IBCT

Innovation, Business Change & Technology Forum Europe 2017

21-22 March 2017

Radisson Blu Portman Hotel London

Case Studies & Contributors Include:

- **Shell International**
- **Airbus Defence & Space**
- **Associated British Foods**
- **HM Courts & Tribunals Service**
- **Aviva Health**
- **Royal Mail Fleet**
- **Yorkshire Building Society**
- **Erste Group Bank**
- **Euroconsumers**
- **Port of Antwerp Authority**
- **Reed Exhibitions**

Benefits of Attending:

- **Europe's only Forum on Innovation, Business Change & Technology.** A unique setting to explore and debate the vital connections between innovation, investment, organizational and personal change, business transformation, and leveraging technology.

- **An Event Which Truly Appreciates Everyone's Perspectives and Wisdom.** Our carefully-selected speakers will share their story in thirty minutes, stimulate people's imaginations and inspire the discussion that follows. Each session will be moderated by an experienced facilitator.

- **Designed by Practitioners for Practitioners.** Being neither analyst nor vendor-led, the Forum welcomes, provides and values diverse and wide-ranging perspectives.

- **Excellent Mix of Vision, Strategy, Principles and Implementation.** Discover new ideas, approaches and solutions, while learning first-hand from the experiences and successes of organisations across Europe.

- **Covers a Range of Essential-to-Know Topics.** Topics include Customer-Driven Innovation, Business Simplification, Design-Led Transformation, LEAN Process Integration, Value Creation, and many more.

Expert Contributors and Facilitators Include:

- **Bill Blackburn**
- **Laura Da Silva Gomes**
- **Deanne Earle**
- **John Gøtze**
- **Milan Guenther**
- **Filip Hendrickx**
- **Chris Potts**
- **Adrian Reed**
- **Neil Ward-Dutton**
- **Daryl Wilkinson**
- **Benjamin Falke**

Facilitators, Keynotes & Speakers Include:

Ýr Gunnarsdóttir
Operational Excellence/Continuous Improvement Deployment Lead
Shell International

Ivie Aroko
Head of Business Change
Royal Mail Fleet

Dr. Salman Taherian
Global Head of Data Innovation
Reed Exhibitions

Adolfo Garcia Moreno
Head of LEAN Process Integration
Airbus Defence and Space

David Beckham
Senior Business Analyst
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Davor Gasparac
Head of Group Org Corporates
Erste Group Bank

