

SERENA CHANGE GOVERNANCE™ SOLUTIONS

The Evolution of Change Response
From Change Reaction to a Change Governance Approach

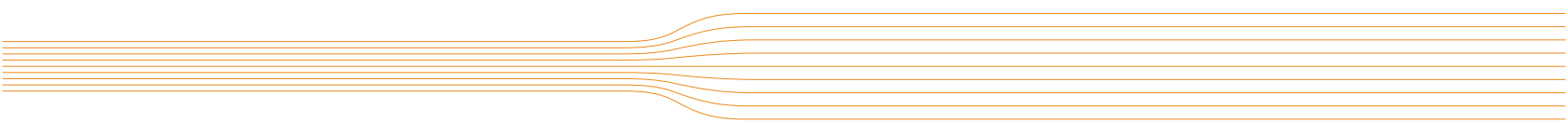


TABLE OF CONTENTS

Executive Overview	3
I. The Nature of Change.....	4
PLANNED CHANGE	4
UNPLANNED CHANGE	4
II. Approaches to Change	5
REACTING TO CHANGE	5
<i>Reactive—good or bad?</i>	5
MANAGING CHANGE	6
<i>The problems with managing change</i>	6
THE GOAL: CONTROLLING CHANGE TO YOUR ADVANTAGE WITH A CHANGE GOVERNANCE™ APPROACH	6
<i>Profiting from change</i>	7
III. Evolving from Change Reaction to a Change Governance Approach	8
THE FIRST STEP TOWARD A CHANGE GOVERNANCE APPROACH: THE IT DEPARTMENT	8
RESISTANCE TO CHANGE	8
<i>Organizational culture</i>	9
<i>Personal interest</i>	9
<i>Perception of strategy and objectives</i>	9
THE EVOLUTION OF CHANGE RESPONSE	9
<i>Change reaction</i>	9
<i>Change management</i>	9
<i>A Change Governance approach</i>	10
IV. Serena: Your Strategic Partner for Change Governance Solutions	11
SERENA PRODUCTS AND SERVICES	11
<i>Serena Professional Services and consulting</i>	11
<i>Application Lifecycle Management (ALM)</i>	12
<i>Operations Process Management (OPM)</i>	14
<i>Project Portfolio Management (PPM)</i>	15
V. Case Studies	17
COMPLETE IT PROCESS MANAGEMENT ENABLES ROBERT MONDAVI TO COMPLY WITH SARBANES-OXLEY	17
POWERGEN ENERGY TRADING USES SERENA® DIMENSIONS™ TO MANAGE IT CHANGE	17
VI. Summary.....	18
NEXT STEPS	18
Bibliography.....	19

Executive Overview

It's said that the flap of a butterfly's wings in Brazil can set off a tornado in Texas.

This “butterfly effect”—the idea that the smallest cause can still provoke the greatest and most significant consequence—rings particularly true in the context of controlling change. Even a seemingly inconsequential change to an IT application within one department can have an effect upon other departments and the business as a whole. Moreover, if the change process is not properly understood at the corporate level, the consequences can be costly and time-consuming, often involving duplication of effort and exposing the corporation to unnecessary risk.

Developing and improving work practices so that processes are well understood, properly orchestrated, and enforced within an organization cannot be achieved overnight. Organizations must verify how they currently deal with change, define the corporate attitude toward change, and ensure that different departments and their respective processes are working together in a cooperative, collaborative framework.

This is the first step toward a fully realized Change Governance™ strategy.

This paper explores the nature of change, typical approaches to change, resistance to change, and the evolution of an organization's response to change. Finally, the paper describes how Serena's Change Governance solutions enable organizations to start to profit from change—instead of just reacting to it—by implementing a Change Governance approach.

CHAPTER I

The Nature of Change

Change is essential. Change should not be feared. Instead, to tackle it properly, it must be understood. An organization's first step toward implementing a Change Governance™ strategy is to appreciate the two different types of change: Planned and unplanned.

