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Resource Management for the IT

Nicola Glowinski (le), CEO at Realtech, and Realtech's Chief Technology Officer Dr. Rudolf Caspary (ri) talk about SAP infrastructure management and ERP for IT.



SAP infrastructure management and ERP for information technology

Managing IT Resources

Over the past twelve months, the SAP community has been talking about the fusion of IT service management, application lifecycle management, and IT Infrastructure Library. For many years now, Realtech has been dedicated to making the coordination of SAP operations more efficient – from system copy to business process monitoring. Nicola Glowinski (le), CEO at Realtech, and Realtech's Chief Technology Officer, Dr. Rudolf Caspary (ri), sat down with Peter Färbinger, Editor-in-Chief of E-3 Magazin, to discuss the latest trend: ERP for IT.

A company that has decided to go with SAP will not go back. But the differences between R/3 release 3.1i and ERP 6.0 are fundamental. The growing number of SAP users, features, add-ons, modules, engines, and enhancement packages drive the performance of SAP systems, but also their complexity. Reining in this complexity and cutting cost while delivering maximum functionality are the main challenges faced by CIOs and IT leaders. SAP was right when it asked the

following questions on one of its websites: „Do you spend the majority of your budget on responding to incidents and problems? Are you having difficulties moving from reactive problem solving to preventive maintenance? Are escalations putting a strain on your resources?“

Realtech recognized these issues early on. As a SAP partner, it developed consulting services and IT management tools to address them and worked closely with SAP to find a way out of the IT

service management dilemma. In mid-2010, Realtech and SAP renewed their long-standing and successful partnership. „Through this partnership we aim to provide IT managers an integrated view of their application landscape,“ says Realtech's CEO Nicola Glowinski, describing the continued cooperation of the companies. „To achieve this, we will integrate our theGuard! IT infrastructure management products with the upcoming release of SAP Solution Manager. This will enable SAP customers to add



- infrastructure and network data to the business process and system data managed in SAP Solution Manager.“

Many of SAP's customers are faced with poorly structured processes and a lack of transparency in their SAP operations. The more extensive the growth of a company, the more heavily its SAP users rely on sound business practices and processes in the IT organization. Companies need a powerful, global, and scalable service and support solution based on industry standards and best practices such as ITIL and COBIT to ensure the continued success of their business. Rudolf Caspary, Chief Technology Officer (CTO) at Realtech, adds: „What's more, customers will benefit from better visibility into and consistency within central IT processes such as incident, problem, and change management and from the improved correlation of infrastructure and application metrics for monitoring and alerting purposes.“ The integration of SAP Solution Manager (SolMan) and Realtech's infrastructure management enables IT managers to industrialize their core IT processes in order to dedicate more of their resources to business innovation. Consolidation, standardization, and industrialization are moving to the top of the agenda within the SAP community.

IT industrialization seems to be one of the most important undertakings within the SAP community right now: the objective is to consolidate the increased complexity and to prepare their SAP operations for future requirements and technologies such as cloud computing. „As CIOs are starting to reassess their own roles, the issue of industrialization is gaining momentum,“ Mr. Glowinski points out. „One can argue whether or not the services of the IT department have an immediate impact on a company's external revenue. But everyone does agree, however, that still too many resources are being consumed in the operation of the IT infrastructure.“ To most SAP customers, the result is obvious: it keeps their IT organizations from

establishing themselves as drivers of innovation.

Many companies simply lack the resources to achieve sustainable efficiency gains or have them tied up in operations. Information technology is a factor of production that can be compared to the assembly lines of manufacturing companies. As opposed to the IT department, the factory floor is already almost completely industrialized. „Admittedly, this side of the business has had plenty of time to pursue this development,“ Mr. Caspary interjects. „After all, the industrial revolution dates back a couple of years. What the IT department needs is IT support for its own core processes. That is, an ERP system for IT – a fact that has been confirmed by our customers on more than one occasion. Some have resorted to developing their own solutions; others are waiting for software makers to come up with viable solutions.“

ERP systems that are designed to meet the requirements of large multinational corporations are intrinsically complex. „I don't think that companies lack the actual tools, the problem is that existing tools are not being integrated. For much too long, major ERP vendors have isolated themselves from the outside world in order to stake their claim,“ Rudolf Caspary explains. „Fortunately, we have seen a change in their stance. Integration is now accepted and even somewhat welcomed by some.“ And by combining theGuard! products with SAP Solution Manager, Realtech strives to achieve just this kind of integration.

The complexity of modern IT systems is not a problem that is exclusive to SAP. In fact, industrialization is a challenge for the entire industry. CTO Caspary: „First of all, I would like to make clear that this not a problem that SAP alone is facing. What makes IT systems complex is the combination of many different applications. This is further intensified by the effects of restructuring efforts, dynamic organizational changes, and

shifting responsibilities. Companies buy other companies, integrate them, and then resell them, parts of the IT infrastructure are outsourced to service providers or moved to the cloud or brought back in-house. Naturally, this produces complex IT scenarios.“ Ask any CIO and they will tell you, manageability is not an issue. But a closer look at this statement reveals that they are paying a high price. They are relying on various standalone solutions that require significant manual intervention to keep their IT systems manageable. SAP, too, has been trying to help its customers with ideas and solutions of its own: the SAP IT Service Management (SAP ITSM) application supports companies in standardizing their IT service processes and aids them in the fast resolution and documentation of problems and incidents. SAP ITSM includes standardized processes that are aligned with the best practices of the IT Infrastructure Library (ITIL) framework and have been certified for ITIL v3 by PinkVERIFY. But all of these challenges need to be addressed from a more global perspective, after all, no SAP system can stand by itself.

By integrating SolMan and Realtech infrastructure management, both companies want to facilitate and accelerate SAP's Mission-Critical Support for the SAP Basis of small to medium-sized businesses. Experience shows that more than 30 per cent of mission-critical incidents in SAP solutions are caused by infrastructure problems. The integration of SolMan with Realtech's infrastructure management solution helps customers establish an integrated problem analysis process for their entire IT organization. Using the joint solution will also enable them to significantly reduce their TCO.

„We believe that SAP doesn't strive to be the leading software maker in every conceivable discipline. There is no question about SAP's leadership in its core disciplines. But when it comes to neighboring disciplines, it is more than willing to examine whether it makes sense to develop and position their own



» Industrialization is gaining momentum. One can argue whether the IT department has an immediate impact on external revenue. But everyone agrees: too many resources are consumed by the IT landscape «

Realtech CEO Nicola Glowinski

»» *„Run your IT like a business‘ is the overall objective we are trying to achieve with this solution.“ This necessitates the careful alignment of a company’s IT activities with its business objectives.* ««

Realtech CTO Dr. Rudolf Caspary



products and to consider turning to specialist solutions from other companies that have made these areas the focus of their business activities,” said Mr. Glowinski, CEO of Realtech, describing the current situation to E-3 Magazin: „Let us get back to the question of IT industrialization and the related concept of ERP for IT: SAP Solution Manager will assume a central role in this context. But by itself, it will never be able to meet the demands placed on an ERP system for IT departments. We are convinced that this has never been SAP’s intention. The strategy is to rely on partner solutions such as our theGuard! products to enhance or fine-tune Solution Manager, making it an even more valuable solution for SAP customers.“

The integration of SolMan and Realtech’s infrastructure management enables IT managers to industrialize core IT processes in order to dedicate more of their resources to business innovation. Medium-sized businesses in particular will be given the opportunity to add infrastructure and network data to the business process and system data managed in SolMan. The former will be standardized as part of the infrastructure management, maintained in REALTECH’s Central Configuration Management Database (CMDB), and correlated with the business process and landscape data in SAP Solution Manager. This gives customers enhanced variability and continuity of core IT processes such as incident, problem, and change management and allows them to better correlate their infrastructure and application metrics for monitoring and alerting purposes.

