Enterprise Architecture and Business Process Management Conference Europe

11-12 October 2022, London
Workshops, 10 & 13 October 2022

Europe's Only Co-located Conferences on Enterprise Architecture and BPM

Book by 29th July and Save £100

Designed by Practitioners For Practitioners

Why You Should Attend:

This event provides a unique opportunity to discover the latest approaches and innovative ideas on BPM, Enterprise Architecture and Business Architecture and benefit from the synergies between them.

Get Value for Money. Choose from 4 conference tracks. Whether you are just getting started or looking for more advanced knowledge you will find sessions that address issues you are facing and people who can advise you.

Excellent Mix of Vision, Theory and Implementation. Four Conference Tracks with More Than 45 Sessions.

Learn from past success and challenges through a wide range of case studies. Broaden your knowledge and gain insights from internationally renowned experts. With Plenary Keynotes from *Sasha Aganova, Managing Partner, Process Renewal Group*, and *Caroline Barnsdall-Thompson, Head of Architecture, Analysis, and Consultancy, Bank of England*

Half Day and Full Day Conference Workshops. Choose from an unparalleled range of pre-conference and post conference workshops on specific topics conducted by leaders in their field.

Exhibition and Networking Opportunities. Network with an outstanding group of EA, BPM and Business Architecture delegates and speakers. BPM and EA solution providers will be available during the conference days to demonstrate the latest in software and services available and give you the benefit of their insights.

Case Studies & Contributors Include:

- APG
- Bank of England
- Cambridge University Press and Assessment
- Capgemini
- Danish Police
- Forrester
- HSE, Ireland's Health Service
- IKEA Group
- London Stock Exchange
- Mars Petcare
- Motor Insurers Bureau
- Ordnance Survey
- Process Renewal Group
- Scania
- Schroders
- Standard Bank
- Swiss Re
- Tatra Bank
- Volkswagen AG

and more!

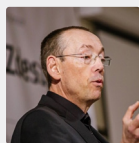## Keynote & Featured Speakers Include:
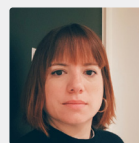
Dr Leandro Herrero
CEO
The Chalfont Project

Dr Simon Field
Principal Architect
Bank of England

Joanna Goodrick
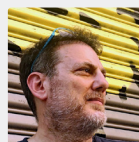*Head of Business Architecture and Strategy Cambridge University Press and Assessment*

Gerben Wierda
Lead Architect
APG
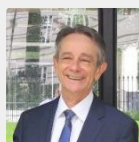
Martina Babini
Principal Analyst
Yoox Net-A-Porter Group

Milan Guenther
President
Intersection Group

Neal Fishman
CTO Data-Based Pathology
IBM

Paul van der Merwe
Head of Enterprise Architecture
Standard Bank Group

Roger Burlton
President
Process Renewal Group
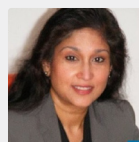
Shikha Hornsey
Chief Digital Information Officer
Crown Commercial Service

Sponsored By:

Ardoq
ins·pi
avolution ABACUS
ankura
LeanIX
MEGA SEE THE BIGGER PICTURE
THE Open GROUP
STAUN & STENDER
OrbusSoftware
ValueBlue
solace.

Produced by

IRM UK

AGENDA AT A GLANCE

MONDAY 10 OCTOBER 2022: CONFERENCE WORKSHOPS

Half Day Workshops 09:30 - 12:45	**New Look on EA Maturity Assessment: The Organizational Context** *John Gotze, CEO & Ksenija Bickova, Enterprise Architecture Consultant, EA Fellows*	**Great Skills Make Great Architects** *Michael Rosen, Chief Scientist, Wilton Consulting Group*	**Business Process: What You really Need to Know - Fundamentals & Techniques** *Alec Sharp, Senior Consultant, Clariteq Systems Consulting*	**Full-Day Workshop: Business Architecture – Connecting the Dots** *Roger Burlton, President, Process Renewal Group*
Half Day Workshops 14:00 - 17:00	**Modular Business Architecture Framework for Enterprise Agility** *Alex Romanov, Business Architect \ Principal Consultant, Avrolabs*	**Predictive Process Management** *Roger Tregear, Principal Advisor, TregearBPM*	**Integrating Change into Your Business Process Approach - Timing Is Everything** *Alec Sharp, Consultant, Clariteq Systems Consulting*	**Full-Day Workshop: Business Architecture – Connecting the Dots** *Roger Burlton, President, Process Renewal Group*

Morning Coffee Break - 11:00 - 11:15, Lunch - 12:45 - 14:00, Afternoon Coffee Break - 15:30 - 15:45

TUESDAY 11 OCTOBER 2022: CONFERENCE DAY 1 & EXHIBITS

09:00 - 09:10	Conference Welcome
09:10 - 10:00	**Plenary Keynote: Living the Dream - Turning Strategic Intent into Operational Results,** *Sasha Aganova, Managing Partner, Process Renewal Group*
10:00 - 10:30	Networking Break & Exhibits

	Enterprise Architecture	Enterprise Architecture	Business Architecture	Business Process Management
10:30 - 11:15	**Multi-Dimensional Architecture Models of the Enterprise** *Marc de Oliveira, Enterprise Architect & Jacob Behrend, Leader of EA, The Danish Police*	**The State of Enterprise Architecture in 2022** *Marc Lankhorst, Managing Consultant, BiZZdesign*	**When Seven Bee-Come One: Using BA to Define and Build Our Business Group** *Axel Aarstad, Manager and Senior Consultant & Iselin Sema Nordal, Director and Principal Consultant, Arribatec*	**Process & Task Mining – The Next Silver Bullet? Or Just a Lead Balloon?** *Mark McGregor, Strategy Advisor*
11:25 - 12:10	**Enterprise Architecture for Strategy Focus in IT** *Stephen Cookson, Principal Architect, Mastek Ltd*	**Is the Importance of the Enterprise Data Architect Increasing With the Growth in Analytics, Machine Learning and AI? What Every Enterprise and Business Architect Should Pay Attention To** *Elena Doyle, Senior Data Architect, Cambridge University Press and Assessment*	**Are the Boundaries of Enterprise and Business Architecture Infinite?** *Joanna Goodrick, Head of Business Architecture and Strategy, Cambridge University Press and Assessment*	**Business Process Digitalization** *Khalid Aldkhaeel, Director, Elm*
12:10 - 13:40	Networking Lunch & Exhibits			
12:40 - 13:00	**Hitting the Target With EA,** *Graham Padgham, Business Architect, Café Associates / MEGA International*		**Healthcare Focused Look at ESG's Broader Impact on EA,** *Gar Mac Críosta, Digital Advisor to the CIO office at Ireland's Health Service, Health Service Executive (HSE) & Sean Gibson, Senior Enterprise Architect, Ardoq*	
13:10 - 13:30	**Accelerating Innovation with a Data-Driven Approach to Enterprise Architecture,** *Tushar Joshi, Director, Architecture & Tech Strategy & Bea Weller, Director Enterprise Architecture, London Stock Exchange Group*		**Driving Business Outcomes with Enterprise Architecture,** *Stéphane Vanrechem, Senior Analyst, Forrester*	
13:40 - 14:25	**It's Time to Apply Agile Thinking to Enterprise Architecture** *Avinash Nicklas Malik, Principal Strategic Enterprise Architect, Infosys Ltd*	**A Practical Approach to Creating Enterprise Data Architectures** *George Staw, Data Architect, Motor Insurers Bureau*	**Capabilities are not Hierarchical** *Martin Sharp, Business Architect, Bank of England*	**Will Process Owners Transform into Touchpoint Owners?** *Suzie Joku, Founder, SiEN Consultants*
14:35 - 15:20	**Turning the Data Protection Challenge into the Innovation Opportunity** *Motti Max Goldberg, CoE Lead of Innovation Architecture & R&D, Swiss Re & Maxim Kravcev, Enterprise Architect, C.T.Co*	**Transcending Skeuomorphism – Using Enterprise Architecture to Find the Real Value in Innovation** *Dave Stow, Senior Architect, Ordnance Survey*	**Stronger Together: Developing a Business Architecture Community of Practice** *Iain Windle, Enterprise Business Architect, Schroders Investment Management*	**How Will Work Get Done if…? A Practical and Proven Guide to Business Continuity** *Phil Short, Owner & Principal Consultant, PJS Process & System Improvements*
15:20 - 15:50	Networking Break & Exhibits			
15:50 - 16:35	**Plenary Keynote: Lego-Like Organizations in the Post-pandemic Disruption: Beyond Resilience and Adaptation. The Organization That Is No Longer 'Prepared for the Past',** *Dr Leandro Herrero, CEO, The Chalfont Project*			
16:40 - 17:25	**Plenary Keynote: May You Live in Interesting Times,** *Michael Rosen, Chief Scientist, Wilton Consulting Group*			
17:25 - 18:25	Networking Drinks Reception: Sponsored by Ardoq			

