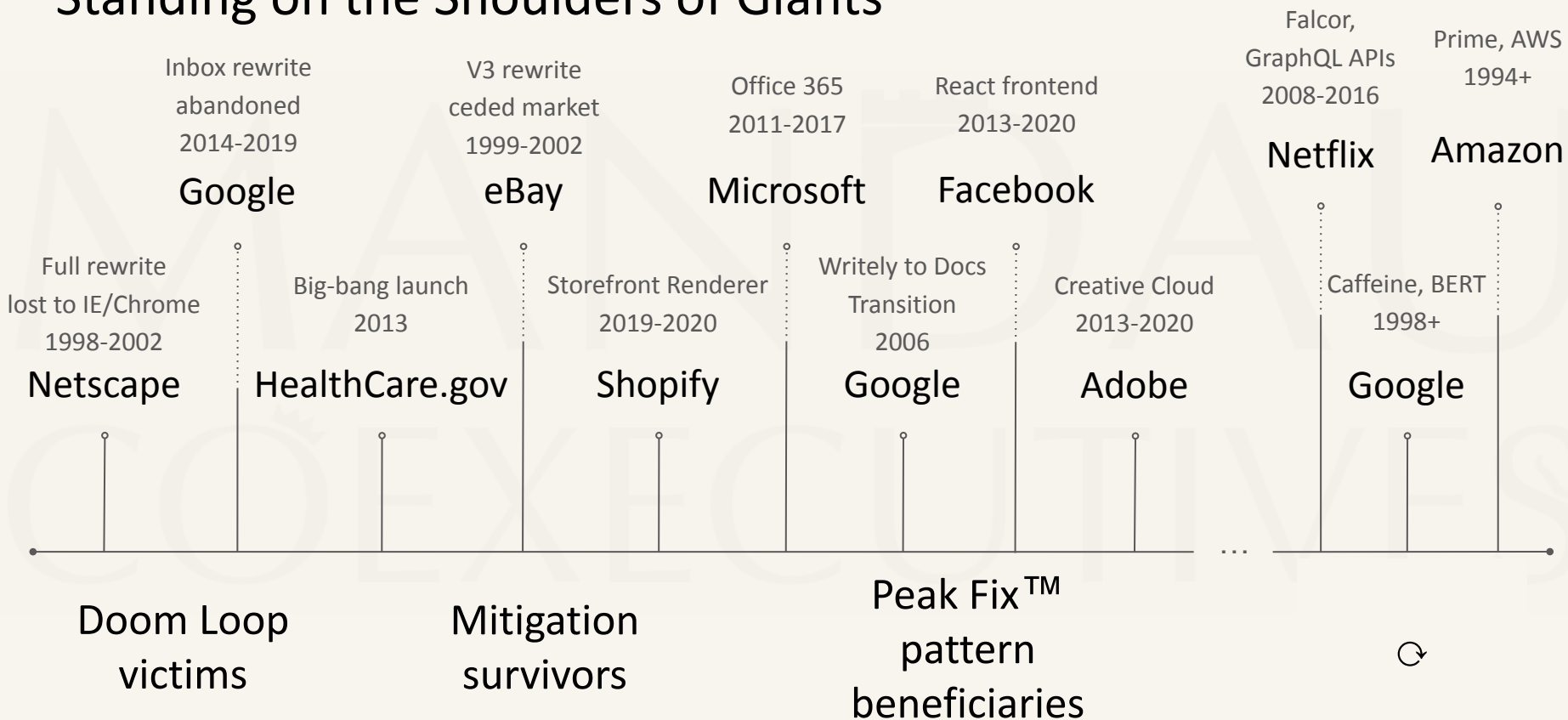
