



# IRM UK

## Innovation, Business Change & Transformation Conference Europe 2018

19-21 March 2018

Radisson Blu Portman Hotel

London

### Benefits of Attending:

- **Europe's Only Conference on Innovation, Business Change & Transformation.** A unique setting to explore and debate the vital connections between innovation, investment, business change, business transformation and leveraging technology.
- **Pre-Conference Workshops – New In 2018** - choose from eight pre-conference workshops on specific topics to get you quickly up-to-speed or fine tune your performance.
- **Designed by Practitioners for Practitioners.** Being neither analyst nor vendor-led, the conference welcomes, provides and values diverse and wide-ranging perspectives.
- **Excellent Mix of Vision, Strategy, Principles and Implementation.** Discover new ideas, approaches and solutions, while learning first-hand from the experiences and successes of organisations across Europe.

### Keynotes & Featured Speakers Include:



**Jeroen Derynck**  
Global Director  
Innovation &  
Transformation  
Services  
Salesforce



**Danny Wootton**  
Head of  
Innovation in  
ISS  
Ministry of  
Defence



**Matt Andrews**  
Head of  
Technology  
Controls  
Transformation  
Royal Bank of  
Scotland



**Richard Wiles**  
Digital  
Innovation  
Manager -  
Global IS  
National Grid



**Chris Potts**  
Mentor, Trainer,  
Speaker,  
Author  
Dominic  
Barrow



**Marc Dowd**  
Director  
PathFinder4



**Wendy McDermott**  
Business  
Transformation  
Manager  
Metro Bank



**John O'Donovan**  
Chief Architect  
TalkTalk



**Beatriz Moore**  
Director of  
Business  
Design  
Capita  
Transformation



**Nick Littlecott**  
Global  
Transformation  
Programme  
Design  
Authority  
Lloyd's Register

### Case Studies & Contributors Include:

- Royal Bank of Scotland
- Ministry of Defence
- Salesforce
- Lloyd's Banking Group
- Capita Transformation
- Lloyd's Register
- National Grid
- TalkTalk
- ASOS
- IBM
- Aviva
- QBE Insurance
- The White Company
- JLL
- Cambridge Assessment
- Yorkshire Building Society Group
- Metro Bank
- Association of Enterprise Architects
- Brunel Business School
- Arden University
- MHI Vestas Offshore Wind

