Emergent Architecture – New Game, New Rules

Introduction from the Conference Chairs

The practice of enterprise architecture that has steadily evolved over the past 20 years is about to be turned on its head. Instead of controlling chaos, it’s time to embrace it. No longer will enterprise architects be able to dictate highly prescriptive standards to an unwilling group of stakeholders. The reins of decision-making power are now largely in the hands of the EA stakeholders.

Given their freedom, business units, employees, customers, partners and suppliers will implement a diverse set of solutions driving value from information in new ways, unanticipated by the central planners in EA. Enterprise architects must not only accept the inversion of control, your role will be to stimulate diversity by empowering your stakeholders.

It may seem counter-intuitive, but the role of enterprise architects in the future will be to define a minimal set of rigidly enforced standards and maximize the freedom of choice for the implementers of the EA. Conventional thinking would suggest that too much freedom will result in inefficiencies – that the masses must be controlled. Conventional thinking is wrong. Welcome to the new game.

At this summit, we will be exploring the boundaries of enterprise architecture and related disciplines. We will help you to understand the leading practices to define interface standards that enable emergent behaviour and stimulates innovation – in the future we will be architecting the lines and not the boxes. We will also explore the leading edge of cloud computing, service oriented architecture, project and portfolio management and business process management – those issues that are most critical to enterprise architects. We will also showcase some of the leading practitioners of enterprise architecture from a broad range of industries and geographies.

We are convinced that this EA Summit will not only update you on the latest trends in EA, but challenge you to change some of your most basic premises and operating models.

Philip Allega
Research Vice President
Gartner

Brian Burke
Research Vice President
Gartner
WHO SHOULD ATTEND?

The Gartner Enterprise Architecture Summit brings together senior strategists, enterprise architects, portfolio managers and senior level IT managers in their quest to strengthen and manage business and IT alignment.

- Architects and Architecture Leaders
- Strategy and Planning Heads
- CIOs and Senior IT Managers
- Software Development/Integration Executives
- Business and Systems Analysts
- Consultants

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BENEFITS OF ATTENDING

- Find out about the new approach to EA: Tracks 1 and 3 will directly assist you with making and implementing those critical decisions that dominate your working life.
- The all new Track 2 will give you an entirely new perspective on those issues critical to architects: cloud computing, BPM, SOA, etc.
- Empower your teams and knowledge workers to make better decisions – faster
- Hear the visionary keynotes from Gartner analysts and industry experts
- Up-to-the-minute Gartner Insights: enhance your knowledge with the latest analysis
- Tackle your toughest challenges – in complimentary One-on-One sessions with Gartner analysts and Analyst/User Roundtables
- Share your experiences with your peers from across Europe and the Middle East
- Meet Key Solution Providers: evaluate offerings from leading vendors at the Solution Showcase
- Enhance your knowledge with the opportunity to take away documentation from the conference sessions and share your learning with your colleagues

Monday 22 September

PRE-EVENT TUTORIAL

(payable separately)

13:30  Registration Opens
14:00 – 18:00  Tutorial Session

Tuesday 23 September

08:00  Registration Opens
09:00 – 09:15  Conference Opening
09:15 – 10:45  Plenary Sessions
11:15 – 13:00  Track Breakout Sessions
13:00 – 14:00  Lunch & Solution Showcase
14:00 – 17:00  Track Breakout Sessions
17:00 – 18:00  The Leading Edge Presentation
18:00 – 20:00  Networking Drinks Reception

Wednesday 24 September

09:00 – 12:45  Track Breakout Sessions
12:45 – 13:45  Lunch & Solution Showcase
13:45 – 15:35  Track Breakout Sessions
16:05 – 17:05  Gartner Open Research Meeting
17:05 – 17:15  Conference Closing Remarks
17:15  Conference Finishes

Register today at europe.gartner.com/ea
The Tracks for 2008

**Firing on All Cylinders**
As the practice of enterprise architecture continues to grow and evolve, the focus has shifted from technology to information and business. The key to enterprise architecture success is often not the creation of the architecture itself, rather it is the supporting activities that are often most critical. Defining a pragmatic and actionable architecture that is relevant in today’s constrained economy is challenging for many enterprise architecture programs. This track will provide the guidance and insight necessary to get the EA program on firm footing.

**Casting a Broad Net**
Enterprise architecture is not an island. To be successful, architects must interact with a variety of related management disciplines such as solution development, business process management and portfolio management. It is important to define the boundaries and build the bridges between EA and other disciplines to reduce the ‘white space’ and overlaps. This track will discuss some of the key relationships for EA, define these boundaries and describe the state of the art in these areas.

