



Maturing the BRM Capability

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Jerry Robinson

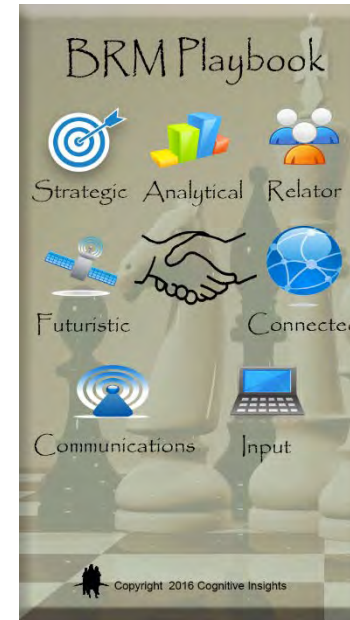
Chair of the Executive Council

Business Relationship Management Institute

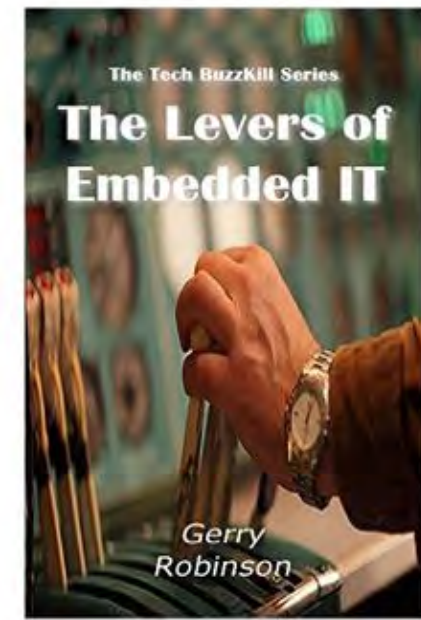


About Jerry Robinson

- ▶ Chair of the Executive Council at BRM Institute.
- ▶ Senior Client Executive at Verizon.
- ▶ Author of the upcoming release “The BRM Compendium.” A combination of three books he has authored on technology, IT leadership, and business and IT convergence.
- ▶ Corporate Faculty at Harrisburg University.
- ▶ PMP and Professional Scrum Master
- ▶ <https://www.linkedin.com/in/techbuzzkillgr>



2016



2015



2014

The problem

- ▶ According to Forrester, “IT and business strategy alignment remains a concern of many IT and business executives, yet few organizations have put in place any formal processes or activities to improve it, and even fewer attempt to measure it.”

Increased Need for BRM

- ▶ Advent of Cloud
- ▶ Consumer change
- ▶ Reaction to market demands

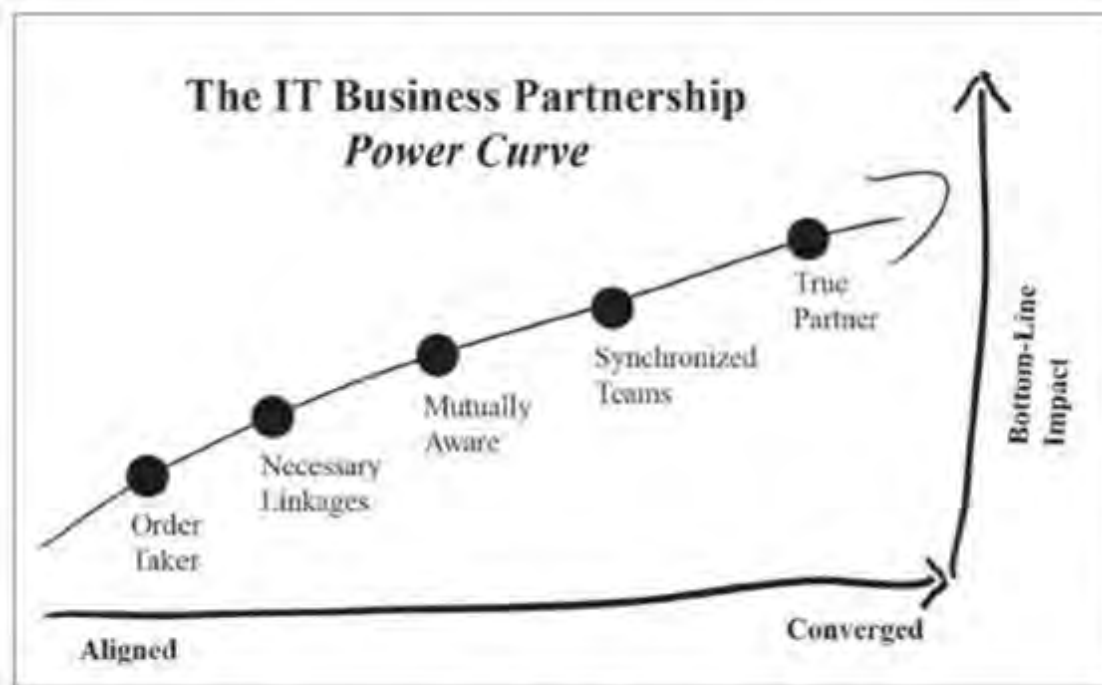
business agility (BA)