### Sponsors



### Produced by





Monday, 19 March 2018 • Pre-Conference Workshops				
09:30 - 12:45	<b>Making Innovation Happen: Building a Culture of Collaboration</b> <i>Alison Coward, Bracket</i>	<b>'Float Like a Butterfly – Sting Like a Bee' – How Can Heavyweight Organisations Transform</b> <i>Beatriz Moore, Director of Business Design, Capita Transformation &amp; Mike Clark, Cohesion 360</i>	<b>Business Innovation Through Computer Simulations and Gamification</b> <i>Anthony Basiel &amp; John Kalmus Arden University</i>	<b>Making the Invisible Visible - Using Narrative to Implement Change</b> <i>Ashley Braganza, Professor of Organizational Transformation, Brunel Business School</i>
13:45 - 17:00	<b>Innovation and Design Strategy</b> <i>Donald Farmer, TreeHive Strategy</i>	<b>The Innovation Game</b> <i>Michael Van Damme, The Forge</i>	<b>Patterns of Strategy</b> <i>Patrick Hoverstadt &amp; Lucy Loh Fractal</i>	<b>Achieving Excellence at Investing in Change</b> <i>Chris Potts, Dominic Barrow</i>
Tuesday, 20 March 2018 • Conference Day 1 & Exhibits				
09:00 - 09:10	Welcome <i>Chris Potts, Conference Chair, Dominic Barrow</i>			
09:10 - 10:00	<b>Keynote: How to Make a Transformation Out of an Innovation: The Rules Have Changed</b> , <i>Marc Dowd, Director, PathFinder4</i>			
10:05 - 11:00	<b>What is Innovation Anyway? A Year of Innovation Conversations</b> <i>Cecilia Thirlway, Cecilia Unlimited</i>	<b>Make Things to Change Things: Digital Product Development and it's Role in Accelerating Positive Change</b> <i>Jess Tyrrell, ustwo</i>	<b>How JLL Uses Data and Analytics to Enable Real Estate Digital Transformation</b> <i>HoChun Ho, Global Head, Data Governance and Management &amp; Richard Brown, Global Head of BI and Analytics, JLL</i>	
11:30 - 12:25	<b>Harnessing Innovation in Lloyds Banking Group</b> <i>Jehangir Byramji, Head of Fintech, Lloyds Banking Group</i>	<b>Putting the I in innovation</b> <i>Martin Sykes, Director of Alignment, Analysis &amp; Architecture, Cambridge Assessment</i>	<b>How Company Values Can Guide the Behaviours that Inspire, Innovate and Drive Business Change</b> <i>Janice McNamara, Leadership Coach &amp; James Luter, Director Production Blades, MHI Vestas Offshore Wind</i>	
12:30 - 14:00	Networking Lunch, Exhibits & Perspective Sessions			
13:00 - 13:25	<b>Listen to a Millennial Talk about Business and IT Transformation</b> , <i>Sam Skalla, Consultant, Orbus Software</i>			
13:30 - 13:55	<b>Signavio Perspective Session - Speaker &amp; Session TBC</b>			
14:00 - 14:55	<b>Change – What are the Possibilities?</b> <i>Shona Watson, Avilion Strategy Limited</i>	<b>Design to Ignite: Design Sprints for Transformation at Scale</b> <i>Milan Guenther, Enterprise Design Associates Tomomi Sasaki, AQ</i>	<b>The Power of Hummus in Innovation</b> <i>Tash Wilcocks, Hyper Island</i>	
15:00 - 15:55	<b>The Key to Innovation is Epibration</b> <i>Michael Van Damme, The Forge</i>	<b>Demystifying Change</b> <i>Francesca Valli, Chrys Online</i>	<b>Successful Digital Transformation with People and Not Just Technology</b> <i>Nick Littlecott, Global Transformation Programme Design Authority (Interim), Lloyd's Register &amp; Architect Tech</i>	
16:25 - 17:20	<b>Sexy Options, Fog and Hedgehogs</b> <i>Simon Raynes, Director of Change, The White Company</i>	<b>It's Bottom Up</b> <i>John O'Donovan, Chief Architect, TalkTalk</i>	<b>Creating FANs Not Customers - A Different Approach for Business Transformation</b> <i>Eugene Chin, Business Transformation Lead Manager &amp; Wendy McDermott, Business Transformation Manager, Metro Bank</i>	
17:25 - 17:45	<b>Leveraging Uncertainty in the Design/ Innovation Process</b> <i>Lindsay Tingström, Daresay</i>	<b>Disruptive Innovation</b> <i>Richard Wiles, Digital Innovation Manager - Global IS, National Grid</i>	<b>Blockchain for Business</b> <i>Bob Yelland, European Blockchain Marketing Leader, IBM</i>	
17:45 - 18:30	Drinks Reception			
Wednesday, 21 March 2018 • Conference Day 2 & Exhibits				
09:00 - 10:00	<b>Keynote: Did Someone Just Mention Digital Transformation?</b> <i>Jeroen Derynck, Global Director Innovation &amp; Transformation Services, Salesforce</i>			
10:30 - 11:25	<b>Innovation Management</b> <i>Ahmed Sleem, DXC Technology</i>	<b>Surviving the Pace of Change</b> <i>Richard Frost, Lead Enterprise Architect, Operational Excellence, Yorkshire Building Society</i>	<b>Transforming Your Business – A View From The Trenches</b> <i>David Beckham, Senior Business Analyst, Aviva</i>	
11:30 - 12:25	<b>Getting the Ducks on the Same Hymn-Sheet: How Shared Language Enables Transformation</b> <i>Steve Whitla, Visual Meaning</i>	<b>Power of Incremental Transformation</b> <i>Amit Dixit, Head of Operational Excellence &amp; Marcia Holme, Head of Business Change Management QBE European Operations, QBE Insurance</i>	<b>Establishing an Innovation Team</b> <i>Mark Clifton, UK Chapter Chair, Association of Enterprise Architects (AEA)</i>	
12:25 - 13:55	Networking Lunch, Exhibits & Perspective Sessions			
13:00 - 13:20	<b>3 Examples of Companies that Grow by Doing Good</b> , <i>Laura Da Silva Gomes, Founder and Director, Silverfish CSR Ltd</i>			
13:25 - 13:50	<b>The 8-Roles of the Innovation Units</b> , <i>Alessandro Di Fiore, Founder and CEO, ECSI Consulting</i>			
14:00 - 14:20	<b>Change the Way We Change</b> <i>Morten Stender, Staun &amp; StenderTechnology</i>	<b>How AI is Transforming Industries</b> <i>Charlotte Han, NVIDIA</i>	<b>Lo-Fi Solutions for Big World Problems</b> <i>Gabriela Triffletti, Hyper Island</i>	
14:25 - 15:20	<b>Is Your Transformation Effort Really Delivering Your Strategic Ambition?</b> <i>Chris Bevan, Transformation Director, ASOS</i>	<b>What is the Future for Business Change and Transformation?</b> <i>Sarah Coleman, Business Evolution Ltd</i>	<b>How to Create an Innovative Culture</b> <i>Jens Bjare, Agile Business Coach, IRM Sweden</i>	
15:35 - 16:30	<b>Systems Thinking and Innovation: Avoiding the 'Silver Bullet' Fallacy!</b> <i>Adrian Reed, Blackmetric Business Solutions</i>	<b>Anyone Know What Risk Really Means?</b> <i>Matt Andrews, Head of Technology Controls Transformation &amp; Ken Campbell, Risk Manager, Royal Bank of Scotland</i>	<b>Innovation in Ministry of Defence - Why, the Challenges and the Opportunities</b> <i>Danny Wootton, Head of Innovation in ISS, Ministry of Defence</i>	
16:35 - 17:00	<b>Conference Close - A World Where Anything is Possible</b> <i>Chris Potts, Conference Chair, Dominic Barrow</i>			

## Keynotes

### How to Make a Transformation Out of an Innovation: The Rules Have Changed

Marc Dowd, Director, PathFinder4

Digital technologies and transforming our world. Many organisations face a 'transform or die' ultimatum.

Yet, these organisations often don't have the experience to innovate successfully in the new environment. Incremental innovation worked for generations, but the pace of change has increased.

Now the challenge is to innovate right first time and implement the transformation flawlessly. And do it fast.

On top of that is the pressure to push through successful transformation while simultaneously managing day-to-day operations.

Marc's speech will cover the realities of creating disruptive innovation, including what works and what doesn't.

Having worked with world-leading corporates and small startups.

Marc will show you what he has learned:

- You will come away from this session with 6 points that will guide you in structuring a significant transformation
- You will understand what one thing disruptive organisations do differently
- You will see that innovation is the key to the future

### Did Someone Just Mention Digital Transformation?

Jeroen Derynck, Global Director Innovation & Transformation Services, Salesforce

In times of disruptive change, fast is never fast enough. New challengers ship innovative services at dazzling speed and see user adoption grow with double digit rates. Where some companies are still struggling to get their IT and business work together, others are already exploring the next frontier of AI. The innovation play is not only reserved for new digital players and also incumbents are picking up quickly. The forward-looking companies outsmart the competition through smart investments in technology. They are prepared to overhaul the corporate DNA with agile ways of working and go full in on experimentation. Is there really a secret sauce to become better with digital? And if so, what are the key ingredients that will keep you in pole position in the technology rat race.

- What successful digital leaders have in common: the seven guiding principles
- Why networks of excellence accelerate time to market of new products and services
- Which technologies are part of your next generation transformation playbook

## Group Booking Discounts

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

## Workshops

### Making Innovation Happen: Building a Culture of Collaboration

Speaker: Alison Coward, Founder, Bracket

In today's successful companies, breakthroughs are more than the result of a happy accident. These companies actively design and craft the right culture to make innovation happen. Much of this comes down to how teams work together, since most innovation comes about through people with diverse expertise and knowledge collaborating to develop new ideas.

Achieving results through effective collaboration can be a challenge – getting everyone aligned, maintaining momentum when progress is slow, and keeping focus when people are also trying to manage their own busy workloads. It's a delicate balance between encouraging creativity, turning ideas to action and ensuring work gets done.

