Delivering a successful O365 migration program

Overview

Our client is one of the four largest financial institutions in Australia, servicing customers across Australia, New Zealand and Asia. Given the size and scale of the organisation, the ability to communicate and collaborate in a reliable, flexible and secure manner was critical for increasing productivity across the organisation.

Our client was facing critical challenges, including:

- An ageing email and messaging platform; with increasing instability due to end-of life hardware and software
- Increasing cost of ownership; driven by licensing and ongoing service costs
- The need for better tools of the trade for mobile bankers; offering flexibility, mobility and reliability

Opportunity

The client was grappling with a mix of outdated and siloed applications covering communication and messaging services. This severely impacted employees' performance and productivity, juggling different applications for communicating with other teams. Over time this ballooned into an organisation-wide problem that required immediate attention.

To address this problem O365 was selected as the preferred platform. However, complexities in transitioning more than 50,000 mailboxes to the cloud posed a serious challenge, given the regulatory landscape in the Australian financial sector.

Our client engaged coIB to assist in designing, planning and managing the entire migration program.

Application owners engaged from application integration and testing

50

Assets covered to validate and test the application integrations with the new O365 email platform

400

coIB solution

The coIB team utilised our Phased Migration Approach to shape the migration from initiation through to delivery and execution. Some of the key activities included:

- Development of the business case for the migration — undertook detailed cost-benefit analysis across different scenarios and provided recommendation on the best solution
- Development of the overall delivery plan — partnered with key vendors to orchestrate the planning and execution activities
- Identification of the technical readiness activities and dependencies — led a team of architects to develop solutions for different aspects of the platform, such as identity management (Active Directory), network uplift (configuration of Microsoft's Express Route platform), and security controls (implementation of Intune MAM)
- Risk and Regulatory Approvals — partnered with the client's risk and governance teams to secure the necessary supplier council and regulatory endorsements (APRA)
- Application integration and testing — led the engagement with more than 50 application owners covering approximately 400 assets to validate and test the application integrations with the new O365 email platform
- Governance and reporting — established the governance framework and reported on progress at the client's various leadership forums and funding committee
- Change and communications — partnered with the clients' change management teams to undertake change impact assessments, to develop communication collateral and to socialise the change with all business units

Results and benefits

coIB successfully developed an 18-month migration plan for the client, which would deliver:

- Greater than 50% reduction in email service costs, resulting in multi-million dollar annualised savings
- A linear platform delivered efficiency gains of more than $5 million per year due to cost avoidance resulting from shorter downtime and better integration
- Coalescing all functions in a single platform improved productivity reflective in yearly savings in support costs

coIB insights

Clients need to have a far-sighted approach when considering migration to cloud services. The return on investment on such initiatives is often not achieved within the first two years. Such migration projects require medium-to-high upfront investment (depending on the maturity of the client's organisation). The benefits do materialise and our experience indicates that clients need to have a 1–2 year lens on such projects.

Efficiency gains in dollars per year due to cost avoidance

5m

Reduction in email service costs

50%