The ‘Must Attend’ Event for EA and BPM 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 BPM and EA and benefit from the synergies between them. Choose to attend 1, 2, 3 or 4 days of the event.
- **Designed by Practitioners for Practitioners.** Choose from over 30 Case Studies. Being neither analyst nor vendor-led, the conferences provide diverse and wide-ranging perspectives on BPM and EA, 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.
- **World Class Contributors.** Learn from the leaders in their field including actor, comedian and corporate learning and development coach Neil Mullarkey, Roger Burton, Chris Potts. John Zachman, Alec Sharp, Ashley Braganza, Gerben Wierda, John Getze, Martin Sykes, Sasha Aganova, Mike Rosen, Jason Bloomberg, and many more…
- **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.
- **Fourteen half day and four 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 13 & 14 June 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 joint 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:

- Neil Mullarkey Actor & Comedian
- Roger Burton Process Renewal Group & BPTrends
- John Zachman Zachman International
- Chris Potts Dominic Barrow
- Alec Sharp Clariteq Systems Consulting
- Michael Noonan Head of Business Architecture Visa Europe
- Craig Rollason Solution Architecture Practice Manager National Grid
- Halina Pomukala Head of Process Management Orange Poland
- Gerben Wierda Team Coordinator Architecture & Design APG
- Thierry Lesage Process Modelling and Optimisation European Investment Bank

Supported By & Media Sponsors

Case Studies and Contributors Include:

- Visa Europe
- National Grid
- European Investment Bank
- Orange Poland
- Swiss Reinsurance Company
- Atradius Credit Insurance
- Nationwide
- Danfoss
- NATS
- APG
- Aviva
- Capgemini
- National Bank of Abu Dhabi
- Yorkshire Building Society
- PFA Pension
- London School of Economics and Political Science
- Brunel Business School
- Cambridge Assessment
- Gazprom Marketing & Trading
- VNG Norge AS
- Eindhoven University of Technology
- Dell IT Enterprise Architecture
- Dublin City University
- Bridgewater Associates
- New University Hospital Odense
- IRM Sweden
- Qatar University
- Alpiq AG
- Ellevio
- Key Retirement Group
- Paymark
- NTT Data
- The Benevolent Society
- PageGroup

Sponsors:
Introduction from the EA Conference Chair

Chris Potts
Dominic Bowran

Year after year, EAC continues to be Europe’s premier independent conference on Enterprise Architecture (EA). Delegates and speakers come from all around the world, to share their real-life experiences and learn how to explore the different ways people are succeeding at EA, and to discover how EA is innovating and evolving. Because the conference is centered on first-hand stories of EA in practice, it is both authoritative and diverse. And, by focusing on the people who know EA best – Enterprise Architects themselves – it is always an excellent reality-check on where EA is today, and where it is going next.

This year, the themes of the conference include matching EA’s scale and speed to EA’s impact on collaboration; EA’s essential role in innovation, transformation, and change; and the EA implications of mega-trends such as digitalization.

Benefits from Attending

• Explore diverse, real-world approaches for EA to achieve maximum impact on enterprise performance.
• Gain practical inspiration and insights from great hands-on stories about successful EA in other organizations. Just a few of the case studies include Swiss Reinsurance Company, Nationwide, Danfoss, National Grid, PFA Pension, Paymark, NATS, Dublin City University and many more...
• Pick up tips from seasoned practitioners on innovations in EA, on opening doors, avoiding pitfalls, and on actions you can put into practice immediately.
• Learn how EA is harnessing recent and emerging trends – such as Business Agility, Digitalization, Internet of Things, Strategic Enterprise Design, EA/PMO Collaboration – and how to use them in new business value.
• Network with speakers, fellow delegates, and solution providers, to share experiences and pick up even more real-world stories and nuggets of wisdom.
• Take away innovative answers to the challenges and opportunities you are facing, whether you are just starting getting in architecture, working to tune your performance, or reaching for the most advanced level of EA maturity.

Introduction from the BPM Conference Chair

Roger T. Burton,
Process Renewal Group and BP Trends

For over a decade BPM Europe has been the premier BPM conference anywhere. In 2016 we will continue that tradition with the most comprehensive programme that we have ever had.

We know that Business Processes are the engines of the business. Doing the right things in the right way always assures customer delight, owner results, employee satisfaction and a continuously evolving enterprise. We all know that it is not easy. To be able to continue to architect and improve while we are still running the business day to day is a challenge that requires knowledge, competence, commitment and optimized resources. Establishing and continuously sustaining our processes and the required capabilities to make them work is essential. This is what BPM Europe 2016 is all about. Our focus for this year is to bring the best knowledge, experience and learning opportunities together and design smarter more relevant processes. We will also make sure that we provide a robust treatment of how to realistically manage and govern our enterprises using business processes as the mechanisms of strategy translation and performance management. The additional Business Architecture track will cover the critical aspects of strategy and business transformation. The conference workshops will give you deeper insights and practice. As always, delegates to BPM Europe 2016 will have full access to all sessions in the EAC conference as well.

Benefits from Attending

• This is a pragmatic conference for working practitioners and their managers. The sessions have been carefully selected to reflect real organizations challenges and solutions.
• Alongside the EA and BPM conference tracks, there is also a shared track on Business Architecture, exploring its overlaps with – and distinctiveness from – EA and BPM.
• Case studies for this track include Visa Europe, Gazprom Marketing & Trading, National Bank of Abu Dhabi, NTTDATA and The Benevolent Society.
• The in-depth conference workshops all allow you to put into practice methods and techniques with hands on working sessions.
• The conference sessions cover a full range of BPM issues from strategy and architecture to analysis and design to IT and human change. There is a wide range of topics from which you can choose.
• Latest insights and innovative approaches will be presented and discussed.
• Separate from the sessions you will have the opportunity to view the latest in software tools to support your efforts.

There’s a reason why people keep coming back year after year – great conference (as always) Terje Brønnes, Enterprise Architect, Helse Vest, Norway

One of the best conferences I have attended
Jurgen Jung, Head of Business Modelling, DHL Global Management

IRM UK EAC is turning into a must attend EA event for the calendar. Excellent value for time and money invested! Amritah Azpe, CTO, Fujitsu

A very well organised event with wide ranging and interesting sessions. A smorgasbord for the BPM Connoisseurs! Maria Rybrink, Business Process Manager, Teliasconer

Keysnotes

Engaging and Collaborating (or Whose Moment Is It Anyway?)
Neil Mullarkey, Comedian and Actor

What can we learn from improvised theatre? Plenty. Improv is about listening, taking on what others say, then using that as a springboard for your response, teamwork, coping with uncertainty, thinking on your feet, waiting for the best idea to emerge (wherever it came from), and, um, having fun. EA and BPM Professionals need to engage with the business, assert themselves, and co-create innovative solutions. Neil Mullarkey’s unique, high energy, interactive style will guarantee that you will both laugh and learn. You will Learn:

• The key skills of improv theatre
• How not to be stuck for words ever again
• How to engage and influence people

What Do EPM, PPM and BPM Have in Common? Change!
Ashley Braganza, Professor of Organizational Transformation, Brunel Business School

In the course of this keynote presentation Ashley will be challenging some tried and tested, taken-for-granted models of change that you may well believe to be true. You may think – why bother? The reason is that many of the assumptions about change are adversely affecting the very programs and projects you are committed to. This keynote provides you with an opportunity to clear out many of the misconceptions about change, how it is implemented and what you can do going forward. Ashley will provide practical examples and case studies to illustrate the issues leaders face during EPM, PPM or BPM initiatives and how they have overcome these.

• Recognise change management methods that are outdated
• Understand the impact change issues have on your ability to deliver your initiatives
• Incorporate fresh thinking into your initiative

EA Keynote: What Can Enterprise Architecture Learn from the Game of Chess?
Gerben Wierda, Team Coordinator Architecture & Design, APC

Enterprise Architecture is not a very successful discipline. Though everybody likes it in theory and everybody tries to establish it, organizations are seldom happy with their EA efforts (and especially the limited effects on the actual problems it is intended to solve), leading to pretty frequent reorganizations of EA setups, amongst other things. Based on real-world experience, this keynote will provide a thought-provoking analysis of the weaknesses of EA, as it is generally practiced, and identifying reasons for EA practitioners to change their default practice. A practical solution (that is outside the normal comfort zone of most Enterprise Architects) will be presented.