**Taking IT and EA to the Next Level**
EA has already changed. New styles, new approaches, new content in the faces of new demands, new technologies and even new reporting relationships. The key to managing change is EA. A Chinese proverb states, “If you do not change direction, you may end up where you are heading”. Establishing EA and connecting to other complimentary management disciplines is baseline for leading edge practitioners today. This track will explore the concepts, trends and thought provoking considerations for mature enterprise architects as they take EA, and IT, to the next level.

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**LEADING EDGE SPEAKER**

**Phillippe Barreaud**
Chief Enterprise Architect, Michelin

Philippe Barreaud is Michelin’s Chief Enterprise Architect. He has 18 years of experience managing both IS/IT and business functions in EMEA and Asia. Prior to joining the IS team to lead the Enterprise Architecture initiative for the Group, Philippe was managing Michelin’s operations in China.

**KEYNOTE SPEAKERS**

**Brain Burke**
Research Vice President, Gartner

Mr. Burke has a broad and diverse background in technology and strategy, having more than 20 years of experience in the industry. He joined Gartner in April 2005 with the acquisition of Meta Group, where he worked for the past seven years. Prior to that, he held senior management positions with responsibility for the development of IT strategy and architecture and the implementation of emerging technologies, including Internet, knowledge management, data warehouse, groupware, client/server and LAN/desktop technology.

“Being an IT researcher provides me with the opportunity to speak with a large number of IT practitioners in a variety of industries and geographies – work that gives me a deep understanding of the common issues faced by industry participants. What I learn from these interactions enables me to inform clients about successful strategies being employed by leading companies worldwide.”

**Nick Gall**
VP Distinguished Analyst, Gartner

Prior to joining Gartner in 1996, Mr. Gall gained more than 19 years of experience in infrastructure and application design with companies such as Honeywell/Bull and BBN. His expertise spans diverse domains, including relational database design, object-oriented design, programming language design, artificial intelligence, natural language processing and Internet architecture. Mr. Gall has led scores of workshops for Fortune 500 IT organizations on topics such as adaptive infrastructure, service-oriented architecture and integration architecture. As a former intellectual property litigation attorney, he also has deep experience with the legal issues of IT.

“Information technology isn’t just my vocation, it’s also a fundamental aspect of my avocation: philosophy. I’m a philosopher at heart, and I view the world and IT through philosophically shaded glasses. I have an insatiable desire to ask why and how, and I believe that IT enables us to understand the world – and ourselves – in fundamentally new ways. In fact, I believe that IT is changing what it means to be ‘us’.”
Meet the Analysts

For over 25 years, Gartner analysts have been the trusted advisors to many of the world’s largest and most demanding organizations. No one sees the implications of technology so clearly, so consistently. Gartner analysts draw constantly from the real-life challenges and solutions experienced by more than 45,000 clients worldwide. The value of this resource, combined with our in-depth analysis of technology vendors, is unrivalled. Gartner’s Enterprise Architecture Summit 2008 brings a level of experience and expertise that you simply cannot get anywhere else.

**Philip Allega**
Research VP

**Key Focus Areas:**
The Changing Nature of Enterprise Architecture
Enterprise Architecture as Strategy
Business and IT Integration

**Richard Buchanan**
Managing VP

**Key Focus Areas:**
Business and Corporate Strategy
Enterprise Architecture Management
Change Management

**Brian Burke**
Research Vice President

**Key Focus Areas:**
Emergent Enterprise Architecture Styles
Enterprise Architecture Management and Governance
Managing Innovation

**Betsy Burton**
VP Distinguished Analyst

**Key Focus Areas:**
Enterprise Business Architecture
Emerging Technology Trends
Managed Diversity

**Robert Handler**
VP Distinguished Analyst

**Key Focus Areas:**
Enterprise Architecture Process & Best Practices
IT Portfolio Management
Organizational Change

**Andrew Kyte**
VP & Gartner Fellow

**Key Focus Areas:**
IT Modernization
Application Strategy
Application Governance

**Anne Lapkin**
Research VP

**Key Focus Areas:**
IT Modernization
Application Strategy
Application Governance

**Daryl Plummer**
Managing VP & Gartner Fellow

**Key Focus Areas:**
Service Oriented Architecture (SOA)
Business Process Management
Application Development
Web Technologies
Emerging Trends

**Mark Raskino**
VP & Gartner Fellow

**Key Focus Areas:**
Emerging Business Trends
Hype Cycle
CIO Trends & Directions
END-USER CASE STUDIES

The Implementation of Enterprise Architecture Across Shell

In an ever-changing world, the organization must maintain target architectures and roadmaps to enable smooth integration and alignment of new developments. This session covers how we set about creating and maintaining an architecture community able to handle the challenges of a large, global enterprise with very diverse businesses, relying on governance structures involving our strategic suppliers, using the same tools and procedures, and focusing on delivering real solutions and services to our businesses.

