

Forrester's Enterprise Architecture Forum 2010
Leveraging Architecture For Business Impact
February 11–12, 2010 • Loews Coronado Bay Resort • San Diego

EVENT AGENDA

EVENT TRACK THEMES — AN OVERVIEW

TRACKS

- A Enterprise Business Architecture — Guiding Business And IT**
Business expectations for technology are expanding, and as a result, IT's relationship to the business will change from being a systems builder to being a solutions orchestrator. To manage this transformation, business and IT need an architecture around which they can build strong partnerships. Sessions in this track will give attendees the "how" of creating business and information architectures that business leaders can use to make decisions, understand the connection between their strategies and the technologies they need for these strategies, link the business operating model to strategies like SOA, and connect business demand with IT costs.
- B Key Technologies That Will Shape Your Architecture**
Business goals are the capstone of your architecture while technology is the foundation, but it is *how* you craft technologies into a coherent architecture that determines whether your business will be able to achieve its goals. Sessions in this track dive into five key technology areas — from the impact of social technologies on your business processes to building your next-generation management infrastructures — and how they should reshape your architectures over the next three years. Beyond looking just at the technologies, these sessions examine how the right architecture for them fits within your digital business, and they tell you how to start today to prepare your firm.
- C Boosting EA's Strategic Value**
We all know that architecture's greatest value is in guiding business and IT strategies — but key stakeholders see architects as tactical problem solvers rather than strategic contributors. Sessions in this track will help attendees understand how to align their strategic value to stakeholder interests, integrate EA with core IT governance processes, and avoid pitfalls that lead to EA marginalization.

Event Agenda

All track themes and sessions are subject to change.

THURSDAY, FEBRUARY 11, 2010			
TIME	SESSION INFORMATION	TRACK	SESSION TYPE
7:30–8:30 a.m. <i>Commodore Foyer</i>	Event Registration And Continental Breakfast		
8:30–8:45 a.m. <i>Commodore CDE</i>	Welcome And Setting The Stage Alex Cullen, <i>Vice President, Research Director</i> , Forrester Research	All	Keynote
8:45–9:30 a.m. <i>Commodore CDE</i>	Thriving In A World Of Increasingly Chaotic Business Structures: EA’s Pivotal Role In Business Success Bobby Cameron, <i>Vice President, Principal Analyst</i> , Forrester Research Enterprise architects are at the heart of one of the greatest opportunities and challenges their firms face: realizing coherent business value from progressively more diverse business structures — like pursuing new markets and focusing on core competencies while sourcing noncore capabilities through business process outsourcing, software-as-a-service, and other alternative business structures. From a business-centric point of view, diverse and ever-wider sourcing options drive compelling business value. But from an IT-centric point of view, the diversity runs counter to the value of standards, consolidation, and homogeneity. So how can EAs lead their organizations in dealing with the diversity and capturing the value of new business structures? IT must establish a different type of engagement with the business, with planning and governance structured around business value, and technology strategies structured around business capabilities. This requires a different approach to architecture, and EAs must: <ul style="list-style-type: none"> • Structure and communicate the linkage between business value and the delivery of business capabilities required to run the business — whether sourced internally or externally. • Incorporate this linkage into business governance practices that include technology concerns from internal and external organizations. • Engage groups across IT and business in this continuously evolving, sustainable model. 	All	Keynote
9:30–10:15 a.m. <i>Commodore CDE</i>	How EA Is Enabling IBM’s Globally Integrated Enterprise Vision Susan E. Watson, <i>VP, Radical Simplification & Process-Led Enterprise Integration, Enterprise on Demand Transformation</i> , IBM IBM is in the midst of transforming how it operates — into a globally integrated business based on core end-to-end business processes. Enterprise architecture has become a key enabler to this transformation through translating process goals and indicators into business, information, application, and infrastructure architectures. Beyond defining architectures, the EA group is also core to charting the integration of processes with each other and to aligning IT’s deliverables. Susan Watson will describe the process model for enterprise architecture that IBM uses and how any firm wishing to become globally integrated can use this model to aid its transformation. Key takeaways from this session include: <ul style="list-style-type: none"> • Why enterprise architecture is a key ingredient for globally integrated businesses. 	All	Keynote