PLANNED CHANGE

Planned changes are those that are expected, and which can and should be strategically managed—such as acquisition activity, organizational restructures, or IT upgrades. In order to do this properly, organizations must understand their existing method of operations (“as is” situation) and determine how they must change to satisfy their goals (“to be” situation). This involves analyzing the impact of the change, and, where possible, simulating the new situation to ensure that objectives are realistically achievable and that any associated risk can be mitigated.

Process analysis and risk management techniques such as these are found in almost any process improvement methodology or best practice guideline available today.

UNPLANNED CHANGE

Unplanned changes, on the other hand, cannot be anticipated or controlled. In many industries—particularly those built on risk management, such as the finance sector—compliance legislation is a good example of unplanned change. While organizations may have extensive prior warning, it isn't always clear at the outset how the new legislation will ultimately alter business processes.

As unplanned changes cannot be predicted, they cannot be managed in exactly the same way as planned change. Nevertheless, predictive modeling, trend analysis, and monitoring techniques based on real-time and historical data can help identify patterns of change, in order to anticipate it and control it. This effectively turns the unplanned change into a planned change, giving a certain probability that it may or may not take place.

In order to deal with unplanned change, legitimate data (measurements) must be available to make the necessary predictions; often this data already exists within corporate systems. Should an abnormal decrease occur in a specific stock item, for instance, an order can be immediately triggered to the supplier to fill the stock and avoid a lack of supply. However, in other processes, such as application development, the right data will not always exist, making it very difficult to get predictions or early warnings of any change.

Now that we understand the nature of planned and unplanned change and its resulting challenges, in the next section we will examine typical approaches to change.

CHAPTER II

Approaches to Change

Simply put, an organization can approach change in three ways: By reacting to it, managing it, or controlling it. Which category applies to your enterprise will depend on its size, maturity, and business activity, and can be measured by the relative priorities your enterprise places on cost, quality, and risk. In the sections below, we will discuss in more detail how different organizations deal with change events.

REACTING TO CHANGE

Organizations that react to change will only take action as and when a change event occurs. More often than not, the individual or small team immediately affected by the change will take measures according to their own priorities.

Take, for instance, the example of a programming fault. When a build manager calls a developer to say that his program failed to build, they will probably just review the build script together, fix the fault, and then carry on working as usual. The informality of this process means that a whole variety of critical data—including simple information, such as the basic nature of the change made—will not be recorded. Should any future programming be necessary, there will be no formal record of this action, which may negatively affect the new work.

In addition to inconvenience and lower application quality, reactive change management activities can invite higher costs. Their implications to the business are wholly arbitrary, so their cost in most cases is equally unpredictable.

Consider one real-life example: When a well-known sales automation tool supplier had a site outage due to a bug in its database software, this was not only an embarrassment. It also cut many organizations off from critical data for several hours on a busy, preholiday business day. This operational failure was highly costly to the organizations involved.

Indeed, unplanned changes like these can also be very damaging to a supplier's market credibility, as there is no way to guarantee the level of remedial service that customers receive. Customers calling to report a fault can face a lengthy wait time, as the supplier has not foreseen the issue and doesn't have the staff or procedures in place to deal with it.

Reactive—good or bad? Does this mean a reactive approach is a bad approach? Not always. It depends on the size of the organization and the benefit versus the cost of being proactive.

A small business will typically have an overview of the implications or consequences of any change decisions, knowing, for example, that rebooting the company's file server will also involve resetting the mail server. In a large multinational corporation, on the other hand, where the file server is in a different building from the mail server, it is far less likely that any one person will have the overview for the business to cope with reactive change. Large organizations require well-defined processes that staff can know and follow.

Clearly, as companies grow in size or the complexity of change events increases, proper guidelines and best practices are essential to controlling change.

MANAGING CHANGE

For an organization to manage change effectively, each team or department should be able to explain and demonstrate the processes they follow to address change events. In an era when regulations and compliance audits are becoming the rule rather than the exception, it is rapidly becoming necessary to manage change in this way.

But for many organizations, adopting an integrated, enterprise-wide approach to change is something of a cultural shift. Employees may resist it, along with the measures implemented to enforce it. So how should a business explain new requirements and processes that departments must follow? What's more, how can the business prove those processes are being followed satisfactorily?

