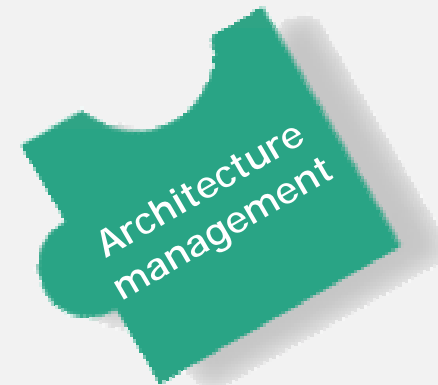


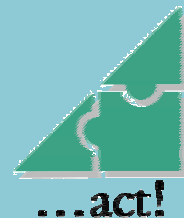


# Enterprise Application Portfolio Planning

Process and Deliverables



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# A roadmap to application landscaping

define target

perform analysis

develop plan

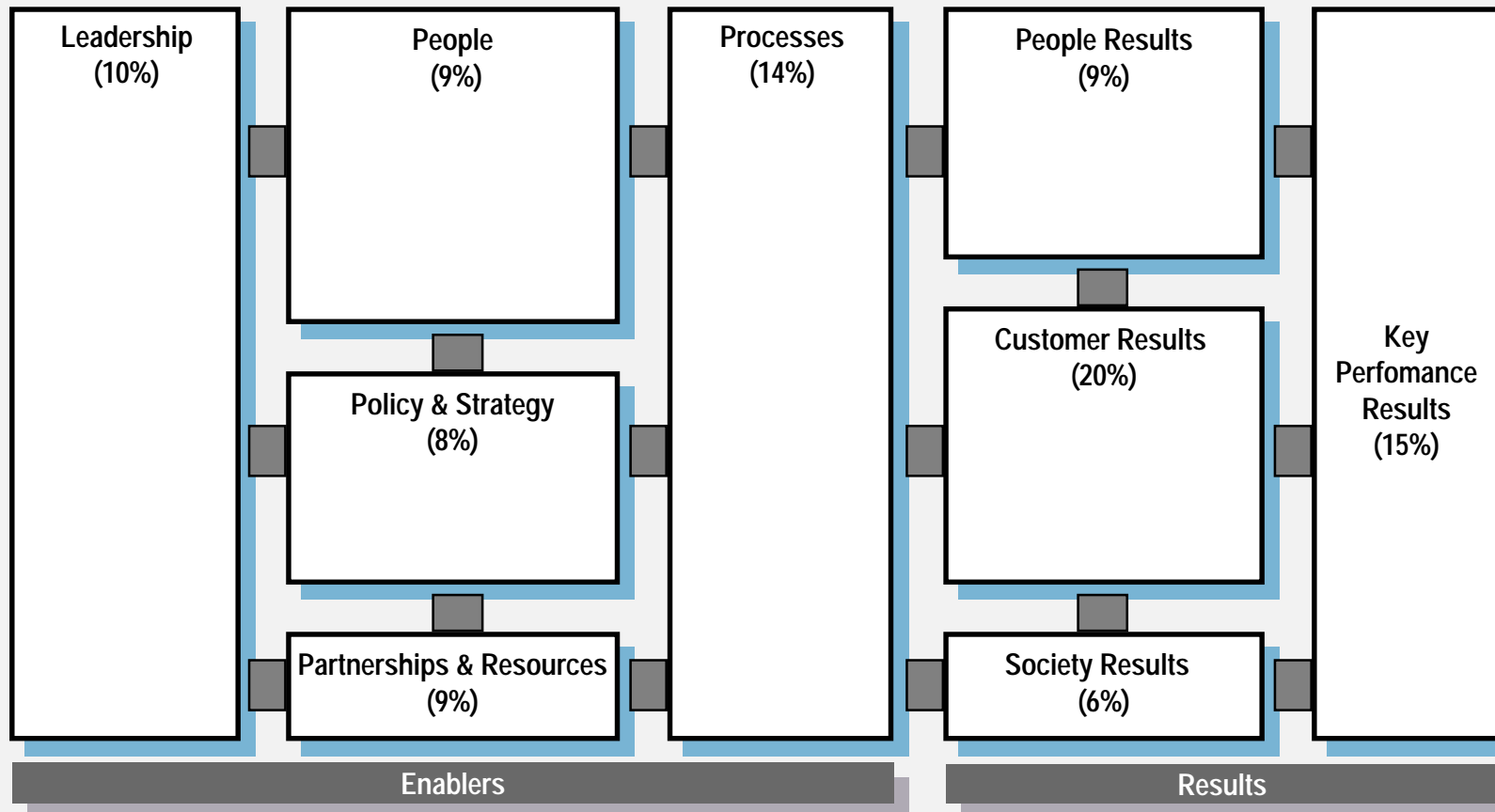
implement plan

check process / results

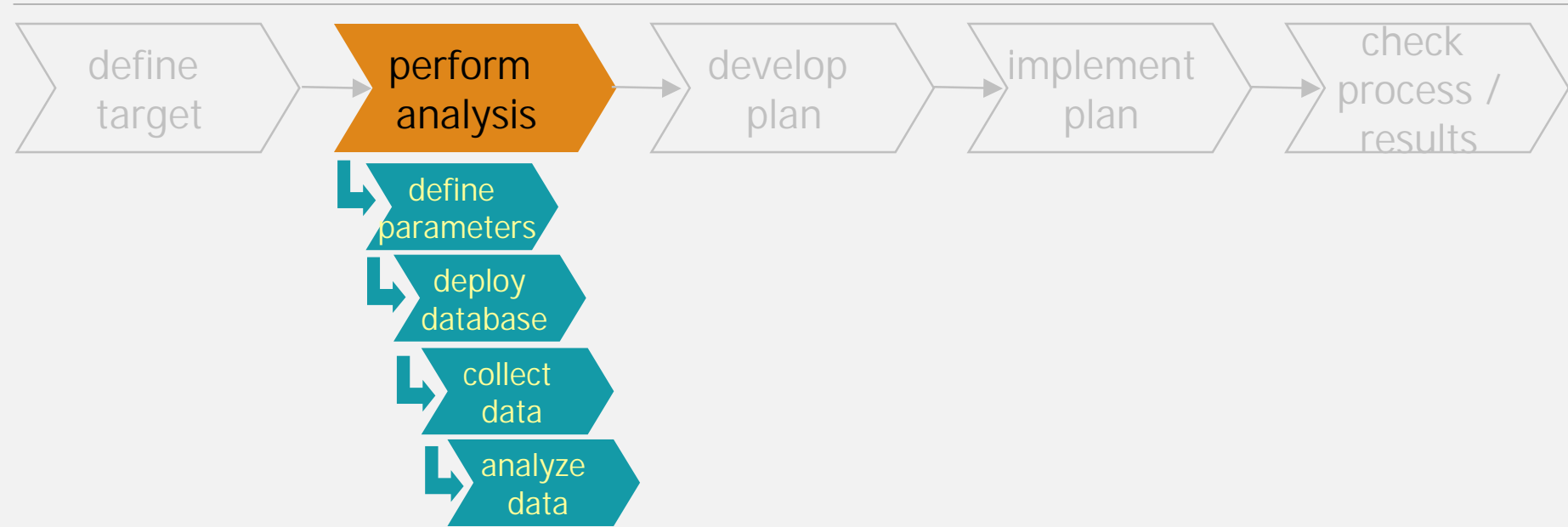
Define target and focus of enterprise architecture management (EAM) program.

# Prioritization with EFQM

- ❑ The European Foundation for Quality Management (EFQM) has developed an excellence model as instrument for self-assessment.
- ❑ In case of organizations with a lack of operationalized goals we use this model as a pattern to start the goal setting procedure for application portfolio planning.



