

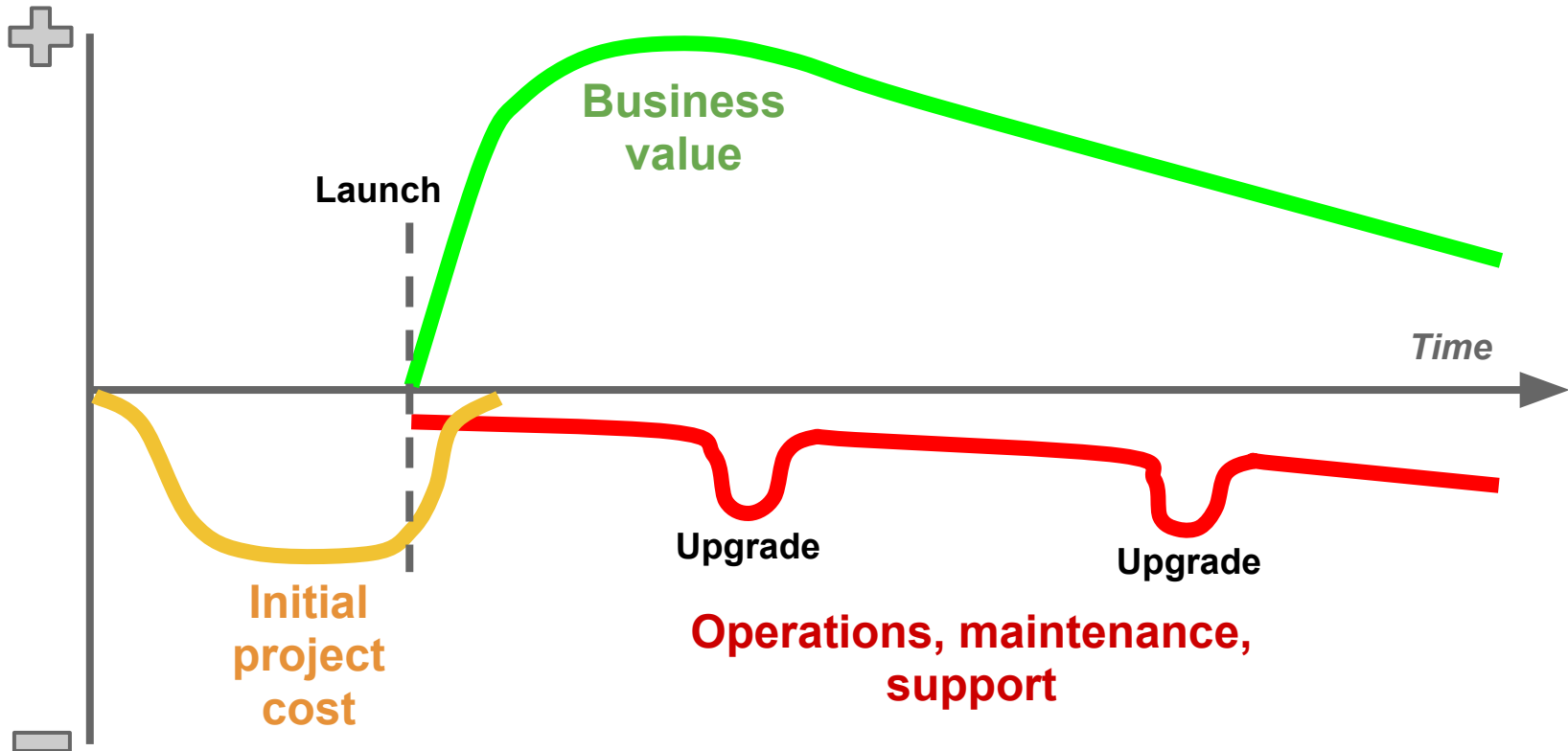
# **Communicating Change in an Application Portfolio**

Piet Niederhausen  
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# Communication challenges

