LeanIX is like a "Google Maps for IT"
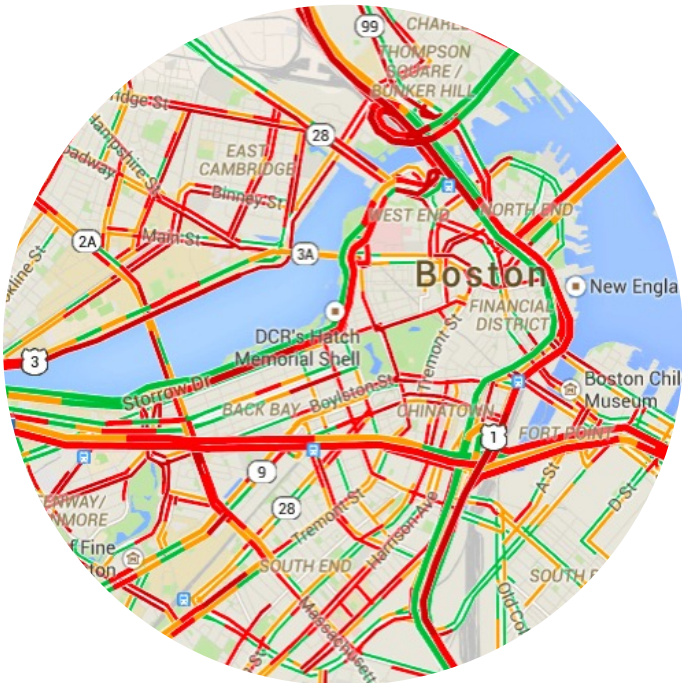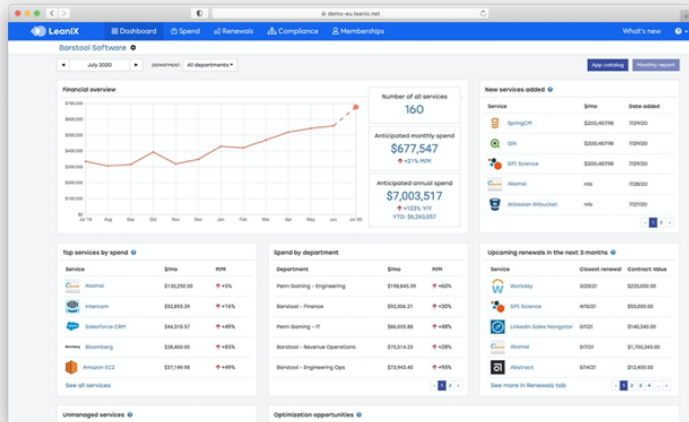

Map for Streets, Cities, Traffic, …
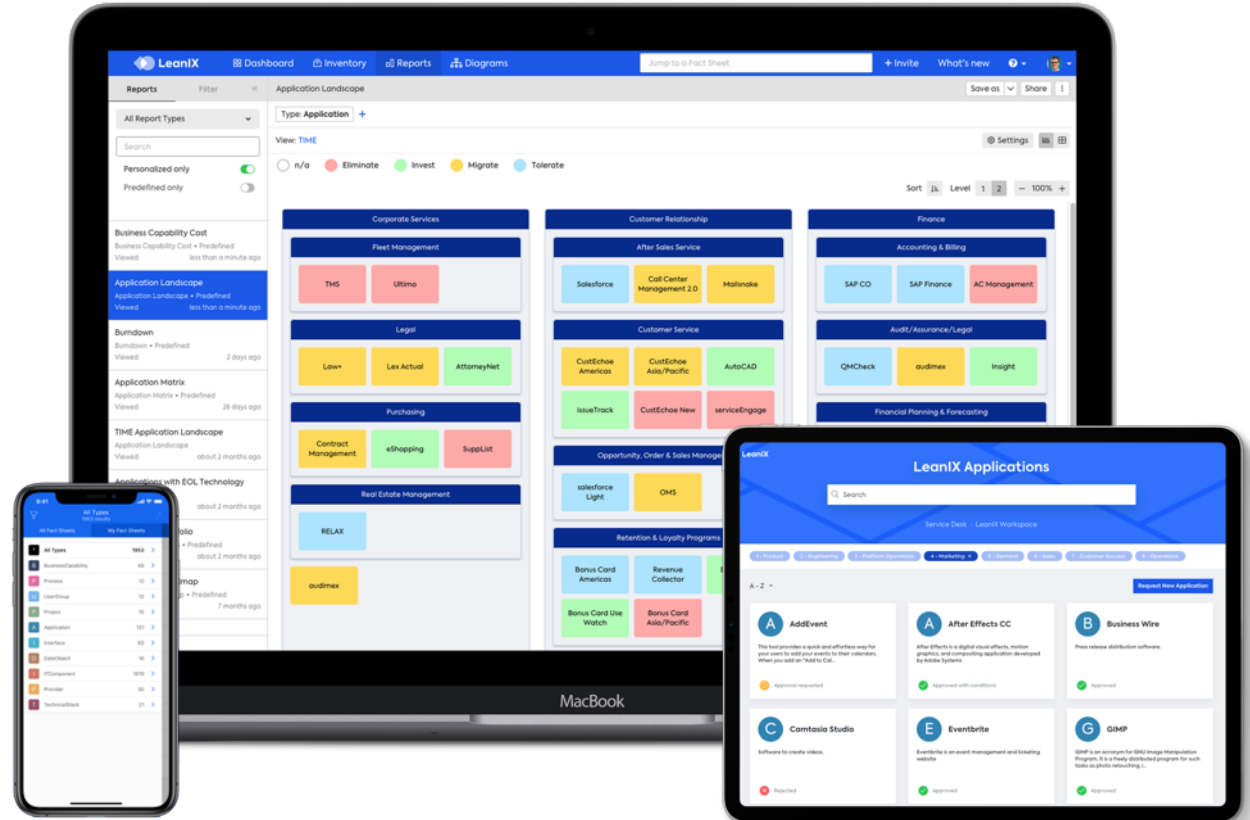
Map for SaaS, Applications, Microservices, Cloud Services, …

Enable organizations to continuously transform

LeanIX

Optimize cost & productivity of SaaS subscriptions	Manage the transformation & risk of IT landscapes	Build reliable digital products faster

SaaS Management Platform (SMP)
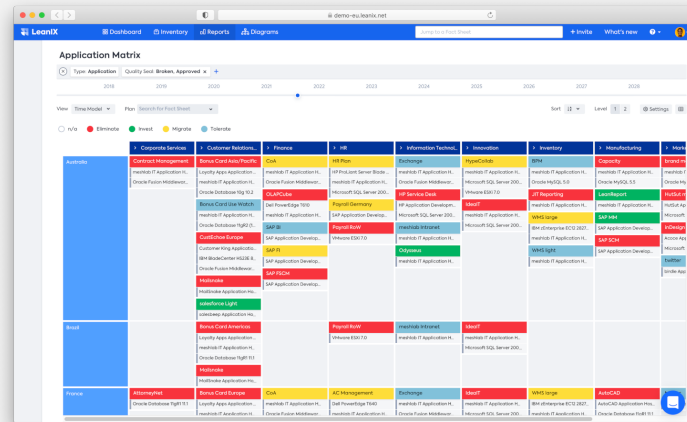
Enterprise Architecture Management (EAM)
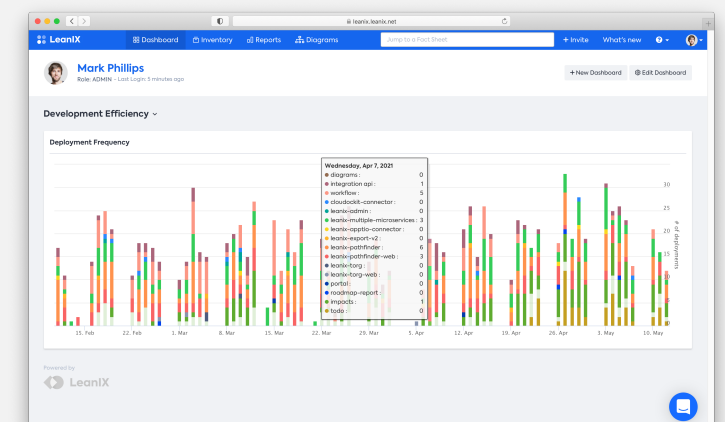
Value Stream Management (VSM)

LeanIX Continuous Transformation Platform®

>500 Customers | **>50** Global 500 Customers | **>60** NPS | Gartner **Customer Choice 2021**

LeanIX in a nutshell

LeanIX

500+
Paying Customers
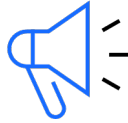
60+
Net Promotor Score

Leader, Challenger, Strong Performer
rated by Analysts

Cloud Native SaaS
Technology

SOC II Type 2 & ISO 27001
certified

400+
Employees
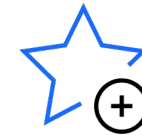
Best Place to Work
rated by Employees

$ 120m
Funding

Our key beliefs for a future-proof IT
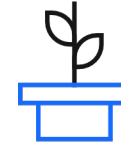
LeanIX

Key Belief

Why? Big Market Shift

Details / Examples

Become data-driven to continuously transform

The speed at which enterprises need to transform keeps increasing: Shift from Project to Product centric organizations.

IT Modernization	Cloud Transformation
SAP S/4 HANA Rollout	Post Merger Integration
GDPR / ISO Readiness	…

Prioritize IT investments by customer experience

Every company will become a technology company: Focus on optimizing IT by business capabilities & customer journeys.

Inno-vation

Differentiation

Commodity
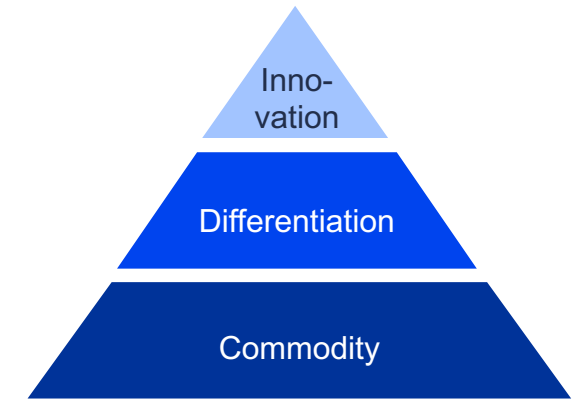
Adopt cloud native with speed & control

Rapid enterprise adoption of SaaS, PaaS and IaaS needs smart governance to ensure efficiency, security, compliance in DevOps friendly way.

