Cloud infrastructure is becoming the primary deployment environment for a majority of workloads. As organizations pursue a measured approach to infrastructure and workload changes via the adoption of a hybrid cloud strategy, they’re recognizing that having the same architecture on-premises and in the cloud is important. This enables consistent infrastructure and operations across on-premises and cloud, thereby reducing complexity and management burdens.

When undertaking a cloud migration initiative, customers need to keep key factors in mind in order to leverage existing on-premises investments, avoid any business disruptions and realize the agility, innovation, flexibility and cost efficiencies moving to the cloud offers. This paper’s goal is to help our customers understand the key factors they need to consider while undertaking a cloud migration and modernization initiative—from building a business case upfront, to developing a migration plan and executing the migration. Post-migration, customers can also consider modernizing their applications and infrastructure operations as needed.

Cloud is mainstream and has become synonymous with that of a public utility. Use of the cloud touches every person and every business both personally and professionally. While organizations have daily interaction with the cloud, not all of them are purely in the cloud. Many organizations are taking a measured approach to deploying workloads, opting for a hybrid cloud model that relies on on-premises infrastructure to support mission critical workloads.

Further, as organizations move to the cloud, migration and post-migration challenges hinder organizations from fully reaping the benefits of the cloud. The hybrid cloud model has become the preferred mode to enable organizations to maintain consistency of infrastructure and operations across these two frontiers.

The platform choice for the hybrid cloud needs to enable them to modernize their application and infrastructure operations to deliver improved digital experiences to win, serve, and retain customers.

**Factor #1: Build a business case for migrating to the cloud**

Organizations need to identify the business benefits that they hope to achieve by moving to the cloud, obtain executive sponsorship for the cloud migration initiative, and ensure alignment and buy-in from relevant stakeholders. Ensure the initiative is prioritized and funded appropriately across the organization.
APPLICATION TYPES

• Packaged – Generally available, standardized apps licensed for use on one or more servers. Examples include Microsoft SQL and SAP.

• Custom-built – Apps developed by an internal development or IT team, or a third-party consultant using infrastructure components such as database, app and web servers.

While each organization’s business case should be driven by their business imperatives, there are some common themes— for example, topline growth enabled by faster time to market, improved development cycles, increased scale, access to innovations in hardware/software, etc. They could also be related to improving the bottom line by lowering total cost of ownership, increasing operational resilience or creating productivity improvements. In addition to a business case, organizations also need to think through the people and process changes that accompany a move to the cloud.

Factor #2: Identify the right cloud platform and watch for blind spots

Identify the right migration strategy

For many applications, if organizations choose the right cloud platform, there is no necessity to refactor or re-architect their applications to realize the benefits of the cloud. Refactoring or re-architecture of applications is complex and often requires that code is rewritten, which is time-consuming. The migration strategy directly impacts the budget and time it takes to complete the cloud migration initiative.

Skill gaps

Organizations have invested billions of dollars in infrastructure technology, management, and operations solutions as well as developing the skills of their IT teams. When incorporating native cloud platforms into existing infrastructures, much of that investment is not transferable. Couple that with the shortage of skills (86% of organizations surveyed for a recent 451 Research Voice of the Enterprise study reported skills shortages in cloud-related disciplines), it is no wonder that IT departments are facing challenges due to this gap. This causes organizations to maintain multiple operations teams, adding costs to a hybrid or multi-cloud agenda and leaving many to ask if they have or can acquire the right skills for this journey.

Infrastructure considerations

Organizations want enterprise-class reliability and consistency when it comes to security, portability, platform availability and disaster recovery. The Enterprise Strategy Group found in a recent survey that 86% of respondents prefer an integrated solution from a single vendor and expect to extend or re-use existing on-premises security and governance tools, practices, and policies as they adopt public cloud services. In addition, organizations need to consider if the infrastructure platform is ready to support modernization initiatives - be it about transforming the application using Kubernetes, containers, or microservices, or automating the underlying infrastructure operations and code delivery.

Migration cost

Quantifying the cost of migrating workloads over to the cloud involves planning and execution costs. Remember to factor in any consulting fees, auxiliary staffing needs, costs associated with refactoring applications, testing and validation, and application downtime during migrations.

