

Manage Rapid Change and Exceed Service Levels

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Executive Summary

Challenge

Market dynamics, including globalization and constantly changing government and other regulations, require your business to adopt new competitive models and cost-efficiency methods in coordination with your customers, suppliers and partners. Likewise, IT must continuously adjust when conducting business through technology. This organizational flexibility is essential to maintain a constant balance when achieving strategic objectives, avoiding risk and reducing costs. Service Level Management (SLM) drives the mediation of these by balancing demand schedules and fulfillment expectations.

Opportunity

By leveraging ITIL® and CA Configuration Management Database (CMDB), CA solutions help your organization manage the SLM “stack,” including resources and transactions consumed from the end-user catalog, the fulfillment process from system to system, and the individual assets that make up the application portfolio. CA SLM provides a 360-degree view of all resources needed to properly define, deploy and deliver relevant services to customers. Simultaneously, performance data is tracked to ensure customer satisfaction and identify areas for improvement in fulfillment. CA solutions enable your organization to track and tier the two most common types of agreements: Service Level Agreements (SLA — A formal, negotiated customer document that comprehensively defines the service offered) and Operational Level Agreements (OLA — A provider document describing how IT groups work together to meet IT service level requirements).

Benefits

By leveraging CA SLM with CA CMDB, your IT organization can assist in the definition of services to be delivered within cost, value and quality tolerances that meet financial, operational and performance business needs. CA SLM defines availability, costs and requirements to meet set expectations. It also helps reduce risk associated with scope creep, architecture design and performance failures.

Managing Change Efficiently While Optimizing Resources

How do you manage and meet customer expectations of IT-based business services when the applications and underlying technology are constantly changing?

Two common phrases in IT — “Run IT like a business” and “IT Alignment” — share the objective to make IT investments payoff with discernable business value. However, the keys to managing each are somewhat different. Running IT like a business focuses on leveraging IT as a process factory, generating the necessary services to garner business while reducing costs and increasing quality. IT alignment refers to ensuring that the factory is making the right things. As a discipline, SLM drives IT by ensuring that the factory produces the right things to a level of agreed quality and contributes value to the organization. SLM is a catalyst for planning the work and working the plan.

The challenge to maintaining both ongoing alignment and running IT like a business is to balance the two primary and conflicting needs that IT faces every day:

- Constantly changing the IT environment to take advantage of market opportunities and technology efficiencies, while adhering to regulations
- Optimizing the IT resource environment around controlled execution, cost reduction, and reduced risk of impacts due to unforeseen changes

Market forces demand change while prudent financial controls encourage stability through the absence of change. Balancing these requirements often leads to management chaos. Stakeholders view data differently, which results in overlapping decisions that can conflict with one another and impact the ability to execute changes successfully and maintain a consistent level of customer satisfaction.

Getting control over this chaos is a prerequisite for introducing a more formal approach to Service Management. ITIL’s view of SLM focuses on cost, quality and value in a broad approach to control the level of structure in an organization. Generally speaking, costs are related to quality — the more quality, the higher the cost. Value is also related to quality, with higher value perceived based on level of quality. However there is a breakeven point. At a certain point quality will cost much more than the value it creates. A balance is required, based on the coordination of IT resources. The combination of these variables and coordination of IT resources into Services guide the building of an SLM solution.

The ultimate SLM solution consists of appropriate:

- controls with traceable metrics
- visibility, which is established through the construction of a CMDB
- alignment, which is accomplished by applying toolsets that properly coordinate IT resource activities with an intended purpose, and
- controls created through the application of contracts (e.g. SLA, OLA, etc...).

CA SLM and CA CMDB are designed around these objectives.

Keep Business Services Relevant

Business services create value. IT supports these services by coordinating tasks relative to timing, costing, accuracy, flexibility and so on.

From an ITIL standpoint, SLM provides the ability to define value, in quantitative terms for both the customer and the service provider, such that IT has a specific set of goals it must adhere to. IT alignment is a continuous process and refers to the IT factory's ability to manufacture services the business needs and the market values. SLM drives that process by encouraging ongoing communication between customers and service providers, and by providing balance among cost, quality and value.

