

Cloud: on our terms

Janet Networkshop 2014 Lightening Talks

Tomo
Network / Telecoms / Security
London Business School



Cloud: on our terms Solution Overview

Compute Solution

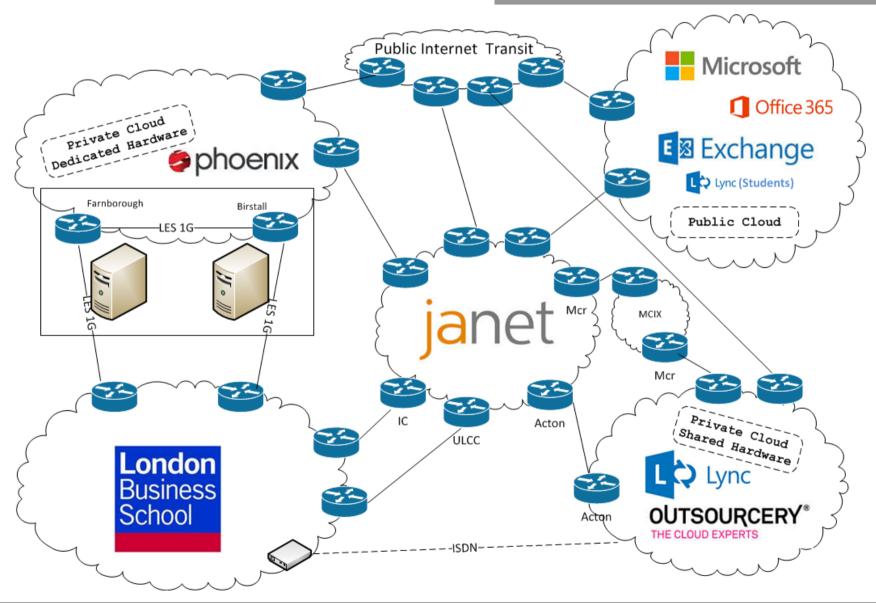
- Two DCs
 - Farnborough (Production)
 - Birstall (DR / UAT / SIT / Dev)
- Platform as a Service
 - Managed WAN & network, Storage,
 Compute Hardware, Hypervisors
 - Supplier deploys VMs and monitors production environment
 - We manage the applications but suppliers provide 24/7 monitoring and 1st line break fix escalation
 - In event of DR, Production can replace UAT/SIT/Dev environments.

Collaboration Solution

- Email in Office 365
 - Staff/Faculty/PhDs: Exch Online Plan
 - Students Plan A2 Email only
- Dedicated Lync
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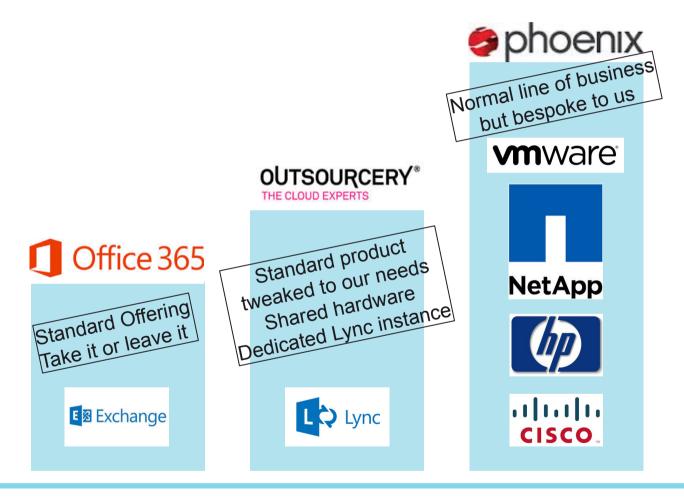
Cloud: on our terms

How it all connects together



Lync in the Cloud Cloud value chain

Features



Cost



London Business School



Introduction

- About the School
- The existing Infrastructure
- Problems we needed to solve

Requirements

- Overview of Procurement
- Market Response

The Solution

- The technology solution Data Centres,
 Cloud, Lync and how it all fits together
- Contractual arrangements
- Where we are now

The Journey

Transforming the way we work





Lync in the Cloud The School at a Glance

MBAs (B2C)

- Postgraduate only with Business and Finance focus
- Generally top 5 school in rankings such as FT, Economist, BusinessWeek



Approx 1000 MBAs per annum

Corporate Education (B2B)

- Open and Bespoke professional education programmes
- 50% of our annual turnover

Research

Global Leader in Business Research, 5* RAE in UK.

Europe

Regent's Park, London

Middle East

 Dubai International Finance Centre

Americas

Columbia University New York

Asia

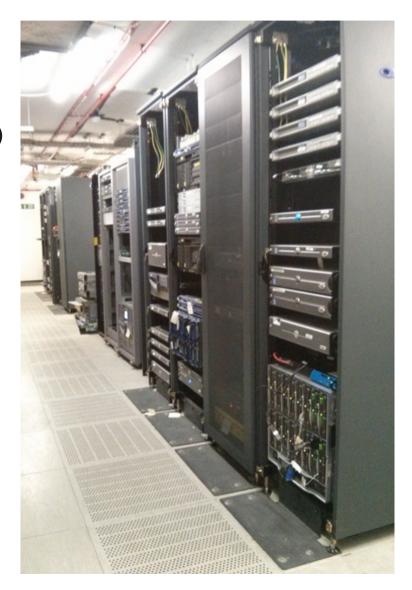
Hong Kong University

Worldwide

36000 Alumni in 130 countries

Existing Compute Infrastructure

- Environmental Challenges (water leaks, cooling, planning)
- Required significant investment
 - Environmental
 - Compute infrastructure EOL in 2014
- Single Point of failure for compute platform
 - No space on campus for 2nd facility



