Digital Transformation Journey @ BMC

bmc

Six Years ago…..

IT Organization

Our Customers

A little digging….

Waterfall Development

Practically no automation

Disparate tools for everything

Quality was someone else's job

Silo Mentality - Individual over team

Resulting In

Long delivery cycles

Missed Commitments & Poor Quality

Hero Culture

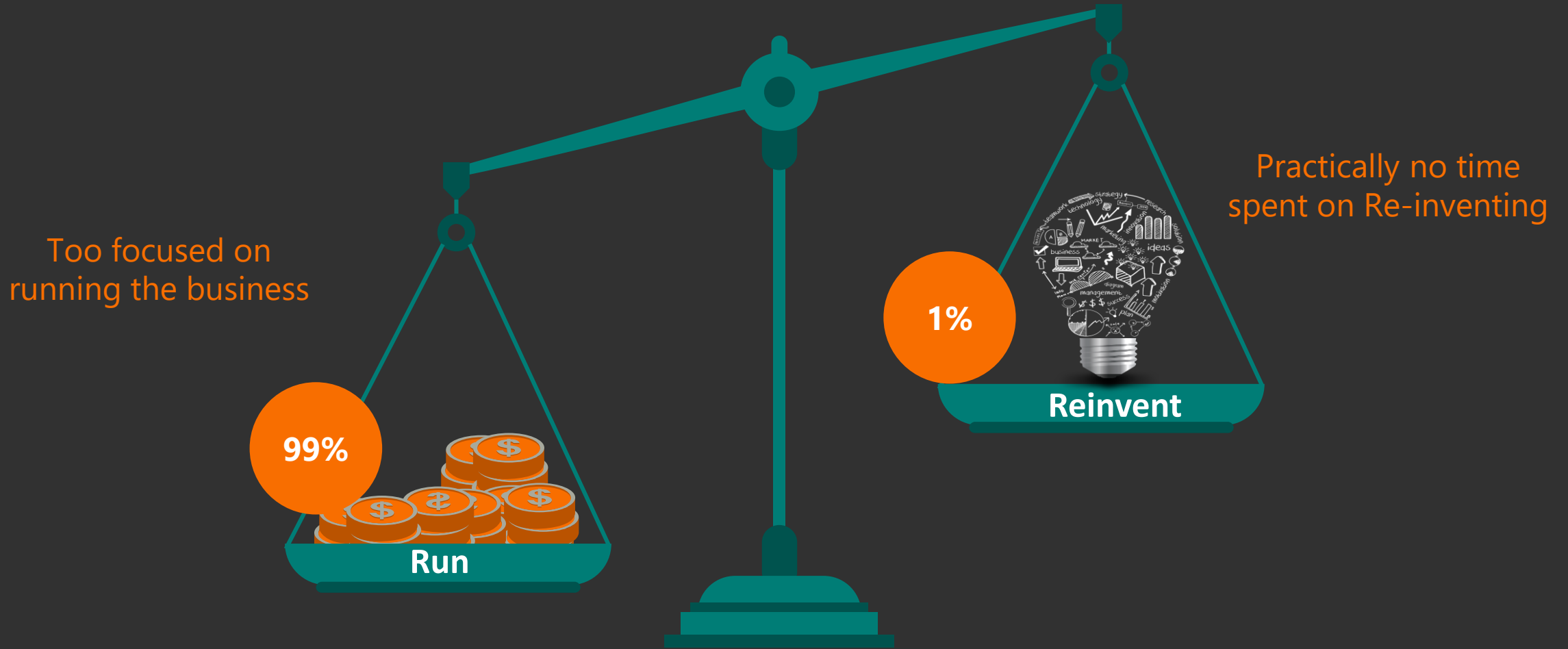Poor Morale

Frustrated Customers

At a time when

- **Digital was disrupting traditional business models driving the need for more business agility**