WEDNESDAY 12 OCTOBER 2022: CONFERENCE DAY 1 & EXHIBITS

09:00 - 10:00	**Plenary Keynote: Enterprise Architecture – From, To, Because,** *Caroline Barnsdall-Thompson, Head of Enterprise Architecture and Strategy, Virgin Atlantic*			
10:10 - 11:00	**Embedding Quality Risk Methods into the Architecture Lifecycle** *Dr Simon Field, Principal Architect, Bank of England & Alexander Poth, IT Quality Manager, Volkswagen AG*	**Technical Debt Transparency Cookbook** *Peter Filip, Lead Enterprise Architect, Tatra banka*	**The Intersection of Capabilities and Processes** *Henrik Ekstam, Product Roadmap Leader, IKEA Group*	**Managing All Our Processes—and Other Impossible Dreams** *Roger Tregear, Principal Advisor, TregearBPM*
11:00 - 11:30	Networking Break & Exhibits			
11:30 - 12:20	**Architecting for Information Security and Privacy** *Joost Melsen, Independent Enterprise & IT Architect*	**Architecting for Uncertainty: The Art of Avoiding a Crisis** *Neal Fishman, CTO Data-Based Pathology & Paul Homan, CTO Industrial, IBM*	**Business Architecture Enabling Agile Transformations** *Farhat Khan, Director, Capgemini Invent*	**Supercharge Business Excellence by Overarching Improvement Models** *Lourdes Gonzalez, CEO/Founder, Lulu Process Design Group*
12:20 - 13:50	Networking Lunch & Exhibits			
12:50 - 13:10	**The Magic Mix of Strategy, Design and Delivery… Enter Solution Portfolio Architecture!,** *Georg Pang, Senior Solution Consultant, ValueBlue*		**The STARS of Enterprise Architecture - Picking the Right Architecture Strategy,** *Morten Stender, Partner, Staun & Stender*	
13:20 - 13:40	**The Open Group Architecture Portfolio – The Inside Story,** *Mark Dickson, Director of the Architecture Forum, The Open Group*		**Unlock the Business Value of EDA,** *Jamil Ahmed, Distinguished Engineer, Solace*	
13:50 - 14:35	**Fireside Chat - From EA to CIO: The Role of Enterprise Architecture in Enterprise Strategy,** *Moderator – Joanna Goodrick, Head of Business Architecture and Strategy, Cambridge University Press and Assessment Panellists: Shikha Hornsey, Chief Digital Information Officer, Crown Commercial Service & Amitabh Apte, VP & Global CIO, Mars Petcare*		**Designing for Business Performance Measurement and Management,** *Roger Burlton, President, Process Renewal Group*	
14:45 - 15:30	**Enterprise Architecture in a Platform World,** *Paul van der Merwe, Head of Enterprise Architecture, Standard Bank Group*		**BPM Keynote Panel: The Myths and Mysteries of BPM and Business Architecture,** *Moderator: Roger Burlton, President, Process Renewals Group Panellists: Mike Rosen, Chief Scientist, Wilton Consulting & Mark McGregor, Product, Marketing and Business Strategy Consultant*	
15:30 - 16:00	Networking Break & Exhibits			
16:00 - 16:40	**Plenary Keynote: Digital Culture - It's Not What You Think It Is…,** *Gerben Wierda, Lead Architect, APG*			
16:45 - 16:45	**Conference Close**			

THURSDAY 13 OCTOBER 2022: POST-CONFERENCE WORKSHOPS

09:00 - 16:45	**Outside-In: From Customer-Centric Innovation to Enterprise Change** *Annika Klyver, Business Designer/Architect, Scania & Milan Guenther, President, Intersection Group*	**Culture - Making Change that Sticks** *Sasha Aganova, Managing Partner, Process Renewal Group*	**Making the Leap from Integrator to Integration Architect** *Nicklas Malik, Senior Principal Strategic Architect, The Capability Studio*

Morning Coffee Break - 11:00 - 11:15, Lunch - 12:45 - 14:00, Afternoon Coffee Break - 15:30 - 15:45

KEYNOTES

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

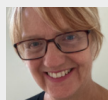*Sasha Aganova, Managing Partner, Process Renewal Group*

One of the most critical pain points for Chief Executives and executive teams in general is how to tune all the different moving parts of their organization to ensure that their strategic vision and dream of the future becomes reality. This is where we come in. What can we, as architects, analysts, designers, and developers, do to make this happen?

The challenge we face is to translate intention into organizational ability to attain it and keep everyone aligned to this original intent along the journey of transformation. This requires a set of traceable translation stages utilizing diverse professional practices. This session will provide an overview of the practices and related critical success factors, based on a real-life case study, to maintain the vision and guide the choices to navigate the journey.

In this session we will cover:
- Interpreting vision and strategic documents
- Finding and leveraging a shared North Star
- Tools and techniques to track progress
- Critical Success Factors
- Case study based examples

Plenary Keynote: Lego-Like Organizations in the Post-pandemic Disruption: Beyond Resilience and Adaptation. The Organization That Is No Longer 'Prepared for the Past'

Dr Leandro Herrero, CEO, The Chalfont Project

Almost everything in the world of business, change, or organizational transformation should be questioned in the post-pandemic world. Unplanned stress-tests have showed us the way for the future, but we are still adapting old models. Hybrid or non-hybrid is hype, it is not the right question. This time we must be serious about reinventing the organization beyond theories, dogmas or impossible to implement ideas from books.

You will learn:
- How to look beyond the outdated ideas and theories that have been used for years.
- How to look critically at the new organization that needs to be more adaptable and flexible, beyond what it has been in the past.
- What principles can lead to that. Is there a singular best model? Or, more importantly, can several possibly competing models coexist in one single organization?
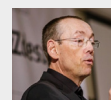- What kind of management and leadership are to be reinvented.

Plenary Keynote: May You Live in Interesting Times
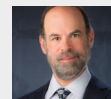
Mike Rosen, Chief Scientist, Wilton Consulting Group

Whether attributed to an ancient Chinese curse, or more likely to Joseph Chamberlain, with unprecedented global upheaval, the cliché is certainly relevant today. How can we make sense of it all, or at least get our minds around it? And what does it mean to us as IT and business professionals? Using the PESTEL framework, this keynote will examine key Political, Economic, Social, Technological, Environmental, and Legal aspect of our current interesting times, and then posit some conclusions about how it affects our roles as architects, analysts, and IT leaders. Buckle Up.

Plenary Keynote: Digital Culture - It's Not What You Think It Is...

Gerben Wierda, Lead Architect, APG

According to the World Economic Forum, "Organizations with a strong digital culture use digital tools and data-powered insights to drive decisions and Customer-centricity while innovating and collaborating across the organization."

