

Two Co-Located Conferences



IRM UK Enterprise Architecture & Business Process Management Conference Europe 2019

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The Tower Hotel
London

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 Enterprise Architecture 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 Enterprise Architecture, BPM and Business Architecture, 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 Enterprise Architecture and BPM approaches and solutions.
- **Get Value for Money.** Choose from more than 65 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.
- **Ten half day and six full day conference workshops.** Choose from an unparalleled range of pre-conference and post conference workshops on specific topics conducted by leaders in their field.
- **Exhibition and Networking Opportunities.** Network with an outstanding group of EA, BPM and Business Architecture delegates and speakers. BPM and EA solution providers will be available to demonstrate the latest in software and services available and give you the benefit of their insights.
- **Established, recognized and respected conferences.** These conferences have brought practitioners, experts and thought-leaders together from around the world for over 15 years, uncovering strategies for success in delivering world-class products, services, processes and systems.

Keynotes and Featured Speakers Include:



Crystal Eisinger
Strategy & Operations Lead
Google



Katy Murarotto
Associate Director
Strategic Business Solutions
Coca-Cola European Partners



Ralph Greenwell
Head of Architecture
Nationwide Building Society



Dave Stow
Lead Enterprise Architect
Ordnance Survey



Christian Andreasen
BPM Programme Manager
Danske Bank



Dr Michael Rosemann
Professor for Innovation Systems
Queensland University of Technology



John Zachman
CEO
Zachman International



Roger Burlton
President
Process Renewal Group



Martin Sykes
Chief Architect
Coach Storyteller & Author



Dr Jeanne W Ross
Principal Research Scientist
MIT Center for Information Systems Research

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Case Studies & Contributors Include:

- Google
- Coca-Cola European Partners
- Direct Line Group
- Nationwide Building Society
- Danske Bank
- Erste Group Bank
- British Library
- Ordnance Survey
- Centrica
- Willmott Dixon
- Aviva
- Yorkshire Building Society
- National Air Traffic Services (NATS)
- AIB
- APG
- SBAB Bank
- IBM
- The Open Group
- Canadian Western Bank
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Plenary Keynotes

The Four Stages of Process Excellence



Dr Michael Rosemann, Professor for Innovation Systems, Queensland University of Technology

New business models and fast maturing technologies have created an opportunity-rich environment in which no longer industries, but ecosystems determine the design of business processes and enterprise architectures. This context requires the re-definition of established thinking and working patterns going far beyond conventional process optimisation ambitions. This keynote will encourage BPM and EA professionals to consider four types of excellence – engineering, corporate, customer and societal – when shaping future processes and systems. This will lead to processes that are data-intensive, trusted, strive for minimum viability and require ambidextrous professionals, i.e. skilled in analysis and design.

Digitized is not Digital: Architecting Two Simultaneous Transformations



Dr Jeanne Ross, Principal Research Scientist, MIT Center for Information Systems Research

To compete in the digital economy, established companies must take advantage of digital technologies to deliver both operational excellence and rapid business innovation. But operational excellence and business innovation have very different requirements for both underlying technology and business process design. This means that digital technologies are driving two simultaneous transformations in most companies. We refer to these transformations as digitized versus digital. In this talk we describe these two transformations and discuss what MIT CISR research has found about how companies can successfully pursue both. Drawing on case studies of Schneider Electric, Royal Philips, LEGO, and others, we will explore critical design choices that are enabling companies to succeed in the digital economy. Learning points include:

- Digital technologies rarely eliminate demand for existing products and services (e.g. physical books, retail stores); rather they demand companies supplement traditional products and services with digital offerings
- Operational excellence is table stakes (i.e., a prerequisite) for the digital economy
- As industries are disrupted by the capabilities of new technologies, established companies must reimagine their value proposition.

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 Parkinsons Disease and in this seminar 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

The Myths and Mysteries of EA, BPM and Business Architecture: Take Away Insights from the Conference



Martin Sykes, Chief Architect, Coach, Storyteller & Author & Roger Burlton, President, Process Renewal Group

Enterprise Architecture & BPM Keynotes

How to Reach Hyper Speed - Hands on Experience



Klas Ljungkvist, CIO, SBAB Bank

Sharing real life experiences (some ugly...) from our journey transforming a traditional bank into a digital dragster. We're somewhere half way down that road. EA aspects and ways of working are main ingredients in our recipe to achieve hyper speed. Micro services, asynchronous communication patterns, bi-modal thoughts, successes and failures within large programs as well as CI line work are brutally and honestly disclosed. Any attendee who avoids falling asleep during the rant will have the opportunity to bring home tips'n tricks on:

- How to survive and win in a digital market – speed is the single most important capability to grow!
- For SBAB speed is achieved through ways of working and architecture
- Decoupled architecture enables team ownership and frequent deploys
- Autonomous, vertically sliced teams cater for independence, scalability and mandate – which yields speed

Building and Running Systems is not Enterprise Architecture and Vice Versa



John Zachman, CEO, Zachman International

Since the inception of commercial use of electrical equipment (analog and digital, wired boards and stored programming technologies) for business, the focus has been on increased productivity: improving quality, reducing time and cost. The responsibility for technology implementations and operations historically has been within the purview of the Information Community, in the early days called EDP or ADP ... later named DP or I/S or MIS ... and then IM and now, typically IT. This has been and still is "Building and Running Systems." However, the focus is changing: the Digital Revolution, Business Intelligence, Analytics, Artificial Intelligence, Internet of Things ... Robotics, etc. Today the challenge no longer is simply productivity: improving quality, saving time and money. Today's challenge is designing the Enterprise to accommodate structural and disruptive change while seamlessly maintaining operations and, at the same time, avoiding major re-development projects. THIS is Enterprise Architecture ... which is different from building and running systems.

Becoming a Process Led Organization Starting from Zero



Katy Murarotto, Associate Director, Strategic Business Solutions, Coca-Cola European Partners

Coca-Cola European Partners is the result of the merger of 3 main bottlers in Europe (13 countries). We need a better understanding of the differentiation in our 'as-is' processes to support the definition on our 'to-be' processes which will assist in making the right decisions for the standardization and simplification of our IT-landscape and application set, to enable the delivery of the capability program and an overall reduced operational cost base. From our consumers to our supply chain process, capabilities, data, application and infrastructure, we need to design a future as an entity which requires extensive change management and people training as well as fighting the old ways to do it.

Why Business Needs to Manage its Processes: A Fireside Chat



Gero Decker, Co-Founder & CEO, Signavio

Business Process Management has been Dr. Decker's life, from his university pioneering research to establishing a successful company committed to bring collaboration and the power of knowledge to business process work. In this conversation with Roger Burlton, the Chair of the BPM conference, Gero will provide his insights regarding what is needed to successfully transform work and sustain continuing advantage in our enterprises. The discussion will cover the essential management topics of strategy, architecture, business design and governance, and the tactical aspects of continuous work improvement and performance management. It will feature the criticality of gaining and exploiting reusable business process knowledge to enable strategy realization, transformation, adaptability and day to day management. Delegates will have ample opportunity to pose questions and challenges to Dr. Decker in, what will surely be, a lively session.

Monday 21 October 2019: Pre-Conference Workshops

Full Day Workshops - 09:30 - 17:00

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

A Foundation For All Things Process: Modelling, Design and Architecture
Sasha Aganova & Roger Burlton, Process Renewal Group

Morning Workshops - 09:30 - 12:45

The Scientific Principles for Creating Intuitive Diagrams for your Business Stakeholders
Louise Harris, SToS Inc.

The New Process You Need to Make Your Customer-First Strategy a Success
Denyse Drummond-Dunn, C3Centricity

Setting up Effective Architecture Governance Without a Formal EA Framework
Gerben Wierda, Team Coordinator Architecture & Design, APG

We Shape our Tools, and Thereafter our Tools Shape Us
Martin Sykes, Chief Architect, Coach, Storyteller & Author

Investing in Architecture: Enterprise, Business or Both?
Chris Potts, Dominic Barrow

Afternoon Workshops - 13:45 - 17:00

Architecting Your Business for Digital Success
Dr Jeanne W Ross, MIT Center for Information Systems Research & Cynthia M. Beath, McCombs School of Business at UT Austin

Unleashing Creativity is Two Things: 1. Innovation & 2. Change
John Zachman, Zachman International

Who's in Charge? Making Process Governance Real
Roger Tregear, TregearBPM

Facilitation Techniques for Analysts and Architects - Productive Sessions in Agile Timeframes
Alec Sharp, Clariteq Systems

Patterns of Strategy
Patrick Hoverstadt, Fractal

Tuesday 22 October 2019: Conference Day 1 & Exhibits

08:00 - 09:00 Registration

09:00 - 09:15 Conference Welcome: Roger Burlton, Process Renewal Group & Martin Sykes, Chief Architect, Coach, Storyteller & Author

09:15 - 10:15 **Plenary Keynote: Digitized is not Digital: Architecting Two Simultaneous Transformations**, Dr Jeanne W Ross, Principal Research Scientist, MIT Center for Information Systems Research

