Attend Both Courses With Subject Matter Expert Paul Lalovich For A Deep-Dive Into The Concepts And Application Of Business Architecture Techniques To Transform Your Business With A Strategic & Competitive Advantage

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THE FUNDAMENTALS OF BUSINESS ARCHITECTURE

A Structured, Agile & Pragmatic Approach to Business Design

Key Benefits of Attending

1. Strengthen your business planning processes by applying best practice Business Architecture methods and techniques
2. Create a clear pathway for strategy execution, across the dimensions of People, Process and Technology
3. Develop a Business Model Canvas, translating strategy into operational plans
4. Use a Business Capability Model as an anchor model for a variety of strategic analyses
5. Build a strategically aligned roadmap of business capabilities

3 for 2 offer

5 – 7 April 2020 | Dusit Thani Hotel, Dubai, UAE

6 – 8 December 2020 | Sofitel Dubai Downtown, Dubai, UAE

BUSINESS TRANSFORMATION

Empower & Innovate Your Organisation with Business Architecture

Key Benefits of Attending

1. Use Business Architecture in the planning stages when gathering information to minimise time wasted between business stakeholders and business analysts
2. Develop new insights into situations and apply innovative solutions to problems
3. Make sound, well-informed, and objective decisions to accomplish organisational goals
4. Effectively deal with new information, changing conditions, or unexpected obstacles
5. Significantly lower the number of transformation failures when meeting business strategies and enterprise objectives

3 for 2 offer

8 – 9 April 2020 | Dusit Thani Hotel, Dubai, UAE

9 – 10 December 2020 | Sofitel Dubai Downtown, Dubai, UAE

THE FUNDAMENTALS OF BUSINESS ARCHITECTURE

BUSINESS TRANSFORMATION

MEET YOUR EXPERT INTERNATIONAL COURSE DIRECTOR

Paul Lalovich

Paul Lalovich, MCs, A Business Architect (CBA)® who successfully led and supported business transformations across a variety of industries helping organisations to translate business strategy to necessary business outcomes and deliverables. Paul has worked extensively in the emerging markets of Europe and The Middle East (du, Gazprom, Norconsult and Global Medical Solutions, Sadara Chemical Company, Mercer Consulting, Emirates Nuclear Energy Corporation and more recently Oliver Wyman). Prior to this, during his career in Canada, he worked as an Business Process Outsourcing Consultant with ORIS Creative Solutions supporting many organisations on the Fortune's list of 100 Best Companies to Work for in America.

COMPETENCIES COVERED ON BOTH COURSES

This course is based on practical, field-tested work at numerous businesses, including commercial and government sectors. It applies a standard approach that is outlined in the Business Architecture Guild, Business Architecture Body of Knowledge (BIZBOK™). Delegates will develop a better understanding of the proficiency levels expected from a successful Business Architect in the following areas:

- **Creative Thinking:** Using imagination to develop new insights into situations and applying innovative solutions to problems; designing new methods where established methods and procedures are inapplicable or are unavailable

- **Decision Making:** Making sound, well informed, and objective decisions; perceiving the impact and implications of decisions; committing to action, even in uncertain situations, to accomplish organisational goals; causing change

- **External Awareness:** Identify and understand economic, political, and social trends that affect the organisation

- **Organisational Awareness:** Understand the organisation's mission and functions, and how its social, political, and technological systems work and operate effectively within; this includes the programs, policies, procedures, rules, and regulations of the organisation

- **Flexibility:** Be open to change and new information; adapt to behaviour or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deal with ambiguity

- **Planning and Evaluating:** Organise work, set priorities, and determine resource requirements; determine short- or long-term goals and strategies to achieve them; coordinate with other organisations or parts of the organisation to accomplish goals; monitor progress and evaluates outcomes

COURSE REQUIREMENTS AND CERTIFICATES

Delegates must meet two criteria to be eligible for an Informa Certificate of Completion for a course:

- Satisfactory attendance – delegates must attend all sessions of the course.

- Delegates who miss more than 2 hours of the course sessions will not be eligible to receive a Certificate of Completion.

Delegates who do not meet this criteria will receive an Informa Certificate of Attendance. If delegates have not attended all sessions, the Certificate will clearly state the number of hours attended.

