



*"where experience counts"*



# **IT Governance & Performance Management Using Public Domain Best Practice Frameworks**

**Client Briefing**

**January 2008**

Prepared For:  
**Our Valued Clients**

# Agenda

- Introduction
- IT Performance Improvement Framework
  - COBIT
  - ITIL/ITSM and ISO 20000
  - CMMI
  - PMBOK and Six Sigma
- IT Performance Measurement Automation
  - Metricus Overview

# Session Objectives

■ The objectives of today's session are to:

1. Review public domain best practice frameworks and their role in IT performance improvement
2. Discuss the role of performance measurement in success of a comprehensive performance improvement program
3. Review the role of measurement automation in deployment of frameworks and achieving the promised benefits



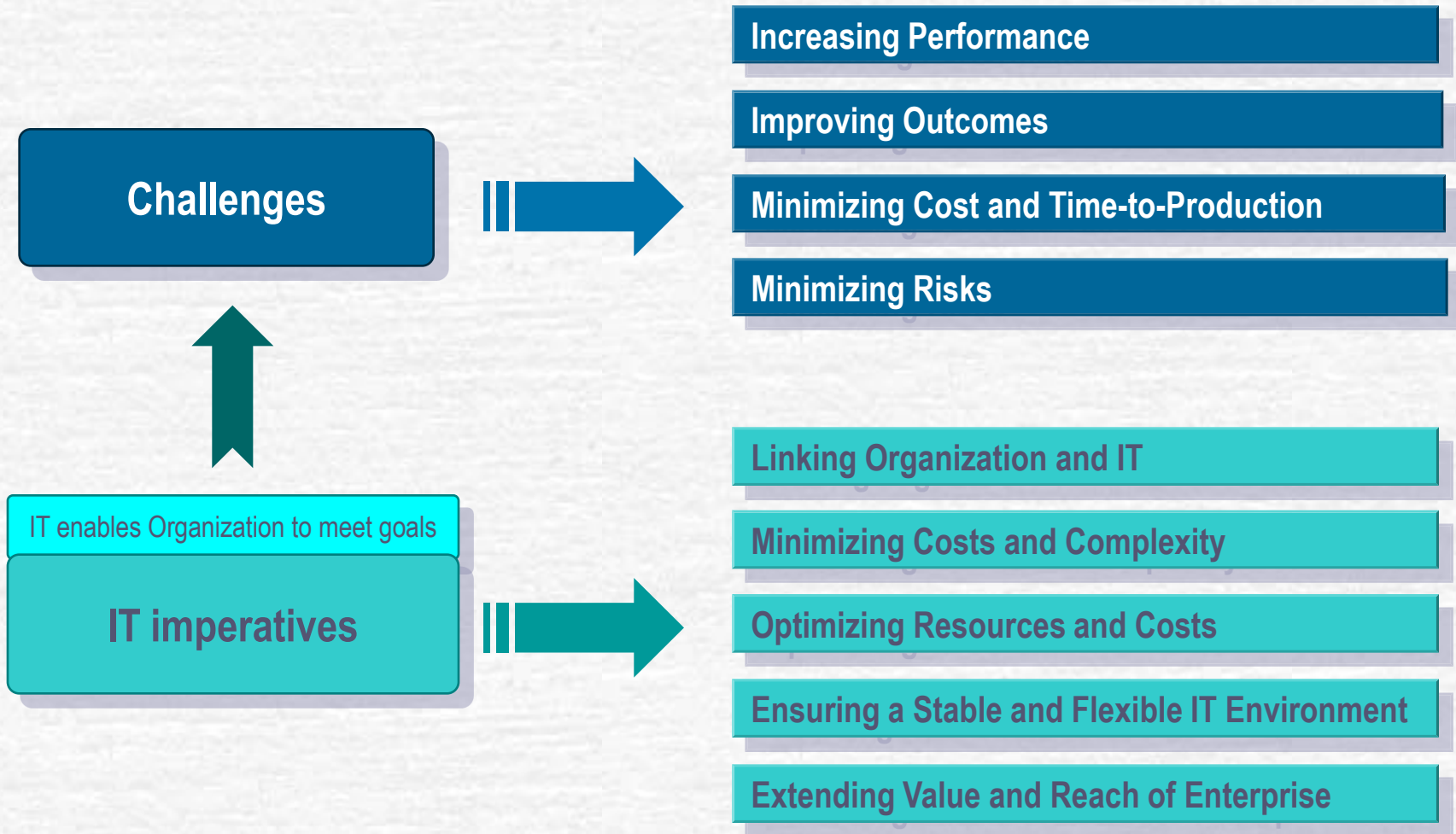
# IT Performance Improvement Framework



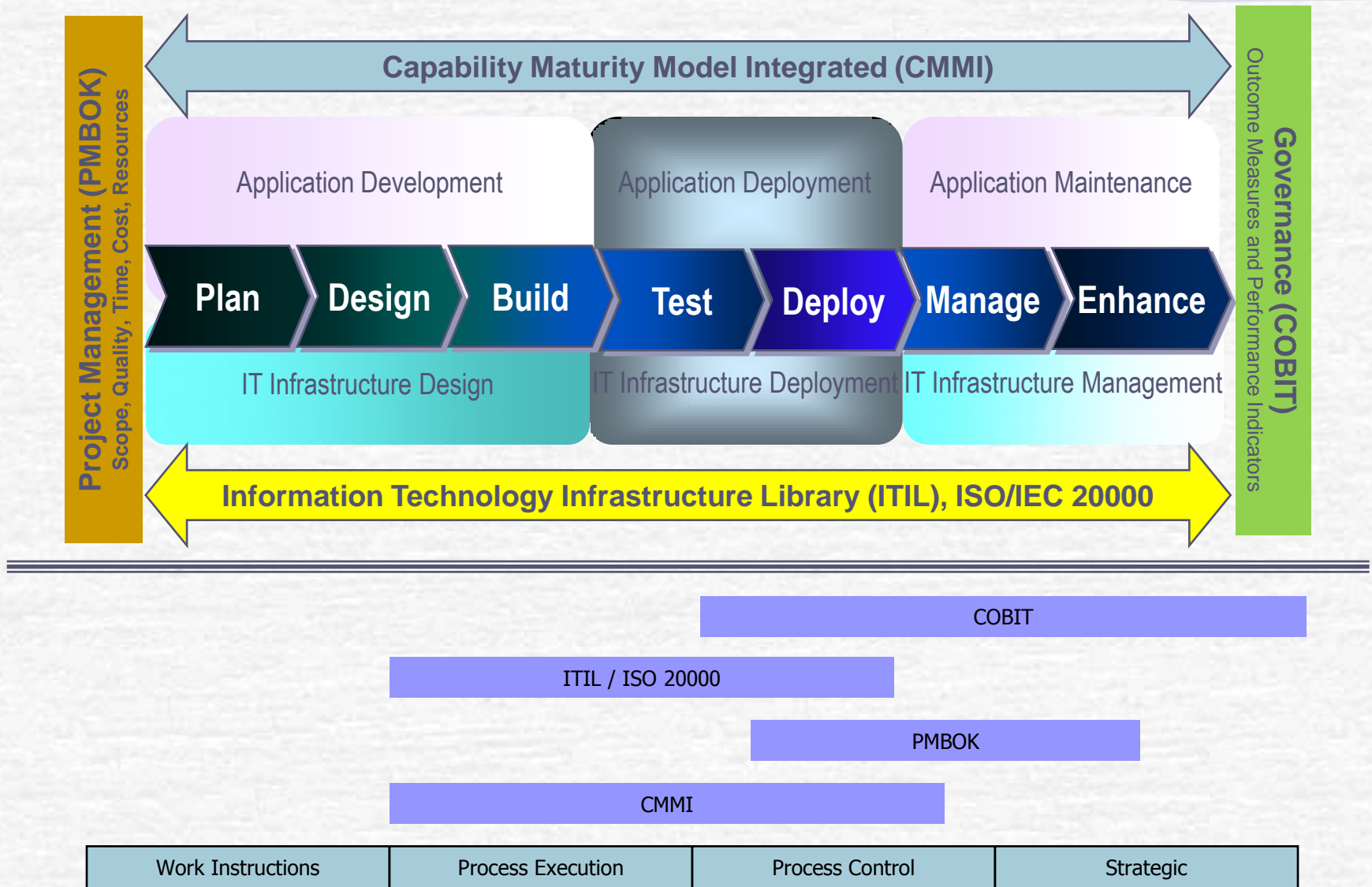
# Common Business Drivers Effecting Organizations

- ✓ Achieving profitable, predictable and consistent growth
- ✓ Competing effectively with local and global players
- ✓ Complying with, and keeping up with national and global Regulatory changes
- ✓ Improving quality while reducing costs
- ✓ Leveraging of global suppliers, services and workforce through outsourcing and offshoring
- ✓ Reducing time to market for new products and services.

# IT Imperatives in Response to Business Drivers



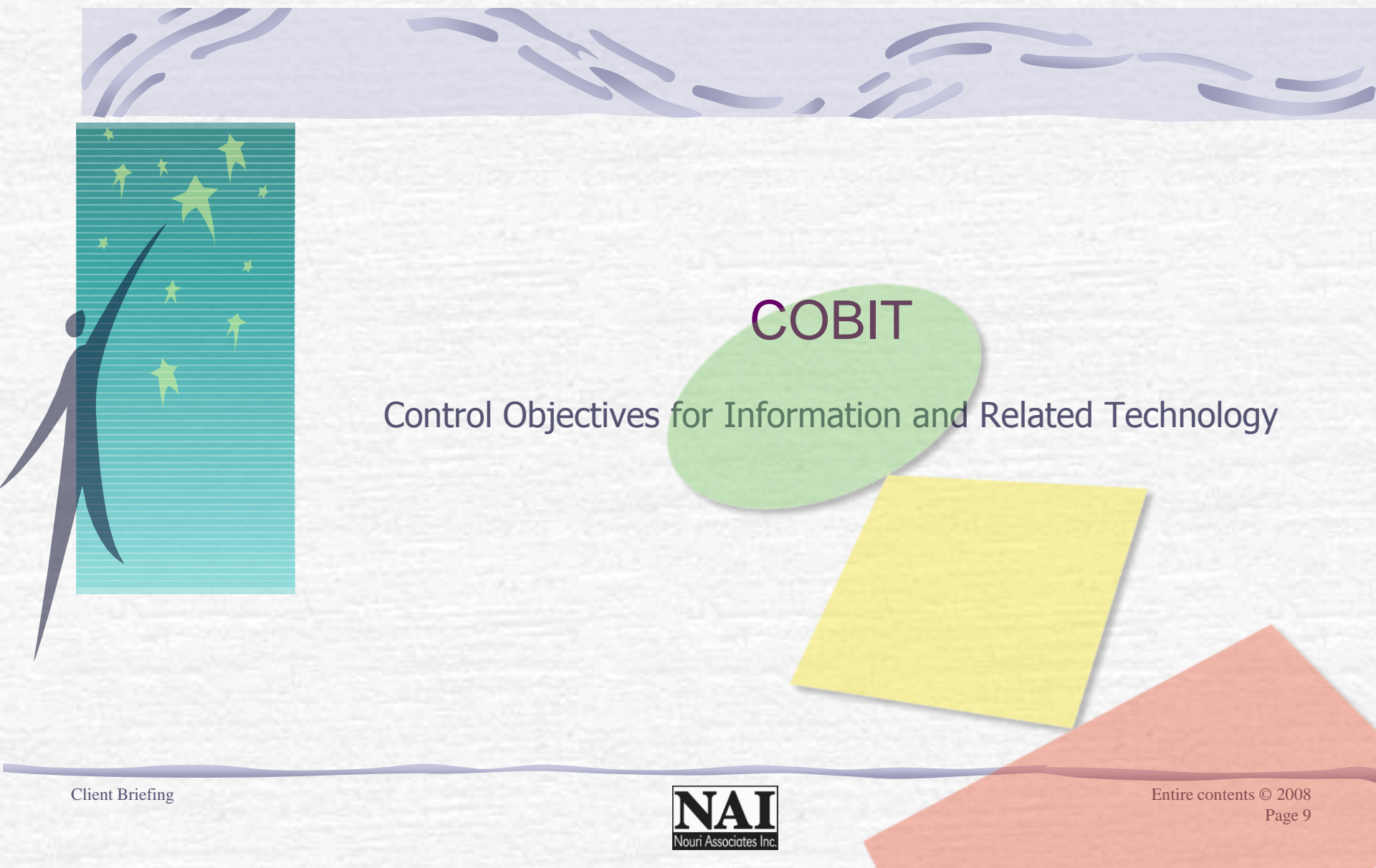
# IT Performance Improvement Framework



# Use of IT Performance Management Framework

- COBIT health checks are used to determine current state of IT and identify weaknesses in processes and controls
- COBIT metrics are used to track outcomes and performance of key IT Processes.
- ITIL is used to improve IT Operations processes and controls as well as the life cycle of IT Service Management
- ITIL is also used to determine ITSM technology requirements and identify optimal organizational strategies, roles and responsibilities
- CMMI is used to improve IT Development processes, controls and outcomes
- PMBOK and Six Sigma are used to improve project management and IT process performance.





# COBIT

Control Objectives for Information and Related Technology

# What is COBIT?

- Control Objectives for Information and related Technology (COBIT) (<http://www.isaca.org/cobit.html>)
- Covers all controls within or relevant to IT organization
- Created by Information Systems auditors and IT Governance Institute in 1992
- First version launched in 1996 containing a new Framework, control objectives and audit guidelines
- Based on major research study into all relevant existing standards and best practices
- In 2000 management guidelines added providing maturity models, performance indicators and critical success factors
- In 2007 version 4.1 released with continued enhancements in framework and terminology

# What is COBIT?

## Controls for IT Governance

- Add value while balancing risk versus return for IT and its processes."

## Format

- "The control of *IT Processes* which satisfy *Business Requirements* is enabled by *Control Statements* considering *Control Practices*"
- There are 34 Processes defined in the framework

## Evaluation of COBIT controls

- Assessment of maturity rating described for each control, ranging from 0 (non-existent) to 5 (optimized),
- Outcome Measures (Previously Key Goal Indicators)
- Performance Indicators (Previously Key Process Indicators)



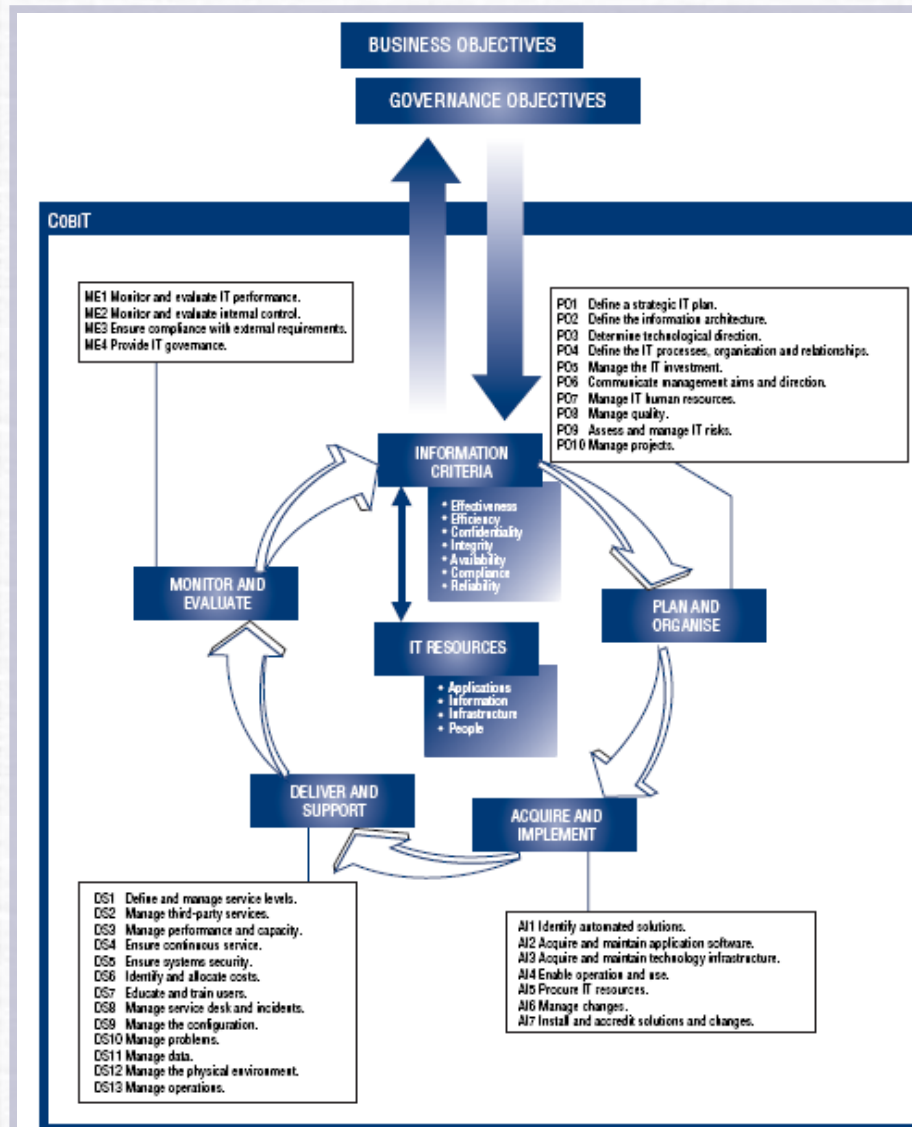
# COBIT Framework

## Monitor and Evaluate

- ME1 Monitor and Evaluate IT Performance
- ME2 Monitor and Evaluate Internal Control
- ME3 Ensure Compliance With External Requirements
- ME4 Provide IT Governance

## Delivery and Support

- DS1 Define and Manage Service Levels
- DS2 Manage Third-party Services
- DS3 Manage Performance and Capacity
- DS4 Ensure Continuous Service
- DS5 Ensure Systems Security
- DS6 Identify and Allocate Costs
- DS7 Educate and Train Users
- DS8 Manage Service Desk and Incidents
- DS9 Manage the Configuration
- DS10 Manage Problems
- DS11 Manage Data
- DS12 Manage the Physical Environment
- DS13 Manage Operations



## Planning and Organization

- PO1 Define a Strategic IT Plan
- PO2 Define the Information Architecture
- PO3 Determine Technological Direction
- PO4 Define the IT Processes, Organization and Relationships
- PO5 Manage the IT Investment
- PO6 Communicate Management Aims and Direction
- PO7 Manage IT Human Resources
- PO8 Manage Quality
- PO9 Assess and Manage IT Risks
- PO10 Manage Projects

## Acquisition and Implementation

- AI1 Identify Automated Solutions
- AI2 Acquire and Maintain Application Software
- AI3 Acquire and Maintain Technology Infrastructure
- AI4 Enable Operation and Use
- AI5 Procure IT Resources
- AI6 Manage Changes
- AI7 Install and Accredited Solutions and Changes



# COBIT Is Measurement Driven

- A basic need for every enterprise is to understand the status of its own IT systems and to decide what level of management and control the enterprise should provide. To decide on the right level, management should ask itself: How far should we go, and is the cost justified by the benefit?
- Obtaining an objective view of an enterprise's own performance level is not easy. What should be measured and how? Enterprises need to measure where they are and where improvement is required, and implement a management tool kit to monitor this improvement.
- COBIT deals with these issues by providing:
  - Maturity models to enable benchmarking and identification of necessary capability improvements
  - Performance goals and metrics for the IT processes, demonstrating how processes meet business and IT goals and are used for measuring internal process performance based on balanced scorecard principles
  - Activity goals for enabling effective process performance

# COBIT View of IT Governance

- **Strategic alignment** focuses on ensuring the linkage of business and IT plans; defining, maintaining and validating the IT value proposition; and aligning IT operations with enterprise operations.
- **Value delivery** is about executing the value proposition throughout the delivery cycle, ensuring that IT delivers the promised benefits against the strategy, concentrating on optimizing costs and proving the intrinsic value of IT.
- **Resource management** is about the optimal investment in, and the proper management of, critical IT resources: applications, information, infrastructure and people. Key issues relate to the optimization of knowledge and infrastructure.
- **Risk management** requires risk awareness by senior corporate officers, a clear understanding of the enterprise's appetite for risk, understanding of compliance requirements, transparency about the significant risks to the enterprise and embedding of risk management responsibilities into the organization.
- **Performance measurement** tracks and monitors strategy implementation, project completion, resource usage, process performance and service delivery, using, for example, balanced scorecards that translate strategy into action to achieve goals measurable beyond conventional accounting.

