AWS
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DECEMBER 2 – 6, 2024 | LAS VEGAS, NV

MAM214

Gilead Sciences' AWS migration: From VMware to cloud transformation

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Agenda

01 Overview of migration to AWS

02 Gilead’s approach for VMware migration to AWS

03 Gilead’s AWS migration journey

04 AWS migration best practices and getting started

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What does migration to AWS and digital transformation mean to you?

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Understand your compelling “why?”

Changing business needs

Delivery speed improvement

Acquisition of another business

Divestiture of a line of business

Enabling technology to support business growth

Moving to data-driven business

Scalability improvements

Move to compete globally

Improve operational efficiency

Reduce technical debt

Licensing cost reduction

Time-driven data center exit

All of the above

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Gilead's business drivers for cloud migration

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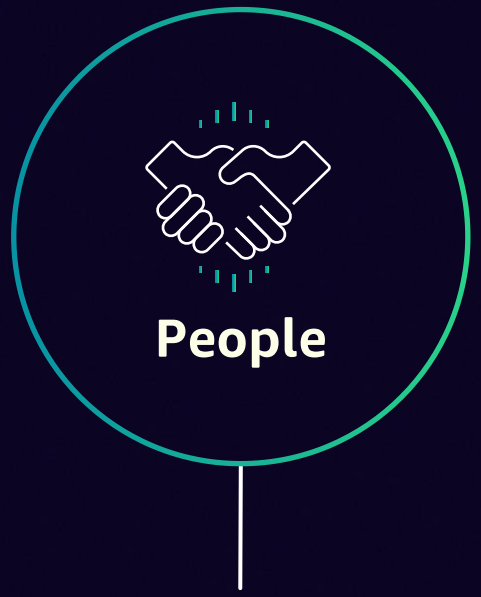
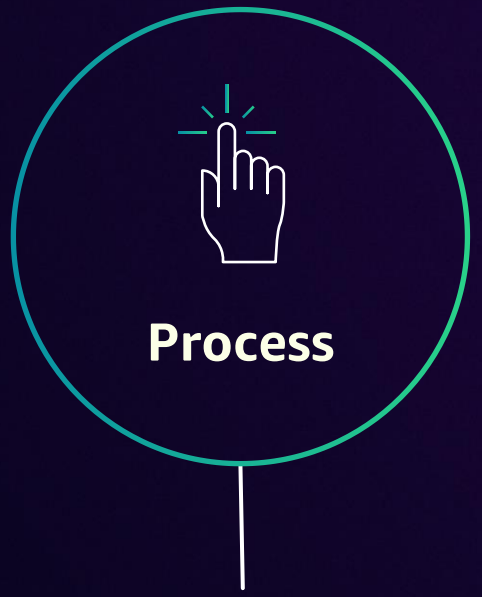
Cloud adoption transforms people, process, and technology

WHILE DISRUPTIONS ARE DAUNTING, THEY PRESENT OPPORTUNITIES



- Upskill for innovation
- Leverage partnerships



- Streamline for agility
- Foster data-driven decision-making

- Build more resilient IT infrastructure
- Embrace modernization solutions

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Existing challenges customers face before cloud migration

People and process

Siloed teams

Prioritization

Leadership changes

Developing cloud skills

Cloud operating model

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Gilead’s approach for VMware migration to AWS

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Gilead's mission

To discover, develop, and deliver innovative therapeutics for people with life-threatening diseases

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Growing our business for greater impact

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PIPELINE

Bring 10+ transformative therapies to patients by 2030

PREFERRED PARTNER

Be the biotech employer and partner of choice

SUSTAINABLE VALUE

Deliver shareholder value in a sustainable, responsible manner

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Drivers for migrating from VMware on-premises to AWS

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BUSINESS DRIVERS

- Address increases in licensing costs, risks, disruption, complex contracts
- Innovate and modernize processes
- Become a more data-driven organization
- Consolidate systems
- Improve sustainability

TECHNICAL DRIVERS

- Reduce technical debt
- Improve security, scalability, and reliability
- Consolidate and eliminate data centers
- Accelerate cloud adoption while retaining certain workloads on-premises
- Increase IT staff productivity and retention
- Accelerate application delivery

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Migration options

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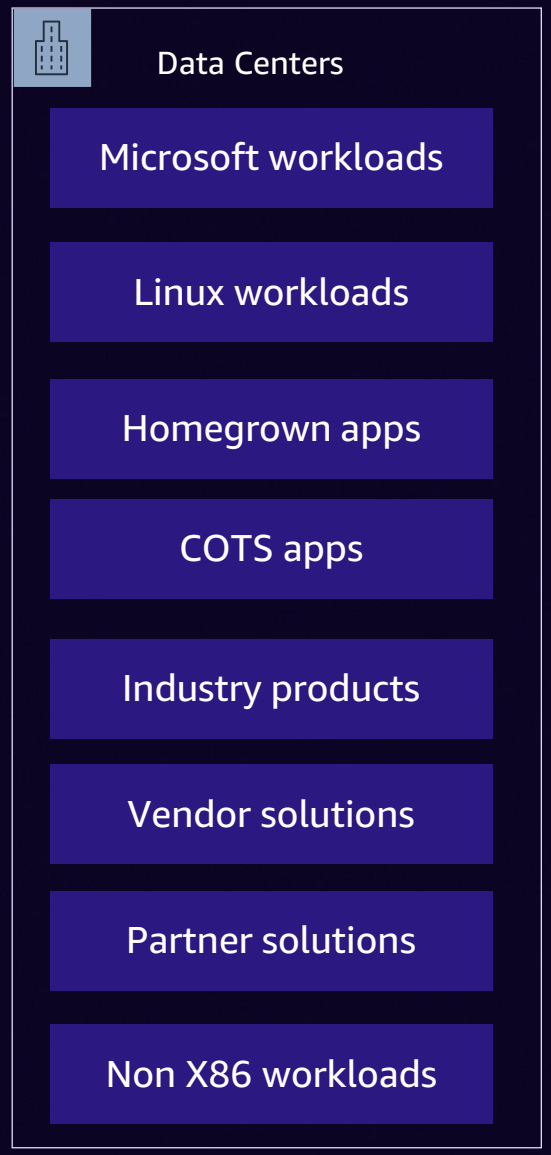
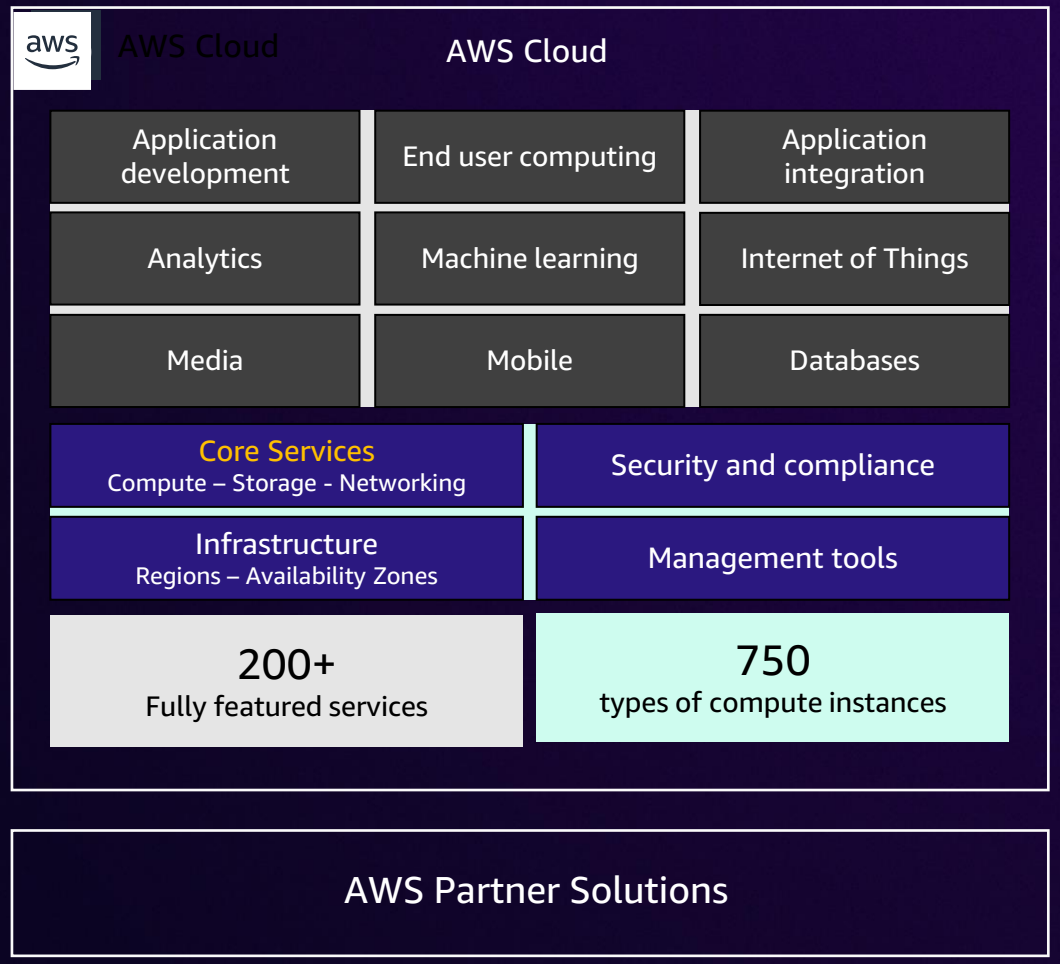