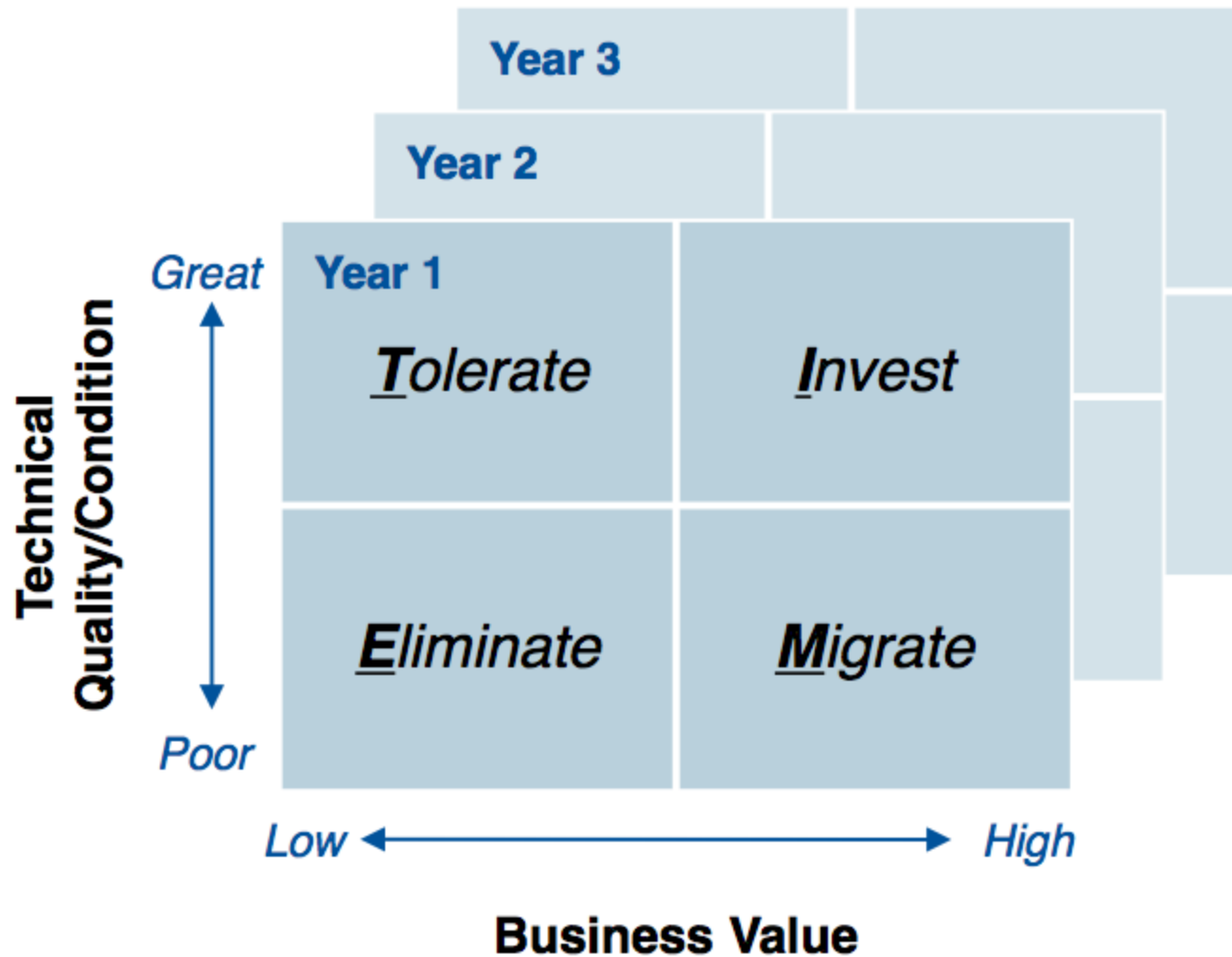
- Your view is holistic, but your customers are **fragmented** and use different systems
- You're responsible for the long term, but your customers are focused on **current activities**
- You embrace constant change, but your customers want **stable business processes**
- You know about lots of detail, but your customers only have time for a **simple model**

# Why manage an application portfolio?



Diminishing value and increasing cost over time, multiplied by all the applications in your portfolio.

# TIME model



**Sources:** Val Sribar, *Gartner Keynote: Navigating the Nexus of Change with Pace Layers* (2012); Jim Duggan, *Application Portfolio Triage: TIME for APM* (2010).

