2ND EUROPEAN BUSINESS ANALYSIS DAY

17 May 2019 / frankfurt on the main

THE DIGITAL CHANGE –
EVERYTHING REMAINS
DIFFERENT

WELCOME

Dear Professionals,

It's been one year since the inaugural European Business Analysis Day. The kick-off of this conference with its new conference format was exceptionally successful and we have received great feedback from participants, speakers and sponsors.

One year later, the UK is still in the European Union, the new Berlin Airport has not yet opened, and many other things haven't changed as much as expected. From this perspective one might assume that many things remain static or move slowly. But in reality things are quite different. The problems around Brexit and the Berlin Airport have grown in complexity and urgency, and these are just two prominent examples.

The play on words in our motto 'Everything Remains Different' captures these types of situations perfectly, and similar situations can be found in almost every organisation. Everyone knows that change is necessary, everyone expects change at a certain point in time, but so-called 'unexpected issues' seem to hit projects and initiatives again and again. Millions of Euros are wasted and time passes without crucial change being delivered.

You have almost certainly seen similar – although perhaps smaller – examples in your own organisation. Everyone knows that accelerated digitalization requires change, but it's difficult to realize real benefits for customers and employees, and therefore for businesses. Even well-known European companies, former market leaders in the electronics industry, are struggling after they have been debating how to change for years rather than pushing forward to tangible results. What could be the reason?

The empowerment of business analysts is crucial as BA practitioners will use their voices to push things forward. But they need to be confident influencers, encouraged enough to talk truth to power, even when this leads to conflict in the short term. BAs need to look at the whole picture, understand the complexity of situations, build relationships and work at many levels in the organisation. Courage is key. "Have the courage to use your own reason", said Kant in 1785. This is more important than ever.

Enjoy the 2nd BA-DAY – it will encourage you again!

Yours, sincerely

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

WORKSHOP DAY MAY 16TH 2019

09:00 - 13:00 WORKSHOPS + + + 13:00 - 14:00 NETWORKING AND LUNCH BREAK + + + **14:00 - 18:00 WORKSHOPS** + + + 18:00 - 19:00 CHECK-IN AND RELAX + + +

ROOM 1 09:00 - 13:00
SYSTEMS THINKING: A CRUCIAL BA SKILL IN AN UNCERTAIN WORLD /
Adrian Reed > *Page 23*

In this hands-on course, you will learn about the importance of systems thinking in a business analysis context. You will use a range of tools to systemically analyse a problem situation. You will understand the danger of 'silver-bullet' solutions (pursued without sufficient analysis) and the consequences of applying linear/siloed thinking. You will learn to differentiate between 'difficulties' and 'messes', and to select the appropriate problem solving tools for a given context.

The course contains a wide range of exercises from real-world scenarios and is well suited for anyone needing to understand how to analyse tricky problems early in the project lifecycle. It will be of particular interest to BA teams that are seeking early business engagement, or those that are working with multiple stakeholder groups.

ROOM 2 09:00 - 13:00
DESIGN THINKING FOR INNOVATION /
Norma Acevedo > *please see webpage* / Almudena Rodriguez Pardo > *Page 28*

Today innovation is everyone's business. Whether you are a manager in a global corporation or a teacher in an elementary school, everyone is expected to get lean – to do better with less. Design thinking provides the tools you need to become an innovative thinker and uncover creative opportunities that are there – you've just not seeing them yet.

With this workshop you'll get a high level overview of design thinking as a problem solving approach, practice a set of essential methods and create a prototype. You will also get ground knowledge of where it can be applied and several ideas where to get started when deploying design thinking in your organization.

ROOM 3 09:00 - 13:00
INTRODUCTION TO THE LESS FRAMEWORK /
Christoph Schmied > *Page 10*

LeSS is based on Scrum principles, such as empiricism, cross-functional and self-organized/self-administered teams. Additional rules, guidelines and instructions make it possible to apply Scrum principles and practices to scaling. LeSS provides simple rules for creating an appropriate organizational structure and guidelines for introducing and using Scrum for larger and larger product development projects.

This workshop is a short introduction to the LeSS Framework. The course provides a half-day overview of the framework and some of the key concepts. It helps you to decide whether LeSS is right for you and is aimed at all those who already have basic Scrum knowledge, e.g. by participating in a Certified Scrum Master or Professional Scrum Master course, or by reading Scrum introduction material such as Scrum Primer thoroughly.

ROOM 1 14:00 - 18:00
INTRODUCTION TO THE SCALED AGILE FRAMEWORK /
Almudena Rodriguez Pardo > *Page 28*

Changing the ways of working – both the habits and culture of a large development organization – is hard. Many enterprises report that implementing Scaled Agile Framework (SAFe) was one of the toughest, and at the same time, the most rewarding change initiative that they had ever done!

During this four hour workshop, you will understand the challenges you need to address within your organisation when facing an Agile transformation. Taking a Lean-Agile mindset as fundament, we will go through the principles required to help improve the quality of your products and services in today's adapt-or-die marketplace. Having this background in place, the workshop will dive into SAFe itself, discussing the portfolio, program and team layers of SAFe and how the SAFe framework can create a context for strong Scrum teams to be successful at creating bottom-line value across the enterprise.

