



# IRM UK

## Enterprise Architecture & Business Process Management Conference Europe 2021

Group Booking Discounts Available

Virtual Conference  
12-13 October 2021

Live Streaming Workshops  
11 & 14 October 2021

### A Virtual Conference

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

Frequent comments from past IRM UK delegates were their regret at not being able to attend all sessions from all conference tracks. With the virtual Enterprise Architecture and BPM Conferences now you can!

► **Maximise Your Learning Experience.** Attend the 2 virtual conference days live (12-13 October) and you will get access to all conference presentation recordings for 3 months after the conference. Therefore, for any sessions that you miss during the live virtual conference, you can catch up on after the conference! Furthermore, you can watch favourite sessions you attended live all over again! With 4 conference tracks and approximately 40 sessions, this conference will provide you with an unprecedented extensive learning experience. 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, BPM and Business Architecture Community.** As the conference is now 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. You can find yourself networking with your peers across the globe.

► **Reduced Fees and Enterprise Licence Fees.** The reduced fees for the virtual conference makes 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 virtual conference access for 10+ delegates in your organisation, we can provide you with an enterprise licence fee.

► **Content Rich.** With access to approximately 40 conference presentations, you will have about 35 hours worth of unprecedented learning experience from key Enterprise Architects, BPM and Business Architecture 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 (11 & 14 October) 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.

#### Keynotes and Featured Speakers Include:



**Nick Byatt**  
Global Head of Architecture  
Dyson Technology



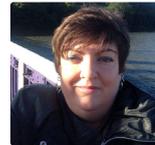
**Iain Windle**  
Enterprise Business Architect  
Schroders Investment Management



**Katy Murarotto**  
Head of Business Process Management  
Asahi Europe International



**Wayne Filin Matthews**  
Chief Architect  
Dell



**Sarah Bullen**  
Head of Business Analysis  
BBC



**Professor Michael Rosemann**  
Professor for Innovation Systems  
Queensland University of Technology



**Keith Harrison-Broninski**  
Director  
Collaboration Tools Ltd



**John Zachman**  
CEO  
Zachman International



**Roger Burlton**  
President  
Process Renewal Group



**Suzanne Williams**  
Hostage Negotiator/  
Keynote Speaker

#### Case Studies & Contributors Include:

- Schroders Investment Management
- Yorkshire Building Society
- Dyson Technology
- BBC
- Asahi Europe International
- Thames Water
- Ordnance Survey
- KPMG Digital
- Dell
- Microsoft
- IBM
- Capita
- Yoox Net-A-Porter Group
- Vestas A/S
- DeLaval
- FNSS
- Royal Boon Edam
- Cambridge Assessment
- National Electric System Operator (ONS)
- CDL

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## From Problems to Possibilities: How to Identify Entire New Process Design Options



Prof. Michael Rosemann, Professor for Innovation Systems, Queensland University of Technology

The dominating focus of business process management has been reductionist. As a result, business processes have become more streamlined, waste has been eliminated and the degree of automation has increased. However, operational excellence is no longer sufficient. An opportunity-rich environment provides a plethora of opportunities to compete on innovative process designs. This keynote will introduce seven design patterns that help business analysts 'to see what is possible'. Various examples will show how organisations around the world have used these patterns to create entire new customer experiences and ultimately new revenue channels.

## Living the Dream: Turning Strategic Intent into Operational Results



Roger Burlton, President, Process Renewal Group

The number one pain point for Chief Executives is their bewilderment that no matter how crystal clear they think they have been about the future they want; the dream struggles to become reality. Why is transformation so hard and what can we do as architects, analysts, designers and developers?

The challenge we face is to translate intention – the ends – into organizational ability to attain it – the means – and stay aligned to purpose as we do so. This requires a set of traceable translation stages utilizing diverse professional practices to be navigated and for each to be as straightforward as can possibly be. No one can have any doubt about the path they are on and that all paths end up at the same destination as envisaged in the first place.

This session will provide practices and critical success factors to maintain the vision and guide the choices while navigating the journey.

- Differentiating Ends and Means
- Finding the shared North Star
- Using an outside in – outcome based – approach to connect the dots
- Risks and Critical Success Factors for dealing with senior leaders
- Freedom within your Framework

## A Fireside Chat with John Zachman



John Zachman, CEO, Zachman International



Roger Burlton, President, Process Renewal Group

There can be no disputing that Enterprise Architecture can trace its birth to John Zachman. John's landmark works at IBM in the seventies and eighties are clearly the wellspring of all current knowledge about a multi-domain enterprise-wide view of planning and designing a business. The thinking implicit in John's insights are alive today in most Enterprise Architecture practices. This chat with John will delve into John's journey and will feature the set of key principles that all Enterprise and Business Architects active today must honour to ensure a thriving EA practice that truly makes a difference to deliver a successful and agile business.

This session will be moderated by Roger Burlton, who has been a collaborator with John for thirty years.

## Technical Debt is the New Normal, so Focus Instead on Mega-Trends



Keith Harrison-Broninski, Director, Collaboration Tools Ltd

Architectural focus on technical debt – the maintenance and improvement burden from past tactical decisions – comes from a time when IT was bounded by your own organisation and took years to build. Now, organisations operate in an ecosystem, Agile approaches assume constant unpredictable flux, architectural patterns allow systems to be upgraded piecemeal, and rapidly evolving open-source frameworks are regularly replaced. Keith Harrison-Broninski will show how a large-scale engineering organisation dealt with challenges to critical systems effectively: not through the details of applications and infrastructure, but rather by thinking about their true digital debt, the real-world impacts of system constraints in the light of social and technical mega-trends.

- In today's world, architectural technical debt is the new normal;
- There is no longer advantage in analysing the poor design of current systems;
- Instead, organisations must focus on how their systems serve stakeholders throughout society and make best use of emerging technologies.

## Panel: The Future, the Vendor C-Level View



Michael Rosen, Chief Scientist, Wilton Consulting Group



Luca de Risi, COO, MEGA



André Christ, CEO & Co-Founder, LeanIX



Jordy Dekker, CTO, ValueBlue

Ask any analyst about the future of EA and you'll surely get an answer, but few organizations really know what trends will be coming or what goes on in the trenches of architecture teams better than the EA tool vendors. In this panel discussion, the major vendors will have the opportunity to describe their visions of the future and what they are doing to achieve them, as well as answer your questions on the subject.

## Fireside Chat: Negotiation - A Process Not an Event



Suzanne Williams, Hostage Negotiator



Martin Sykes, Chief Architect, Coach, Storyteller

Hostage negotiations are high stake business deals which are usually conducted with unsavoury characters in a difficult context and against the backdrop of a life at risk. Remarkably there are many similarities between such extreme communication and the day to day negotiations conducted in the workplace on a daily basis. Based on real life incidents and 29 years experience, the presentation is intended to transfer the skills used by international hostage negotiation experts into the realities of the business environment. The emphasis of this Fireside chat is on the core elements of negotiation which are strategy and methodology. It is intended strengthen personal skills and competency with the know-how and confidence essential to achieve successful results whilst maintaining enduring relationships with diverse stakeholders. Participants in the audience will learn:

- The significant preparation work which should be considered prior to entering into any negotiation.
- The various tactics of influence that can be deployed in order to persuade.
- How to avoid the common mistakes that prevent a satisfactory conclusion.