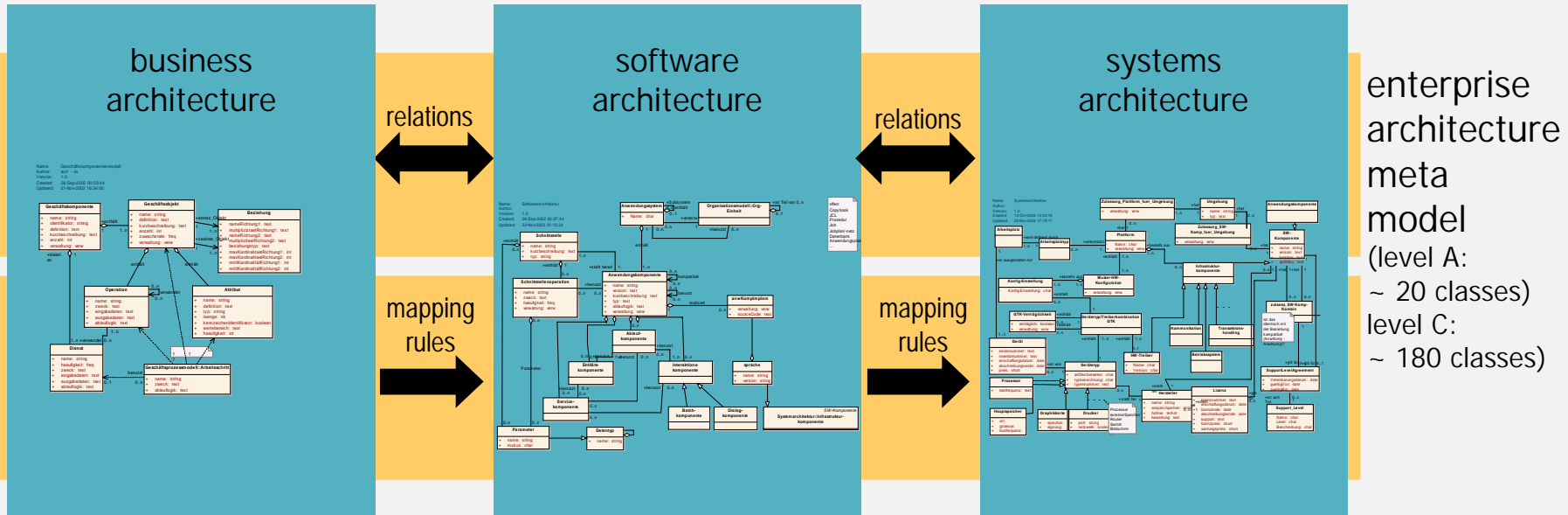
# A roadmap to application landscaping



Define target and focus of enterprise architecture management (EAM) program.

Derive parameters to be considered, perform analysis of current situation.

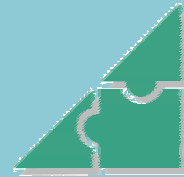
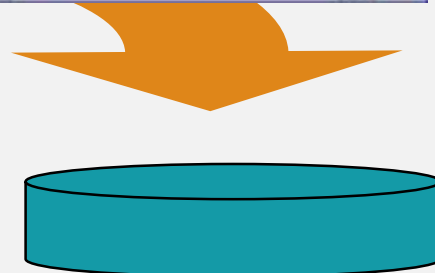
# Derive necessary parameters



- The meta model is used as a checklist to identify the entities and attributes to consider for the analysis.
- The customized architecture database together with our EAM portal allows efficient gathering of data and meaningful analysis.

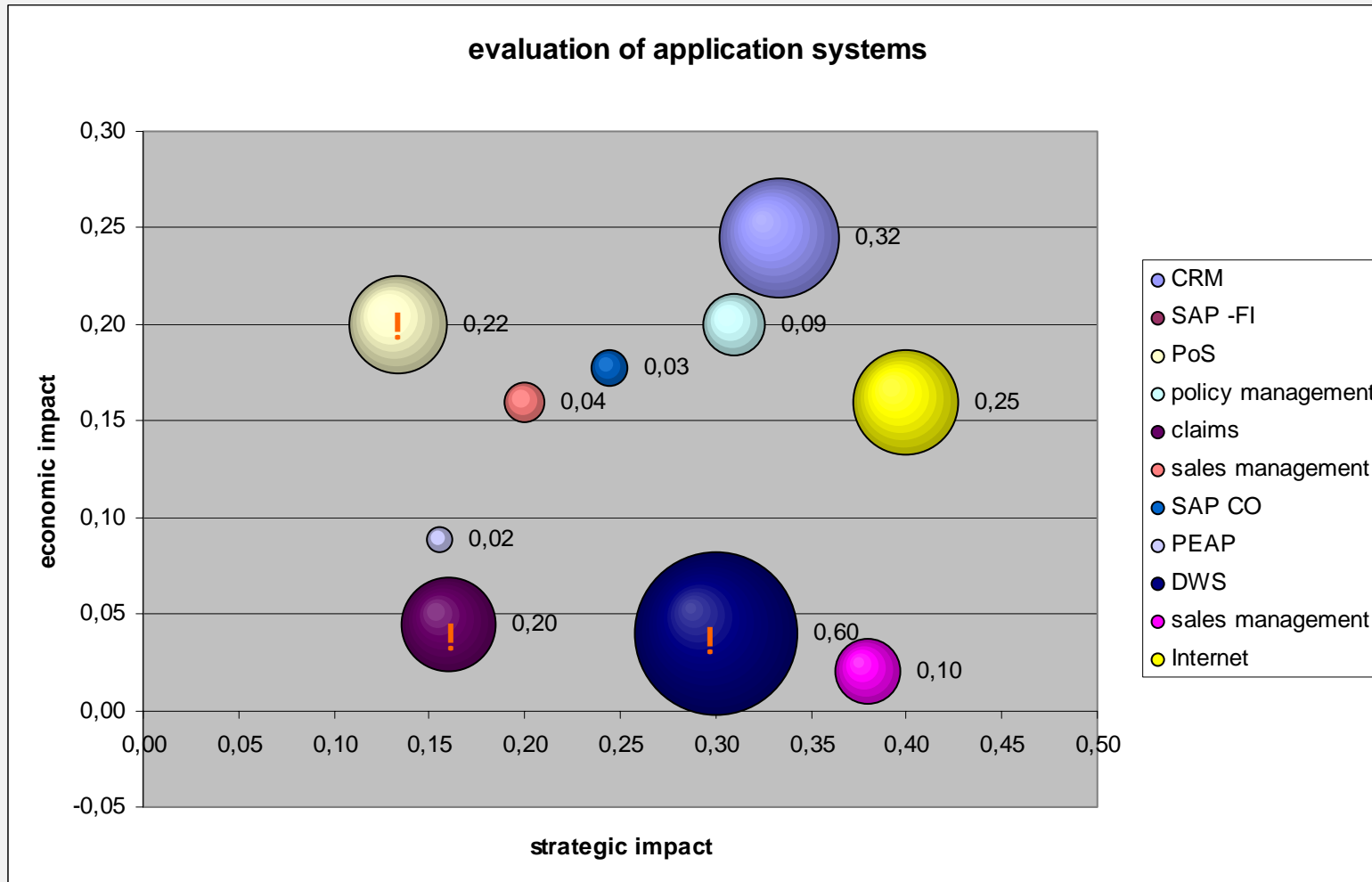
## data catalogue

Bereich	Variable	Definition
Funktionsbereich	Name	TOP-Gliederung der Unternehmensfunktionen
	wirtschaftliche Bedeutung	Umsatzanteil, Gewinnanteil, ...
	strategische Bedeutung	Unterstützung der Unternehmensstrategie
Anwendungssystem	Name	
	Alter	
	Lizenzkosten	p.a.
	Abschreibung	p.a.
	Betriebskosten	p.a.
Infrastrukturkomponente	Wartungskosten	p.a.
	Name	
	Alter	
	Lizenzkosten	p.a.
	Abschreibung	p.a.
	Betriebspersonalkosten	p.a., incl. Ausbildungskosten
	Betriebsorganisationskosten	p.a., Raumkosten, Kommunikationskosten, Beiträge zu user groups, etc.
Rechnerkosten	p.a.	
Hardwarekomponente	Wartungskosten	p.a.
	Name	
	Alter	
	Lizenzkosten	p.a.
	Abschreibung/Miete/Leasing	p.a.
	Betriebspersonalkosten	p.a., incl. Ausbildungskosten
	Betriebsorganisationskosten	p.a., Raumkosten, Kommunikationskosten, Beiträge zu user groups, etc.
Rechnerkosten	p.a.	
Wartungskosten	p.a.	

