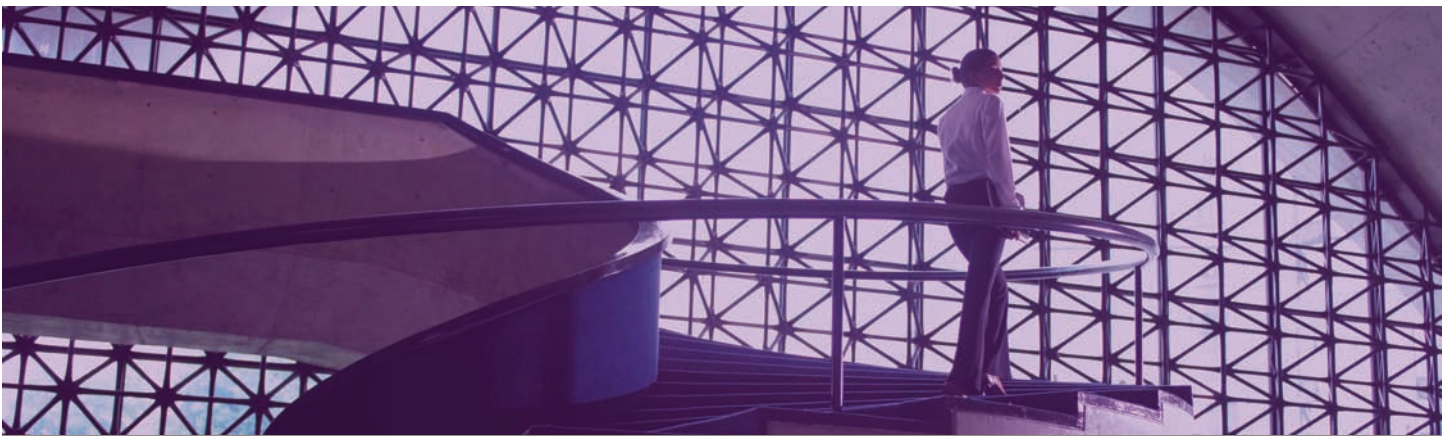


# Top 10 Tips to Regain Control and Take the Next Application Productivity Leap

The Journey Toward Productivity and Innovation



Q: The world expects more from the always-connected, instant-on company than business-as-usual. Add to that today's expectation of "personal choice" and "just-in-time" demand for access. How do you break the shackles of business-as-usual, while creating a source of innovation and strategic business value through your existing applications to increase productivity in the midst of tightening budgets? How do you make less offer more?

A: Partner with someone who has *been there and done that*:

- Sustain past investments
- Reduce TCO

- Maximize business value
- Continue to improve IT assets
- Free your organization from application maintenance and labor pool bondage

It's all about modernization done right—synchronizing business and IT—across processes, applications and technology to take the next productivity leap and support the growing expectation around innovation and user experience. The result is flexible, cost-optimized operating models that drive better business performance. What's more, your organization will realize an IT department that's a source of business value, rather than a cost center.

Sound intriguing? Wondering how it works? Read on for 10 tips on modernization that really *can* help you regain control of your applications with minimal disruption to your business.

## 1 | It's a journey, not a sprint

Application modernization does not happen over night, rather it's a journey. Think of modernization as the process through which your business continually prepares itself for the next opportunity—to mitigate the next threat and to outperform your peers.

Remember to set achievable goals and realistic expectations. This is done by creating a framework, or structured approach, to modernization that serves as the basis for all future business and IT decisions and investments. Push for a few quick wins by tackling low-risk, high-reward projects to build momentum and enthusiasm for the initiative.

You don't need to have all the answers right away. Modernization is an evolutionary process. The key is to find an application modernization partner that can guide every step of your journey. Partnering with an organization specializing in transformational services – and without a hidden agenda to sell a certain product – helps you accelerate the value received from the modernization effort. You can extend the life of your current assets by making them relevant to a more demanding, more connected marketplace, maximizing the use of today's technology innovations while mapping a path forward to gain the next productivity leap.

## 2 | Take time to “see the forest through the trees”

When in firefighting mode, it's important to step back and take the time to review the application footprint as a portfolio. Very likely you are facing a patchwork of legacy applications comprising a variety of hardware platforms, applications and web technologies. Add to this the numerous incremental enhancements that have accumulated over the years and the result is a daunting array of misaligned technologies. Many of these applications provide essential services to your enterprise. But at the same time, some applications may be presenting a level of business risk which continues to escalate over time. With a multi-dimensional view of your applications, you will be in a position to develop technology strategies that better align applications to business goals.