## Conference Close: Take Away Insights from the Conference



Martin Sykes, Chief Architect, Coach, Storyteller



Roger Burlton, President, Process Renewal Group

### Discounts

#### Group Booking Discounts:

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

**Monday 11 October 2021: Pre-Conference Workshops**

Half Day Workshops 09:30 - 12:45	<b>An Information-Centric Enterprise Architecture for Digital Business</b> <i>Dr. Barry Devlin, Founder and Principal, 9sight Consulting</i>	<b>Business Process Analysis, Design and Improvement</b> <i>Sasha Aganova, Managing Partner, Process Renewal Group</i>	<b>Business Value Realization</b> <i>Martin Sykes, Chief Architect, Executive Coach, Strategist, Author</i>
Half Day Workshops 14:00 - 17:00	<b>Architectural Thinking: Preparing for Uncertainty</b> <i>Neal Fishman, CTO &amp; Paul Homan, CTO, IBM</i>	<b>Business Architecture: Connecting the Dots</b> <i>Roger Burlton, President, Process Renewal Group</i>	<b>Concept Models: The Secret Sauce for Process, Data and Architecture</b> <i>Ronald G. Ross &amp; Gladys Lam, Co-Founders and Principals, Business Rule Solutions</i>

**Tuesday 12 October 2021: Conference Day 1 & Exhibits**

09:00 - 10:00	<b>Plenary Keynote: From Problems to Possibilities: How to Identify Entire New Process Design Options</b> , <i>Prof. Michael Rosemann, Professor for Innovation Systems, Queensland University of Technology</i>			
10:30 - 11:15	<b>How EA Can Support the Post M&amp;A Integration of Business and IT Landscape</b> <i>Farhat Khan, Enterprise Architecture Advisory, TRIFID</i>	<b>How to Build a Successful Business Architecture Practice: Leading Approaches That Work</b> <i>Whynde Kuehn, Managing Director, S2E Transformation</i>	<b>Process Mining for Business Process Management</b> <i>Aimee Thompson &amp; Humzah Ali, Business Analysts, Capita</i>	<b>Throwing a Bird: Applying Lean Startup Principles to Organisational Change</b> <i>Dave Stow, Senior Architect, Ordnance Survey</i>
11:20 - 12:05	<b>The Enterprise Architecture Echo Chamber</b> <i>Richard Frost, Enterprise Design Lead, Yorkshire Building Society</i>	<b>Stronger Together: Developing a Business Architecture Community of Practice</b> <i>Iain Windle, Enterprise Business Architect, Schroders Investment Management</i>	<b>In Search of Process Excellence</b> <i>Lourdes Gonzalez, CEO/Founder, Lulu Process Design Group &amp; Roger Tregear, Principal Advisor, TregearBPM</i>	<b>Intelligent Enterprise and Next Gen Operating Model</b> <i>Tom Einar Nyberg, Partner, KPMG Digital Norway</i>
12:05 - 13:30	Networking Lunch & Exhibits			
13:35 - 14:20	<b>Plenary Keynote: Living the Dream: Turning Strategic Intent into Operational Results</b> , <i>Roger Burlton, President, Process Renewal Group</i>			
14:25 - 15:10	<b>Architecture for the Circular Economy</b> <i>Michael Rosen, Chief Scientist, Wilton Consulting Group</i>	<b>Panel: What is the Value of a Qualification or Certification ?</b> <i>Martin Sykes, Chief Architect, Executive Coach, Strategist, Author, Wayne Filin-Matthews, Chief Architect, Dell &amp; Zoë Spilberg, Head of Education, BCS, The Chartered Institute for IT</i>	<b>Case Study: Using Business Design to Enable the Integration of Two Leading Brands</b> <i>Sasha Aganova, Managing Partner, Process Renewal Group</i>	<b>Continuous Process Improvement with Ownership and Assessment</b> <i>Sarah Bullen, Head of Business Analysis &amp; Sandra Sheppard, Lead Business Analyst, BBC</i>
15:40 - 16:25	<b>Inclusive Enterprise Architecture - How to Make Sure That Your Enterprise Architecture Capability, Empowers Everyone</b> <i>Michael Vermeersch, Digital Inclusion Lead, Microsoft Ltd</i>	<b>Commitment to Exploitation – The Road to Managed Innovation</b> <i>Wayne Filin-Matthews, Chief Architect, Dell</i>	<b>The Boon Edam Process Journey: Shifting From Functional Oriented Towards a More Process-Oriented Organization</b> <i>Peter Klein, Business Process Analyst &amp; Danielle van Koert-Bakker, Group Quality &amp; Sustainability Manager, Royal Boon Edam International</i>	<b>Starting With What We Have Now: Process Improvement Through Data and Collaboration</b> <i>Victoria Banner, Lead Agile Business Analyst &amp; Will Whitehead, Business Process Manager, CDL</i>
16:30 - 17:15	<b>Plenary Keynote: A Fireside Chat With John Zachman</b> , <i>John Zachman, CEO, Zachman International &amp; Roger Burlton, President, Process Renewal Group</i>			
17:20 - 18:20	Sessions & Exhibits			

