

IT Services Management Service Brief

Business Impact Analysis

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Introduction

A primary focus of IT Service Management (ITSM) is the application of IT best practices (founded in ITIL) to enable IT to be a more effective service provider across the enterprise to satisfy the organization's business requirements.

Although managing the IT infrastructure itself is a necessary component of most ITSM solutions, it is not the primary focus. Instead ITSM addresses the need to align the delivery of IT services closely with the needs of the business. This involves a transformation of the traditional *Business - IT paradigm* into one that is process-oriented, proactive, and enterprise wide. This service provider paradigm encompasses IT best practices using the perspectives of people, process, technology, organization, and integration.

Within this ITSM service provider paradigm there are several focus areas such as business objectives, service level objectives, and technology infrastructure that along with other areas play critical roles in the ITSM methods and best practices.

In today's world, where information is the heart of any organization, companies need to guarantee the successful recovery of computer resources and the continued processing of critical data even in the face of disasters. Many companies, having recognized that need, wish to determine the major systems and functions that must be recovered should a prolonged and indeterminate loss of the primary data center occur. In addition, they wish to know the operating, financial, legal and regulatory effects of such an interruption and how to reduce those possible adverse effects.

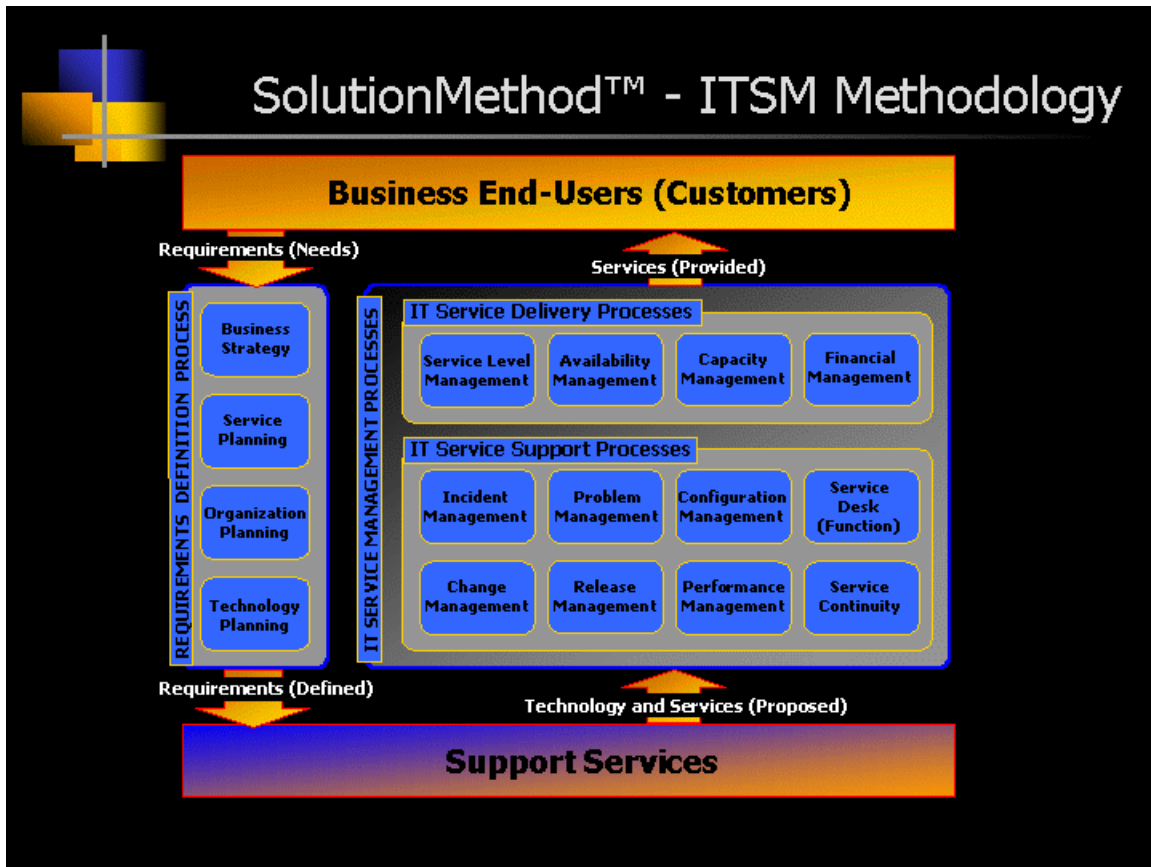
SolutionMethod™ - A Roadmap to ITSM

SolutionMethod™ describes a service methodology framework for ITSM that is based on ITIL best practices. The focus of **SolutionMethod™** is to enable service, its delivery and management. It is an iterative methodology that has multiple entry points but most typically begins with business end-users/Customer requirements and concludes with a qualification and quantification of services provided to satisfy those requirements both tactically and strategically.

