



ACTIVATE BUSINESS WITH THE POWER OF I.T.™



Manage IT from a Business Perspective

Integrate and Automate Best Practices from ITIL

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Executive Summary

The IT Infrastructure Library (ITIL®) is the de facto standard for IT best practices. One of the core books in the library, entitled *Business Perspective: The IS View on Delivering Services to the Business*, focuses on the importance of managing IT resources from the perspective of what is important to the business.

One of the biggest challenges the book outlines is maintaining alignment of IS with business requirements. Another challenge is maintaining alignment of various internal groups. Overall, the book highlights the business perspective approach to managing relationships and interfaces at all levels: between the business and the IS organization, among functions and groups within the IS organization, and with external service providers.

The ITIL standard brings together best practices in the management of the technology infrastructure itself (which ITIL refers to as “IT”) and the people and process-related systems (which ITIL refers to as “IS”).

When trying to understand the business perspective approach, several topics from the book are especially noteworthy, including:

- > Open communication
- > Business value of IT
- > Role of IT in the business value chain
- > Understanding business impact
- > IS internal alignment

In order to implement the best practices related to these important topics, organizations need technology designed to integrate and automate. These tools are needed not only to automate individual processes, but also to integrate the processes and functions within IT, and to link together best-practice processes.

Two key enabling solutions that support important business perspective approach concepts are service impact management and the configuration management database (CMDB). Service impact management identifies the IT infrastructure components, maps their dependencies, and then manages IS tasks based on the business impact and priority. The CMDB acts as a single source of reference that provides a logical model of the IT infrastructure to identify, manage, and verify all configuration items (CIs) in the environment.

Business Service Management (BSM) solutions from BMC Software enable the key concepts of the business perspective approach, as defined by ITIL. With BSM, IS organizations can identify the best technology solution to support the business, as well as make the most of their current IT resources and investments using the following solutions:

- > BMC® Service Impact Management and BMC Event Management Solutions
 - Map technology components and services to business processes so that IS can prioritize actions based on their business impact
- > The BMC® Atrium™ Configuration Management Database (CMDB)
 - Meet the ITIL requirement for a single, enterprise CMDB to ensure data consistency and simplify integration among differing service management processes

Introduction

Managing a technology organization from a business perspective is an ongoing challenge. This challenge includes aligning the organization's activities and priorities with the overall objectives of the business, as well as aligning the objectives of the various functions with each other.

ITIL is the most widely used set of best practices to help address these objectives. ITIL is a set of books that brings together best practices in the management of the technology infrastructure itself (which ITIL refers to as "IT") and the people and process-related systems (which ITIL refers to as "IS").

Building on the foundation of best practices outlined in previous books, the ITIL book, *Business Perspective: The IS View on Delivering Services to the Business* (for brevity in this paper, the *Business Perspective* book), is written for IS professionals to help align their activities with the needs of the business.

This book was written to enable IS personnel to:

- > Understand how they contribute to business objectives
- > Deliver and improve IT services to more effectively support business objectives

- > Develop a complementary and integrated relationship between the business and IS
- > Influence, innovate, and enable changes within IS to benefit the business¹

One of the biggest challenges is maintaining alignment of IS with business requirements. All the capabilities within IS and IT must be involved, including:

- > People and culture (so that IS is a part of the business)
- > Processes (so that IS processes support business needs)
- > Technology (to underpin IS and business processes)
- > Suppliers, partners, and vendors (to ensure they are focused on the needs of the business)²

Another challenge is maintaining alignment of various internal groups with each other, which is a prerequisite to any IS organization trying to align to the business. The requirement is to adopt service automation and service management tools that integrate and share data with each other. Then, and only then, can IS take the next step to communicate and align with the business.

The ITIL *Business Perspective* book highlights best practices that address these challenges from the perspective of people, processes, technology, and suppliers, as seen in Figure 1.

