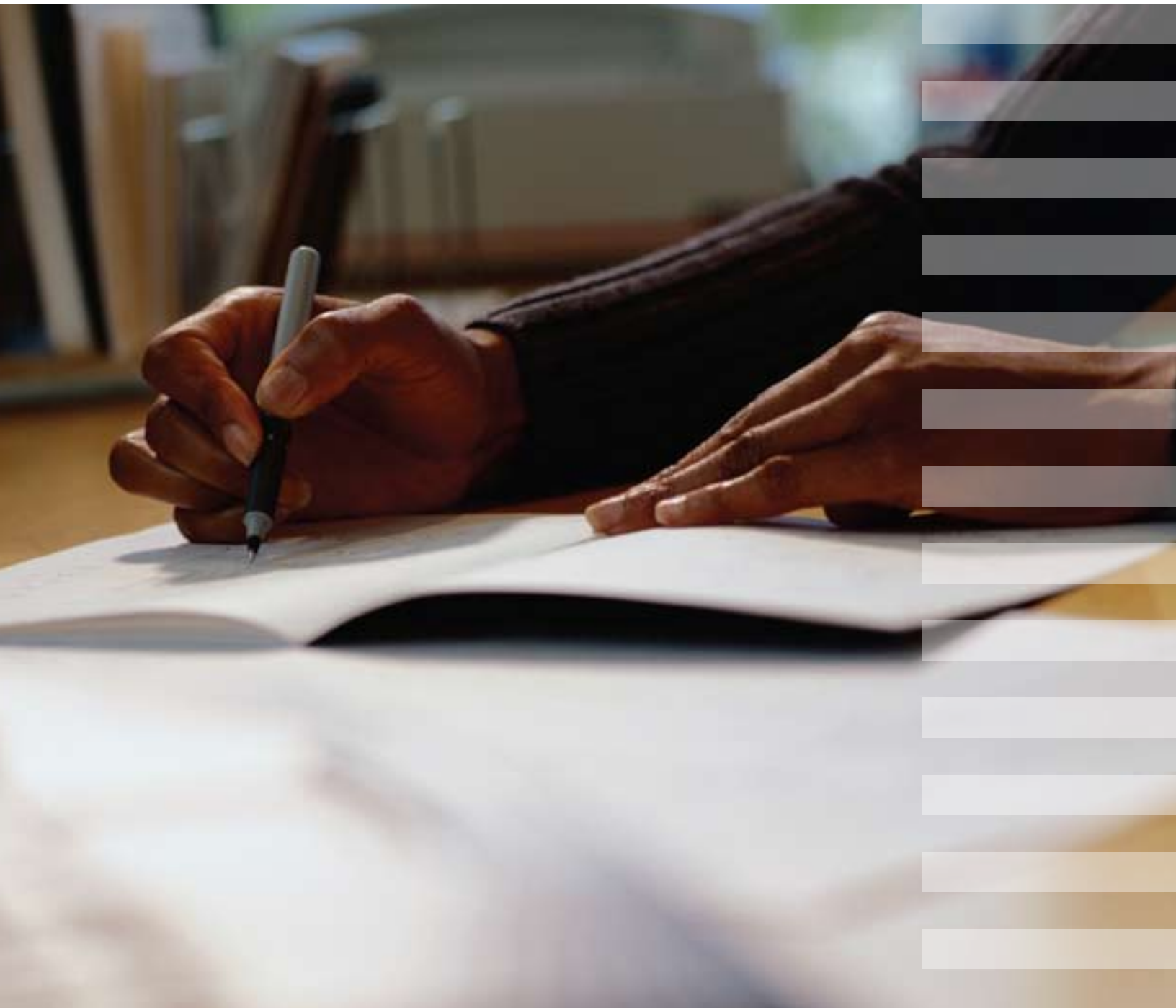


A meeting of methodologies: fusing IT best-practice process models to boost business benefits

IBM merges total lifecycle asset management
with the IT Infrastructure Library

Enterprise Asset
Management



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Introduction

At their core, all organizations have the same objective: to achieve their business mission in the most effective manner possible. And, while most institutions rely on technology tools to facilitate the achievement of this mission and its related business goals, the tools they rely on often prove to be more of a hindrance than a help.

As a result, many organizations have turned to process models as a way to take a more structured approach to information technology (IT) management. Two such models, total lifecycle asset management (TLAM) and the Information Technology Infrastructure Library (ITIL), created by Britain's Office of Government Commerce (OGC), provide the guidance that IT organizations crave.