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	<ul style="list-style-type: none"> How IBM aligns architecture with business processes — and turns this into strategy. The results IBM has achieved through integrating enterprise architecture into the overall business transformation program. 		
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TIME	SESSION INFORMATION	TRACK	SESSION TYPE
9:30 a.m.–5:30 p.m. <i>Commodore Foyer</i>	One-On-One Meetings With Forrester Analysts Each attendee is able to schedule up to two 20-minute One-On-One Meetings with the Forrester analysts of their choice, depending on availability. These meetings are consistently rated as one of the most popular features of Forrester Events.	All	Networking
10:15–11:00 a.m. <i>Commodore AB</i>	Networking Break In The Solutions Showcase	All	Networking
11:00–11:40 a.m. <i>Commodore CDE</i>	<p>Gaining Operational Excellence And Agility Through Enterprise Architecture Hamidou Dia, <i>Leader of Enterprise Architecture, Oracle</i></p> <p>Top-performing organizations are using enterprise architecture to align IT with their business strategy, and Oracle has practical and proven experience in all layers of enterprise architecture. In this session, Hamidou Dia of Oracle will discuss the strategies, architecture principles, and best-practice reference architectures from business architecture to technology architecture. To illustrate EA in action, he will demonstrate two enterprise architecture customer engagements using Oracle’s EA processes and tools. This session will help you understand the approach and best practices Oracle uses to help its customers achieve better operational excellence and strategic agility through enterprise architecture.</p>	All	Keynote

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TIME	SESSION INFORMATION	TRACK	SESSION TYPE
11:40 a.m.–12:25 p.m. <i>Commodore CDE</i>	<p>From Art To Discipline — The Transformation Of EA Allen Brown, <i>President and CEO</i>, The Open Group</p> <p>Enterprises are looking to develop flexible overall enterprise architectures to fully align IT with the business. In many cases, they are using TOGAF™™, either on its own or in combination with other tools. For more than 25 years, The Open Group, a vendor- and technology-neutral consortium, has been guiding industry standards that range from the Single Unix Specification to TOGAF™™ — addressing end user companies’ requirements such as portability and interoperability, security, and reliability. In addition to standardization, The Open Group is also exploring current and emerging industry trends such as service-oriented architecture and cloud computing that will have an impact on how technology is utilized to achieve business results.</p> <p>Allen Brown, The Open Group’s President and CEO, will discuss the continuous evolution of TOGAF™™ as well as the role of ArchiMate in driving successful enterprise architectures, the emergence of business architecture, the rise in the level of professionalism among enterprise and IT architects, and the activities of Open Group members in other areas. Attendees will learn:</p> <ul style="list-style-type: none"> • Subjects currently being addressed within The Open Group’s various forums and working groups. • Business drivers for the latest version of TOGAF™™ and what’s new in TOGAF™™ 9. • The emergence and role of business architecture. • The rise in professionalism in enterprise architecture and the opportunities for skills- and knowledge-based certifications. 	All	Keynote
12:25–1:40 p.m. <i>Commodore AB</i>	Lunch And Dessert In The Solutions Showcase	All	Meal
1:40–2:40 p.m. <i>Constellation A</i>	<p>The Anatomy Of Capability Maps Jeff Scott, <i>Senior Analyst</i>, Forrester Research</p> <p>Capability maps have become the central component of most business architecture efforts, but as yet, few industry standards have emerged. In this session, you will learn how to create a well-structured capability map that fits your organization and how to apply your map to enhance IT and business alignment. This session will cover:</p> <ul style="list-style-type: none"> • How to create your organization’s capability map. • How to structure your business capability model. • How capability maps connect to business and IT initiatives. 	A	Track Session