ROOM 2 14:00 - 18:00
PRODUCT MANAGEMENT FOR BUSINESS ANALYSTS /
Kevin Brennan > *Page 20*

As companies move towards increasingly digital business models, the basis of competition is shifting to drive a new focus on the needs of customers. The result is an increasing need for skilled product managers, a role that experienced business analysts are well suited to fill. To fill that role, BAs need to expand their skill set to include the ability to understand a market, define a unique and compelling value proposition, and define how to deliver on that. This workshop will enable you to:

/ Describe the product management role, and how it differs from a business analyst or agile product owner
/ Identify market opportunities and define a value proposition for a product
/ Build a product roadmap that delivers increasing value over time

ROOM 3 14:00 - 18:00
TEAM THINKING – TEAMS FÜR DIE DIGITALISIERUNG GESTALTEN /
Tim Weilkiens > *Page 17* / Kim Nena Duggen > *Page 17*

Alle reden darüber, einige machen es schon ein bißchen, aber keiner weiß so genau was es ist und was es für die eigene Organisation bedeutet – die Digitalisierung. Wir präsentieren Ihnen einen Prozess zur Ableitung des eigenen individuellen Organisationsmodells für die moderne Arbeitswelt. Angelehnt an den Design Thinking Prozess haben wir den Team Thinking Prozess entwickelt, um das passende Modell Ihrer Organisation zu entwickeln und iterativ einzuführen.

Erleben Sie partizipatives Arbeiten – hands on an echten Beispielen. Wir berichten von unserer eigenen Unternehmensgeschichte von einer klassischen GmbH zu einer selbstorganisierten Genossenschaft, die den Mitarbeitenden gehört und die ihre Führungskräfte wählt, autark strategische Entscheidungen im Team trifft und ihr eigenen Gehaltserhöhungen festlegt – damit Sie aus unseren Fehlern lernen und Best Practices ableiten können. Der Workshop wird in Deutsch abgehalten.

+ + + 19:00 – 22:00 COME TOGETHER + + + LIVE: SMOOTH JAZZ AT THE HOTEL BAR + + +

SCHEDULE

TRACK 1
SCALING AGILE
ROOM 1

TRACK 2
HUMANIZING CX
ROOM 2

TRACK 3
CHANGING ORGANIZATIONS
ROOM 3

	TRACK 1	TRACK 2	TRACK 3
10:00 – 10:30	*Coffee Break*	*Coffee Break*	*Coffee Break*
10:30 – 11:15	**LESS – LARGE SCALE SCRUM APPLIED AT AN INSURANCE COMPANY** Christoph Schmied > PAGE 10	**HOW BUSINESS BENEFITS FROM ARTIFICIAL INTELLIGENCE** Martin Böhn > PAGE 16	**THE V-MODEL IS DEAD. LONG LIVE THE V-MODEL!** Colin Hood > PAGE 22
11:20 – 12:05	**TURNING AGILE REQUIREMENTS INTO ACCEPTED VALUE** Howard Podeswa > PAGE 11	**TEAM THINKING PROCESS – HUMANIZE THE DIGITALIZATION** Tim Weilkiens/ Kim Nena Duggen > PAGE 17	**LEADING FROM THE MIDDLE: INFLU-ENCING DELIVERY IN TRICKY PROJECTS** Adrian Reed > PAGE 23
12:10 – 13:25	*Networking and Lunch Break*	*Networking and Lunch Break*	*Networking and Lunch Break*
13:25 – 14:10	**SELF-ORGANIZATION NEEDS LEADERSHIP** Boris Gloger > PAGE 12	**HUMANIZING PROJECTS!** Victoria Cupet > PAGE 18	**FORGET BIG CHANGE! HOW TO FOSTER SUSTAINABLE BENEFITS – BY PROJECTS** Lorenz Gareis > PAGE 24
14:15 – 15:00	**MANAGEMENT. LEADERSHIP. PARTNERSHIP.** Polina Peresada / Kristina Egorova > PAGE 13	**THE INFLUENCE OF PERSONALITY TRAITS ON THE BUSINESS PROCESS OPTIMIZATION** Andrej Guštin > PAGE 19	**IT TAKES PEOPLE TO MAKE THE DREAM REALITY** Bart Hoitink > PAGE 25
15:00 – 15:30	*Coffee Break*	*Coffee Break*	*Coffee Break*
15:30 – 16:15	**HOW TO MASTER THE BALANCING ACT BETWEEN WATERFALL AND SCRUM WITH REQUIREMENTS MANAGEMENT** Jörg Glunde > PAGE 14	**HOW TO LAUNCH A NEW PRODUCT** Kevin Brennan > PAGE 20	**IS THERE A COOKBOOK FOR HOW TO MIX BA + RE TO RECEIVE A WELL PREPARED AND PERFECT PO?** Mladen Stefanovic/ Cornelius Clemens > PAGE 26
16:20 – 17:05	**DISCOVERING VALUE – THE MOST IMPORTANT COMPONENT OF AGILITY** Danelkis Serra > PAGE 15	**INNOVATION SHOW OR HOW BA CAN MAKE YOUR DREAMS COME TRUE** Nati Nazar > PAGE 21	**OLD SCHOOL SYSTEM DYNAMICS IN A DATA SCIENCE FIRST WORLD** Wim Debreuck > PAGE 27

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Christoph Meinel
CEO AND SCIENTIFIC DIRECTOR OF THE HASSO PLATTNER INSTITUTE FOR IT SYSTEMS ENGINEERING GMBH

Univ. Prof., Dr. sc. nat., Dr. rer. nat., is full professor (C4) for computer science at HPI and the University of Potsdam, and he holds the chair of Internet Technologies and Systems. He teaches courses on IT Systems Engineering in the HPI Bachelor and Master Degree programs and in the MOOC platform developed by his team: openHPI. He supervises numerous PhD projects and is a teacher at the HPI School of Design Thinking. His research currently focuses on security engineering, knowledge engineering, and Web 3.0 – Semantic, Social, Service Web. He is also scientifically active in research on the innovation method Design Thinking. Earlier scientific work concentrated on efficient algorithms and complexity theory.

