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Choosing IT management tools that work for you

Considering IT maturity level is a critical success factor for IT management technology selection

IT organizations are buying IT management tools for the wrong reasons. To select technology that's fit-for-purpose, first work out what fit-for-purpose really means (hint: fit for purpose also means fit for the future).

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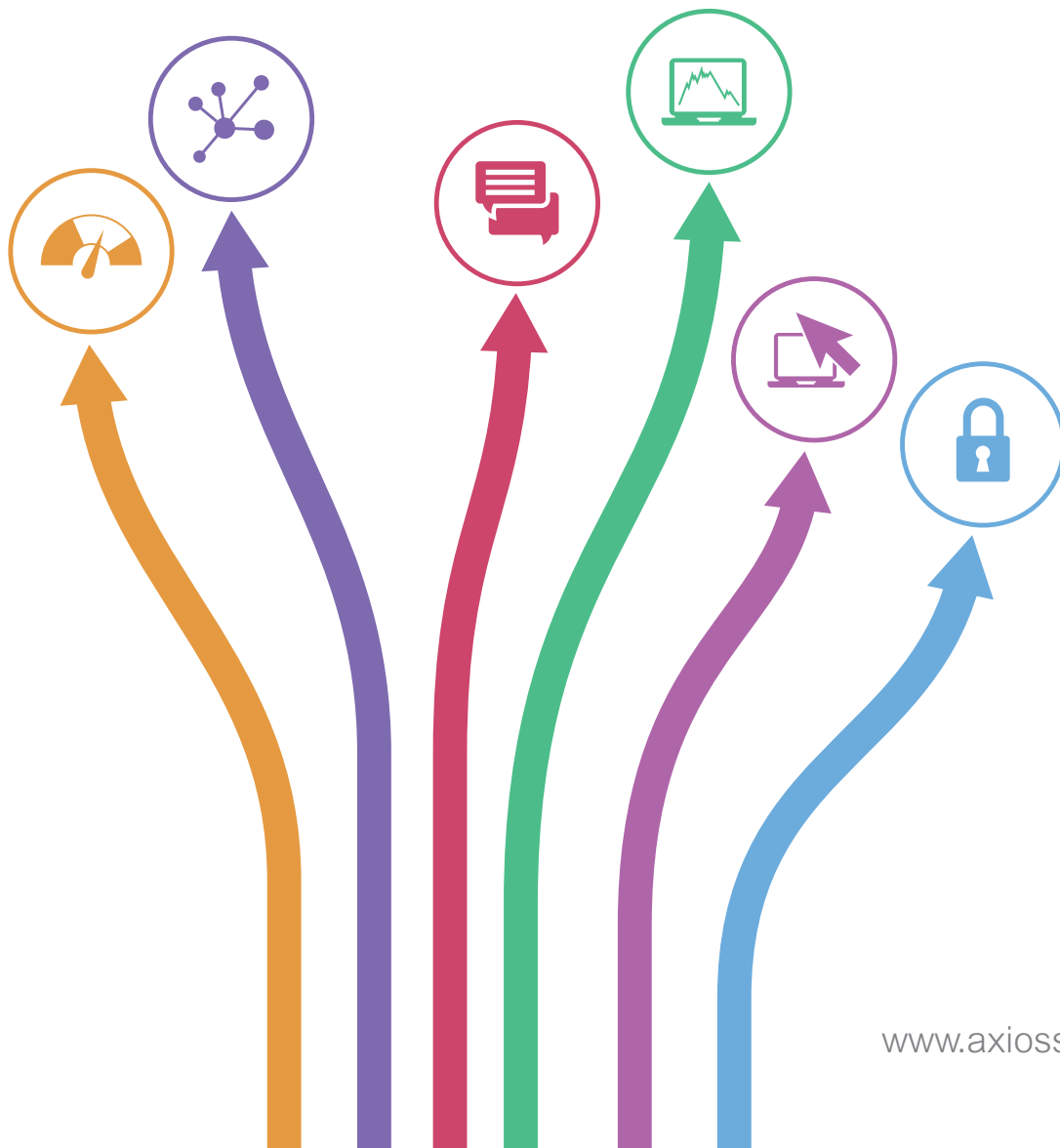
Executive Summary

According to research firm Gartner Inc.,

"based on client inquiries, we have noticed, on average, IT organizations replace their IT service support management (ITSSM) solution once every five years. In addition, through 2018 we predict that 90% of IT organizations will select a particular ITSSM tool because of a promoted feature that they will never actually use. On analyzing the nature of the drivers for replacement, we find that tools are not switched because they lack features and functionality, but primarily because they were purchased for the wrong reasons."[1]

Inevitably, today's solutions become tomorrow's headaches and the cycle begins again.

Be objective about what you need

Research firm Info-Tech explains:

"It is easy to be distracted by new and flashy features, but it's more important to stay focused on the core requirements your organization needs to improve service management."[2]

When we look at the trends behind IT maturity, we see that average maturity levels have remained stagnant for the best part of a decade.