Manage and Maintain Customer Satisfaction

As a service provider, IT must provide the ability to satisfy customers on an on-going basis. Part of satisfying customers is to set the appropriate expectations about the delivery of services, including quality, costs, performance and so on. CA SLM provides the ability to create and enforce policies defined in an SLA/OLA through ongoing data collection and automation. It encourages the use of business rules that focus the fulfillment of services in a manner consistent with customer expectations. It focuses on results not approaches. It also encourages and supports the use of CA CMDB to be more specific to business value by leveraging intangible resources like services.

Align Resources to Business Requirements

Assets are only valuable to an organization if they can be applied to services that have value attached to them. The process of "converting" an asset implies the ability to provision an asset and assign it a purpose to make it a resource. A set of resources is assigned a goal and becomes a process, and finally a set of processes form a chain — a service chain — that has value attached to it. The process of managing each of those levels through a combination of SLA/OLAs defines how SLM, from an ITIL standpoint, aligns resources to business requirements. It's not only through the mapping stage, but throughout the lifecycle of this process, and the identification of key relationships stored in the CMDB, that SLM drives the creation of value from assets. Ultimately CA SLM drives asset management to portfolio management.

Manage Changes Across the IT Factory

According to ITIL, a key SLM ability is to determine service levels that clearly define availability requirements for business services and the supporting IT infrastructure. As the leading cause of exceeding "agreed thresholds" for SLA/OLA, unplanned changes need to be eliminated wherever possible and replaced with a controlled release process. Leveraging CMDB, CA SLM has a key mechanism that provides necessary information to determine root causes and impacts related to both planned and unplanned changes.

Manage Investments and Costs

As one of the drivers to manage investments and costs, SLM also manages the contract between customer and service providers. In particular, CA SLM provides the level of granularity that helps service providers manage customer expectations. This includes offering tiered fulfillment plans with alternatives in terms of timing, quality, geography and other factors to assist in managing the margin between IT costs and value created. It also assists the IT organization in holding third-party service providers to specific standards and costs as deemed appropriate based on conversations with the end consumer. Proper combinations of OLA/SLA ensure that value is created and maintained and that costs are seen as investments.

Manage Root-Cause Analysis

CA SLM directly supports ITIL's guidance that root cause analysis is critical to determining the nature of the fault and what requires further investigation. To properly implement this capability the system must understand the relationship between information within the infrastructure and the systems/applications/services/customers that depend on that information. The system must proactively monitor and not just rely on event streams. It must distinguish between events and meaningful alarms and it must scale and adapt to the requirements of growing and dynamic infrastructures.

Defining Component Boundaries for Event Correlation

From a technology perspective CA has found that to actually build a scalable SLM solution to perform more complex user-defined or SLA driven correlations, it is necessary to define a concept of boundaries. A boundary often refers to a specific service, or set of services, specific departments and/or customers, geographical areas, or other factors. A typical IT environment is subject to potentially thousands of events, so the ability to define a boundary helps control how these events are inventoried, correlated and processed. Correlations need to be able to map to higher order concepts such as business services.

SECTION 2: OPPORTUNITY

CA CMDB — the Foundation for Effective SLM

From an ITIL perspective, SLM is the management discipline used to balance the requirements of business demands for quality with the cost of fulfilling those ongoing requirements. The CMDB enables SLM stakeholders to view, manage and control the various resources assembled and consumed in the delivery of services. CA SLM and CA CMDB work together to reinforce a constant iterative cycle of agreeing, monitoring and reporting on IT service achievements. In particular they assist an organization with achieving the following key SLM goals:

- Common understanding by stakeholders of services being provided and quality being invested in
- Clear understanding of business services available and transparent traceability of supporting IT resources
- End-to-end visibility of all IT-based business services including associated measurements related to risk and performance
- 360-degree visibility into how changes to the infrastructure impact key stakeholders and the business

