Many Enterprise Architecture frameworks, such as TOGAF®, include Business Architecture as a subset. Acknowledging the variation of scope across different organisations, we take the widest, business-driven view. Hence our title of Business & Enterprise Architecture encompasses business and operating models, capabilities, organisational design and leadership styles as well as process, information and technology architectures.

Our content reflects this goal by focusing on the professional, business and management elements utilising innovative digital technologies rather than detailed technical design.

This programme will help you to gain real insights into how architectural expertise guides the transformation of an organisation.

Leverage Enterprise Architecture to build in business agility and operational excellence
Companie, particularly those with international operations, are facing major challenges. Their need to deal with complexity increases risks and costs, at a time when most are under pressure to reduce these. At the same time they need to be agile in reacting to market changes and delivering quickly. Responding to these challenges requires sharing of best practice and the right balance of synergy to avoid duplication of effort, while preserving local autonomy.

The Professional Programme in Business & Enterprise Architecture evaluates these challenges and responses from the viewpoint of key stakeholders in order to increase the capability of Enterprise Architects.

Most companies recognise the key role of Enterprises Architects in developing a winning enterprise model through a good understanding of the business strategy and their ability to design agile business and IT operations that achieve lasting superior performance.

We also highlight the growing role and importance of Business Architects in this area. This programme is specifically designed to enhance their skills as well as helping others with relevant experience to migrate to EA and BA roles.

The role of the enterprise architect requires a wide knowledge of the business and of the opportunities that arise from an innovative use of information technology.

The objective of the programme is to help enterprise architects acquire and develop their knowledge of enterprise architecture as well as enhance the required behavioural skills.

Define Strategy & Enterprise Architecture

Implement Business & Enterprise Architecture

Design Enterprise Architecture Solutions

The programme will aim at:

- Acquiring a clear understanding of business strategy and the required business design to execute it successfully
- Understanding and mastering best practices in Enterprise Architecture
- Developing an up to date knowledge of other key disciplines in Information Management (such as Demand Management, Global Sourcing and Governance) and what they imply for an Enterprise Architect
The programme is intended for professionals in charge of Enterprise Architecture or wishing to evolve towards this position.

Participants will come mainly from “demand” organisations of many different industries. Our goal is to have the participants represent a rich diversity of businesses and countries, thus bringing a wealth of experience to the programme.

Participants will typically have a good first degree or an equivalent professional qualification and a minimum of 3 years experience; however applications are welcomed from individuals with substantial knowledge, experience and skills in a relevant field who do not meet these requirements.

The Professional Programme in Business & Enterprise Architecture is the result of a highly interactive and demand-driven design.

It has been developed by leading business schools under the sponsorship of EuroCIO with the involvement of enterprise architects working for top European companies. It is aligned with EuroCIO’s e-competence matrix and is the first professional training launched by EuroCIO in its Executive Education Programme, in line with CIOs priority on Enterprise Architecture. It is a programme primarily designed for Enterprise Architects in the “demand” organisations of large European companies.

The programme involves business schools from different locations in Europe delivering training both on the techniques and management of enterprise architecture. It combines the best practices with innovative content delivered by Henley Business School, TIAS School for Business and Society (Tilburg university) and TUM School of Management (Munich), who have vast experience in training professionals and executives in Business Management and Enterprise Information Management.

The training will also include sessions on behavioural skills (such as Communication, Problem Solving, Negotiation, Working in Teams) set in an Enterprise Architecture context to enhance performance in the cross functional role of the enterprise architect.