Chris Potts
Corporate Strategist and Author
Dominic Barrow

Jef Staes
Author, Speaker and Innovation Expert

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Agenda

TUESDAY 21 MARCH 2017		
09:00-09:15	**Welcome to the IBCT Forum Europe 2017,** *Chris Potts, Forum Chair*	
09:15-10:15	**KEYNOTE: Red Monkey Innovation Management - Organisations in Search of a New Balance** *Jef Staes, Three-time TEDx Speaker, Entrepreneur, Author of "My Organisation is a Jungle"*	
10:15-10:35	**Break, Exhibits and Networking**	
10:35-11:50	**Pushing Frontiers to Drive Innovation and Differentiation** *Ýr Gunnarsdóttir* *Operational Excellence / Continuous Improvement Deployment Lead Shell International*	**The State of Corporate Innovation in 2017 - Learn from Your Peers** *Angela Ashenden, Principal Analyst, MWD Advisors*
11:55-13:10	**Putting the Business Centre Stage of Change** *Deanne Earle* *Principal Consultant* *Unlike Before*	**Faster Innovation without Blowing Budget: Look Outside Your Industry!** *Dr. Salman Taherian* *Global Head of Data Innovation* *Reed Exhibitions Ltd*
13:10-14:15	**Lunch, Exhibits and Networking**	
13:30-13:50	**Innovation for Good Business,** *Laura Da Silva Gomes, Silverfish CSR Ltd*	
13:50-14:10	**PNMsoft -** *Speaker TBC*	
14:15-15:30	**Using Gamification in Talent Management** *Davor Gasparac* *Head of Group Org Corporates* *Erste Group Bank*	**Customer-Driven Innovation: From Common Sense to Common Practice** *Filip Hendrickx, Business Architect Meets Innovator, altershape* *Tom Verweijen, Group Portfolio Manager, Test-Aankoop/Test-Achats*
15:30-15:50	**Break, Exhibits and Networking**	
15:50- 17:05	**Transformation, or Easy and Simple?** *Richard Frost* *Lead Enterprise Architect* *Yorkshire Building Society Group*	**Dilemmas in Innovation - a Personal Account** *Filip Callewaert* *Head of Information and Knowledge Management* *Port of Antwerp Authority & The Belgian Green Party*
17:05-18:00	**Drinks Reception, Exhibits and Networking**	
WEDNESDAY 22 MARCH 2017		
09:00-09:45	**KEYNOTE: The Power of Change – A Personal Journey** *David Beckham, Senior Business Analyst, Aviva*	
09:50-11:05	**The Fourth Architectural Revolution is Driven by Innovation** *John Gøtze* *Director of Research, Qualiware* *Marco Nardello* *PhD Student, Aalborg University*	**Changing an Organisation from a Blank Sheet of Paper** *Ivie Aroko* *Head of Business Change* *Royal Mail Fleet*
11:05-11:30	**Break, Exhibits and Networking**	
11:30-12:45	**Making Complexity Simple: Integration of Three Business Models** *Adolfo Garcia Moreno* *Head of LEAN Process Integration* *Airbus Defence & Space*	**Driving Innovation and Transformation by Design** *Milan Guenther, Managing Partner, eda.c* *Benjamin Falke, Managing Partner, eda.c*
12:45-13:55	**Lunch, Exhibits and Networking**	
13:25-13:50	**Business Transformation: Gaining Advantage through Process Centricity and Process Intelligence,** *Steven Lewandowski, Signavio*	
13:55-15:10	**Strategy: A Crucial Enabler, Or A Tired Cliche?** *Adrian Reed* *Principal Consultant* *Blackmetric Business Solutions Ltd*	**The Balancing Act of Value Creation in Business Change** *Claudia Michalik* *Programme Manager Treasury* *Associated British Foods*
15:10-15:35	**Break, Exhibits and Networking**	
15:35-16:50	**Innovation through Simplification** *Menaka Shanmugavadivelu* *Business Analyst* *Aviva Health*	**Navigating the Journey to Successful Outcomes - Innovation, Investment, Benefits** *Bill Blackburn, Principal Consultant, Process Renewal Group* *Adam Gwinnett, Head of Digital Architecture & Cybersecurity, Digital Change Directorate, HM Courts & Tribunals Service*
16:55-17:05	**Forum Close,** *Chris Potts, Forum Chair*	

KEYNOTES

Red Monkey Innovation Management - Organisations in Search of a New Balance

Jef Staes, Three-time TEDx Speaker, Entrepreneur, Author of "My Organisation is a Jungle", jefstaes.com

The world is changing faster and faster. Organizations, companies, schools and regions have to adapt to a world that is flooded with information and need to increase their power to learn and innovate dramatically. Today's organisations and companies however are not able to create the right learning and working environment that enables and energizes disruptive innovation by using passion for talents. We unintentionally transformed talented adults and children into passionless sheep. We must rethink the organization of working and learning. We should boldly go for disruptive business innovation powered by disruptive culture innovation.

This session is a plea for a dramatic change in the organization of work and education. After this session 2D, 3D, Sheep and Red Monkeys will be branded in your brain. You will become disrupted.

• Attendees will learn that transforming organizations into real learning and innovating organizations will not be possible with consensus, but will be driven by conflicts

• Attendees will learn a new model for disruptive innovation: Red Monkey Innovation Management

• Attendees will understand the impact of today's information luxury on the organization of learning and work. We must get rid of our diploma-addiction and go for Competence Playlist Based learning and working.

The Power of Change – A Personal Journey

David Beckham, Senior Business Analyst, Aviva

Change is a force that acts on all aspects of life and business. Those of us who work in change-related professions are continually assisting people through transformation, whether it be what the customer does, how they do it or even whether they do it in the future. In most cases the need for change is a positive one, but it can be an unsettling and even frightening experience.

David was diagnosed with Parkinsons Disease in 2010 and in this session he will explain the personal impact this had on him and how it has deepened his understanding of the way change works. In his own uniquely humorous way David will explore the nature of change, the effects it has on people and the lessons he has learnt from his journey. He will share his own thoughts and philosophy on what motivates him, the inspirational figures who have guided him and how he has applied this to his work and personal life. He will discuss:

• Two change models; the Change Curve and The Hero's Journey
• How to discover your own motivation to make change
• How to communicate change effectively to others.