BPM Keynote: Taking Care of Business: Rewiring your House with the Lights On
Roger Burton, President, Process Renewal Group and Founder, BP Trends

Steven Covey’s second habit reminds us – ‘ends before means’. Effective business operations, and our ends: business transformation is our means. This keynote session will deal with each and show some elegant ways to keep them in synch.

• What does a business perspective mean?
• What’s the nature of business operations and management activities (run the business)?
• What’s the nature of business transformation (change the business)?
• How an effective business architecture combines the two perspectives to keep the lights on as we change

Group Booking Discounts:

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Enterprise Architecture

Case Studies

Outcome Driven Architecture
John Slater, Senior Manager Group Retail Strategy, Nationwide
Mike Clark, Business Designer and Digital Technologist, Cohesion 360

Historically organisations have struggled to strike the balance between delivering at pace and building a sustainable architecture. In most cases this results in either a solution that can’t be scaled or one that goes over budget, delivers late and fails to meet the desired customer and business outcomes. Using a traceable outcome driven approach to connect the business goals to the machinery of the organisation and following MVP (minimal viable product) and MVA (minimal viable architecture) principles, enabled Nationwide to co-create new features with customers and colleagues, test their impact against a consistent group of value measures and iterate, pivot or scale & roll-out at pace, whilst still building a cohesive architecture.

Building a Solution Architecture Practice at National Grid
Craig Rollason, Solution Architecture Practice Manager and Annabel Fears, SA Practice Resourcing Lead, National Grid

This presentation tells the story of building up an internal solution architecture practice at National Grid, covering recruitment, performance management, alignment with key internal stakeholders, working with third parties and create an SA community feel. Delegates will learn:
• Ways of organising architecture teams
• How to attract and build solution architecture capability

The European Air Traffic Management Architecture: “The Human Factor”
Allen Clarke, Enterprise Architect, International Architecture, NATS

The European Air Traffic Management Architecture (EATMA) has been developed within the Single European ATM Research (SESAR) Programme to consistently and coherently define the way in which required performance improvements will be delivered and deployed into the operational Air Traffic Management environment across the whole of Europe whilst ensuring that it maintains and enhances the required levels of safety and security. Enterprise Architecture provides the ability to be able to identify the required business transformations at a logical level that identify the potential options for solutions, dependent upon the existing business and operational environments, which deliver improvement through changes in the way that businesses provide and consume services. This is either through direct improvement within the organisations or through the adoption of common service provision. Key Points:
• The use of Enterprise Architecture to identify business transformations which deliver performance improvements
• The identification and definition of options for change dependent upon business and operational environmental considerations
• The definition of Solution Architectures based upon changes in Human behaviour supported by technological change.

Urban Enterprise Architectures: Delivering Information Services in Smart Cities
Markus Helfert, Senior Lecturer, Dublin City University
John Jeske, Director, Innovation Office, Dell IT Enterprise Architecture

One of the challenges in Smart City is the management and integration of various information platforms across the entire city to offer valuable services to citizens and enterprises. With this presentation Markus and John present the current work on developing Urban Enterprise Architectures for Smart Cities that allows the design, specification and governance of information services. They will present scenarios of Information Services and various stakeholder views of UA. They will describe the concept of information services and its application to planning processes, such as traffic management, water management and economic development. They will present an overview of current frameworks and approaches related to Enterprise Architectures within a Smart City. The work is part of a collaboration between Lero – The Software Research Centre, Dell and Cities in Ireland. Delegates will learn:
• What are Urban Enterprise Architectures and Information Services for Smart Cities?
• What is the value of Urban Enterprise Architectures?
• Examples and how Urban Enterprise Architectures can be designed

Agile EA Enabling the Success of a Major Transformation Program
Motti Goldberg, Head Reinsurance IT Enterprise Architect, Swiss Reinsurance Company and Maxim Kravcevs, Enterprise Architect, C.T. Co

Motti and Maxim will provide highlights on Swiss Re Life and Health transformation program, give an overview of initial architecture, current transformation results and outlook, and share experience on EA practices which work in agile environment. Topics include:
• Manage organisational and technology complexity. Management and ‘pricing’ of uncertainty, focus on the business value, short and long term, be prepared to be stopped at interim stage.
• Keep up with technology changes during transformation. Not wait for a complete framework, accept re-work or risk being too late. Continuous enhancements of common IT platform and shared services replacing interim solutions. Evolution of interaction pattern from document driven to information centric, opening up systems to client integration. Face new challenges with restful SOA, Unified Information Model, Decision Support Systems, Cloud.
• EA function as driver of innovation not cost saver. Adopt an active role and accountability for the solutions. Continuous communication, education and feedback sharing.

Mission: Impossible - Silo Breakout
Elizabeth Strand, Enterprise Architect and Kasper Randrup, Enterprise Architect, PFA Pension

EA is a success when it empowers employees to navigate and drive the transition of their business – when people use EA seamlessly. PFA Pension provide a holistic, yet pragmatic approach to achieve this – they call it Enterprise Navigation. Enterprise Navigation is a new way of working with EA that focuses on communication and co-creation. It introduces a visual Navigation Nexus ensuring coherency across the entire enterprise. Elizabeth and Kasper present findings from a real life EA implementation in a large commercial pension company in Denmark, with all the excitement of a critical mission: a promising beginning, blackout and the struggle to succeed. In this case Enterprise Navigation resulted in an architected Journey for Change that fueled Enterprise Investment. Learning points:
• Create a visual Navigation Nexus communicating corporate strategy
• Get people to use and co-create EA
• Communicate EA effectively

Enterprise Architecture for Innovation and Change
Mark Heseltine, Enterprise Architect, Paymark

In a rapidly-changing world, product-centric enterprises have moved to Agile and Lean, drawn by the promise of reducing risk through adaptability. However, focussing on digital at the exclusion of legacy risks cultural fragmentation and organisational waste. Rather than being left out in the cold, strategic Enterprise Architecture helps align business units to a single vision. A strong EA practice, focussed on Development and Governance, can activate R&D investment, without sacrificing the sought-after ability to grow and adapt. Using both theory and real-world case studies, this talk covers:
• How to align the organisation by re-framing the legacy/ digital divide to a conversation about services, platforms and infrastructure.
• Which EA practices and specific deliverables are needed now more than ever to enable sustainable growth through Lean and Agile.
• The top 3 practical patterns to ensure that an EA practice enables, rather than stifles, innovation and change.
A core vision is to build the digital hospital: “Digital solutions at New OUH will be for all, to all, between all, everywhere – always”. One strategic focus area is a coherent and semi-automated logistics system, where clinical logistics, service logistics and planning/scheduling (the logistics complex) are the central but interdependent elements. The new logistics solution will help the hospital cope with fewer beds, be more efficient and increase quality overall. A real time location system (RTLS) has been acquired, so it is possible to track mobile equipment, beds, trolleys, patients and personnel. TOGAF has been chosen as a solutions framework. TOGAF has proven itself as a reliable framework in order to map the business architecture of the future and select and design appropriate information system architecture and technology architecture. ArchiMate was used unreligiously in a mix with other modelling standards.

Best Practice

The First 365 Days: What Can You Achieve with a New Architecture Team?
Martin Sykes, Head of Architecture and Design and Simon King, Solution Architect, Cambridge Assessment
Martin joined Cambridge Assessment in April 2015 with a remit to build an architecture function. This is a significant period of change, with a portfolio of projects that touch every part of the organisation. For many reasons they were starting at ground zero, no architects and a lot to do in a very short time. Martin took the experience from nearly 20 years of doing IT architecture and challenged everything to build a function fit for purpose. Most of this you won’t find in the guides to architecture created for a simpler world where you can gather all the inputs, know all the options and define a clear future state.