Lift and shift

Modernize



Considerations

- Timelines
- Cost savings
- Agility
- Security
- Elasticity
- Cloud maturity
- DevSecOps maturity
- Regulatory
- Containerization
- DR and HA
- Software vendor licensing

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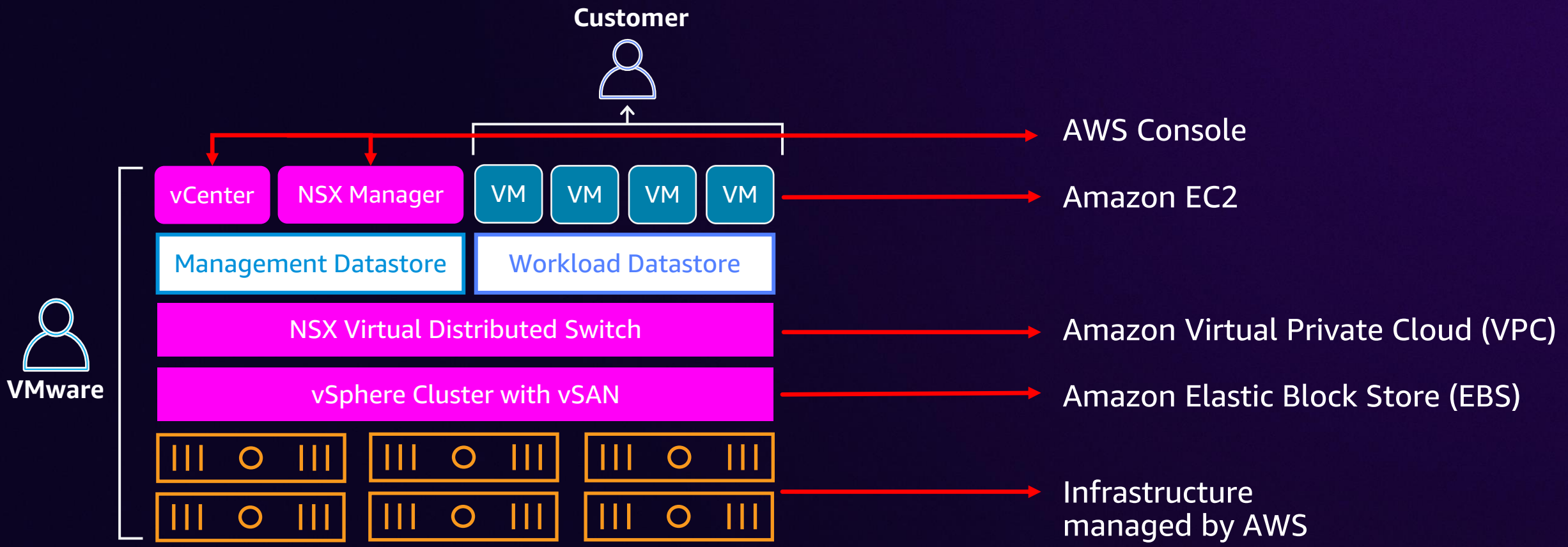
VMware to AWS technology mapping



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VMware migration checklist

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Assess

Assessment

- ✓ Infrastructure discovery
- ✓ Total cost of ownership report or a business case
- ✓ Optimization of Licensing Assessment (OLA)
- ✓ Application discovery
- ✓ Application dependency mapping
- ✓ Initial migration strategy (R-Patterns)
- ✓ Illustrative migration planning (complexity scores and resource estimates)
- ❑ Migration readiness assessment (MRA)

Mobilize

- ✓ Application discovery and dependency mapping
- ✓ Initial migration strategy (R-Patterns)
- ✓ Indicative migration plan (application complexity score, prescriptive initial migration recommendation)
- ✓ Data required for mobilize/migrate engagement

- ❑ Finalize migration strategy and AWS architecture
- ❑ Continuous wave planning
- ❑ Develop and launch landing zone
- ❑ Prepare cloud operating model/security profile
- ❑ Launch cloud center of excellence
- ❑ Install migration software
- ❑ Etc…

