

# Application Portfolio Optimization Methodology Provides Increased Visibility & Enhances Functional Capabilities



## SITUATION

The customer, a top 5 global tobacco manufacturing company, had a decentralized IT setup. A new solution architecture team was being setup, which needed visibility into the 1700+ applications being managed by IT.

## IMPACT

The application information was consolidated and updated on a regular basis. However, application data wasn't structured and supported with meaningful analysis. Also, the scope of impact of making changes to individual applications was not completely visible, leading to project overruns and failures.

## RESOLUTION

ITC Infotech leveraged its Application Portfolio Optimization methodology to conduct a structured analysis into the application information. We provided an assessment of the Solution Architecture capability gaps with recommendations for addressing the same.

## The Customer

The customer is one of the world's top 5 tobacco producing companies. It has a market leading position in over 60 countries and operations across 180 countries.



## The Need

The customer had a decentralized IT setup. A new solution architecture team was being setup, which needed visibility into the 1700+ applications being managed by IT. Also, the focus was on application count reduction, for which a structured approach was being investigated. Over the last 2 years, the quick win applications had been removed and the focus was now shifting to value derivation from application consolidation. This was against the backdrop of a centralized ERP implementation.

### Challenges

- Vast application landscape comprising over 1700+ applications
- High project failure rate due to impact analysis complexity
- Decentralized IT with variation in application ownership and deployment scope
- New team needing to ramp up understanding of the current extent of the portfolio

## The Solution

ITC Infotech leveraged its Application Portfolio Optimization methodology to conduct a structured analysis into the application information. The following were accomplished:

- Created high-level views of the application portfolio mapped against key business processes and other parameters
- Identified consolidation opportunities for over half the application portfolio, providing target applications
- Provided an assessment of the Solution Architecture capability gaps with recommendations for addressing the same
- Populated the information and analysis outputs into a Wiki for global access by the customer's Solution Architecture team

## Business Benefits

- Visibility into the application portfolio from several key perspectives, including business process, geography, user satisfaction and end of life
- Identified over 900 applications as potential candidates for replacement, with defined target applications
- Identified gaps in Solution Architecture function capabilities for improvement

### About ITC Infotech Business Consulting Group

The Business Consulting Group (BCG) at ITC Infotech is a converging point for business & IT solutions. We aim to transform business performance, bringing a strategic perspective on process improvement and IT enablement. Our team blends domain experts and consultants, bringing unique capabilities to discover and resolve business concerns of the day.

Our expertise spans Consumer Goods, Retail, Process Industry, Logistics & Transportation, across key business functions such as product development, production, supply chain management, sales and marketing management, field force management, and customer relationship management.

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