

CONCENTRATION & EXIT RISK ASSESSMENT

AWS exit risk review — demo organisation

Synthetic data for demonstration. Not a real organisation.

SCOPE name contains 'prod'	ORGANIZATIONAL UNIT Root	ACCOUNTS IN SCOPE 40 of 49	SPEND PERIOD Oct 2025 – Sep 2026 (12 months, amortised)
SCANNED Oct 20, 2026, 8:36 PM	MANAGEMENT ACCOUNT 111111111111	RESOURCE INVENTORY Included (deep scan)	EXIT TARGET ASSUMED Microsoft Azure



1 Executive summary

BOTTOM LINE

Exit risk is Moderate. Most workloads are portable, but the size of the estate makes an exit a large programme. Cost and time are not yet estimated for your organisation: answer the delivery questions in section 5.

Scores 39/100 by spend and 28/100 by number of accounts. Risk is concentrated: 6 accounts (36% of spend), mostly on Redshift, DynamoDB and Lambda, carry most of it, while 34 of 40 accounts (85%) are broadly portable.

Cost and time are provisional. They use default answers, not your organisation's. Answer the delivery questions (CI/CD, Terraform, team size, day rate) to estimate them for you.

WHAT WE FOUND

- **27% of spend (\$2.7m a year)** runs on 19 bespoke, AWS-only services that must be re-engineered: Redshift \$746k a year (1 account), DynamoDB \$530k (6) and Lambda \$391k (10); 16 others \$1.0m.
- **34 of 40 accounts are portable** (Low or Moderate risk). The 6 High or Critical accounts hold 36% of spend.
- **3 accounts set the pace:** data-platform-prod, cards-processing-prod and contact-centre-prod carry 57% of the spend at risk (spend x risk).
- **Spend grew 42%** from Oct 2025 to Sep 2026; High/Critical spend grew 38%, so lock-in is growing more slowly than the estate. Biggest monthly rises: EC2 +\$62k, RDS / Aurora +\$38k and Redshift +\$23k.
- **90% of the spend of 5 critical accounts** runs in Europe (London), so one regional event takes down most of it at once. Channels Card payments, Core banking, Mobile app, Payments and Shared platform share that region: no anti-affinity between them.

WHAT WE RECOMMEND

1. **Answer the delivery questions in section 5** (CI/CD, Terraform, team size, day rate). Until then the cost and time figures use default answers, not your organisation's.
2. **Plan the hardest accounts first.** Write and test exit plans for data-platform-prod, cards-processing-prod and contact-centre-prod; they drive most of the cost and the timeline.
3. **Make portability a design criterion** for new work on Redshift, DynamoDB and Lambda: prefer the open-standard alternative in Appendix A unless the business case says otherwise.
4. **Pre-build a stressed-exit fallback** for the 24% of critical spend on AWS-only services: a stand-in process, a manual workaround or a warm copy elsewhere, tested before it is needed.
5. **Re-run this review quarterly** and track both scores; a rising score means new lock-in.

● **Confidence: Low** Synthetic demo data. Cost and time use default delivery answers, not yours. 1 service not in the catalog, scored as Moderate.

KEY FIGURES

OU exit-risk score

By spend

39/100

By no. of accounts

28/100

● Moderate

● Moderate

Risk is concentrated in a few large accounts: most accounts are easier to move than the spend view suggests.



Annual spend in scope

\$9.9m

\$828k / month, amortised

Spend on High/Critical services

27%

\$2.7m a year

Accounts in scope

40

40 with spend · 9 filtered out

High/Critical accounts

6 of 40

36% of spend · 34 portable (Low/Moderate)

Bespoke (AWS-only) services

19

largest: Redshift, DynamoDB, Lambda

Spend growth

+41.5%

Oct 2025 → Sep 2026 · High/Critical +38.5%

Exit cost (one-off)

\$7m–\$16m PROVISIONAL

70–160% of a year's AWS spend

Exit window (time to leave AWS)

2.5–5 years PROVISIONAL

bound by team capacity

Engineering effort

300–700 person-months

PROVISIONAL
team capacity 15.0 FTE

2 Where the exit risk sits

Monthly spend by exit-risk tier

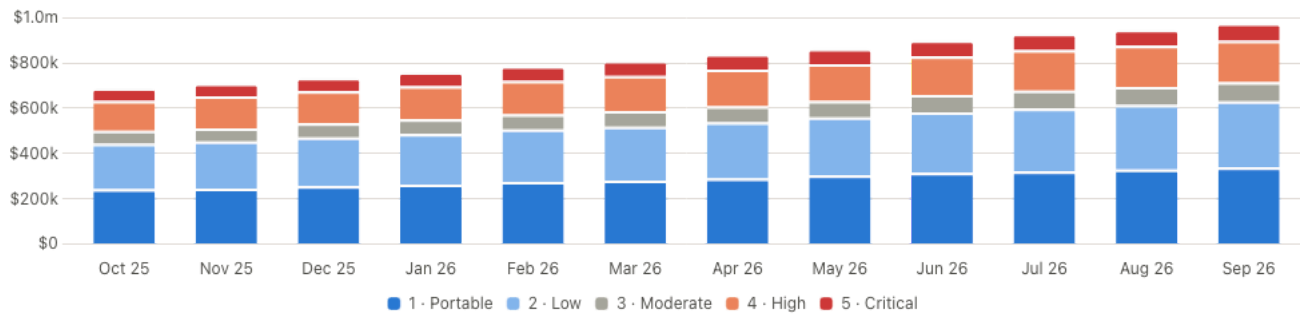
Share of in-scope spend by how hard it is to move.



Tier	Per month	Share	Services	Accounts
1 - Portable	\$288k	34.8%	12	35
2 - Low	\$245k	29.6%	18	39
3 - Moderate	\$70k	8.5%	11	7
4 - High	\$159k	19.2%	16	14
5 - Critical	\$66k	7.9%	3	7

Spend trend by tier

Is lock-in growing? Monthly amortised spend.

