IBM

Moderator: Angelique Matheny
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Operator: At this time I would like to welcome everyone to the conference. All lines will remain open throughout the duration of the call. If you experience any background noise and wish to mute your line, you may do so by pressing star 6 on your telephone keypad.

To speak, press star 6 again. Thank you. Ms. Matheny, you may begin your conference.

Angelique Matheny: Hello everyone and welcome to this Rational Talk To You Teleconference. Actionable Enterprise Architecture, Doing the Right Things Right.

I'm Angelique Matheny with IBM Rational and I'll be your host for today's call. I just want to make a quick introduction. Joining us today is Jim Amsden, the Senior IBM Technical Staff Member with over 20 years of experience in designing and developing applications and tools for the software development industry.

His interests include contract based development, agent programming, business driven development, (J2EEUML) and service oriented architecture. His current focus is on finding ways to integrate tools to better support agile development processes.

In today's teleconference Jim will provide insight on how you can make your enterprise architecture actionable and answer your questions. Now you won't find any spots for this teleconference, these calls are really for you. We want this to be interactive and this is your chance to get your questions answered directly from our expert. And discuss what's on your mind.

As the operator mentioned, press star 6 to un-mute your line and the operator will open up the line if you haven't already, at any time so don't be shy. Also if you'd like to submit questions to our panelists after this teleconference, please email us at askusnow@us.ibm.com, that's a-s-k-u-s-n-o-w @us.ibm.com.

Just put the title of this teleconference in the subject line and we'll make sure gets to the right person. So, I think you've heard about enough from me. So let's get started. Jim, I'll turn it over to you.

Jim Amsden: Okay, good afternoon. I'm not sure who is on the call. So would you be interested in just introducing yourself and telling me a little bit about what you'd be interested in talking about or maybe give me any key questions you might have.

Angelique Matheny: So (Andrea) can you open up the line for us.

Operator: All lines are open. If you would like to state your first and last name you may do so now.

Angelique Matheny: Sounds like a shy outing Jim.

Jim Amsden: All right. Well maybe I can stimulate the discussion a little bit. And maybe people are wondering what Actionable Enterprise Architecture is and what it means to you. And why would it be important. Those are some of the key questions I would have if I were on this call.

So just sort of following on from a call that we had on introducing actionable enterprise architecture last week, I'd just like to summarize some of the key points that were made in that call. And see if we can use that to stimulate any further questions you might have about what actionable enterprise architecture is.

What kind other kinds of things you do when you do actionable enterprise architecture? What are the kinds of resources that you produce and consume? And what are the tools that you would use in order to help you do that? And you know what are some of the value propositions that come out of that?

Sp to sort of lead us into the motivation for actionable enterprise architecture, I think we are all realizing that globalization, the need for transparency and the support of complex interconnected distributed value chains are key influencers happening in all of our industries that are motivating our businesses to change. And in particular to take another look at how they are utilizing their IT systems for the most effective business improvements.

But in order to d that, they need to - we require a flexible and innovative approach that provides a base for - provides a means to establish our base competitive and differentiated business capabilities that we would like to exploit through IT solutions.

That in turn requires an approach to define what it is that we would like to do, a method for doing it and a language for bridging between the business needs and the IT capabilities in order to close that gap, to do the right things the right way.

And these are sort of the fundamental concepts of Actionable Enterprise Architecture is leveraging the assets of the enterprise, evolving those assets in a positive effective way and using them to do the right things in the enterprise the right way.

So in order to do that, we need to focus on an approach that allows us to increase the sustainability and effectiveness of our IT investments in the achievement of our business goals.

And actionable EA provides a platform for innovation, essentially that matters. It improves the efficiency and reuse of existing artifacts owned by the enterprise or managed by the enterprise. It tends to reduce the accidental differences across projects that often reduce business agility and integration.

So Actionable Enterprise Architecture starts with the shear vision of what the business motivation and strategy is. So that motivation and strategy consist of the goals and objectives that the business wishes to achieve in response to the influencers that are motivating it to change.