FORUM SESSIONS

Pushing Frontiers to Drive Innovation and Differentiation

Ýr Gunnarsdóttir, Operational Excellence / Continuous Improvement Deployment Lead Shell International, Netherlands

This session will showcase a 3-year Exploration initiative, which has delivered dramatic efficiency improvements:

• Continuously driving operational excellence in the Exploration space by ever sharpening collaboration
• Creating focus through simple language and common ways of working.
• Enhancing performance focus through a 'multi lens' OE/CI deployment approach
• Embedding CI behaviours to compliment technical differentiation and innovation
• Operationalizing and broadening this approach across the Upstream Subsurface Technical User Community to drive further significant efficiency gains.

You will learn how the pragmatic roll-out of continuous improvement principles and approaches established a culture of collaboration within the Upstream exploration business. Also, how this is now being rolled up to the full Upstream technical user community to help us remain both competitive and innovative.

The State of Corporate Innovation in 2017 - Learn from your Peers

Angela Ashenden, Principal Analyst, MWD Advisors,

Innovation is easy to say and it's easy to pay lip-service to it. But what are businesses really doing? In our industry research, we've found many great examples of successful programmes - but also uncovered a number of value-destroying antipatterns.

In this session, Neil, will share in-depth benchmarking research that shows how businesses across different industries and regions are approaching innovation programmes today, and highlight the common challenges and opportunities.

> ### The Forum is designed for people who specialise in any of the following:
>
> • Innovation
> • Business Change and Transformation
> • Digital Business
> • Enterprise and Business Architecture
> • Business Process Design
> • Business Analysis
> • Project Portfolio Management
> • Agile Development
> • Research and Development

Putting the Business Centre Stage of Change

Deanne Earle, Principal Consultant, Unlike Before, Italy

It's relatively easy to talk about changing the business, it's quite another thing doing it. There are many parts to the change puzzle and, with people involved, variables are constantly added. A programme or project is the typical mechanism for delivering change, however PMI's 2016 Pulse of the Profession Report confirmed that, compared to last year, fewer projects are meeting original goals and business intent.

In order to shift ingrained ways of working in business operations and projects, Organisations must think and behave differently if they're to actually change, and realise increased value from innovation or any other initiative. This session aims to challenge thinking and generate discussion on:

• Why change must be an integral part of project thinking; technical project management skills are no longer enough
• Why the gap between business and project needs to be bridged if change is to be achieved
• How methodologies, frameworks, and models give structure yet delay progress
• Why attitudes and behaviours must shift

Faster Innovation without Blowing the Budget: Look Outside Your Industry!

Dr. Salman Taherian, Global Head of Data Innovation, Reed Exhibitions Ltd., UK

In today's competitive markets, innovation is no longer a "nice to have" but a "must to have for survival". Innovation is inherently risky, there are no guarantees for success and, in many cases, it fails to produce an effective competitive advantage that can't be easily replicated elsewhere. In this talk, Salman will speak about how the risks and costs can be lowered by not re-inventing the wheel but focusing on adaptation of existing solutions and technologies from external industries.

In a century where value propositions are becoming increasingly customer-centric, the competition is shifting to how well technologies can be adapted to meet the needs of the customer, rather than beating each other on technical specifications! Key points that will be discussed in the talk:

• How to shift from technology-centric innovation to customer-centric innovation
• How to copy customer success from external industries to your own industry
• How to minimise budget and risk for building competitive advantage in your market.

Using Gamification in Talent Management - Without Playing Games with your People

Davor Gasparac, Head of Group Org Corporates, Erste Group Bank AG, Austria

Talent Management is one of the hot topics in the last decade due to a pressure to decrease costs and outsource part of production, while increasing the know-how, motivation and loyalty of employees. Is

there a bridge between these two extremes? This presentation will bring a few real-life examples in this area and providing following insights:

- What a recent crisis taught us about value of human capital
- Although different people are motivated by different things - is there anything they all have in common?
- Tips for recognizing, hiring and keeping talented employees

Customer-Driven Innovation: From Common Sense to Common Practice

Filip Hendrickx, Business Architect Meets Innovator, altershape, Belgium & Tom Verweijen, Group Portfolio Manager, Test-Aankoop/Test-Achats, Part of Euroconsumers

Euroconsumers is in the middle of making the shift from big investments in a small number of innovation projects, to small investments in a large number of idea validations. This goes along with a shift from a group-level decision approach to local empowerment in five countries, without losing track of group synergies and capabilities.