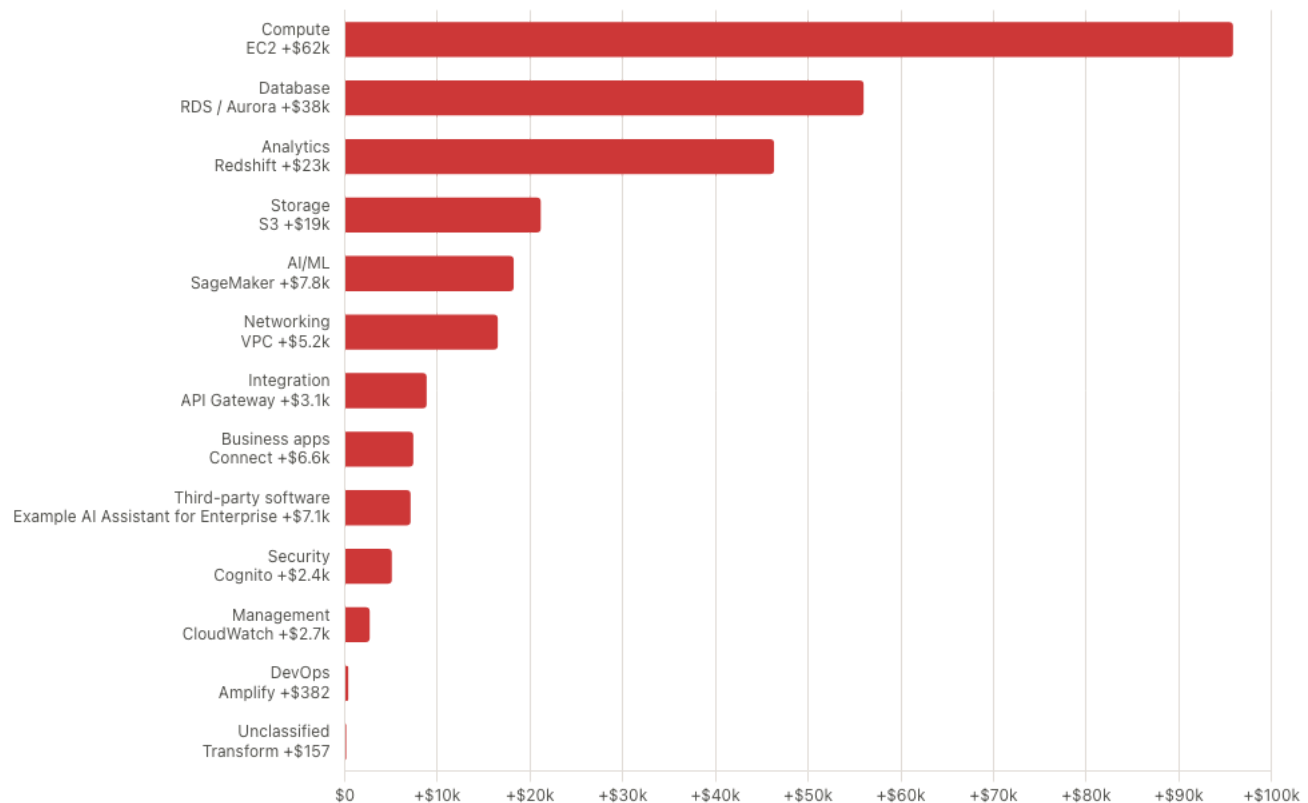


SPEND GROWTH BY PRODUCT TYPE

Oct 2025 to Sep 2026: total spend **+41.5%** (+46.0% a year); spend on High/Critical services **+38.5%** (+42.6% a year). Lock-in is growing more slowly than the estate.

Change in monthly spend

Monthly spend in Sep 2026 minus Oct 2025, by product type. Red = growth, blue = decline.



Monthly spend by product type

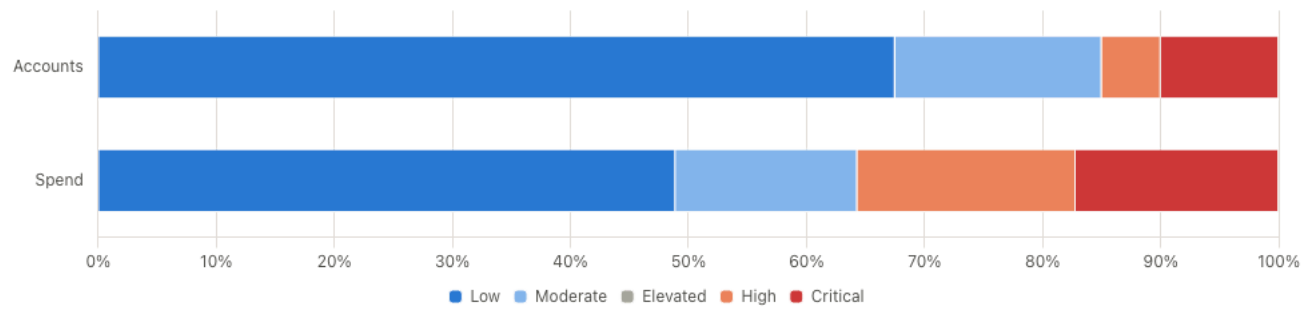
Product type	Oct 2025	Sep 2026	Change	Per year	Lock-in
Compute EC2, EC2 Other (EBS, NAT, transfer), Lambda, ECS +2 more	\$247k	\$343k	+38.8%	+43.0%	11%
Database RDS / Aurora, DynamoDB, Neptune, ElastiCache +1 more	\$137k	\$193k	+40.8%	+45.2%	28%
Analytics Redshift, Glue, EMR, Kinesis Streams +9 more	\$108k	\$154k	+43.1%	+47.8%	71%
Storage S3, FSx, Backup	\$54k	\$75k	+39.5%	+43.8%	0%
AI/ML SageMaker, Bedrock, Transcribe, Lex +2 more	\$34k	\$52k	+54.2%	+60.4%	10%
Networking VPC, Direct Connect, CloudFront, Network Firewall +3 more	\$34k	\$51k	+47.9%	+53.3%	0%
Integration API Gateway, Step Functions, AppSync, SQS +4 more	\$27k	\$36k	+32.8%	+36.3%	45%
Business apps Connect, Pinpoint	\$20k	\$27k	+37.2%	+41.2%	100%
Security Cognito, KMS, Directory Service, ACM / Private CA +2 more	\$14k	\$19k	+36.8%	+40.7%	49%
Third-party software Marketplace (3rd party)	\$6.3k	\$13k	+112.5%	+127.5%	0%
Management CloudWatch	\$7.0k	\$9.7k	+38.6%	+42.8%	0%
DevOps Amplify	\$1.1k	\$1.5k	+33.4%	+36.9%	100%
Unclassified Transform	\$435	\$592	+36.0%	+39.9%	0%
Total	\$689k	\$974k	+41.5%	+46.0%	

Per year = the first-to-last-month change annualised. Amortised spend: Savings Plans and RIs are spread over the months they cover.

3 Accounts: how many are at risk, and how big

Accounts by exit-risk rating

Share of accounts (top) against share of spend (bottom). Few accounts holding a lot of spend is a concentration to manage, not an estate-wide problem.



Portable vs higher-risk accounts

Rating	Accounts	Share	Per month	Spend share
Low	27	67.5%	\$405k	48.9%
Moderate	7	17.5%	\$128k	15.4%
Elevated	0	0.0%	\$0	0.0%
High	2	5.0%	\$153k	18.5%
Critical	4	10.0%	\$142k	17.2%

Portable (Low + Moderate)

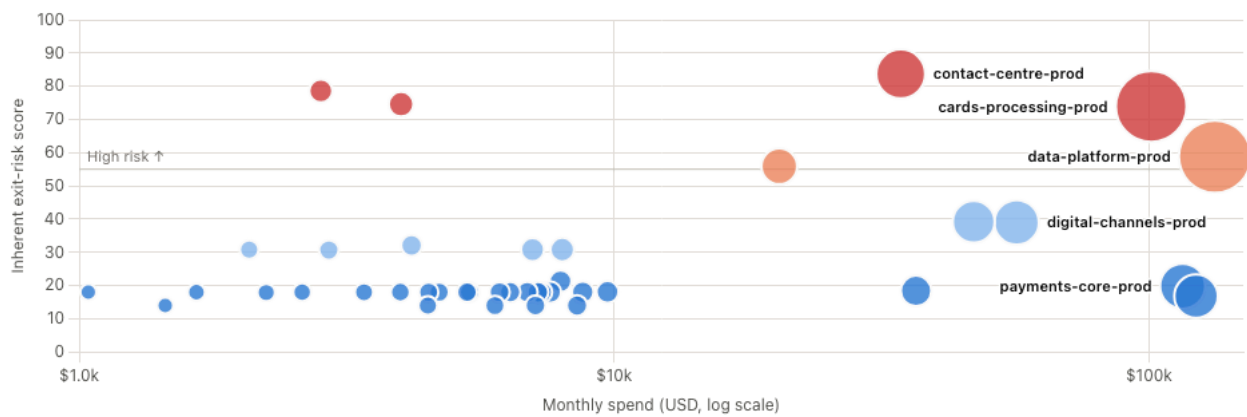
34

85.0%

OU score weighting: By spend. Each account counts in proportion to its spend, so a small high-risk account adds little. It sets bubble sizes and contributions; change it in the bar at the top.

Inherent risk vs spend

Each bubble is an account. Up = harder to move; right = bigger; bubble size = points it contributes to the OU score. Top-right accounts drive the exit.



