

## Q&A: Nimsoft CEO Chris O'Malley touts new 'supply chain of IT'

Outsourcing firms can help IT shops separate 'core' functions from 'chores'

**By John Gallant**  
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FRAMINGHAM (12/13/2011) - Corporate functions from human resources to customer relationship management (CRM) have already been migrated to the cloud. But are you ready for systems monitoring and management in the cloud? More important, is management-as-a-service (MaaS) ready for your company? As part of the IDG Enterprise CEO Interview Series, IDGE Chief Content Officer John Gallant spoke with Chris O'Malley, CEO of Nimsoft, a CA Technologies company that provides MaaS capabilities. (Note: This interview is paired to a talk with CA Technologies' CEO William McCracken [found here](#).) O'Malley, who ran CA's cloud management portfolio prior to the company's 2010 acquisition of Nimsoft, talked about how MaaS is better at handling the new "supply chain" of IT and the need for IT executives to do a better job of determining which current IT functions are "core" - important to the success of the business - and "chore." Those chore functions are ideal for outsourcing to companies like Nimsoft.

O'Malley also described why Nimsoft -- unlike other CA acquisitions -- has to operate independently from its parent, how companies make the transition to MaaS and why smart CIOs will try to change the "union" mentality in IT. O'Malley also explains why virtualizing human capital is the next frontier for IT. (Note: O'Malley is also a [blogger for Computerworld.com](#); you can find his latest entry [here](#).)

**Q: Let's start off by discussing Nimsoft's strategic positioning. What is the unique selling proposition for the company?**

A: Basically, we wanted to get after a different customer set than [CA] would traditionally have gone after. If you look at CA, it's predominantly focused on old mainframe customers. It's reached beyond that to maybe the top 2,000 IT operations companies. But if we're going to grow, we have to get outside that customer base and become relevant to more newer-age companies, which tend to not grow up with big iron. They are using the cloud as a means of building the business. Groupon is a good example, or

Netflix would be a good example.

When we made the decision to acquire Nimsoft, we saw it fulfilling a trend that customers of an echelon below those top 2,000 were the most aggressive at looking to the cloud and cloud services. It makes sense, [because] they don't have the capital, they want to pay as you go. The utility concepts and benefits of the cloud are very appealing to them. They want a technology that was purpose-built to not only manage their own IT, but what was happening in the cloud, which is becoming the supply chain for them. Imagine IT basically being cut into pieces and then being able to bring back that data in a unified way.

The other part was the recession. A \$1 billion company may have had five [Microsoft](#) experts before the recession, but they got rid of two as part of the new normal. You had executives saying 'This is just crazy, it's riskier for us to do IT management internally than externally. This isn't a question of whether we should outsource or not, we just can't do it internally anymore.' They wanted to push the responsibility to an external provider to do these things on their behalf and that was the advent of the MSP [management services provider]. MSPs have really grown over the last five years from nothing to a substantial part of the market. Nimsoft is purpose-built for that model of [managing] stuff in the cloud, stuff on premise. We've built up a substantial penetration into the MSP space. It's been characterized as the most envious position in the MSP space. We've got Rackspace, we've got CSC, we've got Verizon, we've got HCL [Technologies] -- it's a who's who list of players that are starting to assume this responsibility.

**Q: So you're going after MSPs and enterprise customers, but really this is an opportunity to catch the next-generation IT shops that wouldn't build IT the way it is being built today?**

A: Absolutely. Those companies wouldn't see CA technologies as part of this new-age world. They would see the more edgy nature of something like Nimsoft, which is in the more well-known circles of companies that I'm describing.

**Q: CA has acquired and integrated lots of companies over the years. Why have Nimsoft operate as a separate company? Why not integrate it in to the CA portfolio?**

A: At the point of acquisition, we knew it was going to have to be different because it was going after a different market segment. The product has got to be developed in a different way -- how we sell, how we market. I

don't know that we knew the magnitude of differences, to be honest, at the point of acquisition that we know today. We've got to be a viral company to get volume within a market segment that has got 14,000 customers and thousands of MSPs. You have to have a demand engine, a demand-gen engine that's done by Twitter, that's done by social means, to create enough lead volume. We sell differently than CA. Two billion [dollars] and below is how we designate this, a medium-sized company. It's about \$2 billion to \$300 million is the category that we go after.

