

# Driving Best Practices with BSM

ADDRESSING YOUR ITIL® COMPLIANCE ISSUES WITH  
ASG'S ENTERPRISE AUTOMATION MANAGEMENT SUITE™ (EAMS)

A WHITE PAPER



### Executive Summary

The IT Infrastructure Library<sup>®</sup> (ITIL) provides a framework of customizable best practice initiatives that help organizations consistently deliver high-quality IT services. Effective ITIL implementation adds value to the IT infrastructure and improves business and service delivery. Business Service Management (BSM) solutions contribute to ITIL compliance by helping organizations manage their underlying technology and by ensuring that their IT infrastructures enhance business performance. BSM solutions, like ASG's Enterprise Automation Management Suite<sup>™</sup> (EAMS), provide measurable insight into the benefits of ITIL by effectively monitoring, reporting on, and managing IT, ultimately resulting in increased end-user satisfaction, lower costs, and higher profits.

#### ITIL Components

As IT environments become more complex, the need to effectively manage infrastructures is becoming critical. Organizations seeking guidance are looking to established best practices, which provide industry-proven approaches for standardizing processes and managing the IT environment. ITIL is a cohesive best practice framework, and the most widely accepted approach to IT service management in the world.

Best practices stem from the idea that there is a most efficient and effective way of accomplishing a task, based on repeatable procedures that have proven themselves over time. Best practices provide guidelines that organizations must tailor to fit their own processes and business requirements. This customizable approach means that any tools that support these processes must be flexible. ASG's software solutions offer the flexibility to help organizations implement best practices like ITIL and ISO 2000 to manage their IT services efficiently and economically.

#### What is ITIL?

*The IT Infrastructure Library<sup>®</sup> (ITIL) was developed in the 1980s as a management framework for the UK government and has become a standard for IT Service Management around the globe.*

*"Business Service Management (BSM) dynamically links business-focused IT services to the underlying IT infrastructure. BSM solutions map multiple applications and the infrastructure resources they depend on to the business functions they provide. This end-to-end view allows administrators to see the health and availability of their services, as well as predict the business impact that would result from changes to individual components."*<sup>1</sup>

#### The Many Disciplines of ITIL

The ITIL framework covers a wide variety of disciplines. Organizations can choose ITIL best practice recommendations that meet their own unique business needs.

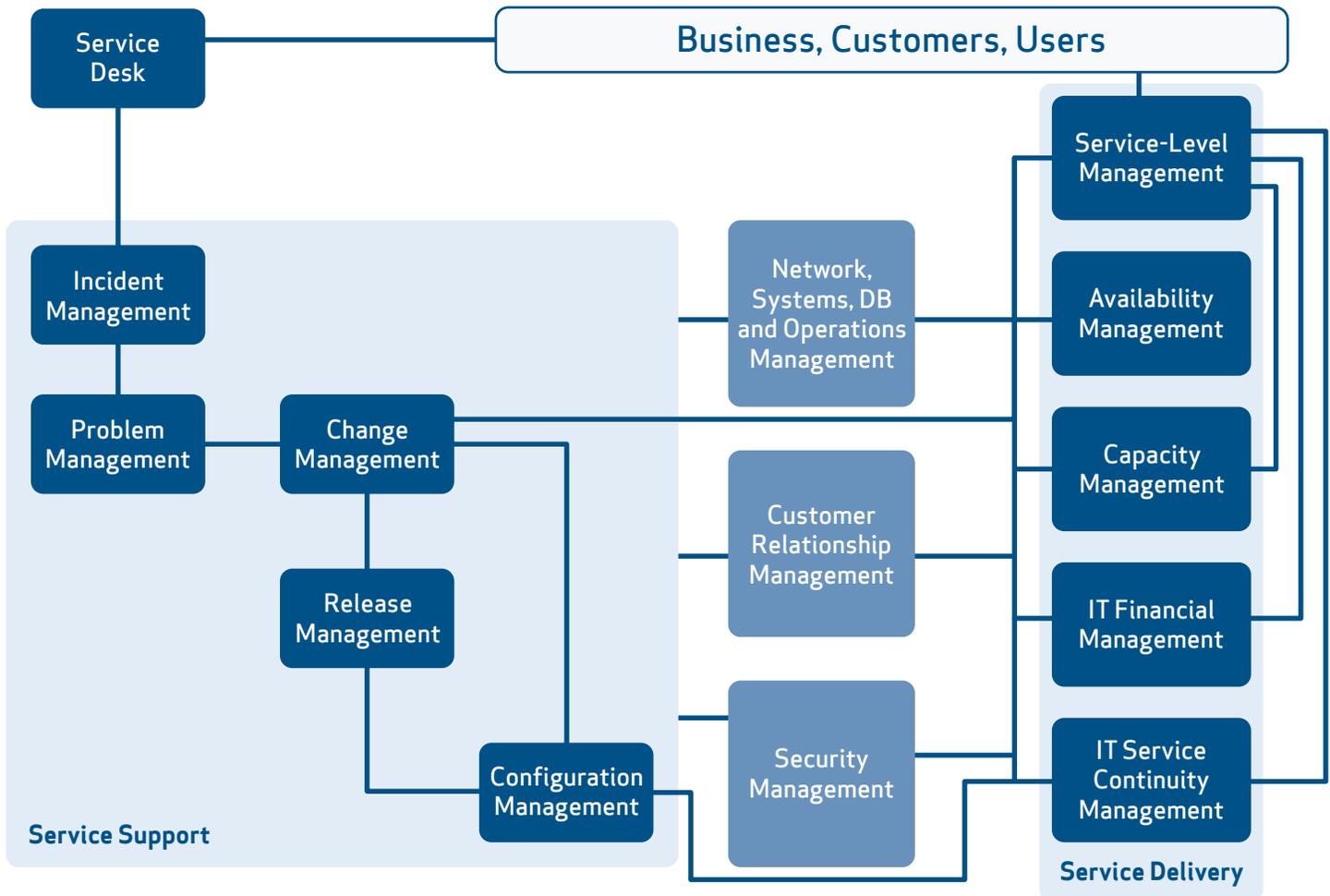
The Service Support discipline of ITIL includes five components that provide the flexibility and stability for delivering IT services to the business:

