



BDO AND IPAA 'RETHINK' INFORMATION SERIES

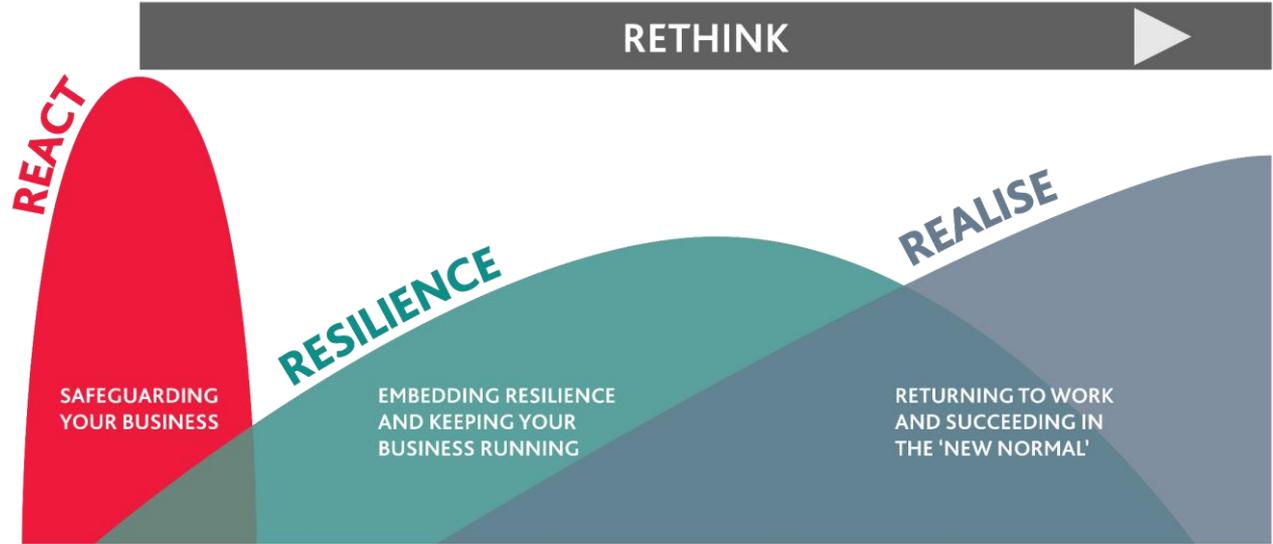
DIGITAL TRANSFORMATION

September 2020

HELPING ORGANISATIONS BOOST THEIR ORGANISATIONAL RESILIENCE

In the current operating climate, knowing how to plan for ‘what’s next’ is crucial. To help guide this process BDO has drawn on the first-hand experience and insights of its global teams to develop the ‘Rethink’ framework. Much of the world has moved past the react phase, and is heavily entrenched in resilience, where the goal is to identify what will help your organisation be successful in the new normal.

A focused effort to embed improvements and risk mitigation approaches in this Resilience phase — made up of five key focus areas — is what will set an organisation up for success in the ‘new normal’.



The way in which businesses respond to the initial impact of the COVID-19 crisis, minimising the catastrophic effects on its business operations, employee safety, supply chain and ongoing financial viability.

Maintaining business operations during disruption using techniques that allow people, processes and information systems to adapt to changing patterns. The ability to alter operations in the face of changing business conditions preserving the continuity of the provision of 'critical functions' to a firm's customers.

Applying the learnings from key resilience activities and continuing to adapt. Successfully adapting to new business models and ways of working are needed to address essential and obligatory political, economic, socio-cultural, and technological changes.

BDO AND IPAA's 'RETHINK' INFORMATION SERIES

This Information Series focuses on five of the critical enablers of the Resilience phase, which are particularly relevant for public sector organisations. We will guide you through the role each can play in the decision making process and the important factors your leaders must consider as they look to the future.

If you would like more information about BDO's Rethink framework, please visit [our website](#) for material and podcasts covering a wide range of topics, including people, operations, compliance, risk, and finance.