Johan Krebbers, Group IT Architect, Royal Dutch Shell plc

Statoil + Hydro = StatoilHydro: Architecture Lessons Learned from Creating Scandinavia’s Largest Company in Under Six Months

When Statoil and Hydro decided to merge to form StatoilHydro, the pressure was on and the timing was tight. In a few short months a new business model had to be designed and implemented based on two complex application portfolios. A continuous focus on enterprise architecture over many years gave the oil trading organisation a good starting point when the merger was planned and executed, and in this session we take a look at the lessons learned and resulting key focus areas in the merger that created the world’s third largest net selling oil organisation.

Harald Wesenberg, Leading Advisor Enterprise Architecture, StatoilHydro ASA

From Fragile to Agile: The Evolution of Architecture

Carphone Warehouse plc is the world’s largest independent retailer of mobile phones. The hallmark of the organisation to date has been rapid, sustained growth in a number of diverse markets. Balancing the business drive to deliver innovative solutions to market quickly against the IT need for predictability presents the Architecture team with an evolving set of challenges. This session describes the journey from inception of the function to the current day, the approaches, skills and tools used, and the lessons learnt along the way.

David Byrne, Architecture & Design Director, Carphone Warehouse plc

From Servers and Silos to Services – An Architectural Expedition

Your company is struggling to standardize its IT infrastructure, for efficiency and/or for enterprise communications. Simultaneously, you recognize the need to break down silos within your business. You believe that services (processes, information, and platforms) could be the answer but this is a voyage into the unknown. This session will highlight the role that architects and architecture in all parts of the organization need to play in order to make this journey a success.

Alec Fitton, Head of IS Strategy and Architecture, Syngenta
Peter Hungerford, Enterprise Architect, Syngenta
PLENARY SESSIONS

Gartner Keynote: Emergent Enterprise Architecture – New Game, New Rules

The command and control model for enterprise architecture is being turned on its head. Rather than imposing increasingly prescriptive standards on a less and less enthusiastic audience, the new game will maximise 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. We will also provide real world examples of organizations that are leading the way by deploying an emergent architecture style.

Brian Burke and Nick Gall, Gartner

The Leading Edge Presentation: New Rules, New Game: EA Gets Real in a Virtual World

Michelin, the world’s Number 1 tire manufacturer, uses EA to align IS with business across 3 product lines, 75 factories and 170 countries. A highly interactive training environment in Second Life combines presentations and a hands-on workshop helping IS members understand their role in making EA real. Prepare to be immersed in an interactive demonstration of EA you’ve never thought possible – until now.

Philippe Barreaud, Chief Enterprise Architect, Michelin

Gartner Open Research Meeting

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 explore the highlights and key takeaways from the conference experience, what assumptions were validated and what assumptions weren’t. Don’t be surprised if the interactive dialogue opens a few eyes, bringing new and important ideas to the forefront, building possible new strategic assumptions around EA topics. Moderated by Nick Gall, delegates and analysts alike will engage each other in spirited exchanges.

Philip Allega, Richard Buchanan, Brian Burke, Betsy Burton, Nick Gall (moderator), Robert Handler, Anne Lapkin, Daryl Plummer, Mark Raskino, Gartner

Premier Panel

Two key players in this space and one Gartner analyst will engage in a lively debate on current industry issues and latest technology trends.

*alfabet*

*Sybase*

Moderated by: Robert Handler, VP Distinguished Analyst, Gartner

“*The Summit has been a great help to generate ideas to build on our current BPM projects and extend / evolve them into EA and SOA orientation.*”

Roel Brand, CIO, WE International
Defining the Business Architecture

Enterprise architecture is about much more than technology; it is about the process of enabling an organization (including information, technology, business and solution) to change and evolve toward a business vision and strategy. As such, enterprise business architecture (EBA) is a critical, but often not clearly defined or understood, part of an overall EA effort. This session defines EBA and the major dimensions and influencing factors (internal and external).

Philip Allega

Creating EA Roadmaps & Migration Plans

Visualizing the aggregation of multiple plans at an enterprise level helps companies understand, for example, that the launch of a new critical product is aligned with other operational plans of the company, including business processes, information and technology. The ability to manage and understand the impact of complex, interrelated future-state plans and scenarios is crucial for all enterprise architects that must project the future state of the enterprise over time.