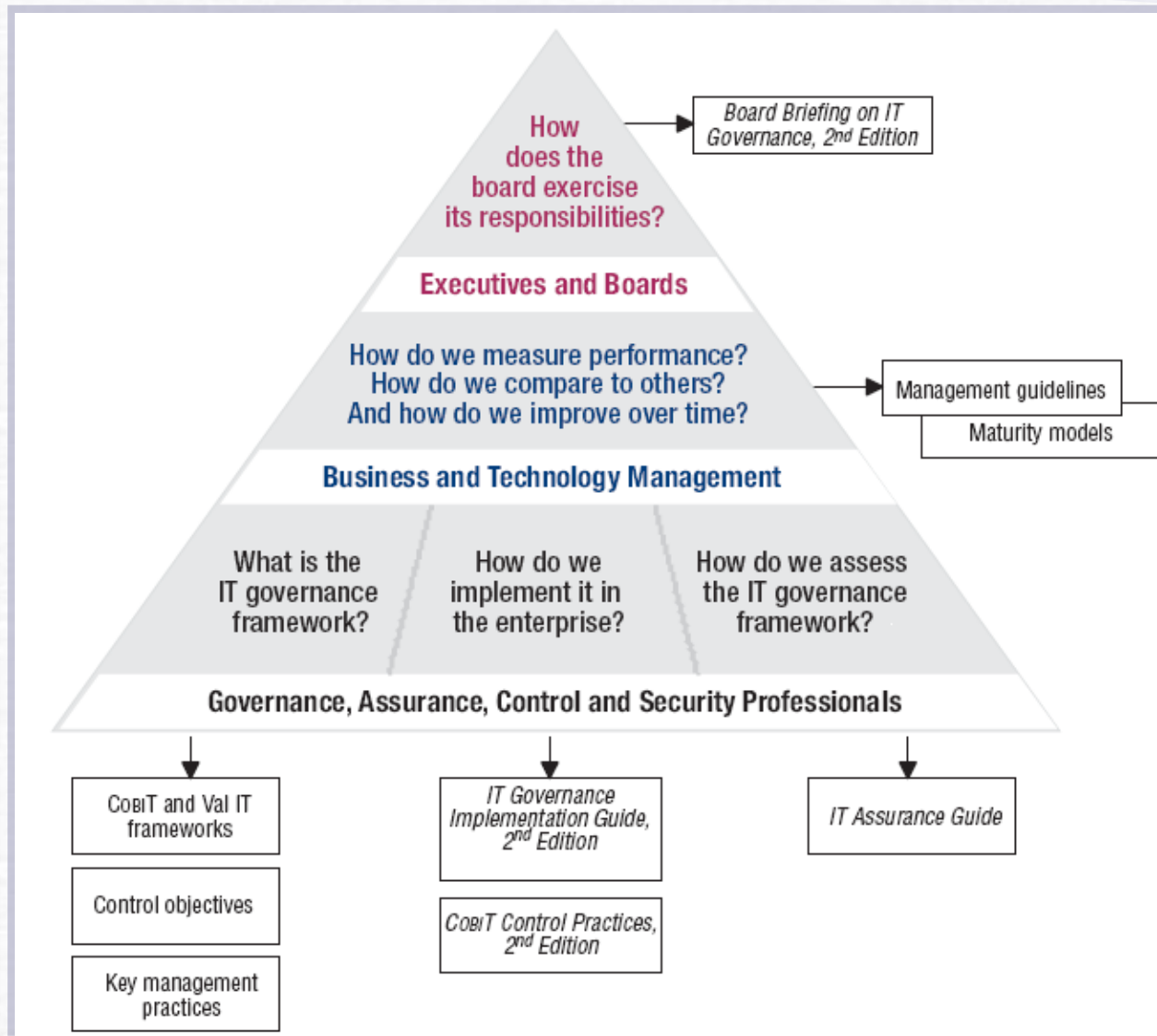


# COBIT Benefits

- The benefits of implementing COBIT as a governance framework over IT includes:
  - Better alignment, based on a business focus
  - A view, understandable to management, of what IT does
  - Clear ownership and responsibilities, based on process orientation
  - General acceptability with third parties and regulators
  - Shared understanding amongst all stakeholders, based on a common language
  - Fulfillment of the COSO requirements for the IT control environment

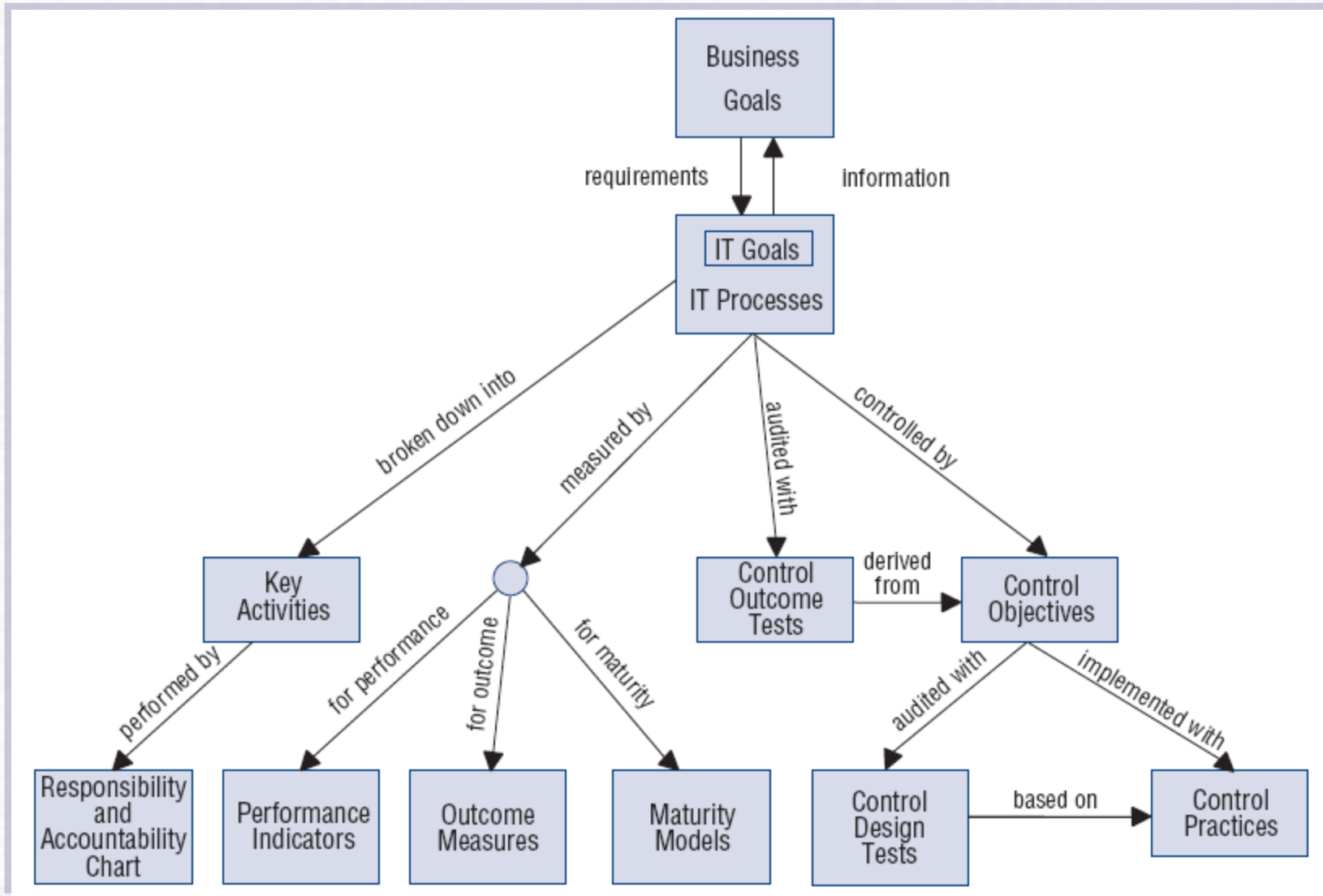


# COBIT Content Diagram



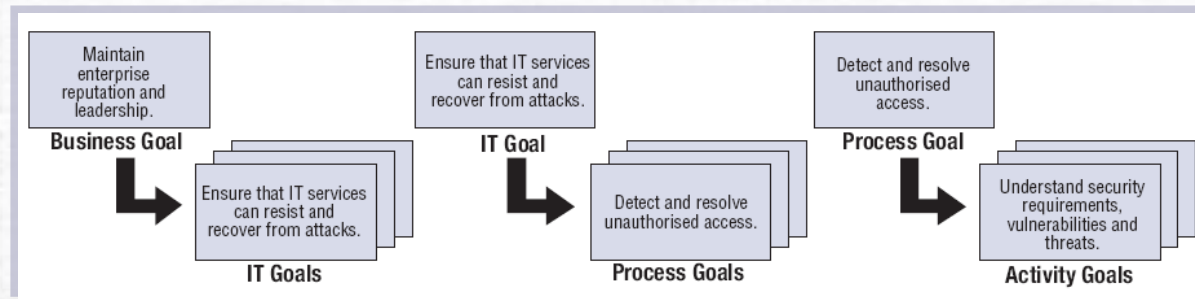


# COBIT Components Interrelationship

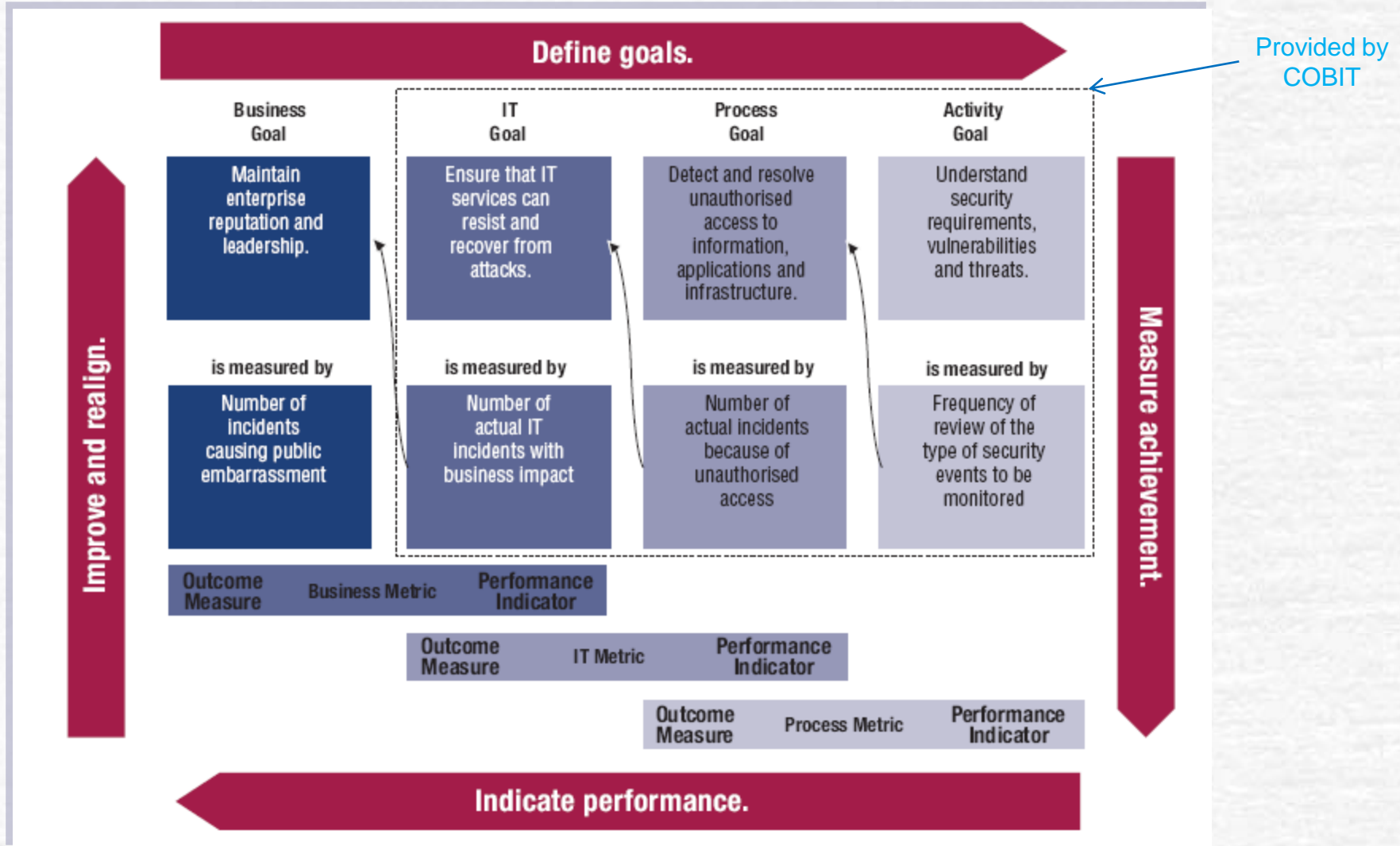


# COBIT Performance Measurement

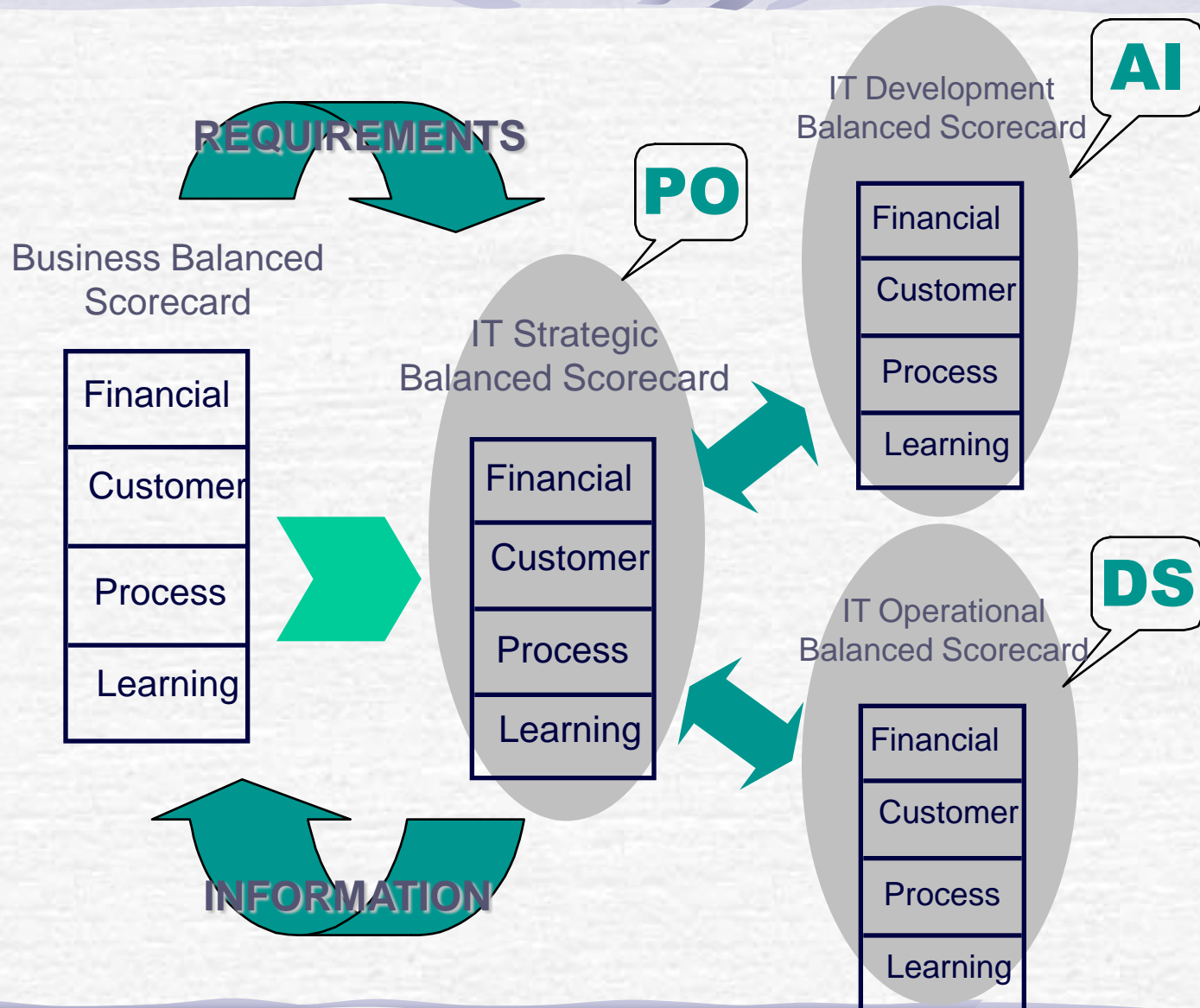
- Goals and metrics are defined in COBIT at three levels:
  - IT goals and metrics that define what the business expects from IT and how to measure it
  - Process goals and metrics that define what the IT process must deliver to support IT's objectives and how to measure it
  - Activity goals and metrics that establish what needs to happen inside the process to achieve the required performance and how to measure it
- Goals are defined top-down in that a business goal will determine a number of IT goals to support it. An IT goal is achieved by one process or the interaction of a number of processes. Therefore, IT goals help define the different process goals. Each process goal requires a number of activities, thereby establishing the activity goals.



