

## **Open Group Conference Amsterdam 2010**

The 3-day Open Group Conference Amsterdam 2010 began Monday, October 18. The conference gathered to discuss themes along three primary tracks:

- Cybersecurity - Architectures for managing uncertainty
- Transforming EA into a business discipline – aligning the practice of EA with the requirements of business decision making
- Cloud computing – The business impact of cloud computing

## **Open Group Conference Amsterdam 2010 – Day ONE Highlights**

The theme for Day One was cybersecurity – a theme that created a huge amount of debate and discussion. Plenary session presentations in the morning tended to fall around three central topics: trust, collaboration and the relationship between government and enterprise. Here's a summary of the day.

### **Keynote: Towards A Modernized Network and Information Security Policy in Europe**

*Andrea Servida, Deputy Head of the Internet, Network and Information Security Unit, Information Society and Media Directorate-General, European Commission*

Following a brief introduction from Allen Brown, president and CEO, The Open Group, Mr. Servida addressed the conference remotely after train strikes in Brussels made it impossible for him to travel to Amsterdam. Mr. Servida explained how the European Commission is slowly but gradually ensuring EU member states work together to address the issues and challenges surrounding information security.

Information security, he explained, was defined by the EC in 2001 as: *“The ability of a network, or information system, to resist at a given level of confidence accidental events or malicious actions.”*

Mr. Servida went on to outline the EC's drivers for developing information security policy. These included:

- Making security and resilience as the front line of defense
- Developing a risk management culture in the EU
- Identifying socio-economic incentives
- Promoting openness, diversity, interoperability, usability and competition
- The need for a global collaborative and operational approach
- The need to build a capability and policy framework for information security in Europe

After outlining key milestones that had been achieved by the EC such as the founding of the European Network and Information Security Agency (ENISA) in 2004, Mr. Servida discussed the EC's motivations for a revised regulatory framework for e-communications. He commented that more reliable and secure e-communication was not only important for economic development but society as a whole. He therefore stressed the importance of governments engaging with enterprises in a meaningful manner and outlined priorities including:

- Protecting Europe from large-scale cyber attacks
- Promoting a security and resilience culture
- Tackling cyber attacks and disruptions from a systematic perspective

In his concluding comments, Mr. Servida stated that security is important because if there's no trust there will be low use. He stressed that cooperation both between member states and private organizations is crucial in establishing this trust.

### **Trusted Technology Forum - Build with Integrity, Buy with Confidence**

*Andras Szakal, Director Software Architecture, IBM US Federal Software Group*

Mr. Szakal began his talk by announcing that The Open Group is establishing a new forum, the Trusted Technology Forum (TTF), to address changes to the IT landscape that have occurred in the past ten to fifteen years. The forum will seek to identify and gain consensus on common processes, techniques, methods, product and system testing procedures and language to describe and guide product development and supply chain management practices.

The forum acknowledges the importance of establishing trust and will address questions including:

- What potential integrity risk may be inherited from supply chains?
- Which practices can mitigate potential risks of significant supply chain attacks?
- What software or engineering practices can help reduce product integrity risks?

The TTF, Mr. Szakal explained, has already attracted significant vendor interest, including big players such as Microsoft, and will adopt the tagline: 'Build with integrity, buy with confidence.' Mr. Szakal explained the forum is currently focused on developing a marked accreditation program and addressing global policy issues. When summarizing the activity of the forum he stated that it has a realistic and progressive focus on addressing some of the major IT challenges facing organizations today.

He concluded that the TTF's formation includes a call to action: Anyone interested in becoming part of this new forum or learning more should contact Mike Hickey of The Open Group: [m.hickey@opengroup.org](mailto:m.hickey@opengroup.org)

### **CyberSecurity: What Seven National Governments Are Doing**

*Nicolas Mansfield, Information Security Consultant, Organisation for Economic Co-Operation & Development (OECD)*

Mr. Mansfield began by providing a brief overview of the work of the OECD, which he explained is an inter-governmental organization made of up 33 member countries committed to democracy and the market economy. He then touched on the issue of interoperability, which he described on a global level has having four levels:

- Technical
- Legal
- Policy
- Business process

Mr. Mansfield went on to talk about his involvement with the Working Party for Information Security and Privacy (WPISP) which he said aimed to develop trust and consensus in the Internet and economy. The party's focus areas include: cyber security, identity management, protection of children online, cloud and cryptology.

