

Apdex Performance Symposium

Session 53A – The Apdex Management Process

CMG International Conference
Reno, Nevada
December 7, 2006

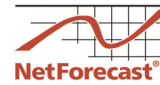


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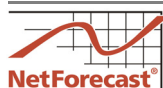
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Session 53A – The Apdex Management Process

Symposium Schedule

	Session	
8:00-9:00	50A	Defining Performance and the Apdex Standard
9:00-9:15		<i>Break</i>
9:15-10:15	51A	Applying Apdex to Your Enterprise
10:15-10:30		<i>Break</i>
10:30-12:00	52A	Tools to Measure and Improve Performance
12:00-1:30		<i>Lunch</i>
1:30-2:30	53A	The Apdex Management Process
2:30-3:00		<i>Break</i>
3:00-4:00	54A	Case Studies Using Apdex
4:00-4:15		<i>Break</i>
4:15-5:15	55A	Open Meeting of the Apdex Alliance

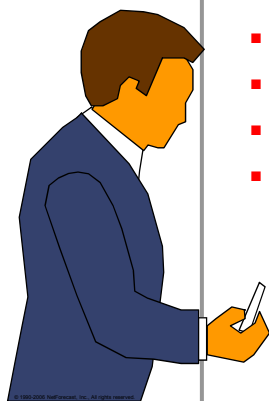
 *Technical Sessions*

 *Speaker Panels*

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The Apdex Management Process



- **Getting Started Correctly**
- **Defining an Apdex-Based SLA**
- **Successful Performance Management**
- **Linking Performance to the Business**

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Getting Started

- **Applying Apdex is a process**
 - The more you invest in the process the better the outcome
 - The more people you involve the better the outcome
- **Define a team of people that will implement Apdex**
- **Set a goal for the project, here are some examples:**
 - Apdex reporting for the IT organization
 - Apdex reporting for senior management (outside IT)
 - Apdex-based application management
 - Apdex-based vendor management
- **Understand that you are starting on a road towards better application management**
 - You do not have to get to a far destination
 - Set an important but reasonable goal

Baseline Where You Are

- **Determine how much the company really knows about application performance**
- **Document the business applications**
 - Get a short list of the important applications
- **Determine who are the stake-holders you will have to involve as the process evolves**
- **Have people anonymously rate the quality of application performance**
 - Key people inside and outside the IT organization perform the ratings
 - This will reveal the most important places to improve
 - Make sure you check with users in different parts of the world
- **Determine the tools you have that can measure response time**
 - Find existing vendor relationships that you can leverage
- **Document the state of affairs**

Asking People About performance

- **Observed Apdex**
- **Do not expect people to tell you about performance with an Apdex rating**
- **Use a simple scale to rate performance:**

Person Said	Equals	Observed Apdex
Excellent	=	0.9
Typical	=	0.8
Poor	=	0.7
Very Bad	=	0.6
Unacceptable	=	0.5

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Find a Good Application to Start

- **Do NOT even consider applying Apdex to all of your applications at once**
 - This will certainly be too hard and will fail
- **Find the application that is has the following attributes**
 - **Important to a business**
 - It may be good to focus on aggressive agile small business unit
 - **Likely to have performance issues**
 - **Users you can access**
 - **Ability to get a tool to measure the application task time**

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Have an Apdex Roll-Out Plan

- **Run planning sessions with team**
 - Start with the goals
- **Write it down**
 - This need not be a complex or long document
 - The document will "build" as the group meets on various topics
- **Get the word out**
 - Internal marketing of the Apdex plan
 - Use the marketing phase as a way to gather yet more input
- **Show progress early**
 - Make sure that there are aspects of the plan which can be implemented easily and in little time
 - Make or track early improvements to an application to show the effect or measuring and reporting
 - Periodically report on roll-out progress

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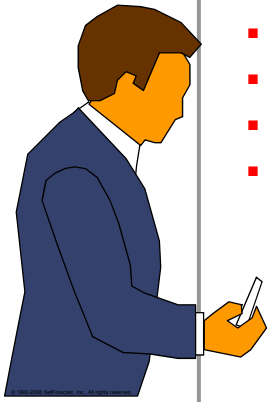
Major Process Steps

- **Educate the enterprise on application performance measurement**
- **Assess business goals that relate to user response time**
- **Identify business units and applications for initial implementation**
- **Establish measurement methodology**
 - What tools, where, when, collection solution
- **Establish Apdex reporting process, presentation form, and Apdex report publication schedule**

