



BMC Software

honors

Best Practices

in Enterprise
Management



STEVE FOOTE



Assuring Business Availability™

Enterprise Management Paves the Way for Successful E-Business

As if managing a company's IT infrastructure was not difficult enough already, the onset of E-business practices brings a wealth of new enterprise management challenges. In an effort to increase revenues and remain competitive, many corporations have recently deployed e-business applications only to discover that their customers become quickly disenchanted with the overall level of service provided.

Unfortunately, service levels of e-business applications degrade with the exponential growth of users. The internal IT infrastructure, on which the e-business applications rely, is negatively impacted by the additional transaction load. With competitors only a click away, poor service levels will quickly lead to customer dissatisfaction and lost business.

So businesses are finding that implementing best practices in enterprise management has become critically important for managing the service levels of their e-business applications. Without sufficient enterprise management in place to detect and address these issues, a company's early success with e-business can quickly turn against it.

Virtually every company embarked upon its e-business strategy with the pri-

mary objective of increasing its overall revenues (the "top line"). The general idea was that an e-business can more effectively service its customers because it's open 24 hours a day and can be accessed from any point on the Internet. Customers no longer required direct interaction with a company's sales force in order to get product information or make purchases. And a company's increased effectiveness in reaching customers typically translates to increased revenues.

A great example of this type of e-business is Worldspan. Worldspan is one of this year's gold award winners in the BMC Software Best Practices in Enterprise Management program. As it's responsible for more than 50% of all online travel reservations (air, car, hotel, etc.),

With competitors only a click away, poor service levels will quickly lead to customer dissatisfaction and lost business.

Worldspan quickly recognized the need to establish premium service levels for its e-business applications. The company has been so successful at managing its own IT that it has recently entered into a new business – hosting Web sites for other e-businesses. In this case, the IT department has excelled at its own function and turned what is a cost-center for most businesses into a new business opportunity. Congratulations to Worldspan for using its best practices in enterprise management to ef-

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fectively increase its revenues.

The second wave of e-business strategies has been focused on increasing an organization's efficiency by cutting costs, thereby increasing the profit margin (or "bottom line"). In response to the increased workload resulting from doing business over the Internet, many corporations have begun to decentralize the IT function. But this approach quickly leads to redundant staffing and higher costs.

In this supplement Worldspan and the other winners, including Mirage Resorts, Bank of America, Burlington Northern Santa Fe and Pacific Gas & Electric, show you their best practices in other areas, including hospitality, the shipping industry and the utility industry.❖

STEVE FOOTE, *president & CEO of Enswers.com*, works closely with his customer's executive management teams designing, building and implementing e-business strategies. Prior to co-founding Enswers.com, his business experience included management participation in two IPOs, two private placements, one merger and 29 acquisitions. His technical background includes developing applications, running large-scale IT management departments, managing growing software companies and analyzing high-tech markets.

Contents



4

GOLD AWARD WINNER

*Mirage Resorts,
Incorporated*

6

GOLD AWARD WINNER

*Worldspan,
Inc.*

8

SILVER AWARD WINNER

Bank of America

9

SILVER AWARD WINNER

*Burlington Northern
& Santa Fe Railway*

10

SILVER AWARD WINNER

*Pacific Gas
& Electric*

11

*General
Information*

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Mirage Resorts

Mirage Resorts saves millions and boosts quality by remotely monitoring computer rooms

When Mirage Resorts, Incorporated unveiled the Bellagio hotel in Las Vegas and the Beau Rivage resort in Biloxi, Miss., it was time for a fresh approach to enterprise management. After all, another 150 hosts were being folded into the company's IT environment. The number of Mirage employees had jumped from 18,000 to 30,000. The company was supporting 106 applications, and its mix of host, client and storage devices was only growing more diverse.

Under the company's former distributed management model, these circumstances would have required hiring an additional 33 IT employees. But the \$2.6 billion leader in the hospitality and gaming industry was reluctant to add increasingly scarce and expensive IT employee resources to accommodate new properties. The handwriting was on the wall that this method of supporting its IT environment was not going to scale well, from a budget or a service-quality perspective, explains

**GOLD
AWARD
WINNER**

Laura May, director of systems engineering in Mirage Resorts' information systems group.