- A truly pan-European Learning Experience, taking place in several countries, and an opportunity to exchange with the best Enterprise Architecture professionals and thought leaders from all over Europe and across industries.
- You will be guided to the frontiers of knowledge and skills in Business & Enterprise Architecture
- You will be supported to increase your business impact on your organisation
“The role of the enterprise architect is key in developing a winning enterprise model through a thorough understanding of the business strategy and their ability to design agile business and IT operations that achieve lasting superior performance. It requires a wide knowledge of the business and of the opportunities that arise from an innovative use of information technology. Surveys of the CIO community have shown that the enterprise architect is the single most scarce profile in corporate information management. We need professionalism in such important roles and hence the European CIO Association is establishing the Professional Program in Business & Enterprise Architecture.”

Michael Gorriz  
CIO Daimler AG  
President European CIO Association

“Participants of the Professional Programme in Business & Enterprise Architecture will be empowered to drive true business change. To this end the participants are exposed to all disciplines in Corporate Information Management, always discussed in the architecture context. It is a clear signal from the CIO community that this rounded skill set is rare and hence that our programme develops skills which are highly relevant. We are very excited to be able to co-operate closely with the leading European business schools to develop such a diversified content”.

Paul Costelloe  
Director of Executive Education, EuroCIO  
Former Head of Corporate IT for Prudential

“The EA programme provides a very broad scope of key topics that are most crucial for the successful management of IT as a function. Taking a holistic view, it goes beyond the traditional understanding of architecture. Individuals are being prepared to manage information technology in the context of wide-ranging business objectives towards becoming a real contributor to execute business strategy. This includes to apply information technology in the most effective way to business, as well as to drive IT itself to higher levels of maturity. IT professionals rarely have the opportunity to learn all of this on the job, therefore this programme is aiming to help our professionals to gain this knowledge in a very structured and time-boxed way.”

Daniel Hartert  
CEO Bayer Business Services & CIO Bayer

“What we aim for with this course is to bring the latest architectural knowledge at the Business and IT side together under one cover. It is thus not a technical course like existing architecture courses. The innovative CIO needs top architects understanding the Business and IT worlds, the famous dual thinkers, to be able to develop not only new systems for the business but sometimes radically renewing the business processes as such thanks to new technology. While the CIO is becoming more and more a business Chief, leading in applying new technology or changing existing structures, his staff should follow in that same direction. This course aims at that new architecture position, thus a challenge for those who want to make the difference for their company”.

Peter Hagedoorn  
Secretary-General European CIO Association  
Former CIO Océ, former chairman CIO-Platform Netherlands, CIO-Award winner Netherlands
The 18 month programme comprises three stages each of three modules. The stages progressively address the Strategy, Solutions and Implementation of Business & Enterprise Architecture. Together, the 9 modules span all of the 7 disciplines of EuroCIO’s e-competence matrix covering the key elements of Corporate Information Management. Hence programme members will receive a broad education in Business IT Management as well as specific professional expertise in Business & Enterprise Architecture.

**STAGE 1**
- Define strategy & enterprise architecture
- Strategy & Business Design
- Enterprise Architecture Scope
- Governance

**STAGE 2**
- Design enterprise architecture solutions
- Demand Management
- Enterprise Architecture Design
- Global Sourcing

**STAGE 3**
- Implement business & enterprise architecture
- Programme Management
- Enterprise Architecture Implementation
- Support & Execution

We offer you an integrated and user-focused learning experience with a rich blend of inspirational lectures, e-learning facilities, (real-life) cases, guest speakers, assignments, peer- to-peer presentations and opportunities for networking and reflection.
This module reviews best practice thinking in how to align and integrate an IT strategy with a business strategy. We introduce a range of tools to analyse the strategic position and responses of an organisation considering both external market and internal capability perspectives. The IT strategy can be generated from a selection of processes and sources; we consider which of these are most relevant depending on the position of the organisation.

A clear link is made between the business strategy and the target business design. Similarly we consider the importance of enterprise architecture to both the business design and the IT strategy. Organisations need to exploit innovations both in the business design and emerging technologies; we consider both process and cultural enablers for these innovations. Finally we assess how enterprise architecture is viewed in relation to innovation.
Analysing the strategic drivers of one of the Bayer Subgroups and having intensive conversations with some key stakeholders in the company helped me to link the academic content with the practical experience and to understand the current development stage of the Subgroup regarding B&EA. Being able to answer the assignment questions through the learned content in this module is a step forward in becoming a holistic IT manager which is a very important aspect of my own development.

