IRM UK
Enterprise Architecture & Business Process Management Conference Europe 2020

Available via Live Streaming and Face to Face

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

Why Attend This Event:

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

- Three Conferences for the Price of One! This year, the Enterprise Architecture and BPM Conference will be co-located with the Business Change and Transformation Conference. Delegates therefore have the option to attend sessions from three conferences and have a total of 6 conference tracks and over 75 sessions to choose from!

- Excellent Mix of Vision, Theory and Implementation. Discover new approaches and innovative ideas from world class experts, while at the same time learning from the successes and challenges of organisations who have benefited from implementing Enterprise Architecture, BPM, Business Architecture and Business Change approaches and solutions.

- Ten half day and six full day conference workshops. Choose from an unparalleled range of pre-conference and post conference workshops on specific topics conducted by leaders in their field.

- Exhibition and Networking Opportunities. Network with an outstanding group of EA, BPM, Business Architecture and Business Change delegates and speakers. Solution providers will be available during the conference days to demonstrate the latest in software and services available and give you the benefit of their insights.

Keynotes and Featured Speakers Include:

- Nitin Manoharan, Director, Global Head Enterprise Architecture & Technology Innovation, Philip Morris International
- Iain Windle, Enterprise Business Architect, Schroders Investment Management
- Michael Noonan, Divisional Operations and Transformation Director, Capita Software
- Mayank Saxena, Enterprise Architect (Chief Architect & Data Management), ABN AMRO
- Alberto Manuel, Digital Global Advisor, Microsoft
- Roger Burlton, President, Process Renewal Group
- Maurice Depondt, Senior Business Process Manager, APG Asset Management
- Heidi Kauppinen, Global Process Owner for Customer Project Management, KONE
- Martin Sykes, Chief Architect Coach, Storyteller & Author
- Louise Ebrey, Programme Manager Change, Network Rail

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Plenary Keynote: Stay Alert: Flex Your Proposition: Protect Your Business

Michael Noonan, Divisional Operations and Transformation Director, Capita Software

Are we at the point of a new world? A world where the rule book for modern business is being completely ripped up? Or is this speed bump where we all go back to ‘normal’? While the pandemic took the vast majority of the business world by surprise, epidemiologists and other experts had long warned it was only a matter of time before such a disaster struck. So why was this not considered when we designed our business and created our propositions? Has this been the moment that has made us pause, reflect and re-think the organisation? A bold statement, but a business that has understood its products, its strategy, its people and how these fit together, can adapt; flexibly and with agility. Time for a fresh look?

The Rebirth of Ethics in the AI Era

Mar Cabra, Award-Winning Investigative Data Journalist and Speaker

Gender discrimination, racism and inequality are topics that have been in the public debate for decades. Society has been working hard to mitigate their unfairness, but we now have the risk of reproducing them again through technology. Training software and algorithms to be ethical is not that simple - or is it? The former head of data and technology of the Panama Papers investigation will cover the most notorious ethical fails of artificial intelligence projects and will shine light on the best practices currently used. Let's not repeat the mistakes of History in the virtual world.

The Future of Work and Digital Transformation

Theo Priestley, Leading Technology Evangelist and Self-Styled Antifuturist

There are many forces shaping the workplace of the future, both from a cultural and technological perspective, but how can organisations take advantage of these emerging trends, who is doing it the right way, and what does this mean for transformation programmes. Navigating between trends such as workforce collaboration and artificial intelligence, this keynote should help shed light on what challenges businesses may face in the next 5 years.

Plenary Keynote Panel and Conference Close: Take Away Insights from the Conference

Martin Sykes, Chief Architect, Coach, Storyteller & Author

Roger Burlton, President, Process Renewal Group

Michael Noonan, Divisional Operations and Transformation Director, Capita Software

Dr Debra Paul, Managing Director, AssistKD

“Are We There Yet?” — Understanding the Information Revolution

Gerben Wierda, Team Coordinator Architecture & Design, APG

Depending on how you count, we are now roughly half a century into the information revolution, the upheaval in human society based on the exponential growth of digital technology. Does that mean we may be able to start to understand what is happening and why? And can we already draw lessons for the the future from that? Yes and yes.

First, we need to look into what makes digital technology so fundamentally different from what came before. And we need to assess what the astronomical volume of that IT in itself has as consequences. Such insights lead to understanding changes we see today, from (the limitations of) AI to the rise of Agile and DevOps.

And from that we can estimate what kind of challenges lie ahead for us, strategic operatives in the digital world.

Key takeaways include:

- Be aware of some fundamental strengths and limitations of digital technology that you can take into account going forward
- Be aware of some challenges and opportunities that are around the corner so you can prepare for those
- Be inspired

The Six Enablers of Business Agility

Karim Harbott, Partner | Coach | Trainer, Agile Centre

Many organisations are built to survive and thrive in a 20th century business climate. A climate marked by relative stability and low levels of competition, where efficiently delivering known products and services for years was the recipe for success.

Unfortunately, what worked back then does not work well today. The 21st century is anything but stable and competition is anything but low. An exponential rise in volatility, uncertainty, complexity and ambiguity (VUCA), and hyper-competition means that the old approach is not enough. In this talk, we will explore why, to thrive in this new world, organisations need to also be effective at creating new products, services and even entire business models. They must become masters of reinvention. They must achieve business agility.

And yet, most Agile transformations fail. They fail because their focus is too narrow. We will explore The Six Enablers of Business Agility and how focussing on these areas can help to unlearn 20th century practices and set organisations up for success in today’s new context. After the talk, participants will be able to:

- Describe how given the relative stability of the 20th century, exploiting existing products and services with efficiency was the main competitive advantage
- Explain that, given the vastly increased levels of VUCA in the 21st century, exploring new products and services with agility has become the new competitive advantage
- Outline the main reasons why most ‘Agile Transformations’ fail, and explain why only those which take a broader focus and a holistic approach will succeed

Transformation and Change – a View From the Top and Somewhere Nearer the Bottom

Managing Director, BCS Learning & Development Ltd

As the professional body for IT we know from talking to many leaders that investment in digital transformation is at the heart of how they lead organisations to adapt to societal, technological and customer needs. As a 250-person staff organisation, transformation and change are also integral to how we create the infrastructure and capability to support and represent one of the most important professions to the UK economy. Lucy will not only share what we hear from leaders in our profession about transformation; but the transformation and change challenges faced by BCS internally to effectively represent the voice of one of the UK’s biggest change sectors.
Monday 26 October 2020: Pre-Conference Workshops

**Morning Workshops 09:30 - 12:45**

**Use Storytelling Techniques to Deliver Architecture and Change Projects**
Martin Sykes, Chief Architect, Coach, Storyteller & Author

Mary Jervis, Senior Systems Consultant

**Architecting the Digital Business Platform**
Michael Rosen, WL Consulting Group

**Mind The Gap - Incorporating the Change Agenda Into Scaled Agile Approaches**
Lynda Drury & Will Izzard, CMC Partnership Consultancy Ltd

**Unleashing the Value of a Design Authority to Accelerate Transformation**
Ian Richards, Head of Business Analysis, Capita People Solutions & Stephen Russell, Group Programme Assurance Director, Capita

**Afternoon Workshops 13:45 – 17:00**

**Transitions to an Enterprise Architect or Architecture Manager**
Martin Sykes, Chief Architect, Coach, Storyteller & Author

**Integrating Change into Your Business Change Management Approach: Timing is Everything**
Alex Sharpe, Clariteq Systems Consulting

**Practical Process Performance**
Roger Tregar, Tregar/BPM

**Applying a Service View to Realise Business Change**
Jonathan Honseley & Mike Williams, Assist/UK

**BizoOps - Integrating Business Change, Agility and Architecture**
Michael Rosen, WL Consulting Group

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**Tuesday 27 October 2020: Conference Day 1 & Exhibits**

