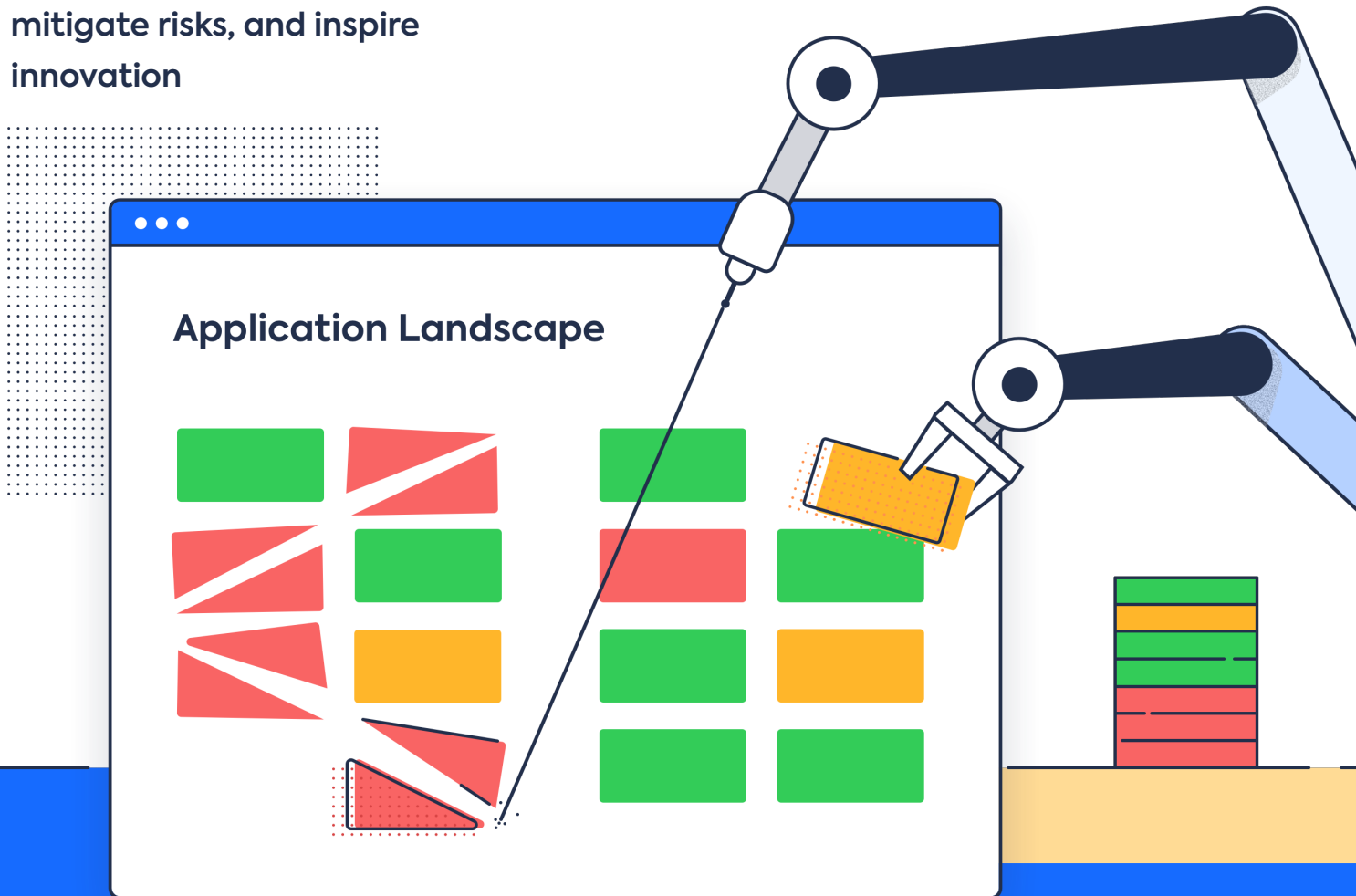


Align Global Manufacturing Through Application Rationalization

Consolidate costs,
mitigate risks, and inspire
innovation



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Introduction

The world is in the midst of its fourth industrial revolution. First, we introduced steam power to the industry and enabled mechanization. Then came electric power and mass-production. This was followed by electronics, information technology, and automated production. Today, the fourth industrial revolution, or “Industry 4.0” is all about integration using digitalization and the Internet of Things (IoT). And, the pace of technological advancement has never been as rapid as it is now.

To keep up with the pace of commerce, manufacturers have amassed thousands of applications in their portfolios. Over the course of years, strategic mergers and acquisitions, organizational changes, hardware upgrades, and the adaption of cutting-edge technologies have all led to this stockpile of applications, leaving many manufacturers with bloated portfolios and shadow IT. These factors have resulted in excessively large and complex technology landscapes characterized by:

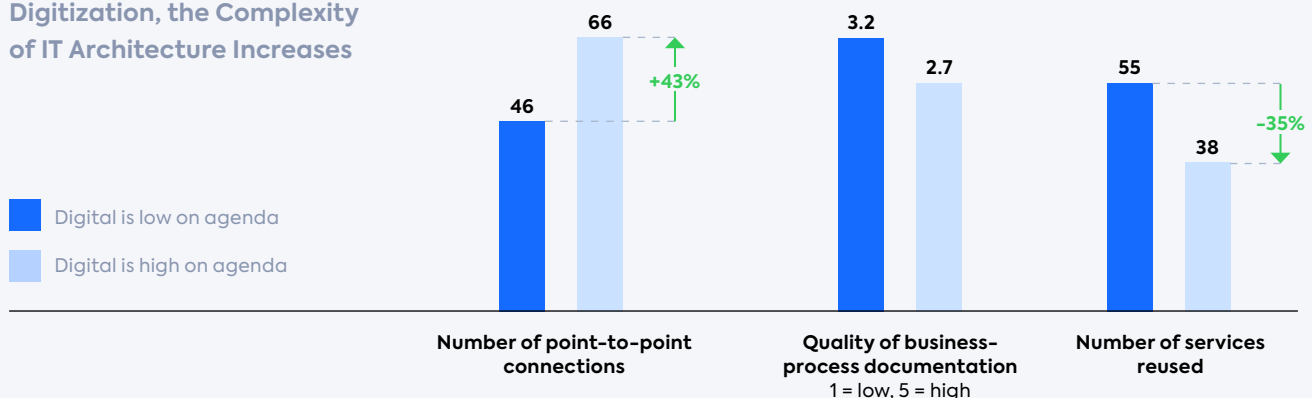
- Lack of visibility into application portfolios (more than 3,400 applications for a typical large enterprise)
- Increasing interdependence between applications
- Outdated applications with complex codes
- Complicated software licensing agreements
- Pressures to reduce costs

Figure 1 shows how digital transformation has increased the complexity to the IT landscapes with an increased number of point-to-point connections, less reused services, and lower quality of process documentation.

