



Enterprise Architecture Conference Europe 2009

Charting a Course Through Complexity

The need for effective Enterprise Architecture has never been greater. As well as providing an overall framework for managing business and IT change, it helps to inform decisions on critical issues such as cost reduction, process improvement, mergers and acquisitions, and new ways of doing business.

At a time when business turbulence and technology diversity are both increasing, Enterprise Architects must make pragmatic decisions about how and where to direct their efforts. They must also evolve their approaches to reflect new business and IT delivery models.

The European Enterprise Architecture Conference attracts a wide range of experienced speakers and delegates from round the world and provides a unique opportunity to discover the approaches that work most effectively.

- Choose from 7 pre-conference seminars and 4 conference tracks
- Explore what it takes to be a responsive business with agile processes, systems and technologies
- Evaluate what works best in different business environments, and what doesn't, through practical case studies and examples from Global 2000 companies and major public services
- Gain renewed inspiration and fresh insights into the latest EA thinking and innovations
- Share ideas and experiences through networking with others in similar situations
- All levels of experience catered for

Conference Chairs and Keynotes:



John Zachman
Zachman International



Sally Bean
Sally Bean Limited



Andy Mulholland
Capgemini



John Götze
Association of
Enterprise
Architects



Chris Potts
Dominic Barrow



Tim Shoubridge
Leaseplan
Corporation

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In association with:



10th Annual Conference

8-10 June 2009

Park Plaza Victoria Hotel
London, UK

**Register by 27 March
and save up to £150**

Case studies & contributors include:

- ▲ Visa Europe
- ▲ Ministry of Defence
- ▲ Shell
- ▲ Accenture
- ▲ The Cabinet Office
- ▲ The Boeing Company
- ▲ Capgemini
- ▲ KLM
- ▲ Detica
- ▲ Department of Work
and Pensions
- ▲ Aviva (Norwich Union Life)
- ▲ Yorkshire Water
- ▲ AXA
- ▲ Syngenta
- ▲ Cranfield University
- ▲ Novartis Pharma
- ▲ University of Greenwich
- ▲ SAP

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Who Should Attend

- ▶ Enterprise Architecture practitioners
- ▶ CIOs and Chief Architects responsible for translating business strategic vision into IT-enabled delivery programmes and creating more flexible IT systems
- ▶ Senior Business Strategists and Analysts, Chief Operating Officers and Business Managers who want to create more agile organizations, ensure cross-functional integration, and optimize their investment in assets and change programmes
- ▶ IT Architects and Designers, Project and Programme Managers responsible for adhering to architecture guidelines and interested in influencing standard setting activities

Whether you are responsible for business or IT success, this conference will provide you with pragmatic tools for thinking, models and frameworks for analysis and decision making, and insight into real world best practices.

The event is structured to accommodate delegates at all levels and in all types of organization. Whether you are just getting started in architecture, re-appraising your approach, or working to tune your performance, you will find sessions that address the issues that you are facing.

Group Booking Discounts:
2-3 delegates 10%, 4-5 delegates 15%,
6-8 delegates 20%, 9+ delegates 25%

Pre-conference seminars

The pre-conference day offers a uniquely varied range of in-depth learning sessions, run by experienced practitioners and leaders in their field.

Full-day seminars:

- ▶ An EA Fundamentals seminar, providing a general interactive EA learning experience, covering a wide range of introductory topics and best practices
- ▶ An introductory seminar on Service-Oriented Architecture and Design Strategies, covering basic concepts and the principles of designing this fundamental architectural style
- ▶ A participative workshop for experienced EA practitioners to explore good practice and lessons learned.

Half-day seminars

- ▶ An Introduction to the Zachman Framework™, delivered by John Zachman himself
- ▶ An advanced seminar on Business Modelling for Business improvement
- ▶ A seminar on the practical uses of the Zachman Framework™
- ▶ A seminar providing a comprehensive overview of TOGAF™.

Conference

As part of the conference proceedings, thought-provoking and inspiring keynote sessions will be supplemented by track sessions from experts and practitioners, presenting new ideas and real-world success stories. There will also be networking opportunities and vendor-sponsored sessions that demonstrate their contribution to the field.

The tracks are as follows:

Track 1: Enterprise Architecture Experiences:

In this track, experienced EA practitioners describe substantive and practical Enterprise Architecture achievements.

Track 2: Ensuring Business and IT Coherence:

This track is a mix of theory and practice, specifically relating to a holistic approach to EA that unifies Business and IT change.

Track 3: EA Methods and Approaches:

This track describes different EA methodologies and frameworks and explores some new ways of approaching EA.

Track 4: Sponsor Insights

This track contains a varied range of sessions in which our sponsors share the benefit of their extensive experiences with EA and related subjects. Full details can be found at www.irmuk.co.uk/eac2009.

Exhibits 9-10 June 2009:

This is an ideal opportunity for delegates to network with leading vendors/consultancies in the area of Enterprise Architecture. Exhibit Hours are as follows:

9 June	10 June
10:15-10:45	10:00-10:30
12:45-14:00	12:30-13:45
16:00-16:30	15:45-16:15
17:30-19:00	

- *A very interesting and thought provoking event - my first visit and I would want to return.*

Charlie Anderson, Senior Manager IT Services, Fife Council

- *Well organised and provided a good insight on EA. Will really benefit and add values for implementing an Enterprise level architecture across the Enterprise.*

Ali Manzoor, Project Manager, Abu Dhabi Commercial Bank

- *Great Conference – especially the Tutorials and Keynotes.*
- Jan Christiansen, Chief Information Officer, NSB AS**
- *The Conference was very good and had a fantastic time catching up with so many great names in the industry.*
- Gleuto Serafim, Infrastructure Solutions Architect, Tecala Australia**
- *This was my first step on a long journey – but I now know what direction I should be going in!*
- Steve Rees, Architect, SAS**
- *My first time attending an EA conference, and will be coming back. This conference has helped me understand the whole Enterprise Architecture from a business prospect.*