08:00 - 09:00: Registration
09:00 - 09:15: Conference Co-Chair Opening: Deeba Paul, Managing Director, Assist/UK & Roger Burton, President, Renewal Group
09:15 - 10:15: Plenary Keynote: Stay Alert: Flex Your Proposition to Protect Your Business
Michael Noonan, Divisional Operations and Transformation Director, Capita Software

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**Wednesday 28 October 2020: Conference Day 2 & Exhibits**

09:00 - 09:10: Conference Co-Chair Opening: Martin Sykes, Chief Architect, Coach, Storyteller & Michael Noonan, Divisional Operations and Transformation Director, Capita Software

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**Thursday 29 October 2020: Post-Conference Workshops - Full Day Workshops - 09:00 - 16:45**

**Establishing or Renewing the Purpose and Practice for your Enterprise Architecture Team**
Martin Sykes, Chief Architect, Coach, Storyteller, Author

**Collecting, Connecting and Capturing the Data:**
A Business Architecture Masterclass
Roger Burton, Process Renewal Group

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**Navigating the Meas: Practical Techniques for Early Engagement**
Allied Heakl, Blackmetric Business Solutions
Full Day Workshops:

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

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

• The essence of EA: what it is and why 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

The Foundation of Business Process Modeling, Analysis & Design
Sasha Aganova, Managing Partner, Process Renewal Group & Roger Burton, President, Process Renewal Group

This working seminar provides delegates with 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 it is and why 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

Half Day Workshops:

Use Storytelling Techniques to Deliver Architecture and Change Proposals
Martin Sykes, Chief Architect, Coach, Storyteller & Author

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. The evidence proves that stories trump data when it comes to persuasion, yet many people still believe “the facts” will speak for themselves, and overload audiences with information. This session will give you a solid grounding in the development of a story structure, helping you to draw out your story in a clear, succinct, compelling form that people want to engage with, comment on and take away to share with colleagues.

• Structure complex information into compelling change stories
• Use story frameworks and characters to engage your audience
• Create communication and reference materials that people interpret consistently

The Process-Data Connection: How Concept Modelling Supports Process and Architecture Work
Alec Sharp, Senior Consultant, Claritas Systems Consulting

Whether you call it a conceptual data model, a domain map, a business object model, or even a “thing model,” a concept model is invaluable to process and architecture initiatives. Why? Because processes, capabilities, and solutions act on “things” – Settle Claim, Register Unit, Resolve Service Issue, and so on. Those things are usually “entities” or “objects” in the concept model, and clarity on “what is one of these things?” contributes immensely to clarity on what the corresponding processes are.

After introducing methods to get people, even C-level executives, engaged in concept modelling, we’ll introduce and get practice with guidelines to ensure proper naming and definition of entities/concepts/business objects. We’ll also see that success depends on recognising that a concept model is a description of a business, not a description of a database. Another key – don’t call it a data model!

Drawing on almost forty years of successful modelling, on projects of every size and type, this session introduces proven techniques backed up with current, real-life examples. Topics include:

• Concept modelling essentials – things, facts about things, and the policies and rules governing things
• “Guerrilla modelling” – how to get started on concept modelling without anyone realising it
• Practical examples of concept modelling supporting process and architecture work

This is an expanded version of a fifty-minute session delivered at the 2019 conference, where it was one of the highest-rated presentations. This will allow time for more discussion, more hands-on, and more case studies.

Mind The Gap - Incorporating the Change Agenda Into Scaled Agile Approaches
Lynda Girvan, Head of Business Analysis & Will Izzard, Head of Business Change, CMC Partnership Consultancy Ltd

In the technology-driven digital world, more and more organisations are moving away from traditional programme management approaches in favour of scaled agile methods and frameworks when delivering complex in-house transformational change. Even though scaled agile is not exclusively limited to delivering just IT, it makes scant mention of the full range of activities necessary to deliver the required business impact. The result is that IT gets delivered at scale, but not the business transformation.

In this workshop, Lyn and Will use a case study to explain the principles underpinning scaled agile approaches and uncover the gaps emerging between traditional programme management and scaled agile approaches. Techniques and solutions will be
presented that overcome these challenges so that holistic change, encompassing people, process, policy information and technology, can be incorporated and business value can be realised.

Workshop attendees will benefit from the following learning outcomes:

- Understand the change gaps that are uncovered when moving away from programme management to scaled agile approaches through a case study
- Learn how to build change into scaled agile through 3 specific levels so change is iterative and incremental and kept in sync
- Understand how the change facilitator role aligns with and complements roles defined within scaled agile approaches

Unleashing the Value of a Design Authority to Accelerate Transformation

Ian Richards, Head of Business Analysis, Capita
People Solutions & Stephen Russell, Group Programme Assurance Director, Capita

This interactive workshop will use the development of a much-anticipated armed forces veterans app to introduce the role that architectural design guidance plays in business change.

Often considered a speed bump to progress, this session takes a fresh look at the role of a Design Authority through the eyes of the business change professional. It explores the minimal viable engagement required to obtain the correct level of empowerment on programmes that need to deploy quickly and efficiently to a high-quality standard.

This app design case study will take you on a journey that explores the tensions that can exist between the need for rigour and the pressures of speed and challenges the role of the Design Authority being seen as an influencer or an enforcer in the new agile world of DevOps.

Delegates will put themselves in the shoes of Business Analysts, Change Managers, Product Owners and Scrum Masters to understand how the Design Authority draws on tools such as business strategy, motivational models and a minimal viable operating model to help accelerate development at pace and still provide enough assurance top cover.

Whether you are a seasoned architect or unsure of what architecture governance really is and its value, you are sure to take valuable lessons away from this session.

It’s not too early to start thinking of great features to add to the design of this worthwhile app so get your thinking hats on!

Key takeaways:

- Understanding of the engagement tactics and behaviours expected from an effective agile Design Authority
- Recognition of how Design Authorities can act as change accelerators not solution blockers if engaged correctly
- Be clear on the minimal viable information exchange to ensure expedient delivery that adhere to architectural design.

Transitional to an Enterprise Architect or Architecture Manager for the Technical Architect

Martin Sykes, Chief Architect, Coach, Storyteller & Author

Making the transition into an Enterprise Architect or architecture team leadership position for an architect with a technical, solution or infrastructure background can be a daunting experience. Not only do you have to work out how to lead architects, which can make herding cats look easy, there are many new methods and concepts to understand in Business Architecture, Data Architecture and Enterprise Architecture. You do not need to be able to do everything, but you do need to know what is involved and how it all fits together.

In this workshop we will introduce some of the common gaps for the technical architect and how these fit together to make a coherent architecture plan that covers all the domains. Key concepts include:

- Business Capability Models
- Concept and conceptual models
- Benefits Dependency Networks
- Value models
- Business/System/Change Roadmaps
- Visualisations of an Enterprise Architecture

Integrating Change into Your Business Process Approach: Timing Is Everything

Alec Sharp, Senior Consultant, Claritiq Systems Consulting

Throughout almost forty years of consulting, the speaker has refined a methods and techniques that lead to significant process change in as little as two or three days. It has also led to interesting observations from clients about its impact on change. One said, “When we follow the method strictly, the usual resistance to change simply doesn’t materialise.” Another said “We like the way support for change is built in throughout the method, not bolted on at the end.”

This is not an accident – refinements in the techniques, and in the order and emphasis with which they are applied have been chosen to help participants understand and embrace the need for change. They also help avoid unanticipated consequences.

This session will introduce the central features of this methodology and introduce “minimalist” but highly effective session plans.

Key points include:

- People want to be heard – the value of “venting” in discovery sessions
- Never start with “why” – the problem with doing problem statements too soon;
- “What first,” “who and how” later – how “abstraction to the essence” dissipates resistance;
- Understanding all perspectives – the critical role of a stakeholder-based assessment;
- Avoiding the Big Bang – a feature-based approach to process design/redesign.

