IRM UK

Enterprise Architecture & Business Process Management Conference Europe 2020

Group Booking Discounts Available

Virtual Conference 27-28 October 2020

Live Streaming Workshops 19-23, 26, 29, 30 October & 5 November

Now a Virtual Conference

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

Frequent comments from delegates were their regret at not being able to attend all sessions from all conference tracks. With the Virtual Enterprise Architecture and BPM Conferences, co-located with the Business Change and Transformation Conference, now you can! These three virtual co-located conferences will provide you with an unprecedented extensive learning and networking experience.

▶ **Maximise Your Learning Experience.** Attend the 2 virtual conference days live (27-28 October) and you will get access to all 60 conference presentation recordings for 9 months after the conference. With our great line up of user case studies and leading Enterprise Architecture and BPM experts, you will not want to miss one session.

▶ **Access to an Even Wider Enterprise Architecture and BPM Community.** As the conference is virtual, it will be more accessible to the wider Enterprise Architecture and BPM community world-wide. Delegates can network via our online conference platform. Virtual chat rooms will be available during the event.

▶ **Reduced Fees and Enterprise Licence Fees.** The lower fees make the conference more accessible to you, your colleagues and the Enterprise Architecture and BPM community world-wide and if you are looking for a 2 day conference access for 10+ delegates in your organisation, we can provide you with an enterprise licence fee.

▶ **Content Rich.** With access to 60 conference presentations, you will have approximately 50 hours worth of unprecedented learning experience from key Enterprise Architecture, BPM and Business Change experts and case studies from leading organisations world-wide. Learn from other organisations' past successes and challenges through a wide range of case studies

▶ **Conference Workshops.** Choose from a comprehensive range of workshops delivered via live streaming on specific topics to get you quickly up-to-speed or fine tune your performance. Choose from introductory to advanced levels. Workshops will be held on 19-23 October and 26, 29, 30 October. Since the workshops are taking place over 8 days, you can now attend more than the two half day/one full day workshop that you were previously limited to.

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

Produced by

IRM UK

Case Studies & Contributors Include:

- Philip Morris International
- ABN AMRO
- Schroders Investment Management
- Microsoft
- Network Rail
- Capita
- John Lewis Partnership
- Mondelez
- KONE
- National Air Traffic Services (NATS)
- APG Asset Management
- Salzburg AG
- BSI Standards
- Erste Group Bank
- ASML
- Saudi Authority Intellectual Property
- Royal BAM Group
- Ministry of Defence
- Vocalink (a Mastercard Company)
- Nationwide Building Society
- Whitbread
- Condé Nast
- Inmarsat
- Hargreaves Lansdown
- Parkinson's UK
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Plenary Keynotes

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

Discounts

Group Booking Discounts:

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

Keynotes

What Next in the New Abnormal?

Martin Sykes, Chief Architect, Coach, Storyteller & Author

Calling 2020 'turbulent times' feels like an understatement. Yet with all we have seen in the last 12 months we will still likely overestimate the change that will occur in the next two years and underestimate the change that will occur in the next ten. Designing your enterprise and its systems for the future has never felt so difficult. Whilst many of the events we are dealing with were foreseeable, the combined consequences have questioned all of our plans for change.

Is there anything fundamentally different we need to deal with, or is history repeating itself? We are now roughly half a century into the information revolution, and yet it is only in the last decade that digital disruption has challenged society, the boardroom and stock markets.

- Playing the long game. Using trends analysis to plan scenarios and responses to events.
- How do we know whether our architecture is agile or fragile? Use the scenarios to test the resilience of your enterprise architecture.
- Making enterprise planning, budgeting and approval processes responsive and resilient to change.

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 advantages
- 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 success

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.

Live Streaming Workshops 19-23, 26, 29, 30 October & 5 November - Please visit the conference website for full details

Full Day Workshops	Getting Started in EA: Designing an Architecture Function to Fit your Enterprise *Philip Hellyer, Enterprise Business Architect, Hedwyn & David O'Hara, Enterprise Business Architect, Hedwyn*		The Foundation of Business Process Modeling, Analysis & Design *Sasha Aganova & Roger Burlton, Process Renewal Group*		
Full Day Workshops	Establishing or Renewing the Purpose and Practices for your Enterprise Architecture Team *Martin Sykes, Chief Architect, Coach, Storyteller, Author*	Collecting, Connecting and Correcting the Dots: A Business Architecture Masterclass *Roger Burlton, Process Renewal Group*	Active Process Management *Roger Tregear, Principal Advisor, TregearBPM*		Navigating the Mess: Practical Techniques for Early Engagement *Adrian Reed, Blackmetric Business Solutions*
Half Day Workshops	Use Storytelling Techniques to Deliver Architecture and Change Proposals *Martin Sykes, Chief Architect, Coach, Storyteller & Author*	The Process-Data Connection: How Concept Modelling Supports Process and Architecture Work *Alec Sharp, Clariteq Systems Consulting*	Architecting the Digital Business Platform *Michael Rosen, Wilton Consulting Group*	Mind The Gap - Incorporating the Change Agenda Into Scaled Agile Approaches *Lynda Girvan & 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*
Half Day Workshops	Transitioning to an Enterprise Architect or Architecture Manager for the Technical Architect *Martin Sykes, Chief Architect, Coach, Storyteller & Author*	Integrating Change into Your Business Process Approach: Timing Is Everything *Alec Sharp, Clariteq Systems Consulting*	Practical Process Performance *Roger Tregear, TregearBPM*	Applying a Service View to Realise Value from Business Change *Jonathan Hunsley & Mike Williams, AssistKD*	BizOps - Integrating Business Change, DevOps, Agile and Architecture *Michael Rosen, Wilton Consulting Group*

