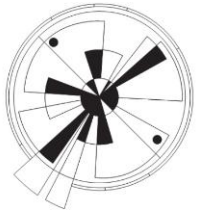




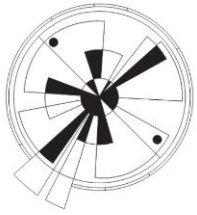
**“If you can run the company  
a bit more collaboratively,  
you get a better result...”**

The BRM Perspective  
Presented by  
Keith D. Sutherland  
for itSMF USA Heartland LIG



# *Acknowledgements*

- ▶ Service Management Dynamix™, LLC, is a South Carolina based organization, with offices in Rock Hill, SC and Peoria, IL. SMDx is dedicated to delivering high-quality IT Service Management training & consulting, largely based on ITIL®, and other frameworks, methodologies, and standards.
- ▶ IT Infrastructure Library® and ITIL® are registered trade marks of Axelos Limited. [www.axelos.com](http://www.axelos.com)
- ▶ Forrester Research
- ▶ Bob Grinsell, Blue Cross Blue Shield, Minnesota  
[robert\\_grinsell@bluecrossmn.com](mailto:robert_grinsell@bluecrossmn.com)

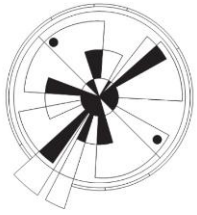


# *Opening comments*

- ▶ “If you can run the company a bit more collaboratively, you get a better result...” – Larry Page

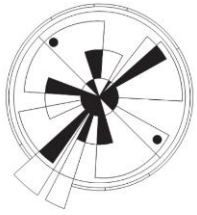


- ▶ “Accountability without authority doesn’t work”



# *Presentation Objectives*


- ▶ To understand the fundamental ideas within ITIL® related to the BRM process and role
- ▶ The importance of the role of the BRM within the governance of the IT service provider
- ▶ How the BRM role is engaged throughout the Service Lifecycle
- ▶ Assessing the maturity of the BRM process and those performing the role

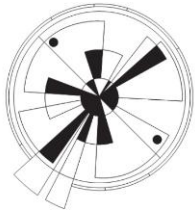


# *Fundamentals*

VISUAL  
SEE IT 

AUDITORY  
HEAR IT 

KINESTHETIC  
DO IT 



# Reminder: *Service Definition*

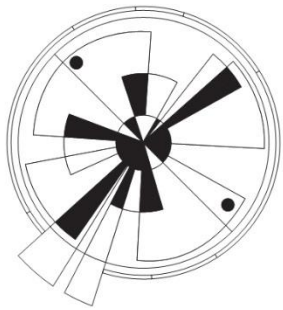
A Service is a means of delivering value to customers by facilitating outcomes they want to achieve without the specific ownership of the costs and risks to make the service happen.

Utility (Functional Requirements): What the customer gets

Warranty (Non-functional Requirements): How well it is delivered

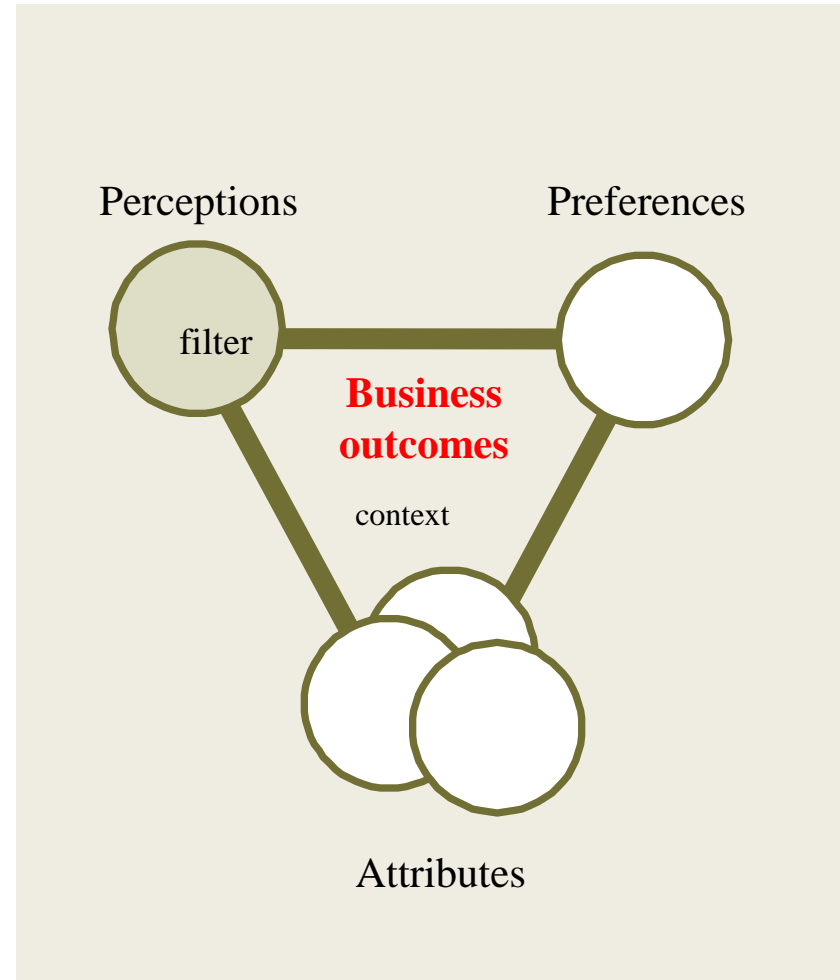


Value created

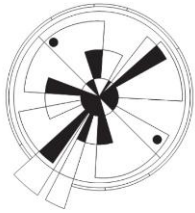


# Service Strategy – Value Creation

- Value is defined by both **business outcomes** and **perceptions**
- Perceptions are influenced by **service attributes** and **customer's self image**
- The **customer** defines and differentiates value
- Service providers must ***demonstrate*** value, ***Influence*** perceptions and ***respond*** to preferences



