



1ST — EUROPEAN
BUSINESS
ANALYSIS
DAY

18 May 2018

FRANKFURT ON THE MAIN/ESCHBORN

A FUTURE
WITHOUT BORDERS
IN A DIGITAL WORLD

WELCOME



Dear Professionals,

We would like to personally welcome you here in Frankfurt/Eschborn, initiating the European Business Analysis Day. It will be a yearly recurring event, a meeting place and a hub for business analysis professionals.

'A Future Without Borders In A Digital World' is something which is gradually becoming a reality in Europe. Economical borders are disappearing along with a proceeding deregulation so that companies and customers across Europe can purchase products and services under the same terms, conditions and laws. Business is becoming more agile, products go-to-market faster.

But this is no blueprint for a global development. From a global perspective, protectionism seems to increase, borders will be further fortified rather than opened and a future without borders is obviously not part of the economic strategy of many countries.

The real world is complex, regardless if one is looking at borders between continents or countries or between departments or teams in companies. There are multitudes of areas of conflict and competing interests among groups and stakeholders.

Business Analysis helps. The core objective of a Business Analyst is to conceptualize solutions to improve business outcomes, balancing out various interests. A Business Analyst creates sustainable value for both enterprises and business units considering relevant borders. Therefore, Business Analysis approaches need to be tailored to current pragmatic situations in the complex digital world of today.

We have put together a programme with excellent speakers who will be sharing their experiences and thereby creating valuable takeaways and insights for you.

Enjoy the 1st BA-DAY, hope to see you again next year!

Yours, sincerely

Rainer Wendt & Sabine Ostlender
MANAGING DIRECTORS MASVENTA BUSINESS GMBH AND BA-DAY.COM



> 12

YEARS
OF EXPERIENCE

> 150

PROJECTS
SUPERVISED

> 10

TO OCCUPY
PROJECTS

> 30

COUNTRIES WHERE
WE HAVE BEEN ACTIVE

> Managerswithoutborders was founded more than 10 years ago by a visionary woman, carried on by experienced economical experts who were convinced that the best they can do is to take their share of global co-responsibility and of the fight against poverty into their own hands and that they can make things move mainly by economical know-how transfer. <

Our managers without borders are active "Business People Against Poverty" and contribute with the best they can do: sharing their knowledge and their experience in economics and management skills. On the spot and directly where it is needed and where it can be used.

Especially on the African continent the classical middle class is missing and this "missing middle" phenomenon is the biggest challenge. Small and medium sized enterprises are however the economic success model worldwide. These enterprises generate most of the jobs. And this is exactly where the managerswithoutborders start their help: Capacity Building is the key for a problem which has not been considered for the last 30 years.

Managers, executives, entrepreneurs, CEOs from all business sectors from HR, to project management, to controlling, production, marketing, administration, training and change management lend a hand and young Leader are acting in a tandem.

MANAGERS WITHOUT BORDERS FOUNDATION GGM BH
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Helene Pröls

MANAGERS WITHOUT BORDERS FOUNDATION GGM BH

Since her student days, Helene has been working in the marketing and communications fields. Her over 40 year career has spanned leading positions in banking, consultancy for small to medium-sized businesses and her own communications and publishing agency.

In the past 10 years she has devoted her professional activities to sustainability, seeking to answer the central question as to how companies can be economically successful whilst serving their social responsibility.

After the start in 2005, she initiated in 2009 the managernegrenzen (managers without borders) foundation – a charitable body deploying worldwide business know-how in developmental projects in a bid to thwart hunger and poverty. This foundation involves Helene in working in the vital tangent of business meeting development "aid". She makes business expertise available to sustainable small, to medium-sized enterprises designed to spark prosperity particularly in under-developed rural communities of the Third World. Another sphere of Helene's activities, and one very close to her heart, is truly sustainable CSR measures in German businesses – particularly in promoting their partnership when they plan operations in countries in which managers without borders are already active. This interface between the foundation's business and cultural experience in these countries with corporate planning of future entrepreneurial activities there, is an obvious win-win situations for all involved.

Helene is also a sought-after CSR and sustainability consultant, communications and seminar moderator; CEO of the consulting company dialogprojects ltd and resilience and leadership coach for responsible leadership.

"I want to see the change
we – together –
can make in this world."

ROOM 1/2 09:15-10:00

OPENING KEYNOTE/

BUSINESS PEOPLE AGAINST POVERTY

With the foundation managerswithoutborders we could initialize a movement every German business expert can approve and identify with. It is a matter of global responsibility which – when translated into involvement and commitment – makes a real change: progress, autonomy and chances for many thousands of people who do not have to live forever in poverty and who can develop their countries powerfully. It is also a matter of the markets of the future. We work in the middle of the civil society, with local partners who value a cooperation at eye level.

If anybody would ask me today: Would you do this again? I would answer with all my heart: Yes, indeed, I would. It is my greatest joy and my deepest satisfaction to think and act in global openness. Because everyone benefits.

I want to be contagious with my enthusiasm and my joy so that many members of the community become "Business People Against Poverty".