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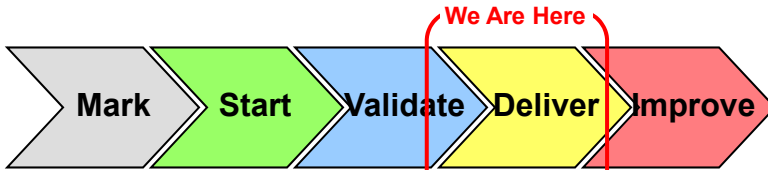
The Apdex Management Process



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Apdex Methodology



	Mark	Start	Validate	Deliver	Improve
Target T	T Markers	Initial T	Validated T	SLA Ts	
Report Group		Observed Users	General User Population	SLA User Groups	
Apdex Goal			Initial Apdex Score Data	SLA Apdex Goals	

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Using Apdex in a SLA

- **Service Level Agreements (SLAs) are an important IT management instrument**
- **An SLA is a negotiation among two parties**
 - Service provider
 - Service consumer
- **Often describe performance goals in terms that are meaningful to the service provider but not the service consumer**
- **Apdex can make a SLA really mean something to the business**
- **Apdex introduces a new language for the negotiation**
 - And it is an industry standard!

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When to Move to an Apdex SLA?

- **Do not jump to using Apdex for an SLA**
 - There are several conditions that should be met before moving to this level
- **You must be prepared for the SLA negotiations**
 - The application has undergone the Apdex Validation Phase
 - You understand the application very well
 - You have hard data on current performance
- **You have assembled a cross functional team that will participate in the negotiations**
 - Business manager who relies on the application
 - Representative of the user community
 - Various IT infrastructure representatives (data center, servers, network, etc)
 - Finance representative (money always enters the discussions)

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Assess Business Goals for Applicability

- **Service Level Agreements need to be aligned with business goals**
- **Define how application response time will effect revenue**
 - Better response time, shorter calls in call center, fewer agents
 - Faster inventory process, faster delivery of stock
 - Faster check out, faster check out process, happier customers
- **Define impacts on productivity**
 - User productivity
 - Factory, back-office processing, etc, efficiency
 - Transportation efficiency
 - Help desk calls

Apdex SLA Negotiation

- **There will be many factors that will come into the negotiation**
 - Apdex goals
 - Time of day when it applies
 - Penalties
- **Focus on the two key Apdex variables to be negotiated**
- **Apdex T**
 - By this time you have a verified T, start there
 - But the negotiation may change T
 - This is what we call the SLA T
- **Apdex Goal**
 - By this time, you have historic documentation
 - At least one month of real Apdex reports using the verified T
 - For example Apdex is operating in a a range of 0.75 to 0.85
 - Have the business criticality discussion, “How high should Apdex be for this application?”
 - But in the end, senior management may force a very hard SLA

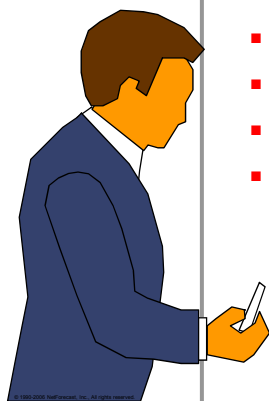
Delivering Service to the Apdex SLA

- All members of cross functional team need to understand reason for negotiated SLA and sign off
- Formal Apdex SLA Reports
 - You must be prepared to produce appropriate Apdex reports immediately upon the negotiated terms
 - You must stay objective in how and what you report
- Additional Information
 - If you think that there could be modifications to the SLA in the future
 - It may be wise to produce Apdex reports with other Ts or other Report Groups
 - This prepares you for the re-negotiations

