

INDEX

A

- abandoned shopping carts, 151
- abandonment, 198
- accelerators, SSL, 165
- access links, passive monitoring, 236
- accountability, 241
- accuracy of root-cause analysis, 107
- ACE (Application Characterization Environment), 213
- actions, 113–116
- activation
 - deactivation time
 - of management tools, 95
- active collection, 75–78
- active customers, 150
- active measurements, 236
- active monitoring, 75
- activity baselines, 149
- adaptive instrumentation, 77, 87
- addresses, IP, 122
- administration
 - aggregators, 72
 - applications
 - effect of organizational structures, 146
 - infrastructure, 145
 - instrumentation, 157, 161
 - metrics, 147, 152
 - operational environments, 146
 - time lines, 147
 - transaction response time, 152, 157
 - complexity, 130
 - CRM, 204
 - demarcation points, 189
 - digital certificates, 166
 - events, 81–82, 85
 - applying Micromuse, 97–99
 - reducing noise, 85, 97
 - instrumentation, 53
 - components, 68, 73
 - modes, 65
 - time slices, 67
 - trip wires, 66–67
 - new technologies, 31, 34
 - NMOS, 247
 - phased implementations, 231
 - incremental aggregation, 232–233
 - initial project selection, 231–232
 - planning, 233–242
 - policy-based, 129–130
 - architecture, 133, 136
 - design, 136–138
 - elements, 131–132
 - need for, 130–131
 - products, 139–142
 - service-centric, 132–133
 - problem management metrics, 33
 - real-time operations, 101
 - automated responses, 113, 116
 - brownouts, 110
 - commercial, 116, 127
 - proactive, 112–113
 - reactive, 103–104
 - root-cause analysis, 107–111
 - triage, 104, 107
 - virtualized resources, 110–111

- real-time service metrics, 33
- services, 63–65
- SLM
 - components, 15
 - overview of, 9–17
- SNMP, 248
- systems integration, 248–250
- technologies, 91
- tools, 95, 255
- transport infrastructure, 177
 - data flow control, 188–191
 - metrics, 178, 181
 - QoS, 181, 188
- Web system architecture, 250, 254
- agents, 29, 236
- aggregation, 72
 - behavior, 62
 - incremental, 232–233
 - measurement, 26–27
 - monitoring, 69
- alarms, de-duplication, 87. *See also* alerts
- alerts
 - coordinating, 96
 - event management, 82, 85
 - prioritization of, 94
 - processing, 86
 - raw, 81
 - reducing noise, 85, 97
 - reliability, 83
 - trip wires, 66–67
 - verifying, 88
- algorithms, slow start, 155
- alters, filtering, 89
- analysis
 - FMEA, 136
 - process managers, 251
 - root-cause, 107
 - statistical, 29–30
- API (application programming interface), 96
- Application Characterization Environment (ACE), 213
- application program interface (API), 96
- applications, 117
 - baselining, 237
 - development teams, 146–147
 - existing, 232
 - infrastructure, 145
 - instrumentation, 61–63
 - legacy, 160
 - management
 - effect of organizational structures, 146
 - instrumentation, 157, 161
 - metrics, 147, 152
 - operational environments, 146
 - time lines, 147
 - transaction response time, 152, 157
 - management systems integration, 248–250
 - Netuitive, 120
 - network-aware, 156
 - ProactiveNet, 117
 - servers, 42
- Arbor Networks, 125
- architecture, 41
 - delivery of Web services, 42–44

design, 45
 drivers, 48–52
 environment evolution, 45–46
 heterogeneous systems, 46–48
 example of, 52–56
 instrumentation, 52
 policies, 133, 136
 servers, 163, 174
 SNA, 245
 Web management systems, 250, 254
 Web services, 163
 arrival rates, 198
 artifacts
 alerts, 84
 correlation, 90
 eliminating, 88
 reducing, 28, 72, 88
 assessment of
 headroom, 115
 local impact, 114
 association, 51, 93
 asymmetric routes, 180
 ATM (Asynchronous Transfer Mode), 178
 attacks
 Arbor Networks, 125
 DDoS, 121, 124
 SYN Flood, 121
 attributes, 51
 objects, 93
 policies, 137
 audio, 170
 auditing policies, 138
 authentication, 165
 authoritative DNS servers, 43

automation
 defenses, 124
 operations, 55
 policy-based management, 129–130
 architecture, 133, 136
 design, 136, 138
 elements, 131–132
 need for, 130–131
 products, 139, 142
 service-centric, 132–133
 responses, 113, 116
 availability, 19, 21
 ROI, 224
 transport services, 179

B

B2B (business to business), 6–7
 B2C (business to consumer), 7–8
 B2E (business to employee), 8
 back-office operations, 56
 bandwidth
 over-provisioning, 188
 traffic-shaping QoS, 185
 transport services, 178
 baselines
 activity, 149
 monitoring, 112
 performance, 237
 ProactiveNet, 117
 revenue, 150
 time slices, 67
 beds, 200–203

behavior

- customer behavior measurements, 149
 - Netuitive, 120
 - predicting, 112
 - services, 62
- benchmarks, load testing, 199–200
- best effort services, 18
- BGP (Border Gateway Protocol), 190
- billing, 56
- boosting signals, 85, 97
- bootstrapping, 25
- Border Gateway Protocol (BGP), 190
- bottom-up integration, 92
- boundaries, elastic, 49
- Brix Networks, 28
- brownouts, 110–111
- buffering, 124
 - de jitter, 154
 - jitter, 181
- building
 - automated responses, 116
 - simulation modeling, 211, 213
- business to business. *See* B2B
- business to consumer. *See* B2C
- business to employee. *See* B2E
- businesses
 - e-business, 5–6
 - B2B, 6–7
 - B2C, 7–8
 - B2E, 8
 - goals for performance, 254
 - measurements, 150
 - process metrics, 31, 34
 - ROI, 219, 228

