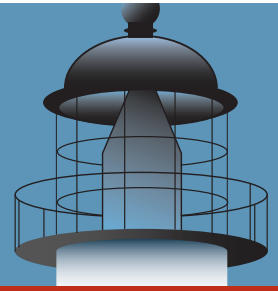


NONSTOP MODERNIZATION

Modernize in Place



The notion of a traditional standalone application or even a suite of applications is fast becoming obsolete. Modern applications are quickly evolving to a network of services that groups put together to accomplish a discrete function. Often, where these services reside and who controls them is no longer relevant. What is most relevant is that they work together in harmony to complete a business function that is secure and reliable. The industry has spent years integrating applications. Those highly integrated applications may fall behind in the wild world of cloud computing. New lightweight, single-purpose services are the fastest growing segment of the computer industry.

On the other hand, stovepipe applications have the opportunity to leapfrog their integrated brothers by breaking up into single-function services and open access.

The majority of NonStop applications are stovepipe, but their construction is a natural network of services since they are based on a message architecture. However, they are constrained by proprietary interfaces and data construction. Modernizing these applications allows them to be extended to take advantage of the massive cloud computing environment and become fully engaged participants in this computing ecosystem. In addition, NonStop users have the opportunity to capture these applications, provide a standard interface, and repurpose them for a wide array of common business functions.

The major difficulty in the modernization of NonStop applications is that they are not only written in proprietary languages, but are based on proprietary architecture and infrastructure as well. A wholesale migration off the NonStop platform is both risky and costly. The landscape of NonStop migration projects is littered with failures, restarts, and massive overruns. There are many reasons for these failures, but an overriding reason is that some of the most difficult tasks for developers are built into the NonStop architecture. Therefore, they shortcut development and integration

2011 INVESTMENT PRIORITIES

Application Modernization (SOA, BPM, etc.)

Infrastructure Upgrade (hardware, software)

Security Improvement

Cloud Computing (SaaS, Utility Computing)

New Applications Development

Staff Skills

Application and System Availability

Compliance and Governance

Consolidation and Optimization

Web and eCommerce Presence

**The Standish Group's annual
Top 10 areas of IT investments.**

with the application components. Many organizations have attempted to migrate off the NonStop technology, only to find the experience unfulfilling and disappointing.

NonStop user organizations have an opportunity to preserve, protect, and profit from their investments in their mission-critical applications by following some careful steps in a modernization process we call "Modernization in Place." In the Standish Group's "Road to the Megaplex" report, we outline six transformational steps to modernization. In this paper we review those steps, plus add three pre-transformational concepts to the modernization process. These new concepts provide further guidance in the modernization process. Concepts become part of the modernization life cycle, while the steps provide a pathway. A NonStop organization need not implement all six steps or do them in the exact order, although some steps more logically follow each other than others. However, each step in conjunction with the concepts provides benefits and savings by itself, and collectively they could have a major impact on the financial health of the IT organization.



Three Concepts and Six Steps to NonStop Modernization

CONCEPT 1: Understand your modernization project and project environment.

In order to modernize successfully, the organization first must assess its general skill level at executing the project. Second, the organization needs to understand the cost, risk, and benefits from modernization. Third, the organization should understand the different options and their implications. Fourth, the organization needs a road map to follow and provide guidance to have a successful project resolution.

CONCEPT 2: Refactor.

Remove unused programs and parts of programs prior to migration. The Standish Group estimates that for an average mission-critical application, about 80% of features and functions are unused. Removing these disparate features and functions drastically reduces the migration and modernization scope. After all, if the organization does not need a particular feature, why migrate it? A good rule of thumb is, "When in doubt, throw it out." If it is truly needed someone will scream for it and it can be put back.

CONCEPT 3: Modernize the infrastructure.

Upgrade older, proprietary hardware to commodity blade systems. Such an upgrade provides an early demonstration of the kind of return on investment for a follow-on of more modernization projects. In most cases upgrading the hardware is a minor project. The exception might be changing the application to take advantage of multiple cores.

STEP 1: Modernize the database.

Convert Enscribe, a native non-relational database, files to modern SQL standard compliant database structures. Having a modern and standard database environment opens up the application for popular and open tools and services. It is an essential forerunner to breaking up the application into services.

STEP 2: Modernize the user experience.

Convert the green screen or character-based screen to a modern GUI input and presentation. This is the entry into being able to use the application on mobile and personal devices such as iPhones and iPads. It also paves the way for web-based processing and application mash-ups.

STEP 3: Modernize the application.

Move the application to service-oriented architecture. Once moved into this environment the organization can look at ways to move services onto other platforms or replace them with SaaS or open source components. The more mission-critical stateful (a procedure that must hold the transaction state over multiple processes) processing can remain on the more reliable and secure NonStop platform.

STEP 4: Modernize availability.

Move the application function to the appropriate level of availability services. The level could be a fully active/active environment or stateless servers.