COURSE TIMINGS

Registration will commence at 08:00 on Day One. Course sessions will start promptly at 08:30 and finish at 14:30. There will be two breaks for refreshments and lunch will be served at the end of each day's sessions.

WHO SHOULD ATTEND

These courses will prove extremely beneficial for Business Strategy Experts, Business Planners, Business Transformation leaders, Business Analysts Managers and Business Architects tasked with bringing the practice of Business Architecture into their organisations and using it to achieve real business results. It is also for executives who are struggling to truly transform their business to meet the demands of the new customer and compete in a fast-paced environment

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COURSE OVERVIEW

Business Architecture uniquely enables organisations to explore why they exist and pursue their intentions. This course provides a broad overview of the profession and its practitioners. The programme covers key Business Architecture definitions, concepts and practices with a focus on value delivery. It explores the role and responsibilities of the Business Architect relative to other roles in the organisation. In exploring the notion of purpose, delegates will practice identifying value propositions and considering global, market, and enterprise factors impacting business models. The programme structure focuses on key foundational Business Architecture artefacts with a broad perspective around the role and function, laying the foundation for further learning.

Discover better ways of working by empowering people, developing leaders and innovating your organisation. This course is designed to help you and your organisation to strengthen your business planning process by applying best practice Business Architecture methods and techniques to create a clear pathway for strategy execution, across the dimensions of People, Process and Technology.

COURSE METHODOLOGY

Using a range of highly interactive exercises, this course will help address the Business Architecture concepts, as well as its value proposition and various applications to achieve business results. The learning will be supported with the use of best practice case studies from across a range of industries, tried and tested tools, techniques and templates; all designed to ensure that business disciplines collectively work towards successful strategy execution and organisation positioning.

KEY LEARNING OUTCOMES

On attending this course, delegates will be able to:

1. Strategise and build respective business capabilities such as:
   - Create a Business Motivation Model to structure strategic thinking
   - Create a Business Model Canvas to conceptualise strategic business models
   - Create a Business Capability Model to conceptualise and structure a business
   - Use a capability-based planning approach to shape and operationalise strategy

2. Take an articulate approach in business modelling:
   - Identify key stakeholders and their concerns and determine how to find answers for those concerns
   - Summarise useful ways to engage with stakeholders through a strategic planning process
   - Summarise business modelling techniques and artefacts
   - Use a Business Capability Model as an anchor model for a variety of strategic analyses

3. Build a strategically-aligned roadmap:
   - Summarise a variety of strategic analyses of business capabilities
   - Present a strategic narrative to an executive audience using artefacts to illustrate strategic advice

COURSE OUTLINE

DAY ONE

Module 1: What Is Business Architecture?

- Where does it fit in the business?
- What is the main job of the business architect? – Leading and managing change
- The types of work typically asked of business architects
- Definition of Business Architecture

Module 2: Business Architecture Models And Views

- Lesson 1: Charters, contracts and their role in business architecture
- Lesson 2: Views of business architecture
- Lesson 3: Models for strategy

Group Exercise: Determine the business model canvas for one of the Acme Corporation lines of business – Identify the overall strategy for Acme Corporation.

- Lesson 4: Models for Value

Group Exercise: Determine the value network for one of Acme Corporation's lines of business – Identify each of the three fundamental flows and the value propositions for Acme Corporation's customers.

- Lesson 5: Models for Services

Group Exercise: Create a customer experience map for the gaming line of business – Identify the major touch points and services.

- Lesson 6: Models for Capabilities

Group Exercise: Identify the main level three capabilities for the gaming line of business – Identify key supporting capabilities, but detail only those that directly support a customer or supplier touch point.

- Lesson 7: Models for processes
- Lesson 8: Tying the models together
- Lesson 9: Models vs. deliverables

DAY TWO

Module 3: Performance Measurement

- Lesson 1: Financial measures
- Lesson 2: Activity-based costing
- Lesson 3: Structural performance measures
- Lesson 4: Measuring services, processes, and capabilities
- Lesson 5: Measuring when measuring is hard

Group Exercise: Develop a set of performance measures for Acme Corporation business. Decide what you would measure and determine what you need to know to compute your measures. Actual calculation may not be possible with the information you have, so describe how you would collect it.