"We wanted to run a lean shop and get the most from the people we already had," she explains. "In addition, human error had begun creating some quality issues." As the company grew, so did the service-quality challenges associated with having too many manual IT processes. The company had established service-level agreements (SLAs) with its user base but was having trouble delivering on them consistently, May says.

There were also training hurdles to overcome. IT technicians needed to understand multiple management systems from



PATROL provides us with centralized management of our computing environment.

GLENN BONNER

a potpourri of vendors, which slowed down troubleshooting and problem resolution. The company was facing the support of 13,000 networked nodes, including Windows-based terminals, PCs and cash registers. These were spread across five locations in Las Vegas, connected by a 1G bit/sec. backbone metropolitan area network and the Beau Rivage property connected by an ATM WAN link.

Taking a new tack

In 1997, Mirage Resorts began investigating centralized management alternatives. Its product evaluation criteria included multi-platform support for clients, ease of implementation, a cost-effective pricing model, top-quality vendor support and product scalability, says May. Mirage narrowed its vendor candidates down to BMC Software (then Boole & Babbage) and two others. During the review process, Boole & Babbage purchased one of the other finalists. The remaining competitor's pricing model did not scale well, says May. It also required two platforms to support the mix of Mirage Resorts' computing environments, where the Boole & Babbage COMMAND/POST® product could fill the bill with one.

The impact of the COMMAND/POST, which was renamed PATROL® Enterprise Manager, installation two years ago has been dramatic. The company now fulfills its user SLAs 91% of the time on average — up from 76% — "and we're still climbing," May notes proudly. The benefit has been not only to Mirage Resorts' internal but also external customers. Mirage Resorts' IT staff are measured against their ability to deliver on IT SLAs, so the installation has been a professional win for them, as well.

Finally, Mirage Resorts estimates that it has saved \$3 million in IT staff compensation alone over the past two years. The savings come on a \$500,000 investment in the PATROL Enterprise Manager system and related modular tools from BMC Software.

The installation of PATROL Enterprise Manager kicked off an all-out IT best practices effort at Mirage Resorts. Because the installation was so successful, it



Max Watson, CEO, BMC Software, Inc. (left); Glenn Bonner, CIO, Mirage Resorts, Inc. (right)

is being used as a management model throughout the company. For instance, Mirage Resorts has since centralized its PC software installations and troubleshooting and has closed four computer rooms. In addition, systems in the Bellagio and Beau Rivage sites were the first in the company's history to go live with computer rooms that are managed remotely. "This was enabled completely by PATROL Enterprise Manager," says May.

PATROL Enterprise Manager's consolidation of multiple system views onto a single screen with a common interface has eliminated the training headaches of the multi-vendor management environment. Mirage Resorts is also realizing its goal of making the most of each employee's talents. "Since they are no longer spending all

their time fire-fighting, our technicians are becoming platform specialists and are performing more analysis, making their jobs more interesting and aiding in staff retention," May says.

The scripting capabilities in PATROL Enterprise Manager have automated 2,500 of Mirage Resorts' 10,000 manual tasks, including nightly hotel system pre and post audits and point-of-sale audits. This has reduced manual operations by approximately 400 hours per week. It has freed up technicians from clerical duties and has vastly reduced human error, May says.

The company says there are user requests that it once could not satisfy but now can because of PATROL Enterprise Manager. For example, the software's scripting capabilities have allowed the com-

pany's payroll manager to be automatically notified when certain events take place.

May says that PATROL Enterprise Manager has reduced service downtime because of its ability to quickly correlate events, which enhances troubleshooting, and because of its automation strengths. For example, Mirage Resorts established alerts so that when server disk space reaches a specific percentage consumed, PATROL automatically logs onto the system and expands the file space capacity. Also, the product has been customized to identify certain SQL errors and fix them before they affect users.

The resulting boost in uptime of Mirage Resorts' systems — including the company's Casino, Credit and Marketing; Slot Marketing; Hotel, Food & Beverage; Ticketing; Retail and other key applications — translates into benefits for Mirage Resorts' customers. "With PATROL we have less downtime of our system, which translates into a better experience for the customer," May says.