STEP 5: Modernize security.

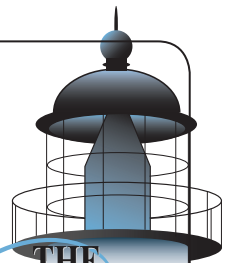
Move the application or infrastructure to the right level of security to provide users with nonburdensome access while protecting the organization's assets. In this mix of applications you will have both highly available and secure processing, and relaxed availability and nonsecure processing. Those items that do not require the NonStop capabilities should be moved to cheaper commodity and open source platforms.

STEP 6: Modernize operations.

Move the application and infrastructure into a fully automated operational center.

SIX STEPS TO MODERNIZATION

1. Database Modernization
2. User Experience Modernization
3. Application Modernization
4. Availability Modernization
5. Security Modernization
6. Operational Modernization



**THE
STANDISH
GROUP**

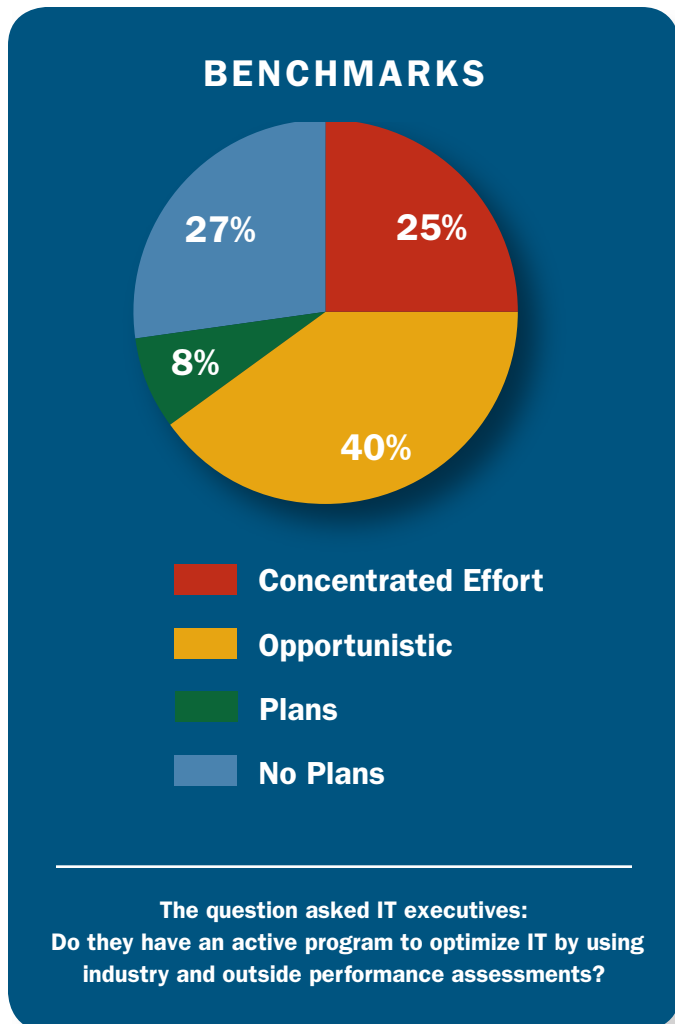
Concept 1: Project and Environmental Assessment

Before starting any project, first assess not only the organization’s ability to execute a successful outcome, but the costs, risks, and benefits. The Standish Group offers several unique services to help an organization complete a modernization project. These services include a Single Project Assessment, a Project Environmental Measurement, and ValueCheck Benchmark (a return-on-investment (ROI) assessment). The assessments themselves are fairly easy to accomplish. The benefits of these assessments are they provide concerted action items for the organization and help promote a successful outcome. They also offer various options for modernization methods and directions. These options could include rewriting the application, selecting a different package, or migrating the existing application.

Single Project Assessment is a comprehensive, yet easy way to assess the critical elements of an individual project in order to improve the chances that an organization’s modernization project will come in on time and within budget. Single Project Assessment looks at all the CHAOS critical success factors and project best practices within an individual project profile and delivery organization. The process is done completely virtually and asynchronously, with minimal disruption and effort for the organization. From this engagement, the organization will learn the individual project success rate as it compares to 80,000 projects and 1,000 organizations with similar projects. The Single Project Assessment also covers time and cost overrun percentages, and feature deficiency rates.

Project Environmental Measurement is the fastest way to benchmark and assess the organization’s project delivery skills and environment. Project Environmental Measurement looks at all the environmental CHAOS critical success factors and project best practices within an organization. The process is done completely virtually and asynchronously, with minimal disruption and effort for an organization. From this engagement, the organization will learn the overall success rates as they compare to 80,000 projects and 1,000 organizations with a similar project mix. Project Environmental Measurement also covers time and cost overrun percentages, and feature deficiency rates. The organization will learn what attributes provide the greatest success and which cause the greatest stress.