The strategies and tactics that support the achievement of those goals and objectives and the assessments of their ability to, for those tactics and strategies to achieve their goals and objectives. And an assessment of what the potential effect might be on their business in terms of reducing risk ad increasing revenue and reward.

Give that business motivation and strategy we can now look at what are the things that we would need to do operationally in our business in order to realize those tactics to actually do them. And this is where we get into the area of business architecture, where we look at the business capabilities, the services, processes, organizations, locations, events, and so on that are the elements of our business that help us realize our strategies, achieve our goals.

The, that provides a context in which to think about what are the business dependent, but platform independent information systems that we could use to automate parts or some subset of those business capabilities with an IT solution?

And so we are now shifting over into the information systems architecture. Things like services, applications, information and other things that are part of your information systems that help you achieve your business - to help you realize your business operations in an automated way.

That leads us to the technology architecture. These are the business independent capabilities upon which our information systems run. So these would be typical hardware and middleware platforms that support the actual execution of our information system, there are a part of our enterprise architecture.

Taking all these together, we get an understanding of what the enterprise currently has and how it might need to evolve or transition is a word that's often used in context of enterprise architecture, in order to more effectively meet business goals.

And that leads to the evaluation of different opportunities and solutions against those business objectives. And the effect that each one of those opportunities and solutions might have on the business, which provides the foundation for project portfolio management.

And so this is the first part of Actionable E A. The concept of doing the right things, understanding your business motivation, understanding what you have in your enterprise, and using that to determine what opportunities and solutions you might have and evaluate them against their potential effect on the business.

You use that to choose and prioritize and choose which projects you're going to take forward. Then, you utilize other aspects of your enterprise architecture, the building blocks that are reusable assets of your enterprise and you use them to construct solutions. And so this is the second concept of actionable E A is doing thing as right. So you're coordinating multiple projects and reuse of enterprise assets across multiple projects to ensure consistency leading to business agility and integration.

And that also includes the notion of applying architectural guiding principles that tell us how the parts of the architecture should be used and how new elements of your solutions should be constructed so that they contribute to the evolution of your enterprise through the introduction of new assets rather than the introduction of new liabilities that inhibit integration and agility.

So, I'll pause here to see if there are any questions or comments around this notion of what Actionable E A is and what it's trying to achieve in your business.

Any questions so far?

Operator: Again, if you'd like to ask a question, your line is open.

Jim Amsden: Okay, so what I'll do next is proceed into talking a little bit about the characteristics that make an enterprise architecture actionable. First of all, there are - we can think of how enterprise architecture in a broader context. A context in which we think about not so much what the enterprise architecture is, but rather how that enterprise architecture is used. So how do we exploit it to help us better achieve our objectives and evolve our enterprise in some positive way?

I'd like to point out here that every enterprise no matter how small or how large has an enterprise architecture. It is the parts that make up their business and the relationships between those parts and the principals that guide how those parts are constructed and used.

So that's the sort of fundamental definition of and enterprise architecture. So, no matter how small or large the enterprise is it has an enterprise architecture and that also includes no matter how well they know what it is. They may not necessary have a good handle on what the parts of their enterprise actually are. Or have effective means of govern their evolutions.

So part of what we thing about when we think of traditional enterprise architecture is about that understanding as is in to be enterprise architecture in govern its evolution.

But there are other aspects of the usage of enterprise architecture that make it actionable that are perhaps equally important. One is the relationship of the enterprise architecture to the business motivation and strategy, as I describe before.

What this does is ensures that your enterprise architecture is driving by your business, business driven EA might be a way to think about that. So that the transition initiative you do for your enterprise architecture are always purposefully driven and in the context of the business.

The second aspect of Actionable Enterprise Architecture is this notion of project portfolio planning that I talked about earlier that where you want to integrate your enterprise architecture with portfolio planning techniques to help you manage and prioritize all the possible thing you could do around the resources you have to do them in order to choose the projects that have the greatest potential effect on your business.