For others who may embark on centralized enterprise management processes and automation, May advises dedicating staff resources to implementing the system. When Mirage Resorts got started, its approach was to have staff already immersed in daily operations find the time to handle the implementation project. Mirage Resorts discovered, though, that already-busy staff did not have the luxury to focus strategically on the PATROL Enterprise Manager implementation and future impact.

At press time, Mirage Resorts was in the process of merging with MGM Grand, Inc., which owns another nine casino properties. May says that at this juncture, the existing command center is slated to go right on monitoring and automating the MGM properties, too. "Now that we've found it, we don't expect our best practices model to change," she says. ❖

MIRAGE RESORTS, INCORPORATED

<http://www.mirageresorts.com>



Max Watson, CEO, BMC Software, Inc. (left); David Anderson, project manager, Worldspan, Inc. (right)

Worldspan

The travel services giant grows its customer base and service portfolio without adding IT staff

Worldspan, Inc. is no stranger to the stringent system uptime demands now becoming common amid the e-commerce frenzy. For many years, Worldspan and its brethren in the travel services industry have relied on fault-tolerant computer reservation systems (CRSs) to host mission-critical travel-related applications, which must be kept running around the clock.

Still, as business processes across all industries grow increasingly automated, service-level expectations continue to rise

at Worldspan, one of the world's largest CRSs. Its bottom-line mission is to deliver new levels of service to a growing base of worldwide subscriber organizations and to launch new e-commerce services — all with little or no additional IT headcount, says David Anderson, project manager at the \$722.5 million, Atlanta-based company. These goals are being met by an ongoing, company-wide IT automation project that has been designed around BMC Software's PATROL Enterprise Manager, formerly called COMMAND/POST, centralized event management system.

**GOLD
AWARD
WINNER**

Raising the availability bar

Worldspan is committed to providing nearly nonstop access to airline, hotel room, rental car and other travel-related data from hundreds of providers, as well as transaction processing, reservations, and ticketing capabilities to the 18,500 worldwide travel agencies that subscribe to their services.

Delivering on its ambitious customer commitments requires that Worldspan monitor some 10,000 devices and an intricate web of worldwide frame-relay links. And action on problems must be taken fast.

"We deliver management information to our help desks within five minutes of a system or network occurrence," Anderson says. "Achieving that means we must now

be 100% proactive in troubleshooting." The five-minute notification standard compares with a pre-automation scenario of up to 45 minutes for a help desk to be alerted. The reason was that at the time, it was not uncommon for users to be informing IT staff of problems or outages, rather than the other way around.

Eight-fold drop in repair time

Because it consolidates a comprehensive view of system and network events and alarms on to a single display with a common interface, BMC Software's PATROL Enterprise Manager enterprise management system has helped Worldspan slash its IT problem resolution time by nearly eight-fold. For one thing, the software enables technicians to make associations among separate alerts. Instead of opening individual trouble tickets for each problem, technicians can determine that there is likely a bigger-picture issue at hand.

All Worldspan subscriber companies are linked to a sprawling frame-relay network supplied by AT&T, which connects them to Worldspan host services at varying speeds. "If we have fully populated an AT&T circuit in Denver with travel agency customers, and we start seeing that a certain percentage of these connections are failing, we can determine that the cause is likely the carrier's facility, rather than, say, an individual host interface somewhere," Anderson explains. "We can alert AT&T that there is a T1 down in Denver."

Generating such information quickly in the automated fashion enabled by PATROL has dramatically reduced Worldspan's mean time to repair (MTTR). In March of 1998, Worldspan implemented automated trouble ticket generation based on PATROL Enterprise Manager event correlation, and in the third quarter began publishing the tickets to its intranet Web site to alert help desks and management. The intranet trouble ticket page is updated every minute and provides a real-time display of the open issues as well as a work list for technicians.

Initially, MTTR at Worldspan dropped from 446 minutes to 123 minutes on average per trouble ticket (well below a corpo-

rate goal of 240 minutes). In the fourth quarter of 1998, it fell further to a 60-minute average. "We feel that this drastic improvement is due to the automated ticket generation, which requires less paperwork and time, and the fact that all problems in excess of five minutes are tracked and placed in public view [via the intranet]," Anderson says.

