

CARLSON BCM INSIGHTS · CAPITAL MARKETS

The Money Ledger Stayed and the Servicing Moved

Raymond Carlson · November 16, 2026

More than 1,500 applications were headed to the cloud. Re-host, the lift and shift most programs default to, fell to 24 of 1,520 placements, under 2 percent.

A global asset management institution had committed to taking its entire application estate to the cloud. The assessment had stalled. A 6/7R centric approach, built on mass survey data and scored mechanically, could not show a portfolio owner the value of moving their portfolio to the cloud, or the priority.

My team rebuilt the assessment on the Carlson BCM capital markets capability architecture. Seen through its business capabilities, the portfolio separated into decisions an executive could defend. The parts of the business that hold the institution's record of value stayed. The parts that serve clients, bill for services and move information around that record were rebuilt for the cloud.

The Decision That Stalled

In the aggregate, the portfolio looked like an average cloud modernization strategy. The 6/7R assessment produced dispositions, but not the value or the priority behind them. Three

critical questions remained to be answered to align the organization and obtain CTO approval on the migration roadmap.

CARLSON BCM INSIGHTS · EXHIBIT 1

Three Questions Stood Between the Assessment and CTO Approval

A cloud migration of more than 1,500 applications at a global asset management institution

CAPABILITY	1	How did each application portfolio relate to the business capabilities it served?
INVESTMENT	2	Which business investment and change activity overrode any disposition?
PATTERN	3	What patterns were emerging, and how would a repeatable engineering pipeline carry the portfolio into the cloud?

The 6/7R assessment, built on mass survey data and scored mechanically, could not show a portfolio owner the value of moving or the priority.

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Exhibit 1. Three questions stood between the assessment and CTO approval.

Rebuilding the Assessment on the Business

Every application was linked to the business capability it carried, then scored on business value, technical value and cloud suitability. Business investment and change activity informed each disposition and, where necessary, overrode it. Portfolio owners set their own weightings and watched the value map regenerate in front of them.

The portfolio was then decomposed into its business context through Carlson BCM Levels 1 to 4. That is where the business-aligned migration plan emerged.

The Portfolio, Capability by Capability

The 1,511 applications produced 1,520 placements across the 17 Level 1 capabilities, because some applications served more than one. Re-factor took 495 placements and re-platform 429, together 61 percent of the portfolio. Retain took 481, or 32 percent. Retire took 76, re-purchase 15 and re-host 24.

The volume sat in the platform and the trade. Technology and Platform carried 362 placements, the most of any capability, and 13 of the 24 re-hosts. Trade Enablement carried 269, and 132 of them were re-factored.

Operations held. Of the large capabilities, Operations was the most retained: 71 of its 117 placements stayed.

CARLSON BCM INSIGHTS · EXHIBIT 2

Portfolio Disposition by Carlson BCM for Capital Markets Level 1 Capability

17 Level 1 capabilities of the Carlson BCM capital markets capability architecture

1,511
applications in a historical portfolio

1,520
capability placements, where an application served more than one

61%
re-factored or re-platformed (924 placements)

2%
re-host, the lift and shift (24 placements)

Level 1 capability	Re-factor	Re-host	Re-platform	Re-purchase	Retain	Retire	Total
Business Management	27	0	26	2	21	5	**81**
Customer Management	55	1	67	0	63	9	**195**
Customer Profiling	3	0	2	0	3	0	**8**
Customer Planning	0	0	0	0	0	4	**4**
Investment Management	23	0	15	0	15	0	**53**
Trade Enablement	132	3	23	3	96	12	**269**
Back Office and Record Keeping	58	2	64	0	56	1	**181**
Performance and Portfolio Analytics	11	0	5	1	2	1	**20**
Operations	24	0	22	0	71	0	**117**
Distribution Management	9	0	0	0	8	9	**26**
Sponsor and Plan Management	0	0	0	0	1	0	**1**
Fee and Billing	5	1	11	0	2	0	**19**
Data and Information Management	37	4	19	4	42	8	**114**
Technology and Platform	97	13	144	3	80	25	**362**
Infrastructure	14	0	29	2	17	2	**64**
Corporate Functions	0	0	2	0	2	0	**4**
News	0	0	0	0	2	0	**2**
Total placements	**495**	**24**	**429**	**15**	**481**	**76**	**1,520**
Share of placements	33%	2%	28%	1%	32%	5%	

