



FORRESTER®

## CIO FORUM EMEA 2012

From Collaboration To Co-Creation

## ENTERPRISE ARCHITECTURE FORUM EMEA 2012

Infusing Enterprise Architecture Into Your Business

June 19-20 • Paris • France

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# WELCOME



Dear Colleague,

The pace of business change is increasing. Firms are seeing global market shifts. Emerging economies are overtaking established economies. Competition is heating up with new entrants. Operating models are being reconfigured to adapt to wildly swinging raw material and energy prices. Consumers expect firms to make them the center of their strategies, with mobile social media as their weapon. Organizations that want to achieve their goals must constantly innovate, be extremely adaptable to changing market needs, and deliver efficiencies and cost control to compete in a global economy. Savvy business leaders realize that the key ingredient in succeeding in this era is to bind technology into their business strategy. To deal with these changes, the role of IT radically changes from technology provider to dynamic co-creator and services orchestrator.



CIOs and business leaders jointly own the success or failure of this strategy — driving growth and innovation within their organization. Enterprise architects must set their goal as enabling co-creation by infusing enterprise architecture into business thinking. IT leaders must transform their models of governance and decision-making from controlling technology to empowering business responsiveness.

Forrester's CIO and Enterprise Architecture Forums will help you reshape your role from that of IT leader to business technology (BT) trailblazer, giving you actionable advice and sharing best practices from leading companies. Keynotes will tackle the shift head-on, while roll-up-your-sleeves sessions will provide you with the tools and techniques to be a catalyst for your BT future.

We hope to see you in June 2012.

"Savvy business leaders realize that the key ingredient in succeeding in this era is to bind technology into their business strategy."

Matthew Brown  
Vice President, Practice Leader

FORRESTER®

Sharyn Leaver  
Vice President, Practice Leader

FORRESTER®

## REVIEWS FROM FORRESTER'S CIO/CMO FORUM AND EA FORUM 2011 ATTENDEES:

"Thought provoking and entertaining. A worthwhile event — very content heavy, but well presented and managed."

David B., CIO

"Good event. I learned a lot and liked having direct contact with Forrester analysts and meeting others with the same role as me."

Steve R., Senior Manager, IT

"Really enjoyed it. I was surprised at how open participants were with networking. I got a lot of good info to work with. Thanks!"

Leslie R., Business Architect,  
Process Analyst

## CIO FORUM 2012

From Collaboration To Co-Creation

As a CIO today, you are expected to be not just a technology manager but a business manager. Many of you are tasked with finding emerging business opportunities, driving growth, encouraging innovation, and engaging the customers. This provides a tremendous opportunity for you to step up and co-create and ultimately shape the future business vision. Collaborating with the business will not be enough — you don't just provide the technology but jointly own the success and failure of business initiatives.

Forrester's CIO Forum 2012 is a two-day event where CIOs, CTOS, and other thought leaders from around the world converge to expand their thinking, learn from one another, and find new ways to lead business innovation through the effective use of technology.

## WHO SHOULD ATTEND:

- CIOs, CTOS, or senior-most IT leaders at end user companies.
- Chief architects or senior-most IT strategy leaders at end user companies.
- CIOs or CTOS at technology vendors with at least \$1 billion in annual revenue.
- Chief architects or senior-most IT strategy leaders at technology vendors with at least \$1 billion in annual revenue.

Eric Adams  
*Enterprise Architecture Professional*

Forrester uses personas like these to represent clients in their professional roles and deliver a uniquely relevant and solution-oriented experience.



Carol Ito  
*Chief Information Officer*

ENTERPRISE ARCHITECTURE  
FORUM 2012

Infusing Enterprise Architecture Into Your Business

Business-centered enterprise architecture (EA) practices can accelerate business agility while streamlining costs and complexity. But despite the potential impact of enterprise architecture, EA programs continue to struggle. They struggle with business engagement, with their integration into business and IT planning and governance, and with executing on an approach that makes EA business-relevant.