Martin has been keeping a diary and an archive so they have real data to compare the intent with the reality of what can be done. They have introduced Kanban as a way to manage architecture resources, storyboards to engage the organisation, and an education programme to develop internal talent. In this session Martin and Simon will tell the story of our journey and how a modern architecture team works in a mid-sized organisation.

Successful Enterprise Architecture in a Digital World: Surfing the Wave of Digital Transformation
David Hunt, Head of Digital Banking, Enterprise Blueprints
Enterprise Architecture must evolve to support the major transformation that organisations need to make if they are to thrive in the face of the digital challenge. EA practices are beginning to find themselves increasingly marginalized within their organisations as they struggle to respond to demands for digital transformation in a timely manner. How can an EA practice carry out strategic planning, create systems roadmaps and govern the overall strategic direction for an organisation’s IT when we have high rates of technology churn and uncertainty about which business models and strategies will ultimately allow the organisation to thrive in a digital world? This presentation will include:

• Practical examples of new techniques we have used e.g. how EA can sit alongside DevOps and Agile development while still providing strategic oversight
• Techniques for modelling how systems evolve over time
• The changing nature of the EA’s role and skills in a digital world

Avoiding the Bimodal Disaster: New Life For EA
Jason Bloomberg, President, Intelx
As enterprises around the world struggle with their digital transformation efforts, many are finding that innovative digital teams are moving much faster than their hidebound IT organizations. Rather than struggling to convince traditional IT to get with the digital program, executives are taking advice from IT research firm Gartner, and encouraging existing IT to continue in their desultory ways.

However, many CIOs are realizing the dangers of following Gartner’s advice. The central challenge with bimodal IT is that it encourages IT management to shift their transformation efforts away from ‘slow’ IT to ‘fast’ digital efforts. Such bimodality is a recipe for disaster, as digital transformation efforts must be end-to-end. If IT governance remains buried in ‘slow’ IT, then ‘fast’ digital risks compliance breaches, security vulnerabilities and worse.

To help bimodal enterprises avoid such a fate, enterpises require professionals with an end-to-end view of the organisation – experts who understand the organizational, technological, information, and process challenges that digital transformation efforts must surmount. Who better than the Enterprise Architects to lead their organisations out of the bimodal quagmire?

Attendees of this session will:
• Gain an understanding of the bimodal pattern in today’s enterprises and why Gartner’s advice is so dangerous
• Learn how business transformation impacts both ‘fast’ digital efforts as well as ‘slow’ IT organizations
• Understand how Enterprise Architects can be instrumental in helping their organizations avoid bimodal pitfalls and succeed with their digital transformation efforts

Enterprise Architecture: Societal Foundation
John Zachman, President, Zachman International
Architecture, Enterprise Architecture, is the foundation for society for the next several hundred years. Industrial Product architecture was the foundation for industry for the last several hundred years. Until the Product Industries agreed upon standards for Architectural descriptive representations, they were limited to individual craftsmen creativity. Once they agreed what constitutes an ontological knowledgebase for tangible products, that is, Architecture, sophistication expoded. At the end of the Industrial Age, we now think hundred story buildings, Airbus 380’s, super computers, ocean-liners, etc. are normal. Similarly, until the Information Industry agrees to a standard ontological knowledgebase of descriptive representations, we are limited to individual craftsmanship. I propose the ontological structure upon which sophisticated can explode and “hundred story” Enterprises will become

From Zero to EA: An Architecture for Growth
Darren Hallwell, Customer Engagement Director, Key Retirement Group and Philip Hellyer, Senior Consultant, Philip & Finch
Rapid growth of an enterprise creates strain across an organisation. Architecture efforts need to be pragmatically introduced in ways that don’t disrupt ongoing change or stall growth. Yet, things cannot continue as they had been; the centre cannot hold.

Key Retirement Group is a financial services specialist-market-leading in its sector; growing both organically and through acquisition and service-expansion.

Starting with business capabilities, Darren and Philip worked together to introduce EA into this entrepreneurial environment over the course of 12 months. This is a story of pragmatic business-focussed architecture; they took full advantage of existing momentum and interest to create a firm foundation for continuing growth.

In this case study, they will discuss:
• Introducing enterprise architecture into a high growth environment
• Just-enough governance and modelling, change programmes vs point projects
• Pragmatic principles and actionable insights
• Combining strategy with investments in skills and technology
• Expanding influence at board level

The Danish government decided in 2008 to build a new hospital project (greenfield). This was the foundation for industry for the last several hundred years. Until the Product Industries agreed upon standards for Architectural descriptive representations, they were limited to individual craftsmen creativity. Once they agreed what constitutes an ontological knowledgebase for tangible products, that is, Architecture, sophistication expoded. At the end of the Industrial Age, we now think hundred story buildings, Airbus 380’s, super computers, ocean-liners, etc. are normal. Similarly, until the Information Industry agrees to a standard ontological knowledgebase of descriptive representations, we are limited to individual craftsmanship. I propose the ontological structure upon which sophisticated can explode and “hundred story” Enterprises will become

Apply to EA to do business outcomes
Mike Daley, Chief Architect, PageGroup and Morten Stender, Director, byBrick Management
PageGroup needed a new take on Enterprise Architecture, but bottom-up EA via traditional frameworks was a no-go. They decided to change the approach for creating alignment between planning IT and building IT. Traditional EA is often abstract, almost irrelevant and makes plans that hardly becomes reality, whereas the PMO builds projects that were better not realised. The synergies, however, on aligning the perspectives in a bimodal model were huge to become relevant and realised. PageGroup has radically changed the how to deliver IT with a fresh new methodology and a strategic take on implementing plans for IT. In this way, PageGroup focuses on evolving EA to provide relevant and urgent decision support for business outcomes.

Architecting a €1bn Megahospital
Preben Matzen, Enterprise Architect, New University Hospital Odense and John Gøtze, Director, Center of Excellence, QualiWare
This session will discuss how to use EA in order to secure a coherent architecture for clinical logistics, service logistics and booking in a brand new hospital building project (greenfield). This case-based story presents how to deal with digital business architecture in a highly complex megaproject.

The Danish government decided in 2008 to spend 10 billion Euros on 16 new hospital construction projects. In Odense, the total budget is 1.3 billion Euros. The hospital’s approximately 220,000 m2 will be ready in 2022.

Visit irmuk.co.uk for full presentation outlines
Enterprises are complex and dynamic by nature, yet our approaches have been largely treating them as static, deterministic and mechanistic entities. As architects and analysts we work with outdated models, as designers we try to shape dynamic brands through static style guides, technology solutions are confined to restrictive platforms that fail to smoothly accommodate the diverse and unexpected.

What if we strive to co-create a dynamic system to reshape the enterprise? Nicolas and Milan will give an insight into eda.c’s ongoing quest for a systemic approach to digital media and how they can engage with the customer. They want to return.

Digital Transformation - The New Trend
Ram Kundnani, Director, Passion Consulting

The Internet Revolution started with emails and search engines but the Digital Transformation started with mobile devices. Every organisation is undergoing significant change from being product to being service-centric. Organisations are more concerned about what the customer wants, what the customer is writing on social media and how they can engage with the customer in their best interest. This session will cover:

- Why Digital Transformation?
- How is Digital Transformation taking place?
- What are the key challenges of Digital Transformation for organisations and how can they be mitigated?
- What are the key risks and how can they be mitigated?
- What are the Project Management methodologies being used?
- Next generation Social Media websites

Panel Session: To Be or Not To Be: How Does EA Best Work With Alternative Futures?
Moderator: Chris Potts, Corporate Strategist and Author, Dominic Barrow
Panelists: Jason Bloomberg, Martin Sykes, John Gatze, Sally Bean, Jeroen Derynck

The faster the world changes, the harder it becomes to predict the future. How can Enterprise Architects, who are often valued for the future-state models and roadmaps they produce, now envisage the ‘to be’ enterprise with any certainty? What are the best tools and techniques that they can use to handle the yet-to-be-discovered and rapidly-changing future? Join Chris and the panel for a lively, provocative and practical discussion on how EA works best with alternative futures. Here are some questions we will (probably) cover:
- Do Enterprise Architects predict the future?
- How many different futures should EA envisage?
- Is a ‘roadmap’ still the right answer (what other options do we have)?
- Which tools and techniques can Enterprise Architects best use to model alternative futures?
- What is the ‘to-be’ model for EA itself?

