

When a revenue collection and debt recovery agency wanted to embark on an enterprise wide transformation program...

Our founder helped them to design a customer centric Target Operating Model.

Challenge

External pressures including decreases in revenue as a result of GST changes and a declining property market meant that the agency needed to rethink the way they collect revenue and recover debt from citizens. The agency sought our founder's help to design a customer centric Target Operating Model.

Discovery

The team worked with the Deputy Secretary, Executive Directors and representatives from across the whole organisation and external stakeholders to diagnose the current state operating model and identify opportunities for improvement. This included identifying industry trends for taxation and revenue collection agencies across the world to bring in additional insight for what areas could be changed.

Numerous design workshops were then held with the Executive team to agree design principles, assess high level design options against the design principles and deliver a detailed design of the Enterprise Target Operating Model that was approved by the Deputy Secretary.

Impact

The new Operating Model acted as the 'North Star' for the transformation program to ensure the whole organisation along with key external stakeholders clearly understood the direction of the agency and how it will impact their day to day work.

The relevant artefacts were crucial for managing the change impacts for the people during the implementation.

Some of the key changes included:

- Greater standardisation within the service delivery processes to remove duplication, capitalise on economies of scale, reduce response time and enable a single view of the citizen
- Clarity on the roles and responsibilities of operational and supporting functions





- Identification of new revenue streams and changes to the value proposition
- Amalgamation of business units and realignment of existing functions to deliver the organisation's outcomes and be more customer centric
- Clarity on which service delivery channels could be rationalised and standardised
- Identification of commissioning opportunities across the value chain
- A new enterprise wide governance structure and process to execute the transformation program
- Clearer requirements for replacing outdated technology across the enterprise

The Executive were able to clearly layout the implementation roadmap, articulate priorities and discontinue those programs which weren't aligned to the Target Operating Model.

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