Introducing the concept of change management into a business can be a significant change event in itself—one that needs to be administered properly. So to answer these questions, organizations must treat the introduction of change management procedures as they would any other example of planned change—by measuring the current situation and setting objectives for the future using the same kind of analysis and risk management techniques¹.

The problems with managing change

Nevertheless, managing change in isolation has its limitations. While each department within an organization may be able to manage its own change event adequately, there is no guarantee that other individual departments—or, more importantly, the organization as a whole—will either know about the change or be prepared for its impact.

In 2005, for instance, an IT failure affected check-in systems at a U.K. airport for a full weekend. This not only forced airline staff to carry out the lengthy procedure of writing boarding passes by hand, but the delay resulting from this “change” affected a variety of other departments and activities, including catering, ground staff, and pilot schedules.

A transformative, integrated approach to change across all departments would have helped airport authorities to deal with this change event more effectively. And this is exactly what a Change Governance™ approach is all about: Being able to visualize, orchestrate, and enforce different business processes across various silos of change in order to deal with change effectively.

THE GOAL: CONTROLLING CHANGE TO YOUR ADVANTAGE WITH A CHANGE GOVERNANCE APPROACH

To truly control change, organizations must be able to combine processes at departmental levels into one overall change process. This larger process will account for the effect of individual departmental changes on other parts of the wider organization—including suppliers, customers, and partners. In this way, the organization can define and implement cross-departmental Change Governance processes, taking steps to prove that these are known and used by every member of staff, and unifying departmental activities so the organization as a whole can tackle the original change event with minimal risk.

Consider a simple example: The hiring of a new employee. This change event (“new employee arrival”) is only considered complete when all processes have been successfully carried out by the involved departments.

¹ More information on process improvement techniques can be found in the Serena Change Governance white paper, “Serena Change Governance Solutions: Making Sense of Regulations and Best Practices.”

First, an offer letter is accepted and sent to Human Resources as part of the hiring process that operates exclusively within that department. The new employee will then need to be placed on the payroll system, be assigned a desk, obtain the use of a PC, and open an e-mail account—activities that require involvement from the finance, office services, and IT departments.

Profiting from change

If orchestrated properly, following a true Change Governance approach, all of this activity will be completed by the time the person starts work. This maximizes the employee's satisfaction and enables him or her to start working effectively from the very first day. The organization stays productive and efficient at all times.

This ability to capitalize on change in ways that can transform the business is the ultimate benefit delivered to organizations who have implemented a Change Governance approach.

CHAPTER III

Evolving from Change Reaction to a Change Governance™ Approach

An organization can't implement a fully realized Change Governance strategy overnight. Implementing a Change Governance approach is a step-by-step process, one that first requires organizations to understand internal attitudes toward change and methods for dealing with it.

THE FIRST STEP TOWARD A CHANGE GOVERNANCE APPROACH: THE IT DEPARTMENT

Earlier sections of this paper stated that to cope with change, an organization must determine how business is conducted within and between all departments.

This is one of the fundamental tenets of Change Governance best practices. But while collaboration between all departments is vital, many industry analysts agree that the IT department is often the weakest link in the chain, largely due to its informal approach to application development. Best practices such as ITIL, COBIT, CMMI, and Six Sigma may be growing in popularity, but years of making changes to applications in an ad hoc manner have left the IT function—especially the application development team—disjointed from the rest of the business, often unable to explicitly link its activities to the business strategy.

This means that the IT department is one of the best places to start implementing a Change Governance approach. Organizations need to assess the IT department's readiness to cope with change, studying activities inside the department, and how they relate to and align with the business as a whole.

Organizations can map the evolution of their change management approach, from reacting to change to proactively controlling change, using the model pictured below.