He went on to discuss good practice for information security, which he believes should include:

- Clear policy and objectives
- An approach that's consistent with the culture of participants
- Visible support and commitment from leadership
- Good understanding through risk assessment and management
- Effective information sharing
- Comprehensive measurement and assessment

Mr. Mansfield pointed out the importance of 'joined-up thinking' which should include integrating physical and IT security departments so that critical infrastructure issues may be tackled quickly. He also commented that countries need to acknowledge it's not possible to make everything 100 percent safe and risk-free, so mapping out capabilities is crucial. This, he suggested, helps in identifying where there may be opportunities for cross-border collaboration.

#### AFTERNOON TRACKS

In the afternoon, members had the opportunity to attend sessions on four separate tracks. Tracks focused on:

- Security architecture
- TOGAF™
- SOA
- Professionalizing the discipline of enterprise architecture

#### **Afternoon track: Professionalizing the Discipline of Enterprise Architecture**

*Paul Bonnie, Head of Enterprise Architecture Office, ING, The Netherlands*

Mr. Bonnie kicked off the track with an engaging talk about a transformation program ING had undertaken to professionalize and mature its operations and IT organization. He explained that part of this program was the professionalization of the architect's community under the three pillars of 'people', 'process' and 'technology'.

At a 'process' level, Mr. Bonnie explained that standardization was important since the organization was using various different frameworks. He went on to discuss how the organization adapted TOGAF™ as the basis for its enterprise architecture processes, and said the framework had inspired ING to develop its own processes. In the 'people' pillar, various actions have been initiated, including the definition and rollout of an ITAC Profiling and Certification Program.

Mr. Bonnie went on to outline the value of certification to ING which included:

- Assuring the experience and knowledge of IT teams
- Allowing the team to speak with one 'professional voice'
- Generating higher rates of productivity
- Delivering a consistent level of project execution

Before wrapping up his talk, Mr. Bonnie summarized some of the potential benefits to the professional, which include:

- Peer recognition
- Tangible career benefits
- Improvement of skills

- Visibility as a professional

**Afternoon track: Professionalizing the Discipline of Enterprise Architecture**

*Adam Thilthorpe, Director for Professionalism, BCS, the Chartered Institute for IT*

Mr. Thilthorpe began his presentation by outlining how IT has fundamentally changed how businesses operate. Before discussing some of the benefits of achieving chartered status, Mr. Thilthorpe presented a maturity model and suggested that IT remains relatively immature as a profession. He then suggested that because IT is becoming more business-critical than ever, it's crucial the profession matures quickly.

According to Mr. Thilthorpe, a Chartered IT professional (CITP) is someone who exploits IT to deliver business or equivalent advantage. Criteria include education and experience, breadth of experience and specialist competence. He also suggested a chartered IT professional should add business value through use of technology and have a proven breadth of knowledge. He ended by explaining that the BCS is currently going through a mapping process with ITAC to see how it could fit in with its chartered process.

**Afternoon track: Security**

**TOGAF™ and SABSA - Frameworks to Develop Security Architectures**

*John Sherwood, SABSA Institute (Sherwood Applied Business Security Architecture)*

In this session, Mr. Sherwood explained that a new joint working group has been formed between The Open Group and the SABSA Institute to explore synergies between TOGAF™ and SABSA. SABSA, Mr. Sherwood explained, is a methodology for developing business-driven, risk-focused enterprise information security architectures. Essentially, he said, it's about getting business risk prioritized.

He said the partnership has formed because those he had spoken to about it believed it was the 'only rational choice.' This, he said, was because SABSA is similar to TOGAF™ in that it's business-driven rather than being driven by technical deliverables. He also explained that SABSA doesn't compete with other standards; instead, it's an overarching framework that can integrate with the existing standards organizations are using.

According to Mr. Sherwood, the standard has so far been widely adopted and accepted by major organizations across the world including the UK MOD, the Canadian Federal Government, NASA, ING Bank, Samsung Korea, Bank of Ireland and the Dutch Ministry of Defense. He also talked a little about the SABSA Institute that is in the process of being established.

