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**3-4 March 2015, One Great George St, London**

**Conference Programme**

# Welcome to Integrated EA 2015

Welcome to the eighth annual Integrated EA conference. I am proud to say we have one of our best ever line-ups this year. Mike Stone returns to the event, this time in his new role as MOD’s CIO Director General. Sir Nigel Shadbolt of the Open Data Institute has also kindly agreed to provide a keynote address. Finally, we are very pleased to announce that Prof Nick Jennings (Govt Chief Scientific Advisor for National Security) will be giving our day 2 keynote.

As with previous years, we are running with a different theme on each day. The theme for day one is “We are an Information Business”, a fact that MOD is finally recognising – Mike Stone will kick off the theme by talking about the plans he and General Barrons have been hatching for MOD’s information estate.

The theme for day two is around innovation. How do you get large Government organisation to operate in an innovative way ? How do you move them away from the “safe” (i.e. old fashioned) technology stack they currently use, to something more “web scale” ? How do you get Government to take risks ?

As well as the main themes, we’ve plenty of enterprise architecture material for you this year, including presentations from organisations we’ve never had before such as Thomson Reuters and DFJ Esprit.

I hope you enjoy this year’s conference. I’m really looking forward to it.

Ian Bailey

Conference Chair and Managing Director, Model Futures

**Conference information**

On behalf of the conference team I would like to welcome you to Integrated EA 2014. Please find below some logistical information to help you enjoy your time at the conference. If you have any questions please do not hesitate to ask myself or my colleague Karan at the registration desk.

We hope you enjoy your time at the conference please don’t forget to complete your evaluation form and provide your honest feedback.

Penny Creed, Conference Manager

**WIFI**: Complimentary Wifi is provided by the venue. Please look for **OneGreatGeorgeStreet**. No password is required.

**Finding your way around:**

* You will find a staffed cloakroom on the ground floor (behind the stairs)
* Lunch and all refreshments will be served in the Great Hall
* The unconference will table place in the Palmer Room on the lower ground floor. Lifts are available from the Rotunda area
* The drinks reception will take place in the Rotunda area (outside the Great Hall) at the end of day one. All day one attendees are welcome to attend.

**Name Badges**: All delegates must wear their name badges in order to gain access to the conference sessions.

**Mobile devices:** Please ensure all mobile devises are switched to silent or off during the conference sessions.

**Personal possessions:** Please do not leave any items in the theatre overnight. If you wish to leave items at the venue overnight please use the venue cloakroom. Items are left at the owner’s risk.

**Health and safety:** The Fire Alarm is a two-tone klaxon (note, if you hear a single bell ring it is likely to be the Division Bell, calling members to Parliament to vote). On hearing the alarm you must evacuate immediately by the nearest fire exits. You should not stop to collect personal belongings and must not use the lifts. There is no test scheduled for the next two days.

Assembly Points are located at the corner of Little Great George Street corner and Parliament Square, Storey’s Gate and Prince’s Mews. You must remain in one of the assembly points until authority is given by the Incident Controller to return to the building.

**Social Media:** We welcome tweeters and interaction on other social media. Though please do respect the wishes of any speakers who request secrecy during their presentation. Our twitter handle is **@IntegratedEA**. Please use hashtag **#IEA16.**

**Presentations:** Presentations will be available for download from [www.integrated-ea.com](http://www.integrated-ea.com) after the conference. Notification of when they have been uploaded and a password to access the presentations will be emailed to delegates in due course. Please note we will only be providing for download those presentations we have been given permission by the authors to publish.

**Questions:** Questions will be taken at the end of each session. Please wait for a roving microphone and state your name and organisation before asking your question.

