Application Portfolio Rationalisation (APR) & Modernisation Strategy

G-Cloud 15

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1 Service Overview

Capgemini's Application Portfolio Rationalisation (APR) & Modernisation Strategy service enables organisations to achieve transformational change by reducing IT costs and improving agility through cloud migration, simplification, modernisation, and decommissioning of legacy systems.

This service is offered as a Cloud Support Service, providing expert planning, assessment, and strategy for application portfolio rationalisation and modernisation.

In many government departments, application portfolios have grown beyond the IT organisation's ability to manage effectively within budget constraints. Our service addresses this challenge by combining experienced consultancy, advanced data analysis, and proven enterprise architecture methods to deliver actionable insights.

We illustrate benefits, risks, and costs of proposed changes, overlaying them onto current plans and portfolios to ensure clarity and alignment with business objectives.

Drawing on experience from over 80 successful engagements across sectors, Capgemini provides strategic reports, transformation roadmaps, and business cases that enable clients to meet future aspirations while reducing costs and complexity.

The principal deliverable typically includes a target architecture, a transformation roadmap, and a supporting business case, identifying cost benefits and discrete steps to move from current to future state. Remediation options include replacing, retiring, modernising, or consolidating applications and associated infrastructure.

2 Business Need

Public sector organisations face increasing pressure to deliver new digital capabilities while maintaining aging application portfolios that threaten business continuity and inflate costs.

Application development and support often account for over one-third of total IT costs. Applications that undergo frequent changes become more expensive to maintain over time, with legacy maintenance costs far exceeding initial development investment.

Deferred maintenance introduces risk and creates significant IT Technical Debt, which limits agility and stifles opportunities for cost reduction. Unplanned portfolios, accumulated through years of tactical fixes, result in brittle systems that are difficult to change and expensive to operate.

Without intervention, organisations will struggle to meet demand for new services, control rising costs, and manage risk effectively. Tactical improvements alone cannot deliver the scale of change required to enable digital transformation and citizen-facing services.

Benefits of this service include:

- Reducing IT complexity and operational costs through rationalisation and cloud migration
- Improving business continuity and mitigating risk by retiring obsolete applications
- Aligning IT strategy with government digital and Cloud First policies
- Supporting sustainability and Green IT initiatives through portfolio optimisation
- Enhancing efficiency by eliminating duplication and leveraging standardised platforms

Capgemini's approach aligns with the Cabinet Office Technology Code of Practice and UK Government Cloud First policy, ensuring compliance and best practice.

3 Our Approach

Capgemini's approach delivers a rationalised, sustainable application portfolio and a clear roadmap for modernisation, aligned to business goals, government standards, and emerging technology trends.

We recognise that many organisations struggle to maintain aging portfolios while responding to new demands. This often results in high costs, increased risk, and reduced agility. Our service addresses these challenges by combining business and technical assessments to evaluate application value, security, and alignment with strategic platforms.

Engagements are led by experienced consultants and enterprise architects who work closely with business and technology stakeholders to ensure recommendations are tailored, measurable, and actionable.

All outputs comply with UK GDPR, Cabinet Office security principles, and WCAG 2.1 accessibility standards where applicable.

Our proven rationalisation framework includes:

- Platform Capability Model – mapping technology capabilities to applications to identify duplication and risk.
- Business & Technical Value Assessments – evaluating usability, performance, security, and cost-effectiveness.
- IT Benchmarking – comparing spend and allocation against industry standards.
- Target Portfolio & Transformation Roadmap – defining future-state architecture and sequencing remediation steps.
- Operating Model Redesign – enabling new delivery models such as Cloud, XaaS, and multi-sourcing.
- Benefits Realisation – quantifying cost savings and business improvements to justify investment.

This framework has been successfully applied in hundreds of engagements, helping organisations reduce complexity, improve agility, and reinvest savings into innovation.