Raj Kumar, Demand Analysis, GlaxoSmithKline

- *Good opportunity to 'benchmark' others experience with ours. Well organised, aligned with today's and tomorrow's issues.*

Gert Eijkelboom, De Nederlandsche Bank



Agenda

Monday 8 June: PRE-CONFERENCE SEMINARS			
08:30-09:30	Registration		
09:30-17:30	EA Fundamentals - Practical Steps to Delivering Value, John Good, Capgemini		
09:30-17:30	SOA Architecture and Design Strategies, Michael Rosen, Cutter Consortium		
09:30-17:30	Reflections on EA: What Have We Learned - and What Can We Do Differently? Sally Bean, Sally Bean Ltd and Peter Haine, eWork Advantage		
09:30-13:00	Introduction to the Zachman Framework™ for Enterprise Architecture, John Zachman, Zachman International		
09:30-13:00	Business Modelling for Business Improvement, Tony Bidgood and Richard Veryard, Everware-CBDi International		
14:00-17:30	Practical Applications of the Zachman Framework™, Stan Locke, Zachman Framework Associates		
14:00-17:30	The Open Group Architecture Framework (TOGAF™): A Comprehensive Overview, Stuart Macgregor, Real IRM Solutions		
Tuesday 9 June: CONFERENCE DAY 1 & EXHIBITS			
	Track 1: Enterprise Architecture Experiences	Track 2: Ensuring Business and IT Coherence	Track 3: Approaches and Methods
08:00-09:00	Registration		
09:00-09:15	Introduction from the Chairs: John Zachman, Zachman International & Sally Bean, Sally Bean Limited		
09:15-10:15	KEYNOTE: The Next Generation of Enterprise Architects, Chris Potts, Dominic Barrow and Tim Shoubridge, Leaseplan Corporation		
10:15-10:45	Break and Exhibits		
10:45-11:45	Elevating EA Value Through Standardization and Architecture Tools Johan Krebbers, Shell 	How EA is Transforming the UK Government's Approach to Information Sharing Anthony Golledge, Detica Kevin Mclean, Cabinet Office 	SOA and M & A: Breakthrough in Merger and Acquisition Practice? David Sprott, Everware-CBDi International
11:45-12:45	EA Guidance with a Multi-layer and Multi-view Application Landscape Model Ellen Leutbecher, Novartis Pharma AG 	Realizing an Integrated Enterprise Architecture in UK Defence Logistics Brigadier Alan Clacher, Ministry of Defence Dick Whittington, The Salamander Organization 	Delivering Enterprise Architecture with Archimate and TOGAF Harmen van den Berg, BiZZdesign
12:45-14:00	Lunch and Exhibits		
14:00-15:00	KEYNOTE: EA for the Coherent Enterprise, John Götze, Association of Enterprise Architects		
15:00-16:00	Delivery is Everything: How to Ensure Projects Deliver our Architectures Nick Cheatham, UK Government Department of Work and Pensions 	VPEC-T: A Way to Bridge the Gap Between Business and IT David Hunt & Liz Bacon University of Greenwich	Back to the Future - EA Directions Stuart Macgregor, Real IRM Solutions
16:00-16:30	Break and Exhibits		
16:30-17:30	The Implications of SOA for IT Service Management Wouter Mellink, KLM 	Architecting the Enterprise in Syngenta - Facing the Strategic Challenge Peter Hungerford, Syngenta 	Practical Experiences with TOGAF 9 and SAP Enterprise Architecture Framework Andreas Elting, SAP
17:30-19:00	Drinks Reception and Exhibits		
Wednesday 10 June: CONFERENCE DAY 2 & EXHIBITS			
09:00-10:00	KEYNOTE: Managing Complexity and Change John Zachman, Zachman International		PANEL: Demonstrating Business Value from Enterprise Architecture Moderator: Sally Bean, Sally Bean Ltd Panellists: Malcolm Lowe, DWP, Tim Shoubridge, Leaseplan Corporation, John Götze, Association of Enterprise Architects, Tim Murfet, Accenture Technology Consulting UK, Michael Rosen, Cutter Consortium
10:00-10:30	Break and Exhibits		
10:30-11:30	Surfing a Tsunami of Change Mark Pettit, Visa Europe 	Integrating Business, Information and Technology Architecture with the Zachman Framework™ Stan Locke, Zachman Framework Associates	Business Capability: Old Wine in New Bottles? Paul Allen, Cutter Consortium
11:30-12:30	Process Discovery at AXA: Building a New Business Kevin Okell, Altus 	Really Understanding Demand is Critical for Successful Enterprise Architecture Rob Lambert, Cranfield University	SOA for Profit: How to Survive in the Downturn? Martin van den Berg, Sogeti
12:30-13:45	Lunch and Exhibits		
13:45-14:45	KEYNOTE: It's Enterprise Architecture Jim, But Not as We Know It! Andy Mulholland, Capgemini		
14:45-15:45	SOA to EA: Using a SOA Implementation to Improve EA Ian Seager, Yorkshire Water 	Defining the Extended Enterprise: A Commercial Aviation Ecosystem Robert Rencher, The Boeing Company 	Managing Complexity with Enterprise Architecture Roger Sessions, Objectwatch
15:45-16:15	Break and Exhibits		
16:15-17:15	Driving Investment from Enterprise Architecture Kelvin Myhill, Aviva (Norwich Union Life) 	Change Management Aspects of EA Implementation Tony Kitson, STATIS Ltd	Agile EA: A Step Change is Required Charles Edwards, Processwave
17:15-17:30	Conference Wrap-up - Conference Chairs		
There will also be an extra track of conference sessions on 9 & 10 June featuring sponsor insights. IBM, alfabet AG and White Knight Management (Defining and Simplifying the Enterprise Architecture Mindset, Daljit Banger) will be presenting. Full details can be found at http://www.irmuk.co.uk/eac2009/			