Christoph Meinel is author or co-author of more than 25 books, anthologies, as well as numerous conference proceedings. He has had more than 550 (peer-reviewed) papers published in scientific journals and at international conferences and holds a number of international patents. He is a member of the National Academy of Science and Engineering (acatech), director of the HPI-Stanford Design Thinking Research Program, honorary professor at the TU Beijing, visiting professor at Shanghai University, concurrent professor at the University of Nanjing, and member of numerous scientific committees and supervisory boards.

ROOM 1/2   **09:15-10:00**

OPENING KEYNOTE/ RE-IMAGING THE FUTURE
IN THE AGE OF DIGITAL TRANSFORMATION

Digital transformation pervades all aspects of reality in an accelerating pace. We are entering a new digital world, which is so far unknown to us. Every physical entity, which is connected to the internet, establishes a digital shell – a representation in the digital world. In cyberspace the limitations of space and time lose their effect. Digital entities can be connected to any other regardless of their location, information can be copied without cost and the exchange of information happens instantly. Such a transformation has significant effect on how our societies, businesses and governments work. Because of that, new business models emerge and challenge established companies. More and more complex information needs to be gathered, analyzed and made sense of. So far, only a small fraction of our society is ready for such a paradigmatic shift. However, the future does not wait. Our society has to get ready for up-to-date digital infrastructure, a data-driven economy and new administrative means to shape adequate regulation for innovation. Most and for all, every single citizen needs to be equipped with the general knowledge such transformation requires. It will become increasingly important that education facilities and workplaces take advantage of the properties of internet technologies to enable everybody to stay ahead of the latest developments, to shape their personal future and not be swept away by the digital tide.

Christoph Schmied
TRAINER AT JIPP.IT

DI Christoph Schmied is Certified Scrum Master and Product Owner and completed his IT-/IT-Marketing studies at Campus02 in Graz. In his diploma thesis he developed a process model for agile system administration based on well-known models of software development and the Viable Systems Model (VSM). In addition to working as a Scrum Master or Product Owner, he also deals with System Configuration Management and Continuous Integration. As a trainer, he is happy to pass on his practical and theoretical knowledge of agile methods.

Howard Podeswa
CEO, NOBLE INC, TORONTO

Leader in Business Analysis and Requirements Engineering (RE). He has contributed to the formalization of the BA profession as SME for CompTIA as a BABOK reviewer, consultant and author. Since the 1990s he helps large organizations realize business value as they transition their RE- processes to agile, iterative-incremental principles and practices. He provides BA consulting and training services in a wide range of in-dustrie sectors including health care, defense, energy, goverment and finance. Some clients include FDA, ISO, Moody's, Statoil, the Canadian Air Force, CPP, Deloitte, CIBC, TD Bank. Author of „The Business Analyst's Handbook" and „UML for the IT Business Analyst", now in its 2nd edition, published in 3 languages. Currently working on his next book „Business Analysis in an Agile World: A Practical Guide to Applying Lean and Scrum Principles" (Pearson/Addison-Wesley in 2019). Widely requested interna-tional speaker in conferences, including Toronto Agile Community (2015), BBC (2016, 2014), Agile Norway Developers (NDC 2013), BA Forum (Poland) and BA World across North America.

As professional artist his most recent exhibitions were "A Brief History" (Kelowna Art Gallery, 2017; Koffler Gallery, 2016) and "Still Life with Paper" (Birch Contemporary, 2017).

10:30 - 11:15 ROOM 1

LESS – LARGE SCALE SCRUM APPLIED
AT AN INSURANCE COMPANY

In 2013 we began the Large Scale Scrum journey at an Austrian insurance company. This is the story of its successes, and challenges.

The referenced company is one of Austria's largest insurance companies with an annual turnover of approximately 400 million Euro and a staff of about 800 employees. It was founded in 1798. Over the last almost 220 years the organization ran through many evolutions, and saw many different times. Currently it's headquarter is located in Graz, Austria, and has subsidiaries mainly in eastern European countries like Slovenia, and Croatia. From those

800 employees about 50 work in the IT department, the main focus of this case-study.

This case study reflects on the Scrum journey of the insurance company. For the audience it illustrates how to apply Large Scale Scrum in a stalled envi-ronment which is not used to change quickly. Chal-lenges and incidents typical for adopting the agile mindset in such an environment at larger scale are addressed. It shows, that the journey continues and the difficulties when setting expected dates or mi-lestones for the adoption.

ROOM 1 11:20 - 12:05

IT BUSINESS ANALYSIS AND REQUIREMENTS ENGINEERING IN AN AGILE WORLD:
TURNING AGILE REQUIREMENTS INTO ACCEPTED VALUE

In this talk, Howard Podeswa draws on his experiences helping large corporations become more agile, to explore how these organizations are applying agile RE practices to turn requirements into verified and accepted value in a manner that supports product emergence and promotes adaptability throughout the development process

Boris Gloger
CEO & FOUNDER, BORISGLOGER CONSULTING

As the first certified Scrum Trainer Boris Gloger has filled over 5000 people with enthusiasm for Scrum since 2004. His Corporate Consultancy for agile consulting and training is specialised in agile organisation development. With scientifically proven methods – such as Scrum – management and employees alike achieve simple clarity when it comes to making changes to organisations, coordinating projects and developing products. You can apply such clarity immediately. And use it to lead yourself to certain success.