Ana María Núñez de Arzt
Engineer, MBA / Bayer Business Services GmbH

This module focuses on the design of Enterprise Architectures: From the analysis and modelling of a baseline situation to the design of a target architecture for the enterprise. Various techniques will be developed: Enterprise Architecture requirements management, Business and IT modelling. Links between Business Architecture, Application Architecture and IT architecture will be emphasized. Other key elements of the module include: Interoperability and integration between various parts of the business and its partners, modular design and SOA, standardization, and how a suitable enterprise architecture can be maintained over time.

Global Sourcing

Concentrating on core business has become a trend in many industries. This means that those activities that are not core to the business are potentially outsourced to specialized suppliers. Consequently outsourcing and insourcing are causing fundamental changes in the way companies are configured.

This module focuses on the sourcing decision and, in case of outsourcing to one or more service providers, on special governance arrangements that have to be put in place. Special attention will be paid to the architecture of value webs and how a good architecture will contribute to a successful sourcing policy.

Programme Management

This module deals with the management of IT-enabled business change as it moves from an initiative to a programme. This module identifies when a programme management methodology is needed to supplement a project management approach. It explores how project management is combined with solution development with different lifecycles. The tensions between delivering the enterprise architecture and delivering the business change are considered.

The module also reviews the people aspects of business change and the importance of managing expectations through the transition stages. Finally, organisational progression in project and programme management is assessed through a maturity model.

Support & Execution

Systems being implemented become part of the portfolio of existing systems and IT infrastructure on which the organisation relies for its day-to-day operations. In the daily operational activities, the delivery of IT services must be organised and managed to ensure quality, reliability, security, responsiveness, flexibility and compliance. This module includes the design of internal service provisioning, service level agreements (SLA), the management of the relationship between internal and external service providers, security and risk management. Having an Enterprise Architecture in place will impact the efficiency of support and execution; the relationship between architectural choices (including having no Enterprise Architecture) and the ‘economics’ of support and execution will be discussed.

“Analysing the strategic drivers of one of the Bayer Subgroups and having intensive conversations with some key stakeholders in the company helped me to link the academic content with the practical experience and to understand the current development stage of the Subgroup regarding B&EA. Being able to answer the assignment questions through the learned content in this module is a step forward in becoming a holistic IT manager which is a very important aspect of my own development.”

Ana María Núñez de Arzt
Engineer, MBA / Bayer Business Services GmbH
Professor Sharm Manwani
*Henley Business School*

Dr Sharm Manwani is Executive Professor of IT Leadership at Henley Business School. Previously he held European CIO roles at Diageo and Electrolux while obtaining his MBA and Doctorate at Henley. During this period he led a number of international business change programmes driving mergers, restructuring, business process redesign and key account management. In each case, these were enabled by transformation of the enterprise architecture.

Prof Manwani created and leads the Masters in Enterprise Information Management which has delivered significant organisational benefits for Deutsche Telekom and is recognised as best practice. He communicates extensively on IT leadership through conferences, media, webinars and his blog. His research interests span strategy, enterprise architecture, business change, project and service management in international environments.

