



IRM UK

Strategic Business & IT Training

Public Courses & In-House Training 2018, London

Presented by the World's Leading Business & IT Management Experts

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Zachman Enterprise Architecture Certification: Modelling Workshop

John Zachman and Cort Coghill

27 February - 2 March 2018
18-21 September 2018
London

Fee: £1,995 + VAT

This fee includes Level 1 and Level 2 Certification
Group Booking & Multiple Seminar Discounts Available

Architecture & Strategy Public Courses, London

Zachman Enterprise Architecture Certification

27 February - 2 March 2018

Leadership Strategies for Enterprise Architects

24-25 April 2018

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Presenters



John Zachman is the originator of the "Framework for Enterprise Architecture" which has received broad acceptance around the world as an integrative framework, or "periodic table" of descriptive representations for Enterprises.



Cort Coghill, is a Director of FEAC Education Operations. He is also one of the very few Zachman Certified - Enterprise Architect Educators (Level 3) in the world, setting Cort apart as one of the foremost experts on the Zachman Framework, in both education and project work.

"The enthusiasm, energy and breadth of experience remain, as ever, infectious and mesmerising. This week has been money very well spent."

Rob Austen, Managing Director,
Austen Consultancy Services

"Excellent first hand explanation. Very powerful."

Marco van Leeuwen, Process Architect,
Van Lanschot Bankiers

"Lots of energy and enthusiasm. Passionate."

Simon Bathie, Group IS Programme
Plan Manager, MBDA UK

Overview

Enterprise Architecture is fundamental for enabling an enterprise to assimilate internal changes in response to the external dynamics and uncertainties of the information age environment. It not only constitutes a baseline for managing change, but also provides the mechanism by which the reality of the enterprise and its systems can be aligned with management intentions.

This four day seminar and workshop, based on the Zachman Framework V3.0, incorporates actual modelling experience. The modelling workshop is based on actual Enterprise experience and is designed to give the participants hands-on experience creating both "Primitive" (architecture) models as well as "Composite" (implementation) models.

The course will prepare the participants for both levels of the Zachman Certified- Enterprise Architect program: Zachman Certified™ - Enterprise Architect Associate (Level 1) and Zachman Certified™ - Enterprise Architect Professional (Level 2).

The certification fee (both Level 1 & Level 2) is included in the registration fee. The "Zachman Certified - Enterprise Architect" examination, is a two hour, on-line examination that upon passing, results in the award of Enterprise Architect Associate (Level 1) Certification. This examination can be taken any time after the course. Delegates will then subsequently be awarded the Enterprise Architect Associate (Level 2) Certification upon submitting a case study.

This is a very exclusive certification program. If you want to understand the "Complexity & Contradiction" in Enterprise Architecture and are struggling to manage a non-adaptive enterprise and dysfunctional systems, this will be an important experience!

Learning Objectives

- A sense of urgency for aggressively pursuing Enterprise Architecture
- A comprehensive definition (description) of Enterprise Architecture
- Differentiation of Enterprise Architecture from Systems Implementation
- Creating Enterprise Strategy Models which form the basis for Enterprise Architecture
- Differentiation of Ontology from Methodology
- Utilizing Enterprise Architecture for operational decision making
- A strategy for reducing "time-to-market" for systems implementations to virtually zero
- Strategy for integration beyond jurisdiction (Interoperability)
- Architectural Principles for meeting enterprise requirements
- Ensuring traceability across the artifacts for impact analysis and change management
- BPM, SOA, BI, MDA, ITIL, etc. in the context of the Zachman Framework

Course Outline

Setting the Context for Enterprise Architecture (EA)

- Contribution of IT People to an Information Age Enterprise
- Global Environment: Escalating Complexity and Escalating Change
- Applying the Concept of Mass-Customization to the Enterprise

Introduction to Enterprise Architecture (The Zachman Framework V3.0)

The Zachman Framework is perhaps the most referenced in the industry. This session provides participants with a unique opportunity to learn first-hand about its concept and utility, directly from the man who developed it. The just released V3.0 will be discussed.

- Definition of Enterprise Architecture
- The Zachman Framework - Architecture Is Architecture Is Architecture
- Ontologies Versus Methodologies

Workshop: What's Wrong with My Architecture?

Workshop: Creating Enterprise Strategy Models Using Row 1 Primitives

Case Study: Creating Composite Strategy Models Using Business Motivation (BMM) and Balanced Scorecard

Enterprise Engineering

- Models from My Bookshelf - 75 years of experience (Implementation, Composite Models)
- The Elegance of Primitives (Their essential contribution)

- Enterprise Entropy - Removing Internal Cost of Operations
- Enterprise Engineering Design Objectives
 - Alignment, Integration, Reusability, Flexibility, Interoperability
- Reducing Cycle Time from Order to Implementations (Mass-Customization)

Workshop: Deconstruct Business Process Model (BPMN) using Framework Principles

Case Study: Creating Multiple Target Models

Case Study: Component Modeling Using UML 2.0 for Business Domain

Implementation Practicalities

- "Federated Architecture" (Integrating Beyond Jurisdictional Boundaries)
- Migrating from Legacy to Architecture

Workshop: Using Primitives to create horizontal Integration and Vertical Transformation

Case Study: Application Rationalization Using Primitives

Workshop: Creating Metrics and the Necessary Enterprise Models for Meeting Enterprise Goals

Workshop: Identify Framework Cells for Given Enterprise Problem Definitions

Strategies for Constraining the Modeling to Fit the Time Constraints

Mock Test: Preparation for the On-Line Certification Examination

Audience

The seminar is designed for enterprise professionals of every discipline including non-information disciplines as well as information disciplines.

- Chief Information Officers
- Information Systems Management
- Data, Applications, Technology Management
- Enterprise Architects
- Data, Applications, Technology Architects
- Business Architects
- Business, Systems Analysts
- Consultants
- Strategic Planners

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.

Leadership Strategies for Enterprise Architects: Choosing the Interventions that Maximize Success

Chris Potts

Overview

There will never be enough Enterprise Architects. They are uniquely-valuable, specialized, and scarce, and their contributions come through their leadership of others. This intensive and interactive workshop focuses on the strategies that Enterprise Architects use to choose their most productive interventions and maximize their success.

How Enterprise Architects choose to invest their time and skills shapes the value of Enterprise Architecture (EA). Their interventions demonstrate, in practice, EA's positive and durable impacts - on the changes people conceive of and design, on the investment projects that deliver those changes, and on the enterprise's overall performance.

Enterprises constantly redesign themselves. Being an Enterprise Architect is different from many other kinds of architect. In an enterprise, anyone, at any time can have an architectural idea. Executives make architectural investments, whether they know it or not. Helping people to distinguish architectural ideas and investments from all the non-architectural ones is a vital reason why enterprises need architects.

Enterprise Architects are leaders, influencers and facilitators. They work with a scope that is specific to the enterprise goals, are tuned-in to the organizational culture, and are guided by measures of the enterprise's structural performance. They grow their influence through their role in the investment process, their win-win network, and their leadership of others.

Learning Objectives

The course is driven by these learning outcomes:

- Maximize each Enterprise Architect's contribution to the enterprise goals
- Tune the Enterprise Architect's strategy to the organizational culture
- Validate Enterprise Architecture's role in the investment process
- Shape the enterprise's architectural ideas and investments
- Grow each Enterprise Architect's leadership and influence

Course Outline

Successful Leadership Strategies for Enterprise Architects

- Why some strategies work, and some don't
- Identifying, validating and navigating strategy constraints

Establishing the Strategy's Scope

- Enterprise Architecture's value proposition
- What Enterprise Architects do, might do, and never do

Measuring the Enterprise's Architectural Performance

- Creating structural performance metrics from operational business results
- Using 'EA Guiding Ratios' to choose the strategic priorities

Diagnosing the Enterprise Culture for Investing in Change

- Using tangible evidence to map the organization's Enterprise Investment Culture
- Interpreting the culture's impact on the Enterprise Architect's probability of success

Validating the Design of the Enterprise Investment Process

- Ensuring the process is designed to value Enterprise

Architecture

- Positioning Enterprise Architects in the process, to maximise their contribution

Integrating Enterprise Architecture with Strategies and Investments

- Tuning-in to people's preferences for exploring and enacting strategy
- Using scenario planning techniques to drive architectural innovations and investments

Making 'Play-or-Pass' Decisions to Maximise Success

- Concluding the best leadership strategy, given the organizational context
- Setting, applying and reviewing the Enterprise Architect's 'play-or-pass' criteria

Building the Influence Network for Enterprise Architecture

- Focusing on the key relationships
- Developing a win-win basis for each relationship

24-25 April 2018
29-30 November 2018
London

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Presenter



Chris Potts works worldwide with Executives, Enterprise Architects and

Portfolio Managers, on strategies for Enterprise Investment - achieving organizational excellence at investing in change. He has also delivered guest lectures at New York University, City University London, and the IT University of Copenhagen. Chris is the author of a trilogy of business novels: "FruITion", "RecrEAtion" and "DefrICTion". Follow Chris on Twitter: @chrispotts.

Audience

This course is designed for everyone who is interested in maximizing the contribution of Enterprise Architecture, including:

- Chief Enterprise Architects
- Enterprise Architects
- Business Architects
- Corporate Strategists
- Business Strategists
- Change Portfolio Managers
- Senior Business Analysts
- Consultants specializing in Strategy, Enterprise Architecture or Portfolio Management

Special Features

- Entirely founded on Chris's work with enterprises around the world
- Case study based on real life situations and experiences
- Compatible with any EA-related method, framework or tool
- Interactive and participative, workshop format
- Chris's training regularly receives 10/10 for content and delivery

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.

Business Architecture: Enabling Business Agility and Change

Roger Burlton

11-13 June 2018, London

Fee £1,595 + VAT

Group Booking & Multiple Seminar Discounts Available

Business Analysis Public Courses
London

Mastering the Requirements Process

17-19 April 2018

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Presenters



Roger T Burlton is the co-founder of BPTrends Associates, founder of Process Renewal Group and the author of 'Business Process Management: Profiting from Process'. He is considered an industry leader in the introduction of innovative approaches for organizational change. To date, he has conducted over seven hundred seminars and has presented to over fifty thousand professionals. His seminars have been translated for diverse audiences around the globe.

IIBA Endorsed Education Provider

This course, Business Architecture, is a course endorsed by the IIBA and registered under BPTrends Associates, an IIBA Endorsed Educational Provider. The course is aligned with the BABOK v2.0. Attendees will earn 24 PDs (Professional Development) hours or 24 CDUs (Continuing Development Units) for attending this course.

Overview

Quick business change means that Business Architects must be able to describe what's needed to design with deliberate integrity, reuse and inherent agility in mind. A solid business architecture that assures the avoidance of redundancy, maximizes the sharing of capabilities and makes best use of supporting resources is essential. With such a sound architectural foundation, business-wide transformation, digitalization and continuous optimization can be accomplished and change efforts can progress smoothly and quickly.

This highly participative workshop will delve into all aspects of Business Architecture from top to bottom and side to side.

Learning Objectives

- Understand what a useful Business Architecture looks like
- Understand what outputs the business produces and how it delivers them to create value for its customers and other stakeholders (**Business Model**)
- Define how the business is organized and how it operates in the context of broader business ecosystems (**Operating Model**)
- Align what investments in resources the business should make (**Resources Model**)
- Learn to build market, information, capability and process architecture models and interconnect them through a business performance lens
- Be able to use the architecture to accelerate change projects and the introduction of breakthrough digital technologies and digitalized processes

Course Outline

Why Business Architecture?

- Response to Disruption and need for Innovation
- Foundation for Business Agility

Business Architecture and Related Disciplines

- Related Frameworks: Zachman, TOGAF and BIZBOK
- Service Oriented Architecture (SOA)
- Process Renewal Group Business Architecture Landscape

Workshop: What is your Architecture readiness?