Polina Peresada
LEAD FUNCTIONAL ANALYST DEUTSCHE BANK ST. PETERSBURG

Currently leading a team of 10+ analysts at the Deutsche Bank Technology Center. Over 10+ years holding leading roles in Consulting, QA, Project and Product Management. Engaged in Agile transformation (previously in Exigen, currently in Deutsche Bank). Certified Scrum Master. Focussed on people management and leadership development. She drives graduate and internship initiatives. Adjunct lecturer in Peter the Great St. Petersburg Polytechnic University, teaching Business and Functional analysis. Speaker at industry events. She has a diploma in software engineering (St. Petersburg State University).

Kristina Egorova
DEUTSCHE BANK TECHNOLOGY CENTRE ST. PETERSBURG

Functional Analyst with 5+ years in IT industry. She holds a Master of Science Degree from the National University of Singapore. She has a wide experience in both Business and Functional analysis in different domains including education and banking. She is experienced in working in distributed teams operating across the globe. Focussed on innovation and effective communication, she is expert in managing Customer's expectation considering a variety of stakeholders. As adjunct lecturer in Peter the Great St. Petersburg Polytechnic University, she teaches senior students about Business and Functional analysis.

13:25 - 14:10   ROOM 1

SELF-ORGANIZATION
NEEDS LEADERSHIP

Self-organization needs direction. Scrum Teams, Kanban-Teams even Holocracy Circles need a purpose and a vision and someone who can guide and enable them. Leadership – not Leaders are even more essential in environments in which teams shall become self-managed and hyper productive. Most organizations have teamleads, and other managers on different levels. Their role needs to change in organzations that want to go the agile path. And they are the ones who need to play an active part in the transformation towards a flexible organzation that is able to cope with the demands of the digital storm that will destroy more and more traditional business models. Thus the role of middle management in agile organizations is pretty clear: They have to create an environment that fosters selforganization. But what does this really mean – how does the behaviour of middle managers will change?

The good news: the necessary actions to take are simple! However it demands a paradigm shift of all involved parties.

/ First: they need to start leading but seeing themselves as hosts that serve their teams.

/ Second: the need to get involved with their teams, creating a culture of accomplishments and appreciation using Neuroscience.

/ Third: they need to create structures that foster selforganization, by using the Art of Hosting and management frameworks like Holocracy, Scrum and Kanban.

/ Fourth: they need to create a completely new way of acknowledgment of their peers by using positive reinforcement.

ROOM 1   14:15 - 15:00

MANAGEMENT. LEADERSHIP.
PARTNERSHIP.

Digital change not only leads to development of new IT-enabled products and services, but also places more demands on the existing ones. It is rather prominent, that leading-edge information systems must be available 24 x 7, be seamlessly integrated, and support the best customer experience one can even dream of. However, when it comes to financial technology in the banks, most of the information systems are already quite complex. These systems evolved over time, were built and enhanced according to the market demands and regulations. At the same time, evolution from Waterfall to Agile happens and Agility needs to adapt for projects of different size.

We are facing a challenging setup. On the one hand a mature, complex, well-documented product and a team of several analysts working on the requirements in order to meet regulatory, market or industry demands. On top of that each analyst supports the system from development to production.

On the other hand the agile methodologies, applied in the context of a large project, need to be scaled. Consequently the interest for best practices and questions such mangement of analyst's team, sharing knowledge, leadership and partnership models arise. We will also discuss about what remains different in the fast changing world.

Jörg Glunde
RTM LEAD, ZEPPELIN BAUMASCHINEN GMBH

Jörg Glunde, PMP, PMI-ACP, has been a member of the PMI Southern Germany Chapter since 2008 and was Vice President Projects from 2012 to 2018. With the election in April 2018 he is now President of the Chapter. Together with Jens Liebold and a large team of other volunteers, he organized the two congresses PM-Summit 2010 and 2012. As VP Projects, Jörg Glunde was a project sponsor of the chapter's volunteer projects. He works as a consultant and project manager for the service department at Zeppelin Baumaschinen GmbH. He deals with topics related to requirements engineering and management as well as project management and has contributed as author to the book "Requirements Engineering und Projektmanagement", which was published in 2013 by Springer Verlag (Herrmann A., Knauss E., Weißbach R. (Ed.): Requirements Engineering und Projektmanagement. Springer, 2013). He is currently working on a new book project on a similar topic.

Danelkis Serra
CHAPTER OPERATIONS MANAGER, IIBA, USA

Developing relationships, discovering solutions, and driving value are Danelkis' main motivators. Danelkis has over 15 years of experience in a variety of industries from non-profits with the American Cancer Society to FinTech, and the Travel/Hospitality sector. She is a Certified Business Analysis Professional (CBAP) with a Bachelor's Degree in hospitality management concentrating on event management. She will purposely ask many questions to gain an in depth understanding of the 'why' behind decisions and then shares that knowledge with others. Understanding the big picture and creating transparency leads to happier relationships and successful outcomes. Danelkis enjoys volunteering as a means of giving back to her community and has coordinated different mentoring programs. She recently volunteered as a Board leader with the IIBA South Florida Chapter and helped them navigate through the revitalization process. In early 2018 she joined International Institute of Business Analysis (IIBA) as the Chapter Operations Manager, Regions & Chapters. On the fun side, Danelkis seeks adventures from Scuba Diving to Sky Diving and anything in between.

