



PROJISSIMA INC.

ITChapter

Trust Beyond Technology

A HOUSE DIVIDED CAN NOT STAND

Who we are



SVETLANA SIDENKO, MSc(Admin)
BRM Institute Ambassador in Canada Region
BRM COI Leader in Montreal and Ottawa
President of IT Chapter

**CBRM®, ITIL® EXPERT, PMP®, CGEIT®, COBIT® 5
IMPLEMENTER, PRINCE® 2 PRACTITIONER, CHANGE
MANAGEMENT PRACTITIONER, ISO 20000 PRACTITIONER,**

**BRMP®, CBRM®, COBIT®5, Change Management and ITIL®
Trainer**

20 years in IT management functions



ELISABETH BUCCI, MBA
BRM COI Montreal
President of Projissima Inc

**CBRM®, PMP®, COBIT® 5, MOP®, PRINCE® 2 PRACTITIONER,
CHANGE MANAGEMENT PRACTITIONER**

BRMP®, CBRM®, Change Management and PRINCE® 2 Trainer

**31 years in Process Reengineering, Program and Project
Management functions**

BASED ON

BRMP Training & Consulting

50+
Organizations

Pattern has Emerged

Provider Organization

Lack of clarity of the BRM role



Dysfunction



*Strategic
Partnership*

Business Partner

*Value is not
delivered*



Turf wars

Finger-pointing

Defensiveness

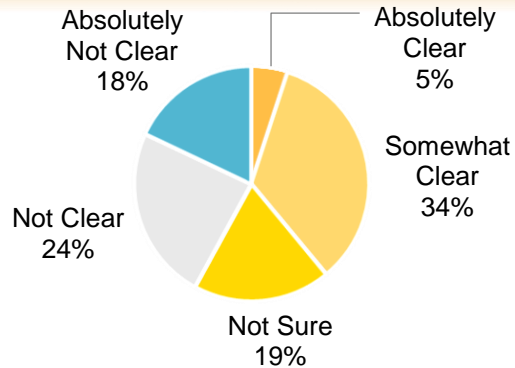
Arguing

*expectations of BRM
role not met*

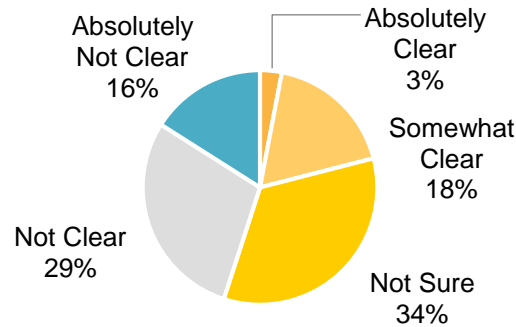


Survey Highlights – May 2018

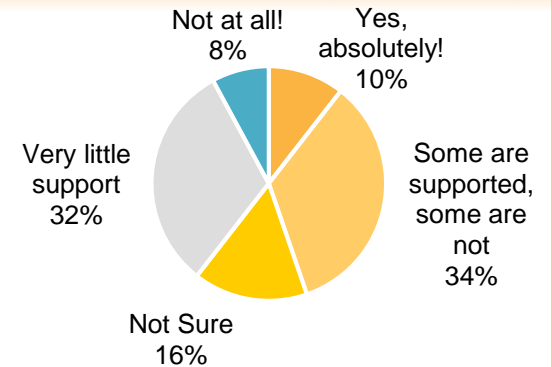
BRM Role Clear to Business Partners?



BRM Role Clear to Service Provider?



Are BRMs Supported by IT Stakeholders?





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Role Overlap Scenarios

Role overlap scenario: confusion over accountabilities

	BRM	Portfolio Manager
Focus	<ul style="list-style-type: none">• Manage Relationship• Accompany Business Partner in identifying value• Working with Business Partner to optimise value	<ul style="list-style-type: none">• Consistency in business cases• Clear line of sight to enterprise strategy• Ensures portfolio is prioritized, dependencies & constraints are managed, and value is delivered
Measure	What delivers value?	How value is defined and delivered?