This evolutionary approach enables organizations the ability to adaptively integrate best practices based on their specific maturity level and priorities.

SolutionMethod™ employs a phased approach to ITSM that consists of assessment, architecture and design, planning, implementation, and support.

With each phase 5 perspectives of people, process, technology, organization, and integration are evaluated.



The high level goal for ITSM *structure* encompasses the following:

- 1) Determine the current, existing IT infrastructure, processes, and services
- 2) Develop a desired future state of IT and the services it needs to provide
- 3) Architect a "roadmap" that depicts how to get to the desired state from the current state
- 4) Determine the steps needed to execute the "roadmap"

The **SolutionMethod™** ITSM *framework* for each of the ITIL Service Delivery and Service Management areas is a 5 phase model:

- **Assessment** - determine the current state and begin to collect and understand the metrics for the future desired state
- **Architect and Design** - develop a mature design for the future state
- **Planning** - develop those plans necessary to achieve the future desired state in a phased evolutionary fashion

- **Implementation** - implement and deploy the plans within IT and across the enterprise to achieve the future desired state
- **Support** - manage, maintain, and improve the future desired state being able to adaptively integrate enhancements as needed or required

Within this *framework*, **SolutionMethod™** effectively enables managing IT, as an enterprise wide, service oriented entity comprised of 5 separate and distinct *perspectives*:

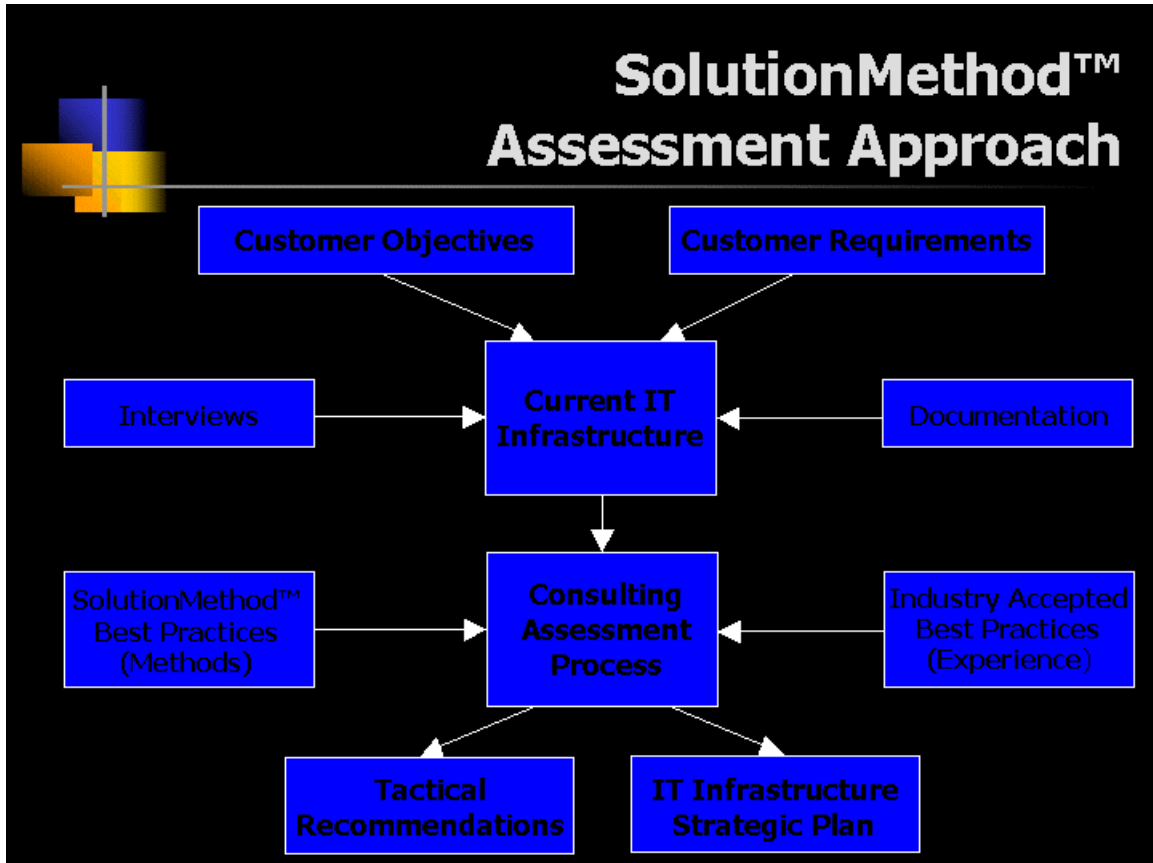
- **People** - quantity and quality of expertise and knowledge
- **Process** - IT and organization specific practices, procedures, guidelines, etc. and the level of complexity and sophistication of them
- **Technology** - total logical and physical technology infrastructure that consists of hardware, software, communication networks, applications, DBMS, etc.
- **Organization** - internal and external business factors that affect IT, how IT and the organization interface, what is the organizations "corporate culture", what are the organization's direction and how does that affect IT
- **Integration** - how is IT integrated within the business model, what services does IT provide, how are the services provided, and how are best practices employed within IT

