

THE **BREAKTHROUGH** SERIES

from
**Thought
Rock**

Thought Rock Live Presentation



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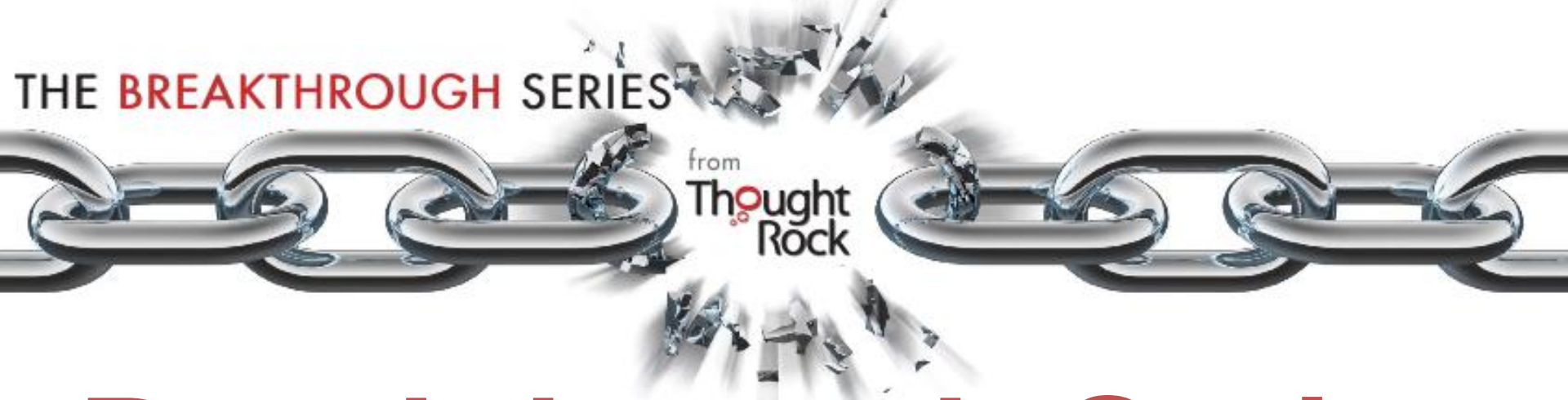
ITIL 2011 REFRESH:

Is Business Relationship Management Really New?

This presentation discusses the new ITIL 2011 Refresh process of Business Relationship Management.

Key Learning Nuggets:

1. The purpose of Business Relationship Management
2. The scope of activities within the Service Lifecycle
3. Key interfaces and process activities
4. Discussion of key concepts



