



# IRM UK Enterprise Architecture & Business Process Management Conference Europe 2017

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Available

16-19 October  
2017

Radisson Blu Portman Hotel  
London, UK

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

### Why Attend This Event:

- Europe's only Co-located Conferences on Enterprise Architecture and BPM. This event provides a unique opportunity to discover the latest approaches and innovative ideas to both EA and BPM and benefit from the synergies between them. Delegates can attend sessions at both conferences, including a unique track on Business Architecture.
- Designed by Practitioners for Practitioners. Being neither analyst nor vendor-led, the conferences provide diverse and wide-ranging perspectives on EA and BPM, informed by practical experience.
- Excellent Mix of Vision, Theory and Implementation. Discover new approaches and innovative ideas, while at the same time learning from organisations who have benefited from implementing world-class EA and BPM approaches and solutions.
- Established, recognized and respected conferences. These conferences have brought practitioners, experts and thought-leaders together from around the world for many years, uncovering strategies for success in delivering world-class products, services, processes and systems.
- Twelve half day and three full day conference workshops. Choose from an unparalleled range of conference workshops on specific topics conducted by leaders in their field.
- Exhibition and Networking Opportunities. Network with an outstanding group of EA and BPM delegates and speakers. BPM and EA solution providers will be available on 17 & 18 October to demonstrate the latest in software and services available and give you the benefit of their insights.
- Get Value for Money. Choose from more than 70 sessions, with 2 tracks on Enterprise Architecture, 2 tracks on BPM and 1 track on Business Architecture. Whether you are just getting started or looking for more advanced knowledge you will find sessions that address issues you are facing and people who can advise you.

### Keynotes and Featured Speakers Include:



**Tim Blaxall**  
Global Head of Enterprise Architecture, Zurich Insurance



**Amitabh Apte**  
Chief Technology Officer, Reckitt Benckiser Group



**Michael Noonan**  
Director of Business Architecture, Capita Transformation



**Halina Pomykała**  
Process Management Manager, Orange Poland



**Ýr Gunnarsdóttir**  
Continuous Improvement Deployment Lead, Shell



**John Zachman**  
Zachman International



**Chris Potts**  
Corporate Strategist and Author



**Roger Burlton**  
Process Renewal Group



**Alec Sharp**  
Clariteq Systems Consulting



**Jef Staes**  
Author, Speaker & Expert on Learning Processes, Innovation and Culture Change

### Case Studies & Contributors Include:

- Shell International
- Prudential
- Bayer
- Centrica
- Zurich Insurance
- Southern Scottish Electric
- European Investment Bank
- Capita Transformation
- Reckitt Benckiser Group
- Canada Life
- Orange Poland
- NFU Mutual
- PFA Pension
- Kuwait Oil Company
- Capgemini Norway
- Yorkshire Building Society
- Vesta Corporation
- Henley Business School
- Crown Prosecution Service
- National Treasury Management Agency
- Cambridge Assesment
- KCOM
- City of Malmö Sweden
- Lørenskog Municipality-Norway
- Victoria Public Services
- Tatra Banka
- Jordão Cooling Systems
- HU University of Applied Science Utrecht
- McKinsey & Company
- IRM Sweden

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## Enterprise Architecture Keynotes

### The Enterprise Architect's Role in Security Architecture



**Jane Chang**  
Enterprise Security Architect & Dan Gillow, Enterprise Architect, Centrica

Security is a growing concern in all organisations. When thinking of Enterprise Security Architecture, frameworks such as TOGAF and SABSA are the industry de-facto standards; but how are they actually applied in an enterprise? Driven by the growth of cloud platforms and software, in 2014 Jane Chang was appointed to lead the effort to implement an Enterprise Security Architecture within Centrica. Jane will speak for the first time about her experience, the successes and the lessons learnt. Supported by Dan Gillow with the use of tools she managed to bring the architecture to life in Centrica. You will learn:

- The value that an Enterprise Architect brings to the definition of a Security Architecture
- The value of the work and how it is applied to Cloud
- Typical to all architectural work, the challenge of balancing the perspectives of people, processes and technology

### Finally - A Convincing Architecture Value Proposition



**Mike Rosen**  
VP, Strategic Architecture, IDC

The history of Enterprise Architecture is full of some fantastic successes, and many failed and cancelled architecture programs that did not live up to promises or potential. As architects, we are constantly challenged to articulate the value proposition in a way that business leaders understand. "Managing cost and complexity, blah, blah, blah"...of course it's true, but has that argument even gotten your team more opportunity or funding? IDC interviewed a variety of CIOs with successful architecture programs and asked them to describe "How do you explain the value proposition of architecture to your business and executive peers?". This session will illustrate 5 cases of successful architecture influence from a range of large and small enterprises and industries, and present the conclusions from IDC's research:

- Best practices for engaging with the business
- Transparency, transparency, transparency
- The architecture value proposition in 25 words or less

## BPM Keynotes

### Pushing Frontiers to Drive Innovation and Differentiation



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

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

### Has BPM Become a Dinosaur in the Age of Digital Transformation?



**Tom Einar Nyberg**  
Head of BPM & Robotics - Nordics, Capgemini Norway

The need for Digital Business Transformation is fast-paced and in many organisations the traditional view of Business Process Management is that it is becoming "outdated", "too slow" and "expensive". In a world where processes are digital, dynamic and needs to be tailored to the customer - is BPM becoming a dated Dinosaur? The short answer is NO - but as BPM professionals we need to adopt to our new circumstances - or we too will become "Extinct". We need to make sure that the BPM discipline can deliver value to the business. This presentation will focus on key elements to modernise your approach to BPM by leveraging modern technology and focusing on the value proposition of "Intelligent Business Automation". This will help support processes that are smarter, faster and more flexible. This presentation will include a practical introduction and specific client use cases for: Robotics, Chatbots, Virtual agents, Artificial Intelligence and BPM as a platform for smarter processes.

## Plenary Keynotes

### Transformation, Digitalization, Valuation, Innovation - An Agile Keynote



**Chris Potts**  
Corporate Strategist and Author



**Roger Burlton**  
President, Process Renewal Group

Every year, EAC/BPM Europe reflects the diverse opportunities and challenges that EA and BPM professionals are facing in reality. Practitioners, thoughts-leaders and experts collectively shape the conference programme, and from that some key themes emerge. In this collaborative, double-act opening to EAC/BPM Europe 2017, the conference chairs address some of the most prominent themes in this year's programme. And, since one of those themes is Agility, they will be delivering an agile keynote. For each of the other themes - Transformation, Digitalization, Valuation and Innovation - Roger and Chris will offer succinct perspectives from the chair, encourage and welcome audience-participation, and expect the unexpected. An agile keynote, covering five big themes in one hour: a positively challenging, relevant, and entertaining opening to EAC/BPM Europe 2017.

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



**Jef Staes**  
Author, Speaker and Expert on Learning Processes, Innovation and Culture Change

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 have to rethink the organization of working and learning. We have to 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 have to get rid of our diploma-addiction and go for Competence Playlist Based learning and working

## Group Booking Discounts

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

# Agenda

## Monday 16 October 2017: Pre-Conference Workshops

### Morning Workshop - 09:30 - 12:45

<b>Getting Started in EA: Designing an Architecture Function to Fit your Enterprise</b> Sally Bean, Sally Bean Ltd & Philip Hellyer, Philip & Finch	<b>Enterprise Architecture: The Issue of the Century</b> John Zachman, Zachman International	<b>Digital Transformation Capabilities Framework</b> Michael Rosen, IDC	<b>Business Architecture Essentials</b> Sasha Aganova, Process Renewal Group	<b>How Concept Modelling Supports Process and Architecture Work</b> Alec Sharp, Clariteq Systems Consulting	<b>BPM Philosophy 101</b> Steven Robert, Independent BPM Consultant
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### Afternoon Workshop - 14:00 - 17:15

<b>Developing High-Performing Architecture Teams - the Human Side</b> Sally Bean, Sally Bean Ltd & Philip Hellyer, Philip & Finch	<b>Investing in Architecture: Enterprise Architecture, Business Architecture, or Both?</b> Chris Potts, Corporate Strategist & Author	<b>Business Value Realisation</b> Martin Sykes, Cambridge Assessment	<b>Improving Process Improvement: Delivering on the Promise</b> Roger Tregear, Leonardo Consulting	<b>Business Decision Management: How Business Decision Management Fits into BPM</b> Jürgen Pitschke, Process Renewal Group Deutschland	<b>Keys to an Agile Business: Everyone's Dream</b> Roger Burton, Process Renewal Group
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## Tuesday 17 October 2017: Conference Day 1 & Exhibits

09:00 - 09:15 **Conference Welcome:** Roger Burlton, Process Renewal Group & Chris Potts, Corporate Strategist and Author

09:15 - 10:15 **Plenary Keynote: Transformation, Digitalization, Valuation, Innovation - An Agile Keynote,** Roger Burlton, Process Renewal Group & Chris Potts, Corporate Strategist & Author