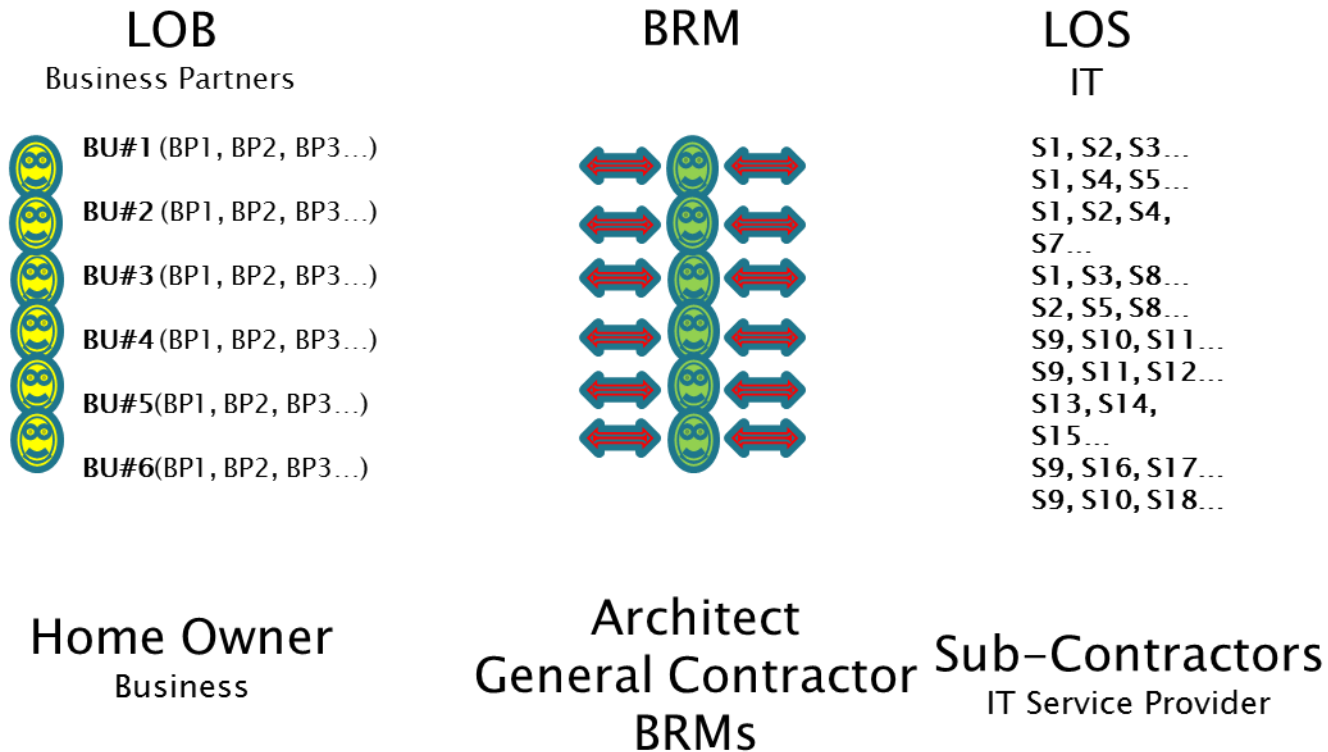
***What customers value is frequently different from what the Service Provider believes it delivers.***

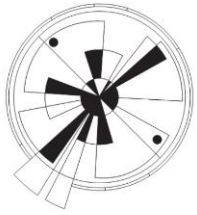


# Supporting Outcomes

Map the LOB/LOS to the Build a Home Analogy

Build a House

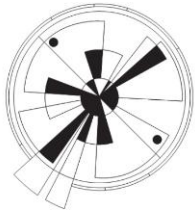




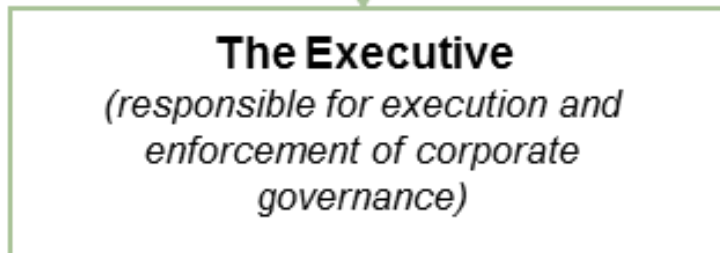
# *Governance*



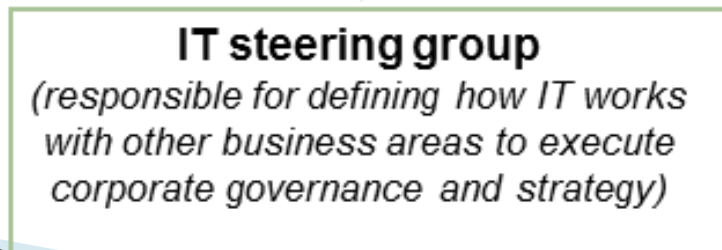
# Governance bodies



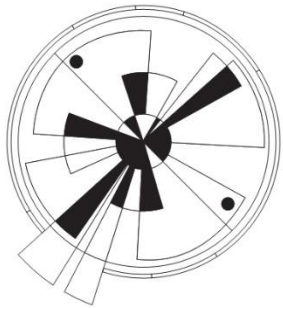
Chairperson  
Company secretary  
Treasurer  
Corporate officers



Chief executive officer  
Chief financial officer  
Chief operations officer  
Chief administrative officer  
Chief marketing officer  
Chief information officer  
Senior business executives

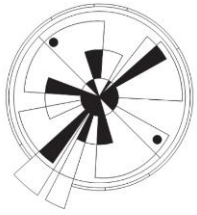


Chief information officer  
Chief information officer direct reports  
Business leaders  
Business relationship managers

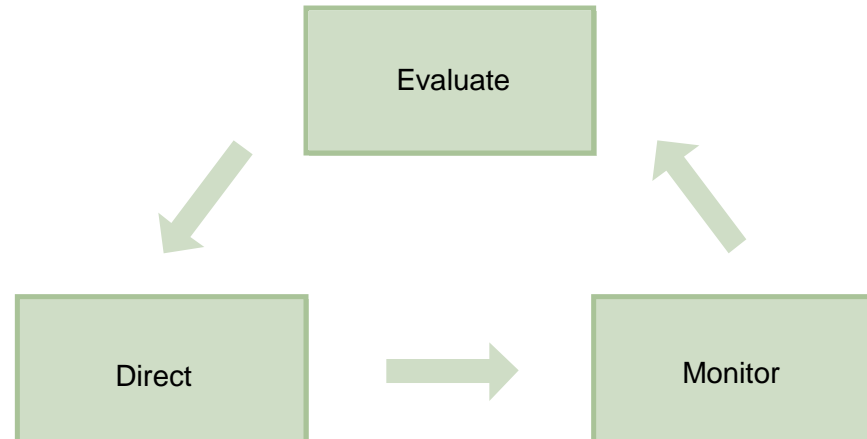


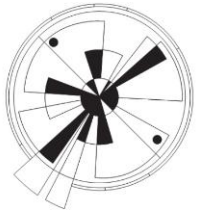
# IT Steering Group (ISG)