Account ranking by criticality: spend × risk

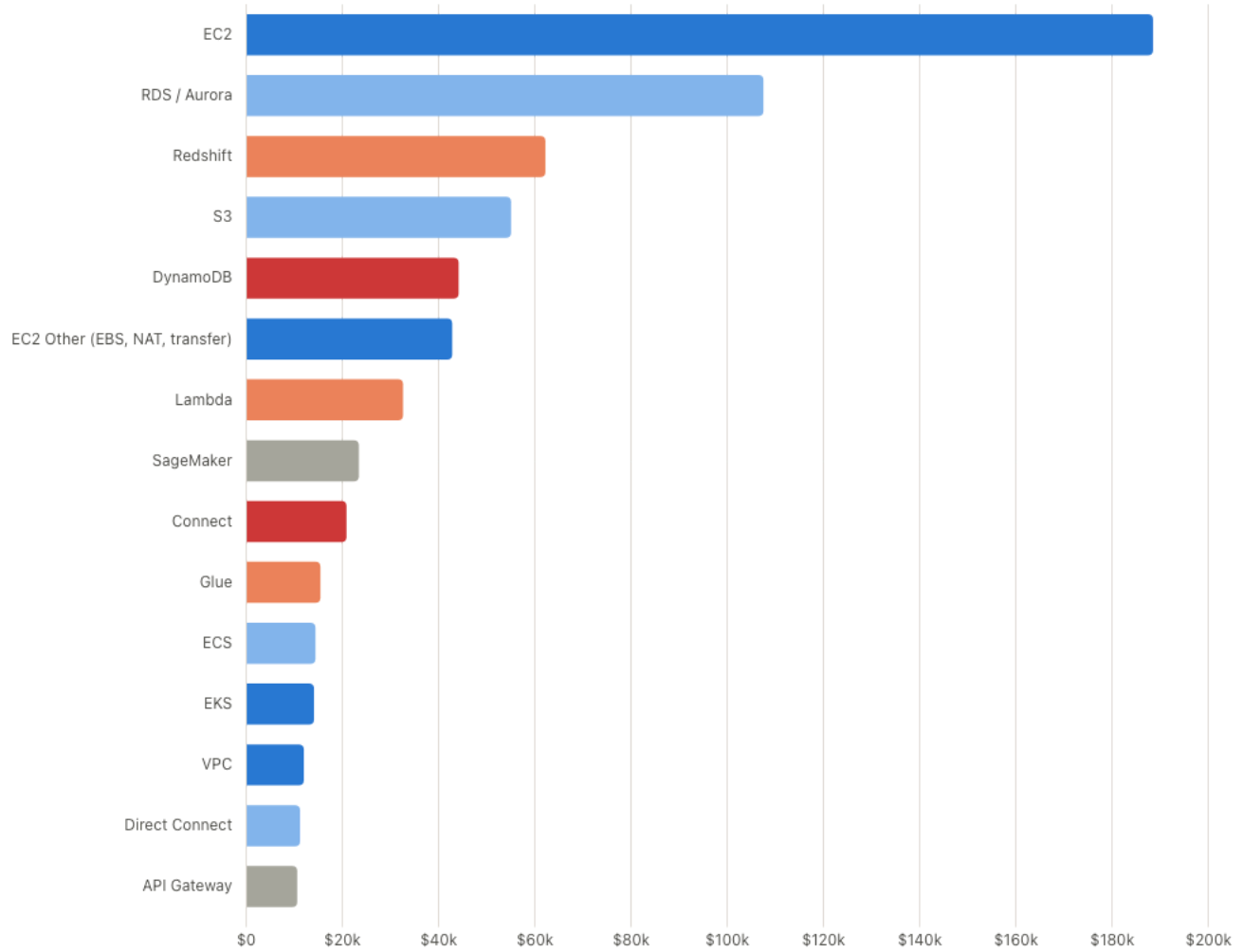
#	Account	Per month	Risk	Spend at risk / month	Main lock-in	Person-months
1	data-platform-prod 561017993421 · Root / Workloads / Production	\$133k	High · 59 63% High/Crit spend	\$78k	Redshift Glue QuickSight	30
2	cards-processing-prod Critical 966773840736 · Card payments · Root / Workloads / Production	\$101k	Critical · 74 77% High/Crit spend	\$75k	DynamoDB Lambda Kinesis Streams	30
3	contact-centre-prod 125285552493 · Contact centre · Root / Workloads / Production	\$34k	Critical · 84 86% High/Crit spend	\$29k	Connect Lex Lambda	20
4	payments-core-prod Critical 534439589175 · Payments · Root / Workloads / Production	\$116k	Low · 20 3% High/Crit spend	\$23k	DynamoDB Lambda	10
5	digital-channels-prod Critical 978681853473 · Mobile app · Root / Workloads / Production	\$57k	Moderate · 39 25% High/Crit spend	\$22k	Cognito AppSync Pinpoint	10
6	core-banking-prod Critical 813958344723 · Core banking · Root / Workloads / Production	\$122k	Low · 17 0% High/Crit spend	\$21k	none	5
7	ml-platform-prod 217230843944 · Root / Workloads / Production	\$47k	Moderate · 39 3% High/Crit spend	\$18k	Bedrock AgentCore	10
8	fraud-analytics-prod 466806226017 · Root / Workloads / Production	\$20k	High · 56 28% High/Crit spend	\$11k	DynamoDB Timestream Lambda	10
9	shared-network-prod 263737281768 · Root / Infrastructure	\$37k	Low · 18 0% High/Crit spend	\$6.7k	none	5
10	search-prod 899894212661 · Root / Workloads / Production	\$4.0k	Critical · 75 70% High/Crit spend	\$3.0k	DynamoDB Lambda	5
11	mobile-backend-prod 434423300025 · Root / Workloads / Production	\$8.0k	Moderate · 31 15% High/Crit spend	\$2.5k	Lambda	5
12	treasury-reporting-prod 499647302627 · Root / Workloads / Production	\$2.8k	Critical · 79 92% High/Crit spend	\$2.2k	DynamoDB QuickSight Lambda	5
13	merchant-portal-prod 386906790760 · Root / Workloads / Production	\$7.0k	Moderate · 31 15% High/Crit spend	\$2.2k	Lambda	5
14	doc-store-prod 454519794043 · Root / Workloads / Production	\$9.7k	Low · 18 0% High/Crit spend	\$1.8k	none	5
15	identity-prod Critical 189183446249 · Shared platform · Root / Infrastructure	\$7.9k	Low · 21 0% High/Crit spend	\$1.7k	none	5
16	id-verify-prod 267387487076 · Root / Workloads / Production	\$8.7k	Low · 18 0% High/Crit spend	\$1.6k	none	5
17	payroll-api-prod 295250496497 · Root / Workloads / Production	\$7.6k	Low · 18 0% High/Crit spend	\$1.4k	none	5
18	legacy-batch-prod 107537456074 · Root / Workloads / Production	\$4.2k	Moderate · 32 25% High/Crit spend	\$1.3k	SWF Data Pipeline	5
19	branch-queue-prod 717640922470 · Root / Workloads / Production	\$7.3k	Low · 18 0% High/Crit spend	\$1.3k	none	5
20	insurance-quotes-prod 498633168856 · Root / Workloads / Production	\$7.2k	Low · 18 0% High/Crit spend	\$1.3k	none	5
21	disputes-prod 844781801768 · Root / Workloads / Production	\$6.9k	Low · 18 0% High/Crit spend	\$1.2k	none	5
22	investments-prod 514740085648 · Root / Workloads / Production	\$8.5k	Low · 14 0% High/Crit spend	\$1.2k	none	5
23	card-controls-prod 170174047247 · Root / Workloads / Production	\$6.4k	Low · 18 0% High/Crit spend	\$1.2k	none	5
24	pricing-prod 322790187289 · Root / Workloads / Production	\$6.1k	Low · 18 0% High/Crit spend	\$1.1k	none	5
25	reporting-hub-prod 244219422241 · Root / Workloads / Production	\$7.1k	Low · 14 0% High/Crit spend	\$997	none	5

Top 25 of 40 accounts by spend at risk. The JSON export lists every account.