Consider performing an application portfolio assessment to gain clear visibility across business processes of the enterprise as well as the technical and cost dimensions of IT platforms and applications. By classifying applications within the portfolio, you'll be performing a vital step toward taking advantage of the most optimal modernization options.

## 3 | Self-funding IT programs are the new “norm”

Funding a strategic application modernization effort might seem difficult, particularly when budget funds are in jeopardy from one year to the next. However, it does not need to be expensive – nor does it demand a complete overhaul. The challenge is determining what changes are required to meet the current needs of your business.

Sometimes “Less is More.” For example, existing mission critical high volume applications can be leveraged to work within a service-oriented architecture breaking down complex and costly isolated environments into valuable reusable assets. By securing and enhancing these applications and their environments, you create permanent cost savings and enhance your ability to meet the changing needs of your organization.

## 4 | Make your journey manageable

Developing your modernization roadmap can be a daunting task, so don't try to boil the ocean. Divide your effort into manageable, incremental chunks. Start with the low-hanging fruit, with an emphasis on finding immediate opportunities for short-term return. Consider your compelling business events, resources, timeframe, budget, and then prioritize.

Look for the projects that provide maximum business value at the beginning of the effort, and deliver efficiency improvements, organizational agility, and hard cost savings. Early wins will create a snowball effect—gaining more momentum and interest as the program advances—that will generate greater acceptance and enthusiasm throughout the project. What's more, these savings add up over time, freeing your budget for more ambitious, strategic initiatives.

But remember, your environment is always changing. Whether a new competitor enters the space or the economy takes a turn for the worse, your roadmap should reflect these changes. Strategy and tactics are not static. You'll need to frequently re-evaluate the situation, re-prioritize, and change course as necessary.



## 5 | Understand IT strengths (and limitations)

Application modernization is more than an IT project. It's an organizational initiative that requires thought, planning, and a true partnership between business and IT leadership. This enables open discussions about how IT can add value to the business—changing the perception of IT as a cost center to IT as an enabler.

Be brutally honest about strengths and limitations. Ultimately, you need to understand how IT does and can contribute to the business and how to leverage it fully. Shortages of skills and budget are very real issues and have begun to create a barrier to application productivity in many organizations. Outsourcing of specific functions can be one alternative to free precious resources and put more focus on innovation. Your investments should not simply automate existing processes, but rather provide competitive advantage for your organization.

## 6 | Benchmark your current environment

Modernization is about external comparisons, as well as introspection. Knowing your organization's strengths and limitations is essential, but that information is meaningless without a comparison to your competition and peers. To effectively make this assessment, try benchmarking.

Benchmarking begins with a deeper dive into your organization to chart the current environment—including assets, capabilities, vulnerabilities, and opportunities. It results in an accurate self-assessment with which to compare to industry competitors or peers. Where do you stand with regard to your known strengths and weaknesses? Should you go after a competitor in a down market or leverage an existing advantage? Benchmarking is an invaluable technique to help answer these questions and determine where to focus future efforts. For example, Unisys extensive research into the state of modernization created a baseline for the Unisys Modernization

Benchmark (UMB), a process that allows you to measure your level of modernization against industry peers, geographic peers, or the entire market. Armed with this insight, you can make better investment decisions, set performance improvement priorities, and establish a reference point to track progress along the modernization path. (Refer to the end of this document for more information about UMB.)