IT organizations are not improving maturity because they are not thinking in terms of maturity—the mindset is still focused on the technical level. Too many times, this technology-first approach influences the buying process. Organizations quickly discover that tools are not "fit-for-purpose" because the purpose was never clearly defined.

Consider IT management solutions in the context of IT maturity

An IT maturity framework will help you answer questions — not just about tools but also the people, processes, skills, roles, policies, and management practices you need to put in place to build business-relevant IT capabilities (and, crucially, in which order you need to assemble them).

This whitepaper takes a pragmatic approach to assessing IT maturity and how to decide what "fit-for-purpose" technology looks like for organizations at different IT maturity levels.

"I&O's failure to assess IT maturity results in the acquisition of IT service support management tools that fail to deliver the anticipated value."[1]

Introduction

In the information age, business performance relies on IT excellence, which in turn relies on IT maturity. IT maturity comprises a broad set of capabilities — the general abilities of the IT organization to deliver outcomes, which are themselves founded on processes, practices, organizational structures, skills, knowledge, systems, data, tools, governance structures and policies, documents, and agreements.

When we view IT through the maturity lens, we see it as a portfolio of capabilities that can be measured, managed, and improved to establish IT excellence and a foundation for a more productive and innovative business.
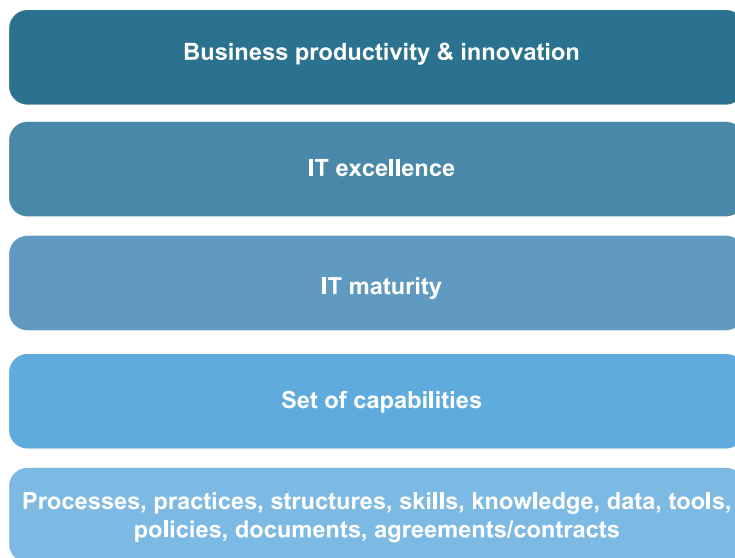
Business productivity & innovation
IT excellence
IT maturity
Set of capabilities
Processes, practices, structures, skills, knowledge, data, tools, policies, documents, agreements/contracts

Figure 1: IT maturity in the context of business performance and IT operations management

Is high IT maturity possible?

IT maturity levels among organizations have typically stagnated halfway up the five-step ladder. Organizations are largely stuck below a "glass ceiling". No matter how hard they push, the next step seems out of reach. Most often, it's not the latest toolset innovations that will gain them the most traction (cutting edge product features tend to benefit higher maturity IT organizations who are ready for them).

Most organizations need to be realistic and focus on the basics. Using an IT maturity model to plot out a path to excellence is all about learning to walk before you learn to run.

There are many IT people who have come to accept constant firefighting as the norm — and to accept that average is as good as it gets. We

disagree, because every day we see organizations pushing through this glass ceiling to build more efficient, effective, and agile IT operations.

Why is it so difficult to choose the right IT management tools?

Choosing a new IT management toolset isn't easy. IT is a complex, multidimensional environment with many stakeholders and end-user groups; some with conflicting agendas. Grassroots-level requirements analysis — asking users for a wish list of features — can turn up hundreds or even thousands of requirements.

The buying decision is further complicated by the size of the decision team and overwhelming market complexity (with over 400 tools aimed at IT support alone[3]). Some vendors

prefer to dazzle buyers with the latest innovations, when that's not what most organizations really need. With different features appealing to different end-user groups, it's easy to lose sight of the initial drivers, the context, and the priority requirements.

IT Infrastructure and Operations (I&O) leaders need to zoom out and consider the core capabilities that they need the technology to underpin. An IT maturity framework can provide the focus you need to define the shape of a fit-for-purpose solution.

What does IT Maturity mean?

What is IT maturity?

IT maturity is defined by the collective set of IT capabilities; it's about what the IT department can do for the business. All businesses are different, so what "good" looks like can be very different between organizations.

Each IT department needs a specific set of capabilities to enable a platform for enhanced business performance. Thus, a mature IT organization is relevant to the needs of the business, operates efficiently and can flex to meet rapidly changing business requirements.

Low maturity IT organizations tend to deliver the wrong thing, slowly, and at an unacceptable cost — and fail to adapt quickly when the needs of the business change.