	Enterprise Architecture	Business Architecture	Business Process Management		
10:45 - 11:35	<b>Value Based EA Governance: Starting from the Outcomes</b> Jovo Boskovic, Lead of Enterprise Architecture, City of Malmö Sweden & Håkan Edvinsson, Informed Decisions	<b>Accelerating Digital Transformation Using Enterprise Architecture</b> Amitabh Apte, Chief Technology Officer, Reckitt Benckiser Group	<b>Business Architecture: Pushing the Boundaries to Shape Business Transformation</b> Sandeep Thandi, Business Architect, Southern Scottish Electric	<b>Robotics, a Fresh Approach to Business Process Design</b> Marco Kelderman, Business Architect, LAB27	<b>Using BPM as a Tool to Deliver Operational Excellence: Identifying and Delivering Value through Process Improvement</b> Andrew Pincoff, Independent Consultant
11:40 - 12:30	<b>EA as a Tool for Innovation: Fostering a Culture of Intrapreneurship</b> Farhat Khan, Enterprise Architect, Lørenskog Municipality, Norway	<b>An Introduction to Blockchain: Focusing on Business Value and Expectations</b> Eskil Swende, IRM Sweden Daniel Lundberg, Archinemus	<b>Selling Business Architecture as a Value Proposition/Service to your Business</b> Harminder Duhra, Principal Business Architect, Prudential	<b>Parallel Innovation Processes - Bootlegging Projects in the Pharmaceutical Industry</b> Claudia Michalik, Independent Project and Programme Manager, Bayer	<b>BPM Concepts: How to Ensure the Coherence of Management Model</b> Halina Pomykała, Process Management Manager, Orange Poland
12:30 - 14:00	Lunch, Exhibits & Perspective Sessions				
13:00 - 13:25	<b>Perspective Session: Enterprise Architecture: Your Pathway to GDPR Compliance</b> Sam Skalla, Consultant, Orbus Software		<b>Perspective Session: Integrate Customer Journey Maps with Process and Decision Models for Greater Effectiveness,</b> Mark McGregor (on behalf of Signavio)		
13:30 - 13:55	<b>Perspective Session: Knowledge Curation - A New Approach for Stakeholder Communication,</b> Ian Mitchell, (a.k.a. The Artful Modeller), Prolaborate				
14:00 - 14:50	<b>EA Keynote: The Enterprise Architect's Role in Security Architecture,</b> Jane Chang, Enterprise Security Architect & Daniel Gillow, Enterprise Architect, Centrica		<b>BPM Keynote: Pushing Frontiers to Drive Innovation and Differentiation Architecture,</b> Yr Gunnarsdóttir, Operational Excellence/Continuous Improvement Deployment Lead, Shell International		
14:55 - 15:45	<b>People, Politics, and Messy Business: Tackling the Human Aspects of EA</b> Philip Hellyer, Philip & Finch	<b>Enterprise Architecture in the Oil &amp; Gas Industry: Strategic Objectives, Governance and Benefits</b> Mohammad Al-Sarraf, Head of EA, Kuwait Oil Company	<b>Business Architecture Adds Value by Connecting the Dots...</b> Michael Noonan, Director of Business Architecture, Capita Transformation	<b>Innovating from Paper to Digital</b> Martin Sykes, Cambridge Assessment & Matthew Richards, Cambridge International Examinations	<b>Implementing Sustainable Change: Structure and Culture in Harmony</b> Sasha Aganova, Process Renewal Group
16:15 - 17:05	<b>Using EA to Derive a Portfolio of Change Traceable to Your Business Strategy</b> Dave Wardell, Chief Enterprise Architect, Yorkshire Building Society	<b>The Art of the One-Page Architecture: Excellent Architecture, Excellent Delivery</b> Martin Sykes, Cambridge Assessment	<b>Breaking Out and Laying the Foundation for a Digital Enterprise</b> Richard Callaghan, Strategy Architect, Canada Life & Richard Kernick, Derigo Consulting	<b>Artificial Intelligence, Decisions and Adaptive Case Management</b> Silvie Spreeuwenberg, LibRT	<b>The Big O: Finding the Opportunities in Process Improvement</b> Roger Tregear, Leonardo Consulting
17:05 - 18:30	Drinks Reception & Exhibits - Followed by the BCS Enterprise Architecture Specialist Group Presentation				

## Wednesday 18 October 2017: Conference Day 2 & Exhibits

09:00 - 10:00 **Plenary Keynote: Red Monkey Innovation Management - Organisations in Search of a New Balance,** Jef Staes, Author, Speaker and Expert on Learning Processes, Innovation and Culture Change

10:05 - 10:55	<b>An Unexpected Journey - Building a Business Led Enterprise Architecture</b> Tim Blaxall, Global Head of Enterprise Architecture, Zurich Insurance	<b>Implementing EA in the Government Sector: Practical Considerations</b> Gerry Moloney, Head of Solution Architecture, National Treasury Management Agency	<b>Change Design: A Story of Digital Transformation</b> Nigel Green, Change Designer, 5Di Ltd	<b>Shaping Digital Transformation Through Engagement</b> Derek Miers, MWD Advisors	<b>Days Not Weeks or Months - Process Change in Agile Timeframes</b> Alec Sharp, Clariteq Systems Consulting
11:25 - 12:15	<b>Mentoring an EA Team: A Case Study at Vesta Corporation</b> Roger Evernden, evernden.net	<b>EA for Smart Governments: A Collaborative Framework</b> Amit Tiwary, Principal Enterprise Architect, Victoria Public Services	<b>Business Architecture: What is it?</b> John Zachman, Zachman International	<b>Compliant by Design</b> Steve Walmsley, Crown Prosecution Service Bill Blackburn, Process Renewal Group, UK	<b>Making Process Content for People Who Don't Like Process</b> Charlie Bamber, Process Standards Manager, NFU Mutual
12:15 - 13:45	Lunch, Exhibits & Perspective Sessions				
13:45 - 14:35	<b>EA Keynote: Finally - A Convincing Architecture Value Proposition,</b> Michael Rosen, Research VP, Strategic Architecture, IDC		<b>BPM Keynote: Has BPM Become a Dinosaur in the Age of Digital Transformation?</b> Tom Einar Nyberg, Head of BPM & Robotics - Nordics, Capgemini Norway		
14:40 - 15:30	<b>The Synergy of Agile and Architecture: How Each Benefits From the Other</b> Peter Filip, Lead Enterprise Architect, Tatra Banka	<b>Maximising the Value of Enterprise Architects in Digital Transformations</b> Oliver Bossert, McKinsey & Company & Sharm Manwani, Henley Business School	<b>Enabling Agile Enterprise Transformation with Business Architectural Patterns</b> Alex Romanov, Avrolabs Inc	<b>Will the Last Human to Leave Please Switch off the Lights?</b> Richard Frost, Lead Enterprise Architect, Yorkshire Building Society	<b>Business Process Models: Transitioning from a Waterfall to an Agile Methodology of Working</b> Sophie Anne Jones, Senior Business Analyst, KCOM
16:00 - 16:50	<b>ROAR - Agile in the Wild! Delivering a Coherent Digital Strategy</b> Elizabeth Strand, Enterprise Architect & Kasper Randrup, Enterprise Architect, PFA Pension	<b>Building the Information Architecture in an EU institution</b> Bertrand Jager, Information Architect, European Investment Bank	<b>Results Based Strategic Management; Bridging the Strategy - Execution Gap</b> Francis Loughheed, Consultant	<b>Jordão Cooling Systems Transformation and New Management Model</b> José Pinheiro, Financial Manager, Jordão Cooling Systems Jorge Coelho, SisConsult	<b>Why Developing Your BPM Maturity is Not a Standardized Process</b> Suzie Joku & Arjen Maris, HU University of Applied Science Utrecht
16:55 - 17:10	Conference Close: Chris Potts, Corporate Strategist and Author & Roger Burlton, Process Renewal Group				

## Thursday 19 October 2017: Post-Conference Workshops

### Full Day Workshops - 09:00 - 16:30

<b>Digital Process Analysis and Design: Optimising the Customer Experience through Digital Innovation</b> Roger Burlton, Process Renewal Group	<b>Mastering Enterprise Investment: EA, BPM and Organisational Excellence at Investing in Change</b> Chris Potts, Corporate Strategist and Author	<b>Enterprise Architecture for Practicing Enterprise Architects</b> John Zachman, Zachman International
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## Half Day Workshops:

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

Sally Bean, Enterprise Architecture Consultant, Sally Bean Ltd & Philip Hellyer, Senior Consultant, Philip & Finch

This workshop is for anyone who wants to understand EA better or who wants to establish EA in their enterprise. We will look at how different organisations approach EA, what effective architects produce, what pitfalls people encounter, and where the value comes from. Using some of our favoured techniques, we will help you to think about how you might design an EA function in your organisation that delivers value alongside other disciplines and types of architect. Attendees will gain foundational knowledge about EA to take into the rest of the conference.

- The essence of EA: an overview of methods, frameworks and techniques
- How to integrate EA with other disciplines and how it relates to more specialised types of architecture
- How to apply architectural approaches to the design of the EA practice itself

### Enterprise Architecture: The Issue of the Century

John Zachman, President, Zachman International

Enterprise Architecture tends to be a grossly misunderstood subject by General Management and the Information Technology community alike. Enterprise Architecture has everything to do with managing Enterprise complexity and Enterprise change and relates to information technology only in so far as information technology may be one of the choices that an Enterprise can make with regard to Enterprise operations. In my 1999 article, "Enterprise Architecture: The Issue of the Century", I argued that the Enterprise that can accommodate the concepts of Enterprise Architecture will have the opportunity to stay in the game ... and the Enterprise that cannot accommodate the concepts of Enterprise Architecture is not going to be in the game. In recent history we have seen a lot of enterprises falling out of the game: small ... and large; private ... and public.

