

The Journey to Cloud Computing – An increased role for IT Service Management

Virtualisation of data centers and the journey to cloud computing is transforming IT and is expanding the role for IT Service Management.

IT Service Management professionals attending the 2010 Australian itSMF conference will have an essential role as organisations enter the cloud.

In this brief, Transform ICT will use the VMware Customer Value Journey Framework to discuss the steps an organisation can take to move towards cloud computing.



This brief also illuminates the role for IT Service Management in this transformation ladder.

IT as a Service – The Cloud Computing Destination

To start, it is important to provide a definition of cloud computing. **Cloud computing** is an approach to computing that leverages the efficient pooling of on-demand, self-managed virtual infrastructure, consumed as a service.

Organisations will transform to cloud computing as a journey, and all worthwhile journeys start with the destination in mind. The cloud computing destination is IT as a Service. IT as a Service is a new way people will interact with and consume what computing provides. A service will be requested regardless of whether it is your marketing department wanting to directly interact with customers smart phones, model market research at the end of each month on pay per hour infrastructure or provide an email account to a new staff member.

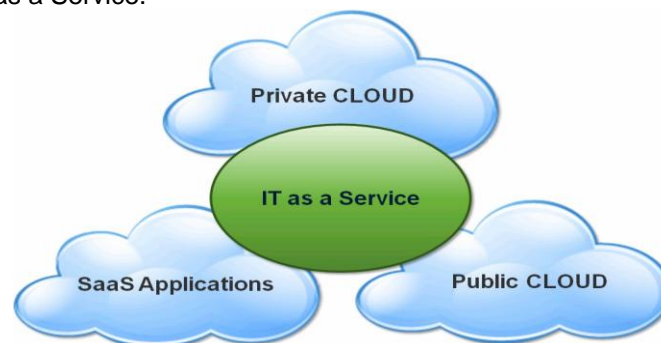
Most organisations will achieve IT as a Service with a **hybrid cloud** model, as shown in the diagram below. The hybrid cloud model consists of :

SaaS Applications, typically a CRM application;

Private Cloud, exemplified by an ERP system on virtualised infrastructure within the organisation;

Public Cloud, exemplified by an engineering application utilising external on-demand infrastructure.

These three clouds deliver IT as a Service.



The Hybrid Cloud Model

An environment that provides IT as a Service and offers business agility will need the disciplines of ITIL V3 Service Lifecycle management. A change in requirements from the business will initiate tasks for Service Strategy, Service Design, Service Transition, Service Operation and Continual Service Improvement.

The destination, IT as a Service, has been defined, now to the journey and its roadmap.

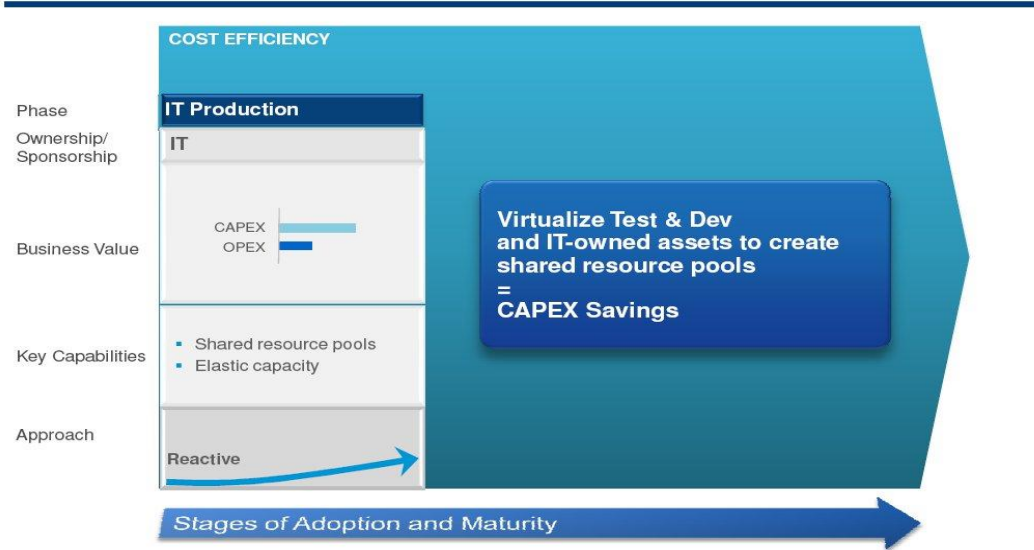
The Roadmap to Cloud Computing

This transformation journey has three stages in its roadmap, identified by VMware customers:

- Stage 1 – IT Production
- Stage 2 – Business Production
- Final Stage – IT as a Service

