



GUIDE

9 Steps to Application Portfolio Management

The Foundation for Digital Transformation in Your Organization



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**Plan and Track
Execution With
Confidence**

How can you plan for the future without knowing where you are & where you need to be?

Now is the time to really understand and take control of your IT portfolio.

Like many of your peers, you're finding that costs are too high, the risk is too high, and agility is too low. Especially for this current landscape of global and industry-disrupting change at speed.

Maybe you've got more vendors than you can shake a stick at, costly apps haunting all change projects, or you're tasked with making sure a huge cloud migration project runs on time, on budget, and with minimal disruption to a bunch of different stakeholders.

Whatever your starting point is or how your organization is changing, big, complex Visio spaghetti diagrams of your IT

aren't cutting it anymore (and might have previously intimidated your stakeholders more than helped them).

Business needs are changing.

Your tools are changing.

And so are the rules of Enterprise Architecture.

Read the 7 New Rules of Enterprise Architecture

Progressive Enterprise Architecture (EA) teams are setting a stronger, more confident, and more agile foundation for their application portfolio management. You can then look to connecting business strategy, capability mapping, process optimization, and more.



It's time to look beyond portfolio rationalization to the untapped potential of enabling confident, data-driven decisions in line with critical business goals.

You can use this as a tool not just for cutting costs but opportunities for investment, innovation, and a basis for bridging IT and business across the whole ecosystem.

We'll walk you through the steps for a digitally mature approach to Application Portfolio Management so that you can position your organization for its digital future.



APM: The Foundation for Business Transformation

A Proven Method for Communicating Insights

Mature Application Portfolio Management (APM) is a proven method for communicating insight on:

- **Investment and innovation opportunities**
- **Capabilities that aren't being utilized fully and then improving business models**
- **Getting the most stable foundation for any architectural change process**

But there's a catch: That same web of apps, integrations, stakeholders, vendors, technologies, and intersecting departmental agendas are what can kill the momentum of any APM initiative.

So how do you make sure you don't get bogged down in managing complex data rather than delivering insight?
Or that you even know how to create actionable insight that drives your business forward?
Or that the opportunities you identify don't fall apart on the first contact with reality?
In other words:

How do you make sure the very complexity you're trying to solve doesn't strangle your APM initiative?

Momentum and Purpose Are Your Best Assets Here

Ardoq's approach to APM brings together the experience of what actually works on the ground in a format that delivers results, fast.

But however good the theory, you still need to deploy it inside your specific organization. We'll take you through the best way to carry out each stage of your APM initiative, as well as the key people you should communicate with and how.

After all, communication and engagement have been highlighted as an Enterprise Architect's most influential skill at this time. [Read Gartner's report on How to Persuade Leaders of EA's Value in Decision Making.](#)

Each organization is shaped differently. You'll probably find yourself translating

these guidelines into your context. But we're confident that you can deliver an APM initiative that visibly drives business value from the get-go if you follow these steps.

Let's get started!



01

Define, Align and Get Buy-In From The Business

Define the Priority Goals in Your Specific Organization

How? By stepping away from the spreadsheets and your EA tool and going to talk to people.

This step is all about formulating a business outcome that really speaks to your stakeholders. Because, at the end of the day, people care about their own strategies (quite rightly), not yours, so you need to link the two.

So, who are your sponsors?

A good place to start is to identify initiatives that are drivers of your IT strategy. Such as cloud migration, cost reduction, innovation, mergers, and acquisitions.

Create a top list of the leading folks in these fields (your potential sponsors) and create an objective that speaks directly to them and their specific goals.

How can APM help the cloud journey?

How can APM help get you off expensive licenses with the vendors you don't like working with?

Old EA: Many APM projects are started for the sake of doing APM in itself, to get control and overview.

This is all well and good, but if you want to add tangible, felt value to your organization and secure budget and resources, you have to be aligned with stakeholders and their initiatives.

New EA: Seeing that APM is a cornerstone initiative to bridging the business with IT. By adding business alignment, engagement, and good storytelling, you can truly increase agility, confidence in decision making and drive the strategy your organization wants to realize.



Define, Align and
Get Buy-In From The Business

SUMMARY

What

Define Business
Outcomes

Secure Your
Sponsorship

Who

IT and Business
Executives

APM Team

How

Interviews and
Conversations

02

Show Immediate Outputs

Stand in Front of Your Stakeholders and Show Them What They Care About

Whether you've secured sponsorship or not, the most important step you can take is to stand in front of your stakeholders and show them outputs they care about.

"Wait. What?" I hear you say, "I haven't even started to load my application data yet!"

But here's why:



Your stakeholders have been burned by failed initiatives and tooling that promises too much (or a lack of modern tooling, which leads to drowning in overwhelming spreadsheets and spider diagrams).

So, before we jump headfirst into our initiative, we have to lay the foundations on inspiration, trust, and validity.

How? You've got to (and now you can) show value straight away. Serve the answers to their questions even if it's not your data.

Show them how they can get value quickly and how exactly this is realizable.

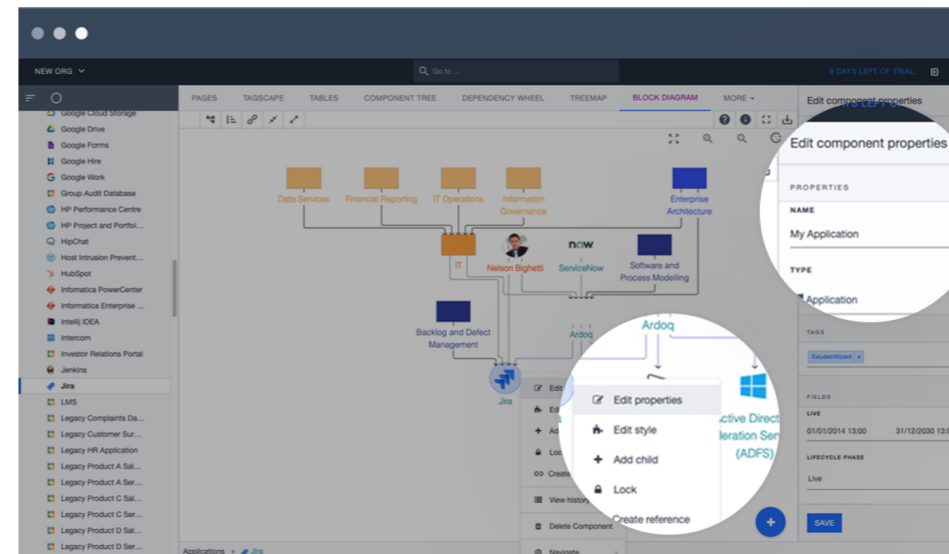
You'll no doubt be met with skepticisms and concerns, which is great! This is the best opportunity to show them, upfront and in real-time, what the results of this initiative will look like for them.

How to Validate Your Initiative Using Dummy Data (Quickly)

With Ardoq, you can access realistic sample data to illustrate the kind of insight you can create for a typical application portfolio. It includes sample applications, reference models, dashboards, analytics, and presentations. It's there not only to help you understand how to deliver APM with Ardoq but also to **empower you to show your stakeholders how it will benefit them.**

But rather than load all your data, just change the names of a few select applications or vendors to match yours. Then (making it very clear that this is dummy data), talk to them about the decisions you might make based on this insight.

