

## Banking

## A practical toolbox for decommissioning legacy systems

As part of a large modernisation programme, BSG supported a leading African bank by creating a practical toolbox to enable effective strategic decommissioning of legacy applications and infrastructure in parallel with cloud implementation plans.



### Overview of the client's needs

- Enable strategic decommissioning of legacy applications and infrastructure across the bank as part of its modernisation programme
- Prioritise modernisation (and decommissioning) journey based on business criticality, noting all the impacted infrastructure and systems, mitigating risks and reducing associated costs



### Objectives of the engagement

- Analyse and understand the bank's modernisation journey, identify applications and infrastructure to be decommissioned
- Create a prioritised view of modernisation and decommissioning plans, based on business criticality and dependencies
- Mitigate risk and minimise the cost of strategic decommissioning across the bank, in line with the modernisation programme
- Create a practical decommissioning toolbox that can be applied across all areas of the bank to understand their decommissioning requirements and plan accordingly



### Benefits of the change

- Visibility across the bank of the prioritised decommissioning programme enabled forward planning, and effective budget and resource allocation
- A better understanding of financial implications of decommissioning decisions, ensuring the modernisation journey results in maximum benefit while reducing risk
- A practical decommissioning toolbox that can be used across the bank to understand requirements of the decommissioning process and to support planning processes
- Upfront planning enabled proactive thinking around decommissioning efforts and dependencies, resulting in a prioritised plan with practical steps for execution

BSG created a **practical decommissioning toolbox**, using data to facilitate **scenario planning and risk identification**, informing a **prioritised decommissioning journey in parallel to system modernisation**.

 [www.bsg.co.za](http://www.bsg.co.za)

 /bsgcareers

 @bsgafrica

 /company/bsg

 BSGLive

## Engagement Overview

A leading African bank undertook a large-scale modernisation programme, which would include decommissioning of legacy applications and infrastructure no longer required. When implementing a modernisation programme, planning upfront for decommissioning of existing systems is critical. Failing to decommission legacy systems is like buying a new house while still paying for the old one that no one lives in. Keeping both new and legacy applications running not only escalates costs but results in the reduction of resource capacity and performance, if both systems need to be supported and maintained by the same teams.

BSG worked with the bank to identify the applications and infrastructure to be decommissioned, the business units that would be affected and the various interfaces to be modified or terminated. Using this, a prioritised view of systems across the bank was created, based on detailed insight-led scenario planning. BSG designed a practical toolbox to support business units across the bank to make the right decommissioning decisions.

## Solution

A set of guiding principles was established to identify legacy applications and infrastructure to be decommissioned. BSG engaged with senior executives when developing the decommissioning strategy, approach and core principles. Additionally, business and technical SMEs were engaged to ensure a thorough understanding of all dependencies, and to investigate possible decommissioning scenarios. Significant investment was made in aligning the business and technical stakeholders, to ensure upfront buy-in.

Applications identified for decommissioning were mapped against the business functions they impacted, prioritised based on business criticality, and proposed programme deployment timelines were mapped. The underlying Total Cost of Ownership (TCO), business processes, technology infrastructure, interfaces and integrations were further analysed to understand the scope of the decommissioning effort required, and ensure all components were adequately catered for in the proposed timelines. A Decommissioning Framework and Methodology – a toolbox – was created, detailing the steps business units should follow in the decommissioning process.

BSG used an iterative, collaborative approach involving stakeholders upfront, which helped create a sense of ownership.

As a result, BSG assisted in:

- Identifying all applications and infrastructures to be decommissioned
- Defining the decommissioning programme timelines, based on the criticality of each system to business operations
- Identifying risks and dependencies

Furthermore, migration and archival requirements were identified, resulting in certain applications being scheduled for decommissioning sooner than initially planned.

Most importantly, BSG assisted the bank to strategically plan its decommissioning programme in parallel with its modernisation programme, creating a practical set of steps that can be repeated to enable any decommissioning process.

## BSG making a difference

BSG was able to quickly and effectively deliver outcomes with reduced effort and on shorter time frames than initially planned by leveraging the BSG team involved in the modernisation programme for context.

By creating a clear understanding of the applications and infrastructure to be decommissioned, including constraints and dependencies, the bank will be able to proactively manage costs, and budget and allocate resources accordingly. The practical toolbox enables business units across the bank to ask the right questions and make the right decisions, based on their context, when it comes to decommissioning.

The toolbox increases efficiency, reduces downstream costs and enables proactive forward planning of the decommissioning programme. In addition, the decommissioning programme combined with the modernisation journey, will enable the bank to secure ROI and reduce risk posed by the legacy IT estate.

## Contact

Jurie Schoeman – Chief Executive Officer  
Mobile: +27 (0) 83 302 7169  
jurie.schoeman@bsg.co.za