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THURSDAY, FEBRUARY 11, 2010			
TIME	SESSION INFORMATION	TRACK	SESSION TYPE
1:40–2:40 p.m. <i>Constellation B</i>	<p>Designing Applications For Faster Change And Greater Business Impact</p> <p>Mike Gualtieri, <i>Senior Analyst</i>, Forrester Research</p> <p>Faster change! It’s what the business needs, and it’s what your architecture must enable. New and exciting technologies like cloud computing, distributed data grids, complex event processing, and others can help create business impact, but you can’t keep tearing down your applications and building new ones. You must become adept at continuous change, using emerging architectural patterns, technologies, and platforms to evolve increasingly flexible business technology solutions. And, you have to do it without undue risk. Sound hard? It can be, but with a business-focused mindset and the right design models, some firms are able to make a business impact today and prepare for the future by designing for change as they adopt new technologies. This session will cover:</p> <ul style="list-style-type: none"> • Why your architecture must be able to say “yes” to faster change. • Faster change plus less risk equals making design tradeoffs between flexibility and optimization. • Cloud computing, distributed data grids, event processing architectures, and other technologies that enable faster change. • How firms are using emerging architectures to enable faster change and greater business impact. 	B	Track Session
1:40–2:40 p.m. <i>Cambria</i>	<p>Next-Generation Enterprise Architecture: A Panel Discussion</p> <p>Moderated by: Gene Leganza, <i>Vice President, Principal Analyst</i>, Forrester Research</p> <p>Panelists: Bobby Cameron, <i>Vice President, Principal Analyst</i>, Forrester Research; Alex Cullen, <i>Vice President, Research Director</i>, Forrester Research; and Henry Peyret, <i>Principal Analyst</i>, Forrester Research</p> <p>This panel will discuss different perspectives on the future of EA. We will explore an evolution of enterprise architecture that promises to support business needs — as well as the needs of IT — more effectively than previous iterations. This session will cover:</p> <ul style="list-style-type: none"> • Why we need a new approach to EA. • How EA can address apparently divergent business and IT needs. • How to evolve EA in your organization to position for the future. 	C	Track Session
2:40–2:50 p.m.	Intermission		

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THURSDAY, FEBRUARY 11, 2010			
TIME	SESSION INFORMATION	TRACK	SESSION TYPE
2:50–3:20 p.m. <i>Constellation A</i>	<p>Guest Executive Forum With Mega: Beyond The Finish Line: How Enterprise Architecture Supports GeoEye’s Business Process Analysis</p> <p>Hugh Klipp, <i>Manager, Quality and Mission Assurance</i>, GeoEye</p> <p>GeoEye is a satellite-imaging company and is perhaps best known for its “Google satellite” (because Google has a deal to use GeoEye’s pictures for its Google Maps and Google Earth products). The company uses a holistic approach to evaluate and manage change to its enterprise architecture as it grows and expands its product lines and services. GeoEye has developed processes and controls that use EA/BPA applications aligned with common engineering methodologies to sustain its production and service needs after the implementation of its architectural changes. Join us as we discuss how to break down silos within your organization and demonstrate the value of your enterprise architecture initiatives.</p>	All	GEF
2:50–3:20 p.m. <i>Constellation B</i>	<p>Guest Executive Forum With Radiant Logic: Manage Globally, Act Locally: How Data Virtualization Helped Sony Pictures Entertainment Integrate Its Data Silos And Provide Contextual Views To Its Applications</p> <p>Steven Hafran, <i>Senior Software Engineer and Technical Lead, Identity Management Program</i>, Sony Pictures Entertainment</p> <p>Dieter Schuller, <i>Vice President of Sales and Business Development</i>, Radiant Logic</p> <p>Aggregating structured data is not enough; for data to be truly useful, you must also understand its context. However, representing digital context has never been possible — until now. See how virtualization of the identity and data layer frees the digital context that’s locked in your data silos, introducing a secure identity and data management layer for the context-driven enterprise. In this session, you’ll learn about data and context virtualization and see how it helped Sony Pictures Entertainment:</p> <ul style="list-style-type: none"> • Create a global view of its distributed, heterogeneous data sources, in order to “manage globally.” • Enforce business processes at the local level, as close to the authoritative source as possible, enabling data owners to “act locally.” • Harness the untapped value of its data silos, link information across applications, and develop new ways to interact with stakeholders. 	All	GEF
3:20–3:35 p.m.	Intermission	All	