Value Chain Identification and Architecture Scoping

- All value chains or one Line of Business?
- Cross company Value Chains?

Workshop: What Value Chains do you have and what's in scope for Business Architecture?

Marketplace Understanding

- Business Ecosystem (Market) Analysis: Opportunities and Threats
- External Stakeholder Context Model
- Customer Value proposition: Needs, Experience, Measures and Objectives
- Business Motivation Model: Ends and Means
- The Business Model Canvas

Workshop: Who are your stakeholders and what is value for them?

Framing the Strategy for Business Architecture Consumption

- Consolidating your 'North Star' Goals and Objectives
- Deriving Critical Resource Strategies
- Establishing Strategic Capability Requirements
- Choosing your Architecture scenario and plan of attack

Workshop: What are the Critical Requirements for the Architecture?

Business Concept Model: The Basis for Information, Capability and Process Architecture Models

- Concept Model
- Business Vocabulary
- Deriving the Information Model

Workshop: What is your Concept Model?

Audience

This course will be of benefit to professionals and managers of all types involved with planning and designing organizational change and building business capability to adapt and innovate continuously.

- Business Leaders
- Business Architects
- IT Executives
- Anyone else concerned with designing and sustaining an agile business
- Process Analysts
- Business Analysts
- Strategic Planners
- IT Architects

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.

Digital Process Analysis and Design:

Optimising the Customer Experience through Digital Innovation

Roger Burlton



Overview

This course will address what degree of process work is required for today's organizations striving to establish digital business capabilities to optimize the end to end customer journey and leverage resources in the most effective manner. It will emphasize the customer aspects of the challenge given that customers are no longer recipients of what we do but are key actors with us in doing it. They are a part of newly conceived business processes in partnership with us. We have to design shared processes with them in mind. This course deals with the development of digitalized processes and services. It does not address digital strategies or digital architecture directly.

Learning Objectives

- Build a customer journey and find moments of truth
- Segment customer types and define personas
- Understand existing customer bottlenecks and constraints and opportunities to remove them
- Identify potentially useful digital technologies
- Design end to end value stream processes that start and end with the customer process
- Reconceptualise the customer interaction with our processes
- Recognize genuine design constraints from other outside stakeholders
- Deal with behavioral and cultural change
- Define the change program

Course Outline

The Digital Challenge

- Drivers and Trends of Digitalization
- Digital Strategy
- Digital vs Digitalization
- Some definitions and truths

Examples: Uber, AirBnB and other usual suspects

Process Methodology Response

- Traditional approaches
- Process Analysis and Design for the digital world
- The Concept Model as home base
- The Burlton Capability Hexagon

Case study Workshop: Developing your concept model

Understand: Stakeholders, Vision and Scope

- Value Chain and the scope of your included processes
- External Stakeholders classification
- Segmentation and Personalization
- The use of Personas
- Customer needs and value proposition
- Customer experience
- The North Star for your design

Example: Ordering of customized confectionery

Case study Workshop: Analyzing the Stakeholders

Case study Workshop: Defining the North Star

Analysis: Modelling and Analyzing the Process

- How much current analysis and modeling is needed
- Analysis and Modeling options
- Dealing with the data

Case study Workshop: Analyzing the current capability

Customer Process Experience Baseline

- A typical Customer Experience pattern
- Finding Moments of Truth
- The Customer Journey map
- Attributes of a great customer experience

Case study Workshop: Developing the Customer Journey

Digital Inspirations

- Digital Solution Patterns and Benchmarks
- Omni-Channel characteristics
- Mobile characteristics
- RPA (Robotic Process Automation) characteristics
- AI and Cognitive characteristics
- Automating Decisions and Business Rules
- Additional Technology potential

Example: Mortgage Decisioning Redesign

Design the Process and Capabilities

- Small Change vs Substantive change
- Design principles
- Creative workshops to leverage the

inspiration

- The new digital process
- Designing measurement and feedback
- Detailed mapping
- The required capabilities and resources

Example: Justice System peer to peer case resolution

Case study Workshop: Designing the digitalized process workflow

Case study Workshop: Validating with the process scenarios

Case study Workshop: Defining the digitalized process capabilities and resources

Culture and Behavioural Change

- Developing the competencies: the core skills needed
- Specifying the group behaviour as a set of requirements
- Overcoming internal stakeholder concerns
- Communication: what to say and when
- Sustaining the journey: measuring, monitoring and coaching

Example: Board of Directors Digitalization

Implementation Options

- Digital Base Capabilities
- The role of iPMS, Decision and Rules engines
- Standards and Protocols
- Technical Foundation

Audience

- Process Analysts and Designers
- Business Analysts
- Business Leaders
- Agilists
- Business Architects
- Anyone else concerned with designing and sustaining an agile business

This class will be of benefit to professionals and managers of all types involved with designing and developing digitalized business processes.

Special Features

- Modernizes process analysis and design work to optimize digital processes
- Deals with customer-in-command processes and business solutions: Journeys and Experiences
- Minimizes Process Analysis for Digital Process to only enough of what you really need?
- Brings a wealth of opportunities for Process Innovation
- Features several examples of digitalized processes
- Involves a series of hands on progressive exercises in designing a digital process solution

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.

14-15 June 2018

London

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Mastering the Requirements Process

17-19 April 2018

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26-27 April 2018

Pre-Project Problem Analysis

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Working with Business Processes: Process Change in Agile Timeframes

Alec Sharp

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Presenter



Alec Sharp's expertise includes business analysis, data modelling, project recovery, facilitation, and, especially, business process change. In addition to his consulting practice, he conducts

top-rated workshops and conference presentations on five continents a year. Alec is the author of "Workflow Modeling, second edition" which is widely used as a consulting guide and university text. He was also the sole recipient of DAMA's 2010 Professional Achievement Award, a global award for contributions to the Data Management field.

"Alec made the learning fun with a great blend of humour, involvement and time for reflection. The seminar was well structured and it flowed end to end. I had heard that Alec was a great presenter and I was not disappointed"

Malcolm Priestner, Senior Business Analyst, Met Office

"Excellent. Best seminar ever attended. Outstanding, engaging, knowledgeable, inspiring."

Stella Reynard, Business Analyst, Aveva

"Quite simply the best seminar have been on. Used techniques I've never seen used before to engage the audience, keep us entertained, help us learn and understand and ... make us laugh. I was expecting great things and it delivered."

Susan Allan, Business Systems Manager, Wood Group PSN

Overview

Delegates to this course will first learn exactly what a "business process" is, and techniques to effectively convey the concept to others. The key factors to consider when working with processes and how to avoid the most common pitfalls are also introduced. On this foundation, the course then shows how to discover and scope a business process, clarify its context, assess it and establish improvement objectives, apply various approaches for modelling it to an appropriate level of detail, re-assess it in light of findings from modelling, and employ a structured approach to designing a new process. A modular, "feature-based" approach to process design is described that delivers significant change in Agile timeframes, often in as little as a few days. Everything is backed up with real-world examples, repeatable guidelines, workshop exercises, and group discussions.

Learning Objectives

- Identify a "true" business process, and specify its boundaries and goals
- Describe the key factors that differentiate process and functional approaches
- Employ a variety of techniques to keep stakeholders involved, and promote "process orientation"
- Establish the scope, issues, and goals for a business process
- Model process workflow at progressive levels of detail using Swimlane Diagrams
- Stop process modeling at the appropriate point, and move on to other techniques or phases
- Conduct a structured assessment of a business process
- Transition to the design of a new process while avoiding common (and serious!) pitfalls

Course Outline

Business Processes – What They are and How to Discover Them

- Variations on what is meant by "process"
- Guidelines for well-formed processes and business processes
- Impacts of incorrectly identifying business processes
- Example – using this method in identifying "true" business processes
- Summary – six rules for business processes

Working with Business Processes – Frameworks, Difficulties and Methods

- Two perspectives: functional (skills and resources) and business process (results and value)
- Reconciling the two – philosophies and methods for helping functions and processes get along
- Impact of business processes for application and process architects
- Introduction to process modeling techniques – decomposition, flow, and other techniques
- Progressive detail – working through the scope, concept, and specification levels
- Understanding the six enablers of a business process – a critical framework
- Methodology overview – a three-phase approach to completing a process-oriented project

Discovering your Enterprise's Business Processes

- Depicting "process areas" with an "overall process map" or "process landscape"
- Using "off the shelf" frameworks
- Contrasting top-down and bottom-up methods for process discovery
- When to use one-on-one interviews, when to use group sessions
- Beginning your analysis by clarifying terminology – a structured approach
- Process patterns and inter-process relationships that will emerge

Case study: hands-on practice with process discovery, team work and group debrief

Framing the Process – Determining Scope, Issues, and Goals

- Separating the "what" from the "who and how"
- Defining "what" (the essence) and "who and how" (the current implementation)
- Case study – defining process scope
- Initial assessment of the "as-is" process and goal-setting for the "to-be" process
- Clarifying strategic direction – the process "differentiator"
- Issues and opportunities in applying the differentiator framework to a business process

Case study – process assessment, goals, and differentiator

Workflow Models – the Essentials

- The philosophy behind workflow models ("swimlane diagrams") – why we really do it
- The three most common errors in workflow modeling, and three keys to success
- Real examples of effective and ineffective process flow models
- Getting started – three questions to drive your initial swimlane diagram
- The three questions in practice – a real example
- Knowing when to stop – controlling the detail of your models
- Real example – what happens when detail gets out of control
- Three levels of workflow model ("handoff", "service", and "task") with examples and guidelines
- A warning sign that you've crossed the line and aren't modeling workflow anymore
- Making the transition to use cases, procedures, work instructions, and other job aids

Workflow Models – the Finer Points

- Guidelines for actors – who or what can or cannot be an actor on a swimlane diagram
- Special cases – depicting systems or machines, holding areas, and other processes as actors
- Guidelines for steps – naming, multi-actor, and sequential, parallel, and collaborative steps

- A translation guide – correcting unclear or misleading step names
- Guidelines for flow – what that arrow really means, common errors, parallel vs. exclusive flows
- Ensuring clarity with parallel vs. collaborative steps
- Additional symbols, keeping it simple, transition to BPMN

Techniques for Facilitating an As-Is workflow Modelling Session

- A reminder – why we really model the as-is process (to enable a holistic, fact-based assessment)
- The basics – participants, resources, and tools
- Facilitated session ground rules – specifics for "process" sessions
- How to actually finish a flow diagram – one process, case, scenario, and path at a time
- Recap – the three questions to drive your initial "handoff level" workflow model

Case study – hands on practice with developing the initial workflow model

- Five more questions to validate and extend the initial model

Case study – hands on practice with refining the initial workflow model

Transition to Process Design

- Three common redesign problems, three techniques to avoid them
 - (1) Enabler-based assessment of the as-is process – a proven framework and its role in redesign
 - A decision point – five options for going forward
 - (2) Challenging process assumptions – a practical technique for generating creative improvements
 - (3) Uncovering unanticipated consequences – an enabler-based assessment of characteristics
 - Finalising to-be process characteristics in a "process requirements document"
- Case study – assessing the as-is and characterizing the to-be process
- The to-be workflow – from characteristics to workflow model
 - A reminder – factors to make the new process sustainable

Audience

Business Analysts who are responsible for requirements specification or are involved in business process re-design or improvement.

Business and Process Architects responsible for establishing frameworks and direction for enterprise processes

Business Managers and Content Experts who will participate in process re-design or process-oriented application development efforts.

Prerequisites: There are no prerequisites in this course. However, Business Analysts who expect to do extensive process analysis will find that some understanding of information systems concepts may be helpful in establishing context.

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.

Advanced Business Process Techniques

Aligning Process Work with Strategic, Organisational and Cultural Factors

Alec Sharp

New!