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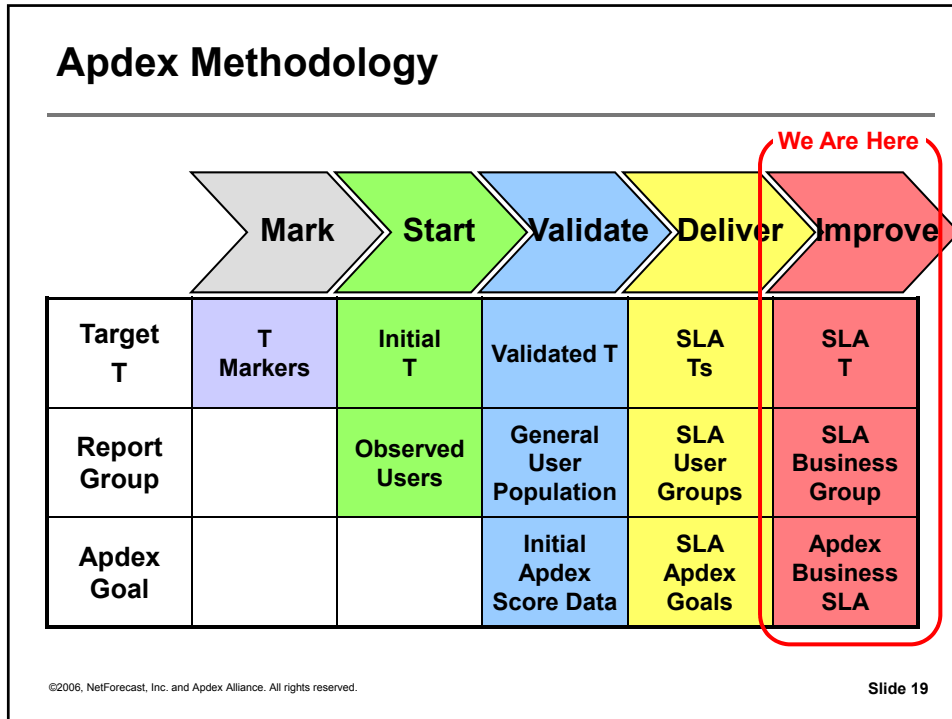


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Performance Management Value

- **Reporting application performance in a consistent standard way will change things**
 - Performance will improve
 - Balance among competing forces will be achieved
- **It will become a key element of making strategic decisions about**
 - Application performance testing during pre-deployment
 - Organization effectiveness
 - Vendor quality
 - IT investments
 - Changes to the architecture
 - New application selection

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Diagnosing Problems

- **Apdex is not a detailed diagnostic tool**
 - No drill-down into system components
 - You leverage your existing diagnostic tools for that
- **After Apdex is broadly deployed, it will become the first and last place to**
 - Discover a problem
 - Perform basic triage
 - Get the correct group in your organization working on the problem
 - Verify that the fix was successful

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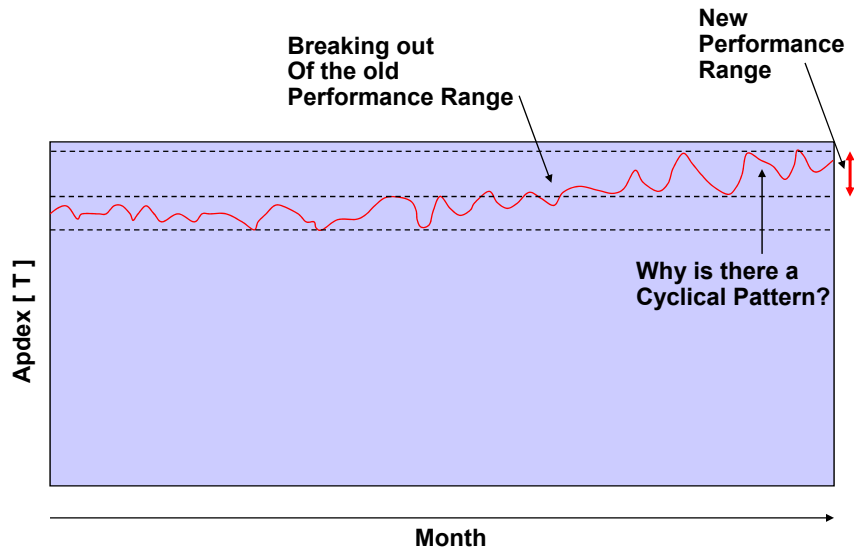
Long-Term Apdex Reports



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Long-Term Apdex Reports



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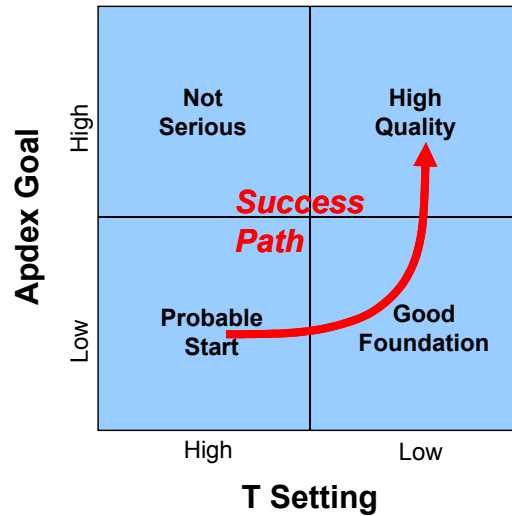
What Changes During Continuous Performance Improvement