Tuesday 27 October 2020: Conference Day 1 & Exhibits

08:00 - 09:00	Registration					
09:00 - 09:15	Conference Co-Chair Opening: *Dr Debra Paul, Managing Director, AssistKD & Roger Burlton, President, Process Renewal Group*					
09:15 - 10:15	**Plenary Keynote: Stay Alert: Flex Your Proposition: Protect Your Business** *Michael Noonan, Divisional Operations and Transformation Director, Capita Software*					
	Enterprise Architecture	**Enterprise Architecture**	**BPM**	**BPM & Business Architecture**	**Business Change and Transformation**	**Business Change and Transformation**
10:45 - 11:35	**The Missing Organisation Chromosome - Establishing an Architecture Governance Capability in an Autonomous Environment** *Gerry Carson, Enterprise Architect, Capita Software*	**Opportunity in Challenging Times** *Dan Meadows, Head of Enterprise Architecture and Requirements, National Air Traffic Services (NATS)*	**Automation in Context: Applying Technology to Process** *David Brakoniecki, BP3 Global Limited*	**Freedom Within a Framework** *Roger Burlton, Process Renewal Group*	**The Art of Ignorance: How Ambiguity Can Breed Success** *Chris Stephenson, Business Designer, Nationwide Building Society*	**Why Beautiful Operating Models Fail** *Nicky Barnes, Head of Operating Model Design, Whitbread Transformation & James Cooper, Gate One*
11:45 - 12:35	**Making a Difference: Using Behavioural Patterns for EAs to Increase Your Impact** *Wolfgang Goebl, Architectural Thinking Association & Bard Papegaaij, Transgrowth & AT Leadership Team*	**An Approach to Establish Enterprise Architecture as Well-Accepted, Recognized, and Relevant Discipline in any Organisation** *Nedim Dedic, Lead Enterprise Architect, Salzburg AG*	**Transforming Customer & Staff Experiences - A Process Centric Approach** *Dan O'Neill, OpExtion Pty Ltd*	**Driving Strategy Execution at Schroders: Applying a Business Architecture Framework to Accelerate and De-Risk Change** *Iain Windle, Enterprise Business Architect, Schroders Investment Management*	**Continual Improvement – a Vehicle to Drive Transformation** *Clare McAleese, Manager BizOps, Vocalink (a Mastercard Company)*	**The Climate for Change** *Sandra Tinker, Commercial Operations Director, Condé Nast*
12:35 - 14:05	Lunch, Exhibits and Lunchtime Sessions					
14:05 - 14:55	**Keynote: What Next in the New Abnormal?** *Martin Sykes, Chief Architect, Coach, Storyteller & Author*			**Keynote: The Six Enablers of Business Agility** *Karim Harbott, Partner	Coach	Trainer, Agile Centre*		
15:05 - 15:55	**Looking Outside In: Applying Whole Enterprise Architecture to Standards** *Ivan Salcedo, Principal, Knowledge Innovation, BSI Standards*	**Integration of Architecture and Systems** *John Zachman, Zachman International*	**Getting to the Essence: Discovering the "What" Beyond the "Who and "How"** *Alec Sharp, Clariteq Systems Consulting*	**Do Not Try to Wow Your Customers, (Just) Make Them Happy** *Dusan Toncic, Business Architect, Erste Group Bank AG*	**Making Change Happen- a Battle Still Raging in MOD!** *Sarah Bar-Lev, Head of People and Change Management Programmes, Ministry of Defence - Joint Forces Command*	**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*
16:20 -16:45	**New Beats Old When it Comes to EA Tooling!** *Mark McGregor, Strategy Advisor*	**Looking Holistically at the Architecture Ecosystem** *Cort Coghill, FEAC Education Operations Director, FEAC Institute*	**Don't Put Digital Lipstick on a Process Pig!** *Phil Short, Principle & Owner, PJS Process & System Improvements*	**Business Capability Planning: From Strategy to Action** *Miel Theeuwen, Lead Business Architect & Mark Giebels, Business Architect, ASML*	**Change in an Unforgiving Environment** *David Reed, Change Plus Ltd*	**Solving Social Issues Through Digital Transformation** *Julie Dodd, Director of Transformation, Parkinson's UK*
16:55 - 17:30	**Plenary Keynote: The Rebirth of Ethics in the AI Era,** *Mar Cabra, Award-Winning Investigative Data Journalist and Speaker*					
17:30 - 18:30	Drinks Reception & Exhibits					