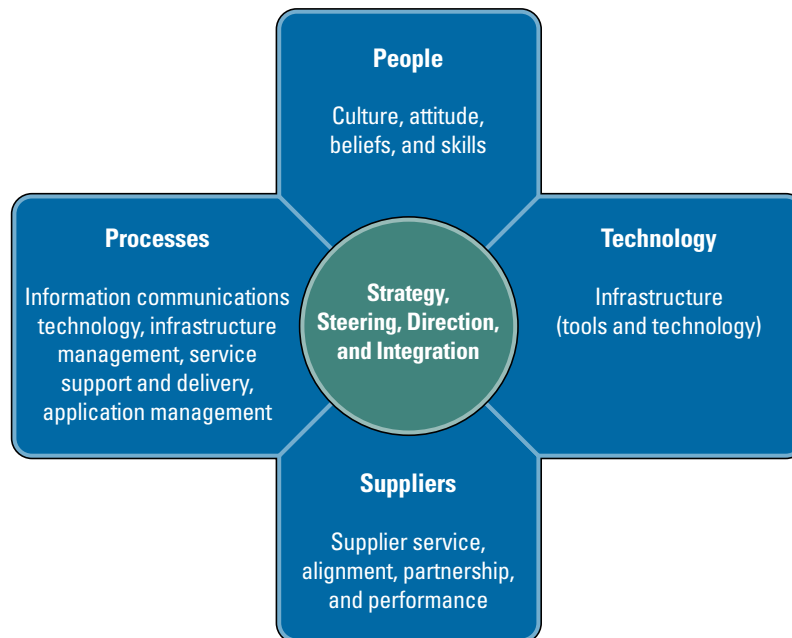


Figure 1: People, processes, technology, and suppliers

Source: *The Business Perspective* book³

The Business Perspective Approach

Overall, the *Business Perspective* book highlights an approach for managing relationships and interfaces at all levels: between the business and the IS organization, among functions and groups within the IS organization, and with external service providers.

The mission of the business perspective approach is "to continually support and improve effectiveness through the delivery of quality IS aligned and responsive to the business needs, while maximizing the business return on investment in IS."⁴

The best practices summarized in the book include guidance on topics, such as:

- > Establishing effective relationships at the operational, tactical, and strategic levels among the business, IS, and IT suppliers
- > Aligning IS to address the specific needs of the business
- > Ensuring that the quality of service delivered matches business expectations
- > Understanding the role of IS in the business value chain
- > Identifying how IS delivers business value
- > Identifying how the business views the value of IS received
- > Establishing IS as a business unit within a business⁵

Maintaining a continued alignment of the needs of IS and the business, especially in a rapidly changing IT environment, is difficult. To enable alignment, the IS organization must feel it is part of the business, and not just a provider of a remote service that only becomes visible to the business when someone mentions that a problem exists. In addition, the technology and tools that support the IS organization must work together to provide insight for better decision-making. The IS organization needs a 360-degree view of the IT infrastructure components, their performance, and their relationships with the business processes they support.

Several topics from the book are especially important when trying to understand the business perspective approach, including:

- > Open communication
- > Business value of IT
- > Role of IS and IT in the business value chain
- > Business impact
- > IS internal alignment

Open Communications

The business perspective approach includes effective communication among the business, IS, and third-party service providers. To facilitate effective communication, the ITIL *Business Perspective* book recommends two key roles within the IS organization.

1. **Business Relationship Manager (BRM):** This role is fulfilled by a senior IS professional, responsible for maintaining relationships with line-of-business managers who consume IS.
2. **Supplier Relationship Manager (SRM):** This role manages the supplier relationships. Suppliers are defined as "a third party responsible for supplying underpinning elements of the IS. Suppliers may range from commodity hardware or software vendors, through network service providers and major hardware and software manufacturers, to major outsourcing organizations and strategic partnering relationships."⁶

These relationships can be enhanced by user groups or steering groups, which help provide the business, customer, and user view of all areas of IS and its suppliers. These special groups provide feedback to IS in order to highlight changing business demands in terms that both IS and the business can understand. They help foster effective communication several key ways, including:

- > Communicating the risks and value of IS (both perceived and real) back to the business for business sponsorship and approvals
- > Providing guidance to support the introduction of new IS and IT solutions in a cost-effective manner
- > Helping to minimize the cost of new technology by assessing available cost-effective tools and products that meet the requirements of IS and the business
- > Providing feedback on appropriateness of service level agreements (SLAs)

Another key communication practice is using effective service reporting. The *Business Perspective* book recommends using a balanced scorecard as a communications tool that gives the highest level of information on IS/business projects, as shown in Figure 2. The scorecard includes precise information and can be distributed on a frequent basis. A balanced scorecard should contain metrics as diverse as project status, application performance, and costs.

