

## **Organization introduction:**

BMC Software is an industry leading automation, operations, and service management solutions provider with 40+ years of IT leadership experience, \$2B+ revenue, 6K+ employees, presence in about 40 countries working with 650+ partners serving various mid-size companies to fortune 500 enterprises.

## **Business need:**

Service management in today's industry is human driven. IT service management systems and processes are manual, inaccurate, and slow, resulting in excessive costs and low productivity.

Company CIOs and other executives from the leadership in today's world are behind in their digital transformations. Organizations are looking for cloud, the Internet of Things (IoT), Artificial Intelligence (AI), and other transformative technologies to solve the business problems.

Mid-size companies to large enterprises are migrating workloads to the cloud to spend less time on upgrades and achieve the flexibility to use it as on-demand. They expect easy and successful migration with reduced time and effort for upgrades and the ability to scale.

## **Solution:**

BMC Helix is a new Service management tool that has evolved by technologies like artificial intelligence (AI), machine learning (ML), chatbots and virtual agents, available in multi cloud, which driving dramatic changes to the service experience. Business leaders are adopting and applying these technologies to solve business challenges and get a competitive edge in the market.

It benefits to the customer on Speed, Cost and Accuracy & Satisfaction front.

## **Program objectives and outcomes:**

1. Migrate 80% of the company's service management processes to the BMC Helix Platform within the first six months, achieving a 30% faster ticket resolution rate.
2. Achieve a 15% increase in customer satisfaction scores related to service management interactions within the first six months of deployment.
3. Deploy real-time operational insight tools to detect anomalies, reducing unplanned service downtime by 40% within the first six months.
4. Implement automated event correlation and management systems to lower Mean Time to Repair (MTTR) by 30% within the first year.
5. Orchestrate 90% of application and data workflows across on-premises, hybrid, and multi-cloud infrastructures, achieving a 20% reduction in operational costs within the first year.
6. Ensure 99.9% uptime for all business-critical services by streamlining application and data workflows within the first year.

## **Program Roles and Responsibilities:**

1. Define and communicate the program's vision, aligning with organizational objectives.
2. Develop and maintain relationships with key stakeholders to ensure program support and alignment.
3. Ensure the program delivers its intended benefits and value to the organization.
4. Establish and enforce governance structures, policies, and procedures.
5. Identify, assess, and mitigate program risks to ensure successful outcomes.
6. Implement and manage changes to the program scope, schedule, and budget.
7. Facilitate communication and collaboration among project teams to ensure cohesive progress.
8. Track program performance against objectives, KPIs, and milestones, making adjustments as needed.
9. Provide regular updates and reports to stakeholders on program status, risks, and achievements.

## **Program Strategy Area Experience Summary.**

**Program Referenced:** Helix ITSM SaaS onboarding of the existing on-prem customer.

**Option selected (A):** Establishing or contributing to a program roadmap or business case aligned with the organization's strategic objectives.

As the Program Manager my primary responsibility was to establish a compelling business case and develop a strategic program roadmap. These elements were crucial in aligning the program with the organization's strategic objectives, ensuring that the transition from on-premises to a cloud-based service management platform would drive significant value.

The first step in this program was to develop a robust business case that would justify the investment, and resources required for the transition. This business case needed to clearly articulate the strategic benefits, cost savings, and overall value the organization would gain from moving to the BMC Helix ITSM SaaS platform.

To begin, I conducted a thorough analysis of the existing on-premises ITSM system, identifying key pain points such as high maintenance costs, scalability limitations, and the inability to leverage advanced technologies like AI and machine learning. For instance, the current system's annual maintenance costs were substantial, and incident resolution times were lagging behind industry benchmarks.

I gathered data and insights from various departments, including IT, finance, and customer support, to build a comprehensive picture of the current state. This involved interviewing stakeholders, analyzing service desk metrics, and reviewing financial reports. The findings were stark: the existing system was not only costly but also inefficient, leading to slower incident resolution and lower customer satisfaction.

Next, I identified the potential benefits of transitioning to the Helix ITSM SaaS platform. These included significant cost reductions, improved scalability, enhanced agility, and superior user experiences. For example, I projected that the organization could achieve a 30% reduction in IT maintenance costs annually by eliminating the need for on-premises hardware and software maintenance.

The business case also included detailed financial projections, showing the expected return on investment (ROI) and total cost of ownership (TCO) over a three-year period. This analysis demonstrated a projected ROI of 361% within three years, making a compelling argument for the program's strategic value.

With the business case approved, I moved on to establishing a detailed program roadmap. This roadmap served as a strategic guide, outlining the key milestones, deliverables, and timelines necessary to achieve the program's objectives.

Throughout the program, I maintained a flexible approach, continuously aligning the roadmap with evolving organizational priorities and market conditions. Regular review meetings with

senior leadership and key stakeholders ensured that the program remained on track and adapted to any changes in strategic direction.

For example, when the organization decided to accelerate its cloud adoption strategy due to emerging market opportunities, I adjusted the program roadmap to fast-track certain milestones. This agility was crucial in maintaining strategic alignment and delivering value in a rapidly changing environment.

In conclusion, as the Program Manager for the Helix ITSM SaaS onboarding program, I developed a compelling business case and established a strategic roadmap that aligned with the organization's strategic objectives. Through meticulous planning, continuous stakeholder engagement, and adaptive execution, I ensured that the program delivered its intended benefits, driving significant value for the organization and its customers.