# Relationship Amongst Goals, Process & Metrics



# COBIT Scorecard Views







# ITIL and ITSM

Information Technology Infrastructure Library  
and  
Information Technology Service Management

## IT Service Management (ITSM)

- Managing IT as a collection of services that have been defined in advance as a result of collaboration and negotiations between IT group and its constituencies

## IT Infrastructure Library (ITIL)

- A library of IT operations best practices that provides a consistent definition of terms, a process model, activities and success measures that can help an organization implement IT Service Management

# What is IT Infrastructure Library (ITIL)?

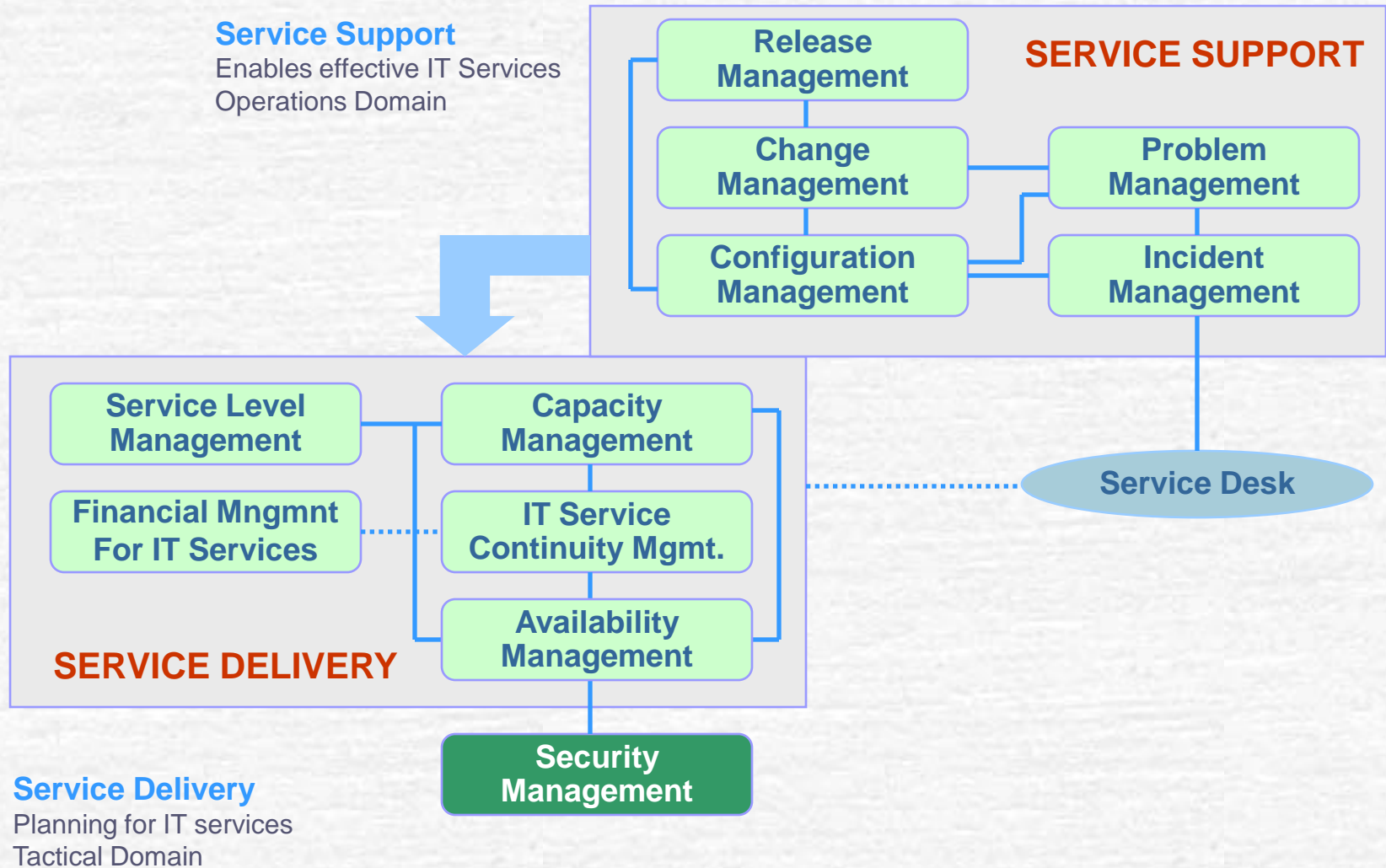
## Information Technology Infrastructure Library

- Developed by UK CCTA (now OGC) in 1980s
- Result of years of analysis and research by many contributors
- ITIL v2 consists of 7 books providing guidance on planning, delivery and management of quality IT services
- ITIL v3 consists of 5 books and moves the ITSM discipline to a life cycle management perspective
- De facto global standard of IT Service Management best practices

ITIL v2 is a process-based IT Operations framework that delivers a set of IT service management best practices that can help align IT with organization requirements, improve service quality, and lower long-term costs of IT service provision

ITIL is world's most widely accepted approach to IT service management

# ITIL v2 Framework

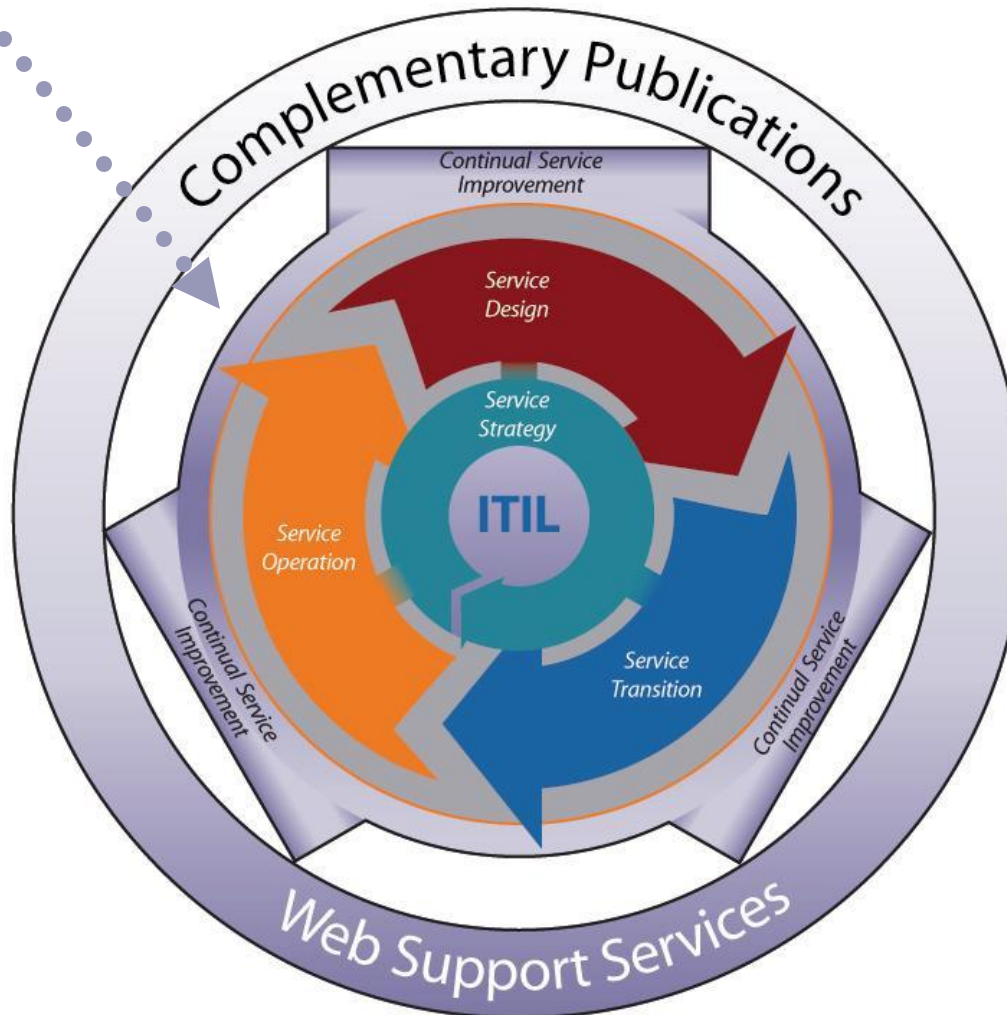




# ITIL v3 Framework

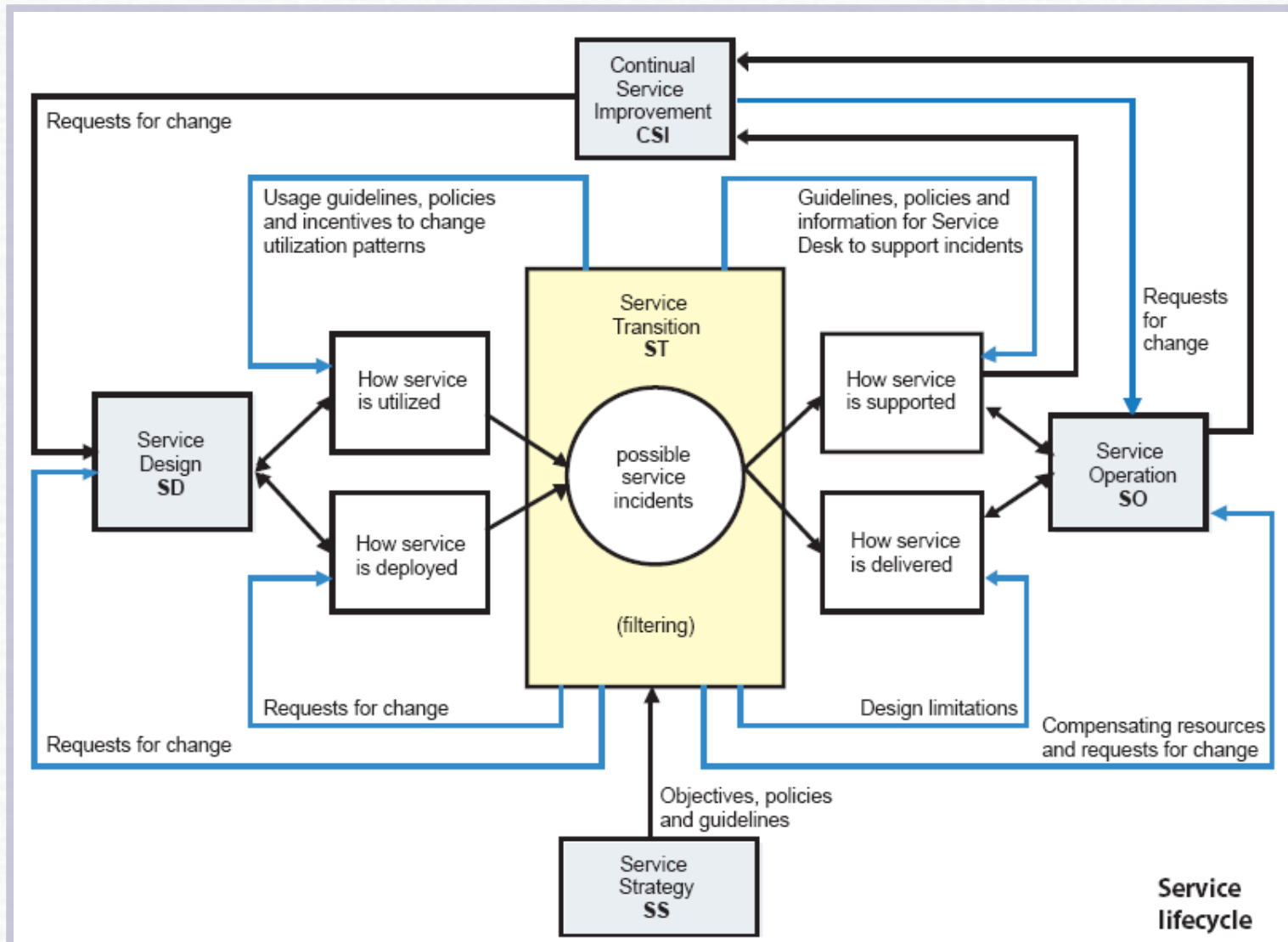
CORE

CMMI®  
TOGAF™  
ETOM®  
Six Sigma®  
PMBOK®  
PRINCE2™  
SOA  
COBIT®  
M\_o\_R®



ISO/IEC  
20000  
SOX  
Certified  
Training  
ISO/IEC  
17799  
ISO/IEC  
19770

# ITIL v3 Service Lifecycle Management



# ITIL v3 Processes Within the Service Lifecycle

processes	Owner	lifecycle stages				
		Service Strategy	Service Design	Service Transition	Service Operation	Continual Service Improvement
<b>Governance processes</b>						
Service Measurement	CSI					
Service Reporting	CSI					
Service Improvement	CSI					
Demand Management	SS					
Strategy generation	SS					
Service Portfolio Management	SS					
IT Financial Management	SS					
<b>Operational processes</b>						
Service Catalogue Management	SD					
Service Level Management	SD					
Capacity Management	SD					
Availability Management	SD					
Service Continuity Management	SD					
Information Security Management	SD					
Supplier Management	SD					
Transition planning and support	ST					
Change Management	ST					
Service Asset and Configuration Management	ST					
Release and Deployment Management	ST					
Service Validation and Testing	ST					
Evaluation	ST				>>	
Knowledge Management	ST					
Event Management	SO					
Incident Management	SO					
Request Fulfilment	SO					
Problem Management	SO					
Operation Management	SO			<<		

# Key ITIL Characteristics

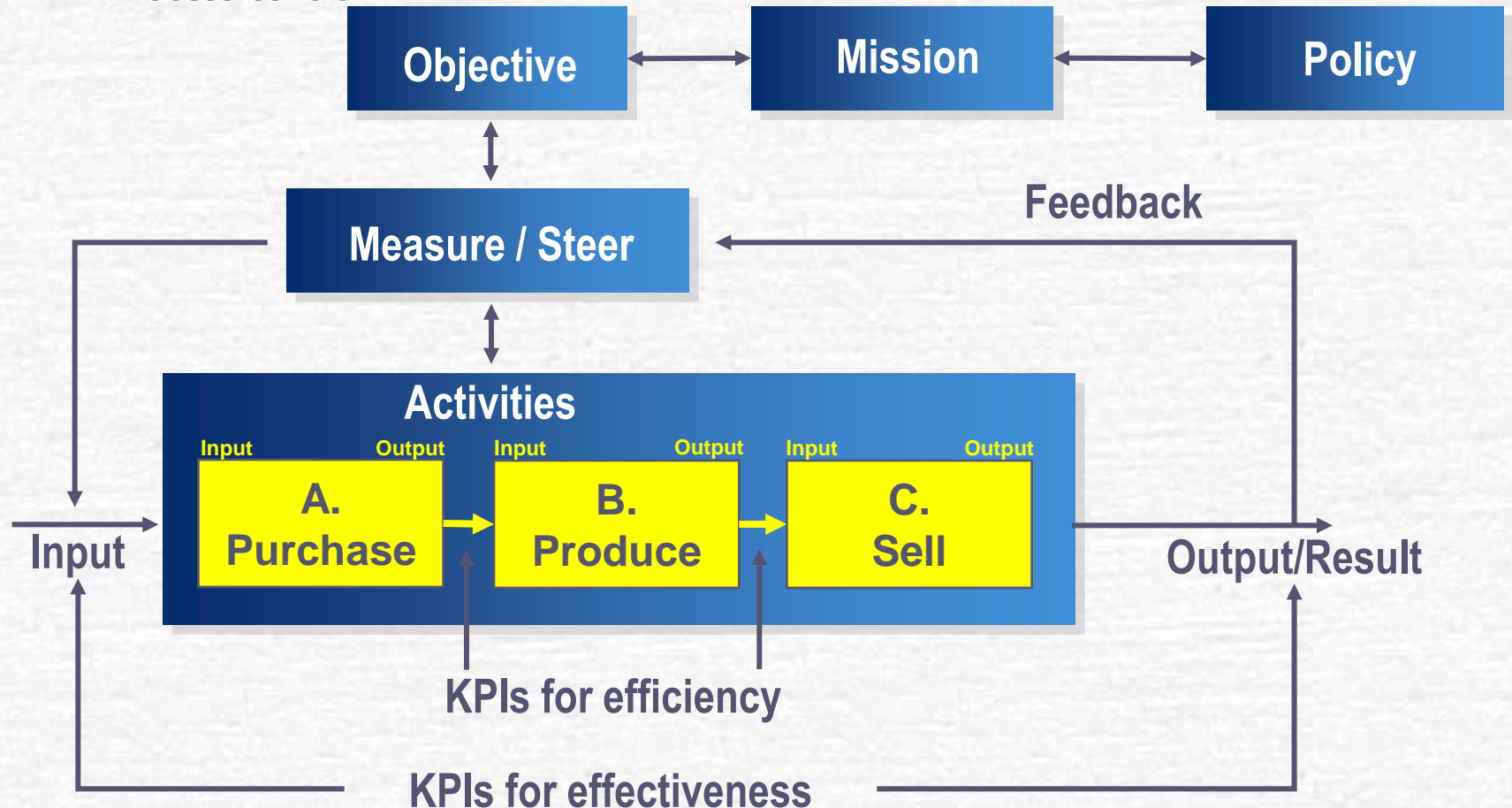
- ✓ Process-oriented
- ✓ Customer-focused
- ✓ Based on best practices
- ✓ Common language
- ✓ Effective expectation management
- ✓ Fact-based decision making
- ✓ Optimum service against justifiable costs
- ✓ Independent of organizational structure
- ✓ Vendor and technology independent