# Day 1 – We are an information business

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| **09.30** | *Registration and coffee* |
| **10.30** | *Welcome by* ***Ian Bailey, Model Futures*** |
| **10.45** | **Keynote address: Information Architectures for the 21st Century**  ***Sir Nigel Shadbolt,*** *Chairman and Co-Founder,* ***Open Data Institute*** |
| **11.25** | **Keynote address:**  ***Mike Stone, UK MOD Chief Information Officer*** |
| **12.05** | **European ATM Architecture - “Informed Optimisation”**   * The European Air Traffic Management Architecture (EATMA) – the future Air Traffic Management Operation at a logical level * The exchange of information between stakeholders to allow for the identification of the services within the operational model * Identifying viable options for the delivery of significant improvements in business efficiency through the identification of common services at a business and information exchange level * Business models that enable the determination of business optimisations to improve capacity and reduce delays without compromising safety at a lower cost   ***Tony Vaudrey,*** *SESAR System Engineering Manager,* ***NATS***  ***Allen Clarke,*** *Enterprise Architect,* ***NATS*** |
| **12.40** | *Lunch* |
| **13.40** | **Measuring & Managing risk in Complex Architectures**   * The risk that gets you is the risk you never see coming. How do we best identify key risks in complex and technical programs? * Governance and, specifically, risk management is an overhead and management burden. How can risk management be used in technical programs to actually speed delivery and reduce costs? * Reviewing some program examples.   ***Rory Cleland,*** *Consultant,* ***riskHive Ltd*** |
| **14.15** | **How long is a piece of string? Quantifiable aspects of Architecture Frameworks**   * Evaluating UPDM Project Views to determine cost and capability gap impact by changing deployment dates for systems. * Performing trade-off analyses on a search and rescue configuration to determine the optimum combination of people, equipment and scheduling. * Analyzing system configurations for a UAV based on weight, space and power consumption. * Evaluating requirements coverage and traceability. * Evaluating system architecture for behavioral and structural interface consistency. * Evaluating system timing constraints for scenario execution.   ***Matthew Hause,*** *Chief Consulting Engineer,* ***Atego/PTC***  ***Lars-Olof Kihlström,*** *Principal Consultant,* ***Syntell AB*** |
| **14.50** | *Tea and coffee* |
| **15.05** | **EA design for Informing strategic decision making**   * EA is often reactive – relying on the organisation  to say what it needs and could benefit both itself and the organisation by providing higher level design input based on anticipating needs * The capability for strategic decision making is significantly affected by the design of the organisation as the case of redesign of an IT organisation shows * Design of the information and decision structure has a huge impact on strategic decision making by conditioning what information types and messages the decision makers can and cannot see.  So information systems design should start with the decisions the organisation will need to be able to take and work back from there. * EA has the opportunity to contribute in both organisation redesign and also architecting the information set needed for strategic business decisions.   ***Patrick Hoverstadt,*** *Director,* ***Fractal*** *& Research Fellow,* ***Cranfield University***  ***Lucy Loh,*** *Director,* ***Fractal*** |
| **15.40** | **Thomson Reuters: The architecture of an information business**  Dave will be talking about the technology and information architecture that allows Thomson Reuters to turn petabytes of data, from tens of thousands of sources, updating hundreds of thousands of times a second into intelligent information for decision makers in the financial and risk, legal, tax and accounting, intellectual property and science, and media markets.  ***Dave Weller,*** *Chief Enterprise Architect,* ***Thomson Reuters*** |
| **16.15** | *Refreshment break* |
| **16.45** | **Panel Session – We are an information business**  ***Dave Weller,*** *Chief Enterprise Architect,* ***Thomson Reuters***  ***Steve Hitchins, PA Consulting*** |
| **17.45** | *Drinks reception* |