Module 4: Strategy And Goal Development

- Lesson 1: Competitive environments
- Lesson 2: Operating models
- Lesson 3: Translate strategy into action
- Lesson 4: Align the organisation to the strategy
- Lesson 5: Plan operations

Group Exercise: Given what you know about Acme Corporation, develop a business model canvas for the company and each of its major businesses. Pick one of those businesses and translate the strategy into operational plans. Identify processes, capabilities, and organisation structures that might need to change and how they would be changed.

DAY THREE

Module 5: Managing Business Capabilities

- Lesson 1: Capabilities as model components
- Lesson 2: Identifying capabilities
- Lesson 3: Organising capabilities

Group Exercise: Identify one or two sets of capabilities based on customer touch points as described on a customer experience map.

Module 6: Managing Business Processes

- Lesson 1: Building the process model
- Lesson 2: Managing processes
- Lesson 3: Improving processes

Group Exercise: Identify the end-to-end (E2E) processes for the gaming business unit. Be sure to cover the full scope of the business unit. Describe how you would monitor the performance of these processes, including the specific measures you would use.

Wrap-Up

BUSINESS TRANSFORMATION
Empower & Innovate Your Organisation With Business Architecture

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COURSE OVERVIEW

The critical role of Business Architecture in enabling a transformational change is becoming increasingly recognised within organisations as well as the business and academic communities. This course offers practical lessons on how forward-thinking organisations are enabling end-to-end planning through execution using Business Architecture. Topics include business impact analysis, solution design and requirements specification and includes how Business Architecture is being incorporated to enable other practices including initiative planning, solution architecture, and scaled agile.

Corporations are investing like never-before in the digital transformation of their organisation. Yet often than not, they do not have much or enough to show for it. IT-driven agile teams tend to work in silos from the rest of their colleagues and too often they do not deliver according to the business strategies and objectives of their company. Business Architecture must be used early on at the planning stages of a business transformational change first to minimise the time that can be wasted between business stakeholders and business analysts while gathering information, second to lower significantly the number of transformation failures before the delivery of solutions that really meet the business strategies and objectives of the enterprise, and finally to make sure that teams from different programs/projects do not deliver conflicting or partly redundant solutions.

COURSE METHODOLOGY

Using a range of highly interactive exercises, this course will help address the Business Architecture concepts, as well as its value proposition and various applications to achieve business results. The learning will be supported with the use of best practice case studies from across a range of industries, tried and tested tools, techniques and templates; all designed to ensure that business disciplines collectively work towards successful strategy execution and organisation positioning.

KEY LEARNING OUTCOMES

Integrating Business Architecture upfront in the strategy execution life cycle is a game changer for business transformation. With Business Architecture, organisations undergoing a business transformation will be able to:

- Clarify and rationalise business direction right away, and communicate one common view across the entire organisation of what the business should look like when the transformation is done

- Create the best solutions in the most efficient way by collectively architecting them for the whole enterprise scope, not piece by piece from each business unit's perspective. Then break the whole thing into initiatives in the right sequence with scopes that do not overlap

- Manage an extremely large scope because Business Architecture gives us a view of the "forest for the trees" so that we can quickly get our arms around what the future organisation needs to look like at a high level. Then we can expand into detail "just in time" at the initiative level as we go

Would you like to run this course in-house?

Tel: +971 4 407 2624
Email: cts@informa.com
www.informa-mea.com/cts

COURSE OUTLINE

DAY ONE

Module 1: Clarify Business Direction And Assess As-Is Business Architecture

- Lesson 1: Understand, rationalise, inform, refine and potentially detail the business direction
- Lesson 2: Identify Business and IT impacts
- Lesson 3: Using the Business Architecture knowledgebase to catalog business capabilities that will need to change like people, processes, technology, business units, products, etc. (within a value stream context)
- Lesson 4: Understanding the full "butterfly effect" of how the operating environment will be impacted by the transformation including processes, system applications, etc.

Group Exercise: See how all of business capabilities of Acme Corporation work today. Mapping business capabilities against the value streams to find redundancy and other challenges. Visualising them in a current state architecture picture(s) and telling the story to build a case for change.

Module 2: Design And Visualise Target State Business Architecture

- Lesson 1: Designing new business capabilities or redesigning existing ones to define the future organisation to meet the transformation objectives
- Lesson 2: Visualising the future state business capabilities and value streams in a target architecture picture(s) and tell the story to gain buy-in

DAY TWO

Module 3: Planning Initiatives And Securing Buy-In

- Lesson 1: Scope and define all initiatives needed to achieve the target architecture and organise them onto a strategic roadmap
- Lesson 2: Defining each business initiative from a business perspective, in terms of the Business Architecture changes that will be made and may result in one or more project later. Multiple business transformations occurring simultaneously, synchronising the target architectures and strategic roadmaps across all of them.