Infusing enterprise architecture into your business is your goal — and infusing business into your EA program is the means to achieve it. Forrester's Enterprise Architecture Forum 2012 will help you evolve toward this EA program and overcome the barriers of historical perceptions, process gaps, and cultural differences that EA programs often face.

## WHO SHOULD ATTEND:

- Enterprise Architecture Professionals.
- Business Process Professionals.
- Application Development & Delivery Professionals.
- Content & Collaboration Professionals.
- Analysts, consultants, and other influencers.





# AGENDA

Tuesday, June 19, 2012

	CIO Forum 2012			EA Forum 2012	
8.00—8.40	Registration & Refreshments				
8.40—8.50	Joint CIO/EA Welcome & Opening Remarks Matthew Brown, Vice President, Practice Leader and Sharyn Leaver, Vice President, Practice Leader, Forrester Research				
8.50—9.10	Digital First George Colony, Chairman of the Board, CEO, Forrester Research				
9.10—9.50	The New Normal Peter Hinssen, Entrepreneur, Lecturer, Author and Co-Founder, A-Cross Group				
9.50—10.15	Balancing Agility And Governance In An Empowered BT World Brian Hopkins, Principal Analyst and Khalid Kark, Vice President, Research Director, Forrester Research				
10.15—10.50	Morning Break in the Solutions Showcase				
10.50—11.30	Platinum Sponsor Keynote		10.50—11.30	Platinum Sponsor Keynote	
11.30—12.00	The Role Of CIO In The Empowered BT Era John Brand, Vice President, Principal Analyst, Forrester Research		11.30—12.00	Time To Make Your Business Smart — The Role Of Smart Computing In Business Transformation Andrew Bartels, Vice President, Principal Analyst, Forrester Research	
12.00—12.10	Changeover				
12.10—12.40	Premier Sponsor Keynotes				
12.40—1.40	Lunch				
1.40—2.00	Dessert in the Solutions Showcase				
2.00—2.45	Track A: Strategic Planning	Track B: Innovation	2.00—2.45	Industry Case Studies Valerie Germanese, Architecture Director, Alstom Power	
	The Design Of “High Performance” Empowered BT Organizations Marc Cecere, Vice President, Principal Analyst, Forrester Research	Innovating To Win In The Age Of The Customer Bobby Cameron, Vice President, Principal Analyst, Forrester Research			
2.45—2.55	Changeover				
2.55—3.25	Guest Executive Forum	Guest Executive Forum	2.55—3.25	Guest Executive Forum	Guest Executive Forum
3.25—3.55	Afternoon Break in the Solutions Showcase				
3.55—5.35	Track A: Strategic Planning	Track B: Innovation	3.55—5.35	Super-sessions	
	From Influence To Leadership: Transforming How Technology Drives Business Strategy Nigel Fenwick, Vice President, Principal Analyst, Forrester Research	Driving, Enabling, And Sustaining Business Innovation In The Empowered BT World Bobby Cameron, Vice President, Principal Analyst and Chip Gliedman, Vice President, Principal Analyst, Forrester Research		Getting From Business Architecture To Business Implementation Randy Heffner, Vice President, Principal Analyst, Forrester Research	Organizing Your “Practice Of EA” Gene Leganza, Principal Analyst and Tim DeGennaro, Researcher, Forrester Research
5.35—6.45	Drinks Reception in the Solutions Showcase				

