

Moving from Tactical to Strategic Business Relationship Management

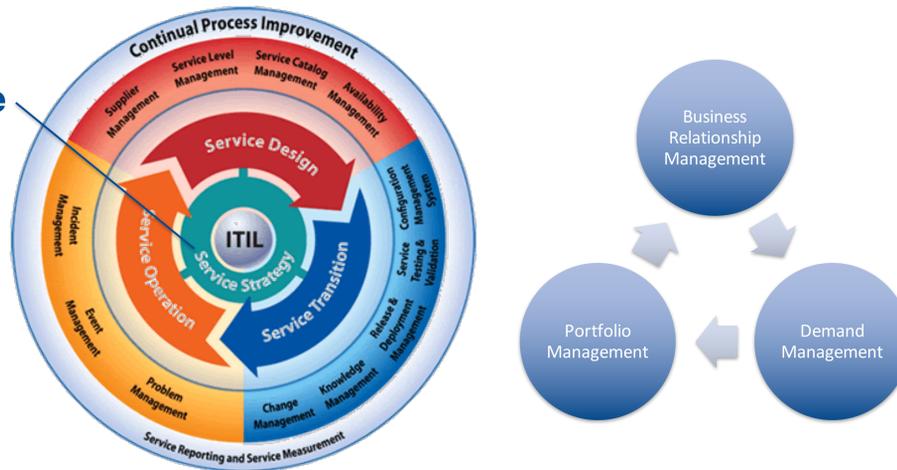
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Concepts

Service Strategy drives IT value

Service Strategy determines which services the IT organization is to offer and what capabilities need to be developed; it contains the following processes:

- Strategy Management for IT Services
- Service Portfolio Management
- Financial Management for IT Services
- Demand Management
- Business Relationship Management



Ensuring customer alignment

Business Relationship Management identifies the needs of customers and ensures that appropriate services are developed to meet those needs.

Demand Management seeks to understand, anticipate and influence customer demand for services.

Portfolio Management ensures that service providers have the right mix of services to meet required business outcomes at an appropriate level of investment.

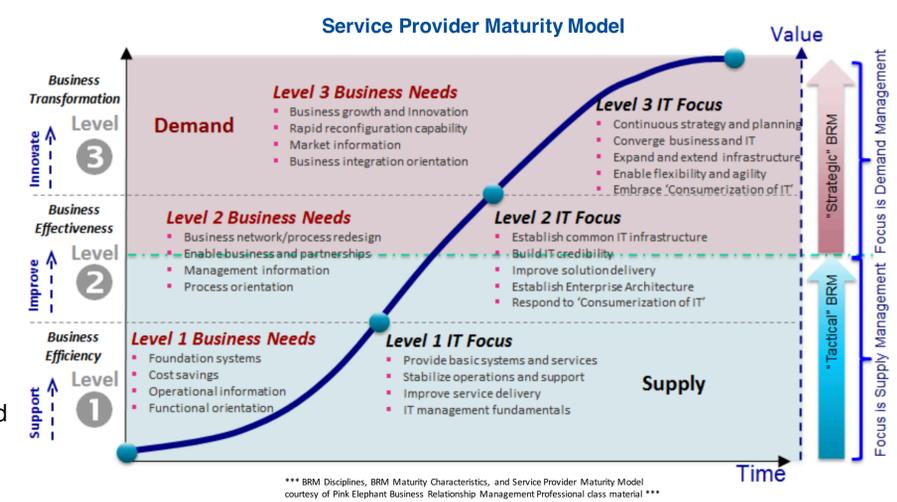
4 Core Disciplines of BRM

Demand Shaping: Stimulates, surfaces, and shapes demand for provider service, capabilities, and products.

Exploring: An ongoing process that facilitates the review of new business, industry, and technology insights with potential to create value for the customer.

Servicing: Coordinates resources, manages business partner expectations, and integrates activities in accordance with the partner-provider partnership.

Value Harvesting: Ensures success of business change initiatives that result from the exploring and servicing engagements



BRM maturity

As the IT service organization matures, so too must the BRM. Characteristics of BRM maturity include:

1. Ad Hoc – un-managed demand; lack of service management discipline
2. Order Taker – demand prioritized based on weak or subjective data; provider is reactive and does not challenge business requests
3. Service Partner – consistent services but inconsistent results with major projects; business partner engaged in Service Management
4. Trusted Advisor – Mutual understanding of capabilities and needs; service portfolio appropriate to business needs
5. Strategic Partner – common goals with focus on value realization; provider capabilities merged with business capabilities

In-Practice

Getting Started

We began our Service Management journey in 2007 by building common terminology and processes. Achievements include:

- Establishing IT Service Management Office and introducing Business Relationship Management in Oct 2010
- Obtaining ISO 20000 certification Dec 2012 and re-certification in Dec 2015
- Establishing the Project Management Office in 2006
- Establishing Enterprise Architecture in 2009-2013 timeframe

Challenged with interfacing with Fermilab's business and science community, two BRM process roles were created within Computing:

- Business Service Liaisons interface with Fermilab organization; consist of individuals with business area knowledge/expertise and management experience
- Scientific Service Liaisons interface with science experiments and projects; consists of scientists who reside within Computing
- Simultaneously advocate for both customers and service providers
- Communicate to customers about existing, new and changed services and programs
- Pay attention to ensure issues are addressed in a timely manner

Challenges

We're off to a good start but ran into some difficulty:

- Service Management and IT Governance processes are somewhat disconnected
- Not focused on strategy
- Portfolio Management process scope (not big enough)
- Not always aligned with customer's strategic initiatives
- Limited resources—higher demand than supply

Moving Forward

We're changing our focus through these initiatives:

- Development and maintenance of a **Computing Strategic Plan**
- Developing a **Financial Cost Model** to understand the true cost of providing Computing services
- Implementing **Demand Management** process and tools to capture, evaluate and prioritize all demands or requests
- Revitalizing our **Portfolio Management** processes
- Expanding our **Business Relationship Management** process to include 3 roles: Business Relationship Manager, Business Analyst, and Customer Service Liaison
- Creating a consistent **Release Management** processes across the organization

Computing Operating Model Highlighting BRM Roles

