

Effective BRM: How to Build an Effective Bridge Between Business & IT

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- 16+ Years of IT experience on ITSM, IT Governance, BRM, Project & Program Management , Agile, DevOps Transformation and Organizational Change Management
- ITIL V3 Expert, PMP, Prince 2, CGEIT, BRMP, CASM, DevOpsF, ISO 20000 Practitioner
- International Speaker and Blogger (Norway, Finland, Singapore, Australia, UK, Denmark, USA)
- Regional Leader for BRMI for Asia Pacific and Middle East
- ITSM contributor of the year by itSMF Singapore - 2013

How do you find your strategy?



Does IT feel a bit broken?

Does it feel a bit broken?



We've implemented ITIL but we still cannot demonstrate value!

Speak in business terms they say...but how do I do that?

How do we prioritise to meet business demand?

How do we converge IT with our business partners?

We have a goldmine of business data...is it providing value?

BRM It's all about Attitude, Behavior, Culture



We develop serious business games for serious business problems

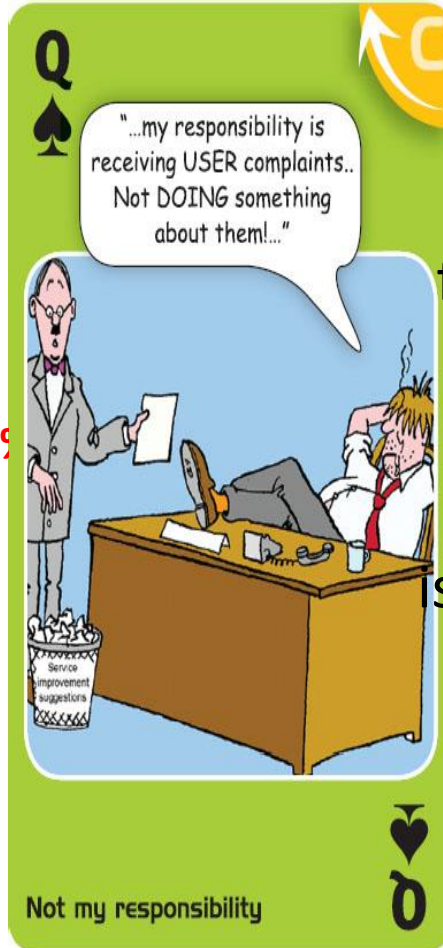
BRM: Connector, Orchestrator, Navigator..

...Marriage guidance counsellor?



Executive perceptions of IT dropping > 30%

GAP between perceptions...



A TOP scoring ABC card from
World-Wide-Workshops > 3000 organizations

Business Relationship Management
Stimulates, Surfaces and Shapes
Business demand
for a provider's Products and Services
and **ENSURES** that the potential
Business Value
from those Products and **Services**
is Captured, **Optimized** and **Recognized**

[en- shoo r, -sure]

1. To secure or **guarantee**
2. To make sure or **certain**



Aaron Barnes
@BRMCoCntr

Today... In a boardroom, we
banned another word. Do not say
accountability... Instead say
ownership #BRM #BRMConnect
@gamingpaul