ⓧ This definition is part of our Essential Guide: [All about Agile and ALM](#)

Business agility (BA) is a concept whereby organizations seek to approach their operations and resources in a flexible, responsive manner.

Business agility allows organizations to adjust rapidly to changing market conditions, capitalize on emergent business opportunities, adopt new [distribution channels](#) or [supply chains](#) and reduce costs or increase revenue streams in the process.

The Partnership Curve



Summary: The Road Ahead

- This curve is needed at both the individual and organizational levels
- Many IT organizations at the bottom of the curve
- Culture, History, Organizational Structure inhibitors to maturity

BRM Maturity at Organizational Level



BRM Capability Model

- Demand Governance
 - Trends
 - Customer Experience
 - Business and Provider Strategy Integration
 - Nurture Business Provider Relationships
- Value Chain Capabilities
- Enabling Capabilities

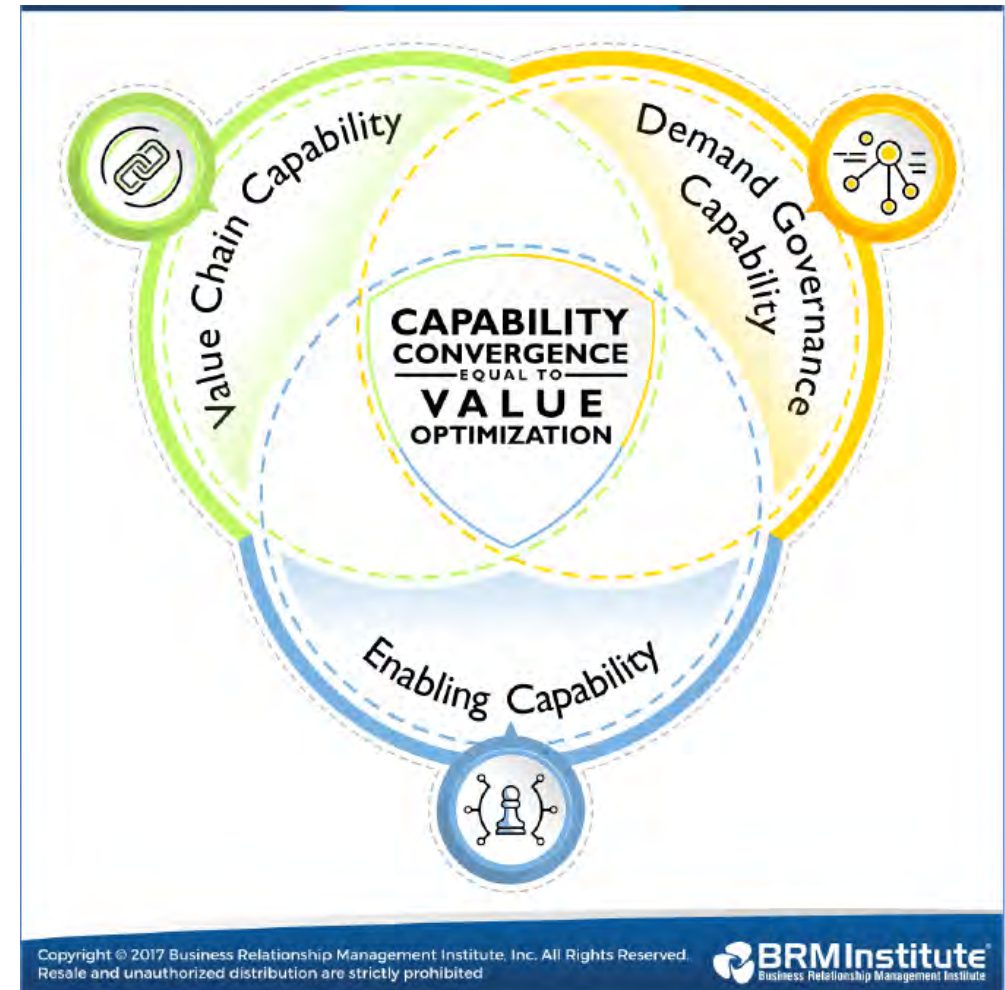
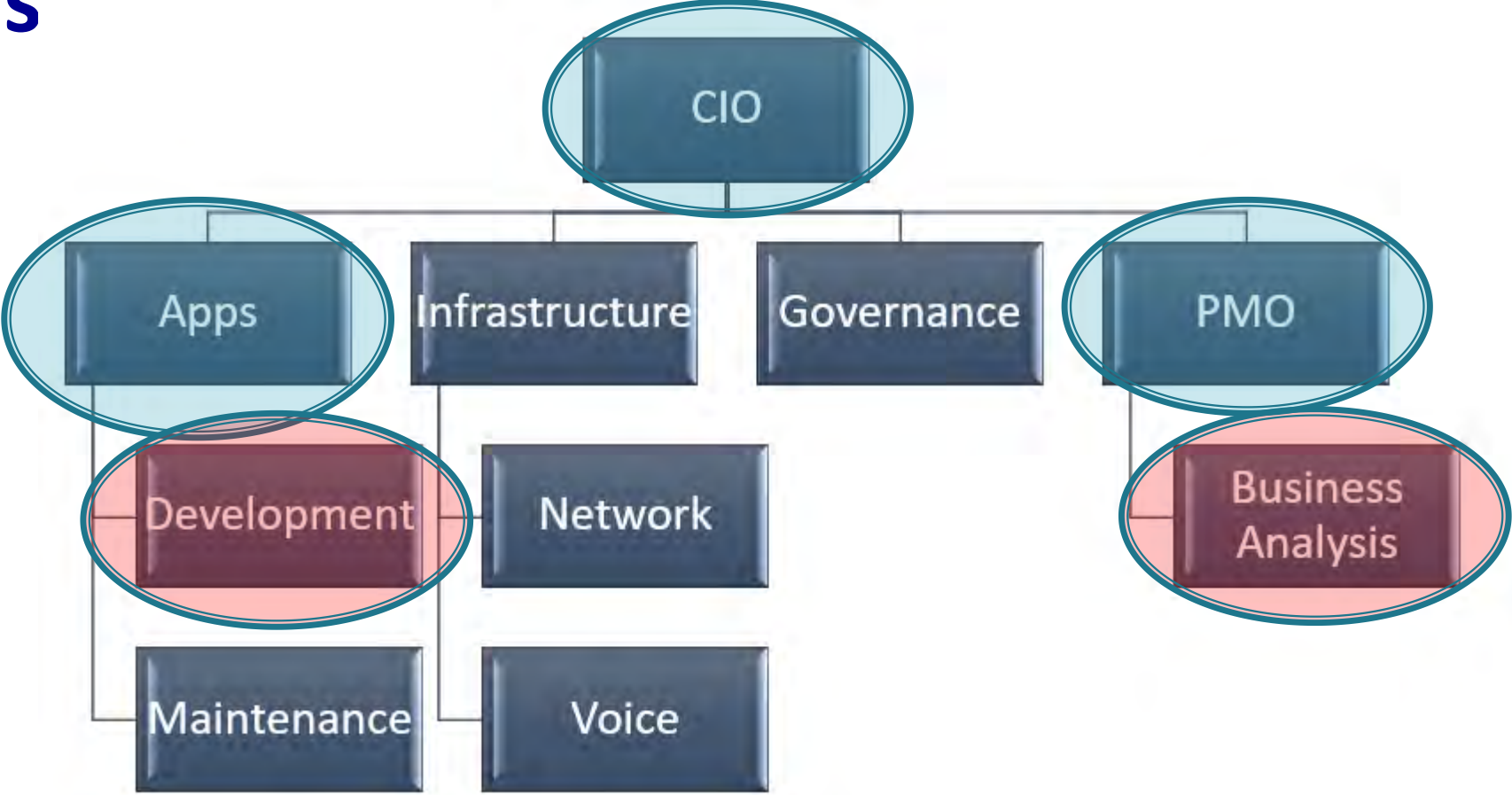
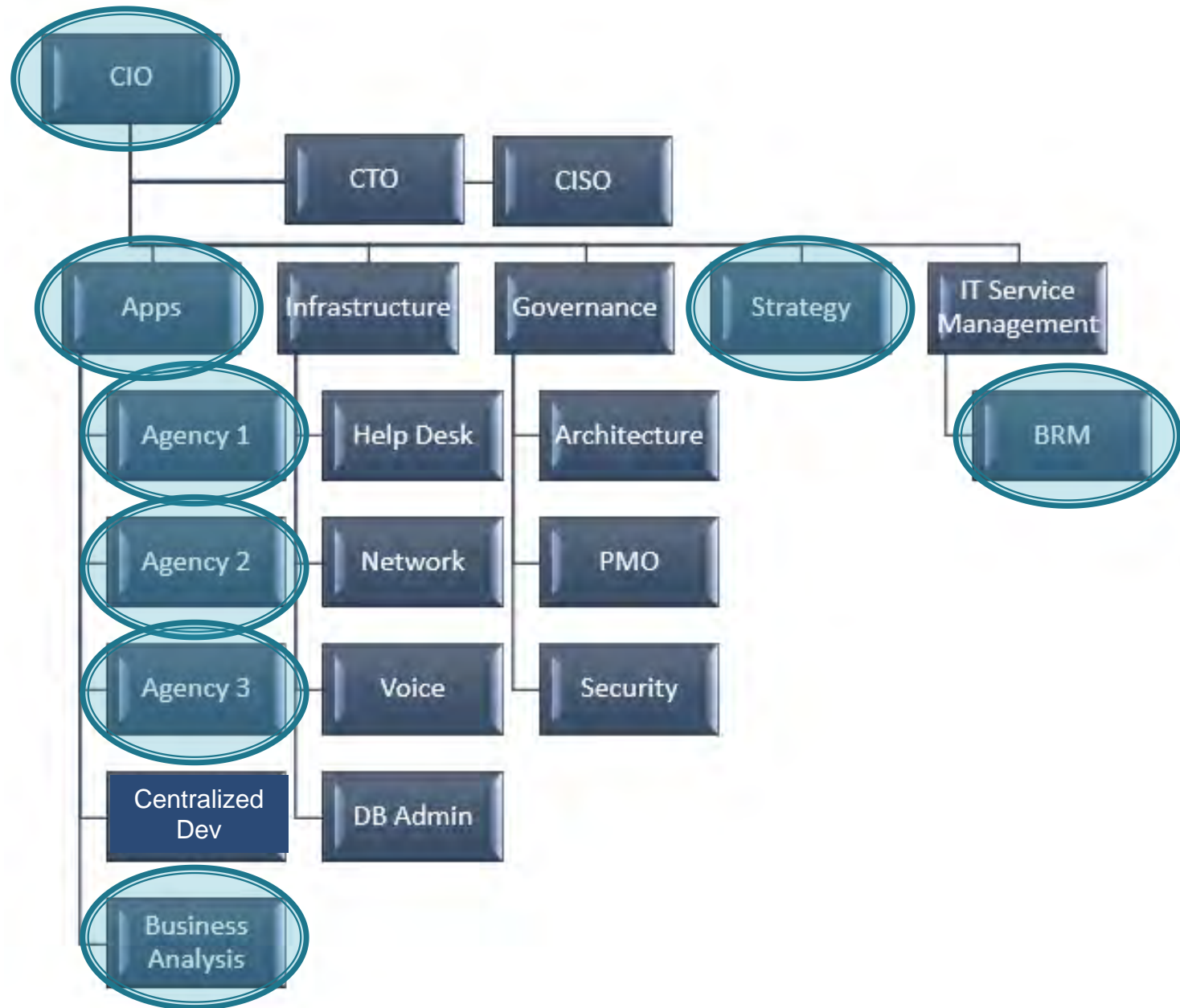


