Case Study

Global Brewer Transitions to Cloud and Drives Digital Transformation

The client

The client is a global beverage company and top-five world leader in consumer goods manufacturing with more than 500 brands and operations in nearly 50 countries. By combining over 600 years of industry experience with constant innovation, the company has driven steady growth and plans for continuing expansion in the years to come.

The challenge: Modernize infrastructure and address strategic initiatives to enable business growth and innovation

Overly complex and significantly outdated IT infrastructure such as Microsoft® Windows Server® 2008 and SQL Server® 2008 were limiting the client's ability to develop new IT capabilities and respond quickly to business demands. To address this, the company had set aggressive goals of moving 80% of its global workloads to the Microsoft Azure® public cloud platform by 2020 and achieving positive Total Cost of Ownership (TCO) in the cloud. They also aimed to attain a 10% or better Infrastructure as a Service (IaaS) migration rate for the nearly 800 servers to be evaluated and to identify candidates for future cloud refactoring or rewrite.

Their decision to get out of data center management is not unique. Organizations across a variety of verticals face similar challenges and have financial requirements or board directives that are driving them to consolidate data centers and develop, adopt, and execute cloud strategies. However, many of these companies lack a clear understanding of how to move to the cloud — from identifying which workloads to move, to assessing potential impacts across the full extent of their environment, to long-term cost forecasting.

Unique to this client was the exact and pervasive complexity of their IT environment, due to merger and acquisition activity, staff reductions, and other factors. The company's internal IT organization struggled to fully account for all of the business' applications, which included legacy and highly customized systems. Plus, there were many complex, business-critical workloads among those to be migrated to the cloud. The company had previously worked with multiple third parties for cloud readiness, discovery, analysis, and planning efforts, but none could engage and document completely the client's entire estate after months of work. They also needed a partner who could support them in laying the foundation for digital transformation by facilitating new technology and capabilities such as advanced analytics, big data, Internet of Things (IoT), and Artificial Intelligence (AI).

Industry:
Consumer goods manufacturing

Insight provided:
- Detailed application and IT inventories, and dependency maps
- Comprehensive 10-year TCO analysis and Business as Usual (BAU) financial by workload
- Workload and platform alignment
- Application remediation, decommissioning and refactoring plans
- Migration roadmap to Microsoft Azure

Insight services:
- Discovery and consulting services
- Assessments and strategic recommendations
- Professional and engineering services
- Migration service and post-migration support

The solution: In-depth analyses, workload alignment, and cloud transformation roadmap development

Insight and the client maintain a strong business partnership dating back to 1990. Our familiarity with their global environment and ways of doing business positioned us as the ideal strategic IT partner for their cloud transformation initiative. Having worked with multiple outsourcing service providers with conflicting priorities and visions, the client was eager to collaborate with a single partner who could advise them on how to evolve their IT services to deliver digital transformation.

The client engaged with Insight to evaluate their applications (SAP®, Oracle®, and IBM® middleware among others) on Windows®, Linux®, and UNIX platforms across the North America and European Union zones to define a path to modernization by rehosting systems into Azure. This involved the following activities:

- **Installing and configuring** our proprietary **SnapStart** automated discovery tool to gather server inventory and server-to-server communication data.
- **Leading on-site workshops** with the client to ensure alignment on business goals and risks amongst all stakeholders.
- **Collecting, reviewing, and validating** a detailed inventory of the client's infrastructure and associated applications, as well as their deployed middleware and job scheduling products (e.g. IBM Datastage®, Tivoli®, MQSeries®, etc.).
- **Evaluating** use cases, configurations, queues, data sources, inputs, outputs, dependencies, database sizes, versions, and patch levels.

Critical to the process was performing workload alignment. This involved interviewing identified infrastructure and application owners to understand the current scope of use, business impact, and original/current/future business requirements to fulfill by each item in the infrastructure inventory. Where accurate descriptions of in-scope infrastructure did not exist, we conducted mapping exercises for all in-scope workloads and infrastructure.

The client also needed to know the financial implications of any platform decisions. We collected current model financial data across the multiple in-scope North America and EU data center environments and prepared a comprehensive 10-year TCO analysis and BAU financial, each by workload, as well as a forecast of OpEx/CapEx scenarios in order to help the client determine feasibility.

Our thorough discovery and consulting services enabled us to quickly analyze application usage and identify several end-of-life systems for retirement. We performed rapid and exacting migration work, including: evaluating for rehosting, IaaS lift-and-shift, and future Platform as a Service (PaaS) refactoring; optimizing workload sizes for Azure; identifying automation opportunities for workloads; server hardware and software O/S, patch-level, and application remediation planning and execution; creation of migration event runbooks, scheduling, and facilitation including use of an extended migration factory team; leveraging Microsoft's Azure Site Recovery; and post-migration Azure resource testing, validation, remediation and server rebalancing, consolidation, and decommissioning.

The benefits: Accelerated path to cloud adoption and its benefits of cost, scalability, and agility

Our work enabled the client to reduce the complexity and cost of delivering IT services to the business, retire end-of-life physical infrastructure, and kickstart digital transformation.

By leveraging our automated and proven methodologies for discovery, we were able to provide to the client specific information about known and previously unknown systems with extreme efficiency — a full, manual discovery using client-provided data would have increased the level of effort by at least a factor of ten. Our work allowed the client to release data center capacity and reduce support and other costs substantially.

More than 90 servers were successfully migrated as IaaS, exceeding the customer's 10% target. Exhaustive financial modeling helped the client make informed decisions that met budgetary guidelines. Their cloud transformation initiatives will ultimately enable the client to save millions annually through reduced OpEx costs and reduced CapEx refresh expenses.

The client has experienced a shift to a cloud-focused internal culture with greater readiness for operational changes to come. Their IT organization is currently embracing cloud capabilities for advanced analytics, new workloads, and new services development to help the company continue to drive growth worldwide.

This project is part of an ongoing digital transformation that includes these other initiatives completed for the client:

- "International Manufacturer Turns to Insight for Critical Network, Voice, and Telecom Solutions"
- "SD-WAN Delivers Cost Savings and Performance for a Global Brewer"

Insight

Benefits:

- Increased capability for elasticity and availability
- Reduced systems complexity and IT costs
- Shift to cloud-focused culture and operations
- Standardization of organically developed infrastructure
- Plan for reducing OpEx and CapEx costs by millions annually

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Evaluated **~800**
Windows and Linux servers for migration to Azure

Migrated
90 servers to IaaS
exceeding client's 10% target

Remediated systems and retired **~100 servers**

25 TB of storage reclaimed

SnapStart review/ discovery process with:

50% better data completeness

70% to 98% increase in accuracy confidence

New analytics and DevOps capabilities

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