10x

2020 2030

aws Azure Google Cloud

kubernetes

zoom salesforce
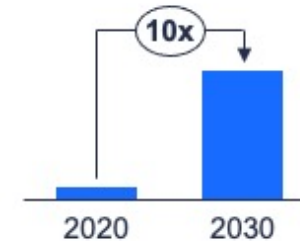
Transformation is continuous – there is no "target architecture"

"Guessing right"

"Back to Normal"

To-Be

Project

As-Is

t
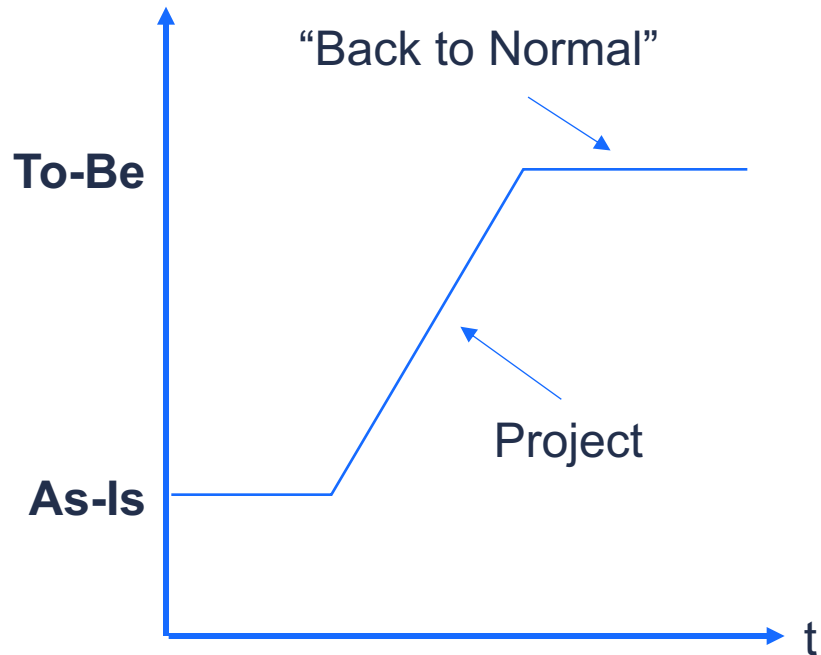
- Business-case driven
- Execute plan
- Minimize variance

"Learning fast"

"Continuous transformation"

t
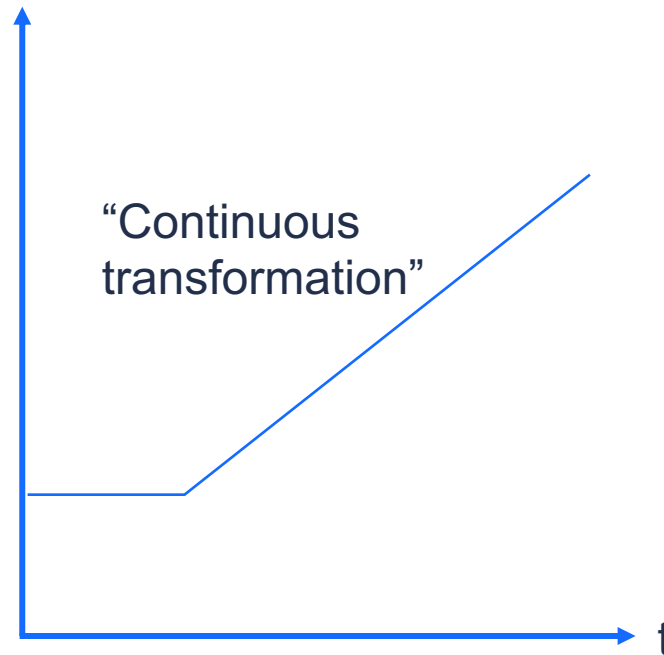
- Test hypotheses
- Reduce uncertainty
- Opportunity-driven

Transformation examples:

- Cloud migration
- Change in operating model (e.g. COVID-19)
- Merger / acquisition / carve-out
- ERP system roll-out

Architects sell options

LeanIX

From planning "target states"…

… to enabling Continuous Transformation
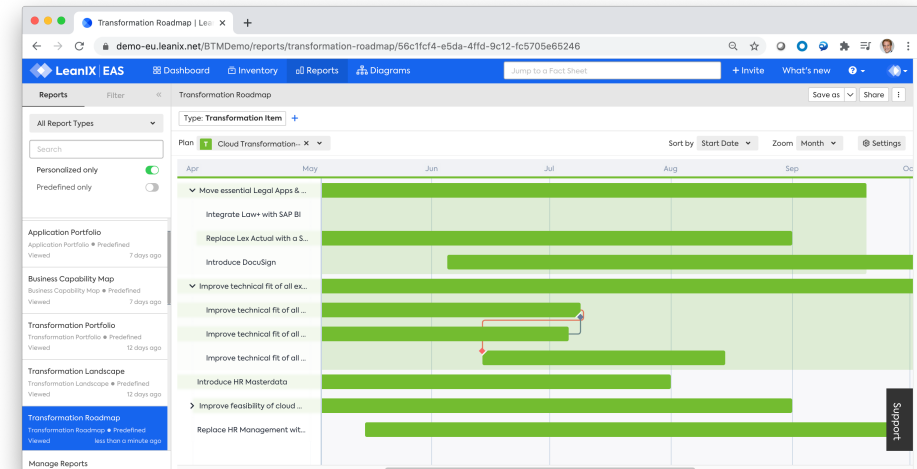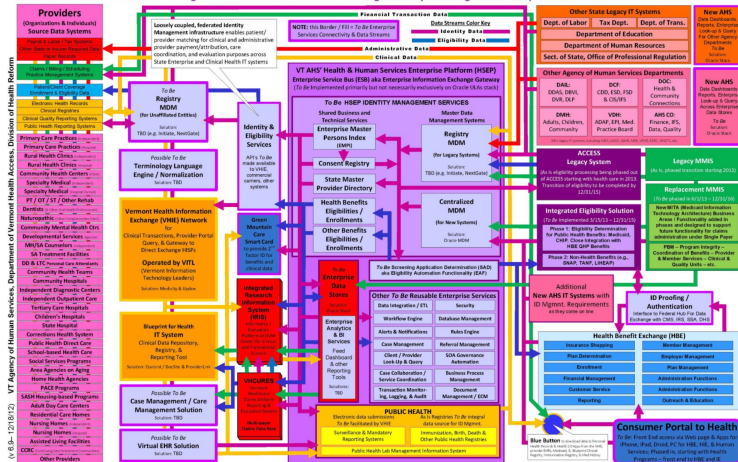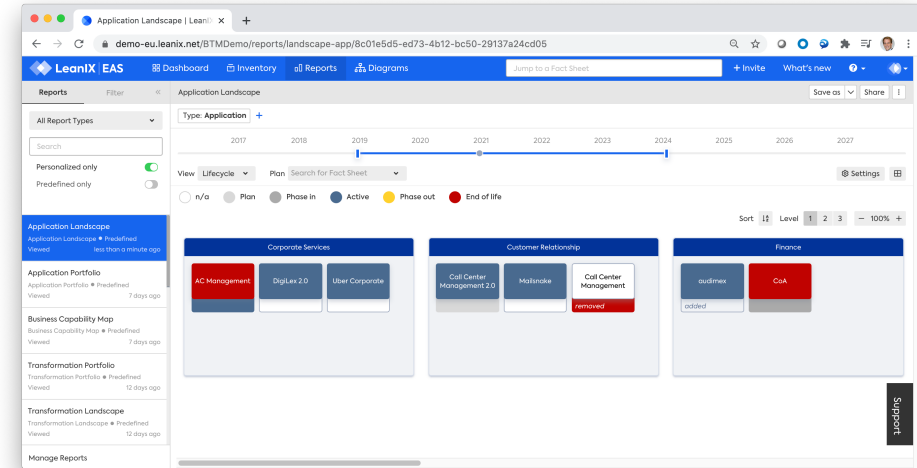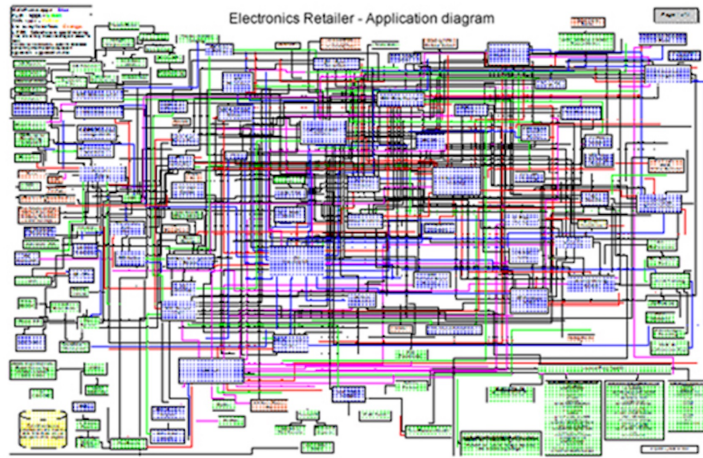
Transformation – Riding the Architect Elevator

Level 154

Penthouse

Boutique Office

Luxury Residential

Residential

Hotel

Engine Room

Ground
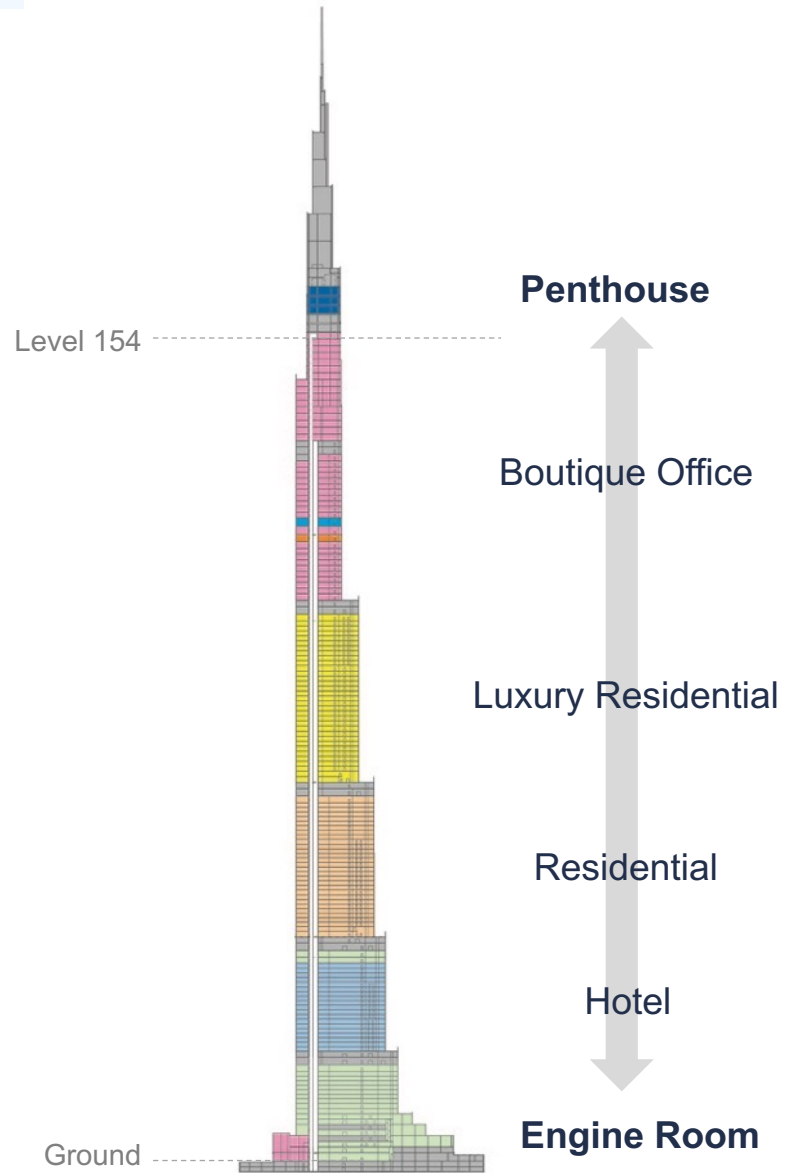
"The company leadership is under the false impression that the digital transformation is proceeding nicely, whereas the folks in the engine room enjoy the freedom to try out new technologies without much supervision."

