

NOW IN ITS 18TH YEAR!



BUSINESS ANALYSIS CONFERENCE EUROPE

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IRM UK



21 & 22 September 2026 | Conference and Exhibits, Convene 133 Houndsditch, London, EC3A 7DB
23 September 2026 | Workshops, etc.venues, Fenchurch Street, London, EC3M 4PB

Three Days. 100+ Speakers. One Incredible BA Community.



3
DAYS



100+
SPEAKERS



500+
ATTENDEES

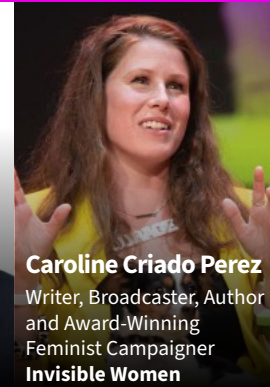


11
WORKSHOPS

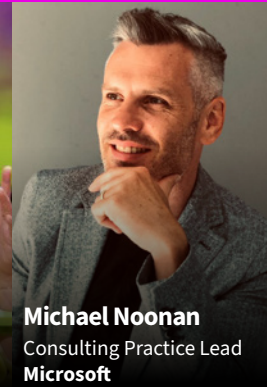
Featured Speakers Include:



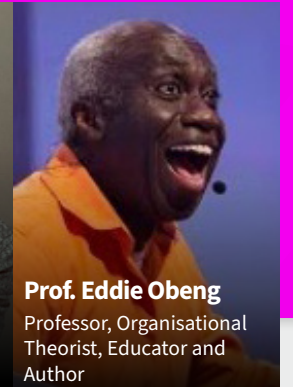
Ben Clinch
Data Leader



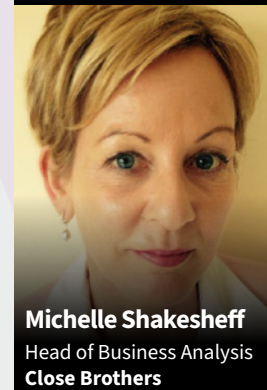
Caroline Criado Perez
Writer, Broadcaster, Author
and Award-Winning
Feminist Campaigner
Invisible Women



Michael Noonan
Consulting Practice Lead
Microsoft



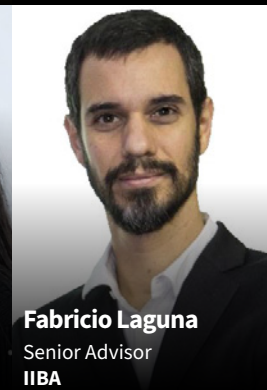
Prof. Eddie Obeng
Professor, Organisational
Theorist, Educator and
Author



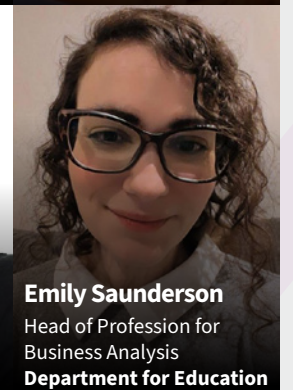
Michelle Shakesheff
Head of Business Analysis
Close Brothers



Arti Godkhindi
Head of Business Analysis
Charlotte Tilbury Beauty



Fabricio Laguna
Senior Advisor
IIBA



Emily Saunderson
Head of Profession for
Business Analysis
Department for Education

**Join hundreds of Business Analysts, Product Owners
and Change Leaders in London for an event designed
to inspire fresh thinking, spark new conversations
and deliver practical ideas you can apply immediately.**

From keynote sessions and real-world case studies to deep-dive learning and networking experiences, this year's conference is packed with opportunities to learn, connect and level up.

