SUMMARY

BiSL® Next - a framework for

Business Information Management

Improving business performance through better use of information and technology

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Note:

IT is too important to leave to IT

Times have changed. Information and related technology once was deployed primarily as operational resources that enabled enterprises to operate more efficiently. But now many – if not most – enterprises recognize the need to utilize them as strategic assets that are often part of their products and almost always determine their customers' experience, and in so doing, the enterprises' success.

These 'digital enterprises' are challenged by potentially conflicting IT demands: business continuity versus time-to-market versus competitive advantage. They need more resilient IT systems, quicker flow of work from development to production, and better product development. The kind of organization that can address these challenges is characterized by three things:

- Healthy balance of responsiveness to change, and highly disciplined operations
- Much closer collaboration between business and IT disciplines; demand-supply models based on service level agreements have been demonstrated to polarize attitudes within business and IT
- Strong digital business leadership – IT in a digital enterprise is too important to leave to IT.

Transformation to such a digital enterprise implies a change to the IT operating model. It entails a better use of IT for IT itself, in other words the automation of appropriate IT processes as observed in many DevOps environments. Better collaboration is also needed: between IT disciplines, with external IT service providers and between IT, business and customers. The need to actively include customers is paramount: increasingly, customers (and other stakeholders) have their own ways of engaging digitally with enterprises and unless there is a compelling reason to do otherwise, they will go for the easiest route or the most engaging experience. Within the enterprise, business and IT are merging, thus decentralization of IT to the lines of business is a major part of the transformation. It is also imperative that IT services are used better, both in the enterprise and by their customers, to realize value.

These changes justify a more holistic and inclusive approach to organizing IT. The IT function is no longer positioned as a segregated and subservient order-taker, but is embedded in the enterprise's various lines of digital business, co-working towards common goals. The enterprise's digital capabilities are determined by business need and associated value, which are closely aligned with the enterprise's mission. To benefit from IT's differentiating potential, much importance is placed on governance of IT and IT strategy, as well as the other domains of operation and improvement of IT systems and services. The inseparable nature of IT in digital business means that equal attention is paid to the business context in which information and technology are used, the required data, the services that provide the data, and finally the underlying technology such as applications and infrastructure. Constant alignment of these four perspectives – business, data, service and technology – with each other and with the enterprise's mission, needs, value and digital capabilities, ensures the best possible customer experience.

These twelve elements - four drivers, four domains and four perspectives - are the basis of the guidance in the Business Information Services Library (BiSL®). This framework of guiding principles, good

practices, and practical templates is guidance for digitally engaged business leaders and those who collaborate with them. The BiSL® Next model illustrates the holistic nature of the drivers, domains and perspectives.