4 Services driving lock-in

Top services by spend

Coloured by exit-risk tier.



High & critical services in use

Service	Tier	Per month	Share	Accounts	Change
Redshift Analytics	4 · High	\$62k	7.5%	1	+\$23k +45%
DynamoDB Database	5 · Critical	\$44k	5.3%	6	+\$13k +35%
Lambda Compute	4 · High	\$33k	3.9%	10	+\$9.8k +35%
Connect Business apps	5 · Critical	\$21k	2.5%	1	+\$6.6k +38%
Glue Analytics	4 · High	\$15k	1.9%	1	+\$5.4k +42%
Kinesis Streams Analytics	4 · High	\$9.7k	1.2%	2	+\$2.8k +34%
Cognito Security	4 · High	\$8.0k	1.0%	2	+\$2.4k +35%
Step Functions Integration	4 · High	\$7.4k	0.9%	2	+\$1.8k +27%
QuickSight Analytics	4 · High	\$5.9k	0.7%	2	+\$2.0k +41%
AppSync Integration	4 · High	\$4.3k	0.5%	1	+\$1.3k +37%
Lex AI/ML	4 · High	\$3.1k	0.4%	1	+\$1.1k +44%
Pinpoint Business apps	4 · High	\$2.8k	0.3%	1	+\$837 +34%
Timestream Database	4 · High	\$2.0k	0.2%	1	+\$783 +48%
EventBridge Integration	4 · High	\$1.7k	0.2%	1	+\$510 +36%
Amplify DevOps	4 · High	\$1.3k	0.2%	1	+\$382 +33%
Bedrock AgentCore AI/ML	4 · High	\$1.2k	0.1%	1	+\$473 +47%
SWF Integration	5 · Critical	\$712	0.1%	1	+\$215 +35%
Lake Formation Analytics	4 · High	\$640	0.1%	1	+\$219 +42%
Data Pipeline Analytics	4 · High	\$327	0.0%	1	+\$86 +30%

Third-party products billed through AWS

Marketplace software and third-party models on Bedrock. Usually portable: the vendor sells direct or on other clouds, but each contract needs re-papering.

Product	Billed as	Per month	Accounts	Change
Claude Sonnet 4.6	Bedrock	\$3.9k	1	+\$4.9k
Example Streaming Cloud - Pay As You Go	Marketplace (3rd party)	\$3.5k	1	+\$1.6k
Example Observability Platform	Marketplace (3rd party)	\$2.7k	1	+\$2.0k
Example Data Integration Cloud	Marketplace (3rd party)	\$1.7k	1	+\$564
Example AI Assistant for Enterprise	Marketplace (3rd party)	\$1.2k	1	+\$3.0k
Claude Haiku 4.5	Bedrock	\$1.1k	1	+\$963

5 Exit cost & time estimate

About your organisation

These answers drive the estimate. They are saved in this browser only.

PROVISIONAL Using default answers. Change any answer, or confirm these, to estimate for your organisation.

Do teams use a standard CI/CD pipeline to create assets?

Several, partially standard pipelines

Do you use Terraform, and is it up to date?

Terraform with significant drift

People in the core cloud team % of their time on the exit

10 **50**

Application engineers available (FTE)

10

Target platform

Microsoft Azure

Blended day rate Currency

750 **USD**

FX: currency per 1 Contingency %

USD **25**

1

Parallel-run months Materiality (USD/month)

6 **25**

Regulated entity (exit plan evidence, regulator notification, assurance testing)

Total exit cost (indicative)

\$7m–\$16m **PROVISIONAL**

70–160% of a year's AWS spend · about 75% engineering, the rest parallel running

Exit window (time to leave AWS)

2.5–5 years **PROVISIONAL**

bound by team capacity

Engineering effort

300–700 person-months

PROVISIONAL

40 material accounts

Indicative timeline

Mobilise & target landing zone

~6 weeks

Wave 1: portable (tiers 1–2)

~14 months

Wave 2: moderate (tier 3)

~3 months

Wave 3: high & critical (tiers 4–5)

~19 months

Decommission AWS & evidence exit

~4 weeks

Start

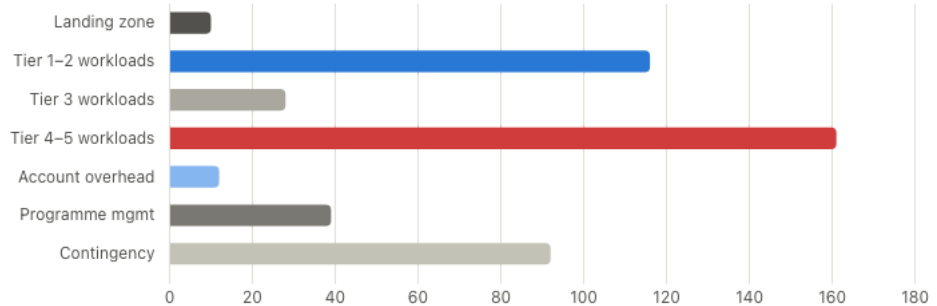
Year 1

Year 2

Year 3

Where the effort goes

Person-months, after the delivery-maturity adjustment.



Your answers and the assumptions behind the estimate

Standard CI/CD pipeline	Terraform / IaC	Core cloud team	Application engineers
Several, partially standard pipelines	Terraform with significant drift	10 people at 50%	10 FTE
Target	Blended day rate	Contingency	Parallel running
Microsoft Azure	750 USD	25%	6 months
Regulated			
Yes			

- Service effort: catalog engineer-weeks per workload $\times \sqrt{(\text{monthly spend} / 1,000 \text{ USD})}$, clamped 0.25–8.0x; resource counts from the deep scan raise it where higher.
- Services under 25 USD/month are scored but not estimated (immaterial).
- 1 engineer-week per material account for network, IAM and decommissioning.
- Target landing zone: 24 weeks $(4 + 12 \times \sqrt{(\text{spend} / 100,000 \text{ USD})})$, max 24) + 0.5 per material account.
- Delivery factor $1.26 = \text{CI/CD } 1.0 \times \text{IaC } 1.1 \times \text{target } 1.0 \times \text{regulated } 1.15$.
- Programme management and assurance 12%; contingency 25%.
- Engineers are 80% productive on migration work; duration is the longer of effort $\div$ capacity and the critical path of the hardest tier present, plus decommissioning.
- Parallel running: 6 months at 50% of current AWS spend (target ramps up as AWS ramps down).
- Excluded: target-cloud run cost after exit, licence changes, early-termination of AWS commitments (EDP, Savings Plans, RIs), and data-transfer-out fees (since March 2024 AWS credits egress for customers leaving AWS, on request to AWS Support and subject to approval, for a move completed within about 60 days; budget egress for any data moved outside that window).
- Figures are quoted as ranges, widened to round numbers: –25% / +50% on cost and effort, –20% / +40% on duration (early-stage estimation cone). The model's single figures are planning midpoints, not forecasts.

6 Resilience: critical accounts, data and a stressed exit

A planned exit is one question. Regulators also ask what happens to critical services if AWS, or one region, fails, and what could move in weeks rather than years. These figures inform; they do not change the score or the estimate.

Which accounts are critical?

5 accounts tagged critical in AWS Organizations (a Criticality or Tier tag of Tier 1, Critical, Mission critical or similar).

Also treat as critical (name contains, comma-separated)

payments, cards, core-banking

Link speed for moving data out (Gbps)
10

Half the link speed is assumed usable.
Saved in this browser only.

Critical accounts

5

49% of spend · \$4.8m a year

Correlated failure

High · 90

90% of critical spend in Europe (London)

No rapid exit

24%

of critical spend is on AWS-only services

Data to move

2.7 PB

52 days at 10 Gbps

Correlated failure: where the critical estate runs

Share of critical spend by region (5 critical accounts). One regional event takes out everything in the top bar at once. A further 3.0% is global services (IAM, Route 53, CloudFront), which share a control plane across regions.

