Cloud Migration Project Proposal

## **Introduction**

Founded in 1990, FishTank Ltd has evolved into a leading media company, specialising in post-production VFX work for broadcasters in EMEA and LATAM. With an extensive portfolio, FishTank has built a reputation for delivering high-quality services to its clients. This proposal outlines a strategic roadmap for FishTank's migration to the cloud, aiming to address current challenges, optimise business operations, and propel the company's expansion into North America and APJC.

The anticipated benefits encompass cost efficiency, scalability, disaster recovery, and improved global accessibility. Recognizing the current challenges, particularly the absence of a disaster recovery plan and scalability limitations, this proposal emphasises the imperative of migrating to the cloud. The vision focuses on leveraging cloud technology to streamline internal processes and position FishTank for sustained growth. The proposed plan aligns FishTank Ltd with cutting-edge technology, ensuring its continued prominence in the media industry while maintaining a commitment to customer satisfaction and operational excellence.

## **Business Landscape**

FishTank Ltd, currently with data centres in Mexico and Poland, envisions strategic expansion into North America and APJC. A core challenge is the absence of a robust disaster recovery (DR) system, prompting a migration to the cloud for more efficient DR, minimising downtime. The limitations of physical data centres, characterised by fixed capacities, lead to underutilization and bottlenecks. Cloud adoption can be a solution, offering scalable resources to optimise costs and performance, particularly vital in disaster scenarios.

**IT Infrastructure and Applications**

FishTank utilises a third-party data centre model, leasing racks in Poland and Mexico City. The application portfolio includes COTS products and custom in-house applications. Developed by a small team in Poland, these applications support post-production VFX work for feature films.

**Handling Transition Challenges:**

Strategies for overcoming objections and cultural challenges are integral to FishTank's cloud migration plan. These encompass comprehensive approaches, such as effective communication, tailored training programs, change management, and proactive risk mitigation. These strategies aim to foster a smooth transition, ensuring alignment with organisational objectives and cultural nuances.

There are bound to be objections, such as cost concerns and apprehension regarding security. Cloud offers a pay-as-you-go pricing system, reducing infrastructure costs and providing discounts the more you use. Security is a big benefit of cloud as management can set up various security walls allowing only certain individuals access to the necessary resources. There will be cultural challenges surrounding the transition to cloud, namely lack of training. A small support team can be put in place to provide the relevant training and troubleshooting.

**Benefits of cloud migration**

Short term benefits:

1. Operational efficiency: We aim to streamline internal business processes and operations to enhance efficiency and meet tight timescales and budgets associated with post-production VFX works.
2. Cost optimisation: Reduce IT infrastructure cost by moving away from owning physical racks in third-party data centres to a more cost-effective and scalable cloud-based model.
3. Scalability: Ensure the ability to scale resources up or down based on project demands, allowing FishTank LTD to adapt to fluctuating workloads efficiently.
4. Disaster Recovery Preparedness: Enhance disaster recovery capabilities to mitigate the risk of data loss and ensure business continuity, especially given the critical nature of post-production work.

Medium Term benefits:

1. Global Expansion: Successfully expand operations into North America and APJC regions, requiring a scalable and globally accessible IT infrastructure.
2. Market Leadership: Consolidate FishTank Ltd's position as a leading media company in EMEA and LATAM, leveraging a robust and modern IT architecture to deliver high-quality services to broadcasters.
3. Customer Acquisition and Retention: Attract and retain customers by offering competitive services with improved efficiency and faster project delivery through optimised IT processes.
4. Technology Innovation: Foster innovation in post-production VFX work, exploring new technologies and solutions that can be easily integrated into a cloud-based infrastructure.

Long term benefits:

1. Sustainable Growth: Ensure that the IT infrastructure can support sustained growth over the long term as FishTank Ltd continues to expand its customer base and geographical reach.
2. Adaptability to Industry Changes: Build a flexible and adaptable IT architecture that can readily incorporate emerging technologies and industry trends, future proofing FishTank Ltd against rapid changes in the media and advertising landscape.
3. Environmental Responsibility: Consider the environmental impact of IT operations, potentially leveraging cloud services that are committed to energy efficiency and sustainability.