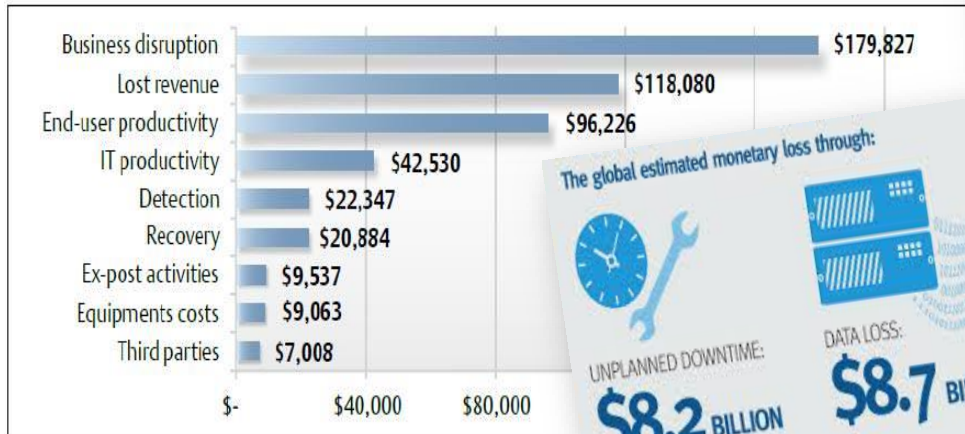
Value Chain Capabilities

VALUE

Business & IT Alignment

Convergence

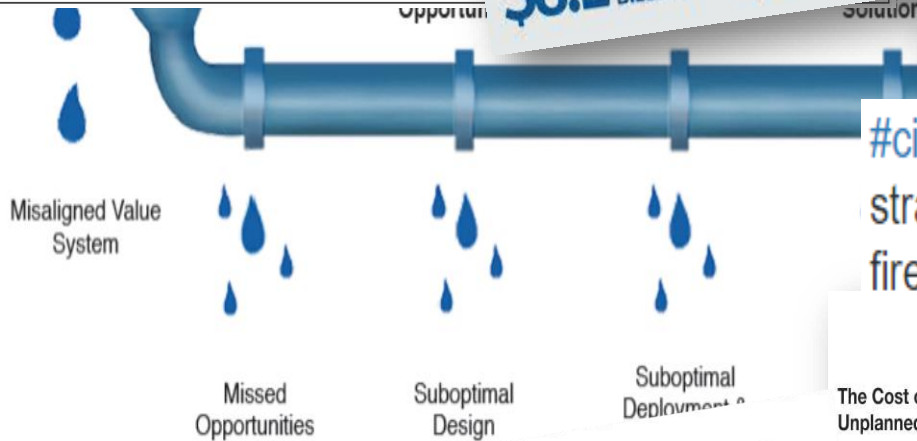
Value LEAKAGE: Why is this happening?



The global estimated monetary loss through:

UNPLANNED DOWNTIME:
\$8.2 BILLION

DATA LOSS:
\$8.7 BILLION



#cio paradox "it's hard to be strategic when your pants are on fire" #brmconnect

Human error most likely cause of datacentre downtime, finds study
ComputerWeekly.com

The Cost of Unplanned Downtime

The average total cost of unplanned application downtime per year is \$1.25 billion to \$2.5 billion.



"..ENSURES.."

Value **LEAKAGE**: Why do you need the BRM?



70% of everything spent on IT doesn't meet the functional goals

That means up to US\$394 billion - a staggering number—is now being spent on efforts that deliver insufficient ROI. **NETWORKWORLD**

Misaligned Value
System




\$600 billion spent on digital projects, almost \$400 billion of it was invested in projects that fall short of expectations and returns on investment (ROI).

Suboptimal

Suboptimal

“..ENSURES..”

- 
- ☐ Business & IT Alignment is **STILL** an Issue!
 - ☐ We can no longer afford to **FAIL!**
 - ☐ Current approaches are **NOT WORKING!**
 - ☐ Need to translate **THEORY** and **CERTIFICATION** into **PRACTICE** and **CAPABILITIES**
 - ☒ ~~Can BRM~~ **SAVE THE DAY!**
MUST

Alignment:

A position of **agreement** or alliance (Oxford dictionary)

An **arrangement** of groups or forces in relation to one another (Merriam-Webster)