- Reviewing business and IT plans
- Demand planning
- Project authorization and prioritization
- Review of projects:
- Potential outsourcing
- Business/IT strategy review
- Business Continuity and IT Service Continuity
- Policies and standards

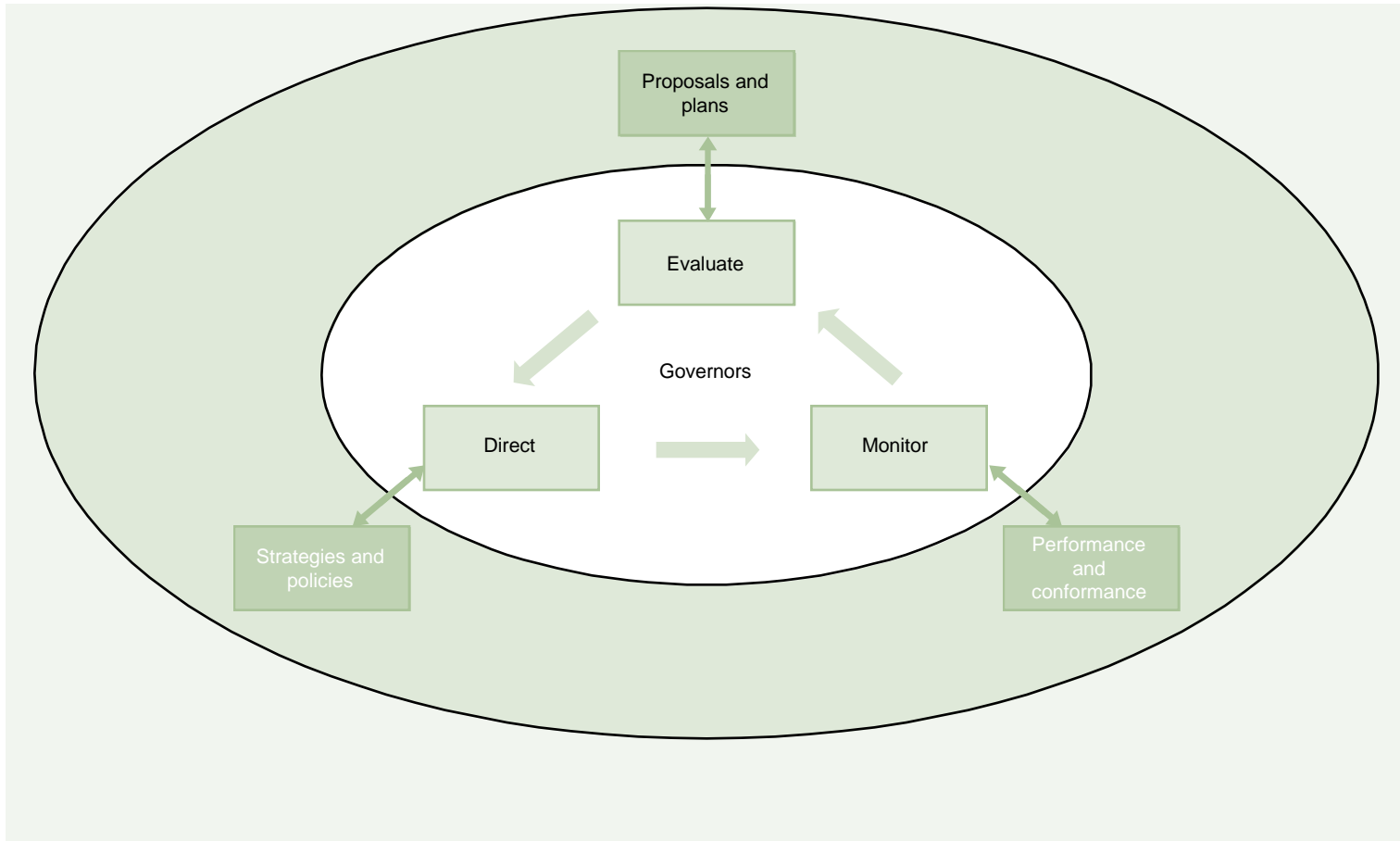


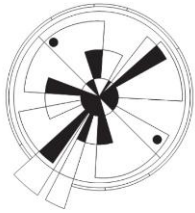
# The BRM Role is key to the IT Steering Group (ISG)



