Two Co-Located Conferences

IRM UK
Enterprise Architecture & Business Process Management Conference Europe 2017

The ‘Must Attend’ Event for EA, BPM & Business Architecture Professionals

Why Attend This Event:

- Europe’s only Co-located Conferences on Enterprise Architecture and BPM. This event provides a unique opportunity to discover the latest approaches and innovative ideas to both EA and BPM and benefit from the synergies between them. Delegates can attend sessions at both conferences, including a unique track on Business Architecture.

- Designed by Practitioners for Practitioners. Being neither analyst nor vendor-led, the conferences provide diverse and wide-ranging perspectives on EA and BPM, informed by practical experience.

- Excellent Mix of Vision, Theory and Implementation. Discover new approaches and innovative ideas, while at the same time learning from organisations who have benefited from implementing world-class EA and BPM approaches and solutions.

- Established, recognized and respected conferences. These conferences have brought practitioners, experts and thought-leaders together from around the world for many years, uncovering strategies for success in delivering world-class products, services, processes and systems.

- Twelve half day and three full day conference workshops. Choose from an unparalleled range of conference workshops on specific topics conducted by leaders in their field.

- Exhibition and Networking Opportunities. Network with an outstanding group of EA and BPM delegates and speakers. BPM and EA solution providers will be available on 17 & 18 October to demonstrate the latest in software and services available and give you the benefit of their insights.

- Get Value for Money. Choose from more than 70 sessions, with 2 tracks on Enterprise Architecture, 2 tracks on BPM and 1 track on Business Architecture. Whether you are just getting started or looking for more advanced knowledge you will find sessions that address issues you are facing and people who can advise you.

Keynotes and Featured Speakers Include:

Tim Blaxall
Global Head of Enterprise Architecture, Zurich Insurance

Amitabh Apte
Chief Technology Officer, ReckittBenckiser Group

Michael Noonan
Director of Business Architecture, Capita Transformation

Halina Pomykala
Process Management Manager, Orange Poland

Yr Gunnarsdóttir
Continuous Improvement Deployment Lead, Shell

John Zachman
Zachman International

Chris Potts
Corporate Strategist and Author

Roger Burlton
Process Renewal Group

Alec Sharp
Clariteq Systems Consulting

Jef Staes
Author, Speaker & Expert on Learning Processes, Innovation and Culture Change

Produced by

IRM UK

irmuk.co.uk
This session will touch upon how CI can drive Operational Excellence ways of working in times of conclusions from IDC’s research: architecture influence from a range of large and small enterprises and industries, and present the architecture to your business and executive peers. This session will illustrate 5 cases of successful architecture programs and asked them to describe ‘How do you explain the value proposition of gotten your team more opportunity or funding? IDC interviewed a variety of CIOs with successful “Managing cost and complexity, blah, blah, blah...” of course it’s true, but has that argument even constantly challenged to articulate the value proposition in a way that business leaders understand. The history of Enterprise Architecture is full of some fantastic successes, and many failed and cancelled architecture programs that did not live up to promises or potential. As architects, we are constantly challenged to articulate the value proposition in a way that business leaders understand. “Managing cost and complexity, blah, blah, blah...” of course it’s true, but has that argument even gotten your team more opportunity or funding? IDC interviewed a variety of CIOs with successful architecture programs and asked them to describe ‘How do you explain the value proposition of architecture to your business and executive peers?’. This session will illustrate 5 cases of successful architecture influence from a range of large and small enterprises and industries, and present the conclusions from IDC’s research:

- Best practices for engaging with the business
- Transparency, transparency, transparency
- The architecture value proposition in 25 words or less

Finally - A Convincing Architecture Value Proposition

Mike Rosen
VP, Strategic Architecture, IDC

The history of Enterprise Architecture is full of some fantastic successes, and many failed and cancelled architecture programs that did not live up to promises or potential. As architects, we are constantly challenged to articulate the value proposition in a way that business leaders understand. "Managing cost and complexity, blah, blah, blah..." of course it’s true, but has that argument even gotten your team more opportunity or funding? IDC interviewed a variety of CIOs with successful architecture programs and asked them to describe ‘How do you explain the value proposition of architecture to your business and executive peers?’. This session will illustrate 5 cases of successful architecture influence from a range of large and small enterprises and industries, and present the conclusions from IDC’s research:

- Best practices for engaging with the business
- Transparency, transparency, transparency
- The architecture value proposition in 25 words or less

BPM Keynotes

Stretching Continuous Improvement (CI) to Act as a Key Enabler for Business Performance and Outcome...Even in Time of Crisis

Yr Gunnarsdottir
Operational Excellence/Continuous Improvement Deployment Lead, Shell International

This session will touch upon how CI can drive Operational Excellence ways of working in times of ‘calm and crisis’

- The foundation needed to put the business value ‘stake in the ground’ through a credible approach and business partnerships.
- Integrating the right elements to make CI fit for purpose with focus on leadership, business priorities, front line, purposeful development of people, engagement and communication AND showcase how CI ways of working enabled Europe’s largest refinery to start-up in less than one month after a full shut-down due to a power failure
- ‘Diversions can be used by some as an excuse to ‘just do it – no time to think about this CI stuff’ or as an opportunity to act fast to deliver safe, focused, controlled and aligned results.

What will I learn?
How a pragmatic roll out and use of CI principles and approaches can establish a fit for purpose ways of working and a culture of collaboration to drive competitive advantage through relentless business focus.

Has BPM Become a Dinosaur in the Age of Digital Transformation?

Tom Einar Nyberg
Head of Digital Operations, KPMG Norway

The need for Digital Business Transformation is fast-paced and in many organisations the traditional view of Business Process Management is that it is becoming “outdated”, “too slow” and “expensive”. In a world where processes are digital, dynamic and needs to be tailored to the customer – is BPM becoming a dated Dinosaur? The short answer is NO – but as BPM professionals as we need to adopt to our new circumstances – or we too will become “Extinct”. We need to make sure that the BPM discipline can deliver value to the business. This presentation will focus on key elements to modernise your approach to BPM by leveraging modern technology and focusing on the value proposition of “Intelligent Business Automation”. This will help support processes that are smarter, faster and more flexible. This presentation will include a practical introduction and specific client use cases for: Robotics, Chatbots, Virtual agents, Artificial Intelligence and BPM as a platform for smarter processes.

Pleasure

Transformation, Digitalization, Valuation, Innovation - An Agile Keynote

Chris Potts
Corporate Strategist and Author

Every year, EAC/BPM Europe reflects the diverse opportunities and challenges that EA and BPM professionals are facing in reality. Practitioners, thought-leaders and experts collectively shape the conference programme, and from that some key themes emerge. In this collaborative, double-act opening to EAC/BPM Europe 2017, the conference chairs address some of the most prominent themes in this year’s programme. And, since one of those themes is Agility, they will be delivering an agile keynote. For each of the other themes – Transformation, Digitalization, Valuation and Innovation – Roger and Chris will offer succinct perspectives from the chair, encourage and welcome audience-participation, and expect the unexpected. An agile keynote, covering five big themes in one hour: a positively challenging, relevant, and entertaining opening to EAC/BPM Europe 2017.

Red Monkey Innovation Management - Organisations in Search of a New Balance

Jef Staes
Author, Speaker and Expert on Learning Processes, Innovation and Culture Change

The world is changing faster and faster. Organizations, companies, schools and regions have to adapt to a world that is flooded with information and need to increase their power to learn and innovate dramatically. Today’s organisations and companies however are not able to create the right learning and working environment that enables and energizes disruptive innovation by using passion for talents. We unintentionally transform talented adults and children into passionless sheep. We have to rethink the organization of working and learning. We have to boldly go for disruptive business innovation powered by disruptive culture innovation. This session is a plea for a dramatic change in the organization of work and education. After this session 2D, 3D, Sheep and Red Monkeys will be branded in your brain. You will become disrupted.