Here's how you can easily change the name of an application to fit your organization:



As well as building that clear sponsorship and mandate, this step validates the shape of your APM solution much more effectively than just asking stakeholders for a list of

their required data points or metrics. It also makes sure that everyone stays tightly focused on the outcomes.

Get Onto the CIO's Dashboard

Agreeing on the outcomes and securing sponsorship may take a few meetings, but it's vital not to short-cut this process. Once you're there, be sure to document them as part of a project charter or similar. And there's one more important step it's easy to miss.

Your organization probably has some kind of centralized IT reporting, dashboard, or balanced scorecard. Talk to the team who maintains it about getting your APM metrics included. It will give your initiative visibility across the organization through the tools that people are already comfortable using it needs as you proceed.

Example metrics you might follow:

- **Total cost of applications marked for retirement**
- **Applications lifecycles**
- **Applications to be implemented**
- **Applications hosting ratio**
- **Hosting cost distribution**

Using Ardoq's Flexibility to Fit Your Needs

This stage may also drive out a shopping list of changes you want to make to our out-of-the-box APM package. But this is precisely where Ardoq's flexibility comes in. The platform allows you to **quickly adapt to capture new data, produce new insight, or visualize it in different ways.**

Ardoq's Knowledge Base is full of the What's and How's for how to keep building on the out-of-the-box setups. You can also use the handy in-app chat, and your Customer Success Manager is also on call to help you keep stepping up the capabilities and value of your APM initiatives.





Show Immediate
Outputs

SUMMARY

What

Mock up Sample
Application Data

Validate the
Approach

Use it do drive
outcomes

Who

IT and Business
Executives

APM Team

IT Reporting

How

Ardoq Sample APM
Data

APM Dashboards and
Presentations

03

**Bring Together All
Your Application Data**

Everything You Need All in One Place

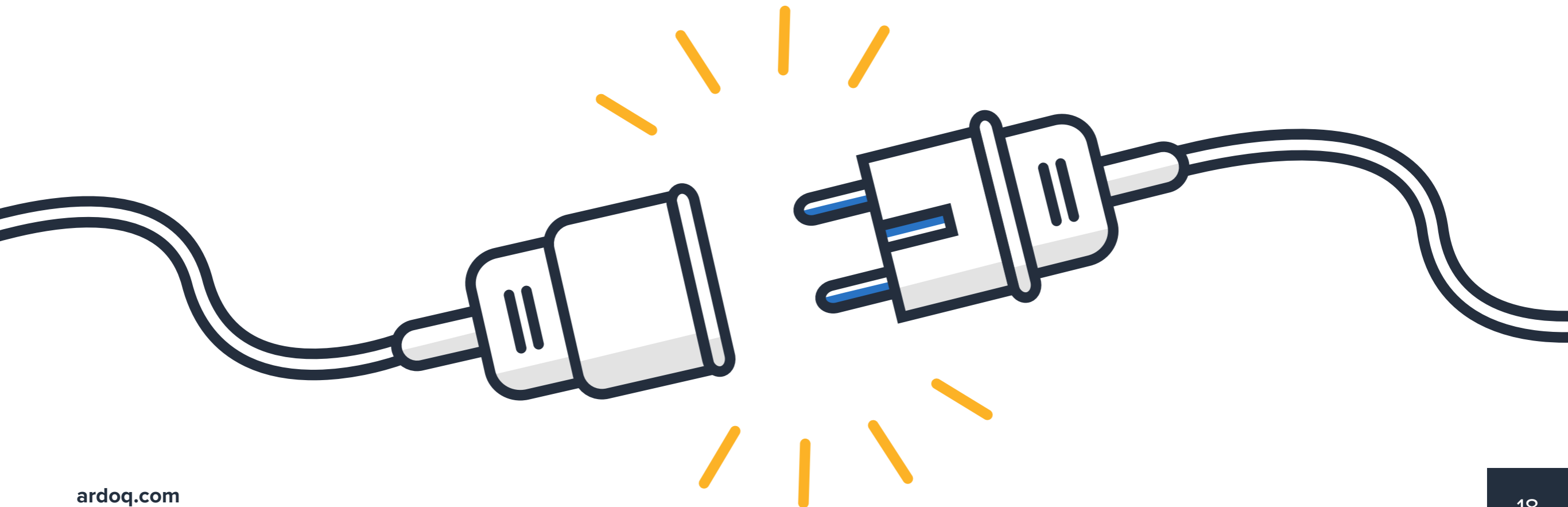
Now you've aligned with and set the expectations for your sponsors; the work really starts - But this is also where your work can become the most rewarding.

It's time to get your application data into Ardoq.

It's more than likely your application data is not all in one place. Some of it may live in

spreadsheets or lists, some of it in a CMDB (Configuration Management Database). And much of it probably lives in fragmented project documentation and even in the heads of SMEs (Subject Matter Experts), both in IT and the business.

You'll need to plug into all these sources, and Ardoq has a solution for each one.



Import Your Application Data From Excel

Ardoq's Excel Import will take data from your existing application spreadsheets and load it into your Application workspace. You can choose to bring all your data in or just a subset. Be aware that some of the columns in your spreadsheet may not actually be properties of the applications themselves but references to other component types

like Departments, People, or Vendors (Organizations). This means your application data may end up in more than one workspace.

[Click here for guidance on how to use Ardoq's Excel Import.](#)

The screenshot shows the 'Excel import' interface in Ardoq. On the left is a sidebar with a list of component types: Applications, Business Capability, Department, Technical Capabilities, People, External Organizations, App -> App, People -> App, Dep -> App, Bus Cap -> App, Tech Cap -> App, and Ext Org -> App. The 'Applications' option is selected. The main area is titled 'Applications' and contains three steps: 1. Select what the worksheet's rows represent (with 'Components' selected), 2. Select Ardoq workspace (with 'Applications' selected), and 3. Configure columns. A table is shown with columns: Component (name), Ignore, Type, Description, Lifecycle Phase, Total Direct Cost, and Live.StartDate. The table contains 6 rows of application data.

