



# IRM UK

## Strategic Business & IT Training

### Public Courses & In-House Training 2019, London

Presented by the World's Leading Business & IT Management Experts

#### Architecture, Business Change & Transformation

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Multiple Course  
Discounts Available

[irmuk.co.uk](http://irmuk.co.uk)

# Zachman Enterprise Architecture Certification: Modelling Workshop

John Zachman and Cort Coghill

16-18 September 2019

London

Fee: £1,995 + VAT

This fee includes Level 1 and Level 2

Certification

Group Booking & Multiple Seminar Discounts Available

Architecture & Strategy Public Courses, London

Zachman Enterprise Architecture Certification

16-18 September 2019

Great Skills Make Great Architects

24-25 October 2019

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Only one discount can be applied at any one time

Presenters



John Zachman is the originator of the "Framework for Enterprise Architecture" which has received broad acceptance around the world as an integrative framework, or "periodic table" of descriptive representations for Enterprises.



Cort Coghill, is a Director of FEAC Education Operations. He is also one of the very few Zachman Certified - Enterprise Architect Educators (Level 3) in the world, setting Cort apart as one of the foremost experts on the Zachman Framework, in both education and project work.

"Lots of energy and enthusiasm. Passionate."

Simon Bathie, Group IS Programme Plan Manager, MBDA UK

"The enthusiasm, energy and breadth of experience remain, as ever, infectious and mesmerising. This week has been money very well spent."

Rob Austen, Managing Director, Austen Consultancy Services

"Excellent first hand explanation. Very powerful."

Marco van Leeuwen, Process Architect, Van Lanschot Bankiers

## Overview

Enterprise Architecture is fundamental for enabling an enterprise to assimilate internal and external changes in response to the dynamics and uncertainties of the information age environment. Enterprise architecture not only constitutes a baseline for managing change but also provides the mechanism by which the reality of the enterprise and its systems can be aligned with management intentions. This updated workshop is based on the Zachman Framework V3.0, and incorporates actual modelling practice. **The workshop consists of 6-8 hours of guided self-learning through a series of videos and assignments and culminates in a three-day instructor-led workshop.** The workshop is based on actual Enterprise experience and is designed to give the participants hands-on experience creating both "Primitive" (architecture) models as well as "Composite" (implementation) models. **The workshop prepares delegates for both levels of the Zachman Certified-Enterprise Architect program: Zachman Certified™ - Enterprise Architect Associate (Level 1) and Zachman Certified™ - Enterprise Architect Professional (Level 2).** The certification fee both Level 1 & Level 2 are included in the registration fee. The "Zachman Certified - Enterprise Architect" examination is a two hour, online examination that upon passing, results in the award of Enterprise Architect Associate (Level 1) Certification. Delegates will then subsequently be awarded the Enterprise Architect Associate (Level 2) Certification upon submitting a case study. If you want to understand the "Complexity & Contradiction" in Enterprise Architecture and are struggling to manage a non-adaptive enterprise and dysfunctional systems, this will be an essential experience! Learn how an ontology allows you to make use of multiple frameworks (e.g. architecture, sales, software development, innovation, etc.) in an enterprise.

## Learning Objectives

- Identify the sense of urgency for aggressively pursuing Enterprise Architecture
- Identify a comprehensive definition (description) of Enterprise Architecture
- Differentiate between Enterprise Architecture from Systems Implementation
- Differentiate an Ontology from Methodology
- Utilizing Enterprise Architecture for operational decision making
- Identify the elements for creating a strategy for reducing "time-to-market" for systems implementations to virtually zero
- Create a strategy for integration beyond jurisdiction (Interoperability)
- Identify architectural principles for meeting enterprise requirements
- Develop traceability across the artifacts for impact analysis and change management
- Employ primitive problem patterns to address complex issues facing any enterprise.

## Course Outline

### Setting the Context for Enterprise Architecture (EA)

- The contribution of IT People to an Information Age Enterprise
- Global Environment: Escalating Complexity and Escalating Change
- Applying the Concept of Mass-Customization to the Enterprise

### Introduction to Enterprise Architecture (The Zachman Framework V3.0)

The Zachman Framework is perhaps the most referenced in the industry. This session provides participants with a unique opportunity to learn first-hand about its concept and utility, directly from the man who developed it. Discussions include version 3.0 of the framework and its evolution.

- Definition of Enterprise Architecture
- The Zachman Framework - Architecture Is Architecture Is Architecture
- Ontologies Versus Methodologies

*Workshop: Row 1 Models: Defining enterprise scope and developing the enterprise lexicon*

*Workshop: Row 2: Defining business concepts and business value*

*Workshop: Row 3: Developing enterprise logic to support technology and implementation decisions.*

### Enterprise Engineering

- Models from My Bookshelf - 75 years of experience (Implementation, Composite Models)
- The Elegance of Primitives (Their essential contribution)
- Enterprise Entropy - Removing Internal Cost of Operations
- Enterprise Engineering Design Objectives - Alignment, Integration, Reusability, Flexibility, Interoperability
- Reducing Cycle Time from Order to Implementations (Mass-Customization)
- Implementation Practicalities
- "Federated Architecture" (Integrating Beyond Jurisdictional Boundaries)
- Migrating from Legacy to Architecture

*Workshop: Using Primitives to create horizontal Integration and Vertical Transformation*

*Case Study: Application Rationalization Using Primitives*

*Workshop: Identify Framework Cells for Given Enterprise Problem Definitions*

*Workshop: Using Primitives to solve for enterprise entropy*

## Audience

- CIOs
- Enterprise Architects
- Chief Architects
- Business Architects
- IT Architects
- Process Architects
- Application Architects
- Solution Architects
- Software Architects
- Technology Architects
- Data Architects
- Business Analysts
- System Analysts
- IT Strategists
- Business Strategists
- Strategic Planners
- Program Managers
- Information Systems Management
- Business Process Managers
- Data, Applications, Technology Management
- Consultants

**This course is available as a public course (face to face) or via live streaming**

**In-House Training: This course is available on-site. E-mail [customerservice@irmuk.co.uk](mailto:customerservice@irmuk.co.uk) with your enquiries.**

# Great Skills Make Great Architects

Michael Rosen

## Overview

Has your organisation embraced business, enterprise or IT architecture? While many organisations have formed architecture teams and given people the job title of 'architect', they don't always have insight or training into specific architectural skills, or the industry best practices associated with being an architect.

Luckily, there is help. This course focuses on the principles and skills needed to be an effective architect. Whether you're an enterprise architect, business architect, solution architect, IT architect, or software architect, this course will provide practical principles, skills and techniques for improving your performance and influence.

Mike Rosen has combined his 25 years of experience as an Architect, 20 years as an instructor and his passion for learning and architecture to help develop participants into great architects. The course explores the architectural skills involved in supporting strategy and project development from ideation and conception through planning, design and implementation, and the engagement models and interactions with different stakeholders throughout the lifecycle.

The course is structured as a mix of presentation, interactive discussion and group-based exercises, with an emphasis on applying the new concepts and skills to example scenarios during the facilitated workshops.

## Learning Objectives

- Understand the underlying principles of architecture and how to apply them across different scenarios
- Improve basic architectural skills of modeling, abstraction, conceptualization
- Visual and communicate architectural concepts to non-technical stakeholders
- Enhance advanced architectural skills of critical thinking and system thinking
- Apply industry best practices for standards and patterns
- Learn the secrets of architectural influence

## Course Outline

### Architecture Principles and Skills

- Architecture principles
  - Making principles actionable
- Architecture skills overview
- The architecture of Architecture
- Modelling skills
  - Consistency
  - Relevance and readability
- Thinking like an architect
  - Breadth versus depth
  - Interdisciplinary
- System Thinking
- Intelligent, effective inquiry
  - Challenging assumptions
  - Critical Thinking
- Integrating the big picture view
- Abstraction
  - Generalization, partitioning
  - Removal of properties, distancing of ideas
- Architectural analysis

### Visualization and Communications

- Visualization
  - Contextual, conceptual and formal visualizations
- Contextualization and conceptualization
- Formalization
  - Types of models
  - Models and metamodels
- Patterns
  - Using patterns
  - Creating patterns
- Standards
  - What, where, when?
  - Practice what you preach
- Communications
  - Stakeholder management
  - Interaction models
  - Focused work products
- Architectural review
  - Designing and performing
  - Getting buy-in and delivering value
- Conclusion

## Special Features

This course provides a comprehensive overview of the skills required to be an effective architect. It is illustrated with real life examples, full of workshops, and leaves the student with new skills and techniques to help with their current job and future aspirations. After completion of this course students will be able to answer the following questions:

- What are the relevant skills for an architect?
- Which skills are most useful at each point in an architectural or project lifecycle?
- Which skills should I focus on improving for my career goals?
- How can I be an architect that helps, rather than the person who says no?
- How do I interact with different stakeholders?

## Audience

Existing Architects who want to improve their skills, including:

- Business Architects
- Enterprise Architects
- IT Architects
- Solution Architects
- Application Architects
- Information Architects
- Software Architects
- Security Architects
- Architecture Managers
- Anyone who aspires to become an Architect.

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28-29 November 2019

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### Presenter



Mike Rosen is Chief Scientist at Wilton Consulting Group providing advice to CIOs, IT Leaders, and Architects on creating the new Digital Business Platform, using architecture as a tool for digital transformation and improved decision making. He is also a Founding Member and VP of the Business Architecture Guild. Mr. Rosen has more than 35 years of technical leadership experience architecting, designing, and developing solutions, applications, and products. He was previously CTO at startup AZORA Technologies and chief architect, product architect, technical leader, and developer for commercial middleware products from IONA, BEA and Digital. Mr. Rosen is a well-known international speaker and author of 3 books and hundreds of articles.

