

Application Lifecycle Management

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Agenda

- What is ALM?
- Importance of ALM
- Processes of ALM
- Making ALM a part of the organization

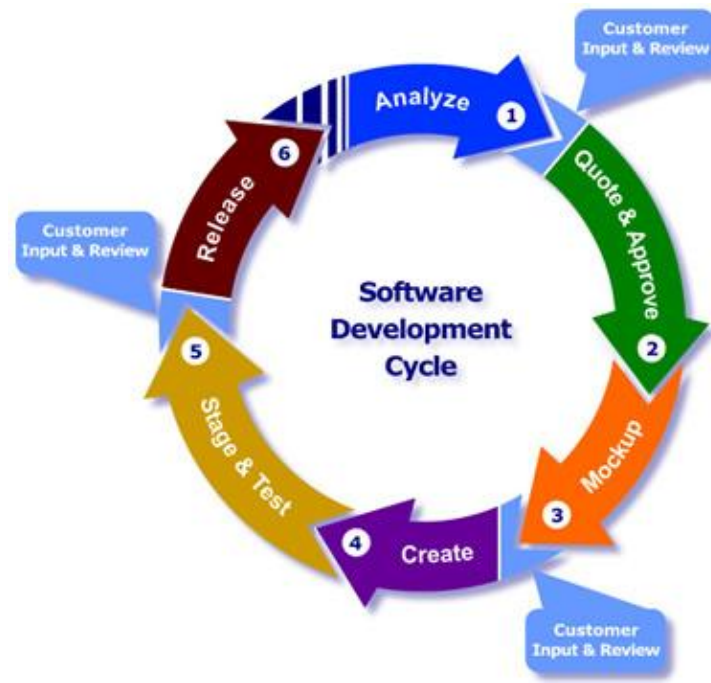
What is ALM?

Application Lifecycle Management covers the entire history of an application, utility, component or software solution, from the initial idea to its removal from an organization's systems



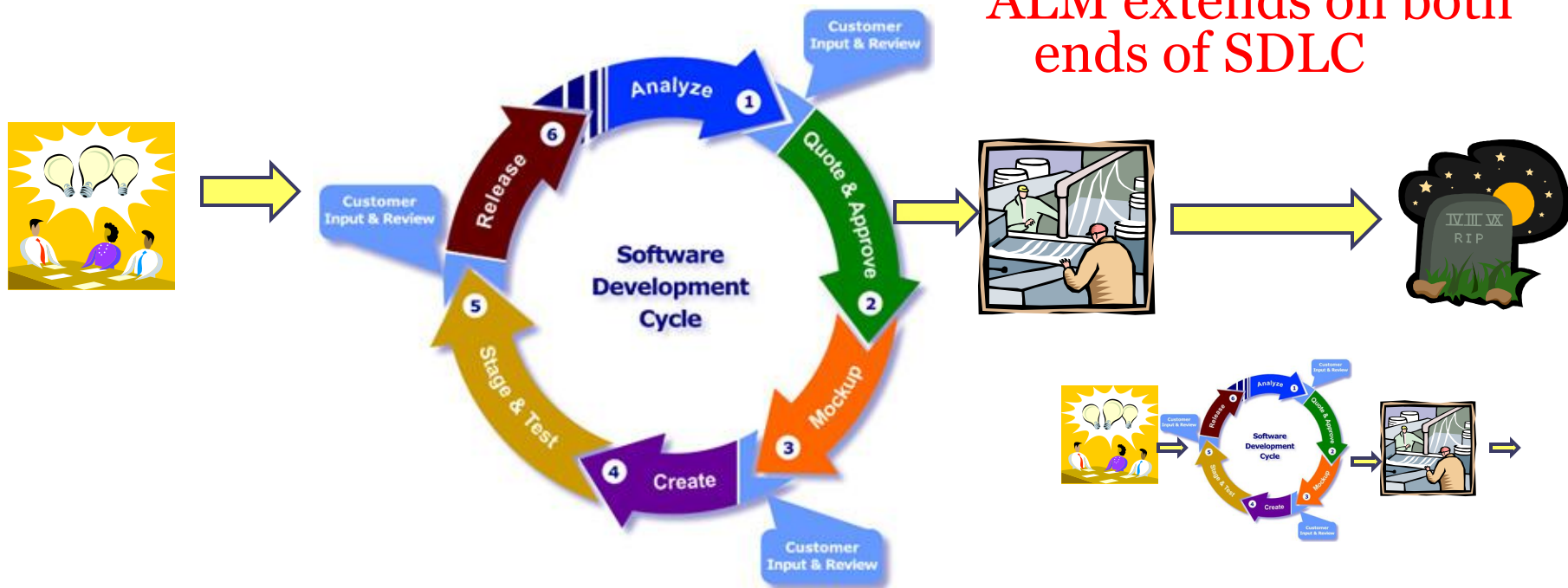
What is ALM?