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THURSDAY, FEBRUARY 11, 2010			
TIME	SESSION INFORMATION	TRACK	SESSION TYPE
3:35–4:35 p.m. <i>Constellation A</i>	<p>Business Architecture And Capability Maps — Keystones To Managing Business Technology (BT) Demand</p> <p>Bobby Cameron, <i>Vice President, Principal Analyst</i>, Forrester Research</p> <p>Technology is everywhere and not always under IT’s control — what Forrester calls business technology (BT). This pervasive technology use, increasingly under the direct control of business leaders, requires that IT change how it manages demand for IT’s resources. Instead of matching business and IT budgets, strategies, and organizations to drive investments, BT demand management has to take a holistic, business-value-based approach to enabling business-services success — even when IT isn’t the service provider. To create BT demand management, EA has to work with business and IT leaders to manage demand as they:</p> <ul style="list-style-type: none"> • Turn project portfolio management into a full-life-cycle governance and management process and database. • Make application portfolio management a core, ongoing capability — continuously rationalizing IT’s complex application assets. • Build a business-services portfolio process and model from asset data in the CMDB and the technology-focused IT services catalog. 	A	Track Session
3:35–4:35 p.m. <i>Constellation B</i>	<p>Mobility And Beyond: Pervasive Technology That Goes Where Business Happens</p> <p>Jeffery S. Hammond, <i>Principal Analyst</i>, Forrester Research</p> <p>Your business processes happen in many different places: at a desk, talking on a mobile phone, in a delivery truck, in hotel rooms, and much more. As one access channel into your business process, mobile devices are growing in importance. Building custom apps for mobile devices has long seemed like a black art, and that’s led many companies to spin off — or outsource — their mobile development efforts into a separate technology silo populated with arcane terms like CLDC, MIDP, Java ME, WAP, and mobile middleware. But there’s change afoot: Moore’s law, higher mobile bandwidth, and the increasing number of employee-purchased smartphones create new opportunities (and challenges) for enterprise architects who want to exploit these increasingly capable devices. In this session, Forrester Principal Analyst Jeffrey Hammond will discuss the changes in mobile technology and options for incorporating the mobile channel into your Digital Business Architecture. We’ll cover:</p> <ul style="list-style-type: none"> • Today’s mobile development mess and the pros and cons of five different mobile application architectures. • How to integrate mobile devices into a broader strategy for pervasive interaction channels. • What’s next in the mobile application space and how you can prepare for it. 	B	Track Session

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TIME	SESSION INFORMATION	TRACK	SESSION TYPE
3:35–4:35 p.m. <i>Cambria</i>	<p>The Role Of EA Before, During, And After An M&A Henry Peyret, <i>Principal Analyst</i>, Forrester Research</p> <p>Generating quick IT savings is often the most visible goal of mergers and acquisitions, but integrating business to realize target synergies is the most important — yet hardest to achieve — goal. IT needs to quickly assess the expected savings during the due diligence period and then quickly execute. Mistaken assumptions and plans are costly and visible. EA should have a pivotal role in developing a solid understanding of M&A savings opportunities — but it needs a structured approach and associated tools to be effective. This session will present key lessons from the most up-to-date megamergers in finance, pharma, and others verticals, including:</p> <ul style="list-style-type: none"> • How EAs can make M&A due diligence effective. • Best practices to manage the architecture of megamergers and smaller ones as well. • Technology convergence — is establishing common standards enough to generate savings? • How EA tools are being used to accelerate M&A integration decisions. 	C	Track Session
4:35–4:50 p.m.	Intermission		
4:50–5:35 p.m. <i>Commodore CDE</i>	<p>Architecture Guides IT’s Delivery To Business — Key Practices From Three Firms Moderated by: Gene Leganza, <i>Vice President, Principal Analyst</i>, Forrester Research Randy Blattner, <i>IT Director - Senior Vice President, Commercial Technology Systems</i>, BOK Financial Corporation Eric Meredith, <i>Vice President, Enterprise Architecture & Engineering</i>, PNC Financial Services Group David Weeks, <i>Chief Technologist and Enterprise Architect</i>, Wellmark Blue Cross and Blue Shield</p> <p>Your business goals, strategies, and operating model all drive IT, but IT can’t be successful in supporting these things without an architecture to guide it. This panel session will uncover the most critical principles and practices EA should use to guide IT infrastructure and applications. Panel members will describe what they have done to make their architecture programs effective. They will cover:</p> <ul style="list-style-type: none"> • Balancing technology standards with flexibility. • Picking their architecture battles and making pragmatic tradeoffs. • Managing EA focus, commitments, and workloads. 	All	Keynote
5:35–7:00 p.m. <i>Commodore AB</i>	Networking Reception In The Solutions Showcase	All	Networking
5:50–6:10 p.m. <i>Commodore AB</i>	<p>Q1 2010 Information-As-A-Service Forrester Wave™ Demonstration Noel Yuhanna, <i>Principal Analyst</i>, Forrester Research</p>		

