
THE EVOLVING NATURE OF BUSINESS TRANSFORMATION: KEEPING UP WITH THE PACE OF CHANGE

LESSONS LEARNED FROM
TRANSPOWER NEW ZEALAND AND
WELLINGTON CITY COUNCIL

The last decade has seen many business transformation success stories across New Zealand, with a number of organisations rolling-out shared services, outsourcing and process improvement in order to boost efficiency, decrease overheads and remain competitive in today's market.

But as technology continues to redefine the business landscape, the back-office is changing. Artificial Intelligence (AI), Automation and Data Analytics are enabling new ways for businesses to drive efficiency and reduce costs. And as a result, transformation leaders need to ensure their teams are equipped with the necessary skills and leadership to grow value and ensure they are not left behind.

No matter what stage of the journey you are at, one thing is certain: business transformation is a constantly evolving venture. As a result, the right mix of technology, leadership, people and processes are needed to ensure it succeeds.

For the 6th year running, SSON is hosting the Annual Business Transformation Summit in Auckland New Zealand from the 28-29 September. While driving efficiency through shared services will still be a core area of focus, this year for the first time the program has been expanded to explore strategies, lessons learnt and big wins in new topics such as process excellence, Robotics Process automation (RPA), AI and data analytics.

Ahead of the [Business Transformation New Zealand Summit 2017](#), SSON caught up with two of the key speakers to gain a better understanding of their transformation journeys to date and the key lessons other New Zealand organisations can learn from their transformation projects.



The background of the left side of the page features a light blue and white line chart with several data series. Above the chart, there are three icons: a person silhouette, a smartphone, and a laptop. The x-axis of the chart is labeled with the months 'Jun', 'Jul', 'Aug', 'Sep', and 'Oct'.

KEEPING UP THE MOMENTUM OF TRANSFORMATION AT TRANSPOWER NEW ZEALAND

Maeve Neilson, Head of Procurement, Transpower

An overview of Transpower NZ's transformation journey to date:

"Our Transformational journey consisted of two parts; an operational change and a culture change. Both parts were equally important in ensuring success against the specific goals and deliverables of the transformation. Our aim was to go from good to great in both our operational delivery and our leadership capability."

Creating a culture of trust during transformation

"One half of the transformation was focussed on our culture. We set clear goals on the type of organisational culture we wanted and the type of behaviours we wanted to embed. We developed a number of work streams to enable our leaders to understand these deliverables, and to support them across their divisions and within their teams. We utilised a number of strategies to do this, from individual leadership development through to learning syndicates and leadership forums."



Ensuring employees are on board with transformational change

"A significant amount of work was done on a regular and planned communications approach. This included articles and updates on our internal website, through to regular road shows across all of our offices.

Leaders across our business took on an important role to communicate, share and engage their teams on the journey.

Our annual Leadership Conferences for all our leaders and key influencers across Transpower again ensured consistency in message, and gave them clear accountability to communicate the change and engagement across the business. We also ensured our transformation initiatives were developed with and by the business, and led within the business. This approach ensured buy in and engagement."

Lessons learned

"Communicate often. Be clear on the objectives and measure regularly against them. Where something was not working, don't be afraid to pause, reflect, stop or change as needs be. Embrace fail fast and be agile."

MAINTAINING A SHARED VISION THROUGHOUT TRANSFORMATION AT WELLINGTON CITY COUNCIL

Channa Jayasinha, Manager Business Information & Technology at Wellington City Council

Project vision: an overview

“The shared services initiative in the Wellington region began two years ago, with a feasibility study conducted by Deloitte on ICT services opportunities in Wellington. It came about as a result of the Chief Executive in the region looking at how the region can improve it’s delivery of services beyond the limitations of location.


In November 2015 we signed an agreement with Dimension Data to deliver ICT infrastructure shared services for organisations within the Wellington region, including Upper Hutt City Council, Porirua City Council, Wellington Water

and Wellington City Council. In March we launched our single service desk for all 4 agencies, which includes logging service requests either by telephone or online portals through one service touch-point.”

Why Shared Services?

“During the research stage we looked at two models of ICT shared services. One model was an all inclusive model, which involved rolling-out everything shared services had to offer – from business process outsourcing of things like payroll or managing all applications and business process across all agencies. The second model only involved a shared services of ICT infrastructure.

The Chief Executive agreed that it was not the right time for us to roll-out shared services across a bigger portfolio of activities. Our aim was to get some runs on the board with taking small steps first, so we settled on the low hanging fruit, which was to roll out ICT shared services.



Once we have done this successfully, our aim is to on-board more services – things like payroll outsourcing – and get more agencies involved in the transformation. We are trying to create a shared services hub in New Zealand.”

Developing a road-map for change

“Over the last two years we have worked with eight agencies in the Wellington region to understand what they need in terms of service support and ICT services. We’ve come up with five service towers which include various service areas we are going to deliver on. We have also created a service catalogue to make this process transparent and we will be adding more services to this catalogue in the future.


While the current focus is infrastructure, our longer term focus is to eventually on-board and expand our shared services scope to include things like geographical information systems, electronic document record management, financial services and payroll services. In order to achieve this we are planning on hiring a business development manager, whose key focus will be to add more areas to the service catalogue and add more agencies to our shared services portfolio.”

Gaining stakeholder buy-in

“Our key mantra throughout this process has been to ensure it is a coalition of the willing - all stakeholders involved need to be really committed to the shared services journey. We’ve promoted the fact you can’t just have one foot on the bus and one foot dangling out unsure.

The four agencies that have joined up to ICT shared services are the ones who are 100 per cent committed to making shared services successful. Some of the other agencies that haven’t come on board yet weren’t able to right now either due to things like business restructures or other major changes.

The four agencies that are on board are really committed to shared services and we will try to get others to join once we have successfully completed the four agency migration. Strategies we have used during the stage to gain buy-in, included monthly Chief Executive steering groups to provide progress in terms of how our feasibility studies were going and ensuring we were communicating with all involved throughout.



The next stage was to run procurement exercises, due diligence supplier exercises, get a multi-agency contract in place and then signing the contract and starting the whole process of transitioning and migrating.”

LESSONS LEARNED

“The key thing has been to always keep a positive outlook on things. At various stages throughout the journey so far, various agencies pulled out. But we remained positive – we only needed two agencies to do shared services and we have four. It’s important to just keep pushing along when things aren’t going right. In our case we kept doing that until we came to a point where we had a business case that was going to deliver cost efficiencies and other improvements around resilience.”

Interested in learning more?

Join Maeve and Channa at the **6th Annual Business Transformation New Zealand Summit 2017** where they will further explore the key strategies needed for successful back-office transformation in an ever-changing environment.

For more information visit <http://businesstransformation.iqpc.co.nz> or call +61 2 9229 1000 or email enquire@iqpc.com.au

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