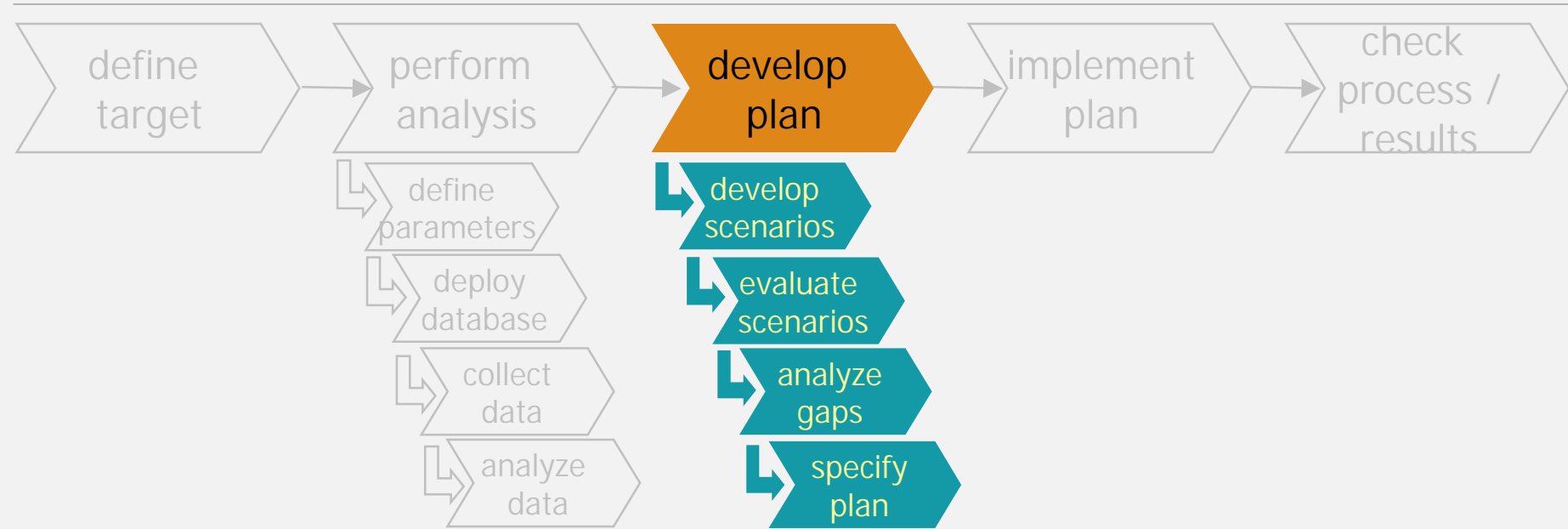


# application portfolio analysis

The summarized view is documented in the application portfolio, in which potential action fields (!) can be identified from the dimensions economic impact, strategic impact and costs.



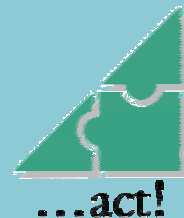
# A roadmap to application landscaping



Define target and focus of enterprise architecture management (EAM) program.

Derive parameters to be considered, perform analysis of current situation.

**➤** Develop and evaluate landscaping scenarios, analyze gaps, specify application landscaping plan.



# Planning of application landscapes

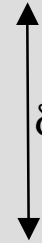
1. Raise current state of application landscape



current situation

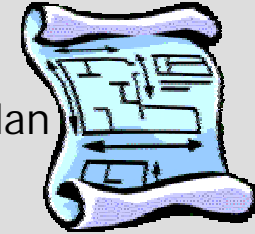


4. Identify gaps and develop landscaping plan



$\delta$

development plan



2. Develop scenarios for the application landscape



scenario A



scenario B



scenario C

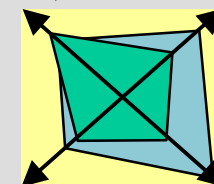
...