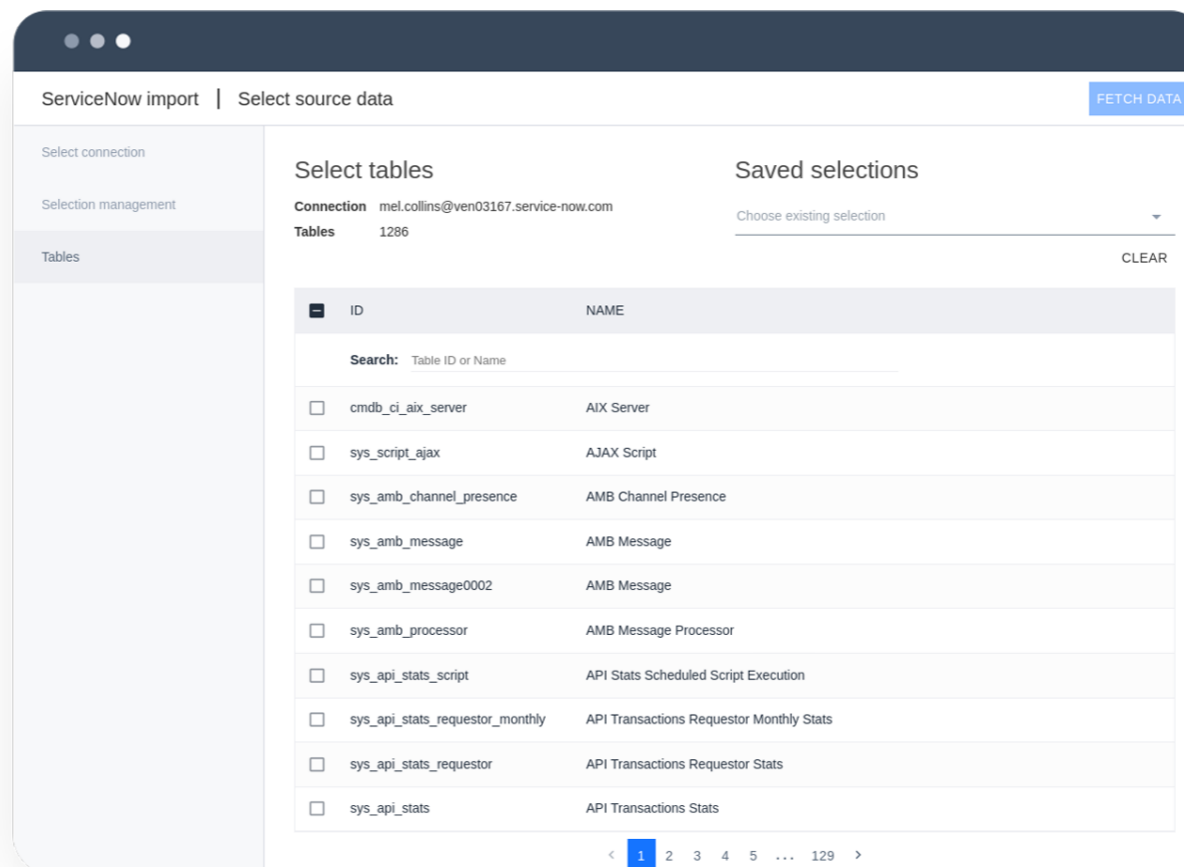
#	Level 1	Workspace	Type	Description	Lifecycle Phase	Total Direct Cost	Live.StartDate
2	Oracle Enterprise Data Warehouse	Applications	Application	Legacy Data Warehouse implemented under the InSit...	Live	500000	2005-01-01T00:00:00.000
3	Google Adwords	Applications	Application	Google Ads (previously Google AdWords) is an online...	Live	25000	2001-07-01T00:00:00.000
4	Ardoq	Applications	Application	Ardoq develops solutions to document and analyse c...	Live	35000	2019-06-29T23:00:00.000
5	HubSpot	Applications	Application	HubSpot is a developer and marketer of software pro...	Implementing	25000	2019-08-01T13:36:00.000
6	SAP ERP	Applications	Application	Business Processes included in SAP ERP are Operati...	Phasing Out	750000	2001-07-01T00:00:00.000

Showing 5 of 10 rows

Import Your Application Data From ServiceNow

If your application data is stored in ServiceNow, you can plug directly into its database using our ServiceNow Integration. It enables you to bring your application data across and to re-sync whenever you need to.

[Click here for detailed guidance on how to use Ardoq's ServiceNow Integration.](#)



Importing Application Data From a Rest API

If you need to regularly import data from another application or CMDB, one of the best ways is to use our REST API. But if it's just a one-off load, building against the API could be overkill. Consider loading via Excel or csv files instead.

[Click here for Ardoq's REST API tutorial.](#)



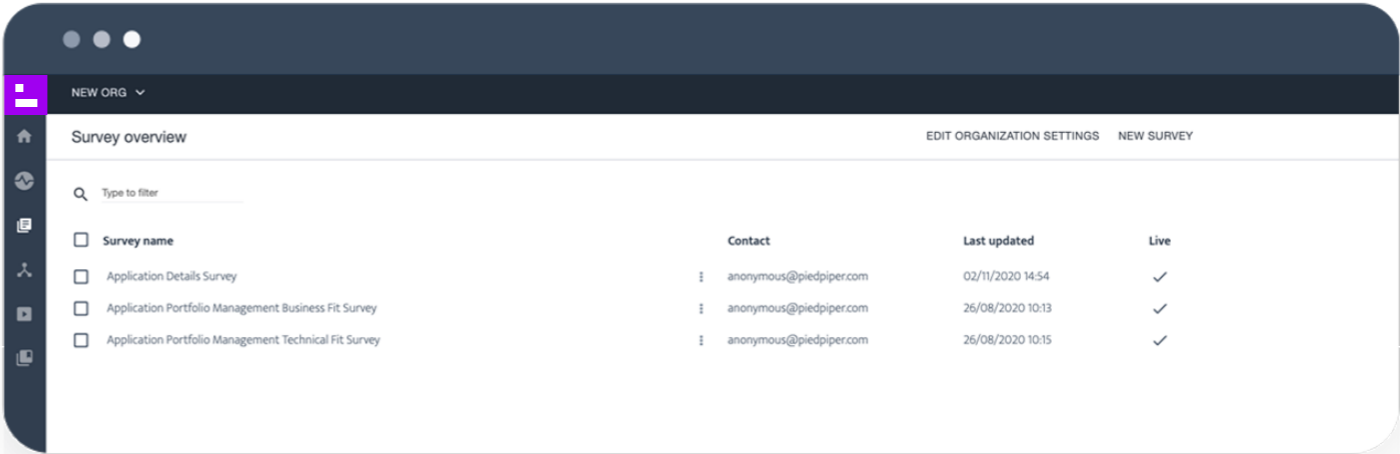
Crowdsource Application Data Using Surveys

However useful your existing application lists are, it's likely they don't contain 100% of your organization's applications or all the properties you want to capture. This is particularly true when those applications are owned and maintained by business teams outside the IT Department, so-called 'Shadow IT.'

When you need to extend your reach to gather application data directly from

frontline IT and business experts, Ardoq's Surveys are the way to go. Surveys can be sent out via email, and the full setup and journey can be tuned to the needs and language of a non-technical audience. Surveys are a great way to reach into those far corners of your organization that your existing processes don't touch.

[Click here for detailed guidance on how to use Ardoq Surveys.](#)



Collaborate With Other Teams on Data Collection

Once you start loading your Application and related data into Ardoq, it's important to understand that you're overlapping with other teams. Rather than get into fights over territory, use it as a **great opportunity to build some strong collaborative relationships if you haven't already.**

For example, when loading your list of IT vendors who supply those applications, collaborate with your Procurement or Supplier Management team. Not only will

they have rich vendor data, but they'll also have a perspective on those vendors that will provide invaluable insight when you start to analyze your application estate.

Remember, collaboration is a two-way journey. It's about always taking it back to what's in it for them and how they can get better insights from your initiatives.

New Enterprise Architecture puts APM as a project beyond gaining overview and control, but one to build objective-smashing relationships too.



Things to Consider When Collecting and Managing Your Data

Here's a guide to help you through the process of classifying your software.

How can I keep on top of data that's changing day-by-day?

The whole picture of your organization is constantly in flux, so even in this busy period of getting all your data in one place (or especially in this phase), it's important you see that you're on top of it all. Use Ardoq's automatically generated metamodel, which includes completeness scores on fields and references.

What if it's not 100% clear if it's an "application"?