From starting this journey at the beginning of 2016, and thanks to the strong sponsorship of the CEO towards all 5 countries, we are adopting a "First test, then invest" mindset in our innovation process. Many ideas are now in the funnel to be tested. You will learn:

- What techniques and templates do we use to inspire and guide people, without constraining or steering the whole innovation effort?
- How we shift from product thinking to customer thinking?
- How do we turn a "we believe" mindset into a "what are our assumptions & how can we validate them" mindset?
- Processes and organisation: what worked well and what didn't work.
- How can we enable innovation with respect for the established organisation, building upon its strengths and capabilities?

Transformation, or Easy and Simple?

Richard Frost, Lead Enterprise Architect, Yorkshire Building Society Group, UK

The big transformational, engineering approach to BPM does not suit all organisations. At Yorkshire Building Society Group, we are looking to deploy innovative, small scale, stepwise improvements. This uses a range of tactical technologies to unlock the value of technology and take our process improvement initiatives to the next level, based on our 'Easy and Simple' motto. All of these 'marginal gains' are identified by our customers and colleagues, then analysed, prioritised and addressed by our Operational Excellence team.

- BPM – It's not always big, and it doesn't need to be clever
- Modelling – See both the wood and the trees
- Treatments - Take one of these and see me in the morning
- Prioritise – Do sweat the small stuff
- Deliver – Little, and often

Dilemmas in Innovation - a Personal Account

Filip Callewaert, Head of Information and Knowledge Management, Port of Antwerp Authority & The Belgian Green Party, Belgium

During the past three years, the Port of Antwerp Authority have designed a new process for generic knowledge work, authentically supported with new kinds of tools. Their concept was given an award in Washington - a true confirmation of its innovative character. This was the start of an important change project, that very soon realized that the people factor (new skills, culture, communication) had been underestimated. In any case, these years of design and implementation were not evident at all; they were full of dilemmas whether or not they were doing the right things, in the right way. Were they in a 2.0-hype or not? Was the introduced process too disruptive or not? Did they go too fast or too slow? Had they chosen the right tools or not? And have they arrived in a new AI-hype now? Should they step into that too?

Filip will give a personal account of this trajectory and accompanying dilemmas and tell how we cope with it. It's a process of thought and action combined in design, learning, experimentation and especially perseverance.

The Fourth Architectural Revolution is Driven by Innovation

John Gøtze, Director of Research, Qualiware, Denmark & Marco Nardello, PhD Student, Aalborg University

The new wave of technology-driven business transformation blurs the boundaries between analog and digital, consumer and producer, and change and stability. At the most fundamental level, these change can be seen as an architectural revolution, since the very structure and identity of the enterprise radically changes. To cope with this, enterprises must become better at understanding themselves holistically, and must explore and exploit enterprise innovation. In this presentation, John and Marco will show how to turn design innovations into valuable investments by using reference architectures, scenarios and portfolio analysis..

- What is the Fourth Architectural Revolution?
- How does this relate to Industry 4.0?
- What is wrong with the Reference Architecture for Industry 4.0 standard (RAMI 4.0)? Is OMG's IIC-IIRA any better?
- What is a Viable Enterprise Management System?

Changing an Organisation from a Blank Sheet of Paper

Ivie Aroko, Head of Business Change, Royal Mail Fleet, UK

It's your first day on a new assignment, and your director asks you to turn the organization around. You've been given a brief of the challenges in vague terms, while the targets are very clear. You have 6 months to demonstrate that your approach is working, evidenced by the sustained improvements of some business indicators. What do you do?