ValueCheck Benchmark provides a complete benchmark for assessing the opportunity to migrate or modernize mission-critical applications. Deliverables include a total cost of ownership (TCO) analysis for the operation of a mission-critical application; a cost analysis for the modernization of a mission-critical application; a risk assessment of a modernization project for a mission-critical application; a project environmental measurement that identifies the risks and provides methods to minimize them; and last, the expected ROI of the mission-critical application. Optionally, The Standish Group can provide a customized road map to NonStop modernization.





Concept 2: Refactoring, or Merciless Pruning

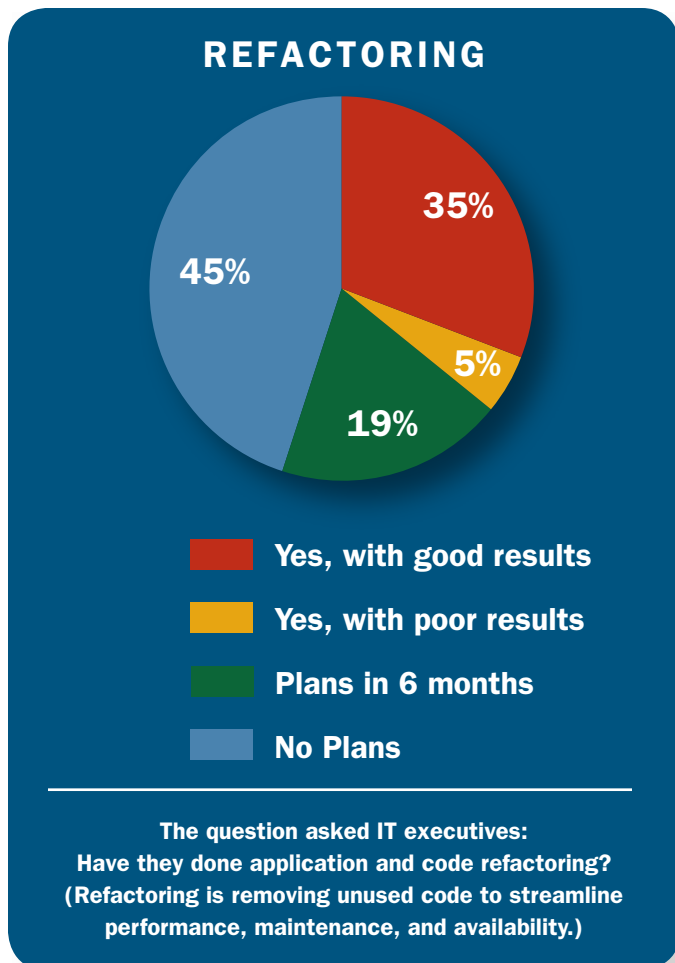
When in doubt, throw it out. In the beginning, the focus of many software development projects is to ensure completeness. This is natural, and the expectation is for project stakeholders to want it all, thus enlarging project scope. In this regard the application starts out bigger and more complex than it needs to be for proper functionality. As the application matures and business changes, new functionality is added and the code base grows. It is rare for an organization to remove unused functions because of the cost and risk. A modernization project provides the organization with the opportunity to remove features and functions that are no longer needed. The concept should be followed throughout the life cycle of the modernization program, but is especially important in steps 1 to 3.

Refactoring prior to and during modernization projects can reduce cost and improve quality. In general,

merciless pruning and refactoring saves time and money, improves quality, enhances user training, and reduces operating costs. For example, if the code base is a million lines over 300 programs, up to 800,000 lines could be eliminated. In this example, if we assume half the programs are unused, it could reduce the migration and modernization effort by half while both preserving and enhancing the application investment. In addition, an organization should consider a regular schedule to refactor existing code in small increments; this preserves the investment and reduces maintenance costs. Clean code greatly aids in the development of new features and functions that will also need to be refactored before, during, and after development.