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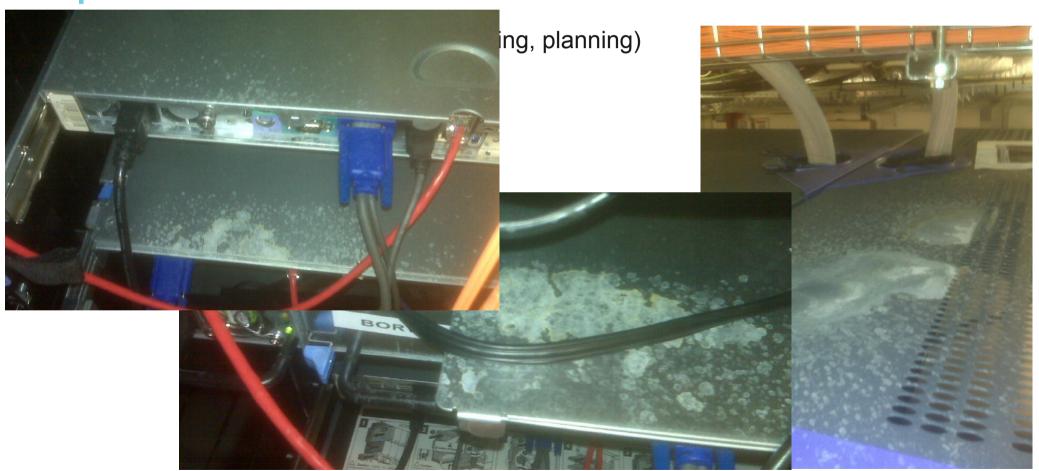


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Existing Compute Infrastructure



Existing Voice Infrastructure

Voice Estate

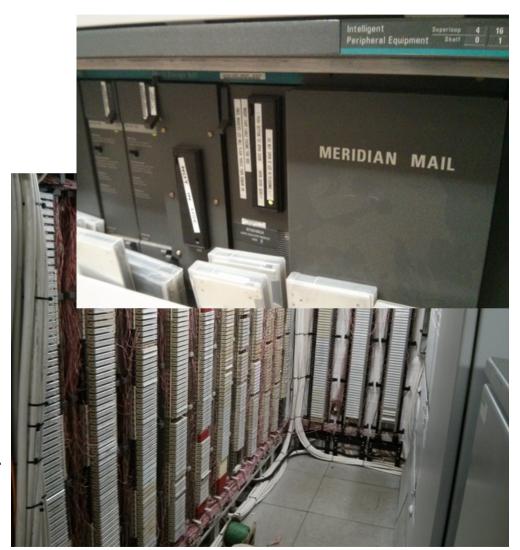
- 2 x Nortel Meridian PBX switches
 1 x Avaya Index
 serving approx 1300 extensions across 5 buildings
- Predominately analogue TDM, limited VOIP deployment.
- All PBXs fully depreciated assets
- Inability to upgrade capacity without significant investment
- Moves and Changes resource intensive
- Basic telephony, no contact centre, no clearing.
 Not considered a business critical function.



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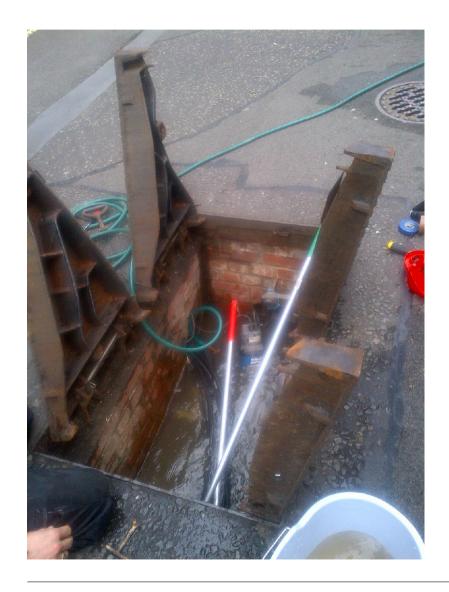
Too much Infrastructure Convergence

Friday. 4pm.



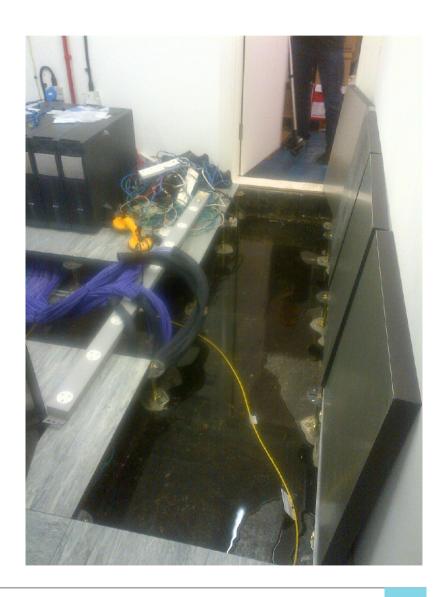














Compute Platform

- Exit existing campus data to release space and move to one or more offsite data centres.
- Adding little value to the management of the data centre environment, network, hardware, storage, hypervisor, etc.

Lync in the Cloud Issues to resolve

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Voice Platform

 Jump from a predominately analogue/TDM estate to an IP based Unified Communication platform to "as a service"

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Capacity to grow

 Lease agreed for Old Marylebone Town Hall to double our available teaching space, and other space coming online



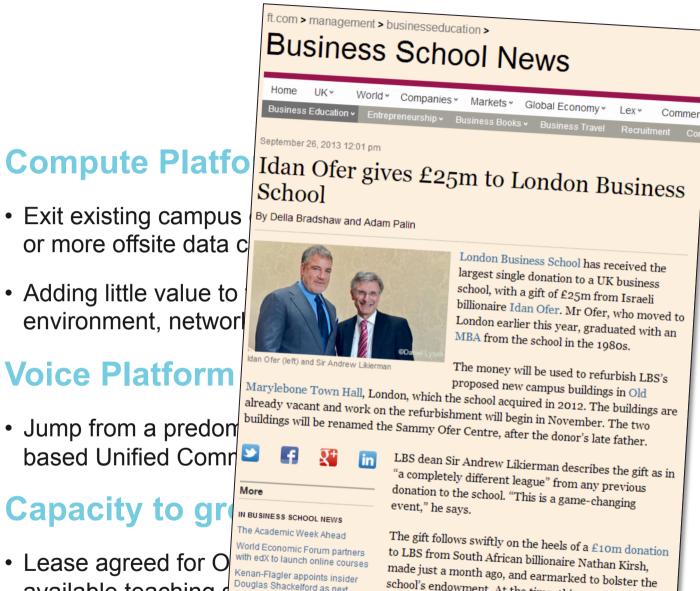
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- Adding little value to environment, network