Practical Process Performance

Roger Tregear, Principal Advisor, TregearPBM

Participants in this innovative and creative tutorial provide a simplified and effective method for sustained business agility.

Why is process performance measurement both an obvious requirement and commonly absent management tool? If we aren’t measuring process performance, we aren’t managing processes, and we can’t know if we are improving them. We need practical process performance measurement tools, factored in can decide which processes need improving and, secondly, know if improvements are being realised.

Drawing on many real-life examples this interactive tutorial provides a simplified and effective method for discovery of process KPIs. Participants get plenty of practical experience through group exercises. Bring your own processes or KPI challenges to the KPI Klinik part of the tutorial and we’ll help you to solve them.

Learning objectives:

- The vital role of process performance measurement
- How to discover process KPIs
- The characteristics of a good process KPI
- The importance of the KPI measurement method
- Pitfalls in setting performance targets

Applying a Service View to Realise Value from Business Change

Jonathan Hunsley, Principal Consultant & Mike Williams, Principal Consultant, AssistKD

The world we live in is changing rapidly and customers of business change may be frustrated if they perceive that their needs are not met in the way they wish. Often, they view the changes as urgent and required increase pace and lower cost of delivery. In the context of ever more complex business environments, where the need for change is ever-present, change practitioners have wide-ranging responsibilities to ensure the successful delivery of business change programmes. This includes the need to accommodate differing stakeholder expectations, take a holistic view and apply a variety of delivery approaches.

This workshop will apply service thinking principles to explore the role of the business change practitioner. Service thinking has increasingly gained recognition as an approach that helps to clarify what organisations and internal functions offer to their customers. The workshop will include discussion of the nature of value and how value can be co-created with business stakeholders. Also, a range of techniques will be introduced and their applicability to the change practitioner considered. Attendees will work through a series of practical activities to apply service thinking and value proposition analysis to the change practitioner role in order to produce definitions of business change services.

Key learning points:

- The role of the change practitioner and empathy with stakeholders of business change
- The service thinking approach and how this can be applied in practice
- The nature of value and how value can be co-created

BizOps - Integrating Business Change, DevOps, Agile and Architecture

Michael Rosen, Chief Scientist, Wilton Consulting Group

Is your organization planning to, or already underway with Agile and DevOps? At a project level, you’re building things faster, but at an enterprise level, are you building the right things for business change. Does it seem like an excuse not to do architecture or design? While speed is important, it is the right things at the right speed — the “speed of business change” — that is critical to success in the new digital economy.

BizOps extends the faster cycle time, continuous feedback, and lighter integration mindset and process of Lean, Agile, and DevOps — “development-to-operations” — upstream to include “business-to-develop-ment-to-operations”, creating alignment with strategy while ensuring flexibility and agility. This includes a business driven “intentional architecture” and common vision that enable innovation, rapid change and emergent business design.

Delegates attending this session will:

- Understand how BizOps improves delivery and speed of business change
- Learn a successful approach for integrating business and enterprise architecture into DevOps and Agile environments
- Recognise the changes needed in architecture, design, and development activities to leverage the best of both worlds
Establishing or Renewing the Purpose and Practices for your Enterprise Architecture Team

Martin Sykes, Chief Architect, Coach, Storyteller & Author

There is no one-size-fits-all design for an Enterprise Architecture team in an organisation. Over the last 20 years I have built and advised dozens of different teams around the world. In this workshop we will look at some of the factors that drive variations in team purpose, structure, and impact, and discuss how to design or update your own EA team.

- Putting Enterprise Architecture in context with other activities: strategy, portfolio & project management; business analysis; systems development (agile and waterfall); operations; specialist architecture domains.
- The role of Enterprise Architecture in Innovation, Governance and Standards.
- Engagement options for the Enterprise Architect: EA as a Service; the internal consultancy; functional team; or planning activity.
- Skills and capabilities of an Enterprise Architect.
- Demonstrating and delivering value from Enterprise Architecture. How to define, measure and report on Enterprise Architecture value.
- Methodology, processes, templates and tools.

Collecting, Connecting and Correcting the Dots: A Business Architecture Masterclass

Roger Burlton, President, Process Renewal Group

To accelerate and assure successful business transformation, realize an agile business, avoid nasty unintended consequences of change and get things right the first time, all moving parts of our business must work in harmony towards a clear intention. Otherwise we will end up with rework, delays, cost increases, and a waste of scarce resources in the transition and disconnected operational execution along with poor customer experience. The challenge faced by executives, managers and professionals is to land on what to become and figure out what we need to know about your business so you can strategize, architect, prioritize change and the remain agile. It will deal with the core elements of essential business knowledge. We will discuss the dots including Business Strategy, Business Stakeholders, Business Information (Concepts), Business Processes/Value Streams, Business Capabilities, Business Performance/Measurement to name a few. We will also deal with some essential connections among these without which we will not be able to enable impact analysis, business change and management and the establishment of an always relevant Business Change Portfolio.

- Some myths and some hype – there are a lot
- Collecting – what do we have to know about?
- Connecting – how well do the pieces fit?
- Correcting – changing the picture

Active Process Management

Roger Tregear, Principal Advisor, TregearBPM

This session shows how to put the “continuous” dimension into continuous process management. You’ve implemented a process architecture and some process management and improvement work has started, but how do you keep it going after this first flush? How do you move from the novelty of the project workshops to the nitty gritty of daily management in complex and messy organizations. How do we keep it real? We keep it real, i.e. continuous, practical, and useful, by embedding the theory in sensible and easy techniques and practices. We keep it simple. We make it effective. We deliver improvement. In this workshop we will discuss and demonstrate how to measure and track process performance, and how to ignore the noise and respond efficiently to what the process is telling us. How do you control the performance of a process whose execution is spread over many management areas? The Process Management Record shows how this can be done by defining the process and its performance targets, problems, and opportunities, along with plans for analysis and change. This workshop explores why process management bloomed, then withers and fades – and practical ways that can be avoided. Participants will learn about:

- How to create and use the Process Management Record – 8 key documentation artefacts that allow Process Owners to be successful.
- 14 guiding principles of process performance management
- How to discover and use effective process KPIS
- The anatomy of a process KPI
- How the tripartite process governance model works in action
- The remarkable power of the Process Behaviour Chart (aka XmR Chart)

Navigating the Mess: Practical Techniques for Early Engagement

Adrian Reed, Principal Consultant, Blackmetric Business Solutions

Imagine the scene. You’ve been ‘parachuted in’ to a new project assignment, and you’re faced with disagreement everywhere. Stakeholders are fighting, and there isn’t any kind of consensus of what problem we’re trying to solve here. Let alone how we’re trying to solve it. A senior stakeholder has suggested buying a particular IT system, and this is now being portrayed as a silver bullet that will solve all of the organisational ills. Yet you fear that if that avenue is pursued without analysis, we’ll get caught in a trap of having delivered exactly what they asked for only to find out it wasn’t what they actually needed.

If this scene resonates with you, then this session is for you! During this hands-on, interactive and practical session, we’ll cover some strategic business analysis techniques that allow us to quickly navigate our way through, and carry out analysis, in messy problem situations during the early stages of the business change lifecycle. You’ll learn:

- Practical techniques for stakeholder analysis and management
- Techniques for beginning to understand complex problematical situations
- Techniques for ensuring there is a common view on the outcomes being sought by a project

“There’s a reason why people keep coming back year after year – great conference (as always).”

Terje Bremnes, Enterprise Architect, Helse Vest, Norway

“Possibly the best conference I’ve ever attended for the insights and ideas it has provided.”