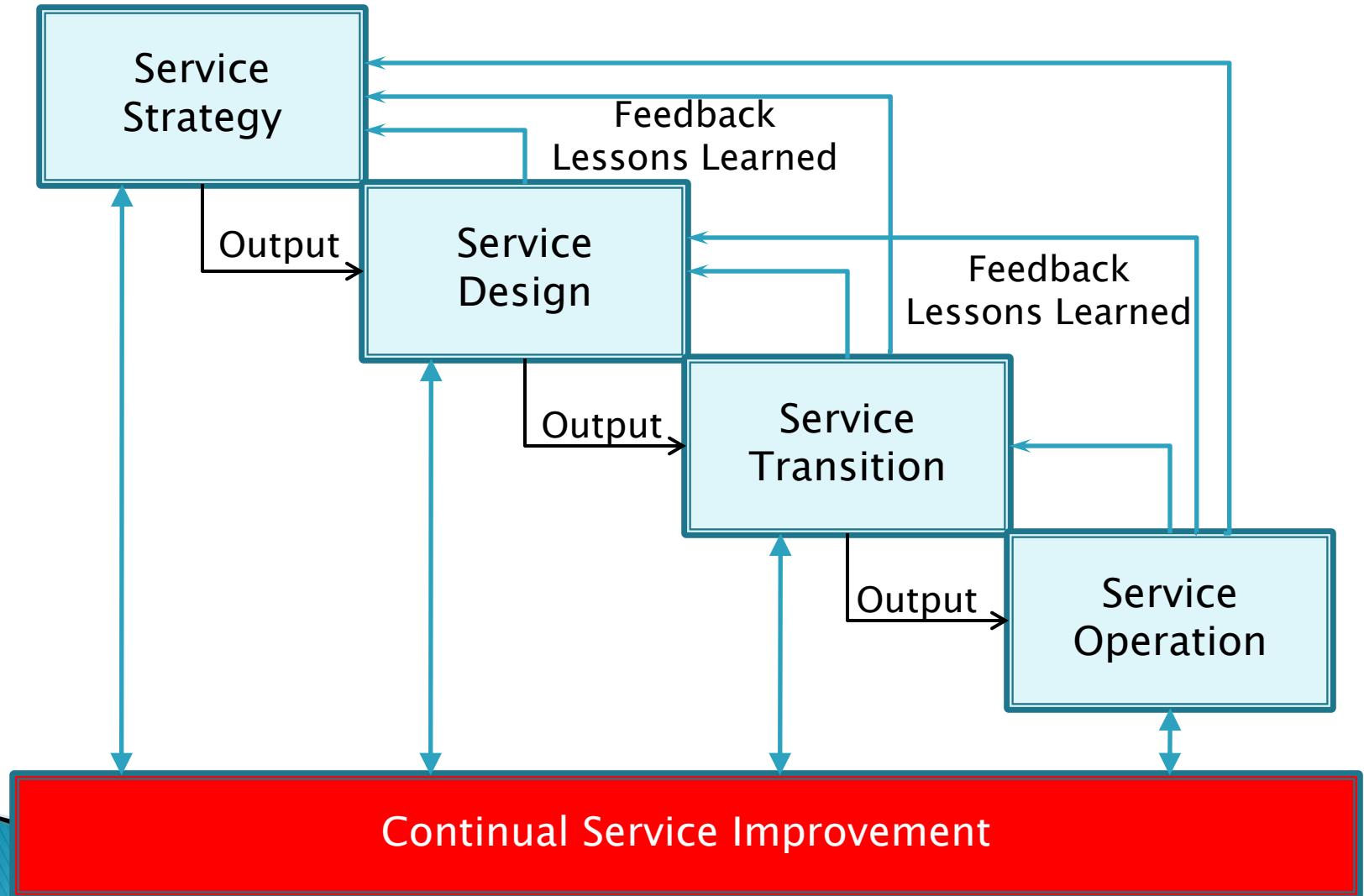


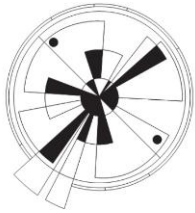
# The BRM Role is key to the IT Steering Group (ISG)





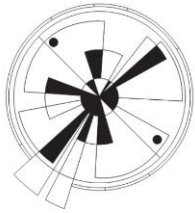
# *The Service Lifecycle – A complex continuous closed loop system*





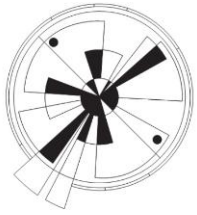
# ITIL<sup>®</sup> Processes – by Lifecycle Phase

Service Strategy	Service Design	Service Transition	Service Operation	Continual Service Improvement
Demand Management	Service Catalog Management	Change Management	Event Management	Seven Step Improvement
Financial Management	Service Level Management	Service Asset and Configuration Management	Incident Management	
Service Portfolio Management	Availability Management	Release and Deployment Management	Problem Management	
Business Relationship Management	Capacity Management	Knowledge Management	Request Fulfillment	
Strategy Management	IT Service Continuity Management	Service Validation and Testing	Access Management	
	Information Security Management	Change Evaluation		
	Supplier Management	Transition Planning & Support		
	Design Coordination			



# ITIL® Processes – BRM ‘heavy’

Service Strategy	Service Design	Service Transition	Service Operation	Continual Service Improvement
Demand Management	Service Catalog Management	Change Management	Event Management	Seven Step Improvement
Financial Management	Service Level Management	Service Asset and Configuration Management	Incident Management	
Service Portfolio Management	Availability Management	Release and Deployment Management	Problem Management	
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	Supplier Management	Transition Planning & Support		
	Design Coordination			

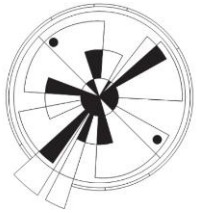


# *Business Relationship Management*

“The prime objective of Business Relationship Management is to provide links between the IT Service Provider and the customer at the strategic and tactical level.”

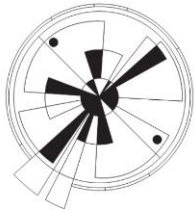
- ▶ The ***Role*** – Establish and maintain a partnership between the IT Service Provider and the Business Customers, solely based on understanding the customer and their needs.
- ▶ The ***Process*** – Ensure that the IT Service Provider is able to meet the evolving needs of the business.

***Emphasize aligning business objectives with the activities of the Service Provider.***



# *Generic BRM Role Description*

The IT Business Relationship Manager (BRM) is responsible for customer advocacy and business and IT alignment across the business. The position is accountable for working with the business to develop technology strategies and capital plans that meet business needs and support the company's goals and objectives. The BRM will act as a strategic partner for the business areas and is accountable for portfolio delivery and establishing partnerships with key business customers to identify opportunities for improving processes and business outcomes via technology. The BRM position requires a depth of understanding of business processes and the associated IT services that are necessary to meet business needs. Evaluating options, recommending solutions, securing funding and coordinate successful implementation are all key attributes for this role.