Business Value of IT

Understanding how the business values IT is another key area in the business perspective approach. The business expects IS to be available when needed, as with any other supporting service, such as electricity or the telephone. However, unlike those other commodity services, IS must also manage the appropriate level of performance, availability, security, recoverability, and support. These services should be perceived by business to be:

- > Delivering business value
- > Easy to use and communicate with
- > Responsive and courteous
- > Available when required
- > Consistent and able to perform to quality criteria and targets
- > Aware of, and aligned to, the business needs and processes
- > Proactive, where possible

In order to demonstrate the value of IT to the business, the IS staff must be involved in the development of SLAs to ensure that business requirements can be measured and

that they are appropriate, given IS capabilities. It is through effective use of SLAs that IS can identify those services that are valued by the business.

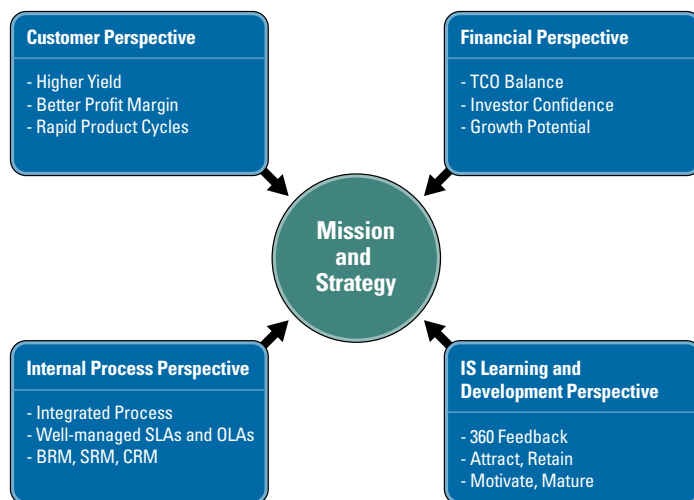
The book also explains how, as a service provider, IS should do a thorough job of understanding not only the services it provides, but also the underlying people, processes, and technology that are required to deliver the agreed-upon levels of service.

To effectively set — and deliver — service levels that are valued by the business, IS must be able to develop, negotiate, and agree upon SLAs in order to meet targets set by the business. IS should then report on performance against agreed-upon criteria to demonstrate value delivered.

The Role of IS in the Business Value Chain

An additional key area of the business perspective approach is the role of IS in the business value chain. The concept of a value chain is not new, but was introduced by Michael Porter in 1985 in his book *Competitive Advantage*. The idea focused on knowing how activities of a business add value to the business, and how the activities relate to one another in providing overall value. Today, the value chain Porter outlined has been updated with new elements to enable the primary processes of delivery of products and services to markets and customers to be undertaken effectively⁸.

The concept of an organization being able to understand the value-added role IT plays in each step of a business value



Note:
 SLAs (Service Level Agreements)
 OLAs (Operational License Agreements)
 BRM (Business Resource Management)
 SRM (Service Resource Management)
 CRM (Customer Relationship Management)

Figure 2: A balanced scorecard concept

Source: *The Business Perspective book*⁷

chain is a relatively new one. The ITIL *Business Perspective* book explains how mapping IS to the business value chain leads to a better understanding of the relationships between IS and the business it supports. A key enabler of this approach is analyzing and understanding the dependencies of the business and its processes on specific IT systems and IS.

Mapping IS to business value chain functions allows IS to clearly identify what ITIL calls vital business functions and their relationships to IT. By mapping these dependencies, IS can more effectively prioritize activities that support vital business functions, and focus on adding value to what is most important to the business. IS can also improve its role in the business value chain by being directly involved in the development of new solutions that support vital business functions. In this way, IS can move beyond simply responding to the needs of the business, and instead can deliver IS according to agreed-upon service levels. IS can move to a higher value-add function of jointly planning competitive business initiatives that rely on IS and support.

