Transforming the Lawn Tennis Association

Vision, business case, lessons and outcomes

During this session you will discover

- Securing support for your business transformation vision
- What I've learnt from overseeing a cloud migration project
- The outcomes and results

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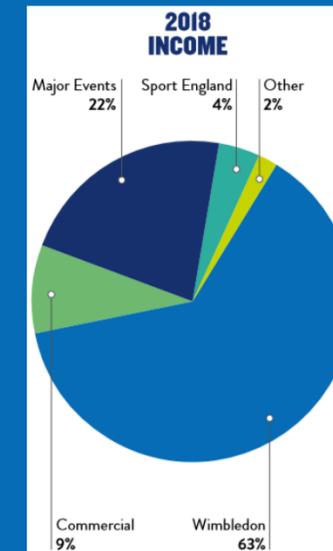Lawn Tennis Association

Transforming the Lawn Tennis Association

About the LTA

- Not-for-profit organisation, founded in 1888

- The National Governing Body for tennis in Great Britain

- Mission is to govern and grow tennis in Britain

- Invest in clubs, venues, officials, coaches and volunteers

- Deliver a calendar of events including:

  - Davis Cup and Wimbledon Championships

- Develop the next generation of champions

2018 INCOME

- Major Events 22%
- Sport England 4%
- Other 2%
- Commercial 9%
- Wimbledon 63%

- Income is £64.4 million
- 94% from events etc.
- 4% from Sport England
- 7% spent on Operations

- 5,000 Accredited Coaches
- 1,000 Licences Officials
- 25,000 volunteers
- 280 employees

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Transforming the Lawn Tennis Association

The Need For Change

- **Ageing infrastructure** (EOL and EOS)

  - Hosted in co-located datacentre

  - Locked-in to an expensive solution

- **Performance** issues with website and CRM system (membership)

- **Reliability** issues unacceptable during tournaments

  - Impacting online services used by Members

- No **scalability** for tournament season

  - Daily online visitors increases to tens of thousands!

Script: The Need For Change

- This list of IT issues will be familiar to many of you here today
  - Including ageing hardware, EOL and EOS issues, reliability, performance, scalability + security, governance etc.
- Poor infrastructure reliability caused two or three major issues every week that took the system down
- Inability to scale during a tournament lead to poor online performance
  - With online visitors increasing to 10,000 per day during a tournament!
- Any reliability and performance issues during high-profile tournaments are VERY VISIBLE
- Any serious failures could compromise the events (94% of the LTA's income)
- So LTA needed to investment in a technology refresh and kicked-off a Digital Transformation

NOTES:
- More details if needed:
  - Backups – Running at 98% to 100% capacity, regularly failing, 50% chance of recovering after a failure, move to Azure Backups
  - Hyper-V – Hosting on ageing equipment, high proportion of environment is EOL (life) or EOS (support), move to Azure and add Azure Site Recovery

Securing Support for your Business Transformation

An overview of how the business case for cloud migration was prepared

Business Transformation

- Transformation is a **balance**

  - Deliver significant benefits vs. Risk of change

- Transformation must deliver **real business value**

  - Align with business objectives and Board-level

- Assess all **Motivations** for Change

  - Reliability, scalability, secure online access

  - Server EOL, software EOS, contract renewal, compliance changes

- Consider all possible **solutions**

  - Develop a low-risk path to digital transformation

The LTA Approach

The LTA followed a clear set of rules:

- ❖ Investigate
- ❖ Analyse
- ❖ Audit
- ❖ Communicate
- ❖ Recommend
- ❖ Implement
- ❖ Deliver

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Script: Business Transformation

- Business transformation can deliver significant benefits to non-profit organisations

- But transformation involves change, which is risky, and requires investment, which requires a measurable return (in savings, stability, scalability etc.)

- It's critical to involve all stakeholders in the requirements definition and preparation of a business case, and align IT strategy with business objectives

- As technologists, we're always keen to get started with new technology, but the initial stages are critical, so take time to Investigate, Analyse and Audit your systems and requirements

- Transformation should be enabled by technology but not lead by it, so don't start-off with the assumption that Cloud is the answer to everything. It's important to define a solution for your organisation

What I've learnt from overseeing a cloud migration project

Lessons learnt from the cloud migration project

Lessons Learnt

1. Business transformation is not just an IT project

2. I couldn't do it all myself

3. Future-proof your technology platform

4. It's a marathon not a sprint

5. Atech Support and Microsoft Azure

Script: Lessons Learnt

1. Collaborate with key stakeholders to produce a technology roadmap and transformation programme
2. An experienced transformation partner will supplement any skills or knowledge gaps
3. Aim to implement an environment beyond your current requirements even though you can't anticipate everything now
4. Cloud migration is an iterative process, use a roadmap and phases to track progress and reduce risk
5. For our circumstances and requirements, cloud was the obvious solution and we selected Azure as the best cloud platform, then selected Atech as the most experienced and responsive Microsoft CSP (and I've subsequently worked with Atech at two roles since LTA)!

Outcomes and Results

What can you expect for the transformed organisation

99.95%

➤ Significant improvement in reliability
  - Able to scale for tournaments
  - Cloud enables Disaster Recovery solution

£500k

➤ Reduced infrastructure spend (so far!)
  - Significantly improved compliance and governance
  - Secure access to services from mobile devices

30%

➤ Saving due to on-going license optimisation
  - Increased end-user productivity
  - Better service management
  - Ability to easily embrace new Microsoft technology

➤ **Perception of IT has significantly improved!**

Script: Outcomes and Results

- The transformation process has been a huge success
- The organisation is very pleased with the results
- Refresh of the technology platform has delivered the reliability and performance required
- New Azure cloud platform is scalable and secure, and able to support future strategy
- The outcome is delivering significant operational savings with clear ROI
- And most importantly, the IT team is now seen as a significant benefit to the organisation! ;-)

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For more information about the LTA project,
please visit Atech Support on stand 22