Doing more with less

The centralized automation monitoring capabilities of PATROL Enterprise Manager are also enabling Worldspan to do more with less. Before the PATROL installation, Worldspan had to expand its IT staff incrementally as it added new cus-



Now, we can add less incremental headcount to take on new business, which is the bottom line.

DAVID ANDERSON

tomers and services. "For example, if we gained three customers, we had to add two technicians for monitoring," says Anderson. "Now, we can add less incremental headcount to take on new business, which is, of course, the bottom line."

For example, in early 2000, Worldspan took on a new business venture: hosting Web services for non-Worldspan participants. Because of the automation enabled by PATROL Enterprise Manager, the company launched and maintained this new service with no new staff hires, Anderson notes.

Overall, the number of remote sites a single technician can support has increased dramatically. A technician can now support

500 sites, up from 150 sites supported per technician in the pre-PATROL Enterprise Manager era, says Anderson. Feedback the IT group has received from the sales force reinforces this finding. According to Anderson, the Worldspan field is reporting that time it once spent responding to trouble calls is now being used to serve additional subscribers.

Proof in the pudding

In 1999, Worldspan contracted with GartnerGroup to analyze and benchmark its data center operations against the industry and to identify areas for improvements. Gartner reported that Worldspan was outperforming most of its peers. Worldspan's IT costs were 42% lower than the average of peer companies and 11% lower than the average of Gartner-identified top 10 performers.

Because of the value it has added to managing the Worldspan business, PATROL Enterprise Manager was among a few projects not subjected to cutbacks in Worldspan's 1999 budget review meetings. Additional funding was obtained in 1999 for expansion and, late last year, Worldspan extended its PATROL Enterprise Manager installation by adding backup servers with added redundancy. The company was clever about its implementation, having the backup network do double duty as a development network and as a backup network.

Anderson anticipates that Worldspan's next IT automation milestone will be to install the remainder of BMC Software's PATROL 2000 software for cross-platform application management. "That will enable us to look at processes and components within our data center and further confirm or eliminate additional failure sources," he says. "We hope to be getting rid of our current manual systems for inboard systems monitoring and outboard systems processing." ❖

WORLDSPAN, INC.

<http://www.worldspan.com>

Bank of America

Using PATROL Enterprise Manager, this financial institution has vastly improved customer service, availability and reliability

Paul Marshall, vice president and systems manager, Bank of America



How would you like to be responsible for the safe passage of \$300 billion every day? That's the amount the international payment delivery systems handle daily at Bank of America. "Whether the transaction is as small as a few dollars or as large as several million, we must treat them as though they are all worth a billion dollars," says Mervyn Gutteridge, senior vice president, based at the bank's data center in Croydon, England.

Bank of America has dramatically improved its service levels to meet that goal with PATROL Enterprise Manager (formerly called COMMAND/POST) from BMC Software. With solutions based on PATROL, the global financial institution has been able to consolidate operations platforms and implement message management and automation.

The bank has two other data centers in Bromley and London, England, and a

fourth in Kuala Lumpur, Malaysia. The centers operate global wholesale banking and global cash management systems; trading floor systems for 34 dealer locations; and payments and clearing interfaces for all major currencies and central banks. The challenge facing Gutteridge and his colleague, Paul Marshall, was to efficiently monitor these critical systems in a user-friendly environment.

The answer was to consolidate the key systems into an enterprise management automation system and a single monitoring platform via PATROL Enterprise Manager. Now, personnel log into one of the 15 workstations in the Croydon service center, and their workstations are configured to their specific skill sets. As technicians complete more training, functionality is added to their software profiles. In essence, they are technical support analysts and a first-level technical help desk.

**SILVER
AWARD
WINNER**

"We have an environment in which people can learn and progress," says Marshall, vice president and systems manager for Bank of America. "We have a highly motivated staff and our attrition rate is lower."

Without PATROL and automated management, Gutteridge says the bank would have needed 350 monitors and the personnel to watch them. "It would be an unpleasant, ineffective and expensive environment, and we couldn't possibly have provided the quality of service we do today," he says.