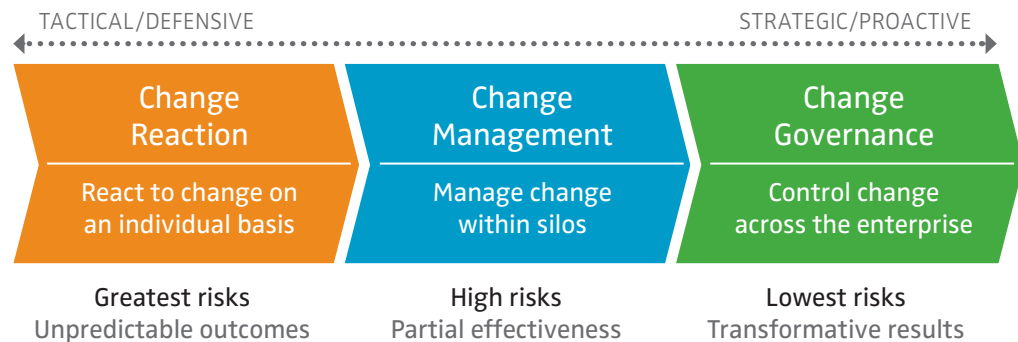


Fig 1: Evolution of change response.

RESISTANCE TO CHANGE

In order to determine where it sits on the evolutionary scale of change response, an organization must first consider its readiness for change. Senior management must drive the Change Governance strategy, and staff must accept it. This can be a cultural change event in itself.

Many experts have written extensively about people's resistance to change, both in the workplace and in private life. Kurt Lewin's "Field Theory," for instance, provides three main categories of resistance to change in business:

Organizational culture

An organization's culture includes the norms, perceptions, attitudes, feelings, and beliefs of the people within the company. Changing the organizational culture will create a threat to staff, who feel that these ideals are being "attacked." When a company wants to introduce new processes, therefore, and enforce them by the use of technology, many employees will perceive this as a threat if the change is not properly managed and staff are not properly informed and coached.

Personal interest

In the workplace, people are ultimately interested in themselves. Any change that threatens the value of individual workers is bound to cause uncertainty and fear. If, for example, the organization introduces better traceability and repeatability of business functions, many staff will resist, feeling scrutinized and expendable.

Perception of strategy and objectives

If employees do not fully understand the rationale behind an organization's strategy or objectives, they will resist strategic changes. So, if an organization has a strategic need to comply with regulations such as Sarbanes-Oxley, or it is being driven by customers to implement best practice processes and technology, staff will resist unless they fully understand why these changes are in the best interest of "their company."

It is also vital that individuals have a degree of involvement in and control over leadership and management activity. Business authors like Charles C. Manz and Thomas Cummings agree that when dealing with and managing change events, stakeholders must be kept fully informed and in control of the process at all times.

Organizations must therefore bear in mind the staff perceptions of and responses to change within the business. Only then can they stop reacting to change and start controlling it to achieve a business advantage.

THE EVOLUTION OF CHANGE RESPONSE

Once an organization's readiness for change is established, considering its typical approach to change helps determine how far it has progressed on the evolutionary scale of change response.

Change reaction

At the lowest level of change response, organizations react to change tactically. They approach change in a reactive, stopgap manner on a project-by-project or department-by-department basis in response to business problems that require immediate attention.

Change initiatives can be incomplete, unstable, and temporary, requiring more investment in the future to repair old mistakes. This, in turn, can invite greater risk of lost profits and poor product quality. While a reactive approach to change may work for very small organizations, it can have a crippling effect on larger ones.

Change management

The next step in the evolution of change response takes a managerial approach, not purely reacting to change, but not actively anticipating and controlling it either. Discrete areas of the enterprise—isolated business units, geographies, job roles, or even individual technologies—may contain and manage change, but the efficiencies and benefits they realize cannot penetrate throughout the organization.

This is because the common frame of reference that enables the company to see the impact of the change outside the silo, or to integrate the change with other activities outside the silo, is missing. If an organization approaches change in isolation, serious and damaging consequences may follow.

A Change Governance™ approach

When organizations implement Change Governance solutions, they take a proactive or strategic approach to change, controlling it and integrating it across the enterprise. They have progressed beyond change management by bridging enterprise silos and creating a common frame of reference for business and IT.

With this common frame of reference, stakeholders in both business and IT can visualize the impact of change, orchestrate a seamless response, and enforce enterprise-wide change policies and processes. This eliminates lost time, high costs, poor quality, and excessive risk, and increases efficiencies, quality, and consistency.

Companies that approach change confidently and proactively, embracing change as an opportunity, can improve business outcomes, increase profitability, and gain competitive advantages.

