Choose a service management solution that integrates business and IT innovation.

IBM Governance and Risk Management
Business alignment, visibility and control

Close the "integration gap" between business and IT innovation

According to a recent IBM Global CEO Study, two out of every three CEOs expect fundamental changes for their organizations over the next two years. More specifically, they believe that significant business opportunities to discover new trends, extend products and increase their overall competitiveness can be "seized through innovation."*

Most of the CEOs stated that innovation depends on the successful integration of business and technology. In fact, nearly 80 percent of those surveyed rated business and technology integration as being of "great importance." These same CEOs, however, also reported a major "integration gap" between business and IT innovation. They wanted to close this gap but many "didn't know how to do it" or found the task "too complicated."

For many IT organizations, the first step in achieving innovation and closing the gap with business is service management — the ability to deliver quality, cost-effective services across the enterprise, throughout the entire service lifecycle. Service management is a key component of governance of business services — and managing the risk to those services. Quality service delivery in a timely fashion has become increasingly critical to business success and a key element for competitive differentiation. And yet, the task of finding a service management solution that increases agility and innovation while minimizing business disruptions has become more challenging than ever.

A successful service management solution must be developed in the face of a number of challenges, including:

- **Growing complexity** based on disparate technologies and service infrastructures.
- **Rapid, constant change** involving mergers and acquisitions for customers and vendors alike, as well as widespread technology innovation and convergence.
- **Rising costs** driven by process inefficiencies, expanding administrative tasks and increasingly complex IT maintenance.
- **Tougher compliance** caused by added security, audit and governance requirements worldwide.
- **Lack of proper service context** due to fragmented silos of people, processes, technologies and information.
- **Limited funding** for IT departments that must constantly "do more with less" to deliver services, protect environments and evolve the IT infrastructure.

Create and manage value across the service lifecycle

To achieve an effective service management model, IT developers must begin to create value, by building service quality into services at the front of the service lifecycle. And IT operations must begin to manage value, by establishing processes to protect service quality through the duration of the service lifecycle.

To create value, IT developers need an integrated approach to service delivery that unifies development, operations and business stakeholders with process and portfolio management, change and release management, requirements management and architecture management. To manage value, IT operations must have a comprehensive solution that delivers business alignment and organizational alignment, with process management, advanced data layer, visualization and automation capabilities.

Review the capabilities of an integrated service management solution

To help address the challenges of service management today, organizations need a fully integrated service management solution that can make an organization more agile and capable of effective, enterprise-wide innovation.

In particular, the ideal service management solution should be able to:

- Predict: by improving insight into the health of services and projects and preventing service level violations.
- Align: by integrating best-practice processes to improve productivity.
- Innovate: by managing services across new-generation architectures.
- Deliver: by optimizing change management to improve service delivery.
- Manage: by reducing the time required to resolve application quality problems.

Based on these capabilities, a successful service management solution will enable the effective governance and management of service processes in full alignment with business strategies and objectives. It will support increased productivity, operational efficiencies and service quality. It will also, if possible, include flexible payment options with customized financing, resulting in a true "end-to-end" solution for organizations. The ideal service management solution will allow you to:

- Incorporate best practices for integrating development and operations to effectively govern end-to-end software processes.
- Integrate "build-to-manage" capabilities.
- Integrate process and portfolio management solutions.
- View application dependencies across the infrastructure.
- Manage the impact of a change from a business, development and operations view.
- Assess the status of a change at any point in the process.
- Implement an end-to-end service quality management solution.

Properly designed and implemented, service management has the capacity to allow IT to demonstrate proven value in driving business growth. This helps shift the perception of the IT organization from a cost center to a key player contributing to the overall success of the business.

