

# Application Platform Optimization Model – Version 6.0



		BASIC	STANDARDIZED	ADVANCED	DYNAMIC
<b>USER EXPERIENCE</b>	<b>Definition</b>				
	<b>Client and Web Development</b>	Does not consider user requirements as a critical element of application.	Appreciation of how UX can impact usage of applications and desire to support user needs.	Deep understanding of how user needs impact quality and success of applications.	Regards UX as a critical element of application development for differentiation and productivity.
		Does not recognize the design discipline as part of the organization.			
		Sole focus on "functional" capabilities of solutions. UX not considered proactively at requirements definition.	Recognizes that UX exists as a separate design discipline within Application Development.	Actively developing applications using a process, tools and platform with integrated UX capabilities.	Team is investigating future tools and platforms to deliver on UX requirements.
		Poor User Experience found after release may not be addressed due to limited understanding of ROI to fix issues.	Introduction of assessment of user needs to make decisions at various stages. Assessment does not follow user-centered design methodology.	There is a continuous process of assessing UX from requirements definition to runtime of a project following user-centered design methodology.	Develops repeatable criteria for assessing user needs and constantly benchmarks against it throughout the organization.
	Some investments in UX resources and steps taken to measure quality of projects. Begins to invests in UX skills and tools.	Existing investments in UX with positive results. Uses UX extensively during the definition phase of future projects to frame solution space or opportunity.	Uses UX capabilities to drive disruptive innovation to capture business opportunity.		
<b>SOA AND BUSINESS PROCESS</b>	<b>Definition</b>	Reactive to business needs; process is locked inside standalone application or involves manual workarounds.	Has departmental-level integration solutions with point-to-point integration or usage of packaged software - but not Advanced enterprise-wide.	Core business processes automated; integration across applications and departments; some standalone processes have abstracted their rules & workflow mapping.	Full Process abstraction and SOA maturity; IT org agilely alters processes/responds to business needs using modeling and process visibility.
	<b>Process, Workflow &amp; Integration</b>	Architectural plans are app centric and reactive.	Has architectural mindset & roadmap around services & processes (but not enterprise-wide) - and without full time staff	Established architecture discipline & full-time staff; use standardized packaged integration/process software.	Fully mature Enterprise-wide use of SOA & process abstraction.
		No reuse of web services - or use of basic XML without services approach.	Some methodology for some services consumed & exposed.	Established development methodology for SOA & Services, can manage increasing numbers of Services.	Capable of aggregating Services and extending their use beyond its own firewall or org boundaries; Meet SLA of services (security, availability).
		Systems & Applications exist in islands of isolation; need for integration not prioritized or seen as too costly.	Mostly Point to Point EAI solutions; no enterprise-wide integration.	Has an enterprise architecture for integration (ESB, EAI, B2B); Use standardized packaged integration solutions; Enterprise-wide core processes integrated.	Fully integrated cross-enterprise processes; EAI is services based & built on industry patterns; can quickly integrate new applications & standards.
		Little process/workflow automation outside those locked within standalone application; rely on manual workarounds for process across-applications & people.	Automate repetitive task (replacing manual paper); some departmental processes that span multiple applications.	All core biz process automated; process activities monitored; some standalone process have externalized rules.	Process abstraction provides dynamic versioning, control, updating, redeploying, workloads adaptability; Workflows automated and have end-to-end visibility.
		B2B based on phone/fax, manual entry, or hard-coded workarounds.	Proprietary (one-off trading-partner specific or compliant) B2B integration or reliance on VAN.	B2B solution versatile to handle multiple standards (XML, X12, EDIFACT) & multiple trading partners integration & management.	B2B integrated across firewall into collaborative processes/workflows; B2B has agile capability for trading partner management and rules changes.
<b>DATA MANAGEMENT</b>	<b>Definition</b>	Database Management & Administration Policies.	High availability, scalability and disaster recovery standards.	Common Data Architecture across systems.	
	<b>Data Infrastructure - Custom Line of Business</b>	Siloed & Inflexible Data Services.	Standardized Data Services.	Integrated & Flexible Data Services.	Dynamic Data Services.
		Database management with limited development support through server side constraints & triggers.	Applications conform to pre-defined data standards and policies.	Flexible data tier delivers scalable, reliable and secure business information supports flexible application architectures.	Real-time integration between disparate applications and ease of extensibility.
		Simple single tier applications.	DBAs provide preset, routine services.	DBAs and application developers use common tools & methodologies.	DBAs and application developers use common collaboration tools and methodologies.
<b>Data Infrastructure - ISV Line Of Business</b>	Basic data recovery and auto tuning.	Failover support with integrated management and security.	Continuous availability reducing both planned and unplanned downtime.	Policy based dynamic performance management.	

