

M&A MADNESS: ALFABET + AGILITY FOR PRIORITY IT PORTFOLIO OUTCOMES

CONTEXT & CLIENT CHALLENGE

A large US company had grown rapidly through Mergers & Acquisitions (M&A) to dominate their niche marketplace. This led to a portfolio of many competing and overlapping products with parallel development teams, duplicate systems and databases, and a myriad of operational support, redundancy, integration, and data management issues.

APPROACH

A company-wide, multi-year project was initiated to understand the corporate Application Landscape, to identify overlaps and communication flows between the Applications and underlying supporting technical components, with the goal of identifying opportunities for rationalization and consolidation across the Application Portfolio.

The first step was to conduct an initial facilitated workshop, to clearly understand the goals and deliverables of each area (generally, continuing priority business operations had highest priority).

This was followed by a review of related critical business processes, including opportunities for the stakeholders to highlight any pain points and offer suggestions for improvements and better user experiences.

SNAPSHOT



App / IT Portfolio Mgmt & Rationalization



IT Services / Property Mgt



ALFABET

PAIN POINTS

- Complex, newly-redundant IT Portfolio across business units
- High maintenance costs of various IT Portfolios
- Difficulty / low visibility comparing IT Portfolios across business units

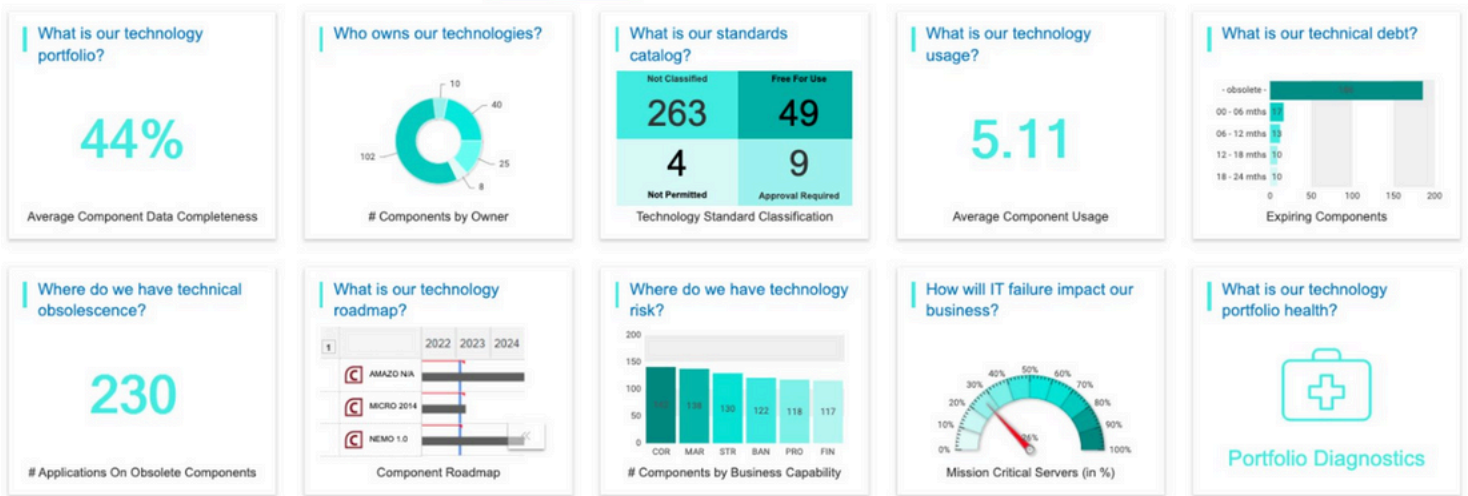
RESULTS

- Better IT Portfolio transparency, across the various business units
- The most important mission-critical business decisions considered first
- Governance guidelines for ongoing management of the IT Portfolio data to sustain the benefits

Each business unit was reviewed with a multi-pass agile approach, collecting the most important data needed to prioritize follow-on detailed efforts. For example, collecting key operational business processes, and starting with the mission critical applications, we collected and assessed key data needed to identify how failures will impact the business process (and by extension, critical business operations).

RESULTS & BENEFITS

IT portfolio data was collected and analyzed, prioritized by areas in need of improvement. Functional and data mapping of the IT Portfolio allowed for key questions be answered in a visual format, for example:



Based on these insights, roadmaps for change were developed to optimize the IT portfolio, especially the most critical components needed to support mission-critical operations.

In addition, IT portfolio maintenance recommendations were given to maintain the data regularly to provide ongoing insights, as a part of Business As Usual (BAU). This would help control technical debt and ensure IT Portfolio value over the long term.

WORDS OF ADVICE

Mergers & Acquisitions almost always result in redundancies across people, process and technology. Frequently, a “spike” in one-time IT portfolio analysis is done to “fix the problem” (especially to avoid interrupting critical business operations) but M&A complexities typically take a long time to “sort out”, and it is recommended to consider ongoing IT Portfolio Management processes, tools and governance to sustain value and cost-savings over the long term.