- **Demand continuing to outpace IT capacity**

- **SaaS / Cloud lowering barriers to technology acquisition**

- **"Do more with less" alive and well but...**

- **"Do more with less but do it faster with better quality"**

Our IT Portfolio

STRATEGY	MARKET	SELL	SERVICE	DEVELOP	SUPPORT
Z	Develop & Automate	E	Service Support	Workload Automation	Data Center Automation/Cloud	Performance/Availability

STRATEGY MANAGEMENT	MARKETING MANAGEMENT	SALES MANAGEMENT	GLOBAL SERVICES MANAGEMENT	SOLUTIONS MANAGEMENT	CUSTOMER SUPPORT MANAGEMENT
☁ Salesforce.com ☁ BMC Communities - JIVE	☁ BMC.com – Clickability ☁ BMC Communities - JIVE ☁ BMC Advocate Hub - Influitive ☁ Sprinklr – Social Media ☁ Bunchball Gamafication ☁ SAVO ☁ Eloqua Engage ☁ Lean Data ☁ ReferenceEdge ☁ Adobe Test & Target ☁ Adobe Site Catalyst ☁ Twistage / Vidyard	☁ Sales Cloud – SFDC ☁ Executive Briefing Center – SFDC ☁ Partner Relationship Management – SFDC ☁ CPQ – Apttus ☁ Insidesales.com ☁ Dealmaker – TAS ☁ Plan 2 Win ☁ BMC Demo Cloud ☁ Account Research	☁ Open Air – NetSuite ☁ BMC Academy - Cornerstone OnDemand ☁ ReadyTech - IAAS ☁ Contract Mgmt – Apttus ☁ Salesforce.com	☁ Request for Assistance – SFDC ☁ JIRA – Attlassian ☁ Confluence – Attlassian ☁ Beta Program – SFDC ☁ Github ☁ BMC CLM ☁ Milkbone / ChuckWagon ☁ Perforce, Git	☁ Service Cloud – SFDC ☁ Coveo ☁ StarPound OCMS ☁ Walker Survey ☁ Qualtrics ☁ Gainsight ☁ Skype for Business

BACK OFFICE	☁ Sales Commissions – Callidus ☁ Taxware – Tax Exemption ☁ Siebel (EOL)	☁ CPQ Apttus ☁ Cybersource – Credit Card ☁ Hyperion	☁ NvR – Force.com ☁ Recurly Billing ☁ IT2	☁ FieldGlass Contractor Mgmt ☁ Electronic Product Download - Akamai	☁ Concur Travel Mgmt ☁ Oracle 12 eBiz

HUMAN RESOURCES MANAGEMENT	☁ Oracle Fusion HR ☁ Taleo Recluiting ☁ iLearn – Cornerstone OnDemand	☁ ADP ☁ AON Hewitt ☁ BMC HR Case Mgmt	☁ Employee Recognition – GloboForce ☁ Fidelity ☁ Employee Digital Workplace – my.bmc.com	FACILITIES MANAGEMENT	• iOffice • Sungard Notification Mgmt

IT MANAGEMENT	☁ Chatter - SFDC ☁ Smartsheet	☁ Mobile Applications – Force.com ☁ SharePoint Online (future)	☁ Citizen Development – Force.com ☁ SharePoint 2017	☁ Microsoft OneDrive for Business ☁ BMC MyIT	☁ Office 365