In concert, TLAM and ITIL can help organizations reduce operational costs, improve transaction efficiencies, enhance customer experience and better meet the business mission. Despite their complementary capabilities, few businesses have merged these two methodologies. However, organization leaders are beginning to recognize that, with thoughtful deployment and the right technology partner, TLAM and ITIL can be woven together to make IT assets even more effective in serving and achieving the business mission and goals.

Leveraging IT assets to better serve and support business objectives

You must verify both that your organization has the necessary tools on hand — tools that can support key business aims — and that these assets function efficiently, to full capacity. However, securing smooth, always-up, IT-asset functionality can prove difficult.

Add to this conundrum the global business environment that, by its very nature, requires distributed IT capabilities that can function across the enterprise. As a result, keeping track of IT assets enterprisewide — where these assets are, how they're used, who is using them — can become an issue. Often, in just keeping your organization's technology assets up-to-date and functional, focus can drift away from the core mission, in an effort to verify IT assets work the way they need to.

Highlights

Whether organizations are based in the corporate world or within a government agency, a number of challenges must be dealt with when it comes to business technology assets.

Whether organizations are based in the corporate world or within a government agency, a number of challenges must be dealt with when it comes to business technology assets. First, most enterprise executives must confront a growing gap between what is actually in the IT asset portfolio and what is needed to achieve the business mission and support related strategies. But bridging this gap requires careful thought and planning, as pressures to reduce costs seem to grow increasingly stringent.

Additionally, post September 11, not only does it make good business sense for organizations to better account for and manage their assets and information, it's now often a legal requirement. An increasing number of national and international regulations and security directives must be complied with — for example, Basel II, and the Sarbanes-Oxley and the USA PATRIOT Acts. Couple all of this with inadequate or skewed investment in staff and IT infrastructure, and the result is a misalignment between an organization's asset base and productive use of those assets.

A new method to deal with IT asset management

TLAM and ITIL are two well-known, much-used IT methodologies that provide the guidance that your business — and IT division — require to track IT tools and optimize technology capabilities. TLAM is designed to help monitor and manage your business's IT assets throughout their lifecycles, while ITIL offers a set of best practices for IT service implementation and management.

Generally, these frameworks are implemented independently. But because the methodologies overlap in many areas of IT asset and service management, implementing TLAM and ITIL in concert should — and seems likely to — occur more frequently within IT organizations. A growing number of business executives and IT industry leaders are realizing that merging TLAM and ITIL can result in increasingly effective IT infrastructure management and enhanced IT service delivery to both internal and external customers.

Highlights

Businesses need to more efficiently use and reuse existing technology.

In combining TLAM and ITIL guidance, not only can your organization better manage its IT assets, from implementation to disposal, but industry-approved methods for IT deployment and service management can be put into action. This merger of capabilities can help your IT team create and run processes that are easier to deal with, more efficient and less costly over the long haul. In addition to offering these benefits, a TLAM and ITIL merger can provide IT guidance that will better support your organizational mission.

TLAM guidance facilitates smooth functioning of IT assets — throughout their life span

Businesses need to more efficiently use and reuse existing technology. But, simultaneously, they must find a way to deliver services even more effectively. Total lifecycle asset management is one avenue companies can use to streamline efficiencies and cut costs. And TLAM provides a framework that can assist with meeting these goals by helping IT staff better optimize and align IT investments that also support the enterprise's overall mission and strategies.

TLAM methodology takes a holistic approach to asset management. It calls for the review of virtually everything IT-related. Beginning with IT strategy and planning, evaluation and design, acquisition and build, TLAM also looks at operation, maintenance, and modification and disposal across the enterprise.

Using TLAM, your firm can categorize asset classes based on similar management attributes. For example, assets might be categorized together if they are financial in nature, if they fit into a particular space within the IT structure, or if a particular user group tends to rely on them.

TLAM helps you look across your IT portfolio, enabling you to assess each asset throughout its lifecycle. TLAM can be used to evaluate asset-management strategies and best practices at each stage of life, with a focus on better managing total lifecycle cost.