# AGENDA

Wednesday, June 20, 2012

	CIO Forum 2012			EA Forum 2012		
8.00—9.00	Registration & Refreshments in the Solutions Showcase					
9.00—9.15	Opening Remarks Matthew Brown, Vice President, Practice Leader, Forrester Research		9.00—9.15	Opening Remarks Sharyn Leaver, Vice President, Practice Leader, Forrester Research		
9.15—9.45	The CIO As Change And Innovation Originator Bill Limond, CIO, City of London Paul Cheesbrough, CIO, NI Group Limited		9.15—10.15	Insights From EA Leaders Dr. David Parrott, Senior Vice President, Global Head of EA, Thomson Reuters Aurora Gonzalez, Head of IS Strategy & Architecture, E.ON Energy Trading		
9.45—10.15	CIO Panel: From Collaboration To Co-Creation: Successes, Failures, And Lessons Learned Paul Cheesbrough, CIO, NI Group Limited					
10.15—10.50	Morning Break in the Solutions Showcase					
10.50—11.50	Track A: Strategic Planning	Track B: Innovation	10.50—11.50	Emerging Technology Insights		
	Optimizing IT’s Engagement Model In The Age Of The Customer Chip Gliedman, Vice President, Principal Analyst and Alexander Peters, Ph.D., Principal Analyst, Forrester Research	Managing Talent For Innovation Claire Schooley, Senior Analyst, Forrester Research		Dynamic Case Management: Bringing BPM, Social, Mobile and Analytics Together To Improve The Customer Experience Craig Le Clair, Vice President, Principal Analyst, Forrester Research	Getting Value From Big Data With Big Process Clay Richardson, Senior Analyst, Forrester Research	
11.50—12.50	Lunch					
12.50—1.10	Dessert in the Solutions Showcase					
1.10—1.55	Track A: Strategic Planning	Track B: Innovation	1.10—2.50	Super-sessions		
	Closing The Loop: Measuring The Outcomes Of Your Strategic Plan Craig Symons, Vice President, Principal Analyst, Forrester Research	Building And Managing A Portfolio Of Innovation Chip Gliedman, Vice President, Principal Analyst and Alexander Peters, Ph.D., Principal Analyst, Forrester Research		Agile Technology Innovation And Management Brian Hopkins, Principal Analyst, Forrester Research	Synergies Across Silos: Approaches To Governing Structured And Unstructured Information Gene Leganza, Principal Analyst and Alan Weintraub, Principal Analyst, Forrester Research	
1.55—2.05	Changeover					
2.05—2.50	Track C: Future Technologies	Track C: Future Technologies				
	Navigating The Mobile Shift Ted Schadler, Vice President, Principal Analyst, Forrester Research	Delivering The Social Business & Collaborative Imperative Nigel Fenwick, Vice President, Principal Analyst, Forrester Research				
2.50	Close of Forums					

# KEYNOTE SESSIONS

## Forrester Keynote

### Digital First



George Colony, Chairman of the Board, Chief Executive Officer

The digital economy approaches. No company — whether it sells tires, insurance, or machine tools — will be able to expand market share and profit without thinking, “digital first.” Forrester CEO George Colony will discuss what it means to be digital and how to talk to your CEO about getting there.

## Forrester Keynote

### Balancing Agility And Governance In An Empowered BT World



Brian Hopkins, Principal Analyst and Khalid Kark, Vice President, Research Director

Today, markets move at an astonishing rate, and time-to-market is a critical success factor; a project delay could put you out of business. On the other hand, even a small slip in governance could lead to theft of intellectual property or integration challenges costing millions of dollars. Today, the business demands that IT is agile and nimble; it not only needs to be prepared to react quickly to changing business needs but also to create new business ideas and generate new revenue streams. But there is also an expectation that IT systems and capabilities have appropriate governance built in. This session will highlight:

- The ongoing tension between CIOs and enterprise architects over balancing agility with governance.
- Best practices in balancing these dual demands on IT.
- An actionable framework to make your IT organization more agile.

## CIO Forum Forrester Keynote

### The Role Of CIO In The Empowered BT Era



John Brand, Vice President, Principal Analyst

Your customers expect on-demand information, customized user experiences, and mobile apps. Your employees are increasingly bypassing IT sourcing technology on their own. Your data center functions are being outsourced to gain cost efficiencies. All this can sound dismal, but these changes bring a unique opportunity for CIOs to step up and lead their technology organizations into the world of empowered BT (business technology). CIOs cannot afford to focus only on technology delivery — they have to make fundamental changes to transform their function from a collaborator to a co-creator. This keynote will:

- Identify the skill sets and competencies required to operate in the empowered BT era.
- Share practical and pragmatic advice for BT planning, strategy, and leadership.
- Provide recommendations to balance the constant pressure to drive innovation while ensuring appropriate governance.

