

Panel discussion

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Panelists



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President & CIO
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Partner
BCG

t is a small change. Why can't

IT deliver this feature by next

week
- Field teams

How do we scale Digital solutions?

Tech cost over-run is too high.

We need to control it and

work with cheapest vendor
CFO

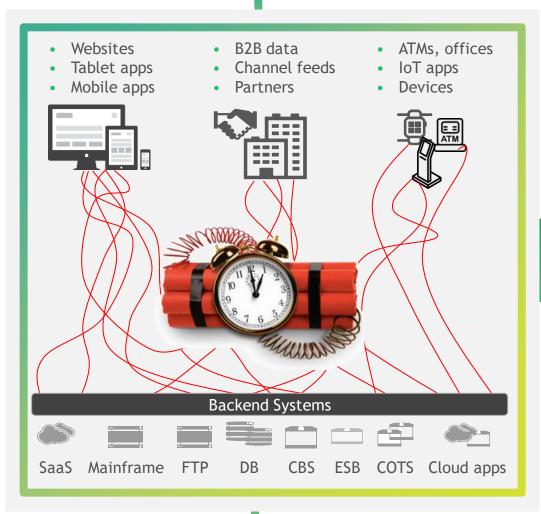
Customer onboarding process
does not comply with
regulations - Regulator

This is a CR. We need 6 months to build this.
- Vendor

Apps are always slow during month-ends leading to loss of business. - Business Head

We are over-worked, underpaid and nobody appreciates us. Let me go to a startup - IT employee

Many challenges faced by Indian companies from a tech perspective



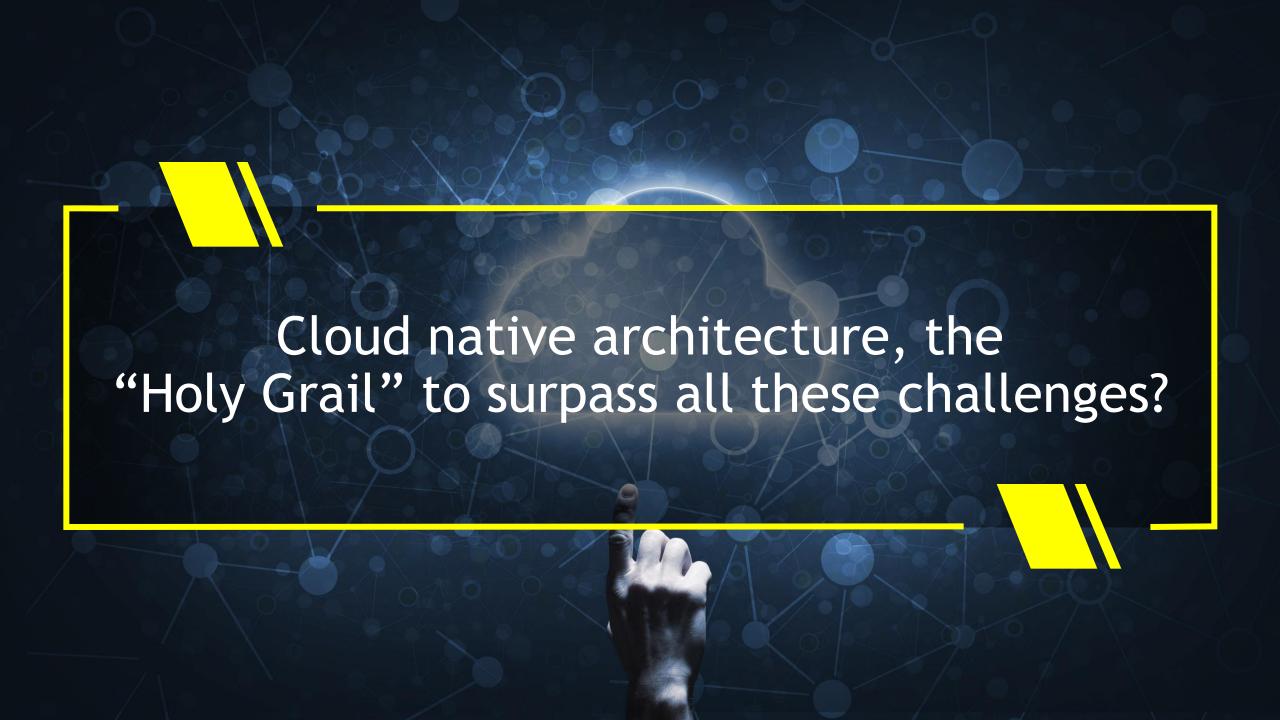
Typical challenges in Indian companies

- Legacy, monolithic applications
- Mesh architecture with numerous P2P connections
- On-prem deployments with no cloud support
- Limited API-readiness



- High time to market
- Higher down time
 - Limited flexibility for innovation





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What does Cloud native architecture mean?