In this workshop, we'll explore the characteristics of an innovative team and how to get the best from all participants; the innovation habits and rituals of high-performing companies; how collaborative workshops can be a vehicle for driving change; and working towards a long-term innovation culture.

After this workshop you will understand how to:

- Create the right environment and build effective teams for innovation
- Design and run effective workshops that encourage creativity and collaboration, and get real results
- Facilitate lasting behaviour change in your team for an innovative culture

### 'Float Like a Butterfly – Sting Like a Bee' – How Can Heavyweight Organisations Transform

Beatriz Moore, Director of Business Architecture, Capita Transformation & Mike Clark, Owner, Cohesion 360

Technology is ubiquitous and embedded in all aspect of life and work. It continues to change at speed today's business environment and how customers evaluate, purchase and express their opinions. Barriers to market entry are rupturing fast whilst increasingly opportunities and markets are developing (e.g. bitcoin).

In this environment, how do established heavyweight organisations that are constrained by governance, size and complexity – amongst other factors – transform? How do they become nimble, innovative and successful instead of market casualties? In the words of the world most famous heavyweight champion how do they 'Float like a butterfly – sting like a bee'?

Join us in this workshop to experience designing and implementing a different kind of transformation. We will start by exploring how various organisations have achieved this, then challenge your mind-set and focus it on the task ahead. You will then apply your innovation and transformational skills to solve case studies during the workshop, taking on different roles and experiencing multiple dimensions of change. Takeaways include:

- Ideas and tools to explore and address transformational design and delivery challenges
- Interactive scenarios and case study workshop outputs

- Insights into the multiple stakeholder's perspectives that you will need to influence to approve and fund your ideas

### Business Innovation Through Computer Simulations and Gamification

Dr. Anthony Basiel, Blended Learning Computing Programme Leader & Dr. John Kalmus, Blended Learning Business Programme Leader, Arden University

Using computer simulations, we have the opportunity to promote positive change, through learning engagements with stakeholders. A bottom-up, Web 2.0 instructional design sees the participants creating the content of the Blended Learning Event. Through an applied pedagogy there is a mix of theory and practice.

Computer simulations and action learning through gamification are introduced, that can be applied to your business and leadership teams. The workshop participants will be invited to become players in a simulation, to not just talk about this exciting way to bring about innovation in the organisation, but to 'learn-by-doing'.

The workshop will also be online, so be sure to bring your laptop. Through this blended learning event, we will provide the opportunity to build and develop an online professional social network.

- Business innovation can come through building an organisational learning culture
- Applied learning can be done through computer simulations and active game design
- The organisation's stakeholders can generate tacit knowledge to promote growth

### Making the Invisible Visible - Using Narrative to Implement Change

MProfessor Ashley Braganza, Deputy Dean and Professor of Organisational Transformation, Brunel Business School

Knowledge is good thing, right? Tacit knowledge should be protected and preserved, right? Knowledge helps ensure innovations are implemented, right?

Wrong! All knowledge doesn't provide competitive advantage. All knowledge isn't useful. Knowledge is an invisible barrier to change. Knowledge has a use-by date and much of the extant knowledge in organisations is way past that date. This knowledge needs to be removed – arguably destroyed – to actually implement innovations and change.

The danger is in throwing useful knowledge out with the useless knowledge. Picking apart the two types of knowledge, preserving the former and getting rid of the latter is a little explored area of change and transformation. Based on research that has been applied in many organisations, we will explore ways in which you can use 'narratives' to make organisational knowledge work for you.

By the end of this workshop, you will be able to:

- Separate-out knowledge in your organisation that is useful and useless
- Develop 'narrative' strategies relevant to your change programme
- Begin to make the invisible barriers visible to better address them

## Innovation and Design Strategy

Donald Farmer, Principal, TreeHive Strategy

Ask a CEO about their priorities today, and Innovation will be near the top of their list. But ask how they are measuring and analyzing innovation, or even how they define the term. You'll struggle to get an answer. This workshop explores how we can define and measure innovation in a very practical way, enabling teams to quickly and effectively become more innovative.

- Defining Innovation. An introduction to basic concepts of innovation. We start with a definition which is neither vague or aspirational, but instead forms the basis for a soundly practical approach to innovating. Followed by some simple exercises to practice using the definition in work contexts and beyond.
- Innovation Successes and Failures. A quick run through of both classic and some unusual examples, of cases of innovation at its best and worst. Not just an entertaining interlude – we learn through these examples the importance of innovation strategy and support, and the need to be tolerant of failure.
- Ideation Practices. Brainstorming doesn't work – you'll find out why in detail. But in this session we will also introduce a number of more practical ideation techniques and in exercises we'll try them out for ourselves.
- Analysis and Innovation. Innovation and the success of innovation strategy can be measured. In this session, we'll see how an innovation strategy can be built around practical measure of success – followed by a planning exercise to define some suggested metrics for your own innovation strategy.

## The Innovation Game

Michael Van Damme, Managing Partner, The Forge

Innovation is a real buzzword. But what actions really make a difference?

With The Innovation Game you can experience how to make the right, evidence-based decisions for innovation. During the game your team starts a new company. Your team is the management team and you want your company to become more innovative. In 4 rounds your team will be confronted with several decisions you have to make to stimulate innovation. If you make the right decisions, you'll see your company grow. What do you think about a new coffee corner, a power nap room or a jacuzzi at the office? After each challenge you'll receive feedback on why your decision was good or bad for innovation. Everything in the game is backed up by scientific literature.

- Evidence-based insights on innovation in a fun way
- Factors that predict innovation culture and team innovation
- How to tackle an innovation process

## Patterns of Strategy

Patrick Hoverstadt, Director, Fractal

An introduction to Patterns of Strategy – a radically innovative approach to strategy formulation and execution that models the strategic fit between organisation and its environment, and how emergent strategy is shaped by strategic relationships with others. This workshop gives participants the theory of the approach, and provides multiple opportunities to apply it to a

situation of their choice.

It's a pragmatic approach that significantly shortens the time needed to develop strategy, can be applied at any scale, and used for both competitive and collaborative strategies. We'll show how to how to shift from strategy to roadmap and transformation plan, with clear metrics to monitor progress. We'll share our experience of using the approach with over 60 client organisations in a wide range of sectors, and widen your strategic repertoire with 80 common and successful patterns of strategy – each showing what you win, what you need and how to do it.