Overview

Many organisations radically improve their performance through business process change initiatives, while others fall short. It's easy to blame failure on technical factors, but they are almost never the primary cause. Experience shows three recurring themes in successful initiatives:

- True end-to-end processes were identified, and the right ones were selected for transformation;
- A holistic approach balanced technical factors with human, organisational, and cultural factors;
- That holistic understanding was reflected in an implementable and sustainable process design.

This intensive workshop provides proven, repeatable methods for successful business process change in Agile timeframes, well beyond what is covered in introductory courses. Throughout, the emphasis is on methods that support shared understanding and engagement, leading to buy-in and support for change. Specific techniques for discovering and assessing individual behavior and organisational culture are a centerpiece of this unique workshop. Participants will be well-prepared for the challenges of successful business process change. In fact, many organisations apply techniques learned in this workshop to all of their organisational change initiatives.

Topics will be covered with a discussion of the issue, a review of techniques, guidelines and examples, a brief workshop exercise, and a group solution and debriefing. The emphasis is on maximizing the delivery of content while keeping everyone engaged.

Real-life case studies are employed throughout - some participants say the examples of how the techniques are applied in practice is the best part of the workshop.

Learning Objectives

- Understand how to communicate business process concepts with executives, managers, and individual contributors in a way that stimulates interest and builds support for change.
- Learn objective criteria for an end-to-end process, and top-down and bottom-up methods for discovering business processes and rapidly developing a process architecture.
- Learn how to encourage support for business process change at every stage of an initiative, and the critical importance of a "what first, who and how next, only then why?" approach.
- Understand a practical and agile business process change methodology incorporating specific techniques for addressing human, organisational, and cultural factors.
- Be able to apply innovative techniques for rapidly building relevant, accessible process models, especially at the scope (context) and conceptual (understanding) levels.
- Become familiar with the techniques for designing a future-state process, and how they are applied in a proven, step-by-step method.

Course Outline

Communicating about "Business Process" with Executives, Managers, and Individual Contributors

- Why senior executives (and everyone else) often misunderstand "process"
- Five key points to cover in an executive briefing
- Winning over the masses - why people fear "process," how to get them on board
- Business Process within a framework for Business Analysis

Discovering Processes and Developing a Process Architecture

- "Process" fundamentals, components, conventions, and a process architecture taxonomy
- A bottom-up approach to process discovery
- Using standard frameworks and generic models in top-down approaches
- Exercising caution when using "off-the-shelf" process reference frameworks
- Case study - a multi-pronged approach to building a process architecture within tight budget and time constraints
- Methods for assessing, prioritizing, and selecting processes for transformation
- Case Study - Using the Process Architecture to assess and support a new initiative

Building Support for Change into Your Business Process Methodology

- Five techniques to avoid
- Seven specific techniques to build support for process change
 - The power of "venting"
 - What first, who and how later - abstraction to the essence
 - How to build a compelling and blame-free Case for Change that answers why?
 - Clarify what you need to be great at - the process' strategic differentiator
 - Understand enablers - the levers of change, and the ones that matter most
 - Frameworks for assessing culture and beliefs, and their

Audience

Anyone involved in Business Process Change and Business Process Management (BPM), especially:

- Business Process Analysts and Designers
- Business Analysts
- BPM professionals
- Business Architects
- Process Architects
- Information Systems Architects
- Organisational Change professionals
- Project / Programme Managers
- Business Managers and other professionals responsible for effecting process change, and needing to learn more about business processes

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.

20-21 June 2018

28-29 November 2018

London

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Only one discount can be applied at any one time

Presenter



Alec Sharp, a senior consultant with Clariteq Systems Consulting, has deep expertise in a rare combination of fields - business process analysis and redesign,

strategy development, application requirements specification, and data modelling. His 35 years of hands-on consulting experience, practical approaches, and global reputation in model-driven methods have made him a sought-after resource in locations as diverse as Ireland, Illinois, and India.

He is also a popular conference speaker, mixing content and insight with irreverence and humor. Among his many top-rated presentations are "The Lost Art of Conceptual Modeling," "Modelling Failure," "Getting Traction for 'Process' - What the Experts Forget," and "Mind the Gap! - Integrating Process, Data, and Requirements Modeling."

Alec literally wrote the book on business process modeling - he is the author of "Workflow Modeling: Tools for Process Improvement and Application Development - second edition." Popular with process improvement professionals, business analysts, and consultants, it is consistently a top-selling title on business process modeling, and is widely used as an MBA textbook. The completely rewritten second edition was published in 2009, and has a "5 star" Amazon.com rating. Alec was also the sole recipient of DAMA's 2010 Professional Achievement Award, a global award for contributions to the Data Management field.

Alec's popular workshops on Working With Business Processes, Data Modeling (introductory and advanced), Requirements Modeling (with Use Cases and Business Services,) and Essentials of Facilitation and are conducted at many of the world's best-known organizations. His classes are practical, energetic, and fun, with a most common participant comment being "best course I've ever taken."

Mastering the Requirements Process: Getting Requirements Right

James Archer

17-19 April 2018
14-16 November 2018
London

Fee £1,595 + VAT
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Presenter



James Archer is a business analyst, consultant, teacher, writer and innovator. He is co-editor and contributing author of Business Analysis and Leadership. He identifies the key to great business analysis as an inclusive leadership style, thinking innovatively, working collaboratively, acting strategically and helping people discover their real requirements. James is one of the founders and organisers of the Business Analysis European Conference. He is also an associate of the Atlantic Systems Guild and has contributed to the development of and taught the Volere approach to requirements and business analysis for the last 8 years.

"Inspirational. Able to provide lots of examples to demonstrate theories and practices."

Zoey Moore, Business Project Manager, Aegon UK Services

"James Archer was excellent, knowledgeable and approachable. One hundred per cent of the content was relevant. The seminar exceeded my expectations."

Kieran Neeson, Business Analyst, Waters

"Lively, knowledgeable, articulate - absolutely excellent."

Steve Coe, Requirements & Testing Manager, Department for Work & Pensions

Overview

Requirements is the most crucial part of development. Requirements today is about uncovering the real needs of the problem space, understanding the needs of the people who use your solution, recognising the environment for the solution, then, in a timely manner, delivering requirements that are concise, clear and testable. This workshop, presented by a real business analyst, gives you a thorough and well-established process for uncovering the real requirements, testing them for correctness, and ensuring that all the requirements have been discovered. The process is used with variations by both agile and traditional projects. It starts with the business, for it is only within the business that you discover the real needs. When you know the real needs, it becomes possible to determine what will best serve those needs, and to write the requirements or stories to build the right solution.

Learning Objectives

- Determine the real needs of your stakeholders
- Understand the role of the business analyst in agile projects
- Write agile stories that are more effective and accurate
- Write requirements that are complete, traceable, and testable
- Learn diverse elicitation techniques to uncover the real requirements
- Use the Volere Knowledge Model to ensure you have all the needed information, and nothing that is not needed
- Understand the need for, and how to write, functional and non-functional requirements.
- Precisely define the scope of the problem
- Discover all the stakeholders and keep them involved
- Uncover the essence of the business
- Use prototypes, sketches and storyboards to discover hidden needs
- Use state of the art requirements techniques
- Get the requirements quickly, and incrementally
- Write the right requirements and stories

Course Outline

The Requirements Process

- An overview of the process for gathering and verifying requirements
- A discussion on how this process can fit into your organization
- A demonstration of how requirements fit into agile processes

Project Blast-Off

- Scope, Stakeholder, and Goals; the holy trinity of requirements gathering
- How to define a precise scope for the business area to be studied
- How to "Step Back" for a better look at the business
- How to use stakeholder maps to find all the stakeholders
- How to ensure the project's goal is measurable and testable

Trawling for Requirements

- How to use business events and business use cases to find the right business
- How to use apprenticeship, workshops and other elicitation techniques
- Using the Brown Cow model to see the work more clearly
- How to be more innovative with requirements

Functional Requirements

- Use case scenarios, and how they are used to find the right product to build
- Determining the system boundary
- How to find the requirements, and write them clearly
- How to write requirements, not solutions
- How to handle requirements for agile projects

Non-functional Requirements

- The importance of non-functional requirements
- Usability, look and feel, performance, security and other non-functional requirements.
- How to find the non-functional qualities the product must have

Audience

If you want to be involved in delivering the right systems—the ones that get used, then this course is for you. Typical delegates include:

- Business Analyst
- Agile Team Members
- Systems Analyst
- Requirements Manager
- Requirements Engineer
- Project Leader / Manager
- Product or Program manager
- Product Owner
- Consultant

Special Features

- Instructor has real-world experience.
- Brings requirements into the agile world
- Learn industry-proven requirements techniques.
- Discuss your own requirements issues.
- This course introduces the concepts of business use cases and product use cases as the most convenient way to manage your requirements
- Learn how to use fit criterion to bring precision to your requirements
- Teaching chapters are reinforced with hands-on workshops.
- In the final session, through discussions, interaction and demonstrations, you ensure that you have the requirements process that is most suitable for your organization.
- You receive the Volere Requirements Specification Template with advice on how to make this your own template.
- Receive a copy of Suzanne and James Robertson's book Mastering the Requirements Process Getting Requirements Right - Third Edition

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.

Business Analysis Agility



James Archer

Overview

Business analysis is changing – for the better. Whether you work in a traditional environment, or as part of an agile team, your business analysis approach today can be more flexible, more nimble, more effective, more focused on solving the right problem and delivering real value.

Despite all our technological advances, our biggest problem is still the human one: How to ensure you know your customer's real problem, and how to ensure that your solution is correctly solving that problem.

Business analysis agility means using an adaptable approach to challenge assumptions, to make better use of feedback, to iterate, to use more flexible tools, and to understand the customers' value when discovering their real, underlying needs. For it is only by addressing the right needs and solving the right problem can you deliver real value to your customer and your sponsor.

This course gives you a different approach to business analysis. This one provides a business analysis framework that works regardless of whether you are part of an agile environment and need to provide stories for iterative development, or whether you are in a traditional environment and need to produce a requirements specification suitable for more formalized environments and outsourcing.

This course gives you a vision of the modern business analyst, one who understands the role is much more than writing requirements.

Learning Objectives

- How to discover your customer's needs and values
- How to ensure your solution solves the right problem
- How safe-to-fail probes can establish that your solution delivers value
- How to see the bigger picture of business processes and business needs
- How to be a better business analyst

Course Outline

Agile Business Analysis

- An agile framework for business analysis
- Continuous nature of discovery and delivery
- Agile or traditional requirements

Do You Know What Your Customers Value?

- Identify and prioritise the customer segments
- Value propositions
- Value to the customers, value to your organisation

Are You Solving the Right Problem?

- Essence of the customer's problem
- Generating multiple candidate solutions
- Safe to fail probes to prove a candidate solves the right problem
- Finding the best candidate solution

Investigate the Solution Space

- Scoping the solution space – the extent of the solution
- Business processes within the solution

- Culture and characteristics of the people in the solution
- Outcome of the solution

Designing the Solution

- Making the solution usable and convenient
- Designing the information and interaction
- Convenience as a design objective

Writing the Right Stories

- Business events as a partitioning theme
- Writing testable stories
- The Story Map

Jack Be Nimble, Jack Be Quick

- How business analysis can be done quickly
- Breaking down silos
- Lean thinking, avoiding waste, unevenness and overburden
- Agile and traditional specifications

Audience

Business analysis is a universal task, but it normally falls to skilled people with a job title such as:

- Business Analysts working with agile teams
- Business Analysts working with traditional teams
- Product Owner
- Agile team member
- Business stakeholders
- Project Leader
- Requirements Engineer
- Product or Program Manager

... or similar titles.

We also find Business Stakeholders, Users and Software Customers benefit from learning advanced business analysis techniques, and how they can contribute to the organisation's wellbeing.

