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Strategic Integration of IT and Business Service Management

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ABSTRACT

BMC Software, Inc., a leading global provider of enterprise management solutions helps companies to automate their Information Technology (IT) and align it to the needs of the business, pioneered the concept of Business Service Management (BSM). This case investigates how BMC provides products and services to help IT organizations incorporate Information Technology Service Management (ITSM) and BSM into business processes. The implementation of this strategy has made BMC a leader in BSM solutions. As a result of its business strategy, between 2002 and 2007, BMC revenue increased from $1,289 to $1,580 (in millions); stock value increased from $11.50 to $36.92.

INTRODUCTION

IT Industry Background

The computer software development industry is comprised of businesses that design, develop, and market support systems and application software used in personal computers, servers, embedded systems, and mobile devices. The software industry started during the personal computer revolution in the mid 1970s and includes software services such as training and consulting. Proprietary or commercial software and open source software are the predominant types of businesses in the software industry. The software industry segment includes IT giants such as Microsoft, IBM, Hewlett-Packard (HP), Oracle, and SAP. The domestic software market is expected to grow at an annual rate of 5.7% from 2007 to 2012 with combined revenue of about $180 billion involving approximately 50,000 companies (Hoovers.com, 2009).

The IT management industry consists of information technology and management which focuses on the management of a collection of systems, infrastructure and information that originated from the practice of IT Portfolio Management. IT management focuses on the management of information technologies as a business function that originated from the formation of the IT Infrastructure Library (ITIL) (http://www.itil.co.uk/). ITIL is a customizable framework of best practices for managing IT infrastructure, development, and operations. ITIL is an industry best

practice for Business Service Management (Lindquist, Madduri, Paul, & Rajaraman, 2007). Business Service Management (BSM) (http://www.best-management-practice.com/) is a method created to automate and simplify the management of the various business processes, based on a service-oriented architecture. The IT management technology vendors who dominate the market are BMC Software, CA, IBM, and HP whose combined market share grew from 34 % in 2005 to 40% in 2006 and will reach approximately 45% in 2007 (Garbani & Mendal, 2007).

There is little academic research in BSM (and ITIL) in the information systems, as well as the management and marketing literature (Cater-Steel & Toleman, 2007). Only a handful of journal articles (e.g. Davern & Wilkin, 2008; Fisher, 2006; Lindquist, Madduri, Paul, & Rajaraman, 2007) have researched the implications of BSM (and ITIL). Moreover, the literature does little to investigate the strategic and marketing-related impacts, reflecting the unique contribution of this current research case study. This paper is also written from an applied research viewpoint to emphasize the pragmatic aspects of the technologies. Therefore, the study adds the practitioner's perspective, since one of the co-authors is a Lead Software Quality Assurance Engineer at BMC Software. Not to mention, there is an increasing interest in the adoption of these technologies and solutions (e.g. ITIL) in corporate America today to enhance service delivery, support, and overall business efficiency (Cannon & Raisinghani, 2007; Fisher, 2006). Consequently, college business programs should train students in these emerging new technologies to stay competitive in the job market and apply classroom concepts in a hands-on approach (Beachboard & Beard, 2005; Cater-Steel & Toleman, 2007).

Description of the Company's Business

Pioneering the concept of Business Service Management, BMC Software, Inc. is a leading global provider of enterprise management solutions (systems, applications, databases, and service management) that empower companies to automate Information Technology (IT) and align it to the needs of the business. BMC Software is the 8th largest independent software vendor with 26 years of leadership and holds 94 software technology patents. BMC Software has international headquarters located in Amsterdam, The Netherlands and Singapore, Singapore. It also operates international offices in countries such as the Australia, England, Germany, China, France, India, Israel, Japan, and the Philippines. BMC Software has about 15,000 customers in 116 countries; serving 2000 companies. Its products are sold through direct sales and indirect channels including resellers, system integrators and original equipment manufacturers. Approximately 95 percent of the Forbes Global 100 and more than 80% of Fortune 500 companies rely on BMC Software. In fiscal year 2007, the annual revenue of BMC Software was approximately $1.58 billion (BMC Software, 2009).