- Understand the Patterns of Strategy approach.
- Apply the approach to your strategic situation, and start developing your strategy and execution plan.
- Understand the range of 80 patterns of strategy, grouped by different strategic purposes such as collaboration, defence, competition or growth

## Achieving Excellence at Investing in Change

Chris Potts, Mentor, Trainer, Speaker, Author, Dominic Barrow

To create the value we want from all the changes that are happening in our markets, means being organizationally-excellent at investing in some changes of our own.

We need to certain of our investment goals, agile in our choices of changes to invest in, efficient in the risks we're taking, and confident at working with diverse probabilities of success. Some changes will work better than others, and some won't work at all.

The Change Portfolio is central to our organization's culture and capability at investing in change. Depending on how the portfolio is designed, managed and governed, it will drive us to achieve our investment goals, be as agile as we need to be, as efficient as possible, and transparent about the probabilities of our changes succeeding.

This intensive and interactive half-day workshop covers the essentials of Enterprise Investment – achieving organizational excellence at investing in change:

- Diagnosing your organization's Investment Culture, personality and technical maturity
- Designing a goals-driven, agile and efficient Change Portfolio
- Selecting investments that are in-sync with the market
- Managing and governing changes as investments, from idea-to-outcomes

Tuesday 20 March 2018:  
Conference Day 1 & Exhibits

09:00 - 09:10

## Welcome

Chris Potts, Mentor, Trainer, Speaker, Author, Dominic Barrow

09:10 - 10:00

## Keynote: How to Make a Transformation Out of an Innovation: The Rules Have Changed

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10:05 - 11:00

## What is Innovation Anyway? A Year of Innovation Conversations

Cecilia Thirlway, Head of Innovation Practice,, Cecilia Unlimited

For the last year, Cecilia Thirlway has been having conversations about innovation. What started as simple curiosity has turned into an ongoing research project to find out what innovation really is – to walk around it and kick the tyres in a sceptical fashion.

Having spoken to innovation professionals from organisations ranging from Team Sky and Pepsi-Co to universities and the Royal Society of Arts, Cecilia will condense the insights from countless hours of conversation into a 45-minute whistle stop tour of what innovation means today, including:

- How innovators could be a bit more like Genghis Khan
- Why innovation is everyone's problem
- And why really, there's no such thing as innovation at all

## Make Things to Change Things: Digital Product Development and it's Role in Accelerating Positive Change

Jess Tyrrell, Client Partner, ustwo

The pressure is on to speed up how businesses operate, evolve and grow.

New entrants, uninhibited by legacy, are disrupting sectors. The organisational structures that once insured a business' success are now restricting them. How do the people who have grown up in these older structures learn to think

differently?

Jess will share her experience of what happens when teams get down to making the products that bring them closer to customers. And how, by combining agile, open and collaborative ways of working with user centred design, change starts to happen. Focusing on creating tangible prototypes allows organisations to make significant progress with minimum risk, and begins to change the way that people think and behave.

Using examples from her work at ustwo, one of the world's leading digital design studios, Jess will cover:

- Product: how designing things your customers want brings you closer to your users and helps unlock the benefits of digital
- People: how radical collaboration in teams builds a desire to work differently and get to tangible fast
- Mindset: how a successful product development process changes culture, in teams and in the wider organisation

## How JLL Uses Data and Analytics to Enable Real Estate Digital Transformation

*HoChun Ho, Global Head, DG and Management & Richard Brown, Global Head of BI and Analytics, JLL*

Data management and business analysis are typically viewed as a business support function. Successful organizations excel at leveraging data and analytics for digital transformation—effectively turning a traditional support function into profit centres. Real estates are usually the second highest expenses in a corporation. HoChun and Richard will share their experiences as a case study to transform JLL's business model, as well as helping their clients embrace digital transformation and innovations. JLL's RED platform was launched 2 years ago and is now servicing over 100 clients, supporting Real Estate Services for over 200,000 properties. It took a radically different approach to traditional applications combining a plug-&-play architecture for service delivery with a strong data governance infrastructure to deliver a new level of analytical insight.

What you will learn from attending the session:

- How to define the digital transformation strategy leveraging data innovations
- How JLL led its corporate clients to embrace data and analytics for tangible business results
- How to enable the paradigm shift with change management

**11:30 - 12:25**

## Harnessing Innovation in Lloyds Banking Group

*Jehangir Byramji, Head of Fintech, Lloyds Banking Group*

In recent years there has been an acceleration of change in financial services, including banking and insurance. This in part has been brought about by technological change, such as the adoption of enterprises to use cloud computing and analysis techniques like machine learning. Another major source has been the explosion of new tech-enabled businesses, which in our industry are known as Fintech. These Fintech have been jumping on changes in the industry

trying to find new ways to meet customer needs.

As corporates we too are not standing still we are adapting our strategy, our organisational structures, our ways of working and most importantly our culture. This session will provide insights into how to:

- Scan and sense the world around you
- Test and learn to make the right adaptations to your environment
- How to embed an innovation culture across your organisation

## Putting the I in innovation

*Martin Sykes, Director of Alignment, Analysis and Architecture, Cambridge Assessment*

Often innovation has to be seen to be big to get attention. That's just not true. What is the smallest thing you can do today to make a difference? Making innovation personal and leading with what you can do on your own can lay the groundwork for greater efforts. In this session we will cover three different concepts that come together well to put the "I" into innovation:

- Improving 1% at a time. Focus on the small things, measure the difference and keep repeating.
- Innovate to reduce waste. Learn the eight types of waste in the Kaizen approach to spot opportunities.
- Understand the personal opportunities with the 10 types of innovation.

## How Company Values Can Guide the Behaviours that Inspire, Innovate and Drive Business Change

*Janice McNamara, Leadership Development Coach & Facilitator and James Luter, Director Production Blades, MHI Vestas Offshore Wind*

Many companies produce company values centrally, with care and consideration. Printed and framed they appear in departments to guide and inspire. Many, however, look like the heating instructions for the thermostat and mean nothing to staff – or worse are viewed with cynicism. Both leaders and workers struggle to identify the language and vocabulary to engage with each other, drive performance and achieve company goals.