## **Program Leadership Area Experience Summary.**

**Program Referenced:** Helix ITSM SaaS onboarding of the existing on-prem customer.

**Option selected:** Implementing effective communication and conflict resolution strategies, creating a productive and respectful environment among the teams.

This program was critical to achieving our strategic goal of enhancing service efficiency, productivity, and innovation for our customers.

From the outset, I recognized the importance of clear and consistent communication in managing a program of this magnitude. I established a comprehensive communication plan that included regular updates, feedback mechanisms, and transparency. One of my key strategies was to set up bi-weekly status meetings with all stakeholders, including customers, project managers, and technical teams. These meetings provided a platform to discuss progress, address concerns, and align on next steps.

To facilitate effective communication, I leveraged various tools and technologies. For instance, I used program management software to create a centralized repository where all program-related information, such as timelines, milestones, and deliverables, was accessible to everyone involved. This transparency helped in keeping all stakeholders informed and aligned with the program's objectives.

Additionally, I implemented a robust feedback loop. I conducted regular surveys and one-on-one meetings with team members and customers to gather their input and address any concerns promptly. This proactive approach allowed me to identify potential issues early and take corrective actions before they escalated.

An example of effective communication in action was during the initial migration phase. Customers were understandably concerned about potential disruptions to their operations. To mitigate these concerns, I organized a series of webinars and training sessions to educate them on the migration process, what to expect, and how to prepare. This open line of communication helped in building trust and confidence among the customers, leading to a smoother transition.

Conflict is inevitable in any program, especially one involving multiple stakeholders with diverse interests. My approach to conflict resolution was to address issues head-on and create a culture of open dialogue and mutual respect. I established a conflict resolution framework that included identifying the root cause of conflicts, facilitating open discussions, and finding mutually acceptable solutions.

One significant conflict arose between the development team and the customer support team regarding the prioritization of features. The development team wanted to focus on long-term enhancements, while the customer support team was pushing for immediate fixes to address customer complaints. To resolve this, I facilitated a series of workshops where both teams could

voice their concerns and priorities. Through these discussions, we developed a balanced roadmap that addressed immediate customer needs while also planning for future enhancements. This collaborative approach not only resolved the conflict but also fostered a sense of ownership and collaboration among the teams.

Creating a productive and respectful environment was a cornerstone of my leadership approach. I firmly believe that a positive work culture is crucial for the success of any program. Inclusivity was a key aspect of my leadership. I ensured that all team members, regardless of their role or level, had a voice in decision-making processes. For instance, during the planning phase, I organized brainstorming sessions where everyone could contribute ideas and suggestions. This inclusive approach not only generated innovative solutions but also made team members feel valued and respected.

## **Program Governance Area Experience Summary.**

**Program Referenced:** Helix ITSM SaaS onboarding of the existing on-prem customer.

**Option selected:** Managing program delivery and component changes affecting program health.

As a program manager to manage the program effectively, I established a robust governance framework that aligned with the program's strategic objectives. This framework included clear policies, procedures, and guidelines to ensure consistency and accountability. I formed a Program Governance Board comprising key stakeholders from various departments, including IT, finance, and operations. This board provided oversight and ensured that the program remained aligned with the organization's strategic goals.

One of the critical aspects of managing the program was overseeing the delivery of various components and handling changes that could affect the program's health. I implemented a comprehensive change management process to address this. This process involved identifying potential changes, assessing their impact, and implementing them in a controlled manner.

Moreover, to manage change effectively, I reallocated resources and adjusted the program schedule. I also communicated transparently with the client, setting realistic expectations regarding the additional time and costs involved. By doing so, I ensured that the change was implemented smoothly without compromising the program's overall health.

Continuous monitoring and reporting were integral to maintaining program health. I established key performance indicators (KPIs) to track progress and performance. These KPIs included metrics such as the rate of successful migrations, customer satisfaction scores, and adherence to the program schedule and budget.

I conducted regular program review meetings with the Program Governance Board to discuss progress, address issues, and make informed decisions. These meetings provided a platform for transparent communication and ensured that all stakeholders were aligned with the program's objectives.

Ensuring compliance with industry standards and internal policies was another critical aspect of governance. I implemented quality assurance processes to ensure that the Helix ITSM platform met the required standards and delivered value to the clients. These processes included regular audits, compliance checks, and continuous improvement initiatives.

### **Example: Implementing Continuous Improvement Initiatives**

Based on feedback from clients and stakeholders, I identified areas for improvement in the onboarding process. For instance, some clients faced challenges in adapting to the new platform due to a lack of training and support. To address this, I developed a comprehensive training program and support resources to assist clients during the transition.

I also established a feedback loop to gather insights from client's post-migration. This feedback was invaluable in identifying areas for further improvement and ensuring that the program delivered its intended benefits. By continuously refining the onboarding process, I enhanced client satisfaction and contributed to the program's overall success.

In summary, managing the "Helix ITSM SaaS onboarding of the existing on-prem customer" program required a strategic approach to governance, change management, and continuous improvement. By aligning the program with organizational objectives, implementing robust governance frameworks, and addressing changes proactively, I ensured the program's health and success.