IT maturity models and assessments

An IT maturity assessment is a pragmatic measure of what IT can do — evaluating your strengths and weaknesses. This should always be assessed from the business perspective. How capable is IT in supporting the mission of the business? Do your strengths lie where the business needs them to be? Where are the bottlenecks? Where are the gaps that need to be filled?

The collective set of relevant capabilities an IT department exhibits represents the current maturity level. IT capabilities that don't contribute to business success can be considered as waste.

There are many industry analyst, consultant, and vendor IT maturity models — most are generic in nature and only of direct value if you want to benchmark your own IT maturity against other organizations. Leading organizations define IT maturity in a way that has a unique meaning to them; they create a custom IT maturity model. It is this customized view of maturity that naturally leads to a more developed sense of what IT management tools are required.

An off-the-shelf maturity model can be a good starting point for the conversation. Pick one, adapt it, and then stick with it so you can perform like-for-like self-benchmarking year on year — to demonstrate forward motion as you work through your IT maturity roadmap.

How do we gain maturity?

Current IT maturity is defined by the breadth and depth of relevant capabilities that make up IT operations as it stands now. Developing maturity means extending these capabilities to deliver new and better business outcomes, find new efficiencies, improve visibility and planning, enhance communication, and apply more agile mechanisms to make IT more flexible.

Having an IT maturity roadmap is a critical success factor to breaking through the "glass ceiling" and achieving higher maturity.

Culturally, IT maturity needs to become part of the mindset of IT (and the business) — and IT people must shed the idea that average is as good as it can get. Keep your eyes on the prize: shifting business objectives and the collective set of IT capabilities that are required to make them happen.

In this whitepaper, we'll look at the relationship between IT maturity and IT management tools — and how IT maturity assessments can provide insights into which product features will provide the biggest benefits at each stage of a multi-year IT maturity journey.
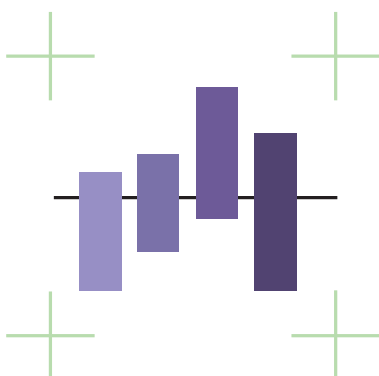
A maturity assessment is a snapshot of a point in time, so an old assessment is unlikely to reflect the current reality and will not serve the purpose of helping you align technology with current business needs.

Gaining a high maturity level "score" is not the end objective. It's business performance that counts.

The 5 level maturity model

The five levels of maturity stack up progressive layers of capabilities. Each layer is foundational for the layers above, with many dependencies—meaning there are no short cuts.

It takes time to embed the new processes, skills, behaviors, tools and relationships that underpin IT capabilities. According to Gartner, progression from one level to another can typically takes at least a year of effort[4].

Service quality / Delivery speed / Cost efficiency

Figure 2: The 5-level IT maturity model

Each level represents a capability plateau that has distinct attributes:

1 Awareness	2 Committed	3 Proactive	4 Service-aligned	5 Business partner
At the lowest rung of the ladder, the organization is aware of its chaotic state and that something needs to be done. IT capabilities are unstable and success depends on the effort and knowledge of individual technical "heroes".	At this level, IT operations are more process-oriented and, thus, more repeatable. Success depends on process adherance and adhoc collaboration. Level 2 is a stable plateau where IT can generally "keep the lights on".	The point at which an IT organization is recognized as "mature". At this level, IT has reached a tipping point from which a path to high IT maturity is accessible.	IT is a highly efficient internal service provider, offering a stable portfolio of optimized services.	IT is a trusted value-chain orchestrator and innovator for the business.

Maturity models often obsess over process maturity, but this is only one aspect. When organizations focus too heavily on process maturity they may exhibit highly developed processes and, yet, still fail to satisfy business expectations because other aspects of the maturity mix are weak. Gartner's ITScore for Infrastructure and Operations (ITSIO)[4] model *"assesses maturity across four critical dimensions of I&O: people, process, technology and business management, each of which consists of multiple maturity attributes. ITSIO returns maturity scores for overall I&O, each management dimension and each management attribute."* The importance of considering all four angles cannot be overstated.

IT Maturity and IT Management tools

Automation is essential for high maturity

IT maturity and IT management technology go hand-in-hand. To grow and sustain new capabilities in such a complex ecosystem requires automation; manual collection and processing of infrastructure and operations data simply isn't possible in anything but the smallest of organizations:

• Discovering thousands of infrastructure components

• Monitoring real-time system status alerts at a rate of many thousands per hour

• Managing dozens or even hundreds of process flows, many of which cut across teams

• Automating complex service delivery processes that involve integration with multiple system administration tools

• Hosting and managing a web and mobile portal for end-users

• Aggregating, analyzing and visualizing metrics and trends, based on millions of data points

• …and many more complex, data-driven and automation-driven use cases that simple cannot be executed manually.