Special Features

- Teaching chapters are reinforced with hands-on workshops
- The course is run interactively with lots of opportunity to discuss issues with the instructor, and with other participants
- You are shown how the course applies to your own work situation
- Participants receive a copy of Business Analysis and Leadership, edited by Penny Pullan and James Archer
- Your instructor has real world experience, and is willing to discuss how you can be most effective doing business analysis in your organisation

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London

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Presenter



James Archer is a business analyst, consultant, teacher, writer and innovator.

He is co-editor and contributing author of Business Analysis and Leadership. He identifies the key to great business analysis as an inclusive leadership style, thinking innovatively, working collaboratively, acting strategically and helping people discover their real requirements. James is one of the founders and organisers of the Business Analysis European Conference. He is also an associate of the Atlantic Systems Guild and has contributed to the development of and taught the Volere approach to requirements and business analysis for the last 8 years.

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.

Pre-Project Problem Analysis:

Practical Techniques for Early Business Analysis Engagement



Adrian Reed

22-23 May 2018, London

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Presenter



Adrian Reed is a true advocate of the analysis profession. He is a Principal Consultant and Director at Blackmetric Business Solutions where he provides Business Analysis consultancy and training solutions to a range of clients in varying industries. Adrian is Immediate Past President of the UK chapter of the IIBA and he speaks internationally on topics relating to Business Analysis and business change.

Overview

Increasingly, organisations are operating in fast-moving and often volatile business environments. Project teams need to respond quickly to tricky and often ill-defined problem situations, enabling the organisation to adapt and meet the ongoing demands of its customers and environment. In these contexts the pre-project stage is crucial: For our change initiatives to be successful, we need to truly understand the problem we are trying to solve. By understanding the problem we can ensure that any future project activity is built upon a firm foundation, and is heading towards a set of goals that are concise, precise and have been agreed upon.

This practical, hands-on workshop, focuses on the problem-solving skills that practitioners need in order to collaboratively explore and describe problems, and to co-create potential options for improvement. These skills are extremely valuable pre-project and early in the project lifecycle, and this course will be of interest to business analysts and other practitioners who help analyse, assess and solve tricky organisational problems.

Learning Objectives

- Understand what pre-project problem analysis is, and its significance in the analysis and project lifecycle
- Understand the importance of stakeholder identification, categorisation and management
- Be able to use a range of problem analysis techniques to understand problem situations
- Be able to define a problem using a 'problem statement' and understand how successful outcomes can be articulated with Critical Success Factors and Key Performance Indicators
- Understand what a Business Use Case diagram is and understand its value in articulating scope during pre-project problem analysis
- Use a 1 page 'Project Concept Summary' template to bring together a potential project idea onto a page

Course Outline

Introduction

- What is 'Problem Analysis?': A brief introduction to the course, and a discussion of why it is important that we analyse the problem before assuming or implementing a solution

Stakeholders in Problem Analysis

- Identifying Stakeholders: Tips for identifying likely stakeholders, along with suggestions of potential 'generic' stakeholder types that regularly warrant consideration
- Stakeholder Analysis: Categorisation of stakeholders
- Communication/Engagement Planning: Planning how to liaise with stakeholders in the early stages of problem investigation
- Power & Politics: Discussion of how power & politics can affect problem solving, and how it affects us as practitioners

Understanding the Problem Situation

- Elicitation Techniques: Overview of a range of techniques for eliciting information about a problem situation (Interviews, Workshops, Observation, Document Analysis)
- Categorising Problematic Situations: The difference between a 'difficulty' and a 'mess'
- Problem Analysis Techniques: Practical overview of:
 - 5 Whys
 - Fishbone Diagram
 - Multiple Cause Diagram
 - Causal Loops
- External Environment Analysis: Practical overview of STEEPLE technique for analysing the broader business or organisational context
- Perspectives: The importance of understanding that different stakeholders may perceive the problem situation differently
- Defining the Problem: Overview of a typical 'Problem Statement', along with a discussion of pros/cons and when it is most useful
- Defining Success: Critical Success Factors (CSFs), Key

Performance Indicators (KPIs), Balanced Business Scorecard

Defining Business Requirement Scope

- Roles & Goals: Defining the 'roles' that are involved in the problem space and their (business) goals
- Business Use Case Diagram: Introduction to Business Use Case diagrams as a way of scoping out the high level business requirements on a problem situation/potential project concept
- Requirement Types: Brief discussion of other requirement types that may emerge early in the project lifecycle

Identifying Areas for Change

- Gap Analysis: Comparing the output from the techniques in previous sections to identify areas where change is desirable
- Existing Solution Evaluation: Discussion on approaches for benchmarking/measuring existing solutions to determine where improvement may be needed

Generating Improvement Ideas

- Creative Thinking Techniques: Techniques for generating a range of potential ideas for improvement:
 - Brainstorming
 - Brainstorming Enhancers
- Types of Improvement Approach: Discussion of the breadth of improvement approaches that are generally available, which is often wider than initially anticipated. Discussion on feasibility: What might stop or inhibit an approach being acceptable

Bringing It All Together

- Project Concept Summary: Overview of a one page 'project concept summary' outlining the problem, likely requirement scope, and potential solutions
- Validation: How to ensure the 'project concept summary' is validated by key stakeholders
- Next steps: What next after the 'project concept summary'

Audience

This course is well suited for anyone needing to understand how to undertake problem analysis early in the project lifecycle. It will be of particular interest to BA teams that are looking to 'left shift' and seek early engagement. Typical delegates include:

- Business Analysts
- Consultants
- Requirements Engineers
- Business Systems Analyst
- Product Owner
- Consultant
- Requirements Manager

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.

Designing, Operating and Managing an Enterprise Data Lake

Mike Ferguson

Overview

This 2-day course looks at the challenges faced by companies trying to deal with an exploding number of data sources, collecting data in multiple data stores (cloud and on-premises), multiple analytical systems and at the requirements to be able to define, govern, manage and share trusted high quality information in a distributed and hybrid computing environment. It also explores a new approach of how IT data architects, business users and IT developers can collaborate together in building and managing an enterprise data lake to get control of your data. This includes data ingestion, data discovery, data profiling and tagging and publishing data in an information catalog. It also involves refining raw data to produce enterprise data services that can be published in a catalog available for consumption across your company. We also introduce multiple data lake configurations including a centralised data lake and a 'logical' distributed data lake as well as execution and governance across multiple data stores. It emphasises the need for a common collaborative process and common approach to governing and managing data of all types.

Learning Objectives

- How to define a strategy for producing trusted data as-a-service in a distributed environment of multiple data stores and data sources
- How to organise data in a centralised or distributed data environment to overcome complexity and chaos
- How to design, build, manage and operate a distributed or centralised data lake within their organisation
- The critical importance of an information catalog for delivering data-as-a-service
- How data standardisation and business glossaries can help define the data to make sure it is understood
- An operating model for effective distributed information governance
- What technologies they need and implementation methodologies to get their data under control.
- How to apply methodologies to get master and reference data, big data, data warehouse data and unstructured data under control irrespective of whether it be on-premises or in the cloud.

Course Outline

Strategy & Planning

- The ever increasing distributed data landscape
- The siloed approach to managing and governing data
- IT data integration, self-service data wrangling or both? – data governance or data chaos?
- Key requirements for data management
- Dealing with new data sources - cloud data, sensor data, social media data, smart products (the internet of things)
- Understanding scope of your data lake
- Building a business case for data management
- Defining an enterprise data strategy
- A new inclusive approach to governing & managing data
- Introducing the data reservoir and data refinery
- Data lake configurations - what are the options
- The rising importance of an Information catalog
- Key roles and responsibilities - getting the model right
- Types policy to govern data
- Formalising governance processes
- Integrating a data lake into your enterprise analytical architecture

Methodology & Technologies

- A best practice step-by-step methodology structured data governance
- Why the methodology has to change for semi-structured and unstructured data
- Technology components in the new world of distributed data
- Hadoop as a data staging area
- Why Hadoop is not enough
- Data management technology platforms
- Self-service data wrangling tools
- Self-service data integration in BI tools
- Implementation options

Data Standardisation & the Business Glossary

- Semantic data standardisation using a shared business vocabulary within an information catalog
- SBV vs. taxonomy vs. ontology
- The role of a SBV in MDM, RDM, SOA, DW and data virtualisation
- How does an SBV apply to data in a Hadoop data lake?
- Approaches to creating an SBV
- Business glossary products
- Planning for a business glossary
- Organising data definitions in a business glossary
- Business involvement in SBV creation

- Using governance processes in data standardisation

Organising the Data Lake

- Organising data in a centralised or distributed data lake
- Zoning the data lake
- New requirements for managing data in a centralised and distributed data lakes
- Creating collaborative data lake projects
- Hadoop as a staging area for enterprise data cleansing and integration
- Beyond structured data - from business glossary to information catalog
- Information catalog technologies
- The power of a graph database for storing metadata – dynamic tracking of data and data relationships in real-time
- The data ingestion process
- Tools and techniques for data ingestion
- Using domains and machine learning to speed up auto tagging

The Data Refinery Process

- Implementing systematic disparate data and data relationship discovery
- Data discovery tools Global IDs, IBM Watson Data Platform, Informatica, Silwood, Waterline Data Smart Data Catalog
- Automated profiling and tagging of data
- Automated data classification and cataloguing to enable governance
- Automated data mapping
- Automated data profiling using analytics in data wrangling tools
- Generating data cleansing and integration jobs using common metadata
- Key approaches to scalable data integration using Apache Spark
- Self-service data Wrangling tools for Spark and Hadoop
- Executing data refinery jobs in a distributed data lake using Apache Beam to run anywhere
- Approaches to integrating IT ETL and self-service data wrangling
- Joined up analytical processing from ETL to analytical workflows
- Publishing data and data integration jobs to the information catalog
- Mapping discovered data of value into your DW and business vocabulary
- Data provisioning – provisioning consistent information into data warehouses, MDM systems, NoSQL DBMSs and transaction systems
- Achieving consistent data provisioning through re-usable data services
- Provisioning consistent refined data using data virtualisation and on-demand

- Governing the provisioning process using rules-based metadata
- Consistent data management across cloud and on-premise systems

Refining Big Data & Data for Data Warehouses

- A walk through of end-to-end data lake operation to create a Single Customer View
- Types of big data & small data needed for single customer view and the challenge of bringing it together
- Connecting to Big Data sources, e.g. web logs, clickstream, sensor data, unstructured and semi-structured content
- Ingesting and analysing clickstream data
- The challenge of capturing external customer data from social networks
- Dealing with unstructured data quality in a Big Data environment
- Using graph analysis to identify new relationships
- The need to combine big data, master data and data in your data warehouse
- Matching big data with customer master data at scale
- Governing data in a Data Science environment

Information Audit & Protection – The Forgotten Side of Data Governance

- What is Data Audit and Security and what is involved in managing it?
- Status check - Where are we in data audit, access security and protection today?
- What are the requirements for enterprise data audit, access security and protection?
- What needs to be considered when dealing with the data audit and security challenge?
- Automatic data discovery and the information catalog – a huge help in identifying sensitive data
- What about privileged users?
- Securing and protecting Big data using tag based policies
- How can you use it for GDPR?
- What technologies are available to tackle this problem? – Apache Knox, Cloudera Sentry, Dataguide, Hortonworks Ranger, HP Enterprise, IBM Optim & Guardium, Imperva, Privitar
- How do they integrate with Data Governance programs?
- How to get started in securing, auditing and protecting you data

6-7 March 2018

London

Fee: £1,245 + VAT

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Enterprise Data & BI Public Courses, London

Information and Data Governance: From Theory to Practice

27-28 February 2018

GDPR Programme Management and Governance: Applying Data Management Best Practices

1-2 March 2018

Designing, Operating and Managing an Enterprise Data Lake

6-7 March 2018

Data Modelling Essentials

13-14 March 2018

Mastering Data Modelling Techniques

15-16 March 2018

Information Management Fundamentals

21-23 March 2018

The Essentials of Business Intelligence and Data Warehousing

10-11 April 2018

Incorporating Big Data, Hadoop, and NoSQL in BI Systems and DW

5-6 June 2018

The Logical Data Warehouse: Design, Architecture and Technology

7-8 June 2018

Ten Steps to Data Quality

6-8 June 2018

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Presenter



An analyst and consultant, Mike Ferguson specialises in business intelligence/ analytics, data management, big data and enterprise architecture. With over 35 years of IT experience, Mike has consulted for dozens of companies on business intelligence strategy, technology selection, enterprise architecture, and data management. He has spoken at events all over the world and written numerous articles.