This rapid advancement of technology has also left many manufacturers with legacy IT systems. Some of these systems, despite running on older or outdated technology, are still considered critical to operations. Others are as good as junk. These legacy systems are cumbersome and expensive to maintain, hindering real-time decision making. Outdated technology environments also produce silos of redundant information that cause productivity losses and obscure relevant information. Increased competition within the sector, adjacent industries, and technology-driven startups are pushing manufacturers to rethink not only their systems, processes, products, and services — but also their very business models.

To remain on the cutting edge of digitization, manufacturers must leverage the methodologies and frameworks of [enterprise architecture](#) (EA) to plan and prioritize future investments focused on internal process optimization, efficient asset utilization, and workflow design.

Figure 1
When Companies Go All-in on Digitization, the Complexity of IT Architecture Increases



Source: *Enterprise Architecture Survey*, a joint survey of McKinsey and Henley Business School

Challenge for CIOs in Manufacturing

Digital transformation's impact on the entire business landscape continues to create significant challenges for leaders in manufacturing. CIOs, responsible for harnessing the full potential of technologies, are

particularly responsible for enterprise-level successes and failures. Manufacturing CIOs must take these, and other factors into account when leading their technology initiatives (see Table 1).

Table 1
Key Responsibilities of Manufacturing CIOs

Disruption

Must address and exploit disruption in their industry, which requires a futuristic view of technology, business models, customers, and the workforce.

Digital Maturity and Data Governance

Must assess digital maturity and data governance to develop sustainable digital transformation priorities as they see mismatched expectations on standardization, scaling development, and how to drive digital innovation.

Business Processes

Must adapt to shifting business processes to meet the demands of market changes, along with growth and innovation capabilities.

Source: LeanIX GmbH

Effectively capitalizing on innovation can help manufacturing enterprises in reducing production lead times, increasing speed-to-market, and improving the use of data in its global supply chain to drive efficiencies.

This can be achieved by embracing virtual design technologies to reduce the time from design to sampling, installing real-time data tracking management systems to increase production efficiency, and building digital platforms that integrate information from customers and vendors, to name a few. But, before any of that can occur, enterprise IT needs to rid itself of heavy technical debt to free up the resources and budget necessary to promote innovation from within.

To Rationalize, or Not to Rationalize

What is Application Rationalization?

[Application portfolio rationalization](#) is the act of streamlining the existing application portfolio with an explicit goal of improving efficiency, reducing complexity, and lowering total cost of ownership (TCO) through a myriad of processes. Application rationalization sets the stage for other cost-saving endeavors, including:

- Software license optimization
- Application retirement
- Server optimization
- Project rationalization
- Data storage optimization
- Retiring outdated and low-value applications
- Eliminating redundancies
- Standardizing common technology platforms.

Application rationalization, or active [application portfolio management](#), is crucial to the overall health of the company, as there will always be a future event that calls for adjusting the application landscape. Various naturally occurring business events directly contribute to IT landscape complexity.

Why rationalize? The key benefits of application rationalization for manufacturers

A large number of manufacturing enterprises suffer from misaligned IT and high technical debt. Industry CIOs must prioritize application rationalization as a key piece of the digital transformation puzzle. LeanIX

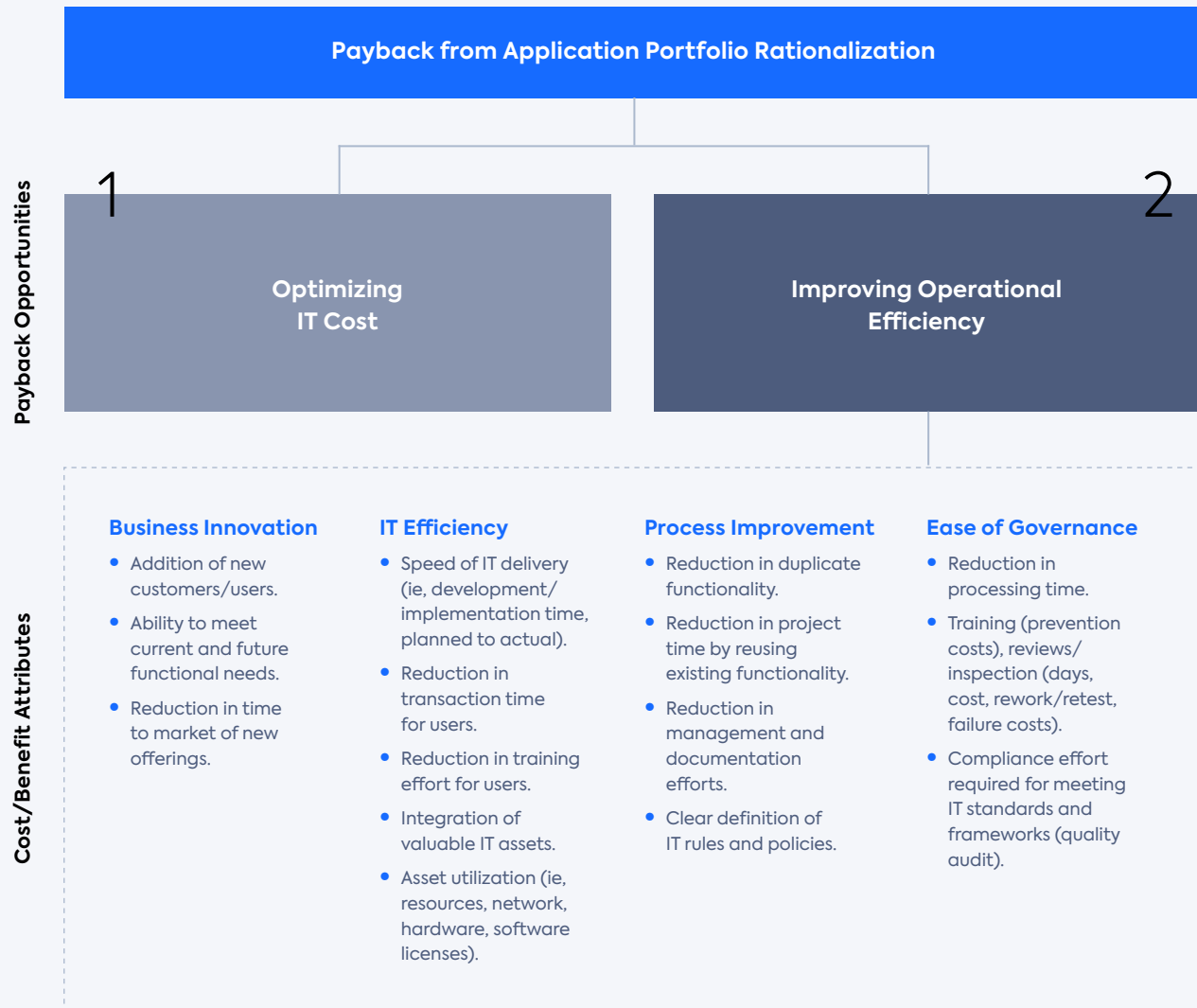
internal research indicates that large enterprises (> €1 billion annual revenues) deploy an average of 650 applications. The largest 10% of these companies average a staggering 3400. It's safe to say that not all of these applications are mission critical. Running such a complex, rigid IT ecosystem can increase IT spend by hundreds of millions of dollars, while directly stifling growth.