SCHEDULE

09:00 - 09:15 WELCOME/ Rainer Wendt & Sabine Ostlender

09:15 - 10:00 OPENING KEYNOTE/ BUSINESS PEOPLE AGAINST POVERTY/ Helene Pröls

2.1 ROOM 1 AGILE ANALYSIS AGILE RE AND BUSINESS ANALYSIS

2.2 ROOM 2 CUSTOMER EXPERIENCE USER AND CUSTOMER EXPERIENCE

2.3 ROOM 3 BUSINESS PROCESSES PROCESS MINING AND PERFORMANCE

10:00 - 10:30

Coffee Break

Coffee Break

Coffee Break

10:30 - 11:15

BEING AGILE RATHER
THAN DOING AGILE/PAGE 07
Gerald Adamik & Hamza Kichouhi

THE SOURCE FOR YOUR NEXT
COMPETITIVE ADVANTAGE/PAGE 13
Stefan Marc Wagner

INTRODUCING THE HOLISTIC
BUSINESS ANALYST/PAGE 19
Stefan Bosswé

11:20 - 12:05

BROADER AGILE
PERSPECTIVE/PAGE 08
Aleš Štampihar

YOU CANNOT NOT DESIGN UX: A THREE-
STEP MITIGATION PLAN FOR BA'S/PAGE 14
Christoph Oemig

BEST PRACTICES FROM A BUSINESS
ANALYSIS TELCO PROJECT/ PAGE 20
Giancarlo Duranti

12:10 - 13:25

Networking and Lunch Break

Networking and Lunch Break

Networking and Lunch Break

13:25 - 14:10

CHALLENGING
THE STATUS-QUO/PAGE 09
Viorel Herinean

PRODUCT OWNERSHIP FROM
A CONSULTING PERSPECTIVE/PAGE 15
Maciej Kaniewski

THE HUGE GAP BETWEEN HOW PEOPLE
BELIEVE PROCESSES RUN – AND HOW
THEY ACTUALLY RUN/PAGE 21 /Rudolf Kuhn

14:15 - 15:00

HOW CHANGE PROJECTS CAN
BE CONTROLLED WITH AGILE
BUSINESS ANALYSIS/PAGE 10
Ursula Meseberg

DEEP CUSTOMER VALUE: TAKING
OPTIMIZATION FROM THE LAB TO THE
REAL WORLD/PAGE 16
Frank Pensel & Dr. Kai Zimmermann

REQUIREMENTS,
PROJECTS & CHANGES/PAGE 22
Prof. Roland Gareis

15:00 - 15:30

Coffee Break

Coffee Break

Coffee Break

15:30 - 16:15

BUSINESS ANALYSIS
APPROACH 2.0/PAGE 11
Berenice Koch

ROOT CAUSE DOESN'T HAVE TO HURT
LIKE A ROOT CANAL/PAGE 17
Richard Larson

"DOING THE RIGHT THINGS RIGHT!"
INTRODUCTION OF PROJECT PORTFOLIO
MANAGEMENT/PAGE 23
Rüdiger Süß

16:20 - 17:05

RE GOES DIGITAL DESIGN/PAGE 12
Dr. Kim Lauenroth

CUSTOMER JOURNEY MAPPING/PAGE 18
Anna-Christina King

FACILITATING CORPORATE INNOVATION
WITH THE INNOVATION CANVAS/PAGE 24
Filip Hendrickx & Tom Verweijen

17:15 - 18:00 CLOSING KEYNOTE/ FIVE CONCLUSIONS THAT WILL CHANGE YOUR THINKING ABOUT THE DIGITAL BA/ Elizabeth Larson



Gerald Adamik

PROJECT MANAGER AND AGILE ENTHUSIAST AT UNIPER GLOBAL COMMODITIES

Gerald Adamik, PMP, is a Project Manager and Agile Enthusiast working in the ETRM area of Uniper, a global energy company. Gerald looks back to more than 2 decades of experience primarily in the role of a Business Analyst and a Project Manager in the financial and energy sector. In the rapidly developing environment of the energy market Gerald is leading an internationally distributed team ensuring the customization of the strategic trading system to be in line with the market requirements and the company's strategy. In this role he applies a customized set of Agile practices to meet the evolving conditions of the internal customers project management.



Hamza Kichouhi

LEAD/PRINCIPAL BUSINESS ANALYST AT UNIPER GLOBAL COMMODITIES

He works within the ETRM (Trade lifecycle Team) as a Project -/ Program- / Dependency Manager but first of all as a Lead Business Analyst. He is consulting his colleagues, business as well as IT colleagues and bridging them since 7+ years at the Commodity Trading area within various initiatives, strategic as well as operational topics and most of all Business Consulting as a Business Analyst. Before he was working as a consultant on different branches and within different roles where the competency and core role was the Analyst role. Hamza is shaped and is heading the BA Community at Uniper Global commodities.

10:30-11:15 ROOM 1

BEING AGILE

RATHER THAN DOING AGILE

Most of us have somehow been in contact with certain aspects of the Agile methodology. Some of you may have a more or less successful implementation or are in the middle of evaluating the additional benefits over the traditional approach. Or maybe you are just reluctant due to diverging experiences in the press. But at the end of the day we all have the same question, does Agile work for my requirements and if yes how can I take an advantage of the Agile practices and optimize it to the Excellence.