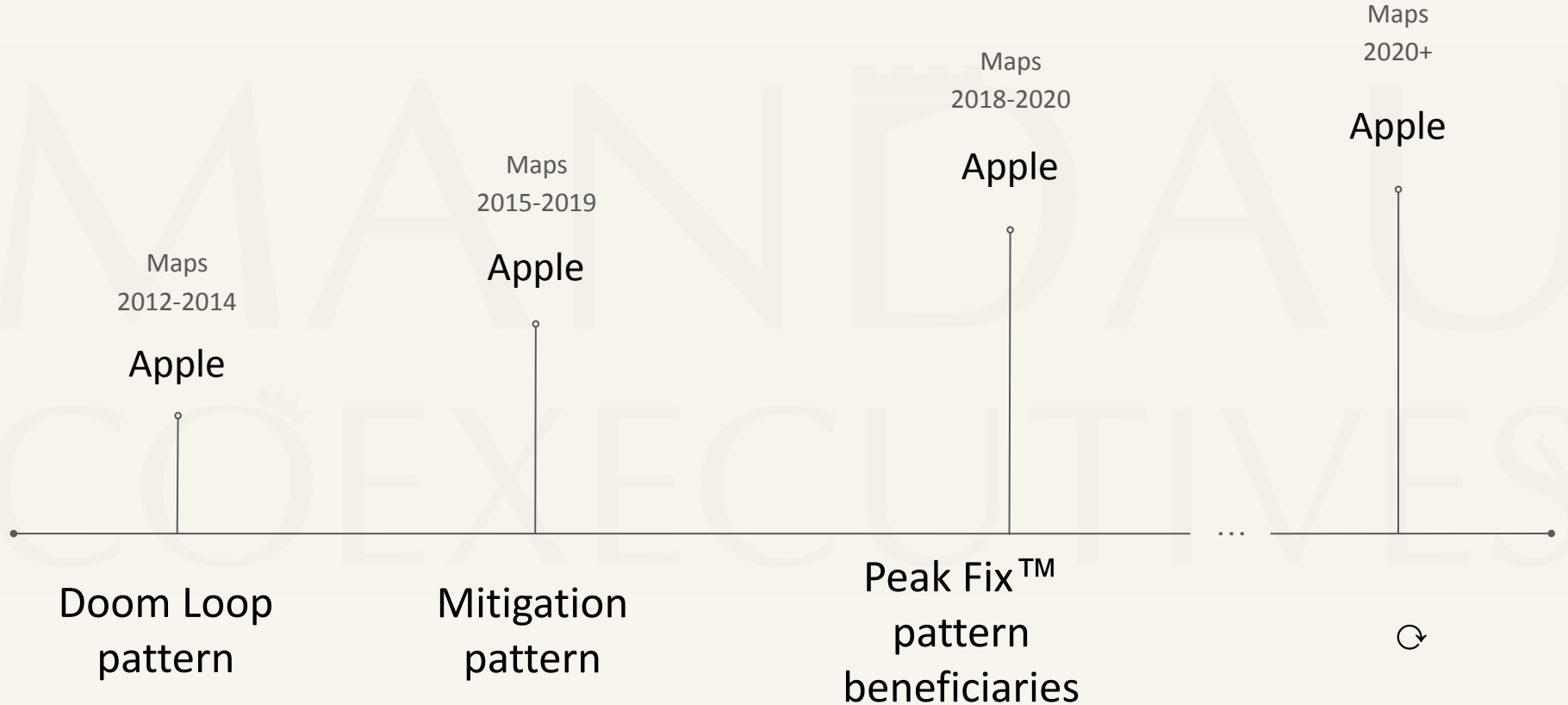