Image from the BRM Playbook

Potential Demand Intake Points within Old IT Models



Potential Demand Intake Points within Newer IT Model



Demand Shaping is the BRM Flashpoint

- Identify all the points of demand influx into IT from the business
- Integrate BRMs into those points of demand
- Formalize the demand management process
- Integrate with Service Management

Demand Shaping, Not Demand Management



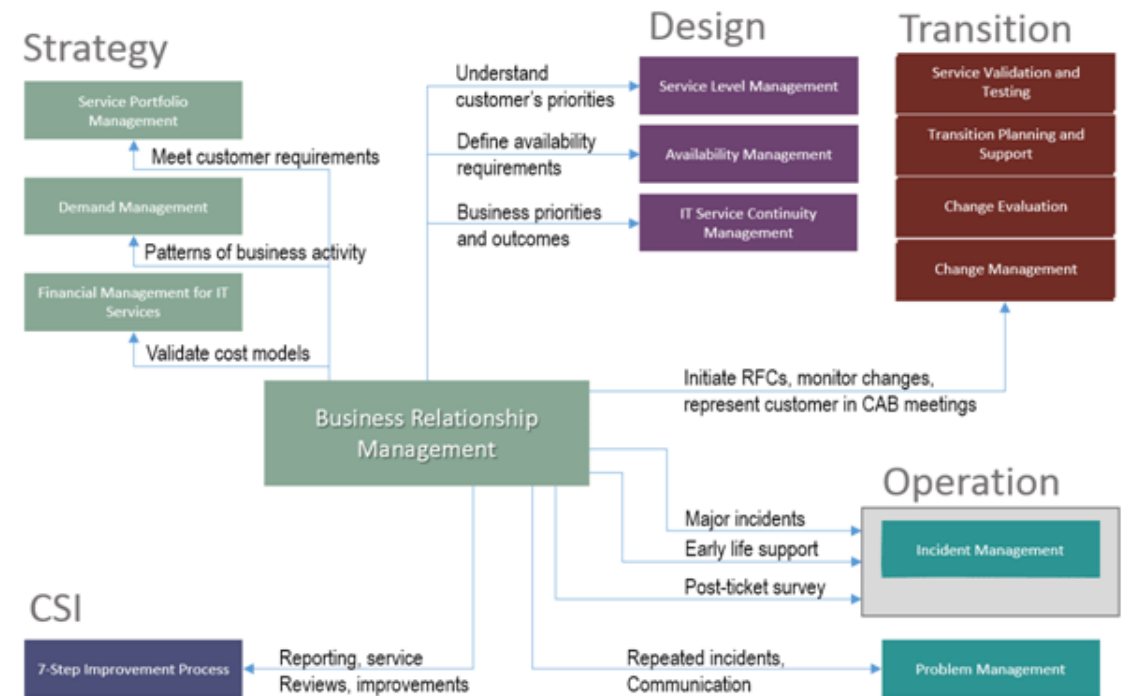
Activities that can be done now to help mature BRM capability