# How Does ITIL Work?

## Quality Management Framework for IT Focused on

- process management
- Process control



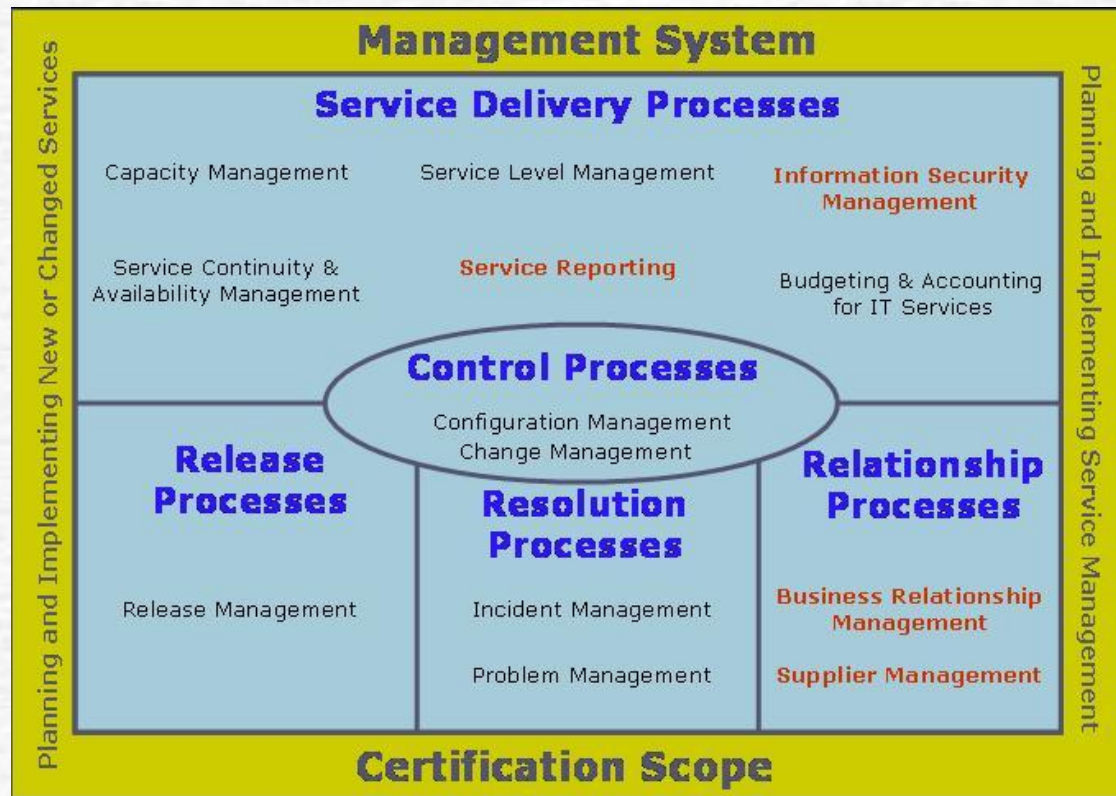
# ISO/IEC 20000 – The ITSM Standard

- **10 Core ITIL Processes Plus 4 More**

- Security, Service Reporting, Relationship Management, Supplier Management

- **Requirement for a Management System**

- **Integration Among Processes**



# ITIL vs ISO 20000

## ISO 20000 and ITIL are aligned but:

- ❑ ITIL is a set of guidelines
- ❑ ISO 20000 is a set of universal requirements
- ❑ Minor differences in scope and grouping

## Anyone can claim “they have adopted ITIL”

## Standard provides

- ❑ A quality level for service management processes that can be audited

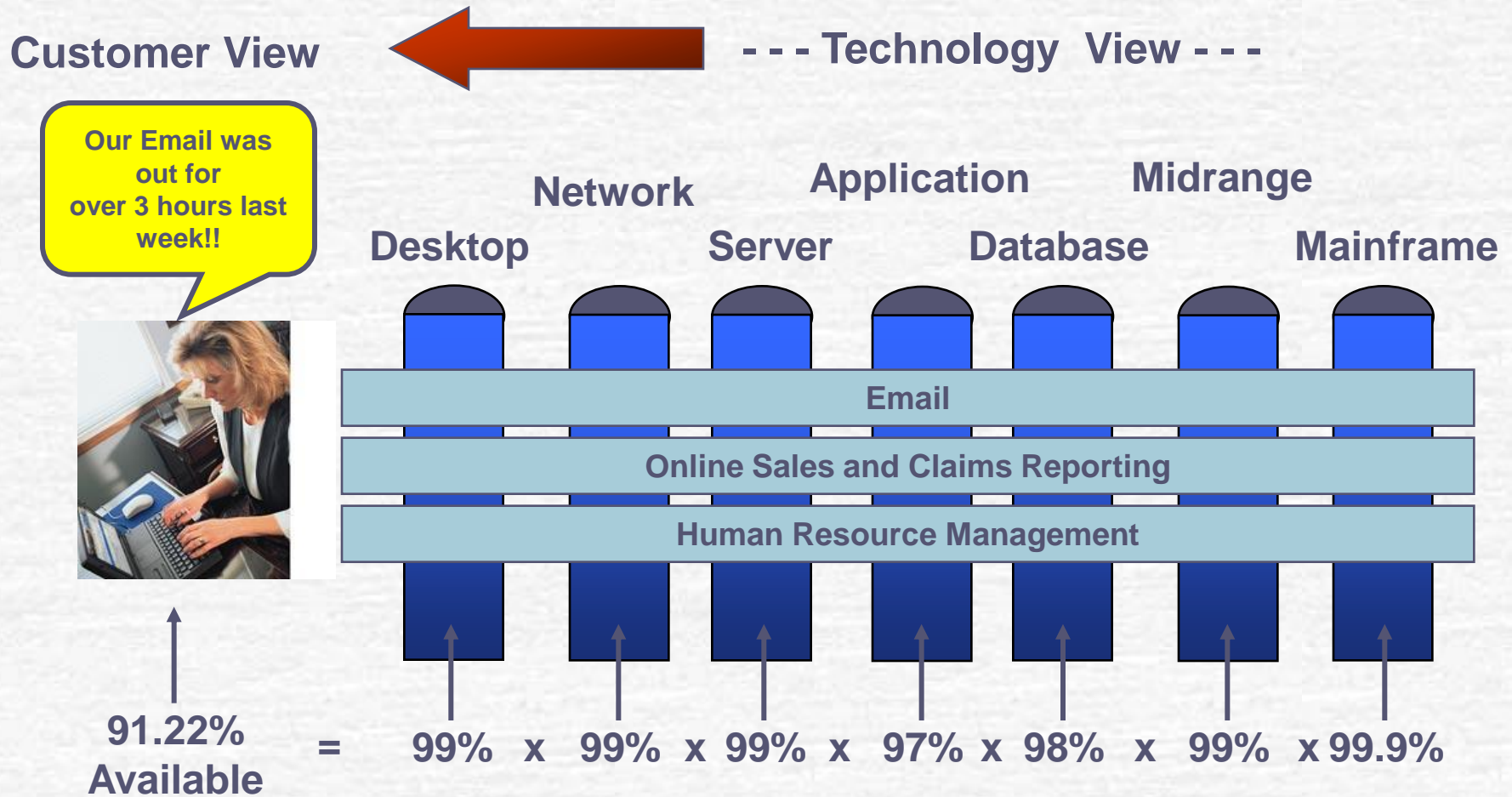
## ISO 20000 does not specify ITIL

- ❑ ...but ISO 20000 would be difficult to achieve without ITIL
- ❑ ...ISO 20000 verifies that ITIL has been adopted intelligently

## ISO 20000 certification

- ❑ Proof that an organization has implemented best practice
- ❑ Independent, external auditing body (RCB)

# ITSM Focuses on Customer's View of Services





# ITSM and ITIL Relationship



# ITIL and ITSM Reported Benefits

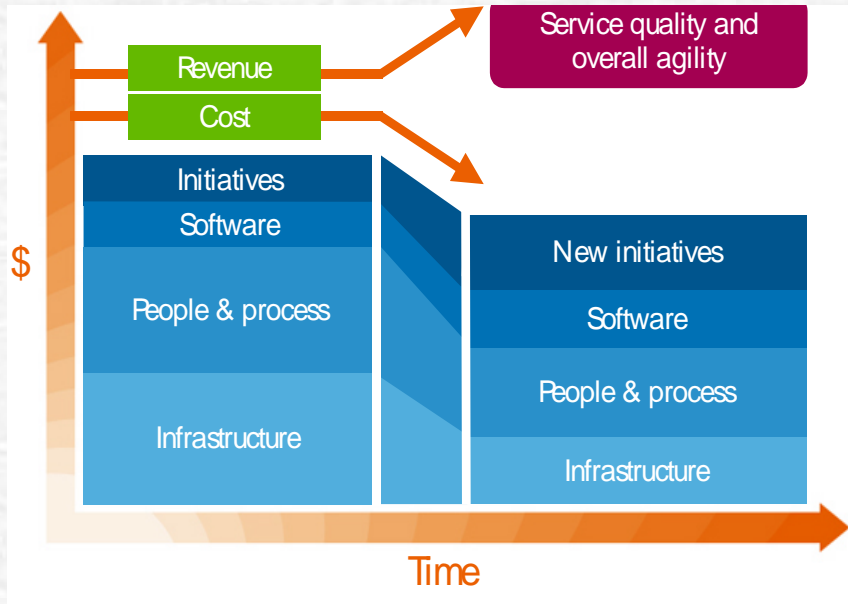
- ✓ Enhanced/Increased Service Levels
- ✓ Align IT goals with those of Units supported
- ✓ Make “Excellence in Service” a part of culture
- ✓ Improved quality and reliability of IT services offered
- ✓ Optimize resource utilization
- ✓ Enforces collaboration across silos
- ✓ Move from traditional supply-demand model to customer oriented processes and service value creation

# ITSM Focuses on Cost & Quality Improvements

People	Process		Technology
<ul style="list-style-type: none"> <li>• Break down inter-departmental barriers</li> <li>• Focus staff on priorities and role definition</li> <li>• Increase efficiency in resource utilization through process and process-enabling technology</li> <li>• Possible reduction of the number of operational resources</li> <li>• Reduce number of emergencies and sleepless nights</li> </ul>	COSTS	QUALITY	<ul style="list-style-type: none"> <li>• Automating problem diagnosis and resolution</li> <li>• Better utilization of assets</li> <li>• Consolidation of technology</li> <li>• Introducing process-enabling technology</li> <li>• Standardization of working environments</li> <li>• Monitoring and reporting service quality metrics</li> <li>• Prioritizing effort and cost to service levels</li> <li>• Standardization of working environments</li> </ul>
	<ul style="list-style-type: none"> <li>• Improve inventory process for assets</li> <li>• Provide financial IT services information</li> <li>• Reduce recurring incidents</li> <li>• Reduce time to implement changes</li> <li>• Shorten incident resolution time</li> <li>• Synchronization between and consolidation of people, process, and technology</li> </ul>	<ul style="list-style-type: none"> <li>• Define organization needs in terms of quality, quantity, and financially</li> <li>• Define services and service levels</li> <li>• Increase speed of service</li> <li>• Introduce project approach</li> <li>• Move from reactive service provision to proactive</li> <li>• Provide management information on cost, improvements, and/or balanced scorecard</li> </ul>	

**Cost and quality improvements in IT services drive the cost and quality improvements in people, processes, and technology**

# Examples of Results Achieved



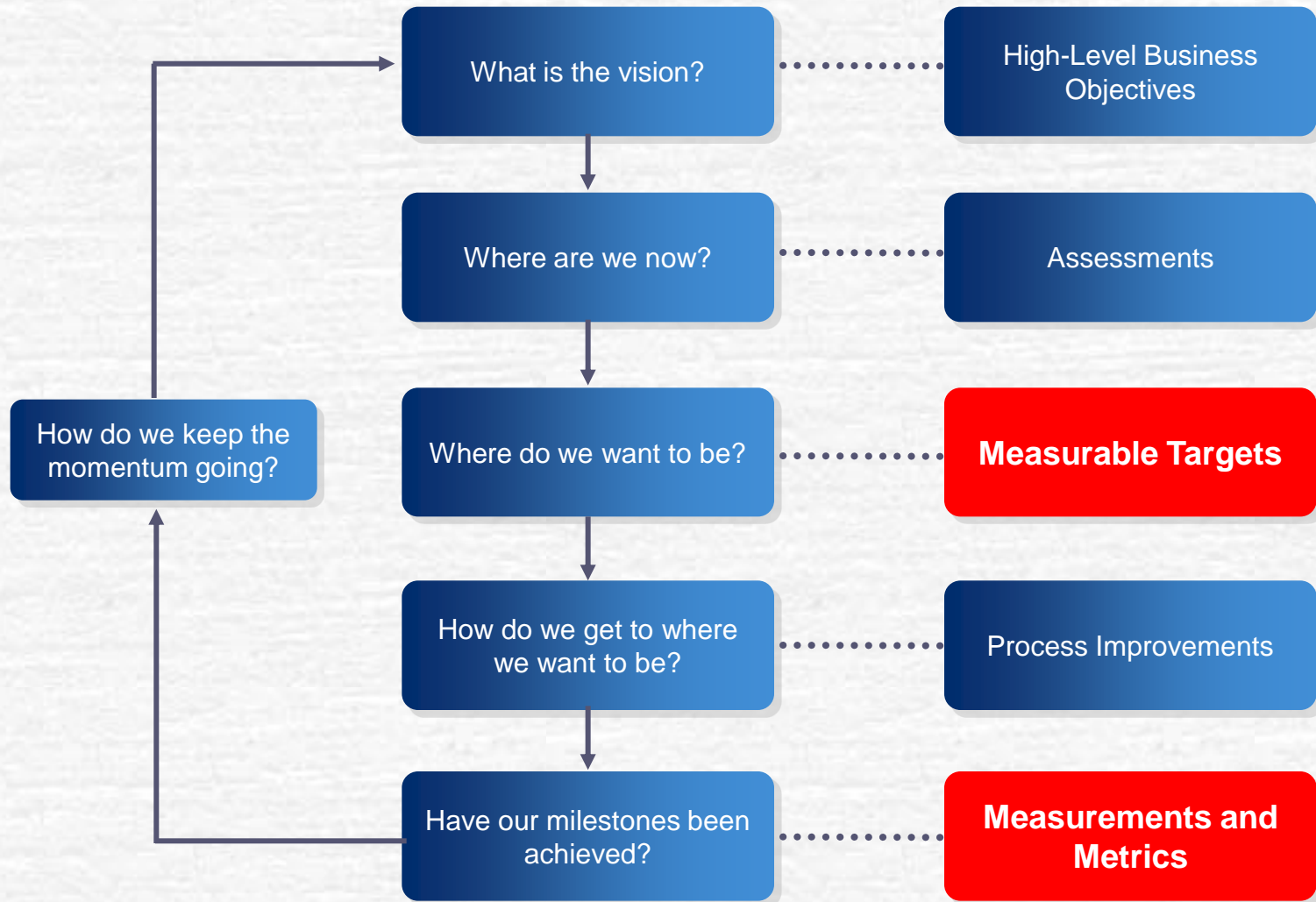
- **Oslo Stock Exchange:** “100% uptime since 1999”
- **Roche:** “Introduced a consistent global service management process that meets validation requirements”
- **Bombardier:** In 12 months time 24% less incidents; 40% faster service recovery; 15% higher availability of critical applications
- **Capital One:** In 2 years time production incidents reduced by 30% and business critical incidents reduced by 92%