Voice Platform

 Jump from a predon based Unified Comr

Capacity to gr

 Lease agreed for O available teaching



school's endowment. At the time, this was the largest

donation to the school

Lync in the Cloud

Issues to resolve

Samy Ofer Centre



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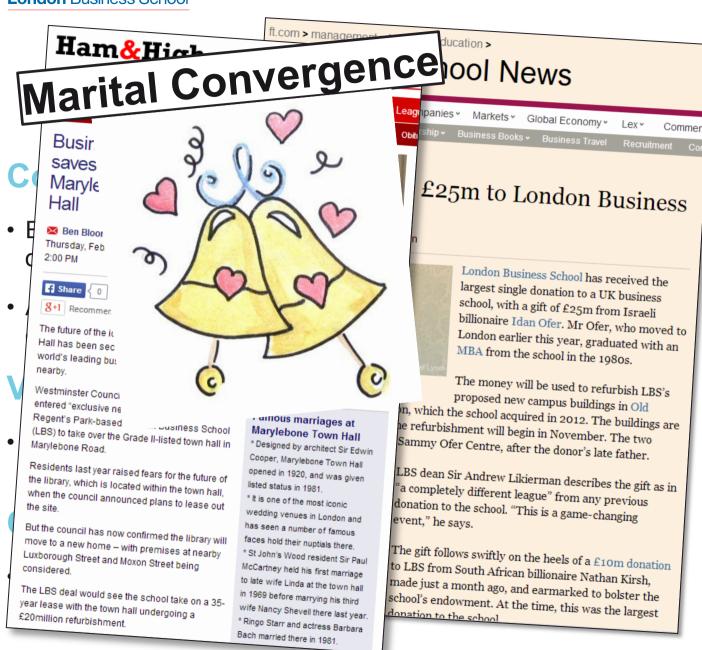
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Bach married there in 1981



Issues to resolve

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Procurement

Lots of Lots



Procurement – Compute and Collaboration Services

- Lot 0: Prequalification
- Lot 1: Colocation
- Lot 2: Platform as a Service (PaaS)
- Lot 3A: Hosted Email
- Lot 3B: Hosted Telephony / Unified Comms
- Lot 3C: Storage as a Service
- Lot 3D: MS-SQL as a Service
- Lot 3E: Other supporting services

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Procurement – Compute and Collaboration Services

Procurement responses:

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Best and Final Offers:





Procurement – Compute and Collaboration Services

Procurement outline:

Selected Partner:

- Lot 0: Prequalification
- Lot 1: Colocation
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What happened to the Email and Telephony lots?

Market Response

Lot 3A: Hosted Email

- Microsoft live@edu had morphed into Office365 for Education during the procurement exercise
- Office 365 for Education was a commercial threat and it wasn't worth the suppliers time in responding to Lot 3A for an Education customer.
- Google Apps for Education was also an option, but a poor fit strategically for us.

Lot 3B: Hosted Telephony / Unified Comms

- Microsoft Lync was suggested as the solution we should deploy. Growing maturity of the product suggested it was right for PBX replacement.
- Other solutions (Avaya, Mitel) were offered but commercially did not stack up against Lync Education licencing.

Procurement v2 – Collaboration Services

Procurement outline:

- Lot 0: Prequalification
- Lot 4: Hosted Email
- Lot 5: Hosted Telephony / Unified Comms























Procurement v2 – Collaboration Services

Procurement responses:

- Lot 0: Prequalification
- Lot 4: Hosted Microsoft Office 365 Email
- Lot 5: Hosted Microsoft Lync









Collaboration Services - Possible Solutions



Office 365

 Professional Services to help us get there, and ongoing support if we needed it

Lync

 A dedicated Lync Appliance "in a box", we would need to host in data centre but all remotely managed





Office 365

No response

Lync

 Dedicated Lync solution hosted in the Cloud (white label service from SIPCOM)

Collaboration Services - Possible Solutions





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 Professional Services to help us get there, and ongoing support if we needed it.

Lync

 A dedicated Lync Solution hosted by Outsourcery for Staff/Faculty, and opportunity to ingrate with Office 365 for students.

Office 365

 Professional Services to help us get there and ongoing support if we needed it.

Lync

 Dedicated Lync solution hosted by Atia Communications but managed by Salford Software.

Collaboration Services - Preferred Supplier





• Professional Services to help us get there, and ongoing support if we needed it.

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 A dedicated Lync Solution hosted by Outsourcery for Staff/Faculty, and opportunity to ingrate with Office 365 for students.

Unique offering

- Microsoft pure play cloud provider
- Prepared to work with and integrate with Office 365 even though it's "eating their lunch"
- Shield us from Microsoft Office 365 support (e.g. voicemail issues)
 - avoid finger pointing
- Can scale for more users if O365 hybrid service doesn't work
- Upfront about potential issues

Lync in the Cloud Procurement Takeways

During procurement:

- Be as specific as you can about your requirements, but don't be specific about how to achieve the requirements.
- Think very carefully whether a question can help you make a decision and merit being scored.
 - We had some suppliers walk away due to the number of questions we had asked.
 - Pre-sales budgets are not bottomless.
- If you have a negotiated procedure available to you it might be a better fit for complex IT services requirements.

After procurement:

- Ensure everything you want is written down and documented, remove all ambiguity
- Engage good lawyers
- Don't assume you need to use their T&Cs
- Get someone removed from project to review documents before you sign.
 - Double check everything
- Think carefully about schedule of payments

