TAGITM 2013 – Beyond the Borders of IT

The Business of Relationship Management

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Martha Rogers, Ph.D., Customer Relationship Management expert:
You have managers to run your network, applications, GIS, desktops. But without the City departments, who would use the services you provide? They are the most valuable asset you have – who is managing them?

John Maxwell, Leadership expert:
Don’t take those relationships for granted. Good ones take a lot of effort.
Business relationship management is a formal approach to understanding, defining, and supporting a broad spectrum of inter-business activities related to providing and consuming knowledge and services.

Garland

• Pop. 226,000
• 57 sq. miles
• 2000 employees
• 50 departments
• 50 IT employees

http://www.linkedin.com/skills/skill/Business_Relationship_Management
Garland – Not to be Confused with Arlen, TX
Key Points

- Why We Created the BRM Role
- How We Defined the BRM Role
- What Is the Purpose of the Role
- What Is the Value of the Role

Business relationship management is a function in continuous evolution, driven by two key forces: The evolution of the business models, and the evolution of technology.

http://vaughanmerlyn.com/2013/01/29/the-power-of-strong-relationship-skills/
Why We Created the BRM Role

• In 2007, the CIO assigned “Customer Relationship” responsibilities to the IT management team
• In 2008, we developed a formalized project management methodology and created our IT Project Services Office
• In 2009-2010, IT implemented ITIL processes surrounding Service Level Management: Incident and Problem Management, SLAs, Security Policies
• Still Needed to Address Customer Satisfaction
• In 2010, the CIO Announced Decision to Create the Role
In 2011, ITIL added BRM as one of 26 official processes: in the Service Strategy lifecycle – within the Service Lifecycle

Business relationship managers are responsible for maintaining a positive relationship with customers. They identify customer needs and ensure that IT is able to meet these needs with an appropriate service catalog.

How it Was

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

No understanding of business priority & impact

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GARLAND
Why Become Strategic

- IT is a Necessity to the Business
- Disruptive Technologies

- Executive Level Partnership with the Business Units
- IT as a Strategic Partner not just a Solution Implementer
Dilbert on Strategy

Technology + People + Governance + Strategy + Communications
= RELATIONSHIP!
The Challenge

• Our Journey Moving from “Order Taker” to “Strategic Partner”

[Diagram showing Business Relationship Manager Maturity with phases from 2007-2010, 2011, 2012-2013, and 2013 and beyond, each with characteristics and focus areas.

http://itorganization2017.tiles.wordpress.com/2013/02/brm-maturity-the-merlyn-group1.jpg]
How We Defined the Role

- Transitioned two infrastructure managers into BRMs
- Research job descriptions
- Divided the business units between the two BRMs
What is the Purpose of the Role

- Establish Communications and Engage the Business
  - Capture Demand in Business/Service Context
  - Look at Need in Relation to Strategy
  - Eliminate the "Many-to-Many" Relationship
- Understand Desired Outcomes
- Help the Business Understand:
  - Governance
  - IT’s Ability to Supply the Outcome or Meet Demand
- Ensure Valuable IT Service
What the Customer Really Needed…

What the customer said that they wanted
How the Sales Rep understood it
How Solution Mgmt wrote the requirements
How the Developers coded it
How Marketing described it

How the project was documented
What Services implemented
How the Customer was billed
How it was supported
What the Customer really needed
Fitting the Pieces Together
Characterizing the BRM Role

• The face of IT to the business units
• Ambassadors for technology
• Trusted advisors
• Comprehensive management of the relationship
• Align strategic vision of the business units with IT
• Understand the challenges of the business units
• Advocate for business units and ensure success
• Ensure that IT provides reliable and valuable service
Putting it all Together
What Is the Value of the Role

• Key deliverables:
  – How are we (IT) doing in supporting you (the business)?
  – What’s changing in the business and what can IT do to plan ahead?

• Success of the role
  – Increased satisfaction
  – Increased number of new ideas – more fully developed
  – Better project outcomes

• Future of the role
  – Understand business processes and where technology may help
  – Stay abreast of City management's strategy
  – Continual Service Improvement
The Pot of Gold

http://www.lef.csc.com/advisory-services/BRM
Sometimes it feels like this is your day...
...But there is a Silver Lining

“We like the way you do business…”
References and More Information

- Gartner Article ID G00246800 “Business Model Innovation Everywhere”
- LinkedIn Groups:
  - IT Business Relationship Management
  - Business Relationship Management
  - Professional Business Relationship Managers
- Business Relationship Management Institute [http://www.brminstitute.org](http://www.brminstitute.org)
Thank you!

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Questions?