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Rapid Portfolio Assessment: A definitive guide to understand the business benefits and the process

White Paper

Enterprises have a rich legacy of IT assets built over a period of time. Furthermore there is a significant increase in the IT landscape complexity as a result of M&A or internal reorganizations. The end-result is a large portfolio of IT assets within the company making their management increasingly complex. Application Portfolio Rationalization (APR) as a concept has been around for a while. But, the recent drive towards **digital first enterprise** including **adoption of cloud** has put this on the forefront. Application portfolio rationalization evolved with the intent of streamlining the existing portfolio with a goal of improving efficiency and lowering total cost of ownership. Other key outcomes include:

- Improve business agility and speed to market
- Modernization of legacy applications and addressing technical debt
- Driving standardization across the lines of business
- Retiring low value and redundant applications

So how does the approach to APR change in these times?

The post pandemic era has resulted in a changed business landscape and customer requirements. The drive to a digital first enterprise demands for a more agile and digital ready IT portfolio. In order to help IT organizations get ready for this change, Zensar has built a Rapid Risk Free (R2F) Application Portfolio Rationalization methodology. The framework will enable:

- Ability to view the entire portfolio through a single pane of glass
- Measurement and benchmarking of technical debt within portfolio against industry data
- Identify application readiness to move to digital technologies like Cloud, AI/ML, blockchain etc
- Roadmap of entire application portfolio with clear disposition supported by objective metrics

R2F powered by CAST Highlight gives instant visibility across hundreds of apps and delivers an actionable data driven roadmap

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The approach leverages automation and fast tracks the effort where hundreds of applications can be analyzed in weeks. It begins with a discovery phase where the scope is baselined that covers the IT estate and key stakeholder mapping. The next step is collecting data about applications which is done using a combination of online surveys and code analysis. The source code is analyzed and compared against industry benchmarks to derive meaningful insights namely software health, digital readiness , application complexity and risks via vulnerabilities and exposures. A set of workshops are conducted with business and application subject matter experts to validate and bridge gaps. Armed with an enriched information base a pragmatic roadmap is built for the entire portfolio. The roadmap clearly helps define the applications that need to be invested or divested at a portfolio level.

Rapid Risk Free (R2F) APR Methodology

Modernize Aging Portfolio	Retire Redundant Systems	Journey To Digital	Optimize Business IT Alignment

Outcome Driven

Discovery → **Data Collection** → **Insights** → **Recommendation**

Zensar - CAST® Differentiators

- Zensar R2F framework, 6R methodology to determine application roadmap
- CAST® automated scans that give detailed portfolio level health indicators on each application

Benefits

- Provide visibility into application portfolio
- Maximize investment in transformation by identifying the best starting point, monitoring progress, and ensuring stability post-transformation
- Reduce total technical debt for application portfolio

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A structured process oversees the entire effort. At every milestone findings are validated.

Discovery

- Baseline scope of applications, critical success factors
- Key stakeholder mapping
- Program planning
- Communication Management
- User configuration and client specific setup
- Setup application scans and surveys