	Enterprise Architecture	Enterprise Architecture	Business Architecture	BPM: Methods and Techniques	BPM: Business Transformation
10:45 - 11:35	Architecture Governance in an Agile World Robert Anderson, Enterprise Application Architect, Direct Line Group	The Essential Personality Traits of a Successful Enterprise Architect Nick Malik, Infosys Ltd	Enabling Agile Digital Transformation with Business Architecture Alex Romanov, Avrolabs & John Götze, Qualiware & IT University of Copenhagen	The Practical Guide To High-Quality Business Process Models Edmund Metera, Senior Project Manager, Canadian Western Bank	Customer Excellence: The New Business Imperative Mark McGregor, Independent Strategist
11:45 - 12:35	"A Seat at the Table" - Our EA Journey Daniel Pettit James Ibbotson & Paul Mant, Enterprise Architects, Willmott Dixon	The Future of Architecture Michael Rosen, Wilton Consulting Group	Business Architecture and the Digital Mindset Dr Debra Paul & Jonathan Hunsley, AssistKD	Robotics in Context - Finding the Right Tool to Solve the Right Process Problem David Brakonieccki, BP3 Global Limited	BPM in Danske Bank - Key Enabler for Digital Transformation Across Customer Journeys Christian Andreasen, BPM Programme Manager, Jutta Pribil, Automation Team Lead, Danske Bank
12:35 - 14:05	Networking Lunch, Exhibits & Lunchtime Sessions				
14:05 - 14:55	EA Keynote: How to Reach Hyper Speed - Hands on Experience Klas Ljungkvist, CIO, SBAB Bank		BPM Keynote: Becoming a Process Led Organization Starting from Zero Katy Murarotto, Associate Director, Strategic Business Solutions, Coca-Cola European Partners		
15:05 - 15:55	Enterprise Architecture and Agile: A Match Made in Digital Heaven Brian Dillon, Head of Engineering, Business Direct Channels, AIB	Delivering Better Customer Journeys and Architecture with Limited Resources - How Do We Do It? Klaus Østergaard, Ostergaard Consulting	Business Architecture vs Business Process Management: "Two Sides of the Same Coin?" Petra in 't Veld-Brown, Diaphanum Ltd	Fit for Purpose - a Process View of Organisational Fitness Roger Tregear, TregearBPM	Initiating a BPM Approach to Change Management: A Case Study Claire Caulfield, Business Change Manager, British Library & Vicky Rothwell, Adroit Architecture
16:25 - 16:45	EA in a Technology Led Company: from Technology Delivery to Designed Enterprise Change Dave Stow, Lead Enterprise Architect, Ordnance Survey	Surfaces, Socks and Shadows: Unexpected Lessons From Driving Change at Google Crystal Eisinger, Strategy & Operations Lead, Google			The Value Initiative - Implementing Product Management at CERN Lucy Lockwood, Product Manager, CERN
16:55 - 17:30	Plenary Keynote: The Power of Change - A Personal Journey , David Beckham, Senior Business Analyst, Aviva				
17:30 - 18:30	Drinks Reception & Exhibits				

Wednesday 23 October 2019: Conference Day 2 & Exhibits

09:00 - 10:00 **Plenary Keynote: The Four Stages of Process Excellence**, Dr Michael Rosemann, Professor for Innovation Systems, Queensland University of Technology

10:10 - 11:00	Building Large-Scale Digital Repeatable Systems (e.g. Smart Cities) Dr Alexander Samarin, SAMARIN.BIZ	Hypothesis-Based Architecture Ralph Greenwell, Head of Architecture - Mortgages and Regulated Advice, Nationwide Building Society	Applying TOGAF® Business Architecture Enhancements Paul Homan, IBM Services & Andrew Josey, The Open Group	A BPMN and DMN Approach to Design and Manufacturing Dario Campagna, ESTECO	Case Study: Using Business Design to Enable the Integration of Two Leading Brands Sasha Aganova, Process Renewal Group
11:30 - 12:20	Progress and Pragmatism - Putting EA at the Heart of ATM Capability Development Dan Meadows, Head of EA and Requirements, National Air Traffic Services (NATS)	Panel Discussion: Security is Every Architect's Responsibility. Are You Involved? Martin Sykes, Chief Architect, Mike Rosen, Wilton Consulting Group & Jane Chang, Executive Advisor, Centrica	Business Transformations: Streamlining Strategy, BPM and EA, a Practical Challenge Qaisar Hayat, Sr. Consultant, BPM, Saudi Industrial Development Fund	It's Time for AI-Assisted Business Process Improvement Stéphane Méry, Automation Intelligence Chief Architect & Distinguished Engineer, IBM	Process Management Harvest: a 5-year BPM Case Study Matthias Mueller, Global Business Process Facilitator, Zespri
12:30 - 12:50	EA of an Enterprise of Things David Gee, Enterprise Architect, University of Hertfordshire	SASSY Architecture Ivo Velitchkov, Independent Consultant	From Reactive to Proactive: How Business Architecture Helps Business to Understand What the Real Need Is Dusan Tonic, Business Architect, Erste Group Bank		Value Modelling for More Successful Process Change Louise Harris, President, SToS Inc.
12:50 - 14:20	Networking Lunch, Exhibits & Lunchtime Sessions				
14:20 - 15:10	EA Keynote: Building and Running Systems is not Enterprise Architecture and Vice Versa , John Zachman, CEO, Zachman International		BPM Keynote: Why Business Needs to Manage its Processes: A Fireside Chat Gero Decker, Signavio & Roger Burlton, Process Renewal Group		
15:20 - 16:10	Emily's Rebellion - Getting Cosy With Product Managers and Service Designers Graham Wilson, Robinson Ryan	EA is a Marathon, Not a Sprint Richard Frost, Enterprise Design Lead, Yorkshire Building Society	The Process-Data Connection - How Concept Modelling Supports Process and Architecture Work Alec Sharp, Clariteq Systems	An Experiment with BPMN and Customer Journeys Marco Kelderman, Lab2018	Developing the Customer Driven Organisation Jon Ingham, Strategic Dynamics
16:30 - 17:10	Plenary Keynote and Conference Close: The Myths and Mysteries of EA, BPM and Business Architecture: Take Away Insights from the Conference Martin Sykes, Chief Architect & Roger Burlton, Process Renewal Group				

Thursday 24 October 2019: Post-Conference Workshops - Full Day Workshops - 09:00 - 16:30

09:00 - 16:30

Process Design within a Bigger Box - How to Create New Process Experiences Dr Michael Rosemann, Queensland University of Technology	Accelerating Your EA Transformation with Visual Story Maps Martin Sykes, Chief Architect	Business Architecture Masterclass - Real World Business Architecture: Techniques for Practicing Architects Roger Burlton, Process Renewal Group	Enterprise Design and Design Sprints for Architects - How to Use Design to Facilitate Innovation and Change Faster Annika Klyver, IRM Sweden & Milan Guenther, EDA
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Full Day Workshops:

Getting Started in EA: Designing an Architecture Function to Fit your Enterprise

Sally Bean, Enterprise Architecture Consultant, Sally Bean Ltd and Philip Hellyer, EA Consultant, Philip & Finch

This interactive full-day workshop is for anyone who wants to understand EA better or who wants to establish EA in their enterprise. We'll cover the basics of EA, providing foundational knowledge to take into the rest of the conference. Working in small groups, delegates will explore how to approach EA, what deliverables to produce, what pitfalls people encounter, and where the value comes from. We'll also examine the range of competencies needed in an architecture team to be truly effective and how to have productive working relationships with your stakeholders.

- The essence of EA: what is it and why should you do it
- Knowing where to start so that you can have the biggest impact
- Qualities of the most successful enterprise architects and how to develop them

A Foundation For All Things Process: Modelling, Design and Architecture

Sasha Aganova, Managing Partner, Process Renewal Group & Roger Burlton, President, Process Renewal Group

This working session provides the foundation for the full range of practices from strategic to tactical Business Process Management. It is based on proven formal methods and over twenty years of practical experience of the hundreds of projects conducted by Process Renewal Group and the sage advice found by the leaders at the knowledge portal: BPTrends.com. It provides an overview and discussion of the principles, concepts and techniques required to master business processes. The seminar introduces a systematic approach for your company's business process architecture and for modeling and redesigning specific processes within it as well as with the prioritization of capability change. It provides a solid basis for newbies and a great refresher for anyone experienced with processes, from architects, analysts, designers and change practitioners.

This session establishes a sound baseline and a common language for all work management innovation and process renewal. It will tackle traditional process management and cover the differences required by a digitalized approach which requires an emphasis on data integrity from end to end. It will be delivered in a lively, interactive and enjoyable way.

Attendees will learn:

- Why Business Processes and BPM are still essential in a world of Agile
- Guidelines from the Business Process Manifesto and the Business Agility Manifesto
- Development of a Process Architecture and Process Models
- How digitalization changes the methodology

Half Day Workshops:

The Scientific Principles for Creating Intuitive Diagrams for your Business Stakeholders

Louise Harris, President, SToS Inc.

Do you find it difficult to get enough time and attention from critical stakeholders to review and provide critical input to changes in business process or business architecture design? Has your organization experienced implementing change only to discover gaps or hidden change risks at the last moment?

Using diagrams to design change is a key function of developing a business architecture that minimizes gaps and change risk. But diagrams can also be confusing to business stakeholders. Especially complex diagrams that seek to depict the scope and impact of business transformation.

In this workshop you will learn scientifically researched principles of visual cognition and organizational change that can transform your diagrams into intuitive visual tools for communicating and co-designing change.

Participants will:

- Understand what makes a diagram difficult to understand
- Learn principles for effective diagrams
- Understand when and how to apply these principles
- Practice applying these principles

The New Process You Need to Make Your Customer-First Strategy a Success

Denyse Drummond-Dunn, President & Chief Catalyst, C3Centricity

Despite the opportunities presented by artificial intelligence and machine learning, we still need humans to understand other humans. In fact, we need people more than ever, to make sense of the tsunami of information flooding into companies these days.

Customer understanding and insight development demands an outside-in approach, but most organisations don't use this. The reason is because their foundations are unsound.

The fundamentals of insight development that few companies know and even less implement, start with precise category definition and customer identification.

Using examples from major FMCG and Pharma companies, the new process this talk proposes will save time, budget and resources, while at the same time providing deeper and more actionable insights.