3. Evaluate scenarios



evaluation and decision



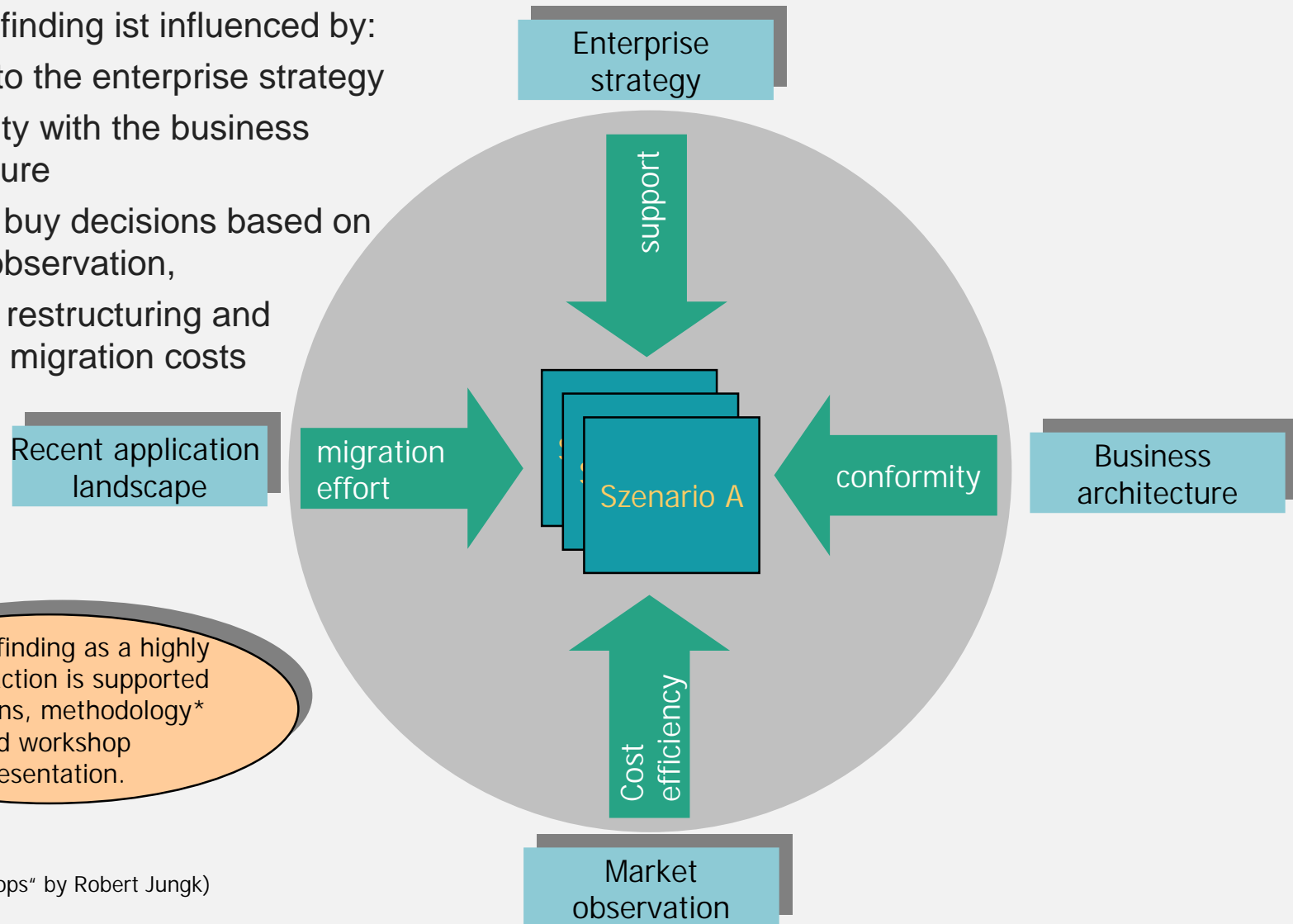


# Develop scenarios

Scenarios are developed in order to find the best solution for the future shape of the application landscape

The scenario finding is influenced by:

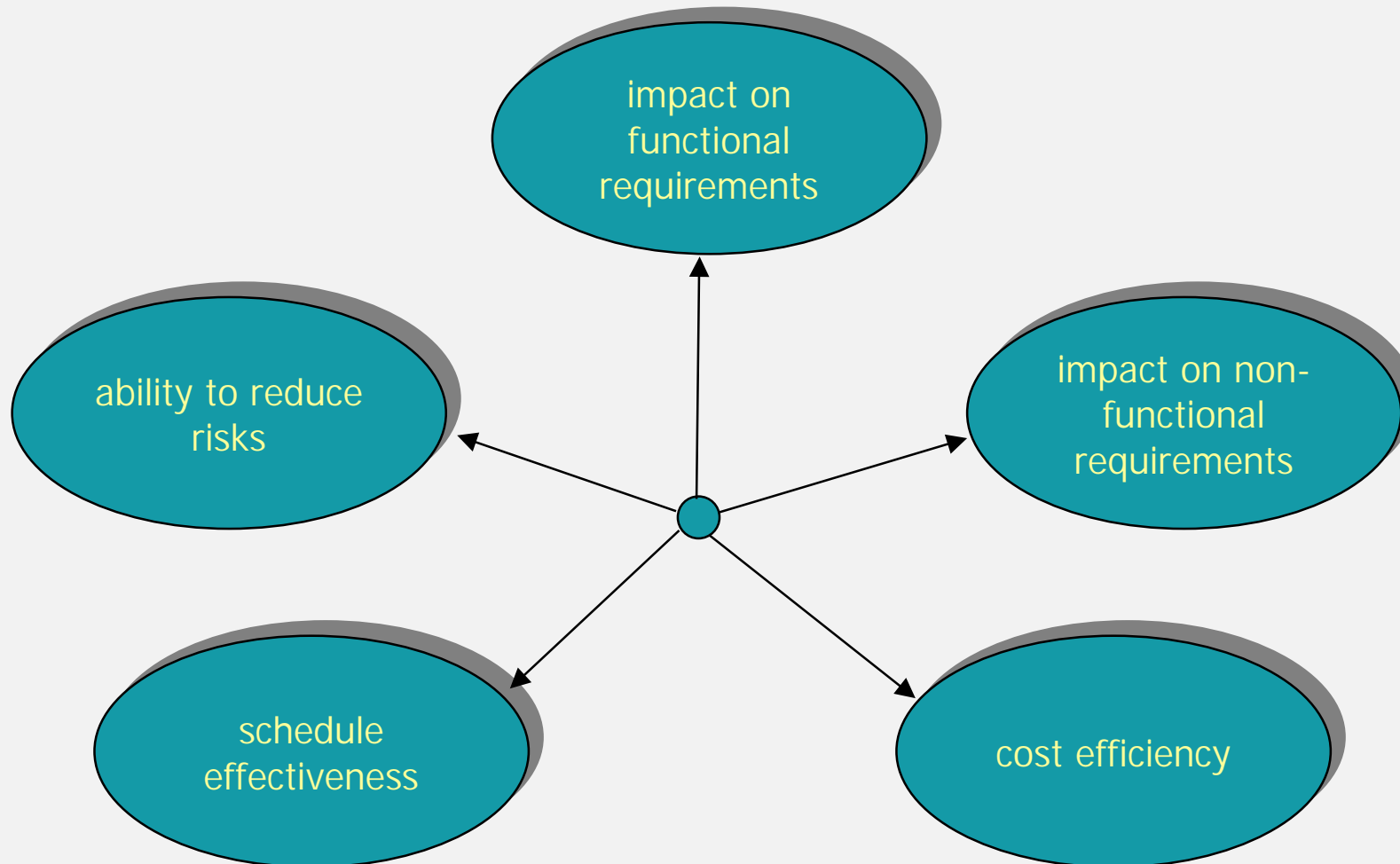
- ⇒ support to the enterprise strategy
- ⇒ conformity with the business architecture
- ⇒ make or buy decisions based on market observation,
- ⇒ need for restructuring and resulting migration costs



(\* „future workshops“ by Robert Jungk)