- **Apdex T may be lowered**
 - If it can be shown to provide better productivity or other business value
- **Number of user groups change**
 - It is no longer so important to watch Chicago vs. Atlanta
 - It is more important to watch the X business function
- **Apdex goals collapse**
 - It is no longer acceptable to provide poorer service to overseas locations or partners
 - One Apdex goal for a business function
 - The Apdex goal may be increased towards 1.0

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Continuous Quality Improvement



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Innovation Diffusion

- Any good new idea can easily languish and never catch on
 - Apdex will need to be diffused throughout your organization
- “Diffusion is a process by which innovation is communicated through certain channels over time among members of a social system.”
 - From “Diffusion of Innovations,” by Everett M. Rogers
- You should plan to be the Apdex *change agent* in your organization

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Rogers' Five Keys to Success

- **Relative Advantage** – Innovation is perceived to be better than the status quo
 - Apdex reports show new information and provide better insights into long-term trends
 - Effects of architectural change and value from new capital or operational expenses
- **Compatibility** – Degree to which an innovation is perceived as consistent with the existing values, and needs of potential adopters.
 - Apdex reporting needs to be organizationally compatible
 - It must supply information tailored to each reader up to the Chairman of the Board
- **Low Complexity** – Degree to which an innovation is perceived as difficult to understand and use.
 - Apdex shines in this factor – it is simple to understand!
- **Trialability** – Degree to which an innovation can be experimented with on a limited basis.
 - The Apdex process explained here specifically describes starting with an easy application and building the levels of service in a controlled way
- **Observability** – Degree to which the results of an innovation are visible to others.
 - There are two key terms in that sentence: visible and others.
 - You must show your Apdex reports to others – don't keep this for yourself!

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Long Term Goal

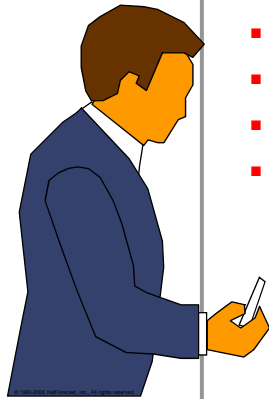
Get Apdex into the weekly or monthly report of the CIO to the senior management of the company



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Business / IT Alignment

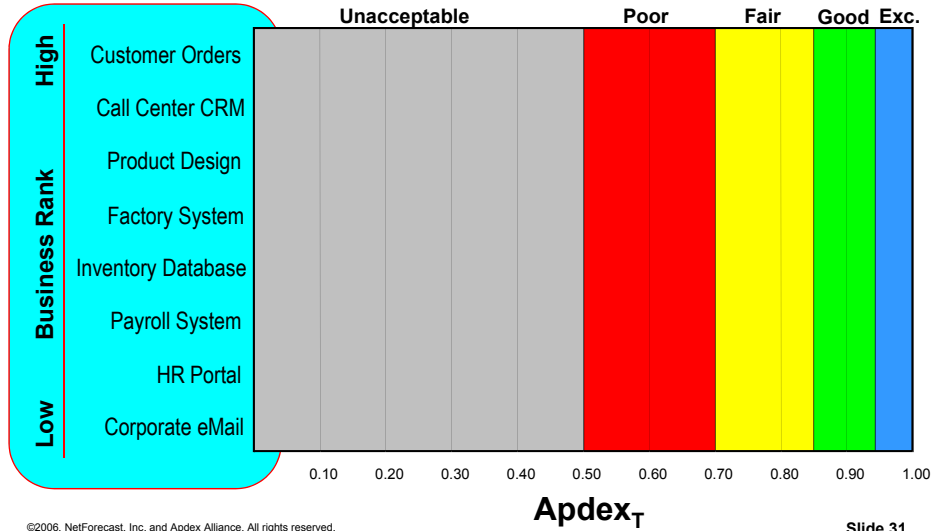
- **Apdex can be a key reporting methodology for supporting business / IT alignment**
- **Businesses decide what level of application performance or quality is required for their success**
- **IT measures and reports based on those requirements using the Apdex methodology**
- **IT then justifies network expenditures based on real requirements from business units on capabilities required to support their needs**