C

- caches, 43, 157, 168–169
 - instrumentation, 172
 - server-side, 43
- calculations
 - confidence intervals, 25
 - NPV, 222
- candidates for automated responses, 116
- capacity
 - planning, 197, 214–215
 - workload metrics, 149
- CBQ (class-based queuing), 187
- CDN (Content Distribution Network), 168, 43
- cell error ratios, 179
- census of existing systems, 233
- change latency, 34
- characteristics, 51
- CIM (Common Information Model), 51, 249
- CIR (Committed Information Rate), 178
- circuits, Frame Relay, 178
- Cisco QoS Policy Manager (QPM), 139
- class-based queuing (CBQ), 187
- classes, one-way latency, 180
- Clickstream Technologies, 158
- client-side caches, 169
- clocks, synchronizing, 180
- closure criteria policies, 138
- clusters, tools, 251
- code, XML, 248
- collaboration of instrumentation, 78
- collectors, 125
 - deploying, 73
 - embedding, 71
 - event management, 82, 85

- linkage, 78
- managing, 72
- measurements, 70
- monitoring, 69
- roll-up method, 86
- services, 75
- commerce
 - e-business, 5–6
 - B2B, 6–7
 - B2C, 7–8
 - B2E, 8
 - goals for performance, 254
 - measurements, 150
 - process metrics, 31, 34
 - ROI, 219, 228
- commercial operations, 116, 127
- Committed Information Rate (CIR), 178
- Common Information Model (CIM), 51, 249
- communication
 - between design and operations, 156
 - effect of organizational structures, 146
- completion rates, ROI, 225
- complexity, managing, 130
- compliance testing, 55
- components
 - instrumentation, 159
 - SLM, 15
 - systems, 68, 73
- computation load, 166
- concurrent sessions, 198
- concurrent statistics, 198
- confidence intervals, 25
- configuration
 - architecture, 45
 - drivers, 48–52
 - environment evolution, 45–46
 - example of, 52–56
 - heterogeneous systems, 46–48
 - businesses
 - e-business, 5–8
 - goals for performance, 254
 - measurements, 150
 - process metrics, 31, 34
 - ROI, 219, 228
 - collectors, 73
 - communication between operations, 156
 - incremental aggregation, 232–233
 - initial project selection, 231–232
 - instrumentation, 73, 77
 - planning, 233–242
 - policies, 136–138
 - ROI, 225
 - SLAs, 239
- configuration-centric element management, 131
- connections
 - Arbor Networks, 125
 - CDN, 168
 - collectors, 71
 - isolation, 188
 - management systems integration, 248–250
 - modems, 156
 - SNMP, 248
 - SSL, 165
- constant bit rates, 178
- content, 170
 - distribution, 169
 - instrumentation, 173
 - managers, 170
 - servers, 170
 - switches, 166

- Content Distribution Network (CDN), 43, 168
- cookies, 158, 167
- coordination of alerts, 96
- correlation
 - artifacts, 90
 - associating, 93
- costs, ROI, 219, 228
- CRM (Customer Relationship Management), 204
- curves, load, 196
- Customer Relationship Management (CRM), 204
- customers,
 - behavior measurements, 149
 - customer service, 56
 - facing, 163
- customization
 - architecture, 45
 - drivers, 48–52
 - environment evolution, 45–46
 - example of, 52–56
 - heterogeneous systems, 46–48
 - collectors, 73
 - communication between operations, 156
 - incremental aggregation, 232–233
 - initial project selection, 231–232
 - instrumentation, 73, 77
 - planning, 233–242
 - policies, 136–138
 - ROI, 225
 - SLAs, 239

D

- data flow control, transport services, 188, 191
- data integration, 248. *See also* integration
- data item definition, 50
- databases
 - distributed, 249
 - instrumentation, 61–63
 - servers, 43
- DDoS (Distributed Denial of Service) attacks, 121, 124
- DE (discard eligible), 178
- de-duplication, 87
- defenses, automated, 124
- de jitter buffers, 154, 181
- delay, 154
 - processing, 156
 - propagation, 154
 - queuing, 154
 - round-trip, 189
 - serialization, 152
 - think time, 152
- demand-side (end-user request) criteria, 166
- demarcation points, 73, 189, 237
- deployment, 231
 - collectors, 73
 - incremental aggregation, 232–233
 - initial project selection, 231–232
 - planning, 233–242
 - ROI, 225
- design
 - architecture, 45
 - drivers, 48–52
 - environment evolution, 45–46