Automation of IT operations activity at one maturity level is a critical success factor for achieving the next level, so technology is a necessary part of the jigsaw. Organizations must find sufficient efficiencies in their current operating model to create slack, develop new IT capabilities, and take another step up the maturity ladder. Thus, automation is an inherent part of any IT maturity journey.

Poor tech decisions can damage IT Maturity

There are no shortcuts to high IT maturity, but picking the right technology can accelerate your journey. Conversely, picking the wrong technology can hinder your IT maturity roadmap.

As IT organizations grow and mature, the technology on which they rely becomes naturally more complex. With a larger toolset footprint comes a larger application management overhead. IT organizations can become bogged down in administering, integrating, and upgrading a portfolio of management tools instead of focusing attention on pursuing the IT maturity roadmap.

This is one reason the Software-as-a-Service (SaaS) sourcing model is becoming so popular; less time

managing tools, more time managing capabilities and services.

Major changes to your toolsets during an IT maturity improvement plan are to be avoided. A rip-and-replace technology migration will not only destabilize current capabilities, but also inhibit forward motion on your path to the next plateau; the IT people you need to support projects will be tied up with implementation work.

Gartner states: *"Lapses (for example, due to organizational changes or changes in priorities) can result in significant delays in achieving the next level, or cause it not be attained."[4].* Many organizations discover this in hindsight, having failed to address future requirements as part of their initial technology selection process.
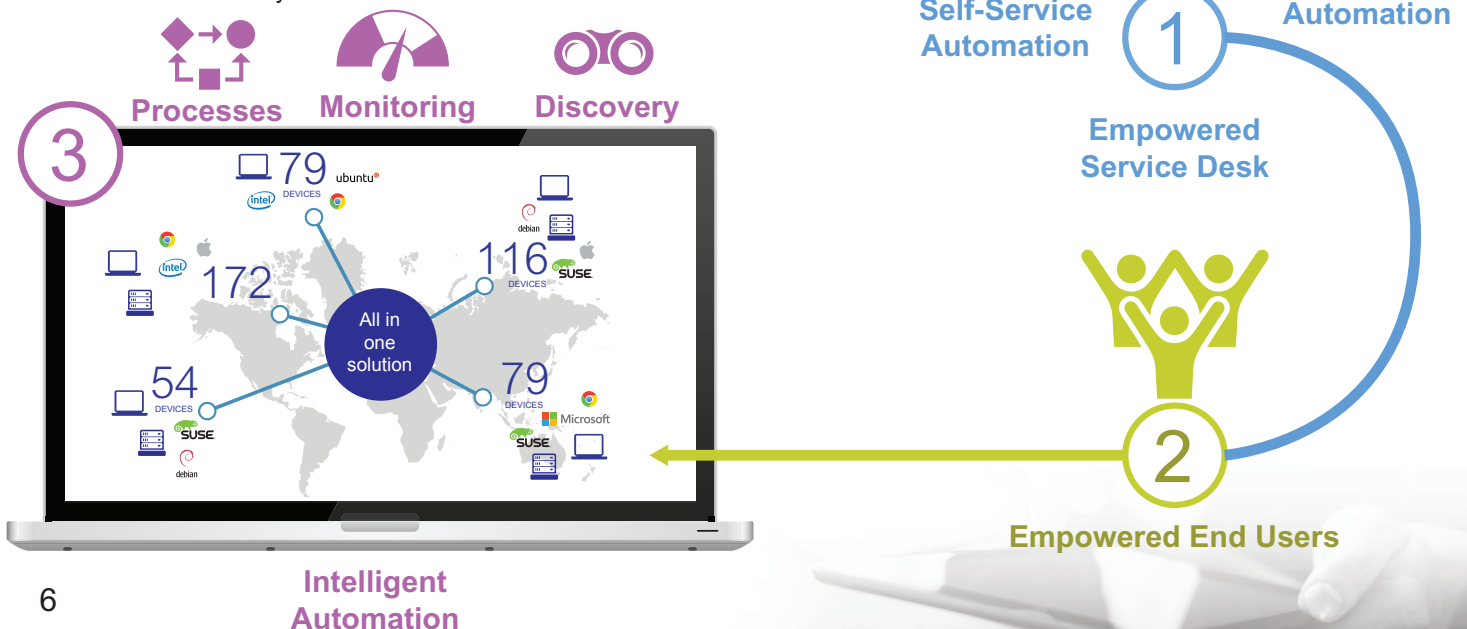
IT Maturity and IT Management tools *(Cont.)*

