

2 Co-located Conferences



Enterprise Architecture
Conference Europe 2012



Business Process Management
Conference Europe 2012

GROUP
DISCOUNTS
AVAILABLE

18-20 June 2012

Radisson Blu
Portman Hotel
London, UK

Case Studies and
Contributors Include:

- Shell
- Lloyds Banking Group
- GlaxoSmithKline
- ING Direct
- ITV
- Carphone Warehouse
- Bank of New York Mellon
- ATP Denmark
- BAA
- Ericsson
- Atradius Credit Insurance
- ConocoPhillips
- UBS
- General Dynamics
- Intel
- Hiscox Insurance
- Swedish Armed Forces
- Premier Foods
- Turkcell
- Swedbank
- Telstra
- SAS Institute
- PFA Pension
- Skanska
- Experian
- Capgemini

Two great conferences for the price of one!

Why Attend This Event

- **Europe's only co-located conferences on Enterprise Architecture and Business Process Management.** These events provide a unique opportunity to discover the latest thinking in both BPM and EA and benefit from the synergies between them.
- **Designed by practitioners for practitioners.** Being neither analyst nor vendor-led, these conferences provide diverse and wide-ranging perspectives on BPM and EA, informed by practical experience.
- **Excellent mix of vision, theory and implementation.** Discover new approaches and innovative ideas, while at the same time learning from organisations who have benefited from implementing world-class EA and BPM approaches and solutions.
- **World class contributors.** Learn from the leaders in their field including Alec Sharp, Michael Rosen, Ron Ross, Daniel Jeavons, Jason Bloomberg, John Götze, Neil Ward-Dutton, Sandy Kemsley, John Good, Kathy Long, Martin Sykes and many more
- **Thirteen 'fast track' pre-conference seminars.** Choose from an unparalleled range of tutorials and workshops on specific topics to get quickly up-to-speed or fine tune your performance.
- **Exhibition and networking opportunities.** Network with an outstanding group of EA and BPM delegates and speakers. BPM and EA solution providers will be available during the main conference to demonstrate the latest in software and services available and give you the benefit of their insights.
- **Get value for money.** Choose from more than 50 sessions, with 2 tracks on Enterprise Architecture, 2 tracks on BPM and 1 joint track on Business Architecture. 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.

Sponsors:



Supported by:



Media Sponsors Include:



Keynotes and Featured Speakers Include:



Professor Michael Rosemann
Queensland University of Technology



Jeff Scott
Accelare



Robert Kuppens
CIO, Cisco, EMEAR



John Zachman
Zachman International



Roger Burlton
BPTrends Associates



Chris Potts
Dominic Barrow



Alec Sharp
Clariteq Systems Consulting



Sally Bean
Sally Bean Ltd

Produced By:



www.irmuk.co.uk

Enterprise Architecture Conference Europe 2012

Sally Bean, Conference Chair

Enterprise Architecture helps organisations to manage complexity and reduce cost and is a crucial enabler of change. The EAC Europe conference has always attracted a diverse and stimulating community of speakers, delegates and solution providers since it was launched in 2000. This event will be no different and will offer a uniquely powerful combination of innovative thinking and implementation experience. Many of our presenters this year combine genuine thought-leadership abilities with day-to-day responsibilities for major architectural change. Also unique is our combination of regular high-profile speakers, such as John Zachman, Jeff Scott, Chris Potts and Mike Rosen who are not only inspirational but readily accessible to delegates during the conference. The co-location with BPM Europe means that a strong business focus is also assured, with the joint Business Architecture Track emphasizing the interplay between architecture and business activity. The 'EA Implementations' track features many stories of success ranging from starting an EA effort to exercising influence in the boardroom, as well as recommendations on culture and skills development. The 'Innovations in EA' track contains both new ideas and fresh thinking on older ones. Don't miss the pre-conference seminar day which offers more in-depth treatment of key topics. The conference exhibition and sponsored talks offer further opportunities to gain valuable knowledge and insights from those providing EA tools and services.



Benefits of Attending

- Gain inspiration and insights from learning about successful EA outcomes in other organisations. Discover how to position EA more strategically. Pick up tips from seasoned practitioners on pitfalls to avoid and ideas that you can put into practice immediately.
- Learn how to think differently about architecture in an age of Clouds, Apps and Big Data and how to navigate past the challenges to the massive opportunities that these provide for revenue generation and cost-saving.
- Share experiences and pick up further war stories and nuggets of wisdom by networking with speakers, solution providers and other delegates in the breaks.
- Whether you are just getting started in architecture, re-appraising your approach or working to tune your performance you will find sessions that address issues you are facing.

Audience

- Enterprise Architecture practitioners.
- CIOs and Chief Architects responsible for translating business strategic vision into IT-enabled delivery programmes and creating more flexible IT systems.
- Senior Business Strategists and Analysts, Chief Operating Officers and Business Managers who want to create more agile organisations, ensure cross-functional integration, and optimize their investment in assets and change programmes.
- IT Architects and Designers, Project and Programme Managers responsible for adhering to architecture guidelines and interested in influencing standard setting activities.

Business Process Management Conference Europe 2012

Roger Burlton, Conference Chair

In the past organisations have woken up to the fact that having great intentions is not a recipe for being able to realise them. The work that these organisations do and how they do that work is the prime determinant of success in delivering on their missions and realizing their visions, goals and objectives. So improving the work, the capabilities and the resources is the key. This is what business processes accomplish and a business process approach aligns all of these factors unlike anything else. What has become apparent is that there are many ways that this work can be conducted from highly structured to very loosely so. The design, operation and management of business processes is now much more sophisticated than it was a short time ago. It is becoming the underpinning of all capability management. These realisations in organisations around the world are now driving a variety of new methods and techniques that are enabling a variety of BPM flavours. This year's event will feature this rich set of approaches that are available to all of us to make BPM itself more broadly relevant and elegant.



This year, the tracks of BPM topics will cover current 'Implementation Practices' providing a solid grounding in methods, techniques and tools and 'Innovations in BPM' covering the latest in ways of working better and designing work to perform better. We are fortunate this year to have so many experienced presenters and facilitators from world class organisations that are implementing these practices themselves. Their real world experiences will complement the perspectives from the best-in-the-world BPM thought leaders that you will also find. The tracks will balance enterprise-wide BPM with sessions covering the best in process analysis, design and solution implementation. Several emerging topics will appear for the first time. These include dynamic BPM, social BPM, process-centric strategy formulation and portfolio management as well as overall systems thinking.

Benefits of Attending

- This is not an academic conference. The facilitators and presenters have been carefully selected to provide practical and implementable ideas that you can put into practice immediately on your return.
- All Previous BPM Europe conferences have enabled delegates to share knowledge with one another. BPM Europe 2012 will continue this tradition.
- The pre-conference workshops all allow you to practice methods and techniques and learn in real time while at the event.
- The sessions will cover the full range of BPM issues from strategy and governance to process analysis and design approaches to translation to IT and human requirements to BPM technology options. There is a range of topics from which you can choose.
- The event features world class practitioners, many from globally renowned companies and agencies and have been successful in making BPM work for their companies and in gaining internal support.
- A heavy helping of innovative approaches will be presented and discussed
- You will be able to sample the latest in software tools to support your efforts.

Audience

- Experienced Process Practitioners wishing to share with their peers and to learn new and better ways of working.
- BPM Novices who want to learn fast and get their process capabilities up and running quickly.
- Process and Business Analysts and Designers wishing to gain a comprehensive coverage of the critical aspects of BPM.
- Enterprise Architects and Strategists who wish to improve the re-use of business capabilities and increase the agility of business processes solutions.
- Managers, Directors and other Senior Staff aiming to implement ongoing process improvement, management and governance.
- Process Technologists striving to build adaptable business solutions.
- Business Managers who have to deliver real change to survive and thrive.

Group Booking Discounts:

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

Agenda

MONDAY 18 JUNE 2012 Pre-Conference Seminars

FULL DAY 09:30-17:00	Getting Started in Enterprise Architecture <i>Sally Bean, Sally Bean Ltd</i>					
	Introduction to the Zachman Framework for Enterprise Architecture <i>John Zachman, Zachman International</i>	Developing Your Influence with Business Executives <i>Chris Potts, Dominic Barrow</i>	Enterprise Cloud Computing Overview <i>Jason Bloomberg, ZapThink, A Dovel Technologies Company</i>	The Foundation for BPM <i>Roger Burlton, BPTrends Associates</i>	What BPM Professionals and Architects Need to Know About Data Modelling - Getting Great Results From a Misused Technique <i>Alec Sharp, Clariteq Systems Consulting</i>	Building a Business Architecture Capability Within Shell <i>Daniel Jeavons and Kathy Long, Shell</i>
MORNING HALF DAY 09:30-12:45						
AFTERNOON HALF DAY 13:45-17:00	Tailoring TOGAF® for Quick Results <i>Michael Rosen, Cutter Consortium</i>	Storytelling for Change Agents <i>Martin Sykes, Microsoft</i>	Developing Business Rules <i>Ron Ross and Gladys Lam, Business RuleSolutions, LLC</i>	Value-Driven Business Process Management <i>Professor Michael Rosemann, Queensland University of Technology</i>	Making Social BPM Mean Business <i>Sandy Kemsley, Kemsley Design</i>	A Business Process Project Manager's Sanity Checklist <i>Sandra Foster, BPTrends Associates</i>
08:30 - 09:30 Registration 11:00-11:15 Tea/Coffee Break 12:45-13:45 Lunch 15:15-15:30 Tea/Coffee Break						

