

HP Software and HP Service Management training: Optimizing IT to meet business objectives



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PART I:

A new approach: business-focused IT

The role of IT in business is changing. Where IT was once a cost, now it is increasingly recognized for the value it creates.

Corporate executives and boards of directors no longer view IT merely as a provider of technology, responsible for maintenance and support. IT is now a full-fledged business unit, along with finance, engineering, and marketing, that contributes to the success of the enterprise.

In this new era, information technology is more aptly described as business technology. IT results are measured strictly in terms of the business outcomes they support and/or deliver. And making the most of IT is Business Technology Optimization.

HP offers an extensive array of software and training designed to help customers optimize IT as never before. First, they help align the business' overall strategy with IT strategy. Then, they help the business to design, develop and implement solutions utilizing IT services. And finally, they help the IT function to operate those solutions effectively throughout their lifecycle.

Before we talk about HP software and training, though, we need to set the scene by looking at how IT functions ideally in today's business.

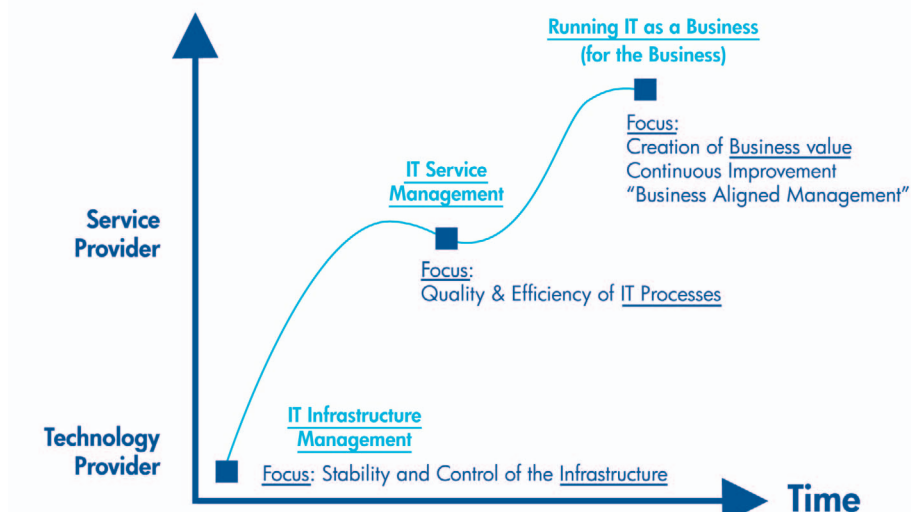
IT: Evolving from infrastructure management to business partner

Consider the history of IT. (Figure 1) In the distant past, IT was focused internally, on the stability and control of the IT infrastructure. Keep the mainframe running. Minimize downtime. Eventually, that thinking gave way to IT Service Management, where the focus was the quality and efficiency of IT processes. Determine and guarantee service levels. Manage change effectively. All those are important goals, but they don't focus on improving the business itself. So today the focus in has shifted to creation of IT services that deliver business value with continuous improvement. It's a natural progression, since industry analysts say 80 percent of business processes are run on IT. Today IT literally powers the business.

Running IT as a business imbues IT executives with business accountability, not just management of an IT budget. It involves IT directly in business initiatives, not merely IT projects. It measures the success of IT in business results, rather than service level agreements. And it requires optimized service assets, such as infrastructure, applications and information, rather than isolated IT silos.

Figure 1

Role of the IT Function



The HP Service Management Framework is a holistic approach. It organizes resources and capabilities such as people, processes and technology within the service management system based on service management related international standards and industry best practices.

How does an organization move to running IT as a business? Technology and business decision makers need to align their goals and strategies more closely. IT executives need a new way of looking at service management — one that goes beyond just technology, and takes into account everything IT does to drive business outcomes.

The HP Service Management Framework

The HP Service Management Framework provides such a view. It provides a service management system for consistent delivery of services that balance performance, quality and cost to produce desired business outcomes.