Application rationalization is an effective way to identify capital for reinvestment. Infosys reports that application rationalization can lead to cost savings of more than \$2 million per enterprise. According to Apptio, 77% of CIOs have trouble calculating the true cost of applications deployed in their organization. IT leaders are under pressure to integrate new technologies like cloud computing, machine learning, artificial intelligence, and big data to improve operations. Integrating these technologies take a considerable amount of time, energy, and resources that are currently dedicated to maintaining existing complex systems.

Application rationalization can help organizations streamline processes, reduce maintenance costs, enhance overall quality and efficiency, lower total cost of ownership (TCO), ensure compliance, and increase agility. It also frees up the time, money, and personnel to research and implement profit-generating innovations. Without active application portfolio management, manufacturers run the risk of application sprawl. Application sprawl is the unmanageable growth of an IT portfolio. IT portfolios that experience application sprawl suffer from inefficiency due to poor design, lethargy, redundancies, and over exhausted resources. This could directly impede an organization's ability to stay competitive and innovative.

Figure 2

Improving Operational Efficiency through Application Rationalization



Source: *A Comprehensive Approach to Application Portfolio Rationalization*, Cognizant

Whichever way you slice it, rationalizing applications is always a challenge. Manufacturing enterprises need to assess and prioritize their efforts to ensure business continuity while simultaneously undergoing significant changes. Reducing costs is only one of the dimensions of application rationalization, but what is more important is its ability to reduce security risks that could cripple

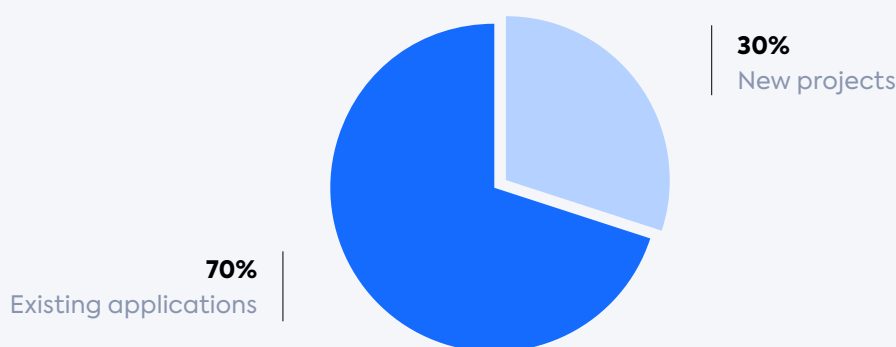
operations. To truly make rationalization decisions, leaders need to ensure they are guided by real-time data and proven methodologies. Modern, data-driven enterprise architecture tools like LeanIX make this journey a lot smoother.

Making the Business Case for Application Rationalization

A study by Computer Economics shows that, on average, manufacturers only dedicate between 1.4% and 3.2% of revenue to IT. Still, many CEOs and CFOs see the IT budget as an area of overspend and are continually looking for ways to consolidate costs. While application

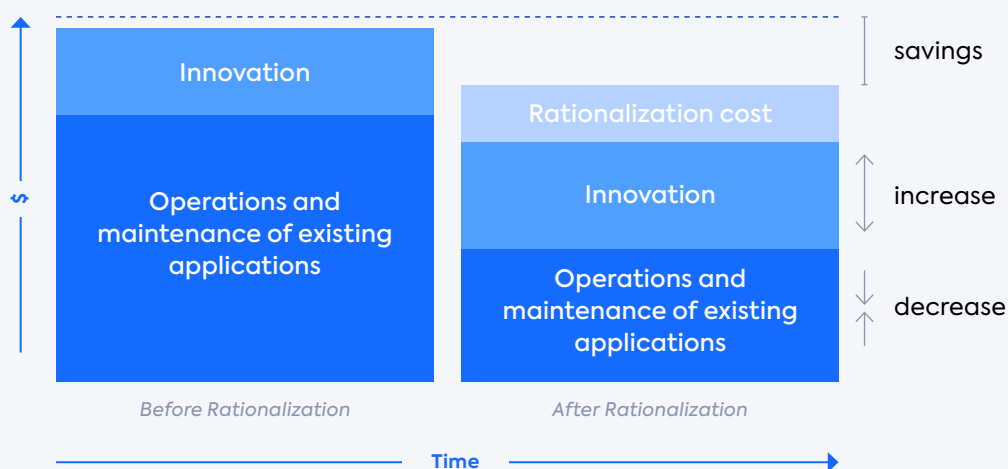
rationalization endeavors require an initial investment, it most often results in immense savings. Consolidating similar applications and reducing redundant data can significantly change an organization's cost structure (see Figures 3 and 4).

