ITV – Data Centre to Enterprise Cloud Operating Model

Mollis Group joined forces with the ITV Enterprise Platform Team to define and oversee the transformation of ITV's traditional Data Centre operating model to a Minimum Viable Product (MVP) Cloud operating model. This project involved working closely with ITV and their existing MSP to ensure operational handover and acceptance into Service of the new AWS "Enterprise Common Platform" capability by the MSP's BAU team and ITV's Service Integration and Management team by the end of the year.

The Challenge:

Public Cloud Operating Models are fundamentally different to private data centre operating models.

ITV were experiencing several challenges in defining a new, modern Cloud Operating Model for legacy workloads that are currently running in ITV's on premises Data Centres and are planned to migrate to AWS. Several key challenges were presented for consideration, including:

• What is the service design for the Enterprise Common Platform in AWS?

• Are Data Centre Engineers' skill sets directly transferable to the Public Cloud? How do we gauge this?

• How will Business Change and Service Transition be impact assessed and implemented in the Public Cloud?

• How do we focus on the cultural change aspects when shifting from Waterfall to more Agile methodologies?

The scope of this project was to provide a lean service type MVP Cloud Operating Model which could be accepted by the ITV's Service Integration & Management Team and their existing MSP.

The Solution:

During the height of the COVID Pandemic Mollis Group quickly deployed an Agile remote working Team into the Business to help define and deliver a set of artefacts through three phases (Discover, Refine, Implement) spanning a 3 month period – each workstream had to be completed, signed off by the customer and operationally accepted in order to ensure ITV's existing Managed Service Provider could support mission critical workloads in AWS by a fixed date.

Key deliverables underpinning this delivery included:

• Building stakeholder maps and personas

• Defining the organisational structure

• Defining Epics and Key User Stories

• Facilitating workshops for Platform Security and Compliance Tooling

• Creating the Service Design and Target Operating Model

• Creating and deploying a skills assessment tool to assess existing operational teams for their Cloud skills capability

• Building a data studio – Analytics from the skills assessment were ingested into the data studio and presented back to senior stakeholders and executives for review and analysis.

The Results:

The smooth delivery of the project delighted ITV. Keeping a sharp focus on their needs and expectations was key to our successful delivery. The project was delivered on time and on budget and the Target Operating Model was ready for ITV and it's MSP to take forward into support. Furthermore, the project laid the foundations for future iterations of the operating model and highlighted to the ITV senior leadership team the need for wider functional change within the ITV Group Technology organisation to deliver and support Cloud technologies.

ABOUT THE CUSTOMER

ITV, as an integrated producer broadcaster (IPB), creates, owns and distributes high-quality content on multiple platforms globally. ITV also continues to diversify their business through the opportunities presented from consumers' willingness to pay for great content and to engage with ITV as a trusted brand.

ABOUT US

We build resilient, secure cloud solutions you can trust; whether it's Infrastructure modernisation, cloud security or compliance assurance, we can help you evolve with simplicity and efficiency.

Evolve with us.