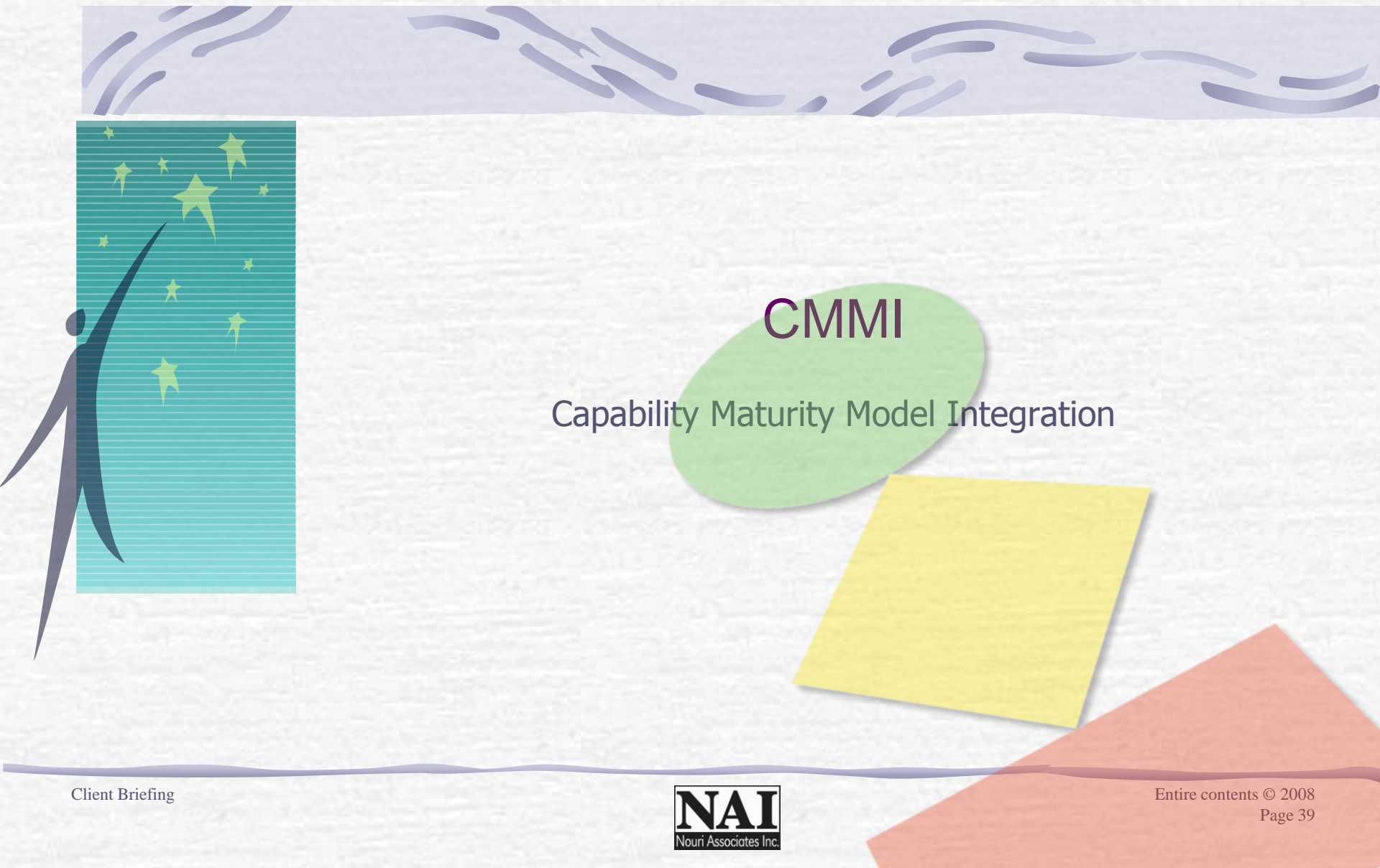


# Examples of Results Achieved (cont'd)

- ✓ **Bombardier:** In 12 months time 24% less incidents; 40% faster service recovery; 15% higher availability of critical applications
- ✓ **Capital One:** In 2 years time production incidents reduced by 30% and business critical incidents reduced by 92%
- ✓ **European retail bank with 30k incidents/month:** ITIL implementation for incident and problem management avoided service desk costs of \$2 million per month.
- ✓ **Hewlett-Packard:** ITSM implementation resulted in \$168 million annual savings and enabled a further \$400 million savings on the business side over a four year period.
- ✓ **KPN Telecom:** saved \$320K per day through reduction of temp labor and contractors by implementing the ITIL service support disciplines.
- ✓ **Proctor and Gamble:** ITIL implementation across the corporation enabled \$120 million cost reduction per year. (Over \$500 million to date)
- ✓ **Shell Oil:** Just implementing ITIL change management and software control and release management saves \$5 million per year in desktop management.

# ITIL Implementation Framework and Measurement





CMMI

Capability Maturity Model Integration

# What is CMMI?

- Capability Maturity Model® Integration (CMMI) is a process improvement approach that provides organizations with the essential elements of effective processes.
- It can be used to guide process improvement across a project, a division, or an entire organization. CMMI helps integrate traditionally separate organizational functions, set process improvement goals and priorities, provide guidance for quality processes, and provide a point of reference for appraising current processes.



# SEI Capability Maturity Model Integration Framework

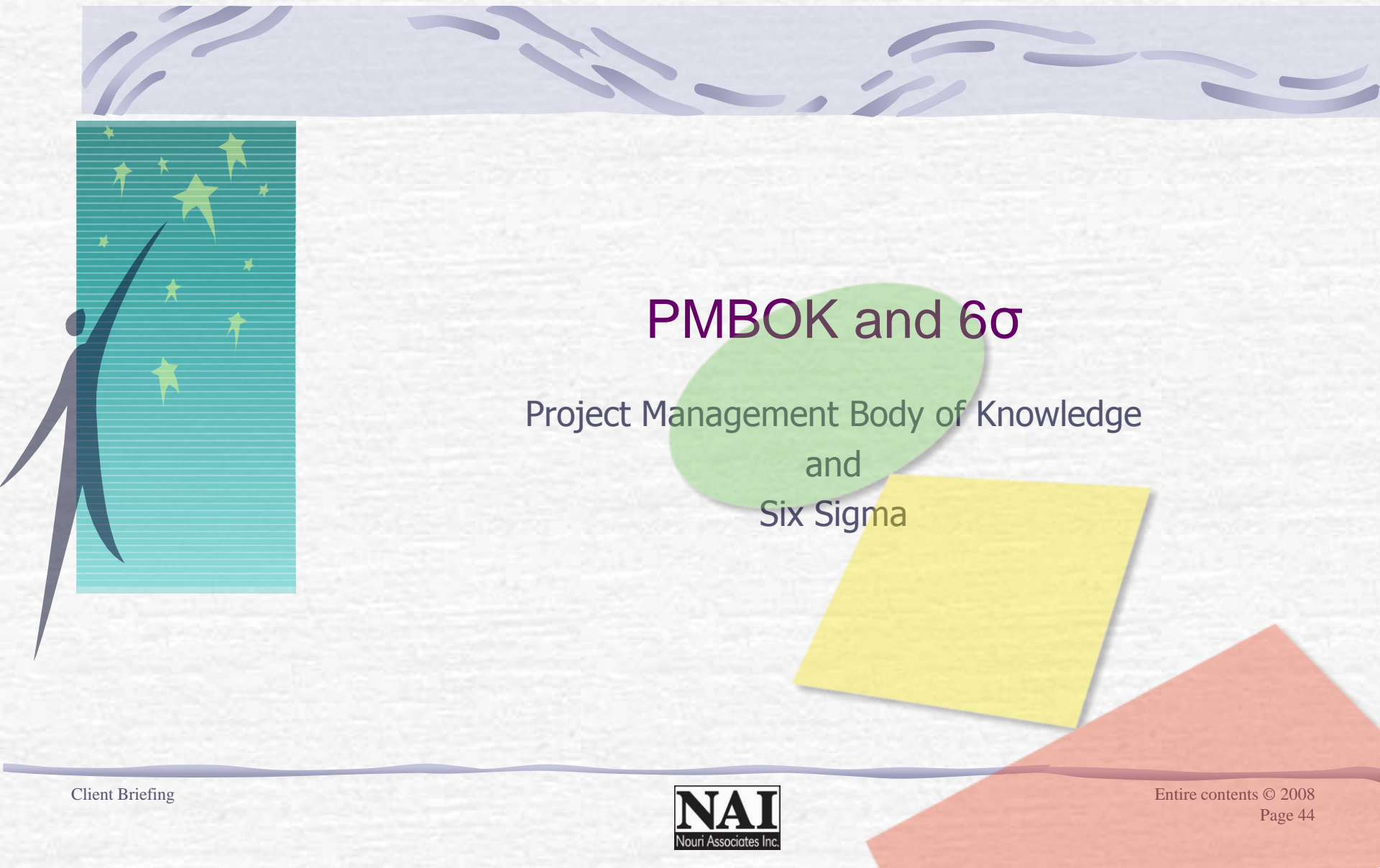
Level	Focus	Process Areas <i>Including IPPD</i>	
5 Optimizing	<i>Continuous Process Improvement</i>	Organizational Innovation and Deployment Causal Analysis and Resolution	
4 Quantitatively Managed	<i>Quantitative Management</i>	Organizational Process Performance Quantitative Project Management	
3 Defined	<i>Process Standardization</i>	Requirements Development Technical Solution Product Integration Verification Validation Organizational Process Focus Organizational Process Definition Organizational Training Integrated Project Management (2 IPPD Goals) Risk Management Decision Analysis and Resolution <i>Organizational Environment for Integration</i> <i>Integrated Teams</i>	
2 Managed	<i>Basic Project Management</i>	Requirements Management Project Planning Project Monitoring and Control Supplier Agreement Management Measurement and Analysis Process and Product Quality Assurance Configuration Management	
1 Initial			Risk Rework

# CMMI Benefits

- More explicitly link management and engineering activities to business objectives
- Expand the scope of and visibility into the product lifecycle and engineering activities to ensure that the product or service meets customer expectations
- Incorporate lessons learned from additional areas of best practice (e.g., measurement, risk management, and supplier management)
- Implement more robust high-maturity practices
- Address additional organizational functions critical to products and services
- More fully comply with relevant ISO standards

# Why Use CMMI for Software Development

- ✓ Proven framework for achieving significant gains in quality and reliability in software development. The framework is made up of practical and common sense activities to improve chances of software development project success.
- ✓ Typical Benefits (Computer World Survey 3/04)
  - A 20% to 25% reduction in post-implementation defects
  - Reduced operational support as systems are more reliable
  - "Emergency" releases to fix bugs reduced by 60%
  - Better management of globally distributed projects because of standardized terminology and specifications
  - Improved supplier performance due to better requirements
- ✓ Allows the organization to build on existing processes and best practices
- ✓ The improvement effort can be highly pragmatic and focused on results
- ✓ Numerous case studies with provable tangible benefits
  - Boeing – 28% improvements in cycle time, 34% decrease in defects
  - Cognizant – 35% increase in productivity, 43% decrease in defect density
  - Many others...



# PMBOK and 6 $\sigma$

Project Management Body of Knowledge  
and  
Six Sigma



# Project, Program and Portfolio Management

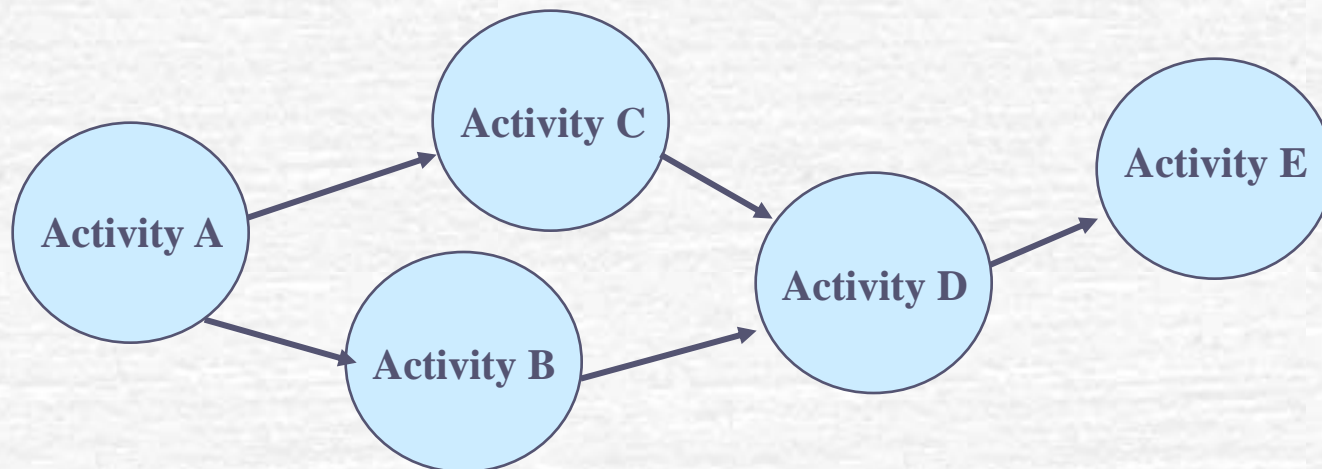
## What is a Project?

- Temporary endeavor undertaken to create a unique product, service or result
- Progressive elaboration - distinguishing characteristics of each project will be progressively detailed as the project is better understood; must be closely coordinated with project scope definition

# Project, Program and Portfolio Management

## Definition of a Project

A *project* is a sequence of unique, complex, and connected activities having one goal or purpose that must be completed by a specific time, within budget and according to specification.



# Project, Program and Portfolio Management

## Project Parameters

### Scope

- Documented boundaries of the project
- Document is described differently in different industries

### Quality

- Product quality: deliverable of the project and its quality
- Project quality: quality of the project management process

### Cost

- Representing project's consumption of resources (in dollars, person hours, etc.)

### Time

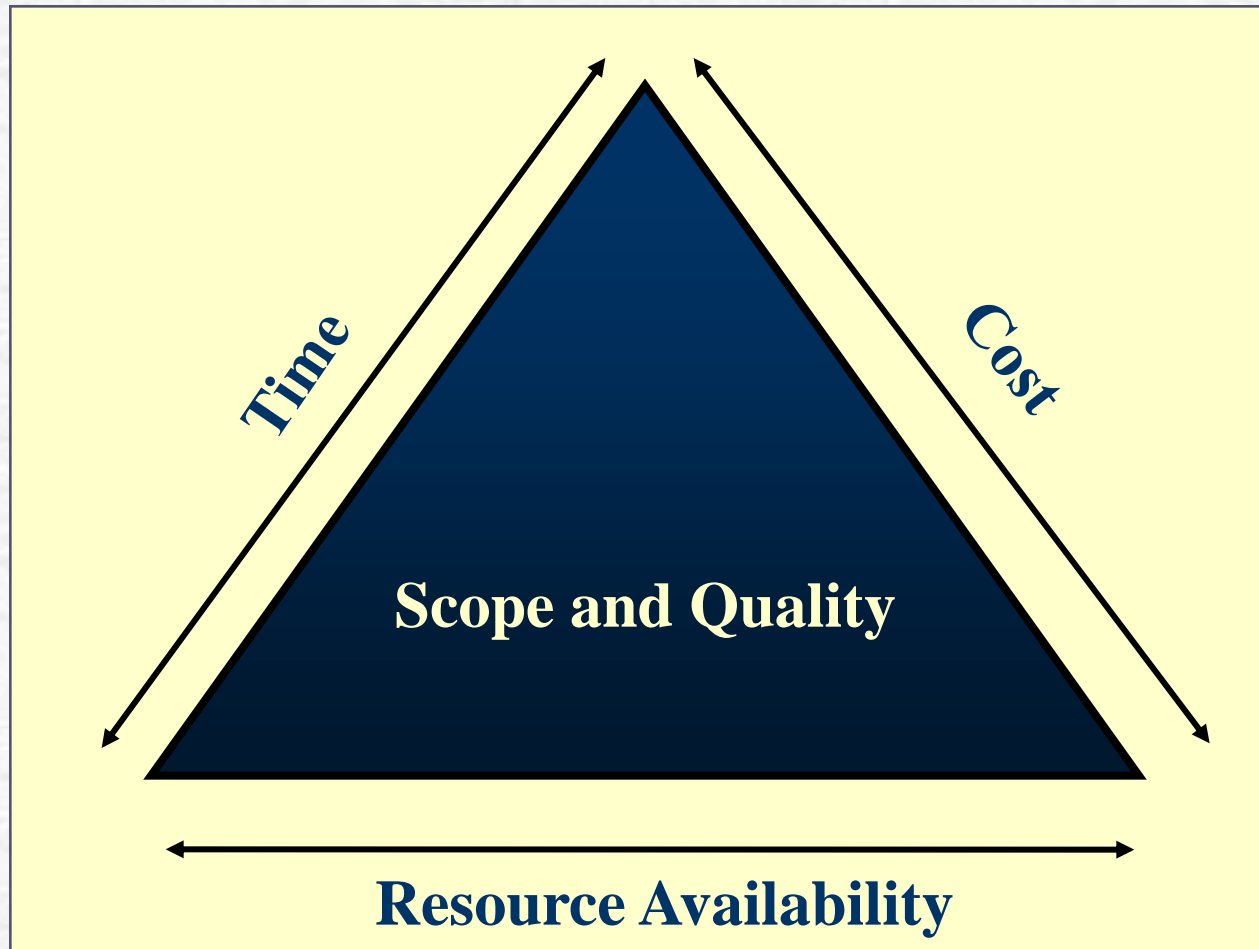
- Time – Duration to complete the project (effort vs. duration)

### Resource Availability

- Management of the organizational assets required for successful completion of the project

# Project, Program and Portfolio Management

## The Scope Triangle

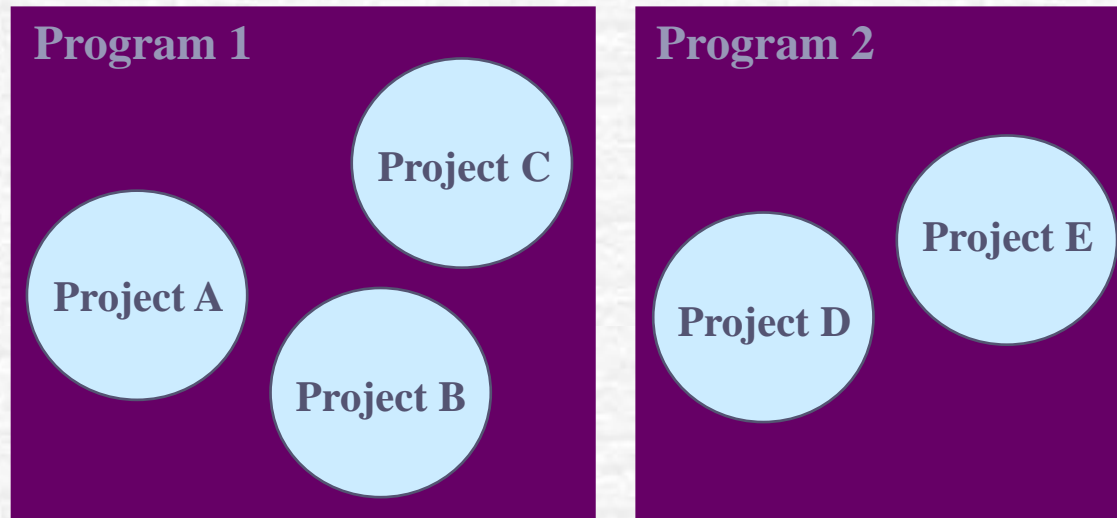




# Project, Program and Portfolio Management

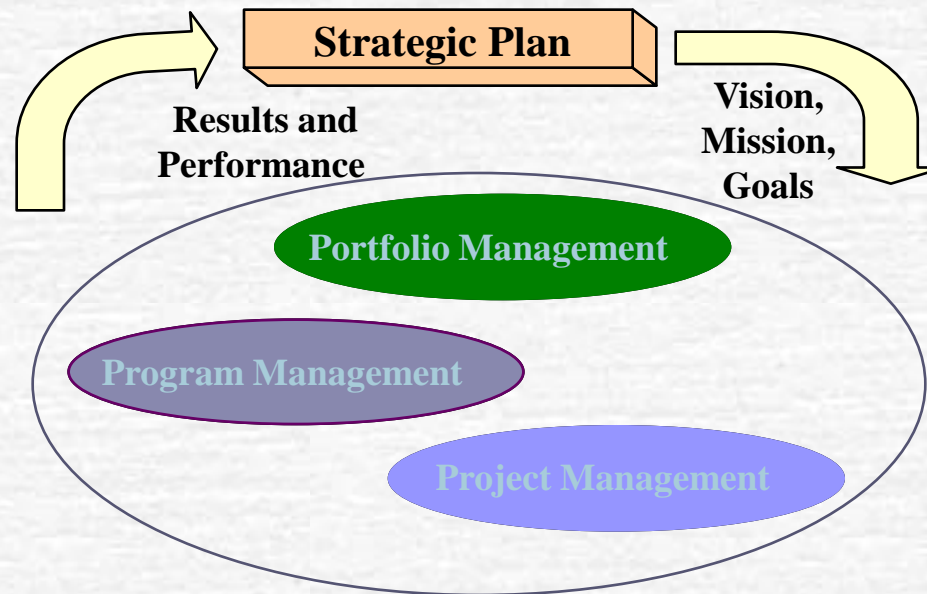
## Definition of a Program

A *program* is a collection of projects that share a common goal or purpose. We will touch on the dynamics of programs later on.