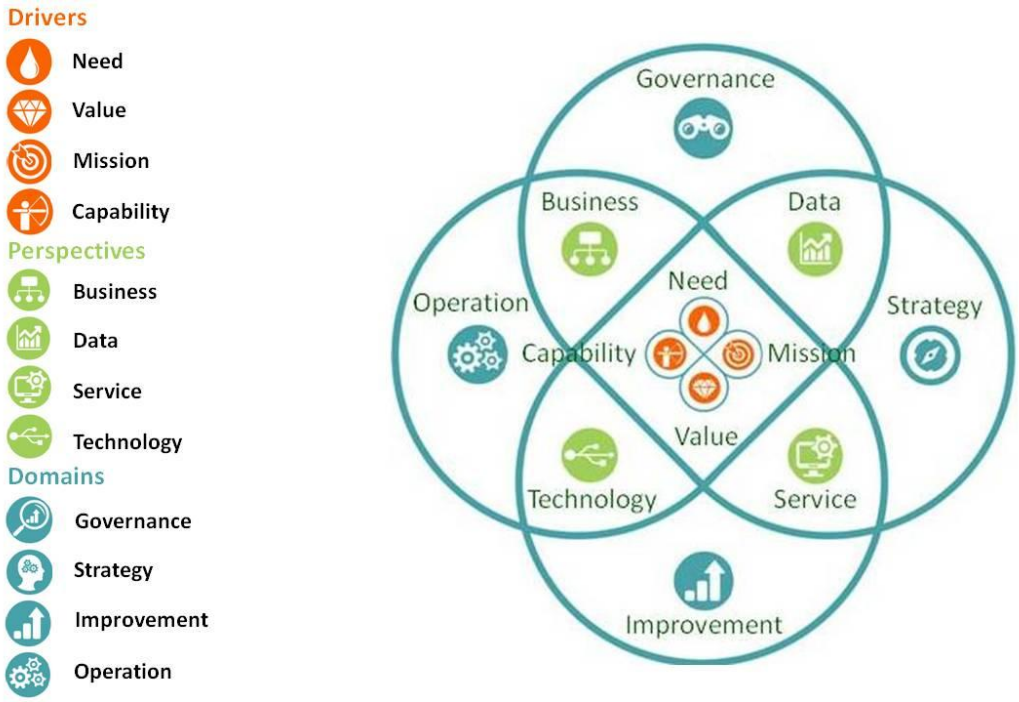


Figure: The BiSL® Next model

BiSL® Next is intended to be used as overarching guidance from a business perspective, in combination with the guidance in specific areas offered by other bodies of knowledge. It can be used both as guidance for digital transformation as well as for governing, managing and running a digital enterprise. In the following part of this document, each of the twelve major components of the BiSL® Next model is described, starting with the four drivers that are the underlying principles, followed by the four perspectives that are constantly taken to ensure a balanced result, and finally the four domains of activities that are needed to achieve the desired results. Together, these four domains are referred to as Business Information Management (BIM).

The Drivers

The drivers are the core underlying principles generically to each of the activity domains. The drivers comprise two sets of two linked components that complement one another and are also in tension.

The Need & Value Drivers

Need is a direct reflection of what the business must have and Value relates to the (real or perceived) benefit that would accrue from having the information service. Need and Value relate directly because if something has no value, why would it be needed? And even when something is needed by a specific stakeholder, it is questionable whether it really delivers value. Value should be paramount; if an information service is not valued, or value cannot be demonstrated, then it is highly likely it is not needed. An example is where the Need and Value elements help you to link the issues of practical use and necessary improvement. This is to ensure that an information service is working as it should, is completely understood and if it is not providing value then the focus should be on change for the better.

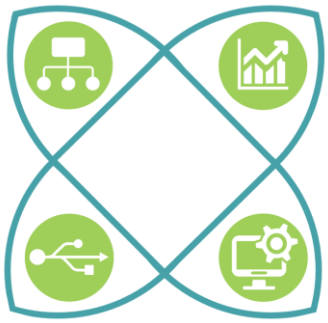
The Mission & Capability Drivers

The driver 'Capability' helps you to determine the resources (time, money, business and IT people….) that you need to fulfill the Mission.

Mission and Capability are directly related because to fulfill the enterprise's Mission, many capabilities must be in place to drive success; and of course if a Capability is not needed then it has no value in relation to achieving the enterprise Mission. The Mission should focus on output and outcome (benefits), allowing the key Capabilities to be identified and put in place to meet the information requirements. In the domain of BIM, we focus on the digital Mission of the enterprise and on the BIM Capabilities (and related resources) needed to realize the information services required for the enterprise's Mission.

The 'Mission' element provides guidance about formulating the enterprise Mission (in terms of Business, Data, Service and Technology perspectives). BIM Capabilities are needed to assure that the portfolio of information services is governed, managed, changed and operated in a purposeful way.

The perspectives



The Business perspective

The Business perspective is focused upon the business processes and lines of business in the enterprise. It is addressed in each of the domains, but of course governing and setting direction means that it is of particular importance in Governance and Strategy and becomes more of a feedback issue in Improvement and Operation.
The Business perspective is about the Lines of Business (LoB) of the enterprise, ensuring that business processes are documented and supported, and that enterprise policies are complied with.