**Wednesday 13 October 2021: Conference Day 2 & Exhibits**

09:00 - 10:00	<b>Plenary Keynote: Technical Debt is the New Normal, so Focus Instead on Mega-Trends</b> , <i>Keith Harrison-Broninski, Director, Collaboration Tools Ltd</i>			
10:05 - 10:50	<b>How-to Revive and Scale the Enterprise Architecture Discipline From Within IT</b> <i>Rasmus Stenholm, Senior Enterprise Architect, Vestas A/S</i>	<b>Business Architecture as a Strategic Tool for the Digital Enterprise</b> <i>Daniel Lundberg, Chief Architect, DeLaval</i>	<b>Wrong Thinking and Agile Architecture</b> <i>Nick Byatt, Global Head of Architecture, Dyson Technology</i>	<b>How to Build the Business Case for Business Transformation in Your Organization?</b> <i>Katy Murarotto, Head of Business Process Management, Asahi Europe International</i>
11:20 - 12:05	<b>An Interview with Architects</b> <i>Martin Sykes, Chief Architect, Executive Coach, Strategist, Author</i>	<b>Orchestrating Your Customer: Aligning Your Business Architecture to Customer Intent</b> <i>Ewan Ashley &amp; David Robb, Lead Business Architects, Thames Water</i>	<b>Behavioural and Organizational Aspects of a High-Impact Cross-Functional Process Improvement Project</b> <i>Pinar Bakal, System and Engineering Management Department Manager, FNSS SAVUNMA SISTEMLERI</i>	<b>Merge, Re-Platform and Improve: Let's Get the Party Started</b> <i>Martina Babini, Principal Analyst, Yoox Net-A-Porter Group</i>
12:10 - 13:00	<b>Plenary Keynote Panel: The Future, the Vendor C-Level View</b> , <i>Moderator: Michael Rosen, Chief Scientist, Wilton Consulting Group</i> <i>Panelists: Luca de Risi, COO, MEGA, André Christ, CEO &amp; Co-Founder, LeanIX &amp; Jordy Dekker, CTO, ValueBlue</i>			
13:00 - 14:25	Networking Lunch & Exhibits			
14:30 - 15:15	<b>Plenary Keynote: Fireside Chat: Negotiation - A Process Not an Event</b> , <i>Suzanne Williams, Hostage Negotiator &amp; Martin Sykes, Chief Architect, Executive Coach, Strategist, Author</i>			
15:20 - 16:05	<b>Enterprise Architecture Enabled Innovations in Enterprise Data and Process Management</b> <i>Douglas T. Erickson, Founder, ENTARCO USA Inc &amp; Donald B. Phillips</i>	<b>Outcome is King – the Key to Aligning Business Architecture and BPM</b> <i>Lloyd Dugan, Chief Architect, BPM, Inc.</i>	<b>Pursuing Purpose Through Process</b> <i>Phil Short, Principal &amp; Owner, PJS Process &amp; System Improvements</i>	<b>A Regulatory Governance Framework</b> <i>Rafael Paim, Partner, Enjourney &amp; Tatiane Pestana, Engineer, National Electric System Operator (ONS)</i>
16:10 - 16:40	<b>Plenary Keynote and Conference Close Take Away Insights from the Conference</b> , <i>Martin Sykes, Chief Architect, Coach, Storyteller &amp; Author &amp; Roger Burlton, President Process Renewal Group</i>			

**Thursday 14 October 2021: Post-Conference Workshops**

Full Day Workshop 09:30 - 17:00	<b>BizOps – Integrating Architecture, Business Analysis, DevOps, Lean, and Agile</b> <i>Michael Rosen, Chief Scientist, Wilton Consulting Group</i>
Half Day Workshop 09:30 - 12:45	<b>Are the Boundaries of Enterprise and Business Architecture Infinite? A 2020 Experience</b> <i>Joanna Goodrick, Head of Business Architecture and Strategy, Cambridge Assessment</i>
Half Day Workshop 14:00 - 17:00	<b>Integrating Change into Your Business Process Approach – Timing Is Everything</b> <i>Alec Sharp, Senior Consultant, Clariteq</i>

## Half Day Workshops:

### An Information-Centric Enterprise Architecture for Digital Business

Barry Devlin, Founder and Principal, 9sight Consulting

Digital business begins, as the word digital implies, with data—capturing or creating it, defining it, managing it, interpreting it—and ends with its application to the needs of business. And while all approaches to EA recognise the importance of data, none assign it the foundational primacy that digital transformation needs.

This workshop describes the Digital Information Systems Architecture (DISA), at both conceptual and logical levels, that begins with information (and data), and bridges via process to the people and organisations that both create and consume it. Founded on the Zachman Framework and insights derived from decades of experience in data warehouses and lakes, operational BI, and emerging predictive and prescriptive analytics and AI, Dr Barry Devlin tells the story of “people process information”. This simple and elegant vision applies to all industries, governmental agencies, and organisations of every size, offering a foundation for novel architectural thinking across the entire enterprise and a methodical approach to digital information systems delivery.

In this workshop, we first explore the creation of conceptual thinking spaces where business and IT scope enterprise business needs in terms of the key characteristics of information required, processes needed, and people’s and the organisation’s behaviours. We describe a framework for the functional components that IT must design and (increasingly with businesspeople) deliver to enable enterprise-wide digital transformation. Finally, we look beyond traditional business goals, such as operational efficiency or financial success, to the ever more important ethical and societal purposes that enterprises must address to counter the growing existential economic, societal, and environmental threats to humanity and the planet.

### Business Process Analysis, Design and Improvement

Sasha Aganova, Managing Partner, Process Renewal Group

Those organizations that position their internal processes to be innovative, lean and changeable, do better than others. There is no doubt that a solid process foundation is needed to connect the dots to create value for customers and employees. Furthermore, they realize that connected process flows are essential to stay current, to digitalize, to be creative and ensure that all business resources are optimally aligned towards a common outcome of value.

For them, Businesses Processes provide the glue in aligning all the work they do to needed outcomes. They know that they have to continually analyze and design new ways of working using well-established process innovation and improvement practices and models. This highly participative workshop will delve into all aspects of assuring high performing Business Processes and whose enabling capabilities are traceable to the organization’s strategic intentions.

This working session introduces a systematic approach for your company from business process architecture, modeling, analyzing, redesigning and improving specific processes. It will tackle traditional process improvement approaches and cover the differences required

by a digitalized approach with an emphasis on customer experience and data integrity from end to end.

Learning objectives:

- Be able to accelerate process change by using analysis and design best practices.
- Know when to use specific improvement techniques and when not to.
- Be able to connect enterprise-wide process models to other Business Analysis models.

### Business Value Realization

Martin Sykes, Chief Architect, Executive Coach, Strategist, Author

When IT projects fail, or architectures are called ‘ivory tower’, it is often not because the technology didn’t work, but because the changes necessary for people or processes were not managed effectively. To realize the business value of a change programme begins with the identification of all the factors that must be aligned with the objectives and desired benefits.

The benefits dependency network (BDN), first created by Cranfield University’s School of Management, has for twenty years been the secret behind successful change activities in public and private organisations around the world. In that time it has also evolved and been integrated with portfolio planning, capability modelling, and value tracking techniques. It has been used to justify enterprise architecture designs, and create business case on-a-page diagrams.

In this workshop you will learn how to create a BDN, and how to integrate it into the work of Enterprise Architecture, IT Strategy, and change programmes, to engage and align stakeholders, and deliver business value.

Participants will:

- Learn how to create a benefits dependency network at an enterprise, programme and project level.
- Understand how to integrate the BDN into architecture planning.
- Enhance capability modelling and portfolio analysis to support effective change.
- Practice the technique with a relevant enterprise portfolio, or bring their own organisation into focus.

### Architectural Thinking: Preparing for Uncertainty

Neal Fishman, CTO & Paul Homan, CTO, IBM

Our world has become sufficiently complex with AI and other advanced technologies. To that end, many business users aren’t necessarily in a position to appropriately articulate a business requirement in the context of these newer technologies. Quite simply, the newness of technical advancements implies an inherent lack of previous reference points for a businessperson to describe what is actually required. This results in both IT not knowing what to plan for and in the business perpetuating constant change requests to a system throughout its entire lifecycle. So, how should an enterprise architect plan for an unknowable changing future and avoid the situational hindsight predicament of “I wish I had thought about that”? The pragmatic enterprise architect must skill themselves in thinking and planning for a future that is a moving target and continuously changing.