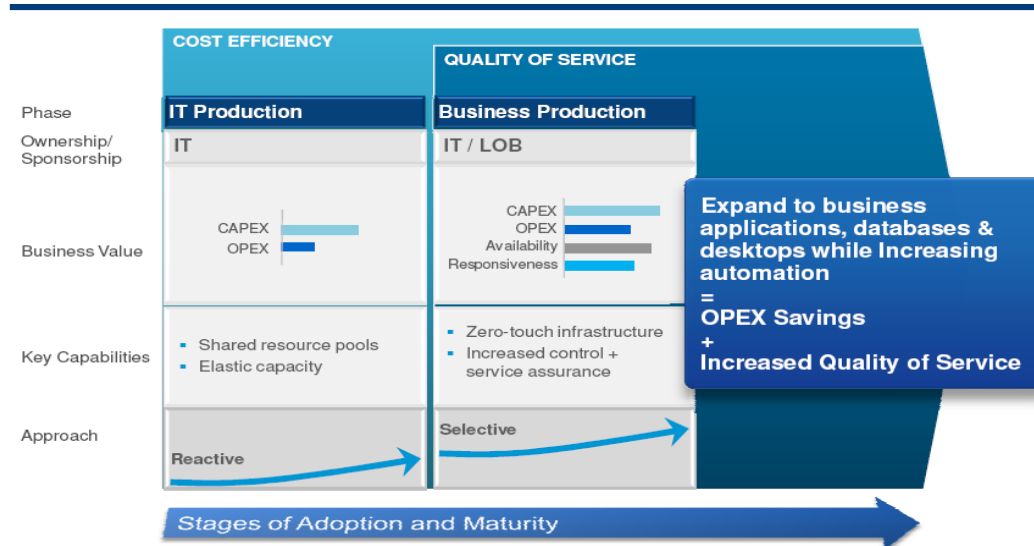
Stage 1 - IT Production – Development and test systems are a logical early candidate for virtualisation along with the systems owned and managed by IT. A level of 30% of x86 servers being virtualised is commonly reached.

The Transformation Journey



Stage 2 - Business Production – During this stage mission critical line of business applications are moved to internal virtualised infrastructure. Cost reduction and the ease of providing disaster recovery capability are key benefits. These drivers are off set by the business system owners concerns about performance, uptime and risks associated with lack of direct control.

The Transformation Journey

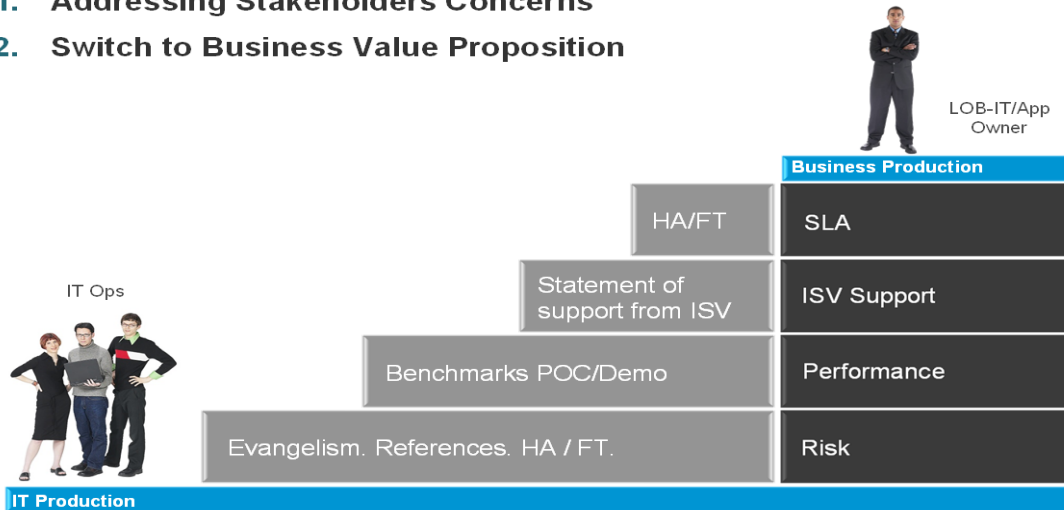


At this stage an organisation needs to involve their IT Service Management team. It quickly becomes apparent that the existing service catalogue for the business service is inadequate in the new environment. Often the current infrastructure has been chosen based on transaction benchmarks and known metrics for the particular application.

Moving to the virtualised infrastructure often means new methods of collecting metrics. These may be a combination of end user experience monitoring, service level and availability management. Services need to be measured and managed or the service catalogue becomes meaningless.