Here, we would like to share our experience of an Agile journey with internationally distributed teams in the Energy sector. Our way to a practical adaptation of Agility considers different project types and work styles. How understanding what Agile really means and how using a well composed set of Agile practices adjusted to our individual needs, helped us to overcome our day to day challenges with a new and tailored approach.



Aleš Štempihar

CEO DIGITAL 42

Aleš is a digital strategist, innovator of business models and accelerator of changes in organizations. When it is necessary to start with the foundations of digital business and see the future of the company through a digital transformation, Aleš is the right person to talk to and cooperate with. As a digital strategist he helps companies with preparing a digital strategy and roadmap execution. As an innovator he creates new business models and as the leader of Digital42 initiative he takes care for the program of digital projects. He is an IIBA member since 2008 and first and current IIBA Slovenia Chapter President. He is a BABOK v3 co-writer.

ROOM 1 11:20-12:05

BROADER AGILE

PERSPECTIVE

In this session of Agile Tracks we will place Agile into a broader context with a focus on three linked themes:

- / Organizational culture and leadership
- / Agile and characteristics of digital business
- / BAs & Agile

The interactive part in the form of a mini workshop will be geared towards fast detection of organizational culture.

The results will show how many participants of the conference already work in the business environment with an agile organizational culture.

**Viorel Herinean**

BUSINESS ANALYST, ACCESA

Thoughtful enthusiast of Agile mindset and continuous process improvement. In 10+ years invested in IT Business analysis and Requirements, Viorel enjoys questioning the rules and "how's" in order to get a better end result each time. His playground is the bridge between business needs and IT solutions with the passion of getting the best from each world by translating technical details for non-technical project partners. He's involved in full product life cycle with positivism and constant learning approach. Currently, Viorel manifests the principles and added value of Agile in Accesa, an European IT Service Provider, where his entrepreneur mindset is challenged as the co-founder of Business Analysis office.

13:25-14:10 ROOM 1

CHALLENGING**THE STATUS-QUO**

We are living in a fast pacing world and we are not here to stay content. We are here to do better. Even though constant change is all around us, a lot of the professionals today are still afraid of "challenge". Every challenge involves confronting the status quo.

This precept means we have to test the unproven, dive deep in the unspoken, and challenge the unchallenged. It takes some personal skills and a particular mindset to be able to move forward and challenge the constant.

From every challenge we make we have something to learn – otherwise we failed and last but not least nothing great is ever achieved by doing things the way they have always been done.

KEY TAKE AWAY

- / What it takes?
- / How can we challenge the status-quo?
- / Common mistakes when challenging something.

**Ursula Meseberg**

CO-FOUNDER AND MANAGING DIRECTOR MICROTOOL GMBH, BERLIN

Ursula Meseberg (Dipl.-Math.) is a co-founder and managing director of microTOOL GmbH, a Berlin-based IT company, which has been specializing in tools for requirements engineering, application lifecycle management and project management for over thirty years. After graduating from mathematics at the University of Hamburg, she started her career as a systems analyst at Siemens AG. She then contributed for many years as a consultant on the deployment of software development methods and the development of proprietary procedure models. She is the author of numerous specialized articles. She also supports higher education institutes in Berlin with the mediation of practical aspects of requirements engineering. For over three decades, it has been her drive and motivation to discover methodical knowledge and to make this knowledge available in companies and projects.

ROOM 1 14:15-15:00

HOW CHANGE PROJECTS CAN BE CONTROLLED WITH**AGILE BUSINESS ANALYSIS**

In businesses today, digitalization is causing increased pressure to develop innovations. Business-wide processes, learning systems and the interconnectivity of devices and applications offer many possibilities for innovations, but in change projects, this leads to a lot of complexity, an ever-increasing number of stakeholders and a creeping scope. Yet changes and innovation require agile planning as well as a consistent focus on business value and stakeholders' feedback.

The basic concepts of requirements engineering alone – stakeholders, goals and requirements – are not enough to satisfy the challenges of change projects. Here, agile business analysis offers effective support.

This lecture will introduce types of artifacts in agile business analysis and discuss their diverse relationships. The artifacts types cover the entire value chain from need to solution to value.

IT WILL ALSO EXPLAIN HOW

/ The complexity of a change project can be controlled through views of the artifacts and their relationships.

/ Agility can be achieved by breaking a change project down into multiple requirements-driven initiatives (in terms of partial projects of a program).

The artifact model is a further development of the core concepts from the Business Analysis Body of Knowledge and the version 2 of the Agile Extension to the BABOK Guide. It forms the foundation for consistent, tool-supported business analysis. It is also a common map for change teams on the path from business need to stakeholder value. It offers every individual information as to where they find themselves on the complex "terrain" of a change project and how they can react to changes effectively.

**Berenice Koch**

BUSINESS ANALYSIS MANAGER AT FRESHFIELDS BRUCKHAUS DERINGER

Berenice Koch, Business Analysis Manager at Freshfields Bruckhaus Deringer, is responsible for an international team of business analysts. As part of her responsibilities, she not only advises different business units (legal practice groups, finance support, procurement, knowledge management, etc.), but also leads strategic projects from product selection to the successful introduction of new solutions. One of her projects was awarded in 2017 with the Global Center Annual Award in the category "Demonstrating the Firm Values" this year. As part of her professional career, Ms. Koch earned her Bachelor of Science degree (B.Sc.) in Business Administration and Economics fall 2016 and successfully passed the exam for the Certified Business Analysis Professional (CBAP) in 2017.