# Day 2 – Innovation

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| **08.30** | *Registration and coffee* |
| **09.00** | Welcome by **Ian Bailey, Model Futures** |
| **09.05** | **Keynote address: Encouraging innovation for national security**   * Understanding both the constraints and the imperatives of innovation within National Security * Creating the climate, values and processes that encourage innovation * Learning and adapting lessons from industry   ***Professor Nick Jennings, Chief Scientific Adviser to the UK Government in the area of National Security*** |
| **09.45** | **Machine Learning on Patent data: What it tells us about Innovation and Strategy**   * Applying Machine Learning techniques to unstructured and semi-structured data * Understanding Machine Learning results * What Patent data can tell you about yourself, your partners, and your competitors   ***Nigel Swycher,*** *CEO,* ***AISTEMOS***  ***Steve Harris,*** *CTO,* ***AISTEMOS*** |
| **10.25** | **The Architecture of an Innovative Company**  ***Richard Marsh,*** *Partner,* ***DFJ Esprit*** |
| **11.00** | *Tea and Coffee* |
| **11.30** | **Using  Enterprise Architecture to help develop the Internet of Things (IoT)**   * Similarities between Systems of Systems and the IoT * The importance of the role of the enterprise in developing industrial IoT solutions * Understand the role of enterprise "Services" in the evolution of the industrial IoT * Tool and technology infrastructures required to support  architecture simulation * Using simulation to verify and validate architectural decisions based on the architectures dynamic behaviour  and structure   ***Graham Bleakley Ph.D,*** *Solution Architect, Unleash the Labs,* ***IBM UK Ltd*** |
| **12.10** | **Strategic Enterprise Architecture at MINDEF Singapore**  ***Chai Fung Chang,*** *Head, Business Process Management Department,* ***MINDEF Singapore***  **Denmark** |
| **12.55** | *Lunch* |
| **13.55** | ***Innovation, Architecture, Governance and MOD ICT; not really a contradiction of terms.***   * Agile and traditional EA include similar activities but to deliver them both effectively you have to challenge established preconceptions * In order to drive transformation, the ISS Design Directorate has had to radically rethink how it delivers architectural outputs * How Effective delivery of agile requires skills not previously considered important * Knowing when to apply each approach is critical to success   ***Kevin Wallis,*** *Chief Architect, ISS Design Directorate,* ***UK MOD*** |
| **14.25** | **Harnessing the power of creativity for success in defence IS**   * Creativity in defence Information Systems is alive and well * Learning from Enterprise Architecture as a Strategy whilst overcoming the Agility Paradox * Maturing the architecture and achieving the dynamic goals of defence IS (Using creativity) * Creativity expressed with the boundary of constraints   ***Robin Blyth,*** *Architect,* ***Boeing Defence UK***  ***Neil Thayer,*** *Architect,* ***Boeing Defence UK*** |
| **15.05** | *Tea and coffee* |
| **15.20** |  |
| **15.55** | **The Tom Graves Yard Slot: Invisible armies: information, purpose and the real enterprise**   * Successful enterprise-architecture addresses the enterprise as a whole – “things work better when they work together, on purpose”. * Information and purpose are the invisible complements to the more visible people and physical objects of an enterprise. * The enterprise succeeds when we weave all of the elements – visible and invisible – together into a unified whole. * It’s much easier to ‘sell’ EA to senior management when we address the needs of the enterprise as a whole. * Remember that enterprise is the ends, information is only one part of the means – don’t mix them up!   ***Tom Graves,*** *Principal Consultant,* ***Tetradian*** |
| **16.30** | Chair’s closing remarks |
| **16.40** | Close |