The *Business Perspective* book recommends that IS provides “innovative and creative plans and strategies that facilitate changes and even instigate changes within business processes by understanding business needs and processes.”⁹ The ability to perform “what if” scenarios, and identify which specific business services are impacted by specific services and IT components, can help make this happen.

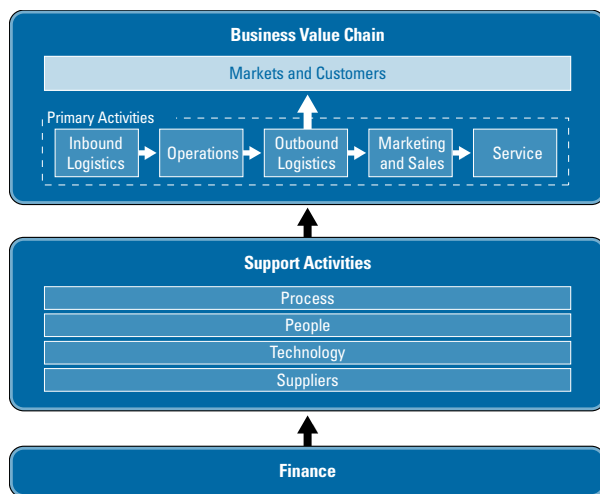


Figure 3: Michael Porter's Total Value

Source: Michael Porter's Total Value Chain, as described in the *Business Perspective* book¹⁰

Understanding Business Impact

Business impact is another key concept of the business perspective approach. For the business to gain the most out of IT, IS must develop a deep understanding of the organization's key requirements and drivers. It is then up to IS to present a summary of the IS and IT impact to the business in a language that can be easily understood — not in IS or IT terminology.

IS cannot afford to provide just any type of service. If unreliable services are provided, the value to the business is lost.

Sometimes, there needs to be a compromise, typically driven by costs. But to determine business impact, the service must be measurable, and the results, good or bad, made visible to all. If the quality of a service is ineffective, the business and IS need to understand why it is a problem. With that information, a joint, educated decision can be made to justify the extra cost of improving the service. The risks and impact of changes must also be analyzed appropriately from a business perspective, which may have a different and dynamic set of priorities.

The *Business Perspective* book describes how business impact analysis is a risk assessment approach that helps determine the impact on different areas of the business resulting from a loss of service. An extension of this process would be to analyze how the loss of an IT service, or combination of services, would impact one or more vital business functions.

The way to succeed in delivering high-value IS to the business is to help the entire IS organization understand:

- > The business and its mission
- > The needs of the business, the business processes, and value chains
- > The needs and desires of their customers
- > The delivery of quality services
- > The exploitation of technology for business benefits and advantages
- > How to achieve continuous improvement of the IS processes
- > Cost-efficiency requirements and how to deliver value

According to ITIL, the level of an actual or potential impact that an incident, problem, or change may have on the business can vary based on perceptions by the business. Therefore, it is important that IS have the ability to monitor and manage the health of IT from the perspective of vital business functions in order to deliver the services that are expected.

IS Internal Alignment

One final key business perspective enabler highlighted in the ITIL *Business Perspective* book is the alignment of priorities and activities within IS itself. This is not surprising, as IS has historically been made up of factional IS groups, each attending to its own specialist technological areas and tasks. For example, the network group looks after the network, the database group maintains the databases, the systems administrators manage the servers, etc. More often than not, these functionally siloed groups have minimal interactions with each other, let alone with the business.

What causes this functional isolation? ITIL points out that different teams use different tools, often with little or no process integration or sharing of information among tools. No wonder business often perceives IS as chaotic. It is because there can be chaos amongst the technologists themselves. The *Business Perspective* book concludes that IS needs to facilitate effective process integration and information sharing within its own organization in order to be more effective in meeting the needs of the business.

Following the right processes will help IS organizations achieve this internal alignment. Various earlier ITIL volumes focus on processes for service delivery and service support, and the importance of aligning these functions. The best practices covered in these earlier ITIL books are expanded in the *Business Perspective* book. It reviews, for example, how to integrate processes for the service desk with processes for incident and problem management, and how to prioritize these processes to meet business needs.