15:30-16:15 ROOM 1

BUSINESS ANALYSIS**APPROACH 2.0**

In a more and more complex, global environment where the overarching constant is CHANGE, how do we make our BA team fit to deal with the challenges this construct is holding? Where should a BA sit within individual project organisations? How do we identify value in our projects? When do we go agile, waterfall or wagile? These are the questions that today arise in all organisations.

IN THIS CASE STUDY THE ATTENDEES WILL LEARN

- / Which approach we took at Freshfields to form a BA Community that reflects and responds to changes.
- / Which challenges we have met on the journey and what we have done to deal with them.
- / Which different roles an agileBA can play in our projects.
- / How we estimate value in the work with our clients.

**Dr. Kim Lauenroth**

FIRST CHAIR OF IREB E.V.

Kim Lauenroth is first chair of the International Requirements Engineering Board (IREB) e.V., and chief requirements engineer at adesso AG in Germany. Kim has over 15 years of experience in software and requirements engineering in different domains and in various roles including requirements engineer, project manager, and consultant. As first chair of the IREB, he is responsible for the overall strategy and long-term development of the IREB. As chief requirements engineer, he is responsible for the overall quality of RE methods in his company and helps his customers to develop effective and pragmatic methodological cultures for software development. Kim received his PhD in the field of requirements engineering and studied computer science, business administration and psychology.

ROOM 1 16:20-17:05

RE GOES**DIGITAL DESIGN**

A New Understanding of Requirements Engineering (RE) and Agile Development for Digital Transformation.

Projects under the umbrella term digital transformation are innovative by nature, they create new business models (e.g. Airbnb), new socio-economic structures (e.g. social networks) and have the potential to change society. Consequently, stakeholders have difficulties to define detailed requirements.

Therefore, such projects require a different development approach where the new system is proactively designed rather than derived from requirements.

As a conclusion, the key for successful digital transformation is the adoption of a designer's attitude towards software development.

Digital Design is the next step in the evolution of RE that implements this need for design competence in software projects. It combines known practices from RE and Agile development with proven practices from industrial design.

This talk provides an overview of Digital Design and presents case studies from different domains that illustrate the successful application of Digital Design.



Stefan Marc Wagner

DESIGN THINKING COACH AND PRODUCT OWNER

Stefan Marc Wagner has more than 10 years of experience in management consulting and (IT) project work for large corporations and government agencies. His professional priorities are business process management and analysis, innovation management and project management.

In the last years, he expanded his methodical and practical expertise in standards such as Six Sigma and ITIL with a deep knowledge in innovative, agile procedure models. As a certified Design Thinking Coach and Scrum Product Owner and with his own approach "Analysis – Experiments – Communication", he combines this knowledge with traditional consulting methods.

Nowadays Stefan offers his clients an extensive portfolio containing consulting services, lectures, speaking and coaching. He helps large corporations as well as new entrepreneurs gaining more creative confidence, so they can identify and exhaust the possibilities of the future.

10:30-11:15 ROOM 2

CUSTOMER EXPERIENCE – THE SOURCE FOR YOUR NEXT COMPETITIVE ADVANTAGE

Talking about innovation, most people think about the technology of the future. The electrical – maybe flying – car, one-inch thin TVs or the possibility of HD-video chat via smartphone. These are great technical ideas but will they bring a company on top of their industries?

History is full of examples of failed excellent technical ideas, like Betamax, Apple Newton or Google Wave.

Real innovative companies don't focus exclusively on the technical or economical excellence of their products or services. They understand, that the customer needs are also crucial for their market success. And they gain a competitive advantage by design not only a new product or service, but also a whole experience.

In this talk you will hear about the importance of experiences in modern economics and learn what mindset is needed, to be the new innovation leader within your industry.



Christoph Oemig

LEAD BUSINESS ANALYST - DEUTSCHE BANK AG

Christoph Oemig studied Computer Science in Media with majors in human-computer interaction and economics at the universities of Wedel and Furtwangen. He is Certified Business Analysis Professional (CBAP®) and IREB Certified Professional for Requirements Engineering (CPRE) and works as Lead Business Analyst for Deutsche Bank dealing with requirements in the field of cash and self-service. He is a member of the special interest groups Requirements Engineering of the German Gesellschaft für Informatik (GI) and Usability and User Experience Professionals of the German UPA. On a regular basis he appears as speaker at national and international conferences covering topics in and in-between the areas of business analysis and user experience.

ROOM 2 11:20-12:05

YOU CANNOT NOT DESIGN UX: A THREE-STEP MITIGATION PLAN FOR BA'S

Paul Watzlawick, a famous psychologist and communication theorist, once said: "You cannot not communicate!" The same accounts for a user's experience. You cannot not design user experience (UX)!

Your final product or service is always going to create one. Yet, its design either happens intentionally or by accident – with the results coming across accordingly. In many cases, especially when dedicated UX personnel is absent, business analysts (BA) happen to be the UX designer by default often without even realizing it. Their natural focus is the business need where users and their needs are not always part of the picture. The results range from tremendous amounts of user errors to users protesting or refusing to work with a newly implemented system.

