



regoUniversity 2019

SAN DIEGO

Application Portfolio Management (APM) for Greater Visibility

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Introductions

- Take 5 Minutes
- Turn to a Person Near You
- Introduce Yourself
- Business Cards



Agenda

- Introduction
- Basics of Application Portfolio Management
- Business Capabilities
- Application Scoring
- Best Practices

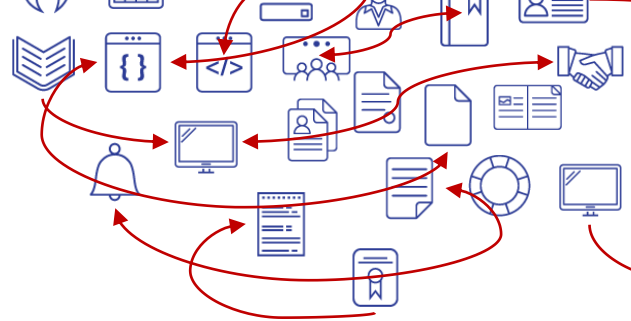
Part I: Introduction

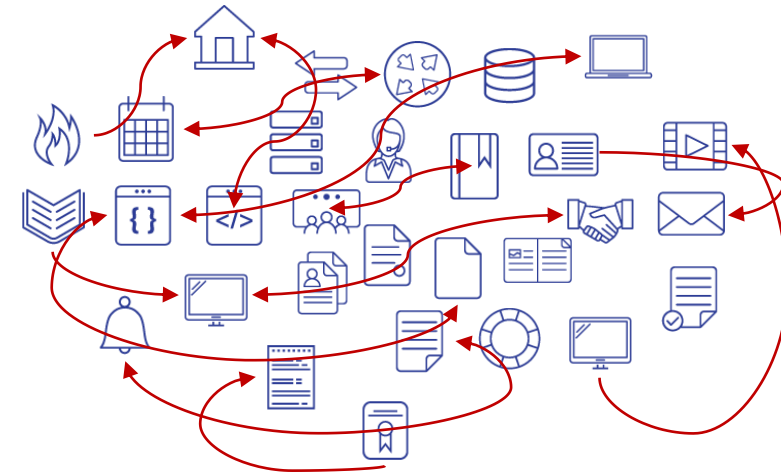


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APM for Greater Visibility

Do any of the following apply to your situation?

- It takes significant time to manage enterprise-wide and department applications
 - You inherited applications brought over with a new acquisition or merger
 - You have rogue apps that are difficult to track
 - Application rationalization is cumbersome, unreliable, or lacks a holistic view
- 
- Technology has become a resource as essential to your organization as its people and its products. However, when you look closely, those applications you rely on every day may also be hobbling your long-term strategic goals.
 - Are there applications that perform redundant functions?
 - What about apps that don't perform like they used to, or apps that people just don't use any more?
 - Are there versions that conflict with existing hardware?
 - How much do any of these inefficiencies cost the company?



This session talks about how ServiceNow APM can drive visibility into your application landscape and identify opportunities for cost and resource savings

Part II: The Basics of APM



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What Is An Application?

- Before we can collect a list of all of our applications, we first need to understand *what* we classify as an application.

Business Facing
Applications?

Platforms Such As
Service Now?

Modules Within
Platforms?

IT Applications ?
Operating Systems ?

Web Services or APIs ?



The person who has been running your financials in Excel for the last 20 years, and has created 1000 macros that no one else understands, and the spreadsheet has somehow become critical part of your business?



How do *you* define an Application ?

Classifying Applications

- Once you have determined **what** you will be tracking, it is important to understand **how** you want to classify, or group, applications together.
- How you classify your applications will be determined by what your end goal is
- Classification provides better visibility into your application portfolio that could span across thousands of applications



Greater Visibility Based On Need

Find Redundancy in Functionality

Show me all of the applications that provide the same business capability

Reduce the number of home grown applications

Track the Application Type (COTS, Homegrown, etc...)

