

GLOBAL STANDARDS AND PUBLICATIONS

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Colophon

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Dream. Learn. Achieve.

Over the last decennia a vast number of organizations has benefitted from leveraging the joint knowledge of best practices. This has prevented many organizations from having them reinvent the wheel.

We, at the Van Haren Group, believe that organizations can benefit from shared knowledge and experiences. And we try to enable them to do so.

The environment in which we are living nowadays is continually changing. We can count on almost infinite ways of accessing information and communicating. That's why it's essential to make communication as straightforward as possible and to ensure information quality.

Standards and frameworks help ensure that we're all speaking the same language. Simply said, it minimizes the chance of error due to unclear communication. It also provides professionals with information that has captured years of experience by the best in the industry.

We, at the Van Haren Group, are very well aware that just applying these standards and frameworks will not lead to better results. After all, people are the crucial factor because they are working with and incorporating these standards and frameworks into best practices.

The Van Haren Group hopes to give professionals and students a head start in understanding and applying these best practices, frameworks, methods, and standards in (future) jobs.

The Van Haren Group produces easily accessible publications, high-quality learning solutions and certifications based on best practices and standards developed by professionals and quality-assessed by our own team and many other experts.

This way you have access to information based on years of experience from the best in the business. We are honored to work with knowledge partners such as IPMA International and The Open Group to support their best practices and standards. We also actively and independently promote the best practices and standards through many partners.

We understand that this mainly concerns knowledge and skills. It's not just about theory, we also realize that the human factor is more important, because without people all these things don't evolve at all. Therefore, we at the Van Haren Group focus on competence-based publications, based on skills and competences. These are the subjects in which we will invest heavily in the coming years, with and for you.

Enjoy your journey, team Van Haren,
Ivo van Haren, CEO

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IT management



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, PinkRocade, 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 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.

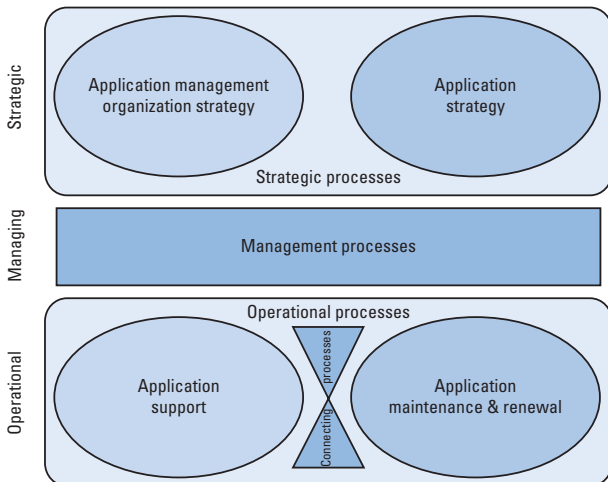


Figure: The process model of ASL

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.vanharen.net

Business Relationship Management (BRM)

1 Title/current version

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.

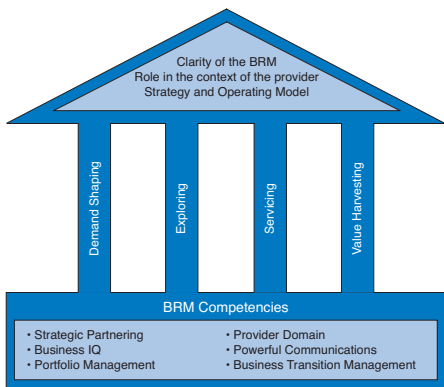
While BRM has its roots in CRM, it has come to mean different things to different people—often depending upon the specific industry context. For example, in banking and finance, the Business Relationship Manager manages and maintains current business relationships and seeks new accounts. Banking BRMs 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.”

3 Summary

The BRM Disciplin rests on solid research-based foundations verified and enhanced over a decade of successful implementations in leading organizations across the world. Proven to be equally effective for a wide range of internal providers including Human Resources, Finance, Legal, external service providers and others, BRM practices have enjoyed widespread adaption in IT. BRM implementations rate in IT services has quickened significantly, since 2011, when the BRM role and corresponding processes have been formalized as an Information Technology Infrastructure Library (ITIL®) best practice and an ISO/IEC 20000 IT Service Management international standard requirement.