This presentation will provide answers all businesses need to grow more profitably:

- How to define a more customer-focused category definition and know when to differentiate for current and new brands.
- How to understand customers and integrate their behaviours and emotions into journey mapping.
- How to develop real customer insights and then turn them into action for the benefit of the customer, the market and the organisation

Setting up Effective Architecture Governance Without a Formal EA Framework

Gerben Wierda, Team Coordinator Architecture & Design, APG

There are many architecture frameworks. TOGAF, DODAF, MODAF, FEAF, IAF, GEA, MDA, MDMA, DYA, and the list goes on. Still alive or long deceased, they

have (or had) only one problem: applying them had too little effect.

So, let's turn it around. What practical, key choices can you make to get results, regardless of the big frameworks? What are the elements that are required to get decent design decisions in your organisation? What are the essentials, the 'conditio sine qua non' for good architecture?

This is a workshop about key aspects of organisational design decision making, about ownership, roles and processes. And about turning the organisation into something that actually has a chance of producing the best possible design decisions. It's a workshop about the architecture of governing the architecture. One could be afraid that someone would put a staple through it and call it a framework...

We Shape our Tools, and Thereafter our Tools Shape Us

Martin Sykes, Chief Architect, Coach, Storyteller & Author

The tools we use in our EA work shape the nature of the work we do. In this workshop we will build on a framework of tools that integrate the many different activities of an EA to leave the participants with a personal map of the tools they use, the tools they could use, and the ones they want to avoid. The framework used draws on the core modelling tools and the major architecture frameworks, and then extends into the related disciplines of strategy, portfolio management, business case development, change management, project management, operations, systems thinking, communications and influencing.

Learning points:

- Gain an overview of tools and techniques and a new insight into how they all fit together.
- Assess your own awareness and ability to use the range of tools.
- Understand which tools and techniques you could adopt to fill gaps in your personal toolkit and for your team.
- Develop a personal map of the tools relevant to your work today, your organisation and your career, with a heatmap of the changes you want to make in your own toolkit.

Investing in Architecture: Enterprise, Business or Both?

Chris Potts, Practitioner, Mentor, Trainer and Author, Dominic Barrow

For executives and senior managers, the emergence of Business Architecture as a distinctive discipline has challenged their reasons for investing in architects, and in the work that they do.

While the proposition of architecture is essentially the same, whatever the scope, is it better to invest in Enterprise Architecture (EA), Business Architecture (BA), or some combination of the two? The opportunities for Enterprise Architects and Business Architects to deliver their unique influence and contributions depend on that choice.

In this intensive, practical and entertaining workshop, explore the differences – as executives would see them – between EA and BA. Is BA simply a 'layer' within EA, or is it more complex (and interesting) than that? And, where do they both appear in the organisation's board-level Change Portfolio?

Using his outside-in architectural model, from the book "Recreation", and his experiences of working with people worldwide, Chris will illustrate the overlaps, 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 how that

architecture is changing.

- The value of investing in architecture, whatever the entity
- Enterprise, Business, Architecture – the executive perspective
- Architects, their influence, and the organisation's Change Portfolio
- Market dynamics and your Enterprise Investment goals
- The solution: investing in Enterprise Architecture, Business Architecture, or both?

Architecting Your Business for Digital Success

Jeanne Ross, Principal Research Scientist, MIT Center for Information Systems Research & Cynthia M. Beath, Professor Emerita of Information Systems, McCombs School of Business at UT Austin

Most established companies have deployed digital technologies, like cloud, mobile apps, internet of things, and artificial intelligence. But few established companies are designed for digital business success. Digital success involves delivering new customer value propositions that are inspired by three capabilities of digital technologies: ubiquitous data, unlimited connectivity, and massive processing power.

Because business and technology architecture at established companies has typically emphasized efficiency, reliability, and security, established companies struggle to develop new digital offerings that solve customer problems. Research at MIT's Center for Information Systems Research has identified five digital building blocks essential to established companies that are redesigning themselves to identify and deliver new digitally-inspired customer value propositions: (1) operational backbone, (2) digital platform, (3) shared customer insights, (4) accountability framework, and (5) external developer platform. These five organizational assets are difficult to develop, which makes digital transformations very long journeys.

This workshop will explain the need for companies to develop these five building blocks—emphasizing the unique technology and organizational changes that help established companies develop successful digital offerings. We will describe how a number of big, old companies developed these organizational assets and discuss what companies can learn from their journeys. The group will then engage in an exercise to guide development of a roadmap for a digital transformation.

Learning points:

- Digital is all about speed but it takes a long time
- As established companies become digital, they must componentize their businesses
- Componentized businesses build and leverage reusable technology components to drive rapid business innovation
- To become digital, companies must abandon structure as an early element of business architecture—structure stabilizes and digital companies are constantly changing
- Architecting a digital company involves development of five distinct but interrelated building blocks that address their people, process, and technology requirements
- Companies learn how to succeed at digital—there is no template for the digital journey

Unleashing Creativity is Two Things: 1. Innovation & 2. Change

John Zachman, CEO, Zachman International

The implication of Innovation is creating something that has not before existed and it is challenging even to visualize something that has not existed. Many people are challenged by the "blank sheet of paper" syndrome

... so how does one begin? How do you unleash creativity? Start with components that can be rearranged into something never before conceived. Enterprise Architecture is that set of unconstructed components that can be molded into an infinite variety of structured realities, much like the set of elements of the Periodic Table that can be structured into an infinite variety of compounds, the domain of building blocks that can be shaped into implementations never before conceived by anyone. It is the catalyst for creativity.

But the word "Unleashing" also implies a reality, not only conceived, but realized. In the case of Enterprises, something always already exists. The very concept of "enterprise" embodies the idea of an undertaking, requiring effort and purpose to generate value either in the sense of revenue, or product, or service. Enterprise is not something that exists only in someone's mind or garage. Enterprise IS. Therefore ANY innovation not only implies, but demands change, structural change as well as behavioral change. The risk of any change is failure, abrupt failure, typically due to unintended consequences. In early computer history, we used to call these "abends." Enterprise "abends" can be cataclysmic.

For 7,000 years of known history, Architecture is the only known device for predicting and precluding unintended consequences of change, that is "abends."

Learning Objectives

- Experience the "doing" of Enterprise Architecture
- Architecture is not arbitrary and not negotiable
- Architecture elements can be rapidly restructured for simulation and risk mitigation before investing resources
- "Diagnosis and prescription" are the domains of Professionals (and the purpose of Architecture) – "application" is labor

Who's in Charge? Making Process Governance Real

Roger Tregear, Principal Advisor, TregearBPM

We appoint someone to be process owner for a cross-functional process and say they are now "in charge of the process" or "responsible for the performance of the process". The functional managers who have long been responsible for operational delivery of the parts of that process are now 'annoyed' and confused. Cue continuous argument!

We've been designing process governance all wrong and killing process-based management.

This tutorial takes a new look at what is required of process governance and how it might be rethought in an innovative, and perhaps counter-intuitive, way. A novel tripartite arrangement is described that delivers the necessary authority, ownership, and support. Related case studies show how the model works in practice.

The tutorial incorporates a governance clinic allowing participants to discuss process governance implementation difficulties and challenges. Participants will leave with a proven, practical, and fully-formed process governance model.

Learning points:

- Why process governance is critical
- How process governance fails
- Three essential elements of process governance
- A new implementation-ready process governance model
- Governance clinic: participant problems analyzed

Facilitation Techniques for Analysts and Architects - Productive Sessions in Agile Timeframes

Alec Sharp, Senior Consultant, Clariteq Systems Consulting

The work we do demands the participation of many stakeholders – executives and managers, individual contributors, and architects and analysts of various stripes. One-on-one interviews are simply not enough to build a shared understanding of the current situation, and a shared vision of the future. Facilitated workshops are essential!

Even for an experienced professional, though, facilitation can be a daunting prospect. "How can I initiate the session without silly inclusion activities?" "How can I keep an active group on track and productive?" "How can I deal with the inevitable disagreements or difficult participants?" Luckily, there are specific ways to deal with these and other situations.

This tutorial, designed expressly for analysts and architects and backed up by 35 years of facilitation experience, will introduce core facilitation techniques.

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;
- The surprising value of "venting" early in a session;
- Five essential techniques for the facilitator, and how to deal with five tough situations;
- Proven session agendas, and a review of actual session outcomes.

Patterns of Strategy

Patrick Hoverstadt, Director, Fractal

This workshop will introduce you to the principles and practice of the "Patterns of Strategy" (PoS) approach to developing strategy. The statistics on the failure of conventional strategy are shocking at 70%-98% failure rate, We'll look at why this is and at some of the ways in which conventional strategy is fundamentally flawed and show how PoS provides a proven alternative. PoS is a dramatically faster way of developing strategy which speeds up the cadence of formulation and execution. It describes a strategy as sets of manoeuvres and shows how to understand and use the dynamics of strategic situations to your advantage.

"There's a reason why people keep coming back year after year – great conference (as always)."

Terje Bremnes, Enterprise Architect, Helse Vest, Norway

"Possibly the best conference I've ever attended for the insights and ideas it has provided."

Philip Ainsworth, Business Architect, Student Loans Company

"This has been one of the better Conferences I have attended. A good and diverse range of speakers from around the world."

Chris Waters, Enterprise Architect, Hiscox Insurance

We'll take you through the principles and elements of the approach and then quickly move on to doing a strategy exercise using the approach. If you have a strategic issue you'd like to explore and work on, this is your opportunity.