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7:30–8:30 a.m. <i>Commodore Foyer</i>	Event Registration And Continental Breakfast		
8:30–8:45 a.m. <i>Commodore CDE</i>	Day Two Opening Remarks Alex Cullen, <i>Vice President, Research Director, Forrester Research</i>	All	Keynote
8:45–9:30 a.m. <i>Commodore CDE</i>	Crafting Your Technology Strategy For Business Impact Randy Heffner, <i>Vice President, Principal Analyst, Forrester Research</i> Many organizations' technology strategies focus on a list of new technologies and time frames for prototyping and building applications centered around each. The result? Technology-centric applications: RFID apps, complex event apps, business rule apps, BPM apps, and so on. Do you really want your business to be designed around your technology? No. Others try to build technology strategies around business plans and objectives, but those change rapidly in response to competitive and market changes. What doesn't change so quickly are your organization's core business capabilities, and herein lies the strongest foundation on which to build your technology strategy. This keynote reframes technology strategy and architecture around your ability to redirect, recombine, and optimize your business capabilities as needed to meet a continuous stream of new business challenges. This session will cover: <ul style="list-style-type: none"> • The structure of business change and technology's impact on business change. • Orienting technology and architecture design processes around evolving business capabilities. • High-level technology strategy built for sustainable business impact. 	All	Keynote
9:30–10:15 a.m. <i>Commodore CDE</i>	How To Avoid Wasting Your Career As An Enterprise Architect Doug Busch, <i>Vice President and Chief Technology Officer, Digital Health Group, Intel Corporation</i> The essential role of enterprise architecture is to exert influence on business practices, IT implementation methods, and spending priorities. In most organizations, success has been inconsistent at best. Doug Busch has been a practicing architect, a sponsor of enterprise architecture, and the business customer of architecture teams. He has seen successes and failures of architectural initiatives at divisional, corporate, and industry levels. He draws on his experience in each of these roles to provide pragmatic suggestions for exercising leadership from the architect's seat. During this session, Mr. Busch will discuss: <ul style="list-style-type: none"> • The root cause of successful and unsuccessful architecture programs. • Techniques for influencing upward, sideways, and downward in the organization. • The characteristics of influential architects. 	All	Keynote

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	<ul style="list-style-type: none"> The organizational structures that improve the chance of success. 		
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TIME	SESSION INFORMATION	TRACK	SESSION TYPE
9:30 a.m.–3:00 p.m. <i>Commodore Foyer</i>	<p>One-On-One Meetings With Forrester Analysts</p> <p>Each attendee is able to schedule up to two 20-minute One-On-One Meetings with the Forrester analysts of their choice, depending on availability. These meetings are consistently rated as one of the most popular features of Forrester Events.</p>	All	Networking
10:15–11:00 a.m. <i>Commodore AB</i>	<p>Networking Break In The Solutions Showcase</p>	All	Networking
11:00 a.m.–12:00 p.m. <i>Constellation A</i>	<p>You Need Information Architecture To Reap The Benefits In The Next Tech Boom</p> <p>Gene Leganza, <i>Vice President, Principal Analyst</i>, Forrester Research Henry Peyret, <i>Principal Analyst</i>, Forrester Research</p> <p>At least five of the 15 key technologies that Forrester predicts will drive the next tech boom are heavily dependent on information architecture (IA). And today's IA must include the time dimension, data life cycles, privacy and compliance, retention, and end-of-life issues that bring additional complexity to data governance. This session will explore best practices in information architecture and EA's role in establishing an IA practice, including:</p> <ul style="list-style-type: none"> Information architecture's foundational role in the technologies that will drive your business in the next five years. EA's role in establishing and managing an IA practice. Best practices in a pragmatic approach to this potentially overwhelming area. 	A	Track Session