TUESDAY 19 JUNE 2012 Conference Day 1 & Exhibits

08:00-09:00	Registration					
09:00-09:30	Conference Welcome: <i>Sally Bean, Sally Bean Ltd & Roger Burlton, BPTrends Associates</i>					
09:30-10:30	PLENARY KEYNOTE: How to Innovate Organisations , <i>Professor Michael Rosemann, Queensland University of Technology</i>					
	EA Implementation Experiences	Innovations in EA	Business Architecture	Innovations in BPM	BPM Implementation Practices	
10:30-11:00	Networking Break & Exhibits					
11:00-11:50	National Rollout of Location Based Services Platform Using an Enterprise Architecture Framework Approach, <i>Patrick Turner, Architecture Services</i>	Using Architecture Principles to Transform Organisations <i>Danny Greefhorst, ArchiXL</i>	Systems Thinking: Problem Solving for a Complex World <i>Steve Erlank, Faculty Training Institute, South Africa</i>	Developing High-Octane Business Process Models: Best Practices for Modelling Business Processes with Business Rules <i>Ron Ross, Business Rules Solutions</i>	Maximizing the Benefits of Applying BPM in the Modelling and Operation of an Organisation <i>Charlotte Pockendahl Andersen, ATP Denmark</i>	
11:55-12:45	Fitting EA to Your Organisation <i>Soren Staun Bianglev, PFA Pension</i>	Enabling the Future in the Present: Project Start Architecture <i>Paul Teeuwen, Labyrinth IT Strategy Solutions & Raymond Slot, Utrecht University of Applied Sciences</i>	Performance Driven BPM at Heathrow <i>Eamonn Cheverton, BAA</i>	A BPM Framework For Product Development in a Global Environment <i>Michael Andersson, Ericsson</i>	Efficient Use of BPMN: Principles, Practices, and Patterns <i>Darius Silingas, No Magic Europe</i>	
12:45-14:15	Lunch & Exhibits					
14:15-15:15	EA Keynote: Enterprise Productivity and Agility Through Architecture: Mission Impossible? <i>Robbert Kuppens, CIO, CISCO, EMEAR</i>			BPM Keynote: Finding Your True North Star: Where There Are No Ends to the Means <i>Roger Burlton, BPTrends Associates & Russ Grabb, Vi³ Consulting Inc.</i>		
15:20-16:10	Dividing, Conquering and Reuniting with Architecture Principles <i>Eoin Woods, UBS</i>	Meeting the Challenges of Big Data <i>John Morton, SAS Institute</i>	Applied VPEC-VI: Systems Thinking and Enterprise Architecture Problem Solving <i>Steve Nimmmons, Atos Consulting UK</i>	Social BPM: Combining Social Web and BPM for Improving Enterprise Performance <i>Marco Brambilla, Politecnico di Milano and WebRatio & Emanuele Molteni, WebRatio</i>	Application of Lean Six Sigma in Intel <i>Tina Schuster & Joanne Payne, Intel</i>	
16:10-16:40	Networking Break & Exhibits					
16:40-17:30	An Effective EA Function: A Matter of Culture? <i>Marlies van Steenberghe, Sogeti Netherlands BV</i>	The Framework Is the Framework - Rationale for the Version 3 Graphic Changes <i>John Zachman, Zachman International</i>	Business Architecture: Describing, Designing or Aligning? Panel Discussion <i>Sandy Kemsley, John Götze, Michael Rosen, Neil Ward-Dutton</i>	Using BPM to Focus on Core Business in ConocoPhillips <i>Reidar Matre, ConocoPhillips Norway & Tom Einar Nyberg, Capgemini Norway</i>	A Mature Approach to KPI Drill-Down from the Company Strategy so as to Improve Business Performance <i>Maria Sol Silva and Paulo Ivan Mello, Experian</i>	
17:30-18:45	Drinks Reception & Exhibits					

WEDNESDAY 20 JUNE 2012 Conference Day 2 & Exhibits

09:00-10:00	PLENARY KEYNOTE: The Strategy to Execution Process: Translating Strategy into Value , <i>Jeff Scott, Accelare</i>					
10:05-10:55	Enterprise Architecture and the Realities of Large Scale Programme Delivery <i>David Hunt, Lloyds Banking Group</i>	Designing Pervasive Enterprise Information Architectures <i>Milan Guenther, enterprise design associates, Andrea Resmini, FatDUX, Luca Rosati, University for Foreigners of Perugia</i>	Business Agility Through Adaptable Business Processes and a Supportive Organisational Culture: <i>Roger Burlton, BPTrends Associates & Sasha Aganova, MetaPower, Inc</i>	Getting Value From User-Centric Process Libraries <i>Suzy Jearum, ING Direct, Kerry Ann Christelow, Skanska, Ray Mullins, General Dynamics</i>	Using Facilitation to Deliver Leaner and More Innovative Processes <i>Marc Revitt, Premier Foods & Tony Mann, Resource Strategic Change Facilitators</i>	
10:55-11:25	Networking Break & Exhibits					
11:25-12:15	Nothing is Plain Sailing: Experiences Implementing Business Architecture Within an Insurance Company <i>Andrew Turner & Chris Waters, Hiscox Insurance</i>	Architecting Enterprises: Metaphors for Delivering Innovation and Strategic Value <i>John Good, ITV</i>	Architecture and Quality Management at Shell - Do We Need to Choose? <i>Daniel Jeavons and Kathy Long, Shell</i>	The New BPM Adaption - Managing Structured and Unstructured Processes Under the Same Umbrella <i>Alberto Manuel, Process Sphere</i>	Modelling Failure - How Process Modelling Goes Wrong, and What to Do About It, <i>Alec Sharp, Clariteq Systems Consulting</i>	
12:15-13:45	Lunch & Exhibits					
13:45-14:35	Influencing Business Change with Enterprise Architectures, <i>Philip Hellyer, Carphone Warehouse</i>	Incorporating Enterprise Risk Management into Enterprise Architecture <i>Terry Merriman, OAD Consulting Inc</i>	Business Models and Enterprise Architecture: Connecting Innovation and Implementation <i>Remco Blom, BiZZdesign</i>	Change Management Through Process Innovation in Turkcell <i>Sule Pasin Hogburn & Selim Imer, Turkcell</i>	Business Process Management within BNY Mellon <i>Randall Overby, BNY Mellon UK</i>	
14:40-15:30	Mastering Your Architecture Skills <i>Michael Rosen, Cutter Consortium</i>	MODEM - Building a Semantic Foundation for EA: Reengineering the MODAF Meta-Model Based on the IDEAS Foundation Model, <i>Mikael Hagenbo, Swedish Armed Forces HQ, Lars-Olof Kihlström, Generic Systems Sweden, Chris Partridge, BORO Solutions, Ian Bailey, Model Futures</i>	Process and Information Architectures: Finding the Missing Link to Concurrently Improving Business Capabilities Across the Enterprise <i>Louise Harris, SToS Consulting Inc</i>	Achieving Business Transformation Through Dynamic Case Management and Analytics <i>Setrag Khoshafian, Pegasystems Inc.</i>	Value Chain and Process Map - Lifesavers in the Process Jungle <i>Jaan Metsa, Swedbank</i>	
15:30-16:00	Networking Break & Exhibits					
16:00-16:50	How Modelling Process and Data Supports Advanced Research in a Biopharmaceutical Business <i>Tim Franklin, IPL & Ranjiveva Ranasinghe, GlaxoSmithKline</i>	What Should We Do Today? Kanban and Systems Thinking Applied to Architecture Teams, <i>Jon Hill, T Zero Technology & Benjamin Mitchell, Independent Consultant</i>	How to Move from Enterprise-Wide Process Modelling Initiative to Enterprise Business Architecture Initiative <i>Eswar Ganesan, Atradius Credit Insurance</i>	Putting the Brain into Business Process Management <i>Tom Gillingwater, NeuroOrg Consulting & University of Edinburgh & David Gillingwater, NeuroOrg Consulting & Loughborough University</i>	The Decision Model: How to Keep Your Head Above the Water in the Sea of Business Rules <i>Uffe Donslund, Strand & Donslund</i>	
16:50-17:15	Conference Close: <i>Sally Bean, Sally Bean Ltd</i>			Conference Close: <i>Roger Burlton, BPTrends Associates</i>		

PLENARY KEYNOTES:



How to Innovate Organisations

Professor Michael Rosemann, Queensland University of Technology

Business Innovation is a crucial activity in the context of designing advanced enterprise architectures and business processes. This importance, however, is not reflected in the available set of BPM and EA tools, techniques and methods. There is an over-supply of (reactive) analysis approaches while little guidance, beyond brainstorming, is provided for the task of coming up with better organisational designs. This keynote will introduce four pragmatic and proven ways to improving organisations; i.e. enhancement, innovation, derivation and utilisation. The critical role of Business Process Management and Enterprise Architecture will be discussed. Case studies from around the world will demonstrate how organisations have implemented this framework by using social media and advanced governance structures. Key Issues:

- Innovation – the black hole in methodologies.
- Four structured pathways towards better design – beyond brainstorming.
- Real world insights into how organisations operationalize business innovation.
- The transformational capacity of social media in business innovation.



The Strategy to Execution Process: Translating Strategy into Value

Jeff Scott, Accelare

There is a vital business process that is being ignored in your company today. It is unnamed, poorly defined, largely unmanaged, and therefore rarely improved upon. Yet, it affects every other business process you operate. It is the strategy-to-execution process that clarifies executive intent, translates it into coordinated action, measures value realisation, and creates a feedback loop. When this process is sub-optimised the entire organisation suffers. Most organisations view strategy development as a one-time event intended to create focus and identify yearly projects and programmes. However, as strategies move across and down the organisation they often become distorted resulting in diluted business impact and wasted resources. What's needed is a well-defined process to manage the translation of executive strategy into coordinated execution and adapt this as required in response to subsequent events. Both business architects and business process managers have a stake in getting this process right. This session will provide a framework for a strategy-to-execution process that creates focused and coordinated action and case studies of how it has dramatically improved business performance. Key takeaways:

- Why organisational silos prevail.
- The strategy-to-execution framework.
- How to manage the strategy-to-execution process.

ENTERPRISE ARCHITECTURE KEYNOTE:



Enterprise Productivity and Agility Through Architecture: Mission Impossible?

Robbert Kuppens, CIO, CISCO, EMEAR

In this keynote Robbert Kuppens will share Cisco's vision, strategy, execution and metrics (VSEM) around the Cisco business and IT architecture process. He will show how Cisco has implemented the BOST (Business, Operations, Systems, Technology) framework to drive both operational excellence and agility. Kuppens will also describe the governance of architecture within Cisco's operating model (business and IT combined!) and how Cisco's enterprise collaboration platform QUAD is essential in sharing practices amongst all business and IT architects across the organisation (the so-called Architecture Centre of Excellence or ACE community). He will share how Cisco is using Clarity and Troux for consistent portfolio management and architectural descriptions to combine global and local regional interlocks. Last but not least, he will share how architecture has become part of Cisco's DNA and how Cisco IT is now using its own practices in collaboration with key customers.