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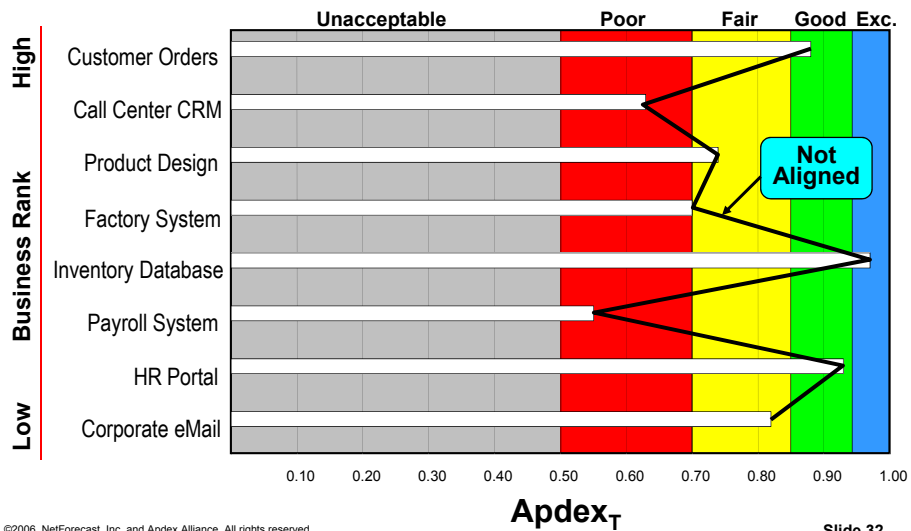
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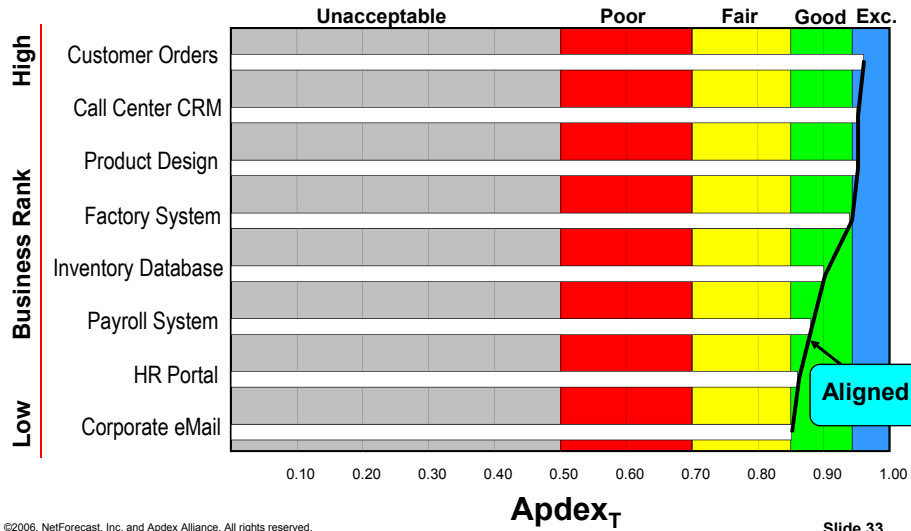
Aligning IT to the Business: 1 – Rank The Applications



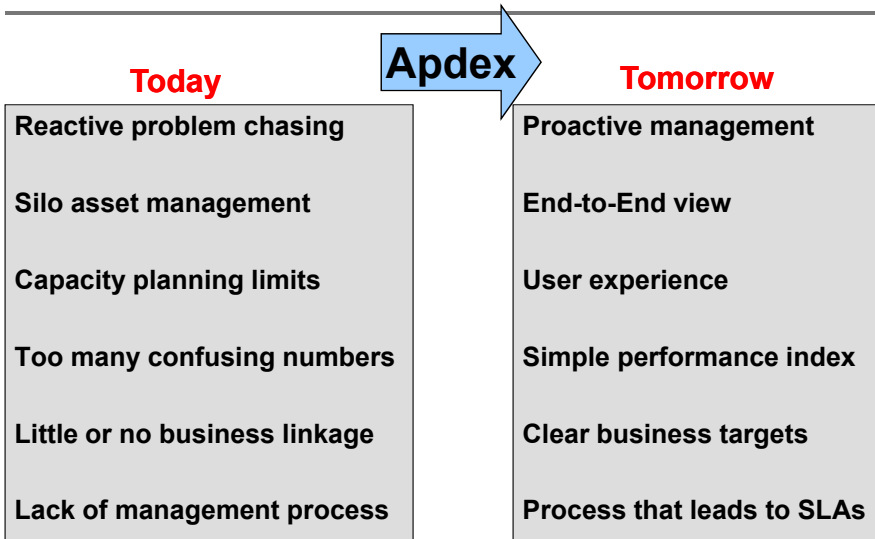
Aligning IT to the Business: 2 – Generate Apdex Report



Aligning IT to the Business: 3 – Apdex Report After Changes



Performance Management Summary



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Thank You



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Information about Apdex and joining the Apdex Alliance is at www.apdex.org