Wednesday 28 October 2020: Conference Day 2 & Exhibits

09:00 - 09:10	Conference Co-Chair Opening: *Martin Sykes, Chief Architect, Coach, Storyteller, Author & Michael Noonan, Divisional Operations and Transformation Director, Capita Software*					
09:10 - 10:00	**Plenary Keynote: The Future of Work and Digital Transformation,** *Theo Priestley, Leading Technology Evangelist and Self-Styled Antifuturist*					
	Enterprise Architecture	**Enterprise Architecture & Business Architecture**	**BPM**	**BPM & Business Change**	**Business Change and Transformation**	**Business Change and Transformation**
10:10 - 11:00	**How Enterprise Architecture As a Service Enables Digital Transformation** *Alberto Manuel, Global Digital Advisor, Microsoft*	**Change Management and People Management from the Lens of Enterprise Architecture** *Aura Bhattacharjee, Planning and Governance Lead – Enterprise Architecture, Mondelez*	**Stop Modelling. Start Managing** *Roger Tregear, TregearBPM*	**Systems Thinking, Mental Health and Change Management in Times of Trauma** *Louise Ebrey, Programme Manager Change, Network Rail & Emma Baker-Langman, BakerFish*	**Are you Caught in the Glare of Innovation Headlights?** *Richard Frost, Enterprise Design Lead, Yorkshire Building Society*	**Driving Culture Change that Sticks** *Jo Franco-Wheeler, Director of Organisational Development and Diversity, Inmarsat*
11:30 - 12:20	**Digital Transformation: Old Things in New Packaging** *Richard Frost, Enterprise Design Lead, Digital Programmes, Yorkshire Building Society*	**Jenga and the Art of Business Architecture** *Bill Blackburn, Process Renewal Group & Matthew Bryant, Monese*	**Unlocking the Vault: How to Create Immersive Process Models for Various Audiences** *Maurice Depondt, Senior Business Process Manager, APG Asset Management*	**Culture Matters! 2 Cultures, 2 Responses to Organisational Change** *Ryan Alharbi, Head of Processes and Excellence, Saudi Authority for Intellectual Property*	**The Digital Learning Organization** *Michael Rosen, Wilton Consulting Group*	**The Power of Questions - Using Clean Language© and Metaphor to Explore the "How to" of Change Management** *Will Izzard, CMC Partnership Consultancy Ltd*
12:30 - 12:55	**Data Comedy (An Abridged Allegory)** *Mayank Saxena, Enterprise Architect (Chief Architect & Data Management), ABN AMRO*	**EA on a Shoestring?** *Ali-Reza Moschtaghi, ARM Logix Ltd*	**Friend or Foe? Embracing Process at the John Lewis Partnership** *Rachel Eaton & Sweta Velambath, Managers - Process, John Lewis Partnership*	**Anxiety, Stress and Change or How I Learned to Stop Worrying and Love the Pressure** *Eleanor Stowe, DWCC*	**Keynote: Transformation and Change – a View From the Top and Somewhere Nearer the Bottom** *Lucy Ireland, Managing Director, BCS Learning & Development Ltd*	
12:55 - 14:20	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*	**Enterprise Architecture – Is There a Right or Wrong Way?** *Dr. Sue Davison, Consultant, Davison Technology*	**Building your Organization's Process Management Capability** *Sasha Aganova, Process Renewal Group*	**Visualising Business Transformation: Pictures, Diagrams and the Pursuit of Shared Meaning** *Steve Whitla, Visual Meaning*	**Change is the Only Constant: Three Ways to Use Your Culture to Tackle Uncertainty and Come Out More Efficient, Adaptable and Resilient** *Matt Robshaw, Kin&Co*	**Business Heart Surgery Compassionate Business, the New Normal Post Covid-19** *Paul Hargreaves, CEO, Cotswold Fayre Ltd*
15:20 - 16:10	**How to Become a Leader in Digital?** *Dr Sander Meijer, Manager Enterprise Architecture, Royal BAM Group*	**A Tale of Two CDOs - Leveraging Enterprise Architecture to Excel in the Data Economy** *Gerry Rankin, Integrated Information Methods*	**KONE Way – The Way We Run and Develop our Business** *Heidi Kauppinen, Global Process Owner for Manage Project, KONE Corporation*	**It's Alright For You….. You've Had Cancer! How Fear Can Drive Execs to Make FrAgile Decisions** *David Harper, HARPER360 Coaching & Development*	**Governing Transformation and the Trouble with Boards** *Steve Taubman, Change Results*	**Transforming Innovation - Experiments with Experimentors** *Philip Hellyer, Philip & Finch*
16:30 - 17:10	**Plenary Keynote Panel and Conference Close: Take Away Insights from the Conference**					