Process Design within a Bigger Box – How to Create New Process Experiences

Dr Michael Rosemann, Professor for Innovation Systems, Queensland University of Technology

Established BPM approaches have traditionally emphasised a reactive, pain-point driven approach. Lean eliminated waste, Six Sigma focused on variation and RPA addressed human labour. However, these methods do not capitalise on the opportunity-rich environment which has emerged in the digital age of business model innovation and customer-centric design.

This workshop will provide a number of systemic approaches that help BPM professionals to identify entire new process design options without the need to rely on creative brainstorming sessions. Five different lenses will be introduced and participants will continuously deploy these in this highly interactive workshop to their very own process scenarios. The rapid design method NESTT will be introduced to show how these approaches can be used within a four-week process innovation sprint.

Accelerating Your EA Transformation with Visual Story Maps

Martin Sykes, Chief Architect, Coach, Storyteller & Author

A Visual Story Map is typically a one-page representation of the change or transformation you are planning, constructed to allow you to tell the story of change, enhance engagement and gain commitment. We think in narratives all day; whether describing our journey to work, sharing news or explaining what someone did, storytelling is how we make sense of the world. Our brains are also amazing visual processors, able to handle massive volumes of information by spotting patterns and inferring meaning. When we bring the two together, we can create maps that help people understand the context and the journey for transformations.

Based on the techniques described in the book *Stories That Move Mountains* this workshop will give you a solid grounding in the process for creating a Visual Story Map and how to use it in your organisation.

You will learn how to:

- Draw out your transformation story in a clear, succinct, compelling form that people want to engage with
- Structure complex information into compelling change stories and great visuals
- Use story frameworks and characters to engage your audience
- Structure the Visual Story Map to tell the high-level journey and the many personal stories for the specific groups and individuals involved.
- Build design skills to create an effective Visual Story Map, often built from models and information you should have from your EA work
- Create communication materials that people understand in their own context and also interpret consistently

- Learn how to incorporate Visual Story Maps into your processes for analysis, design, change management, and reporting.

Business Architecture Masterclass - Real World Business Architecture: Techniques for Practicing Architects

Roger Burlton, President, Process Renewal Group

It seems that lots of people are becoming Business Architects these days but when you ask each what it is they actually do, innumerable answers surface. This working session will help improve your business architecture practice by featuring a number of essential, highly intuitive and usable techniques shown in a business architecture context. Current architects will learn some new approaches, find new twists on familiar ones and discover how to put them all together in a confident way.

The session will involve plenty of discussion time with other workshop participants and Roger Burlton; a pioneer and deeply experienced business architect and educator.

- Stakeholder value analysis
- North Star creation
- Business Concept Modeling
- Value Process Architecture
- Business Capability Modeling
- Strategic Prioritization

Enterprise Design and Design Sprints for Architects – How to Use Design to Facilitate Innovation and Change Faster

Annika Klyver, Senior Business Architect, IRM Sweden and Milan Guenther, Partner, EDA

During this masterclass you learn how to apply a design perspective when you innovated and initiate changes in your enterprise. You will also learn how the knowledge of the architecture is used as constraints and opportunities guiding you and your team to a solution that is possible to deliver in your current enterprise.

The class will take you through an Enterprise Design Sprint from engagement to deliver using a design approach as well as architected models like the capability map, the Milky Way. As an Enterprise, Business or Process Architect, you will see how you rapidly can innovate and facilitate faster changes using an Enterprise Design Sprint. It will help you take the next step to create faster innovation and change. A change grounded in your business situation. We accomplish this by using the Milky Way mapping as a universal model in Enterprise Design, making this proven Design Sprint tool introduced to the startup world by Google Ventures enterprise-ready.

We'll show how Enterprise Design Sprints are a fast, workable approach to innovate and transform the whole business (not only IT). You will also experience how powerful the design methods are to really understand customer needs and create empathy for the users, both external customers and the employees. The Enterprise Design Sprint enables us to go from the big picture, to details and back to the big picture again: making the links visible, tracing performance and decisions, and engaging stakeholders.

Topics covered:

- Introduction to the Design Perspective
- Introduction to Strategic Enterprise Design – the core principles
- Planning and running Enterprise Design Sprints for business impact
- Using The Milky Way mapping technique to ensure that the new idea fits into your existing Enterprise and architecture
- Translating mappings and models from stakeholder views to architecture

"The event continues to be a success, I like the community feel, it allows for good networking opportunities in addition to discussing and debating topics."

Harminder Duhra, Senior Enterprise Business Architect, Nationwide Building society

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

Amitabh Apte, CTO, Fujitsu

"It was an inspiring event. The Keynote speakers were excellent. I went home with lots of new ideas."

Jan Harm Padmos, Policy Adviser, Sociale Verzekeringsbank, Netherlands

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

Mark Melton, Business Architect, Elsevier

Discounts

Group Booking Discounts:

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

**Tuesday 22 October:
Conference
Day 1 & Exhibits**

08:00 - 09:00

Registration

09:00 - 09:15

Conference Welcome

Roger Burlton, President, Process Renewal Group & Martin Sykes, Chief Architect

09:15 - 10:15

Plenary Keynote: Digitized is not Digital: Architecting Two Simultaneous Transformations

Dr Jeanne Ross, Principal Research Scientist, MIT Center for Information Systems Research

To compete in the digital economy, established companies must take advantage of digital technologies to deliver both operational excellence and rapid business innovation. But operational excellence and business innovation have very different requirements for both underlying technology and business process design. This means that digital technologies are driving two simultaneous transformations in most companies. We refer to these transformations as digitized versus digital. In this talk we describe these two transformations and discuss what MIT CISR research has found about how companies can successfully pursue both. Drawing on case studies of Schneider Electric, Royal Philips, LEGO, and others, we will explore critical design choices that are enabling companies to succeed in the digital economy.

Learning points:

- Digital technologies rarely eliminate demand for existing products and services (e.g. physical books, retail stores); rather they demand companies supplement traditional products and services with digital offerings
- Operational excellence is table stakes (i.e., a prerequisite) for the digital economy
- As industries are disrupted by the capabilities of new technologies, established companies must reimagine their value proposition

10:45 - 11:35

Architecture Governance in an Agile World

Robert Anderson, Enterprise Application Architect, Direct Line Group

How DLG set up a lightweight EA governance process for its Digital department that was wanting to work in an agile manner.

Attendees will learn:

- Challenges that agile poses to architecture governance

- How to right size EA governance for agile ways of working
- How an architecture framework approach provides agility

The Essential Personality Traits of a Successful Enterprise Architect

Nick Malik, Enterprise Strategic Architect, Infosys

Skills matter, and so do experiences. But if you want to be the best Enterprise Architect you can be, or to hire the best candidate for your EA program, it is critical to look for the personality traits of a successful enterprise architect. In this presentation, Nick Malik will present the results of surveys and interviews with Chief Architects and CIOs from a broad range of organisations that answered the question: what traits do you hire for, and what traits do you encourage, in your Enterprise Architecture team?

You will learn:

- The handful of personality traits that CIOs and EA leaders have observed to be beneficial, and which ones have been less so
- How to market your openings to candidates who have the personality traits that you need
- How do you follow through to encourage the growth of these traits in your team

Enabling Agile Digital Transformation with Business Architecture

Alex Romanov, President & Principal Consultant, Avrolabs and John Götze, Director of Research & Education & Assistant Professor, Qualiware & IT University of Copenhagen

Classic Enterprise Architecture for a complex business eco-system requires time-consuming efforts traditionally producing complicated and difficult to change models. This contradicts the need of EA to support the digitally successful organization's business agility – its ability to:

- Rapidly introduce emerging technologies into already established business model, and
- Rapidly explore business model innovations, or possible reactions to changing market demands

We introduce several project-proven EA- and EA work-organising approaches:

- Systemic search for digital opportunities
- "Segregated Business Services Design" – pre-emptive identification and definition of eventually possible digital interfaces throughout the enterprise's business ecosystem
- Governance of pre-componentised & digital-ready business architecture
- Two-speed business architecture-as-a-service

Adopted as pattern-based style from the get-go, this does not make the EA development heavier, but it makes the enterprise intrinsically ready for rapid changes, such as client-facing service digitalization, digital outsourcing, digital consolidation of internal services, digital interaction with suppliers, and generally digital-oriented business model change.

The Practical Guide To High-Quality Business Process Models

Edmund Metera, Senior Project Manager, Canadian Western Bank

Despite proven process management and information technology (IT) methodologies, excellent modeling tools, and robust modeling notations (like BPMN), and despite all the well-intentioned efforts of business analysts and modeling participants, there still are a lot of ineffective business process models out there. Why?

More than anything else, a business process model's quality relies upon the competence of the business or process analyst. Competence is marked by an effective, consistently practiced approach for producing a business process model in the face of unique project dynamics.

This practical session will help you to produce high-quality business process models by adopting a defined and proven approach.

Learn how to:

- Get/Build competence
- Produce process models that meet expectations
- Ask the right questions
- Take advantage of BPMN
- Validate model quality.

Customer Excellence: The New Business Imperative

Mark McGregor, Independent Strategist

After years of pursuing Operational Excellence, many organisations have now refocused on Customer Experience as their strategy for improvement. In this presentation you will learn, why this may be a mistake and why Customer Excellence will become your new North Star. Sharing concepts, frameworks and ideas from his new book, Mark will seek to explain why Customer Excellence is the new business imperative. Only by combining outside-in thinking with inside-out thinking can we build a sustainable business that consistently delights customers, every time they engage with us and generates the required returns for stakeholders.

During this session you will learn about:

- What Customer Excellence is and why you need it.
- The Customer Excellence Framework and how to apply it.
- How to capture customer journeys in hours not weeks.
- The importance of communication and the wisdom of the crowd.

