

# TECHNOLOGY ADVISORY & SOLUTIONS



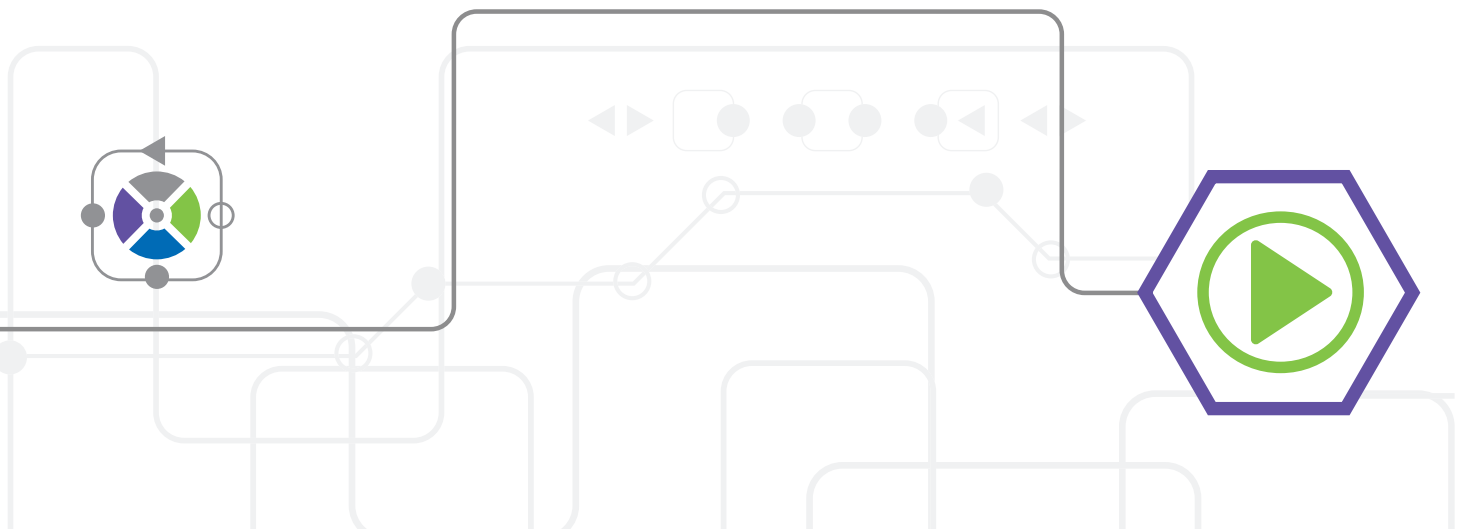
# ENABLING SUSTAINABLE GROWTH THROUGH DIGITAL TRANSFORMATION

GRANT THORNTON GUIDES MID-SIZE BUSINESSES, NOT FOR PROFIT ORGANISATIONS AND GOVERNMENT AGENCIES IN EXTRACTING VALUE THROUGH TECHNOLOGY WHILE DRIVING SUSTAINABLE GROWTH.

Technology is an enabler for fast-growing businesses, as confirmed by recent Grant Thornton Australia research. To turn digital developments into fuel for growth, companies must align their business and technology strategies smartly. Companies which invest in technology platforms that integrate current operations and serve as the basis for tomorrow's opportunities are the likeliest winners in the race to win over savvy consumers in the global marketplace.