Full Day Workshops:

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

Philip Hellyer, Enterprise Business Architect, Hedwyn & David O'Hara, Enterprise Business Architect, Hedwyn

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. 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 capabilities 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

The Foundation of Business Process Modeling, Analysis & Design

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

This working seminar provides delegates with the baseline skills and techniques required to analyze and redesign existing processes to make your business more effective. It focuses on identifying opportunities for process change and presents the analysis, modeling, design techniques and tools required to help improve business performance. Participants will learn to scope specific process projects using graphical models to document results. And, they will learn how to define measurement techniques for evaluating results. They will also learn how to model As-Is and To-Be process workflows using industry standard notations with some new templates. The class is organized around a case study that will be developed by attendees working in teams along with the instructor. The approach is practical, and attendees will be able to immediately apply what they learn within their own organization.

- Process Architecture and Foundational Concepts
- Understand the intent of the chosen process – Stakeholders & Vision
- Define Process Scope
- Set up the Analysis Activities
- Model the Process
- Analyse the Process
- Improve/Redesign/Innovate the Process
- Implementation & Roll-Out
- Wrap Up

> *"Wonderful event to bring energy, experience and insight to BPM. It is a hard concept to achieve change but the IRM event continues to inspire me. Thank You."*
>
> Janine Snodgrass, Business Process Architect, John Lewis

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 developed and advised dozens of different teams around the world to be more effective. In this workshop we will focus on the practicalities of how the EA team interacts with the rest of the organisation, and what you can do to clarify the role of EA, improve your stakeholder relationships, drive impact in the organisation and deliver value.

In six major themes we will explore the factors that drive variations in team purpose, structure, and impact, and discuss how to design or update your own EA team.

- Enterprise Architects working with other activities in strategy, innovation, portfolio & project management, governance and standards.
- Enterprise Architects working with other activities in the solution development lifecycle: business analysis; systems development (agile and waterfall); testing; security; operations; specialist architecture domains.
- Engagement options for the Enterprise Architect: EA as a Service; the internal consultancy; functional team; using an external partner/outsourcer or as a planning facilitator.
- Overlaps in the skills and capabilities of an Enterprise Architect with other roles and disciplines (using the SFIA structure as a reference).
- Why do you get asked to demonstrate value? How to define, measure and report on Enterprise Architecture value.
- What to keep internal and what to share of the methodology, processes, templates, documents, diagrams and tools of an EA.

This session assumes you already have a good grounding in the foundational knowledge of EA and how to get started building the team.

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 they need to know to be able to get there while minimizing risk. The good news is that we now can differentiate the reality of what actually and practically works from the incredible methodological hype and myths we often hear promoted so much and the disappointments that follow.

This session will tackle what you absolutely 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 enable impact analysis on business change 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 documented 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 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 blooms, 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 organisations 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 hear:

- 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

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, Clariteq Systems Consulting

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

Architecting the Digital Business Platform

Michael Rosen, Chief Scientist, Wilton Consulting Group

By now, your organization had planned, started, or was in the midst of a digital transformation when WHAM, everything changed dramatically! Suddenly, your organization has to support new Covid-19 imperatives for work-from-home, updating processes, products and services to support remote capabilities, increasing collaboration, making supply chains more resilient, insourcing, the list goes on. We know that architecture is important to enabling rapid change and avoiding unintended consequences. We also know that economic disruptions are inflection points for picking the winners when the economy recovers. Those that invest now in a digital platform will be poised to capture markets and opportunities when the corner is turned. Yet so much has changed in the past months, much less 2 or 3 years, that it's hard to know what that should look like anymore. Business and operating models are changing. The environment is now part of a different business ecosystem. Scale, speed, and scope are greatly expanded. Business architecture is different. Information and data architecture are different. Application architecture is different. Technology architecture is different. Security architecture is different. And, how they all fit together is different too.

This workshop answers two key questions:

1. What does architecture for digital transformation in post-Covid-19 look like?

2. How can you come up to speed on all the changes that implies?

This workshop briefly explores the new requirements for the digital economy, and then describes the new "Digital Business Platform" necessary to meet those requirements and capture success. Continuing from there, it lays out the overall architecture needed to create that platform and goes into detail about the new business, information, application, and security architectures that comprise it. A detailed case study will be woven throughout the workshop to illustrate the platform, architectural tradeoffs, and a variety of work products. Interactive exercises will give attendees an opportunity to use the new techniques in real time. Attendees will learn:

- The overall architecture for the "Digital Business Platform"
- How to use business architecture to evaluate and plan digital opportunities and options and shape the platform requirements
- The new information and data architecture to support an intelligent core and the 'sense, compute, act' paradigm, and sample usage patterns that drive tradeoffs.
- Application architecture in the era of microservices, containers, APIs, DaaS, FaaS, PaaS.
- Security architecture to ensure Digital Trust, including Intelligence AI, and SECaaS.