Gregor Hohpe
Enterprise Strategist

Source: The Software Architect Elevator, Gregor Hohpe

EA has become a complex & large playground

LeanIX
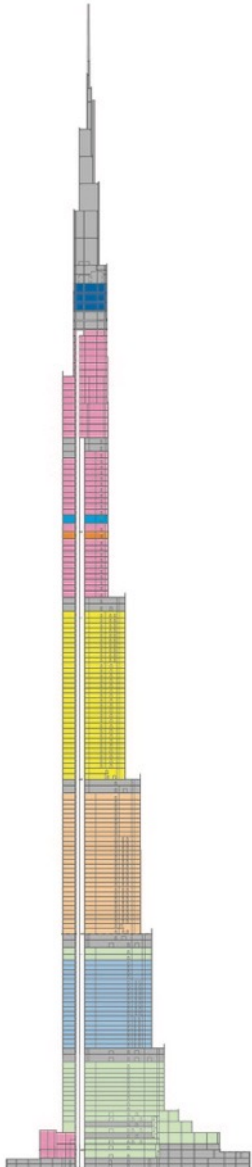
Conceptual, Manually Modelled

Single ←————————————→ Portfolio

	Single			Portfolio
BUSINESS Architecture	Customer Journey Mapping	Business Process Modelling	Value Stream Analysis	Business Capability Mapping (BCM)
DATA Architecture	Entity Relationship Modelling	Data Modelling	Data Governance	Company Data Model (CDM)
APPLICATION Architecture	UML Modelling	Application Roadmaps	Interface & API Modelling	Application Portfolio Management (APM)
TECHNOLOGY Architecture	Change Management	Release Management	Incident Management	Technology Risk Management (TRM)
SECURITY Architecture	Threat Modelling	Risk Management	Governance & Compliance Management	Information Security Management (ISMS)

Business architecture is a discipline that represents holistic, multidimensional business views of capabilities, end-to-end value delivery, information, and organizational structure; and the relationships among these business views and strategies, products, policies, initiatives, and stakeholders.

A **Data architecture** is composed of models, policies, rules or standards that govern which data is collected, and how it is stored, arranged, integrated, and put to use in data systems and in organizations.

An **application architecture** is a map of how an organization's software applications are assembled as part of its overarching enterprise architecture and how those applications interact with each other to meet business or user requirements.

Technology architecture deals with the deployment of application components on technology components.

Security Architecture is the design artifacts that describe how the security controls (= security countermeasures) are positioned and how they relate to the overall systems architecture.

What happens outside the EA world

LeanIX

	Conceptual, Manually Modelled				Data-Driven, Automated		
	Single ←——————→ Portfolio						
BUSINESS Architecture	Customer Journey Mapping	Business Process Modelling	Value Stream Analysis	Business Capability Mapping (BCM)	Process Mining	Workflow Execution	Robotic Process Automation
DATA Architecture	Entity Relationship Modelling	Data Modelling	Data Governance	Company Data Model (CDM)	Data Catalog	Data Lineage	…
APPLICATION Architecture	UML Modelling	Application Roadmaps	Interface & API Modelling	Application Portfolio Management (APM)	SaaS Management	Microservice Catalog	Software Value Stream Management
TECHNOLOGY Architecture	Change Management	Release Management	Incident Management	Technology Risk Management (TRM)	IT Asset Management	Cloud Spend Optimization	Predictive AIOps
SECURITY Architecture	Threat Modelling	Risk Management	Governance & Compliance Management	Information Security Management (ISMS)	Open Source Security Management	Code Analysis	Container Analysis

LeanIX: T-Shape focus, increasing Automation

Conceptual, Manually Modelled

Data-Driven, Automated

Single ←——————→ Portfolio

	Single			Portfolio			
BUSINESS Architecture	Customer Journey Mapping	Business Process Modelling	Value Stream Analysis	Business Capability Mapping (BCM)	Process Mining	Workflow Execution	Robotic Process Automation
DATA Architecture	Entity Relationship Modelling	Data Modelling	Data Governance	Company Data Model (CDM)	Data Catalog	Data Lineage	...
APPLICATION Architecture	UML Modelling	Application Roadmaps	Interface & API Modelling	Application Portfolio Management (APM)	SaaS Management	Microservice Catalog	Software Value Stream Management
TECHNOLOGY Architecture	Change Management	Release Management	Incident Management	Technology Risk Management (TRM)	IT Asset Management	Cloud Spend Optimization	Predictive AIOps
SECURITY Architecture	Threat Modelling	Risk Management	Governance & Compliance Management	Information Security Management (ISMS)	Open Source Security Management	Code Analysis	Container Analysis

1 **"T-Shape":** Just enough architecture across all levels, strong on Application Architecture

2 **Increase Automation & Cloud Native** transformation support

11

Failed transformations have serious impact

LeanIX

HARIBO

- Spent hundreds of millions for their SAP ERP upgrade
- **Stock price fell by 25%** due to inability to track inventory and other supply chain problems after go live

NIKE

- Spent $ 400m on ERP upgrade
- Additional loss of $100m due to business damages, share price dropped by 20%
- **Additional invest of $ 400m for 5 years** to get project on track

hp

- Spent $ 160m on ERP upgrade
- **Lost > $ 500m** "due to a series of small problems", according to CIO
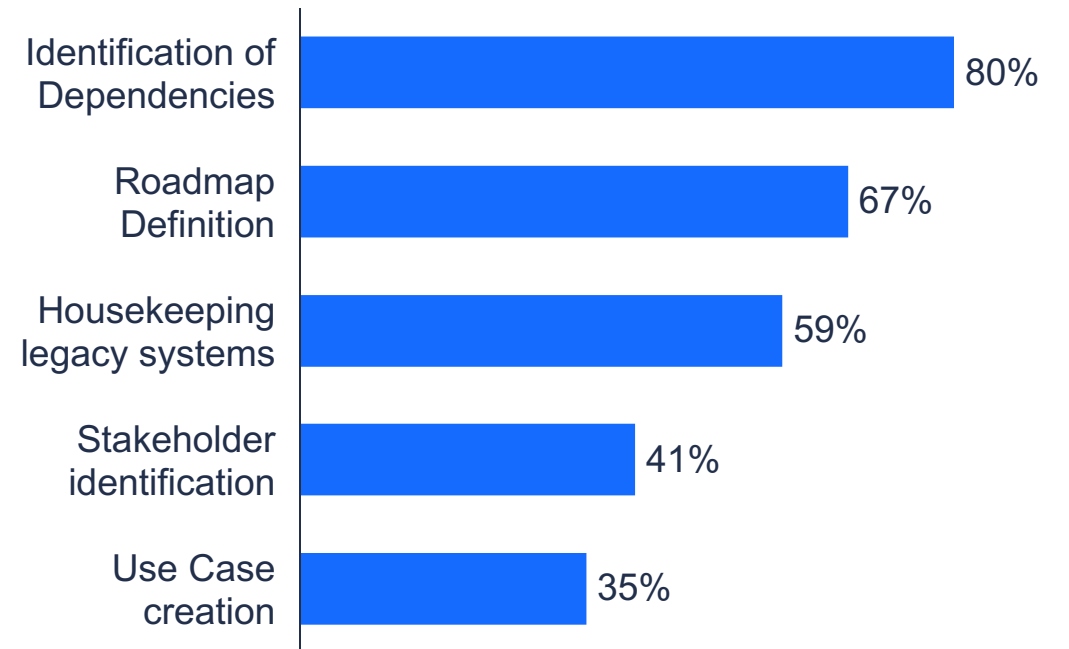
HERSHEY'S
THE HERSHEY COMPANY

- Implemented new SAP system, with aggressive timeframe
- **Incapable to process $ 100m orders** of Hershey's kisses and Jolly Ranchers after go live

https://www.thirdstage-consulting.com/top-10-digital-transformation-failures-of-all-time-selected-by-an-erp-expert-witness/

70% of SAP customer hesitant on migration

LeanIX

As-Is

Top 5 S/4 Challenges

Challenge	Percentage
Identification of Dependencies	80%
Roadmap Definition	67%
Housekeeping legacy systems	59%
Stakeholder identification	41%
Use Case creation	35%

LeanIX accelerates SAP S/4HANA transformations

LeanIX

LeanIX customers are SAP customers…

BOSCH
DHL
McKESSON
adidas®

- > 50% of LeanIX customers are SAP customers
- EAs in key role to drive ERP transformations