Europe (London)

90%

Europe (Ireland)

10%

Channel	Runs mainly in	Isolated from other channels?
Card payments	Europe (London) 90%	No
Core banking	Europe (London) 90%	No
Mobile app	Europe (London) 90%	No
Payments	Europe (London) 90%	No
Shared platform	Europe (London) 90%	No

Stressed exit: what could move in a hurry

If AWS stopped serving you with little notice, how fast could critical spend (\$4.8m a year) move?

Weeks: rehost as is

73%

Open-standard services: lift and shift to the target.

Months: rework

4%

Managed equivalents exist but need configuration and testing.

No rapid exit

24%

AWS-only services: needs a pre-built fallback, a manual workaround or a stand-in process.

Critical account with no rapid exit	Per month	AWS-only
cards-processing-prod DynamoDB, Lambda, Kinesis Streams	\$101k	77%

Data held: what an exit has to move

Average data stored last month, from Cost Explorer storage usage (GB-months); no data is read. 3.3 PB in all: 2.4 PB live, 261 TB archived and 594 TB of snapshots and backups, which are rebuilt at the target rather than moved.

- Moving 2.7 PB (live and archived) over 10 Gbps takes about 52 days of continuous transfer. That fits the 60-day window of AWS's free data transfer out for customers leaving AWS.
- Without that credit, internet egress at list price would be roughly \$140k–\$421k.
- Critical accounts hold 890 TB: the data a stressed exit would need first.
- DynamoDB holds 47 TB; the largest account (cards-processing-prod) holds 37 TB. Exports to S3 are not region-limited, but rebuilding in a second region by import from S3 takes 38 import jobs of up to 1 TB each outside us-east-1, us-west-2 and eu-west-1.
- By region: Europe (London) 3.3 PB.

Service	Live	Archive	Copies
Simple Storage Service	1.6 PB	261 TB	–
Redshift	486 TB	–	121 TB
Relational Database Service	126 TB	–	262 TB
EC2 - Other	209 TB	–	167 TB
DynamoDB	47 TB	–	43 TB
Account	Live	Archive	Copies
data-platform-prod	1.1 PB	261 TB	136 TB
payments-core-prod Critical	216 TB	–	111 TB
core-banking-prod Critical	115 TB	–	143 TB
cards-processing-prod Critical	163 TB	–	34 TB
ml-platform-prod	123 TB	–	–
digital-channels-prod Critical	85 TB	–	24 TB
shared-network-prod	41 TB	–	33 TB
investments-prod	59 TB	–	6.6 TB

7 Data quality & scan issues

What this report does *not* cover. Every API error during the scan is recorded here and in the log.

Critical: 0 **Error: 0** **Warning: 2** **Info: 0**

Severity	Area	Account	Issue
Warning	Inventory Ap-Southeast-2	data-platform-prod	Eventbridge_rules in ap-southeast-2: Rate exceeded ThrottlingException → AWS throttled the request after retries. Re-run, or lower EXITRISK_MAX_WORKERS.
Warning	Catalog	–	'AWS Transform' is not in the service catalog; scored as Moderate (tier 3). \$495/month in scope. → Add it to src/exitrisk/data/service_catalog.yaml (see CONTRIBUTING.md).

A Appendix: service exit-risk catalog

Every AWS service is classified into one of five tiers by how much of a workload must change to leave AWS. The tier sets the service's risk score; the recommended path and typical duration are for one workload of that service.

Tier	Score	Meaning
1 • Portable	10	Commodity infrastructure or an open standard. Lift-and-shift; config moves, code does not change.
2 • Low	30	Managed flavour of an open engine or de-facto standard API. Data and config migrate; little code change.
3 • Moderate	50	AWS-specific API with a close equivalent on every major cloud. Code changes at the integration points.
4 • High	75	Proprietary programming or data model. The workload must be redesigned, not just re-pointed.
5 • Critical	95	No equivalent outside AWS. Rebuild, re-platform or replace with a product; often a business change.

● Tier 5 • Critical 3 services

Service	Why this tier	Recommended migration path	Equivalents	Typical duration
DynamoDB Database \$44k/mo in scope	Proprietary key-value/document model. Single-table designs, GSIs, conditional writes, TTL and DynamoDB Streams are baked into application code and data layout. No wire-compatible equivalent outside AWS.	Redesign the data access layer. Common targets are Cosmos DB, Firestore/Bigtable, ScyllaDB (Alternator offers a DynamoDB-compatible API) or PostgreSQL JSONB. Replace Streams consumers. Run dual-writes during cutover.	Azure: Cosmos DB GCP: Firestore / Bigtable / Spanner Neutral: ScyllaDB Alternator / Cassandra / PostgreSQL	2-6 months per application
Connect Business apps \$21k/mo in scope	Full contact-centre platform - contact flows, phone numbers, Lex bots, Lambda integrations, recordings and agent desktop. Number porting and agent retraining make it a business transformation.	Select a CCaaS platform (Genesys, NICE, Five9, Dynamics 365 Contact Center), rebuild flows, port numbers, migrate recordings under retention rules, retrain agents.	Azure: Dynamics 365 Contact Center GCP: Contact Center AI Platform Neutral: Genesys Cloud / NICE CXone / Five9	6-12 months
SWF Integration \$712/mo in scope	Legacy proprietary workflow engine with a bespoke decider/worker model; no equivalent.	Rewrite on Temporal (the conceptual successor) or Durable Functions.	Azure: Durable Functions GCP: Workflows Neutral: Temporal	2-4 months

● Tier 4 • High 16 services

Service	Why this tier	Recommended migration path	Equivalents	Typical duration
Redshift Analytics \$62k/mo in scope	PostgreSQL-derived but proprietary MPP warehouse - distribution/sort keys, Spectrum external tables, stored procedures, UNLOAD/COPY from S3, Redshift ML and data sharing are all specific. Downstream BI and ELT jobs depend on its dialect.	Choose a warehouse (Snowflake or Databricks are cloud-neutral; BigQuery / Fabric Warehouse are native). Convert DDL and SQL with a translation tool, re-point ELT (dbt makes this far cheaper), reconcile results in parallel for several reporting cycles.	Azure: Fabric Warehouse / Synapse / Snowflake GCP: BigQuery Neutral: Snowflake / Databricks / ClickHouse	3-9 months per warehouse
Lambda Compute \$33k/mo in scope	The function code is portable, but the event model, triggers (S3, SQS, DynamoDB streams, EventBridge), IAM wiring, layers and runtime limits are AWS-specific. Real Lambda estates are mostly glue between other AWS services.	Inventory triggers first. Repackage as containers on Cloud Run / Container Apps / Knative, or rewrite as Azure Functions; replace each event source with the target's equivalent. Migrate with the services it glues together, not alone.	Azure: Azure Functions / Container Apps GCP: Cloud Run functions Neutral: Knative / OpenFaaS on Kubernetes	4-12 weeks per application
Glue Analytics \$15k/mo in scope	Spark under the hood, but jobs use GlueContext/DynamicFrame APIs, the Glue Data Catalog, crawlers and Glue workflows. The catalog is usually shared by Athena, EMR, Redshift Spectrum and Lake Formation, so it is a hub.	Port jobs to plain Spark (Databricks, Dataproc, Synapse Spark), migrate the catalog to Unity / Hive Metastore / Dataplex, and replace crawlers with explicit schemas.	Azure: Data Factory + Databricks GCP: Dataproc / Dataflow + Dataplex Neutral: Spark + Airflow + Hive Metastore	1-4 months
Kinesis Streams Analytics \$9.7k/mo in scope	Proprietary streaming API (shards, KCL checkpointing in DynamoDB, enhanced fan-out). Producers and consumers must be rewritten.	Move to Kafka (MSK-equivalent, Confluent, Event Hubs Kafka endpoint) or Pub/Sub; rewrite producers/consumers against the Kafka API to avoid the next lock-in.	Azure: Event Hubs (Kafka API) GCP: Pub/Sub / Managed Kafka Neutral: Apache Kafka / Redpanda	1-3 months
Cognito Security \$8.0k/mo in scope	User pools hold customer identities; password hashes cannot be exported, and triggers / hosted UI are AWS-specific. Customers notice an identity migration.	Move to Entra External ID, Identity Platform, Auth0 or Keycloak using lazy (on-login) migration; plan MFA re-enrolment and app token changes.	Azure: Entra External ID GCP: Identity Platform Neutral: Auth0 / Keycloak / Okta CIC	2-4 months (customer-facing)
Step Functions Integration \$7.4k/mo in scope	Workflows are written in Amazon States Language with direct service integrations to 200+ AWS APIs; nothing executes ASL outside AWS.	Rewrite workflows in Logic Apps / Durable Functions, Google Workflows, or Temporal (cloud-neutral and code-first). Redesign each service integration step.	Azure: Logic Apps / Durable Functions GCP: Workflows Neutral: Temporal / Argo Workflows	1-3 months
QuickSight Analytics \$5.9k/mo in scope	Proprietary BI tool; dashboards, SPICE datasets and embedding cannot be exported to other BI products.	Rebuild priority dashboards in Power BI, Looker or Superset; retire the long tail. Treat as a business change, not a technical migration.	Azure: Power BI GCP: Looker Neutral: Apache Superset / Tableau	1-3 months

