

Driving DIGITAL Transformation

BMC helps companies worldwide to create and deliver powerful, innovative IT management so they can reap the benefits of the digital economy.

Images by Ben Lister

Software giant BMC's motto is 'bring IT to life', and the company lives up to that promise, with a global presence and 82 per cent of Fortune 500 companies using BMC for their industrialised IT solutions. The company specialises in IT service and operations management, cloud computing, workload automation, and mainframes. The company was founded in 1980 by Scott Boulette, John Moores, and Dan Cloer, whose surname initials make up the letters of the company's name, and has its headquarters in Houston, Texas. In 2013, the company was privatised, with a number of investors coming on board to push growth.

The CEO Magazine spoke to Jason Andrew, General Manager and Vice President of EMEA, about his time at BMC. Born in New Zealand, Jason studied

accountancy and law at the Auckland University of Technology before becoming a consultant in the IT sector. He has been with BMC since 1997, originally as a consultant before moving into executive positions in the company. Jason's area of expertise is customer experience, and he has had a number of roles in marketing and sales during his time at BMC.

***The CEO Magazine:* What have been some of the highlights in your time as VP?**

Jason: BMC's offering is structured into five different pillars of product and solution lines. Traditionally, we found our customers would invest in one BMC solution area, such as IT service management, and they would not take up other offerings. Now, a customer's initial investment in BMC seems to be

just the start of their journey with us and we are continually seeing organisations deploying BMC throughout their IT infrastructure.

When I moved into EMEA I saw two distinct growth opportunities. The first was in markets where we felt we could invest in and penetrate more aggressively, and the second was expanding our portfolio with our existing client base.

This strategy was key in growing BMC's business within a 12-month period in Russia and the Middle East (with oil and energy businesses), as well as increasing our portfolio with our existing key markets: Germany, France and UK/Ireland (with banking and telecommunication service providers). In that 12-month window we also increased our presence in the Nordics (blue-chip organisations). ›



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What do you hope to achieve in the next three to five years?

If someone asked me to describe BMC's main mission, I would say "flat out growth". The growth initiative is driven by heavy investments into our products and our existing customer community. In the past 18 months, the investment in R&D into BMC's product offering has increased dramatically—we now invest about a third of our profits into R&D.

I've taken nearly 29 per cent of my resources that I had when I arrived three years ago and repurposed them into non-chargeable, non-billable customer-facing roles.

The focus of these roles is to help clients recognise the value they are receiving from their investment in BMC solutions and also to assist them in transforming their business in the new digital economy.

Enterprises face many challenges in the digital transformation of the economy: they have legacy applications and old data centre structures to maintain but also need to innovate in the way they deliver new services. BMC is positioned well to help these enterprises take advantage of the investment they've already made in their existing legacy systems, but also to invest in new

solutions to help them become more innovative.

What do you think are the challenges involved with increasing BMC's growth?

This market is moving very quickly, and to drive innovation you have to be an evangelist. The latest offerings that BMC has released to market are a different approach to service management and automation.

When you go to your existing client base and they've been doing the same thing with the same process for the last 20 years, you need to establish champions and real evangelists inside the organisation to support any new process you want to introduce. The champions and evangelists will have a vision that matches the vision of the new process.

In order to be successful in what we do there are three core elements: 1) there is the technology, which we help deliver; 2) there is the process that enables the solution and the technology to work inside an organisation; and then finally 3) there are the people within the

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organisation who drive the technology change.

The people element is required for a cultural shift within an organisation. That's probably, quite frankly, one of the biggest inhibitors for our growth. The challenge is how fast culturally some of these larger organisations can change and adopt new and innovative ways of delivering IT services. And if they don't, will they survive? Will they be an organisation that will look the same, feel the same, and be successful if they don't innovate and change? And you need to find champions in your customer base that understand that and drive that cultural shift internally.

What do you think sets BMC apart from its competitors?

Against our traditional competition—publicly traded companies IBM and HP—BMC is a completely different entity in that it is more nimble and start-up like. In comparison to actual start-ups, BMC is uniquely positioned with more resources and a bigger footprint: more critical mass, legacy, IP, and patents. BMC is an agile and innovative organisation, boasting 6,000 employees, a 35-year history, 15,000 customers, and more than 300 patents.

How does BMC work with partners to develop good relationships and offerings?

In my role as general manager and vice president of EMEA, I personally feel responsible for all elements in our go-to-market

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strategy. Unless you had the opportunity to run a channel or ecosystem-driven team, you don't understand it. You need to understand that you are a choice the client makes and that it isn't something you can force. When people ask me about outsourcing, I say “that's the client's choice”. It's a delivery option. If you're working with an outsourcer, if you're working with a local supplier, if you have a cloud-based MSP [managed services provider] or ASP [application service provider] operation, in most cases you'll find that we already partner with them. If they are not already a partner of BMC and the client has made a decision to work with them, then my job is to bring that partner into our certified program.

What are you looking at improving over the next 12 to 18 months?

I'm a real stickler on operational excellence. Things like regular

cadence and being transparent are important. As a BMC veteran of 20 years, I drive an internal organisation based on loyalty and trust.

We've created advisory councils where clients participate in the actual development and solution paths that our solutions are taking. For example, for BMC's recent Remedy 9 product launch, we had 1,700 customers that were involved in the beta test program. In EMEA alone, there were 70 large companies that not only answered a questionnaire but also tested the product.

My organisation was able to leverage our R&D resources so they were directly sitting in client sites to understand how the product was being received. Ultimately, the feedback was very helpful in making Remedy 9 even more user-centric and persona driven. We wanted to create products that our customers will be 100-per-cent behind. •