In this presentation, Ivie will be sharing some of his experiences in managing change in large complex

organisations and will bring to life models and change management principles. Delegates will explore:

- The first steps to follow when faced with such a challenge
- A seasoned approach to leading change
- Addressing the elephant in the room, called culture
- How to design and target change interventions that lead to sustainable success
- How to challenge the status quo without burning bridges

Making Complexity Simple: Integration of Three Business Models

Adolfo Garcia Moreno, Head of LEAN Process Integration, Airbus Defence and Space, Germany

Airbus Defence and Space is the division within Airbus Group created by the merger of former Astrium, former Cassidian and former Airbus Military. Adolfo runs the department responsible for integration and streamlining of all Airbus Defence and Space processes.

His duty is to reduce the number of processes that have been inherited from the former Divisions. At the same time, and in parallel to the reduction of the number of processes, the processes themselves need to be improved.

- How to set up a Process Management Governance in complex organisations to promote best practises sharing
- Drive Process Integration activities and promotes standardization
- Harmonize the way of working and Streamlining Core Business process to improve operational Performance
- How to make digitalisation work within Process Management, in both the short and medium term

Driving Innovation and Transformation by Design

Milan Guenther, Managing Partner, eda.c, France
Benjamin Falke, Managing Partner, eda.c, Germany

Silos, bureaucracy, disjointed experiences, disruptive competition, lack of trust from employees and customers: enterprises are broken.

As architects, analysts and designers, we are challenged by our clients and users: rather than managing the technologies and assets of today, we need to shift our focus to what's next. Going well beyond "keeping the lights on", we need to lead the way into a fast changing, digital future.

Milan will share ways to work with the entrepreneurial rebels that move organizations forward and make them shift, inspired by cases from eda.c's work with the likes of Toyota, SAP and Google:

- Evaluating enterprise coherence holistically from customer and staff perspectives, and framing key challenges as opportunities for investment

- Addressing challenges in a lean and agile fashion, adopting start-up approaches while enabling scaling and integrated governance

- Making sense of the mess we find in complex environments, and co-designing shared models that trigger the transformation process

- Overcoming rigid and restrictive re-engineering approaches using dynamic systems that help peers to reshape their environments

Strategy: A Crucial Enabler, Or A Tired Cliche?

Adrian Reed, Principal Consultant, Blackmetric Business Solutions Ltd, UK

Say the word 'strategy', and many people will respond with a glazed look and a sigh. Seen as a Dilbert-esque 'corporate' buzzword, people throughout organisations often disengage, seeing strategic thinking as something for those in an ivory tower. It is often seen as disconnected from the real-world, with bland internally-focussed vision statements and strategic plans festering away twenty-six links deep on a corporate intranet. It is seen as a barrier to change, and associated with bureaucracy and governance. Yet pursuing change and innovation without a cohesive set of strategic principles is like setting sail without a destination, a compass or a map. All important change requires co-ordinated effort, and this cohesion can be achieved with a clear, crisp, concise strategy. Done well, this ensures we have a laser-like focus on delivering products and services in a way that our customers love.

In this presentation, Adrian Reed positions strategy as a crucial enabler for the success of organisations, innovation and change, and proposes that everyone in an organisation is responsible for the alignment and delivery against that strategy. You will hear:

- What strategy is, and more importantly what it isn't
- The reason that we should focus on strategy, even when others are telling us to 'just get going' with a particular course of action
- A range of practical strategic analysis techniques that can be used early in the business change lifecycle
- What to do when strategy is 'cloudy' or our organisations seem to be pursuing conflicting goals
- How innovation and change can shape strategy, and vice versa - and the relevance of strategy even in fluid, unpredictable business contexts

The Balancing Act of Value Creation in Business Change

Claudia Michalik, Programme Manager Treasury, Associated British Foods, UK

Technology-driven business change is typically delivered through a group's IT and often lacks a clear business focus. Technological drivers take over and decision-making become a tedious power game between technical and business stakeholders. As a result, technology-enabled change becomes technology-restricted change, and requires a different approach to success.

How can we define a balanced view of both the technical and business changes that are required to achieve the desired business capability, without compromising on a positive customer experience?