11:45 - 12:35

"A Seat at the Table" - Our EA Journey

Daniel Pettit, James Ibbotson & Paul Mant Enterprise Architects, Willmott Dixon

In 2018 Willmott Dixon undertook a major IT transformation in order to move towards a service oriented model. One of the main components of this was to introduce a brand new Enterprise Architecture function.

With numerous semi-autonomous business units and ownership of key technical areas

entirely claimed by end-user groups, establishing this function successfully was a difficult proposition.

To add to this challenge all three of the organisations new EA's had no prior experience in the role, each coming from related Business Analysis or Project Management backgrounds.

Twelve months in, we share our journey to incorporate an EA function into a traditional organisation; starting from a blank sheet of paper.

Key points:

- The steps to building an EA function: Frameworks, Process & Skillsets
- How to establish the EA functions presence in a business unused to having it.
- The key lessons we would have told the 'us' of 12 months ago.

The Future of Architecture

Michael Rosen, Chief Scientist, Wilton Consulting Group

Everything in business and technology is changing, and architecture must change to keep pace and stay relevant. What role can architecture play in rapid strategic planning? How do we support new digital business and operating models? What happens when scope changes from the enterprise to the ecosystem? What about digital twins? What is a "cognitive enterprise" and "intelligence centric computing" and how do we architect for then? How does architecture support DevOps, microservices, automation, rapid change? More...?

This presentation explores the new landscape of architecture, the changes required, and how architecture can harness new technologies to achieve the 3 A's: awareness of the enterprise's architectural environment, automation of architectural tasks and analysis, and augmentation of architectural decisions and recommendations.

Delegates to this session will learn:

- The future architecture ecosystem
- New opportunities for architectural influence
- Tools and technologies to accelerate architecture

Business Architecture and the Digital Mindset

Dr Debra Paul, Managing Director and Jonathan Hunsley, Principal Consultant, AssistKD

To survive and thrive in today's increasingly competitive world, an enterprise needs to convince actual and potential customers to engage with its services and this engagement needs to be positive and persistent.

Architectural domains such as business architecture provide insight to help the enterprise succeed but are only part of the picture. Customer Experience (CX) design is necessary but has to be understood within the enterprise context and, similarly, the place of situation analysis and solution architecture needs to be clear. Essentially, all of these disciplines need to work in a coherent and integrated way to enable beneficial outcomes and success for the enterprise. Without this coherence, we have fragmentation, empire building and land grab – none of which are helpful in a business context.

The presentation draws on both academic

research and practitioner experience regarding business and solution architecture, CX design and service thinking to explore how these disciplines can be a coordinated and provide the required cohesive view.

The session will provide attendees with:

- An analysis of the root causes behind dissatisfaction with architectural practice within enterprises
- A framework for the digital mindset
- Insights into CX design and how this relates to an enterprise
- Awareness of service thinking and 'value co-creation'.

Robotics in Context - Finding the Right Tool to Solve the Right Process Problem

David Brakoniecki, Managing Director, BP3 Global

Robotic Process Automation, RPA or just Robotics has grown exponentially in recent years and is now treated like the solution to every problem. Used correctly, RPA is a revolutionary technology with the capability to transform your business but applied, thoughtlessly, it can be the cause of more problems than it solves.

In this session, we explore how to use agile software technique to identify when AND when not to apply RPA in your organization. More broadly, we will explore different types of automation from robotics, to workflow and case management solutions through to Machine Learning approaches and how to organize your automation investments to release value early in order to drive further investment. Also, how to borrow from the realm of data science, techniques around exploratory data analysis and process mining to support iteratively validate the conclusions.

Participants will learn:

- How to identify and classify automation opportunities
- How to apply the right automation technology to each automation opportunity type
- How to use agile software techniques to deliver value iteratively and quickly
- How to use data science techniques to iteratively validate conclusions
- How to build a self-funding automation roadmap

BPM in Danske Bank – Key Enabler for Digital Transformation Across Customer Journeys

Christian Andreasen, BPM Programme Manager and Jutta Pribil, Automation Team Lead, Danske Bank

How to go from an inefficient business process that goes across organisational silos with cumbersome handovers and a poor customer experience to a streamlined, workflow supported and fully transparent process that is harmonised across different business units? We will take you through the journey of Danske Bank's BPM approach, through the following phases, including challenges and learnings, and a starting point in real life examples:

- Identification of candidates – how to facilitate and define a solid backlog

- Screening – how to assess the candidate potential and prepare for development
- Pipeline planning and sponsoring – how to ensure sponsorship and build the pipeline
- Development – how to approach development, balancing fast deliveries and meeting business automation expectations
- Implementation – what to be aware of when implementing not just a workflow solution, but a new way of working
- Hyper care – how to ensure proper support of the receiving unit when the development squad takes up new challenges

Key learnings:

- BPM selling point: BPM as key enabler for intelligent automation of key business processes
- How to generate a streamlined business process across the organization, and the challenges that follow
- Collaboration, collaboration: Agile journey and cultural shift

12:35 - 14:05

Networking Lunch, Exhibits & Lunchtime Sessions

13:05 - 13:25

iGrafX GmbH Session: Helping Clinical Laboratories to Achieve Measurably Better Healthcare Performance

Omer Kiran, Technical Solution Design Manager, Abbott Diagnostics

Aging populations and chronic diseases are the main drivers for clinical laboratories to serve increasing number of patients. It is not only the number of increased patient numbers, with new developments in diagnostic medicine, the sophistication of test parameters increase as well. On the other hand healthcare services are under huge cost pressure year by year to reduce their spending. Without any compromise from the quality of the diagnostic testing, clinical laboratories need to process more samples, deliver more results in a shorter period of time and with less resources. Dedicated teams in Abbott work on the basis of Lean and Six Sigma methodology to help laboratory professionals to achieve their quality, time and resource goals. In this journey it is critical to predict solid outcomes in order to optimize the processes and help to make a better decision to achieve measurably better healthcare performance.

13:35 - 13:55

Signavio Session: How BPM Helps Deliver Accurate and Timely Weather Forecasts to Millions of People Every Day – Rain, Hail, or Shine

Lala Burchall, Head of Business Process Improvement, Met Office

Lala will explain why the United Kingdom's national weather service chose Signavio to clear away the storm clouds of inefficient processes,

and bring sunlight to bear on the way their business works. Focusing on the process management and ISO 9001 challenges the Met Office was facing, this presentation will demonstrate how BPM helps deliver accurate and timely forecasts to millions of people every day – rain, hail, or shine.

ITPM meets Architecture – How the Atomic Weapons Establishment uses Enterprise Architecture to understand its IT Estate

Dr. Sue Davison, IS Application Portfolio and Governance Manager, AWE

AWE plays a crucial role in the UK’s national defence. The organisation has been at the forefront of the country’s nuclear defence programme for over 60 years and supports the ‘Continuous At Sea Deterrence programme’ and national nuclear security.

Supporting all of this work is a large complex IT estate of wide and varied systems and applications. Because of this, the need arose to move from PowerPoint and paper-based solution design into an IT modelling solution where dependencies and relationships are more explicit.

The main driver of the project was to understand the cost of IT software and applications, how IT is utilised across the business and when technology needed to be refreshed. With so many solutions, vendors and applications to map, diagrams and modelling were the most logical fit for this and represent the best approach to the goal of full business visibility into how everything fits together.

This presentation will share the deliverables that have been produced that are shared with various stakeholders across the organisation in graphical form. These include:

- A managed central repository of IT estate information providing key information for decision making and awareness
- Clear understanding of the relationship between systems, applications and software, and how all of this supports the business
- Software obsolescence roadmaps to enable improved forward planning
- Required reporting available “out of the box” reducing time to publishing the information

14:05 - 14:55

EA Keynote: How to Reach Hyper Speed - Hands on Experience

Klas Ljungkvist, CIO, SBAB Bank

Sharing real life experiences (some ugly...) from our journey transforming a traditional bank into a digital dragster. We’re somewhere half way down that road.

EA aspects and ways of working are main ingredients in our recipe to achieve hyper speed.

“One of the best conferences I have attended”

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

Micro services, asynchronous communication patterns, bi-modal thoughts, successes and failures within large programs as well as CI line work are brutally and honestly disclosed.

Any attendee who avoids falling asleep during the rant will have the opportunity to bring home tips’n tricks on:

- How to survive and win in a digital market – speed is the single most important capability to grow!
- For SBAB speed is achieved through ways of working and architecture
- Decoupled architecture enables team ownership and frequent deploys
- Autonomous, vertically sliced teams cater for independence, scalability and mandate – which yields speed

BPM Keynote: Becoming a Process Led Organization Starting from Zero

Katy Murarotto, Associate Director, Strategic Business Solutions, Coca-Cola European Partners

Coca-Cola European Partners is the result of the merger of 3 main bottlers in Europe (13 countries). We need a better understanding of the differentiation in our ‘as-is’ processes to support the definition on our ‘to-be’ processes which will assist in making the right decisions for the standardization and simplification of our IT-landscape and application set, to enable the delivery of the capability program and an overall reduced operational cost base. From our consumers to our supply chain process, capabilities, data, application and infrastructure, we need to design a future as an entity which requires extensive change management and people training as well as fighting the old ways to do it.

15:05 - 15:55

Enterprise Architecture and Agile: A Match Made in Digital Heaven

Brian Dillon, Head of Engineering, Business Direct Channels, AIB

Increasingly we are seeing large enterprises adopting lean agile practices. Too often Enterprise Architecture is considered the antithesis of agile. What I am looking to show through this case study is, that done correctly, enterprise architecture and lean agile methodologies are a match made in digital heaven! Enterprise architecture is about knowing where the target is and how to get there. That is, what is the roadmap to the enterprise target architecture. Lean and Agile practise are about working in incremental cycles to garner quick feedback to ensure that the perceived target is not only attainable but is the right target.