Change something so that it has a **correct relationship** to something else

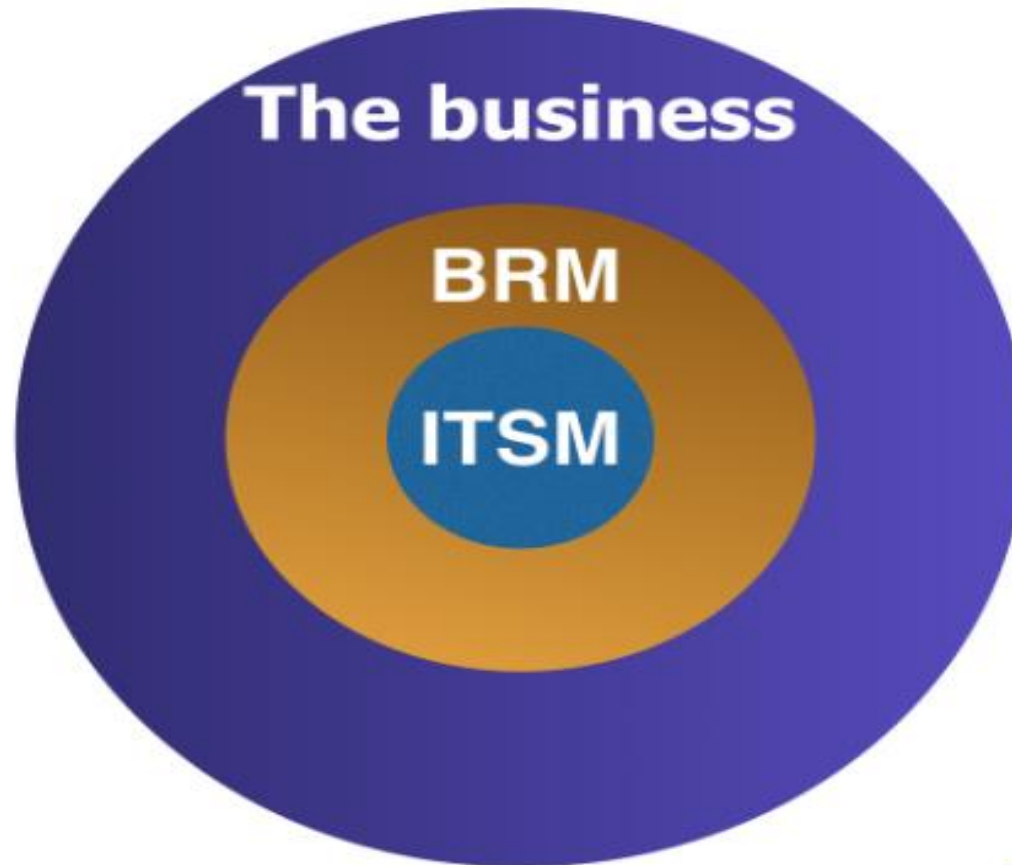


We develop serious business games for serious business problems

What is the missing link?



What is the relationship between BRM & ITSM?



Speak the language of business

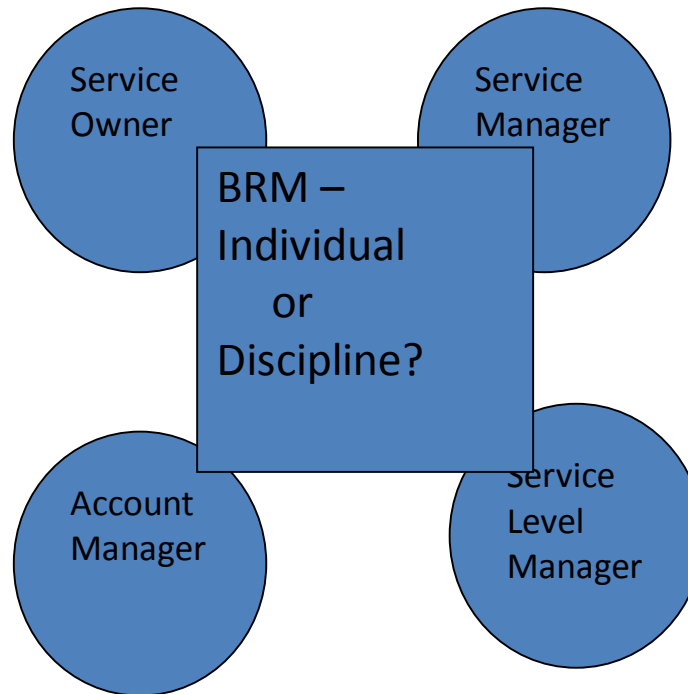


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Service Level Management

- ☐ SLAs – Contractual agreements
- ☐ Service Reviews – Performance Review with Customer
- ☐ Penalty vs Incentives
- ☐ Service Reporting
- ☐ Continual Service Improvement – CSI Register
- ☐ Measurements & Metrics

Role Fitment – ITSM & BRM



"The bedrock of a great business is based on human capital and that capital is built on human relationships"

What do we generally think about BRM?



Business Partners

BRM TRUTHS

Sometimes the best learning is knowing what not to do!

Truth #1

**Your business partners
are your peers.
Stop calling them
your customers!**



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oyf.com

Business Convergence

BRM TRUTHS

Sometimes the best learning is knowing what NOT to do.

Truth #4

Stop trying to align with the business. Alignment creates barriers and always leaves you one-step behind. Converge with the business.



Brought to you by BRMI and ON YOUR FEET. Illustrated by Gary Hirsch
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House of BRM