- Incident Management
- Problem Management
- Change Management
- Release Management
- Configuration Management

The Service Delivery discipline also consists of five other components that support quality and cost-effective IT services to the business:

- Service-Level Management
- Availability Management
- Capacity Management
- Financial Management for IT Services
- IT Service Continuity Management

## The ITIL Process Model



### Understanding the ITIL Process Model

True Service Management is based on the major interrelationships between the ITIL disciplines. Change Management, for example, is related to all Service Delivery disciplines. To understand the cost of the change being considered or to understand the implications of the change on the infrastructure, Change Management may require input from Financial Management or from Capacity Management. Similarly, Configuration Management provides information to all of the Service Delivery disciplines about the structure of the enterprise architecture.

All of the ITIL disciplines work together to deliver Service Management to the business and IT systems' users. Users, who directly use IT services, can be considered the organization's employees, their partners, and their customers. This expanded usage increases the importance of effective Service Management.

### Service Support + Service Delivery = Service Management

*The Service Support and Service Delivery disciplines combine to provide the Service Management capability of an organization. There are complex relationships within Service Management as it ensures that the IT infrastructure delivers high levels of service to the business.*

# Driving Best Practices with BSM

ASG has an array of solutions that cover all aspects of the ITIL Process Model:

ASG Solution	Function
ASG-Asset Management™	<ul style="list-style-type: none"><li>• Monitors and manages ongoing IT inventory, license monitoring, patch and update management, and software distribution</li></ul>
ASG-Life Cycle Manager™	<ul style="list-style-type: none"><li>• Monitors only authorized changes into production; a source management solution</li></ul>
ASG-metaCmdb™	<ul style="list-style-type: none"><li>• Provides a streamlined process for centralizing the management of configuration items from sources throughout the enterprise</li><li>• Stores, relates, and disseminates customized information from a single, centralized, and easily accessible location</li></ul>
ASG-Service Desk Management™	<ul style="list-style-type: none"><li>• Manages, tracks, and integrates service desk activities by consolidating incident, problem, change, asset, and service-level management into one easy-to-use solution</li></ul>
ASG-Network Management™	<ul style="list-style-type: none"><li>• Minimizes costly downtime and improves productivity by providing reliable, real-time monitoring of business-critical devices and applications; a web-based network manager</li></ul>
ASG-z/OS Performance Management™	<ul style="list-style-type: none"><li>• Enables business users and IT support teams to directly relate disparate technology performance to business service performance</li></ul>
ASG-Enterprise Workload Automation™	<ul style="list-style-type: none"><li>• Provides IT executives with out-of-the-box software to monitor and manage business services and prevent issues from interrupting business</li></ul>
ASG-End-User Performance Management™	<ul style="list-style-type: none"><li>• Monitors the overall end-user performance</li></ul>
ASG-Service Level Management™	<ul style="list-style-type: none"><li>• Models and reports business services to verify and predict quality, performance, and service-level agreement compliance</li></ul>