The attendee will learn tools and techniques to help with this pragmatism in terms of:

- Thinking for tomorrow: Learning to think beyond stated requirements

- Communicating with the business: Building on common abstractions and learning how to develop and align your own
- Architecting for the future perfect progressive: How do we engineer for sustainability

### Business Architecture: Connecting the Dots

Roger Burlton, President, Process Renewal Group

The need for business architecture competency is growing beyond the traditional interest of IT practitioners to include communities with a broad set of concerns, critical to the business’ strategy, design and operations. Nowadays, many more people need to know how to influence and lead business performance enhancement, business agility, market focus and customer experience to name just a few. The challenges of fast transformational change, crushing external realities, out-dated business operations and sustainment of the business for continuing relevance are relentless and old ways of identifying, prioritizing and delivering value may be no longer sufficient. That’s where Business Architecture comes in.

Business Architecture work must incorporate a number of perspectives and, by accommodating them, change efforts can progress smoothly with few surprises. Clarity on business stakeholders, business capabilities, end to end value streams and business processes, the information created and consumed, business decisions, technology resources, and human competencies is essential to make required changes without introducing unnecessary risk in the change itself. Business Architects have to be knowledgeable on how all these domains work together to best serve our value streams to deliver stakeholder value.

Learning objectives:

- Understand what a straightforward and useful Business Architecture looks like.
- Understand what business knowledge is needed
- Learn to build information, capability and process architecture models and interconnect them through a balanced business performance scorecard.

### Concept Models: The Secret Sauce for Process, Data and Architecture

Ronald G. Ross & Gladys Lam, Co-Founders and Principals, Business Rule Solutions

The issue that nags at many professionals is how to get at the deep knowledge in business people’s heads, and lay it out for validation and reference. How can you enable in-depth, meaningful discussions about strategy, policies, processes, data, and architecture?

Business knowledge is more complicated – far richer – than most realize. It requires a blueprint, which must be engineered conceptually. Concept models provide the answer. And they are leading the way in addressing a host of digital-era-problems – all the way from standardizing vocabulary and eliminating silos to machine learning.

How do you create a concept model? What techniques do you need to know? This hands-on session will equip you to engineer better business capabilities in ways you never knew possible. Come ready to dig in!

Learning Objectives:

- Understand what a concept model is and what it can be used for
- Know why ambiguities arise in business communication and how they are resolved

- Clarify your company's most convoluted terminology
- Learn how to communicate effectively with your data specialists

Based on Ron's new book: Business Knowledge Blueprints: Enabling Your Data to Speak the Language of the Business.

## Are the Boundaries of Enterprise and Business Architecture Infinite? A 2020 Experience

Joanna Goodrick, Head of Business Architecture and Strategy, Cambridge Assessment

Enterprise and business architecture offer many approaches to help organizations respond to disruption and change. Yet, whilst they adapt over time, they are deeply rooted in the traditions and norms of the organisations and societies they serve. Perhaps now though, a historical gear shift is in play – accelerated and amplified by the Covid-19 global pandemic.

This workshop offers attendees the chance to explore this new paradigm, using insights thrown up for architecture at Cambridge Assessment in a year that included the cancelling of exams, a merger, and digital transformation. The session will cover areas including:

- Exploring how wider change has the potential to push the boundaries of architecture, as it is practised in most organisations.
- What place does the human play in our future organisations and architectures, and is now the time to be daring in challenging current boundaries?
- Hands-on, interactive time to try out some tools and approaches.

## 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 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 to the techniques, and to their sequence and emphasis 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- and enabler-based assessments
- Avoiding the Big Bang – a feature-based approach to process design/redesign.

## Full Day Workshop:

### 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 development and / or DevOps? Does it seem like an excuse not to do architecture, analysis or design, because it shouldn't be. At a project level, you're building things faster, but at an enterprise level, you don't know if you're building the right things, or instead, just creating redundancy and inconsistency faster. 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. And, while DevOps is a critical component of any business or digital transformation initiative it is not incompatible with, in fact it is better with, architecture and design. Moreover, the enterprise benefits don't end there.

BizOps extends the continuous feedback, faster cycle time, and tighter integration atmosphere, 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.

This interactive seminar will mix presentations and simulation planning exercises to answer three key questions:

1. How does BizOps improve delivery and speed of business change?
2. How can you successfully integrate business and enterprise architecture into your DevOps and Agile environments?
3. How do architecture, analysis, design, and development activities change to take advantage of the best of both worlds?

Attendees will learn:

- What is BizOps
- How architecture and Agile practices complement each other
- How to fit architecture and analysis into a CD/CI and test-driven environment
- How to extend DevOps to BizOps using business architecture and analysis
- How to create an "intentional architecture"
- The new role of architects and business analysts

Format: 1-day seminar

**Audience Skill Addressed:** All levels. Attendees will gain an understanding of how all the different techniques fit together. Attendees with exposure to Agile and DevOps will be able to quickly apply the learnings to their organizations.

**Target Audience:** Enterprise Architects, Business Architects, IT Architects, Application Architects, IT managers, Agile leaders and developers, Business Analysts, participants in DevOps

Course Outline:

- What are BizOps and DevOps?
- Agile Principles and Approaches
  - Shorter cycles, continuous feedback, smaller batches, lower transaction cost, faster cycle time, test driven, tighter integration...
  - SAFE
- Architecture, Analysis and Design in the world of DevOps
  - Opportunities

- Benefits
- Challenges
- Fitting Architecture into Scrum
  - Creating 'enabling' stories
  - Managing the backlog
  - Defining 'done'
  - Daily standup
- Putting the Business into BizOps
  - Business Model Canvas
  - Business Value Streams
  - Business Capabilities
- Defining Release Trains
  - Business Capabilities influence Features
  - Value Streams influence backlogs and priorities
  - Portfolio Kanban
- Creating an 'Intentional Architecture'
  - Architectural enablers
  - Thinking like an Agilist
  - Shared Vision
  - Individual Responsibility
  - Clarity and Competence
- Outcomes and Performance
  - Performance Architecture
  - Defining and Measuring Outcomes
  - Closing the Loop
- Conclusion

*"This was a brilliant opportunity to meet with peers who are facing many of the same challenges that we are."*

Robert Anderson, Enterprise Application Architect, Direct Line Group

*"Definitely an enjoyable and insightful 4 days. Besides meeting new friends, exchanging views and experiences, it's eye-opening BPM/EA topic presentation/knowledge sharing."*

Norasikin Salim, Global Optimisation Lead, Dyson

*"It remains THE event to attend during the year, in order to grow my capabilities in EA, BA and learn BPM techniques."*

Domenico Pistillo, Enterprise Technology and Service Architect, World Intellectual Property Organisation

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

Philip Ainsworth, Business Architect, Student Loans Company

**Tuesday 12 October:  
Conference  
Day 1 & Exhibits**

**09:00 - 10:00**

**Plenary Keynote: From Problems to Possibilities: How to Identify Entire New Process Design Options**

*Prof. Michael Rosemann, Professor for Innovation Systems, Queensland University of Technology*

The dominating focus of business process management has been reductionist. As a result, business processes have become more streamlined, waste has been eliminated and the degree of automation has increased. However, operational excellence is no longer sufficient. An opportunity-rich environment provides a plethora of opportunities to compete on innovative process designs. This keynote will introduce seven design patterns that help business analysts 'to see what is possible'. Various examples will show how organisations around the world have used these patterns to create entire new customer experiences and ultimately new revenue channels.

