IT as a Strategic Partner:

BUSINESS RELATIONSHIP MANAGEMENT
Amanda Petersen

- BRM for Administration & Finance
- 16 years industry experience
  - 14 years in IT Consulting
  - 2 years in Higher Ed. at WVU
Ryan Campione

- BRM for Process Improvements
- 1 year industry experience
  - 1 year in Higher Ed. at WVU
  - Former WVU Student Body President
Your BRM Role Experience

Are you familiar with Business Relationship Management?

1) Yes
2) No
3) Huh?
Your BRM Role Experience

Do you have a BRM in your organization, or have plans to implement this function?

1) Yes, way ahead of you.
2) Definitely Pursuing
3) Considering It…
4) No Plans
What is Business Relationship Management?
IT AS A PARTNER

“Nobody move! Everything’s working!”
BRM DEFINITION

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. – Business Relationship Management Institute
TYPICAL BRM ROLE

Business Units  BRM  Service Provider

The role can vary widely from organization to organization.
BRM IS. NOT...

Service Owner
- Managing one or more services throughout their entire lifecycle
- Accountable for delivery of a service
- Represent the service across the organization

Business Analyst
- GAP analysis
- Requirements gathering
- Functional design
- Test case

Project Manager
- Project activity planning
- Resource planning
- Budget management
- Reporting progress

BRM: Navigate, Orchestrate, Connect
PARTNERSHIP MATURITY

My Provider is integral to business success and growth to help me succeed.

My Provider is helpful and reliable.

My Provider prevents me from making big mistakes but I’m not always sure of the direction.

I engage my provider when I need something so they stay out of my way when I don’t need them.

We work together with our Business Partners to survive and prosper.

Our Business Partners understand our capabilities, work with them, and helps improve them.

Our business partners help set priorities, but we are always behind.

Loudest-in, first out

Ad Hoc
BRM Implementation at WVU.
DRIVERS FOR BRM AT WVU

• 2014 ITS merger – 5 former groups
• CIO and Senior Leadership instituted BRM unit
• Goals:
  ✓ Big picture thinking – proactive vs reactive
  ✓ Normalize interactions with constituencies
  ✓ Transform “customer interactions” into business partnerships
CURRENT STATE

- Student Services & Success
- Process Improvement & Reporting
- Research
- Administration & Finance

BRMs assigned to:
- 3 Functional/Business Areas
- 2 Strategic Competencies
# FORWARD PROGRESS

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
<th>Success</th>
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</thead>
<tbody>
<tr>
<td>CRM Tool</td>
<td>• Admissions Office pursuing purchase of a CRM tool</td>
<td>Connecting Stakeholders</td>
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<tr>
<td></td>
<td>• BRM brought other interested parties to the table.</td>
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<td>Enterprise Health &amp; Safety</td>
<td>• Significant software investment with minimal IT involvement.</td>
<td>Shaping Demand with Institutional Perspective</td>
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<td>Management project</td>
<td>• Multiple stakeholder groups.</td>
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<tr>
<td>Procurement Transformation</td>
<td>• Overhaul and modernization of Procurement office services and technology</td>
<td>Strategic Partnership</td>
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FUTURE STATE

• Improve communication and collaboration with Business Analysts and PMO
• Develop approaches for regular partner engagement
• Advance business & technology road-mapping efforts
• Continuous examination of demand and services – Are we meeting the needs of the institution?
LESSONS LEARNED

• Organizational clarity of the role
• Support from leadership and all levels of the IT organization
• Collaboration within BRM team
• Managing expectations in alignment with IT organization capabilities
• Relationships aren’t built overnight
• Maturity of relationships will not all be the same
QUESTIONS