

Key Stakeholders & Their Concerns

EA Team – Strategic Roadmap

How well do our applications support our business capabilities?
Which part(s) of the landscape should be optimized?

CEO – Business Value

Do the applications deliver enough value to the business?
Do they help increase our profitability?
Do they enable the execution of important capabilities and the achievement of strategic goals?

End User – Experience

How good is the User Experience?
Are the business areas adequately supported, or are there functional gaps?

COO – Technical Fitness

What about the operation and maintenance of the applications?
Can the level of support be improved through technical measures?

CISO – Security

Which level of protection do the applications require?
Are there sufficient measures to ensure the security standards?

DISCOVER

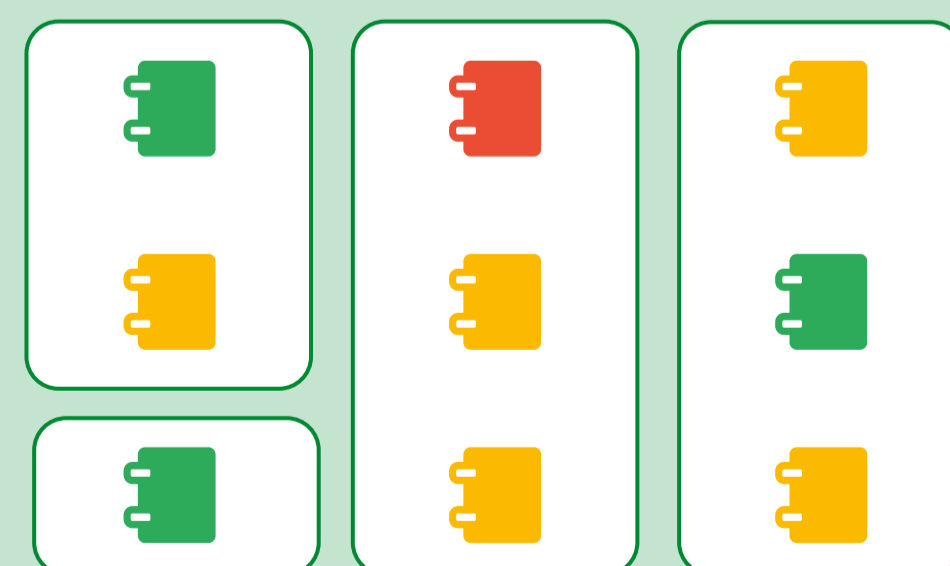
Identify The Scope



In the beginning, you don't need to catalogue and evaluate all the applications in your portfolio. Focus on the systems that bring the most value to your business and define the scope of your APM initiative.

Catalogue The Applications

Create an inventory of all relevant applications and derive the level of documentation based on the business value. Next up, structure your applications in a way that allows management to make valid decisions. Here, a high-level capability map has proven to be quite effective.



EVALUATE

Evaluate The Applications

Assess your Application Portfolio from different perspectives, including the following:

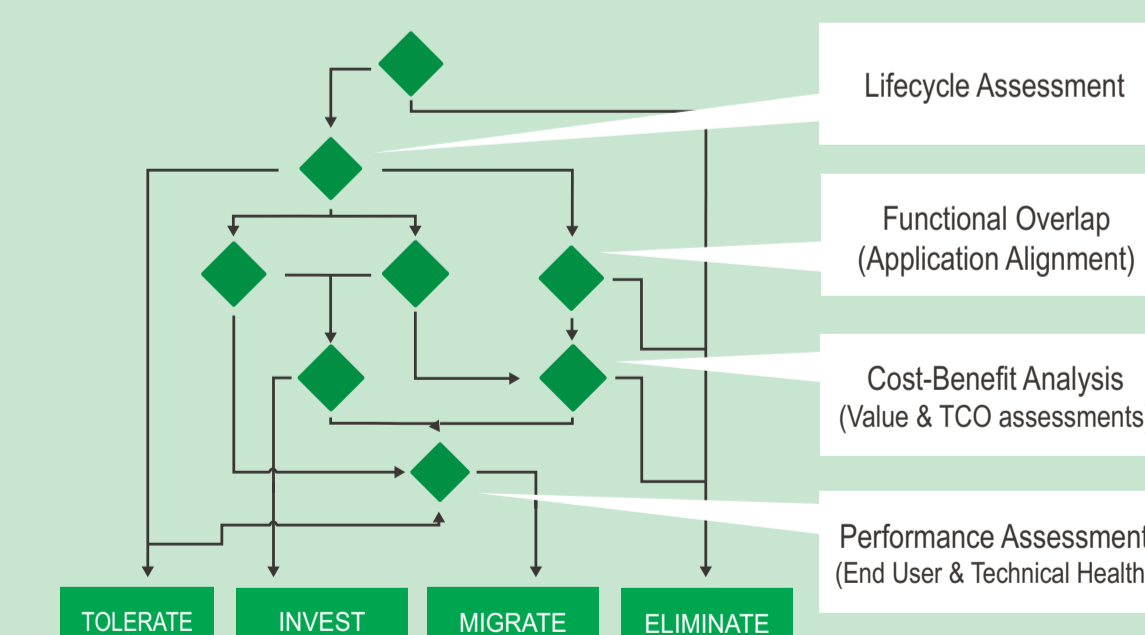
- Strategic importance
- Business fitness
- Technology fitness
- Security fitness