- Attendees will learn that transforming organizations into real learning and innovating organizations will not be possible with consensus but will be driven by conflicts
- Attendees will learn a new model for disruptive innovation: Red Monkey Innovation Management
- Attendees will understand the impact of today’s information luxury on the organization of learning and work. We have to get rid of our diploma-addiction and go for Competence Playlist Based learning and working

Group Booking Discounts

2-3 Delegates 10%
4-5 Delegates 20%
6+ Delegates 25%

irmuk.co.uk
Monday 16 October 2017: Pre-Conference Workshops

Morning Workshop - 09:30 - 12:45

Getting Started in EA: Designing an Architecture Function to Fit your Enterprise
Sally Bean, Sally Bean Ltd & Philip Hellyer, Philip & Finch

Enterprise Architecture: The Issue of the Century
John Zachman, Zachman International

Digital Transformation Capabilities Framework
Michael Roser, IDC

Business Architecture Essentials
Sasha Aganova, Process Renewal Group

How Concept Modelling Supports Process and Architecture Work
Alec Sharp, Clarient Systems Consulting

BPM Philosophy 101
Steve Robert, Independent BPM Consultant

Afternoon Workshop - 14:00 - 17:15

Developing High-Performing Architecture Teams - the Human Side
Sally Bean, Sally Bean Ltd & Philip Hellyer, Philip & Finch

Investing in Architecture: Enterprise Architecture, Business Architecture, or Both?
Chris Potts, Corporate Strategist & Author

Business Value Realisation
Martin Sykes, Cambridge Assessment

Improving Process Improvement - Delivering on the Promise
Roger Tegreaj, Leonardo Consulting

Business Decision Management: How Business Decision Management Fits into BPM
Jürgen Pittsche, Process Renewal Group Deutschland

Keys to an Agile Business: Everyone's Dream
Roger Burton, Process Renewal Group

Tuesday 17 October 2017: Conference Day 1 & Exhibits

09:00 - 09:15 Conference Welcome: Roger Burton, Process Renewal Group & Chris Potts, Corporate Strategist & Author

09:15 - 10:15 Plenary Keynote: Transformation, Digitalization, Valuation, Innovation - An Agile Keynote
Roger Burton, Process Renewal Group & Chris Potts, Corporate Strategist & Author

10:45 - 11:35 Value Based EA Governance:
Starting from the Outcomes
Jovo Boskovic, Lead of Enterprise Architecture, City of Malmo Sweden & Håkan Ehvinsson, informed Decisions

Accelerating Digital Transformation - Fostering a Culture of Entrepreneurship
Amiram Abul-Auf, Chief Technology Officer, Reckitt Benckiser Group

Business Architecture: Pushing the Boundaries toShape Business Transformation
Sanddeep Thandi, Business Architect, Southern Scottish Electric

Robotics, a Fresh Approach to Business Process Design
Marco Kolden, Independent Consultant, LAB27

Using BPM as a Tool to Deliver Operational Excellence: Identifying and Delivering Value through Process Improvement
Andrew Pincott, Global Trading Operations Director, Travelex

11:40 - 12:30 EA as a Tool for Innovation: Fostering a Culture of Entrepreneurship
Farhad Khan, EA Consultant Digital Lead, Larensoek Municipality, Norway

An Introduction to Blockchain: Focusing on Business Value and Expectations
Tal Snyder, IBM Sweden & Daniel Lundberg, Archichemus

Business Architecture as a Value Proposition/Service to your Business
Harminder Dhillon, Principle Business Architect, Prudential

Parallel Innovation Processes – Bootlegging Projects in the Pharmaceutical Industry
Claudia Michalski, Independent Project and Programme Manager, Bayer

BPM Concepts: How to Ensure the Coherence of Management Model with Focus on Orange
Halina Pomykala, Process Management Manager, Orange Poland

12:30 - 14:00 Lunch, Exhibits & Perspectives Sessions

13:00 - 13:25 Perspective Session: Enterprise Architecture: Your Pathway to GDPR Compliance
Sam Skalla, Orbus Software

13:30 - 13:55 Perspective Session: Knowledge Kuration – A New Approach for Stakeholder Communication
Ian Mitchell, (a.k.a. The Artful Modeller), Prolaborate

14:00 - 14:50 EA Keynote: The Enterprise Architect’s Role in Security Architecture
Jane Chang, Enterprise Security Architect & Daniel Gillow, Enterprise Architect, 5Di Ltd

Philip Hellyer, Philip & Finch

Enterprise Architecture for the Digital Age
Nick Reed, Biz2Design

Business Architecture Adds Value by Connecting the Dots....
Michael Noonan, Director of Business Architecture, Capital Transformation

Innovating from Paper to Digital
Martin Sykes, Cambridge Assessment & Matthew Richards, Cambridge International Examinations

Implementing Sustainable Change: Structure and Culture in Harmony
Sasha Aganova, Process Renewal Group

16:15 - 17:05 Using EA to Derive a Portfolio of Change Traceable to Your Business Strategy
Dave Wandell, Chief Enterprise Architect, Yorkshire Building Society

The Art of the One-Page Architecture: Excellent Architecture, Enterprise Architecture
Martin Sykes, Cambridge Assessment

Breaking Out and Laying the Foundation for a Digital Enterprise
Richard Callaghan, Strategy Architect, Canada Life & Richard Kermick, Dergo Consulting

Artificial Intelligence, Decisions and Adaptive Case Management
Silvia Spreeuwenberg, LibRIT

The Big O: Finding the Opportunity in Process Improvement
Roger Tegreaj, Leonardo Consulting

17:05 - 18:30 Drinks Reception & Exhibits - Followed by the BCS Enterprise Architecture Specialist Group Presentation

Wednesday 18 October 2017: Conference Day 2 & Exhibits

09:00 -10:00 Plenary Keynote: Red Monster Innovation Management - Organisations in Search of a New Balance, Jef Staes, Author, Speaker and Expert on Learning Processes, Innovation and Culture Change

10:05 - 10:55 An Unexpected Journey – Building a Business Led Enterprise Architecture
Tim Blaxal, Global Head of Enterprise Architecture, Zurch Insurance

Implementing EA in the Government Sector: Practical Considerations
Gerry Mlooney, Head of Solution Architecture, National Treasury Management Agency

Change Design: A Story of Digital Transformation
Nigel Green, Change Designer, SDL

Shaping Digital Transformation Through Collaboration
John Gittie, QualiWare

Days Not Weeks or Months – Process Change in Agile Timeframes
Alex Sharp, Clarient Systems Consulting

11:25 - 12:15 Mentoring an EA Team: A Case Study at Vesta Corporation
Roger Everdene, exavanet.net

EA for Smart Governments: A Collaborative Framework for Implementing and Delivering Value through the Foundation for a Digital Enterprise
John Zachman, Zachman International

Business Architecture: What is it? By Jürgen Pitschke, Process Renewal Group, UK

Making Process Content for People Who Don’t Like Process
Steve Robert, Independent BPM Consultant

12:15 - 13:45 Lunch, Exhibits & Perspectives Sessions

12:45 - 13:10 Perspective Session: GDPR & BPM – A Perfect Match
Katharina Hecht, Glaufs GmbH

Perspective Session: Robotic Process Automation – Pragmatic Solution or Dangerous Illusion? Peter Franz, BPM’0

13:15 - 13:40 Perspective Session: Workflow Automation, the “KEY” to Accelerate Digital Transformation
Dell Boomi, Speaker TBC

Perspective Session: Atacama – GDPR & Centralized Consent Management Solution – Banking Group Case Study
David Holes, Atacama

13:45 - 14:35 EA Keynote: Finally - A Convincing Architecture Value Proposition, Michael Roser, Research VP, Strategic Architecture, IDC

BPM Keynote: Has BPM Become a Dinosaur in the Age of Digital Transformation?
Tom Elinar Nyberg, Head of Digital Operations, KPMG Norway

14:40 - 15:30 The Synergy of Agile and Architecture: How Each Benefits From the Other
Peter Filip, Lead Enterprise Architect, Tatra Banka

Maximising the Value of Enterprise Architects in Digital Transformations
Oliver Bossert, McKinsey & Company & Sharm Manwani, Henley Business School

Enabling Agile Enterprise Transformation with Business Architecture
Alex Romanov, Avrolabs Inc

Will the Last Human to Leave Please Switch off the Lights?
Richard Frost, Lead Enterprise Architect, Yorkshire Building Society

Business Process Models: Transitioning from a Waterfall to an Agile Methodology of Working
Sophie Anne Johnson, Senior Business Analyst, KCOM

16:00 - 16:50 Session/ Speaker TBC

Building the Information Architecture in an EU Institution
Bertrand Jauger, Information Architect, European Investment Bank

Jordi Cooling Systems Transformation and New Management Model
José Pinheiro, Financial Manager, Jordi Cooling Systems

The Alphabet of Standards in BPM and My Journey in Applying Them
Jürgen Pittsche, Partner and Managing Director, Process Renewal Group Deutschland

Why Developing Your BPM Maturity is Not a Standardized Process
Suzie Juko & Ajen Maris, HU University of Applied Science Ulmrecht

16:55 - 17:10 Conference Close: Chris Potts, Corporate Strategist and Author & Roger Burton, Process Renewal Group

Thursday 19 October 2017: Post-Conference Workshops - Full Day Workshops - 09:00 - 16:30

Digital Process Analysis and Design: Optimising the Customer Experience through Digital Innovation
Roger Burton, Process Renewal Group

Mastering Enterprise Investment: EA, BPM and Organizational Excellence at Investing in Change
Chris Potts, Corporate Strategist and Author

Enterprise Architecture for Practicing Enterprise Architects
John Zachman, Zachman International
Half Day Workshops:

Getting Started in EA: Designing an Architecture Function to Fit your Enterprise
Sally Bean, Enterprise Architecture Consultant, Sally Bean Ltd & Philip Hellyer, Senior Consultant, Philip & Finch

This workshop is for anyone who wants to understand EA better or who wants to establish EA in their enterprise. We will look at how different organisations approach EA, what effective architects produce, what pitfalls people encounter, and where the value comes from. Using some of our favoured techniques, we will help you to think about how you might design an EA function in your organisation that delivers value alongside other disciplines and types of architect. Attendees will gain foundational knowledge about EA to take into the rest of the conference.