The third aspect of Actionable Enterprise Architecture is in the area of operational modeling. The idea of how are you actually going to execute in your business? What are the .typologies of nodes, computer nodes and an application nodes and where are things distributed throughout your enterprise in order to be able to actually operate?

How you operate, how you gain efficiencies in operation and reduce costs can have a significant effect on how you evolve your enterprise architecture.

And then the fourth aspect of Actionable Enterprise Architecture is its relationship to solution delivery. And this is a key point because in order to make an EA useful you must be able to deliver something out of it that actually provides the business value and capabilities that you needed. We want to move EA out of the glass house where it's an intellectual exercise into something that actually has an effect on the business, a demonstrable measurable effect on the business.

So, is there a question? Sorry.

Okay. So, this notion of integration with EA and solution delivery is the idea of utilizing the building blocks of the enterprise in the construction of solutions. And ensuring that solutions as they build new things or adapt existing applications and services for new uses, that they do that in a principled way so that those new things can be harvested back into the enterprise and contribute to new assts.

So, I'll pause here and see if there are nay questions about these - the context of utilizing an enterprise architecture in the area of business strategy, portfolio planning, operational modeling and solution delivery.

Angelique Matheny: Jim I have some questions that came in earlier to our Ask Us Now, if you don't mind answering some of those?

Jim Amsden: Sure.

Angelique Matheny: What are the influencers motivating us to change? And what our goals and strategy for responding? What is our vision for moving forward, I guess?

Jim Amsden: Okay. So, the OMG has a standard called The Business Motivation Model, which is used to address this (Intelilogic) system architect has support for the business motivation model. And in the business motivation model you start by looking at the influencers that are motivating the business to change.

These could be things such as changes in regulations, collapse of the housing market, introduction of new technologies, new competitors coming into your business, environmental changes, changes in costs, all kinds of things that

occur outside the scope or perhaps even inside the scope of your business that are influencing you and motivating you to change.

Out of those influencers you try to derive how you wish to respond to them, this is a stimulus response in notion. And you respond by understanding what's the business vision, how is that business vision amplified by a set of goals that you wish to achieve and then how are each one of those goals quantified by specific measurable realistic and time bound objectives?

Then the other side is how do you wish to achieve those goals? There you would be looking at the mission of the business or the mission of particular projects in the business depending upon the scope and time of horizon that you're dealing with.

And you would understand what are the strategies that are planned for achieving that mission in the sport of the achievement of your goals. And then you would look at the various specific tactics that are the implementation of that strategy and tie those over to the objectives that you would use to measure the effectiveness of those strategies.

Then you would assess the ability of your solutions to reach your goals in the context of those influencers in order to understand the potential effect that the achievement of those goals would have on your business in terms of risk and reward.

And this is the foundation for enterprise strategic planning is this business motivation model because it ensures that you are evolving your enterprise and investing in solutions that are driven by concrete influencers on your business. And that you're doing that in a purposeful planned way. Again, all of this leads to this notion, this simple notion of doing the right things.

Angelique Matheny: So for business organizations, what are the processes and information and capabilities needed to realize these goals and strategies?

Jim Amsden: Well, so the next thing that you need to look at once you understand what these strategies and tactics are, you have to think about what are you going to do - what's the architecture of your business? How are you going to organize it? What are the roles that people play?

What are their responsibilities? How do they collaborate with each other? What permissions do they need to have? What capabilities and skills do they need to have? What physical resources are needed? How much do they cost? Where are they? All of these are the things that you need to do to decide what you're going to do in your business in order to achieve - in order to realize those tactics and achieve your objectives.

And these are not constrained usually to information systems, although they certainly could be spoke to that, but often you would like to broaden this out to the context of the business as a whole. And not worry too much about how these operations are actually going to be executed in your business. You want to capture the logical processes, not the physical processes at this point.