- The Enterprise Ontology – Industry Standard Definitions of Architecture
- Architecture IS Architecture IS Architecture – Enterprise Architecture is not arbitrary
- The Role of Enterprise Architect must be perceived to be one of solving General Management problems, not one of building models.

### Digital Transformation Capabilities Framework

Michael Rosen, Research VP, Strategic Architecture, IDC

Digital Transformation is happening now. Organizations are focused on new strategies to enhance experiential engagement, create data driven actions and self-aware systems, and enable digital business at scale. In pursuing these strategies, there are three critical questions that each enterprise must answer: What are the digital business capabilities needed to compete in new ecosystems with new products and services? What foundational and integrational capabilities are necessary to enable that

digital transformation? What IT capability are needed for the IT organization to support these foundational and business capabilities?

This workshop describes a Digital Transformation Capabilities Framework and details about how it answers these critical questions, and how to use the framework to:

- Communicate digital technology opportunities and challenges to business partners
- Organize transformation initiatives and projects to achieve business strategies and outcome while optimizing synergies and efficiencies
- Create an IT strategy that maximizes IT's role in driving digital transformation

### Business Architecture Essentials

Sasha Aganova, Process Renewal Group

Business Architecture provides a strong foundation for business-wide transformation, digitization and optimization. Given the inherent complexities, making the right choices in what to change is not simple. Designing great solutions that avoid duplication and sub-optimization means that all of the moving parts must be classified, well understood and interconnected before transformation can confidently begin. Business Architecture subject areas are numerous. Processes and capabilities and other important domains are complex. Being able to find the interconnections among them is even more so. A well-formed Business Architecture can help untangle the confusion and deliver inherently adaptable solutions. This session will introduce some of the critical elements needed.

- Stakeholder Value Orientation
- Business Concepts / Information
- Business Processes
- Business Capabilities
- Business Measurement
- Change Prioritization
- Process / Capability Alignment

### How Concept Modelling Supports Process and Architecture Work – Getting Great Results From a Misunderstood Technique

Alec Sharp, Sr. Consultant, Clariteq Systems Consulting

Whether you call it a conceptual data model, a domain map, or even a "thing model," a concept model can be invaluable on process, architecture, Agile development, and even big data / data science initiatives. This value is often unrealised, though, because specialists hear "data modelling" and think "relational database design." The key to success is recognising that a concept model is a business-friendly description of an enterprise, not a description of a database.

Concept modelling is simply the best way to develop a foundation of common semantics for any other undertaking. An example – on an assignment involving a change of business model, new capabilities, and big data, at a large media enterprise, three very different interpretations of "product" emerged. Concept modelling resolved the differences, and clarified other concepts such as audience, content, consumption, behaviour, and segmentation.

Drawing on 35 years of successful modelling, this tutorial provides proven techniques, repeatable methods, and patterns, along with current, real-life examples. Key learning points include:

- "Guerrilla modeling" – how to get started on concept modeling without anyone realizing it
- How higher-level concept models help to identify an enterprise's business processes and capabilities
- Running a concept modelling session – getting useful results in hours, not days or weeks

### BPM Philosophy 101

Steve Robert, Independent BPM Consultant

This workshop aims at furthering the discussion about what BPM is and what successful outcomes should be aimed for. Steve will draw upon his 18 years of experience to explain how initial successful projects outcomes do not necessarily mean true success. This workshop will:

- Define BPM as a holistic management discipline (including Business Architecture) aiming to mature organizations through employee empowerment and self-management
- Re-enforce that BPM needs to be embraced by both management and employees and that change is more focused on management than on operations or employees
- Link BPM directly with becoming a flexible and agile organization that needs to have people engaged to the purpose of the organization

### Developing High-Performing Architecture Teams - the Human Side

Sally Bean, Enterprise Architecture Consultant, Sally Bean Ltd & Philip Hellyer, Senior Consultant, Philip & Finch

Effective architects never walk alone, even if they're the only architect in town. Team-working and collaboration are vital for high performance, regardless of whether you are just starting an EA journey, are part of an established EA group, or are a lone voice in a multi-disciplinary task team.

Many architects have technical backgrounds that cause them to neglect the vital behavioural skills needed to tackle increasingly complex challenges. They must influence diverse stakeholders with (often conflicting) ways of working, values, and priorities. These abilities are not well addressed by industry skills frameworks, and are not always amenable to standard training courses.

In this workshop, we will look at how behaviour choices help and hinder success, examine the range of competencies needed to be truly effective, and explore different ways of working together.

- Strategies for noticing, understanding, and influencing behaviour
- Skills for building productive working relationships at all levels
- Ways of co-designing successful outcomes for all stakeholders

### Investing in Architecture: Enterprise Architecture, Business Architecture, or Both?

Chris Potts, Corporate Strategist and Author

The emergence of Business Architecture as a distinctive discipline has challenged organizations to rethink their reasons for investing in architecture. While the value proposition of architecture is essentially the same, whatever the entity, is it better to invest in Enterprise

Architecture (EA), Business Architecture (BA), or a combination of the two? The potential for Enterprise Architects and Business Architects to deliver their value depends on that choice.

In this intensive, practical and entertaining workshop, EAC Europe chair Chris Potts explores how organizations can best invest in architecture, and provide the essential foundations for their architects to succeed. Using his outside-in architectural model (from the book "RecreAtion") and his experiences of working with organizations worldwide, Chris illustrates the distinctions, inter-relationships and synergies between EA and BA.

One inescapable conclusion is that the solution to the investment question, 'EA, BA or both?' lies in the architecture of the external market, and the extent to which that architecture is changing.

- The value of investing in architecture, whatever the entity
- Enterprise, Business, Architecture
- The market has an architecture, in which your enterprise and business appear
- Your enterprise's investment goals: do they include changing the market?
- The solution: invest in Enterprise Architecture, Business Architecture, or both?

### Business Value Realisation

Martin Sykes, Director Alignment, Analysis & Architecture, Cambridge Assessment

This workshop provides architects and business analysts with an insight into the use of core techniques for developing models of the value to be realised through architectural and business change programmes.

- How to create heat mapped Business Capability Models to identify where to focus for change initiatives.
- Using Benefit Dependency Networks to align strategic goals through to technology change via well defined benefits and business capability changes.
- Creating Value Realization models to illustrate the planned change over time.
- A review of how Business Value Realization has changed in the last 5 years with the adoption of cloud technologies and lean start up style business change programmes.

### Improving Process Improvement: Delivering on the Promise

Roger Tregear, Consulting Director, Leonardo Consulting

The most efficient and effective process in any organization must be 'improve process performance'. Whatever else is going on with architectures, frameworks, methodologies etc., if improved processes are not enhancing organizational performance, our process management and improvement efforts are waste to be eliminated. Process improvement must be a practice, not a theory; it must be a reality, not an aspiration.

This workshop describes many ways to strip waste out of process improvement. Join me if you want to improve your personal ability to improve processes. We won't be trying to change the world; we'll be focused on changing you and the contribution you'll make as soon as you are back at work. You will learn, and practice, new techniques to improve process improvement.

Delegates attending this workshop will learn:

- Widen the search for process improvement options,
- Use practical techniques for better process improvement,
- Change from random acts of management to systematic improvement, and
- Deal with the need to both discover AND deliver process improvements.

### Business Decision Management: How Business Decision Management Fits into BPM

Jürgen Pitschke, Partner and Managing Director, Process Renewal Group Deutschland

Business Processes need to be documented for different reasons: regulatory and compliance requirements, keep knowledge in the enterprise, communicate about business processes, or automation. Business Decisions are an integral and important part of Business Processes.

Today we see two essential use cases for Decision Models:

- To understand, analyse and improve them
- As a base to automate decisions

We explain the concepts of Business Decision Management, the relation to Business Processes and introduce the Standard Notation DMN by the OMG.

This half day workshop concentrates on:

- Concepts and principles of Decision Management
- Understanding Decision Model Notation (DMN)
- Overview on Governance of Decision Models

Participants work in groups on practical assignments.

### Keys to an Agile Business: Everyone's Dream

Roger Burlton, President, Process Renewal Group with appearances from John Zachman

Whenever the word 'Agile' is used today we typically associate it with the use of an iterative methodology that drives out software more rapidly than traditional software design and development. While being fast is a noble cause, there is little evidence that the results are any better or more sustainable in the long run than traditional approaches. We need to keep in mind that software is not in and of itself 'the business' and scaling up to an enterprise change perspective is another story. Certainly, agile approaches are not focused on the business itself becoming more flexible, adaptable or resilient in anticipation of or in response to an ever changing business ecosystem. This session will introduce some key architectural and design principles that have been proposed by Roger Burlton, Ron Ross and John Zachman to deal with the foundation for an 'agile business' that can thrive on uncertainty and can reconfigure itself on demand. A white paper covering this foundation will be introduced around the time of this conference.

- The insatiable demand for change
- Attributes of an agile business (with scenarios)
- Designing for change and reuse
- Sustainability and the right amount of Governance
- Getting the Executives to care

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

Philip Ainsworth, Business Architect, Student Loans Company

"Great event! Excellent combination of practical information, theory and fun."

Sander Meijer, Team Lead Architecture, Dutch Railways

"Excellent! Quality thought provoking speakers. Well organised. I have been with my company 15 years so this is a great opportunity to find out the latest thinking and catch up with what is happening in other companies."