## Industry Keynote

### The New Normal



Peter Hinssen, Entrepreneur, Lecturer, Writer & Co-Founder, A-Cross Group

In The New Normal, Peter Hinssen shows how companies must address a society without digital limits — one in which the Internet and connectivity are ubiquitous and consumers have zero tolerance for digital failure or limits on user experiences. The effect on companies will be tremendous. They were just getting used to coping with a 24-hour economy; now they will have to cope with the “experience economy” — and every customer interaction will be a make-or-break moment. IT departments will have to react more flexibly to business demands, creating small, rapidly adaptable structures — tents rather than pyramids. Mr. Hinssen will discuss how companies must adapt their information strategy, their technology strategy, their innovation strategy, and the way they are organized internally in response to the “new normal.”

## Enterprise Architecture Forum

### Forrester Keynote

#### Time To Make Your Business Smart -- The Role Of Smart Computing In Business Transformation



Andrew Bartels, Vice President, Principal Analyst

Just as the cloud computing phenomenon begins to stabilize, another set of technologies is emerging that is even more important for enterprise architects to understand — because it will affect your business even more deeply. Called “smart computing” by Forrester, this is the combination of new awareness technologies like sensors, RFID, GPS, video monitoring, and social media monitoring; new analytical tools like big data solutions and real-time predictive analysis; new mobile technologies like smartphones, tablets, and mobile apps; and new collaboration and process software like dynamic case management and business process management. We see smart computing in its early phases today — from smart grids to smart cars — but expect it to affect every industry significantly . . . and differently. The challenge for enterprise architects is to understand developments in smart computing tools, and more importantly, to turn those advances into business innovation opportunities within your industry.

- The scope of smart computing — what's here today and what's next to come.
- The many different ways smart computing can affect your firm and raise the bar for business technology.
- Rx for EA: Immerse yourself in the intersection of smart computing and your business model.

## REVIEWS FROM FORRESTER'S 2011 FORUMS

“Interesting and thought provoking content, intelligent and well delivered.” *Hazel W., IT Architect*

“Excellent! Getting time to reflect and think out of the box on my role will help me drive value into my organization.” *Ryszard J., Business Architect*

“Insightful and inspiring. Excellent.” *Jalil B., Head of Software Delivery*

# CIO TRACK SESSIONS

CIOs have long been on a quest to achieve alignment with the business. Alignment implies we are trying to connect two disparate things — IT and the business — but today, IT is an integral part of the business. CIOs that still think of IT as a separate entity that periodically needs to “align” to the business will not last too long. IT has been an integral part of the business fabric. The track sessions will highlight three critical areas that will help IT become an integral part of the business. The three areas are a) strategic planning, b) innovation, and c) future technologies.

## TRACK A: STRATEGIC PLANNING

Optimum technology strategy is developed in conjunction with business strategy, and business strategy is continuously evolving based on market changes. A traditional waterfall approach to strategy development does not work — instead, CIOs and IT strategists must adopt an iterative approach to business technology (BT) strategy that begins and ends with business impact. This track will provide a comprehensive view of Forrester’s BT strategic planning framework and practical steps to implement this framework in your organization. The sessions will be highly interactive and require the audience to participate.



### **From Influence To Leadership: Transforming How Technology Drives Business Strategy**

Nigel Fenwick, Vice President, Principal Analyst, Forrester Research

CIOs and BT leaders of the 21st century must transform their teams from reactive order takers to proactive business leaders and, in the process, demonstrate strong business leadership. But how should you go from IT to BT? What obstacles do you need to overcome? And how should you rethink IT strategic planning to create BT strategies? Come prepared to collaborate with peers in this roll-up-your-sleeves interactive session.