Simply implementing technology, such as apps and analytics does not work. The reason, we are told, is the culture of the organisation, the people. These people need to change their 'old' behaviour and accept 'new' ways of working: "agile, experimental, risk-tolerant, and collaborative" (MIT). To succeed in digital transformation, we need to solve the 'people problem'.

But might we actually missing what the problem is? Might it even be that not the people are the problem, but that technology is? Culture eats Strategy for Lunch, but Technology considers Culture to be a light snack?

Plenary Keynote: Enterprise Architecture – From, To, Because

Caroline Barnsdall-Thompson, Head of Enterprise Architecture and Strategy, Virgin Atlantic

Creating or maturing an Enterprise Architecture capability within an organisation is seldom text book with different needs and wants to consider. Caroline will share the different tools and techniques she has successfully to cater for the many different challenges of developing a world class Enterprise Architecture practice. Caroline will walk through various real life scenarios and explain where we needed to move from, where we needed to get to and the because - why we did developed EA in the way we did..

Half Day Workshops:

New Look on EA Maturity Assessment: The Organizational Context

John Gotze, CEO & Ksenija Bickova, Enterprise Architecture Consultant, EA Fellows

This workshop will present a new EA maturity assessment model that considers the organizational context and how it is linked with success of EA or it's lack thereof.

The participants will learn:

- Why the organizational growth stages matter for the architects, how to identify them and what EA should focus on during each stage;
- What is Color Model of Thinking, how it helps to decipher the organizational behavior and how architects can use that to align EA efforts;
- How to use the new assessment model to prepare for the next step in the company's evolution
- The real-life applications of the new assessment model through a number of case studies

The participants could try the assessment model themselves either during or after the workshop and get feedback. The model and its components would be thoroughly explained making it suitable to the architects of all seniority levels.

Great Skills Make Great Architects

Mike Rosen, Chief Scientist, Wilton Consulting

Every architect needs a toolbox of skills and techniques to draw from when doing their job. Whether you're a novice or a seasoned professional, an enterprise architect, business architect, solution architect, IT architect, or software architect, this workshop will introduce and reinforce the skills for improving your performance as an effective architect.

- Understand basic architectural skills of modeling, abstraction, conceptualization
- Learn about contextualization, visualization and formalization
- Introduce advanced architectural skills of critical thinking and system thinking

Join us for and engaging discussion of skills to enhance your architectural influence.

Business Process: What You really Need to Know - Fundamentals & Techniques

Alec Sharp, Consultant, Clariteq Systems Consultant

We're seeing seen a huge resurgence of interest, worldwide, in adopting a more "process-oriented" approach. Public and private organisations are driven by wide-ranging needs such as improved responsiveness and agility, regulatory compliance, and even retaining organisational knowledge while recruiting and retaining a younger workforce.

The results, however, often do not live up to expectations. This session will highlight the most common problems, and specific techniques to avoid them. Key points include:

- What a "business process" really is, and what goes wrong if they are identified improperly.
- Why your current performance measures may be the enemy of your processes.
- The critical relationship between business processes and large system implementations.
- Taking a holistic view of processes – factors that are under- and over- emphasised.
- Why current Agile approaches require an end-to-end process view.

Next, we'll look at simple but highly effective methods for documenting and optimising (even transforming!) processes. And we'll do this in Agile timeframes, not the "boil the ocean" approach some methodologies promote! Throughout, key points will be illustrated with current, real-life examples, with time available for discussion.

Modular Business Architecture Framework for Enterprise Agility

Alex Romanov, Business Architect \ Principal Consultant, Avrolabs, Inc.

Complex organizations suffering from inefficiency of legacy processes / systems, are often:

- recognizing the utmost urgency of (digital) business modernization
- facing insanely rapid timelines to address transformation opportunities
- infested with EA skepticism and perception of "agile" as a panacea

To stay relevant in such environment, Business Architecture (BA) must re-design itself from focusing on "classic" pure architectural vision, models, frameworks, and skills, to a much wider leadership scope including direct knowledge-based support for agile transformation projects, sheer speed of architecting, parallel high-quality BA and agile IT implementation.

A proven multi-disciplinary framework of BA-related undertakings is presented. It's based on:

- Modular Business Architecture, patterns, and metamodels
- Delineation of strategic- and project-oriented BA; 2-speed delivery model
- Pre-emptive cataloging of transformation- and digital- opportunities
- Modular EA governance

A modular BA initiative shapes-up a continuous capital investment strategy, as the more modules are defined, the more savings and efficiencies achieved in a long run.

Predictive Process Management

Roger Tregear, Principal Advisor, TregearBPM

Of course, you know how the process performed last week. No Nobel Prize for that. What we really want to know is what will happen next week. That's the holy grail of management—to predict, indeed create, the future.

While it's important to understand and learn from what has happened, an essential test of effective management is whether future performance can be predicted with useful certainty? If not, management must be reactive rather than active, indicating a low level of control over the process and its outputs.

A stable process is one where its performance can be predicted, with a high level of confidence, to be within known limits unless something changes. Such changes might be expected or unexpected.

The fewer the unexpected changes, the better your performance prediction, the closer you are to that Nobel Prize.

This presentation shows how to achieve predictive process management.

Learning objectives:

- Understanding the role of variation in performance.
- How to analyze the predictability of process performance.
- Finding signals in the process performance noise.
- How to build and use a Process Behavior Chart.
- Looking beyond the data—other elements of propheting in process.

Integrating Change into Your Business Process Approach - Timing Is Everything

Alec Sharp, Consultant, Clariteq Systems Consulting

Throughout forty years of consulting, the speaker has refined methods and techniques that lead to significant process change in as little as two or three days. It has also led to interesting observations from clients about its impact on change. One said, "When we follow the method strictly, the usual resistance to change simply doesn't materialise." Another said, "We like the way support for change is built in throughout the method, not bolted on at the end." This is not an accident – refinements to the techniques, and to their sequence and emphasis been chosen to help participants understand and embrace the need for change. They also help avoid unanticipated consequences.

This session will introduce the central features of this methodology and introduce "minimalist" but highly effective session plans. Key points include:

- People want to be heard – the value of "venting" in discovery sessions.
- Never start with "why?" – the problem with doing problem statements too soon.
- "What" first, "who and how" later – how "abstraction to the essence" dissipates resistance.
- Understanding all perspectives – the critical role of a stakeholder- and enabler-based assessments
- Avoiding the Big Bang – a feature-based approach to process design/redesign.

Full Day Workshops:

Business Architecture – Connecting the Dots

Roger Burlton, President, Process Renewals Group

The need for business architecture competency is growing beyond the traditional interest of IT practitioners to include communities with a broad set of concerns, critical to the business' strategy, design and operations. Nowadays, many more people need to know how to influence and lead business performance enhancement, business agility, market focus and customer experience to name just a few. The challenges of fast transformational change, crushing external realities, out-dated business operations and sustainment of the business for continuing relevance are relentless and old

ways of identifying, prioritizing and delivering value may be no longer sufficient. That's where Business Architecture comes in.

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

Learning objectives:

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

Outside-In: From Customer-Centric Innovation to Enterprise Change

Annika Klyver, Business Designer/Architect, Scania & Milan Guenther, President, Intersection Group

You brought together all the stakeholders, you set an ambitious goal to significantly shift your customer's experience, and you designed a breakthrough product.

But then it falls apart. That reorganisation messes up the responsibilities. The customer insights thrown over the fence from marketing turn out to be just assumptions. The changes to the IT legacy required are too hard, the data protection regulations too constraining. And your stakeholders were not that convinced after all. What just happened?

Design at scale is hard. In this session, Annika and Milan will introduce you to a mapping technique for facilitating enterprise-level change by design. Based on an shared language of enterprise facets and elements, a Milky Way map captures the business cycle of the enterprise as a system. It opens up the conversation on your Enterprise Design: what you can do together, where to go, and what to change to get there.