And then you might for example exploit simulation of those processes in order to get an early evaluation of your capabilities and against your goals and objectives so that you don't have to wait and build a system and deploy and run it for a period time before you can get some idea whether your achieving your objectives or not.

And again, (Telelogic) system architecture provides a way of modeling these business architectures and organizing them around business competencies and

functional areas and components and services that allow you to tie that business architecture into your business motivation model so that you can ask questions like, why do I have this business process? What goal does it achieve in my business?

Or you can ask the question from the other direction. I have this goal, what objectives quantify that goal? How could I tell whether I achieved it or not? And what do I have to do in my business in order to do it? And ho, I noticed it's not connected to anything in my business, so probably not going to get achieved.

So these are the kinds of things that you can - the kinds of impact analysis and dependency analysis that you can do with a tool such as system architect.

Angelique Matheny: Okay. Thanks. Any other questions out there? Jim, I think you're doing a great job answering all the people's questions.

Jim Amsden: Well, I'm so far I am. I'd be interested if there's any comments from the audience about their use of Enterprise Architecture? Has it been effective for you? And is it something that you think you would like to introduce in your organizations? And are wondering what's the best way about doing that? Or have you had some bad experiences with it and you'd like to understand? Or just express you think this is all hype and not all that valuable. I'd just be interested in seeing if there's - what's your experiences are.

Okay, I am not sure if the phone lines are either working or there's no one on the line or what?

Operator: Yes sir, all lines are open.

Jim Amsden: All right, so let's shift gears and talk a little bit about what's needed in order to make Actionable Enterprise Architecture effective. We sort of talked about what it is and how all the pieces work together to some extent. Let's talk about what you would need to - how it needs to be in order to be effective.

And I think there are four areas that we would want to look at to determine the effectiveness of EA.

The first one is contextual. The EA needs to be in the context of your business, that is it needs to be driven by your business needs and goals. It needs to be scoped to the proper domain of interest. It needs to be oriented around your priorities and strategies. On appropriate time horizon and an appropriate scope for what problems you are trying to solve.

So we need to make sure that that EA is in the business context. Otherwise it might not be particularly relevant to the stakeholders.

So the second aspect of an effective EA is that it needs to be collaborative. That is it needs to be available and accessible to all the stakeholders so that they are able to see and interact with each other in the context of that enterprise architecture.

So we want to avoid the situation where there is an enterprise architecture team that is managing the whole enterprise architecture and all the interaction is only on that team. And all the other stakeholders are simply just reading it. Rather we would like to have them contributing to the evolution of that enterprise architecture.

Otherwise they have no buy in. They don't see where it has value to them. They don't where their concerns are being addresses. So making it

collaborative and collaborative not necessarily just in the context of what the EA is, but rather in the context of its whole life cycle management. Understanding how it changes over time. What new requirements are coming in and how are those requirements addressed?

So, you can actually treat enterprise architecture with traditional application life cycle management techniques quite effectively. And so we're looking at how to exploit the (jazz) and rational team concert environment as a collaborative environment for enterprise architecture.

The third aspect that makes EA effective is to have it be connected. So that is there's traceability between all the different elements that make up the parts of the enterprise architecture in order to model the relationships. Not just dependencies but relationships between these elements.

And this provides a means for better understanding about dependency management and better understanding about change and opportunity management.

So we want to make sure that our business motivation is well connected to our business architecture, well connected to our information systems architecture, well connected to our technology architecture, well connect to the projects that we have chosen to do. And those connections are available to our processes that we use to develop and maintain our enterprise architecture and allow an effective governance and management of that enterprise architecture.

And then the fourth aspect of making an enterprise architecture effective is that it be consumable. That is that it can be understood by all of the stakeholders. That it can be viewed from their perspectives and viewpoints in a very flexible way. That it can be - that the (meta) model that is used to

capture the language of the enterprise architecture is applicable to those stakeholders.