The *Business Perspective* book cites an example of what happens when a major system failure results in corrupting data during certain business transactions. IS might approach the situation by taking the system offline to fix it. However, the business would rather carry on and delay the repair until the weekend, even knowing that certain transactions could be impacted. Hence, IS processes need to be developed that knowledgeably address when a server or system should or should not be taken offline.

Technologies that Enable the Business Perspective Approach

The ITIL *Business Perspective* book highlights various key enablers of the business perspective approach to managing IS and IT infrastructures. It focuses on how to facilitate open communication with IS and the business. It explains how the business views IS and the services that IS should deliver to meet those expectations. Further, the book discusses where IS and IT fits into the business value chain, why it needs to align with business objectives, and the processes to make that happen.

These are all important objectives that IS organizations should strive to embrace — but alignment cannot be achieved without the right technology in place to integrate and automate these best practices.

In many cases, ITIL best practice processes are best automated by software applications designed to implement ITIL recommendations. These tools are needed not only to automate the individual processes, but also to integrate the processes and functions within IS and link best-practice processes together.

Two key enabling solutions that support the key business perspective approach concepts are service impact management and a CMDB. The following are details about these solutions, and how they help IS align with the business.

Service Impact Management

The *Business Perspective* book highlights powerful concepts that can be applied to alignment of IT to both business and to IS internally. However, many of the best practices are difficult or impossible to implement without solutions that enable the effective prioritization of activities based on business impact.

Service impact management involves identifying IT infrastructure components, mapping their dependencies, and then managing IS tasks based on business impact and priority. This process also applies event analysis to recognizing and managing issues and challenges in the delivery of business services. It provides CIOs, IS managers, and business managers the ability to monitor and manage the health of their business services from a dynamic, business-oriented view.

With service impact management, the IS staff can go beyond the management of logical and physical IT assets, to management by business alignment, prioritizing responses to real-time events based on business impact. Here, the events are dynamically processed against the service models. The impact of a single event is shown as a real-time state on IS and business services in the models to understand the root cause of a problem.

Armed with this business-aware information, IS staff can quickly initiate the appropriate actions to address the most urgent business problems. In addition, actions can be performed to respond automatically to events based on pre-established policies and rules. Automatic response reduces IS staff workloads, permits proactive management of the IT environment, and raises the maturity level of service impact and event management processes.

Service impact management capabilities, applied to the concepts of the ITIL *Business Perspective* book, can then

create a powerful solution that integrates and automates best practices designed to align IS and IT with the business.

Service Impact Management and Open Communication

The business perspective approach recommends using business relationship managers and supplier relationship managers to communicate with the business. However, these managers are limited in their effectiveness without automated tools, such as a service impact model, which offer them a clear and unambiguous picture of the live environment depicting critical business services and their inter-relationships. Traditional approaches had adopted error-prone, inaccurate, and poorly designed business-process-view tools that cannot handle the complex business systems of today, thus providing false information to managers, with dire consequences. In contrast, service impact management provides a means for open communication among various managers and among technical and business personnel to identify and set achievable and understandable service level objectives. As a result, up-to-date views of the business-critical services are accurately represented to both IS and business.

Service Impact Management and the Business Value of IT

The business perspective approach recommends using SLAs to focus measurement of business value of IT. Because it is often difficult to meet existing customer expectations within an existing IT infrastructure, business process owners must place a value on IT to meet a range of expectations. These value estimates then justify either IT infrastructure upgrades or lowered business owner expectations. Without service impact management, they are limited to guesswork and a restricted view of the business value of IT. With service impact management, they can accurately visualize the business impact of changes made to the IT infrastructure by performing ad hoc “what-if” scenarios. This allows them to assess the cost of performing such changes, and then to decide whether it is beneficial to the business to carry them out.

Service Impact Management and IS Roles in the Business Value Chain

Perhaps the clearest application of service impact management to best practices recommended in the business perspective approach is in mapping IS to business value chain functions. Service impact management clearly links vital business functions to IS and their underlying infrastructure. By mapping these dependencies, IS can more effectively prioritize activities that support vital business functions and thus focus on adding value to what is most valuable to the business.