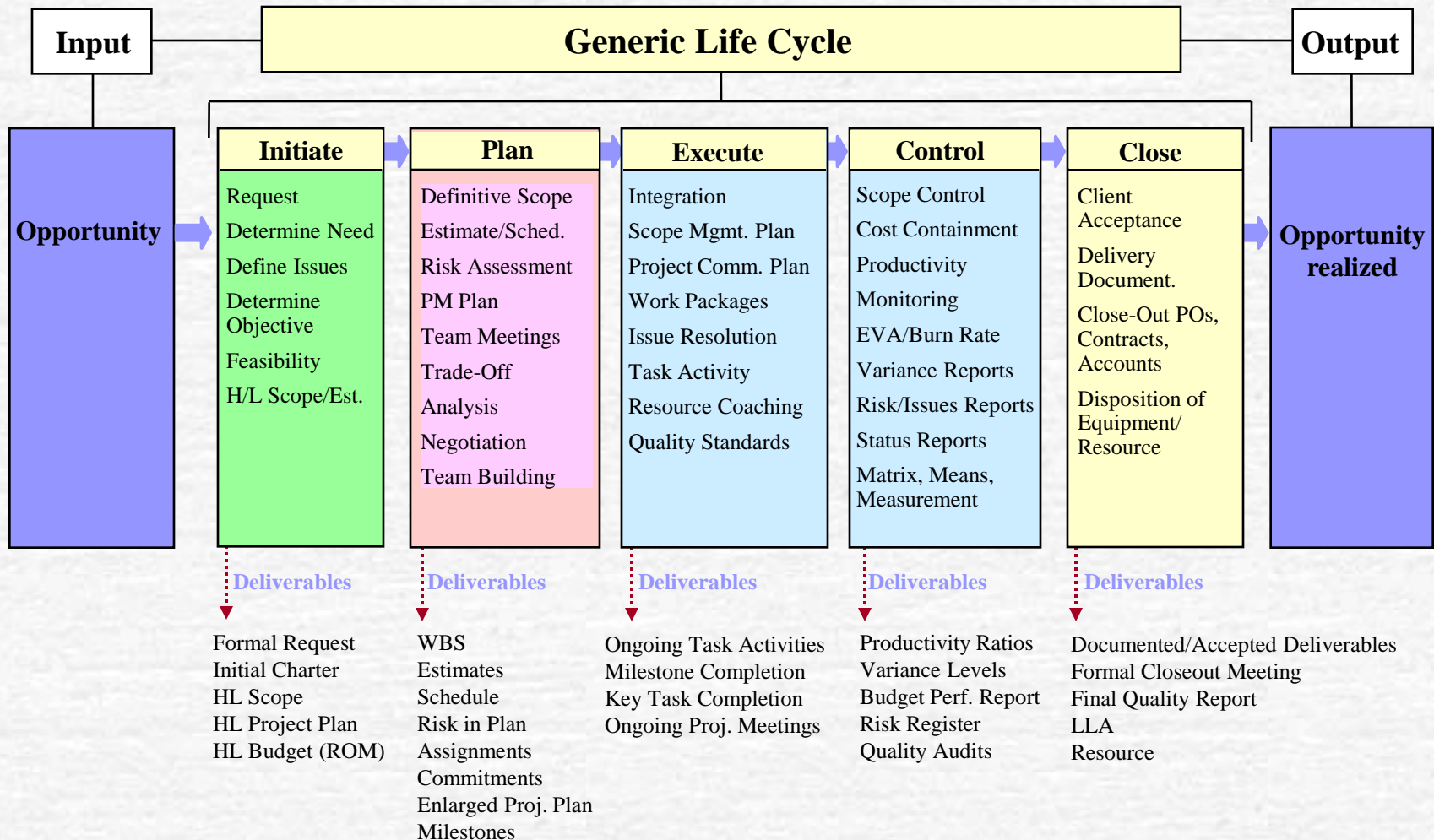
# Portfolio Management

- A portfolio is a collection of projects, programs, and other related work grouped together to facilitate effective management and yield of that work in alignment with specific strategic objectives
- Aligned and organized by the strategic plan (or should be!)



# PM Life Cycle Considerations

## PMI's 5 Basic Process Groups (Linear)



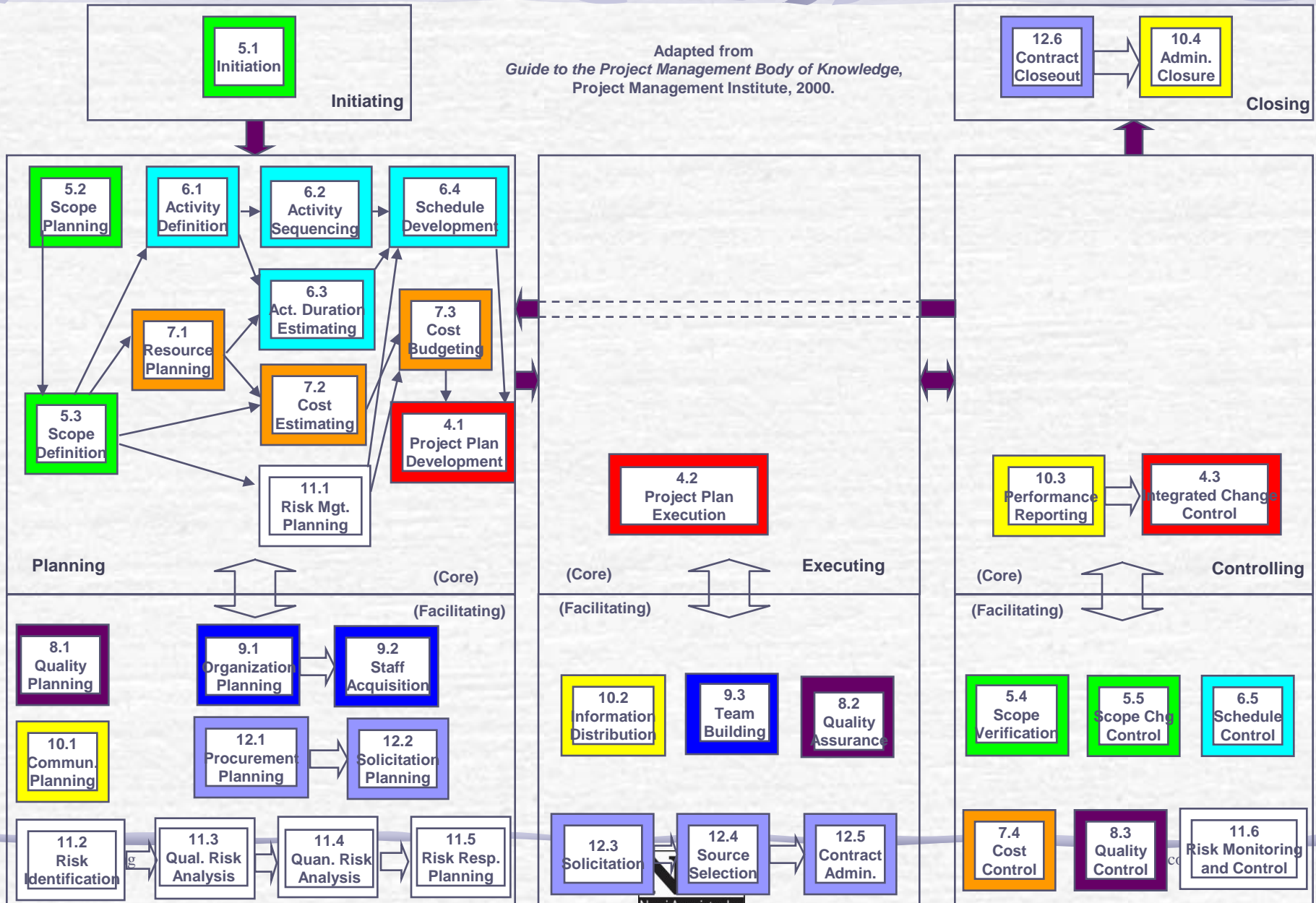
# Draft Lifecycle to Deliverable Mapping

Phase Name	Initiation / Planning	Planning	Execution / Control	Closing
<b>Product Deliverables</b>	<ol style="list-style-type: none"> <li>1. Technical Design</li> <li>2. Technical Engineering</li> <li>3. Vendor Quotes</li> <li>4. Unit Sizing Worksheet</li> </ol>	<ol style="list-style-type: none"> <li>1. Final Engineering Docs</li> <li>2. Purchase Orders</li> <li>3. Service Level Agreements</li> </ol>	<ol style="list-style-type: none"> <li>1. Unit Installation / Configuration</li> <li>2. System Test</li> <li>3. Pre-Prod testing</li> <li>4. Production Roll-out</li> <li>5. Production Change Control</li> </ol>	<ol style="list-style-type: none"> <li>1. Production Acceptance</li> <li>2. Technical Engineering Updates</li> </ol>
<b>Project Deliverable</b>	<ol style="list-style-type: none"> <li>1. Business Request</li> <li>2. Meeting Minutes</li> <li>3. Resource Allocation</li> <li>4. Issues and Action Log</li> <li>5. Scope Statement</li> <li>6. WBS</li> <li>7. Costing Worksheet</li> <li>8. Sizing Document</li> <li>9. A-B Document</li> </ol>	<ol style="list-style-type: none"> <li>1. Project Schedule</li> <li>2. Issues and Action Log Updates</li> <li>3. Meeting Minutes</li> <li>4. Risk Response Plan</li> <li>5. Communication Plan</li> <li>6. Status Reports</li> <li>7. Expense Worksheet</li> <li>8. Change Control Log</li> <li>9. Change Control Documents</li> </ol>	<ol style="list-style-type: none"> <li>1. Project Schedule Updates</li> <li>2. Issues and Action Log Updates</li> <li>3. Meeting Minutes</li> <li>4. Risk Response Plan Updates</li> <li>5. Communication Plan Updates</li> <li>6. Status Reports</li> <li>7. Expense Worksheet Updates</li> <li>8. Change Control Log Updates</li> <li>9. Change Control Documents</li> </ol>	<ol style="list-style-type: none"> <li>1. Customer/Sponsor Acceptance</li> <li>2. Lessons Learned</li> <li>3. Congratulatory and Thank You Note</li> <li>4. Celebration Party</li> </ol>



# Project Management Processes

Adapted from  
Guide to the Project Management Body of Knowledge,  
Project Management Institute, 2000.



# PMI and Six Sigma Contrast

## Charter Contrast

### Six Sigma Charter

- ✓ Business case
- ✓ Problem statement
- ✓ Role of team members
- ✓ Boundaries ( scope)
- ✓ Goal Statement
- ✓ Resources
- ✓ Completion measurements



### PMI Charter

- ✓ Document that formally authorizes a project. Includes or refers to (documents):
  - Business need to be addressed.
  - Project / product description
  - Proof of management's commitment

# PMI and Six Sigma Contrast

## Scope

### Scope Six Sigma

- Document that defines the work to be done Charter.
- Stakeholders Analysis
- Define the customer
- SIPOC model



### PMI Scope

- Charter
- Constraints
- Assumptions
- Scope management processes defined here
- Project- deliverables, objectives measures

# PMI and Six Sigma Contrast

## Life Cycle

### PMI Life Cycle

- INITIATION
- PLANNING
- EXECUTION
- CONTROL
- CLOSEOUT



### SSBB Life Cycle

- DEFINE
- MEASURE
- ANALYSE
- IMPROVE
- CONTROL



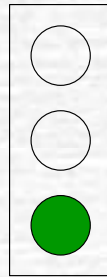
# Monitoring the Project's Progress

## Four Types of Project Status Reports

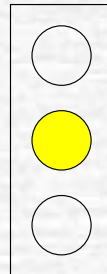
- Exception reports
- Current period reports
- Cumulative reports
- Variance reports

# Monitoring the Project's Progress

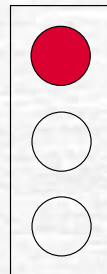
## Exception Reports – Stoplight Reports