Making the right decision

Any technology purchase and implementation should have a clear purpose, mapped to business objectives. An IT management technology purchase should always be driven by an ambition to improve IT maturity — by building and improving specific capabilities that are in demand by the business.
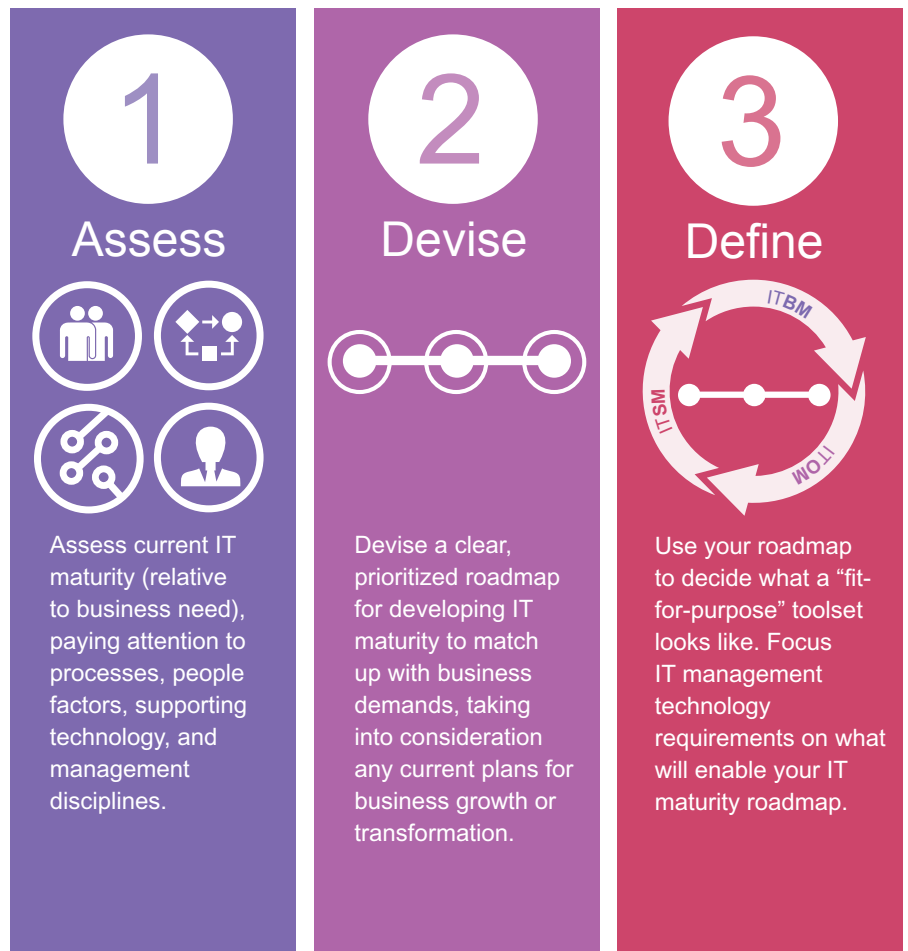
IT organizations need fit-for-purpose IT management tools. But how can you define what "fit-for-purpose" means? The definition is different depending on your maturity level (we will look more closely at the typical technology requirements at each stage later), so the process must begin with an assessment of current maturity and where the organization wants to go:

1. Assess current IT maturity (relative to business need), paying attention to processes, people factors, supporting technology, and management disciplines.

2. Devise a clear, prioritized roadmap for developing IT maturity to match up with business demands, taking into consideration any current plans for business growth or transformation.

3. Use your roadmap to decide what a "fit-for-purpose" toolset looks like. Focus IT management technology requirements on what will enable your IT maturity roadmap.

You might think "We're under pressure to make major improvements. We don't have time to assess maturity and then start looking at tools!" The truth is that you don't have time to do anything else. The overhead of a failed toolset implementation will put you even further away from where you need to be.

An IT maturity assessment needn't be a month-long process. If you sit down with a few IT colleagues to discuss the status quo and then discuss these capabilities with a handful of business stakeholders, a clear map of where you are and where you need to be ought to emerge.

As mentioned, it's important to have a view of IT maturity that works for your organization, but to help you on your journey we'll take a quick walkthrough of what IT organizations typically look like at each level of maturity and their typical requirements for IT management solutions. We'll start with Level 1 – Awareness.

1 Assess

Assess current IT maturity (relative to business need), paying attention to processes, people factors, supporting technology, and management disciplines.

2 Devise

Devise a clear, prioritized roadmap for developing IT maturity to match up with business demands, taking into consideration any current plans for business growth or transformation.

3 Define

Use your roadmap to decide what a "fit-for-purpose" toolset looks like. Focus IT management technology requirements on what will enable your IT maturity roadmap.

Level 1
Awareness

Where are we now?

Overview	Level 1 maturity (the lowest level) is chaotic and defined almost entirely by an infrastructure of legacy technologies and reactive break/fix IT workloads. IT people are well aware of the issues, but constant firefighting prevents any real progress toward a more stable, reliable infrastructure.
Attributes/Capabilities	With no formal processes in place and no visibility of the infrastructure, IT's capabilities are entirely reliant on the knowledge, experience and effort of individuals.
Infrastructure	A stratified mix of new and legacy technologies, based on mixed architectures that are fragile and difficult to integrate. Systems exist as data siloes, restricting the value the organization can derive from data.
Operations	Ad-hoc processes applied by different teams often contradict each other, with change conflicts and unplanned changes frequently causing more service disruptions. In the absence of collaboration between teams, IT professionals frequently reinvent the wheel in many different (but never optimal) ways.
End user satisfaction	★☆☆☆☆

How can we improve?

