



Smoothly implementing cloud

Practical guide

Tips for how to manage an effective cloud migration.

The future is exciting.

Ready?



Introduction

The case for moving to the cloud is clear. The increased agility and scalability, the financial and security benefits – any combination of these is enough to persuade most businesses. However, managing a move to the cloud is a significant project for CIOs and their teams. As with any major digital transformation, there are a number of hurdles and complexities to overcome to ensure a seamless transition and avoid disruption of the day-to-day business.

Implementing cloud involves multiple stakeholders, from all levels of the business. It requires exceptional planning and management skills, and can put a great deal of strain on project owners – especially as cloud isn't your typical IT project. This makes implementation planning integral to the smooth running of a migration or transformation process.

And businesses never stand still, so plans are subject to frequent change – this is why many adopt an iterative approach to cloud migration, or break it down into several smaller proof-of-concept projects.

This guide leans on our extensive, real world cloud experience to highlight the steps to friction-free implementation, reveals how businesses can best prepare the ground for technological shifts, and demonstrates how the CIO and their provider(s) can work together to make the move to the cloud a success.

Shaping your migration	3
Planning the migration	4
Handling stakeholders	5
Managing the migration	6
How Vodafone makes implementation smoother	7

1. Shaping your migration

Identifying the drivers, killer KPIs and resources you need to succeed.



Define your drivers

The drivers behind your migration will determine the shape, duration and structure of your cloud project. It's essential to establish this up-front. For example, if you're moving your entire IT estate due to office relocation, that requires a wholesale migration.

Alternatively, if you're seeking performance benefits, new capabilities or risk reduction in specific business areas, you have a smaller scope to change. Perhaps you're seeking proof-of-concept for cloud before a larger digital transformation, in which case, you should consider a multi-phased migration.



Killer KPIs

The greatest return on cloud investment is in how it justifies your reasons for migrating in the first place. Define your end goals with relevant, concrete KPIs, which may include:

- ✓ Reduced hardware and software costs.
- ✓ Reduced resources required to maintain infrastructure.
- ✓ Elimination of on-premise or co-located data centres.

Attach timelines to KPIs to show when you expect to see benefits. These might include an immediate reduction in the cost of licences and infrastructure, or a productivity boost within two months.



Right size resource

Cloud pricing no longer has to be complex. Find a provider who has simplified its pricing structures and offers an audit to understand exactly what network, storage, and database capacity you require today, along with the level of flexibility required.

Similarly, assess the level of resourcing and skills available to you; most businesses are the right size for day-to-day, but not to cope with major IT change. Developing test plans, for example, is time-consuming.

Identify gaps in your skills and resources and specify the level of support and resource you will need from your supplier throughout implementation and beyond.

2. Planning the migration

Deciding on strategy, setting a timeframe and allowing for the unexpected.

Migration strategy

Decide what you are moving, where it's going and when. Not every application is right for the cloud. Sensitive data may not be suited for Public Cloud – you may need to migrate to a Private or Hybrid Cloud. Public Cloud is a shared environment: you are competing for bandwidth, potentially running up high costs, and compromising performance. Applications on legacy hardware may be more expensive to run in the cloud. Your supplier should provide a range of cloud solutions and advise what assets to move where, maximising your legacy investments and future-proofing your IT.

Timing is everything

Set migration timeframes for data and applications. Migrating everything to the cloud all at once is risky; consider handling it in groups, starting with your least critical applications and datasets. Set expectations regarding the likely length of your implementation – three to 18 months depending on the complexity, but projects can last up to two years. A good migration plan details all phases, the application batches for migration, the staging set up, data migration and testing plans.

Downtime decisions

Plan for downtime. Determine how much disruption the business can afford, and when is optimal for that to happen. How will these periods be managed? Can the move be made over a weekend or out of business hours? If, worst-case scenario, something does go wrong, is there a crisis plan in place? Many businesses need to move mission-critical infrastructure and heavily data-driven apps to the cloud without taking systems offline at all.