Why We Moved EA Out of IT
Mustafa Dulgerler, Senior Enterprise Architect, National Bank of Abu Dhabi

In this session Mustafa will discuss the benefits of having EA as a business function and not an IT function. In this model, artifacts are designed around corporate objectives, more strategy driven, customer-centric; rather than only focusing on enterprise wide policies and system standardization. There are a number of financial institutions testing this model as the reflection on P&L is immediate and visible.

How Gazprom Marketing & Trading Created its Business Architecture Model
Andrew Pincott, Director Business Capability, Gazprom Marketing & Trading

GM&T created its business architecture model in 2012 and has been actively using it to support process and change initiatives since then. At previous conferences and networking events, Andrew has found there is a misconception about the time it can take to create a high level model that is of use to the business. Delegates will learn:
- How GM&T produced a useful model in as little as four months with limited resources
- How they engaged stakeholders from across the business to ensure their model was complete, correct and useful
- How GP&T used this model to identify process improvement projects without any fancy IT software (they have since implemented a BPM system to continue our work)

Business Architecture

Enterprise Architecture is Dead! Long Live Business Design!
Michael Noonan, Head of Business Architecture, Visa Europe
Lorne Mitchell, Managing Director, Objective Designers

One of the main challenges that Enterprise Architects face is to be seen as being relevant in any Enterprise Transformation Programme. The irony is that one of the core disciplines that Enterprise Architects practice it to create a common language across an Enterprise - yet so often the term “Enterprise Architecture” is misunderstood. With a real-life case study from VISA Europe, Michael and Lorne will dig into some of the challenges that Enterprise Architects have in becoming relevant to the organisations that they serve and come up with some alternative terms that might better fit when selling the relevance of EA to the board.

Case Studies

Using Processes as Architectural Lego®
Andrea de Stefano, Head of BPM and Integration, NTT Data

There is an emerging market trend in Italy that shows a growing use of BPM platforms to replace the usually software-specific needs addressed, for instance with CRM solutions, TTS systems, etc.... along with custom (tailored) solutions. The time to market needed to follow commercial offers and the
the related processes requires a more productive approach based on high reuse and flexibility. Client are then really interested in understanding how they can move from a vertical architecture to a new process centric approach to help them improve governance, flexibility, usability, and time to market. The approach discussed in this session will highlight the advantages of using each process as a Lego block with the idea of composing them to build up complex process centric architecture to fulfill customer needs.

**EA as a Strategic Tool for Transformation**
Lars Broman, Business Architect, Ellevio and Daniel Lundberg, EA Consultant & Owner, Archimenus

Ellevio, the second largest electricity distribution utility in Sweden, was founded in 2015 as a result of a divestment from Fortum. As a new company there was a need to create new strategies and move away from centrally provided services. A new target architecture was created to guide the establishment of supporting structures for the new company. This was approved by top management level and was also presented for the new board of directors when the new company was formed. Ellevio is currently in the middle of the transformation with several change projects in parallel. In this presentation Lars and Daniel will share with you:

- The effort to create the first target architecture and how to provide early value
- The pragmatic architecture approach used to govern the transformation
- How the architecture develops during transformation and the learnings so far

**Enterprise Architecture and Business Strategy - Using a Strategy Framework to Improve Your Execution Strength**
Andrew Swindell, Head of Planning & Architecture, The Benevolent Society

Organisations today often have a disconnect between the aspirations and intent of the business strategy and the delivery of change programs. In this presentation I will describe how using Enterprise Architecture disciplines can bridge the gap between your business strategy and delivering on your business change objectives. It will be extremely valuable for any Architects and business / technology Executives involved in the Strategy development process. Attendees will learn the following:

- What EA models are relevant to your business strategy?
- How a strategy framework can connect?
- How your business and technology stakeholders can take advantage of the framework?

**Digital Transformation: Combining BPM and Data Driven Architecture**
Stuart Clelland, Business Solution Architect, Capgemini

This presentation will explore the data driven architecture paradigm as a means to achieving transformation to digital. It provides a perspective on how BPM & DDA can facilitate the liberation of an organisation’s core systems data to enable them to become “Digital” at the core; providing the basis to move to a real-time data and event driven architectures. This presentation will use themes related to “Boundless Information FlowTM (The Open Group)” for liberating core system data. Using a real example of a large scale implementation to illustrate early steps in attaining this goal and expressing a view of how BPM & Big Data technologies will play a key role. The presentation will cover:

- Why does Data Driven Architecture contribute to Digital Transformation?
- How does BPM together with DDA releases digital agility?
- Illustrative example and how BPM and Big Data technologies will play a key role.

**Business Success in a “VUCA” (Volatility, Uncertainty, Complexity, Ambiguity) World**
Dean Thorpe, Managing Director, Charles James Financial Planning Limited

Over the last ten years more and more businesses are painfully aware of VUCA in their businesses which is often a growing challenge especially IT companies. VUCA stands for Volatility, Uncertainty, Complexity, and Ambiguity. It seems that old leadership models and management processes are no longer useful, and with the unpredictability of the future for businesses all over the world, major brands and looking for new solutions and better financial security for their organisations.

Dean Thorpe is the founder of two successful businesses. One that operates in the financial sector and the other which is IT related. He has had to deal with VUCA trends in recent times but fortunately had the presence of mind to learn what he could about solutions and business survival tools. Now with experience and expertise, he would like to share what he’s learned with other businesses.

- A VUCA ‘defence’ tool kit for businesses or any size
- Dealing with People under stress, pressure and lack of imagination
- Creating VUCA aware teams who may be better trained and prepared
- How to deal with a VUCA situation that lands from nowhere
- How to survive and thrive in our new VUCA business world

**Business Architecture and the Digital Transformation**
Svein Oliver Vedaa, Partner and Senior Consultant, IRM Norway and Eiklid Swende, Partner and Senior Consultant, IRM Sweden

Smart, connected products are transforming your business. The evolution of products into intelligent, connected devices is radically reshaping companies and competition. Your Business Architecture need to handle these new challenges.

WHY, HOW and WHAT has a new answer in the digital world. We will present HOW your Business Model Canvas, your Business Process Architecture and your Information Architecture have to transform and WHY. Using examples from Ericsson, Minecraft, Spotify, Telenor, Tesla, TravelBird, Verisure and others. You will take away:

- New knowledge about your digital transformation and IoT
- How and why to transform your Business Architecture
- CSF for the digital transformation of your business inspired by Michael Porter

**Keep Calm and Automate: The Power of Agile Automation**
David Cossey, Senior Business Analyst and Karen Hunt, Principal Business Analyst, Aviva

This session explores the methodology used to achieve significant business benefit on Aviva’s Pensions/Investment demands, on a multi-million pound project. Exploring how the methodology was refined and how further funding was secured by the power of a working prototype. We will highlight techniques used to achieve step change in operational productivity using design studio to create a 2020 vision and system thinking to drive out the “waste” & create lean, low touch processes. Highlighting the value customer journeys bring to ensuring the team understand the vision and how aligning the minimal viable product ensures focus on delivering business benefit in an iterative manner.

The challenges & lessons learned from delivering with an Agile methodology. Includes importance of a strong Product Owner, how to define a Minimal Viable Product, when stories are ready to sprint & when they need more refinement to aid clarity. There will be opportunity to ask questions.

- How to utilise design studio & System thinking techniques in process redesign
- The value of using different techniques to engage an Agile feature team
- Benefits of delivering continuous business outcomes

**Driving Business Consolidation and Software Creation with Business Architecture**
Michael Lenzen, Head of Bonding IT, Atradius Credit Insurance N.V.

