

Transforming IT Processes and Culture to Assure Service Quality and Improve IT Operational Efficiency

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The IT operations-business gap

There is growing gap between the effectiveness and efficiency of traditional event, incident, and problem management processes and business stakeholders' expectations for uninterrupted, high quality service delivery—and for quick restoration of service levels when they have been compromised.

If you are experiencing this gap, then you're not alone. Research shows that the gap has been around for a long time and continues today. According to prominent IT analyst firm Enterprise Management Associates:

- Up to 54 percent of networked application service (i.e., business service) problems are reported by end-users before IT staff know about them¹
- Up to 82 percent of IT organizations resort to cross-functional team meetings to triage and find root cause of networked application service performance problems¹
- Up to 80 percent of IT organizations' time is spent troubleshooting and fixing problems versus adding new value and services to the business¹

To overcome these inefficiencies and improve service quality management, IT organizations are establishing a new layer of responsibility dedicated to managing services. Enterprise

Management Associates² characterizes this in terms of the growing leadership of a cross-domain services management organization that reflects a fundamental shift in the cultural and political realities of IT. Also according to Enterprise Management Associates, this new layer in IT organizations is more likely to reduce management complexity, free up resources for strategic projects, and deploy cloud technologies faster and more effectively.

Empowered by next-generation management technology, these new cross-domain services management teams are executing new processes to view how infrastructure impacts applications. This helps them improve triage, root cause analysis and mean-time to repair of service level problems and to take proactive measures to prevent problems from escalating and noticeably impacting service levels. Goals are to maintain required service quality/availability levels, eliminate inefficient cross-functional triage meetings, and to shift resources from fixing problems to adding value.

IT LEADERS ARE CREATING NEW CROSS-DOMAIN, CROSS-ORGANIZATIONAL PROCESSES TO CLOSE THE IT OPERATIONS-BUSINESS GAP.

Real-world use cases: closing the IT operations-business gap

Increasingly, IT leaders are recognizing that the traditional silo approach to IT operations management, while rooted in the best intentions, has not resulted in a satisfactory way to view and manage business service quality and availability. While technology silo-focused teams (i.e., experts monitoring networks, systems, applications and other domains) remain vitally important, innovative IT leaders are launching “overlay teams” to visualize and manage services from a cross-silo perspective for improving triage and remediation of service-impacting issues.

The idea of managing services is not an entirely new idea: business service management (BSM) tools were introduced in the 2000s to build cross-domain views (i.e., models) of services. BSM service modeling and processes, however, were geared toward asset and configuration management, not for the real-time operations management requirements of today’s dynamically changing business and IT environments.

Here are some examples of what enterprises and governments, empowered by next-generation IT cross-domain management technology, are doing today:

- **A retailer** is introducing a corporate-wide operations team to monitor and manage services and to work cooperatively with the existing groups that are responsible for managing each technology silo. The new team will handle triage and escalation when infrastructure problems impact important business processes. A key goal is to prevent service interruptions that have previously resulted in lost revenue and to develop innovative management practices that improve business performance.

- **A financial services** firm has a plan in motion to move from traditional silo/event-focused management to business service management. Their network operations center is putting a new process in place to integrate their real-time IT monitoring processes according to services defined by the change management team. The goals are to assure service levels for the most important customer-facing services, reduce time-to-resolution of service-impacting incidents, eliminate cross-silo triage meetings that often involve up to 18 people when services have been impacted, and improve change management processes.
- **A government agency** is putting a new enterprise monitoring group in place to manage a wide range of services delivered to citizens. The services are based on a complex architecture across multiple data centers and the new team will eliminate the “black holes” to manage infrastructure and applications together in the context of the specific services they jointly support. The enterprise monitoring group’s goals include shedding light on the “black holes” enterprise-wide to assure availability and performance of highly visible online services, communicate better with stakeholders about service issues and demonstrate results as they expand their responsibility enterprise-wide.
- **A managed service provider** is putting a new process in place for the IT team to evolve from traditional technology management to managing important customer-facing services, such as customer billing and reporting, as well as workforce-facing services for internal business processes. The CIO has chartered the IT team to leverage infrastructure management information from the engineering team, to implement application performance management and combine the two processes for holistic “end-to-end” management of the business services.

INITIATIVES INCLUDE LAUNCHING “OVERLAY TEAMS” TO VISUALIZE AND MANAGE SERVICES FROM A CROSS-SILO PERSPECTIVE FOR IMPROVING TRIAGE AND REMEDIATION OF SERVICE-IMPACTING ISSUES.

