



# Cloud Migration is a must:

You need to know how to get it right

The essential first step in the journey to maximizing cloud value



# Get more workloads to cloud, faster

Cloud is no longer a future aspiration, it's an urgent mandate. Cloud is an essential requirement for digital transformation. The global disruption wrought by the COVID-19 pandemic has reemphasized the fundamental value of systems resilience, agility, adaptability, and scalability. Enterprises have no choice but to try to outmaneuver uncertainty by sustaining operations under severe disruption, flexing with volatile customer demand, and managing a massively accelerated shift to new ways of remote and digital working.



# Getting it right, right now

Cloud has proven to be central to this endeavor. Those that had the foresight to commit to cloud pre-crisis were best positioned to mitigate the business risks, adapt to very different consumer and employee circumstances, and emerge stronger on the other side. Those that didn't have been left wishing they'd made more progress on their cloud journeys when they had the chance. Research shows most enterprises still had, on average, no more than 20 to 40 percent of their workloads in the cloud when the pandemic struck.<sup>1</sup>

That's why scaling up cloud adoption quickly is now so critical. But it needs to be done right – rapidly, correctly, and securely. Accenture's recent point of view, [Cloud is the urgent business imperative: how to maximize its value](#), explains the five key elements to achieving those outcomes.

The first of those elements is migration—getting more enterprise workloads to the cloud rapidly, and with the confidence that you've selected the right infrastructure for your needs. Speed is critical, but migration pace is not the whole story by any means. A well-planned and rigorously executed cloud migration will expertly balance speed with cost-effectiveness, data security and most importantly, future business value.





# What do the benefits of a successful migration look like?

The key to accelerating the value you get from cloud and lowering the risk to getting there is to know where you're headed—and why. Rushed migrations without a clear strategy for realizing value, incomplete planning, or poor execution can end up costing the enterprise more, especially when older legacy applications are overlooked and continue to rack up consumption costs at often alarming rates.

So where could your cloud migration be taking your business? There are two obvious and important goals. The first is to **improve the efficiency and resilience of IT systems**. Most enterprises know they don't belong in the data center business and they can realize significant cost savings by using new architectures or new applications in the cloud. The scalability of the cloud is also vital in managing supply shocks, demand volatility and other disruptive events. This will always be a value driver of cloud migration, but all the more so as enterprises manage the uncertain economics of the post-COVID world.

# Eyes on the innovation prize

The second core goal is to **enable the business to do new things and do them faster**. This is where the innovation, experimentation, responsiveness and business agility of the cloud come to the fore.


For example, with Infrastructure as a Service (IaaS), infrastructure can be provisioned much more easily, transforming productivity by allowing you to rapidly experiment with new ideas, test and learn, fail fast, then iterate, improve and scale them up. At the same time, Platform as a Service (PaaS) and Software as a Service (SaaS) solutions enable you to quickly leverage many cloud native innovations out of the box, while unlocking more value from data with machine learning and other advanced tools.

The result is a leaner, more agile enterprise better able to respond to changes in market and consumer need, develop new future-focused business models, and get new products, solutions, and services to its employees or to the market faster.

## Moneta Bank Example

Consider, [MONETA Money Bank](#) which needed a flexible, cost-effective cloud-based IT infrastructure that aligned with the bank's strategic ambitions and set the stage for continued growth. Working with Accenture, they defined a new, comprehensive cloud strategy to create a flexible, cost-effective cloud-based IT infrastructure aligned with the bank's strategic ambitions. After migrating 200 applications to AWS, they now innovate quicker, launch new products and services faster, and are better positioned to support growth.





# How to get migration right

So, what's the secret to a successful migration? There are several factors to consider, spanning strategy, planning and execution.



# 1 A vision without a strategy remains an illusion

Every successful migration requires careful definition of where you are and where you're going. It pays to be exceptionally clear sighted about what future value the enterprise is targeting and how it will differentiate itself versus its industry. History teaches us it's all too easy to get stuck in a pattern of aimless experimentation with cloud services. And it's not enough to migrate to cloud and expect new business models or new ways of working to appear as if by magic. "Agility" is a laudable aim, but it must be more than an abstract concept to have any real impact on the business. You have to be specific about what you want to do.