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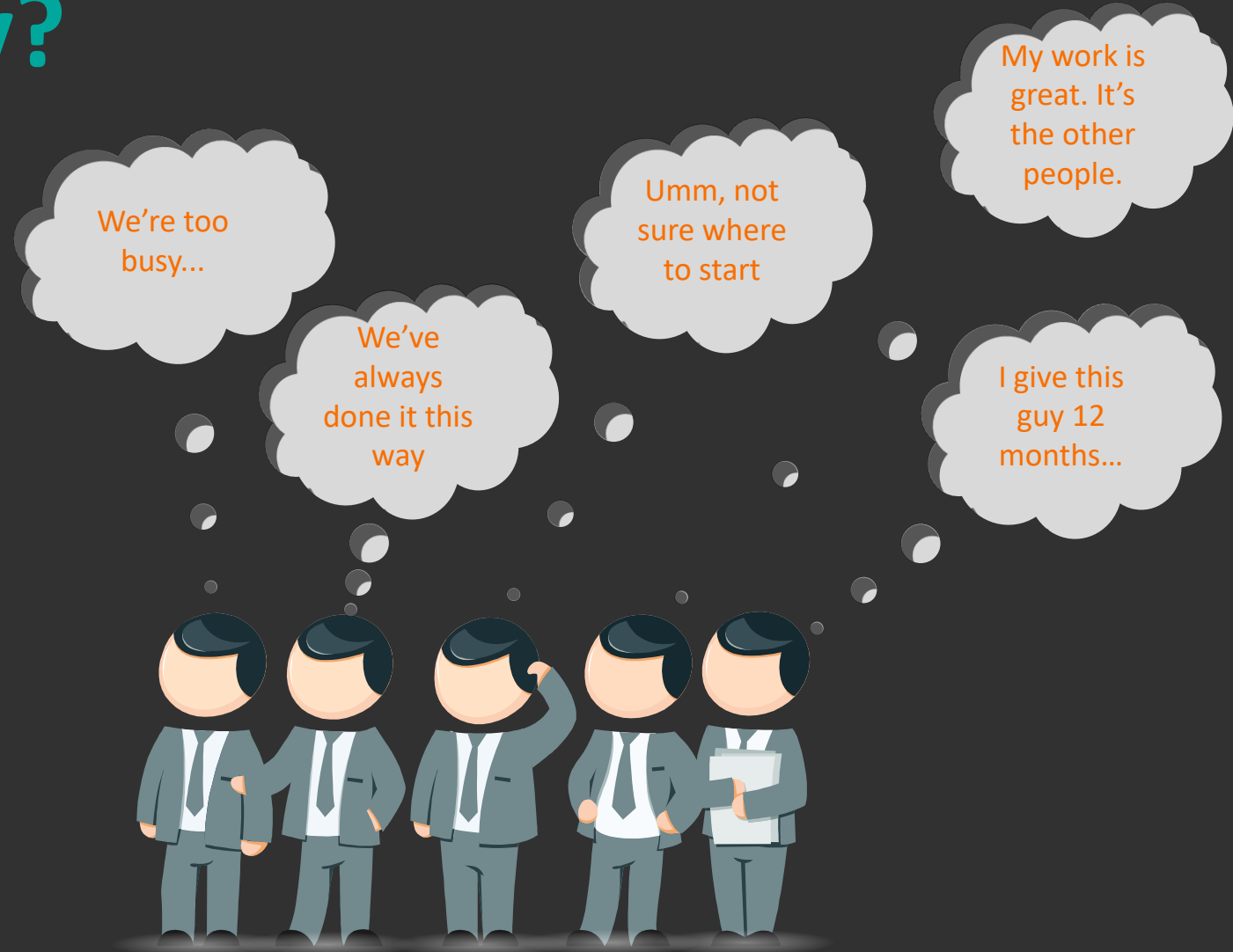
Developed Core Mission Statement

"Deliver the greatest value possible in the shortest, most sustainable time with quality"

Multi-Faceted Strategy

Automation

Automate repetitive tasks to increase flow, sped recovery and reduce errors due to manual activities

Self-Service

Incorporate Self-Service design patterns/thinking in order to expedite time to value

Citizen Development

High Productivity, Low code platform for **rapid application development** to accelerate time to value