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TIME	SESSION INFORMATION	TRACK	SESSION TYPE
11:00 a.m.–12:00 p.m. <i>Constellation B</i>	<p>How Next-Generation Systems Management Meets The Needs Of Digital Business</p> <p>Galen Schreck, <i>Principal Analyst</i>, Forrester Research</p> <p>Infrastructure virtualization has caused a tremendous shift in your data center architecture and greatly lowered capital expenses. However, your environment may not be much more agile or cost-effective than it was before, thanks to lots of legacy system management software. Your ratio of spending on new investments to ongoing operations is probably unchanged — with maybe 20% of your budget available for new projects. Through a better-designed management architecture, virtualization will have pervasive effects on how you can be more responsive to business demands and positively affect your organization’s long-term success. So how should you design your next-generation management infrastructure? This session will examine:</p> <ul style="list-style-type: none"> • Longer-term trends that will allow your infrastructure to be more responsive to business demands. • The architecture of a next-generation management infrastructure. • How management is changing and what elements will be eliminated. • How you can adapt your management layer to accommodate changing computing models like public and private clouds. 	B	Track Session
11:00 a.m.–12:00 p.m. <i>Cambria</i>	<p>Why EA Programs Fail And What You Can Do About It</p> <p>Jeff Scott, <i>Senior Analyst</i>, Forrester Research</p> <p>After almost two decades of trying to position EA as an essential function, most EA teams are still struggling. The current models are not working, and architects will have to take a more innovative approach to succeed. Most architects have everything they need — they just need to approach the problem differently. This session will show you how, and you’ll learn:</p> <ul style="list-style-type: none"> • Why EA programs fail. • How to reposition EA for success. • Specific steps to grow EA’s impact. 	C	Track Session

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TIME	SESSION INFORMATION	TRACK	SESSION TYPE
12:00–1:15 p.m. <i>Commodore AB</i>	Lunch And Dessert In The Solutions Showcase	All	Meal
1:15–2:15 p.m. <i>Constellation A</i>	<p>Bridging The Silos: Business Design As A Guide To Information Architecture</p> <p>Moderated by: Gene Leganza, <i>Vice President, Principal Analyst</i>, Forrester Research</p> <p>Panelists: Randy Heffner, <i>Vice President, Principal Analyst</i>, Forrester Research, and Noel Yuhanna, <i>Principal Analyst</i>, Forrester Research</p> <p>Forrester’s research shows that information architecture (IA) domain development lags other, more technology-oriented domains such as infrastructure and application architecture. But IT trends that cross silos, such as SOA, BPM, and IaaS, require well-designed information architectures in order to base their activities on trusted data. The key to making progress with IA is not pursuing a comprehensive model of your information assets but exploiting your BPM- and SOA-related business design activities to explore the context for your information entities. This panel discussion will focus on using business design as a pragmatic approach to building cohesive information architectures that transcend siloed processes, siloed data, and siloed thinking. It will include:</p> <ul style="list-style-type: none"> • The problem with informal, ad hoc IA practices driven by IaaS, SOA, or BPM initiatives. • Using business design activities to drive IA development. • How development teams and EA can work together to build a pragmatic IA strategy. 	A	Track Session
1:15–2:15 p.m. <i>Constellation B</i>	<p>The Intelligent Enterprise: Optimizing Your Business With Pervasive Business Intelligence</p> <p>Boris Evelson, <i>Principal Analyst</i>, Forrester Research</p> <p>No longer just about siloed reporting and analysis and no longer hidden in the back office, business intelligence (BI) is slowly but surely becoming pervasive throughout enterprises. Globalization, commoditization, and razor-thin profit margins are elevating BI to the rank of a key corporate asset that enterprises use to compete. This puts it on CEOs’ top priorities lists. In order to transform a pervasive BI vision into a reality, BI must cease being a standalone application and become embedded and ingrained into applications, business processes, desktops, portals, emails — and all other places and times where and when knowledge workers need to make decisions. In this session, you will learn:</p> <ul style="list-style-type: none"> • Why are traditional BI approaches limited, and why are traditional BI technologies hitting a wall? • What are the next-generation BI approaches, architectures, and specific technologies that will make BI pervasive? • What can you do now to start on the road to pervasive BI? 	B	Track Session