**Before you migrate**, you need to nail down the actual industry use cases you want to achieve in the cloud and build the business case that shows how they're going to deliver value.

Most enterprise migrations are not "big bang" events moving sizable portions of applications and data to the cloud, rather it is often an incremental exercise moving smaller bundles in waves over time based on strategic value, complexity and risk. As a result, it is important to ensure each migration initiative aligns to the broader business strategy. Failure to do so can lead to disjointed capabilities and lower performance.





## 2 Plan your work and work your plan

A fast migration that doesn't compromise quality needs a plan that minimizes the unknowns, prioritizes based on value, understands data implications and aligns stakeholders. To do that, you need to be crystal clear about the migration you're undertaking: where you are now, where you're going to end up, and how you'll get there. You have to gather enough data about your applications

in the assessment phase, including how they map to the underlying infrastructure. Having clarity on your data and architecture will enable you to understand all the moving parts of your migration. This also requires understanding and then [enabling hardened security methodologies](#) for your target platform (including controls, operating model, vendor SLAs).



## Be smart about priorities.

There is no single migration strategy that works for every organization. What's more, within each organization, not every application will have the same value in the cloud. An industry lens is critical. That's why it's important to stratify and prioritize the portfolio in a way that realizes the most value from the migration as quickly as possible. This means balancing factors like strategic business relevance to your industry and the capitalization profile of each application against its migration complexity and risk. There may be external market factors (such as mergers and acquisitions) to consider as well.

This process will reveal the quick wins for the migration, plus a prioritized portfolio for planning future migration waves. Accenture's 7Rs approach (see inset) provides a framework for approaching this task systematically and assigning a target state disposition for each application. In doing so, it's important to be clear on all the interdependencies between architecture, data and applications, creating "families" of related workloads which need to be migrated together.

## The 7Rs of defining your cloud migration

Accenture breaks down the complex task of assessing and prioritizing a migration strategy by using its "7Rs" approach:

- **Retire** the applications you simply don't need any more.
- **Retain** on-premises applications that are too complex or costly to migrate.
- **Rehost** applications quickly in the cloud.
- **Replatform** applications that need to run on a different operating system in the cloud.
- **Replace** applications for which better and/or cheaper SaaS solutions are available.
- **Refactor** applications that need significant code rework for the cloud, decoupling from other systems as needed.
- **Reimagine** business processes to take advantage of cloud, often by redefining and enhancing core value propositions.

## Don't forget the data.

Migration planning will naturally focus on applications. But for a successful migration, it's essential to consider each application and the data it uses as a bundle. There's no enterprise journey to cloud without data. The choices you make about where data resides can have a significant impact on latency and cost.

Cloud migrations provide enterprises' the opportunity to shift their data "center of gravity" away from on-premise data centers and towards the cloud. As an increasing amount of their most valuable data – both structured and unstructured – is migrated to the cloud, companies must also build modern data platforms leveraging best-practices in data architecture, management and governance coupled with best-of-breed cloud-native capabilities.

### These include:

- **Establishing a strategic data architecture ensures that data is made available for usage by all data consumers including data scientists, data analysts, business analysts, and operational systems and applications.**
- **Instituting data management, including master data management, data quality management, and metadata management, to ensure the data is robust, high-quality, traceable, and trusted by the business.**
- **Developing an enterprise data governance program that ensures the business owns the data and can leverage it appropriately.**



# Maximum business value

Modern cloud data platforms enable maximum business value to be extracted from data leveraging advanced analytics and AI. The result is lower operational costs and higher business benefits for companies migrating their data to the cloud.

Consider a global provider of hygiene and health safety solutions struggling to put the vast amounts of data collected in their stores to work for the business.

Collaborating with Accenture, they implemented a new data architecture capable of accumulating their billion+ receipts annually, broke down silos, and moved on-premise data warehouses to Microsoft Azure. With the help of analytics to provide a clear global outlook, they then enabled better inventory management, marketing, and manufacturing decisions.