This is a success story about the manufacturer of the world's largest wind turbine blades, building commitment in staff, and driving significant business change through living the company values. It describes making them relevant and tangible through defining behaviours in consultation with stakeholders. James Luter and Janice McNamara, co-facilitated stakeholders through a creative process of change.

Take-aways:

- Build ownership of values through facilitated stakeholder engagement
- Illustrate values in bespoke cartoons to build curiosity and involvement
- Use language and behaviours, that inspire, innovate and drive business change

**14:00 - 14:55**

## Change – What are the Possibilities?

*Shona Watson, Business Change Consultant, Avilion Strategy Limited*

This is a case study of a Housing Association which functioned as nine separate Companies and how the CEO had a vision to bring them together as one Operations Directorate. This had been tried twice before and failed. The case study shares the team effort, the detailed planning done in December to have a launch of 4 July (communications loved creating a 4 July party!), the restructuring process, and the possibilities which arose for staff where the initial thought of a restructure was redundancy and job losses.

Learning points for success include:

- Detailed planning
- Leadership
- Building a successful project team

## Design to Ignite: Design Sprints for Transformation at Scale

*Milan Guenther, Partner, Enterprise Design Associates & Tomomi Sasaki, Partner, AQ*

In a world where everyone and everything is connected, the quality of enterprise-people interactions matter more than ever. They can shape or stifle emerging communities, erase or reinforce boundaries, build or destroy relationships. The practice of design, currently over-committed to the design of services and interfaces, is as well-suited to those relationships and interactions which drive large-scale dynamic systems.

In this talk, Milan and Tomomi will show how Design Sprints, first popularized by Google Ventures to help startups, can be used to lead rapid innovation of myriad interactions within complex systems. They will share learnings from their work in which they used Design Sprints to tackle challenges like creating customer-centric culture, designing the employee experience, and defining agile project governance.

The conference is designed for people who specialise in any of the following:

- Innovation
- Business Change and Transformation
- Digital Business
- Enterprise and Business Architecture
- Business Process Design
- Business Analysis
- Project Portfolio Management
- Agile Development
- Research and Development

*"Lots of great debate helped by people who are passionate about business change."*

**Sharon Pardey, Principal Business Analyst, Aviva**

## The Power of Hummus in Innovation

Tash Willcocks, Programme Leader, Hyper Island

Tash Willcocks Head of School of Hyper Island UK and founder of Mundaneaday & MapMyM-CR will take you through the importance of the Content Process Model, how teams need to work together with leaders and develop trust so that they can overcome their limbic systems fear of judgement to be truly innovative, creating the right solutions for the humans they are designing for and in turn trusting them. (Hummus will feature briefly! More Human focus, less hummus focus.....)

15:00 - 15:55

## The Key to Innovation is Epibration

Michael Van Damme, Managing Partner, The Forge

Innovation is a real buzzword. Everybody talks about it. But what should you actually do to be innovative? What works and what doesn't? Well, for the past 30 years scientists all over the world have been researching exactly these questions. However, this valuable knowledge is not being translated or used in the real world. It has been lying in the basements of our universities. With this presentation we want to change that. During this interactive session you will learn some surprising, hands-on insights based on more than 30 years of scientific research on innovation around the world.

What will you learn:

- Why we like to talk about innovation, but don't do it
- Which factors predict innovation in organizations and teams
- Tips on how to stimulate an innovative culture
- Tips on how to tackle an innovation process

## Demystifying Change

Francesca Valli, Founder and Change Consultant, Chrys Online

The quest for innovation and profit will continue to lead to change, its pace ever-greater in the business environments we inhabit. From the addition of radically different operating models to the systematic search for holy-grail products, we continually witness how business changes, adopts, adapts and... starts all over again.

Change-leadership practices must be 'plugged' into the heart of a programme delivery. The management of change cannot be an after-thought, often restricted to internal communications and training practices.

This presentation is about demystifying change. This emperor really has no clothes. What you will learn is based on Francesca's in-real-life interventions with organisations undertaking critical change:

- Demystifying methods
- Demystifying the experts
- Demystifying progress statistics

She will describe the interventions she made, and their outcome, and describe the tools that have worked well, time and again.

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

**Maria Laveron, Head of Processes and Tools, Eurofight GMBH**

## Successful Digital Transformation with People and Not Just Technology

Nick Littlecott, Global Transformation Programme Design Authority (Interim), Lloyd's Register & Architect Tech

With all the talk about Digital Businesses it would seem all you need is some Cloud, Big Data and AI to Transform your Business and create the business of the future. Lloyd's Register has over 260 years of history, an addiction to paper, operations in 80 countries, nearly 10,000 engineers and auditors, and has struggled to deliver large scale business change in the past. In this session, Nick will describe how putting our People at the centre of our approach, supported by Innovative Technology, led to a success. From how we:

- Built our team
- Developed the why
- Ultimately delivered the Programme & Transformed Business

You will discover:

- How we engaged at every stage and every level
- How we used Innovative Technology to deliver reliably and at speed
- How you can apply these to your digital journey

16:25 - 17:20

## Sexy Options, Fog and Hedgehogs

Simon Raynes, Director of Change, The White Company

Small to medium sized retailers on a growth curve will almost certainly all face the same challenges. Few will have established methodology, change strategy or even people who have a dedicated role for change – but the ambition and drive to move forwards creates these standard problems.

The session will suggest ways to understand and manage them. First, there is a natural tension in a growing business to stretch the big bits of infrastructure beyond the point they can cope – there is always something sexier to do on the list. Then there is a need to manage the urge to change, something even when (in Eddie Obeng's words) you don't know what you want nor how to do it. Finally, we have to manage expectations raised by the initial excitement of what is perceived as the change becomes what is actually delivered.

What you will learn:

- How to earn the right to broaden and grow
- How to manage through Fog
- How not to let your hedgehog turn into a rat

## It's Bottom Up

John O'Donovan, Chief Architect, TalkTalk

This session will describe how companies need to think Bottom Up and be driven by culture. It will describe the ways in which you can build and influence your company strategy through data, learn to listen to your customers, and be smart in your technology choices. Examples and patterns, from a variety of companies and industries, are relevant to all sizes and shapes of organisation.

- How do you approach successfully using data to build your strategy?