Philip Ainsworth, Business Architect, Student Loans Company

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

Chris Waters, Enterprise Architect, Hiscox Insurance

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

Harminder Duhra, Senior Enterprise Business Architect, Nationwide Building Society

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

Amitabh Apte, CTO, Fujitsu

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

Jan Harm Padmos, Policy Adviser, Sociale Verzekeringsbank, Netherlands

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

Mark Melton, Business Architect, Elsevier
be equipped to enable responsive architecture and too much red tape. The opportunities which can be achieved against the efficiencies and collaboration more consistently and effectively. You need largely self-governing and work independently, when working in organisations which are in an autonomous environment.
how new methods can revolutionise TOM design and deliver better, more impactful change. Learn how a challenger consultancy partnered with a FTSE 100 organisation to redefine and implement a new operating model. Through hearing first-hand from the client’s C-Suite and the consultancy’s Director, you will examine real-world examples and gather practical insights to use with your teams.

Learn how:
- Transformation needs to be people powered to succeed and deliver meaningful, lasting change.
- Target Operating Model transformation is like a Rubik’s® cube and how the skill of good TOM design is to keep a balanced perspective on each of the different components.
- Beautiful operating models fail and how to deliver agile, iterative change. You need to be confident enough in the design to build and test in small increments to deliver quick wins, while developing more systemic change.
- An increased emphasis on the power and role of data in decision making at all levels can enhance business capabilities.

**11:45 - 12:35**

### Using Trend Based Scenarios to Review an Enterprise Architecture

**Martin Sykes, Chief Architect, Coach, Storyteller & Author**

Recently a large organisation wanted to understand the quality of the Enterprise Architecture they were using. Having tried an approach that reviewed the EA with an external consultancy they understood the work was well documented, and EA processes had been consistently applied. But the review had not helped the senior team understand whether the EA was appropriate for their organisation.

Using a scenario planning approach and trends identified from the Non-Obvious Megatrends materials, the EA was assessed against a set of potential scenarios. This presentation will show the process used to construct the scenarios, and how the team approached assessing how well the design of the EA would respond to each potential scenario.

- Selecting trends that will stress the organisation.
- Building an effective scenario description using the trends.
- Understanding how the EA copes with the trends and where it may need to change.
- Designing event triggers into the EA governance process.

### Transforming Customer & Staff Experiences - A Process Centric Approach

**Dan O’Neill, Director, OpExtron Pty Ltd**

As the former Chief Process Officer of the Commonwealth Bank of Australia, Dan O’Neill will provide insights and learnings on the proven methods and techniques he used in the largest bank in Australia. Results included higher mortgage conversation rates, reduction in operational risk issues, an increase in market share, and a significant uplift in productivity. Using case studies Dan will share his insights on:

- Embedding end to end collaboration and shared objectives using process architecture
- Process Management and Improvement techniques, what you need to know
- Sustaining performance with governance over Process, Data, and Technology

### Driving Strategy Execution at Schroders: Applying a Business Architecture Framework to Accelerate and De-risk Change

**Iain Windle, Enterprise Business Architect, Schroders Investment Management**

Schroders, a 200-year-old global business offering asset management and wealth management solutions to their clients, has been adapting the way in which they develop and apply business architecture. With a focus on the portfolio of programmes and projects across the organisation, the role of business architecture is to accelerate and de-risk change. This presentation briefly re-caps the journey they are on, the business architecture methodology they apply, and the way in which their enterprise modelling approach enables them to achieve their goals. It contains information about the practical application of the discipline together with the behind-the-scenes activity to develop a view of how business architecture maturity and development priorities, and the importance of interest to both business architecture practitioners and leaders alike.

Delegates will learn about:
- Real-life examples of applying a business architecture development methodology;
- Insights into using enterprise modelling tools for business architecture;
- Views of how to determine business architecture maturity and identify development priorities.

### Continual Improvement – a Vehicle to Drive Transformation

**Clare McAleese, Manager BizOps, Vocalink (a Mastercard Company)**

Mastercard anticipates more change in payments in the next 5 years, than in the last 50 years. We have to evolve, we don’t have a choice.

Growth is exponential, with most businesses undergoing digital transformation. As a result, the changing landscape is introducing more silo’s and fragmentation, with the introduction of new technologies, management practices and frameworks - how do we make sense of it all?

One of the key areas of focus is Service Management – because when done well it is the glue which connects organisational groups to a single end – resulting in quality services. We have to make sure it evolves, is fully integrated and responsive to the changing needs of our business in order to continue to support our existing core services as well as digital transformation.

Overall this presentation will aim to assist other organisations with their own implementations, by showing how Vocalink (a Mastercard company) have introduced a new approach to Continual Improvement which is relevant across the business and the whole service value chain, acknowledges digital transformation, focusses on value and incorporates new management practices, technologies and ways of working.

Key learnings:
- People – important to invest and align to support the transformation journey and encourage a culture of improvement – all responsible.
- Enterprise Service Management – “Service management needs to be a discipline, a change throughout the organisation,”
- Don’t treat Service Management improvement as having a beginning and end, but a rolling roadmap.
- An extra bonus takeaway … Use opportunities to break down barriers, encourage collaboration, break down silos.

### The Climate for Change

**Sandra Tinker, Commercial Operations Director, Condé Nast**

Have you ever wondered why there are so many statistics about companies failing to deliver successful change and business transformation? Have you wondered why it can seem so hard to get change and transformation activity kicked off, to gain traction with the key sponsors that are required to give sign-off, or timely decisions that don’t hold momentum back?

How many of us think about whether businesses are actually set up for success in transforming the business model before we start?

If you are feeling the pain, and let’s face it, many of us do, come along to ‘The Climate for Change’ session and Sandra will help you see
through the myriad of blockers that are destined to make doing change in organisations difficult. It’s all about the set-up, the thought that goes in ahead of the moment you want to start delivering. Sandra’s session will focus on business lifecycles, readiness for change, the organisational systems at play and the leaderships role in this. She will then reflect on the business culture and climate as to whether much thought is put in to this to facilitate the ability to change when you actually commit to doing it. Key Take-aways:

- Set-up for success – organisational set-up is the key to driving successful change. The majority of businesses spend very little time in this stage.
- Think about the business environment beyond the change you are set to do. Business lifecycles, readiness of the leadership team, the systems at play within the organisation, that also embed the culture and finally the climate for change. These are all critical and key aspects to consider before you start.
- Holding the line – how many of us truly understand the meaning of the North Star? How does this mature as the programme develops and how do we navigate the oscillations of a business in transformation to still deliver success.

**12:35 - 14:05**

**Networking Lunch, Exhibits & Lunchtime Sessions**

**14:05 - 14:55**

**Keynote: “Are We There Yet?” – Understanding the Information Revolution**

Gerben Wierda, Team Coordinator Architecture & Design, APG

Depending on how you count, we are now roughly half a century into the information revolution, the metamorphosis in human society based on the exponential growth of digital technology. Does that mean we may be able to start to understand what is happening and why? And can we already draw lessons for the future from that? Yes and yes.

First, we need to look into what makes digital technology so fundamentally different from what came before. And we need to assess what the astronomical volume of that IT in itself has as consequences. Such insights lead to understanding changes we see today, from the limitations of AI to the rise of Agile and DevOps.

And from that we can estimate what kind of challenges lie ahead for us, strategic operatives in the digital world.

Key Takeaways:

- Be aware of some fundamental strengths and limitations of digital technology that you can take into account going forward
- Be aware of some challenges and opportunities that are around the corner so you can prepare for these
- Be inspired

**Keynote: The Six Enablers of Business Agility**

Karim Harbott, Partner, Coach & Trainer, Agile Centre

Many organisations are built to survive and thrive in a 20th century business climate. A climate marked by relative stability and low levels of competition, where efficiently delivering known products and services for years was the recipe for success.

