



# Business Analysis Conference Europe 2011

IIBA® UK Chapter

Developing the Business Analysis Profession

Business Analysis is now the growth area of the change life cycle. Organisations are increasingly recognising the importance of analysis techniques in achieving successful change and many are investing heavily in developing this capability. Much of this recognition and investment is being driven from the technology change arena but the skills and techniques are invaluable in shaping and forming the overall business change. With the backdrop of a global economy recovering from a deep recession, organisations are in a constant state of fast moving change responding to financial challenges, risk management and maximising their opportunities. The Business Analysis capability is key to developing and implementing solutions that meet business needs.

The Business Analysis Conference Europe 2011 provides an unparalleled networking opportunity for Business Analysts from across Europe and beyond. It will provide an interactive forum where Business Analysts can meet, discuss and debate the competencies needed to rise to the challenges faced by their organisations today and in the future. It also provides a platform for promoting the Business Analysis profession and opportunities for Business Analysts personal development. The focus for this year's conference is on how the Business Analysis skills set can be applied across the whole of the business change life cycle with particular emphasis on supporting strategic change. It will also explore the more creative and innovative techniques that the role can bring to the change arena. We have expanded the conference for the second year running to offer more workshops and a fourth sessions track. The key themes for this year are:

- The role of the Business Analyst in Business Change
- Innovation and Creativity
- Business Analysis Tools and Techniques
- Business Analysis in Practice



**Conference Chair, Alex Papworth**  
bamentor.com, President IIBA®  
UK Chapter and Financial  
Services Authority

The prestigious  
Business Analyst of the Year  
2011 Award will be presented  
at the Conference.  
See page two for further details.

## Keynotes



**Ivar Jacobson**  
Founder & Chairman, Ivar Jacobson  
International

Hear how user stories and aspect-orientation have inspired us to make use-cases even better while maintaining their core values. Ivar Jacobson is a father of components and component architecture, use cases, the Unified Modeling Language and the Rational Unified Process.



**Euan Semple**  
euansemple.com

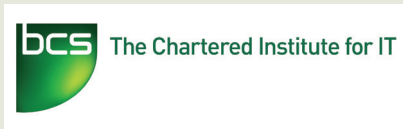
One of the few people in the world who can turn the complex world of social networking into something we can all understand. Drawing on work with the BBC, Nokia, the World Bank and NATO Euan is a master story-teller who offers a host of practical tales about how this new world can work for real people in the real world.



**Emma Langman**  
Change Magician, Progression Partnership

Why now is the time that organisations must become learning organisations to survive and rebuild after the economic downturn - and what this can do to the bottom line. Emma goes under the title of "Change Magician" as a result of the miraculous outputs that transpire through employing the discipline of Systems Thinking with her clients.

In Collaboration With:



## 3rd Annual Conference

26-28 September 2011  
Radisson Blu Portman Hotel,  
London, UK

### 9 Pre-Conference Workshops

#### 4 Key Conference Tracks:

- Business Change
- Innovation and Creativity
- Tools and Techniques
- Business Analysis in Practice

For Practitioners, By Practitioners

#### Contributors Include:

- The Royal Bank of Scotland
- BBC Worldwide Technology
- UK Oracle User Group
- Royal Borough of Kensington & Chelsea
- UK Government
- Skandia
- Capgemini
- Waitrose
- Totaljobs Group
- Barclays Bank
- The National Assembly for Wales
- NATS
- Intel Corporation
- MedImmune
- Financial Services Authority
- Prudential
- RWE npower
- Cass Business School
- Virgin Media

#### Industry Experts & Authors:

- James Archer
- Frank Buytendijk
- Lambert David
- Nick de Voil
- Melanie Gladwin
- Bianca Hollis
- Andrew Kendall
- Neil Maiden
- Penny Pullan
- Vanessa Randle
- Raffaella Recupero
- James Robertson
- Suzanne Robertson
- Alec Sharp
- Corrine Thomas
- Paul Turner

#### Plenary Session:

What's Your VIEW? Thinking About Your Creativity and Problem Solving Preferences and the Implications For BAs

Andy Wilkins, CASS Business School and Perspectiv

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**Group Booking Discounts:**  
2-3 delegates 10%,  
4-5 delegates 20%,  
6+ delegates 25%

# Event Overview

## 4 Conference Tracks to Choose From

### Business Change

The true value of the Business Analysis skills set lies in the shaping and forming of business change. This track explores how the application of business change techniques can benefit specific areas of the business change life cycle.