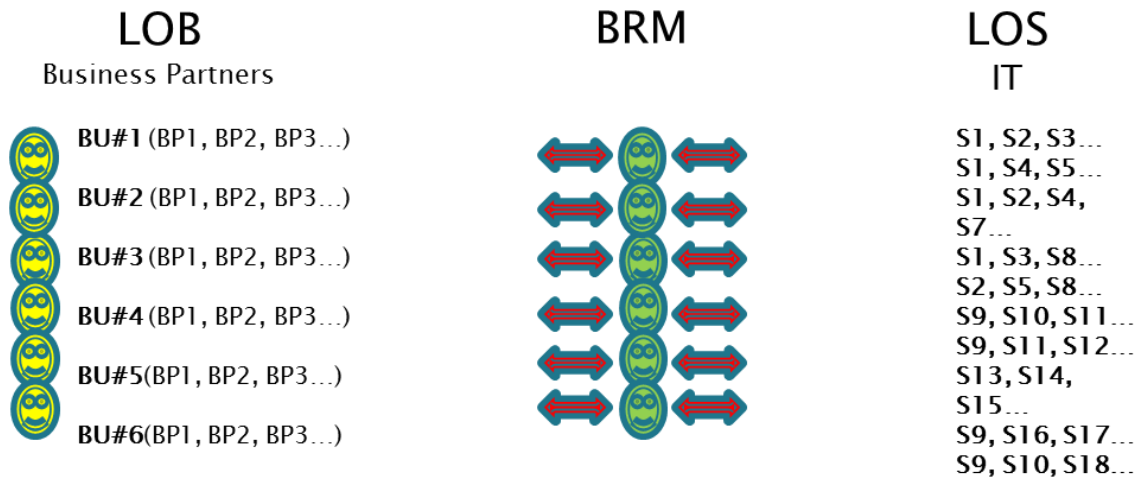


# ...keeping a finger on the pulse

## Supporting Outcomes

Map the LOB/LOS to the Build a Home Analogy

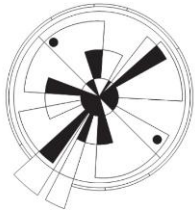
Build a House



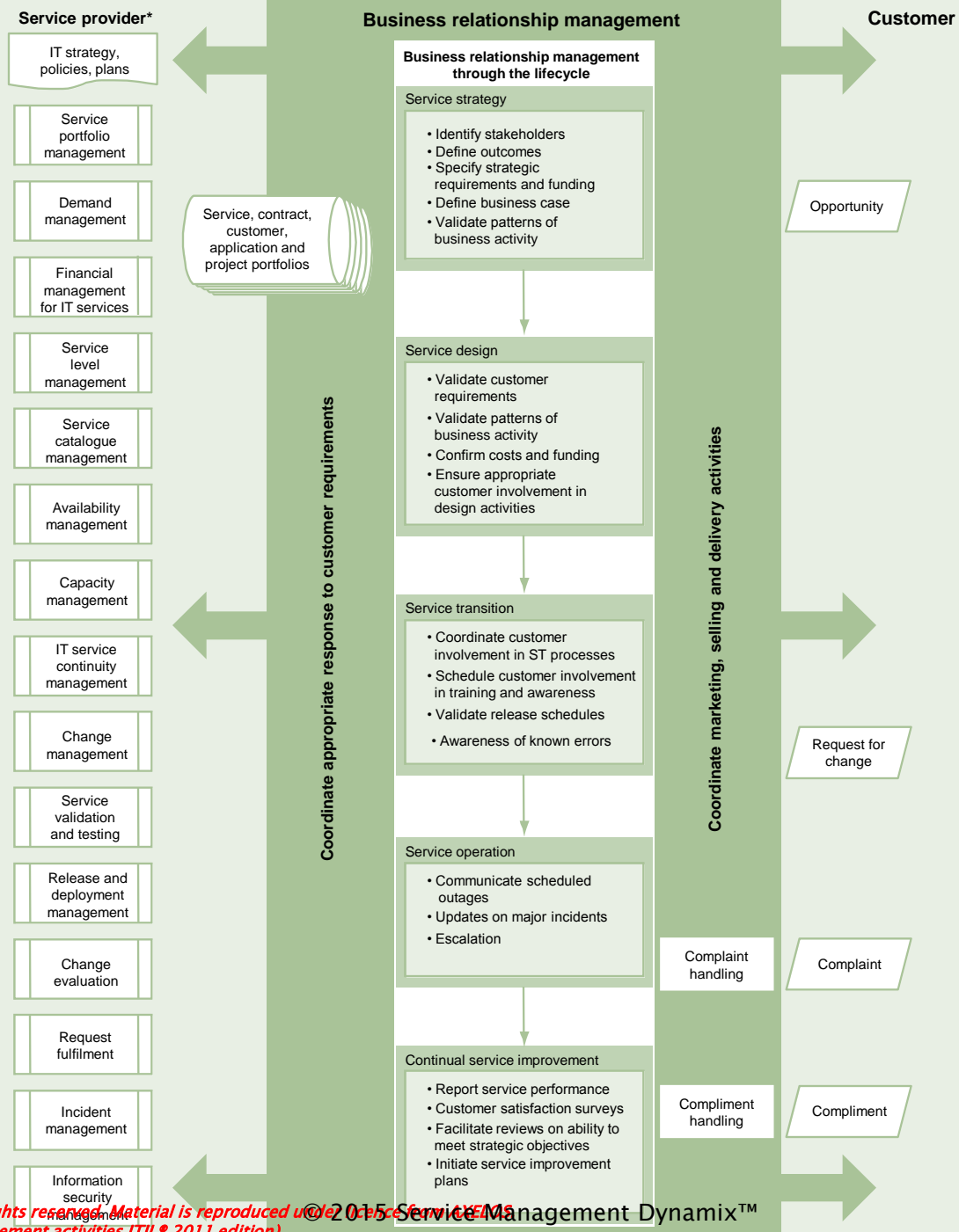
Home Owner  
Business

Architect  
General Contractor  
BRMs

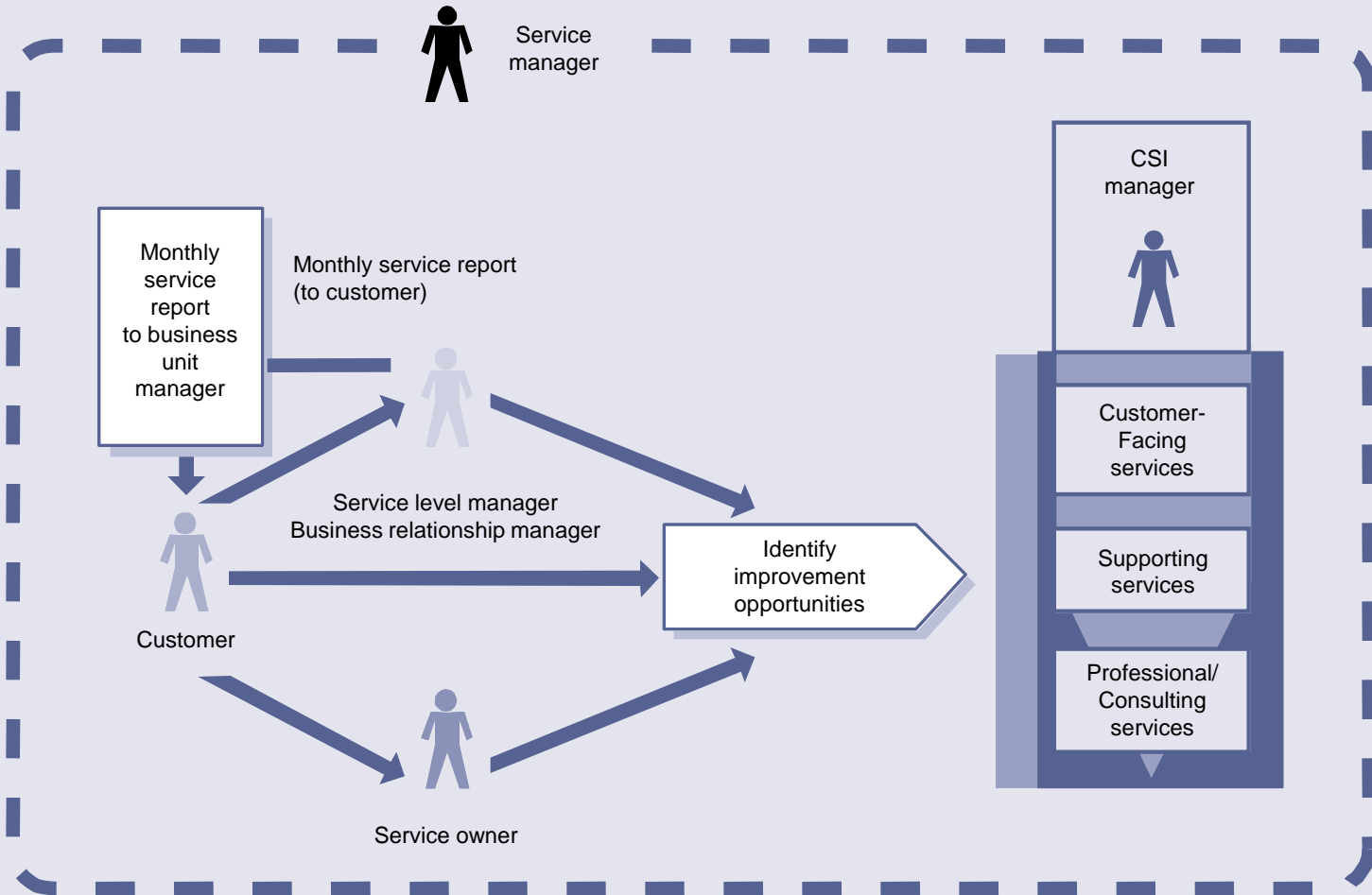
Sub-Contractors  
IT Service Provider

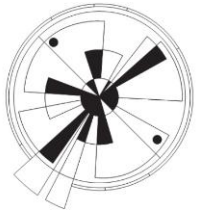


# Business relationship management process activities



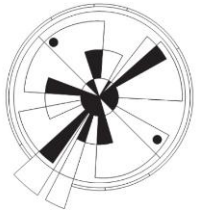