The Business perspective across the four domains:

Business governance • Responsibilities and policy making • Business change governance and P3O • Standardization policies • Knowledge management	**Business strategy** • Enterprise vision for BIM • Business architecture • Agenda of strategic themes • Portfolio of improvements
Business improvement • Business requirements • Description of information service offerings • Testing • Training and documentation	**Business operation** • User support • Service-desk • Communication and training • Authorization

The Data perspective

Data is also a constant, being the fundamental reason for the existence of commerce and government alike. Strategy is arguably the domain where the data perspective is most important since inadequate planning will compromise both Improvement and Operation.
The Data perspective focuses on requirements for data and information as defined by the business of the enterprise and on the quality of data and information used by the enterprise.

The Data perspective across the four domains:

Data governance • Data exchange policies and contracts • Data governance Committee • Master data management policies • Identity and access policies	**Data strategy** • Information/data architecture • Information service lifecycle • Key Performance Indicator (KPI) models • Master Data Management (MDM) and models
Data improvement • Data requirements • Enterprise data environment • The cost of information quality • Automated and non-automated information	**Data operation** • Master data management • Implementing quality plans • Data quality • Operating the data environment

The Service perspective

Thinking about Service is rather hazy within the stratospheric levels of Governance and Strategy, though Improvement must adopt a very clear perspective to ensure that new or improved services are fit for purpose. Fail here, and Operation suffers, causing a maelstrom of requests for change…
The Service perspective revolves about the axes of development or acquisition of new or improved information services, the testing of the services and the quality of the services in use. Although within the Services perspective Governance and Strategy may not be obvious, information services are operated in accordance with policies and strategic intent and the issues of service quality and fitness for purpose are under the microscope.

The Service perspective across the four domains:

Service governance • External executive relationships • Sourcing policy • Service portfolio policies • Service integration	**Service strategy** • Service portfolio management • Sourcing strategy • Service architecture • Service integration
Service improvement • Build a service organization • Service requirements • Non-functional requirements • Assembly • Service validation	**Service operation** • Service support procedures • Service measurement • Service monitoring • Operational supplier management

The Technology perspective

Technology is at the heart of modern business. In the 21st century, IT is now crucial to the majority of private and public sector enterprises in order to deliver and present their products and services to customers and to support the delivery of operational services. Almost everything is digital. However, the perspective is skewed to Governance and Strategy because once in place, both Improvement and Operation can only deal with what they have; problems (or opportunities presented by taking up technologies not considered by the Boardroom) must enter the cycle of being assessed for the future. The Technology perspective encompasses technology innovation and new ways of delivering services, which of course makes the role of IT ever-more central. New ways of delivering services make the role of IT ever more central. IT has been critically important for many years in enabling business to gain efficiency and economy, and technology innovations now make a real difference to effectiveness. IT can transform the way business is done, though remember that Improvement to information services must be implemented in a fashion that fits in with accepted practices. There must be appropriate skills, the correct functionality must be defined and the budget identified. There is therefore an important relationship between the Operation domain and the Drivers that make resources available for implementing the changes.

The Technology perspective across the four domains:

Technology governance • Technology policies • Guidance on technology related topics • Shared technology • Technology driving change	**Technology strategy** • Importance of the technology strategy • Technology integration • Information technology infrastructure • Joint procurement
Technology improvement • Deployment • Testing • Technology watch	**Technology operation** • Availability • Partner and supply chain liaison • Suppliers • Incident management

The domains

The Governance domain

Governance within BiSL is the organizational capability exercised by the board, executive management and IT management to control the formulation, implementation and management of information services and, in this way, ensure the required fusion of business and IT. Governance here means formal management oversight: how the enterprise is managed in terms of hierarchies, authority, roles and responsibilities. Ensuring proper governance of information services is paramount. Managing information flows, structuring information and data dependencies and work methods must be coordinated between strategic suppliers, business partners and users of information and data in the ecosystem (turning to another useful term from Biology) of information and data. The guidance therefore applies also to relationships with parties outside the enterprise, such as suppliers and partners in the supply chain.

The Governance domain discusses how enterprise policies (for example, Identity and Access, Quality, Risk, Security) influence the Strategy, Improvement and Operation domains. Policies are specified and documented regulations (rules or sets of rules) that govern the supply of information services.