The main elements of the rationalisation framework described below:

Capgemini's Rationalisation Framework:		
Element	**Usage**	**Purpose**
Platform Capability Model	Used to map technology capabilities & strategic platforms to applications enabling an understanding of strategic alignment & overall technology risk. Represent the TCO (Total Cost of Ownership) & technical debt of supporting the capability through provision of IT services.	Can provide a shared understanding of areas of duplication and potential redundancy across portfolios. Communicate where funds are spent across the enterprise to provide and support IT services.
Business Value of IT	Used to break-down the IT budget into the discrete costs of maintaining and operating applications and infrastructure used in the enablement of a given business capability.	Can provide a shared understanding of how and where costs are distributed for the provision of IT services and inform decision making regarding redistribution of the IT budget.

Capgemini's Rationalisation Framework:		
Element	**Usage**	**Purpose**
IT Benchmark	Used to compare the allocation and distribution of the IT budget with industry benchmarks for a given sector and relative size of organisation.	Can provide a relative comparison of IT budget allocation to determine if systems of record, innovation, and differentiation are adequately funded.
Business Value of Portfolio	Used to assess the user's perception of a given application and how well it fulfils their needs in terms of usability, productivity, effectiveness, security, etc.	Can provide an understanding of how well an application or group of applications fulfils their functional and non-functional requirements in terms of providing value back to the business.
Technical Value of Portfolio	Used to assess the technical architecture of a given application and its supporting infrastructure in terms of performance, scalability, extensibility, security, etc.	Can provide an understanding of whether the architecture meets its intended business requirement and whether this is achieved in the most economical way.
EA Tooling	Used to capture the current-state and analyse the portfolio of applications and infrastructure. Tooling is also used to manage the portfolio and define the future-state landscape.	Can provide a repository for the capture of information on the portfolio of applications and infrastructure. Industrialise analysis and assessment of the portfolio against value drivers.
Industry CoE (Centre of Excellence)	Used to compare the portfolio of applications and infrastructure under investigation against best practice, standards and processes for a given industry sector.	Can provide best practice reference models, metrics, methods, standards, tooling, and accelerators to re-engineer a given business process to drive out improves in value delivered.
Target Application Portfolio	Used to communicate the future-state architecture at a conceptual and/or logical level following remediation of the portfolio of applications and infrastructure under investigation.	Can provide a clear understanding of where and how the portfolio of applications and infrastructure has been rationalised to an audience of business and technical stakeholders & provide a clear roadmap for rationalisation
Transformation Roadmap	Used to communicate milestones, transitional states, and major dependencies in arriving at the future-state portfolio of applications and infrastructure under investigation.	Can provide a clear understanding of the timelines, dependencies, sequencing of work packages and activities required to remediate the portfolio of applications and infrastructure.
Operating Model	Used to redefine an operating model where the service delivery model or provisioning of an application needs to be re-defined (e.g., Cloud, mobile, XaaS, Outsourcing, etc.)	Can provide a clear understand of how a new application introduced into the portfolio might be managed in terms of changes in how it is currently provisioned and how the service is delivered and supported.

Capgemini's Rationalisation Framework:		
Element	**Usage**	**Purpose**
Benefits Realisation	Used to justify the tangible and intangible benefits of carrying a given remedial opportunity forward resulting from replacing, retiring, modernising, or consolidating the application portfolio.	Can provide a means of communicating the business benefit of progressing a given rationalisation opportunity. Identification of cost savings that can be redirected into transformational initiatives.
Application Portfolio Management	Used to periodically review the health of the applications portfolio. Create shared ownership for the strategic direction and management of the applications portfolio.	Can help create a shared understand of the challenges and the risks with the business. Plan future roadmaps, investment, support, deployment, stakeholder ownership and IT budgets.

