17 May 2019 / frankfurt on the main

THE DIGITAL CHANGE – EVERYTHING REMAINS DIFFERENT
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
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.

Christoph Schmied > Page 23

**INTRODUCTION TO THE LESS FRAMEWORK /**

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.

Christoph Schmied > Page 23

**TEAM THINKING – TEAMS FÜR DIE DIGITALISIERUNG GESTALTEN /**

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.


Tim Weilkiens > Page 17 / Kim Nena Duggen > Page 17

**PRODUCT MANAGEMENT FOR BUSINESS ANALYSTS /**

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

Kevin Brennan > Page 20

**SYSTEMS THINKING: A CRUCIAL BA SKILL IN AN UNCERTAIN WORLD /**

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.

Adrian Reed > Page 10

**INTRODUCTION TO THE SCALED AGILE FRAMEWORK /**

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 organization 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.

Almudena Rodriguez Pardo > Page 28

**DESIGN THINKING FOR INNOVATION /**

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.

Norma Acevedo > please see webpage / Almudena Rodriguez Pardo > Page 28

**ROOM 1  14:00 - 18:00**

**ROOM 2  09:00 - 13:00**

**ROOM 3  09:00 - 13:00**

**13:00 - 14:00 NETWORKING AND LUNCH BREAK + + + + + +**

**INTRODUCTION TO THE SCALED AGILE FRAMEWORK /**

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**PRODUCT MANAGEMENT FOR BUSINESS ANALYSTS /**

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**DESIGN THINKING FOR INNOVATION /**

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**DESIGN THINKING FOR INNOVATION /**

Norma Acevedo > please see webpage / Almudena Rodriguez Pardo > Page 28
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<td>LESS – LARGE SCALE SCRUM APPLIED AT AN INSURANCE COMPANY Christoph Schmied &gt; PAGE 10</td>
<td>HOW BUSINESS BENEFITS FROM ARTIFICIAL INTELLIGENCE Martin Böhn &gt; PAGE 16</td>
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<td>HOW TO MASTER THE BALANCING ACT BETWEEN WATERFALL AND SCRUM WITH REQUIREMENTS MANAGEMENT Jörg Glunde &gt; PAGE 14</td>
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<td>IS THERE A COOKBOOK FOR HOW TO MIX BA + RE TO RECEIVE A WELL PREPARED AND PERFECT PO? Mladen Stefanovic/ Cornelius Clemens &gt; PAGE 26</td>
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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.
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 environment which is not used to change quickly. Challenges 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 milestones for the adoption.

Christoph Schmied
TRAINER AT JIPP IT
Dr 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

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).
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 organizations 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 organization 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.

1. First: they need to start leading but seeing themselves as hosts that serve their teams.
2. Second: the need to get involved with their teams, creating a culture of accomplishments and appreciation using Neuroscience.
3. Third: they need to create structures that foster selforganization, by using the Art of Hosting and management frameworks like Holocracy, Scrum and Kanban.
4. Fourth: they need to create a completely new way of acknowledgment of their peers by using positive reinforcement.

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. Consequently the interest for best practices and questions such as “how do we manage the analyst’s team, sharing knowledge, leadership and partnership models arise. We will also discuss about what remains different in the fast changing world.
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 regard RE&M as critical for their project. Even 33 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.

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.
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 consulting 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 a new way of thinking, acting and using information. This requires the right strategy and the right tools.

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 successful 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.
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 – ‘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).
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

15:30-16:15  ROOM 2

**HOW TO LAUNCH A NEW PRODUCT**

Kevin Brennan  STRATEGIS 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.

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.

16:20-17:05  ROOM 2

**INNOVATION SHOW**

**OR HOW BA CAN MAKE YOUR DREAMS COME TRUE**

**TRACK2/ HUMANIZING CX**

Page 21
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 will walk away with tips and techniques that you can use on your next tricky project!
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 organizations, 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 is 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.
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? Should 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/Frame-work. 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.

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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.

**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 23 years in the telecommunication sector in Ericsson, Almudena achieved a strong technical background (as developer, quality coordinator and technical market support engineer) and she was intently 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.

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**CLOSING KEYNOTE/ LISTENING TO YOUR DIGITAL CUSTOMER!**

**EXPLORING AGILITY AT THE FASHION COMPANY DESIGUAL**

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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.
THANK YOU FOR JOINING & SEE YOU IN 2020 FOR THE NEXT BA-DAY

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