**Q: So you're trying to make it as easy for those customers to get in as a salesforce.com or a NetSuite would?**

A: Like a SaaS company. We're using those techniques. All of our technologies can be delivered on demand, so I can do WebEx's, I can do proof-of-concepts without ever coming on site. It is this lightweight, non-invasive, simple value prop that allows us to use inside sales as a mechanism of securing these deals. Then the business itself, financially, is run dramatically differently. It's a monthly recurring revenue model, so we operate like a SaaS company that way. The reps, as an example, are not trying to go to an MSP and do a big three-year deal with a lot of bookings where they've got to go figure out how to monetize the asset I've sold them. We're selling you just what you need for your use internally or for an MSP's existing base and then we nurture that. The business is running at more of a fever pitch. It's hard to describe, but the culture has got to be fanatically customer-centric. When you do a transaction it's all about how fast you get customers implemented, satisfied to the point where they're exploiting it and want to actually buy more from an up sell, cross sell. It's a healthy way to run a business, but it's dramatically different ... than an on-premise software vendor that does three-year deals.

**Q: How do you leverage the CA relationship? How do you integrate with what CA has? Is there a risk of internal competition with CA's on-premise or its cloud offerings? Or is that healthy?**

A: It's all of those things. Companies that are \$2 billion eventually become \$4 billion, right? They get bigger and bigger and the requirements start to change so they become a natural focus for the CA guys. So there's a natural synergy for CA in terms of what Nimsoft provides.

If IT is thinking more like being an MSP, one of the dimensions is that IT in big shops has [always] looked at the highest-order requirements in terms of security, availability, and then built a reference architecture based on those needs, which is overkill for a lot of what you do. Part of Nimsoft's

value is that it's got this simple, elegant nature that can do 80% of what the bigger products do with 20% of the features and functions. Companies are now looking for simpler IT solutions and being very vigilant about only those few services that need industrial strength tools. That is how MSPs think, because they're always thinking about profitability and there's a cost element when you over-provision capabilities. Larger enterprises want to behave like an MSP; they're trying to get to this simple, elegant solution that spans not only the [data center](#) but into the cloud. Nimsoft is a foundational element, but then [also using] things like [CA's] Wily APM [Application Performance Management] for those services that are critical. There's the ability for large enterprises to use Nimsoft as a baseline service, much like an MSP would do, [and augment with CA products].

Now, your point about cannibalization, there is a certain momentum in the industry for SaaS, IT management as a service. Many customers are at a point in going to the cloud and exploiting the cloud more and more, that they are starting to rethink service management within the data center. Many of them are wanting to go toward new-age technology that has been built from the ground up to be SaaS, it's ITIL support -- basically, the best practices delivered without a lot of configuration. I can use a URL as a means of accessing this thing and know that it is integrated with things like my monitoring tools. Many customers are hitting the reset button in that specific area and looking to cloud-delivered applications. That's going to be where our customers change their minds, but it's going to be more BMC and HP customers that start to change their minds. They will look to cloud-delivered models that just are better options.

**Q: So this is a way for CA to keep these customers?**

A: Exactly, keep them in the family. We talk about how we can actually marry these two technologies to allow these customers to make decisions in a more natural way rather than being unnecessarily urgent. Having the base technology like CA Service Desk [Manager] on premise, but take advantage of the user experience that we're building on top in Nimsoft and marry the two together. At some point, when you want to make the decision to consume it all as a service, we're going to be there for you. But we're going to let you make the choice when you want to make it; when it's right for you and it makes business sense.

**Q: Talk about the competitive landscape, what companies do you go up against in your category and how do you differentiate against them? What do you offer that they don't?**

A: We run the gamut starting with open source. Nagios would be a good example on the low end as a provider that is open-source technology. MSPs that out of the gate are trying to do things on a shoestring budget go after open source as the basic technology they use in monitoring services. What happens, though, is inevitably they get up to a scale and size where they need a product that is fully multi-tenant. You need a lot more to have economies of scale that you really want, because as you add customers you don't want to add a lot of head count. There are a lot of instances of replacing this single-tenant, low-end software as companies are becoming more robust in what their demands are. Then we butt up against the big guys: it's the Tivolis, the HP OpenViews, the IBMs, where customers have become frustrated. Their IT is not just what's inside the firewall, but they've done all this customization against [these products] that makes it literally impossible to carry forward in this supply chain kind of IT. You have the cost of it, the complexity, the amount of effort that you've put in to it; it's becoming a boat anchor to your ability to move forward. They're looking to hit the reset button and rather than just doing something incrementally different within IT, you probably should emulate [companies] that are in this business, the MSPs. So they'll convert from things like Tivoli and OpenView to Nimsoft.

