

CASE STUDY

IT PORTFOLIO TECH DEBT CONTROL WITH ALFABET - FOR NOW AND THE FUTURE

CLIENT CONTEXT & CHALLENGE

A large International Bank had segmented business areas with independent IT teams for the different lines of business (Such as Retail, Commercial, Investment), with a sprawling Application portfolio, and a lack of management insight and control over the costs and strategic direction of the disparate business units and their IT teams.

APPROACH

Alfabet Configuration - Alfabet was setup and configured to meet the requirements of the IT Portfolio Management (ITPM) analysis.

Governance - The single, shared ITPM repository was implemented, including governance that included distributed maintenance responsibilities.

Content - The first step was to compile an initial inventory of all Applications, Tools, and Technologies (Including shadow IT systems) in use across all areas of the bank, together with clearly defined IT owners for each item. The owners were then asked to assess each item in terms of its users, functionality, business value, criticality, usability, reliability, and other key business and technical metrics. This information was captured and maintained in a single, shared repository of all IT assets - the IT Portfolio Management (ITPM) repository.

SNAPSHOT



App / IT Portfolio Mgmt & Rationalization



International Bank



ALFABET

PAIN POINTS

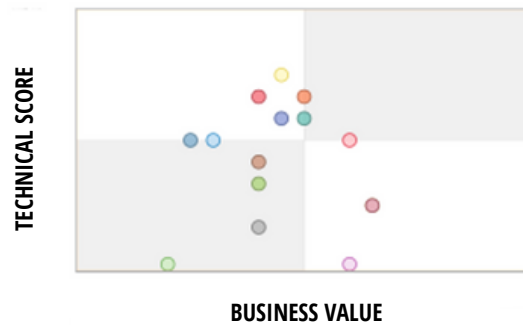
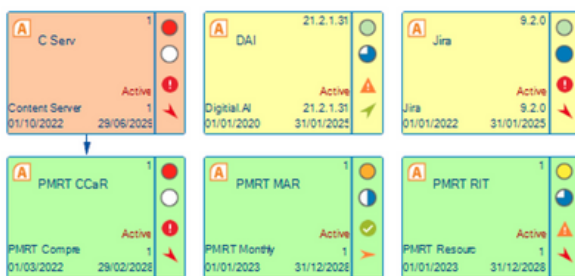
- Lack of “single-source-of-truth” visibility into IT portfolio inventory
- Excessive Application / Technology redundancy and technical debt
- Lack of ownership / maintenance of IT assets

RESULTS

- Decision-ready results: Initial data collection and analysis for a decision “today”
- Lasting ITPM capabilities: Tool configuration, standards and governance to allow for ongoing ITPM and tech debt control “for the future”

In parallel, a single Enterprise Business Capability Model was created in the Alfabet ITPM repository for the whole bank, with assessments by each business line for the business value and criticality of each of the Capabilities.

All the Application functions were then mapped to the to the Business Capability Model, setting the stage for high-quality Capability Heat Map analysis and reporting for each line of business, using colors and icons.



RESULTS & BENEFITS

- Effective Alfabet configuration and governance processes ensured that the bank’s ITPM repository would be useful not only for the first analysis, but would deliver a reliable, up to date, single source of truth for the IT landscape across the whole of the bank.
- The Enterprise Capability Heat Map provided a quick visual assessment of the value and maturity of each capability within each of the business lines, while the composite heat map highlighted overlaps and differences across the bank for each capability.
- By mapping the Application functions to the Business Capabilities, an Application Landscape Heat Map was automatically generated. This highlighted Capabilities that were over or under, or inadequately supported both within each Business Line, and across the whole bank, identifying potential opportunities for rationalization and improvement across the bank, or areas requiring more detailed analysis.
- The single shared repository allowed the portfolio information to be sliced and diced by multiple viewpoints, including business value, risk assessments, end of life notifications, secure data, impact of potential changes, and long term coordinated IT planning.