Innovation

Hack-A-Thons, Ideation time, exploration time, feedback to R&D…
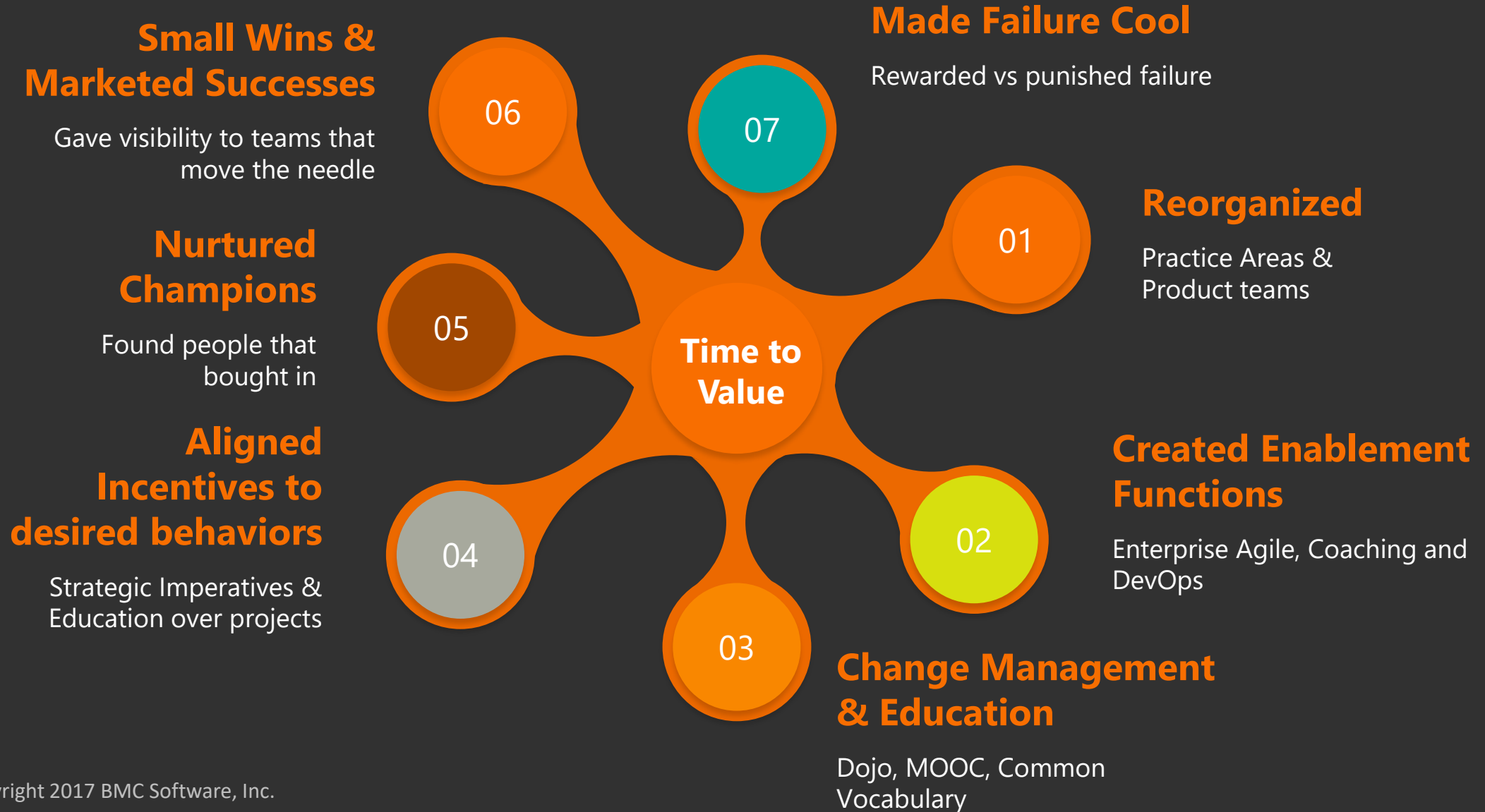
People Development