Audience

- Chief Data Officers
- Data Architects
- Master Data Management Professionals
- Big Data Professionals
- Data Integration Developers
- Business Data Analysts doing self-service data integration
- Content Management Professionals
- Database Administrators

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.

Information and Data Governance: From Theory to Practice

Jan Henderyckx



27 - 28 February 2018, London

Fee: 2 days: £1,245 + VAT

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Only one discount can be applied at any one time

Presenter



Jan Henderyckx is a highly rated consultant, speaker and author. Jan's experiences have enabled

him to help many organisations to optimise the business value of their information assets. He has published articles in many leading industry journals, and has been elected to the IDUG Speakers Hall of Fame, based upon numerous Best Speaker awards.

Overview

This 2 day workshop will teach you how you can embed information and data governance into your organisation without being perceived as a roadblock. You will learn how you can become information centric and deliver on the promise of accurate and trusted business information that supports compliance and boosts innovation. You will not only understand what should be included in the information and data governance task set and required deliverables but you will also have a clear view on the integration of these tasks with information risk, information security and data privacy and protection. Once you know the tasks at hand you also need to have practical guidance on how to perform them. The workshop will therefore also give practical examples of the how-to.

Learning Objectives

- How to engage your business and have them take the lead and recognise the value of information.
- How to adapt the organisation to make it information centric
- How to setup an information governance organisation
- How to manage speech communities and business vocabularies so that you can have the right level of information standardisation
- How to align your business, IT and information strategy
- Assuring you get more value out of your MDM projects
- Setting up an information catalogue and information demand management
- How to govern Big Data platforms
- How to select the proper Enterprise Information platform to support your information strategy
- How to deal with external – and industry standards
- Learn how to describe your information and its lineage
- Setting up a metadata strategy
- Select the right toolset to support your governance tasks
- How to classify information
- Establish a sustainable data quality

Course Outline

The Information Lifecycle

- Information Lifecycle models: POSMAD, COBIT, DMBOK

Information and Data Governance Operating Model

- Information and Data Governance Framework
 - Data governance vs Information Governance
 - What activities are required
 - Data Capabilities
- Roles and Responsibilities
- The 3 main cycles: Strategic alignment / Information architecture and specification / Data Quality management
- Impact on roles and activities
- Data Stewardship

Organisation Setup

- Mapping Roles and Responsibilities to functions
- Organisational models, central, federated or decentralised
- Centre of Excellence approach
- Setting up the CDO role
- Positioning the CIO, CAO, CISO and DPO
- Governing structures for Big Data Initiatives
- Enabling Self Service Insight creation
- Positioning the Data Engineer/Wrangler and data provisioning

Information Principles, Policies and Standards

- Information policies and Principles
- Writing data Standards

Information Classification, Privacy and Protection

- Data classification models
 - ISO 27000: CIA
 - Retention Policies

- Handling personal data

- Critical Data Elements
- Crown Jewels
- Using a risk based approach for determining classification levels
- Complying with regulations
 - GDPR
 - BCBS 239, Solvency, ...
- Data Leak prevention
- Linking information classes to control measures and the information lifecycle

Managing Business Semantics and Business Rules

- Information Definition
- Writing Definitions: SBVR, ISO 11179
- Link with Data Architecture
- Building or buying a vocabulary or business semantics
- Integrating industry standards into your organisation
- Information Architecture
- Transforming the Information model to a data model
- Mapping the information to the data
- Managing business semantics through correct definitions and information criteria
- Establishing 'speech communities' and vocabulary management
- Defining data and information includes semantic, syntactic and lexical rules so we can make sure names are consistent.
- Definition versus Discovery
- Dealing with "closed systems" including ERP
- Publishing definitions and quality rules

Information Governance Strategy and Roadmap

- Making the business case Convincing the boardroom
- Implementing an 'Information centric'-organisation Roles, responsibilities and

processes

- Integrating the Chief Information Security Officer and the Data Protection Officer in your information Strategy
- Information Governance in the context of other domains, (Enterprise Architecture, Master Data Management, Knowledge management, Business Intelligence, etc.)
- Challenges for the implementation of an 'information strategy' Information in a 'process centric' organisation
- Defining the correct scope
- Understanding and translating business priorities

Measuring Maturity

- Measuring organisational readiness
- Determining the maturity of your capability Maturity
- Using surveys as a change enabler

Metadata Approach

- Metadata Model
- Achieving lineage with a metadata repository
- Requirements for metadata management
- Standards and their applicability
- Achieving lineage with a metadata repository
- Requirements for metadata management
- Standards and their applicability

Information and Data Governance Tooling

- Managing the RFP process
- Best of breed vs Platform approaches
- Business Glossary solutions
- Metadata harvesting solutions
- Information catalogue solutions
- Metadata repositories
- ILM platforms

Audience

- Chief Data Officer
- Chief Digital Officer
- Chief Analytics Office
- IT Managers
- Data Protection Officer
- Chief Information Security Officer
- Information Architects
- Enterprise Architects
- Solutions Architects
- Data Architects
- MDM project leaders
- BICC Managers
- Business Intelligence Specialists
- Business Analyst
- IT Consultants
- IT Strategists
- Database Administrators
- Data Stewards
- Business personnel who require quality information

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.

GDPR Programme Management and Governance:

Applying Data Management Best Practices

Daragh O'Brien



Overview

The Data Protection Officer (DPO) role is a key component of the overall governance model under the GDPR. However, the DPO does not operate alone and should rely on other data management functions in the organisation. This course teaches you about the role of the DPO in the context of other Data Management disciplines to identify and develop the opportunities to align GDPR requirements with other Information Management initiatives.

Learning Objectives

- GDPR and the ePrivacy Regulation (a high level overview of legislation)
- The role of the DPO and how it fits into traditional Data Governance models and the wider DMBOK
- Data Governance in GDPR and other data privacy legislation
- Risk Based approach to Data Privacy in GDPR
- How the requirement in GDPR to document processing activities is supported by Master Data, Metadata, Information Architecture, and Business Process Management best practices
- The relevance of data modelling to data privacy risk management and mitigation
- Privacy Impact Assessments as a Data Risk Management tool
- The myth of "GDPR Compliance" – how the mission should never be 'accomplished'
- Understand the importance of effective Data Privacy Functions in UK-based organisations post-Brexit.
- Outsourced DPO functions and Data Governance – understanding the pitfalls

Course Outline

GDPR and the ePrivacy Regulation (a high level overview of legislation)

- What are the core concepts in the GDPR?
- How do these relate to the functions in the DAMA DMBOK?

The Role of the DPO and How it Fits into Traditional Data Governance Models and the Wider DMBOK

- What is the role of a Data Protection Officer?
- What are they supposed to do?
- Who can be a Data Protection Officer?
- How does the DPO fit into general principles of Data Governance?
- How should they engage with the Information Management function (and vice versa).

Explicit Focus on Data Governance in GDPR and other Data Privacy Legislation

- GDPR data governance requirements
- Data governance requirements in other data privacy legislation
- Data Governance requirements in BS10012:2009 (British Standard for Personal Information Management Systems)

Risk Based Approach to Data Privacy in GDPR

- Defining what risk is
- Risk model in Data Privacy
- How Data Privacy Risk assessments differ to traditional risk management approaches
- Introduce concept of Balancing Tests for data privacy rights

Requirement in GDPR to Document Processing Activities

- How does Master Data Management support data protection risk management under GDPR?
- How does Metadata management support documentation

of activities?

- What is the role of Business Process Management in GDPR compliance?
- Understand how to apply the Zachman Framework to the definition of your GDPR risk and controls framework.

The Relevance of Data Modelling to Data Privacy Risk Management and Mitigation

- The importance of the logical data model in GDPR
- The data model as a risk assessment tool
- "What is personal data" – navigating the data model to identify risks
- Pseudonymous and anonymous data in the data model – the risk of surrogate and foreign keys.

Privacy Impact Assessments as a Data Risk Management Tool

- What is required in a Privacy Impact Assessment
- Data Privacy as a Quality System
- How to apply information quality management principles and practices to Privacy Impact Assessments

The Myth of "GDPR Compliance" – How the Mission Should Never Be 'Accomplished'

- Understanding fallacy of "compliance" in GDPR.
- Aligning GDPR with continuous improvement principles in information quality management
- Explaining the importance of effective data governance for GDPR.

The Importance of Effective Data Privacy Functions in UK-Based Organisations Post-Brexit.

Outsourced DPO Functions and Data Governance - Understanding the Pitfalls

Audience

- Data Governance
- Data Architect
- Data Quality Manager
- Data Protection Officer
- Data Privacy Officer
- Data Scientist
- CDO
- Risk Officer/ Risk Manage

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London

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Presenters



Daragh O'Brien is a leading Consultant, Educator and Author and the Managing Director of Castlebridge Associates. He is a well known and respected expert in the field of data ethics, data privacy and data governance. Daragh has co-authored a book about Information Ethics which will be published in 2018 by Kogan Page.



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In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.

Data Modelling Essentials

New!

Chris Bradley

13-14 March 2018, London
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Presenter



Chris Bradley has spent 37 years in the forefront of the Information Management field, working for

International organisations in Information Management Strategy, Data Governance, Data Quality, Information Assurance, Master Data Management, Metadata Management, Data Warehouse and Business Intelligence. He advises clients including National Grid, EDP, BP, Enterprise Oil, Saudi Aramco, Shell, Statoil, TOTAL, Qatar Gas, Alba Leasing, Alinma Bank, American Express, ANZ, Bank of England, Celgene, Cigna Insurance, Emirates NBD, GSK, HSBC, NAB, SABB and Riyadh Bank. Chris is Director of the E&P standards committee "DMBoard", an author of several books including "Data Modelling for The Business" and "DMBoK 2.0", a member of the Meta Data Professionals Organisation (MPO) a Fellow of BCS and DAMA CDMP, recipient of the DAMA Lifetime Achievement Award for Data Management Excellence, and author of significant parts of professional certifications.

Chris is an acknowledged thought leader in Data Modelling and Data Governance, author of several papers and books including "Data Modelling for the Business".

Overview

This two day Data Modelling Essentials course addresses the core data management topic of data modelling. Often misunderstood and relegated to just the technical aspect of "database design", data modelling is one of the most important disciplines of data management. The course introduces students to data modelling, its purpose, the different types of models, how to construct and read a data model, and the wider use of data models beyond the traditional area of database design. It contains a wide-ranging clarification of data modelling concepts and terminology, together with techniques for producing *usable* data models.

Learning Objectives

This course explains the essential data modelling building blocks. It will help delegates to understand the differences between relational and dimensional models, and between the different levels of Conceptual, Logical and Physical models. On completion they will be able to:

- Describe the purpose of, Conceptual, Logical, and Physical data models,
- Create a Conceptual and a Logical Data model
- Read and interpret a data model
- Understand different approaches for fact finding and how to apply normalisation techniques, and
- Understand how to validate a data model.
- See the areas where Data modelling adds value to Data Management activities
- Understand the critical role of Data models in Master Data Management and Data Governance.