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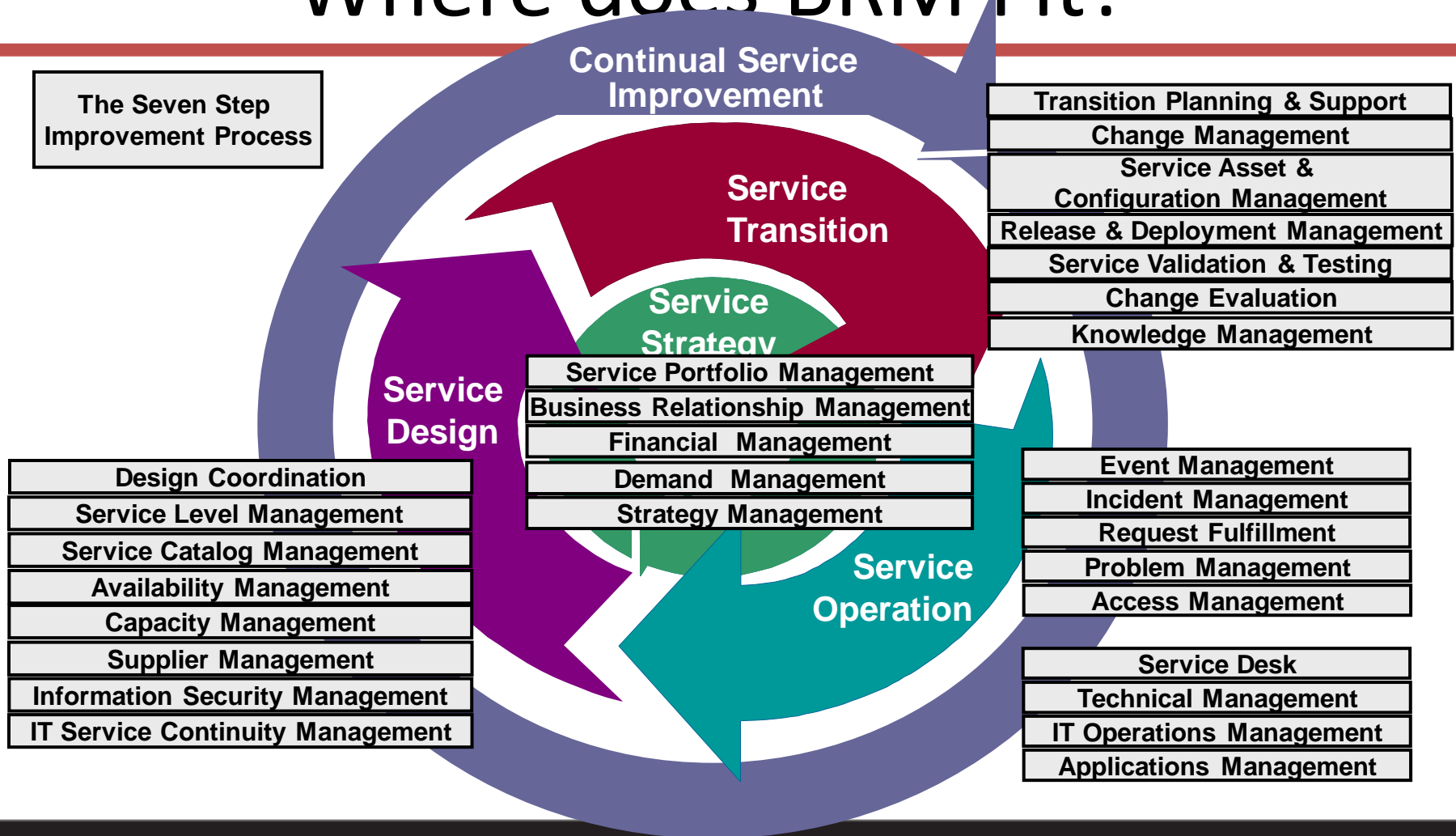
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Agenda

- The purpose of Business Relationship Management
- Challenges with Business Relationship Management
- The scope of activities within the Service Lifecycle
- Challenges with Business Relationship Management
- Key interfaces and process activities
- Discussion of key concepts

- Summary and questions

Business Relationship Management: Where does BRM Fit?



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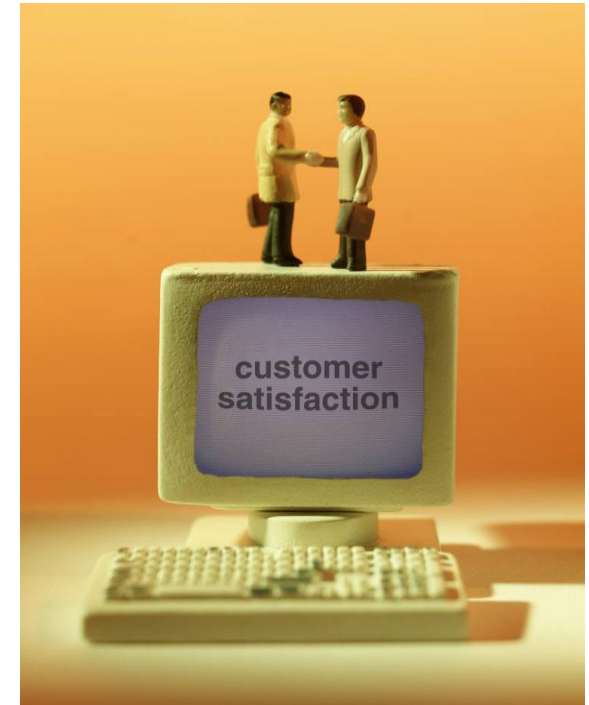
Overview: BRM

Justification

- The **Customer** and **Service Provider** should be linked together in a clearly understood way at the strategic and tactical levels.