Make Continuous Learning part of our DNA

Technical Debt

Continuously identify and address technical debt in order to keep the architecture and portfolio "fresh"
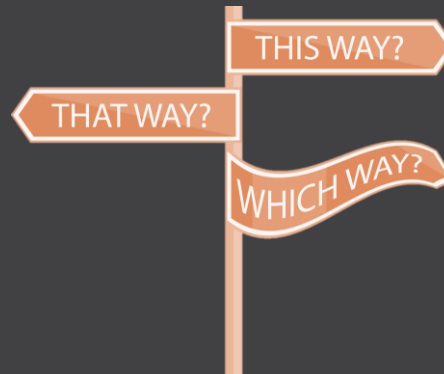
Automation

Self Service

Innovation

Time2Value

Citizen Development

People Development

Technical Debt

Quality as a core tenet

Major Steps

Small Wins & Marketed Successes

Gave visibility to teams that move the needle

Nurtured Champions

Found people that bought in

Aligned Incentives to desired behaviors

Strategic Imperatives & Education over projects

Made Failure Cool

Rewarded vs punished failure

Reorganized

Practice Areas & Product teams

Created Enablement Functions

Enterprise Agile, Coaching and DevOps

Change Management & Education

Dojo, MOOC, Common Vocabulary

06

07

05

01

Time to Value

04

02

03

SUNNY..... HOT ... DAY

- ONE CHOICE
- LONG LINE

THIS WAY?

THAT WAY?

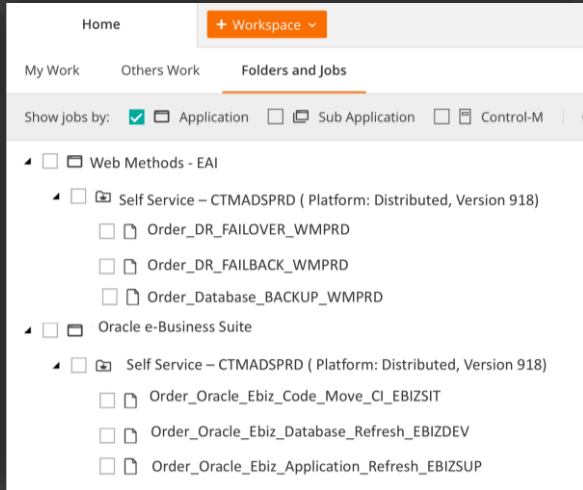WHICH WAY?

- MULTIPLE CHOICE
- NO WAIT

All-you-can-eat ice cream dispenser

Run & Reinvent

Infrastructure Optimization

62 SERVICES
- PUBLIC CLOUD, Incl. SaaS
- PRIVATE CLOUD
- ON-PREM

Build & Release

28 SERVICES
- CI/CD
- Shift Left Quality
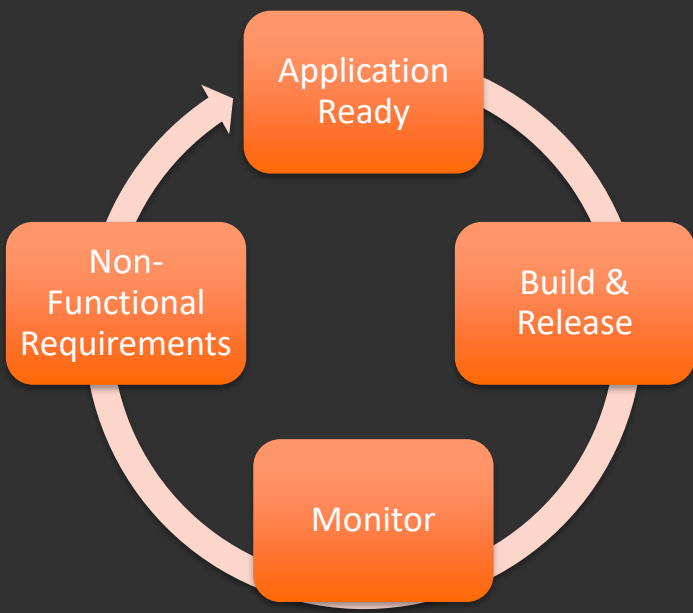- Shift Left Security
- Shift Left Measurement