Next to other financial services, Atradius provides companies a wide range of bonding products. A bond protects the beneficiary if the supplier fails to meet the agreed performance level. Running business in a rather autonomous country oriented organization throughout Europe for years has resulted in distinctive ways of working on individual application systems. Atradius has chosen a Business Process driven approach to address an increasing demand for consistent services for international customers across Europe, a larger flexibility and an improved user experience. This session explains how BPM was engaged to identify commonalities among countries’ ways of working as well as peculiarities of the various markets. How it was used to align the business procedures and to drive the creation of a single common application shared across all countries: As common as possible but different as necessary.

**Process Architecture: How to Sustain its Utility for Managerial Purposes**
Halina Pomykała, Head of Process Management, Orange Poland

Successful process management is not so much about the kick-off as about continuous effort to make it a tangible managerial tool. Orange Polska, with history dating back to the 1940s and the position of the leading telecommunication provider in Poland, has been using process methodologies for more than fifteen years. The evolution of its process architecture reflects the role of architecture as the mechanism continuously addressing the changes, influencing
management behaviour, favourably affecting integrity of management system and mutual interactions between business and IT architecture. This session will cover:

- Impact of external influences and internal decisions on process architecture
- Sustaining the usefulness of process architecture as a managerial tool
- Flexibility, coherence and completeness of process architecture
- Process architecture and process modelling - influence on management behaviour, managerial decisions and IT architecture

The Power of Change - A Personal Journey
David Beckham, Senior Business Analyst, Aviva

Change is a force that acts on all aspects of life and business and those of us who work in Change Professions are continually assisting people through transformation, whether it be what the customer does, how they do it or even whether they do it in the future. Whilst in most cases the need for change is a positive one, it can be an unsettling and even frightening experience. Four years ago David was diagnosed with Parkinson’s Disease and in this session he will explain the personal impact this had on him and how it has deepened his understanding of the way change works. In his own uniquely humorous way David will explore the nature of change, the effects it has on people and the lessons he has learnt from his journey. He will share his own thoughts and philosophy on what motivates him, the inspirational figures who have guided him and how he has applied this to his work and personal life. He will discuss:

- Two change models; the Change Curve and The Hero’s Journey
- How to discover your own motivation to make change
- How to communicate change effectively to others

Climbing up the Maturity Ladder in an EU Institution
Phillipe Maryszael, BPM Officer and Thierry Lesage, BPM Officer, European Investment Bank

In the course of the recent years, the European decision-makers have asked the European Investment Bank (EIB) to further reinforce its presence on the fronts of Europe’s economic recovery and integration. In this context, the EIB needs to document its business processes and, emphasised our President during his address to staff in early January, “work leaner, better and faster”. Three years ago, a two-man Business Process Modelling Functional Support team was set up in the Corporate Services (CS) Directorate of the EIB. The task assigned to them was to put in place a viable intra-Directorate business process modelling framework. Philippe and Thierry will discuss what has been achieved so far and what lies ahead of them. The purpose of this presentation is to convey the following message: “If your organisation plans to launch a small-scale BPM initiative from scratch, a lot can be done in a short time, with tangible, value-adding achievements that can help to shape the future.” The EIB’s BPMO team is enthusiastic about sharing with you their experience and vision.

The Great BPM Bake Off
Richard Frost, Lead Enterprise Architect, Yorkshire Building Society Group

Learn how to use a bake-off technique to find your best fit product from the multitude of BPM technologies available. A combination of prototyping and product demonstrations can be used to rapidly understand their key capabilities and cultural implications. Based on three real life examples of this process, this session will take you through:

- Shortlisting products
- Selecting a use case
- Forming your team
- Running the bake-off
- Choosing a winner

Delivering on the Promises: Process Automation Robots and the Future of Work
Leslie Willcocks, Professor, London School of Economics and Political Science

Using case studies of success from a year long research project, LSE professor Leslie Willcocks shows how automation can significantly improve process performance across service sectors and back offices. He will illustrate how the basis for onshore/offshore sourcing decisions is already being transformed. He will talk through the many management lessons emerging from companies that have implemented robotic process automation. Delegates will learn:

- The distinctive uses for BPM systems versus Robotic Process Automation: What Robotic Process Automation is, its benefits and how to implement
- 30 lessons drawn from in-depth studies of 12 RPA implementations Implications for future jobs and organisations

Achieving Operational Excellence through Process Improvement
Ozol Hurmuza, Senior Business Analyst, Qatar University

This presentation on Achieving Operational Excellence through Process Improvement covers the steps that were taken to transform the admin departments’ processes in the University. Ozol will be sharing the best practices adopted for business improvement in the Higher Education sector using process modelling tools and methodologies to create dynamic processes. Their office identifies process, this session will take you through:

- How to identify administrative processes in the University and document the As-Is and To-Be.
- Advantages of developing Business/Service Function Catalog from (TOGAF) to evaluate processes
- How to utilize a business modelling tool (ProVision by OpenText) to map processes with data attached to them and generate reports directly from the tool

From Service-Dominant Business Models to Networked Business Processes
Paul Grefen, Professor, Director of Research, Eindhoven University of Technology

Many business domains are currently moving from a product-centric to a service-centric approach. To provide complete, up-to-date, value-adding solutions to customers instead of stand-alone services, business organizations need to collaborate in agile business networks. In trying to realize this, two main obstacles are encountered: how to design and specify multi-party business models that take into account the costs and benefits of the players in a business network, and how to map a business collaboration onto operational business processes. This presentation shows an integrated approach to address both obstacles, including:

- Design starting from the ultimate added value for your customer
- Intuitive construction of peer-to-peer, multi-party collaborations
- Clear mapping to business processes and their automated support

Three Lines of Defence Approach to Bring BPM to Better Acceptance and Assure Compliance
Frank Wimmer, Head of BPM & ICS Office, Alpiq AG

Line manager must not focus on efficiency and effectiveness only; they also have to know and to manage their own risks! Understand the Three Lines of Defence approach and see your own part in it. Know where your (business) risks lies and how to manage them (BPM) supports the assurance providers substantially Manage your processes - be compliant. The dilemma situation: You belong to a function and work in a process. What does this mean to you as a business responsible? Do you have to do the splits? Yes and no! You have to focus yourself on your objectives (organisational plus procedural) and know and manage your business risks as well. Through a comprehensive understanding of your business processes and your business risks you contribute substantially to a high performing and compliant environment.

- Insight into 3 lines of defence model
- See additional value of BPM by supporting internal control system
- Manage risks and controls systematically

Streamlining the Organization with a New Management System
Inger Anette Backer, Senior HSEQ Specialist, VNG Norge AS and Daniel Gjerde, Senior Consultant and Project Manager, Qualisoft

This presentation will detail the story of how VNG Norge innovated by creating a Management System that leads the way in the business when it comes to standardizing and streamlining the entire organization through value chain focus, compliance, risk management and relationship from top to bottom and across.

They will drill down into the process orientation of the organization, included process work across the entire value chain, reducing and simplifying governing documentation, clear accountability and responsibility for operational personnel, compliance management and the implementation of a process governance model ensuring continuous improvement, learning and standardization. Delegates will learn:

- How to standardize in a competitive Oil industry
- How to use BPMN to streamline your organization
- How to apply value chain BPM theory
Practical Implementation - Making Process Governance Work - For Real!
Tom Einar Nyberg, Head of BPM, Capgemini
Norway
Implementing process governance - for real - in any organization is hard work! This presentation is based on several client cases of real-life implementation of process governance in large organizations, and the goal is to give you practical advice on how you can move ahead in your own. The BPM space is filled with theory around the subject of process governance. However, when this theory makes contact with real organizations, it often "crumbles" - "In theory - theory's greatest." When it comes to actual implementation of process governance, and making it work in a feasible, self-sustaining manner, there are a lot of hard challenges that you have to address. This presentation sets out a practical start and "set-up" to get process governance started which helps you get the pieces in place. It guides you on the most common pitfalls and key success factors. Some key topics to be addressed are: A working governance model, Process ownership & team set-up, Practical structure & Tools for evaluation & Improvement regime, Process performance management, Center of Excellence & Service support. Attendees will learn:
- Process Governance Model - Real & Working
- Practical Steps for Implementation
- Process ownership & Team Set-Up
- Practical evaluation & Improvement Regime
- BPM Center of Excellence - Roles & Services