Service	Why this tier	Recommended migration path	Equivalents	Typical duration
AppSync Integration \$4.3k/mo in scope	GraphQL is standard but AppSync resolvers (VTL / APPSYNC_JS), data-source bindings and subscriptions are proprietary.	Re-implement with Apollo Server / Hasura / Azure API Management GraphQL; rewrite resolvers.	Azure: API Management (GraphQL) / Hasura GCP: Apollo on Cloud Run Neutral: Apollo / Hasura	1-3 months
Lex AI/ML \$3.1k/mo in scope	Proprietary bot definitions, intents and Connect integration.	Rebuild bots in Copilot Studio / Dialogflow CX or an LLM-based assistant.	Azure: Copilot Studio GCP: Dialogflow CX Neutral: Rasa / LLM agents	1-3 months
Pinpoint Business apps \$2.8k/mo in scope	Proprietary campaign, journey and segment definitions; sender IDs and registered numbers are tied to AWS. AWS ends support for Pinpoint's engagement features (campaigns, journeys, segments, analytics) on 30 October 2026; SMS, voice and push continue as AWS End User Messaging.	Move to Braze / Twilio / Azure Communication Services, or within AWS to Connect outbound campaigns; re-register sender IDs and short codes.	Azure: Azure Communication Services GCP: Firebase Cloud Messaging + partner Neutral: Braze / Twilio	1-3 months
Timestream Database \$2.0k/mo in scope	Proprietary time-series engine and SQL dialect (Timestream for InfluxDB is the portable variant).	Move to InfluxDB, TimescaleDB, Azure Data Explorer or Bigtable; rewrite queries and ingestion.	Azure: Azure Data Explorer GCP: Bigtable / BigQuery Neutral: InfluxDB / TimescaleDB	1-3 months
EventBridge Integration \$1.7k/mo in scope	Proprietary event bus whose value is AWS-native event sources, rules, Pipes and the Scheduler. Event patterns and targets are AWS ARNs.	Re-implement routing on Event Grid / Eventarc or Kafka; replace AWS-native sources with the target's audit/event feeds; move schedules to the target scheduler.	Azure: Event Grid GCP: Eventarc / Cloud Scheduler Neutral: Kafka / Argo Events	1-2 months
Amplify DevOps \$1.3k/mo in scope	Opinionated framework that generates Cognito, AppSync, DynamoDB and Lambda backends; front-end hosting is portable, the generated backend is not.	Host front-ends on Static Web Apps / Firebase Hosting / Vercel; re-platform the backend along with Cognito, AppSync and DynamoDB.	Azure: Static Web Apps GCP: Firebase Hosting Neutral: Vercel / Netlify	1-3 months
Bedrock AgentCore AI/ML \$1.2k/mo in scope	Agent runtime, memory, gateway, identity and observability services with AWS-specific APIs. Agent code written with open frameworks is portable; the hosting, memory stores and tool gateway are not.	Keep agent logic in an open framework (LangGraph, Strands, Claude Agent SDK); re-host on Azure AI Foundry Agent Service, Vertex AI Agent Engine or containers; migrate memory to a vector/relational store you control.	Azure: Azure AI Foundry Agent Service GCP: Vertex AI Agent Engine Neutral: Containers + open agent frameworks	1-2 months
Lake Formation Analytics \$640/mo in scope	Proprietary fine-grained permission layer over the Glue catalog; access policies must be re-modelled.	Re-implement as Unity Catalog, Microsoft Purview / OneLake security, or Dataplex policies.	Azure: Microsoft Purview / OneLake security GCP: Dataplex / BigLake Neutral: Unity Catalog / Apache Ranger	1-2 months
Data Pipeline Analytics \$327/mo in scope	Legacy proprietary orchestration (in maintenance mode).	Rewrite as Airflow DAGs or Data Factory pipelines.	Azure: Data Factory GCP: Cloud Composer Neutral: Apache Airflow	1-2 months
■ Tier 3 · Moderate 10 services				
Service	Why this tier	Recommended migration path	Equivalents	Typical duration
SageMaker AI/ML \$23k/mo in scope	Models (PyTorch, XGBoost, Hugging Face) and containers are portable, but pipelines, feature store, endpoints and Studio domains are SageMaker-specific.	Move training/inference to Azure ML / Vertex AI or Kubeflow/MLflow; rebuild pipelines and feature store.	Azure: Azure Machine Learning GCP: Vertex AI Neutral: Kubeflow / MLflow / KServe	1-3 months
API Gateway Integration \$11k/mo in scope	OpenAPI definitions export, but Lambda/VTL integrations, authorizers, usage plans and WebSocket routes are AWS-specific.	Export OpenAPI, re-implement on Azure API Management, Apigee or Kong; rewrite authorizers and mapping templates.	Azure: API Management GCP: Apigee / API Gateway Neutral: Kong / Envoy Gateway	3-8 weeks
Bedrock AI/ML \$7.6k/mo in scope	Foundation models (Anthropic Claude, Llama, Mistral) are available on other clouds and direct from providers, but Bedrock Agents, Knowledge Bases, Guardrails and Flows are proprietary orchestration.	Call the same models via Vertex AI / Azure AI Foundry or the provider's own API; re-implement agents and RAG pipelines with a portable framework; re-run evaluations.	Azure: Azure AI Foundry GCP: Vertex AI Neutral: Provider APIs (Anthropic	3-8 weeks
Neptune Database \$6.8k/mo in scope	Graph database using open query languages (Gremlin, openCypher, SPARQL), but loaders, IAM auth and Neptune-specific extensions need rework.	Move to Neo4j, Cosmos DB for Gremlin or JanusGraph; re-validate query behaviour.	Azure: Cosmos DB for Apache Gremlin GCP: Neo4j AuraDB / Spanner Graph Neutral: Neo4j / JanusGraph	1-3 months
Athena Analytics \$6.6k/mo in scope	Trino/Presto-based SQL, so queries are largely portable, but it is bound to the Glue Data Catalog, S3 locations and Athena workgroups.	Move tables to Iceberg/Delta, query with Trino, BigQuery or Databricks SQL.	Azure: Fabric / Synapse serverless SQL GCP: BigQuery Neutral: Trino / Starburst	3-8 weeks
SQS Integration \$3.6k/mo in scope	Simple semantics, but a proprietary API; every producer and consumer needs a code change.	Move to Service Bus / Pub/Sub / RabbitMQ behind a small messaging abstraction; drain queues at cutover.	Azure: Service Bus / Storage Queues GCP: Pub/Sub / Cloud Tasks Neutral: RabbitMQ / NATS	2-6 weeks
Transcribe AI/ML \$3.4k/mo in scope	Proprietary speech API; custom vocabularies need recreating.	Swap to Azure AI Speech / Speech-to-Text or Whisper.	Azure: Azure AI Speech GCP: Speech-to-Text Neutral: Whisper	2-4 weeks