UX even has a perceivable Return-on-Invest which should be part of your business case – so why not making it part of the picture?

This talk will outline a three-step plan for business analysts to make the most out of their situation as UX designer by default: the first step includes becoming aware of the BA's impact on UX. The second seeks to control and optimize this impact while the third step focusses on delivering proof and spreading the word. While the overall goal of this approach is not for the BA to take over as UX designer, this presentation creates the vision of UX-sensitive BAs that encounter problems and needs (business and user) in very early stages and that know how to craft user experiences carefully by themselves or in a joint effort with UX specialists.



Maciej Kaniewski

FOUNDER AND PARTNER AT EOS SP.J.

Maciej Kaniewski has spent the past 20 years running projects focused mainly on the automotive and car finance industry, ranging from developing software to manage the value chain from the factory right up to the dealership, various system integration projects, restructuring and process alignment projects as well as feasibility studies, requirement elicitation and management, and software stabilization. Maciej is a founder and partner at EOS Sp.j., a Warsaw-based consultancy, as well as a freelance consultant for Avantation Consulting Germany. He also teaches project management in the context of consulting projects at the University of Applied Sciences (Beuth Hochschule für Technik) in Berlin. Maciej is a member of both IIBA and PMI, and was one of the founders and board members of the PMI Warsaw, Poland Chapter. He holds the PMP, Agile Project Management Practitioner and PMI Professional in Business Analysis certificates.

13:25-14:10 ROOM 2

PRODUCT OWNERSHIP

FROM A CONSULTING PERSPECTIVE

How does a high-quality product backlog actually come into existence in corporate projects? For agile adepts sitting on the development side, the question is easy enough to answer – they will see this as the sole responsibility of the product manager, and from their perspective they are right. However, a value-driven, change-friendly backlog is the outcome of several factors related to corporate management culture, last not least the successful and content-rich communication of the business actors involved behind the scenes. This may be easy enough to arrange on a superficial level, especially in the early stages of the project. However, in an agile project, requirements elicitation is something that will keep occurring and reoccurring.

The product manager must have the necessary tools and commitment from the key stakeholders in order to successfully fulfill the role of a backlog guardian.

I would like to discuss this topic from the perspective of a consultant who has been external to several performing organizations, having the opportunity to take a closer look at the business analysis processes involved, and often to suggest amendments. It turned out each time that ensuring solid business analysis foundations is one of the key success factors in a development project, and this also applies to projects which follow an agile life cycle, although the specific methods used may be different than in a predictive life cycle. This is what I would like to present and discuss using several case studies.



Frank Pensel

CEO LIONGATE AG

Frank Pensel has a 20-year track record working on IT projects covering workflow management, customer relationship management and process engineering. Much of his experience was gained working for consulting firm Mummert & Partner, with a strong involvement in mobile communications since the onset of that industry. Value Management and Realtime Decisioning have been recurring themes in his work as solution manager and consultant for the last 7 years. He is a certified PMP and SCRUM Master and an executive member of M2M-Alliance e.V.



Dr. Kai Zimmermann

MANAGING DIRECTOR CONCISION GMBH

Kai Zimmermann, Ph.D. spent the past 15 years developing the business logic of telco companies. Trained as linguist and psychologist he has been working as a consultant for various businesses with very large customer bases and rich customer profiles – environments suitable for creating advanced rule systems for marketing and CRM that are both individualized and fine-tuned to increase customer value.

ROOM 2 14:15-15:00

DEEP CUSTOMER VALUE: TAKING OPTIMIZATION

FROM THE LAB TO THE REAL WORLD

Business Intelligence, Optimization and Predictive Modeling may evolve to a level of high sophistication within an organization but often fail to impact the bottom line because their valuable products and services are misused, watered down or simply neglected by the core processes driving daily business.

An organization will thrive when optimization methods are placed at the center of the business model, or rather when the business model is built

around this analytical method. But more often, the business model existed long before optimization efforts were ever undertaken. When optimization is implanted late in the company lifecycle, certain obstacles have been erected that change agents in BI will find difficult to overcome.

In their talk, the experts we will present ways to mitigate or overcome these issues, as developed in their recent book "Deep Customer Value".



Richard Larson

PRESIDENT AND FOUNDER OF WATERMARK LEARNING

Richard Larson is a successful entrepreneur with over 30 years of experience in business analysis, project management, training, and consulting. He has presented workshops and seminars on BA and PM topics to over 10,000 participants on five different continents.

Rich is a frequent speaker at Business Analysis and Project Management national and international conferences and IIBA® and PMI® chapters around the world. He has contributed to the BA Body of Knowledge version 2.0 and 3.0, was a lead author for the PMI Business Analysis for Practitioners: A Practice Guide, and the PM Body of Knowledge, 4th edition. He and his wife Elizabeth Larson have co-authored five books on project management and business analysis.

15:30-16:15 ROOM 2

ROOT CAUSE DOESN'T HAVE TO HURT LIKE A ROOT CANAL

FIVE PROVEN TECHNIQUES FOR UNDERSTANDING BUSINESS NEEDS

Needs are arguably the most important input to any business analysis effort. Why is that? For one thing, the BA Body of Knowledge from IIBA literally starts with Needs as the core input when planning the BA approach. Needs are also the primary input when eliciting requirements, which leads to virtually every other task in the BABOK.