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TIME	SESSION INFORMATION	TRACK	SESSION TYPE
1:15–2:15 p.m. <i>Cambria</i>	<p>PPM, APM, And The State Of The Art For EA Governance</p> <p>Henry Peyret, <i>Principal Analyst</i>, Forrester Research</p> <p>Project review within a project portfolio management process is often the first step into EA governance. But this is not where EA provides the most value and impact. For the most successful EA programs, the most visible value is around decisions in application portfolio management, such as in decommissioning redundant applications and focusing investment on strategic ones. However, inflexible architecture practices and mindsets hinder EA’s contribution to these IT planning and governance processes. In this session, attendees will learn how to adjust their approach to EA governance to bring the right level of agility. This session will examine:</p> <ul style="list-style-type: none"> • EA governance beyond standards conformance. • How EA is key to strategic application portfolio management. • What EA can do to bolster the firm’s project portfolio management. • Linking EA with ITIL processes. 	C	Track Session
2:15–2:25 p.m.	Intermission	All	
2:25–3:25 p.m. <i>Constellation A</i>	<p>Business Architecture Meet-Up</p> <p>Facilitated by: Jeff Scott, <i>Senior Analyst</i>, Forrester Research, and Alex Cullen, <i>Vice President, Research Director</i>, Forrester Research</p> <p>Many architecture groups have been working on business architecture initiatives for longer than a year. Different organizations have faced different challenges and used different solutions for those challenges. This “meet-up” will be a discussion among attendees, facilitated by Forrester analysts Jeff Scott and Alex Cullen, on what attendees are doing, what they find works and doesn’t work, and the impact their business architecture has had on business and IT. Participants will gain from this discussion a broader understanding of tactics they can use to tune their efforts. Although the discussion will be driven by participants, topics may include:</p> <ul style="list-style-type: none"> • Gaining essential business and IT participation and input. • The architecture deliverables that resonate with business. • Quick wins and near-term results that build momentum. 	A	Track Session

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TIME	SESSION INFORMATION	TRACK	SESSION TYPE
2:25–3:25 p.m. <i>Constellation B</i>	<p>Harness Social Technologies To Accelerate Unstructured Business Processes</p> <p>Clay Richardson, <i>Senior Analyst</i>, Forrester Research</p> <p>Many processes, like manufacturing, are highly regimented and structured while others, like creative processes, might have only a process entry point and exit point with a cloud of unstructured, collaborative, ad hoc activities in between. In between these extremes, for some processes, it is not so clear what is structured and what is unstructured. A clash often develops because people tend to think in binary: “Either we’ll use BPM to fully structure this process, or we won’t use BPM.” This session will highlight trends and best practices evolving around “social BPM,” which connects collaborative social technologies — such as wikis, blogs, and mashups — with BPM to maximize the value of unstructured and chaotic business processes. This session will:</p> <ul style="list-style-type: none"> • Outline why collaborative and social technologies are ideally suited to designing and managing unstructured business processes. • Define specific use cases and process scenarios that can benefit from social and collaborative features. • Describe the architecture of social BPM and where it fits with your information and application architectures. • Provide you with a road map and strategy for integrating social components into your process improvement activities. 	B	Track Session
2:25–3:25 p.m. <i>Cambria</i>	<p>Challenges In Constructing Business-Focused Technology Strategies: A Meet-Up</p> <p>Mike Gualtieri, <i>Senior Analyst</i>, Forrester Research Randy Heffner, <i>Vice President, Principal Analyst</i>, Forrester Research Gene Leganza, <i>Vice President, Principal Analyst</i>, Forrester Research Noel Yuhanna, <i>Principal Analyst</i>, Forrester Research</p> <p>Throughout this Forum, we’ve talked about EA’s role in connecting tech strategy to business impact. Easier said than done — and many EA teams face challenges like aligning technology choices with strategy, determining what should be on their “technology watch list,” constructing meaningful road maps, and balancing standards with the desire for flexibility. This “meet-up” will be a discussion among attendees, facilitated by Forrester experts Mike Gualtieri and Noel Yuhanna, on what attendees are doing, what they find works and doesn’t work, and their questions and answers. Participants will gain from this discussion a broader understanding of the tactics they can use to tune their efforts. Although the discussion will be driven by participants, topics may include:</p> <ul style="list-style-type: none"> • Developing appropriate application and technology architectures. 	C	Track Session

Event Agenda

All track themes and sessions are subject to change.

	<ul style="list-style-type: none">• Gaining buy-in and governing choices.• Technology standards in rapidly changing business and IT environments.• Any of the technology areas discussed during this Forum.		
3:25 p.m.	Event Ends		