… and today drive their SAP transformations with LeanIX
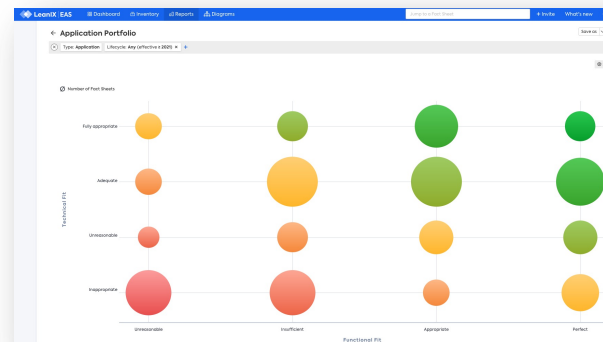
1 As-is architecture
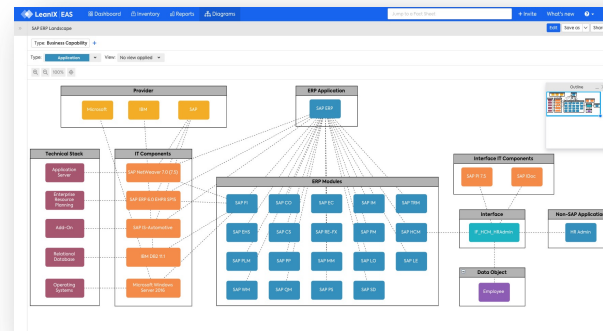
2 Dependency analysis
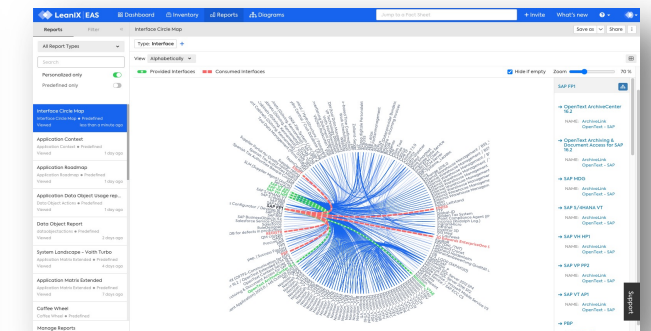
3 Clean-up for migration

4 Migration path
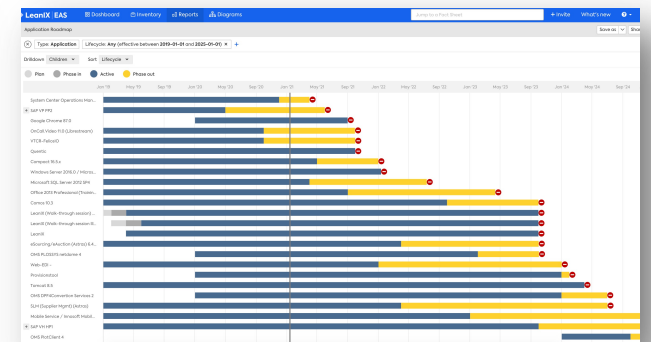
Cleaning up to speed up the migration, impact beyond SAP scope

LeanIX

SAP S4/HANA Go-Live options

	Now	2024/25	2027/28
Pro	• Avoided long-term uncertainty	• Process adaptations possible • "Standard" implementation • Realizing cost efficiencies • Lower complexity	• Maximized preparation
Con	• High complexity • Higher costs for hardware • Lack of preparation	• Dependency on budgets, resources and consistency of priorities	• Slowing down of business transformation

Portfolio analysis
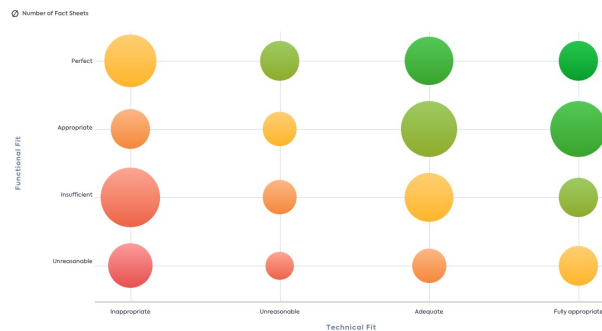
Waste / complexity reduction

Burndown: Applications
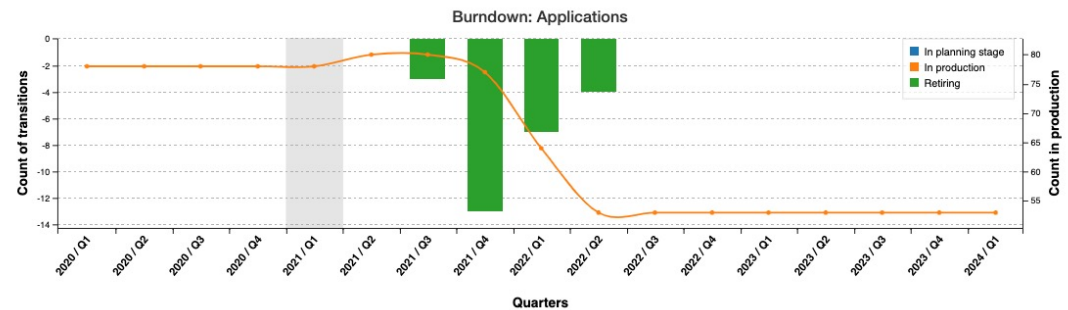
M&A and carve-out movements in 74% of all customers

M&A / Carve-Out Activity (last 12 months)

None 26%

Both (at least 1 M&A + at least 1 carve-out) 38%

At least 1 carve-out / no M&A 12%

At least 1 M&A / no carve-Out 24%

16
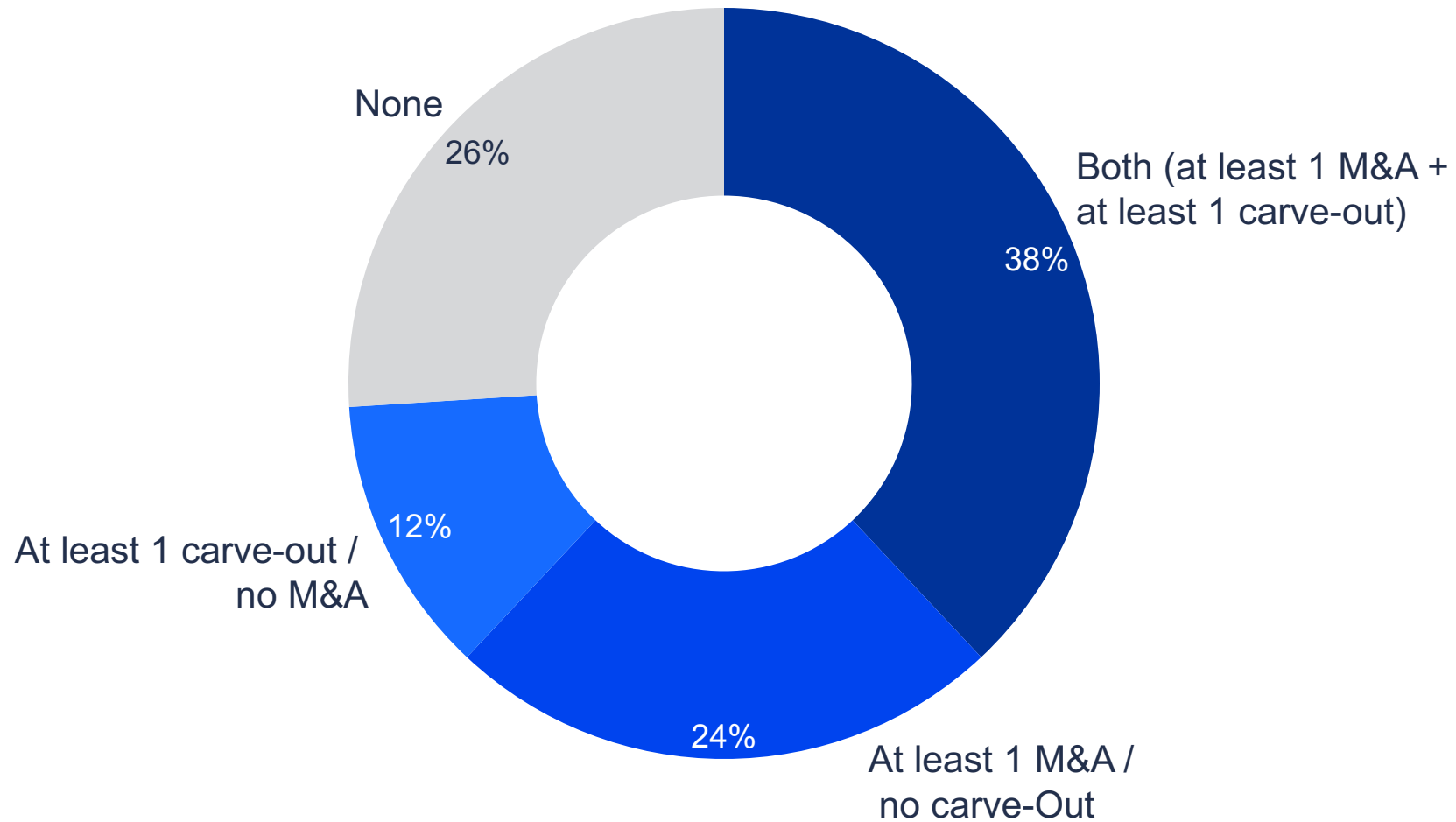
80% of Enterprise Architects involved in M&A deals

Scope of EA involvement

- No involvement: 20%
- 4-5 steps in M&A process: 7%
- 3 steps in M&A process: 13%
- 2 steps in M&A process: 25%
- 1 step in M&A process: 35%
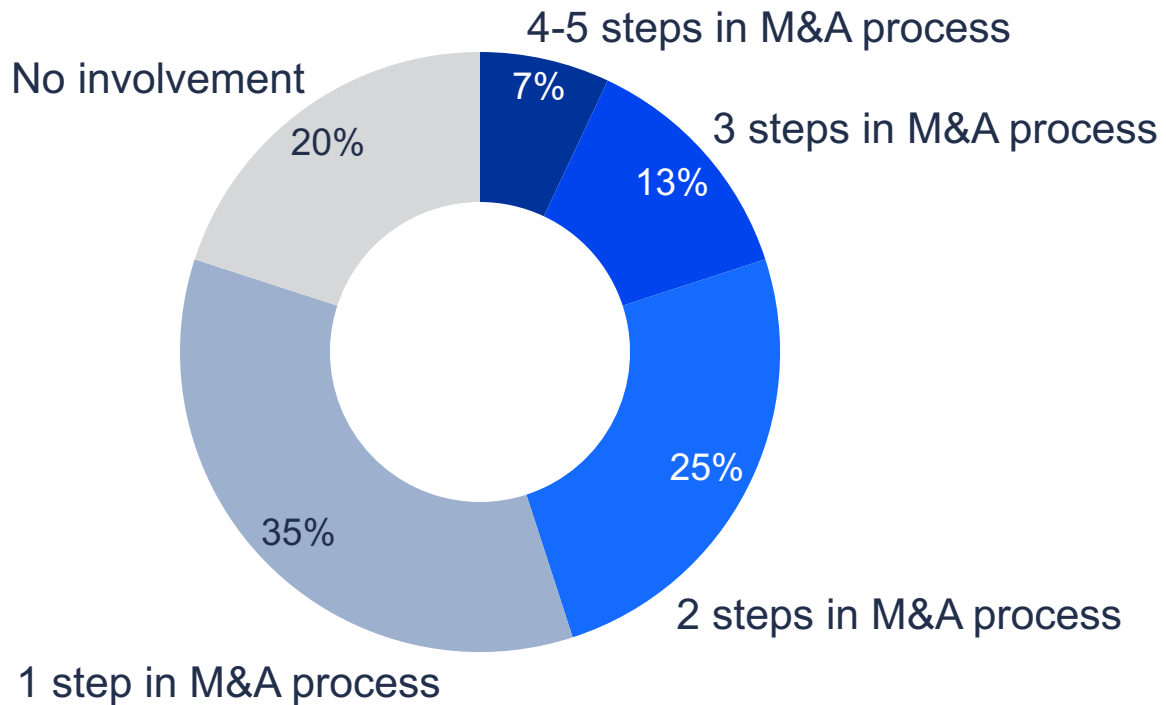
Stages of EA involvement