### **Optimizing IT’s Engagement Model In The Age Of The Customer**

Chip Gliedman, Vice President, Principal Analyst and Alexander Peters, Ph.D., Principal Analyst, Forrester Research

CIOs are expected to create innovative platforms for interaction with customers on top of innovative technologies such as mobility, social, cloud, and analytics. But Forrester’s research shows that not many CIOs have been able to provide significant contributions to customer experience for their organization. This session will:

- Provide recommendations to help transform IT from a traditional back-office role to the more strategic frontline in the age of the customer.
- Help develop operational governance and management processes to react quickly to market opportunities and customer life-cycle needs.
- Identify opportunities to redesign the IT organization to enable better cross-functional collaboration and sharing of specialized skills and knowledge while rethinking performance management in the context of customer value.



### **The Design Of “High Performance” Empowered BT Organizations**

Marc Cecere, Vice President, Principal Analyst, Forrester Research

There are a few true empowered BT organizations today. However, many organizations show elements of empowered BT, and from these, we’ve seen structures and roles that are specific to this type of organization. This session will:

- Describe the elements of empowered BT.
- Discuss how they should be designed to create a high-performance organization.



### **Closing The Loop: Measuring The Outcomes Of Your Strategic Plan**

Craig Symons, Vice President, Principal Analyst, Forrester Research

Organizations win or lose based on their ability to successfully execute their strategy. At its core, a strategy is the blueprint that organizations use to deliver on their vision and mission. For IT organizations, it is their ability to deliver the services and capabilities that the business needs in order to successfully execute on its strategies. Given this importance, it is imperative that IT organizations measure the success of their strategic plan, yet few actually do. IT organizations should use a strategic planning Balanced Scorecard to measure and manage the effectiveness of their strategic plan. This session will highlight:

- The current state of strategic planning measurement.
- Best practices in measuring strategic planning outcomes.
- How to build your own strategic planning Balanced Scorecard.

## TRACK B: INNOVATION

Innovation is more important than ever, but unfortunately there’s been little of it in IT. Today, many IT organizations are not only expected to support and nurture the innovation culture but are being asked to be the source of innovation. CIOs must develop processes to ensure that they create and manage a portfolio of innovations and help drive a culture of innovation through emerging social and collaboration technologies. This track will highlight the process to develop, evaluate, execute, and measure the innovations. The sessions will be highly interactive and require the audience to participate.



### **Driving, Enabling, And Sustaining Business Innovation In The Empowered BT World**

Bobby Cameron, Vice President, Principal Analyst and Chip Gliedman, Vice President, Principal Analyst, Forrester Research

Increasingly, business leaders look to IT as both a source of innovation and an enabler of innovation. Digital technologies now power process innovation and product innovation activities, like crowdsourcing ideas. Yet building the culture, processes, and tools for IT-led innovation remains an elusive goal for most CIOs. The session will be highly interactive with audience participation.

# CIO TRACK SESSIONS



## Managing Talent For Innovation

Claire Schooley, Senior Analyst, Forrester Research

This session will focus on how to create an innovative culture that encourages the multigenerational workforce to contribute to shaping future business. We will discuss how embedded innovation happens over and over once the strategy is put in place with the right structure, focus, and support. Case studies from companies that have innovative practices in place will give participants concrete examples as well as point out the challenges, best practices, and risks associated with innovation. Participants will learn:

- How project innovation differs from embedded innovation.
- The structures and resources that must be in place to support innovation.
- How to create a company culture that supports creative ideas that lead to innovation.



