



Tata Motors Ltd.

Tata Motors Ltd. Scales up IT Service Management to Support Globalization

Geography

India

Industry

Automotive

Business Need

Tata Motors Ltd. wanted to ensure high performance and availability of business-critical systems that enable the company to design and manufacture high-quality, affordable vehicles.

Solution

The BMC Remedy IT Service Management Suite serves as the software framework for managing the interactions and process relationships across IT service support disciplines, enabling the IT staff to respond quickly to incidents and keep critical systems running smoothly.

Results

- > Staffing requirements dropped 20 percent
- > Desktop-related calls dropped 40 percent
- > Supplier relationship management calls dropped 80 percent
- > Server support calls dropped 8 percent
- > Software paid for itself within one year

The highly respected Tata Motors Ltd. has a strong tradition of entrepreneurship. The company's business strategy calls for reaching beyond the borders of India to enter new markets for its Nano, the innovative small car for the urban middle class.

One of the major drivers of success at Tata Motors Ltd. (TML) is its ability to fully exploit information technology to drive business goals. The company was an early adopter of CAD and CAM systems to speed the design of the Nano. The company also uses Siebel Systems to manage its vast customer relationship network and SAP® for all critical business services, such as logistics, supplier relations management, customer relationship management, human resources (HR), and finance.

According to Probir Mitra, Chief Information Officer at TML, "IT is an integral part of every business process from design to delivery and the power of IT has been extensively leveraged for the Nano project. The design processes used more digital content than ever before. State-of-the-art CAD and CAM services integrated design across multiple disciplines, making it possible for our designers to harness and benefit from their inherent ability to innovate. IT helped the company shrink the design cycle time."

He adds that BSM tools from BMC Software played a key role in tracking and controlling all components of IT services and automating the management of the IT infrastructure which is vital to the design and planning for manufacture of the Nano as well as running day-to-day business processes.

EXCELLENCE IN OUTSOURCING

Following its strategy of outsourcing noncore activities, TML has outsourced its IT applications to Tata Technologies Ltd. and its IT infrastructure to IBM.® The outsourcing decision has proven to be a wise one. TML reaped significant benefits through the outsourcing initiatives. TML was recognized in 2007 and conferred the "SAP Ace" award for its SRM & Warehouse Management implementations. It also received the "Uptime Championship Award" at the CIO 100 event in the same year.

Initially, the outsourcing approach posed several challenges. Technology silos were performing adequately. However, a flexible service-oriented management framework was required to link the silos and provide a comprehensive view of the IT landscape underlying a given business process.

To make this framework a reality, TML decided to adopt IT service management concepts outlined in the ISO 20000:05 international standards, as well as best practices outlined in the IT Infrastructure Library® (ITIL®) Version 3. In addition, the company decided to establish a service-oriented management architecture that treated IT services as assets and managed them on a lifecycle basis.

PUTTING BMC SOLUTIONS TO WORK

“BMC provided visibility into the entirety of services components across business process chains. It also integrated the various IT service management disciplines into a single, unified solution,” Mitra says.

TML started with the out-of-the-box capabilities of the BMC Remedy IT Service Management Suite to establish a baseline of the IT application and infrastructure landscape across all technology pillars. The company used the applications’ embedded ITIL-compatible controls —without modification — to define roles, responsibilities, and authorities required in the support groups.

TML realized immediate benefits from the transition to the BMC applications, which served as the software framework for managing the interactions and process relationships among all the support groups managing the IT infrastructure underlying business services. A service-oriented organizational structure was designed and configured in the BMC Remedy applications. Mitra worked with two vendors to recast processes to achieve a business service orientation.

A major innovation in the configuration is the use of logical architectural definitions for the support group infrastructure. Logical role names for technical support staff login allowed uniformity of definitions across the entire support community regardless of whether the employee is internal to TML or outsourced.

The naming convention encompasses competency levels that enable the incident coordinator to assign tickets based on complexity. This feature has real value in a multisite support group where names by themselves mean very little. Service managers can now plan staffing on the basis of competencies and have a transparent view of support staff effort and load across locations.

SERVICE-ORIENTED AGREEMENTS

As CIO, Mitra’s goal was to measure the availability and effectiveness of service in terms that the customers could recognize — not from the perspective of the diverse technology components and technology pillars that comprise the service (as it had in the past). BMC Service Level Management provided the high level of transparency required to construct and support service level agreements (SLAs) that are described purely in business terms.

Service requests among support groups managing different domains were put in place and a new set of agreements were defined and tested. The concept of subtickets was introduced to minimize ticket bounces. The transparency that this introduced improved collaboration among support groups.

“BMC Service Level Management has allowed us to consolidate and track multiple service windows across the country, streamline our vendor contracts, and enhance our ability to conduct meaningful contract reviews that focus on improvement,” says Mr. S. Dole, Tata Technologies’ practice manager for system integration and networking.

A SINGLE POINT OF CONTACT FOR IT SERVICES

TML used BMC Remedy Service Desk and the end-user console to establish an outsourced IT service desk that is the single point of contact between the IT user community and the IT service providers. This new service desk consolidated more than 25 different help desks across the country, making it simple and straightforward for users to get assistance and report problems. This also helps to project a single unified face of IT to the customers although multiple IT service providers are involved in the complete services to the customer.