Contributing Factors and Research Questions

In 2003 BMC Software was facing and continues to face fierce competition from other leading IT Management software companies (Garbini, Mendel, & O'Neil, 2006), such as IBM (Tivoli), Hewlett-Packard (OpenView), and CA, in the enterprise software industry. BMC Software needed to turn these threats into opportunities and continue to gain a competitive edge as a strategic vendor for enterprise customers. They needed to become the IT management preferred

solution vendor for service providers by improving implementation services, managing new technology stacks such as virtualized infrastructure, and delivering integrated data center optimization solutions combining change and configuration management with capacity management and provisioning.

BMC Software is historically the market leader in application management software. It can use this strength as an opportunity to position itself as the leader in Business Service Management (BSM) and differentiate its product offerings from those of its competitors. The evolution in its BSM strategy would require realigning its IT solutions to business goals and acquiring additional technology infrastructure solutions for service delivery to keep ahead of the competition, and to meet the needs of the IT organization. Forrester defines BSM as "Software that dynamically links business-focused IT services to the underlying IT infrastructure" (Mendel & O'Neil, 2007). Therefore, BMC Software as a visionary must continue to be innovative in the execution of its BSM strategy. Piccoli & Ives (2005) and Porter (1985) stated that such a strategic move towards continued innovation would give a firm the upper hand over competitors.

In overcoming challenges and gaining the competitive edge from competitors, BMC must address the capabilities of the larger, more integrated vendors in the BSM technology area. This case study will attempt to address the following questions regarding BMC Software's evolution of BSM as an integrated approach:

- How can BMC Software leverage IT processes best-practices such as ITIL to support IT services ?
- How can BMC Software improve IT basic business priorities to grow revenue, reduce cost, and lower risk in IT organizations implementing BSM?
- How can BMC Software continue the legacy of adding "purpose-built" solutions to keep the BSM vision, architecture, products and service delivery ahead of the competition?

DESCRIPTION OF THE STUDY

Businesses, both growing and mature, require the capability to quickly resolve and manage incidents and changes to their IT infrastructure, assets, and configurations. IT organizations are looking for a BSM solution that offers an integrated, automated, and leading-edge approach that also ensures a high quality of service to their business. Furthermore, they want a solution delivered without the typical high implementation cost and time. In addition to understanding the needs of the IT organizations, BMC Software needs to align IT to the business goals. However, to gain the competitive edge and remain the BSM market leader, BMC Software needs to also continue the legacy of acquiring technology solutions that meet its BSM strategy since BMC Software does not have the in-house resource capacity to develop BSM solutions in a very short timeframe. Being first to market with solid IT solutions (not products) in the BSM technology area to solve IT challenges is a requirement for IT management software companies.

SOLUTIONS AND STRATEGY

Strategic Changes

The evolution of BSM strategy for BMC Software is to restructure current products into solutions and acquire existing service delivery technology solutions to keep ahead of the competition in order to meet the needs of IT organizations. The ultimate goal is to build a BSM portfolio that reduces the amount of human effort required to oversee complex software, hardware, and network systems by automating IT management processes and functions.
3.1.1. Leveraging IT processes best-practices

BMC Software helps IT organizations successfully drive the business while meeting daily IT demands. The BSM Service Support solution implementation improves customer service by increasing productivity and consistency via automating service support processes, policies, and routine tasks. It prioritizes and aligns activities and decisions with a unified ITIL process model. The BSM Service Assurance solution manages service performance by finding problems sooner, fixing them quicker, or preventing them (Mendel & O'Neil, 2007). The BSM Service Automation solution reduces IT resource constraints with comprehensive IT automation and orchestration – people, process, and technology with a closed-loop support for configuration automation across servers, clients, networks, and storage. Table 1 lists the BSM Improvement Projects required to successfully implement BSM in IT organizations.

Table 1: BSM improvement projects.

Projects	Description
IT asset management	To gain a basic understanding of infrastructure components like servers, routers, and clients
IT Infrastructure Library (ITIL)	To establish more rigorous processes for internal IT service delivery
Service Level Management (SLM)	To allow internal IT shops to measure service compliance and service-level agreements (SLAs)
Configuration management database (CMDB)	To store information on IT assets, servers and applications and the dynamic relationships between them
Business Mapping Processing	To define in business terms the key quality metrics needed to measure the performance of a BSM system.

Source: The Forrester Wave: Business Service Management, Q1 2007 (Hubbert & O'Neil, 2007).