**The project is progressing according to plan.**



**The project has a problem.  
A Get Well plan is in place.  
The situation will correct.**

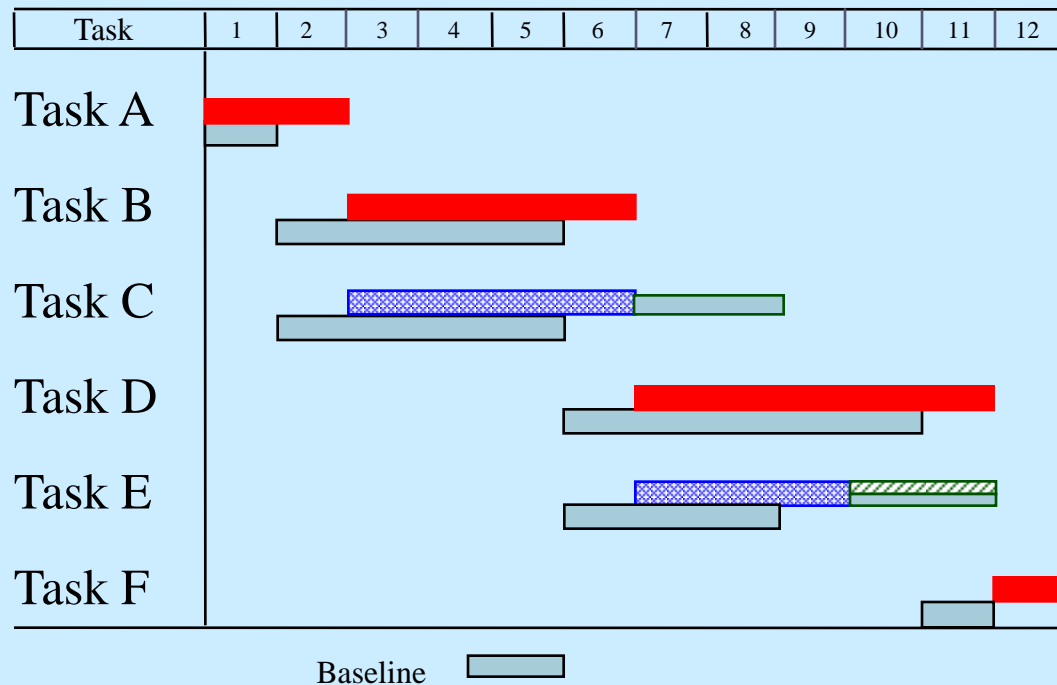


**The project is failing.  
Intervention is required.**

# Monitoring the Project's Progress

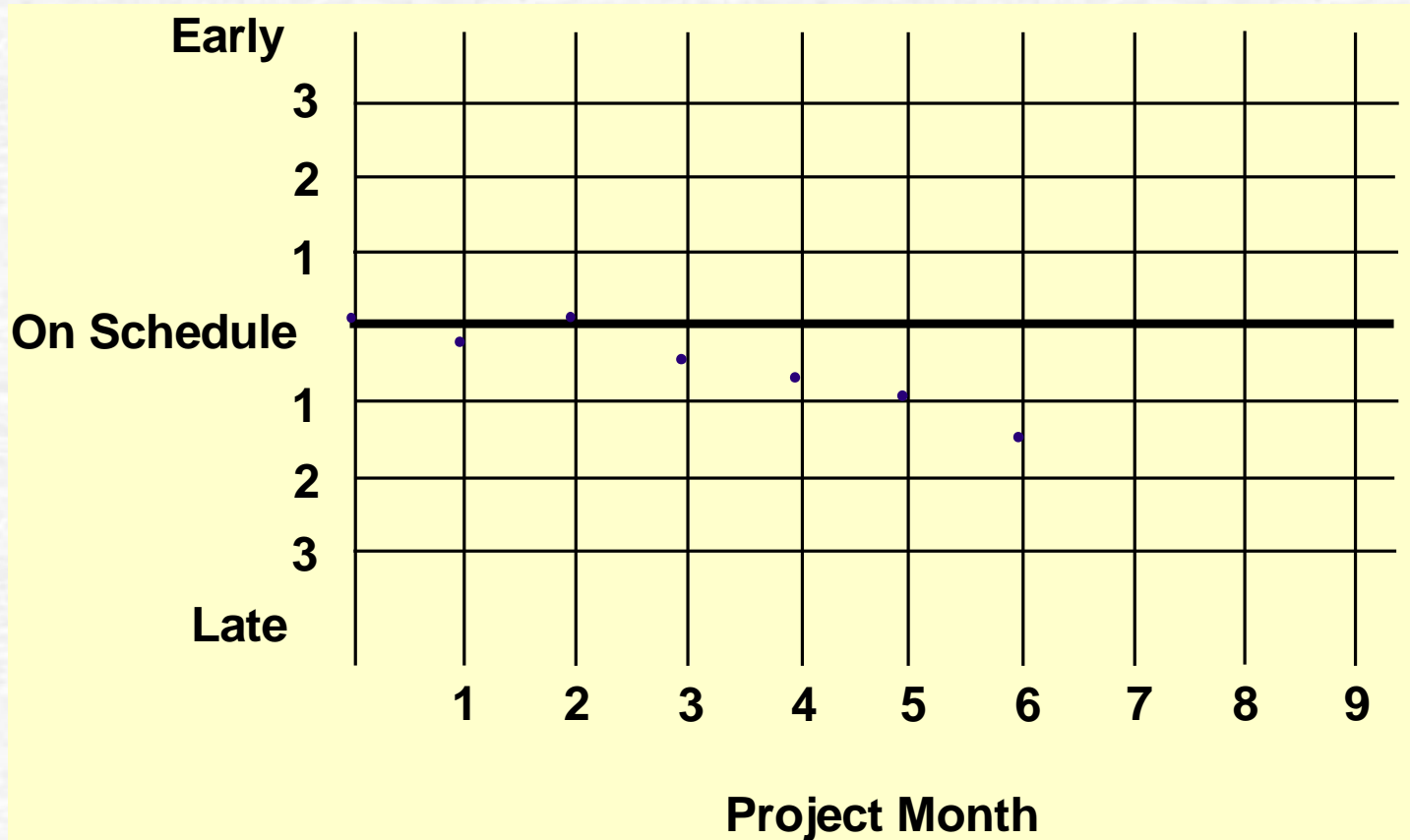
## Gantt Chart Project Status Report

### Tracking Gantt Chart



# Monitoring the Project's Progress

## Cumulative Reports – Milestone Trend Charts



A run up or down of four or more successive data points





# IT Performance Measurement

Metricus

# Performance Measurement – An Introduction

## Why Measure IT?

- “You can’t manage what you can’t measure”.
- IT Performance Measurement is fundamental to successful IT Governance.
- Pragmatic metrics & measurement capability is a prerequisite for an effective IT Service Management (ITSM) program.



### Metricus Benefits

- ❑ A centralized 'one-stop shop' for information related to IT Service Performance Management
- ❑ Provision of information required to re-engineer and optimize processes associated with COBIT, ITSM and ITIL best practice frameworks
- ❑ Benchmark your Key Performance Indicators against other organizations with similar profile as the number of clients grow
- ❑ Improved data quality from the IT operational systems
- ❑ Lower costs associated with data collection for IT Service Metrics
- ❑ Streamlined development and delivery process for presenting IT Service Metrics

# Performance Measurement – Role in Governance

## Enabling IT Governance By:

### IT GOVERNANCE

- ❖ Facilitating alignment of IT Services with Business Strategies
- ❖ Providing faster, more efficient, and consistent communications of IT Service Performance
- ❖ Increasing visibility into the impact of business changes on IT Services
- ❖ Enhancing budget, planning and forecasting of IT Services
- ❖ Increasing accountability within IT, and between IT and the Business

How do responsible managers keep the ship on course?

**DASHBOARD**

→ Indicators?

How can the enterprise achieve results that are satisfactory for the largest possible segment of stakeholders?

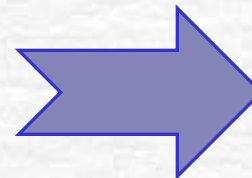
**SCORECARDS**

→ Measures?

How can the enterprise be adapted in a timely manner to trends and developments in its environment?

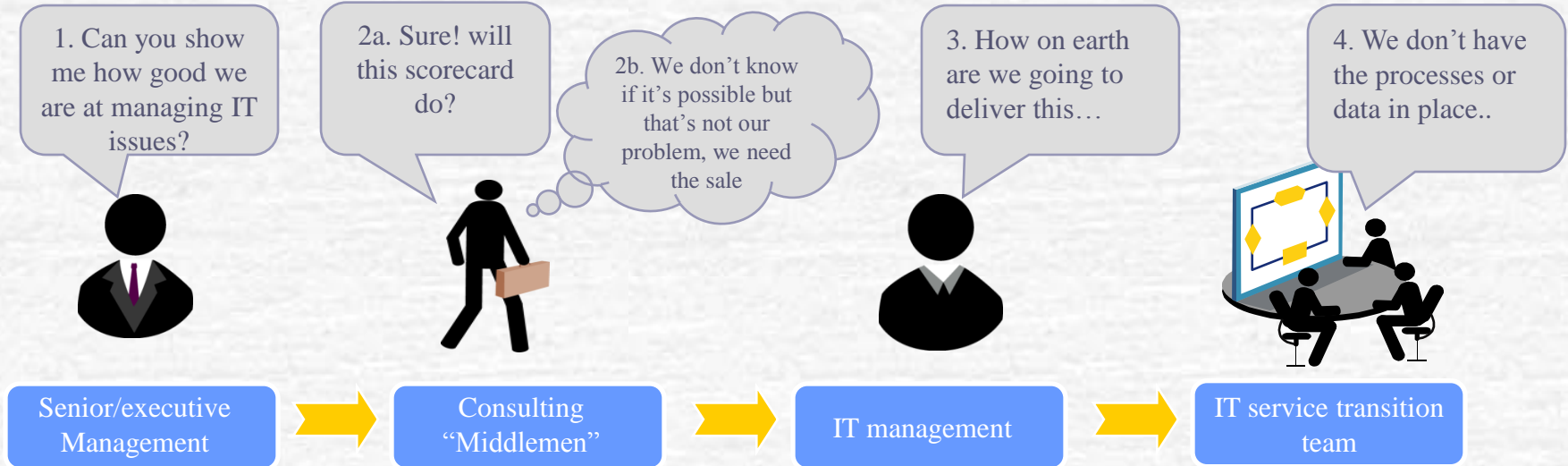
**BENCHMARKING**

→ Scales?





# Performance Measurement – Challenges



- IT performance measurement is dominated by theoretical metric 'wish lists' that are applied without truly understanding their meaning or impact
- Management needs information to take decisions, but data is often meaningless and the quality cannot be trusted
- Performance measurement initiatives are often based on home grown spreadsheets and do not leverage business intelligence platforms
- Scorecard initiatives fail because the underlying data to support the scorecards does not exist
- Performance measurement typically surfaces too late in a process implementation and minimizes the chance of success



# Meeting These Challenges . . . . .

Organizations require information about the health of their IT organization and need to understand how IT can effectively support the business strategy.

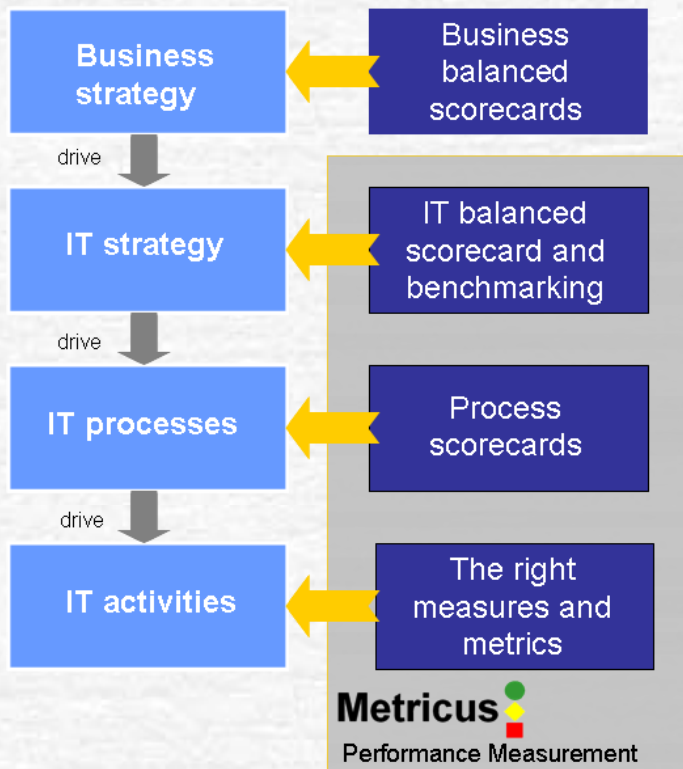
Metricus provides an IT performance measurement framework that allows organizations to understand and maximize the value from their IT organization:

- Metricus provides an **'on demand' business intelligence** platform that supports comprehensive IT performance measurement
- Metricus represents a **toolbox** with scorecards, metrics, practices and expert knowledge that supports the entire IT performance measurement lifecycle
- Metricus presents a **framework for performance measurement** that supports effective decision making at the strategic, tactical and operational levels of IT



# Unique Approach to IT Performance Measurement

**Metricus provides the most comprehensive 'on-demand' IT performance measurement solution.**



## **On-demand IT Performance Measurement**

- A centralized 'one stop shop' for comprehensive IT performance measurement
- Streamlined process for collecting and intelligently presenting IT performance metrics
- A Business Intelligence SaaS service available 'on-demand' for IT organizations/ departments of virtually any size or geographic location.

## **Based on Expert Knowledge**

- A ready-to-use set of proven and pragmatic metrics aligned with IT best practices such as ITIL and COBIT
- Toolkits to improve the quality and reduce the cost of data collection
- Predefined and customizable scorecards to provide a quick insight into the health of the IT organization

## **Provides Business and IT Governance Benefits**

- Facilitates IT decision making and increases IT alignment to business strategies
- Enables accountability and transparency between the business and IT

# IT Service Management and Performance Metrics

## Functionality for IT Service Metrics Management

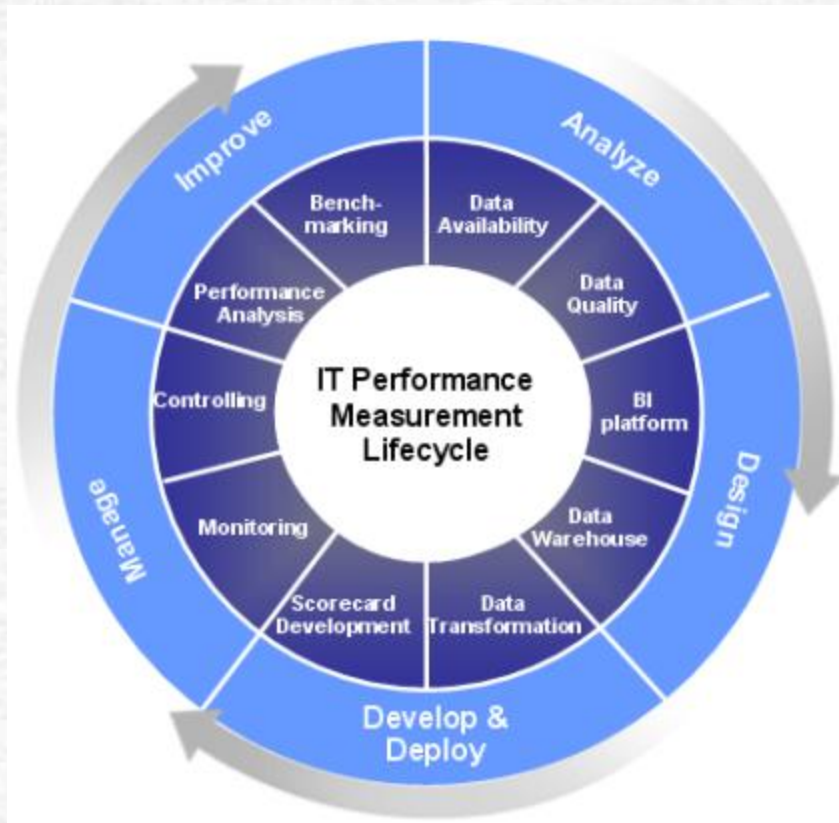
### Managing IT Service Metrics

- ✓ Facilitate ownership and accountability for IT Service performance by assigning owners to defined IT Service metrics
- ✓ Assign up to 5 static or dynamic targets, goals or benchmarks per metric.
- ✓ Create and view strategy maps and impact diagrams to understand the cause and effect relationship between metrics and scorecards
- ✓ Set alerts and notifications to ensure awareness of IT Service metric status changes
- ✓ Manage corrective actions and initiatives through creation of actions and projects specific to IT Service metrics.
- ✓ Create custom scorecards and metric watch lists for selected users groups
- ✓ Embed business intelligence capabilities into scorecards for added context and analysis.
- ✓ Use a metrics network and centralized data store to ensure reliable and consistent delivery of information related to IT Service metrics.



# Metricus in the IT Performance Measurement Lifecycle

**Metricus services support the full IT performance measurement lifecycle.**



## Analyze

- Selection of IT performance metrics
- Metrics definition
- Analyze availability and quality of data

## Design

- Business Intelligence technical architecture
- Data mart structures

## Develop and Deploy

- Data integration procedures
- Metrics, scorecards and supporting reports
- Testing and documentation
- Organizational implementation

## Manage

- Backup and restoration
- Security management
- Auditing

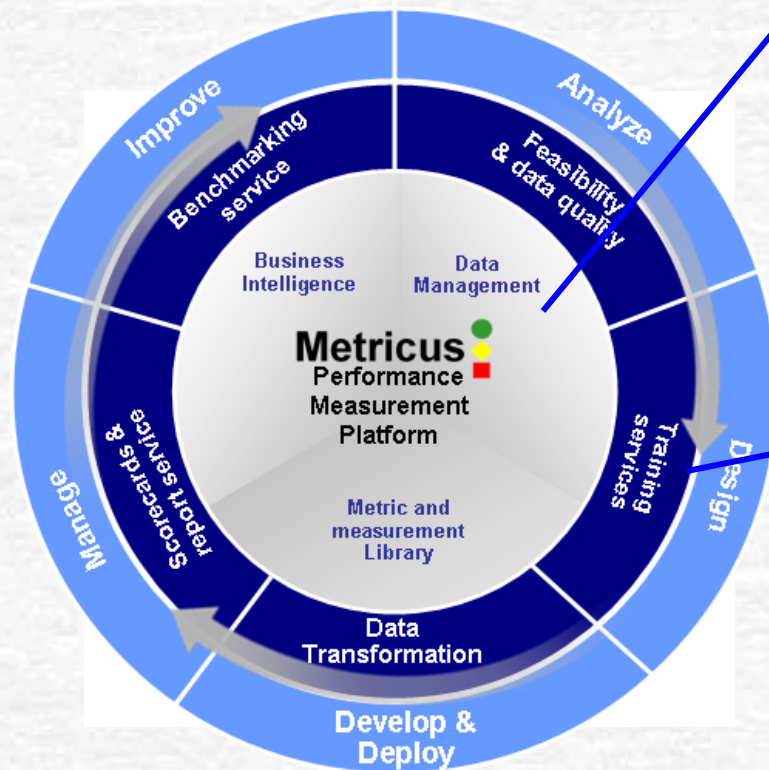
## Improve

- Performance analysis
- Benchmarking



# Metricus Performance Measurement Solutions

A complete set of services built around expert knowledge and a secure, hosted Business Intelligence SaaS solution.



