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**SUMMIT 2023**

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Sofitel Dubai  
The Palm Jumeirah  
Dubai

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## Methods to achieve architectural realignment in Product Portfolio Rationalization

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## Hemesh Thakkar

Sr. Solutions Architect

Business oriented Technologist. Working in Presales. Loves designing solution blueprints and application architectures.

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## Bikramjeet Nath

Technical Architect

Leads platform development and drives the design and architecture of product engineering and re-engineering software solutions.

The background of the slide is a vertical composition. On the left, there is a photograph of the Burj Khalifa skyscraper in Dubai, with a bright blue sky and a few clouds. Below the tower, a cityscape is visible, including a large, vibrant blue water feature. On the right side of the image, there is a solid green vertical bar. The text 'Table of Contents' is overlaid in white on the blue sky portion of the image.

# Table of Contents

Introduction

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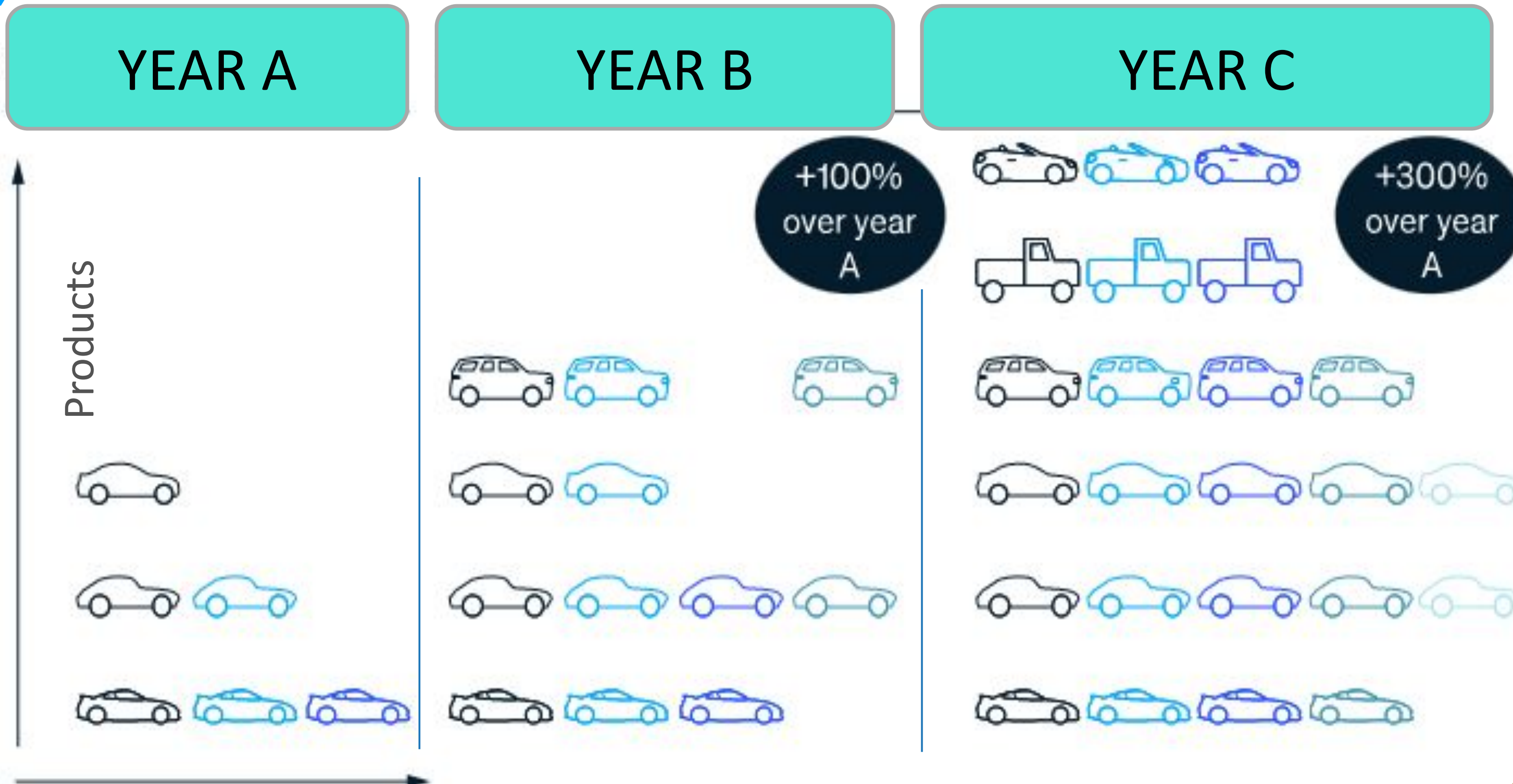
Conclusion

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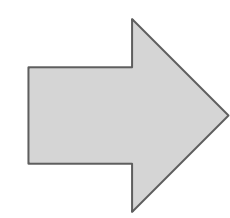


# Background

# Product Portfolio Management



Time



## Apple Inc's Products

iPhones	iPads	Macintosh	Apple Watch	TV	Music
iPhone 11 Pro	iPad Pro	MacBook Pro 13"	Apple Watch Series 5	Apple TV+	Apple Music
iPhone 11	iPad Air	MacBook Pro 16"	Apple Watch Studio	Apple TV pp	AirPods Pro
iPhone SE	iPad	MacBook Air	Apple Watch Nike	Apple TV 4K	AirPods
iPhone Xr	iPad mini	Mac mini	Apple Watch Hermes	Apple TV HD	HomePod
		iMac	Apple Watch Edition	AirPlay	iPod touch
		iMac Pro	Apple Watch Series 3		Beats



# Product Portfolio - Background

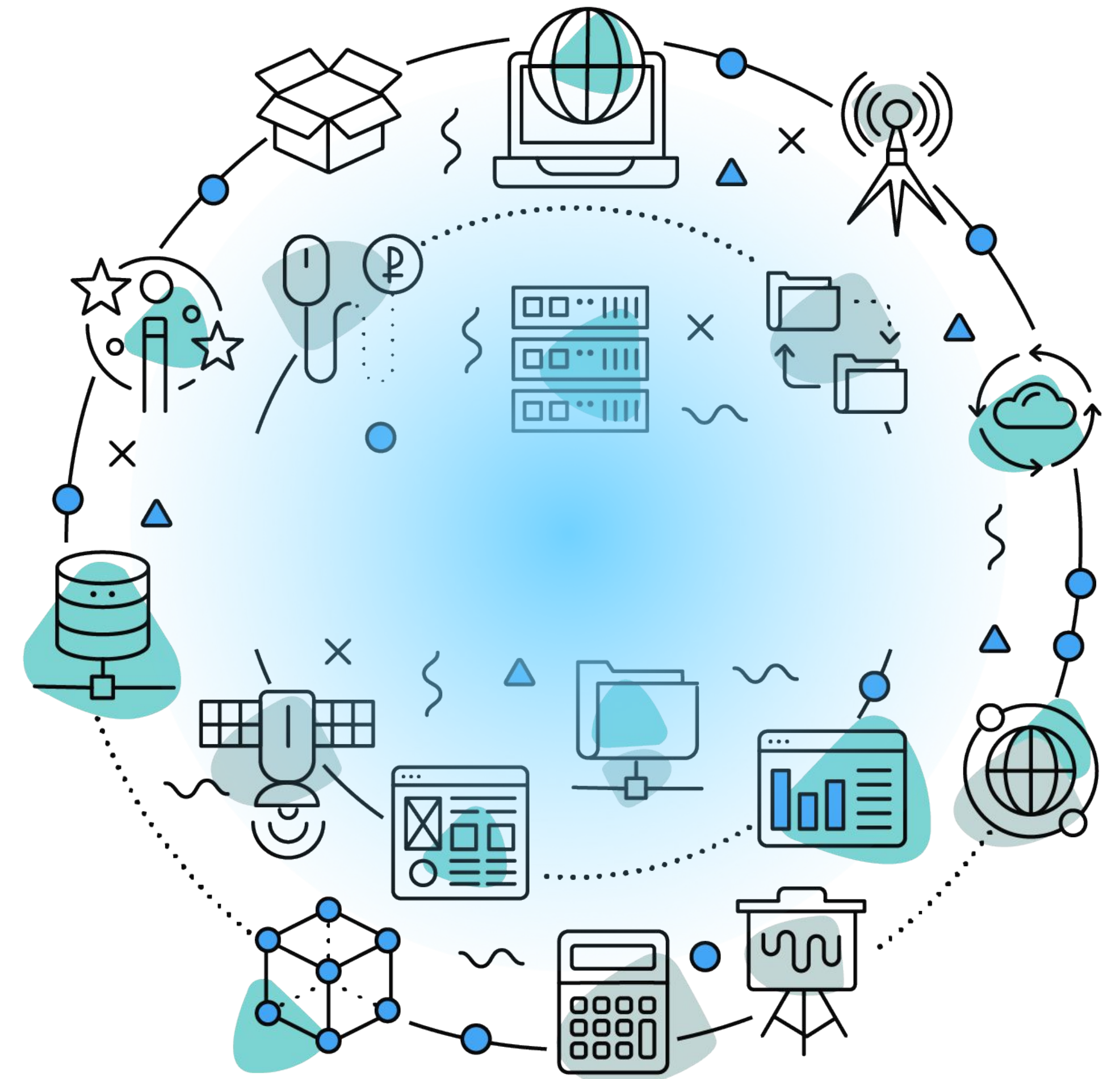
- Product Portfolio Management originated in the context of physical products & their manufacturers.
- However, it is also very relevant to software products now.

What are the **motivations** that lead to creation of a Product Portfolio?

