

Leighton Contractors



Leighton Contractors Managed Video Collaboration Environment

Three-year, three-phase managed deployment is already reducing travel and greenhouse gas emissions, and improving staff communications



Industry

Construction, mining, energy and industrial services and telecommunications

Country

Australia and New Zealand

Challenge

To deploy and manage a reliable videoconferencing solution with significant staff uptake and utilisation to realise cost savings and environmental benefits by reducing Leighton Contractors' staff travel.

Solution

Phase one: 30 desktop IP video end points for Leighton Contractors' executive management, integrated with Leighton Contractors' existing videoconferencing technology.
Phase two: room remediation and the deployment of 15 room-based videoconferencing units.

Results

- Increased uptake of videoconferencing
- More positive perception of VC within the organisation
- Estimated return on investment of 12-18 months
- More effective executive communications without the need to travel
- Greater ability to collaborate with business and industry partners
- An increased level of staff collaboration nationally

Leighton Contractors has embarked on a three-year phased deployment of a video collaboration solution with the support of Dimension Data. In addition to the rollout of video technologies across the company's Australian and New Zealand operations, Dimension Data is providing Leighton Contractors with a Managed Video Service to ensure the ongoing operation of the solution, a key factor in ensuring user take up and utilisation are maintained at a high level within the organisation, a critical factor to the project's success.

Client Overview

Leighton Contractors is a wholly owned subsidiary of the Australian publicly listed company, Leighton Holdings Limited – Australia's largest project development and contracting group. With a range of capabilities across diverse industry sectors, Leighton Contractors has a proven track record of success. The company builds, maintains, operates, manages, services, finances and facilitates. Leighton Contractors excels in project delivery through various methods including design and

construct, construct only, traditional fixed lump sum, schedule of rates contracts, joint venture and alliances. Across Australia and New Zealand, Leighton Contractors is committed to continuing and strengthening its focus on safety, health, environment and the community. Corporate social responsibility and environmental sustainability issues are crucial to protecting the longevity of the company and the environment for future generations.

Business Challenge

Leighton Contractors had an existing videoconferencing (VC) environment, but faced significant operational issues and did not have an operational support structure in place. Due to lack of support, uptake of the solution was poor. Previously operated by the business, Leighton Contractors' Managing Director issued a directive to Group IT to implement a workable VC solution.

Under the company's Environmental Policy, videoconferencing was identified as an important component in Leighton Contractors' efforts to improve the overall environmental performance of the company and to promote practices, systems, values and behaviours that contribute to environmental sustainability, by reducing the requirement on staff to physically travel.

Relationship History

Dimension Data has worked with Leighton Contractors and its parent company Leighton Holdings for a number of years, on diverse projects ranging from core networking and IP telephony deployments, to desktop and server operating environment upgrades.

Dimension Data won the managed video collaboration contract based on a successful response to Leighton Contractors' request for proposal (RFP) issued in July 2008. Responses – both written and actual presentations – were evaluated by Leighton Contractors over a six month period, with the contract awarded in December 2008.

Leighton Contractors' IT Infrastructure Project Manager Tim Olorenshaw said: "Dimension Data provided a compelling solution, which will help Leighton Contractors to reduce its



"Dimension Data provided a compelling solution, which will help Leighton Contractors to reduce its travel expenses and contribute positively to the reduction of greenhouse gases."

Tim Olorenshaw, IT Infrastructure Project Manager, Leighton Contractors.

travel expenses and contribute positively to the reduction of greenhouse gases. The solution also enables us to provide more effective mechanisms to our staff to collaborate both internally and externally."

Solution Provided

The project is being undertaken in two distinct phases, of which the first phase was completed in May 2009:

- Phase One: the key technology components delivered included communications infrastructure, management, call accounting and endpoint technologies from TANDBERG, Cisco IP Telephony handsets and Cloud Systems' AV control software. Also included in the core infrastructure is integration between TANDBERG and Marconi's ViPR infrastructure (Leighton Contractors' existing video technology). Dimension Data also established its Managed Video Service, which included third level issue management and 10-hour on-site hardware replacement.
- Phase Two: includes room remediation and the deployment of 12 room-based TANDBERG video

conferencing units to replace the existing Marconi room systems. This phase was completed in November 2009.

- In addition to the project-based phases, a standard procurement process has been set up, enabling the business to deploy additional video conference endpoints when required – to date, Leighton Contractors has now deployed nearly 50 VC endpoints since March 2009.

How We Delivered

In taking a phased approach to the deployment of the solution, Dimension Data was aware that the most critical success factor for a video collaboration project, aside from the technology itself, was user acceptance.

Gerard Florian, Dimension Data's Chief Technology Officer explains: "We have taken a user-centric service proposition to provide the highest quality of support and experience for end users; and our phased implementation approach to deploy the solution has focussed on ensuring end user adoption with appropriate measurement mechanisms to support staff take-up."

Technical considerations were also fundamental, with Dimension Data completing a Video Optimisation Assessment to understand Leighton Contractors' requirements and ensure the network was adequately configured and provisioned to facilitate video collaboration.