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09:30 – 17:30

EA Fundamentals - Practical Steps to Delivering Value



John Good, Capgemini

This full day seminar, using a mixture of presentation, discussion and group work, is for those starting in EA, and also those who wish to refresh their approach. Key learning points will be presented and then opened-up for discussion, during which delegates will explore the relevance of the point to their own organization. A group exercise will run through the day resulting in specific action points for each delegate to make an immediate improvement in their business. The key topics to be presented and discussed will include:

- Why we do EA. The purpose and benefits of an EA approach. How to identify the stakeholders in EA and what value it brings to them.
- Delivering EA. A 6-step guide to getting started. Finding the real needs and taking the best approach - delivering value fast. How to sustain the effort and realize the benefits.
- The EA toolkit. Frameworks, methods and tools - what they are and when to use them. A roadmap to developing your capability over time.
- Managing EA. Governance and quality management; identifying just what you need, and no more. Integrating EA into the broader business.
- Next steps. Getting further value from this conference and taking action afterwards.

Now in its fourth year and fully revised to take account of updates to TOGAF, Zachman and the current economic outlook, over 80 organisations have already benefited from this seminar and its practical and pragmatic approach.

09:30 – 17:30

SOA Architecture and Design Strategies



Michael Rosen, Director, Enterprise Architecture, Cutter Consortium

Service Oriented Architecture (SOA) has emerged as the next major architectural style, especially for enterprise applications. The potential benefits of SOA in terms of flexibility, agility, cost, and time to market have swept it into the limelight. But is the marketing hype just setting up SOA to deliver another major disappointment? Not if we can help it! This seminar starts with the basic concepts of SOA: architecture, services, business processes, semantics, and then goes into details of the design of SOA solutions, from business analysis to service design and finally implementation, showing how to design services and applications that deliver the value that SOA promises. Delegates will gain an overall understanding of SOA, an appreciation for solution design criteria and tradeoffs, and get an opportunity to apply these to example scenarios during the seminar. Mike Rosen is Director of Cutter Consortium's Enterprise Architecture Practice and Senior Consultant with its Business-IT Strategies Practice. He has more than 25 years of technical leadership experience and currently provides expert consulting services in the areas of EA and SOA.

09:30 – 17:30

Reflections on EA: What have we learned – and what can we do differently?



Sally Bean, Director, Sally Bean Ltd, Peter Haine, Director, eWork Advantage

The 10th anniversary of the first EAC Europe is a good time to reflect on the progress that Enterprise Architecture has made since its emergence as a discipline.



We know that EA is challenging, that it is not a repeatable, "one-size fits all" process, and that it is a skill that you can only really learn through practice. This workshop is aimed at EA practitioners and managers who

have moved beyond the basics and have a body of experience to share and reflect upon. Using innovative facilitation techniques, the workshop leaders will guide participants to discover recurrent patterns, pinpoint the key factors that contribute to success or failure in EA and generate ideas for greater success in the future. The workshop will be lively, interactive and fun. Individual and group work will be interspersed with contributions from previous EAC presenters and major EA practitioners.

- Understand why learning to do EA is not the same thing as being trained in EA.
- Discover the key contributors to EA success and failure.
- Identify simple ways of re-orienting your approach to EA to become more effective.

Peter Haine and Sally Bean are popular speakers who have extensive experience with Enterprise Architecture in a wide range of organizations in the private and public sector. Please note that 3 years experience in EA is a pre-requisite for this seminar.

09:30 – 13:00

Introduction to the Zachman Framework™ for Enterprise Architecture



John Zachman, President, Zachman International

This seminar is a brief introduction to the background, rationale and logic of the Zachman Framework™ for Enterprise Architecture. It will first explore some definitive reasons for the appearance of the Zachman Framework™ on the scene several years ago. It will then provide an overview of the basic logic of the Framework itself which is derived from the precedent established in the older disciplines of Architecture and Construction; Engineering and Manufacturing. The Framework defines the set of descriptive representations that are required to create a complex object (like an Enterprise) and serve as the basis for changing the object instance (the Enterprise) after it is created. The seminar will also address the implications of producing and of not producing the identified set of descriptive representations in the course of accommodating current demand from the Enterprise. It will show the importance of ensuring that long term fundamentals and building blocks are addressed and retained into the future. This is an excellent opportunity to learn about the Framework directly from John Zachman who is recognised internationally as one of the foremost authorities on Enterprise Architecture.

09:30 – 13:00

Business Modelling for Business Improvement



Richard Veryard and Tony Bidgood, Principal Consultants, Everware-CBD International

Enterprise architects typically produce business models that describe (map) the business in order to plan and design IT architectures and solutions.



However, many architects now see the need to step up a level – to engage with the business directly in order to plan and design business architectures for business improvement and survival in an increasingly hostile environment.

This calls for a new kind of business modelling, which directly addresses business concerns.

Among other things, we need to explore the kind of value a specific business provides to its stakeholders, and how the added value can be maintained and extended. This may result in structural changes to the business, not just IT requirements for software systems and services. It should also help produce more agile IT architectures – in other words, ones that can accommodate future business improvement without significant software change. In this highly practical half-day workshop, we shall be using a rich case study to demonstrate how a combination of familiar and newly emerging business modelling techniques can be used to identify and plan business improvements. What you will learn:

- A systematic framework for business improvement projects.
- A range of modelling techniques for identifying and planning business improvement opportunities.
- An understanding of the strengths and weaknesses of each technique, and how to combine them for best results.