That it can be easily extended to support their unique needs both in terms of what the EA is and how it is managed, the processes upon which is managed and developed. And this is of course required in order to get understanding and buy in by all the various stakeholders.

So four aspects of effective Actionable Enterprise Architecture is that it be contextual, collaborative, connected and consumable.

Any questions or comments on that area?

Angelique Matheny: Jim there's some specific details, I don't know if it fits into your model right here or your topic right here, but what part of our business architecture can be automated by IT systems?

Jim Amsden: Well, that's a good question. And its only the business can know. But in order to answer that question there's some fundamental things you need to know first.

First of all, you'd need to know what it is that you are trying to automate. What are your business operations? And then you would need to know which parts of those business operations and capabilities are the most important for me to pay attention to.

So there's this notion of coming up with a map, if you will, of your business that breaks up your business into a set of competency areas. And in each competency area or business functional area or domain, you look at who does the planning, who does the controlling and who does the executing in that

domain? And that helps you ensure that you're looking at all aspects of that competency area.

And out of that you identify the business capabilities and services that would be needed in order to support the planning and executing and managing of that competency area.

Then, if you can tie each one of those business capabilities back up into your business motivation model, what you'll see is that you can tie the capabilities to the strategies and tactics they realize which you can trace over to the goals and objectives that are supported down to the assessments of the business effect.

And so for each one of these business areas that you have described, you can see what the potential effect is on the business for that area. And out of that comes what we call a Heat Map. It's sometimes called a component business mode Heat Map. Where you can actually visually see in system architecture what areas of your business are so called hot based upon the various ways that you might assess the effect on the business.

Those hot areas tell you where you should be focusing on the items that are good candidates for automation because improving their efficiency, availability and use may lead to greater benefit to your business than doing something that has less value.

Angelique Matheny: What are the technology platforms and services upon which the information systems run?

Jim Amsden: All right. So, I talked about this a little earlier. Given - one of the things we try to do in order to get agile systems is to separate concerns as much as we can.

But of course you can't separate concerns forever. At some point you have to decide I'm going to take this business capability and I'm going to automate it with this application in my business.

So, there is certainly a dependency there between that business capability and that application or that service. But that's a good dependency, that's a dependency that has value to your business.

Now similarly you'd like to defer platform and technology decisions as late as you possible can in terms of how that service and application is going to be actually implemented and supported in some physical platform.

And the reason you want to d that is to give yourself as much flexibility as possible and to be able to transparently replace the implementation or platform technologies with something else that comes along that is cheaper or faster, more secure, has other better qualities of services or is more expansible for your needs.

And so this notion of technology architecture is this idea of information systems and business systems independent services and capabilities of a platform that you can use to run your business systems.

And so you might, for example pick a BPM Suites platform as your technical architecture because you wish to exploit BMU solution, business process management solutions to produce, rapidly produce agile business processes, reusing existing services that you have in your enterprise and you want to enable your line of business people to be able to create these processes more directly.

And to perhaps even be able to configure them and at run time with a technology capability such as web (spear) process service dynamic addition that allows you to configure running processes with specific policies so that you can actually effect how running processes will actually work without having to redevelop those processes.

So enterprise architecture gives you a context in which to think about not only the technology architecture platforms that you could exploit, but also to understand how the ones you currently have relate to each other and how you might need to evolve them and integrate them with future systems in order to gradually transition you enterprise permits as is technology platform to a more effective to be technology platform.

All doing that in the context of how it helps you better achieve your business objectives rather than in the context of, well here's a cool technology we could play with, let's go play with this for a while.

Angelique Matheny: Right, right. So Jim so can we identify and perhaps prioritize various opportunities and solutions? How can we make sure that we choose the right projects to maximize these positive business effects?

Jim Amsden: Well, because you can tie your technology platforms to the services and applications that they're going to run on them. And you can link those applications to the business capabilities that they automate and you can link those business capabilities up to the strategies and tactics of your business, the goals and objectives and the potential effect.