The Software Development Life Cycle (SDLC) is part of ALM – but its not the whole thing



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IT Asset Management

Information Lifecycle Management

- Information life cycle management (ILM) is a comprehensive approach to managing the flow of an information system's data and associated metadata from creation and initial storage to the time when it becomes obsolete and is deleted (techtarget, 2010)

Hardware Asset Management

- Hardware asset management entails the management of the physical components of computers and computer networks, from acquisition through disposal (wikipedia, 2010)

Service Lifecycle Management

- The three processes within life-cycle management — service portfolio management, service consumption, and service creation — manage the planning, definition, development, and use of services (forrester, 2008)



IT Asset Management

Application Lifecycle Management

- An application's lifecycle includes the entire time during which an organization is spending money on this asset, from the initial idea to the end of the application's life (Chappell, David, 2008)
- The conscious planning and management of implemented applications and software components which enable efficient and effective business processes throughout the enterprise (Ballas, 2010)



Importance of ALM

Management of business assets requires knowing what assets you have, their usage patterns and owners, and whether they are satisfying business needs

Cost reduction frees up capital and funding for improvements and innovations

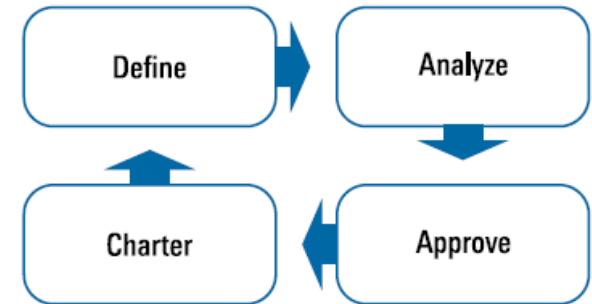
ALM and Portfolio Management

ALM is an integral part of IT portfolio management

Portfolio management

- tied to the company's strategic goals
- allows both IT and business managers to better communicate and meet the company's overall corporate strategy
- centralizes management of asset information, processes and planning

Lifecycle Management



The ITIL approach starts with a service portfolio

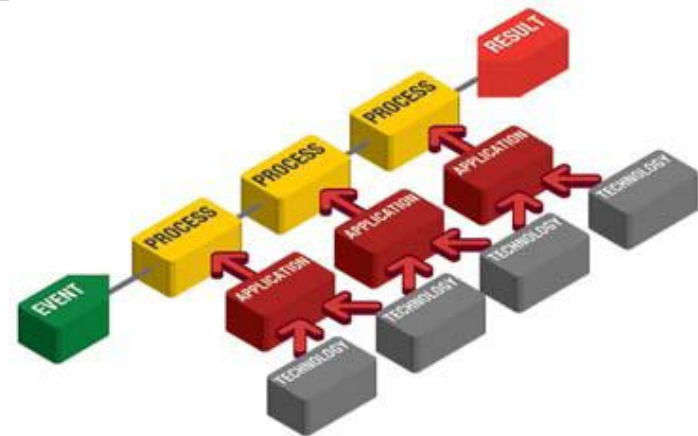
Service portfolio management consists of four major steps:

- **Define:** Collect information and inventories of existing services. Establish the requirements for the requested service, and establish the business case for implementing the service.
- **Analyze:** Review the long-term business goals, and determine what services are required to meet those goals. Then analyze the requested service for financial viability, operational capability and technical feasibility to determine how the organization is going to get there.
- **Approve:** make a decision to retain replace, renew or retire the services.
- **Charter:** Communicate action items to the organization to implement approved service, and allocate budget and resources.