- Review Org Structures for potential intersection points of business to IT
- Research potential innovations that can be brought to the business
- Help manage/facilitate the strategic planning process for the business



ITIL BRM contrasted with BRMI Definition

- BRMI emphasizing value and strategic interaction
- BRMI defining BRM as role or capability, ITIL as a process
- Capital **R** = Relationship



Common Placements of BRM Formal Positions in the org chart

- Dedicated spoke reporting to CIO
- Report to architecture and governance
- Report to strategy
- Report to Apps
- Report to Service Management
- Report to PMO
- Report to Infrastructure
- In the business

Focused BRM Model

- CIO is Chief BRM
- Structured Maturity Roadmap
Strategies for Partnership
Development
- Value Messaging
- Digital Innovation Focus
- IT Corporate Communications

How CIOs can create the voice of IT



Governance Must Be Strong

- Solidify the IT Governance Foundation
- Invite the Business to participate in the Governance Model
- Theme as Business Services Committees
- Direct to the CIO
- Question is what is included?
 - Architecture
 - Technology Standards
 - Data
- Include Strategy whenever possible



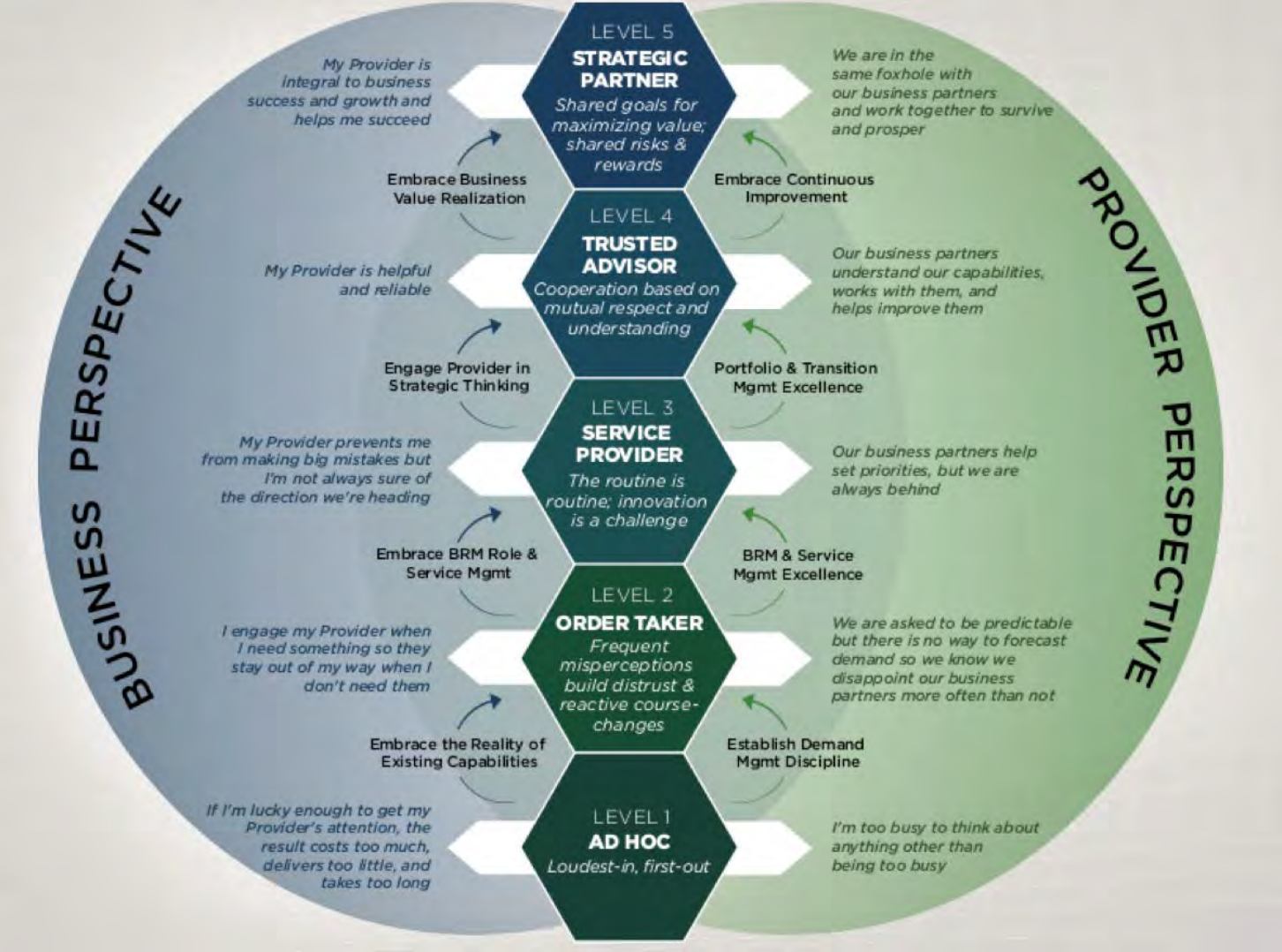
Setting IT up for convergence

- ▶ Model convergence into the structure
- ▶ Create business relationship leaders
- ▶ Promote business relationship agents
- ▶ Put “technocrats” into the back room
- ▶ Shared service model in routine service areas
- ▶ The closer to the business, the more specialized the alignment model
- ▶ “Seat at the table”