The HP Service Management Framework is a holistic approach. It organizes resources and capabilities such as people, processes and technology within the service management system based on service management related international standards and industry best practices. The purpose of the HP Service Management Framework is to help enterprises:

- Correctly position themselves as service providers
- Provide consistent quality services that will achieve desired business outcomes
- Manage IT services across their lifecycle and all the assets they consist of
- Understand how to leverage the many standards and sources of best practice for service management
- Transform themselves into a strategic partner to the business

The HP Service Management Framework reflects changing IT and business environments, and keeps pace with the most recent additions to the IT Infrastructure Library, or ITIL. The term “service management” is used in the name of the framework because it covers more than Information Technology. And like the HP ITSM Reference Model, it functions as an easy-to-use roadmap to service management. Enterprises and public sector organizations that want to transform their IT organization from a traditional, IT-centric technology provider into a reliable, agile, low-cost IT service provider can use the framework to guide their journey. It provides guidance for organizations just beginning a transformation, based on business imperatives; and for organizations anywhere in their transformation, it defines the appropriate steps along the path to service management.

Looking back to the last Service Management revolution, IT Service Management focused internally, on optimizing the quality and efficiency of IT processes. That focus was based largely on the ideas contained in the ITIL V2. Today, the HP Service Management Framework builds on the latest version of ITIL, ITIL V3, as the source of guidance for enterprise IT architecture and optimization. But it also looks beyond ITIL — and outside the IT organization itself — bringing together HP experience and industry standards to create the linkage with overall business objectives and achieve desired business outcomes.

To manage services throughout their lifecycle, we will examine three key forces: 1) Business Analysis, 2) Project Management, and 3) Service Management based on ITIL V3; then describe the HP software that will help you effectively manage IT services.

The rising importance of business analysis

The focus on Business Analysis as a critical step supporting the success of IT has increased dramatically in the last few years. The reason is simple: many business projects — including IT projects — routinely fail because Business Analysis has failed.

Business Analysis is essentially about defining and managing Business Requirements throughout the process that leads to a business solution. The entire process is known as the Business Solution Life Cycle. The steps in the Business Solution Life cycle include:

- Enterprise analysis
- Solution definition
- Requirements elicitation
- Analysis and documentation
- Design
- Build
- Test
- Operate

Some solutions are IT-oriented, technology-based solutions; others are process changes, training programs, new policies, etc. Some are designed to enable and improve internal operations, while others are customer-facing, customer-oriented solutions. So Business Analysis requires a broad view of the possible solutions to meet business requirements.

To begin the process of creating a business solution, the Business Analyst is responsible for eliciting the requirements in detail from all the stakeholders. This part of the analysis includes not just what the IT software/business solution is supposed to do, but other aspects as well — security, availability, regulatory requirements, etc.

Next, the Business Analyst moves on to specifications —documenting the business need in detail.

Specifications are expressed in business language, so that the stakeholders can verify that the proposed solution will do what it's supposed to do in business terms. Then the Analyst will craft a solution description that can be consumed by the subject matter experts who will implement it. In the case of an IT solution, that means software engineers.

Project management and IT project success

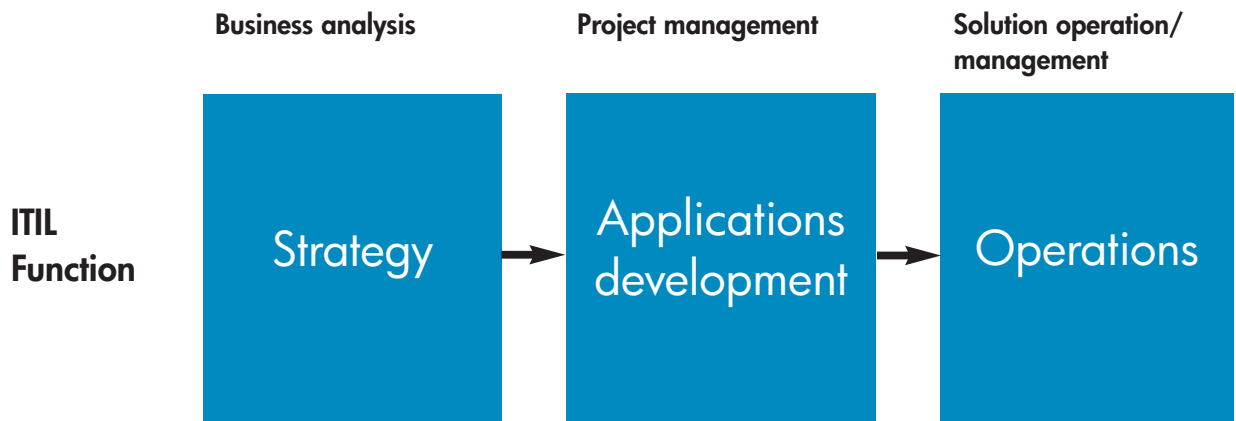
Once the specification is complete, the Business Analyst begins working more with the Project Manager. Project Management is the foundation for successful integration of IT changes into the operational environment in a way that meets IT Service quality and availability targets.

