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Dear readers,

There is more need for standards and best practices in this rapidly changing environment than ever. In this current environment, with constant changes and almost infinite ways of accessing information and communicating, it is essential to make communication as clear as possible and ensure the quality of information. Van Haren Publishing makes general Best Practices available to provide quality, practically validated information worldwide. The use of standards and frameworks gives everyone the same language this minimalizing the chance of errors due to unclear communication. Best Practices regarding these standards and frameworks provide you with information summarizing years of experience by the best in the industry. It is an honor to collaborate with knowledge partners like The Open Group, ITWNET, PMI, IPMA, IACCM, ASLBISL Foundation, IVI and ITSMF to support their standards and Best Practices.

Not only do we publish books on Best Practices, we also actively and independently promote the standards and frameworks via our freely accessible Best Practice Library. To make communication on standards everywhere a little easier, we provide you with a basic summary of relevant standards in our catalog. It is an illusion that these standards will lead to better results. More important is the people factor, since without people all these things don't evolve at all. But that is beyond the scope of the service we provide. All we can do is to give you a start in sharing Best Practice and generic solutions. The rest should come from you.

Kind regards,
Ivo van Haren, CEO Van Haren Publishing

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IT & IT Management

Project Management

Enterprise Architecture

Business Management

Agile

1 Title/current version

Agile

2 The basics

Originating from the world of IT where the concept of Agile refers to a set of software development methods based on iterative and incremental development, where requirements and solutions evolve through collaboration between self-organizing, cross-functional teams. Nowadays, the principles of the Agile approach are also used in other domains, for example design & engineering, product development, manufacturing, etc.

3 Summary

Incremental software development methods have been traced back to 1957. 'Lightweight' software development methods evolved in the mid-1990s as a reaction against 'heavyweight' methods, which were characterized by their critics as a heavily regulated, regimented, micromanaged, waterfall model of development. Supporters of lightweight methods (and now Agile methods) contend that they are a return to earlier practices in software development.

Early implementations of lightweight methods include Scrum (1993), Crystal Clear, Extreme Programming (XP, 1996), Adaptive Software Development, Feature Driven Development, DSDM (1995, called DSDM-Atern since 2008), and the Rational Unified Process (RUP, 1998). These are now typically referred to as Agile methods, after the Agile Manifesto.

The Agile Manifesto was written in February 2001, at a summit of independent-minded practitioners of several programming methods.

Manifesto for Agile Software Development

We are uncovering better ways of developing
software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on
the right, we value the items on the left more.

Source: agilemanifesto.org/

The Agile Manifesto has twelve underlying principles:

1. Customer satisfaction by rapid delivery of useful software
2. Welcome changing requirements, even late in development
3. Working software is delivered frequently (weeks rather than months)
4. Working software is the principal measure of progress
5. Sustainable development, able to maintain a constant pace
6. Close, daily co-operation between business people and developers
7. Face-to-face conversation is the best form of communication (co-location)
8. Projects are built around motivated individuals, who should be trusted
9. Continuous attention to technical excellence and good design

10. Simplicity
11. Self-organizing teams
12. Regular adaptation to changing circumstances

Agile methods break tasks into small increments with minimal planning and do not directly involve long-term planning. Iterations are short time frames. Team composition in an Agile project is usually cross-functional and self-organizing and team size is usually small (5-9 people). The Agile method encourages stakeholders to prioritize “their requirements on the basis of business value”.

The Agile approach is supported by the Agile Alliance, a not-for-profit organization that wants to see Agile projects start and help Agile teams perform. It is funded by individual memberships, corporate memberships, and by the proceeds from the Agile conferences. It is not a certification body and does not endorse any certification programmes.

4 Target audience

Anyone involved in an Agile development project team; including analysts, architects, developers, engineers, testers and business customer/users; anyone supporting or managing an Agile project team who requires a detailed understanding of the practices and benefits of Agile development.