15:30-16:15 ROOM 1

REQUIREMENTS HYBRID: HOW TO MASTER THE BALANCING ACT
BETWEEN WATERFALL AND SCRUM WITH REQUIREMENTS MANAGEMENT

ROOM 1 16:20-17:05

DISCOVERING VALUE –
THE MOST IMPORTANT COMPONENT OF AGILITY

The field of Requirements Engineering and Management (RE&M) is also important in modern times for the successful execution of projects – project management requires the specific procedures and techniques of RE&M in order to be able to establish the project requirements in such a way that all project participants have a common understanding of the requirements. The Pulse of the Profession 2014 study came to the conclusion that this mutual cooperation is important, but that it is not yet predominantly applied:

According to the study, only 49 percent of all projects examined had the resources to apply the RE&M discipline correctly. Only one third of all surveyed project managers regards RE&M as critical for their project. Even 53 percent do not use a formal process for requirements analysis.

Based on these figures, is it at all surprising that major projects such as Berlin Airport are delayed due to non-compliance with special requirements? No – and that is why it becomes clear that even in agile and iterative project management, cooperation with the RE&M discipline cannot be dispensed with.

The Problem: Bridging inadequacies of traditional approaches with agile approaches

However, while in traditional approaches, such as the waterfall model, the requirement specification is usually made at the beginning in order to allow the complete project planning and solution specification to be connected based on it, agile and iterative approaches (hereinafter referred to as agile project management, from which the term hybrid project management must be distinguished) differ considerably.

There are many agile frameworks, or combinations of agile methodologies, however they should all have one main component in common – delivering value!

In order to deliver value, one must communicate well and understand the true need of our stakeholders.

Danelkis will be sharing some techniques she has utilized while working on agile teams, which will assist in discovering value and building collaboration.

Martin Böhn
VICE PRESIDENT ENTERPRISE APPLICATIONS AT BARC

Dr. Martin Böhn is Vice President Enterprise Applications & related Processes at the Business Application Research Center (BARC). As a senior analyst, Martin advises national and international companies of various sizes and industries in the areas of strategy definition, organization, processes, architecture and software selection in the areas of enterprise content management, customer relationship management, knowledge management and process management. He is the co-author of various BARC studies. He has published over 250 articles and has given numerous lectures at international events.

Tim Weilkiens
MEMBER OF THE BOARD AND CONSULTANT AT OOSE

In addition to methods and modelling languages, I also deal with the role of the human being in engineering as a skilled person and visionary. I empty my head by recording my knowledge in books, articles and lectures. This gives me the freedom to deal with new ideas and concepts. I manifest best practices in standards at the OMG, where I actively participate, for example, in shaping the SysML. Privately, 42,195 km motivate me to reach goals and thousands of bees to live self-organization.

Kim Nena Duggen
MEMBER OF THE BOARD AND CONSULTANT/TRAINER AT OOSE

She focusses on the big picture, since she understands that a holistic view of people, business and IT are the foundation for successful business. Committed to overcoming silo thinking. When designing efficient processes, she never looks at the executing employee and the interfaces separately – to focus on them in their totals is her strenght. Asking the right questions, listening, mediating between parties and finding and implementing solutions together are her core competencies.

As consultant and trainer, she focuses on enterprise architecture, business process and change management, RE, soft skills and organizational development. As a trained systemic conflict moderator she feels confortable helping to overcome difficult situations. She loves travelling to distant countries and reading about foreign cultures.

10:30 – 11:15   ROOM 2

HOW BUSINESS BENEFITS
FROM ARTIFICIAL INTELLIGENCE

Artificial Intelligence (AI) is changing the business world. There are new possibilities to identify and use relevant information, but there's also increasing pressure from customers, partners and employees for better, smarter processes.

Many projects get stuck in isolated implementations without a larger vision, an architecture or clear use cases. Based on years of experience in consutlting projects as well as research results, this lecture shows that how AI interacts with other business goals. The key benefits for customers as well as the enterprise and the employees are known.

AI is much more than just technology, it enables an new way of thinking, acting and using information. This requires the right strategy and the right tools.

ROOM 2   11:20 – 12:05

TEAM THINKING PROCESS –
HUMANIZE THE DIGITALIZATION

In this talk we are going to explain, what rabbits and turtles have to do with modern organizations, which aspects you need to check in order to develop your individual organization for the future by using the CYNEFIN Framework and how engaging your employees is making for a successfull process – the team-thinking-process. Directly derived from Design Thinking the Team Thinking Process helps organizations to find the right 'why' for a change to digitalization. Moreover it is a process that directly engages the users concerned – the employees. We briefly show you, what steps are necessary and which methods should be used to find your individual digital organization model for a complex world.

Victoria Cupet
REGIONAL DIRECTOR IIBA EUROPE

Victoria Cupet is an experienced coach, trainer, consultant, author and speaker with an experience of more than 15 years in the field of business analysis, process management and project management. For many years Victoria has a key role in promoting business analysis: Nationally – in her role of the President of IIBA Romania Chapter. In 2015 and 2016 Victoria received President's Award (Tier 2) and Innovation Award (2016) offered by International Institute of Business Analysis (IIBA) at IIBA Chapter Awards Regionally – being keynote speaker and host at Balkan Business Analysis Conference (BBA Conference) internationally – by contributing as an author to the Business Analysis Body of Knowledge (BABOK Guide) v3.0. Victoria's deep knowledge and strong commitment are proved by multiple international certifications such as business analysis certifications (CBAP, PMI-PBA, OCUP, CPRE), business process management certification (OCEB), project management certification (PMP) and agile certification (SMC, SPOC, SDC).