Operating cost

Hybrid cloud environments often require separate tools and processes for management. Further, interoperability between existing environments and new cloud environments is another key consideration. These involve learning curves and the incorporation of new processes into existing paradigms of management, which contribute to increased operating costs. Finally, organizations need to have the right tools to manage cloud spend.

Over 90%

of respondents say they are on a path to digitally transforming their business, and more than half say they are actively executing on the plan.

47%

of respondents replied that it takes over one person-year to refactor and migrate a packaged application and 48% of respondents replied that it takes over one person-year to refactor and migrate a custom-built app.
Factor #3: Planning and executing cloud migration

Prioritizing workloads in stages enables organizations to start small, think big and scale fast. Understanding the application complexity versus overall risk to the business lets them identify the best candidate workloads to move to the cloud and the sequence of those moves. Application complexity is a combination of the dependencies and specific requirements that the workload may have. Overall risk to the business is directly correlated to the criticality of the application to the business.

Often separating out workloads into categories such as business critical applications, virtual desktops, advanced computing and cloud-native apps can help organizations create an inventory and start their discovery, identification and prioritization work. Once identified and prioritized, organizations can effectively size and cost their cloud environment needs.

Factor #4: Running your environment after migration

Organizations also need to keep post-migration activities in mind. Considerations include:

- What parts of the activities are taken care of by the cloud provider or by the customer themselves?
- How easy, programmatic, and policy-driven are day two operations?
- How often and how transparent are maintenance upgrades?
- What is the process for incident management and notification?
- What tools do organizations have to optimize their environments, perform troubleshooting, and obtain support for issues?

Factor #5: Modernizing existing applications post-migration

Post-migration, if organizations want to modernize targeted applications or parts of applications or even the infrastructure operations, consider the following:

- Are the development teams equipped to modernize existing applications?
- Does the cloud infrastructure platform support seamless integration with native cloud services and DevOps tools? Inability to easily and seamlessly leverage CI/CD methodologies, application catalogs and native cloud services due to a fragmented technology ecosystem leads to increased costs, time, and risk of modernization projects.
- Will there be any disruption to existing business processes and operations due to the potential for application downtime during modernization?
Conclusion

As cloud becomes the primary deployment environment for a majority of workloads, organizations need to consider a number of factors in order to successfully realize the benefit of moving to the cloud. A hybrid strategy offers a measured approach that enables organizations to leverage existing on-premises investments even as workloads are moved to the cloud and modernized for greater agility, flexibility and cost-efficiencies. But in order to do that successfully, customers need a consistent infrastructure and operations to reduce complexity and accelerate hybrid cloud deployment.

In order to remove complexity from cloud migrations and ensure the fastest and simplest path to the hybrid cloud, VMware and AWS jointly engineered VMware Cloud on AWS™. Designed for VMware customers, this cloud service enables rapid push-button migration of any workload at scale to enterprise-ready, highly scalable VMware environments on the AWS cloud. With VMware Cloud on AWS, customers can run, monitor, and manage containers and virtual machines on the same platform using the same tools, thereby providing flexibility and simplifying their infrastructure operations. With easy bi-directional workload portability, organizations can rapidly migrate their applications to the cloud without downtime. And once in the cloud, they can start transforming these applications by leveraging modern frameworks such as Kubernetes, enriching them with native cloud services, and automating the underlying infrastructure operations with DevOps tooling.

1. 451 Research Voice of the Enterprise: Digital Pulse Q3 2019 [n=662]
2. 451 Research Voice of the Enterprise: Cloud, Hosting & Managed Services, Organizational Dynamics, 2019
3. 451 Research Voice of Enterprise: Digital Pulse, Organizational Dynamics 2019. 451 Research, part of S&P Global Marketing Intelligence, does not guarantee, warrant, or endorse the products or services of any firm, organization, or person.
5. VMware Core Metrics Survey, 2018 (n=1,633)
6. Taneja Group: App refactoring and migration to the cloud topline findings, January 2019 (n=236, n=201)