BUSINESS PROCESS MANAGEMENT KEYNOTE:

Finding Your True North Star: Where There Are No Ends to the Means



Roger Burlton, BPTrends Associates



Russ Grabb, Chief Idea Officer, V³ Consulting Inc.

An examination of organisations' business strategies and architectures shows remarkable variation in form and function. Confusion between vision and mission, goals and objectives, strategies and tactics abound. In addition, every consultant has his or her own ways of conducting strategic work. Most of these approaches unfortunately fall short of defining the real outcomes needed. Remarkably missing is a consideration of stakeholder needs and expectations (ends) because organisations take a predominantly internal perspective (means). Fortunately we now have an industry model – "The Business Motivation Model" adopted and supported by the Object Management Group - that should be able to help us with a repeatable structure; however it lacks the methods required to use it well. No amount of trendy best practices and technologies will help. Only a natural and common sense lens and a simple proven framework on how best to deliver expected value and enable anticipated results that applies to any complex business initiative can give us our ends and means.

- The strategic alignment mess.
- The Business Motivation Model as inspiration.
- Stakeholder Analysis to find expectations and needs and derive outcomes.
- Six Easy Steps© to ensure traceability among business processes, outputs of enterprise effort, and accomplishment of desired business outcomes.
- An illustration from a large corporation.

Exhibits 19-20 June 2012

This is an ideal opportunity for delegates to network with leading vendors/consultancies in the areas of Enterprise Architecture and BPM. Exhibit hours are as follows:

19 June 2012	20 June 2012
10:30 – 11:00	10:55 – 11:25
12:45 – 14:15	12:15 – 13:45
16:10 – 16:40	15:30 – 16:00
17:30 – 18:45	

Full Day Seminar

Getting Started in Enterprise Architecture

Sally Bean, Director, Sally Bean Ltd

This interactive workshop will help delegates develop a clear understanding of the elements of successful enterprise architecture and build foundational knowledge to maximise the benefits of their attendance at the conference. It will cover the basics of EA: what is EA, why should you do EA, and how to get going. Working in small groups, delegates will explore different approaches to EA, learn how to identify and work with different EA stakeholders and how to position EA as a function in their organisation for maximum effectiveness. The workshop is also suitable for people re-evaluating their approach to EA.

- Understand what EA can do for your organisation
- How to manage EA – roles, governance and cultural fit
- Get an independent overview of different approaches, techniques and models
- Identify common challenges and ways of overcoming them
- Network with your peers, build an action plan for success and identify sources of further help and guidance

Half Day Seminars - Morning

Introduction to the Zachman Framework for Enterprise Architecture

John Zachman, President, Zachman International

This seminar is a brief introduction to the background, rationale and logic of the Zachman Framework for Enterprise Architecture. It will first explore some definitive reasons for the appearance of the Zachman Framework on the scene several years ago. It will then provide an overview of the basic logic of the Framework itself which is derived from the precedent established in the older disciplines of Architecture and Construction; Engineering and Manufacturing. The Framework defines the set of descriptive representations that are required to create a complex object (like an Enterprise) and serve as the basis for changing the object instance (the Enterprise) after it is created. The seminar will also address the implications of producing and of not producing the identified set of descriptive representations in the course of accommodating current demand from the Enterprise. It will show the importance of ensuring that long term fundamentals and building blocks are addressed and retained into the future.

Developing Your Influence with Business Executives

Chris Potts, Corporate Strategist, Dominic Barrow

The value of both EA and BPM depends on the influence they have, directly and indirectly, over executive decisions, investments and outcomes. This half-day practical workshop explores tried-and-tested approaches for achieving that influence, and monitoring the results, focusing on the real-life contexts in which influence happens, and having the maximum impact. Use these to benchmark and further develop your influence, to the benefit of the enterprise, its customers, processes and performance.

- Influencing executive decisions with BPM and EA (separately, and together).
- How to think like an enterprise investor: using structural performance ratios to guide choices.

- From innovation to exploitation: EA, BPM, and the end-to-end process of investing in change
- Using 'Play or Pass' to maximise your contribution and influence.
- Working with strategy scenarios and their impacts on structures and processes.

Enterprise Cloud Computing Overview

Jason Bloomberg, President, ZapThink, A Dovè Technologies Company

Cloud Computing is the latest buzzword in enterprises around the world—but scratch the surface, and Cloud Computing consists of a number of existing trends in IT, including virtualization, Software-as-a-Service, utility computing, and more. Adding to the confusion is a large helping of vendor hype, as both software and hardware vendors push Cloud Computing as an excuse to buy more gear. The reality, however, is quite different. Cloud Computing presents a variety of operational and deployment models that can help enterprises reduce infrastructure costs, provide better customer value, and position themselves for the future. But organisations won't succeed with the Cloud unless they understand the strengths and weaknesses of Cloud Computing and have a carefully planned architectural approach that positions Cloud-based capabilities in the context of existing IT assets and challenges. This session includes real-world case studies on organisations who have achieved success with their Cloud-based initiatives. Attendees will come away with the following:

- A well-delineated conception of the strengths and weaknesses of Cloud's three service models: Software-as-a-Service, Platform-as-a-Service, and Infrastructure-as-a-Service, as well as Cloud's four deployment models: public, private, community, and hybrid.
- The tools and expertise necessary to put together a Cloud roadmap and migration plan for their organisations.
- An understanding of how to place the Cloud into the context of their current Enterprise Architecture.
- Practical intelligence and advice on securing the Cloud and putting together a robust Cloud governance framework.
- How to support agile business processes with the Cloud by taking a RESTful approach that maximizes the elasticity benefit of the Cloud.

The Foundation for BPM

Roger Burlton, Co-Founder, BPTrends Associates

After twenty years of BPM experience and twenty more prior to that with quality management methods for process improvement, it has become clear what the factors critical for success are. It is no surprise that repeatable success comes from a strong foundation based on proven principles and simple ways of thinking about challenges and problems that can be commonly understood and shared broadly. Roger Burlton, a true BPM pioneer and author who started teaching and helping clients with BPM in 1990 will expose what he has found to be an elegant baseline for dealing with processes and for delivering process performance outcomes. Roger will take the group through his Business Process Manifesto that lays the groundwork. Then he will reveal a set of simple methods to collect, connect and correct the process dots. Lastly he will illustrate several 'tools' that can be used over and over to tackle a wide range of tricky process issues that come up repeatedly. This will be a fun and down to earth start to the conference for managers and analysts trying to set off on the right BPM foot.

- A little soul searching.
- The irrefutable principles often unrealised.
- Reusable techniques to collect, connect and correct.
- Some simple cool tools.

What BPM Professionals and Architects Need to Know About Data Modelling – Getting Great Results From a Misused Technique

Alec Sharp, Senior Consultant, Clariteq Systems Consulting

Data modelling can be a powerful tool, but its utility in practice has been limited because it is often seen as a technical discipline, indistinguishable from database design, and is treated as an irrelevant or after-the-fact exercise. In fact, data modelling can be a powerful tool for understanding the most fundamental aspects of a business, terrifically useful to BPM professionals, architects, and even subject matter experts. The key is to recognize that a data model is a description of a business, not a description of a database. Another key is to avoid calling it "data modelling." (Come to the workshop to find out why!) Drawing on over 30 years of successful data modelling experience, at architectural, subject area, and project levels, 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 analysis and architecture.

Topics include:

- Adopting the right mindset – what a data model really is (or can be).
- How to get started on data modeling without anyone realizing it
- Practical methods for business analysts, process analysts, and architects to use conceptual models.
- Making it repeatable – methods, patterns, procedures.
- Unraveling the mystery of contextual, conceptual, logical, and physical modelling.

Building a Business Architecture Capability Within Shell

Daniel Jeavons, Group Process Architect & Kathy Long, BPM Lead, Shell

This half day session is a deep dive into Shell's attempts to develop a Business Architecture capability and community within Shell. The two presenters will seek to bring two different perspectives to the table:

- The Group agenda – coming from the central IT function and trying to drive common approaches, standards and best practices across the whole of the company.
- The Regional agenda – working with the business and trying to make the Group agenda work within an operational business unit.

The session will explore a number of relevant topics:

- How can business architecture activities be identified and promoted within a large company in a pragmatic manner?
- How is a community of practice developed over time?
- How does an Enterprise Process Model work across very different businesses and functions?
- How can we manage process variation effectively?
- How can the value of Business or Process Architecture be identified and verified?
- How can the tension between local business priorities and centrally-managed initiatives be balanced?

Half Day Seminars - Afternoon

Tailoring TOGAF® for Quick Results

Michael Rosen, Director, Enterprise Architecture, Cutter Consortium

Organisations today have discovered the value and benefits of Enterprise Architecture and are now looking for ways to implement it in their organisation. TOGAF has seen significant interest in adoption and certification. But all too often, after achieving a certification, the architect and organisation is left wondering: 'What next?' One of the most challenging and important parts of TOGAF is tailoring it to your organisation. This workshop is focused on how to apply TOGAF within your organisation to achieve quick results. Note that this is not a certified TOGAF course and it is not intended for certification exam preparation. Rather, it briefly reviews the preliminary phase of TOGAF and then illustrates the practical tailoring of TOGAF through a detailed example. The workshop is structured as a mix of presentation, interactive discussion and group based exercises, so participants get the chance to apply the concepts to example scenarios during the facilitated exercises. Participants will:

- Understand principles and best practices for tailoring TOGAF.
- Understand an Agile approach to TOGAF and Governance.
- Learn to avoid common mistakes and distractions.

Storytelling for Change Agents

Martin Sykes, Director, Enterprise Architecture, Microsoft

This half-day seminar helps delegates develop the story and visualizations to effectively communicate and gain support for change initiatives. The CAST process and Visual Story template used in this seminar has been developed and refined over a 10 year period with project teams, change agents and enterprise architects in many large organisations, drawing together techniques from many different disciplines. This unique integrated approach provides a path from initial analysis through to effective delivery.

