government stakeholders, the College of IST is planning the following EA-related initiatives:

- The creation of undergraduate curriculum focused on enterprise architecture. This will be the first undergraduate major in EA in the country. Students will be given a solid foundation in business, technology, and EA methods and practices and will have the opportunity to focus on several areas of specialty.
- The creation of a new online professional master's program with a focus in enterprise architecture
- The development of a research center with a focus on enterprise architecture
- The development of a professional certificate series for early career EA professionals

Brian H. Cameron, PhD, Professor of Information Sciences and Technology, Penn State University

PB2. Making the Most of Your First-Time Technical Architecture

Enterprise architects are typically given license to focus upon the business of IT. For EA practitioners, it's the technical architecture viewpoint within enterprise architecture. Typical potholes on the journey to completion include framework selection, lack of connection to business context and gaining support concerning the value of the effort.

- Review the essential processes to create, apply and govern.
- Focus upon key deliverables to overcome well-known challenges.
- Learn how to answer "what's in it for me?" (WIIFM) to deliver desired business value.

Philip Allega, Research Vice President and Summit Co-Chair

"I truly enjoyed the conference. The keynotes were fantastic and very relevant to EA."

Session Descriptions

PB3. Are You Ready for the LEAP?

The strategy of the firm is to serve, if not exploit, the market; enterprise architecture, in turn, supports the firm in attaining its strategy. Enterprise architects must shift their focus to encompass their organization's interaction with markets and firms in a network of networks, enabled by information technology. The maverick view bucks conventional thinking and introduces a new toolkit for enterprise architects, incorporating disciplines such as game theory, social psychology, chaos theory, network science and Web science called linked enterprise architecture process (LEAP). It's time to LEAP forward.

- What is the history and context of this premise?
- What effective tools are available to move this from theory to reality?
- What must be done now to enable success (and prevent catastrophe)?

Robert Handler, Research Vice President and Distinguished Analyst

PB4. Emerging Technologies and Trends 2009

We may be in the worst recession since the 1930s, but Moore's Law has not been repealed. Emerging technologies continue to pour from the innovation pipeline even as the economic world changes all around us. Where new technologies and new business or social trends meet, expect disruptive effects. In this session, we'll walk that landscape and try to decide what matters most over the coming few years.

- What new emerging technologies and tech trends rise above the ordinary?
- What business and social trends are shifting business and society's needs?
- Which intersections are likely to be most disruptive?

Mark Raskino, Research Vice President and Gartner Fellow

Track A: The Essential Architect

A1. How to Develop an Enterprise Business Architecture

Supporting EBA has become one of the hottest EA topics, because many organizations have recognized that it can help the business make better decisions and deliver strategic planning. It can be the catalyst to begin to align IT and business, and it can be used to demonstrate business impact and value from EA efforts. In this session, we will discuss a practical approach to supporting EBA, case studies and best practices.

- Why is business architecture becoming important?
- What are the steps to developing a business architecture?
- What are other organizations doing with business architecture?

Betsy Burton, Research Vice President and Distinguished Analyst

A2. Architecting Solution Portfolio Management: Best Practices

Organizations are getting better at managing application solution portfolios, but most have not really looked to manage shared infrastructure planning with a portfolio technique. This session will describe time-tested best practices of application portfolio management (APM) while leveraging them to describe emerging practices for shared infrastructure portfolio management.

- How to improve APM prioritization and road map development
- How to get started with shared infrastructure portfolio management
- How to architect change across portfolios

Bruce Robertson, Research Vice President

Session Descriptions

A3. How to Identify Clear, Actionable Enterprise Architecture Requirements

All well-run projects and programs need agreement on requirements to be satisfied, including the enterprise architecture program. Many organizations struggle to create EA requirements that are clearly linked to business strategies. This session provides a clear method for determining appropriate EA requirements.

- How to create EA requirements
- How to drive EA requirements from business strategy
- Other sources of EA change requirements

Philip Allega, Research Vice President and Summit Co-Chair

A4. Creating EA Road Maps and Migration Plans

Organizations that have a mature EA program have mastered the process of navigating cultural, organizational and political barriers to gain agreement on change priorities across the business. The way forward will dramatically differ depending on current-state and future-state environments. Defining road maps and migration plans formally identifies the gaps and efforts necessary to bring the future state to reality.

- What are the steps to creating an EA road map?
- How do we deal with out-of-cycle change?
- What does an EA road map look like?