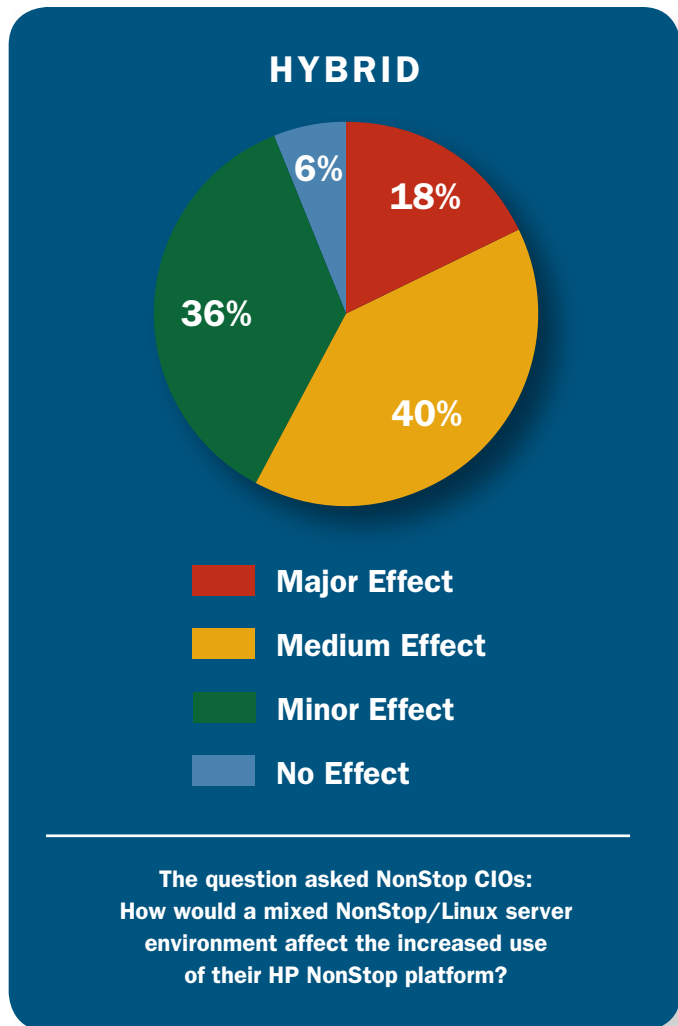
A good example of merciless pruning is a large home improvement retailer's in-store information systems. The retailer started its NonStop modernization project by inventorying the in-store applications. The retailer identified 115 separate systems. Many of these systems were variations of each other. In consolidating and eliminating these systems, IT management was able to reduce the number of systems to 15, retiring 100 systems. The remaining 15 systems went through a process of identifying the features and functions that were used and had value. The retailer was able to reduce the project by size by 90% before the project even began. This second step allowed the retailer to focus its efforts on features and functions that provide the most benefit to the organization and its customers.

The retailer then went on to move from Enscribe to SQL, and then to service-oriented architecture (SOA). From 115 stovepipe systems the retailer now enjoys the flexibility and agility of an IT environment that allows it to bring on new services either developed in-house, by the open source community, or by a service provider. One of the first major features of the modernization project was the ability to look up a customer's receipt with all the information, enabling the store to provide a full refund without the customer needing the receipt in hand. This feature alone drove customer satisfaction and loyalty to new levels in the retail environment.



Concept 3: Infrastructure Modernization

The second leading investment priority for IT organizations in 2011 is upgrading the existing infrastructure, including both hardware and software. More than 90% of NonStop CIOs believe that lowering the cost of the software would have the principal effect of increasing the use of the NonStop platform. About half make the same claim for commodity hardware. A third of NonStop CIOs say that lowering price and cost is the No. 1 wish for the NonStop platform. Modernization allows the users of NonStop technology to reduce the cost and increase the value of the platform by focusing the IT services around the unique capabilities of the platform. Modernization also increases the value of the NonStop platform by defocusing the process areas that do not have great value.



Almost 60% of NonStop CIOs state that a mixed NonStop and Linux server environment would have an effect on their increased use of the NonStop platform. HP has a corporate campaign around the use of converged infrastructure. The Standish Group has written three papers on the Megaplex, which is a converged infrastructure of tightly integrated Linux and NonStop services. The converged infrastructure, or Megaplex, moves the nonessential or critical stateful process off the NonStop onto open source and commodity hardware. The first step in the process is to move the NonStop applications and software infrastructure to a commodity hardware platform. In the case of NonStop it is the multiple-core blade servers.

The multiple-core blade system needs some discussion about the advantages of two-core versus four-core. The Standish Group analysis does not show a price-performance advantage for either product. The major advantage of the two-core system is greater fault granularity; this is especially important for smaller systems with only a few CPUs. The other advantage of the two-core system is the ability to spread the load and functions over multiple CPUs, again with greater granularity. On the other hand, four-core CPUs will reduce environmental cost such as electricity, air conditioning, and floor space. There may or may not be some path length advantages for the four-core, but that would require both analysis and software enhancements.

In any case, the third step in modernizing is to move the application or applications onto commodity hardware in preparation for the next steps in the modernization process. However, even if the organization does not go further than this step the savings will increase the value of the NonStop applications.