## IT performance measurement platform

IT Performance:

- *Business Intelligence Framework*
- *Metrics and measurement library*
- *Metricus data management*
- *Expert Knowledge and tools*
- *Secure hosted infrastructure*
- *Support services*

## Consulting Services

IT Performance:

- *Metric scorecards and report services*
- *Feasibility analysis and data quality*
- *Data Transformation*
- *Benchmarking services*

## Training Services

- *Enablement Workshop*
- *Specialist End User and Technical Support*

# Back to Our Example

1. Can you show me how good we are at managing IT issues?



Senior/executive Management

2a. Sure; have a look at this dashboard



Consulting "Middlemen"

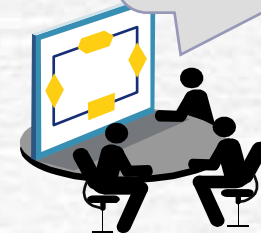
2b. I can drill down into the details if you want

3. We based this on a predefined TOP 10 ITIL scorecard



IT management

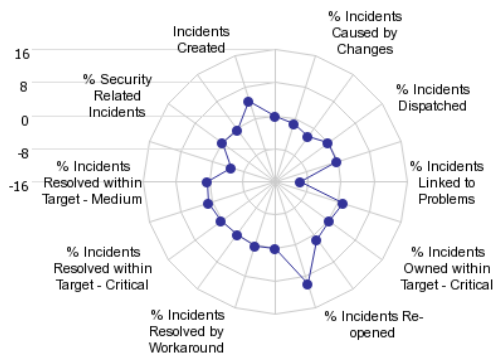
4. Considering the available data and effort to insight ratio for collecting data



IT service transition team

Metricus provides dashboards for IT decision making

## Incident management dashboard



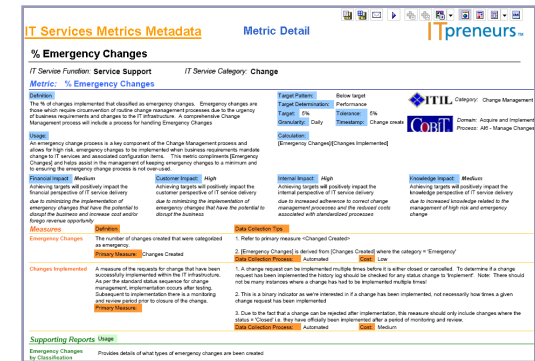
Industry experts predefined top scorecards

## Incident management dashboard

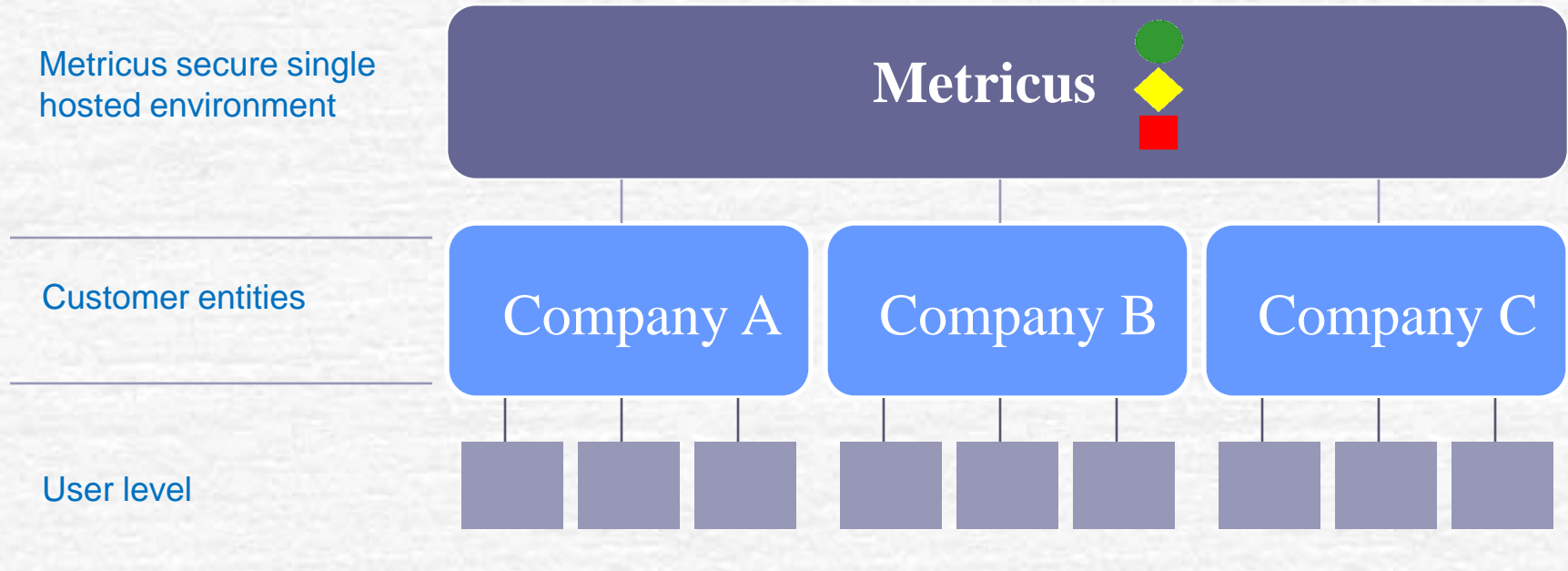
1. % Incidents Misrouted
2. % Incidents Linked to Problems
3. % Incidents Re-opened
4. % Incidents Resolved within Target
5. % Incidents with Incorrect Data
6. % Incidents Caused by Changes
7. Average Incident Create to Resolve Duration
8. Incidents Created
9. Incidents Open
10. % Incidents Requiring Onsite Support
11. % Incidents Resolved - 1st Level
12. Average Cost per Incident

Based on a comprehensive library of measures and metrics

## Metrics and measures library



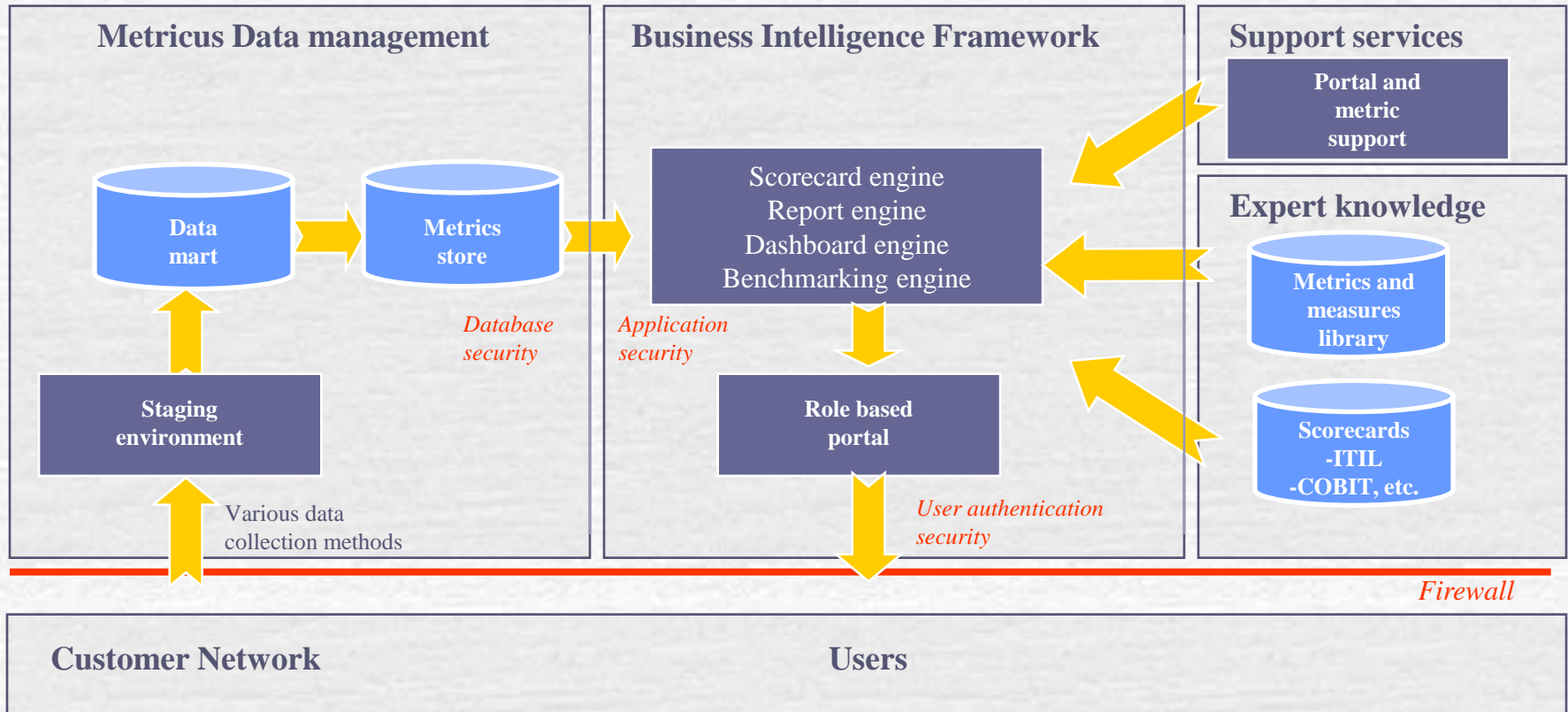
# Metricus Architecture



- Metricus provides a **multi-tenant infrastructure** that is available 'on demand' for organizations of all sizes across the world.
- New features and functionalities can be **rapidly added** to Metricus without having to wait for new installations and long release cycles.
- Metricus ensures that customer **data is protected** with physical security, data encryption, user authentication and application security.
- Metricus provides a **scalable architecture** that can grow with the number of users and ensures **high availability** of the platform.

# Metricus Architecture – Detailed View

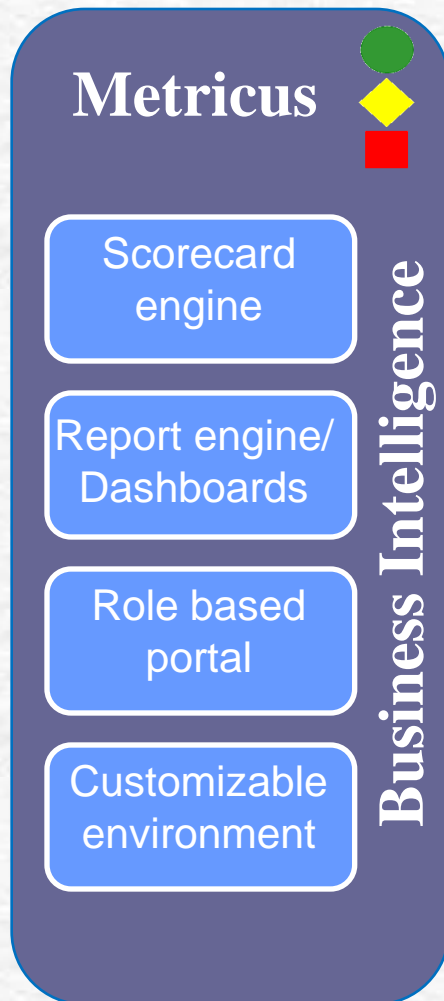
## Metricus Performance Measurement Platform



**Metricus provides a secure and scalable hosted performance measurement environment.**

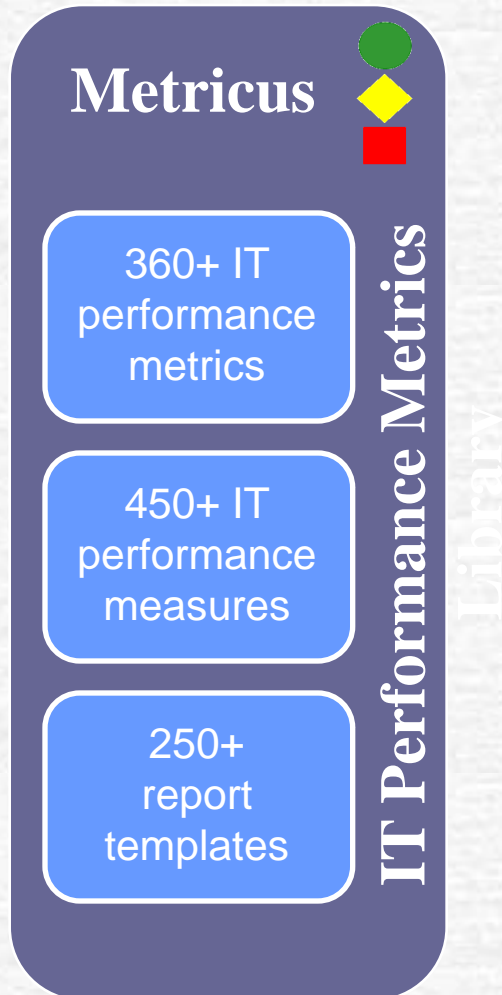


# IT Performance Business Intelligence Framework



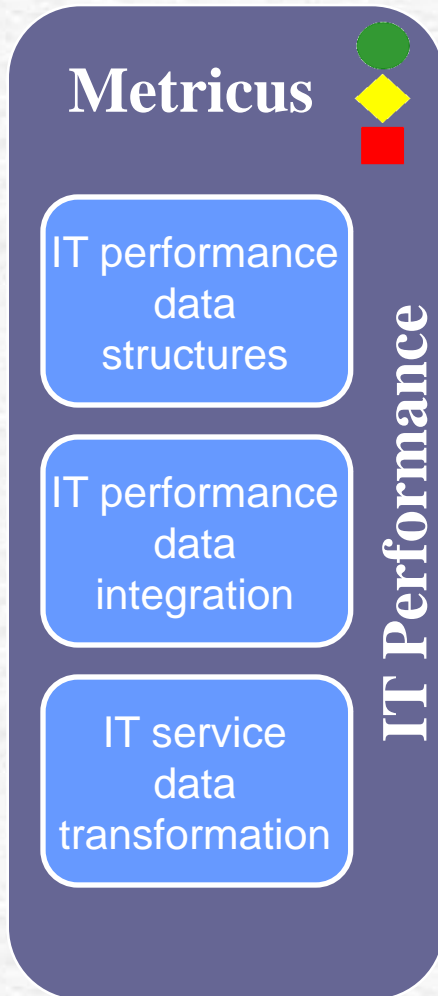
- A powerful scorecard engine that taps into predefined IT best practice scorecards or allows for the creation of organization specific IT performance scorecards.
- A report engine and IT health dashboard that provides the insight required for decision making at the strategic, tactical and operational level.
- A role based portal with different views for different users secured by industry standard security standards.
- Customizable front end allowing for the creation of different views and an organization specific look and feel.

# IT Performance Metrics and Measures Library



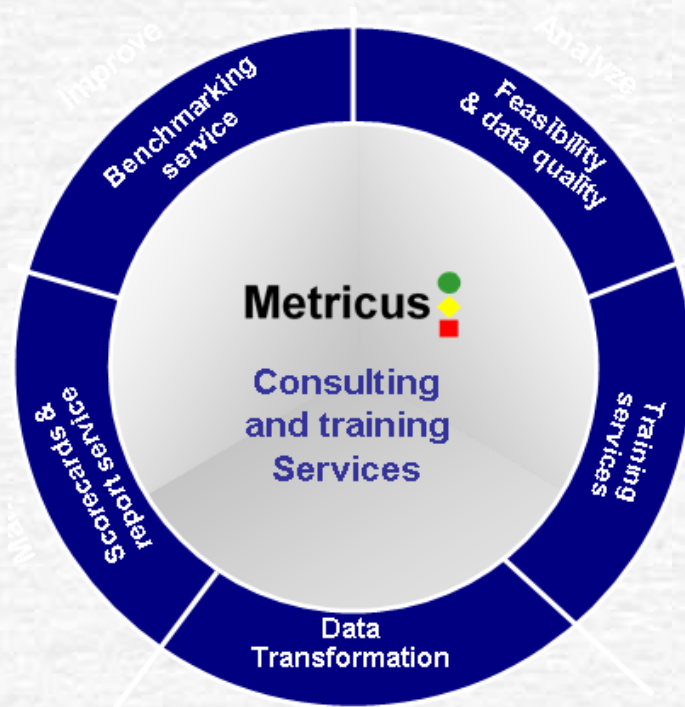
- The IT Performance Metrics Library is a structured database containing the definition of over 360 IT Performance Metrics, 440 supporting measures and 250 report templates.
- Represents a 'super-set' of IT Performance Metrics providing the foundation for selecting metrics appropriate for a customer.
- Globally accepted ITSM best practice frameworks are covered including ITIL and COBIT.
- Structured: Metric attributes include impact, usage, related measures, calculation techniques, targets, relationship to IT Service frameworks, analysis granularity, units of measure and data collection tips.
- Pragmatic and Practical: All measures, metrics and reports have been defined based on actual usage within successful implementations of IT Performance Measurement.

# IT Performance Data Management



- IT Performance Data Management provides the data integration layer for Metricus.
- Various techniques and mechanisms are provided to identify and extract information from the IT organization into Metricus. Both manual as well as automated solutions are possible.
- Relational data structures designed specifically for the collection of data related to IT Performance Metrics.
- Supports modern data sources, such as XML, JDBC, LDAP and OLE-DB.
- Supports satellite sources, including Excel, Access, flat files, and more. Also supports manual data entry.
- No practical limits on historical retention of data.

# Metricus Consulting Services



**Metricus is supported by a range of consulting services that help organizations in understanding and adopting Metricus.**

## **Metricus – Feasibility Analysis**

Services to assist with the definition of IT Service Metrics for customers, the feasibility of selected metrics, and cost/benefit analysis.

## **Metricus – Data Quality Assessment**

Designed to analyze the availability and quality of data required to provide Metricus IT Service Metrics, Scorecards and Reports. Project deliverables include definition of data sources required for Metricus and remediation strategies for data quality issues identified.

## **Metricus – Data Transformation Services**

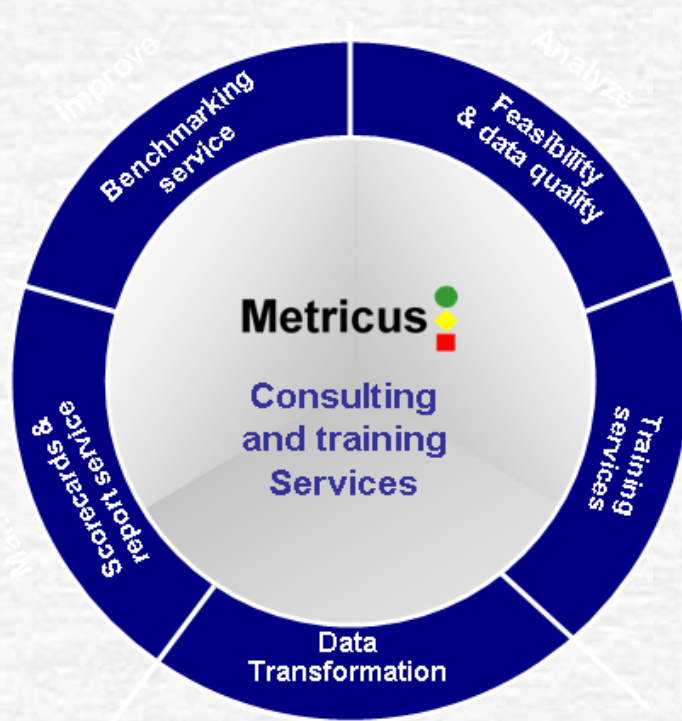
Services to assist with the collection and transformation of data required to populate Metricus IT Service Metrics and Scorecards.

## **Metricus – Customized Scorecards & Reports**

Development services for customization of Metricus environment including new metrics, diagrams, reports and scorecards.



# Metricus Training Services



**Metricus training services help key employees comprehend and deliver high quality IT performance metrics.**

## Introduction to Metricus

A comprehensive ½ day introduction to the services that define Metricus. Includes a demonstration of functionality, a presentation of the Metricus value proposition and a practical overview of implementing Metricus for a customer.

## Metricus Enablement Workshop

A 3-days workshop to train consultants on how to successfully implement customer IT Service Metrics and Scorecards within Metricus. Detailed information is provided on customer implementation methodology, data quality and transformation issues, and the definition and presentation of IT Service Metrics and Scorecards.

## IT Service Metrics and Benchmarking

A 1-day workshop to explore the processes and techniques needed within an IT Service environment to ensure effective and accurate benchmarking of IT Service related metrics.

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