Improving IT Basic Business Priorities

In order to grow revenue, reduce cost, and lower risk in IT organizations implementing BSM, BMC Software combined best practices such as ITIL, automated technology management, and an approach for managing IT from the perspective of the business. As a result, BSM can prove the value of IT to business and enhance business availability. Forrester says, "As 76% of the IT budget goes to operations, firms that implement BSM solutions can potentially save 25% of their overall IT budget" (O'Neil, 2007). Furthermore, with this substantial budget savings more IT resources are available to innovate, proactively support, and meet the demands of the business while improving service quality, generating higher revenue, and lowering risks for the business.

Such planned initiatives in innovation create a strategic competitive advantage for a given firm (Piccoli & Ives, 2005; Porter, 1985). Forrester also anticipates BSM implementations will nearly triple by the end of 2008 to 25% for enterprises with more than $1 billion in revenues – about 800 companies worldwide.

"*Purpose-Built" Solutions Acquisitions*

BMC Software has a very successful history of acquiring and integrating "purpose-built" solutions into its existing IT management software solutions (BMC Software, 2009). Over the last several years, BMC Software has successfully integrated multiple company solutions as depicted in Table 2 because its primary focus is on meeting customer needs, cultural compatibility, and tight product integration.

Table 2: BMC software: major acquisition history.

Company	Benefit
Blade Logic – 03/2008	The world's leading and fastest-growing IT data center automation company
Emprisa Network – 10/2007	A Network Infrastructure Management and Automation Leader
RealOps – 07/2007	A leader and pioneer in IT task automation and run book automation
ProactiveNet – 06/2007	An industry-leading Service Analytics technology company
OpenNetwork – 03/2005	A leading provider of Web access management and Web single sign-on solutions
Marimba – 07/2004	A leading provider of products and services for software change and configuration management
Magic Solutions – 02/2004	Strengthens IT Service Management Leadership Position by providing help desk software and related solutions targeted at small- to mid-sized organizations
IT Masters – 03/2003	Strengthens BMC Software's market leading Service Level Management solutions by adding adaptive service management capabilities
Remedy assets Peregrine Systems – 11/2002	A leading provider of service management software solutions

Source: About BMC (BMC Software, 2009).

Technology Solutions

BSM dynamically links services to the IT infrastructure and begins with process improvement and configuration management. Therefore, the IT organizations goals are to improve their service delivery while providing business value by adopting a process improvement methodology like ITIL and by implementing BSM. This process improvement requires IT to progress from infrastructure management to IT service management to business service management. The BMC Software's integrated approach to BSM helps IT organizations build IT best practice excellence through BSM Routes to Value and solve IT challenges that span organizational boundaries through BSM Workflows (BMC Software, 2009).

The BSM Routes to Value is a road map to achieving higher levels of IT maturity and value by aligning people, process, and technology. It presents a well-defined practical approach for implementing BSM in the IT organization at any point in the IT Service Management life cycle. It is also a proven incremental path to help IT build excellence across the three key discipline areas: Service Support, Service Assurance, and Service Automation.

The BSM Workflows provide cross-IT process coordination, automation, and a view that spans

the enterprise by breaking down the traditional siloed approach to IT management to solve IT challenges. It also provides a shared data repository, unified service model, and common user and reporting interfaces for cross-IT process integration. It is also solves IT challenges that span organizational boundaries to help IT organizations achieve the cross-IT process integration required for Service Automation, Proactive Incident and Problem Management, Closed-loop Client Management, and Unified Service Level Management Solutions.

IMPLEMENTATION AND EXECUTION

Integrated Approach

In order to create an integrated approach for BSM across the three key disciplines of Service Support, Service Assurance, and Service Automation, BMC Software linked them together through a BSM architecture based on a common business service language, process and technology orchestration, and open standards. BMC Software implemented this BSM approach via Service Support to improve customer service, Service Assurance to manage service performance, and Service Automation to reduce IT resource constraints. BMC Software's BSM strategy ensures that the actions IT is taking and the decisions that are made are based on business priorities. Best practice IT Processes such as ITIL, the ability to manage and change the infrastructure in an automated fashion to prevent disruption and deliver new services more quickly are built into BMC Software's BSM implementation.

BMC Software built its BSM solution portfolio through strategic acquisitions. These products and solutions are not just integrated into existing solutions but are architected by providing a shared set of enabling technologies for BSM using BMC Atrium. Furthermore, the BMC Atrium enabling technologies is "the heart and foundation of BSM" and provides tighter integration with "a single, federated configuration management database (CMDB), business service model, and common views" (BMC Software, 2009; Johnson, Hately, Miller, & Orr 2007; Lindquist et al., 2007). Table 3 lists the key enabling BSM technologies for BMC Atrium's integrated approach to IT management.