Service Impact Management and Understanding Business Impact

Another clear application of service impact management to the business perspective approach is combining service impact management and event management. The *Business Perspective* book describes how business impact analysis provides a risk assessment approach that helps determine the impacts on different areas of the business resulting from a loss of service. However, service impact and event management together can move beyond analysis and planning to prioritize real-time events according to business impact via the following steps:

- > Integrate event management and monitoring capabilities with the service model to correlate events in real time and provide reporting on key metrics
- > Map IS and IT components to the business services they support in a service model
- > Quickly visualize and understand the root cause and impact of IT component availability on business services, end users, and key business metrics
- > Eliminate boundaries separating IS operations, the service desk, and the business

Common Source of Information — the CMDB

The *Business Perspective* book highlights powerful concepts that can be applied to alignment of IS and IT to both business and to IS internally. However, many of the best practices are difficult or impossible to implement without solutions that enable the integration and alignment of various IT internal resources. The cause of the siloed technology is because the different teams within IS use different tools, often with little or no integration to share the information available from the various groups. Appropriate feeds between the configuration data and existing business and asset data are not properly identified, so it is difficult to accurately track information about people, buildings, and other assets. This problem creates a lack of a single “source of reference” related to data — and makes it difficult to determine which information is the most accurate.

CMDB Enables IS and IT Internal Alignment

To facilitate the integration and automation of ITIL best practices, software solutions need to share a common source of information about the IT infrastructure itself. ITIL specifies the use of a CMDB to leverage a single source of information. In fact, many ITIL projects stall after adoption of an initial set of best practices because these projects lack a CMDB to facilitate integration of processes within and among IS functions.

An example of how the CMDB can be used to facilitate integration is when IS reviews what can happen to the business when changes are made. Consider an organization that instigates 100 change requests a week. Using best practices, each change is checked for impact and risks weeks in advance to give all interested parties time to investigate, research, review, and document the request. Much of this activity is based on a snapshot of the current configuration of the environment. In addition, most of the data for this function resides in, or is linked to, the CMDB, according to the ITIL best practices. Assume that some of the information is also stored elsewhere and does not link to the CMDB at all. Even so, a request for change is made and eventually approved.

Later the change is made — but by that time, circumstances surrounding the change may have altered. This could result in the approved change being out of date, or worse, could cause a catastrophic failure of the impacted services. Even if the change has been implemented without an issue, how does one know if this change has altered the environment sufficiently to cause another approved change (scheduled immediately afterwards) to fail?

The only way to minimize these failures caused by dynamic environments is to have a quasi-dynamic, nondeterministic model of the real world. This approach provides a much more accurate representation of the environment prior to the change, so that a final check can be made just prior to carrying out the approved change.

The quasi-dynamic, nondeterministic model works like this. Consider a set of configuration items (CIs), such as hardware, software, people, policies, and their relationships. These CIs would be stored in the CMDB as a definitive and accurate representation of the real environment. Changes to these CIs may occur at any time in a nondeterministic way. In a perfect world, all changes would be deterministic, because they would have been carried out according to ITIL best practices. However, changes can occur without approval. For example, a computer server could suffer a partial memory failure, leading to a reduction in the total usable memory. This is not normally reflected in the CMDB, but it should be; hence the nondeterministic nature of the model. The model is also dynamic. Changes are carried out at any time and so the model is updated, typically by manual means. Added to this is the business impact analysis that needs to be performed from the business perspective approach.

CMDB Enables a Service Impact Model

An ideal solution combines the central data in a CMDB with the power of a service impact model. A combined solution, based on using ITIL approaches from a business perspective, would need to carry out the following primary objectives to solve issues related to changes:

- > Maintain an accurate and representative record of the business, IS organization, and IT environments using advanced configuration and topological discovery tools, as illustrated in Figure 4