## Building And Managing A Portfolio Of Innovations

Chip Gliedman, Vice President, Principal Analyst and Alexander Peters, Ph.D., Principal Analyst, Forrester Research

Business technology (BT) — pervasive technology use with increasing direct control by business leaders — both creates greater opportunities for and demands greater levels of business innovation. Implementing a process to generate innovative ideas, while required, is not sufficient. These ideas need to be vetted, funded, managed, implemented, and exploited if an organization wishes to lead, rather than follow, its competitors. This session will provide guidance in:

- Setting up the process for translating a set of ideas into a portfolio of prototypes.
- Funding, managing, and measuring the innovation portfolio.
- Communicating and exploiting the innovation portfolio.



## Innovating To Win In The Age Of The Customer

Bobby Cameron, Vice President, Principal Analyst, Forrester Research

Tectonic shifts in competitive models demand that firms innovate around their customers. Connected and empowered customers force firms to understand their customers and respond rapidly to meet their changing needs. Across the entire customer life cycle, companies must be nimble and responsive — and smart on a global basis. Winning in the age of the customer isn't only about better sales, marketing, and product/service selection. In addition, it means engaging the entire firm and its networked business partners, and accomplishing this requires a focus on the systems of engagement through which firms interact across the entire value chain. This track session will answer questions like:

- How is competition changing in the age of the customer?
- Where are the technology-based opportunities to thrive in the age of the customer?
- How can firms leverage technology innovations to enhance competitive interactions?

## TRACK C: FUTURE TECHNOLOGIES

Smartphones, tablets, and the rise of bring-your-own (BYO) devices have put tremendous pressure on IT to revamp and rethink its mobile strategy — everything from procurement and development to security and app stores. CIOs are increasingly faced with a barrage of questions about their plans for deploying and supporting various mobile devices and applications in the environment. To this day, most CIOs have been in reactive mode. Going forward, CIOs need to have a methodical approach and a comprehensive plan for delivering mobile capabilities. This track session will provide you with a detailed, well-thought-out process to develop and implement your enterprise mobile strategy.



## Navigating The Mobile Shift

Ted Schadler, Vice President, Principal Analyst, Forrester Research

By 2016, smartphones and tablets will put power in the pockets of a billion global consumers. Mobile is not simply another device for IT to support with a shrunken website or a screen-scraped SAP application. Rather, mobile is the manifestation of a much broader shift to new systems of engagement. These systems of engagement help firms empower their customers, partners, and employees with context-aware apps and smart products. To remain vital in this business technology (BT) reformation, CIOs must step up and work with other executives to establish an "Office of the Chief Mobility Officer" to implement an enterprisewide mobile strategy. This team will coordinate the business and technology investments under a "design for mobile first" mantra that delivers three immediate benefits:

- Move faster along the mobile learning curve.
- Aggregate mobile project budgets to fund needed engagement technology.
- Grow from an IT group focused on systems of record to a BT group focused on systems of engagement.



## Delivering The Social Business And Collaboration Imperative

Nigel Fenwick, Vice President, Principal Analyst, Forrester Research

As enterprise social software becomes increasingly pervasive, it becomes increasingly less standalone. The lines continue to blur between social and traditional collaboration, unified communications, content management, and line business applications. The role of social becomes less of an application and more a consumable service that is available to a wide variety of applications as an extensible layer. Planning for the social-enabled requires a strategy today. The role of cloud and mobile in your social strategy can have broad and lasting implications. In this session, you will learn:

- How to determine the role of social in your enterprise.
- What questions to ask to ensure that your approach will lead you to success.
- How to plan tactically while maintaining a strategic vision for social.



## EA SUPER- SESSIONS

Forrester's Enterprise Architecture Forum's "super-sessions" will give attendees the opportunity to go deeper on a key need or opportunity and leave with the practical steps that they can take. Each session will be highly interactive, featuring multiple analysts and attendee discussion. We've chosen topics that you, the attendees, have told us encapsulate your greatest challenges - from organizing the practice of EA to information governance to bringing more agility to your business.