In this case study I will show how we balanced the need to release “minimum viable” customer offerings out early while staying true to the enterprise target architecture. The key to staying true to the target can often be misunderstood. It does not necessarily mean building towards the target and in some cases ensuring that you don’t do anything to prevent moving towards the target in the future is enough. This is where understanding where enterprise architecture fits in with lean agile practices is key.

Learning Points:

- Enterprise Architecture needs to be involved throughout the program development cycle. The target architecture may itself need to evolve and should not be set in stone.
- The key to successful synergy between agile development and architecture is understanding that it is not always possible (or required) to be completely on target.
- Agile is about people and how they work together. For agile development and architecture to work together there needs to be frequent communication and trust.

Delivering Better Customer-Journeys and Architecture with Limited Resources – How Do We Do It?

Klaus Østergaard, Partner, Ostergaard Consulting

Customer-journeys and Architecture with limited resources – how do we do it?

The municipalities in Denmark have been introduced to new Danish regulations and expectations and must therefore rethink and rebuild their business architecture.

The municipalities don’t have the resources to just go out and hire a vast number of architects for the challenge. The solution is to educate, the already invested employees at the municipalities, in architecture. The goal is to teach the staff of Danish municipalities to understand and change their old organisation into a new agile organisation to meet the new demands. Klaus is part of the effort to accomplish this across Denmark.

Learning points:

- How to start architecture work in an immature organisation
- What is the minimum viable product of architecture?
- How to get the employees to sell the idea of architecture to the management

Business Architecture vs Business Process Management: “Two Sides of the Same Coin?”

Petra in ’t Veld, Business Transformation and Strategic Enterprise Architecture, Diaphanum Ltd

There are many different perspectives on what Business Architecture is and what Business Process Management entails.

To many people Business Process Management is a mechanism through which the performance of an organisation can be tied into the operational environment and therefore the definition of processes based on strategic targets ensures the delivery of the strategic intent. Others however would argue that Business Architecture is designed to do exactly the same from a capability perspective and wider organisation design perspective.

“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

Is Business Architecture competing with Business Process Management as a means through which to manage change within the Enterprise? Are they complementary disciplines that can sit independent from each other in the same organisation? Or are they integrated disciplines that need to be managed together with the wider context of organisational design?

In this presentation I will explore what organisations would look like if these options were implemented as suggested and if there is a material difference in doing so. Based on my experience I will present my perspective on the subject using examples of implementations that I have managed over the course of my career.

Delegates will learn from this session:

- Different perspectives on Business Architecture and Business Process Management
- Insight on the complexities and challenges of integrating more than one approach to change

Fit for Purpose - a Process View of Organisational Fitness

Roger Tregear, Principal Advisor, TregearBPM

Organizational fitness means being ready, willing, and able to respond quickly, appropriately, creatively, and safely to performance issues and opportunities in an agile manner—indeed, advanced fitness enables prediction of such events. Fit organizations are change ready because they study the fundamentals, develop skills, build systems to search for evidence, and practice for the events.

This presentation explores new directions in coupling process-based management and organizational fitness. Drawing on case study experience, it explores key attributes of organizational fitness and how they are developed and maintained by conscious process management and continuous process improvement.

Action-ready suggestions are provided for developing and maintaining organizational fitness through process-based management.

Creative, continuous attention to process performance is not just about IT, or automation, or modelling, or KPIs—it's about all of that and much more to ensure that an organization is fit for purpose.

- Understand organisational fitness
- Process impacts on organisational fitness
- Achieving process fitness
- Dealing with barriers to fitness
- The process gym

Initiating a BPM Approach to Change Management: A Case Study

Claire Caulfield, Business Change Manager, British Library and Vicky Rothwell, Director, Adroit Architecture

A presentation of the approach undertaken to identify the need for a BPM approach to change management and the steps taken to implement a programme for its delivery. Experiences will be shared of the journey taken to on-board senior management teams including the identification and promotion of the benefits to be achieved and their subsequent realisation.

The presentation will cover the challenges faced, the strategies and methods employed to overcome those challenges and any lessons

learned.

Attendees will benefit from attendance at this seminar by:

- Learning about what challenges the business architect will face when trying to implement such an approach (and how to overcome them)
- Gaining real life insight into real examples of obtaining executive level approval
- Understanding how a Process Management mindset was incorporated into an organisation to enable value chain analysis.

16:25 - 16:45

EA in a Technology Led Company: from Technology Delivery to Designed Enterprise Change

Dave Stow, Lead Enterprise Architect, Ordnance Survey

Ordnance Survey, well known for its detailed mapping of Great Britain, is a company in transformation. As a recognised world-leader in its field, OS has taken the strategic decision to enter a new market: sweating the knowledge and skills of the organisation to create service products to be delivered into customers across the globe.

In this presentation Dave Stow will review how the Enterprise Architecture function is helping OS to move from a ground-up, project-based mindset that can lead to a portfolio of siloed technology deliverables towards an EA led portfolio that thinks in products; delivering the strategic change the enterprise needs and desires.

Starting with project alignment across an agreed end to end technology architecture, the EA function has been able to grow out to provide advice and design across the enterprise. As it gains traction, new governance is emerging that shifts the delivery paradigm from technology projects to a designed enterprise.

Learning points:

- Forming a Core Design Group and aligning it to existing governance structures in order to kick start the transformation in thinking
- Building design principles for an organisation based on its strategic objectives
- Providing communication and a backdrop for design by using the right models

Surfaces, Socks and Shadows: Unexpected Lessons From Driving Change at Google

Crystal Eisinger, Strategy & Operations Lead, Google

Strategy is fun, it makes people feel good and can provide a fantastic rationale for days of discussion, intellectual gesturing and fun, post-it filled offsites. It is well known that strategy without execution is futile, but execution with no change component is down-right offensive to everybody involved.

Making that change land all the way down and across an organisation is the hard bit, especially when people have seen it all before. This is the story of how we innovated for the innovators and piloted a new approach to driving behavior change in a fast moving tech business.

The How? A combination of guerilla and more established techniques with human centred design at its core to change mindsets and re-programme the nervous system of an established sales organisation. Oh and toilets, socks and shadows of course...

Key learning points:

- Surfaces – reinforce your message at every level, every surface as advertising space for the change you want to deliver. Repetition never spoiled the prayer
- Socks – bring the magic. Surprise and delight with a strong and consistent brand and visual identity at the heart. Think of teams as customers and create meaningful campaigns that win hearts and minds
- Shadows – the role of leadership in driving change, the risks and rewards of role modelling

The Value Initiative - Implementing Product Management at CERN

Lucy Lockwood, Product Manager, CERN

CERN provides a unique range of particle accelerator facilities to researchers to help to uncover what the universe is made of and how it works. The Higgs boson was discovered at CERN. The world-wide-web is one of CERN's "spin-off" inventions. CERN's Business Computing unit is responsible for developing and maintaining applications. The unit is faced with a growing demand for agility and high-quality information systems. To accommodate this challenge CERN decided to re-organize the Business Computing unit from a silo-oriented structure towards a "Product Management" set up.

Although CERN is accustomed to execute ground-breaking research, the organization is not necessarily characterized by a culture of continuous change. To implement "Product Management" in a sustainable manner a well-thought out change program was required. This presentation explains the story of the Value Initiative.

Takeaways:

- How to implement Product Management in an organisation that is not used to regularly implement big organisational changes
- Inspiration on improving the effectiveness of your IT organisation, becoming agile, delivering more value and a better experience to customers
- Taking customers on a journey, learning to think in terms of user stories and expected process outcomes instead of required solutions
- How to measure the value delivered to customers

Discounts

Group Booking Discounts:

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

16:55 - 17:30

Plenary Keynote: 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 Parkinsons Disease and in this seminar 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

10:10 - 11:00

Building Large-Scale Digital Repeatable Systems (e.g. Smart Cities)

Dr Alexander Samarin, Architect, SAMARIN.BIZ

Smart Cities is one of the essential endeavours right now. Smart Cities use many existing and emerging information technologies, Smart Cities must change lives of many people and each Smart Cities programme and project is a daunting task.

The main points of the talk are the following:

- Each city is different, however, Smart Cities have many things in common. Therefore Smart Cities must be considered as digital repeatable systems.
- A lot of modern techniques, such as enterprise architecture, business architecture, systems approach, standardisation, reference architecture, patterns, explicit security, can be combined to enable world-wide cooperation and coordination in delivery of various Smart Cities.
- India’s project “100 Smart Cities” is used as an example.

This session will describe the status of TOGAF Business Architecture, covering the following topics:

- Business modelling: how it relates to the TOGAF standard, the impact and benefits of business models;
- Business capabilities and how they can be modelled
- Value streams and value stream mapping, including applying value streams
- Information mapping

The session will also cover the TOGAF Business Architecture Level 1 credential, a recent addition to The Open Group TOGAF certification program.

A BPMN and DMN Approach to Design and Manufacturing

Dario Campagna, Senior Researcher and Agile Coach, ESTECO

Business process and decision management are becoming increasingly important in the design and building of real things. They can improve risk understanding, cost reduction and design quality. The BPMN 2.0 and DMN standards can play a relevant role in this field. The presented case study focuses on high volume manufacturing for the automotive sector. The challenge is to achieve design and operations efficiencies with a workable business application. In this scenario, business key performance indicators are as important as technical ones. We demonstrate how BPMN 2.0 and DMN enable a new approach to composite design and manufacturing. This approach integrates materials modeling with industry standard process models. We show that a Business Decision Support System implementing it can contribute to better-informed decision-making processes.