**10:00 - 10:30**

**Networking Break & Exhibits**

**10:30 - 11:15**

**How EA Can Support the Post M&A Integration of Business and IT Landscape**

*Farhat Khan, Enterprise Architecture Advisory, TRIFID*

M&A is expected to deliver business value when 2 entities come together.

A crucial factor for value creation must be to utilize all known resources & opportunities – proactively and holistically – in the new ecosystem to gain competitive advantage through a consolidated business & technology alignment.

When involved actively, Enterprise Architects can deliver this value to the new business set-up through consolidation and harmonization of the new infrastructure in a post merger business set-up.

Through this session, you will gain insight in:

- Role of EA in post M&A integration towards business and IT stakeholders.
- Practical tools to consolidate a post M&A integration.

**How to Build a Successful Business Architecture Practice: Leading Approaches That Work**

*Whynde Kuehn, Managing Director, S2E Transformation*

As business architecture has gained traction as an enabler of strategy execution and transformation, it is more important than ever for organizations to build internal business architecture

practices that deliver business value, scale, and fully integrate. Fortunately, methods that work are emerging. This presentation provides top advice and techniques based on interviews with a diverse set of business architecture practice leaders who shared how they succeeded. It brings the ideas together into a roadmap for starting and scaling a practice. It also discusses how to build a business architecture team and maximize its strength. Whether you are just starting or well on your way, this presentation provides practical approaches and inspiration for the journey.

Delegates will take away:

- Business architecture best practices from leading organizations
- Tools for articulating and assessing business architecture value
- A practical roadmap for building a practice
- Key team-building insights from the global Business Architect Strengths Study

**Process Mining for Business Process Management**

*Aimee Thompson & Humzah Ali, Business Analysts, Capita*

This presentation will cover the use of Process Mining in Business Process Management. We will cover the following topics:

- Business Maturity Assessment
- Data Modelling
- Opportunity Identification
- Process Optimisation
- Process Conformance & Reference Modelling

This presentation will contain a live demonstration of a dataset being taken through the steps above. We will visually demonstrate how we achieve successful Business Process Management through the use of Process Mining.

**Throwing a Bird: Applying Lean Startup Principles to Organisational Change**

*Dave Stow, Senior Architect, Ordnance Survey*

Rachel Bennett (DWP) said in a now meme-worthy quote, "We talk about change like it is throwing a stone, and will progress in a predictable trajectory, but it's more like throwing a bird". Though Enterprise Architecture provides many tools to describe and reimagine the organisation, it remains the case that organizational change initiatives fail more often than they succeed – often because leadership set a predetermined path that doesn't survive first contact with the organisation.

In this presentation Dave Stow will look at applying the hypothesis driven software development principles espoused in Eric Ries' book "The Lean Startup" to organizational change – explicitly using experiments that are designed to test a hypothesis about effecting change, and using the results of these to course correct the direction of travel. Extending the thinking, Dave will overlay a means of tracking progress and determining the size and direction of the next step to take.

In this session you will takeaway:

- A proposal for bringing agile thinking and Enterprise Architecture together;

- An applicable "hypothesis driven" approach to designing the "how" of organisational change;
- An approach to tracking the change and the level of course correction that is taking place.

**11:20 - 12:05**

**The Enterprise Architecture Echo Chamber**

*Richard Frost, Enterprise Design Lead, Yorkshire Building Society*

For a bunch of people who seem to spend a long time arguing with each other about the smallest definitions, at the macro scale there is still a whole lot of commonality of enterprise designs. Are we all living in an echo chamber? What happens when you happen to disagree with a fundamental given of EA? How do we sense check our designs? Do we pay enough attention to the mavericks and those living at the edge?

- Recognising the Echo Chamber and avoiding the pitfalls,
- Challenging our own assumptions,
- Finding original thinkers and how to listen them.

**Stronger Together: Developing a Business Architecture Community of Practice**

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

Schroders, a 200 year-old global business offering asset management and wealth management solutions to our clients, has been progressing its business architecture practices. Taking a people-focused approach, this presentation focuses on the practical steps that the business architecture team has taken to develop a broad community of practice across the organisation and beyond, developing a network of relationships to accelerate knowledge, understanding, and application of the discipline.

Delegates will learn:

- Developing a group of colleagues with a shared purpose and interest in business architecture and design
- Developing an ecosystem of internal and external stakeholders that can contribute to the development of a business architecture practice
- The role these activities play in developing greater maturity in business architecture and design across the organisation.

**In Search of Process Excellence**

*Lourdes Gonzalez, CEO/Founder, Lulu Process Design Group & Roger Tregear, Principal Advisor, TregearBPM*

Business excellence approaches such as the Baldrige Excellence Framework, the ISO 9000 quality system, and the EFQM Model allow organizations to improve and sustain performance. As a management philosophy, business process management (BPM) aims to achieve the same outcomes. These approaches are increasingly used to positive effect. Are they in conflict? Are they redundant? Does an organization need

to choose between them?

- Understand the purpose and practice of business excellence schemes.
- Understand the purpose and practice of process-based management.
- Demonstrate how process-based management enables sustained business excellence.
- Show how BPM aligns with specific Baldrige Framework categories to enable both process and business excellence.
- Learn the importance of business and process excellence and how both can be achieved.

Using many examples and cases, this presentation compares the use of business excellence frameworks (with a particular emphasis on the Baldrige Framework) and process-based management. It shows that, to achieve excellence, an organization should do both.

Effective continuous management of high-impact processes is fundamental to business excellence and to success in assessments such as the Malcolm Baldrige National Quality Award.

Process excellence is deep in the DNA of business excellence. This presentation shows why this is so and how both can be achieved in a mutually supportive way.

### Intelligent Enterprise and Next Gen Operating Model

Tom Nyberg, Partner, KPMG Digital Norway

A lot of companies are struggling with defining their digital and data-driven transformation towards the Intelligent Enterprise. This session will have a practical focus on how you work on redesigning your Next-Gen Operating model, defining value-driven Use-Cases, Process transformation and underlying Digital Platforms.

This is a practical session relating to working with a value driven approach, based on practical experiences with a long range of clients. It illustrates how to get from “fuzzy and unclear” to valuable use-cases with clear implications for the technology and digital roadmap.