Step 1: Database Modernization

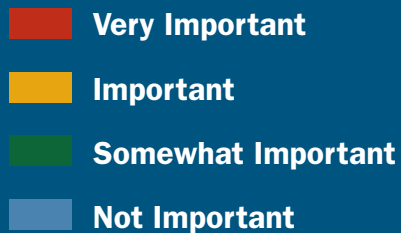
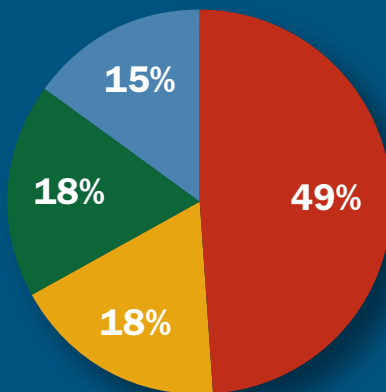
Fifty-four percent of NonStop IT executives believe it is important to very important to migrate both the application and data to another system and a SQL database. Database modernization for NonStop systems is the process of moving from Enscribe, a proprietary legacy file system, to HP NonStop SQL, an open standard relational database. This transformational step is the gateway to all the other transformational steps. There are basically two ways to modernize the database: Extract all the data, move it to a relational database, and at the same time change all of the application code; or use a database gateway. The first method is expensive, time consuming, and risky; the second is cost effective, quick, and safe.

Database migration to SQL is essential to leverage each of the following steps and to enable an asymmetrical modernization. Fifty-eight percent of NonStop IT executives believe it is important to very important to make changes to application services without changing the entire application. A major supplier of banking software needed to do just this function for its wire transfer system. One of the primary constraints was that during the past quarter of a century of wire transfer services, most of the bank users had added their own special functionality and business rules in and around the core product. The company's modernization project needed to keep the effect of the "new core" to have minimal impact to these customer add-ons.

Two-thirds of NonStop IT executives believe it is important to very important to reuse the data for other applications, services, and reporting. Without a relational database, data cannot be transparently shared across the enterprise using third-party and/or open source tools and technologies, and thus it cannot be leveraged. The important technologies include many of the modern GUI, SOA, data mining, reporting, and development tools that require standards-compliant SQL to operate. The banking organization's migration allowed most of its major bank clients to add new functionality such as data mining, new business lines, and new process flows, as well as allowed the company to undertake a number of fundamental improvements that previously would have been highly risky and difficult to implement with the Enscribe files.

Fifty-eight percent of IT executives say it is important to very important to integrate the data into different applications using standard SQL calls. Intercept software provided the conversion from the home improvement retailer's Enscribe flat files to NonStop SQL without reprogramming. The process was straightforward. Including implementation and training, the retailer had the first of the database converted and running within a few days.

DATA REUSE



The question asked NonStop CIOs:
How important is the reuse of data for other applications, services, and reporting?



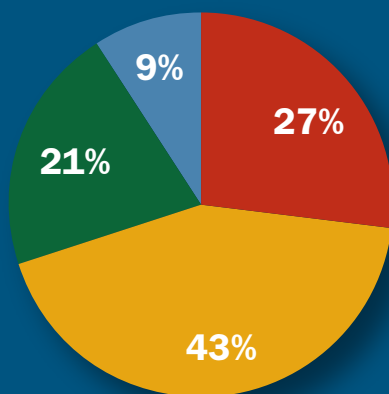
Step 2: User Experience Modernization

User experience modernization is the process of moving from green screens to modern graphical user interfaces (GUIs) and a web presence. Nothing is more visible to the users and management than a modern GUI. This one change will make an amazing difference in productivity and user acceptance. Thirty-six percent of NonStop IT executives believe it is important to very important to preserve the investment in user screens and inputs. A leading industrial distributor of bearings and power transmission components set out to do just that and modernize its home-grown ERP system. The focus of the project was to replace the green screens with a modern GUI and provide integration with the company's web presence for the sales professionals.

The impact of modernizing the user experience will positively affect and change the perception of the users and management regarding the applications and the HP NonStop platform. Adding a web presence opens up the application to the greater world, thereby providing a whole new value for the application investment. Seventy percent of NonStop IT executives report that integrating existing user experiences with new user experiences to provide a richer set of functions and features is important or very important to them. In the case of the distributor's modernization project, the new user experience cut the learning time for new sales associates from two years to two weeks.

There are basically two ways to modernize the user experience. The organization can either rewrite all the screens using a GUI creation tool; or use a conversion tool. The first method is expensive, time consuming, and risky; the second is cost effective, quick, and safe. Seventy-three percent of NonStop IT executives say migrating screens and user experiences in an iterative and agile mode while maintaining a fully functional production environment is also important to very important. The distributor's five developers worked on the project for less than one year, and the first major rollout occurred later that year. The distributor continued adding incremental functionality, and the project was completed in five years, slightly ahead of schedule and under projected costs. Thirty-six percent of NonStop IT executives believe it is important to reuse the work without rewriting the applications or displays.

RICHER USER EXPERIENCE



- Very Important
- Important
- Somewhat Important
- Not Important

The question asked NonStop CIOs:
How important is it to integrate existing user experiences with new user experiences to provide a richer set of functions and features?