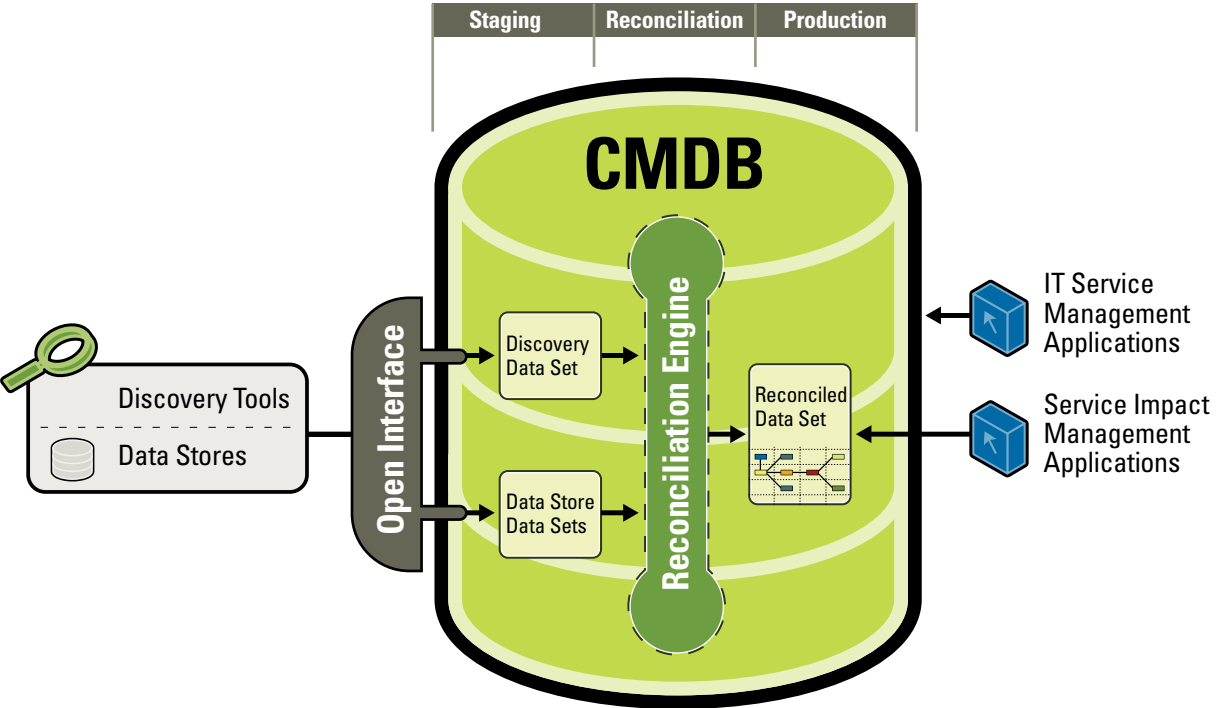


Figure 4: Interwoven steps in maintaining a CMDB

- > Record dependencies that show which vital business functions are supported by which underlying IT components
- > Visualize in real-time the business impact when IS deteriorates
- > Study the likely impact on the business if IS deteriorates in the future
- > Provide tight integration with all software components and processes, including event management and federated data sources

The data for the service models are drawn from the CMDB to help autobuild the models. As more data are deposited in the CMDB, the scope and depth of information that is available for autobuilding the service models becomes greater. When changes are made to the IT environment by other solutions from other processes, the changes are propagated into the CMDB and are automatically made apparent in affected service models, easing the maintenance load on administrators. Figure 4 illustrates these interwoven steps in maintaining a CMDB.

Once service models are published to the event processors, events can be automatically forwarded into the service impact management component by the event management component. Here, the events are dynamically processed against the service models, and the impact of a single event is shown as a real-time state on IS and business services in the models. Service impact management presents this information as role-specific views to the user.

Through a suitable graphical user interface, service views enable IS personnel to visualize and quickly determine the impact of IT component events on business services and also on SLAs that are defined in the model. Armed with this business-aware information, the staff can quickly initiate the appropriate actions to address the most urgent business problems that the service impact management uncovers. It should automatically respond to events based on policies and rules established by event or service impact management administrator for that infrastructure component or application. Automatic response reduces IS staff workloads, permits proactive management of the IT environment, and raises the maturity level of service impact and event management processes.

These approaches lead to the ideal solution combining the CMDB and advanced discovery tools with service impact management to overcome the weaknesses of traditional business process views and nondeterministic models.

Business Service Management

The *Business Perspective* book discusses the need to rapidly align IT resources and processes to directly support business objectives. BMC makes this recommendation a reality by providing an incremental approach to understanding and meeting specific business needs. With BSM solutions from BMC, IS organizations can identify the best technology solution to support the business and make the most of their current investments. BSM helps deliver faster, more comprehensive and consistent services, increase revenue opportunities, lower the cost of ownership, and reduce the risk of unnecessary IS and IT expenditures. BSM supports best practices, such as ITIL, so organizations can leverage proven methodologies to assess and optimize their current systems and lower total cost of ownership (TCO) across the enterprise.