- The essence of EA: an overview of methods, frameworks and techniques
- How to integrate EA with other disciplines and how it relates to more specialised types of architecture
- How to apply architectural approaches to the design of the EA practice itself

Enterprise Architecture: The Issue of the Century
John Zachman, President, Zachman International

Enterprise Architecture tends to be a grossly 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 of the choices that an Enterprise can make with regard to Enterprise operations. In my 1999 article, “Enterprise Architecture: The Issue of the Century”, I argued that the Enterprise that can accommodate the concepts of Enterprise Architecture will have the opportunity to stay in the game and the Enterprise that cannot accommodate the concepts of Enterprise Architecture is not going to be in the game. In recent history we have seen a lot of enterprises falling out of the game: small ... and large; private ... and public.

- The Enterprise Ontology – Industry Standard Definitions of Architecture
- Architecture IS Architecture IS Architecture – Enterprise Architecture is not arbitrary
- The Role of Enterprise Architect must be perceived to be one of solving General Management problems, not one of building models.

Digital Transformation Capabilities Framework
Michael Rosen, Research VP, Strategic Architecture, IDC

Digital Transformation is happening now. Organizations are focused on new strategies to enhance experiential engagement, create data driven actions and self-aware systems, and enable digital business at scale, scope and speed. In pursuing these strategies, there are three critical questions that each enterprise must answer: What are the digital business capabilities needed to compete in new ecosystems with new products and services? What technology capabilities are necessary to enable that digital transformation? How do organizations plan and execute in a way that avoids redundancy and inconsistency, maximizes synergies, opportunities, and value, and still provides the agility and flexibility to compete at the speed of digital business?

The workshop describes a Digital Transformation Capabilities Framework including details about how it answers these critical questions and how to use the framework to:

- Understand the necessary business and technology capabilities for your organization to meet their unique value proposition
- Organize transformation initiatives and projects to achieve business strategies and outcomes while maximizing synergies and efficiencies
- Facilitate communications about digital technology opportunities and challenges between business and IT

Business Architecture Essentials
Sasha Aganova, Process Renewal Group

Business Architecture provides a strong foundation for business-wide transformation, digitization and optimization. Given the inherent complexities, making the right choices in what to change is not simple. Designing great solutions that avoid duplication and sub-optimization means knowing all of the moving parts must be classified, well understood and inter-connected before transformation can confidently begin. Business Architecture subject areas are numerous. Processes and capabilities and other important domains are complex. Being able to find the interconnections among them is even more so. A well-formed Business Architecture can help untangle the confusion and deliver inherently adaptable solutions. This session will introduce some of the critical elements needed.

- Stakeholder Value Orientation
- Business Concepts / Information
- Business Processes
- Business Capabilities
- Business Measurement
- Change Prioritization
- Process / Capability Alignment

How Concept Modelling Supports Processed and Architecture Work – Getting Great Results From a Misunderstood Technique
Alex Sharp, Sr. Consultant, Clarisoft Systems Consulting

Whether you call it a conceptual data model, a domain map, or even a “thing model,” a concept model can be invaluable on process, architecture, Agile development, and even big data / data science initiatives. This value is often unrealised, though, because specialists hear “data modelling” and think “relational database design.” The key to success is recognising that a concept model is a business-friendly description of an enterprise, not a description of a database.

Concept modelling is simply the best way to develop a foundation of common semantics for any other undertaking. An example – on an assignment involving the change of business model, new capabilities, and big data, at a large media enterprise, three very different interpretations of “product” emerged. Concept modelling resolved the differences, and clarified other concepts such as audience, content, consumption, behaviour, and segmentation. Drawing on 35 years of successful modelling, this tutorial provides proven techniques, repeatable methods, and patterns, along with current, real-life examples. Key learning points include:

- “Guerrilla modeling” – how to get started on concept modeling without anyone realizing it.
- How higher-level concept models help to identify an enterprise’s business processes and capabilities
- Running a concept modelling session – getting useful results in hours, not days or weeks

BPM Philosophy 101
Steve Robert, Independent BPM Consultant

This workshop aims at furthering the discussion about what BPM is and what successful outcomes should be aimed for. Steve will draw upon his 18 years of experience to explain how initial successful projects outcomes do not necessarily mean true success. This workshop will:

- Define BPM as a holistic management discipline (including Business Architecture) aiming to mature organizations through employee empowerment and self-management
- Re-enforce that BPM needs to be embraced by both management and employees and that change is more focused on management than on operations or employees
- Link BPM directly with becoming a flexible and agile organization that needs to have people engaged to the purpose of the organization

Developing High-Performing Architecture Teams - the Human Side
Sally Bean, Enterprise Architecture Consultant, Sally Bean Ltd & Philip Hellyer, Senior Consultant, Philip & Finch

Effective architects never walk alone, even if they’re the only architect in town. Team-working and collaboration are vital for high performance, regardless of whether you are just starting an EA journey, are part of an established EA group, or are a lone voice in a multi-disciplinary task team.

Many architects have technical backgrounds that cause them to neglect the vital behavioural skills needed to tackle increasingly complex challenges. They must influence diverse stakeholders (often conflicting) ways of working, values, and priorities. These abilities are not well addressed by industry skills frameworks, and are not always amenable to standard training courses.

In this workshop, we will look at how behaviour choices help and hinder success, examine the range of competencies needed to be truly effective, and explore different ways of working together.

- Strategies for noticing, understanding, and influencing behaviour
- Skills for building productive working relationships at all levels
- Ways of co-designing successful outcomes for all stakeholders

Investing in Architecture: Enterprise Architecture, Business Architecture, or Both?
Chris Potts, Corporate Strategist and Author

The emergence of Business Architecture as a
distinctive discipline has challenged organizations to rethink their reasons for investing in architecture. While the value proposition of architecture is essentially the same, whatever the entity, is it better to invest in Enterprise Architecture (EA), Business Architecture (BA), or a combination of the two? The potential for Enterprise Architects and Business Architects to deliver their value depends on that choice.

In this intensive, practical and entertaining workshop, EAC Europe chair Chris Potts explores how organizations can best invest in enterprise architecture, and provide the essential foundations for their architects to succeed. Using his outside-in architectural model (from the book "RecrEAtion") and his experiences of working with organizations worldwide, Chris illustrates the distinctions, inter-relationships and synergies between EA and BA.

One inescapable conclusion is that the solution to the investment question, ‘EA, BA or both?’ lies in the architecture of the external market, and the extent to which that architecture is changing.

- The value of investing in architecture, whatever the entity
- Enterprise, Business, Architecture
- The market has an architecture, in which your enterprise and business appear
- Your enterprise’s investment goals: do they include changing the market?
- The solution: invest in Enterprise Architecture, Business Architecture, or both?

Business Value Realisation

Martin Sykes, Director Alignment, Analysis & Architecture, Cambridge Assessment

This workshop provides architects and business analysts with an insight into the use of core techniques for developing models of the value to be realised through architectural and business change programmes.

- How to create heat mapped Business Capability Models to identify where to focus for change initiatives.
- Using Benefit Dependency Networks to align strategic goals through to technology change via well defined benefits and business capability changes.
- Creating Value Realisation models to illustrate the planned change over time.
- A review of how Business Value Realization has changed in the last 5 years with the adoption of cloud technologies and lean start up style business change programmes.

Improving Process Improvement: Delivering on the Promise

Roger Tregear, Consulting Director, Leonardo Consulting

The most efficient and effective process in any organization must be ‘improve process performance’. Whatever else is going on with architectures, frameworks, methodologies etc., if improved processes are not enhancing organizational performance, our process management and improvement efforts are waste to be eliminated. Process improvement must be a practice, not a theory; it must be a reality, not an aspiration.

This workshop describes many ways to strip waste out of process improvement. Join me if you want to improve your personal ability to improve processes. We won’t be trying to change the world; we’ll be focused on changing you and the contribution you’ll make as soon as you are back at work. You will learn, and practice, new techniques to improve process improvement.

Delegates attending this workshop will learn:

- Widen the search for process improvement options.
- Use practical techniques for better process improvement.
- Change from random acts of management to systematic improvement, and
- Deal with the need to both discover AND deliver process improvements.