The Governance domain from the four perspectives:

Business governance • Responsibilities and policy making • Business change governance and P3O • Standardization policies • Knowledge management	**Data governance** • Data exchange policies and contracts • Data governance Committee • Master data management policies • Identity and access policies
Service governance • External executive relationships • Sourcing policy • Service portfolio policies • Service integration	**Technology governance** • Technology policies • Guidance on technology related topics • Shared technology • Technology driving change

The Strategy domain

The Information Strategy is the focus of this domain. In the enterprise ecosystem and also in the enterprise itself, the business processes change more or less continuously. There are also market and technology changes (some opportunities, some risks) that affect the information services of the enterprise. Services must be future-proofed, where possible and where shortcomings in current services are identified there must be clear direction about what should be carried out to bring about improvements. In particular, issues such as portfolio management and the information lifecycle are be considered.

The Strategy domain from the four perspectives:

Business strategy • Enterprise vision for BIM • Business architecture • Agenda of strategic themes • Portfolio of improvements	**Data strategy** • Information/data architecture • Information service lifecycle • Key Performance Indicator (KPI) models • Master Data Management (MDM) and models
Service strategy • Service portfolio management • Sourcing strategy • Service architecture • Service integration	**Technology strategy** • Importance of the technology strategy • Technology integration • Information technology infrastructure • Joint procurement

The Improvement domain

Why information services change (and how they can be improved) and the mechanism for doing so is the primary focus within this domain. The key to a successful design and delivery is understanding how IT-intensive service design should be managed. The Improvement domain is closely coupled with the Operation domain. In this respect, the key elements should be obvious, namely analysis and specification of the information needs of new services or agreed improvements to existing services, assembling the data needed (and influencing technology decisions) and oversight of testing and deployment.

The Improvement domain from the four perspectives:

Business improvement • Business requirements • Description of information service offerings • Testing • Training and documentation	**Data improvement** • Data requirements • Enterprise data environment • The cost of information quality • Automated and non-automated information
Service improvement • Build a service organization • Service requirements • Non-functional requirements • Assembly • Service validation	**Technology improvement** • Deployment • Testing • Technology watch

The Operation domain

This domain focuses on the use of information services in the business. Ensuring optimal and continuous support of information services are included in this domain. The activities within the domain provide support for those using information services when carrying out their activities within the business processes, for the operational management of the information services suppliers and for providing and monitoring the operational services.

The Operation domain from the four perspectives:

Business operation • User support • Service-desk • Communication and training • Authorization	**Data operation** • Master data management • Implementing quality plans • Data quality • Operating the data environment
Service operation • Service support procedures • Service measurement • Service monitoring • Operational supplier management	**Technology operation** • Availability • Partner and supply chain liaison • Suppliers • Incident management

Summary of topics per Domain and Perspective

Business governance	**Data governance**	**Service governance**	**Technology governance**
• Responsibilities and policy making • Business change governance and P3O • Standardization policies • Knowledge management	• Data exchange policies and contracts • Data governance Committee • Master data management policies • Identity and access policies	• External executive relationships • Sourcing policy • Service portfolio policies • Service integration	• Technology policies • Guidance on technology related topics • Shared technology • Technology driving change
Business strategy	**Data strategy**	**Service strategy**	**Technology strategy**
• Enterprise vision for BIM • Business architecture • Agenda of strategic themes • Portfolio of improvements	• Information/data architecture • Information service lifecycle • Key Performance Indicator models • Master Data Management and models	• Service portfolio management • Sourcing strategy • Service architecture • Service integration	• Importance of the technology strategy • Technology integration • Information technology infrastructure • Joint procurement
Business improvement	**Data improvement**	**Service improvement**	**Technology improvement**
• Business requirements • Description of information service offerings • Testing • Training and documentation	• Data requirements • Enterprise data environment • The cost of information quality • Automated and non-automated information	• Build a service organization • Service requirements • Non-functional requirements • Assembly • Service validation	• Deployment • Testing • Technology watch
Business operation	**Data operation**	**Service operation**	**Technology operation**
• User support • Service-desk • Communication and training • Authorization	• Master data management • Implementing quality plans • Data quality • Operating the data environment	• Service support procedures • Service measurement • Service monitoring • Operational supplier management	• Availability • Partner and supply chain liaison • Suppliers • Incident management