- Post-merger integration: 89%
- Due diligence: 44%
- Execution of carve-outs: 41%
- Identification carve-out candidates: 13%
- Identification acquisitions candidates: 9%

Source: LeanIX M&A Study, 2021, n=128

17
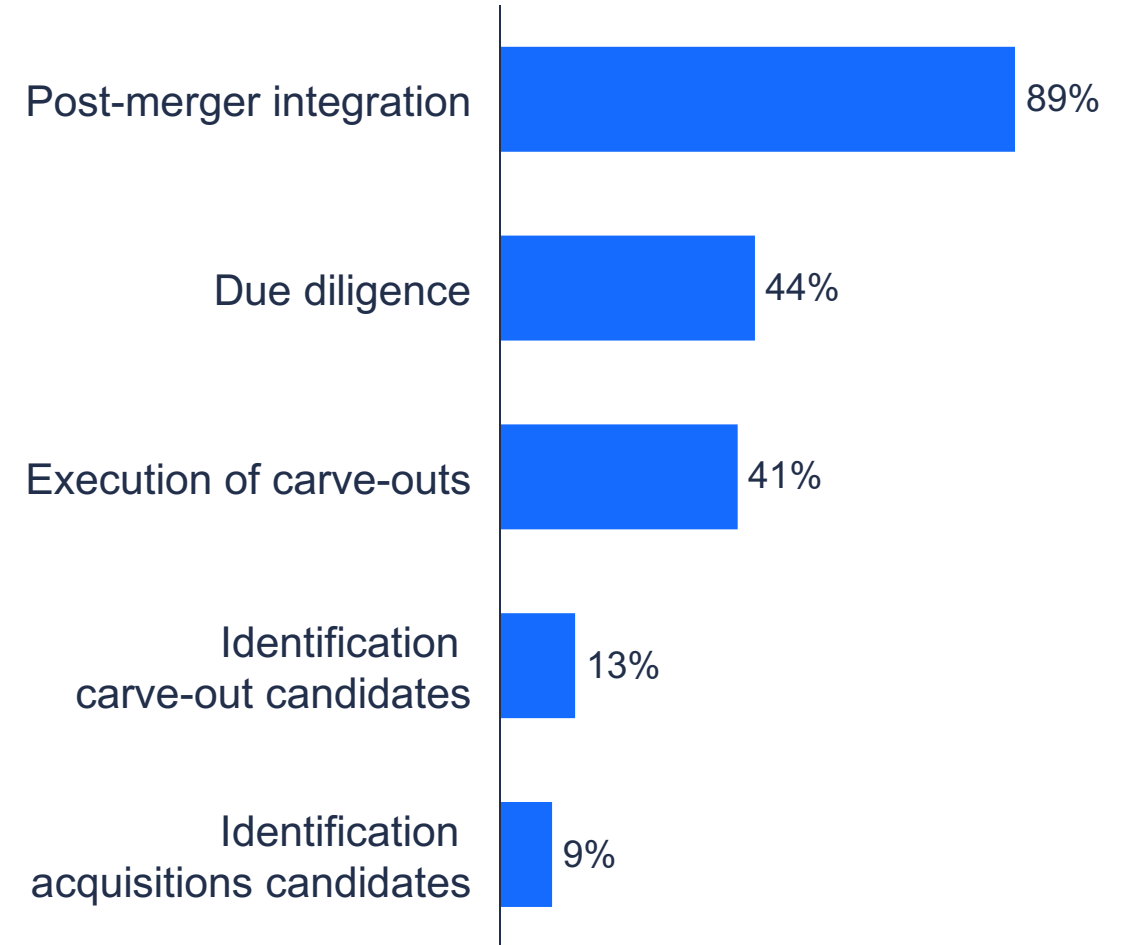
Key blockers identified for successful IT workstreams in M&A projects

LeanIX

Lack of visibility

- No insights into the capabilities, systems and technologies of the combined entity
- No view on dependencies between systems as basis for feasibility and effort of integration or separation of systems

Lack of strategic direction

- Strategic direction needed early on to foster decentral decision taking
- Options:
  - best-of-both worlds vs. winner-takes-it-all strategy
  - Clear preferences for platforms, hosting or certain capabilities

Lack of change management

- Risk of brain drain in case employees see no perspective in the future organization
- Expert knowledge necessary for EAs to support and make good architecture decisions
- Fast ramp-up of new colleagues crucial

Creating transparency about the as-is landscape is the core use case

Relevant EA use cases for M&A

	Fully agree	Partly agree	Total
IT landscape transpareny	73	21	94
Application Rationalisation	59	29	88
Target IT landscape	51	33	84
Application Roadmaps	43	39	82
Business Capability Map	44	36	80
Integration / PMI scenarios	39	31	70

19
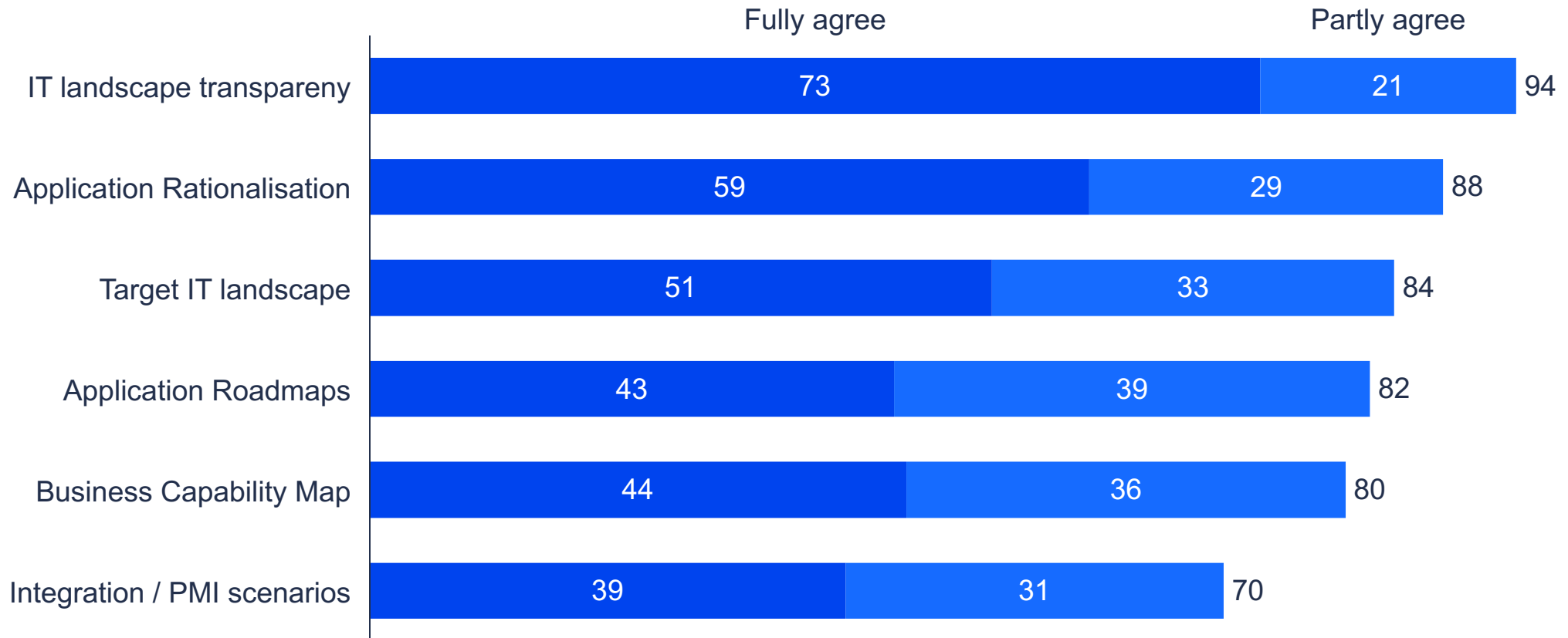
Prioritize investments by customer experience

Business Capability Model (Example)

Strategic Management

Develop Strategy	Communicate Strategy	Plan Strategy Execution
Identify & Monitor Trends	Set Goals and Objectives	Evaluate Mergers & Acquisitions
Capture Disruptors	Identify Opportunities	

Deliver Customer Experience

Onboard Customers	Service Customers
Educate Customers	Generate Repeat Business
Develop customer feedback loops	

Sell and Market Products

Generate Demand	Generate Orders
Build Brand Awareness	Create Positioning
	Develop Messages

Product & Service Development

Develop Products	Develop Services	Educate GTM Team
Market Testing	Understand Market Needs	

Produce Products

Plan Production	Operate Production
Maintain Production	Ensure Quality

Finance the Business

Collect Money	Pay Money
Agree and Manage Budgets	Financial Reporting

Procure Parts and Services

Manage Suppliers	Negotiate Supply Agreements
Identify Suppliers	Define Sourcing Strategy

Support the Business

Recruit & Retain Staff	Manage Projects & Initiatives	Manage Contracts	Manage Security	Monitor & Report KPIs
Maintain Technology Infrastructure	Avoid Risks	Ensure Compliance	Provide & Maintain Premises	Provide Administrative Support

