

strategic review

issue

Pacific Services Group is a national electrical engineering with 4 lines of business. From its Melbourne base, it had developed a national presence by acquiring like interstate business to form its national network. However, its current IT systems presented a challenge to delivering an increasingly complex business model.

2010

drivers

- backed by Private Equity, a single electrical engineering company had grown by acquiring various other companies around the country.
- while broadening the market segments in which they worked, it also substantially added complexity to their IT systems, which were designed for project costing.
- lines of business now included; Contract Management, bespoke Manufacturing, in field Service Maintenance and Installations Services.
- over 60% of revenues were poorly supported by software systems.
- the manual processes required to work with existing systems resulted in increased overheads.
- a series of standalone databases (by legal entity) allowed for no consolidation of financials performance or business reporting, while complex Excel spreadsheets were widely used across the business, with the month end process alone using several thousand.

approach

- **translateIT** facilitated several workshops with representatives of each of the lines of business to; understand the business requirements, current and future needs and to measure gaps.
- held detailed meetings with the existing IT and software suppliers, along with the business to understand how and the extent to which the existing systems could meet the current and future requirements.
- costed and conducted risk assessments of the development pipeline proposed by existing suppliers.
- canvassed potential suppliers of alternate software systems to understand their degree of fit and budgetary requirements to implement.
- **translateIT** ultimately concluded that there were potentially better solutions in the open market to meet the breadth of functionality required.

resolution

- nigel worked with the senior executive team to develop a board proposal focussed on going to market for potential new software systems.
- the board approved the plan.
- subsequently, a business needs driven and structured RFP process was then signed off and run, evaluating the capabilities of over a dozen suppliers of potential software systems.

2013

while a new software system was selected, the impact of the GFC has led to its implementation being deferred.