The Practice of Business Relationship Management embodies a set of competencies (e.g. knowledge, skills, and behaviors) to foster an effective business value-producing relationship between a service provider and its business partners. These competencies can be leveraged through organizational *roles* (e.g. in an IT organization, the CIO typically has a role of BRM for the enterprise), a *discipline* (e.g. all business partner facing service provider roles should be skilled in Business Relationship Management), and an organizational *capability* (e.g. a service provider organization should be effective in shaping and channeling demand to the highest business value opportunities).

The BRM Role is a crucial link between a service provider and the business acting as a connector, orchestrator, and navigator between the service provider and one or more business units.



The House of BRM illustrates three key aspects of Business Relationship Management:

1. The “foundation” supports the BRM role and ensures it has the *competencies* to be effective and deliver value to both the provider organization and its business partners.
2. The “pillars” define the BRM space in terms of Core BRM Disciplines: Demand Shaping, Exploring, Servicing and Value Harvesting.
3. The “roof” of the House of BRM protects Business Relationship Management as a key aspect of provider capability. It does this by ensuring clarity around how the role, discipline and organizational capability of Business Relationship Management in the context of the Provider Strategy and Operating Model.

Four Core BRM Disciplines

- ***Demand Shaping*** stimulates, surfaces and shapes business demand for provider services, capabilities and products. It ensures that business strategies fully leverage provider

capabilities, and that the provider service portfolio and capabilities enable business strategies. Most importantly, Demand Shaping is focused on optimizing the business value realized through provider services, capabilities and products—that low value demand is suppressed while higher value demand is stimulated.

- **Exploring** identifies and rationalizes demand. Business Relationship Management helps sense business and technology trends to facilitate discovery and demand identification. Exploring is an iterative and ongoing process that facilitates the review of new business, industry and technology insights with potential to create value for the business environment. The key benefit of this discipline is the identification of business value initiatives that will become part of the provider portfolio of services, capabilities and products.
- **Servicing** coordinates resources, manages Business Partner expectations, and integrates activities in accordance with the business partner-provider partnership. It ensures that business partner-provider engagement translates demand into effective supply requirements. Servicing facilitates business strategy, Business Capability Roadmapping, portfolio and program management.
- **Value Harvesting** ensures success of business change initiatives that result from the exploring and servicing engagements. Value harvesting includes activities to track and review performance, identify ways to increase the business value from business-provider initiatives and services, and initiates feedback that triggers continuous improvement cycles. This process provides stakeholders with insights into the results of business change and initiatives.

4 Target audience

Any business professional or organization wishing to better stimulate, surface and shape business demand for a provider's products and services and ensure that the potential business value from those products and services is fully captured, optimized, and recognized.

5 Scope and constraints

With its focus on improving relationships among business partners and maximizing business value, the principles of the art and practice of Business Relationship Management are equally relevant to anyone engaged in business—anyone from rank-and-file employees to C-level executives. If maximizing business value realization of resources spent is of any concern to you, BRM is a discipline, which will help you to achieve your objectives.

Constraints

Although 2011 editions of ISO/IEC 20000 standard and ITIL® best practices rekindled the public interest in Business Relationship Management, their scope is limited to IT and the guidance they provide is most effective in the initial stages of BRM capability implementations and at the lower levels of its maturity. To be truly successful in rolling out and maximizing the potential of BRM capability, organizations should follow a much more holistic approach, one developed, promoted, and constantly refined by Business Relationship Management Institute.

6 Relevant links and website

Official Business Relationship Management Institute's website: www.brminstitute.org

APMG is responsible for facilitating the delivery of Business Relationship Management Professional (BRMP®) training and certification.



1 Title/current version

CMMI® (Capability Maturity Model® Integration) Version 1.3.

2 The basics

CMMI is an internationally recognized process improvement approach that helps organizations to identify where to focus their improvement efforts along an evolutionary maturity path from ad hoc and chaotic to mature disciplined processes.