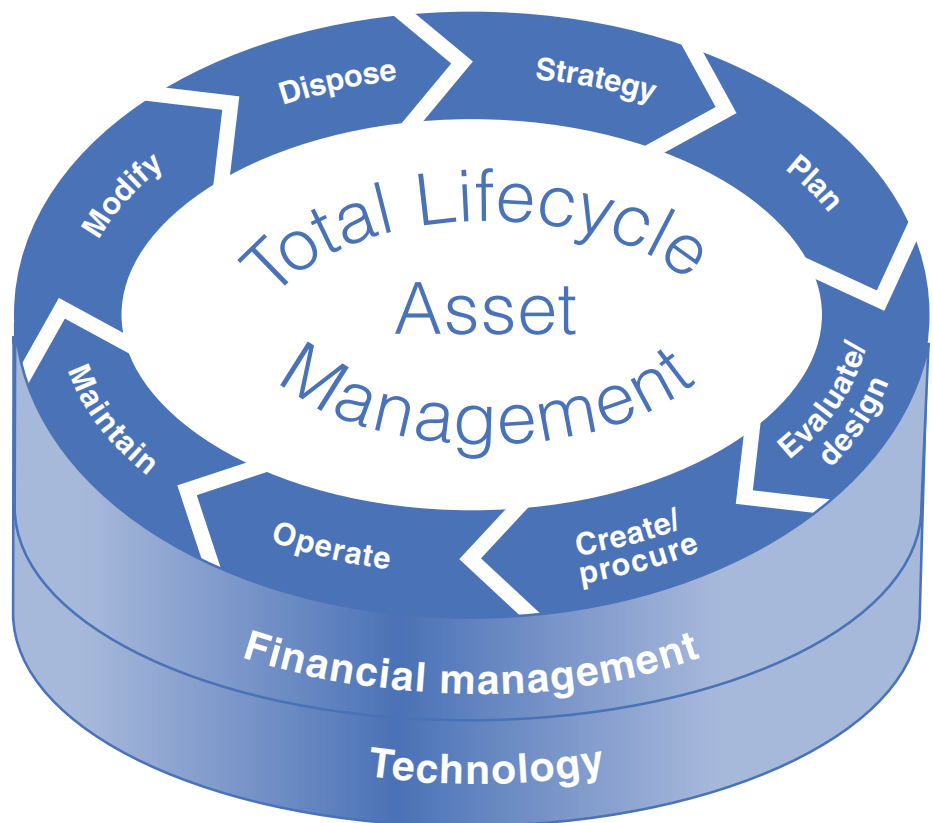
Highlights

Using TLAM guidance, structure is wrapped around IT asset management.

For example, when it comes to looking at real properties, an organization might conclude after completing a total-lifecycle analysis that constructing a data center is more attractive than leasing one. Or a CIO working for a state agency might conclude that, based on maintenance cost projections, procuring a new system is preferable to repairing and maintaining existing servers.

Using TLAM guidance, structure is wrapped around IT asset management. A series of key IT management phases, which span the technology lifecycle, are implemented systematically:

- The strategy phase focuses on gaining an understanding of an asset's role and the value it brings to the organization.
- The planning phase looks at how to best integrate assets into business plans.
- The evaluate/design phase occurs when assessing product performance or design.
- The create/procure process compares asset purchase requirements with asset capacity requirements.
- The operate phase includes all processes required to keep an asset operational.
- The maintain phase encompasses any process required to sustain an asset.
- The modify phase supports the effective reuse of existing assets.
- The disposition phase verifies that asset disposal complies with the various security, legal and contractual requirements.



Adapted from *Uptime: Strategies for Excellence in Maintenance Management*
By John Dixon Campbell

ITIL provides guidance on IT best practices

Recognizing an increasing dependence on IT tools for satisfying the business needs and aims of its government agencies, Britain's OGC created a library of the technology industry's best IT service-management practices. While initiated by the OGC, ITIL now provides a cohesive set of IT-practice principles and models that virtually any IT organization can use to help achieve IT service and operational excellence.

ITIL is a series of books that offers consistent, comprehensive guidance on the provision of quality IT services. Guidance contained within the ITIL books — and its supporting professional qualification scheme — has evolved into an entire ITIL philosophy that hundreds of organizations worldwide now rely on for IT operations management.