# Standing on the Shoulders of Giants



# Even Giants...The Apple Maps Transformations

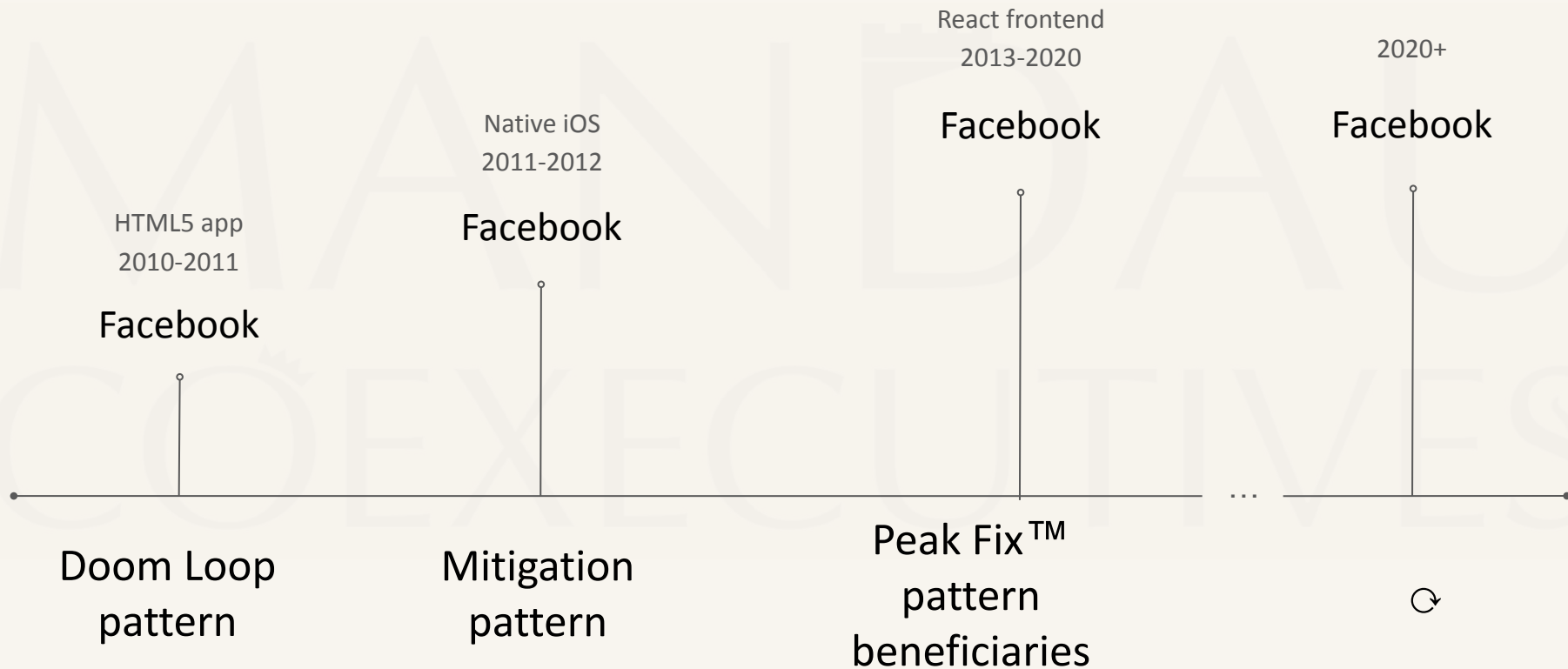


# Even Giants...The Apple Maps Transformations

- In September of 2012, Apple removed Google Maps as the default map in iOS 6. To do it, they stitched together coverage from different 3rd party map providers. This led to widespread degradation of accuracy and functionality. Apple had to issue a rare public apology in a letter from Tim Cook and even go as far as suggest competitor alternatives.
- In the meantime, it built up its entire supply chain of maps from scratch, including vehicles driving up and down streets around the world. By the late 2010s, Apple was in a position to redesign its Maps app based on the new data layer it built, and launched it in 2020. As of 2025, Apple Maps is still far from dominant\* on its own iOS platform, where it is the default.
- It could have been far worse for Apple. It spent billions over more than a decade to fix Apple Maps. This would spell doom for all but a handful of companies in the world. However, because even this extraordinary cost represents less than 1% of its total net revenue, and did not risk a core revenue stream, Apple was able to pull off a Doom Loop to Peak Fix™ recovery, positioning itself for continuous evolution and a chance at growing market share.