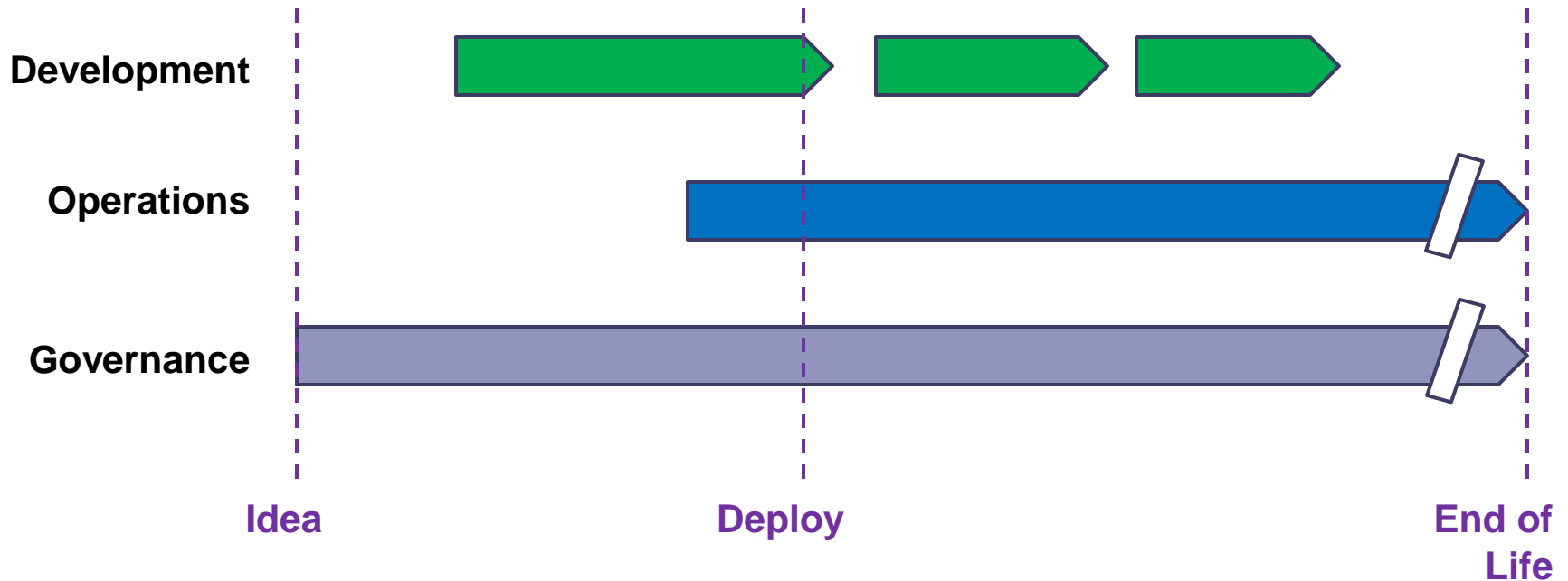
Lifecycle Management

Business processes undergo constant re-evaluation – but not so with deployed applications

Applications remain constant while business processes change around them



Implementing ALM for Applications



Governance covers the entire lifecycle

Governance - First Steps

Business Drivers

- Align IT goals with business goals

Industry Compliance

- Understand regulations and standards

Business Process Analysis

- Determine where policy is needed

Documentation

- Create policy

Business Drivers

1. Align IT goals with business goals

Business goals drive how business processes are enabled to traverse the value chain