His internal customers asked that their monthly service-level meetings be reduced to once a quarter because of lack of problems to discuss. In addition, while the department's workload increased by approximately 100% over three years, its headcount decreased by about 30% in the same timeframe — and technology incidents resulting in financial losses have decreased from several each month to about one in every quarter.

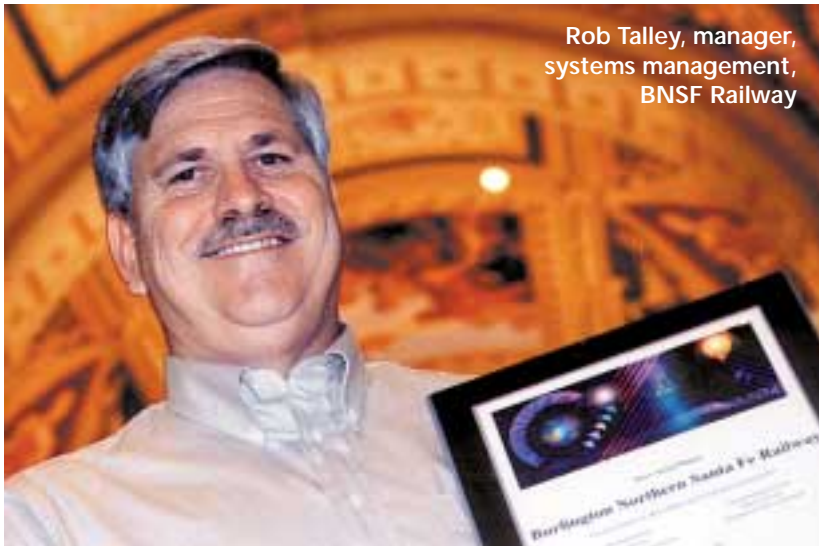
Quality is so superior that the automated management benefits are part of the bank's sales message. "We frequently bring clients into the data center and demonstrate the automation system capabilities," Gutteridge explains. "Clients are clued to the fact that the products we deliver to them are only as good as the systems that run them."

Gutteridge and Marshall continue to bring new systems under their PATROL automation umbrella, a process they view as simply adding a connection to a system that is flexible and scalable enough to meet whatever the future holds.

"Automation management is a culture, a way of life, a way of thinking," says Gutteridge. "The project never has an end; it's always evolving." ❖

BANK OF AMERICA

<http://www.bankofamerica.com>



Rob Talley, manager,
systems management,
BNSF Railway

Burlington Northern and Santa Fe Railway Company



PATROL helps keep the trains rolling, meeting 98% to 99% system availability

Whether they're moving coal or cardboard, cars or containers, the shippers that rely on The Burlington Northern and Santa Fe Railway Company (BNSF) to transport their goods from one end of the United States to the other want up-to-the-minute data

about their shipments, wherever their location in the vast railway system.

"We never forget our big C, the customer is the shipper," says Rob Talley, manager, systems management, BNSF Railway. To keep shippers happy, BNSF Railway business units access data about shipments, train operations, efficient routes, available locomotives and rail maintenance — all through the systems Talley monitors.

The challenge was to provide a single view of those systems, instead of looking at individual segments — an inefficient approach requiring an operator to talk with operations personnel manning other terminals to pinpoint a problem, Talley says.

"We wanted to give everyone the same view of the alerts, whether the issue was in a mainframe, the network, a server, or an application," he says.

BMC Software's PATROL Enterprise Manager (formerly called COMMAND/POST) was chosen because of its ability to provide an enterprise view of events from a system.

Talley and his team succeeded, a fact he attributes to the people, processes and procedures as much as technology. "The BMC Software Silver Award represents not just what my team has done, but the entire efforts of our IS staff," he says. "The Award recognizes the dedication of BNSF's IT professionals to making the system work."

Talley's team quickly identified the most critical systems to manage. "That gave us a direction for our initial implementation, so we could get the biggest bang for our bucks and show management we were making progress," Talley says.

A key feature is the system's ability to consolidate alerts from multiple systems into one monitor. For example, Talley uses BMC Software's MAINVIEW® line of products in his mainframe environment, with MAINVIEW forwarding alerts to PATROL Enterprise Manager, which his team has customized with additional help functions and system maps. That enables operators to quickly identify conditions that might lead to an outage and rectify the situation before any downtime occurs.