# Business Architecture Best Practices: Practical Methods to Enable Business Change

Roger Burlton

27-29 November 2019, London  
Fee £1,595 + VAT  
Group Booking & Multiple Seminar Discounts Available

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16-18 September 2019

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### Presenters



Roger T Burlton is the co-founder of BPTrends Associates, founder of Process Renewal Group and the author of 'Business Process Management: Profiting from Process'. He is considered an industry leader in the introduction of innovative approaches for organizational change. To date, he has conducted over seven hundred seminars and has presented to over fifty thousand professionals. His seminars have been translated for diverse audiences around the globe.



This course, Business Architecture, is a course endorsed by the IIBA and registered under BPTrends Associates, an IIBA Endorsed Educational Provider. The course is aligned with the BABOK v2.0. Attendees will earn 24 PDs (Professional Development) hours or 24 CDUs (Continuing Development Units) for attending this course.

## Overview

Quick and effective business change means that Business Architects must know the interconnections among business elements so that as the business model is updated, they can identify what's impacted and design with deliberate integrity and reuse in mind. A solid business architecture that assures the avoidance of redundancy, maximizes the sharing of capabilities and makes best use of supporting resources, is essential. With a sound architectural foundation, business-wide transformation, digitalization and continuous optimization can be accomplished and change efforts can progress smoothly. This is a highly participative workshop and will delve into all aspects of Business Architecture, as defined by the Business Architecture Guild's BIZBOK along with other established and new methods, leaving the participant with the skills required to make Business Architecture disciplined, repeatable and yet practical.

## Learning Objectives

- Understand what a straight forward and useful Business Architecture looks like
- Learn how to implement the concepts and practices of the BIZBOK
- Understand what outputs the business produces and how it delivers them to create value for its customers and other stakeholders (Business Model)
- Define how the business is organized and how it operates in the context of broader business ecosystems (Operating Model)
- Align what investments in resources the business should make (Resources Model)
- Learn to build information, capability and process architecture models and interconnect them through a business performance lens
- Be able to use the architecture to accelerate change projects and deliver breakthrough digital technologies

## Course Outline

### Why Business Architecture?

- Enable Transformation, Disruption and need for Innovation
- Requirement for Business Agility

### Business Architecture and Related Disciplines

- Zachman, TOGAF
- BIZBOK
- The Business Architecture Landscape

Workshop: What is your Architecture maturity and readiness?

### Architecture Scoping and Value Chain Identification

- Whole company or one Value Chain?
- Intercompany Value Chains?

Workshop: What Value Chains do you have and what's in scope for Business Architecture?

### Business Strategy Understanding

- Business Ecosystem Analysis: Uncertainties, Scenarios, Opportunities and Threats
- Stakeholder Context Model: Item exchanges
- Stakeholder Value Proposition: Expectations and Experience Assessment, KPIs and Objectives
- Business Motivation Model: Ends before Means

Workshop: Who are your stakeholders and what is of value to them?

### Framing the Strategy for Business Architecture Consumption

- Building your 'North Star': Goals and Objectives
- Establishing Strategic Capabilities and Requirements
- Choosing your Architecture scenario and plan of attack

Workshop: What are the Critical Capabilities and Requirements for the Business Architecture?

### Business Object/Concept Modeling: The Basis for Information, Capability and Process Architecture Models

- Business Objects
- Concept Model
- Business Vocabulary
- Deriving the Information Model

Workshop: What is your Business Object/Concept Model?

## Audience

This course will be of benefit to professionals and managers of all types involved with planning and designing organizational change and building business capability to adapt and innovate continuously.

- Business Architects
- Business Analysts
- Process Architects and Analysts
- Enterprise Architects
- Change Agents
- Strategic Planners
- Business Managers
- Anyone preparing for Business Architecture Certification

In-House Training: This course is available on-site. E-mail [customerservice@irmuk.co.uk](mailto:customerservice@irmuk.co.uk) with your enquiries.



# Dynamic Strategies for Investing in Change

Chris Potts

## Overview

This workshop provides two intensive days of results-driven, realistic and joined-up answers to today's high-paced world of fragmented change.

**Change is accelerating and fragmenting, fast. This workshop is for everyone who needs to have a joined-up view of change:** joined-up goals, architectures, requirements, risks, resources and methods. If that's you, then your role is about creating across-the-board outcomes that are more than just the sum of individually-chosen changes.

**The acceleration of change is outside-in.** Markets transform and customer choices evolve faster than many enterprises are capable of changing, yet slower than others would prefer. Getting out-of-sync with the market, one way or the other, is now more likely than ever and will soon show up in the business results. Speed-to-outcomes is now a defining requirement in choosing the best changes to invest in.

**Fragmented change is both a trend and a choice.** Global developments, such as digitalization, AI and enterprise agility, are exploding the volume and diversity of ideas to invest in. Meanwhile, people are dividing-up changes – where possible – into small, low-risk and iterative deliveries, worked on by self-governing teams. So, being dynamic at creating co-ordinated outcomes, through diverse and fragmented initiatives, is now at the heart of our excellence at investing in change.

**Two days. Eight inter-related workshop sessions. As many of your real-world challenges as we can answer in the time.** Starting with what it takes to be excellent at investing in change, and finishing with what you want to do next. We'll explore strategy, culture, process, portfolio, structure and performance. And, conclude the "dream team" capabilities that every enterprise needs today – to create joined-up outcomes, at market-speed, from an increasing diversity of ideas and initiatives.

## Learning Objectives

- **Create joined-up outcomes from a diversity of ideas and initiatives.** The six inter-related ingredients of success at investing in change.
- **Use one goals-driven and dynamic Change Portfolio.** Joined-up investment in ideas, innovations, transformations, waterfall projects, agile releases, and so on.
- **Map your Investment Process and Culture, and fix any significant gaps:** Speed-to-Outcomes as the momentum for change.
- **Transform your enterprise in-sync with the market.** Why it is essential to invest in your enterprise's structure.
- **Grow the impact and value of your change-related capabilities.** The "dream-team" capabilities for driving dynamic and joined-up change.

## Course Outline

### How to Be Excellent at Investing in Change

- Having a clear Investment Strategy, using tried-and-tested principles
- Why some changes work better than others, and some don't work at all
- The six ingredients of dynamic, efficient and goals-driven change

### Culture Cooks-Up, and Eats, the Changes Your Enterprise Invest In

- Start here: diagnose and map the Investment Culture
- Your culture's personality, maturity, and impact on results
- How to fix an underperforming culture

### Turning Ideas into Outcomes, at Market-Speed

- The Investment Process at the heart of your enterprise
- Using Speed-to-Outcomes to drive momentum and choices
- Working with multi-speed methods for implementing change

### Priority Goals, Dynamic Choices, Efficient Investments

- The four generations of Change Portfolio
- From initiatives-driven to goals-driven change, and beyond
- Prioritise goals, then dynamically invest in the best mix of ideas

### Transforming In-Sync with the Market

- The three inter-related architectures: market, enterprise, business
- What outcomes you need from transformational changes?
- Why it's essential to invest in Structural Performance

### People Create Outcomes from Change

- Who is, in reality, driving your Portfolio Performance?
- Creating shared outcomes from self-governing changes
- How to manage diverse, and realistic, probabilities of success

### Joined-Up Capabilities, for Joined-Up Outcomes

- How your enterprise achieves more than just the sum of its silos
- The dream-team capabilities, for driving co-ordinated investments
- Enterprise Architects + Business Analysts + Change Portfolio Managers

### Your Enterprise: What Next?

- What's already working, what to focus on now
- The to-do list for tomorrow and beyond: technical, cultural, political?
- Choosing your results-driven, practical and dynamic interventions.

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### Presenter



Chris works worldwide with Executives, Portfolio Managers and Enterprise Architects, on strategies

for Enterprise Investment – achieving organisational excellence at investing in change. He has chaired world-class conferences on innovation, business change, transformation and enterprise architecture, and delivered guest lectures at universities in New York, London, and Copenhagen. Chris is also the author of a trilogy of business novels – "FruITion", "RecrEAtion" and "DefriCtion" – that explore through story-telling the past, present and future of enterprise strategies for investing in change.

## Audience

This workshop is a multi-disciplinary workshop, for everyone involved in joined-up change, including:

- Enterprise Architects
- Business Architects
- Senior Business Analysts
- Change Portfolio Managers and PMO leaders, including those working in Finance and IT
- Organisational Change Specialists
- Business Process Designers
- Consultants specialising in Business Change and Transformation

**In-House Training:** This course is available on-site. E-mail [customerservice@irmuk.co.uk](mailto:customerservice@irmuk.co.uk) with your enquiries.

# Conference Workshops at the Enterprise Architecture and BPM Conference 2019

Also available to non conference attendees

## Getting Started in EA: Designing an Architecture Function to Fit your Enterprise, 21 October 2019      Fee: £795 + VAT

*Speakers: 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, 21 October 2019      Fee: £795 + VAT

*Speakers: 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

## Process Design within a Bigger Box: How to Create New Process Experiences, 24 October 2019      Fee: £795 + VAT

*Speaker: Michael Rosemann, 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.



IRM UK  
Enterprise Architecture  
& Business Process Management  
Conference Europe  
21-24 October, London

- Delegates can choose from more than 65 sessions, with 2 tracks on Enterprise Architecture, 2 tracks on BPM and 1 track on Business Architecture.
- Case Studies and 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, Landis+Gyr, CERN, Saudi Industrial Development Fund, IT University of Copenhagen, University Of Hertfordshire, Zespri and many more ...
- The conference includes ten half day and six full day conference workshops.