Where do you make the distinction between IT operations management and ERP for IT? Nicola Glowinski: „SAP Solution Manager and its add-ons allow IT managers to take full control of their system landscapes. But this is limited to operational aspects. Our definition of IT operations management includes the whole range of ITIL processes, as well as application life cycle management

(ALM). Enterprise Resource Planning for IT focuses on other things. It doesn’t strive to introduce better tools to reduce the TCO, but wants to open up new opportunities for customers to align and manage their IT in accordance with their business needs. This starts with intelligent asset management and ends with activity-based IT service costing. This has been a much talked about issue for many years, but we feel that it is once again gaining momentum. People are no longer just talking, actual projects are now underway.“ And Uwe Hommel, Executive Vice President,

SAP Active Global Support adds: „With SAP Enterprise Support we can proactively support the solutions of our customers which, in addition to SAP and non-SAP applications, also include infrastructure components such as servers, networks, PCs, and printers.“ In REALTECH we have found a partner that provides SAP Solution Manager with full variability on the infrastructure level. In combination with the business process and system landscape information that is documented in SAP Solution Manager, customers suddenly have a 360-degree view of their IT resources. SAP is offering an integrated one-stop solution for small to medium-sized businesses.“

„One can rightly say that our theGuard! products are an integrative element of a solution developed by SAP,” adds Mr. Glowinski. „The objective of this solution is to make IT-related processes manageable and measurable.“ Mr. Caspary, his colleague on the executive board, goes on to explain: „Run your IT like a business‘ is the overall objective we are trying to achieve with this solution. This necessitates the careful alignment of a company’s IT activities with its business objectives.“ This view on IT offers new perspectives for existing SAP customers: MBAs can now get involved. It is now easier than ever to explain to them what the IT department is doing and how it benefits them – but also what it costs. IT professionals on the other hand benefit from the integration

of information, for example in a CMDB, as it helps them direct fewer resources toward operations and effectively manage their side of the business.

ERP for IT is not just about reining in the complexity of SAP system landscapes. „It is much more than that,” underlines Nicola Glowinski. „In order for this concept to become a reality, however, we will need to see a shift in thinking, not only within the IT departments, but also in business departments, executive offices, and boardrooms. It will be very difficult to find employees who can understand the concept and put it to work. But it’s much more important that it has the full support of the company’s senior management.“ ERP for IT means that IT departments will more closely align themselves with processes and put themselves on an equal footing with the business departments. This also means that, from time to time, it will have to make unpopular decisions. Mr. Glowinski has talked to many customers and knows that „the IT department cannot live this role without unwavering management support“. The complexity on an IT landscape does not lie in the SAP software alone, it is also caused by the many other applications that are being used. As more and more business processes are being mapped using software tools, their central IT management is also gaining increasing significance. CEO Glowinski explains: „Independent of what customers have already achieved in this field using built-in SAP tools, we firmly believe that our products are a valuable addition to SAP Solution Manager that helps streamline the operation of heterogeneous system landscapes. To us this means ‚simplify your business technology‘.“

At its 2010 annual congress, the German-speaking SAP User Group (DSAG) called for a consolidation of the SAP architecture and infrastructure: is ERP for IT enough to satisfy the needs of existing customers or is there more to be done? The DSAG also calls for consistent business processes and a unified data model



Realtech CTO Caspary (le): "ERP for IT is much more than just an integrated IT operations management solution – it is also about managing the business side of IT."

► for Business Suite 7. „And with good cause," stresses Rudolf Caspary. „Homogeneous application architectures and the standardization of existing data models would greatly facilitate application projects as well as IT operations. When making these considerations, one should not forget to take a closer look at history. After all, we are not talking about iPhone apps here; we are dealing with complex applications and transactional data." Integration projects of this scope take years to complete, sometimes even decades and require substantial financial resources. With the development of in-memory technologies, SAP is taking its first steps in this direction, most likely also because of surge in demand for mobile applications. Over the medium-term, this development can contribute to reducing the current level of complexity. But until then, as Mr. Caspary puts it „the real solution is to control the perceived chaos – in the project and in operations – and for that you need professional solutions."

„To avoid misunderstanding, I would like to once again emphasize that ERP for IT is much more than just an integrated IT operations management solution – as it has been said before, this is also about managing the business side of IT," says Realtech's CTO

Rudolf Caspary in characterizing the partnership and common vision. „If we look at architecture management and infrastructure management as separate disciplines, SAP customers will still be able to use existing implementations of HP, IBM, CA, BMC or other products. These can then be integrated with the ERP for IT concept through an integration layer. SAP and Realtech will be offering this on a project basis. Realtech will take on responsibility for the integration side." The deep level of integration is what makes the joint solution stand out from the competition. ERP for IT in the world of SAP will go hand in hand with a deep integration between Realtech's theGuard! products and SolMan. This is currently being put into practice within the context of a development partnership. „You don't usually have this kind of time when integrating third-party solutions that can be integrated through an API," explains Rudolf Caspary. Unfortunately, we currently have no definite way of telling to which extent we will be able to provide detailed functions through this interface.

In order to reap the benefits of this idea, companies will need the right tools to provide a foundation for the solution. This is how Nicola Glowinski puts it: „Companies that embrace ITIL

best practices are first and foremost making an organizational decision. Depending on the specific situation of the customer, „product A" may be better suited to supporting the processes that are about to be implemented than „product B". The product is chosen in the wake of an organizational decision. The same applies to ERP for IT. Companies need to start by deciding for themselves whether or not they want to run their IT like a business unit. Once this is decided and responsibilities have been assigned – usually to IT leaders and CIOs – the next step is to find a software solution that suits the needs of the company.

Customers that rely heavily on SAP should therefore consider taking a closer look at the joint solution by Realtech and SAP in order to ensure seamless integration." Mr. Caspary concludes: „What is important for the customer is that the corresponding products should already be tightly integrated with Solution Manager and we can safely say that this is true for our theGuard! products. The solutions that will be used in combination with ERP for IT are already available today and are successfully run by hundreds of customers. We are looking at proven product solutions that SAP chose as part of the partnership."