Role overlap scenario: ownership of Service Level requirements

	BRM	Service Level Manager
Focus	<ul style="list-style-type: none">• Manage Relationship• Service which meets business partner needs	<ul style="list-style-type: none">• Negotiate service level agreements and ensure they can be met
Measure	Service value is realized	Service levels are met

Role overlap scenario: Point of contact/interface with the Business Partner

	BRM	Service Owner
Focus	<ul style="list-style-type: none">• Manage Relationship• Ensures that all provider services for their Business Partner deliver value	Accountable for the delivery of a specific Service to all Business Partners, from design to operations to retirement
Measure	Value delivered to Business Partner for all Provider Services	Value delivered to Business Partner for a specific Service

Role overlap scenario:

	BRM	Business Architect	Enterprise Architect
Focus	<ul style="list-style-type: none">• Manage Relationship• Ensures clear line of sight from strategy to Provider Portfolio	What business capabilities do we need to create/ improve to realize business strategy?	How can we leverage technology to create/improve business capabilities?
Measure	Value is realized for each investment	Value of current investments versus future strategic intents	Value for cost



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TOP DOWN VIEW

Role clarity from strategic perspective

We Will Look at Three Dimensions of Provider Strategy

1

Delivery of Provider Services
in line with Business
Requirements

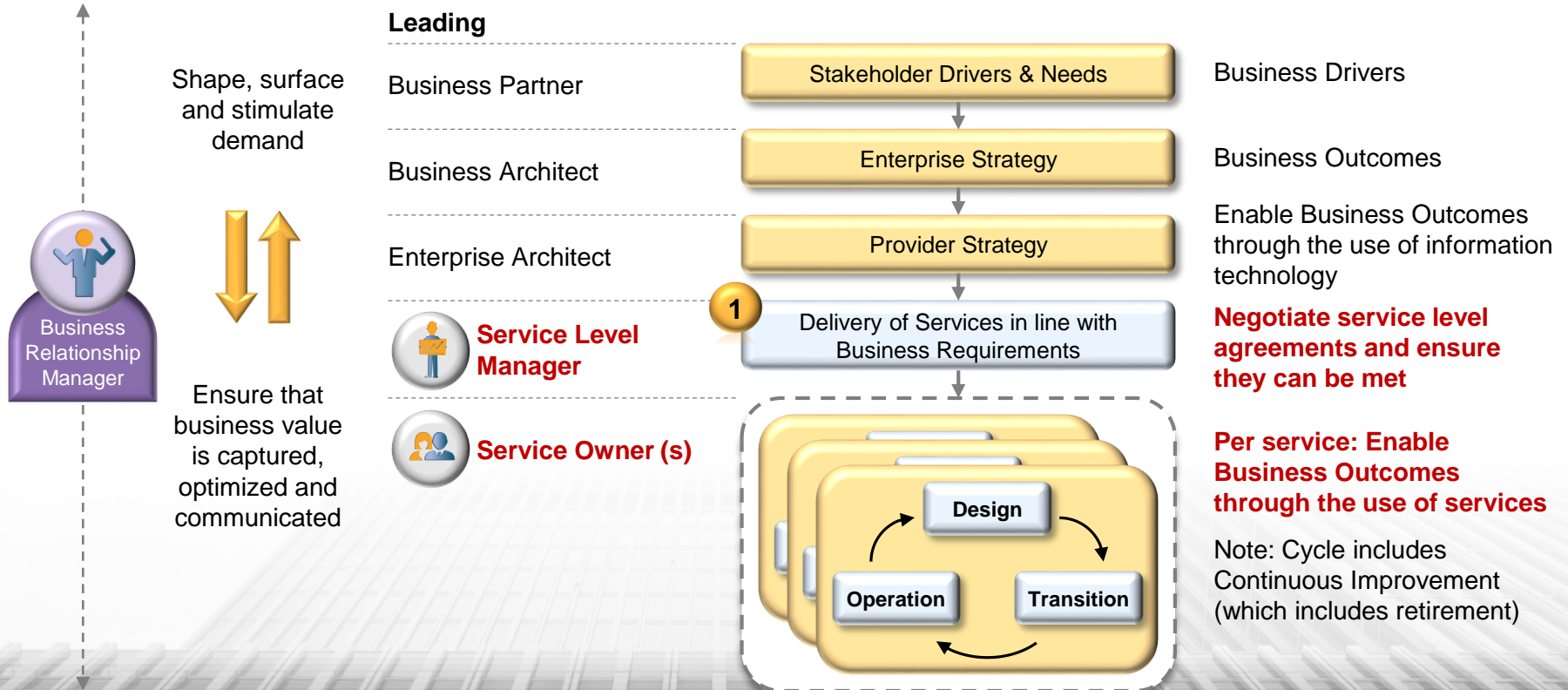
2

Adequate use of application,
information & technology
solutions

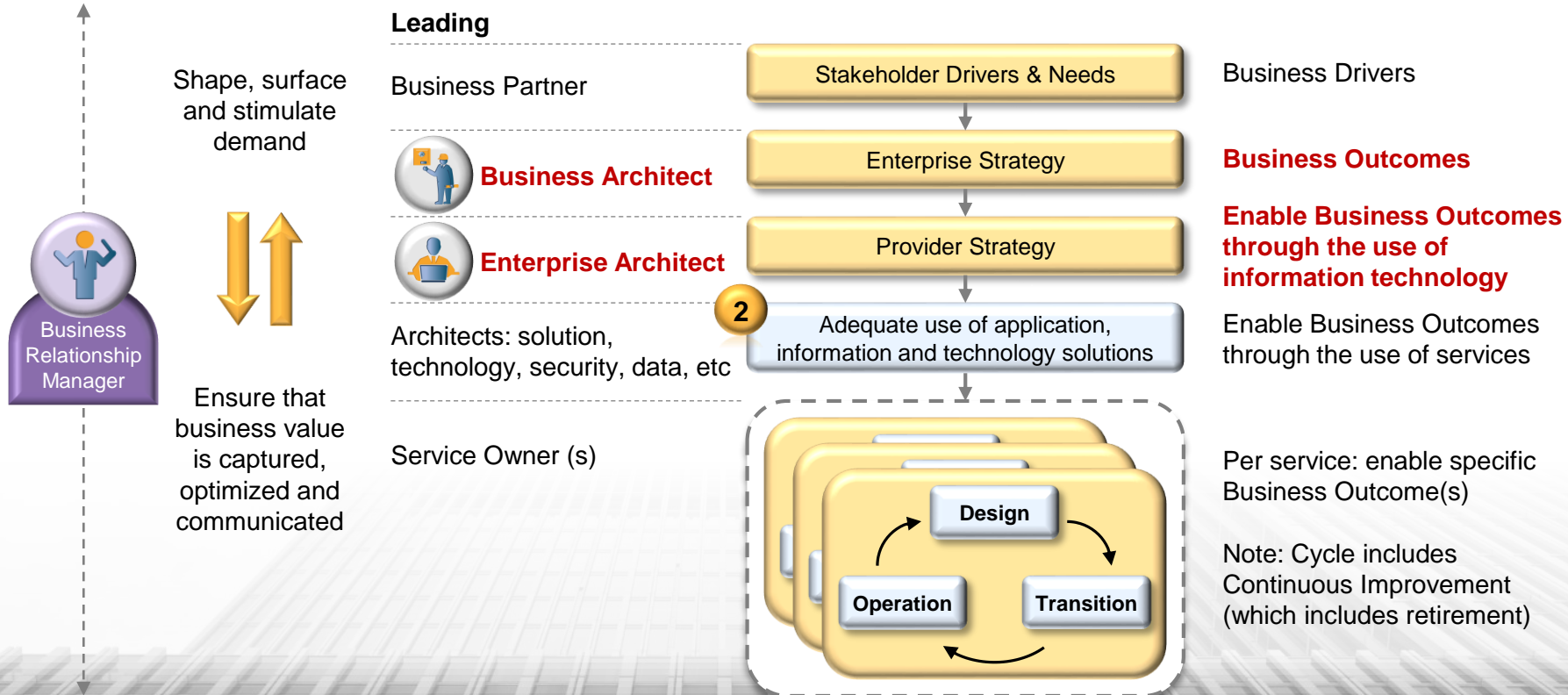