Unfortunately, what worked back then does not work well today. The 21st century is anything but stable and competition is anything but low. An exponential rise in volatility, uncertainty, complexity and ambiguity (VUCA), and hyper-competition means that the old approach is not enough. In this talk, we will explore why, to thrive in this new world, organisations need to also be effective at creating new products, services and even entire business models. They must become masters of reinvention. They must achieve business agility.

And yet, most Agile transformations fail. They fail because their focus is too narrow. We will explore The Six Enablers of Business Agility and how focussing on these areas can help to unleash 20th century practices and set organisations up for success in today’s new context.

After the talk, participants will be able to:

- Describe how given the relative stability of the 20th century, exploiting existing products and services with efficiency was the main competitive advantages
- Explain that, given the vastly increased levels of Volatility, Uncertainty, Complexity and Ambiguity (VUCA), and hyper-competition means that the old approach is not enough. In this talk, we will explore why, to thrive in this new world, organisations need to also be effective at creating new products, services and even entire business models. They must become masters of reinvention. They must achieve business agility.

- The Yin and Yang of Ontology and Methodology

It is Ontology AND Methodology. Learning objectives include:

- The nature of an ontological schema
- The differentiation between Engineering Models and Manufacturing Models
- The Yin and Yang of Ontology and Methodology

**15:05 - 15:55**

**Looking Outside In: Applying Whole Enterprise Architecture Standards**

Ivan Salcedo, Principal, Knowledge Innovation, BSI Standards

This session will outline how using a Whole Enterprise Architecture mindset can help transform both an individual product line, business and wider ecosystem – even when outside the traditional EA function. Fusing EA, design thinking, product strategy and Wardley mapping, Ivan Salcedo as he shares a journey from TOGAF to ISO 44001 and beyond, touching on nation-state politics, globalised corporates, university startups and a new era for formal standards.

**Integration of Architecture and Systems**

John Zachman, CEO, Zachman International

Enterprise Architecture is not simply a broader scope for building systems or a conceptual picture of a resultant Enterprise. Enterprise Architecture specifies the 30 unique, single-variable, logically-defined, engineering design artifacts required for designing any complex engineering product. Building systems, like building any tangible components, requires composite, multi-variable, holistic description of a potentially infinite variety of component parts. Since theoretically, the systems have to be “assembled” into a coherent Enterprise, there has to be an integrated coherence between the single variable, engineering design artifacts and the multi-variable, holistic specification of the component parts (systems). The composite component implementations must be derivatives of the engineering design artifacts. It is not either Enterprise Architecture OR Systems Design. Similarly, it is not either Ontology OR Methodology. It is Ontology AND Methodology.

Learning objectives include:

- The nature of an ontological schema
- The differentiation between Engineering Models and Manufacturing Models
- The Yin and Yang of Ontology and Methodology

**Getting to the Essence: Discovering the “What” Beyond the “Who and “How”**

Alec Sharp, Senior Consultant, Clariteq Systems Consulting

In his landmark article, “No Silver Bullet – Essence and Accidents of Software Engineering,” Fred Brooks made the point that business analysis will always be challenging. Why? Because it’s relatively easy to describe the “who and “how” of the current status; this person (who) does something using that tool (how), then another person does something using another tool, and so on. What’s difficult – very difficult – is figuring out what is actually being accomplished. Sometimes, our business clients and subject matter experts are so immersed in their job, and how they do it, they’ve literally lost sight of what is really being done. And that makes building a useful future state very difficult. That’s why the speaker has concluded, after many years of practice, a fundamental ability of great analysts and architects is separating the “what” from the “who, how, and why.”

“Backed up by real-life examples, this session will provide practical techniques and frameworks for dealing with a variety of business analysis challenges. After learning “The Three E’s” of getting to the essence – Events, Entities, Essential Activities – key learning points include demonstrating how to:

- Keep people from diving into unhelpful detail while analyzing the “as-is” state;
- Make your use cases / user stories more useful, and not drifting into the “useless case” zone;
- Free people from barnacle-like attachment to the current state during organisational or process change initiatives.”

“One of the best conferences I have attended”

Jurgen Jung, Head of Business Modelling, DHL Global Management
Do Not Try to Wow Your Customers, (Just) Make Them Happy
Dusan Toncic, Business Architect, Erste Group Bank AG

This is a story about a car with frameless windows and automatic rear-wing and IT system replacement. At first glance, it has nothing to do with each other but – they do.

We will discuss how to avoid the pitfall of desire to excel in every segment and delight your customers without thinking about the long-term utility of applied efforts.

Applying the well-known Kano model, we will discuss what this car manufacturer did wrong and how we can avoid making a similar mistake as business analysts.

In this session, you will see how we convinced our management to take the side road and go for “good enough” instead “state of the art” solution by applying creativity in our analysis and design efforts. To achieve that we needed close cooperation between business analysts, business architects and solution managers. Teamwork blurred lines between our roles and allowed each of us to better understand other members.

Here we will discuss:
• Applying the Kano model to define the utility of different solutions
• Combining the Kano model with the long-term view to determine whether some of the designed characteristics are really getters and avoiding them turning into dissatisfiers
• Applying various techniques such as use cases, business cases and target operating model to anticipate customer’s long-term behaviour
• Customers are very often not aware of what they really need, our job is to help them whilst not overdoing.

Making Change Happen - a Battle Still Raging in MOD!

UK Defence continues to face critical and evolving challenges. With the pressure on budgets unlikely to relax and the need to perform more diverse operational roles in a volatile environment, it is clear that things must be done differently to yield a more fruitful outcome. However, if there is to be a substantial impact for defence, genuine change will need to come from within and can not just be imposed from the top. Historically this has been missing. This is compounded by a sense of change-fatigue across defence that results in changes routinely being waited out rather than embraced and re-allocated. The culture of hierarchical decision making and a perceived sense of safety in accepted process add to the barriers for genuine change. So strong is the belief in current practice that today only 33% of civilian MOD personnel think it is safe to challenge the way things are done in the department. The current prescription for defence – providing greater freedom to its organisations and people can only work if people exploit these freedoms. If this does not take place the new freedoms and structures will have little impact on performance.

If people can be given the confidence and ability to challenge accepted thinking and the way things are done, change from within can begin to match the ambition at the top. There is no silver bullet, but there are some priorities around which effort can be focused. In order to do this, defence must:
• Recognise that people are part of the solution, not the problem – investing in change management is vital
• Be honest about the change fatigue and address it head on
• Acknowledge that some things will fail but be visible in recognising and implementing the lessons learned from failure.

Breaking the Cultural Mould - Our Story of Empowering Success Through Building a Coaching Culture
Alison Wright, Business Analyst, Chapter Lead & Caroline Rowles, Learning and Development Manager, Hargreaves Lansdown

We all know that our employees and colleagues are our most valuable asset in any organisation and that a highly engaged workforce makes for high performing teams, strong retention of talent and a successful delivery of strategy. However, we also know that cultural change is one of the most difficult transformation activities to undertake.

In this talk, Alison Wright (Business Analysis) and Caroline Rowles (Learning and Development) from Hargreaves Lansdown will describe their journey to look at one element of cultural change – coaching. Following feedback from colleagues, engagement surveys and reviewing how others have succeeded, HL decided to launch a programme to understand, deliver and embed a coaching culture including:
• Making feedback part of what we do
• Giving senior colleagues access to coaches
• Building an internal network of coaches
• Giving colleagues the tools they need to enable coaching, such as decision making techniques

How Do New and Old Tools Compare when Evaluated Head to Head?
• What’s Different Between New Tools and Old Tools?
• Use Cases to Successfully Justify EA Tool Purchases
• How Long Does It Take to Generate Value from EA Tooling?
• What Functionality Do We Need in Modern EA Tools?