Figure 3
A Typical Split of IT Budget



Source: LeanIX GmbH

Figure 4
The Financial Mechanics of Application Rationalization



Source: LeanIX GmbH

The key levers to save

When initiating application rationalization projects, many enterprise architects will be asked to present a business case or an exhaustive estimate of potential cost savings. The following categories help to structure such an analysis.

Rationalize software licenses

Application sprawl leads to paying for licenses that are unused, idle, or inessential. When rationalizing software licenses, CIOs and EAs should join together to determine what licenses are actually required to achieve business goals and identify those that should be decommissioned. Once there is transparency on software licenses, they will have a roadmap to consolidate vendors and eventually negotiate discounts.

Medium and large enterprise software customers manage upwards of 70 software license contracts, which require renegotiation and renewal at various times throughout a year. Simply put, with fewer applications, you pay fewer license costs. Gaining control of your software estate can drive as much as 30% savings in annual software spend and compliance.

Decommission little-used or redundant applications

70% of CIOs believe that at least one-fifth of their applications could be consolidated by eliminating redundant functionality. An application rationalization program can uncover these costly redundancies, and from there, organizations can reduce IT spend by tens or hundreds of millions of dollars.

For example: During an application rationalization project, a large engineering company uncovered that a single sales team was using an unsupported version of a retired CRM system to produce a single report. This usage of an unsupported application exposed the company to additional data risk and cost the company close to \$1.5 million per year. While reviewing an application matrix report with risks highlighted, business leaders could plainly see which applications were of low value and barely used. The company decided to retire this CRM instance and to select one global standard application for all user groups across the company.

Less compliance/ governance cost

With data security regulations on the rise, organizations must be aware of the level of compliance in their

application portfolio. Application rationalization allows the organization to analyze their portfolio landscape, facilitate transparency, and survey applications to ensure compliance.

For example: Under the General Data Protection Regulation (GDPR), your organization needs to understand how you obtain, transfer, store and handle data. If an application that you are running collects the personally identifiable information (PII) of your customers, and your IT leaders do not know where the data is stored, how to access it, or how to protect it, then this application would be non-compliant. Violations of GDPR compliance put organizations at risk of penalties as high as 20 million euros or 4% of annual global turnover, whichever is higher. In short, the cost of compliance is significantly less than the cost of non-compliance.

Infrastructure and data center consolidation

Operating fewer applications results in less money spent on servers, cloud space, and associated maintenance costs. Infrastructure and data center consolidation are essential components of a successful application rationalization venture.

For global manufacturers with a high degree of international IT complexity, simplifying the application landscape can lead to the repurposing of assets, saving millions of dollars on server and storage costs.

Reduced maintenance & training cost

Every deployed application requires some amount of support from vendors or in-house employees. If there are fewer applications to support, there will be less money spent on maintenance. Freeing up resources from supporting a heavy application landscape will enable businesses to reinvest in innovative projects that drive growth for the business.

Vendor consolidation

Vendor consolidation is a powerful and cost-effective outcome of application rationalization. Consolidating your application providers to a just handful of vendors gives you the leverage to negotiate for better pricing, cuts back on time spent on paperwork with numerous vendors, and directly increases your buying power. A global study by the Everest Research Institute reports that having fewer suppliers lowers TCO by 22-28% annually.

The Guide to Application Rationalization

Almost every organization has taken inventory of their application landscape at one time or another. Unfortunately, many manufacturers carry out a rationalization endeavor just once, then revert back to previous practices of application sprawl. Application rationalization is best achieved through a step-by-step

process, carried out continuously over time. A successful approach involves properly defining the scope of rationalization efforts, building out the inventory, assessing individual applications, planning the target portfolio, and implementing processes that ensure lasting success.



1. Set application rationalization scope

In consideration of time, companies may choose to rationalize all applications at once. This method initially sounds appealing, but experience has shown its likelihood of success is low. A hasty approach may introduce high risks and sink large amounts of money in up-front investment, which has the potential to create additional challenges. A more practical approach is to develop a strategy involving multiple iterative projects with a clear target outcome. Each concentrated rationalization effort should only focus on applications that support specific business capabilities or organizational units, prioritized by their impact on the greater organizational goals.

2. Build your inventory

The process of rationalizing applications begins with capturing key information about the current inventory of the first selected scope. This step will reveal insights into specific applications and their business relevancy, enabling planning for a desired future state.

One element that characterizes these efforts is that they are usually one-time events marked by a push to collect application data, which results in a new spreadsheet (one that is probably different from and unrelated to the one collected 18 months earlier). Therefore, it is highly recommended to begin the inventory process with proven professional tools, like [LeanIX Enterprise Architecture Suite](#), as it can vastly improve the inventory process by automatically loading and collecting data via surveys or its various integrations.

LeanIX contains automated integrations to other helpful tools, like configuration management data bases (CMDBs), business process management tools, and enterprise resource planning tools (ERPs) help to form the baseline inventory. Great tools aside, there is no substitute for human intervention when it comes to determining basic information such as application owners. In LeanIX, this is well supported by user-friendly workflows, and we have a proven track record of success with global manufacturers.

Which data to collect

In general, categorizing applications by business capabilities is much more effective than categorizing by processes. Gartner defines [business capability modeling](#) as a technique for the representation of an organization's business anchor model, independent of the organization's structure, processes, people, or domains. Business capabilities show what a business is currently doing, and what it must do to address current challenges and meet future goals.

Rather than get lost in the details of processes, a target business capability model helps to structure application rationalization. From this model, it can be decided which applications are vital, which are not useful, and which should be decommissioned. Business capabilities can serve as the foundational element to uncover redundancies across the application portfolio.