12:05 - 13:30

### Networking Lunch & Exhibits

13:35 - 14:20

### Plenary Keynote: Living the Dream: Turning Strategic Intent into Operational Results

Roger Burlton, President, Process Renewal Group

The number one pain point for Chief Executives is their bewilderment that no matter how crystal clear they think they have been about the future they want; the dream struggles to become reality. Why is transformation so hard and what can we do as architects, analysts, designers and developers?

The challenge we face is to translate intention – the ends – into organizational ability to attain it – the means – and stay aligned to purpose as we do so. This requires a set of traceable translation stages utilizing diverse professional practices to be navigated and for each to be as straightforward as can possibly be. No one can have any doubt about the path they are on and that all paths end up at the same destination as envisaged in the first place.

This session will provide practices and critical success factors to maintain the vision and guide the choices while navigating the journey.

- Differentiating Ends and Means
- Finding the shared North Star
- Using an outside in – outcome based – approach to connect the dots
- Risks and Critical Success Factors for dealing with senior leaders
- Freedom within your Framework

14:25 - 15:10

### Architecture for the Circular Economy

Michael Rosen, Chief Scientist, Wilton Consulting Group

We've all heard about the circular economy, but how many of us really know what it is, and more importantly, what it means for our organization, it's architecture, and for us. This session will introduce the basic concepts of the circular economy, compare it with the triple bottom line, and explore the impacts they have on business and operating models and the business architecture that supports them. After looking at a case study of a manufacturing organization that has successfully integrated the circular economy into their digital transformation, we'll look at the role the architect can have in helping their organization move forward. Attend this session to answer these questions and learn:

- What is the circular economy?
- How does it affect business and operating models?
- What do you need to know and do as an architect?

### Panel: What is the Value of a Qualification or Certification?

Martin Sykes, Chief Architect, Executive Coach, Strategist, Author, Wayne Filin-Matthews, Chief Architect, Dell & Zoë Spilberg, Head of Education, BCS, The Chartered Institute for IT

What value do employers and individuals place on the variety of qualifications and certifications available? Have you considered taking one, or have one, and wondered if there was more you should or could be doing?

With representation from the IIBA, IASA, the BCS (the Chartered Institute for IT) and people who both hire and manage roles that have specific certifications, this panel will discuss the state of the current certifications, and answer some key questions for those considering a certification:

- Do certifications increase employability?
- Are the certification routes effective pathways to identify the core skills for a role?

- Can certification provide a challenge to the top performers or are they entry level qualifiers?

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

Sasha Aganova, Managing Partner, Process Renewal Group

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

In this presentation, Sasha will:

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

### Continuous Process Improvement with Ownership and Assessment

Sarah Bullen, Head of Business Analysis & Sandra Sheppard, Lead Business Analyst, BBC

This case study will take you through the approach to improving process maturity and ownership in BBC Technology with an assessment framework.

Building on achievements so far of creating a central process repository, using it to capture and model process to BPMN standard and enabling wider workflow collaboration for business benefit.

By using captured processes as good working examples, it has resulted in further adoption of best practice at an increased pace, leading to better strategic alignment in the organisation.

Taking BPM to the next level, to do more with our business processes looking beyond capture and building on the capability by introducing process ownership and maturity assessment.

Through research and workshops we created the 5 C's of process and workflow efficiency and that's what this case study is all about.

- Learn how to create a process assessment framework.
- What is process ownership and why you need it.
- An approach to target business areas for process improvement.

15:10 - 15:40

Networking Break & Exhibits

15:40 - 16:25

**Inclusive Enterprise Architecture - How to Make Sure That Your Enterprise Architecture Capability, Empowers Everyone**

Michael Vermeersch, Digital Inclusion Lead, Microsoft

Michael will cover why it is important to include people with disabilities into looking into Enterprise Architecture.

He will discuss:

- Microsoft's own journey;
- Microsoft's maturity model;
- Examples and tools to consider;
- The benefits that you too could gain by adopting a more inclusive lens on Enterprise Architecture.

**Commitment to Exploitation – The Road to Managed Innovation**

Wayne Filin-Matthews, Chief Architect, Dell

Wayne explores and explains why most companies miss out on new waves of innovation. No matter the industry, a successful company with established products and process may always fall behind the competitive curve unless Architects of all specializations know how and when to abandon traditional business practices and embrace managed innovation approaches. In this presentation Wayne will share examples of innovative enterprises, evaluate organizing principles, and discuss a preliminary model for managed innovation. In addition we'll explore and identify behaviors and the culture of innovative organizations, and the critical success factors and the steps to advance the model in the Enterprise.

**The Boon Edam Process Journey: Shifting From Functional Oriented Towards a More Process-Oriented Organization**

Peter Klein, Business Process Analyst & Danielle van Koert-Bakker, Group Quality & Sustainability Manager, Royal Boon Edam International

It is never too late to start with BPM, knowing what you do, is the first step to change what you do.

Boon Edam, a leading manufacturer of revolving doors and security barriers, has drive as one of the core values. Keep going until they get it right, one of many reasons their customers are satisfied. But that drive is not enough to sustain the future and the pandemic. A strategic direction to become more process oriented is required. To make that happen they are deploying a Strategic Plan for Process Management (SPPM).

Starting from scratch, the BPM journey, enriches the known knowns, and discovers the unknowns of the processes. Utilizing the basics of BPM is key!

- Why : Determine the zero state,

- What : Setting up BPM governance and it's artifacts,
- How: define a process architecture, assign process roles and start with process discovery,
- Utilize the outcomes.

**Starting With What We Have Now: Process Improvement Through Data and Collaboration**

Victoria Banner, Lead Agile Business Analyst & Will Whitehead, Business Process Manager, CDL

During this session we will showcase some recent work undertaken within CDL to deliver better value to our clients and improve our internal processes.

In this case study we will examine the trigger for the process review, the approach taken to understand the problem and measure the processes in question. We will move on to share our approach focusing on Data, Collaboration and Visibility, some of the tools and methods that worked well for us. We will conclude by sharing the results we experienced following a test and learn phase and wider roll out.

We will touch on the importance of change sponsorship, empowerment, and trust. We will share some of the unexpected results from the change and share learnings we have taken forward into further process refinement and improvement elsewhere in the organisation.

Takeaways:

- Key factors to consider when undertaking process improvement
- What worked well in our organisational context that may also work well for your companies
- The learning we gained for future process improvement activities across CDL

16:30 - 17:15

**Plenary Keynote: A Fireside Chat With John Zachman**

John Zachman, CEO, Zachman International & Roger Burlton, President, Process Renewal Group

There can be no disputing that Enterprise Architecture can trace its birth to John Zachman. John's landmark works at IBM in the seventies and eighties are clearly the wellspring of all current knowledge about a multi-domain enterprise-wide view of planning and designing a business. The thinking implicit in John's insights are alive today in most Enterprise Architecture practices. This chat with John will delve into John's journey and will feature the set of key principles that all Enterprise and Business Architects active today must honour to ensure a thriving EA practice that truly makes a difference to deliver a successful and agile business.