At the end of the course, delegates would have gained the following:

Level Set Understanding & Terminology:

- Learn about the need for and application of Data Models

Course Outline

Data Modelling Basics

- What is Data Modelling and why does it matter
- What is the relationship between a data model and other types of models in the Enterprise Architecture
- What is a Conceptual Data model, why it's important and the pivotal role it plays in all architecture disciplines
- The major differences between Enterprise, Conceptual, Logical, Physical and Dimensional data models
- Data vs MetaData; what's the difference and why does it matter

Data Model Components

- Data Modelling Basics; Entities, Attributes, Relationships
- How to identify Entities and Subtypes
- What are the differences between exclusive and non-exclusive subtypes?
- How do different data modelling notations represent subtypes?
- Basic standards that you can use right away
- Relationships: Cardinality & Optionality, Identifying, Non-identifying, recursive, and many-to-many
- How does cardinality and referential integrity lead to better data quality?
- Rules for handling Super types, subtypes, many to many and recursive relationships
- Keys: Primary, Natural, Surrogate, Alternate, Inverted, Foreign
- What are the alleged and actual benefits of surrogate keys?
- Attribute properties & attribute domains

Creating Data Models

- How to get started with data models
- What core information is needed to create a data model, how this can be easily communicated to business people, and what visual constructs to use to get their attention
- Templates and guidelines for a step-by-step approach to implementing a high-level data model in your organization
- How to capture requirements for data models
- Approaches for creating a data model (Top Down, Bottom

Audience

- Business Intelligence & Data Warehouse Developers & Architects
- Data Modellers
- Developers
- Data Architects
- Data Analysts
- Enterprise Architects
- Solution Architects
- Application Architects
- Information Architects
- Business Analysts
- Database Administrators
- Project / Programme Managers
- IT Consultants
- Data Governance Managers
- Data Quality Managers
- Information Quality Practitioners

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Mastering Data Modelling Techniques



Chris Bradley

Overview

This course explores the more advanced techniques for Data Modelling. It will show Data modelling approaches that apply to not only Relational, but also to Big Data, NoSQL, XML, and other formats. In addition, the uses of data models beyond simply development of databases will be explored.

Learning Objectives

At the end of the course, delegates would have gained the following:

Practical Application:

- Build conceptual and logical data models, and know about compromises for physical design;
- How to discover requirements for robust data models;
- Understand where abstraction is valuable (and where it is risky);
- Where industry data models can provide a kick start;
- How (and where) to apply standard solutions to well-known data modelling

business scenarios.

Level Set Understanding & Terminology:

- Learn about the need for and application of Data Models in Big Data and NoSQL environments
- See the areas where Data modelling adds value to Data Management activities beyond Relational Database design
- Understand the critical role of Data models in other Data Management disciplines particularly Master Data Management and Data Governance.

Pragmatic Learning

- Learn the best practices for developing Data models for Big Data and NoSQL environment
- Understand how to create data models that can be easily read by humans
- Recognise the difference between Enterprise, Conceptual, Logical, Physical and Dimensional Data models
- Through practical examples, learn how to apply different Data modelling techniques

Course Outline

Data Modelling Recap

- Data modelling basics
- major constructs
- identifying entities
- Data model types, and the linkage between them.

Levels of Models

- Enterprise, Conceptual, Logical & Physical.
- What is the purpose of each, do we need all of these in a Big Data world.
- Where does Dimensional modelling fit in?

Data Modelling – Back to the Future?

- Data Modelling didn't start with relational! This may be a surprise to many people, but the first uses of data models were well before Relational data bases became the norm. The techniques are applicable to many of the modern non-relational formats we see today.
- Modelling in the pre-relational days. We didn't have RDBMS's. We had Flat files, Sequential, VSAM, Hierarchical DBMS's, Network DBMS's, Inverted Architecture DBMS's.
- The techniques that were developed for these are directly appropriate to the NoSQL and Big Data world of today.

Data Modelling for Big Data & NoSQL

- What has to change when we are developing data models for a Hadoop or other Big Data environment?
- Do modelling tools support Big Data technologies, what are the restrictions and considerations?
- What data modelling techniques are applicable when targeting a Big Data platform?
- Does normalisation still have a place in the Big Data world?
- Where's our metadata in the model now?
- In the age of big data, popular data modeling tools (eg ER/Studio, ERWin,

PowerDesigner) continue to help us analyze and understand our data architectures by applying hybrid data modelling concepts. Instead of creating pure a relational data model, we now can embed NoSQL submodels within a relational data model. In general, data size and performance bottlenecks are the factors that help us decide which data goes to the NoSQL system.

- Key Value Pairs: A common misconception is that using data structures like JavaScript Object Notation (JSON) prevents us from needing a data model; THIS IS WRONG. We'll show several examples & conclude that a set of JSON files can be just as complicated as a 100 table 3rd Normal Form data model.
- NoSQL & Hadoop: How the 4 types of NoSQL databases still need data models, and how the ACID vs BASE paradigm affects this.

Modelling for Hierarchic Systems & XML

- What must change when developing data models for XML & Hierarchic systems?

Services Oriented Architecture (SOA)

- Why data models are essential for success.

Massively Denormalised Files:

- Is modelling needed?
- How do we create data models for Data lakes?

Dimensional Data Models:

- How do we create a dimensional model?
- Converting an ER model to Dimensional.
- Slowly changing dimensions, what types and when are they applicable.
- Beyond the basics with conformed dimensions, bridges, junk dimensions & fact less facts.

Application Packages & Data Models

- Do we need to develop data models when implementing a COTS package?

- Uses and benefits.

Using Data Models for Data Integration & Lineage

- How to exploit data models for design of data integration approaches and in data lineage.

Top Down Requirements Capture

- When is it appropriate, what are the limitations.

Bottom Up Requirements Synthesis

- When this works, where is it appropriate. How do we cope with existing DBMS's and systems.

How to Capture Requirements for Both Data and Process Needs

- What comes first Data or Process – we'll show the answer. The critical importance of understanding processes to get your data models right (and vice versa). Interaction between process and data models. Approaches for capturing Process AND Data Requirements.

Checking the Data vs the MetaData; Why Does It Matter?

Use of Standard Model Constructs and Pattern Models:

- Understanding the Bill of materials (BOM) construct. Where can it be applied, why it's one of the most powerful modelling constructs.
- Party; Role; Relationship: Why mastering this construct can provide phenomenal flexibility.
- Mastering Hierarchies: Different approaches for modelling hierarchies.

Different Data Modelling Notations & a Comparison Between Them

Normalisation: Progressing beyond 3NF, 4NF, 5NF Boyce-Codd, and why, and when to use them

Audience

Practitioners who will need to read, consume or create data models, particularly for Big Data and non-RDBMS environments. Users who wish to gain a better understanding of data during Information Management initiatives including:

- Business Intelligence & Data Warehouse Developers & Architects
- Data Modellers
- Developers
- Data Architects
- Data Analysts
- Enterprise Architects
- Solution Architects
- Application Architects
- Information Architects
- Business Analysts
- Database Administrators
- Project / Programme Managers
- IT Consultants
- Data Governance Managers
- Data Quality Managers
- Information Quality Practitioners

Prerequisite:

Attendance at the Data Modelling Essentials class OR 3+ years of practical Data Modelling experience

15-16 March 2018, London

Fee: £1,245 + VAT

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Information Management Fundamentals

Chris Bradley

21-23 March 2018

3-5 October 2018, London

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Overview

This course address all the Information Management disciplines as defined in the DAMA body of knowledge (DMBoK). Taught by an industry recognized DAMA DMBoK(2.0) author and CDMP(Master) this course provides a solid foundation across all of the disciplines across the complete Information Management spectrum. By attending the course, delegates will get a firm grounding in all of the core Information Management concepts and illustrate their practical application throughout with real examples of how Information Architecture is applied. Additionally this course provides a solid foundation for students wishing to consider proceeding to take the Industry professional DAMA CDMP certification.

Learning Objectives

This course is intended to provide you with the knowledge, methods and techniques required to analyse, mature and implement information management solutions within your organisation. At the end of the course, delegates would have gained the following:

Level set understanding & terminology:

- Learn about the need for and application of Information Management disciplines for different categories of challenges
- Explore an Information Management

framework and understand how it aligns with other architecture frameworks

- Explore concepts such as lifecycle management, normalisation, dimensional modelling and data virtualisation and why they are important
- Understand the critical roles of Master Data Management and Data Governance and how to effectively apply them

Pragmatic Learning

- Learn the different MDM architectures, their suitability for different needs and how best to implement Master Data Management approaches
- Develop a set of usable techniques that can be applied to a range of information management challenges
- Learn the best practices for managing Enterprise Information needs
- Through practical examples, learn how to apply techniques in information architecture planning

Course Outline

Introduction to the DMBoK

- What is the DMBoK, its intended purpose and audience.
- Changes due in DMBoK 2.0, and the relationship of the DMBoK with other frameworks (TOGAF / COBIT etc.).
- DAMA CDMP professional certification overview & CDMP exam coverage by DMBoK section.

Data Governance

- Why Data Governance is at the heart of successful Information Management.
- A typical DG reference model
- DG roles & responsibilities, the role of the Data Governance Office (DGO) & its relationship with the PMO.
- How to get started with Data Governance.

Data Quality Management

- The Dimensions of Data Quality, policies, procedures, metrics, technology and resources for ensuring Data Quality is measured and ultimately continually improved.
- A DQ reference model & how to apply it.
- Capabilities & functionality of tools to support Data Quality management.

Master & Reference Data Management

- The differences between Reference & Master Data.
- Identification and management of Master Data across the enterprise.
- 4 generic MDM architectures & their suitability in different cases.
- MDM maturity assessment to consider business procedures for MDM and the provision and appropriateness of MDM solutions per major data subject area.

- How to incrementally implement MDM to align with business priorities.

Data Warehousing & BI Management

- Provision of Business Intelligence (BI) to the enterprise and the manner in which data consumed by BI solutions and the resulting reports are managed. Particularly important if the data is replicated into a Data Warehouse.
- Types of BI, DW and Analytics.

Data Modelling & Metadata Management

- Provision of metadata repositories and the means of providing business user access and glossaries from these.
- The development, use and exploitation of data models, ranging from Enterprise, through Conceptual to Logical, Physical and Dimensional.
- Maturity assessment to consider the way in which models are utilized in the Enterprise and their integration in the Software Development Life Cycle (SDLC).

Data Integration & Architecture Management

- What are the business (and technology) issues that Data Integration is seeking to address, the different styles of Data Integration, their applicability and implications.
- The approaches, plans, considerations and guidelines for provision of Data Integration and access.
- Consideration of P2P, ETL, CDC, Hub & Spoke, Service-orientated Architecture (SOA), Data Virtualization and assessment of their suitability for the particular use cases.

Data Lifecycle Management

- Proactive planning for the management of Data across its entire lifecycle from inception through, acquisition, provisioning, exploitation eventually to destruction. This IM discipline and its maturity assessment determine how well this is planned for and accomplished.

Data Risk Management, Security & Privacy

- Identification of threats and the adoption of defences to prevent unauthorized access, use or loss of data and particularly abuse of personal data.
- Exploration of threat categories, defence mechanisms & approaches, and implications of security & privacy breaches.
- Identification of risks (not just security) to data and its use, together with risk mitigation, controls and reporting.

Regulatory Compliance

- The policies and assurance processes that the enterprise is required to meet.
- Adapting to the changing legal and regulatory requirements related to information and data.
- Assessing the approach to regulatory compliance & understanding the sanctions of non-compliance.

Data Management Tools & Repository

- Examination of the categories of tools supporting the IM disciplines.
- How to select the appropriate toolset.
- Discussion of an example policy for use of specific technology to ensure consistency and interoperability across the enterprise.

Audience

Practitioners involved in Information Management, Data Governance, Master Data Management and Data Quality initiatives including:

- Information Managers
- Information Architects
- Data Architects
- Enterprise Architects
- MDM Managers
- Data Governance Managers

- Data Quality Managers
- Information Quality Practitioners
- Business Analysts
- Technology Leaders
- Business Technology Partners

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.

