

CASE STUDY

MERGER WITH US GROCER: BETTER, FASTER SYSTEM PORTFOLIO INVESTMENT DECISIONS WITH EA METHOD & TOOLS

CLIENT CHALLENGE

- Merger situation presented opportunity for application portfolio consolidation
- Needed to identify overlapping system capabilities
- Need to account for risks of “what could go wrong” with respect to operations and security

ADVISOR INSIGHTS

When looking at application rationalization, determine two types of analysis were needed: (1) redundancy/overlap, and (2) 4-quadrant investment analysis (answering the question “which systems should we invest in, or eliminate?”).

Stakeholder interviews were invaluable to determine overall merger/consolidation context and challenges to set the context for a proper tool stack recommendation (prioritized key analysis areas, and systems of relevance).

Using EA tools/infrastructure helped to “get started quickly” and get the team quickly off the ground. The EA tool was used to collect and normalize specific application information in a central repository, as well as to develop a baseline architecture (applications, capabilities, risks).

The produced outputs, such as reports and graphs to depicting “how much redundancy is there” (i.e., spreadsheet) and “what should we do about it” (i.e., 4-quadrant analysis), were used to communicate the project results to the stakeholders that did not have access to the EA tool, and enabled them to provide feedback.

SNAPSHOT



Enterprise Architecture,
Application Rationalization



Retail (Grocery)



ARIS by Software AG, 4-
Quadrant Analysis, EA
Tool Stack

PAIN POINTS

Need for application portfolio consolidation and risk management during a merger.

RESULTS

- Created a structured inventory of as-is applications with decision-relevant data.
- Identified redundant systems to streamline merger priorities.
- Developed a heat map as a data-driven basis for system roadmap creation.
- Prioritized key system changes to focus on the most critical processes.

RESULTS & BENEFITS

- Overview of the as-is applications in a structured inventory, including high-level decision-relevant data, such as cost or risk.
- Redundant system identification in preparation of the merger's key priorities.
- Heat map as the "data-driven" basis for system roadmap creation.
- Key system changes to prioritize "which processes get the most attention" first

THE PROJECT

As part of a merger initiative, we were asked to provide system portfolio rationalization recommendations based on custom client conditions – not just "general" factors, but industry- and client-situation-specific relevant analysis.

We aligned best-practice metrics with those that were relevant for the merger initiative, using a professional tool based approach (ARIS by Software AG). Results were produced that were audience relevant, providing key recommendations to retire or invest in specific systems.