Business Driven IT Management

• History of workshops
  – Started in 2006 by Claudio Bartolini (HP) and Jacques Sauve (Brasil)
  – http://www.businessdrivenitmanagement.org/bdim2006/
BDIM – what's it about?

- ITIL - “Best practices”
- Security
- Productivity
- Promises (SLA etc)
- Configuration management
- Handling diversity
- Goals – aligning with business goals
- Business processes?
Kickstart Questions

- Do best practices exist?
- What metrics do we have for BDIM?
- Business processes
  - Sales/Admin
  - Research/Develop
  - Production
  - Ecommerce
  - Communications (phone/mail etc)
- Mission critical?
Next workshop

• At IM 2009 – NY June
Ideas from around the table

- Carolyn - The business mission changes often, and we have to keep up!
- Andrew – Agility is important for business
- Jacques - The SLA is too small a keyhole to see business through
  - A completely technical mindset dominates
- Andrew: SLA = accountability (important)
- Alva – SLA tells us when to stop improving!! 5 nines or 3 good enough? Engineering is approximation
- “ITIL” is on everyone's lips?
- Jacques: can this group help his research (please)?
...around the table

• Matt: Upgrading is a destructive procedure!
  – (“Always read the destructions!”)
  – Compliance (SOX etc)
  – Need metrics for compliance, security etc

• Claudio: the cost of having “incident” tickets is high – how can we understand this

• Claudio: hand-offs between human departments/groups in business processes
  – The cost often manifests itself further down the road so is apparently hidden
...around the table

- Ivan: transforming from a small startup to an enterprise!
  - Bureaucracy (doh!) - tickets/overhead etc
  - This is stifling innovation! (Opposite of agility)
  - Poor communication between business/tech
- Alex: People want uniformity
  - Mark: is this the same as predictability?
- DJ: tech gets dragged along by the business
  - Application portfolio
...around the table

- Richard: plus ca change...
  - Business is quite different from engineering!
  - Mark: should it be?
  - Make the connection between business thinking and tech thinking
Reliability vs agility

- 5 nines or 3 with agility? (just technospeak?)
- Looking at end to end processes rather than components
- Claudio: SLA well designed if you can fail to deliver, pay penalty & it doesn't matter
- SLA
  - engineering
  - trade-offs / art of approximation
  - policy tool / tech-business translator?
  - focuses minds
  - Allows us to “just underperform” legitimately?
SOX

• Forces people to represent themselves honestly?

• Indirect: make CEO legally responsible, effect: improves the “technical standard of reporting”
  – Trickle down effect is important
  – Name one person, but he holds others responsible

• Is this the same effect as SLA?
  – The fact that is points a finger of responsibility
SLA

- Seems to be “bogus” somehow
  - Does it have kick-on effects
  - Acts as a flag for rallying people

- Jacques: Can we put business metrics in instead of tech metrics

- Layers of responsibility

- Business metric: processing new customers?
  - Difference to “packets” is different value for some customers
Agility / Uniformity

- Alex: People want uniformity
  - Mark: is this the same as predictability?
- 5 nines or 3 with agility? (just techno-speak?)
- Average time to roll-out (metric for agility)
- Latency as a metric for a change to come into play
- Andrew: The better you are tuned – the harder it is to change, so optimization is a double edged sword
- Alva: uniformity is trust model “reasonable results” - uniformity is the nuclear weapon for predictability
- Commodity infrastructure preferable – less risk, fewer points of support failure
Enclaves of uniformity?

- Virtualization
- Complexity has a cost in support
- Agnosticism of platform = agility.
- Can we trust heterogeneous systems – how can we explain to management what it will do?
  - We need to be able to understand business needs much better to be able to justify heterogen.
- If you use a special feature (different.) you get locked in.
- Streamline systems too much they become vulnerable to the unexpected
Control / Voluntary cooperation

• Others make the decisions on others' behalf usually
  – A bad model for making a system work
  – Better to see what the components can promise

• Voluntary cooperation is a useful model
  – Promise theory
  – Scaling big systems: many of the problems are political between departments and VC works better than forced compliance with people.
SLA again

- We don't like SLAs but that is all we have talked about
- “The only tool we have”
- Is there something else we could/should look at?
Expectations become wishful thinking

- Many compliance rules that come from above are not based on realistic expectations
- Tech people need to inform and communicate back what is reasonable.
  - Not BDIM but I->B
- Govt: these 30 settings MUST be on all pcs
  - But can I get any work done in this regime?
  - Risk of security breach vs risk of doing no work
Communication/Data mining?

- Can IT show customer practices that can benefit profit?
- Communication between business and IT is very important for synergy
- Payload of transactions not just performance
  - Semantics / content, understand the meaning
Phases of business operations

- Expansion
  - Push out, max performance

- Contraction
  - Optimization, cost cutting
Summary

- 5 nines no good – something new: 5 eights :-)?
- Is there something new other than SLA?
  - A new tool/process?
- User experience is the key driver? Metric?
- The service level management is more important than the SLA – but this is in someone's head, not documented.
  - Educate IT about business processes, and where value is created