Professor Piet Ribbers
*TIAS School for Business and Society / Tilburg University*

Piet Ribbers holds the chair of Information Management at Tilburg University, The Netherlands, where he also is the Head of Department of Information Systems and Management. From 1991 till 1994 he held a position as affiliated Professor of Information Management at Washington University in St. Louis, Missouri (USA). His interests span management of information technology (in particular questions related to alignment and information economics), inter-organisational systems (in particular electronic commerce), and the strategic and organisational consequences of the use of Information Technology. He is active as researcher, lecturer and consultant. He supervised more than 20 PhD theses and has contributed articles in this field to professional national and international journals and has (co-)authored several books. He is active at international conferences in Information Systems (ECIS, HICSS, ICIS), and is a member of the editorial board of “Information & Management – The international Journal of Information Systems applications”. He has also participated in research programs of the European Commission. As a consultant he has worked with companies like Brunel, Nolan Norton, and ING-groups especially in outsourcing, scenario development and information economics.

Professor Helmut Krcmar
*TUM School of Management (Munich)*

Helmut Krcmar holds the Chair for Information Systems, Faculty of Informatics, Technische Universität München (TUM), Germany. He is also Academic Director of the Executive Education Center of TUM School of Management.

He received a Ph.D. in business administration (University of Saarbrücken) and has worked as Post Doctoral Fellow at the IBM Los Angeles Scientific Center and as Assistant Professor of Information Systems ( Leonard Stern Graduate School of Business, New York University and Baruch College, City University of New York). 1987 to 2002 he held the Chair for Information Systems, Hohenheim University, Stuttgart, Germany, where he served as Dean of the Faculty of Business, Economics and Social Sciences from 2000 to 2002.

His research interests include Information and Knowledge Management, IT-enabled Value webs, Service Management, Computer Supported Cooperative Work and Information Systems in Health Care and eGovernment.
The European CIO Association

The European CIO Association is a not-for-profit organisation headquartered in Brussels acting as a professional platform for the CIO community of European corporations and National CIO bodies. The Association’s purpose consists of developing visions and sharing experiences at European level for the optimum use of IT for business advantage within member’s entities. The Association provides its members with a coordinated platform of services for helping them to professionalise the function of Chief Information Officer including their key staff and stakeholders.

The Association’s purpose further consists of acting as the representative of the European IT-demand and CIO community towards the outside world. It collaborates with the different bodies of the European Commission to represent the views of its members. For example, it is contributing to the development of e-Leadership skills in European forums.

EuroCIO works with the IT industry to provide a consistent and authoritative voice for its hundreds of associated members in liaising with global suppliers. There is a commitment towards developing and promoting European standards such as the e-Competence Framework. As an example, EuroCIO is constructing an Executive Education portfolio targeted at the CIO community.

One of these programmes is the Professional Programme in Business & Enterprise Architecture which forms part of a broader framework of Executive Education. Together with leading business schools, EuroCIO is developing a comprehensive European offering for the education of professional ICT practitioners, targeted at a wide range of people (from business and IT) to fill existing and future vacancies at professional, managerial and executive levels.

The European CIO Association has a membership and partnership agreement with many National Bodies including:

- CIGREF (France)
- AICA (Italy)
- CIO Forum (Sweden)
- VOICE e.V. (Germany)
- CIOforum Belgian Business (Belgium)
- CIO Platform (The Netherlands)
- TÜBİYAD (Turkey)
- Corporate IT Forum (United Kingdom)

Through this strong network, the Association aims to be at the leading edge of innovation in ways to support the CIO community across Europe.

Compliant with the e-Skills Program of the European Commission

This course is compliant with the e-Skills program of the European Commission, including the e-Competence Framework, related ICT-job profiles and emerging quality and certification standards. Therefore the skills acquired should be recognised across Europe.
Henley Business School

Founded in 1945, Henley was the first business school in the UK and one of the few business schools worldwide to hold triple-accredited status from the major UK, European and US awarding bodies (AMBA, EQUIS, AACSB).

Henley is the world’s third largest provider of MBA education and its programme portfolio includes a range of undergraduate & postgraduate degrees, a world-class DBA & a wide range of executive education programmes. Henley’s global presence and reputation as a leading international business school are reflected throughout all aspects of its work; from the highly diverse faculty, in both background and expertise, to programmes which draw participants from more than 130 countries.