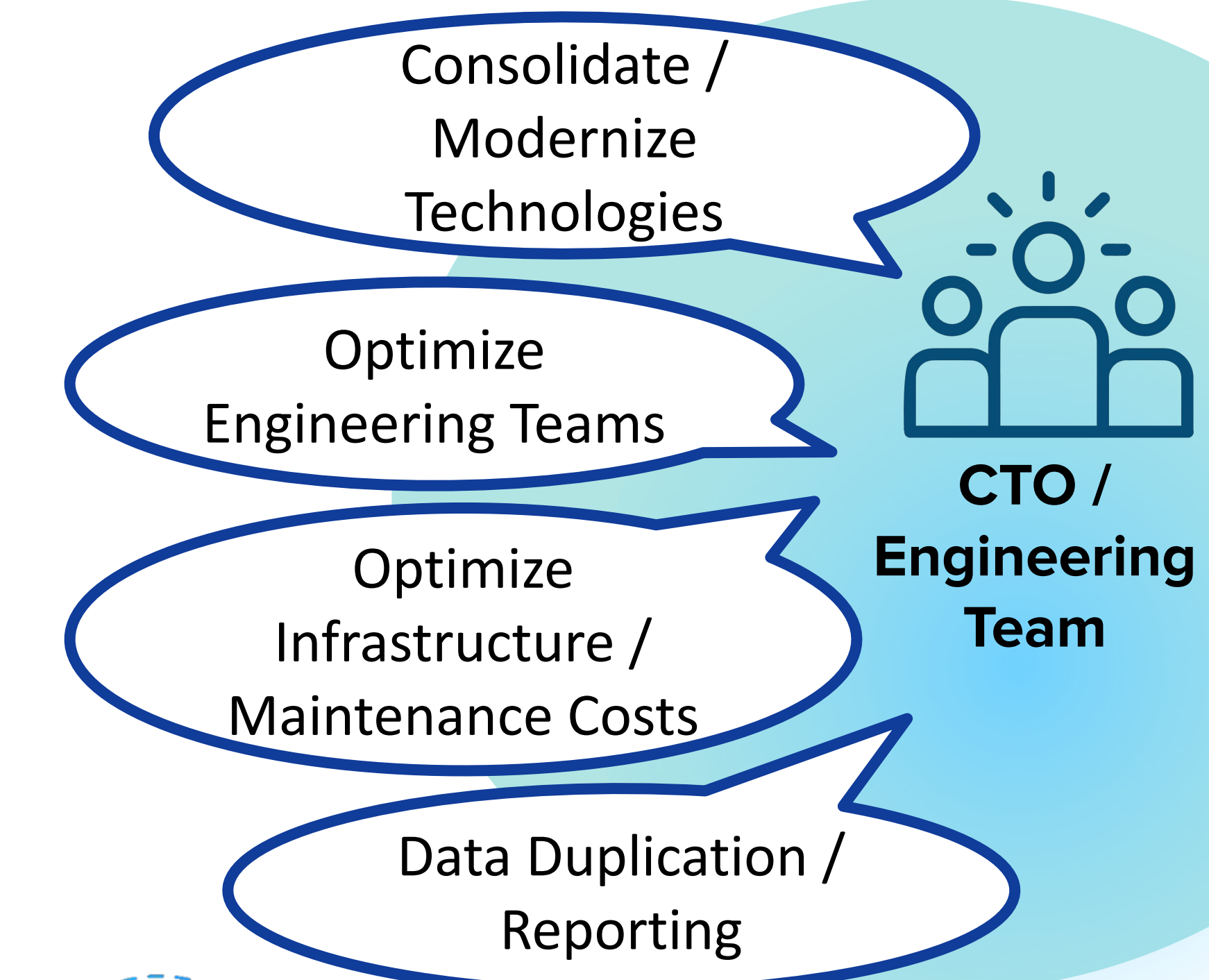
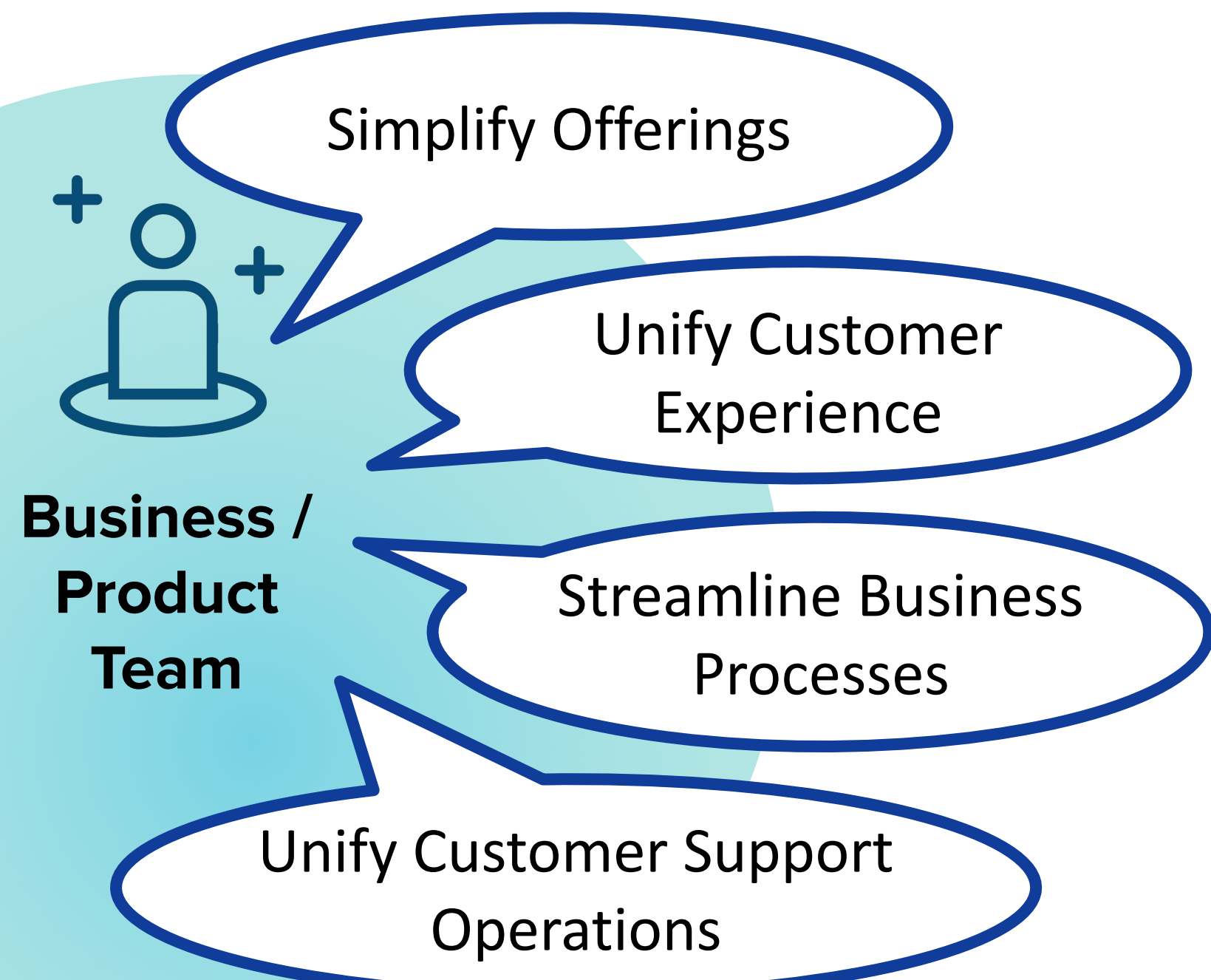
- To diversify product offerings**
- Segment across different geographies / demographics etc.**
- Create additional revenue streams using existing offerings / resources**
- Adjunct products for innovation**

**Methodologies** to create a product portfolio?

- Inorganic Evolution** - Mergers and Acquisitions
- Organic Evolution** - Self Developed Solutions



# Business & Technology Objectives



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# Product Portfolio Analysis

# Structural Patterns in Product Portfolio

How are **Products Structured**?