**CYBER SECURITY
AT THE
EXECUTIVE LEVEL**



**DIGITAL
TRANSFORMATION**



**REIMAGINING
BUSINESS
MODELS**



**RELIABLE
INFORMATION AT THE
EXECUTIVE LEVEL**



**WORKFORCE
TRANSFORMATION**



DIGITAL TRANSFORMATION

LEARN, STRATEGISE AND MAINTAIN THE HUMAN ELEMENT

In an environment characterised by uncertainty, the need to be proactive and define how you adapt your organisation's digital transformation for the new normal is vital.

A digital recovery roadmap can lay the foundation for tackling the challenges brought about by the COVID-19 pandemic and position your organisation to take advantage of the digital transformation that has already been initiated.

When it comes to the digital landscape, many organisations have reacted swiftly to build their resilience in the current climate to keep things running. Unlike other operational areas, defining 'What's Next' for digital decision making is about realising the value of changes enacted, returning to work and succeeding in the new normal.

There are a number of digital transformation short-term focus areas during the resilience phase that should not go unaddressed. You can find out more by downloading our [Digital Recovery Roadmap Checklist](#).



DIGITAL STRATEGY



CUSTOMER/
CLIENT EXPERIENCE



DIGITAL AND
TECHNOLOGY
OPERATING MODEL

SHORT-TERM ACTIONS TO DRIVE LONG-TERM SUCCESS



Review your digital strategy...

The digital landscape has changed significantly over the course of the COVID-19 pandemic. Organisations have been forced to rapidly adopt digital platforms to continue operations as close to normal as possible. Ways of working and engaging with the community and customers have had to evolve to remain relevant.

Legacy digital strategies may no longer be fit-for-purpose. It is imperative to review and update them.

In the context of...

Existing/emerging organisational problems

Discover new and existing organisational problems that have been arisen because of the COVID-19 pandemic.

Determine whether the organisation's current digital capability is a problem solver or problem maker.

Customer or community behaviours

The way people want to act with organisations has rapidly changed and, in some circumstances, will never return to the way things were.

Lean into the disruption by understanding the new needs of customers and communities and support them with the delivery of digital services.

How your staff are working

Enabling staff to work remotely through digital technology was only the first step.

It has worked with differing levels of success across different industries and needs to be reviewed and improved to keep the workforce engaged and productive.

SHORT-TERM ACTIONS TO DRIVE LONG-TERM SUCCESS



Understand your true value-add to customers...

Clients, customers and staff have continued to interact through digital channels once the physical ones were removed as a result of the COVID-19 pandemic.

In the context of...

What services saw an increase in demand?

The services that saw an increased demand may have been through necessity rather than requirement.

Review the customer/client experiences for services that saw increased demand and ensure they are engaging long after the necessity drops.

What services saw a reduced demand?

Was the reduction in demand due to the inability for people to engage with the service in a digital way?

If not, was the digital service adequate to meet their changing needs?

Is the service still required in the new normal?

What do customers and clients need?

Engaging customers and clients for feedback on services and the digital experience is more important than ever.

Understand their pain points and opportunities with the current experience, and implement a plan for change.

SHORT-TERM ACTIONS TO DRIVE LONG-TERM SUCCESS



Digital and technology operating model...

Throughout the COVID-19 pandemic, organisations have often been forced to identify critical processes and employees required to ‘keep the lights on’ during lockdown periods.

In the context of...

What digital or technology capabilities did you focus on during the height of the COVID-19 pandemic, and why?

Reflect on the capabilities that saw and increase in demand with regards to internal digital and technology and whether or not that is needed to be sustained in the short, medium, and long term.

Do you need to augment your organisation’s staffing model to support the capability?

What processes or functions did you stop? Are they critical?

For processes or functions that were put on pause, what was the organisational impact of that pause? Are they needed in the new normal to achieve the organisation’s strategy or vision?

Look for opportunities to reduce the impact (cost, headcount) of these processes or functions through digital automation.

How your staff are working

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