### Innovation and Creativity

"Creativity is the process of creating something novel. Innovation is the process of creating something novel and useful." This track combines the theory and practice of creativity and innovation to demonstrate its value in solving business problems.

### Business Analysis Tools and Techniques

The effective business analyst needs to be proficient in applying a range of tools and techniques so that they can adapt to different business situations. The sessions in this track cover a range of relevant business analysis techniques.

### Business Analysis in Practice

In this track we will draw from the real world experiences of the Business Analysis community where practitioners share their experiences of the practical application of the Business Analysis skills set in their respective organisations.

## 9 Pre-conference Half Day and Full Day Workshops from Acclaimed Thought Leaders

### Creative Problem Solving - The Swiss Army Knife for BA's.

Andy Wilkins, CASS Business School & Perspectiv & James Archer, Royal Borough of Kensington and Chelsea

The framework Creative Problem Solving (CPS) provides for thinking, problem solving and managing change provide the ideal foundations for applying Business Analysis. The full day workshop will address the question "How can Business Analysts be more creative?" The key components of CPS – Planning Your Approach Action, Understanding the Challenge, Generating Ideas and Preparing for Action will be brought to life by introducing a range of tools for generating and focusing. The workshop will show how CPS can develop the facilitative leadership and consultancy skills that Business Analysts require to help organisations get more value out of its Business Analysis functions.

### World Café Debate - How does Business Analysis Help Organisations to Change?

Melanie Gladwin, & Lambert David, UK Government

Lambert and Mel explore case studies from their own experience as BA's in UK Government, in search of evidence towards how BA is helping their organisation to change and the challenges still faced. The debate is then opened up to the audience in the style of a World Cafe, using multi-group discussions to identify the top 5 ways in which Business Analysis contributes to a successful change project.

### Model-Driven Business Analysis Techniques (That Work in the Real World).

Alec Sharp, Clariteq Systems Consulting

This workshop introduces business-friendly modelling techniques that have been proven on both custom development and packaged software projects. They are repeatable by analysts, relevant to business subject matter experts, useful to developers, and are surprisingly popular with Agile teams because they support "just enough" modeling to get into the ballpark and then let iterative development take over.

### Project Blastoff: How to Build a Rock Solid Foundation for Your Requirements

Suzanne Robertson, The Atlantic Systems Guild

The most important decisions in any project are the earliest ones. This half-day workshop shows you how to start a requirements project so that your subsequent discovery work is relevant, effective and traceable. The Project Blastoff is a short burst of activity early in the project that quickly sets an accurate scope, exposes preconceptions and misconceptions, identifies inconsistencies and guides the stakeholders to a common understanding.

### Design Thinking for Business Analysts.

Raffaella Recupero, ThinkPlace and Andrew Kendall, ThinkAnalyse Consulting

Raffaella and Andrew introduce to the toolkit of a business analyst the concept

of 'design thinking' and demonstrate how it can add value to the process, outputs and outcomes we deliver for our clients. Participants will be taken on a journey of the design thinking mindset, process and practical tools and techniques. Important ingredients such as people, working environment and the sense of 'making' are also explored. By journey's end, you will have a taste for how the experience provided to clients can be transformed from being purely 'business analysis' into becoming 'business design'.

### Creative, Visual Thinking for Business Analysts

Penny Pullan, Making Projects Work & Vanessa Randle, thinkingvisually

Over the last couple of years, bestsellers such as Roam's 'The Back of the Napkin' and Osterwalder/Pigneur's 'Business Model Generation' have highlighted how visual thinking can help business analysts to understand complex business problems and situations. Visual thinking enables creativity, allowing us literally to see possibilities by making ideas visible. This practical workshop draws on the presenter's successful Graphics Made Easy workshops, enjoyed by business analysts.

### What Business Analysts Need to Know About Data Modelling – Getting Great Results From a Misused Technique.

Alec Sharp, Clariteq Systems Consulting

Drawing on over 30 years of successful data modelling experience, this presentation will provide an introduction to the essentials of a business-oriented

approach to data modelling, and proven techniques for using it as a foundation for business analysis and requirements definition.

### Innovation, Requirements and Agile - Techniques for Getting More from Your Business Analysis

James Robertson, The Atlantic Systems Guild, Neil Maiden, City University London & Bianca Hollis, BBC Worldwide Technology

There is an empty chair on agile teams. The missing occupant is the innovative business analyst, the one who ensures that the software being developed is a better match for both current and future needs. In this tutorial, we will demonstrate how an innovative business analyst writes user stories and requirements that are both more innovative and a better reflection of true needs.