14:00 – 17:30

Practical Applications of the Zachman Framework™



Stan Locke, Managing Director, Zachman Framework Associates

Learn how the new Zachman Certified programme is helping Enterprise Architects understand, use and contribute to the body of knowledge relating to 'Primitives'.

We will review these 'primitive' abstractions and their functional use in building out the enterprise. This includes discussing how they are formed, how they bring quality assurance and how they are used in the solution specification. Do we have time to think about the design before the solution is implemented? What are the practical ways of using these solutions to build out the enterprise architecture? Finally, the community of practice and the collaboration contribution will be covered. Stan is the Managing Director of Zachman Framework Associates with extensive experience in model management and project implementation. Please note that John Zachman's morning tutorial or previous attendance at one of his courses would be a useful pre-requisite for this session.

14:00 – 17:30

The Open Group Architecture Framework (TOGAF™): A Comprehensive Overview



Stuart Macgregor, CEO, Real IRM Solutions

The Open Group Architecture Framework (TOGAF™) is a comprehensive architecture framework and methodology which enables the design, evaluation and implementation

of the right architecture for an enterprise. The framework is vendor and technology neutral and can be adopted by any organization as an architecture method. One of the design principles of TOGAF is not to be prescriptive in terms of the set of architecture deliverables, but rather to give guidance to the practitioner in aligning the deliverables with the appropriate industry frameworks such as Zachman, DODAF and FEAF. This workshop will provide a comprehensive overview of the Architecture Development Method (ADM) and Enterprise Continuum that are the core elements of TOGAF. The objectives of this workshop are to:

- provide an overview of TOGAF as a framework and method
- highlight the key changes between TOGAF versions 8 and 9
- illustrate how TOGAF should be used with other industry frameworks
- provide a practical view on the outcomes of applying TOGAF

Stuart Macgregor is an internationally recognised expert in Enterprise Architecture and IT Governance.

09:00 – 09:15

INTRODUCTION FROM THE CHAIRS

John Zachman, President, Zachman International, Sally Bean, Director, Sally Bean Ltd

09:15 – 10:15 KEYNOTE

The Next Generation of Enterprise Architects



Chris Potts, Corporate Strategist, Dominic Barrow, Tim Shoubridge, Global Head of Enterprise Architecture, Leaseplan Corporation

As Enterprise Architecture becomes more integral to corporate and business strategies, we are seeing the next generation of Enterprise Architects emerge. Innovative and influential, they are shifting some of the boundaries that have historically been placed around Enterprise Architecture, and which have inhibited them from making their true



contribution to business success. In challenging economic times, they have the potential to be even more valued.

This is a dual presentation, combining Chris, in his customary thought-provoking way, and Tim with his on-the-ground experiences leading the next generation of Enterprise Architects in the world-leading vehicle and fleet-management company. How can Enterprise Architects ensure they are truly valued as fully-fledged contributors to corporate and business success? What new skills and techniques have they had to develop along the way? Where are they now in LeasePlan's worldwide organization structure? And how is LeasePlan benefiting from this evolution?

- Enterprise Architecture as a fully-fledged business discipline
- Historic boundaries, and how to shift them
- The next-generation of Enterprise Architect
- The LeasePlan journey
- Lessons learned, and where next?

10:45 – 11:45 CONCURRENT SESSIONS

CASE STUDY

Track 1: Elevating EA Value through Standardization and Architecture Tools

Johan Krebbers, Chief Architect, Shell

This presentation charts Shell's journey of elevating its enterprise architecture value, through architecture standardization & improved EA practices. The key content of the presentation includes:

- Architecture community and practice setup
- Shell architecture framework & standards, based on TOGAF
- Improving EA practices to cover end-to-end architecture domains and processes
- EA tool & deployment: planning, implementation, usage, and benefits

The presentation includes a case study with benefits and lessons learnt, from the Shell global initiative of introducing and managing its architecture standardization and adopting IBM System Architect as the standard EA tool throughout the enterprise.

CASE STUDY

Track 2: How EA is Transforming the UK Government's Approach to Information Sharing

Anthony Gollidge, Head of Enterprise Architecture, Detica UK, Kevin Mclean, Director Magee Review (former), Cabinet Office

As a large information-driven enterprise, UK Government handles huge quantities of data, from processing benefits payments to protecting our national security. However, data losses, spending cuts and green computing mean Government is increasingly looking for better ways to share information – without building more big databases. Using the example of the Public Protection Network (PPN), a concept developed by the Magee review on criminality information, Detica and the former Director of the review will explain how an EA approach is helping this new enterprise gather and share information securely. With relevance to any organization needing to share information, this

presentation will:

- Explain the enterprise approach to modelling the PPN's information-sharing needs
- Describe an innovative ethnographic approach to analysing business needs, from desk sergeants to senior executives
- Highlight success stories from the EA approach
- Illustrate how this work supports the cross-Government EA agenda which is steadily transforming Government

Track 3: SOA and M & A: Breakthrough in Merger and Acquisition Practice?