Step 3: Application Modernization

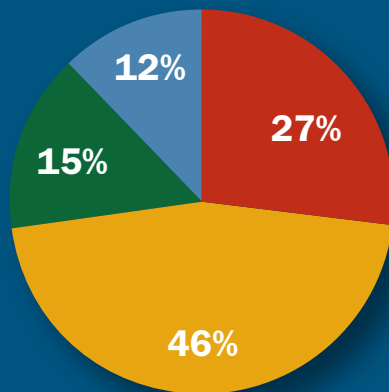
There are many ways to modernize an application. You could write it from scratch using modern tools and technology; however, this approach is expensive, time consuming, and risky. New software application development is six times more likely to fail than a modernization project. The organization could purchase an off-the-shelf package, which is far safer and quicker. But while it would most likely be cheaper than the organization writing it, will it have the needed functionality? In addition, a package implementation is twice as likely to fail as a modernization project. On the other hand, you could take a service-oriented architecture approach and renovate the application. A major Canadian bank took on such a renovation project for its international money management system.

Application modernization is changing the application so it reflects the features and functions of current principles, processes, and techniques. Sixty-one percent of NonStop IT executives believe it is important to very important to use the HP NonStop for mission-critical components currently running on other less-reliable platforms such as Linux, Unix, and Microsoft. Renovation is the process of taking legacy code and using modern languages, tools, components, and other services to add substantial value to the application. The Canadian bank with modernized legacy code created a service-oriented architecture that brought agility and flexibility to the treasury business and a standard way of interfacing with other banking functions, such as trading.

Fifty-eight percent of NonStop IT executives believe it is important to very important to create a web presence with legacy and existing applications and services such as mash-ups. Forty-eight percent of NonStop IT executives believe it is important to very important to exchange information with partners, build common data views, and access external data sources. A web presence with modern GUIs made using the banking system easier and more accurate. The new architecture was designed to adapt to business changes quickly and with minimal effect on the core banking application and the other applications.

Almost three-quarters of NonStop IT executives believe it is important to very important to migrate NonStop applications, data, and components in an iterative and agile mode while maintaining a fully functional production environment. The NonStop executives are correct. The agile process is a successful model for NonStop projects. In 2002, agile projects made up less than 2% of overall projects and less than 5% of new application development projects. Today, agile projects account for almost 9% of all projects and 29% of new application development projects, for a 22% CAGR. The increase in project success rates can directly tie back to projects resolved through the agile process.

AGILE PROCESS



- Very Important
- Important
- Somewhat Important
- Not Important

The question asked NonStop CIOs:
How important is it to migrate applications, data, and components in an iterative and agile mode while maintaining a fully functional production environment?



Step 4: Availability Modernization

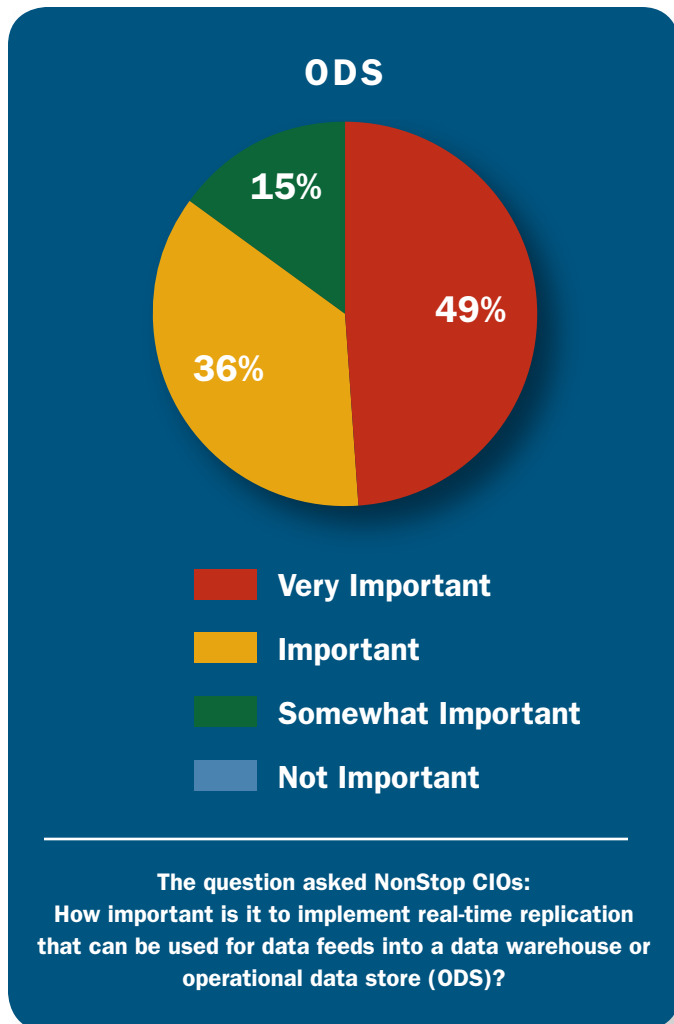
Availability modernization is changing from the traditional availability and disaster recovery methods to a readiness program. Readiness programs are based on a comprehensive approach. When fully implemented, the program covers systems, people, processes, applications, data, communications, and interdependencies.