Key takeaways:

- How to draw your enterprise on a napkin: learn how to establish a business geography to facilitate joint wayfinding
- Reveal the links: map out how your enterprise pursues its purpose, the capabilities it relies on to deliver, and experience outcomes
- Have the right conversations: how to create clarity when developing product strategy, business transformation or investment options, collaboratively and visually.

Culture - Making Change that Sticks

Sasha Aganova, Managing Partner, Process Renewal Group

We have all experienced situations whereby the business has to change for some very good reasons but the initiative struggles to be effective and once the solution goes live true angst exists in the people that have to live with the result. We have found that often these changes may be

structurally well-defined but the change agents have not applied the same degree of rigour or professionalism to human behaviours that they did to the technical / procedural aspects. In most cases this aspect of the transformation is poorly understood and haphazardly done if at all.

This workshop will deal with the thorny problem of getting real holistic change to happen without the extreme pain that often comes with the challenge. Using a business change scenario in a series of working sessions, the delegates will apply a simple set of techniques that can be integrated with the typical initiative activities to connect the so-called 'soft' side with the 'hard' side. We will cover some aspects of classic 'change management' but reach beyond them to include the issues of motivation, culture change and behavioural sustainability showing how these are critical and must be designed in from the start not added on at the end.

- Redefining the work: the business process baseline
- Developing the competencies: the core skills needed
- Evolving the culture: specifying the group behaviour as a set of requirements
- Overcoming resistance: navigating internal stakeholder concerns
- Communication: what to say and when
- Sustaining the journey: measuring, monitoring and coaching of the team as part of the process forever

Making the Leap from Integrator to Integration Architect

Nicklas Malik, Senior Principal Strategic Architect, The Capability Studio

Whether its your own company or a client of your consulting company, sooner or later you will have to answer the question "why is integration so difficult?" Yet, in company after company, the biggest challenges I've seen are ones rooted in poor understanding of systems integration, application portfolio rationalization, and information velocity. The problems are not inside the applications, but at the boundaries between them. And they are getting worse.

The past decade has seen a spike in mergers and acquisitions and huge investments in digital transformations. Companies that chose to buy, or build, a complex system suddenly find themselves attempting to update it, or replace it, under radically different business requirements. Responding to these kinds of changes gracefully can make the difference between empowering your company to succeed and burdening it with inflexibility, expense, and poor performance. This one-day accelerated course will take you back to first principles. You will learn to take the business strategy and use it to create an integration strategy, and then apply the strategy to design an information ecosystem that enhances business agility, simplifies integration, empowers modernization, and rationalizes the IT portfolio. Learn the techniques that differentiate an integration engineer from an enterprise integration architect.

Will you become an architect in a day? No. But this one-day workshop can open the door for you to understand the road ahead, recognize the milestones, and begin your journey to being an architectural change agent. We will discuss:

- The underlying alignment between business strategy, business models, and integration strategy.

- The principles that drive agility into and out of systems integration, and why large-scale ERP unification efforts often fail
- The functional partitioning of systems along the lines of business flexibility necessary to create a flexible enterprise
- The value proposition, costs, and benefits of systems integration necessary to make a strong business case
- The Seven Core integration patterns and how they work
- The topologies of integrated systems and how to keep technology from making decisions for you
- How to modify existing (legacy, bespoke, COTS, and SaaS) systems to start integrating with them

The workshop will include presentations, guided exercises, and practice in integration architecture. You should bring your own laptop computer with draw.io installed.

"It was an inspiring event. The Keynote speakers were excellent. I went home with lots of new ideas."

Jan Harm Padmos, Policy Adviser, Sociale Verzekeringsbank, Netherlands

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

John Lucas, Change Management Consultant, Norwich Union

"Excellent. Provided good mix of theoretical & practical implementation of EA concepts"

Ryszard Jedrzejewski, Enterprise Architect, National Australia Group

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

Amitabh Apte, CTO, Fujitsu

"This event is like old wine getting better over the years."

Jaan Metsa, IT Process Framework, Swedbank

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

Janine Snodgrass, Business Process Architect, John Lewis

"This has been one of the better Conferences I have attended. A good and diverse range of speakers from around the world."

Chris Waters, Enterprise Architect, Hiscox Insurance

Tuesday 11 October: Conference Day 1 & Exhibits

09:00 - 09:10

Conference Welcome
Roger Burlton, Process Renewal Group and BPTrends & Joanna Goodrick, Head of Business Architecture and Strategic Alignment, Cambridge University Press and Assessment

09:10 - 10:00

Plenary Keynote: Living the Dream - Turning Strategic Intent into Operational Results
Sasha Aganova, Managing Partner, Process Renewal Group

One of the most critical pain points for Chief Executives and executive teams in general is how to tune all the different moving parts of their organization to ensure that their strategic vision and dream of the future becomes reality. This is where we come in. What can we, as architects, analysts, designers, and developers, do to make this happen?

The challenge we face is to translate intention into organizational ability to attain it and keep everyone aligned to this original intent along the journey of transformation. This requires a set of traceable translation stages utilizing diverse professional practices. This session will provide an overview of the practices and related critical success factors, based on a real-life case study, to maintain the vision and guide the choices to navigate the journey.

In this session we will cover:

- Interpreting vision and strategic documents
- Finding and leveraging a shared North Star
- Tools and techniques to track progress
- Critical Success Factors
- Case study based examples

10:00 - 10:30

Networking Break & Exhibits

10:30 - 11:15

Multi-Dimensional Architecture Models of the Enterprise
Marc de Oliveira, Enterprise Architect & Jacob Behrend, Leader of EA, The Danish Police

The Enterprise Architects of the Danish Police have implemented a series of multi-dimensional models of their business, that give leaders the necessary overview to understand the complex governance issues necessary to make informed decisions about it and other relevant aspects of the Danish police force.

The State of Enterprise Architecture in 2022
Marc Lankhorst, Managing Consultant & CTO, Bizzdesign

Every year, Bizzdesign conducts a State of Enterprise Architecture survey, where we ask architects and other EA stakeholders what is top of mind, their challenges, key areas of focus, and their impact on the enterprise. In 2022, over 800 enterprise architects and other senior IT and business stakeholders participated in this survey.

In this presentation, Marc Lankhorst will review the key outcomes of this survey and discuss how you can compare your organization's Enterprise Architecture efforts against the findings.

The main questions discussed are:

- How mature are today's Enterprise Architecture practices?
- Are those practices making a difference to IT and business change initiatives?
- How agile are these EA practices, and how integrated are they with innovation efforts in the enterprise?
- What are the top priorities to improve the impact Enterprise Architects have on their organizations?

The presentation will outline the marked differences we uncovered between 'leaders' and 'laggards' in the EA space, including the ways in which EA leaders influence business agility and contribute to security, risk and compliance programs.

When Seven Bee-Come One: Using BA to Define and Build Our Business Group
Axel Aarstad, Manager and Senior Consultant & Iselin Sema Nordal, Director and Principal Consultant, Arribatec

"Free your mind of doubt and danger. Be for real, don't be a stranger.

We can achieve it. We can achieve it".

These words from the famous Spice Girls song, encompasses the BA-journey we ventured out on as consultants within the field of BPM, when our company became one of seven parts of the Arribatec Group.

Our professional backgrounds in BPM made us more doubtful of the timelines for becoming fully integrated as one company. However, the same backgrounds are what enabled us to orient ourselves successfully in the new reality. We are now effectively working together across different business areas connecting the dots, to achieve our shared goals.

Key learnings:

- How being BPM practitioners, may be both a curse and a gift
- What we did to come together in Business Architecture
- The importance of the human side of any change
- And how creating a good story (for instance about bees) goes a long way

Process & Task Mining – The Next Silver Bullet? Or Just a Lead Balloon?
Mark McGregor, Product, Marketing and Business Strategy Consultant

Process Mining and its sibling Task Mining has been receiving a great deal of attention over the past 18 months or so. With many people suggesting mining replaces the need for traditional modelling-based approaches, it is important that as analysts and architects we get a balanced view of what it is and how best we can apply it. During this session Mark McGregor will share insights based upon working with a number of vendors, customers and investors active in the market today, specifically he will look at:

- Why data driven modelling tells only part of the story.
- Separating process exploration from process mining.
- Which type of mining to consider and when.
- How mining underpins continuous process improvement for the 21st Century.
- Key Capabilities to consider when evaluating process and task mining tools.