**Q: Within the pure software-as-a-service market, who are your core competitors?**

A: Increasingly, ServiceNow on the high end. On the lesser end, it's the open source [companies] and it's so fragmented that no one of them is really that relevant.

**Q: What are the differences between Nimsoft and ServiceNow?**

A: We marry both the monitoring side and the ability to do incident and problem [management]. Service management is a critical component now, because at the end of the day it's how well the customers feel they're being served that determines whether IT is doing a good or bad job. Service management is at the center of that, but its capacity to do that rests on the monitoring side. So marrying both the monitoring and service desk as a single integrated solution makes us, I believe, substantially better than that which ServiceNow provides. We have this simple, elegant, complete solution base.

**Q: When does an enterprise IT shop become a great potential customer for you? What is the stage in their evolution or frustration that gets somebody right where you need them as a customer?**

A: We have large customers like Deutsche Bank, Barclay's -- big, big customers of ours -- and almost inevitably they have a CTO or a CIO that has come in with a new order of how IT is going to be run. They start to ask some really difficult questions about, 'Why do we have this kind of legacy reference architecture and all the cost associated with it when our users are completely dissatisfied with how IT is running [compared to] the rate they're running?' Part of the problem that most IT organizations are facing right now is that companies like salesforce.com and SuccessFactors call on the business side. They set a new degree of expectations of how service is being run in terms of innovation, how fast new enhancements come out, how fast things are provisioned. And [users] see the reality of what's possible and then they look through that lens to IT and they get grossly disappointed. They're not taking the excuses as to why this can't be done.

So you get these new IT executives coming in and they have a new formulation of the way to do IT and they'll initially look at private cloud. But the new order is not just private cloud, it's this MSP model. I had a very interesting conversation in Germany a couple of weeks ago with a large insurance company and we're in a competitive deal. It's a BMC shop and we're thinking about how to unseat that technology. I was sitting across from all of these people -- there's probably six on the other side of the table - and the person that's directly across from me is the chief executive of that IT staff. He looks like he's 27 years old and he says that they've got to be more agile and nimble and equate to what a cloud provider does. But for IT services that make us unique and better we want to invest internally. He referred to [their] current architecture as a big zoo of these beastly animals that are completely untamable: We can't integrate; it's extremely costly to carry [them] forward.

It was interesting because the people that are sitting on either side of him are the ones that built what he's describing. There's a guy who was almost wanting to cry because [the IT executive is] basically talking about the baby that he's nurtured into adulthood over the last, I don't know, 25 years or so.

We did a proof of concept. I asked the incumbent vendor and some other vendors to monitor Oracle, as an example. We gave them 48 hours to do it and they couldn't pull it off. Nimsoft did it in 20 minutes. The architecture that we have today is at a point of simplicity and elegance that they can take it to a new level. You've got to divorce yourself of old thinking and think in a dramatically different way because IT has tended to be a society

of incremental changes. But you need to be aggressive and take a big step forward. It's interesting that this company would take a guy that's in his late twenties, it looks like, and make him come in with no sense of legacy ties. He just wants to make it better. And he's bringing a [perspective] and skill sets from an iPad, from an iPhone and these business-consumed apps, and he's asking all the right, hard questions. When we get scenarios like that, it's a well-defined prospect for us.

**Q: You've talked and written about this distinction between 'core and chore' -- meaning focusing on the things that are core to your business success and handing off the chores for someone else to handle. It sounds like author Geoffrey Moore's 'core and context' distinction. Can excelling at managing your own infrastructure ever be 'core'? Or is it always chore?**

A: In the long term, it will absolutely be chore. Medium-sized firms are not going to have data centers in the not-too-distant future. I think they're going to get to a point where managing a data center just doesn't make sense. Just to emphasize the point, I was at a panel discussion yesterday with a bunch of MSPs and somebody asked them: "How many of you MSPs actually manage your own data centers?" Now, you would think all of them would say yes.