What applications do we as an organization accept as a standard

Track Standard and Non Standard Applications



Understand Where Applications Are Utilized

- Understanding where applications are being used is an important aspect of Application Portfolio Management
- Track Application Usage by:
 - Region
 - Business Unit
 - Department
- Provides insight into the impact of changes made
- Assists in determining application cost distribution



Application Data - Maintenance

- Chasing data is like spinning plates. One is always about to have data that is inaccurate.
- Empower the Application Owners to own and maintain their own data
- Utilize data certification schedules to drive data accuracy
- Reduce the need for a data librarian that will have to chase accurate data from the application owners



- Only collect the data you need
- Pull data from other areas of the enterprise / platform if it already exists

Utilize Dashboards For Visibility



- Create meaningful dashboards for quick visibility into key areas
- Provide a way to filter applications based on meaningful groupings

Part III: Business Capabilities



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Business Capabilities



“Business capabilities help to identify redundancies in IT, to spot risks and to develop innovative technology solutions”

– Gartner 2016



Does your organization have a Business Capability Map defined? How did you define it?

Business Capabilities

- Identify capabilities that set you apart from your competition to help target where you should focus your innovation
- Track your IT Capabilities with your Business Capabilities
- Assess your Business Capabilities along with your Business Applications
- Business Capabilities aren't just for APM. Track your Demands and Projects against them to see where you are spending most of your project dollars