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.

Transitioning 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, Clariteq 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, TregearBPM

Participants in this innovative and creative tutorial walk away with a pragmatic approach to analysis, discovery, and use of effective process KPIs – a necessary tool 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 so, firstly, we 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 process KPI challenges to the KPI Klinik part of the tutorial and we'll help you to solve them.

- 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 require increased 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.

- 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 tighter integration mindset and process of Lean, Agile, and DevOps — "development-to-operations" — upstream to include "business-to-development-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.

- 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

"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

08:00 - 09:00

Registration

09:00 - 09:10

Conference Co-Chair Opening
Dr Debra Paul, Managing Director, AssistKD & Roger Burlton, President, Process Renewal Group

09:15 - 10:15

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?

10:15-10:45

Networking Break & Exhibits

10:45 - 11:35

The Missing Organisation Chromosome - Establishing an Architecture Governance Capability in an Autonomous Environment
Gerry Carson, Enterprise Architect, Capita Software

When working in organisations which are largely self-governing and work independently, it can be challenging to enable them to work more consistently and effectively. You need to balance the efficiencies and collaboration opportunities which can be achieved against the risk of slower delivery, stifling innovation and too much red tape.

By the end of this engaging talk, you will walk away with techniques to allow you to overcome those competing concerns. You will be equipped to enable responsive architecture governance in your organisation, to provide real value and plug the missing chromosome. The speaker will share their battle-scarred

examples of what works well, and what doesn't, including:

- Creating the case for Architecture Governance;
- Establishing the foundation and structure;
- Building the right team.

Most importantly, they will cover delivering real value to stakeholders, making what seems a governance burden into an innovative, thought provoking function to deliver growth.

Opportunity in Challenging Times
Dan Meadows, Head of EA and Requirements, National Air Traffic Services (NATS)

It goes without saying that 2020 has been a challenging year for many businesses and for the aviation industry in particular, and in seeking to survive through cutting costs wherever possible EA could easily be seen as an expendable luxury.

NATS' key revenue stream is directly proportional to air traffic levels that dropped around 90% within weeks of the crisis taking hold and are unlikely to recover fully for quite some time. Over recent years we have put significant effort and investment into putting EA at the heart of our future capability development, but that development has inevitably been substantially throttled back.

This new reality has undoubtedly created many challenges to overcome, but has also provided opportunities to demonstrate how EA can support (or even drive) setting the right new directions, and to build and reinforce the foundations that will underpin it's future.

Key learning points:

- Identifying opportunities amidst the focus on dealing with challenges
- Leveraging EA to support rapid strategic replanning
- Building the foundations that will enable EA to really deliver to its potential

Automation in Context: Applying Technology to Process
David Brakoniecki, Managing Director, BP3 Global Limited

Advances in RPA, AI and machine learning are driving new automation opportunities for organisations to redesign their operating models and to disrupt their industries but failure rates for automation projects are over 50% (some estimates are as high as 75%). Despite the hype surrounding them, RPA, AI and other types of automation are not panaceas. They remain only tools to be used and success depends on knowing when to use each tool. In the session, we explore techniques for finding valid automation use cases using actual customer case studies and how to determine which type of automation technology is the best fit for solving the problem. Importantly, we will also explore how to redesign processes and operating models to allow better human-robot collaboration and increased return on investment.

During this session, participants will learn:

- How to recognise automation use cases and assess their business value
- How to match the appropriate technology to each use case
- How to redesign work to support human/robot collaboration

Freedom Within a Framework
Roger Burlton, President, Process Renewal Group

Organizations often believe that the secret to innovative transformation is the brilliance of its staff. They feel that clean sheets are in order to avoid simply incrementing current ideas and ways of working. Our experience is different. We have seen that a suitably structured approach can lead to new business models, repeatable creativity, and that design thinking can surface naturally. A repeatable method does not have to mean predictable outcomes that are safe but are insufficient. A sound business architecture foundation can actually free up innovation possibilities that leverage existing capabilities and open the door for new innovative ones to work together for real breakthrough. Creativity techniques will become more reliable and repeatable.

- Stability and Adaptability: How much innovation?
- Architecture Building Blocks: Core knowledge as a foundation
- North Star as inspiration and challenge
- Innovation techniques

The Art of Ignorance: How Ambiguity Can Breed Success
Chris Stephenson, Business Designer, Nationwide Building Society

Leading and operating in ambiguity is a skill that really sets people apart in their ability to deliver change in the modern world. Ambiguity is often thought to be a source of frustration in organisations, particularly in the field of change. It is regularly associated with an inability to make good decisions which can prove to be costly, in terms of time and money. This talk will deliver a combination of thought-provoking theory, relevant industry examples and a personal story of how operating in ambiguity can be leveraged to the advantage of change professionals, along with several lessons learned. This will include a reflection on Nationwide's recent drive to operate with more agility, and how this ties in with increasing ambiguity, which is a journey many firms are currently embarking on. Key messages:

- In a world that's becoming more and more complex, having the ability to operate comfortably with only vague information will become increasingly important.
- Ambiguity shouldn't be thought of as a frustration or threat, but rather should be seen as an opportunity.
- Whether we like it or not, ambiguity is only going to increase in the future, and the ability to operate effectively is going to set apart the good change professionals from the great.