Migrate & Modernize

- ❑ Replicate and cutover applications and servers

Illustrative and not exhaustive

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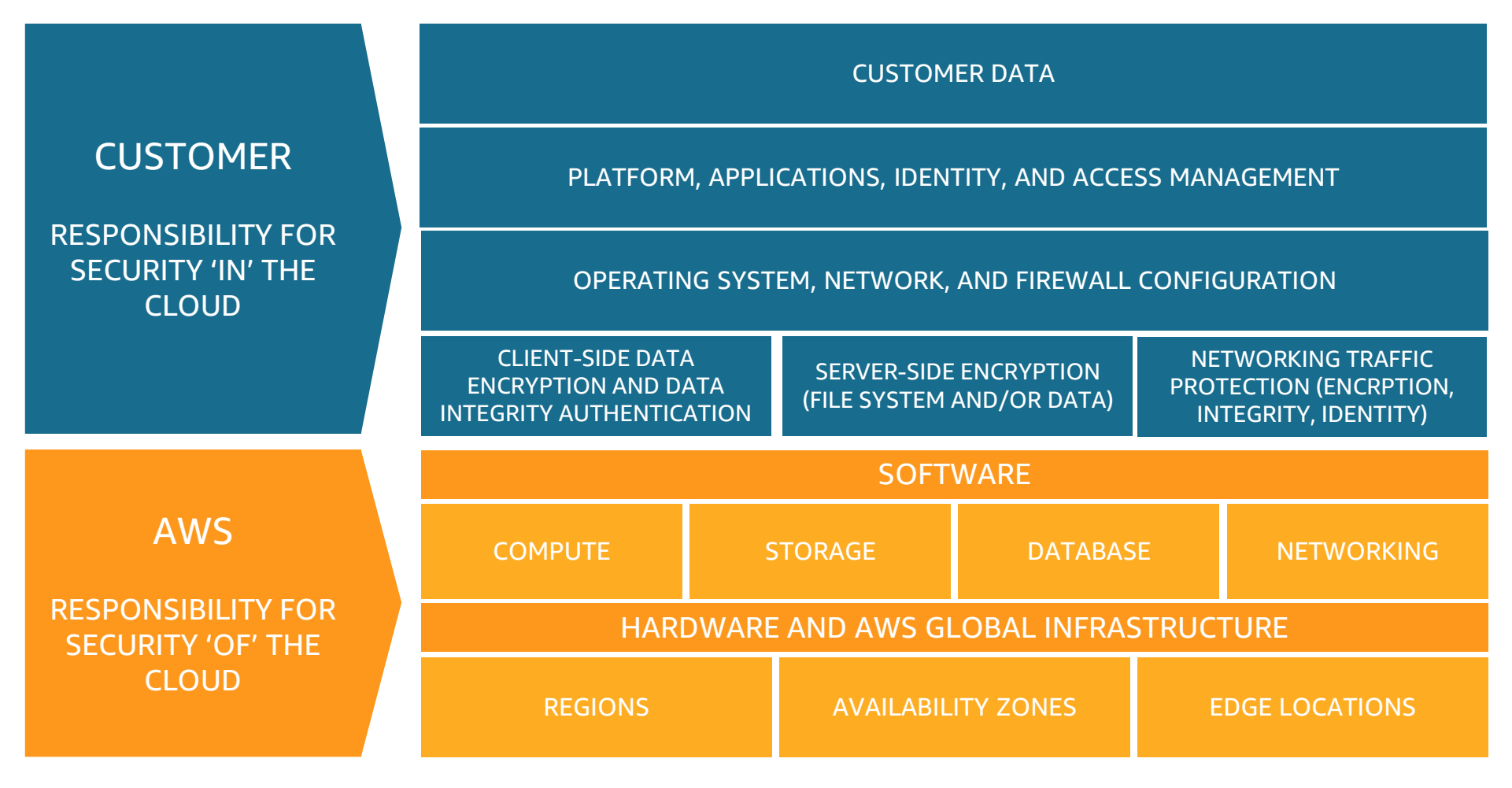
Shared responsibility model – Security and compliance



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Security built into the foundation

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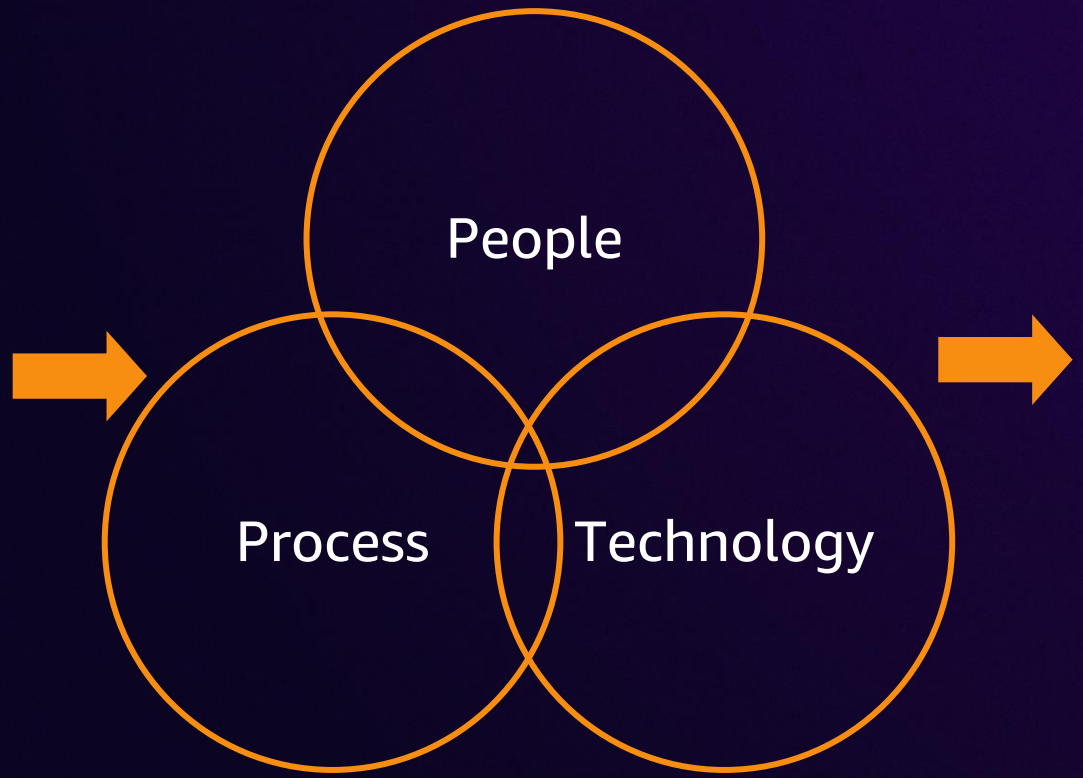
AWS CLOUD ADOPTION FRAMEWORK (AWS CAF)

Business capability focused	**Business** Value realization
	People Roles and readiness
	Governance Prioritization and control
Technical capability focused	**Security** Risk and compliance
	Platform Applications and infrastructure
	Operations Hybrid and dynamic



Outcomes

- Defined requirements
- Access control
- Monitoring and detective capabilities
- Secure infrastructure
- Data protection
- Encryption
- Cloud incident response & investigative maturity
- Security automation
- Consistency & repeatability
- Governance
- Compliance & policies
- Risk management

*not an exhaustive list

Reference: “The Security Perspective of the AWS Cloud Adoption Framework” Whitepaper https://d0.awsstatic.com/whitepapers/AWS_CAF_Security_Perspective.pdf

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VMware migration outcomes

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2,200

Servers migrated from VMware to AWS

340

Applications migrated to AWS

1.2 PB

Migrated shared file storage to FSxN

1,400

VMware servers decommissioned

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Source: IDC, Document #US43535718, 2018. www.idc.com

Future state of our VMware workloads

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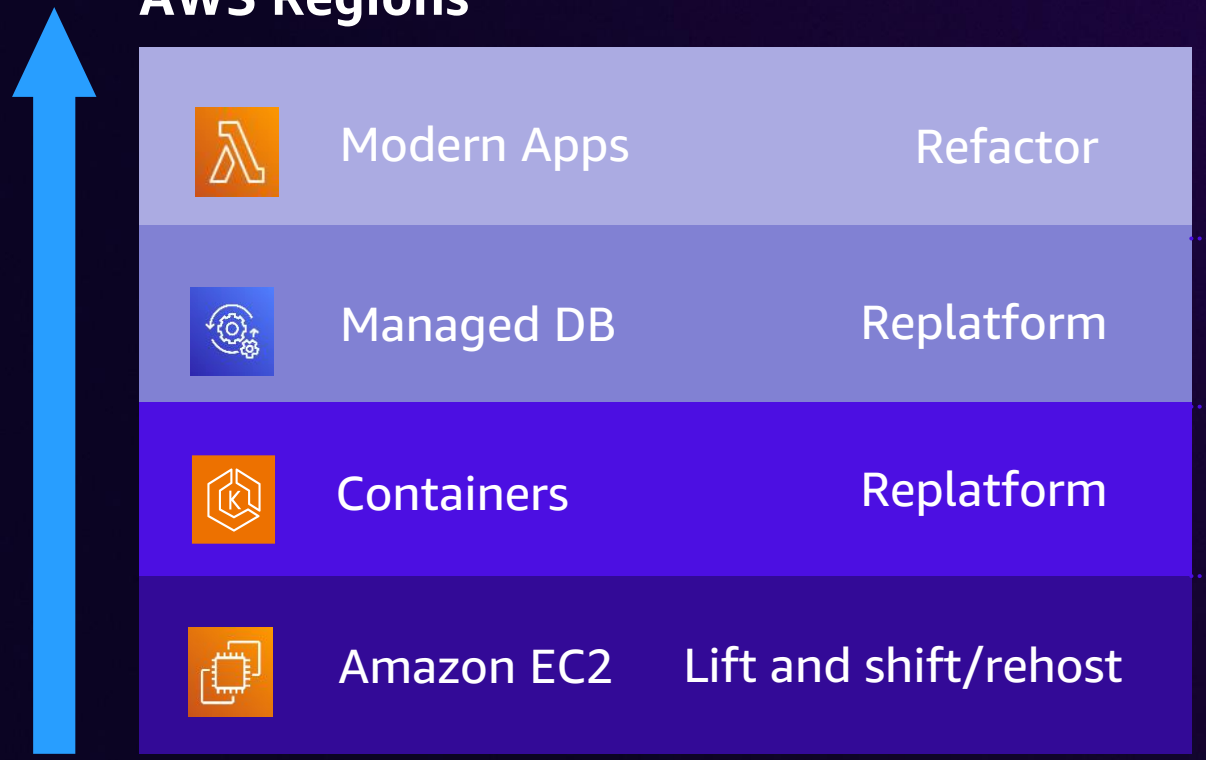
OUR MODERNIZATION JOURNEY