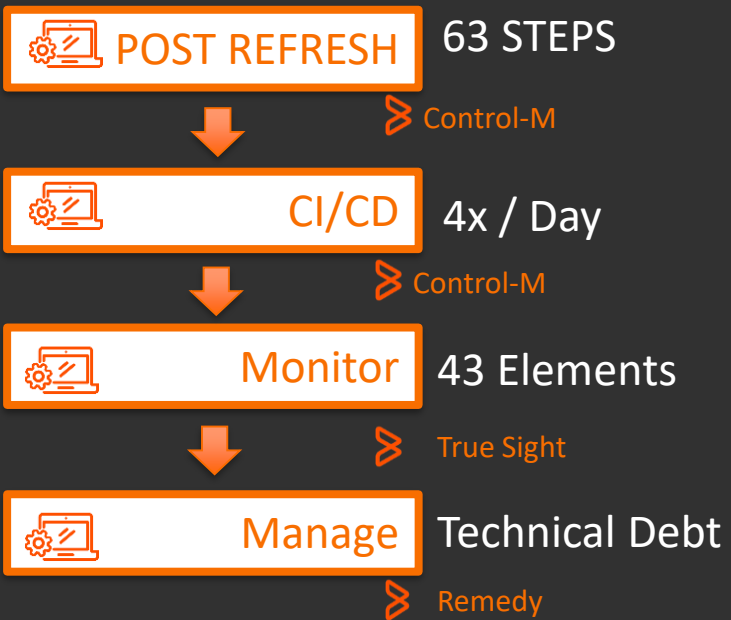**Flow Optimization**

19 SERVICES
- IT Flow
- Business Flow

INNOVATION   AUTOMATION   SELF SERVICE

Example: Salesforce Platform

Before

After

MANUAL

1– 5 Days

Application Ready

Non-Functional Requirements

Build & Release

Monitor

POST REFRESH — 63 STEPS
Control-M

CI/CD — 4x / Day
Control-M

Monitor — 43 Elements
True Sight

Manage — Technical Debt
Remedy

Problems

- Very Long "Refresh" Time
- Root Cause Analysis

Due to

- SFDC Sandbox post refresh Manual
- Lack of Monitoring
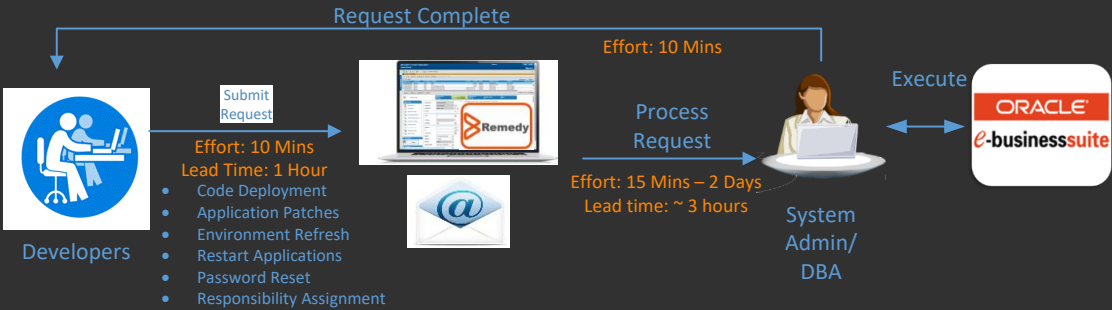- No Technical Debt Management