3 Summary

CMMI is owned and supported by the Carnegie Mellon® Software Engineering Institute (SEI). Version 1.0 of the CMM for Software (SW-CMM) was published in 1991; it was upgraded to CMM Integration (CMMI) in 2000 and the current version is Version 1.3, released in November 2010. An important change in Version 1.3 is the addition of Agile.

CMMI integrates traditionally separate organizational functions, sets process improvement goals and priorities, provides guidance for quality processes, and provides a point of reference for appraising current processes. The CMMI models are collections of best practices that help organizations to improve their processes:

- The CMMI for Acquisition (CMMI-ACQ) model provides guidance on managing the supply chain to meet the needs of the customer
- The CMMI for Development (CMMI-DEV) model supports improvements in the effectiveness, efficiency, and quality of product and service development

- The CMMI for Services (CMMI-SVC) model provides guidance on establishing, managing, and delivering services that meet the needs of customers and end users
- The People CMM provides guidance on managing and developing the workforce

An organization appraises its processes against the CMMI best practices:

- To determine how well its processes compare to CMMI best practices, and to identify areas where improvement can be made
- And/or to inform external customers and suppliers of how well its processes compare to CMMI best practices
- And/or to meet the contractual requirements of one or more customers

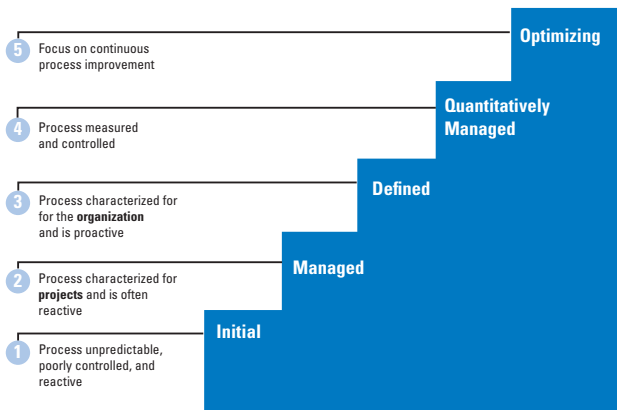


Figure: CMMI maturity levels

Source: *SCI*

Organizations can use a **staged** approach to appraisal to identify process maturity levels from 1 to 5 (see Figure). They can also

take a more flexible **continuous** approach to appraisal, measuring capability maturity in individual process areas. The appraisal results can then be used to plan process improvements for the organization.

4 Target audience

Managers responsible for process improvement programmes, project managers, process improvement specialists, project team members, appraisals teams.

5 Scope and constraints

- CMMI applies to teams, work groups, projects, divisions, and entire organizations
- CMMI works best in combination with Agile, Scrum, ITIL®, Six Sigma, COBIT®, ISO 9001, RUP®, or Lean
- Provides a common, integrated vision of improvement – or can focus on a specific process area
- Generic descriptions based on industry best practice
- Supporting guidance such as roadmaps help to interpret generic models for specific circumstances

Constraints:

- Aiming for higher maturity levels that will not achieve increased business benefits
- Rigid adherence to a staged approach – trying to move every project in the organization to the next level of maturity can be costly and time-consuming
- Failing to interpret the generic descriptions appropriately for the specific needs of the organization

6 Relevant website

www.sei.cmu.edu/cmmi



1 Title/current version

COBIT® 2019

2 The basics

Originally designed for auditors to audit the IT organization, COBIT (Control Objectives for Information and Related Technology) is about linking business goals to IT objectives (note the linkage here from vision to mission to goals to objectives). The whole COBIT 2019 focusses on: how can your organization do governance, how does the organization keep understanding all the external reasons to exist and internal drivers to be what the organization wants to be. Additionally, COBIT identifies the associated responsibilities of the business process owners as well as those of the IT process owners.

3 Summary

COBIT is owned and supported by ISACA. It was released in 1996; the current version is COBIT®2019.

The COBIT principles and enablers are generic and useful for enterprises of all sizes, whether commercial, not-for-profit or in the public sector (figures 1 and 2).

COBIT 2019 updates the framework for modern enterprises by addressing new trends, technologies and security needs.

The framework still plays nicely with other IT management frameworks such as ITIL, CMMI and TOGAF, which makes it a great option as an umbrella framework to unify processes across an entire organization.