Table 3: BMC atrium BSM technologies.

Technology	Description
BMC Atrium CMDB	Links IT processes together through a common repository with view graphical views into the IT infrastructure
BMC Atrium View	Improves business views into IT management and performance
BMC Discovery	Provides an up-to-date picture of the IT environment, the people who depend on it, the critical business services processes
BMC Run Book Automation	Automates routine, labor-intensive tasks, error-prone tasks, leveraging systems and tools across in silos in the operations environment
BMC Analytics for BSM	Provides point-and-click analysis and advanced reporting across products and solutions
BMC Dashboards for BSM	Links critical IT Processes into a dashboard view which provides performance indicators
BMC Remedy Action Request System	Automates and manages IT Service Management business processes

Source: BMC Atrium Enabling Technologies (BMC Software, 2009).

Architectural Integration

The biggest challenge facing IT organizations is how to integrate multiple products from different vendors in a timely, cost effective, and seamless manner while focusing on improving and supporting business services. As a result, IT organizations spend lots of time and money on integration tools and system integrators. Instead of investing in integration tools and system integrators, BMC Software invested in a BSM architecture which is based on integration points using a common business service language, process and technology orchestration, and open standards that makes it easy to integrate new products from BMC or third-parties.

3.3.3. Align IT to Business Goals

In order to successfully align IT to business goals, BMC Software implemented their BSM solution based on managing IT from the perspective of the business. The flow of the key IT processes are Business Person Governance and User Quality of Service; Service Level Management; Service Desk; Service Request Management; Infrastructure Components; Performance, Availability, and Recovery; Application Problem Resolution; Enterprise Scheduling; Atrium CMDB and Discovery; Event Management; Impact Management; Asset, Change, and Release Management; Configuration Audit and Compliance and Configuration Automation; and Capacity Management.

BMC Software transformed the way IT is managing implementing these business services by integrating them into the three disciplines of Service Support, Service Assurance, and Service Automation. The Atrium CMDB links these business services (processes and workflow) together using a common repository with graphical views into the IT infrastructure (BMC Software, 2009; Johnson et al., 2007; Lindquist et al., 2007).

The Service Support processes are (BMC Software, 2009):

- *Asset and Change Management* provides the ability to quickly implement changes to assets and configurations while minimizing business risk. It is essential to maintaining service levels.
- *Release Management* provides the ability to automate the process of application updates, resulting in shortened release cycles, application configuration alignment, and automated updates across groups. It ensures server and application configurations consistency across environments in each environment against a distributed application policy model.
- *Service Desk*, Incident and Problem Management, provide a single point of contact that enables IT to respond quickly and efficiently to disruptions of critical services. It provides for tracking recorded incidents through problem resolution by accessing their impact.
- *Identity Management* aligns business processes to people by ensuring data integrity and protecting business services from improper access. The impact to the business services as well as the impacted individuals is identified.

- *Service Request Management* enables IT to define services that users can request, publish the services, and automate the fulfillment of those services. Users can help themselves thereby reducing the number of requests received by the Service Desk.

The Service Assurance processes are (BMC Software, 2009):

- *Event Management* proactively identifies the source of business service performance issues across multiple applications and technologies. As a result, IT can concentrate on resolving issues quickly before critical business services are impacted.
- *Impact Management* bridges the gap between IT and the Service Desk. It helps to identify and prioritize availability and performance events based on the impact to business services.
- *Infrastructure Components* proactively monitors physical and virtual infrastructure components. Underneath these components are layers of technology such as storage, databases, networks, middleware, mainframes, distributed servers, virtual servers, and client devices that provide business critical services.
- *Enterprise Scheduling* provides the ability to effectively implement IT Workload Automation across the enterprise by reducing operational costs, increasing service quality, increasing agility, and reducing service disruptions.
- *Capacity Management* provides the ability to predict future service levels and determine the potential impact to business services availability and performance. It's a cost effective approach for provisioning IT resources.
- *Application Problem Resolution* provides the ability to optimize application development organizations to drive business growth through the automation of testing, support, and maintenance processes to dramatically increase development output.
- *Performance, Availability and Recovery* enables IT to deliver business-centric systems management and intelligent optimization solutions for infrastructure and business-critical applications by providing fast, automated problem resolution and performance optimization.
- *Transaction Management (User and Experience Management)* provides an enterprise-wide view of real and synthetic business transactions that is integrated with automated problem isolation and resolution capabilities by helping to identify, analyze, and resolve problems that affect transactions before they impacting critical business services.