Business Decision Management: How Business Decision Management Fits into BPM

Jürgen Pitschke, Partner and Managing Director, Process Renewal Group Deutschland

Business Processes need to be documented for different reasons: regulatory and compliance requirements, keep knowledge in the enterprise, communicate about business processes, or automation. Business Decisions are an integral and important part of Business Processes.

Today we see two essential use cases for Decision Models:

- To understand, analyse and improve them
- As a base to automate decisions

We explain the concepts of Business Decision Management, the relation to Business Processes and introduce the Standard Notation DMN by the OMG.

This half day workshop concentrates on:

- Concepts and principles of Decision Management
- Understanding Decision Model Notation (DMN)
- Overview on Governance of Decision Models

Participants work in groups on practical assignments.

Keys to an Agile Business: Everyone’s Dream

Roger Burlton, President, Process Renewal Group with appearances from John Zachman

Whenever the word ‘Agile’ is used today we typically associate it with the use of an iterative methodology that drives out software more rapidly than traditional software design and development. While being fast is a noble cause, there is little evidence that the results are any better or more sustainable in the long run than traditional approaches. We need to keep in mind that software is not in and of itself ‘the business’ and scaling up to an enterprise change perspective is another story. Certainly, agile approaches are not focused on the business itself becoming more flexible, adaptable or resilient in anticipation of or in response to an ever changing business ecosystem. This session will introduce some key architectural and design principles that have been proposed by Roger Burlton, Ron Ross and John Zachman to deal with the foundation for an ‘agile business’ that can thrive on uncertainty and can reconfigure itself on demand. A white paper covering this foundation will be introduced around the time of this conference.

- The insatiable demand for change
- Attributes of an agile business (with scenarios)
- Designing for change and reuse

Sustainability and the right amount of Governance
- Getting the Executives to care

Group Booking Discounts:

<table>
<thead>
<tr>
<th>Delegates</th>
<th>Discount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-3</td>
<td>10%</td>
</tr>
<tr>
<td>4-5</td>
<td>20%</td>
</tr>
<tr>
<td>6+</td>
<td>25%</td>
</tr>
</tbody>
</table>
Digital Process Analysis and Design: Optimising the Customer Experience through Digital Innovation
Roger Burlton, President, Process Renewal Group

Whether private or public sector, the demand is skyrocketing for organizations to provide digital offerings for their customers. Well-designed solutions appear seamless and are in tune with customer expectations for the right service delivered through a simple, intuitive interface whenever and wherever they want. Digital, moreover, must be done in the context of an omni-channel world that can involve human and robotic agents, and cyber-based intelligent support interchangeably. This does not mean that the need for sound analysis and design of the end to end experience has passed. Due to interconnectivity of all the actions required it is needed even more to connect all the dots between our customers as well as our business operations. This is not a problem that Agile development will solve by itself. It requires professional practices of architecture and integrated design. Business architects and business analysts must still follow a sound set of professional practices using renewed methods of process analysis and design tuned for a digital world. This seminar will deal with what degree of process work is required for today's organizations striving to establish digital business capabilities to optimize the customer journey and leverage resources in the most effective manner.

- The nature of digital processes
- Customer in-command processes and solutions: Journeys and Experiences
- Process Analysis for Digital Process: How much do you really need?
- Process Innovation: A wealth of opportunities
- Digital Process Design and Solution Development
- Exercises Throughout

Enterprise Architecture for Practicing Enterprise Architects
John Zachman, President, Zachman International

This one day briefing explores the practicalities of using the Zachman Enterprise Ontology (the Zachman Framework) as the basis for solving General Management problems. This proposition argues for differentiating Enterprise Architecture as an Enterprise problem-solving Profession from the more traditional EA/IT-oriented, model-building process. It develops the classification rules for populating the Ontological structure that defines the single-variable, engineering components required to change the Enterprise Implementation (manufacturing) strategy from ‘make to order’ (build) or ‘provide from stock’ (buy) to an assemble to order (mass-customization) strategy. Enterprise ‘mass-customization’ is a strategy to dynamically re-create the Enterprise in response to external environmental changes or external demands and as such, is dependent on the inventory of single-variable, ontological components that can be reused in any implementation. There is nothing magic. It is all Physics. Actual work has to take place.

- Ontological Classification Rules
- Laws of Enterprise Physics
- Characteristics of Professionals
- The Zachman Methodology for Solving General Management Problems

Mastering Enterprise Investment: EA, BPM and Organisational Excellence at Investing in Change
Chris Potts, Corporate Strategist and Author

How successful is your enterprise at investing in change? Are you routinely achieving the investment goals, and as efficiently as possible? EA and BPM are valued for their real-world impacts, through the changes that people invest in. Depending on the success of those investments, EA and BPM can be highly-valued, or struggle to demonstrate their worth. The structure of the investment portfolio, the design of the investment process, and a diagnosis of the enterprise’s investment culture are all vital for success.

This full-day workshop with EAC Europe chairman Chris Potts demonstrates how organisations can truly master Enterprise Investment – by combining the power of EA, BPM and Investment Portfolio Management into one board-level strategy, one projects portfolio/roadmap, and one end-to-end investment process. It explores the breakthrough results that can happen when Enterprise Architects and Business Process specialists focus their knowledge and expertise on the structure, process and culture for investing in change.

- Why change projects succeed and fail, and how executives measure the difference
- The value chain for Enterprise Investment
- Diagnosing your organisation’s Enterprise Investment Culture
- An architect-designed investment portfolio
- The business process for investing in change

**Post- Conference Workshops | Thursday, 19 October 2017**

“IRM EAC is turning into a must attend EA event for the calendar. Excellent value for time and money invested!”

Amitabh Apte, CTO, Fujitsu

“Wonderful event to bring energy, experience and insight to BPM. It is a hard concept to achieve change but the IRM event continues to inspire me. Thank You.”

Janine Snodgrass, Business Process Architect, John Lewis

“Excellent event. I hope to return next year! It has been an excellent opportunity to network with vendors and organisations in the BPM space.”

Shane Start, Business Change Project Manager, The British Library

“One of the best conferences I have attended”

Jurgen Jung, Head of Business Modelling, DHL Global Management GmbH

“Being largely vendor independent its hugely valuable. A good range of perspectives.”

Mark Melton, Business Architect, Elsevier

“Great conference, good speakers. My colleagues attended last year. Their recommendation led to our manager sending all the architects.”

Line Saele, Enterprise Architect, Helse Vest IKT AS
Tuesday 17 October 2017: Conference Day 1 & Exhibits

09:00 - 09:15
Conference Welcome
Roger Burton, President, Process Renewal Group & Chris Potts, Corporate Strategist and Author

09:15 - 10:15
Plenary Keynote: Transformation, Digitalization, Valuation, Innovation - An Agile Keynote
Roger Burton, President, Process Renewal Group
Chris Potts, Corporate Strategist and Author

Every year, EAC/BPM Europe reflects the diverse opportunities and challenges that EA and BPM professionals are facing in reality. Practitioners, thoughts-leaders and experts collectively shape the conference programme, and from that some key themes emerge.

In this collaborative, double-act opening to EAC/BPM Europe 2017, the conference chairs address some of the most prominent themes in this year’s programme. And, since one of those themes is Agility, they will be delivering an agile keynote. For each of the other themes – Transformation, Digitalization, Valuation and Innovation – Roger and Chris will offer succinct perspectives from the chair, encourage and welcome audience-participation, and expect the unexpected.

An agile keynote, covering five big themes in one hour: a positively challenging, relevant, and entertaining opening to EAC/BPM Europe 2017.

10:15 - 10:45
Networking Break & Exhibits

10:45 - 11:35
Concurrent Sessions:

Value Based EA Governance: Starting from the Outcomes
Jovo Boskovic, Lead of Enterprise Architecture, City of Malmo Sweden & Hakan Edvinsson, CTO, Informed Decisions

The City of Malmö, the third largest city in Sweden, has experiences from a completely new way of organizing their enterprise architecture within their digitalization strategy.

The challenge is to deploy a digitalization strategy in a large organization that fulfills various expectations from citizens, services users, politicians, co-workers and the public, while organizational units have local funding, differ a lot in services, and complies to different laws.

The traditional EA way would include a business capability approach combined with system portfolio planning aiming for a target architecture formed by architects. Instead of such invasive top-down approach, Malmö chose last year to drive, support and govern the digitalization process from stakeholder's values. City of Malmö is now scoping, prioritizing and coordinating initiatives that strive for the same operational impacts, aiming for the same user or citizen benefits, or share the same improvement value on the society.

You will learn:
- How EA work includes modelling stakeholder values and expectations, and modelling what activities, organizational changes, technical tools, and other levers, it takes to deliver them.
- How the EA work has changed from promoting standardizations and searching for technical similarities towards focusing on outcomes.
- How the EA change has impacts on managerial level, and have impacts on how projects are scoped and coordinated.