It is also recommended to collect information about user groups (e.g. organizational units). The information, 'which application is supporting which business capability and by whom is it used by' is crucial to determine best course of action. The minimum dataset that needs to be collected is applications, the business capabilities they support, and user groups that use them. Applications should be linkable to a specific business purpose, and employees strategically utilize them to create direct business value. Therefore, applications are the perfect conduit between business architecture and technology architecture. By linking applications to the business capabilities they support, a complete overview of which capabilities are currently supported, which are missing, and which applications should be added will come to light.



3. Assess the application portfolio

Application evaluation can be simple or elaborate, depending on organizational maturity and needs. For some organizations, simply reviewing support for their mission objectives and capturing an estimate of application costs will be a substantial accomplishment, and enough to identify those that should be decommissioned. If recommendations for a company's applications are not that obvious, a more detailed

evaluation is required. Deep assessments call for an advanced application rationalization model.

The pragmatic approach

As a standard, LeanIX captures the functional and technical fit of each application. This information provides a lot of input and direction for an initial assessment.

Functional Fit

The degree of support for business capabilities or processes. If you only consider one criteria, it should be the functional fit.

Technical Fit

How does the application fit with technical standards?
Is it based on aging technologies?

These are the definitions we suggest for each category:

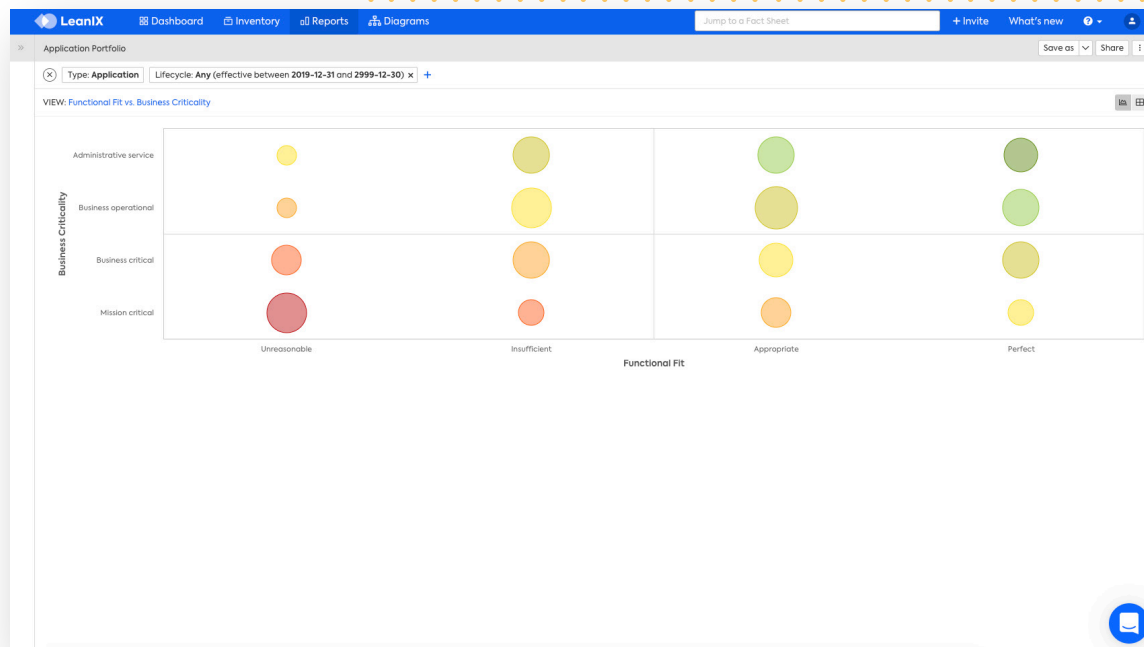
- **Unreasonable (1):**
Not enough or wrong functionality.
- **Insufficient (2):**
Rudimentary functional support.
- **Appropriate (3):**
Supports all major functions.
- **Perfect (4):**
High number of functions available.

- **Inappropriate (1):**
Replacement mandatory to satisfy the business requirements.
- **Unreasonable (2):**
Replacement recommended to satisfy the business requirements.
- **Adequate (3):**
Some parts of the application could be optimized.
- **Fully appropriate (4):**
No change needed apart from regular maintenance.

In LeanIX we rate application criteria on a simple scale from 1 to 4, to avoid a tendency to land in the middle. In combination with the functional fit, these criteria allow you to rank your applications into an application

portfolio view. As a result, you can score applications on two axes from high to low, dividing your application portfolio in four types that each have different recommended actions (see Figure 5).

Figure 5
Application Portfolio Analysis by Functional Fit & Business Criticality



Source: LeanIX GmbH

Further assessment criteria

The criteria mentioned above enable the preliminary initial scoring of applications, as they are easily understood and will prevent the tendency to spend excessive time in the assessment phase. But, it is also important be thorough when analyzing the selected scope. Apply the following criteria to dig deeper:

- Strategic value. Does the application support the business strategy?
- Available skills. Do employees have the necessary skill set to use it to best advantage?
- User satisfaction. To what degree are users satisfied with the application performance and benefits?
- Availability of alternatives. Are there better alternatives like commercial, off-the-shelf solutions?
- Total cost of ownership. What is the sum of all cost that attributes to the application?
- Conforming to architectural principles and standards. How is the application conforming to defined architectural principles and standards (technologies, cloud strategy)?
- Security risks. Does the application pose any security risks due to its architecture?
- Documentation and training. How well are the available documents and training materials?

Figure 7, on page 13, shows how LeanIX Survey can be used to easily collect further data on applications.