Leverage the advantages of IBM Service Management

IBM Service Management delivers a unique, fully integrated approach for creating and managing value for IT organizations by combining a diverse portfolio of hardware, software, support and financing services spanning the entire service management lifecycle, for organizations of a variety of different sizes, business models and industries. Organizations using IBM Service Management benefit from:

• Improved service delivery through the integration of IT development and IT operations.
• A modular approach, allowing organizations to choose the service management entry point best suited to their needs.
• A single vendor solution based on industry best practices.

In line with the five criteria outlined on the previous page, IBM Service Management offers a comprehensive range of service management solutions with the following capabilities:

Predict:

Organizations struggle to increase their real-time visibility into project and service status. IBM provides clients with a comprehensive portfolio of hardware, services and software solutions — including IBM Rational® Portfolio Manager and IBM Tivoli® Business Service Manager — that allow organizations to gain better insight into the health of IT projects to minimize risk and deliver more predictable business results.

By leveraging IBM services, hardware and software solutions for prediction, organizations can:

• Better align investments with business objectives through visibility across the IT project portfolio.
• Monitor the health of IT projects and identify warning signs earlier in the project lifecycle.
• Monitor the health of business services and intervene before service levels are compromised.
• Perform trend and forecast analysis on software and service delivery.

Align:

Often, IT processes are loosely defined and apply to a specific organizational silo. Manual processes are difficult to consistently execute and enforce, decreasing productivity and downgrading service quality. IBM service solutions, such as IBM IT Management Consulting Services and IBM IT Lifecycle Management and Governance Services, help ensure that key IT development and operational processes are aligned with best practices, automated for consistent execution and auditable for compliance adherence.

These service solutions, coupled with IBM software solutions such as IBM Tivoli Unified Process, IBM Rational Software Delivery Platform and IBM Tivoli Change and Configuration Management Database, also help improve productivity through alignment with best practices such as IT Infrastructure Library® (ITIL®), Control Objectives for Information and related Technology (COBIT®) and the enhanced Telecom Operations Map® (eTOM®).

Through proper alignment, IBM service management solutions enable organizations to:

- Utilize process modeling, design and communication tools.
- Leverage a common framework of tools and services for service quality management for IT development and IT operations.

Innovate:

The shift to new-generation technology infrastructures such as service oriented architectures (SOAs), virtualization and grid computing requires advanced service management solutions — to effectively manage the services utilizing this new technology. IBM offers support for the development and management of an SOA environment with IBM SOA Infrastructure Consulting Services, IBM Tivoli Composite Application Manager for SOA, IBM Tivoli Identity Manager and IBM Tivoli Access Manager.

Support for virtualization is provided by IBM Accelerator for Service Management, IBM Systems Director and the IBM Tivoli dynamic workload automation portfolio. Grid solutions are supported by solutions that include IBM Emerging Server Technology Services and IBM Grid and Grow Services.

Innovation through IBM Service Management solutions can enable organizations to:

- Establish a hardware and software foundation that provides optimal business flexibility and effective service delivery.
- Improve total cost of ownership (TCO) and utilization by managing and adjusting capacity to meet on demand requirements.
- Build to manage by quickly and cost-effectively assimilating new technologies into their environment.
- Optimize workload, provisioning, availability and security across new architectures.

Deliver:

Organizations must deliver services rapidly and reliably while managing the impact of planned and unplanned changes. However, establishing and automating a reliable, audit-ready change management process is a significant IT challenge. To enhance service delivery, IBM Service Management solutions support a seamless change management process — from the IT development team to the IT operations team. Solutions include IBM IT Lifecycle Management and Governance Services, IBM Tivoli Provisioning Manager and IBM Rational ClearCase.®

With IBM delivery solutions, organizations can:

- Integrate and automate development and deployment processes.
- Automate and accelerate software builds and service delivery.
- Manage a controlled promotion process from development to build test, production test and release.
- Assess change-related problems caused by organizational and infrastructure issues.