Service	Why this tier	Recommended migration path	Equivalents	Typical duration
Textextract AI/ML \$3.0k/mo in scope	Proprietary document-extraction API and output schema.	Move to Azure Document Intelligence / Document AI; re-map output parsing and re-validate accuracy.	Azure: Document Intelligence GCP: Document AI Neutral: Open-source OCR + LLM extraction	1-2 months
Firehose Analytics \$2.6k/mo in scope	Managed delivery pipeline with AWS-only sources and destinations.	Replace with Kafka Connect, Event Hubs Capture, or Dataflow templates.	Azure: Event Hubs Capture / Stream Analytics GCP: Dataflow / Pub/Sub subscriptions Neutral: Kafka Connect / Vector	3-6 weeks
SNS Integration \$1.8k/mo in scope	Proprietary pub/sub and SMS/mobile push API, usually fanned out to SQS and Lambda.	Move topics to Event Grid / Service Bus topics / Pub/Sub; move SMS to a CPaaS provider (Twilio, Azure Communication Services).	Azure: Event Grid / Service Bus topics GCP: Pub/Sub Neutral: NATS / Kafka + Twilio	2-6 weeks
■ Tier 2 - Low 18 services				
Service	Why this tier	Recommended migration path	Equivalents	Typical duration
RDS / Aurora Database \$107k/mo in scope	PostgreSQL, MySQL, MariaDB, SQL Server and Oracle engines, plus Aurora (PostgreSQL/MySQL compatible). Schemas and SQL move; Aurora-only features (Global Database, Babelfish, Aurora Serverless scaling, IAM DB auth) and Oracle/SQL Server licensing need attention.	Migrate with native replication or DMS-equivalents (Azure DMS, Database Migration Service) into Azure Database / Cloud SQL / AlloyDB. Cut over per database with a short read-only window.	Azure: Azure Database for PostgreSQL/MySQL / Azure SQL GCP: Cloud SQL / AlloyDB Neutral: Self-managed PostgreSQL (CloudNativePG)	2-8 weeks per database
S3 Storage \$55k/mo in scope	The S3 API is a de-facto standard implemented by most object stores, but bucket policies, event notifications, lifecycle rules, Object Lock and presigned URL patterns need translating, and large data sets incur egress cost and transfer time.	Copy with rclone / Storage Transfer Service / AzCopy; use S3-compatible endpoints where code depends on the S3 SDK; recreate lifecycle, retention and event rules.	Azure: Blob Storage GCP: Cloud Storage Neutral: MinIO / Ceph RGW	1-8 weeks (data-volume bound)
ECS Compute \$14k/mo in scope	Containers are portable but ECS task definitions, service discovery and deployment wiring are AWS-specific and must be rewritten.	Convert task definitions to Kubernetes manifests or Azure Container Apps / Cloud Run definitions. Images move unchanged.	Azure: Container Apps / AKS GCP: Cloud Run / GKE Neutral: Kubernetes / Nomad	2-6 weeks per service group
Direct Connect Networking \$11k/mo in scope	Physical circuits; lead times for new carrier connections dominate.	Order ExpressRoute / Cloud Interconnect early (8-16 week lead time is common).	Azure: ExpressRoute GCP: Cloud Interconnect Neutral: Carrier MPLS	2-4 months (carrier lead time)
EMR Analytics \$11k/mo in scope	Open-source Spark, Hive, Presto, Flink. EMRFS, bootstrap actions and step orchestration need adjusting.	Run the same jobs on Databricks, Dataproc or HDInsight; swap s3:// paths and IAM roles.	Azure: Databricks / HDInsight GCP: Dataproc Neutral: Spark on Kubernetes	1-2 months
Marketplace (3rd party) Third-party software \$9.2k/mo in scope	Third-party software bought through AWS billing. The product usually exists on other clouds or direct from the vendor; contracts and private offers need re-papering.	Re-contract directly or via the target cloud's marketplace; align with contract renewal dates.	Azure: Azure Marketplace GCP: Google Cloud Marketplace Neutral: Direct vendor contract	Contract-bound
CloudWatch Management \$8.4k/mo in scope	Metrics, logs, alarms and dashboards are re-creatable, but Embedded Metric Format, Logs Insights queries and alarm-driven automation are AWS-specific.	Standardise on OpenTelemetry and ship to Azure Monitor / Cloud Monitoring / Grafana stack; rebuild alarms and dashboards from code.	Azure: Azure Monitor GCP: Cloud Monitoring / Logging Neutral: Grafana / Prometheus / Loki / Datadog	2-4 weeks
CloudFront Networking \$7.4k/mo in scope	A CDN like any other, but Lambda@Edge / CloudFront Functions and signed-URL schemes are proprietary.	Move to Front Door, Cloud CDN, Cloudflare or Akamai; rewrite edge functions.	Azure: Front Door GCP: Cloud CDN Neutral: Cloudflare / Akamai / Fastly	1-3 weeks
Network Firewall Networking \$5.3k/mo in scope	Suricata-compatible rules; policy structure is AWS-specific.	Translate rules to Azure Firewall / Cloud NGFW or a vendor NGFW.	Azure: Azure Firewall GCP: Cloud NGFW Neutral: Palo Alto / Fortinet	2-4 weeks
Managed Flink Analytics \$3.6k/mo in scope	Apache Flink applications are portable; legacy Kinesis SQL applications are not.	Run Flink jobs on Confluent, Ververica, or Flink on Kubernetes; rewrite any legacy SQL apps.	Azure: Flink on HDInsight on AKS / Stream Analytics GCP: Dataflow / Flink on GKE Neutral: Apache Flink	1-2 months
Backup Storage \$3.4k/mo in scope	Backup policies and vaults are AWS-specific; the protected data moves with each workload. Retained backups must be kept (or restored and re-protected) to meet retention obligations.	Recreate policies in Azure Backup / Backup and DR; keep the AWS vault read-only until retention expires.	Azure: Azure Backup GCP: Backup and DR Neutral: Veeam / Commvault	Retention-bound tail
KMS Security \$2.4k/mo in scope	Keys cannot be exported from KMS. Data encrypted under KMS must be decrypted and re-encrypted on the target; envelope-encryption code calls the KMS API.	Create keys in Key Vault / Cloud KMS (or an external HSM / BYOK), re-encrypt data during migration, swap the SDK calls.	Azure: Key Vault / Managed HSM GCP: Cloud KMS / Cloud HSM Neutral: HashiCorp Vault / Thales HSM	Moves with the workload
Directory Service Security \$2.2k/mo in scope	Managed Microsoft AD - standard Active Directory.	Extend trusts to Entra Domain Services / Managed AD on the target and migrate members.	Azure: Entra Domain Services GCP: Managed Service for Microsoft AD Neutral: Active Directory	1-2 months