Richard Buchanan

Communicating the Value of EA

Communication is a critical issue for EA teams, and one that is neglected surprisingly often. In fact, Gartner’s analysis indicates that effective communication has the most significant impact on EA program success of all EA activities. Gartner estimates that up to 30% of an EA team’s effort should be spent on communication. Formal communication planning is a requisite skill for enterprise architects.

Brian Burke

Integrating EA and Business Strategy

The company’s three biggest brains cannot construct EA without business context. EA without business context is a set of indefensible standards, models, patterns or blueprints. EA and business strategy together improves and strengthens support for the content of EA. This session will help you understand how to make this happen, even if you don’t think you have a business strategy today.

Philip Allega

EA Governance

EA and governance efforts should be intertwined and complimentary. IT managers should use the artifacts of EA (such as business context, principles and models) to develop a business-driven IT governance strategy. Equally, the EA team should leverage the IT governance model when defining the EA organization and defining working groups with business leaders. This session illustrates the need for integration and collaboration between these two processes.

Richard Buchanan

Measuring the Business Value of EA

Many enterprise architecture teams struggle to find metrics that demonstrate the value that EA is delivering to the business, and resort to inwardly focused metrics meant to increase the scope of EA assurance and governance processes. This session explores the shift in EA measurement programs from inward metrics to performance management in order to relate the value of EA to the business value areas defined in the business strategy.

Anne Lapkin

Projects and Programs: The Future Must Be Smaller, Faster and Easier

Enterprises execute change through project-based activities under the PPM (program and portfolio management) umbrella. The methodologies, roles and best practices for these activities have been written about, standardized, certified, promoted, and documented. Yet “success” (the ability to pick the right projects, execute and deliver to expectations) is often still elusive for today’s IT organizations. In this presentation we discuss how to find the real critical success factors – the ones no one taught you. In addition, we take a look into the future and find increasing evidence that even less of the standard project methodology foundation we depend on today will serve us effectively in the future. We’ll discuss what the future holds and how projects and programs will need to change.

Robert Handler
Casting a Broad Net

If You Had an Application Strategy, What Would It Look Like?

The typical “de facto” application strategy approach works in a slow-changing environment, but cannot support today’s radical and rapid changes in technology and business. Organizations need to build a coherent, modern, vision-focused strategy, but few know where to start and how to craft the right objectives, structure and content. This session will present a framework for constructing a modern application strategy, and will provide practical advice on how to create and evolve one.

Andy Kyte

What’s Next: Context-Delivery Architecture

Gartner’s analysis of four key areas of communications are indicating that a transformational wave of change is imminent and combined with context aware computing will lead to the creation of context-enriched services. New opportunities and risks triggered by this blending of communications and applications will require enterprise architects to adopt new viewpoint, known as Context Driven Architecture (CoDA). In this session, Gartner looks at how CoDA will impact the industry in 2012.

Anne Lapkin

Dynamic BPM: Services and Processes Get Real Time Events

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.

Daryl Plummer

Mastering The Hype Cycle

The Hype Cycle is one of Gartner’s most famous and important models. This new work expands and explains it while raising its usage to a new strategic level – into effective business change through timely technology innovation adoption. Based upon the forthcoming book of the same title, this session will explain how to navigate the Hype Cycle for success and avoid its damaging traps.

Mark Raskino

SOA and EA: Lessons Learned From the Trenches

Many organizations have started with service oriented architecture initiatives but many have simply ‘let it happen’ rather than planning the change. As a result, these organizations are not seeing the benefits they expected from their investment in SOA. This session will take a look at some of the common missteps that organizations make in moving towards SOA and how to avoid those mistakes.

Nick Gall

Cloud Computing: How Getting “Served” will Alter Your Architectural Plans

The Cloud Computing phenomenon is gaining steam and will be one of the most talked about subjects of 2008. Vendors are rapidly delivering plans for cloud platforms and services through industrialized IT. However, myths about cloud computing such as IT on tap, software-only clouds, and the end of software must be balanced with the reality that will exist. This presentation examines Gartner’s definition of the cloud, how it will evolve, and what myths will morph into successful cloud initiative.

Daryl Plummer

Radical IT Cost Cutting Driving Business Transformation

Whether good economic times or bad, IT organizations must manage their cost profile. Leading organizations have discovered that radical cost cutting ideas in IT (reducing total cost to the business, depopulation, etc.) can lead to better business innovation. For enterprise architects, learning how to think differently about how IT can be applied to the business can free your mind to consider new ways to do business and IT differently.