Mr. Sherwood concluded his presentation by focusing on semantics and how the IT security profession has a legacy reputation for being the business prevention department. This, he believes, is because of some of the language that's traditionally been used to describe risks such as 'threat' and 'loss'. With SABSA, he hopes information security risks can be seen in a positive light.

## **TOGAF™ CAMP**

*Facilitator: Steve Nunn, COO, The Open Group*

Day One in Amsterdam concluded with the first TOGAF™ un-conference to be held outside the U.S. Mr. Nunn ran through the principles of an un-conference and facilitated the brainstorming of topics to be covered by members. Following some brainstorming, members split into three parts and debated issues surrounding:

- Enterprise interoperability
- Evaluation of the use of TOGAF™ in real practice
- Next generation of EA tools

### **Open Group Conference Amsterdam 2010 – Day TWO Highlights**

The theme for Day Two was transforming Enterprise Architecture into a business discipline. The day was marked by interesting and engaging talks from a range of industry experts including Dave van Gelder, Global Architect at Capgemini, and Harry Hendrickx, CTO at HP. Key themes emerging from Day Two included the need for enterprise architects to solve problems from a business perspective, the importance of the language used by enterprise architects to achieve organizational buy-in for initiatives, and the huge opportunity thinking about these issues presents the profession. Here's a summary of Day TWO.

#### **The Quest for Business Architecture**

*Dave van Gelder, Global Architect, Capgemini*

The day started with a presentation that focused on the model developed by the Business Architecture Work Group to better understand what people mean when they talk about business architecture. In his morning talk, Dave van Gelder began by outlining the objectives of the Business Architecture Work Group which include:

- To contribute to the process of expanding TOGAF™ with what is necessary to bridge the gap between IT people and business people
- To work on a common understanding of what the complexity dimensions in (IT) change projects are, in order to be better prepared to deal with the dynamics of the business
- To clarify what interaction between the business and IT is needed in order to manage the success of those change projects
- To define the cooperation and information flow between business and IT people.
- To determine how to make the architectural approach more generic so that it can be used for more than only IT projects

Mr. van Gelder explained it can be difficult to get case study examples of business architecture in practice because the interpretation of what business architecture is varies. He suggested it was also difficult because often what's addressed in forums such as conferences is only a 'snapshot' of what's being done within an organization. He went on to discuss the importance of getting business architecture high on the business agenda, and explained some of the Business Architecture Work Group's initiatives that have been focused on making this happen. These include working on a book and setting up a wiki to facilitate the sharing of knowledge between members across the globe.

In the following Q&A session, Allen Brown, president and CEO of The Open Group, asked van Gelder as to the extent to which business leaders actually need to understand the language of frameworks such as TOGAF™. He also questioned why other departments such as marketing and finance didn't have to spend so much time exploring how best to align their work to the wider business. This, van Gelder commented, was because the profession remains relatively young.

Members interested in getting involved with the Business Architecture Work Group should visit <http://www.opengroup.org/architecture/> for more information.

### **Business Architecture: Learning by Doing**

*Harry Hendrickx, CTO, HP*

Harry Hendrickx led a talk on how to develop a prototype business architecture using a well-known case — the Nobel Prize Case — as a validation mechanism. He explained the project was set up as it was, because participants felt the best way to learn was by 'doing'. The experiment, he explained, involved setting up a group of members which had between them over 60 years of modeling and architecture experience to work on a 'live case study' for business architecture. The Nobel Prize was chosen as a subject organization since it is well-known, sufficiently complex and there is plenty of information about the organization available.

When explaining how the group worked, Mr. Hendrickx noted that all those participating in the experiment was allowed to bring their own way of working and models to the group to help solve challenges facing the organization. He also explained how the group had four major domains covered:

- Context
- Customer needs
- Structure based on state of the art technology
- Strategic direction

Summarizing the initiative, Mr. Hendrickx provided an overview of lessons learned. These included:

- Controlled language guides analysis by proposing a view on the information
- Words are less important than their meanings
- Process of requirements gathering is as important as the rules of communication
- Teams can easily agree on their own controlled language

In his concluding comments, Mr. Hendrickx said that natural language is adequate for explaining properties and to capture intent. He also stressed how allowing stakeholders to bring their own controlled vocabulary to the table was important as it does not hinder the process when everyone is embracing the right attitude. He ended his presentation by highlighting some issues that had yet to be resolved, including bridging the gap from natural language to modeling language.