Solution Overview

Convergence emerges



Lync in the Cloud Solution Overview

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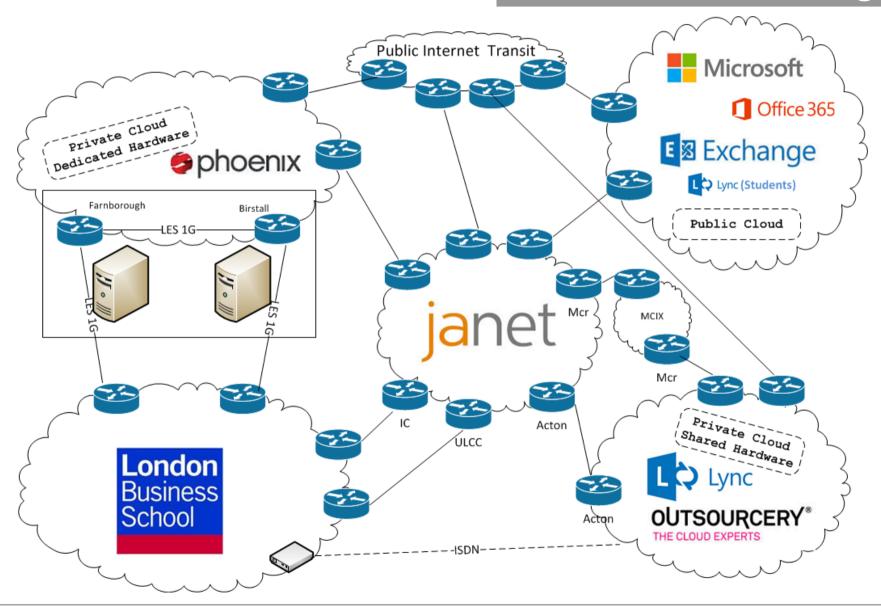
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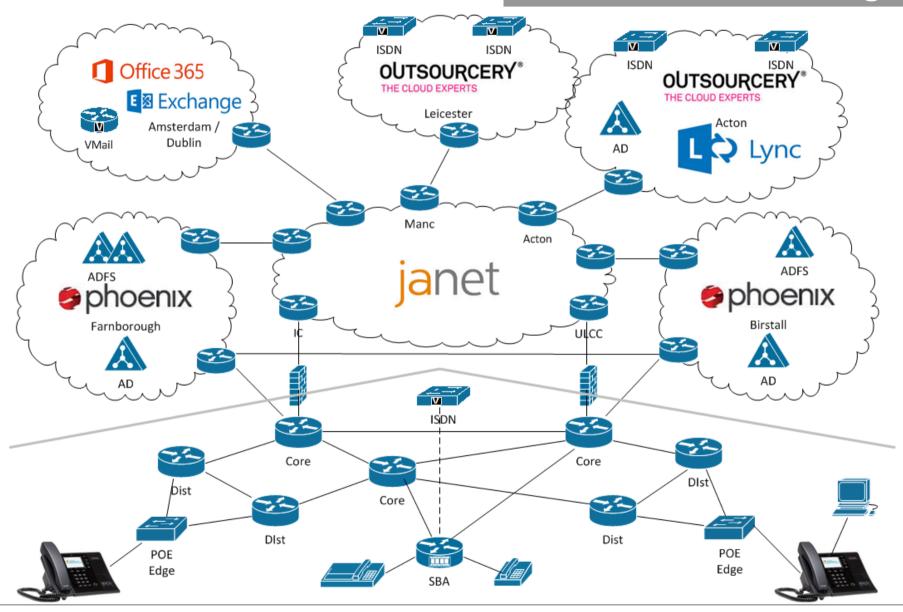
Lync in the Cloud Solution Overview

Customer Group	Exchange	Lync
Staff and Faculty	Office 365 Exchange Online	Outsourcery Hosted Lync
	Plan A2 Staff (Free) + Exch Online Plan 2 (Voicemail)	Campus Licence (Staff FTE)
PhD Students	Office 365 Exchange Online	Outsourcery Hosted Lync
	Plan A2 Student (Free)+ Exch Online Plan 2 (Voicemail)	Campus Licence (Free)
Common Area Phones	None	Outsourcery Hosted Lync
		Campus Licence (Free)
Analogue Phones	None	Outsourcery Hosted Lync via SBA
		Campus Licence (Free)
Students	Office 365	Office 365 Lync Online Lync Hybrid with Outsourcery
	Plan A2 Student	Plan A2 Student (Free)

How it all connects together



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Features

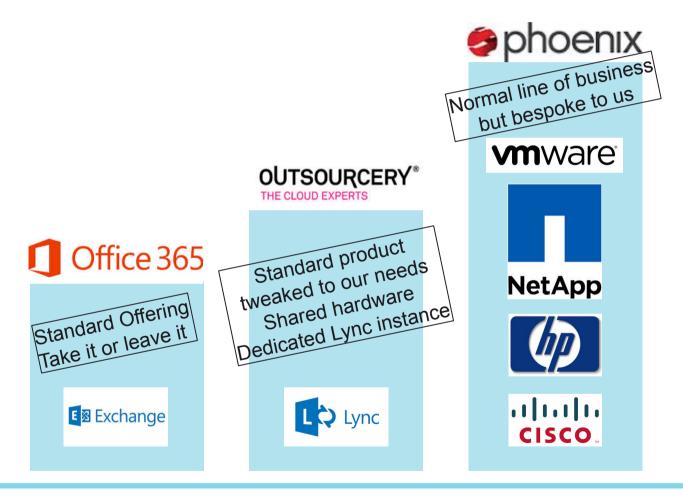
Features



Features



Features



Cloud Value – integrating the solutions

London Features Business School phoenix **m**ware **OUTSOURCERY®** THE CLOUD EXPERTS Office 365 **NetApp** L > Lync **E ≅** Exchange CISCO

Unified Comms Deployment strategy

Typically Unified Comms projects...

- Deploy a soft client, introduce IM and presence on UC platform
- Expand to desktop sharing, soft-client based audio and video
- Integrate with voice PBX
- Migrate call control to UC platform
- Ditch the PBX and withdraw most desktop phones

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Our project focus

PBX replacement first

- Enabling works to get office based users over into O365
- Deploy new desk based Lync handsets to replace analogue PBX phones
- Soft clients to follow later with full range of UC features

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Unified Comms Deployment strategy

Staff, Faculty & PhDs

- Polycom CX600 phone on desk
 - Fast track PBX replacement
- Desktop PC estate undergoing TLC
 - Windows XP
 - Refresh underway
- Deploying UC has risk of creating misunderstanding
 - Risk of rejecting the technology
 - Bite size chunks
- Target potential early adopters with specific business needs to champion UC.

