



## Bright Water Cloud Migration Deep Dive Example

Global Manufacturing Corporation – IT Simplification Portfolio

### Overview:

- The simplification portfolio contains a grouping of programs and projects to migrate all IT assets into the cloud, clean up and optimize underlying platforms, exit from Client owned datacenter facilities and change the IT financial operation model from Capex to Opex driven.
- The simplification initiative aims at significant cost savings across the IT and business domains in the medium and long term, while significantly improving service delivery and quality for the business.

### Scope/Timing:

- Migration of all applications and equipment out of primary (Atlanta) and secondary (Tulsa) datacenters
- ~800 applications, ~6,000 HW devices (servers, routers, switches, etc.)
- March 2016 – September 2018

### Cloud Providers Utilized by Client:

- MS Azure
- Amazon AWS
- VirtuStream

### Bright Water Consulting Role:

- Planned the work
- Organized the work
- Inventoried all HW, software and application components for Client
- As needed, updated applications to be cloud “ready”
- Created Cloud COE (Center of Excellence)
  - o Staffed with cloud Architects
  - o Established Cloud Review Board and processes
- Developed programs & projects
  - o App to Cloud program:
    - All other Business Apps project
    - BOFC project
    - MSBI and Reporting Platform
    - Picasso project
  - o SAP to Cloud program



- Integrations program (Axway, Mulesoft, Tibco, etc.)
- IT to Cloud program:
  - Citrix project
  - Core Security project
  - Middleware project
  - NetApps project
  - Network project
  - Other Infrastructure project
  - Tools project
  - Voice project
- Server Decommissioning & Physical Removal program
- Supporting Work Streams
  - Communications & Change Management
  - Financial Controls
- Established PMO office & governance
  - Created standard/templates for:
    - Status reports (MS Word & PPT)
    - Cloud Review Board meeting process and documentation
  - Schedule:
    - Developed overall program level schedule
    - Managed/updated/communicated schedule changes over time
  - Project Size Financially:
    - Managed overall program budgeted costs, actual costs and rolling estimate forecast updates.
    - Total Costs: \$44.16MM
      - Opex: \$27.917MM
      - Capex: \$16.243MM
  - Project Size regarding Resources:
    - Managed Client resources: (~100)
    - Managed Vendor resources: (~300)
- Established and executed regular “routines”:
  - Daily standup prioritization meetings
  - Weekly status meetings with each work stream lead (PM)
  - Weekly Program Work Stream Leads (PMs) meetings
  - Biweekly Update Meetings with Client CTO (program sponsor)
  - Monthly Senior Leadership Updates – Client CIO and direct reports
  - Monthly financial rolling estimate & financial updates
- Setup SharePoint sites and Box Folders for documentation storage and collaboration