In this seminar you will learn how to:

- Use the Visual Story template and CAST process for creating effective stories.
- Structure complex information into compelling change stories.
- Use story frameworks and characters to engage decision makers.
- Build design skills to create effective visuals that make the story stick.
- Incorporate influencing and commitment-gaining steps into the delivery process.

Developing Business Rules: You Need Them for Business Processes, Business Architecture, and Most Importantly, Running the Business

Ron Ross, Principal, Business Rule Solutions, LLC, Executive Editor, www.BRCommunity.com and Gladys Lam, Principal and Co-Founder, Business Rule Solutions, LLC

Business rules are key to running an effective, agile business. Yet many people involved in IT projects have only vague ideas of what business rules are about, how to capture or organize them, or how to leverage them for breakthrough improvements in productivity and product/service innovation. This first-time-ever tutorial features a fun, on-going, interactive case study to thoroughly illustrate the 'how-to' of business rules. Participants will capture and express business rules and develop a business process model. Hands-on involvement illustrates how each deliverable dramatically enhances the other. It also sets the stage for exploring operational business decisions and the decision logic behind them. The tutorial also addresses on-going management of business rules and business vocabulary. It provides a more balanced view of business architecture and demonstrates new and highly innovative thinking about business governance. The bottom line – these days everyone needs to be doing business rules. Come and learn what you need to know from the world's authority in the field and find out how you can put the business side back in charge of the business.

- What business rules are and how can you apply them effectively.
- Pitfalls other organisations have encountered and how can you avoid them.
- Essential concepts, techniques and tools.
- Best practices for business rules in decision analysis, business process modeling, and enterprise architecture.
- How to be successful in your organisation on a point-by-point basis.

Value-Driven Business Process Management

Professor Michael Rosemann, Queensland University of Technology

Strategically aligned Business Process Management demands that BPM approaches and methods are tailored to the objectives behind the BPM initiative. In a global research project, we identified six distinct values that drive BPM in organisations. This tutorial will introduce these six values and show that BPM 'textbook methodologies' are not sufficient for value-driven BPM.

Specific recommendations will be made and discussed for how to facilitate BPM that is driven by internal objectives such as efficiency, employee integration or compliance, or by external objectives such as quality, agility or social networking. Participating members will present what drives their BPM initiatives, and recommendations from this tutorial will be mapped against these individual requirements. Key Takeaways:

- The difference between activity-driven and value-driven BPM.
- Why 'textbook BPM' is not enough.
- How to tailor BPM to specific corporate objectives.
- Internal objectives: Efficiency-, compliance- and employee-driven BPM.
- External objectives: Agility-, quality- and social BPM.

Making Social BPM Mean Business

Sandy Kemsley, Independent Analyst, Kemsley Design

There has been a significant consumer uptake in social tools for both collaboration and for interactions with companies, but many organisations still struggle to identify where social capabilities can best fit within their operational business processes. Business process management, which often has collaboration at its very core, is one of the areas that can benefit greatly from social capabilities, and for which there is now sufficient product offerings to judge the actual impact of social BPM. The combination of social tools and BPM can dramatically improve the way businesses handle work. During design time, social capabilities allow organisations to collaborate on process design, incorporating the views and requirements of a broad array of internal and external stakeholders instead of a narrow process design group to create a better BPM solution. During process execution, social capabilities allow for collaboration both within and outside an organisation to make processes more efficient and more customer-centric, while empowering knowledge workers to use their professional judgement to guide processes rather than just follow predefined paths. This seminar will provide a broad introduction to social BPM, including:

- A brief history of social BPM.
- Social capabilities during process design and process execution.
- The social crossover between BPM and ACM.
- Getting started with social BPM.
- Barriers to adoption, and how to overcome them.
- Expected benefits from social BPM.
- Why social tools will change the way you run your business.

Using a blend of theory, research, social BPM product examples and customer case studies, this seminar will solidify your understanding of social BPM and how it can make your business process initiatives more successful.

A Business Process Project Manager's Sanity Checklist

Sandy Foster, Senior Consultant, BPTrends Associates

Business process projects, like all projects, need to be managed. Many business process projects fail to achieve the desired results. Changing business processes involves changing how people do their work day to day and how the business achieves results. This presentation will provide practical tips and traps for managing the challenges that process projects face including:

- Defining business process project objectives.
- Managing business process project scope.
- Involving the right process stakeholders.
- Monitoring business process analysis and design quality.
- Gaining and maintaining senior leadership commitment.

Enterprise Architecture Implementation Experiences

National Rollout of Location Based Services Platform Using an Enterprise Architecture Framework Approach

Patrick Turner, CEO, Architecture Services PTY

Telstra, the national telecommunications provider of Australia, has begun the rollout of Location Based Services (LBS) starting with the priority Emergency Alert (EA) Service. This world leading technology allows multi-flow and multi routing of messages and message types across multiple carriers in a defined geographical area utilising all available 3G and 4G network services. The first iteration will be "push" style services available to any mobile device advertised as operating in the defined geographical location with "pull" type on demand services to follow. This case study will explore the valuable role played by a strong centralised Enterprise Architecture team as Program Design Authority. This team was firstly responsible for working with all of the designated business and technical teams in the creation of a robust and scalable High Level Conceptual Design and Systems Solution Specification documentation during the Design phase. This team then subsequently played an equally valuable role as QA and Design Custodian during the Build, Test and Deploy phases of this ambitious and challenging project.

Fitting EA to Your Organisation

Søren Staun Biangslev, Chief Architect, PFA Pension

The ROI on Enterprise Architecture must now be delivered faster than ever and organisations these days turn increasingly impatient when faced with theoretical concepts like frameworks, models and principles, or constrained by standards and governance. What happens when Sales buys 30 iPads, throwing it all to the wind? This session is about how pragmatism meets theory and turns Enterprise Architecture into something real for a sceptical, results-oriented organisation. It will cover some of the experiences, insights, war stories and "hard-earned-gut-wrenching-meta-models-all-over"-results of a so far successful EA implementation in PFA Pension, the largest Pension fund in Denmark. Key messages:

- Enterprise Architecture approaches must fit the territory.
- Start with factual, useful and credible deliverables.
- Over-controlling IT can drive up Shadow-IT.

Dividing, Conquering and Reuniting with Architecture Principles

Eoin Woods, Lead Software Architect, UBS

As enterprise and software architects, we are expected to deal with a heady mix of legacy complexity and new demand for scale and flexibility. We are advised to divide and conquer in order to deal with complexity, but it is difficult to see how to apply such simple advice on a large scale. How do we relate the abstract ideas of enterprise architecture to the system level concerns of software architecture, to the day-to-day concerns of delivering systems? This talk will explain how architecture principles can help us to achieve this and to consistently prioritise, divide and address the problems we need to face.

Attendees at this talk will learn:

- How architecture principles can be used to unite enterprise architecture, software architecture and system implementation.
- Some of the characteristics of effective architecture principles.
- Some of the pitfalls to be aware of when using architecture principles.

An Effective EA Function: A Matter of Culture?

Marlies van Steenberg, Principal Consultant Enterprise Architecture, Sogeti Netherlands BV

This talk will present the results of a study into the relationship between organisational culture and EA practices, conducted in five financial organisations. Many architects experience that organisations differ from each other and that EA approaches that are effective in one organisation are not necessarily as effective in another organisation. Our study shows a relation between EA techniques used by architects and the cultural values of the organisation. We will discuss which cultural dimensions are most important in determining the effectiveness of EA techniques and what EA techniques are culture dependent. The results of our study help architects to choose an approach to deploying architecture in accordance with the cultural values of the organisation.

- Architects must take organisational culture into account.
- Only a few cultural dimensions impact the choice of EA techniques.
- Many culture dependent EA techniques are aimed at gaining acceptance.

Enterprise Architecture and the Realities of Large Scale Programme Delivery

David Hunt, Head of Retail Architecture, Lloyds Banking Group

We are all familiar with the phrase 'No plan survives first contact with the enemy'. The reality is that this applies to the delivery of an Enterprise Architecture as well. Studies of both successful and unsuccessful programmes and my experience of delivering Enterprise Architecture leads me to the conclusion that Strategic Systems are rarely planned but more the result of opportunistic development, more a 'seize the moment' than planned strategy. The question is: what drives the development of a flexible Enterprise Strategy and Architecture and how can this be used to successfully implement large scale IT programmes that deliver business value without degrading the value of the IT estate? This talk will look to answer the following:

- What is Agile Enterprise Architecture?
- How, in relation to our current practices, tools and techniques, we can deliver agile EA.
- Set the path for future research and development directions for Enterprise Architecture.

Nothing is Plain Sailing: Experiences Implementing Business Architecture Within an Insurance Company

Andrew Turner, Senior Business Analyst & Chris Waters, Enterprise Architect, Hiscox UK

Hiscox is an international specialist insurer, underwriting a diverse range of personal and commercial insurance risks. The company operates in a market sector which has a very traditional operating model, where change is often resisted

unless imposed by regulation. Consequently, gaining support and commitment to establish a blueprint Business Architecture against which the IT Architecture strategy could be aligned became a tough challenge to overcome.

Hiscox have now established their Business Architecture. The drive has come from within the IT department, where the need had become acute. The story to date is being presented, covering key areas that will help any organisation looking to establish a Business Architecture.

- Identify the business case for implementing a business architecture
- Successful strategies for gaining support for business architecture
- The challenges of an IT led push for a business architecture

Influencing Business Change with Enterprise Architecture

Philip Hellyer, Enterprise Architecture Group Lead, Carphone Warehouse

At Carphone Warehouse, Enterprise Architecture has spread from its origins in the IT department to influencing the board room, shaping executive change programmes. Our core challenge is to enable coherent and sustainable views across the breadth of our enterprise, while maximising the value of our investments. With an understanding of the priorities of our business as a whole, and of the technologies, partners, and services available, we ensure that the right options are considered whenever we are involved in making changes to our business, whether these include IT or not. Follow the journey of EA at the Carphone Warehouse:

- How we extended the reach of EA from IT to Executive-Level Business Architecture.
- Our Governance Structures for IT Strategy and our Business Change Roadmap.
- The value of our Business Domain & Technology Architecture Models.