Unified Comms Deployment strategy

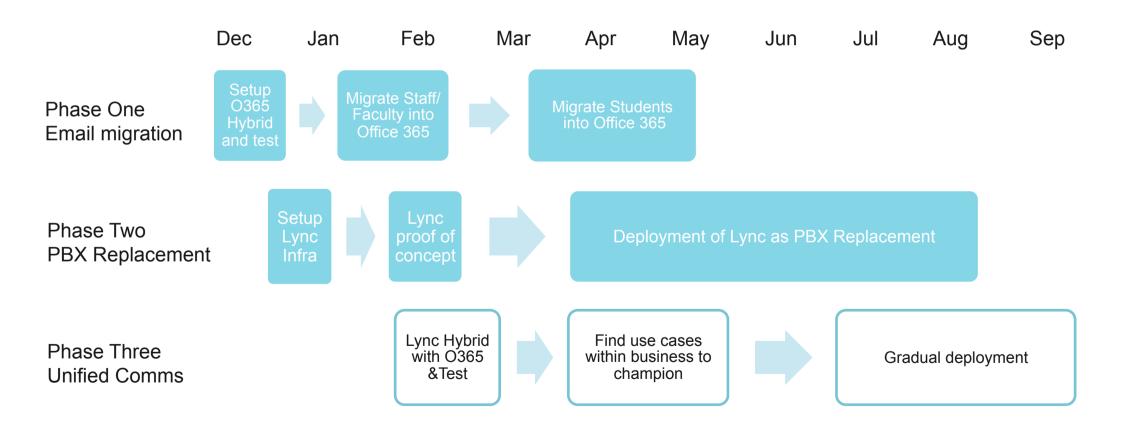
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Students

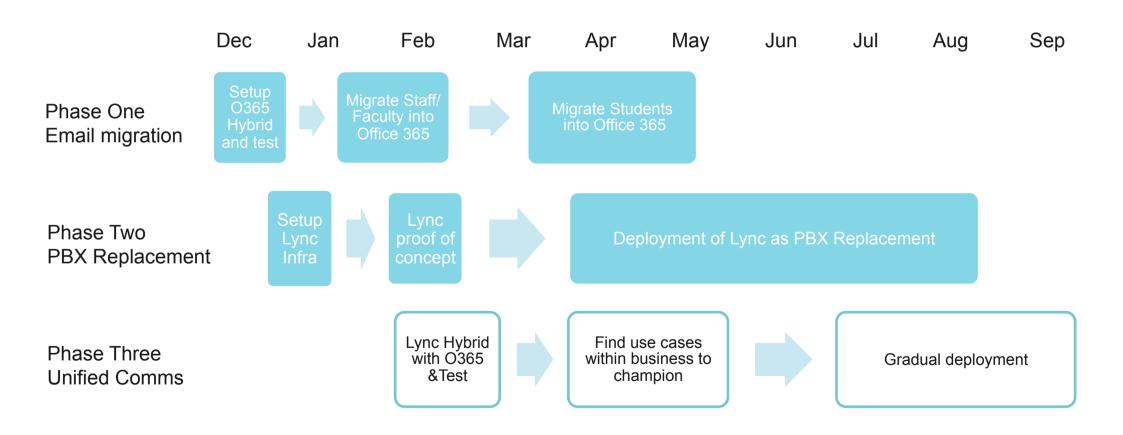
- Consume Lync from their Plan A2 licence in Office 365.
- Hybrid configuration of the Outsourcery dedicated Lync instance for staff/faculty with a shared domain of london.edu
- Exact deployment date not yet agreed with business.

Lync in the Cloud Deployment Schedule



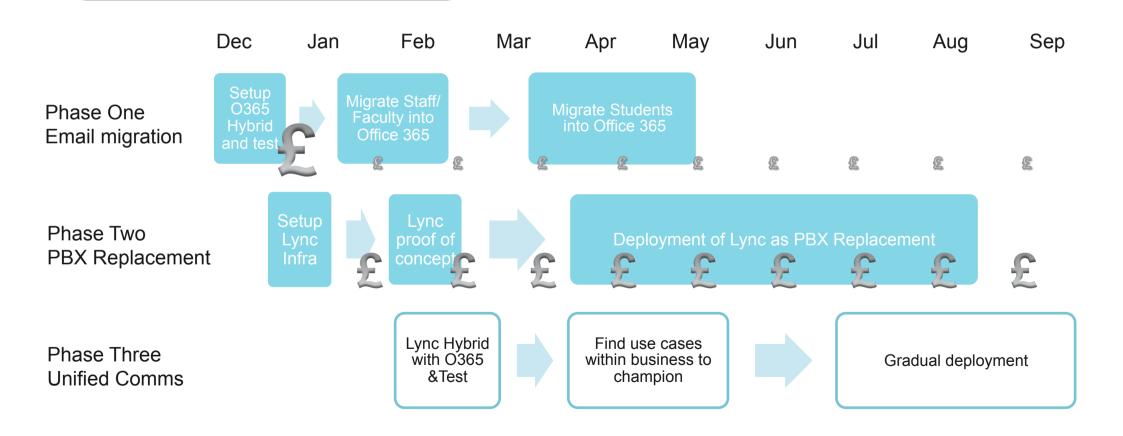
Contractual Arrangements

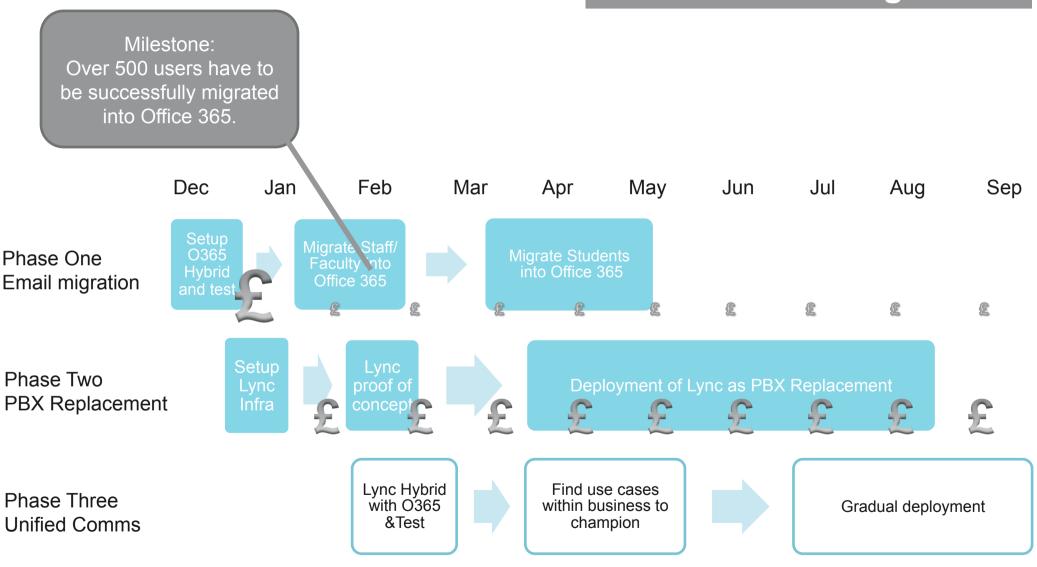
How to structure the contract to incentivise the supplier to deliver?