This session will be moderated by Roger Burlton, who has been a collaborator with John for thirty years.

17:20 - 18:20

Sessions & Exhibits

Wednesday 13 October: Conference Day 2 & Exhibits

09:00 - 10:00

**Plenary Keynote: Technical Debt is the New Normal, so Focus Instead on Mega-Trends**

Keith Harrison-Broninski, Director, Collaboration Tools Ltd

Architectural focus on technical debt – the maintenance and improvement burden from past tactical decisions – comes from a time when IT was bounded by your own organisation and took years to build.

Now, organisations operate in an ecosystem, Agile approaches assume constant unpredictable flux, architectural patterns allow systems to be upgraded piecemeal, and rapidly evolving open-source frameworks are regularly replaced.

Keith Harrison-Broninski will show how a large-scale engineering organisation dealt with challenges to critical systems effectively: not through the details of applications and infrastructure, but rather by thinking about their true digital debt, the real-world impacts of system constraints in the light of social and technical mega-trends.

- In today's world, architectural technical debt is the new normal;
- There is no longer advantage in analysing the poor design of current systems;
- Instead, organisations must focus on how their systems serve stakeholders throughout society and make best use of emerging technologies.

10:05 - 10:50

**How-to Revive and Scale the Enterprise Architecture Discipline From Within IT**

Rasmus Stenholm, Senior Enterprise Architect, Vestas A/S

Vestas is the world leader in wind energy and the business is in many ways growing like a startup in a fast-changing market.

Learn how we are building up and scaling our EA capabilities, from within IT. The discipline has been left with scattered results several times before, but we're changing the whole perception of EA and the way we look at Enterprise Architecture; as a discipline – not a function.

Among other things a look at stakeholder management, marketing, governance, goals/challenges, capability maturity assessments and risk mgmt. in order to design EA themes and operationalize the work around EA.

You will get inspiration about:

- Principles to adopt and ways of collaborating;
- How to manage EA in order to deliver services & open up the EA Shop;
- How to manage your stakeholders & have an outside-in focus;

- Productize EA & use agile delivery.

### Business Architecture as a Strategic Tool for the Digital Enterprise

Daniel Lundberg, Chief Architect, DeLaval

DeLaval is a leader in the dairy industry with milking automation equipment as the main products. The dairy industry is transforming to use more digital services, and farms are more and more consolidating into large companies. In the middle of this transformation DeLaval also has a need to replace large legacy IT solutions for the core processes.

This presentation will cover how DeLaval started a business transformation project and used business architecture as the tool for describing the transformation need, instead of starting large IT replacement projects. DeLaval is in the middle of this work.

The presentation will focus on how we do business architecture and will cover:

- The pragmatic business architecture approach used, with focus on business models, processes and capabilities.
- How the architecture has developed during the project.
- Learnings so far, with successes and setbacks.

### Wrong Thinking and Agile Architecture

Nick Byatt, Global Head of Architecture, Dyson Technology

At Dyson we love to simplify complex problems and making the familiar unfamiliar by encouraging people see things from unexpected perspectives. This is a key element of our DNA and baked into our constant transformation journey.

Takeaways:

- Understanding the true culture within the company is 80% good enterprise architecture.
- Building in strategic agility in capabilities from the start has strengthen resistance to 'Change Fatigue'.
- We embrace 'Wrong thinking'. If you want to pioneer, don't ask the experts.

### How to Build the Business Case for Business Transformation in Your Organization?

Katy Murarotto, Head of Business Process Management, Asahi Europe International

Before even starting a technology transformation implementation we need to understand our current landscape, why we need the change, which team we need to build and set the ambition and strategy.

It all starts by agreeing on the principles: standardization of business processes to minimum 80%: one process, one technology, one platform. Then it is about setting the right approach and where to start...

10:50 - 11:20

### Networking Break & Exhibits

11:20 - 12:05

### An Interview with Architects

Martin Sykes, Chief Architect, Executive Coach, Strategist, Author

In this session Martin Sykes interviews Enterprise Architects and Chief Architects from organisations around the world.

- How did they get to be where they are today?
- What are the biggest challenges they face, and the activities they will focus on in the next year.
- What do they want to learn about to further their ability to do architecture?

With many other questions to challenge your thinking and gain a broad insight into the current challenges of Enterprise Architecture.

### Orchestrating Your Customer: Aligning Your Business Architecture to Customer Intent

Ewan Ashley & David Robb, Lead Business Architects, Thames Water

One of the biggest challenges large organisations face today is, how to truly align and enable the business to respond to customer needs in a coherent way – the need to do this is as ever increasingly important to remain relevant in the marketplace.

Join David and Ewan as they map out a pragmatic way to design the business architecture to address customer intents. Drawing on years of experience from many different organisations and industries they have worked in they will share the ups and downs meeting the challenge to truly align the design of businesses.

After this session you will understand how to:

- Align your business architecture to enable successful customer outcomes,
- Understand the key design teams to connect with across the organisation,
- Spot and respond to the typical challenges to align customer and business architecture.

### Behavioural and Organizational Aspects of a High-Impact Cross-Functional Process Improvement Project

Pinar Bakal, System and Engineering Management Department Manager, FNSS SAVUNMA SISTEMLERI

The company went through a significant growth where the number of concurrent programs tripled and the size of the R&D division increased by 400%. The company launched a project to handle this highly impacting & rapid change in the business environment. The project had a holistic approach and the growth has been handled at all perspectives from technical to organizational and behavioural.

The technical imperatives of this project and process governance were discussed in IRM UK BPM 2018 "How to handle a massive change: guidance and lessons learned during a process improvement project, our journey to the excellence" presentation. Now, after a meaningful deployment period, this presentation will explain how the challenges are overcome and how the company succeeded to manage the impact on the employees from structural and

behavioural perspectives.

Upon participating this presentation, attendees will get answers to the following questions:

- How did company set new values, strategies and how were the cultural changes managed?
- How did executives & managers understand strategic process management for agility and supported the project and helped to cultivate changes?
- How did employees adapt to this change, how were their feedback gathered and their progress measured, how were they trained to conform to the new environment and how was ultimate collaboration obtained?
- How did the company align its organizational structure, how did it adapt new functions (including but not limited to organizational development, occupational / organizational psychologist, technical leaders etc.) in order to support end-to-end processes running efficiently?

### Merge, Re-Platform and Improve: Let's Get the Party Started

Martina Babini, Principal Analyst, Yoox Net-A-Porter Group

Merging two different companies with the desire of becoming a new one taking the best of each, is a challenging goal.

Years of experience built upon different technological stacks and customized processes that need to converge to an evolved set of business processes. Processes that have to satisfy the existing needs and be able to support the evolution of the company.

Imagine that in this context is decided also to move to a completely different technological stack. A stack where not all the tools and software components are internally built as the business was used to, but where also off-the-shelf products are added.