Don’t Put Digital Lipstick on a Process Pig!
Phil Short, Principle & Owner, PJS Process & System Improvements

In these days of digitization and digital transformation an opportunity exists to reinvent your business in the digital age. A chance to fundamentally look at how work gets done, to reinvent the customer experience and to deploy this new way of working leveraging the best of technology that is now available.

Alternatively, you can digitize your existing processes, automate them, create a veneer of dashboards and visualizations, use an APIs instead of a flat file, data lakes instead of data warehouses add a web presence for taking orders and create social media accounts to manage communication. If you choose this option, you may be able to show that you have digitized your business but fundamentally you have the same business and in may cases existing business processes actually fail in the digital age.

Either approach is a significant undertaking but only one will ensure long term success of your organization. As the old saying goes, ‘you can put lipstick on a pig, but it’s still a pig!’ In this context the lipstick is when you do ‘digital transformation’ without grasping the true value that can be realized.

In this presentation you will hear examples of the good, the bad and the ugly of digital transformation. You will learn about the tools necessary to do have a sustainable digital transformation and how the principles of Process Based Management, Design Thinking and Agile
Project Management work together to take you on this rewarding journey.

Learning Points:
- What really is the digital transformation?
- How process Based Management and Design Thinking work together
- The use of AGILE project management to bring it to life
- How to turn your process pig into an agile cat

Business Capability Planning: From Strategy to Action
Miel Theeuwen, Lead Business Architect & Mark Giebels, Business Architect, ASML

Enterprise Architecture is not about IT but about change effectiveness. In a multidimensional enterprise, priorities compete and often conflict. The same is true for short term needs and long term aspirations. Coming from different perspectives, decision makers struggle to find a common language. At ASML, a fast-growing high-margin leader in the semiconductor equipment industry, this insight is slowly sinking in. It has flourished with a strong focus on product leadership but changing market conditions have raised the need for operational excellence. Miel Theeuwen and Mark Giebels have been on a journey in the past years to put in place a business capability framework with the aim to provide line of sight from strategic priorities down to project portfolios. It has been an uphill battle that required perseverance and grit. Key Learnings
- Why use capabilities as the primary structure for applying your companies improvement efforts
- Practical guidelines for heatmapping, roadmapping and portfolio management, including a brief demo of EA tooling to support this (using BizzDesign)
- Getting it done: how to bring theory into practice. Finding buy-in and showing results in a pragmatic way while building an architecture community.

Change in an Unforgiving Environment
David Reed, Director, Change Plus Ltd

From mid-2015, local policing in London has been engaged in a significant transformation programme. These changes have directly affected more than 20,000 police officers and staff and indirectly affecting many more across the Metropolitan Police Service. This programme has involved service transformation and the implementation of new technology. It has also included a requirement to meet significant financial challenges during a period of continued uncertainty about budgets. All of this has taken place in a challenging political and community environment and with a sceptical workforce concerned about the service to victims, donors and operational risk. Whilst the initial changes are still bedding down, attention is now focussed on the continuing need to further develop policing in the capital. The lessons learnt during this period about change in an unforgiving environment are invaluable for anyone dealing with the transformation of high risk and operationally challenging organisations

Delegates will take away:
- Challenges faced – and solutions adopted in a large scale public sector change programme
- Business change methodologies used to deliver change
- Reflection on the qualities and skills required to deliver change of this magnitude

Solving Social Issues Through Digital Transformation
Julie Dodd, Director of Transformation, Parkinson’s UK

As digital technologies continue to disrupt organisations of all shapes and sizes, new approaches to business change are needed. Charities and other non-profits are often seen as behind the curve and more conservative than commercial counterparts – but the growing demand for charity services is creating a new wave of socially-focused innovation in the sector. Julie Dodd will talk about the changes happening at Parkinson’s UK which are helping them reach and change the lives of thousands more people in desperate need. She’ll share how the charity is using lean innovation models to redesign service delivery. Key takeaways:
- How a digital-first approach to business change can help organisations scale and deliver greater impact
- Practical tips and steps that any organisation can take to pivot and become more resilient in a rapidly changing market
- A real example of how digital era ways of working delivers business impact

16:55 - 17:30

Keynote: The Rebirth of Ethics in the AI Era
Mar Cabra, Award-Winning Investigative Data Journalist and Speaker

Gender discrimination, racism and inequality are topics that have been in the public debate for decades. Society has been working hard to mitigate their unfairness, but we now have the risk of reproducing them again through technology. Training software and algorithms to be ethical is not that simple – or is it? The former head of data and technology of the Panama Papers investigation will cover the most notorious ethical fails of artificial intelligence projects and will shine light on the best practices currently used. Let’s not repeat the mistakes of History in the virtual world.

17:30 - 18:30

Drinks Reception & Exhibits
11:00-11:30

Networking Break & Exhibits

11:30-12:20

Making a Difference: Using Behavioural Patterns for EAs to Increase Your Impact

Wolfgang Goebel, President, Architectural Thinking Association & Bard Papegaaij, Chief Change Facilitator, Transgrowth & AT Leadership Team

In spite of their hard work and excellent artefacts, EAs are often marginalised or avoided. To overcome this lack of impact, EAs must rethink the way they are trying to influence their various stakeholders, from producers of artefacts to facilitator of strategy, design and governance processes. This enterprise facilitator role focuses on facilitating the interplay between the many disciplines that have a stake in shaping the enterprise - service designers, process managers, executives, software architects, etc. The role of the EA as facilitator is to enable negotiation processes that lead to architectures that are optimised for the whole enterprise rather than just the tribe with the most political power.

You will learn:
- Why it is mission-critical for you to shift your mindset from being the architect to being the facilitator
- Some practical behavioural patterns you can use
- Examples that demonstrate the successful use of these patterns

Jenga and the Art of Business Architecture

Bill Blackburn, Principal Consultant, Process Renewal Group & Matthew Bryant, Chief Information Security Officer, Monese

This presentation looks at how organisations have benefited by taking an architectural approach to GDPR and wider information security programmes and how this has been influenced by maturity and cultural aspects.

GDPR preparation during 2017–18 has been challenging for organisations seeking to embed privacy management practices and information security disciplines largely due to the lack of foundational building blocks. The situation has been further exacerbated by complex supply chains, with outsourced services for business processes plus tiers of hosting and support

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process-based management in two very different organisations, the Saudi Arabian Monetary Authority (SAMA – the central bank) and the Saudi Authority for Intellectual Property (SAIP). SAMA was established in 1952, SAIP in 2018. The 66-year age gap and very different work cultures had significant implications in changing to a process management approach. This presentation summarises comparative challenges faced, their roots in, and impacts on, organisational culture. It provides insights about cultural challenges to change generally, and specifically to the establishment of business process management practices.

Are you Caught in the Glare of Innovation Headlights?
Richard Frost, Enterprise Design Lead, YBS
The initial hurdles of a Transformation or Innovation initiative can seem overwhelming. How do you get out of the headlight glare and get on with your idea?
- Coming up with an idea, levels of challenge, the shock of the new
- Evaluating your idea, common mistakes, what experience tells us
- Gaining support, the funding trap, getting started
- Building up steam, learning the lessons, delivering early and often
- When just enough is good enough, when to stop, transitioning to live
Building on experience delivering innovative and transformative projects from the 1980s to the present day, this session will break down the steps needed to be successful at challenging the status quo and delivering essential change and learnings. It will cover how everything is different in the post Digital age and yet how much we can learn from what came before.