All cloud-native benefits and high ROI

Rapid adoption, foundation of cloud benefits and fast ROI



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Gilead’s AWS migration journey

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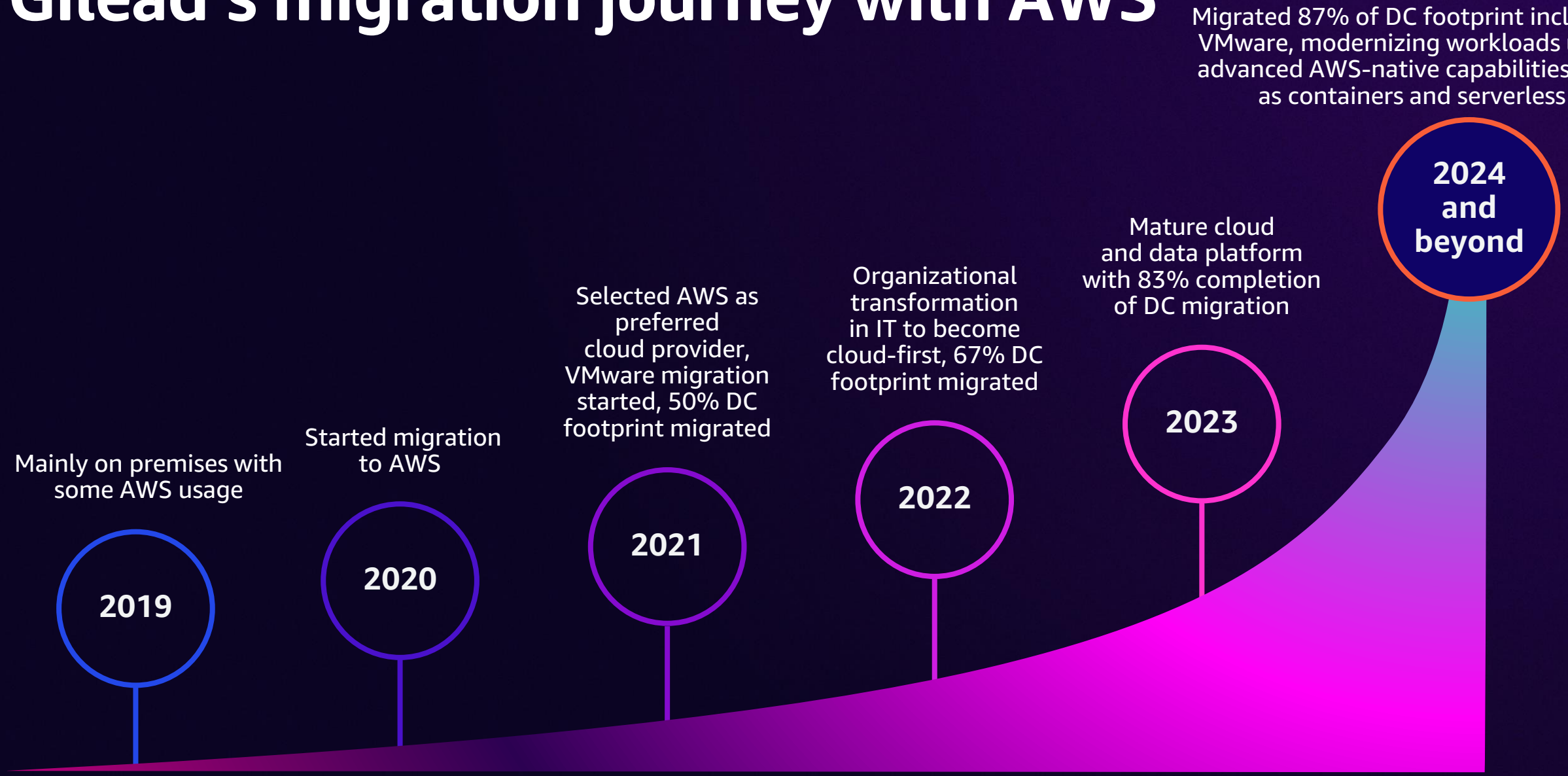
Gilead’s migration journey with AWS



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Gilead's approach to AWS migration

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Assess

Rapid discovery

TCO report

Migration readiness assessment

Briefings & workshops

Immersion day

Accelerators

Mobilize

Portfolio

Discovery & planning

Migration plan

Business case/ Mig. Evaluator

Migrate

Migration & modernization experience

People

Skills/center of excellence

Platform

Landing zone

Operating model

Security & compliance

Migrate & modernize

Migrate

Operate & optimize

Modernize

Create a case for change

Build readiness through experiences

Accelerate transformation at scale

AWS Professional Services

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AWS Application Migration Service (MGN)

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SIMPLIFY AND REDUCE THE COST OF MIGRATING YOUR APPLICATIONS TO AWS

Automate the conversion of your source servers to run natively on AWS with AWS MGN. Simplify application modernization with built-in and custom optimization options.

- Migrate applications to AWS with or without changes to applications or workflows
- AWS MGN automates migration of VMware-based VMs to AWS
- Modernize using AWS MGN preconfigured or custom actions during cutover
- Access the full range of AWS capabilities to modernize applications running on AWS

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Automated Continuous Compliance (ACC) for GXP workloads

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Technology modernization	Operating model	Technology accelerator	Cultural transformation
1 Modernized technology and application landscape	2 Evolved model to support new ways of working	3 Enabled agility of development environment	4 Drive innovation
Consolidated and Automated, reducing IT operational costs, increased speed to market and ability to react rapidly. Modernized landscape and re-invest cost savings to drive new innovations.	Adopted new requirements of cloud operations to support the cloud.	Gilead can focus on innovation rather than spending manual effort on qualification and testing Extensible to enterprise software such as ERP, MES, and LIMS	Built an Innovation culture leveraging Amazon's culture and mechanisms. Embraced customer obsession and rapid experimentation and enabled teams with coaching and co-delivery

Cost savings (TCO)