Purpose

- Provide and maintain a single point of contact that ensures the Customer is well served by IT Services and whose business needs are well understood by the Service Provider.



Customer Satisfaction is the primary concern and measure for success!

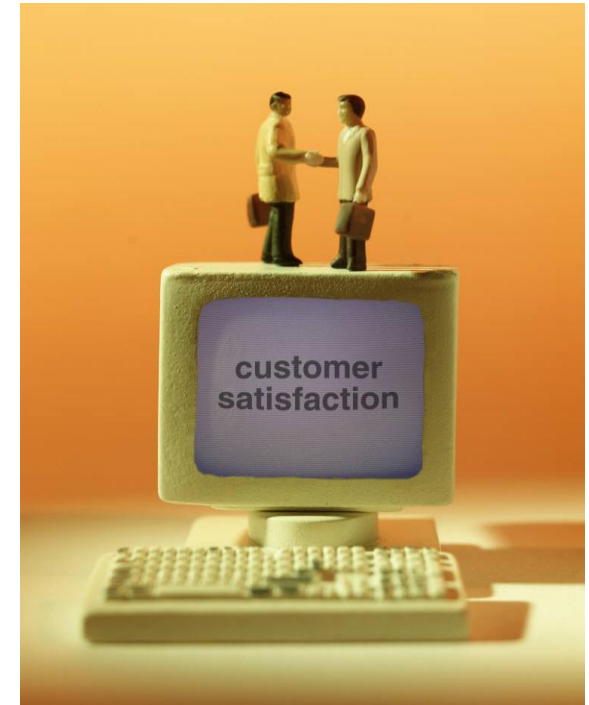
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Overview: BRM

Scope of Activities

- Establish and Manage the business relationship between the Customer and IT Service Provider
- Two main focuses:
 - Manage Customer outcomes and expectations for current IT Services used
 - Understand Customer business needs and how these change over time to identify future needs
- Concerned with both:
 - Service Delivery to the Customer
 - Design & Building of Services for the Customer

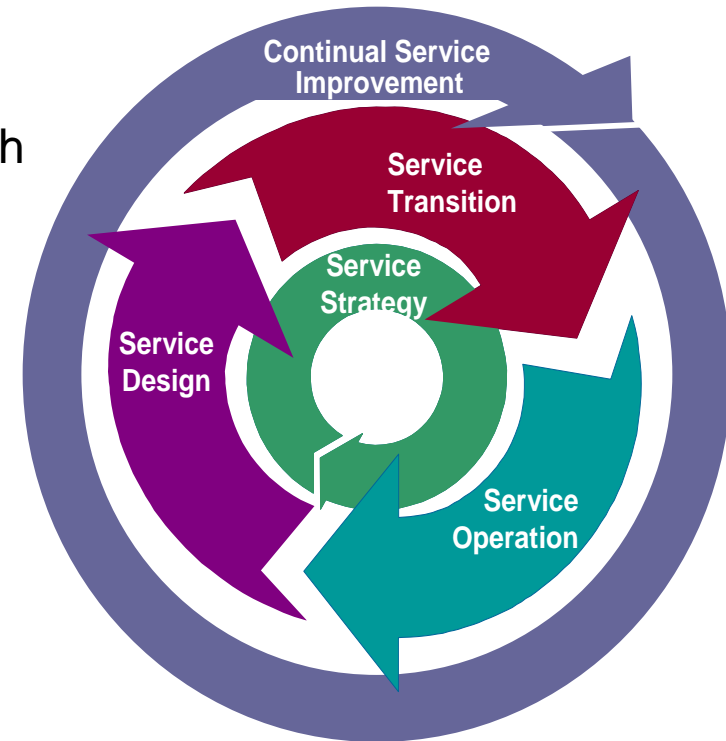


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BRM: Scope of Activities

- Executes many of the different customer-facing activities through the ITIL framework and more
- Activities are managed as they progress through the service lifecycle using several tools:
 - Register for all cases initiated (Customer Relationship Management tool)
 - Customer Portfolio
 - Service Portfolio
 - Customer Agreement Portfolio
 - Application Portfolio
 - Project Schedule