3

Realized benefits from IT
enabled investments and
services portfolio

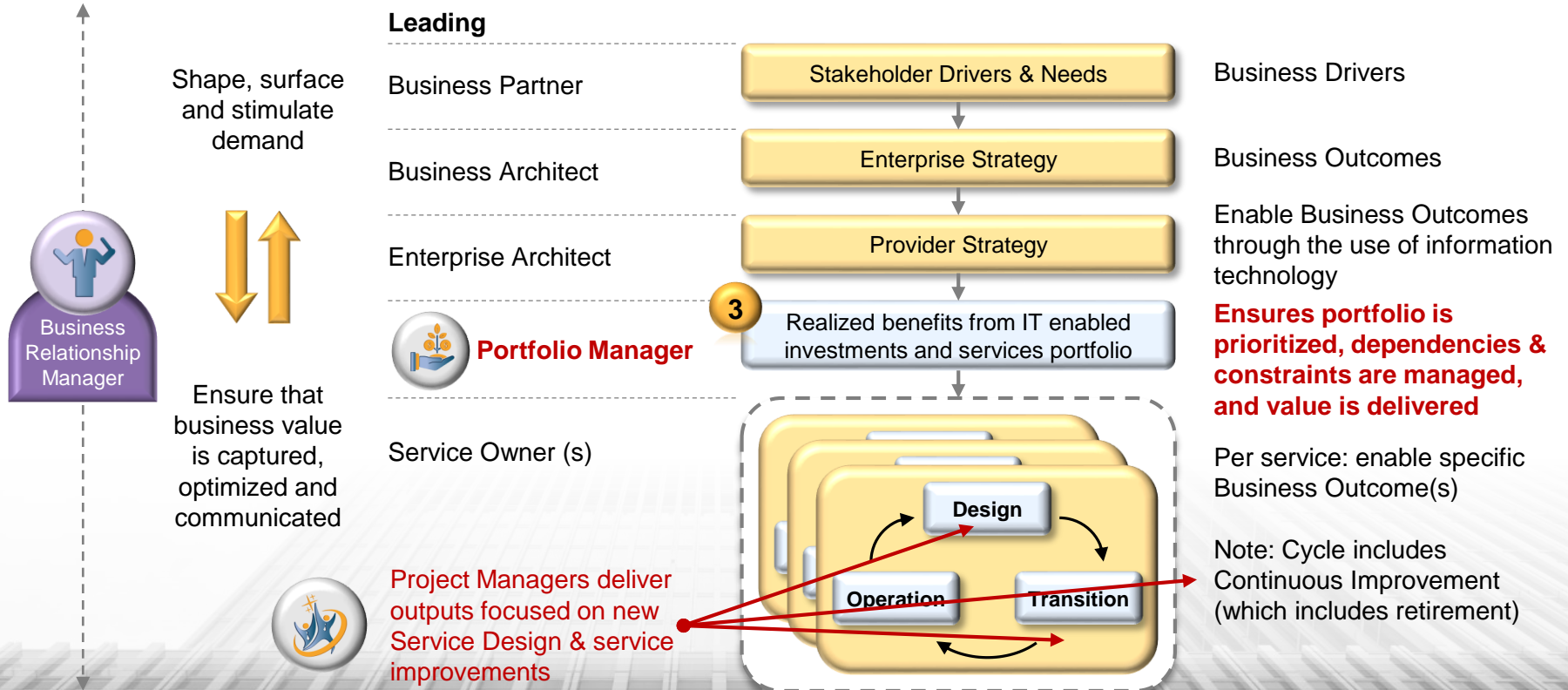
Service Owner and Service Level Manager



Enterprise and Business Architects



Portfolio Manager



Conclusion

- BRM owns the mobilization of the multidisciplinary Business Partner Service Team.
- The BRM's focus is to ensure that whole is greater than sum of its parts.
- There are many roles interfacing with the Business Partner about strategy, and this is OK.

- Can the BRM be strategic alone?
- Isn't the Tactical BRM a substitute for the lack of a Service Level Manager or a Service Owner in the Provider Organization?



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CONTACT US

www.itchapter.com
contact@itchapter.com
1-514-582-4500

www.projissima.ca
elisabeth@projissima.ca
1-514-774-4127