# Conference Workshops at the Enterprise Architecture and BPM Conference 2019

*Also available to non conference attendees*

## Accelerating Your EA Transformation with Visual Story Maps, 24 October 2019

Fee: £795 + VAT

*Speaker: 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, 24 October 2019

Fee: £795 + VAT

*Speaker: 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, 24 October 2019

Fee: £795 + VAT

*Speakers: Annika Klyver, Senior Business Architect, IRM Sweden and Milan Guenther, Partner, Enterprise Design Associates*

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

# Mastering the Requirements Process: Getting Requirements Right

James Robertson

13-15 November 2019

London

Fee £1,595 + VAT

Group Booking & Multiple Seminar Discounts Available

Business Analysis Public Courses  
London

Mastering the Requirements Process

13-15 November 2019

Pre-Project Problem Analysis

26-27 November 2019

Multiple Booking Discount

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2nd course	10%
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Group Booking Discount

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6+ Delegates	25%

Only one discount can be applied at any one time

Presenter



James Robertson is a business analyst, problem solver, author, speaker, instructor, designer, and sought-after consultant. His courses on business analysis and requirements are popular in several continents. James is a principal of the Atlantic Systems Guild and is an author of the Volere requirements techniques and templates which have been adopted by organisations all over the world as their standard for gathering, discovering, communicating, tracing, and specifying solution needs. has contributed to the development of and taught the Volere approach to requirements and business analysis for the last 8 years.

*"Lively, knowledgeable, articulate - absolutely excellent."*

Steve Coe, Requirements & Testing Manager, Department for Work and Pensions

*"Inspirational. Able to provide lots of examples to demonstrate theories and practices."*

Zoey Moore, Business Project Manager, Aegon UK Services

*"One of the best!"*

Helena Bone, Senior Business Analyst, HBOS General Insurance

## Overview

Requirements is the most crucial part of development. Requirements today is about uncovering the real needs of the problem space, understanding the needs of the people who use your solution, recognising the environment for the solution, then, in a timely manner, delivering requirements that are concise, clear and testable. This workshop, presented by a real business analyst, gives you a thorough and well-established process for uncovering the real requirements, testing them for correctness, and ensuring that all the requirements have been discovered. The process is used with variations by both agile and traditional projects. It starts with the business, for it is only within the business that you discover the real needs. When you know the real needs, it becomes possible to determine what will best serve those needs, and to write the requirements or stories to build the right solution.

## Learning Objectives

- Determine the real needs of your stakeholders
- Understand the role of the business analyst in agile projects
- Write agile stories that are more effective and accurate
- Write requirements that are complete, traceable, and testable
- Learn diverse elicitation techniques to uncover the real requirements
- Use the Volere Knowledge Model to ensure you have all the needed information, and nothing that is not needed
- Understand the need for, and how to write, functional and non-functional requirements.
- Precisely define the scope of the problem
- Discover all the stakeholders and keep them involved
- Uncover the essence of the business
- Use prototypes, sketches and storyboards to discover hidden needs
- Use state of the art requirements techniques
- Get the requirements quickly, and incrementally
- Write the right requirements and stories

## Course Outline

### The Requirements Process

- An overview of the process for gathering and verifying requirements
- A discussion on how this process can fit into your organization
- A demonstration of how requirements fit into agile processes

### Project Blast-Off

- Scope, Stakeholder, and Goals; the holy trinity of requirements gathering
- How to define a precise scope for the business area to be studied
- How to "Step Back" for a better look at the business
- How to use stakeholder maps to find all the stakeholders
- How to ensure the project's goal is measurable and testable

### Trawling for Requirements

- How to use business events and business use cases to find the right business
- How to use apprenticeship, workshops and other elicitation techniques
- Using the Brown Cow model to see the work more clearly
- How to be more innovative with requirements

### Functional Requirements

- Use case scenarios, and how they are used to find the right product to build
- Determining the system boundary
- How to find the requirements, and write them clearly
- How to write requirements, not solutions
- How to handle requirements for agile projects

### Non-functional Requirements

- The importance of non-functional requirements
- Usability, look and feel, performance, security and other non-functional requirements.
- How to find the non-functional qualities the product must have

## Audience

If you want to be involved in delivering the right systems—the ones that get used, then this course is for you. Typical delegates include:

- Business Analyst
- Agile Team Members
- Systems Analyst
- Requirements Manager
- Requirements Engineer
- Project Leader / Manager
- Product or Program manager
- Product Owner
- Consultant

## Special Features

- Your instructor is not an "announcer". He or she is a practicing business analyst who also happens to be an excellent instructor.
- The course is written to show real-world situations and provide real-world solutions. You will be able to relate your own work situation to the course.
- You can discuss your own requirements issues with your instructor.
- You learn that requirements come from understanding the business and its internal processes, and how the business interacts with its external customers.
- The course provides a realistic framework for requirements discovery, not a strict methodology. The framework provides the freedom and encouragement to adapt to your own organizational needs.
- The techniques are applicable regardless of your development method – agile, traditional or anything else.
- The Brown Cow model to give you different and beneficial ways to look at the problem.
- The Volere requirements knowledge model which ensures you collect the right information, and the right amount of it.
- You receive the Volere Requirements Specification Template (downloaded over 20,000 times) with advice on how to make this your own template.
- A free copy of Suzanne and James Robertson's best-selling book, Mastering the Requirements Process – 3rd Edition, Getting Requirements Right.

**In-House Training: This course is available on-site. E-mail [customerservice@irmuk.co.uk](mailto:customerservice@irmuk.co.uk) with your enquiries.**



# Pre-Project Problem Analysis: Practical Techniques for Early Business Analysis Engagement

Adrian Reed

## Overview

Increasingly, organisations are operating in fast-moving and often volatile business environments. Project teams need to respond quickly to tricky and often ill-defined problem situations, enabling the organisation to adapt and meet the ongoing demands of its customers and environment. In these contexts the pre-project stage is crucial: For our change initiatives to be successful, we need to truly understand the problem we are trying to solve. By understanding the problem we can ensure that any future project activity is built upon a firm foundation, and is heading towards a set of goals that are concise, precise and have been agreed upon.

This practical, hands-on workshop, focusses on the problem-solving skills that practitioners need in order to collaboratively explore and describe problems, and to co-create potential options for improvement. These skills are extremely valuable pre-project and early in the project lifecycle, and this course will be of interest to business analysts and other practitioners who help analyse, assess and solve tricky organisational problems.

## Learning Objectives

- Understand what pre-project problem analysis is, and its significance in the analysis and project lifecycle
- Understand the importance of stakeholder identification, categorisation and management
- Be able to use a range of problem analysis techniques to understand problem situations
- Be able to define a problem using a 'problem statement' and understand how successful outcomes can be articulated with Critical Success Factors and Key Performance Indicators
- Understand what a Business Use Case diagram is and understand its value in articulating scope during pre-project problem analysis
- Use a 1 page 'Project Concept Summary' template to bring together a potential project idea onto a page

## Course Outline

### Introduction

- What is 'Problem Analysis?': A brief introduction to the course, and a discussion of why it is important that we analyse the problem before assuming or implementing a solution

### Stakeholders in Problem Analysis

- Identifying Stakeholders: Tips for identifying likely stakeholders, along with suggestions of potential 'generic' stakeholder types that regularly warrant consideration
- Stakeholder Analysis: Categorisation of stakeholders
- Communication/Engagement Planning: Planning how to liaise with stakeholders in the early stages of problem investigation
- Power & Politics: Discussion of how power & politics can affect problem solving, and how it affects us as practitioners

### Understanding the Problem Situation

- Elicitation Techniques: Overview of a range of techniques for eliciting information about a problem situation (Interviews, Workshops, Observation, Document Analysis)
- Categorising Problematic Situations: The difference between a 'difficulty' and a 'mess'
- Problem Analysis Techniques: Practical overview of:
  - 5 Whys
  - Fishbone Diagram
  - Multiple Cause Diagram
  - Causal Loops
- External Environment Analysis: Practical overview of STEEPLE technique for analysing the broader business or organisational context
- Perspectives: The importance of understanding that different stakeholders may perceive the problem situation differently
- Defining the Problem: Overview of a typical 'Problem Statement', along with a discussion of pros/cons and when it is most useful
- Defining Success: Critical Success Factors (CSFs), Key

Performance Indicators (KPIs), Balanced Business Scorecard

### Defining Business Requirement Scope

- Roles & Goals: Defining the 'roles' that are involved in the problem space and their (business) goals
- Business Use Case Diagram: Introduction to Business Use Case diagrams as a way of scoping out the high level business requirements on a problem situation/potential project concept
- Requirement Types: Brief discussion of other requirement types that may emerge early in the project lifecycle

### Identifying Areas for Change

- Gap Analysis: Comparing the output from the techniques in previous sections to identify areas where change is desirable
- Existing Solution Evaluation: Discussion on approaches for benchmarking/measuring existing solutions to determine where improvement may be needed

### Generating Improvement Ideas

- Creative Thinking Techniques: Techniques for generating a range of potential ideas for improvement:
  - Brainstorming
  - Brainstorming Enhancers
- Types of Improvement Approach: Discussion of the breadth of improvement approaches that are generally available, which is often wider than initially anticipated. Discussion on feasibility: What might stop or inhibit an approach being acceptable

### Bringing It All Together

- Project Concept Summary: Overview of a one page 'project concept summary' outlining the problem, likely requirement scope, and potential solutions
- Validation: How to ensure the 'project concept summary' is validated by key stakeholders
- Next steps: What next after the 'project concept summary'

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Only one discount can be applied at any one time

### Presenter



Adrian Reed is a true advocate of the analysis profession. He is a Principal Consultant and

Director at Blackmetric Business Solutions where he provides Business Analysis consultancy and training solutions to a range of clients in varying industries. Adrian is Immediate Past President of the UK chapter of the IIBA and he speaks internationally on topics relating to Business Analysis and business change.

**IIBA** Endorsed Education Provider

This course, Pre-Project Problem Analysis: Practical Techniques for Early Business Analysis Engagement, is a course endorsed by the IIBA. The course is aligned with the BABOK v3. By attending this course you will earn 14 PDs (Professional Development hours) or 14 CDUs (Continuing Development Units).

## Audience

This course is well suited for anyone needing to understand how to undertake problem analysis early in the project lifecycle. It will be of particular interest to BA teams that are looking to 'left shift' and seek early engagement. Typical delegates include:

- Business Analysts
- Business Systems Analyst
- Consultants
- Requirements Manager
- Requirements Engineers
- Product Owner

**In-House Training:** This course is available on-site. E-mail [customerservice@irmuk.co.uk](mailto:customerservice@irmuk.co.uk) with your enquiries.

