

Mission to ~~Mars~~ Modernize

Launch with Confidence



eGuide

45%

of professionals cited **countless inefficiencies** as the biggest issue keeping them up at night when it comes to legacy modernization.

Poll Conducted by Ness in March 2021

Some days it may feel like your mission to modernize your legacy applications is more like a mission to Mars. It may feel unattainable, and you can almost guarantee some hiccups along the way.

That's why taking extra care to assess the full scope of your organization's needs upfront pays off in the long run to sustain the much-needed long-term momentum.

In this eGuide, learn how you can keep your organization on track by understanding where to begin, your approach options, and how to overcome common roadblocks.

Know Where to Begin & **Where You Need to Go**

It Is Not a Solo Journey

First and foremost, your view of modernization must be business outcome-driven and continuous. All crew members (i.e., business units) must understand and be committed to this objective from the beginning to eliminate the risk that any of them will need to halt the mission.

For Sales, this could result from the revenue at risk if a customer decides they don't like the new platform. Human Resources may need to bring in new talent to undertake the work.

Initiating these conversations early on can help department heads and executives across the organization plan for the long-term impact modernization can have on their work and teams.

Plot Your Course

Mapping out a course of action and developing a plan are musts. This is the time to overinvest in surfacing business-technology tradeoffs to sharpen your problem statement:

- Perform usage analysis for minimum viable features and develop a service/product scorecard
- Identify key back-end data and application engineering dependencies
- Recognize talent bottlenecks and associated risks
- Garner senior commitment to fund beyond current budgeting cycle
- Obtain an end-to-end view of service and support capacity
- Define incentives for clients to migrate (new features, pricing, etc.)
- Document account-level sales risk to determine migration/upgrade roadmap
- Classify client requirements and must-haves

Having an intimate understanding of your organization's business needs and wants provides an element of predictability that helps ensure your legacy modernization proceeds smoothly and efficiently.

Choose the **Right Approach**

Fundamentally, there are many ways to solve these challenges, and one modernization solution does not fit all.

Different organizations will have varying scenarios and challenges that require a unique course of action to execute their legacy modernization strategies.

As you evaluate approaches, it is important to ascertain how much of a gap is there in the fitness of the product/service/application to determine if it is a technology, architecture, or business functionality mismatch.

It is also imperative to evaluate the degree of risk and cost associated with these different approaches.

Re-platforming

To migrate an application to the cloud without major changes

Need better scaling in the cloud but don't want to commit as much effort

Trip Tip

Start with moving some workloads to the cloud and take a lesson learned approach before taking on a larger effort

Virtualization / Encapsulation

To leave application code in the current environment and connect it to new access layers

Need a low-risk option to give a new interface to a legacy application

Trip Tip

This approach focuses mainly on the interface and doesn't address underlying problems such as maintenance

Rearchitect

To move from a monolithic architecture to a microservices model

Need flexibility and scalability that rigid monolithic structures can't provide

Trip Tip

The platform should be limited to only a few microservices otherwise it makes the system too complex to maintain and manage

Rehost

To move an application to the cloud as-is (aka 'lift and shift')

Need benefits from the cloud but don't want to make changes

Trip Tip

Run the risk of carrying over similar problems and may not fully take advantage of cloud features

Refactor

To modify an application to better support a cloud environment

Need long-term cost savings and increased resilience

Trip Tip

Even though this requires more time, it can provide the most ROI by leveraging the cloud

Rebuild

To rewrite the entire application from the ground up

Need stability and want to increase the competitiveness of the platform

Trip Tip

Can be time-consuming, and a total teardown can present many risks; however, this opens the door for new features, functionality, and improved processes

Replace

To retire an application and replace it with a cloud application

Need the benefits of the cloud and want to adapt to a more modern way of working

Trip Tip

As this approach is a fresh start, think about future-proofing the application against obsolescence

Remove Roadblocks

One of the primary reasons why organizations fail is because they only focus on technology. While technology presents its challenges, there are other risks to mitigate on your journey.

Modernization will impact revenue and value generation and requires a holistic point of view. If you cannot identify and solve for all of them, you are sure to fall short or fail outright.

#1:

Strategic Priorities Shifting During Budget Cycles

Legacy modernization is a major budgetary consideration spread out over a long time, which is one of the many reasons why it is often left out as an organization-wide priority.