**Keynote Speakers**

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|  | **Prof Nick Jennings,** UK Govt Chief Scientific Advisor for National Security  As well as his CSA role, Nick is the inaugural Regius Professor of Computer Science in Electronics and Computer Science at Southampton University. He is also an advisor to aerogility and variab.ly.  Nick heads the Agents, Interaction and Complexity Group and is an internationally-recognised authority in the areas of agent-based computing, autonomous systems and intelligent systems. His research covers both the science and the engineering of such systems. In undertaking this research, he has attracted grant income of over £23M (mainly from EPSRC), published more than 500 articles (with some 300 co-authors) and graduated 40 PhD students (including two winners and one runner-up of the BCS/CPHC Distinguished Dissertation Award). He is recognised as highly cited by ISI Web of Science in both the Engineering and the Computer Science categories. With 55,000 citations in Google Scholar, he is the second most highly cited researcher in the area of artificial intelligence (according to Microsoft's Academic Search system) and has an h-index of 103 (the third top non-American according to Palsberg). He has received a number of international awards for his research: the Computers and Thought Award (the premier award for a young AI scientist and the first European-based recipient in the Award's 30 year history), the ACM Autonomous Agents Research Award and an IEE Achievement Medal. He is a Fellow of the Royal Academy of Engineering, the Institute of Electrical and Electronic Engineers, the British Computer Society, the Institution of Engineering and Technology (formerly the IEE), the Association for the Advancement of Artificial Intelligence (AAAI), the Society for the Study of Artificial Intelligence and Simulation of Behaviour (AISB), the German AI Institute (DFKI) and the European Artificial Intelligence Association (ECCAI) and a member of Academia Europaea and the UK Computing Research Committee (UKCRC). |
|  | **Sir Nigel Shadbolt,** Open Data Institute  Sir Nigel Shadbolt FREng CEng CITP FBCS CPsychol (born 9 April 1956) is a Professor of Artificial Intelligence and Head of the Web and Internet Science Group at the University of Southampton. He is Chairman of the Open Data Institute, which he co-founded with Sir Tim Berners-Lee.  Shadbolt is an interdisciplinary researcher, policy expert and commentator. He has studied and researched Psychology, Cognitive Science, Computational Neuroscience, Artificial Intelligence (AI), Computer Science and the emerging field of Web Science. He has made significant contributions to all of these disciplines. Running through all of this work has been his desire to understand how intelligent behaviour is embodied and emerges in humans, machines and most recently on the Web.  In June 2009 he was appointed together with Sir Tim Berners-Lee as Information Advisor to the UK Government. The two led a team to develop data.gov.uk, a single point of access for UK non-personal Governmental public data. In May 2010 he was appointed by the UK Coalition Government to the Public Sector Transparency Board responsible for setting open data standards across the public sector and developing the legal Right to Data.  In December 2012, Shadbolt and Sir Tim Berners-Lee formally launched the Open Data Institute. The ODI focuses on incubating and nurturing new businesses wanting to harness open data, training and promoting standards.  In 2013, Shadbolt and Sir Tim Berners-Lee joined the board of advisors of tech startup State.com, creating a network of structured opinions on the semantic web. |
|  | **Mike Stone,** CIO, UK MOD  Last year, the UK MOD decided the CIO role should be a Three Star post to reflect the increasing importance of information in the battlespace and the back-office.  Mike Stone spent 28 years in the British Army. His early career as an infantryman included tours as Chief of Staff of an Armoured Brigade and Head of the Tactics Division of the US Army Infantry School. His service culminated in his appointment as Director Information Army (CIO) in the rank of brigadier.  In his previous role as Director Communications and Information Systems (Army), Mike was responsible for the provision of robust, assured, multi-layered communications around the world. He took early retirement in 2002 and since then has built a significant reputation in the telecoms and technology sectors – roles have included COO of BT International, President of Service Design for BT Global Services, Group Executive Vice President of Mastek and CEO of Defence Business Services.  Mike is an international problem-solver, adept at leading/turning around large-scale transformation, technology and client focused programmes, whilst maintaining strong stakeholder engagement and delivering tangible and quantifiable financial benefits. He was appointed as Defence CIO on 6 May 2014. |