**Q: That would certainly seem core to them.**

A: But some of them don't. It emphasizes the point that data center is going to be a commodity thing. It's basically a fabric from which these workloads are run. The [Big Switch](#) book by Nicholas Carr, I think, will fulfill its promise. IT cannot be just a back-office function, it's got to step up. There was a question [during a CA World keynote]: "Do CEOs have to know technology?" I think they have to. I think it's becoming so intertwined in the offerings of companies. The more the dial turns in that direction, things like building and managing infrastructure become 'chore' functions. It's really the apps and the user experience and the things you can do uniquely to provide value to new markets -- that's what IT will become.

**Q: Talk about the customer transition to your management-as-a-service model and how people should be approaching this. First, what's the big mental hurdle? When you talk to somebody about this, what's the biggest thing you have to get them over?**

A: IT has been a little like a manufacturing plant that has been refined over 30 years to do a certain function. It was built to build little buggies or

something and then the automobile has come out. They're so ingrained in process and habits that to make this jump into this new-age world is a very difficult thing to do. Managing change and changing thinking is a very difficult thing to do. I think the organizations that get this catalyst are the ones that see IT becoming an element of competitive advantage in their market space. It forces CIOs to go back to their IT organization and break down that kind of union mentality and use inspiration to draw them in to a new set of roles and a new thinking. With the most aggressive companies going down this path, even the roles in IT have different titles -- it's customer experience, it's customer success, it's general managers of services. The whole metaphor of how they run IT is just dramatically different. But to do that as a CIO, it's hard because you're looking at a lot of faces of the people who have built this thing that runs at five nines, it's fulfilling its promise. But in 2011 it's not enough; I mean it's not enough.

**Q: What do you mean by the union mentality?**

A: The barrier for change is that IT has been this configured thing to get to five nines, to do the SMP upgrades, to take the business in a direction that basically makes it a back-office function. Netflix is doing streaming on demand and has an infrastructure that can handle between Monday and Thursday. Friday, that basically goes up into Amazon EC2 so they can have the economics work in delivering this incredible service to customers. That's the new age of what IT is. So how do you take people who've been basically thinking back office and transition to this new stage? You always feel a sense of comfort from where you've come and what you've done and there's a sense of longing for it. CIOs have got to unplug that thinking and take it to the next level. I used to run the mainframe business [at CA] and [I know] that IT people are these wonderful people that really care a lot. They care a lot for their technology, they care a lot for their companies. I was energized when I went through that Mainframe 2.0 effort because we wanted to reinvigorate the platform and make it relevant to a new order of things. [Mainframe 2.0 is an [enhanced set of mainframe management capabilities](#) from CA Technologies.] It gave me a lot of excitement about the fact that IT people could go through this transition and be a part of the new age of things. I look at what we did there in reinvigorating the platform as very much like what CIOs have got to do with their IT organizations in taking the next step. But it's hard. It's a dramatic change in thinking and scale of responsibility.

**Q: Talk about the actual migration. Someone decides to go to management as a service -- how do they make that transition? How do you guide them through? What do they keep from their existing**

## **management tools? What do they get rid of?**

A: At the high level, it's dividing things into chore activities and prioritizing. The first things that hit the list are things that can be delivered as a SaaS equivalent to IT -- things like product and portfolio management. That's an IT app, it's not infrastructure software. That's a high-end candidate. Service desk is a high-end candidate because it can be delivered as an application. Because these things are now SaaS delivered -- things that have been developed in the last 18 months or two years -- they tend to be enriched with things like ITIL best practices. When these products came out 10 years ago ITIL was not that well developed.

So I can take these things that are apps and take them out of IT's responsibility, consume them as a service. As long as it's integrated with my infrastructure management software, those are the first candidates. The next rung is having infrastructure technology delivered as a service, which Nimsoft monitoring does. It's lightweight on the customer side and the application actually runs and resides in the cloud, either at an MSP or Nimsoft. That would be the next candidate I would go after. And what would drive me to do that is that I'm thinking about not just the software delivered to me, but there are now probably better people within the MSP to actually do the activities of monitoring and managing systems. Part of this is the human capital, which MSPs provide.

So the first is just to get the apps out and the complexity, simplify how we do things like service management, PPM [portfolio and project management]. The second tier is [to decide] do we really want to monitor systems? If not, go to an MSP and have monitoring delivered as a service.