Align Investments & Resources

Classify business capabilities

Next competitive advantage

Innovation — 10%

Differentiation — 20%

Commodity — 70%

Unique Processes

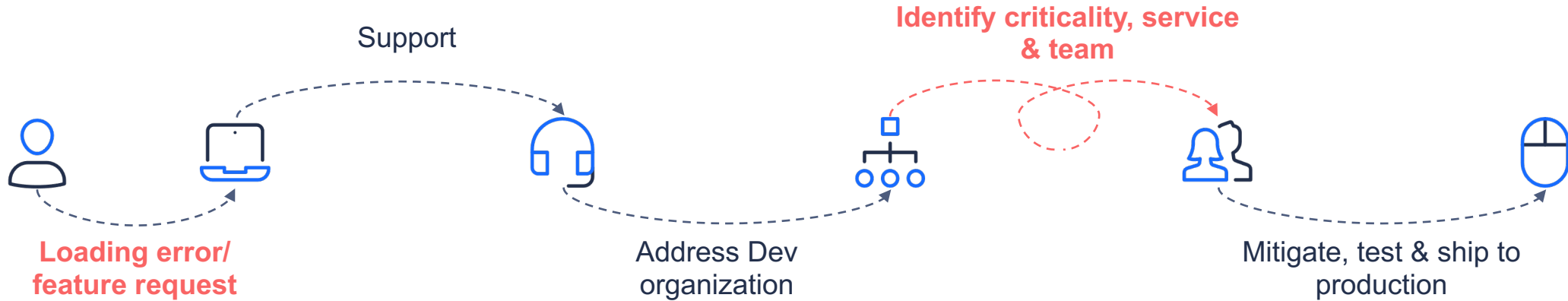Standardize, Efficiency

Build Digital Platforms
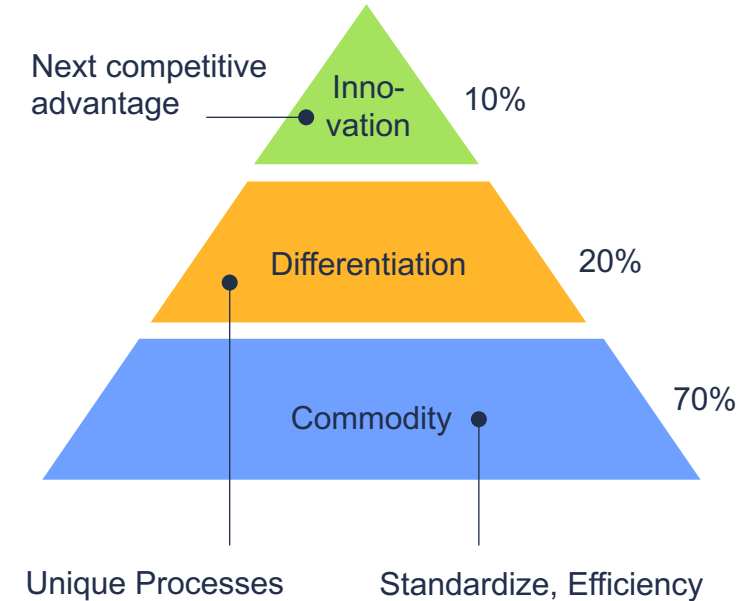
- Software will account for 90 percent of future innovations in the car

- Hiring 1000 developers per year

- Software Architectures part of capital market conversations

Source: VW

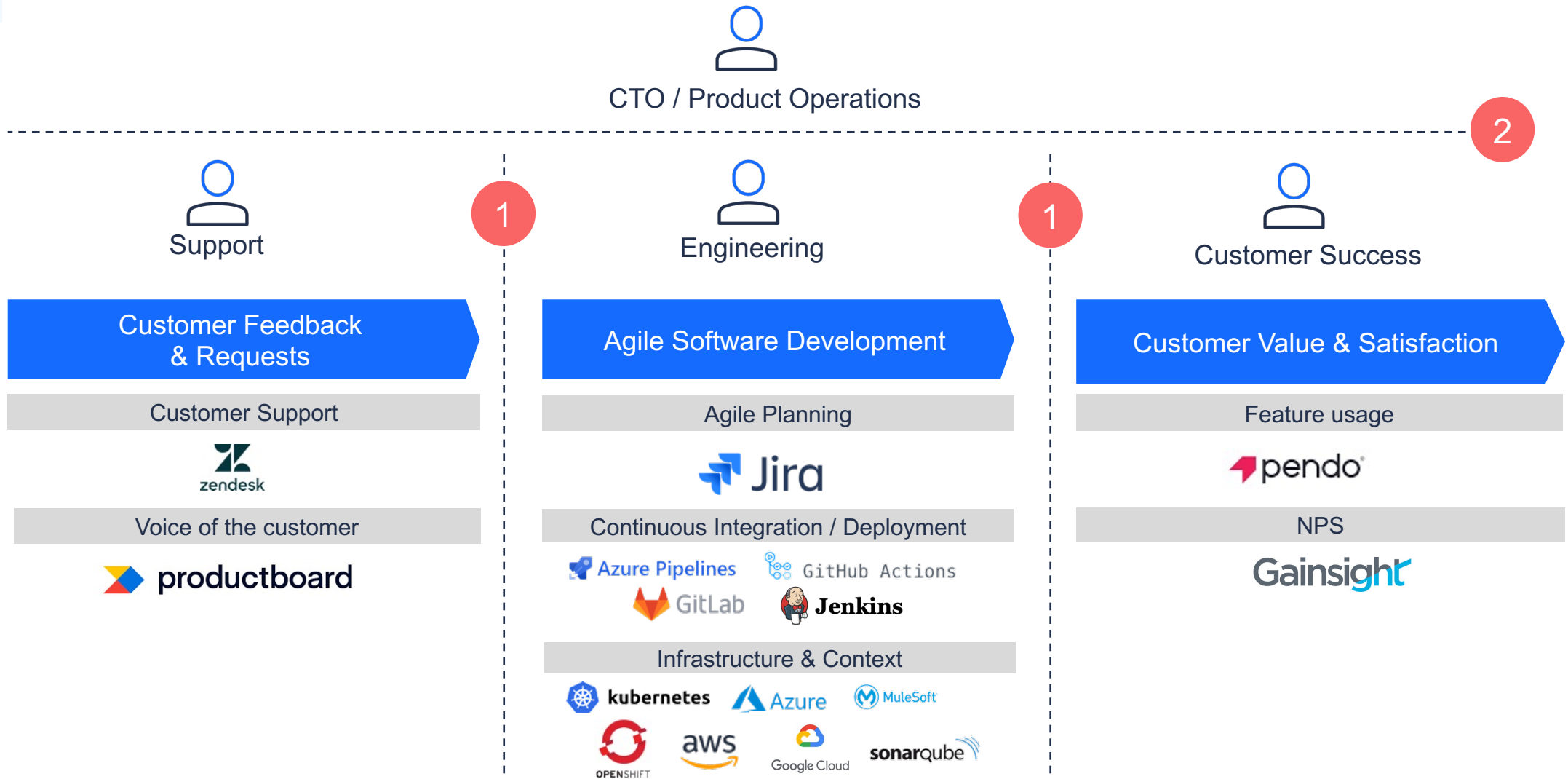# Pressure on DevOps organizations will increase

LeanIX

Process & People

Support

Identify criticality, service & team

Loading error/ feature request

Address Dev organization

Mitigate, test & ship to production

Tools

zendesk

slack

GitHub
Jira
slack   kubernetes   INSTANA   an IBM Company
Azure Pipelines   Azure   aws   RANCHER
sonarqube   MuleSoft   UiPath   snyk

Time	1 min	1 min	**Up to 5 days**	30 min

Reality today: Silos & missing end-to-end view

LeanIX

CTO / Product Operations

2

Support — **1** — Engineering — **1** — Customer Success

Customer Feedback & Requests

Agile Software Development

Customer Value & Satisfaction

Customer Support	Agile Planning	Feature usage
zendesk	Jira	pendo

Voice of the customer	Continuous Integration / Deployment	NPS
productboard	Azure Pipelines, GitHub Actions, GitLab, Jenkins	Gainsight

Infrastructure & Context

kubernetes Azure MuleSoft
OPENSHIFT aws Google Cloud sonarqube

1 Decisions are made based on local, insufficient or misleading data

2 Leadership either missed end-to-end view, or relies on tedious, intransparent data gathering

23

Data-driven Management of Value Stream (VSM)