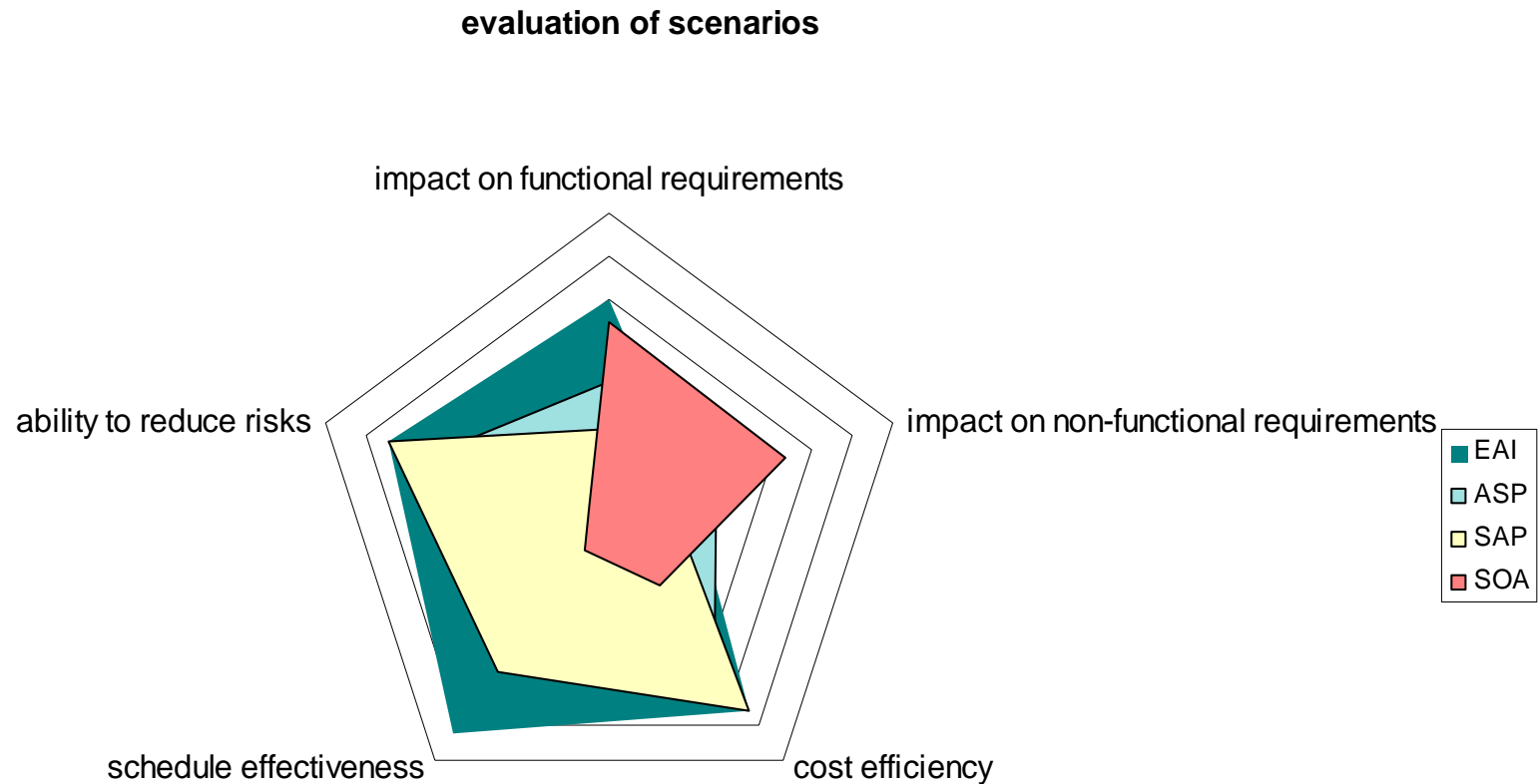
# Evaluation of scenarios

The scenarios for the development of the application landscape are evaluated. Valuation criteria thereby are: the impact on the functional and non-functional requirements from enterprise and IT strategy, costs, deadlines and risks.



# Evaluation of scenarios

The scenarios for the development of the application landscape are evaluated. Valuation criteria thereby are: the impact on the functional and non-functional requirements from enterprise and IT strategy, costs, deadlines and risks.



# Procedure for scenario evaluation

- ❑ A standardized procedure is necessary to ensure comparability of different scenarios and repeatability of the evaluation process.
- ❑ But even more important is the structured discussion of evaluation criteria and documentation of the results.

**Project: event journal**

non functional requirements	scale	prio 1 - 10	K.O.?	minimum required	scenario A (asynchronously coupled server)				scenario B (direct call)				...	
					value	impact (% from must)**	K.O.?	impact**	value	impact (% from must)**	K.O.?	impact***		
One face to the customer	No. of customer interfaces	9	1	5	1	4	25%		2,25	3	50%		4,5	
High availability	availability period	7	1	5*12	5*24	7*24	120%		8,4	5*10	83%		5,81	
minimum TCO	cost	4	0	20	10	12	80%		3,2	12	80%		3,2	
Business process support	No. of. system	2	1	5	1	3	50%		1	4	25%		0,5	
Flexibility	Effort to introduce new functionality	8	0	60	3	40	66%		5,28		33%		2,64	
Scalability	n - m user	5	0	200		300	25%		1,25	40	50%		2,5	
...									0				0	
									0				0	
									0				0	
									0				0	
									0				0	
									0				0	
									0				0	
									0				0	
									0				0	
									0				0	
<b>Tota</b>														
<b>Eval</b>														

Scenario A gives us an availability of 7 \* 24 h through an asynchronous coupled server with backup system, independent from mainframe operation periods. Data transfer is nearly synchronous during mainframe operation, but otherwise data is buffered.

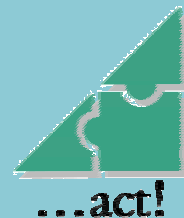
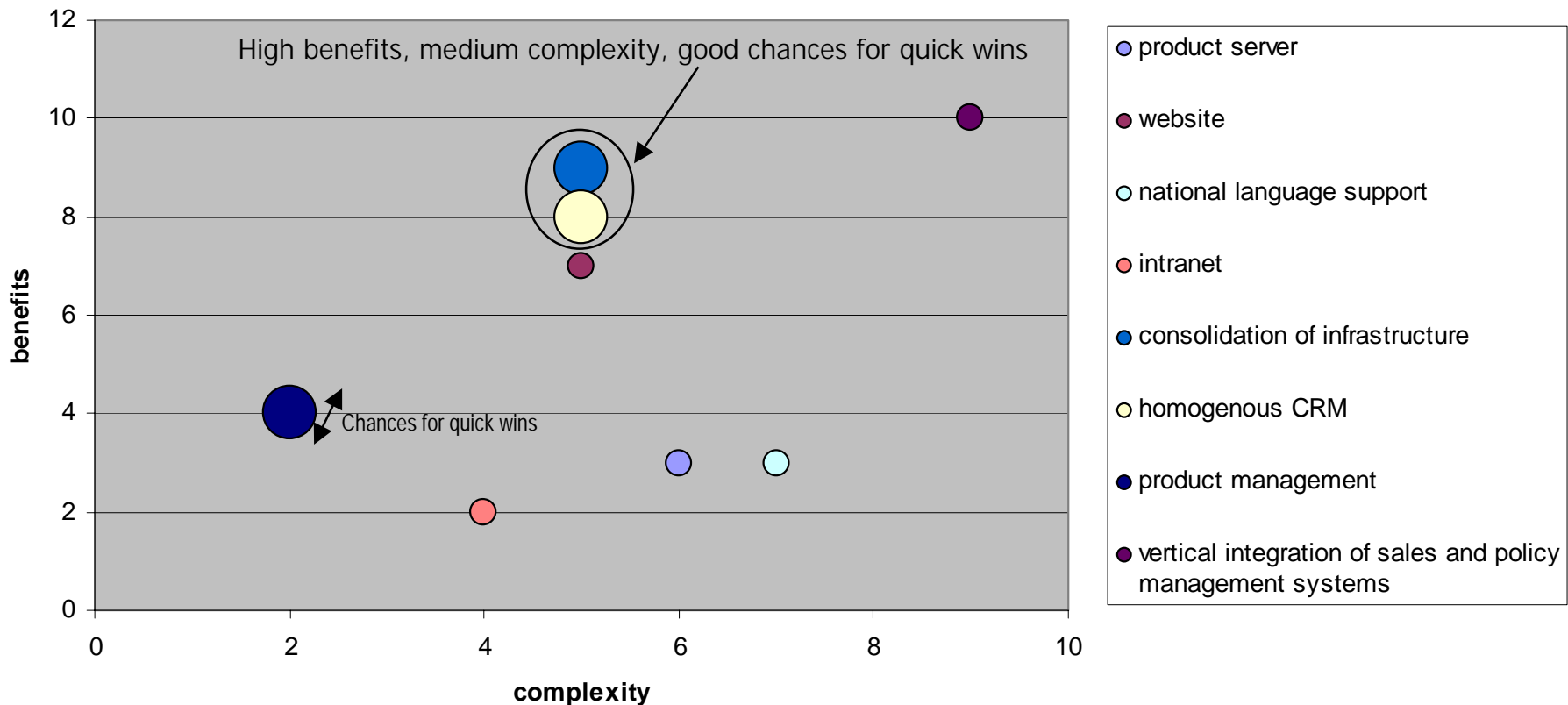
Scenario B has an availability of 5 \* 10 h which is the mainframe operation period. Event journaling is not available out of mainframe operation time.