11:25 - 12:10

Enterprise Architecture for Strategy Focus in IT
Stephen Cookson, Principal Architect at Mastek Ltd

Using Enterprise Architecture to focus on strategic intent, eg "… to double in size in 5 years". How senior stakeholder engagement and goodwill while really understanding business problems around the organisation from the perspective of those who experience them while bringing your IT people with you can transform the way you look at Architecture.

A feel-good story based around a UK mental-health charity shows us what we can all do to bring Architecture alive and deliver obvious value to the business. We delivered real actionable recommendations each with such a positive business case that meant the technology came for free.

Is the Importance of the Enterprise Data Architect Increasing With the Growth in Analytics, Machine Learning and AI? What Every Enterprise and Business Architect Should Pay Attention To
Elena Doyle, Senior Data Architect, Cambridge University Press and Assessment

Companies nowadays place significant focus on staying relevant in the age of advanced analytics, machine learning and AI. The role of the enterprise data architect has been rapidly evolving and at the same time there has been an explosion of other data related roles.

The data architecture landscape is growing in its complexity and the democratisation of analytics poses significant questions of what the optimum data operating model should look like. There has been an ever-increasing demand on the enterprise data architect to support the creation and delivery of effective data strategies.

In addition to that the role AI and ML is beginning to play in everyday business decisions puts significant pressures on the need to have data architecture that can support not only data protection but also the ethical use of AI.

Does this all mean that the role of the Enterprise Data Architect is becoming more important?

Key takeaways:

- The overview of the enterprise data architect role.
- The list of the skills required and various challenges and often confusion about the role.
- The importance of a seamless, silo-less approach, working ever closely with business and enterprise architecture, to ensure that strategic business outcomes, critical capabilities, and the right operating models are identified and designed along with the maturing of the enterprise data architect role.
- The biggest obstacles in the way of the successful delivery of the data architecture fit for the modern age of AI and Machine learning and why every enterprise and business architect should pay attention.

Are the Boundaries of Enterprise and Business Architecture Infinite?

Joanna Goodrick, Head of Business Architecture and Strategic Alignment, Cambridge Press and Assessment

Enterprise and business architecture have a plethora of established frameworks to help organizations plan the future. Whilst we constantly mature our approaches to cater for changing needs and business drivers, the sense of a historical gear shift is in play, accelerated by digital innovation, the Covid-19 pandemic, and societal shifts. What would it mean to our disciplines to recognize that we may be in the midst of a paradigm shift?

- Is societal change pushing the boundaries of the enterprise and therefore of architecture?
- How does this influence the architectural perspectives we need to think about?

This talk invites you to take a look a little beyond the usual boundaries of EA and Business Architecture, and to consider new perspectives to help our enterprises of today become the enterprises of tomorrow. It also includes pragmatic suggestions around some simple adjustments to existing models and concepts in order to start the journey.

Business Process Digitalization

Khalid Aldkhaeel, Director at Elm

Disruption is affecting every business and organization; hence digitalization is a mandate to any digital business transformation in achieving seamless (smooth) and long-term sustainability process. However, it is not a straightforward solution that can be applied in general. To transform and change the business, the organization should have clearly defined and documented business processes in place. Then only the organization can adapt to the new digital business transformation, and offer new services, and generate new revenue streams.

To begin digitalizing business processes, first measure the organization's digital maturity (BPM digital fitness) in terms of adapting to new goals, objectives, frameworks, and transformation actions. Improving productivity by defining clear responsibilities and continuing (forward) through the transformation of the new business model (transformation) to the stage of excellence (exclusivity value).

To design the business process digitalization journey, the organization then looks at the business process life cycle where BPM plays a crucial enabler of business process transformation. Instituting the BPM cycle as an ongoing capability is critical to achieving success in the business process transformation journey. Implemented correctly, the BPM cycle never stops, and neither does the business process transformation. This creates a flywheel of continuous improvements, better efficiency, and ultimately better company performance.

After the organization has defined, designed, and improved (re-design) the business process, it begins to look for a competitive advantage for business transformation and treat it as an ongoing process. Nowadays, companies focus on business process automation to accelerate (speed up) delivery using emerging technologies such as, ML, RPA, AI, IOT, API integration, process mining, data and reporting capabilities, new development approaches … etc.

The following are the primary steps for enabling digitalization using BPM:

- Assess the current situation and measure it.
- Model and re-design the BP to align with the new organization's transformation objectives.
- Automate using Intelligent business process automation
- Measure business value, monitor and gather feedback for a continuous improvement cycle.

Finally, the transformation is never-ending. Achieving excellence and sustaining your organization becomes an exciting, enjoyable, and worthwhile transformation journey.

12:10 - 13:40

Networking Break & Exhibits

12:40 - 13:00

Hitting the Target With EA

Graham Padgham, Business Architect, Café Associates / MEGA International

Lack of buy-in, struggling to get executive sponsorship, and influencing organisational strategy are common issues for EAs. Graham will discuss:

- How to gain traction with your EA practice.
- How much difference are you and could you be making to transformation initiatives.
- How integrated is EA with broader innovation initiatives.
- Quick wins for hitting the target with EA.

Healthcare Focused Look at ESG's Broader Impact on EA

Gar Mac Críosta, Digital Advisor to the CIO office at Ireland's Health Service, Health Service Executive (HSE) & Sean Gibson, Senior Enterprise Architect, Ardoq

A discussion on how an organizational strategy that supports ESG impacts EA and operations within healthcare.

13:10 - 13:30

Accelerating Innovation with a Data-Driven Approach to Enterprise Architecture

Tushar Joshi, Director, Architecture & Tech Strategy & Bea Weller, Director Enterprise Architecture, London Stock Exchange Group

London Stock Exchange Group share how their data-driven approach enables the business to react quickly, and see opportunities for change, ensuring their 'customer-facing services' are always a step ahead of the competition.

Driving Business Outcomes with Enterprise Architecture

Stéphane Vanrechem, Senior Analyst, Forrester

Businesses want to understand how their enterprise architecture capacity drives business outcomes. However, today EA functions are technology focused and struggle to articulate what they deliver to the business. This must change or EA will remain an abstract ivory tower pursuit. In this talk, Forrester introduces a new outcome-driven enterprise architecture model for elevating from IT outcomes to business outcomes. The model starts with a focus on outcomes and experiences, as delivered by architecturally aligned products, projects, and services. Come to this talk to learn about the Forrester Outcome-driven model construction to improve your architecture practice.

13:40 - 14:25

It's Time to Apply Agile Thinking to Enterprise Architecture

Avinash Nicklas Malik, Principal Strategic Enterprise Architect, Infosys Ltd

This is a controversial topic, so hang on for a bumpy ride. I'm just going to say it: Enterprise Architecture needs to change. The way in which changes are created, implemented, and measured in business and government has changed. At the code of this change is the success of "Agile thinking." Agile provides a long series of concepts and practices that breaks down to "tiny increments of measurable value delivered continuously."

Enterprise Architectural practices and advice have been focused on the opposite: thinking about systems of systems, often with no direct mechanism to deliver value in the Agile mindset. How do you deliver a tiny increment of measurable value in Enterprise Architecture?

Nick Malik has been working to crack the code for a number of years and has made some progress with his clients. Come listen to this talk as he shares the critical ideas and points of progress for Agility in Enterprise Architecture. It's more than software. Far more.