Mastering Your Architecture Skills

Michael Rosen, Director, Business and Enterprise Architecture, Cutter Consortium

Many organisations have adopted enterprise, business or IT architecture, created architecture organisations, and given people the job title of 'architect'. Unfortunately, just having the title architect doesn't mean that you have the proper skills or know the industry best practices associated with the job. This session discusses the skills needed to be an effective architect and how to obtain and improve them. The presentation explores the basic skills of an architect such as information discovery, identifying and questioning assumptions, integration of information and context, conceptualization, abstraction, visualization, formalization, communications, etc. In the process, it uses a variety of different architectural tasks, some from projects, some from strategy, some from portfolio management, etc. to illustrate the fundamental skills across a range of activities that EAs typically perform in different organisations. Particular issues examined include:

- Identification of fundamental architectural skills and principles.
- Applying skills and principles to architectural activities.
- Maximizing influence and interaction with stakeholders.

How Modelling Process and Data Supports Advanced Research in a Biopharmaceutical Business

Tim Franklin, Principal Business Consultant, IPL & Ranjeeva Ranasinghe, Business Analyst, GlaxoSmithKline

This major pharmaceutical company is actively de-risking its research and development portfolio through diversification into the nascent field of Biopharmaceutical drugs, requiring a whole host of complex activities associated with drug discovery, research and clinical trials. It is crucial that the people, process, information and systems required to support this trailblazing science are both efficient and flexible. The R&D IT Department combines a range of leading edge process and data modelling techniques to provide a rich view of the information concepts flowing between processes and systems in terms of reports, regulatory submissions, leads and cell lines. A case study will be presented to show how these techniques are used to capture processes through the full lifecycle, sketch the conceptual 'plumbing' for the information flows, and document Biopharm business concepts. This session will also cover how the results are made accessible in a repository tool and deployed in the system development lifecycle. Benefits have included improved impact analysis for new initiatives and better alignment between business needs and technology across the whole Biopharm organisation.

Innovations in Enterprise Architecture

Using Architecture Principles to Transform Organisations

Danny Greefhorst, Director, ArchiXL

Change is inherent in organisations, but it is also something that is hard to control. Architecture principles are instruments that help in identifying change factors and their consequences. They translate strategic goals and other change drivers to normative rules that should be adhered to in organisational transformations to safeguard the actual achievement of these goals. They also lead to the identification of actions that are prerequisite to ensure the effectiveness of transformations. As such, architecture principles are key in organisational transformations, as well as the cornerstones of Enterprise Architecture. In this presentation Danny Greefhorst will present his vision and the conceptual foundations as well as his own practical experiences with architecture principles, as described in his book on the subject.

Enabling the Future in the Present: Project Start Architecture

Paul Teeuwen, Senior Consultant, Labyrinth IT Strategy Solutions & Raymond Slot, Professor, Utrecht University of Applied Sciences

In many organisations Enterprise Architects design wonderful to-be architectures presenting a wonderful future. However, in IT projects these architectures are often ignored. The Project Start Architecture is an approach whereby a high level Solution Architecture is produced at the start of each project to make sure the project fits in with the long term views provided by the Enterprise Architecture and to accelerate the project by making key decisions

clear from the outset. In short, it is a summary of the Enterprise Architecture relevant to the project. An essential feature of Project Start Architecture is that it is 'lean'; if it takes too long the project will already have started. The talk will cover the following:

- The practical steps to make a Project Start Architecture out of an Enterprise Architecture.
- Tying in with the Project Management method used (such as PRINCE2), so that the timing of architectural decisions is in sync with project decisions by the steering committee.
- The difference between a PSA and a Solution Architecture and how to get from the PSA to the Solution Architecture.
- The value of Solution Architecture based on quantitative comparison of large projects with and without a Solution Architecture.

Meeting the Challenges of Big Data

John Morton, CTO, SAS Institute

A recent CIO advisory group identified that CIOs didn't know what Big Data was, nor understand its value. The CIOs questioned their Architects who knew the term Big Data, but all had different interpretations of what it was, and is; and why it is important. This presentation focuses on the context for Big Data, what it is and what it means, and the challenges for today and tomorrow. It will identify how Big Data is changing business, people, processes, and systems, describing how to think differently about systems and highlighting issues in exploiting Big Data. If you are looking for a presentation on data storage, this isn't it!

- The need to take a holistic view of the "extended enterprise".
- Integrating and interfacing the structure and discipline of traditional architecture design with the agility of "app" design.
- How it changes our thinking of Architecture, as data and application mashups drive greater business insight, enabling massive cost savings and revenue opportunities.
- How to approach such architectures through the rise of new roles and disciplines e.g. the Data Scientist, Chief Data Officer, Data Curator.
- The value of Architected Big Data as it impacts directly on the business ecosystem.

The Framework Is the Framework Is the Framework – Rationale for the Version 3 Graphic changes

John Zachman, President, Zachman International

This presentation will explain the underlying rationale for the 10 significant improvements to the Framework graphic. These changes clarify misconceptions about the employment of the Framework in Enterprise Architecture endeavours as well as give insight into the changing Enterprise Architecture marketplace. The logic structure of the Framework has never changed ... in fact, it has been employed by humanity for literally thousands of years. What changes is our understanding of how to use the Framework and how to express its logic structure more definitively. The presentation will also illustrate how the changes reflect the changing nature of the Framework audience to a more general audience from the more technical audience.

Designing Pervasive Enterprise Information Architectures

Milan Guenther, Partner, enterprise design associates, Andrea Resmini, Information Architect, FatDux and the University of Borås, Luca Rosati, Freelance Information Architect & University for Foreigners of Perugia

The way enterprises use information is changing. Well beyond the big transactional systems of the past, information appears as unstructured content, as loose data collections, or as volatile conversations, traversing systems, devices, media and physical contexts. Information architecture is considered an essential building block of enterprise architecture initiatives. In practice however, it is stuck with the formalism of data architecture on a technical level, suffers from misalignment with the business goals, and falls short of delivering the answer to the most basic question: how to provide valuable information to the right people, at the right time and in a useful form?

This presentation will cover:

- The enterprise as a ubiquitous ecology of market dynamics, social interaction and information exchange.
- Heuristics for designing pervasive, cross-channel information architectures.
- Applying information architecture to support findability by designing information systems, products and services, communication and media, wayfinding and search systems as part of an integrated, user-centered strategy.

Architecting Enterprises: Metaphors for Delivering Innovation and Strategic Value

John Good, Enterprise Architect, ITV

In fast evolving markets, products and services can come and go more quickly than companies can adapt the enterprise architecture. A challenge for the enterprise architect is to create a sustainable architecture that deliver these product and service innovations. This presentation explores architecting enterprises where there is an overall strategic direction and business model, but a lack of specific requirements. It makes creative use of 4 everyday metaphors to identify sources of innovation and suggest suitable enterprise architectures that align with the company strategy. Examples for a number of industries will be presented. The techniques shown will enable the audience to:

- Evaluate company strategy for its implications on enterprise architecture.
- Define a set of principles for the overall enterprise architecture to guide its development.
- Propose sustainable enterprise architectures that will enable innovation aligned to company strategy.

Incorporating Enterprise Risk Management into Enterprise Architecture

Terry Merriman, Chief Architect, OAD Consulting Inc

Enterprise Architecture is typically used to drive a project portfolio to address modifications to or introduction of new business processes or the introduction of new technologies. However, this does not directly address operations, compliance, or reporting risks faced by the enterprise. This session will discuss how the COSO framework for Enterprise Risk Management can be incorporated into Enterprise Architecture. It will illustrate how to manage objectives, risks, risk responses, controls, and the processes and automation that realise the

controls, in order to provide continuous monitoring of the enterprise. Gaps in the controls provide an additional influence on project portfolio.

- Using the COSO Enterprise Risk Management (ERM) framework to determine the best course of action for mitigating risks.
- Mapping the ERM controls to the architectural elements (business activities and/or applications) to ensure continuous monitoring.
- Using gaps in the controls to drive the development project portfolio.

MODEM – Building a Semantic Foundation for EA: Reengineering the MODAF Meta-Model Based on the IDEAS Foundation Model

Mikael Hagenbo, Supreme Commanders Staff, Head of Architecture, Swedish Armed Forces, Lars-Olof Kihlström, Senior Consultant, Generic Systems Sweden, Chris Partridge, BORO Solutions, Ian Bailey, Model Futures

For western nations, modern military operations are typically coalitions; involving forces from a number of other nations. Success depends upon being able to integrate these forces. From an enterprise architecture perspective, the key challenge is the interoperability and integration of the nation's enterprise architectures – typically using different national frameworks. The multinational IDEAS Group has developed an ontology-based semantic meta-framework to resolve this and the member nations are now migrating their architectural frameworks to this meta-framework. This presentation describes the migration of the UK-developed UML-based MODAF framework to the IDEAS-based MODEM framework. It will cover:

- The semantic challenges of interoperability and integration of enterprise architectures.
- How using an ontology based meta-framework can provide a foundation for semantic interoperability and integration.
- Overview of the MODEM migration and the framework.
- Challenges faced in migrating to an ontology based meta-framework.
- Future directions.

What Should We Do Today? Kanban and Systems Thinking Applied to Architecture Teams

Jon Hill, Independent Enterprise Architect, T Zero Technology & Benjamin Mitchell, Independent Consultant

The demands placed on architecture teams are complex with many stakeholders who have expectations that the team can respond to everything from fire-fighting to strategy development. However the tools and approaches available to manage this work are rarely discussed. This talk is an experience report based on building and running a new architecture team within an insurance/finance company. Jon and Benjamin will discuss the approaches they took to quickly gain visibility of the work, to understand how the team fitted within the system, or wider context of the organisation, and to surface information that the team could use to learn and improve. They will cover:

- Using a Kanban “visual board” in the context of an architecture team to map tasks and the flow of work.
- Why it can be so hard to get architecture work “done”.
- The wider questions that are less often considered: who are our customers? What is the purpose of the team? Do the answers to these questions matter?