Processes	Leverage out-of-the-box best practices to get Incident Management under control, but assess process tools for flexibility to allow future adaptation to evolving business needs. Apply a rudimentary change process to prevent snowballing service disruptions.
Technology	Evaluate business relevance of systems. Retire redundant systems and supporting infrastructure. Consolidate remaining infrastructure to simplify support and reduce TCO. Implement standard builds for desktops.
People	Examine where skill shortages are hurting IT support and preventing infrastructure consolidation and improvement. Familiarize staff with best practices like ITIL® and COBIT. Encourage inter-team communication to unearth and leverage valuable tribal knowledge. Establish a Change Advisory Board (CAB) to evaluate change priorities and risks.
Management	Establish a multi-tiered Service Desk structure with the front line acting as a single point of contact for the business, and supported by specialist teams focusing on desktops, databases, applications, servers and other technologies. Identify and examine the most frequent issues which are impacting the business. Prioritize actions to resolve the most disruptive issues.

Typical technology requirements to achieve next level maturity

Incident and problem logging forms, web-based FAQs, end user self-logging forms, incident categorization topology, automated incident routing, automated asset discovery, systems monitoring, change control process, Service Desk dashboards, automated software distribution, patch management, basic end user satisfaction survey tools.

IT Management technology considerations

- Home-grown IT management solutions are not a viable option: purchase or rent the technology you need.

- When sourcing IT management suites, organizations should consider integration with their existing IT operations tools.

Level 2
Committed

Where are we now?

Overview	IT is still in reactive mode, but with basic processes in place, positive outcomes are delivered more quickly and consistently. Critical services and processes are owned and managed, with a commitment to improve.
Attributes/Capabilities	With firefighting greatly reduced, IT has more available time and budget to improve infrastructure quality, make progress with process improvement projects, and tackle the remaining foundational capabilities that will enable IT to reach Level 3 (proactive).
Infrastructure	Shared visibility of the infrastructure, coupled with a change management process, ensure sufficient infrastructure stability to significantly reduce the reactive support burden. Infrastructure consolidation and standardization have improved robustness, reduced the number of infrastructure faults causing incidents and support simplified analysis and resolution when faults do occur.
Operations	IT operations are largely process-oriented, with a system of record providing visibility of current issues and activities. This system of record captures a valuable source of repeatable knowledge, some of which can be "shifted left" and made directly available to the Service Desk and end users.
End user satisfaction	★★☆☆☆

How can we improve?

Processes	Introduce Configuration Management to protect and enrich infrastructure data, and apply integrated change-and-release. Devise a set of low-risk standard change processes that are pre-authorized to circumvent the CAB for fast-track execution.
Technology	Complete infrastructure consolidation and begin server and storage virtualization to enable a more flexible platform for applications and IT services.
People	IT staff are motivated by—and committed to—the prospect of transforming IT support to finally escape the break/fix rut. With a clearer idea of strengths, weaknesses and challenges, IT managers can plan out a program of staff training. Customer service training becomes a priority for the Service Desk. The mindset of frontline IT begins to shift to a service-oriented perspective.
Management	Establish a centralized IT operations command center, supported by 360 degree visibility of infrastructure status, support activity and IT project portfolio status.

Typical technology requirements to achieve next level maturity

Integrated incident/problem/change, advanced process workflow management, service request management, standard changes, end user service catalog, visual CMDB, impact analysis, infrastructure event correlation/analysis, knowledge management integration with the Service Desk, customizable role-based dashboards for service and process managers.

IT Management technology considerations

- At this stage, process integration, data sharing and internal communication become critical success factors. Tools need to act as silo-busters.

- ITIL processes work best when they collectively share and co-maintain a single CMDB. IT management solutions that are developed as a single application centered around a pre-integrated CMDB provide this benefit out-of-the-box. Solution suites that are constructed from acquired modules tend to lack tight integration between individual ITIL processes and the CMDB on which they operate, making rich data-sharing difficult.

- A toolset's ability to grow with you is important, but "anything is possible" platforms encourage over-customization, and organizations can fall into the complexity trap that drives a toolset reboot every 3-5 years.

Level 3
Proactive

Where are we now?