Accelerating Digital Transformation Using Enterprise Architecture
Amitabh Apte, Chief Technology Officer, Reckitt Benckiser Group

Digital, Big Data and Cloud are now mature trends. As these trends go mainstream, the challenge for CIOs and CTOs is to manage them alongside more conventional IT delivery and operating models. Whether an organisation truly adapts two speed IT or not, the modern CIO and CTO needs to consider and balance the impact of these trends on their traditional IT processes, system landscape, resources and capabilities. Enterprise Architecture is a perfect tool and discipline to manage this delicate balance.

In this session, Amitabh will leverage his 18 years of Enterprise Architecture and CTO experience to outline his views leveraging Enterprise Architecture to power these Digital Transformation in global complex businesses.

Business Architecture: Pushing the Boundaries to Shape Business Transformation
Sandeep Thandi, Business Architect, Southern Scottish Electric

Is your organisation constantly trying to deliver large volumes of change? Often enterprises initiate multiple projects which become expensive to manage due to gaps or a high degree of duplication. How can Business Architecture influence this siloed behaviour to deliver change and bring stakeholders along the journey?

In this session, Sandeep & Nick will provide a real-life case study about how Southern Scottish Electric (SSE) applied Business Architecture to focus on planning, scoping and high-level design for regulatory transformation.

Attendees of this session will understand our:
- Structured but practical Business Architecture approach to shape scope & provide robust design for a large regulatory programme.
- Techniques for roadmap alignment, priority mapping and grouping of delivery for best business outcome.
- Evolution of Functional Architecturemodelling and Business Process Architecture to create a common language between business and IT.

Robotics, a Fresh Approach to Business Process Design
Marco Kelderman, Business Architect, LAB27

Within the domain of Business Architecture, the importance of business process design is increasing. In general well documented processes in organisations often exist, but in the mind of their employees, and transferring this valuable (business) knowledge into business processes is a thought process.

During this process, there is limited innovation! The designed business processes often reflect the current organisation, not the 2.0 or even the 3.0 organisation! So the question is: Is a fresh approach to business process design necessary?

Yes! Is the answer. Robotics can introduce a wide range of innovating opportunities, and influence the design of the business processes. For example:
- Error prevention, less checkpoint in your design and 100% error free
- Full time, the tireless nature of robots and reduction of staff and operational cost
- More granularity, activities can be made to arbitrary degrees of precision

On the basis of some practical examples in the financial industry, Marco will be pointing out how robotics influence the principles of business process design.

Using BPM as a Tool to Deliver Operational Excellence: Identifying and Delivering Value through Process Improvement
Andrew Pincott, Global Trading Operations Director, Travelex

Many organisations have established their Business Architecture Models and documented processes, but what next? How do you really analyse your business to know where to invest time, effort and resource, and use BPM as a key tool in your journey to Operational Excellence. This presentation will look at a pragmatic approach to help you focus on developing a measurement framework for BPM and Operational Excellence and how to deliver value. It will cover:
- Using processes to define Operational Excellence
- Identifying which processes to work on and where to make improvements
- Securing buy-in from stakeholders
- Ensuring that you deliver value from any investments you make

11:40 - 12:30
Concurrent Sessions:

EA as a Tool for Innovation: Fostering a Culture of Intrapreneurship
Farhat Khan, EA Consultant Digital Lead, Lørenskog Municipality, Norway

Enterprise architecture enables holistic analysis of an organization and by utilizing this new
Parallel Innovation Processes – Bootlegging Projects in the Pharmaceutical Industry
Claudia Michalik, Independent Project and Programme Manager, Bayer
Successful innovation does not always happen alongside official development projects. Often, visionary individuals inside large organisations overcome various obstacles, constraints and explicit management disapproval to get their innovative ideas off the ground – not seldom resulting in groundbreaking products such as 3M’s Post-It notes, Audi’s Quattro, Bayer’s Aspirin and Ciprofloxacin. These so-called ‘Bootlegging’ or ‘Skunkwork’ projects follow a hidden parallel innovation process that lies outside official project governance and therefore is organised in a very efficient and budget-conscious agile way. This session provides a case study of Bayer that introduces the internal process flows of unofficial innovation projects within the Pharmaceutical Industry. It highlights that successful innovation does not always have to follow a rigid development process but rarely happens without the vision, commitment and drive of single individuals within the organisation.
Attendees will learn:
- Core principles of parallel innovation projects
- How to run a much-needed project without official project support
- How to manage resources and overcome obstacles

BPM Concepts: How to Ensure the Coherence of Management Model with Focus on Orange Polska
Halina Pomykała, Process Management Manager, Orange Poland
BPM beneficial influence can either result in improving operational results or create the coherence frames to build consistent management model focused on achieving strategic and operational targets. The research conducted by the speaker provides overview of BPM usage in organizations with special attention to synchronization of the approach with different managerial systems (like strategic management, management by objectives, risk management etc.)
This session will cover:
- Summary of managerial concepts and their possible reference to process approach
- Practical use of process approach in managerial situations based on interviews with respondents
- Similarities and differences in the construction of process approaches applied in different organizations
- Conclusions on the state of usage of BPM within the organisations

Lunch, Exhibits & Perspective Sessions
12:30 - 14:00

Perspective Sessions
Enterprise Architecture: Your Pathway to GDPR Compliance
Sam Skalla, Consultant, Orbus Software
The GDPR deadline is looming. If your organisation wants to continue trading in Europe after 25th May 2018, you’re going to need a plan. In this session we’ll be exploring how your EA practice is a critical driver to GDPR compliance, and how you can best prepare.

We will explore how organisations can make the most of the tools at their disposal to assist with their compliance and we will cover:
- How to successfully understand and interpret GDPR from an Architectural standpoint
- How to manage and represent the flow of data throughout your Enterprise
- How to integrate compliance across the scope of your Architectural initiative

Integrate Customer Journey Maps with Process and Decision Models for Greater Effectiveness
Mark McGregor, Author & Business Performance Coach (on behalf of Signavio)
Beyond the hype, Customer Journey Maps, are an effective way to communicate objectives and help set process priorities. They don’t solve all your problems, but when understood and used correctly they should form a key part of your BPM initiative. By connecting journeys, with the processes that implement them, you can ensure that your BPM efforts are focused on the highest value areas of your business. When you attach decisions, you are easily able to identify rules that are outdated or impede your ability to deliver the goods or services you need.
In this session, we will explore good and next practices on:
- How to Create Customer Journey Maps that Engage People
- Using Customer Journeys to Assess Process Priorities
- Connecting Journeys with Processes and Decisions.

Knowledge Curation – A New Approach for Stakeholder Communication
Ian Mitchell, (a.k.a. The Artful Modeller), Prolaborate
Creating useful enterprise architectures and practical business processes each demand a high level of stakeholder engagement. But they also require high levels of modelling skill. This creates a dilemma for modellers. How do we engage our stakeholders with those models, without blinding them with exotic notation and wall-covering diagrams, but still get the input we need?
We are seeing a new skill for analysts and modellers – Knowledge Curator. This session looks at what a Knowledge Curator needs to know, about their business, their stakeholders and their models, and sets out a simple approach to tackling this challenge. The session doesn’t require any knowledge of any particular modelling notation or technique – we have good and bad examples from lots of them.

Enterprise Architecture Keynote: The Enterprise Architect’s Role in Security Architecture
Jane Chang, Enterprise Security Architect & Daniel Gillow, Enterprise Architect, Centrica

Security is a growing concern in all organisations. When thinking of Enterprise Security Architecture, frameworks such as TOGAF and SABSA are the industry de-facto standards; but how are they actually applied in an enterprise? Driven by the growth of cloud platforms and software, in 2014 Jane Chang was appointed to lead the effort to implement an Enterprise Security Architecture within Centrica.

Jane will speak for the first time about her experience, the successes and the lessons learnt. Supported by Dan Gillow with the use of tools she managed to bring the architecture to life in experience, the successes and the lessons learnt.

You will learn:
- The value that an Enterprise Architect brings to the definition of a Security Architecture
- The value of the work and how it is applied to Cloud.
- Typical to all architectural work, the challenge of balancing the perspectives of people, processes and technology.

BPM Keynote: Stretching Continuous Improvement (CI) to Act as a Key Enabler for Business Performance and Outcome...Even in Time of Crisis
Yr Gunnarsdóttir, Operational Excellence/ Continuous Improvement Deployment Lead, Shell International

This session will touch upon how CI can drive Operational Excellence ways of working in times of ‘calm and crisis’
- The foundation needed to put the business value ‘stake in the ground’ through a credible approach and business partnerships.
- Integrating the right elements to make CI fit for purpose with focus on leadership, business priorities, front line, purposeful development of people, engagement and communication.