Eighty-five percent of NonStop IT executives believe it is important to very important to implement real-time replication that can be used for data feeds into a data warehouse or operational data store (ODS). The same Canadian bank moved its ATM/POS system to an active/active architecture and readiness program. The bank used a database replication product to improve general availability and recovery time.

The centerpiece of a readiness program is the active/active environment. An active/active environment is when applications and data are synchronized and all computing resources are available for active production processing. When an update occurs on any available resource, it is automatically propagated to all other resources that back up that type of event in real time. Replication technology keeps the bank's databases synchronized. Fifty-five percent of NonStop IT executives believe it is important to very important to use the HP NonStop for mission-critical databases in an active/active mode currently running on other less-reliable platforms such as Linux, Unix, and Microsoft.

An active/active solution does away with all planning, testing, certification, reporting, and other nonproductive activities. By its nature, an active/active solution is always up-to-date, always being tested, and always documented. Active/active benefits include reduced cost, less planning, greater overall availability, and higher readiness. One Internet service provider (ISP) found that the active/active approach was a key factor in its goal for 100% uptime for the user logon capability. In the ISP's login migration, the provider achieved zero downtime moving from a Sybase database system to a NonStop SQL database. This requires special and highly sophisticated software. Ninety-four percent of NonStop IT executives believe it is important to very important to achieve zero application downtime when performing migrations or upgrades.

Seventy-three percent of NonStop IT executives believe it is important to very important to seamlessly exchange data between the NonStop platform and their other systems. A readiness program is transparent to the day-to-day operations, yet is part of the normal daily operations and requires no special procedures, testing, or certification. It is automatic and requires no manual intervention; when something changes with one participant, this change occurs with all participants at that same time. With a true readiness program all applications and systems are equal and expected to be available to the business operations people at all times, no matter how dire the circumstances. A readiness program means never having to say you are sorry.





Step 5: Security Modernization

Security modernization is changing the traditional security and protection systems from passive to proactive. Government and industry regulations mandate much of this change. Sixty-nine percent of organizations have an active and concentrated effort to meet regulatory compliance. Seventy-nine percent of NonStop IT executives believe it is important to very important to significantly reduce risks and costs in a business world where computer crime is a growth industry. A major U.S. bank operates six different NonStop applications over multiple data centers. The bank's applications include two ATM applications, a wholesale banking application, an international funds transfer application, and a mortgage tracking system. All of these systems come under security compliance regulations such as Sarbanes-Oxley. The ATM and payment systems fall under PCI

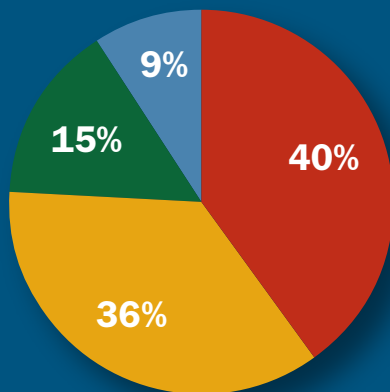
compliance. The bank put together a program to reduce risk and cost.

The security process can be complex, as organizations commonly deploy hundreds of assets. Many organizations have found that using templates provides for prioritizing assets' security levels and measuring or mitigating risk exposure. One of the ways to make the process simpler is to deploy a centralized security management system. Fifty-seven percent of organizations have an active program to implement centralized security management. However, only a little over half of them have a proven method to fully satisfy auditors that they are meeting their security compliance. In addition to compliance, the bank has very intense auditing requirements and strict security policies. In order to satisfy these requirements they needed highly sophisticated security software.

Seventy-six percent of NonStop IT executives believe it is important to very important to enhance security and access controls for easier adherence to regulatory requirements. The U.S. bank operates a three-level security technical support organization to protect its trillion-plus in assets. The first level provides basic help desk services. The second level is a technical center of excellence that monitors and manages the security products and services. The third and highest level maintains the state of the art in security tools and techniques and ensures the bank is operating at the highest level of security best practices. It is the job of the third level to make sure that the security products meet and/or exceed the compliance and auditing essential features and functions standards for banks.

Seventy-three percent of NonStop IT executives believe it is important to very important to create access rules and roles that allow security administrators to add/remove users quickly with little effort. Sixty-four percent of NonStop IT executives believe it is important to very important to take advantage of LDAP or Active Directory integration and SIEM (Security Information and Event Management) participation, allowing the NonStop to fully participate in monitoring, securing, and reporting on information and data access across the organization, at the enterprise level.

ENHANCED SECURITY



- Very Important
- Important
- Somewhat Important
- Not Important

The question asked NonStop CIOs:
How important is it to enhance security and access controls for easier adherence to regulatory requirements?