Systems Thinking: Problem Solving for a Complex World

Steve Erlank, CEO, Faculty Training Institute, South Africa

Simplistic solutions applied to complex problems almost always lead to unintended consequences that can often create larger problems or make the initial problem worse. Systems Thinking is the process of understanding how subcomponents of a whole influence one another within the context of that whole so that resolving problems within one part of a system does not negatively impact the performance of other areas or create unforeseen consequences. It is essential for organisations if they want to survive and prosper in an increasingly competitive marketplace. In this presentation, Steve will bring the critical skill of Systems Thinking into the mainstream of organisational problem-solving. Key learnings include:

- How to see and model the organisation as a ‘system’.
- Understanding different thinking paradigms, and how Systems Thinking compares to creative, analytical and critical thinking processes.
- A brief acquaintance with key systems thinking tools and techniques.
- Consequences of not using Systems Thinking.
- How to become a systems thinker, and how to apply systems thinking in the workplace.

Performance Driven BPM at Heathrow

Eamonn Cheverton, Enterprise Architect, BAA

Hear how Europe's busiest airport dramatically improved on time performance. Through a dynamic case management approach, BAA has driven a spectacular change in the customer experience; with down to the minute coordination of resources, planes land and get off the ground far quicker than ever before. This case study will:

- Start with a live demonstration showing how the lifecycle of every aircraft is managed from the time it enters British airspace to its departure, and how this relates to the customers experience (passengers and airlines)
- Reveal how a capability oriented framework was used to drive the programme phasing and project roadmaps
- Explore how a performance oriented approach enabled long-term operational improvements
- Show how case management has reduced costs while improving agility and flexibility

Applied VPEC-T: Systems Thinking and Enterprise Architecture Problem Solving

Steve Nimmons, Head of Enterprise Architecture, Atos Consulting UK

This session will introduce the importance of Systems Thinking and its tangible application to business and technological problem solving. VPEC-T, a structured thinking framework will be used to guide the discussion exploring ‘5 lenses’ of Values, Policy, Events, Content and Trust through which successful Information Systems design should be guided. We will explore the genesis of VPEC-T, how it relates to familiar Enterprise Architecture concepts and explore its potential application in related fields.

- The genesis of VPEC-T
- The practical application of VPEC-T as a Systems Thinking technique
- The relationship between VPEC-T and Enterprise Architecture

- The application of VPEC-T in related fields, such as Pattern Based Strategy
- Relating VPEC-T to other structured thinking methods including PEST(EL)

Business Architecture: Describing, Designing or Aligning? Panel Discussion

Sandy Kemsley, Kemsley Design, John Götze, EA Fellows, Michael Rosen, Cutter Consortium, Neil Ward-Dutton, Research Director, MWD Advisors

Everyone has a different opinion on what business architecture is. Some people believe it's about taking a systematic approach to designing business change, based on a well-informed understanding of the structure and dynamics of the business. Others see it as a more passive activity, producing formal descriptions of aspects of the business in order to optimise the provision of IT, while others see it as a knowledge base that ensures that programs of business and IT change are well-coordinated. Some people think it's a new idea, others have been doing it for decades. A panel will debate where the real value in business architecture lies, who should be involved, and the skills and capabilities required to execute it effectively.

Business Agility Through Adaptable Business Processes and a Supportive Organisational Culture

Roger Burlton, BPTrends Associates & Sasha Aganova, BPM Practice Lead, MetaPower, Inc

Competitive pressures are ever pushing organisations towards innovation and change. Agility is no longer a technology development mantra, but a requirement for all enterprise resources and thinking. Critical factors for businesses to become and remain agile are a flexible set of enterprise business processes and a culture of embracing continuous adaptation. Even for organisations that have adopted a process centric model, there is often a fear that a process focus is synonymous with bureaucracy. In this session, we will bust this myth, and show you the missing architectural link that allows Business Process & Organisation Culture to enable Business Agility.

- The value of an aligned process architecture in delivering organisation performance.
- Enabling agility through a connected architecture
- Characteristics of an agile business process.
- How organisation culture can enable business performance; and the business process design can enable the desired culture.

Architecture and Quality Management at Shell – Do We Need to Choose?

Daniel Jeavons, Group Process Architect and Kathy Long, BPM Lead, Shell

Within many organisations there are multiple teams that look at ‘process’ from different perspectives. This session will focus on two of these perspectives:

The process architecture perspective

Typically based within IT and aligned closely with Enterprise Architecture, this team looks to construct a framework as part of an overall ‘city plan’ which describes the core processes the organisation operates as well as the data and applications that support them.

The quality management perspective

This team looks to provide an assurance process around a process framework to ensure that the processes that the organisation operates are clearly understood, managed, that risk is minimised, and that the quality of products is assured.

This session takes Shell as a case study of a common problem and seeks to identify commonality between these 2 approaches, as well as identifying where these perspectives genuinely differ. It also seeks to show how within Shell a single Enterprise Process Model has acted as a reference point to reconcile these two viewpoints.

Business Models and Enterprise Architecture: Connecting Innovation and Implementation

Remco Blom, Senior Consultant,
BiZZdesign

In this presentation we give a short introduction on the popular Business Model Canvas and explain how to apply this as a business architect. Business Models help the modern architect to present architectural views in a business relevant context! The power of the Business Model Canvas approach is illustrated with a case that shows how a large research organisation innovates its business model in a tough economic climate. But what is your next step? Once you have your Business Model defined, you should be able to relate this to your enterprise architecture. We present a well thought through approach on how to relate business model canvasses to architecture approaches and models to be able to create realistic implementation roadmaps.

- Business models and innovation... Why and what?
- An approach to relate business models to enterprise architecture.
- Case study "Business Model Innovation at a large research institute".

Process and Information Architectures: - Finding the Missing Link to Concurrently Improving Business Capabilities Across the Enterprise

Louise Harris, President, SToS Consulting Inc

The value and quality of information used for strategic and operational decision making is directly related to the quality and consistency of the processes and rules employed to create and maintain the information. This presentation will unfold how Process Architecture and Information Architecture together enable improved business capabilities including:

- Why focusing on better information technology and automated workflow often doesn't address problems with information availability and quality.
- The importance of understanding the business context of information needs.
- How conceptual Process and Information Architectures are used together to identify key issues and gaps and determine areas for improvement.
- Why Process and Information Architectures must be developed in lock step during business design.
- Why Process Governance is an essential component of Information Governance.

How to Move from Enterprise-Wide Process Modelling Initiative to Enterprise Business Architecture Initiative

Eswar Ganesan, Business Process Analyst,
Atradius Credit Insurance

Enterprise wide large scale process modeling initiatives are becoming increasingly common among enterprises in all industry domains. Such operationally cumbersome initiatives often require a structured enterprise process modeling framework and maturity assessments. Predominantly run by the BPM centre of an enterprise, this initiative creates a repository of hundreds of business processes and makes it available to stakeholders for process knowledge management and IT project applications purposes. This documentation effort becomes draining and monotonous for process analyst teams after a period of time and can lose steam if critical resources move out of the team.

What delegates can learn:

- How to upgrade the business process centres into business architecture centres enabling better decision making abilities for business situations.
- How to motivate process analyst teams to move away from mere documentation.
- How to get top management nod for such initiative switch.

Just a few of the organisations who participated in last year's event

Accenture
AEGON Scottish Equitable
Allen & Overy
Amer Sports Corporation
AP Pension
Atkins Global
Atos Origin
ATP
Atradius Credit Insurance
Australia Post
BAE Systems
Bank Indonesia
Bentley Motors
British Gas
Cappgemini
Carphone Warehouse
Copenhagen Business School
Credit Suisse
De Nederlandsche Bank
Deloitte Consulting
Detica
Devon & Somerset Fire Service
Ecclesiastical
EMLYON Business School
Ericsson
Ernst & Young
FMC Select Technology
Ford Credit Europe
Forrester Research
Government of Greenland
IBM
IMI Publishing Ltd
Informa Group Technology
ITV
Jardine Lloyd Thompson
John Lewis Partnership
Johnson and Johnson
JPMorgan Chase
Kuwait Turk
Landesbank Berlin
LEO Pharma
Lloyds Banking Group
Logica
Maersk Line IT
MAN Diesel & Turbo
Mercer
MetLife
Ministry of Interior of the UAE
Ministry of Defence
Morrison Utility Services
MunichRe Life Services
National Policing Improvement Agency
NATO HQ
Nissan Europe
Nokia IT
Novo Nordisk A/S
NV Colruyt Group Services
Oracle Corporation UK Ltd
Panasonic Europe
Petrobras S.A.
Pinnacle People
Prudential (UK)
RasGas Company Ltd
Saudi Basic Industries Corporation
Servicio de Administración Tributaria México
Shell International
Siemens IT Solutions and Services
Skandia
Strand & Donslund A/S
SWIFT
The Netherlands Authority for the Financial Markets
The World Bank
Thomson Reuters
Transport for London
Virgin Media
Visa Europe

Innovations in BPM

Developing High-Octane Business Process Models: Best Practices for Modelling Business Processes with Business Rules

Ron Ross, Co-Founder and Principal, Business Rules Solutions

Business process models and business rules can be treated as highly complementary concerns, each providing huge improvement in the other. Separating the business rules simplifies the business process model dramatically and permits the business rule(s) to be revised independently. This separation produces remarkable benefits in terms of agility, consistency, and re-usability. It also results in simpler, smarter, and far more agile business processes. This pragmatic session explains how to separate business rules from business process models. It walks through pattern questions with examples to show you how to harvest business rules from the process models. Making business processes smarter and highly customized is much simpler than it seems. It simply requires smarter modeling techniques. This presentation reveals best-of-breed techniques based on far-ranging practical experience and pragmatic innovation.

- Using business rules to enhance and greatly simplify business process models.
- The hands-on 'how to' every practitioner should know.
- Business process models for a fast-paced, knowledge-centric, globally connected world.
- How to achieve both business agility and better business governance.
- Pattern questions for capturing business rules along with business process models.