CHAPTER IV

Serena: Your Strategic Partner for Change Governance™ Solutions

At Serena, we believe that organizations need support as they attempt to implement a Change Governance approach. That's why we have created a complete and dedicated technical offering to help organizations define change and work toward turning it into a business advantage.

With 25 years of experience in managing change, we provide the strongest integrated set of Change Governance solutions and services available on the market, helping organizations from multiple sectors to make readiness assessments and Change Governance strategies easier to plan, model, and implement.

Using the expertise of Serena Professional Services and our consulting partners to define business needs, Serena can deliver: Change Governance solutions for Application Lifecycle Management (ALM) to visualize, orchestrate, and enforce change within the IT department; Operations Process Management (OPM) solutions for full process automation across the business; and Project Portfolio Management (PPM) solutions to control the time, cost, and resource impacts of continuous business and IT change. This empowers our customers to bring the IT department back under control, and make logical and steady progress toward controlling change for business advantage.

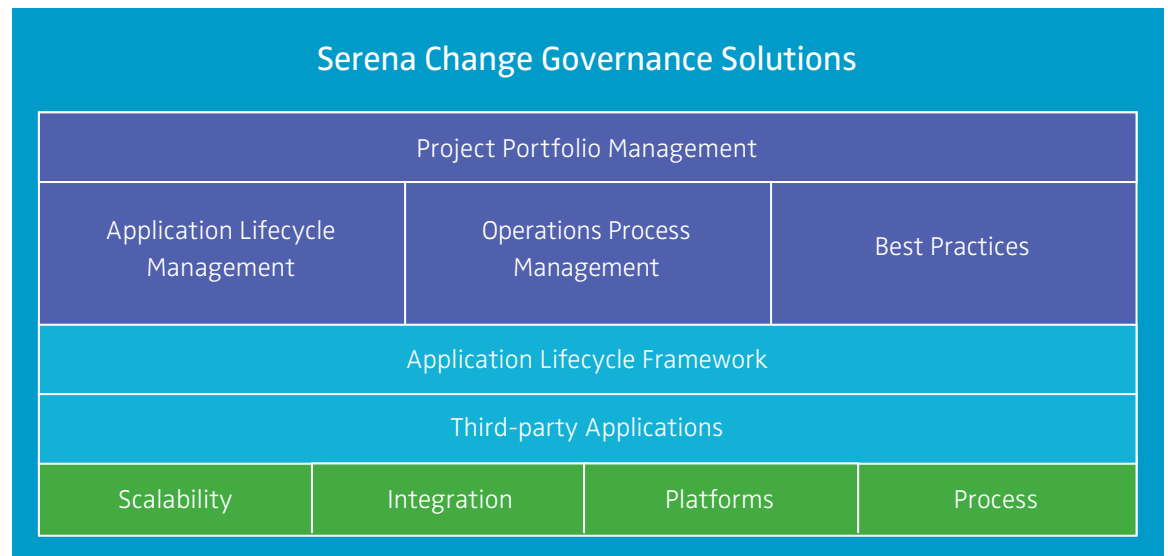


Fig 2: Serena's product architecture.

SERENA PRODUCTS AND SERVICES

Serena Professional Services and consulting

Before beginning any technology project, Serena Professional Services experts or one of Serena's world-class consulting partners will assess how an organization reacts to change, measuring the level of cooperation across the company. This is done using industry-recognized best practice approaches such as the Capability Maturity Model Integrated (CMMI) or the IT Infrastructure Library (ITIL). This allows us to fully understand what changes an enterprise needs to make in order to progress, how change is perceived within the organi-

zation, and which products, services and support Serena and our partners need to provide to help implement a Change Governance strategy. The approach is consultative and collaborative, with key decision makers from all aspects of the corporate structure invited to contribute. The process is ongoing, with 360° feedback at all stages, coupled with key performance targets and dedicated business support.

Serena's Professional Services division, for example, offers ITIL certification training for IT managers, to ensure they understand the requirements and implementation needs of ITIL best practice. Alongside this, Serena consultants can help organizations assess their ITIL-related needs, designing a roadmap for compliance goals, process automation and the implementation of work-level procedures.