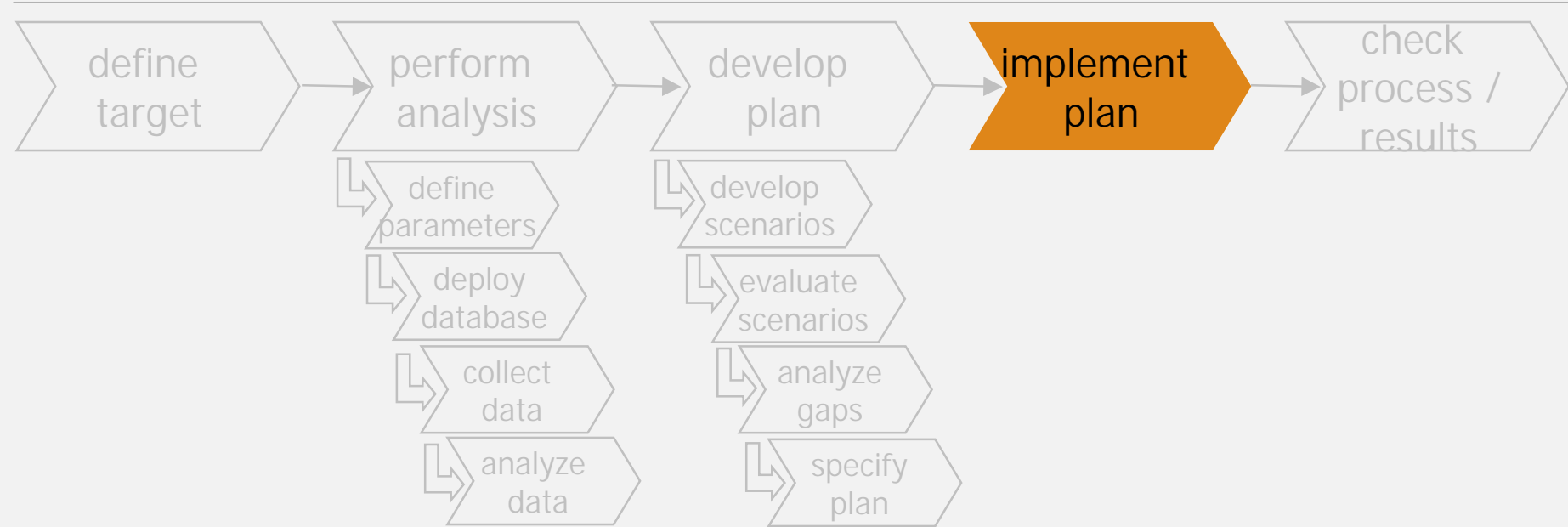
# Gap analysis

The gaps between the current application landscape and the favorite scenario are analyzed. This portfolio analysis helps to detect the hot spots for further planning and development:

evaluation of gaps between recent and future application landscape



# A roadmap to application landscaping



Define target and focus of enterprise architecture management (EAM) program.

Derive parameters to be considered, perform analysis of current situation.

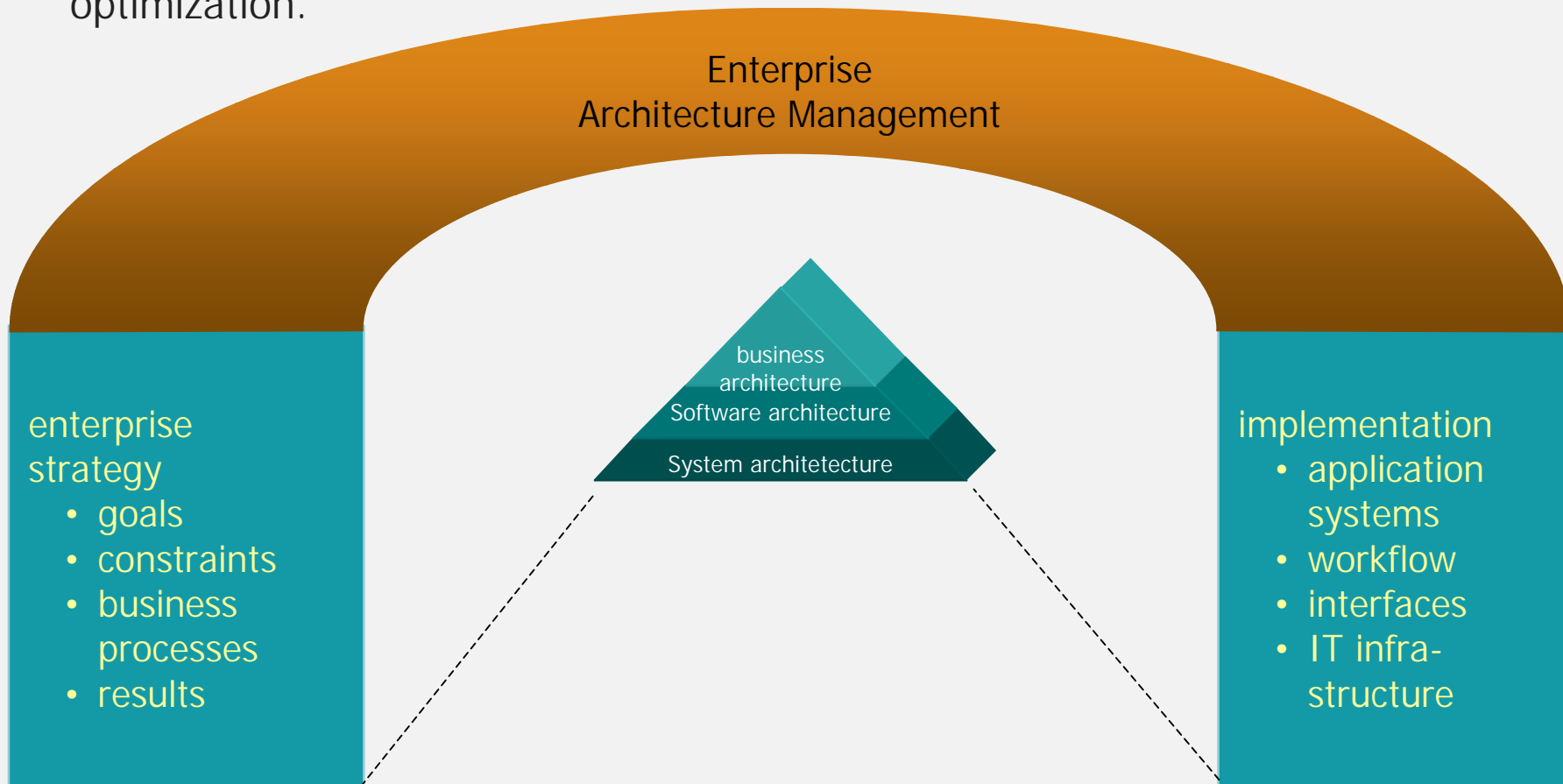
Develop and evaluate landscaping scenarios, analyze gaps, specify application landscaping plan.

Set up processes and field organization for steering the application landscaping and operating enterprise architecture management.