## Interaction within the ITIL Process Model

There is a great deal of interaction between the processes shown in the ITIL Process Model. As a result, implementing individual disciplines may require support from tools that are used across multiple disciplines, such as Service Oriented Architecture (SOA), to provide best practices around technology integration and Control Objectives for Information and Related Technology™ Model (COBIT™). The COBIT model is part of the ITIL foundation, and defines control objectives for IT in support of business processes. By referring to these interactions, organizations are able to predict which additional tools will help support a particular discipline when it is implemented on its own.

ASG's Infrastructure Management solutions work together and fuse with the corresponding ITIL discipline to form a comprehensive solution that will allow an IT organization meet their management requirements.

In the ITIL Process Model, both the Service Support and Service Delivery ITIL model sections interact with Networks, Systems, Applications, and Databases of the IT infrastructure, as well as the Operational Management of those entities. The Customer Relationship Management (CRM) discipline manages the interaction between the Service Delivery and Support Process and the users and customers of the organization to whom the business services are being delivered.

ITIL disciplines focus on defining best practices for IT processes, as well as the responsibilities that organizations must establish to effectively manage IT services. By implementing ITIL best practices, organizations can improve service delivery and increase revenue.

### Process Definition

The deployment of ITIL-based management depends on procedures being in place that define the processes to be followed, and how tools will be used to apply these procedures to the management of the IT infrastructure.

### Challenges Addressed by ITIL

The need for ITIL is based on the relative lack of control in business IT processes. Increasingly, ITIL is being seen as a way to establish governance, and to look at problems and challenges that the business community sees IT being affected by.

ITIL encourages IT managers to look at IT issues that are causing poor service delivery, and to find ways to improve it. An organization, for example, may have several different ways of dealing with disruptions in IT service:

- A help desk and procedures for line-of-business application interruptions
- A second help desk for desktop PC issues
- A third help desk for network problems

By using an ITIL approach, management would realize that having three different functions and processes carrying out one common task (dealing with problems caused to users by IT technology issues) adds complexity, is redundant, and creates unnecessary costs. By applying ITIL principles, managers can see the value of providing one integrated and centralized resource to cover all IT service interruption issues.

ITIL increases IT service dependability by ensuring that processes work properly on an ongoing basis. In other words, ITIL encourages organizations to use standardized or systematic methods rather than ad hoc methods that vary with the standards of people carrying them out and the type of service issue being dealt with. The ITIL approach

ensures that groups of related service issues are managed in the same repeatable and dependable way. Service delivery and service interruption problem handling can be measured and modified in a reliable manner.

ITIL helps managers understand and present the costs of delivering IT services in relation to the benefits the services bring to users. The organization can then easily decide which services are important in terms of costs incurred and benefits delivered.

ITIL encourages an attitude of continual improvement because it focuses on service delivery and meeting users' real needs. It is prescriptive about methods of managing, but flexible concerning product use.

### ITIL and Service Oriented Architecture (SOA)

Organizations spend millions of dollars implementing expensive best of breed technology, yet their information needs are not met. The problem is that their business objectives are different from their IT objectives. SOA provides best practices around technology integration, while ITIL provides a time-tested set of principles for organizing an effective IT operations group. It includes policy guidelines, as well as service oriented procedures to support and deliver an organization's business objectives. Effective implementation of both strategies, organizations can yield capable IT infrastructure on one end, and tight IT governance on the other.

The core SOA principles include:

- Reuse, granularity, modularity, componentization, and interoperability
- Compliance to standards (both common and industry-specific)
- Service identification and categorization, provisioning and delivery, and monitoring and tracking

What SOA seeks to achieve and leverage is directly in line with core ITIL processes. In order for SOA initiatives to be successful, strong core infrastructure operations, like those targeted by ITIL, are necessary.