If the business has a 'stay the course' strategic philosophy, the IT goals should focus on stability and scalability

If the business has a focus on innovative thinking and exploration of emerging markets, IT goals should focus on agility and efficiency

Industry Compliance

2. Understand regulations and standards

Learn the impact of regulations on your market

- Sarbanes-Oxley

- FERPA (Family Education Rights and Privacy Act)

- HIPAA (Health Insurance Portability and Accountability Act)

Understand industry standards as they are applicable to your organization

- ITIL (Information Technology Infrastructure Library)

- WS-* (Web service standards)

- HITSP (Healthcare Information Technology Standards)

Business Process Analysis

3. Determine where policy is needed

Review existing policy

Identify gaps

Identify out-of-date policy

Documentation

4. Create policy

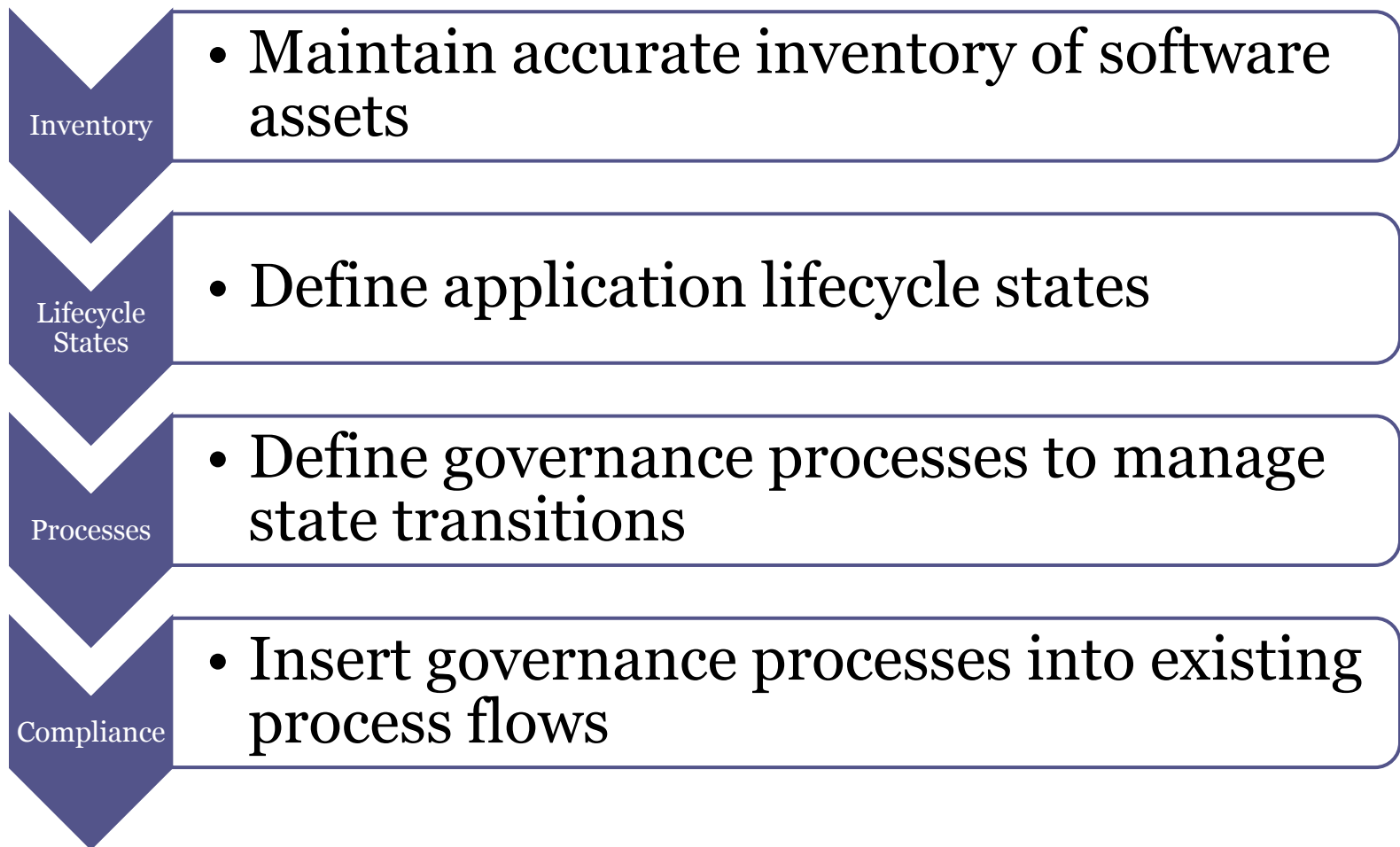
Policy informs the business **WHAT** needs to be done