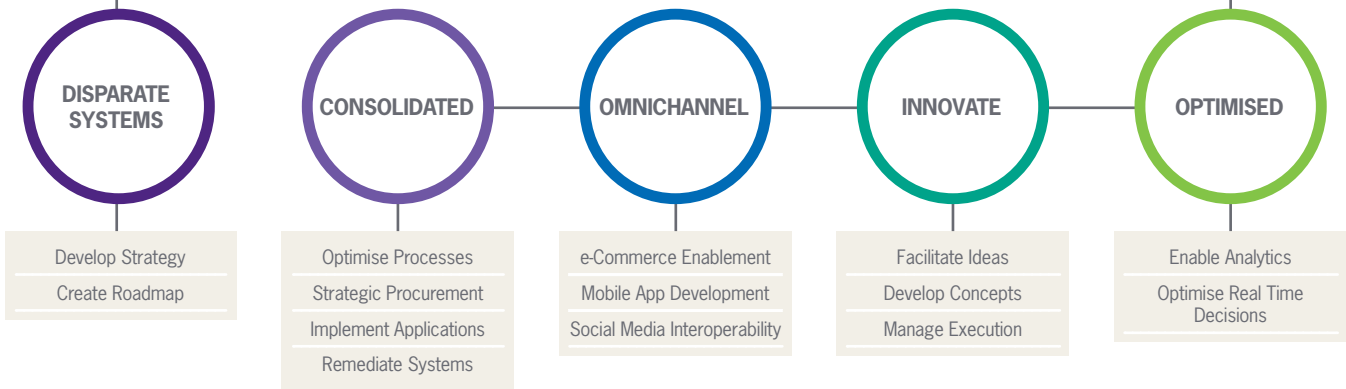
For mid-size businesses that want to achieve sustainable growth while competing in a volatile and interconnected environment, the choice is simple: either defend historic success or focus on new growth.

Grant Thornton Australia has shown that creative thinking holds the key to accelerated growth. We help organisations rethink their technology investment for growth and new markets. By reframing digital disruption as a growth enabler, we help business embrace smart technology, adjust to new ways of working and boost their performance while holding customers and business purpose at the centre.



# THE DIGITAL TRANSFORMATION JOURNEY

GUIDING CLIENTS ON THEIR JOURNEY TO DEFEND AGAINST DIGITAL DISRUPTION, OR BECOME DISRUPTORS.



- PROJECT MANAGEMENT
- ORGANISATIONAL CHANGE MANAGEMENT
- RISK AND ASSURANCE
- CYBER SECURITY

Grant Thornton partners with mid-size businesses through each phase of the journey: designing a digital strategy, scoping requirements, supporting smart procurement and optimising ROI from IT investments. Our services are tailored to industry specifics, and our approach is based on flexibility and responsiveness.

What makes Grant Thornton stand out is our purpose: enabling growth for mid-size businesses across Australia. We understand the challenges, and are dedicated to providing reliable and cost-effective guidance and solutions for success.

*“We help grow Australian businesses by using technology to solve challenges, innovate and disrupt.”*

**Alex Gelman**  
Partner – Growth Advisory

## 1: DISPARATE SYSTEM

The first step in the digital transformation process is the creation of a tailored 'roadmap.' Based on your strategic business objectives, it translates the customer journey into a digitally-fit strategy. This transformation blueprint takes into consideration a number of elements:

- Current business state and growth objectives
- Shifting market trends and future opportunities
- Geographical footprint and expansion plans
- Current customer experience and opportunities for improvement
- Existing technology and processes
- Available resources, expected timeline and key milestones.

The resulting roadmap delivers a clear overview of the opportunities and challenges ahead, and the actions needed to successfully translate the current customer experience into a long-term engagement across all channels.

## 2: CONSOLIDATE

Once the roadmap for digital transformation is finalised, mid-size businesses are ready to embark on the next stage of the journey: the consolidation of existing systems and, if necessary, the implementation of integrated applications throughout the business.

Successful creative disruption rests on strong technology foundations. In other words, it's unlikely that a company relying on disparate systems and a string of legacy platforms will be able to deliver a superior customer experience. It's essential that companies invest in adequate technology platforms and adapt their processes accordingly.

Grant Thornton experts have guided many mid-size businesses in selecting and implementing strategic IT solutions. Through partnerships with leading software providers selected for their flexibility, scalability, and cost-efficiency we provide you with comprehensive and scalable technology platforms, advice, and where required a complete solution delivered through results-driven project management and budget control, organisational change management and training.

## 3: EXTEND

Businesses with an optimal technology foundation can begin to leverage their digital advantage for growth. Enabled organisations are ready to deliver a compelling brand experience across multiple channels, leveraging automated processes, enhanced productivity and personalised customer engagement. Grant Thornton Australia's advisors work with organisations to determine the optimal mix to reach specific audiences, and to enable streamlined operations, supply chains and client engagement.

## 4: INNOVATE

With technology incorporated into their DNA, businesses can begin to accelerate their growth and disrupt their industries. Having implemented the right technology foundation organisations are ready to innovate.