- example of, 52–56
- heterogeneous systems, 46–48
- collectors, 73
- communication between operations, 156
- incremental aggregation, 232–233
- initial project selection, 231–232
- instrumentation, 73, 77
- planning, 233–242
- policies, 136, 138
- ROI, 225
- SLAs, 239
- Design of Experiments (DOE), 205
- detection
 - alerts, 85, 97
 - coordinating, 96
 - event management, 82, 85
 - prioritization of, 94
 - processing, 86
 - raw, 81
 - reducing noise, 85, 97
 - reliability, 83
 - trip wires, 66–67
 - verifying, 88
 - erroneous measurements, 28
- development
 - aggregators, 72
 - applications
 - effect of organizational structures, 146
 - infrastructure, 145
 - instrumentation, 157, 161
 - metrics, 147, 152
 - operational environments, 146
 - time lines, 147
 - transaction response time, 152, 157
 - complexity, 130
 - CRM, 204
 - demarcation points, 189
 - digital certificates, 166
 - events, 81–82, 85
 - applying Micromuse, 97–99
 - reducing noise, 85, 97
 - instrumentation, 53
 - components, 68, 73
 - modes, 65
 - time slices, 67
 - trip wires, 66–67
 - new technologies, 31, 34
 - NMOS, 247
 - phased implementations, 231
 - incremental aggregation, 232–233
 - initial project selection, 231–232
 - planning, 233–242
 - policy-based, 129–130
 - architecture, 133, 136
 - design, 136, 138
 - elements, 131–132
 - need for, 130–131
 - products, 139–142
 - service-centric, 132–133
 - problem management metrics, 33
 - real-time operations, 101
 - automated responses, 113, 116
 - brownouts, 110
 - commercial, 116, 127
 - proactive, 112–113
 - reactive, 103–104
 - root-cause analysis, 107–111

- triage, 104, 107
- virtualized resources, 110–111
- real-time service metrics, 33
- services, 63–65
- SLM
 - components, 15
 - overview of, 9–17
- SNMP, 248
- systems integration, 248–250
- teams, 146–147
- technologies, 91
- time lines, 147
- tools, 95, 255
- transport infrastructure, 177
 - data flow control, 188–191
 - metrics, 178, 181
 - QoS, 181, 188
- Web system architecture, 250, 254
- Device Under Test (DUT), 200
- diagnostics, 189. *See also* troubleshooting
 - brownouts, 110
 - translation, 89
 - virtualized resources, 110
- Diffserv, 183
- digital certificates, 165–166
- digital links, troubleshooting, 179
- DIRIG Software PathFinder, 94
- discard eligible (DE), 178
- dispute resolution, 241
- disruption of services, 62
- distributed databases, 249
- Distributed Denial of Service (DDoS) attacks, 121, 124

- Distributed Management Task Force (DMTF), 249
- distribution, 164
 - content, 169, 173
 - hybrid, 135
 - load
 - geographic, 167
 - instrumentation, 172
 - local, 166
 - policies, 134
- DMTF (Distributed Management Task Force), 249
- DNS (Domain Name System), 43
- documents
 - existing systems, 233
 - SLAs, 239. *See also* SLAs
 - XML, 248
- DOE (Design of Experiments), 205
- Domain Name System. *See* DNS
- drivers, architecture, 48–52
- DUT (Device Under Test), 200
- dynamism, demands of, 245–247

E

- e-business services, 5–6
 - B2B, 6–7
 - B2C, 7–8
 - B2E, 8
- edge routers, demarcation points, 237
- Edge-Side Includes (ESI), 170
- effective throughput, 179
- efficiency of aggregators, 72

-
- egress filtering, 122
 - elastic boundaries, 49
 - elements
 - correlation, 90
 - instrumentation, 61–63
 - integrating, 92
 - policy-based management, 131–132
 - elimination of artifacts, 88
 - embedding
 - collectors, 71
 - SAs, 71
 - end-to-end response problem, root-cause
 - analysis of, 108
 - end-user measurements, 160
 - enforcers, policies, 136
 - environments
 - evolution of, 45–46
 - load test beds, 200–203
 - operational, 146
 - SNA, 245
 - sticky, 149
 - error-free seconds, 179
 - errors, 180
 - alerts, 82. *See also* alerts
 - DDoS attacks, 121
 - digital links, 179
 - Micromuse, 97–99
 - policies, 138
 - problem management metrics, 33
 - ratios, 180
 - real-time operations
 - proactive management, 112–113
 - reactive management, 103–104
 - root-cause analysis, 107
 - triage, 104, 107
 - services, 64
 - virtualized resources, 110
 - escalation time, 33
 - ESI (Edge-Side Includes), 170
 - evaluation of ROI, 227. *See also* ROI
 - events
 - integration. *See also* integration, 249
 - managing, 81–82, 85
 - applying Micromuse, 97–99
 - reducing noise, 85, 97
 - tools, 95
 - publishing, 96
 - real-time handling, 54
 - signaling, 50
 - evolution of environments, 45–46
 - existing applications, 232
 - existing systems
 - baselining, 237
 - documentation, 233
 - optimizing, 237
 - expanding services, 49
 - extensible markup language (XML), 51, 248
 - external role of IT groups, 14
-
- ## F
-
- failover latency, 69
 - Failure Modes and Effects Analysis (FMEA), 136
 - failure rate of transactions, 20
 - false positives, alerts, 84
 - fast system management, 50
 - feedback, 65. *See also* management
 - fidelity of transactions, 78