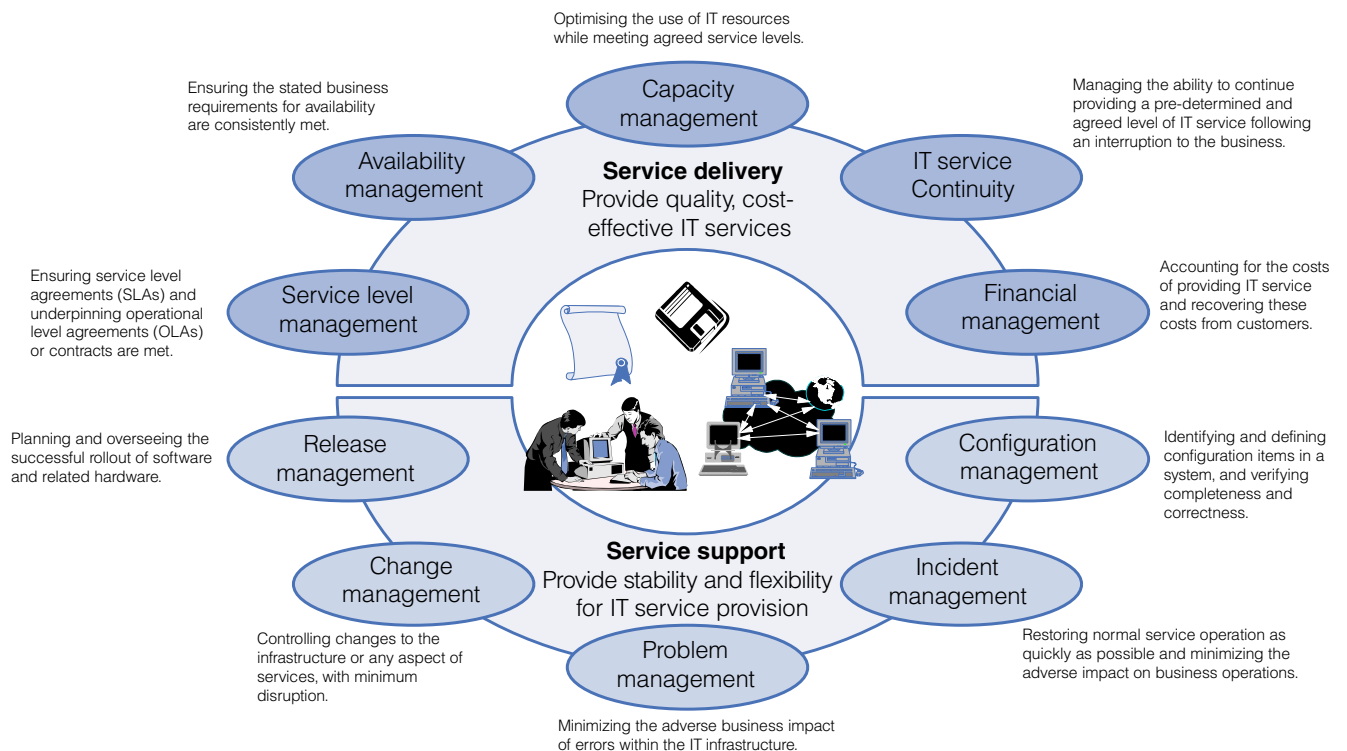
Highlights

Guidance contained within the ITIL books — and its supporting professional qualification scheme — has evolved into an entire ITIL philosophy that hundreds of organizations worldwide now rely on for IT operations management.

The benefits of adopting ITIL guidance range from reductions in IT costs to greater productivity, from cultivation of IT industry standards across the enterprise to improved IT service delivery and greater internal- and external-customer satisfaction. ITIL service management guidance can address every area enterprise IT touches, including the following:

- The service desk
- Incident management
- Problem management
- Configuration management
- Release management
- Service level management
- Financial management for IT services
- Capacity management
- Availability management
- IT service continuity management.

ITIL Service Management processes overview



Highlights

By merging TLAM and ITIL guidance and capabilities, you can better unite user and business interests — helping to ensure that hardware, software and service requirements are more effectively met.

Meeting of the methodologies: where TLAM and ITIL intersect and can improve IT utility

Where TLAM and ITIL capabilities overlap, they can dramatically improve an enterprise's ability to meet its overall mission. TLAM provides a methodology for monitoring and streamlining IT assets and capabilities throughout each asset's lifetime, while ITIL offers insights on how to best implement and manage these assets in support and delivery of IT services. Organizations can weave together TLAM and ITIL strengths to generate an overarching view of their information technology asset management (ITAM) capabilities.