### **Building and Deploying an EA Framework in a Banking Group**

*Jean-Christophe Mache, Head of Functional Architecture, BNP Paribas*

Jean-Christophe Mache began his presentation by providing some background to the bank and its various functions. He then described how IT operations are organized

within the group, explaining that BNP Paribas operates a very deferral and de-centralized setup. This means each entity in the group is responsible for its own operations and makes local decisions. He did add, however, that when IT projects involve large-scale investment, they will be supervised centrally.

In terms of decision-making within the group, Mr. Mache explained there were various committees in place to standardize IT practices including:

- Technical Architecture Board
- Functional Architecture Board
- Standards, Methods and Architecture Committee

He then went on to discuss how BNP Paribas built and deployed its EAGLE architecture framework. When talking through the processes involved in building EAGLE, Mr. Mache said each evolution had been validated by a Steering Committee, highlighting the importance of building an architecture framework in stages. Ultimately, he explained, EAGLE is the result of a consensus and has been validated by the main architecture players in the group.

Commenting on deployment, he said BNP focused on deploying visual marketing techniques to encourage acceptance and adoption within the organization. He explained they also rolled out a two-day training module to train architects and project leaders about EAGLE. By the end of 2010 the bank will have trained approximately 200 people. To date, two-thirds of entities in the group have or are in the process of deploying EAGLE, so the initiative is considered to have been very successful.

Highlighting key success factors:

- The importance of a clear deployment strategy
- Why it's crucial to understand policy of the enterprise
- The need to market the framework internally
- How organizations need to start simple and build on the framework once it has been accepted

### **EA as a Business Discipline?**

*Chris Forde, VP Enterprise Architecture & Membership Capabilities, The Open Group*

Chris Forde began by stating how enterprise architecture is not ideally placed within the IT function. He also commented on the major challenges facing EA such as the difficulties in getting people to collaborate and work together effectively. From an architecture perspective, he said the role of an enterprise architect is to allow businesses to flex.

According to Mr. Forde, moving EA toward a business discipline does require simplifying as much as possible, but at the same time embracing the fact that complexity is increasing at all times for organizations. He went on to question whether it really matters where EA is located within a business, but noted it does need to be resourced with talented, trained, skilled and knowledgeable people. Key as well, he added, is ensuring it is recognized at a senior level within organizations. In his concluding comments, Mr. Forde explained that although smaller organizations face similar challenges to those much bigger than themselves, the advantages EA has in a smaller firms is that everyone is far more aware of what is going on. !

## **AFTERNOON TRACKS**

In the afternoon, members had the opportunity to attend sessions on three separate tracks. Tracks focused on:

- Business architecture
- Business transformation
- SOA

### **Afternoon track: Business Architecture**

*Business Architecture: Representation of the Properties of a Structure*

*Presenter: Harry Hendrickx, CTO, Certified Global EA, HP*

In the opening presentation of the business architecture track, Mr. Hendrickx discussed how controlled natural language can resolve the communication problems between disciplines and management levels. He highlighted how IT projects often exceed time and budget allocations due to a lack of communication, but explained this can be overcome through the use of controlled language. He then outlined how there are many stakeholders involved in a project's lifecycle such as the CEO, CFO and COO. Since each has their own viewpoint shaped by their backgrounds and goals, this can create significant communications challenges.

Mr. Hendrickx went on to define a limited list of concepts and meanings that he uses, and walked through the steps that may be taken to get the entrepreneur's or CxO's vision to the larger question: which information is needed by the business, and how it can or must be exchanged or stored from a business perspective.

Finally, he used case studies to outline what business architecture is from his perspective. He then commented how natural language can be used to capture vision, ambition and business strategy. In concluding comment, Mr. Hendrickx said with natural language, the requirements of processes means IT becomes visible and traceable.

