

Making ITIL actionable in an IT service management environment.



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Executive summary

People. Processes. Technology. Information. These are essential building blocks to create a successful IT infrastructure in today's fast-paced, service-focused marketplace. Business thrives when you achieve an optimal intersection of all four IT building blocks. But when there are problems — such as lapses in server performance, sluggish data circulation and inefficient resource management — service levels are compromised, and efficiency, productivity and profitability decline. Now, more than ever before, the resilience and stability of your IT infrastructure are crucial to the success of your company. Today's IT organizations increasingly rely on proven best practices, such as those outlined in the Information Technology Infrastructure Library (ITIL®), as the framework on which to build a management infrastructure that delivers business-critical IT services.


This executive brief explains how IBM can help your company leverage ITIL and introduces IBM's vision for IT service management implementation. In addition, it outlines the specific resources IBM has developed to help make ITIL actionable, including:

- *IBM Process Reference Model for IT.*
- *IBM Tivoli® Unified Process.*
- *IBM Tivoli Change and Configuration Management Database.*
- *IBM Tivoli Process Managers.*
- *Enhanced IBM Tivoli Infrastructure Management products.*



The role of IT service management in today's business world

Technology has become such an integral part of modern business that you'd be hard pressed to find a day-to-day function that does *not* rely on one or more IT services. With IT embedded in nearly every aspect of your enterprise, and users becoming increasingly dependent on IT resources, developing and maintaining a flexible, scalable, service-oriented IT infrastructure is mission critical.



“We hope to leverage IBM’s vast knowledge of industry best practices, as well as their knowledge of on demand technology, to identify and implement our key processes faster. This will make us much faster in terms of order-to-delivery cycles, product development and our ability to connect to the outside world.

– Dr. Martin Hoffman, Group Executive Director for Purchasing Process and Information Management, Volkswagen AG

Along with this increase in IT demand comes a general shift in strategy. IT management has evolved from a technology-centric function to a business-focused process. Today's IT environment is no longer viewed as a set of stand-alone resources but as an integrated system of components that supports the delivery of IT services.

For IT to meet your business-critical demands, the focus of IT management has to change — from technology-centric management of IT systems to business-focused management of IT services.



Today's IT organizations face four major challenges

- **Change**— *IT management must be able to quickly and efficiently respond to adjustments in market demands, workloads and service levels or outages in a world where managing change can consume up to 60 percent of IT budgets.*
- **Compliance**— *Corporate security policies and global governmental regulations, like Sarbanes-Oxley, present new challenges for IT.*
- **Complexity**— *With the growth in IT complexity, companies need to develop an infrastructure where all IT components interoperate seamlessly.*
- **Cost**— *Companies continue to search for ways to maximize existing IT resources and optimize IT budgets while managing ongoing change, compliance and complexity issues.*

An IT service management strategy based on best practices

What's the best way to implement an IT service management strategy in your IT environment? By utilizing best practices established through years of experience managing IT. ITIL is an internationally recognized and constantly evolving collection of IT best practices designed to help organizations overcome current and future technology challenges. Originally created by the UK government in 1988, ITIL is the result of years of experience contributed by major IT organizations and companies, including IBM. IT departments around the world use ITIL as a roadmap to help guide efficient and effective implementation of current technology — including the realization of an IT service management strategy.

IBM has experience implementing ITIL

IBM has been involved with ITIL since its inception, contributing significantly to the library's original platform. IBM's Information Systems Management Architecture (ISMA) — developed in the 1970s — served as the foundation for many of the ITIL process definitions. As a platinum member of the IT Service Management Forum (itSMF) — the only internationally recognized and independent organization dedicated to IT service management — IBM continues to support the creation of new library materials, including the definition of ITIL, Version 3.

Although ITIL outlines the components necessary to create an IT service management strategy, it does not explain *how* to integrate and implement its IT processes for a specific IT environment. Backed by 17 years of experience developing ITIL-based systems and thousands of ITIL-certified employees worldwide, IBM can help make ITIL actionable within your organization by utilizing a complete portfolio of ITIL-aligned solutions, including proven products for automation and virtualization.




IBM's IT Service Management vision — making ITIL actionable

As part of IBM's vision for IT service management, IT needs to be managed not as groups of servers, software, databases and networks, but as an integrated set of IT services. To help deploy this service-focused infrastructure into your IT environment, IBM has developed the IBM IT Service Management suite of solutions.

Built on the tenets of the ITIL philosophy and based on IBM's experience obtained from thousands of ITIL implementations, this multilayered approach to IT service management consists of processes, platforms and products as well as IBM best-practice expertise and implementation services. By deploying an IBM IT Service Management solution, your organization is better able to:

- *Control rising IT management costs and maximize your IT investments.*
- *Manage the complexity of your infrastructure, while providing optimized services and quality through integrated and automated processes.*
- *Ensure compliance with government regulations and internal corporate policies.*
- *Respond more rapidly to changing business and customer needs.*



“By automating our processes, we have been able to enhance our ability to respond quickly and effectively to changing conditions and to evolving customer needs. A big part of our success is ensuring that our technology resources are aligned with the business strategies of the individual operating divisions and that our big investments have defined and measurable returns.”