Business Production - Business Inflection Point

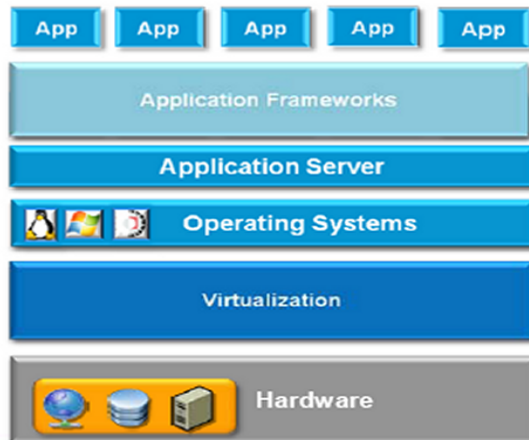
1. Addressing Stakeholders Concerns
2. Switch to Business Value Proposition



Processes around change and release management are affected. It may be easier to do the work when applications can be moved off a platform with vMotion but impact assessment for RFC's and ensuring the consistency of release process for large numbers of virtual machines is more complex.

Chargeback is no longer tied to a procurement process for the infrastructure. Tools will provide machine utilisation information but processes are required to apportion labour costs where infrastructure effort is no longer related to a discrete platform.

Virtualization Separates Infrastructure and App Management

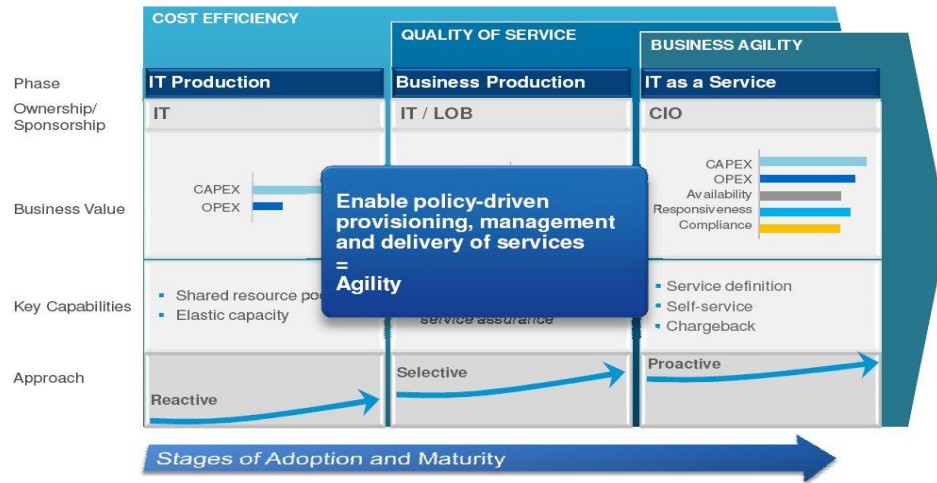


- Application lifecycles are managed independently of infrastructure
- Infrastructure dependencies are replaced by smart infrastructure that translate App SLAs into policies
- Infrastructure capacity is tiered and managed through a consolidated and strategically planned process
- Infrastructure operations management is minimized with automated “plug-n-play” rather than ad hoc manual processes, and “replace rather than fix”

Concerns at this stage focus on ensuring the quality of service for applications is maintained. Quality of Service (QoS) is a term that has been used for a long time in telecommunications networks. The split between the infrastructure and applications provided by virtualization is introducing for server and storage infrastructure a business model traditionally associated with data networks.

Final Stage - IT as a Service – Virtualisation and private cloud infrastructures increase the agility of IT. On demand services utilise policy driven provisioning and a high level of process automation. The result is that IT can respond quickly to business opportunities and focus on driving business results.

The Transformation Journey



There are clear advantages for IT to be seen as being responsive, agile and able to deliver strategic IT enabled products and services. Research has shown that IT organisations that can deliver strategic business value have larger budgets and more new projects.

Summary

For experienced service management professionals the journey to cloud computing in the 2010's will feel much like the journey to adopt ITIL in the 2000's. IT is undergoing a transformation, processes and automation to achieve high and consistent levels of service will be more important than ever. IT Service Management has another major driver in your organisation.

About Us

Transform ICT is an international alliance of IT Service Management specialists focused on improving IT operational performance. Virtualisation and cloud computing will have a big impact on over the next few years on internal IT organisations. Traditional approaches to service management must evolve to harness the benefits of this paradigm shift. Transform ICT Alliance partners have an in depth knowledge of IT Service Management best practice and delivering increased IT value through better business process. We also understand the technology and have an enviable implementation track record. Transform ICT Alliance partners will work with you to achieve your service management goals on the transformation journey to IT as a Service.

For more information please contact a Transform ICT Alliance partner on

USA 800 296 1782

UK +44 203 479 7900

France +33 1 45 36 44 81

Netherlands +31 36 539 19 55

Belgium +32 3 633 37 85

India +91 998 558 5680

Australia 1800 179 303

New Zealand +64 9 309 9400

www.transformictalliance.com info@transformictalliance.com