file transfers, 20

filters

- aggregators, 72

- alerts, 89

- correlation, 90

- egress, 122

- repeat failures, 88

financials, 56

flash load, 198

flooding, 198

Flow Control Platform, 190

flow-through QoS, 189. *See also* data flow control

FMEA (Failure Modes and Effects Analysis), 136

Frame Relay, CIR, 178

front-end processors, 164

functions, 72

- instrumentation, 68

- of event management, 86

G

gateways, BGP, 190

generated revenues, 150

generators, load testing, 200, 203

geographic distribution technologies, 43

geographic load distribution, 167

geometric deviation, 30

geometric mean, 30

geometric standard deviation, 30

GPS (Global Positioning System), 180

grooming, 72

groups, monitoring, 69

H

headers, caching, 169

headroom, assessing, 115

heartbeats, 70

heavy-tailed distribution, 30

hierarchical collector structures, 86. *See also* collectors

heterogeneous systems, 46–48

hierarchies, policies, 137

high-level technical metrics, 17. *See also* metrics

history of architecture, 45

- drivers, 48–52

- environment evolution, 45–46

- heterogeneous systems, 46–48

HTTP (Hypertext Transfer Protocol), 165

hybrid distribution, 135

hybrid systems, active/passive agents, 77

I

IEEE (Institute of Electrical and Electronics Engineers), 182

IEEE 802 LAN QoS, 182. *See also* QoS

implementation, 231. *See also* development

- incremental aggregation, 232–233

- initial project selection, 231–232

- planning, 233–242

- policy-based management, 130–131

 - architecture, 133, 136

 - design, 136–138

 - elements, 131–132

 - products, 139–142

 - service-centric, 132–133

- incremental aggregation, 232–233
- indications, 51
- inflection points, 197
- infrastructure
 - applications, 145
 - architecture. *See* architecture
 - behavior, 62
 - collectors, 71
 - ROI, 225
 - transport
 - data flow control, 188, 191
 - managing, 177
 - metrics, 178, 181
 - QoS, 181, 188
- initial project selection, 231–232
- instances of objects, 93
- Institute of Electrical and Electronics Engineers (IEEE), 182
- instrumentation, 52
 - adaptive, 87
 - applications, 157, 161
 - caches, 172
 - choices and location, 235
 - components, 159
 - content distribution, 173
 - design, 73, 77
 - elements, 61–63
 - load distribution, 172
 - management, 53
 - modes, 65
 - time slices, 67
 - trip wires, 66–67
 - server infrastructure, 171
 - services
 - managing, 63–65
 - tracking, 77
 - systems, 68, 73, 77
 - Web servers, 157
- integration
 - alerts, 96
 - on the glass, 47
 - processes, 92
 - systems, 248–250
 - technologies, 91
 - tools, 255
- integrity, web pages, 159
- intelligent monitoring, 87
- interactive classes
 - collectors, 70
 - one-way latency, 180
- interactive services, round-trip latency, 181
- interfaces, API, 96
- internal failures, 82. *See also* alerts;
troubleshooting
- internal role of IT groups, 14
- internally-generated alerts, 96
- Internet latencies, 180
- Internet Service Providers (ISPs), 43, 49
- intervals
 - aggregation, 26–27
 - time slices, 67
- intranets, 8
- invariant responses, 197
- investments, ROI, 219, 228
- IP (Internet Protocol)
 - addresses, 122
 - DiffServ, 183
 - TOS, 183

isolation, 181, 188
ISPs (Internet Service Providers), 43, 49
IT groups, roles of, 14

J

Jacobson, Van, 186
jitter, 22, 154, 181

K

Keynote Systems, 28
Keynote WebIntegrity tool, 159
keys, 165
knowledge repositories, need for, 131

L

LAN (local area network), 182
languages, 113
latency, 21

- change latency, 34
- diagnostics, 189
- failover, 69
- one-way, 180
- round-trip, 181

Lawrence Berkeley Laboratories, 186
lead time, benefits of, 112
legacy applications, opacity of, 160
linkage, 78

links

- passive monitoring, 236
- troubleshooting, 179

load balancing, 126, 166
load distribution, 164

- geographic, 167
- instrumentation, 172
- local, 166

load testing, 67, 195–196

- beds, 200–203
- benchmarks, 199–200
- generators, 200–203
- performance envelope, 196, 199
- results, 205–206
- transaction load-test scripts, 203–205

local impact, assessing, 114
local load distribution, 166
locations

- active probes, 236
- instrumentation, 235

long-term effect of management decisions, 65.

- See also* management

long-term operations, 55
loss, packets, 179
lower-level services, 152, 157
low-level technical metrics, 17. *See also*

- technical metrics

M

- macro/micro-level, QoS, 189
- management
 - aggregators, 72
 - applications
 - baselining, 237
 - development teams, 146–147
 - existing, 232
 - infrastructure, 145
 - instrumentation, 61–63
 - legacy, 160
 - management, 146–157, 248–250
 - Netuitive, 120
 - network-aware, 156
 - ProactiveNet, 117
 - servers, 42
 - complexity, 130
 - CRM, 204
 - demarcation points, 189
 - digital certificates, 166
 - events, 81–85
 - applying Micromuse, 97–99
 - reducing noise, 85, 97
 - instrumentation, 53
 - components, 68, 73
 - modes, 65
 - time slices, 67
 - trip wires, 66–67
 - new technologies, 31, 34
 - NMOS, 247
 - phased implementations, 231
 - incremental aggregation, 232–233
 - initial project selection, 231–232
 - planning, 233–242
 - policy-based, 129–130
 - architecture, 133, 136
 - design, 136–138
 - elements, 131–132
 - need for, 130–131
 - products, 139–142
 - service-centric, 132–133
 - problem management metrics, 33
 - real-time operations, 101
 - automated responses, 113, 116
 - brownouts, 110
 - commercial, 116, 127
 - proactive, 112–113
 - reactive, 103–104
 - root-cause analysis, 107–111
 - triage, 104, 107
 - virtualized resources, 110–111
 - real-time service metrics, 33
 - services, 63–65
- SLM
 - components, 15
 - overview of, 9–17
- SNMP, 248
- systems integration, 248–250
- technologies, 91
- tools, 95, 255
- transport infrastructure, 177
 - data flow control, 188–191
 - metrics, 178–181
 - QoS, 181, 188
 - Web system architecture, 250, 254
- Management Information Base (MIB), 50
- manual association of services, 93
- maximum burst size, 178