Why Beautiful Operating Models Fail
Nicky Barnes, Head of Operating Model Design, Whitbread Transformation & James Cooper, Client Director, Gate One

In our world of constant change, organisations must continuously evolve to remain competitive. Target Operating Model (TOM) design is at the heart of transformation, but how do you know the changes will deliver the strategy? And how confident are you that changes will last beyond the project scope?

Traditional approaches to TOM design and implementation lack the power to deliver real, meaningful change. This session will explore

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

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

Wolfgang Goebl, 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 producer 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

An Approach to Establish Enterprise Architecture as Well-Accepted, Recognized and Relevant Discipline in Any Organisation

Nedim Dedic, Lead Enterprise Architect, Salzburg AG

Most of the higher management recognise a well-developed Enterprise Architecture as a crucial aspect for successful Digitalisation – especially in the middle and large enterprises that have complex digital infrastructures and

processes. However, even today, the biggest challenge of the most Enterprise Architects is to establish the Enterprise Architecture as well-accepted, recognised, involved and sustainable discipline at operational and tactical levels in their organisations, which is one of the main reasons why many EA Initiatives and Projects fail.

This talk presents a proven practical approach to establish Enterprise Architecture as recognised, well-accepted, involved and unavoidable discipline in any organisation and at any level. In addition to discussing appropriate methodology, this talk delivers the real-world examples of application of methods discussed in this presentation.

Delegates will learn:

- To establish well-accepted, recognised, involved, and sustainable EA in their organisation;
- How to integrate EA- activities into tactical and operational processes in their organisation;
- How to deliver the full benefits of EA that are tangible and understandable by Business.

Transforming Customer & Staff Experiences - A Process Centric Approach

Dan O'Neill, Director, OpExtion 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 business architecture maturity and development priorities, and therefore 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: What Next in the New Abnormal?

Martin Sykes, Chief Architect, Coach, Storyteller & Author

Calling 2020 'turbulent times' feels like an understatement. Yet with all we have seen in the last 12 months we will still likely overestimate the change that will occur in the next two years and underestimate the change that will occur in the next ten. Designing your enterprise and its systems for the future has never felt so difficult. Whilst many of the events we are dealing with were foreseeable, the combined consequences have questioned all of our plans for change.

Is there anything fundamentally different we need to deal with, or is history repeating itself? We are now roughly half a century into the information revolution, and yet it is only in the last decade that digital disruption has challenged society, the boardroom and stock markets.

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

- Playing the long game. Using trends analysis to plan scenarios and responses to events.
- How do we know whether our architecture is agile or fragile? Use the scenarios to test the resilience of your enterprise architecture.
- Making enterprise planning, budgeting and approval processes responsive and resilient to change.

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 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 advantages
- 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 success

15:05 - 15:55

Looking Outside In: Applying Whole Enterprise Architecture to 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, join 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, ontologically-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. It is Enterprise Architecture AND 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 state – this person (who) does something using that tool (how,) then another person does something using another tool, and so on. What's difficult – often 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.

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 delighters 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!

Sarah Bar-Lev, Head of People and Change Management Programmes, Ministry of Defence – Joint Forces Command

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 realised. 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 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

15:55 - 16:20

Networking Break & Exhibits

16:20 -16:45

New Beats Old When it Comes to EA Tooling!

Mark McGregor, Strategy Advisor

Many of the EA Tools in use today have roots tracing back to the early 90's, but Enterprise Architecture has evolved faster than the tooling to support it. Over the past 12 months, Mark has been looking at how new and old tools compare when it comes to supporting the needs of a modern architect. Through surveys and detailed comparative user analysis Mark has concluded that new beats old! In this session he will share insights, ideas and suggestions as to how you can ensure you are using the right tool for the job, and how to get your tooling funded.

Key areas to be explored during this session include:

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?

Looking Holistically at the Architecture Ecosystem

Cort Coghill, Director of FEAC Education Operations, FEAC Institute

There is a great detail of debate made around architecture frameworks. Hate or love them; the reality is that practicing architects must consider frameworks and other related elements as a part of the architecture practice ecosystem. Architecture practice ecosystem elements such as frameworks, methodologies, governance, and more need to work as a system to deliver results of value to the enterprise. Using a running case study, an examination of missing ecosystem elements will exemplify symptoms of organizational architecture practice in trouble.

Learning Objectives:

- Define the architecture practice ecosystem elements and their relationships.
- Examine standards to provide an objective means of assessing an individual ecosystem health
- Diagnose the impact of missing ecosystem elements.