David Sprott, CEO, Everware-CBD International

Industry surveys suggest a majority of merger and acquisitions fail to deliver shareholder value. Media commentary frequently suggests that cultural incompatibility is a primary cause of failure, but personal observation suggests also that poor or non-existent planning and execution of IT and business process integration is high on the agenda. SOA introduces new options for M&A planners that can bring radical improvements in delivering shareholder value. This presentation will introduce a structured, service-oriented approach for planning and executing M & A, discussing recent, real world examples. Learn about:

- Better M&A strategy
- M&A business modeling techniques
- M&A best practice

11:45 – 12:45 CONCURRENT SESSIONS

CASE STUDY

Track 1: EA Guidance with a Multi-layer and Multi-view Application Landscape Model

Ellen Leutbecher, Enterprise Architect, Novartis Pharma AG

Based on a precise language and strict conventions, a Novartis EA group has documented the existing Application Landscape in a UML model, which contains multiple layers providing different perspectives and different amounts of detail about computer systems, data flows, data entities, etc. This Application Landscape model is used to reach shared understanding about the project-specific Application Landscape, to investigate which systems may be extended, and to define the purpose of systems to avoid overlapping functionalities. They are used to determine which data entities will be stored where and to define information flows between systems. It is also used for architecture and impact assessments. Experiences are shared about

- A new approach to document an Application Landscape
- A bottom-up approach to introduce EA in a big organization
- Proactive EA Guidance providing visible benefits in IT Solution design
- Extension of EA Guidance to strategy alignment and decision making

CASE STUDY

Track 2: Realizing an Integrated Enterprise Architecture in UK Defence Logistics

Brigadier Alan Clacher, Ministry of Defence, Dick Whittington, CTO, The Salamander Organization

The MoD has used the Ministry of Defence Architectural Framework (MODAF) to drive out user and system requirements for logistic applications for many years. Increasingly, a significant number of projects have used MODAF compliant structures to support major investment decisions whilst established projects have created MODAF architectural products to judge capability and coherence with other projects. To date however, these component architectures are held in disparate repositories and operated on by several architecture tools and employing differing governance standards. Very often they are not directly accessible by industry. To overcome this, the Future Logistics Information Services Programme is delivering an Integrated Enterprise Architecture to be shared with industry to join these component architectures together and create a true Logistics Enterprise Architecture. This presentation will outline:

- How the maturity assessment & roadmap for the Enterprise Architecture was developed
- How the Project was managed
- How the benefits have been realized

Track 3: Delivering Enterprise Architecture with Archimate and TOGAF

Harmen van den Berg, Partner & Co-Founder, BiZZdesign

A complete approach to enterprise architecture requires 3 things: a framework describing

architectural viewpoints; a language for architectural descriptions; and a method for constructing architectures. No existing approach to EA covers all these ingredients. The Open Group's TOGAF standard is the leading method for EA development, including a process, techniques and best practices. ArchiMate, the Open Group standard for modelling and visualizing enterprise architecture, is a language for integrated EA modelling, describing the business, application and technology layers and their relationships. Based on a real-life case from the insurance sector, we show:

- How TOGAF and ArchiMate together offer a comprehensive approach to EA
- That ArchiMate makes the deliverables prescribed by TOGAF concrete
- How TOGAF-specific templates for an ArchiMate modelling tool support this
- Which extensions to ArchiMate may be needed to express all the aspects that TOGAF addresses

14:00 – 15:00 KEYNOTE

EA for the Coherent Enterprise



John Gotze, International President, Association of Enterprise Architects

EA increasingly covers all dimensions of an enterprise, and is therefore uniquely able to serve as the 'meta' approach for analyzing, designing and changing enterprises

to operate successfully in a coherent way and survive in highly dynamic environments. This presentation will focus on 'coherency management' as the primary goal of EA. By establishing a coherency management capability as part of their EA approach, enterprises can bring together the enterprise's strategic, business and technology dimensions, and in doing so, create a coherent enterprise based on the three core values alignment, agility and assurance. Taking a critical look at a number of EA-efforts in various enterprises around the world, the presenter will demonstrate that coherency must be a major concern for enterprise architects, including highlights from a seminal new book on the subject. A coherency management framework will be introduced and its use demonstrated through real-life cases.

15:00 – 16:00 CONCURRENT SESSIONS

CASE STUDY

Track 1: Delivery is Everything: How to Ensure Projects Deliver our Architectures

Nick Cheetham, Director: Portfolio, Quality & Assurance, UK Government Department of Work and Pensions

EA only becomes real when delivered by projects and programmes. How can we ensure that projects are correctly prioritised to implement our Architectures and how can we ensure that they stay on track when times get tough? EA governance and assurance provides the framework to make sure we not only do things right but that we are doing the right things. The UK Government Department for Work and Pensions has over 100,000 staff and an annual operating budget of approximately £25 billion paying out over £125 billion in benefits. It has a portfolio of over 250 significant projects and programmes with an investment value of over £2bn. In this session you will learn:

- How DWP constitutes projects in support of Enterprise Architecture
- How the challenge of prioritization of competing initiatives is simplified through Enterprise Architecture
- How Enterprise Architecture assurance can be made to work
- The principles for Portfolio Management in large-scale organizations

Track 2: VPEC-T: A Way to Bridge the Gap Between Business and IT

David Hunt, Senior Lecturer, & Liz Bacon, Head of Computing and Mathematical Sciences, University of Greenwich

Enterprise Architecture is typically seen as the fundamental technology and process structure required to implement an IT strategy. However, current approaches are often failing to deliver effective IT and the expected business benefits. According to Claudio Ciborra among others, Information Systems failures are mostly caused by

the inability of our current methods to identify and analyse the complex Social-Technical issues that have to be addressed in order to be successful. VPEC-T, as described by Green and Bate in their book *Lost in Translation*, is a framework that bridges the gap between the business and IT. In this session we will look at how VPEC-T has been successfully used on a number of substantial real life projects to overcome some of the issues identified above. In particular we will:

- Show how VPEC-T promotes a behaviour-centric view of EA and the benefits this can bring to both the technology delivery and governance of an Enterprise Architecture
- Show how this can be used to deliver a pragmatic approach to EA, delivering early business benefit
- Identify the current limits of the approach and point to future directions of work that will further enhance the delivery of Information Systems and Information Systems Strategy

Track 3: Back to the Future - EA Directions

Stuart Macgregor, CEO, Real IRM Solutions

The face of Enterprise Architecture is changing. It is shifting from EA for IT and detailed blueprints of systems, data and technology to the architecture of the enterprise. The role of the enterprise architect is becoming more strategic, driving the fusion between business and technology and shaping the strategic opportunities to which a company can respond in the future. But be warned - Gartner (2007) predicts that through 2012, 40% of EA programs will be stopped due to poor execution. This presentation explores the future direction and role of enterprise architecture as a professional practice that is both business-appropriate and sustainable. It will include illustrative examples to show the practical contribution of enterprise architecture frameworks and models to business strategy development and implementation.