As a trainer and coach Victoria supports professionals to advance their career by helping them to successfully prepare for their certifications through high quality coaching and training programs. Since August 2017 Victoria joined IIBA team as Regional Director for Europe. In her new role she supports cooperation between IIBA and European Chapters, as well as facilitates chapters growth and cooperation on regional level.

Andrej Guštin
MANAGING DIRECTOR, CREAPLUS, SLOVENIA

Andrej Guštin has more than 15 years' experience in large-scale project management, business process management, consulting, training, functional design, touch points design, development and deployment, Information Technology and portal implementation. He has successfully led many business process, functional and technical projects in a variety of industries and companies. Andrej Guštin has been a Vice President of IIBA CHAPTER SLOVENIA since 2009. He holds a Master of Science Degree and a Certificate in Business Analysis. In his spare time, Andrej enjoys cycling, cross-country skiing and diving.

ROOM 2   **14:15 – 15:00**

PROCESSES ARE DIFFERENT – PEOPLE TOO

THE INFLUENCE OF PERSONALITY TRAITS ON THE BUSINESS PROCESS OPTIMIZATION

13:25 – 14:10   ROOM 2

HUMANIZING PROJECTS!

To stay relevant in the never-ending changes in the business landscape, organizations need to be flexible and to adapt fast. Rapid technological progress is forcing companies to adopt digital transformation as the main strategy. According to Wikipedia, digital transformation is the changes associated with the application of digital technology in all aspects of human society. It is not just about disruption or technology! The human element plays the central role in digital business transformation. It is important during the transition (collaboration, skills, culture, empowerment, etc.), as well the result of digital transformation – the improvement of the user and customer experience.

Since many business strategies are implemented using projects, integrating human focus in project management needs to be of main concern. Although project success relies heavily on the quality of the functions to be executed, we need to consider also the feelings, motivations and engagement of the involved personnel.

In this presentation, you will learn about 'Human-Focused Design' in opposition to 'Function-Focused Design'. You will find out how to use behavioral economics, neurobiology, and motivational psychology to optimize project's results and increase customer experience. Humans deliver projects for humans! Let's focus on them!

Business Processes are traditionally managed as breakdown of the human and machine activities, controlled by business rules inside the activities. For decades 'activity optimization' has been the core focus of BPM projects, using LEAN and other techniques to reduce process waste and increase efficiency. Although these techniques are, in general, very useful, in some specific circumstances they might be too impersonal – like 'one fits all'. People are different and their reactions and behaviours are different too. Should we, as Business Analysts, be also aware of the influence of Personality Traits on the business process optimization and be able to detect them and make most of them? The presentation intends to address three areas on how

Personality Traits did affect process optimization. In first case Eye-tracking as a UX technic was used in Health Care Project to increase the quality and reliability of doctor's decisions, measuring the time to perform the activity and corresponding proportion of incorrect or incomplete decisions. In second case Customer Behaviour Prediction Analysis was focused in optimization of recovery procedures in a bank. In third case, employee performance deviations were followed during the step-by-step process reengineering and corresponding level of automation was incorporated into processes at each step (to final level of 98% automatization).

Kevin Brennan
STRAITEIS CONSULTING INC.

Kevin has spent the last decade transforming the profession of business analysis, leading the development of multiple editions of the BABOK Guide and driving the adoption of agile and architecture practices. As a senior executive in the social enterprise space, he has managed a product portfolio through rapid growth and built fully digital and virtual organizations. Kevin is known for his ability to deliver practical, effective and focused solutions to complex strategic problems and lead teams through periods of significant organizational and market changes. He has been a keynote speaker at conferences around the world and frequent author on topics including digital transformation, strategy and leadership.

Nati Nazar
DIRECTOR AT BUSINESS ANALYSIS COE, SOFTSERVE, UKRAINE

Certified BA professional (CSPO, CCBA, Pragmatic Marketing) with 9+ years of diverse IT experience. Being an evangelist of business analysis, Nati is also a visionary and designer of new concepts and models that uncover strong BA capabilities, empower teams and clients with creative intelligence toolset. Nati leads Business Analysis CoE for the company with over 200 business analysts, and her strong marketing, product management background and great team of like-minded people help launching IIBA endorsed courses, trainings and workshops globally.

15:30-16:15   ROOM 2

HOW TO LAUNCH
A NEW PRODUCT

One of the most critical moments for any new product is its launch into the market. For most products, this is a critical time for widespread adoption, determining whether the product has a long-term future. In many industries, a majority of the lifetime sales may be within the first few months after launch. This session will help you to plan how to define a product launch strategy that will set it up for success.

LEARN HOW TO

/ define the objectives for your product launch

/ break down those objectives into necessary steps and actions

/ define the metrics and indicators you need to track the effectiveness of your product launch

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ROOM 2   **16:20-17:05**

INNOVATION SHOW
OR HOW BA CAN MAKE YOUR DREAMS COME TRUE

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.

Colin Hood
COLIN HOOD SYSTEMS ENGINEERING GMBH

Colin Hood started work in the Electrical and Electronic industry in 1977 and has been a Systems Engineer since 1985. He is a founding member of the International Requirements Engineering Board, and has been a member of INCOSE since 1999. Colin is an expert in Requirements Engineering and Requirements Management. Requirements Management is the interface between Requirements Engineering and all Systems Engineering processes such as Risk Management, Project Management, Change Management, Version Management, Configuration Management, Verification and Validation. Colin Hood has written several books on Requirements Management and Requirements Engineering and is often invited to speak at conferences across Europe and America. He has a first degree from Brunel University, a Diploma in Management Studies, and a Master of Business Administration (MBA) from Henley Management College. Colin is currently living in the UK, and has lived and worked in various European countries and in America. His mother tongue is English, he is fluent in German, and has conversational French.