The best way to do this is to use a questionnaire that can be answered without interpretation by the respective subject matter experts.

Derive The Measures

Based on the input received in the previous step, you can proceed with deriving further measures. Those typically include:

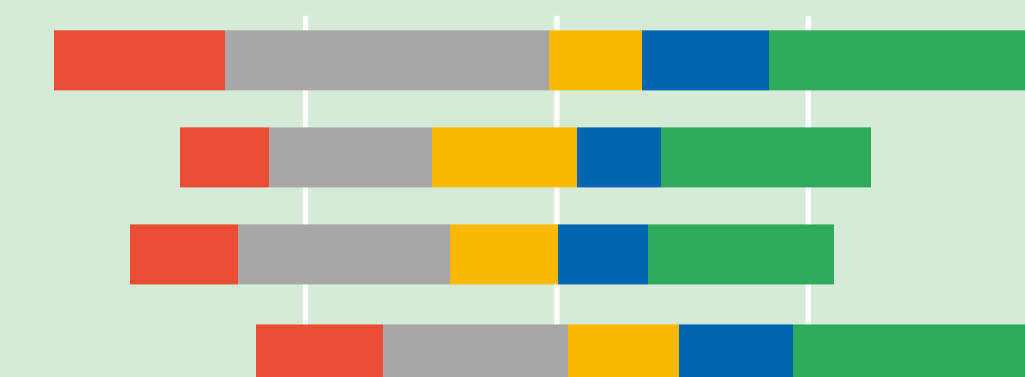
- Modernization
- Maintenance
- Decommissioning
- Consolidation
- Restructuring
- Upgrade
- Merging
- ...



TRANSFORM

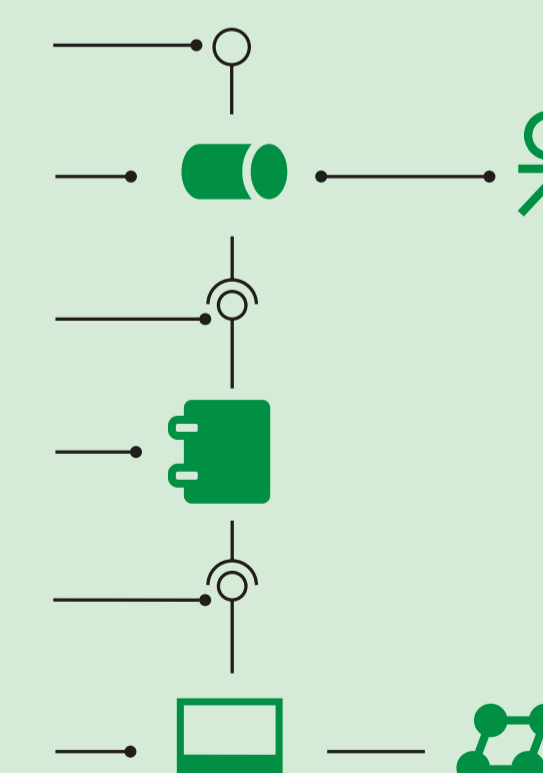
Plan The Rationalization Initiatives

Create a strategic roadmap and plan the identified measures taking the urgency and impact into account. Make sure to communicate your results with the relevant stakeholders.



Identify The Business Impact

Detail your planning on-demand and dive deeper into the roadmap so that you can communicate the dependencies and the business impact of your initiatives. Most importantly, talk to those who will be impacted by the required changes to your architecture.



DOs and DON'Ts

DO Be sure to consider the business layer in a form of a capability or process map to define the scope of your project and streamline your application landscape in a meaningful way.

DO Set up a Governance Board to make roadmap decisions with the representatives of your strategic capabilities.

DO Be aware that this map is highly political. Changes in the application landscape can have an effect on the jobs of many employees.

DON'T Don't get lost in technical details and only go deeper into analysis in the last step.

DON'T Don't integrate with CMDBs without thoroughly thinking about it. The artefacts they contain are often very technical and do not reflect the business view of the architecture.