Step 6: Operational Modernization

Operational modernization is moving from a vertical structure to a matrix structure by adding horizontal service views. This is a companion to a service-oriented architecture, where the operation and processing fall under a service-oriented management structure. The idea is to run the service in the most appropriate place, at the right service level and cost structure. Two-thirds of NonStop IT executives believe it is important to very important to integrate multiple types of services and systems into a seamless operational environment while hiding complexity. This requires special, highly sophisticated software such as HP's Systems Insight Manager (SIM) or a similar product.

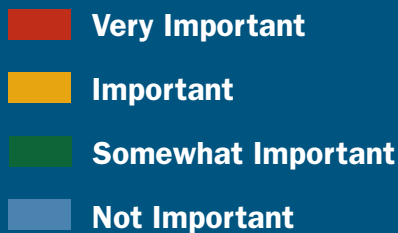
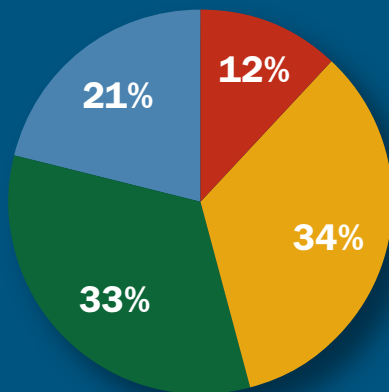
Sixty-four percent of NonStop IT executives believe it is important to very important to easily transfer services

off and on the NonStop and other platforms. Services that require high availability, security, and data integrity will operate in one space, while services that do not maintain state or do not have a high worth will be operating in a less reliable service area at a lower cost. For the most part, operations personnel will neither know nor care where the service takes place and will have a uniform operational management system. For many years the NonStop had the advantage of a small operating staff. However, modern operations centers manage thousands to tens of thousands of servers with a handful of staff.

Fifty-five percent of NonStop IT executives believe it is important to very important to automatically optimize deployment of components and services. To accomplish this, 43% of NonStop IT executives want to move to a family of business technology optimization products. In order to modernize operations, customers can turn to HP to implement SIM and NonStop Essentials products. This product set allows customers to look at the entire complex as one system and monitor the health of all parts of the infrastructure, including servers, storage, and operating system components. Currently, most customers are only using SIM infrastructure to manage the NonStop, but in the future customers will look to broaden this management capability to other environments.

The Standish Group's estimates are that almost a quarter of downtime events are caused by operator error. New technologies that provide safeguards, warning feedback, and graphical representation can drastically reduce these error-prone events. However, today it takes special skills to operate and maintain a NonStop environment. While once a cost advantage, having a separate staff with special skills is now a cost disadvantage to owning and operating a NonStop system. Forty-six percent of NonStop IT executives believe it is important to very important to have nonspecialized operators able manage NonStop core services.

NONSPECIALIZED OPERATORS



The question asked NonStop CIOs:
How important is it to have nonspecialized operators able to manage NonStop core services?

In Summary

Modernization tops the list of priorities for IT organizations in 2011. Thirty-five percent of CIOs cite it as one of three things they will focus on in 2011. NonStop users have two basic reasons for modernizing their applications: moving off the platform or staying on the platform. Organizations that have made the decision to move off the platform for whatever reason need to consider modernizing the application in place before they make the move off the platform.

There are basically three methods to move off the NonStop platform: Replace the application with a package, write it from scratch, or modernize it. The first two are costly, risky, and disruptive. Modernization in place with our six-step program reduces the risk and cost, and provides for minimal disruption.

NonStop organizations that want to stay on the platform for cost and technological reasons will find modernization in place a welcome solution. Organizations that perform in-place modernization will maintain and gain skilled staff members with modern tools and modern products. The NonStop as part of a

MODERNIZE IN PLACE

- Low to no user training
- Low to no user interruption
- Staged/incremental
- Minimize risk
- Low cost/high return
- Skilled personnel

converged infrastructure will greatly reduce technology cost and investments. A modern NonStop will be able to fully participate in the cloud and SaaS applications. A modern NonStop application will be a full partner in business intelligence and service-oriented architecture.

Life is uncertain. Management changes, business results, and increased support cost can adversely affect critical legacy applications. Organizations have a responsibility to protect themselves no matter how much the vendor promises continued support.

If only you could look into the future to visualize a project outcome and avoid all the pitfalls and stress. If only you could understand the common success factors that would help you bring your project in on time and within budget. If only you could understand the common stress factors that could cause the project to overrun or fail. If only you could get an independent observation before you started the project. If only you could do this without high-priced consultants who give you their opinions of a few projects they worked on. Well now you can, with the Single Project Assessment available only from The Standish Group.

Single Project Assessment is a comprehensive, yet easy way to assess the critical elements of an individual project to improve the chances of your project coming in on time and within budget. Single Project Assessment looks at and measures all the CHAOS critical success factors and project best practices within your individual project profile and delivery organization. The process is done online completely virtual and asynchronously, with minimal disruption and effort for your organization.



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