Amanda Eaton, Process Architect, Fidelity Investments

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

Terje Bremnes, Enterprise Architect, Helse Vest, Norway

"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

## Discounts

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## Digital Process Analysis and Design: Optimising the Customer Experience through Digital Innovation

Roger Burlton, President, Process Renewal Group

Whether private or public sector, the demand is skyrocketing for organizations to provide digital offerings for their customers. Well-designed solutions appear seamless and are in tune with customer expectations for the right service delivered through a simple, intuitive interface whenever and wherever they want. Digital, moreover, must be done in the context of an omni-channel world that can involve human and robotic agents, and cyber-based intelligent support interchangeably. This does not mean that the need for sound analysis and design of the end to end experience has passed. Due to interconnectivity of all the actions required it is needed even more to connect all the dots between our customers as well as our business operations. This is not a problem that 'Agile' development will solve by itself. It requires professional practices of architecture and integrated design. Business architects and business analysts must still follow a sound set of professional practices using renewed methods of process analysis and design tuned for a digital world. This seminar will deal with what degree of process work is required for today's organizations striving to establish digital business capabilities to optimize the customer journey and leverage resources in the most effective manner.

- The nature of digital processes
- Customer in-command processes and solutions: Journeys and Experiences
- Process Analysis for Digital Process: How much do you really need?
- Process Innovation: A wealth of opportunities
- Digital Process Design and Solution Development
- Exercises Throughout

## Mastering Enterprise Investment: EA, BPM and Organisational Excellence at Investing in Change

Chris Potts, Corporate Strategist and Author

How successful is your enterprise at investing in change? Are you routinely achieving the investment goals, and as efficiently as possible?

EA and BPM are valued for their real-world impacts, through the changes that people invest in. Depending on the success of those investments, EA and BPM can be highly-valued, or struggle to demonstrate their worth. The structure of the investment portfolio, the design of the investment process, and a diagnosis of the enterprise's investment culture, are all vital for success.

This full-day workshop with EAC Europe chairman Chris Potts demonstrates how organisations can truly master Enterprise Investment – by combining the power of EA, BPM and Investment Portfolio Management into one board-level strategy, one projects portfolio/roadmap, and one end-to-end investment process. It explores the breakthrough results that can happen when Enterprise Architects and Business Process specialists focus their knowledge and expertise on the structure, process and culture for investing in change.

- Why change projects succeed and fail, and how executives measure the difference

- The value chain for Enterprise Investment
- Diagnosing your organization's Enterprise Investment Culture
- An architect-designed investment portfolio
- The business process for investing in change.

## Enterprise Architecture for Practicing Enterprise Architects

John Zachman, President, Zachman International

This one day briefing explores the practicalities of using the Zachman Enterprise Ontology (the Zachman Framework) as the basis for solving General Management problems. This proposition argues for differentiating Enterprise Architecture as an Enterprise problem-solving Profession from the more traditional EA/IT-oriented, model-building process. It develops the classification rules for populating the Ontological structure that defines the single-variable, engineering components required to change the Enterprise Implementation (manufacturing) strategy from "make to order" (build) or Provide from stock (buy) to an assemble to order (mass-customization) strategy. Enterprise "mass-customization" is a strategy to dynamically re-create the Enterprise in response to external environmental changes or external demands and as such, is dependent on the inventory of single-variable, ontological components that can be reused in any implementation. There is nothing magic. It is all Physics. Actual work has to take place.

- Ontological Classification Rules
- Laws of Enterprise Physics
- Characteristics of Professionals
- The Zachman Methodology for Solving General Management Problems

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

Amitabh Apte, CTO, Fujitsu

*"Wonderful event to bring energy, experience and insight to BPM. It is a hard concept to achieve change but the IRM event continues to inspire me. Thank You."*

Janine Snodgrass, Business Process Architect, John Lewis

*"Excellent event. I hope to return next year! It has been an excellent opportunity to network with vendors and organisations in the BPM space."*

Shane Start, Business Change Project Manager, The British Library

*"One of the best conferences I have attended"*

Jurgen Jung, Head of Business Modelling, DHL Global Management GmbH

*"Being largely vendor independent its hugely valuable. A good range of perspectives."*

Mark Melton, Business Architect, Elsevier

*"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

**Tuesday 17 October:  
Conference  
Day 1 & Exhibits**

**09:00 - 09:15**

**Conference Welcome**

Roger Burlton, President, Process Renewal Group & Chris Potts, Corporate Strategist and Author

**09:15 - 10:15**

**Plenary Keynote: Transformation, Digitalization, Valuation, Innovation - An Agile Keynote**

Roger Burlton, President, Process Renewal Group  
Chris Potts, Corporate Strategist and Author

Every year, EAC/BPM Europe reflects the diverse opportunities and challenges that EA and BPM professionals are facing in reality. Practitioners, thoughts-leaders and experts collectively shape the conference programme, and from that some key themes emerge.

In this collaborative, double-act opening to EAC/BPM Europe 2017, the conference chairs address some of the most prominent themes in this year's programme. And, since one of those themes is Agility, they will be delivering an agile keynote. For each of the other themes - Transformation, Digitalization, Valuation and Innovation - Roger and Chris will offer succinct perspectives from the chair, encourage and welcome audience-participation, and expect the unexpected.

An agile keynote, covering five big themes in one hour: a positively challenging, relevant, and entertaining opening to EAC/BPM Europe 2017.

**10:15 - 10:45**

**Networking Break & Exhibits**

**10:45 - 11:35**

**Concurrent Sessions:**

**Value Based EA Governance: Starting from the Outcomes**

Jovo Boskovic, Lead of Enterprise Architecture, City of Malmö Sweden & Håkan Edvinsson, CTO, Informed Decisions

The City of Malmö, the third largest city in Sweden, has experiences from a completely new way of organizing their enterprise architecture within their digitalization strategy.

The challenge is to deploy a digitalization strategy in a large organization that fulfills various expectations from citizens, services users, politicians, co-workers and the public, where organizational units have local funding, differs a lot in services, and complies to different laws.

The traditional EA way would include a business capability approach combined with system portfolio planning aiming for a target architecture formed by architects. Instead of such invasive top-down approach, Malmö chose last year to drive, support and govern the digitalization process from stakeholder's values. City of Malmö is now scoping, prioritizing and coordinating initiatives that strive for the same operational impacts, aiming for the same user or citizen benefits, or share the same improvement value on the society.

**You will learn:**

- How EA work includes modelling stakeholder values and expectations, and modelling what activities, organizational changes, technical tools, and other levers, it takes to fulfill them.
- How the EA work has changed from promoting standardizations and searching for technical similarities towards focusing on outcomes.
- How the EA change has impacts on managerial level, and have impacts on how projects are scoped and coordinated.

**Accelerating Digital Transformation Using Enterprise Architecture**

Amitabh Apte, Chief Technology Officer, Reckitt Benckiser Group

Digital, Big Data and Cloud are now mature trends. As these trends go mainstream, the challenge for CIOs and CTOs is to manage them alongside more conventional IT delivery and operating models. Whether an organisation truly adapts two speed IT or not, the modern CIO and CTO needs to consider and balance the impact of these trends on their traditional IT processes, system landscape, resources and capabilities. Enterprise Architecture is a perfect tool and discipline to manage this delicate balance.

In this session, Amitabh will leverage his 18 years of Enterprise Architecture and CTO experience to outline his views leveraging Enterprise Architecture to power these Digital Transformation in global complex businesses.

**Business Architecture: Pushing the Boundaries to Shape Business Transformation**

Sandeep Thandi, Business Architect, Southern Scottish Electric

Is your organisation constantly trying to deliver large volumes of change? Often enterprises initiate multiple projects which become expensive to manage due to gaps or a high degree of duplication. How can Business Architecture influence this silo'd behaviour to deliver change and bring stakeholders along the journey?

In this session, Sandeep & Nick will provide a real life case study about how Southern Scottish Electric (SSE) applied Business Architecture to focus on planning, scoping and high level design for regulatory transformation.

Attendees of this session will understand our:

- Structured but practical Business Architecture approach to shape scope & provide robust design for a large regulatory programme.
- Techniques for roadmap alignment, priority mapping and grouping of delivery for best business outcome.

- Evolution of Functional Architecture modelling and Business Process Architecture to create a common language between business and IT.

**Robotics, a Fresh Approach to Business Process Design**

Marco Kelderman, Business Architect, LAB27

Within the domain of Business Architecture, the importance of business process design is increasing. In general well documented processes in organizations often exist, but in the mind of their employees. And transfer this valuable (business) knowledge into business processes is a thought process.

During this process, there is limited innovation! The designed business processes often are reflecting the current organization, not the 2.0 or even the 3.0 organization! So the question is: Is a fresh approach to business process design necessary?

Yes! Is the answer. Robotics introducing a wide range of innovating opportunities, and influencing the design of the business processes. For example:

- Error prevention, less checkpoint in your design and 100% error free
- Full time, the tireless nature of robots and reduction of staff and operational cost
- More granularity, activities can be made to arbitrary degrees of precision

On the basis of some practical examples in the financial industry, Marco will be pointing out how robotics influence the principles of business process design.