Infrastructure cost savings/avoidance from moving to the cloud

Staff productivity

Efficiency improvement by function on a task by task basis

Operational resilience

Improved qualification and reduction in defect

AWS Professional Services

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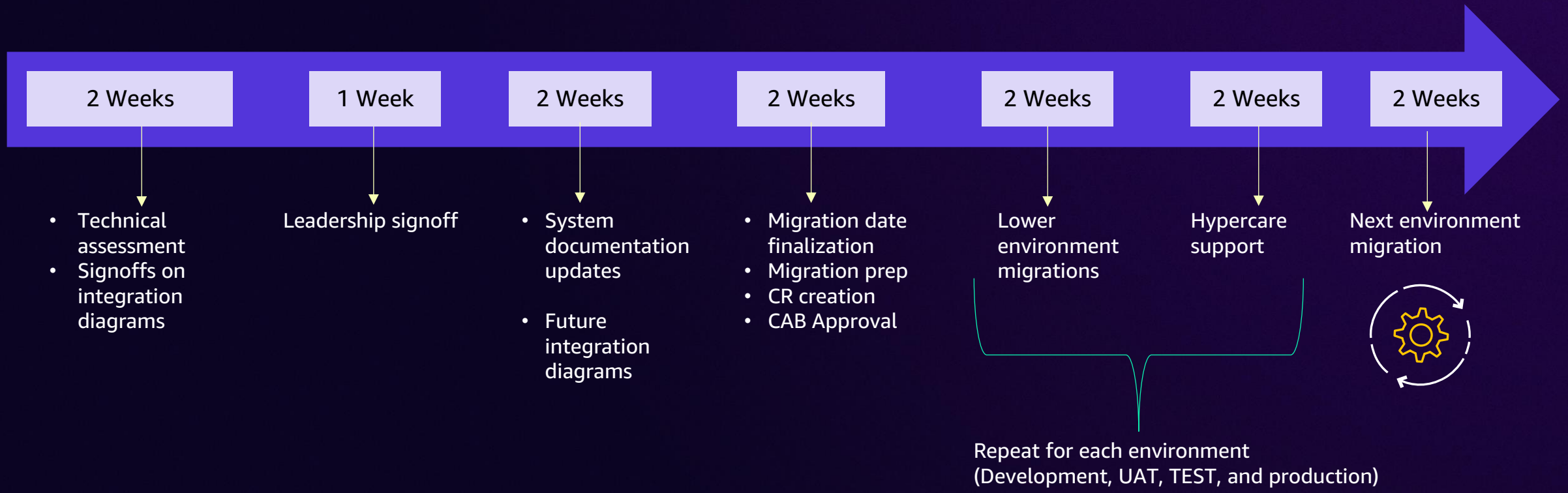
High-level approach with timelines



- The development environment was migrated first
- After each environment migration, there was a two-week period for hyper care support and preparation for the next environment migration
- Upon completion of all lower environment migrations, the production environment was migrated

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Migration Acceleration Program (MAP)

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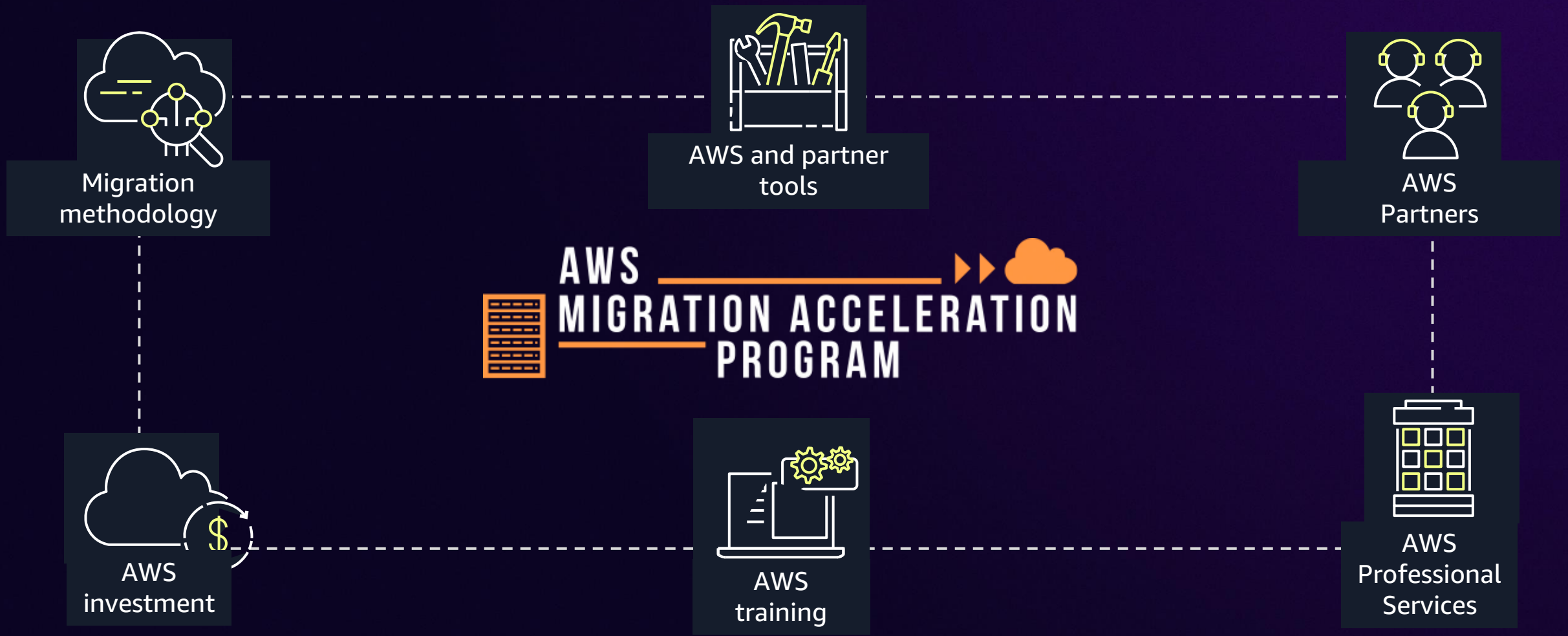
FLAGSHIP AWS PROGRAM TO HELP CUSTOMERS MIGRATE AND MODERNIZE TO AWS USING A PROVEN APPROACH



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AWS Migration: Process and methodologies

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Leadership support

Agile model

AWS training

- ✓ Official communication sent from CIO office to application owners & end-user community to support cloud migration
- ✓ Kickoff meeting with the application owners was hosted by the head of cloud infrastructure
- ✓ Aligned with business leads & application owners on overall migration strategy and timelines
- ✓ Bidirectional conversations between migration team and application owners to finalize migration roadmap
- ✓ Coordinated IT and the applications changes via weekly forums and office hours
- ✓ Divided applications into migration waves as per the business need and technical feasibility
- ✓ Collaborated closely with application owners & third-party vendors for architectural decisions
- ✓ Conducted AWS Training program concurrently to upskill application teams

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Business value: Cloud value framework

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Cost savings

Staff productivity

Operational resilience

Business agility

Sustainability

← Traditional TCO focus →

← Basis for holistic economic impact measurement →

← The climate pledge →

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AWS Migration: Lessons learned

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- ✓ Reduced cost and increased application control and autonomy by creating dedicated accounts
- ✓ AWS Professional Services leading the overall migration program ensured continuous progress with experienced professionals
- ✓ Migration Acceleration Program (MAP) credits helped save on migration cost effective
- ✓ Define roadmap for decommissioning and potential hardware consolidation during the lift and shift process (compute and storage)
- ✓ Improved forecasting and hygiene on shared migration cost by creating a chargeback model to application teams
- ✓ Develop standard operating procedure for customized configuration settings in AWS, especially in re-platform scenarios
- ✓ Cloud fluency model, training, and upskilling the application community

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Modernization and innovation at Gilead