You're not alone in this issue! With few universally-accepted definitions out there, it's normal for this question to arise at some stage.

Generally, though, we advise on going with the rule of thumb that "if everyone agrees

it's an app, then it's an app." (After all, this is about building a picture that makes most sense and value for your specific organization and stakeholders).

If my data is still volatile at this stage, should I still share it with senior stakeholders?

Earlier, we looked at getting your APM initiative included on the CIO dashboard early on, BUT nothing will undermine their confidence in the process like being told one day there are 307 apps, the next day 212, and the day afterward 421.

If they want evidence of progress at this stage, use process measures like the number of data loads or survey responses. Once the data load is complete, then you can start reporting application numbers.



Bring Together All
Your Application Data

SUMMARY

What

Who

How

Load data from office tools

IT and Business
Subject Matter Experts

Ardoq Excel Loader

Load data from
CMDBs and third-
party applications

APM Team

Ardoq Service Now
Integration

CMDB Team

Ardoq REST API

Crowdsource data
from IT and Business
Subject Matter
Experts

Procurement Team

Ardoq APM
Application Survey

Track data quality and
completeness

Ardoq APM
Data Quality
Dashboard

04

Add in Your Reference Models

Now It's Time to Take Your Application Analysis to the Next Level

Adding capability models will add a business lens to your technology portfolio - Bridging the two together as well as helping you communicate just how IT impacts business operations.

There's a lot of insight you can get from looking at your application portfolio alone but being able to add Business and Technical Capability models to the picture can give you:

- **A bridging language between business and IT**
- **The rationale behind owning each application**
- **Performance benchmarks for IT complexity, showing where you have multiple applications performing the same job**
- **Opportunities for investment and innovation**

Importantly (and this is where Ardoq's power comes into play), it's about using the data you have already have to answer future questions. Questions your stakeholders might not even be aware of yet.

When your attention inevitably moves from APM, you can rest assured that the investment you have put into setting this groundwork will be repaid several times over.

Working With Industry-Standard Reference Models

You may already have in-house reference models or use an existing standard such as BIAN (Banking), eTOM (telecoms), or APQC. These can all be loaded into Ardoq by the same methods as your application data.

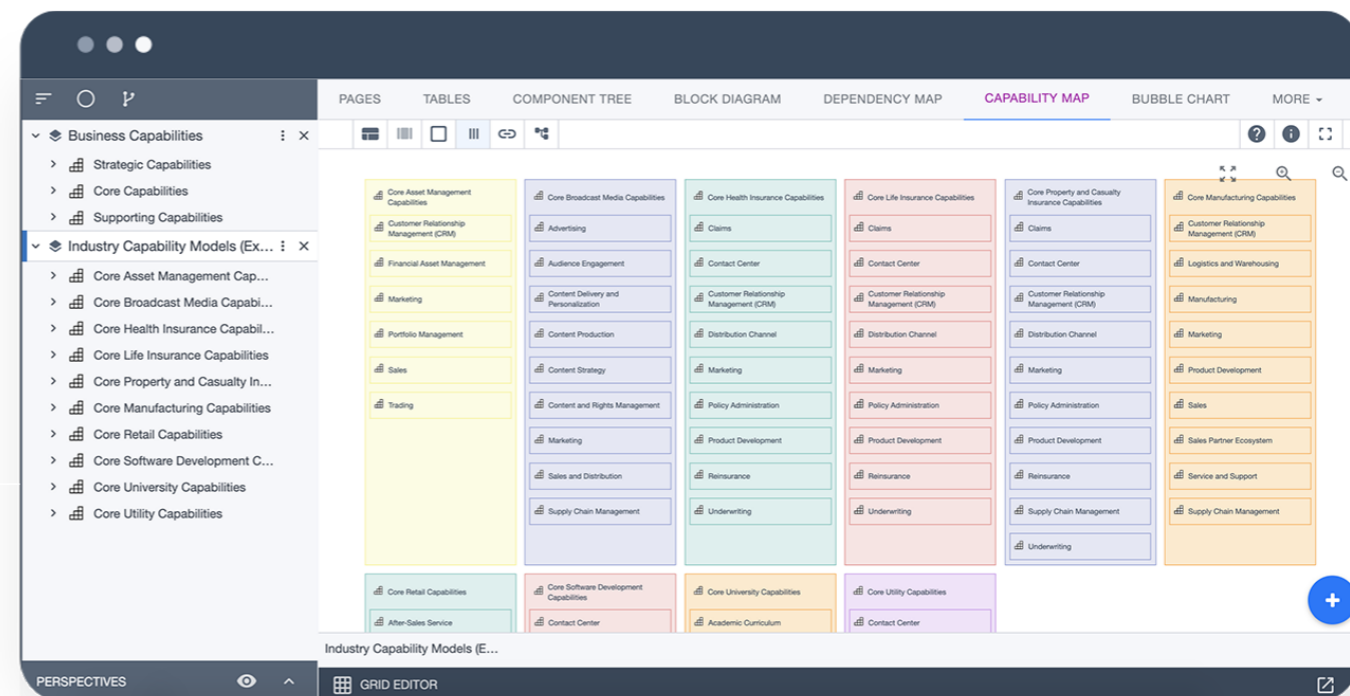
own, we recommend you take a look through the ones provided to see where you can align and gain progress quicker and easier than before.

For more details about capability models, see the knowledge base article [here](#).

Ardoq's Capability Models

Ardoq provides many reference models across key industries that can help strengthen your own. They're a quick-to-value starting point that can also be easily adapted to your organization's business and technology models.

Even if you're already using one of your





Add in Your
Reference Models

SUMMARY

What

Load Reference
Models or adapt
Ardoq’s to your needs

Who

Business Architects,
Business Analysts,
Application
Architects, Technology
Architects

APM Team

How

Business and
Technology Capability
Models

05

Engage and Validate With Your Stakeholders

Engagement Is the Key to Any EA Initiative

As you mature your EA practice, you will need to democratize the workload.

In short, you want as many eyes on your data as possible. So that you can:

- Check the quality of your data
- Increase ownership and accountability
- Build confidence within your stakeholders

People who feel their domain knowledge has been factored in will have a stake in the process.

Remember!

Collaboration is a two-way process and win-win.

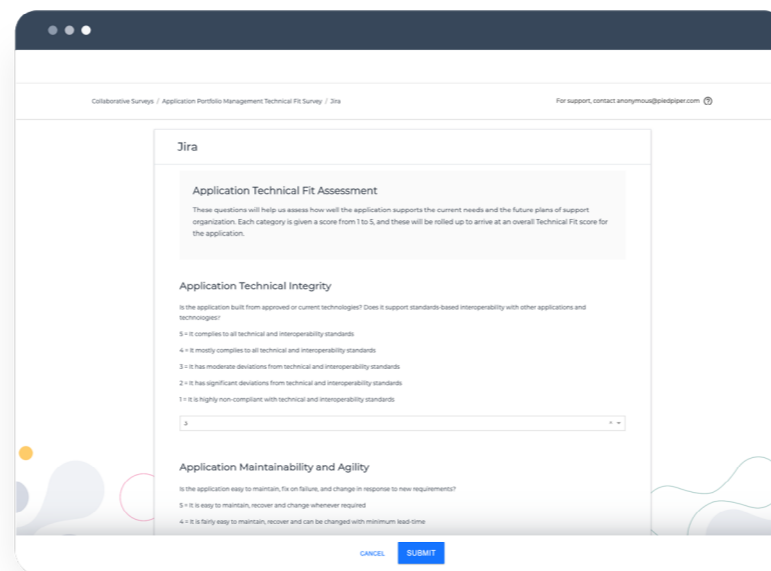
Meet Them Where They Work

The best starting point for driving engagement is to meet your colleagues where they already work.