A BPM Framework For Product Development in a Global Environment

Michael Andersson, Corporate Consultant, Product Development, Ericsson

Learn how Ericsson transforms their way of developing products using a common BPM Framework. The framework consists of nine different perspectives, where each perspective is a key success factor for the overall result. The framework was developed with the ambition to "Secure competitiveness through continuous improvement of flexibility, speed and quality within product development, supporting different business models". In short it enables fact based decisions and continuously improvements throughout the organisation. The presentation sets its focus around three value drivers:

Operational Value: Understand how processes are represented on different levels in the company, from a pure operational perspective to performance management.

Ease of Use: With a product portfolio covering more than a thousand products developed by +20,000 engineers in a distributed environment, the simplicity and ease of use is a guiding star for the BPM framework.

Corporate Compliance: Working with quality in a global organisation calls for common definitions and well established routines for how quality is managed. Learn how corporate directives, instructions and policies links down to specific process descriptions.

The key take away from this presentation is the understanding of how a BPM framework can support and enable BPM capabilities within a global organisation.

Social BPM: Combining Social Web and BPM for Improving Enterprise Performance

Marco Brambilla, Politecnico di Milano and WebRatio & Emanuele Molteni, Product Manager, WebRatio

Social BPM fuses BPM practices with social networking applications, with the aim of enhancing the enterprise performance by means of a controlled participation of external stakeholders to process design and enactment. The purpose of this participation is the exploitation of the operational value of the company, hidden within the personal behaviours and relations. In this talk we address three main points:

- The motivation and requirements associated with Social BPM.
- The concrete objectives that organisations can earn in terms of efficiency improvement, including: exploitation of weak ties and implicit knowledge; increase of transparency in process execution; user participation and engagement; distribution of decision and activity execution; feedback collection; and knowledge sharing.
- The status of the Social BPM offer and the coverage of the above objectives.

For each objective, pros and cons of the various solutions are discussed and concrete examples are used for describing the problem. Practical and innovative techniques are introduced too (e.g., gamification, social network analysis, extended BP modeling notations, agile cycles for process improvement).

Using BPM to Focus on Core Business in ConocoPhillips

Reidar Matre, Chief Engineer, Management of Change, ConocoPhillips Norway & Tom Einar Nyberg, Managing Consultant, Capgemini Norway

This case study illustrates how ConocoPhillips, the global oil & gas company, and a major operator in Norway, established capabilities for process orientation and BPM in their national business unit. The key principle was to focus on how to deliver value to the business. This involved a process architecture and value chains for the entire organisation. Collaborating with the organisational functions in order to establish a process oriented focus and making this a tool for improvement in the functions themselves. The management system was reorganized around organisational goals, actions, processes, documents and KPI's in order to support active performance management.

- Installing BPM as the only efficient way to deliver sustainable value to the business.
- Company Management Systems - making it work for Line Management.
- Taking a pragmatic approach to BPM - select what you need to make it work in real-life.
- Focus on the line manager and process teams, not just the process owner.
- The importance of change-management, top down and bottom-up.

Getting Value From User-Centric Process Libraries

Suzu Jearum, Senior Quality Manager, ING Direct, Kerry Ann Christelow, Business Process Technical Manager, Skanska, Ray Mullins, Business Process Library Manager, General Dynamics

ING Direct, Skanska and General Dynamics have all adopted a Process Library as a platform for capturing, sharing and improving our business processes. Although we have all used the platform in different ways to achieve our specific business objectives, we share the same common belief that devolved ownership and a user-centric process repository is vital. We have all been very successful with the approach. This session will share our experiences and delegates will learn:

- The critical success factors to creating a user-centric Process Library.
- Problems, obstacles and lessons learned.
- Practical advice on getting started and keeping going.

The presenters are business people with a business focus (not too technical). The session will be practical, collaborative and focused on the business value we have to deliver from corporate investment in processes.

The New BPM Adaption - Managing Structured and Unstructured Processes Under the Same Umbrella

Alberto Manuel, CEO, Process Sphere

There are some companies, highly coupled with structured processes and others where there is a lot of unstructured execution to provide a solution to a customer. Still both realities coexist. This means that not everything is black or white and sometimes is grey and BPM as a management discipline must have the capabilities to manage both realities blended together, but somehow forgot to embrace the unstructured paradigm. In this session you will learn:

- How to realign your company with the rise of untamed processes?
- What is the best approach to maximize knowledge workers execution?
- What kind of tools are necessary and how should be implemented to support simultaneously full process spectrum (structured and unstructured) execution?

Change Management Through Process Innovation in Turkcell

Sule Pasin Hogburn, Senior Analyst & Selim Imer, Senior Analyst, Turkcell

How do you implement core change in complex environments? How can you keep focus when you are balancing multiple and possibly conflicting objectives? How do you prioritise your customer requests when all are the 'most important'? How do WE manage and implement change in Turkcell, one of world's biggest and most dynamic telecommunications operators? In this session, Turkcell business analysts will share their experiences about:

- The Innovation Process and which tools are used to generate ideas.
- Predictive Account and Crisis Management.
- Ensuring alignment with corporate focus while adjusting to urgent business needs.

Achieving Business Transformation Through Dynamic Case Management and Analytics

Setrag Khoshafian, Chief Evangelist & VP, BPM Technology, Pegasystems Inc.

To achieve business transformation organisations need agile IT systems that are flexible enough to adapt to the changing business environment without incurring intolerable costs. Using Dynamic Case Management, businesses can support planned as well as unplanned collaborative work for knowledge workers, with complete visibility of the case hierarchy as well as the flexibility of dynamic changes to case tasks, content, or events. Enterprise solutions constantly generate data from customer interactions, service provisioning, or support processes. Though predictive and adaptive analytics, businesses can extract valuable insight from data and infuse that insight into key business decisions in case tasks. Leveraging analytics in dynamic cases is the foundation of business transformation. Drawing upon business case studies, Dr. Setrag Khoshafian will offer insight into how organisations can achieve business transformation by:

- Modernising Legacies: through a dynamic case management agility layer alleviating the challenges of existing legacy systems.
- Supporting Knowledge Workers: through dynamic case management solutions with automated rules, decisions, events, and processes with a 360° view of the case.
- Continuously Improving: through predictive and adaptive analytics that learn from customer interaction histories and optimize the customer experience with best actions or offers.

Putting the Brain into Business Process Management

Tom Gillingwater, NeuroOrg Consulting & University of Edinburgh & David Gillingwater, NeuroOrg Consulting & Loughborough University

As organisations become business process-oriented, barriers arise that reduce effectiveness. Some are technological but often it is the 'people factor' that hinders progress. If BPM is to be implemented successfully then this needs to be addressed. To date there has been little BPM research that addresses the 'people factor' and the crucial role of strategic leadership. Our paper proposes a novel way forward based on a neuroanatomical approach to addressing the critical interplay between business processes, strategic leadership and organisational performance.

- BPM will only be effective when the 'people factor' is recognised not only as a significant barrier to implementation but also as a key source of strength.
- Current BPM research is only now taking this aspect seriously but the critical issue of strategic leadership seems to be missing.
- Our proposal for what we call a neuroorganisational approach to strategic leadership offers exciting opportunities for BPM implementation.

BPM Implementation Practices

Maximizing the Benefits of Applying BPM in the Modelling and Operation of an Organisation

Charlotte Pockendahl Andersen, Head of Business Processes, ATP Denmark

Between 2004 and 2011, the ATP Group went from being an administrative provider of 14 individually operated solutions regarding pensions and other welfare schemes administered for the Danish state to an enterprise operating with a Business Process framework using the same processes across individual business solutions. What makes this solution unique is the fact that ATP has incorporated BPM in the organisation and into the daily operation of the business, amongst others having implemented:

- A team of 10+ process owners centrally placed within the organisation
- Using business processes as the requirement for functionality and for testing purposes when creating it-functionality as a standard methodology
- Implementing all new it-functionality using the business process as the tool at the time of implementation
- Using business architecture and individual processes as the model for operational risk assessments across the administration
- Using processes as a management tool when prioritizing investment in new functionality
- Using processes as the central means of establishing new offers for customers

Efficient Use of BPMN: Principles, Practices, and Patterns

Darius Silingas, No Magic Europe

BPMN is already acknowledged as a de facto standard for business process modelling. However, business process modellers often produce BPMN models that are too complex and difficult to understand, analyze and maintain. We will start the session by reviewing and analyzing BPMN anti-patterns that were collected during 5 years of consultancy in various domains. We will discuss how to make a more efficient use of BPMN based on modelling principles, practices and patterns. Finally, we will advise how to initiate and continuously improve BPMN-based business process modelling culture in an organisation. You will learn:

- A minimal subset of BPMN constructs for business process modelling.
- The most typical anti-patterns in applying BPMN.
- A set of practices, and patterns that help to improve maturity of business process modelling and quality of the produced BPMN models.
- A proven approach to building BPMN-based process modelling culture in an organisation.

Application of Lean Six Sigma in Intel

Tina Schuster, Business Analyst & Joanne Payne, Business Analyst, Intel

To generate demand and grow its customer base, the Embedded Product Group (ESG) implemented a new bonus program in 2009, incentivizing its existing distributors for the resale of qualifying products to especially new (higher incentive rate) but also existing end customers. To determine the relevant bonus percentage of qualifying sales out transactions,

existing system functionality could not be utilized and the identification of both product and customer eligibility was performed by existing headcount in all 4 geographies. As this manual calculation process applied by finance to administer this bonus was not scalable, the business group approached IT to request the delivery of an application that would automate the calculation. The Six Sigma improvement framework and tools were used to guide the business process improvement work of the IT team.

- The tools used and achievements made.
- The DMAIC Phases (Define, Measure, Analyze, Improve, Control).
- Overall implementation challenges and achievements.