5 Scope and constraints

Applicable to development environments. Improved quality; higher productivity; positive effect on business satisfaction.

Constraints:

- Works less well in distributed development efforts where teams are not located together
- Acceptance: forcing an Agile process on a development team that is unfamiliar with the approach
- Exceptions: mission-critical systems where failure is not an option at any cost (e.g. software for surgical procedures)

6 Relevant website

www.agilemanifesto.org

Amsterdam Information management Model (AIM)

1 Title/current version

The Amsterdam model for Information Management: A Generic Framework for Information Management

2 The basics

The Amsterdam Information management Model (AIM) provides a mapping of the relationships between organization and information.

3 Summary

AIM was developed at the University of Amsterdam (paper: Abcouwer, A.W., Maes, R. Truijens, J. (1997), 'Contouren voor een generiek model voor informatie-management', Tijdschrift Informatie en Management). It can be used as a tool for positioning and interrelating information management functions. It can be applied to the areas of business-IT alignment and sourcing, and can be of use when considering IT governance. It offers a high level view of the entire scope of information management; its main application is in the analysis of organization and responsibilities.

AIM can be used to support strategic discussions in three different ways, as shown in the Figure:

- Descriptive, orientation – the framework offers a map of the entire information management domain, and can be used for positioning specific information management processes in the organization

- Specification, design – the framework can be used to re-organize the information management organization, e.g. to specify the role of the Chief Information Officer (CIO) or determine the responsibilities of the retained organization in the case of outsourcing
- Prescriptive, normative – the framework can be used as a diagnostic instrument to find gaps in an organization's information management, and is specifically aimed at identifying missing interrelationships between the various components of the framework

On the horizontal axis, the framework distinguishes three domains of governance:

1. Business – this domain comprises all standard business functions such as management, HR, resources and processes.
2. Information and Communication (information domain) – this domain describes how information and communication supports the business. In this domain, business requirements are translated into the IT (technology) capabilities that are needed to support the business.
3. Technology (IT domain) – this domain specifically describes the development and management of IT solutions.

The vertical axis describes the three levels of governance:

- Strategy (scope, core competences and governance)
- Structure (architecture and competences)
- Operations (processes and skills)

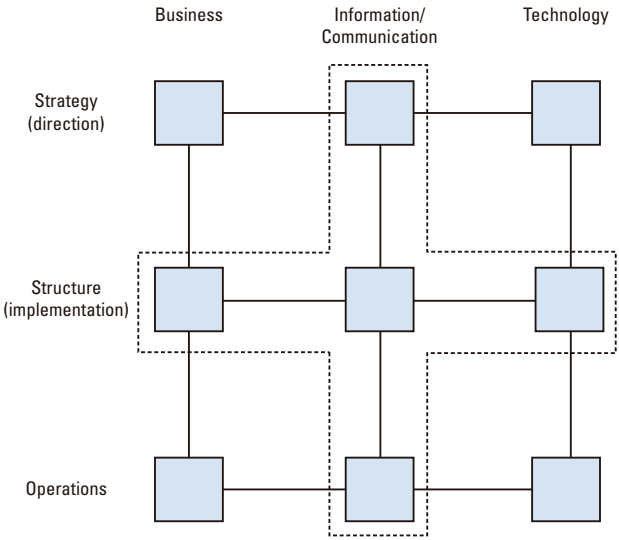

Figure: The AIM or Nine Square framework

AIM (originally known as the nine square framework) connects the two dimensions of management and information as the central components for Information Management. The dotted line demarks the scope of Business-IT alignment.

4 Target audience

The framework was developed for information managers, enterprise architects and IT architects.

5 Scope and constraints

The scope of the framework is the information management domain.

This framework enables discussions on the topic of business and IT alignment, but it does not provide information on how organizations can actually achieve better communications between business and IT. The framework is not a method, and cannot be used in a descriptive way; however, it can be a useful addition to enterprise architecture frameworks such as TOGAF®.