The Power of Questions - Using Clean Language© and Metaphor to Explore the “How to” of Change Management
Will Izzard, Head of Business Change, CMC Partnership Consultancy Ltd
Good question. Our methodologies are excellent at telling us where to put our attention and what to do once it is there, but they often do not tell us how. Asking great questions is one of the most useful arrows in a change practitioner’s quiver – the better the questions, the better the answers and the best answers come from within.
Clean Language is one way of doing that. By tapping into how humans are hard-wired to make sense of the world in metaphor, it is a practical way of asking exceptionally precise and developing questions to explore experiences and perspectives. In change work this can be for anything from unearthing a person’s lack of desire to engage, having a difficult conversation, developing new habits that may be needed, developing new learning, common mistakes, what experience tells us
- Gaining support, the funding trap, getting started
- Building up steam, learning the lessons, delivering early and often
- When just enough is good enough, when to stop, transitioning to live

Unlocking the Vault: How to Create Immersive Process Models for Various Audiences
Maurice Depondt, Senior Business Process Manager, APG Asset Management
APG Asset Management (APG-AM) manages around 500 Bn Euro of pension money for approximately 4.5 million pensioners in the Netherlands. As a financial company, APG-AM is subjected to rules and regulations and has to increase the value of the process models, not decrease the maintenance burden but also to provide insight on its activities constantly. Process models play a big part in this. Historically, rather extensive documents were created in order to satisfy the information needs. At some point, the documentation set became unmanageable, and while holding a ton of valuable information, nobody could access it conveniently. APG set out on a journey to see if they could decrease the maintenance burden but also to increase the value of the process models, not only to the outside world but first and foremost for themselves. In this presentation, Maurice will take you on their journey, and will:
- Show you what choices they’ve made
- Which ones turned out great and which ones didn’t
- How they handled the tooing aspect
- What governance model they implemented
- And talk about things they still need to figure out

Culture Matters! 2 Cultures, 2 Responses to Organisational Change
Ryan Alharbi, Head of Processes and Excellence, Saudi Authority for Intellectual Property
Change is inevitable. If not done correctly, it can do more harm than good. What works in one organisation may not work in another. Culture has a big impact on organisational change. This presentation compares the development of

12:30 - 12:55
Data Comedy (An Abridged Allegory)
Mayank Saxena, Enterprise Architect (Chief Architect & Data Management), ABN AMRO
Inspired by Danto’s ‘Divine Comedy’ from 14th century Italian literature, this talk draws parallels with modern world surrounded & submerged by data and the key to navigate it that leads to corporate salvation, cultural transformation & customer satisfaction using data in 3 parts:
- Paradiso (9 Customer Empyrean/Satisfaction)
- Inferno (9 Cultural Vestibule/Transformation)
- Purgatorio (7 Corporate Sins/Salvation)

EA on a Shoestring?
Ali-Reza Moschtaghi, Director, ARM Logix Ltd
With the current crisis unfolding Enterprise-architecture (EA) is becoming under pressure to provide means to guide the best use and re-use of an organisation’s existing assets and processes, and also to guide investment decisions.
Unfortunately, many organisations will have even more limited resources available now and the traditional EA frameworks can be overly complex, time-consuming and expensive to implement. Hence, a low EA footprint but high business impact approach is necessary to guide senior leadership teams and boards to provide them with an overall technology direction and roadmap.
This presentation will provide experiences and case studies from doing “EA on a shoestring” across various sectors – corporations, charities, family-owned businesses etc. with following takeaways:
- How EA can be done with limited resources and still achieve board influence
- How to adapt EA to different organisation’s needs, maturity and particularities
- How to crowd source EA activities in an organisation

irnuk.co.uk
Anxiety, Stress and Change or How I Learned to Stop Worrying and Love the Pressure

Eleanor Stowe, Business Analyst, DWCC

Change roles are exceptionally diverse: sometimes it seems there’s nowhere near enough time and support to get the job done, and other times there’s not much more to do but sit and wait. The skills needed are very broad, too; negotiation, leadership and people skills are high on the list, as well as analysing requirements, priorities, time-frames and budgets. Given how broad the role is and how difficult some change initiatives can be, at some point change professionals are highly likely to be pushed past the boundaries of their comfort zones. This can be exciting and challenging, but it can also open up a world of anxiety and stress, which left unchecked can become extremely limiting in efforts to lead teams and produce the best work.

In this talk we’ll be going through:

• What is anxiety and how it differs from stress
• How stress and anxiety can negatively affect your work
• How to develop your long-term resilience and how to adapt to stressful periods
• Typically stressful change activities and quick wins for lowering stress in tricky situations

Keynote: Transformation and Change – A View From the Top and Somewhere Nearer the Bottom

Lucy Ireland, Managing Director, BCS Learning & Development Ltd

As the professional body for IT we know from talking to many leaders that investment in digital transformation is at the heart of how they lead organisations to adapt to societal, technological and customer needs. As a 250-person staff organisation, transformation and change are also integral to how we create the infrastructure and capability to support and represent one of the most important professions to the UK economy. Lucy will not only share what we hear from leaders in our profession about transformation; but the transformation and change challenges faced by BCS internally to effectively represent the voice of one of the UK’s biggest change sectors.

Building your Organization’s Process Management Capability

Sasha Aganova, Managing Partner, Process Renewal Group

Many organizations have introduced process management and improvement practices with varying degrees of success and resistance. Continuing to advance in capability and sustain the benefits can be challenging. This session will provide insights and practical guidance on how to grow your process practices and how to establish and enhance your internal capabilities and management acumen. It will provide recommendations for methodologies, skills transfer, tools, standards, metrics and benchmarks, to accelerate the journey towards better end-to-end business performance. Sasha will also discuss how to develop broad buy-in and support and improve adoption of the effort. Using illustrations from real companies, she will present a variety of frameworks suitable for a single central team and for federated groups.

Learn how to:

• Determine your maturity and readiness for process work
• Define the right process services for your organization’s situation
• Establish a manageable BPM roadmap

Visualising Business Transformation: Pictures, Diagrams and the Pursuit of Shared Meaning

Steve White, Director, Visual Meaning

Every major business transformation will involve some form of visualisation, be that technical models (UML, Archimate, BPMN etc.), creative models (rich pictures, animations, live scribing etc.), or just the informal models people create on PowerPoint slides. The problem is that each model tends to serve the needs of a different constituency, and even shared models frequently end up meaning different things to different groups.

In this session, Steve will build on concepts from his recently published book of the same title, in order to:

• Survey the range of visualisation approaches available,
• Explain how and why these visuals come to have different meanings,
• Share ideas about what can be done to draw these meanings together so that everyone involved in the change can stay on the same page.

Change is the Only Constant: Three Ways to Use Your Culture to Tackle Uncertainty and Come Out More Efficient, Adaptable and Resilient

Matt Robshaw, Senior Consultant, Kin&Co

Business as we know it is broken and on course for disaster. Change is now the only constant, with Brexit looming and customers and employees demanding more of business than ever before. Leaders are scrambling to find the solution, with new research showing 72% of organisations have gone through a restructure

12:55 - 14:20
Networking Lunch, Exhibits and Lunchtime Sessions

14:20-15:10
How Enterprise Architecture Can be a Key Enabler to Unlock Value in a Platform/Products Based Operating Model

Nitin Manoharan, Director, Global Head Enterprise Architecture & Technology Innovation, Philip Morris International

Over the last few years, several large enterprises have been steadily adopting a platform/products based operating model. In a platform/products based operating model, business capabilities are aligned to vertical functional platforms. These vertical functional platforms are comprised of a suite of interlinked products. This shift in the organization’s operating model is a key driver for the transformation in the ways of working of architects and engineers. This presentation aims to articulate how an effective enterprise architecture practice in a platform/products based Operating Model can be a key enabler to unlock enterprise value.

Key learning points:

• The Architecture operating model in a Platform based Operating Model
• Core architecture services and products
• How architecture services and products can be the key enabler to unlocking enterprise value

Enterprise Architecture – Is There a Right or Wrong Way?