- 360-degree visibility of service performance (against quality levels)
- Improve overall IT productivity now and in the future
- Understanding the cost of the IT Service being provided

To accomplish these goals CA provides the following:

A Robust Technology Set Focused on Managing the SLM “Stack”

CA UNICENTER® SERVICE DESK CA Unicenter Service Desk is a scalable, enterprise-class support system that bridges information silos and provides visibility into your complete IT infrastructure. It helps you identify and resolve problems quickly, anywhere among the thousands of software and hardware elements that comprise your IT environment, before they disrupt vital business operations.

CA Unicenter Service Desk provides the ability to track and manage SLAs based on request types (incident, problem and change requests) and manage escalations as required based on set thresholds. CA Unicenter Service Desk also provides integration into CA CMDB to identify root causes and determine impacts as required for change requests.

CA UNICENTER® SERVICE CATALOG CA Unicenter Service Catalog manages the business of IT as a service provider, from initial service request through fulfillment. It simplifies requests for your IT services and resources by having a single point of contact to browse available service offerings, review their request status and history and request new services.

CA Unicenter Service Catalog provides the ability to track specific fulfillment times for services rendered as well as to provide thresholds for taking actions based on workflow. CA Unicenter Service Catalog also provides hooks to Service Accounting for tracking usage and Service Assure for managing contracts related to entitlements and fulfillment.

CA UNICENTER® SERVICE ACCOUNTING CA Unicenter Service Accounting tells you how various business units use computing resources and how IT service costs are distributed. It supports standardized cost allocation and chargeback methods. It also generates complete cost information with usage-based data from external service partners. It charts cost data to help you project future usage and budget requirements.

CA Unicenter Service Accounting can track and adjust penalties as required based on performance against set thresholds. Resource usage can be tracked with specific billing rules in place based on contractual agreements. Invoices can be created based on the quality standards identified in SLA, OLA and other contracts related to leveraging resources from internal and external service providers.

CA UNICENTER® SERVICE METRIC ANALYSIS CA Unicenter Service Metric Analysis bridges the gap between IT operations and business needs. It translates IT metrics into manageable service level objectives (SLOs) and key performance indicators for service benchmarking and by facilitating service improvements. It also tracks your IT service performance and resource availability costs for multiple information silos. CA Unicenter Service Metric Analysis also presents a unified view of your complete IT infrastructure. It displays key metrics on performance, response and utilization to identify bottlenecks.

CA Unicenter Service Metric Analysis provides the ability to track the performance of resources over time and provide warnings, through CA Unicenter Service Desk, when specific thresholds are not met. It is one of the core tools used for implementing SLM.

CA UNICENTER® SLA MANAGER (FORTHCOMING) CA SLA Manager is being designed to enhance the capabilities of Service Metrics Analysis by including additional capabilities to map performance metrics against business drivers and business services. SLA Manager will provide the ability to define specific metrics and specific aggregate metrics (e.g., Service Level Objectives) and relate them to contractual policies. It will simplify the collection of data by leveraging standard performance monitors that are integrated into the supported operating systems (e.g., Windows Perfmon). It will also streamline and standardize data collection through an enhanced integration with Unicenter NSM. SLA Manager will play a key role in establishing a comprehensive SLM view from an infrastructure, application, systems, financial, customer, user and business point of view.

CA CMDB CA CMDB is a specialized application of configuration information that describes systems relationships to provide a single system of reference for managing the effects of change. It can maintain accurate, current information to offer visibility into dependencies and relationships among applications and network systems that support key business processes.

CA CMDB provides information related to the mapping of services to specific resources, and resources to assets. It provides context for identifying potential impacts of changes, as well as provides information relevant to infrastructure interdependencies and dependencies. This is critical to developing the tiered OLA/SLA as defined by ITIL. An ITIL-based CMDB is one of the core tools used for implementing SLM.

