Application Portfolio Management

Post-integration applications and systems alignment for leading beverage company

Our client, a leading beverage company, saw an opportunity for alignment of their post-merger applications and systems portfolio. LABUR Advisory Services created an application portfolio management plan, including spotlighting 'retire and replace' opportunities, aligning applications and systems and driving sustainability across the organization.

CLIENT PROFILE

Leading beverage company

BUSINESS CHALLENGE

Two years after the acquisition of another leading beverage company, the client wanted a clearer understanding of the applications and systems they had bought, the cost of the application portfolio to the business and to rationalize operating efficiencies post-acquisition. Additionally, a clear and unified IT roadmap was needed to help align staff and resources of seven distinct internal IT functions.

PROJECT OBJECTIVE

To overcome the business challenges, as detailed above, LABUR:

- Took inventory of the applications, systems and IT resources before developing an application portfolio management (APM) project plan
    - LABUR's Advisory Services then identified which applications and systems were critical to business operations by defining cost, identifying value and assessing risk

- Rationalized the application landscape from 900 to 600, including 350 identified as business critical

- Streamlined the application and systems portfolio to make way for true post-M&A digital transformation, speeding up operating efficiencies and paving the way for future acquisitions

- Prioritized the alignment of seven different IT functions with differing agendas and application and system priorities, which meant realizing operational efficiencies with downstream business impacts and unifying an incredibly complex IT function

- Worked collaboratively with onshore and offshore vendors as well as 60+ internal executives and key stakeholders, including presenting one-on-one to the CIO on a reoccurring basis
  - Assisted with the onboarding of vendors and other outside resources, as needed
  - Mentored the IT team to shift the internal focus from order taker to IT business partner

DELIVERED RESULTS

By 2023, over 20 percent of the business-critical application structure will turn over, resulting in a savings of $6 million.

> "We're trying to create independence. We're not looking to stick around and solve the same problem over and over again."
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> **IT Cost Rationalization Specialist, LABUR Advisor**