Here's how:

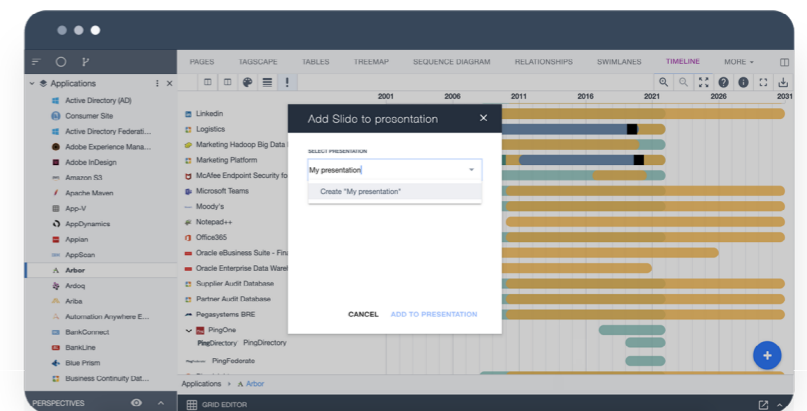
Surveys

Collect, maintain, and quality check critical data with embedded and permission guided Surveys within Ardoq.



Presentations

Data-driven visualizations, explorable & easy to embed in other tools such as Microsoft SharePoint or Atlassian Confluence.



For guidance on how to embed presentations in SharePoint see [here](#), and for Confluence see [here](#).



Engage and Validate With
Your Stakeholders

SUMMARY

What

Share Ardoq
Presentations with IT
and Business Matter
Experts

Who

IT and Business
Matter Experts

APM Team

How

Ardoq Presentations

06

Capture and Enrich the Data That Answers Critical Business Problems

The baseline data you are capturing probably isn't enough to relate back to the specific business outcomes you set out to answer in the first place. Now you need to enrich your data, through meta-data and attributes, to make it actually useful to what matters to your stakeholders.

Capture Business and Technical Fit

APM in Ardoq also rates each application for Business Fit and Technical Fit as a means of determining IT investment strategy, both for the whole portfolio and for each app. But these properties are unlikely to be found in your CMDB or design documentation.

Business Fit

How well the application meets current business operational needs

EG. “Does it do everything it needs to? Is it easy to use? Is it reliable?”

Plus, its ability to support business aspirations and strategy.

Technical Fit

How well the application meets current IT needs

EG. “Is it easy to maintain? Is it easy to fix when it breaks?”

Plus technical strategy, such as cloud compatibility.

For this reason, we need to consider them a separate data collection exercise in addition to the capture of basic application data.

There are a couple of ways you can do this.

First, you can gather your business and IT Subject Matter Experts together in a room and ask them to collaboratively rate each application in the portfolio. Or you can use our predefined Business Fit and Technical Fit surveys to poll Business and IT experts.

Either way, you need to track the completion of this data in the same way by using our data quality dashboard.

Working With IT Cost Data

Another category of data that's both important and often contentious is application cost. Some organizations have rich pre-existing application cost data; others have none. But **being able to put a financial amount on your applications is vital**. You're going to need to justify the cost-benefit case for change.

Dealing with financials can be intimidating, particularly if your data isn't that strong. The best advice we can give here is to remember that architects are strategists, not accountants. Your task isn't to completely reconcile your IT financials; it's to triage the biggest financial issues and opportunities as a basis for further analysis. Broad estimates at this stage can be acceptable if they are identified as such, and as long as the overall total bears some relationship to the official bill of IT.

While there's no way to short-cut the collection of Business and Technical Fit and financial data, **with Ardoq you can see the results build in real-time as data is captured, while the data quality reporting will tell you what level of confidence you can have in the results.**





Capture and Enrich the
Data That Answers Critical
Business Problems

SUMMARY

What

Capture key analysis
properties,
including Business
and Technincal Fit
and Cost

Who

IT and Business
Matter Experts

APM Team

Finance or IT
Business Management

How

Ardoq Surveys

Ardoq Calculated
Fields

07

Analyze Application Hotspots and Opportunities

Continuously Deliver Value as You Go

Now you can enable quick insight into investment and where you can reduce cost. But this is just the first level and the first of many cycles where you reap the rewards as you go.

Remember, your goal here is to go back and show value on the critical business questions. It's not about focusing on getting the “perfect” data to start analyzing (which is a continuous mission in itself). With Ardoq you can have the confidence to start adding other levers such as risk, app health, or other factors very quickly that help you drill down to where you can make the real change.

The work is never really done, but the rewards can exponentially grow.

Here are some examples of how you can start analyzing and making the best quick-to-value decisions around your applications:

1. P. 33: Working With the Time Quadrant
2. P. 34: Analyze TIME by Business and Technical Capability
3. P. 35: Analyze TIME by Other Dimensions
4. P. 36: Use Calculated Fields to Understand Dependencies and Make Informed Decisions

So now you can see what the value of each app is.