**Speaker Profiles**

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|  | **Bob Bailey,** Chief Information Architect, **Thomson Reuters**  Ian is specialist in Enterprise Architecture and systems integration. He was part of the team that first developed MODAF and was technical lead for all subsequent versions of the Framework. He worked on the NATO team that developed the NAF SOA views (now in MODAF) and the NAF meta-model (chapter 5). He was lead modeller on the international IDEAS Group ontology and the MODEM meta-model.  Recently, he has been working for Team Ensure to merge the MODAF and NAF standards (the subject of this presentation).  He has a first degree in mechanical engineering and a PhD in data mapping. He is a chartered engineer and a fellow of the IMechE, IET and BCS.  He also runs a conference called “Integrated EA”, whatever that might be. |
| **Macintosh HD:Users:ian_bailey:Documents:Model Futures:ian-pic-1.png** | **Ian Bailey,** Model Futures Ltd  Ian is specialist in Enterprise Architecture and systems integration. He was part of the team that first developed MODAF and was technical lead for all subsequent versions of the Framework. He worked on the NATO team that developed the NAF SOA views (now in MODAF) and the NAF meta-model (chapter 5). He was lead modeller on the international IDEAS Group ontology and the MODEM meta-model.  Recently, he has been working for Team Ensure to merge the MODAF and NAF standards (the subject of this presentation).  He has a first degree in mechanical engineering and a PhD in data mapping. He is a chartered engineer and a fellow of the IMechE, IET and BCS.  He also runs a conference called “Integrated EA”, whatever that might be. |
|  | **Graham Bleakley,** IBM Rational  Graham originally studied Mechanical Engineering, this was followed by a PhD in Model Based Systems Engineering and Process for Safety Critical Systems. Graham originally joined I-Logix in 2000 and was eventually acquired by IBM in 2008/9. Over the past 15 years he has worked as a senior consultant with a number of aero, defence (BAE, MBDA, Raytheon, Lockheed Martin, SAAB, Thales etc) and automotive companies (Volvo, Lear, Valeo, GM), helping them implement model based systems engineering and use UPDM. He has written and presented a number of technical papers for INCOSE as well for other conferences and publications on the themes of Model Based Systems Engineering and Enterprise Architecture. He is currently a Solution Architect in IBM Rational SWG, Unleash the Labs, where he helps develop integrated solutions based upon Rational products. His latest project are around developing solutions for the Industrial Internet of Things working with the IIC. He is also working on process and compliance modelling for ASPICE and how it integrates with ISO 26262. When not doing this, he works on Model Based System Engineering Process definition and Architectural Frameworks, he is the Lead Architect and one of the co-chairs of the OMG UPDM group. |
|  | **Robin Blyth, Boeing Defence UK, a subsidiary of The Boeing Company**  Robin Blyth joined Boeing in Aug 2011 as a Systems Modeller within Analysis and Experimentation; this involves leading stakeholder Business Processes studies. Robin has introduced and actively promotes a single source repository for architectural design activities, he is responsible for Architectural Governance, and is the lead for the Boeing Defence UK Architecture tool of choice. He is responsible for the implementation of the project metamodel within the architectural repository.  Prior to joining Boeing, Robin enjoyed a 10 year Career at Thales and started his career in 2001 as a software engineer, developing a communication module between security sensitive software. Robin continued in this vein on various projects, including the rapid development of the Future Integrated Soldier System, until 2006 where he started his transition to the dark side by integrating a deployed System of Systems Architecture on to the Coalition Warrior Demonstration network to prove interoperability. In 2008 the transition to the murky world of architecture was completed when he led a team to develop architecture solutions for a subsystem for the National Identity Scheme. Robin finally worked on early phase of CIPHER and had responsibility for interoperability for the CIPHER estate.  Robin is a registered practitioner of Archimate with the Open Group and has presented model based system engineering methods to the INCOSE Council in America. He is the type of engineer who never knows enough.  Robin has three children and is a keen fettler with things mechanical when the surf is not breaking. |
|  | **Chai Fung Chang, Singapore Ministry of Defence**  Chai Fung, an engineer by training, is the Head (Business Process Management Department) at MINDEF. Before joining MINDEF, she was the Assistant Director(Architecture Governance) at DSTA who spearheaded the Enterprise Architecture initiatives and orchestrated EA practices for the MINDEF/SAF. |
|  | **Allen Clarke, *Enterprise Architect, NATS***  Allen Clarke is a Senior Enterprise Architect in NATS and is currently working on the development of the European ATM Enterprise Architecture (EAEA) within the SESAR Programme. Allen has over 30 years of experience within NATS and has held a variety of posts in the areas of Operational System Support and Systems Development. Allen has been involved in all of the major ATC Centres Programmes undertaken by NATS over the last 25 years.  Prior to his involvement in the SESAR programme, Allen was involved in the creation and development of the NATS Enterprise Architecture Model. |