Minimize risk by:

- Having budgeting conversations upfront, easing some of the concerns around the uncertainty of costs and constraints.
- Tying modernization to value creation at every stage to get large multi-year commitments solidified.
- Prioritizing modernization and rationalization requirements alongside other functionality in the backlog.

#2:

Commercial Risks of Changing **Customer-Facing Platforms**

As legacy modernization traditionally starts with customer-facing processes and services, potential disruptions to your customer or changing a customer-facing platform can open the door for risk.

Minimize risk by:

- Analyzing your top customers and asking them for feedback will help you prioritize your focus.
- Considering incentives for customers to migrate (i.e., special pricing for new features).
- Developing the proper customer roadmap to help soften the magnitude of the transition and strengthen the longevity of your relationships.

#3:

Transition from Legacy to **Digital Engineering** **Skills and Processes**

Your talent pool needs to grow with your organization. Without the right skillsets, it will be nearly impossible to achieve success.

Minimize risk by:

- Identifying resources upfront and expanding existing teams as needed.
- Strengthening your team by establishing partnerships that are experts in design thinking and rapid product innovation.

#4:

Cultural Practices of the **Business** **Ecosystem**

Getting everyone on the same page at the same time is no easy feat. Whether it's fear of change or not recognizing the need for change, this can be a significant hurdle to adoption.

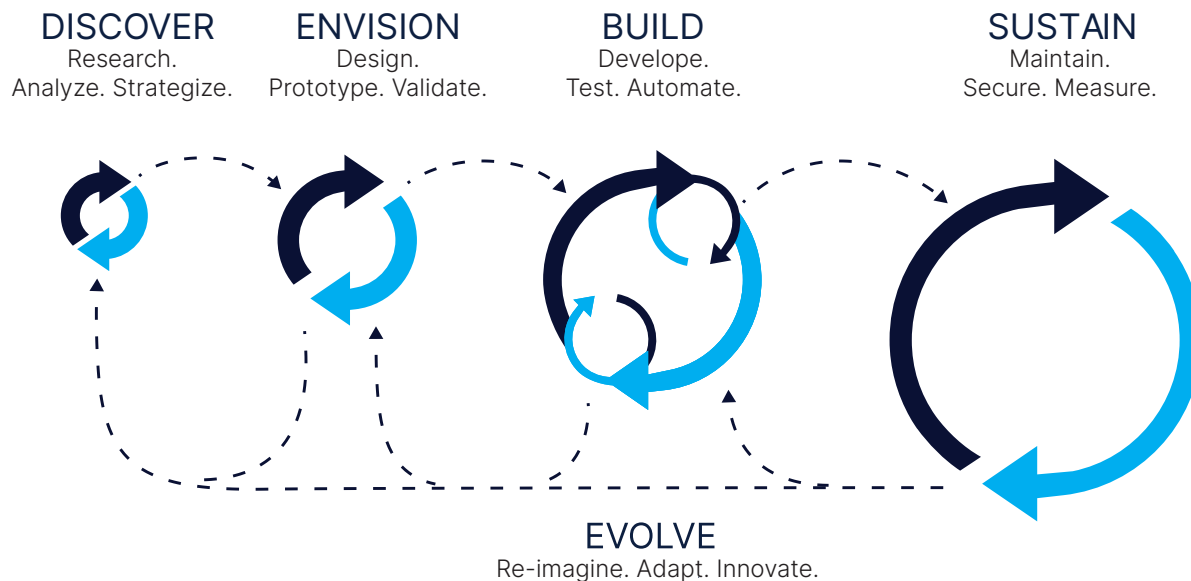
Minimize risk by:

- Embracing organization change management and developing a clear plan to get your colleagues on board with modernized processes and new ways of thinking.
- Convincing every department impacted that it's a priority for them by taking a business-outcome centric approach.

Reach the Final Destination

One of the common misconceptions of legacy modernization is that it is a project or an initiative with a finite duration with a start and stopping point. The reality is that modernization is a continuously evolving process embedded in existing workstreams and prioritized based on business value due to the speed at which changes happen in the market.

Meaning, you should view modernization as an ongoing effort to keep innovating, re-imagining, and adapting.





Let's Talk

Learn how you can accelerate your digital strategies and modernize with ease.

About Ness Digital Engineering

Ness is a digital solutions company with product engineering in our DNA.

For more information, visit:
www.ness.com