Richard Buchanan, Managing Vice President

A5. The Top 10 Pitfalls of Enterprise Architecture Programs

If your enterprise architecture program is not already performing well, it is at greater risk of being terminated during tough economic times. However, new EA programs are being started now to plan the way through the tough times and to better times ahead. There are several predictable EA program pitfalls. It is much easier to avoid the pitfalls than to recover from them.

- What are the top 10 EA program pitfalls?
- How can these pitfalls be avoided?
- What are the benefits of applying these lessons?

Scott Bittler, Research Vice President

A6. Information Management Practitioners: The Enemy Is Us

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

- What went wrong with information management?
- How can we leverage the network effect?
- How will information consistency evolve?

Scott Bittler, Research Vice President

“A great exposure to the EA process, coupled with true-life experiences.”

Session Descriptions

A7. Managing EA in a Cost-Cutting Environment

Enterprise architects play a key role in managing the portfolios of assets and projects in IT. Using a portfolio approach, enterprise architects must work with business leaders to determine the optimal mix of project investments. It also requires taking a critical look at the services IT provides to cut or trim services and projects.

- How can we resize the project portfolio to meet current business needs?
- How can we optimize the asset portfolio to drive out costs?
- How can we rationalize IT solutions and services?

Brian Burke, Research Vice President and Summit Co-Chair

Track B: The Business Driver

B1. What the C-Suite Needs to Know About EA

Senior executive leaders struggle today with the transformative impacts of the economy on the enterprise. They need to react to market realities without impairing the ability of the business to recover when economic conditions improve. Many are using this opportunity to revamp the way they do business. In all cases, EA is a powerful supporting tool, yet many do not know how to use it to achieve their goals.

Anne Lapkin, Research Vice President

B2. Dynamic BPM and SOA: Can Your Architecture Handle Designing for Change?

The future of business is to be proactive, efficient and reactive to deliver on the promise of agility. Business processes are not always agile. With SOA, events will allow business processes to be more ad hoc and dynamic. This presentation discusses the need for dynamic BPM where rules, processes and events come together.

- What is dynamic BPM, and why will it be necessary over the next five years?
- What best practices leverage dynamic BPM?
- What impact will SOA, the Web, governance and events have on BPM?

TBD

B3. Application Customization: The Cost That Keeps On Costing

Heavily customized large-packed applications threaten to become the legacy systems of the next decade. Management teams dealing with an existing application portfolio with substantial customization need to learn how to manage them more effectively. Anyone contemplating the implementation of a new packaged application needs policies to avoid the problems of the past. Both groups will benefit from attending this session.

- How can packaged applications be adapted to suit the specific needs of an individual business?
- How should an application implementation team manage the customization of a packaged application?
- How should existing customized packaged applications be managed so as to deliver value in the long term?

Andy Kyte, Research Vice President and Gartner Fellow

Session Descriptions

B4. Case Study: User-Centric Enterprise Architecture

When presenting EA information, practitioners often rely on esoteric EA “artifacts” that are too complex or convoluted for executives to use when making decisions. This presentation presents the user-centric EA methodology as a solution. Based on best practices from industry and government, user-centric EA focuses on developing useful and usable information products and governance for the end user. In user-centric EA, information is relevant, easy to understand and readily accessible. The presentation will draw on practical examples from the U.S. Coast Guard to show user-centric EA in action.

- How do you make enterprise architecture information useful and usable to decision makers?
- How do you collaborate with the business on developing enterprise architecture products?
- What are some good examples of enterprise architecture products that the organization can understand and use?
- What are the linkages between enterprise architecture and effective IT governance?

*Andy Blumenthal, Chief Technology Officer,
Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)*

B5. Workshop: Architecting the Next-Wave Business Model

How do leading organizations get ahead of the competitive curve? As hockey legend Wayne Gretsky said, “A good hockey player plays where the puck is. A great hockey player plays where the puck is going to be.” Recessions are inflection points, presenting opportunities for entirely new business models to emerge. Tomorrow’s leaders will understand and embrace that change today.

- How can you change from cost-cutting to business growth?
- How can you identify the shifts that signal the next-wave business model?
- How to balance innovation, risk and opportunity?

Brian Burke, Research Vice President and Summit Co-Chair

B6. Case Study: Strategic Architecture—A Path to the New Era of Business

Dayton Power and Light’s experience creating and delivering a strategic architecture integrating IT and business, reveals practical tools and insight for anyone engaged in enterprise architecture. From communicating technical service offerings, their vision and benefit to the business, to helping both IT and business negotiate technical requirements and avoid discussions about products high on the hype cycle, this session reveal examples, processes and templates for new and experienced practitioners.