LeanIX

Support

Customer Feedback & Requests

Engineering

Agile Software Development

Customer Success

Customer Value & Satisfaction

DORA Metrics

🚀 **Deployment frequency**
How often do we release to production

🕐 **Lead time**
Time from commit to production

✋ **Failure rate**
% of deployments causing failure

🕐 **Mean time to recovery**
Time to recover from a failure

📈 **Flow Velocity**
Completed work over a period of time

🕐 **Flow Time**
Time from customer request to delivery

📊 **Flow Distribution**
Current mix of items

🛢 **Flow Efficiency**
Distribution of items in work vs. waiting

🗂 **Flow Load**
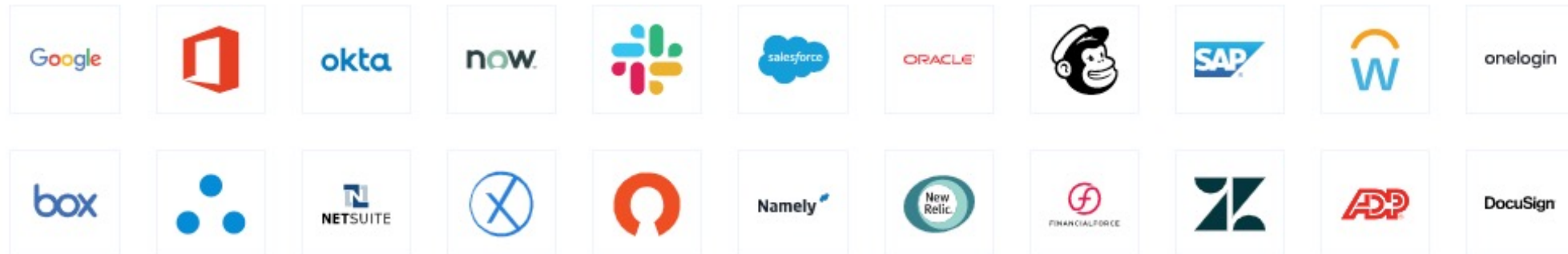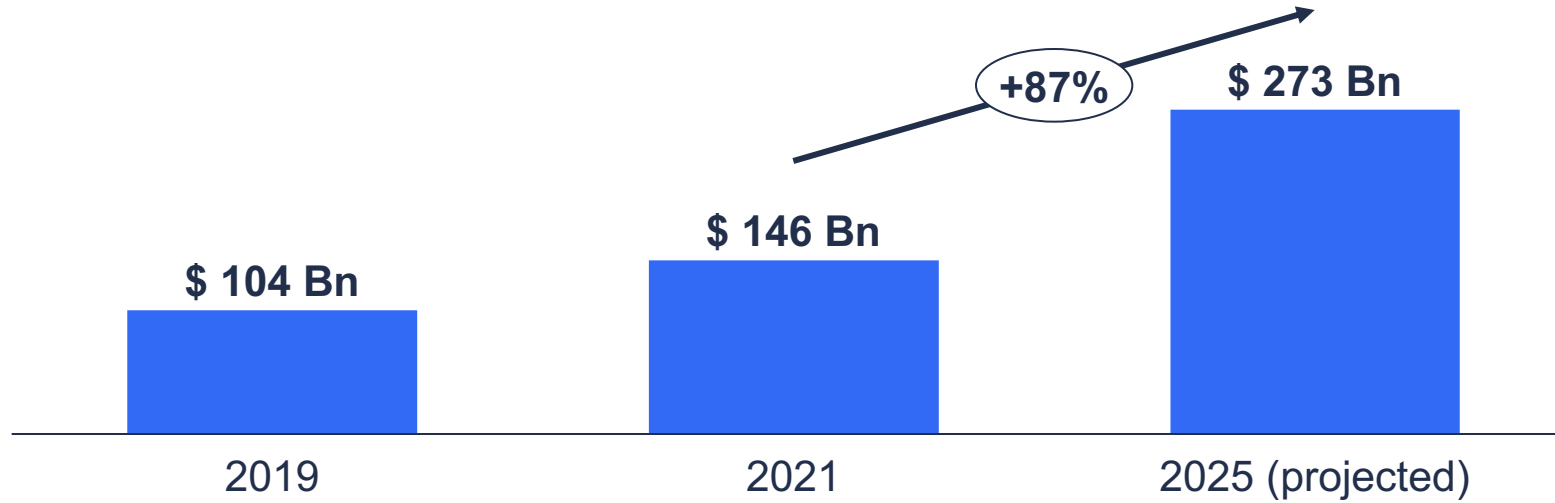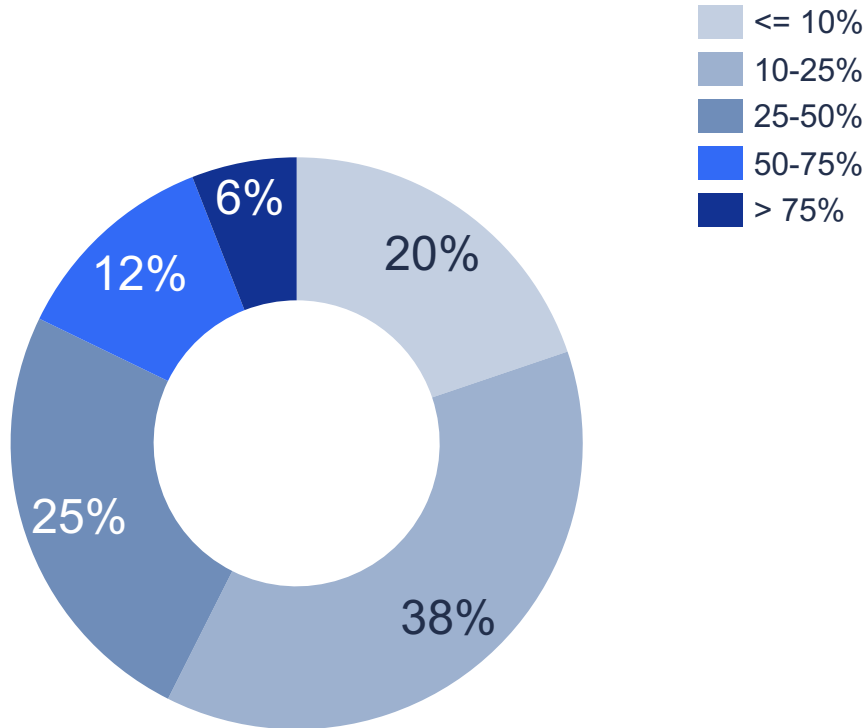Number of items actively worked on

Flow Metrics

Shift to Cloud-First

- SaaS spend to grow by 87% to $ 250Bn

- From 5 public SaaS companies in 2012 to 100+ in 2021

- SaaS will become biggest part of IT spend
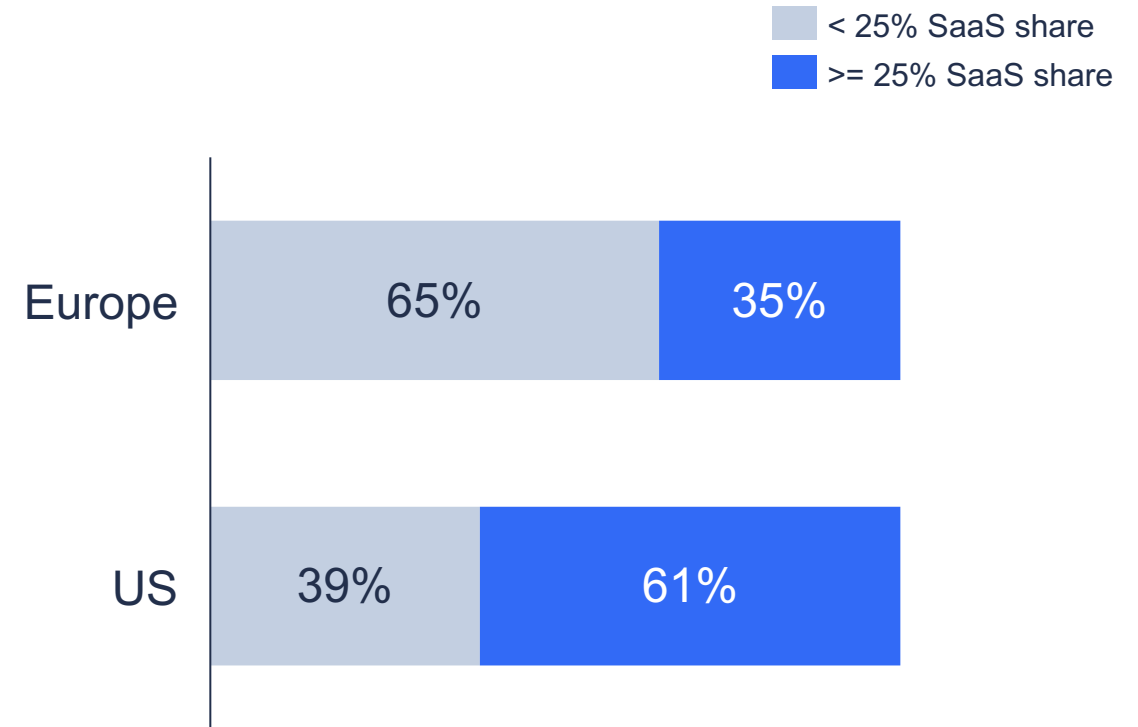
Source: Gartner

SaaS spend is projected to grow 87% by 2025

LeanIX

$ 104 Bn — 2019

$ 146 Bn — 2021

+87%

$ 273 Bn — 2025 (projected)

SaaS adoption still at beginning for enterprises

LeanIX

SaaS' share in IT landscape

Legend:
- <= 10%
- 10-25%
- 25-50%
- 50-75%
- > 75%

Donut chart values:
- 20%
- 38%
- 25%
- 12%
- 6%

Big regional differences

Legend:
- < 25% SaaS share
- >= 25% SaaS share

Region	< 25% SaaS share	>= 25% SaaS share
Europe	65%	35%
US	39%	61%

SaaS Management ownership shared across IT

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Department owning the process

Department	%
Enterprise Architecture	34%
Software Asset Management	31%
Finance/ Procurement	10%
Other department	10%
Governance/ Risk/ Compliance/ Infosec	4%
I don't know	11%
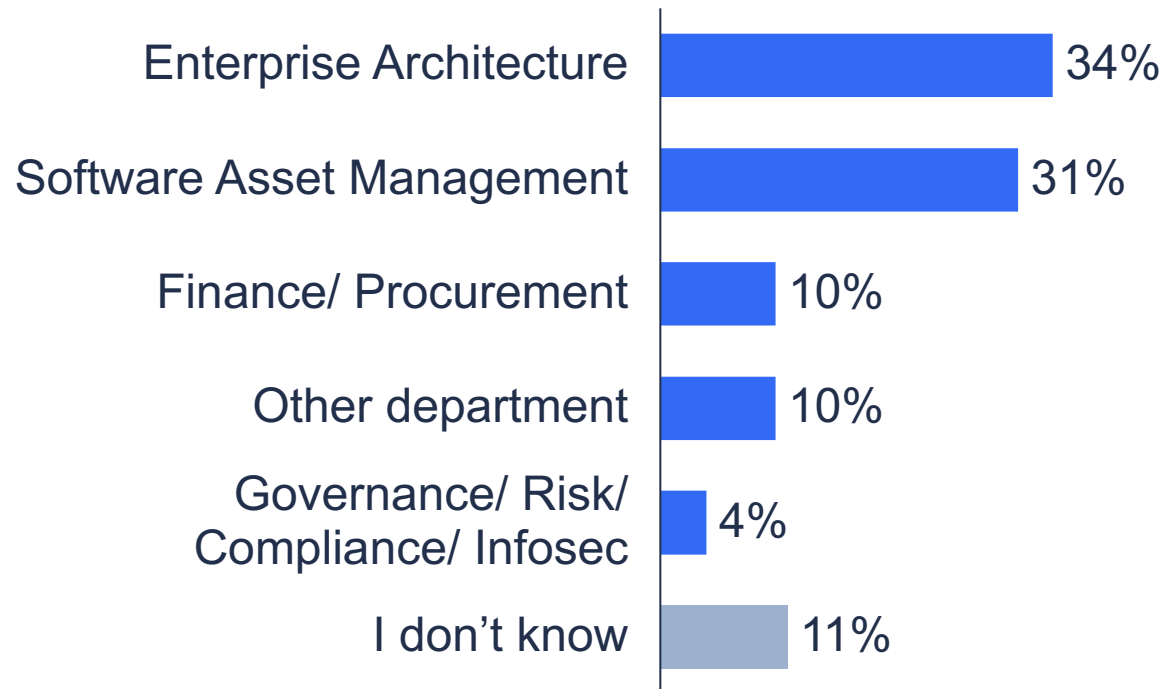
Number of involved departments