**A**

**Core resource  
common  
between  
products**

**B**

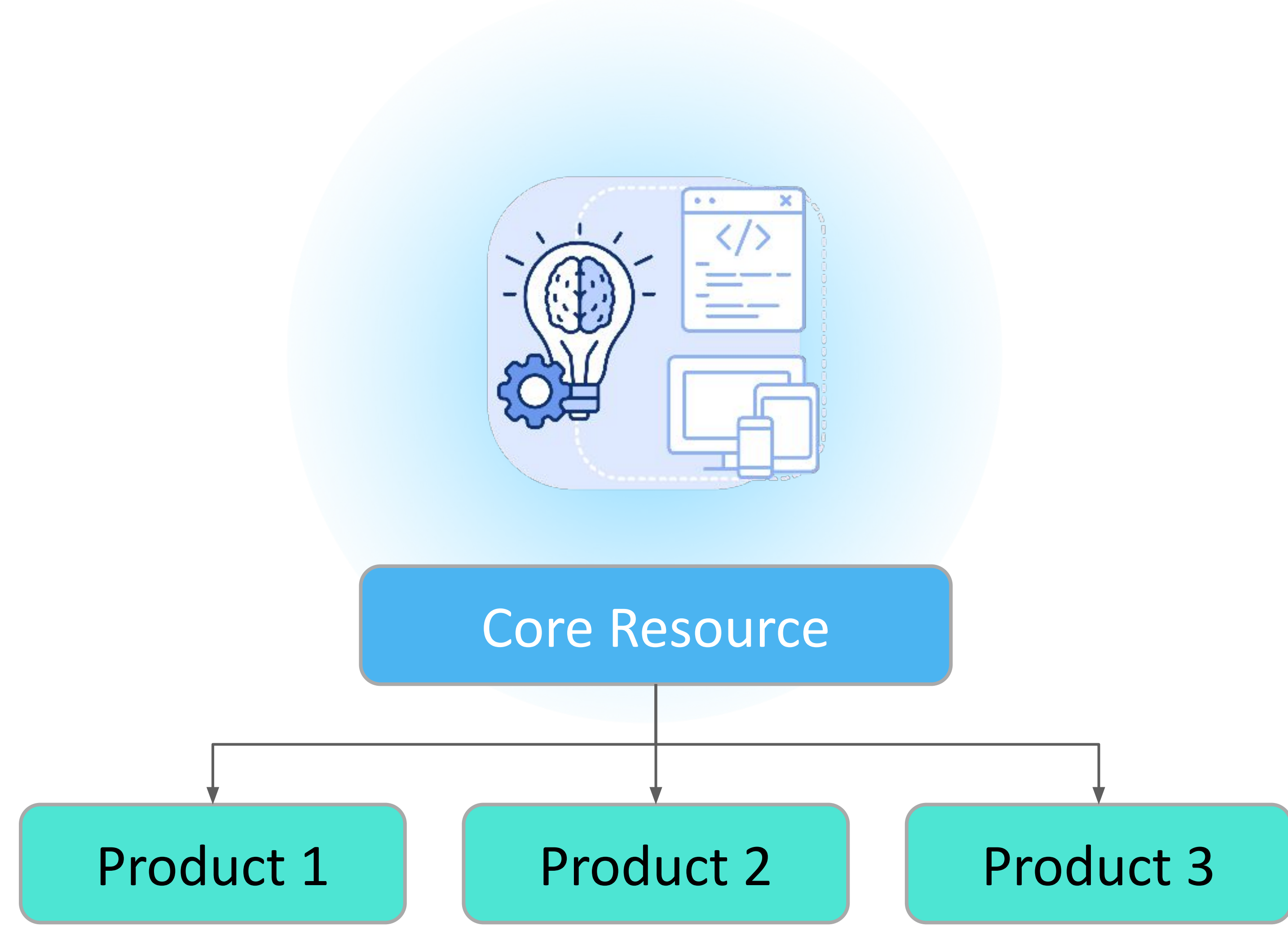
**Multiple  
resources  
common  
between  
products**

**C**

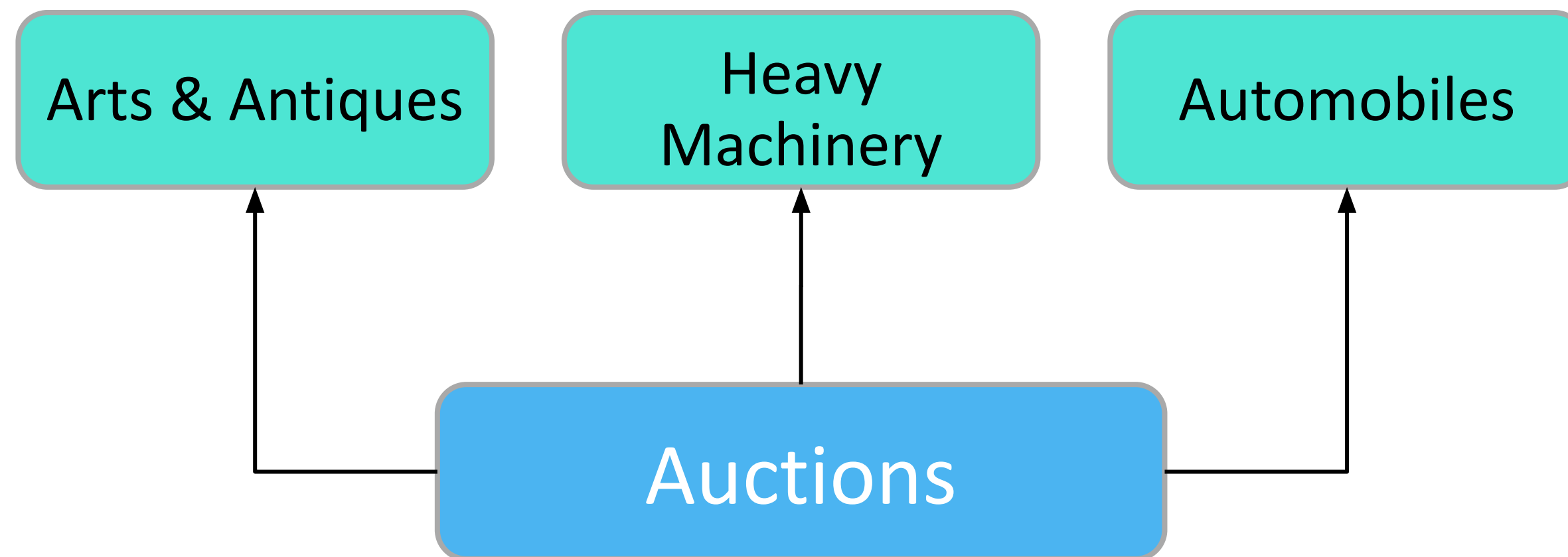
**Synchronization  
between  
resources**



# A. Core Resource Common Between Products



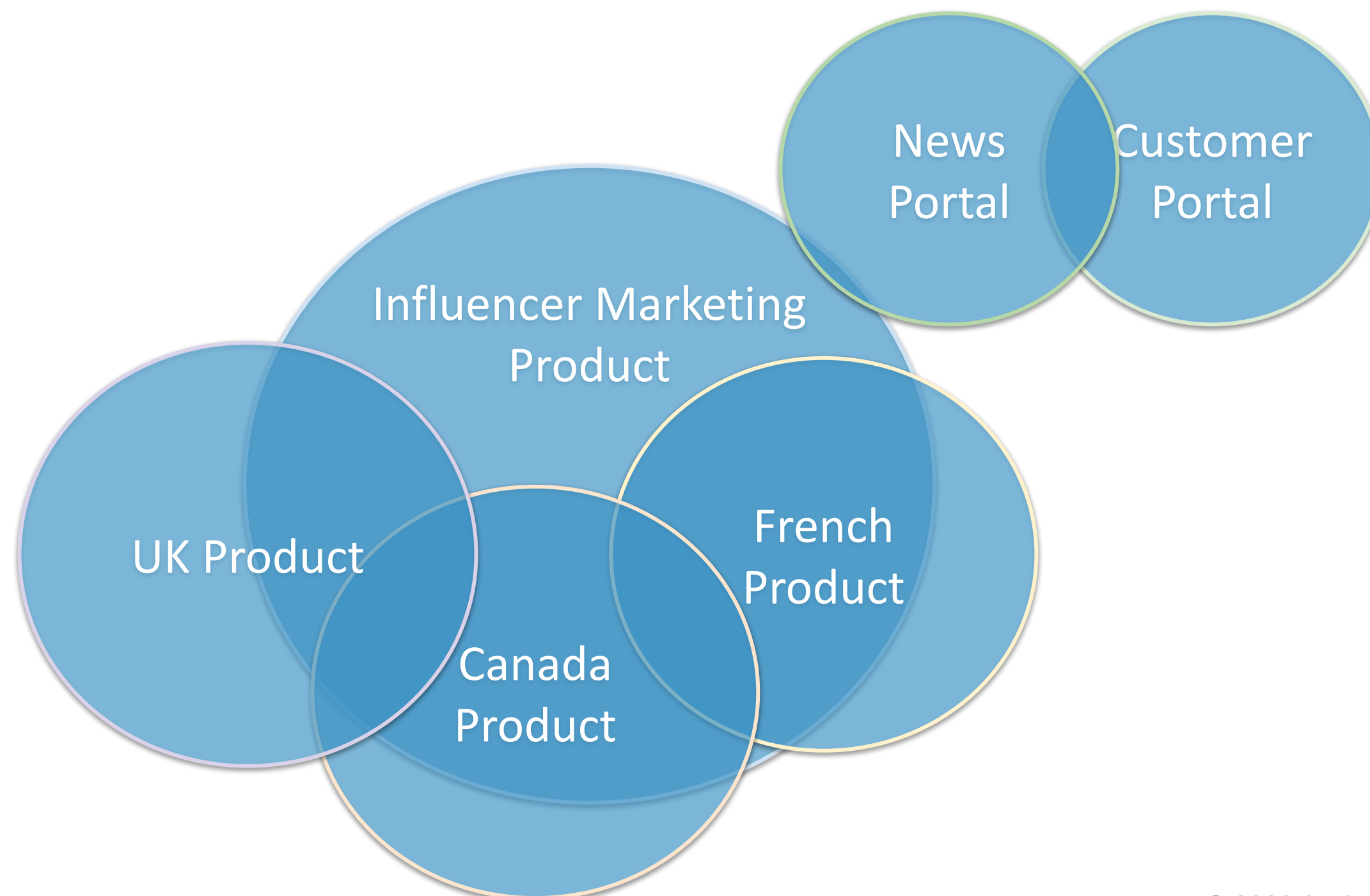
# Core Resource Common Between Products - Examples