AND showcase how CI ways of working enabled Europe’s largest refinery to start-up in less than one month after a full shut-down due to a power failure
- Diversions can be used by some as an excuse to ‘just do it – no time to think about this CI stuff’ or as an opportunity to act fast to deliver safe, focused, controlled and aligned results. What will I learn?
How a pragmatic roll out and use of CI principles and approaches can establish a fit for purpose ways of working and a culture of collaboration to drive competitive advantage through relentless business focus.

Business Architecture Adds Value by Connecting the Dots...
Michael Noonan, Director of Business Architecture, Capita Transformation

Wondered what value the Business Architecture geo- sithe corner add to the organisation? Quite simply by connecting the dots of an organisation both inside-out and outside-in. But how do they benefit Operational Excellence within an organisation... come along and find out.

Innovating from Paper to Digital
Martin Sykes, Director of Alignment, Analysis & Architecture, Cambridge Assessment & Matthew Richards, Deputy Director for Innovation and Development, Cambridge International Examinations

How do you move from a paper product to the digital economy without losing your business? The examinations industry is a case in point. While often seen as out of step with the digital age, it is still broadly considered trustworthy, reliable and robust, but also commonly conjuring images of rows and rows of candidates taking written examinations in a gymnasium.

Digital innovation, and the life-changing implications for students if we get it wrong, does not make an exam board a natural environment for digital innovation.

- Why cost and revenue don’t change in proportion as you go digital.
- How customers value digital compared to paper
- The economics that don’t scale as easily as technology vendors would claim

However, innovate we must. Disruption is impacting education, just like any other. During this session we will explore some of the approaches we have developed to transform our assessment products and associated support, which are used in over 160 countries worldwide.

In the following conversation we will look at the factors that impact the digital transformation for a business.

Implementing Sustainable Change: Structure and Culture in Harmony
Sasha Aganova, Senior Consultant, Process Renewal Group

Have you ever successfully implemented a technically superior solution to only see its performance degrade and breakdown over time? If you have, then you have witnessed the effect of cultural inertia first hand! Having a perfect solution, what we call structure, is not enough, the cultural implications have to be considered, and a plan developed to bring the culture along, or to adapt the solution.

In this session, Sasha will present a unique approach to bringing sustainable long lasting change to organisations. It is about allowing the structure and culture to move together harmoniously. Sasha will share real life case studies showing how to develop a coordinated change plan that ensures solutions are implemented, accepted and sustained.

- Discover a methodology and case studies for creating long lasting results.
- The un-stickiness of change and why it happens
- Process-centric change projects – structural and cultural
- Developing the coordinated change plan
- Designing supportive cultural solutions
- Sustaining the change and making it stick
and services. Hear how we met the challenges of focus from technology and projects to products. Canada Life’s IT challenges will sound familiar to many – poorly met expectations, lack of alignment, ingrained mindsets and boiling the ocean. This session will show how we are navigating an uncertain path to break out of old ways and lay the foundations for a digital enterprise.

- The value of looking at IT as a manufacturer of goods and provider of business (not just ITIL) services.
- An integration pattern that creates real separation of concerns and fits naturally alongside business process management (unlike many attempts with SOA and ESB).
- Challenging ways of thinking that unknowingly constrain us.

**Artificial Intelligence, Decisions and Adaptive Case Management**

Silvie Spreeuwenberg, LibRT

Making a decision is more than connecting input and output. There is typically a person accountable using knowledge to make the decision. We have been automating decision making while we automated the process. Most often we did that implicitly, burying the decision logic in systems and code. The result is hard to maintain legacy systems, a business that is executing a non-optimal value stream and non-compliance due to working in silos. Artificial intelligence, adaptive case management and business rules management is not THE solution. But a combination of the three and a holistic view on the enterprise is a very good solution.

You will learn from this session:

- To give your business the freedom to explore and find the best value stream.
- To define business rules and prevent your business from making mistakes or being non-compliant.
- To use intelligent models (AI) so that your systems learns from the past.

**The Big O: Finding the Opportunities in Process Improvement**

Roger Tegear, Consulting Director, Leonardo Consulting

Process improvement has a dubious reputation. It seems to take too long to deliver too little, and be about putting band-aids on pain points. It mustn’t be like that; we are looking for process excellence, not mediocrity.

All process improvement is about SWOT analysis. What strengths must we protect and magnify? What weaknesses do we need to fix and fix? What opportunities can be discovered and realised? What risks can be uncovered and counteracted? Out of all of these, weaknesses get the most attention, and opportunities the least. Pain relief; i.e. fixing broken processes is important, but we also need to think about improving processes that don’t yet exist.

This presentation draws on real-world examples of The Big O, finding non-obvious opportunities to create new process outcomes.

Delegates will learn:

- How to find exciting process opportunities
- Why opportunity analysis is critical for success
- An opportunity-aware process analysis approach
This is the story of how a major U.K. high street presence that is approaching their digital transformation, and the tangible business benefits of their cloud-enabled approach. This session will cover both business and technology architecture implications, and will include how a traditional business can benefit from the design patterns, and technologies adopted by the born digitals (e.g. Netflix, Google, and Amazon).

Nigel will also introduce a set of easy-to-adopt Change Design tools & techniques that can help the Digital Transformation. He'll explain how he uses these tools every day; He helps both traditional firms and start-ups adopt the ways of the Digital-natives.

Key learning points include:
- Proven, point-by-point session plans including work product, method, and timing for two-day and three-day “Process Challenge Sessions.”
- The techniques the agendas employ, why they work, and why the sequence is critical
- How the same basic structure can be employed outside Process Change, e.g. for Organisational Change or Conflict Resolution

Concurrent Sessions

An Unexpected Journey – Building a Business Led Enterprise Architecture
Tim Blaxall, Global Head of Enterprise Architecture, Zurich Insurance

There is an increasing trend highlighting the need for Enterprise Architecture to be more business led, ensuring a strong alignment to strategy and maximising a capability led approach that builds on core business architecture techniques. So what is it like in practice to develop a business led Enterprise Architecture that brings together business and IT architecture domains into a single coherent business agenda. Zurich Insurance Company Ltd. embarked on this journey over two years ago, building on existing architecture teams and this session will share the successes, failures and learnings of the approach to date highlighting:

- The key attributes of the Enterprise Architecture
- Approaches to aligning the Business and IT architecture domains into a single agenda
- Managing the multi-speed IT that needs to cope with the impact of customer and digital innovation as well as a legacy landscape
- The organisation and governance to support effective architecture delivery

What delegates will learn:
- What does a business led Enterprise Architecture mean in practice
- Approaches to aligning business and IT architectures
- Practical experience and lessons learned in setting up and delivering a EA function

Implementing EA in the Government Sector: Practical Considerations
Gerry Moloney, Head of Solution Architecture, National Treasury Management Agency

This session shows how to create an Enterprise Architecture Function considering bureaucracy within an Organisation with maximum impact and minimal distribution. By creating a mission statement, marketing yourself appropriately as an "Architecture Assurance" Service. Explaining to the Business why the service is required, and what the Function does. How it helps improve inputs and outputs to the various committees and processes within the Organisational Structure, concentrating on the information exchange and decision points. From reducing risks to enabling the protection of corporate reputation. Practically injecting into existing Project Identification & Change Control processes by creating and aligning an IT Strategy to the Corporate Strategy. Along with what support is required, and our adopted approach. What you will learn is:

- Implementing Enterprise Architecture as an "Architecture Assurance" Service
- Why it matters? What our service does?
- Who we help?
- What support is required?
- Our adopted approach

Concurrent Sessions

Shaping Digital Transformation Through Collaboration
John Getze, Editor-in-Chief, Senior Advisor at QuEllWare

Digital transformation programs often promise great improvements in efficiency and effectiveness, but too often ends up creating enterprise awkwardness due to technocratic approaches and old-fashioned management approaches. Over the past couple of years, several new approaches have emerged, where the focus is on customer experience and design thinking, but they often fail in getting organizational buy-in and hence don’t create lasting effects. At the same time, digital transformation is becoming a high-priority effort at executive levels in more and more enterprises, and organisational advancement, innovation, management hackathons and crowd-strategizing are becoming the norm rather than the exception. This presentation will focus on organisational design challenges facing the digital transformation.

- Why Is Enterprise Awkwardness Hard to Avoid? - and What To Do About It?
- Enterpriseing Collaboration Patterns: Understand the structural elements of a viable collaborative transformation methodology.
- Digital Transformation Learning Factory: Exemplified with the Digital Factory Lab at Aalborg University, experiences with organisational learning are shared and discussed.

Days Not Weeks or Months – Process Change in Agile Timeframes
Alex Sharp, Sr. Consultant, Claritq Systems Consulting

In 35 years of consulting, the biggest single change seen by the speaker isn’t in methods or technology - it’s increasingly aggressive timeframes. Process modelling and analysis efforts that used to take weeks or months, without delivering the supposed business process, are now expected to deliver useful results in drastically shorter timeframes. On top of that are changing regulations, customer expectations, and business models. And don't forget the ever-present cost-pressures.