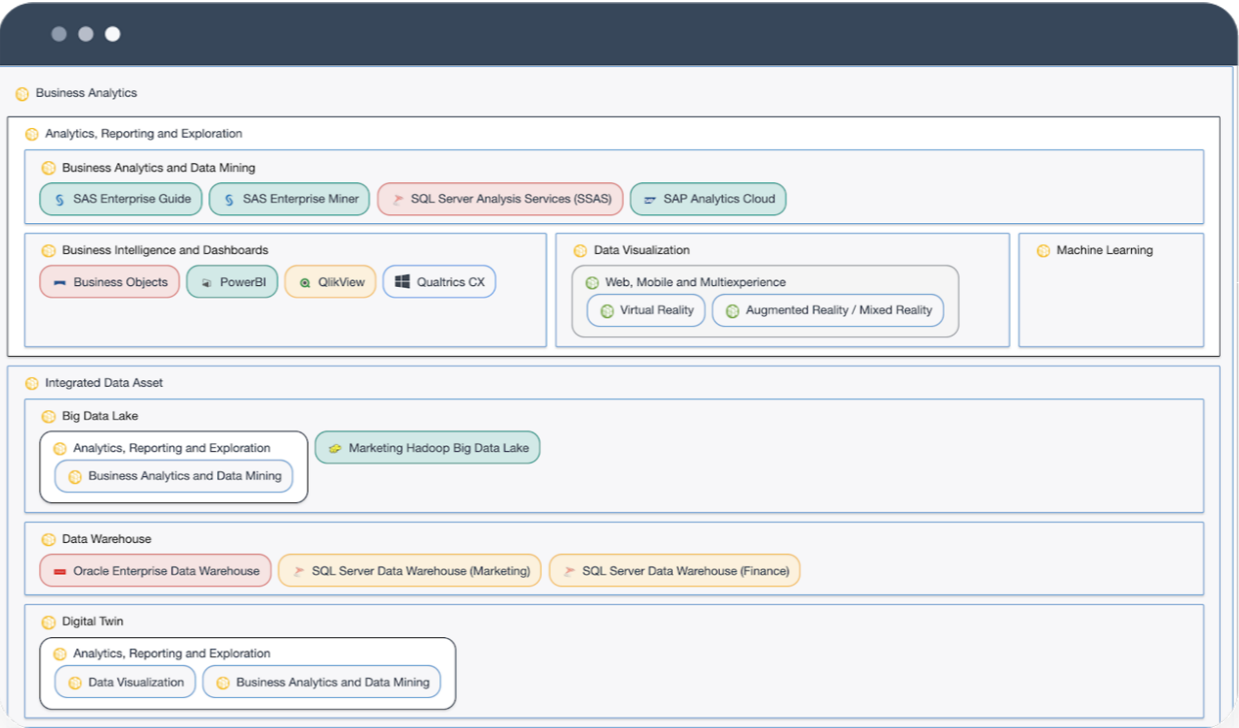


Analyze TIME by Business and Technical Capability

But the Bubble Chart doesn't show your applications in their business context. Looking at our applications against our business capabilities shows us the business impacts of those applications assessments. For example, if the five applications that support Sales are all Eliminate, you have a serious issue that needs to be addressed.

And it's not only how good the applications that support each capability are; it's also how many. The same view quickly shows you where you have too many applications supporting a capability. Conversely, if you have capabilities with no applications mapped to them, it can be a strong indicator of IT under-investment.

This is prime time for you to be highlighting opportunities, especially if it's a critical capability.



Analyze TIME by Other Dimensions

The TIME rating gets more powerful when we start to cut our application portfolio by other dimensions. For example, if we use Ardoq's [filters](#) to filter our applications down to those provided by a particular vendor. In that case, we can see the TIME ratings for all the applications they provide. And that's a great time to bring our new-found buddies from the Procurement Team back into the room.

For example, if most applications for that vendor are rated as 'Eliminate', and our colleagues in Procurement are saying that the vendor relationship is low-value, we might re-classify an 'Invest' application as 'Eliminate.' However good it may be, the opportunity to exit a bad relationship is too good to pass on.

Remember!

This is all about building engagement and going beyond showing an application portfolio from your perspective. To get buy-in, you should re-use that data tailored to their concerns to build a collaborative relationship that benefits both parties.

Use Calculated Fields to Understand Dependencies and Make Informed Decisions

By now, you have a pretty clear view of where the issues are and where to target your efforts. But experienced technologists know that getting rid of an application isn't as simple as just uninstalling it from the server.

There are other connected applications, dependent processes, and departments. Unpicking all those dependencies could be costly, and that risks undermining your benefits case.

Ardoq's powerful graph database technology enables you to understand these dependencies and manage that risk.

We can start by creating an aggregated view of impacts. For example, we can use Ardoq's [Calculated Fields](#) to create a count of all integrations for each application. Combined with the TIME rating and financial

data, it immediately enables you to identify your high-cost, low-value, and lowest-impact applications. These are your 'low-hanging fruit' and should be top of your priority list.

As your EA practice matures, use this function as an inspiration and apply it to other complicated analysis that could be done algorithmically instead of manually. Other typical uses for this kind of analysis include risk calculations, criticality calculations, and cost calculations.



Analyze Application
Hotspots and Opportunities

SUMMARY

What

Identify high- and low-value applications

Understand how those applications support the business

Prioritize opportunities and identify ‘low-hanging-fruits’

Who

Business and IT Executives

APM Team

How

Ardoq Dashboards

Ardoq Visualiazations: Bubble Chart, Dependency Map

Ardoq Presentations

08

Communicate the Scope of Impact

Now you have your shortlist of applications to tackle; you still need to understand the individual impacts of changing or removing each one.

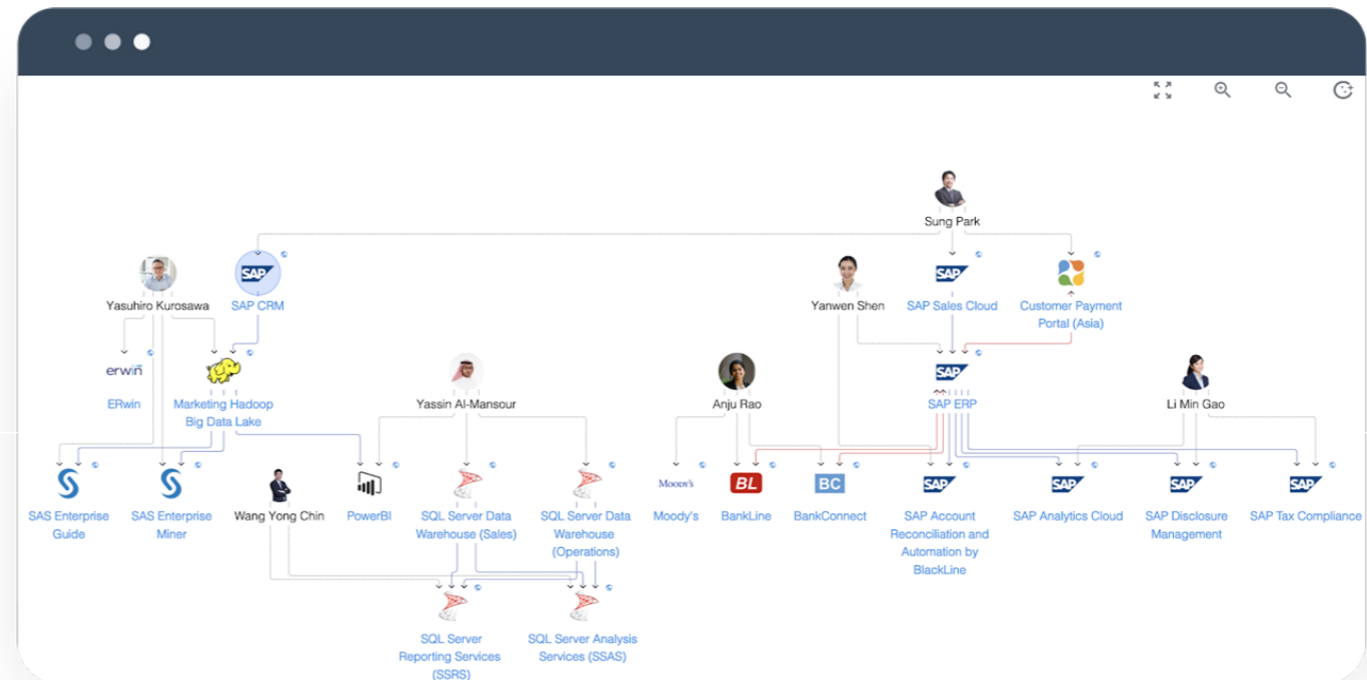
For each application, there are some questions you must answer:

What are the impacts on the Business?

On Technology?

On other Applications?

Is a replacement application required?



Ultimately you can only answer these questions by looking at each focus application in turn and working with Business and IT Experts to validate our understanding of those impacts.

Use Visualizations to Identify the Scope of Impact

Ardoq's context-driven visualizations are simple but powerful in understanding the scope of impact. For example, a Relationship Map will show you everything your application is connected to - and, therefore, what may be impacted if you change or remove it.

