BRM Strategy Planning and Development

Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.

~ Sun Tzu

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Strategy Is as Much About What You Choose <u>NOT</u> To Do as It Is What You Choose <u>TO</u> Do

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Bad Strategy is "Fluffy"

➡ Mistakes goals for strategy

➡ Provides a shopping list of activities

➡ Does not provide actionable content

➡ Inconsistent

➡ **Incomprehensible for anyone but the determined reader**

Good Strategy is "Decisive"

It is **time-** and **context**-specific and provides:

➡️ Establishment of core issues and opportunities

➡️ A guiding policy

➡️ A set of coherent actions

➡️ Defined target business outcomes

in an **inspiring and understandable manner**

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BRM Strategy Development

Benefits of BRM Strategy Development

A decisive and visionary BRM strategy will serve business partner needs and goals, create opportunity and benefit for IT and add value to your organization.

Conveys Long-Term Focus

Provides a forward-looking view of business partner engagement that sets direction and establishes focus for IT and business partner teams

Demonstrates Leadership

Shows IT and BRM as thought leaders in the organization, creating commitment and consistency in how IT will lead the technology space for business partners

Informs Other Plans

Results of the BRM strategy will inform other plans (e.g., IT Op Model) so they are all aligned around a common goal

Aligns Goals

Establishes IT as a strategic business partner to business units, ensuring IT and the business units move in the same direction, connected to organization culture

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BRM Strategy is Not a "Just Do It" Exercise

BRM is more of an art than a science. Getting the science right is easy. Delivering upon the art can make the difference between failure and success. However, to do this requires planning and vision <u>before</u> taking action. This includes:

Creating a Vision
Establishing a forward-thinking vision of what BRM can be for the organization, where it can make the most impact, and how it can help the organization grow

Defining the Impact
Identifying the value BRM brings to the organization, the impact it can make on both business partner and IT goals and plans, and how it can affect the bottom line

Establishing a Plan
Building an effective plan that delivers upon that vision and allows BRM to make a positive impact on the organization and not just become an extension of the service desk

Measuring Performance
Establishing quantitative and qualitative measures to gauge the performance of the BRM program and its ability to meet previously stated goals and objectives

Structuring the Team
Rationalizing the size of the BRM team, balancing needs/goals with resource and budget availability

Communicating the Approach
Developing a plan to present the strategy to business partners and the IT organization, enabling both to see the value and understand how to work effectively together

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BRM Strategy

A well-thought-out BRM Strategy defines target outcomes, plans, and actions in an inspiring and understandable manner.

Organizational Positioning
What is the right place to position the BRM organization in IT, and how can it be most effective

Mission and Vision
Use organization goals and strategy combined with BRM industry best practices to define what BRM does, how it acts, and what it wants to achieve

Impact Statement
How to identify the value and impact that BRM will bring to the organization and how to properly measure performance using BRM standards and best practices

Operating Principles
Define an optimal operating model that includes responsibilities (what BRM does and does NOT do), processes, and interactions with business units and IT

Critical Success Factors
What BRM needs to be successful: what it needs from IT, from business partners and from the organization

Strategy Approaches / Tools to Consider

When developing your strategy, consider using the following tools/methods:

Insight Gathering

Before defining a plan forward, gather the insights, perspective, and sentiment from your business partners and colleagues on current challenges and future needs

SWOT Analyses

Highly effective means of looking at internal (strengths, weaknesses) and external (opportunities, threats) factors that can greatly impact the direction you take

Strategy Workshops

Implement workshops to define critical input to your strategy, including exercises to define what you want to accomplish, outcomes you are hoping to achieve, actions that you should take, etc.

Strategy-on-a-Page

A highly summarized view of your strategy that provides insight for key stakeholders into all stages of your strategy in a clear, concise manner

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