Application lifecycle management with SAP Solution Manager

Discovering the added value and avoiding the pitfalls



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Companies that are looking for efficient ways to control the processes related to the development, operation, and maintenance of their software applications will choose an application lifecycle management (ALM) solution. The benefits are manifold: ALM accelerates the implementation of new software releases, streamlines system operation, improves software quality, and increases the availability of business processes.

By Chris Kohlsdorf, Consulting Manager, and Martin Stephan, Senior Consultant, both Realtech

The ever-growing demands on organizations and business processes make it a necessity to continuously develop an IT application landscape. But experience shows that a surprisingly low number of companies have actually deployed an ALM solution. It is also very common

that fundamental processes that affect the lifecycle of an application have either been defined very poorly or not at all. Larger organizations tend to be more willing to adopt ALM: they are addressing at least parts of their application lifecycle with processes and tools. Smaller companies, however, are usual-

ly more reluctant. But this is where the pressure on IT departments is the greatest and the introduction of viable processes and efficient tools could have a lasting impact on application management.

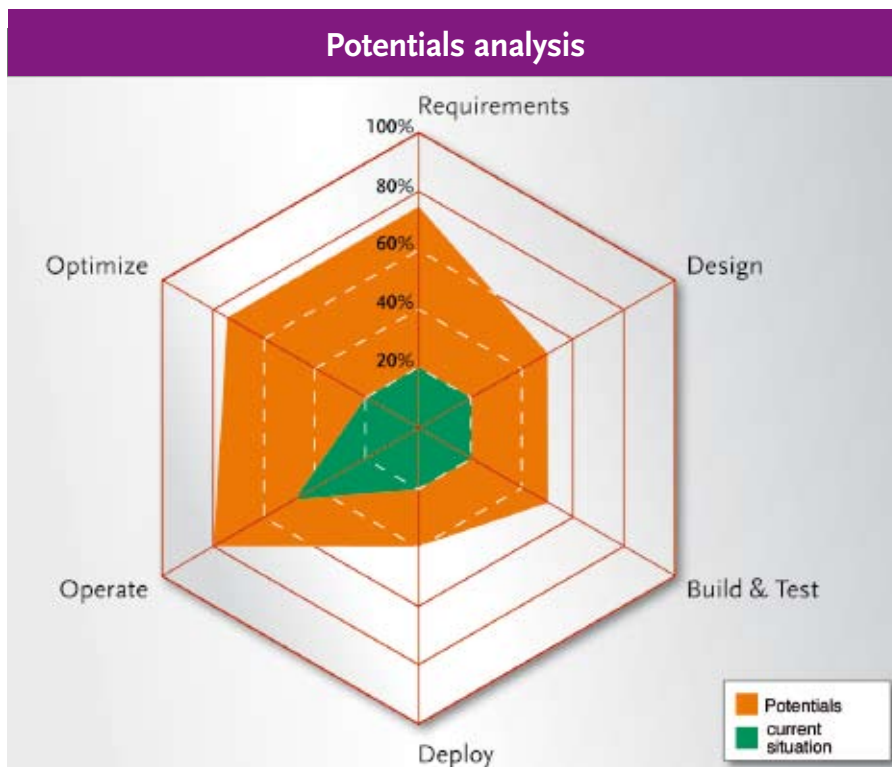
ALM for SAP

With Solution Manager (SolMan), SAP is providing user companies with a versatile tool that is capable of supporting the most important ALM processes through its integrative approach. SAP distinguishes between six functional stages of ALM: requirements, design, build & test, deploy, operate, and optimize. These stages need to be taken into account for every single ALM project, irrespective of the size of the IT organization or company.

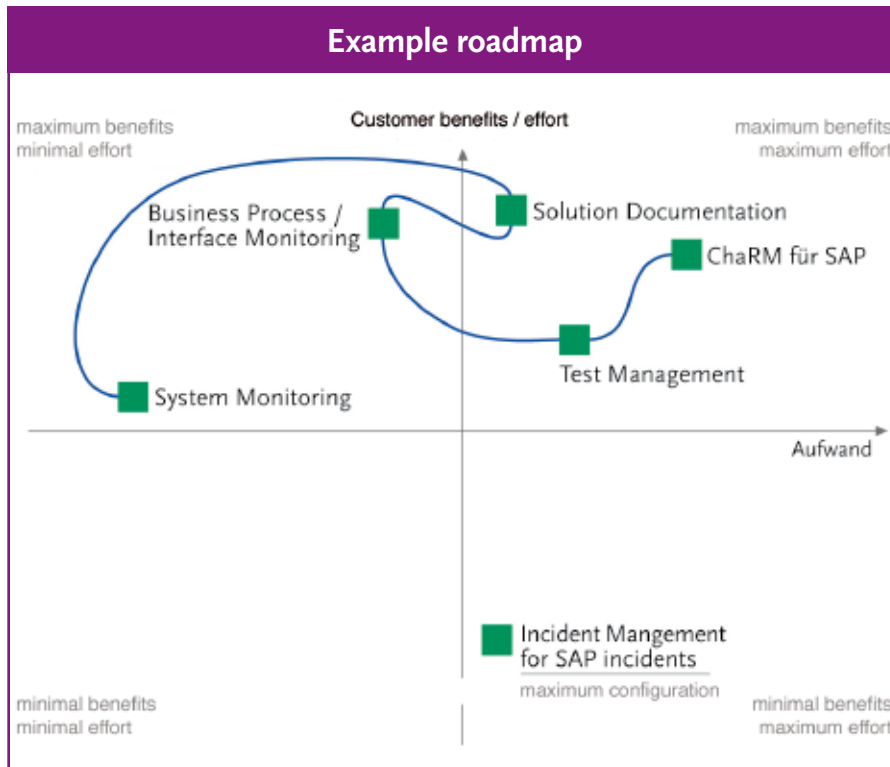
The SAP definition includes eleven processes that structure the individual activities and tasks associated with ALM. Some of them describe processes that span multiple stages and some are described and organized in accordance with ITIL. SolMan comes with a number of tools that support these tasks. It also includes best practices for ALM processes, roadmaps such as ASAP or RunSAP, organizational models (CCoE), and training materials.

Gift horse or Trojan horse

Companies can use the built-in ALM tools of SolMan without additional license fees as these are already inclu-



Certain questions apply to every stage or every process and can be used for analysis purposes.



A roadmap allows companies to navigate the ALM optimization

ded in the standard Enterprise Support maintenance license. Which makes it even more surprising that only a small fraction of customers are actually using these features – Realtech believes that the reluctance of some customers towards SolMan is no longer justified and hasn't been for a while now. Then why aren't more IT organizations using SolMan to implement ALM in their SAP landscape? A lot of the times, users

simply aren't aware of the benefits and know little about an effective implementation strategy. And some are having trouble assigning the SolMan tools to the different tasks within their enterprise. What's more, many companies are already using isolated solutions that only address individual aspects of the application lifecycle. Users want to know why they should bother with yet another tool. This is further complica-

ted by the fact that the SolMan user interface is a relic of the time of CRM 5.0 and less than visually appealing – although we can expect a remedy to this problem with the upcoming Solution Manager 7.11 and its CRM 7.0 interface. But it is those tools that were criticized for their shortfalls in usability, e.g. service desk or change request management, that are now making a case for using SolMan for ALM purposes.