Application Lifecycle Management (ALM)

Knowing that IT development must adopt formalized processes that interoperate with the rest of the business, Serena has created a Change Governance solution for application development. This tightly integrated, end-to-end solution helps companies to:

- Visualize the impact of proposed application changes through modeling and prototyping, to improve software quality and delivery
- Orchestrate application requirements and development processes across multiple users, sites, and platforms to optimize workflow, increase quality and productivity, and reduce costs
- Enforce the uniform adoption of application lifecycle processes and best practices for operational efficiency, accountability, and assured compliance

Serena's Change Governance solutions for ALM consist of the following Serena products that support the application development lifecycle, from the initial requirements analysis all the way to deployment.

Initial requirements analysis and prototyping

Every new application results from a specific business need. So to ensure that application development is successful, the development team must be able to demonstrate how it will meet the needs of the business as a whole. The team must design and prototype the application in collaboration with all other stakeholders.

Serena® Composer™ is specifically designed to support this process, helping organizations to realign the IT department with the rest of the business. Business analysts can use Composer to model new and changing business applications and requirements and make prototypes long before coding begins, enabling others in the organization to visualize the benefits to the business. All processes can also be documented for future reference, thereby minimizing future risk. Composer provides architects with the application level understanding that will enable them to select the best SOA-based approach when developing applications that expose or consume web services.

Application implementation, aligned and traceable to business requirements

Business requirements often evolve over time, which is one of the main reasons that projects can suffer. Because of this, it is crucial that any changes to initial project plans be properly managed. Moreover, IT departments are increasingly being asked that any activity performed during the development process—whether it is actual coding, testing, and documentation, or building and deployment—be related to the initial business requirements, in order for a more accurate cost and effort calculation (or business case) to be created.

This is where Serena Composer can work with **Serena® Dimensions™ RM** to provide an end-to-end solution. In relation to the CMMI, Composer can be used for requirements development, while models and prototypes can be published to Dimensions RM for fully orchestrated requirements management and traceability. The result is a full picture of which mutually understood applications and requirements are being implemented, when, where and how, and what their current implementation status is.

Managing further change requests

Change requests are an inevitable part of the application lifecycle. As mentioned in the previous section, the relationship between these and the initial requirement must be maintained, in order to take into consideration the effect this might have on the initial project.

But it is important to note that the way these application changes are implemented and managed will differ depending on whether they're made to mainframe, distributed, or systems applications. Accordingly, Serena provides a variety of tools specifically designed to suit each set of applications and their users.

For distributed teams, **Serena® Dimensions™ CM** offers great flexibility, while **Serena® ChangeMan® ZMF** is ideally suited to the strict application development processes used in the mainframe. Both of these technologies support further change, configuration, build and release management processes within the application development lifecycle.

Serena understands and respects the various potential cultural differences between mainframe and distributed development teams. Organizations have the choice to conduct all change management activity from the distributed side, all from the mainframe side, or to continue working independently, using Dimensions CM or ChangeMan ZMF according to their role. In this last instance, Serena's Operations Process Management tool **Serena® TeamTrack®** (outlined below) can be used to orchestrate and manage all activity from a higher level.

To support systems programmers seeking to manage configurations of system files, Serena also provides **Serena® ChangeMan® SSM** which can automatically detect, record, and back up changes to these files, keeping an audit trail throughout.

Managing development of more complex applications

The technologies required to enable ALM will also depend on application complexity, and the number of different configurations that require support. For instance, when an organization needs to maintain several different versions of an application, which itself consists of major components that each have their own number of versions, it becomes clear that simple process or version management tools will not be enough.

This is where Serena Dimensions CM and Serena ChangeMan ZMF can introduce further flexibility and scalability. Both technologies offer the ability to:

- Let teams work in parallel on different releases
- Let teams work concurrently within a specific release
- Understand dependencies between components, versions of components, and configurations
- Build configurations in a consistent, repeatable fashion
- Deploy the configurations to the right servers in the environment

Managing application development within smaller teams—Serena Dimensions CM is designed to support larger enterprise teams. However, small teams also require support in their Change Governance activities. That's why Serena also offers PVCS® Version Manager™, the market-leading version management tool that can scale support to individuals and smaller teams, helping them to keep track of their changes.