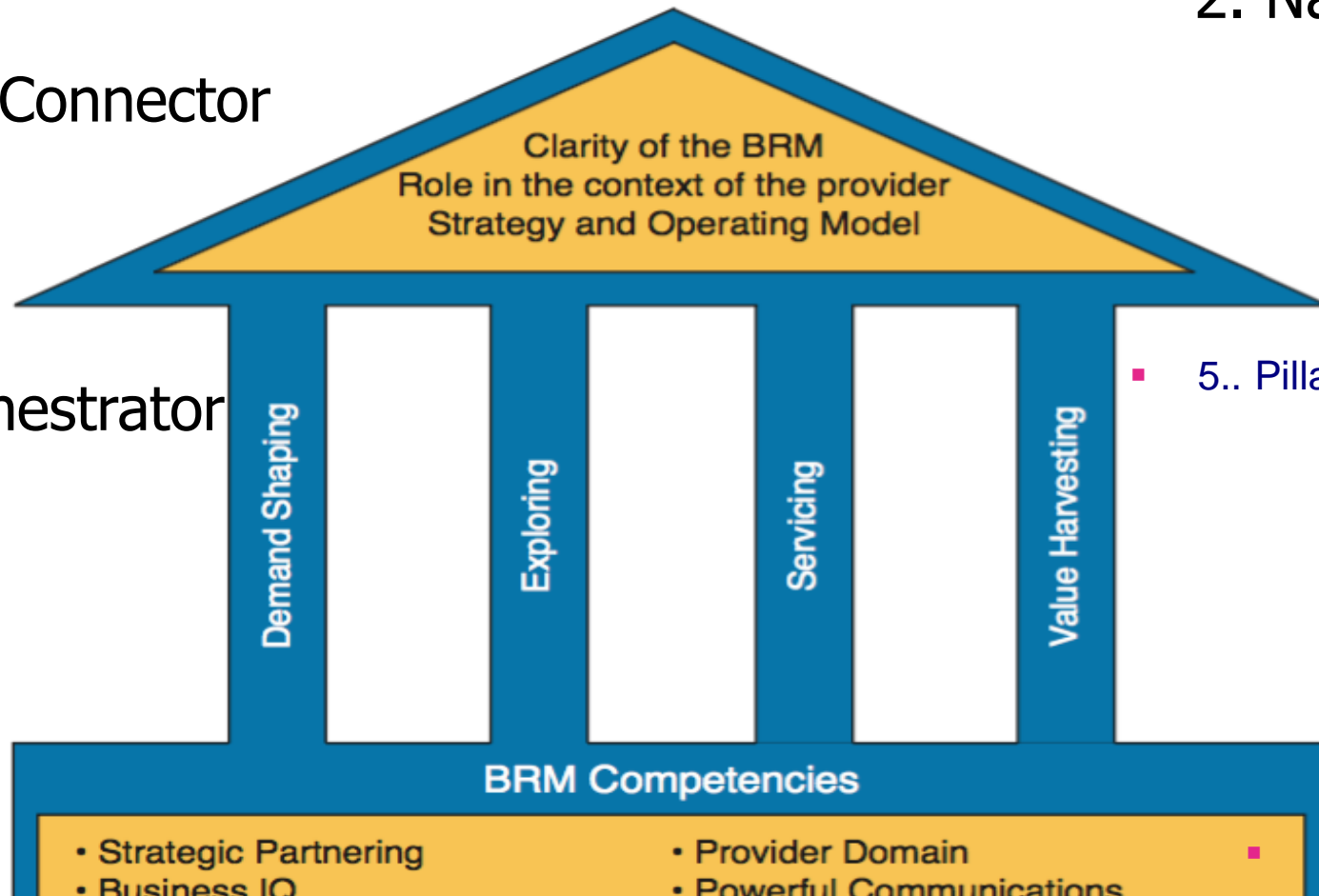
- 6. Roof of BRM [Fitment to SOM]