16:30 – 17:30 CONCURRENT SESSIONS

CASE STUDY

Track 1: The Implications of SOA for IT Service Management

Wouter Mellink, Enterprise Architect, KLM

Nowadays all new applications become SOA based. Especially when software services are used in multiple IT solutions the IT Service Management (ITSM) Organization struggles with questions about version management, capacity management, contracts, costs, etc. New governance is needed. An operational "owner", responsible for the day-to-day operation of the service has to be defined in addition to the business owner who steers the functionality of the service. To enable smooth operation of the services, guidelines and standards must be adhered to in the development processes. Effectuation of architecture and ITSM guidelines and standards is currently done by the provisioning of permits, issued by Enterprise Architects at defined milestones in the development process. The permit verifies the architecture and authorizes the project to continue. This presentation shows:

- Standards and principles used by KLM
- How current architecture concepts and standards are safeguarded
- New SOA based governance for ITSM
- Type of accountabilities needed in a SOA based ITSM organization

CASE STUDY

Track 2: Architecting the Enterprise in Syngenta - Facing the Strategic Challenge

Peter Hungerford, Enterprise Architect & Senior Syngenta Fellow, Syngenta

As the enterprise function in Syngenta matures, a set of new challenges are starting to arise. The EA group is being asked by the organization to broaden its scope and to consider how the EA landscape will need to look over the next years, in order to better support the strategic goals of the enterprise. These next generation EA challenges, which are emerging in many companies, bring with them many new questions and problems. This presentation will describe how we are tackling two challenges from the extremes of the strategic lifecycle: Creation of the IS strategic plan, and strategic multi-year projects. We will share:

- How, through new methods and ways-of-working which build upon existing approaches, our EA group is being recognized as strategic and able to

- contribute to the architecting of the enterprise
- How the role of the architect is changing focus from architecting Information Systems to architecting the Enterprise, and how we are adapting our architecture function to achieve this
- How we have involved other stakeholders in creating and evolving this new architecture

Track 3: Practical Experiences with TOGAF 9 and SAP Enterprise Architecture Framework

Andreas Elting, Principal Enterprise Architect, SAP

In 2007 SAP developed together with Capgemini and IDS-Scheer an Enterprise Architecture Framework (SAP EAF) that is tool agnostic and, to a large extent, vendor neutral. The new Open Group standard TOGAF 9.0 was heavily influenced by this work. The presentation will point out the main components of TOGAF 9.0 and show, based on successfully delivered projects, how this new standard can be applied. The project range spans from IT strategy over organizational change to system landscape consolidation. The presentation will point out major deliverables and how they can be used to improve business / IT alignment.

Wednesday 10 June 2009

09:00 – 10:00 KEYNOTE

Managing Complexity and Change



John Zachman, President, Zachman International

Enterprise Architecture is a much misunderstood subject by General Management and the Information Technology community alike. Enterprise Architecture has

everything to do with managing Enterprise complexity and Enterprise change and relates to information technology only in so far as information technology may be one choice that an Enterprise can make with regard to Enterprise operations. The Framework for Enterprise Architecture, the "Zachman Framework™" defines the set of descriptive representations that constitutes the knowledgebase required to manage Enterprises. This presentation will show, with examples, how these representations constitute the "raw material" for engineering the Enterprise for flexibility, integration, reusability, interoperability, alignment, etc.

- Enterprise Architecture – impact on Management
- Examples of descriptive representations of the Enterprise

09:00 – 10:00 PANEL

Demonstrating Business Value from Enterprise Architecture

Moderator: Sally Bean, Director, Sally Bean Ltd
 Panellists: Malcolm Lowe, Chief Technology Officer, Department for Work and Pensions,
 Tim Shoubridge, Global Head of Enterprise Architecture, Leaseplan Corporation
 John Götze, International President, Association of Enterprise Architects
 Tim Murfet, Managing Director, Accenture Technology Consulting UK
 Michael Rosen, Director, Enterprise Architecture, Cutter Consortium

Feedback from last year's conference delegates indicated that the most common issue for them was the challenge of demonstrating business value from enterprise architecture. At a time when expenditure is under intense scrutiny, this challenge is even more acute, and also becomes more complex as the scope of EA broadens to include other facets of the enterprise, rather than just IT. A panel of conference speakers and experts will debate with the audience on how best to position EA activity and how to demonstrate its benefits to senior executives who are looking to reduce cost, increase revenue, improve services or innovate in other ways.