The Essentials of Business Intelligence and Data Warehousing

Rick van der Lans

Overview

Are you a newcomer to the world of business intelligence and data warehousing? Are you overwhelmed by all the typical BI terms, such as star schema, data mart, ETL, self-service BI, data science, big data, staging area and BI in the cloud? If so, then this course is for you. At the end of this course, you will have a thorough understanding of business intelligence and data warehousing. You will learn the techniques, technologies and the numerous products that are being applied. It is a complete and practical introduction to business intelligence and data warehousing and will help you on your way in BI projects. Traditional design approaches and the newest technologies, such as Hadoop, Spark, and machine learning, are discussed in an interactive style, and you get a chance to discuss your own issues.

Learning Objectives

- Learn to speak the business intelligence lingo
- Understand when to use which technique and which technology
- Learn how other organizations are developing data warehouse environments
- Learn about the differences between tool categories
- Understand how all the pieces make one big BI puzzle

Course Outline

The Importance of Business Intelligence for Organizations

- Data as competitive business asset
- The history of business intelligence
- Why reporting and analytics directly on the production systems is not recommended?
- From reporting via self-service BI to data science and statistics
- The data sources for business intelligence: transactional systems and open data

Overview of Database Technology

- Working with standard SQL database servers
- The importance of processing database queries as close to the stored data as possible
- Pros and cons of in-memory database technology
- What's the added value of analytical SQL products, such as Exasol, IBM Netezza, and Teradata?
- Making use of multi-dimensional cubes to speed up data access
- Keeping data in memory with BI tools and Apache Spark

Traditional Data Warehouse Architectures

- Every traditional data warehouse architecture consist of a chain of databases
- Well-known databases in the chain: staging area, operational data store, data warehouse, and data marts
- Why do we need a staging area and what is the relationship with change data capture and data replication?
- The enterprise data warehouse as centralized data store for all the data needed for reporting and analytics
- Using data marts to speed up query performance
- The influence of big data

Designing Data Warehouses and Data Marts

- Overview of design techniques: normalization, denormalization, star schema, snowflake schema
- Facts and dimensions
- Hierarchies of dimensions
- Modelling time with slowly-changing dimensions
- Storing derived and aggregated data

Audience

- New managers of BI or Data Warehouse departments
- Developers starting in BI projects
- Those who want to understand how the data warehouse and business intelligence operates
- BI developers who want to improve their knowledge of BI developments
- Business representatives who become involved in BI projects and need to understand the terminology
- Managers and IT architects who need to understand the value of data warehousing and business intelligence

Special Features

- Presented by an international and independent authority on business intelligence
- A non-traditional approach of explaining the BI concepts that includes all the new trends and technologies, including agile development, data science, big data, and logical data warehouses
- An interactive style that allows attendees to discuss their own BI situation

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.

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4-5 Delegates	20%
6+ Delegates	25%

Only one discount can be applied at any one time

Presenters



Rick F. van der Lans is an independent analyst, consultant, author and lecturer specialising in data warehousing, business intelligence, big data, and database technology. He has helped many large companies worldwide in defining their business intelligence and big data architectures. Mr. van der Lans is an internationally acclaimed lecturer. His popular IT books have been translated into many languages and have sold over 100,000 copies. His latest book is entitled "Data Virtualization for Business Intelligence Systems". Rick writes blogs for well-known websites, such as TechTarget.com and BeyeNetwork.com, and he has written numerous successful whitepapers.



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Incorporating Big Data, Hadoop and NoSQL in BI Systems and Data Warehouses

Rick van der Lans

5-6 June 2018

9-10 October 2018, London

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"Hugely engaging."

Gary Connolly, Head of Business Intelligence, Ascenden

"Rick was well informed and managed the group very well. The examples were great. I will recommend this to other architects on my team. This was a great course. Well paced and Rick kept it interesting."

Deepti Chidambaram, Information Architect, Transport for London

Overview

Big data, Hadoop, in-memory analytics, Spark, Kafka, self-service BI, fast data, data warehouse automation, analytical database servers, data virtualization, data vault, operational intelligence, predictive analytics, and NoSQL are just a few of the new technologies and techniques that have become available for developing BI systems. Most of them are very powerful and allow for development of more flexible and scalable BI systems. But which ones do you pick? Due to this waterfall of new developments, it's becoming harder and harder for organizations to select the right tools. Which technologies are relevant? Are they mature? What are their use cases? These are all valid but difficult to answer questions. This course gives a clear, extensive, and critical overview of all the new developments and their inter-relationships. Technologies and techniques are explained, market overviews are presented, strengths and weaknesses are discussed, and guidelines and best practices are given. The biggest revolution in BI is evidently big data. Therefore, considerable time in the seminar is reserved for this intriguing topic. Hadoop, Spark, MapReduce, Kafka, Hive, NoSQL, SQL-on-Hadoop are all explained. In addition, the relation with analytics is discussed extensively. This course gives you a unique opportunity to see and learn about all the new BI developments. It's the perfect update for those interested in knowing how to make BI systems ready for the coming ten years.

Learning Objectives

- Trends and technological developments in business intelligence, analytics, data warehousing, streaming analytics and big data.
- Discover the value of big data and analytics for organizations
- Learn which products and technologies are winners and which ones are losers.
- Understand how new and existing technologies, such as Hadoop, NoSQL and NewSQL, will help you create new opportunities in your organization.
- Discover how more agile data business intelligence systems can be designed.
- Learn how to embed big data and analytics in existing business intelligence architectures.

Course Outline

The Changing World of Business Intelligence

- Big Data: Hype or reality?
- Operational intelligence: does it require online data warehouses?
- Fast data is the next frontier of big data
- Data warehouses in the cloud
- Self-service BI
- The business value of analytics

Hadoop Explained

- The relationship between big data and analytics
- The Hadoop software stack explained, including HDFS, MapReduce, YARN, Hive, Storm, Sqoop, Flume, and HBase
- The balancing act: productivity versus scalability
- Making big data available to a larger audience with SQL-on-Hadoop engines, such as Apache Drill, Apache Hive, Apache Phoenix, Cloudera Impala, HP Vertica, IBM BigSQL, JethroData, MemSQL, SparkSQL, and Spice Machine

Spark Explained

- Spark is about in-memory analytical processing
- The interfaces: SQL, R, Scala, Python
- Does Spark need Hadoop?
- The relationship between Spark and data science
- Examples of use cases of Spark

NoSQL Explained

- Classification of NoSQL database servers: key-value stores, document stores, column-family stores and graph data stores
- Market overview: CouchDB, Cassandra, Cloudera, MongoDB, and Neo4j
- Strong consistency or eventual consistency?
- Why an aggregate data model?
- Use case of NoSQL products
- How to analyze data stored in NoSQL databases

Overview of Analytical SQL Database Servers

- Are classic SQL database servers more suitable for data warehousing?
- Important performance improving features: column-oriented storage, in-database analytics
- Market overview of analytical SQL database servers: Apache Greenplum, Exasol, HP Vertica, IBM PureData Systems for Analytics, InfoBright, JustOneDB, Kognitio WX2, Microsoft PDW, Oracle In-Memory, SAP HANA and Sybase IQ, SnowflakeDB, Teradata Appliance, and Teradata Aster Database

Technologies for Fast Data and Streaming Analytics

- The key use case for fast data: the Internet of Things (IoT)
- IoT implies streaming data and fast analysis of data - analytics at the speed of business
- IoT devices: Smartphones (watches), RFID sensors, machines,

Audience

- Business Intelligence Specialists
- Data Warehouse Designers
- Business Analysts
- Technology Planners
- Technical Architects
- Enterprise Architects
- IT Consultants
- IT Strategists
- Systems Analysts
- Database Developers
- Database Administrators
- Solutions Architects
- Data Architects
- IT Managers

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.

The Logical Data Warehouse: Design, Architecture and Technology

Rick van der Lans

Overview

Classic data warehouse architectures are made up of a chain of databases. This chain consists of numerous databases, such as the staging area, the central data warehouse and several datamarts, and countless ETL programs needed to pump data through the chain. This architecture has served many organizations well. But is it still adequate for all the new user requirements and can new technology be used optimally for data analysis and storage? Integrating self-service BI products with this architecture is not easy and certainly not if users want to access the source systems. Delivering 100% up-to-date data to support operational BI is difficult to implement. And how do we embed new storage technologies, such as Hadoop and NoSQL, into the architecture? It is time to migrate gradually to a more flexible architecture in which new data sources can be hooked up to the data warehouse more quickly, in which self-service BI can be supported correctly, in which OBI is easy to implement, in which the adoption of new technology, such as Hadoop and NoSQL, is easy, and in which the processing of big data is not a technological revolution, but an evolution. The architecture that fulfills all these needs is called the logical data warehouse architecture. This architecture, introduced by Gartner, is based on a decoupling of reporting and analyses on the one hand, and data sources on the other hand. The technology to create a logical data warehouse is available, and many organizations have already successfully completed the migration; a migration that is based on a step-by-step process and not on full rip-and-replace approach. In this practical course, the architecture is explained and products will be discussed. It discusses how organizations can migrate their existing architecture to this new one. Tips and design guidelines are given to help make this migration as efficient as possible.

Learning Objectives

- What are the practical benefits of the logical data warehouse architecture and what are the differences with the classical architecture.
- How can organizations successfully migrate to this flexible logical data warehouse architecture, step-by-step?
- Understand the possibilities and limitations of the various available products.
- How do data virtualization products work?
- Discover how big data can be added transparently to the existing BI environment?
- Understand how self-service BI can be integrated with the classical forms of BI?
- Learn how users can be granted access to 100% up-to-date data without disrupting the operational systems?
- What are the real-life experiences of organizations that have already implemented a logical data warehouse?

Course Outline

Challenges for the Classic Data Warehouse

- Integrating big data with existing data and making it available for reporting and analytics
- Supporting self-service BI and self-service data preparation
- Faster time-to-market for reports
- Polyglot persistency – processing data stored in Hadoop and NoSQL systems
- Operational Business Intelligence, or analyzing of 100% up-to-date data

The Logical Data Warehouse

- The essence : decoupling of reporting and data sources
- From batch-integration to on-demand integration of data
- The impact on flexibility and productivity – an improved time-to-market for reports
- Examples of organizations operating a logical data warehouse
- Can a logical data warehouse really work without a physical data warehouse?

Implementing a Logical Data Warehouse with Data Virtualization Servers

- Why data virtualization?
- Market overview: AtScale, Cirro Data Hub, Cisco Information Server, Data Virtuality UltraWrap, Denodo Platform, RedHat JBoss Data Virtualization, Rocket DV, and Stone Bond Enterprise Enabler
- Importing non-relational data, such as XML and JSON documents, web services, NoSQL, and Hadoop data
- The importance of an integrated business glossary and centralization of metadata specifications

Improving the Query Performance of Data Virtualization Servers

- How does caching really work
- Which virtual tables should be cached?
- Query optimization techniques and the explain feature
- Smart drivers/connectors can help improve query performance
- How can SQL-on-Hadoop engines speed up query performance?
- Working with multiple data virtualization servers in a distributed environment to minimize network traffic

Migrating to a Logical Data Warehouse

- An A to Z roadmap
- Guidelines for the development of a logical data warehouse
- Three different methods for modelling: outside-in, inside-out, and middle-out
- The value of a canonical data model
- Considerations for security aspects
- Step by step dismantling of the existing architecture
- The focus on sharing of metadata specifications for integration, transformation, and cleansing

Audience

- Business Intelligence Specialists
- Data Warehouse Designers
- Business Analysts
- Technology Planners
- Technical Architects
- Enterprise / Solution / Data Architects
- IT Managers
- IT Consultants
- IT Strategists
- Systems Analysts
- Database Developers
- Database Administrators

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Presenter



Rick F. van der Lans is an independent analyst, consultant, author and lecturer specialising in data warehousing, business intelligence, big data, and database technology. He has helped many large companies worldwide in defining their business intelligence and big data architectures. Mr. van der Lans is an internationally acclaimed lecturer. His popular IT books have been translated into many languages and have sold over 100,000 copies. His latest book is entitled "Data Virtualization for Business Intelligence Systems". Rick writes blogs for well-known websites, such as TechTarget.com and BeyeNetwork.com, and he has written numerous successful whitepapers.