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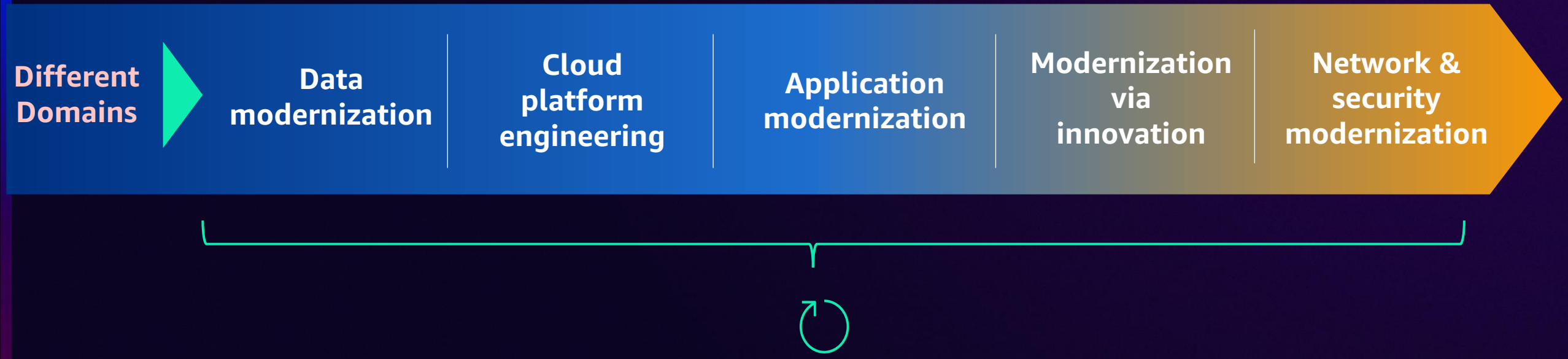
Modernization is a **culture** of relentless pursuit of **IT Transformation** for adding more value and advancing Gilead further towards our goal to discover, develop, and deliver innovative therapeutics



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AWS migration best practices and getting started

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Create a case for change

- Establishing data requirements and collecting data
- Evaluating potential third-party license cost savings
- Aligning on an understanding of the capabilities required
- Establishing a roadmap for the activities to come
- Agreeing to a prioritized list of actions
- Gaining organizational commitment to the journey ahead
- Develop a business case

AWS tools and mechanisms:

- AWS Optimization and License Assessment
- AWS Migration Evaluator
- AWS Migration Readiness Assessment

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AWS Optimization and License Assessment (OLA)

- Assess your environment and get recommendations to optimize compute, storage, licensing
- Build a migration and licensing strategy to unlock cost savings as you transition to AWS

36% average compute cost savings versus on premises[1]

33.83% faster migrations[1]

58% more migrations[1]

[1] AWS Finance, AWS benchmark data of customers who have run an optimization and licensing assessment compared to customers who have not
[2] Minimal customer requirements

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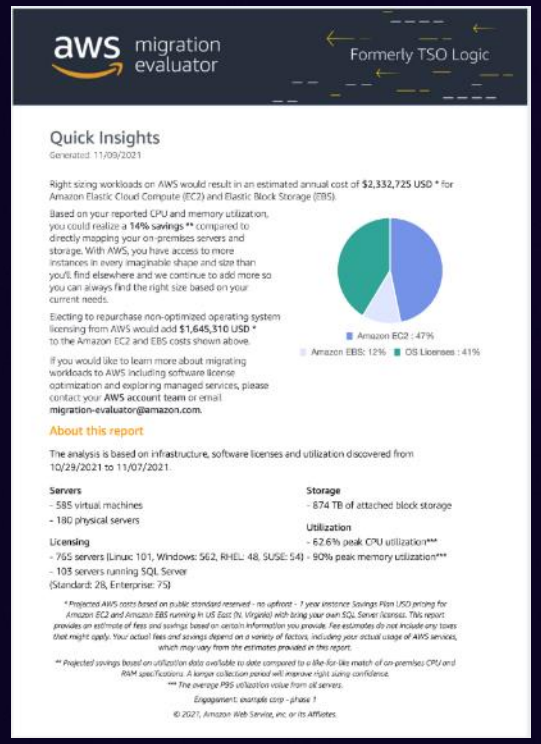
Business case with Migration Evaluator

Quick Insights report



aws migration evaluator — Formerly TSO Logic

Quick Insights

Generated: 11/09/2021

Right sizing workloads on AWS would result in an estimated annual cost of **$2,332,725 USD** * for Amazon Elastic Cloud Compute (EC2) and Elastic Block Storage (EBS).

Based on your reported CPU and memory utilization, you could realize a **14% savings** ** compared to directly mapping your on-premises servers and storage. With AWS, you have access to more instances in every imaginable shape and size than you'll find elsewhere and we continue to add more so you can always find the right size based on your current needs.

Electing to repurchase non-optimized operating system licensing from AWS would add **$1,645,310 USD** * to the Amazon EC2 and EBS costs shown above.

If you would like to learn more about migrating workloads to AWS including software license optimization and exploring managed services, please contact your AWS account team or email migration-evaluator@amazon.com.

Amazon EC2 : 47% · Amazon EBS: 12% · OS Licenses : 41%

About this report

The analysis is based on infrastructure, software licenses and utilization discovered from 10/29/2021 to 11/07/2021.

Servers
- 585 virtual machines
- 180 physical servers

Storage
- 874 TB of attached block storage

Utilization
- 62.6% peak CPU utilization***
- 90% peak memory utilization***

Licensing
- 765 servers (Linux: 101, Windows: 562, RHEL: 48, SUSE: 54)
- 103 servers running SQL Server (Standard: 28, Enterprise: 75)

* Projected AWS costs based on public standard reserved - no upfront - 1 year instance Savings Plan USD pricing for Amazon EC2 and Amazon EBS running in US East (N. Virginia) with bring your own SQL Server licenses. This report provides an estimate of fees and savings based on certain information you provide. Fee estimates do not include any taxes that might apply. Your actual fees and savings depend on a variety of factors, including your actual usage of AWS services, which may vary from the estimates provided in this report.

** Projected savings based on utilization data available to date compared to a like-for-like match of on-premises CPU and RAM specifications. A longer collection period will improve right sizing confidence.

*** The average P95 utilization value from all servers.

Engagement: example corp - phase 1

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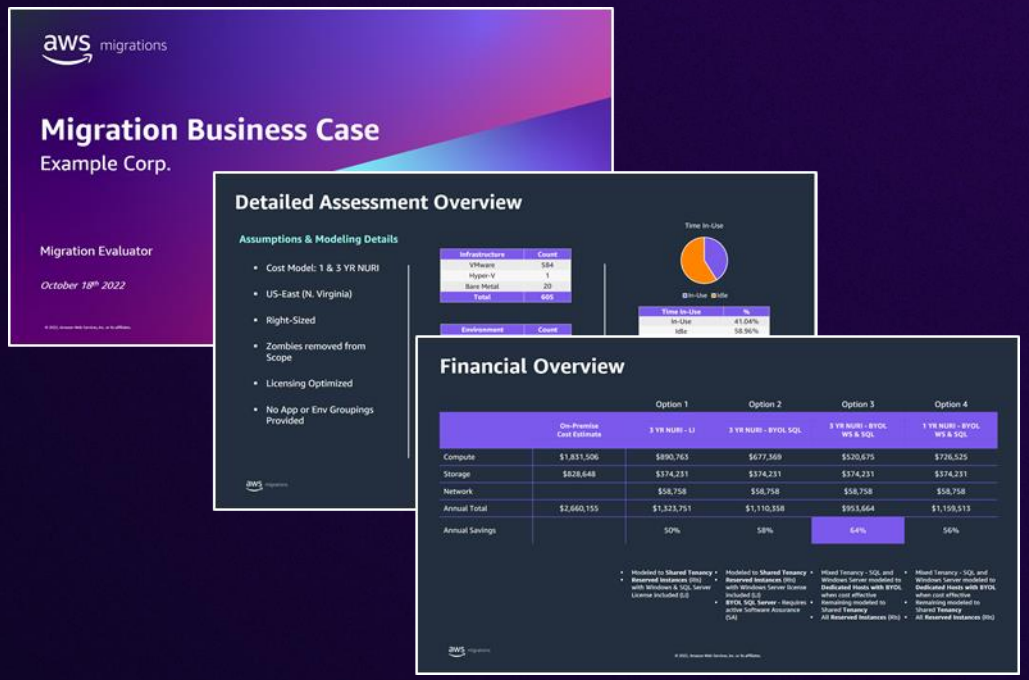
Directional business case



aws migrations

Migration Business Case

Example Corp.