Then not only can you get a Heat Map that describes the hot areas in your business functional areas, you can also include in that the potential effect that a particular technology architecture choice might have on your business.

Because all of these things can be traced back up to that business motivation model. That helps you understand of the various transition initiative you could do on your enterprise. Which ones have the greatest value? So, now you have a quantitative way of thinking about and choosing between different opportunities and solutions you might do assuming you don't have the resources or the time or the funds to do all the thing that you might like to do.

So rather than do portfolio planning by guessing by gosh, you can have a more quantitative way of thinking about it especially for evaluating the relative importance and effect of a number of different solutions. And the focal point is a product integrated with our enterprise architecture solution that helps you make those project portfolio planning decisions.

Angelique Matheny: Jim, I don't know if you've talked about this already, but, or if I'm jumping ahead, but how can we create solutions that appropriately reuse these enterprise assets? How can we influence the solution delivery to result in improved enterprise assets instead of liabilities?

Jim Amsden: Well, that's of course the key question isn't it? Right today you might see many projects that are initiated sort of in isolation of others and we all like to do that because we don't want to couple everything together and have to boil the ocean in order to make any progress at all.

But as much as we might wish projects to be independent of each other, they're often not. They're often not independent when we execute them and they're often even less independent part way through their life cycle and even less again after they have delivered their associated products and you start using those products discovering opportunities for integration and

collaboration that were unanticipated on the original projects because those projects might have been focused - too focused on a specific deliverable.

So, here's the case where enterprise architecture provides a context in which to coordinate the activities across a large number of distributed possible independent but interrelated projects. And the idea is to ensure that the building blocks of the enterprise, the assets the enterprise has already invested in and developed are appropriately used across those various projects.

That includes the technical architecture. So that for example we don't have one project taking one server platform and another project that could have been creating related applications, integrated applications creating a different completely different UI and server platform upon which it runs. And then the artifacts that are produced, the services that come out of (intelligible) and the applications cant be connected together simply because they're on different technology platforms.

So, having a technology architecture in your enterprise helps everyone, all the stakeholders be aware of what those technology platforms are, what the principles were that drove their selection and how they're suppose to be used to enable agility and flexibility across the business.

Angelique Matheny: Now is there a way that we can design and manage and associate requirements to the domain architectures and the related content across the entire enterprise?

Jim Amsden: Yes. Obviously all of the things that we've talked about from business motivation to enterprise architecture to project management to solution delivery to monitoring and managing your running systems all need to be driven by a requirements.

And so there needs to be an effective way of linking projects specific and product specific and even element specific requirements for your projects back up into the elements that they are requirements is on. The change requests that result and work items that result from trying to achieve those requirements and the business motivation that motivated the introduction of that requirement.

So, requirements need to be just as interconnected with all the other elements of the enterprise architecture because they are the things that are driving the details of the evolution of that enterprise architecture.

So, you'll notice I talked about these concepts of business motivation in terms of goals and objectives, strategies and tactics, those are particular kinds of requirements that have particular relationships with each other that have an effect on the decision making and change management in your business.

But you also have more detailed functional and non-functional requirements that can perhaps be captured in business processes, collaborations, use cases or lists of specific feature requirements that you with to capture. And all these things need to be linked together in order to be able to be used effectively.

Angelique Matheny: Are there nay tools used to support this Actionable Enterprise Architecture?

Jim Amsden: Well because Actionable Enterprise Architecture has to be taken in a broader context of what the EA is and how it is used. There would not be typically one tool involved in that because the concerns of capturing an enterprise architecture and delivering solutions and managing a portfolio of a project and doing business strategy are all quite different things.

However, you need to understand how you optimally capture all of these different concerns and how you manage the relationships between them. So IBM's strategy is to exploit our acquisition of (Telelogic) which provides us with an excellent extensible enterprise architecture (Telelogic) architecture that does a great job of capturing and relating and doing impact analysis and decision making on all of the elements of your enterprise architecture.