For 1999, BNSF established goals of 98% to 99% availability for key business systems, applications and servers. With help from the solution built on PATROL Enterprise Manager, all 1999 availability goals were achieved.

If a major problem ever occurs, there's a Critical Problem Review to identify and rectify the root cause.

"We have a continuing cycle for improvement," Talley notes. "The ultimate winners are the BNSF Railway customers who ship with us." ❖

**THE BURLINGTON NORTHERN
AND SANTA FE RAILWAY
COMPANY**

<http://www.bnsf.com>

Pacific Gas & Electric

PATROL helps utility save money, streamline operations and improve service and reliability

Most utility company customers never know what efforts are required to keep their refrigerators humming and their computer cursors blinking. But at Pacific Gas & Electric (PG&E), internal customers hear a lot about what it takes to keep the systems working smoothly.

"You must constantly tell people what you're doing," says Joseph Soldevila, automation project manager for the Fairfield, Calif.-based company. "If you prevent problems and people don't understand how you're doing that, they wonder if they're getting their money's worth."

That's why Soldevila has explained the benefits of PG&E's enterprise automation solution in more than 30 presentations posted on the company's intranet. The solution includes BMC Software's PATROL Enterprise Manager (formerly COM-MAND/POST) and is part of a story that led to a Best Practices Silver Award from BMC Software.

"Our ability to show how we integrated our automation tools to provide high availability of corporate applications across the enterprise was one of the key metrics that allowed us to win this award," says Dana McKibbin, director of Fairfield and San Francisco operations at PG&E.

Before his group implemented the automated enterprise management solution, the end-user groups wanted to monitor critical systems using their own tools instead of his group doing so. That was counter to the IT organization's goals of

consolidating, automating and focusing on enterprise versus platform solutions.

In addition, the systems under Soldevila's control were viewable from separate tools, and took many IT operations personnel to monitor them. "No matter how good you are, you're bound to miss something with that volume," Soldevila notes.

His goal: Save money, streamline operations and improve performance. It will be accomplished by enhancing his group's services, convincing other users to let him monitor their systems — and bringing his department into alignment with the IT organization's objectives.

To accomplish this, Soldevila's team implemented an automatic notification en-

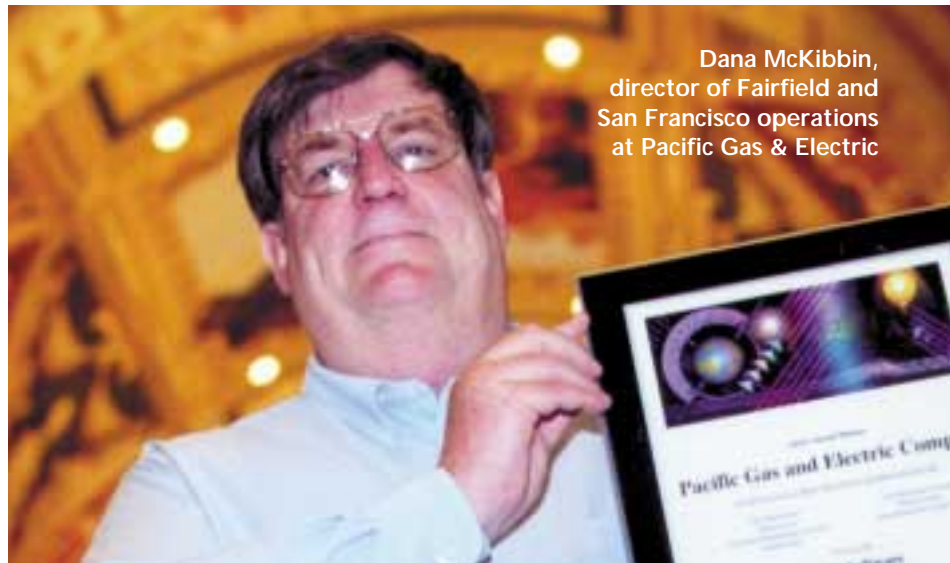
gine as part of their enterprise management solution, which incorporates BMC Software's PATROL Enterprise Manager and MAINVIEW line. The engine enables operations personnel to quickly see and address high-priority system issues. "Our systems generate more than two million alarms a day and not all of those are important," Soldevila explains. "This technology suppresses the non-critical issues, so we can focus on the big-ticket items."