**Using BPM as a Tool to Deliver Operational Excellence: Identifying and Delivering Value through Process Improvement**

Andrew Pincott, Independent Consultant

Many organisations have established their Business Architecture Models and documented processes, but what next? How do you really analyse your business to know where to invest time, effort and resource, and use BPM as a key tool in your journey to Operational Excellence. This presentation will look at a pragmatic approach to help you focus on developing a measurement framework for BPM and Operational Excellence, covering:

- Using processes to define Operational Excellence
- Identifying which processes to work on and where to make improvements
- Securing buy-in from stakeholders
- Ensuring that you deliver value from any investments you make

**11:40 - 12:30**

**Concurrent Sessions**

**EA as a Tool for Innovation: Fostering a Culture of Intrapreneurship**

Farhat Khan, Enterprise Architect, Lørenskog Municipality, Norway

Enterprise architecture enables holistic analysis of an organization and by utilizing this new knowledge on the status quo, organizations can develop methods to gather opportunities

for innovation and intrapreneurship.

Process innovation is one of the main pillars of how an organization can look into how it can work differently. Instead of perceiving EA as an IT initiative, EA can be utilized much broader in an organization, both with regards to business transformation and organizational development. Farhat shares her experiences from EA roles in large organisations. Learning points include:

- Enterprise Architecture and co-relation with innovation
- Opportunities that arise from enterprise analysis and design and how a culture of intrapreneurship can be fostered.

### An Introduction to Blockchain: Focusing on Business Value and Expectations

*Eskil Swende, Partner and Senior Consultant, IRM Sweden & Daniel Lundberg, EA Consultant & Owner, Archinemus*

The development of Blockchain technology is unique. It is driven by business needs and not by the technology itself. The need to secure business transactions is growing; not only financial transactions, but also when we buy our food, a diamond or our new house.

As enterprise architects we need to prepare ourselves and our organisations for this technology. We need to digitalize our Business Processes, establish a professional Information Architecture and develop and describe our Business Model Canvases. We need to develop our Blockchain Capability and initiate the change process needed to achieve business value, when the Blockchain Technology is ready to use.

You will take away:

- Knowledge of Blockchain development
- How to prepare yourself and your Business for the use of Blockchain Solutions
- How to bring your Business Architecture in good order for Blockchain Solutions
- Business Cases so far and what to expect in the near future

### Selling Business Architecture as a Value Proposition/Service to your Business

*Harinder Duhra, Principal Business Architect, Prudential*

How do you sell Business Architecture as a Value Proposition/Service that demonstrates real value to your Business?

Business Architecture Value Propositions/Services:

- Supporting Design Activity: Business Model and Target Operating Model
- Supporting Investment/Business Planning
- Supporting IT Architecture

This presentation will focus on marketing and selling Business Architecture services through the use of visual output/blueprints. These have been applied to designing High Level views of the Target Operating Model and influencing Investment Planning submission.

This has enabled Harinder to deliver real benefits/value add to organisations in enhancing key value propositions ensuring Investment and uplift in Business Capabilities that require it to deliver the TOM.

### Parallel Innovation Processes – Bootlegging Projects in the Pharmaceutical Industry

*Claudia Michalik, Independent Project and Programme Manager, Bayer*

Successful innovation does not always happen alongside official development projects. Often, visionary individuals inside large organisations overcome various obstacles, constraints and explicit management disapproval to get their innovative ideas off the ground – not seldom resulting in groundbreaking products such as 3M's Post-It notes, Audi's Quattro, Bayer's Aspirin and Ciprofloxacin. These so called 'Bootlegging' or 'Skunkwork' projects follow a hidden parallel innovation process that lies outside official project governance and therefore is organised in a very efficient and budget conscious agile way.

This session provides a case study of Bayer that introduces the internal process flows of unofficial innovation projects within the Pharmaceutical Industry. It highlights that successful innovation does not always have to follow a rigid development process but rarely happens without the vision, commitment and drive of single individuals within the organisation.

Attendees will learn:

- Core principles of parallel innovation projects
- How to run a much-needed project without official project support
- How to manage resources and overcome obstacles

### BPM Concepts: How to Ensure the Coherence of Management Model

*Halina Pomykala, Process Management Manager, Orange Poland*

BPM beneficial influence can either result in improving operational results or create the coherence frames to build consistent management model focused on achieving strategic and operational targets. The research conducted by the speaker provides overview of BPM usage in organizations with special attention to synchronization of the approach with different managerial systems (like strategic management, management by objectives, risk management etc.)

This session will cover:

- Summary of managerial concepts and their possible reference to process approach
- Practical use of process approach in managerial concepts based on interviews with respondents
- Similarities and differences in the construction of process approaches applied in different organizations
- Conclusions on the state of usage of BPM within the organisations

12:30 - 14:00

### Lunch, Exhibits & Perspective Sessions

13:00-13:55

### Perspective Sessions

#### Enterprise Architecture: Your Pathway to GDPR Compliance

*Sam Skalla, Consultant, Orbus Software*

The GDPR deadline is looming. If your organisation wants to continue trading in Europe after 25th May 2018, you're going to need a plan. In this session we'll be exploring how your EA practice is a critical driver to GDPR compliance, and how you can best prepare.

We will explore how organisations can make the most of the tools at their disposal to assist with their compliance and we will cover:

- How to successfully understand and interpret GDPR from an Architectural standpoint
- How to manage and represent the flow of data throughout your Enterprise
- How to integrate compliance across the scope of your Architectural initiative

#### Integrate Customer Journey Maps with Process and Decision Models for Greater Effectiveness

*Mark McGregor, Author & Business Performance Coach (on behalf of Signavio)*

Beyond the hype, Customer Journey Maps, are an effective way to communicate objectives and help set process priorities. They don't solve all your problems, but when understood and used correctly they should form a key part of your BPM initiative. By connecting journeys, with the processes that implement them, you can ensure that your BPM efforts are focused on the highest value areas of your business. When you attach decisions, you are easily able to identify rules that are outdated or impede your ability to deliver the goods or services you need.

In this session, we will explore good and next practices on:

- How to Create Customer Journey Maps that Engage People
- Using Customer Journeys to Assess Process Priorities
- Connecting Journeys with Processes and Decisions.

#### Knowledge Curation – A New Approach for Stakeholder Communication

*Ian Mitchell, (a.k.a. The Artful Modeller), Prolaborate*

Creating useful enterprise architectures and practical business processes each demand a high level of stakeholder engagement. But they also require high levels of modelling skill. This creates a dilemma for modellers. How do we engage our stakeholders with those models, without blinding them with exotic notation and wall-covering diagrams, but still get the input we need?

We are seeing a new skill for analysts and modellers – Knowledge Curator. This session looks at what a Knowledge Curator needs to know, about their business, their stakeholders and their models, and sets out a simple approach to tackling this challenge. The session doesn't require any knowledge of any particular modelling notation or technique – we have good and bad examples from lots of them.



14:00 - 14:50

### Enterprise Architecture Keynote: The Enterprise Architect's Role in Security Architecture

Jane Chang, Enterprise Security Architect & Daniel Gillow, Enterprise Architect, Centrica

Security is a growing concern in all organisations. When thinking of Enterprise Security Architecture, frameworks such as TOGAF and SABSA are the industry de-facto standards; but how are they actually applied in an enterprise? Driven by the growth of cloud platforms and software, in 2014 Jane Chang was appointed to lead the effort to implement an Enterprise Security Architecture within Centrica.

Jane will speak for the first time about her experience, the successes and the lessons learnt. Supported by Dan Gillow with the use of tools she managed to bring the architecture to life in Centrica.

You will learn:

- The value that an Enterprise Architect brings to the definition of a Security Architecture
- The value of the work and how it is applied to Cloud.
- Typical to all architectural work, the challenge of balancing the perspectives of people, processes and technology

### BPM Keynote: Pushing Frontiers to Drive Innovation and Differentiation

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

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.

14:55 - 15:45

### Concurrent Sessions

#### People, Politics, and Messy Business: Tackling the Human Aspects of EA

Philip Hellyer, Senior Consultant, Philip & Finch

As enterprise architects we aspire to solve business problems that often exceed the capabilities

of our traditional approaches and techniques. But we're getting better at tackling the intractable elements of architecture, contributing genuine business value, and participating in boardroom conversations.

With our technical backgrounds we are often most comfortable with a particular worldview, one in which the system can be controlled, where feedback cycles behave as expected, where every output has an ultimate cause, and where that cause is understandable.

Each of us is somewhere on that journey from deeply-focussed techie to well-rounded and effective architect. We'll get there faster by learning from the stories of those who have gone before:

- EA from scratch in rapid-growth companies
- Expanding your boardroom awareness and influence
- Enterprise Design as it impacts Enterprise Architecture
- Architecting for purpose, identity, and feedback loops.

#### Enterprise Architecture in the Oil & Gas Industry: Strategic Objectives, Governance and Benefits

Mohammad Al-Sarraf, Head of EA, Kuwait Oil Company

Enterprise IT Architecture is increasingly becoming crucial for organizations striving for excellence. EA enables the alignment of IT with organizations business objectives and strategies. EA standardizes the IT landscape and streamlines the delivery of IT Services within the organization and to our customers. With its strategic objectives of maximizing value from oil and realizing value from Technology, it was imperative for Kuwait Oil Company to adopt Enterprise Architecture.

