

The Value of Change Management

Serena Software, Inc. Customer Case Study

Business Focus

Thomson BETA Systems is a securities processing firm based in Milwaukee, Wisconsin. BETA Systems employs more than 650 people, with offices in Hong Kong, London, New York, and San Francisco. The company provides a variety of hosted technology and application services to the brokerage industry. BETA Systems serves more than 30 brokerage firms, as well as large banks and other financial services institutions. BETA Systems is a division of Thomson Financial, a \$1.5-billion provider of information and technology solutions to the worldwide financial community and part of The Thomson Corp.

Enterprise Change Management History

BETA Systems used a manual Enterprise Change Management (ECM) process with a homegrown tool before automating with Serena ChangeMan ZMF. The manual process involved a laborious and error-prone sequence of adding programs to lists, and then executing scripts until the programs were in production. While this approach worked with only 20 developers, by the time the company grew to 80 developers there were big problems. Issues included overlaying objects and source, as well as missing components.

According to Nassar Mortazavi, Product Area Manager for BETA Systems, the impetus for automating changes with Serena ChangeMan was threefold. First, there was the growth. There was no way to grow the business without proper procedures and automation around software changes. The second driver was the Year 2000 (Y2K) challenge. There was a need to search through a large number of programs to make the Y2K fixes. Finally, there was the addition of a large client with a portfolio of 3,000 programs.

Selection of Serena ChangeMan focused on its easy implementation and user interface. Use of Serena ChangeMan ZMF began in early 2000, and within a few months, all source and object libraries were locked down in ZMF, and developers had adjusted to the new process. Importantly, the solution integrated nicely with the existing mainframe environment, including ISPF, JCL, MVS, and TSO.

While IT somehow managed 10,000 program migrations per year before using ChangeMan ZMF, BETA Systems was soon able to deal with 5,000 packages each with an average of five programs. This scalability is a major benefit, and Mortazavi believes it can scale to 50,000 or even 100,000 programs with no additional administrators. Even with a growth of 30 percent since Serena ChangeMan was implemented, plus programs moved more often, BETA Systems has had no increase in staff to support the solution.

Savings and Benefits

Increased number of application packages delivered in fewer rollouts – Where daily rollouts were done before, ChangeMan provided a framework for reducing that to twice a month. In addition, BETA Systems was able to increase the number of packages delivered from 40 to 60 per month to 200 per month.

Large reduction in impact analysis time – Before ChangeMan, BETA Systems spent four hours per project on impact analysis activities. The manual process simply did not enable easy analysis. However, after the implementation, impact analysis time was trimmed to only 30 minutes per project.

Peace of mind – When things go wrong, BETA Systems does not have to search – one can go directly to the application problem. In addition, there are no more missing objects in production applications.

Significant reduction in downtime – Scheduled change management tool downtime fell from eight hours per day to one hour per day, in part because of the implementation of ECM. Serena ChangeMan and ECM processes helped stabilize the applications, so that long periods of daily downtime were no longer necessary. Similarly, unscheduled downtime fell from a few hours a month to virtually none after implementing Serena ChangeMan.

Streamlined online user documentation – User documentation evolved from paper to CD to the Web, where it now resides. BETA Systems uses Serena ChangeMan DS to manage the documentation, reducing what was a two or three week delay to hours.

Summary

BETA Systems gained significant business benefit and cost savings from implementing Serena ChangeMan. The solution helped enable growth of the business without adding staff for ECM. In addition, downtime was reduced significantly, leading to a savings that RFG estimates at \$1.4 million per month.

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