Innovation is imagination in action. Whether it is using artificial intelligence to cost and improve information accuracy across the supply chain to e-government applications, block chain payment systems or client portals, the field of technology-fuelled innovation is wide open. Grant Thornton Australia supports organisations with strategic advice and tangible solutions enabling them to harness innovative technology.

## 5: OPTIMISE

By this point companies will have successfully completed the transformation cycle and become truly digital organisations: businesses that have successfully embedded technology into optimised products and services.

Digital organisations are not, however, immune to further disruption. They must continue to optimise operations in order to deliver a unique customer experience. Individualising product and service offerings rests upon advanced analytics capable of painting a clear picture of individual interactions and patterns. In an ongoing process, businesses intent on continuous improvement and technology innovation can position themselves at the front of competition as pace-setting disruptors.

# THE BUSINESS CASE FOR TECHNOLOGY AS A GROWTH ENGINE

<b>1</b>	<b>Changing technology landscape</b>	The pace of technological change is unprecedented. As software options multiply, expert technology advice becomes scarcer. Grant Thornton can keep you ahead of the pack with the most up-to-date advice from a trusted source.	<b>What it means for your business:</b> Making the best of technology decisions is critical. It can provide you with a competitive edge, help win new business and uplift operational performance.
<b>2</b>	<b>High customer expectations for a smooth and engaging experience</b>	Today's customers are increasingly demanding: from shoppers expecting 24/7 attention from retailers to aged clients demanding service transparency, digital disruption is prompting a change in the way organisations engage and service customers' needs.	<b>What it means for your business:</b> The choice of both internal applications and external channels of communication, sales, service and distribution is interlinked, and increasingly dependent on customer experience. Businesses need to strive for an accurate mapping of their brand journeys as the basis for their digital transformation strategies.
<b>3</b>	<b>Choosing the right technology</b>	A challenge for today's organisations is the confusing array of technologies. Investing in the right platform and cloud options requires in-depth technical and business expertise.	<b>What it means for your business:</b> Selecting the wrong system can hurt your business. Selecting the wrong implementation partner may lead to poor outcomes even if you've chosen the right technology.
<b>4</b>	<b>Investing in innovation</b>	Technology has turbo-charged innovation. Established businesses need to stay ahead of the curve to be able to compete against global giants and nimble start-ups alike.	<b>What it means for your business:</b> We have seen global household names decimated because they failed to adapt to the digital age. Investing in technology-driven innovation is critical to sustainable business growth.
<b>5</b>	<b>Seeking outcomes from technology projects</b>	Technology projects have a reputation for rates of failure. Grant Thornton will de-risk your projects and guide you to success.	<b>What it means for your business:</b> Projects should be seen as strategic investments and be properly structured to ensure they deliver on their objectives. Grant Thornton will provide assurance and project management for successful implementation.

*“ Great technology choices are informed by your customer promise. If you are a disruptor, you may use technology to create an innovative product or service, but it needs to deliver on your promise to the customer.”*

**Robert Samuel**  
Partner – Growth Advisory

## 6 Cyber security and resilience

Cyber security is consistently rated among the top 10 risks for global business. Challenges for the mid-size business sector range from safeguarding IP to complying with increasingly stringent data protection regulations.

**What it means for your business:** System security requires a proactive management plan. Businesses need to invest in cyber security, from auditing current systems to putting defensive strategies in place and creating a culture of cyber-risk awareness among their people.

## 7 System consolidation

Whether companies grow organically or through acquisition, they tend to accumulate systems over time. The result is often data clutter, system overlap and record duplication.

**What it means for your business:** Consolidated, integrated systems are a must for organisations which expect to grow sustainably.

## 8 Business insights

Big data is reshaping the way companies analyse target markets, forecast revenues and budget for growth. However, many organisations fail to mine available information due to system incompatibilities.

**What it means for your business:** Smart companies use data to identify trends, and forecast what-if scenarios. They graphically view historic results, looking for correlated trends between data segments and gain insights of where they previously succeeded or failed. Data directs accurate targeting and budgeting, fuelling sustainable growth and improved customer service.