The PMI Standard for Business Analysis includes Needs Assessment as its initial domain. Outputs of that domain are key inputs to all but one of the other domains: the situation statement, business case, and project charter.

Given the importance of Needs, it is critical for business analysts to have tools and techniques to get to the root cause of business problems and opportunities. Without them, it is difficult to under-

stand the current situation and solve the right problem. This presentation covers five essential techniques for uncovering and understanding Needs. You will leave the session feeling confident you can begin applying any of the techniques in your next effort.

ATTENDEES WILL BE ABLE TO

- / Describe the importance of Needs in any project.
- / List which techniques most apply to certain situations.
- / Be in position to use any of the techniques to uncover and understand business needs.



Anna-Christina King

CLIENT DIRECTOR, MRC MANAGING RESEARCH FOR COMPANIES GMBH

Christina is a Consumer Insights, Innovation Management and Strategic Marketing Professional with 20+ years of extensive international experience in Consumer and Market Intelligence – using superior insights to inspire decision-making for successful marketing strategies. She passionately believes that strong brands are created and sustained by customer-focused people in a business. A deep, holistic consumer understanding, customer co-creation and customer-centric processes will enable teams to build and foster strong and successful brands.

Having held various client-side Consumer Insight functions at Kraft Jacobs Suchard (now Mondelez), Reckitt & Colman (now Reckitt Benckiser), Philips and Generali, her Global Marketing Research expertise spans across industries and categories in FMCG food and non-food, Consumer Electronics and Financial Services.

ROOM 2 16:20-17:05

LEVERAGING SMART CONSUMER RESEARCH FOR A BETTER BRAND EXPERIENCE/CUSTOMER JOURNEY MAPPING

Delivering an overall superior customer experience requires a holistic understanding of consumers' needs and expectations, relevant channels and touchpoints and their impact on brand performance. It is about identifying the moments of truth and turning them into positive moments, both functionally and emotionally.

Customer experience is the sum of all experiences that a customer makes along various interactions with a brand, be it online or offline. Each and every contact they have with your brand not only influences customer satisfaction, but also other key performance indicators like purchase intention, loyalty and awareness. Improving the experience means not only looking at single touchpoints, but at the entire end-to-end experience customers have with a company from their point of view: the customer journey. It is crucial to learn how they

view the brand through the lens of their individual experiences, and how the brand measures up to their expectations – at various touchpoints, and overall. This is important to know in order to set priorities for the most important gaps and opportunities to improve the journey.

How do you get to a holistic understanding of the customer experience of your brand – and more importantly – how to translate these findings into measures and actions to improve your brand's performance and customer perception? Drawing from several case studies, we will look at ways to define individual customer journeys, measure the impact and relevance of various touchpoints along the journey and identify the key drivers of customer loyalty.



Stefan Bossuwé

CBAP® / PRESIDENT IIBA® BRUSSELS CHAPTER

Being passionate about business analysis, Stefan Bossuwé founded together with a small group of business analysis enthusiasts the IIBA® Brussels Chapter (covering Belgium and Luxembourg) in 2009, where he got appointed as Chairman.

He has followed several business analysis trainings, including the indispensable 'Mastering the Requirements Process' workshops (Vôlere), given by Suzanne and James Robertson. Stefan became in 2012 the very first Certified Business Analysis Professional™ (CBAP®) in Belgium and Luxembourg. He has got more than 25 years of experience in various roles and in a wide range of different business domains.

Stefan firmly believes in the importance of business analysis and spends much of his time in promoting the business analysis profession. Besides sharing his knowledge and experience as a speaker at various conferences and seminars throughout Europe, he also assists organisations in increasing their maturity on business analysis: coaching business analysts, introducing and deploying methodologies & best practices, and so on ...

10:30-11:15

ROOM 3

INTRODUCING

THE HOLISTIC BUSINESS ANALYST

'Holism' originates from the Greek word 'holos' ('all', 'whole', 'entire'), and is the concept that systems (physical, biological, chemical, social, economic, etc.) and their properties should be viewed as wholes, not just as a collection of its parts.

Business Analysts are very often absorbed by their work on solutions, customer journeys, business process improvements, and so on ... whereas each of those initiatives are very likely to have an impact on the whole organisation.

As such, the Holistic Business Analyst looks at an organisation as a whole and not only as a collection of employees, business domain(s), customers, processes, systems, change initiatives, etc. ...

The speaker will introduce you to the world of the Holistic Business Analyst and what it takes to become one. He will show you the different levels on which the Holistic BA can contribute, the different levels of requirements, the different types of scope, the different types of stakeholders, ... and how all of these are connected.

THE PRESENTATION WILL

- / invite you to see the BA profession beyond the tasks and techniques.
- / invite you to see your organisation as a whole as well as a collection of its parts.
- / introduce you to concepts & techniques essential to Holistic Business Analysis.



Giancarlo Duranti

CEO GD CONSULTING

Giancarlo Duranti is a Project Manager and Business Analyst Practitioner and PMP®, PgMP®, PMI-PBA®, CBAP®, PSM®, ITIL v3®, COBIT5® certified. He has been working in the Communication Wire-line & Wireless industry for over 25 years and he is well experienced in managing projects in different international and national business contexts and has consulted for overseas companies in Brazil, Cuba and US.