ITAM helps your organization better combine its financial and mission objectives. Benefits can include the following:

- More efficient data-sharing across the enterprise
- Enhanced asset visibility and security
- Improved planning around technology refresh and upgrade needs
- More efficient technology repair and deployment
- Lowering of total lifecycle costs
- A better view on audit compliance
- More uptime to support the mission
- Doing more with less.

TLAM and ITIL have many areas of overlap. By merging the two frameworks, your organization can get the best from both. Use the TLAM model to address internal IT asset issues. And look to ITIL guidance for a view on how your IT organization is working and to identify where and how IT services can be better managed.

For example, your IT systems department might be concerned most about the purchase, use and maintenance of a particular PC, while customers or internal end users, such as those in the tax department answering customer questions, care most about the service that the PC can provide. By merging TLAM and ITIL guidance and capabilities, you can better unite user and business interests — helping to ensure that hardware, software and service requirements are more effectively met.

Highlights

The potential benefits of merging ITIL and TLAM are the most useful — and powerful — when it comes to enterprise change management.

The potential benefits of merging ITIL and TLAM are the most useful — and powerful — when it comes to enterprise change management. Using the IT asset management (ITAM) methodology, you can better plan and manage change, using best, industry-standardized practices, from beginning to end.

For example, in order for an organization to anticipate or document movement of its IT assets, there first must be an understanding of and ability to track the available technology tools. However, most organizations today rely on spreadsheet data or have to make numerous, ad hoc phone calls to find this information. Because of the inherent inefficiencies in this approach, competing initiatives to capture the same information often result. Using TLAM and ITIL in tandem can help coordinate asset and change management efforts and drive efficiencies both in near-term projects and long-term processes and technologies.

TLAM's asset repository, a component of the TLAM create/procure process, overlaps with ITIL's configuration management database (CMDB), which administers IT infrastructure change. TLAM's asset repository data — that is, information about an organization's IT tools, where they are, what they are used for — forms the cornerstone of ITIL's configuration-management database. Without these records, the configuration management database is incomplete and ultimately ineffective in supporting essential ITIL processes. Additionally, asset repository data can support other essential ITIL processes, including configuration management and release management.

Highlights

IBM can help you design the ITAM solution that optimally suits your business. IBM professionals can begin by assisting with your IT asset assessment at ITAM inception.

Creating an effective ITAM strategy

The first step in creating an effective ITAM strategy is to realize that you are about to embark on a transformational journey. You will need to begin by evaluating your organization's current IT practices and process maturity, using the ITIL and TLAM best-practice models for comparison. And then you will need to have a vision of what goals you want to achieve using ITAM.

Many organizations fail in even accomplishing these initial efforts because — just like individual businesses — the ITAM methodology is not available in a one-size-fits-all package. Your organization's ITAM solution should be customized to help meet your current business needs and culture. It should also be designed to measure up against your organization's existing IT infrastructure and efforts. In creating a tailored approach to ITAM, many companies turn to outside technology consultants, like IBM, that have a wealth of technology experience and ability in the realm of TLAM and ITIL.

IBM can help you design the ITAM solution that optimally suits your business. IBM professionals can begin by assisting with your IT asset assessment at ITAM inception. They can then help you evaluate where you are and where you want to be, and can design a custom ITAM roadmap that takes your organization from here to there. Or IBM can simply begin by helping you identify and execute specific IT priorities.



Why IBM?

IBM knows both TLAM and ITIL inside and out. Additionally, IBM has been a major ITIL contributor. IBM provided the OGC with its information systems management architecture library, a set of books that describes IT management best practices.

Your organization needs a technology teammate that can provide a realistic business-case assessment of what you've got, what you need and how to best bridge the gap between the two. IBM can do this while helping you make the leap toward creating an integrated ITAM methodology using IBM's mix of consulting services, industry expertise and award-winning technology.

IBM Global Business Services personnel specialize in technology and have specific industry knowledge. They can not only guide you and your organization through the technology implementation process, they can help you assess how and where the merger of TLAM and ITIL will bring your organization significant benefits.

IBM is focused on all of the things that can make the benefits of ITAM happen for your enterprise, allowing you to more effectively meet your business mission and goals. From the technology to the business analysis and implementation process, IBM can help you leverage this merged IT asset-management and implementation-and-maintenance solution.

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For more information

To learn more about IBM Global Business Services, total lifecycle asset management, ITIL and ITAM solutions from IBM, contact your IBM sales representative, or visit:

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Somers, NY 10589
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7-06
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