# Information Management Fundamentals

Chris Bradley

7-9 October 2019

London

Fee: £1,595 + VAT

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## Enterprise Data Courses, London

### Information Management Fundamentals

7-9 October 2019

**Unified Data Delivery – From Data Lake to Enterprise Data Marketplace**  
10-11 October 2019

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#### Presenter



Chris Bradley has spent 37 years in the forefront of the Information Management field, working for international organisations in Information Management

Strategy, Data Governance, Data Quality, Information Assurance, Master Data Management, Metadata Management, Data Warehouse and Business Intelligence. Chris is Director of the E&P standards committee "DMBoard", an author of several books including "Data Modelling for The Business" and "DMBoK 2.0", a member of the Meta Data Professionals Organisation (MPO) a Fellow of BCS and DAMA CDMP, recipient of the DAMA Lifetime Achievement Award for Data Management Excellence, and author of significant parts of professional certifications. Chris is an acknowledged thought leader in Data Modelling and Data Governance, author of several papers and books including "Data Modelling for the Business".

*"Good overview – covered a lot of ground in just 3 days. Very knowledgeable with lots of real world examples."*

Stuart Kay, Master Reference Data Team Leader, Natural Resources Wales

## Overview

This course address all the Information Management disciplines as defined in the DAMA body of knowledge (DMBoK). Taught by an industry recognized DAMA DMBoK(2.0) author and CDMP (Fellow) this course provides a solid foundation across all of the disciplines across the complete Information Management spectrum. By attending the course, delegates will get a firm grounding in all of the core Information Management concepts and illustrate their practical application throughout with real examples of how Information Architecture is applied. Additionally this course provides a solid foundation for students wishing to consider proceeding to take the Industry professional DAMA CDMP certification.

## Learning Objectives

This course is intended to provide delegates with the knowledge, methods and techniques required to analyse, mature and implement information management solutions within your organisation. At the end of the course, delegates would have gained the following:

#### Level set understanding & terminology:

- Learn about the need for and application of Information Management disciplines for different categories of challenges
- Explore an Information Management framework and understand how it aligns with other architecture frameworks
- Explore concepts such as lifecycle

management, normalisation, dimensional modelling and data virtualisation and why they are important

- Understand the critical roles of Master Data Management and Data Governance and how to effectively apply them

#### Pragmatic Learning

- Learn the different MDM architectures, their suitability for

different needs and how best to implement Master Data Management approaches

- Develop a set of usable techniques that can be applied to a range of information management challenges
- Learn the best practices for managing Enterprise Information needs
- Through practical examples, learn how to apply techniques in information architecture planning

## Course Outline

### Introduction to the DMBoK

- What is the DMBoK, its intended purpose and audience.
- Changes due in DMBoK 2.0, and the relationship of the DMBoK with other frameworks (TOGAF / COBIT etc.).
- DAMA CDMP professional certification overview & CDMP exam coverage by DMBoK section.

### Data Governance

- Why Data Governance is at the heart of successful Information Management.
- A typical DG reference model
- DG roles & responsibilities, the role of the Data Governance Office (DGO) & its relationship with the PMO.
- How to get started with Data Governance.

### Data Quality Management

- The Dimensions of Data Quality, policies, procedures, metrics, technology and resources for ensuring Data Quality is measured and ultimately continually improved.
- ADQ reference model & how to apply it.
- Capabilities & functionality of tools to support Data Quality management.

### Master & Reference Data Management

- The differences between Reference & Master Data.
- Identification and management of Master Data across the enterprise.
- 4 generic MDM architectures & their suitability in different cases.
- MDM maturity assessment to consider business procedures for MDM and the provision and appropriateness of MDM solutions per major data subject area.

- How to incrementally implement MDM to align with business priorities.

### Data Warehousing & BI Management

- Provision of Business Intelligence (BI) to the enterprise and the manner in which data consumed by BI solutions and the resulting reports are managed. Particularly important if the data is replicated into a Data Warehouse.
- Types of BI, DW and Analytics.
- Provision of metadata repositories and the means of providing business user access and glossaries from these.
- The development, use and exploitation of data models, ranging from Enterprise, through Conceptual to Logical, Physical and Dimensional.
- Maturity assessment to consider the way in which models are utilized in the enterprise and their integration in the Software Development Life Cycle (SDLC).

### Data Integration & Architecture Management

- What are the business (and technology) issues that Data Integration is seeking to address, the different styles of Data Integration, their applicability and implications.
- The approaches, plans, considerations and guidelines for provision of Data Integration and access.
- Consideration of P2P, ETL, CDC, Hub & Spoke, Service-orientated Architecture (SOA), Data Virtualization and assessment of their suitability for the particular use cases.

### Data Lifecycle Management

- Proactive planning for the management of Data across its entire lifecycle from inception through, acquisition, provisioning, exploitation eventually to destruction. This IM discipline and its maturity assessment determine how well this is planned for and accomplished.

### Data Risk Management, Security & Privacy

- Identification of threats and the adoption of defences to prevent unauthorized access, use or loss of data and particularly abuse of personal data.
- Exploration of threat categories, defence mechanisms & approaches, and implications of security & privacy breaches.
- Identification of risks (not just security) to data and its use, together with risk mitigation, controls and reporting.

### Regulatory Compliance

- The policies and assurance processes that the enterprise is required to meet.
- Adapting to the changing legal and regulatory requirements related to information and data.
- Assessing the approach to regulatory compliance & understanding the sanctions of non-compliance.

### Data Management Tools & Repository

- Examination of the categories of tools supporting the IM disciplines.
- How to select the appropriate toolset.
- Discussion of an example policy for use of specific technology to ensure consistency and interoperability across the enterprise.

## Audience

Practitioners involved in Information Management, Data Governance, Master Data Management and Data Quality initiatives including:

- Information Managers
- Information Architects
- Data Architects
- Enterprise Architects
- MDM Managers
- Data Governance Managers

- Data Quality Managers
- Information Quality Practitioners
- Business Analysts
- Technology Leaders
- Business Technology Partners

**In-House Training:** This course is available on-site. E-mail [customerservice@irmuk.co.uk](mailto:customerservice@irmuk.co.uk) with your enquiries.

# Unified Data Delivery – From Data Lake to Enterprise Data Marketplace

Mike Ferguson

## Overview

This course looks at the challenges faced by companies trying to deal with an exploding number of data sources, collecting data in multiple data stores (cloud and on-premises), multiple analytical systems and at the requirements to be able to define, govern, manage, unify and share trusted high-quality data products in a distributed and hybrid computing environment. It also explores a new approach to organising your data in a logical data lake and how IT data architects, business users and IT developers can work together to build ready-made trusted data products that can be published in a data marketplace available to others to consume and use to drive value. This new DataOps approach to unifying data includes data ingestion, automated data discovery, data profiling, tagging and publishing data in an information catalog. It also involves refining raw data to produce trusted 'data products' available as a service that can be published in a data marketplace (catalog) available for consumption across your company.

## Learning Objectives

- How to define a strategy for producing trusted data as-a-service in a distributed environment of multiple data stores and data sources
- How to organise data in a centralised or distributed data environment to overcome complexity and chaos
- How to design, build, manage and operate a logical or centralised data lake within their organisation
- The critical importance of an information catalog in understanding what data is available as a service
- How data standardisation and business glossaries can help make sure data is understood
- An operating model for effective distributed information governance
- What technologies and implementation methodologies they need to get their data under control and produce ready-made trusted data products
- Collaborative curation of trusted, ready-made data products and publishing them in a data marketplace for people to shop for data
- How to apply methodologies to get master and reference data, big data, data warehouse data and unstructured data under control irrespective of whether it be on-premises or in the cloud.
- Fuelling rapid 'last mile' analytical development to reduce time to value

## Course Outline

### Establishing a Data Strategy for Rapid Unification of Trusted Data Assets

- The ever-increasing distributed data landscape
- The siloed approach to managing and governing data
- IT data integration, self-service data preparation or both? – data governance or data chaos?
- Key requirements for data management
- Dealing with new data sources – cloud data, sensor data, social media data, smart products (the internet of things)
- Understanding scope of your data lake
- Building a business case for distributed data management
- Defining an enterprise data strategy
- A new collaborative approach to governing, managing and curating data
- Introducing the data lake and data refinery
- Data lake configurations – what are the options?
- Establishing a multi-purpose data lake and Information Supply Chain to produce data products for the enterprise
- DataOps – a component-based approach to curating trusted data products
- The rising importance of an Information catalog and its role as a data marketplace
- Key technology components in a data lake and information supply chain – including data fabric software
- Using Cloud storage or Hadoop as a data staging area and why it is not enough
- Implementation run-time options – the need to curate data in multiple environments
- Integrating a data lake into your enterprise analytical architecture

### Information Production Methodologies

- Information production and information consumption
- A best practice step-by-step methodology structured data governance
- Why the methodology has to change for semi-structured and unstructured data
- Methodologies for structured Vs multi-structured data

### Data Standardisation, the Business Glossary and the Information Catalog

- Semantic data standardisation using a shared business vocabulary within an information catalog
- The role of a common vocabulary in MDM, RDM, SOA, DW and data virtualisation
- Why is a common vocabulary relevant in a data lake, data marketplace and a Logical Data Warehouse?
- Approaches to creating a common vocabulary
- Business glossary products storing common business data names
- Alteryx Connect Glossary, ASG, Collibra, Informatica, IBM Information Governance Catalog, Microsoft Azure Data Catalog Business Glossary, SAP Information Steward Metapedia, SAS Business Data

### Network and more

- Planning for a business glossary
- Organising data definitions in a business glossary
- Key roles and responsibilities – getting the operating model right to create and manage an SBV
- Formalising governance of business data names, e.g. the dispute resolution process
- Business involvement in SBV creation
- Beyond structured data – from business glossary to information catalog
- What is an Information Catalog?
- Why are information catalogs becoming critical to data management?
- Information catalog technologies
- Information catalog capabilities

