

Cloud Intervention and Turnaround

Fixing urgent cloud challenges quickly

CGI



Today's organisations require agility and innovation to deliver seamless digital experiences—anytime, anywhere. Cloud solutions are essential enablers of agile operating models that adapt continuously to constant change.

Cloud transformation is a complex journey. Even with the best adaptive strategy and roadmap, things can go awry along the way. It is important to fix problems quickly or they can significantly bog down the journey.

How will you discover,
diagnose and resolve
cloud problems before
they hinder your
transformation?

Staying on course in your cloud modernisation journey with focused interventions

Cloud is the “new normal” for how we work and an essential enabler of agile operating models that adapt continuously to constant change.

Some say cloud is the new operating model, especially in a digital world of anywhere operations.

Over nearly two decades, cloud services have become mass-adopted and pervasive. Cloud service providers—ranging from AI start-ups to independent software vendors to hyper-scalers—continue to innovate new services at a breakneck pace. The combination of cloud and other technologies, such as Internet of Things, advanced analytics, artificial intelligence, automation, 5G and edge computing, form the key ingredients of modern digital business solutions.

Today’s enterprise cloud challenges often stem from inflexible cloud strategies, overly simplistic modernisation efforts, immature cloud-native practices, poorly governed and integrated yet sprawling SaaS solutions, and governance, management and operational models that were not designed for the velocity, connectedness and dynamism of the cloud age.

Cloud transformation is a complex journey requiring continuous adaptation to change. Even with the best adaptive strategy and roadmap, things can go awry along the way. It is important to fix problems quickly or they can significantly bog down the journey.

81%

name security as the top cloud challenge followed by managing cloud spend (79%) and governance. (75%). (Source: Flexera)

50%

of clients of public cloud services will experience escalating costs and project failures resulting from poor management, by 2023. (Source: Gartner®¹)

30%

estimated waste in multi-cloud use. (Source: Flexera)

A joint intervention team drives swift corrective action

The key to successful turnarounds is to quickly bring in domain experts with experience in similar situations, and pair them with your team for a swift assessment and corrective action. Our organisational change and turnaround experts also help with executive alignment, decision-making and communications. Decisiveness is needed to address the challenge within three months.

We work with you on five fronts:

1. **Field the intervention team:** We help you jointly assemble the right skills for the challenge. We bring seasoned subject matter and organisational experts, ideally embedding them into your existing Cloud Competence Centre.
2. **Accelerate joint assessment:** We bring checklists and templates to help our joint teams swiftly discover and analyse all relevant information and develop a corrective action plan.
3. **Communicate and act decisively:** Our turnaround experts help you align your executive leadership behind a common message of an urgent challenge necessitating decisive action, with clear timelines and benefits.

4. **Execute rapidly:** We help you execute the turnaround plan across technical implementation, organisational change and operational pivots. We also capture and communicate success metrics to affected parties.
5. **Refocus the longer-term strategy:** Some situations, even after resolution, warrant a longer-term refocus. In such cases, we develop recommendations for consideration in your regular cloud strategy processes.



With our Cloud Intervention and Turnaround services, we diagnose critical problems and execute corrective actions, fast. Our seasoned cloud and organisational change experts resolve urgent challenges to keep your strategic transformation journey on course.

What success looks like



- You feel confident that, together with your strategic cloud partner, you can field a rapid intervention team with the right skills and expertise to **correct urgent cloud challenges**, should they arise.
- Your cloud governance, management and operations are mature, so **cloud risk is managed proactively and comprehensively**.
- Shadow IT in the cloud no longer is a problem. You have **close strategic alignment between business and IT** on how best to use the cloud. New cloud uses are part of your ongoing adoption and implementation planning process. Just in case, all cloud use is discovered and you have a post-hoc process to bring it under governance.
- **Cloud security and compliance** are integral parts of your organisation's security posture and CloudOps.
- Your **cloud usage is optimised**, with minimal waste, and your cloud OpEx budgets are realistically planned and met under a mature FinOps model.

CGI Cloud Intervention and Turnaround Services



Phase 1: Quick Look Assessment

In phase 1, depending on the nature of the challenge (e.g., financial, security, compliance, governance, shadow IT, performance, operating model, etc.), we quickly assemble our A-team to join your experts. We follow a three-week playbook:

Week 1: executive alignment and data collection

Week 2: interactive workshops with all stakeholders

Week 3: analysis, assessment, diagnosis

At the end of Week 3, we validate our findings and diagnosis with all stakeholders. We bring the appropriate checklists and templates to accelerate progress. Our teams constantly exchange the latest lessons learned about challenges and turnaround solutions with their global and cross-industry peer network. In parallel, our change leadership and turnaround advisors work with your executive leadership to begin formulating a communications strategy and plan.

Phase 2: Corrective Action Plan

After the initial three-week assessment, we enter the second three-week phase, which results in a solid roadmap of corrective actions. Using a design sprint approach, our team works with your experts to devise the solution. Corrective actions can be technical, governance, operational, organisational, skills, or behavioural in nature. Most often, it is a mix or all of the above. Next, we develop a multi-dimensional action plan and work closely with our change leadership and turnaround advisors to anticipate and plan for both human and technical implications of the decisive change.

Our change leadership and turnaround advisors work closely with your executive leadership to create alignment and formulate a communications strategy and plan to keep all affected parties informed and aligned.

If appropriate, we also devise strategic recommendations for consideration in your cloud strategy, adoption and implementation planning processes.