The good news – continued practice and refinement has led to a "minimalist" session plan that delivers significant results in just two or three days. That’s what this session will introduce. Topics explored include: why starting with "venting" can speed things up; facilitative techniques; the importance of clarifying "what" while setting aside "who and how;" the problem with problem statements; how much "as-is" modelling is enough; and a feature-based approach to process design that mitigates against unanticipated consequences.
Compliant by Design

Steve Walmsley, Crown Prosecution Service & Bill Blackburn, Principal Consultant, Process Renewal Group, UK

Organisations are operating in increasingly regulated markets. GDPR, MIFID II, SOX are on board agendas. Even sectors such as utilities that are labelled as deregulated have regulation and powerful regulators to provide a degree of harmonisation and set minimum standards of service.

Regulation is generally viewed as a burden leading to a compliance culture in organisations. A silo approach to addressing different requirements means that internal industries are created to service each set of needs. Often the reason for regulation is lost in time and compliance adds little value to business operations.

Taking a different perspective, understanding the motivation behind regulation allows business architecture to leverage compliance as a positive enabler of end-to-end process redesign and transformation.

This presentation describes the regulatory landscape in today’s organisations with commercial and public sector examples to show how a “complaint by design” principle can cut across regulatory regimes, minimise the compliance burden, drive change and allow evolving regulations to be readily adopted.

Making Process Content for People Who Don’t Like Process

Charlie Bamber, Process Standards Manager, NFU Mutual

When it comes to process, there are three types of organisation. Companies with few or no documented processes that are effectively flying blind. Then there are those with processes which, deep down, they suspect aren’t really doing a great deal, and finally there are organisations with processes that cause their results. The aim is to move from the first group to the third as quickly and directly as possible.

Most firms are already somewhere on this journey. However, it is all too easy to lose enthusiasm, momentum or both and find yourself languishing in the second group with official processes that, despite your best efforts, bear no more than an accidental resemblance to the way people work.

If any of this sounds familiar, then fear not. This session will offer practical suggestions to help get your organisation back on track. Delegates will learn:

• Why being shallow is a virtue
• How to argue against process guidance being only for new starters
• How to stop change from happening on the black market

The session will discuss:

• The regulatory landscape across industry sectors
• Incorporating compliance aspects within business and technology architectures
• Using the compliance imperative to do the right thing
• Case studies providing practical examples in commercial and public sectors

Perspective Sessions

GDPR & BPM - A Perfect Match

Katharina Hecht, Pre-Sales Team Lead, iGrafx GmbH

The General Data Protection Regulation (GDPR) is a regulation by which the European Government intends to strengthen and unify data protection for all individuals within the European Union. The regulation applies if the data controller or processor or the data subject is based in the EU. The Regulation also applies to organizations based outside the European Union if they collect or process personal data of EU residents.

To comply to the requirements and rules of GDPR, organisations need to adjust and standardise processes so that data breaches can be avoided. One central role also belongs to the Data Protection Officer being expected to both fulfill the role of a Compliance Officer and to be proficient at managing IT processes.

The session will discuss:

• How iGrafx approaches the unification of processes to be compliant with GDPR rules and controls,
• How the responsibilities of the Data Protection Officer can be mapped efficiently, and
• How an efficient Risk and Impact Analysis can be put into place.

Robotic Process Automation – Pragmatic Solution or Dangerous Illusion?

Peter Franz, Founder and Managing Director, BPM-D

Digitalization dramatically changes the way organizations operate. New digital tools are available almost daily and many of them have the potential of a major impact. They may help achieve process performance never thought of before. Robotic Process Automation (RPA) is one of these digital enablers. It has created quite a bit of interest and is already delivering significant impact, mainly by increasing quality and efficiency through the replacement of the human workforce through a “digital workforce”. It could become a mainstream trend relevant for many businesses.

While all this sounds promising, the use of RPA also comes with some risks, like basically every automation technology. While RPA helps to do routine work faster and at a higher quality its also can make mistakes faster and with certainty. The use of RPA may also just cover symptoms without correcting the real reasons for issues and thus may hinder real progress.

The session will discuss:

• What the typical value is of RPA;
• What the risks are associated with RPA implementation; and
• A pragmatic approach to reaching your RPA goals.

Workflow Automation, the ‘KEY’ to Accelerate Digital Transformation

Dell Boomi, Speaker TBC

Workflow automation is a critical need for modern organizations pursuing digital transformation and IT modernization. However, most traditional business process management (BPM) systems are too costly and complex to quickly automate business workflows.

In this session we will discuss this key enabling technology that responds rapidly to successfully transition companies into being a highly productive, 21st-century organization.

• Learn how you can transform and automate your business workflows with low-code development to increase efficiency, productivity, and business value.
• Hear how you can connect your employees and partners to the applications and data they need, regardless of where the applications or data reside (in the cloud or on premise).
• Understand how to accelerate workflow implementations, essentially getting the right data to the right application or employee at the right time.
Concurrent Sessions

14:40 - 15:30

The Synergy of Agile and Architecture: How Each Benefits From the Other
Peter Filip, Lead Enterprise Architect, Tatra Banka

In this presentation, Peter will share his experience of the early stages of agile transformation in Tatra Bank. He will answer the following questions:

- How agile can benefit from architecture?
- How architecture can benefit from agile?

Peter will follow the experience of Tatra Bank from traditional delivery model and well established architecture governance throughout the dynamic change moving the organisation towards agile practice. He will discuss the following:

- What are the driving forces?
- What is the strategy to deal with them?
- How stakeholder map has changed?
- What skills do we need to adjust in an architecture community?

Maximising the Value of Enterprise Architects in Digital Transformations
Oliver Bossert, Senior Knowledge Expert, McKinsey & Company & Sharm Manwani, Professor, Henley Business School

EA practitioners know from experience that enterprise architecture is key not only for successful digital transformation but to proactively deal with the after effects. But where is the data to prove to CEOs what impact a well-established architecture function has on such a transformation. McKinsey and Henley Business School analysed the transformation issues and key success factors in a survey with more than 100 participants – now running for the second year.

Our research shows that digital transformations with their primary goal of business agility significantly increase the complexity of technology operations. We have analyzed the key drivers that make an Architect successful in supporting a new digital business model. But the survey indicates that many business executives and some IT colleagues don’t understand what the enterprise architecture group does or believe it can help. Hence the conference presentation will signpost how EAs can use the survey data to both increase their contribution and enhance stakeholder engagement.

Central to this development is strong EA capability. Our data shows the critical factors to attract the right talent and which artefacts are most important for transformation. Exploiting the survey results should help CIOs and business-unit leaders collaboratively raise the profile of architecture by better alignment, education of non-IT stakeholders and recruiting the best architecture talent.

Enabling Agile Enterprise Transformation with Business Architectural Patterns
Alex Romanov, Business Architect/Principal Consultant, Avrolabs

To be useful for business transformation/enterprise re-design initiatives, a business architecture exercise must be fast and agile by itself, but also capable to enable rapid/agile future changes of the enterprise. It also must provide means for rapid/agile implementation of business redesigns on the IT side.

This study presents experience with a multiyear series of public sector business transformation projects accompanied with significant IT development, where a holistic service-oriented pattern approach provided overall efficiency and an essential enterprise design toolbox (knowing what patterns to use and how to efficiently re-arrange/modify them).

The focus is on:

- Enhancement of the GSRM (Government Services Reference Model) to incorporate business model analytics, core functionality segregation enabling outsourcing/insourcing pre-planning, hierarchical business rules-based decision automation decoupled from process redesign (implemented in a rules engine)
- Agile business transformation project workflow utilizing pattern-based business architecture
- Prototyping of a modeling tool using libraries of patterns and pattern modifiers.

Will the Last Human to Leave Please Switch off the Lights? Switch off the Lights?
Richard Frost, Lead Enterprise Architect, Yorkshire Building Society Group

Alongside transformational projects, at Yorkshire Building Society, we are deploying innovative, small scale stepwise improvement using a range of tactical and strategic approaches to unlock the value of technology and take our process improvements to the next level.

- The Great RPA Bake Off – selecting technology quickly and efficiently
- BPM and Robotics – it’s not always big and it is rarely clever
- Scale – knowing when just enough is good enough
- Don’t all rush at once – selecting your first few projects
- Delivering it all – little and often

Business Process Models: Transitioning from a Waterfall to an Agile Methodology of Working
Sophie Anne Jones, Senior Business Analyst, KCOM

More recently, a number of organisations have started to implement Agile in place of traditional software development life-cycles as a result of the need for reduced time to market. Sophie will discuss how the Business Analysts at KCOM worked with Product Managers and other stakeholders to deliver the process models faster & earlier than was the case under the previous Waterfall methodology and what needed to be change to ensure these were suitable for the introduction of Agile.