### The ITIL and COBIT Model

ITIL is part of the foundation of the COBIT model, which defines control objectives for IT in support of business processes. COBIT was explicitly chosen as the tool of choice for external auditors to use in IT audits for the Sarbanes-Oxley Act (SOX). Because many auditors use COBIT, it makes sense for organizations to learn about the model. COBIT identifies key performance indicators and critical success factors that organizations can take into consideration when documenting or re-engineering processes.

## How big is your organization?

*It does not matter how large or small your organization is; you must use tools that capture and assess your corporate asset data for both financial and regulatory compliance needs.*

## Driving Best Practices with BSM

Although there are many different types of control frameworks available, many of them have ITIL at their core. With COBIT, 45-50 percent of the control objectives are covered within ITIL. In particular, ITIL's Service Support and Service Delivery processes address almost a dozen specific control objectives.

ITIL's process documentation and COBIT's control objectives are a powerful combination that can accelerate SOX compliance, which has made COBIT and ITIL hot topics.

### ITIL Benefits

The whole point of ITIL is to make the IT infrastructure do what the organization needs to improve business. The IT effort is focused on helping the organization to achieve its strategic objectives.

For a very large organization, such as a Global 100 company or a large public sector department, ITIL also helps develop a common IT culture based on standard, repeatable methods and processes. Because the IT infrastructure across the entire organization behaves and is managed in a consistent way, IT staff can move between different parts of the infrastructure and their existing skills will be appropriate.

ITIL provides a focus on service delivery, support, and management that is shared by customers/users (both internal and external), the IT department, and vendors. On a rigorous and systematic basis, it facilitates better understanding, coordination, and collaboration. By using ITIL, organizations understand what service delivery means and what their support priorities are. Communication between the IT department and its customers is also improved through the use of ITIL. Any weaknesses in the service delivery processes are revealed by monitoring, managing, and reporting, and can then be strengthened or changed.

### Calculating ITIL's Return on Investment with BSM Solutions

ITIL is not a product or a purchased service like outsourcing; it is simply best practice guidelines for organizations to follow. ITIL is a journey that management undertakes to help it ensure that IT delivers services and value to public or private sector organizations. It is not easy or simple to extract quantitative ROI data from adapting to the ITIL best practice guidelines. On the other hand, ITIL implementation often results in qualitative data, such as an improved perception of the IT department's professionalism and responsiveness. In conjunction with ITIL, organizations can purchase and implement BSM solutions that do have measurable, quantifiable benefits.

ASG's suite of BSM solutions enable organizations to improve application and system availability while responding efficiently to business change. ASG's EAMS helps organizations address their entire IT environment as a whole, and pinpoint system-wide risks in order to easily prioritize improvements. ASG's EAMS uses dynamic, visual dashboards to show the status of business services at a glance. ASG works with organizations to optimize IT and

business processes so that they can improve manageability and service-levels, maximize uptime, and minimize financial risks.

ASG's metaCMDB system is based on the leading metadata repository, which can provide both business and technical users with a single point of truth about data and systems across the enterprise. IT professionals can add new CI types, define a wide variety of relationships among CI types and add custom CI attributes.

ASG's enterprise customers report that ASG's BSM solutions, have:

- Dramatically improved availability
- Reduced the risk of unexpected downtime due to people, processes, and technology
- Prevented interruptions to critical business processes
- Responded rapidly to business change without risking service-levels

The journey toward ITIL and BSM success requires three fundamental elements: people, process, and technology, working together. Many organizations have tried to implement ITIL and BSM solutions, only to find that their processes were immature or that their corporate politics inhibited business service success. ITIL and BSM initiatives will fail if organizations do not effectively address the investments required to improve process execution, and if they do not confront cultural realities. To be successful, organizations embarking on the journey to ITIL and BSM should ensure that they take manageable steps, with clear ROI targets and recurring measurement intervals along the way.

### Sources

<sup>1</sup> "Business Service Management, Systems Management Essentials"; by Jean-Pierre Garbani, Forrester Research, Inc., December 2006



ASG provides a full range of practical software solutions that help IT organizations lower costs, save time, and make proactive decisions that drive business success. Best known for its broad portfolio of best-value, results-driven technologies, ASG partners with 85 percent of the world's largest companies to optimize IT service delivery in both mainframe and distributed environments. Founded in 1986, ASG is a privately held global company based in Naples, Fla., with more than 70 offices worldwide.

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