Figure 6

Overview of Potential Application Assessment Criteria

Functional	Technical	Strategic value	Costs	Data
<ul style="list-style-type: none"> • Breath and adequacy of functionality • Availability • Usability • Accessibility 	<ul style="list-style-type: none"> • Architecture • Scalability • Maintainability • Reusability • Security • Integration options 	<ul style="list-style-type: none"> • Alignment to business strategy • Impact on business KPIs (e.g. revenue, customer satisfaction) • Organizational dependencies 	<ul style="list-style-type: none"> • Operations and support costs • Maintenance and development costs • Licensing costs • Training costs 	<ul style="list-style-type: none"> • Accuracy and quality • Accessibility and quality • Accessibility of data • Flexibility of data • Flexibility • Maintainability • System of record

Source: LeanIX GmbH

Application Inventory Project

Application

Functional Fit Survey 2020

Application Contribution

☐ 4 - High contribution
☐ 3 - Some contribution
☐ 2 - Minor contribution
☐ 1 - No contribution

Staff Training

☐ 4 - Very well trained
☐ 3 - Trained
☐ 2 - Poorly trained
☐ 1 - Not trained

Application feedback

☐ 4 - Very positive
☐ 3 - Positive
☐ 2 - Rather negative
☐ 1 - Negative

Alternative Applications

☐ 4 - Yes
☐ 1 - No

If yes, potential alternatives:

Cost annual figures

Operations and support:
 Maintenance and development:
 Licensing:
 Training:

Draft Finalize

Source: LeanIX GmbH

Figure 7
 A Detailed Example
 of an Application
 Rationalization Survey

Advanced model to assess applications by functionality (Beyer- Smertnig model)

While scoring applications on their functionality may seem easy, in reality, it can be a difficult task. Different stakeholders and users have different preferences, and the perceived functionality of systems can be rather subjective. Sometimes the functional assessment falls on a simple scale, e.g., a rating of complex applications from 1 to 5. At times this simplicity is simply not enough.

For complex application rationalization processes, it is imperative to use a rating system that is objective and focuses fully on business support. In this case, if there are multiple alternatives for an application, the best will be selected. Use the applications for the most important business capability to your organization begin this assessment, as this allows concrete conclusions for the systems of record.

All considerations are based on being able to arrive at a statement regarding the functional coverage and adequacy of a company's application landscape within a very short time span – one to two weeks. Many models used in practice seem very complex, not truly target oriented, too subjective because they rate “soft” factors, or require very complex analyses to create.

Comparability is a fundamental requirement for decision-making. This statement may seem predictable; however, most attempts to reach a decision fail because the two objects being compared are not designed in a sufficiently comparable way. Co-developed by LeanIX Co-CEO Jörg Beyer during his time as CIO, The Beyer-Smertnig model optimally supports these goals and has been successfully utilized in numerous application rationalization projects.

The Beyer-Smertnig model applies to the functional suitability of all IT applications. All of the main

functionalities of the applications should be listed. You can use the existing function names; it is not strictly necessary to align the terms. A list will serve as the basis of the assessment. Here too, assessments are made in two dimensions: support and criticality. Simplified, this assessment takes the following form:

Criticality:

- Not relevant to success (-2)
- Obligatory (0)
- Critical to success (2)

Support:

- Not supported (-2)
- Standard support (0)
- Excellently implemented with no need for change (2). Intermediate values of 1 and -1 can also be used.

Figure 8
Example of a Beyer-Smertnig Application Rating

Function	Support	Criticality	Evaluation of Implementation
Function List System 1			
New Creation: Partner Data (General)	0	0	0
Deletion of Partner Data	0	0	0
Maintenance of Address Data	0	0	0
Daily Report of all Changes	2	2	8
Function List System 2			
New Creation: Client Data	0	0	0
Deletion of all Client Data	0	0	0
Maintenance of all Client Data	0	0	0
Correction of Duplicates	0	1	0
Reactivation of Client Data	-1	1	-3
Special Quick Client Data Input	2	2	8
Free definable Reports e.g. Daily Reports	2	-2	0

Source: LeanIX GmbH

The numeric values of zero are critical, as they ensure that obligatory functions are neutrally rated. It is assumed that the superiority of an IT application manifests in its success-critical functions. The second value is the respective level of support.

The value of the Beyer-Smertnig model lies in identifying what is necessary and good. Over time, large numbers of obsolete functions tend to build up in IT applications. Therefore, merely analyzing the functionalities is insufficient, as their implementation must also be assessed. Is this a useful function? If so, is it well implemented?

The simple formula application rating = support * (criticality + 2) delivers the resulting values. What looks so insignificant is in fact very powerful. Important functions that have been inadequately implemented are badly rated. The same applies to insignificant functions that have been excellently implemented. Unnecessary items are thus downrated.

Underlying this formula is the simple assessment that insignificant functions can be neutrally rated zero, regardless of their support, whereas inadequate implementations of highly significant functions are rated very negatively. This means there are penalty points for implementing functions that are not critical to success. This also helps cut down on source code that would otherwise have to be needlessly maintained, reducing the complexity of an application and enabling greater flexibility in its further development.

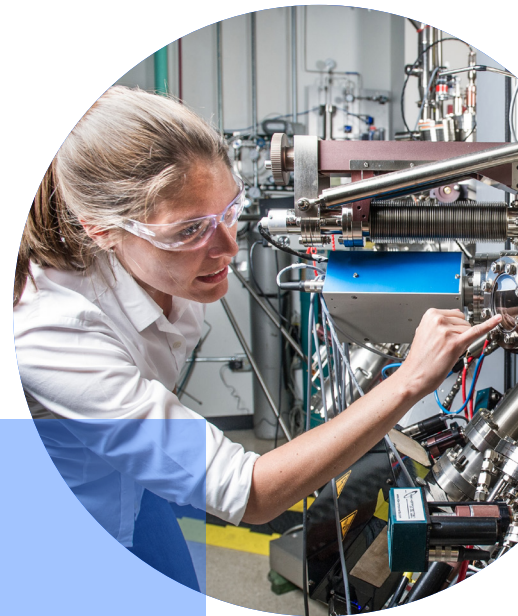
Under the Beyer-Smertnig model penalty points are assigned for implementing functions that are not critical to success. This also helps cut down on excessive source code, which reduces maintenance cost, reduces the complexity of an application, and enables greater flexibility in its further development.

The limit range is -8 to 8. In figure 7 you can see that the fast “Special Quick Client Data Input” form receives a high rating thanks to its excellent support and high significance. To fully assess both system functionalities, first calculate the average value.

System 1 = $8/4 = 2$ System 2 = $5/7 = 0.7$ This calculation gives us a very good indication of whether one IT application is superior to another and provides a basis for selecting a target application and deriving dependent applications. Realizing which interfaces applications share to other applications and what data flows between them will affect the future selection of applications.