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Ten Steps to Data Quality

Now
3 Days!

Danette McGilvray

6-8 June 2018

24-26 October 2018, London
London

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Presenter



Danette McGilvray is an experienced trainer, consultant and author of Executing Data Quality Projects: Ten Steps to Quality Data and Trusted

Information™. An internationally respected expert, her Ten Steps™ approach to information quality has been embraced as a proven method for creating, improving, and managing the quality of all types of data for any kind of organization. Her book is used as a textbook in university graduate programs.

"Very easy to follow and apply to the work/challenges that I am going to face. Danette was great at using every day experiences and relating them to data quality. A great presenter who is open to new ideas irrespective of being in Data Quality for over 20 years."

Naomi Thomas, Data Quality Analyst,
Gocompare.com

"The course has helped me put into perspective and break down the areas of data quality that should fall under investigation in any project - the steps methodology ensures you have captured all the areas that affect data quality completely."

Eirini Basta, Local Data Steward,
Business Systems, HEINEKEN UK

Overview

Simply put, information quality is providing the correct set of accurate information, at the correct time and place, to the correct people. However, ensuring quality information is far from simple. Whether you are just starting a project or are already in production, it is not unusual to find that data quality issues prevent organizations from realizing the full benefit of their investments in business processes and systems.

The Ten Steps to Data Quality course teaches a practical approach to creating, improving, and managing the quality of information critical to providing products and services, satisfying customers, and achieving goals for any type of organization. If you are working on real data quality-related issues that need real results, this is the course for you. What is learned applies to all kinds of data and every type of organization – for-profit businesses of all sizes, education, government, healthcare, and nonprofit – because all depend on trusted information to succeed.

Both concepts and practical application are included. Concepts provide a foundation for understanding data quality. Concepts are put into action through the Ten Steps™ process. Both are needed to apply the methodology appropriately to the many data quality related situations that attendees will face within their organizations. In addition to discussion and exercises (individual and as a group), attendees will practice what is learned by applying the steps and techniques to a course project of their choice.

Come with your particular needs in mind, be ready to participate, practice applying what is learned to your situation and leave with realistic methods for managing data quality.

Learning Objectives

- Turn data quality challenges into actionable projects with clear objectives
- Connect data quality issues to business priorities
- Understand concepts that are fundamental to data quality management, (for example, the Framework for Information Quality, information life cycle, data quality dimensions, business impact techniques, root cause analysis)
- Choose the appropriate steps/activities from the Ten Steps™ process to address business needs
- See how other data management topics such as data governance, data modeling, metadata, business rules, master data, reference data, and data standards fit into the process for ensuring high quality data

Course Outline

The Data and Information Quality Challenge

- Information and data quality defined
- Why we care about data quality
- Data quality in action through programs, projects, and operational processes
- The Ten Steps™ methodology – key concepts plus the Ten Steps™ process

Key Concepts – A Necessary Foundation for Understanding Information Quality

- Framework for Information Quality (FIQ) – Components that impact information quality:
 - Business Needs - Goals, Strategies, Issues, Opportunities
 - Information Life Cycle (POSIMAD – Plan, Obtain, Store and Share, Maintain, Apply, Dispose)
 - Key Components that affect information quality (Data, Processes, People/Organizations, Technology)
 - Interaction between the Information Life Cycle and the Key Components
 - Location (Where) and Time (When and How Long)
 - Broad-Impact Components (RRISC – Requirements and Constraints, Responsibility, Improvement and Prevention, Structure and Meaning, Communication, Change)
- The relationship between Data Governance, Stewardship, and Data Quality

Step-by-Step: The Ten Steps™ Process

- Each of the Ten Steps is covered in the seminar with instructions, techniques, examples, templates and best practices.
- Data quality tools will also be discussed in the applicable steps.
- Exercises and working on a course project with small teams give attendees the opportunity to practice what is learned.

Step 1 Determine Business Need and Approach

- Define and agree on the issue, the opportunity, or the goal to guide all work done throughout the project.
- Refer to the business need throughout the other steps in order to keep the goal(s) at the forefront of all activities

Step 2 Analyze Information Environment

- Gather, compile, and analyze information about the current situation and the information environment.
- Document and verify the information life cycle, which provides a basis for future steps, ensures that relevant data are being

- assessed, and helps discover root causes
- Design the data capture and assessment plan

Step 3 Assess Data Quality

- Evaluate data quality for the data quality dimensions applicable to the issue
- Results of assessments provide a basis for future steps, such as identifying root causes and determining needed improvements and data corrections
- Overview of all the dimensions of data quality and how to choose which dimensions will best support business needs

Step 4 Assess Business Impact

- Determine the impact of poor-quality data on the business using a variety of qualitative and quantitative techniques.
- This step provides input to establish the business case for improvement, to gain support for information quality, and to determine appropriate investments in your information resource

Step 5 Identify Root Causes

- Identify and prioritize the true causes of the data quality problems.
- Develop specific recommendations for addressing the problems.

Step 6 Develop Improvement Plans

- Finalize specific recommendations for action.
- Develop improvement plans based on the recommendations.
- Establish ownership for implementation.

Step 7 Prevent Future Data Errors

- Implement solutions that address the root causes of the data quality problems.

Step 8 Correct Current Data Errors

- Implement steps to make appropriate data corrections.

Step 9 Implement Controls

- Monitor and verify the improvements that were implemented
- Maintain improved results by standardizing, documenting, and monitoring appropriate improvements

Step 10 Communicate Actions and Results

- Document and communicate the outcome of quality tests, improvements made, and results of those improvements.
- Communication is so important that it is part of every step

Audience

Individual contributors and team members responsible for or interested in the quality of data in their business processes, systems, or databases. This includes those in roles such as:

- Data Analysts
- Data Quality Analysts
- Business Analysts
- Data Designers/Modellers / Architects
- Data Stewards (Business and Technical)
- Application Developers

In-House Training: This course is available on-site. E-mail customerservice@irmuk.co.uk with your enquiries.



IRM UK In-House Training

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Running a course in-house gives you the following benefits:

- Tailor the course to your organisation's specific needs
- Case studies and problem solving will be about your organisation - the course presenter is, in fact, your consultant for the day
- Train a large group of people without having to pay for their travel and living expenses
- You can decide when you need and want the course to be presented
- You can receive vital training without having to leave your office
- Cost savings for multiple delegates, compared to using public courses

"The training was absolutely what we needed! I can't remember when was the last time when I heard such a good feedback. The course was practical and really useful, our analysts have already many ideas that they want to put into practice straight away (and for me that's the best outcome a course could have)."

Jaanika Lill
Training Specialist Eesti Energia AS

"The information that Jan (Henderyckx) provided us with will be invaluable in moving forward. Jan's level of expertise is very impressive."

David McDowell Enterprise Architect, IT and Transformation, Corporate Governance, Aberdeen City Council

Previous In-House clients include:

- Aberdeen County Council
- Aberdeenshire Council
- Aerosystems International
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- APG
- AstraZeneca
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- M&G
- Maersk
- Marconi
- Morse
- Nationwide
- Norwegian Computer Society
- npower
- One Tel
- Orange FT
- Ordnance Survey
- Partner RE
- Philip Morris
- Prudential
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- QinetiQ
- Riyadh Bank
- Royal Mail
- Saudi Telecom Company
- Scottish & Newcastle
- Seagate
- Societe Generale Corporate and Investment Banking
- Sony
- South Yorkshire Police
- Standard Bank
- Statistics Netherlands
- SWIFT
- Foreign & Commonwealth Office
- Unilever
- Vertex
- Virgin
- Virgin Money
- Vodafone
- Waters
- Xansa



IRM UK Innovation, Business Change & Transformation Conference

19-21 March 2018, London

"Great! Very inspirational – will come next year. Will recommend it."

"Good balance between theory and practical examples."

"The opportunity to meet and talk to people from different industry sectors was invaluable"



Business Analysis Conference

24-26 September 2018, London

"It's a shame we can't attend all sessions! They have all been very thought-provoking and insightful. Every BA must experience this."

Chetan Patel, Business Analyst,
Lloyds Banking Group

"This is really a great event to share ideas and learn from the industry. I will definitely come to the next one!"

Isha Jain, BA Best Practice &
Standards Lead, National Grid

"So glad I got the opportunity to attend. Brilliant to meet so many people in the same profession and to learn from them."

Annette O'Donovan, Senior Business
Analyst, Genworth



IRM UK Enterprise Architecture & Business Process Management Conference

22-25 October 2018, London

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

Philip Ainsworth, Business Architect,
Student Loans Company

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

Terje Bremnes, Enterprise Architect,
Helse Vest, Norway

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

Amitabh Apte, CTO, Fujitsu



IRM UK

Master Data Management Summit & Data Governance Conference

14-17 May 2018, London

"Great meeting other people on the MDM & DQ journey, and that they are having the same problems. Most useful thing is hearing how people have overcome these."

Paul Williams, Data Manager,
United Utilities

"High quality event with top speakers and topics. A perfect mix between MDM and Data Governance Status and trends."

Galand Vincent, Senior Business
Analyst, ING Belgium

"Really important to combine MDM & Data Governance - gives a good mixture of content and attendees. More of the same next year please."

Colin Wood, Enterprise Information
Architect, GlaxoSmithKline

"Superb conference. Will go back filled with great ideas. Where to start though?!"

Michael Sheahan, BI Manager,
IKEA Service BV



IRM UK

Enterprise Data & Business Intelligence Analytics Conference

19-22 November 2018, London

"This event never fails to enable me to connect with people who I can learn from and who can re-energise me in Data Management."

Andy Moore, Process Specialist,
Information, Rolls-Royce

"Great conference, the best event in Data Management! Excellent speakers and very interesting content."

Ana Teresa Szmoes,
Caixa Geral de Depósitos

"Excellent event that had great resonance to my role and have learnt concepts that I can use to drive BI&ED projects. Keynotes were very good."

Neil Lamb, BI Solution Architect,
BAE Systems

"Great opportunity to validate my views and to learn from others."

Garry Manser, Head of Data
Governance, Visa Europe



IRM UK is a leading provider of strategic Business and IT Training for Business and IT Management. We provide courses and conferences on Enterprise Architecture and Strategy, Business Analysis and Enterprise Data Management. We have a wide range of speakers, many of whom are leading figures in their fields. Our events are condensed and rigorous combining technical explanations with management advice and discussions of future directions.

Registration Information:

Full payment or a purchase order is due prior to the event. Payment may be made in Sterling (£) or Euros (€). If paying in Euros the prevailing exchange rate of the country of the delegate or delegates' company is to be used. The total Euros remitted should be the amount required to purchase the sterling pound cost of the event on the day of payment. All delegates must add VAT (20%) to their total event fees. VAT may be reclaimed by delegates from the tax authorities after the event.

The registration fee includes the lectures, documentation, refreshment breaks and lunch on each day of the event. The cost of hotel accommodation is not included in the event fee.

2 days	£1,245 + VAT (£249)	£1,494
3 days	£1,595 + VAT (£319)	£1,914
4 days	£1,995 + VAT (£399)	£2,394

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Cancellation Liability:

In the unlikely event of cancellation of the course 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 course.

Course Timetable:

08.30 – 09.00 Registration (first day only)
09.00 – 12.30 Course
12.30– 13.30 Lunch
13.30 – 17.00 Course

Course Venue

Please visit the IRM UK website for venue details. Courses will either be held at:

etc.venues Marble Arch
Garfield House,
86 Edgware Rd,
London W2 2EA

or

etc. venues Farringdon – The Hatton
51-53 Hatton Garden
London EC1N 8HN

Hotel Accommodation Details:

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