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#BA2026

irmuk.co.uk/business-analysis-conference-europe-2026

CONFERENCE AND EXHIBITS: Monday 21 September 2026

8:00 AM - 9:00 AM	Registration & Breakfast					
9:00 AM - 9:10 AM	Conference Welcome & Open					
9:10 AM - 9:55 AM	Opening Plenary Keynote: Invisible Women - Inside the Gender Data Gap Caroline Criado Perez, Writer, Broadcaster, Author and Award-Winning Feminist Campaigner, <i>Invisible Women</i>					
9:55 AM - 10:10 AM	BA of the Year 2026 Award					
10:10 AM - 10:40 AM	Morning Networking Break & Exhibits					
	AI, DATA AND EMERGING TECHNOLOGY	BA CAREERS, SKILLS AND LEADERSHIP	BA WAYS OF WORKING	CHANGE, TRANSFORMATION AND PRODUCT DELIVERY	STAKEHOLDER, COLLABORATION AND INFLUENCE	STRATEGY, VALUE AND BUSINESS ARCHITECTURE
10:40 AM - 11:25 AM	When AI and Low-Code Build Too Fast: How Business Analysts Prevent the Next Spreadsheet Crisis Felipe Ryckewaert, Independent	FROM AI4BA TO BA4AI: Empowering Business Analysts to Lead the AI Revolution Fabricio Laguna, Senior Advisor, IIBA	Always Firefighting? Time to Stop the Arsonists Kimberley Weeks, Principal Consultant, PA Consulting Sam Grayston, Leadership & Transformation Coach, PA Consulting	Experience Builds Seniority in the Age of AI. Analytical Maturity in Core Banking Transformation Anna Ślusarczyk, Lead Business Analyst, GFT Poland	From BA to PO, the Gap, the Overlap, the Opportunity Gill Dunn, Community of Practice Manager - Business Analysis, Principality Building Society Dave Gauntley, Principal Product Manager, Herd Consulting	From Strategy to Delivery: Strengthening Business Analysis for Measurable Value Oyetola Florence Idowu, Senior Business Analyst, NHS SCW
11:35 AM - 11:55 AM	The AI ROI Reality Check: What the Numbers Actually Say Andrew Miller, CEO, QuCelerate	Just Three Words Michelle Shakesheff, Head of Business Analysis, Close Brothers	User Stories are Not Requirements: Fixing the Most Misused Tool in Business Analysis Amir Hamid, Senior Business Analyst, Telefónica Tech	Signals of Project Failure Business Analysts Must Recognise ... Before It's Too Late! Gustavo Vizzoni, Business Analyst, Fiserv	Service Design Mediating in a Matrix Organisation Joni Herriott-Mok, Lead UX Service Designer, Grundfos	Architecting Outcomes: Where Business Analysis Meets Business Architecture Omar Aljubair, Digital Business Architecture Senior Consultant, stc Group
12:05 PM - 12:50 PM	The AI Augmented Toolbox: Innovative Ways to Apply AI Adam Peason, Senior Business Analyst, Royal National Institute of Blind People	The Stoic BA: Building Resilience in Demanding Times Vadim Deylgat, Senior Solution Analyst, Colruyt Group IT	The Visibility Equation: Choosing Being in the Shadows or Spotlight with Purpose Julia Newell, Director, BA Life Linda Parker, Director, BA Life	Panel: From Projects to Products - What BAs Need to Thrive in Modern Delivery Models Moderator: Christina Lovelock, Director, BA Manager Forum Dhawal Desai, Product Manager, British Petroleum - Biofuels / Energy Sector Gill Dunn, Community of Practice Manager - Business Analysis, Principality Building Society Lyn Girvan, Head of Business Analysis, TXP Dave Gauntley, Principal Product Manager, Herd Consulting	The Stakeholder Engagement Lifecycle Model: A New Approach to Stakeholder Analysis Pip Hall, Service Design Manager, Telent Technology Services Ltd Matt Sutherland-Patman, Head of Profession: Business Analysis, Cabinet Office	From Projects to Patterns: Elevate Your Analysis to Drive Strategic Impact Josie Stone, Strategic Change Portfolio Manager (Analysis & Planning), ARAG Legal Services UK
12:50 PM - 2:20 PM	Lunch & Exhibits					
2:20 PM - 3:05 PM	Keynote: Leading in the Age of AI: Creating Space, Building Trust, and the Human Edge Michael Noonan, Consulting Practice Lead, Microsoft					
3:15 PM - 4:00 PM	The BA of the Future: The Conductor of an Orchestra of AI Tools Thomas Hitchings, Director, Deloitte Oliver Brooks-Portet, Associate Director, Deloitte	Redefining the BA: Storytelling, Creativity and the Analyst of 2026 Guido Piccoli, Analysis Career Stream Lead - London, CGI	Fireside chat - Inside a BA4Good Hackathon Gill Dunn, Community of Practice Manager - Business Analysis, Principality Building Society Victoria Banner, Enterprise Business Architect, Royal London Group Naomi Tatchell, Lead Business Analyst, Principality Building Society	From Requirements to Results: Preventing Transformation Failure Through Outcome-Led Analysis Juliet Obasanya, Business Analyst, NHS	A BA's Field Manual: Holiday Hazards, Dependence Dilemmas and Irresponsible Roles Hassan Akhtar, Business Analyst, Biffa	The Most Important Person in the Room (Who Nobody Listens To) Karen Newnham, Principal Business Analyst, Mining Remediation Authority