10:30 – 11:30 CONCURRENT SESSIONS

CASE STUDY

Track 1: Surfing a Tsunami of Change

Mark Pettit, Lead Enterprise Architect, Visa Europe

In line with the European quest to unify payment infrastructures in the Euro-zone through the Single Euro Payments Area (SEPA), Visa recently went through a global restructuring that resulted in two distinct organisational entities. One is Visa Europe, a membership organisation owned by over 4500 European financial institutions and committed to becoming the European Payments Platform. Representing the rest of the world is Visa Incorporated, a publicly owned company that recently floated on the NYSE. The implications of such a large and extensive restructure cascade from how we do business, to the underlying systems and infrastructure. This session walks attendees through the creation of an Enterprise Architecture function at Visa Europe and outlines how it is supporting an aggressive and extensive programme of change. Some of the more interesting business challenges will be explored and the response from Enterprise Architecture examined. The session concludes with a retrospective on the lessons learnt and view on the challenges, opportunities and pitfalls the future may hold. The objectives of this session are to:

- Outline how an Enterprise Architecture capability was created at Visa Europe.
- Demonstrate how Enterprise Architecture content was prioritised, created and employed across the organisation.

Track 2: Integrating Business, Information and Technology Architecture with the Zachman Framework™

Stan Locke, Managing Director, Zachman Framework Associates

Historically, many people have equated enterprise architecture with technology architecture, while some others have equated it with strategic planning. This presentation will illustrate how the Zachman Framework™ helps people to see enterprise architecture as the umbrella that encompasses business, information and technology architecture to make the enterprise into the responsive and flexible organization needed for today's turbulent times. It will show delegates how to avoid common misconceptions about enterprise architecture and refocus solution delivery within this broader scope. Through a set of case examples it will demonstrate how an enterprise-wide perspective of architecture is achievable in a realistic timescale. It will also illustrate how the changes in EA frameworks and terminology not only assist 'as a thinking tool' but improve the quality of the results produced through a common language and quality assurance mechanism for verifying enterprise designs and working assumptions.

Track 3: Business Capability: Old Wine in New Bottles?

Paul Allen, Senior Consultant, Cutter Consortium

In this session we look at the emergence of business capability as both a challenge to the traditional mindset of EA and as an opportunity to improve business-IT alignment. Unfortunately there has been a lot of hype and often little real content surrounding business capability and its relationship to EA. We therefore take a very critical look at whether capability modelling is in fact old wine in new bottles and review the factors behind its development. Despite the attractions, purist top down approaches to capability analysis are likely to meet with scepticism and often lack real substance. In addition it is all too easy to fall into the trap of treating capabilities as no more than functions. At the same time business capability can, if handled with care, bring real value in difficult economic times, especially in relation to an organization's operating model. We examine how to leverage the new thinking around capabilities in harness with more traditional techniques to achieve cost effective practical results.

“Perfect event if one wants to feel the pulse of EA. Excellent learning and networking forum.”

Amitabh Apte, Enterprise Architecture Group, SITA

11:30 – 12:30 CONCURRENT SESSIONS

CASE STUDY

Track 1: Process Discovery at AXA: Building a New Business

Kevin Okell, *Consultancy Director, Altus*

EA is ivory tower theory, it adds little tangible business value. Ever heard this? Real world examples are the only way of demonstrating that an EA approach is achievable, affordable and effective. In this session we describe an engineered approach to process discovery, one aspect of an overall Financial Services EA Framework, and explain how this was used to develop a blueprint for Elevate - AXA's leading edge 'Wrap' business. Ask a business for a list of its processes and the chances are you'll get several - each one parochial, incomplete or overlapping. Process discovery is a unique, repeatable method to ensure you start from a complete and consistent inventory rather than a patchwork of subjective views. Three key features underpin the method; an outside-in view of how business information flows; a focus on source and destination flows to identify true end-to-end processes; and visualization of the inventory in a simple intuitive framework.

The presentation will cover:

- The unique EA challenges facing Financial Services
- The key elements of process discovery
- The importance of distinguishing 'end-to-end' processes
- Process discovery in practice at AXA Elevate
- Integrating process within a broader EA framework

Track 2: Really Understanding Demand is Critical for Successful Enterprise Architecture

Rob Lambert, *Senior Lecturer, Cranfield School of Management, Cranfield University*

This session describes a proven approach to enable organisations to create a more optimal demand portfolio directly aligned with their strategic goals. It provides a firm basis for identifying architecture investments and improving programme execution. In many organisations the governance processes in relation to planning future business applications are poor. Typically business cases are incomplete, synergies are not picked up in time, and steering committees fail to prioritise the demand for applications effectively. Enterprise Architects need to be actively involved in this early planning to both improve future investments in the Enterprise Architecture and highlight technical or integration difficulties and other areas of risk. The session introduces an approach for application demand management that uses a benefits model to provide consistency and improved understanding and support stage gate reviews.

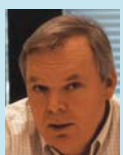
Track 3: SOA for Profit: How to Survive in the Downturn?

Martin van den Berg, *Service Line Manager Architecture, Sogeti*

SOA has been a hype for quite a few years now. A lot of companies were afraid to miss the golden opportunities and started SOA initiatives. Now in the downturn a lot of these initiatives are being challenged or even killed. But not all initiatives failed! Some were very successful. What can we learn from both these successful and less successful initiatives?

Delegates will learn:

- What is SOA really all about?
- What are the right reasons for starting SOA initiatives?
- How to make the business case for SOA, and achieve the benefits?



Andy Mulholland, *CTO, Capgemini*

The entry of a wide mix of technologies into the enterprise, its products, its business and processes is under way. The combination of a recession and new technology that users can

drive at low cost for innovative gain is irresistible to a hard pressed business manager. Meanwhile business schools and consultants have talked extensively about how business itself is being

changed by these factors, using terms such as 'business model innovation' and 'enterprise 2.0'. Services-based technologies, ranging from Web Services to Cloud Services, will become essential for businesses. Trying to curtail their use is not likely to work, nor would it be in the best interests of the enterprise at this difficult time. What is needed is to establish codes of practice and governance to ensure standards are consistent, risks are correctly identified and managed, and most of all, what should be integrated into the enterprise is appropriately integrated. This presentation will discuss the major mind shift that Enterprise Architects must make to extend their traditional view of EA, embrace new architectural styles such as cloud computing, and provide a path for safe adoption.