A Practical Approach to Creating Enterprise Data Architectures

George Staw, Data Architect, Motor Insurers Bureau

You cannot manage what you do not understand, and for IT's corporate customers that is rather unfortunate, because it turns out that the IT industry understands almost nothing about data – doesn't understand what it is, how it is

created, not even (and this is particularly hard to believe) what it means to store data in a digital format. But for anyone prepared to apply some basic common sense and to think outside the box, it soon becomes apparent that creating a truly data driven enterprise can be much more straightforward – and much more enjoyable – than we have come to expect.

In this talk we will look at the flaws in IT's usual approach to data and how these can be rectified, thereby removing much of the complexity and uncertainty which usually surround all IT activities – and what a good thing that would be.

Capabilities are not Hierarchical
Martin Sharp, Business Architect, Bank of England

For many years, I have followed the literature from TOGAF, BIZBOK and many modelling tools and created Capability objects in a hierarchical form. I have then created Capability Instances, (the implementation of that capability), and Capability Increments, (changes between Capability Instances). I only ever did this at the lowest level of the hierarchy. Why did I not do this for all levels? Is it because the higher levels are not true capabilities? Is there a better way?

This paper shows how we have defined non-hierarchical capabilities, we call them Atomic Capabilities, and how we have characterised them. Our approach appears to resolve all the worries I had around a Capability decomposing into a number of lower levels. I look forward to some challenging questions as I share our work here at The Bank of England.

Will Process Owners Transform into Touchpoint Owners?
Suzie Joku, Founder, SiEN Consultants

What if your business process architecture would actually help strategic process owners to manage processes and customer experiences effectively?

Although process architecture models show all business processes, for most business users, they are too techy. The SiENapps model is designed for process owners who want to understand the coherence among processes and with customer experience, without diving too deep into process details.

The model consists of high level process definitions that are set up in their business language and based on the PDCA-cycle. The strategic process owners of OVER-Gemeenten, a Dutch municipality started working with this model in 2022 and it worked out as a clear starting point for managing their PDCA-cycle, their main processes, their customer experience and their change calendar.

Key takeaways:
- Why process owners should become touchpoint owners
- How to create an easy and understandable process architecture
- How to use it for discussing impact of changes

14:35 - 15:20

Turning the Data Protection Challenge into the Innovation Opportunity
Motti Max Goldberg, CoE Lead of Innovation Architecture & R&D, Swiss Re & Maxim Kravcev, Enterprise Architect, C.T.Co

This case study describes a major transformation program in Swiss Re to meet Chinese personal and important data protection regulations. Despite the tough schedule EA managed to demonstrate the feasibility and secured the implementation of a new modern IT solution landscape in China. As the result, not only legal requirements have been met, and efficiency of several business processes significantly improved, but the piloted solutions are further adopted in the global landscape.

The session will provide the insight into:
- The decision-making process and EA framework used for transformation steering.
- The business process changes, new user experience acknowledging new user skills and profiles.
- EA unit role in the transformation program organization and EA methods securing meeting long term objectives within incremental delivery by projects using different agile frameworks.
- New application and technology architectures, leveraging benefits and addressing challenges of cloud native and multi cloud setup, DevSecOps practices and tooling.

Transcending Skeuomorphism – Using Enterprise Architecture to Find the Real Value in Innovation
Dave Stow, Enterprise Solution Architect, Ordnance Survey

"Major computing waves generally have two eras: the skeuomorphic era and the native era." – Chris Dixon, a16z (Andreessen Horowitz Venture Capital)

For the Enterprise Architect, having a seat at the table where the business strategy is formed is crucial. Gaining the right to have that seat means not merely understanding the business as it is, but understanding where it needs to go in the future.

There is an opportunity for the Enterprise Architect to position themselves as the conduit between the "misunderstood innovators" and the leaders of the business. Innovation needs to ground itself in real business value, and great ideas can die through the "skeuomorphic effect" where the innovation is only seen through the lens of what is possible today.

In this presentation, Dave Stow will look at how the Enterprise Architect is well placed to visualise and explain the innovator's "great idea" in the setting of the business today and what the business must become in the future to survive. The Enterprise Architect's skillset is well placed to allow them to transcend the "skeuomorphic effect" – giving the business leaders the information they need to stay ahead of the competition as innovation wreaks seismic shifts on the way businesses operate.

From this session you will take away:

- A proposal for increasing the value of the Enterprise Architecture function to the business by linking it to innovation.
- An understanding of why we see innovations through the skeuomorphic lens.
- Some tools for modelling innovations to best allow them to be exploited.

Stronger Together: Developing a Business Architecture Community of Practice
Iain Windle, Enterprise Business Architect, Schroders

Schroders, a 200 year-old global business offering asset management and wealth management solutions to their clients, has been adapting the way in which they develop and apply business architecture. With a focus on the portfolio of programmes and projects across the organisation, the role of business architecture is to accelerate and de-risk change.

This presentation briefly re-caps the journey they are on, the business architecture methodology they apply, and the way in which their enterprise modelling approach enables them to achieve their goals. It contains information about the practical application of the discipline together with the behind-the-scenes activity to develop a view of business architecture maturity and development priorities, and therefore of interest to both business architecture practitioners and leaders alike.

Delegates will learn about:
- Real-life examples of applying a business architecture development methodology;
- Insights into using enterprise modelling tools for business architecture;
- Views of how to determine business architecture maturity and identify development priorities.

How Will Work Get Done if...? A Practical and Proven Guide to Business Continuity
Phil Short, Owner & Principal Consultant, PJS Process & System Improvements Ltd.

Business Risk Management has always been part of successful business management. More recently the business continuity aspect of the overall business risk management portfolio has been snapped into sharp focus with the global pandemics, Suez canal blockage, wild fires and floods caused by climate change, the great resignation, and who knows what is next. Planning what you will do in the event of a business disruption is imperative to being prepared and surviving until things settle into normality again. Using a business process and capability approach you can understand vulnerabilities, make provisions, practice alternate ways of working so that business can continue and resume.

This presentation will take you through the process of documenting critical processes, understanding the guides and enablers, identifying which of these are most vulnerable, and what you would do if they were unavailable or attenuated in any way. After this you should be able to put this into practice and create your own playbook that can be pulled out when you need it.

This practice has been used successfully for many years during my time at Mars and is a simple approach that could mean the difference between survival and closure when disaster strikes.

What you will learn:
- How to identify and document key processes.
- How to identify the key risks to your business.
- How these risks could affect your key processes.
- How to document alternate ways of working to continue operation.
- How this fits into an overall risk management strategy.

15:20 - 15:50

Networking Break & Exhibits

15:50 - 16:35

Plenary Keynote: Lego-Like Organizations in the Post-pandemic Disruption: Beyond Resilience and Adaptation. The Organization That Is No Longer 'Prepared for the Past'
Dr Leandro Herrero, CEO, The Chalfont Project

Almost everything in the world of business, change, or organizational transformation should be questioned in the post-pandemic world. Unplanned stress-tests have showed us the way for the future, but we are still adapting old models. Hybrid or non-hybrid is hype, it is not the right question. This time we must be serious about reinventing the organization beyond theories, dogmas or impossible to implement ideas from books.

You will learn:
- How to look beyond the outdated ideas and theories that have been used for years.
- How to look critically at the new organization that needs to be more adaptable and flexible, beyond what it has been in the past.
- What principles can lead to that. Is there a singular best model? Or, more importantly, can several possibly competing models coexist in one single organization?
- What kind of management and leadership are to be reinvented.

16:40 - 17:25

Plenary Keynote: May You Live in Interesting Times
Mike Rosen, Chief Scientist, Wilton Consulting Group

Whether attributed to an ancient Chinese curse, or more likely to Joseph Chamberlain, with unprecedented global upheaval, the cliché is certainly relevant today. How can we make sense of it all, or at least get our minds around it? And what does it mean to us as IT and business professionals? Using the PESTEL framework, this keynote will examine key Political, Economic, Social, Technological, Environmental, and Legal aspect of our current interesting times, and then posit some conclusions about how it affects our roles as architects, analysts, and IT leaders. Buckle Up.