- Mean Opinion Score (MOS), 21
- Mean Time Between Failures (MTBF), 19
- Mean Time To Repair (MTTR), 19
- measurements
 - active, 236
 - artifacts, 88
 - baselining, 237
 - benchmarks, 199–200
 - business, 150
 - capacity, 149
 - collectors, 70
 - customer behavior, 149
 - demarcation points, 189
 - end-user, 160
 - granularity
 - aggregation intervals, 26–27
 - sampling frequency, 24–26
 - scope, 23–24
 - instrumentation, 69
 - passive, 236
 - policies, 76
 - quality service, 151
 - reporting tools, 240
 - SAs, 71
 - service performance, 254
 - time slices, 67
 - validation, 28–29
- Mercury Interactive Astra SiteManager tool, 159
- methods, 51, 93
- metrics
 - applications, 147, 152
 - business process, 31, 34
 - performance, 234–235
 - problem management, 33
 - real-time service management, 33
 - SLA, 16
 - technical, 17, 23
 - transport services, 178–181
 - workload, 149
- MIB (Management Information Base), 50
- Micromuse, 97–99, 247
- middle mile, 190
- mission statements, ROI, 222. *See also* ROI
- modeling
 - ROI, 220
 - simulation, 209–211
 - building, 211–213
 - performance, 211
 - reporting, 214
 - validating, 213
 - services, 92
- modems, processing delays, 156
- moderate priority level, 95
- modes, instrumentation, 65–67
- modification
 - services, 49
 - thresholds, 115
- monitoring, 28
 - active, 75
 - baselines, 112
 - groups, 69
 - instrumentation design, 73, 77
 - intelligent, 87
 - passive, 75, 236
 - services, 61–63
 - transactions, 63
 - variables, 82

MOS (Mean Opinion Score), 21
 moving applications, 232
 MTBF (Mean Time Between Failures), 19
 MTTR (Mean Time To Repair), 19
 multi-homed servers, 43
 multimedia
 quality of streams, 20
 rebuffering, 179
 multiple locations, active probes, 236
 multiple server architecture, 163, 174
 multiple service providers, 49

N

NAT (Network Address Translation), 167
 net present value (NPV), 222
 Netcool, 247. *See also* Micromuse
 NetIQ, 157
 NetScaler, 126
 Netuitive, 120
 Network Address Translation (NAT), 167
 network edge, 170
 Network Management Operating System (NMOS), 247
 Network Time Protocol (NTP), 180
 network-aware applications, 156
 networks
 Arbor Networks, 125
 CDN, 168
 collectors, 71
 isolation, 188
 management systems integration, 248–250
 modems, 156
 SNMP, 248

NMOS (Network Management Operating System), 247
 noise, reducing, 85, 97
 normalization, 72
 notifications
 objects, 93
 time, 33
 NPV (net present value), 222
 NTP (Network Time Protocol), 180

O

objects, 93
 oncurrent user session initiation attempts, 198
 one-way latency, 180
 opacity of legacy applications, 160
 operating systems, NMOS, 247
 operational business decisions, 64. *See also* management
 operational environments, 146
 operational technical decisions, 64. *See also* management
 operations, 54, 101–107, 109–113, 116, 127
 aggregators, 72
 applications
 baselining, 237
 development teams, 146–147
 existing, 232
 infrastructure, 145
 instrumentation, 61–63
 legacy, 160
 management, 146–157, 248–250
 Netuitive, 120
 network-aware, 156

- ProactiveNet, 117
 - servers, 42
- back-office, 56
- complexity, 130
- CRM, 204
- demarcation points, 189
- design groups, 156
- digital certificates, 166
- events, 81–85
 - applying Micromuse, 97–99
 - reducing noise, 85, 97
- instrumentation, 53
 - components, 68, 73
 - modes, 65
 - time slices, 67
 - trip wires, 66–67
- interaction teams, 146–147
- long-term, 55
- new technologies, 31, 34
- NMOS, 247
- performance envelope, 196, 199
- phased implementations, 231
 - incremental aggregation, 232–233
 - initial project selection, 231–232
 - planning, 233–242
- policy-based, 129–130
 - architecture, 133, 136
 - design, 136–138
 - elements, 131–132
 - need for, 130–131
 - products, 139–142
 - service-centric, 132–133
- problem management metrics, 33
- real-time operations, 101
 - automated responses, 113, 116
 - brownouts, 110
 - commercial, 116, 127
 - proactive, 112–113
 - reactive, 103–104
 - root-cause analysis, 107–111
 - triage, 104, 107
 - virtualized resources, 110–111
- real-time service metrics, 33
- services, 63–65
- SLM
 - components, 15
 - overview of, 9–17
- SNMP, 248
- systems integration, 248–250
- technologies, 91
- tools, 95, 255
- transport infrastructure, 177
 - data flow control, 188–191
 - metrics, 178–181
 - QoS, 181, 188
- Web system architecture, 250, 254
- Operations Support Systems (OSS), 56
- OPNET Flow Analysis, 213
- OPNET Network Editor, 212
- optimization
 - architecture, 45
 - drivers, 48–52
 - environment evolution, 45–46
 - example of, 52–56
 - heterogeneous systems, 46–48
- collectors, 73
- communication between operations, 156