A Mature Approach to KPI Drill-Down from the Company Strategy so as to Improve Business Performance

Maria Sol Silva, Head Business Management & Continuous Improvement & Paulo Ivan Mello, Business Process & Quality Manager, Experian

Drilling down the strategy through effective execution is one of the most important drivers of the business process. Based on the concept of the balanced scorecard, such approach has been adopted within Experian, empowering the organisation teams, driving their focus and helping them to navigate to the same direction, which has ultimately turned into outstanding results achieved for the past 4 years. This session will show you:

- How to be more effective in executing the strategy.
- How to drill down from strategy to KPIs.
- How to have an effective management based on KPIs.
- How to use KPIs to drive continuous improvement; and
- How to roll out this methodology across the different business lines, corporate functions and regions around worldwide operations.

The presentation will provide you with both conceptual and practical views and will offer expertise on how a mature BPM can truly be improved.

Using Facilitation to Deliver Leaner and More Innovative Processes

Marc Revitt, Continuous Improvement Manager, Premier Foods & Tony Mann, Director, Resource Strategic Change Facilitators

In an ever-changing world, companies need to be lean to remain competitive. The problem, however, is that we keep hearing the same things year after year: 'give me more, give it me faster, give it me cheaper'. Lost in this conversation is the equally important need for process improvement and innovation. We must ensure that standardisation and lean approaches which offer a reduction in the cost base do not do so at the expense of innovation and continuous improvement. When done well, process facilitation techniques can ensure we accomplish these dual goals. By attending this session delegates will be introduced to the facilitation-based work being done at a manufacturing site (yet the lessons are transferable to wherever innovation and cost are involved). They will learn:

- How continuous improvement can be brought

- about in a world where cost is always the 'enemy'.
- How to use facilitated approach to harness the creativity of the workforce and engage them while doing so.
 - Why standardisation is not always the right answer even though it seems to be the most cost effective at first glance

Modelling Failure – How Process Modelling Goes Wrong, and What to Do About It

Alec Sharp, Senior Consultant, Clariteq Systems Consulting

Process modelling is an essential skill for business process specialists and architects alike. They may work within different contexts, at different levels of detail, but both must be able to develop models that support communication among a wide range of participants. Unfortunately, the communication often gets lost. Whether it's because of irrelevant abstraction and generalization, or an excruciatingly complex "deep dive for detail," the result is the same – confusion, frustration, and detachment among the very people who must be involved. It doesn't have to be this way. Drawing on over 30 years of successful modelling experience, this presentation provides techniques and guidelines for producing useful models that lead to involvement and buy-in. Some of the common problems addressed include:

- Confusing logical and physical modelling – when to model "what" vs. when to model "who and how".
- Processes, capabilities, and services – what's what.
- Missing the point – why you're really modelling the process.
- Failing to tell a story - conventions for comprehension in process model graphics.
- The "all in one model" problem – how cases, scenarios, and instance models provide clarity.

Business Process Management Within BNY Mellon

Randall Overby, Managing Director, BPM Team, BNY Mellon UK

This presentation illustrates BNY Mellon's BPM journey and how they have utilised BPM to support transformation initiatives throughout the organisation. We explore how Business Process Management (BPM) portrays a management approach focused on aligning all aspects of BNY Mellon with the needs of their clients. It employs a holistic management approach that promotes business effectiveness and efficiency while striving for innovation, flexibility and integration with technology.

What delegates will learn from this session:

- How you start with BPM BNY Mellon style!
- Insight on cultural change as a BPM programme driver.
- How BPM stretches the meaning of End to End.
- Ensuring proper tool selection to drive success.

Value Chain and Process Map - Lifesavers in the Process Jungle

Jaen Metsa, Process Framework Manager, Swedbank

This is a real-life example about process framework establishment for internal IT organisation, responsible for both operating and developing IT Services. A distributed process management approach was used to ensure maximum visibility and involvement of line units. The approach required strong matrix management to align process execution across different units. As a foundation two concurrent sets of legacy processes and different IT-related best practices were used. Two main concepts were introduced to guide and organise process work: 1) Value Chain based on Service Lifecycle, describing of main activities, events and decisions to create,

maintain and improve the IT services, and 2) Process Map, visualizing individual process interactions and corresponding inputs and outputs. Key learnings:

- Pick solid best practices for mashup and solution validation. Mashup!
- Align processes around one main deliverable – so all processes are not created equal.
- Understanding about process interactions triumphs over "perfect" individual processes.

The Decision Model: How to Keep Your Head Above the Water in the Sea of Business Rules

Uffe Donslund, Partner, Strand & Donslund

There are literally thousands of business rules involved in any fair sized business area, and many projects have struggled trying to define the rules from the bottom up. Looking at business rules from a decision management perspective greatly improves the analysis process and simplifies your process models as well. The decision model combines a simple graphical notation with decision tables and fits together with process modeling notations such as BPMN and information modeling notations such as UML. The model supports business and IT in working together to define business logic. It is independent of implementation technology, and can be deployed in different run-time environments.

- Get introduced to an easy-to-use yet powerful model for decision logic and business rules.
- See real life examples of how the model fit together with process and information models.
- Learn good practice, tips and tricks from real projects using the decision model.

Previous delegate comments to our Enterprise Architecture Conference

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

Ryszard Jedrzejewski, Enterprise Architect, National Australia Group

Excellent and enjoyable. I will be recommending this conference to other architects at Canada Life.

Dave Pitts, Senior Systems Architect, Canada Life

A very interesting and thought provoking event - my first visit and I would want to return.

Charlie Anderson, Senior Manager IT Services, Fife Council

This was my first event of this nature and I found it justified the effort of my attending both as education and increasing my understanding of the issues facing Enterprise Architecture.

Paul Winchcombe, MOD Andover

Good diverse range of topics, lots of useful messages to take away

Mark Perry, Enterprise Architect, EDS

Great Conference - especially the Tutorials and Keynotes.

Jan Christiansen, Chief Information Officer, NSB AS

This was my first step on a long journey - but I now know what direction I should be going in!

Steve Rees, Architect, SAS

My first time attending an EA conference, and will be coming back.

This conference has helped me understand the whole Enterprise Architecture from a business prospect.

Raj Kumar, Demand Analysis, GlaxoSmithKline

Good opportunity to 'benchmark' others experience with ours. Well organised, aligned with today's and tomorrow's issues.

Gert Eijkelboom, De Nederlandsche Bank

An excellent introduction to EA. Very inspiring speakers. I feel I have acquired valuable knowledge for use when working with EA within my company.

Frode Torvund, Architect, Telenor

Very enjoyable, interesting and useful.

Bob Marsh, Head of IT Strategies, Friends Provident

I was pleased with the event as it enabled me to place much of the stuff I was doing in a taxonomy.

Glenn Fitzgerald, Senior Solutions Architect, Fujitsu

Speakers overall great, consistent, interesting and passionate about the subject.

Andy Holloway, IT Manager, Ernst & Young

Excellent opportunity to meet people.

Charlie Schoefield, Senior Technical Architect, MTV Networks Europe

Previous delegate comments to our BPM Conference

A first class conference. Every speaker I heard hit the mark in their own way.

Col. Giles Baxter, Directorate of Manning (Army), British Army

Power Boost for the BPM-brain

Jasper-Pieter Boon, Aegon Netherlands

First time attending. Really helps clarify thinking around a lot of Business Change components.

Agnes McCabe, Business Change Facilitator, Virgin Holidays

Wanted something practical that I could take away and implement immediately - and I got it from this conference!

Enjoyed the mix of case studies and easy to implement 'advice'.

Lee-Anne Pienaar, Business Process Manager, Sanlam Investment Management

Very useful event - gained a lot of information on key topics that are of immediate relevance to me.

Rob Davis, Principal Consultant, BT

I appreciated the number of case studies and the knowledge sharing that took place.

Anne Salates, F Hoffman La Roche

Good to come out from own organisation, hear what's going on outside, trends, best practices etc.

Heli Martikainen, Process Manager, Nokia IT

Plenty of ideas and positive experiences gathered. Hopefully we will be capable to put the best of those in use in weeks or months, not years.

Jaen Metsa, IT Process Framework Manager, Swedbank AS

This was an excellent event, I would definitely attend more of them. I would like to thank you for the great organization regarding this event and all the friendliness I received from the staff.

Andries van Rooyen, Business Engineer, Core Focus

Excellent event, good cross section of speakers.

Joanne Mitchell, Consulting Manager, Birchman Group

Very good Conference - well worth it.

Daniel Jeavons, Shell

Good combination of strategy and application. Thank you for the broad choice.

Grace Duffy, President, Management Performance Systems

Good networking opportunities. Good mix of Business and IT people. Few I no 'prima donna's' as often I see at some other conferences.

Christopher Bradley, Business Consulting Manager, IPL

Many of the best speakers on the topic plus many practitioners willing to share their experiences & insights. Top Notch Event.

Brett Champlin, President, ABPMP



Enterprise Architecture Conference Europe 2012 Business Process Management Conference Europe 2012

HOW TO BOOK

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.

Entire Event (18-20 June 2012)

Fee: £1,445 Plus VAT (£289) = £1,734

Conference Only (19-20 June 2012)

Fee: £1,095 Plus VAT (£219) = £1,314

Pre-Conference Seminar Only (18 June 2012)

Fee: £695 Plus VAT (£139) = £834

Discounts:

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

Group Booking Discounts:

2-3 delegates 10%

4-5 delegates 20%

6+ delegates 25%

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
Tel: +44 (0)84 5680 1138
Fax: +44 (0)84 5680 1139
www.jpetem.com

IF YOU CANNOT ATTEND YOU CAN PURCHASE THE CONFERENCE PROCEEDINGS ON CD-ROM FOR £300

How to Register

e-mail: customerservice@irmuk.co.uk

Website: www.irmuk.co.uk

Phone: +44 (0)20 8866 8366



Follow us @IRMUUK
www.twitter.com/IRMUUK

Event hashtag #irmeac

Event hashtag #irmbpm



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

Booking Reference:

Please quote this booking code when registering:

WBD

Forthcoming Events:

Master Data Management Summit Europe 2012,
23-25 April 2012, London

Data Governance Conference Europe 2012,
23-25 April 2012, London

Business Analysis Conference Europe 2012,
24-26 September 2012, London

Data Management & Information Quality Conference Europe 2012, 5-7 November 2012, London

Data Warehouse & Business Intelligence Conference Europe 2012, 5-7 November 2012, London

www.irmuk.co.uk