Here you are, business analysts and architects trying to do your best to avoid pitfalls, challenging the usual process and proposing solutions.

As part of this talk you will:

- Get some insight into approaches to create consistent processes;
- Have a view of common mistakes and how to avoid them;
- Understand how to try to improve the current status, but not too much!

12:10 - 13:00

### Plenary Keynote Panel: The Future, the Vendor C-Level View

Moderator: Michael Rosen, Chief Scientist, Wilton Consulting Group

Panellists: Luca de Risi, COO, MEGA, André Christ, CEO & Co-Founder, LeanIX & Jordy Dekker, CTO, ValueBlue

Ask any analyst about the future of EA and you'll surely get an answer, but few organizations really know what trends will be coming or what goes on in the trenches of architecture teams better than the EA tool vendors. In this panel discussion, the major vendors will have the opportunity to describe their visions of the future and what they are doing to achieve them, as well as answer your questions on the subject.

13:00 - 14:25

Networking Lunch & Exhibits

14:30 - 15:15

Plenary Keynote: Fireside Chat: Negotiation - A Process Not an Event

Suzanne Williams, Hostage Negotiator & Martin Sykes, Chief Architect, Executive Coach, Strategist, Author

Hostage negotiations are high stake business deals which are usually conducted with unsavoury characters in a difficult context and against the backdrop of a life at risk. Remarkably there are many similarities between such extreme communication and the day to day negotiations conducted in the workplace on a daily basis.

Based on real life incidents and 29 years experience, the presentation is intended to transfer the skills used by international hostage negotiation experts into the realities of the business environment.

The emphasis of this Fireside chat is on the core elements of negotiation which are strategy and methodology. It is intended strengthen personal skills and competency with the know-how and confidence essential to achieve successful results whilst maintaining enduring relationships with diverse stakeholders.

Participants in the audience will learn:

- The significant preparation work which should be considered prior to entering into any negotiation.
- The various tactics of influence that can be deployed in order to persuade.
- How to avoid the common mistakes that prevent a satisfactory conclusion.

15:20 - 16:05

Enterprise Architecture Enabled Innovations in Enterprise Data and Process Management

Douglas T. Erickson, Founder, ENTARCO USA Inc & Donald B. Phillips

This session will present a way to restructure the roles and responsibility of Enterprise Data Management and Enterprise Process Management within an overall Enterprise Architecture. By changing who does what, when in the process of developing the Enterprise Data Architecture and the Enterprise Process Architecture, significant progress and benefits can be achieved in solving data redundancy and attendant data quality issues; and significantly shorten the time and effort to operationalize the implementation of an Enterprise Architecture.

Outcome is King – the Key to Aligning Business Architecture and BPM

Lloyd Dugan, Chief Architect, BPM, Inc.

Magical things are possible when an organization's Business Architecture and BPM perspectives are well-aligned, and the

key to performing such magic is the notion of Outcome. Alignment today is typically the result of the architect's act of legerdemain that asserts a set of mapping relationships while obfuscating differences in scope and terminology between the two perspectives, but fakery is not needed and can prove unreliable in guiding the organization towards optimization. "Outcome Is King" means that key Business Architecture concepts (Capability, Value Stream, and Customer Journey) can best be aligned with BPM concepts (Activity, Process Models, and Choreography) to help achieve organizational optimization by taking the time to comprehensively define Outcomes and to use this understanding to tie everything together. How to do this and a preview of a new standard emerging out of the OMG that will help will be presented for practical applications of such alignment.

Pursuing Purpose Through Process

Phil Short, Principal & Owner, PJS Process & System Improvements

More and more organizations are becoming more purposeful in their goals and strategies. The Friedman doctrine of the only purpose of a business is to make money for its shareholders is becoming outdated as it seems apparent that the sole pursuit of profit is leading humanity into catastrophe after catastrophe. So greater purpose is a great start and has shown to be an excellent way to engage workers and customers alike as they work for or consumer products and services from companies who are pursuing the greater good.

One of the biggest challenges for business leaders, especially those in large organizations, is to align the work of the staff to deliver value that contributes to that greater good. It is good to shine the light on the future vision but not enough to achieve it. Leaders must be able to show the path, plan a route, course correct, pivot when things change as they seem to at an increasing frequency. To do this there is a need to understand how the business works within its own boundaries but increasingly in the ecosystem of global supply chains or service delivery. This understanding is what we call a business architecture and it is the blue prints, the descriptions of the inner workings, the owner's manual if you will. With architecture in hand leaders can get to the crux of what parts of the business work to support the purpose and which work against it. A change program can then be established to support and grow the former and minimize or remove the latter.

In this paper Phil will explain from his experience working for Mars and his research and work in both business architecture and corporate purpose how to build and leverage the business architecture to move your organization towards it greater good.

Learning points:

- What is corporate purpose and where does it fit in the Management Models?
- The basics of business architecture and key aspects to support purpose.
- How to leverage the business architecture to pursue your corporate purpose.
- To be authentic, you need understanding and traceability of purpose to action.

A Regulatory Governance Framework

Rafael Paim, Partner, Enjourney & Tatiane Pestana,

Engineer, National Electric System Operator (ONS)

This session describes how ONS, is using BPM and a Process oriented Regulatory Governance Framework to integrate its units and transform performance. The session focuses on how ONS is creating and implementing a process oriented regulatory governance framework including a new organizational and integrated roles, new value chains and new competencies.

This presentation covers the following:

- An overview of the Brazilian Electric Power Market and ONS Role
- Why ONS decided to create a Regulatory Framework to sustain, improve and transform performance
- What Regulatory Governance Framework is being used by ONS and why it is process oriented
- What new methods, tools, techniques and competencies are being used to create and sustain change.
- Some initial results and lessons learned
- Plans for continuous improvement and sustainability in the future

16:10 - 16:40

Plenary Keynote and Conference Close Take Away Insights from the Conference

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

"Very good to listen to and meet some of the industries gurus and talk to people who are 'in the same boat'"

John Lucas, Change Management Consultant, Norwich Union

"A brilliant event. Well done to all. The conference ran very well from a technology platform perspective. The speakers were diverse and had many interesting topics."

Shane Start, Business Change Project Manager, The British Library

"Fabulous, very positive vibe and absolutely stunning quality of inputs and speakers."

Joanna Goodrick, Head of Business Architecture and Strategy, Cambridge Assessment

"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

"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

# Enterprise Architecture & BPM Conference Europe 2021



## 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 12-13 October includes virtual access to all the conference sessions, the virtual chat rooms and exhibit hall and 3 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 + 3 months access to the Conference recordings	£895 + VAT (£179) = £1,074
1 Day Workshop	£395 + VAT (£79) = £474
Half Day Workshop	£199 + VAT (£39.80) = £238.80

## 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 3 months after the conference. Please contact [customerservice@irmuk.co.uk](mailto:customerservice@irmuk.co.uk) if you would like to discuss this further.

## 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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