The first step is the hardest

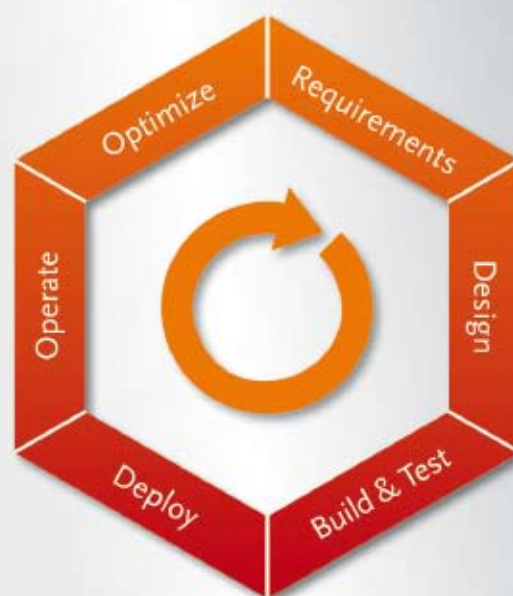
Companies that want to further expand their ALM will need an overview of existing processes. SAP's process-oriented approach offers a pragmatic way of assessing your current situation. Anyone who feels that these eleven processes are too complex or offer little help in the assessment can also start out with the six SAP ALM stages – from the requirements stage to the optimize stage – to find out which of these aspects are already supported by which IT tools. The following questions apply to every stage or every process and can be used for analysis purposes:

1. Are there any predefined processes in this first stage?
2. Are these processes actually being followed?
3. Are these established processes or is it time for optimization?
4. Is the process supported by (IT) tools?
5. Do these tools fully meet our expectations or only to some extent?
6. Are there any dependencies or an integration with other processes and tools?

Based on the results of this analysis, it

Conclusion: One advantage of the SolMan solutions for the support of ALM processes is that they are already included in the standard maintenance fees and that no additional license costs are involved. The introduction requires nothing more than some expert knowledge and a willingness to spend some time analyzing a company's own IT processes. It can be quickly enhanced by means of established (SAP) programming knowledge. Furthermore, SolMan also provides a large number of predefined APIs and interfaces. This allows companies to integrate new tools into their ALM process to meet specific requirements. Realtech, for example, offers additional ALM solutions in the field of transport and infrastructure management. If put to good use, SolMan tools will deliver significant added value when it comes to the operation and optimization of IT applications.

Lifecycle of IT applications



Funktional unterteilt SAP das ALM in die sechs Phasen.

will be very easy to find room for improvement on a more general level: either within the process itself or in the utilization of the appropriate IT tools.

A roadmap to navigate the ALM optimization

In order to start the project out right, SolMan should be used to define the strategy for the introduction of the ALM processes, within a roadmap. A good first step would be to examine the optimization measures that were identified with respect to complexity and value. Additionally, one has to take into account possible dependencies of individual processes and tools in SolMan. The result is an ALM roadmap that is tailored to the specific needs of the company. But introducing one or more tools to support ALM processes alone is not enough: before doing so, it is absolutely necessary to establish the underlying processes within the company. Practically speaking, this means that these processes will have to be actually followed before a tool will be able to map or support them. A company can only successfully introduce change request management, if organizational roles such as change manager, system owner, or key user have been defined and assigned beforehand and if the responsibilities associated with these roles are being met by everyone involved. Once this has been established, a form-based process can be used to demonstrate that these new processes run smoothly. It will then be much easier to map these processes through an IT tool.

SAP ALM processes

- Solution Documentation
- Solution Implementation
- Template Management
- Test Management
- Change Control Management
- Application Incident Management
- Technical Operations
- Business Process Operations
- Maintenance Management
- Landscape Transformation
- Upgrade Management

The individual activities and tasks associated with ALM are divided into eleven processes.

Expertise for Realtech

SAP renews its collaborative business initiative for Compliant Identity Management with Realtech.

SAP Germany has once again confirmed Realtech's expertise in NetWeaver Identity Management and SAP BusinessObjects Access Control (formerly SAP GRC Access Control) by extending its Collaborative Business Initiative (CBI). The initiative focuses on a common go-to-market approach between qualified partners and SAP to promote well-defined growth opportunities. The objective is to create an attractive added value for customers and to support them in overcoming current challenges based on coordinated solution concepts. User companies reap massive benefits from Realtech's CBI status: the initiative gives Realtech access to exclusive SAP events that provide first insights into interesting and important information updates. This makes it easier to plan and implement NetWeaver identity management projects. The speed of project execution, the choice of the right technologies, and the right way to implement them is of utmost importance particularly when it comes to Compliant Identity Management as this discipline is subject to constantly changing regulations, requirements, and implementation methods. Partners who are looking to enter a CBI with SAP need to undergo

a selection process that is aligned with the specific requirements of Compliant Identity Management. The list of criteria that this selection process is based is very demanding. Partners have to prove that they have a sufficient number of qualified consultants who have already shown their expertise in the successful implementation of similar projects. The Collaborative Business Initiative for Compliant Identity Management is reflected in the extended cooperation between both companies as well as in the resulting joint activities. They agree on common objectives and make sure that these are being pursued and, if needed, take the necessary measures to adjust these objectives. „Realtech has already proven its extraordinary Compliant Identity Management expertise in the successful implementation of a large number of projects. We have rewarded this by extending the Collaborative Business Initiative accordingly. Working together, we can offer our customers a highly qualified solution for the identity management field. In 2009, Realtech was among the first CBI partners for Compliant Identity Management,“ explains Christian Bender, Head of Ecosystem and Partner Group, SAP Deutschland AG & Co. KG.

End-To-End Monitoring At The Click Of A Button

New features in theGuard! Service Management Center 6.4 allow for the efficient simulation of user behaviour.

Realtech, an SAP consultancy and a software company with a focus on business process and IT service management, is now shipping the latest version of its theGuard! Service Management Center. The comprehensive package solution for integrated IT management was enhanced with a range of new features, such as the additions to expand the end-to-end monitoring of process chains. It now includes Plug & Play GUI bots that greatly facilitate the end-to-end monitoring of applications. In only a few steps, users can set up a situation instance that simulates the behavior of a user working with an application. This allows for the continuous monitoring of important processes from a user's perspective. The collected data are then used for business process and business service management purposes, enabling the end-to-end

monitoring of a business process. Companies can then determine the availability of their business processes, by analysing their infrastructure data along with the performance of their applications. The Plug & Play GUI bots are preconfigured appliances that only have to be set up as application users, eliminating the need for complex local configurations, such as setting the screen resolution for every single application. This speeds up the installation and the integration with the company's process monitoring activities. Multiple distributed appliances can be managed from a single point of control, which reduces administrative hassles to a minimum. Customers who prefer to implement the end-to-end monitoring on their own hardware can opt for the software version of the GUI bots.

www.realtech.com/eze-monitoring



Run your IT like a business

The industrial revolution in the age of IT



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The alignment of the IT organization with standardized processes and the automation of IT services are hot topics in the industry. CIOs hope that this will help them improve the efficiency of their IT operations while giving them more freedom to innovate. But the truth is that user companies are spending roughly 80 per cent of their IT budgets on keeping the system up and running. Are organizations really that far away from industrializing their IT?