Legend: 2, 3, 4, 4+

- 3%
- 16%
- 20%
- 61%
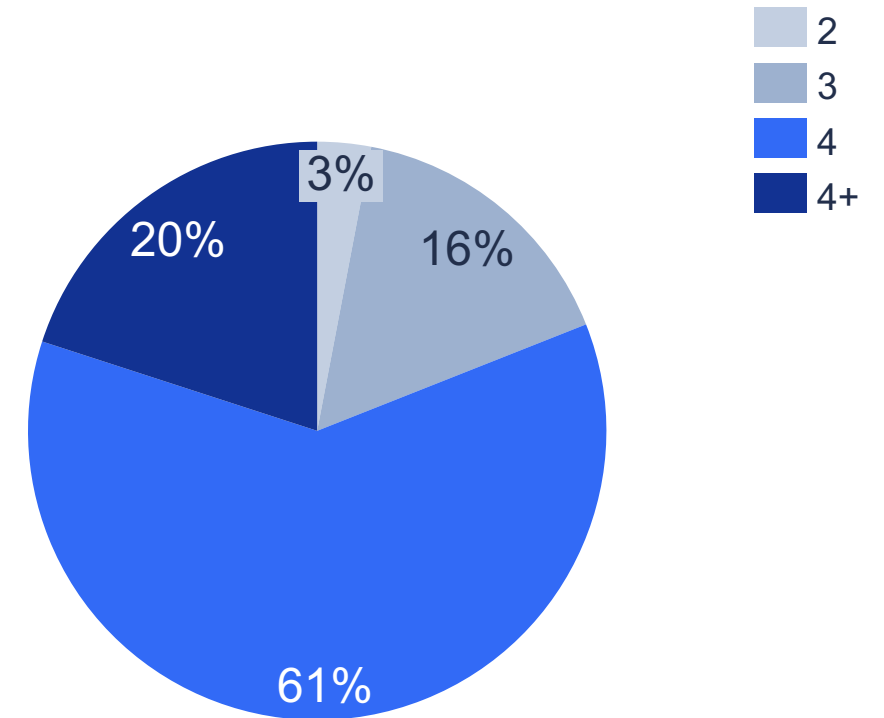
Discovery perceived as highly relevant for 43%

LeanIX

1 = highly relevant   5 = not relevant

Discover decentrally purchased SaaS
| 43% | 30% | 10% | 8% | 9% |

Provide up-to-date information about #, type of licence, costs
| 37% | 36% | 15% | 6% | 6% |

Receive information on usage data
| 20% | 41% | 24% | 12% | 3% |
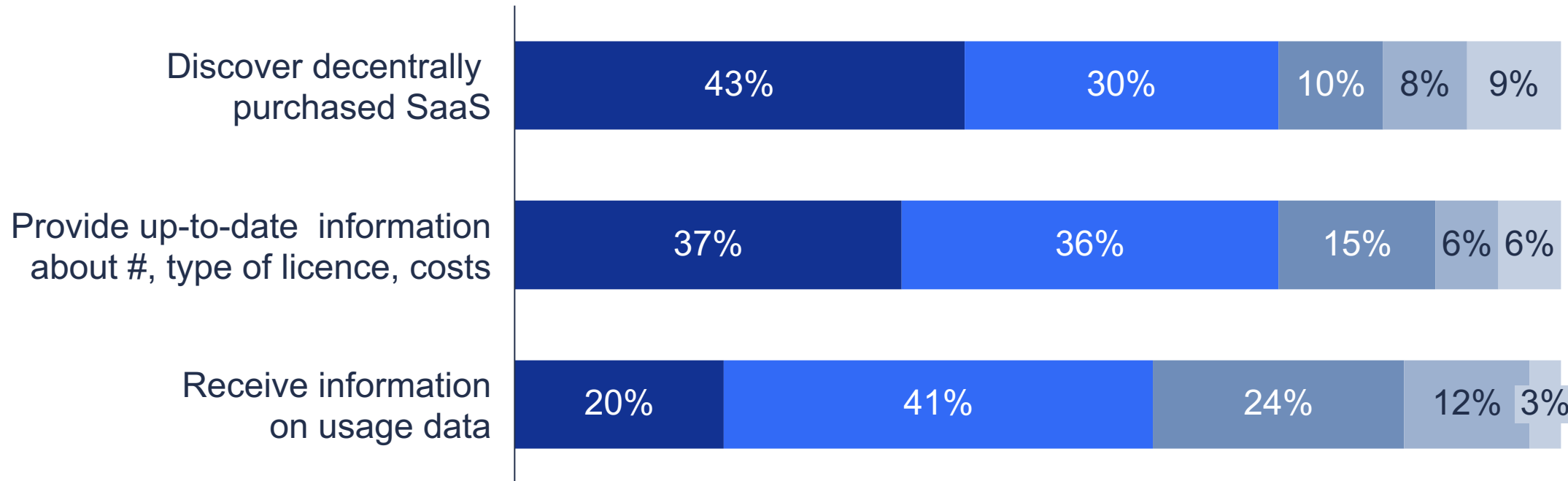
>50% of SaaS applications often unknown to IT

Legend:
- Initial estimate (blue)
- Discovered SaaS Apps (gray)

nuix ~ **450** employees — 110-130 | **300**

HARRY'S ~ **650** employees — 60-80 | **220**

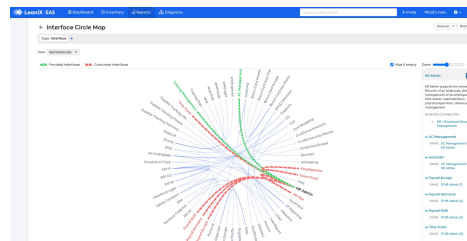**CoStar Group** ~ **5000** employees — 150-220 | **490**
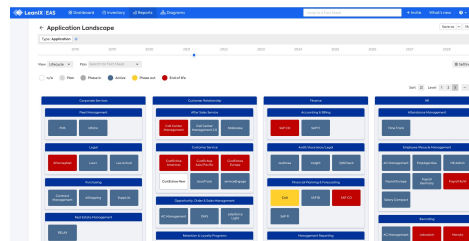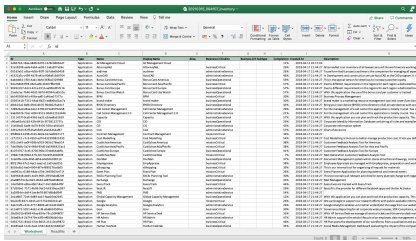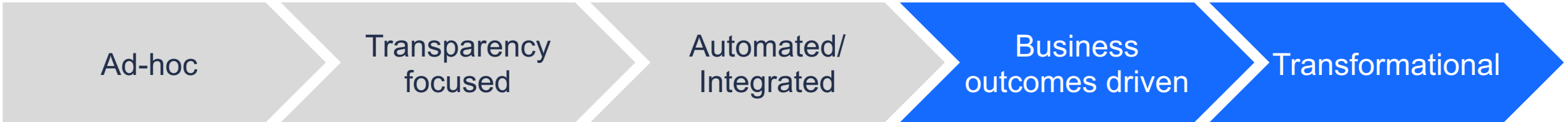
~~"Shadow IT"~~ → "Business-Managed IT"

SaaS Management as emerging discipline

1 Discover SaaS by analyzing data sources

2 Analyze application usage

3 Evaluate and rationalize duplicate applications

4 Implement buying process (Software Review Board)

5 Schedule regular security risk assessments

6 Continuously monitor renewal

SSO & CASB
Financial Systems
Expense Systems
Credit Cards
Contract Mgmt
HR Systems

SaaS Management Platform
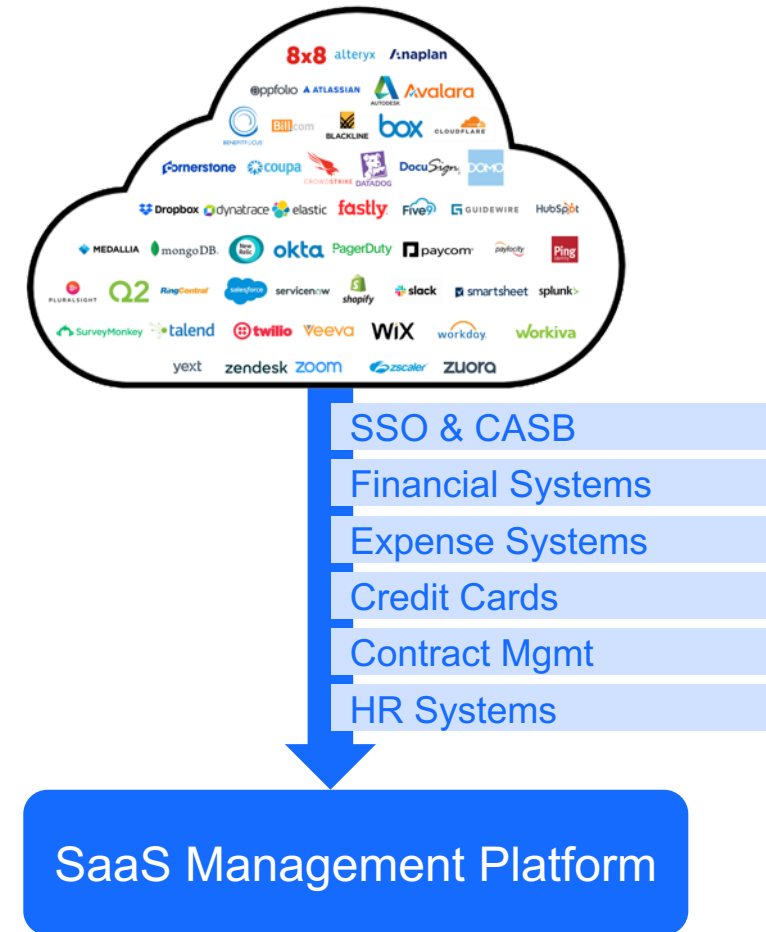
Increasing EA maturity to shape to future of IT and the business

Ad-hoc	Transparency focused	Automated/ Integrated	Business outcomes driven	Transformational
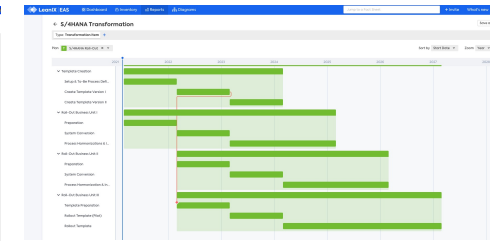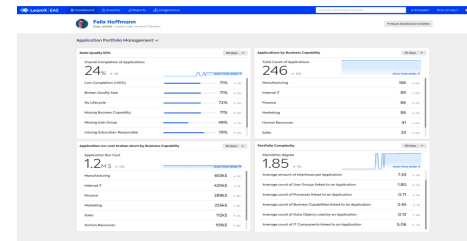
- Excel / Visio / Powerpoint
- Time-consuming adhoc analysis
- No single-source of truth
- Multiple reference models (e.g. Business Capabilities)

- Driving content contribution in and analysis from one repository
- Usage of data in regular formats (e.g. ARB, Audits, Management presentations) and for adhoc analysis

- Automation of data updates where possible through integrations (e.g. CMDB, SaaS Discovery, BPM)
- Establish LeanIX as leading system for Applications and Business Capabilities

- Development of EA KPIs to track and promote progress of EA discipline
- Use EA data for investment and sourcing decisions (e.g. Pace Layer model)

- Development of future IT landscape scenarios
- Identify benefits and constraints and decide for optimal solution
- EAs driving the company transformation as internal consultants

Our founding principle

"**EAM** for **Everyone**"

- Every user in the company
- Every company size

"**Google Maps for IT**"

Thank you! Happy to answer your questions…

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SVP Customer Success