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the complete IT modernization solution

An interview with Accenture's Marc Carrel-Billiard

Accenture, in conjunction with Metaware, offers an **actionable Roadmap enabling rapid, significant and sustainable Mainframe Application Cost Reductions**. A critical challenge facing IT departments to best manage application portfolios while achieving business effectiveness and significant cost savings.

Marc, what exactly does AMO cover at Accenture?

Accenture has developed a powerful approach to increase Application Efficiency which leverages some of the best-in-class tools for application portfolio and legacy modernization. AMO or Application Modernization and Optimization, is a comprehensive practice that helps companies get more out of their IT spending.

AMO consists of three different service lines: Application Portfolio Optimization (APO), Application Modernization (AM), and Performance Engineering (PE).

- APO evaluates existing applications to deliver recommendations which identify the key potential opportunities for optimization and cost savings. They fall into four optimization options, ranging from 'do nothing' to application modernization or even rewriting.
- AM moves forward with the application transformation which best suits the customers' business goals. The typical approach begins with the Quick Win opportunities, such as remediation, rationalization, replatforming, consolidation, or alternative sourcing.
- PE further improves the performance of customers' applications, by focusing on application development, maintenance, evolution, and testing processes to meet newer needs or enhance the end-user experience and the overall performance of the applications.

Why is Application Optimization and Modernization important for your customers?

AMO meets our customers' needs in 3 ways:

1. Cost Savings: CIOs have the arduous task of not only understanding the costs of running their application environments but, more importantly, of identifying opportunities for reducing costs. Getting more out of the IT spend is nothing new, but a majority of them have been compelled to chop large percentages from their budgets. AMO

Marc Carrel-Billiard is an Executive Partner at Accenture, where he is the Application Modernization and Optimization (AMO) Lead for France and Benelux. Marc and his team specialize in improving application portfolios and more efficiently running IT so that IT departments can better contribute and focus on strategic growth. Marc is recognized as an authority on component and object-oriented Software Engineering, Enterprise Architecture, and Artificial Intelligence and has written a number of books on modern and agile application development. Marc is a graduated engineer in Mathematics and Information Technology from ENSIE Paris, France.



can help them analyze their portfolio from a functional and technical perspective and be able to propose various optimization scenarios using new cost-savvy platforms, new application management sourcing models or decommissioning.

2. Skills Management: with skilled resources in legacy and/or proprietary environments leaving the company, CIOs are bound to find options to migrate their legacy environment to newer platforms which can be managed by more junior resources. AMO can help making the right choice in compliance with their IT strategy and the business vision of their company.

3. Business Strategy: AMO can also help CIOs to realign their entire application portfolio to support the business strategy by selecting and migrating their legacy applications to new, more flexible, and future-proof platforms. It thereby reduces the time-to-market in developing new application services.

“ We show how to move from a logical position on a mainframe to an equally or better logical position on other platforms ”

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What are the key technical challenges?

The role of IT is to ensure applications and the underlying technology both run efficiently and are priced accurately.

At a technical level, this translates into eliminating a number of challenges. Some of these include: the inefficiencies due to missing or overlapping functionality; the lack of scalability and performance; the complexity of managing several legacy platforms; etc. Most of the time, our customers also have business-related constraints and strategies that encourage them to modernize their application portfolio.

“ We have a unique value proposition for repurposing valuable functionality ”

So, costs and efficiency are the primary drivers of the optimization roadmap?

This is an important driver indeed. The recent downturn has led to significant cost cutting within organizations at all levels. Much of the cost reduction burden falls on IT, which is ironically both a cost center and an enabler for savings. The roadmap to cost reduction is more than rationalizing the duplication of applications. It also concerns the provision of the appropriate functional and technical capabilities to meet the business objectives while managing the TCO.

For many reasons, the mainframe is on our radar. For our customers who report that cost (e.g., software costs and MIPS for running applications) is a problem, the obvious solution is to move away from the mainframe platform. We can provide very good solutions such as COBOL on Linux, UNIX, or Wintel, that reduce the maintenance costs and provide a good working environment to run applications more efficiently and cost-effectively. We work with Metaware to show our clients how to move their applications from a mainframe environment to an equal or better environment on other platforms.

What are the risks and implications for customers to move off from the mainframe?

We work closely with our clients and Metaware to ensure there are almost no risk and very limited implications. The roadmap is an incremental approach that can be implemented using a prototyping and piloting approach. And, together with

“ Refine® is a strong product we use to shield the client from some of the tricky grind ”

Metaware, we have joint references of large projects to demystify the complexity and demonstrate the benefits.

In the second stage of the roadmap we work with Metaware's Expert Planner which fits with our methodology. It produces accurate predictions for cost savings and achieving the migration project. In a very short time, we produce real figures and proposals showing our clients what they can expect in terms of ROI from the migration. For the code conversions, we work with Refine® to shield the client from some of the tricky grind. The code gets translated back for the new environment. They don't have to worry about the details of getting from one piece of working code to the equivalent on the target platform.

What are the benefits for customers to your teamwork with Metaware?

The mainframe is perceived as holy ground, often considered too difficult to optimize. But companies have bloated mainframe applications which collect years of investment. With Metaware, we have a unique value proposition for repurposing valuable functionality onto inexpensive but state-of-the-art environments.

Combining Accenture's comprehensive AMO practice with Metaware's toolset, we can manage the project jointly, while providing customers with a single point of contact. Previous experience also translates into the timely completion of projects which rapidly generates cash flow in order to fund subsequent migration phases, while improving productivity, increasing business value, and mitigating risk.

For more information about **the Roadmap to Mainframe Cost Reduction**, please contact Marc Carrel-Billiard, Application Modernization and Optimization Lead for France and Benelux, at marc.carrel-billiard@accenture.com.

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