Migration Evaluator

October 18th 2022

Detailed Assessment Overview

Assumptions & Modeling Details

- Cost Model: 1 & 3 YR NURI
- US-East (N. Virginia)
- Right-Sized
- Zombies removed from Scope
- Licensing Optimized
- No App or Env Groupings Provided

Infrastructure	Count
VMware	584
Hyper-V	1
Bare Metal	20
Total	605

Time In-Use

Time In-Use	%
In-Use	41.04%
Idle	58.96%

Financial Overview

	On-Premise Cost Estimate	Option 1: 3 YR NURI - LI	Option 2: 3 YR NURI - BYOL SQL	Option 3: 3 YR NURI - BYOL WS & SQL	Option 4: 1 YR NURI - BYOL WS & SQL
Compute	$1,831,506	$890,763	$677,369	$520,675	$726,525
Storage	$828,648	$374,231	$374,231	$374,231	$374,231
Network		$58,758	$58,758	$58,758	$58,758
Annual Total	$2,660,155	$1,323,751	$1,110,358	$953,664	$1,159,513
Annual Savings		50%	58%	64%	56%

- Modeled to **Shared Tenancy**
- **Reserved Instances** (RIs) with Windows & SQL Server License included (LI)
- Modeled to **Shared Tenancy**
- **Reserved Instances** (RIs) with Windows Server license included (LI)
- **BYOL SQL Server** - Requires active Software Assurance (SA)
- Mixed Tenancy - SQL and Windows Server modeled to **Dedicated Hosts with BYOL** when cost effective
- Remaining modeled to **Shared Tenancy**
- All **Reserved Instances** (RIs)
- Mixed Tenancy - SQL and Windows Server modeled to **Dedicated Hosts with BYOL** when cost effective
- Remaining modeled to **Shared Tenancy**
- All **Reserved Instances** (RIs)

Automated PDF and Excel export available within 48 hours of data collection

Available 5 days **after data collection ends (upon request)**

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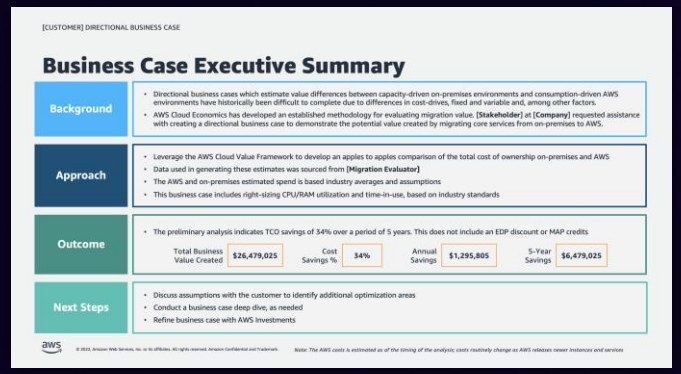
The AWS Cloud Economics team can help

Remove financial blockers by building a comprehensive business cases that highlight the value of migrating to, and building on, AWS, and assists customers with managing, optimizing, and predicting their AWS cost and usage


[CUSTOMER] DIRECTIONAL BUSINESS CASE

Business Case Executive Summary

Background	• Directional business cases which estimate value differences between capacity-driven on-premises environments and consumption-driven AWS environments have historically been difficult to complete due to differences in cost-drives, fixed and variable and, among other factors. • AWS Cloud Economics has developed an established methodology for evaluating migration value. **[Stakeholder]** at **[Company]** requested assistance with creating a directional business case to demonstrate the potential value created by migrating core services from on-premises to AWS.
Approach	• Leverage the AWS Cloud Value Framework to develop an apples to apples comparison of the total cost of ownership on-premises and AWS • Data used in generating these estimates was sourced from **[Migration Evaluator]** • The AWS and on-premises estimated spend is based industry averages and assumptions • This business case includes right-sizing CPU/RAM utilization and time-in-use, based on industry standards
Outcome	• The preliminary analysis indicates TCO savings of 34% over a period of 5 years. This does not include an EDP discount or MAP credits Total Business Value Created: $26,479,025 — Cost Savings %: 34% — Annual Savings: $1,295,805 — 5-Year Savings: $6,479,025
Next Steps	• Discuss assumptions with the customer to identify additional optimization areas • Conduct a business case deep dive, as needed • Refine business case with AWS Investments

Executive summary

[CUSTOMER] DIRECTIONAL BUSINESS CASE

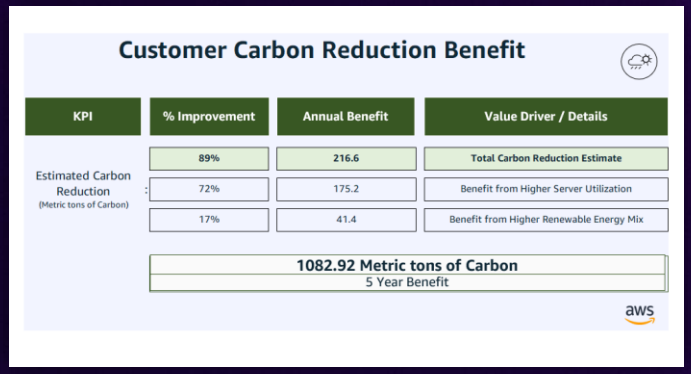
Business Value Savings Summary

Below is a 5-year summary of business value savings estimated based on data provided by the customer and industry benchmarks

Description	Cost Savings (TCO)	IT Staff Productivity	Operational Resilience	Business Agility
	Infrastructure cost savings / avoidance from moving to the cloud	Efficiency improvement by function on a task-by-task basis	Benefit of improving SLAs and reducing unplanned outages	Deploying new features applications faster and reducing errors
Savings	$X.XM	$X.XM	$X.XM	$X.XM

Annual Savings Opportunity is $XX.XM

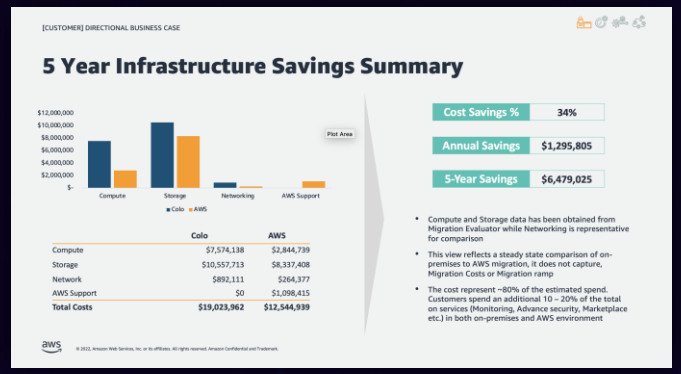
Financial impact results


Customer Carbon Reduction Benefit

KPI	% Improvement	Annual Benefit	Value Driver / Details
Estimated Carbon Reduction (Metric tons of Carbon)	89%	216.6	Total Carbon Reduction Estimate
	72%	175.2	Benefit from Higher Server Utilization
	17%	41.4	Benefit from Higher Renewable Energy Mix