Module 4: In Handoff To Execution Team, Oversee Execution And Measure Results

- Lesson 1: How to secure necessary buy-in and obtain approval from business sponsor(s)/committee(s) and architecture sponsor(s)/committee(s)
- Lesson 2: Clarify business direction; provide a common, actionable view of the future for the enterprise. Communicating the vision widely
- Lesson 3: Driving transformation from a business perspective and create holistic business and IT solutions
- Lesson 4: Manage large scopes leveraging architecture's high-level view and then expand into detail "just in time". Providing direction and oversight to execution teams, to ensure that the results meet the architectural direction and ultimately the original business direction

Group Exercise: Develop a set of performance measures for Acme Corporation business transformation. Decide what you would measure, and determine what you need to know to compute your measures. Actual calculation may not be possible with the information you have, so describe how you would collect it

Wrap-up

THE FUNDAMENTALS OF BUSINESS ARCHITECTURE | BUSINESS TRANSFORMATION

Course	Course Fee Before 26 January 2020	Course Fee Before 1 March 2020	Final Fee
The Fundamentals of Business Architecture 5 - 7 April 2020 (BC8034)	US$ 3,195	US$ 3,695	US$ 4,195
Business Transformation 8 - 9 April 2020 (BC8050)	US$ 2,695	US$ 2,945	US$ 3,195
Both Courses 5 - 9 April 2020 (BC8034/BC8050)	US$ 4,695	US$ 5,195	US$ 5,695

Course	Course Fee Before 27 September 2020	Course Fee Before 1 November 2020	Final Fee
The Fundamentals of Business Architecture 6 - 8 December 2020 (BC8390)	US$ 3,195	US$ 3,695	US$ 4,195
Business Transformation 9 - 10 December 2020 (BC8413)	US$ 2,695	US$ 2,945	US$ 3,195
Both Courses 6 - 10 December 2020 (BC8390/BC8413)	US$ 4,695	US$ 5,195	US$ 5,695

Pricing excludes 5% VAT, which will be charged where applicable

3 for 2 offer Book and pay full fee for two colleagues and the third attends for free

- Not applicable in conjunction with corporate discount
- Payment to be settled before start of the course to avail the offer
- Offers valid on full price final fee registration only

Course fees include documentation, luncheon and refreshments. Delegates who attend all sessions and successfully complete the course requirements, will receive a Certificate of Completion.

All registrations are subject to our terms and conditions which are available at **www.informa-mea.com/terms.** Please read them as they include important information. By submitting your registration you agree to be bound by the terms and conditions in full.

DELEGATE DETAILS

FIRST NAME: _____ SURNAME: _____

JOB TITLE: _____ COMPANY: _____

ADDRESS: _____ POSTAL CODE: _____

COUNTRY: _____ CITY: _____

TEL: _____ MOBILE: _____

EMAIL: _____

BC8034/BC8050/BC8390/BC8413

EVENT VENUE
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PAYMENTS

A confirmation letter and invoice will be sent upon receipt of your registration. Please note that full payment must be received prior to the event. Only those delegates whose fees have been paid in full will be admitted to the event.

AVOID VISA DELAYS – BOOK NOW

Delegates requiring visas should contact the hotel they wish to stay at directly, as soon as possible. Visas for non-GCC nationals may take several weeks to process.

CANCELLATION

- If you are unable to attend, a replacement delegate will be welcomed in your place. If you cancel your registration 57 days or more before the event, you will receive a refund minus a 10% cancellation fee (plus VAT where applicable). Cancellation after 56 days before the event or if you fail to attend the event will be 100% payable. All cancellations must be sent by email to **register-mea@informa.com** marked for the attention of Customer Services Cancellation.

- All registrations are subject to acceptance by Informa Middle East which will be confirmed to you in writing

- Due to unforeseen circumstances, Informa reserves the right to cancel the course, change the programme, alter the venue, speaker or topics

- For full details, please visit **www.informa-mea.com/terms-and-conditions-for-delegates**