This is a personal talk about how a team of business analysts within KCOM dealt with the challenge of implemented Agile and continued high quality of process models. The story started with a reluctance to change, followed by a continual drive via great leadership and ending in total acceptance. This talk takes you through the whole story:

- How to implement a process library
- How to create high level process areas
- How to work with Stakeholders via workshops to produce process models
Top down generation of the project
Effective strategic alignment of operational
Solving silo thinking issues
Organisational competences/virtual teams

In a second stage, people are assigned to each
to discuss what the organisation should be able
to do, to respond to external and internal stimuli.

It is only allowed
and managers, where it is forbidden to discuss
involving the board, the senior management
independently of the chart, through workshops
model. The whole organisational modelling and
building of the Information Architecture in
European Investment Bank (EIB). Starting by
an assessment of the initial situation done by a
consultancy firm, a Data Governance team was
created including an Information Architecture
capability. This presentation will describe the
general approach, the key steps, and the ele-
dments delivered so far. Return of experiments
will be provided, informing the audience with
practical knowledge about the "must do's" and
"mustn't do's" of such an initiative. In particular,
focus will be put on the levers that can be ob-
tained when an Information Architecture starts
from within Data Governance.

Summary of presentation:
- Initial situation
- Roadmap and EA organization in EIB
- Status and perspective

Jordão Cooling Systems
Transformation and New Management Model
José Pinheiro, Financial Manager, Jordão Cooling Systems & Jorge Coelho, SisConsult

This presentation will explain the Jordão Cooling Systems case study. It is a SME with 170 employ-
ees that implemented a six months’ transforma-
tion process based on the implementation of a
new management model. This is structured in
terms of a holistic and system oriented organisa-
tional architecture composed of organisational
competences. Each organisational competence
is associated to a cost center and a virtual team
that is self-directed under a specific governance
model. The whole organisational modelling and
strategic objectives deployment are conducted, independendly of the chart, through workshops
involving the board, the senior management
and managers, where it is forbidden to discuss
who and how things are done. It is only allowed
to discuss what the organisation should be able
do, to respond to external and internal stimuli.
In a second stage, people are assigned to each
organisational competence at level 1, 2, ..., n of
the organisational architecture.

- Organisational competences/virtual teams
- Solving silo thinking issues
- Effective strategic alignment of operational business processes
- Top down generation of the project portfolio

Networking Break & Exhibits

Building the Information Architecture in an EU institution
Bertrand Jager, Information Architect, European Investment Bank

The presentation will tell the story of the building of the Information Architecture in European Investment Bank (EIB). Starting by
an assessment of the initial situation done by a consultancy firm, a Data Governance team was
created including an Information Architecture
capability. This presentation will describe the
general approach, the key steps, and the ele-
dments delivered so far. Return of experiments
will be provided, informing the audience with
practical knowledge about the "must do's" and
"mustn't do's" of such an initiative. In particular,
focus will be put on the levers that can be ob-
tained when an Information Architecture starts
from within Data Governance.

Summary of presentation:
- Initial situation
- Roadmap and EA organization in EIB
- Status and perspective

Jordão Cooling Systems
Transformation and New Management Model
José Pinheiro, Financial Manager, Jordão Cooling Systems & Jorge Coelho, SisConsult

This presentation will explain the Jordão Cooling Systems case study. It is a SME with 170 employ-
ees that implemented a six months’ transforma-
tion process based on the implementation of a
new management model. This is structured in
terms of a holistic and system oriented organisa-
tional architecture composed of organisational
competences. Each organisational competence
is associated to a cost center and a virtual team
that is self-directed under a specific governance
model. The whole organisational modelling and
strategic objectives deployment are conducted, independendly of the chart, through workshops
involving the board, the senior management
and managers, where it is forbidden to discuss
who and how things are done. It is only allowed
to discuss what the organisation should be able
do, to respond to external and internal stimuli.
In a second stage, people are assigned to each
organisational competence at level 1, 2, ..., n of
the organisational architecture.

- Organisational competences/virtual teams
- Solving silo thinking issues
- Effective strategic alignment of operational business processes
- Top down generation of the project portfolio

Networking Break & Exhibits

Building the Information Architecture in an EU institution
Bertrand Jager, Information Architect, European Investment Bank

The presentation will tell the story of the building of the Information Architecture in European Investment Bank (EIB). Starting by
an assessment of the initial situation done by a consultancy firm, a Data Governance team was
created including an Information Architecture
capability. This presentation will describe the
general approach, the key steps, and the ele-
dments delivered so far. Return of experiments
will be provided, informing the audience with
practical knowledge about the "must do's" and
"mustn't do's" of such an initiative. In particular,
focus will be put on the levers that can be ob-
tained when an Information Architecture starts
from within Data Governance.

Summary of presentation:
- Initial situation
- Roadmap and EA organization in EIB
- Status and perspective

Jordão Cooling Systems
Transformation and New Management Model
José Pinheiro, Financial Manager, Jordão Cooling Systems & Jorge Coelho, SisConsult

This presentation will explain the Jordão Cooling Systems case study. It is a SME with 170 employ-
ees that implemented a six months’ transforma-
tion process based on the implementation of a
new management model. This is structured in
terms of a holistic and system oriented organisa-
tional architecture composed of organisational
competences. Each organisational competence
is associated to a cost center and a virtual team
that is self-directed under a specific governance
model. The whole organisational modelling and
strategic objectives deployment are conducted, independendly of the chart, through workshops
involving the board, the senior management
and managers, where it is forbidden to discuss
who and how things are done. It is only allowed
to discuss what the organisation should be able
do, to respond to external and internal stimuli.
In a second stage, people are assigned to each
organisational competence at level 1, 2, ..., n of
the organisational architecture.
EAC & BPM Conference Europe 2017

HOW TO BOOK

Registration Fees:
Full payment or a purchase order is due prior to the conference. Payment may be made in Sterling (£) or Euros (€).

If paying in Euros the prevailing exchange rate of the country of the delegate or delegate’s company is to be used. The total Euros remitted should be the amount required to purchase the sterling pound cost of the event on the day of payment.

All delegates must add VAT (20%) to their total conference fees. VAT may be reclaimed by delegates from the tax authorities after the event.

We regret that tickets cannot be shared between delegates. The registration fee includes the conference lectures, documentation on USB Stick (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.

Cancellation Policy:
Cancellations must be received in writing at least two weeks before the commencement of the conference and will be subject to a 10% administration fee. It is regretted that cancellations received within two weeks of the conference date will be liable for the full conference fee. Substitutions can be made at any time.

Cancellation Liability:
In the unlikely event of cancellation of the conference for any reason, IRM UK’s liability is limited to the return of the registration fee only. IRM UK will not reimburse delegates for any travel or hotel cancellation fees or penalties. It may be necessary, for reasons beyond the control of IRM UK, to change the content, timings, speakers, date and venue of the conference.

Conference Location:
Radisson Blu Portman Hotel
22 Portman Square
London W1H 7BG
Tel: 020 7208 6000
https://www.radissonblu.com/en/hotel-london

Hotel Accommodation Details:
IRM UK in association with JP Events have arranged special discounted hotel rates at hotels nearby. Contact JP Events as follows:
Info@jpetem.com, Tel: +44 (0)84 5680 1138, www.jpevents-bookings.co.uk/

Group Booking Discounts:
2-3 Delegates 10%
4-5 Delegates 20%
6+ Delegates 25%

 Entire Event (16-19 October 2017) £1,945 + VAT (£389) = £2,334
3 Days Fee £1,595 + VAT (£319) = £1,914
2 Days Fee £1,245 + VAT (£249) = £1,494
1 Day Fee £795 + VAT (£159) = £954

Register/Questions:
E-mail: customerservice@irmuk.co.uk
Website: www.irmuk.co.uk
Phone: +44 (0)20 8866 8366

“Good, thought provoking, wide range of topics”
Vincent Van der Stap, Business Process Architect, Shell P&T

“Great conference, good speakers. My colleagues attended last year. Their recommendation led to our manager sending all the architects”
Line Saele, Enterprise Architect, Helse Vest IKT AS

“The most useful event I have attended in terms of content”
Craig Dunne-Wall, Principal Consultant, BMT Hi-Q Sigma

If you cannot attend:
You can purchase the conference proceedings on USB stick for £300

Bookinng reference:
Please quote this booking code when registering: WBD

Entire Event (16-19 October 2017) £1,945 + VAT (£389) = £2,334
3 Days Fee £1,595 + VAT (£319) = £1,914
2 Days Fee £1,245 + VAT (£249) = £1,494
1 Day Fee £795 + VAT (£159) = £954

Follow us @IRMUK
www.twitter.com/IRMUK
Event hashtag #EACBPME

 irmuk.co.uk