



HP BTO software: Optimize
the business outcome of IT
White paper



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Executive summary

Information technology (IT) is a critical part of business operations. Nothing gets made, sold, bought, shipped or accounted for without IT's involvement. Accordingly, companies have invested billions of dollars in IT infrastructure to run the applications that run the business—and the risk of an application failure is material. The integrity of a company's applications is equal to the integrity of the business.

Now, IT executives have greater responsibility and accountability to their organizations than ever before. Corporate executives and boards of directors no longer view IT as a maintenance and support function, but as a business unit responsible for the success of the overall enterprise. They expect the same level of reliability, integrity and economic return from IT as they do from other parts of the organization: credible, predictable, reliable business results.

This requires a shift from managing IT projects to delivering business outcomes. IT executives must be business leaders first, and technology managers second.

Enter HP business technology optimization (BTO). HP BTO software enables a lifecycle approach to IT management by aligning and automating key processes across critical IT functions, including strategy, applications and operations. Companies around the world are adopting HP BTO software to drive business results for a wide range of functional IT initiatives, including business service management, IT service management, quality management, project and portfolio management, and service-oriented architecture (SOA).

The strategic shift: from managing IT outcomes to optimizing business outcomes

Historically, IT organizations have spent most of their budgets on building applications and managing associated infrastructure. In spite of these costs, most IT departments have had little connection with or visibility into the business outcomes these tasks produce.

Today, it's no longer acceptable for technology executives to focus on IT outcomes alone. Why? Because good IT outcomes don't equal good business outcomes. Business outcomes are not about more features or fewer bugs. An IT project may be delivered on time and on budget, but the application may deliver little value to the business. The code may be bug-free, but the business process still may not meet the needs of the user. A router may run at "5 nines" of availability, but the user still can't access an application.

Today's enterprises are completely reliant on IT to drive business value. Software applications drive 90 percent of mission-critical business processes. The reality is, you can't book an order, manage your inventory, provision a new employee or close your books at the end of the quarter without IT. What counts today is how quickly and cost-effectively IT organizations can deliver high-quality applications and SOA services that produce business results.

Forward-looking IT teams are leading this shift. Specifically, technology executives are implementing BTO software to lower IT costs, speed delivery time and reduce IT business risk.

Optimizing the business/technology lifecycle

Today, more and more enterprises are realizing that increasing the business value of technology requires a focus on key areas of the business/technology lifecycle. These areas include project and portfolio management, application and infrastructure management, and change management.

The decisions that need to be made at these mission-critical areas are defined by a set of questions technology and business leaders must make together. When answered correctly, these questions help ensure that business and IT are in full alignment with what the enterprise needs and what IT must deliver.

"Are we working on the right projects?"

In order to establish whether or not the right things are being done the right way, IT organizations must be able to clearly identify and prioritize projects and activities that provide the most business value. If you're addressing these issues, you need to establish a clear business case, and your IT executives must be willing to decide which in-flight projects to keep and which to kill; which existing applications to support and which to retire. New projects must be considered within the context of all others and stack-ranked against those already in progress. Evaluating whether or not a project is being done right requires IT to provide credible, predictable business results. With visibility and buy-in from management and the business, trust will be built at the point where IT and business intersect.

“Are we building what the business expects?”

IT executives must ask themselves if the projects they are working on will produce the right business outcomes. In order to do so, you need to establish an agreement between IT and the business to clearly understand what outcomes are expected. Establishing such an agreement requires your IT organization to be in full alignment with the business, so it can provide reliable, cost-effective, repeatable outcomes.

“Will the business process work?”

It's not enough anymore for IT to invest merely in building more applications or functionality. What's needed now is a commitment to investing in testing, or determining which applications are functioning at the level the business requires. In order to establish whether or not an application will work, IT teams are employing activities such as functional and business process testing to help ensure the intended outcome of business processes.

“Will the application perform and scale?”

Not only must the automated business processes produce intended business outcomes, but IT must also be concerned with whether or not the application will scale in the intended way. IT must be confident that an application will perform the way the business expects it to under load conditions that reflect real-world scenarios. This requires performance testing to help ensure that the application will perform and scale as expected.

“Are our business services available?”

To address the status of business applications or understand the business impact of outages and events, your IT leaders need the ability to proactively monitor both the application and the infrastructure. At the same time, ensuring the availability of business services entails a shift to an end-user focused, business-centric approach to application management. Through this approach, business objectives and end-user requirements drive business service-level priorities.

“Are we mitigating the risk of change?”

There are two types of changes IT must be concerned with: planned and unplanned. In a planned change, IT must set up an efficient process and approve changes based on the interdependencies between applications and the infrastructure to avoid change collisions that disrupt service levels. Unplanned changes are more disconcerting. They require IT to proactively monitor the application and infrastructure to quickly determine what changes affect service levels in order to reduce risk and cost. This entails managing change across the lifecycle, from pre-production to production.