2. Navigator

1. Connector

3. Orchestrator

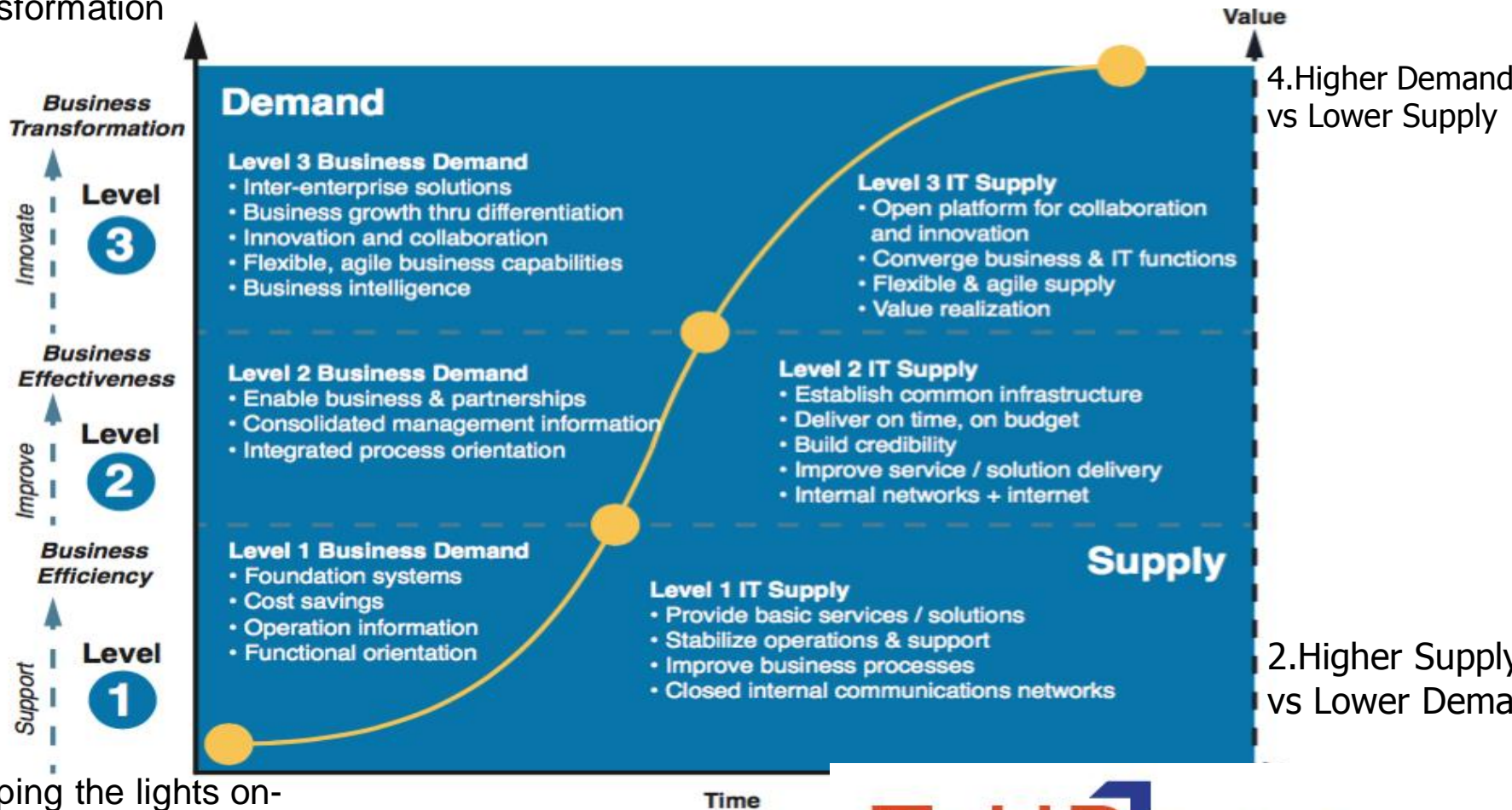
- 5.. Pillars of BRM



4. BRM DNA

Supply vs Demand “S” curve

3. Focus on Innovation, Agility
& Transformation



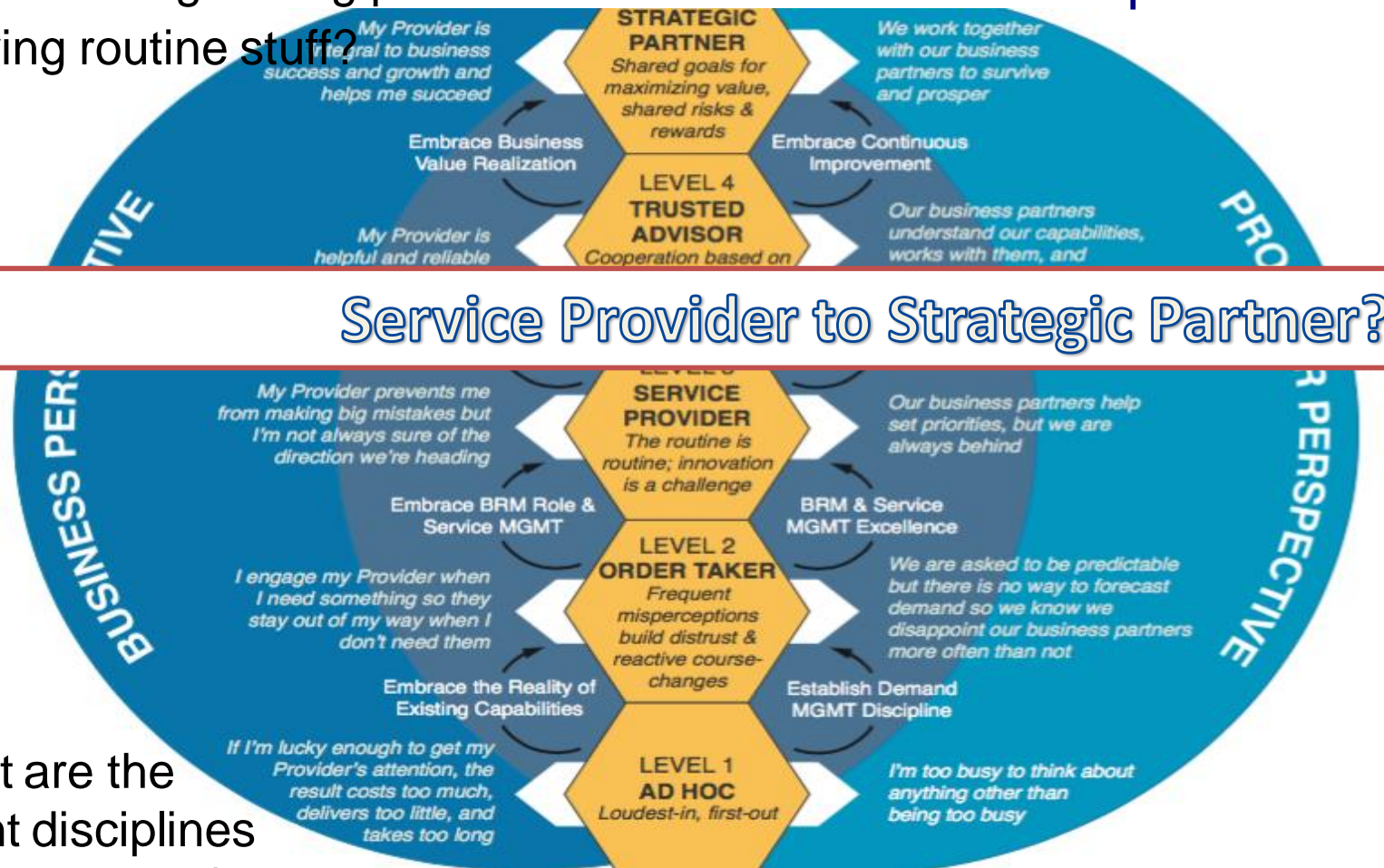