### **Afternoon track: Business Transformation**

*Rationalization of Information System Landscape at Dutch Transmission System Operator*

*Tom Coenen, Logica Management Consulting*

Tom Coenen presented a case study of a successful EA program that Logica implemented for the Dutch transmission system operator, TenneT. Mr. Coenen began by outlining how Logica spent a considerable amount of time at the start of the project understanding how the business worked and what it did. This insight, he explained, was then used to create a business function model describing what the organization does regardless of how it is structured internally. Critically, this model used language and acronyms business executives speak so they could fully understand the model.

Mr. Coenen went on to discuss the value of a visual roadmap Logica created for TenneT, which clearly detailed out how both business and IT activities would work together over time to achieve a common goal. The document, he said, was very well received as it allowed everyone in the organization to visualize how different components fitted together. On this point, he stressed the importance of collaboration between business and IT and commented on how a blended team made up of business

and IT people from both Logica and TeneT worked well. In summarizing key success factors, Mr. Coenen highlighted the following issues:

- Determining results upfront
- Focusing on delivering business value
- Consistent and regular communication
- Not talking architecture to the business but listening to the business
- Creating a visual roadmap to present project aims and deliverables

**Afternoon track: Business Transformation**

*ASL - Framework for Application Management / BISL - Framework for Business Information Management*

*Tom van Sante, Getronics Consulting / Remko van der Pols, Managing Consultant*

In the final session of the Business Transformation track, Tom van Sante began by sharing some background on the Application Services Library, a framework for application management. In particular, Mr. van Sante highlighted how ASL has evolved over time, in line with changes in the external environment such as:

- Complex applications landscape
- Standardized software packages
- Outsourced data centers
- Supply chain cooperation

Remko van der Pols then took to the floor and, in a lively presentation, discussed the Business Information Services Library (BISL), which he stressed is not intended to be prescriptive. Instead, it gives organizations the opportunity to assess what they have in place already and consider any changes they may need to make to bring about improvements.

Mr. van der Pols went on to comment on how although architects are always 100 percent rational, it's important to appreciate that, in business, leaders tend to make subjective decisions. Further, business managers always cite the same challenge: – their employees, i.e. improving productivity, getting better work produced. They almost never cite IT as problem. It's because of these reasons, Mr. van der Pols said, architects must apply their thinking to solve challenges facing leaders from a business perspective — not an IT perspective.

**AFTERNOON OPEN SESSIONS**

**Trusted Technology Forum**

In the Trusted Technology Forum's first meeting, Sally Long provided an overview of how the new Forum had been established: In 2009 the U.S. Department of Defense supported The Open Group in establishing the ACS Initiative, an industry-wide effort where vendors could identify the current best practices and processes that contribute to the creation of trusted technology and trusted technology providers.

The session focused on the draft whitepaper the ACS Initiative has put together and on which the Forum is based. The paper describes a vendor and technology-neutral Trusted Technology Provider Framework that sets forth best practices, identified by the forum which, if used by a technology vendor, may allow a government or commercial enterprise customer to consider the vendor's products as more secure and

trusted. Members attending the session were encouraged to openly debate and discuss issues covered in the paper.

### **Advanced Planning & Scheduling (APS) Forum**

Another Forum kicking off in Amsterdam was the Advanced Planning & Scheduling (APS) Forum. APS is the discipline that is concerned with the analysis and (re)engineering of strategic, tactical, and operational planning processes in combination with the design and implementation of the necessary supporting IT systems, which are based on state of the art visualization tools and advanced operations research techniques. APS has a broad range of applications, including (field) workforce management, rostering, transportation, and production planning.

Many types of organizations will be able to benefit from standardization in the APS area, including large and small customers with the strategic and operational concerns of managing a business effectively, APS vendors responsible for supplying business applications to customers, system integrators, consultancies, and government agencies. The APS Forum welcomes member participation. For more information, email the APS forum at [aps-interest@opengroup.org](mailto:aps-interest@opengroup.org)

### **Open Group Conference Amsterdam 2010 – Day THREE Highlights**

On Day Three of the Conference, members were able to attend tracks throughout the day that followed four separate interest areas:

- Enterprise Architecture and Business Strategy
- ArchiMate™
- Cloud Computing
- Value Creation in the Enterprise - the Role of Architecture and Alignment

Here's a summary of Day THREE.