## Auction Platform

**Motivation:** Diversify

**Methodology:** Mergers & Acquisitions

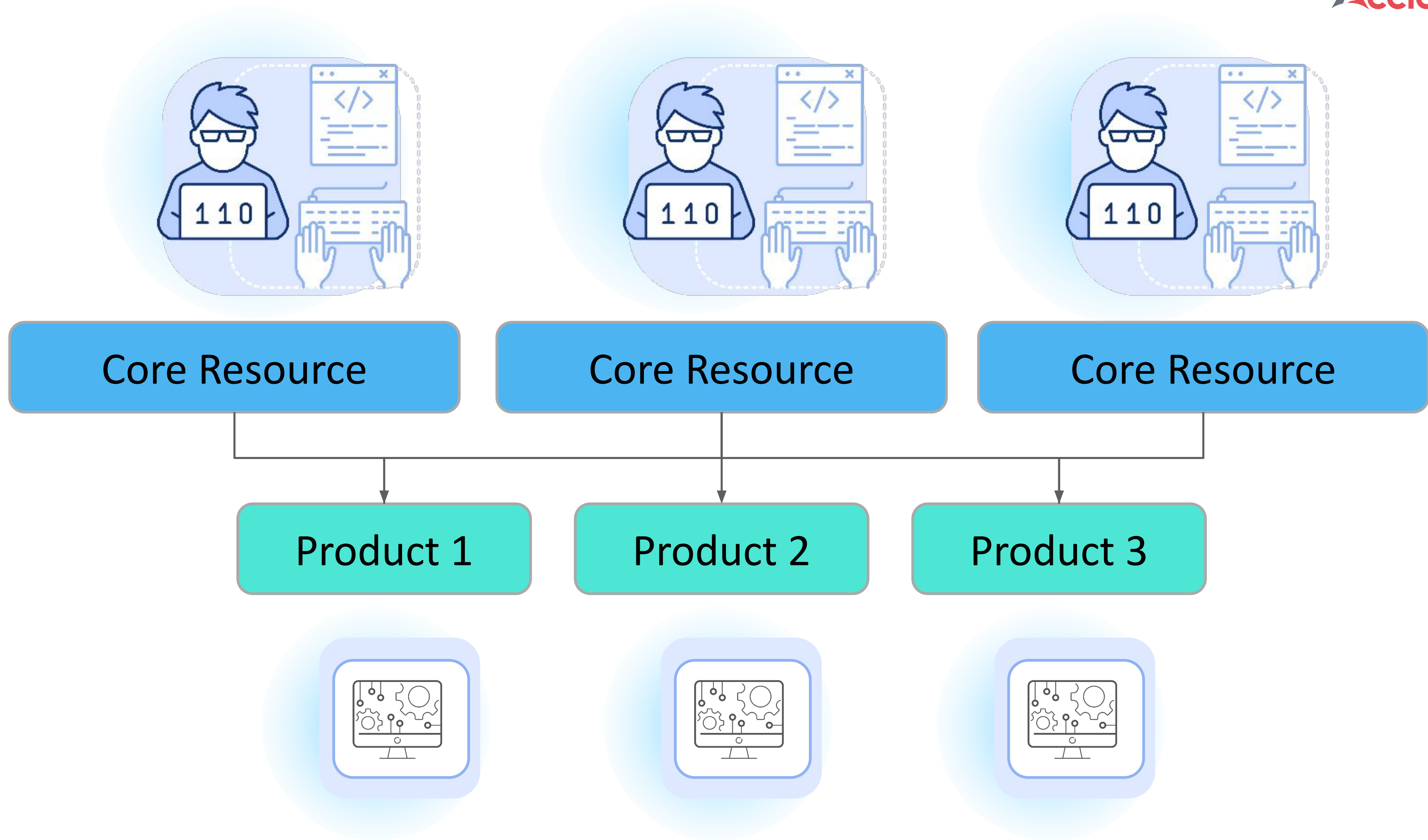


## Influencer Marketing

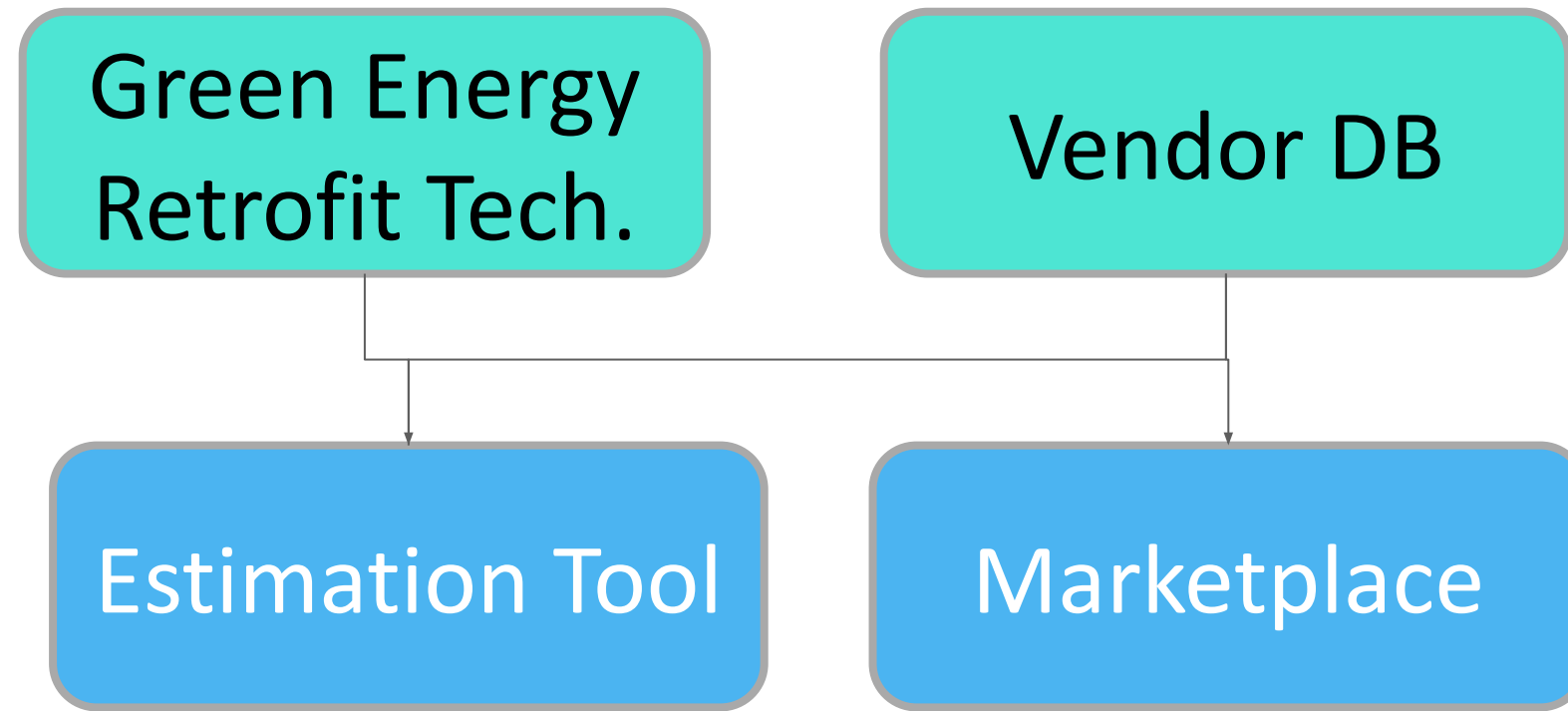
**Motivation:** Segments

**Methodology:** Mergers & Acquisitions

## B. Multiple Resources Common Between Products

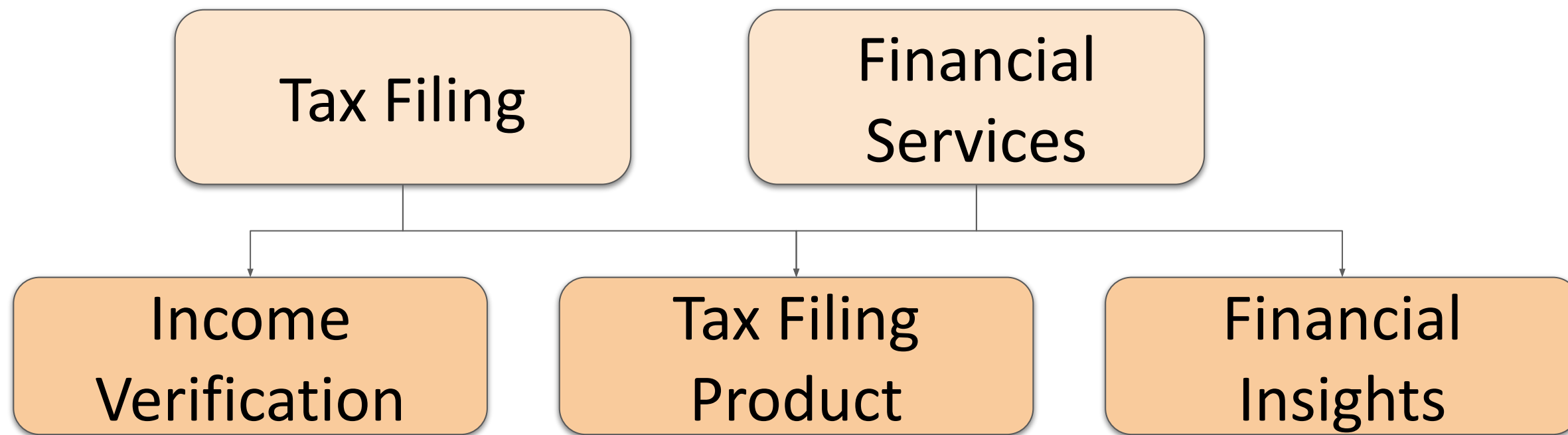


# Multiple Resources Common Between Products - Examples



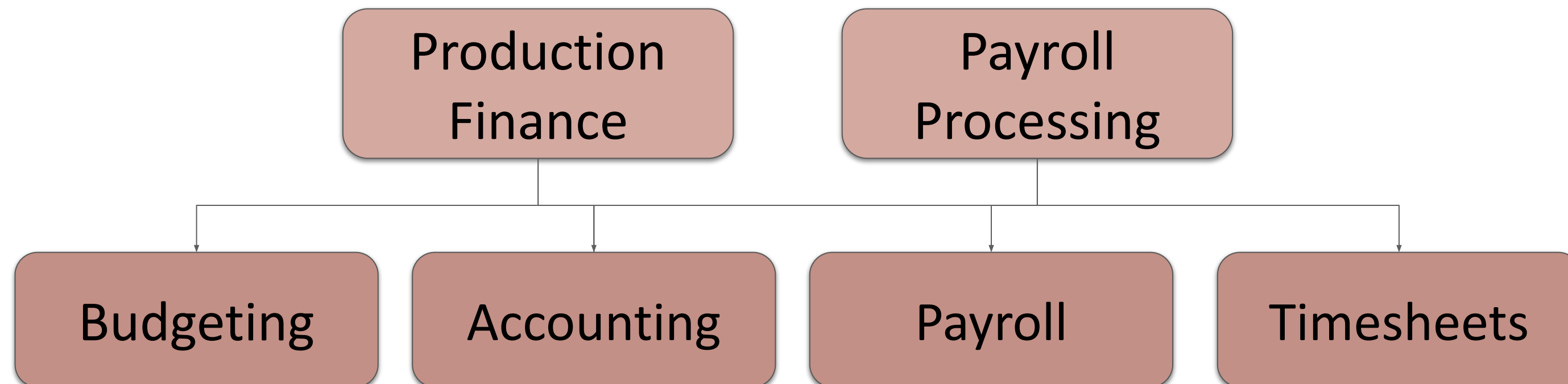
**Energy Efficient Retrofit Estimation Product**

**Motivation:** Adjunct Innovation  
**Methodology:** Self Developed



**Financial Insights & Tax Filing Services**

**Motivation:** Additional Revenue Streams  
**Methodology:** Self Developed

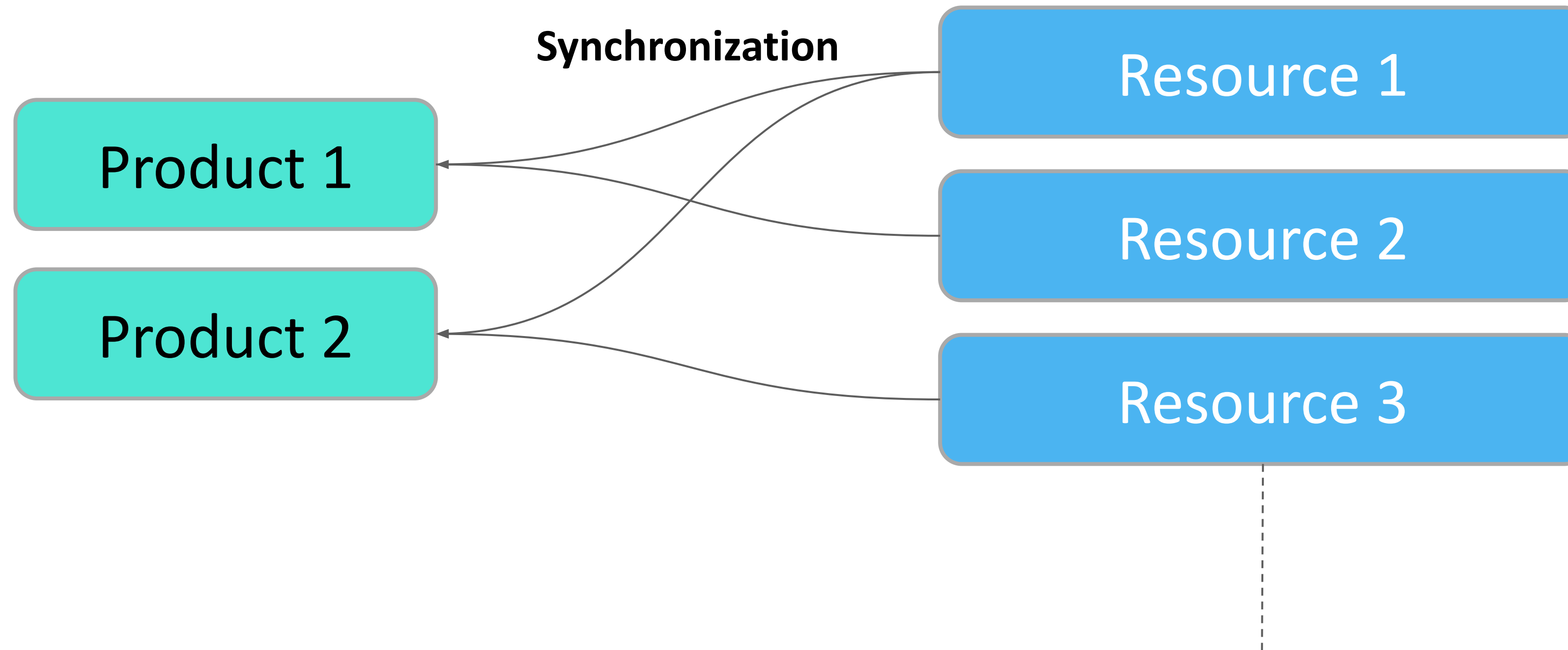


**Payroll & Accounting Products for Entertainment Industry**

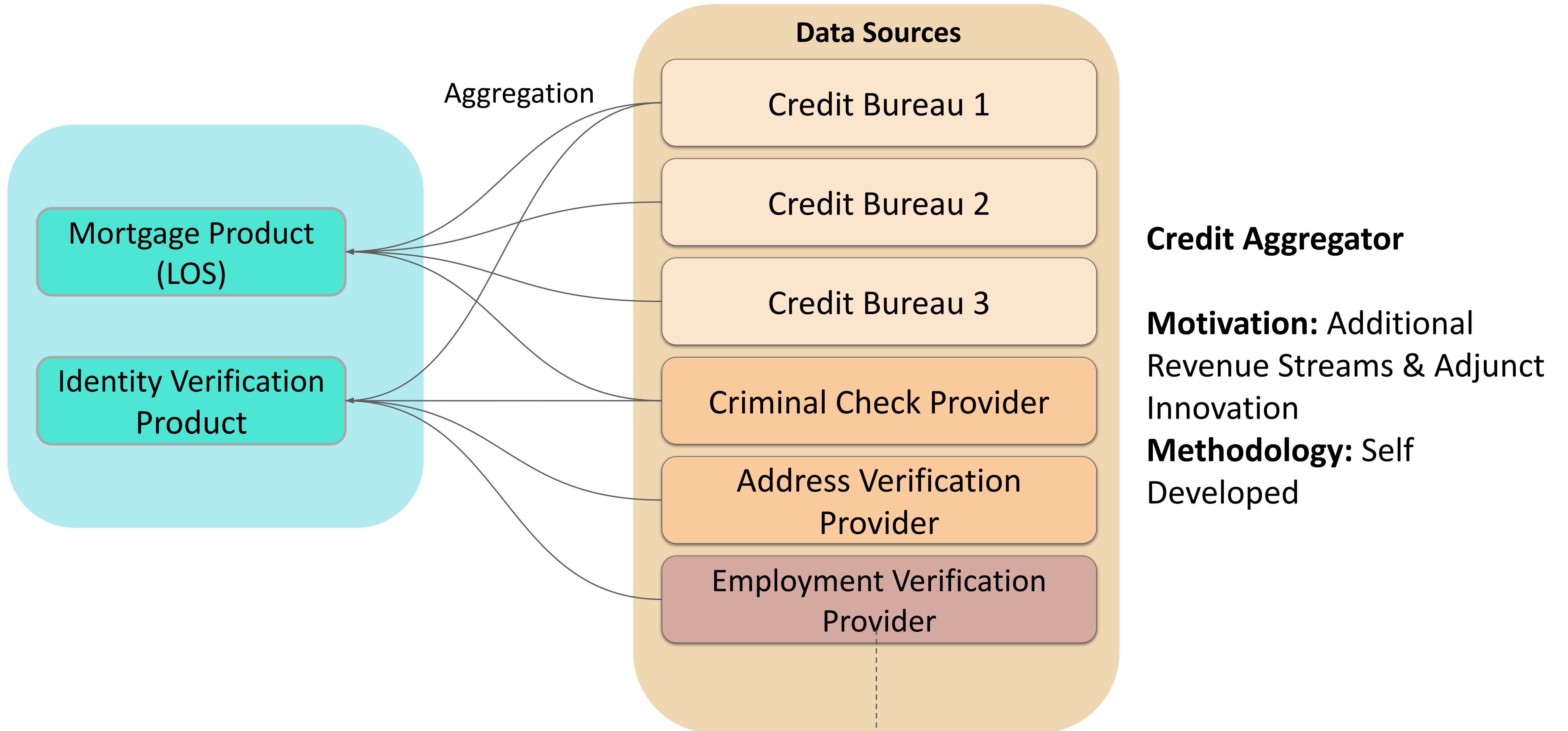
**Motivation:** Diversify  
**Methodology:** Mergers & Acquisitions



## C. Synchronization Between Resources



# Synchronization Between Resources - Example



# Key Pain Points Summarized

Category	Area	
I can't run an international influencer marketing campaign that spans multiple geographies from a single portal.	Psychological Complexity	Functional Overlap
I have a vintage tractor that I need to auction, but have to manage and run the auction on multiple websites.	Substance Complexity	
As a Product Manager, everytime I have to modify a feature, I have to modify it in all the products.	Dynamic Complexity	
Our Infrastructure costs are too high considering all the applications that we have to host.	Substance Complexity	Architecture Overlap
Everytime I switch from one product to another I have to login again.	Psychological complexity	
Everytime we find a new data source to integrate into our products, all of our products have to undergo changes for that integration.	Dynamic Complexity	