- What frameworks and patterns can you apply to managing new technology and legacy?
- How do you structure your approach to making these changes, and build a successful culture?

## Creating FANs Not Customers - A Different Approach for Business Transformation

Eugene Chin, Business Transformation Lead Manager & Wendy McDermott, Business Transformation Manager, Metro Bank

Metro Bank believe in creating FANs and not customers in everything that they do. It is safe to say that there is no transformation technique in the industry that can be used that focuses on the creation of FANs. So how does the business transformation team approach this challenge? Using Metro Bank as a case study, this presentation will cover:

- The Metro Bank Business Transformation approach to creating FANs
- How industry trends and challenges are incorporated including how they work cross-industry to achieve our outcomes
- How they are creating a REVOLUTION in banking, but also in the transformation space

17:25 - 17:45

## Leveraging Uncertainty in the Design/Innovation Process

Lindsay Tingström, Service Design Strategist, Daresay

In the current global business climate, complexity and uncertainty are ever-present, and ongoing change is the new normal. A strong culture of design innovation is a key component to successful organisations, but where do you start when everything feels uncertain?

In this session:

- Lindsay will first explore why uncertainty is a valuable component in design practice and innovation processes: what it can achieve if you learn how to manage it.
- Secondly, Lindsay will go through some practical approaches to leverage uncertainty, so that it can become a catalyst for, rather than a barrier to, innovation.

## Disruptive Innovation

Richard Wiles, Digital Innovation Manager - Global IS, National Grid

The utilities industry is currently one of the most exciting places to work. Substantial changes in the way we deliver/consume/trade and manage energy and it's related infrastructure are driving innovation and regulatory change. These changes in turn mean we need to accommodate new approaches to allow us to meet the demands of our customers. Internal customers who want to be able to experiment with new technologies, generate proof of concept/value prototypes without the need to navigate a traditional IT governance process. External customers who expect to be able to access their data using new channels, with new insights. But innovating in a large bluechip company with an outsourced IT capability can represent a significant challenge. In this session I will talk about our experience of establishing an internal technology innovation team at the heart of a sizeable bluechip company and what we've learnt along the way. You will learn:

- How to establish a versatile team with the right people, right skills and more importantly the right culture
- How to market your team to the business and the IT department
- When to say yes, no and more importantly when to stop work

## Blockchain for Business

Bob Yelland, *European Blockchain Marketing Leader, IBM*

How will blockchain transform business transactions across networks of companies, what are the key use cases emerging and what are the challenges for implementing this technology?

This session will attempt to avoid the hype and present a pragmatic view of the potential of this technology, and where it makes sense to apply it. If you have ever been confused or sceptical about blockchain, take the opportunity to discover what makes it different from a traditional database, and why so many companies are so excited about the new business models that it opens up.

Learning points:

- Understand the power and potential of blockchain
- Discover blockchain business examples
- Determine if blockchain is right for your challenge

## Wednesday 21 March 2018: Conference Day 2 & Exhibits

09:00 - 10:00

### Keynote: Did Someone Just Mention Digital Transformation?

Jeroen Derynck, *Global Director Innovation & Transformation Services, Salesforce*

In times of disruptive change, fast is never fast enough. New challengers ship innovative services at dazzling speed and see user adoption grow with double digit rates. Where some companies are still struggling to get their IT and business work together, others are already exploring the next frontier of AI. The innovation play is not only reserved for new digital players and also incumbents are picking up quickly. The forward-looking companies outsmart the competition through smart investments in technology. They are prepared to overhaul the corporate DNA with agile ways of working and go full in on experimentation. Is there really a secret sauce to become better with digital? And if so, what are the key ingredients that will keep you in pole position in the technology rat race.

- What successful digital leaders have in common: the seven guiding principles
- Why networks of excellence accelerate time to market of new products and services
- Which technologies are part of your next generation transformation playbook

*"The real value was in the discussion and recognising everyone has the same problems."*

Matthew Richards, *Deputy Director-Innovation, Cambridge Assessment*

10:30 - 11:25

### Innovation Management

Ahmed Sleem, *Middleware Architect, DXC technology*

Every corporate is striving to be innovative, establishing a new business and produce new products. In this session we will go through the adoption of innovations, and the techniques required to elevate the creativity in your organization on both the individual level and the corporate level.

We will explore the innovation strategy and disruptive innovations in an ever-changing world. It is time to take your firm to the next step, by utilizing portfolio management tools and selecting the right projects for innovation.

- How to develop an innovative mindset.
- Adoption lifecycle and innovation adoption.
- How can you enhance creativity?
- Identify the types of idea management system.
- How to execute innovation project.

Finding your way in a world full of technologies and use it as tools to innovate is not an easy task without having a full understanding of innovation concepts. Let's talk innovation.

### Surviving the Pace of Change

Richard Frost, *Lead Enterprise Architect, Operational Excellence, Yorkshire Building Society Group*

Should we worry about the effects of Innovation and the accelerated pace of change on modern society? Will anyone be immune from the decimation of jobs predicted from the tidal wave of automation? Are we rushing towards our own destruction at the hands of our robot masters?

This session will follow a LinkedIn debate and will summarise the outcomes before leading to an interactive discussion with delegates. You will learn:

- What are the issues that we are all worrying about as we develop and introduce our new technologies?
- What does history tell us about how to handle change?
- What do your colleagues and peers think about the social issues of change?

### Transforming Your Business – A View From The Trenches

David Beckham, *Senior Business Analyst, Aviva*

In this presentation David will discuss his experience of organisational change, throughout his thirty-year career in change and twenty years as a business analyst. He will give a view from the 'bottom up', as even though he has extensive knowledge of delivering operational change he has usually had organisational change 'done unto him', with varying results! He will discuss why organisational change succeeds at shop-floor level and why it doesn't, how companies can increase the chances of getting organisational transformation to work and the importance of an integrated and clear vision.

This session will:

- Highlight the common reasons organisational change fails

- Compare the 'top down revelation' model of change with the 'inclusive community vision' model
- Discuss how life in his organisation has changed dramatically for the better in the last three years

11:30 - 12:25

### Getting the Ducks on the Same Hymn-Sheet: How Shared Language Enables Transformation

Steve Whitla, *Director, Visual Meaning*

Transformation programmes bring together contributors from a huge range of backgrounds and cultures, from inside and outside the organisation. In the pressure to meet deadlines and show progress, it's easy to miss how people are using the same words to mean different things and different words to mean the same thing. Misinterpretations create unnecessary arguments, and often don't get spotted until it's too late and a huge amount of work has been wasted.