The first step is translating the business requirements, as defined by the Business Analyst, into IT specifications. Suppose one of the requirements developed by the Business Analyst says that the solution needs to be available 24 x 7 and handle 10,000 transactions per minute. So the project's technical team specifies servers, an operating system, software design, network requirements and more that meet the business needs. Now the business requirements have been translated into IT specifications.

Having turned business requirements into specific IT specifications, the project team then sets out to develop the software, hardware infrastructure, and support services necessary to launch the project into operation.

Once the solution is put into operation, it has moved into the realm of IT Service Management as governed by version 2 of the IT Infrastructure Library (ITIL) set of industry best practices. ITIL-based Service Management is designed to optimized IT services, based on service-level agreements.

Figure 2





ITIL V3: Best practices for service management

We have now established the roles and importance of Business Analysis and Project Management in effective development of IT solutions, and described a traditional IT function: strategy leading to applications development, which in turn leads to operations. (Figure 2) Now let's consider how these elements relate to processes defined in the ITIL V3.

ITIL is the de facto body of best practice in Service Management. ITIL gives the IT organization a framework for defining its deliverables (IT services) in business language, evaluating the business impact if IT Services fail, and prioritizing IT activities such as service restoration, root cause analysis, change management, etc., based on their contribution to business objectives.

The essence of ITIL is about IT services and management of those services in a way that aligns what IT does to serve business goals. ITIL Best Practices give the IT organization a framework within which everything it does is expressed to customers in terms of service.

The evolution of ITIL

ITIL has evolved over time. ITIL V2 started with two volumes focusing on Service Delivery and Service Support. Service support dealt with running IT services, incident management, problem management, etc. Service delivery dealt with the back office tasks of availability management and service continuity management. ITIL V2, in short, concerned itself with what is popularly known as Operations.

Following the establishment of ITIL V2 based on those two volumes, additional volumes were developed dealing with Application Management, Business Alignment and Infrastructure Management. The last two volumes were on business Perspective — one from IT looking to the Business, the other from the business looking to IT.

ITIL V3 introduces the idea of the IT Service Lifecycle. All IT services have a lifecycle, which hadn't been reflected in the first two versions of ITIL. Every service that IT delivers is part of at least one business solution designed to satisfy business stakeholder requirements (the requirements developed previously by the Business Analyst).

The Service Strategy book (new to the ITIL library in V3) discusses how a business works, the need to identify a customer and the customer's business needs, and to generate and create the services a business would buy. Service strategy elevates the concerns of IT. In the past, IT service management was focused on service level agreements and services; but in Service Strategy, the focus shifts to business outcomes. It's the difference between an objective of ensuring server and application availability of 99.9 percent, vs. an objective of an IT solution that saves the company \$100,000 in labor costs compared to the previous year.

PART II:

Business Technology Optimization (BTO), HP software centers and HP service management training

In order to help customers learn to fully embrace the benefits of integrated Business Analysis/Project Management/ITIL V3-based Service Management, HP has developed an integrated approach called Business Technology Optimization (BTO). With Business Technology Optimization, HP is helping customers use well-defined business requirements to drive IT in ways that achieve desired business outcomes.

HP's Business Technology Optimization (BTO) strategy is the foundation of our extensive suite of IT management software. BTO helps to ensure that every dollar invested in IT, every resource allocated, and every application in development or production meets business goals. Unlike software offerings and methodologies that focus only on internal IT processes, HP BTO optimizes the strategic functions between technology and business. HP software reflects the ITIL V3 lifecycle approach, enabling organizations to align IT with business priorities and to deliver increased value from end to end.

Earlier, we discussed at length three key IT functional groups: strategy, applications, and operations. By automating and optimizing within and across each of these strategic functions, BTO helps bridge the gap between IT and the lines of business to ensure your

initiatives are fully aligned with business goals and priorities.