Interim conclusion

If a manufacturer followed the exercises so far, they would be able to show the application portfolio for their planned scope, in helpful matrix and landscape views. These views already provide an overview of the health of the application portfolio and potential areas for rationalization.

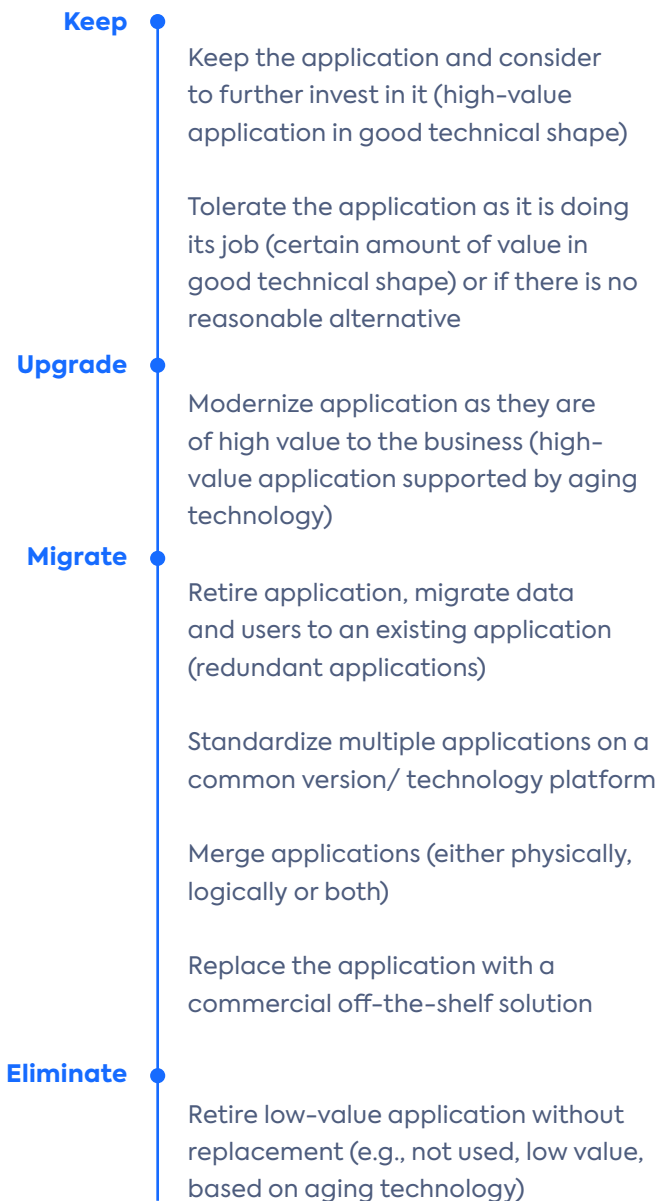


4. Decide the target state

During the rationalization process, a manufacturer will have determined the value of each application. In this section, we introduce several methods of how to derive the final target application portfolio from this assessment. Then, it is time to decide on what action to take regarding each application. The four possible outcomes described below can define the target architecture.

Keep, Update, Migrate, Eliminate – your basic options

At the end of the evaluation process, manufacturers will have gathered enough pertinent information to recommend actions for each deployed application. These recommendations will generally be one of the following:



Decision Flowchart

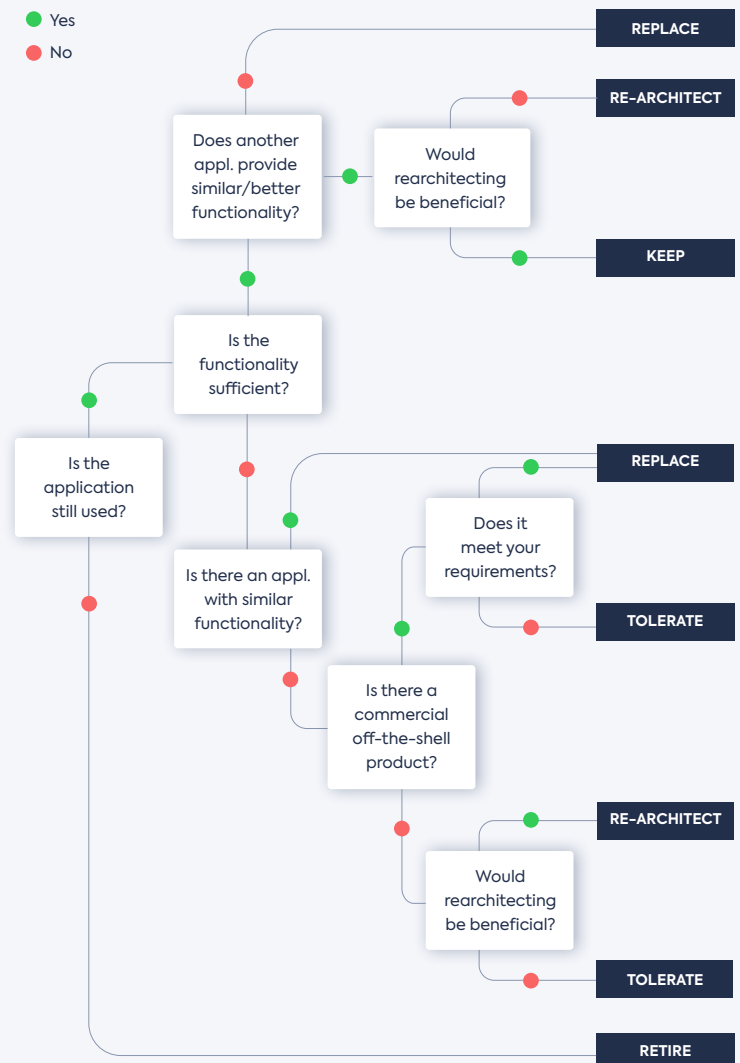
The flowchart below details a high-level decision tree for deciding the outcome of a single application. If the decision tree leads you to multiple outcomes, consider the relative business cases such as unique business goals, application lifecycles, and data interfaces (see Figure 9).

Application Matrix

The application matrix is an invaluable tool to discover redundancies. The matrix promptly displays the application in question in the middle, forming a matrix with user groups (organizations or teams) and business capabilities. This view enables you to uncover redundancies (e.g. multiple HR systems are used across all regions) for the selected scope. Different views like functional fit, technical fit, business criticality, and cost will illuminate the problem from different angles.