Cloud migration musts

- Understand clearly the end goal /purpose of the project.
- Clarify the case for change with stakeholders, show them what success looks like.
- Stakeholder management is essential: C-suite, working groups, application owners or line of business users. Those who own services, the people who use apps and services.
- Define the measure of success. The effects of a transformation might be measured by people who use services – better or faster work, happier end users, for example.
- Be realistic about the level of resource and skills in your business – most are right sized for day-to-day, NOT major IT change projects.

Understand that transformation doesn't start and stop. Once started, it's ongoing – more a storyboard than a project plan, with discrete projects driving recommendations for the next priorities that enable the business to continuously transform and enhance IT.

3. Managing stakeholders

Communicating effectively with all those affected by the move.



Identify stakeholders

In addition to the IT migration team directly involved in the project, identify other groups that may be affected. There are always more than you think: the network team, C-suite/ executives, application owners, line of business owners, and end users of apps and services. Identify their interest in the migration (to work better and faster, to be happier, to save costs, to save time, to reduce admin, to generate revenue...) and highlight that as the end goal. Also consider how the project will affect these different departments and factor their concerns into the plan.



Develop a communications plan

Share your plans about migrating to the cloud with all stakeholders, explaining why the business has chosen to migrate to new systems, making sure your end goals are understood. Involve executives early on to avoid objections later on. Use the best communication channels and frequencies for each group, using targeted emails to reach specific groups and website/ intranet messages for general information. Hold regular meetings and presentations to take questions.



4. Managing the migration

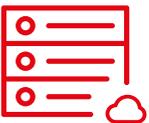
Phasing your strategy in the lead-up to execution.



Phase I: Assess

This is where you – often with the support of your provider – carry out an audit of your current infrastructure and data assets. This can be as simple as installing software in a data centre to observe all activity and performance for one month.

Vodafone advises its customers to run workshops with application owners to understand how each is used and map out criticality – do two apps really need to work side-by-side for example? The output from the audit should include an asset register with visibility of all active equipment, even if it's not currently connected to a network.



Phase II: Analyse

In this phase you look at your current data and infrastructure and compare them to what the target environment should look like in terms of:

- Scalability
- Security
- Availability
- Disaster recovery

As the project progresses, areas originally identified are refined.



Phase III: Enable

Flesh out your migration plan with more details, such as:

- Are your assets migration ready?
- Is it possible to pick up and move them as they are?
- If not, what level of rewrite, change or upgrade is required?



Phase IV: Execute

If you move data into the Public Cloud, enterprise control decreases and more responsibility falls on your cloud provider. Reshape your governance strategies so they are less reliant on internal control, and more on your supplier.

Build in contingency at every stage of execution; often it's not until you start taking things apart that you hit the roadblocks. Put in place a feedback loop process whereby you can capture things that haven't gone as planned, understand the effects and learn from experience.

Decide how much time you'll allow for issues to be fixed before you roll back. Allocate time for functional tests – does it work? Operational tests – can we maintain it? As well as end-user tests – is it fit for purpose?

How Vodafone makes implementation smoother

The benefits of working with an established leader in cloud delivery.

Seamless cloud migrations of any size present significant logistical, technical and change-management challenges for CIOs and IT teams, requiring a strong focus on stakeholder management. The ultimate aim with long or complex transformation projects is to minimise risk while moving towards stated goals.

Your choice of provider is likely to be the single biggest success factor. Vodafone has a 650-strong global tech practice of experts who can help you audit your current IT estate and give you analytics-backed cloud recommendations.

We can move you towards your ideal scenario through assisted DIY or fully managed migration, with Public or Private Cloud, or Managed Hosting. At this planning stage we can also help you look at the Internet of Things, connectivity, and mobility requirements to make all elements of your IT strategy coherent.

With our vast experience and consultative expertise, Vodafone can help you each step of the way: setting the structure of your migration based on key drivers, defining your ideal cloud landscape, setting journey milestones and navigating you from phase to phase – in a manner that is safe, smarter and simple.

Is it time for your business to find a cloud that can? Talk to Vodafone today.





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