### Organising and Operating the Data Lake

- Organising data in a centralised or logical data lake
- Creating zones to manage data
- New requirements for managing data in centralised and logical data lakes
- Creating collaborative data lake projects
- Hadoop or cloud storage as a staging area for enterprise data cleansing and integration
- Core processes in data lake operations
- The data ingestion process
- Tools and techniques for data ingestion
- Implementing automated disparate data and data relationship discovery using Information catalog software
- Using domains and machine learning to automate and speed up data discovery and tagging
- AI in the catalog – Alation, IBM Watson Knowledge Catalog, Informatica CLAIRE, Silwood, Waterline Data Smart Data Catalog
- Automated profiling, PII detection, tagging and cataloguing of data
- Automated data mapping and lineage discovery
- The data governance classification and policy definition processes
- Manual and automated data governance classification to enable governance
- Using tag-based policies to govern data

### The Data Refinery Process

- What is a data refinery?
- Key requirements for refining data
- The need for multiple execution engines to run in multiple environments
- Options for refining data – ETL versus self-service data preparation
- Key approaches to scalable ETL data integration using Apache Spark
- Self-service data preparation tools for Spark and Hadoop, e.g. Alteryx Designer, Informatica Intelligent Data Lake, IBM Data Refinery, Paxata, Tableau Prep, Tamr, Talend, Trifacta
- Automated data profiling using analytics in data preparation tools
- Executing data refinery jobs in a logical data lake using Apache Beam to run anywhere
- Approaches to integrating IT ETL and self-service data preparation tools
- ODPI Egeria for metadata sharing
- Joined up analytical processing from ETL to

### analytical pipelines

- Publishing data and data integration jobs to the information catalog
- Mapping produced data products into your business vocabulary
- Data provisioning – publishing trusted, ready-made data products into an Enterprise Data Marketplace
- The Enterprise Data Marketplace – enabling information consumers to shop for data
- Provisioning trusted data using data virtualisation, a logical data warehouse and on-demand information services
- Consistent data management across cloud and on-premise systems

### Unifying Big Data, Master Data and Data Warehouse Data to Drive Business Value

- A walk through of end-to-end data lake operation to create a Single Customer View
- Types of big data & small data needed for single customer view and the challenge of bringing it together
- Connecting to Big Data sources, e.g. web logs, clickstream, sensor data, unstructured and semi-structured content
- Ingesting and analysing clickstream data
- The challenge of capturing external customer data from social networks
- Dealing with unstructured data quality in a Big Data environment
- Using graph analysis to identify new relationships
- The need to combine big data, master data and data in your data warehouse
- Matching big data with customer master data at scale
- Governing data in a Data Science environment

### Information Audit & Protection – Governing Data Across a Distributed Data Landscape

- What is Data Audit and Security and what is involved in managing it?
- Status check – Where are we in data audit, access security and protection today?
- What are the requirements for enterprise data audit, access security and protection?
- What needs to be considered when dealing with the data audit and security challenge?
- Automatic data discovery and the information catalog – a huge help in identifying sensitive data
- What about privileged users?
- Using a data management platform and information catalog to govern data across multiple data stores
- Securing and protecting data using tag-based policies in an information catalog
- What technologies are available to protect data and govern it? – Apache Knox, Cloudera Sentry, Dataguise, IBM, Informatica Secure@Source, Imperva, Micro Focus, Privitar
- Can these technologies help in GDPR?
- How do they integrate with Data Governance programs?
- How to get started in securing, auditing and protecting your data

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## Presenter



An analyst and consultant, Mike Ferguson specialises in business intelligence/ analytics, data management, big data and enterprise architecture. With over 35 years of IT experience, Mike has consulted for dozens of companies on business intelligence strategy, technology selection, enterprise architecture, and data management. He has spoken at events all over the world and written numerous articles.

## Audience

- Chief Data Officers
- Data Architects
- Master Data Management Professionals
- Big Data Professionals
- Data Integration Developers
- Business Data Analysts doing self-service data integration
- Content Management Professionals
- Database Administrators

In-House Training: This course is available on-site. E-mail [customerservice@irmuk.co.uk](mailto:customerservice@irmuk.co.uk) with your enquiries.



# Data Governance: A Practical Guide

(Part of Data Ed Week)

Nigel Turner

21-22 November 2019

London

Fee: £1,295 + VAT

This fee includes Level 1 and Level 2

Certification

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### Presenter



Nigel Turner is Principal Information Management Consultant for EMEA at Global Data Strategy Ltd. and Vice-Chair of the Data Management Association of the UK. Nigel has worked in Information Management for over 25 years, both as an in-house implementer of Information Management solutions at British Telecommunications plc and subsequently as an external consultant to more than 150 clients, including the Environment Agency, British Gas, HSBC, Intel US and others.

## Overview

Data Governance is rapidly becoming a 'must have' for any organisation wanting to manage its data, improve its quality, and control its security, access and uses. An average organisation's data is doubling every 15 months. Propelled by Big Data, Cloud Computing and other innovations, this rapid increase in volumes is compounded by the increasing speed and complexity with which data is created and stored. Organisations are also under increasing customer, regulatory and legal pressures to get data right. Data Governance is seen as a keystone in any solution to address these challenges. Many organisations have already recognised the potential value of Data Governance and have started governance initiatives. Though some have succeeded, many are faltering or have failed. Attending this 2-day seminar & workshop will ensure that you set off on the right path to successful and sustainable Data Governance. Key Topics include:

- What is Data Governance?
- Why is it increasingly a 'must have' for organisations
- Building the internal case for Data Governance
- How and where do you start to
- What benefits can you expect and how you measure them
- Real life Data Governance success stories
- Your role in Data Governance - how to prepare yourself to win

Note that course will help you whether you are new to Data Governance or already working as part of an existing Data Governance team or programme.

## Learning Objectives

- Understand what Data Governance is, and what it isn't
- Assess the readiness of your organisation for Data Governance
- Be able to align a Data Governance proposal and initiative with your key organisational & departmental drivers
- Make the internal business case for investment in Data Governance
- Be able to identify and apply the six necessary components of a Data Governance framework
- Create a realistic plan of action for Data Governance
- Apply these practices to a fictional, but highly realistic organisation via a hands on case study
- Learn from best practices in other organisations who are already implementing Data Governance

## Course Outline

### Scene Setting & Introductions

- Scope & objectives of the seminar
- Seminar agenda & attendee expectations
- Introduction to the case study

### Data Governance Context & Drivers

- The overall data landscape
- Some recent data disasters & horrors
- Current & future data challenges
- The overall industry impact of poor data
- A call for action

### Data Governance - An Industry Assessment

- Data Governance - definitions and focus
- How successful has Data Governance been?
- Why Data Governance can fail
- Key components of success - breaking down the barriers

### The Components of Successful Data Governance

- The DAMA DMBOK wheel - the centrality of Data Governance
- The Data Governance Framework explained:
- Vision & Strategy
- Organisation & People
- Processes & Workflows
- Data Management & Measures
- Culture & Communications
- Tools & Technology
- Applying the Data Governance Framework

### Establishing a Starting Point - Data Governance Readiness

- Plotting the journey - Data Governance maturity
- Implications of the maturity assessment
- Case study exercise 1 - context and maturity assessment

## Audience

Individuals and teams who are playing, or would like to play, an active role in the implementation of a Data Governance initiative. It will also be of interest to anyone working in a relevant business or IT role who wants to know more about Data Governance concepts and practices. Typical roles who will benefit from this tutorial / workshop include:

- Heads of Data Governance & their teams
- Chief Data Officers & their teams
- Data Stewards
- Data Owners
- Information Strategists & Architects
- Business Analysts
- Data Quality Specialists
- Master Data Management Practitioners

**In-House Training:** This course is available on-site. E-mail [customerservice@irmuk.co.uk](mailto:customerservice@irmuk.co.uk) with your enquiries.



# Ten Steps to Data Quality

(Part of Data Ed Week)

Danette McGilvray

## Overview

Simply put, information quality is providing the correct set of accurate information, at the correct time and place, to the correct people. However, ensuring quality information is far from simple. Whether you are just starting a project or are already in production, it is not unusual to find that data quality issues prevent organizations from realizing the full benefit of their investments in business processes and systems. The Ten Steps to Data Quality course teaches a practical approach to creating, improving, and managing the quality of information critical to providing products and services, satisfying customers, and achieving goals for any type of organization. If you are working on real data quality-related issues that need real results, this is the course for you. What is learned applies to all kinds of data and every type of organization – for-profit businesses of all sizes, education, government, healthcare, and nonprofit – because all depend on trusted information to succeed. Both concepts and practical application are included. Concepts provide a foundation for understanding data quality. Concepts are put into action through the Ten Steps™ process. Both are needed to apply the methodology appropriately to the many data quality related situations that attendees will face within their organizations. In addition to discussion and exercises (individual and as a group), attendees will practice what is learned by applying the steps and techniques to a course project of their choice. Come with your particular needs in mind, be ready to participate, practice applying what is learned to your situation and leave with realistic methods for managing data quality.

## Learning Objectives

- Have the background needed to conduct your own data quality project using the Ten Steps methodology - a proven approach for creating, improving, and managing data and information quality within any organization
- Turn data quality challenges into actionable projects with clear objectives
- Connect data quality issues with business priorities
- Use business impact techniques to show the value and impact of data quality
- Use data quality dimensions to assess the data that supports business needs and project objectives
- Use root cause analysis techniques to address the true causes of data quality issues
- Select the appropriate steps, activities, and techniques from the Ten Steps™ process to address business needs
- Fit data management topics such as data governance, data modeling, metadata, business rules, master data, reference data, and data standards into the process for ensuring high quality data
- Apply concepts such as the Framework for Information Quality and the information life cycle to data quality management
- Apply templates and examples to address their own data quality concerns

## Course Outline

### The Data and Information Quality Challenge

- Information and data quality defined
- Why we care about data quality
- Data quality in action through programs, projects, and operational processes
- The Ten Steps™ methodology – key concepts plus the Ten Steps™ process

### Key Concepts – A Necessary Foundation for Understanding Information Quality

- Framework for Information Quality (FIQ) – Components that impact information quality:
  - Business Needs - Goals, Strategies, Issues, Opportunities
  - Information Life Cycle (POSMAD – Plan, Obtain, Store and Share, Maintain, Apply, Dispose)
  - Key Components that affect information quality (Data, Processes, People/Organizations, Technology)
  - Interaction between the Information Life Cycle and the Key Components
  - Location (Where) and Time (When and How Long)
  - Broad-Impact Components (RRISC – Requirements and Prevention, Structure and Meaning, Communication, Change)
- The relationship between Data Governance, Stewardship, and Data Quality

### Step-by-Step: The Ten Steps™ Process

- Each of the Ten Steps is covered in the seminar with instructions, techniques, examples, templates and best practices.
- Data quality tools will also be discussed in the applicable steps.
- Exercises and working on a course project with small teams give attendees the opportunity to practice what is learned.