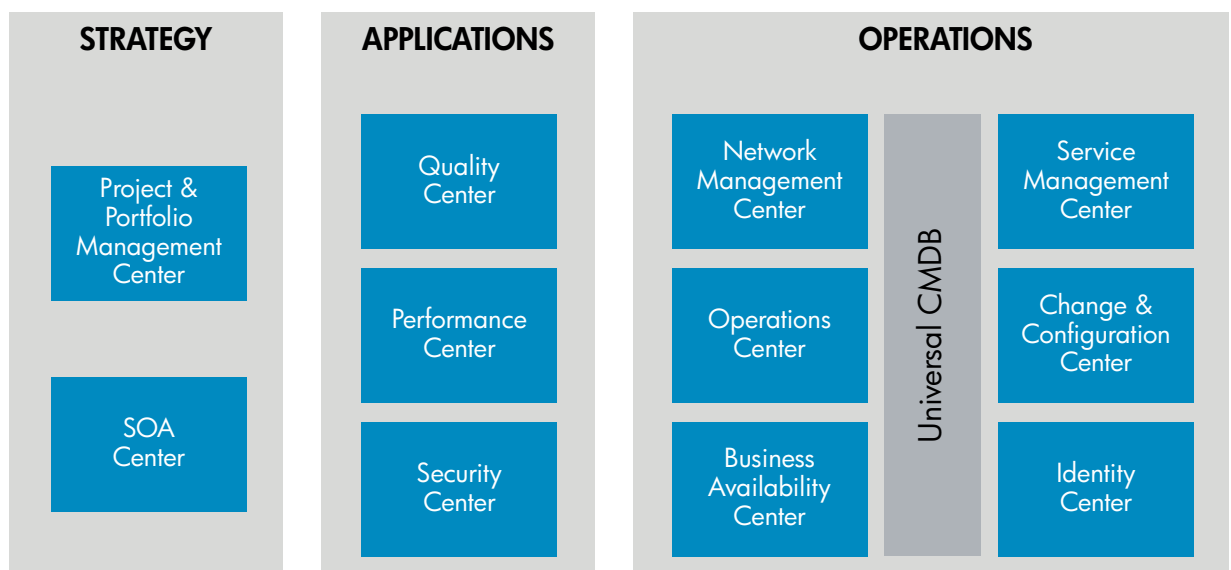
HP software tools and training are designed to help customers implement Business Technology Optimization through the entire continuum discussed in this paper: from Strategy through Applications Development and Operations. HP software is organized into BTO product centers as shown in Figure 4.

Each software center is comprised of three integrated elements:

- A Dashboard providing role-based, real-time views into status and Key Performance Indicators
- Applications with integrated functionality and capabilities that support a specific IT domain
- Foundation elements including a shared data repository, central administration, workflow, open Application Programming Interfaces, and third party integrations.

HP software products and training provide the tools needed to plan and implement integrated Service Management as outlined in the first half of this paper. Here, then, is a summary of the HP software centers and the corresponding HP training available to help users make the most of it.

Figure 4



STRATEGY SOFTWARE CENTERS AND TRAINING

Project & Portfolio Management Center

HP Project and Portfolio Management Center contains the software tools needed for Business Analysis and Project Management. These software tools standardize, manage and capture the execution of project and operational activities. They provide critical information in real time to help you make the right decision at the right time. HP Project and Portfolio Management Center provides your Project Management Organization with visibility into strategic and operational demand as well as in-flight projects and programs.

HP training in Project & Portfolio Management software enables users to:

- collaboratively manage your programs from concept to completion
- automate processes for managing scope, risk, quality, issues and schedules
- integrate project management and process controls to reduce the number of project/schedule overruns, project risks and costs
- respond to changes with a clear understanding of the effects on resource capacity and work prioritization
- focus valuable IT resources on top business priorities
- gain role-based, exception-oriented visibility into IT trends, status and deliverables to help you make and execute real-time decisions

For information on training for HP Project and Portfolio Management Center software, visit

<http://www.hp.com/learn/hpsw>. HP also offers non-product specific training that provides in-depth project management and business analysis skills. For more information, visit <http://www.hp.com/learn/pm>.