### Forrester's Business-Centered EA: Getting From Business Architecture To Business Implementation

Randy Heffner, Vice President, Principal Analyst, Forrester Research

As enterprise architects build their organization's business architecture, they have an opportunity to reframe end-to-end EA methods around business outcomes and the need to accommodate rapid business and technology change in the digital age. Forrester created the business-centered EA (BCEA) method as a high-impact guide to EA value, connecting business architecture to business implementation. In this session, you will learn:

- How business architecture and the need for business agility demand new EA thinking and priorities.
- How new practices for concurrent business/technology strategy, design, and optimization can build your organization's ability to sustain rapid change.
- How to apply BCEA to incrementally (or radically) improve your approach to EA.



### Organizing Your "Practice Of EA"

Gene Leganza, Vice President, Principal Analyst

Your firm's practice of EA may take different organizational forms. Centralizing EA resources provides the most control so that EA can deliver on its strategic value proposition. Decentralizing or federating EA resources puts the architects where the action is, making it more likely that business and BT stakeholders will perceive value. In many organizations, the increasing focus on business architecture is moving EA resources into the business organization. What's the best way to organize your EA practice? Are the rules changing? How can we best position EA for current and future needs? Attend this interactive super-session and learn:

- The positive and negative attributes of the different organizational approaches.
- Best practices and common mistakes when best positioning your EA resources.
- Whether EA will be moving into the business organization in the coming years.



### Agile Technology Innovation And Management

Brian Hopkins, Principal Analyst, and Tim DeGennaro, Researcher, Forrester Research

Innovation is a top driver for the business, but it needs help from enterprise architecture teams to uncover the business value of emerging technologies. Technology risk management, consolidation, and cost reduction are often viewed as inhibitors to innovation, but they don't need to be. This session will present data from our recent research into the topic of technology innovation and management, exploring techniques for improving agility and business satisfaction while also managing complexity, cost, and risk. Attendees will learn:

- The components of a social innovation process and roles for turning ideas into business value.
- How to make governance about saying yes while maintaining accountability.
- Best practices for the use of architecture zoning and reference architectures.
- Techniques for identifying and handling disruptions caused by new technology.



### Synergies Across Silos: Approaches To Governing Structured And Unstructured Information

Gene Leganza, Vice President, Principal Analyst and Alan Weintraub, Principal Analyst, Forrester Research

Governing information architecture (IA) is fraught with difficulties. The challenges of governing structured data differ from the problems governing unstructured content, due to different goals, stakeholders, roles, and processes. The result is that governance of these areas involves completely separate endeavors. But must they be wholly separate? Isn't there enough common ground? This interactive super-session and case studies will explore the commonality and how to integrate these efforts, resulting in more effective approaches to your information architecture. Attendees will explore:

- The commonalities and differences inherent in data and content governance.
- How real-world shops are taking a combined approach to content and data governance.
- How to craft an approach to information governance that will work for you.

# ENTERPRISE ARCHITECTURE SESSIONS

## EMERGING TECHNOLOGY INSIGHTS

Everyone knows that social, mobile and cloud technologies are having a huge impact on business and IT. But what comes next? In these sessions, Forrester experts drill into emerging technology trends which you may not have heard of — but we believe will be key components of your business technology roadmap.



### Getting Value From Big Data With Big Process

Clay Richardson, Senior Analyst, Forrester Research

Many enterprise architects are exploring the promise and potential of big data. Unfortunately, most of these initiatives fail to connect insights gleaned from big data to the critical value streams that drive positive outcomes for customers, employees, and business partners. Leading companies are beginning to embrace the concept of “big process”, which connects big data analytics with process transformation to provide a more holistic view and approach to quickly identifying and adapting to competitive threats and disruptive forces. During this session, you will learn:

- What is “big process” and what value does it deliver for big data?
- How leading companies are linking these two capabilities to quickly identify and deliver process transformation across the enterprise?
- What new skill sets and methodologies are required to connect big data and big process initiatives?