#### Step 1 Determine Business Need and Approach

- Define and agree on the issue, the opportunity, or the goal to guide all work done throughout the project.
- Refer to the business need throughout the other steps in order to keep the goal(s) at the forefront of all activities

#### Step 2 Analyze Information Environment

- Gather, compile, and analyze information about the current situation and the information environment.
- Document and verify the information life cycle, which provides a basis for future steps, ensures that relevant data are being

- assessed, and helps discover root causes
- Design the data capture and assessment plan

#### Step 3 Assess Data Quality

- Evaluate data quality for the data quality dimensions applicable to the issue
- Results of assessments provide a basis for future steps, such as identifying root causes and determining needed improvements and data corrections
- Overview of all the dimensions of data quality and how to choose which dimensions will best support business needs

#### Step 4 Assess Business Impact

- Determine the impact of poor-quality data on the business using a variety of qualitative and quantitative techniques.
- This step provides input to establish the business case for improvement, to gain support for information quality, and to determine appropriate investments in your information resource

#### Step 5 Identify Root Causes

- Identify and prioritize the true causes of the data quality problems.
- Develop specific recommendations for addressing the problems.

#### Step 6 Develop Improvement Plans

- Finalize specific recommendations for action.
- Develop improvement plans based on the recommendations.
- Establish ownership for implementation.

#### Step 7 Prevent Future Data Errors

- Implement solutions that address the root causes of the data quality problems.

#### Step 8 Correct Current Data Errors

- Implement steps to make appropriate data corrections.

#### Step 9 Implement Controls

- Monitor and verify the improvements that were implemented
- Maintain improved results by standardizing, documenting, and monitoring appropriate improvements

#### Step 10 Communicate Actions and Results

- Document and communicate the outcome of quality tests, improvements made, and results of those improvements.
- Communication is so important that it is part of every step

## Audience

Individual contributors and team members responsible for or interested in the quality of data in their business processes, systems or databases. This includes roles such as:

- Data Analysts
- Data Quality Analysts
- Business Analysts
- Data Designers/Modellers
- Data Stewards
- Application Developers
- Any data professional impacting the quality of data upon which

their business depends

- Managers and project managers of individual contributors and team members. They need to understand what is involved in addressing data quality because they hire resources, assign people's time, provide support, and remove roadblocks to data quality work.
- Users of data whose work has been affected by poor data quality and want to find solutions for those problems.

**In-House Training: This course is available on-site. E-mail [customerservice@irmuk.co.uk](mailto:customerservice@irmuk.co.uk) with your enquiries.**

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### Presenter



Danette McGilvray is an experienced trainer, consultant and author of Executing Data Quality Projects: Ten Steps to Quality Data and Trusted Information™. An internationally respected expert, her Ten Steps™ approach to information quality has been embraced as a proven method for creating, improving, and managing the quality of all types of data for any kind of organization. Her book is used as a textbook in university graduate programs.

*"Very easy to follow and apply to the work/challenges that I am going to face. Danette was great at using every day experiences and relating them to data quality. A great presenter who is open to new ideas irrespective of being in Data Quality for over 20 years."*

Naomi Thomas, Data Quality Analyst, Gocompare.com

*"The course has helped me put into perspective and break down the areas of data quality that should fall under investigation in any project - the steps methodology ensures you have captured all the areas that affect data quality completely."*

Eirini Basta, Local Data Steward, Business Systems, HEINEKEN UK

# Business-Oriented Data Modelling Masterclass

(Part of Data Ed Week)

Alec Sharp

## Overview

This new 3-day interactive workshop combines the core content from two popular data modelling courses by Alec Sharp – Business Oriented Data Modelling and Advanced Data Modelling. This workshop, suitable for both new and experienced modellers, will explore unique techniques for rapidly developing high-quality models while maintaining the involvement of business professionals. It then provides hands-on practice with skills in more challenging topics such as generalisation, recursion, subtyping, modelling time and history, presenting models to non-technical groups, the connection between E-R modelling and dimensional modelling, and many more.

## Learning Objectives

- Apply techniques that engage business professionals in developing a concept model / conceptual data model;
- Use entity-relationship modelling to depict entities, facts, and rules at three levels of modelling – contextual, conceptual and logical models;
- Utilise the three “learning modes” in developing and presenting a model – Visual, Auditory, and Kinesthetic;
- Apply event analysis and other techniques to discover and meet additional requirements;
- Use subtyping, recursion, multi-way associations, and other structures to model difficult rules;
- Model change, correction, and time-dependent business rules with “temporal data models”;
- Rapidly develop a first-cut dimensional model from a well-structured ER model;
- Prepare and deliver a data model review presentation to a non-technical audience.

## Course Outline

### Essentials of Data Modelling

- What really is a data model or concept model?
- Essential components – entities, relationships, attributes, and rules
- Hands-on case study – how data modelling resolved business issues, and supported other business analysis techniques
- Guidelines for comprehension – how to lay out Entity-Relationship Diagrams (“ERDs”)
- The narrative parts of a data model – definitions and assertions
- Group exercise – getting started on a data model, then refining it
- Common misconceptions about data models and data modelling
- The real purpose of a data model
- Contextual, Conceptual, and Logical Data Models – purpose, audience, definition, and examples
- Overview of a three-phase methodology for developing a data model

### Establishing the Initial Conceptual Data Model

- Top down vs. bottom up approaches to beginning a data model – when is each appropriate?
- A bottom-up approach focusing on collecting and analyzing terminology
- A structure for sorting terms and discovering entities
- Exercise – developing an initial conceptual data model
- Entities – what they are and are not
- Guidelines for naming and defining entities
- Three questions to help you quickly develop clear, useful entity definitions
- Exercise – identifying flawed entities
- Six criteria that entities must satisfy, and four common errors in identifying entities
- Identifying relationships
- Fundamental vs. irrelevant or transitive relationships
- Good and bad relationship names
- Multiplicity or cardinality – 1:1, 1:M, and M:M relationships, and useful facts about each
- Common errors and special cases – recursive, multiple, and supertype-subtype relationships
- Attributes – guidelines and types
- Attributes in conceptual models vs. logical models

## Audience

- Specialist data modellers, data architects, data analysts, and DBAs who wish to hone their skills.
- Business analysts, business architects, enterprise architects, and application architects
- Application / solution developers
- (especially on Agile teams) Business professionals, Subject Matter Experts, and Project / Programme Managers involved in the analysis, design, and development (or selection and configuration) of a system.
- BI (Business Intelligence) professionals, DW (Data Warehouse) professionals, big data specialists, data scientists, analytics specialists, and data lake implementers

In-House Training: This course is available on-site. E-mail [customerservice@irmuk.co.uk](mailto:customerservice@irmuk.co.uk) with your enquiries.

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## Presenter



Alec Sharp has deep expertise in a rare combination of fields – process modelling, analysis, and redesign; business

analysis and requirements specification; and business-oriented data modelling. Increasingly, his work involves facilitation and organisational change. He is a popular conference speaker and wrote the book on business process modelling, “Workflow Modelling: Tools for Process Improvement and Application Development.” Popular with process improvement specialists, business analysts, consultants, and business professionals, it is consistently a top-selling title on business process modelling, analysis, and design, and is widely used as an MBA textbook. He was awarded DAMA’s Professional Achievement Award, a global award given to one professional a year for contributions to the Data Management profession.

# Successful Implementation of a Master Data Management Programme

(Part of Data Ed Week)

Malcolm Chisholm

## Overview

This workshop is intended to provide delegates with a comprehensive understanding of what is needed to run a successful Master Data Management (MDM) Programme. The workshop focuses on business and technical aspects of MDM and emphasises how the business and IT can work together to attain the full benefits of MDM. The workshop begins by level setting on the concepts of Master Data, how MDM has evolved as a discipline, and what business benefits MDM offers. Following this, details are presented of the components of an MDM Programme and how to set them up successfully. In particular, the need for governance within an MDM Programme, particularly for decision-making, is explained.

The technical aspects of MDM are dealt with in a top-down manner, beginning with how MDM fits into an enterprise-level architecture, and drilling down to the architecture within an MDM hub, and finally to the data design and standardisation level. The technical aspects go beyond technological considerations and also include semantics and reference data, which are both of critical importance for success of an MDM Programme.

Specialised needs of MDM are also considered. Data integration within an MDM hub is a primary consideration, as is how it is linked to the ways in which Master Data can be produced by knowledge workers in the enterprise. Data quality is also an extremely critical success factor for MDM, and techniques for it are presented. The whole concept of how Data Privacy, in its widest sense, is applied to MDM is also examined. This includes not only Personal Information, but also data purchased from Data Vendors with contractual restrictions. The way in which MDM drives analytics is also explained, along with considerations that need to be implemented in any MDM Programme.