In addition to being an ITIL-based CMDB, CA CMDB also provides asset configuration discovery via CA Cohesion®. CA Cohesion automates configuration management and provides deep visibility into IT services, software components and applications. It can automatically discover servers on managed network segments and build a comprehensive application view to establish current configuration settings and parameters, relationships and dependencies. You can automatically identify and map dependencies among the components supporting a particular business service. “Snapshot” comparisons enable you to detect the slightest changes in application components.

CA Cohesion provides the ability to “audit” existing infrastructure to identify unauthorized configuration changes. Using the patented blueprint technology, CA Cohesion provides the ability to “discover” and verify existing relationships between various resources and add/confirm/verify that information in CA CMDB.

CA eHEALTH® CA eHealth maps IT services to business needs, measures actual end-user experience and manages applications, systems and networks. Real-time management enables users to quickly find and fix outages and degradations, reducing downtime while increasing service availability. A database of historical information also enables benchmarking and trend analysis for proactive capacity planning and higher performance of service. CA eHealth reports provide comprehensive reports for the purposes of capacity planning, probable fault detection, and service level documentation.

CA eHealth provides critical tracking and benchmarking of resource performance in several forms. These forms are defined in terms of carefully crafted metrics and aggregated metrics that monitor high-level “service” views.

CA SPECTRUM® CA Spectrum is a network fault management solution that performs impact analysis and root cause analysis for multi-vendor technologies across network, system, and application infrastructures. At the core of the CA Spectrum solution is Business Service Intelligence™ — a methodology for understanding the relationships and impact of IT infrastructure on business services. It delivers technology relationship mapping, impact analysis and root cause analysis that enables you to evolve your IT organizations from being tactically reactive to strategically proactive, while improving IT service quality from a customer and business perspective.

CA Spectrum provides the ability to quickly identify events relevant to specific contractual parameters identified in an SLA/OLA and that relate to the physical layers of infrastructure.

CA UNICENTER® NETWORK SYSTEMS MANAGEMENT (NSM) CA Unicenter NSM enables organizations to deploy and optimize a complex, secure and reliable infrastructure that supports business objectives. It helps ensure continuous health and performance for the critical infrastructure through innovative and intelligent techniques that enable organizations to control costs while maintaining or increasing responsiveness to changing business priorities.

CA Unicenter NSM provides the ability to identify the current status of network resources and track their availability for reporting and verification purposes.

CA WILY CUSTOMER EXPERIENCE MANAGER (CEM) CA Wily CEM provides real-time visibility and proactive alerts that enable IT to respond immediately to customer transaction problems, enabling rapid problem identification and resolution based on business priorities. You can measure service level agreements and detect downward performance trends before they impact customers by using real-time and historical transaction information.

CA Wily CEM provides the ability to track metrics based on the customer (i.e. demand) side of a transaction and have them incorporated into an SLA/OLA.

CA WILY INTROSCOPE® CA Wily Introscope provides 24x7 monitoring, incident detection and notification, rapid triage, root-cause analysis and historical data reporting to help ensure superior service delivery and successful customer experience.

CA Wily Introscope provides the ability to track metrics based on the operational (i.e., fulfillment) side of a transaction and have them incorporated into an SLA/OLA.

CA WILY SOA MANAGER CA Wily SOA Manager allows you to monitor 100% of web services transactions 24x7 and detect, triage and diagnose web services-related performance issues throughout the web application environment.

CA Wily SOA Manager provides the ability to track metrics based on the operational (i.e., fulfillment) side of a transaction (based on SOA framework) and have them incorporated into an SLA/OLA.

A Comprehensive Set of Services

In addition to excellent tools that manage all aspects of IT Service Management, there are CA SLM experts to help ensure that an addition or integration of a CA product is done quickly and provides the highest value possible. Listed below are the Service Level Management Services:

CA SERVICE SUPPORT MATURITY ANALYSIS This analysis includes a comprehensive assessment of all ITIL process areas supporting Service Support (Incident, Problem, Change, Release and Configuration as well as Service Desk)

CA SERVICE DELIVERY MATURITY ANALYSIS This analysis includes a comprehensive assessment of all ITIL process areas supporting Service Delivery (Service Level, Availability, Capacity, IT Contingency, and Financial)

CA SLM READINESS ASSESSMENT This offering includes consultation with a senior SLM expert who has experience with identifying specific SLM goals and mapping them to the various CA technology sets as well as providing comprehensive reporting, to provide 360-degree views to management stakeholders.