CONFERENCE AND EXHIBITS: Monday 21 September 2026

4:00 PM - 4:30 PM	Afternoon Networking Break & Exhibits					
4:30 PM - 5:15 PM	Beyond Go-Live: Keeping Data and AI Trustworthy in Production Lydia Ray , Sr Data & AI Architect, Databricks	Be More Spiderman: Ensuring that with Great Power comes Great Responsibility Helen Holder , Head of Business Analysis, Royal Institute of Chartered Surveyors (RICS)	The Big Picture: A Business Architecture Toolkit for Business Analysts Milena Mileva , Managing Consultant, PMBA Ltd.	Beyond Technical Debt: Tackling Emotional Debt in Change Initiatives Naomi Chouinard , Business Analyst / Trainer, Ilionx / Le Blanc Academy Karianne de Dood , Change Consultant, Ilionx	Acorns and Boardrooms Paul Haywood , Principal Business Analyst, Hiscox Nicola Pinkney , Senior Consultant Business Analyst, Herd Consulting	Business Architecture: A how-to Case Study in Connecting Capabilities, Processes and Systems Arti Godkhindi , Head of Business Analysis, Charlotte Tilbury Beauty
5:15 PM - 6:30 PM	Networking Reception Sponsored by AssistKD & IIBA UK					

CONFERENCE AND EXHIBITS: Tuesday 22 September 2026

9:00 AM - 9:10 AM	Conference Welcome & Open					
9:10 AM - 9:55 AM	Opening Keynote: Creating a Resilient Culture for Growth in Uncertainty Eddie Obeng – “Culture That Grows Stronger Under Pressure” Prof. Eddie Obeng , Professor, Organisational Theorist, Educator and Author					
9:55 AM - 10:25 AM	Morning Networking Break & Exhibits					
	AI, DATA AND EMERGING TECHNOLOGY	BA CAREERS, SKILLS AND LEADERSHIP	BA WAYS OF WORKING	CHANGE, TRANSFORMATION AND PRODUCT DELIVERY	STAKEHOLDER, COLLABORATION AND INFLUENCE	STRATEGY, VALUE AND BUSINESS ARCHITECTURE
10:25 AM - 11:10 AM	Business Analysis in the Era of Agentic AI Kitty Hung , Book Author / Technology Advisor Independent / ShenWoman	Trusting Your BA Gut Emily Saunderson , Head of Profession for Business Analysis, Department for Education	Creating Human Connections: A BA Toolkit Essential Kristy Dean , Principal Consultant, Freelance	Innovation Games as Analytical Tools for Modern Business Analysis Imran Mirza , Lead Business Analyst Manager, Bank Of England	The Secret Stakeholder Danny Kalkhoven , BA and Trainer, IlionX Netherland	Elevate your Strategy with #HolisticBusinessAnalysis Stefan Bossuwé , Holistic Business Analysis Professional, STEF BOSS C&C
11:20 AM - 12:05 AM	Product Thinking in Agentic AI Tanja Kekenovska , Senior Business Analyst, Endava Natasha Kostikj Miloshevski , Principal Business Analyst, Endava	Beyond “One-Size-Fits-All”: Creating a Neuro-Inclusive Culture Emily King , Business Analyst, Novuna	Centre of Excellence vs. Community of Practice - Stand Alone or Stand Together?! Nicola Rawlinson , Head of Business Analysis, HM Courts & Tribunals Service	From Business Analysis to Product Management: Delivering a Multi-Million Pound Compliance Platform in the Energy Sector Dhawal Desai , Product Manager, British Petroleum - Biofuels / Energy Sector	Beyond Borders: Visual Collaboration Between User Research and Business Analysis Aga Dale , Senior User Experience Researcher, Kainos Vika Nightingale , Senior User Experience Researcher, Kainos	Prioritising Large Scale Change: A Practical Framework for Strategic Decision Making Chris Banks , Strategic Business Analyst, ARAG UK
12:15 PM - 12:35 PM	I Let ChatGPT Write My Requirements. They Were Perfect. The Project Still Failed Lalita Lalwani , Lead Business Analyst, NOCA (National Office of Clinical Audit)	Rigour vs Reality: Business Analysis That Delivers in the Boardroom John Daley , Managing Director, CMC Partnership Consultancy Limited	Below the Iceberg: How Continuous Improvement can Spark BA Joy Nana Nicco-Annan , Business Analyst Team Lead, Transport for London	Curiosity Killed the Cat, but Satisfaction Brought it Back. Unlock the Power of Curiosity! Simon Platt , Principal Business Analyst, Whitbread	The Persuasion Playbook Nick de Voil , Director, De Voil Consulting	Are We Solving the Right Problems? Karen McAllen , CEO, Agile Business Consortium