Integrating Change into Your Business Process Approach - Timing Is Everything
Alec Sharp, Senior Consultant, Clariteq Systems Consulting
An emergent methodology has led to interesting observations from clients about its impact on change. One said, "When we follow the method closely, almost slavishly, the usual resistance to change simply doesn't materialise." Another said "We're not just using the method on business processes - we use it as a generalised change method." This is not an accident. In 35 years of introducing organisational and process change, experimentation and adjustment has led to refinements in techniques, and in the order in which major steps are completed. Both of these have been designed to minimise resistance to change.
This session will introduce the central features of this methodology. Key points include:
- The top five Business Process anti-patterns - what NOT to do
- The problem with problem statements - why you shouldn't start with one
- "What" first, "who and how" later - how "abstraction to the essence" dissipates resistance
- Understanding all perspectives - the critical role of a stakeholder-based assessment
- Features, assumptions, and enablers - key to successful process design/redesign

The Business Process CoE from Cost Centre to Profit Enabler: 5 Key Facts each COE Leader Should Know
Sasha Aganova, Managing Partner, Process Renewal Group

The most effective way to gain buy-in and commitment to become a processcentered organization is for the CoE to prove its contribution to the creation of business value and demonstrate how it is not just a cost center. It is essential to become a true owner of continued and continually improving profit. Sasha will share her experience gained from establishing and supporting Business Process Centers of Excellence across multiple organizations and industries. Specifically, she will discuss 5 key facts that each CoE leader should know about for the CoE team to demonstrate its support of the business objectives. In addition, she will also discuss the best approach to maintain and grow the support from the organization. This session is aimed at both established CoE teams, and teams just starting out. In this session learn about:
- Understanding the connection the COE to key strategic initiatives
- Demonstrating the business value of the COE
- A brief overview of a multi-year approach to transform the organisation into process-centric company

Digital Process Management - Using Inline Client Experience Analytics to Execute Transformational Change
Neil Oswald, Co-Founder, Wanliah Advisors
Today's digital world requires a relentless focus on the client. Those who don't have this focus are quickly being replaced by new start-ups and innovators. Digital process management measures the inline client experience on an End to End basis to focus management attention, change the dialogue, and fix what matters to the client. Delegates will learn how to apply analytics and insight to drive transformational change to compete in a digital world.

Getting the People Right for BPM
Matthew Morgan, Head of Process Excellence, and Matt Dathan, Senior Business Process Architect, Bridgewater Associates
BPM programs, whether an internal part of the organization or based on external consulting partners, require a wide range of roles and capabilities to be effective. This session will explore best practices in talent management and apply these concepts to people and teams seeking to drive change through BPM. Presented jointly by speakers from Bridgewater Associates – the world’s largest investment fund – they bring both industry and consulting experience. One speaker has years of experience leading enterprise-wide BPM programs for large organizations with billions in revenue, and our other speaker recently joined from a Fortune 50 company following a decade of international management consulting.
- Plan for a BPM Organization
- Staff the Team by Hiring Right
- Develop and Mentor BPM Roles
- Assess Performance in the BPM Organization
- Connect and Engage BPM Talent

A Roadmap for Business Redesign of a Large Conservative Enterprise
Alex Romanov, Business Architect/Principal Consultant, Avrobas Inc and Carlos Barrera, Enterprise Architect/Consultant, Barrera Consulting
Large conservative organizations tend to reach the state where their businesses processes are mostly defined by tradition documented in operations manuals and implemented in the logic of legacy IT systems. In such organizations:
- Innovative business models misalign with legacy business processes
- Innovation efforts end up in patchy (though expensive) IT solutions still based on legacy thinking.
Alex and Carlos present their experience with a major real-life business transformation accompanied with a significant IT re-development. The suggested approach has dramatically improved the business’ flexibility/agility, and included:
- Re-established business model
- Business architecture derived from the new business model with emphasis on “core” capabilities to be never outsourced, vs. the “non-core” ones
- Redesigned business processes utilizing the new business architecture and the library of patterns modified by business rules
- Business rules sourced top-bottom (legislation, policies) and bottom-up (legacy processes, code)

Panel Discussion: Gaining Commitment to a Process-centric Business Model
Moderator: Sasha Aganova, Managing Partner, Process Renewal Group, Panelists: Andrew Pincott, Director Business Capability, Gazprom Marketing & Trading, Halina Pomykals, Head of Process Management, Statoil, Neal Oswald, Co-Founder, Wanliah Advisors
The marketplace continues to remind us of the essential need for organizations to be sharply focussed on the customer; anticipating and meeting their ever changing needs and providing the best experience possible while doing so. Many management experts have naturally concluded that this means end-to-end business processes must become seamless and holistically managed as enterprise assets. The implications are that a new management system is essential; one that subordinates functional ways of managing the day to day business and governing its investment choices. Those who have made the management paradigm switch did so for good reasons and are now realizing the results. This panel session will address the difficulties in making such a change in the organization’s leadership thinking and tackle how this essential capability can be adopted in an enterprise. The panelists will be comprised of operational executives that have already made the decision to manage horizontally and global experts in the management models required to do so.
- What is a horizontal management system?
- Why is it so hard to escape the gravity of hierarchy and functional management?
- What are some examples of success?
- What are the arguments that convinced the panelist to take the decision to change?
- How can you make the case in your organization?

How to Leverage BPMN, CMMN and DMN with Open Source Technology
Jakob Freund, CEO, Carnu Business Services

Why would companies like Allianz, T-Mobile and Zaland use open source BPM technology? In this presentation, Jakob will answer this question and explain how open source projects actually drive innovation in the BPM tech space. He will also demonstrate a working combination of the OSGi standards BPMN, CMMN and DMN in an open source modeling and execution environment. Based on this, it is possible to support business processes end-to-end, including structured workflows as well as unstructured cases and business rules.

Making EA Part of Your Daily Business
Klaus Isenbecker & Kadir Özbayram, Senior Partners, inspi

Enterprise Transformation is fluent and ever-changing, and poorly managed with traditional EA solutions. Competition and shifting market environments are putting organizations under pressure to track enterprise goals and strategic achievements to determine the value and critical business and aligning portfolios with core business capabilities and the understanding of the impact on the operational level – including processes, applications, technologies, etc. – is the foundation for modern digitalized business. Learn how Unified Portfolio Manager (UPM) – based on ServiceNow – unifies the planning and operational levels, and how EA becomes part of the daily business.

Visit irmuk.co.uk for full presentation outlines
Modelling with Business Process Patterns
Peter Hilton, Signavio

As BPM practitioners, we’re used to modelling with low-level workflow patterns, such as tasks that occur in sequence, in parallel, or optionally. While notations like BPMN 2.0 let us express low-level process structure, we prefer to discuss real business process models in larger chunks. Replacing technical details with business-level concepts improves our communication. This presentation introduces a catalogue of business process patterns, such as Management Approval, Consultation and Document Distribution. The goal of this presentation is to inspire attendees to enrich their own modelling vocabulary so that process analysts and business operations can use a shared language. The benefit of this practical technique is clearer communication.

The Emergence of the Intelligent Business: Making Sense of Real-time Data for Faster Decisions
Matthew Smith, Software AG

Most people think they know what data at scale is doing to businesses but you might be surprised. The art of data science, hyper-fast pattern recognition and crowdsourced data is already changing the world. This talk will explore some of the practical use cases already making a difference and give you a fresh set of thinking that might change your mind about your own approach.

Introducing the New ArchiMate® 3.0 Standard
Andrew Josey, VP Standards and Certification, The Open Group and Marc Lankhorst, Managing Consultant, BizZDesign

The Open Group will be publishing a new version of the ArchiMate standard for Enterprise Architecture modeling in June 2016. In this presentation, Andrew Josey, VP Standards and Certification, The Open Group and Marc Lankhorst, Managing Consultant, BizZDesign will introduce the new ArchiMate 3.0 standard and present the most important additions and improvements that have been made to the language. They will outline the reasoning behind these improvements and illustrate them with a case study that focuses on the relationship between Enterprise Architecture and strategy.