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# Methods of Rationalization

## Functional Overlap

Consolidate

Migrate

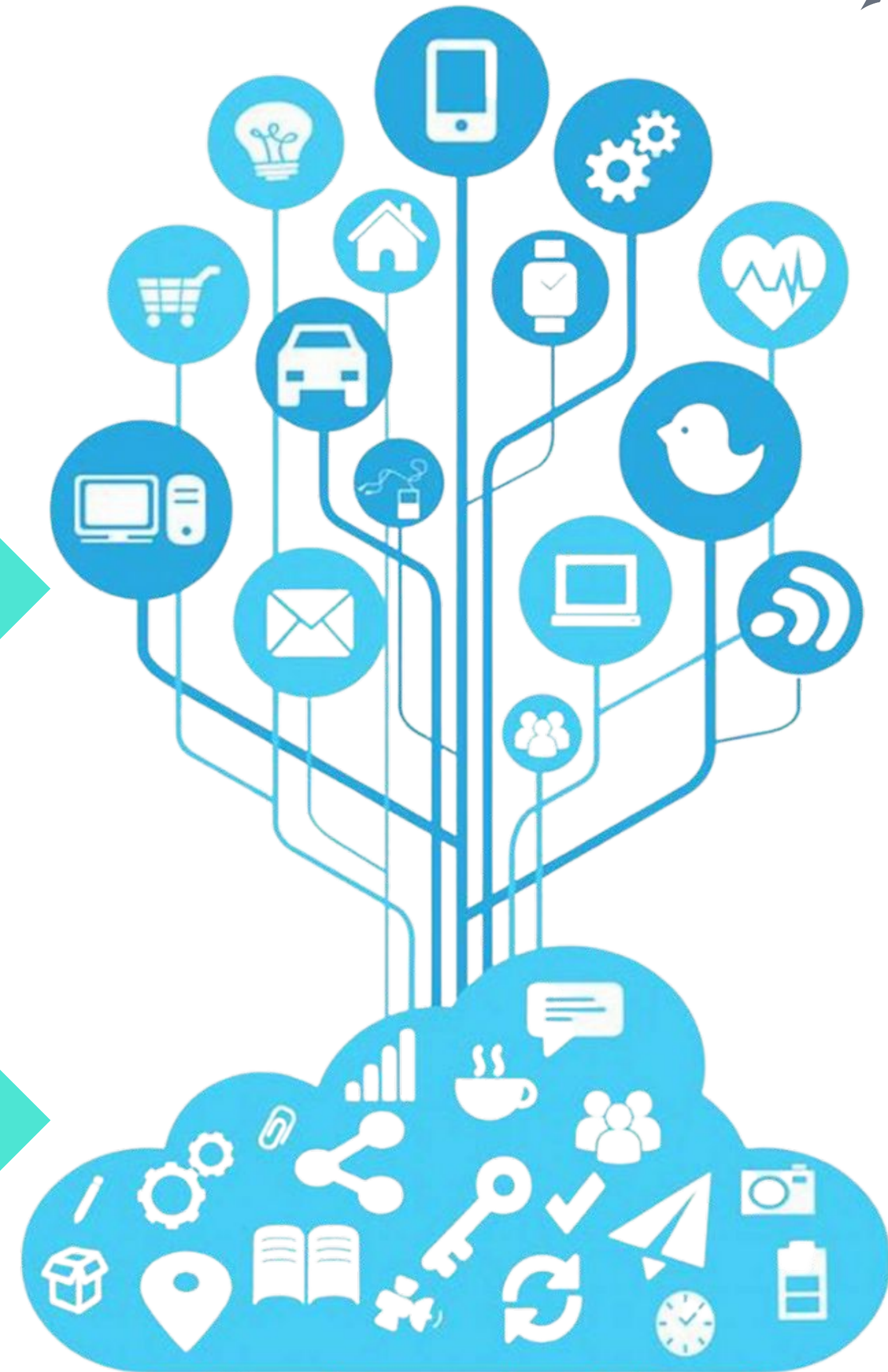
Sunset

## Architecture Overlap

