Brochure

The Modernization Maturity Model

OpenText's framework for planning and executing core business system modernization programs.

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Executive Summary:
The Modernization Maturity Model

In an IT world where a single bad decision can cost the business its reputation or market share, digital transformation requires care and pragmatism. OpenText's modernization solution is a uniquely holistic range of technology providing rapid, low-risk IT evolution. OpenText's best practice approach to modernization projects, known as the OpenText™ Modernization Maturity Model, has been refined over the course of more than 1,000 successful customer engagements, offering a practical and proven framework to implementing business critical change.

Why Modernization?

It is staggering to learn that 88% of the Fortune 500 have dropped off that list since the 1950s. And in an era where the pace and breadth of change is unprecedented, there remain a worryingly high number of failed IT projects littering the best intentions of digital transformation. No wonder many are turning to application modernization as a more pragmatic approach. Modernization seeks to deliver business value at low risk by protecting core application and data investments already made—effectively building upon what already works successfully. The Application Modernization marketplace is reportedly growing at nearly 20% each year.

Managing Modernization

Yet Modernization can mean so many things, and plotting the journey and the before and after state is vital element of any successful change program. As experts in modernization, having managed IT change since 1976 and having overseen thousands of customer engagements, OpenText offers both a comprehensive range of underlined technology solutions in support of the various use-cases our customers may need, plus a methodological approach.

Application
-New markets & services
-Proliferation of devices
-Competitive Forces

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Process
-Speed and Quality
-Access to skills
-DevOps at Enterprise Scale

Infrastructure
-New cost models
-On premise vs Cloud
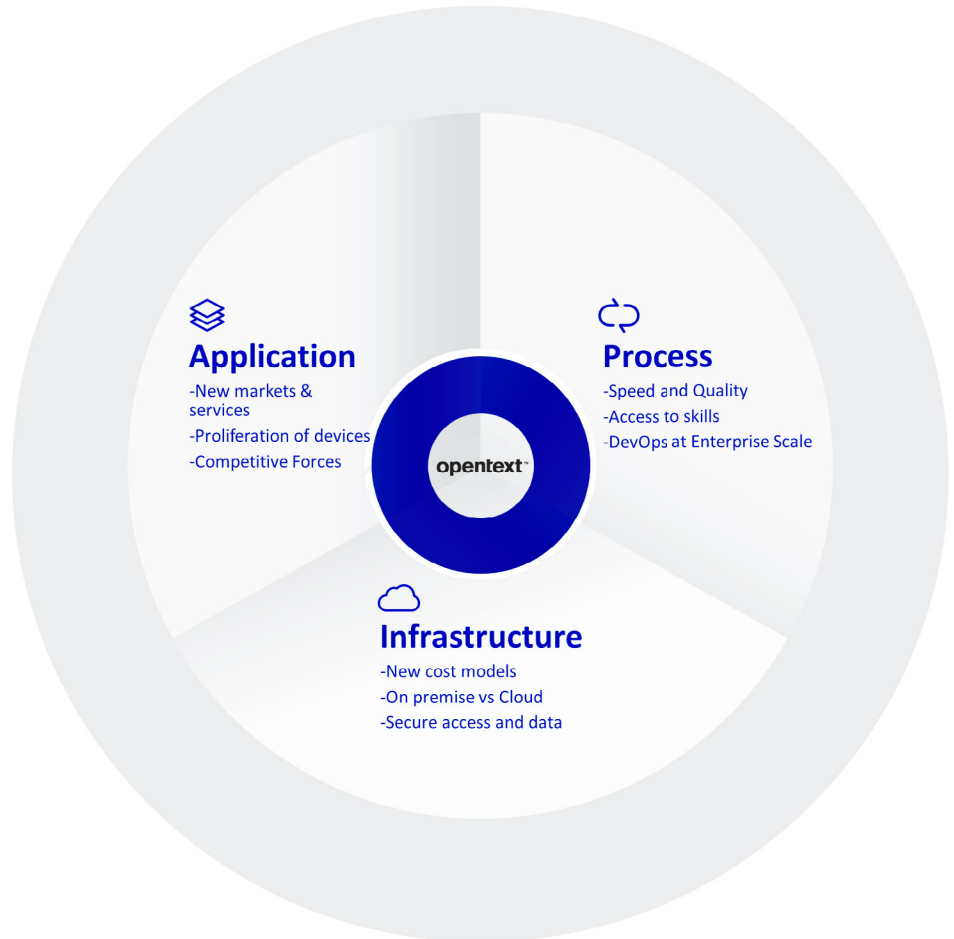-Secure access and data

Figure 1. OpenText's comprehensive Modernization solution

OpenText's approach is our Modernization Maturity Model that helps our customers and partners plan and implement their own unique journey.

The Modernization Maturity Model

Our Modernization Maturity Model outlines OpenText's best-practice approach for enterprise modernization projects based on three decades of experience, across thousands of projects. Offering a combination of implement-

ation expertise and technical capability provides a uniquely powerful modernization solution.

A Practical Framework for Success

The OpenText Modernization Maturity Model aims to provide a mapping from the initial business drivers behind the change requirements, through a technical strategy towards appropriate tactical options. The start point is therefore to understand the requirements for change from an operational, and business, perspective.

Then follows a review of the technical drivers for change, which may include elements such as application complexity, technical and supplier strategy, platform and architectural considerations, and resourcing.

Only then can the discussions regarding potential application strategy take place, which of course would include options not only to modernize, but also potentially under certain circumstances to evolve in different ways such as replacement or retirement.