Adrian Reed
BLACKMETRIC BUSINESS SOLUTIONS LTD.

Adrian Reed is a true advocate of the analysis profession. In his day job, he acts as Principal Consultant and Director at Blackmetric Business Solutions where he provides business analysis consultancy and training solutions to a range of clients in varying industries. He is a Past President of the UK chapter of the IIBA and he speaks internationally on topics relating to business analysis and business change. Adrian wrote the 2016 book 'Be a Great Problem Solver... Now' and the 2018 book 'Business Analyst'.

ROOM 3   **11:20 - 12:05**

LEADING FROM THE MIDDLE:
INFLUENCING DELIVERY IN TRICKY PROJECTS

10:30 - 11:15   ROOM 3

THE V-MODEL IS DEAD.
LONG LIVE THE V-MODEL!

A V-Model documents relationships between information, and does not restrict the sequence of creation of information. People who thought that a V-Model is not useful or necessary are often dissatisfied with restrictions that they themselves have added to a V-Model, rather than the original intention and essence of a V-Model.

Some people think of a waterfall model when a V-Model is mentioned. And it seems that most people have not read the original article, from which the waterfall model was extracted, from Dr. Winston W. Royce which warns against the simplistic one way step-by-step development with no iterations. Dr. Royce in his article 'Managing the Development of Large Software Systems' highly recommends an iterative and incremental approach.

/ The V-Model represents graphically; ownership of and relationships between information.

/ The V-Model is a static model and does not restrict sequence of creation of artefacts.

/ The V-Model is state-of-the-art.

There are many techniques that we can draw on to analyze, specify and design new innovative business solutions. Yet too often change fails. It is oh-so-easy to deliver everything we were asked to deliver, only to find out that the situation was far more complex than we thought. In many cases the people aspects of change are the hardest, and we draw intuitively on our 'softer' interpersonal skills. We "lead from the middle" and influence without authority. In some cases it may be our interpersonal skills that help enable us to turn a failing project into a resounding success.

In this presentation, we explore some practical techniques for working with stakeholders in tricky, political and conflict-laden situations.

YOU'LL HEAR

/ Practical techniques for stakeholder analysis and engagement

/ Techniques for considering different stakeholders' perspectives

/ Tips for facilitating in situations where stakeholders simply don't agree

/ How to survive – and even thrive – in highly political cultures!

You will walk away with tips and techniques that you can use on your next tricky project!

Lorenz Gareis
MANAGING DIRECTOR ROLAND GAREIS CONSULTING

Lorenz Gareis consults international companies from various industries on the topics of project management and change management, process management as well as business analysis. Together with Roland Gareis, he published the book "PROJECT.PROGRAM.CHANGE" in April 2017, which is available also in English language since August 2018. Lorenz has many years of experience as a consultant, trainer and project manager at an international level. He is a lecturer for project management at the University of Applied Sciences BFI Vienna.

Bart Hoitink
CEO OF NIMO PROJECT MANAGEMENT INSTITUTE

Bart Hoitink (1965) is CEO & co-owner of NIMO Project Management Institute and director and co-founder of The Project Leadership Institute. He is co-author of the book: ´The Project Sponsor. A practical guide for the Project Executive´

Bart dedicates his working life to Project Management Development, focusing on people and their organisations. Being a former project director on water-related projects for an international consultancy firm, he has hands-on experience with the challenges project managers are facing every day. Since 2005, he works at NIMO Project Management Institute; he and his colleagues train project managers, team members and project executives, and help organisations in all industries to improve their project management. The Project Leadership Institute focuses on leadership development for more experienced project managers who want to take themselves, their teams and projects to the next level. Working across the globe for multinational companies inspires Bart and his co-workers to continuously improve and innovate.

13:25 - 14:10   ROOM 3

FORGET BIG CHANGE!
HOW TO FOSTER SUSTAINABLE BENEFITS – BY PROJECTS

ROOM 3   **14:15 - 15:00**

IT TAKES PEOPLE TO MAKE
THE DREAM REALITY

In today's business context, the demand for major change seems to be never-ending. Organizations tend to trigger major change initiatives to tackle challenges like agility, digital transformation etc. These major change initiatives are meant to discontinuously change the identity of these organization, which – more often than not – leads to a paralyzed state of organizations due to the level of complexity associated with these changes.

Managers lose focus, employees lack orientation and motivation and the triggered initiatives cannot create momentum. But there are other ways to implement "changes" in organizations. In our understanding, projects deliver change! So, instead of inflating major change initiatives by increasing the scope and complexity further, why not change the perspective? Focus on the individual projects and put them in a change context. Adapt and integrate values and methods from change management approaches into project management. Empower project organizations and create fast results... and by doing this, let your projects create sustainable business value for your organizations that make at least some of these major change initiatives obsolete.

Changing organizations means changing people. Recognizing and letting go of old habits, making use of each person's qualities and discover new skills.

Even the more traditional industries realize they need to embrace digital transformation. For example in the construction industry, Building Information Modelling is used to design and build a complete office virtually before it is actually built. And in the ship building industry, buyers of custom-built super yachts can walk through their new toy to see their dream become reality, and future captain can check on practicalities such as sighting angles and accessibility of all equipment.

And although everything is possible in the virtual world, it still needs to be made. These projects need a straightforward, structured and stable process. With specialists and craftsmen who are able to work 'first time right' with minimal disturbances. This is also the meeting point of business analysts and project managers, where the digital world meets the physical world – where people meet people.