## 9 Cloud

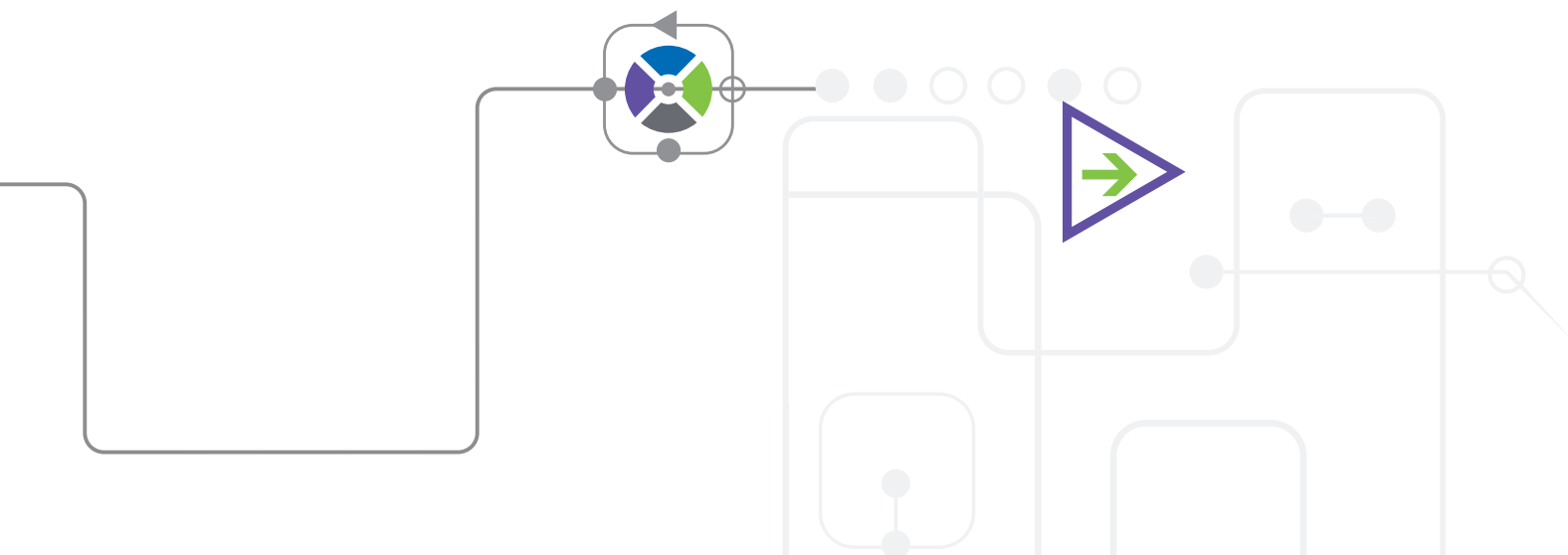
Cloud technology is the latest in technology architecture, and is reshaping the way businesses access knowledge, manage opportunities and service clients, as well as store data, approach emerging markets and budget for technology.

**What it means for your business:** Cloud has many definitions: infrastructure cloud; platform-as-a-service or software-as-a-service, as well as hybrids. It's critical to understand what benefits cloud technology can bring to your business, while taking into account your strategic aims and business model.

*“Businesses need to act in order to prevent attacks, build resilience, and foster a culture of cyber security among their employees.”*

**Matthew Green**

Partner – Growth Advisory



# OUR SERVICES IN DETAIL

MOST COMPANIES ARE DISSATISFIED WITH THEIR SYSTEMS AND FRUSTRATED BY DATA CLUTTER. ACTION IS NEEDED TO TURN TECHNOLOGY INTO A COMPETITIVE ENABLER, TAKING YOUR BUSINESS TO THE NEXT STEP: DISRUPT THE COMPETITION OR BECOME IMMUNE TO DISRUPTION.

Grant Thornton Technology supports mid-size businesses, not for profit organisations and government agencies throughout their digital transformation journeys. We effectively act as an innovation partner, supporting organisations to develop, implement and review technology strategies, systems and processes aligned with their business goals.

## DIGITAL STRATEGY AND ROADMAP

We work with companies to design and map their digital transformation journeys. We begin by analysing the customer journey, then identify people and processes critical to success, and ensure your technology choices are aligned with your business strategy. Our digital transformation framework ensures business objectives are reflected in each area of your technology strategy, including people, systems, performance, governance and architecture.