- existing systems, 237
- incremental aggregation, 232–233
- initial project selection, 231–232
- instrumentation, 73, 77
- planning, 233–242
- policies, 136, 138
- ROI, 225
- SLAs, 239
- Orchestream Service Activator, 141
- order tracking, 56
- organizational structures, effects of, 146
- OSS (Operation Support Systems), 56
- outlying measurement, 30
- over-provisioning, 188

P

- Packeteer, 186
- packets
 - collectors, 70
 - jitter, 181
 - loss, 21, 179
- PacketShaper, 187
- page-bug tracking, 158
- parsing XML, 248
- partners, 49
- passive collection, 75–78
- passive measurements, 236
- passive monitoring, 75
- PathFinder (DIRIG Software), 94
- payback, ROI, 228
- peak cell rates, 178
- peak service rates, 197

- performance. *See also* optimization
 - baselining, 237
 - metrics, 234–235
 - of simulation modeling, 211
 - performance envelope, 196, 199
 - ROI, 225
 - SAs, 71
 - sensitivities, 237
 - services, 254
- persistence, 167
- phantom objects, 158
- phased implementations, 231
 - incremental aggregation, 232–233
 - initial project selection, 231–232
 - planning, 233–242
- pixel-based tracking, 158
- placement of probes, 236
- planning
 - capacity, 197, 214–215
 - implementations, 233–242
- policies, 54, 134
 - attributes, 137
 - auditing, 138
 - closure criteria, 138
 - distribution, 134
 - enforcers, 136
 - hierarchies, 137
 - measurements, 76
 - Orchestream Service Activator, 141
 - oversight, 55
 - QPM, 139
 - testing, 138
- policy-based management, 129–130
 - architecture, 133, 136

- design, 136, 138
- elements, 131–132
- need for, 130–131
- products, 139, 142
- service-centric, 132–133
- predictions of behavior, 112
- predictive analysis, 55
- preferences
 - architecture, 45
 - drivers, 48–52
 - environment evolution, 45–46
 - example of, 52–56
 - heterogeneous systems, 46–48
- collectors, 73
- communication between operations, 156
- existing systems, 237
- incremental aggregation, 232–233
- initial project selection, 231–232
- instrumentation, 73, 77
- planning, 233–242
- policies, 136–138
- ROI, 225
- SLAs, 239
- prioritization
 - applications, 232
 - of alerts, 94
- privacy, 165
- proactive management, real-time operations, 112–113
- ProactiveNet, 117
- probes
 - active, 236
 - RMON, 236
- problem management metrics, 33

- problem signatures, 91
- process integration, 250
- process managers, 251
- processing, 72
 - alerts, 86
 - functions, 72
- processing delays, 156
- products, policies, 139, 142
- profiles, load testing, 203–205
- programming XML, 248
- projections, ROI, 221
- promotion feedback, 151
- propagation, delays, 152, 154
- protocol analyzers, 212
- protocols
 - analyzers, 212
 - BGP, 190
 - HTTP, 165
 - NTP, 180
 - SNMP, 50, 172, 248
 - TCP, 180
- providers, measuring, 237
- provisioning, 33, 56
- publishing events, 96
- pull (component-centric) model, 134
- push (repository-centric) model, 135

Q

- QoE (Quality of Experience), 10, 43
- QoS (Quality of Service), 10, 212
 - services census, 233
 - transport services, 181, 188

QPM (Cisco QoS Policy Manager), 139
 qualitative contributions, 220
 quality
 measurement of service, 21
 streams, 20
 telephone voice transmissions, 21
 Quality of Experience. *See* QoE
 Quality of Service. *See* QoS
 quantitative information, 220
 queuing, 154
 CBQ, 187
 QoS, 187
 WFQ, 187

R

rate control, QoS, 186
 ratios, 180
 customer orders to customer visitors, 150
 load testing, 203
 raw alerts, 81
 reactive management, 103–104
 brownouts, 110
 root-cause analysis, 107–111
 triage, 104, 107
 virtualized resources, 110–111
 real-time, 101
 automated responses, 113, 116
 brownouts, 110
 commercial, 116, 127
 proactive management, 112–113
 reactive management, 103–104
 root-cause analysis, 107–111
 triage, 104, 107
 virtualized resources, 110–111
 real-time event handling, 54
 real-time operations, 101
 automated responses, 113, 116
 commercial, 116, 127
 proactive management, 112–113
 reactive management, 103–104
 brownouts, 110
 root-cause analysis, 107–111
 triage, 104, 107
 virtualized resources, 110–111
 real-time service management metrics, 33
 rebuffering, 179
 recovery, 189
 reduction
 of artifacts, 88
 of noise, 85, 97
 of volume, 86
 redundancy, 124
 regression testing, 202
 reliability of alerts, 83
 Remote Monitoring (RMON), 212, 236
 repeat failures filter, 88
 repetitive measurements, time slices, 67
 reports, 240
 automated responses, 116
 benchmarks, 199–200
 simulation modeling, 214
 SLA, 54
 repositories, 134
 requests, NetScaler, 126
 resolution time, 33