### From Personal Effectiveness to Delivery Success.

Corrine Thomas, Virgin Media

Business Analysts add value to change through bringing people together and building an understanding of their goals and objectives. How often have you reviewed a workshop and discovered widely differing views on what was discussed? We all have our own perception of the world and everyone experiences this in their own way. Through using Neuro linguistic programming (NLP), differences can be recognised which makes communication easier. In addition by adapting to the different ways people process information we build better rapport and reduce frustration.

## How Will this Conference Help You?

- Broaden your knowledge and gain insights from internationally renowned experts
- Extend your network – meet BA's from a wide range of organisations and sectors
- Share ideas and experiences with fellow business analysts
- Meet a range of exhibitors providing tools and services
- Obtain advice on career paths and qualifications from experts in ISEB and CBAP

## Who Should Attend?

- Business Analysts
- Project/Programme Managers
- Business Sponsors
- Business Managers
- Anyone with an interest in Business Analysis and Business Change including Business Architects, Business Solutions Managers, Business Change Managers and Consultants

## Conference Special Features

### Business Analyst of the Year 2011 Free Conference entry to finalists!

IIBA® UK are delighted to announce that the Business Analyst of The Year Award 2011 will be awarded during the BA Conference. This Award is sponsored by AssistKD. The Award celebrates excellence in Business Analysis practice and the key themes for 2011 are contributing to organisational success and working effectively with stakeholders. There will be five short-listed finalists who will receive complimentary entry to the Conference. The winner of the Award will be announced at the BA Conference on 27 September. Application forms from <http://uk.theiiba.org/> or [chris.martin@assistkd.com](mailto:chris.martin@assistkd.com)

### Qualifications Clinic

The popular Qualifications Clinic returns to answer individual queries on professional development. Led by Paul Turner, IIBA member and ISEB Examiner.

### Panel Discussion: Why should BA's be Creative & Innovative?

The strategic importance of creativity and innovation continues to gain recognition, significance and importance both worldwide and in the UK. This panel will draw together leading practitioners and thought leaders from Business, Business Analysis and Design. The session will take a 'Question Time' format and will examine the challenges facing BA's to meet the demand for more creative solutions. James Archer will host one of the liveliest sessions of the conference.

### Conference Closing Discussion

Some of the conference presenters will share what they discovered during the Conference. You are encouraged to share your views. Finally, this is the opportunity for the community to discuss what should happen to make the Business Analysis Conference Europe 2012 a huge success.

"The BA Conference was a good opportunity to meet BA professionals across the various industries as well as learn and share knowledge and best practices. This was a worthwhile event and I look forward to attending next year."

Anusha Nathwani, Orange

"Found the conference and topics covered really useful for gaining greater insight into the role of BA's in different companies. Great to hear about the work being done to raise the profile as a profession/emphasise the value and importance of business analysis."

Katie Kerr, Senior BA, American Express

For updated event details visit [www.irmuk.co.uk/ba2011](http://www.irmuk.co.uk/ba2011)