His international experience, perception and sensitivity to other cultures gave him the opportunity to understand insights about managing multicultural team issues. He is also a trainer for project management, business analysis and soft skills. He contributes in budding business analysis culture supporting the develop of new PMI and IIBA standards.

ROOM 3 11:20-12:05

BEST PRACTICES FROM

A BUSINESS ANALYSIS TELCO PROJECT

This case study case will present the experience of a team of business analysts involved for 5 months in a project to determine the feasibility of a future program that would have been launched the following year after the executive management approval. More than 55 people were involved, among them representatives of the business and technical communities.

THE KEY PROGRAM OBJECTIVES WERE

- / Provide one of the major Italian telco operator with new capabilities for digital commerce.
- / Streamline current business processes.
- / Define a new and more organic technical architecture decommissioning non core.
- / Applications and consequently the hardware related.

LEARNING OBJECTIVES

- / How to apply Business Analysis tools and techniques in order to define the solution scope able to answer to organization's business needs.
- / Understand how to manage a coordinated effort among the resources involved.
- / Learn from the field on how to apply elicitation techniques in order to gather and analyze information and define business requirements.
- / Learn how to condense all the information within a business case to facilitate management decision upon the potential solution recommended.



Rudolf Kuhn
CEO PROCESSGOLD AG

The 46-year-old graduate in business administration from the greater Frankfurt area has now been working as an entrepreneur in the process mining sector for seven years. This wealth of experience made him one of the most sought-after speakers in the field of IT-supported process visualization through process mining, both nationally and internationally. Rudolf "Rudi" Kuhn is also available in the media as an expert. In 2016, his consulting firm, which he founded in 2010, merged with the Dutch software company MAGNAVIEW, which made a name for itself as a specialist for industry-specific business intelligence solutions for more than a decade. The software and the company PROCESSGOLD gained maximum attention and project maturity at companies such as Ernst & Young, AEGON or ING-DIBA within a very short time after completion.

13:25-14:10 ROOM 3

THE HUGE GAP BETWEEN HOW PEOPLE BELIEVE PROCESSES RUN – AND HOW THEY ACTUALLY RUN

Every use of IT-systems (ERP, BPM, etc.) leaves digital "footprints" behind. Process mining uses this data to visualize and analyze the actual end-to-end processes, with all variants and relevant key performance indicators. Potentials to increase efficiency and reduce risks becomes visible, and the process can be optimized.

My recommendation: "Stop guessing. Act on facts."



Prof. Roland Gareis
MANAGING DIRECTOR ROLAND GAREIS CONSULTING

He consults national and international companies from numerous industries and industries on the topics of project and program management, change management, process management as well as business analysis. Together with Lorenz Gareis, he published the book "PROJEKT.PROGRAMM.CHANGE" in April 2017, which replaces the classic "Happy Projects!" after 14 years. Roland was chairman of PROJEKTMANAGEMENT AUSTRIA, university professor at the Vienna University of Economics and Business and academic director of the Professional MBA at the WU Executive Academy. He was awarded with IPMA Research Achievement Award in 2014.

ROOM 3 14:15- 15:00

REQUIREMENTS, PROJECTS & CHANGES

Volatility, uncertainty, complexity, and ambiguity are becoming important characteristics of management. In this VUCA world companies are frequently confronted with changes. Projects are the basic elements of any change architecture. In order to assure sustainable success, values such as holistic solution, sustainable development, iterative approach, empowerment, etc. are required instead of "silo" thinking, bureaucratic approaches, and very detailed planning. E.g. in order to achieve holistic solutions as results of projects and changes, all relevant dimensions of a company, such as services and markets, the infrastructure, the organization, the personnel, etc. have

to be considered. In changing a sustainable business value should be achieved. This is possible by applying an iterative approach. The VUCA world makes it necessary, to define the requirements as well as the objectives of projects and changes iteratively, and to prioritize these periodically.

In a case study the application of the manifest of values, which is the basis for the RGC management approaches, will be presented for managing a change "by projects".

**Rüdiger Süß**

THINK TANK, DLR (GERMAN AEROSPACE CENTER)

Ruediger Süß works in DLR – the German Aerospace Center at the Think Tank. The think tank was created in July 2017 and its task is to address long-term, strategic, complex, and interdisciplinary/cross sectional trends and questions based on data driven analysis. Ruediger's role is to look at these challenges and results from a strategic and innovation ecosystem point of view, regarding implications, opportunities but also strategic risks. Before that he was a project (portfolio) manager at the Strategy and International Relations department at DLR in various functions concerning corporate strategy, long term positioning, business development and inhouse consulting.

Ruediger started his career in consulting at Accenture (Financial Services) and CSC (B2B Aerospace & Automotive). He holds a diploma in Aerospace Engineering and a master's degree in Strategic Management.

15:30-16:15 ROOM 3

"DOING THE RIGHT THINGS RIGHT!"**INTRODUCTION OF PROJECT PORTFOLIO MANAGEMENT**

"Doing the right things right!" That is one of the main aspects of portfolio management. But how this translates into an institution or company while implementing it? The challenge of implementing project portfolio management is to look at the theory guidelines while executing it for a practical use.