## **Q: When you make this transition, which roles and responsibilities become less necessary within an IT shop and what critical new skills do people need?**

A: I believe that the atom within IT is going to a service. It's the distinct services that they offer. I believe that IT will begin to be organized, basically, by general managers of the services. They will think about the P&L elements of these things. They won't think like an IT person, but they'll be in IT. They will think a lot about the user experience because the user experience usually relates to the nature of revenue that you get -- how fast you're getting deals and all that kind of good stuff. A big part of it will be keeping up with whatever the competitive alternatives are. People will be product managers, thinking about where the market is going, how these

services need to evolve. These things will be elevated within IT; a new-age kind of role and responsibility. Things like monitoring those services, securing those services, disaster recovery of those services, increasingly will be handled as consumer services from MSPs as part of their service catalogues. That will start to be the delineation between this core-and-chore thing that I'm talking about. Innovation helps strongly within the company, that's what's going to make them different, [helps them] thrive and survive. User experience is a weighty part of that. Things like traditional IT management work and skills and technology will be consumed as a service.

**Q: Are there pieces of management today that don't lend themselves well to a service model?**

A: The objection of customers about going this route, about consuming all the things as services, is that I'm so big the bandwidth is just not big enough to handle it. So it's not necessarily the technology, it's the nature of the applications that you're working with that would dictate what you can do. There is no IT service or IT management function that couldn't be delivered as a service; the barrier is going to be whether the network bandwidth would be available to actually make it happen. Security is an objection for certain types of data that limit what could be done via the cloud.

But salesforce.com is a good example. One of the most critical pieces of data of any company is the customer list and all of that resides in the cloud. If you really think about it, we are already doing this stuff. I think in time that the fear of security will start to subside as technologies become more robust. And the network is growing by leaps and bounds. I guess there are physics barriers, to a certain degree, at this point, but they'll start to go away.

**Q: When we did our [Cloud Leadership Forum](#) conference last year with our sister company IDC, we surveyed attendees and there was still a high level of concern about security in the cloud. But we asked them to look out five years and the bulk of the IT folks in attendance said they felt security was going to become an advantage in the cloud because they felt that cloud providers would be better at security than they could be.**

A: What makes your point so right is that when salesforce.com came out it had all those quality-of-service problems, right? They were highly publicized and [some people said] 'Look, this stuff doesn't work.' But these

cloud companies are grossly transparent about how they perform to make it visible to the entire world. They hide nothing and they [ratchet up] the responsibility they're putting on themselves to increase their availability. The same thing will happen with security. In IT, you want to hide the fact that you were down at three in the morning. We hope nobody found out about it, we definitely don't want to promote to the business that it occurred. In the cloud world, you're totally transparent. We use Twitter to post availability of systems for anybody to look at at any given point in time. The minute that system isn't available, it's tweeted to the world. We're like cats on a hot tin roof. It helps us to just get better. The level of transparency that you have to offer to compete in the cloud means your standards have to go through the roof.

**Q: The other thing that's a pretty significant concern among customers regarding cloud is ending up dealing with silos of cloud providers. We're using salesforce.com for this, we're using another company for that, and we end up trying to stitch together applications out in the wild that we spent years integrating internally. Talk about how you help people manage a big cloud environment with multiple providers. How do you stitch all that information together? How do you work with diverse cloud providers?**

A: For Nimsoft, it's about managing what we call the supply chain we're sourcing from all different places. The strength of Nimsoft is the way the product is architected. The base product has this thing called a bus which is the means of transporting information to a unified portal. At the lowest common denominator is this thing called a probe. You can probe virtually anything -- a server, database, applications -- it sits within your own enterprise.

**Q: So your cloud provider doesn't necessarily have to use Nimsoft for you to still be able to manage that cloud provider?**

A: No, I can probe things in salesforce.com, I can probe things in SuccessFactors. We put these probes everywhere you have work, basically probing your entire supply chain. The bus then collects it and I present it to you as though it were one big, internal data center. Our job is to bring that data, in terms of alerts, up to a service desk, so either you as a customer or me as an MSP supporting you are constantly alerted to the fact that, say, the response time we're getting from salesforce.com in Asia is not where it needs to be. I'm going to do whatever activities I've got to do with salesforce.com to make that work. We're watching the entire supply chain and managing it as though it were a data center. So that's how we

help customers in this new model.