# Conference Agenda

MONDAY 26TH SEPTEMBER 2011 Pre-Conference Workshops				
FULL DAY	HALF DAY - Morning	HALF DAY - Morning	HALF DAY - Morning	HALF DAY - Morning
<b>09:30-17:30</b> <b>Creative Problem Solving - The Swiss Army Knife for BA's,</b> <i>Andy Wilkins, CASS Business School &amp; Perspectiv &amp; James Archer, Royal Borough of Kensington and Chelsea</i>	<b>09:30-13:00</b> <b>World Café Debate - How does Business Analysis Help Organisations to Change?</b> <i>Melanie Gladwin &amp; Lambert David, UK Government</i>	<b>09:30-13:00</b> <b>Model-Driven Business Analysis Techniques (That Work in the Real World)</b> <i>Alec Sharp, Clariteq Systems Consulting</i>	<b>09:30-13:00</b> <b>Project Blastoff: How to Build a Rock Solid Foundation for Your Requirements</b> <i>Suzanne Robertson, The Atlantic Systems Guild</i>	<b>09:30-13:00</b> <b>Design Thinking for Business Analysts</b> <i>Raffaella Recupero, ThinkPlace and Andrew Kendall, ThinkAnalyse Consulting</i>
	<b>14:00-17:30</b> <b>Creative, Visual Thinking for Business Analysts</b> <i>Vanessa Randle, thinkingvisually &amp; Penny Pullan, Making Projects Work</i>	<b>14:00-17:30</b> <b>What Business Analysts Need to Know About Data Modelling – Getting Great Results From a Misused Technique,</b> <i>Alec Sharp, Clariteq Systems Consulting</i>	<b>14:00-17:30</b> <b>Innovation, Requirements and Agile - Techniques for Getting More from Your Business Analysis,</b> <i>James Robertson, The Atlantic Systems Guild, Neil Maiden, City University London &amp; Bianca Hollis, BBC Worldwide Technology</i>	<b>14:00-17:30</b> <b>From Personal Effectiveness to Delivery Success,</b> <i>Corrine Thomas, Virgin Media</i>
<b>08:30 - 09:30 Registration</b>		<b>13:00 - 14:00 Lunch</b>		
TUESDAY 27TH SEPTEMBER 2011 : Conference Day 1 & Exhibits				
<b>08:00-09:00 Registration</b>				
<b>09:00-09:10 IIBA® UK Chapter Conference Chair Welcome:</b> Alex Papworth, Business Analyst Mentor, President IIBA® UK Chapter and Financial Services Authority				
<b>09:10-09:55 Keynote: The New Use Cases,</b> Ivar Jacobson, Ivar Jacobson International				
<b>09:55-10:05 Business Analyst of the Year Award 2011</b>				
TRACKS	BUSINESS CHANGE	INNOVATION AND CREATIVITY	TOOLS AND TECHNIQUES	BUSINESS ANALYSIS IN PRACTICE
10:10-11:05	<b>How the Business Analyst can Ensure Success within IT-Enabled Business Change Programmes</b> <i>Paul Turner, AssistKD &amp; BIS Skills</i>	<b>What is True, What is Real, What is Good? The 3 Questions Business Analysts Should Ask</b> <i>Frank Buytendijk, Beingfrank - Strategy and Research</i>	<b>Systems Thinking and the Business Analyst</b> <i>Mike Eckersley, Freelance Business Analyst &amp; Consultant</i>	<b>"Getting Beyond Good Enough" - A User-Goal Based Framework for Agile Delivery</b> <i>Darius Kumana, ThoughtWorks</i>
<b>11:05-11:35 Networking Break &amp; Exhibits</b>				
11:35-12:30	<b>Rooting Business Analysis in Business Strategy</b> <i>Jack Springman, Business &amp; Decision</i>	<b>Business Process Mapping: Innovating to Achieve Government Outcomes</b> <i>Raffaella Recupero, ThinkPlace</i>	<b>Project Shaper - the BA goes Undercover</b> <i>Marie Atallah, Freelance currently working at Allianz Insurance</i>	<b>Experiences with Agile Requirements at Scale</b> <i>Dee Wauchope, Capgemini UK</i>
<b>12:30-13:50 Lunch &amp; Exhibits (including Qualification Clinics)</b>				
<b>13:10-13:45 Perspective Sessions</b>				
<b>13:50-15:10 Plenary Session: What's Your VIEW? Thinking About Your Creativity and Problem Solving Preferences and the Implications For BAs,</b> Andy Wilkins, CASS Business School and Perspectiv				
<b>15:10-15:40 Networking Break &amp; Exhibits</b>				
15:40-16:35	<b>Planning for Successful Organisational Change</b> <i>George Bridges, International Institute for Learning</i>	<b>18 Days that Shook the World - Lessons from the Egyptian Revolution in Change and Creativity</b> <i>James Archer, Royal Borough of Kensington and Chelsea</i>	<b>Six Essential Steps to Create a Use Case Model</b> <i>Alex Papworth, Business Analyst Mentor, President IIBA® UK Chapter and Financial Services Authority</i>	<b>Business Analysis - a Coat of Many Colours</b> <i>Lynda Girvan, UK Government</i>
16:40-17:35	<b>Handling Risk: How BA's can Engage People to Identify, Own and Manage the Risks of Strategic Business Change</b> <i>Penny Pullan, Making Projects Work</i>	<b>A Simple Open Innovation Approach Solves Real Business Challenges</b> <i>Stephen Clulow, MedImmune</i>	<b>Implementing a New Customer Self Scanning System for Waitrose Supermarkets</b> <i>Andrew Poland, Waitrose</i>	<b>Business Engagement on Technical IT Projects: A Case Study</b> <i>Adrian Reed, Skandia</i>
<b>17:35-18:30 Drinks Reception, Exhibits and Networking</b>				
WEDNESDAY 28TH SEPTEMBER 2011 : Conference Day 2 & Exhibits				
<b>09:00-09:45 Keynote: Business Analysis and the Learning Organisation,</b> Emma Langman, Progression Partnership				
09:50-10:45	<b>Customer Experience and Service Design</b> <i>Nick de Voil, De Voil Consulting</i>	<b>Creative Collaboration in Temporary Teams</b> <i>Alison Coward, Bracket</i>	<b>Providing Metrics to Help Make the Project/Change Real</b> <i>Tony Mann, Resource Strategic Change Facilitators</i>	<b>Incorporating Specialist Requirements in Agile Environments</b> <i>Danielle Downs, TotalJobs Group</i>
<b>10:45-11:15 Networking Break and Exhibits</b>				
11:15-12:10	<b>How can we Navigate the Human Elements of Change in Business?</b> <i>Patricia Kurjata, Frontlook Solutions Ltd</i>	<b>Panel - Why should BA's be Creative and Innovative?</b> Moderator, James Archer, Royal Borough of Kensington and Chelsea Panellists: Steve Danby, Prudential, Clive Holtham, Cass Business School, George Sadler, RWE npower and Deborah Szebeko, thinkpublic	<b>Efficient BPMN. Anti Patterns in Best Practice</b> <i>Edita Mileviciene, No Magic Europe</i>	<b>Remote Requirements - Really?</b> <i>Matt Andrews, The Royal Bank of Scotland Group &amp; Vicky Di Ciacca, Be Positive Analysis Solutions</i>
<b>12:10-13:30 Lunch &amp; Exhibits (including Qualification Clinics)</b>				
<b>12:50-13:25 Perspective Sessions</b>				
<b>13:30-14:15 Keynote: The Impact of Social Networks on Business,</b> Euan Semple, euansemple.com				
14:20-15:15	<b>Business Change Implementation</b> <i>Sue Tan, Miragroup</i>	<b>Creative Behaviour</b> <i>David Avis &amp; David Baskerville, Barclays Bank</i>	<b>A layered and Incremental Approach to Managing Requirements</b> <i>Chris Moran &amp; Richard Johnston, Karona Consulting</i>	<b>When Methodology Becomes Madness</b> <i>Sarah Gait &amp; Frank Rae, The National Assembly for Wales</i>
<b>15:15-15:45 Networking Break &amp; Exhibits</b>				
15:45-16:40	<b>Achieving Payback: Managing the Benefits of Change Projects</b> <i>Graham Spicer, UK Oracle User Group &amp; James Cadle, Assist Knowledge Development Ltd</i>	<b>Innovation Day at Intel</b> <i>Alan Gladman &amp; Joanne Payne, Intel Corporation</i>	<b>How to Achieve Excellence as a BA Mentor (from a Mentees Perspective)</b> <i>Alex Papworth, Business Analyst Mentor, President IIBA® UK Chapter and Financial Services Authority</i>	<b>How NATS has developed a Business Investment Information Model to drive investment in the UK's future Air Traffic Control System</b> <i>Stephen Pybus, NATS</i>
<b>16:40-17:10 Conference Closing Discussion,</b> Alex Papworth, Business Analyst Mentor, President IIBA® UK Chapter and Financial Services Authority				