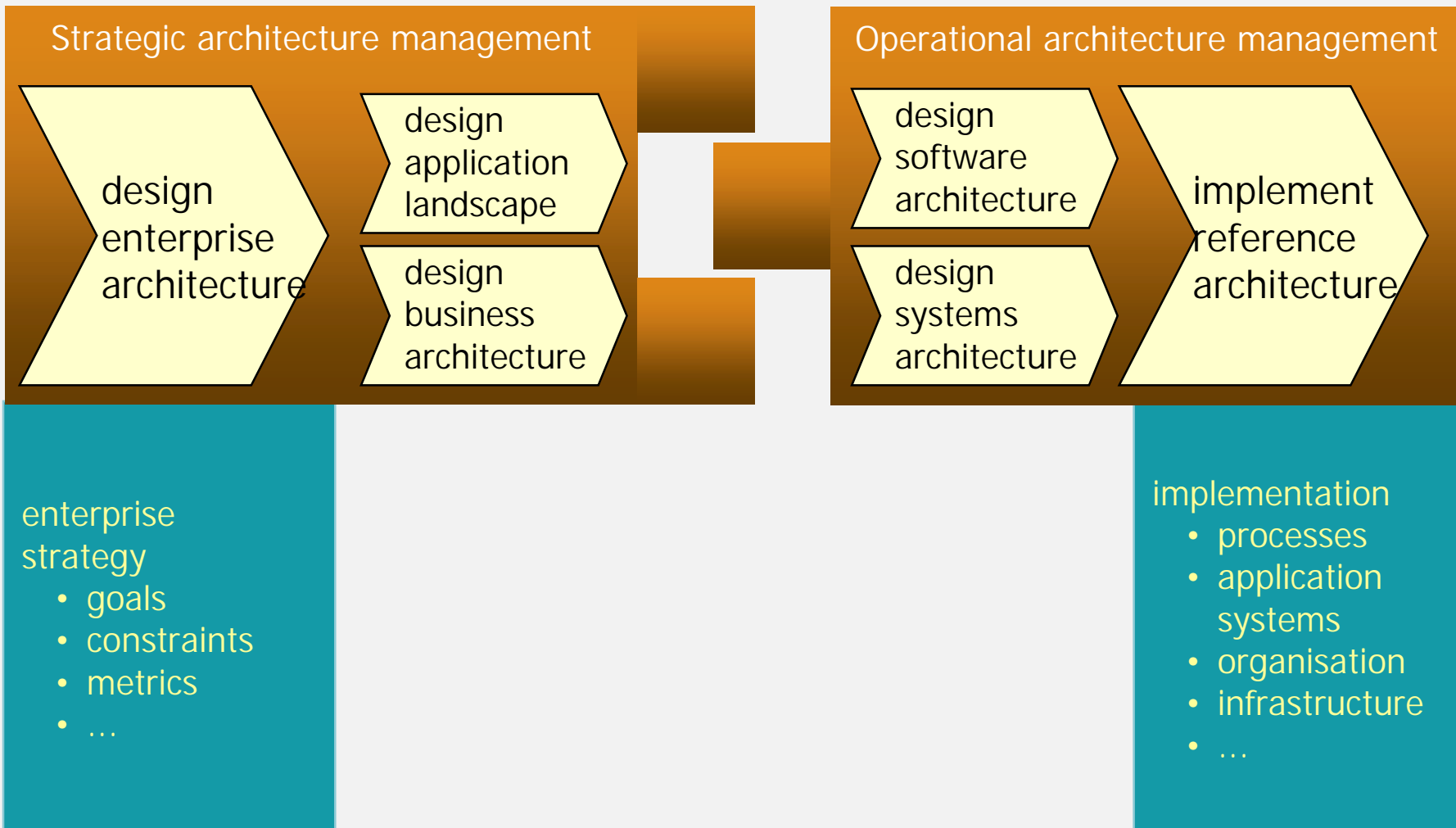
# From strategy to implementation

Architecture management aligns IT to business and so must do the splits between strategy and implementation.

- ⇒ The alignment is based on navigation from business artifacts (e.g. business units or processes) to IT artifacts (e.g. applications or infrastructure)
- ⇒ Architecture management processes ensure continuous controlling and optimization.

