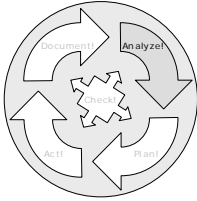


*Striving to be better,  
often we solve what's well*



How much time, money and effort goes into your annual planning – the project portfolio, the prioritizing of projects, the consultations with the departments, the drawing of the red line that cancels the impracticable projects? And all of this with the aim of optimally aligning new developments and adaptive maintenance to the needs of the business. Truly admirable work!

But do you actually spend as much energy, as much effort, and as much care on the analysis of what has already been established, on the identification of weaknesses, on the integration of existing systems, on working out suggestions for new solutions, on technological consulting and the optimization of the current application portfolio?

In the present chapter, I address precisely these questions and attempt to outline procedures for developing a facilities management for IT.

### 5.1

### Overview of Analysis Procedures

**Maintenance  
also needs to  
be planned**

Most complicated technical devices require maintenance to ensure the preservation of their functional capacity and their value. Modern vehicles are even outfitted with instruments that tell us when maintenance intervals have elapsed and point out the need to intervene, for instance, when the motor oil is low or the reservoir for windshield fluid is approaching empty.

**Systematic  
Analysis of the  
applications  
environment**

To be sure, we keep statistics on rates of production and the user helpdesk. But what instruments do we use to observe, analyze and monitor our applications environment and infrastructure landscape? Do you currently have access to up-to-date information on the interfaces and dependencies in your environment? Do you know how often and with what degree of reliability these interfaces are used? Do you analyze redundancies, gaps and breaches in the support that is provided for general company processes by your applications environment? Are you

aware of the flashpoints in your landscape when the question concerning operations, prime, and maintenance costs arises? Do you have access to impact studies that deliver statements about the economic and strategic impact of your application systems?

**Facilities management fir IT**

In the area of IT, we tend to do a lot of planning for the development of new systems: project planning, portfolio planning, utility calculations, gap analyses, SWOT analyses, balanced scorecards, and much more. But there is something especially valuable that we either do not have at all or have only inchoately, something that is referred to in the construction sector as *facilities management*. Facilities management, encompassing the analysis of weaknesses and the planning of maintenance, optimization and renovation measures from departmental and technical points of view, is often lacking altogether or suffers from the lack of an overall view when the responsibility for it is distributed across the organizational units of applications development. While we usually plan the project portfolio on an annual basis (usually in the context of a general process), we leave the optimization of the existing landscape exposed to the powers that be. The process, which often consumes more than 50% of the entire budget for applications development, is framed by small project budgets, maintenance budgets or line tasks. If this optimization process is nonetheless to reach its target as a part of daily business, if these individual measures are to become a part of the whole, then we will also need an element of general control, a comprehensive architecture management process that not only ensures the transformation of strategy into operational reality for the (smaller) part of the new projects, but also for the (larger) part consisting of continuous maintenance. Here, too, our maxim is: create transparency, derive measures, and exercise governance.

**Making models fit for analysis**

This is precisely where the analysis of enterprise architecture (EA) reveals its utility. So long as they have been joined together in an EA form, the existing models can show their value. This value, this utility that is wrapped up in EA, is often left unexploited. Maps are drawn and application systems are represented, but the models they are based on are not used for purposes of analysis. An opportunity left untaken! Like a collection of maps that is never used, a navigation system that is never deployed.