Phase 3: Rapid Turnaround Execution

In phase three, we jointly execute the turnaround and its corrective actions. We target four-to-six weeks for stabilisation and turnaround execution. Because transparency and regular communications are even more critical in this phase, our turnaround and organisational change advisors continue to work closely with your executive leadership on this front. Areas for change can range from technical (including re-configurations), governance, security, operating model, contract renegotiations, process to team topologies, roles, responsibilities and staffing.

Measuring and communicating tangible success along the way is critical for building momentum and support for the changes. We work with you on knowledge transfer and a transition to business as usual so you can be confident that the turnaround is stable and on a positive trajectory.





Case in point

With a rapid intervention, a Canadian utility reasserts control over their public cloud estate

Through organic growth, a Canadian utility had built up more than 30 cloud subscriptions and 1,000 cloud users. Their leadership felt a lack of control in monitoring and managing this sprawling cloud estate and governing its use and evolution. The situation had become untenable, with unacceptable risk.

CGI fielded an intervention team of seasoned cloud experts and joined the utility in an initial two-week assessment. Together, we quickly diagnosed the root cause as the lack of effective cloud governance. In a series of joint workshops, we devised a two-pronged course of action:

- Joint design of a best-practices cloud governance structure with clear policies, rules, roles and responsibilities
- Rapid “clean-up” operation in close collaboration with current subscription owners

During a five-week period, we worked with all subscription owners to validate, rationalise and clean up their subscriptions. This included removing, renaming and remapping subscriptions, validating users with the active directory, removing users, and even shifting cloud workloads to the proper subscriptions.

In parallel, we helped establish the new, best-practice governance function, transferring knowledge so the client took over the function at the end of the five weeks.

In less than two months, an out-of-control, untenable situation turned around. The client felt confident in their newly baselined cloud estate, as well as its future strategic use.

Case in point

Reducing public cloud costs by 30% at a UK gas utility

Several years into their cloud modernisation journey, a UK utility primarily executed a “lift and shift” application modernisation programme. They suspected significant overspend in their public cloud consumption. They also lacked the right CloudOps model and needed a more effective Cloud Centre of Excellence.

We fielded an experienced cloud turnaround team to help them move forward. We began with an assessment of the existing business strategy, architecture, engineering and security practices, along with patching processes and continuous integration/continuous delivery (CI/CD) pipeline tooling. Our cloud experts then worked with the client’s platform team and application owners to quickly analyse application workloads and billing data.

Jointly with the client, we developed a corrective action plan. We identified instances for right-sizing

and switching to the latest AWS instance family types for maximum savings and reduced technical debt. We proposed initiatives to pivot to a more dynamic CloudOps model, aligning people, process and technology. We recommended moving away from the one-size-fits-all “lift and shift” approach to an “xR” cloud modernisation approach with differentiated treatments (e.g., Retain, Retire, Replace, Rehost, Replatform, Refactor, etc.). We also proposed improvements to their CI/CD pipeline tooling.

Through a prioritised cost optimisation roadmap, the utility ultimately realised 30% cost savings from optimised usage and more efficient CloudOps and centre of excellence operations.



Strong cloud governance combined with turnaround and change leadership

When it comes to cloud governance, CloudOps and change leadership, we bring you the full breadth and depth of experience across people, process and technology.

As an end-to-end IT services provider, our business model relies on optimising and managing any IT environment efficiently and securely, and operating consistently across the globe. As a cloud pioneer in IaaS and SaaS, we understand the importance of strong cloud governance and the value of dynamic high-speed CloudOps. We:

- Continuously evolve the *CGI Management Foundation* to drive **operational excellence for the new realities of CloudOps** and cloud security for hybrid cloud and hybrid IT
- **Migrated 60+ data centres and 250,000 users** to the cloud
- **Modernised** and migrated **thousands of applications** to the cloud
- Integrate and operate **cloud-based DevSecOps pipelines** in our application modernisation factories
- Offer **full-stack hybrid IT and multi-cloud management platforms with smart AIOps** automations to efficiently govern, manage and operate complex multi and hybrid cloud environments
- **Partner** with all top cloud service providers
- Have **thousands of certified cloud architects, engineers and developers** along with a change leadership practice of with decades experience in stabilisations and turnarounds

Let us bring you the experience, expertise, discipline, talent and tools we've developed in managing and operating complex multi-cloud environments for leading organisations worldwide. We can help you diagnose and resolve your difficult cloud challenges quickly and effectively.

We stand ready to help you govern, manage and operate your hybrid cloud environments with excellence so you can continue on your strategic cloud modernisation journey.

Contact us at enquiry.uk@cgi.com or learn more at cgi.com/uk.

CGI's Cloud Intervention and Turnaround services are part of our full suite of cloud services designed to help with the transformation to an agile, adaptive and resilient enterprise. In addition to our rapid intervention and turnaround services, we offer cloud strategy, architecture and planning advisory, IT and application cloud modernisation, cloud-native development innovation, enterprise SaaS solution installation and configuration, and ongoing cloud management, operations and optimisation services.

About CGI

Insights you can act on

Founded in 1976, CGI is among the largest IT and business consulting services firms in the world. We are insights-driven and outcomes-based to help accelerate returns on your investments. Across 21 industry sectors in 400 locations worldwide, our 84,000 professionals provide comprehensive, scalable and sustainable IT and business consulting services that are informed globally and delivered locally.

For more information,

Visit cgi.com/uk

Email us at enquiry.uk@cgi.com



¹Gartner® “Over 100 Data and Analytics Predictions Through 2025,” Alan D. Duncan, 18 Mar 2021

GARTNER is a registered trademark and service mark of Gartner, Inc. and/or its affiliates in the U.S. and internationally and is used herein with permission. All rights reserved.