Delegates will learn:

- Importance of business process and decision management in composite design.
- Impact of BPMN 2.0 and DMN on materials modelling.
- Role of Business Decision Support Systems in composite design.

17:30 - 18:30

Drinks Reception & Exhibits

Wednesday 23 October: Conference Day 2 & Exhibits

09:00 - 10:00

Plenary Keynote: The Four Stages of Process Excellence

Dr Michael Rosemann, Professor for Innovation Systems, Queensland University of Technology

New business models and fast maturing technologies have created an opportunity-rich environment in which no longer industries, but ecosystems determine the design of business processes and enterprise architectures. This context requires the re-definition of established thinking and working patterns going far beyond conventional process optimisation ambitions. This keynote will encourage BPM and EA professionals to consider four types of excellence – engineering, corporate, customer and societal – when shaping future processes and systems. This will lead to processes that are data-intensive, trusted, strive for minimum viability and require ambidextrous professionals, i.e. skilled in analysis and design.

Hypothesis-Based Architecture

Ralph Greenwell, Head of Architecture - Mortgages and Regulated Advice, Nationwide Building Society

In any sufficiently complex transformation programme, the target architecture is initially unknowable. An Agile programme can’t wait for “Big Architecture Up Front”, where EA aims to create a full set of mutually consistent reference architectures and roadmaps for each layer of the target operating model.

This is addressed through hypothesis-based architecture. Each EA domain articulates their architecturally significant questions responding to pertinent aspects of the business and technology strategies, and derives a hypothesis for each question. Hypotheses should be concise, defensible and mutually consistent within a given domain, to allow development to continue with just-enough architecture. Questions are prioritised by those most urgently in need of a hypothesis, to prevent blockers to delivery.

Key learnings:

- Hypothesis-based architecture question lifecycle, and use in guardrails
- Governance mechanism to support hypotheses
- Using hypotheses to manage inter-domain dependencies and risks
- How to wrap hypothesis-based architecture around agile delivery
- A hypothesis goes wrong – what happens?

Applying TOGAF® Business Architecture Enhancements

Paul Homan, Distinguished Engineer, CTO Industrial, IBM Services and Andrew Josey, VP, Standards & Certification, The Open Group

The TOGAF Standard, Version 9.2 includes advancements in Business Architecture practice and is supported by a growing number of TOGAF Series Guides that describe in detail how to apply Business Architecture methods and artifacts.

Case Study: Using Business Design to Enable the Integration of Two Leading Brands

Sasha Aganova, Managing Partner, Process Renewal Group

The Canadian manufacturing and sales operations of 2 large household name manufacturers needed to be integrated as part of a global effort triggered by the merger of these 2 brands a few years earlier. Taking a business design approach to develop the future state of the integrated business unit proved to be a very effective way to focus the integration effort to achieve the desired business outcomes of acting as one. Newly defined business processes became the basis to drive organizational realignment and role design, technology change requirements, staff training, and business governance. It also became an overall communication tool to ensure all stakeholders are aligned on both the reasons for, and the details of the required changes.

In this presentation, Sasha will:

- Describe the high-level objectives of the integration effort, and associated tight timelines
- Discuss how to tackle complex requirements, dealing with change for two unique established businesses
- Share how business architecture and process models can be effectively used as a stakeholder engagement and communication tool
- Demonstrate examples of some of the actual documentation formats used through-out the project.

11:30 - 12:20

Progress and Pragmatism - Putting EA at the Heart of ATM Capability Development

Dan Meadows, Head of EA and Requirements, National Air Traffic Services (NATS)

NATS is the main Air Navigation Service Provider in the UK and provides safe and efficient air traffic services and innovative solutions to UK and international airports, airlines and governments. It is in the midst of an unprecedented level of transformational change, and has put significant emphasis on how it develops and manages requirements in order to do this successfully. At the heart of this new approach is the way that we develop and exploit the Enterprise Architecture – and critically, this is as much about people and culture as it is about process and technology. This presentation addresses what has been done, the challenges that have been faced, and the lessons that have been learned.

Delegates will learn:

- How the EA can underpin capability development from strategy through to implementation
- How to balance long-term vision with near-term pragmatism in setting the ambition for change
- The criticality of considering more than the process and technology aspects of change

Panel Discussion: Security is Every Architect's Responsibility. Are You Involved?

Moderator: Martin Sykes, Chief Architect, Coach, Storyteller & Author

Panellists: Mike Rosen, Chief Scientist, Wilton Consulting Group & Jane Chang, Executive Advisor, Centrica

Security is often considered an important issue for architects, but effective security is something that must be considered in all aspects of the Enterprise Architecture. With this panel of experts we will explore how to consider security holistically, as a vital part of the enterprise from organisation design to configuration of technologies. We will also consider how to recognise when there is enough security to balance the risk profile for the organisation. From conversations in recent years the topics will likely include:

- Designing security for defence in depth is good in theory, but how can we be secure at all layers and still able to do business ?

- If we assume our enterprise has been compromised, how would we architect to detect intrusion?
- If the weakest link in our security defences are our people, how do we best architect to manage their identity so others cannot compromise them?
- How do we architect for security when our estate runs in multiple clouds and SaaS apps?

Business Transformations: Streamlining Strategy, BPM and EA, a Practical Challenge

Qaisar Hayat, Sr Consultant, Saudi Industrial Development Fund

Since the announcement of the National Transformation Program 2020 (NTP) and Vision 2030 (<https://vision2030.gov.sa/en/ntp>), KSA is going through massive transformation. Public sector is the major focus of the change. Strategies are revisited, execution drivers are identified and indigenous transformation programs, aligned to the NTP, are launched.

Practices like Strategy Management, EA and BPM are being adopted in different government agencies to facilitate transformations.

Saudi Industrial Development (SIDF), with a whopping capital of 105 billion SAR (USD 28 Billion), is one such organization which is going through rapid transformation, to be able to meet national transformation objectives.

Transformation is overwhelmingly welcomed, nevertheless, it still faces challenges like status quo, persistence of silos culture, correct adoption and incorporation of transformation enabling practices like EA and BPM.

The talk highlights:

- Rescuing the "silo-breaker" practices like EA & BPM from becoming yet another silo.
- How to tackle the challenges that an organization faces due to kicking off transformation without fully enabling EA & BPM, resulting in absence of vivid big picture.
- How to establish practical utilization and relevancy of EA & BPM to the overall transformation to convince management to institutionalize these practices for the ongoing and any upcoming transformation/change.

It's Time for AI-Assisted Business Process Improvement

Stéphane Méry, Automation Intelligence Chief Architect & Distinguished Engineer, IBM

How can I improve straight-through processing with RPA? How should I enhance my business decisions for optimized automation? These and many similar questions have been answered anecdotally by business automation practitioners for years. Yet, automation capabilities such as workflow, decision, or RPA are usually approached as silos and the use of data science models have been confined within these silos.

However, the democratization of AI is expanding the automation horizons: Machine learning techniques can now be applied reflectively, observing the activities and outcomes of every aspect of a business process, and use them as training data in order to automatically and continuously find ways to improve this process. In

this presentation, we will review the key digital business automation capabilities and the type of business events they generate and show how these individual pieces of business insights, collected in a data lake, can be exploited through machine learning to prescribe tangible business process improvements.

In this session, you will learn:

- What insights can be gathered from observing business process, decisions, and bots execution
- How machine learning can be applied to the collected insights
- What kind of impact can be expected on business process improvement from this operational intelligence analysis

Process Management Harvest: a 5-year BPM Case Study

Matthias Mueller, Global Business Process Facilitator, Zespri

Zespri International Limited is the world's largest marketer of kiwifruit, selling into 57 countries and managing 30% of global volume—that's nearly 6 billion pieces each year! With 20 offices around the world, head office is in Mount Maunganui, New Zealand.

This presentation first reviews the five-year journey, including successes and failures, in building maturity in process management, analysis, and improvement methodologies to support rapid global growth. It then looks to the future where sophisticated process management and improvement will underpin global digitisation and enhanced management and decision making driven by a forecast of a further doubling of product volume.

Digital transformation is improving the quality of management through improved data quality, enhanced process performance information, intelligent process automation, and analytical and predictive capabilities.

Zespri's story represents the transformation, not only of a company, but a global industry, enabled by process-based management.

Key learning points:

- Selling the BPM story
- Process management as a foundation for digitisation
- How process management enables organizational agility and transformation

A case study looking back 5 years and an outlook to the next 3-5 years.

12:30 - 12:50

EA of an Enterprise of Things

David Gee, Enterprise Architect, University Of Hertfordshire

The way to manage an ever growing portfolio of systems and strategic requirements is through automation and becoming data-driven. By leveraging the value contained within an organisation and by using adaptable tools alongside a pragmatic model, a living holistic Enterprise Architecture system can be created. David and Graham will explain how they initially used this approach to address technical issues, and then expanded the scope to encompass a diverse set of stakeholders throughout the organisation. The benefits of the associated conversations

alone were enough to justify the investment. The most significant revelation was the impact of creating an Enterprise of Things.

Learn about the:

- Diversity of questions that this kind of approach can answer.
- Positive effect of new legislation and systems failure.
- Skills required to build a model, develop it, present it and make it live.

SASSY Architecture

Ivo Velitchkov, *Independent Consultant*

SASSY Architecture is a practice of combining two seemingly incompatible worldviews. The first one is based on non-contradiction and supports the vision for an ACE enterprise (Agile, Coherent, Efficient), through 3E enterprise descriptions (Expressive, Extensible, Executable), achieving "3 for the price of 1": Enterprise Architecture, Governance, and Data Integration.

The second is based on self-reference and is a way of seeing enterprises as topologies of paradoxical decisions. Such a way of thinking helps deconstruct constraints to unleash innovation, reveal hidden dependencies in the decisions network, and avoid patterns of decisions limiting future options.