In addition, our approach incorporates the following activities to ensure comprehensive coverage:

- Assess the viability of the application portfolio and associated infrastructure, including alignment with business needs and opportunities to exploit existing technology platforms.
- Identify business-sponsored and business-funded initiatives that may require scope or direction changes.
- Develop remediation options including process standardisation, legacy modernisation, migration to cloud, and system consolidation.
- Simplify data integration and deliver data services using Enterprise Services.
- Identify potential vendors, methods, and platforms for reliable and serviceable applications.
- Prepare the portfolio to meet fast-emerging requirements driven by market changes such as Generative AI, Cloud, Social, Mobile, Quantum, and Sustainable technology.

This framework has been successfully applied in hundreds of engagements, helping organisations reduce complexity, improve agility, and reinvest savings into innovation.

4 Buyer Responsibilities

Please refer to the Supplier Terms listed with this service on the Platform. These may contain additional Buyer obligations/costs the Buyer is subject to that are not identified anywhere else in the Supplier's Application or on the Platform.

5 Service Management

This service is priced in accordance with the SFIA Rate Card attached. Capgemini can also provide offshore resources at reduced rates where appropriate. Projects can be priced either on a Time-&-Materials or Fixed Price basis.

6 Protection of Data

This service is based on a security classification of 'Official', however should you have a requirement for a different security classification that you would like us to consider, please contact us to discuss.

7 On-boarding and Off-boarding

Prior to the execution of the Order, the Supplier and the Buyer will agree the scope of the exit plan for the Services and a timescale for delivering an exit plan to ensure continuity of service.

Capgemini shall undertake on-boarding and off-boarding activities agreed within the Order Form and an exit plan in line with the Call-Off Contract terms which will be charged for in accordance with the Pricing section for this service.

8 Skills and Knowledge Transfer

Capgemini recognises that skills and knowledge transfer is a critical element in the provision of G-Cloud services to public sector clients. Where possible and applicable, this forms part of the delivery plan for the service agreed at the start of the engagement. Our consultants and engineers are experienced in providing skills and knowledge transfer for major private and public sector clients.

Where appropriate, we may use a standard approach, tailored to topic, skills-gap and individual, to ensure consistency and effectiveness. The approach, Capgemini's Assess-Plan-Implement framework, has been used repeatedly by our teams to structure the work involved in transferring skills and creating new teams capable of driving and sustaining change long after the end of the formal programme. The framework can be applied throughout a project to understand knowledge transfer objectives, plan training delivery methods and materials, and deliver and evaluate success.

9 Partnerships/Alliances

This section is intentionally left blank.

10 Vendor Accreditations/Awards

Architecture Accreditation

- TOGAF 10.0
- SAFe Architect
- AWS Practitioner and Architect
- Azure Fundamentals
- Azure Solution Architect

11 Sub-contractors

Capgemini UK may use the following subcontractors to deliver this service:

- Capgemini Technology Services India Limited.

12 Business Continuity and Disaster Recovery

No disaster recovery plan is provided as part of these Services.

13 Pricing

This service is priced in accordance with the SFIA Rate Card attached. Capgemini can also provide offshore resources at reduced rates where appropriate. Projects can be priced either on a Time-&-Materials or Fixed Price basis.

All prices are in GBP and exclude VAT.

14 Ordering and Invoicing

Please refer to the Supplier Terms for this service.

We would be pleased to arrange a call or meeting to discuss your requirements of our service in more detail.

15 Termination Terms

Please refer to the Supplier Terms for this service.

16 Further Information

For more information about this or any of our G-Cloud services, please contact our Public Sector Team:

Phone: 0370 904 4858

Email: publicsector.opps.uk@capgemini.com including the following information:

1. Quote the name of this service" Application and Technology Rationalisation Service G-Cloud 15"
2. The name of your organisation.
3. Your name and contact details.
4. A brief description of your business situation.
5. Your preferred timescales for starting the work.

About Capgemini

Capgemini is a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, generative AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2024 global revenues of €22.1 billion.

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