4. Higher Demand vs Lower Supply

2. Higher Supply vs Lower Demand

1. Keeping the lights on-
Basic Infrastructure and Foundation

BRM Maturity Model - BRMBOK

4. Understanding the big picture vs delivering routine stuff? ■ 2. Skills and competencies reqd?

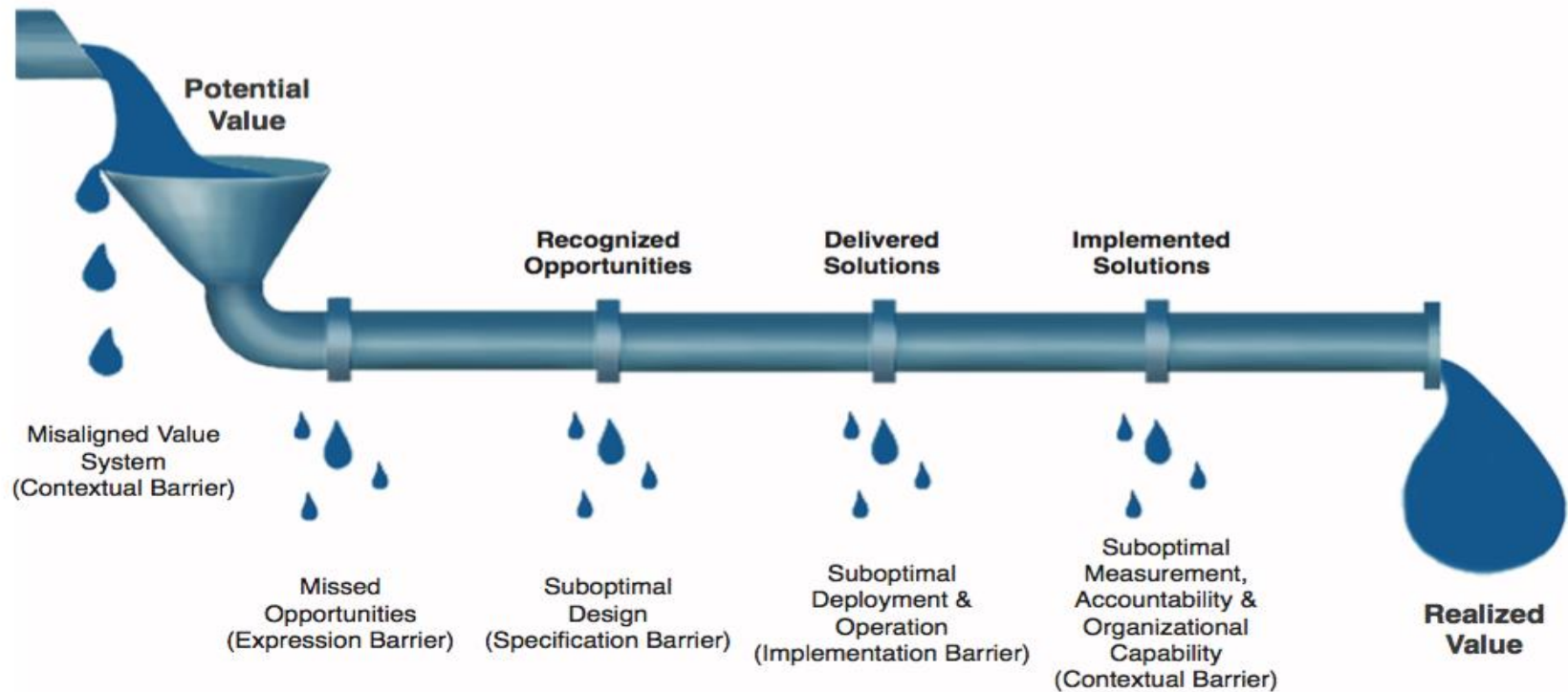


Service Provider to Strategic Partner?

3. What are the different disciplines emerging e.g) ITSM, BRM in each level?

1. How do you move from Level 1 to Level 5?

Value leakage vs Value creation?