| Tom Graves 1 | **Tom Graves**, Tetradian  Tom has been an independent consultant for more than three decades, in business transformation, enterprise architecture and knowledge management. His clients in Europe, Australasia and the Americas cover a broad range of industries including banking, utilities, manufacturing, logistics, engineering, media, telecoms, research, defence and government. He has a broad academic background in arts, sciences and architectures; he initially trained as a typographer and graphic-designer, and was one of the pioneers of desktop-publishing, with extensive experience in the practical and human challenges in business innovation and change. He has a special interest in architecture for non-IT-centric enterprises and the human side of systems.  Tom is a popular presenter at IEA – so popular in fact that we always put him on last.   Don’t miss the Tom Graves Graveyard Slot. |
|  | **Steve Harris, *CTO, Aistemos***  Steve is responsible for the design and development of CIPHER. Previously Steve was CTO of Garlik, delivering their consumer anti-fraud products. Prior to that, Steve was an academic at the University of Southampton, specialising in Information Extraction, Graph Databases, and Analytics. Steve also advises the UK Government and European Commission on issues of information security and data science, and contributed to Graph Database standards at the W3C. |
|  | **Keith Hasteley,** UK MOD JFC ISS |
|  | **Matthew Hause, *Chief Consulting Engineer, Atego***  Matthew is the co-chair of the UPDM group a member of the OMG Architecture Board, and a member of the OMG SysML specification team. He has been developing multi-national complex systems for over 35 years. He started out working in the power systems industry and has been involved in military command and control systems, process control, communications, SCADA, distributed control, office automation and many other areas of technical and real-time systems. His roles have varied from project manager to developer. His role at Atego includes mentoring, sales presentations, standards development, presentations at conferences, specification of the UPDM profile and developing and presenting training courses. He has written over 100 technical papers on architectural modeling, project management, systems engineering, model-based engineering, human factors, safety critical systems development, virtual team management, systems and software development with UML, SysML and Architectural Frameworks such as DoDAF and MODAF. He has been a regular presenter at INCOSE, the IEEE, BCS, the IET, the OMG, AIAA, DoD Enterprise Architecture, Embedded Systems Conference and many other conferences. He was recently a keynote speaker at the Model-based Systems Engineering Symposium at the DSTO in Australia. Matthew studied Electrical Engineering at the University of New Mexico and Computer Science at the University of Houston, Texas. In his spare time he is a church organist, choir director and composer. |
|  | **Patrick Hoverstadt, *Director, Fractal & Research Fellow, Cranfield University***  Patrick has worked as a consultant since 1995 with organisations in both the private and public sector, mainly on issues to do with organisational structure and change. He specialises in using systems approaches for analysing and designing organisations and work processes. Patrick is a specialist in working with very large complex organisations including whole sectors. He has developed methodologies for several difficult business problems:  • Large-scale organisational change  • Strategic risk  • Measuring management performance  • Measuring organisational agility  • Collaborative governance  • Business Strategy  He has worked on many restructuring projects, analysing structural weaknesses, designing appropriate solutions and practical change plans.  Patrick ran an engineering business for 13 years before becoming a consultant. He has written numerous research papers, is a regular keynote speaker at conferences, has contributed to several books on systems, organisation and management and is the author of a book on organisation published by Wiley in 2008. He chairs SCiO a group of systems practitioners and is a Visiting Research Fellow at Cranfield School of Management  Organisations for whom Patrick has worked include: Cabinet Office, Electricité de France, Fujitsu, Rolls Royce, Ove Arup & Partners, DSTL, Atkins, HM Customs & Excise, World Bank, Sun Microsystems, Siemens |
|  | **Lars-Olof Kihlstrom,** Syntell AB  Larshas been working with enterprise architecture framework use and development since 2003. He was tasked to aid the UK during the finalization work of the NATO architecture framework version 3 based on MODAF. Lars-Olof has also acted as a modeling expert under contract to the Swedish armed forces in the IDEAS group where the UK, USA, Canada and Australia created a foundation ontology for architecture information that will enable the different architecture frameworks to exchange architecture information. Lars-Olof is a member of the architectural core of the UPDM 2.0 submission team responsible for development of the UPDM 2.0 submission. Presentations at the Enterprise Architecture conference in London concerning the use of SOA in NAF and the handling of the MODAF Learning Portal has also been held together with the Swedish Armed forces in 2008 and 2009. The Presentation concerning SOA has also been held at the DoD architecture conference in Orlando Florida. He has been project manager for the creation of MODEM where MODAF was re-engineered in order to base it completely on the IDEAS Foundation and remove its reliance on a UML profile. This work was conducted in a small expert team composed of Lars-Olof, Ian Bailey and Chris Partridge. |