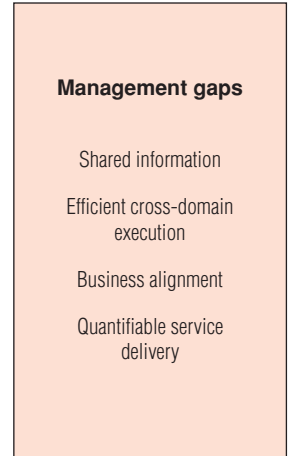
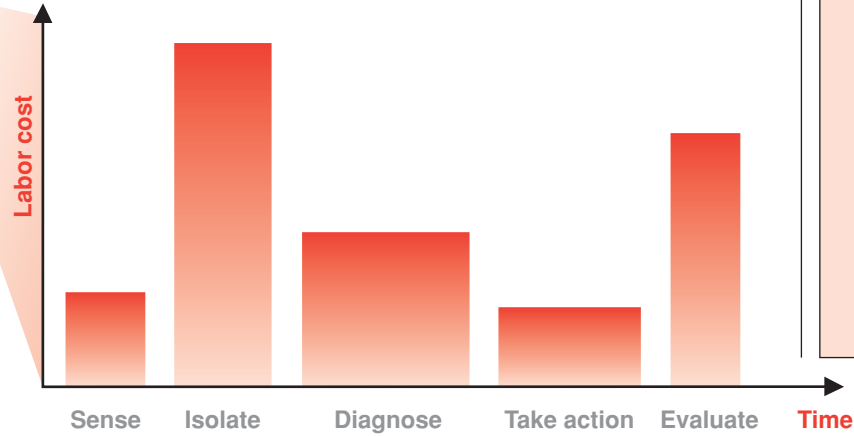
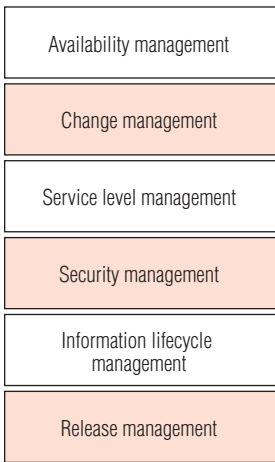
– Rick Omartian, Information Technology CFO and Chief of Staff,
The Guardian Life Insurance Company of America

Composite applications

Silos of expertise



IT processes



IT dilemma: managing escalating costs and maintaining responsiveness

A complete portfolio of resources to help with ITIL implementation

By leveraging its ITIL experience and building on a multilayer approach to IT service management, IBM has created a complete portfolio of resources, including reference models, online tools and processes. In addition, IBM Global Services offers a full range of implementation services to help you make ITIL actionable in your organization.

IBM Process Reference Model for IT

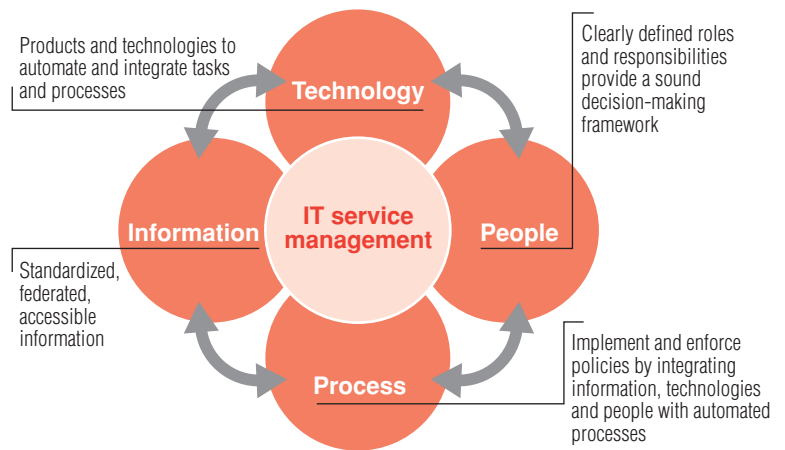
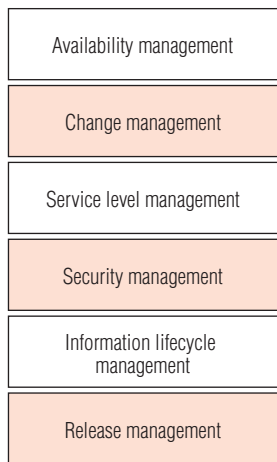
Developed by the ITIL process experts at IBM, IBM Process Reference Model for IT is an evolving set of documents that includes key building blocks for companies wanting to implement IT service management components into their IT infrastructure. IBM Process Reference Model for IT is based not only on ITIL but also on IBM's deep experience in IT process management and experience from numerous customer engagements. It clearly identifies and outlines how to best deploy ITIL, offering guidance on the latest cost-effective, scalable ITIL implementation methods. But it also goes beyond traditional IT systems management and highlights areas of IT service management not yet addressed by ITIL, including high-level modeling for marketing, planning and consulting. In fact, IBM has taken aspects of IBM Process Reference Model for IT to the ITIL forums to assist in creating future process models.