When a more formal process needs to be implemented—as teams evolve from a change management to a Change Governance approach, developing in size and moving to remote or flexible ways of working—Serena's PVCS® Professional™ suite provides issue and workflow management and build capabilities, tightly coupled with version management, enabling even better control and more accurate predictability of change across more distributed operations.

In this way, Serena provides a logical, steady path into process support. Only when it is appropriate will users need to follow Serena's upgrade path to the full change and configuration management supported by Serena Dimensions CM.

Monitoring the whole process: from end to end

Organizations that want to truly control change need an overview of their performance in the application lifecycle from start to finish. They need to know where they are in the lifecycle, which requirements are being worked on, and how application development is going.

To deliver project monitoring, process assurance, and product quality assurance, **Serena® Command Center™** provides a suite of graphic analysis and reporting capabilities for trend and status analysis, helping organizations understand the root cause of change. In this way, they can monitor their progress to make sure they are working efficiently toward a Change Governance approach.

Interoperability and Serena—Interoperability is vital in ensuring successful ALM. Recognizing that not all enterprise applications in the application lifecycle come from a single vendor, Serena is leading an initiative called the Eclipse Application Lifecycle Framework (ALF) Project. Developed in association with a number of leading vendors from across the lifecycle, ALF provides process-centric interoperability of modern and legacy tools along with the customer's own homegrown solutions. By bringing tools together to support each business' individual development needs, ALF enables full Change Governance effectiveness² in the application development process.

Operations Process Management (OPM)

Serena OPM solutions bring Change Governance capabilities to processes that involve multiple people and systems, focusing specifically on those processes at the intersection of application development and IT operations. OPM solutions help to coordinate a systematic rollout of key enterprise processes, ensure that a process is adopted consistently throughout the organization, and capture process metrics for real-time visibility and process optimization.

Serena's OPM solutions consist of the following Serena products:

Serena® TeamTrack® enables organizations to visualize, orchestrate, and enforce processes throughout the enterprise, including those within IT. Through TeamTrack, organizations can route work efficiently between

² More information about ALF can be found at www.eclipse.org/alf.

different people, achieving real insight into the status of critical tasks, and ensuring business processes are both auditable and repeatable. This has proven to significantly contribute to a better alignment between IT development and IT operations teams, and between the wider business and the IT department as a whole.

Serena TeamTrack has directly lowered costs, increased quality, and reduced risk for customers worldwide in software development, manufacturing, government, financial services, healthcare, and other industries.

Hundreds of enterprises worldwide use TeamTrack for:

- Issue and defect tracking
- Internal help desk incident management
- Operations process management
- Compliance
- Change request management
- Unified request management
- Corrective action procedures
- IT infrastructure change requests
- Issue/defect tracking for hardware
- Item/issue tracking
- Product lifecycle management
- Quality initiatives
- Customer management
- Contract and proposal management
- Sales support

Serena® Collage® enables you to rapidly gain control of established web sites. It keeps implementation costs low by importing existing web site content, allowing you to work within current site infrastructure. Collage provides a personalized contribution assistant, allowing users to manage their own content with minimal training. Collage web content software is an enterprise-class application that is easy to use and can be used for a single web site or hundreds.

Many of the finest commercial, educational, and government institutions use Collage to:

- Reduce the cost of maintaining web properties
- Improve the quality of crucial web sites
- Eliminate the risk of outdated content or failed compliance audits
- Enable content owners to make changes themselves
- Maintain consistent design and navigation
- Supports Oracle and Microsoft SQL Server databases

Project Portfolio Management (PPM)

A company's projects and programs represent an enormous investment of its financial and human capital. Yet, too often, companies fail to manage projects like the investments that they are. Just as a financial portfolio balances a mix of investments like stocks and bonds to achieve an overall financial goal, Serena's PPM solutions consider all of an organization's investments in terms of a common objective: Achieving the business' goals.



Serena's PPM solutions consist of the following Serena products:

Serena® Mariner® combines portfolio, project, resource, demand, and financial management into an integrated decision-support framework for an organization's PPM initiative. As a powerful and practical-to-adopt solution, Mariner's capabilities can be configured to an organization's specific levels of IT process maturity. As IT organizations mature, more advanced Mariner capabilities can be enabled to drive additional value from their PPM initiatives.

