AENTHOS

EXECUTIVE GUIDE

Modernizing a critical platform without stopping operations

Five criteria for executives to approve and oversee the evolution of a production platform without interrupting operations.

By Jacinto Loayza, founder of AENTHOS · October 26, 2026

When an organization decides to modernize a platform that already sustains its operations, the right question is not how to replace it, but how it can evolve without stopping the business that depends on it. The answer determines whether the transformation project succeeds or becomes an operational risk.

The principle

Never start from a blank page when an operation is already running. Underwriting, issuance and portfolio administration cannot be paused while a new version is built.

Five criteria for executives

1. **Closed scope per phase.** Each phase defines its scope and schedule before it begins.
2. **Explicit acceptance criteria.** What exactly “done” means must be defined for each phase.
3. **One source of truth.** If the previous and the new version run in parallel, it must be established which system is the source of truth at any given moment.
4. **Integration before functionality.** Integration with the client’s systems (ERP, underwriting core, billing) is designed with the same care as the end-user interface; that is usually where the bottlenecks nobody anticipated appear.
5. **Continuity as the metric.** Progress is measured not by how much new code was written, but by how many days of normal operation the organization had during the process.

Questions to ask before approving a project like this

- What does “done” mean in each phase, and how is it verified?
- Which system is the source of truth while both versions coexist?
- How does the new platform integrate with the ERP, the underwriting core and billing?
- How many days of normal operation are expected during the process?

How we approach it at AENTHOS

Our methodology moves through four stages: Diagnosis, Architecture, Implementation and Continuous operation. Implementation is delivered in phases, with explicit scope, schedule and acceptance criteria, and the platform keeps evolving after go-live.

Online version: https://www.aenthos.co/en/resources/modernizing-a-critical-platform-without-stopping-operations/