For instance, the MAINVIEW products used in PG&E's mainframe operations area monitor and automate that area so that it's rare that human intervention is required. When it is, alerts go up to PATROL and the notification engine. The engine automatically sends alerts to key operators and users in the manner they've requested.

PATROL Enterprise Manager has enabled his group to prevent problems from escalating into major system outages. Further, "As we add new applications and systems, I don't have to add staff. I plug these things into the enterprise system and work with the client to find what they need notification on," says Soldevila. ❖

SILVER
AWARD
WINNER

PACIFIC GAS & ELECTRIC
<http://www.pge.com>



Dana McKibbin,
director of Fairfield and
San Francisco operations
at Pacific Gas & Electric

Getting to the Winner's Circle

Awarding BMC Software's customers for a job well done

BMC SOFTWARE'S fourth annual Best Practices in Enterprise Management Awards Program culminated at the Assurance 2000 (A2K) user group with the announcement of this year's winners. The A2K conference brings IT professionals from around the world together to learn how to optimize BMC Software solutions to get the most from their own people and systems. In addition, this conference gives participants a first look at what the company is planning for the future.

And the winner is

The awards ceremony was held on May 22, 2000 at the Venetian Hotel in Las Vegas, along with the A2K conference. This highly coveted award has become an industry hallmark for recognizing exceptional IT achievements. This year's Gold Award winners are Mirage Resorts, Incorporated and Worldspan. Silver Award winners include Bank of America, The Burlington Northern and Santa Fe Railway Company and Pacific Gas & Electric.

This year's program was a great success and competition was intense with entries coming in from around the world. Industry experts from The Butler Group, Enswers.com, Enterprise Management Associates, GartnerGroup, Giga Information Group, Hurwitz Group, and International Data Corp. carefully reviewed the entries and selected the Best Practices in Enterprise Management winners. Each entrant was asked to communicate how its organization has linked its enterprise management strategy to business objectives, including measurable achievements. Entries were reviewed and judged on critical success factors such as the planning and evaluation process, the scale, creativity and quality of the implementation and the demonstrable results achieved to date.

"The fourth annual Best Practices in Enterprise Management Awards Program truly reflects the outstanding accomplish-



Max Watson, CEO,
BMC Software, Inc.

ments of BMC Software's customers," said Wayne Morris, vice president of corporate marketing, BMC Software, Inc. "We are delighted to see that these IT groups are maintaining such a high level of service for their respective organizations. Not only does this award program reflect that, but it also validates their commitment to achieve the critical success factors that are so necessary in today's strategic IT environments." Participants highlighted the true value and efficiency of implementing Enterprise Management strategies and tying them to business processes using BMC Software solutions.

About BMC Software

One of the world's largest independent software vendors, BMC Software delivers the most comprehensive e-business systems management software with the fastest guaranteed implementation. This Service Assurance™ strategy enhances the availability, performance and recoverability of companies' business-critical applications. Companies can use this management methodology to demonstrate their ability to deliver optimal service to their customers and partners by joining BMC Software OnSite™, a certification program that includes solution implementation and regular HealthChecks performed by BMC Software Professional Services. BMC Software is a Forbes 500 company and a member of the S&P 500, with fiscal year 2000 revenues exceeding \$1.7 billion.

The company is headquartered in Houston, Texas, with offices worldwide.

Visit us at: www.bmc.com. ❖

Judging the Contest

Industry experts carefully reviewed the entries and selected the **BMC Software Best Practices in Enterprise Management winners for 2000**. The distinguished panel of judges included:

Gary Cooper

IT Research Analyst
The Butler Group

Steve Foote

President and CEO
Enswers.com

Patrick Dryden

Industry Analyst
Giga Information Group

Paul Mason

Vice President
International Data Corp.

Ray Paquet

Vice President/
Research Director
GartnerGroup

Rich Ptak

Vice President Systems and Applications Management
Hurwitz Group

Rick Sturm

President
Enterprise Management Associates