Figure 9

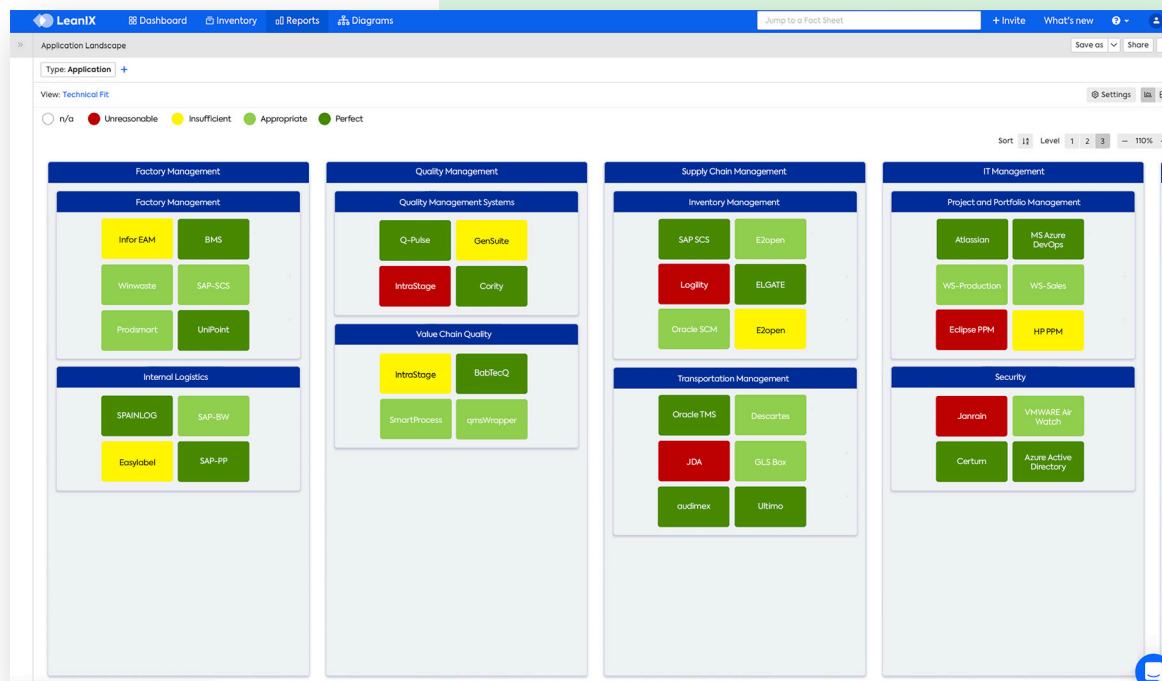
Decision Tree for Application Rationalization



Source: LeanIX GmbH

Figure 10

Application Landscape Report by Technical Fit



Source: LeanIX GmbH

Enforce out-of-the-box solutions and reuse

Too many projects adopt customization as a first rather than last option. A manufacturer cannot make all its business units embrace standard applications immediately, but customization should only be considered only when absolutely necessary to meet legal requirements or provide meaningful competitive

advantages. Approach customization as a last-ditch effort. A large global enterprise cannot select one application for each business capability across all regions, however, EAs and CIOs should look for cost-effective solutions before opting for expensive customization efforts. Many IT projects fail due to excessive customization.

5. Plan the implementation roadmap

Application rationalization efforts will most likely be carried out in several waves – immediate, mid-term, and long-term. The immediate wave focuses on elimination (retirement of unused applications), the mid-term wave includes migrations and consolidations (moving all local applications to the same version), and the long-term wave consists of full rewrites and technical upgrades.

It is imperative to gather business leaders, IT leaders, and EAs to review the recommended actions of each application and formulate a best-fit roadmap for implementation going forward. Involving various business leaders while creating a supporting architecture establishes transparency and will effectively align business and IT strategy.

6. Make it stick

Now that the application portfolio has been surveyed and optimized, it is critical to continually maintain the landscape. Onetime application rationalization

endeavors may save the organization money in the beginning, but they lack the long-term value that continual application portfolio management offers.

The continual governance of the application portfolio is equally important as the previous steps. Be sure to track the operational quality of your remaining applications to help determine the most appropriate adjustments going forward. This new landscape provides the backdrop to assess the necessity of new applications before they are purchased. A clean organized IT landscape prevents wasteful purchases. Having a data-driven portfolio allows manufacturers to collect high-quality data, analyze real-time metrics, and identify opportunities to improve. Having a clear view of the application portfolio will prevent your manufacturing companies from falling victim to application sprawl.

Short-term "Quick Wins"

E.g. retirement of low value application

Retire or consolidate redundant and minimal value-applications.

Reduce infrastructure costs due to decommissioning apps.

Replace non-IT applications and processes with existing IT functionality.

Eliminate or consolidate software licenses.

Mid-term "Consolidation"

E.g. consolidation to one application/version

Consolidate or virtualize hardware and software infrastructure.

Reduce costs and improve SLA-to-cost values via managed services for non-core functions.

Retire or consolidate additional applications providing redundant functionality.

Long-term "Enhance"

E.g. full technical rewrite of applications

Eliminate, consolidate, simplify or automate inefficient or redundant business processes.

Reduce maintenance and support costs with increased reliability of modernized applications.

Increase agility with technologies that enable rapid change.

Summary

In today's business landscape with digital transformation causing a tectonic shift in operating models across every industry, manufacturers need to keep pace to remain competitive. However, the mad dash to implement new technologies can often lead IT teams down the path of application sprawl, where the architecture and cost of operations become unmanageable. Maintaining alignment between business executives and technology leadership is the way to streamline a transparent and efficient enterprise architecture that breeds innovation.

Application rationalization is one of the first, and best ways to go about synchronizing strategies across the entire organization. Doing so in a measured and targeted manner can yield benefits including significant cost consolidation, reduced technology risks, improved workflows, and the ability to capitalize on time sensitive opportunities requiring agility.

Read NORMA Group's Application Rationalization Success Story

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