17:25 - 18:25

Networking Drinks Reception: Sponsored by Ardoq

Wednesday 12 October: Conference Day 2 & Exhibits

09:00 - 10:00

Plenary Keynote: Enterprise Architecture – From, To, Because
Caroline Barnsdall-Thompson, Head of Enterprise Architecture and Strategy, Virgin Atlantic

Creating or maturing an Enterprise Architecture capability within an organisation is seldom text book with different needs and wants to consider. Caroline will share the different tools and techniques she has successfully to cater for the many different challenges of developing a world class Enterprise Architecture practice. Caroline will walk through various real life scenarios and explain where we needed to move from, where we needed to get to and the because - why we did developed EA in the way we did..

10:10 - 11:00

Embedding Quality Risk Methods into the Architecture Lifecycle
Dr Simon Field, Principal Architect, Bank of England & Alexander Poth, IT Quality Manager, Volkswagen AG

This presentation describes how the Bank of England has adopted quality risk methods to improve product and service design and analysis.

The Product Quality Risk Method (PQR), developed by Volkswagen, brings quality risk perspectives to design thinking. The Solution Architecture Review Method (SARM), applies risk trade-off analysis to evaluate solution architectures. The Bank has incorporated both methods into its solution design lifecycle to drive quality implementation of its business and technology strategies.

Following an overview of both methods, we will show how these have been embedded into the solution design lifecycle. We will describe the training course that was developed to build an in-house capability among architecture and delivery professionals engaged in solution delivery. Finally, we will show how a shared metamodel uses different layers of abstraction to connect architecture to low level designs and implementation, while also linking to an enterprise view of business and technology architectures.

Delegates will learn, from a real-world case study:
- How design thinking and trade-off analysis can benefit from adopting quality risk perspectives;
- How these methods can be built into architecture engagement processes;
- The people and training involved in creating a professional capability;
- How a solution engagement model becomes the glue that puts enterprise strategy and architecture into practice.

Technical Debt Transparency Cookbook
Peter Filip, Lead Enterprise Architect, Tatra Bank

For many years there was endless struggle to prioritize and execute technical debt reduction projects. There were always more urgent business priorities and high value opportunities that were more important. We've explored more strategies how to find the way out. All of them with limited success. But finally, we've found the breaking point – transparency.

So, in the session you will see step by step how we transparently started to collect the data and communicated the data, so the technical debt became the topic on the table and all relevant stakeholders are discussing it.

As well you will clearly understand what sources of data we are using, what tool we use to process the data, how the data are visualized and what is the communication strategy. And what's the impact on the resilience, digitalization of our architecture and at the end of the day also on customer experience.

The Intersection of Capabilities and Processes The Intersection of Capabilities and Processes
Henrik Ekstam, Product Roadmap Leader, IKEA Group

Capabilities and processes are two different ways of modeling our business. There are similarities and differences and rightly used they will amplify each other but used inconsistently they will create blockages and confusion. This presentation will approach the topic from a capability perspective, touching upon topics like what defines a good business capability model, how do you keep it relevant over time and how can it support in strategy realization.

It will suggest one model for how processes and capabilities interact and how value streams can be a natural part of both worlds.

Managing All Our Processes—and Other Impossible Dreams
Roger Tregear, Principal Advisor, TregearBPM

In the business of process management, we need to focus.

How many processes are there in your organization? A few? A handful? Dozens? Depending how deep you go into the process hierarchy, there are at least hundreds and more like thousands. Go a bit deeper and there are tens of thousands.

So, you have thousands of important processes to be managed and continuously improved?

Tens of thousands of them! How could that work? It's not possible.

The good news is that neither is it necessary.

Knowing a little bit about lots of processes is quite useless. Much better to know a great deal about fewer processes. Build deep knowledge of process content and context allowing better decisions about managing process, and therefore organizational, performance.

This presentation explains the Process Priority Pyramid and how to select the optimum set of processes for active management and the knowledge required to achieve that.

Learning objectives:
- Understand the Process Priority Pyramid and how to use it to achieve better process management focus and enhanced performance improvement.
- How to select high-impact processes (HIPs) for active management.
- The body of knowledge required for effective management of the HIPs. (Spoiler alert: it's a lot more than just a process model).

11:00 - 11:30

Networking Break & Exhibits

11:30 - 12:20

Architecting for Information Security and Privacy
Joost Melsen, Independent Enterprise & IT Architect

In science, the pressure to perform is high, money and other resources are scarce, and measurement and research systems are very diverse – also on the IT side. Furthermore, science and scientific data can be classified. How to deal with information security and privacy in this arena? After an initial inventory of research systems and their issues, we are now finding our way to a practical yet mature approach to address these issues. This means: picking elements from methods and reference material, translating them to practical instruments, making them work through development and implementation, and embed them in the organization. Let me explain to you what we learned along the way. Are you still wondering if this is a story about architecture? It is about people, processes, information and systems. It is about small steps versus long term goals. It is about stakeholders and their opinions. But, first and foremost, it is about how to support scientists.

Architecting for Uncertainty: The Art of Avoiding a Crisis
Neal Fishman, CTO Data-Based Pathology & Paul Homan, CTO Industrial, IBM

Our world has become sufficiently complex and when coupled with both natural and manmade crisis points, many enterprises are on the cusp of falling behind, or worse, becoming irrelevant. Business users aren't necessarily in a position to appropriately articulate a business requirement that can address a crisis point or even leverage newer technologies. There is an inherent lack of previous reference points for a businessperson

to sufficiently describe what is actually required for the enterprise. This results in both IT not knowing what to plan for and in the business perpetuating constant change requests to a system throughout its entire lifecycle. So, how should an enterprise architect plan for an unknowable changing future and avoid the situational hindsight predicament of "I wish I had thought about that"? The pragmatic enterprise architect must skill themselves in thinking and planning for a future that is a moving target and continuously changing.

Business Architecture Enabling Agile Transformations
Farhat Khan, Director, Capgemini Invent

Agile transformations require the ability of shifting from the current baseline to a future state without bottle necks.

With a solid foundational understanding of current baseline and future state of the enterprise, organisations are able to go through successful agile transformation. A shared vocabulary and mental model of an organisation are crucial to achieve this.

Business architecture enables this through capability, value stream and information mapping and creates a rationalised view of the enterprise and a centralized knowledge base. Through this foundational baseline organisations can transform their capabilities to become more agile.

Through this session, you will gain insight in:
- Business architecture deliveries
- Tools for alignment of business architecture and agile transformation

Supercharge Business Excellence by Overarching Improvement Models
Lourdes Gonzalez, CEO/Founder, Lulu Process Design Group

Business excellence approaches such as the Baldrige Excellence Framework and the EFQM Model are used as overarching models to inspire, improve and sustain performance excellence. They are best-in-class models. As a management philosophy, business process management (BPM) aims to achieve the same outcomes. Are they in conflict? Does the Criteria provide the "HOWs"? Does an organization need to choose between them? No, no and no!

This presentation shows how to "knit" them together into a systematic methodology that leverages each other's strengths to create sustainable business performance excellence.

Key Takeaways:
- Understand the purpose and practice of business excellence schemes.
- Understand the purpose and practice of process-based management.
- Demonstrate how process-based management enables sustained business excellence.
- Show how to harvest processes from the Framework's categories to enable both process and business excellence.
- Learn the importance of business and process excellence and how both can be achieved.

12:20 - 13:50

Networking Lunch & Exhibits

12:50 - 13:10

The Magic Mix of Strategy, Design and Delivery... Enter Solution Portfolio Architecture!
Georg Pang, Senior Solution Consultant at ValueBlue

When we think about the journey from strategy to execution, i.e. Enterprise Architecture fundamentals, there are often sighs about governance challenges, mumblings about ivory towers, and over the years we have seen EA initiatives fail.

Pace of change in an agile world is a challenge. After all, EAs cannot fight the battle alone – they do not deliver solutions in isolation. This is a collaborative effort.