Visualizing Business Capabilities

Business Capability
FY19
Enter Search Capabilities

i
Create
Manage Capability Hierarchy

1.0 Develop and Manage Products and Services (16)
0 1
4.74

1.1 Generate and define new product/service ideas (2)
0 1
3.33

1.1.1 Generate new product/service concepts (1)
0 0
3.33

1.1.1.1 Gather new pr...
0 0
3.33

1.2 Develop products and services (4)
0 2
6.00

1.2.1 Seek opportuniti...
0 0
N/A

1.2.2 Design and prototype products and services (2)
0 1
6.00

1.2.2.1 Assign resources to product/service project (1)
0 0
6.00

Details

Business Applications

Services

6.00

Capacity Score
View Cap

7 People
2 Process
9 Technology

0 Project
0 Demand
\$0.00 Total Project Investments

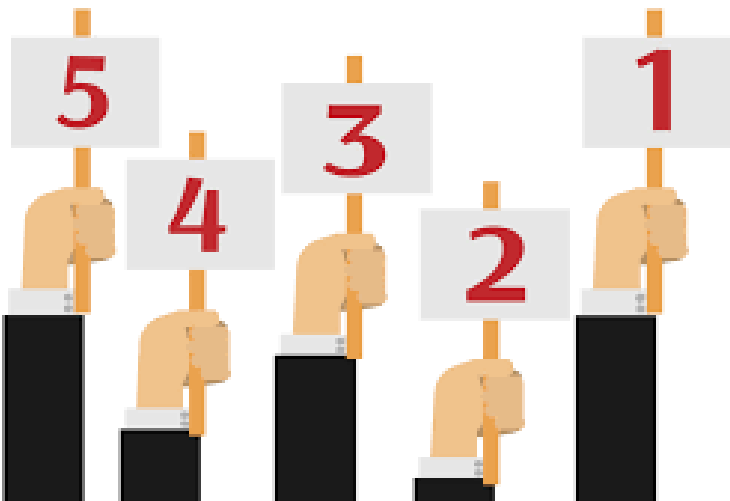
Part IV: Application Scoring



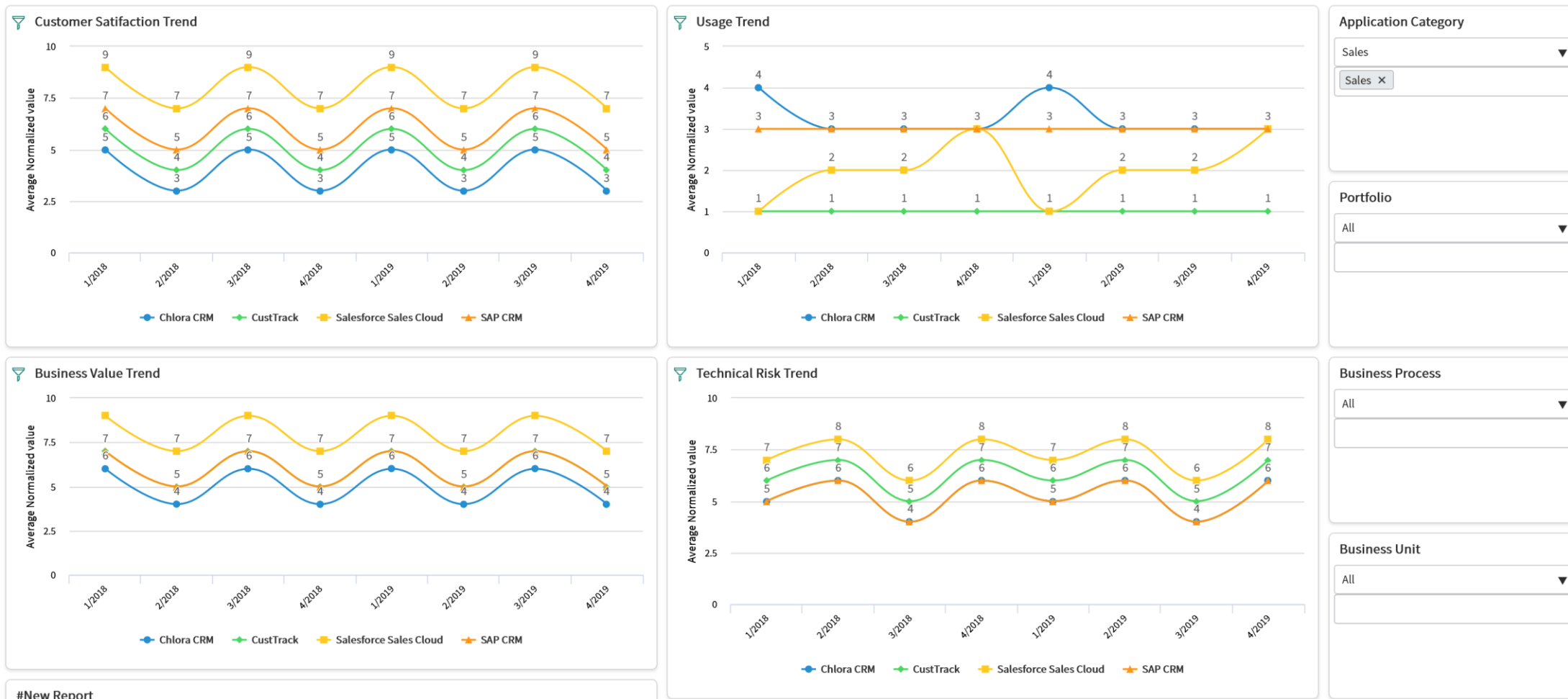
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Track Application and Capability Health

- Provide a way to understand how applications are performing by identifying a set of health indicators
- Trend your health indicators over time to identify where applications are declining
- Utilize data you are already tracking to identify risk
 - Number of Incidents
 - Application Availability
- Utilize indicators that are actionable
- Keep indicators easy to understand



Track and Visualize Health Indicators





Does your organization currently track health indicators for the purposes of application rationalization?

Part V: Best Practices



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Best Practices Focus

Know how to
answer the
question:
What is an
Application?

Don't collect
data that you
aren't going
to use.

Develop a
roadmap and
achieve quick
wins for
better
adoption

Don't go too
deep with
Business
Capability
levels. Keep
it to L3 or L4.

Avoid the
need for an
Application
Librarian

Application
Scores should
be actionable

Questions?



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