This presentation will provide a range of practical suggestions on how to align people's use of language, drawn from the key insight that shared meaning always arises from shared experience. You will learn:

- How to notice language differences before they become language problems
- How to create communication and reference materials that people interpret the same way
- The behaviours that drive shared meaning

### Power of Incremental Transformation

Amit Dixit, *Head of Operational Excellence, QBE Insurance & Marcia Holme, Head of Business Change Management QBE European Operations, QBE Insurance*

Amit will share a transformation model that they are creating in QBE – that's helping the transformation community better connect with business, get the right buy-in, deliver the correct solution at speed, and achieve it at the right cost. At the heart of this is the 'Operational Excellence' function that is working towards identifying and eliminating process inefficiencies using Lean, Six Sigma practices within a 12-week period. It is engaging the business to self-drive, and to participate in continuous improvement & transformation. The ground is then set for the big transformation programmes to kick-in, and use the same vehicle to deliver change. Key takeaways for the delegates:

- Invest in 'right' continuous improvement practices
- How to best engage the business users in transformation
- Prefer incremental delivery over complete delivery (agile with a small 'a')

### Establishing an Innovation Team

Mark Clifton, *UK Chapter Chair, Association of Enterprise Architects (AEA)*

Innovation management is a discipline that aims to drive a repeatable, sustainable innovation process or culture within a company. This presentation highlights best practices to help business and technology leaders establish Innovation Centres, that deliver on goals of creative exploration and business value/outcomes.

14:00 - 14:20

## Change the Way We Change

Morten Stender, Partner, Staun & Stender

What drives or hinders innovation? To significantly change a business with radically different offerings, you need to consider the culture and the prioritization mechanisms. People who believe in maturity models and digitization are often stuck in current operations paradigm, and they often have a hard time succeeding with innovation and transformation. To succeed with new a non-linear change to business model, we need to exploit different business models of technology, time and space.

The session will facilitate the journey to a new paradigm, culture and privatizations. The presentation takes you to the characteristics of single-loop and double-loop learning, adaptive systems and how to succeed with innovation.

Key take-aways are:

- Linking to digitization and digital transformation – are they any different?
- Single-loop and Double-loop learning; How to manage the paradox of changing to a disruptive business model?
- Structures and culture – how to give-away the stable history at the border of instability?

Change the Way We Change brings innovation to the frontier of experiments rather than performance – challenging the way digitization is executed, and supporting data-driven and risk-based planning scenarios. The session will provide a focus on creating a culture where double-loop learning of the organisation takes place, and the current state is constantly challenged with living insights.

## How AI is Transforming Industries

Charlotte Han, Enterprise Marketing, Deep Learning, NVIDIA

AI is moving from its academic roots to the forefront of business and industry. In this talk we will discuss the definition and applications of Artificial Intelligence, Machine Learning and Deep Learning. We will explore how companies in several economic sectors—automotive, healthcare, retail, and financial services—are tackling new challenges and opportunities by incorporating AI/ML/DL into their products and operations, and highlight what we can learn from their success stories.

- Automotive: the challenge and solution of scale, due to data volume generated in the process, when building self-driving cars
- Healthcare: how AI can help detect early signs of cancer and diseases, and predicting a sick baby's vitals and survival rate
- Retail: how retailers are using AI and data to draw conclusions, improve process and automate supply chain, while improving customer experience
- Financial services: many financial services companies have already heavily adopted machine learning for applications such as fraud detection, credit risk assessment

## Lo-Fi Solutions for Big World Problems

Gabriela Triffletti, Program Leader & Innovation Consultant, Hyper Island.

“Lo-fi Solutions for Big World Problems” is the story of a nine-week journey to answer a brief

from the UN to enable refugees to work using their mobile phones. This was a creative collaboration which utilised design thinking, free social networking tools and sprints to create a solution for one of the world's most significant challenges. From developing an idea to a remote prototype and testing it with refugee camps in Uganda, the crowdsourced translation app U-able was born: a platform for connecting skilled refugee linguists with businesses in need of translation. The translation industry is a 40 billion dollar industry which can help get the job done and change the world.

14:25 - 15:20

## Is Your Transformation Effort Really Delivering Your Strategic Ambition?

Chris Bevan, Transformation Director, ASOS

Companies spend a lot of time and a lot of money on developing and evolving their strategy. The executive team then present this to investors and analysts. They are always very sincere about the content and very sincere about the processes they have in place to assure delivery. But how do you really deliver on this assurance? How do you make sure that the millions of capex that the Board agree to spend will deliver your ambition?

The world is not going to stand still and let you get on with it untouched, if this is a 3-5-year strategy. How will you make the right long-term bets, and then secure them?

What will delegates learn?

- Understand the real conflicts between running an operation and transforming the operation
- How to develop the appropriate environment to reduce the risk of failure
- How to “operationalise” the strategy

## What is the Future for Business Change and Transformation?

Sarah Coleman, Director, Business Evolution Ltd

What should the next generation of business change and transformation approaches look like to ensure success?

Traditionally business change has been designed and delivered as discrete, local initiatives. We've seen this approach evolve to a more mature level where a business manages a portfolio of multiple, and often overlapping, change initiatives. And now in a world marked by ambiguity and uncertainty – with BREXIT, extended supply chains, disruptive competition, global markets, continuous innovation and virtual teams – are we still using the right approach to change and transformation? Do we need to change the way we approach business change?

In this practical and interactive session, Sarah Coleman will help you identify and explore:

- What currently works in business change and transformation, and what doesn't
- What the next major shift should be in thinking and approach for business change and transformation
- How your business currently works with change and transformation, and how it might best change its approach to change.

## How to Create an Innovative Culture

Jens Bjare, Agile Business Coach, IRM Sweden

How to create an Innovative Culture with Design Studio and Value Proposition Canvas, VPC.

- Design Studio is an interactive and fast method for creative problem solving and development.
- VPC is one of Alexander Osterwalders ways to understand customer needs when designing products and services.