The presentation covers:

- KOC's journey towards adopting EA
- How EA frameworks can be adopted into organizations Information Technology
- How Oil & Gas industry in particular benefit from EA frameworks
- EA governance & its benefits to KOC
- Infrastructure optimization & standardization using EA

#### Business Architecture Adds Value by Connecting the Dots...

Michael Noonan, Director of Business Architecture, Capita Transformation

Wondered what value the Business Architecture geeks in the corner add to the organisation? Quite simply by connecting the dots of an organisation both inside-out and outside-in. But how do they benefit Operational Excellence within an organisation... come along and find out.

#### Innovating from Paper to Digital

Martin Sykes, Director of Alignment, Analysis & Architecture, Cambridge Assessment & Matthew Richards, Deputy Director for Innovation and Development, Cambridge International Examinations

How do you move from a paper product to the digital economy without losing your business? The examinations industry is a case in point. While often seen as out of step with the digital age, it is still broadly considered trustworthy, reliable and robust, but also commonly conjuring

images of rows and rows of candidates taking written examinations in a gymnasium. Digital innovation, and the life-changing implications for students if we get it wrong, does not make an exam board a natural environment for digital innovation.

- Why cost and revenue don't change in proportion as you go digital.
- How customers value digital compared to paper
- The economics that don't scale as easily as technology vendors would claim

However, innovate we must. Disruption is impacting education, just like any other. During this session we will explore some of the approaches we have developed to transform our assessment products and associated support, which are used in over 160 countries worldwide.

In the following conversation we will look at the factors that impact the digital transformation for a business.

#### Implementing Sustainable Change: Structure and Culture in Harmony

Sasha Aganova, Senior Consultant, Process Renewal Group

Have you ever successfully implemented a technically superior solution to only see its performance degrade and breakdown over time? If you have, then you have witnessed the effect of cultural inertia first hand! Having a perfect solution, what we call structure, is not enough, the cultural implications have to be considered, and a plan developed to bring the culture along, or to adapt the solution.

In this session, Sasha will present a unique approach to bringing sustainable long lasting change to organisations. It is about allowing the structure and culture to move together harmoniously. Sasha will share real life case studies showing how to develop a coordinated change plan that ensures solutions are implemented, accepted and sustained.

- Discover a methodology and case studies for creating long lasting results.
- The un-stickiness of change and why it happens
- Process-centric change projects - structural and cultural
- Developing the coordinated change plan
- Designing supportive cultural solutions
- Sustaining the change and making it stick

15:45 - 16:15

### Networking Break & Exhibits

16:15-17:05

### Concurrent Sessions

#### Using EA to Derive a Portfolio of Change Traceable to Your Business Strategy

Dave Wardell, Chief Enterprise Architect, Yorkshire Building Society

This will look at how Yorkshire Building Society took their corporate strategies derived programmes of work needed to realise them.

They did this by using the business architecture components in TOGAF and produced traceable robust models that were used to prioritise what should be done first, identified things that had to be put in place but weren't identified in the original proposals, identified synergies and dependencies across initiatives. The models show what happens to the strategic outcomes if an initiative is cut or delayed; surfacing decisions on conflicts, removing some of the unexpected consequences of changes to priorities, and enabling exploration of alternatives to deliver the same goals; be they changes to people, processes, information or technology.

### The Art of the One-Page Architecture: Excellent Architecture, Excellent Delivery

Martin Sykes, Director of Alignment, Analysis & Architecture, Cambridge Assessment

You can't hide poor architecture with fancy graphics, but you can fail to communicate excellent architecture with poor delivery. This session will explore the approach of getting your architecture on one page (sizes may vary). These techniques have been described in the book *Stories That Move Mountains* and will here be shown with examples and the key steps necessary to repeat the process with your own content. Methods are drawn from information analysis, story telling techniques, influencing skills, infographic design, and storyboarding.

- Evaluate what your audience needs from your materials.
- Identify the key dimensions and elements to include in the 1 page view.
- Understand how to tie a narrative with the visual.

### Breaking Out and Laying the Foundation for a Digital Enterprise

Richard Callaghan, Strategy Architect, Canada Life & Richard Kernick, Consultant, Derigo Consulting

How do you begin a journey of transformation? Canada Life's IT challenges will sound familiar to many - poorly met expectations, lack of alignment, the increasing demand for change. We recently began to plan a different world. We fused ideas from tiger teams (devolved decisions), capability mapping (a business model), microservices (business domain focus, segregation), DevOps and lean (efficiency) and charted our course. We'll talk about how we dealt with governance and organisational structures, and changed the focus from technology and projects to products and services. Hear how we met the challenges of ingrained mindsets and boiling the ocean. This session will show how we are navigating an uncertain path to break out of old ways and lay the foundations for a digital enterprise.

- The value of looking at IT as a manufacturer of goods and provider of business (not just ITIL) services
- An integration pattern that creates real separation of concerns and fits naturally alongside business process management (unlike many attempts with SOA and ESB)
- Challenging ways of thinking that unknowingly constrain us

### Artificial Intelligence, Decisions and Adaptive Case Management

Silvie Spreeuwenberg, LibRT

Making a decision is more than connecting input and output. There is typically a person accountable using knowledge to make the decision. We have been automating decision making while we automated the process. Most often we did that implicitly, burying the decision logic in systems and code. The result is hard to maintain legacy systems, a business that is executing a non-optimal value stream and non-compliance due to working in silos. Artificial intelligence, adaptive case management and business rules management is not THE solution. But a combination of the three and a holistic view on the enterprise is a very good solution.

You will learn from this session:

- To give your business the freedom to explore and find the best value stream.
- To define business rules and prevent your business from making mistakes or being non-compliant.
- To use intelligent models (AI) so that your systems learns from the past.

### The Big O: Finding the Opportunities in Process Improvement

Roger Tregear, Consulting Director, Leonardo Consulting

Process improvement has a dubious reputation. It seems to take too long to deliver too little, and be about putting band-aids on pain points. It mustn't be like that; we are looking for process excellence, not mediocrity.

All process improvement is about SWOT analysis. What strengths must we protect and magnify? What weaknesses do we need to find and fix? What opportunities can be discovered and realised? What risks can be uncovered and counteracted? Out of all of these, weaknesses get the most attention, and opportunities the least. Pain relief, i.e. fixing broken processes is important, but we also need to think about improving processes that don't yet exist.

This presentation draws on real-world examples of The Big O, finding non-obvious opportunities to create new process outcomes.

Delegates will learn:

- How to find exciting process opportunities
- Why opportunity analysis is critical for success
- An opportunity-aware process analysis approach

17:05 - 18:30

### Drinks Reception & Exhibits

18:30 - 19:30

### BCS Enterprise Architecture Specialist Group Presentation

## Wednesday 18 October: Conference Day 2 & Exhibits

09:00 - 10:00

### Plenary Keynote: Red Monkey Innovation Management - Organisations in Search of a New Balance

Jef Staes, Author, Speaker and Expert on Learning Processes, Innovation and Culture Change

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 have to rethink the organization of working and learning. We have to 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 have to get rid of our diploma-addiction and go for Competence Playlist Based learning and working

10:05 - 10:55

### Concurrent Sessions

#### An Unexpected Journey - Building a Business Led Enterprise Architecture

Tim Blaxall, Global Head of Enterprise Architecture, Zurich Insurance

There is an increasing trend highlighting the need for Enterprise Architecture to be more business led, ensuring a strong alignment to strategy and maximising a capability led approach that builds on core business architecture techniques. So what is it like in practice to develop a business led Enterprise Architecture that brings together business and IT architecture domains into a single coherent business agenda. Zurich Insurance Company Ltd. embarked on this journey over two years ago, building on existing architecture teams and this session will share the successes, failures and learnings of the approach to date highlighting:

- The key attributes of the Enterprise Architecture
- Approaches to aligning the Business and IT architecture domains into a single agenda
- Managing the multi-speed IT that needs to cope with the impact of customer and digital innovation as well as a legacy landscape
- The organisation and governance to support effective architecture delivery

What delegates will learn:

- What does a business led Enterprise Architecture mean in practice
- Approaches to aligning business and IT architectures
- Practical experience and lessons learned in setting up and delivering a EA function

### Implementing EA in the Government Sector: Practical Considerations

Gerry Moloney, Head of Solution Architecture, National Treasury Management Agency

This session shows how to create an Enterprise Architecture Function considering bureaucracy within an Organisation with maximum impact and minimal distribution. By creating a mission statement, marketing yourself appropriately as an "Architecture Assurance" Service. Explaining to the Business why the service is required, and what the Function does. How it helps improve inputs and outputs to the various committees and processes within the Organisational Structure, concentrating on the information exchange and decision points. From reducing risks to enabling the protection of corporate reputation. Practically injecting into existing Project Identification & Change Control processes by creating and aligning an IT Strategy to the Corporate Strategy. Along with what support is required, and our adopted approach. What you will learn is:

- Implementing Enterprise Architecture as an "Architecture Assurance" Service
- Why it matters? What our service does? Who we help?
- What support is required?
- Our adopted approach

### Change Design: A Story of Digital Transformation

Nigel Green, Change Designer, 5Di Ltd

This is the story of how a major U.K. high street presence that is approaching their digital transformation, and the tangible business benefits of their cloud-enabled approach. This session will cover both business and technology architecture implications, and will include how a traditional business can benefit from the design patterns, and technologies adopted by the born digitals (e.g. Netflix, Google, and Amazon).

Nigel will also introduce a set of easy-to-adopt Change Design tools & techniques that can help the Digital Transformation. He'll explain how he uses these tools every day; He helps both traditional firms and start-ups adopt the ways of the Digital-natives.