Service	Why this tier	Recommended migration path	Equivalents	Typical duration
ACM / Private CA Security \$1.6k/mo in scope	Public certificates are free to reissue elsewhere; a private CA hierarchy must be re-established and trusted by every client.	Reissue public certs on the target; plan a private CA trust rollout (or adopt a cloud-neutral CA such as Vault PKI).	Azure: Key Vault certificates GCP: Certificate Authority Service Neutral: Vault PKI / EJBCA	2-6 weeks
WAF Security \$1.5k/mo in scope	Rule concepts are common; rule syntax and managed rule groups are AWS-specific.	Translate rules to Azure WAF / Cloud Armor / Cloudflare WAF; re-tune in detection mode before enforcing.	Azure: Azure WAF GCP: Cloud Armor Neutral: Cloudflare / Akamai WAF	2-4 weeks
Global Accelerator Networking \$766/mo in scope	Anycast IP front door; static IPs cannot be moved.	Replace with Front Door / global load balancer; plan for client IP allow-list changes.	Azure: Front Door / cross-region Load Balancer GCP: Global external Load Balancer Neutral: Cloudflare Spectrum	2-4 weeks
Secrets Manager Security \$647/mo in scope	Simple secret store, but rotation Lambdas and SDK calls are AWS-specific.	Move secrets to Key Vault / Secret Manager / Vault; rewrite rotation; prefer External Secrets Operator for Kubernetes workloads.	Azure: Key Vault GCP: Secret Manager Neutral: HashiCorp Vault	1-2 weeks
Batch Compute \$0/mo in scope	Container jobs on EC2/Fargate; job definitions and queues are AWS-specific.	Move to Azure Batch, Google Batch, or Kubernetes Jobs / Argo Workflows.	Azure: Azure Batch GCP: Google Batch Neutral: Kubernetes Jobs / Slurm	2-4 weeks
■ Tier 1 · Portable 12 services				
Service	Why this tier	Recommended migration path	Equivalents	Typical duration
EC2 Compute \$188k/mo in scope	Virtual machines running standard operating systems. Images can be exported or rebuilt from configuration management.	Rehost VMs (Azure Migrate, Google Migrate to VMs, or rebuild from Packer/Ansible images). Re-baseline instance sizes on the target.	Azure: Virtual Machines GCP: Compute Engine Neutral: VMware / OpenStack / bare metal	1-4 weeks per application
EC2 Other (EBS, NAT, transfer) Compute \$43k/mo in scope	Block storage, snapshots, NAT gateways, elastic IPs and data transfer. Commodity primitives on every cloud.	Recreate volumes and network egress on the target; move data with snapshots or block replication. Budget for one-off egress charges.	Azure: Managed Disks / NAT Gateway GCP: Persistent Disk / Cloud NAT Neutral: SAN / Ceph	Moves with the workload
EKS Compute \$14k/mo in scope	Upstream Kubernetes. Manifests and Helm charts run on any conformant cluster; AWS-specific add-ons (IRSA, ALB controller, EBS CSI) are small and swappable.	Stand up AKS/GKE/on-prem Kubernetes, swap cloud add-ons (identity, ingress, storage classes), redeploy via GitOps.	Azure: AKS GCP: GKE Neutral: OpenShift / Rancher / upstream Kubernetes	2-6 weeks per cluster
VPC Networking \$12k/mo in scope	Standard network constructs (subnets, routing, VPN, IPAM); only the console and APIs differ.	Design the target landing-zone network; reuse the IP plan where possible.	Azure: Virtual Network GCP: VPC Neutral: Data-centre networking	Part of landing zone
MSK (Kafka) Analytics \$7.9k/mo in scope	Standard Apache Kafka.	Mirror topics with MirrorMaker 2 / Cluster Linking and cut consumers over.	Azure: Event Hubs (Kafka) / Confluent GCP: Managed Service for Apache Kafka Neutral: Apache Kafka / Redpanda	2-6 weeks
FSx Storage \$5.7k/mo in scope	Managed Windows File Server, Lustre, ONTAP or OpenZFS - all standard file systems.	Replicate to the equivalent managed file system (ONTAP SnapMirror where applicable).	Azure: Azure Files / NetApp Files GCP: Filestore / NetApp Volumes Neutral: NetApp / Windows File Server	2-4 weeks
OpenSearch Analytics \$4.7k/mo in scope	Open-source OpenSearch / Elasticsearch APIs (Serverless collections have a reduced API).	Snapshot/restore or reindex into Elastic Cloud, OpenSearch on Kubernetes or Azure AI Search where suitable.	Azure: Elastic Cloud on Azure GCP: Elastic Cloud on GCP Neutral: OpenSearch	2-4 weeks
ELB Networking \$4.2k/mo in scope	Standard L4/L7 load balancing.	Recreate listeners and rules on Application Gateway / Cloud Load Balancing / Envoy.	Azure: Load Balancer / Application Gateway GCP: Cloud Load Balancing Neutral: HAProxy / F5 / Envoy	Moves with the workload
ElastiCache Database \$4.2k/mo in scope	Managed Redis / Valkey / Memcached - open engines.	Provision the target cache and warm it; caches rarely need data migration.	Azure: Azure Cache for Redis GCP: Memorystore Neutral: Redis / Valkey	Days
MWAA (Airflow) Analytics \$2.0k/mo in scope	Apache Airflow; DAGs are portable apart from AWS operators.	Move DAGs to Cloud Composer, Astronomer or Airflow on Kubernetes; swap AWS operators.	Azure: Data Factory Workflow Orchestration Manager / Astronomer GCP: Cloud Composer Neutral: Apache Airflow	2-4 weeks
Amazon MQ Integration \$1.4k/mo in scope	Managed ActiveMQ / RabbitMQ - standard protocols (AMQP, MQTT, STOMP, JMS).	Shovel/federate queues to the target broker and cut clients over.	Azure: Service Bus (AMQP) / RabbitMQ on AKS GCP: RabbitMQ on GKE Neutral: RabbitMQ / ActiveMQ	1-3 weeks
Route 53 Networking \$991/mo in scope	DNS zones export as standard zone files. Alias records, health-check routing and Resolver rules need translating.	Export zones, recreate in Azure DNS / Cloud DNS / NS1, then lower TTLs and switch NS records.	Azure: Azure DNS GCP: Cloud DNS Neutral: NS1 / Cloudflare DNS	1-2 weeks

Unclassified services in this estate

Scored as Moderate (tier 3) until added to the catalog.

- AWS Transform — \$495/month

B Appendix: methodology

Data sources

Spend comes from AWS Cost Explorer in the management (payer) account: amortised cost per account per service per month, excluding tax, credits, refunds and support. Marketplace purchases are grouped as one third-party line. Accounts and OU structure come from AWS Organizations. The optional deep scan counts resources (Lambda functions, DynamoDB tables, state machines, stacks and more) in each member account through a read-only role. All API calls are read-only.

Scoring

Each service's tier maps to a score: Portable 10, Low 30, Moderate 50, High 75, Critical 95. An account's **inherent risk** is the spend-weighted average of its services' scores.

The report gives **two OU scores**. **By spend** weights each account by its share of in-scope spend, so a small account full of proprietary services scores high on its own yet moves the score very little. **By number of accounts** counts every account with spend equally, so one large account (for example a contact centre on Connect) cannot dominate it. A gap between the two shows whether risk is concentrated in a few big accounts or spread across many. An account's **contribution** is its inherent risk $\times$ its weight under the weighting chosen in the bar at the top (by spend unless changed).

Ratings: Low $< 25 \leq$ Moderate $< 40 \leq$ Elevated $< 55 \leq$ High $< 70 \leq$ Critical.

Estimate

The cost and time figures depend on the delivery questions in section 5. Until they are answered, the report marks the figures provisional and keeps them out of the bottom line.

Effort is built bottom-up: each material service in each account contributes the catalog's engineer-weeks for one workload, scaled by the square root of its spend relative to US\$1,000/month (and by its resource count where the deep scan ran). Account overhead, a target landing zone, programme management and contingency are added, and the total is adjusted for delivery maturity from the questionnaire. Duration is the longer of effort $\div$ available capacity and the critical path of the hardest tier present.

Limitations

- Spend is a proxy for size; a cheap service can still be hard to move (the deep scan's resource counts partly correct for this).
- RDS spend covers all engines; Aurora-specific features and commercial engines (Oracle, SQL Server) appear in the deep scan's engine breakdown.
- Contractual exit costs (EDP commitments, Savings Plans, Reserved Instances) and target-cloud run costs are outside the estimate.
- The estimate is an order-of-magnitude planning figure for an executive decision, not a delivery quote.