resources

SLM

- components, 15
- overview of, 9–17

virtualized, 110

responses

- automated, 113, 116
- servers, 23
- transactions, 20, 152, 157

responsibilities, 240

results, load testing, 205–206

retransmissions, effective throughput, 179

Return on Investment (ROI), 56, 219, 228

revenue baselines, 150

reviews, scheduling, 240

Risk Priority Number (RPN), 137

RiverSoft, 247

RMON (Remote Monitoring), 212, 236

ROI (Return on Investment), 56, 219, 228

roles, 240

roll-up methods, 86

root cause, 33

root-cause analysis, 55, 107

round-trip delay, 189

round-trip latency, 181

route control, 190, 246

routers, demarcation points, 237

routes, asymmetric, 180

RPN (Risk Priority Number), 137

rules of policy-based management, 130

S

SAA (Service Assurance Agent), 71

sampling frequency, 24–26

scaling aggregators, 72

scheduled reviews, 240

scope, measurement of, 23–24

scripts, transaction load-test, 203–205

Secure Sockets Layer (SSL), 165–167

security

- authentication, 165

- DDoS attacks, 121

selection

- of candidates, 116

- of instrumentation, 235

- of thresholds, 67

semantics, 50

sensitivities, 197, 214, 237

serialization of delays, 152

servers, 170

- application, 42

- database, 43

- infrastructure, 163, 174

- instrumentation, 61–63

- priority level, 95

- response time, 23

- Web, 42, 157

server-side caches, 43, 169

Service Assurance Agent (SAA), 71

Service Level Agreements. *See* SLAs

Service Level Management. *See* SLM

service providers, elastic boundaries, 49

service-centric policies, 132–133

- services
 - behavior, 62
 - census, 233
 - collectors, 70
 - correlation, 93
 - disruptions, 62
 - event management, 82, 85
 - troubleshooting, 64
 - e-business services, 5–6
 - B2B, 6–7
 - B2C, 7–8
 - B2E, 8
 - expanding, 49
 - incremental aggregation, 232
 - instrumentation, 61–63
 - monitoring design, 73, 77
 - tracking, 77
 - integrating, 91
 - management, 63–65
 - measurement, 160
 - modeling, 92
 - modifying, 49
 - performance envelope, 196, 199, 254
 - quality measurement, 151
 - technical metrics, 17, 23
 - tracking, 75
 - transport
 - data flow control, 188–191
 - metrics, 178, 181
 - QoS, 181, 188
 - Web
 - architecture, 163
 - delivery architecture, 42–44
 - webbed, 8–9
- sessions, 167, 198
- shaping, traffic, 185. *See also* QoS
- shelfware, 90
- signaling
 - boosting, 85, 97
 - events, 50
- Simple Network Management Protocol (SNMP), 50, 172, 248
- simulation modeling, 209–211
 - building, 211–213
 - performance, 211
 - reporting, 214
 - validating, 213
- single-function modules, 251
- SLAs (Service Level Agreements), 10, 15
 - alerts, 84
 - configuring, 239
 - measurement granularity
 - aggregation intervals, 26–27
 - sampling frequency, 24–26
 - scope, 23–24
 - measurement validation, 28–30
 - metrics, 16–17, 23
 - reports, 54
 - statistics, 54
- SLM (Service Level Management)
 - components, 15
 - overview of, 9–10, 14, 17
- slow start algorithm, 155
- slow-start approach, traffic-shaping QoS, 186
- SNA (System Network Architecture), 45, 245
- SNMP (Simple Network Management Protocol), 50, 172, 248
- soft benefits, ROI, 225

- software, 117
 - baselining, 237
 - development teams, 146–147
 - existing, 232
 - infrastructure, 145
 - instrumentation, 61–63
 - legacy, 160
 - management
 - effect of organizational structures, 146
 - instrumentation, 157, 161
 - metrics, 147, 152
 - operational environments, 146
 - time lines, 147
 - transaction response time, 152, 157
 - management systems integration, 248–250
 - Netuitive, 120
 - network-aware, 156
 - ProactiveNet, 117
 - servers, 42
- source persistence, 167
- speed
 - demands of, 245, 247
 - root-cause analysis, 107
- spoofing, 122
- SSCPs (System Services Control Points), 46
- SSL (Secure Sockets Layer), 165–167
- staffing
 - costs, 130
 - ROI, 225
- starving out best effort services, 18
- statistics
 - analysis, 29–30
 - concurrent sessions, 198
- SLA, 54
- sticky environments, 149
- streaming
 - collectors, 70
 - multimedia, 179
 - quality, 20
- superficial integration, 248
- supply-side (server status) criteria, 166
- suppression, IP source address spoofing, 122
- sustainable cell rates, 178
- switches
 - content, 166
 - instrumentation, 61–63
 - NetScaler, 126
- switching, CDN, 168
- SYN Flood attacks, 121
- synchronization of GPS, 180
- syntax, SNMP, 50. *See also* programming
- synthetic (virtual) transactions, 75, 202
- system architecture, 41. *See also* architecture
 - design, 45
 - drivers, 48–52
 - environment evolution, 45–46
 - heterogeneous systems, 46–48
 - example of, 52–56
 - Web service delivery, 42–44
- System Services Control Points (SSCPs), 46
- systems
 - instrumentation, 68, 73
 - integration, 248–250
- Systems Network Architecture (SNA), 45, 245