IT vision: managing the business of IT

Silos of expertise



IT processes



Effective and efficient delivery of IT services in support of business goals.

IBM Tivoli Unified Process

Another resource from IBM to help businesses make ITIL actionable, IBM Tivoli Unified Process is an online tool that enables quick and easy navigation of IBM's ITIL-aligned Process Reference Model for IT. Tivoli Unified Process documents the relationships between all key IT service management elements by providing IT managers with an enterprise view of roles, process workflows, and the input and output of work products for each step of the process. Plus, Tivoli Unified Process demonstrates how IBM technology can be used to automate tasks in a process-compliant manner. When you combine Tivoli Unified Process with IBM Rational® Unified Process, which focuses on system development, you have a complete IT lifecycle management solution that offers a consolidated, end-to-end view of both IT and software development and monitoring.

Tivoli Unified Process is an essential online tool for ensuring successful implementation of ITIL best practices and improving the quality of IT service management.



IBM Tivoli Change and Configuration Management Database

An essential component of the IBM IT Service Management infrastructure, IBM Tivoli Change and Configuration Management Database delivers a federated view of all your enterprise's IT data — including information on hardware, software and the relationships between them. In addition, it provides a process foundation for the delivery of value-added solutions for release management, availability management and information lifecycle management. Tivoli Change and Configuration Management Database also integrates IT service functions into a unified, automated infrastructure management platform, which helps you:

- *Consolidate information between disparate IT environments.*
- *Create synergy between different IT service management functions.*
- *Optimize the management of IT service demands.*
- *Maximize IT performance and ROI.*

A closer look at Tivoli Process Managers

IBM's new packaged solutions include processes and adapters to help integrate Tivoli Systems Management products.

- **IBM Tivoli Release Management — Enables the seamless integration of the latest release capabilities into your IT infrastructure.**
- **IBM Tivoli Availability Management — Helps IT deliver a cost-effective, sustained level of IT availability.**
- **IBM Tivoli Information Lifecycle Management — Offers a roadmap for managing information through its life cycle, from conception to disposal.**

IBM Tivoli Process Managers

To further assist IT managers in their deployment of ITIL best practices, IBM has developed IBM Tivoli Process Managers. A collection of predefined, automation packages, Tivoli Process Managers outline the people, resources and information needed to create IT processes that are repeatable, measurable and efficient. For example, IBM has designed process managers for three main components of the ITIL architecture — release management, availability management and information lifecycle management — which enable customization and allow for in-house or third-party product integration.





Build an IT infrastructure that drives business performance

By leveraging IBM tools, processes and the proven Tivoli product portfolio in your ITIL implementation, you will be able to build an IT service management infrastructure that empowers you to efficiently manage and provide essential solutions across your enterprise. More importantly, you'll be able to proactively deliver much-needed IT services that drive business performance. An IBM IT Service Management infrastructure helps you:

- *Maximize current and future IT resources.*
- *Harness key technologies to optimize business value.*
- *Provide IT services based on real-world business needs.*
- *Leverage your IT investment by integrating business and IT process management.*
- *Deliver services through well-defined, repeatable processes where business value can be measured and improved.*

Why choose IBM IT Service Management solutions?


IBM offers unmatched leadership, experience, products and processes — along with a well-established vision that clearly outlines how to develop an IT service management infrastructure based on ITIL. In addition, IBM product offerings leverage automation and virtualization technology, enabling you to further maximize IT efficiency. IBM's component-based adoption models and roadmaps allow you to integrate IT management processes on a timeframe that best suits your business. Because IBM solutions are based on industry open standards, you can optimize the processes you have now, and in the future.

Best of all, IBM is ready to begin building an ITIL-aligned IT service management strategy for your business — today. Are you ready to get started? There are a variety of ways to begin the implementation process:

- *Education and training for ITIL and IBM Process Reference Model for IT*
- *IT service management workshop*
- *Service management readiness assessment*
- *IT service management design*
- *Packaged offerings and implementation services for IT service management*

For more information

To learn how IBM can help you deploy an IT service management strategy based on ITIL, contact your IBM representative or IBM Business Partner, or visit ibm.com/software/tivoli/itservices



“IBM Global Services has been a key partner in helping us standardize on IBM Tivoli software solutions to create an integrated and automated platform that helps reduce the time and cost of infrastructure management and improve service levels.”

– Simon Redfern, Project Leader, Systems Infrastructure, European Patent Office



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