## **Rationale for Cloud Migration**

1. Cost Reduction: Elimination of on-premises infrastructure and maintenance costs leads to significant financial savings.
2. Scalability: Cloud adoption allows flexible scaling to meet varying workloads, crucial for post-production VFX work with tight project timelines.
3. Disaster Recovery: Cloud-based solutions provide a robust disaster recovery mechanism, minimising the risk of data loss and ensuring business continuity.
4. Improved Accessibility: Cloud migration facilitates seamless expansion into North America and APJC, enhancing global accessibility and opening doors to new markets.

## **Cost Analysis**

The financial considerations for this transformative project are delineated into two distinct components, ensuring a comprehensive understanding of the investment required for FishTank Ltd's migration to the cloud. These two key divisions are crucial for effective financial planning and resource allocation:

● Short-Term Expenses:

Initial Cloud Setup: Costs associated with setting up the cloud infrastructure.

Data Migration: Expenses related to transferring data to the cloud.

Training: Investment in training programs for the IT team to adapt to cloud technologies.

● Long-Term Expenses:

Cloud Service Subscriptions: Ongoing costs for utilising cloud services.

Maintenance: Expenses related to the regular maintenance of the cloud infrastructure.

Continuous Optimization: Investment in optimising cloud resources for long-term cost-effectiveness.

## **Implementation Plan**

Cloud service providers support cloud migration for organisations through various tools and services. AWS Migration Hub and Server Migration Service automate migration tasks, while AWS Professional Services and certified Migration Competency Partners offer expert guidance. Training and certifications are available to upskill IT teams. AWS provides security features like Security Hub, compliance programs, and tools for cost estimation. CloudEndure Migration simplifies and speeds up migration, and forums allow organisations to connect and seek advice. With AWS, FishTank can benefit from a comprehensive suite of services for a successful and secure cloud migration.

This plan serves as the roadmap for executing the transition seamlessly, outlining specific activities, timelines, and the key players involved. The plan is structured as follows:

**Detailed Timeline:**

1. Assessment Phase (Month 1-2): Conduct a thorough evaluation of the current IT landscape and applications to gauge cloud compatibility.
2. Short-Term Goals (Month 3-6): Initiate cloud readiness assessment, implement disaster recovery solutions, and provide basic cloud training.
3. Medium-Term Goals (Month 7-12): Formulate a phased cloud migration strategy, optimise workflows, and facilitate knowledge transfer.
4. Long-Term Goals (Month 13+): Complete full cloud integration, continuously optimise resources, and sustain skills development initiatives.

**Roles and Responsibilities:**

1. CTO: Oversee the entire cloud migration strategy, providing strategic guidance and decision-making.
2. Project Manager: Act as the focal point for coordinating activities, ensuring adherence to timelines, and mitigating risks.
3. IT Team: Engage in the cloud readiness assessment, disaster recovery implementation, and participate in training programs to acquire necessary cloud skills.
4. Short-Term Partner: Facilitate the initial stages of the migration, offering expertise and guidance during the assessment and training phases.
5. Knowledge Transfer Facilitator: Collaborate with the IT team to ensure a seamless transition of skills from the short-term partner, promoting self-sufficiency.

## **Conclusion**

In conclusion, FishTank Ltd's transition to cloud computing presents a strategic opportunity to address current limitations, enhance scalability, and achieve operational efficiency. By adeptly addressing objections related to cost and security concerns, and proactively managing cultural challenges, the organisation can pave the way for a seamless migration. Effective communication, comprehensive training, and strategic change management will play pivotal roles in ensuring a smooth transition while mitigating risks. As FishTank Ltd embarks on this cloud journey by utilising the consultation and technical supports offer by cloud service providers, the focus remains on delivering uninterrupted customer service, preparing for global expansion, and positioning the company as an industry leader with a resilient and adaptable IT infrastructure.