### Shaping Digital Transformation Through Engagement

Derek Miers, Principal Analyst, MWD Advisors

So often transformation programs set out to deliver dramatic improvements in operational efficiency. Yet these programs often fail to connect the world of outside-in thinking and Customer Experience needs. Executives often

feel they can just dictate the result and then hold managers accountable for the benefits. The reality is that this approach just doesn't work. The trick is to build the change program to engage both the design-oriented CX folks with those with operations excellence and risk reduction smarts. Transformation success relies on Engaging Your People.

There are three fundamental phases of engagement needed to create the conditions for long-term transformation success, each with different stakeholders requiring different styles and strategies.

- Focus on the Core: What are the significant core business capabilities needed? How will you industrialize, blueprint and then service enable them? How will you configure those scalable core business components to serve multiple customer segments and experiences?
- Enable Innovation At The Edges: Industrialize both the core business elements and the outcomes delivered to customers. All of that has to be delivered to a mobile device anywhere at the right time.
- Reinvent How You Deliver Value: In the end customers only care about the value delivered and the experience they receive. Engage your employees to reinvent the future that shapes the operational efficiency you will achieve.

### Days Not Weeks or Months - Process Change in Agile Timeframes

Alec Sharp, Sr. Consultant, Clariteq Systems Consulting

In 35 years of consulting, the biggest single change seen by the speaker isn't in methods or technology - it's increasingly aggressive timeframes. Process modelling and analysis efforts that used to take weeks or months, without delivering a changed business process, are now expected to deliver useful results in drastically shorter timeframes. On top of that are changing regulations, customer expectations, and business models. And don't forget the ever-present cost-pressures.

The good news - continued practice and refinement has led to a "minimalist" session plan that delivers significant results in just two or three days. That's what this session will introduce. Topics explored include: why starting with "venting" can speed things up; facilitative techniques; the importance of clarifying "what" while setting aside "who and how;" the problem with problem statements; how much "as-is" modelling is enough; and a feature-based approach to process design that mitigates against unanticipated consequences.

Key learning points include:

- Proven, point-by-point session plans including work product, method, and timing for two-day and three-day "Process Challenge Sessions."
- The techniques the agendas employ, why they work, and why the sequence is critical
- How the same basic structure can be employed outside Process Change, e.g. for Organisational Change or Conflict Resolution

11:25 - 12:15

### Concurrent Sessions

#### Mentoring an EA Team: A Case Study at Vesta Corporation

Roger Evernden, Enterprise Architect, evernden.net

Since 1995, Vesta Corporation has been a pioneer in processing fully guaranteed card-not-present (CNP) payment transactions for global telecoms. They have steadily expanded their leadership, providing multi-channel payment solutions for industry leaders such as AT&T, T-Mobile, Vodafone, Telcel, and China Unicom, and broadening their solutions to support all merchants selling goods and services.

In 2015 Vesta established an EA practice. The architects trained to become TOGAF 9.1 certified, but wanted a primer or boot camp to bring the entire team up to speed to be more aligned with EA disciplines. They embarked on an innovative combination of online training and webinars in a nine-month program to build the capabilities and confidence of the entire team.

- How to supplement the two levels of TOGAF with a third-level of practical tips
- How to pace learning about EA at the initial, under development and defined levels of maturity
- Lessons learned from this approach

#### EA for Smart Governments: A Collaborative Framework

Amit Tiwary, Principal Enterprise Architect, Victoria Public Services

Challenges of local governments in becoming smart government: this part of the presentation will discuss the limitation of current architecture frameworks to transition restrictive and old IT infrastructure and services into adopting new technology. In addition to the technological challenges, the financial resources are limited to the local government departments. Lack of whole of government planning and adoption of technology results in disparate solutions. This section will identify the key challenges faced by the local governments and risks it creates to the residents regarding the security of residents and also inefficient use of the technology funds, providing inadequate services.

Key elements of CEAF (Collaborative Enterprise Architecture Framework): This part of the presentation will explore key components to exemplify the challenges of trust, timeliness delivery of information and the sustainability of the CEAF in context of the environmental issues.

Adopting CEAF to incorporate technologies in local governments: This part of the presentation will discuss the steps required in adopting CEAF across local governments. This chapter will also identify the risks and issues that could arise using CEAF and how to mitigate them.

Roadmaps and governance: This part of the presentation will outline the future of the CEAF in changing IT landscape of the Smart local governments and process for successful implementation.

10:55 - 11:25

### Networking Break & Exhibits

### Business Architecture: What is It?

John Zachman, President, Zachman International

John Zachman recently attended a Business Architecture Conference that was heavily populated with people who were passionate and involved in animated discussions about Business Architecture!

He saw people having violent disagreements but they weren't even talking about the same thing!

He saw people having violent agreements ... but actually were talking about completely different things!

He saw people who had no idea what they were talking about and would disagree with everybody talking about anything.

The question is, "What is Business Architecture?" John can identify 209 different, plausible, precise definitions for Business Architecture. Until there is a way to precisely agree to its definition and boundaries, there is little possibility for meaningful discussion and collaboration in addressing this complex subject and understanding its implications relative to Business success.

- 209 Plausible Definitions for Business Architecture
- Implications of Your definition of Choice
- Creating Precise Definitions to Clarify discussions

### Compliant by Design

Steve Walmsley, Crown Prosecution Service & Bill Blackburn, Principal Consultant, Process Renewal Group, UK

Organisations are operating in increasingly regulated markets. GDPR, MIFID II, SOX are on board agendas. Even sectors such as utilities that are labelled as deregulated have regulation and powerful regulators to provide a degree of harmonisation and set minimum standards of service.

Regulation is generally viewed as a burden leading to a compliance culture in organisations. A silo approach to addressing different regulations means that internal industries are created to service each set of needs. Often the reason for regulation is lost in time and compliance adds little value to business operations.

Taking a different perspective, understanding the motivation behind regulation allows business architecture to leverage compliance as a positive enabler of end-to-end process redesign and transformation.

This presentation describes the regulatory landscape in today's organisations with commercial and public sector examples to show how a "complaint by design" principle can cut across regulatory regimes, minimise the compliance burden, drive change and allow evolving regulations to be readily adopted.

The session will discuss:

- The regulatory landscape across industry sectors
- Incorporating compliance aspects within business and technology architectures
- Using the compliance imperative to do the right thing
- Case studies providing practical examples in commercial and public sectors

### Making Process Content for People Who Don't Like Process

Charlie Bamber, Process Standards Manager, NFU Mutual

When it comes to process, there are three types of organisation. Companies with few or no documented processes that are effectively flying blind. Then there are those with processes which, deep down, they suspect aren't really doing a great deal, and finally there are organisations with processes that cause their results. The aim is to move from the first group to the third as quickly and directly as possible.

Most firms are already somewhere on this journey. However, it is all too easy to lose enthusiasm, momentum or both and find yourself languishing in the second group with official processes that, despite your best efforts, bear no more than an accidental resemblance to the way people work.

If any of this sounds familiar, then fear not. This session will offer practical suggestions to help get your organisation back on track. Delegates will learn:

- Why being shallow is a virtue
- How to argue against process guidance being only for new starters
- How to stop change from happening on the black market

### BPM Keynote: Has BPM Become a Dinosaur in the Age of Digital Transformation?

Tom Einar Nyberg, Head of BPM & Robotics - Nordics, Capgemini Norway

The need for Digital Business Transformation is fast-paced and in many organisations the traditional view of Business Process Management is that it is becoming "outdated", "too slow" and "expensive". In a world where processes are digital, dynamic and needs to be tailored to the customer - is BPM becoming a dated Dinosaur? The short answer is NO - but as BPM professionals we need to adopt to our new circumstances - or we too will become "Extinct". We need to make sure that the BPM discipline can deliver value to the business. This presentation will focus on key elements to modernise your approach to BPM by leveraging modern technology and focusing on the value proposition of "Intelligent Business Automation". This will help support processes that are smarter, faster and more flexible. This presentation will include a practical introduction and specific client use cases for: Robotics, Chatbots, Virtual agents, Artificial Intelligence and BPM as a platform for smarter processes.

14:40 - 15:30

### Concurrent Sessions

#### The Synergy of Agile and Architecture: How Each Benefits From the Other

Peter Filip, Lead Enterprise Architect, Tatra Banka

In this presentation, Peter will share his experience of the early stages of agile transformation in Tatra Bank. He will answer the following questions:

- How agile can benefit from architecture?
- How architecture can benefit from agile?

Peter will follow the experience of Tatra Bank from traditional delivery model and well established architecture governance throughout the dynamic change moving the organisation towards agile practice. He will discuss the following:

- What are the driving forces?
- What is the strategy to deal with them?
- How stakeholder map has changed?
- What skills do we need to adjust in an architecture community?

#### Maximising the Value of Enterprise Architects in Digital Transformations

Oliver Bossert, Senior Knowledge Expert, McKinsey & Company & Sharm Manwani, Professor, Henley Business School

EA practitioners know from experience that enterprise architecture is key not only for successful digital transformation but to proactively deal with the after effects. But where is the data to prove to CEOs what impact a well-established architecture function has on such a transformation. McKinsey and Henley Business School analysed the transformation issues and key success factors in a survey with more than 100 participants - now running for the second year.