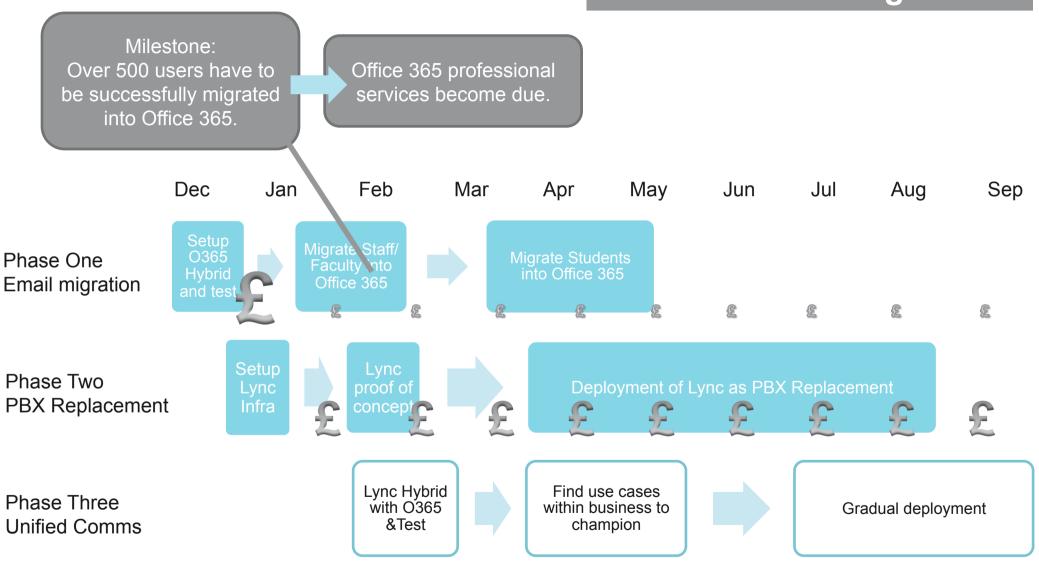


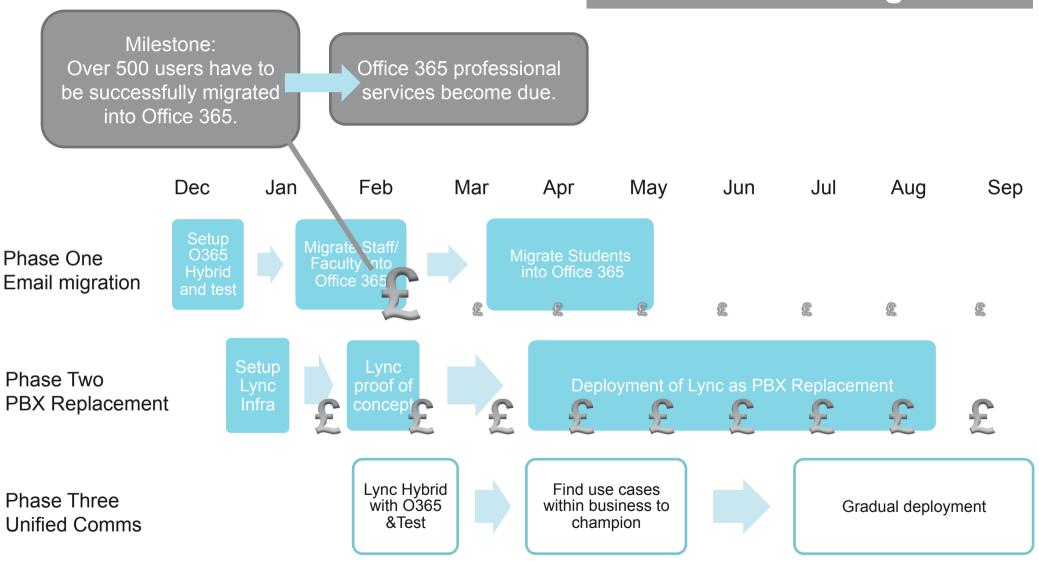
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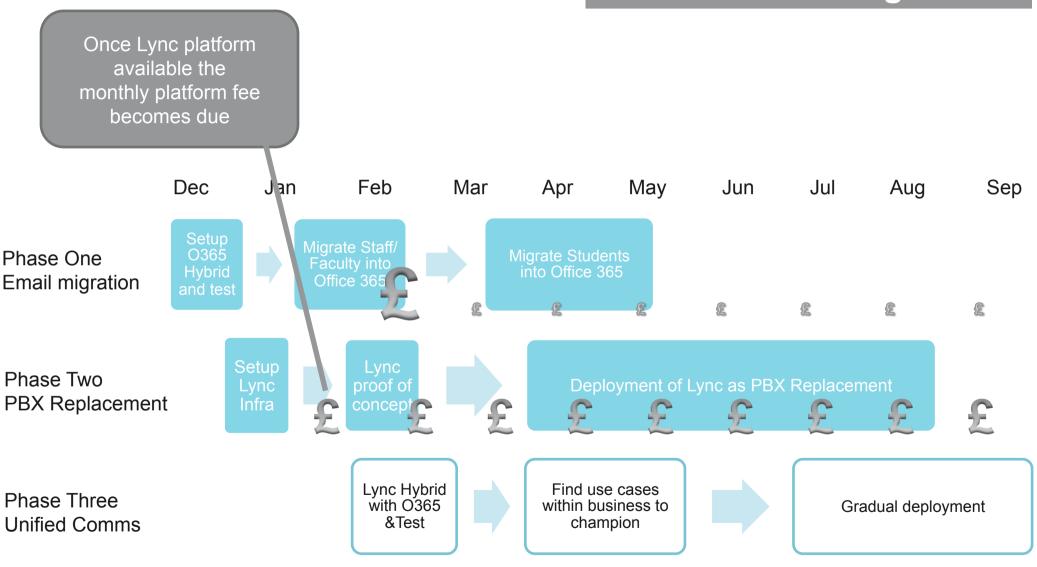
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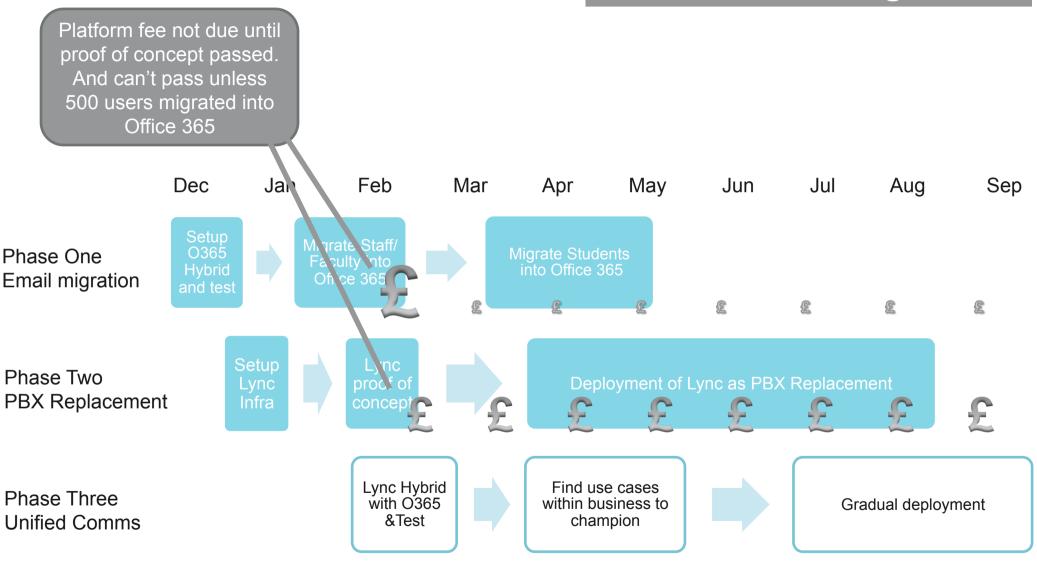