\* Only a sample of activities and processes are illustrated





# *Improvement*

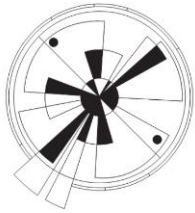




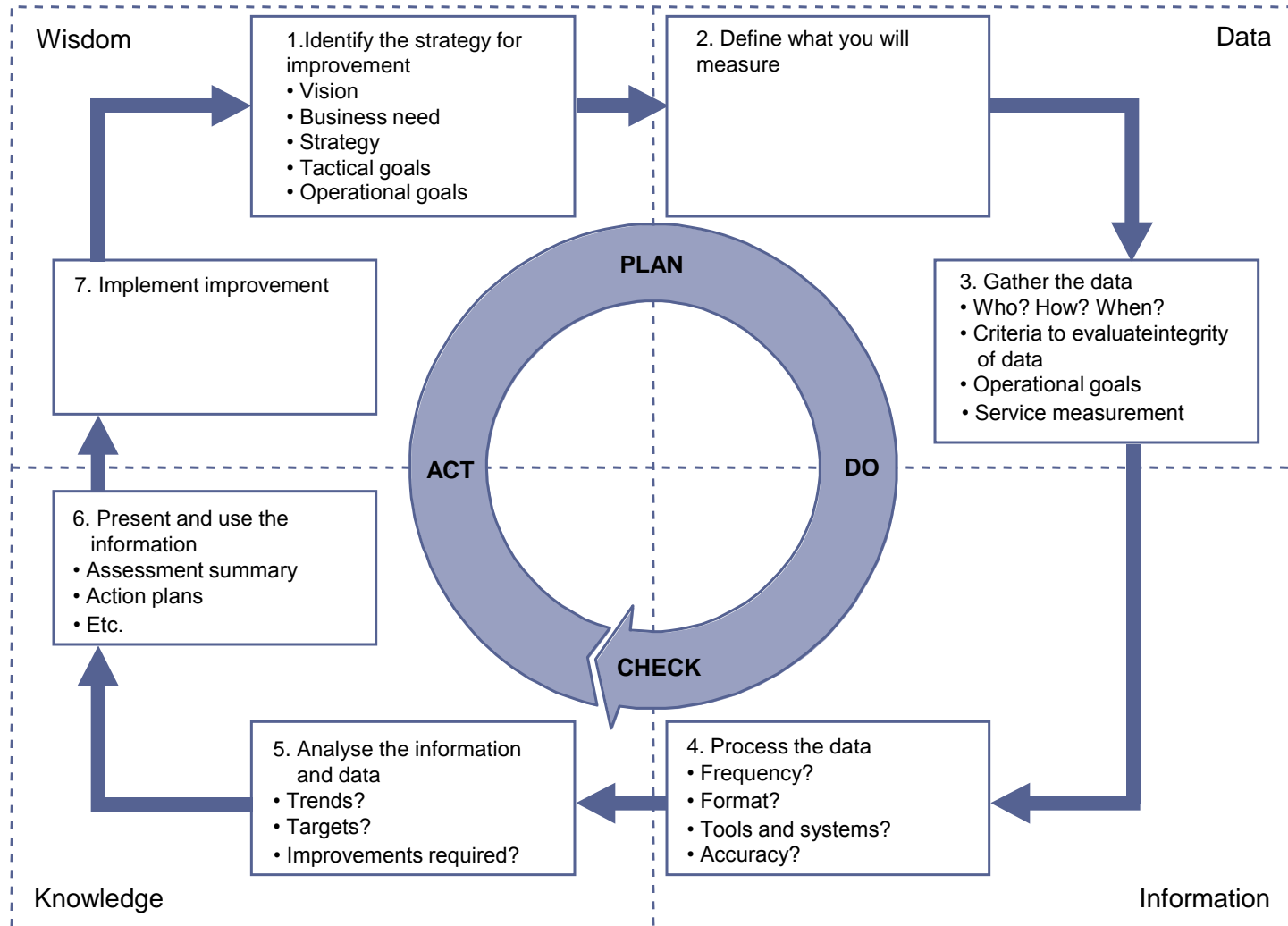
## *...avoiding the definition of insanity*

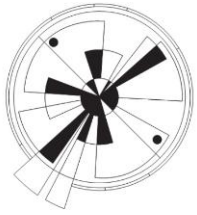
“The prime objective of the Seven Step Improvement process is to define and manage the steps needed to **identify, define, gather, process, analyze, present and implement** improvements.