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 work 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, Londoners 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

09:00 - 09:10

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

09:10 - 10:00

Plenary Keynote: 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.

10:10 - 11:00

How Enterprise Architecture As a Service Enables Digital Transformation
Alberto Manuel, Global Digital Advisor, Microsoft

Enterprise Architecture As a Service was developed and implemented in global companies. It enables individuals responsible for programs of change inserting themselves into transformation and innovation processes embedded in an organization's strategic management.

In this session you will learn:

- The method to design architectural patterns that can be deployed and scaled in multiple geographies, like an utility.
- How it addresses multi-cloud strategies and minimise risk.
- How to align organisational business priorities, technological roadmaps and people skills.

Change Management and People Management from the Lens of Enterprise Architecture
Aura Bhattacharjee, Planning and Governance Lead – Enterprise Architecture, Mondelez

Resistance is usual whenever any team in an organization will try to implement new way of working. It might become more tricky when the organization is a large MNC , and there are stakeholders from across teams, geographies and hierarchies involved. It becomes trickier when the changes are suggested within or from Enterprise Architecture team, because of the level of intrinsic details in the process itself, and the large spread of stakeholders, ranging from the IT end to Business end of spectrum

involved. How can those be best addressed.

Key learning points:

- Driving discipline in terms of ownerships (be it of data, sign-offs or any other functionality)
- Gamification
- Empowering Stakeholders to transition towards more agile way of working from legacy methodology

Stop Modelling. Start Managing.

Roger Tregear, Principal Advisor, TregearBPM

The M in BPM is for Management. The intent is to improve organisational performance. Process modelling is important, but only as one part of process management.

Drawing on the lessons learned from many projects, this presentation identifies practices we should stop because they handicap process management success. It also provides practical insights into the practices that deliver and sustain process excellence. Actionable answers are provided for FAQs of process-based management.

Designing and rolling out effective, sustainable process-based management is not easy, but it need not be as hard as we often make it.

Business agility is hampered by process practices we must stop doing. They're not needed. They don't help. They waste time. They annoy people. They distract you from what is important. Learning objectives include:

- The proper purpose of process modelling
- 11 process practices we should stop and how to achieve that
- 9 process practices we should encourage and how that can be done
- Actionable answers to the common FAQs of process-based management
- The most important question of process-based management

Systems Thinking, Mental Health and Change Management in Times of Trauma

Louise Ebrey, Programme Manager Change, Network Rail & Emma Baker-Langman, Change Optician, BakerFish

In many ways we are currently going through a global shared trauma experience, even though it is affecting different people in different ways.

Today's speakers are Louise Ebrey and Emma Baker-Langman. They will be sharing the impact which trauma has on individuals and those around them, and what this means for our organisations as systems and ourselves as project managers.

Both Emma and Louise have personal lived experience of mental health conditions. They have both tried to address these over several decades through a range of training, self-improvement and counselling approaches, including NLP, CBT, person-centred counselling, coaching and more.

What they have learned is that methods which help reduce generalised anxiety and some other mental health conditions, such as meditation and mindfulness can be very helpful. However, for trauma-related issues, they can actually be counterproductive.

In this fascinating talk, Emma and Louise will share their journey, briefly, and explore how you can:

- Understand when change can be the cause of trauma
- Recognise the effects of trauma
- Provide appropriate support for those affected by traumatic events

Our speakers will be talking frankly and openly about trauma and mental health. For some listeners this might be quite uncomfortable and trigger some personal responses. If this happens, please feel free to step away from the session for some self-care and Emma and Louise are available to chat to you offline after the session.

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.

Driving Culture Change that Sticks

Jo Franco-Wheeler, Director of Organisational Development and Diversity, Inmarsat

"You can't change the culture of a company", or so we were told when we embarked on a programme of ambitious culture change across Inmarsat. Hear how we addressed the skepticism, resistance and lack of time to focus on our culture and delivered a transformation programme that actually made a change. It's still ongoing but we've seen some fantastic results and we'd like to share what we've learned along the way including how to:

- Build a business case for culture change
- Roll out something that makes sense to a global audience
- Set a culture change programme up for success
- Make change throughout the organisation as well as leveraging the leaders
- Reinforce the changes you've made

Plus we'll share what we'd do differently if we started all over again. This will be a practical case study of a culture change, plus some war stories from changing culture in other organisations.

Networking Break & Exhibits

Digital Transformation: Old Things in New Packaging

Richard Frost, Enterprise Design Lead, Digital Programmes, Yorkshire Building Society

Periodically, new buzz phrases emerge from IT and get taken up by organisations as a rallying cry for a reinvigoration of a business area or entire organisation. Digital Transformation has been a very popular phrase for the last few years and a lot of organisations are delivering huge change programmes under that banner. But what exactly does it mean? Is it even a new activity or a convenient new name for what we have always done? Does it mean the same thing for each organisation? Clearly not. So how do you identify what it means for your organisation? How do you focus minds on the key transformations? What is core and what is noise?