- Create and align your infrastructure strategic architecture (technology solutions and enabling technologies) to support the business service portfolio and budgeting process.
- Learn how to create strategies for your IT services, and their tactical implementation.
- Use strategic architecture to mediate normal business cycles and changes in the business climates without abandoning your strategies.

Scott Dennull, Associate Director, Enterprise Architecture, Dayton Power & Light

B7. Case Study: How to Kick-Start Your Business Architecture Program

Of all the enterprise architecture disciplines, none has been harder to define, visualize and execute upon than business architecture. There have been many approaches and theories behind this practice but precious few deliverables. Join Ken Dschankilic as he provides real-world, practical lessons on how business architecture has been adopted at Canadian Tire Corporation. Ken will discuss how to approach defining business architecture, its context within EA organizations, and its adoption and maturation. Topics covered include:

- Business capability modeling
- Application health assessments
- Application portfolio management
- The role of defining business context

Ken Dschankilic, Enterprise Architect, Canadian Tire Corporation

Track C: The Emerging Innovator

C1. Financial Management:

How Enterprise Architecture Underpins Current and Future-State Planning and Results

Most investment decision makers consider time, money and people as the primary financial management elements. With EA underpinning financial management, risks concerning the future-state impact of today's investments are highlighted for work that's both planned and in progress.

- Discover the focus of leading EA practitioners on the business of the business.
- Reverse your heritage thinking about what enterprise architects do.
- Learn hot EA techniques that support CEOs and CFOs.

Philip Allega, Research Vice President and Summit Co-Chair

C2. The Principles of Application Consolidation

Large organizations suffer from bloated application portfolios. M&As, globalization and business unit demands all lead to duplication of capability, increased costs and lack of consistency in business processes. Some duplication may be justified by real differences in business needs, but much is unnecessary and expensive. The tight cost controls imposed on budgets will demand and facilitate the consolidation of the application portfolio.

- How should appropriate targets for application consolidation be identified and the potential benefits be quantified?
- What are the four modes of application consolidation?
- How should application consolidation programs be structured and managed to minimize risks and maximize benefits?

Andy Kyte, Research Vice President and Gartner Fellow

C3. Alt+Shift+N: Managing Innovation and Disruptive Technologies

Change is the game, but how can you teach an old dinosaur new tricks? Leading organizations actively track technology trends to avoid being blindsided by change, and are often in the forefront of industry shifts. In this session, we will discuss the techniques that the most agile organizations use to identify, select and implement innovation strategies.

- What is the process for identifying disruptive technologies?
- What is the role of enterprise architecture in managing innovation?
- How do you sell the investment in disruptive technologies to business managers?

TBD

C4. Architecting for Emergence: New EA Models Embracing Change

Rather than imposing increasingly prescriptive standards on a less enthusiastic audience, enterprise architecture will seek to maximize the freedom to experiment and innovate by reducing the standards that architecture imposes. Less is more. In this session, we will explore the fundamental changes that are driving organizations to simplify enterprise architecture and enable innovation.

- What is emergent architecture?
- How does a light EA approach enable innovation?
- How can this be practically implemented in a Web-oriented architecture?

Bruce Robertson, Research Vice President

Session Descriptions

C5. Determine the Right EA Approach to Support Your Business

There is no one way to support EA; your decisions may be heavily influenced by your business landscape, people and politics, future-state vision and experience. In this presentation, we will explore the different approaches to EA, including traditional, EA Lite, federated, managed diversity and hybrid. We will also explore when to leverage the different approaches, and how these decisions may evolve over time.

- What different approaches do 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?

Betsy Burton, Research Vice President and Distinguished Analyst

C6. Enterprise Architects Beware: The Skills That Got You Here Will Not Take You Forward

Visit gartner.com/us/ea for details.

Anne Lapkin, Research Vice President

C7. Middle-Out EA Case Studies

Large, complex organizations in both the private and public sectors are finding that a traditional EA approach cannot work at the enterprise level. Many larger EA efforts are too prescriptive, losing relevance. In this presentation, we will take a look at some organizations that are taking a middle-out approach to architecture.

- How the U.S. government generalized interfaces to enable mash-ups
- How the U.K.'s NHS is architecting a business ecosystem
- How Amazon, Salesforce.com and Google are moving to become platform providers

Bruce Robertson, Research Vice President

“Good information. A unique opportunity to step back and see that most EA challenges are universal.”



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