The Service Automation processes are (BMC Software, 2009):

- *Configuration Automation* provides a policy-based automation of the packaging, provisioning, configuration, patching, and repair of software. It helps to increase operational efficiency and reduce dependency on multiple software distribution tools.
- *Configuration and Audit Compliance* provides a policy-based approach to provision, patch, configure, and update servers across platforms. It also measures compliance with internal and external standards and regulations.

The Atrium CMDB processes are (BMC Software, 2009):

- *Service Level Management* defines and measures the level of service based on business services. Managing and monitoring Service Level Agreements proactively in real-time ensures expectations are met or exceeded in keeping IT aligned with business requirements and improving service quality.
- *Run Book Automation (Process and Task Orchestration)* automates routine, labor-intensive, error-prone tasks, leveraging systems, applications and tools across silos in the operations environment, from trouble ticketing, fault management, performance monitoring, virtualization management, CMDB, etc.
- *Discovery* populates and maintains the Atrium CMDB by auto-discovering the applications and IT infrastructure. It identifies environmental configuration items and their relationships such as user information (people discovery), identity information (identity discovery), and business processes (business process discovery).
- *Dashboards and Analytics* allow IT to optimize responses, resources, and the cost of delivery based on business needs. Dashboards enable IT to optimize decisions using interactive access to key metrics by providing aggregated performance indicators in a single view. Analytics allow IT to analyze incidents, problems, cost and the financial impact of business services.

BSM addresses IT challenges that span multiple IT disciplines by breaking down the traditional siloed approach to IT management by achieving the cross-IT process integration and proactively identifying and resolving infrastructure incidents before they disrupt the business.

OUTCOMES

By being the BSM visionary and pioneer driving the IT management industry to recognize the importance of aligning IT and business processes, BMC Software is very successful in implementing its BSM integrated approach for managing IT from the perspective of the business. The BSM solution provided an incremental and proven approach through its BSM Routes to Value and BSM Workflow. This solution met its goals to improve customer service, manage the service performance, and reduce IT Resource. As a result, between a five-year period from 2002 to 2007 as depicted in Table 4, BMC Software revenues increased from $1,289 million to $1,580 million and its stock increased from a low of $11.50 to a high of $36.92.

Table 4:   BMC software: financial information.

Description	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	Stock Gain
Total Revenue ($ Millions)	$1,289	1,327	1,419	1,463	1,498	1,580	
High Stock Prices ($)	$30.50	19.70	21.87	20.55	23.85	36.92	
Low Stock Prices ($)	$11.50	11.11	13.18	13.70	14.51	19.90	67%

Source: Annual Reports, BMC SOFTWARE (NYSE) (BMC Software, 2009).

As a measure of success of BMC Software's BSM strategy, BMC Software designed a BSM Partner Certification Program to help partners increase margin and market share as a preferred BSM provider (BMC Software, 2009). These partners are recognized for their expertise in BMC

Solutions, project management, and ITIL. Moreover, BSM certification assures that partners can successfully deploy BSM solutions. Table 5 lists some of the BMC Customer Success Stories (benefits) for the BSM implementations.

Table 5:   BMC software: the impact of BSM.

Customer Success Stories
A telecommunications provider increased revenue growth by bringing new end customer services to market, which would not have been possible with their previous IT management approach
A government agency cut client billing time from four days to four hours, with a 10-fold increase in their ability to answer questions on the first call
An energy company reduced the risk of fines and penalties from regulatory agencies and can now satisfy 94 percent of system access requests within 24 hours or less
A leading insurance company saved $4 million by reducing business application downtime and also reduced customer impact from IT failures by 69 percent in the first year
A healthcare organization cut in half the time to restore service to the business after IT failures
A large Canadian bank realized an additional $6 million in profit by cutting their rate of server outages in half and saved $1.2 million by reallocating workload to avoid increasing the number of servers for three years
A major online financial trading organization is saving more than $4 million dollars in revenue annually by reducing unplanned service downtime by 75 percent and improved incident prioritization for high risk asset
A leading financial institution has received $1.8 million in benefits from cutting the number of failed changes in half and reducing average technical support call length by 25
An oil and gas services provider realized nearly $1 million in benefits in the first year of providing a standardized catalogue of IT services to the business
A large U.S. insurance group has achieved $3 million in benefits from using BSM to adopt ITIL best practices for asset and incident management
A leading automotive organization realized an ROI of 285 percent, cut downtime in half, trimmed licensing and maintenance costs for servers no longer in use, and achieved a payback period of seven