## STRATEGIC TECHNOLOGY PROCUREMENT

Ensures that organisations select technology solutions that are digitally fit-for-purpose. Grant Thornton Australia's technology experts have in-depth knowledge of a broad range of technology solutions: We help you select the right technologies which support strategic growth and ongoing partnership.

## PROJECT MANAGEMENT

Our team specialises in the design and execution of digital transformation projects. By means of a structured approach we make sure that programs and projects deliver measurable business benefits in terms of solution quality, risk and cost control to guarantee a focus on results.

## ORGANISATIONAL CHANGE MANAGEMENT

Well-executed technology projects are great tools for transforming organisations. Change management is incorporated into our approach and ensures that people are engaged based on their current level of readiness and capability. We work to establish an understanding of the need for change and support staff throughout the digital transformation process. Education is an integral part of our approach, and essential to guaranteeing long-term adoption of new technology.

## CYBER SECURITY

We provide a comprehensive security assessment including vulnerability testing and the creation of a remediation and maintenance plan. We also provide policy advice and develop procedures to mitigate cyber risk and keep your business safe.

## IT AUDIT AND SYSTEMS REVIEW

Following a methodological, standards-based approach to IT audit and systems review; our digital transformation roadmap provides pragmatic advice for technology optimisation.

## CLOUD ERP

Grant Thornton Technology provides companies with leading mid-market platforms to optimise, innovate and disrupt markets for faster growth.

ERP/CRM/eCommerce: We've partnered with leading technology providers to offer our clients a comprehensive, cloud-based enterprise business system. These platforms, together with Grant Thornton's broad range of supporting services, provides companies with a one-stop-shop for enterprise management.

## CORPORATE PERFORMANCE MANAGEMENT & ANALYTICS

Budgeting, forecasting and reporting: We offer leading corporate performance management software that provides comprehensive cloud-based functionality to all management users within the business. The application guarantees 24/7 online access to all data, along with cyber security and extensive reporting capabilities.

Analytics: We implement technology which aggregates corporate data within organisations and provides key insights and trends for sustainable growth.

# ABOUT GRANT THORNTON

GRANT THORNTON IS ONE OF THE WORLD'S LEADING ORGANISATIONS OF INDEPENDENT ASSURANCE, TAX AND ADVISORY FIRMS.

These firms help dynamic organisations unlock their potential for growth by providing meaningful, forward looking advice. Proactive teams, led by approachable partners in these firms, use insights, experience and instinct to understand complex issues for privately owned, publicly listed and public sector clients and help them to find solutions.

Grant Thornton Australia has more than 1,200 people working in offices in Adelaide, Brisbane, Cairns, Melbourne, Perth and Sydney. We combine service breadth, depth of expertise and industry insight with an approachable "client first" mindset and a broad commercial perspective.

More than 42,000 Grant Thornton people, across over 130 countries, are focused on making a difference to clients, colleagues and the communities in which we live and work. Through this membership, we access global resources and methodologies that enable us to deliver consistently high quality outcomes for owners and key executives in our clients.

## 42,000+

PEOPLE GLOBALLY

## 130+

COUNTRIES

## \$4.6BN

WORLDWIDE REVENUE  
2015 (USD)

## 1,200+

PEOPLE NATIONALLY

### INDUSTRY SPECIALISATIONS

Automotive Dealerships

Energy & Resources

Financial Services

Food & Beverage

Health & Aged Care

Life Sciences

Manufacturing

Not-for-Profit

Professional Services

Public Sector

Real Estate & Construction

Consumer Products & Retail

Technology & Media

### OUR SERVICES TO DYNAMIC BUSINESSES

#### AUDIT & ASSURANCE

#### PRIVATE ADVISORY

Private wealth

Family office services

Superannuation

Business advisory services

#### TAX

#### FINANCIAL ADVISORY

Forensic consulting

Corporate finance

Restructuring advisory

#### GROWTH ADVISORY

Asia practice

Leadership, talent & culture

Technology advisory & solutions

Business risk services

Performance improvement

#### NATIONAL SPECIALIST TAX

Indirect tax

Transfer pricing

Remuneration taxes

#### PUBLIC SECTOR ADVISORY

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