



Unlocking the value of continuous modernization through the alliance ecosystem

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Introduction

As AI raises expectations for speed, intelligence and agility, many enterprises remain constrained by technology investments that were never designed for the current pace of change.

CIOs and CTOs face a difficult mandate: modernize the systems that run the business, accelerate AI adoption, and improve resilience, all without disrupting mission-critical operations. The scale and complexity of this challenge, along with the realities of today's global IT estates, means that modernization success increasingly depends on a tightly integrated ecosystem of partners, including hyperscalers, software providers and industry specialists. Partners can co-engineer solutions, share assets, help accelerate innovation, and make business processes more agile — but only if the partner ecosystem works together.

Orchestration across these capabilities and partnerships has become essential. A strong modernization orchestrator can help organizations manage these initiatives: aligning partners with common goals, integrating technologies end-to-end, sequencing activities, managing dependencies and maintaining accountability.

Here, we'll explore how the power of a well-orchestrated technology ecosystem can deliver greater business value for customers.

Agent-first modernization: Changing the economics of transformation

Agentic agents can analyze complex application and infrastructure environments, decipher millions of lines of code and embedded business logic, map dependencies, test and generate modern applications and architectures. This compresses transformation timelines, reduces errors and enables more predictable outcomes.

Agent-first modernization creates a learning system, not a one-time capability. The patterns, models, reference architectures, and reusable assets an agent develops in a single engagement can inform operations and future modernization efforts, improving consistency and predictability over time.

For CIOs and CTOs, this agentic-enabled continuous modernization model creates a more durable path to value. It reduces the need for disruptive interventions, helps manage technical debt before it becomes a business constraint, and creates a stronger foundation for AI-enabled innovation.

These capabilities reshape the economics of modernization as shorter timelines reduce “double-run” costs. The result is faster modernization and a shift toward more predictable, operations-grounded and continuously improving modernization delivery..

The alliance ecosystem: From integration to orchestration

In complex enterprise environments, modernization is rarely a singular exercise. An application migration will depend on network and cloud readiness, security controls, data modernization, identity integration, organizational change management and industry requirements. Each component involves different teams and partners.

Today's technology partnerships go beyond transactional vendor relationships. They increasingly include co-engineered solutions, shared intellectual property, joint investments, integrated delivery models and coordinated go-to-market actions.

Hyperscalers and technology partners increasingly provide funding and engineering resources, invest in joint solutions and support deployment through structured programs. For CIOs and CTOs, co-investment with technology partners can reduce adoption friction and improve confidence in the business case. It signals that partners are not only providing technology or services; they are aligning resources around shared customer outcomes.

When combined with the right orchestration model, co-investment can help enterprises accelerate modernization while reducing execution risk.



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The role of an orchestrator

In this context, organizations seeking to modernize will benefit from what we call a modernization orchestrator, a partner who can design, lead and implement modernization projects because of their deep expertise and relationships across the technology ecosystem. The orchestrator brings together the best capabilities of each partner and coordinates them end-to-end.

The most effective alliance models for modernization are therefore not just commercial constructs. They are facilitators of value, accelerating modernization journeys with a combination of platform innovation, implementation, industry-specific expertise, operational discipline and shared accountability.

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For example, a good modernization orchestrator will improve organizational readiness by connecting technology modernization with adoption, enablement, governance, and change management across capabilities. A global enterprise we recently worked with in a highly regulated industry had to contend with millions of lines of legacy code and decades of technical debt. When they decided to modernize, they brought together their full partner ecosystem of advisory, cloud and AI capabilities. AI agents helped accelerate code transformation, while ecosystem partners contributed specialized expertise across architecture, cloud operations and change management.

The result was a scalable modernization approach that reduced risk, lowered operating costs and created a blueprint the customer could replicate across multiple regions. The lesson was clear: in the era of continuous modernization, competitive advantage increasingly comes from the ability to orchestrate an ecosystem of complementary capabilities.

Governance, resilience and trust

As agentic AI becomes part of modernization delivery, CIOs and CTOs need confidence that AI-supported modernization is secure, auditable, explainable, and aligned with enterprise risk requirements. That means modernization programs should

include clear controls for data handling, security, human oversight, validation, compliance and operational resilience. AI can accelerate analysis and execution, but trust depends on disciplined governance and transparent delivery practices.

Continuous modernization should therefore be built on three principles: maintaining operational stability, strengthening enterprise resilience, and applying AI responsibly within defined governance boundaries.

Toward a new operating model

Continuous modernization is rapidly becoming a necessity for enterprise competitiveness in an AI-driven world. Organizations that adopt this approach can reduce technical debt systematically, accelerate AI adoption, improve operational resilience and respond more quickly to changing business demands.

For technology leaders, the opportunity is to move beyond episodic transformation and create modernization as an operating capability that is outcome-driven and supported by an ecosystem built for scale.

By combining agent-first modernization with alliance-led orchestration, enterprises can transform continuously without disrupting the systems they depend on — and build the technology foundation required for the next era of AI-enabled business.





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