For full session descriptions visit [www.irmuk.co.uk/ba2011](http://www.irmuk.co.uk/ba2011)



**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.

**Registration Fees:**

- Entire Event (26-28 September 2011)**  
Fee: £1,445 Plus VAT (£289) = £1,734
- Conference Only (27-28 September 2011)**  
Fee: £1,095 Plus VAT (£219) = £1,314
- Pre-Conference Day Only (26 September 2011)**  
Fee: £695 Plus VAT (£139) = £834

If you are unable to attend you will be able to purchase a set of the proceedings on CD Rom for £300.

**Discounts:**

**Group Discounts** are available for group bookings of 2 or more delegates made at the same time. **IIBA® Discounts** are available as follows: IIBA® members will receive a 10% discount IIBA® UK Chapter members will receive an extra 5% discount making their total discount 15%. The above Group and IIBA® discounts can be taken in conjunction with each other: Contact IRM UK for more details.

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

UK Delegates: Expenses of travel, accommodation and subsistence incurred whilst attending this IRM UK conference will be fully tax deductible by the employer company if attendance is undertaken to maintain professional skills of the employee attending. Non-UK Delegates: Please check with your local tax authorities.

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

**Conference Location:**

Radisson Blu Portman Hotel  
22 Portman Square, London, W1H 7BG, UK  
Tel: +44 (0)20 7208 6000  
Fax: +44 (0)20 7208 6001  
www.radissonblu.co.uk/hotel-london

**Hotel Accommodation Details:**

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

Email: [Info@jpetem.com](mailto:Info@jpetem.com)  
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