- ▶ Identify opportunities to improve services, processes, and tools.
- ▶ Identify what needs to be measured, analyzed and reported to establish improvement opportunities.
- ▶ Continually review service achievements to determine if they are aligned with business requirements



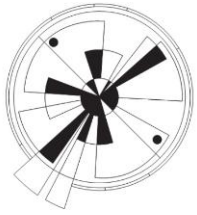
# Seven Step Improvement – Expanded



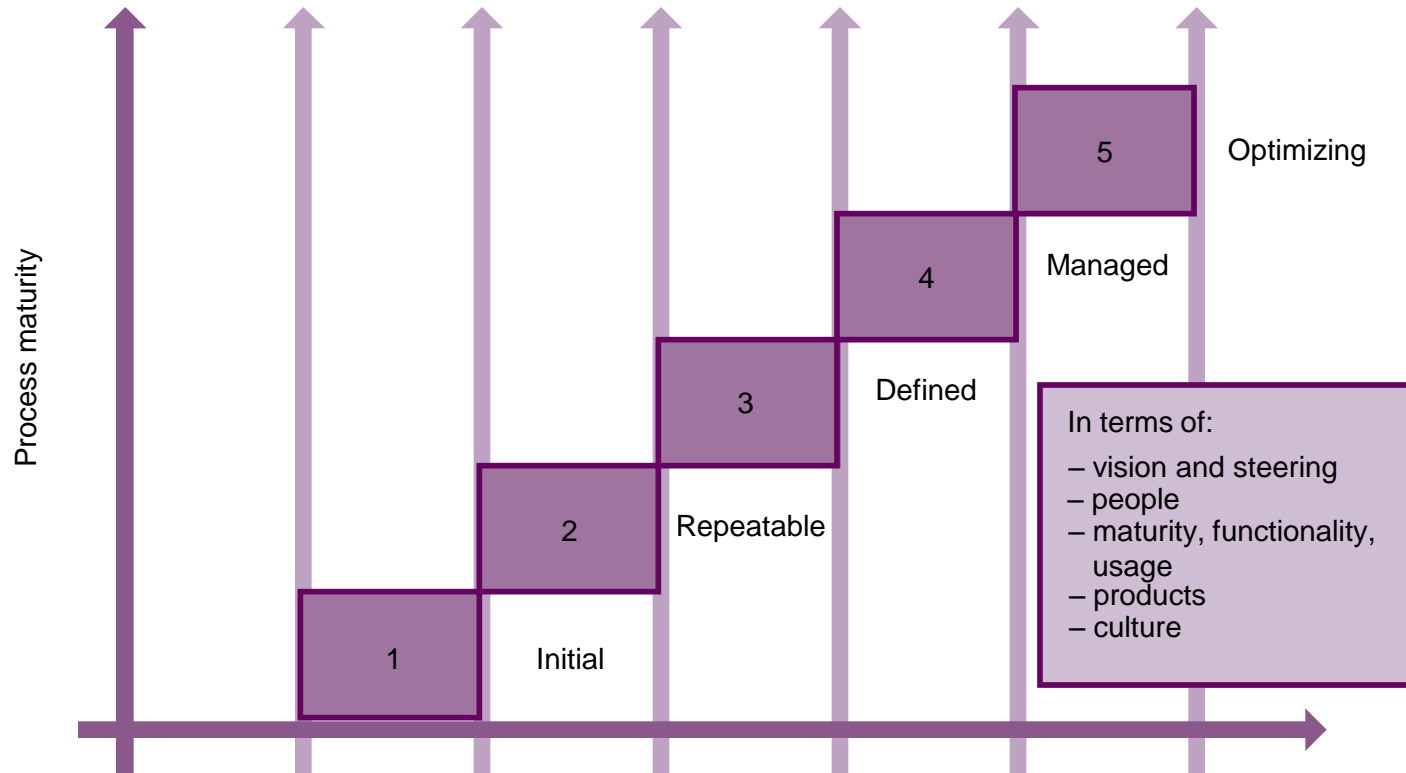


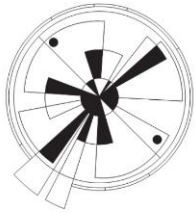
# *Maturing BRM*





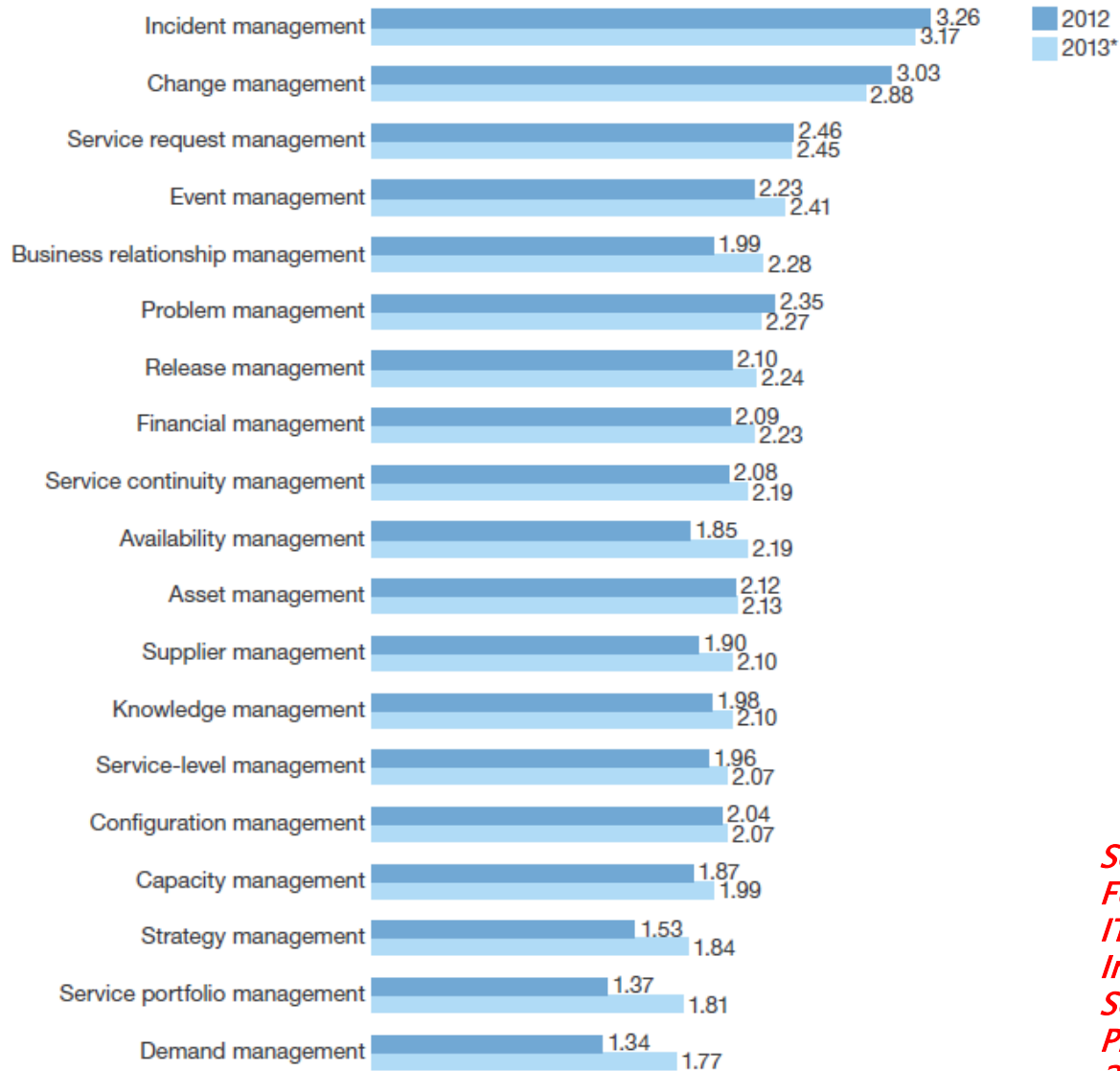