An innovative, segregation-of-duties approach ensures that the vendor providing a particular service is not also responsible for tracking and reporting on that service. This was done by creating a special group within the IT service desk for ensuring satisfactory closure of tickets and monitoring status of paused tickets. TML is required to be SOX compliant. Statutory requirements for ensuring segregation of responsibilities were met by allocating responsibilities for recording, classification, and routing by one vendor, and closing verification, customer satisfaction assurance, and performance reporting by another.

“The service desk design and the flexibility of configuration features available in the BMC applications have given us a lot of peace of mind,” Dole says. “By segregating responsibilities for

incident response and incident closure verification, we can ensure that the service performance reports from our vendors have the reliability and accuracy required for stakeholders to agree on service levels achieved. This goes a long way in our ability to manage multiple third-party vendors in a transparent and effective manner.”

CHANGE MANAGEMENT THAT COMPLIES WITH THE SARBANES-OXLEY ACT

In the past, changes to the SAP configuration and ABAP code were done through a complex process. Up to 90 percent of incidents reported required changes that needed to be made in compliance with rigorous IT controls.

End users used the SAP Solution Manager to register their issues. A daily process allocated these tickets to a consultant responsible for the relevant module. The tickets were then transferred to the document manager, business requirements documents, and other relevant documents required for making the changes. The documents were exchanged by e-mail and approvals were done using the Document Manager.

Manual controls using forms and signatures to authorize access to relevant clients and to transport changes among golden clients, development environment, test environment, and production servers added administrative overhead. Basis administration by IBM Basis Support pillar, while effective in ensuring segregation of duties, added overhead and delays that were not attributable to any individual.

Delays in user acceptance testing (UAT) resulted in wasted effort on changes that were never moved to production. Release management was informal. Audits to verify compliance with the Sarbanes-Oxley Act were cumbersome and establishing end-to-end traceability for testing was an onerous task.

To meet these challenges, the FlexMode framework for ITSM change management, created by Action Research Foundation, a BMC Consulting partner, was adopted and a security-embedded workflow based on out-of-the-box features of BMC Remedy Change Management was designed and implemented. The new workflow replaced all other tools used by the support groups to manage change and demonstrate compliance. The new change process offers numerous advantages:

- > A unified repository eliminates non-value-adding bureaucracy required in a multitool environment.
- > Business representatives are integrated by configuring them as a support group; business process owners and superusers for individual services were included in the workflow for approvals and UAT.
- > Ticket assignment is automated; routing logic transfers tickets to the right consultants in multiple locations instantaneously, dramatically improving response times.
- > All mandatory documents, review results, and approval comments are directly loaded by business users, consultants, and approving executives. Audit trails are maintained automatically and available from within the ticket.
- > Automated task templates based on standard software development lifecycle (SDLC) ensure repeatability of change processes.
- > Interactions with the SAP Basis teams for access controls and transport between environments are under the purview of newly constructed underpinning contracts.
- > Interactions with the business for UAT were brought under the purview of operational level agreements with business process owners, UAT documents and results are transported and managed with service requests to track and manage these activities.
- > Iterations where UAT failed were tracked within the same ticket providing a complete trail of related events.
- > A release manager role was established. All changes that pass UAT are moved to the release manager for validation of compliance with policies and planning of the release. The release manager conducts post-release reviews and records updates before closure of the ticket.
- > Auditors can independently verify compliance directly on the system. Engineering effort is required only when errors in compliance are identified.

CLIMBING THE IT SERVICE MANAGEMENT MATURITY LADDER

BMC solutions have helped TML make significant progress toward reaching the top of the IT service management maturity ladder. The applications, which paid for themselves within the first year, are delivering quantifiable benefits to TML.

The applications have brought greater efficiency to the IT environment, enabling the staff to dramatically reduce the number of trouble calls. For example, calls related to desktops are down 40 percent, calls from supplier relationship management are down 80 percent, and server support calls are down eight percent.

Most importantly, by keeping critical systems available and operating at peak performance, the company reduced the development cycle for the Tata Nano compared with earlier platforms enabling the company to get this exciting new offering to market faster and at a lower cost.

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— Mr. S. Dole

Practice Manager for System Integration and Networking
Tata Technologies

Key Products Used:

- > BMC Remedy IT Service Management Suite
 - BMC Remedy Service Desk
 - BMC Remedy Change Management
 - BMC Service Level Management

About Tata Motors Ltd.

Tata Motors is India's largest automobile company, with revenues of US \$7.2 billion in 2006 – 2007. With more than four million Tata vehicles on the roads in India, the company is the leader in commercial vehicles and the second largest in passenger vehicles. It is also the world's fifth largest medium and heavy truck manufacturer and the second largest heavy bus manufacturer. Tata cars, buses, and trucks are marketed in Europe, Africa, the Middle East, South Asia, South East Asia, and South America. Tata Motors also has joint ventures and agreements with Fiat Auto. Tata Motors has research centers in India, the UK, and in its subsidiary and associate companies in South Korea and Spain. The latest venture of Tata Motors was the unveiling of the US \$2,500 “people's” car in January 2008 which created great waves across the global automobile industry. Tata Motors is also in a very advanced stage for acquisition of the Jaguar & Land Rover business from Ford.

About BMC Software

BMC Software delivers the solutions IT needs to increase business value through better management of technology and IT processes. Our industry-leading Business Service Management solutions help you reduce cost, lower risk of business disruption, and benefit from an IT infrastructure built to support business growth and flexibility. Founded in 1980, BMC has offices worldwide and fiscal 2007 revenues of \$1.58 billion. Activate your business with the power of IT. www.bmc.com.



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