HP BTO software: addressing the needs of all IT stakeholders

HP BTO software is purpose-built to answer these questions and help ensure the business outcome of IT. Unlike software offerings and methodologies that focus only on internal IT processes, HP BTO optimizes the strategic functions between technology and business.

HP BTO software allows you to establish a lifecycle approach for key cross-functional priorities such as change management, application performance and problem resolution. This approach automates processes from end to end and enables cross-functional teams to share information and best practices to make more informed business-critical decisions. By doing so, it helps to ensure that IT investments always deliver positive business outcomes. In addition, BTO supports an integrated lifecycle approach for SOA governance, quality and management.

HP Software's comprehensive portfolio of integrated, best-in-class solutions meets the needs of all IT functions, from IT strategy (the CIO and CTO offices) to IT applications and operations.

HP BTO software for the CIO office

HP BTO software helps bridge the gap between IT and lines of business to ensure that key initiatives are fully aligned with business goals and priorities. It helps CIOs optimize decision-making by giving them visibility into all the demands being made on IT, all projects and resources, and the rollout of strategic changes across the enterprise. It also helps them automate the processes and controls required to run IT like a business. HP BTO software for project and portfolio management offers transparency regarding IT priorities, initiatives and investments. In addition, it supports quality programs and process control frameworks such as Six-Sigma, CMMI and COBIT by automating best practice processes and providing the information required for continual improvement.

HP BTO software for CTOs

HP BTO software optimizes SOA initiatives with lifecycle offerings that span SOA testing, management and governance and enable businesses to improve reuse, reduce defects and meet service level-agreements. This lifecycle approach treats steps in SOA deployments as integral parts of an iterative cycle, rather than discrete functions performed by separate teams. It helps teams work together more effectively; understand and meet end-user performance requirements; and cut cost, complexity and deployment timeframes.

HP BTO software for IT applications

HP BTO software optimizes application quality, performance and availability to help reduce the time, cost and risk of application delivery. It makes it possible to automate functional testing, standardize quality management, and keep management informed. It integrates existing quality processes, and through dashboard technology gives IT executives visibility into exactly where application quality stands. This includes whether requirements have been tested and satisfied, tests have been executed, or defects have been found and resolved.

HP BTO software for IT operations

HP BTO software optimizes the IT infrastructure and the performance and availability of applications in production. It helps to enable IT operations to find and resolve problems before they impact end users and to implement changes quickly while making sure they are managed according to business priorities. This real-time view of applications and infrastructure helps enable quicker response times and allocation of appropriate resources—increasing the value applications deliver to the business. It includes integrated applications and a business dashboard for performance and application monitoring, system availability management, service-level management, configuration management, application mapping, diagnostics, and problem resolution.

Lifecycle solutions: the integration of optimization

HP BTO addresses key IT lifecycles, including:

Change and configuration lifecycle—HP BTO software helps minimize the risk of both planned and unplanned changes to your business. It ties together a number of key initiatives across IT strategy, applications and operations—initiatives such as demand and portfolio management, quality assurance, business service management (BSM) and ITIL/IT service management. In IT strategy, it automates the consolidation of all change requests and then automatically forwards the relevant application changes to your QA team for functional testing. It also assesses the impact of changes before they are rolled out—first, before the design and

development process and, second, before production to confirm the business impact and to detect any collisions with other pending changes. In operations, it can detect unplanned changes and production defects and feed that information back to IT applications to continuously improve the QA process. The result is increased quality of change, reduced costs and accelerated time to market for new application and services.

Availability and performance lifecycle—HP BTO software helps ensure that business services are available and perform to agreed-upon service levels. It ties your performance validation initiative within IT applications to your BSM, ITIL/IT service management and consolidated operations initiatives within IT operations. In pre-production it allows you to validate performance more quickly and effectively by using load and error scenario information generated from real-user behavior captured in production. In production, you can proactively identify the most business-critical problems and prioritize them for resolution to minimize any disruption to the business. And you can set and monitor SLAs based on KPIs and scripts used in the performance validation process. The result is you can speed the delivery of services and the resolution of production problems.

Conclusion

The HP BTO lifecycle approach helps bring IT efforts into full alignment with the business to ensure IT organizations are working on business priorities and delivering maximum value end to end. HP's BTO software automates key processes across critical IT functions, including strategy, applications and operations.

Companies worldwide are adopting HP's BTO software to drive business results for a wide range of functional IT initiatives, including business service management, IT service management, quality management, project and portfolio management, and SOA.

HP BTO software helps you make the right portfolio decisions, deliver high-quality applications and services, manage service levels, monitor service availability, identify and resolve problems, manage change, and monitor assets and infrastructure.

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