By Uwe Eisinger, Director Marketing, Realtech

The concept of IT industrialization was inspired by models and approaches that have already proven their merits in industrial manufacturing. The objective is to increase efficiency: the means to do so are standardization, automation, and lower vertical integration. Many companies are already paying close attention to this issue, but only few have actually achieved their objectives. They often don't have the relevant experience, adequate concepts, or the time and resources needed to drive the change. The first step towards an industrialized

IT is the decision to really embark on this process – and to accept full responsibility for all consequences. It takes a lot of courage and determination to change a company's processes because this means putting the entire IT organization to the test. Changes affect the way the IT department is organized, established processes and service portfolios need to be remodeled, and the cooperation with business departments will see significant changes. But apart from the organizational aspects, it is equally important to standardize the IT infrastructure. The key, however, is to avoid custom solutions whenever possible. Aligning a company's processes with established standards such as ITIL or Cobit is the only way to reap the benefits of an industrialized IT. This turns suppliers and tools into building blocks that can be replaced as quickly as entire operation concepts.

IT as a core process

Experience shows that companies have predominantly industrialized those core processes that are crucial to their own competitiveness. For telecommunication providers this is the delivery of phone and broadband services while automotive manufacturers rely on the availability of their production processes. And even though every single one of these processes is supported by IT systems, the IT in itself is not a core process. Its primary role is to make sure that business-critical processes are available at all times. The IT department is a

central element of business operations, but it is not considered an independent core process. CIOs have a lot of work ahead of them in positioning their IT services. This works particularly well when, for example, internal business departments are purchasing IT services for their critical business processes. This is exactly where the IT department can position itself as a business enabler and valuable supplier. To avoid being interchangeable, it should point out its deep industry expertise and intimate knowledge of the company it serves as a decisive competitive factor. The key for the IT department is to translate this knowledge into innovative services while providing other departments with specialist support on a process level. The IT capabilities that are delivered to the business departments are products and services that should be marketed accordingly. Ultimately, this means that the IT department should be run like a business, making it necessary to define core processes that suit its needs. Its product portfolio and areas of responsibility are determined by the processes that need to be supported.

Modeling the IT organization after real-life business operations

Companies that want to model their IT department after a well run business will need a number of central departments. Typically these are organizational units such as product management, development, production,



Uwe Eisinger, Director Marketing, Realtech

ITIL V3-compliant processes

Service Strategy	Service Design	Service Transition	Service Operations
Strategy Generation	Service Catalogue Mgmt.	Transition Planning and Support	Event Mgmt.
Portfolio Mgmt.	Service Level Mgmt.	Change Mgmt.	Request Mgmt.
Demand Mgmt.	Capacity Mgmt.	Service, Asset & Configuration Mgmt.	Incident Mgmt.
Financial Mgmt.	Availability Mgmt.	Release & Deployment Mgmt.	Problem Mgmt.
	IT Service Continuity Mgmt.	Service Validation & Testing	Access Mgmt.
	Information Security Mgmt.	Evaluation	
	Supplier Mgmt.	Knowledge Mgmt.	

Traditional business units can be used to model the organization of an IT department.

sales and marketing, controlling, financial accounting, and purchasing. Each of these units has its own specialized processes that contribute to the company's core processes to support overall business objectives. The processes of these departments can be applied to the organization of an IT department. In the product management discipline, IT employees cooperate closely with the business departments and develop a deeper understanding of business needs, allowing them to define new products and IT services. In terms of the ITIL v3 catalog, these are processes such as service strategy and service design. The development department incorporates these newly defined services or changes with existing services and uses them to design new prototypes for internal approval. In ITIL v3 terms, this corresponds to the service design process. In production, the previously developed solutions and services are transitioned into production; from now on they can be obtained in standardized form. ITIL v3 summarizes these services under service transition and service operations. Controlling, financial accounting, and purchasing processes are reflected in the ITIL disciplines service strategy and service design. Sales and marketing are the only organizational units that cannot be directly associated with any ITIL category. This doesn't necessarily come as a surprise as ITIL experts probably didn't think that the IT department would have to use marketing strategies to position itself within the company. But why should an internal IT department not be marketing its own services and innovations?

Industrializing processes

People who see the IT department as an independent organization and seek to operate it from a business perspective have to concern themselves with issues that go beyond the traditional core business. Internal customers,

that is, business departments want the IT systems to be available at all times in accordance with the principles of infrastructure, availability, and service continuity management. Within the context of predefined performance indicators (service level agreements), business-related services should be made available through a service catalog. Business departments also expect the IT department to analyze their business-related needs and to propose workable solutions (demand and portfolio management). Finally, one should also take into account the related financial aspects (IT financial management). Ultimately, it is the business departments that are the customers and their requirements determine how CIOs position their new „businesses“. And all of this has to be done with maximum efficiency and effectiveness to achieve the objectives of industrialization.

Focusing on what is important

Automation and lower vertical integration are valid means of achieving these goals. You will not find a single automotive manufacturer that produces its headlights in house because it is simply not a part of their core process. The IT department can also choose to outtask certain aspects of its work to further boost the effectiveness of its service delivery process. This is based on outtasking concepts that allow for a more granular breakdown of services than traditional outsourcing strategies would. The automation of IT-related operational processes can usually be achieved with only little effort. Products that aid the IT automation are available on the market in a number of different varieties. Accounting-related processes, however, are mostly left unconsidered because they haven't left theoretical stage yet. ERP systems that are tailored to the needs of IT departments do not exist yet, but preparations are already underway. SAP, for example, is working

on a solution for its Enterprise Support customers that is to be developed in cooperation with Realtech. The objective is to fuse infrastructure management, application lifecycle management, and various ERP disciplines into a whole. These are the kind of solutions that will bridge the gaps on the road towards IT industrialization.

Where do we stand today?

We are still on the brink of the industrial revolution in the world of IT. And although IT managers are aware of the implications, they don't have the necessary experience and proven software tools and often lack the time needed to make basic preparations. Companies that still want to align their IT with industrial processes should start out by consolidating their IT landscapes. This includes shutting down applications that are not being properly used as well as simplifying and documenting existing interfaces. Depending on the type of system landscape, it may make sense to pursue a one-vendor strategy with respect to databases and operating systems. The idea on which this is based: simplification and standardization are the initial driving force of industrialization. As these technical issues are being tackled, companies can also begin to draw up concepts for the definition of roles and the future structure of the organization. These concepts will then automatically yield the core processes within the IT department and the level of vertical integration for its own organization. This is followed by the specification of process steps, the development of a sourcing strategy, and the selection of the appropriate tools. This seems to be a simple and reasonable enough path to achieving these goals. But in reality, things are different: in the beginning, industrialization is happening inside the minds of IT managers – and that is the biggest hurdle that needs to be overcome.



