Strengthen Risk Position, and Reduce Cost and Complexity Footprint Through Enterprise Application Portfolio Assessment, Roadmap and Strategic Work

Fortune 500 Food & Agriculture Co-op
Arden Hills, MN

Industry
Food & Agriculture

Employees
10,000

"Trissential delivered beyond my expectations; providing a Strategic Roadmap and plan that enables us to better understand our cost and risk position. We can now make informed decisions as we understand redundancy and waste, and identify applications targeted for launch, conversion, retirement or elimination in the context of the larger environment."

- Vice President, IT

This Fortune 500 client is a member-owned agricultural cooperative based in Minnesota, concentrating on the dairy foods, animal feed products and crop technologies and services. The client has 10,000 employees across the United States and 50+ countries. The Co-op has about 4,331 members that includes dairy producers, AG producers & co-op members.

CHALLENGES

Over the years, the client grew considerably through acquisitions and expansions, resulting in a technology environment of redundant applications and low organizational understanding of real application function and business value. The client needed analysis of its current application portfolio, creating an information base for application identification, management, prioritizing, resourcing, planning and decision-making. They also needed a communications plan and strategic roadmap for rationalization of the existing and future application environment.

SOLUTION

Trissential provided an Application Portfolio Management (APM) Assessment to understand how well optimization efforts were performing against the client's Key Performance Indicators (KPIs). These KPIs were coupled with a new organizational perspective that breaks down the silos of the past, and drives the enterprise view for future success. This implementation of an APM strategy aimed to avoid costs and risks associated with a disconnected organization and uniformed IT investment decisions.

APPROACH

Trissential's role in project execution and as a mentor in strategy and architecture development included performing key information gathering, building rapport through active communication, developing a strategic view of application management, and implementation of tools to support on-going results delivery. A traditional Portfolio Architecture and Decision Management framework provided our foundation, and was adapted to provide our approach for the client.

An entity of SQS Group

trissential.com

Identification	Create and up-to-date list of qualified components that will be managed through portfolio management
Categorization	Organizing components into relevant business groups to which a common set of decision filters and criteria can be applied for evaluation, selection, prioritization, and balancing
Evaluation	Gathering information for the review of portfolio components in preparation for the selection process
Selection	Developing a subset of the organization's components based on the organization's selection criteria that will be considered for further prioritization
Prioritization	Ranking components within categories according to established criteria for balancing the portfolio
Portfolio Balancing	Creating the component mix with the greatest potential to collectively support the organization's strategic initiatives and achieve strategic objectives
Authorization	Setting stakeholder expectations and providing a clear understanding of the impact of changes on the organization's portfolio performance goals and business strategies

PORTFOLIO ARCHITECTURE AND DECISION MANAGEMENT FRAMEWORK

The core KPIs in focus and brought under management were:

- **Strategic Alignment**
  - ◊ Technology Alignment: How do current technologies align with architectural direction?
  - ◊ Business Alignment: How does this application align with the strategic direction?
  - ◊ Application Value: Which applications offer the most value for the organization?
  - ◊ Functionality: How easy it is to extend the application to meet the organization's needs?
- **Redundancy:** Measured across/within business units looking for applications of like functionality
- **Cost:** Measured annually, including only Core and Nondiscretionary Costs in this instance
  - ◊ Identification and mitigation of application support—significantly reduces potential cost
  - ◊ Removing redundancy by eliminating underused applications—consolidating the same and like functionality, and reconciling software licenses provides immediate cost recovery

RESULTS

- Develop a shared perspective for measurement, valuation, and assessment of applications
- Perform the necessary application data collection and research
- Identify, establish, and populate a knowledge base
- Drive communication and activities supporting an enterprise-wide change agenda
- Develop a strategic roadmap identifying the first set of candidate applications
- Institute a strategic planning approach to facilitate continuous management capability

As a result, Trissential delivered a roadmap to the client's leadership team for planning and action, a communications strategy, and a process to operationalize ongoing portfolio lifecycle management.