

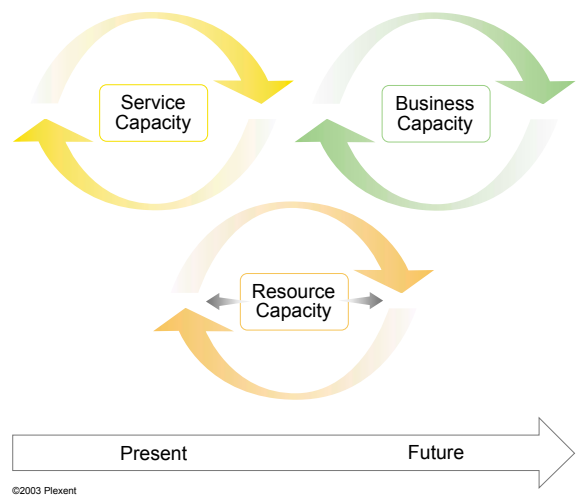
What is Capacity Management?
ITIL defines Capacity Management as:

... [processes] to ensure that cost justifiable IT Capacity always exists and that it is matched to the current and future identified needs of the business.

While many other Disciplines are focused squarely on the present, Capacity Management stands apart for two reasons. First, like quality, capacity should be considered at the outset, when requirements are being gathered, so it can be built into the service rather than added later. Second, Capacity Management should contribute to the Business Plan, with the Capacity Plan mirroring production forecasts in response to anticipated market demand. Both of these points require the ability to predict based on anticipated need and therefore they set Capacity Management apart from Disciplines that react primarily to input from users.

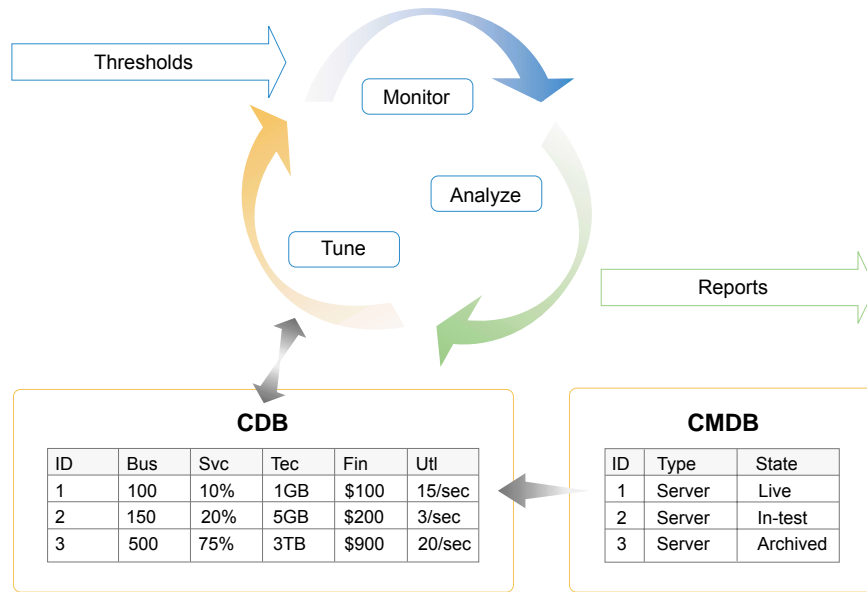
To accommodate the need to be both forward-looking and yet able to react to current capacity issues, such as those generated in response to an incident and highlighted by Problem Management, Capacity Management is actually composed of three sets of sub-processes: Service Capacity Management, Business Capacity Management, and Resource Capacity Management. As illustrated below, these sub-processes function together by focusing on a particular aspect within the context of a specific timeframe. Service Capacity is focused on the live, production environment and whether the targets within the Service Level Agreements (SLAs) are being met; context is the present. Business Capacity is focused on evaluating, planning, and implementing IT services to meet anticipated demand; context is the future. Resource Capacity is focused on ensuring the requirements of both the Service and Business Capacity sub-processes are met and therefore it must be able to satisfy both present and future needs.

What holds these three sub-processes together is that they use similar core activities to evaluate different subsets of the Capacity Database (CDB), in conjunction with other input, from distinct perspectives to achieve mutually supporting goals. As depicted in the following diagram, Monitor, Analyze, and Tune are



the three core activities common to the Service, Business, and Resource Capacity Management sub-processes. Configuration Items (CIs) within the Configuration Management Database (CMDB) are linked to records within the CDB where business, service, technical, financial, and utilization data relevant to capacity are stored. This information is then made available to the three sub-processes which evaluate it against predefined thresholds. These thresholds may be targets in SLAs or production goals from the Business Plan. Analysis is conducted and tuning adjustments recommended. Additionally, a variety of exception reports are also generated.

While the benefits of Capacity Management are clear, there are several potential pitfalls if not implemented correctly. First, there is the potential conflict between internal and external factors impacting capacity. For example, understanding that internal business requirements drive demand for IT services, which in turn drives workload and the resources necessary to satisfy those requirements, does little to address external market demand for



©2003 Plexent

the goods or services your company offers. Second, Capacity Management cannot fix design, implementation, or customer service issues. Finally, the gulf between expectations and feasibility cannot be bridged by capacity. To avoid these scenarios requires achieving a delicate balance between cost and capacity on the one hand, supply and demand on the other; Plexent can show you how.

The Plexent Approach

itDNA builds on the Capacity Management concepts outlined in the ITIL standard and, by leveraging our framework, Plexent can apply ITIL to your organization. If you are just getting started with Capacity Management you may need help setting up a CDB and linking it to the CIs within the CMDB. Or, perhaps you are looking to build more resilience into your IT services and not sure how to leverage the processes in Availability and Continuity Management with Capacity Management to get the most for your money. Whatever your Capacity Management maturity, Plexent can take you to the next level by bringing all of the pieces together.

Much more than just a framework, itDNA brings real-world tools and techniques to bear on your concerns. Backed up by itDNA's maturity models and rich, intellectual property knowledge base, Plexent's project management combines with proven policies and procedures to provide standardized services within the following Capacity Management Elements:

- Capacity Planning
- Business Requirements Analysis
- Performance Monitoring
- Capacity Monitoring

As discussed, better capacity forecasting through closer alignment with the Business Plan is just one of the benefits Capacity Management can bring. Because of its forward-looking nature, this Discipline also tends to move an organization from reactive to proactive as the habit of planning and anticipating becomes ingrained. Other benefits of a mature Capacity Management program include:

- Capacity cost baseline
- Fact based, timely upgrades
- Identification and removal of bottlenecks
- Improved understanding of capacity/performance relationship

Capacity planning should be viewed as an extension of business planning and therefore a key step to operating profitably. Capacity Management ensures you have the necessary IT services to produce, distribute, and market goods and services for your customers. Achieving the balance necessary to be successful can be difficult, but Plexent provides assessment services to get you started. Leveraging the intelligence in our itDNA, we can help you evaluate where you are today, where you would like to take your organization, and the surest path to get there.

® ITIL is a registered trademark of OGC.