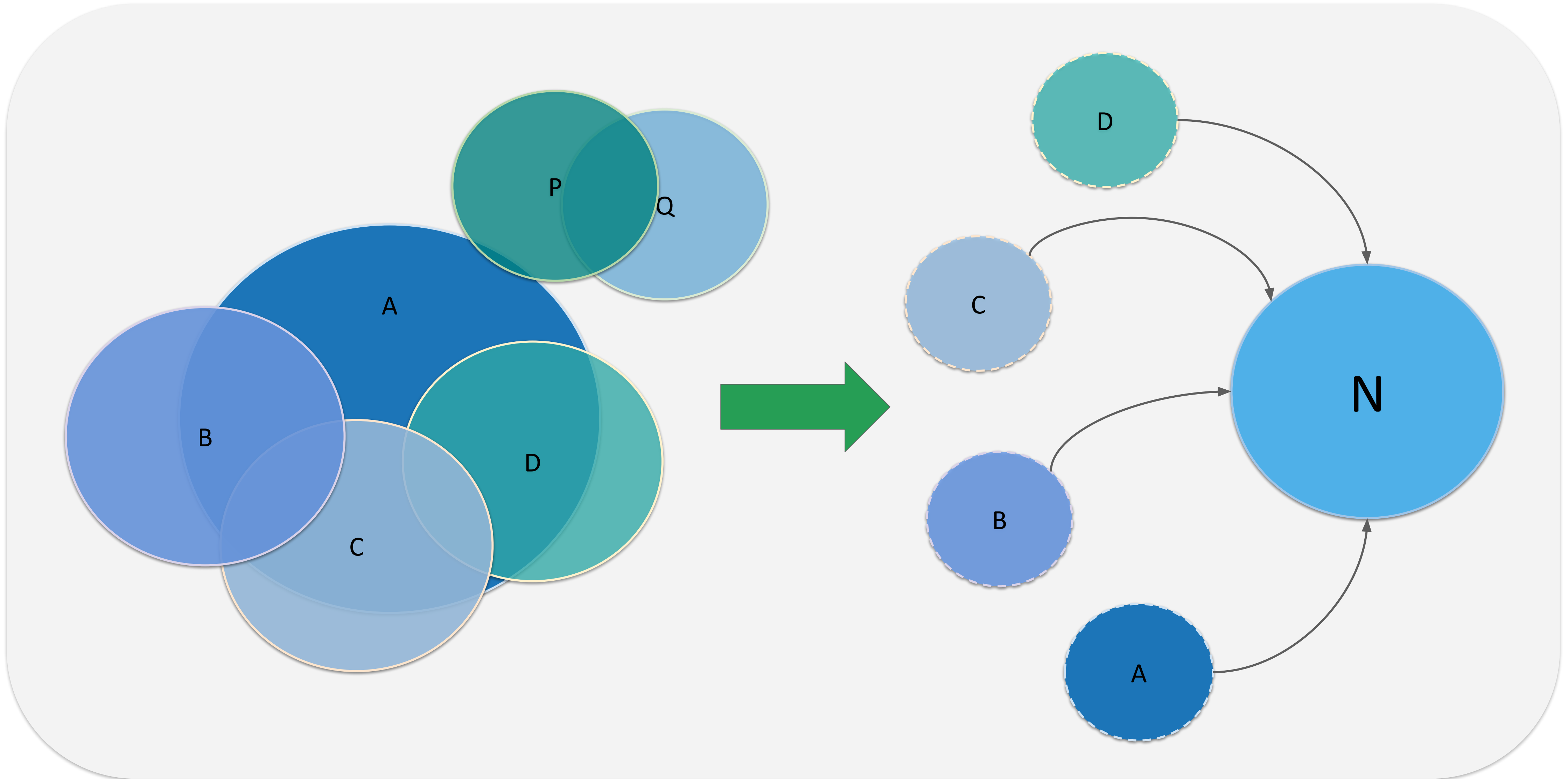
Isolate

Share

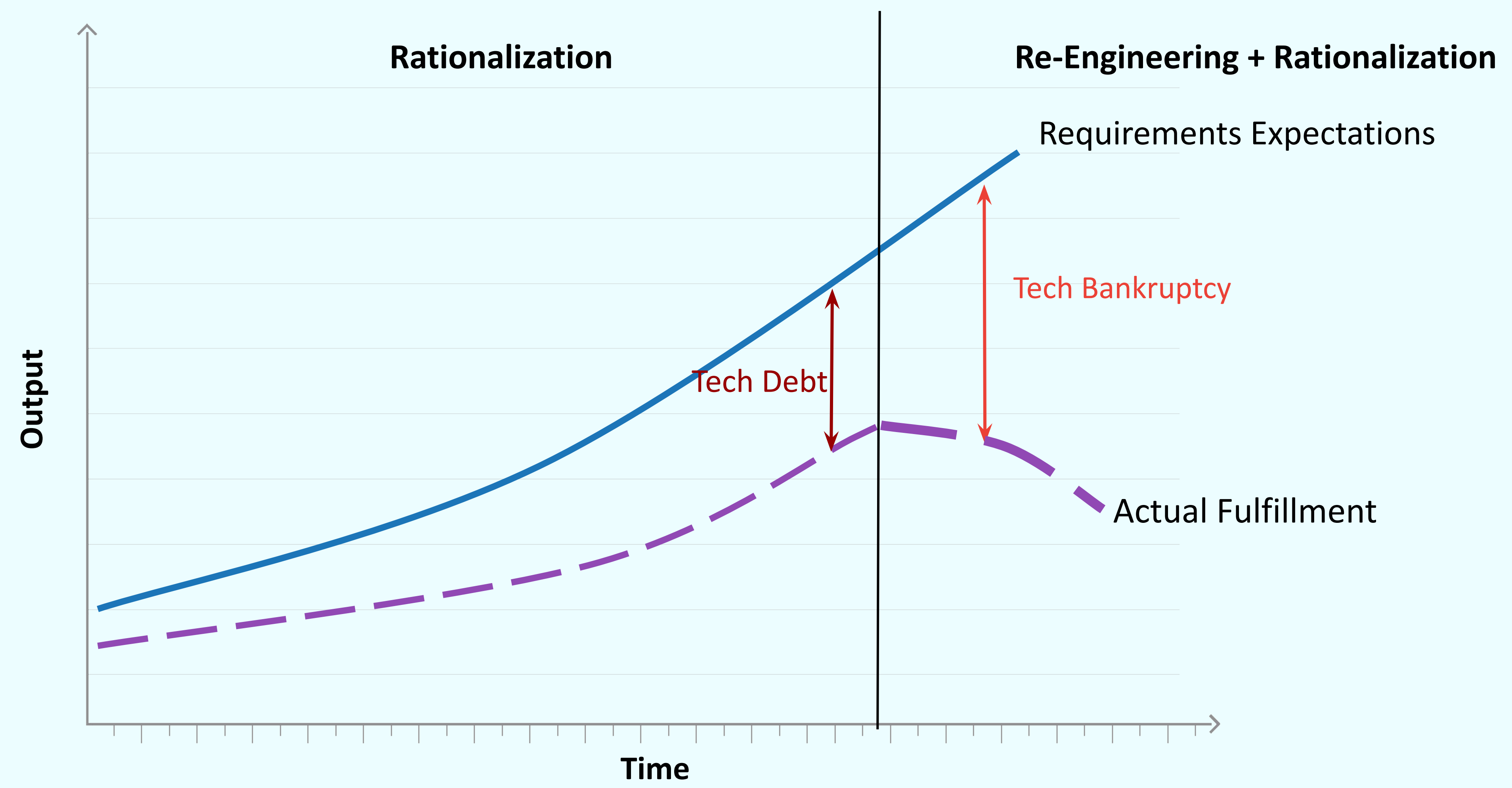
Reuse



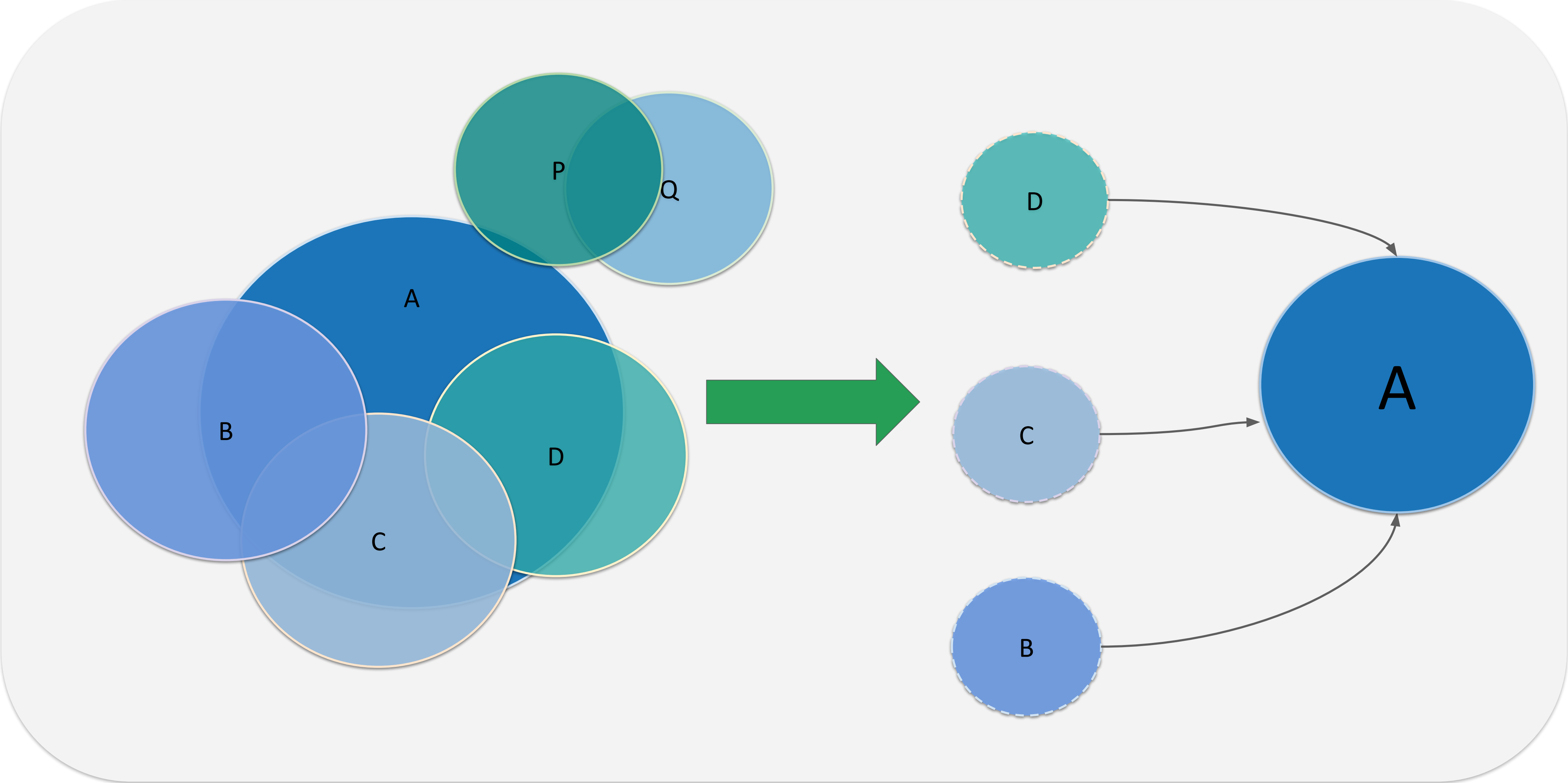
# Functional Overlap - Big Bang Rationalization + Re-Engineering