We look at the experiences in the implementation of project portfolio management at DLR (German Aerospace Center) from a best practice to a best adopted practice. The interfaces of project portfolio management and business analysis will also be considered from a view of a practitioner.

**Filip Hendrickx**

ALTERSHAPE, MANAGING CONSULTANT

After about 10 years in business consulting and a prior 10 years in software engineering and research, Filip founded altershape to help established organisations become corporate startups. To do this, he follows a structured yet pragmatic approach, by bridging BA with lean startup and innovation techniques. Filip is also creator of *vantaggio*, a benefit mapping tool, and co-founder of *ingage*, a company focusing on the people side of business agility. Finally, as VP Events of the IIBA Brussels chapter, Filip helps supporting the BA profession and building the BA community in Belgium.

**Tom Verweijen**

PORTFOLIO MANAGER TEST-AANKOOP

Tom Verweijen is portfolio manager at Test-Aankoop/Test-Achats, a Belgian consumer defense organisation, and its international mother organisation Euroconsumers. Before, Tom worked for 15 years as a business process management consultant and business analyst. In his current position he supports the organisation in the definition, execution and follow-up of the strategy. He is also responsible for a team of business architects.

ROOM 3 16:20-17:05

FACILITATING CORPORATE INNOVATION WITH THE INNOVATION CANVAS

Innovation is hard. Ideas are cheap and plentiful, but execution often falls short and few ideas lead to valuable results within reasonable time and budget.

Tom and Filip will share how Euroconsumers is shifting from investing in a small number of new product developments to managing a broad portfolio of innovation initiatives. They will show how the innovation canvas and corresponding validation driven approach (think-shape-try) is now guiding idea development.

SOME OF THE CHALLENGES THIS APPROACH TACKLES

- / Shift from product thinking to customer thinking.
- / Turn a "we believe" mindset into a "what are our assumptions and how can we validate them" mindset.
- / Getting MVPs right: what do we need to build first?

Furthermore, Tom and Filip will discuss which organisational structure has been set up to provide the necessary guidance to innovation initiatives in five countries, without restricting local and team creativity.

The approach's practical application and some of its results in Euroconsumers' five consumer organisations in five countries will be shared.



Elizabeth Larson

CEO AND CO-PRINCIPAL OF WATERMARK LEARNING

Elizabeth Larson, PMP, CBAP, CSM, is Co-Principal and CEO of Watermark Learning and has over 30 years of experience in project management and business analysis. Elizabeth's speaking history includes repeat keynotes and presentations for national and international conferences on five continents.

Elizabeth has co-authored five books and chapters published in four additional books, as well as articles that appear regularly in BA Times, Project Times, and Modern Analyst. Elizabeth was a lead author on the BABOK® Guide 2.0, the PMBOK® Guide 4th and 5th editions, as well as the BA Practice Guide. She was also an expert reviewer on both the BABOK® Guide 3.0 and the PMI standard in Business Analysis.

17:15-18:00 ROOM 1/2

CLOSING KEYNOTE/

THINKING ABOUT THE DIGITAL BA

Everyone's talking about the digital transformation, but what is it and where does the business analyst fit in? Do organizations need to use Agile methods to move into the digital age? How can BAs help organizations improve their business agility to take advantage of the digital transformation?

This presentation answers these questions and others, such as:

- / What does the digital transformation consist of?
- / What is the difference between a traditional BA and a digital BA?
- / Why are more organizations recognizing the value of digital BAs?

/ What is the relationship between Agile and the digital transformation?

/ How much do BAs need to know about such things as big data, machine learning, and predictive analytics?

ATTENDEES WILL BE ABLE TO DISCUSS

- / The BAs role in helping organization transform to a digital world.
- / Why adopting Agile is needed in the digital age.
- / The digital BAs role in a borderless world.

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Thu 17 May/ 09:30-17:30
INNOVATION WORKSHOP
DESIGN THINKING IN BUSINESS ANALYSIS

PETTER WENSELER/ DENNIS WOLF/ MICHAELA OBHOLZER/ STEFAN MARC WAGNER

Design Thinking has become one of the most popular frameworks within the context of innovation management. It offers a clear structured process as well as a set of tools to create innovative and creative solutions for a wide range of business problems.

Nowadays there are a lot of books, videos and online tutorials where you can learn what Design Thinking is and how it could help you within your company to face the tough challenge of innovation. But all professional Design Thinkers will tell you that the real challenge is not to understand the process or to learn about the tools. Every company, every team and every employee facing Design Thinking for the first time, has to overcome the awe of being creative.

This one-day workshop gives an overview about Design Thinking and explains the fundamental working spirit and mindset which help teams worldwide to succeed in innovation projects. The participants learn how to use the creative potential of a team, making fast decisions and perceive failing as a valuable option. Working on a real innovation project they face the challenges of creative work – getting a lot of inspiration on how to awaken the creative confidence within an organization with just some little changes. This workshop is recommended for everyone who wanted to learn how to create innovative ideas and creative solutions for new customer or user experience, especially for:

- / Business Analysts and Innovation Managers
- / Project Managers and Product Managers
- / Marketing and Sales Staff
- / Executives and HR Staff

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