Building High-Performing Architecture Teams
Sally Bean, Sally Bean Ltd

Architects need a broad range of skills, combining probing analysis and big-picture synthesis with a clear view of an organisation’s strategy, dynamics and priorities. They must be well-connected, action-oriented boundary-spanners, who can work with diverse stakeholders who have diverse ways of working, values and priorities. Effective team-working and collaboration is vital to match the skills available to the challenges being addressed, whether within a core architecture group as part of a virtual network, or as an influential member of a multi-disciplinary task team. ‘Soft’ skills are particularly important, yet these are not well addressed by industry skills frameworks, and are not always amenable to standard training courses. In this workshop, participants will explore ways of developing the range of competencies needed to be a really effective architect. They will learn strategies for understanding and influencing behaviour, building productive working relationships and co-creating successful outcomes.

A Business Architecture Methodology
Roger Burton, BPTrends & Process Renewal Group

Business Architecture is an essential foundation for far-reaching and transformative change in all aspects of an organisation. Without one we would not know what to aim for, what work we have to do and what resource capability is required. Change initiatives would be misaligned and results sub-optimised. So what’s in a business architecture and how should we tackle the development of one in a logical and traceable way that is in complete alignment with the intentions of the business? In this workshop, Roger will illustrate a way of doing the architectural discovery and definition that starts with the business environment (the outside world) and then tackles what’s needed from work (process) and resource (capability) points of view inside. He will step through a series of models and techniques to provide a simple yet elegant way of asking and answering the key questions. Attendees will conduct work during the session.

Perspective Sessions Continued

Half Day Workshops

Business Value Realisation
Martin Sykes, 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 changes via well defined benefits and business capability changes.
• Creating Value Realization 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.

Enterprise Architecture: The Issue of the Century
John Zachman, 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

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The external perspective of environmental pressures and stakeholder expectations
• Stakeholder–derived business strategy
• The work we do – Value chains, streams and process architecture
• The capabilities we need – shared and unique Semantics, Decisions and Rules for fast change

Alignment, Traceability and Prioritization Techniques

How Concept Modelling Supports Business Process Work – Getting Great Results From a Misunderstood Technique
Alec Sharp, Clariteq Systems Consulting

Whether you call it a conceptual data model, a domain map, a business object model, or even a “thing model,” a concept model can be valuable to a business process change initiative. Unfortunately, this value is largely unrealised because BPM professionals often hear “data modelling” and think “database design” – that’s not my job”. In fact, concept modelling, the business-friendly form of data modelling, is a powerful tool for understanding one of the most fundamental aspects of a business, the “things” that processes act on or have proven to be terrifically useful to BPM professionals. Architects of various stripes, and even Subject Matter Experts. The key is to recognize that a concept model is a description of a business, not a description of a database. Another key – don’t call it “data modelling!”

Drawing on 35 years of successful modelling, on projects of every type and size, this tutorial provides practical techniques for a business-friendly approach to concept modelling, and proven techniques (with current, real-life examples) for making it a foundation for business process initiatives. Repeatable methods and patterns will be emphasised. Topics include:
• Concept modelling essentials – things, facts about things, and the policies and rules governing things
• “Guerrilla modelling” – how to get started on concept modelling without anyone realising it
• Getting out of the weeds – from logical and physical modelling into value-adding concept modelling
• How concept models help to identify an enterprise’s business process
• Running a concept modelling session – getting useful results in hours, not days or weeks

Understanding Rules by Playing the Game of Rules
Silvie Spreeuwenberg, LibRT
In this workshop, play the Game of Rules … and by doing so learn all about them. We will discuss all FAQs about business rules and operational decision management supported on rule engines:
• What are business rules and decisions about?
• What may be expected by supporting tools and how do they work?
• How does that affect the way you compose rules?
• What can affect the performance of reasoning and agility?
• What don’t these tools do?
The Game of Rules consists of three ‘playing variants’ each demonstrating a different strategy that a rule engine (or any rule-driven application development tool) may deploy:
• Domino: This variant shows how a network of rules is generated and helps to answer questions.
• Chaining: This variant shows how a forward or backward chaining algorithm may help to build a questionnaire.
• Violation: This variant shows how rule violations may drive a business process.
Attendees will play all three game variants.
• Decide what reasoning strategy is the most flexible, effective and best fit for which kind of business problem.
• Make a consistent and complete set of business rules for a decision.
• Understand how rules may drive your process.
• Express business rules so they are easy to understand, implement and use.
• Distinguish RuleSpeak and SBVR from other rule representation strategies.

Initiating and Leading Collaborative Projects
Alison Coward, Bracket
Making significant change and launching innovation projects requires collaboration. However, initiating those connections and projects, as well as making sure things get done, is challenging. Getting new teams to find common ground, generate great ideas and take action can be difficult - there’s a delicate balance between encouraging creativity and being productive. You will learn specific skills, tools and practical techniques to help you facilitate collaboration with confidence, enabling you to start, lead and deliver your innovation projects successfully.
Participants will be able to:
• Confidently build and lead teams for innovation projects
• Design and facilitate workshops, keeping teams focused and motivated
• Run more productive meetings, saving time and producing better outcomes
• Use project leadership methods which encourage, rather than stifle creativity
• Synthesise content to move from vague idea to focused action

The Milky Way: A New Space for Designing and Understanding Your Enterprise
Annika Klyver, IRM Sweden
Architecture has been too abstract and too still for too long. The Milky Way thinking adds flow and stories to your architecture and the Milky Way model makes your architecture tangible. In this workshop you will learn how to understand, analyze and visualize your business in new ways. Examples will show how the business capabilities can be presented around a business circle based on the main value flow, i.e. from ideas to sales, delivery and follow up. You will get the opportunity to model your own business with the Milky Way method and technics. The workshop will guide you to your own Milky Way – capability map and further on to two fast analysis based on the current state. A heat map will give you the ability to communicate the state of your business. Then adding change projects or initiatives to your Milky Way will give an overview of where you are making your investments.

The workshop will hands on show how you can deliver value from the very beginning and over time.
• Learn how to visualize your business in a new way
• Find the architecture story of your business
• A number of visual examples of how to describe, explain and communicate your architecture and the development of it
• Your own first Milky Way version of your organization

Architecting for the Digital Age
Jeroen Deryckx, Business Transformation Architect, Salesforce
What do Airbnb, Uber, Amazon and Alibaba have in common? Their digital platforms are their biggest competitive advantage. Driven by an API-first philosophy, these digital adversaries tap into a global ecosystem of platforms and data with unparalleled growth potential. The rise of the sharing economy has demonstrated that APIs are the way forward if you want to have scalability, data agility and speed.
Architecting for a digital age means that IT organisations are starting to adopt a new mindset and culture. The IT department of the future is a digital visionary in domains such as architecture, applications, data and processes. It sees technology experimentation and open platforms as crucial enablers for business innovation.
In the new playbook, the governance model has fundamentally changed and the CEO - as Chief Architect - takes full ownership of the organisation's business and IT architectures. In this constellation, the enterprise architect becomes the CEO's primary wingman. He is in charge of continuously scouting the emerging tech landscape and on boarding new partners with the right capabilities to turn the business vision into a sustainable platform strategy.

Management Strategies for EA: The Essential Principles and Tactics
Chris Potts, Dominic Barrow
The fundamentals of Enterprise Architecture (EA) - frameworks, methods and tools - equip each Enterprise Architect for a career-long journey of successful interventions, personal achievements and professional development. From designing solutions and roadmaps to maximising EA's contribution across the enterprise, this journey relies on EA's ability to influence business decisions, to shape investments in change, and to measurably enhance enterprise performance.
This intensive half-day workshop with EAC Europe chairman Chris Potts focuses on the essential principles and tactics for successful management strategies for EA. It includes:
• Measuring and impacting the architectural performance of your enterprise
• Diagnosing your enterprise culture and its implications for EA's success
• Formulating a robust management strategy for EA
• Executing that strategy every day through each architect's 'play-on-pass' decisions.