CA CMDB READINESS ASSESSMENT This offering includes consultation with a senior CA CMDB expert who has experience mapping configuration management goals to technology, completing a comprehensive analysis of the risks and benefits of CMDB and implementing strategies for the customer environment.

CA SERVICE CATALOG READINESS ASSESSMENT This offering includes consultation with a senior Service Catalog expert who has experience with designing services, from discovery to implementation, as well as assembling the IT factory and the various roles that require careful coordination and monitoring.

CA WILY SERVICE QUALITY MANAGEMENT This specialized offering includes the necessary integrations to quickly provide coordination between CA Unicenter Service Desk, CA Unicenter Service Metric Analysis, CA Wily Customer Experience Manager and CA Wily Introscope.

CA EVENT TO RESOLUTION READINESS ASSESSMENT This offering helps you analyze the maturity of your event management operations from an IT and business perspective. It assists specifically in helping to establish an automated and prioritized event resolution operation that tracks service availability and performance from a centralized console.

Ultimately the opportunities provided through the use of CA SLM present you with the ability to manage services end-to-end across the SLM stack, from demand through fulfillment, by the six dimensions of performance: Competitiveness, Financial performance, Quality of Service, Flexibility, Resource Utilization and Innovation. CA SLM, with the assistance of SLM experts, can assist you with design, development and implementation of solutions to cover these performance areas in a comprehensive and meaningful manner.

Enabling a Business-centric IT Approach

Implementing CA SLM and CA CMDB will provide 360-degree visibility to your IT organization, extending your capability as a contributor to the business. You will have the tools necessary to consistently exceed customer expectations of IT-based business services, even as market dynamics and the technology environment constantly change. With information on how your IT Services perform, you can set realistic SLA/OLAs goals with your customers to appropriately set future expectations. CA CMDB provides the information needed to balance demands from a value perspective with the costs of fulfillment. It will provide flexibility for your IT organization to adapt its cost models to the business priorities of costs, timing and risk. It bridges the fundamental conflict between IT and its customers: to change or not to change. It enables both.

CA solutions provide a robust solution set that has proven itself in many installations over many years. CA provides SLM-focused technology solutions that work. Just as important is that these solutions are designed to grow over time with your requirements. It matures as your organization matures. Its adaptable architecture provides compatibility with other technology, as well as other best practices outside ITIL that may be leveraged (e.g. CobiT, etc...).

CA SLM keeps business services relevant, providing the means to describe and demonstrate services that work, and create value to the organization. Finally CA technology is the driver for balancing the needs for capabilities and financial prudence. It creates the boundaries for making decisions based on ROI around the business, or specific high-profile projects. It leverages the governance solutions to provide management visibility, as well as the more specific operational solutions to provide guidance at individual levels of capabilities.

Launching a SLM initiative is a major undertaking. It is a continual process, rather than a product to install. It is as much about people and management as it is about process and architecture. CA SLM and CA CMDB provide a robust mechanism for management to take charge of IT from a value perspective, while managing the risks of change from an operational perspective. ITIL marries CA SLM and CA CMDB into a holistic approach to achieving continual alignment with the business while separately managing IT as a business. This is about building a robust capability in one world — the world defined in terms of markets and opportunities.

CA, one of the world's largest information technology (IT) management software companies, unifies and simplifies complex IT management across the enterprise for greater business results. With our Enterprise IT Management vision, solutions and expertise, we help customers effectively govern, manage and secure IT.

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Learn more about how CA can help you transform your business at [ca.com](https://www.ca.com)