Contractual Arrangements

Platform fee not due until proof of concept passed. And can't pass unless 500 users migrated into Office 365 Feb Mar Dec Jah Apr May Jun Jul Aug Sep M. grate Staff/ Phase One into Office 365 **Email migration** and test Phase Two Deployment of Lync as PBX Replacement proof of PBX Replacement concept Find use cases Lync Hybrid Phase Three within business to with O365 Gradual deployment **Unified Comms** &Test champion

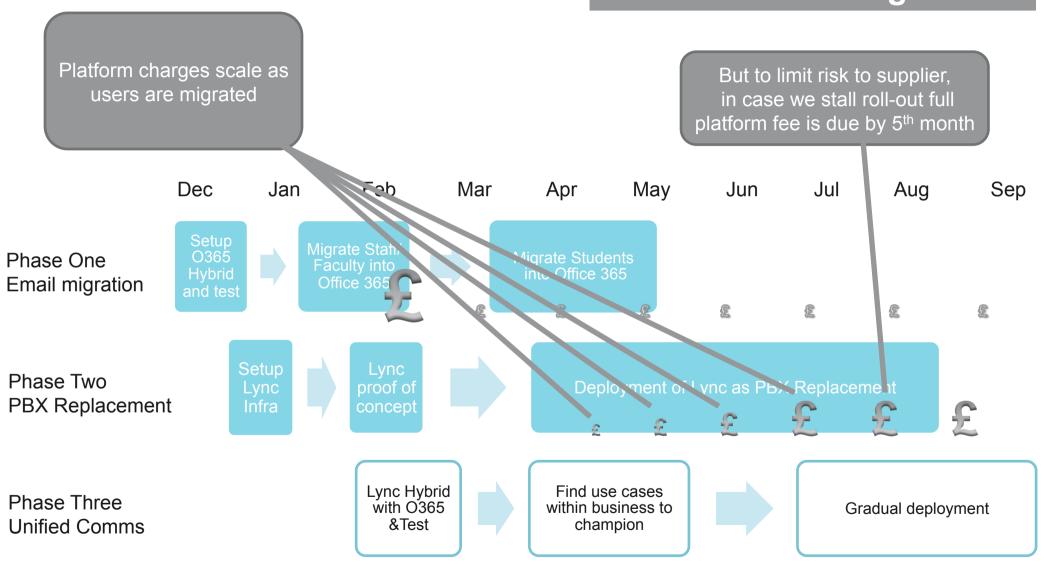


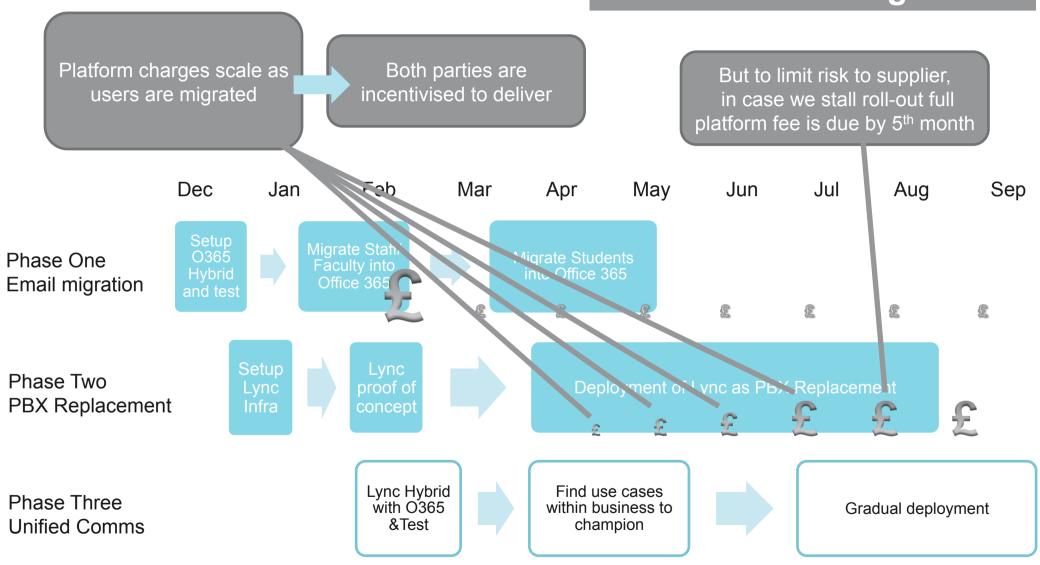
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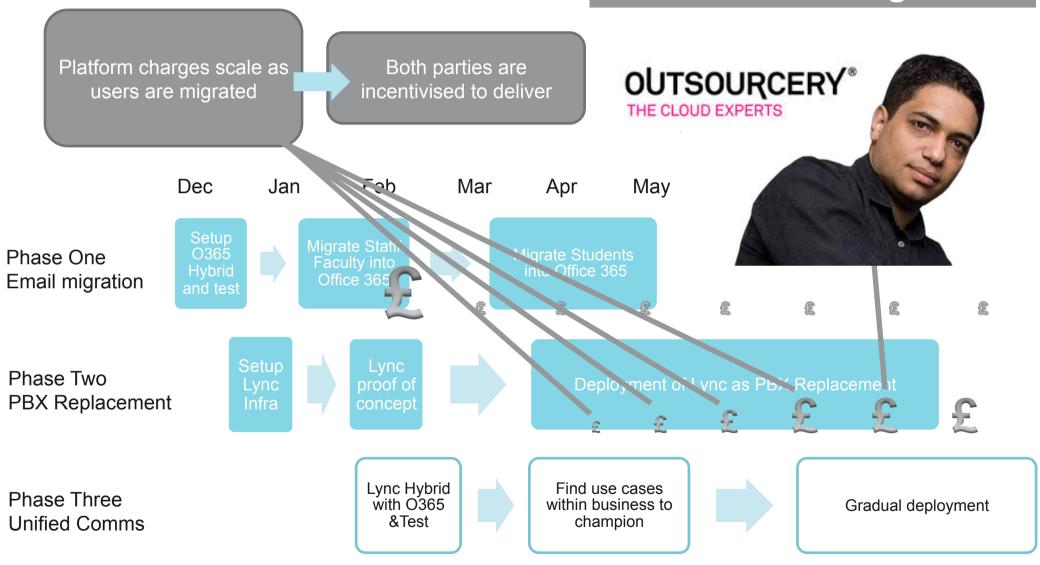
But now we have a Lync platform "as a service" we're paying for with no users on it = no service! Dec **Seb** Mar Jan Apr May Jun Jul Aug Sep Phase One nto Office 365 Office 365 **Email migration** and test E Phase Two Deployment of Lync as PBX Replacement proof of PBX Replacement concept Find use cases Lync Hybrid Phase Three within business to with O365 Gradual deployment &Test **Unified Comms** champion

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Platform charges scale as users are migrated Mar Dec Jan Apr May Jun Jul Aug Sep Migrate Stah **ligrate Students** Phase One Faculty into inte Office 365 Office 365 **Email migration** and test £ Phase Two Deployment of vnc as PbX Replacement PBX Replacement concept Find use cases Lync Hybrid Phase Three within business to with O365 Gradual deployment **Unified Comms** &Test champion







Lync in the Cloud Contract learning points

- Under estimated the time required for contract negotiations
 - Avoid contracting with a busy Dragon?
- Legal team input was invaluable
 - clearly understood the IT concepts
- Document all deliverables
 - Use lots of annexes (avoid conflicts)
 - How will you test the deliverables?
- Forward pricing upfront for all possible options you might want in the future.
- Define key words.
 - Migration = ????

- · Get price reviews included.
- Ensure demarcation points of responsibility are clearly defined
 - What tools will you use?
- Think about your Service Levels and KPIs.
 - Measurements
 - Service Improvement Plan verses Service Credits?
- Get legal team to write up a summary of the contract,
 - Help the Execs signing it understand
 - Signposts the document pack for IT

Lync in the Cloud Contract learning points

- We under estimated the time it would take to conclude contract negotiations
- For items where the price may vary over

- The help
- and they we were t
- Make sure and these include te
- Get forwal possible d future.

Contract - Outsourcery London Business School

- Avoid contracting with a busy Dragon?

COVER SHEET

THIS AGREEMENT is dated

OUT OU CER (COST NG LI ITED a company incorporated in England and Wales with registered number 6854066) whose registered office is at 10