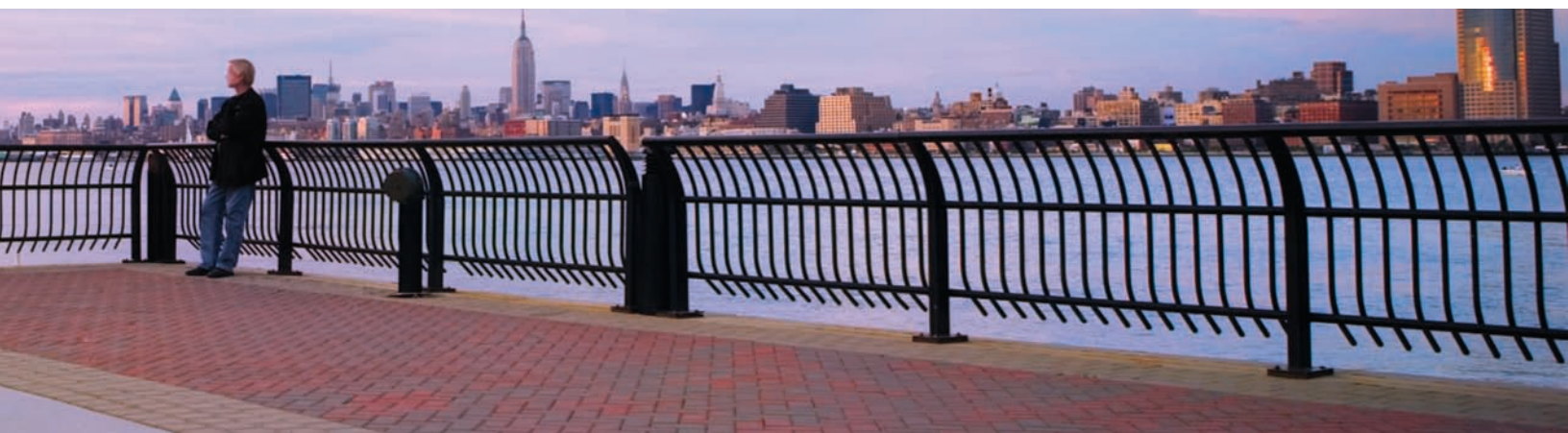
## 7 | Align IT with business goals

Benchmarking is not only useful in making external comparisons; it also provides great insight into internal strengths and limitations. Analyze the benchmark results, assess the gaps, and adjust your IT priorities to ensure IT is aligned to future business plans—and that those efforts deliver the greatest value to the business. Consider all key business and IT stakeholders and emphasize collaboration and joint ownership of the modernization process.

Remember, planning is required, but no strategy is perfect—and waiting for all stars to align doesn't get you closer to your goals. Take action with the information at hand and refine your efforts as more details are available.

## 8 | Assess your ability to execute

Planning and executing are two different things. An execution culture starts with the leadership, and knowing where to lead your organization is great. However, you can't achieve goals without first establishing what information, personnel, and resources are needed and whether you have the right ones. It's important to examine internal and external gaps and determine what people, skills, and processes are needed to accomplish your plans. The balance between modernization and maintenance is a difficult challenge. Outsourcing of application maintenance, support, or hosting may be the answer to the skills shortage issue. The more effectively you align resources with your modernization initiatives, the more likely they are to succeed.



## 9 | Prepare your organization for change

Modernizing applications across the enterprise is something that requires buy-in from your organization. In order to take hold, senior management needs to prepare for and expect a culture change—one that embraces continuous improvement and doesn't tolerate complacency.

Change of this nature, however, only comes with strong leadership and a good understanding of organizational behavior. This is a transformational process that results in enterprise-wide understanding of strategic business value and competitive advantage, and requires a staff that constantly strives to advance the organization. It is critical that your modernization effort is led by an influential and powerful individual, experienced in managing organizational change that can guide the team and push initiatives through to completion. Properly addressing the cultural issues can make or break your transformation success.

## 10 | Measure your progress

To implement effective and lasting change, regularly recheck and re-benchmark the alignment of your applications to your business goals – probing for your strengths and gaps. This enables your organization to compare baseline data to new measurements, goals, and environmental factors. Having a sound, continuous improvement process will help ensure the agility and resources required to stay one step ahead of your opportunities and threats.

And remember, modernization is an evolutionary journey—not a destination—that, if done correctly, will enable you to deliver more with less. For example, less complexity within your application environment will generate more productivity for your services; a smaller application footprint will drive more efficient use of physical resources; less staff dilution from application silos means more time to focus on building the business.

By establishing a flexible framework and an agile business model, you're free of exorbitant maintenance costs and able to adapt quickly to changing market conditions—better positioning yourself to invest in future growth and innovation.

Go to the Unisys Enterprise Modernization microsite ([www.unisys.com/umb](http://www.unisys.com/umb)) to learn more about the Unisys Modernization Benchmark. The benchmark is the first step down your road to modernization. With the Unisys Modernization Benchmark, you can combine good judgment with hard facts and the advice of our modernization subject matter experts. It provides a framework and methodology to gather credible comparative information that can help move you from a debate about what's wrong to a discussion of how to improve.