

Rationalisation approach: Understanding the benefits, unlocking potential

July 2015

Plan execution and benefit realisation

Platform rationalisation programmes have often struggled to execute against all the requirements – leading to incomplete delivery on the business benefits. The answer lies in a programme structured to deliver value

QUESTIONS //

“How do I support my commitments to my customers using a different platform?”

“How do I ensure that the programme achieves its projected benefits?”

“How do I maintain focus during delivery?”



Answer //

Establish a clear, shared understanding of:



which platforms are functionally, technically and financially healthy, and which are not



which healthy platforms support similar products to the ones we want to migrate



what it will take to support each product on the target system



what drives the benefits: usually it's decommissioning a legacy hardware platform and its licences, hosting and support costs



how to ensure the board realise migration is only half the battle

Answer //

Execute a structured migration plan. This means:



identifying the most expensive source hardware platform and targeting it in the first instance



understanding the other systems on the source platform and how to live without them



understanding how to “empty” a particular platform as fast as possible – even if it requires multiple target systems



considering a highly utilised mainframe as target platform. Cost savings can be considerable

Answer //

Ensure you adopt the pragmatic approach by:



rationalising products prior to migration. Recommend identification of:

- // options that aren't used and can be eliminated
- // different ways of supporting contractual commitment
- // customers migrate to superior products
- // features where customers could be bought out



creating a pre-production environment where legacy applications can be run empty to prove they are safe to deactivate



maintaining good governance and a decision-making process that ensures decisions “get made and stay made”

Typical benefits post decommissioning:



Proposition summary