Street, London W1T 2RE ("Supplier"); and LONDON BUSINESS SCHOOL a company incorporated by Royal Charter

(company number RC 721) whose registered office is at Regent's Park, London NW1 4SA ("the Customer" and references to "London Business School", "LBS", the "School" or similar, as the case may be, in any of the documents included within a Schedule to this Agreement (or other document incorporated into this Agreement by reference) shall be construed accordingly as references to the Customer).

time, get price reviews included.

October 2013

of responsibility as service levels.

rite up a help the Execs v understand it

ce for the lifetime

Changing the way we work

Converge your ways of working



Converge your ways of working

Changes that affect your staff

- These changes will affect the way our staff need to do their jobs.
- Loss of control?
 - Items where internal value add was limited?
- What will I do instead?
 - Listen comments and concerns
 - How will roles refocus?
 - Training in new skills

Working with the supplier

- Adapt or change your business processes
 - Incidents and Service requests
 - Change management
 - Problem management
- Ensure scope for each part of a project is crystal clear
 - Make sure your resources are aligned to be available to deliver results
 - Misaligned resource will soon eat into project delivery

Converge your ways of working

Enforces process

- You might react to service requests because you can, but this might lead to:
 - Lack of definition
 - Requirements and outcomes missing
- Working with a 3rd party
 - Forces documentation to hand over between service boundaries
 - True cost of implementing something can be understood

Can't "Just Do It"

- If supplier is expected to take responsibility for support 24/7 need to be part of delivery
 - Complies with their standards
 - Can they warrant it?
- For new services, or more capacity you probably have a lead time
 - Lead time longer than when you had complete control?
 - What lead times are necessary?
- Needs to be sold to wider IT Team and stakeholders in business

Converge your ways of working

Service Requests (BAU) verses Professional Services?

- What's included in your service contract?
 - Test them, give specific examples
 - Share your existing tickets and get them to analyse
- If it's not included, what does that mean?
 - Just some professional services?
 - Entire project management wrap?
 - Mini project versesFull Project Management?

Any value in forming a deeper relationship?

- To what extent does your service require a working relationship with your supplier?
 - What would be the benefits?
 - Any drawbacks?
 - How will your existing staff react?
- Different levels
 - Technical Staff
 - Service Management
 - Account Management

