FishTank Ltd - Cloud Migration Proposal

OVERVIEW

FishTank Ltd is a media company that provides post-production and visual effects services to broadcasters across EMEA and LATAM. With ambitions to expand into North America and the APJC region, the company must modernise its technology and operations to remain competitive.

Currently, FishTank relies on two third-party data centres in Poland and Mexico City, with no disaster recovery system and limited flexibility during peak project times. The company's new CTO has introduced an IT strategy aimed at improving efficiency, scalability and sustainability through cloud adoption. This proposal outlines why FishTank should move to the cloud, the short, medium and long term for doing so, and ensuring a cost-effective, phased migration to the cloud while maintaining client service continuity.

WHY MOVE TO CLOUD

1. Flexible capacity: Cloud resources can be scaled up or down instantly based on project needs. This is ideal for managing sudden capacity required during peak production cycles without having to maintain expensive servers.
2. Business continuity: Data is constantly backed up across different sites, allowing activities to continue even if a local facility fails. This also benefits FishTank with their global presence and expanding to North America and the APJC region, as an issue in one area does not disrupt the entire operation.
3. Reducing carbon footprint: FishTank Ltd can decommission its servers in Poland and Mexico City, eliminating the energy required for powering, cooling, and maintaining those facilities, while also reducing emissions linked to hardware manufacturing, replacement, and transport.
4. Greater financial flexibility: The pay-as-you-go model frees up significant cash flow, which can be directed to creative talent and innovation rather than IT equipment. This flexibility enables improved budget management and more predictable monthly spending.

MIGRATION ROADMAP: SHORT AND MEDIUM TERM GOALS

Short Term (0-6 months)

In the first six months, FishTank should focus on assessment, planning, and laying the groundwork for migration. This stage will ensure the company fully understands its current systems and develops the right strategy before any large-scale transition takes place.

Key tasks will include:

- **Infrastructure audit:** Review existing applications, databases, and data centre usage to identify what can be migrated or optimised.
- **Dependency mapping:** Document how systems interact to avoid disruption during migration.
- **Selecting a cloud provider:** Evaluate leading providers based on cost, reliability, sustainability, and compliance.
- **Disaster recovery planning:** Identify and implement a suitable cloud-based backup and recovery solution to ensure business continuity.
- **Staff development:** Begin introductory cloud training for the internal IT team to prepare them for future management and support.

Medium Term (6-18 months)

During this period, FishTank should begin the phased migration of applications and workloads to the cloud, prioritising business-critical systems first. The focus will be on minimising disruption to client projects while gradually building the company's in-house cloud capability.

Key tasks will include:

- **Phased migration:** Move services in controlled stages, starting with low-risk applications to test performance, security, and reliability.
- **Cloud optimisation:** Configure workloads for scalability and cost efficiency, ensuring resources automatically adjust to project demand.
- **Disaster recovery implementation:** Fully establish a cloud-based disaster recovery environment with automatic failover to maintain uptime.
- **Internal skills development:** Continue staff training towards intermediate-level cloud certifications, supported by mentoring from the cloud partner.
- **Sustainability reporting:** Begin tracking energy consumption and emissions reduction to demonstrate measurable progress towards the company's CO_2 goals.

LONG TERM VISION AND CHANGE MANAGEMENT

Long Term (18-36 months)

By the third year, FishTank should be operating fully within the cloud environment with established global operations and in-house expertise. The focus during this stage will be on optimisation, innovation, and continued sustainability improvements.

Key tasks will include:

- **Full cloud adoption:** All core services and applications should now be cloud-based, supported by automated scaling and cost optimisation tools.
- **Global expansion support:** The flexible infrastructure will allow seamless access and collaboration across North America and the APJ region.
- **Innovation and automation:** Introduce advanced cloud capabilities such as AI-driven workload management and data analytics to improve efficiency.
- **Ongoing sustainability initiatives:** Continue monitoring energy usage and carbon emissions, using cloud reporting tools to demonstrate progress against environmental targets.
- **Knowledge transfer completion:** Finalise the handover from external cloud partners as FishTank's internal IT team becomes fully self-sufficient in managing and developing the environment.

Managing Change and Culture

Since FishTank's IT team has limited cloud experience, the migration has included structured training, shadowing, and certification opportunities. The external partner will provide mentorship while internal staff more comfortable with cloud can be developed to lead future initiatives. This ensures a smooth cultural transition and long-term independence once the handover is complete.

Conclusion

Moving to the cloud offers FishTank Ltd the scalability, resilience and sustainability needed to support future growth. Through a phased and well managed migration, supported by training and strong disaster recovery planning, FishTank can deliver consistent client service while modernising its technology and reducing environmental impact.