Source: The Impact of BSM, Business Service Management (BMC Software, 2009)

LESSONS IN STRATEGY

Several strategic and tactical lessons can be learned from BMC Software's experience. They include the use of innovative technology solutions, sales, and marketing efforts to become a successful visionary global market leader of enterprise management solutions based on BSM.

Be innovative and be an early-adopter of technology. BMC Software was the first IT management software company to offer BSM Workflows as a service delivery model to solve IT challenges that span organizational boundaries (Hubbert & O'Neil, 2007). Today, it is the market leader in BSM development, knowledge, and delivery with a comprehensive model of BSM delivery and 3000-plus employees who are certified in ITIL best-practices. Also BMC Software continues to communicate a cohesive marketing message which captures market needs because of its ability to understand the IT management market segment (Capellli, Curtis, & Williams, 2007). Hence, early adoption and creation of innovation create a strategic competitive advantage for a given firm (Piccoli & Ives, 2005; Porter, 1985).

Understand and meet the needs of the IT organizations. Business is growing increasingly dependent on technology. BMC Software is very successful in meeting the needs of its market segment by providing high quality solutions that allow IT organizations to grow revenue, reduce

cost and lower risk. Business is growing increasingly dependent on technology. So the relationship between the technology and business services has grown very complex. Therefore, it's the end of *business as usual*. To be successful IT organizations need a different way of doing things: it is not enough to know that things are done well but that things are done *right*. BMC Software's solution to this dilemma is BSM which ensures that things are done right and the right actions are taken in IT to ensure that business needs are met.

Gain competitive advantage by delivering software solutions based on the BSM delivery model. BMC Software has differentiated itself from other IT management software companies and established thought leadership because of its end-to-end IT service management vision and integration of its Event Manager product with its BSM solutions. In addition, they have they capability to cover all facets of IT target segment through their own development as well as through acquisitions. The BSM Delivery Model is based on the expertise from over 2,000 successful BSM implementations that makes the process a repeatable, predictable, and incremental approach to achieving quick value with BSM. Table 6 depicts BMC Software's commitment to innovation as reflected by its leadership status in the BSM market space.

Table 6:   BMC software: BSM market leadership status.

Source	BMC Software: BSM Market Leadership Status
Gartner	2006 Market Share Leader – 1st in IT Service Desk and Help Desk 2007
	Positioned between Leaders and Challengers Quadrant
	Positioned in Leaders Quadrant in The Magic Quadrant for IT Service Desk
Forrester	Named the Market Leader in Business Service Management, SWOT Analysis December 2007
	Named a Leader for Small and Large Enterprise Service Desk Management Tools, The Forrester Wave Q1 '07
	Named a Leader in Application Mapping for the CMDB, The Forrester Wave Q1 '07
	Named a Leader in IT Asset Management, The Forrester Wave Q1 '07
	Named a Leader in User Account Provisioning, The Forrester Wave Q1 '07
IDC	2006 Market Share Leader – 1st in Problem Management

Source: About BMC (BMC Software, 2009).

CONCLUSION

BMC Software is the BSM market leader and a leading global provider of enterprise management solutions (systems, applications, databases, and service management) that empower companies to automate IT and align it to the needs of the business. In addition to being the industry's first application management solution provider via PATROL and the first software vendor to offer a comprehensive management solution for B2B exchanges, BMC Software pioneered the concept of Business Service Management. BMC Software also implemented market and target segmentation to better cater to its core customers, including corporate clients. By acquiring the IT technology solutions it needed to continue its evolution of BSM, BMC Software focuses on implementing its BSM strategy based on the ITIL best-practices to reduce risk, decrease cost, save time and improve quality for IT organizations. Furthermore, a review of BMC Software actions can provide other companies and IT organizations with valuable lessons that could benefit them in their strategic planning and in their use of the BSM strategy. BMC Software provides the most comprehensive and proven portfolio of BSM solutions in the IT

management industry which allows businesses to put the business before technology in spite competing with such IT management giants as IBM, HP and CA in the BSM market space.

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