Our research shows that digital transformations with their primary goal of business agility significantly increase the complexity of

12:15 - 13:45

### Lunch & Exhibits

12:45-13:40

### Perspective Sessions

13:45 - 14:35

#### Enterprise Architecture Keynote: Finally - A Convincing Architecture Value Proposition

Michael Rosen, Research VP, Strategic Architecture, IDC

The history of Enterprise Architecture is full of some fantastic successes, and many failed and cancelled architecture programs that did not live up to promises or potential. As architects, we are constantly challenged to articulate the value proposition in a way that business leaders understand. "Managing cost and complexity, blah, blah, blah"...of course it's true, but has that argument even gotten your team more opportunity or funding? IDC interviewed a variety of CIOs with successful architecture programs and asked them to describe 'How do you explain the value proposition of architecture to your business and executive peers'.

This session will illustrate 5 cases of successful architecture influence from a range of large and small enterprises and industries, and present the conclusions from IDC's research:

- Best practices for engaging with the business
- Transparency, transparency, transparency
- The architecture value proposition in 25 words or less

technology operations. We have analyzed the key drivers that make an Architect successful in supporting a new digital business model. But the survey indicates that many business executives and some IT colleagues don't understand what the enterprise architecture group does or believe it can help. Hence the conference presentation will signpost how EAs can use the survey data to both increase their contribution and enhance stakeholder engagement.

Central to this development is strong EA capability. Our data shows the critical factors to attract the right talent and which artefacts are most important for transformation. Exploiting the survey results should help CIOs and business-unit leaders collaboratively raise the profile of architecture by better alignment, education of non-IT stakeholders and recruiting the best architecture talent.

### Enabling Agile Enterprise Transformation with Business Architectural Patterns

Alex Romanov, Business Architect/Principal Consultant, Avrolabs

To be useful for business transformation/enterprise re-design initiatives, a business architecture exercise must be fast and agile by itself, but also capable to enable rapid/agile future changes of the enterprise. It also must provide means for rapid/agile implementation of business redesigns on the IT side.

This study presents experience with a multiyear series of public sector business transformation projects accompanied with significant IT development, where a holistic service-oriented pattern approach provided overall efficiency and an essential enterprise design toolbox (knowing what patterns to use and how to efficiently re-arrange/modify them).

The focus is on:

- Enhancement of the GSRM (Government Services Reference Model) to incorporate business model analysis, core/non-core functionality segregation enabling outsourcing/insourcing pre-planning, hierarchical business rules-based decision automation decoupled from process re-design (implemented in a rules engine)
- Agile business transformation project workflow utilizing pattern-based business architecture
- Prototyping of a modeling tool using libraries of patterns and pattern modifiers.

### Will the Last Human to Leave Please Switch off the Lights?

Richard Frost, Lead Enterprise Architect, Yorkshire Building Society Group

Alongside transformational projects, at Yorkshire Building Society, we are deploying innovative, small scale stepwise improvement using a range of tactical and strategic approaches to unlock the value of technology and take our process improvements to the next level.

- The Great RPA Bake Off – selecting technology quickly and efficiently
- BPM and Robotics – it's not always big and it is rarely clever
- Scale – knowing when just enough is good enough
- Don't all rush at once – selecting your first few projects
- Delivering it all – little and often

### Business Process Models: Transitioning from a Waterfall to an Agile Methodology of Working

Sophie Anne Jones, Senior Business Analyst, KCOM

More recently, a number of organisations have started to implement Agile in place of traditional software development life-cycles as a result of the need for reduced time to market. Sophie will discuss how the Business Analysts at KCOM worked with Product Managers and other stakeholders to deliver the process models faster & earlier than was the case under the previous Waterfall methodology and what needed to be change to ensure these were suitable for the introduction of Agile.

This is a personal talk about how a team of business analysts within KCOM dealt with the challenge of implemented Agile and continued high quality of process models. The story started with a reluctance to change, followed by a continual drive via great leadership and ending in total acceptance. This talk takes you through the whole story.

- How to implement a process library
- How to create high level process areas
- How to work with Stakeholders via workshops to produce process models

15:30 - 16:00

### Networking Break & Exhibits

16:00 - 16:50

### Concurrent Sessions

#### ROAR - Agile in the Wild! Delivering a Coherent Digital Strategy

Elizabeth Strand, Enterprise Architect & Kasper Randrup, Enterprise Architect, PFA Pension

This year Agile has gone wild and we are all "SAFe®" now!

We were put to the test: "Can EA go Agile"?

Elizabeth and Kasper will share their experiences and tools for working with EA when Agile goes wild!

Last year they told us about the journey of implementing EA in their enterprise – their Mission: Impossible. They presented their approach to EA called Enterprise Navigation, with its set of visual guides that empower people to navigate strategic transition. Today, they will focus on how applying ROAR (Responsibility-Oriented Architecture) to their Digital Platform Strategy will ensure that agile teams deliver coherent digital capabilities.

In this session, you will also get a quick recap on the Navigation Nexus, the control centre for navigating strategic change.

Learning points:

- Experiences with EA when Agile goes wild
- Empower people to navigate strategic change
- Introduction to the visual navigation guide ROAR

### Building the Information Architecture in an EU institution

Bertrand Jager, Information Architect, European Investment Bank

The presentation will tell the story of the building of the Information Architecture in European Investment Bank (EIB). Starting by an assessment of the initial situation done by a consultancy firm, a Data Governance team was created including an Information Architecture capability. This presentation will describe the general approach, the key steps, and the elements delivered so far. Return of experiments will be provided, informing the audience with practical knowledge about the "must do"s and "musn't do"s of such an initiative. In particular, focus will be put on the levers that can be obtained when an Information Architecture starts from within Data Governance.

Summary of presentation:

- Initial situation
- Roadmap and EA organization in EIB
- Status and perspective

### Results Based Strategic Management; Bridging the Strategy – Execution Gap

Francis Loughheed, Consultant

One of the key challenges facing business process management and business architecture implementation is the engagement of C- Suite executives and the link to organisational strategy. Interviews and surveys of C-suite roles regularly identify the strategy – execution gap as a fundamental stumbling block to organisational development and success. Results Based Strategic Management provides a methodology that engages both the C-suite and the functional management team to align results. The focus of the presentation will present a comprehensive methodology to bridge the strategy – execution gap that leverages strategy, operational planning, business modelling, organisational capabilities and resources with performance measurement to contribute to business transformation, sustainability and results. It will illustrate the approach with examples of the method as used in several organisations that have applied it.

Key Learning Points

- The three core corporate agendas that drive transformation and results.
- Linking strategy, operations and business processes.
- Using performance measurement and BI analytics to align strategic and operational results.

### Jordão Cooling Systems Transformation and New Management Model

José Pinheiro, Financial Manager, Jordão Cooling Systems & Jorge Coelho, SisConsult

This presentation will explain the Jordão Cooling Systems case study. It is a SME with 170 employees that implemented a six months' transformation process based on the implementation of a new management model. This is structured in terms of a holistic and system oriented organisational architecture composed of organisational competences. Each organisational competence is associated to a cost center and a virtual team that is self-directed under a specific governance model. The whole organisational modelling and strategic objectives

deployment are conducted, independently of the chart, through workshops involving the board, the senior management and managers, where it is forbidden to discuss who and how things are done. Only it allowed to discuss what the organisation should be able to do, to respond to external and internal stimuli. In a second stage, people are assigned to each organisational competence at level 1, 2, ..., n of the organisational architecture.

- Organisational competences/virtual teams approach
- Solving silo thinking issues
- Effective strategic alignment of operational business processes
- Top down generation of the project portfolio

### Why Developing Your BPM Maturity is Not a Standardized Process

*Suzie Joku, Process Architect, & Arjen Maris, Lecturer/Researcher Proces Innovation and IT, HU University of Applied Science Utrecht*

The HU University of Applied Sciences has been very successful in improving its BPM maturity. It didn't write a detailed plan and wait for it to be approved. First, they created BPM awareness in collaboration with top level managers by developing a comprehensible process architecture. Simultaneously, they started training a team tasked with describing and improving the processes. Key was reusing knowledge of people at all levels of the organisation and using that wisdom as they (not the BPM department) see fit. They found that people who normally work with team value in mind (inside-out), really wanted to move towards working together with customer value in mind (outside-in). Just bring people together, and connect them. You too, can:

- Gather your specific knowledge and wisdom
- Use it to develop your BPM maturity level
- Measure your BPM-maturity and subsequently the process performance

**16:55 - 17:10**

#### Conference Close:

*Chris Potts, Corporate Strategist and Author & Roger Burlton, President, Process Renewal Group*

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

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

We regret that tickets cannot be shared between delegates. 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.

Entire Event (16-19 October 2017)	£1,945 + VAT (£389) = £2,334
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2 Days Fee	£1,245 + VAT (£249) = £1,494
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*"Good, thought provoking, wide range of topics"*

Vincent Van der Stap, Business Process Architect, Shell P&T

*"The most useful event I have attended in terms of content"*

Craig Dunne-Wall, Principal Consultant, BMT Hi-Q Sigma

*"Great conference, good speakers. My colleagues attended last year. Their recommendation led to our manager sending all the architects"*

Line Saele, Enterprise Architect, Helse Vest IKT AS

#### Register/Questions:

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You can purchase the conference proceedings on USB stick for £300

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#### Cancellation Liability:

In the unlikely event of cancellation of the conference 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 conference.

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