**Q: So the cloud provider doesn't necessarily have to cooperate, but you could still bring them into that management picture?**

A: Yes, sometimes, like with a CSC or Fujitsu, Nimsoft actually is resident within those clouds. Sometimes, it's synthetic transactions that we use to pump and ping these environments to get a sense of what their response time's like. Our belief is that it will be a factor in whether customers will take a [cloud] service, whether they can monitor those systems in a deeper way. That's an interesting value proposition that MSPs offer customers. Given their scale, they're going to have more clout with companies like [Google](#), like Amazon, than any customer would have on their own.

**Q: What kind of relationships do you have with cloud companies? How many would you consider to be partners who are helping you to maybe go deeper than just a probe kind of approach?** A: Companies like CSC, Verizon, HCL, Wipro are all coming out with infrastructure-as-a-service and platform-as-a-service offerings and we are the technology that's resident in those environments to do the management. For all the same reasons we were successful with the MSPs, we're doing really, really well with the cloud providers. The next stage of this is platform-as-a-service. I think 2012 is going to be big within that space and it's a big focus for us to partner with these firms.

**Q: Do you work with Microsoft on the Azure platform?**

A: We're beginning to. For certain elements of the CA technologies, we do work with them. Our ARCserve technology is resident in the Azure platform for doing backup. We're beginning to work with them and have discussions around Nimsoft. But we're trying to engage with all of the vendors for all of these platforms and be a part of them. In order for customers to exploit these PaaS platforms, they're going to want to manage those as though the infrastructure is inside the data center. They're ultimately responsible for the service availability and response times. So more and more of these vendors are accepting the fact that this is just a better approach and it's going to help them get more customers faster.

**Q: You offer both on premise software and a service, why would someone choose one versus the other?**

A: If you're a larger enterprise that hasn't gotten to the point where you want to go to an external MSP but you want to build an internal MSP, in

those instances you'd buy Nimsoft on premise but you operate effectively like an internal MSP to the business. The smaller you are, the more aggressive the CIO and CTO, you're going to see these things [handled] as a service either from us or delivered by an MSP.

**Q: What's the road map? What are the key things that Nimsoft will do in 2012?**

A: Nimsoft next year will unveil a branded user experience. It will be going beyond traditional IT capabilities to bring in the social element. We believe that when IT becomes the business, it's not just about ITIL processes, it's about how do we get people fired up and understanding the urgency of things and feeling good about what their efforts are doing to affect the business. So we're bringing in Twitter-like, Facebook-like elements to managing IT.

**Q: So using social media to alert people when there's an issue?**

A: Well, more than that. Part of it is the alerting side, because people are working in the world of Twitter. But also when you have a problem you can figure out what are the best available assets to put against it. That's what's cool about Twitter. You can put something out there and figure out who is an expert that can be brought to bear on the problem. We've demonstrated a product that could, say, alert a manager to the fact that the ecommerce system is not behaving the way it should in terms of response times. The alert goes out, the person is assigned, he sees a mismatch between that person's skill sets and the problem. He can reassign somebody who has a better skill set. We believe the next level, beyond virtualizing infrastructure, is virtualizing human capital where customers themselves or the MSPs will not only use their own internal assets, they'll use external assets. With the dynamics of the MSP industry, they'll have core skill sets which make the economics work. But for things like database skills or nuanced skills, they'll use external services via a Nimsoft platform to help resolve these issues. So the next big thing is virtualizing human capital.

We're also going to expand beyond just monitoring service desk and cloud user experience. We'll be delivering on Netflow, basically monitoring the network, which is a big part of what MSPs will do in the future. We're also going to get into automation in a big way. We want to improve the performance of the MSPs and customers want to do automated activities across that supply chain.

**Q: Does that include things like automated fix? Problem fix?**

A: Or provisioning or the elements of restarting environments, all of those things that customers want to do in a way that doesn't require skills or people to physically do them.

**Q: You have 30 seconds in an elevator with a CIO. What do you tell him or her about Nimsoft?**

A: Nimsoft is the best product on the planet for being able to monitor workloads, regardless of where they reside. Whether it's internal or external, being able to bring all of that data together, so collectively you can see how your supply chain is performing. Because at the end of the day you're only as good as your service levels. Secondly, we've got service desk technology that allows you to do incident and problem management across that supply chain. Finally, we give you the option of not only doing that on premise but consumed as a service. We give you the opportunity to focus on the core things that are going to provide competitive advantage to your business.

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