Scope and Objectives

The scope of this Business Impact Analysis Service is to assist companies in reviewing their computer applications to determine criticality and recovery sequence. In addition, interviews will be held with a maximum of fifteen users of the Critical applications to obtain required information. The objectives are to produce Disaster Recovery documentation and a written Business Impact Analysis and recommendations.

Approach

The SolutionMethod™ approach depicted below is used for this Business Impact Analysis service.



The high level approach for this Business Impact Analysis will be to understand the customer's business and IT environment while educating them in Disaster Recovery Planning and in the Business Impact Analysis portion of that effort.

This service utilizes proprietary questionnaires, forms, and templates in the delivery. As such, Applications Development personnel will complete appropriate questionnaires, followed by interviews with "key" users of the critical systems and the completion of the Business Impact Analysis forms.

As a final step, the delivery consultant will write a summary Business Impact Analysis report and present this information to customer senior management.

This Service involves raising the awareness of Disaster Recovery Planning in the company (if required), identifying their critical applications, documenting those applications and through IT Support and end user personnel interviewing, identifying the operating, financial, legal and regulatory effects that would occur should a prolonged and indeterminate loss of their server environment or data center occur. In addition, the priority and sequence of restoration is determined and the requirement for a full Disaster Recovery Plan is assessed. Finally, a Business Impact Analysis is presented to management that contains the impact of the critical systems being down for certain periods of time, the estimated effects of such interruptions and recommendations for reducing those possible adverse effects.

This BIA Service is conducted through multiple visits to the customer, following the Visits Plan and the Recommended Project Plan, both adapted to fit the situation. While the visits show distinct timing and the number of visits, they can be combined or split up depending on the situation. Although, a good portion of the effort will be accomplished at the Customer site, additional work must be done in preparation for and after each Visit. The Customer's Disaster Recovery Planning Coordinator (or acting Coordinator) assists in the BIA effort and is responsible for on-site coordination.

After joint development of the sequence of recovery for the critical systems and resources required, the Business Impact Analysis report is written and presented to senior management. A recommended plan and cost to continue to develop and test a full Disaster Recovery Plan can be included if the results of the BIA indicate this is required.

Deliverables

The deliverables result from supplying proprietary questionnaires, forms, and templates in conjunction with subject matter expert guidance in conducting the Business Impact Analysis. In addition, interviews with the "key" users are conducted jointly with the appropriate Company's personnel.

The deliverables for this Business Impact Analysis are:

- 1) Presentation of Disaster Recovery Planning awareness
- 2) Documented Application Systems Questionnaires
- 3) Records of the interviews, with assigned criticality
- 4) Documented resource requirements for the critical systems
- 5) A written summary Business Impact Analysis including impact of the critical systems being down for certain periods of time, estimated effects of such

interruptions and recommendations for reducing those possible adverse effects

- 6) Presentation of the Business Impact Analysis
- 7) Recommendations for continuing Disaster Recovery Planning using the results obtained during the assignment