BRM Maturity at Individual Level



Individual BRM Maturity Curve

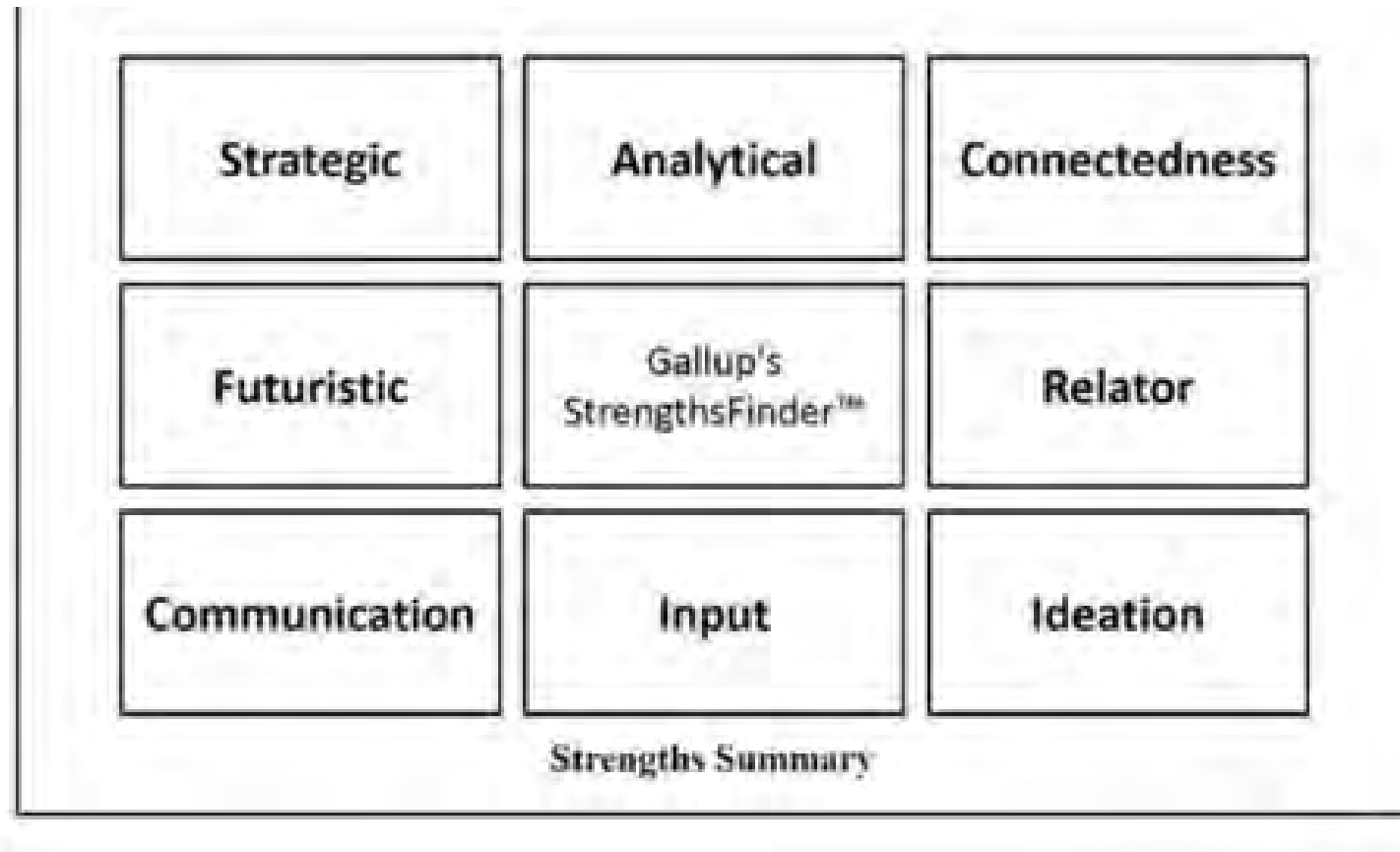


Key Functions of Strategic BRM

- ▶ Understand business goals and objectives
- ▶ Participate proactively in strategic planning
- ▶ Meet regularly with external customers
- ▶ Understand the competitive landscape
- ▶ Take an outside in research approach with customers
- ▶ Manage the project intake and governance processes
- ▶ Develop investment roadmap
- ▶ Construct Business Cases

The Strategic BRM's Strengths

Strengths of a Strategic BRM



The objectives

- ▶ Balance Innovator and Guardrail roles
- ▶ Make business value an ongoing activity; Bring ideas to the business
- ▶ Be an “I-do” IT professional, in addition to being an “I-dea” person
- ▶ Like the business you work in
- ▶ Map everything back to the business

Staying Converged

- ▶ Immerse in the business
- ▶ Walk in their shoes
- ▶ Read the business newsletters
- ▶ Tie incentives to business objectives
- ▶ Reward and Recognize

Suggestions for the Aspiring BRM

Pre Formal BRM Model

- ▶ Get a clear understanding of the org model
- ▶ Look within the model for those areas that might contain “shadow BRM”
- ▶ Align with respected team members with a long tenure
- ▶ Slowly introduce the BRM lingo
- ▶ Use successes as foundation setting events
- ▶ Understand where the digital strategy is being driven from and align there

Suggestions within the Formal BRM environment

Within Formal BRM Model

- ▶ Constantly reinforce value
- ▶ Avoid methodology zealotry
- ▶ Look for convergence with other complimentary units
 - Look especially for Strategic Planning Function
- ▶ Build out formal rigor using business terminology
- ▶ Engage your champion and learn his/her goals

Every IT Professional has BRM responsibility

Other Opportunities for BRM Maturity



Promoting IT's value

- ▶ Don't be embarrassed to show your value
- ▶ Find team recognition opportunities, don't take all the credit
- ▶ Retrace History
- ▶ Marketing isn't just for the marketing department
- ▶ Transparency
- ▶ Scoreboards
- ▶ Do business things for the business

Flushing out tech for tech sake

- ▶ Use your strategic plan
- ▶ Use your standard justification tools
- ▶ Look for buzz
- ▶ Ask the idea person to propose the business case
- ▶ Think big, but fail small

Summary

- ▶ IT is in a transformational stage
- ▶ Don't shy away from the opportunity
- ▶ Be business converged **all the time**
- ▶ Do more, suggest more

Questions