However, that tool is, you might consider it to be a broad but shallow tool in that it can deal with a wide variety of model element types and relationships between them and it's very easy to extend to meet your particular needs or your particular style.

It supports many different enterprise architecture techniques such as (MODOF), (DODOF) (NAP), (TOGAF) all these (afs), quite a few of them aren't there? It supports various frameworks that organizes the enterprise architecture elements of the enterprise architecture into various viewpoints and supports particular methods of executing on them.

The we have tools such as (focal point) which provides the project portfolio management piece. We have some business strategy work can be done in system architecture. We also have some tools that are available from IBM Research that (intelligible) for business component modeling.

And of course we have a suite of solution delivery tools that tend to be more narrow but go very deep. Our (rational) software architecture has an integration with (Telelogic) system architecture so it's possible to reuse the building blocks in your enterprise in the construction of services models in your solutions.

And then those services models can be translated into Java code or C++ code or web services in order to actually execute them.

So our strategy is to exploit system architecture and enterprise architecture tool and to integrate it with other tools that allow that enterprise architecture to be effectively used and to be actionable.

Angelique Matheny: Jim you mentioned artifacts a lot throughout this presentation. What are the artifacts that are produced and consumed by these tools? How do they relate?

Jim Amsden: Well, I've talked about quite a number of them. But as we go around the circle, the (TOGAF) circle and a lot of our thinking organization around enterprise architecture is influences by the open group's architecture framework. That's (TOGAF). So in the area of defining architecture vision, you would be capturing business motivation and strategy models that I talked about earlier. Your business goals, objectives, strategies and tactics, value propositions and capabilities and so on.

You would also be capturing a vision and mission documents and architecture principles. And then in the area of refining your business architecture that supports the achievement of those goals and objectives would be business activities, processes, services, information, events, organizations, roles, locations, and I suppose an important one would also be your business glossary which provides the common terms that need to be understood across the enterprise.

In the area of information systems architecture that automates some portion of your business architecture, you might see use cases, scenarios, applications, information data sources, you know, information models, applications,

document models, services, reusable forms and style sheets, placement guidelines or where things should be placed or accessibility and security concerns.

And an information systems glossary. Or perhaps even a standard - set of standard non-functional requirements that all information systems need to meet.

Angelique Matheny: If there are no other questions out there, we'll pause just for a minute.

Jim Amsden: Okay.

Angelique Matheny: Okay. I have one last question for you.

Jim Amsden: Okay.

Angelique Matheny: What - I think you might have addressed some of this, but what are IBM's plans for supporting Actionable EA?

Jim Amsden: I think I did cover that question. Our over all strategy is to center the capture of enterprise architecture with (Telelogic) system architecture. And to integrate that with other aspects of Actionable EA that would be conenose and (VEGA) and (ELTERE) for communicating the EA.

And providing effective reporting capabilities, integrating with (Focal Point) for the portfolio planning, integrating with web (spear) business model and rational software architecture for BPM and solution delivery, integrating with our new deployment modeling capabilities that are in (RSA75) for the technology architecture in deployment.

Angelique Matheny: Well thank you very much Jim. For me this was a very valuable session. Did you have someone break in (Andrea)?

Operator: Ma'am, not at this time.

Angelique Matheny: Okay, just wanted to make sure. Thanks for coming today and taking time out of your day. Before closing I'd like to mention that you can listen to this conference again or share it with colleagues. This will be made available for replay in MP3 format in about a week or so on the Rational Talk (Talk to You) site, that's www.ibm.com/rational/talk.

Our previous teleconferences are available there as well. Again I'd like to thank our guest, Jim Amsden for being with us to talk about Actionable Enterprise Architecture, Doing the Right Things Right.

We would also like to thank your audience for your interest in IBM. We hope to see you back for another one of our events in the near future. Thank you very much. Talk to you soon.

Operator: Thank you ladies and gentlemen. This concludes today's conference call. You may now disconnect. Presenters remain online.

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