## Get the business on board.

Migration cannot be a purely IT-driven exercise. Most of the pitfalls encountered in cloud migrations occur when IT and the business aren't on the same page. So it's vital to get application owners on board as early as possible in the migration, refining the business case, articulating the business value, strengthening the migration plan, providing essential application data and timelines, and preparing for any changes to their own ways of working. This organizational alignment is also an important part of prioritizing strategically important workloads and optimizing the cost of legacy workloads: IT cannot do it all on its own.



# Bring the whole enterprise to the party

- A common hurdle encountered by large organizations is the long lead times created by the need to understand and resolve all the interdependencies across IT and the business, as well as those with any external vendors and service providers.
- To solve this, Accenture and AWS have been experimenting with a new concept: **migration parties**. These three-day events are set up to provide zero distractions (no phones, no emails, no other work). They bring together everyone who could potentially hold up a migration—as many as 150 people in some cases—with the same total focus on the same objective: getting the migration over the line.

# 3 Execution is what brings strategy to life

Once a thoroughly considered plan aligned to the business strategy is in place, it's time to execute the migration. A number of elements should be considered to accelerate the secure transition to cloud with confidence while enhancing the value delivered. These include leveraging experienced partners and industrialized capabilities, addressing security from the start, and developing the skills needed for long-term success.





# Make the most of your chosen cloud provider.



Cloud providers and systems integrators are there to help. And, there's no replacement for experience. Successful migrations will get both heavily involved: advising on architecture choices, liaising with internal security teams, and providing critical subject matter expertise, as well as driving post-migration adoption. The big public cloud providers may also be willing to invest in enterprise cloud migration that can flatten "bubble costs" which peak midway through a migration. But don't fall into the trap of thinking the cloud provider can do it all for you: it's vital to have your own governance structures in place.

The key is finding the right partner(s) to ensure your migrations are designed with the broader strategic business value in mind, prioritized to accelerate value, executed with the support of the right tools and skills, and then evolved quickly to capture higher order levels of value. Enterprises that leverage partners as an experience-multiplier will accelerate their cloud ROI, mitigate risk, and deliver greater overall business value.



## Industrialize the journey.

To execute the migration quickly and with minimal disruption to business as usual, you need an industrialized capability. That means maximizing automation. That means using organizational structures like a dedicated migration factory, as well as migration tooling leveraging AI, to drive the journey all the way from source to destination.

Many companies look to the hyperscalers or partners such as Accenture to help accomplish this, leveraging their experience and know-how to identify potential barriers and overcome them. Automated tools like Accenture's [myNav](#) and [myWizard](#) can be critical in providing a high degree of certainty your migration will succeed at pace.





## Sidestep analysis paralysis with myNav

The sheer number of possible combinations of SaaS, PaaS and IaaS solutions now available can seem overwhelming. [Accenture's myNav®](#) offers a fast and effective way to navigate this complexity.

➤ **myNav** is a cloud platform that assesses, architects and simulates various cloud solutions to determine which best fit your business requirements. To do this, it looks at a range of factors, including your existing infrastructure, operating model and the business outcomes you're hoping to achieve in the cloud.

➤ Using some **smart data science** and Accenture's wealth of experience, myNav is able to recommend a solution optimized for your particular cloud needs and designed to accelerate and maximize cloud value. It also simulates and tests a scaled-up model of the recommended cloud solution before developing a migration plan that maximizes speed to value while minimizing risk.

➤ Consider a **Health Insurance Provider** who wanted to migrate its government-focused workloads to cloud and needed to do so by the end of 2022. They needed a strong business case quickly, including a detailed assessment of its current on-premise IT estate, spend, migration costs and potential savings. Working with Accenture and employing the myNav platform, they were able to evaluate different scenarios across multiple cloud providers and arrive at an optimal business case, for a 5-year TCO savings of \$300M+. And, this analysis was accomplished in just two weeks.