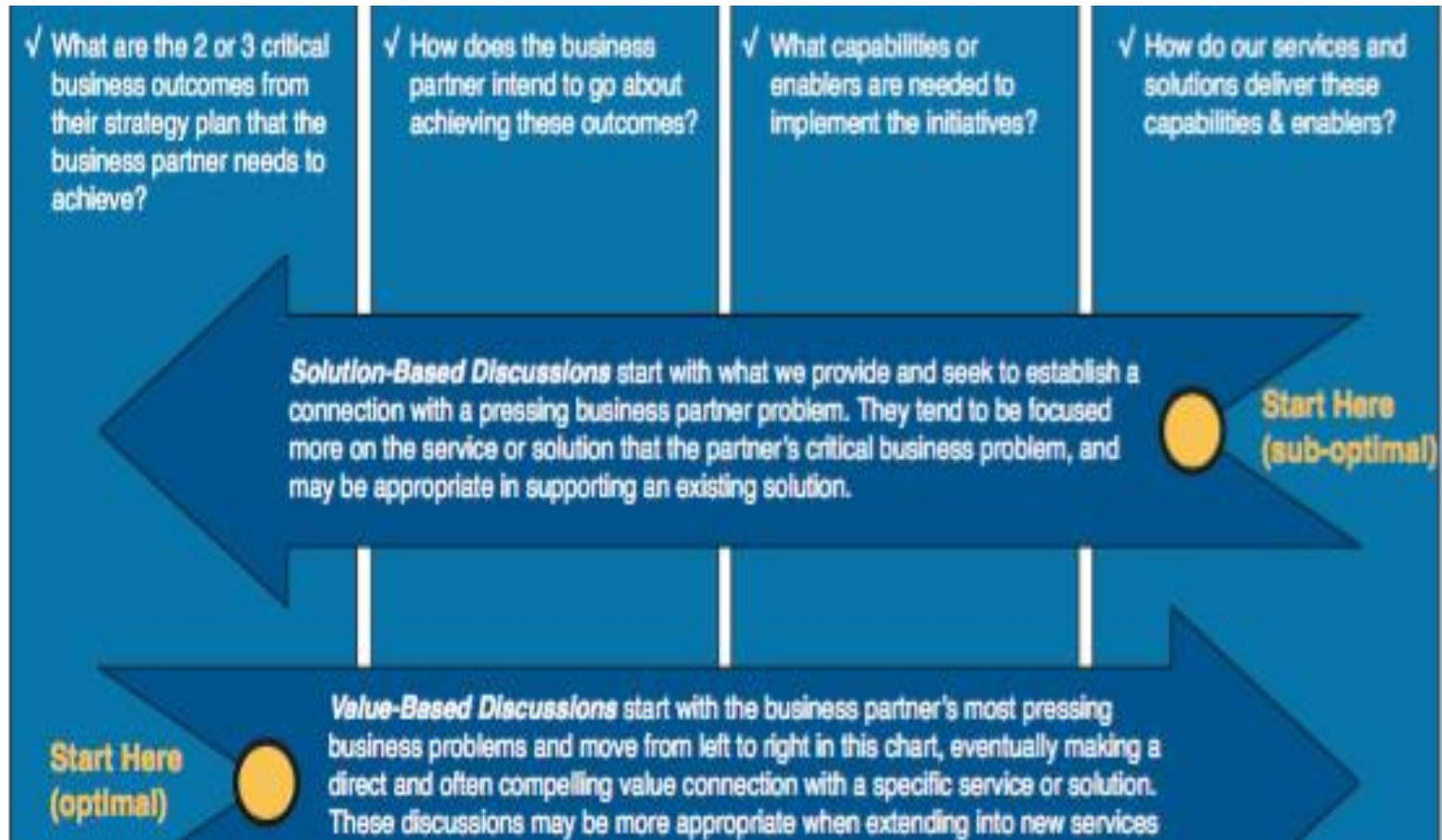
Linking Business Drivers to Technology

Drivers

Initiatives

Enablers

Technology



BRM & ITSM

- Depend on trust and trust grows when services are delivered honestly, sincerely cultivating respect and concern for customers
- Recollect the Water Melon Syndrome
- What is the value in the eye of beholder?
- Experience sharing
 - Manila Prince 2 Trainer
 - ISO 27K Consulting Engagement
 - BRM Foundation with Grab a Pizza Simulation

ABC Cards of ICT – BRMs at Shanghai







How do we become a strategic partner?

- Understand the current maturity model
- Assimilate the appetite and capability of provider organization
- What is the Organization vision and strategic objectives
- What does it take to move from current level to next level
- What resources do I leverage across end-end value chain?

Grab a Pizza - BRM's challenged?



BRM: Powerful Communications

 <p>IT is technology focused and has no insight Into strategy, blames business and is frustrated business does not LISTEN to IT</p>	<p>5 ♣</p> <p>CEO & CIO taking some marriage guidance advice.</p>  <p>Neither partner makes an effort to understand the other</p> <p>♣ 5</p>	<p>2 ♠</p>  <p>Them and Us culture -- opposing and competing forces</p> <p>♥ 2</p>	 <p>Business does not share strategy, does not govern IT, does not LISTEN to IT and blames IT</p>
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- ✓ The principles of effective and persuasive communication.

(Both business & IT learn to communicate in terms of Value creation)

BRM: Business IQ? Portfolio Management

GRAB @ PIZZA

IT does not fully understand which business demands are important in terms of benefits realization, Cost reduction or risk optimization.. IT decides priority of changes

Q
♣

"...here are the emergency updates to the onboard navigation software!"



No understanding of business priority & impact

♣
0

6
♦

"...I know I say everything is urgent.....but this time I really mean it.....honestly!"



Everything has the highest priority... according to the users

♦
9

GRAB @ PIZZA

Business managers Insist all THEIR Investments in IT have priority over IT investments



✓ The use of Portfolio Management disciplines and techniques to maximize realized business

BRM: Business IQ? Portfolio Management



IT is unable to make the business case for IT investments for mitigating risks and for adopting emerging technologies.

8♣

"It is a brilliant IT solution...
I only wish I had a Business



IT thinks it doesn't need to understand the business to make a business case

7♥

Business Unit Manager



Demand & Give. I demand and you give in!



The business does not understand IT nor what questions it should ask of IT..
IT is not seen as a trusted advisor.



- ✓ What it means to perform as a strategic partner contributing to business strategy formulation & shaping business demand for the provider's services.

Building Effective BRM



Challenges



Challenges

- Creating an awareness of BRM capability to the organization
- Developing BRM as a discipline as opposed to Individuals
- Collaborating with ITSM, DevOps, Lean and Agile Practices
- Building competencies aligned with business need

Lessons Learnt



Top 5 Mistakes in adopting BRM

- ◆ Focusing on being Strategic instead of Operational
- ◆ Over expectation of deliverables, outcome and performances
- ◆ Lack of Provider Domain knowledge
- ◆ Inability to balance value leakage vs value creation
- ◆ Lack of visibility to the Board and Leadership team

Resources



Coordinates



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<https://www.linkedin.com/in/sureshgp>



www.taubsolutions.com