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BUSINESS INTELLIGENCE	Data Warehousing	Disconnected Silos of data. Data silos where there is no consistent tools or policies applied.	Data Marts. Data Marts leveraging basic ETL packages, common database management and performance tools.	Enterprise data warehouses. Deliver holistic business view with high levels of performance and low management overhead from partitioning, star join, or parallel index operations.	Real time data warehouse. Real time integration, availability, and management across data warehouse, operational data stores, reporting systems, and OLAP systems.
	Definition	Data silos, custom and IT dependent reporting, limited automation.	Business Unit-wide strategic alignment, but no centralized scorecards. IT dependant reporting & analysis on centrally managed, subject-based data automation of data loading.	Enterprise-wide strategic alignment and financial consolidation. User-driven and centrally managed reporting and analysis. Centralized data mgmt.	Real time closed loop and proactive analysis.
	Performance Management	Static documents to track performance with manually entered performance metrics (KPI).	Interactive, departmental scorecards where performance metrics (KPI) are sourced from database.	Strategy driven enterprise wide scorecards. Automated tools for budgeting, planning, forecasting.	Embedded reporting within business process.
	Reporting & Analysis	Static decentralized and highly IT dependent reports (several reporting tools). Standalone spreadsheet based analysis.	IT driven Parameterized reporting from defined data sources. Analytical tool connecting to subject-oriented data.	User-driven report building, definition, scheduling and subscription. Wizard-based publishing of data from front-end analytical applications and Web-based interactive analysis.	Advanced visualization (KPIs exposed in strategy maps and custom visualizations). Predictive analytics, data mining.
	Data Warehousing	Data silos for analysis and reporting, Hand-coding ETL.	Basic ETL packages to load subject/ functional data mart.	Centralized and managed data warehouse. Automated ETL design, implementation and maintenance.	Business Intelligence or Business Activity Monitoring (BAM) within business process automation, Master data management.
DEVELOPMENT	Development Platform	Active development on legacy tools and platforms. Departmental application development, not mission critical. No monitoring/management (No standardized Web platform.)	Active development on a mix of legacy and modern development. Defined business impact, possibly mission critical. Limited monitoring/management (Standardized Web platform).	Maintenance only on legacy software. All active development is on modern tools and platforms. Mission critical applications with departmental impact. Integrated monitoring/management of Web platform.	Maintenance only on legacy software. All active development is on modern tools and platforms. Actively investigating (and possibly *go live* on) future tools and platforms. Mission critical applications with company-wide strategic impact. Integrated configuration/deployment of Web applications.
	Application Lifecycle Management (ALM)	Minimal in-built tool capabilities. Uses only an IDE. No formal Development process. Users have experience in all development roles.	Minimal inbuilt tool capabilities (non integrated 3rd party such as NUnit or NAnt). Lightweight methodology such as Agile, Scrum, etc within some teams (inconsistent across organization). Limited experience with lifecycle tools. Users have differentiated roles - Architect is usually lead developer / Independent testers.	Evolved inbuilt tool capability (multiple tools required). Lightweight methodology such as Agile, Scrum, etc across teams. Strong experience with lifecycle tools. Dedicated roles in development teams.	Integrated tools from a single unified vendor. Uses formalized methodology. Decision maker on lifecycle tools use. Frequent lifecycle tools usage. Dedicated roles in larger development teams.
	Custom Applications	Standalone or limited client/server applications.	Complex client/server applications. Stored procedure development.	Multi-tier development.	Multi-tier development. Transactional applications where performance and reliability are of paramount importance.

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