Inspiration on how to build an Innovative organization with innovative working methods and how to create a Climate, Culture with Collaborative teams: Have you wondered why some teams perform and some don't and why? Is it the individuals, teams, culture or the climate that nurture the culture. What nurtures engagement, creativity and innovation? We believe that the top three fundamentals for inner motivation is playful, purpose driven and developing climate which fosters an innovative culture that nurture self-organizing and performing teams. When helping our customers we use visual techniques storytelling and design studio as workshop methods in the innovative process.

This session will include an exercise were we co-create together and innovate with “Alexander Osterwalder's Canvas” Value Proposition Canvas in combination with Design Studio as a workshop technique.

What you learn:

- Insight in how to create an Innovative organization and why
- Insight in a how Alexander Osterwalder Canvas and Design studio contribute in create innovation
- Understand why does it works from neuro perspective.

15:35 - 16:30

## Systems Thinking and Innovation: Avoiding the 'Silver Bullet' Fallacy!

Adrian Reed, Principal Consultant, Blackmetric Business Solutions

It's often said that we live in an increasingly volatile, complex and ambiguous world. The external business environment is complex and fast-moving, yet often our stakeholders are blindsided by 'silver-bullet' solutions that assume a linear relationship between cause and effect. These 'silver bullets' can, ironically, be an inhibitor to innovation and may even make things worse.

In reality, things are rarely neat and linear. More often we'll find that situations are devilishly difficult, requiring us to understand and engage with a whole range of messy interconnected issues and perspectives.

In this practical presentation, Adrian Reed discusses the importance of Systems Thinking in innovation, including:

- What Systems Thinking 'is', why it matters, and what can happen when innovation and change is 'siloes'
- A range of practical techniques from the world of Systems Thinking that have direct applicability to those innovating
- How Systems Thinking and systems practice can help an organisation 'learn'



## Anyone Know What Risk Really Means?

Matt Andrews, Head of Technology Controls Transformation & Ken Campbell, Risk Manager, Royal Bank of Scotland

In these days of complex change programmes, the actual risk of change being done (or not) is increasingly difficult to understand. Layers of technology and years of organic business growth can mean the true impact to the customer is far from clear. Many organisations adopt risk management as a procedural discipline, usually with extensive processes and reports. And yet, while these can be effective in building rich data sets, they often fall short of really explaining risk to senior and executive levels.

In this talk, Ken and Matt will explain why they see risk management as a narrative – rather than procedural – discipline. Along the way they will:

- Find out why risk processes can be friend – and foe
- Define strategies to move to narrative-based risk management
- Explore the point where the telling of the 'risk story' is central to the decision-making process

## Innovation in Ministry of Defence - Why, the Challenges and the Opportunities

Danny Wootton, Head of Innovation in ISS, Ministry of Defence

The talk will cover why innovation is important for MOD at this time, given the way the defence is changing.

However, the MOD is a large organisation with a large legacy of systems and an embedded culture, and therefore innovation in MOD has a number of challenges that they need to overcome. Despite these challenges, they have a wide range of opportunities where they can innovate and leverage industry. Danny will give example of opportunities and the context of those opportunities.

The main theme for this presentation will be Innovation in Defence and more important than ever:

- Why is innovation so important to Defence at this time
- Some of the barriers to innovating in MoD
- Their plans to drive change
- Current challenges and themes

**16:35 - 17:00**

## A World Where Anything is Possible - Conference Close

Chris Potts, Mentor, Trainer, Speaker and Author, Dominic Barrows

## Perspective Sessions

**Tuesday, 20 March  
13:00 - 13:25**

### Listen to a Millennial talk about Business and IT Transformation

Sam Skalla, Consultant, Orbus Software

Often berated for our obsession with smartphones and alleged lack of social skills, the 'dreaded Millennials' are now the dominant workforce demographic.

Advancing the concepts of flexible working and the use of technology in the workplace, Millennials have significantly affected Business and IT Transformation across industries around the world.

In this session we'll explore the pathway of one fictional Millennial as they find their place in a Business and IT Transformation project – providing you with an insight into these vital stakeholders.

Including such dangerous areas as:

- Social Media and its consequences on Business and IT change
- Ideation and an Agile Architectural Response
- Digitalisation and Instant Gratification

**Wednesday, 21 March  
13:00 - 13:20**

### 3 Examples of Companies that Grow by Doing Good

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

There are many ways to innovate in a business, many ways to grow a business. In this talk, we will look at three examples of companies that are doing this BY having a positive impact. We look at the key takeaways from their practices and how transferable to other industries these may be.

**Wednesday, 21 March  
13:25 - 13:50**

### The 8-Roles of the Innovation Units

Alessandro Di Fiore, Founder and CEO, ECSI Consulting

Corporate innovation efforts at large companies often lack a clear mission and framework. At one European energy company we looked at, no less than four different functions were supposed to be working on innovation, yet none were supporting critical initiatives or capabilities at the business unit level.

It's not just a problem at companies known for poor management. Even well managed businesses well versed in modern management practices can, without realizing it, generate an environment hostile to innovation. It's a particular problem for a company's frontline

business units, whose business processes and performance metrics are optimized to relatively short-term goals and that are anchored in what they are currently doing or selling rather than in what they might be doing instead. As a result, line managers instinctively reject risky, discontinuous innovations that won't immediately contribute to their goals.

This is precisely why large companies need a dedicated Innovation Unit to counterbalance the natural killing instinct of a company's business units by designing and enabling a more innovation friendly environment. Drawing on the results of our research at the European Center for Strategic Innovation, we have developed a framework that can help Chief Innovation Officers and/or Innovation Leaders to design the mission and scope of these newly created organizational units to avoid that do not perform or are limit the risk to be "rejected" from the incumbent organization.

## Innovation, Business Change & Transformation Conference Europe 2018

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#### Registration Fees:

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

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

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

One Day	£795 + VAT (£159) = £954
Two Days	£1,245 + VAT (£249) = £1,494
Three Days	£1,595 + VAT (£319) = £1,914

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

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

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

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IRM UK in association with JP Events have arranged special discounted hotel rates at the venue above and at other hotels nearby.  
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& Business Process Management  
Conference

22-25 October 2018, London



IRM UK

Enterprise Data and  
Business Intelligence  
& Analytics Conference Europe

19-22 November 2018, London

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