# IT and business responsibilities

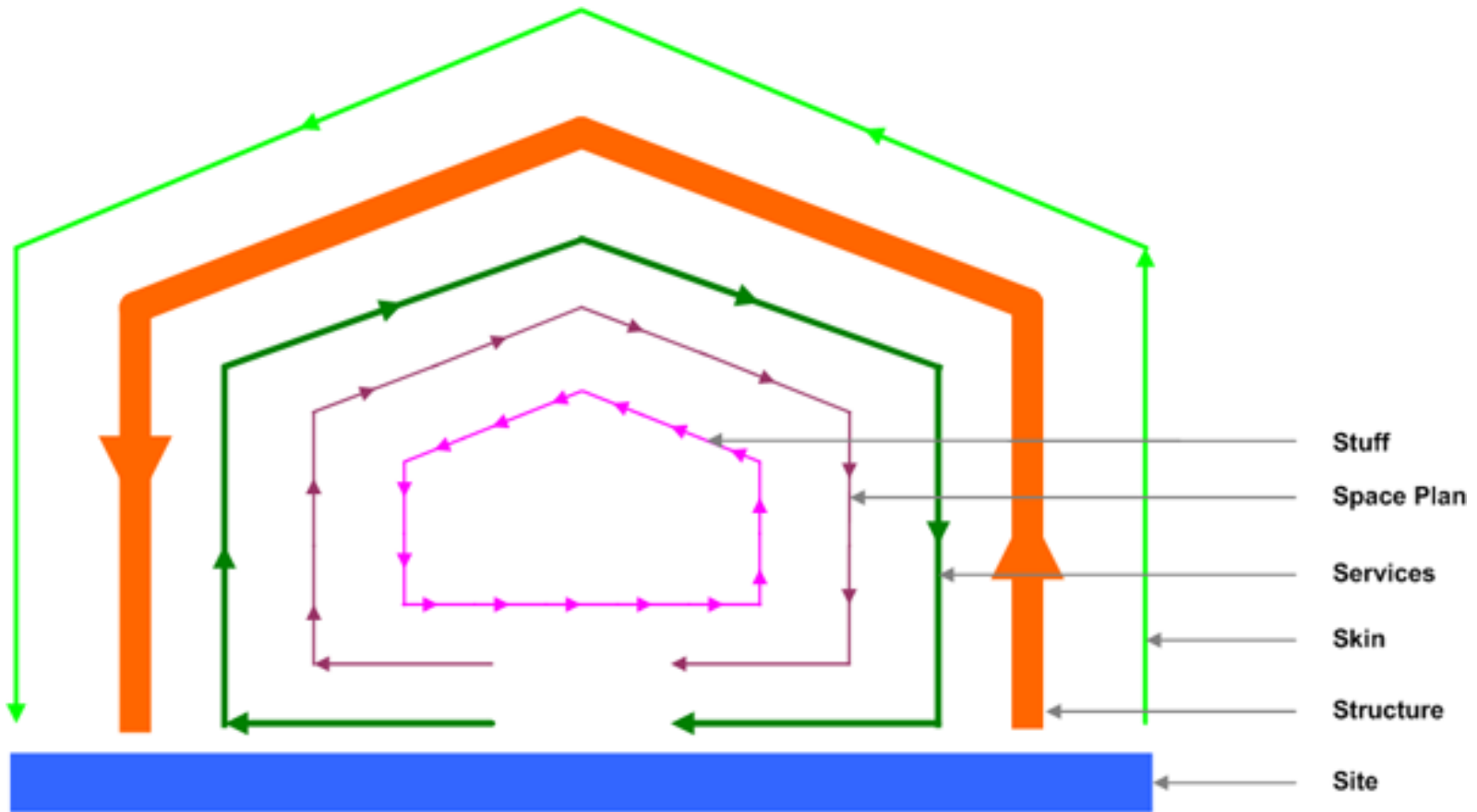
<b>Tolerate</b>	<b>Invest</b>
Higher bar for enhancements Monitor for increased risk Consider providing some functionality elsewhere Re-evaluate for elimination	Respond quickly to enhancements Maintain focus on the best solution Maximize usage
<b>Eliminate</b>	<b>Migrate</b>
No enhancements Mitigate risks Get buy-in for shutdown Work through dependencies	Minimize enhancements Mitigate risks Sponsor a replacement or alternative Prepare users for migration

# TIME examples

<b>Tolerate</b>	<b>Invest</b>
Help desk ticketing system Enterprise web CMS	New ERP (HR, Payroll, Benefits, Financials) Student system LMS IDM Mobile app framework New departmental web CMS
<b>Eliminate</b>	<b>Migrate</b>
Legacy mainframe applications Legacy custom web applications	Legacy financial system Legacy applicant tracking system Legacy web CMS

Your placement of items may look very different.