Mark Raskino
Taking IT and EA to the Next Level

**EA Tools: Understanding the Market and Selecting a Tool**

A fool with a tool is still a fool. EA tools serve as the primary repository to store, structure and relate a wide variety of information. They also support the analysis and presentation of this information to meet stakeholder needs. In this volatile and geographically dispersed market, the maturation of tool capabilities means that new and senior architects must reassess which tools are the best fit.

*Robert Handler*

**Pulling It All Together: Defining the Solution Architecture**

The solution architecture integrates the business processes, information and technology to actually deliver something useful. However many enterprise architects struggle with the concepts and relationships in a solution architecture. Understanding the solution architecture is the key to delivering an integrated architecture that meets business needs. This session will discuss solutions and services and how they fit into the enterprise architecture models.

*Nick Gall*

**Why Leaders Place IT Strategy Before Business Strategy**

How far out should your strategy look? 3 years? 5? How about – “as long as the persistence of your decisions”? Business and IT managers today are living with the consequences of decisions taken 20 years ago. Persistent success means raising the horizon – developing a twenty year life-cycle plan for all the enterprise assets.

*Andy Kyte*

**Minding Your Own Business: Architecting the Information Assets**

Information architecture is widely talked about, deeply misunderstood and seldom practiced. Information is the most valuable asset in your care, and yet gets little attention from enterprise architects. The cause is that information architecture is poorly understood and information architecture practices vary greatly. This session will demystify information architecture in all its various forms, and help you to focus on taking pragmatic steps to effectively manage the information asset.

*Betsy Burton*

**Managing the IT Investment Portfolio**

Unlocking the business value of IT and EA requires an understanding of the IT investment portfolio: its creation, policies, principles, organizational roles and other governance aspects. Today’s demanding regulatory and economic climate heightens the need to understand how this critical discipline supports and enables the implementation of EA’s future state. This session will explain the process of achieving a rationalized and business-aligned portfolio to support the needs of business.

*Robert Handler*

**The Best Enterprise Architects Don’t Work Too Hard**

Gartner’s empirical research indicates that enterprise architects are generally bad golfers, consistently losing to the Sales people at company golf tournaments. The root cause is that enterprise architects are simply working too hard. Join this session to explore tips and techniques to accelerate EA development. Learn how to leverage knowledge and talent from across the organization and beyond to orchestrate the development of EA.

*Brian Burke*

**Alt+Shift+N: Start a New Game**

Change is the game. The only source of sustainable competitive advantage is organizational agility – but how can you teach a dinosaur new tricks? Managing innovation and disruptive technologies is an art and science that few organizations master. Those that do are rarely 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.

*Betsy Burton*

“Gartner are professional and knowledgeable. But deliver information in a friendly and understandable way.”

Michael Smith, ebus Architect, Friends Provident
The Core Ideas of Adaptive Enterprise Architecture

Increasingly, organizations are initiating or revamping EA programs to better cope with unprecedented rates of change in an ever more complex IT environment. However, many EA initiatives fail to demonstrate sufficient business value to sustain themselves over the long run. In many cases, failure lies in not getting the basics right.

- Get an introduction to the foundations of EA
- Gain the knowledge to help you make the most of the presentations during the Summit
- Find out what you need to get started and how to position your EA project to move it forward
- Learn how to develop your own projects
- Comprehend the ‘terms of art’
- Discover how to communicate best practices.

Richard Buchanan, Managing VP, Gartner
Meet innovative technology and service providers at the forefront of enterprise architecture.

At the Summit we’ll help you develop a “short list” of technology providers who can meet your particular needs. We offer you exclusive access to some of the world’s leading technology and service solution providers in a variety of settings. Visit the demonstration forum, attend the sponsor presentations and join in the networking drinks reception for informal relationship-building.

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“Thanks for delivering 2 valuable EA days, helping me to understand how and what of SOA to align even better with my business.”

Henrik Jacobsson, Manager, Shell Information Tech Int Bv
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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.

For a full listing of our events please visit europe.gartner.com/events

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- Enterprise Architecture Summit
  23-24 September, London
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- Data Center Summit
  21-23 October, Amsterdam
- Symposium/ITxpo
  3 – 7 November, Cannes
- Gartner Strategie & Technologie Konferenz
  2-3 December, Frankfurt
- Enterprise Architecture Foundation Seminar
  3-4 December, Amsterdam

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- 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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