Dr. Sue Davison, Consultant, Davison Technology

Many organisations embark on “doing” Enterprise Architecture with many different degrees of success. This presentation reflects back over the last 15 years of doing just that in both the pharma and defence industries. What worked; what didn’t. Over the years various approaches have been used from: Let’s start at the very beginning creating a foundation set of artifacts on which to align the whole enterprise: Aligning design artifacts and the project delivery life cycle with a System Engineering, Systems Thinking approach. Using the architecture mind set and methodology to deliver Application Portfolio Management. Keeping an open mind and willing to explore these different approaches highlights that there are:

• Different ways of approaching EA
• Requires a tangible link to real world scenarios

Frameworks are just that and not cast in stone instructions
or transformation in the past 12 months, or are planning to do so in the next year. Yet only 30% of these succeed.

In this talk, Matt Robshaw, Senior Consultant at next-generation management consultancy Kin&Co, will share new research that draws lessons from the 2008 recession for businesses facing Brexit, showing how culture provides the key to unlocking long-term survival and success.

He will share his own experience of working in a culture-led fast-growth business, stories from those organisations who have got it right (and wrong), and practical guidance on how to use culture to safeguard your survival.

Delegates will go away having learnt:

• How the current climate of change is posing new challenges to businesses like never before, as told through new research

• Lessons from the last recession that indicate culture and purpose as the key levers to drive adaptability and efficiency today

• How to practically use culture and purpose strategically within your business, e.g. by designing and embedding an authentic culture, and measuring its impact on efficiency and adaptability.

Business Heart Surgery
Compassionate Business, the New Normal Post Covid-19
Paul Hargreaves, CEO, Cotswold Fayre Ltd

Since the industrial revolution at least, businesses have had one purpose only; to make money for the owners or shareholders. The single-bottom line has become even more extreme in the last 50 years and has created the current huge disillusionment with capitalism and the rise in climate activism born out of the frustration that businesses are not doing enough. Very clearly, it is no longer business as usual and time for system change.

Paul Hargreaves, author of Forces for Good, will show in his talk that bringing compassion, emotion and love into our business management will not only make our businesses better for the world, but also more profitable too. This change of business heart will mean that our companies are:

• Better for those who work for us – they will enjoy work more

• Better for others in our communities and supply chains

• Better for the planet – compassion is the only way of transforming our attitudes

• Better for profits – because these are the businesses that people want to deal with

• Better for us – higher fulfilment and happiness as we look away from ourselves.

15:20 - 16:10
How to Become a Leader in Digital?
Dr Sander Meijer, Manager Enterprise Architecture, Royal BAM Group

Digitalisation is transforming the highly conservative construction industry and the built environment. Against this background, BAM’s strategy for 2016-2020 has an objectives to become a leader in digital construction. BAM intends to be at the forefront of digitisation by using cutting edge digital tools and processes. How is BAM facilitating this digital transformation? In this presentation the audience will learn that digital transformation includes:

• Investing in innovation to create an attractive environment for partnerships and rapid prototyping to shorten time to market.

• Sharpening capabilities and the operating model, with a focus on employee training and development.

• Enhancing local entrepreneurship to serve clients.

• Improving systems and processes that operating companies use, which includes investing in knowledge and expertise for data-driven project selection, tendering and execution.

• Leveraging group synergies in areas such as business controls, information management, strategic sourcing and partnerships.

A Tale of Two CDOs - Leveraging Enterprise Architecture to Excel in the Data Economy
Gerry Rankin, Principal Consultant, Integrated Information Methods Ltd

Many organisations are struggling to share and repurpose data under the GDPR. Chief Data Officers (CDOs) are under pressure. Like so many of your peers, you assume the role of modern-day emergency data plumbers. Easing the flow and usability of data to service the tides of demand is challenging, often equipped with inadequate tools and methods to navigate the complexity of a legacy application portfolio and disparate legal entity structures that have evolved over 50 years. This presentation focuses on the importance of data protection by design and by default and how to leverage your existing business, application and data architectures to unlock the value of information. Learn how to unblock the data pipes of your organisation by establishing the right organisational and technical safeguards to reduce the data-friction across the business. Fewer sparks means fewer fires to put out, so why not join this session and hear about how you and your Chief Digital Officer can leverage your enterprise architecture assets to help your organisation excel in the data economy.

KONE Way – The Way We Run and Develop our Business
TBC, KONE

KONE is a global leader in the elevator and escalator industry. KONE Way is their operating model which defines how they run their business to provide speed and consistency for their customers. It also defines how they implement their strategy fast and in a common way. Its purpose is to improve customer service experience, employee satisfaction and business performance. KONE Way benefits a broad audience: e.g. process developers, IT solution developers end users. It describes both operative business and management and support operations, all integrated together.

This session will introduce how the KONE Way ties various aspects of the business together and how business processes are a key aspect to bring their strategy “Winning with Customers” to life and to help them to:

• Manage the relationship with their customers

• Deliver products and services

• Conduct maintenance

• Create new solutions

• Manage and support their business

It’s Alright For You… You’ve Had Cancer!
How Fear Can Drive Execs to Make FrAgile Decisions
David Harper, CIO, Programme Director and Principal Development Coach, HARPER360 Coaching & Development

An engaging, witty and at times irreverent look at why ‘the Grown-Ups’ in Board Meetings and Steering Groups make the decisions they do. And how they all love an Agile Transformation – until it requires a big decision! By taking us on his own unique journey from IT Coder to CIO, David shares his own techniques on how to survive in the Boardroom as the ‘IT Guy’ representing Agile projects, and how his own adversity has unlocked a fear he has held since childhood.

For anyone frustrated by the apparent lack of understanding of Agile in the Boardroom or mystified by the “Waterfall” or “FrAgile” decisions that often come back – this is the session for you!

As a result of attending the session, delegates will discover:

• The two key questions that your decision makers need to answer before they will make a decision

• How to unlock fear at work in a meaningful and lasting way

• How the true cost of an £800,000 project can actually be as little as £30,000!

Governing Transformation and the Trouble with Boards
Steve Taubman, Director, Change Results

Organisation governance is increasingly high profile, with the duties and expectations of the Board of Directors growing and regulation tightening up accountability. At the same time many organisations are investing significant amounts in Transformation often using Agile approaches and new technologies with which senior leaders and directors are unfamiliar. In this environment how Boards discharge their duties in a Transformation effectively is not always clear. In turn the support of the Board is key to Transformation success but by no means always achieved.

In this session we will have a chance to look at the trouble with Boards and the trouble they have with Transformation, how you can help the Board and more importantly how the Board can help you. We will cover:

• What is important to a Board in transformation and how to address it

• What the Board can do to help you deliver Transformation and how it might hinder

• Some examples and approaches to make sure your Board is with you on the Transformation journey

Transforming Innovation - Experiments with Experimentors
Philip Hellyer, Senior Consultant, Philip & Finch

Philip tells a story of pragmatic innovation in a 150-year-old company, now a global giant. It's a
story that brings together groups of research scientists, data scientists, and commercially-minded folks, all seeking the best and most valuable ideas for change.

It’s a story of globe-trotting, meeting the scientists on their home turf while creating a workshop environment that catalyses creativity and innovative research. It’s a story of data science, extracting key heuristics from their decades of experience in order to uncover hidden insights in the organisation’s vast knowledge base.

All the while providing an economical path to accelerate their speed of discovery and commercialisation. This case study has as much to do with business design and transformation as it does with their culture of research and development. You will learn:

• How we structured the workshops to generate the best ideas
• How we satisfied the commercial director’s need to show immediate value
• How we integrated these new-style experiments into ongoing change programmes

16:10 - 16:30
Networking Break & Exhibits

16:30 - 17:10
Plenary Keynote Panel and Conference Close: Take Away Insights from the Conference
Enterprise Architecture & BPM Conference Europe 2020

Face to Face Fees

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<td>4 Days Fee</td>
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Live Streaming Fees

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

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

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

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

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