# Functional Overlap - Risk with a Big Bang Approach

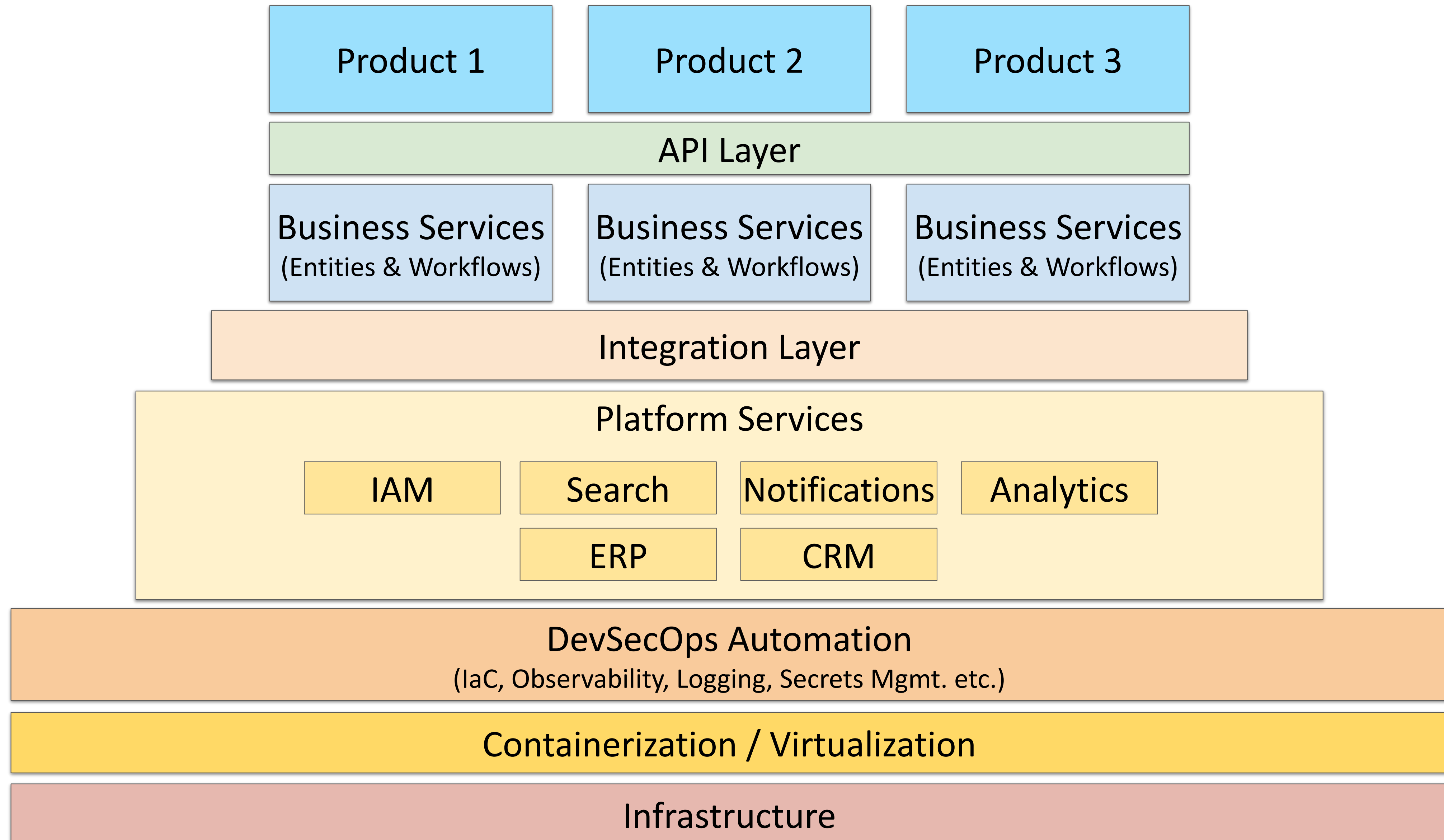


# Functional Overlap - Consolidate, Migrate and Sunset

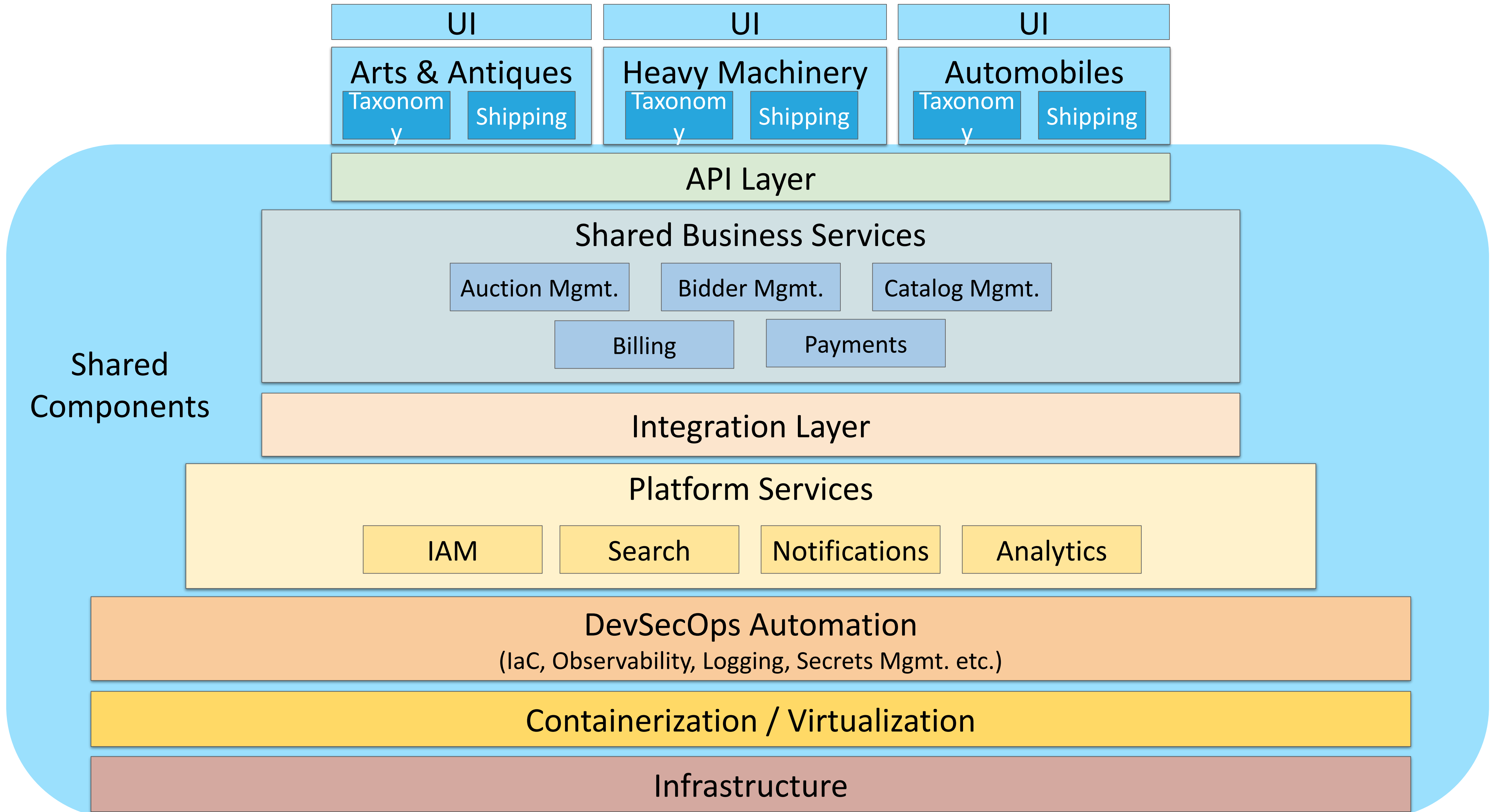




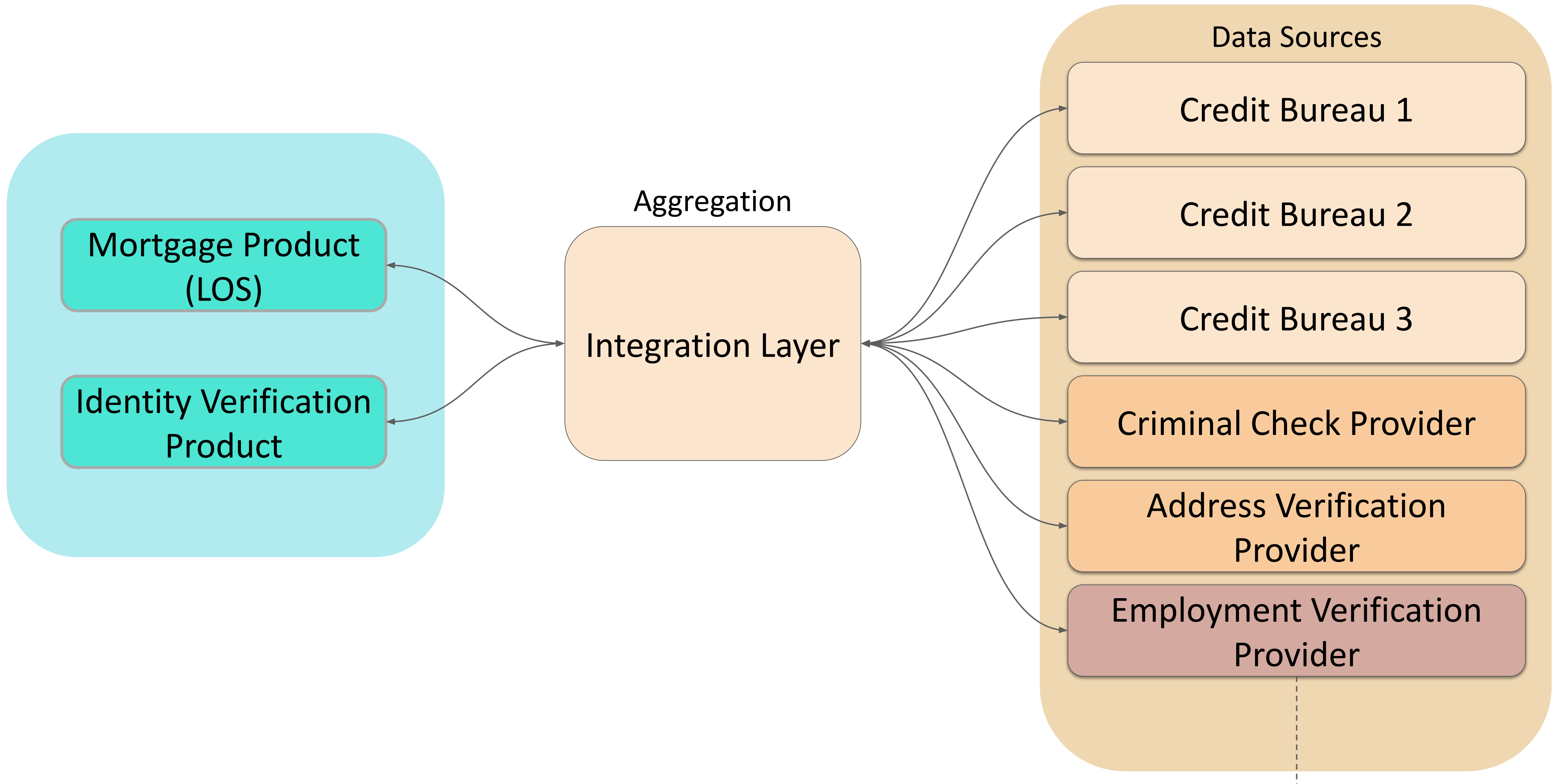
# Architectural Overlap - Isolate, Share & Reuse



# Architectural Overlap - Isolate, Share & Reuse - Auction Platform



# Isolate, Share & Reuse - Architectural Overlap - Credit Aggregator



# Risks & Considerations

Category	Area
<b>User Experience</b>	Adaptability
	Feature Parity
	Internationalization / Localization
<b>Business Process</b>	Workflows and Business Rules Consolidation / Simplification
	Automation
<b>Technology</b>	Current Tech Debt
	Data Quality / MDM
	Data Migration
<b>People</b>	Customer Migration
	Team Skills
<b>Economics</b>	Capital Investments
	Operational Costs
	Time to Market, ROI

**Conclusion**

- An organization may have a product portfolio either to diversify, segment, add revenue streams or to create adjunct offerings. This can be done either through M&A or Self Development.
- Product Portfolio Rationalization is applicable when there is a significant overlap between either the functional elements or the architectural (technology) elements of the products in the portfolio.
- For Functional Overlap, consider using Consolidate, Migrate and Sunset strategy.
- For Architectural Overlap, consider using the Isolate, Share and Reuse strategy.
- Each case may be different and shared services strategy may differ on the use cases and architectural components being used.
- There might not be a one size fits all approach. However, we have attempted to document some repeating patterns that have emerged from our experience.

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Thank you!!!

Please reach out us for discussing more at:

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