- Key questions to define what your organisation wants from Digital Transformation
- Comparing the approaches, from Big Bang to Challenger
- Resilience, Responsiveness and Outcomes - the eternal triangle

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 arrangements for information systems.

Organisations have needed to understand and document their processes and how information is being used and shared. This investment creates many of the elements of a business architecture and the opportunities that can provide in terms of enabling further business transformation.

Organisations have taken time and effort to put in place mechanisms to meet data privacy obligations and to respond to a range of information security threats. GDPR has provided an impetus largely through the potential enforcement actions. Similarly, high-profile cyber security incidents have resulted in reputational damage. The session will discuss:

- The challenges encountered when implementing data protection/information security programmes and how these have been addressed

- Incorporating privacy management and information security aspects in business and technology architectures
- Organisational maturity and cultural considerations
- Case studies providing practical examples of how organisational maturity and cultural aspects need to be factored into implementation programmes

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 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 used theory and put it into practice
- How they handled the tooling 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 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.

The Digital Learning Organization
Michael Rosen, Chief Scientist, Wilton Consulting Group

The predictions that digital transformation will change everything are turning out to be much more reality than the hype that they inspired just a few years ago. Not only have business and operating models changed to meet new expectations and take advantage of new technologies, but the foundations of competition themselves have changed. Just as the economies of scale gave way to the economies of scope, now, the new competitive differentiator is the "economies of learning".

The key questions facing every enterprise are what are the opportunities for learning? How does technology assist that learning? And what does the new learning organization look like in the digital age? Attend this session to answer these questions and learn:

- What are the economies of learning?
- The many, many different opportunities for learning
- How digital technologies empower the learning organization

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 exquisitely 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, through to defining a change and modelling it systemically and with a wide perspective.

In this session the audience will benefit from the following learning outcomes:

- Learn what Clean Language is and where it comes from
- Learn why metaphors are so important and why we should pay attention to them
- Experience how quickly we make metaphoric meaning from nothing and learn how to spot hidden metaphors in other people's language
- Be introduced to the basic clean language questions and have an opportunity to practice them
- Leave with a model they can apply immediately to take people from a stuck, problem space into a positive, desired outcome world.

12:30 - 12:55

Data Comedy (An Abridged Allegory)
Mayank Saxena, Enterprise Architect (Chief Architect & Data Management), ABN AMRO

Inspired by Dante'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

Friend or Foe? Embracing Process at the John Lewis Partnership
Rachel Eaton & Sweta Velambath, Managers, Process Profession, John Lewis Partnership

With John Lewis growing its online presence quickly, it was vital to transform the key underpinning process which managed product launch. The time taken to collate the rich information, which is required to sell a product online, often meant that stock arrived, ready, in our distribution centres but we weren't ready to make it available for our customers to buy online. Our online product launch process was disjointed and no single person was accountable for the process.

In 2019 we applied a true process approach to address this problem. Following analysis, we rationalised the teams involved, appointed a Process Owner, automated part of the process and created a small Process Improvement team.

The benefits can be seen in cost savings, a reduction in stock not live and an increase in quality and completeness. We are still on a

journey and this presentation will also highlight how to adapt to day-to-day challenges such as changing business demands and technology.

Key learning points:

- The challenges of establishing effective process management in a fast paced, less regulated industry like retail
- The various approaches we employed to address the challenges
- How embracing process has equipped us to respond to rapidly changing demands (eg those related to Covid)

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.

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

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 Whitla, 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 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 30 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

Heidi Kauppinen, Global Process Owner for Manage Project, KONE Corporation

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 and 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 actual 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

Registration Fees:

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

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

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

The registration fee for 27-28 October includes virtual access to all the conference sessions, the virtual chat rooms and exhibit hall and 9 months access to the 2 day Conference recordings and slides on-line. You will be provided login details to the virtual conference platform before the conference takes place. If you are attending any of the workshops which will be delivered via live streaming you will be sent login details for these in due course and they will take place on a platform like Zoom or Teams.

2 Day Conference + 9 months access to the Conference recordings	£795 + VAT (£159) = £954
1 Day Workshop	£195 + VAT(£39) = £234
Half Day Workshop	£99 + VAT (£19.80) = £118.80

Enterprise Licence Fee:

If you are looking for access for 10+ delegates, we can provide you with an enterprise licence fee for your organisation to the 2 day conference and the recordings of all the conference sessions for 9 months after the conference. Please contact customerservice@irmuk.co.uk if you would like to discuss this further.

Cancellation Policy:

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

Cancellation Liability:

In the unlikely event of the cancellation of the conference for any reason, IRM UK's liability is limited to the return of the registration fee only. It may be necessary, for reasons beyond the control of IRM UK, to change the content, timings, speakers and date of the conference.

Group Booking Discounts:

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

"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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