



## Education: Tertiary



### The Brief

The client, a large University with an annual turnover in excess of \$2 Billion, briefed Business Analysis (BAPL) to provide them with a BA service to build a business case for the replacement of an existing finance management system.

### The Challenge

The customer, having recently centralised many finance functions, believed that it needed to replace its long-standing finance system in order to support its new operating model. BAPL was initially engaged to develop an investment justification for the system replacement project, for which \$20M had been budgeted.

The initial scope included a range of business analysis consulting services to investigate existing issues, support the client to baseline its current state processes, identify target benefits, scan the market for potential solution options and develop indicative implementation costings and timelines, all of which would ultimately inform the business case.



### Our Approach

With over 10 years of in-depth experience providing consulting services, BAPL is expert at delivering business analysis services and building capability within large organisations. Our large team of experienced consultants has an enviable track record in delivering outcomes based on exceptional business analysis methods.

BAPL created a scope of work for this outcome-based service, covering the approach activities, deliverables, quality criteria and estimated timelines. This was followed by stakeholder identification sessions to ensure the client fully understood the depth and breadth of areas to investigate. With the scope and alignment to business needs confirmed, BAPL initiated a more in-depth analysis of the current business processes, known issues and existing system capabilities through techniques such as root cause workshops, vendor capability interviews, process reviews and requirements analysis.

It soon became clear that, although the existing finance system had been kept up to date in terms of upgrades, there were many new features which had not been turned on, some of which had the potential to resolve a significant portion of the identified issues. Through ongoing service delivery management with the sponsor and project team, BAPL obtained agreement to re-shape the engagement to focus on building a roadmap to capitalise on existing features and to further enhance the current system's capabilities over a 5-year horizon.



### The Outcome

BAPL produced a report which identified 34 areas for improvement, with the effort required to enable each improvement ranging from 5 to 25 days. These improvements were estimated to cost between \$0.25M and \$0.5M in total. In comparison, the market scan BAPL performed to identify candidate replacement systems indicated a range of implementation costs from \$5M to \$16.5M.

The roadmap BAPL developed also provided for a number of initiatives which would improve the customer's ability to manage its own processes and embed a continuous improvement culture, enabling the University to deploy incremental improvements changes over time, at minimal cost.

These recommendations have since been taken up by the customer, and the sponsor and business stakeholders have been very pleased to implement high value improvements, very quickly with BAPL's support, at a fraction of the cost of replacing their finance system.



### Conclusion

BAPL was enabled to deliver an outcome-based business analysis service, determining the necessary approach, consulting activities and managing the methods for delivery with autonomy, but in collaboration with key customer stakeholders. As a result, we provided a significant body of analytical outputs which enabled our customer to decide upon a path which led to quick wins and significant cost savings in the vicinity of \$16-20M.