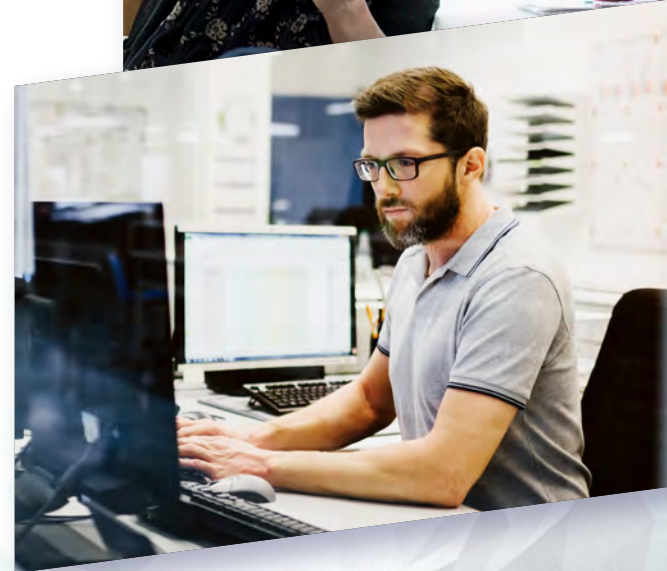


# Think security from day one

Security and compliance risk is the most frequently cited barrier to achieving full cloud value with 46% placing it in their top three and 17% citing it as the top concern<sup>2</sup>. In addition, the introduction of strict data privacy regulations such as GDPR requires serious thinking and planning around data security and privacy. When building a [secure cloud](#), it pays to be thoughtful around data need, use, access, encryption, and storage for now and the future. With this in mind, security teams need to be intimately involved in a migration right from the beginning. That includes defining platform-level and application-level controls, approving cloud architecture choices, and identifying the best candidates for native security automation.

Cloud can be much more secure than a proprietary data center, but security teams need the skills and tools to do so on each cloud platform the organization is using. Leading organizations overcome the cloud security skills deficit by building security guardrails in at the start, auto-remediating any deviations from their control baseline and establishing a lightweight governance process to manage security, technology and cloud evolution over time. For many, leveraging the security expertise of an external provider and the cloud provider will be key to getting cloud security right.

<sup>2</sup> Sky High Hopes: Navigating the barriers to maximizing cloud value.





A person's hands are shown holding a game controller. The scene is dimly lit with a mix of red and blue ambient lighting, creating a moody atmosphere. The background is blurred, showing vertical light streaks. The text is overlaid on the right side of the image.

## **Help your people adapt to the new.**

A cloud migration changes how the enterprise works. For the IT organization, employees will need to be reskilled to work with new tools and new platforms. Application support may be different, especially if legacy applications have been switched out for SaaS solutions, or refactoring work has been needed. Business users, too, may need to adapt to the new systems and services available to them in the cloud. All this needs to be handled with care, compassion and sensitivity, especially as workforces deal with the extra challenges of managing the uncertainty around the pandemic.





# Beyond migration: Looking to long- term value

Migration is the essential first step to maximizing cloud value. It provides scalability, resilience, security and lower total cost of ownership. But it's only the start. And it needs to be seen in its broader context: as a means of enabling the IT environment to be run in a different way and unlocking new value for the business.



That's why a well-planned migration must consider what happens next. How does the operating model need to change? How can day-to-day active management and optimization drive ongoing value for the business? Have we infused the capability throughout our organization to move quickly beyond the migration itself and start exploiting the higher-order services available in the cloud?

Above all is the evolution to new business models needed to thrive in the future, creating a platform for innovation, enabling advanced digital technologies, and experimenting with new products and services.

There's no room for delay. Every enterprise should be looking to accelerate cloud adoption as a matter of urgency.

**That starts with migration.**



# References

- <sup>1</sup> Everest Group Research “Business Transformation through Multi-cloud”  
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- <sup>2</sup> Accenture research. 451 Research. Cloud, Hosting and Managed Services, Workloads and Key Projects, Q1 2019.
- <sup>3</sup> Accenture Research, “[Sky High Hopes: Navigating the Barriers to Maximizing Cloud Value](#)”, 2019”
- <sup>4</sup> Systems resilience in times of unprecedented disruption,  
<https://www.accenture.com/us-en/about/company/coronavirus-systems-resilience>

## About Accenture

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