# Maturity Frameworks





**“How would you assess your organization’s maturity in the following processes?”**

(Responses on a scale of 1 [not mature at all] to 5 [completely mature])



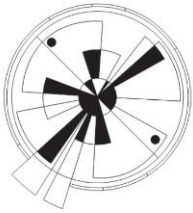
Base: 179 SMA professionals

\*Base: 163 SMA professionals

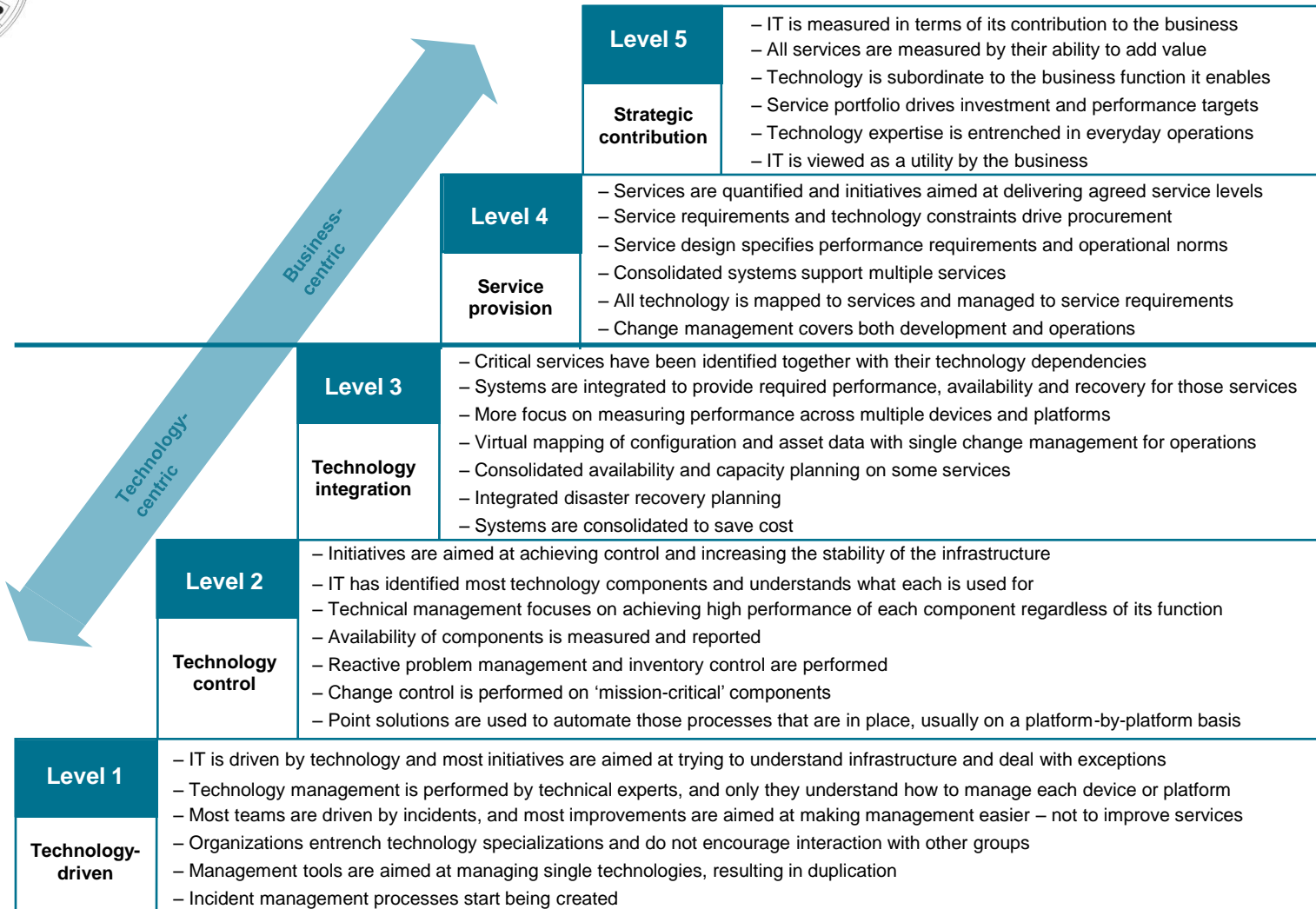
Source: Forrester/itSMF Q3 2012 US ITSM Online Survey

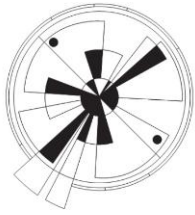
\*Source: Forrester/itSMF Q3 2013 US ITSM Online Survey

**Source: The Forrester Wave: ITSM Implementation Services Providers, Q2, 2014**



# Strategic or Operational?





# *Thank you so much!*



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