BMC Service Impact Management and BMC Event Management Solutions

One important point in the *Business Perspective* book is to prioritize IS actions based on their business impact. So, one of the biggest challenges in providing business-relevant IS is to proactively prevent business disruptions. BMC Service Impact Management and BMC Event Management solutions enable IS to map technology components and services to business processes to prioritize IS actions based on the business impact.

These solutions offer streamlined and verified event-resolution capabilities based upon the full understanding of the business impact and quick identification of the root causes of service delivery failures, enabling fast problem resolution. In addition, organizations can increase ROI while meeting business needs through prioritizing incident resolution according to the greatest revenue and expense impacts.

BMC Service Impact Management and BMC Event Management solutions support the BSM function of linking IT elements with the business services they support, and deliver role-specific views that show the IS and the IT infrastructure elements that support each service. The views also show the relationships among IS and the business services that are delivered to customers. With service impact management, the staff can go beyond availability and performance management of logical and physical IT assets, to management by business alignment, prioritizing responses to real-time events based on business impact. The service impact management component can be used to create and maintain service models that define the associations between business services, IS, and the IT infrastructure.

BMC Atrium CMDB

BMC is the first enterprise management software vendor to release a purpose-built, ITIL-inspired CMDB (the BMC Atrium CMDB), addressing the ITIL requirement for a single, enterprise CMDB to ensure data consistency and simplify integration between differing service management processes. This open, integrated, and flexible tool enables customers to more effectively manage their IT environments, from tracking asset lifecycles to managing the risk associated with change, to responding to customer service issues.

The BMC Atrium CMDB provides a single, common set of information on the configuration and relationships among items in the IT environment in a manner that can be leveraged by all ITIL processes — creating synergy among different service management functions.

Conclusion

The best practices in the *Business Perspective* book, which focuses on the alignment of IS and IT with the business, clearly demonstrate the need for BSM and the technology that supports it. BSM is the most effective approach for managing IT from the perspective of the business. Ultimately, BSM enables IS organizations to improve business performance, simplify the complexity of the IT infrastructure across the enterprise, and reduce costs.

When IS organizations follow the objectives of BSM, supported by ITIL best practices, they will be able to support and improve the delivery of quality IS. These services will be aligned with the business needs and quality will be improved by:

- > Knowing how to prioritize IS staff, based on business priorities
- > Understanding how IT changes or failures affect the business
- > Determining how the business is affected and what the impact of a change or failure is
- > Knowing how business changes affect systems and their ability to deliver
- > Determining if the IS organization is ready and able to support planned business initiatives
- > Knowing how to reduce costs while providing effective service to customers, partners, suppliers, and employees

For more information visit www.bmc.com/itil.

Endnotes

- 1 Business Perspective: The IS View on Delivering Services to the Business, Office of Government Commerce, 2004, page 1.
- 2 Ibid. 13-14.
- 3 Ibid. 14.
- 4 Ibid. 13.
- 5 Ibid. 2.
- 6 Ibid. 12.
- 7 Ibid. 53.
- 8 Ibid. 27-28.
- 9 Ibid. 18.
- 10 Ibid. 28.



ACTIVATE BUSINESS WITH THE POWER OF IT.™

About BMC Software

BMC Software delivers the solutions IT needs to increase business value through better management of technology and IT processes. Our industry-leading Business Service Management solutions help you reduce cost, lower risk of business disruption, and benefit from an IT infrastructure built to support business growth and flexibility. Only BMC provides best practice IT processes, automated technology management, and award-winning BMC® Atrium™ technologies that offer a shared view into how IT services support business priorities. Known for enterprise solutions that span mainframe, distributed systems, and end-user devices, BMC also delivers solutions that address the unique challenges of the mid-sized business. Founded in 1980, BMC has offices worldwide and fiscal 2006 revenues of more than \$1.49 billion. Activate your business with the power of IT. For more information, visit www.bmc.com.

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