|  | **Lucy Loh,** *Director, Fractal*  Lucy has worked as a consultant since 1996 in both public and private sector organisations and in several countries, mainly on issues to do with strategy, organisation development, performance and change. She has developed and used methodologies and tools in a number of areas, including:  • Organisation development  • Business models  • Benefits management  • Portfolio management  • Performance management  • Governance  She has worked on many large change programmes, analysing the current position, developing strategic business cases, and guiding their delivery and implementation. Lucy worked on the information strategy for a large biopharmaceutical company, initiated by an analysis of the emerging trends in healthcare. She has worked with the NHS, including development of a new model for supporting patients with long-term chronic conditions.  Lucy has partnered to design a target operating model for an organisation of 3000 staff and $1.3B spend and co-developed the IS strategy for a global organisation with turnover in excess of $30Bn. She developed a capability-based business model for a BioPharma company, and an innovative approach to driving value from it, enabling improved quality of discussion and management decision taking across the organisation.  Lucy worked as an internal consultant within several FTSE 10 blue chip companies before working independently. She is a Master Practitioner of NLP, a coach and has coached leaders of large, ‘at risk’ $30M change programmes. She has a BA in Engineering Science from Oxford and is an accredited trainer of strategic leadership with the Institute of Leadership and Management. |
|  | **Richard Marsh,** *Partner, DFJ Esprit*  Richard is an experienced software entrepreneur turned venture capitalist. He founded and built Datanomic, a Cambridge-based software company which was a pioneer of Data Quality software and was acquired by Oracle. Richard is responsible for DFJ Esprit’s investments in Connectivity (KCOM), Garlik (Experian), GreenPeak Technologies, Polatis, Psytechnics (NetScout) and ZBD Solutions. Richard is an Engineering graduate of Cambridge University where he also received his PhD. Richard holds an MBA from IMD, Lausanne, where he was a Sainsbury Management Fellow. |
|  | **Eugene McSheffrey**, Prin­cipal Business Consultant with MEGA International.  Eugene has over 16 years of expe­rience of using software tools to help organisations develop and manage their Enterprise Architectures. He specialises in training and consultancy to enable clients realise business benefits by applying architec­ture frameworks such as Zach­man, TOGAF, MODAF, DoDAF and NAF.  He is the author of several white papers and was a contri­butor to the ‘UML Bible’ (Tom Pender, Wiley, 2003). He holds a B.Sc. degree from the Univer­sity of Edinburgh and a M.Sc. from the Open University. |
| **Macintosh HD:Users:ian_bailey:Dropbox:Integrated EA 2015:Bios and Pics:Nigel Swycher.jpg** | **Nigel Swycher,** *CEO, Aistemos*  Nigel is the founder of AISTEMOS, having previously established Tangential Solutions, an IP Strategy consultancy. Before that Nigel had a long career in the law, first with Slaughter and May and later with Olswang LLP. Throughout this period, Nigel has focused on the creation, defence and exploitation of IP assets, with specific focus on M&A, joint ventures and other commercial transactions where substantial value is associated with intangible assets. |
| Macintosh HD:Users:ian_bailey:Dropbox:Integrated EA 2015:Bios and Pics:thayer.png | **Neil Thayer,** *Boeing Defence UK, a subsidiary of The Boeing Company*  Neil joined Boeing in May 2014 as an Enterprise Architect. Working in the joint MoD and BDUK Enterprise Architecture team he is leading the governance and development of the Engineering Through Life Support (ETLS) application portfolio through a period of sustainment and rationalisation.  Before joining Boeing Neil predominantly spent the previous 18 years in the telecommunications industry where he travelled throughout Europe and the US working in a variety of roles (product management, product & solution architecture, consultancy and development) for a number of different companies. He has led and participated in both traditional and Agile based teams responsible for creating applications and systems ranging from mobile and fixed line service network inventory, network activation and dynamic configuration based BPM.  Neil is a software engineer at the core. He learnt the true value of formal analysis, design and abstract data modelling in the early years of his career at Bell Labs (Lucent Technologies), and he continues to use this today in his role at Boeing.  Neil is married with one daughter who is taking after him with her love of everything connected with sport and photography. |
|  | **Tony Vaudrey**, SESAR/NATS. |
|  | **Kevin Wallis,** **Deputy Head Solution Architecture**, UK MOD JFC ISS  Kevin is the Chief Architect within the Design Directorate of ISS. As part of this role he is responsible for shaping current and future Defence ICT solutions and develops the technical policy and visions for ICT. His remit includes understanding and promoting the use of "disruptive technologies" including mobile computing, big data, social media and cloud computing as well as helping to develop Architecture as a career within MOD. The role includes leading the teams developing and maintaining the Fixed and Deployed Technical Architectures as well as acting as the technical authority and arbiter for boxes 8 and 11 of the DIRM. His previous positions include leading architecture teams within the Defence Network technical Authority, SEIG and working in military CIS programmes and naval combat systems. |

