

# Strategic IT Transformation



## The Client

A prominent Australian faith-based nonprofit organisation had long-standing challenges in both the delivery of IT services into the organisation, as well as the complete stack of digital infrastructure and assets. This client operates a diverse business across aged care, foster and kinship care, family support, youth support, and social housing. These formidable issues in technology were constraining its ability to provide the highest quality service across its operations, and a comprehensive approach was needed.

## CHALLENGE

The technology environment within our client had suffered from extended periods of under-investment, coupled with governance complexities and service model issues, that had driven a digital footprint that wasn't fit for purpose and an IT function that wasn't delivering optimum outcomes for internal customs.

The organisation had two primary objectives:

### TRANSFORMING THE TECHNOLOGY LANDSCAPE

This encompassed a thorough evaluation of technology capabilities throughout the entire value chain, starting with end-user and employee experiences, extending to line-of-business applications, and delving deep into the underlying infrastructure and network. The goal was to conceptualise a target state blueprint for implementing technology capabilities meticulously tailored to meet all requirements.

### BUILDING A RESILIENT IT SHARED SERVICE

Beyond technology, the organisation aimed to redefine the IT function to ensure it met immediate requirements while being strategically positioned for long-term efficiency as a shared service model.

Recognising the depth of the challenge, Exent leveraged its expertise in digital transformation, platform architecture and modern approaches to applications, data, integration and risk. The approach surfaced immediate pain points while establishing a target state that reflecting modern best practice.

# APPROACH

Our approach included a comprehensive current state assessment, near-term solutions, innovation through vendor collaboration, strategic exploration, and a detailed roadmap for transformation.

## CURRENT STATE DISCOVERY

Exent commenced with a holistic review of existing applications and systems, evaluating their fitness for purpose, technical longevity, and identifying integration opportunities and potential areas for platform consolidation.

The current technological environment was meticulously catalogued, encompassing business applications, data architecture, security, and integration.

A thorough examination of the IT function's digital maturity was undertaken, crucial in pinpointing areas for improvement and charting a path for transformation.

## NEAR-TERM DIAGNOSTIC & SOLUTIONING

The analysis of the technology environment identified gaps and proposed solutions, ensuring alignment with contemporary best practices.

Recommendations for structural changes, improved service delivery, asset management, and governance within the IT function were formulated.

A portfolio addressing immediate challenges and aligning with business objectives was meticulously crafted.

## INNOVATION AND VENDOR COLLABORATION

Exent envisioned integrating advanced technologies to provide personalised care solutions, enhanced health monitoring, and creating safer, more interactive environments for the elderly.

Vendor collaboration, especially with healthcare-focused partners, played a crucial role in ensuring that technology solutions were technically sound and tailored to the unique requirements of aged care.

## STRATEGY EXPLORATION & OPTIONS ANALYSIS (FOR POTENTIAL FUTURE ENGAGEMENT)

Shared service strategies were aligned with IT delivery models, while a long-term enterprise architecture focusing on application and data architectures was conceptualised.

An IT operating model tailored for a shared services environment was meticulously designed.

## STRATEGIC ROADMAP

Future state planning materialised into a comprehensive architectural transition plan and a detailed blueprint capturing the envisioned state.

A detailed program roadmap delineated each project's scope, timelines, budget, capability enhancements, and resource requirements.

# OUTCOMES

Exent's strategic planning resulted in a compelling business case featuring large efficiencies, strategy enablement and scale by building towards the target state. The investment case identified a programme of around \$17 million across technology and operations transformation. As a demonstration of strong executive and board alignment in the mission to drive digital, the organisation's board provided their approval on first submission and remain advocates of the transformation agenda.

Clear objectives have now been cascaded, with the resources and guidance to execute, around enhanced service delivery, modern digital applications, streamlined reporting, reinforced data governance and security, and improved service efficiency. Exent and the client, in partnership, are driving a more digitally-enabled, future-fit target state in support the client's objective to provide the ever-better care to its consumers now and well into the future.

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