In some cases, policy informs the business **HOW** to get it done

Policy implies top-down directives

Guidelines are not policies

Governance - Next Steps



Inventory

5. Maintain accurate inventory of software assets

Know what you have

Know when it changes

Determine:

- Who owns it
- Who knows it
- Who uses it
- Its physical structure (deployment location, database, codebase, integration points)
- Its functional value
- Its cost to operate

Application Fit

Business Goals	Weight	Score	Total
Functional Match			
Criticality			
Business Process Alignment			
Data Integrity			
Technical Goals	Weight	Score	Total
Maintainability			
Extensibility			
Performance			
Standards Conformance			
Availability			

Lifecycle States

6. Define application lifecycle states

apply a state to each asset, based on their fit scores and their place in the development cycle

Gartner	The Standard	Corporate Executive Board
	New (under investigation, in development, or slated for future use)	New (conceived, in planning phase, under construction or newly deployed)
Emerging (available for limited use in new implementations)	Emerging (in production or licenses have been purchased, but in limited use, such as a pilot)	
Mainstream (strongly recommended for new implementations)	Mainstream (in production and actively being used)	Promote (newly deployed or no replacement planned for near- or mid-term)
Containment (installed and still requiring support)	Containment (in production for a specific or limited purpose)	Contain (replacement project conceived or in planning phase)
Retirement (installed and scheduled for retirement)	Sunset (in production with scheduled retirement in progress)	Sundown (replacement project planned or in process; application will be retired)
	Prohibited (no longer used)	

Processes

7. Define governance processes to manage state transitions

Identify where states would change (transition points)

Identify the governance which occurs at each transition point

WHO has a say (stakeholders)

WHAT factors determine whether the transition occurs (decisioning)

Compliance

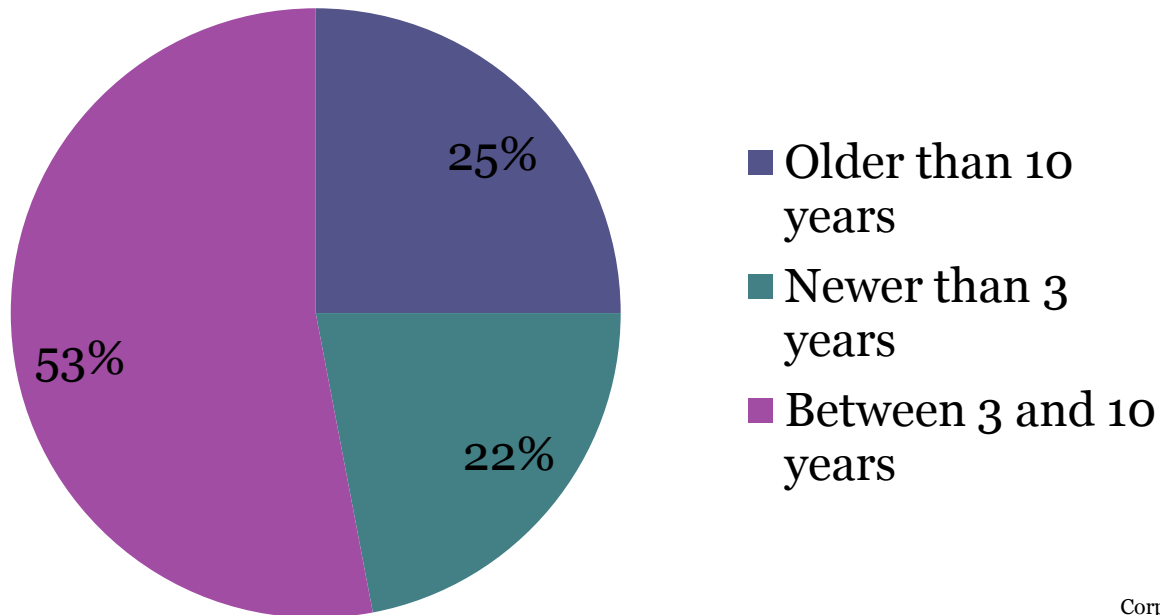
8. Insert governance processes into existing process flows