Shading by placement count: 1 to 5, 6 to 10, 11 to 25, 26 to 50, 51 or more. The disposition is grouped by capability and therefore defensible, capability by capability, to the people who own them. Source: Carlson BCM capital markets capability architecture, applied to a historical portfolio.

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Exhibit 2. Portfolio disposition across the 17 Level 1 capabilities. Re-host is 24 of 1,520 placements.

The disposition is grouped by capability, and therefore defensible, capability by capability, to the people who own them.

What Stayed and What Moved

At Level 2, the strategy takes its shape.

The money ledger stayed. Money movement retained 48 of its 50 applications, 96 percent. Books and records retained 25 of 32, 78 percent.

The servicing moved. Asset servicing re-factored or re-platformed 94 of its 119 applications, 79 percent. Transactions master moved 17 of 20, 85 percent. Invoice calculation and generation, under fee and billing, moved 7 of 9. Channel management moved 16 of 17, 94 percent.

Level 1 hid the decision. Books and records, asset servicing and transactions master share one Level 1 parent, Back Office and Record Keeping. At Level 1 they average into a single mixed disposition. At Level 2 they go in opposite directions.

CARLSON BCM INSIGHTS · EXHIBIT 3

The Money Ledger Stayed and the Servicing Moved

Disposition by Carlson BCM for Capital Markets Level 2 capability, with its Level 1 parent

96%
of money movement applications retained

78%
of books and records applications retained

78% to 94%
of asset servicing, transactions master, invoicing and channel management re-factored or re-platformed

Level 2 capability Level 1 parent	Re-factor	Re-host	Re-platform	Re-purchase	Retain	Retire	Total	Result
STAYED								
Money Movement Operations	2	0	0	0	48	0	**50**	96% retained
Books and Records Back Office and Record Keeping	2	0	5	0	25	0	**32**	78% retained
MOVED								
Asset Servicing Back Office and Record Keeping	49	2	45	0	22	1	**119**	79% modernized
Transactions Master Back Office and Record Keeping	6	0	11	0	3	0	**20**	85% modernized
Invoice Calculation and Generation Fee and Billing	5	1	2	0	1	0	**9**	78% modernized
Channel Management Business Management	6	0	10	0	1	0	**17**	94% modernized
SPLIT								
Rep/Advisor Enablement Distribution Management	4	0	0	0	4	4	**12**	33% retired
Intermediary Management Distribution Management	4	0	0	0	4	3	**11**	27% retired
Sales Force Planning Distribution Management	1	0	0	0	0	2	**3**	67% retired

Modernized: re-factored or re-platformed. Selected Level 2 capabilities shown. Source: Carlson BCM capital markets capability architecture, applied to a historical portfolio of 1,511 applications.

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Exhibit 3. Where the money ledger stayed and the servicing moved, by Level 2 capability.

The parts of the business that hold the institution's record of value stayed on platforms already proven to carry it. The parts that serve clients, bill for services and move information around that record were rebuilt for the cloud.

Where Retirement Was Real

Distribution management split across the broader dispositions, and it was the only place retirement was a real strategy. Rep/advisor enablement retired 4 of its 12 applications, intermediary management 3 of 11 and sales force planning 2 of 3. Across the whole portfolio, retire was 5 percent of placements.

What It Means for the Executive

The 6/7R analysis was never a complete answer. Business context, migration patterns and enterprise plans were critical factors in determining the migration roadmap.

A migration planned application by application relocates the estate and its constraints. A migration planned through the business capability architecture decides what the institution keeps, what it rebuilds and what it lets go, and each decision can be defended to the executive who owns that part of the business.

The money ledger stayed, and the servicing moved.

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