SOA Center

SOA (Service Oriented Architecture) software dramatically improves the flexibility and adaptability of your IT organization by accelerating time-to-market for new applications. Along the way, SOA helps drive down IT costs by making services highly reusable and enabling business processes that are built for change. HP SOA Center provides the essential elements for governance and management needed to make sure that your SOA architecture will scale from pilot to full production.

HP training in SOA software enables users to:

- understand, plan, implement and manage Service Oriented Architecture in your organization
- increase SOA adoption and service reuse
- manage and control the increased complexity that SOA introduces to IT
- scale SOA as the number of services and users grows
- deploy high-quality SOA services that deliver measurable business outcomes
- rapidly gain control over the operational aspects of the services within your organization

For information on technical training for these HP SOA Center products, visit

<http://www.hp.com/learn/hpsw>. HP also offers non-product specific training to help you understand, plan, and implement SOA in your organization. For more information, visit <http://www.hp.com/learn/soa>.

APPLICATIONS SOFTWARE CENTERS AND TRAINING

Quality Center

HP Quality Center manages and governs quality processes and automates software testing across your application environment. It arms you with the capabilities you need to manage the release process and make more informed release decisions.

HP training in Quality Center software enables users to:

- gain real-time visibility of requirements coverage and associated defects to paint a clear picture of business risk
- manage the release process and make more informed release decisions with real-time KPIs and reports
- measure progress and effectiveness of quality activities
- collaborate in the quality lifecycle with a single global platform
- manage manual and automated testing assets
- facilitate standardized testing and quality processes that boost productivity through workflows and alerts
- lower costs by capturing critical defects before they reach production
- reduce costs and risk, increase quality and produce more frequent releases

For information on training for HP Quality Center products, visit <http://www.hp.com/learn/hpsw>.

Performance Center

HP Performance Center helps you analyze and validate the performance of your applications against business requirements and mitigate the risk associated with application deployment and upgrades.

HP training in Performance Center software enables users to:

- predict system behavior and performance under realistic stress conditions
- optimize applications based on expected load conditions
- lower the cost of distributed load testing
- reduce the risk of deploying systems that do not meet your performance requirements
- reduce hardware and software costs by accurately predicting system capacity
- quickly and accurately pinpoint the root cause of application performance problems

For information on training for HP Performance Center products, visit <http://www.hp.com/learn/hpsw>.

Application Security Center

HP Application Security Center enables developers, quality assurance (QA) teams and security experts to successfully conduct web application security testing and remediation. This sophisticated, scalable, web application security solution helps you find and fix security vulnerabilities of web applications throughout their lifecycle.

HP training in Application Security software enables users to:

- manage web application security testing
- implement the next generation in web application security testing
- develop secure web applications and services
- standardize web application security testing during quality assurance testing

For information on training for HP Application Security Center, visit <http://www.hp.com/learn/hpsw>.

OPERATIONS SOFTWARE CENTERS AND TRAINING

Operations Software Centers are broken down into two main categories: Business Service Management, and IT Service Management.

Business Service Management comprises the Network Management Center, Operations Center, and Business Availability Center. HP Business Service Management software provide your business leaders with a top-down, business-centric approach as well as a bottoms-up, infrastructure component approach to managing your entire IT service lifecycle. It reduces service disruptions by improving visibility into the performance of your networks, systems, and related components, and the applications and business services your IT teams deliver. And it provides an immediate business context to the data that is generated by your infrastructure management investments.

IT Service Management comprises the Service Management Center, Change and Configuration Center, and Identity Center. ITSM software help you deliver service quality by automating key ITIL processes and best practices. It provides fast, measurable value by reducing costs. And it enables you to manage the risks of service outages or degradations by establishing strategic IT control points.

Network Management Center

For both network operations teams and CIOs, today's complex IP network environments pose special challenges. You need to understand the network and its relationships and dependencies to network and business services, and then work continuously to optimize network availability, adaptability and performance. Network services management software in the HP Network Management Center help you increase service levels to business users, align IT with business objectives and decrease your IT cost structures.