Data Collection

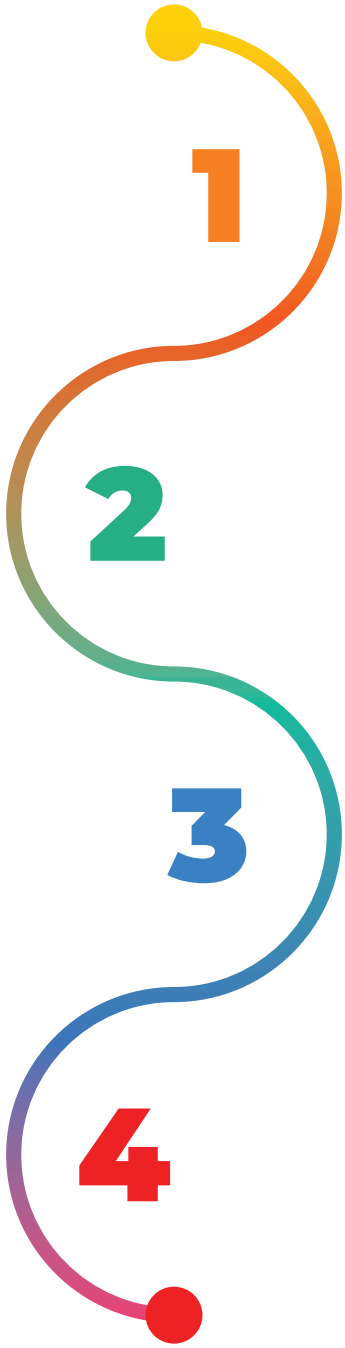
- Source code scan
- Technical and Business Survey
- Financial Information (TCO)

Insights

- Interpret results using dashboards around health, cloud readiness, technology mix
- Analyze TCO data, business imperatives
- Identify functionality duplication
- Build preliminary views

Recommendation

- Playback of roadmap
- Identify solution options
- Business case development



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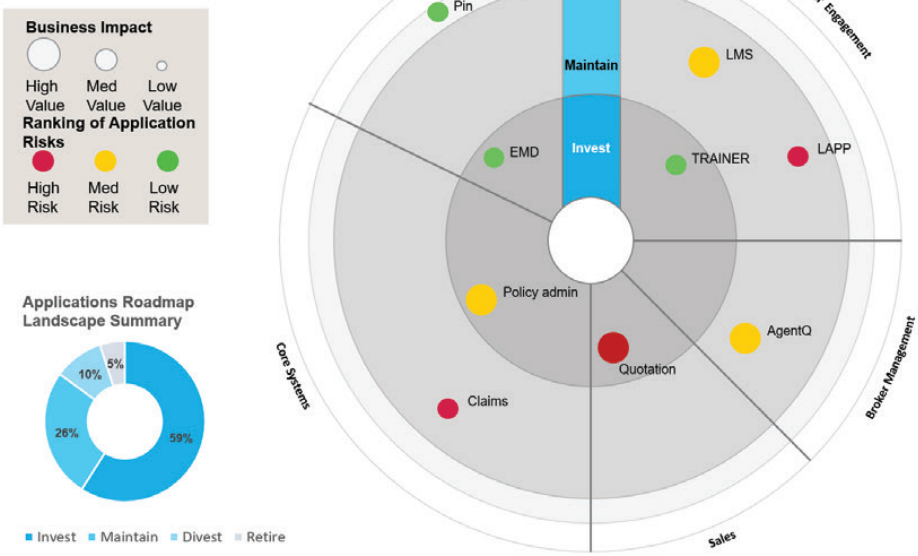
Sample Deliverables