In this interactive presentation, vivid examples and real-life stories will help you reconsider your own approach, with helpful suggestions for further improvement.

Mladen Stefanovic
SENIOR TECHNOLOGY CONSULTANT, BEARINGPOINT

Scrum Master, Product Owner, Requirements Engineer. He started his career 2008 at one of the leading telecommunications companies in Austria. Now he works as a Technology Consultant for BearingPoint. He supports his customers in product development, software enhancements and many other topics as an Requirements Engineer. In 10 years of professional experience he learns a lot of various methods. A combination of many methods helps him to manage customer requirements and so he is able to find customized solutions for his clients. Theoretical knowledge also as broad experience in many areas of telecommunication collected over the years in various positions and training courses helps him to achieve customer goals.

Mladen provides all his experience in software development and requirements engineering regularly as a speaker.

Cornelius Clemens
TECHNOLOGY CONSULTANT, BEARINGPOINT

Cornelius Clemens has been a Business Analyst at BearingPoint Technology in Vienna since 2018. Previously, he worked as an IT Consultant at Raiffeisen Bank International Vienna. He is Bachelor of Business Informatics, University of Applied Sciences Technikum Vienna.

Wim Debreuck
CEO DEBREUCK NEIRYNCK

Wim's mission is to explore strange new behavior, to seek out new specification and new Business Value and to boldly design new systems where it matters. He is a Business Analyst/Functional Architect and founder of software engineering company Debreuck Neirynck. Where niche systems involving complex planning & calculation demands are being constructed.

He is designing, building & implementing systems for the past 20 years and is Certified Volére and Certified BCS Foundation Business Analysis. Wim has been speaker at BA & Beyond Antwerp 2018, at Seviratus Aureus 2018 and at DDD Europe Amsterdam 2019. He is an active member of the IIBA.

ROOM 3   16:20-17:05

OLD SCHOOL SYSTEM DYNAMICS
IN A DATA SCIENCE FIRST WORLD

How to use a pre-software-age science in new-school software-design where data is everywhere and cheap.

THIS TALK WILL BE COVERING

/ what are system dynamics and what is their value in today's application models

/ how can we use the (same) model for simulation and production monitoring: added value of this kind of monitoring

/ presenting a simple example case and one real life model used by Bridgestone

/ the concept of SD model patterns

The talk will also explain the difference between linear and non-linear event-streams and how to incorporate both into a model.

15:30-16:15   ROOM 3

IS THERE A COOKBOOK FOR HOW TO MIX BA + RE
TO RECEIVE A WELL PREPARED AND PERFECT PO?

For a long period of time the discussion has been going on whether a PO needs support from a BA and/or a RE. Isn't it rather the case that a good PO has to be the perfect mixture of a BA and a RE? Or is it impossible to include all those skills in one person? Shouldn't we prefer the change from I-shaped People to T-shaped People, not only within the development team, but also for POs?

Goal of this insight of our journey is to transport how BA+RE changes in an agile mindset/Framework. We will draw a picture of a PO, which combines characteristics of a BA and a RE and discuss, if that's the route to go. We will transfer the I-Shaped properties of a BA+RE into agile and explain the need of T-Shaped PO´s in a cross-functional team.

Fernando Sánchez Márquez
HEAD OF INNOVATION AT DESIGUAL

Responsible for delivering Desigual's innovation strategy and securing Desigual's leadership position. He enjoys extensive managerial experience, both driving operational projects as well as governance activities. As leader of cross-functional teams at the Microsoft partner Raona, he was responsible for a wide variety of projects for Spanish IBEX35 enterprises. He has a strong technical background, with 18+ years experience as developer, software architect, and IT expert and published numerous Java articles in the magazine PCMania (Springer Verlag). Among other challenges he established the department for quality assurance and governance discipline in Desigual. His target is delivering value, focused on people and collaboration.

Almudena Rodriguez Pardo
BUSINESS AGILITY CONSULTANT, IMPROVEMENT21

Born in Bilbao (Spain), she studied computer science at RWTH University Aachen (Germany). Within 22 years in the telecommunication sector in Ericson, Almudena achieved a strong technical background (as developer, quality coordinator and technical market support engineer) and she was intensively involved as consultant in the Agile transformation and DevOps deployment. Well-known public speaker with international reputation at Agile and DevOps conferences including Agile Tour London, Scan Agile Helsinki, Agile Practitioners Tel Aviv, Delivery of Things World Berlin, Agile Pep Minds Berlin and Conference Agile Spain. She contributes to the Agile community with publications like InfoQ. Actually she is partner at Improvement21 and supports organizations worldwide in their way to Agility and DevOps deployment.

17:15 - 18:00   ROOM 1/2

CLOSING KEYNOTE/ LISTENING TO YOUR DIGITAL CUSTOMER!
EXPLORING AGILITY AT THE FASHION COMPANY DESIGUAL

Introducing Agile methodologies and setting up Scrum/Kanban teams in organizations brings a tremendous change in the way traditional digital business grows. Retail enterprises have been involved in the digital transformation for a long time already... however, is there enough momentum to bring the business closer to the IT technology?

Business priorities are the biggest challenge; how do we keep close to the customer in the fashion sector when deploying digital channels? How does product management prioritize, satisfying the different stakeholders? New initiatives, market research, technological improvement, exploring opportunities... what delights my customer?

This talk is about hands-on experience in the international fashion retailer Desigual, how by breaking the traditional silos of expertise and creating a transparent value-driven product management prioritization scheme, we nurtured a learning culture, increased the efficiency of the Agile teams and boosted business analysis in the era of uncertainty.

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FOR THE NEXT
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