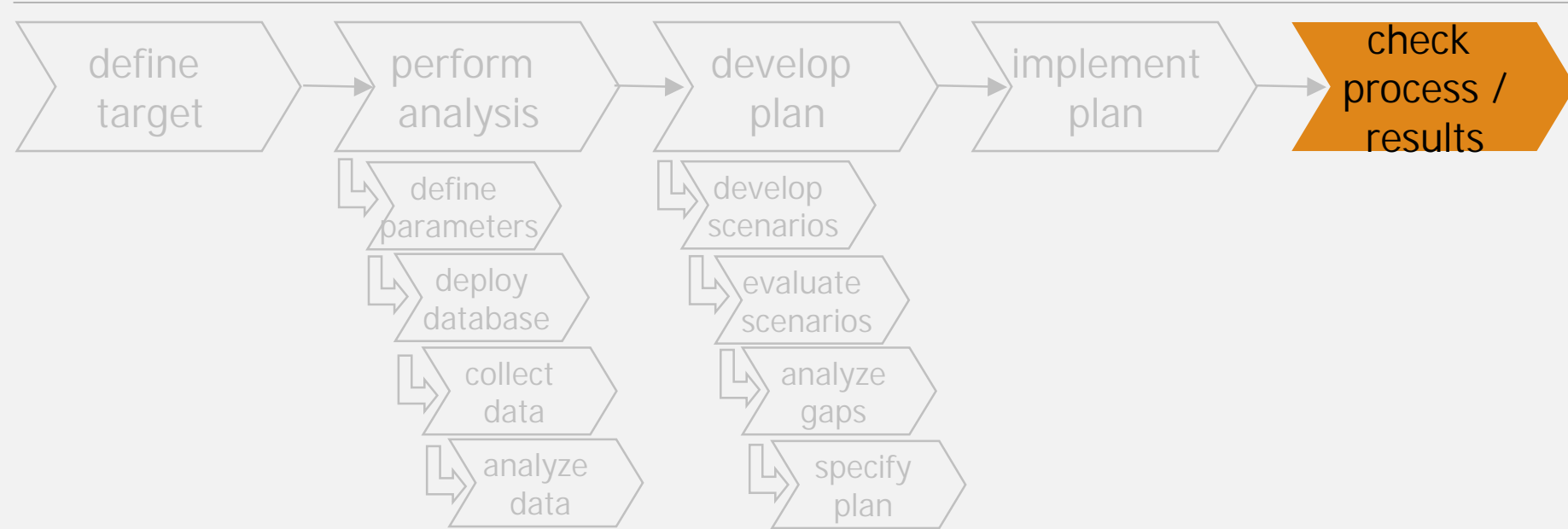


# Architecture management processes





# A roadmap to application landscaping



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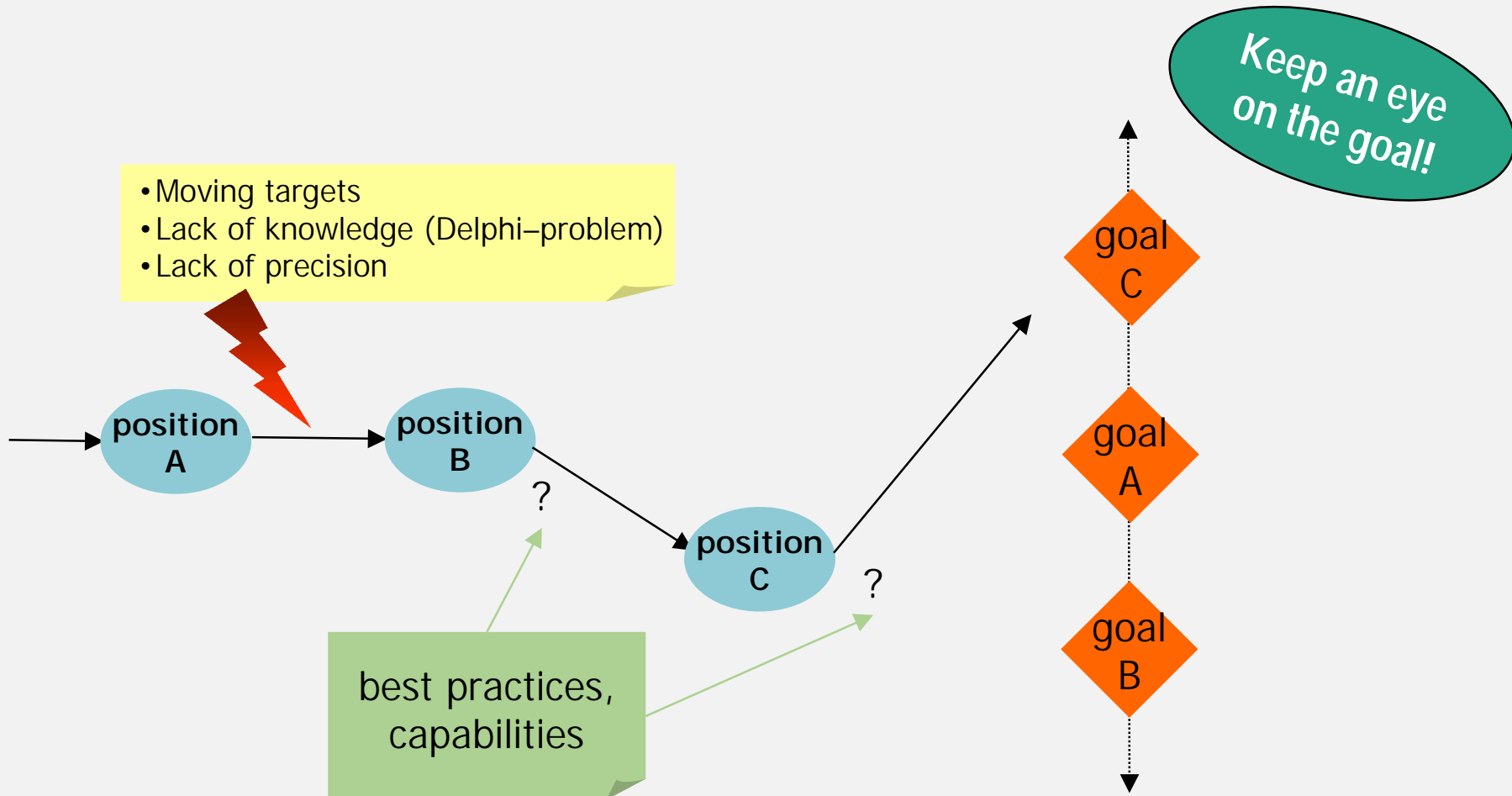
Set up processes and field organization for steering the application landscaping and operating enterprise architecture management.

Check the landscaping process, check results, adopt new targets, adapt plans.

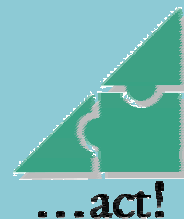
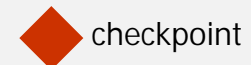
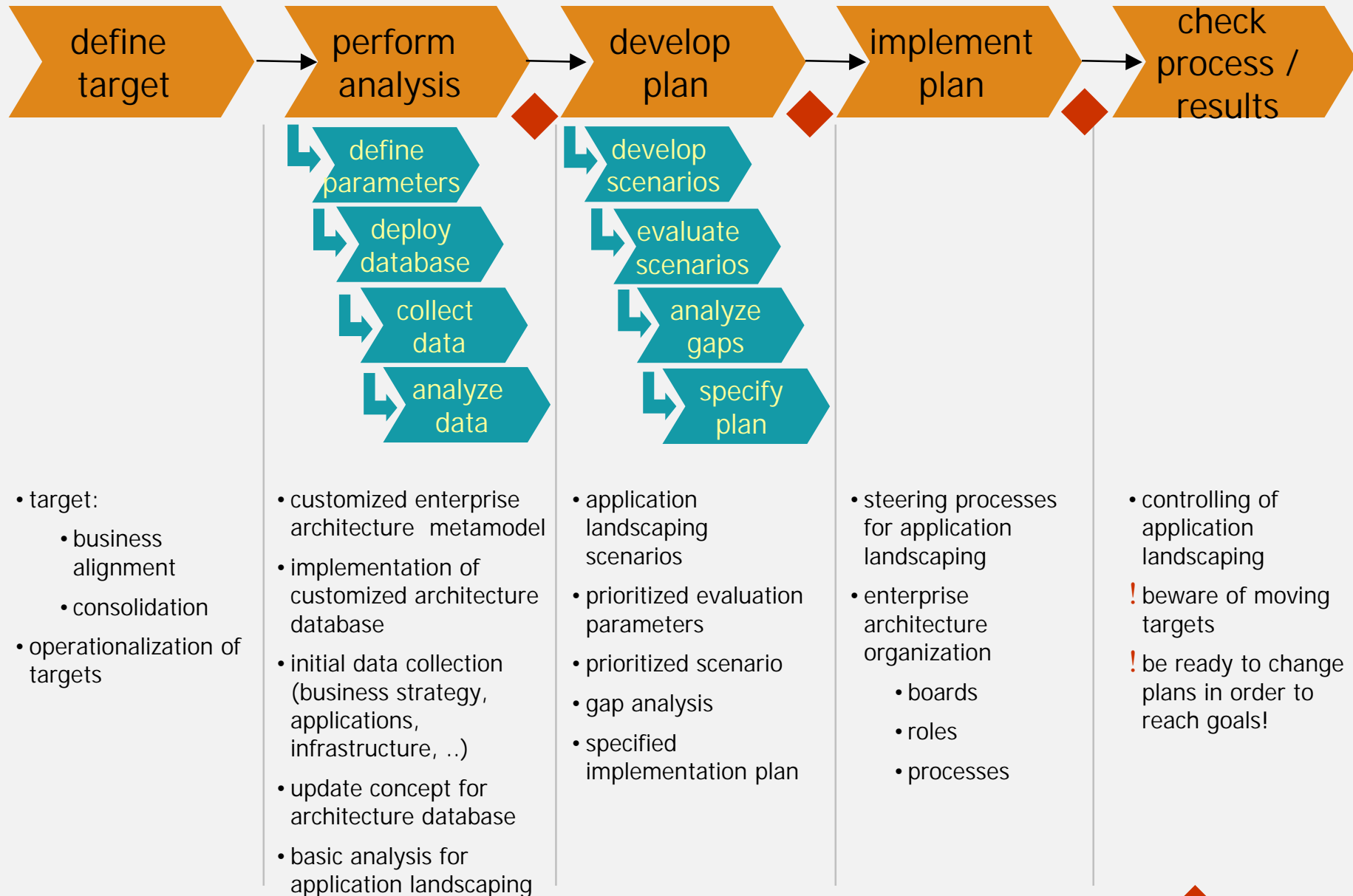


# success factor No. 1: agility

Architecture management is characterized by constant positioning and readiness for the correction of course. The adjustment at the business and its change stands thereby in the center. Capabilities for surviving in a constantly changing environment are needed instead of strict rules.



# Application landscaping – summary / deliverables

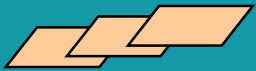


# Lessons learned

Find an anchor in business (business unit or process).  
Operationalize it or make assumptions!



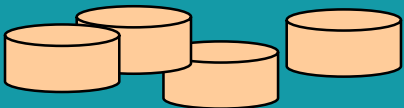
Don't focus on one solution, always develop some scenarios for the future application portfolio and evaluate them – learn from the scenario building process.



If business alignment is your objective, then make sure, the business strategy is clear and operationalized.



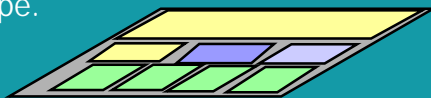
Set up an architecture database (initialization, update procedure, evaluation/data mining)



Implement watchdogs, to get an alarm when targets are moving! (a mentor in business is a good idea!)



If business is moving fast or objectives are not clear, make assumptions, use a „virtual client“ or develop a virtual application landscape.



Planning is good, controlling is better: implement strict processes and organization

