

## CASE STUDY

# TAKING FLIGHT WITH AGILITY- ENHANCED APPLICATION PORTFOLIO MANAGEMENT



## CONTEXT

The client, a group within the DoD focusing on advanced research and development, managed an expansive IT portfolio, including over 1,844 applications ranging from custom-built solutions to off-the-shelf software. Despite their robust digital infrastructure, they faced redundancy, high maintenance costs, and misalignment within their application suite.

## IMPROVEMENT OPPORTUNITIES

The client's primary challenges were overlapping functionalities, disparate data entry points, high maintenance costs, and misalignment with the strategic goals of agility and lean management. Our mission was to simplify the IT landscape and ensure it was primed for rapid innovation and future challenges. Our approach included four phases:

- 1. Modeling the Current State:** We mapped the existing applications, capabilities, assessing costs, usage, redundancy, and strategic fit.
- 2. Analyzing for Insights:** Using the "TIME" (Tolerate, Invest, Migrate, Eliminate) Gartner® framework and market research from Gartner & Forrester, we evaluated each application's business and technical value.
- 3. Strategic Decision-Making:** We created a strategic plan balancing enhancements to current tools with integrating new, agile solutions.
- 4. Executing the Transition:** We developed a prioritized roadmap for phased implementation, risk management, and responsiveness to client feedback.

## SNAPSHOT



Application Portfolio  
Rationalization



Defense



ARIS

## PAIN POINTS

Overlapping functionalities, high maintenance costs, skill gaps, and misaligned goals in the application portfolio.

## RESULTS

- Mapped capabilities to applications, reducing redundancy and gaps.
- Prioritized updates for 65% outdated applications.
- Identified 80% requiring specialized maintenance skills.
- Categorized applications: 0% eliminate, 10% migrate, 36% invest, 54% maintain.
- Developed sustainable roadmap and dashboard for portfolio management.

## RESULTS & BENEFITS

Our solution was engineered to be lean and agile, minimizing the application portfolio footprint and integrating scalable, adoptable tools. Key outcomes included:

- **Capabilities to Application Mapping:** Enabled a clear view of how applications support business functions, identifying redundancy and gaps within the portfolio. This framework streamlined the path towards a more efficient and strategically aligned application landscape.
- **KPI Development and Technology Assessment:** Revealed that over 65% of applications relied on outdated and under-supported technology. This insight was critical for prioritizing updates and investments in the application portfolio to mitigate risks and ensure technological relevance.
- **Specialized Skills Requirement Analysis:** Uncovered that over 80% of applications required specialized skills for maintenance, highlighting a significant dependency on scarce expertise. This finding underscored the importance of strategic planning in skills development and knowledge management to ensure sustainable application maintenance and support.
- **TIME Chart Analysis:** Our detailed analysis led to a strategic categorization of the client's applications using the TIME (Tolerate, Invest, Migrate, Eliminate) framework. We identified that 0% of applications were slated for elimination, 10% for migration to more efficient platforms or solutions, 36% for investment, highlighting areas for enhancement and growth, and 54% to be maintained in their current state, optimizing the balance between performance and expenditure.
- **5R/TIME Matrix Outcomes:** We merged the TIME and 5R's cloud migration frameworks to refine application strategies, ensuring alignment with operational needs and sustainability. This dual-framework method enabled precise, actionable recommendations for each application's future. Our analysis showed that 76% of the portfolio and program management applications should be retained and roadmapped for long-term success.

## WORDS OF ADVICE

Transforming your IT landscape to achieve operational excellence requires a comprehensive approach. Map your current state to identify strengths and weaknesses. Use frameworks like TIME to prioritize applications based on their value. Address skill gaps with training and knowledge management. Continuously engage stakeholders to align efforts with business needs and goals. Adopt agile methodologies to drive efficiency and foster a culture of shared responsibility and continuous improvement. Develop a roadmap and dashboard for sustainable portfolio management, allowing for ongoing visibility and informed decision-making.