## Learning Objectives

- The end-to-end structure of an MDM Programme
- How to align business and IT to ensure success in an MDM Programme
- How to drive adoption of MDM to gain business value
- What the governance needs of an MDM Programme are and how to address them
- What the major technical options are for MDM Hubs and their pro's and con's
- How MDM architectures can be fitted into overall enterprise architectures
- Why data integration is so important in MDM and how it is done
- How to analyze MDM tools and what is needed to successfully implement these tools
- How to deal with Personal Information, confidential information, and data sourced from data vendors in MDM
- How to ensure Master Data is of adequate quality
- How to approach knowledge management for MDM

## Course Outline

### Introduction to MDM

- What Master Data is, and what Master Data Management (MDM) is
- The benefits MDM provides for the enterprise
- How MDM evolved and where it is today
- The common types of Master Data Entities and how MDM is specialized for them

### The Components of an MDM Programme

- The benefits of a coordinated MDM Programme vs. standalone projects
- The typical sequence of an MDM project
- Who does what in an MDM Programme and MDM project
- People and organizational structures in MDM Programmes

### Getting Ready for MDM – Governance, Decision Making and Accountabilities

- Why decision making needs to be formalized in an MDM Programme
- Example of accountabilities needed in an MDM Programme
- The importance of Master Data Entity domain knowledge vs technical knowledge
- Governance requirements and organization for an MDM Programme

### Aligning Business with the MDM Programme

- Fitting MDM into the business value chain
- Fitting Business Processes and MDM Together
- How to gain adoption for MDM
- Measuring business value of MDM

### MDM Technical Architecture

- Understanding MDM Hub Patterns
- How to fit MDM into an enterprise-wide Data Architecture
- Understanding production vs. distribution of Master Data
- Understanding the layered architecture of an MDM Hub

### Data Models and Designs for MDM

- How to manage the semantics needed for MDM Programmes
- Understanding Adaptive vs. Fixed Data Models
- Need for Logical Data Models in an MDM Programme
- Role of Reference Data in MDM Programmes

### Data Integration in MDM

- Description of data integration
- Trust and Survivorship in MDM
- Capturing and governing Trust and Survivorship business rules
- Understanding merge and unmerge processes in MDM

### Selection of MDM Tools

- Multi-domain vs. single domain MDM tools
- Mega-vendors vs. Best of Breed in MDM
- Approach to an MDM tool selection exercise
- Thoughts on MDM tool implementation and post-implementation support

### Data Privacy and MDM

- Brief overview of the scope of Data Privacy and relevance to MDM
- How to Protect Personal Information in an MDM Programme
- How to Protect Purchased Data in an MDM Programme
- How to implement processes for Permitted Use of Master Data

### Data Acquisition and MDM

- Brief overview of the scope of Data Acquisition and relevance to MDM
- Workflow for Data Acquisition into an MDM Hub
- Data Acquisition outside of the MDM Hub
- Data Vendor Management for Master Data

### Data Quality and MDM

- The role of Data Quality in an MDM Programme
- Implementation of Continuous Production Data Quality Management for MDM
- Implementation of Data Issue Management for MDM
- How to Govern Data Quality Business Rules for MDM

### Analytics and MDM

- The role of an MDM Hub as a Conformed Dimension server
- Knowledge Management of MDM for Analytics
- Extending the MDM Hub to include Analytics outputs
- Governance implications of using Master Data in development and production phases of Analytics

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## Presenter



Malcolm Chisholm is a recognised expert in data governance and data management with more than 25 years of industry experience.

Malcolm's published works include *Definitions in Information Management* (how to create and manage high-quality definitions for data management), *How to Build a Business Rules Engine* (how to use metadata engineering to build any kind of business rules engine) and *Managing Reference Data in Enterprise Databases* (the only book on Reference Data Management). Malcolm's background includes specialisations in master data management, data governance, data stewardship, master data management, reference data management, Data-centric Development Lifecycle, Semantics (including terminology, definitions, taxonomy and ontology), business rules management, data architecture, data modelling, data integration, big data environments, data quality (detection and data issue management), data change management, data lineage, metadata tools, data legal/privacy/compliance, data monetisation, data vendor management and end user computing governance.

## Audience

- Enterprise Knowledge Workers
- Data-centric Business Operations Staff
- Information Managers
- Information Architects
- Data Architects
- Enterprise Architects
- MDM Managers
- Data Governance Managers
- Business Analysts
- Executives
- Business Technology Partners

In-House Training: This course is available on-site. E-mail [customerservice@irmuk.co.uk](mailto:customerservice@irmuk.co.uk) with your enquiries.



# Essentials of Data Warehouses, Lakes and BI in Digital Business

(Part of Data Ed Week)

Dr. Barry Devlin

18-19 November 2019, London

Fee: £1,295 + VAT

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## Presenter



Dr. Barry Devlin is among the foremost authorities on business insight and one of the founders of data warehousing, having published the first architectural paper in 1988. With over 30 years of IT experience, including 20 years with IBM as a Distinguished Engineer, he is a widely respected analyst, consultant, lecturer and author of the seminal book, "Data Warehouse—from Architecture to Implementation" and numerous White Papers. His 2013 book, "Business unIntelligence—Insight and Innovation beyond Analytics and Big Data" is available in both hardcopy and e-book formats. Barry provides strategic consulting and thought-leadership to buyers and vendors of BI solutions. He is continuously developing new architectural models for all aspects of decision-making and action-taking support.

## Overview

Business Intelligence (BI) has made data the foundation of decision making since the 1990s. Today, digital business is fundamentally reinventing decision making, by putting information from every person and data from every sensor at decision makers' fingertips. It challenges them to use it to address every aspect of business, to create anew every existing process, and to reinvent, not just decision making, but the entire enterprise.

Call it BI or analytics, serve it from a warehouse or a lake, it doesn't matter. The implications span the entire business and IT environments across the full breadth of the organisation.

Modern architectures, technologies, and methods in data management and analytics incorporate all today's technological advances in databases, NoSQL stores, and data preparation, as well as SOA, metadata, distributed access, collaboration, etc. And they directly address current issues, such as operational BI and analytics, strategic decision making, analytics, information discovery, and enterprise-wide decision management.

Expanding from his comprehensive and respected "Business unIntelligence" architecture to emerging topics such as the Internet of Things, algorithms, and artificial intelligence, Dr. Barry Devlin charts the essentials of data warehouses and data lakes, BI and analytics to build a digital business from the existing data warehouse and BI systems running enterprises today.

## Learning Objectives

- The meaning and implications of digital business
- Drivers, structure and components of decision-making support architectures
- Data and Information—for data warehouses, marts and lakes
- Possibilities and challenges of new database and data management technologies
- Formal and Informal processes—getting from information to action
- Data virtualization and preparation tools for integration across warehouses and lakes
- Positioning and using algorithms and analytics in support of decision making
- People—action-oriented decision making
- The importance of business context and user roles in decision processes
- Planning and implementation—practical steps for building modern warehouses, lakes and BI

## Course Outline

### Digital Business—History and Emergence

- A brief history of decision-making support
- Origins and meaning of digital business

### An Architecture Combining Data Warehouses and Data Lakes

- The emergence and impact of big data, the Internet of Things and artificial intelligence
- A new layering approach—Information, Process, and People
- The pillars of a new architecture that supports multiple storage technologies

### The Information Resource—the Foundation for Everything

- Information/data classes—human-sourced, machine-generated and process-mediated
- Big data—hype and reality, sources and types, implications for business and IT
- Key considerations—timeliness/consistency, structure/context, and reliance/usage
- Metadata as information—sources

and stores, tools and techniques

- Relational database evolution—structures, software and hardware
- NoSQL data stores, Hadoop-based databases, XML, JSON-based and other data stores

### The Business Processes—Getting from Decisions to Actions

- Data Preparation, ETL, Data Warehouse Automation, Wrangling, and Data Virtualisation
- The new role of users in "application development"
- Understanding adaptive, closed-loop business processes
- Service Oriented Architecture and Microservices
- A model for decision making and action taking—the adaptive decision loop

### The People—Understanding Needs and Engaging Innovation

- Motivation and the workings of the human mind in business systems
- Classes of BI—information-centric, process-centric and collaborative
- BI, analytic and other decision support tools

- Decision-making and action-taking in a closed-loop, real-time environment
- Augmenting and/or Automating decision making and action taking
- The emergence and importance of artificial intelligence

### Planning and Implementation

- Evolution—not revolution
- The Staged Implementation Roadmap
- Organisational considerations; changes in IT culture and responsibilities
- Selected possible first migration steps

## Audience

- Enterprise, systems, solutions and data warehouse architects
- Systems, strategy and BI/analytics managers
- Data warehouse/lake and systems designers and developers
- Data and database administrators
- Tech-savvy business analysts

In-House Training: This course is available on-site. E-mail [customerservice@irmuk.co.uk](mailto:customerservice@irmuk.co.uk) with your enquiries.



# Data Ed Week Europe

(One Day Courses)

## Data Management in a Hybrid and Multi-Cloud Computing Environment, 18 November 2019

Fee: £795 + VAT

*Speaker: Mike Ferguson, Managing Director, Intelligent Business Strategies*

As the adoption of cloud computing continues to grow, we are now at the point where many companies may have deployed operational transaction processing applications both on-premises and in one or more clouds. Analytical systems are also running in the cloud including data warehouses, cloud based Hadoop systems, streaming analytics platforms and NoSQL Graph databases. With corporate data now either side of the firewall, there is a growing demand to seamlessly manage and govern it consistently across data centres and multiple clouds.

This session looks in detail at the challenge of consistently managing data in a hybrid multi-cloud environment and looks at what is needed to keep cloud and on-premises systems integrated while maintaining data integrity. In particular it looks at data capture, operational data flows, analytical data flows data flows and governance in a hybrid computing environment.