Overview	IT is a stable utility IT service provider. Stability is enabled through standardization of the infrastructure and the application of mature, standard processes. Through the establishment of a solid foundation and extensive automation to take the strain, level 3 is where IT begins to evolve more rapidly. With basic operations running smoothly, IT creates sufficient slack to proactively reduce TCO and apply automation in high-demand areas — releasing sufficient resources and funds for large-scale development projects.
Attributes/ Capabilities	IT operates on the basis of a broad set of very mature IT processes—shored up by well-established policies, embedded skillsets, IT operations tools and management practices. Services are of high quality and high availability. The vast majority of infrastructure changes are completed successfully and with minimal disruption to end users.
Infrastructure	Infrastructure is designed and managed to support efficient, flexible and robust service provision, with virtualization and architectural redundancy in place. Complete, real-time visibility of devices, systems (including virtual), and services ensure IT is no longer caught off guard by entirely avoidable issues.
Operations	IT operations as a whole is transitioning from a process-oriented to a service-oriented perspective. Support and technology groups co-operate and share data and knowledge to deliver outcomes for the business. IT leadership manage a prioritized portfolio of IT projects. Integration with financial disciplines is laying the groundwork for "running IT like a business".
End user satisfaction	★★★☆☆

How can we improve?

Processes	Begin extending the ITIL process footprint to cover the full spectrum of service lifecycle phases (managing the full lifecycle of services within the context of a strategic service portfolio). Continue to measure process metrics, but apply service-based metrics as tension metrics to ensure processes are not "over-optimized" to the detriment of service quality and the end user experience.
Technology	Migrate commodity services to specialist cloud providers to further consolidate infrastructure, reduce TCO and put the focus on services that differentiate.
People	Invest in more business-oriented and "soft skills" to empower IT people to work more productively with business stakeholders and end user communities. Introduce business relationship manager (BRM) roles to develop relationships with (and deep understanding of) the business units IT serves.
Management	Extend service management practices to other internal service providers such as HR, Facilities Management, Legal, motor pool and travel administration — folding their self-service functions into the end user portal to create a shared enterprise service portal.

Typical technology requirements to achieve next level maturity

IT financial management, chargeback, supplier/contract management, cloud service monitoring, end user experience monitoring, enterprise service management, advanced knowledge management, peer support, social IT collaboration tools.

IT Management technology considerations

To get to this stage of efficiency, organizations need to manage a much larger automation footprint (supporting more processes, data, users, etc.). At this stage, the effort required to migrate to a new toolset would be much higher than at levels 1 and 2, and this process would set back the IT maturity roadmap. The explosion of toolset complexity is one reason why IT organizations struggle to evolve past average maturity and why it is so important to think ahead when selecting IT management tools. One approach to solve for toolset complexity is to select an IT management suite with broad, native functionality; one which will carry lower application management overheads than a solution comprising a set of loosely integrated point solutions.

Level 4
Service aligned

Where are we now?

Overview	IT is a trusted service provider that can demonstrate the value of what it does. The IT department is recognized as supporting business productivity.
Attributes/Capabilities	End users now benefit from a seamless omni-channel experience, with any-time/any-place/any-device access to services and support via a mature digital portal — and the ability to switch between channels to source service and support in a way that best suits their current work context.
Infrastructure	Infrastructure is designed and managed for flexibility with little or no human intervention. Capacity management is automated, harnessing the elastic nature of virtual platforms to ensure high service availability. Development teams can instantly create and collapse their own dev and test environments, substantially decreasing time-to-market. Mature monitoring tools have visibility of physical and short-lived virtual assets.
Operations	IT is run like a business, with every aspect of operations under quantitative management. Costs are tracked precisely. Operational performance is monitored at a granular level. Service demand/utility (and thus business value) is tracked and can be attributed back to the business units that consumes it. End user satisfaction is monitored as a source of feedback and a KPI for IT.
End user satisfaction	★★★★☆

How can we improve?

Processes	Institute tight integration between development teams and IT operations, adapting and consolidating processes to form a single, clearly structured innovation process where all the constituent parts can see the whole process and understand the impact of what they do (e.g. developers see when a release has caused a spike in Service Desk calls).
Technology	Continually assess new technologies and architectures for their ability to balance advance reliability, agility and integratability, and reduce operating costs.
People	Co-locate IT people with business people to enable effective collaboration on business problems. BRMs and line-of-business technology experts frequently "camp out" or permanently co-locate with the business units they serve and advise, gaining a native level of understanding about the business frontiers and the challenges business people face. Periodically rotate developers into IT operations roles so they understand the downstream impact of their work.
Management	Fully embrace agile principles to deliver "minimum viable services" at the earliest opportunity and enable faster access to value (versus the lengthy waterfall process). Feedback from end users begins immediately, allowing improvement iterations to begin sooner. Risk of delivering inappropriate solutions is reduced. Rework cycles are reduced. IT is able to "do more with less". End user engagement and satisfaction are optimized.

Typical technology requirements to achieve next level maturity

Service Integration and Management (SIAM), DevOps, advanced voice-of-the-user programs, Kanban, service development scrums/release trains, gamification, service hackathons, advanced integration between knowledge management and collaboration/social IT tools.