CONFERENCE AND EXHIBITS: Tuesday 22 September 2026

12:35 PM - 2:05 PM	Lunch & Exhibits					
2:05 PM - 2:50 PM	Keynote: The AI Mindshift: Thinking Differently About Thinking Machines Ben Clinch, Data Leader					
3:00 PM - 3:45 PM	Waking up Your Metadata for the AI Era Lakshmi Nair, Principal Specialist Solutions Architect, Analytics, Amazon Web Services	Resilience for the Business Analyst Georgiana Mannion, Director, Evolving BA	How Perfect Partnerships Create Perfect Products and Services Lesley Thompson, Lead Business Analyst / Tribe Lead, DWP Digital	Policy to Digital Products and Delivery - A Deep Dive into Digital Transformation and Delivery as a Public Sector BA Tonnima Shahab, Deloitte Victoria Falck, Senior Manager, Deloitte	Navigating Politics, Personas & Agility in Public Sector Business Analysis Oluwafemi Aliu, Business Analyst, HMCTS (Ministry of Justice)	The Invisible Shift: When a BA Stops Delivering and Starts Shaping Bronia Anderson-Kelly, Consultant Business Analyst (& Technology Director), Sabiduria Ltd (& IIBA UK)
3:55 PM - 4:40 PM	Closing Keynote Panel					
4:40 PM - 4:55 PM	Conference Close					

WORKSHOPS: Wednesday 23 September 2026

9:00 AM - 4:30 PM	Full Day Workshop: Introduction to Customer Journey Mapping Fiona Kiss, Principal Consultant, AssistKD				
	Full Day Workshop: Modelling Business Processes Mike Williams, AssistKD				
9:00 AM - 12:15 PM	Critical Decision-Making Skills in Business Suzanne Williams, Hostage Negotiator	SMART™ Strategies for Strategic Thought Processes Jenn Bedell, Senior Business Analyst, Mariner Innovations Trent Leopold, Senior Business Analyst, Univ. of Texas Center for BrainHealth	Guardians of the Machine: Designing Trustworthy AI through Security, Ethics, and Governance Bindu Channaveerappa, Founder of CS-BA.com, Director, IIBA UK Kitty Hung, Book Author / Technology Advisor, Independent / ShenWoman	Facilitation Fiesta: 12 Tools for Better Meetings Naomi Chouinard, Business Analyst / Trainer, ilionx / Le Blanc Academy Geertje Appel, Manager, Le Blanc Academy	
1:15 PM - 4:30 PM	Critical Decision-Making Skills in Business (Repeat) Suzanne Williams, Hostage Negotiator	Clarity is a Skill: Essential Linguistic Moves for Modern BAs Vadim Deylgat, Senior Solution Analyst, Colruyt Group IT	Off the Digital Path: Practicing Real-World Analysis Emma Myers, Business Analyst Team Leader, Bank of England Azeem Raja, Lead Business Analyst, Bank of England	Taking Workshops (less) Seriously: Connecting Through Creative Facilitation Randal Wilson-Jack, Senior Business Analyst, Jisc Alyson MacDonald, Senior Business Analyst, Jisc	BA Leadership Walking Tour Craig Rollason, Head of Business Analysis, Biffa Graham Newton, Principal Business Analyst, National Physical Laboratory
	Breaks 08:30 AM – 09:30 AM: Registration & Breakfast 10:30 AM – 10:45 AM: Morning Networking Break 12:15 PM – 13:15 PM: Lunch 14:45 PM – 15:00 PM: Afternoon Networking Break				