Henley draws on an international network of associates and collaborative partners, multi-national corporate clients who work with us on bespoke programmes and an alumni organisation featuring 30,000 members from every corner of the globe.

As a result of its heritage and experience, Henley has an impressive track record of growing leaders and developing managers to make the right choices for their organisations and for the society in which they live.

TIAS School for Business and Society

At TIAS we believe that business and society are interdependent. Today’s insights are not tomorrows solutions. We therefore focus on developing critical and inquisitive students. An attitude that inspires them to ask the questions that get to the truth of the matter and pursue the answers that will impact organizations, business and society.

We are the business school of Tilburg University and Eindhoven University of Technology. Our programs are internationally recognized. By participants, by organizations which choose company specific programs and in media rankings. The Financial Times ranks us one of the top European business schools.

Own research

Forming new perspectives takes more than high-qualitative education alone. It also takes in-depth research. TIAS draws upon a resource of over 100 professors and lectures. They have extensive experience in both research and business.

TUM School of Management (Munich)

The Technical University of München (TUM), founded in 1868 (by King Ludwig II. of Bavaria), was honored as one of the most excellent universities of Germany and is one of the leading European universities as well. It comprises diverse locations in greater München with 500 professors, 10,000 staff members and more than 36,000 students. Additionally, the TUM is also present outside of München and beyond the borders of Germany.

TUM School of Management at Technische Universität München (TUM) carries out world-class research and teaching at the interface between management and technology. Since its establishment in 2002 TUM School of Management has successfully carried out interdisciplinary and interfaculty research and has successfully cooperated with external research facilities. The faculty has almost 30 full professors and 250 other staff members who work in the School’s own departments. For years, TUM School of Management has held one of the top positions in the CHE University Rankings. In 2012, German business newspaper Handelsblatt named us the best business faculty in Germany. Both are leading rankings of German higher education institutions.

In 2014 followed the accreditation of the Bachelor’s program by EPAS.

The Executive Education Center of TUM School of Management offers a wide range of educational programs for Executives: Several Executive MBA programs, certificate programs, executives trainings and special designed customized programs for companies. Contents are oriented towards the school's main teaching and research topics, ensuring the latest research results in core areas to find their way directly into practice.
Due to the international nature of both participants and faculty the Professional Programme in Business & Enterprise Architecture is taught in English, hence demonstrable proficiency will be required in speaking and writing English.

Application procedure
You must submit:
- a completed application form
- a Curriculum Vitae (resume)
You will be invited for an information session and admissions interview with the Academic Director. This interview is intended to determine whether your expectations fit with the programme and whether there would be a fit with the envisioned group.

Contact
Should you have any questions about the application process or want personal advice to optimise the return on your participation in this programme, please contact us.

Programme Advice
- TUM School of Management Executive Education Center
  Tel: + 49 (0) 89 289 28474
  E-mail: info.eec@wi.tum.de
- Henley Business School (UK)
  Tel: +44 (0) 118 378 6606
  E-mail: bisa@henley.reading.ac.uk
- TIAS School for Business and Society (Netherlands)
  Tel: +31 (0) 134668692
  E-mail: information@tias.edu

Fees
Your investment in participating in the Professional Programme in Business & Enterprise Architecture is €25,000 (or €10,000 for a single stage of three modules). Members of the European CIO Association, the associated National Bodies, Alumni of Henley Business School, TIAS School for Business and Society and TUM School for Management enjoy a 20% discount on total programme or 10% on a single stage.
The programme cost includes lunch but excludes accommodation and dinner costs.
No VAT is charged.

Duration
This programme is part-time. It comprises 9 modules of 4 days and is scheduled over about 18 months.

Location
Courses are planned to take places in three different sites:
• Henley Business School, Henley-on-Thames, UK
• TIAS School for Business and Society, Tilburg, the Netherlands
• TU München, Garching near Munich, Germany

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