#### **Track: Value Creation in the Enterprise - the Role of Architecture and Alignment**

*Context: What are Architecture and EA Really About?*

*Len Fehskens, VP Skills & Capabilities, The Open Group*

In this session, Mr. Fehskens explored what Enterprise Architecture is about and highlighted how it is difficult to put boundaries between architectural design and decision-making. On the design front, he discussed the importance of defining some criteria for success: Doing everything you can to achieve success doesn't mean *doing everything* – it requires focus. Talking about the need to work on the design constraints necessary and sufficient for success, he explained that because of the number of people involved, the translation from strategy to execution can be challenging.

Mr. Fehskens went on to ask the audience to forget everything they knew about architecture and bear in mind that the word 'architecture' is often used as a metaphor. As such, it's easy for people to draw comparisons between what enterprise architects do and what, for example, business architects do. According to Mr. Fehskens, architecture is an abstract concept and as such a complex process exists between design and implementation. For instance, once plans are drawn up, decisions will be made about a building that are out of the hands of the architect.

He then went on to introduce three concepts concerning enterprise architecture:

- Mission – the importance of defining success
- Solution – the steps you take to achieve the mission (solutions may vary but will all be working toward the same mission)
- Environment – the mission and solution always exist in some form of external environment so it's important to always keep this in mind

He ended by discussing the importance of keeping the solution and mission implicit to ensure work is focused. Too often, he stated, IT efforts fail because a solution becomes an end in its own right rather than delivering the benefits a business needs. Ultimately, he said, architecture is: 'everything you need and nothing you don't.'

#### **Track: ArchiMate™**

*Case Study: Enterprise Architecture at De Nederlandsche Bank (DNB) - the Dutch Central Bank*

*Henrik Jacobsson, Lead Architect, De Nederlandsche Bank*

Mr. Jacobsson explained that one of the strategic goals at the DNB is to build a mature architecture function that supports the business in an integral way. In his mid-morning presentation, he began by outlining key architecture criteria:

- Principles: Why do we want to do it?
- Policies: How we do what we do?
- Standards: What should we use?

He then explained how they had simplified what they were trying to achieve at the bank by visualizing architecture so senior business leaders could follow. Mr. Jacobsson also touched on the topic of communications and demonstrated how ArchiMate™ can be used to help IT effectively communicate with the wider business. In concluding comments, Mr. Jacobsson explained how if an organization uses the architecture function correctly in its business, the function can provide significant insight so the right priorities can be set.

#### **Track: Cloud Computing**

*Effectively addressing challenges of Cloud Computing*

*Tejpal (TJ) Viridi, Computing Architect, The Boeing Company*

Mr. Viridi began his presentation by discussing the current use of cloud computing and outlined the differences between Infrastructure as a Service (IaaS), Platform as a Service (PaaS) and Software as a Service (SaaS). He then outlined some of the risks businesses face in adopting cloud. For example, he highlighted how hastily adopted cloud risks upsetting end-users because of inconsistent application behaviour and how unplanned use of cloud risks compromising information and creates compliance irregularities. He then questioned the extent to which current enterprise capabilities are ready for cloud and stressed:

- The need to standardize business capabilities
- Enable a common framework for applications
- Have robust integration capabilities in place
- Optimize operational capabilities
- Empower those that use cloud applications

When describing some of the challenges in migrating existing applications to cloud, Mr. Viridi talked about the importance of securing intellectual property and capital assets as well as

the growing need for intelligent identity management. He also raised issues surrounding the regulations that firms have to comply with when it comes to issues such as the location of stored data.

He then suggested how the ADM Enterprise architecture framework can help address some of these challenges since, for instance, it helps define business scenarios, identify opportunities and support risk assessment. He also commented on its value in helping group business capabilities so migration to cloud is made easier.