This talk will introduce the Semantic Architecture for Social Systems (SASSY), showing its features and benefits.

From Reactive to Proactive: How Business Architecture Helps Business to Understand What the Real Need Is

Dusan Tonicic, *Business Architect, Erste Group Bank AG*

We all have seen significant technology investments driven by immediate business need, customer demands that triggered tactical decisions without considering long-term strategy. How does business architecture can help you?

In this session, you will see how simple proposal of meeting the need of one customer triggered strategic implementation of new custody back office system which will be a significant enabler for future growth of the banking group. How our business architecture team took over the role of strategic consultancy and supported business. As an outcome of the analysis, the bank decided to reshape the project completely. One tactical initiative, which was driven by a small environment change, triggered the transformation of the business segment.

Here we will discuss:

- Using tactical proposals as triggers for strategic projects using business architecture
- Applying frameworks as maturity assessment and benchmarking to create a sense of urgency
- Utilising business architecture models to develop different scenarios and reach stakeholder alignment

Value Modelling for More Successful Process Change

Louise Harris, *President, SToS Inc.*

Implementing process and technology change can be very hard work. Getting everyone on board and understanding the purpose of the change can be like herding cats. Obtaining enough time with the right people to ensure the best design and identify any hidden impacts can feel like mission impossible. Value modelling is an approach that can reduce the effort to understand the "why" driving the change. Value modelling can also provide a clear reference point for making more innovative and more effective design decisions.

This session will:

- Introduce value modelling and the science behind it
- Demonstrate examples that resulted in more effective process & technology design and improved stakeholder buy-in

12:50 - 14:20

Networking Lunch, Exhibits and Lunchtime Sessions

13:20 - 13:40

LeanIX Session: Funding Innovation Through Effective Portfolio Management

Simon Barth, *VP Global Sales Operations and Enablement, LeanIX GmbH*

Companies begin digital transformations with the technology environments they have, which often means thousands of applications, and hence tremendous complexity. This hands-on session explores how strategic Application Portfolio Management helps optimizing the existing application landscape to free up resources for digital innovation.

Modelling Enterprise Architecture to CMDB interfaces

Karen Dawson, *Enterprise Architect, Uniper*

Enterprise Architecture Modelling can be a complicated topic, and it becomes more complicated when incorporating a relationship to the Configuration Management Database; balancing the requirements of the strategic view and the operational view. Uniper will be sharing their experiences of both EA modelling and CMDB interfaces, including some of the mistakes made as part of this process and sharing where they are now, using Ins-Pi and ServiceNow as a platform.

13:50 - 14:10

erwin Session: Documenting Internal Processes to Determine Areas of Improvement and Increase Efficiency

Carl Etherington, *Director - Business Transformation, HSBC*

Documenting processes across a large and diverse organisation is not easy, but the results are well worth the effort - especially when used to identify opportunities for improvement and greater efficiency. This presentation will address how to approach business process documentation, associated tools and how they can be used to achieve commercial value, overcoming challenges and lessons learned/future steps.

14:20 - 15:10

EA Keynote: Building and Running Systems is not Enterprise Architecture and Vice Versa

John Zachman, *CEO, Zachman International*

Since the inception of commercial use of electrical equipment (analog and digital, wired boards and stored programming technologies) for business, the focus has been on increased productivity: improving quality, reducing time and cost. The responsibility for technology implementations and operations historically has been within the purview of the Information Community, in the early days called EDP or ADP ... later named DP or I/S or MIS ... and then IM and now, typically IT. This has been and still is "Building and Running Systems."

However, the focus is changing: the Digital Revolution, Business Intelligence, Analytics, Artificial Intelligence, Internet of Things ... Robotics, etc. Today the challenge no longer is simply productivity: improving quality, saving time and money. Today's challenge is designing the Enterprise to accommodate structural and disruptive change while seamlessly maintaining operations and, at the same time, avoiding major re-development projects. THIS is Enterprise Architecture ... which is different from building and running systems.

Learning Objectives:

- IT Motivation that presently pervades the industry
- IT Motivation that INVADES the industry future
- IT Strategy that satisfies Motivation, future and present

BPM Keynote: Why Business Needs to Manage its Processes: A Fireside Chat

Gero Decker, *Co-Founder & CEO, Signavio* & Roger Burlton, *President, Process Renewal Group*

Business Process Management has been Dr. Decker's life, from his university pioneering research to establishing a successful company committed to bring collaboration and the power of knowledge to business process work. In this conversation with Roger Burlton, the Chair of the BPM conference, Gero will provide his insights regarding what is needed to successfully transform work and sustain continuing advantage in our enterprises.

The discussion will cover the essential management topics of strategy, architecture, business design and governance, and the tactical aspects of continuous work improvement and performance management. It will feature the criticality of gaining and exploiting reusable business process knowledge to enable strategy realization, transformation, adaptability and day to day management. Delegates will have ample opportunity to pose questions and challenges to

Dr. Decker in, what will surely be, a lively session.

15:20 - 16:10

Emily's Rebellion – Getting Cosy With Product Managers and Service Designers

Graham Wilson, Business Architect, Robinson Ryan

Architects are concerned with structure. Meanwhile, service designers focus on improving the customer experience, with a dash of looking behind the 'line of visibility' at internal operational processes. A product manager on a digitisation project needs these three layers of their business – customer experience, operations, and structure – to join together seamlessly. How can business architects work better with service designers and product managers?

Emily – a business product manager – rebels against system projects that under-deliver on business requirements, leading to little improvement in the efficiency of her business unit or its effectiveness in meeting customer expectations. She falls in love with the promise that Service Design holds to improve the customer journey, but now she wants her architect to help deliver a better internal process journey.

- Understand why architects need to get friendly with service designers;
- Learn a pattern-based technique to help Emily get what she needs from IT;
- Find out how to glue business requirements to the target service design and to architectural structure.

EA is a Marathon, Not a Sprint

Richard Frost, Enterprise Design Lead, Yorkshire Building Society

It takes a long time to develop an EA strategy and complete all the models and maps required. Is EA being a long term activity an issue in these days of instant gratification? What can enterprise architects do about pace in order to stay relevant and deliver value? How do we need to evolve and why?

- Dealing with the pace of change
- The continual learner
- What we can learn from Top Gun
- Dealing with competing priorities
- Knowing when enough is enough
- Are we nearly there yet?

The Process-Data Connection – How Concept Modelling Supports Process and Architecture Work

Alec Sharp, Senior Consultant, 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 is invaluable to process and architecture initiatives. Why? Because processes, capabilities, and solutions act on "things" – Settle Claim, Register Unit, Resolve Service Issue, and so on. Those things are usually "entities" or "objects" in the concept model, and clarity on "what is one of these things?" contributes immensely to clarity on what the process is. Guidelines to ensure

proper identification and definition of entities will be provided. We'll also see that success depends on recognising that a concept model is a description of a business, not a description of a database. Another key – don't call it a data model!

Drawing on over 35 years of successful modelling, on projects of every size and type, this session introduces proven techniques backed up with current, real-life examples.

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
- Practical examples of concept modelling supporting process and architecture work

An Experiment with BPMN and Customer Journey's

Marco Kelderman, Information Manager, Lab2018

At first Customer Journey Management (CJM) and Business Process Modelling Notation (BPMN) seem to have nothing in common. After all CJM focusses on improving customer experience and BPMN focusses on operational excellence. But in practice both are complementary. CJM aims for an increase of customer satisfaction and BPMN aims for a more efficiency and lower operational costs. This involves making the Chief Marketing Officers interest, the Chief Information Officers interest and vice versa.

While Business Process Modelling Notation is used to improve the originations value by linking people, information flows, systems and other assets, in order to create and deliver value to the organisation. Is Customer Journey Management capturing the use of touch points and the emotion of the customer to increase customer satisfaction.

Lab2018 contributes by proposing a way of alignment between CJM and BPMN. We show the potential BPMN, a graphical representation for specifying business processes, in order to bring process designers and customer journey experts closer together.

Developing the Customer Driven Organisation

Jon Ingham, Author and Commentator, Strategic Dynamics

Process design offers many benefits for organisational efficiency and effectiveness as well as customer experience and satisfaction but these benefits will always be greater when the broader organisation supports and enables the execution of the processes.

We should therefore consider processes as a core element in organisation design and ensure that other organisational elements are aligned with the processes. The most important of these other elements are people, their connections, and the organisational structure. This structure can often be built around process, project or agile teams, especially when processes are particularly important, although it may also be useful to meld these teams with communities and distributed networks.

Other aspects of the organisation can then be brought into alignment too. This includes organisational hierarchy and the session will suggest that the future of work is not as simple

as moving from hierarchies to networks. Reducing hierarchy or moving to self management is instead a consequence, not an objective of good design.

- Designing processes as part of broader organisation design
- The importance of clear objectives including organisational capabilities and principles as well as customer and employee expectations
- Important elements of modern organisation architecture that can be used to enable processes
- Structural options and how these depend upon the prioritisation of the core elements of the organisation
- Other enabling elements that process designers should ensure are also aligned with updated processes

16:30 - 17:10

Plenary Keynote and Conference Close: The Myths and Mysteries of EA, BPM and Business Architecture: Take Away Insights from the Conference

Martin Sykes, Chief Architect, Coach, Storyteller & Author & Roger Burlton, President, Process Renewal Group

Enterprise Architecture & BPM Conference Europe 2019



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We regret that tickets cannot be shared between delegates. The registration fee includes the conference lectures, access to slides on-line (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.

Entire Event (21-24 October 2019)	£1,995 + VAT (£399) = £2,394
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