Case Study

Tabcorp Holdings Ltd

Customer
- Tabcorp Holdings Ltd

Industry
- Leisure & Gaming

Challenges
- Resilience of critical business systems
- Improving infrastructure of 1,000 servers
- Complex, network expansion

Solution
- NEC Network and Infrastructure Baseline Assessment

Results
- Objective current state assessment supports network simplification business case
- Plans for system requirements to underpin improved operations and customer service
- Fast track to action and productivity

Services
- NEC Strategic Consulting

The Customer

Tabcorp Holdings Limited (Tabcorp) is an Australian wagering, gaming services and Keno operator that also owns and operates broadcasters Sky Racing and Sky Sports Radio. With 3,000 employees supporting its operations, primarily in Victoria and NSW, Tabcorp is a leading gambling entertainment company.

The Challenges

The organisation's IT division, Tabcorp Technology, is responsible for a network of 1000 servers that support the 45 host and auxiliary systems delivering Tabcorp's Gaming, Pari-mutuel and Fixed-Odds betting activities.

Tabcorp's infrastructure and associated network was reaching its capacity to the point where Simon Duck, General Manager of IT Service Delivery at Tabcorp, said: "Something needed to be done to ensure that our IT environment was able to support a host of new business opportunities whilst meeting the current demand on systems and services.

Over the past four years the network had expanded rapidly. But this had occurred as a series of isolated building blocks rather than under a holistically considered set of standards.

Having recently transitioned from the Tabcorp business to IT, Duck was building a business case for a Network Refresh project. To do so, he recognised that the organisation needed insight into the current health of the network and infrastructure portfolios. This assessment would also help position Tabcorp Technology to meet current and future business needs.

Duck said: "We needed the objectivity of an external partner with expertise across network, infrastructure and workplace. I had experience working with NEC in previous roles and liked how they operated. We commissioned them to set us on the path to success and to show us what our environment should look like."

Current state insight, assessed against Tabcorp business needs, leads to service excellence.

> **"The Assessment supported our business case in its clear articulation of our current state. By leveraging NEC's cross-industry insights and recommendations, Tabcorp Technology could build on its service excellence to the business."**
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> **- Simon Duck, General Manager, IT Service Delivery, Tabcorp**

The Solution

Tabcorp engaged NEC to undertake a Network and Infrastructure Baseline Assessment. This critical process was to detail the issues facing Tabcorp's existing capabilities and the opportunities available to it. From there, NEC would provide a roadmap to improve the network and infrastructure functions.

"With a list of competing priorities, I had limited time to tell the NEC team what was required. They had to be quick to understand and they had to interact in an agile way that suited us and be able to engage our stakeholders," Duck explained.

Combining observations, analysis and insights, NEC completed the Assessment project in two months. The work included input from 21 workshops with stakeholders in functional areas.

NEC's approach delivered not only the baseline assessment but also validated Tabcorp Technology's business case in light of the current state findings. Opportunities for improvement were grouped across five themes: strategy, architecture and governance; project and portfolio management; organisational change and communications; vendor management; and knowledge management.

The network and infrastructure program of work recommendations were assessed for improvements based on a more efficient solution delivery and the ability to lower risk to the business from its technology platforms. Ultimately, this would improve service levels to Tabcorp's millions of customers.

From the improvement opportunities identified, 19 recommendations were categorised according to people, process, technology and governance work streams. These were accompanied by indicative urgency levels and estimated implementation times based on their complexity.

"NEC was very fast in assessing our baseline. That's extremely important when you're paying for consulting. They had the skills to put together practical solutions, with realistic timeframes, that we could put in place further down the track. That's where NEC's expertise came into play - ideas combined with an understanding of our environment," Duck said.

Benefits

With NEC having completed the ground work, Tabcorp Technology could formalise its technology standards and governance framework. From here on in, solutions will be implemented in line with the organisation's strategic focus, under stringent technology prioritisation.

Importantly to the business, it will also be able to build its own internal design capability. This will reduce project capital expenditure and allow Tabcorp to extend its intellectual property base.

The NEC work also fast tracked productivity for newly recruited senior members of the Tabcorp Technology team. "The Assessment report quickly gave me a comprehensive view into exactly what we had," Duck said.

At the time, Tabcorp was also looking to appoint a new technology manager to the team. Duck continued: "The report is a plan of attack for his group. Rather than taking months to understand the people and the environment, I've been able to get into action straight away."

"NEC delivered a quality product that saved us a lot of time and effort. We've got things moving quickly and in the right direction. From this exercise, we have a very positive view of NEC," Duck concluded.

For more information, visit au.nec.com, email emailus@nec.com.au or call 131 632

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