With Serena Mariner, you can:

- Reduce costs by identifying low-value, nonstrategic, redundant, or poorly performing projects
- Increase return on portfolios through improved selection, prioritization, sequencing, and management of corporate investments
- Optimize use of limited resources by balancing risk and focusing on projects that are the most valuable to the business
- Achieve competitive advantage by reducing the time required to realign the project portfolio with rapidly changing business needs

CHAPTER V
Case Studies

 <p>The Robert Mondavi Corporation</p>	<p>COMPLETE IT PROCESS MANAGEMENT ENABLES ROBERT MONDAVI TO COMPLY WITH SARBANES-OXLEY</p> <p><i>Robert Mondavi is a leading international producer of fine wines. The company is well known as a pioneer in the wine industry, and Mondavi wanted to achieve the same level of excellence in IT processes. This was made a necessity with the arrival of the Sarbanes-Oxley Act, requiring official records of all IT initiatives.</i></p> <p><i>Robert Mondavi selected Serena® TeamTrack® to help manage IT projects across the organization. Easily customizable and accessible via the web, TeamTrack automates processes and builds in greater project status visibility, creating an audit trail to ensure full Sarbanes-Oxley compliance.</i></p> <p><i>Brian Shelden, the company's Director of Information Technology, says the technology allows Robert Mondavi to thoroughly prepare for auditor requirements: "Our internal auditors noted that our use of TeamTrack on the software development side provided a solid audit trail. We now have a much more efficient tool to facilitate and track our processes."</i></p>
 <p>POWERGEN</p>	<p>POWERGEN ENERGY TRADING USES SERENA DIMENSIONS TO MANAGE IT CHANGE</p> <p><i>As part of the UK's second largest energy provider, Powergen Energy Trading operates in a highly regulated industry. The organization is subject to great scrutiny—not only from external regulators, but also from internal audit teams.</i></p> <p><i>For the application development department, proving compliance was a lengthy, complicated process with a high risk of human error because all steps were logged by hand.</i></p> <p><i>That's why Powergen Energy Trading introduced Serena® Dimensions™—Serena's Change Governance™ solution for application lifecycle management. Dimensions enables organizations to document assets and have complete transparency over all implemented changes.</i></p> <p><i>Implementations and Operations Manager Neill Yates is clear about the benefits: "Dimensions has helped us to ensure we have a highly consistent process, demonstrating that we are adhering to that process and the authority levels associated with it."</i></p>

CHAPTER VI

Summary

Evolving to a Change Governance™ approach enables organizations to control change for business advantage. It fully integrates the development, implementation, and adoption of change-related policies and processes across a business enterprise.

Demonstrating compliance becomes simpler. Business strategies can be planned and achieved more easily. The enterprise-wide benefits of IT projects become clear to all stakeholders within the organization and beyond. Fundamentally, organizations can start to capitalize on change in ways that can transform their business.

But the effort to implement a Change Governance approach is not a one-time event. It is an ongoing process to ensure that the organization continues to anticipate and control change, one that requires continual assessment of the business, the market, company objectives, and operational effectiveness.

For this reason, organizations can benefit enormously from an experienced partner like Serena. Focused solely on managing change for over 25 years, our expertise, experience, and technology helps organizations solve the problems—and leverage the opportunities—created by internal and external change events. Serena Change Governance solutions enable organizations to successfully control change across the enterprise. And companies that can control change can capitalize on it to achieve transformative business results.

NEXT STEPS

If you would like to find out how Serena can help your organization to control change, please call: 1-800-547-7827 or visit www.serena.com.

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ABOUT SERENA

Serena Software, the Change Governance™ leader, helps more than 15,000 organizations around the world—including 96 of the Fortune 100 and 90 of the Global 100—turn change into a business advantage. Serena is headquartered in San Mateo, California, and has offices throughout the U.S., Europe, and Asia Pacific.

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Learn more about the enterprise-wide power of Serena Change Governance solutions by visiting www.serena.com or contacting one of our sales representatives in your area.

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