This session examines the creation of a value-adding, service-centre structured, business Treasury function aiming to provide significant transactional and advisory support to multiple business units. It introduces a model for successful business change that is based on a practical case study within the Food Processing and Retail industry, and its unique set of commercially driven impact projects. Attendees will explore:

- The creation of added value through integrated delivery teams
- A triangular model for technology driven business change

- The influence of balanced leadership to successful change

Innovation through Simplification

Menaka Shanmugavadivelu, Business Analyst, Aviva Health, UK

Is Innovation all about adding new ideas, creating new processes, and changing the current processes? In today's digital age, Innovation in business change is about untangling the complicated stuff and making things simple. Innovation can be Innovation, only if you simplify things. In this presentation Menaka will be discussing driving business innovation through Technology using real life examples of "Simplified Innovation(s)" such as:

- Robotics in Admin process
- New product development by integrating digital technology with Healthcare

Key Enablers to Innovation:
- Make it simple and easy for your customers and employees
- Let your employees wear the thinking Hat!
- 3R's to innovation Rethink, Redefine, Recreate

Navigating the Journey to Successful Outcomes - Innovation, Investment and Benefits

Bill Blackburn, Principal Consultant, Process Renewal Group, UK & Adam Gwinnett, Head of Digital Architecture & Cybersecurity, Digital Change Directorate, HM Courts & Tribunals Service

Innovation is a sought-after behaviour of individual organisations and entire market sectors. We seek to promote innovation to create competitive advantage or deliver better services in a period of austerity. Being innovative and achieving desired outcomes requires careful balancing of the opportunities from new business models and technologies, with the costs and potential risks of investment – the early bird may catch the can of worms.

Established models of innovation are based on "funnels" to appraise options and down-select, then apply diffusion mechanisms to reflect the rate of adoption for preferred options. These represent the real world, but are not sufficiently broad to fully support strategic planning, optimise programme delivery and take into account organisational change factors.

This presentation describes a proven approach to aligning the management of innovation with business & technology change, having particular focus on today's landscape of ecosystems. The session will discuss:
- Foundation models for managing innovation, enhanced to include return on investment and cultural change
- Designing services so they capitalise on business and technology innovation to become more consumer or citizen centric.
- Best practice innovation governance mechanisms and alignment with knowledge management
- Innovation considerations in extended enterprises or multi-agency environments
- Case studies providing practical examples in commercial and public sectors

Business Transformation: Gaining Advantage through Process Centricity and Process Intelligence

Steven Lewandowski, Signavio Customer Success, Signavio

The most valuable asset for a retail group is their customer base. For Signavio, the goal is to contribute to the success of these customers. Discover how Business Transformation and Change Management has contributed to the success of retail firms through a customer success case study.

Facing the challenge to carve out specific parts of the organization in 2017 and have them listed separately on the stock market then expand the business over time. The customer separated the organizational parts of the company by late 2016. Viewing the technological advancements with optimism and as a big opportunity, since 2015 they have also engaged in an accelerator/mentoring program for technology startups in the retail and services sector to support startups that add value to existing customers. Find out how they:

- Addressed challenges including loss of knowledge during restructuring
- Worked to achieve the most revenue in total through all retail channels
- Successfully leveraged their process-centric approach and Process Intelligence to gain the advantage in a highly competitive market

Innovation for Good Business

Laura Da Silva Gomes, Founder and Director, Silverfish CSR Ltd

Does your organisation understand the business value of corporate social responsibility (CSR)? Does it understand how innovation and CSR can help your business' goals? And at the same time, help your brand affinity or engagement of your staff?

Laura, director of Silverfish CSR will do a deep-dive into the latest behavioural and technological trends and how, combined with a smart corporate social responsibility strategy, they can help your business innovate and grow.

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HOW TO BOOK

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 delegates' company is to be used. The total Euros remitted should be the amount required to purchase the sterling pound cost of the event on the day of payment.

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

2 Day
Fee: £1,245 + VAT (£249) = £1,494

The registration fee includes the conference lectures, documentation on USB Stick (no printed version of this is made available at the event), refreshment breaks and lunch on each day of the conference. The cost of hotel accommodation is not included in the conference fee.

Discounts:

Discounts are available for group bookings of 2 or more delegates made at the same time. This cannot be used in conjunction with other discounts.

Group Booking Discounts:

2-3 delegats   **4-5 delegates**   **6+ delegates**

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

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Forthcoming Events

Business Analysis Conference Europe 2017
25-27 September 2017, London

Business Process Management and Enterprise Architecture Conference Europe 2017
16-19 October 2017, London

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