Configuration Management Database (CMDB)

CMDB-based infrastructure management

IT departments are using CMDBs to efficiently manage their enterprise-wide IT infrastructure. Companies today need a CMDB to deal with the ever-increasing complexity of IT landscapes and new technologies.

By *Benedikt Kantus, Product Manager, Realtech*



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IT landscapes today comprise a wide variety of different components that go beyond traditional hardware and software. Anyone who wants to manage their IT from start to finish must take into account the non-technical aspects such as documents, contracts, users, or cost centers. This is where the configuration management database (CMDB) comes in: it enables IT organizations to effectively manage and efficiently operate their entire IT landscape. The CMDB rests upon an asset and inventory database that contains all components as well as the technical and organizational details of the IT infrastructure. As opposed to a simple asset and inventory database, a CMDB is also capable of displaying the relations between assets. It tells IT organizations which application server is running on which database server or which users are working with which SAP system or printer. This allows them to assess the impact of scheduled changes on devices and users before they are implemented. Likewise, a CMDB also accelerates problem diagnosis and resolution because it documents the relationships between components.

Professional IT infrastructure management

Ein einfaches Beispiel verdeutlicht, A simple example illustrates the merits of professional IT infrastructure management. It can be compared to managing a fleet of vehicles: companies always keep track of the vehicles they own and their whereabouts. Fleet managers know the status of every vehicle, for example „reserved“, „in repair“, or „with employee“. All business-related details, such as leasing rates and remaining terms are safely stored. This gives companies a reliable overview

of their fleet and the related financial aspects.

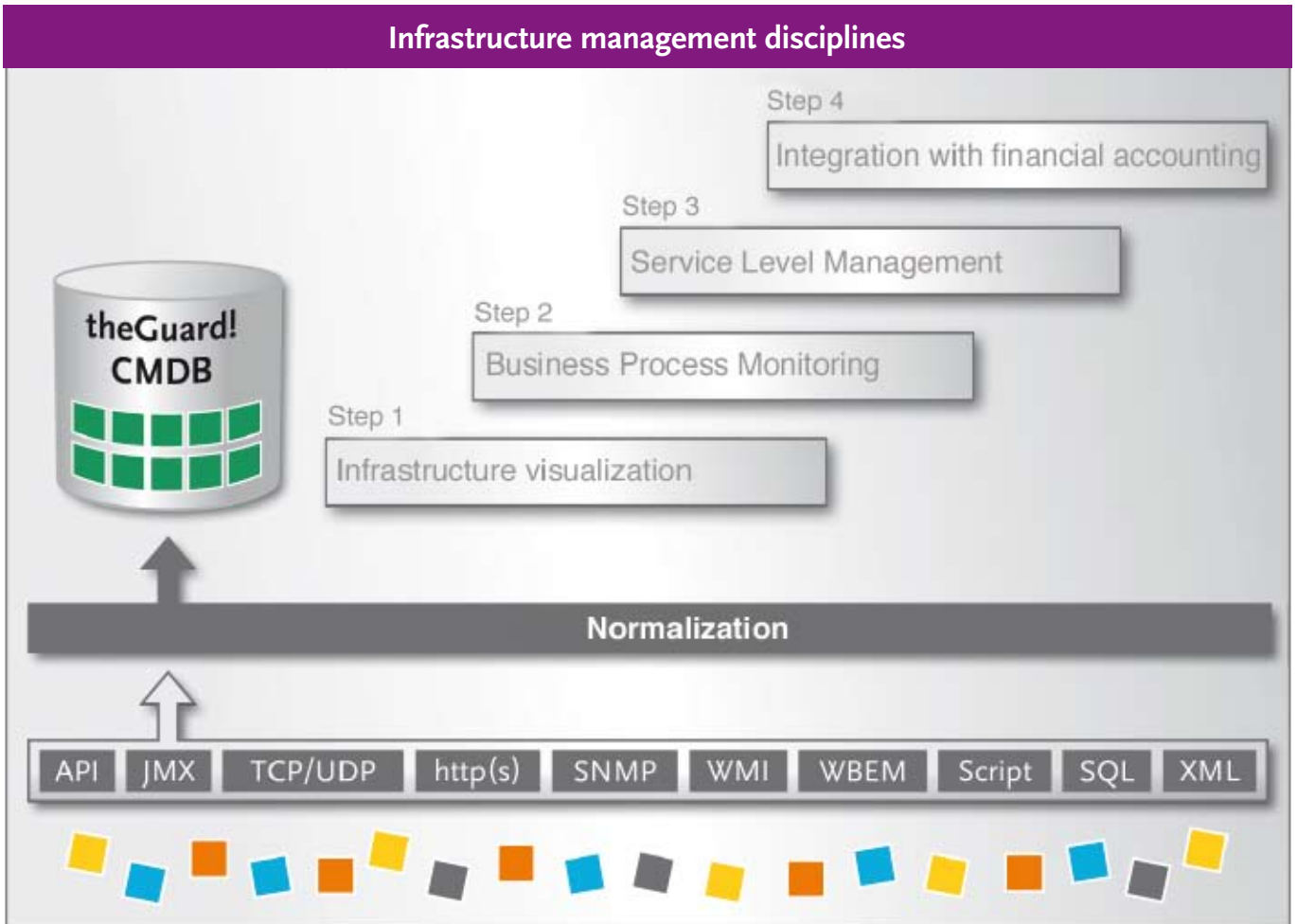
Their vehicles are usually professionally managed. Experience shows that in many organizations this doesn't hold true for the IT infrastructure, which provides the foundation for the majority of business processes. The introduction of a CMDB with automated discovery tools helps IT departments streamline the efficiency of their infrastructure management and cut cost. It also puts them in a position that allows them to demonstrate their value contribution. CMDB-based infrastructure management offers the following benefits:

- **Transparency:** It keeps track of the infrastructure components. The automated discovery will also display previously unknown devices that are not yet managed by the IT department.
- **Standards compliance:** Greater transparency makes it easier to detect and correct any deviations from a standard. Over the short-to-medium term, this will reduce technical problems and maintenance spending.
- **Reliable integration between the infrastructure and other processes, e.g. change management, incident management, or support.**
- **Service level management through archived status monitoring.** This allows for IT service costing that takes into account utilization and consumption.
- **It is now possible to integrate financial accounting processes:** financial data (value, purchase price, depreciations) is available for every asset and can also be used by other solutions like SAP.