1082.92 Metric tons of Carbon
5 Year Benefit

Carbon reduction benefit results


[CUSTOMER] DIRECTIONAL BUSINESS CASE

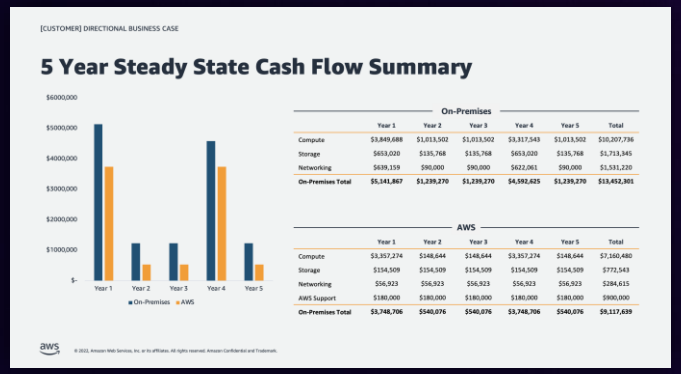
5 Year Infrastructure Savings Summary

	Colo	AWS
Compute	$7,574,138	$2,844,739
Storage	$10,557,713	$8,337,408
Network	$892,111	$264,377
AWS Support	$0	$1,098,415
Total Costs	**$19,023,962**	**$12,544,939**

Cost Savings %	34%
Annual Savings	$1,295,805
5-Year Savings	$6,479,025

- Compute and Storage data has been obtained from Migration Evaluator while Networking is representative for comparison
- This view reflects a steady state comparison of on-premises to AWS migration, it does not capture, Migration Costs or Migration ramp
- The cost represent ~80% of the estimated spend. Customers spend an additional 10 – 20% of the total on services (Monitoring, Advance security, Marketplace etc.) in both on-premises and AWS environment

Infrastructure savings summary


[CUSTOMER] DIRECTIONAL BUSINESS CASE

5 Year Steady State Cash Flow Summary

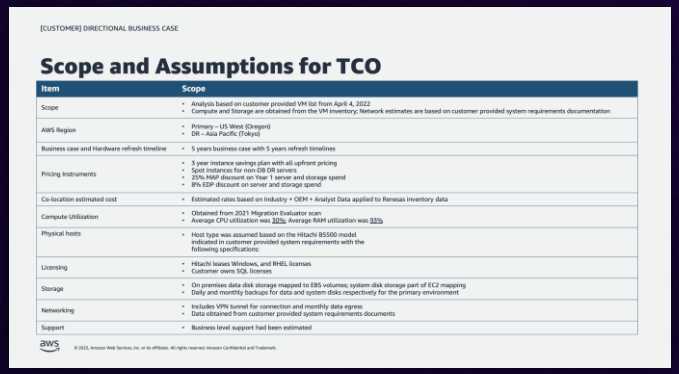
On-Premises

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Compute	$3,849,688	$1,013,502	$1,013,502	$3,317,543	$1,013,502	$10,207,736
Storage	$653,020	$135,768	$135,768	$653,020	$135,768	$1,713,345
Networking	$639,159	$90,000	$90,000	$622,061	$90,000	$1,531,220
On-Premises Total	**$5,141,867**	**$1,239,270**	**$1,239,270**	**$4,592,625**	**$1,239,270**	**$13,452,301**

AWS

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Compute	$3,357,274	$148,644	$148,644	$3,357,274	$148,644	$7,160,480
Storage	$154,509	$154,509	$154,509	$154,509	$154,509	$772,543
Networking	$56,923	$56,923	$56,923	$56,923	$56,923	$284,615
AWS Support	$180,000	$180,000	$180,000	$180,000	$180,000	$900,000
On-Premises Total	**$3,748,706**	**$540,076**	**$540,076**	**$3,748,706**	**$540,076**	**$9,117,639**

Cashflow summary


[CUSTOMER] DIRECTIONAL BUSINESS CASE

Scope and Assumptions for TCO

Item	Scope
Scope	• Analysis based on customer provided VM list from April 4, 2022 • Compute and Storage are obtained from the VM inventory; Network estimates are based on customer provided system requirements documentation
AWS Region	• Primary – US West (Oregon) • DR – Asia Pacific (Tokyo)
Business case and Hardware refresh timeline	• 5 years business case with 5 years refresh timelines
Pricing Instruments	• 5 year instance savings plan with all upfront pricing • Spot instances for non-DB DR servers • 25% MAP discount on Year 1 server and storage spend • 8% EDP discount on server and storage spend
Co-location estimated cost	• Estimated rates based on Industry + OEM + Analyst Data applied to Renesas inventory data
Compute Utilization	• Obtained from 2021 Migration Evaluator scan • Average CPU utilization was 30%; Average RAM utilization was 93%
Physical hosts	• Host type was assumed based on the Hitachi BS500 model indicated in customer provided system requirements with the following specifications:
Licensing	• Hitachi leases Windows, and RHEL licenses • Customer owns SQL licenses
Storage	• On premises data disk storage mapped to EBS volumes; system disk storage part of EC2 mapping • Daily and monthly backups for data and system disks respectively for the primary environment
Networking	• Includes VPN tunnel for connection and monthly data egress • Data obtained from customer provided system requirements documents
Support	• Business level support had been estimated

All assumptions used

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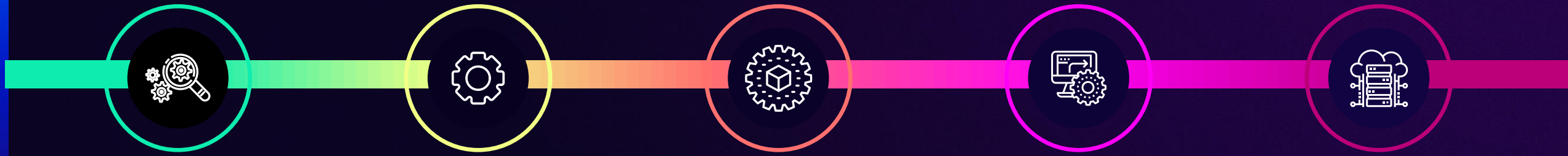
Examples are not exclusive, all business cases contain custom content

AWS Professional Services rapid migration for VMware

END-TO-END SOLUTION TO AUTOMATE, DE-RISK, AND ACCELERATE YOUR MIGRATION

Assess | **Mobilize and migrate**



Detailed AWS-led assessment

Informs the migration scope, timeline, and cost

AWS Funded

Prescriptive framework and tools

De-risk the migration with comprehensive delivery kit artifacts

Fully automated AWS foundation

Start migrations weeks sooner with a pre-designed landing zone

Plan and automate migration tasks

Maximize migration velocity with hyper-automation

Cloud ops and specialist support

De-risk with enhanced operating capabilities

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AWS migration incentives and support

MIGRATE WITH SPECIALIZED PROGRAMS, PEOPLE & TECHNOLOGY

For on-premises VMware customers

TRAINING AND SUPPORT

- AWS-funded support with 460+ migration competency partners
- Upskill with migration and cloud skills courses
- Hands-on for rapid VMware migration from AWS Professional Services
- Guided VMware to AWS Immersion Days

TECHNOLOGY

- Expedite lift and shift AWS Application Migration Service
- End-to-end planning with AWS Migration Hub Journey
- Automate processes with AWS Professional Services

FUNDING AND INCENTIVES

- Increased AWS Migration Acceleration Program (MAP) Partner Funding to support VMware to AWS migration
- Lead with no-cost assessment

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Getting started

Create a case for change

Assess your VMware estate by request an AWS assessment for cost savings on licensing, business case and migration planning

Leverage AWS Professional Services or Partners

Engage with AWS migration experts or large network of AWS VMware and migration competency partners

Decide on approach and strategy

Determine on your migration approach and timelines

Begin migration by utilizing incentive programs

Take advantage of our incentive programs designed specifically for VMware migrations

Please complete the session survey in the mobile app

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