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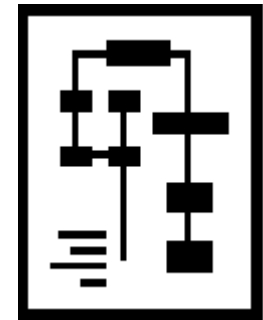
BRM Challenge #1

Role of Business Relationship Managers (BRMs)

- Executes many of the different customer-facing activities through the IT service lifecycle as well as the business lifecycle

Process of Business Relationship Management (BRM)

- There is no specific end-to-end BRM process flow
 - Process activities are mostly sub-process activities from other processes in the IT service lifecycle
 - The flow of the service lifecycle or business determines how these activities link together in each instance
 - The BRM role is usually contacted by other business or IT processes or functions, thus triggering the process



BRM Challenge #2

Role of Business Relationship Managers (BRMs)

- Maintain a business relationship between IT and Customer based on understanding business needs
- Strategic and Tactical focus on identifying future Service needs and assessing current Service delivery
- Primary measure of success is Customer Satisfaction



Role of Service Level Manager (SLMs)

- Negotiates Service Level Agreements between Customers and IT, as well as Operational Agreements within IT teams and departments
- Tactical and Operational focus on meeting agreed levels of service delivery
- Primary measure of success is achieving agreed levels of service



BRM Challenge #3

Role of Business Relationship Managers (BRMs)

- Maintain a business relationship between IT and Customer based on understanding business needs
- Strategic and Tactical focus on identifying future Service needs and assessing current Service delivery
- Primary measure of success is Customer Satisfaction



Role of Service Owners

- Accountable for the delivery of a specific IT service and represents the service throughout the lifecycle
- Strategic, Tactical, and Operational focus
 - Work with BRM to understand and translate customer requirements to IT service models and IT requirements; represent the Service across the lifecycle; and ensure continual improvement
- Primary measure is Customer Satisfaction and SLA achievement for the service



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BRM Key Interfaces & Activities

Business Relationship Management

- Develop high-level customer requirements for a proposed new service
- Building a business case for a proposed new service
- Evaluating a business case for a proposed new service and approving / rejecting
- Establishing patterns of business activity
- Establishing cost and pricing models