To help you tell the most insightful story possible, as quickly as possible, Ardoq comes with more than 20 out-of-the-box explorable visualizations that are easy to

distribute and tailored to display your data from the different perspectives of your stakeholders.

Equally useful, you can use the same map to understand all the IT and business experts who need to contribute to that decision. Ardoq's ability to create communities of interest around any focus point in your architecture can hugely accelerate the process of validating and executing your APM plans.



**Ardoq comes with
more than 20 out-of-the-box
explorable visualizations.**

How New EA Is Helping Progressive Business’s Plan for the Future

Now that you understand more about the scope and where you are today, it’s time to utilize a data-driven approach to road-mapping so your organization can prepare for multiple potential scenarios..



Communicate the Scope of Impact

SUMMARY

What

Identify individual application impacts

Who

APM Team

IT and Business SMEs

How

Ardoq Visualizations:
Relationship Map

Ardoq Presentations

09

Plan and Track Execution With Confidence

Build Roadmaps with the Timeline View

You've communicated the scope of impact and dependencies to your stakeholders; now it's time for the burning question they've been itching to ask: "When can we execute?"

Which also translates into, "When will we see the benefits?"

Here, we'll take you through how you can answer those questions confidently and with agility.

One of Ardoq's graph database's huge advantages in planning processes is that it's easy to see time-based dependencies.

We can see:

How

the planned lifecycle of one element affects the things it's connected to (Eg. Looking at the decommissioning date of an application).

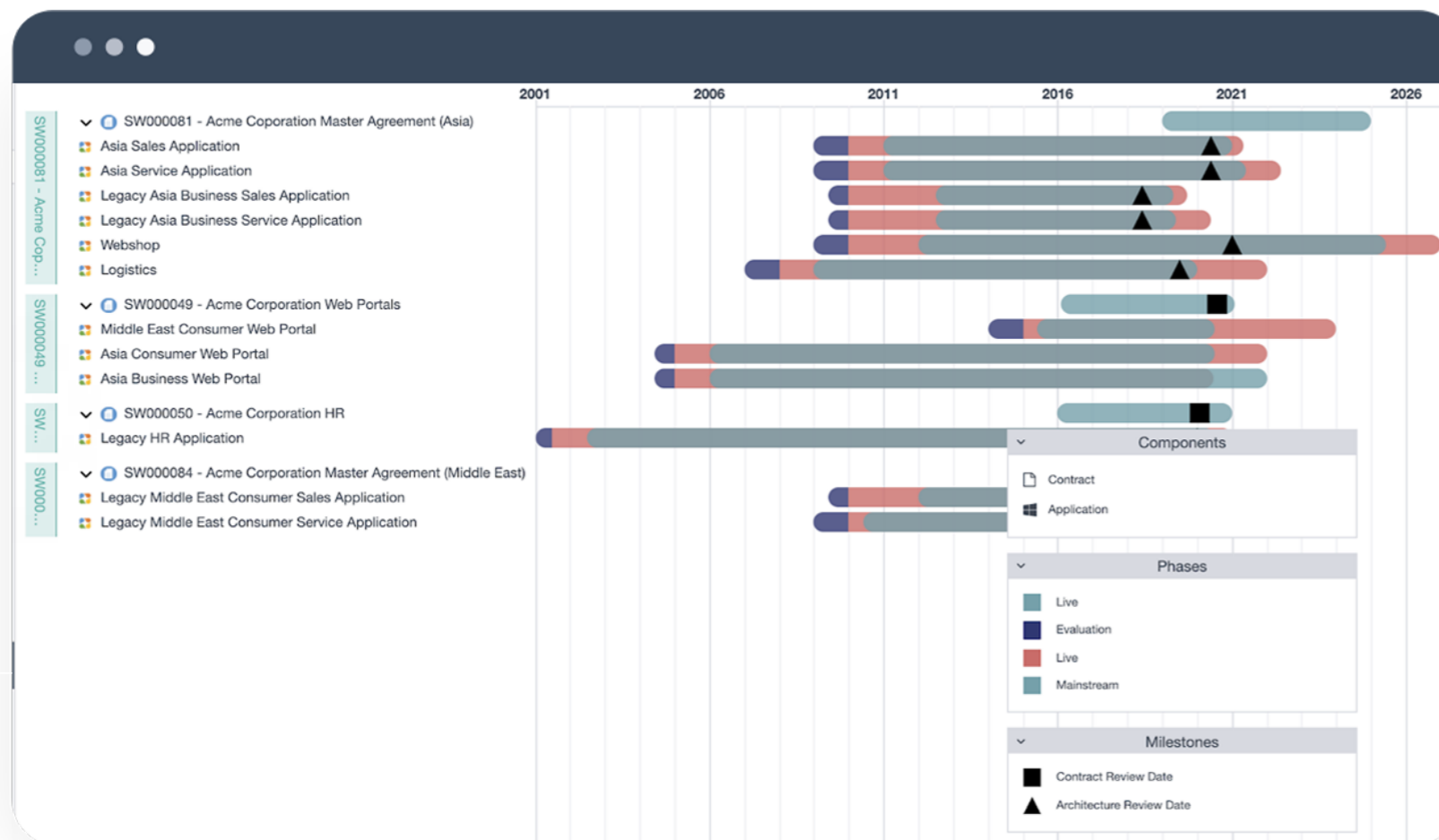
What

constraints may prevent you from executing your plan. (Eg. Retaining data for compliance purposes or aligning application lifecycles with a contract renewal)

To make these interdependencies obvious, we can group applications in the Timeline View by a common category – for example, all the applications used by Department X or supplied by Vendor Y. This gives you many options in how you choose to scope your application roadmaps.

Tip

Keep working closely with your colleagues in PMO (Programme Management Office) to shape up and scope each project that will execute your APM strategy.



Scenarios in Ardoq

Quickly create, compare, and simulate the impact of change based on data and collaboration.

When working with future states, you need to ensure that:

- **You are basing your designs on an up-to-date as-is**
- **Your team has insight into those designs**
- **Your impact or cost/benefit analysis is informed by as much data as reasonably possible**
- **You can quickly adapt them as the needs and environment around you changes**

Ardoq's approach to Scenario modeling follows these fundamental requirements to give you the tooling necessary to quickly branch, collaborate, design, analyze, simulate, and merge your designs in a fully collaborative, data-driven workflow.

This visual branching approach to your architecture means you can design multiple scenarios at scale.