**Conference Sponsor:**

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**MEGA** helps organizations collaboratively describe and manage large system architectures in accordance with internationally recognized standards such as DoDAF, MODAF, and NAF. MEGA’s expertise and leading modeling tools are well-suited to the system of system architecture needs.

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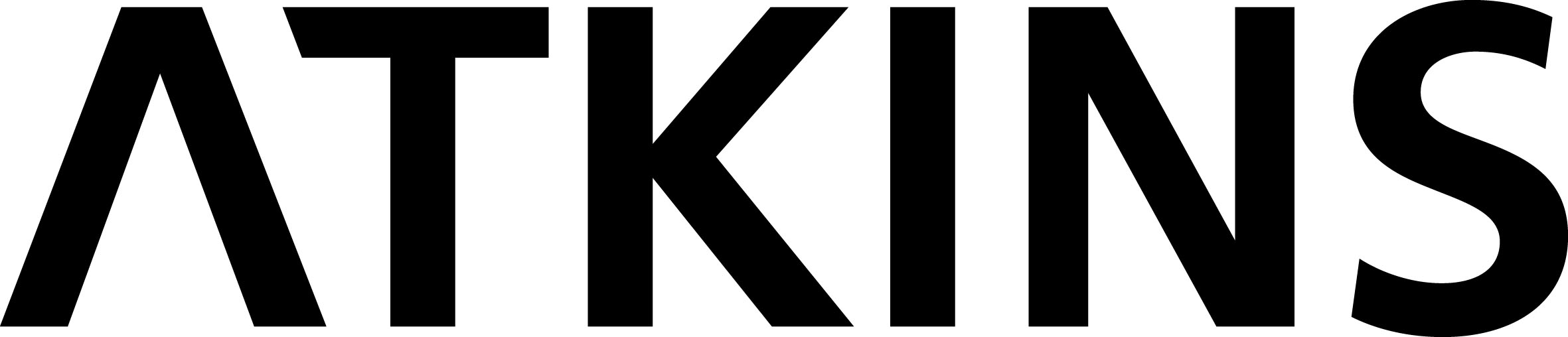
Clients include Airbus, BAE Systems, EADS, Eurocopter, GeoEye, NASA, Nissan, the Ministry of Justice, Renault, Thales and the US Departments of Agriculture, Homeland Security, and Transportation

**Drinks Reception Sponsor:**



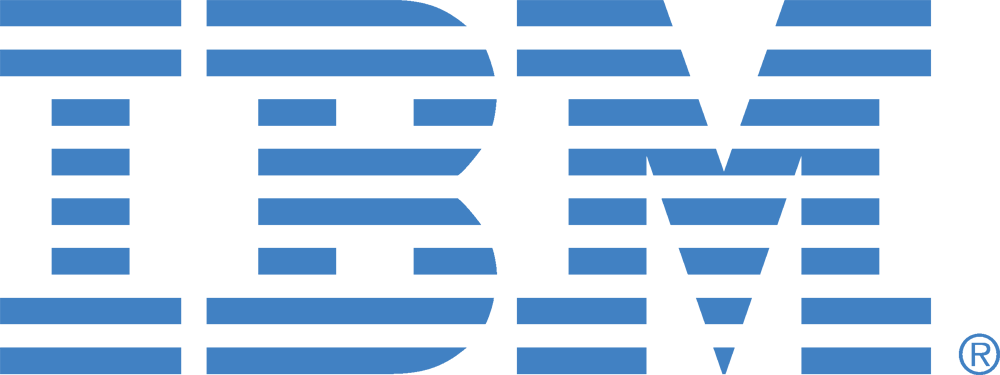
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