Manage:

For today's business-critical services, business downtime can often be measured in millions of lost revenue dollars. Organizations must adopt a fully proactive approach for managing application quality across the entire service management lifecycle, from the business to IT development and IT operations. A holistic approach using IBM Service Management helps speed problem detection, root-cause diagnosis and repair. Solutions include Tivoli Business Service Manager, IBM Tivoli Composite Application Manager, IBM Rational Performance Tester, IBM Rational Functional Tester and Manual Tester, and IBM IT Management Consulting Services for strategy, planning, design and implementation.

IBM gives organizations the service management tools they need to:

- Deliver high-quality software applications that meet functional and performance requirements.
- Leverage "build-to-manage" capabilities that streamline ongoing maintenance and support.
- Avert service quality problems post-deployment through comprehensive instrumentation, monitoring and service level management.
- Speed service problem detection, diagnosis, root cause analysis and resolution.
- Leverage an end-to-end service quality management solution spanning the entire service lifecycle through a broad portfolio of software, hardware and consulting support.

Take advantage of IBM consulting services and financing
Consulting services from IBM enable your organization to quickly identify service management opportunities, choose the best entry point and help speed implementation. Services include the IBM Service Management Adoption Model, a strategic roadmap to help organizations gain service management improvements and benefits.

In addition, IBM offers purchasing options through IBM Global Financing, which provides a versatile resource for supporting the growth, maintenance and evolution of the entire IT infrastructure. IBM Global Financing offerings include competitive leases and loans, centralized or localized international financing, end-to-end asset management tools and expertise in structuring and administering large, complex deals.

Drive business growth with IBM Service Management solutions
IBM delivers an integrated approach to service delivery that unifies development, operations and business stakeholders. IT developers need service management in order to create value, by ensuring that the services remain in budget and aligned with business objectives. Using IBM solutions, IT developers can create value by enhancing innovation and responsiveness, increasing efficiencies and speeding time to market within the organization. IBM Service Management also enables IT operations to manage this value efficiently, effectively and at a reasonable cost to the organization. Managing value helps meet service level agreements, increase ROI and speed time to value.

The IBM offering is unique in that it provides process and portfolio management, change and release management, requirements management and architecture management. To manage value, IBM delivers a comprehensive solution that delivers business alignment and organizational alignment.

IBM Service Management solutions have been carefully designed to support:

- Service delivery for business purposes.
- Service level agreements.
- Simplified decision making.

With IBM Service Management solutions, organizations can better align technology investments to their business objectives and better demonstrate the proven value of IT development and IT operations in driving business growth.

Solution checklist

Look for a solution that enables you to:

✓ Integrate IT innovation with business innovation.

✓ Gain competitive advantage through service excellence.

✓ Improve operational efficiency through cost containment.

✓ Support compliance.

✓ Improve IT responsiveness to service requests.

✓ Support better governance through IT innovation.

✓ Evaluate and leverage proven best practices.

Vendor checklist

Be sure that your vendor can provide:

✓ End-to-end solutions for enterprise-wide service management.

✓ Solutions that align with your business objectives.

✓ Full lifecycle application support as well as overall customer support.

✓ A product suite that supports tightly integrated service management capabilities.

✓ Technical leadership and vision.

✓ One-stop shopping.

✓ Stability and viability.

For more information

To learn more about IBM Service Management solutions, contact your IBM representative or IBM Business Partner, or visit **ibm.com**/itsolutions/servicemanagement

About IBM solutions for enabling IT governance and risk management

IBM enables IT organizations to support governance and risk management by aligning IT policies, processes and projects with business goals. Organizations can leverage IBM services, software and hardware to plan, execute and manage initiatives for IT service management, business resilience and security across the enterprise. Organizations of every size can benefit from flexible, modular IBM offerings that span business management, IT development and IT operations and draw on extensive customer experience, best practices and open standards–based technology. IBM helps clients implement the right IT solutions to achieve rapid business results and become a strategic partner in business growth. For more information about IBM Governance and Risk Management, visit **ibm.com**/itsolutions/governance

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