Illustration for an e-commerce platform





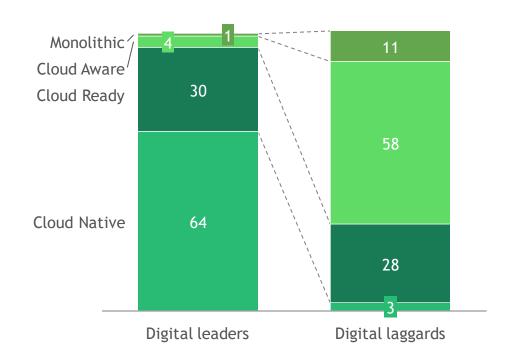
Can Cloud Native Architecture be the holy grail to solve these tech challenges and be future ready?

What has been your experience?

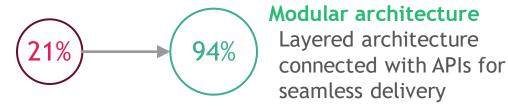
Most Digital leaders have already embraced cloud-native solutions...

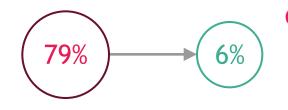
Most digital leaders already design to be cloud-native¹

Companies per stage (%)



Digital leaders rely on modular architecture when designing cloud-native solutions



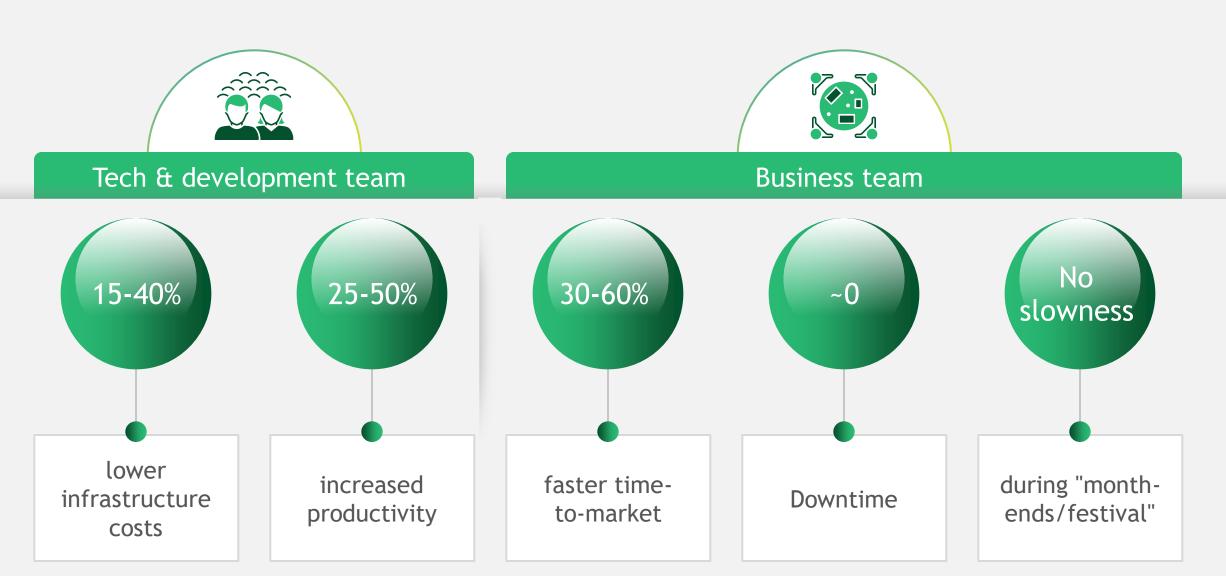


Coupled architecture

Legacy systems are tightly coupled so updates cause effort

^{1.} Cloud-native design: Container-centric, microservice orientation, API-led connectivity—especially for strategic and new applications Source: BCG Digital Enablement Score (DES)

...reaping significant benefits





How should Banks think about their journey towards building a cloud native architecture?

- Big bang approach: Transform all digital assets, enterprise apps and core system
- Focus only on non-core applications like Digital assets

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What are the key hurdles in the journey towards a Cloud native architecture?

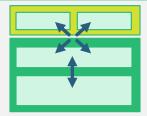
- Legacy core with monolithic architecture
- Limited engineering talent

....What else?

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Multiple approaches to manage legacy core

Hollowing/ Leaning the core



Architectural solve to hollow the core

- Re-factor
- Develop APIs & microservices
- Move business logic out

Replace/ upgrade the core

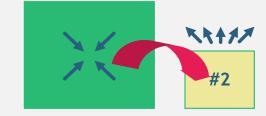
Big bang Replacement



Big bang cutover to new core

Freezes new features while cutting over

Migration challenger



Stand up a new core in parallel to legacy

Migrate in a modular way over time

Standalone challenger





Clean stack - focused on new customers, new products





Considering the pace of innovation, Is 'Hollowing/ leaning the core' a sustainable solution?



If we need to look at replacing/ upgrading the core, what is the ideal approach to do it without disrupting the running business?

E.g. Standalone challenger?

New age talent required for implementing cloud native architecture





Do banks have this kind of talent?

If not, what does it take to recruit and retain these talent?



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