T

- tag-based QoS, 182
- tagging erroneous measurements, 28
- Tavve EventWatch, 117
- TCP (Transmission Control Protocol)
 - Packeteer, 186
 - round-trip latency, 181
 - slow start algorithm, 155
 - traffic-shaping QoS, 185
 - transport services, 180
- teams
 - development, 147–149
 - elastic boundaries, 49
- technical metrics, 17, 23
- technical quality metrics, 178–181
- technologies, integrating, 91
- telephone voice transmissions, quality of, 21
- testing
 - DUT, 200
 - integrity, 159
 - load, 195–196
 - beds, 200, 203
 - benchmarks, 199–200
 - generators, 200–203
 - performance envelope, 196, 199
 - results, 205–206
 - transaction load-test scripts, 203–205
 - phased implementation, 231–232
 - policies, 138
 - regression, 202
- think time, 152
- third-party content providers, 44
- threats, automated defenses, 124
- thresholds
 - alerts
 - triggers, 82
 - trip wires, 66–67
 - modifying, 115
- throughput, 179
- tiers of architecture, 163, 174
- time
 - correlation, 91
 - lines, 147
 - NTP, 180
 - slices, 67
 - transactions, 151–152, 157
- Time to Value (ROI), 221
- time, 151. *See also* measurements, metrics
- tolerance for service interruption, 27
- tools, 255
 - baselining, 237
 - clusters, 251
 - development teams, 146–147
 - existing, 232
 - infrastructure, 145
 - instrumentation, 61–63
 - legacy, 160
 - management, 95
 - effect of organizational structures, 146
 - instrumentation, 157, 161
 - metrics, 147, 152
 - operational environments, 146
 - time lines, 147
 - transaction response time, 152, 157
- management systems integration, 248–250
- Micromuse, 97, 99
- Netuitive, 120

- network-aware, 156
- policy-based management, 133
- ProactiveNet, 117
- reporting, 240
- servers, 42
- simulation modeling, 211
 - building, 211, 213
 - reporting, 214
 - validating, 213
- top-down integration, 92
- top-down process, 62
- tracking
 - services, 75, 77
 - workflow, 95
- traffic, tag-based QoS, 182, 185
- transactions
 - collectors, 70
 - failure rates, 20
 - fidelity, 78
 - load-test scripts, 203–205
 - monitoring, 63
 - recorder, 204
 - response time, 20, 152, 157
 - ROI, 228. *See also* ROI
 - roll-up methods, 86
 - security of, 165
 - service quality measurement, 151
 - synthetic, 75
 - synthetic (virtual), 202
 - time, 151
 - virtual, 75
- transfers, files, 20
- transport infrastructure
 - managing, 177
 - metrics, 178–181

- QoS, 181, 188–191
- transport methods, reliable alerts, 83
- triage, 104, 107, 253
- trial periods, incremental aggregation, 232
- triggers, 82. *See also* alerts
- trip wires, 66–67
- trouble relief time, 33
- trouble response time, 33
- troubleshooting
 - alerts, 82
 - brownouts, 110
 - DDoS attacks, 121
 - digital links, 179
 - Micromuse, 97–99
 - policies, 138
 - problem management metrics, 33
 - real-time operations
 - proactive management, 112–113
 - reactive management, 103–104
 - root-cause analysis, 107
 - triage, 104, 107
 - services, 64
 - virtualized resources, 110

U

- users
 - experience, 75
 - measurements, 160
- utilities
 - baselining, 237
 - clusters, 251
 - development teams, 146–147
 - existing, 232

infrastructure, 145
 instrumentation, 61–63
 legacy, 160
 management, 95

- effect of organizational structures, 146
- instrumentation, 157, 161
- metrics, 147, 152
- operational environments, 146
- time lines, 147
- transaction response time, 152, 157

 management systems integration, 248–250
 Micromuse, 97, 99
 Netuitive, 120
 network-aware, 156
 policy-based management, 133
 ProactiveNet, 117
 reporting, 240
 servers, 42
 simulation modeling, 211

- building, 211, 213
- reporting, 214
- validating, 213

V

validation

- measurement, 28–29
- simulation modeling, 213

 values, NPV, 222
 variables

- bit rates, 178
- monitoring, 82
- time slices, 67

verification of alerts, 88
 video, 170
 virtual (synthetic) transactions, 147
 virtual transactions, 75, 202
 virtualized resources, 110
 volume

- intelligent monitoring, 87
- reducing, 86

W

warning priority level, 95
 Web management systems, 250, 254
 web pages

- integrity, 159
- load testing, 199. *See also* load testing

 Web servers, 42, 157
 Web services

- architecture, 163
- delivery architecture, 42–44

 webbed ecosystem, 8–9
 webbed services, 8–9
 WebEffective, 158
 WebTrends Log Analyzer Series, 157
 WFQ (weighted fair queuing), 187. *See also* queuing
 windows, 154
 workflow, tracking, 95
 workload

- metrics, 18, 21, 149
- transport services, 178

X-Y

X out of Y process, 89

XML (extensible markup language), 51, 248

Z

zombies, 121