More than just displaying the infrastructure

The CMDB has to cover and enable a total of four different functional disci-

plines that build on one another and are introduced one at a time to provide a data foundation. IT infrastructure management is not just about visualizing the IT environment. But detecting and displaying all available devices and objects is still considered one of its main purposes. In order to effectively display the infrastructure, it is advisable to also visualize the relationships and assignments between objects. The availability monitoring for the systems and networks is based on the management of the system landscape. This constant monitoring makes it possible to respond to failures by generating related alerts and informing the IT professional in charge of the situation. By intelligently correlating monitoring data, companies can now also monitor entire business processes. Infrastructure management is thus making a valuable contribution to ensuring uninterrupted business operations, covering both technical as well as business-related aspects. The third step comprises measuring past availability or performance within the context of service level agreements (SLAs). The objective is to document IT services rendered. SLAs are the foundation that allows IT departments to allocate the costs of availability and performance and to demonstrate its performance to internal and external customers and to invoice them accordingly. With this step, the costs of the IT infrastructure can be allocated to the appropriate cost center which affords companies better visibility into their cost structure and the value contribution of the IT infrastructure. The fourth step comprises the integration of the CMDB into the financial accounting processes. From an accounting perspective, the infrastructure is comprised of assets that have generated costs, are depreciated over a certain period of time, and have a current value. Combining this information with



The CMDB covers four functional disciplines that build on one another and are introduced one at a time.

the technical information is the logical thing to do as it contributes to making the infrastructure more transparent, not just from a technical and business-related perspective but also from a financial one. This allows companies to run their own IT department like an independent business.

CMDB: technical implementation

The technical implementation of CMDB-based infrastructure management requires careful planning. The following should be taken into account:

- **Automatic asset discovery.** The automatic discovery of assets or infrastructure objects, also known as auto discovery, allows administrators to identify the individual devices and objects that are available throughout the enterprise and to incorporate them into the CMDB. As opposed to an agent-based discovery approach, which in some cases can collect more information on an asset, an agentless approach can detect a wide variety of devices and deliver information without the need to install an agent beforehand. This makes more

sense for the automatic population of the CMDB because the objective is to map the current situation. Agentless discovery relies on standard protocols such as SNMP, WM, and WBEM and a large number of other protocols and obtains the data directly from the management information base (MIB) of the devices.

- **Data normalization.** In order to provide the infrastructure management with data that comes in a comparable format, this data will have to be normalized once the detection is complete. This step makes sure that the data is consistently displayed and summarized for overview and reporting purposes. Following the normalization of the data in the CMDB, the infrastructure management is able to detect, for example, that two CPUs with 2.0 GHz and 2048 MHz are running at the same clock rate and model the representation and search results accordingly.

- **Data federation.** IT landscapes today are often spread out geographically and in some cases even span multiple continents. Creating a central inventory of all assets would therefore make little sense. Another option is to rely on distributed instances of CMDB. These work independently of one another in their

respective locations where they create an inventory and populate the CMDB. If these individual geographical units have local IT administrators of their own (and in the sense of infrastructure management also financial accounting employees), they will be provided with an end-to-end view of their assets. The data then needs to be combined and consolidated in a central location to obtain a global overview. Infrastructure management will then also be available both locally and centrally, just like the general business management processes.

The infrastructure data captured in a CMDB provide the foundation for efficient IT management. The technical and business-related information allows companies to manage their internal IT organization like an independent business. The prerequisite for this is that they implement the four core disciplines of infrastructure management that build upon a CMDB: inventory creation, monitoring, historic measuring, and integration with financial accounting. This enables the IT department to allocate costs to the appropriate cost centers and document its value contribution within the enterprise.



New SAP Solution Manager in 2011

SolMan: what to expect?



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Maybe you have heard it too? 2011 will see the launch of a new release of SAP Solution Manager. To make it easier for customers to plan the right time for their upgrade, the following will give an overview of the three main development areas of the latest release.

By Dr. Matthias Melich, SAP

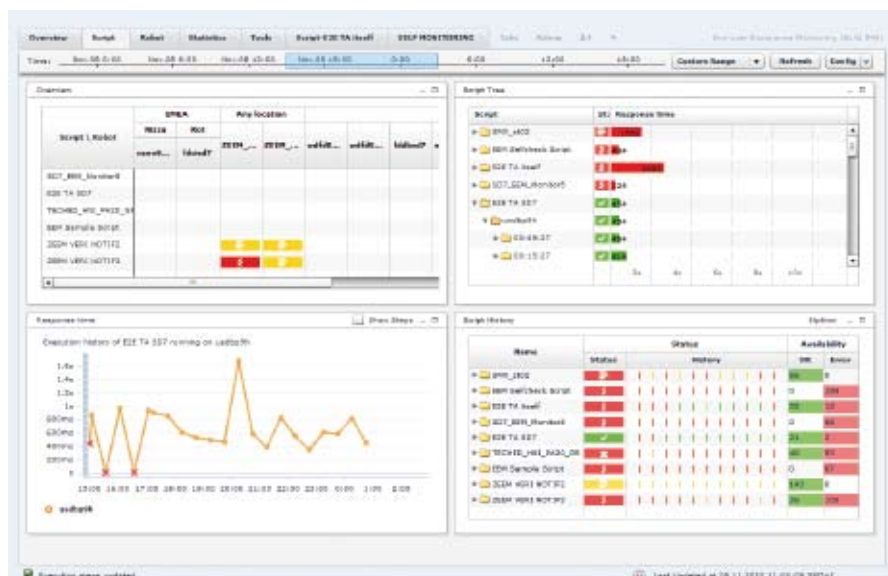
In the past, many customers have criticized that SAP Solution Manager (SolMan) is well suited to support the components in a single solution. But when it came to using the tool for the overall solution, including all third-party software that interacts with the SAP components, or even for the entire IT landscape, there was always the perception that SolMan was good „only for SAP“. This often resulted in customers buying and running other tools. This is unfortunate, especially considering that SAP strives provide medium-sized business with the necessary application management features through its SAP Enterprise Support in SolMan. A closer

look at the reasons for this assessment reveals two aspects that seem to prevail:

1. Poor usability: Customers argue that the screens are accepted by the SAP community but not by other user groups within the company.
2. Lack of (technical) support for non-SAP components: Customer argue that SolMan only supports SAP technologies while leaving out everything else.

As a result, SolMan was often left unconsidered in the evaluation of possible solutions and never made it onto

the shortlist of potential tools. The objective of the new release is to significantly reduce technical limitations in order to counter the lack of visibility in product selection processes and to spare customers the need to invest additional money in features that are already contained in SolMan through SAP Enterprise Support. The problem management and resolution process is an excellent example for this. With its completely redesigned service desk, SolMan is delivering a state-of-the-art interface that allows customers to improve acceptance levels even outside the company's SAP population. What's more, the E2E alerting and monitoring features of the new SolMan release provide SAP Enterprise Support customers with an infrastructure that allows them to set up an availability and business process monitoring solution across all of their technologies that is integrated with their „root cause“ analysis and service desk processes. This allows them to overcome the technological barriers of the CCMS infrastructure that exist today. SolMan can now be used for monitoring and alerting purposes, but also for the entire problem management and resolution process across all solutions.