IT Management technology considerations

- Managing a complex IT landscape comprising physical, virtual and public cloud elements requires powerful discovery, integration and monitoring/analytics technology which can federate and consolidate heterogenous data from multiple data sources.

- Truly integrated IT processes are difficult to achieve when the supporting tools aren't 100% seamless. When requirements change, cracks quickly appear at the seams (integrations need to be adjusted to keep elements talking to each other). Evaluate tools on the integrity of integration between process and the central CMDB.

Level 5
Business partner

Where are we now?

Overview	IT runs a slick operation: IT support (when it is called for) is accessed via web and mobile and the response is fast and effective. The main workload for staff is executing a portfolio of technology projects to improve business performance, eliminate costs, shorten time-to-market and enhance the end customer experience.
Attributes/Capabilities	IT is characterized by three key attributes: innovation, agility and efficiency. IT leads the innovation process, continually working to improve output and contract time-to-market. Processes, practices and platforms are geared toward high agility — a state of readiness to meet the needs of tomorrow, whatever they might be.
Infrastructure	Infrastructure combines fluidity and reliability. Automation monitors changing patterns of business demand and intelligently flexes the infrastructure to accommodate without human intervention.
Operations	IT operations are exemplary in terms of efficiency, exhibiting (and in many cases defining) the latest best practices. Business unit leaders adopt and adapt proven IT Service Management practices to improve their own operations.
End user satisfaction	★★★★★

How can we improve?

Processes	Business project portfolio management (PPM) is fully integrated with IT project portfolio management to reflect the technology-driven nature of the enterprise. Processes have reached a level of maturity where the organization runs out of published best practices to adopt/adapt and must continue to evolve processes based on a blend of statistical analysis and experimentation.
Technology	IT management tools fully integrate into business operations systems, providing cross-functional visibility.
People	IT people are integrated into the business at all levels, ending the divisive "us and them" mentality between business and IT people.
Management	Assess opportunities to move from "running IT like a business" to running IT as a direct revenue-generator, by commercializing highly valuable and specialized IT services for partners or for open market customers. The obvious example here is Amazon Web Services: initially an internal IT service that became a market offering. Making this shift requires close collaboration with sales, marketing and customer service.

Typical technology requirements to achieve next level maturity

PPM integration, ERP integration, Automated billing, PCI processing, integration with CRM and market automation platforms.

IT Management technology considerations

- At this level, your IT organization will have unique requirements which may not be fully serviced by lower-tier IT management tools. Select a vendor who can provide broad functionality, broad integration, and is quick to respond to emerging customer needs.

Conclusions

Technology is now front-and-center in almost every industry, and the IT group should be the driving force. However, lackluster performance defines the average internal IT group, which is now rapidly losing budget and territory to specialist outsourcers.

It is time for IT leaders to transform IT; to develop capabilities that are fit-for-purpose in the digital age — an age which demands agility.

In response to this demand, IT departments need to develop flexible strategies and adaptable capabilities — ones that reflect the need for a general state of readiness for change, not an operational model created to satisfy a historic snapshot of the organization's

demands. IT departments need to be not just "ready-for-now" but "ready-for-anything".

The key challenge is to respond to rapidly changing business demands while maintaining a stable, reliable, high performance infrastructure — balancing business-as-usual with business transformation to ensure uninterrupted employee productivity and revenue generation.

To deliver IT in such a flexible environment, there is no time for labor-intensive human work. IT groups need automation to maintain control over a fluid infrastructure where the complexity is beyond human comprehension, and support IT operations that can run in

sync with the pace of business change — a pace that is far beyond anything that has been seen before.

Recommended reading

How-to guide: Improving ITSM by leveraging user feedback

In this how-to guide, we look at how you can build a Voice-of-the-User (VoU) program to engage with the end user community, align services with user expectations and drive innovation to meet continually changing business demands. Available at: *http://forms.axiossystems.com/improving-itsm-by-leveraging-user-feedback*

More about how you can improve IT Service Management

A full list of service management resources — including whitepapers, videos, presentations and case studies — is available here: *http://www.axiossystems.com/resources*

Get in touch

To speak to a consultant about your IT maturity and how our consulting services and tools can help you improve IT and drive the business forward, go to *www.axiossystems.com*

About Axios Systems

Axios Systems is committed to delivering innovative IT Service Management (ITSM) and IT Operations Management (ITOM) solutions that help customers not only improve their infrastructure operations, but also enhance service delivery across business functions, including HR, Facilities Management and Finance.

Axios's enterprise software, *assyst*, including our top-ranked Service Catalog, brings to market the latest in real-time dashboard technology, social IT management, mobility, reporting, resourcing and forecasting. We offer a series of solutions and templates that enables an immediate return in customer satisfaction and cost reduction, including tangible business benefits to each of our clients. *assyst* is accredited for all 16 PinkVERIFY™ ITIL® processes, and Axios was the first vendor to achieve this within a single solution.

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"Axios Systems has a strong focus on process, innovation, support, and maturation of clients."[2]

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