Gartner Consulting Case Study: Controlled rising costs by prioritizing opportunities to consolidate a healthcare application portfolio.

Client Context
Grown through acquisition, a large, non-profit healthcare provider needed to consolidate and reduce enterprise costs across 25 hospitals. IT initiated internal consolidation to cut costs and streamline service delivery. Following that, senior management confronted spending within the application portfolio. The portfolio comprised a significant percentage of operating expenses from 1,500 disparate and duplicate applications. The portfolio had to be examined to avoid rising costs, control complexity, and standardize regional processes.

Business Challenge
- Rising application costs and a growing application portfolio that was overwhelming operating budgets.
- Portfolio complexity and regional diversity distracted management, diverting attention from strategic objectives.
- Changes to industry regulations and standards further increased risk due to vendor and platform variety.

Gartner Approach/Differentiation
- Gartner engaged the client in the process so the client could experientially learn the methodology and lead further iterations.
- Gartner independence and objectivity reduced contention and improved confidence (and speed) in consolidation decisions.
- Gartner recommendations integrated with and influenced the client’s standards for enterprise-wide medical records.
- Gartner’s efficient prioritization and analysis identified high value, near-term opportunities within weeks.
- The Gartner TIME Rationalization methodology is published research, tested and refined by hundreds of clients.

Client Results
- Identified high value opportunities to significantly control costs by consolidating in line with CIO expectations.
- Established a repeatable discipline to continually manage and optimize the application portfolio for greater performance.