HP training in Network Management software enables users to:

- increase service levels to your business users by optimizing network availability, performance, configuration and bandwidth
- align your IT operation to enable your company's business objectives by providing management

reports, resource allocation and the ability to efficiently manage changes in demand

- decrease your cost structures for IT operations by increasing staff and asset efficiencies through automation and capacity planning
- constantly monitor your dynamic network environment and quickly pinpoint the source of availability and performance problems
- report on utilization and service delivery trends to anticipate and prevent future problems
- automate network configuration changes across heterogeneous environments
- enable one-click proof of network compliance
- enhance the security of network management through firewalls
- enable efficient delivery of network-centric services, including IP multicast, MPLS VPNs and IP telephony

For more information on training for HP Network Node Manager software and related Network Management products, visit <http://www.hp.com/learn/hpsw>.

Operations Center

IT organizations today must maintain and enhance the availability and performance of the core infrastructure and applications that support your company's business processes. HP Operations Center helps your enterprise optimize the management of technology across IT domains and provide a reliable service infrastructure to your business teams.

HP Operations Manager software is the backbone of Operations Center. Related products include HP Performance Management/Agent software, HP SiteScope software, and HP Reporter/Performance Insight software.

HP training in Operations Center software will allow you to:

- integrate, configure, maintain, and operate a heterogeneous computing environment using HP Operations Manager for Windows
- monitor, control, and report on a heterogeneous IT environment using HP Operations Manager for UNIX
- master operational basics including message sources and log files, threshold monitors, message interceptor, and administration and configuration
- learn architecture, application integration, Service Navigator, best practices, and advanced features for large distributed environments

For more information on HP training for Operation Center products, visit <http://www.hp.com/learn/hpsw>.

Business Availability Center

HP Business Availability Center allows you to manage the health of business services and applications—and optimize their availability, performance and effectiveness. Enterprise applications play an increasingly important role in running the business. Software applications automate nearly all key business processes. You can't book an order, manage your inventory, provision a new employee, or close your books at the end of the quarter without information technology.

HP training in Business Availability software enables users to:

- optimize availability and performance for key business services—including both the front-end transactions and the back-end business processes
- monitor the health of business services and applications
- understand the impact an event may have on business services and applications
- monitor the end-user experience of your business services
- implement role-based and user-based dashboarding that displays service health and status information to all consumers and providers of business services and application functions
- the ability to reduce configuration management database (CMDB) modeling time by discovering infrastructure and application elements and the relationships between them
- conduct Service-impact analysis that allows correlation between events from third-party products such as Microsoft MOM and Cisco Works as well as from HP products
- perform diagnostics of composite applications through transaction tracing
- employ statistical correlation analytics that provide both performance problem area triage and suggestion of normal and abnormal behavior for service levels, thus reducing modeling time

For information on HP training for Business Availability Center products, visit <http://www.hp.com/learn/hpsw>.

Service Management Center

HP Service Management Center is a comprehensive, ITIL-based IT service, asset and identity, and access-management solution. This center helps you reduce costs and increase customer satisfaction by optimizing IT processes to meet business needs.

To meet service-level agreements between IT and the business, your IT team must manage every event that

occurs, whether planned or unplanned. This management focus must span from initial acquisition and deployment, through upgrade and maintenance activity, to the point where components of the IT estate no longer add value to the business and must be replaced.

Core components of the Service Management Center are HP Service Manager and AssetCenter software. Related products include HP Service Center, Service Desk, Decision Center, and Connect IT software.

HP training in Service Management software enables users to:

- orchestrate and automate key IT processes across process domains
- manage the full lifecycle of IT assets
- enable the complete financial management of IT
- give each identity the right entitlement and access at all times to support the business
- drive rapid tactical and strategic decisions based on quantitative business intelligence

For information on HP training for Service Management Center products, visit <http://www.hp.com/learn/hpsw>. HP also offers non-product specific IT Service Management training based on the IT Infrastructure Library (ITIL). For more information, visit <http://www.hp.com/learn/itsm>.

Change & Configuration Center

HP Configuration Management software (CM) is a highly scalable, policy-based change and configuration management suite that enables administrators to efficiently and reliably inventory, deploy and maintain software and content across heterogeneous desktop platforms from a web-based console. Related products include HP Enterprise Discovery and Change Control Management software.

HP training in Change and Configuration software enables users to:

- earn components and architecture for publishing and application configuration
- set-up a publishing lab, perform quality assurance, and do piloting
- learn application deployment, publishing techniques, and package relationships
- install, configure, and operate the CM infrastructure including object flows
- manage CM Operating System images, including preparation, publishing and deployment

For more information on HP training for Change and Configuration Center products, visit <http://www.hp.com/learn/hpsw>.