Entirely based on first-hand experiences of EA in practice, this workshop will help you to benchmark your own management strategy for EA, build the reputation of EA as a strategic capability, and plan the next stages of your EA journey.

Process-Based Management: Putting Process at the Centre of Business Management
Roger Tregear, Leonardo Consulting
Organisations must reduce costs, enhance products and services, and be more attentive to customers. Process-based management offers a practical solution, refocusing on value delivery. This workshop shows how Case studies prove it can be done.
We traditionally manage via the organisation chart, yet no entity on that chart can, alone, deliver value to a customer. Resources are managed 'vertically' using the organisation chart; value is created and delivered 'horizontally' via the process architecture. Most organisations lack cross-functional focus. This workshop shows how process-based management is achieved via seven enablers: architecture, measurement, governance, change, mindset, capability and support. These enhance management focus on cross-functional value creation, accumulation and delivery. The 7Enablers of BPM represents a breakthrough in process-based management theory and practice. Delegates will:
• Learn how to create effective process-based management
• Understand how to optimize each of the 7Enablers of BPM
• Discover how to sell these ideas in their own organisations

BPM + Knowledge Management = Continuous Process Improvement
Darius Silingas, No Magic Europe
The workshop presents an innovative approach integrating techniques from business process management (BPM) and knowledge management (KM) in combination with increased collaboration capability. It aims to create a learning organization, which grows its knowledge base and continuously improves its business processes. The innovation comes from considering BPM models as a foundation of knowledge base, which is easily accessible and editable using Wiki technology. A lot of emphasis is put on creating high quality models representing specific organizational aspects (business process flows, organizational roles, documents, KPIs, etc.) and properly integrating them together. Analytics and gamification techniques are applied to increase incentive of employees to use this knowledge base, propose ideas for process improvement, and contribute to updating/enhancing knowledge about specific activities in business processes. You will learn:
• How to create process-centric architecture models integrating process flows, KPIs, roles, documents, etc.
• How to use business architecture models as a knowledge base, which is easy to access and update
• How to integrate performance measurements into collaborative process-centric knowledge base to drive continuous organizational learning and process improvement
• How to apply gamification to generate incentive for all employees to collaborate in process knowledge management
• How to deploy such an approach in a large organization

The session presents an innovative approach has been created in a research project Learn PAD and successfully piloted at the municipality of Marche

Facilitating Process Discovery and Mapping Sessions: Practical Techniques for Successful Workshops

Alec Sharp, Clariteq Systems Consulting

Process and architecture work demands the participation of different stakeholders – executives and managers, individual contributors, and architects and analysts of various stripes. A key element of this is facilitated workshops. However, even for an experienced BPM or EA professional, facilitating “process” or “business design” sessions can be daunting. For instance, you can’t just walk in and ask “What are your business processes?” or you’ll get a bewildering array of tasks, procedures, functions, departments, systems, and subprocesses. If you do manage to discover a true business process, modelling it can be a challenge—you’ll have your hands full trying to keep the group from gravitating to every variation, exception, error, and piece of irrelevant detail.

Luckily, there’s a way forward. This tutorial, back up by 35 years of facilitation experience, will introduce some core facilitation techniques and then cover proven methods and agendas specifically for working with business processes and architectures. You’ll learn how to gather background information and prepare for the session, how to initiate it, how to facilitate the discovery of business processes, and how to keep the group moving while conducting as-is analysis and describing the to-be state. Key topics include:

• The importance of pre-session interviews – what to ask, what to listen for, and what to ignore
• How to structure a session plan
• Set the right tone—initiating the session without silly parlour games and “inclusion activities.”
• Initiating, sustaining, and completing activities for process discovery, modelling, and analysis
• Five essential techniques for the facilitator
• Five tough situations and how to deal with them.

Getting Business Change to Stick

Roger Burton & Sasha Aganova, Process Renewal Group

We have all experienced situations whereby the business has to change for some very good reasons but the initiative struggles to be effective and once the solution goes live true angst exists in the people that have to live with the result. We have found that often these changes may be structurally well-defined but the change agents have not applied the same degree of rigour or professionalism to human behaviours that they did to the technical / procedural aspects. In most cases this aspect of the transformation is poorly understood and haphazardly done at all.

This workshop will deal with the thorny problem of getting real holistic change to happen without the extreme pain that often comes with the challenge. Using a business change scenario in a series of working sessions, the delegates will apply a simple set of techniques that can be integrated with the typical initiative activities to connect the so-called ‘soft’ side with the ‘hard’ side. We will cover some aspects of classic ‘change management’ but reach beyond them to include the issues of motivation, culture change, and behavioral sustainability showing how these are critical and must be designed in from the start not added on at the end.

• Redefining the work: the business process baseline
• Developing the competencies: the core skills needed
• Evolving the culture: specifying the group behaviour as a set of requirements
• Overcoming resistance: navigating internal stakeholder concerns
• Communication: what to say to whom and when
• Sustaining the journey: measuring, monitoring and coaching of the team as part of the process forever

Full Day Workshops

Enterprise Architecture for Practicing Enterprise Architects

John Zachman, 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 differentiation of 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

Enterprise Investment: Combining Enterprise Architecture with Investment Portfolio Management

Chris Potts, Dominic Barrow

How good is your enterprise at investing in its architecture and processes? Does it routinely achieve its overall investment goals, and as efficiently as possible? In some organizations projects still fail up to 70% of the time. That helps to explain why disciplines like EA and BPM can either be highly-valued, or struggle to demonstrate their impact. The structure of the investment portfolio, the design of the investment process, and the enterprise’s investment culture, are all vital for success.

This full-day workshop with EAC Europe chairman Chris Potts demonstrates how organizations can truly master Enterprise Investment – by combining the power of Enterprise Architecture and Investment Portfolio Management into one board-level strategy, one projects portfolio/roadmap, and one end-to-end investment process. It explores what happens when Enterprise Architects and Business Process Managers focus their knowledge and expertise on the structure, process and culture for investing in change. What does an architect-designed investment portfolio look like? What are the essential characteristics of an efficient investment process, and of a successful investment culture?

• Why projects succeed and fail, and how executives measure the difference
• The role of financial models
• The value chain for Enterprise Investment
• Diagnosing your organization’s Enterprise Investment culture
• Investing in stability versus investing in change
• An architect-designed investment portfolio: what does it look like?
• The end-to-end business process for investing in change.

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Model-based Business Process Management – Getting Business Processes Documented

Jürgen Pitschke, BCS - Dr. Jürgen Pitschke

Business Processes need to be documented by different reasons: regulatory and compliance requirements, keep knowledge in the enterprise, communicate about business processes for training, performance measurements and other business purposes. Description forms reach from PowerPoint slides to formal models. But there is no business problem called “We don’t have enough models.” Models need to be goal oriented, Jürgen will show how to develop useful and maintainable business process descriptions with particular attention to:

• Describing processes in the service area
• Integrating business decisions and business processes

It is not the goal to discuss single notations in detail but to help participants to understand the concepts and to use them efficiently in projects. The full day workshop covers:

• Understanding stakeholder views
• Describe processes and decisions
• Understand potentials and limitations of current standards as BPMN, CMMN, DMN
• Plan your modelling efforts.
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 delegates’ 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.

4 Day
Fee: £1,845 Plus VAT (£369) = £2,214

3 Day
Fee: £1,495 Plus VAT (£299) = £1,794

2 Day
Fee: £1,145 Plus VAT (£229) = £1,374

1 Day
Fee: £695 Plus VAT (£139) = £834

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.

Discounts:
Discounts are available for group bookings of 2 or more delegates made at the same time. This cannot be used in conjunction with other discounts.

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

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.

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  16-19 May 2016, London
- Data Governance Conference Europe 2016
  16-19 May 2016, London
- Business Analysis Conference Europe 2016
  19-21 September 2016, London
- Enterprise Data and BI Conference Europe 2016
  7-10 November 2016, London

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