# Pace layers in our built environment



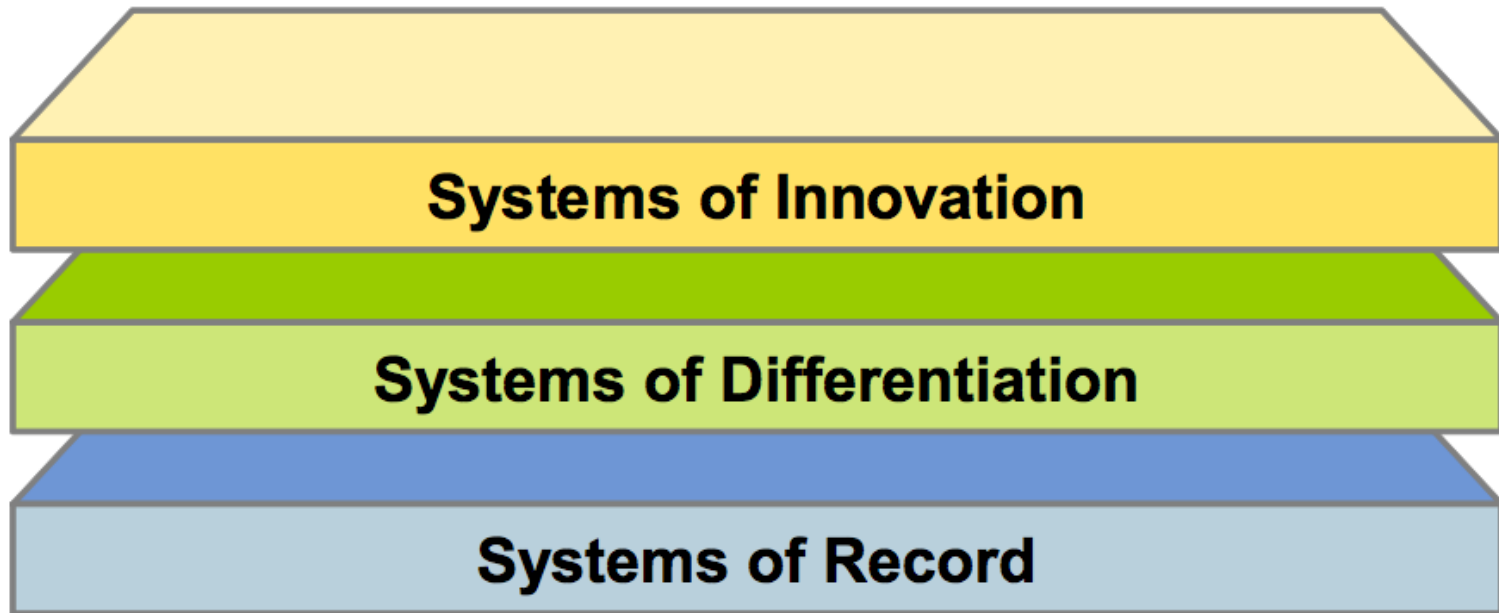
## Shearing layers of Change

Because of the different rates of change of its components, a building is always tearing itself apart.

From Stewart Brand – *How Buildings Learn* p.13

Sources: Stewart Brand, *How Buildings Learn* (1994); JISC InfoNet, *Pace Layering*.

# Pace-Layered Application Strategy™



**Sources:** Val Sribar, *Gartner Keynote: Navigating the Nexus of Change with Pace Layers* (2012); Jim Shepherd, *How to Get Started With a Pace-Layered Application Strategy* (2011).



# Layers and interconnections

Systems of Innovation	<ul style="list-style-type: none"> <li>• Emerging requirements in response to new opportunities</li> <li>• Experimental processes</li> <li>• Ad hoc, short-term solutions</li> </ul>	<p>Tying together the layers</p> <ul style="list-style-type: none"> <li>• Process integration</li> <li>• Data integration</li> <li>• Analytics</li> <li>• Identity management</li> <li>• Governance</li> </ul>
Systems of Differentiation	<ul style="list-style-type: none"> <li>• Unique but well-understood processes and capabilities</li> <li>• More frequently changing requirements, often specific to an organization</li> </ul>	
Systems of Record	<ul style="list-style-type: none"> <li>• Critical master data</li> <li>• Stable processes based on common practices</li> <li>• Slowly changing requirements</li> <li>• Industry standard, often regulated and audited</li> </ul>	

**Adapted from:** Val Sribar, *Gartner Keynote: Navigating the Nexus of Change with Pace Layers* (2012); Jim Shepherd, *How to Get Started With a Pace-Layered Application Strategy* (2011).

# Pace layers examples

Systems of Innovation	<ul style="list-style-type: none"><li>• New mobile use cases</li><li>• Online learning innovations</li><li>• Student advising</li><li>• Emergency notifications</li></ul>		<ul style="list-style-type: none"><li>• IDM</li><li>• ESB</li><li>• Reporting and analytics</li></ul>
Systems of Differentiation	<ul style="list-style-type: none"><li>• Learning management</li><li>• Grants management</li><li>• Research administration</li><li>• Development CRM</li><li>• Web content management</li></ul>		
Systems of Record	<ul style="list-style-type: none"><li>• Student records</li><li>• HR, payroll, benefits</li><li>• Financial accounting, purchasing</li><li>• Space management</li></ul>		

Again, your placement of items may look very different.

# Questions to ask yourself

- What are the most important concepts you need your customers to understand, so they are partners in managing the application portfolio?
- What would be a simple, effective way to consistently get those points across?
- How would you classify applications as an architect, and how does it differ from how your customers perceive them?