Leighton Contractors had a workable room-based VC environment, so the decision was taken that the first phase of the project would focus on changing user perceptions by putting video in the hands of the executive management team by deploying 30 video endpoints to them, and integrating these devices with the existing VC system. Not only did this group travel extensively and thereby offer the best opportunity to showcase the travel savings that could be made by using video, they would also lead by example in the take up and utilisation of VC technologies.

"We ran focus groups pre-RFP to understand the needs of the end users and to ensure these needs were mapped to the correct solution," said Mr Olorenshaw.

"For phase one, we encouraged our executive management personal assistants to be as hands-on as possible, so that they understand the technology and can provide valid feedback. A dedicated role of a 'VC concierge' was created to provide direct support and 'handholding' through the early days of the technology. Both strategies have proven to be really successful."

Dimension Data first deployed the core infrastructure and bridging platform to support the TANDBERG video endpoints and integrate with the existing room systems in February 2009. The desktop endpoints were deployed to 15 different offices across Australia and New Zealand in April, with users trained on the new executive devices as soon as they were functional. There are currently 35 desktop units deployed, and 15 room-based systems in operation.

Alongside this deployment, Dimension Data provided dedicated level one and level two VC support resources for the first six months of operation, to give Leighton Contractors an "in-house" video concierge service. This extra level of support provided great comfort to the users that they would be properly aided in their initial use of this technology. After the six-month mark, the level one and level two support transitioned to Leighton Contractors Group IT resources. However, the dedicated concierge role is still active, so the same level of support is being provided to the Leighton Contractors business.

Solution at a glance

- Communications, management, accounting and endpoint technologies from TANDBERG, Cisco IP Telephony handsets and Cloud Systems' AV control software.
- Integration between TANDBERG and Marconi's ViPr infrastructure (Leighton Contractors' legacy video technology).
- Dimension Data's Managed Video Services, providing remote monitoring, on-site support, a VC 'concierge' and second-level support.

"Video conferencing is now seen as a business-critical application by Leighton Contractors," said Mr Florian. "Our Global Service Centre now takes any level three calls to resolve any issues, and we maintain spares to ensure next business day replacement and continuity of service."

Value Derived

Reduced Travel

Dimension Data provides Leighton Contractors with a quarterly report, which includes detailed usage statistics and a security review, plus return on investment calculation and CO₂ emission reduction estimates. In the first six months of operation, Dimension Data calculated that the video collaboration solution achieved 50 percent return on investment (ROI), with 100 percent ROI predicted in 12-18 months, based on travel cost savings alone.

"Interest in using video as an alternative to travelling for face-to-face meetings continues to grow. Each quarter our senior executives travel the country to present their quarterly review. Since October 2009, they are now presenting these reviews over VC," said Mr Olorenshaw.

Changing Staff Perceptions and Behaviours

At Leighton Contractors, negative experiences with the company's existing VC facilities had resulted in a very poor impression from staff towards video as an effective collaborative tool. With Leighton Contractors having a very strong environmental policy which included the stated aim to promote practices, systems, values and behaviours amongst its staff that contribute to environmental sustainability, it has been difficult for the organisation to bring about a change in attitude towards business travel, a significant contributor

to Leighton Contractors' carbon footprint. A viable video collaboration solution has begun to change perceptions towards the technology and increasing numbers of staff are now choosing this as the better alternative to travelling for meetings.

Increased Collaboration

"The single largest benefit in terms of increased collaboration has no doubt been utilising video conferencing to talk to business partners in locations such as London, Hong Kong, Singapore, Italy and other remote locations. Normally, extensive travel would be required to facilitate these meetings – now, they are occurring via video conferencing. This has resulted in more efficient business communications, and of course the added benefit of reduced travel and the reduction of associated monetary and environmental costs," said Mr Olorenshaw.

Future Plans

Leighton Contractors has now completed phase two of the video collaboration project, with room remediation the key focus.

"With regard to our meeting rooms, the level of complexity around audio visual integration needs to be clearly understood and not underestimated. It's not about cost; it's more around coordinating and overseeing any remediation activities that need to occur to fulfil the VC solution we are deploying," said Mr Olorenshaw.

Phase Two has seen a number of different TANDBERG endpoints deployed, including C60 Codecs, Profiles and Telepresence T1s.

After the success already enjoyed from phase one and two, Leighton Contractors is looking ahead to scoping its next phase to enhance video communication and collaboration across the organisation.

Solution at a glance (technical detail)

Phase 1

- TANDBERG MXP 1700 and 3000 desktop units
- Redundant TANDBERG Codian MSE 8050 and 8510 carrier class chassis
- Codian MCU 8000 Bridge
- TANDBERG VCS Expressway firewall traversal solution
- TANDBERG Management Suite (TMS) integrated with Microsoft Exchange 2003
- Cloud Systems Atmospheric IP phone VC Control
- Integration with Cisco CallManager
- TSA CAAB Enterprise for call accounting

Phase 2

- TANDBERG Codec C60 and Profile integrated with room automation and AV controls
- TANDBERG Telepresence T1
- TANDBERG Video Communications Server (VCS) clustering – enabling high availability in the core of the video network
- TANDBERG IP Gateway (Codian IP GW 3520) – Video Directory System

Phase 3 (proposed)

- VC integration with Microsoft Office Communications Server
- TANDBERG Movi mobile video conferencing
- Cisco Unified Video Advantage (CUVA) client software and hardware