Identity Center

To provide efficient management of IT access and to improve compliance and reduce audit costs, your IT team must be able to manage the constantly changing user population and user roles while maintaining compliance with internal and external policies. HP Identity Center is a comprehensive identity and access management solution that automates these processes. Key components of Identity Center include HP Select Identity and Select Access software.

HP training in Identity software enables users to:

- manage the full lifecycle of user accounts from hire to retire
- provision user account and password updates across heterogeneous IT systems and applications with high levels of automation, while enforcing separation of duty and applicable approval processes
- provide user self-service interfaces to improve efficiency in operations such as password reset or IT service access requests
- centralize the management of access control while adding strong authentication options to a mixed application environment
- link security domains both within and across organizations to extend single sign-on, access control and policy enforcement
- centralize audit of identity and access activity, and manage the audit lifecycle according to control objectives driven by governance and regulatory mandates

For more information on HP training for Identity Center products, visit <http://www.hp.com/learn/hpsw>.

LEARN MORE FROM HP EDUCATION SERVICES

The first step in implementing integrated service management as described here is learning about it and how it applies to your organization. HP Education Services offers training in every aspect of service management — from Business Analysis to Project Management and ITIL-based IT Service Management. The second step is to then learn how HP's Software tools can be used to enable, monitor and automate your firm's key ITIL processes.

Why HP for Service Management training?

If you're not trained to make best use of HP's integrated Business Technology Software, you will fall short of realizing its optimum benefits. Training will have a huge impact on your efforts to transform your IT environment and align its operations with business goals. HP education services can play a significant role.

Why HP education services for HP software training? We know HP software inside and out, which enables us to deliver the best training experience possible for you and your staff. HP training will enable your employees to do much more than simply implement the software; it will empower them to turn IT into a powerful business force.

Key advantages of training from HP include:

- experienced instructors with real-world experience who can provide you with invaluable tips, tricks and insights into getting the most out of your software investment
- flexible learning options, with online virtual labs, self-study, classroom, and onsite training. This multi-faceted approach is designed to give you the same high-quality experience whether you travel to a training center, learn online, or attend the instruction at your location.
- more than 90 education centers worldwide, offering state-of-the-art classrooms with courses delivered in multiple languages
- job-focused training and customized solutions, making sure the instruction you receive will be immediately applicable to your work
- industry-recognized certification program

Whether you are training new or existing personnel, effective and comprehensive education can help eliminate costly errors and increase your return on IT investment. Knowledgeable, well-trained IT staff can also assist you in building a more agile, flexible business that is always ready to face the evolving needs of your environment. These goals are closely tied to HP's vision of Service Management, where business and IT are synchronized.

HP training is designed to give users hands-on, real-world experience through state-of-the-art classrooms and groundbreaking technologies such as HP Virtual Rooms and the HP Virtual Lab. Our remote learning options allow you to take classes anywhere—with no travel required—and still have the advantage of using real labs, not simulations, via HP Virtual Lab.

HP brings to the education business several fundamental strengths:

- 1) A wealth of content and courseware developed, tested, tried and perfected.
- 2) Unmatched content expertise in HP products, related topics and industry standard technologies.
- 3) Proven strengths in education: 30 years of experience meeting complex training challenges worldwide.
- 4) A broad range of ways in which training can be effectively delivered, and the real-world experience that tells us which delivery methods are the best for a particular education need.
- 5) A never-ending stream of innovations that have allowed us to carry forward our traditional strengths while exploiting advances in technology to provide ever more effective training...and the practical wisdom to know which of these innovations can work to your greatest benefit.

To learn more

The HP BTO software centers provide a comprehensive suite of software products that help you bridge the gaps between IT strategy, applications and operations and align IT with your business goals.

In addition, HP offers training specifically in ITIL v3. Our curriculum includes a Foundation course for IT Service Management, courses for ITIL Practitioners and Service Manager, an engaging "Race to Results" simulation that mixes ITIL training with the thrill of open wheel racing, and more.

To find the right course for you, please visit <http://www.hp.com/learn/hpsw>. Click 'contact your country' on the left and select your country's web site to see local course availability and schedules. Please contact us to arrange for custom training courses or if you have additional questions.

For more information, contact your HP representative, or visit us online at <http://www.hp.com/learn>.



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