A critical aspect of the model invites customers to look at their proposed modernization initiatives, one by one, through all related lenses, enabling them to consider and plot their own modernization landscape and associated journey for each initiative. It is very important to ensure each requirement is treated separately, based on its characteristics in terms of business goals, timeframes and technical considerations. For example, smaller, isolated departmental application updates may be adequately planned using current processes and technology, while larger scale applications with major cross-team dependencies may need to explore process, technology and cultural changes to support their modernization objectives.

Lens/Phase	1	2	3	4	5
Infrastructure	Mainframe	Distributed	Cloud-ready	Cloud-optimized	Cloud-native
Application	Monolithic Proprietary ACID transactions	N-tier Portable Virtualized	Loosely coupled Relational 'Macro' Container	Components API Services Containers	Microservices NoSQL BASE transactions
Dev Process	Waterfall	Iterative	Agile	DevOps	DevSecOps
Management	Linear	Managed	Defined	Measured	Optimized
Culture	Departmental	Directed	Collaborative	Trusted	Performance

Table 1. Our Modernization Maturity Model lenses and phases provide a framework for planning

The columns in Table 1 are a convenient way of plotting the modernization journey of a given application set. Many customers have used this model to recognize the separation of elements, plotting them at different maturity phases depending on the lens they are looking through. For example, some major mainframe clients have adopted a DevOps style approach to application delivery, while continuing to use the mainframe as their core platform. Conversely, some COBOL application teams are building Cloud-ready applications but have retained close control of the applications in a largely siloed culture / operation. Other teams have looked at whether Cloud-Native is their ultimate goal or whether a more flexible Cloud-Ready approach is more supportive of their business goals, at least initially.

Importantly, this model ensures no important details are overlooked by the customer during the initial assessment of their current situation, and offers sensible guidance in terms of required destination for each of their modernization initiatives.

Critical Modernization Considerations

Furthermore, the Maturity Model includes references to best-practice approaches used and refined during the course of hundreds of OpenText modernization projects over the years.

These approaches, or what we refer to as our *modernization considerations*, reflect vital project activities that have served as foundational components during countless successful OpenText modernization projects. The considerations are hugely important areas of focus that are present on the majority of modernization projects, based on OpenText's experience. For example large-scale infrastructure modernization programs would typically concentrate on considerations of Portfolio Assessment, plus then Removing Platform (and Application) Dependencies, Data Modernization, Application Rejuvenation, as well some management and people changes. Oftentimes, however, the modernization journey of that application will then consider further changes to the functionality of that application in its new environment, at which point other

Portfolio Assessment and Analysis—what is the application composed of and how it is connected?

Transition to Agile / DevOps—what is the delivery model for the application and do we need to accelerate and streamline it?

Application Rejuvenation and Currency—does the application conform to the latest on technology support, regulatory and internal guidelines?

Remove Platform Dependencies—does the application include structures that are unique to the current deployment platform?

Decouple Application Dependencies—does the application rely too heavily upon adjacent applications, data or other technologies?

Operational Process Modernization—who manages and controls the application from inception to products and will this model be viable for its future state?

API / SOA Enablement—how can we reuse important business functionality by exposing it in new ways

Review Operational Requirements—what are the skills, hardware, software and operational needs of the changed application?

Data Modernization—how and where is application data stored today, and what is the right option for the future?

People and Culture—who is responsible for the application and are their skills, processes and IT sufficient to support future change?

Table 2. Key modernization considerations based on over 1,000 successful projects

considerations around application and process modernization could become important, such as API Enablement, Transition to Agile, and Operational Process Modernization.

Importantly, each application's modernization journey will comprise a combination of considerations at various stages. Across the countless modernization projects that we have supported, the "Portfolio Assessment and Analysis" consideration—namely a drains-up review of the application estate to be modernized—has proved imperative and invaluable in every single successful modernization project.

Firm Foundations

Underpinning our Modernization Maturity Model is the OpenText Modernization solution, a holistic, enterprise scale suite of technology that helps customers choose their own modernization path, all based on the simple premise of protecting, rather than discarding strategic IT investments.

Using the OpenText Modernization Maturity Model as a part of a planning framework, with the OpenText modernization solution as technical vehicles, and working alongside the world's most successful IT transformation partners and system integrators, we put our customer's own modernization needs first.

The Results You Can Expect

Our record and credentials in Application Modernization offers our customers a unique and comprehensive capability.

- **Efficiency**: We can help streamline development and delivery activities by 40%, using contemporary technology, DevOps agility and unrivalled flexibility

- **Experience:** We have delivered 1,000+ modernization projects in recent years and we are supported by the best global partner network

- **Keep what works:** Deploy COBOL and PL/I applications across all major supported platforms unchanged.

- **Be supported:** Works for all core applications and major data stores. Take your database variants into both mainframe and distributed worlds.

- **Stay current:** Innovate with confidence thanks to our certification of virtualized and Cloud environments including AWS and Azure, and containerization, including Docker.

- **Reduce and improve:** Customers can expect 50%–90% reduction in IT operations costs and a performance improvement of up to 50% for batch and online transactions

Next Steps

Working with OpenText is simple. Contact your local OpenText office to ask about our Value Profile service. We will be delighted to spend time with you understanding what you are trying to achieve and would be glad to explain how our modernization solution, and collaborative approach, can help you reach your goals.

Learn more at
www.microfocus.com/opentext

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