Speaking Organisations for 2026

• Agile Business Consortium • Amazon Web Services • ARAG Legal Services UK • AssistKD • BCS, The Chartered Institute for IT • Biffa • British Petroleum – Biofuels / Energy Sector • Cabinet Office • CGI • Charlotte Tilbury Beauty • Close Brothers • CMC • Deloitte • Department for Education • DWP Digital • Endava • Grundfos • Herd Consulting • Hiscox • HM Courts & Tribunals Service • IIBA • IlionX • Jisc • Le Blanc Academy • Ministry of Justice (MOJ) • Mining Remediation Authority • Netcompany • NHS • Novuna • PA Consulting • Principality Building Society • Royal Institute of Chartered Surveyors (RICS) • Royal London Group • Royal National Institute of Blind People • stc Group (Saudi Telecom) • Telefónica Tech • Telent Technology Services Ltd • Transport for London • Whitbread

BUSINESS ANALYSIS
CONFERENCE EUROPE



Who Attends

“ Excellent topics and themes. Brilliantly organised and run ”

Ian Tidmarsh, Head of BA, Ministry of Justice



“ An outstanding event! Hope to attend again in the future ”

Farah Shahari, Business Analyst, Permodalan Nasional Berhad



“ Excellent to see a thriving BA community. ”

Paul Maltas, Lead BA Consultant, BAE Systems



“ A well organised event with lots of varied topics. Lots of opportunities to network and exchange ideas and experiences ”

Lee Williams, Head of Business Analysis, Abron



“ Would recommend and will be sending people from my team next year! ”

Nighat Akhtar, Lead Business Analyst, Acacium Group



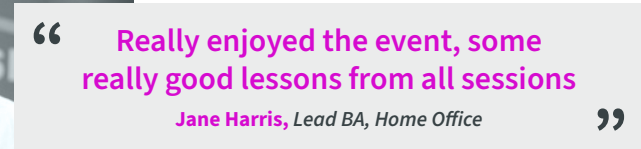
“ Very inspiring, great speakers, fantastic organisation. It is an honour and privilege to be part of the community with such a wealth of knowledge and insight willing to share and inspire others ”

Dordzhieve Oxana, Business Analyst, Euroclear



“ Really enjoyed the event, some really good lessons from all sessions ”

Jane Harris, Lead BA, Home Office



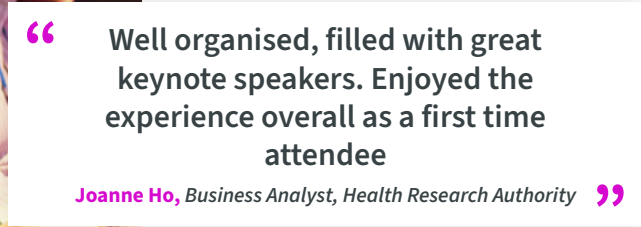
“ It has been a fantastic event. A real highlight for the BA calendar. ”

Kay Hardy, Business Analyst, Yorkshire Building Society



“ Well organised, filled with great keynote speakers. Enjoyed the experience overall as a first time attendee ”

Joanne Ho, Business Analyst, Health Research Authority



“ Great event. Thanks a lot! I learned a lot of new and interesting information and made connections with like-minded BAs. ”

Tatsiana Charankova, Senior Business Systems Analyst, IGT Canada





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“Would recommend and
will be sending people
from my team next year!”

Nighat Akhtar, Lead Business Analyst, Acacium Group

“Valuable event, very
glad I was given the
opportunity to attend”

Charlotte Neill, Business Analyst, Whitbread

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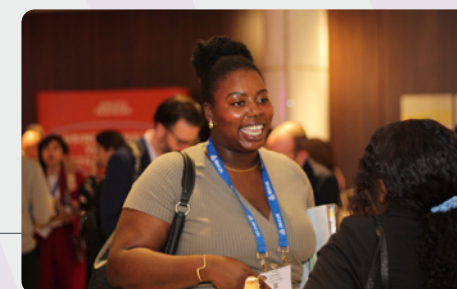
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