\* justinobeirne.com

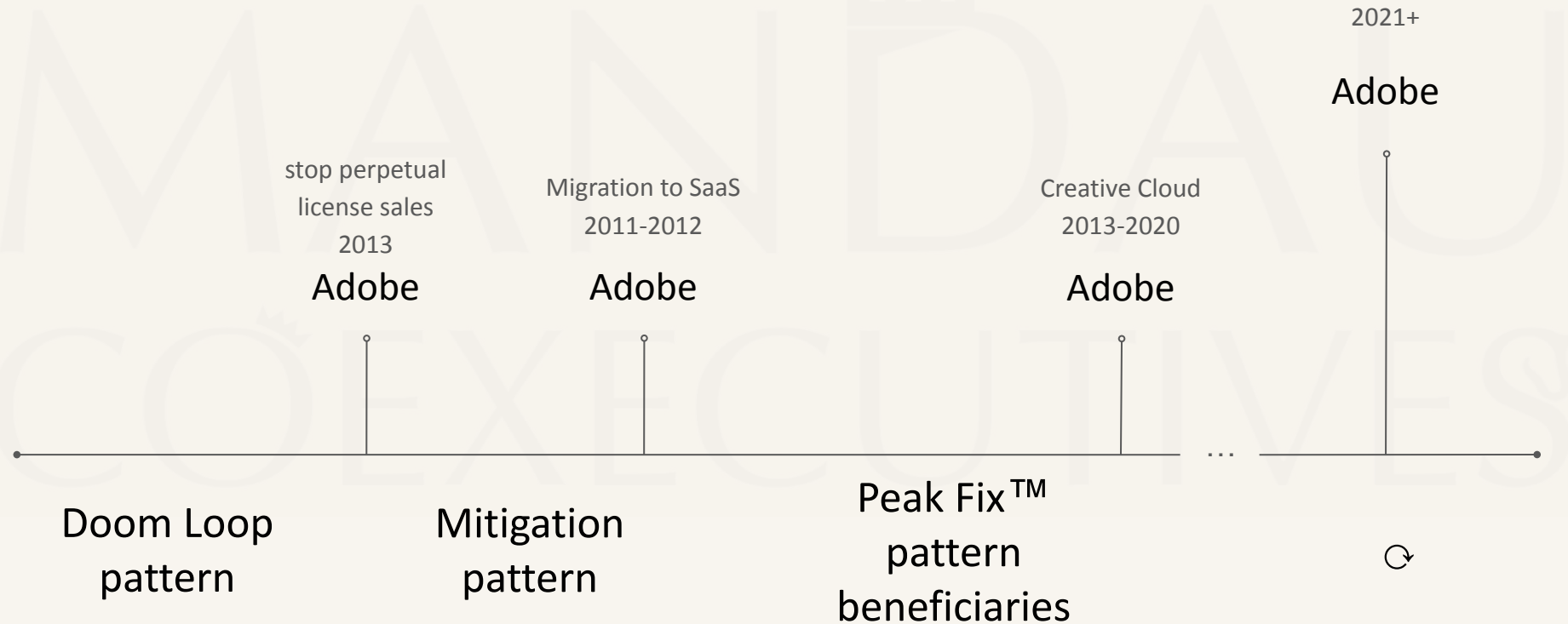
# Even Software Giants...The Facebook Frontend Transformations



# Even Software Giants...The Facebook Frontend Transformations

- In 2010, Facebook rewrote its frontend using HTML5, aiming for a single cross-platform codebase. However, Facebook underestimated the performance limitations for their use cases. To compound the issue, the company didn't position itself to see early signs of inadequate performance. A year later it shipped a big-bang release to all users, with no functional code to fall back on. Old code was gutted, unsupported, and functionality was behind even the buggy HTML5 version.
- This came at a time many users were migrating to mobile computing. A third to a half of Facebook.com's traffic was also being displaced by its app traffic. Although the backend remained stable, the all-or-nothing rewrite became an existential threat for the company.
- At TechCrunch Disrupt in 2012, Mark Zuckerberg called it "really painful" and "the biggest strategic mistake we've ever made". Internal tests on its News Feed later showed native Objective-C vastly outperformed HTML5. Betting its future, Facebook gambled once again on a rewrite, this time going native iOS. The all-hands-on-deck effort took another year to build; few functional updates were possible during the 2 rewrite years.
- Although the second attempt worked, Facebook left the door wide open for competitors to disrupt. To mitigate risk, it acquired Instagram - a 13-person team with a surging 30M user base - for a controversial \$715M. It got lucky on multiple fronts.

# Even Software Giants...Adobe Business Model Transformation



# Software Modernization Solution or Doomed Rewrite?

- How can you spot the difference?
- Avoid the pitfalls before sinking 6, 7, 8 or 9 figures and alienating your customers and teams.
- Get answers to the following questions:
  - How did we get here? When do rewrites actually work? Why do blind rewrites often fail? Why do so many teams attempt this? What does actually drive success? How do the best organizations do it?
- Read the white paper, “Overcoming Existential Risks of Rewrites in Enterprise Software Modernizations with the Peak Fix™ Advantage”
  - Request a copy by contacting Mandau Coexecutives™ at [mandau.co](https://mandau.co)