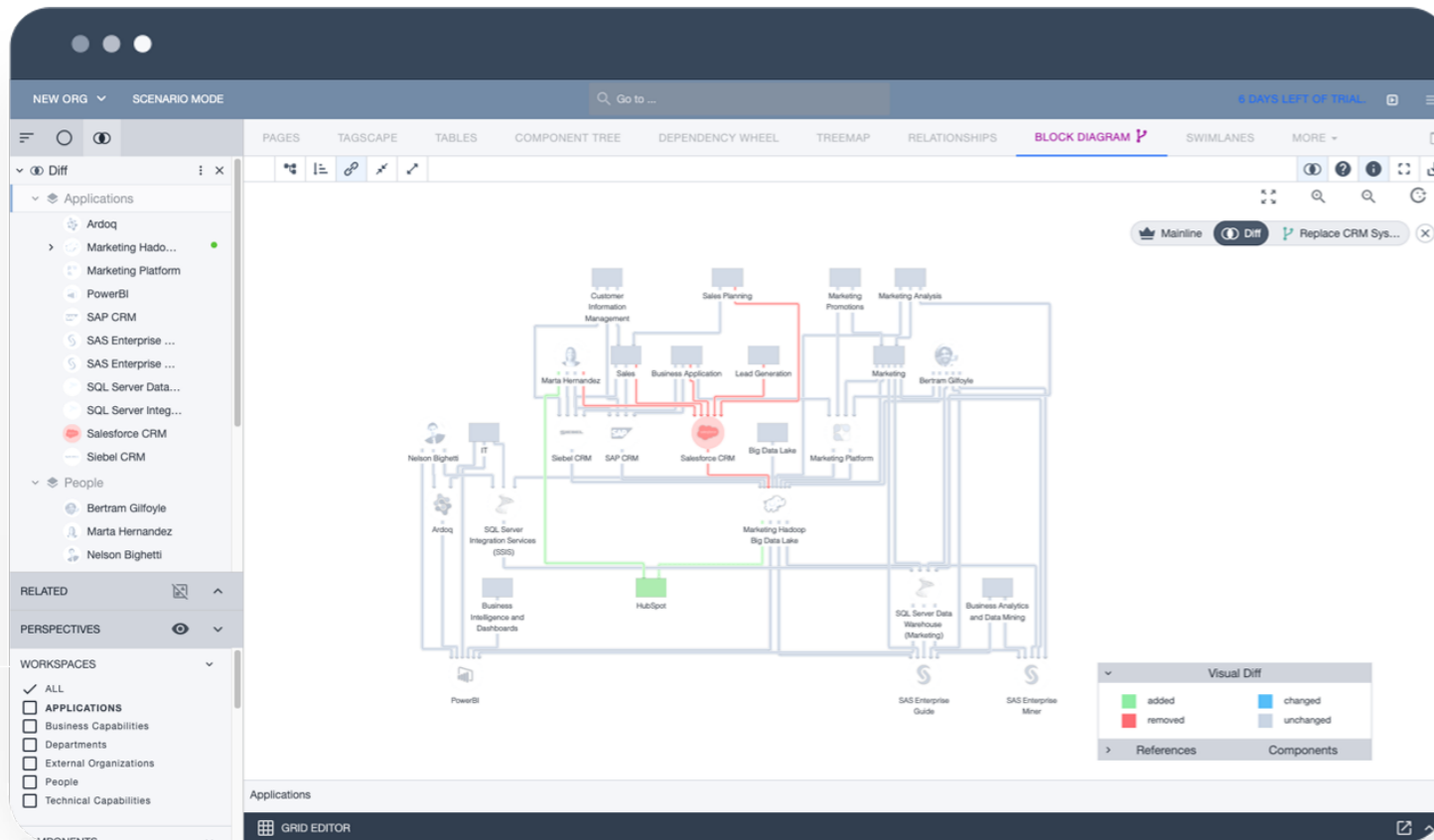
They are kept in sync with your whole ecosystem and give you automated impact analysis using Ardoq's graph technology. Critically, it's about having an analysis that's visual and easily shareable in presentations to increase buy-in and collaboration.

When your data-set or designs grow past these foundational visual analyses, you can simulate the impact of change across key metrics such as cost, risk, complexity, or

9 Steps to Application Portfolio Management

revenue, using graph queries and traversals.

These reports can then be shared in the form of dashboards to anyone on your team, allowing you to turn analysis into informed, actionable decisions.



Find out how mature EA teams are using Scenarios with [this how-to infographic](#).

For more details, check out [the full Scenarios Whitepaper here.](#)

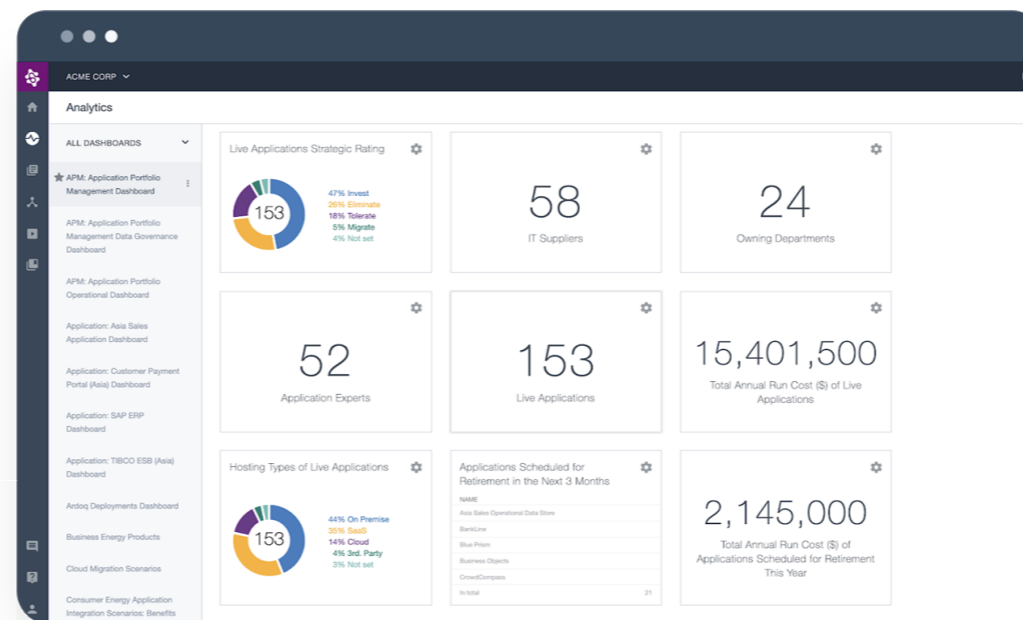
Track Execution With the APM Dashboard

Plans are great, but the execution is what really matters. If timescales slip, benefit windows may be missed, or bridging plans may be required.

Ardoq's APM Dashboard uses a set of simple-but-powerful measures to track your progress – the actual vs. planned numbers of applications retired, their cost, but also a

look-ahead: What's coming up, and where might the problems be?

You can also utilize other metrics such as the hosting environment to see whether your APM initiative is making other parts of the organization a better place, for example, by advancing the cloud hosting strategy.



Finally, it's essential that we're not clearing out our IT legacy with one hand while simply loading new problems with the other. The application portfolio is ever-evolving, and the ability to see which new applications are being added, their value, and how they move the needle on your key business outcomes.



Plan and Track
Execution With
Confidence

SUMMARY

What

Who

How

Identify Execution
and Benefit
Timescales

APM Team

PMO

Ardoq Visualizations:
Timeline

Coordinate with
Project Planning

IT Reporting

Ardoq Presentations

Track Execution
Progress and
manages deviation
from the plan

APM Dashboards

A Look to the Future

You're probably already starting to see how much APM can go beyond the primary goals of rationalization and saving money.

By maturing your APM initiative in the ways outlined in this paper, you can begin to align IT strategy with critical business goals and even start to move beyond reactive to proactive enablement.

Did you know: Ardoq has pre-loaded best practices on aligning with strategy and execution. This is often a natural next step in driving continuous and confident business value.

Learn the methods for providing the missing link between strategy and execution [here](#).

See how Ardoq can help you use EA to transform your organization.

Contact us for a free demo.

[Book a demo](#)