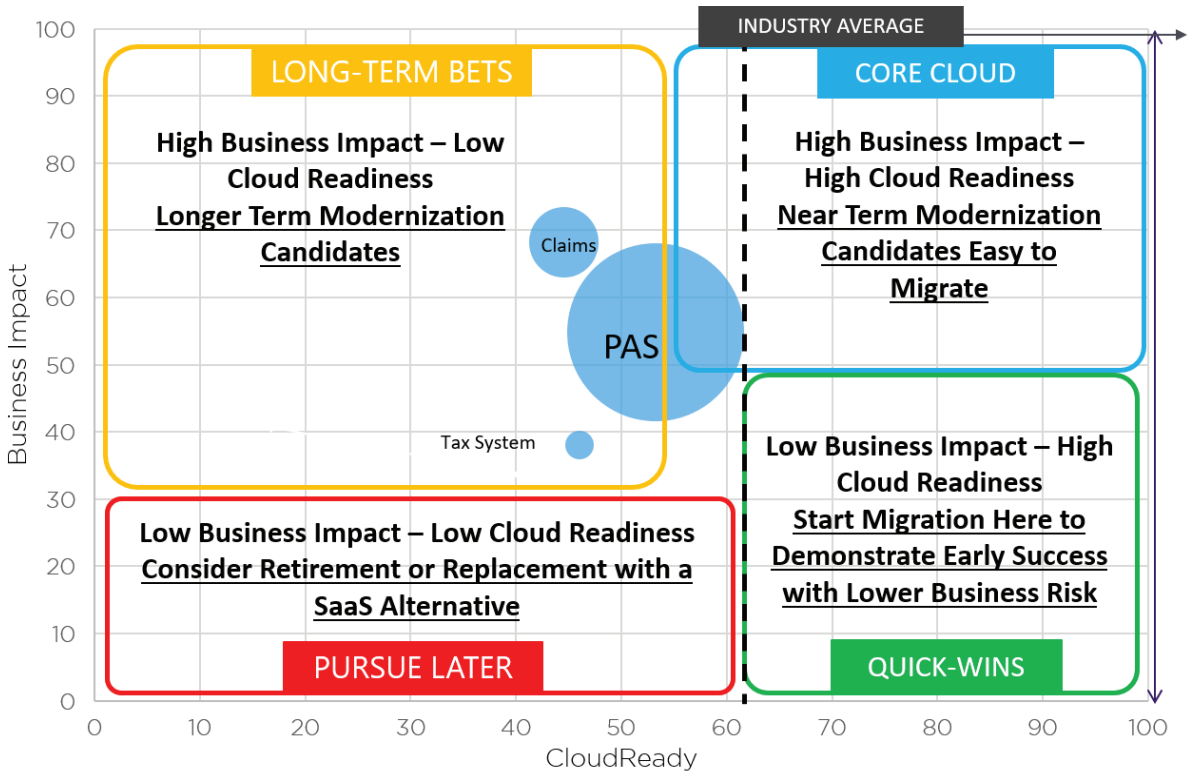
Business driven portfolio view

Ability to view applications disposition on basis of business impact and risk (health, open source safety). Applications are categorized siness capability / Business Unit they support.



Cloud Readiness

Shows application readiness for cloud within portfolio versus business impact. Scores for each application are generated on basis of source code analysis and technical surveys.



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Client Case Study

How a global financial services company identified opportunities for rationalization in their heterogenous landscape of 150+ applications

The client has a legacy of more than 100+ years. Being one of the earliest to embrace technology in business operations, a complex landscape had emerged with a mix of IBM Mainframe, custom developed, COTS and SaaS based applications. The client embarked on a journey for application simplification and support their transformation to a digital ready organization. Zensar was selected as the strategic partner after a comprehensive exercise to assist in simplification via application rationalization, driving synergy across business units and help construct a pragmatic modernization roadmap.

Outcomes

Zensar used its R2F (Rapid Risk Free) methodology to execute the transformation project in several steps. The process began by engaging C level executives to define the critical success factors of the program. This was followed by communication by the client leadership to their teams on the exercise intent. The scope was then baselined in consultation with stakeholders. This is a critical step for organizations that have several applications and complex BU structures.

Each application SME, business users were engaged to collect data around the application namely source code and qualitative data via surveys. The surveys were tailored for the client based on the end objectives. Applications were analyzed and source code level intelligence was automatically derived giving deep insights into software health, cloud readiness and security risks. Online surveys were used to capture information such as business impact, current team experience, challenges, release processes etc. Workshops were used to validate findings and bridge gaps. Using the information collected each application was analyzed and a disposition was derived. Using overall information captured per application insights at portfolio level were drawn namely the overall digital readiness, technical debt, security risk. Finally the overall roadmap for the portfolio was drawn in the categories of Maintain, Invest, Divest and Retire. This exercise uncovered many unknowns like security risks in the portfolio and helped in building a data driven digitization roadmap. This has enabled the client to embark on a pragmatic transformation journey.

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