Mr. Viridi ended his presentation by discussing the semantic web and the challenges this presents:

- Relationships need to be dynamic
- Organisations require greater computing power
- Enterprises need organisation-wide meta-data to ensure interoperability

### **Track: Cloud computing**

*Cloud, the Enterprise, and the Enterprise Architect: Convergence that Drives Sustainable Business Value*

*Pamela Isom, Executive Enterprise Architect, IBM*

In an engaging presentation, Ms. Isom urged enterprise architects to up their game when it came to getting involved and leading cloud initiatives in organizations. Some EAs, she argued, take a back seat when it comes to cloud, but this shouldn't be so, as the profession is ideally placed to help guide enterprises through cloud adoption. In many cases, she said, it's possible for EAs to apply the same techniques they already use to thinking about cloud.

Ms. Isom went on to highlight what C-level executives are saying about cloud computing:

- We need it to improve the end-user experience
- It must be an enabler of rapid innovation and business transformation
- Cloud must support a typical enterprise budget and planning process
- We need it as we require a new kind of infrastructure that is highly efficient, reliable and secure

She also cited some interesting statistics from IBM which included:

- 71 percent of CIOs indicate self-service IT is a top 10 priority
- 65 percent say concerns about security is top inhibitor to their use of public cloud

Ms. Isom went on to argue how EAs cannot wait for businesses to ask for enterprise architecture support with cloud initiatives; instead, EAs must take the lead on offering this. It's no longer possible, she explained, for EAs to ignore what's happening as the profession must now take on responsibility for the 'extended enterprise' cloud creates.

Ms. Isom then brought her discussion to life by presenting some case studies on consulting work she had done in the field of cloud. After this, she highlighted key takeaways from her talk:

- EA experience can support and sustain cloud adoption strategy
- EA shouldn't sit on the sidelines – now's the time to get engaged with cloud
- EAs' ability to identify business processes and develop business case studies is crucial
- EAs have the skills and experience needed to know how and when to pull in the right amount of resources to produce end-to-end solutions for enterprises

**Track: Value Creation in the Enterprise - the Role of Architecture and Alignment**

*Leveraging Architecture – service engineering*

*Wil Janssen*

Mr. Janssen began his session by defining the uses of architecture, which he saw as a tool for governance, communication, innovation and design. In too many cases, he explained, EA is not seen this way but instead is perceived as a bureaucratic function that puts constraints on the business. According to Mr. Janssen, this is a limited perspective that fails to take into account the strategic capabilities of EA.

He then went on to discuss the various levels of IT-induced transformation and suggested that although the benefits increase as an organization changes, so do the risks. He then moved on to talk about the Service-Innovation value chain model from Hansen and Birkinshaw, which focuses on:

- Creation
- Conversion
- Diffusion

When it comes to service engineering, Mr. Janssen explained how the conversation rate was often challenging and talked about how large organizations in particular can be very reluctant to embrace change. Banks, for example, are very good at doing what they've always been doing but it's a different story when it comes to changing.

**Track: Value Creation in the Enterprise - the Role of Architecture and Alignment**

*The HR Environment Architecture as Part of EA*

*Peter de Bley, HR Management, PricewaterhouseCoopers / Marjan Verbeeck, Senior Consultant, PricewaterhouseCoopers*

In this talk, Mr. de Bley and Ms. Verbeeck discussed the enterprise from the HR perspective so comparisons and reflections could be made from an EA point of view. Mr. de Bley took to the floor first and asked the audience what they thought about the HR function. He then played a video clip that featured Alain de Botton discussing the valuable role HR plays within an enterprise.

He then went on to explain how HR is part of the larger enterprise system and the role of the function in getting the very best levels of behaviors out of those working in an organization. He focused on the important role HR plays in aligning actions in the enterprise with the corporate strategy. For example, he said if an organization has collaboration written into its business strategy, then it might want to carefully examine why it allocates bonuses on an individual performance.

When Ms. Verbeeck took over, she discussed the elements of HR architecture and again reinforced the role the function has in ensuring a corporate strategy is played out. She gave an example of how banks are currently undergoing a major shift in the competencies needed by staff. In the past, she said, employees were selected for their ability to complete transactions and administrative tasks, but now since these can be done by users online, customer service is more important. The talk led to a lively Q&A session in which members of the audience commented on the benefits of bringing other functions such as HR into the discussion about the challenges and opportunities facing enterprise architecture today.