Service Portfolio Management



Service Portfolio Management



Service Portfolio Management



Demand Management



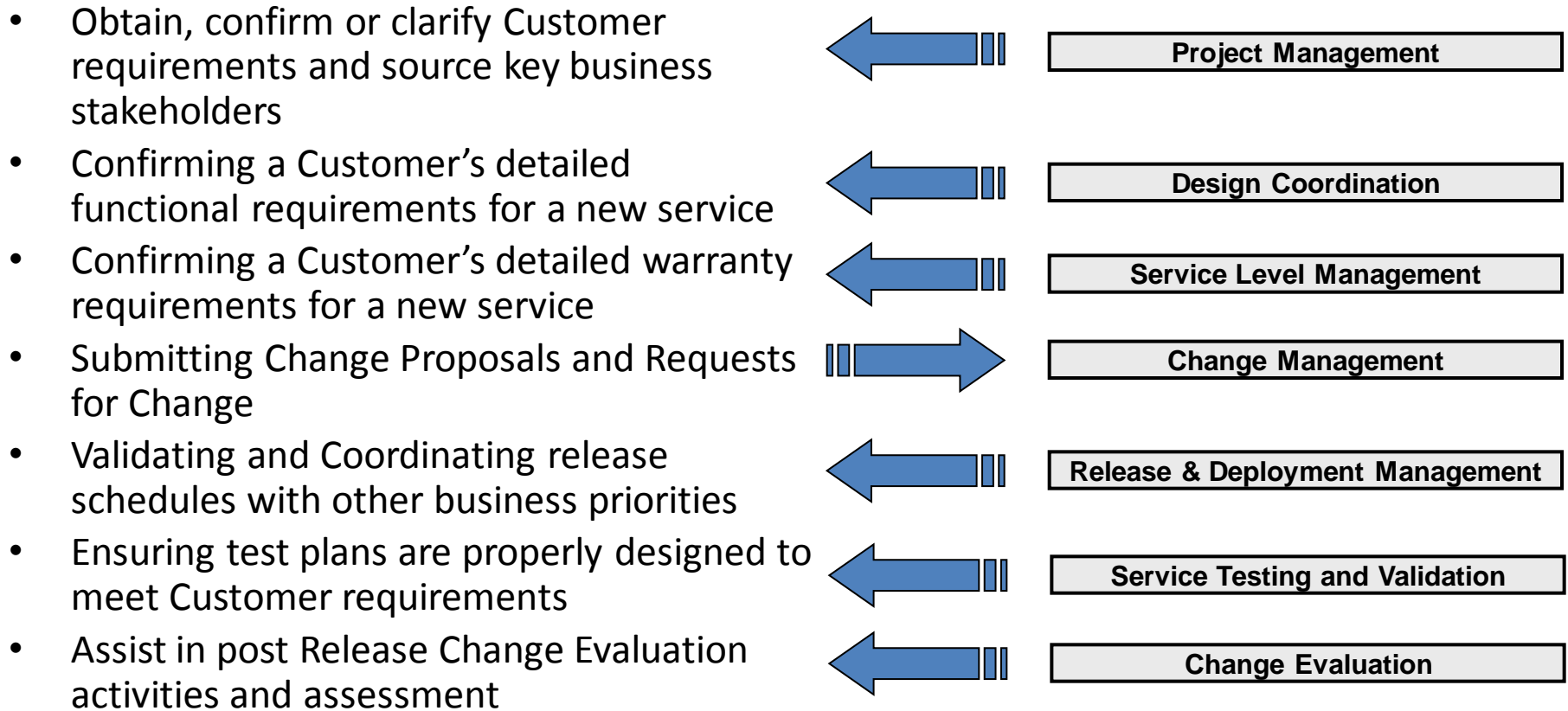
Financial Management for IT Services

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BRM Key Interfaces & Activities

Business Relationship Management



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Key Concepts:

- The process is role-based
 - There must be a person to the role
 - They must represent to the Customer the IT organization and the IT Services used
 - And, conversely, they must represent the Customer's interests, needs, and outcomes desired to IT
 - The role facilitates working with the IT organization whenever there is a Customer-IT interaction
 - The role must tightly interface with Service Owners and Service Level Management
- The process manages both
 - Individual Customer Relationships and Satisfaction with the IT organization, and
 - Overall Business Relationship and Satisfaction with the IT organization



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Conclusion

- Overall, the BRM process provides a good distinction and focus between managing
 - Strategic Business outcomes and Customer perceptions
 - VS
 - Tactical Service Level performance and targets
- Establishing and refining the business and strategy focus continues to be a main direction of the ITIL framework in which the BRM process helps bring us closer to this goal.

Continued Reading...



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ITIL 2011 Refresh: Business Relationship Management (BRM)

Mon, 2011-10-17 14:20 — [contentadmin](#)

Written by [Graham Furnis](#)

It's been several months since the 2011 Refresh ITIL books were released and I've enjoyed reading through them. This article is one in a series to follow that discusses new ideas and concepts.

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[Graham Furnis](#), [itil](#), [ITIL 2011](#)

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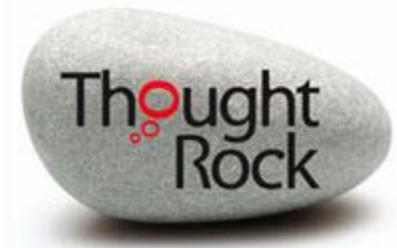
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