In this session, we discuss components of a high-impact approach, bringing together architects and project teams to create transformation solutions that matter.

The STARS of Enterprise Architecture - Picking the Right Architecture Strategy
Morten Stender, Partner, Staun&Stender

If you want to succeed with EA, there are more factors to consider. Probably the most important one is the situational awareness of the EA function. The session will highlight the importance to match the strategy and approach with the situation of EA. To quote Mark Twain, "people with hammers will treat everything like a nail", so to become a star as an EA, you need to pick the right strategy, sometimes the EA-job may be better accomplished with a "drill or a saw".

13:20 - 13:40

The Open Group Architecture Portfolio – The Inside Story
Mark Dickson, Director of the Architecture Forum, The Open Group

The Open Group is a global consortium that enables the achievement of business objectives through technology standards. The Open Group Architecture Portfolio provides resources to help manage organizational change and complexity. It covers the TOGAF® Standard, the ArchiMate® Standard, the Open Agile Architecture⁏ (O-AA) Standard and the Commercial Aviation Standard. The Open Group facilitates the creation of these resources by its members – real world practitioners that apply these tools and techniques in their everyday work.

In this session, Mark Dickson will:

- Explain the value that adopting these resources can bring to your organization, how these resources are created and delivered, and how you can become a part of the team that delivers them
- Provide insights into the recently released TOGAF Standard, 10th Edition, and address some of the myths associated with the TOGAF Standard
- Summarise the role that the ArchiMate, the O-AA, and Commercial Aviation standards play in our Architecture Portfolio

Unlock the Business Value of EDA
Jamil Ahmed, Distinguished Engineer, Solace

It's a common mistake to look at event-driven architecture (EDA) exclusively through a technical lens. It's critical to remember that events have business-level relevance which is the key to realizing ROI by offering exceptional customer experiences, optimizing supply chains, and quickly creating innovative new offerings.

Come learn about the advantages EDA can offer your enterprise as Jamil shares a series of real-world case studies that illustrate how several companies in diverse industries have benefited by successfully embracing EDA.

13:50 - 14:35

Fireside Chat - From EA to CIO: The Role of Enterprise Architecture in Enterprise Strategy
Moderator – Joanna Goodrick, Head of Business Architecture and Strategy, Cambridge University Press and Assessment

Panellists: Shikha Hornsey, Chief Digital Information Officer, Crown Commercial Service & Amitabh Apte, VP & Global CIO, Mars Petcare

Our panel of experts all have one thing in common – they've all cut their teeth in the world of enterprise architecture and now hold senior positions at well known organisations.

This panel will share experiences and thoughts on the common barriers on the career path to C-Level leadership, and the opportunities that lay ahead with ever-evolving digital strategies.

Designing for Business Performance Measurement and Management
Roger Burlton, President, BPTrends

Business process analysis and design should be a core competency for all business analysts and business architects. It is a key component of the BABOK V3 required for BA certification. In this session Roger Burlton, a pioneer in process management and the author of the Business Process Manifesto, will introduce seven key techniques that will be a little different and will help BAs, Business Architects and Process Professionals to become better at what you do and make it easier for your internal and external clients to understand what's going on and participate easily. We guarantee that you will want to and will be able to use these over and over again.

During this workshop, you will have the opportunity to apply these techniques using a simple case study.

- Stakeholder Exchanges, Expectations and Experiences
- Concept / Information Maps
- The Process IGOE Model
- Decision Structures
- Multiple Dimensions of Measurement
- Culture and Behavior Design
- The Burlton Hexagon for Capability Assessment

14:45 - 15:30

Enterprise Architecture in a Platform World
Paul van der Merwe, Head of Enterprise Architecture, Standard Bank Group

In August 2021 the Standard Bank Group (SBG) CEO unveiled a new growth blueprint that rolls the dice on its digital future by saying "We don't want to be the shop, we want to be the mall." Although this is a simple statement there is huge complexity locked up in it. SBG was the largest bank in Africa as of 2021, with total assets worth nearly 173 billion U.S. dollars.

The Enterprise Architecture (EA) function participates in the unpacking of this strategy by bringing life to the mall analogy introduced by the CEO, guiding ecosystem understanding through modelling and defining the underlying platform architecture. This presentation will share how EA practically aligns business strategy, to business understanding, to conceptual design resulting in technology execution in the emerging platform world.

Delegates will learn EA can:
- influence and guide business thinking
- enable understanding of complexity
- practically align business with technology

BPM Keynote Panel: The Myths and Mysteries of BPM and Business Architecture
Moderator: Roger Burlton, President, Process Renewals Group

Panellists: Mike Rosen, Chief Scientist, Wilton Consulting & Mark McGregor, Product, Marketing and Business Strategy Consultant

Business Architecture is all the rage and, along with BPM, presents great opportunity for organizations to get their act together and thrive. However, incumbents and newbies, many with vested interests or dogmatic mindsets often promise approaches that just do not work well in reality. Some practitioners and professional groups advocate overly simple methods that will surely disappoint in practice. In this session, Roger Burlton, a pioneer in applying pragmatic Business Architecture and BPM practices, will lead a panel of experienced practitioners in discussion on what works well, what is misleading and what is risky for architects everywhere. You can expect some controversy so come and participate in the discussion.

15:30 - 16:00

Networking Break & Exhibits

16:00 - 16:40

Plenary Keynote: Digital Culture - It's Not What You Think It Is...
Gerben Wierda, Lead Architect, APG

According to the World Economic Forum, "Organizations with a strong digital culture use digital tools and data-powered insights to drive decisions and Customer-centricity while innovating and collaborating across the organization."

Simply implementing technology, such as apps and analytics does not work. The reason, we are told, is the culture of the organisation, the people. These people need to change their 'old' behaviour and accept 'new' ways of working: "agile, experimental, risk-tolerant, and collaborative" (MIT). To succeed in digital transformation, we need to solve the 'people problem'.

But might we actually missing what the problem is? Might it even be that not the people are the problem, but that technology is? Culture eats Strategy for Lunch, but Technology considers Culture to be a light snack?

16:45 - 16:55

Conference Close

Enterprise Architecture and Business Process Management Conference Europe 2022

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	£1,295 + VAT (£259) = £1,554
Three Days	£1,595 + VAT (£319) = £1,914
Four Days	£1,995 + VAT (£399) = £2,394

The registration fee includes the conference lectures, on-line access to conference slides, refreshment breaks and lunch on each day of the conference. The cost of hotel accommodation is not included in the conference fee.

Cancellation Policy:

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

Cancellation Liability:

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

Conference Location:

etc. venues 133 Houndsditch, London

Hotel Accommodation Details:

There is a wide selection of accommodation available within walking distance of both etc. venues Monument where the workshops will take place and etc. venues 133 Houndsditch where the conference will be held. Click here for further information.

Group Booking Discounts:

2-3 delegates 10%   •   4-5 delegates 20%   •   6+ delegates 25%

Register/Questions:

✉ customerservice@irmuk.co.uk

💻 www.irmuk.co.uk

📞 +44 (0)20 8866 8366

Booking reference:

Please quote this booking code when registering: **IRM**

If you cannot attend:

You can purchase the conference slides £200. To purchase please contact mina@irmuk.co.uk

Forthcoming Events:

IRM UK
Business Change
& Transformation Conference
13-15 June 2022, London

IRM UK
Enterprise Architecture
& Business Process Management
Conference
10-13 October 2022, London

IRM UK
Enterprise Data and
Business Intelligence
& Analytics Conference Europe
14-17 November 2022, London

STAY CONNECTED!

Search for the Enterprise Architecture Conference and the Business Process Management Conference in LinkedIn Groups

Follow us @IRMUK
www.twitter.com/IRMUK
Event hashtag #EACBPM

IRM UK Strategic IT Training Ltd, 2nd Floor, Monument House,
215 Marsh Road, Pinner, Middlesex HA5 5NE UK