As part of the E2E alerting and monitoring, the new release of SAP Solution Manager will give Basis administrators a user interface that allows them to quickly drill down from business process-related warning signs to the technical cause behind it.

The three main development areas of the new SolMan release:

- SolMan can be easily used for the overall solution (as opposed to „only“ for SAP)
- Greater openness towards partner products
- Improved usability

Easy application to the overall solution

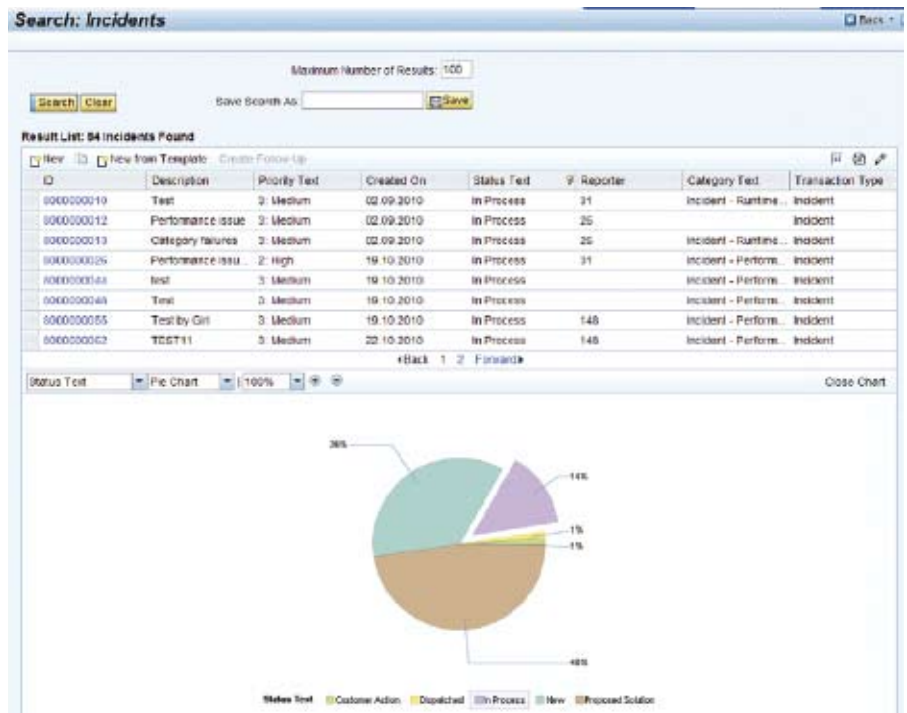
In addition to the technical aspects mentioned, it is also the expanded license terms that show that SAP is making it easier for its customers to use SolMan for their overall solution. Medium-sized SAP Enterprise Support customers can, for example, use SolMan as a general IT ticketing tool without having to pay additional license fees. This is possible because SAP has expanded the license terms of the service desk to include all third-party software components and IT assets that are used in combination with the SAP business processes. If, for example, a customer is using mobile devices for order entry purposes, SAP CRM and ERP to process these orders, a third-party database to store its data, and printers to print its delivery notes, then all of these components are part of the SAP customer solution and therefore do not have to be licensed based on the SAP price list. This means that the service desk can be used as part of the SAP Enterprise Support with no license cost involved. An SAP Enterprise Support customer with licenses worth approximately €1.5m can easily save more than €100,000 as compared to third-party service desk solutions. This is another compelling argument in favor of using the new SolMan release for the overall solution.

Greater openness towards partner products

Another criticism that is frequently voiced is the fact that in the past, customers have invested in management software and are now reluctant to write this investment off and use SolMan instead. To say it clearly: this fear is unfounded. SolMan is already tightly integrated with third-party tools such as HP Quality Center. This gives SAP customers the opportunity to use third-party tools and SolMan together. SAP will continue to pursue this path with the new SolMan release under SAP Enterprise Support. The following two examples illustrate this:

- Integration with IBM Rational
- Integration with Realtech infrastructure management

The integration with IBM Rational testing software gives customers the opportunity to, for example, better test in-house developments that were developed with IBM WebSphere and are intended to enhance their SAP solution. This is possible because, with the latest releases of SolMan and IBM Rational Quality Manager, IBM and SAP are offering their joint customers a tight in-



The latest release of SAP Solution Manager provides IT support employees with a Web-based service desk interface that can be easily tailored to the individual needs and areas of responsibility of the different support workers.

tegration between both tools under the SAP Enterprise Support program. Furthermore, the latest release of SolMan will also be integrated with the infrastructure management components of Realtech's theGuard! suite of products. This allows SAP Enterprise Support customers to seamlessly combine the SolMan data on processes and system with Realtech's infrastructure management solution. This makes it easier for SAP Enterprise Support customers to use SolMan as their central IT service desk solution because the service desk can access the configuration items in Realtech's infrastructure management. The corresponding integration packages are scheduled for the second half of 2011 and can be obtained through SAP.

Improved usability

The redesign of SolMan „screen performance“ is another central element of the new release. Here, two aspects are of particular importance: making it easier for SolMan users to do their work through better usability and allowing the SAP community within the enterprise to establish SolMan as the central IT tool. The following examples serve to illustrate what SolMan users can look forward to:

- CIO dashboards: These dashboards have been newly developed to allow IT managers to use the data on the SAP customer solution contained in SolMan to better control their IT.
- E2E monitoring and alerting: E2E monitoring and alerting was designed spe-

cifically for Basis administrators that are responsible for the performance and stability of the SAP solution.

■ IT service desk: The service desk is a central tool for the resolution of incidents and collaborative troubleshooting within the SAP and partner support network.

Looking at these examples, one can easily see that SAP is addressing a wide range of user groups. The strictly role-based approach and design of the user interface in SolMan reflect this fact. The new interfaces were carefully aligned with the needs of the individual role owners: SolMan provides IT decision-makers with an interface that is tailored towards performance indicators, analyses, and graphical navigation, allowing them to quickly and intuitively grasp complex concepts.

Conclusion: there's one for everyone!

This overview of the main development areas of the upcoming SolMan release shows that it has many improvements and enhancements in store for SAP Enterprise Support customers. In addition of the examples cited here, SolMan will also include a large number of details that have been improved and refined and were inspired by suggestions made by different user groups. SolMan thus contributes heavily to the ability of SAP customers to make the most of their investments in SAP Enterprise Support.

About REALTECH

REALTECH AG is a full-service company specialized in SAP consulting and a software provider with a focus on business process and IT service management. REALTECH is a committed and reliable partner that customers turn to for the design, implementation, optimization, and operation of their SAP solutions. REALTECH has also created its theGuard! software, a leading suite of products for the enterprise-wide management of heterogeneous IT infrastructures and of multi-site IT service processes.

The combination of in-depth SAP expertise, strategic process consulting, and vendor-independent IT service management software set the global player far apart from its competition.

REALTECH AG, headquartered in Walldorf, Germany, is listed on the German stock exchange and generated revenues of EUR 61.7 million in 2009. Today, more than 2,200 customers worldwide have chosen REALTECH solutions.

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