Solution

- Orchestrate post Refresh
- Proactively monitor and resolve patterns and trends
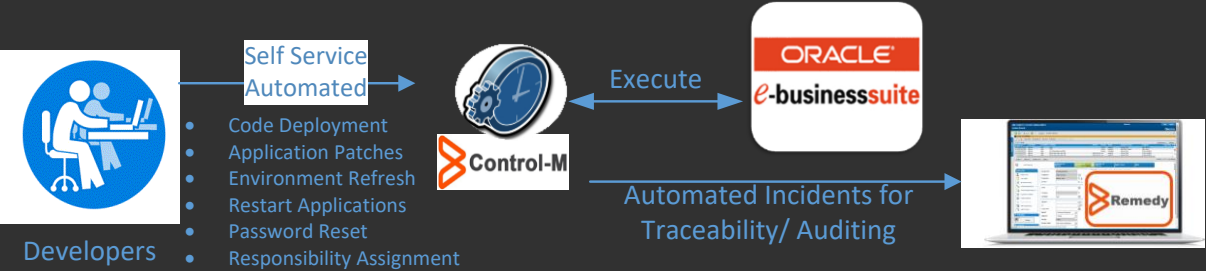- Manage technical debt

Benefits

- Increased Agility (Dev)
- Increased Stability (Ops)
- Reduced Vulnerabilities (Sec)
- Reduced Cost (Financials)

Example: Continuous Integration (CI/CD) : BackOffice

Before

Request Complete

Effort: 10 Mins

Submit Request

Effort: 10 Mins
Lead Time: 1 Hour
- Code Deployment
- Application Patches
- Environment Refresh
- Restart Applications
- Password Reset
- Responsibility Assignment

Developers

Process Request

Effort: 15 Mins – 2 Days
Lead time: ~ 3 hours

System Admin/ DBA

Execute

ORACLE e-businesssuite

After

Developers

Self Service Automated
- Code Deployment
- Application Patches
- Environment Refresh
- Restart Applications
- Password Reset
- Responsibility Assignment

Control-M

Execute

ORACLE e-businesssuite

Automated Incidents for Traceability/ Auditing

Remedy

Problem

- Keeping up with Market

Due to
- Manual Tasks
- Lack of scalability

Solution

- CI/CD Automated
  - Package and build
  - Security scan
  - Deployment
  - Automated testing

Benefits

- Keeping up with Market (Dev)
- Reduce Operational/Admin Cost (Ops)
- Employee & Customer Satisfaction (Culture)

Benefits

Faster Time to Value

- **10x** — 10x faster delivery time
- **8x** — 8x more frequent delivery 15x in some areas
- **22 K** — 22,000 + hours of productivity improvement
- **18 K** — 18,000+ Automated Builds, and Counting...
- **80%** — 80%+ Repetitive tickets resolved <u>automatically</u>

Improved Security

- **3700 +** — 3700 Vulnerabilities Remediated 12K + RCA done
- **90%** — 90% faster remediation of security issues
- **10x** — 10x faster feedback cycle
- **60%** — Slash Risk by 60%

Improved Quality

- **70%*** — 70%+ Defect detection & Remediation before UAT
- **60%*** — 60% Reduction in testing time, 3400+ Automated Regression Tests
- **10x** — 10x faster testing feedback
- **3x** — 3x lower Change Failure Rate

Increased Knowledge

- **24,000+** — 24,000+ Hours continuous learning
- **3200+** — 3200+ Trainings
- **290+** — 290+ Certifications
- **400+** — 400+ Employees Trained in Scaled Agile

Lessons Learned

It's a marathon, not a sprint

Culture is Crucial

Systems Thinking: Keep the whole in mind

Automation is a design principle, not a tool.

Don't automate crappy processes

Communicate Intent, don't dictate how.

What's in it for me?

Get executive level commitment

Be prepared to fail and learn to accept it

What's on the Horizon

AIOps/Cognitive

Leverage artificial intelligence and machine learning to create more autonomous and robust automation and experiences in order to increase #time2value

UAT

Fully automated, closed loop testing eliminating the need for User Acceptance Testing

Automation

When it comes to running operations efficiently, automation is critical to success. As scale and complexity increase, humans and manual processes can't keep pace. BMC helps customers orchestrate complex application and data pipeline workflows, manage vulnerabilities and more. Automation is key for innovation as it drives continuous delivery of new services by allowing developers to deploy as needed while providing the necessary IT guiderails that ensure security and performance.