14:45 – 15:45 CONCURRENT SESSIONS

CASE STUDY

Track 1: SOA to EA: Using a SOA implementation to improve EA

Ian Seager, *Yorkshire Water*

SOA and EA are complementary disciplines sometimes separated by technology. This talk will demonstrate how they can be practically linked to achieve alignment of IT with its business. This talk is a practitioner presentation describing how an implementation of SOA infrastructure and developments lead to a need to deliver an improved EA. This is based on the presenters' experiences overseeing the implementation of both of these disciplines within Yorkshire Water in the UK. The organization has recently implemented a number of projects using a common development framework and integrated using an ESB and BPM. The presentation will cover initiating and running an SOA programme, the links between SOA and EA and the development of an EA from SOA.

CASE STUDY

Track 2: Defining the Extended Enterprise: The Aviation Ecosystem

Robert Rencher, *Sr. Systems Engineer, Associate Technical Fellow, The Boeing Company*

The Boeing Company is defining an extended enterprise architecture to include airline customers and third party service providers. A multi-layer service oriented architecture construct is used to define the services and enable the integration of the extended enterprise partner systems. The architectural complexity increases exponentially when multiple participants are incorporated into the aviation ecosystem. Characteristics and attributes of the Zachman Framework are used in the identification, definition and integration of the ecosystem services. Properly defined data, the alignment of processes and distinct system definitions are critical to the success of the integrated ecosystem.

During this presentation participants will understand:

- The concept of the extended enterprise and its global operation as an ecosystem
- How to extend architectural constructs in defining an ecosystem
- Which elements of the Zachman Framework should be used in defining services for an ecosystem
- The challenges and opportunities of leading and participating in the formation of an industry ecosystem

Track 3: Managing Complexity with Enterprise Architecture

Roger Sessions, *CEO, Objectwatch*

Managing complexity is a major challenge for all organizations. Many IT cost overruns and outright failures can be traced to unmanaged complexity. To address this problem, an important skill for architects is to be able to partition the enterprise into logical elements in defensible and repeatable ways. This talk presents a mathematical model based on probability theory and set theory to help us better understand complexity and a architectural process, called Simple, Iterative Partitions (SIP), for removing it. The SIP process includes a validation approach to check the proposed complexity reduction architecture against mathematical models for correctness. This talk describes why enterprise architects are in a unique position to address the problem of complexity, and in so doing, deliver immediate, high visibility benefits to

organizations struggling through hard times.

Delegates will learn:

- Why it is important to manage complexity
- Why enterprise architects are uniquely positioned to address the problem of complexity
- How mathematical models can be used to better understand IT complexity
- How the SIP process can help reduce complexity

16:15 – 17:15 CONCURRENT SESSIONS

CASE STUDY

Track 1: Driving Investment from Enterprise Architecture

Kelvin Myhill, *Customer Communications Architect, Aviva (Norwich Union Life)*

Aviva have been simplifying their estate, growing their business and transforming their operating model. Previously, their IT strategy was not visibly connected to their business ambitions and they needed to overhaul their automated document composition process. This presentation will describe the Enterprise Architecture framework they have created, the journey they have taken to get it understood, populated and agreed, how change programmes and investment decisions are now being influenced and their plans to grow further. The presentation will cover the use of their reference architecture and technology framework, and the process for verifying and maintaining these. It will also discuss how to identify capabilities, trigger points, opportunities, dependencies and blockages. It will illustrate that progressive, small steps can lead to big benefits and show how the outcomes achieved enhanced the team's credibility and influence.

Track 2: Change Management Aspects of EA Implementation

Tony Kitson, *STATIS Ltd*

This presentation addresses some of the key issues faced when strategic architecture starts to enter the operational implementation phase. It distils a model of business change for successful delivery, drawing on examples from the presenter's personal experiences, both as an employee and as an independent consultant. These include a barely successful EA scheme at an energy retailer; partially successful exercises at an electricity distributor and at a media company; and a successful example from a power generator incorporating all the elements from the proposed model. It distils the need to address four key factors: stakeholder analysis; engagement and communications; readiness planning and control; and benefits realization. Key learning points include:

- The organizational differences between design and implementation phases
- The need for a structured change management approach to bridge the two
- A four-component change model designed to meet the business imperative

Track 3: Agile Enterprise Architecture: A Step Change is Required

Charles Edwards, *Enterprise Architect, Processwave*

EA is generally not delivering to its full potential. It is often viewed as too slow, costly and cumbersome. How many EA practices spend too much time trying to turn the Zachman or TOGAF or other methods and frameworks into a workable model for their own situation, rather than delivering value for their stakeholders? We need to be more Agile.

What does a good Agile EA practice look like? We need a standard template or baseline for such an operational process. What are the roles, work products and activities? In what order and phasing? This presentation will include many anecdotes from practical experiences of using Agile EA and talk about both its failures and successes.

- How to become more Agile in your approach to executing EA
- A practical structure for an Agile EA Operational Process
- How to select from and tailor it to suit your own situation

17:15 – 17:30 CONFERENCE WRAP-UP

John Zachman, *Zachman International,*
Sally Bean, *Sally Bean Limited*



Enterprise Architecture Conference Europe 2009

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If you are unable to attend you will be able to purchase a set of the proceedings on CD Rom for £250.

The registration fee includes the conference lectures, documentation on CD ROM (no printed version of this is made available at the event), refreshment breaks and lunch on each day of the conference. The cost of hotel accommodation is not included in the conference fee.

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