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IT Services Management

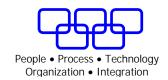# Data Center Consolidation Management Questionnaire

White Paper

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Business Drivers: Objectives, Constraints and Scope

These questions should be directed to the CIO or director level to gain an understanding of the business drivers for consolidating. The business case for consolidation, which is developed later during a feasibility study, should relate directly back to these drivers.

1) What business needs are you trying to address through consolidation?
   - Reduce Total Cost of Ownership (TCO) to be more competitive?
     - If so, by what percentage or amount?
     - What type of Return On Investment (ROI) is needed (1 year, 3 years, etc.)?
   - Faster time to market?
     - If so, how will consolidation help?
   - Improve Service Levels?
2) Describe the current view of IT by the business unit.
   - What needs to improve?
     - Availability?
     - Performance?
     - Responsiveness?
     - Complexity?
     - Internal support costs?
   - How do you see consolidation helping you achieve these improvements?
3) What constraints should be considered when proposing possible consolidation opportunities?
   - Budget?
   - Timeline?
   - Required ROI (number of years)?
     - If so, when does the ROI begin (at the beginning of feasibility analysis or when the consolidation is complete)?
   - Systems may not be moved between data centers?
4) What areas should be included in this consolidation feasibility analysis?
   - Systems
     - UNIX, all vendors or a subset?
     - NT, all vendors or a subset?
     - Mainframe?
     - Other?
   - Network?
   - Manage and support resources?
   - Data and Storage (internal and external)?
   - Outsourcing possibilities?

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IT Drivers: Objectives and Constraints

These questions should be addressed to the CIO, CTO or the individual leading the consolidation from the IT viewpoint. These questions are similar to the business drivers, but they are typically more technology focused. Ideally, the IT drivers should be closely tied to the Business Drivers so the high-level proposed solutions will address the Business and IT Drivers.

1) The current IT environment?
   - How many:
     - Different data centers are in your current environment?
     - Different vendors support the environments?
     - Different operating systems do you support?
   - To what extent, if any, are your systems running at capacity?
   - Is the support and management staff over-dedicated, efficient?
   - Are there any service level problems pertaining to:
     - Availability?
     - Performance?
     - Other?
2) How do you see consolidation solving these problems:
     - Reducing the number of vendors?
     - Reducing the number of data centers?
     - Reducing management and support complexity?
     - Normalizing the operating systems in the current environment?
     - Implementing standard management processes?
     - Stacking multiple applications on the same system?
     - Logical integration of applications and/or data?
3) What constraints should be considered when proposing possible consolidation opportunities:
   - Budget?
   - Timeline?
   - Outsourcing or in-sourcing opportunity?
   - Required ROI?
     - If so, when does the ROI begin (beginning of feasibility analysis or when the consolidation is complete)?
   - Systems may not be moved between data centers?
   - Technology constraints?
     - May not consolidate onto certain processor, storage, or other technology?
     - May not stack applications from different business units, different data centers?
     - May not stack or logically integrate applications?
     - Other?

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