6 Relevant website

www.primavera.fee.uva.nl (Dutch only)

ASL®

1 Title/current version

ASL®2 (Application Services Library)

2 The basics

ASL (Application Services Library) is a framework and collection of best practices for application management.

3 Summary

ASL (Application Services Library) was developed by a Dutch IT service provider, PinkRoccade, in the 1990s and was made public in 2001. Since 2002 the framework and the accompanying best practices have been maintained by the ASL BiSL Foundation. The current version is ASL2, published in the Netherlands in 2009.

ASL is concerned with managing the support, maintenance, renewal and strategy of applications in an economically sound manner. The library consists of a framework, best practices, standard templates and a self-assessment. The ASL framework provides descriptions of all the processes that are needed for application management.

The framework distinguishes six process clusters, which are viewed at operational, managing and strategic levels see Figure.

The *application support cluster* at the operational level aims to ensure that the current applications are used in the most effective way to support the business processes, using a minimum of resources and leading to a minimum of operational disruptions. The *application maintenance and renewal cluster* ensures that

the applications are modified in line with changing requirements, usually as a result of changes in the business processes, keeping the applications up-to-date. The connecting processes form the bridge between the service organization cluster and the development and maintenance cluster.

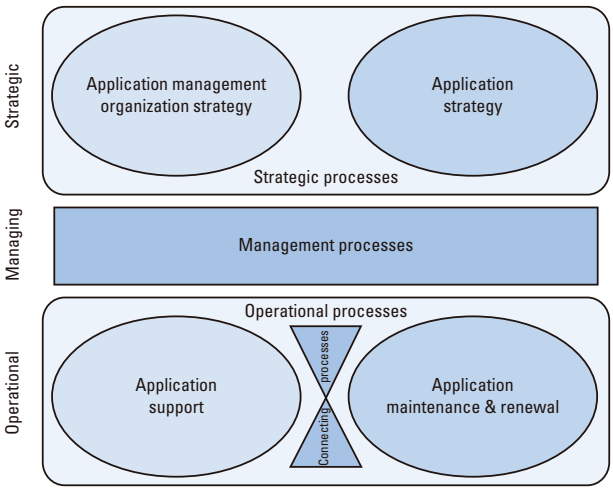

Figure: The ASL framework

The management processes ensure that the operational clusters are managed in an integrated way.

Finally, there are two clusters at the strategic level. The aim of the *application strategy cluster* is to address the long-term strategy for the application(s). The processes needed for the long-term strategy for the application management organization are described in the *application management organization strategy cluster.*

4 Target audience

The target audience for ASL consists of everyone who is involved in the development and management of applications: application support personnel, application architects and designers, programmers, testers, and managers with responsibility for application development or application management.

5 Scope and constraints

The scope of ASL is the support, maintenance, renewal, and strategy of applications, and the management of all related activities.

Strengths

- It offers a common language and conceptual framework for application management (maintenance and support)
- It provides an overview of all the activities (from operational to strategic) that are needed to keep applications up-to-date with the changing needs of the organization
- It is usable in various organizations
- It is owned and supported by a not-for-profit, vendor-independent foundation with participation by a wide range of organizations

Constraints

- ASL overlaps partially with other IT Service Management frameworks

6 Relevant website

www.aslbislfoundation.org

Business Relationship Management (BRM)

1 Title/definition

Business Relationship Management (BRM)

2 The basics

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.

The concept of Business Relationship Management (BRM) is related to and employs the techniques and disciplines of Customer Relationship Management (CRM). However, while CRM most often refers to a company's external customers, the BRM typically deals with a company's internal *business partners* or an internal *provider's* products and/or services.

While BRM has its roots in CRM, it has come to mean different things to different people–often depending upon the specific industry context. For example, in banking and finance, the Business Relationship Manager manages and maintains current business relationships and seeks new accounts. Banking BRMs are typically responsible for a portfolio of small to mid-sized businesses. In other industries, the label "BRM" has come to be a euphemism for "account executive" or even "salesperson."