### Course Outline:

- Evolution – the growing adoption of the cloud to store and process data
  - Operational transaction processing on the cloud
  - Analytical systems in the cloud
- Data complexity – The challenge of managing data in a hybrid computing environment
- Data management requirements
  - Managing and synchronising master data in a hybrid computing environment
  - Data governance in a hybrid cloud computing environment
    - Managing data quality across cloud and on-premises systems
    - Managing data privacy across cloud and on-premises systems
    - Managing data access security across cloud and on-premises systems
- Managing data retention in a hybrid computing environment
- Data ingestion, cloud storage, automated data discovery and mapping – the role of the data lake and data catalog in managing data
- ETL processing options
  - Integrating cloud and on-premises data for cloud and on-premises data warehouses, data science and MDM
- Data virtualisation – simplifying access to data across cloud and on-premises systems
- What works and what doesn't?
- Do's and Don'ts
- Getting started

## The Analytic User Experience, 19 November 2019

Fee: £795 + VAT

*Speaker: Donald Farmer, Principal, TreeHive Strategy*

Every organisation today runs on data, but we really need to run on analytics. These new insights-driven teams need an effective analytic user experience: not just a user interface or visualisations, but an end-to-end understanding of how analytics works. We'll look at how individuals understand data and insights, but we'll also look beyond that to the organisational and social dynamics of your analytics community of practice.

### Learning Objectives:

- Data literacy is an organisational skill
- Visualisation is not enough for effective analytics
- A fundamental model for analytics and discovery
- Applying the model in your business, from data discovery to dashboard design
- The importance of natural language in modern analytics
- The role of storytelling and narrative in decision support and collaboration
- Mobile and multi-device analytics
- International considerations and multi-cultural analytics
- The importance of a community of practice

### Course Outline:

- Data literacy and analytics
- The power and the pitfalls of data visualisation
- Browsing and querying – the differences and the value
- Discovery and insights – how we find out what we don't know
- The four-step model of analytics and discovery
- Natural language and the analytic experience – beyond visualisation
- Action-oriented analytics – decision making with data
- Storytelling with analytics – persuasion and explanation
- Collaboration and communication
- Mobile analytics in a multi-device world
- Multi-cultural analytics
- Developing a community of practice

## New Big Data Storage Technologies: From Hadoop to Graph Databases and from NoSQL to NewSQL 20 November 2019

Fee: £795 + VAT

*Speaker: Rick van der Lans, Independent Analyst, Consultant, Author and Lecturer, R20/Consultancy*

Big data, analytical database servers, Hadoop, NoSQL, Spark, MapReduce, SQL-on-Hadoop, translytical databases, and appliances are all immensely popular terms in the IT industry today. Due to this avalanche of new developments, it's becoming harder and harder for organisations to select the right tools. Which technologies are relevant? Are they mature? What are their use cases? Are they worthy replacements for the more traditional SQL products? How should they be incorporated in the existing data warehouse architecture? These are all valid but difficult to answer questions. This tutorial discusses and explains these new data storage technologies clearly and explains why and how they can be relevant for any organisation. Market overviews are presented, strengths and weaknesses are discussed, and guidelines and best practices are discussed. It is intended for anyone who has to stay up to date and implement the new developments, including data warehouse designers, business intelligence experts, database specialists, database experts, consultants, and technology planners.

### Course Outline:

- Why are traditional database technology not "big" enough?
- How different are Hadoop and NoSQL from traditional technology?
- How can new and existing technologies such as Hadoop, NoSQL, and NewSQL help develop BI and big data systems?
- Embedding Hadoop technologies in existing BI systems
- Using Spark to boost performance for analytics
- Three NoSQL subcategories: key-value, document, and column-family stores
- Why graph databases are very different from all other systems
- When to use NewSQL or NoSQL for developing transactional systems

*"One of the key highlights of my BA career to date!"*

Stuart Peek, Business Analyst, Specsavers



## Business Analysis Conference

*"Who knew there were so many BA's! It's great to have an event which caters exactly to our needs/ methodologies"*

Genna Fowler, Business Analyst, News UK

23-25 September 2019, London

**The Business Analysis Conference Europe 2019** will provide an unparalleled networking opportunity for business analysts from across Europe and beyond. Whether you are just starting your BA journey, you are an experienced BA or you would like to understand the role of BAs further, this conference is for you.

**Case Studies and Contributors Include:** Bank of England, Lloyds Banking Group, Nationwide, Aviva, Capita, Aldermore, Financial Times, Warner Bros, Virgin Media, Volkswagen Financial Services, Rightmove, National Grid, BAE Systems, Parkinson's UK, ASOS, John Lewis Partnership, AO.com, OVO Energy, The Home Office, UK Government, South Gloucestershire Council, Civica Digital, bpha, Deloitte, Cardiff University, Coventry University, AssistKD, Taylor & Francis

**Fourteen Pre-Conference Workshops.** Choose from a comprehensive range of workshops on specific topics to get you quickly up-to-speed or fine tune your performance. Choose from introductory to advanced levels.

**Six Conference Tracks with More Than 60 Sessions including Company Case Studies.** Learn from other BAs past success and challenges through a wide range of case studies. Broaden your knowledge and gain insights from internationally renowned experts.

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

Terje Bremnes, Enterprise Architect, Helse Vest, Norway



## IRM UK Enterprise Architecture & Business Process Management Conference

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

Philip Ainsworth, Business Architect, Student Loans Company

21-24 October 2019, London

**Europe's Only Co-located Conferences on Enterprise Architecture and BPM.** This 5 track conference provides a unique opportunity to discover the latest approaches and innovative ideas to Enterprise Architecture, BPM and Business Architecture and benefit from the synergies between them.

**Case Studies and 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, Landis+Gyr, CERN, Saudi Industrial Development Fund, IT University of Copenhagen, University Of Hertfordshire, Zespri and many more .....

**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.

*"Great conference, the best event in Data Management! Excellent speakers and very interesting content."*

Ana Teresa Szmoes,  
Caixa Geral de Depósitos



# IRM UK

## Enterprise Data and Business Intelligence & Analytics Conference Europe

*"This event never fails to enable me to connect with people who I can learn from and who can re-energise me in Data Management."*

Andy Moore, Process Specialist, Information, Rolls-Royce

18-22 November 2019, London

**Four Conference Tracks with 50+ Sessions.** Choose from conference tracks focussing on BI & Analytics, Enterprise Data, Data Strategy and Round Table Discussions. Delegates can also choose from 3 tracks from the Data Ed Week Europe, which is co-located with this conference. Delegates can therefore choose from **seven tracks in total**.

**Case Studies and Contributors Include:** Learn from other organisations past successes and challenges. Case studies and contributors include Barclays Bank, Sears Holding, British Telecom, Direct Line Group, Telefonica UK, Capital One, Virgin Atlantic, St James's Place, ABN AMRO, Home Office, Centrica Hive, Addison Lee, Dixons Carphone, MOL Group, SEGA Europe, Saudi Aramco, JLL, Primark, ECOLAB, Well Pharmacy, Göteborg Energi, Farfetch, Nucleus Financial and more...

**Launching this Year! The Conference is now co-located with the Data ED Week Europe.** This will be made up of a series of 1, 2 and 3 day intensive workshops around Enterprise Data, BI & Analytics. The workshops will range from introductory to advanced levels, taught by world leading data experts.

*'Lots of great debate helped by people who are passionate about business change.'*

Sharon Pardey  
Principal Business Analyst, Aviva



# IRM UK

## Business Change & Transformation Conference

*'Great! Very inspirational, Will come next Year. Will recommend it.'*

Maria Laveron, Head of Processes and Tools, Euroflight GMBH

16-18 March 2020, London

*"Superb conference. Will go back filled with great ideas. Where to start though?!"*

Michael Sheahan, BI Manager, IKEA Service BV



# IRM UK

## Data Governance Conference & Master Data Management Summit

*"High quality event with top speakers and topics. A perfect mix between MDM and Data Governance status and trends."*

Galand Vincent, Senior Business Analyst, ING Belgium

11-14 May 2020, London



IRM UK is a leading provider of strategic Business and IT Training for Business and IT Management. We provide courses and conferences on Enterprise Architecture and Strategy, Business Analysis and Enterprise Data Management. We have a wide range of speakers, many of whom are leading figures in their fields. Our events are condensed and rigorous combining technical explanations with management advice and discussions of future directions.

## Registration Information:

Full payment or a purchase order is due prior to the event. Payment may be made in Sterling (£) or Euros (€). If paying in Euros the prevailing exchange rate of the country of the delegate or delegates' company is to be used. The total Euros remitted should be the amount required to purchase the sterling pound cost of the event on the day of payment. All delegates must add VAT (20%) to their total event fees. VAT may be reclaimed by delegates from the tax authorities after the event.

The registration fee includes the lectures, documentation, refreshment breaks and lunch on each day of the event. The cost of hotel accommodation is not included in the event fee.

2 days	£1,295 + VAT (£259)	£1,554
3 days	£1,595 + VAT (£319)	£1,914
4 days	£1,995 + VAT (£399)	£2,394

### Group Booking Discounts:

2-3 delegates 10% • 4-5 delegates 20% • 6+ delegates 25%

### Multiple Seminar Discounts:

Attend more than one of our courses and you will be entitled to the following discounts:

2nd course 10%  
 3rd course 15%  
 4th course 20%  
 5th course 25%

Only one discount can be applied at any one time.

## How to Register

e-mail: [customerservice@irmuk.co.uk](mailto:customerservice@irmuk.co.uk)

Website: [www.irmuk.co.uk](http://www.irmuk.co.uk)

Phone: +44 (0)20 8866 8366

### Booking Reference:

Please quote this booking code when registering:

**EVNT**



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 Conference Groups via  
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## Cancellation Policy:

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

## Cancellation Liability:

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

## Course Timetable:

08.30 – 09.00 Registration  
 (first day only)  
 09.00 – 12.15 Course  
 12.15 – 13.15 Lunch  
 13.15 – 17.00 Course

## Course Venue

etc.venues Marble Arch  
 Garfield House,  
 86 Edgware Rd,  
 London W2 2EA

Course venues may change occasionally. Please therefore check the course website for updates.

## Hotel Accommodation Details:

IRM UK in association with JP Events have arranged special discounted hotel rates at hotels nearby. Contact JP Events:

Info@jpetem.com  
 Tel: +44 (0)84 5680 1138  
[www.jpevents-bookings.co.uk/](http://www.jpevents-bookings.co.uk/)

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