Service operations management closes the IT operations-business gap

Though these businesses and government IT innovators may name their cross-domain service management teams differently, they are using a common, next-generation solution called Service Operations Management as the foundation for implementing the organizational changes and processes necessary to align IT operations with the business.

Service Operations Management uses information from application performance managers, infrastructure domain managers and other tools to build real-time, cross-silo views of services and to more efficiently pinpoint sources of service impact and risk.

Core capabilities include:

- **Dynamic business service modeling** to build and maintain real-time, end-to-end models of business services by leveraging a variety of advanced, automated functions (i.e., correlation of transaction discovery and mapping with infrastructure information, policy-based relationship discovery, real-time updates of imported infrastructure models, etc.). These automated functions help assure accurate models of services and help eliminate the manual labor and batch updates associated with traditional business service management solutions.
- **Service analytics & alerts** to pinpoint service quality problems and risk (i.e., which IT assets across technology silos are the sources of current or immanent service quality degradations and outages). This helps to eliminate traditional manual troubleshooting and time-consuming cross-silo triage meetings and enables actions to be prioritized according to business impact.
- **Service-driven automation (escalation, synchronization & workflow)** that triggers policy based actions. Actions include populating service desk tickets with business impact information and priority; service model, alert and maintenance flag synchronization between integrated tools; and workflow for allocation of data center and cloud resources according to service priority, alert severity and business requirements.
- **Integrated service level agreement (SLA) performance management** to measure service quality and availability

according to internal and external customer expectations. Service Operations Management shares its service information with tools that manage SLA contract and service level performance to ensure accurate understanding of service components and service status. This helps operations teams to focus attention on key services and to proactively take action before operational and contractual SLAs are violated.

- **Unified event management** to correlate and transform cross-domain events into higher quality, more actionable alerts and enforce policy for how various classes of alerts are prioritized and escalated. This lets you detect and correlate critical cross-domain events and escalate them (along with service model impact alerts) according to standardized best practice policies.
- **Real-time visualization of business service** quality, availability, risk and operational service level agreement compliance displayed on PCs as well as mobile devices for personnel and stakeholders across the entire IT organization. This shared view fosters a common understanding of service status, collaboration and greater efficiency among IT executives, operations managers and staff, technology domain experts, service desk teams, change advisory boards and more.

Service Operations Management is geared to help organizations implement mature IT processes for managing business services in both traditional and cloud-connected environments. By building real-time information bridges across diverse IT management roles and disciplines and by enabling service-driven automation, Service Operations Management provides the foundation for greater levels of IT efficiency, achievement, and business alignment.

According to Enterprise Management Associates³, the CA Technologies approach to Service Operations Management “should help to move the industry forward as a whole, as federated service management systems are finally beginning to emerge as a major force in addressing service delivery requirements for traditional, cloud, and hybrid environments.”

SERVICE OPERATIONS MANAGEMENT HELPS ORGANIZATIONS IMPLEMENT MATURE IT PROCESSES FOR MANAGING BUSINESS SERVICES IN BOTH TRADITIONAL AND CLOUD-CONNECTED ENVIRONMENTS.

About the service assurance solution from CA Technologies

CA Technologies brings together service operations, infrastructure and application performance management products to forge a robust Service Assurance solution. This tightly integrated solution is designed to provide end-to-end and top-to-bottom visibility for managing technology domains and the quality, risk and availability of business services that IT delivers to end users, specifically allowing:

- Operations teams and executives to quickly understand the state of service performance
- Operations teams, application owners, executives and infrastructure technology specialists to have deep visibility, real-time data collection and proactive analysis necessary to determine how well IT is delivering business services across an environment that spans physical, virtual and cloud elements
- Subject matter experts to access the information they need to plan for the future and solve difficult problems



CA SERVICE OPERATIONS MANAGEMENT
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ENTERPRISE MANAGEMENT ASSOCIATES.

About CA Technologies

CA Technologies (NASDAQ: CA) is an IT management software and solutions company with expertise across all IT environments—from mainframe and distributed, to virtual and cloud. CA Technologies manages and secures IT environments and enables customers to deliver more flexible IT services. CA Technologies’ innovative products and services provide the insight and control essential for IT organizations to power business agility. The majority of the Global Fortune 500 relies on CA Technologies to manage evolving IT ecosystems.

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¹ Jim Frey, Research Director, Enterprise Management Associates, "IT Service Assurance: What Winning Organizations are Doing" 2009 and 2010

² Dennis Drogseth, Vice President, Enterprise Management Associates, "The Move Towards a Cross-Domain Service Management Strategy," 2010

³ Dennis Drogseth, Vice President, Enterprise Management Associates, "CA Technologies Delivers Next-Generation Operational Control with CA Service Operations Insight" 2011