1. Identify business processes in place around each transition point
 2. Build a governance process to be integrated with the existing processes
- OR
3. Modify the existing processes to include governance activities

Retiring Applications

Its easy to grow – its hard to shrink

Applications by Age



Retiring Applications

Steps you can take to retire an application

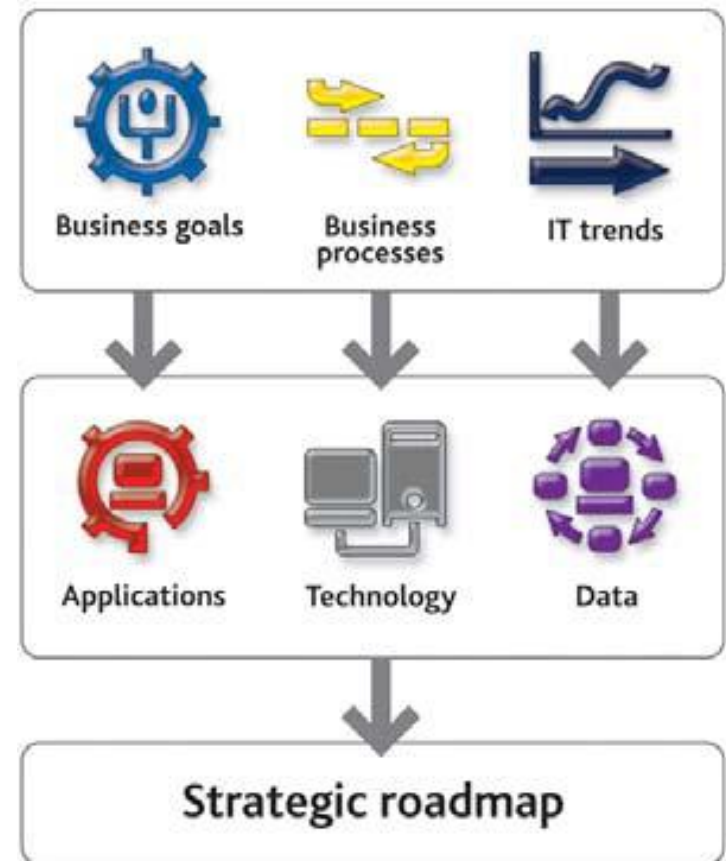
1. Identify indicators for when an asset should be retired (you did this in step 7 above)
2. Identify functional gaps to be filled once the app is retired
3. Initiate projects to build out functionality as needed
4. Integrate timelines for implementation of needed functionality and retirement of application
5. Follow-through
 - Create migration strategy
 - Provide incentives to business to remove app
 - Get buy-in from PMO to finish retirement project
 - Document business process changes in addition to technical documentation

Instilling ALM into the Organization

Portfolio Roadmap

Map out retirements and new implementations as part of the portfolio planning process

Strategic roadmaps manage application and technology plans as well as business plans



Questions?