### Dynamic Case Management: Bringing BPM, Social, Mobile, And Analytics Together To Improve The Customer Experience

Craig Le Clair, Vice President, Principal Analyst, Forrester Research

The customer will have an experience — whether you design it or not. And for most enterprises, the customer’s needs get lost and become subservient to structured processes and systems of record that attempt to standardize their outputs. Yet sustainable competitive advantage derives from delivering a compelling, more personalized, and more varied customer experience. Dynamic case management is gaining attention as a platform that enables more flexible process patterns. Attendees will learn:

- The latest process approaches and leading platforms.
- Where dynamic case management fits — and where it doesn't.
- What EA teams need to know to use dynamic case management to improve outcomes.

## INDUSTRY CASE STUDIES

What can you learn for your enterprise architecture (EA) program from the experience of the leaders? Forrester, in partnership with *InfoWorld*, annually recognizes leading EA programs based on their innovative approaches to achieving business impact. At Forrester's Enterprise Architecture Forum EMEA 2012, you'll hear from these leaders about their strategy and tactics to drive more value and embed EA in their business.

### Speakers include:

- Valerie Germanese, Architecture Director, Alstom Power

### ATTEND A PRE-FORUM WORKSHOP

June 18, 2012 — 8.30am — 4.45pm



#### The IT Balanced Scorecard: Measuring And Communication IT Value

Craig Symons, Vice President, Principal Analyst, Forrester Research

Many IT organizations continue to struggle with aligning IT strategy with business strategy and demonstrating the value of IT to their business counterparts. The IT Balanced Scorecard is a powerful framework that goes beyond being just another metrics system; it's a strategic management and measurement system capable of transforming an organization and delivering breakthrough performance. Using the IT Balanced Scorecard creates a common language between IT and business stakeholders, making it easier to align strategies and measure and communicate value. The four scorecard perspectives include:

- The IT value perspective focuses on alignment, value, and the IT budget.
- The customer/partner perspective focuses on customer satisfaction with IT.
- The operational excellence perspective focuses on optimizing IT processes.
- The future orientation perspective focuses on improving staff and organizational capabilities.

### Registration Fee

Normal price €1,975

Special Discounted Rate of €1,500 for paying 2012 CIO and Enterprise Architecture Forum attendees.

To Register Contact us at:

eventsemea@forrester.com or call the Events Team on +31 (0)20 305 4848

## EXPERT ADVICE

### Meet With Forrester Analysts

Consistently rated as one of the most popular features of Forrester Events, Forrester Analyst Meetings give you the opportunity to discuss the unique issues facing your organization. Work one-on-one with the analyst of your choice, subject to availability. \*

#### SERVING BUSINESS PROCESS PROFESSIONALS:

**Craig Le Clair, Vice President, Principal Analyst**  
**Derek Miers, Principal Analyst**  
**Alexander Peters, Ph.D., Principal Analyst**  
**Clay Richardson, Senior Analyst**  
**Claire Schooley, Senior Analyst**

#### SERVING CIOs

**John Brand, Vice President, Principal Analyst**  
**Matthew Brown, Vice President, Practice Leader — CIOs**  
**Bobby Cameron, Vice President, Principal Analyst**  
**Marc Cecere, Vice President, Principal Analyst**  
**Nigel Fenwick, Vice President, Principal Analyst**  
**Chip Gliedman, Vice President, Principal Analyst**  
**Khalid Kark, Vice President, Research Director**  
**Craig Symons, Vice President, Principal Analyst**  
**Ted Schadler, Vice President, Principal Analyst**

#### SERVING CONTENT & COLLABORATION PROFESSIONALS

**Alan Weintraub, Principal Analyst.**

#### SERVING ENTERPRISE ARCHITECTURE PROFESSIONALS

**Alex Cullen, Vice President, Research Director**  
**Tim DeGennaro, Researcher**  
**Randy Heffner, Vice President, Principal Analyst**  
**Brian Hopkins, Principal Analyst**  
**Sharyn Leaver, Vice President, Practice Leader — Enterprise Architecture**  
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